

Joint Information Meeting

TOWN COUNCIL & COUNTY COMMISSIONER MEETING

December 7, 2020

1:30 PM

(Special JIM due to starting early)

County Commissioners Chambers, Virtually thru Zoom

Chair: Natalia Macker

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

I. ZOOM LINK FOR PUBLIC PARTICIPATION

To join, click the link or copy to your browser: <https://us02web.zoom.us/j/84397282858>

If the link does not work, join at zoom.com with Webinar ID **843 9728 2858**

or join by phone **1.669.900.6833** with Webinar ID **873 9728 2858**

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. Public comment is limited to 3 minutes. 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 commissioners@tetoncountywy.gov.

IV. CONSENT CALENDAR

A. Meeting Minutes:

1. November 2, 2020 JIM

B. Consideration of Changes to Rental Housing Deed Restriction Template

C. Memorandum of Understanding for Extraterritorial Law Enforcement of the Town of Jackson

V. DISCUSSION/ACTION ITEMS

A. Technical Update to the Integrated Transportation Plan (Tyler Sinclair, 90 minutes)

B. Human Services and Resource Allocation Plan Adoption (Alyssa Watkins, 30 minutes)

C. Consideration of a Housing Preservation Program (April Norton, 30 minutes)

VI. MATTERS FROM COUNCIL, COMMISSIONERS AND STAFF

VII. PROPOSED ITEMS FOR FUTURE JOINT INFORMATION MEETINGS

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

- A. 12/8 SpJIM – joint board interviews
- B. 12/14 SpJIM 9-Noon placeholder – joint board interviews
- C. 12/21 SpJIM 9-Noon placeholder – joint board interviews
- D. 1/4 Housing Nexus Study
- E. 1/4 Ecosystem Capacity and Staffing
- F. 1/4 Role of Historic Preservation Board in Town
- G. *tbd* Childcare Baseline Inventory Next Steps

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
TOWN COUNCIL AND BOARD OF COUNTY COMMISSIONERS MEETING**

NOVEMBER 2, 2020

JACKSON, WYOMING

The Jackson Town Council met in conjunction with the Teton County Commission in a joint information meeting (JIM) located in the County Commissioner's Chambers located at 200 S. Willow St. at 2:03 P.M.

I. Roll Call. Upon roll call the following were present:

COUNTY COMMISSIONERS: *In-person* none. *via Zoom*: Chairwoman Natalia Macker, Mark Barron, Mark Newcomb, and Luther Propst. Vice-Chairman Greg Epstein joined after the roll call.

TOWN COUNCIL: *In-person*: none. *via Zoom*: Mayor Pete Muldoon, Vice-Mayor Hailey Morton Levinson, Arne Jorgensen, Jim Stanford, and Jonathan Schechter.

STAFF: Larry Pardee, Maureen Murphy, Chris Neubecker, Tyler Sinclair, Kristi Malone, Alyssa Watkins, Rian Rooney, Heather Overholser, Amy Ramage, Roxanne Robinson, Lea Colasuonno, Keith Gingery and Chalice Weichman.

II. Public Comment. None.

III. Consent Calendar.

III.A. Meeting Minutes. To approve the meeting minutes for the October 5, 2020 and October 13, 2020 meetings as presented.

On behalf of the County, a motion was made by Commissioner Newcomb and seconded by Commissioner Barron to approve the consent calendar for today's joint information meeting that includes the minutes for the October 5, 2020, JIM meeting and the October 13, 2020 Special JIM Meeting. Chairwoman Macker called for a vote. The vote showed all in favor and the motion carried for the County.

On behalf of the Town, a motion was made by Councilwoman Morton Levinson and seconded by Councilman Jorgensen to approve the consent calendar for today's joint information meeting that includes the minutes the minutes for the October 5, 2020, JIM meeting and the October 13, 2020 Special JIM Meeting. Mayor Muldoon called for a vote. The vote showed all in favor and the motion carried for the Town.

IV.A. 2020 Amendments to the 2012 Jackson/Teton County comprehensive Plan Approval. Tyler Sinclair, Community Development Director Planning and Building Services Director, presented to the Commission and the Council for consideration of the 2020 amendments to the 2012 Jackson/Teton County Comprehensive Plan.

This update to the Jackson/Teton County Comprehensive Plan is founded on accountability to the community and adaptive management of goals, principles, policies, and strategies for continued aspirational and measurable success in living shared values. This Growth Management Program review and update to the 2012 Comprehensive Plan is evidence that a living plan improves with deliberate coordination between governmental jurisdictions, stakeholders, and the public to provide a balance between diverse community interests. After 18 months and through the challenges presented by COVID-19, countless meetings, hundreds of staff hours, and an overwhelming investment of time and confidence from the public, staff is proud to present the culmination of shared efforts in this final draft of an updated Comprehensive Plan. Over the course of this project, the Board of County Commissioners and Town Council have provided direct oversight on issues ranging in scope from the desired future of specific Subareas to overall Chapter goals. At the last Joint Information Meeting on October 13, 2020, the Board of County Commissioners and Town Council directed staff to make specific edits to the previously released draft updated Plan dated July 29, 2020. Those edits have been incorporated into a final draft dated October 28, 2020 for consideration of adoption

In addition to incorporating the specific edits listed in the staff report, Staff corrected noted typos and grammatical errors and the document was reviewed for legal consistency. Staff have reviewed the proposed edits in the content of the entire plan and find them consistent

and complementary to the overall document. Please see the project website for previous staff reports and presentations made throughout the review process.

On behalf of the County, a motion was made by Commissioner Propst and seconded by Commissioner Epstein to add to the Comp Plan Update a new sentence in Revised Strategy 1.2.S.3 that reads: In partnership with Teton Conservation District and other applicable partners, develop with all due dispatch a comprehensive countywide wastewater management plan.

Chairwoman Macker called for a vote. The vote showed 4-1 with Commissioner Barron opposed and the motion carried for the County.

On behalf of the Town, a motion was made by Council Stanford and seconded by Councilwoman Morton Levinson to add to the Comp Plan Update a new sentence in Revised Strategy 1.2.S.3 that reads: In partnership with Teton Conservation District and other applicable partners, develop with all due dispatch a comprehensive countywide wastewater management plan.

Mayor Muldoon called for a vote. The vote showed all in favor and the motion carried for the Town.

There was no public comment.

On behalf of the County, a motion was made by Commissioner Newcomb and seconded by Commissioner Propst to accept the changes to the Jackson/Teton County Comprehensive Plan as set forth herein and discussed today and to approve the Joint Resolution adopting the updated Jackson/Teton County Comprehensive Plan as the amended Master Plan for the Town of Jackson, Wyoming and amended Comprehensive Plan for Teton County, Wyoming. Chairwoman Macker called for the vote. The vote showed all in favor and the motion carried for the County.

On behalf of the Town, a motion was made by Councilman Stanford and seconded by Councilwoman Morton Levinson to direct staff to accept the changes to the Jackson/Teton County Comprehensive Plan as set forth herein and discussed today and to approve the Joint Resolution adopting the updated Jackson/Teton County Comprehensive Plan as the amended Master Plan for the Town of Jackson, Wyoming and amended Comprehensive Plan for Teton County, Wyoming. Mayor Muldoon called for the vote. The vote showed all in favor and the motion carried for the Town.

IV.B. Northern South Park Request for Proposals Award. Chris Neubecker, Planning and Building Services Director, presented to the Commission and the Council for consideration the award of a consultant contract for the Northern South Park Neighborhood Plan.

The approved Fiscal Year 2021 Work Plan for implementation of the Comprehensive Plan prioritized initiating the Northern South Park Neighborhood Plan. On September 21, 2020 Planning Staff released a Request for Proposals (RFP) seeking qualified consulting firms that have considerable experience in community engagement/participation, visioning, planning, design, affordable housing, transportation, and market analysis to work with the community in developing the neighborhood plan. The Request for Proposals period ended October 19, 2020 and thirteen Proposals were received by staff from the following consulting groups (in alphabetical order):

- CIVITAS, INC.
- CTA, Inc. (Cushing Terrell)
- DPZ Partners, LLC (DPZ CoDESIGN, LLC)
- DTJ DESIGN, Inc.
- Farr Associates Architecture & Urban Design
- GGLO
- Logan Simpson
- Norris Design
- Opticos Design
- Sunlight Design
- The Image Network, Inc.
- TPUDC
- Y2 Consultants, LLC

The next step in the consultant selection process is awarding the bid for best Proposal so that staff can prepare a formal contract between the consultant and Teton County. The thirteen proposals were reviewed by a group of County and Town staff and appointed officials. This group included:

- Chris Neubecker, Teton County, Planning & Building Services Director
- Tyler Sinclair, Town of Jackson, Community Development Director
- Heather Overholser, Teton County, Director of Public Works
- Glen Esnard, Teton County, Planning Commission Chair
- Laura Bonich, Joint Housing Supply Board Member

After reviewing and scoring each proposal based on criteria listed in the RFP, the review group narrowed the list to three top firms:

1. DPZ Partners – An urban design and planning firm based in Miami, FL, with offices in Washington, D.C. and Portland, OR. Co-founder, Andrés Duany, is a national leader in new urbanism and master planned communities. DPZ Partners are one of the best-known firms in the field of neighborhood planning.
2. Logan Simpson – A landscape architecture and environmental planning firm with offices in the western U. S. including Ft. Collins, CO. Bruce Meighen with Logan Simpson is the lead consultant on the Jackson/Teton County Comprehensive Plan update and also worked on the 2012 Comprehensive Plan.
3. Opticos Design – An urban design, architecture and planning firm based in Berkeley, CA. The firm is focused on designing sustainable, walkable communities. Dan Parolek, Principal, coined the term “Missing Middle” housing, and is one of the co-authors of the book “Form Based Codes”. Staff has scheduled interviews with each firm, which are planned for Thursday October 29 and Friday October 30, 2020. Staff will provide more information and a recommendation after the interviews are completed.

There was no public comment.

On behalf of the County, a motion was made by Commissioner Barron and seconded by Commissioner Newcomb to award the bid for the Northern South Park Neighborhood Plan to Opticos Design and direct staff to work with this consultant to draft a Contract to bring back to the Board of County Commissioners for consideration at their November 17, 2020 regular meeting. Chairwoman Macker called for the vote. The vote showed all in favor and the motion carried for the County.

On behalf of the Town, a motion was made by Councilman Schechter and seconded by Councilwoman Morton Levinson to direct staff to award the bid for the Northern South Park Neighborhood Plan to Opticos Design and direct staff to work with this consultant to draft a Contract to bring back to the Board of County Commissioners for consideration at their November 17, 2020 regular meeting. Mayor Muldoon called for the vote. The vote showed all in favor and the motion carried for the Town.

The meeting recessed at 2:50 p.m. and reconvened at 2:57 p.m.

IV.C. Technical Update to the Integrated Transportation Plan. Tyler Sinclair, Community Development Director, and Amy Ramage, Teton County Engineer, presented to the Commission and the Council for consideration a technical update to the Integrated Transportation Plan (ITP). The purpose of this item is to provide an update on the status of work completed to date and next steps on the 2015 Integrated Transportation Plan (ITP) Technical Update currently underway. This is a no action item, with the purpose to ensure the Boards are up to date of where we are in the update process, the direction that has been provided to date and an overview of next steps.

On behalf of the County, a motion was made by Commissioner Newcomb and seconded by Commissioner Epstein to continue Item C19-003 a technical update to the 2015 Integrated Transportation until the December 7, 2020 Joint Information Meeting. Chairwoman Macker called for the vote. The vote showed all in favor and the motion carried for the County.

On behalf of the Town, a motion was made by Councilman Morton Levinson and seconded by Councilman Stanford to direct staff to continue Item C19-003 a technical update to the 2015 Integrated Transportation until the December 7, 2020 Joint Information Meeting. Mayor Muldoon called for the vote. The vote showed all in favor and the motion carried for the Town.

V. MATTERS FROM COMMISSION AND COUNCIL

A. Funding for START. Mayor Muldoon reviewed the status of the START budget.

There was discussion on safety standards and implementation of free fares.

Larry Pardee, Town Administrator, provided a history of motions made regarding START funding.

Adjourn. On behalf of the County, a motion was made by Commissioner Newcomb and seconded by Commissioner Epstein to adjourn. Chairwoman Macker called for a vote. The vote showed all in favor and the motion carried for the County. The meeting adjourned for the County at 4:00 p.m.

On behalf of the Town, a motion was made by Councilwoman Morton Levinson and seconded by Councilman Schechter to adjourn to executive session to consider matters concerning litigation to which the governing body is a party or proposed litigation to which the governing body may be a party in accordance with Wyoming Statute 16-4-405(a)(iii).

Mayor Muldoon called for a vote. The vote showed all in favor and the motion carried for the Town. The meeting adjourned to executive session for the Town at 4:01 p.m.
minutes:csw

TETON COUNTY BOARD OF COUNTY COMMISSIONERS

Natalia D. Macker, Chairwoman

ATTEST:

Maureen E. Murphy, County Clerk



JOINT INFORMATION MEETING AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Joint Housing

PRESENTER: Stacy Stoker

MEETING DATE: December 7, 2020

SUBJECT: Changes to Rental Housing Deed Restriction Templates

STATEMENT/PURPOSE

The Town Council and Board of County Commissioners will consider changes to the Affordable Rental Housing Restriction Templates.

BACKGROUND/ALTERNATIVES

The Jackson/Teton County Workforce Housing Action Plan adopted November 2015 requires that Standard Restrictions be adopted to be used on all new and existing restricted housing units. Standard Restriction Templates were adopted on December 3, 2018 and updated July 22, 2019.

It has come to the attention of Staff that some language in the Affordable Rental Restriction Templates apply to the Ownership Program and should be changed to fit the Rental program.

The recommended changes are as follows:

Affordable Apartment Rental Restriction, Workforce Apartment Rental Restriction, Affordable Condo Rental Restriction and Workforce Condo Rental Restriction:

Current Language in the 6th WHEREAS: ...Owner agrees to restrict the use and occupancy of the Residential Unit to a "Qualified Household", which meets employment, income and asset **ownership** qualifications...

Recommended Change: ... Owner agrees to restrict the use and occupancy of the Residential Unit to a "Qualified Household", which meets employment, income and asset **rental** qualifications...

Restated Affordable Apartment Rental Restriction:

Current Language in the 3rd WHEREAS: ...Owner was required **to restrict the initial and all subsequent sales and transfers of each Residential Unit**, defined below, to a "Qualified Household"

Recommended Change: ...Owner was required **to record these Special Restrictions for Affordable Apartment Rental Housing, and Owner and all subsequent transferees are required to comply with this restriction for the initial and all subsequent rentals of the Residential Unit**, defined below, to a "Qualified Household";

Restated Workforce Apartment Rental Restriction:

Current Language in the 3rd WHEREAS: ...Owner was required **to restrict the initial and all subsequent sales and transfers of each Residential Unit**, defined below, to a "Qualified Household"

Recommended Change: ...Owner was required *to record these Special Restrictions for Workforce Apartment Rental Housing, and Owner and all subsequent transferees are required to comply with this restriction for the initial and all subsequent rentals of the Residential Unit, defined below, to a “Qualified Household”;*

Restated Affordable Condominium Rental Restriction:

Current Language in the 3rd WHEREAS: ...Owner was required *to restrict the initial and all subsequent sales and transfers of each Residential Unit, defined below, to a “Qualified Household”*

Recommended Change: ...Owner was required *to record these Special Restrictions for Affordable Condominium Rental Housing, and Owner and all subsequent transferees are required to comply with this restriction for the initial and all subsequent rentals of the Residential Unit, defined below, to a “Qualified Household”;*

Restated Workforce Condominium Rental Restriction:

Current Language in the 3rd WHEREAS: ...Owner was required *to restrict the initial and all subsequent sales and transfers of each Residential Unit, defined below, to a “Qualified Household”*

Recommended Change: ...Owner was required *to record these Special Restrictions for Workforce Condominium Rental Housing, and Owner and all subsequent transferees are required to comply with this restriction for the initial and all subsequent rentals of the Residential Unit, defined below, to a “Qualified Household”;*

COMPREHENSIVE PLAN ALIGNMENT

Comprehensive Plan

Principle 5.4: Use a balanced set of tools to meet our housing goal.

Housing Action Plan

Initiative 3A: Coordinate consistent enforcement of existing restrictions.

Initiative 3B: Consistent review of new restrictions.

STAKEHOLDER ANALYSIS

Stakeholders include Town and County taxpayers, members of the local workforce, and local businesses.

FISCAL IMPACT

None

STAFF IMPACT

Housing Department and Legal staff time to draft the changes and a staff report for the Council and Board.
Housing Department staff time to continue to draft and record new restrictions using the approved templates on new and existing units when possible.

LEGAL REVIEW

Reviewed by K. Gingery and L. Colasuonno

ATTACHMENTS

- Special Restrictions for Affordable Rental Housing – Redlined
- Special Restrictions for Affordable Condominium Rental Housing - Redlined
- Complete Amendment and Restatement Special Restrictions for Affordable Apartment Rental Housing Template – Redlined
- Complete Amendment and Restatement Special Restrictions for Affordable Condo Rental Housing Template – Redlined
- Special Restrictions for Workforce Rental Housing – Redlined
- Special Restrictions for Workforce Condominium Rental Housing - Redlined

- Complete Amendment and Restatement Special Restrictions for Workforce Apartment Rental Housing Template – Redlined
- Complete Amendment and Restatement Special Restrictions for Workforce Condo Rental Housing Template – Redlined

RECOMMENDATION

Staff recommends approval of the changes as presented.

SUGGESTED MOTION

I move to approve the changes to the Special Restrictions Templates as set forth in this staff report and consistent with any modifications to those changes discussed today.

**Special Restrictions
for Affordable Rental Housing
Located at Type Address, insert The Town of Jackson or Teton County**

These Special Restrictions for Affordable Rental Housing ("Special Restrictions"), are made and entered into this _____ day of _____, 20__, by the undersigned Owner ("Owner") and insert the Town of Jackson or Teton County, Wyoming.

RECITALS:

WHEREAS, Owner holds fee ownership interest in that certain real property, located in insert the Town of Jackson or Teton County Wyoming, and more specifically described as follows:

Click here to add legal description of property.

PIDN: Click here to type PIDN # ("Land")

WHEREAS, as a condition of its approval for permit #Click here to enter Permit #. ("_____
Approval"), Owner was required to provide and restrict as follows:

*Owner developed property addressed as _____, _____, Wyoming
830__ for a _____square foot retail/service/office/residential/etc.
building. This development generated the obligation to provide Affordable Rental
Housing in accordance with _____ Approval. Owner is restricting:*

- *Unit _____, with _____ number of bedrooms with Income
Range_____.*
- *Unit _____, with _____ number of bedrooms with Income
Range_____.*
- *Unit _____, with _____ number of bedrooms with Income
Range_____.*

(hereinafter "Residential Unit" or Residential Unit Complex").

The Income Ranges are defined in the Jackson/Teton County Housing Department Rules and Regulations enforced by the Jackson/Teton County Affordable Housing Department, such Rules and Regulations are defined in Section 1 below;

WHEREAS, in accordance with the Insert type of approval (FDP, BUP, or other) Approval, the Residential Unit is intended to address the need for rental housing for employees in Teton County, Wyoming and therefore Owner agrees it will not be owner-occupied;

WHEREAS, the Jackson Town Council and Teton County Board of County Commissioners resolved to form the Jackson/Teton County Housing Authority, a duly constituted housing authority pursuant to W.S. §15-10-116, as amended, and its successors or assigns, known as the Jackson/Teton County Housing Authority ("JTCHA");

WHEREAS, the Jackson Town Council and Teton County Board of County Commissioners further resolved to create the Jackson/Teton County Affordable Housing Department ("Housing Department") who are employees of Teton County and agents acting on behalf of the JTCHA, empowered to enforce this Special Restriction;

WHEREAS, in furtherance of the goals, objectives, requirements and conditions of insert approval type (FDP, CUP, etc.) Approval, and consistent with the insert the Town of Jackson or Teton County's goal of providing decent, safe and sanitary housing to qualified employees working in Teton County, Wyoming, that is affordable, Owner agrees to restrict the use and occupancy of the Residential Unit to a "Qualified Household," which meets employment, income and asset rental qualifications as set forth herein and as further defined in the Jackson/Teton County Housing Department Rules and Regulations;

WHEREAS, Owner desires to adopt these Special Restrictions and declare that the Residential Unit and Land shall be held, sold, and conveyed in perpetuity subject to these Special Restrictions, which Special Restrictions shall be in addition to all other covenants, conditions or restrictions of record affecting the Residential Unit and Land, and shall be enforceable by Housing Department and insert the Town of Jackson or Teton County, Wyoming.

RESTRICTIONS:

NOW, THEREFORE, in satisfaction of the insert approval type (FDP, CUP, etc) Approval, and in further consideration of the foregoing Recitals, which are incorporated herein by this reference, Owner hereby declares, covenants and agrees for itself and each and every person acquiring ownership of the Residential Unit, that the Land and each Residential Unit shall be held, used, occupied, developed, transferred and conveyed subject to the following Special Restrictions in perpetuity.

SECTION 1. JACKSON/TETON COUNTY HOUSING DEPARTMENT RULES AND REGULATIONS.

References made herein to the "Rules and Regulations" are references to the written policies, procedures and guidelines of the Housing Department, as the same may be amended, modified, or updated from time to time and which policies, procedures, and guidelines are on file with the Housing Department or otherwise with insert the Town of Jackson or Teton County, Wyoming, or if there are no such written policies, procedures or guidelines (or a written policy, procedure or guideline with respect to a specific matter) then the reference shall be to the current applied policy or policies of the Housing Department or its successor. Procedural and administrative matters not otherwise addressed in these Special Restrictions shall be as set forth in the Rules and Regulations.

SECTION 2. RESTRICTIONS ON OCCUPANCY AND USE OF RESIDENTIAL UNIT. In addition to any restrictions included in the current Housing Rules and Regulations, occupancy and use of the Residential Unit shall be restricted as follows:

A. Qualified Household. The rental, use and occupancy of the Residential Unit shall be limited to a Qualified Household, as set forth below (“Qualified Household”):

1. Employment Requirement. At least one (1) member of the Qualified Household must maintain an average of thirty (30) hours per week employment on an annual basis, or a minimum of one thousand five hundred and sixty hours (1,560) per year, for a local business. A “local business” means a business physically located within Teton County, Wyoming, holding a business license with the Town of Jackson, Wyoming or one that can provide other verification of business status physically located in Teton County, Wyoming, and the business serves clients or customers who are physically located in Teton County, Wyoming.
2. Income Restriction. The Qualified Household’s gross income shall fall between [Click here to enter income range](#). of the median family income in Teton County, Wyoming, as determined by the current year’s published Federal Department of Housing & Urban Development median family income chart for Teton County, Wyoming (“Income Cap”).
3. No Teton County Residential Real Estate. No member of the Qualified Household may own (whether individually, in trust, or through an entity including without limitation a partnership, limited partnership, limited liability company, corporation, association, or the like) residential real estate within one hundred and fifty (150) miles of Teton County, Wyoming at any time during occupancy of the Residential Unit.
4. Initial Determination by Owner. Owner shall require each prospective renter of a Residential Unit to provide information sufficient to show eligibility as a Qualified Household under the Affordable Housing Program pursuant to the requirements of this restriction and the Housing Rules and Regulations. The determination shall be based upon written applications, representations, information and verifications, including at a minimum, a W-2 for each adult renter or other IRS filing showing source of earnings, a signed and sworn statement regarding ownership of other real estate and a list of current employer(s), hours worked as well as contact information for each employer(s) and other such information reasonably requested by the Housing Department to verify and substantiate as a Qualified Household.
5. Continuing Obligation to Remain a Qualified Household. The occupants of the Residential Unit shall satisfy the definition of a Qualified Household at all times during the occupancy of the Residential Unit.
6. Occupancy. Each Residential Unit shall be occupied as the Qualified Household’s sole and exclusive primary residence, and each tenant of a Residential Unit shall physically reside therein on a full-time basis, at least eighty percent (80%) of the term of the lease. Except for permitted guests, no persons other than the members of the Qualified Household may occupy the Residential Unit.
7. Reporting Requirement – Housing Department Determination. Owner shall, by January 31 of each year, provide to the Housing Department a summary of the eligibility verification information contained above for each occupant of a Residential Unit as set forth on the Housing Department Template that will be

provided to Owner. Upon written request by the Housing Department for supporting documentation, Owner shall provide the same within fifteen (15) business days of receipt of such written request. Additionally, Owner shall, by January 31 of each year, provide the Housing Department with its most current lease form for Residential Units. Each Residential Unit Lease must state, and it is a material consideration of this restriction, that the Housing Department has the ultimate and final authority to determine eligibility of households renting Residential Units. If the Housing Department, upon review of supporting documentation determines that an occupant of a Residential Unit does not qualify as a Qualified Household, the Housing Department shall have the authority to require the Owner to terminate the lease between Owner and the occupant of a Residential Unit pursuant to Sections 4 & 5 below.

- B. No Legal Action. No owner of the Residential Unit, prospective purchaser of the Residential Unit, Tenant, renter or occupant, or other party shall have the right to sue or bring other legal process against insert the Town of Jackson or Teton County, Wyoming or the Housing Department, or any person affiliated with insert the Town of Jackson or Teton County, Wyoming or the Housing Department arising out of these Special Restrictions, and neither shall insert the Town of Jackson or Teton County, Wyoming or the Housing Department have any liability to any person aggrieved by the decision of insert the Town of Jackson or Teton County, Wyoming or the Housing Department regarding qualification of a Qualified Household or any other matter relating to these Special Restrictions.
- C. No Owner Occupancy. Owner shall not reside in or occupy the Residential Unit. For purposes of this paragraph, if Owner is an entity (including without limitation, a partnership, limited partnership, Limited Liability Company, corporation, association, or other) or a trust, this prohibition on owner-occupancy shall extend to any partner, member, shareholder, other principal or owner of the entity, and any trustee or beneficiary of the trust.
- D. Household Composition. Only members of the Qualified Household may occupy a Residential Unit, except that Owner may restrict who may reside in a Residential Unit, provided that such owner-restriction does not violate Federal or state fair housing laws. Notwithstanding the foregoing, occupancy of the Residential Unit shall be in compliance with any and all building codes (or other relevant law, code, statute, ordinance or the like) regarding maximum occupancy standards or limitations.
- E. Written Lease Requirement. Occupancy of the Residential Unit shall be pursuant to a written lease, the form of which may be approved by Housing Department as it may require. Owner of the Residential Unit shall obtain written verification of income, asset ownership, and employment in Teton County, Wyoming for each Qualified Household proposing to rent the Residential Unit prior to such Household's occupancy, and upon each extension or renewal of any lease therefore.

- F. Rental Term. The Residential Unit shall be offered for rent in periods of not less than six (6) months.
- G. Rental Rate. The household size used to determine the median family income is based on one (1) person per bedroom. A studio Residential Unit's maximum rent will be fifteen percent (15%) less than the maximum rental rate for a one-bedroom Residential Unit. The maximum Rental Rate that may be charged for the Unit is variable annually based on the Housing and Urban Development Department's Median Family Income standard for Teton County, Wyoming. The Housing Department will calculate the maximum Rental Rate every year for the Unit after the Housing and Urban Development Department issues the Median Family Income for Teton County, Wyoming in the following manner: The maximum monthly rental rate for [insert median family income range] is: [insert the current year's low end of the median family income range] multiply by thirty percent (30%) and divide by twelve (12) = Insert Amount. The rent charged must include basic utilities (electric, gas, water, sewer) and trash removal. Notwithstanding the foregoing to the contrary, the rental rate charged by Owner may at any time be less than the maximum rent calculation.
- H. Rental Unit: Except as provided herein, the Residential Unit shall remain a rental unit for Qualified Households.
- I. Guests. No persons other than those comprising the Qualified Household shall be permitted to occupy the Residential Unit for periods in excess of ten percent (10%) of the Rental Term in cumulative days per calendar year.
- J. Vacancies. The Residential Unit may be vacant intermittently between tenancies to allow for proper advertisement and verification for Qualified Households and reasonable maintenance. However, a Residential Unit shall not be vacant for a period greater than sixty (60) days, unless authorized by the Housing Department. If any Residential Unit remains vacant for more than sixty (60) days without approval, the Housing Department has the right, but not the obligation, to identify a Qualified Household to rent the Residential Unit.
- K. Business Activity. No business activities shall occur in a Residential Unit, other than a home occupation use that is allowed by applicable zoning and properly permitted.
- L. Compliance with Laws, Declaration. The Residential Unit shall be occupied in full compliance with these Special Restrictions and the Rules and Regulations, along with all laws, statutes, codes, rules, or regulations, covenants, conditions and restrictions, and all supplements and amendments thereto, and any other rules and regulations of any applicable homeowner's association, as the same may be adopted from time to time.
- M. Insurance. Owner shall keep the Residential Unit continuously insured against "all risks" of physical loss (not otherwise covered by a homeowner's association insurance), for the full replacement value of the Residential Unit.

- N. Maintenance. Owner shall be responsible for the cost and expense to keep and maintain the interior of the Residential Unit and all other aspects of the Residential Unit not otherwise maintained by a homeowner's association in a safe, decent and sanitary condition. In the event Owner fails to maintain the Residential Unit in a safe, decent and sanitary condition and such condition continues for fourteen (14) days after notice from the Housing Department, the Housing Department shall have the right but not the obligation to enter the Residential Unit and repair such condition and Owner shall reimburse Housing Department for such reasonable repair costs. Payment to Housing Department from Owner shall be due upon receipt of invoice.
- O. Periodic Reporting, Inspection. In order to confirm compliance with these Special Restrictions, each owner shall comply, and cause its tenants to comply, with any reporting or inspection requirements as set forth herein and as may be required by the Housing Department from time to time. Upon reasonable notice to Owner, the Housing Department shall have the right to inspect the Residential Unit from time to time to determine compliance with these Special Restrictions and to review the written records required to be maintained by Owner. Owner shall maintain such records for a period of not less than two (2) years.
- P. Preference. Owner may give first-priority to rent the Residential Unit to Qualified Households of which a member of the Household is an employee of Owner. In the event there are no persons directly employed by Owner to whom Owner desires to rent the Residential Unit, then Owner may rent to any Qualified Household.

SECTION 3. SALE OF THE RESIDENTIAL UNIT COMPLEX. The Residential Unit Complex may be bought and sold as Owner may determine except that all reporting and record-keeping required herein shall be continuous and any new owner shall obtain the required records from the prior owner. Any such conveyance of a Residential Unit Complex shall be subject to these Special Restrictions. Within ten (10) days prior to the closing of the sale or other transfer of the Complex, Owner shall notify the Housing Department of the pending sale or transfer and, prior to closing, provide the Housing Department with contact information (including without limitation, mailing address, phone number and email) for the new owner.

SECTION 4. DEFAULT. Subject to the notice and cure provisions, if any, of the Housing Department Rules and Regulations, each of the following shall be considered a default ("Default"):

- A. A violation of any term of these Special Restrictions, the Rules and Regulations, the Declaration, or any laws affecting a Residential Unit.
- B. A violation of any term of these Special Restrictions or any laws affecting the Residential Unit.
- C. Vacancy of a Residential Unit for more than sixty (60) days continuously.

- D. Fraud or misrepresentation by Owner and/or occupant in the provision of an application, reporting requirement, inspection requirement or any other informational requirement to the Housing Department.
- E. If the Residential Unit is taken by execution or by other process of law, or if Owner is judicially insolvent according to law, or if any assignment is made of the property of Owner for the benefit of creditors, or if a receiver, trustee or other similar officer is appointed to take charge of any substantial part of the Residential Unit or Owner's property by a court of competent jurisdiction.

In the event the Housing Department believes there to be a Default, the Housing Manager, or a Designee of the Housing Department shall send written notice to Owner of such violation, the required action to cure and the timing for such cure. If Owner disputes the Housing Department's decision, Owner shall proceed in accordance with the Rules and Regulations.

SECTION 5. DEFAULT REMEDIES. Subject to the notice and cure provisions, if any, of the Housing Department Rules and Regulations, in addition to any other remedies the Housing Department may have at law or equity, in the event of a Default, after notice and opportunity to cure as set forth in the preceding section, the Housing Department's remedies shall include, without limitation, as an exercise of its regulatory authority, the following:

- A. Specific Performance. The Housing Department shall have the right of specific performance of these Special Restrictions and the Rules and Regulations, and the right to obtain from any court of competent jurisdiction a temporary restraining order, preliminary injunction and permanent injunction to obtain such performance.
- B. Equitable Relief. In addition to subsection A, any equitable relief provided for herein may be sought singly or in combination with such other remedies as the Housing Department may be entitled to, either pursuant to these Special Restrictions or any other action authorized under the laws of the State of Wyoming.
- C. Enforcement. The Housing Department may, for purposes of enforcing these Special Restrictions or the Rules and Regulations, seek enforcement through the Town or County Land Development Regulations, including but not limited to Division 8.9 Enforcement.

SECTION 6. TERMINATION, AMENDMENT AND CORRECTION OF SPECIAL RESTRICTIONS.

- A. Termination. These Special Restrictions may be terminated after a determination by the insert the Town of Jackson or Teton County, Wyoming that these Special Restrictions are no longer consistent with the insert the Town of Jackson or Teton County, Wyoming goals for affordable housing.
- B. Amendment. These Special Restrictions may be amended by a signed, written amendment executed by the Parties hereto and recorded in the Teton County Clerk's Office against the title to the Land, in whole or in part, with the written consent of Owner

of the Residential Unit Complex and insert the Town of Jackson or Teton County, Wyoming.

- C. Correction. The Housing Department may unilaterally correct these Special Restrictions to address scrivener's errors, erroneous legal descriptions or typographical errors.

SECTION 7. SPECIAL RESTRICTIONS AS COVENANT. These Special Restrictions shall constitute covenants running with the Land and the Residential Unit, as a burden thereon, and shall be binding on all parties having any right, title, or interest in the Land, the Residential Unit, or any part thereof, their heirs, devisees, successors and assigns, and shall inure to the benefit of and shall be enforceable by JTCHA, the Housing Department and insert the Town of Jackson or Teton County. These Special Restrictions shall be prior and superior to any mortgage or lien interest encumbering the Land and/or Residential Unit Complex.

SECTION 8. NOTICES. All notices required to be served upon the parties to this Special Restriction shall be transmitted by one of the following methods: hand delivery; prepaid overnight courier; or by postage paid certified mail, return receipt requested, at the address set forth below for said party; or at such other address as one party notifies the other in writing pursuant to this paragraph. Notice shall be effective when hand delivered, one (1) day after being deposited with an overnight courier or five (5) business days after being placed in the mail. Either party may change its address and/or owner and/or other contact information in the manner provided for giving notice.

To Housing Department

Jackson/Teton County Affordable Housing Department
P.O. Box 714
Jackson, WY 83001

With a Copy to:

insert the Town of Jackson or Teton County.
P.O. Box Insert 1687 for Town or 3594 for County.
Jackson, WY 83001.

To Owner

Insert Owner's Name and address

SECTION 9. ATTORNEY'S FEES. In the event any party shall be required to retain counsel and file suit for the purpose of enforcing the terms and conditions of these Special Restrictions, the prevailing party shall be entitled to recover, in addition to any other relief recovered, a reasonable sum as determined by the court for attorney's fees and costs of litigation.

SECTION 10. CHOICE OF LAW, FORUM. These Special Restrictions and each and every related document, are to be governed by and construed in accordance with the laws of the State of Wyoming. The parties agree that the appropriate court in Teton County, Wyoming and/or the

Ninth Judicial District for the State of Wyoming shall have sole and exclusive jurisdiction over any dispute, claim, or controversy which may arise involving these Special Restrictions or its subject matter. Owner by accepting a deed for the Land hereby submits to the personal jurisdiction of any such court in any action or proceeding arising out of or relating to this Special Restrictions

SECTION 11. SEVERABILITY. Each provision of these Special Restrictions and any other related document shall be interpreted in such a manner as to be valid under applicable law; but, if any provision, or any portion thereof, of any of the foregoing shall be invalid or prohibited under said applicable law, such provision shall be deemed modified to the extent necessary and possible to render it valid and enforceable, or if such modification is not possible, such provision shall be ineffective to the extent of such invalidity or prohibition without invalidating the remaining provision(s) of such document.

SECTION 12. SECTION HEADINGS. Paragraph or section headings within these Special Restrictions are inserted solely for convenience or reference, and are not intended to, and shall not govern, limit or aid in the construction of any terms or provisions contained herein.

SECTION 13. WAIVER. No claim of waiver, consent or acquiescence with respect to any provision of these Special Restrictions shall be valid against any party hereto except on the basis of a written instrument executed by the parties to these Special Restrictions. However, the party for whose benefit a condition is inserted herein shall have the unilateral right to waive such condition.

SECTION 14. INDEMNIFICATION. Owner shall indemnify, defend, and hold the Housing Department and insert the Town of Jackson or Teton County, and its directors, officers, agents and employees harmless against any and all loss, liability, claim, or cost (including reasonable attorneys' fees and expenses) for damage or injury to persons or property from any cause whatsoever on or about the Residential Unit, or for an owner's breach of any provision of these Special Restrictions. Owner waives any and all such claims against the Housing Department and insert the Town of Jackson or Teton County.

SECTION 15. SUCCESSORS AND ASSIGNS. These Special Restrictions shall be binding upon, and inure to the benefit of, the parties hereto and their respective successors, heirs, devisees, administrators and assigns.

SECTION 16. GOVERNMENTAL IMMUNITY. Neither insert the Town of Jackson or Teton County, JTCHA, nor the Housing Department waive governmental immunity by executing these Special Restrictions and specifically retain immunity and all defenses available to them as sovereigns pursuant to Wyo. Stat. Ann. § 1-39-104(a) and any other applicable law.

IN WITNESS WHEREOF, Owner has executed this instrument on the _____ day of _____, 20____
(the "Effective Date").

OWNER:

Click here to enter name of LLC or other entity.

Click here to enter Name and Title of authorized signer.

STATE OF WYOMING)
) ss.
COUNTY OF TETON)

On the _____ day of _____, 20 ____, the foregoing Special Restrictions for Employee Housing was acknowledged before me by Click here to enter Name of signer.as Click here to enter title of signer.ofClick here to enter name of entity..

Witness my hand and official seal.

(Seal)

Notary Public

INSERT THE TOWN OF JACKSON OR TETON COUNTY:

Insert name of Mayor or Chair, insert Mayor or Chair

ATTEST:

Insert name of Town or County Clerk, insert Town Clerk or County Clerk

STATE OF WYOMING)
) ss.
COUNTY OF TETON)

On the _____ day of _____, 20__, the foregoing instrument was acknowledged before me by insert name of Mayor or Chair as insert Mayor or Board Chair of insert the Town of Jackson or Teton County, Wyoming.

Witness my hand and official seal.

(Seal)

Notary Public
My commission expires:

JACKSON/TETON COUNTY AFFORDABLE HOUSING DEPARTMENT:

Insert name of Housing Manager, Housing Manager

STATE OF WYOMING)
) ss.
COUNTY OF TETON)

On the _____ day of _____, 20__, the foregoing instrument was acknowledged before me byClick here to enter name of Housing Manager., as Housing Manager of the Jackson/Teton County Affordable Housing Department.

Witness my hand and official seal.

(Seal)

Notary Public
My commission expires:

**Special Restrictions
for Affordable Condominium Rental Housing
Located at _____, Town of Jackson**

These Special Restrictions for Affordable Condominium Rental Housing ("Special Restrictions"), are made and entered into this day of _____, 20____, by the undersigned Owner ("Owner") the Town of Jackson, Wyoming.

RECITALS:

WHEREAS, Owner holds fee ownership interest in that certain real property, located in the Town of Jackson, Wyoming, and more specifically described as follows:

A Condominium Subdivision within _____ Town of Jackson, Teton County Wyoming.

PIDN: _____ ("Residential Unit")

WHEREAS, as a condition of its approval for permit # _____ received _____ (Date) ("FDP Approval") Owner was required to provide and restrict as follows:

(hereinafter "Residential Unit").

The Income Ranges are different than the Income Ranges defined in the Jackson/Teton County Housing Department Rules and Regulations because the FDP approval was received before the update to the Housing Rules and Regulations. The Rules and Regulations are enforced by the Jackson/Teton County Affordable Housing Department, such Rules and Regulations are defined in Section 1 below;

WHEREAS, in accordance with the FDP Approval, the Residential Unit is intended to address the need for rental housing for employees in Teton County, Wyoming and therefore Owner agrees it will not be owner-occupied;

WHEREAS, the Jackson Town Council and Teton County Board of County Commissioners resolved to form the Jackson/Teton County Housing Authority, a duly constituted housing authority pursuant to W.S. §15-10-116, as amended, and its successors or assigns, known as the Jackson/Teton County Housing Authority ("JTCHA");

WHEREAS, the Jackson Town Council and Teton County Board of County Commissioners further

resolved to create the Jackson/Teton County Affordable Housing Department ("Housing Department") who are employees of Teton County and agents acting on behalf of the JTCHA, empowered to enforce this Special Restriction;

WHEREAS, in furtherance of the goals, objectives, requirements and conditions of FDP Approval, and consistent with the Town of Jackson's goal of providing decent, safe and sanitary housing to qualified employees working in Teton County, Wyoming, that is affordable, Owner agrees to restrict the use and occupancy of the Residential Unit to a "Qualified Household," which meets employment, income and asset rental qualifications as set forth herein and as further defined in the Jackson/Teton County Housing Department Rules and Regulations;

WHEREAS, Owner desires to adopt these Special Restrictions and declare that the Residential Unit shall be held, sold, and conveyed in perpetuity subject to these Special Restrictions, which Special Restrictions shall be in addition to all other covenants, conditions or restrictions of record affecting the Residential Unit and shall be enforceable by Housing Department and Town of Jackson, Wyoming.

RESTRICTIONS:

NOW, THEREFORE, in satisfaction of the FDP Approval, and in further consideration of the foregoing Recitals, which are incorporated herein by this reference, Owner hereby declares, covenants and agrees for itself and each and every person acquiring ownership of the Residential Unit, that the Residential Unit shall be held, used, occupied, developed, transferred and conveyed subject to the following Special Restrictions in perpetuity.

SECTION 1. JACKSON/TETON COUNTY HOUSING DEPARTMENT RULES AND REGULATIONS.

References made herein to the "Rules and Regulations" are references to the written policies, procedures and guidelines of the Housing Department, as the same may be amended, modified, or updated from time to time and which policies, procedures, and guidelines are on file with the Housing Department or otherwise with Town of Jackson, Wyoming, or if there are no such written policies, procedures or guidelines (or a written policy, procedure or guideline with respect to a specific matter) then the reference shall be to the current applied policy or policies of the Housing Department or its successor. Procedural and administrative matters not otherwise addressed in these Special Restrictions shall be as set forth in the Rules and Regulations.

SECTION 2. RESTRICTIONS ON OCCUPANCY AND USE OF RESIDENTIAL UNIT. In addition to any restrictions included in the current Housing Rules and Regulations, occupancy and use of the Residential Unit shall be restricted as follows:

- A. Qualified Household. The rental, use and occupancy of the Residential Unit shall be limited to a Qualified Household, as set forth below (“Qualified Household”):
1. Employment Requirement. At least one (1) member of the Qualified Household must maintain an average of thirty (30) hours per week employment on an annual basis, or a minimum of one thousand five hundred and sixty hours (1,560) per year, for a local business. A “local business” means a business physically located within Teton County, Wyoming, holding a business license with the Town of Jackson, Wyoming or one that can provide other verification of business status physically located in Teton County, Wyoming, and the business serves clients or customers who are physically located in Teton County, Wyoming.
 2. Income Restriction. The Qualified Household’s gross income shall fall between Enter Income Range of the median family income in Teton County, Wyoming, as determined by the current year’s published Federal Department of Housing & Urban Development median family income chart for Teton County, Wyoming (“Income Cap”).
 3. No Teton County Residential Real Estate. No member of the Qualified Household may own (whether individually, in trust, or through an entity including without limitation a partnership, limited partnership, limited liability company, corporation, association, or the like) residential real estate within one hundred and fifty (150) miles of Teton County, Wyoming at any time during occupancy of the Residential Unit.
 4. Initial Determination by Owner. Owner shall require each prospective renter of a Residential Unit to provide information sufficient to show eligibility as a Qualified Household under the Affordable Housing Program pursuant to the requirements of this restriction and the Housing Rules and Regulations. The determination shall be based upon written applications, representations, information and verifications, including at a minimum, a W-2 for each adult renter or other IRS filing showing source of earnings, a signed and sworn statement regarding ownership of other real estate and a list of current employer(s), hours worked as well as contact information for each employer(s) and other such information reasonably requested by the Housing Department to verify and substantiate as a Qualified Household.
 5. Continuing Obligation to Remain a Qualified Household. The occupants of the Residential Unit shall satisfy the definition of a Qualified Household at all times during the occupancy of the Residential Unit.
 6. Occupancy. Each Residential Unit shall be occupied as the Qualified Household’s sole and exclusive primary residence, and each tenant of a Residential Unit shall physically reside therein on a full-time basis, at least eighty percent (80%) of the term of the lease. Except for permitted guests, no persons other than the members of the Qualified Household may occupy the Residential Unit.
 7. Reporting Requirement – Housing Department Determination. Owner shall, by January 31 of each year, provide to the Housing Department a summary of the eligibility verification information contained above for each occupant of a

Residential Unit as set forth on the Housing Department Template that will be provided to Owner. Upon written request by the Housing Department for supporting documentation, Owner shall provide the same within fifteen (15) business days of receipt of such written request. Additionally, Owner shall, by January 31 of each year, provide the Housing Department with its most current lease form for Residential Unit. Each Residential Unit Lease must state, and it is a material consideration of this restriction, that the Housing Department has the ultimate and final authority to determine eligibility of households renting the Residential Unit. If the Housing Department, upon review of supporting documentation determines that an occupant of the Residential Unit does not qualify as a Qualified Household, the Housing Department shall have the authority to require the Owner to terminate the lease between Owner and the occupant of the Residential Unit pursuant to Sections 4 & 5 below.

- B. No Legal Action. No owner of the Residential Unit, prospective purchaser of the Residential Unit, Tenant, renter or occupant, or other party shall have the right to sue or bring other legal process against the Town of Jackson, Wyoming or the Housing Department, or any person affiliated with the Town of Jackson, Wyoming or the Housing Department arising out of these Special Restrictions, and neither shall the Town of Jackson, Wyoming or the Housing Department have any liability to any person aggrieved by the decision of the Town of Jackson, Wyoming or the Housing Department regarding qualification of a Qualified Household or any other matter relating to these Special Restrictions.
- C. No Owner Occupancy. Owner shall not reside in or occupy the Residential Unit. For purposes of this paragraph, if Owner is an entity (including without limitation, a partnership, limited partnership, Limited Liability Company, corporation, association, or other) or a trust, this prohibition on owner-occupancy shall extend to any partner, member, shareholder, other principal or owner of the entity, and any trustee or beneficiary of the trust.
- D. Household Composition. Only members of the Qualified Household may occupy a Residential Unit, except that Owner may restrict who may reside in a Residential Unit, provided that such owner-restriction does not violate Federal or state fair housing laws. Notwithstanding the foregoing, occupancy of the Residential Unit shall be in compliance with any and all building codes (or other relevant law, code, statute, ordinance or the like) regarding maximum occupancy standards or limitations.
- E. Written Lease Requirement. Occupancy of the Residential Unit shall be pursuant to a written lease, the form of which may be approved by Housing Department as it may require. Owner of the Residential Unit shall obtain written verification of income, asset ownership, and employment in Teton County, Wyoming for each Qualified Household

proposing to rent the Residential Unit prior to such Household's occupancy, and upon each extension or renewal of any lease therefore.

- F. Rental Term. The Residential Unit shall be offered for rent in periods of not less than six (6) months.
- G. Rental Rate. The household size used to determine the median family income is based on one (1) person per bedroom. A studio Residential Unit's maximum rent will be fifteen percent (15%) less than the maximum rental rate for a one-bedroom Residential Unit. The maximum Rental Rate that may be charged for the Residential Unit is variable annually based on the Housing and Urban Development Department's Median Family Income standard for Teton County, Wyoming. The Housing Department will calculate the maximum Rental Rate every year for the Residential Unit after the Housing and Urban Development Department issues the Median Family Income for Teton County, Wyoming in the following manner: The maximum monthly rental rate for Enter Income Range Income range for Enter Year is: Enter Amount (Enter % of MFI of Enter Year median family income for Enter # of persons based on unit's bedroom size person household) multiplied by thirty percent (30%) with the product divided by twelve (12) Enter this if studio "and multiplied by 85% for a Studio" if not delete = Enter Amount. The rent charged must include basic utilities (electric, gas, water, sewer) and trash removal. Notwithstanding the foregoing to the contrary, the rental rate charged by Owner may at any time be less than the maximum rent calculation.
- H. Rental Unit: Except as provided herein, the Residential Unit shall remain a rental unit for Qualified Households.
- I. Guests. No persons other than those comprising the Qualified Household shall be permitted to occupy the Residential Unit for periods in excess of ten percent (10%) of the Rental Term in cumulative days per calendar year.
- J. Vacancies. The Residential Unit may be vacant intermittently between tenancies to allow for proper advertisement and verification for Qualified Households and reasonable maintenance. However, a Residential Unit shall not be vacant for a period greater than sixty (60) days, unless authorized by the Housing Department. If any Residential Unit remains vacant for more than sixty (60) days without approval, the Housing Department has the right, but not the obligation, to identify a Qualified Household to rent the Residential Unit.
- K. Business Activity. No business activities shall occur in a Residential Unit, other than a home occupation use that is allowed by applicable zoning and properly permitted.
- L. Compliance with Laws, Declaration. The Residential Unit shall be occupied in full compliance with these Special Restrictions and the Rules and Regulations, along with all laws, statutes, codes, rules, or regulations, covenants, conditions and restrictions, and all supplements and amendments thereto, and any other rules and regulations of any

applicable homeowner's association, as the same may be adopted from time to time.

- M. Insurance. Owner shall keep the Residential Unit continuously insured against "all risks" of physical loss (not otherwise covered by a homeowner's association insurance), for the full replacement value of the Residential Unit.
- N. Maintenance. Owner shall be responsible for the cost and expense to keep and maintain the interior of the Residential Unit and all other aspects of the Residential Unit not otherwise maintained by a homeowner's association in a safe, decent and sanitary condition. In the event Owner fails to maintain the Residential Unit in a safe, decent and sanitary condition and such condition continues for fourteen (14) days after notice from the Housing Department, the Housing Department shall have the right but not the obligation to enter the Residential Unit and repair such condition and Owner shall reimburse Housing Department for such reasonable repair costs. Payment to Housing Department from Owner shall be due upon receipt of invoice.
- O. Periodic Reporting, Inspection. In order to confirm compliance with these Special Restrictions, each Owner shall comply, and cause its tenants to comply, with any reporting or inspection requirements as set forth herein and as may be required by the Housing Department from time to time. Upon reasonable notice to Owner, the Housing Department shall have the right to inspect the Residential Unit from time to time to determine compliance with these Special Restrictions and to review the written records required to be maintained by Owner. Owner shall maintain such records for a period of not less than two (2) years.
- P. Preference. Owner may give first-priority to rent the Residential Unit to Qualified Households of which a member of the Household is an employee of Owner. In the event there are no persons directly employed by Owner to whom Owner desires to rent the Residential Unit, then Owner may rent to any Qualified Household.

SECTION 3. SALE OF THE RESIDENTIAL UNIT. The Residential Unit ~~Complex~~ may be bought and sold as Owner may determine except that all reporting and record-keeping required herein shall be continuous and any new owner shall obtain the required records from the prior owner. Any such conveyance of the Residential Unit shall be subject to these Special Restrictions. Not less than ten (10) days prior to the closing of the sale or other transfer of the Residential Unit, Owner shall notify the Housing Department of the pending sale or transfer and, prior to closing, provide the Housing Department with contact information (including without limitation, mailing address, phone number and email) for the new owner.

SECTION 4. DEFAULT. Subject to the notice and cure provisions, if any, of the Housing Department Rules and Regulations, each of the following shall be considered a default ("Default"):

- A. A violation of any term of these Special Restrictions, the Rules and Regulations, the Declaration, or any laws affecting a Residential Unit.

- B. A violation of any term of these Special Restrictions or any laws affecting the Residential Unit.
- C. Vacancy of a Residential Unit for more than sixty (60) days continuously.
- D. Fraud or misrepresentation by Owner and/or occupant in the provision of an application, reporting requirement, inspection requirement or any other informational requirement to the Housing Department.
- E. If the Residential Unit is taken by execution or by other process of law, or if Owner is judicially insolvent according to law, or if any assignment is made of the property of Owner for the benefit of creditors, or if a receiver, trustee or other similar officer is appointed to take charge of any substantial part of the Residential Unit or Owner's property by a court of competent jurisdiction.

In the event the Housing Department believes there to be a Default, the Housing Manager, or a Designee of the Housing Department shall send written notice to Owner of such violation, the required action to cure and the timing for such cure. If Owner disputes the Housing Department's decision, Owner shall proceed in accordance with the Rules and Regulations.

SECTION 5. DEFAULT REMEDIES. Subject to the notice and cure provisions, if any, of the Housing Department Rules and Regulations, in addition to any other remedies the Housing Department may have at law or equity, in the event of a Default, after notice and opportunity to cure as set forth in the preceding section, the Housing Department's remedies shall include, without limitation, as an exercise of its regulatory authority, the following:

- A. Specific Performance. The Housing Department shall have the right of specific performance of these Special Restrictions and the Rules and Regulations, and the right to obtain from any court of competent jurisdiction a temporary restraining order, preliminary injunction and permanent injunction to obtain such performance.
- B. Equitable Relief. In addition to subsection A, any equitable relief provided for herein may be sought singly or in combination with such other remedies as the Housing Department may be entitled to, either pursuant to these Special Restrictions or any other action authorized under the laws of the State of Wyoming.
- C. Revocation. The Housing Department may, for purposes of enforcing these Special Restrictions or the Rules and Regulations, revoke or seek revocation of the rights to use or occupy the Residential Unit.
- D. Enforcement. The Housing Department may, for purposes of enforcing these Special Restrictions or the Rules and Regulations, seek enforcement through the Town or County Land Development Regulations, including but not limited to Division 8.9 Enforcement.

SECTION 6. TERMINATION, AMENDMENT AND CORRECTION OF SPECIAL RESTRICTIONS.

- A. Termination. These Special Restrictions may be terminated after a determination by the

Town of Jackson, Wyoming that these Special Restrictions are no longer consistent with the Town of Jackson, Wyoming goals for affordable housing.

- B. Amendment. These Special Restrictions may be amended by a signed, written amendment executed by the Parties hereto and recorded in the Teton County Clerk's Office against the title to the Residential Unit, with the written consent of Owner of the Residential Unit ~~Complex~~ and Town of Jackson, Wyoming.
- C. Correction. The Housing Department may unilaterally correct these Special Restrictions to address scrivener's errors, erroneous legal descriptions or typographical errors.

SECTION 7. SPECIAL RESTRICTIONS AS COVENANT. These Special Restrictions shall constitute covenants running with the Residential Unit, as a burden thereon, and shall be binding on all parties having any right, title, or interest in the Residential Unit, or any part thereof, their heirs, devisees, successors and assigns, and shall inure to the benefit of and shall be enforceable by JTCHA, the Housing Department and Town of Jackson. These Special Restrictions shall be prior and superior to any mortgage or lien interest encumbering the ~~Land and/or Residential Unit Complex~~.

SECTION 8. NOTICES. All notices required to be served upon the parties to this Special Restriction shall be transmitted by one of the following methods: hand delivery; prepaid overnight courier; or by postage paid certified mail, return receipt requested, at the address set forth below for said party; or at such other address as one party notifies the other in writing pursuant to this paragraph. Notice shall be effective when hand delivered, one (1) day after being deposited with an overnight courier or five (5) business days after being placed in the mail. Either party may change its address and/or owner and/or other contact information in the manner provided for giving notice.

To Housing Department

Jackson/Teton County Affordable Housing Department
P.O. Box 714
Jackson, WY 83001

With a Copy to:

Insert Town of
Jackson or Teton
County
P.O. Box 1687 for
Town or 3594 for
County Jackson, WY
83001

To Owner

SECTION 9. ATTORNEY'S FEES. In the event any party shall be required to retain counsel and file suit for the purpose of enforcing the terms and conditions of these Special Restrictions, the prevailing party shall be entitled to recover, in addition to any other relief recovered, a reasonable sum as determined by the court for attorney's fees and costs of litigation.

SECTION 10. CHOICE OF LAW, FORUM. These Special Restrictions and each and every related document, are to be governed by and construed in accordance with the laws of the State of Wyoming. The parties agree that the appropriate court in Teton County, Wyoming and/or the Ninth Judicial District for the State of Wyoming shall have sole and exclusive jurisdiction over any dispute, claim, or controversy which may arise involving these Special Restrictions or its subject matter. Owner by accepting a deed for the Residential Unit hereby submits to the personal jurisdiction of any such court in any action or proceeding arising out of or relating to this Special Restrictions

SECTION 11. SEVERABILITY. Each provision of these Special Restrictions and any other related document shall be interpreted in such a manner as to be valid under applicable law; but, if any provision, or any portion thereof, of any of the foregoing shall be invalid or prohibited under said applicable law, such provision shall be deemed modified to the extent necessary and possible to render it valid and enforceable, or if such modification is not possible, such provision shall be ineffective to the extent of such invalidity or prohibition without invalidating the remaining provision(s) of such document.

SECTION 12. SECTION HEADINGS. Paragraph or section headings within these Special Restrictions are inserted solely for convenience or reference, and are not intended to, and shall not govern, limit or aid in the construction of any terms or provisions contained herein.

SECTION 13. WAIVER. No claim of waiver, consent or acquiescence with respect to any provision of these Special Restrictions shall be valid against any party hereto except on the basis of a written instrument executed by the parties to these Special Restrictions. However, the party for whose benefit a condition is inserted herein shall have the unilateral right to waive such condition.

SECTION 14. INDEMNIFICATION. Owner shall indemnify, defend, and hold the Housing Department and the Town of Jackson, and its directors, officers, agents and employees harmless against any and all loss, liability, claim, or cost (including reasonable attorneys' fees and expenses) for damage or injury to persons or property from any cause whatsoever on or about the Residential Unit, or for an Owner's breach of any provision of these Special Restrictions. Owner waives any and all such claims against the Housing Department and the Town of Jackson.

SECTION 15. SUCCESSORS AND ASSIGNS. These Special Restrictions shall be binding upon, and inure to the benefit of, the parties hereto and their respective successors, heirs, devisees, administrators and assigns.

SECTION 16. GOVERNMENTAL IMMUNITY. Neither the Town of Jackson, JTCHA, nor the

Housing Department waive governmental immunity by executing these Special Restrictions and specifically retain immunity and all defenses available to them as sovereigns pursuant to Wyo. Stat. Ann. § 1-39-104(a) and any other applicable law.

IN WITNESS WHEREOF, Owner has executed this instrument on the _____ day of _____, 20____
(the "Effective Date").

OWNER:

Insert Name of Company

Insert Signer's Name , Insert Title

STATE OF WYOMING)
) ss.
COUNTY OF TETON)

On the Insert Date day of Insert Month 20Insert Year, the foregoing Special Restrictions for Employee Housing was acknowledged before me by Insert Owner's Name as Insert Title of Insert company name.

Witness my hand and official seal.

(Seal)

Notary Public

Insert TOWN OF JACKSON OR TETON COUNTY:

Insert Name of Mayor or BCC Chair , Insert Mayor or Board Chair

ATTEST:

Insert Name of Clerk, Insert Town or County Clerk

STATE OF WYOMING)
) ss.
COUNTY OF TETON)

On theInsert Dateday ofInsert month, 20Insert year , the foregoing instrument was acknowledged before me by Insert Mayor or Chair’s Name as Insert Mayor or Board Chair of the Insert Town of Jackson or Teton County, Wyoming.

Witness my hand and official seal.

(Seal)

Notary Public
My commission expires:

JACKSON/TETON COUNTY AFFORDABLE HOUSING DEPARTMENT:

Stacy A. Stoker, Housing Manager

STATE OF WYOMING)
) ss.
COUNTY OF TETON)

On the_____day of_____, 20 , the foregoing instrument was acknowledged before me by Stacy A. Stoker, as Housing Manager of the Jackson/Teton County Affordable Housing Department.

Witness my hand and official seal.

(Seal)

Notary Public
My commission expires:

COMPLETE AMENDMENT AND RESTATEMENT
Special Restrictions
for Affordable Apartment Rental Housing
Located at **Insert property address insert Town of Jackson or Teton County**

This Complete Amendment and Restatement of the insert name of old restriction recorded in the Office of the Teton County Clerk as document number insert doc number of old rest. book of photo insert book number of old rest. pages insert page numbers of old rest. for insert property address is made this Insert day_____ Day of insert month_____, 20__ (the "Effective Date"), by insert name appropriate party from previous restriction and the undersigned owner ("Owner") ("Special Restrictions").

RECITALS:

WHEREAS, the undersigned Owner holds fee ownership interest in that certain real property, known as insert property address insert Town of Jackson or Teton County, Wyoming, and more specifically described as follows:

Click here to enter Legal Description

PIDN:Click here to enter PIN. (the "Land");

WHEREAS, in furtherance of insert the Town of Jackson or Teton County, Wyoming's goal of providing affordable housing to qualified Teton County residents who will occupy the housing as their primary residence, and as a condition of its Final Development Plan Approval forClick here to enter name of development and FDP #.) (the "Approval"), Owner was required to Click here to enter how many units are being provided. provide:

Click here to enter description of unit, income range, and location.

The Income Ranges are defined in the Jackson/Teton County Housing Department Rules and Regulations enforced by the Housing Department, such Rules and Regulations are defined in Section 1 below;

WHEREAS, in furtherance of the goals, objectives, requirements and conditions of the insert approval type. FDP, CUP or other Approval, Owner was required to record these Special Restrictions for Affordable Apartment Rental Housing, and Owner and all subsequent transferees are required to comply with this restriction for the initial and all subsequent rentals of the Residential Unit, defined below, to a "Qualified Household";

WHEREAS, consistent with the foregoing, the Property is subject to those certain insert name of old restriction recorded insert date of recording of old rest. as Document number insert doc. number of old restriction in book of photo insert book no. pages insert page numbers (the "insert year of recording Special Restrictions");

WHEREAS, in accordance with Section insert section number of the insert recording year Special Restrictions, the Special Restrictions may be modified with the written consent of insert who can consent .

WHEREAS, the Jackson Town Council and Teton County Board of County Commissioners voted to amend their 1990 Resolution creating the Teton County Housing Authority ("TCHA") and further amend the 1999 Resolution, to form a regional Housing Authority pursuant to Wyoming Statute §15-10-116(b) with the County of Teton and the Town of Jackson forming the regional housing authority known as the Jackson/Teton County Housing Authority ("JTCHA"), making the JTCHA the successor in interest to all deeds, documents, leases, and contracts of TCHA;

WHEREAS, the Jackson Town Council and Teton County Board of County Commissioners further resolved to create the Jackson/Teton County Affordable Housing Department ("Housing Department") who will be employees of Teton County and agents acting on behalf of the JTCHA;

WHEREAS, in accordance with such Section insert section number of the insert year of recording of old rest. Special Restrictions, and consistent with the foregoing Recitals, JTCHA and the undersigned Owner now desire to amend, restate and replace in their entirety with respect to the Residential Unit and Land the insert year of recording old rest. Special Restrictions by adopting these Complete Amended and insert name of this new restriction ("Special Restrictions");

WHEREAS, Owner desires to adopt these Special Restrictions and declare that the Residential Unit and Land shall be held, sold, and conveyed in perpetuity subject to these Special Restrictions, which Special Restrictions shall be in addition to all other covenants, conditions or restrictions of record affecting the Residential Unit and Land, and shall be enforceable by the Jackson/Teton County Housing Authority, a duly constituted housing authority pursuant to W.S. §15-10-116, as amended, and its successors or assigns, the Jackson/Teton County Affordable Housing Department (collectively "Housing Department") and insert the Town of Jackson or Teton County, Wyoming.

RESTRICTIONS:

NOW, THEREFORE, in satisfaction of the insert approval type (FDP, CUP, etc) Approval, and in further consideration of the foregoing Recitals, which are incorporated herein by this reference, Owner hereby declares, covenants and agrees for itself and each and every person acquiring ownership of the Residential Unit, that the Land and each Residential Unit shall be held, used, occupied, developed, transferred and conveyed subject to the following Special Restrictions in perpetuity.

SECTION 1. JACKSON/TETON COUNTY HOUSING DEPARTMENT RULES AND REGULATIONS. References made herein to the "Rules and Regulations" are references to the written policies, procedures and guidelines of the Housing Department, as the same may be amended, modified, or updated from time to time and which policies, procedures, and guidelines are on file with the

Housing Department or otherwise with [insert the Town of Jackson or Teton County, Wyoming](#), or if there are no such written policies, procedures or guidelines (or a written policy, procedure or guideline with respect to a specific matter) then the reference shall be to the current applied policy or policies of the Housing Department or its successor. Procedural and administrative matters not otherwise addressed in these Special Restrictions shall be as set forth in the Rules and Regulations.

SECTION 2. RESTRICTIONS ON OCCUPANCY AND USE OF RESIDENTIAL UNIT. In addition to any restrictions included in the current Housing Rules and Regulations, occupancy and use of the Residential Unit shall be restricted as follows:

- A. Qualified Household. The rental, use and occupancy of the Residential Unit shall be limited to a Qualified Household, as set forth below (“Qualified Household”):
1. Employment Requirement. At least one (1) member of the Qualified Household must maintain an average of thirty (30) hours per week employment on an annual basis, or a minimum of one thousand five hundred and sixty hours (1,560) per year, for a local business. A “local business” means a business physically located within Teton County, Wyoming, holding a business license with the Town of Jackson, Wyoming or one that can provide other verification of business status physically located in Teton County, Wyoming, and the business serves clients or customers who are physically located in Teton County, Wyoming.
 2. Income Restriction. The Qualified Household’s gross income shall fall between [Click here to enter income range](#). of the median family income in Teton County, Wyoming, as determined by the current year’s published Federal Department of Housing & Urban Development median family income chart for Teton County, Wyoming (“Income Cap”).
 3. No Teton County Residential Real Estate. No member of the Qualified Household may own (whether individually, in trust, or through an entity including without limitation a partnership, limited partnership, limited liability company, corporation, association, or the like) residential real estate within one hundred and fifty (150) miles of Teton County, Wyoming at any time during occupancy of the Residential Unit.
 4. Initial Determination by Owner. Owner shall require each prospective renter of a Residential Unit to provide information sufficient to show eligibility as a Qualified Household under the Affordable Housing Program pursuant to the requirements of this restriction and the Housing Rules and Regulations. The determination shall be based upon written applications, representations, information and verifications, including at a minimum, a W-2 for each adult renter or other IRS filing showing source of earnings, a signed and sworn statement regarding ownership of other real estate and a list of current employer(s), hours worked as well as contact information for each employer(s) and other such information reasonably requested by the Housing Department to verify and substantiate as a Qualified Household.

5. Continuing Obligation to Remain a Qualified Household. The occupants of the Residential Unit shall satisfy the definition of a Qualified Household at all times during the occupancy of the Residential Unit.
 6. Occupancy. Each Residential Unit shall be occupied as the Qualified Household's sole and exclusive primary residence, and each tenant of a Residential Unit shall physically reside therein on a full-time basis, at least eighty percent (80%) of the term of the lease. Except for permitted guests, no persons other than the members of the Qualified Household may occupy the Residential Unit.
 7. Reporting Requirement – Housing Department Determination. Owner shall, by January 31 of each year, provide to the Housing Department a summary of the eligibility verification information contained above for each occupant of a Residential Unit as set forth on the Housing Department Template that will be provided to Owner. Upon written request by the Housing Department for supporting documentation, Owner shall provide the same within fifteen (15) business days of receipt of such written request. Additionally, Owner shall, by January 31 of each year, provide the Housing Department with its most current lease form for Residential Units. Each Residential Unit Lease must state, and it is a material consideration of this restriction, that the Housing Department has the ultimate and final authority to determine eligibility of households renting Residential Units. If the Housing Department, upon review of supporting documentation determines that an occupant of a Residential Unit does not qualify as a Qualified Household, the Housing Department shall have the authority to require the Owner to terminate the lease between Owner and the occupant of a Residential Unit pursuant to Sections 4 & 5 below.
- B. No Legal Action. No owner of the Residential Unit, prospective purchaser of the Residential Unit, Tenant, renter or occupant, or other party shall have the right to sue or bring other legal process against insert the Town of Jackson or Teton County, Wyoming or the Housing Department, or any person affiliated with insert the Town of Jackson or Teton County, Wyoming or the Housing Department arising out of these Special Restrictions, and neither shall insert the Town of Jackson or Teton County, Wyoming or the Housing Department have any liability to any person aggrieved by the decision of insert the Town of Jackson or Teton County, Wyoming or the Housing Department regarding qualification of a Qualified Household or any other matter relating to these Special Restrictions.
- C. No Owner Occupancy. Owner shall not reside in or occupy the Residential Unit. For purposes of this paragraph, if Owner is an entity (including without limitation, a partnership, limited partnership, Limited Liability Company, corporation, association, or other) or a trust, this prohibition on owner-occupancy shall extend to any partner, member, shareholder, other principal or owner of the entity, and any trustee or beneficiary of the trust.
- D. Household Composition. Only members of the Qualified Household may occupy a Residential Unit, except that Owner may restrict who may reside in a Residential Unit,

provided that such owner-restriction does not violate Federal or state fair housing laws. Notwithstanding the foregoing, occupancy of the Residential Unit shall be in compliance with any and all building codes (or other relevant law, code, statute, ordinance or the like) regarding maximum occupancy standards or limitations.

- E. Written Lease Requirement. Occupancy of the Residential Unit shall be pursuant to a written lease, the form of which may be approved by Housing Department as it may require. Owner of the Residential Unit shall obtain written verification of income, asset ownership, and employment in Teton County, Wyoming for each Qualified Household proposing to rent the Residential Unit prior to such Household's occupancy, and upon each extension or renewal of any lease therefore.
- F. Rental Term. The Residential Unit shall be offered for rent in periods of not less than six (6) months.
- G. Rental Rate. The household size used to determine the median family income is based on one (1) person per bedroom. A studio Residential Unit's maximum rent will be fifteen percent (15%) less than the maximum rental rate for a one-bedroom Residential Unit. The maximum Rental Rate that may be charged for the Unit is variable annually based on the Housing and Urban Development Department's Median Family Income standard for Teton County, Wyoming. The Housing Department will calculate the maximum Rental Rate every year for the Unit after the Housing and Urban Development Department issues the Median Family Income for Teton County, Wyoming in the following manner: The maximum monthly rental rate for [insert median family income range is: [insert the current year's low end of the median family income range multiply by [thirty percent (30%) and divide by twelve (12) = Insert Amount. The rent charged must include basic utilities (electric, gas, water, sewer) and trash removal. Notwithstanding the foregoing to the contrary, the rental rate charged by Owner may at any time be less than the maximum rent calculation.
- H. Rental Unit: Except as provided herein, the Residential Unit shall remain a rental unit for Qualified Households.
- I. Guests. No persons other than those comprising the Qualified Household shall be permitted to occupy the Residential Unit for periods in excess of ten percent (10%) of the Rental Term in cumulative days per calendar year.
- J. Vacancies. The Residential Unit may be vacant intermittently between tenancies to allow for proper advertisement and verification for Qualified Households and reasonable maintenance. However, a Residential Unit shall not be vacant for a period greater than sixty (60) days, unless authorized by the Housing Department. If any Residential Unit remains vacant for more than sixty (60) days without approval, the Housing Department has the right, but not the obligation, to identify a Qualified Household to rent the Residential Unit.

- K. Business Activity. No business activities shall occur in a Residential Unit, other than a home occupation use that is allowed by applicable zoning and properly permitted.
- L. Compliance with Laws, Declaration. The Residential Unit shall be occupied in full compliance with these Special Restrictions and the Rules and Regulations, along with all laws, statutes, codes, rules, or regulations, covenants, conditions and restrictions, and all supplements and amendments thereto, and any other rules and regulations of any applicable homeowner's association, as the same may be adopted from time to time.
- M. Insurance. Owner shall keep the Residential Unit continuously insured against "all risks" of physical loss (not otherwise covered by a homeowner's association insurance), for the full replacement value of the Residential Unit.
- N. Maintenance. Owner shall be responsible for the cost and expense to keep and maintain the interior of the Residential Unit and all other aspects of the Residential Unit not otherwise maintained by a homeowner's association in a safe, decent and sanitary condition. In the event Owner fails to maintain the Residential Unit in a safe, decent and sanitary condition and such condition continues for fourteen (14) days after notice from the Housing Department, the Housing Department shall have the right but not the obligation to enter the Residential Unit and repair such condition and Owner shall reimburse Housing Department for such reasonable repair costs. Payment to Housing Department from Owner shall be due upon receipt of invoice.
- O. Periodic Reporting, Inspection. In order to confirm compliance with these Special Restrictions, each owner shall comply, and cause its tenants to comply, with any reporting or inspection requirements as set forth herein and as may be required by the Housing Department from time to time. Upon reasonable notice to Owner, the Housing Department shall have the right to inspect the Residential Unit from time to time to determine compliance with these Special Restrictions and to review the written records required to be maintained by Owner. Owner shall maintain such records for a period of not less than two (2) years.
- P. Preference. Owner may give first-priority to rent the Residential Unit to Qualified Households of which a member of the Household is an employee of Owner. In the event there are no persons directly employed by Owner to whom Owner desires to rent the Residential Unit, then Owner may rent to any Qualified Household.

SECTION 3. SALE OF THE RESIDENTIAL UNIT COMPLEX. The Residential Unit Complex may be bought and sold as Owner may determine except that all reporting and record-keeping required herein shall be continuous and any new owner shall obtain the required records from the prior owner. Any such conveyance of a Residential Unit Complex shall be subject to these Special Restrictions. Within ten (10) days prior to the closing of the sale or other transfer of the Complex, Owner shall notify the Housing Department of the pending sale or transfer and, prior to closing, provide the Housing Department with contact information (including without limitation, mailing address, phone number and email) for the new owner.

SECTION 4. DEFAULT. Subject to the notice and cure provisions, if any, of the Housing Department Rules and Regulations, each of the following shall be considered a default ("Default"):

- A. A violation of any term of these Special Restrictions, the Rules and Regulations, the Declaration, or any laws affecting a Residential Unit.
- B. A violation of any term of these Special Restrictions or any laws affecting the Residential Unit.
- C. Vacancy of a Residential Unit for more than sixty (60) days continuously.
- D. Fraud or misrepresentation by Owner and/or occupant in the provision of an application, reporting requirement, inspection requirement or any other informational requirement to the Housing Department.
- E. If the Residential Unit is taken by execution or by other process of law, or if Owner is judicially insolvent according to law, or if any assignment is made of the property of Owner for the benefit of creditors, or if a receiver, trustee or other similar officer is appointed to take charge of any substantial part of the Residential Unit or Owner's property by a court of competent jurisdiction.

In the event the Housing Department believes there to be a Default, the Housing Manager, or a Designee of the Housing Department shall send written notice to Owner of such violation, the required action to cure and the timing for such cure. If Owner disputes the Housing Department's decision, Owner shall proceed in accordance with the Rules and Regulations.

SECTION 5. DEFAULT REMEDIES. Subject to the notice and cure provisions, if any, of the Housing Department Rules and Regulations, in addition to any other remedies the Housing Department may have at law or equity, in the event of a Default, after notice and opportunity to cure as set forth in the preceding section, the Housing Department's remedies shall include, without limitation, as an exercise of its regulatory authority, the following:

- A. Specific Performance. The Housing Department shall have the right of specific performance of these Special Restrictions and the Rules and Regulations, and the right to obtain from any court of competent jurisdiction a temporary restraining order, preliminary injunction and permanent injunction to obtain such performance.
- B. Equitable Relief. In addition to subsection A, any equitable relief provided for herein may be sought singly or in combination with such other remedies as the Housing Department may be entitled to, either pursuant to these Special Restrictions or any other action authorized under the laws of the State of Wyoming.

- C. Enforcement. The Housing Department may, for purposes of enforcing these Special Restrictions or the Rules and Regulations, seek enforcement through the Town or County Land Development Regulations, including but not limited to Division 8.9 Enforcement.

SECTION 6. TERMINATION, AMENDMENT AND CORRECTION OF SPECIAL RESTRICTIONS.

- A. Termination. These Special Restrictions may be terminated after a determination by the insert the Town of Jackson or Teton County, Wyoming that these Special Restrictions are no longer consistent with the insert the Town of Jackson or Teton County, Wyoming goals for affordable housing.
- B. Amendment. These Special Restrictions may be amended by a signed, written amendment executed by the Parties hereto and recorded in the Teton County Clerk's Office against the title to the Land, in whole or in part, with the written consent of Owner of the Residential Unit Complex and insert the Town of Jackson or Teton County, Wyoming.
- C. Correction. The Housing Department may unilaterally correct these Special Restrictions to address scrivener's errors, erroneous legal descriptions or typographical errors.

SECTION 7. SPECIAL RESTRICTIONS AS COVENANT. These Special Restrictions shall constitute covenants running with the Land and the Residential Unit, as a burden thereon, and shall be binding on all parties having any right, title, or interest in the Land, the Residential Unit, or any part thereof, their heirs, devisees, successors and assigns, and shall inure to the benefit of and shall be enforceable by JTCHA, the Housing Department and insert the Town of Jackson or Teton County. These Special Restrictions shall be prior and superior to any mortgage or lien interest encumbering the Land and/or Residential Unit Complex.

SECTION 8. NOTICES. All notices required to be served upon the parties to this Special Restriction shall be transmitted by one of the following methods: hand delivery; prepaid overnight courier; or by postage paid certified mail, return receipt requested, at the address set forth below for said party; or at such other address as one party notifies the other in writing pursuant to this paragraph. Notice shall be effective when hand delivered, one (1) day after being deposited with an overnight courier or five (5) business days after being placed in the mail. Either party may change its address and/or owner and/or other contact information in the manner provided for giving notice.

To Housing Department

Jackson/Teton County Affordable Housing Department
P.O. Box 714
Jackson, WY 83001

With a Copy to:

insert the Town of Jackson or Teton County.
P.O. Box Insert 1687 for Town or 3594 for County.

Jackson, WY 83001.

To Owner

Insert Name and Address of Owner

SECTION 9. ATTORNEY'S FEES. In the event any party shall be required to retain counsel and file suit for the purpose of enforcing the terms and conditions of these Special Restrictions, the prevailing party shall be entitled to recover, in addition to any other relief recovered, a reasonable sum as determined by the court for attorney's fees and costs of litigation.

SECTION 10. CHOICE OF LAW, FORUM. These Special Restrictions and each and every related document, are to be governed by and construed in accordance with the laws of the State of Wyoming. The parties agree that the appropriate court in Teton County, Wyoming and/or the Ninth Judicial District for the State of Wyoming shall have sole and exclusive jurisdiction over any dispute, claim, or controversy which may arise involving these Special Restrictions or its subject matter. Owner by accepting a deed for the Land hereby submits to the personal jurisdiction of any such court in any action or proceeding arising out of or relating to this Special Restrictions

SECTION 11. SEVERABILITY. Each provision of these Special Restrictions and any other related document shall be interpreted in such a manner as to be valid under applicable law; but, if any provision, or any portion thereof, of any of the foregoing shall be invalid or prohibited under said applicable law, such provision shall be deemed modified to the extent necessary and possible to render it valid and enforceable, or if such modification is not possible, such provision shall be ineffective to the extent of such invalidity or prohibition without invalidating the remaining provision(s) of such document.

SECTION 12. SECTION HEADINGS. Paragraph or section headings within these Special Restrictions are inserted solely for convenience or reference, and are not intended to, and shall not govern, limit or aid in the construction of any terms or provisions contained herein.

SECTION 13. WAIVER. No claim of waiver, consent or acquiescence with respect to any provision of these Special Restrictions shall be valid against any party hereto except on the basis of a written instrument executed by the parties to these Special Restrictions. However, the party for whose benefit a condition is inserted herein shall have the unilateral right to waive such condition.

SECTION 14. INDEMNIFICATION. Owner shall indemnify, defend, and hold the Housing Department and insert the Town of Jackson or Teton County, and its directors, officers, agents and employees harmless against any and all loss, liability, claim, or cost (including reasonable attorneys' fees and expenses) for damage or injury to persons or property from any cause whatsoever on or about the Residential Unit, or for an owner's breach of any provision of these Special Restrictions. Owner waives any and all such claims against the Housing Department and insert the Town of Jackson or Teton County.

SECTION 15. SUCCESSORS AND ASSIGNS. These Special Restrictions shall be binding upon, and inure to the benefit of, the parties hereto and their respective successors, heirs, devisees, administrators and assigns.

SECTION 16. GOVERNMENTAL IMMUNITY. Neither [insert the Town of Jackson or Teton County, JTCHA](#), nor the Housing Department waive governmental immunity by executing these Special Restrictions and specifically retain immunity and all defenses available to them as sovereigns pursuant to Wyo. Stat. Ann. § 1-39-104(a) and any other applicable law.

IN WITNESS WHEREOF, Owner has executed this instrument on the _____ day of _____, 20____ (the "Effective Date").

OWNER:

[Click here to enter name of LLC or other entity.](#)

[Click here to enter Name and Title of authorized signer.](#)

STATE OF WYOMING)
) ss.
COUNTY OF TETON)

On the _____ day of _____, 20____, the foregoing Special Restrictions for Employee Housing was acknowledged before me by [Click here to enter Name of signer.](#) as [Click here to enter title of signer.](#) of [Click here to enter name of entity.](#)

Witness my hand and official seal.

(Seal)

Notary Public

INSERT THE TOWN OF JACKSON OR TETON COUNTY:

[Insert name of Mayor or Chair, insert Mayor or Chair](#)

ATTEST:

Insert name of Town or County Clerk, insert Town Clerk or County Clerk

STATE OF WYOMING)
) ss.
COUNTY OF TETON)

On the _____ day of _____, 20__, the foregoing instrument was acknowledged before me by insert name of Mayor or Chair as insert Mayor or Chair of insert the Town of Jackson or Teton County, Wyoming.

Witness my hand and official seal.

(Seal)

Notary Public
My commission expires:

JACKSON/TETON COUNTY AFFORDABLE HOUSING DEPARTMENT:

Insert name of Housing Manager, Housing Manager

STATE OF WYOMING)
) ss.
COUNTY OF TETON)

On the _____ day of _____, 20__, the foregoing instrument was acknowledged before me byClick here to enter name of Housing Manager., as Housing Manager of the Jackson/Teton County Affordable Housing Department.

Witness my hand and official seal.

(Seal)

Notary Public
My commission expires:

COMPLETE AMENDMENT AND RESTATEMENT
Special Restrictions
for Affordable Condominium Rental Housing
Located at [Insert property address insert Town of Jackson or Teton County](#)

This Complete Amendment and Restatement of the [insert name of old restriction](#) recorded in the Office of the Teton County Clerk as document number [insert doc number of old rest.](#) book of photo [insert book number of old rest.](#) pages [insert page numbers of old rest.](#) for [insert property address](#) is made this [Insert day](#) _____ Day of [insert month](#) _____, 20__ (the "Effective Date"), by [insert name appropriate party from previous restriction](#) and the undersigned owner ("Owner") ("Special Restrictions").

RECITALS:

WHEREAS, the undersigned Owner holds fee ownership interest in that certain real property, known as [insert property address insert Town of Jackson or Teton County, Wyoming](#), and more specifically described as follows:

[Click here to enter Legal Description](#)

PIDN:[Click here to enter PIN. \(the "Land"\)](#);

WHEREAS, in furtherance of [insert the Town of Jackson or Teton County, Wyoming's](#) goal of providing affordable housing to qualified Teton County residents who will occupy the housing as their primary residence, and as a condition of its Final Development Plan Approval for [Click here to enter name of development and FDP #.](#)) (the "[Approval](#)"), Owner was required to [Click here to enter how many units are being provided.](#) provide:

[Click here to enter description of unit, income range, and location.](#)

The Income Ranges are defined in the Jackson/Teton County Housing Department Rules and Regulations enforced by the Housing Department, such Rules and Regulations are defined in Section 1 below;

WHEREAS, in furtherance of the goals, objectives, requirements and conditions of the [insert approval type. FDP, CUP, or other Approval](#), Owner was required to to record these Special Restrictions for Affordable Condominium Rental Housing, and Owner and all subsequent transferees are required to comply with this restriction for the initial and all subsequent rentals of the Residential Unit, defined below, to a "Qualified Household";

WHEREAS, consistent with the foregoing, the Property is subject to those certain [insert name of old restriction](#) recorded [insert date of recording of old rest.](#) as Document number [insert doc. number of](#)

old restriction in book of photo insert book no. pages insert page numbers (the “insert year of recording Special Restrictions”);

WHEREAS, in accordance with Section insert section number of the insert recording year Special Restrictions, the Special Restrictions may be modified with the written consent of insert who can consent .

WHEREAS, the Jackson Town Council and Teton County Board of County Commissioners voted to amend their 1990 Resolution creating the Teton County Housing Authority (“TCHA”) and further amend the 1999 Resolution, to form a regional Housing Authority pursuant to Wyoming Statute §15-10-116(b) with the County of Teton and the Town of Jackson forming the regional housing authority known as the Jackson/Teton County Housing Authority (“JTCHA”), making the JTCHA the successor in interest to all deeds, documents, leases, and contracts of TCHA;

WHEREAS, the Jackson Town Council and Teton County Board of County Commissioners further resolved to create the Jackson/Teton County Affordable Housing Department (“Housing Department”) who will be employees of Teton County and agents acting on behalf of the JTCHA;

WHEREAS, in accordance with such Section insert section number of the insert year of recording of old rest. Special Restrictions, and consistent with the foregoing Recitals, JTCHA and the undersigned Owner now desire to amend, restate and replace in their entirety with respect to the Residential Unit and Land the insert year of recording old rest. Special Restrictions by adopting these Complete Amended and insert name of this new restriction (“Special Restrictions”);

WHEREAS, Owner desires to adopt these Special Restrictions and declare that the Residential Unit and Land shall be held, sold, and conveyed in perpetuity subject to these Special Restrictions, which Special Restrictions shall be in addition to all other covenants, conditions or restrictions of record affecting the Residential Unit and Land, and shall be enforceable by the Jackson/Teton County Housing Authority, a duly constituted housing authority pursuant to W.S. §15-10-116, as amended, and its successors or assigns, the Jackson/Teton County Affordable Housing Department (collectively “Housing Department”) and insert the Town of Jackson or Teton County, Wyoming.

RESTRICTIONS:

NOW, THEREFORE, in satisfaction of the FDP Approval, and in further consideration of the foregoing Recitals, which are incorporated herein by this reference, Owner hereby declares, covenants and agrees for itself and each and every person acquiring ownership of the Residential Unit, that the Residential Unit shall be held, used, occupied, developed, transferred and conveyed subject to the following Special Restrictions in perpetuity.

SECTION 1. JACKSON/TETON COUNTY HOUSING DEPARTMENT RULES AND REGULATIONS.

References made herein to the “Rules and Regulations” are references to the written policies, procedures and guidelines of the Housing Department, as the same may be amended, modified, or updated from time to time and which policies, procedures, and guidelines are on file with the

Housing Department or otherwise with Town of Jackson, Wyoming, or if there are no such written policies, procedures or guidelines (or a written policy, procedure or guideline with respect to a specific matter) then the reference shall be to the current applied policy or policies of the Housing Department or its successor. Procedural and administrative matters not otherwise addressed in these Special Restrictions shall be as set forth in the Rules and Regulations.

SECTION 2. RESTRICTIONS ON OCCUPANCY AND USE OF RESIDENTIAL UNIT. In addition to any restrictions included in the current Housing Rules and Regulations, occupancy and use of the Residential Unit shall be restricted as follows:

- A. Qualified Household. The rental, use and occupancy of the Residential Unit shall be limited to a Qualified Household, as set forth below (“Qualified Household”):
1. Employment Requirement. At least one (1) member of the Qualified Household must maintain an average of thirty (30) hours per week employment on an annual basis, or a minimum of one thousand five hundred and sixty hours (1,560) per year, for a local business. A “local business” means a business physically located within Teton County, Wyoming, holding a business license with the Town of Jackson, Wyoming or one that can provide other verification of business status physically located in Teton County, Wyoming, and the business serves clients or customers who are physically located in Teton County, Wyoming.
 2. Income Restriction. The Qualified Household’s gross income shall fall between Insert Income Range of the median family income in Teton County, Wyoming, as determined by the current year’s published Federal Department of Housing & Urban Development median family income chart for Teton County, Wyoming (“Income Cap”).
 3. No Teton County Residential Real Estate. No member of the Qualified Household may own (whether individually, in trust, or through an entity including without limitation a partnership, limited partnership, limited liability company, corporation, association, or the like) residential real estate within one hundred and fifty (150) miles of Teton County, Wyoming at any time during occupancy of the Residential Unit.
 4. Initial Determination by Owner. Owner shall require each prospective renter of a Residential Unit to provide information sufficient to show eligibility as a Qualified Household under the Affordable Housing Program pursuant to the requirements of this restriction and the Housing Rules and Regulations. The determination shall be based upon written applications, representations, information and verifications, including at a minimum, a W-2 for each adult renter or other IRS filing showing source of earnings, a signed and sworn statement regarding ownership of other real estate and a list of current employer(s), hours worked as well as contact information for each employer(s) and other such information reasonably requested by the Housing Department to verify and substantiate as a Qualified Household.
 5. Continuing Obligation to Remain a Qualified Household. The occupants of the Residential Unit shall satisfy the definition of a Qualified Household at all times during the occupancy of the Residential Unit.

6. Occupancy. Each Residential Unit shall be occupied as the Qualified Household's sole and exclusive primary residence, and each tenant of a Residential Unit shall physically reside therein on a full-time basis, at least eighty percent (80%) of the term of the lease. Except for permitted guests, no persons other than the members of the Qualified Household may occupy the Residential Unit.
 7. Reporting Requirement – Housing Department Determination. Owner shall, by January 31 of each year, provide to the Housing Department a summary of the eligibility verification information contained above for each occupant of a Residential Unit as set forth on the Housing Department Template that will be provided to Owner. Upon written request by the Housing Department for supporting documentation, Owner shall provide the same within fifteen (15) business days of receipt of such written request. Additionally, Owner shall, by January 31 of each year, provide the Housing Department with its most current lease form for Residential Unit. Each Residential Unit Lease must state, and it is a material consideration of this restriction, that the Housing Department has the ultimate and final authority to determine eligibility of households renting the Residential Unit. If the Housing Department, upon review of supporting documentation determines that an occupant of the Residential Unit does not qualify as a Qualified Household, the Housing Department shall have the authority to require the Owner to terminate the lease between Owner and the occupant of the Residential Unit pursuant to Sections 4 & 5 below.
- B. No Legal Action. No owner of the Residential Unit, prospective purchaser of the Residential Unit, Tenant, renter or occupant, or other party shall have the right to sue or bring other legal process against the Town of Jackson, Wyoming or the Housing Department, or any person affiliated with the Town of Jackson, Wyoming or the Housing Department arising out of these Special Restrictions, and neither shall the Town of Jackson, Wyoming or the Housing Department have any liability to any person aggrieved by the decision of the Town of Jackson, Wyoming or the Housing Department regarding qualification of a Qualified Household or any other matter relating to these Special Restrictions.
- C. No Owner Occupancy. Owner shall not reside in or occupy the Residential Unit. For purposes of this paragraph, if Owner is an entity (including without limitation, a partnership, limited partnership, Limited Liability Company, corporation, association, or other) or a trust, this prohibition on owner-occupancy shall extend to any partner, member, shareholder, other principal or owner of the entity, and any trustee or beneficiary of the trust.
- D. Household Composition. Only members of the Qualified Household may occupy a Residential Unit, except that Owner may restrict who may reside in a Residential Unit, provided that such owner-restriction does not violate Federal or state fair housing laws. Notwithstanding the foregoing, occupancy of the Residential Unit shall be in compliance with any and all building codes (or other relevant law, code, statute, ordinance or the like) regarding maximum occupancy standards or limitations.

- E. Written Lease Requirement. Occupancy of the Residential Unit shall be pursuant to a written lease, the form of which may be approved by Housing Department as it may require. Owner of the Residential Unit shall obtain written verification of income, asset ownership, and employment in Teton County, Wyoming for each Qualified Household proposing to rent the Residential Unit prior to such Household's occupancy, and upon each extension or renewal of any lease therefore.
- F. Rental Term. The Residential Unit shall be offered for rent in periods of not less than six (6) months.
- G. Rental Rate. The household size used to determine the median family income is based on one (1) person per bedroom. A studio Residential Unit's maximum rent will be fifteen percent (15%) less than the maximum rental rate for a one-bedroom Residential Unit. The maximum Rental Rate that may be charged for the Residential Unit is variable annually based on the Housing and Urban Development Department's Median Family Income standard for Teton County, Wyoming. The Housing Department will calculate the maximum Rental Rate every year for the Residential Unit after the Housing and Urban Development Department issues the Median Family Income for Teton County, Wyoming in the following manner: The maximum monthly rental rate for Insert Income Range Income range for Insert Year is: Insert Amount (Insert % of MFI of Insert Year median family income for Insert # in household based on bedrooms in unit person household) multiplied by thirty percent (30%), with the product divided by twelve (12) insert this if studio "and multiplied by 85% for a Studio" if not delete = Insert Amount. The rent charged must include basic utilities (electric, gas, water, sewer) and trash removal. Notwithstanding the foregoing to the contrary, the rental rate charged by Owner may at any time be less than the maximum rent calculation.
- H. Rental Unit: Except as provided herein, the Residential Unit shall remain a rental unit for Qualified Households.
- I. Guests. No persons other than those comprising the Qualified Household shall be permitted to occupy the Residential Unit for periods in excess of ten percent (10%) of the Rental Term in cumulative days per calendar year.
- J. Vacancies. The Residential Unit may be vacant intermittently between tenancies to allow for proper advertisement and verification for Qualified Households and reasonable maintenance. However, a Residential Unit shall not be vacant for a period greater than sixty (60) days, unless authorized by the Housing Department. If any Residential Unit remains vacant for more than sixty (60) days without approval, the Housing Department has the right, but not the obligation, to identify a Qualified Household [Household](#) to rent the Residential Unit.
- K. Business Activity. No business activities shall occur in a Residential Unit, other than a home occupation use that is allowed by applicable zoning and properly permitted.

- L. Compliance with Laws, Declaration. The Residential Unit shall be occupied in full compliance with these Special Restrictions and the Rules and Regulations, along with all laws, statutes, codes, rules, or regulations, covenants, conditions and restrictions, and all supplements and amendments thereto, and any other rules and regulations of any applicable homeowner's association, as the same may be adopted from time to time.
- M. Insurance. Owner shall keep the Residential Unit continuously insured against "all risks" of physical loss (not otherwise covered by a homeowner's association insurance), for the full replacement value of the Residential Unit.
- N. Maintenance. Owner shall be responsible for the cost and expense to keep and maintain the interior of the Residential Unit and all other aspects of the Residential Unit not otherwise maintained by a homeowner's association in a safe, decent and sanitary condition. In the event Owner fails to maintain the Residential Unit in a safe, decent and sanitary condition and such condition continues for fourteen (14) days after notice from the Housing Department, the Housing Department shall have the right but not the obligation to enter the Residential Unit and repair such condition and Owner shall reimburse Housing Department for such reasonable repair costs. Payment to Housing Department from Owner shall be due upon receipt of invoice.
- O. Periodic Reporting, Inspection. In order to confirm compliance with these Special Restrictions, each Owner shall comply, and cause its tenants to comply, with any reporting or inspection requirements as set forth herein and as may be required by the Housing Department from time to time. Upon reasonable notice to Owner, the Housing Department shall have the right to inspect the Residential Unit from time to time to determine compliance with these Special Restrictions and to review the written records required to be maintained by Owner. Owner shall maintain such records for a period of not less than two (2) years.
- P. Preference. Owner may give first-priority to rent the Residential Unit to Qualified Households of which a member of the Household is an employee of Owner. In the event there are no persons directly employed by Owner to whom Owner desires to rent the Residential Unit, then Owner may rent to any Qualified Household.

SECTION 3. SALE OF THE RESIDENTIAL UNIT. The Residential Unit ~~Complex~~ may be bought and sold as Owner may determine except that all reporting and record-keeping required herein shall be continuous and any new owner shall obtain the required records from the prior owner. Any such conveyance of the Residential Unit shall be subject to these Special Restrictions. Not less than ten (10) days prior to the closing of the sale or other transfer of the Residential Unit, Owner shall notify the Housing Department of the pending sale or transfer and, prior to closing, provide the Housing Department with contact information (including without limitation, mailing address, phone number and email) for the new owner.

SECTION 4. DEFAULT. Subject to the notice and cure provisions, if any, of the Housing Department Rules and Regulations, each of the following shall be considered a default (“Default”):

- A. A violation of any term of these Special Restrictions, the Rules and Regulations, the Declaration, or any laws affecting a Residential Unit.
- B. A violation of any term of these Special Restrictions or any laws affecting the Residential Unit.
- C. Vacancy of a Residential Unit for more than sixty (60) days continuously.
- D. Fraud or misrepresentation by Owner and/or occupant in the provision of an application, reporting requirement, inspection requirement or any other informational requirement to the Housing Department.
- E. If the Residential Unit is taken by execution or by other process of law, or if Owner is judicially insolvent according to law, or if any assignment is made of the property of Owner for the benefit of creditors, or if a receiver, trustee or other similar officer is appointed to take charge of any substantial part of the Residential Unit or Owner’s property by a court of competent jurisdiction.

In the event the Housing Department believes there to be a Default, the Housing Manager, or a Designee of the Housing Department shall send written notice to Owner of such violation, the required action to cure and the timing for such cure. If Owner disputes the Housing Department’s decision, Owner shall proceed in accordance with the Rules and Regulations.

SECTION 5. DEFAULT REMEDIES. Subject to the notice and cure provisions, if any, of the Housing Department Rules and Regulations, in addition to any other remedies the Housing Department may have at law or equity, in the event of a Default, after notice and opportunity to cure as set forth in the preceding section, the Housing Department’s remedies shall include, without limitation, as an exercise of its regulatory authority, the following:

- A. Specific Performance. The Housing Department shall have the right of specific performance of these Special Restrictions and the Rules and Regulations, and the right to obtain from any court of competent jurisdiction a temporary restraining order, preliminary injunction and permanent injunction to obtain such performance.
- B. Equitable Relief. In addition to subsection A, any equitable relief provided for herein may be sought singly or in combination with such other remedies as the Housing Department may be entitled to, either pursuant to these Special Restrictions or any other action authorized under the laws of the State of Wyoming.
- C. Revocation. The Housing Department may, for purposes of enforcing these Special Restrictions or the Rules and Regulations, revoke or seek revocation of the rights to use or occupy the Residential Unit.

- D. Enforcement. The Housing Department may, for purposes of enforcing these Special Restrictions or the Rules and Regulations, seek enforcement through the Town or County Land Development Regulations, including but not limited to Division 8.9 Enforcement.

SECTION 6. TERMINATION, AMENDMENT AND CORRECTION OF SPECIAL RESTRICTIONS.

- A. Termination. These Special Restrictions may be terminated after a determination by the Town of Jackson, Wyoming that these Special Restrictions are no longer consistent with the Town of Jackson, Wyoming goals for affordable housing.
- B. Amendment. These Special Restrictions may be amended by a signed, written amendment executed by the Parties hereto and recorded in the Teton County Clerk's Office against the title to the Residential Unit, with the written consent of Owner of the Residential Unit ~~Complex~~ and Town of Jackson, Wyoming.
- C. Correction. The Housing Department may unilaterally correct these Special Restrictions to address scrivener's errors, erroneous legal descriptions or typographical errors.

SECTION 7. SPECIAL RESTRICTIONS AS COVENANT. These Special Restrictions shall constitute covenants running with the Residential Unit, as a burden thereon, and shall be binding on all parties having any right, title, or interest in the Residential Unit, or any part thereof, their heirs, devisees, successors and assigns, and shall inure to the benefit of and shall be enforceable by JTCHA, the Housing Department and Town of Jackson. These Special Restrictions shall be prior and superior to any mortgage or lien interest encumbering the ~~Land and/or Residential Unit Complex.~~

SECTION 8. NOTICES. All notices required to be served upon the parties to this Special Restriction shall be transmitted by one of the following methods: hand delivery; prepaid overnight courier; or by postage paid certified mail, return receipt requested, at the address set forth below for said party; or at such other address as one party notifies the other in writing pursuant to this paragraph. Notice shall be effective when hand delivered, one (1) day after being deposited with an overnight courier or five (5) business days after being placed in the mail. Either party may change its address and/or owner and/or other contact information in the manner provided for giving notice.

To Housing Department

Jackson/Teton County Affordable Housing Department
P.O. Box 714
Jackson, WY 83001

With a Copy to:

Insert Town of
Jackson or Teton
County
P.O. Box Insert 1687
for Town and 3594

for County Jackson,
WY 83001

To Owner

Insert Owner's
Name and Address

SECTION 9. ATTORNEY'S FEES. In the event any party shall be required to retain counsel and file suit for the purpose of enforcing the terms and conditions of these Special Restrictions, the prevailing party shall be entitled to recover, in addition to any other relief recovered, a reasonable sum as determined by the court for attorney's fees and costs of litigation.

SECTION 10. CHOICE OF LAW, FORUM. These Special Restrictions and each and every related document, are to be governed by and construed in accordance with the laws of the State of Wyoming. The parties agree that the appropriate court in Teton County, Wyoming and/or the Ninth Judicial District for the State of Wyoming shall have sole and exclusive jurisdiction over any dispute, claim, or controversy which may arise involving these Special Restrictions or its subject matter. Owner by accepting a deed for Residential Unit hereby submits to the personal jurisdiction of any such court in any action or proceeding arising out of or relating to this Special Restrictions

SECTION 11. SEVERABILITY. Each provision of these Special Restrictions and any other related document shall be interpreted in such a manner as to be valid under applicable law; but, if any provision, or any portion thereof, of any of the foregoing shall be invalid or prohibited under said applicable law, such provision shall be deemed modified to the extent necessary and possible to render it valid and enforceable, or if such modification is not possible, such provision shall be ineffective to the extent of such invalidity or prohibition without invalidating the remaining provision(s) of such document.

SECTION 12. SECTION HEADINGS. Paragraph or section headings within these Special Restrictions are inserted solely for convenience or reference, and are not intended to, and shall not govern, limit or aid in the construction of any terms or provisions contained herein.

SECTION 13. WAIVER. No claim of waiver, consent or acquiescence with respect to any provision of these Special Restrictions shall be valid against any party hereto except on the basis of a written instrument executed by the parties to these Special Restrictions. However, the party for whose benefit a condition is inserted herein shall have the unilateral right to waive such condition.

SECTION 14. INDEMNIFICATION. Owner shall indemnify, defend, and hold the Housing Department and the Town of Jackson, and its directors, officers, agents and employees harmless against any and all loss, liability, claim, or cost (including reasonable attorneys' fees and expenses) for damage or injury to persons or property from any cause whatsoever on or about the Residential Unit, or for an Owner's breach of any provision of these Special Restrictions. Owner waives any and all such claims against the Housing Department and the Town of Jackson.

SECTION 16. GOVERNMENTAL IMMUNITY. Neither the Town of Jackson, JTCHA, nor the Housing Department waive governmental immunity by executing these Special Restrictions and specifically retain immunity and all defenses available to them as sovereigns pursuant to Wyo. Stat. Ann. § 1-39-104(a) and any other applicable law.

OWNER:

Insert Name of Signer and their Title

On the Insert Dated day of Insert Month, 20Insert Year, the foregoing Special Restrictions for Employee Housing was acknowledged before me by Insert Name of Signer as Insert Title of Signer of Insert Name of Company.

(Seal)

Notary Public

Insert TOWN OF JACKSON OR TETON COUNTY:

Insert name of Mayor or Board Chair, Insert Mayor or Board Chair

ATTEST:

Insert name of Town or County Clerk, Insert Town or County Clerk

STATE OF WYOMING)
) ss.
COUNTY OF TETON)

On the Insert Date day of Insert Month, 20Insert Year, the foregoing instrument was acknowledged before me by Insert Name of Mayor or Board Chair as Insert Mayor or Board Chair of Insert the Town of Jackson or Teton County, Wyoming.

Witness my hand and official seal.

(Seal)

Notary Public
My commission expires:

JACKSON/TETON COUNTY AFFORDABLE HOUSING DEPARTMENT:

Stacy A. Stoker, Housing Manager

STATE OF WYOMING)
) ss.
COUNTY OF TETON)

On the Insert Date day of Insert Month, 20Insert Year, the foregoing instrument was acknowledged before me by Stacy A. Stoker, as Housing Manager of the Jackson/Teton County Affordable Housing Department.

Witness my hand and official seal.

(Seal)

Notary Public
My commission expires:

Special Restrictions
for Workforce Rental Housing
Located at insert Town of Jackson or Teton County, Wyoming

These Special Restrictions for Workforce Rental Housing, ("Special Restrictions"), are made this ____ day of _____, 20____(the "Effective Date"), by the undersigned Owner ("Owner") and insert the Town of Jackson or Teton County, Wyoming.

RECITALS:

WHEREAS, Owner holds fee ownership interest in that certain real property, located in insert the Town of Jackson or Teton County, Wyoming, and more specifically described as follows:

Click here to add legal description of property.

PIDN: _____ ("Land")

WHEREAS, as a condition of its approval for permit #Click here to enter Permit #. ("Approval"), Owner was required to provide and restrict as follows:

Owner developed property addressed as _____, _____, Wyoming 830____ for a _____square foot retail/service/office/residential/etc. building. This development generated the obligation to provide Workforce Ownership Housing in accordance with _____ Approval. Owner is restricting:

- Unit _____, with _____ number of bedrooms.
- Unit _____, with _____ number of bedrooms.
- Unit _____, with _____ number of bedrooms.

(hereinafter each is a "Residential Unit" and in the aggregate "Residential Unit Complex").

WHEREAS, the Jackson Town Council and Teton County Board of County Commissioners resolved to form the Jackson/Teton County Housing Authority, a duly constituted housing authority pursuant to W.S. §15-10-116, as amended, and its successors or assigns, known as the Jackson/Teton County Housing Authority ("JTCHA");

WHEREAS, the Jackson Town Council and Teton County Board of County Commissioners further resolved to create the Jackson/Teton County Affordable Housing Department ("Housing Department") who are employees of Teton County and agents acting on behalf of the JTCHA, empowered to enforce this Special Restriction;

WHEREAS, in furtherance of the goals, objectives, requirements and conditions of insert approval type (FDP, CUP, etc.) Approval, and consistent with the insert the Town of Jackson or Teton County's goal of providing decent, safe and sanitary housing to qualified employees working in Teton County, Wyoming, that is affordable, Owner agrees to restrict the use and occupancy of the Residential Unit to a "Qualified Household," which meets employment, income and asset rental qualifications as set forth herein and as further defined in the Jackson/Teton County Housing Department Rules and Regulations;

WHEREAS, Owner desires to adopt these Special Restrictions and declare that the Residential Unit and Land shall be held, sold, and conveyed in perpetuity subject to these Special Restrictions, which Special Restrictions shall be in addition to all other covenants, conditions or restrictions of record affecting the Residential Unit and Land, and shall be enforceable by Housing Department and insert the Town of Jackson or Teton County, Wyoming.

RESTRICTIONS:

NOW THEREFORE, in satisfaction of the conditions in the Insert FDP or other Approval, and in consideration of such Insert FDP or other Approval and further consideration of the foregoing Recitals, which are by this reference incorporated herein, Owner hereby declares, covenants and agrees for itself and each and every person acquiring ownership of the Residential Units, Residential Unit Complex and Land shall be owned, used, occupied, developed, transferred and conveyed subject to the following Special Restrictions in perpetuity.

SECTION 1. JACKSON/TETON COUNTY HOUSING DEPARTMENT RULES AND REGULATIONS.

References made herein to the “Rules and Regulations” are references to the written policies, procedures and guidelines of the Housing Department, as the same may be amended, modified, or updated from time to time and which policies, procedures, and guidelines are on file with the Housing Department or otherwise with insert the Town of Jackson or Teton County, Wyoming, or if there are no such written policies, procedures or guidelines (or a written policy, procedure or guideline with respect to a specific matter) then the reference shall be to the current applied policy or policies of the Housing Department or its successor. Procedural and administrative matters not otherwise addressed in these Special Restrictions shall be as set forth in the Rules and Regulations.

SECTION 2. RESTRICTIONS ON OCCUPATION AND USE OF RESIDENTIAL UNIT. In addition to any restrictions included in the current Housing Rules and Regulations, occupancy and use of the Residential Unit shall be restricted as follows:

A. Qualified Household. The rental, use and occupancy of the Residential Units shall be limited to natural persons who meet the definition of a Qualified Household for Workforce Housing, as set forth below (“Qualified Household”).

1. Employment Requirement. At least one (1) member of the Qualified Household must maintain an average of thirty (30) hours per week employment on an annual basis, or a minimum of one thousand five hundred and sixty hours (1,560) per year, for a local business.

A.) A local business means (1) a business physically located within Teton County, Wyoming, holding a business license with the Town of Jackson, Wyoming or one that can provide other verification of business status physically located in Teton County, Wyoming, and (2) the business serves clients or customers who are physically located in Teton County, Wyoming, and (3) the employees/owners must work in Teton County, Wyoming to perform their job.

Or

B.) A business physically located in Teton County Wyoming who employs two or more

Qualified Employees, which qualified employees must work in Teton County Wyoming to perform their job.

2. Income Requirement. The entire Qualified Household must earn at least seventy-five percent (75%) of the Household's income from a local business, as defined above.
 3. No Teton County Residential Real Estate. No member of the Qualified Household may own or have any interest (whether individually, in trust, or through an entity including without limitation a partnership, limited partnership, limited liability company, corporation, association, or the like) in whole or in part in any other residential real estate within one hundred and fifty (150) miles of Teton County, Wyoming at any time during occupancy of the Residential Unit.
 4. Initial Determination by the Owner. Owner shall require each prospective renter of a Residential Unit to provide information sufficient to show eligibility as a Qualified Household under the Workforce Housing Program pursuant to the requirements of this restriction and the Housing Rules and Regulations. The determination shall be based upon written applications, representations, information and verifications, including *at a minimum*, a W-2 for each adult renter or other IRS filing showing source of earnings, a signed and sworn statement regarding ownership of other real estate and a list of current employer(s), hours worked as well as contact information for each employer(s) and other such information reasonably requested by the Housing Department to verify and substantiate as a Qualified Household.
 5. Continuing Obligation to Remain a Qualified Household. The occupants of the Residential Unit shall satisfy the definition of a Qualified Household at all times during the occupancy of the Residential Unit.
 6. Occupancy. Each Residential Unit shall be occupied as the Qualified Household's sole and exclusive primary residence, and each tenant of a Residential Unit shall physically reside therein on a fulltime basis, at least eighty percent (80%) of the term of the lease. Except for permitted guests, no persons other than the members of the Qualified Household may occupy the Residential Unit.
 7. Reporting Requirement – Housing Department Determination. Owner shall, by January 31 of each year, provide to the Housing Department a summary of the eligibility verification information contained above for each occupant of a Residential Unit as set forth on the Housing Department Template that will be provided to Owner. Upon written request by the Housing Department for supporting documentation, Owner shall provide the same within fifteen (15) business days of receipt of such written request. Additionally, Owner shall, by January 31 of each year, provide the Housing Department with its most current lease form for Residential Units. Each Residential Unit Lease must state, and it is a material consideration of this restriction, that the Housing Department has the ultimate and final authority to determine eligibility of households renting Residential Units. If the Housing Department, upon review of supporting documentation determines that an occupant of a Residential Unit does not qualify as a Qualified Household, the Housing Department shall have the authority to require the Owner to terminate the lease between Owner and the occupant of a Residential Unit pursuant to Sections 4 & 5 below.
- B. No Legal Action. No Owner of the Residential Unit, prospective purchaser of the Residential Unit, Tenant, renter or occupant, or other party shall have the right to sue or bring other legal process against insert the Town of Jackson or Teton County, Wyoming or the Housing Department, or any person affiliated with insert the Town of Jackson or Teton County, Wyoming or the Housing

Department arising out of these Special Restrictions, and neither shall insert the Town of Jackson or Teton County, Wyoming or the Housing Department have any liability to any person aggrieved by the decision of insert the Town of Jackson or Teton County, Wyoming or the Housing Department regarding qualification of a Qualified Household or any other matter relating to these Special Restrictions.

- C. Household Composition. Only members of the Qualified Household may occupy a Residential Unit, except that Owner may restrict who may reside in a Residential Unit, provided that such owner-restriction does not violate Federal or state fair housing laws. Notwithstanding the foregoing, occupancy of the Residential Unit shall be in compliance with any and all building codes (or other relevant law, code, statute, ordinance or the like) regarding maximum occupancy standards or limitations.
- D. Written Lease Requirement. Occupancy of the Residential Unit shall be pursuant to a written lease, the form of which may be approved by Housing Department as it may require. Owner of the Residential Unit shall obtain written verification of income, asset ownership, and employment in Teton County, Wyoming for each Qualified Household proposing to rent the Residential Unit prior to such Household's occupancy, and upon each extension or renewal of any lease therefore.
- E. Rental Term. The Residential Unit shall be offered for rent in periods of not less than six (6) months.
- F. Rental Rate: Owner shall set the rent. There is no cap on rent or rent appreciation.
- G. Rental Unit: Except as provided herein, the Residential Unit shall remain a rental unit for Qualified Households.
- H. Guests. No persons other than those comprising the Qualified Household shall be permitted to occupy the Residential Unit for periods in excess of ten percent (10%) of the Rental Term in cumulative days per calendar year
- I. Vacancies. The Residential Unit may be vacant intermittently between tenancies to allow for proper advertisement and verification for Qualified Households and reasonable maintenance. However, a Residential Unit shall not be vacant for a period greater than sixty (60) days, unless authorized by the Housing Department. If any Residential Unit remains vacant for more than sixty (60) days without approval, the Housing Department has the right, but not the obligation, to identify a Qualified Household to rent the Residential Unit.
- J. Business Activity. No business activities shall occur in a Residential Unit, other than a home occupation use that is allowed by applicable zoning and properly permitted.
- K. Compliance with Laws, Declaration. The Residential Unit shall be occupied in full compliance with these Special Restrictions and the Rules and Regulations, along with all laws, statutes, codes, rules, or regulations, covenants, conditions and restrictions, and all supplements and amendments thereto, and any other rules and regulations of any applicable homeowner's association, as the same may be adopted from time to time.
- L. Insurance. Owner shall keep the Residential Unit Complex continuously insured against physical

loss for the full replacement value of the Residential Unit Complex.

- M. Maintenance. Owner shall be responsible for the cost and expense to keep and maintain the interior of the Residential Unit and all other aspects of the Residential Unit not otherwise maintained by a homeowner's association in a safe, decent and sanitary condition. In the event Owner fails to maintain the Residential Unit in a safe, decent and sanitary condition and such condition continues for fourteen (14) days after notice from the Housing Department, the Housing Department shall have the right but not the obligation to enter the Residential Unit and repair such condition and Owner shall reimburse Housing Department for such reasonable repair costs. Payment to Housing Department from Owner shall be due upon receipt of invoice.
- N. Periodic Reporting, Inspection. In order to confirm compliance with these Special Restrictions, each owner shall comply, and cause its tenants to comply, with any reporting or inspection requirements as set forth herein and as may be required by the Housing Department from time to time. Upon reasonable notice to owner, the Housing Department shall have the right to inspect the Residential Unit from time to time to determine compliance with these Special Restrictions and to review the written records required to be maintained by Owner. Owner shall maintain such records for a period of not less than two (2) years.
- O. Preference. Owner may give first-priority to rent the Residential Unit to Qualified Households of which a member of the Household is an employee of Owner. In the event there are no persons directly employed by Owner to whom Owner desires to rent the Residential Unit, then Owner may rent to any Qualified Household.

SECTION 3. SALE OF THE RESIDENTIAL UNIT COMPLEX. The Residential Unit Complex may be bought and sold as Owner may determine except that all reporting and record-keeping required herein shall be continuous and any new owner shall obtain the required records from the prior owner. Any such conveyance of a Residential Unit Complex shall be subject to these Special Restrictions. Within ten (10) days prior to the closing of the sale or other transfer of the Complex, Owner shall notify the Housing Department of the pending sale or transfer and, prior to closing, provide the Housing Department with contact information (including without limitation, mailing address, phone number and email) for the new owner.

SECTION 4. DEFAULT. Subject to the notice and cure provisions, if any, of the Housing Department Rules and Regulations each of the following shall be considered a default ("Default"):

- A. A violation of any term of these Special Restrictions, the Rules and Regulations, the Declaration, or any laws affecting a Residential Unit.
- B. A violation of any term of these Special Restrictions or any laws affecting the Residential Unit.
- C. Vacancy of a Residential Unit for more than sixty (60) days continuously.
- D. Fraud or misrepresentation by Owner and/or occupant in the provision of an application, reporting requirement, inspection requirement or any other informational requirement to the Housing Department.
- E. If the Residential Unit is taken by execution or by other process of law, or if Owner is judicially

insolvent according to law, or if any assignment is made of the property of Owner for the benefit of creditors, or if a receiver, trustee or other similar officer is appointed to take charge of any substantial part of the Residential Unit, Residential Unit Complex or Owner's property by a court of competent jurisdiction.

In the event the Housing Department believes there to be a Default, the Housing Manager, or a Designee of the Housing Department, shall send written notice to Owner of such violation, the required action to cure and the timing for such cure. If Owner disputes the Housing Department's decision, Owner shall proceed in accordance with the Rules and Regulations.

SECTION 5. DEFAULT REMEDIES. Subject to the notice and cure provisions, if any, of the Housing Department Rules and Regulations in addition to any other remedies the Housing Department may have at law or equity, in the event of a Default, after notice and opportunity to cure as set forth in the preceding section, the Housing Department's remedies shall include, without limitation, as an exercise of its regulatory authority, the following:

- A. Specific Performance. The Housing Department shall have the right of specific performance of these Special Restrictions and the Rules and Regulations, and the right to obtain from any court of competent jurisdiction a temporary restraining order, preliminary injunction and permanent injunction to obtain such performance.
- B. Equitable Relief. In addition to subsection A, any equitable relief provided for herein may be sought singly or in combination with such other remedies as the Housing Department may be entitled to, either pursuant to these Special Restrictions or any other action authorized under the laws of the State of Wyoming.
- C. Enforcement. The Housing Department may, for purposes of enforcing these Special Restrictions or the Rules and Regulations, seek enforcement through the Town or County Land Development Regulations, including but not limited to Division 8.9 Enforcement.

SECTION 6. TERMINATION, AMENDMENT AND CORRECTION OF SPECIAL RESTRICTIONS.

- A. Termination. These Special Restrictions may be terminated after a determination by the insert the Town of Jackson or Teton County, Wyoming that these Special Restrictions are no longer consistent with the insert the Town of Jackson or Teton County, Wyoming goals for affordable housing.
- B. Amendment. These Special Restrictions may be amended by a signed, written amendment executed by the Parties hereto and recorded in the Teton County Clerk's Office against the title to the land, in whole or in part, with the written consent of Owner of the Residential Unit Complex and insert the Town of Jackson or Teton County, Wyoming.
- C. Correction. The Housing Department may unilaterally correct these Special Restrictions to address scrivener's errors, erroneous legal descriptions or typographical errors.

SECTION 7. SPECIAL RESTRICTIONS AS COVENANT. These Special Restrictions shall constitute covenants running with the Residential Units, as a burden thereon, and shall be binding on all parties having any

right, title, or interest in the Residential Units, or any part thereof, their heirs, devisees, successors and assigns, and shall inure to the benefit of and shall be enforceable by the Housing Department and insert the Town of Jackson or Teton County, Wyoming. Where these Special Restrictions are silent, the Housing Rules and Regulations govern. These Special Restrictions shall be prior and superior to any mortgage or lien interest encumbering the Land and/or Residential Unit Complex.

SECTION 8. NOTICES. All notices required to be served upon the parties to this Special Restriction shall be transmitted by one of the following methods: hand delivery; prepaid overnight courier; or by postage paid certified mail, return receipt requested, at the address set forth below for said party; or at such other address as one party notifies the other in writing pursuant to this paragraph. Notice shall be effective when hand delivered, one (1) day after being deposited with an overnight courier or five (5) business days after being placed in the mail. Either party may change its address and/or owner and/or other contact information in the manner provided for giving notice.

To Housing Department

Jackson/Teton County Affordable Housing Department
P.O. Box 714
Jackson, WY 83001

With a Copy to:

insert the Town of Jackson or Teton County.
P.O. Box insert 1687 for Town or 3594 for County.
Jackson, WY 83001.

To Owner

Insert Name and Address of Owner

SECTION 9. ATTORNEY'S FEES. In the event any party shall be required to retain counsel and file suit for the purpose of enforcing the terms and conditions of these Special Restrictions, the prevailing party shall be entitled to recover, in addition to any other relief recovered, a reasonable sum as determined by the court for attorney's fees and costs of litigation.

SECTION 10. CHOICE OF LAW, FORUM. These Special Restrictions and each and every related document, are to be governed by and construed in accordance with the laws of the State of Wyoming. The parties agree that the appropriate court in Teton County, Wyoming and/or the Ninth Judicial District for the State of Wyoming shall have sole and exclusive jurisdiction over any dispute, claim, or controversy which may arise involving these Special Restrictions or its subject matter. Owner by accepting a deed for the Land hereby submits to the personal jurisdiction of any such court in any action or proceeding arising out of or relating to this Special Restrictions.

SECTION 11. SEVERABILITY. Each provision of these Special Restrictions and any other related document shall be interpreted in such a manner as to be valid under applicable law; but, if any provision, or any portion thereof, of any of the foregoing shall be invalid or prohibited under said applicable law, such provision shall be deemed modified to the extent necessary and possible to render it valid and enforceable, or if such modification is not possible, such provision shall be ineffective to the extent of such invalidity or prohibition without invalidating the remaining provision(s) of such document.

SECTION 12. SECTION HEADINGS. Paragraph or section headings within these Special Restrictions are

inserted solely for convenience or reference, and are not intended to, and shall not govern, limit or aid in the construction of any terms or provisions contained herein.

SECTION 13. WAIVER. No claim of waiver, consent or acquiescence with respect to any provision of these Special Restrictions shall be valid against any party hereto except on the basis of a written instrument executed by the parties to these Special Restrictions. However, the party for whose benefit a condition is inserted herein shall have the unilateral right to waive such condition.

SECTION 14. INDEMNIFICATION. Owner shall indemnify, defend, and hold, the Housing Department and insert the Town of Jackson or Teton County, and its directors, officers, agents and employees harmless against any and all loss, liability, claim, or cost (including reasonable attorneys' fees and expenses) for damage or injury to persons or property from any cause whatsoever on or about the Residential Unit, or for an owner's breach of any provision of these Special Restrictions. Owner waives any and all such claims against the Housing Department and insert the Town of Jackson or Teton County.

SECTION 15. SUCCESSORS AND ASSIGNS. These Special Restrictions shall be binding upon, and inure to the benefit of, the parties hereto and their respective successors, heirs, devisees, administrators and assigns.

SECTION 16. GOVERNMENTAL IMMUNITY. Neither insert the Town of Jackson or Teton County, JTCHA, nor the Housing Department waive governmental immunity by executing these Special Restrictions and specifically retain immunity and all defenses available to them as sovereigns pursuant to Wyo. Stat. Ann. § 1-39-104(a) and any other applicable law.

IN WITNESS WHEREOF, the undersigned have executed this instrument as of the Effective Date.

Owner:

Insert Name of LLC or Company

Insert Name of Signer and Title

STATE OF WYOMING)
)
COUNTY OF TETON) ss

On this _____ day of _____, 20____, before me, the undersigned Notary Public, personally appeared Insert Name of Signer for Insert name of Company, LLC, a Wyoming limited liability company, and known to me, or proven by satisfactory evidence, to be the Insert Title of Signer of the company that executed the foregoing instrument and acknowledged said instrument to be the free and voluntary act and deed of the company, by authority of Statute, its articles of organization or its operating agreement, for the uses and purposes therein mentioned, and on oath stated that such person is authorized to execute said instrument on behalf of the limited liability company.

[SEAL]

Notary Public

INSERT THE TOWN OF JACKSON OR TETON COUNTY:

Insert name of Mayor or Chair, insert Mayor or Chair

ATTEST:

Insert name of Town or County Clerk, insert Town Clerk or County Clerk

STATE OF WYOMING)
) ss.
COUNTY OF TETON)

On the _____ day of _____, 20__, the foregoing instrument was acknowledged before me by insert name of Mayor or Chair as insert Mayor or Chair of insert the Town of Jackson or Teton County, Wyoming.

Witness my hand and official seal.

(Seal)

Notary Public
My commission expires:

JACKSON/TETON COUNTY AFFORDABLE HOUSING DEPARTMENT:

Insert name of Housing Manager, Housing Manager

STATE OF WYOMING)
) ss.
COUNTY OF TETON)

On the _____ day of _____, 20__, the foregoing instrument was acknowledged before me by Click here to enter name of Housing Manager., as Housing Manager of the Jackson/Teton County Affordable Housing Department.

Witness my hand and official seal.

(Seal)

Notary Public
My commission expires:

Special Restrictions

10 of 11

Rental Workforce Housing

Special Restrictions
for Workforce Condominium Rental Housing
Located at insert Town of Jackson or Teton County, Wyoming

These Special Restrictions for Workforce Rental Housing, ("Special Restrictions"), are made this _____ day of _____, 20____(the "Effective Date"), by the undersigned Owner ("Owner") and insert the Town of Jackson or Teton County, Wyoming.

RECITALS:

WHEREAS, Owner holds fee ownership interest in that certain real property, located in insert the Town of Jackson or Teton County, Wyoming, and more specifically described as follows:

Click here to add legal description of property.

PIDN:Insert PIDN("Residential Unit")

WHEREAS, as a condition of its approval for permit #Click here to enter Permit #. ("_____ Approval"), Owner was required to provide and restrict as follows:

Owner developed property addressed as _____, _____, Wyoming 830____ for a _____square foot retail/service/office/residential/etc. building. This development generated the obligation to provide Workforce Ownership Housing in accordance with _____ Approval. Owner is restricting:

- Unit _____, with _____ number of bedrooms.
- Unit _____, with _____ number of bedrooms.
- Unit _____, with _____ number of bedrooms.

(hereinafter each is a "Residential Unit").

WHEREAS, the Jackson Town Council and Teton County Board of County Commissioners resolved to form the Jackson/Teton County Housing Authority, a duly constituted housing authority pursuant to W.S. §15-10-116, as amended, and its successors or assigns, known as the Jackson/Teton County Housing Authority ("JTCHA");

WHEREAS, the Jackson Town Council and Teton County Board of County Commissioners further resolved to create the Jackson/Teton County Affordable Housing Department ("Housing Department") who are employees of Teton County and agents acting on behalf of the JTCHA, empowered to enforce this Special Restriction;

WHEREAS, in furtherance of the goals, objectives, requirements and conditions of insert approval type (FDP, CUP, etc.) Approval, and consistent with the insert the Town of Jackson or Teton County's goal of providing decent, safe and sanitary housing to qualified employees working in Teton County, Wyoming, that is affordable, Owner agrees to restrict the use and occupancy of the Residential Unit to a "Qualified Household," which meets employment, income and asset rental qualifications as set forth herein and as further defined in the Jackson/Teton County Housing Department Rules and Regulations;

WHEREAS, Owner desires to adopt these Special Restrictions and declare that the Residential Unit shall be held, sold, and conveyed in perpetuity subject to these Special Restrictions, which Special Restrictions shall be in addition to all other covenants, conditions or restrictions of record affecting the Residential Unit, and shall be enforceable by Housing Department and insert the Town of Jackson or Teton County, Wyoming.

RESTRICTIONS:

NOW THEREFORE, in satisfaction of the conditions in the Insert FDP or other Approval, and in consideration of such Insert FDP or other Approval and further consideration of the foregoing Recitals, which are by this reference incorporated herein, Owner hereby declares, covenants and agrees for itself and each and every person acquiring ownership of the Residential Unit, shall be owned, used, occupied, developed, transferred and conveyed subject to the following Special Restrictions in perpetuity.

SECTION 1. JACKSON/TETON COUNTY HOUSING DEPARTMENT RULES AND REGULATIONS.

References made herein to the “Rules and Regulations” are references to the written policies, procedures and guidelines of the Housing Department, as the same may be amended, modified, or updated from time to time and which policies, procedures, and guidelines are on file with the Housing Department or otherwise with insert the Town of Jackson or Teton County, Wyoming, or if there are no such written policies, procedures or guidelines (or a written policy, procedure or guideline with respect to a specific matter) then the reference shall be to the current applied policy or policies of the Housing Department or its successor. Procedural and administrative matters not otherwise addressed in these Special Restrictions shall be as set forth in the Rules and Regulations.

SECTION 2. RESTRICTIONS ON OCCUPATION AND USE OF RESIDENTIAL UNIT. In addition to any restrictions included in the current Housing Rules and Regulations, occupancy and use of the Residential Unit shall be restricted as follows:

A. Qualified Household. The rental, use and occupancy of the Residential Units shall be limited to natural persons who meet the definition of a Qualified Household for Workforce Housing, as set forth below (“Qualified Household”).

1. Employment Requirement. At least one (1) member of the Qualified Household must maintain an average of thirty (30) hours per week employment on an annual basis, or a minimum of one thousand five hundred and sixty hours (1,560) per year, for a local business.

A.) A local business means (1) a business physically located within Teton County, Wyoming, holding a business license with the Town of Jackson, Wyoming or one that can provide other verification of business status physically located in Teton County, Wyoming, and (2) the business serves clients or customers who are physically located in Teton County, Wyoming, and (3) the employees/owners must work in Teton County, Wyoming to perform their job.

Or

B.) A business physically located in Teton County Wyoming who employs two or more Qualified Employees, which qualified employees must work in Teton County Wyoming

to perform their job.

2. Income Requirement. The entire Qualified Household must earn at least seventy-five percent (75%) of the Household's income from a local business, as defined above.
 3. No Teton County Residential Real Estate. No member of the Qualified Household may own or have any interest (whether individually, in trust, or through an entity including without limitation a partnership, limited partnership, limited liability company, corporation, association, or the like) in whole or in part in any other residential real estate within one hundred and fifty (150) miles of Teton County, Wyoming at any time during occupancy of the Residential Unit.
 4. Initial Determination by the Owner. Owner shall require each prospective renter of a Residential Unit to provide information sufficient to show eligibility as a Qualified Household under the Workforce Housing Program pursuant to the requirements of this restriction and the Housing Rules and Regulations. The determination shall be based upon written applications, representations, information and verifications, including *at a minimum*, a W-2 for each adult renter or other IRS filing showing source of earnings, a signed and sworn statement regarding ownership of other real estate and a list of current employer(s), hours worked as well as contact information for each employer(s) and other such information reasonably requested by the Housing Department to verify and substantiate as a Qualified Household.
 5. Continuing Obligation to Remain a Qualified Household. The occupants of the Residential Unit shall satisfy the definition of a Qualified Household at all times during the occupancy of the Residential Unit.
 6. Occupancy. Each Residential Unit shall be occupied as the Qualified Household's sole and exclusive primary residence, and each tenant of a Residential Unit shall physically reside therein on a fulltime basis, at least eighty percent (80%) of the term of the lease. Except for permitted guests, no persons other than the members of the Qualified Household may occupy the Residential Unit.
 7. Reporting Requirement – Housing Department Determination. Owner shall, by January 31 of each year, provide to the Housing Department a summary of the eligibility verification information contained above for each occupant of a Residential Unit as set forth on the Housing Department Template that will be provided to Owner. Upon written request by the Housing Department for supporting documentation, Owner shall provide the same within fifteen (15) business days of receipt of such written request. Additionally, Owner shall, by January 31 of each year, provide the Housing Department with its most current lease form for Residential Units. Each Residential Unit Lease must state, and it is a material consideration of this restriction, that the Housing Department has the ultimate and final authority to determine eligibility of households renting Residential Units. If the Housing Department, upon review of supporting documentation determines that an occupant of a Residential Unit does not qualify as a Qualified Household, the Housing Department shall have the authority to require the Owner to terminate the lease between Owner and the occupant of a Residential Unit pursuant to Sections 4 & 5 below.
- B. No Legal Action. No Owner of the Residential Unit, prospective purchaser of the Residential Unit, Tenant, renter or occupant, or other party shall have the right to sue or bring other legal process against insert the Town of Jackson or Teton County, Wyoming or the Housing Department, or any person affiliated with insert the Town of Jackson or Teton County, Wyoming or the Housing Department arising out of these Special Restrictions, and neither shall insert the Town of Jackson

or Teton County, Wyoming or the Housing Department have any liability to any person aggrieved by the decision of insert the Town of Jackson or Teton County, Wyoming or the Housing Department regarding qualification of a Qualified Household or any other matter relating to these Special Restrictions.

- C. Household Composition. Only members of the Qualified Household may occupy a Residential Unit, except that Owner may restrict who may reside in a Residential Unit, provided that such owner-restriction does not violate Federal or state fair housing laws. Notwithstanding the foregoing, occupancy of the Residential Unit shall be in compliance with any and all building codes (or other relevant law, code, statute, ordinance or the like) regarding maximum occupancy standards or limitations.
- D. Written Lease Requirement. Occupancy of the Residential Unit shall be pursuant to a written lease, the form of which may be approved by Housing Department as it may require. Owner of the Residential Unit shall obtain written verification of income, asset ownership, and employment in Teton County, Wyoming for each Qualified Household proposing to rent the Residential Unit prior to such Household's occupancy, and upon each extension or renewal of any lease therefore.
- E. Rental Term. The Residential Unit shall be offered for rent in periods of not less than six (6) months.
- F. Rental Rate: Owner shall set the rent. There is no cap on rent or rent appreciation.
- G. Rental Unit: Except as provided herein, the Residential Unit shall remain a rental unit for Qualified Households.
- H. Guests. No persons other than those comprising the Qualified Household shall be permitted to occupy the Residential Unit for periods in excess of ten percent (10%) of the Rental Term in cumulative days per calendar year
- I. Vacancies. The Residential Unit may be vacant intermittently between tenancies to allow for proper advertisement and verification for Qualified Households and reasonable maintenance. However, a Residential Unit shall not be vacant for a period greater than sixty (60) days, unless authorized by the Housing Department. If any Residential Unit remains vacant for more than sixty (60) days without approval, the Housing Department has the right, but not the obligation, to identify a Qualified Household to rent the Residential Unit.
- J. Business Activity. No business activities shall occur in a Residential Unit, other than a home occupation use that is allowed by applicable zoning and properly permitted.
- K. Compliance with Laws, Declaration. The Residential Unit shall be occupied in full compliance with these Special Restrictions and the Rules and Regulations, along with all laws, statutes, codes, rules, or regulations, covenants, conditions and restrictions, and all supplements and amendments thereto, and any other rules and regulations of any applicable homeowner's association, as the same may be adopted from time to time.
- L. Insurance. Owner shall keep the Residential Unit continuously insured against physical loss for the full replacement value of the Residential Unit.

- M. Maintenance. Owner shall be responsible for the cost and expense to keep and maintain the interior of the Residential Unit and all other aspects of the Residential Unit not otherwise maintained by a homeowner's association in a safe, decent and sanitary condition. In the event Owner fails to maintain the Residential Unit in a safe, decent and sanitary condition and such condition continues for fourteen (14) days after notice from the Housing Department, the Housing Department shall have the right but not the obligation to enter the Residential Unit and repair such condition and Owner shall reimburse Housing Department for such reasonable repair costs. Payment to Housing Department from Owner shall be due upon receipt of invoice.
- N. Periodic Reporting, Inspection. In order to confirm compliance with these Special Restrictions, each owner shall comply, and cause its tenants to comply, with any reporting or inspection requirements as set forth herein and as may be required by the Housing Department from time to time. Upon reasonable notice to owner, the Housing Department shall have the right to inspect the Residential Unit from time to time to determine compliance with these Special Restrictions and to review the written records required to be maintained by Owner. Owner shall maintain such records for a period of two (2) years.
- O. Preference. Owner may give first-priority to rent the Residential Unit to Qualified Households of which a member of the Household is an employee of Owner. In the event there are no persons directly employed by Owner to whom Owner desires to rent the Residential Unit, then Owner may rent to any Qualified Household.

SECTION 3. SALE OF THE RESIDENTIAL UNIT. The Residential Unit may be bought and sold as Owner may determine except that all reporting and record-keeping required herein shall be continuous and any new owner shall obtain the required records from the prior owner. Any such conveyance of a Residential Unit shall be subject to these Special Restrictions. Not less than ten (10) days prior to the closing of the sale or other transfer of the Residential Unit, Owner shall notify the Housing Department of the pending sale or transfer and, prior to closing, provide the Housing Department with contact information (including without limitation, mailing address, phone number and email) for the new owner.

SECTION 4. DEFAULT. Subject to the notice and cure provisions, if any, of the Housing Department Rules and Regulations, each of the following shall be considered a default ("Default"):

- A. A violation of any term of these Special Restrictions, the Rules and Regulations, the Declaration, or any laws affecting a Residential Unit.
- B. A violation of any term of these Special Restrictions or any laws affecting the Residential Unit.
- C. Vacancy of a Residential Unit for more than sixty (60) days continuously.
- D. Fraud or misrepresentation by Owner and/or occupant in the provision of an application, reporting requirement, inspection requirement or any other informational requirement to the Housing Department.
- E. If the Residential Unit is taken by execution or by other process of law, or if Owner is judicially insolvent according to law, or if any assignment is made of the property of Owner for the benefit of creditors, or if a receiver, trustee or other similar officer is appointed to take charge of any

substantial part of the Residential Unit, or Owner's property by a court of competent jurisdiction.

In the event the Housing Department believes there to be a Default, the Housing Manager, or a Designee of the Housing Department, shall send written notice to Owner of such violation, the required action to cure and the timing for such cure. If Owner disputes the Housing Department's decision, Owner shall proceed in accordance with the Rules and Regulations.

SECTION 5. DEFAULT REMEDIES. Subject to the notice and cure provisions, if any, of the Housing Department Rules and Regulations, in addition to any other remedies the Housing Department may have at law or equity, in the event of a Default, after notice and opportunity to cure as set forth in the preceding section, the Housing Department's remedies shall include, without limitation, as an exercise of its regulatory authority, the following:

- A. Specific Performance. The Housing Department shall have the right of specific performance of these Special Restrictions and the Rules and Regulations, and the right to obtain from any court of competent jurisdiction a temporary restraining order, preliminary injunction and permanent injunction to obtain such performance.
- B. Equitable Relief. In addition to subsection A, any equitable relief provided for herein may be sought singly or in combination with such other remedies as the Housing Department may be entitled to, either pursuant to these Special Restrictions or any other action authorized under the laws of the State of Wyoming.
- C. Revocation. The Housing Department may, for purposes of enforcing these Special Restrictions or the Rules and Regulations, revoke or seek revocation of the rights to use or occupy the Residential Unit.
- D. Enforcement. The Housing Department may, for purposes of enforcing these Special Restrictions or the Rules and Regulations, seek enforcement through the Town or County Land Development Regulations, including but not limited to Division 8.9 Enforcement.

SECTION 6. TERMINATION, AMENDMENT AND CORRECTION OF SPECIAL RESTRICTIONS.

- A. Termination. These Special Restrictions may be terminated after a determination by the insert the Town of Jackson or Teton County, Wyoming that these Special Restrictions are no longer consistent with the insert the Town of Jackson or Teton County, Wyoming goals for affordable housing.
- B. Amendment. These Special Restrictions may be amended by a signed, written amendment executed by the Parties hereto and recorded in the Teton County Clerk's Office against the title to the Residential Unit, in whole or in part, with the written consent of Owner of the Residential Unit and insert the Town of Jackson or Teton County, Wyoming.
- C. Correction. The Housing Department may unilaterally correct these Special Restrictions to address scrivener's errors, erroneous legal descriptions or typographical errors.

SECTION 7. SPECIAL RESTRICTIONS AS COVENANT. These Special Restrictions shall constitute covenants

running with the Residential Units, as a burden thereon, and shall be binding on all parties having any right, title, or interest in the Residential Units, or any part thereof, their heirs, devisees, successors and assigns, and shall inure to the benefit of and shall be enforceable by the Housing Department and insert the Town of Jackson or Teton County, Wyoming. Where these Special Restrictions are silent, the Housing Rules and Regulations govern. These Special Restrictions shall be prior and superior to any mortgage or lien interest encumbering the Residential Unit.

SECTION 8. NOTICES. All notices required to be served upon the parties to this Special Restriction shall be transmitted by one of the following methods: hand delivery; prepaid overnight courier; or by postage paid certified mail, return receipt requested, at the address set forth below for said party; or at such other address as one party notifies the other in writing pursuant to this paragraph. Notice shall be effective when hand delivered, one (1) day after being deposited with an overnight courier or five (5) business days after being placed in the mail. Either party may change its address and/or owner and/or other contact information in the manner provided for giving notice.

To Housing Department

Jackson/Teton County Affordable Housing Department
P.O. Box 714
Jackson, WY 83001

With a Copy to:

insert the Town of Jackson or Teton County.
P.O. Box insert 1687 for Town or 3594 for County.
Jackson, WY 83001.

To Owner

Insert Name and Address of Owner

SECTION 9. ATTORNEY'S FEES. In the event any party shall be required to retain counsel and file suit for the purpose of enforcing the terms and conditions of these Special Restrictions, the prevailing party shall be entitled to recover, in addition to any other relief recovered, a reasonable sum as determined by the court for attorney's fees and costs of litigation.

SECTION 10. CHOICE OF LAW, FORUM. These Special Restrictions and each and every related document, are to be governed by and construed in accordance with the laws of the State of Wyoming. The parties agree that the appropriate court in Teton County, Wyoming and/or the Ninth Judicial District for the State of Wyoming shall have sole and exclusive jurisdiction over any dispute, claim, or controversy which may arise involving these Special Restrictions or its subject matter. Owner by accepting a deed for the Residential Unit hereby submits to the personal jurisdiction of any such court in any action or proceeding arising out of or relating to this Special Restrictions.

SECTION 11. SEVERABILITY. Each provision of these Special Restrictions and any other related document shall be interpreted in such a manner as to be valid under applicable law; but, if any provision, or any portion thereof, of any of the foregoing shall be invalid or prohibited under said applicable law, such provision shall be deemed modified to the extent necessary and possible to render it valid and enforceable, or if such modification is not possible, such provision shall be ineffective to the extent of such invalidity or prohibition without invalidating the remaining provision(s) of such document.

SECTION 12. SECTION HEADINGS. Paragraph or section headings within these Special Restrictions are inserted solely for convenience or reference, and are not intended to, and shall not govern, limit or aid in the construction of any terms or provisions contained herein.

SECTION 13. WAIVER. No claim of waiver, consent or acquiescence with respect to any provision of these Special Restrictions shall be valid against any party hereto except on the basis of a written instrument executed by the parties to these Special Restrictions. However, the party for whose benefit a condition is inserted herein shall have the unilateral right to waive such condition.

SECTION 14. INDEMNIFICATION. Owner shall indemnify, defend, and hold, the Housing Department and insert the Town of Jackson or Teton County, and its directors, officers, agents and employees harmless against any and all loss, liability, claim, or cost (including reasonable attorneys' fees and expenses) for damage or injury to persons or property from any cause whatsoever on or about the Residential Unit, or for an owner's breach of any provision of these Special Restrictions. Owner waives any and all such claims against the Housing Department and insert the Town of Jackson or Teton County.

SECTION 15. SUCCESSORS AND ASSIGNS. These Special Restrictions shall be binding upon, and inure to the benefit of, the parties hereto and their respective successors, heirs, devisees, administrators and assigns.

SECTION 16. GOVERNMENTAL IMMUNITY. Neither insert the Town of Jackson or Teton County, JTCHA, nor the Housing Department waive governmental immunity by executing these Special Restrictions and specifically retain immunity and all defenses available to them as sovereigns pursuant to Wyo. Stat. Ann. § 1-39-104(a) and any other applicable law.

IN WITNESS WHEREOF, the undersigned have executed this instrument as of the Effective Date.

Owner:

Insert Name of LLC or Company

Insert Name of Signer and Title

STATE OF WYOMING)
) ss
COUNTY OF TETON)

On this _____ day of _____, 20____, before me, the undersigned Notary Public, personally appeared Insert Name of Signerfor Insert name of Company, LLC, a Wyoming limited liability company, and known to me, or proven by satisfactory evidence, to be the Insert Title of Signerof the company that executed the foregoing instrument and acknowledged said instrument to be the free and

voluntary act and deed of the company, by authority of Statute, its articles of organization or its operating agreement, for the uses and purposes therein mentioned, and on oath stated that such person is authorized to execute said instrument on behalf of the limited liability company.

[SEAL]

Notary Public

INSERT THE TOWN OF JACKSON OR TETON COUNTY:

Insert name of Mayor or Chair, insert Mayor or Chair

ATTEST:

Insert name of Town or County Clerk, insert Town Clerk or County Clerk

STATE OF WYOMING)
) ss.
COUNTY OF TETON)

On the _____ day of _____, 20__, the foregoing instrument was acknowledged before me by insert name of Mayor or Chair as insert Mayor or Chair of insert the Town of Jackson or Teton County, Wyoming.

Witness my hand and official seal.

(Seal)

Notary Public
My commission expires:

JACKSON/TETON COUNTY AFFORDABLE HOUSING DEPARTMENT:

Insert name of Housing Manager, Housing Manager

STATE OF WYOMING)
) ss.
COUNTY OF TETON)

On the _____ day of _____, 20__, the foregoing instrument was acknowledged before me by [Click here to enter name of Housing Manager.](#), as Housing Manager of the Jackson/Teton County Affordable Housing Department.

Witness my hand and official seal.

(Seal)

Notary Public
My commission expires:

Special Restrictions

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8 6 2020

Rental Workforce Housing

COMPLETE AMENDMENT AND RESTATEMENT
Special Restrictions
for Workforce Apartment Rental Housing
Located at **Insert property address insert Town of Jackson or Teton County**

This Complete Amendment and Restatement of the insert name of old restriction recorded in the Office of the Teton County Clerk as document number insert doc number of old rest. book of photo insert book number of old rest. pages insert page numbers of old rest. for insert property address is made this Insert day _____ Day of insert month _____, 20__ (the "Effective Date"), by insert name appropriate party from previous restriction and the undersigned owner ("Owner") ("Special Restrictions").

RECITALS:

WHEREAS, the undersigned Owner holds fee ownership interest in that certain real property, known as insert property address insert Town of Jackson or Teton County, Wyoming, and more specifically described as follows:

Click here to enter Legal Description

PIDN:Click here to enter PIN. (the "Land");

WHEREAS, in furtherance of insert the Town of Jackson or Teton County, Wyoming's goal of providing affordable housing to qualified Teton County residents who will occupy the housing as their primary residence, and as a condition of its Final Development Plan Approval forClick here to enter name of development and FDP #.) (the "Approval"), Owner was required to Click here to enter how many units are being provided. provide:

Click here to enter description of unit, income range, and location.

The Income Ranges are defined in the Jackson/Teton County Housing Department Rules and Regulations enforced by the Housing Department, such Rules and Regulations are defined in Section 1 below;

WHEREAS, in furtherance of the goals, objectives, requirements and conditions of the insert approval type. FDP, CUP, or other Approval, Owner was required *to record these Special Restrictions for Workforce Apartment Rental Housing, and Owner and all subsequent transferees are required to comply with this restriction for the initial and all subsequent rentals of the Residential Unit*, defined below, to a "Qualified Household";

WHEREAS, consistent with the foregoing, the Property is subject to those certain insert name of old restriction recorded insert date of recording of old rest. as Document number insert doc. number of old restriction in book of photo insert book no. pages insert page numbers (the "insert year of recording Special Restrictions");

WHEREAS, in accordance with Section insert section number of the insert recording year Special Restrictions, the Special Restrictions may be modified with the written consent of insert who can consent

.

WHEREAS, the Jackson Town Council and Teton County Board of County Commissioners voted to amend their 1990 Resolution creating the Teton County Housing Authority (“TCHA”) and further amend the 1999 Resolution, to form a regional Housing Authority pursuant to Wyoming Statute §15-10-116(b) with the County of Teton and the Town of Jackson forming the regional housing authority known as the Jackson/Teton County Housing Authority (“JTCHA”), making the JTCHA the successor in interest to all deeds, documents, leases, and contracts of TCHA;

WHEREAS, the Jackson Town Council and Teton County Board of County Commissioners further resolved to create the Jackson/Teton County Affordable Housing Department (“Housing Department”) who will be employees of Teton County and agents acting on behalf of the JTCHA;

WHEREAS, in accordance with such Section insert section number of the insert year of recording of old rest. Special Restrictions, and consistent with the foregoing Recitals, JTCHA and the undersigned Owner now desire to amend, restate and replace in their entirety with respect to the Residential Unit and Land the insert year of recording old rest. Special Restrictions by adopting these Complete Amended and insert name of this new restriction (“Special Restrictions”);

WHEREAS, Owner desires to adopt these Special Restrictions and declare that the Residential Unit and Land shall be held, sold, and conveyed in perpetuity subject to these Special Restrictions, which Special Restrictions shall be in addition to all other covenants, conditions or restrictions of record affecting the Residential Unit and Land, and shall be enforceable by the Jackson/Teton County Housing Authority, a duly constituted housing authority pursuant to W.S. §15-10-116, as amended, and its successors or assigns, the Jackson/Teton County Affordable Housing Department (collectively “Housing Department”) and insert the Town of Jackson or Teton County, Wyoming.

RESTRICTIONS:

NOW THEREFORE, in satisfaction of the conditions in the insert FDP or other Approval, and in consideration of such Insert FDP or other Approval and further consideration of the foregoing Recitals, which are by this reference incorporated herein, Owner hereby declares, covenants and agrees for itself and each and every person acquiring ownership of the Residential Units, Residential Unit Complex and Land shall be owned, used, occupied, developed, transferred and conveyed subject to the following Special Restrictions in perpetuity.

SECTION 1. JACKSON/TETON COUNTY HOUSING DEPARTMENT RULES AND REGULATIONS. References made herein to the “Rules and Regulations” are references to the written policies, procedures and guidelines of the Housing Department, as the same may be amended, modified, or updated from time to time and which policies, procedures, and guidelines are on file with the Housing Department or otherwise with insert the Town of Jackson or Teton County, Wyoming, or if there are no such written policies, procedures or guidelines (or a written policy, procedure or guideline with respect to a specific matter) then the reference shall be to the current applied policy or policies of the Housing Department or its successor. Procedural and administrative matters not otherwise addressed in these Special Restrictions shall be as set forth in the Rules and Regulations.

SECTION 2. RESTRICTIONS ON OCCUPATION AND USE OF RESIDENTIAL UNIT. In addition to any restrictions included in the current Housing Rules and Regulations, occupancy and use of the Residential Unit shall be restricted as follows:

A. Qualified Household. The rental, use and occupancy of the Residential Units shall be limited to natural persons who meet the definition of a Qualified Household for Workforce Housing, as set forth below ("Qualified Household").

1. Employment Requirement. At least one (1) member of the Qualified Household must maintain an average of thirty (30) hours per week employment on an annual basis, or a minimum of one thousand five hundred and sixty hours (1,560) per year, for a local business.

A.) A local business means (1) a business physically located within Teton County, Wyoming, holding a business license with the Town of Jackson, Wyoming or one that can provide other verification of business status physically located in Teton County, Wyoming, and (2) the business serves clients or customers who are physically located in Teton County, Wyoming, and (3) the employees/owners must work in Teton County, Wyoming to perform their job.

Or

B.) A business physically located in Teton County Wyoming who employs two or more Qualified Employees, which qualified employees must work in Teton County Wyoming to perform their job.

2. Income Requirement. The entire Qualified Household must earn at least seventy-five percent (75%) of the Household's income from a local business, as defined above.
3. No Teton County Residential Real Estate. No member of the Qualified Household may own or have any interest (whether individually, in trust, or through an entity including without limitation a partnership, limited partnership, limited liability company, corporation, association, or the like) in whole or in part in any other residential real estate within one hundred and fifty (150) miles of Teton County, Wyoming at any time during occupancy of the Residential Unit.
4. Initial Determination by the Owner. Owner shall require each prospective renter of a Residential Unit to provide information sufficient to show eligibility as a Qualified Household under the Workforce Housing Program pursuant to the requirements of this restriction and the Housing Rules and Regulations. The determination shall be based upon written applications, representations, information and verifications, including *at a minimum*, a W-2 for each adult renter or other IRS filing showing source of earnings, a signed and sworn statement regarding ownership of other real estate and a list of current employer(s), hours worked as well as contact information for each employer(s) and other such information reasonably requested by the Housing Department to verify and substantiate as a Qualified Household.
5. Continuing Obligation to Remain a Qualified Household. The occupants of the Residential Unit shall satisfy the definition of a Qualified Household at all times during the occupancy of the Residential Unit.
6. Occupancy. Each Residential Unit shall be occupied as the Qualified Household's sole and exclusive primary residence, and each tenant of a Residential Unit shall physically reside therein on a fulltime basis, at least eighty percent (80%) of the term of the lease. Except for permitted guests, no persons other than the members of the Qualified Household may occupy the Residential Unit.
7. Reporting Requirement – Housing Department Determination. Owner shall, by January

31 of each year, provide to the Housing Department a summary of the eligibility verification information contained above for each occupant of a Residential Unit as set forth on the Housing Department Template that will be provided to Owner. Upon written request by the Housing Department for supporting documentation, Owner shall provide the same within fifteen (15) business days of receipt of such written request. Additionally, Owner shall, by January 31 of each year, provide the Housing Department with its most current lease form for Residential Units. Each Residential Unit Lease must state, and it is a material consideration of this restriction, that the Housing Department has the ultimate and final authority to determine eligibility of households renting Residential Units. If the Housing Department, upon review of supporting documentation determines that an occupant of a Residential Unit does not qualify as a Qualified Household, the Housing Department shall have the authority to require the Owner to terminate the lease between Owner and the occupant of a Residential Unit pursuant to Sections 4 & 5 below.

- B. No Legal Action. No Owner of the Residential Unit, prospective purchaser of the Residential Unit, Tenant, renter or occupant, or other party shall have the right to sue or bring other legal process against insert the Town of Jackson or Teton County, Wyoming or the Housing Department, or any person affiliated with insert the Town of Jackson or Teton County, Wyoming or the Housing Department arising out of these Special Restrictions, and neither shall insert the Town of Jackson or Teton County, Wyoming or the Housing Department have any liability to any person aggrieved by the decision of insert the Town of Jackson or Teton County, Wyoming or the Housing Department regarding qualification of a Qualified Household or any other matter relating to these Special Restrictions.
- C. Household Composition. Only members of the Qualified Household may occupy a Residential Unit, except that Owner may restrict who may reside in a Residential Unit, provided that such owner-restriction does not violate Federal or state fair housing laws. Notwithstanding the foregoing, occupancy of the Residential Unit shall be in compliance with any and all building codes (or other relevant law, code, statute, ordinance or the like) regarding maximum occupancy standards or limitations.
- D. Written Lease Requirement. Occupancy of the Residential Unit shall be pursuant to a written lease, the form of which may be approved by Housing Department as it may require. Owner of the Residential Unit shall obtain written verification of income, asset ownership, and employment in Teton County, Wyoming for each Qualified Household proposing to rent the Residential Unit prior to such Household's occupancy, and upon each extension or renewal of any lease therefore.
- E. Rental Term. The Residential Unit shall be offered for rent in periods of not less than six (6) months.
- F. Rental Rate: Owner shall set the rent. There is no cap on rent or rent appreciation.
- G. Rental Unit: Except as provided herein, the Residential Unit shall remain a rental unit for Qualified Households.
- H. Guests. No persons other than those comprising the Qualified Household shall be permitted to occupy the Residential Unit for periods in excess of ten percent (10%) of the Rental Term in cumulative days per calendar year

- I. Vacancies. The Residential Unit may be vacant intermittently between tenancies to allow for proper advertisement and verification for Qualified Households and reasonable maintenance. However, a Residential Unit shall not be vacant for a period greater than sixty (60) days, unless authorized by the Housing Department. If any Residential Unit remains vacant for more than sixty (60) days without approval, the Housing Department has the right, but not the obligation, to identify a Qualified Household to rent the Residential Unit.
- J. Business Activity. No business activities shall occur in a Residential Unit, other than a home occupation use that is allowed by applicable zoning and properly permitted.
- K. Compliance with Laws, Declaration. The Residential Unit shall be occupied in full compliance with these Special Restrictions and the Rules and Regulations, along with all laws, statutes, codes, rules, or regulations, covenants, conditions and restrictions, and all supplements and amendments thereto, and any other rules and regulations of any applicable homeowner's association, as the same may be adopted from time to time.
- L. Insurance. Owner shall keep the Residential Unit Complex continuously insured against physical loss for the full replacement value of the Residential Unit Complex.
- M. Maintenance. Owner shall be responsible for the cost and expense to keep and maintain the interior of the Residential Unit and all other aspects of the Residential Unit not otherwise maintained by a homeowner's association in a safe, decent and sanitary condition. In the event Owner fails to maintain the Residential Unit in a safe, decent and sanitary condition and such condition continues for fourteen (14) days after notice from the Housing Department, the Housing Department shall have the right but not the obligation to enter the Residential Unit and repair such condition and Owner shall reimburse Housing Department for such reasonable repair costs. Payment to Housing Department from Owner shall be due upon receipt of invoice.
- N. Periodic Reporting, Inspection. In order to confirm compliance with these Special Restrictions, each owner shall comply, and cause its tenants to comply, with any reporting or inspection requirements as set forth herein and as may be required by the Housing Department from time to time. Upon reasonable notice to owner, the Housing Department shall have the right to inspect the Residential Unit from time to time to determine compliance with these Special Restrictions and to review the written records required to be maintained by Owner. Owner shall maintain such records for a period of not less than two (2) years.
- O. Preference. Owner may give first-priority to rent the Residential Unit to Qualified Households of which a member of the Household is an employee of Owner. In the event there are no persons directly employed by Owner to whom Owner desires to rent the Residential Unit, then Owner may rent to any Qualified Household.

SECTION 3. SALE OF THE RESIDENTIAL UNIT COMPLEX. The Residential Unit Complex may be bought and sold as Owner may determine except that all reporting and record-keeping required herein shall be continuous and any new owner shall obtain the required records from the prior owner. Any such conveyance of a Residential Unit Complex shall be subject to these Special Restrictions. Within ten (10) days prior to the closing of the sale or other transfer of the Complex, Owner shall notify the Housing Department of the pending sale or transfer and, prior to closing, provide the Housing Department with

contact information (including without limitation, mailing address, phone number and email) for the new owner.

SECTION 4. DEFAULT. Subject to the notice and cure provisions, if any, of the Housing Department Rules and Regulations each of the following shall be considered a default (“Default”):

- A. A violation of any term of these Special Restrictions, the Rules and Regulations, the Declaration, or any laws affecting a Residential Unit.
- B. A violation of any term of these Special Restrictions or any laws affecting the Residential Unit.
- C. Vacancy of a Residential Unit for more than sixty (60) days continuously.
- D. Fraud or misrepresentation by Owner and/or occupant in the provision of an application, reporting requirement, inspection requirement or any other informational requirement to the Housing Department.
- E. If the Residential Unit is taken by execution or by other process of law, or if Owner is judicially insolvent according to law, or if any assignment is made of the property of Owner for the benefit of creditors, or if a receiver, trustee or other similar officer is appointed to take charge of any substantial part of the Residential Unit, Residential Unit Complex or Owner’s property by a court of competent jurisdiction.

In the event the Housing Department believes there to be a Default, the Housing Manager, or a Designee of the Housing Department, shall send written notice to Owner of such violation, the required action to cure and the timing for such cure. If Owner disputes the Housing Department’s decision, Owner shall proceed in accordance with the Rules and Regulations.

SECTION 5. DEFAULT REMEDIES. Subject to the notice and cure provisions, if any, of the Housing Department Rules and Regulations in addition to any other remedies the Housing Department may have at law or equity, in the event of a Default, after notice and opportunity to cure as set forth in the preceding section, the Housing Department’s remedies shall include, without limitation, as an exercise of its regulatory authority, the following:

- A. Specific Performance. The Housing Department shall have the right of specific performance of these Special Restrictions and the Rules and Regulations, and the right to obtain from any court of competent jurisdiction a temporary restraining order, preliminary injunction and permanent injunction to obtain such performance.
- B. Equitable Relief. In addition to subsection A, any equitable relief provided for herein may be sought singly or in combination with such other remedies as the Housing Department may be entitled to, either pursuant to these Special Restrictions or any other action authorized under the laws of the State of Wyoming.
- C. Enforcement. The Housing Department may, for purposes of enforcing these Special Restrictions or the Rules and Regulations, seek enforcement through the Town or County Land Development Regulations, including but not limited to Division 8.9 Enforcement.

SECTION 6. TERMINATION, AMENDMENT AND CORRECTION OF SPECIAL RESTRICTIONS.

- A. Termination. These Special Restrictions may be terminated after a determination by the insert the Town of Jackson or Teton County, Wyoming that these Special Restrictions are no longer consistent with the insert the Town of Jackson or Teton County, Wyoming goals for affordable housing.
- B. Amendment. These Special Restrictions may be amended by a signed, written amendment executed by the Parties hereto and recorded in the Teton County Clerk's Office against the title to the land, in whole or in part, with the written consent of Owner of the Residential Unit Complex and insert the Town of Jackson or Teton County, Wyoming.
- C. Correction. The Housing Department may unilaterally correct these Special Restrictions to address scrivener's errors, erroneous legal descriptions or typographical errors.

SECTION 7. SPECIAL RESTRICTIONS AS COVENANT. These Special Restrictions shall constitute covenants running with the Residential Units, as a burden thereon, and shall be binding on all parties having any right, title, or interest in the Residential Units, or any part thereof, their heirs, devisees, successors and assigns, and shall inure to the benefit of and shall be enforceable by the Housing Department and insert the Town of Jackson or Teton County, Wyoming. Where these Special Restrictions are silent, the Housing Rules and Regulations govern. These Special Restrictions shall be prior and superior to any mortgage or lien interest encumbering the Land and/or Residential Unit Complex.

SECTION 8. NOTICES. All notices required to be served upon the parties to this Special Restriction shall be transmitted by one of the following methods: hand delivery; prepaid overnight courier; or by postage paid certified mail, return receipt requested, at the address set forth below for said party; or at such other address as one party notifies the other in writing pursuant to this paragraph. Notice shall be effective when hand delivered, one (1) day after being deposited with an overnight courier or five (5) business days after being placed in the mail. Either party may change its address and/or owner and/or other contact information in the manner provided for giving notice.

To Housing Department

Jackson/Teton County Affordable Housing Department
P.O. Box 714
Jackson, WY 83001

With a Copy to:

insert the Town of Jackson or Teton County.
P.O. Box insert 1687 for Town or 3594 for County.
Jackson, WY 83001.

To Owner

Insert name and address of Owner

SECTION 9. ATTORNEY'S FEES. In the event any party shall be required to retain counsel and file suit for the purpose of enforcing the terms and conditions of these Special Restrictions, the prevailing party shall be entitled to recover, in addition to any other relief recovered, a reasonable sum as determined by the

Special Restrictions

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Restated

court for attorney's fees and costs of litigation.

SECTION 10. CHOICE OF LAW, FORUM. These Special Restrictions and each and every related document, are to be governed by and construed in accordance with the laws of the State of Wyoming. The parties agree that the appropriate court in Teton County, Wyoming and/or the Ninth Judicial District for the State of Wyoming shall have sole and exclusive jurisdiction over any dispute, claim, or controversy which may arise involving these Special Restrictions or its subject matter. Owner by accepting a deed for the Land hereby submits to the personal jurisdiction of any such court in any action or proceeding arising out of or relating to this Special Restrictions.

SECTION 11. SEVERABILITY. Each provision of these Special Restrictions and any other related document shall be interpreted in such a manner as to be valid under applicable law; but, if any provision, or any portion thereof, of any of the foregoing shall be invalid or prohibited under said applicable law, such provision shall be deemed modified to the extent necessary and possible to render it valid and enforceable, or if such modification is not possible, such provision shall be ineffective to the extent of such invalidity or prohibition without invalidating the remaining provision(s) of such document.

SECTION 12. SECTION HEADINGS. Paragraph or section headings within these Special Restrictions are inserted solely for convenience or reference, and are not intended to, and shall not govern, limit or aid in the construction of any terms or provisions contained herein.

SECTION 13. WAIVER. No claim of waiver, consent or acquiescence with respect to any provision of these Special Restrictions shall be valid against any party hereto except on the basis of a written instrument executed by the parties to these Special Restrictions. However, the party for whose benefit a condition is inserted herein shall have the unilateral right to waive such condition.

SECTION 14. INDEMNIFICATION. Owner shall indemnify, defend, and hold, the Housing Department and insert the Town of Jackson or Teton County, and its directors, officers, agents and employees harmless against any and all loss, liability, claim, or cost (including reasonable attorneys' fees and expenses) for damage or injury to persons or property from any cause whatsoever on or about the Residential Unit, or for an owner's breach of any provision of these Special Restrictions. Owner waives any and all such claims against the Housing Department and insert the Town of Jackson or Teton County.

SECTION 15. SUCCESSORS AND ASSIGNS. These Special Restrictions shall be binding upon, and inure to the benefit of, the parties hereto and their respective successors, heirs, devisees, administrators and assigns.

SECTION 16. GOVERNMENTAL IMMUNITY. Neither insert the Town of Jackson or Teton County, JTCHA, nor the Housing Department waive governmental immunity by executing these Special Restrictions and specifically retain immunity and all defenses available to them as sovereigns pursuant to Wyo. Stat. Ann. § 1-39-104(a) and any other applicable law.

IN WITNESS WHEREOF, the undersigned have executed this instrument as of the Effective Date.

Owner:

Special Restrictions

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Rental Workforce Housing

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Restated

Insert Name of LLC or Company

Insert Name of Signer and Title

STATE OF WYOMING)
) ss
COUNTY OF TETON)

On this _____ day of _____, 20____, before me, the undersigned Notary Public, personally appeared Insert Name of Signerfor Insert name of Company, LLC, a Wyoming limited liability company, and known to me, or proven by satisfactory evidence, to be the Insert Title of Signerof the company that executed the foregoing instrument and acknowledged said instrument to be the free and voluntary act and deed of the company, by authority of Statute, its articles of organization or its operating agreement, for the uses and purposes therein mentioned, and on oath stated that such person is authorized to execute said instrument on behalf of the limited liability company.

[SEAL]

Notary Public

INSERT THE TOWN OF JACKSON OR TETON COUNTY:

Insert name of Mayor or Chair, insert Mayor or Chair

ATTEST:

Insert name of Town or County Clerk, insert Town Clerk or County Clerk

STATE OF WYOMING)
) ss.
COUNTY OF TETON)

On the _____ day of _____, 20____, the foregoing instrument was acknowledged before me by insert name of Mayor or Chair as insert Mayor or Chair of insert the Town of Jackson or Teton County, Wyoming.

Witness my hand and official seal.

(Seal)

Notary Public
My commission expires:

Special Restrictions

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Restated

JACKSON/TETON COUNTY AFFORDABLE HOUSING DEPARTMENT:

Insert name of Housing Manager, Housing Manager

STATE OF WYOMING)
) ss.
COUNTY OF TETON)

On the _____ day of _____, 20__, the foregoing instrument was acknowledged before me by [Click here to enter name of Housing Manager.](#), as Housing Manager of the Jackson/Teton County Affordable Housing Department.

Witness my hand and official seal.

(Seal)

Notary Public
My commission expires:

COMPLETE AMENDMENT AND RESTATEMENT
Special Restrictions
for Workforce Condominium Rental Housing
Located at **Insert property address insert Town of Jackson or Teton County**

This Complete Amendment and Restatement of the insert name of old restriction recorded in the Office of the Teton County Clerk as document number insert doc number of old rest. book of photo insert book number of old rest. pages insert page numbers of old rest. for insert property address is made this Insert day_____ Day of insert month_____, 20__ (the "Effective Date"), by insert name appropriate party from previous restriction and the undersigned owner ("Owner") ("Special Restrictions").

RECITALS:

WHEREAS, the undersigned Owner holds fee ownership interest in that certain real property, known as insert property address insert Town of Jackson or Teton County, Wyoming, and more specifically described as follows:

Click here to enter Legal Description

PIDN:Click here to enter PIN. (the "Land");

WHEREAS, in furtherance of insert the Town of Jackson or Teton County, Wyoming's goal of providing affordable housing to qualified Teton County residents who will occupy the housing as their primary residence, and as a condition of its Final Development Plan Approval forClick here to enter name of development and FDP #.) (the "Approval"), Owner was required to Click here to enter how many units are being provided. provide:

Click here to enter description of unit, income range, and location.

The Income Ranges are defined in the Jackson/Teton County Housing Department Rules and Regulations enforced by the Housing Department, such Rules and Regulations are defined in Section 1 below;

WHEREAS, in furtherance of the goals, objectives, requirements and conditions of the insert approval type. FDP, CUP, or other Approval, Owner was required to record these **Special Restrictions for Workforce Condominium Rental Housing, and Owner and all subsequent transferees are required to comply with this restriction for the initial and all subsequent rentals of the Residential Unit**, defined below, to a "Qualified Household";

WHEREAS, consistent with the foregoing, the Property is subject to those certain insert name of old restriction recorded insert date of recording of old rest. as Document number insert doc. number of old restriction in book of photo insert book no. pages insert page numbers (the "insert year of recording Special Restrictions");

WHEREAS, in accordance with Section insert section number of the insert recording year Special Restrictions, the Special Restrictions may be modified with the written consent of insert who can consent

.

WHEREAS, the Jackson Town Council and Teton County Board of County Commissioners voted to amend their 1990 Resolution creating the Teton County Housing Authority (“TCHA”) and further amend the 1999 Resolution, to form a regional Housing Authority pursuant to Wyoming Statute §15-10-116(b) with the County of Teton and the Town of Jackson forming the regional housing authority known as the Jackson/Teton County Housing Authority (“JTCHA”), making the JTCHA the successor in interest to all deeds, documents, leases, and contracts of TCHA;

WHEREAS, the Jackson Town Council and Teton County Board of County Commissioners further resolved to create the Jackson/Teton County Affordable Housing Department (“Housing Department”) who will be employees of Teton County and agents acting on behalf of the JTCHA;

WHEREAS, in accordance with such Section insert section number of the insert year of recording of old rest. Special Restrictions, and consistent with the foregoing Recitals, JTCHA and the undersigned Owner now desire to amend, restate and replace in their entirety with respect to the Residential Unit and Land the insert year of recording old rest. Special Restrictions by adopting these Complete Amended and insert name of this new restriction (“Special Restrictions”);

WHEREAS, Owner desires to adopt these Special Restrictions and declare that the Residential Unit and Land shall be held, sold, and conveyed in perpetuity subject to these Special Restrictions, which Special Restrictions shall be in addition to all other covenants, conditions or restrictions of record affecting the Residential Unit and Land, and shall be enforceable by the Jackson/Teton County Housing Authority, a duly constituted housing authority pursuant to W.S. §15-10-116, as amended, and its successors or assigns, the Jackson/Teton County Affordable Housing Department (collectively “Housing Department”) and insert the Town of Jackson or Teton County, Wyoming.

RESTRICTIONS:

NOW THEREFORE, in satisfaction of the conditions in the Insert FDP or other Approval, and in consideration of such Insert FDP or other Approval and further consideration of the foregoing Recitals, which are by this reference incorporated herein, Owner hereby declares, covenants and agrees for itself and each and every person acquiring ownership of the Residential Unit, shall be owned, used, occupied, developed, transferred and conveyed subject to the following Special Restrictions in perpetuity.

SECTION 1. JACKSON/TETON COUNTY HOUSING DEPARTMENT RULES AND REGULATIONS. References made herein to the “Rules and Regulations” are references to the written policies, procedures and guidelines of the Housing Department, as the same may be amended, modified, or updated from time to time and which policies, procedures, and guidelines are on file with the Housing Department or otherwise with insert the Town of Jackson or Teton County, Wyoming, or if there are no such written policies, procedures or guidelines (or a written policy, procedure or guideline with respect to a specific matter) then the reference shall be to the current applied policy or policies of the Housing Department or its successor. Procedural and administrative matters not otherwise addressed in these Special Restrictions shall be as set forth in the Rules and Regulations.

SECTION 2. RESTRICTIONS ON OCCUPATION AND USE OF RESIDENTIAL UNIT. In addition to any restrictions included in the current Housing Rules and Regulations, occupancy and use of the Residential Unit shall be restricted as follows:

A. Qualified Household. The rental, use and occupancy of the Residential Units shall be limited to

Special Restrictions

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natural persons who meet the definition of a Qualified Household for Workforce Housing, as set forth below ("Qualified Household").

1. Employment Requirement. At least one (1) member of the Qualified Household must maintain an average of thirty (30) hours per week employment on an annual basis, or a minimum of one thousand five hundred and sixty hours (1,560) per year, for a local business.

A.) A local business means (1) a business physically located within Teton County, Wyoming, holding a business license with the Town of Jackson, Wyoming or one that can provide other verification of business status physically located in Teton County, Wyoming, and (2) the business serves clients or customers who are physically located in Teton County, Wyoming, and (3) the employees/owners must work in Teton County, Wyoming to perform their job.

Or

B.) A business physically located in Teton County Wyoming who employs two or more Qualified Employees, which qualified employees must work in Teton County Wyoming to perform their job.

2. Income Requirement. The entire Qualified Household must earn at least seventy-five percent (75%) of the Household's income from a local business, as defined above.
3. No Teton County Residential Real Estate. No member of the Qualified Household may own or have any interest (whether individually, in trust, or through an entity including without limitation a partnership, limited partnership, limited liability company, corporation, association, or the like) in whole or in part in any other residential real estate within one hundred and fifty (150) miles of Teton County, Wyoming at any time during occupancy of the Residential Unit.
4. Initial Determination by the Owner. Owner shall require each prospective renter of a Residential Unit to provide information sufficient to show eligibility as a Qualified Household under the Workforce Housing Program pursuant to the requirements of this restriction and the Housing Rules and Regulations. The determination shall be based upon written applications, representations, information and verifications, including *at a minimum*, a W-2 for each adult renter or other IRS filing showing source of earnings, a signed and sworn statement regarding ownership of other real estate and a list of current employer(s), hours worked as well as contact information for each employer(s) and other such information reasonably requested by the Housing Department to verify and substantiate as a Qualified Household.
5. Continuing Obligation to Remain a Qualified Household. The occupants of the Residential Unit shall satisfy the definition of a Qualified Household at all times during the occupancy of the Residential Unit.
6. Occupancy. Each Residential Unit shall be occupied as the Qualified Household's sole and exclusive primary residence, and each tenant of a Residential Unit shall physically reside therein on a fulltime basis, at least eighty percent (80%) of the term of the lease. Except for permitted guests, no persons other than the members of the Qualified Household may occupy the Residential Unit.
7. Reporting Requirement – Housing Department Determination. Owner shall, by January 31 of each year, provide to the Housing Department a summary of the eligibility

verification information contained above for each occupant of a Residential Unit as set forth on the Housing Department Template that will be provided to Owner. Upon written request by the Housing Department for supporting documentation, Owner shall provide the same within fifteen (15) business days of receipt of such written request. Additionally, Owner shall, by January 31 of each year, provide the Housing Department with its most current lease form for Residential Units. Each Residential Unit Lease must state, and it is a material consideration of this restriction, that the Housing Department has the ultimate and final authority to determine eligibility of households renting Residential Units. If the Housing Department, upon review of supporting documentation determines that an occupant of a Residential Unit does not qualify as a Qualified Household, the Housing Department shall have the authority to require the Owner to terminate the lease between Owner and the occupant of a Residential Unit pursuant to Sections 4 & 5 below.

- B. No Legal Action. No Owner of the Residential Unit, prospective purchaser of the Residential Unit, Tenant, renter or occupant, or other party shall have the right to sue or bring other legal process against insert the Town of Jackson or Teton County, Wyoming or the Housing Department, or any person affiliated with insert the Town of Jackson or Teton County, Wyoming or the Housing Department arising out of these Special Restrictions, and neither shall insert the Town of Jackson or Teton County, Wyoming or the Housing Department have any liability to any person aggrieved by the decision of insert the Town of Jackson or Teton County, Wyoming or the Housing Department regarding qualification of a Qualified Household or any other matter relating to these Special Restrictions.
- C. Household Composition. Only members of the Qualified Household may occupy a Residential Unit, except that Owner may restrict who may reside in a Residential Unit, provided that such owner-restriction does not violate Federal or state fair housing laws. Notwithstanding the foregoing, occupancy of the Residential Unit shall be in compliance with any and all building codes (or other relevant law, code, statute, ordinance or the like) regarding maximum occupancy standards or limitations.
- D. Written Lease Requirement. Occupancy of the Residential Unit shall be pursuant to a written lease, the form of which may be approved by Housing Department as it may require. Owner of the Residential Unit shall obtain written verification of income, asset ownership, and employment in Teton County, Wyoming for each Qualified Household proposing to rent the Residential Unit prior to such Household's occupancy, and upon each extension or renewal of any lease therefore.
- E. Rental Term. The Residential Unit shall be offered for rent in periods of not less than six (6) months.
- F. Rental Rate: Owner shall set the rent. There is no cap on rent or rent appreciation.
- G. Rental Unit: Except as provided herein, the Residential Unit shall remain a rental unit for Qualified Households.
- H. Guests. No persons other than those comprising the Qualified Household shall be permitted to occupy the Residential Unit for periods in excess of ten percent (10%) of the Rental Term in cumulative days per calendar year

- I. Vacancies. The Residential Unit may be vacant intermittently between tenancies to allow for proper advertisement and verification for Qualified Households and reasonable maintenance. However, a Residential Unit shall not be vacant for a period greater than sixty (60) days, unless authorized by the Housing Department. If any Residential Unit remains vacant for more than sixty (60) days without approval, the Housing Department has the right, but not the obligation, to identify a Qualified Household to rent the Residential Unit.
- J. Business Activity. No business activities shall occur in a Residential Unit, other than a home occupation use that is allowed by applicable zoning and properly permitted.
- K. Compliance with Laws, Declaration. The Residential Unit shall be occupied in full compliance with these Special Restrictions and the Rules and Regulations, along with all laws, statutes, codes, rules, or regulations, covenants, conditions and restrictions, and all supplements and amendments thereto, and any other rules and regulations of any applicable homeowner's association, as the same may be adopted from time to time.
- L. Insurance. Owner shall keep the Residential Unit continuously insured against physical loss for the full replacement value of the Residential Unit.
- M. Maintenance. Owner shall be responsible for the cost and expense to keep and maintain the interior of the Residential Unit and all other aspects of the Residential Unit not otherwise maintained by a homeowner's association in a safe, decent and sanitary condition. In the event Owner fails to maintain the Residential Unit in a safe, decent and sanitary condition and such condition continues for fourteen (14) days after notice from the Housing Department, the Housing Department shall have the right but not the obligation to enter the Residential Unit and repair such condition and Owner shall reimburse Housing Department for such reasonable repair costs. Payment to Housing Department from Owner shall be due upon receipt of invoice.
- N. Periodic Reporting, Inspection. In order to confirm compliance with these Special Restrictions, each owner shall comply, and cause its tenants to comply, with any reporting or inspection requirements as set forth herein and as may be required by the Housing Department from time to time. Upon reasonable notice to owner, the Housing Department shall have the right to inspect the Residential Unit from time to time to determine compliance with these Special Restrictions and to review the written records required to be maintained by Owner. Owner shall maintain such records for a period of two (2) years.
- O. Preference. Owner may give first-priority to rent the Residential Unit to Qualified Households of which a member of the Household is an employee of Owner. In the event there are no persons directly employed by Owner to whom Owner desires to rent the Residential Unit, then Owner may rent to any Qualified Household.

SECTION 3. SALE OF THE RESIDENTIAL UNIT. The Residential Unit may be bought and sold as Owner may determine except that all reporting and record-keeping required herein shall be continuous and any new owner shall obtain the required records from the prior owner. Any such conveyance of a Residential Unit shall be subject to these Special Restrictions. Not less than ten (10) days prior to the closing of the sale or other transfer of the Residential Unit, Owner shall notify the Housing Department of the pending sale or transfer and, prior to closing, provide the Housing Department with contact information (including without limitation, mailing address, phone number and email) for the new owner.

SECTION 4. DEFAULT. Subject to the notice and cure provisions, if any, of the Housing Department Rules and Regulations, each of the following shall be considered a default (“Default”):

- A. A violation of any term of these Special Restrictions, the Rules and Regulations, the Declaration, or any laws affecting a Residential Unit.
- B. A violation of any term of these Special Restrictions or any laws affecting the Residential Unit.
- C. Vacancy of a Residential Unit for more than sixty (60) days continuously.
- D. Fraud or misrepresentation by Owner and/or occupant in the provision of an application, reporting requirement, inspection requirement or any other informational requirement to the Housing Department.
- E. If the Residential Unit is taken by execution or by other process of law, or if Owner is judicially insolvent according to law, or if any assignment is made of the property of Owner for the benefit of creditors, or if a receiver, trustee or other similar officer is appointed to take charge of any substantial part of the Residential Unit, or Owner’s property by a court of competent jurisdiction.

In the event the Housing Department believes there to be a Default, the Housing Manager, or a Designee of the Housing Department, shall send written notice to Owner of such violation, the required action to cure and the timing for such cure. If Owner disputes the Housing Department’s decision, Owner shall proceed in accordance with the Rules and Regulations.

SECTION 5. DEFAULT REMEDIES. Subject to the notice and cure provisions, if any, of the Housing Department Rules and Regulations, in addition to any other remedies the Housing Department may have at law or equity, in the event of a Default, after notice and opportunity to cure as set forth in the preceding section, the Housing Department’s remedies shall include, without limitation, as an exercise of its regulatory authority, the following:

- A. Specific Performance. The Housing Department shall have the right of specific performance of these Special Restrictions and the Rules and Regulations, and the right to obtain from any court of competent jurisdiction a temporary restraining order, preliminary injunction and permanent injunction to obtain such performance.
- B. Equitable Relief. In addition to subsection A, any equitable relief provided for herein may be sought singly or in combination with such other remedies as the Housing Department may be entitled to, either pursuant to these Special Restrictions or any other action authorized under the laws of the State of Wyoming.
- C. Revocation. The Housing Department may, for purposes of enforcing these Special Restrictions or the Rules and Regulations, revoke or seek revocation of the rights to use or occupy the Residential Unit.
- D. Enforcement. The Housing Department may, for purposes of enforcing these Special Restrictions or the Rules and Regulations, seek enforcement through the Town or County Land Development

Regulations, including but not limited to Division 8.9 Enforcement.

SECTION 6. TERMINATION, AMENDMENT AND CORRECTION OF SPECIAL RESTRICTIONS.

- A. Termination. These Special Restrictions may be terminated after a determination by the insert the Town of Jackson or Teton County, Wyoming that these Special Restrictions are no longer consistent with the insert the Town of Jackson or Teton County, Wyoming goals for affordable housing.
- B. Amendment. These Special Restrictions may be amended by a signed, written amendment executed by the Parties hereto and recorded in the Teton County Clerk's Office against the title to the Residential Unit, in whole or in part, with the written consent of Owner of the Residential Unit and insert the Town of Jackson or Teton County, Wyoming.
- C. Correction. The Housing Department may unilaterally correct these Special Restrictions to address scrivener's errors, erroneous legal descriptions or typographical errors.

SECTION 7. SPECIAL RESTRICTIONS AS COVENANT. These Special Restrictions shall constitute covenants running with the Residential Units, as a burden thereon, and shall be binding on all parties having any right, title, or interest in the Residential Units, or any part thereof, their heirs, devisees, successors and assigns, and shall inure to the benefit of and shall be enforceable by the Housing Department and insert the Town of Jackson or Teton County, Wyoming. Where these Special Restrictions are silent, the Housing Rules and Regulations govern. These Special Restrictions shall be prior and superior to any mortgage or lien interest encumbering the Residential Unit.

SECTION 8. NOTICES. All notices required to be served upon the parties to this Special Restriction shall be transmitted by one of the following methods: hand delivery; prepaid overnight courier; or by postage paid certified mail, return receipt requested, at the address set forth below for said party; or at such other address as one party notifies the other in writing pursuant to this paragraph. Notice shall be effective when hand delivered, one (1) day after being deposited with an overnight courier or five (5) business days after being placed in the mail. Either party may change its address and/or owner and/or other contact information in the manner provided for giving notice.

To Housing Department

Jackson/Teton County Affordable Housing Department
P.O. Box 714
Jackson, WY 83001

With a Copy to:

insert the Town of Jackson or Teton County.
P.O. Box insert 1687 for Town and 3594 for County.
Jackson, WY 83001.

To Owner

Insert Name and Address of Owner

SECTION 9. ATTORNEY'S FEES. In the event any party shall be required to retain counsel and file suit for the purpose of enforcing the terms and conditions of these Special Restrictions, the prevailing party shall

be entitled to recover, in addition to any other relief recovered, a reasonable sum as determined by the court for attorney's fees and costs of litigation.

SECTION 10. CHOICE OF LAW, FORUM. These Special Restrictions and each and every related document, are to be governed by and construed in accordance with the laws of the State of Wyoming. The parties agree that the appropriate court in Teton County, Wyoming and/or the Ninth Judicial District for the State of Wyoming shall have sole and exclusive jurisdiction over any dispute, claim, or controversy which may arise involving these Special Restrictions or its subject matter. Owner by accepting a deed for the Residential Unit hereby submits to the personal jurisdiction of any such court in any action or proceeding arising out of or relating to this Special Restrictions.

SECTION 11. SEVERABILITY. Each provision of these Special Restrictions and any other related document shall be interpreted in such a manner as to be valid under applicable law; but, if any provision, or any portion thereof, of any of the foregoing shall be invalid or prohibited under said applicable law, such provision shall be deemed modified to the extent necessary and possible to render it valid and enforceable, or if such modification is not possible, such provision shall be ineffective to the extent of such invalidity or prohibition without invalidating the remaining provision(s) of such document.

SECTION 12. SECTION HEADINGS. Paragraph or section headings within these Special Restrictions are inserted solely for convenience or reference, and are not intended to, and shall not govern, limit or aid in the construction of any terms or provisions contained herein.

SECTION 13. WAIVER. No claim of waiver, consent or acquiescence with respect to any provision of these Special Restrictions shall be valid against any party hereto except on the basis of a written instrument executed by the parties to these Special Restrictions. However, the party for whose benefit a condition is inserted herein shall have the unilateral right to waive such condition.

SECTION 14. INDEMNIFICATION. Owner shall indemnify, defend, and hold, the Housing Department and insert the Town of Jackson or Teton County, and its directors, officers, agents and employees harmless against any and all loss, liability, claim, or cost (including reasonable attorneys' fees and expenses) for damage or injury to persons or property from any cause whatsoever on or about the Residential Unit, or for an owner's breach of any provision of these Special Restrictions. Owner waives any and all such claims against the Housing Department and insert the Town of Jackson or Teton County.

SECTION 15. SUCCESSORS AND ASSIGNS. These Special Restrictions shall be binding upon, and inure to the benefit of, the parties hereto and their respective successors, heirs, devisees, administrators and assigns.

SECTION 16. GOVERNMENTAL IMMUNITY. Neither insert the Town of Jackson or Teton County, JTCHA, nor the Housing Department waive governmental immunity by executing these Special Restrictions and specifically retain immunity and all defenses available to them as sovereigns pursuant to Wyo. Stat. Ann. § 1-39-104(a) and any other applicable law.

IN WITNESS WHEREOF, the undersigned have executed this instrument as of the Effective Date.

Owner:

Insert Name of LLC or Company

Insert Name of Signer and Title

STATE OF WYOMING)
) ss
COUNTY OF TETON)

On this _____ day of _____, 20____, before me, the undersigned Notary Public, personally appeared Insert Name of Signerfor Insert name of Company, LLC, a Wyoming limited liability company, and known to me, or proven by satisfactory evidence, to be the Insert Title of Signerof the company that executed the foregoing instrument and acknowledged said instrument to be the free and voluntary act and deed of the company, by authority of Statute, its articles of organization or its operating agreement, for the uses and purposes therein mentioned, and on oath stated that such person is authorized to execute said instrument on behalf of the limited liability company.

[SEAL]

Notary Public

INSERT THE TOWN OF JACKSON OR TETON COUNTY:

Insert name of Mayor or Chair, insert Mayor or Chair

ATTEST:

Insert name of Town or County Clerk, insert Town Clerk or County Clerk

STATE OF WYOMING)
) ss.
COUNTY OF TETON)

On the _____ day of _____, 20__, the foregoing instrument was acknowledged before me by insert name of Mayor or Chair as insert Mayor or Chair of insert the Town of Jackson or Teton County, Wyoming.

Witness my hand and official seal.

(Seal)

Notary Public
My commission expires:

JACKSON/TETON COUNTY AFFORDABLE HOUSING DEPARTMENT:

Insert name of Housing Manager, Housing Manager

STATE OF WYOMING)
) ss.
COUNTY OF TETON)

On the _____ day of _____, 20__, the foregoing instrument was acknowledged before me by [Click here to enter name of Housing Manager.](#), as Housing Manager of the Jackson/Teton County Affordable Housing Department.

Witness my hand and official seal.

(Seal)

Notary Public
My commission expires:

Special Restrictions

10 of 11
8 6 2020

Rental Workforce Housing
Restated



**BOARD OF COUNTY
COMMISSIONERS**



TOWN COUNCIL

JOINT INFORMATION MEETING AGENDA DOCUMENTATION

PREPARATION DATE: November 17, 2020
MEETING DATE: December 7, 2020

SUBMITTING DEPARTMENT: Town Attorney/County Attorney
DEPARTMENT DIRECTOR: Lea Colasuonno/Erin Weisman
PRESENTER: Lea Colasuonno & Keith Gingery

SUBJECT: MOU Regarding Extraterritorial Law Enforcement of the Town of Jackson

STATEMENT/PURPOSE

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

BACKGROUND/ALTERNATIVES

Setting aside a few exceptions, municipal law enforcement agencies in Wyoming cannot act outside of their municipal boundary. In Jackson and Teton County, this means that the JPD generally cannot act outside the Jackson town limits, although the TCSO can act within the Town of Jackson limits. Having the flexibility to allow JPD to respond to calls for service, or other issues, near the Town of Jackson boundary provides more streamlined and effective county-wide law enforcement. To achieve this flexibility the TCSO and JPD propose the Town and County take advantage of statutory authority to enter an MOU allowing the JPD to operate outside the Town of Jackson boundary in certain limited circumstances.

MOUs authorizing extraterritorial law enforcement are allowed by Wyo. Stat. §7-2-106. In 2019 the Town of Jackson, Teton County, the JPD, and the TCSO entered into a nearly identical MOU. Under state law extraterritorial law enforcement MOUs cannot exceed one (1) month beyond the current term of office of any participating sheriff or chief of police. As a result, the retirement of Chief Todd Smith triggered the expiration of the 2019 MOU and the need for the parties to enter a new MOU.

FISCAL IMPACT

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

STAFF IMPACT

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

LEGAL REVIEW

L. Colasuonno

K. Gingery

RECOMMENDATION

Staff recommends approval of the MOU as presented.

SUGGESTED MOTION

Board of Teton County Commissioners

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

Town Council

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

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

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

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

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

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

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

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

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

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

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

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

8. General Provisions:

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

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

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

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

E. Liability: Pursuant to Wyo. Stat. §7-2-106(c) any peace officer acting under this MOU shall be deemed to be acting within the scope of his/her duties for purposes of the Wyoming Governmental Claims Act, Wyo. Stat. 1-39-101 *et seq.*, and the state self-insurance program, Wyo. Stat. §1-41-101 through 1-41-111, or the local government self-insurance program, Wyo. Stat. § 1-42-101 through 1-42-207. All privileges and immunities from liability, and all

pension, disability, worker's compensation and other benefits which normally apply to peace officers while in the performance of their duties in their own jurisdiction shall also apply to them when acting pursuant to this MOU. For purposes of Wyo. Stat. § 27-14-104, the requesting and assigning law enforcement agency shall be a joint employer as defined under Wyo. Stat § 27-14-102(a)(xix) and the designated peace officer shall be a joint employee as defined under Wyo. Stat. § 27-14-102(a)(xxi).

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

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

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

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

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

TETON COUNTY SHERIFF

Matt Carr, Teton County Sheriff

Date:

TETON COUNTY, WYOMING

Natalia D. Macker, Chairwoman
Teton County Board of County Commissioners

Date:

Attest:

Maureen E. Murphy, Teton County Clerk

Date:

TOWN OF JACKSON

Pete Muldoon, Mayor Town of Jackson

Date:

Attest:

Sandy Birdyshaw, Jackson Town Clerk

Date:

Michelle Weber, Interim Chief of Police

Date:



BOARD OF COMMISSIONERS



TOWN COUNCIL

JOINT INFORMATION MEETING

AGENDA DOCUMENTATION

PREPARATION DATE: December 2, 2020

MEETING DATE: December 7, 2020

SUBMITTING DEPARTMENT: Joint Long-Range Planning

DEPARTMENT DIRECTORS: Tyler Sinclair and Chris Neubecker

PRESENTER: Tyler Sinclair and Amy Ramage

SUBJECT: Integrated Transportation Plan (ITP) – Technical Update

PURPOSE

The purpose of this item is to consider approval of a Resolution adopting the 2020 Integrated Transportation Plan (ITP) Technical Update.

BACKGROUND

The existing Integrated Transportation Plan was jointly adopted in September 2015 by the Town of Jackson and Teton County. The Action Plan in Chapter 7 of the ITP calls for a “technical update” of the ITP within five years following adoption. Charlier Associates, Inc. has been retained to prepare the Update.

The first phase of the Update pulled together data on Jackson Hole travel and traffic trends since 2015 and documented status of implementing the ITP Action Plan. This information was presented and discussed by the Boards at the November 4, 2019 Joint Information Meeting.

The second phase included a policy and strategy presentation and discussion to the Boards at a Special Joint Information Meeting on December 19 focused on the following six (6) questions:

1. Benchmarking system
 - Should we continue to use the four summer months?
 - Is LOS D an appropriate criterion, given induced demand?
2. WY-22 corridor and Capital Group 1
 - How can the Town and County (with START) help guide planning and design?
3. Transit goals (doubling ridership and then doubling again)
 - Is this too ambitious?
 - Should we frame this differently?
 - Should we establish a different approach to objectives?
4. Active transportation
 - Should we adopt a focus on bicycling - low impact tourism, quality of life, etc?
 - Do we need a renewed emphasis on safe, convenient walking in Town?
5. TDM program
 - Do we still want to develop a transportation demand management program?
 - If so, how can we move forward – what are the next steps?

6. Regional Transportation Planning Organization

- Do we still want to establish an RTPPO?
- If so, how can we move forward – what are the next steps?

The third phase of the Technical Update was completed at the January 30, 2020 Joint Information Meeting. At this meeting Jim Charlier presented and the Boards discussed and provided direction on updates to each Chapter of the ITP based upon phases 1 and 2. The ITP Chapters are as follows:

1. **Plan Overview** – providing context and describing the Plan scenario
2. **Transit Development** – outlining strategic transit improvements
3. **Active Transportation** – outlining specific actions for walk, bike, etc. travel
4. **Travel Demand Management (TDM)**– establishing strategies by travel market and monitoring and reporting
5. **Major Capital Projects** – describing projects and establishing benchmarks
6. **Regional Transportation Planning Organization** – outlining 2 stages of organization
7. **Action Plan and Funding** – coordinating all implementation actions and identifying the need for additional funding

At the November 2, 2020 JIM staff provided a summary of the Chapter conclusions and action/direction previously provided by the Boards to be incorporated into the Plan.

On November 20, 2020, staff released a full draft of the Integrated Transportation Plan technical update for public review and comment with the goal to complete the fourth and final phase of ITP technical update with this group of elected officials before the end of the year. The release included three versions of the Plan for consideration as follows:

- Integrated Transportation Plan technical update – Clean Version
- Integrated Transportation Plan technical update – Annotated Version
- Integrated Transportation Plan technical update – Tracked Changes Version

Staff recommends reviewing the “annotated version” which highlights the key amendments made to the Plan during the update process.

Public Comment

Staff have attached all public comment received on the draft Plan since the November 20, 2020 release. Included in this is a request from the Wyoming Department of Transportation (WYDOT) to extend the comment period to allow additional time for them to review and comment. Staff has informed WYDOT that this is a technical update not a new Plan and that comments could be further provided upon adoption to assist in the implementation of the Plan. Elected officials may choose to continue this item and extend the comment period to allow WYDOT and the general public additional time or consider holding a Workshop with WYDOT after adoption and upon receiving their comments to review them and consider any possible amendments to the Plan or other implementation actions that may be deemed necessary.

ATTACHMENTS

- Integrated Transportation Plan – Technical Update – November 20 Review Draft
 - o <http://jacksontetonplan.com/344/Integrated-Transportation-Plan-Technical>
- ITP Staff Report and Video link, JIM November 2, 2020
 - o <https://jacksonwy.civicclerk.com/Web/Player.aspx?id=433&key=-1&mod=-1&mk=-1&nov=0ITP>
- Public Comment

FISCAL IMPACT

Phase 3 and 4 have progressed within the budget and staff resources indicated in the project Scope of Work approved in June 2019. The total contract amount for Charlier Associates is in the amount of \$59,265.

STAFF IMPACT

Phase 3 & 4 have progressed within the budget and staff resources indicated in the project Scope of Work approved in June 2019.

LEGAL REVIEW

Gingery
Colasuonno

SUGGESTED MOTION

Town and County

I move to approve the attached Resolution amending the Jackson/Teton Integrated Transportation Plan as presented (or subject to the modifications to the Integrated Transportation Plan affirmed by both the Council and Commission at this meeting).

JOINT RESOLUTION AMENDING THE JACKSON/TETON INTEGRATED TRANSPORTATION PLAN

WHEREAS, in 2020 the 2012 Jackson/Teton County Comprehensive Plan was amended. The amended 2012 Jackson/Teton County Comprehensive Plan provides in Chapter 7 Multimodal Transportation that travel by walk, bike, carpool, or transit will be more convenient than travel by single-occupancy vehicles; and

WHEREAS, to accomplish this goal the amended 2012 Jackson/Teton County Comprehensive Plan provides three principles:

- 1) Principle 7.1 - Meet future transportation demand with walk, bike, carpool, transit, and micro-mobility infrastructure.
- 2) Principle 7.2 - Reduce greenhouse gas levels from vehicles from 2012 levels
- 3) Principle 7.3 - Coordinate transportation planning regionally; and

WHEREAS, a Technical Advisory Committee (TAC) made up of staff of the Town of Jackson, Teton County, and the Wyoming Department of Transportation guided the planning process throughout 2019 and 2020 to create a Technical Update to the 2015 Integrated Transportation Plan to accomplish the goal of Chapter 7 and the underlying Principles 7.1, 7.2, and 7.3 of the amended 2012 Jackson/Teton County Comprehensive Plan.

WHEREAS, the Integrated Transportation Plan dated September 2015 will be implemented over a twenty year period. The plan is divided into three timeframes. These include immediate actions to be implemented in the three years after the Plan is adopted; high priority actions to be implemented in the first ten years after the Plan is adopted, and a long-range actions through 2035; and

WHEREAS, a Technical Update to the Integrated Transportation Plan dated September 2015 occurred in 2019 and 2020 and a full update of the Integrated Transportation Plan will occur in 2024; and

WHEREAS, the Town and County have engaged in a Technical Update process to include the latest data and trends along with other recommended amendments to the Plan; and

WHEREAS, the primary amendments included in the Integrated Transportation Plan dated December 2020 continue to be the following:

- 1) Transit ridership doubles by 2024 (from 2013 levels) and again by 2035 (from 2024 levels)
- 2) An additional 5% of single occupant vehicle trips shift to non-driving modes (walk, bike, transit) by 2035
- 3) Percent of travel by walking and biking mode shares increase; and

WHEREAS, the policies to be implemented to achieve the primary outcomes continue to be the following:

- 1) **Pedestrian.** Both the Town of Jackson and Teton County will continue to invest in and improve the pedestrian environment, with an emphasis on streets in the Town of Jackson and in villages and rural neighborhoods of Teton County.
- 2) **Transit.** Service increases focus on making transit a viable choice for all travel markets, including: commuters, visitors and workers at Teton

Village during all seasons; residents of Jackson, Wilson, Teton Village, and South Park; and Grand Teton National Park visitors.

- 3) **Bicycle.** The Town of Jackson and Teton County make bicycle infrastructure improvements along streets and roadways in populated areas and would continue to expand and improve the region's highly successful pathways network.
- 4) **Mode Share.** Over 5% of daily trips made in Teton County in 2013 shift from single occupant vehicle trips to walk, bike and transit trips by 2035.

WHEREAS, the attached Jackson/Teton Integrated Transportation Plan dated December 2020 shall be adopted by this Resolution and shall serve as the guiding document in achieving the goals, primary outcomes, and policies as described above. The Plan may be altered or amended at any time jointly by the Town of Jackson and Teton County and the document solely serves as a guiding document and is not a regulation under the Wyoming Administrative Procedures Act.

NOW THEREFORE, BE IT RESOLVED that the Jackson Town Council and the Board of County Commissioners of Teton County hereby adopt the attached Jackson/Teton Integrated Transportation Plan Technical Update dated December 2020 as a guiding document to assist in reaching the goals, policy outcomes, and policies as described above.

Adopted on the ____ day of _____, 2020.

TOWN OF JACKSON, WYOMING

Mayor Pete Muldoon

(SEAL)
ATTEST:

Sandra P. Birdyshaw, Town Clerk

**BOARD OF COUNTY COMMISSIONERS
OF TETON COUNTY, WYOMING**

Natalia D. Macker, Chairman

(SEAL)
ATTEST:

Maureen E. Murphy, County Clerk



Valley Advocates for Responsible Development

December 1, 2020

Teton County Board of Commissioners
200 S Willow St.
P.O. Box 1727
Jackson, WY 83001

Jackson Town Council
150 E Pearl Ave.
P.O. Box 1687
Jackson, WY 83001

Re: Integrated Master Plan Update

Dear Members of the Commission and the Council:

Ecosystem stewardship is priority #1 in the Comprehensive Plan. The opening statement in the Ecosystem Stewardship section reads as follows:

"The Greater Yellowstone Ecosystem – the largest intact ecosystem in the lower 48 states – transcends the physical boundaries of Jackson and Teton County. Our Vision stresses preserving and protecting the ecosystem, the core of our character."

This bold vision is manifest in the myriad Principles, Policies, and Strategies of the Plan, particularly Policy 3.3.d, which states, *"strive not to export impacts to other jurisdictions in the region."* We offer our comments in the context of this vision.

- 1. Include VMT and other modal figures for Teton Pass as Indicators.** Sustainable transportation over the pass is crucial for ecosystem stewardship, growth management, and quality of life. Please include VMT's, transit ridership, and ped/bike movements over the pass as indicators. We note that the US Department of Transportation awarded a \$20 million BUILD grant to a coalition of Teton Region governments, businesses, and nonprofits. This grant was awarded to the coalition based upon a proposal to develop Teton Pass as a multi-modal corridor. An e-bike trip from Jackson to Victor is now a real possibility for commuters and visitors.

2. **Address VMT reduction in Alta.** Section 14.1 Alta Farmland of the Comprehensive Plan states that “A key transportation project for [the Alta Farmland subarea] that will improve connectivity, **reduce vehicle miles traveled**, and improve the sense of community is completing the connection of State Line Road to South Leigh Creek Canyon.” The ITP should determine if VMT’s have, in fact, been reduced in Alta. This issue is particularly timely given the recent Grand Targhee expansion proposal.
3. **Affirm jurisdictions outside of Teton County as members of the RTPo.** The draft ITP states that “it may be appropriate for the RTPo to be involved in coordinating transportation planning and decision making across Teton County, Wyoming boundaries either through an expanded formal organization structure or through intergovernmental cooperation.” Though we understand that the envisioned RTPo is one enabled by current Wyoming Statutes, the ITD should instead focus on organizing an entity that manages the entire Jackson Hole commutershed. The ITD puts forth various proposals for new legislation - why not a multi-state RTPo? We again note the award of the 2020 BUILD Grant - multi-state coordination was key to securing these funds. Multi-state coordination will also be the recipe for success in the future.

On a final note, we cannot emphasize the importance of VMT management going forward. Failure to limit VMT’s will undermine all other goals of the ITP. It will also counteract the ecosystem stewardship, growth management, and quality of life goals in the Comprehensive Plan.

VARD is extremely grateful to the Jackson Hole community for its commitment to transportation, housing, and environmental issues in the Teton Region. We hope our comments are helpful.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Shawn W. Hill", with a stylized, cursive script.

Shawn W. Hill
Executive Director

Comments from Jared Smith on 2020 ITP Update

Jaredasmith@msn.com

206-369-2351

Overall, this is an excellent update and reflects the types of plans and policies that must be pursued to realize the goals of the ITP and comprehensive plan. Most of my comments are minor and reflect updated information that could hopefully be reflected in the final draft of the update.

Page 10

The recent approval of the transit and pathway focused BUILD grant should be reflected. The box on page 10 should include:

- Construct new publicly owned 400 stall park and ride and transit center at Stilson
- Construct additional START transit facilities in Driggs, Idaho
- Install transit signal priority system for all traffic signals in Teton County
- Change BRT references to BRT/HOV (allows for use by carpools in addition to transit)

Page 14

Include references to new park and ride facilities at Stilson and in Driggs which are funded in BUILD grant

Page 18 –

- The Build Grant does include TSP for all signals on Teton County. Reference should be made
- The Build grant includes funding for a new Stilson/Hwy 390 signal with TSP at Beckley Blvd

Page 41 – Maybe reference the WYDOT Hwy 22 STIP timing for NEPA planning– currently shown to begin in 2026. Recent conversations with WYDOT indicate willingness to move up to 2024. May want to reference need to further accelerate the timing given long lead time required and time needed for WYDOT to embrace BRT/HOV as an alternative in the corridor.

Page 44 - Any “Y” alternative should incorporate Transit Signal Priority (signal TSP funded by BUILD grant)

Page 45

WY-390 Multimodal Improvements, WY-22 – Teton Village – reference possible use of shoulder running transit in southern part of corridor?

Add construction of 400 stall park and ride and transit center at Stilson?

Page 64 -High Priority Actions (2015 2020 – 2024)

- Add coordination and initial design of BUILD Grant funded projects
- Add completion of Vehicle Occupancy Study to help inform future planning of HOV/BRT on Hwy 22 corridor



Mark Gordon
Governor

WYOMING Department of Transportation

"Providing a safe, high quality, and efficient transportation system"

3200 Elk Street, Rock Springs, Wyoming 82901



K. Luke Reiner
Director

November 24, 2020

Chairwoman Macker
Teton County Board of County Commissioners
commissioners@tetoncountywy.gov
PO Box 3594
Jackson, WY 83001

Mayor Muldoon
Jackson Town Council
council@jacksonwy.gov
PO Box 1687
Jackson, WY 83001

RE: Jackson / Teton Integrated Transportation Plan
2020 Update
Request for Comment Extension

Elected Officials;

The Wyoming Department of Transportation is currently reviewing the 2020 update to the 2015 Jackson / Teton Integrated Transportation Plan. WYDOT has several programs reviewing this update and will compile these comments into a single set of clear comments concerning the document. This process will take some time and WYDOT will not be able to meet the November 30, 2020 date by which your staff has requested our comments. Currently, we believe this process will take until after the New Year to complete. WYDOT is respectfully requesting that the comment period be extended. Your patience in this COVID-19 epidemic and upcoming Holiday Season is appreciated.

Thank you again for the opportunity to provide quality comments. If you have questions, please feel free to contact me.

Regards,

Bob Hammond, PE
WYDOT Resident Engineer

cc. Tory Thomas, PE - Interim District Engineer (Rock Springs)
Tom DeHoff, PE - Assistant Chief Engineer for Operations (Cheyenne)
Keith Fulton, PE - Assistant Chief Engineer for Engineering and Planning (Cheyenne)

From: [Tim Young](#)
To: [Tyler Sinclair](#); [Tiffany Stolte](#)
Cc: [Teton County Commissioners](#); [Heather Overholser](#); [Brian Schilling](#); [Dave Gustafson](#); [Chi Melville](#); [Cara Froege](#)
Subject: Restore County Complete Streets Plan in ITD
Date: Monday, November 30, 2020 12:18:13 PM

Hi Tyler,

I'm very disappointed to see the ITP Update failed to restore the Teton County Complete Streets Plan, called for in the 2015 ITP, which as I recall the electeds wanted to see put back in.

Why was this deleted? I want to see the analysis - the fact nothing was done despite the clear direction in the 2015 ITP is not a reason to remove it. Why is a County Complete Streets Plan no longer needed? As best as I can tell, it was removed by Jim Charlier on a whim, with no study of the topic. I have made multiple requests for explanation, and nothing has ever been provided.

The draft replaced ITP text (copied below) is totally inadequate - "...Teton County will continue to address the the multimodal needs and desires of rural villages..." How does that work? It's not being done now, so claiming "...it will continue" is false.

The fact is, a County Complete Streets Plan is desperately needed. You live in Town, this may not impact you, since Town now has a community streets plan. But if you live in Alta, Wilson, South Park, Tribal Trails, Hoback Jct, Spring Gulch, north of town, yes, it is an issue. County residents are forced to work through repeated time-consuming discussions every single county road project that comes up, we start from scratch every time, because we lack a County complete streets plan.

Please reply, and I hope you will confirm this needs to go back into the ITP.

Sincerely,
Tim

November 20, 2020 Draft (edits tracked)
Teton County will ~~develop a streets plan (perhaps similar to the Town's Community Streets Plan)~~ that addresses continue to address the multimodal needs and desires of the rural villages and neighborhoods outside of the Town.

[PHOTO DELETED – "~~The County will develop a Streets Plan aimed at making improvements to the bicycle and pedestrian network in the smaller towns and villages (such as Wilson pictured Above).~~"]

--

Tim Young
Executive Director
Wyoming Pathways
tim@wyopath.org
307-413-8464
www.wyopath.org

From: [Judd Grossman](#)
To: [Tiffany Stolte](#)
Subject: ITP update
Date: Tuesday, December 01, 2020 2:23:18 PM

Dear Town and County Officials,

A few comments on the ITP update:

“Travel by walk, bike, carpool, or transit will be more convenient than travel by single-occupancy vehicle.” - Travel by single-occupancy vehicle is critical to our independence and prosperity, especially in this community which has developed legacy land use patterns around travel by car/truck. Making single-occupancy vehicle travel less convenient will diminish our quality of life. Our spread-out, low density, community can't function efficiently without individually operated motor vehicles. You will be creating additional challenges for 95% of the population, and working people who need to bring their tools with them are particularly impacted. Residents of legacy development patterns will continue to rely on the automobile, so it would be better to plan to make our roads suitable for efficient travel. The best way to deal with our problem of increasing traffic is to limit new development to the absolute minimum, and focus what development is necessary into the commercial urban corridor of Jackson. That is where walking, biking and transit make the most sense, and will enhance quality of life. Urban density in the commercial core will create the critical mass for efficient public transit.

"Greenhouse gas emissions from motor vehicles fluctuate and increase in the short term, but 2035 levels are less than or nearly equal to 2013 levels" - I'm not sure we can make a significant difference in changing global greenhouse gas emissions by putting restrictions on local use of fossil fuels. That creates a situation where the costs of these restrictions on local residents far outweigh the benefits. A more daring plan would be to help find a nearby location for a generation 4 nuclear power station, so that we can power our valley entirely on clean energy. A demonstration project like that could advance the cause of clean, efficient power generation and consumption worldwide.

"the majority of START's annual ridership still occurs in the winter, primarily on the Jackson to Teton Village route" - Teton Village should pay the entire bill for this service.

"START will continue to improve and refine the current Town Shuttle route to better serve destination-to-destination trips. This change will work to reduce trip times while providing equal or greater geographic coverage." - This section should include micro-transit and electric vehicles. Routing should consider the Comprehensive Plan Character Districts and keep bus traffic confined to the neighborhoods it's intended to serve.

Best Regards,
Judd

--

Judd Grossman
cell: [307-690-4935](tel:307-690-4935)
email: jg@juddgrossman.com
mail: P.O. Box 3222, Jackson, WY 83001
ship: 50 Rancher St., Jackson, WY 83001

December 1, 2020
Jackson Town Council
Teton County Board of County Commissioners



RE: Comments on the ITP Update Redline

Dear Chair Macker, Mayor Muldoon, Commissioners, and Councilors,

The Integrated Transportation Plan (ITP) Update has reinvigorated discussion on the realities of induced demand, the possibilities of transit, and the need to jumpstart implementation. Yet the ITP draft on your desk does not honor the Comprehensive Plan vision. We suggest improvements in four areas: **vision, indicators and benchmarks, the project charter process, and the list of prioritized actions;** and we request a **commitment to innovation.**

Vision

The ITP's new vision is that "travel by walk, bike, carpool, or transit will be more convenient than travel by single-occupancy vehicle." This would be strengthened by a commitment to "not build new roads or new lanes until after we fully identify and implement transit/walk/bike strategies and can measure their success."

Indicators and benchmarks

The indicators do not track walking and biking, even though they are the modes of transportation most aligned with the core tenet of our Comp Plan to preserve our ecosystem. For example, the proposed time differential indicator will track competitiveness between buses and cars, but not e-bikes (even though their use is exploding). Please add indicators that track carbon-free transportation, such as pathway users counts, that could use "creative" techniques (e.g., big data).

As for benchmarks, although we decided to embrace the much-improved metric of Vehicle Miles Traveled (VMT), *in practice we have not*. Capital project initiation is based on traffic counts, with the intent to keep us ahead of WYDOT. Yet we are still locked into Level of Service (LOS) since that standard guides WYDOT's decision-making. This could lead to building infrastructure we don't need (if we ever will). Instead, let's list getting WYDOT to embrace VMT as a priority action – just as the update proposes legislation to allow transit lanes. Or, let's add a VMT benchmark, and retain the traffic count if only so we can proactively tell WYDOT to postpone a project.

Similarly, benchmarking still relies on peak season counts. That is akin to building a house for the biggest party we ever throw, leading to excess capacity (and thus demand) when we're not hosting said party. How does that support "community first, resort second?" We already know that unmet demand in summer is shifting to active transportation: a shift this plan is supposed to motivate, not undermine. Please base benchmarks on annual counts so that we're serving the community that lives here and

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not building excess infrastructure that encourages additional driving.

Project charter process

The charter process requires inadequate project objectives and does not identify how alternatives are evaluated. Required project objectives include safety, environmental protection, and cost effectiveness (as it relates to evaluating a cheaper alternative) but does not consider the return on investment or a valuation of community benefit. Neither are those included as a criterion for evaluation, since no criteria are listed. A cost-benefit analysis or similar tool could help determine for every dollar spent on building a road, what money is saved in transit efficiency or lost to ongoing maintenance costs? If we invest in a new bike lane, what funds are saved due to improved public health or gained in increased bicycling tourism? Our community has no way to determine if projects are an impactful investment that achieve our vision; please add “positive cost-benefit analysis” to the list of minimum project objectives.

List of prioritized actions

Though we fully support the hiring of ITP staff, it is unclear how action steps were prioritized. Were they ranked based on the need for long planning lead times, for their ability to get us closer to our vision (i.e. impact compared to their investment), or ease of implementation? Improvements for walking and biking are at the bottom of the priority list, if they are included at all. Please clarify how projects were prioritized and include new priorities that we’ve referenced, such as getting WYDOT to move away from LOS and improving walking and biking.

Commitment to innovation

Although both the Council and Commission discussed the need to experiment and not to let the question of “who else has done this?” kill innovation, we find little in the ITP reflects the desire to move away from the cars-first paradigm. The ITP emphasizes road-building projects with no justification while it pays scant, if any, attention to snow sheds, fare-free transit, tunnels, pedestrian zones, paid parking, slow lanes, rail, etc. Consideration of shoulder-running transit on Hwy 22 was removed without reason, and no capital projects that primarily benefit pedestrians or cyclists are even contemplated. Instead, the plan glorifies buses and new roads. Please strike needless roads (the North Bridge, Spring Gulch improvements, and the Tribal Trail Connector), add in shoulder-running transit for Hwy 22, and formally commit to innovation.

Thank you for your work toward a better transportation future, and we hope that you go farther to challenge the “cars above all else” mentality that devastates our quality of life and climate.

Sincerely,



Brooke Sausser

Protecting the wildlife, wild places, and community character of Jackson Hole.

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December 1st, 2020

Dear County Commissioners, Mayor Muldoon, and Town Councilors:

This letter is Responsible Growth Coalition's ("RGC") response to a request for comment on the updated Integrated Transportation Plan ("ITP").

The ITP remains in gross conflict with the Comprehensive Plan's mission "to preserve and protect the ecosystem", because it still includes major capital projects to add new roads (e.g.: the TTC and EW Connector), and to expand existing roads, chief among those HY22.

Road building projects are typically justified by establishment of necessary connectivity, which is legitimate but not currently applicable to Teton County, and by alleviation of traffic congestion, which our community experiences primarily along HY22 during summer rush hours.

Justifying any road expansion project is challenging, and neither the TTC nor HY22 is an exception. For decades road expansion projects the world over have been defeated in their objective to alleviate congestion by the phenomenon of induced demand, whereby the shortened travel times following the expansion induce more driving and personal vehicle trips. Typically, within a year or two, the density of traffic on the newly expanded or new road is the same as it was before the expansion. The net result is a permanent increase in traffic volume and associated air and noise pollution, no relief in congestion – sometimes it can even be worse than before, at an enormous fiscal and environmental cost.

To date, neither the BCC nor its staff has produced any data or analysis of any potential benefits, let alone benefits compelling enough to justify the costs, associated with any road capital project in the ITP. We do know with a high degree of certainty that the costs, both fiscal and environmental, will be far larger than what has been communicated to the public. For example, the TTC has a budget of around \$7 million, a figure that does not likely account for the ultimate cost of mitigation, especially if the wetlands it will bisect fall under federal regulation, nor the cost of potential litigation. In short, the TTC project has only become increasingly difficult to justify, and should be eliminated from the ITP.

The HY22 expansion is equally problematic, even if the new lane is reserved for rapid transit (BRT). A BRT lane would be the most expensive "carrot" to promote public transit (along with more frequent service, new buses, and cheaper, perhaps even zero, fares). But all the carrots in the word will do nothing to prevent induced demand from maintaining the density of personal vehicle traffic on the original lane at current levels. An HOV lane is an even worse option. In summary, any expansion of HY22 promises to be very expensive and ineffective, yet it features prominently in the ITP. It too should be removed.

In their stead, we propose a number of far less expensive and more effective measures, including measures to dis-incentivize personal car use (which we refer to as "sticks"). While there is a growing sentiment on the part of residents, elected officials, and WYDOT, for a more comprehensive approach or plan, we submit the ITP already offers that. All it needs is a change in its proposed road-related initiatives, as follows:

WY22 UPGRADES

1. Relieve the two current bottlenecks (Spring Gulch for eastbound traffic, HY390 for westbound traffic) by adopting smart signaling responsive to real time traffic flow, or convert them to roundabouts
2. Improve Coyote Canyon intersection safety by inserting a wide median, building u turn connectors, and imposing a right turn only policy

SPEED LIMIT POLICY AND ENFORCEMENT



1. Adopt a permanent lower speed limit between the Y, Wilson, and Teton Village of 40mph. Reduce the nighttime speed limit on HY390 to 30mph
2. Eliminate all passing zones on HY22 and HY390
3. Implement cameras to monitor and enforce speed limit compliance (and other moving violations common in the valley such as tailgating and straddling the emergency lane).

PUBLIC TRANSPORTATION INCENTIVES ("CARROTS")

1. In lieu of a BRT, allow buses to use the emergency lane on HY22 during summer rush hours.

PERSONAL VEHICLE DISINCENTIVES ("STICKS")

1. County-wide managed (paid) parking, while promoting the use of Stilson Lot for commuters and visitors to Teton Village (this is already in place)
2. Valley-wide congestion charge during the summer season (but which can be expanded to other seasons in response to increased demand). The full rate would be charged to visitors (from outside Teton, Sublette, and Lincoln Counties in WY, and Teton County, ID), a discounted charge to commuters from Sublette and Lincoln Counties in WY, and Teton County, ID, and a deeper discount (but not to zero) to Teton County residents.

We believe the above measures will go a long way to solving our current traffic issues, at a fraction of the cost of building new roads (not counting the potential revenue from congestion charging and camera-based moving violation enforcement). We recognize that congestion charging and camera-based enforcement require approval by the Wyoming State Legislature. But then so would a HOV/BRT lane. We think our proposed initiatives would be more economically attractive for the state than a BRT/HOV lane.

Thank you for your consideration.

Sincerely,

A handwritten signature in blue ink, appearing to be a stylized representation of the letters "RGC" or a similar monogram.

Responsible Growth Coalition

ABOUT RGC

Responsible Growth Coalition is a local non-profit which advocates publicly vetting and justifying each road capital project set forth in the Integrated Transportation Plan ("ITP"). Our primary focus is the issue of induced demand, which inevitably defeats any attempt to alleviate traffic congestion through road expansion.

November 11, 2020



Jackson Town Council & Mayor
Teton County Board of County Commissioners

Re: Integrated Transportation Plan update

Dear Mayor, Councilors, and Commissioners,

Thank you for the opportunity to comment on the Integrated Transportation Plan (ITP). At the Jackson Hole Conservation Alliance, we believe that our community should invest in a better transportation future that aligns with our values of protecting wildlife and community character; provides everyone with the freedom to safely and conveniently get where they need to go on foot, bike, or transit; and prioritizes alternatives to expanding roads and highways.

According to the Growth Management Program / Comprehensive Plan (Comp Plan) update, transportation and climate are the most pressing issues we need to address as a community. We have already blown past the vehicle miles traveled target for 2035 in the ITP, and the majority of our climate pollution comes from transportation. Moreover, our community suffers from a dangerous misperception that we are achieving our multimodal transportation and climate sustainability goals, when in fact we are falling short. This does not mean that "the ITP has failed," but rather that we have failed to fund and implement its transit/walk/bike elements. Now more than ever, we need to redouble our efforts to make it easier to use alternatives to single-occupancy vehicles, instead of building more roads and making it even easier to drive.

Our 2012 Comprehensive Plan has an excellent vision for a lower-carbon transportation future. Unfortunately, the ITP includes a number of road-building projects that were not called for in the Comp Plan. Decades of research into road expansions and induced demand show that "if you build it, they will come" – if you make it easier to drive, more people will drive. Conversely, if we make it easier to take transit or walk or bike to nearby destinations, more people will be able to leave their cars at home.

The ITP includes a suite of policies to make it easier to walk/bike/ride transit, like better funding START, hiring a transportation planner, charging for downtown parking, getting all employers involved in transportation demand management (TDM), and giving buses signal priority through intersections. Please start implementing these policies effectively.

And please clarify the unwritten understanding that the ITP implicitly calls for doing all of this work *first*, before building more roads. Please add language to the front of the ITP such as:

"Our community vision, as stated in the Comprehensive Plan, is to decrease growth of vehicle miles traveled and climate pollution. In order to achieve this vision, we and our partners will not build new roads or new lanes on existing roads *until after* we fully implement the transit/walk/bike tools in this document and can measure the success of those efforts."

Thank you for your work for our community,

Protecting the wildlife, wild places, and community character of Jackson Hole.

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Skye Schell
Executive Director



Brooke Sausser
Community Planning Manager

October 28, 2019

Jackson Town Council & Mayor
Teton County Board of County Commissioners



Re: Integrated Transportation Plan update

Dear Mayor, Councilors, and Commissioners,

Thank you for the opportunity to comment on the Integrated Transportation Plan (ITP). At the Jackson Hole Conservation Alliance, we believe that our community should invest in a better transportation future that aligns with our values of protecting wildlife and community character; provides everyone with the freedom to safely and conveniently get where they need to go on foot, bike, or transit; and prioritizes alternatives to expanding roads and highways.

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Thank you for your work for our community,


Skye Schell
Executive Director
Jackson Hole Conservation Alliance


Brooke Sausser
Community Planning Manager

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**BOARD OF COUNTY
COMMISSIONERS**



TOWN COUNCIL

JOINT INFORMATION MEETING AGENDA DOCUMENTATION

PREPARATION DATE: December 2, 2020
MEETING DATE: December 7, 2020

SUBMITTING DEPARTMENT: Administration
DEPARTMENT DIRECTOR: Alyssa Watkins & Larry Pardee
PRESENTER: Alyssa Watkins

SUBJECT: Human Services and Resource Allocation Plan

STATEMENT/PURPOSE

To consider adoption of the Teton County and Town of Jackson Human Services and Resource Allocation Plan.

BACKGROUND/ALTERNATIVES

In a January 2017 Board of County Commissioners (BCC) retreat, the BCC selected Health and Human Services as an area of focus for their work in 2017-2018. As a part of that focus, subsequent discussions centered on the development of a Resource Allocation Model for use by the BCC in making funding decisions related to human services budget requests. A potential path forward was considered by the BCC and Town Council at the December 2017 Joint Information Meeting. However, due to concerns raised with the recommendations presented at that time, staff was directed to reengage with the human service sector to discuss alternative strategies.

Town and County staff and members of the Human Services Council worked together from January through September 2018 to discuss alternate strategies. The group developed an outline of a planning process to guide the community in a shared vision for Human Services, resulting also in the development of system outcomes and a funding model to be used by Teton County and potentially the Town of Jackson. A part of that process called for the development of a "Core Committee". In the fall of 2018, a total of six members were appointed to the Core Committee; 2 representatives from the non-profit human services sector, 2 from the Town of Jackson, and 2 from Teton County. The Core Committee wrote and, in January of 2019, released a Request for Proposals for a consultant to provide Human Services Planning services. Seven (7) responses were received and reviewed and the committee unanimously recommended the award of bid to Program and Policy Insight (PPI).

PPI began work in the summer of 2019 to facilitate stakeholder engagement, support human service vision and mission development, and develop a Human Services and Resource Allocation plan that translated community input into recommendations for a dynamic funding environment. Project tasks centered around soliciting broad stakeholder feedback on human services and developing a clear, transparent process for identifying priorities and aligning funding decisions. In addition to Core Committee guidance throughout the project, PPI solicited active community engagement through six primary activities:

1. Individual interviews with 25 respondents including human services providers, government officials,

community members, and program funders.

2. Seven (7) focus groups with human services program participants including seniors, people with low-income, people with English as a second language, people with mental illness or substance use disorder, survivors of domestic violence, and other community members participating in human services programs.

3. A community survey, offered online and in print in English and Spanish, that was advertised through community newspapers and service providers; 331 total survey responses were collected.

4. A Community Forum in October advertised and open to the public to introduce the human services planning project and solicit community input on human service goals, vision, and mission; the Community Forum was attended by approximately 20 community members.

5. A facilitated workshop with Systems of Care provider members to discuss obstacles and critical success factors to achieving the draft human service goals developed during the Community Forum. Approximately 20 members of the Systems of Care working group attended the workshop.

6. A Human Services Forum in November advertised and open to the public to review project status, present community priorities, and solicit feedback on preliminary findings; 30 people attended the Human Services Forum.

These varied stakeholder engagement strategies were designed to capture multiple perspectives on human services in Teton County. Key topic areas explored through stakeholder engagement included the importance of different human services, the scale of the impact of different human service issues in the community, availability of services, and the use of local public resources to address different human service needs. In addition, PPI reviewed peer community human services frameworks and funding models to inform development of the greater Teton region structure.

PPI completed the report in February of 2020 and presented the resulting Teton County and Town of Jackson Human Services and Resource Allocation Plan to the Commission and Council in early March. At the time, local human services agencies requested that any consideration of the plan be postponed given pandemic-related considerations. Accordingly, approximately 8 months passed before, in early November (2020), staff presented a draft implementation plan to the Commission and Council in a workshop format. Feedback from that workshop was used to refine the proposed Implementation Plan and the updated version is attached to today's staff report.

The Commission and Council are asked today to consider adoption of the plan. As noted previously, specifics of plan implementation, including proposed deviations from the plan's recommendations, are contained in the attached Implementation Plan.

ATTACHMENTS

11/06/2017 staff report

12/04/2017 staff report

10/16/2018 staff report

02/19/2019 staff report

03/05/2019 staff report

Teton County and Town of Jackson Human Services and Resource Allocation Plan and Appendices
Implementation Plan

FISCAL IMPACT

Should the Council and/or Commission adopt the plan and choose to implement the funding recommendation contained therein, the fiscal impact for FY22 over FY21 would be an increase of the equivalent of approximately 0.15 mills dedicated to human services funding. Using FY21 numbers, this would equate to an increase of approximately \$310,000 in funding for human services from Teton County and approximately \$177,000 from the Town of Jackson. It is also possible for the Council and/or Commission adopt the plan generally but choose not to implement the specific funding recommendation contained therein, at which point decisions made during the FY22 budget considerations would determine the actual fiscal impact.

STAFF IMPACT

Regardless of the decision on the funding recommendation, if the plan itself is adopted and the Council and Commission intend to fund human services at any level, staff will dedicate significant time to making progress towards the goals and objectives contained in the Implementation Plan. For Teton County, staff historically assigned to this project have been the Board of County Commissioners Administrator and the Director of Health. The Town of Jackson has historically assigned the Town Manager and Assistant Town Manager to the effort.

LEGAL REVIEW

Reviewed by K. Gingery for Teton County and L. Colasuonno for the Town of Jackson

RECOMMENDATION

Given that January 2021 will mark four years since efforts on this project began, and given the substantial investment of resources on the part of the Town, County, and community to produce the plan in question, staff recommends adoption of said plan. Staff also recommends endorsement of the Implementation Plan, which will direct staff in the specifics of implementation, to include deviations from the plan in certain areas.

SUGGESTED MOTION

I move to adopt the Teton County and Town of Jackson Human Services and Resource Allocation Plan and Appendices, and direct staff to move forward with the Implementation Plan as presented today.

Synopsis for PowerPoint (120 words max):



**BOARD OF COUNTY
COMMISSIONERS**



TOWN COUNCIL

JOINT INFORMATION MEETING AGENDA DOCUMENTATION

PREPARATION DATE: November 17, 2020

MEETING DATE: December 7, 2020

SUBMITTING DEPARTMENT: Town Attorney/County Attorney

DEPARTMENT DIRECTOR: Lea Colasuonno/Erin Weisman

PRESENTER: Lea Colasuonno & Keith Gingery

SUBJECT: MOU Regarding Extraterritorial Law Enforcement of the Town of Jackson

STATEMENT/PURPOSE

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

BACKGROUND/ALTERNATIVES

Setting aside a few exceptions, municipal law enforcement agencies in Wyoming cannot act outside of their municipal boundary. In Jackson and Teton County, this means that the JPD generally cannot act outside the Jackson town limits, although the TCSO can act within the Town of Jackson limits. Having the flexibility to allow JPD to respond to calls for service, or other issues, near the Town of Jackson boundary provides more streamlined and effective county-wide law enforcement. To achieve this flexibility the TCSO and JPD propose the Town and County take advantage of statutory authority to enter into an MOU allowing the JPD to operate outside the Town of Jackson boundary in certain limited circumstances.

MOUs authorizing extraterritorial law enforcement are allowed by Wyo. Stat. §7-2-106. In 2019 the Town of Jackson, Teton County, the JPD, and the TCSO entered into a nearly identical MOU. Under state law extraterritorial law enforcement MOUs cannot exceed one (1) month beyond the current term of office of any participating sheriff or chief of police. As a result, the retirement of Chief Todd Smith triggered the expiration of the 2019 MOU and the need for the parties to enter a new MOU.

FISCAL IMPACT

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

STAFF IMPACT

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

Commented [AW1]: Just adding since we already have/had this with the 2019 MOU?

LEGAL REVIEW

L. Colasuonno
K. Gingery

RECOMMENDATION

Staff recommends approval of the MOU as presented.

SUGGESTED MOTION

Board of Teton County Commissioners

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

Town Council

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



**BOARD OF COUNTY
COMMISSIONERS**



TOWN COUNCIL

**JOINT INFORMATION MEETING
AGENDA DOCUMENTATION**

PREPARATION DATE: October 30, 2017
MEETING DATE: November 6th, 2017

SUBMITTING DEPARTMENT: Public Health
DEPARTMENT DIRECTOR: Jodie Pond
PRESENTER: Public Health

SUBJECT: Consideration of a Notice of Award for Human Services Planning for Teton County and the Town of Jackson.

STATEMENT/PURPOSE

To present results from the RFP for human services planning for Teton County the Town of Jackson, and to select a consulting firm for this project. The action today will be the selection only, and staff will then work with the selected firm on drafting a contract for services. Staff will bring that contract and funding recommendations back to the elected officials for consideration at a subsequent JIM or regular meeting.

BACKGROUND/ALTERNATIVES

With direction from the elected officials, Teton County Public Health put out a request for proposals seeking qualified consulting firms to provide professional services to conduct comprehensive planning for human services in Teton County and the Town of Jackson. The project scope included five phases: research, vision workshop, develop a funding model, human services summit and human services plan. The goal for this proposal is to have a comprehensive, community human services plan that incorporates results, information and research from all phases of the project to help guide elected officials in determining policy level decisions for human services planning and funding in Teton County and the Town of Jackson.

Review of Received Proposals

Consulting Firm	Hours proposed for Project	Cost
Sorenson Impact Center	751	\$112,142.26
Public Knowledge	630	\$116,550.00

ATTACHMENTS

- 1) Teton County, WY and Town of Jackson, WY Human Services Planning-Request for Proposals
- 2) Sorenson Impact Center Proposal
- 3) Public Knowledge Proposal

FISCAL IMPACT

There is no fiscal impact at this time, however, the next step in the process will be to prepare and present a contract for the consideration of the Commission and Council. The financial obligation associated with the

contract will depend in part on the consultant chosen but, given the bids received, will likely fall between \$112,000 and \$117,000.

STAFF IMPACT

Should the Elected bodies choose to move forward with one of the two bidders, staff time will be spent preparing a contract for consideration and working to identify potential sources of funding for this project.

LEGAL REVIEW

Reviewed by Keith Gingery on 10/20/17.

RECOMMENDATION

A panel consisting of the Director of Environmental and Public Health, the Director of Parks and Recreation, the Board of County Commissioners' Administrator, and the Public Health Response Coordinator met to review the proposals received. Based on the content of the submissions and the proposed cost for services, the review panel recommends the selection of Sorenson Impact Center.

SUGGESTED MOTION

I move to approve a Notice of Award to Sorenson Impact Center to provide Human Services Planning for Teton County and the Town of Jackson, and direct staff to prepare a contract between the parties for consideration.

Synopsis for PowerPoint (120 words max):

TETON COUNTY, WYOMING
TOWN OF JACKSON, WYOMING
HUMAN SERVICES PLANNING – REQUEST
FOR PROPOSALS

August 1, 2017



OVERVIEW

1. Request for Proposals

Teton County, Wyoming and the Town of Jackson, Wyoming are seeking proposals from qualified consulting firms to provide professional services to conduct comprehensive planning for Human Services in Teton County.

2. Project Background and Description

Teton County/Jackson is located in western Wyoming, and is a gateway community to Grand Teton National Park, Yellowstone National Park and Bridger-Teton National Forest. Teton County is over 76,000 acres, of which 97% is federally owned. Tourism is the driving force of the local economy, and sales tax is the primary funding source for local government services. Approximately 65% of the sales tax base come from visitors.

Teton County has approximately 25,000 residents, of which 8,000 of those are in the town of Jackson. Jackson is the only incorporated town within Teton County. A significant number of the residents in Teton County are second home owners. According to the 2012 Teton County/Jackson Comprehensive plan, the common values of community character are ecosystem stewardship; growth management; and quality of life.

During the last few years the Human Services agencies in Teton County have experienced deep budget cuts from the State of Wyoming. Despite making up some of the cuts through private fundraising the organizations still face budget deficits. A number of initiatives have been implemented, including increase in private fundraising, development of a White Paper to describe the problem and commitment of elected officials to elevate the problem to a strategic direction for future consideration for funding and community planning.

3. Project Scope/Timeline

Teton County and the Town of Jackson are seeking a qualified professional for the provision of the following services in each phase.

The project scope is to include, but is not limited to:

1. Phase 1
Research - Review community documents including, but not limited to: local agencies strategic plans, state statutes, Systems of Care White Papers, community needs assessments, Mental Health report and statewide needs assessments. Provide relevant information to the Core Committee for review. Timeline – December 2017.
2. Phase 2
Vision Workshop - Conduct a community workshop in order to develop a shared vision for Human services in Teton County. Timeline – January 2018.
3. Phase 3
Develop a Funding Model – To support the shared vision and address community human service needs. Timeline- February 2018.
4. Phase 4
Human Services Summit – To help guide the decision making process for the Human Services Plan. Timeline – October 2018.
5. Phase 5

Human Services Plan – A comprehensive, community human services plan for Teton County that incorporates all the above activities and information and other studies and plans conducted (i.e. Mental Health Assessment). The focus of this plan will relate to policy level decisions. Timeline – December 2018

4. Deliverables

1. Public Input and Stakeholder Involvement

- Conduct activities to gain input from key stakeholders and the Public in order to develop a Human Service Plan:
- Identify, describe and implement a comprehensive strategy and methodology for citizen involvement in the Human Service Plan development process.
- Assure the residents, and other stakeholders that they are provided an opportunity to participate in the development of this plan.
- Conduct at least (3) three public community meetings and a minimum of (2) two focus groups (participants to be determined) and individual stakeholder interviews.
- Act as professional facilitators to gather specific information about services, use, preferences and any agency strengths, weaknesses, opportunities and threats.
- Provide well organized and directed activities, techniques and formats that will ensure that a positive, open and proactive public participation process is achieved.
- Provide written records and summaries of the results of all public process and communications strategies.
- Help to build consensus and agreement on the plan and if consensus is not possible, provide information for informed decision making for Teton County and the Town of Jackson.
- Provide methods to hear from as many people as possible, including users and non-users of the services.

2. Vision Workshop

- Conduct a Vision workshop with key stakeholders.

3. Funding Model

- Develop a funding model with key stakeholders.

4. Human Service Summit

- Hold a Human Service Summit to inform the development of the Human Service Plan.

5. Human Service Plan

- Development of a Human Service Plan to inform The County and Town on identified policy related issues.

5. Progress Reporting

Progress Reporting

- The consultant and the Public Health Director shall hold progress meetings as often as necessary, but in no case less than once per month until the final plan is approved by the elected officials for the purpose of progress reporting. The consultant shall supply the Director with at least (1) one copy of all completed or partially completed reports, studies, forecasts, maps or plans as deemed necessary by the Director at least (3) three working days before each progress meeting. The Director shall schedule the meetings, as necessary, at key times during the development of the Strategic Plan

6. Submittal Content/Qualifications

Submittal Qualifications

Consortiums, joint ventures, or teams submitting offers will not be considered responsive unless it is established that contractual responsibility rests solely with one individual, firm, or corporation. Teton County will contract with one Entity only in conjunction with the services solicited in this Request for Proposals (RFP).

Submittal Content

Consultants shall adhere to the following format and content in their submittal:

1. Identification of the Submitting Entity. State the name of the firm, mailing address, telephone number, email address, and individual authorized to negotiate on behalf of the firm. (1 page maximum)
2. Work Plan and Fees. Describe in detail, and as discrete tasks, the proposed work program that will be developed to provide the required services in Section 3. Required Services within the timeline established in Section 3 Schedule. Include in your proposal a fee proposal (task hours and staff billing rates with inclusion of expected travel costs, project-related expenses and contingency) for each task. (10 pages maximum)
3. Experience. Provide specific and detailed examples of direct experience with Human Services, group facilitation, consensus building, comprehensive planning and resource allocation. (5 pages maximum)
4. Innovation. Identify and describe in detail experience with a variety of approaches to Human Service funding and requirements that may be useful to the community (must be included in the proposed Work Plan).
5. Personnel and Staffing Plan. Identify and provide resumes for all personnel who will have responsibility for performing the approach to service provision. Indicate the level of effort each staff person shall have in providing each service. Indicate the organization of the proposed team, specifically identifying the proposed Project Manager. Explain how the team will be organized to ensure adequate communication and performance among the personnel/firms in the team arrangement. Provide a brief overview of the firm's qualifications to undertake this assignment. The County and Town are expressly interested in the firm's experience and qualifications of providing professional services for this specific project. Lengthy explanations of completed, yet unrelated, projects will not be considered. (10 pages maximum)
6. References. Provide a list of current and past clients for which your firm has performed work of a similar nature. For each reference, include a contact name, phone number and email address. Briefly describe the work performed for each reference. Include a minimum of three references and no more than five.

7. Proposal Response

Each consultant shall submit one (1) printed copy of the complete submittal and one (1) electronic copy in a PDF-format. All submittals must be received by the Teton County Public Health Department by 4:00 P.M. MST, Thursday September 28, 2017. Submittals shall be valid for a period of forty-five (45) days from receipt by the County. Submittals received after the date and time specified above shall be disqualified from consideration. Late submittals shall be returned unopened. Qualifying submittals shall be opened on Thursday, September, 2017 at 4:00 P.M. MST in the Teton County Public Health Department located at 460 East Pearl Avenue, Jackson, Wyoming. The public is invited to attend.

Responses to this RFP should be submitted via Federal Express, United Parcel Service, or hand delivered to:

Jodie Pond, Director Environmental and Public Health

Teton County Public Health Department

PO Box 937

460 E Pearl Avenue

Jackson, WY 83001

Phone Number: (307) 732-8461

All questions and requests for additional information shall be directed to Jodie Pond, Director via e-mail only at jodie.pond@wyo.org

8. Additional Information

The solicitation does not commit the Department to award a contract, to pay any costs incurred with the preparation of a proposal, or to procure or contract for services or supplies. Teton County/Jackson reserves the right to accept or reject any or all proposals received in response to the request, to negotiate with any qualified source, or cancel in whole or part this proposal process if it is in the best interest of the County or Town to do so. Subsequent to contract negotiations, prospective consultants may be required to submit revisions to their proposals.

Postponement or Amendment

The County and Town reserve the right to amend any portion of the RFP. Copies of such amendments shall be made available to all prospective, interested consultants via e-mail. Where such amendments require changes in the submittal requirements, the final date for submission may be extended.

Cost of Submittal Preparation

Any costs incurred by the consultant in responding to this RFP in anticipation of receiving a contract award shall be the responsibility of the Entity submitting the response. The County and Town shall not reimburse the Entity for any such expenses.

Schedule of Submission and Review

The Selection Committee, after its initial review and scoring, may elect to select a successful submittal. Conversely, the Selection Committee may elect to contact short-listed applicants to ask for final and best offers, pursuant to the Teton County procurement policy. After scoring all submittals (and all final and best offers, if applicable), the Selection Committee shall make a recommendation to the Board of County Commissioners and Town Council regarding the successful submittal. The Board of County Commissioners and Town Council will formally award the project and Teton County will enter into a contract with the consultant.

Acceptance

This RFP provides interested professionals with the necessary information to enable them to prepare and submit information for consideration by the County and Town.

The County and Town reserve the right to enter into further discussions with any consultant based solely on the initial response to this RFP along with the right to negotiate the cost with the selected consultant if it is deemed to be in the best interest of the County and Town.

If the County and Town is unable to negotiate a final scope of services and professional fee with their first choice, they reserve the right to negotiate with other consultants that submitted a response to this RFP.

Items to be provided by the Department:

- A project representative
- Copies of all existing studies, plans, programs and other data including the Teton County/Jackson Comprehensive Plan and access to all applicable records
- Assistance with on-going community meetings

9. Project Schedule

The County and Town intend to follow the schedule outlined below. However, the County and Town reserve the right to revise the review schedule at their sole discretion.

September 1, 2017	Request for Proposal distribution
September 29, 2017	Request for Proposal due date, 4:00 PM MST
October 13, 2017	Completion of RFP evaluation by Department
Week of October 30th, 2017	Interviews with short-listed firms (if necessary)
December 1, 2017	Award of Contract with Teton County
December 15, 2017	Notice to Proceed
December 1, 2018	Project Completion

10. Submittal Evaluation Criteria

A selection committee, consisting of various individuals appointed by the Teton County/Jackson Parks and Recreation Director shall evaluate the submittals based upon the following criteria:

	Rating	Weight	Score
1. Criteria One - Submittal Format			
Appearance, followed			
Instructions, Professional	_____	1	_____
2. Criteria Two - Work Plan and Schedule			
Methods employed, understanding			
What is wanted, methodology,			
Scheduling, time control	_____	10	_____
3. Criteria Three - Fee Schedule and			
Budget, in line with work proposed	_____	5	_____
4. Criteria Four - Experience and Innovation			
Responses of Past Clients	_____	5	_____
5. Criteria Five - Personnel and Staffing			
And (Corporate Qualifications)			
Experience and qualifications of			

Key personnel assigned to this

Project, Recent experience,

Company structure

5

Total Score

Rating Points: 10 – Excellent; 7.5 – Good; 5 – Satisfactory; 2.5 – Marginal;

0 – Unsatisfactory

Human Services Plan for Teton County

IDENTIFICATION OF THE SUBMITTING ENTITY

The Sorenson Impact Center ("Center") is delighted to submit a response to the Teton County Request for Proposals for Human Services Planning for the Town of Jackson, Wyoming. Sorenson Impact is an applied academic center at the University of Utah's David Eccles School of Business that focuses on social impact and innovation. As an official academic center housed at the University of Utah, Sorenson Impact is a certified 501(c)(3).

Sorenson Impact's principal office is located in Salt Lake City, Utah. Our primary mailing address is:

Sorenson Impact Center
85 Fort Douglas Blvd., #602
Salt Lake City, Utah 84113
info@sorensonimpact.com
(801) 581-6191

Correspondence and inquiries should be directed to:

Jack Robinson, Ph.D.
Chief Research Officer
jack.robinson@sorensonimpact.com
(801) 581-6362 (o) | (617) 777-0479 (m)

The individual authorized to negotiate on behalf of the firm:

Jeremy Keele
President and CEO
jeremy.keelee@sorensonimpact.com
(801) 581-6191



SORENSEN IMPACT



David Eccles
School of Business
THE UNIVERSITY OF UTAH

September 28, 2017

Ms. Jodie Pond
Director Environmental and Public Health
Teton County Public Health Department
PO Box 937
460 E Pearl Avenue
Jackson, WY 83001

Dear Ms Pond:

The Sorenson Impact Center is pleased to submit this proposed scope of work to develop a Human Services Plan for Teton County, Wyoming.

Sorenson Impact is excited by the opportunity to collaborate on this engagement. Thank you for your consideration, and please do not hesitate to contact us with questions.

Best regards,

Jeremy Keele
President and CEO
Sorenson Impact Center
David Eccles School of Business
The University of Utah
85 Fort Douglas Blvd, #602
Salt Lake City, Utah 84113

WORKPLAN AND FEES

The current environment and need

Teton County is motivated to improve the housing, health, social, economic, and educational outcomes for its residents. To do so, it has created funding relationships with local health and social service providers, and has increased this financial commitment by 25% in the past decade. Recent economic pressures driven by a decrease in oil and gas royalties and the lack of a state income tax have created deep cuts in state funding for local services. These cuts exacerbate the increasing wealth disparity in Teton County and a commensurate increase in demand for supportive services from at-risk residents.

These pressures have caused elected officials to seek a more strategic approach to identifying and supporting human service needs of its residents. While the County has begun to increase its understanding of needs through a White Papers and has increased its efforts to raise private funds to support human services, the leap to using data to make decisions and drive resources remains elusive. There is also a shared interest in developing a community-level understanding of needs through input from residents, to using this information alongside data to develop community accepted measurable outcomes, and data-driven actions. In addition, the county needs develop a comprehensive and new funding strategies to pay for high-impact services designed to measurably improve outcomes. Elected officials and stakeholders alike will benefit from a strategic plan that provides clear direction for future funding decisions.

Approach

Sorenson Impact works with governments, service providers, academics, and funders on a variety of innovative models, including pay for performance projects, collective impact initiatives, integrated data systems, place-based models, and government performance and innovation. The breadth of policy areas Sorenson Impact engages in, either for single-issue or multiple-issue engagements, include early childhood education, empowering adults with disabilities, homelessness, K-12+ career and technical education, pediatric asthma, public health, recidivism, substance use disorders, and workforce development.

Sorenson Impact is widely recognized as one of the preeminent centers of excellence in the country, working to design, develop, and implement high-quality, outcomes-based social sector and public health projects across a variety of jurisdictions and issue areas. Sorenson Impact's leadership team and staff are regarded as thought leaders in the pay for performance and social innovation fields and regularly present at national-level evidence-based policies and programs. Sorenson Impact is committed to using systems-level reorientation around outcomes to tackle complex social challenges, facilitate greater access to services for vulnerable populations, and direct public and private capital to evidence-based social services. The strength of Sorenson Impact's proposal lies in a combination of key factors:

1. Sorenson Impact's geographic footprint and focus on building capacity within jurisdictions that have historically been underserved by traditional approaches to social services interventions and funding streams;

2. The depth and breadth of Sorenson Impact's experience providing technical assistance and tailored support to governments and service providers working to implement performance- and outcomes-based projects;
3. Sorenson Impact's focus on helping jurisdictions and providers use evidence-based decision-making as a catalyst to institutionalize data-driven, outcomes-focused policy and procurement; and
4. Sorenson Impact's deep network of social science researchers, both at the University of Utah as well as through a consortium of field-leading experts on campuses across the country, leverages the knowledge and actionable intelligence of those who have built their careers understanding the evidence-based practices and nuances involved researching and implementing various programs and strategies.

Each engagement begins with this core value in mind: by matching only the best of "what works" for a specific population's hardships, we can aim with accuracy and precision in terms of moving the needle on difficult-to-solve social problems. We advance solutions that are effective, efficient, and aligned with the best interests of service populations requires a holistic approach to evidence-based policy. We believe that finding the solution is not predicated solely on economic models or financial mechanics—it is the concert of these activities where our greatest potential for serving the underserved exists.

Understanding the complexity of issues as diverse as access to health care, housing and Social services requires access to data and expertise in data analytics. While we live in an age of 'big data,' accessing and unlocking what data can tell us (and discerning what it does not tell us) is difficult for most jurisdictions. Privacy concerns, data matching, the use of administrative data, and the need for data sharing agreements are distinct areas of expertise not often found in local governments.

Sorenson Impact Center believes that innovations in data science have the power to deliver new insights and better predictions to organizations and institutions committed to improving the lives of individuals and societies. These evidence-based insights, when aligned with policy, have the promise to produce better social outcomes, particularly for the most vulnerable of our communities.

DETAILED SCOPE OF SERVICES

Note 1: "Submittal Content/Qualifications #4" ("Innovation") is included as part of the following section as permitted by the RFP and detailed in the work plan narratives.

Note 2: The University of Utah applies a federally-approved indirect cost rate of 36.5% to all personnel and direct expenses (e.g., travel expenses) for service-based projects to account for Facilities and Administration, which is provided as a total at the end of the section and referred to as "F&A."

Phase 1: Research/Development

In this phase, Sorenson Impact will conduct a local literature review to begin the identification of needs. The community documents will include local agencies strategic plans, state statutes, Systems of Care White Papers, community health needs assessments, Mental Health reports and statewide needs assessments. To reduce cost, graduate Sorenson Fellows will conduct a majority of the literature review and document research, supervised by Dr. Jack Robinson.

Sorenson Impact's Data Science Team will create an extensive data map of all data currently accessible to the county. This will include data that the county owns and has access to and public use data that may be of interest to Teton County. Sorenson Impact's data science team will analyze up to five complete, machine-readable data sets to identify community needs in Phase 2.¹

Sorenson Impact will also identify and recommend members for a Core Committee for approval based on the stakeholders identified for each phase of the project. Its membership should reflect the diverse set of stakeholders involved, including but not limited to: government representatives (which can include a combination of jurisdictions and end-payor agencies) and other key stakeholders and advocates. Note, however, the direct involvement of service providers in advance of a reformed procurement process is not recommended as to avoid potential conflicts of interest.

Working groups support and inform the decision-making capacity of the Core Committee while also serving as the key operational drivers. Potential groups include a Data Working Committee, Services Working Group, and/or Capital Needs Working Group. A Data Working Group would be tasked with identifying relevant and important data fields across multiple districts and agencies. Early in the engagement, targeted fields include proxy measures of national data as well as local key metrics and preliminary outcome measures. A Services Working Group would be tasked with areas related to service population, criteria for high-quality program design, evidence-based program review, and overall systems reorientation. Further, a Capital Needs Working Group would be tasked with identifying the key relationships among benefit and cost areas, developing preliminary inputs for a local economic model, and considering where wraparound services and project scope may intersect with other local priorities, such as income, health disparities, food security, and secondary school graduation rates. These working groups are options for

¹ Machine readable will here be defined by the Open Data Handbook, but primarily means structured data in a format that can be easily understood by computer programs.

consideration by the selection committee, and their engagement could be the basis for focus groups in the work plan.

Timeline: Two months following initiation of contract, estimated December 31, 2017

Staffing:

Jack Robinson, 35 hours @ \$90/hour: \$3,150

Fraser Nelson, 52 hours @ \$105/hour: \$5,460

Daniel Hadley, 18 hours @ \$90/hour: \$1,620

Nick Fritz, 18 hours @ \$80/hour: \$1,440

Travel: One trip to Jackson by three staff (Nelson, Hadley, Robinson)

Activities:

- Onboarding meeting in Jackson, Wyoming.
- Review of existing plans, reports and needs assessments.
- Identification of machine-readable public data.
- Creation of data map.
- Monthly call with the Public Health Director.

Deliverables:

- Data map of Teton County data and publically available data related to Teton County.
- Summary report of findings.
- Data map.
- Recommendation for Core Committee members.
- Meeting agendas, materials, minutes and resulting reports.

Phase 2: Data Analysis, Public Input on Needs, Vision and Mission, and Core Committee/Stakeholder Involvement

During this phase Sorenson Impact will use qualitative and quantitative data to inform the creation of the Human Services Plan. This involves an analysis of the data described in Phase 1, a series of two public meetings and two focus groups to gain input from residents, and one meeting of the Core Committee. Included in these discussions will be a discussion of a shared vision for Human services in the Town of Jackson and Teton County. To reduce travel and constituent time costs and increase efficiency, we have combined Phases 2 and 3.

Timeline: Three months following the completion of Phase 1, estimated March 31, 2018

Jack Robinson, 26 hours @ \$90/hour: \$2,340

Fraser Nelson, 78 hours @ \$105/hour: \$8,190

Daniel Hadley, 26 hours @ \$90/hour: \$2,340

Nick Fritz, 52 hours @ \$80/hour: \$4,160

Gwen Reynolds, 52 hours @ \$70/hour: \$3,900

Travel: three trips for two staff (combinations of two with Nelson, Hadley, Fritz)

Activities:

- Develop a comprehensive strategy and methodology for citizen involvement in the vision and mission development process for approval prior to implementation.
- Develop and analyze a brief, 10 question survey to reach as many residents of Teton County as possible.
- Facilitate up to four meetings (2 focus groups, 2 public meetings) to identify and build consensus on key community needs (conducted during scheduled travel on-site).
- Analyze up to five data sets delivered by Teton County.
- Search for and download public data related to Teton County.
- Clean and organize data so fields are understandable and comparable. Impute missing data based on sound statistical practices. Perform exploratory analysis, measuring and plotting descriptive statistics.
- Analyze time-series and geographic trends.
- Build models to predict future trends based on historical data in cases where there is enough data available to do so.
- Present findings to the Core Committee in person.
- Monthly call with the Public Health Director.

Travel:

- Three trips to Jackson by up to three staff to hold meetings, conduct focus groups and public meetings, and present findings (Nelson, Hadley, Fritz)

Deliverables:

- One master report and several smaller reports describing findings from the data, surveys, focus groups and public meetings in a format that allows for staff from the County to augment the charts and graphs with expert opinions.
- A PowerPoint deck with visualizations of key findings.
- Meeting agendas, materials, minutes and resulting reports.

Phase 3: Funding Model Development

During this phase Sorenson Impact will research and make recommendations regarding innovative financing tools as well as priorities of funding using existing sources that will support the shared vision and address community human service needs.

Timeline: Two months following the completion of Phase 2, estimated May 30, 2018

Jack Robinson, 26 hours @ \$90/hour: \$1,620

Fraser Nelson, 52 hours @ \$105/hour: \$5,460

Daniel Hadley, 18 hours @ \$90/hour: \$1,620

Nick Fritz, 52 hours @ \$80/hour: \$1,440

Gwen Reynolds, 18 hours @ \$70/hour: \$1,350

Travel: no trips are anticipated during this phase of work

Activities:

- Conduct research on the options for innovative financing methods, including pay for Success / Social Impact Bonds, Pay for Performance contracting, private and public partnerships and other methods to increase funding for the Human Services Plan.
- Present the findings on a call with the Core Committee.
- Monthly call with the Public Health Director.

Deliverables:

- A report summarizing funding models and funding options.

Phase 4: Human Services Forum

During this phase, Sorenson Impact will host and develop a report summarizing the results of a county-wide Human Services Forum designed to guide the decision making process for the Human Services Plan.

Timeline: October 2018

Staffing:

Jack Robinson, 35 hours @ \$90/hour: \$3,150

Fraser Nelson, 52 hours @ \$105/hour: \$5,460

Nick Fritz, 35 hours @ \$80/hour: \$2,800

Travel: One trip to Jackson by two staff (Nelson, Robinson)

Activities:

- Hold a Human Service Forum to inform the development of the Human Service Plan by presenting the results of the data analysis, public and focus groups, meetings of the Core committee and findings for the innovative financing elements of the planning effort.
- Draft reports from the Forum and initial Human Services Plan.
- Monthly call with the Public Health Director.
- Call with the Core Committee to discuss results of the Forum and iterations of the draft Human Services plan.

Deliverables:

- Meeting agendas, materials, minutes and resulting reports.

Phase 5: Human Services Plan

During this phase Sorenson Impact will draft and finalize a comprehensive, community human services plan for the Town of Jackson and Teton County that incorporates the findings from the prior phases and provides a series of policy-level recommendations for meeting human service needs in an efficient, effective, evidence based manner using a variety of traditional and innovative financing models.

Timeline: Estimated December 2018

Jack Robinson, 18 hours @ \$90/hour: \$1,620

Fraser Nelson, 52 hours @ \$105/hour: \$5,460

Daniel Hadley, 18 hours @ \$90/hour: \$1,620

Nick Fritz, 18 hours @ \$80/hour: \$1,440

Travel: One trip to Jackson by two staff (Nelson, Robinson)

Activities:

- Hold a Human Service Forum to inform the development of the Human Service Plan, including the results of the data analysis, public and focus groups, meetings of the Core committee and findings for the innovative financing elements of the planning effort.
- Monthly call with the Public Health Director.
- Call with the Core Committee to receive feedback on drafts of the Human Services plan.

Deliverables:

- Drafts and a final Human Service Plan that provides Teton County, the Town of Jackson, and the Director of Public Health, as well as community members, a set of recommendations that strategic direction for community planning and prioritization related to health and human services, and help inform and direct future funding decisions.

Project Costs

Note: travel costs are estimated at \$811.50 per trip per person based on average airfare (\$400 roundtrip), lodging (\$141 per night for 2 nights at the GSA-approved rate), and meals, incidentals, and expenses (\$129.5 at the GSA-approved rate for 3-days per trip).

Phase 1:	Personnel, \$11,670	Expenses, \$2434.50
Phase 2:	Personnel, \$20,930	Expenses, \$4,869.00
Phase 3:	Personnel, \$14,210	Expenses, \$4,869.00
Phase 4:	Personnel, \$11,410	
Phase 5:	Personnel, \$11,140	Expenses, \$1,623.00

University F&A \$ 29,986.79

Total Project Cost \$112,142.26

EXPERIENCE

About Sorenson Impact

Sorenson Impact is a think-and-do tank that focuses on solving social problems through the use of data, evidence, and innovation. Housed at the University of Utah's David Eccles School of Business, Sorenson Impact works with public, nonprofit, and private sector stakeholders across the globe to develop and implement outcomes-driven solutions to problems. Our staff of 30 includes experts in data science, finance, policy, investment, and social services. These professionals are augmented by the talents of dozens of graduate and undergraduate students from diverse disciplines. Together, Sorenson Impact works with clients to marshal capital for social good, empower data-driven programs, break down silos across sectors, and equip the next generation of leaders with social purpose.

Similar government clients focusing on social services and health services include: Boise, Idaho; Burlington, Vermont; Las Vegas, Nevada; Portland, Oregon; Missoula County, Montana; Salt Lake County, Utah; the State of Colorado; the State of Utah; the State of Vermont; and Westminster County, Colorado. Sorenson Impact's experience and resources brings significant strengths to this effort, including:

Facilitation and consensus building

Sorenson Impact has a reputation facilitating complex community meetings associated with planning in areas such as economic development, early childhood systems, transportation planning and others.

Recently, Sorenson Impact completed a 6 month long strategic planning process for the JB and MK Pritzker Foundation of Chicago. This effort involved bringing together three national organizations - the National League of Cities and Towns, the National Association of Counties, and the Center for Science and Social Policy to assess needs, define service gaps and build a nation-wide system to ensure needed services reach the nation's 3 million high risk children under the age of three over the next 5 years.

Note: included with the electronic submission is a copy of the work conducted for the Pritzker's Children Initiative. It is not for redistribution.

Using data to drive social impact

Sorenson Impact works across a wide range of government, social, and human service sectors in collecting, analyzing, and interpreting data to develop, implement, and evaluate high-impact strategies with nonprofit, government, and philanthropic organizations.

An example of this type of work is Sorenson Impact's engagement with Blue Star Families to examine a social problem that, intuitively, appeared to be a significant problem but was lacking data-driven evidence to quantify the social cost implications of the problem. We believe that quantifying the costs of social problems, which includes understanding the drivers of costs, and where they accrue, informs decision-making for the development of effective solutions.

We call this approach a social cost analysis. To conduct the analysis, Sorenson Impact reviewed available research that has examined the prevalence rates of negative employment conditions within the military community compared to civilian spouse populations with similar

characteristics focused across the broad categories of labor force participation, unemployment, and underemployment. The social cost analysis component works to overlay estimates of social costs onto the prevalence rates for each component, including things like lost income tax to the federal government, unemployment benefits, and increased rates of mental and physical health issues as a result of the negative unemployment conditions.

The social cost analysis is dependent upon prevalence rates found in studies that have researched the military spouse population and there is a wide range of estimates in the literature for some of the key inputs, including the relative rates of unemployment and underemployment of military spouses as compared to their civilian counterparts. These differences can be influenced by the studies' methodology, the time period evaluated, and any number of other factors. The analysis accounted for some of this uncertainty in the underlying data by using a high and low estimate from within the pool of studies found to be most rigorous and compelling, to approximate high and low bounds of the social cost.

Expertise in government and nonprofit capacity-building

Sorenson Impact provides technical assistance to governments and nonprofits throughout the U.S. to implement evidence-based programs, collect data, and evaluate impact of programs.

An example of this work is an engagement with the Lee Pesky Learning Center (LPLC) in Idaho. Sorenson Impact has engaged with LPLC to leverage its evidence base to attract new forms of capital to reaching at-risk and underserved populations. Over the past 18 years, LPLC has worked with more than 45 individual school districts across Idaho and extensively with the Idaho State Department of Education to provide teacher training and special education services. Recognizing the need for increased funding for education and the cost-saving potential of special education remediation, in 2015, LPLC worked with the Idaho House and Senate education committees to structure and pass education focused PFS legislation.

Sorenson Impact works directly with LPLC to enhance the implementation of outcome-based models for an innovative, hands-on teacher training model and its dedication to creating a teaching force that is highly trained to meet the learning needs of students they serve. Supporting this work, LPLC currently has initial data on this program, including a quasi-experimental study, indicating that students taught by teachers trained by LPLC are more likely to meet reading performance targets. LPLC also collects pre and post test data on students taught by trained teachers that show that students are more likely to achieve school readiness standards and that at-risk students are more likely to improve and not need special education services. Sorenson Impact's technical assistance builds off of this preliminary evidence tier to support the design of a rigorous evaluation of LPLC's service model in order to measure the impact and ensure social science best practices are standardized across the organization.

Note: included with the electronic submission is a copy of a funders brief on a pay for performance pilot program.

Research methodology and data collection

Sorenson Impact has extensive experience evaluating programs using administrative data including early childhood education, maternal and child health, adult health and behavioral health data, emergency room and other healthcare utilization, criminal recidivism, and workforce services. Evaluation methodologies include: survey administration, interviews, and focus group

research with diverse populations and allied public and private entities; extensive descriptive analysis; process evaluations; as well as advanced statistical and spatial analyses of data.

Sorenson Impact has worked with the Utah Association of Counties to analyze criminal justice data related to the Justice Reinvestment Act (JRI). On March 31, 2015, the JRI (House Bill 348S01 "Criminal Justice Programs and Amendments") was signed into law. The Utah Association of Counties has asked Sorenson Impact to examine the effect of JRI on crime in the state of Utah. The Sorenson Impact Data Science Team have examined a number of data sources in an effort to answer the following questions:

1. What is the effect of JRI on the amount of drug-related crimes in local counties?
2. What is the effect of JRI on the criminal justice infrastructure of drug-related crimes?

Sorenson Impact's work will continue through the upcoming legislative session and produce recommendations based on its analysis, which could include lists of other external data that could enhance and contextualize the evidence-based assessment tools (e.g., court adjudication, prior criminal history, etc.) and issues that should be explored more deeply based on the findings or unexpected outcomes of the research.

PERSONNEL AND STAFFING PLAN

Key Project Personnel

Sorenson Impact has an excellent team will meet the goals for this project. Highlighted below are the core team members at Sorenson Impact that will serve the project throughout the duration of the engagement. Resumes are available upon request.

Jack Robinson, PhD, Chief Research Officer

Jack is Chief Research Officer at the Sorenson Impact where he aligns the organization's mission, research agenda, and strategic goals. He supports teams across Sorenson Impact's platforms from project conception to implementation, and he provides high-level advisory services on the variety of project models, finance vehicles, and data-driven strategies deployed across Sorenson Impact. Jack completed his Master's degree and Ph.D in City and Regional Planning at the University of Pennsylvania and a Bachelor's degree in Mathematics, Economics, and Computer Science at Wesleyan University. In his work at Sorenson Impact and in previous private sector consulting, he has advised on strategic planning, infrastructure and capital projects planning, regional economic development, and measurement systems for impact and sustainability for government, private, and institutional clients in the United States, Europe, South Asia, and the Middle East.

Jack will engage directly with the client and stakeholder group while providing internal oversight of research, data, and stakeholder engagements.

Fraser Nelson, Managing Director

Fraser Nelson is Managing Director of Strategic Partnerships at Sorenson Impact, where she facilitates social impact and innovation projects throughout the United States. Prior to joining Sorenson, she served as the first Director of Data and Innovation for Salt Lake County Mayor's Office, where she led the successful launch of two Pay for Success initiatives. Fraser founded and was the CEO of the Community Foundation of Utah, growing the Foundation from an idea to a national leader in innovative philanthropy. In this role she authored similar reports for the Utah Association of Financial Services. She holds a B.A. from Duke University and an M.A. from St. Mary's University.

Fraser will engage directly with the client and serve as the primary facilitator for all stakeholder engagement. In this role, Fraser will be the team lead in the development of recommendations, interim reports, and the final Health Services plan.

Daniel Hadley, Chief Data Scientist

Daniel came to Sorenson Impact by way of Somerville, Massachusetts, where he was Chief of Staff to Mayor Joe Curtatone and an Innovations in American Government Fellow with the Harvard Kennedy School. He oversaw department heads managing operations and public safety for a city of 80,000. Because of his background as an analyst and later Director of the Department of Analytics and Innovation, Daniel also played the role of Chief Data Scientist, using programming tools to uncover trends and make statistical models for the City. Daniel is a graduate of the University of Utah and Harvard University, where he received a Master of Urban Planning.

Daniel will serve as the team lead for data analytics and presentation of systems-level recommendations, and he engage directly with data managers and administrators to ensure the project has access to the best and most complete data.

Nick Fritz, Senior Associate (Project Manager)

Nick is a Senior Associate for Sorenson Impact. He works primarily in impact measurement, working with nonprofits and foundations to quantify the social benefits of individual intervention programs, as well as individual and portfolio-wide investments. Prior to joining Sorenson, he was a Captain in the United States Marine Corps, where he specialized in logistics operations, leading Marines in the planning and execution of ground, aerial, and maritime transportation missions. Nick has his B.S. from the University of Akron and earned his Masters of Business Administration at the David Eccles School of Business at the University of Utah, where he has focused in social finance.

Nick will serve as the project manager with oversight and management of all processes. He will lead the development of economic model(s), scenario, and financial sensitivity analysis.

Gwendolyn Reynolds, Data Scientist

Gwen specializing in using data to help governments, nonprofits, and philanthropists analyze policy proposals and programmatic changes. Prior to joining Sorenson Impact, she worked as a Research Project Director for the National Bureau of Economic Research, where she managed a behavioral economics lab that specialized in creating behavior change in health and savings. Prior to that, she worked for Harvard Kennedy School analyzing the relationship between race and economics in industrial cities in America. Gwen completed a master's degree at Harvard University and is a graduate of the University of Utah.

Gwen will be responsible for data access, management, and security protocols. Gwen will serve as the team lead for data protocols and Institutional Review Board reviews and ensure that all activities are compliant will applicable regulations for sensitive data sets (e.g., longitudinal client-level data at-risk populations, physical health, behavioral health, substance use and treatment, etc.).

Other Center staff as well as graduate and undergraduate student researchers working for Sorenson Impact will be engaged by the core project team on an as-needs basis.

Team Organization and Process Management

The Center's established strategy for ensuring continuity on this PFS project is to effectively manage project resources. The Center considers not only how project teams are balanced in terms of experience and technical skills but considers subject matter expertise as well. Currently, the Center has several PFS feasibility projects underway in early childhood outcomes through its SIF program; however, the number of early childhood projects in the current cohort (which winds down in Summer 2017) exceeds the number of new projects under this portfolio providing capacity within our early childhood team. The Center recently added staff resources, including staff formerly on leave conducting PFS work at the federal level, in this issue area in recognition of the sustained interest and perceived viability of PFS projects for early childhood outcomes.

Overview of Qualifications

Sorenson Impact's government and service provider capacity-building programs have contributed to a robust pipeline of high-quality, evidence-based social sector projects throughout the U.S. that are prepared to move toward outcome- and performance-based contract implementation. Sorenson Impact and its staff have been involved in many aspects of these projects including: feasibility assessments for governments and school districts; capacity building and technical assistance for service providers; data access and integration; and pay-for-performance transaction structuring assistance in developing economic models, raising project funds, and providing guidance on enabling legislation. Some of these engagements have resulted directly in several successful launches of performance-based projects and pilot projects (e.g., Pay for Success, Social Impact Bonds, and performance-based contracting models). Below is a list of performance-based engagements and their status (an asterisk denotes direct service to or participation of governments, school districts, or health districts):

Completed Feasibility Studies (15)

Boise, Idaho* (homelessness)
Charitable Assistance to Community's Homeless, Boise, Idaho (homelessness, rapid re-housing)
Community Supervision Alternatives, State of Montana (substance use disorder)
Defy Ventures (recidivism, workforce development)
First Step House, Salt Lake County, Utah (substance use disorder)
Larimer County Health Collaborative, Colorado* (homelessness, behavioral health)
Las Vegas, Nevada* (early education)
Los Angeles Universal Preschool (early education)
Mental Health Partners (homelessness, substance use disorder, behavioral health)
Missoula, Montana* (recidivism, justice involvement)
Progressive Learning* (early education)
State of Colorado* (recidivism, homelessness)
Terry Riley Medical and Behavioral Health (substance use disorder, homelessness)
The Road Home, Utah* (homelessness, rapid re-housing)
Westminster, Colorado* (early education)

Feasibility Studies in Progress (18)

Alliance House (workforce development, adults with disabilities)
Burlington, Vermont* (early education)
Columbus Community Center (career and technical education, autism spectrum disorder)
Friends of the Children (early education, long-term mentorship)
Graduation Alliance (career and technical education, workforce development)
Growing Home, Inc. (housing assistance, parent counseling)
International Center for Appropriate and Sustainable Technology (green tech housing upgrades)
Lee Pesky Early Education Center (early education)
Pomona School District* (early education)
Portland, Oregon* (green tech housing upgrades)
State of Colorado* (juvenile justice, child welfare)
State of Utah* (recidivism, justice involvement)
State of Vermont* (early education)

Institute on Aging (adults with disabilities)
Planned Parenthood Association of Utah (reproductive health, family planning)
Richmond City Health District* (pediatric asthma)
UTEC, Lowell, Massachusetts (juvenile justice, workforce development, gang in-reach)
Washington State of Early Learning* (early education)

Data Readiness Engagements (3)

Care Oregon, Clatsop County, Oregon (early education)
Catholic Charities of Chicago, Illinois (homelessness)
San Diego Workforce Partnership (workforce development)

Sorenson Impact's government clients include municipal, district, county, and state jurisdictions. Through this work, we have learned that success working with a variety of types of governments requires knowledge and experience of the dynamics, roles and responsibilities, and procedural activities related to different forms of government. With each jurisdiction, we have provided direct technical assistance to, among other things, identify a high-needs population, conduct comprehensive literature reviews for evidence-based interventions matched to a target population, develop cost/benefit analyses to assess the value proposition for proposed intervention(s), and manage data mapping and systems integration projects that support cross-sector analyses of the target population, including trend analyses, targeted outcome metrics, and cost structures.

In building capacity with service providers, Sorenson Impact is dedicated to connecting providers to unbiased academic researchers that know "what works" in social sciences as well as providing in-depth consulting from the service provider team on best practices, sequenced appropriately to ensure the internal steps necessary to establish program fidelity. Sorenson Impact's approach is client-centric in meeting providers "where they are at" rather than employing a one-size-fits-all approach. Executing on the work plans developed through an initial needs assessment, our staff helps providers apply evidence-based programmatic principles to their own organization, including target population identification, service cost models, analysis of data systems/infrastructure, and assistance developing and executing on a strategy to move the organization along the evidentiary continuum from preliminary (e.g., pre- and post-assessments with validated instruments) to strong (e.g., robust quasi-experimental design or randomized control trials) levels of evidence, whether through pay for performance funding or otherwise.

REFERENCES

Mat Aubuchon, Director of Early Childhood Education
Adams County School District 50 (Westminster, CO)
maubuchon@adams50.org
(303) 657-3921

Janet Froetscher
President, JB + MK Pritzker Foundation
jfroetscher@pritzkerfoundation.org
(312) 447-6000

Andrew Grueber
Executive Director, Wasatch Front Regional Council
agruber@wfrfc.org
(801) 363-4250

Angeli Weller, Ph.D., MBA
Lee Pesky Learning Center (Idaho)
aweller@lplearningcenter.org
(208) 409-0286

Proposal to:

Teton County, Wyoming and Town of
Jackson, Wyoming

In Response to:

Human Services Planning – Request for
Proposals

September 28, 2017

PublicKnowledge

ADVISING GOVERNMENT AGENCIES

1911 SW Campus Drive, #457

Federal Way, WA 98023

www.pubknow.com

Contact: Jim Plane

jplane@pubknow.com

(208) 890-0433

1 Identification of Submitting Entity

Submittal Content: 1. Identification of the Submitting Entity. State the name of the firm, mailing address, telephone number, email address, and individual authorized to negotiate on behalf of the firm. (1 page maximum)

Public Knowledge, LLC
1911 SW Campus Drive #457
Federal Way, WA 98023

September 28, 2017

Jodie Pond
Director Environmental and Public Health
Teton County Public Health Department
PO Box 937
460 E Pearl Ave.
Jackson, WY 83001

Human Services Planning – Request for Proposal

Dear Ms. Pond:

On behalf of Public Knowledge, LLC (PK) I am pleased to submit this proposal in response to your Human Services Planning Request for Proposal. It is our understanding that you intend to enter into a contract with a consultant to develop and create a Human Services Plan for Teton County.

Our firm has more than 25 years of experience in vision and mission development, and plan development. Our team has worked on strategic planning projects throughout Wyoming and the country. Our consultants have facilitated meetings with 100+ people and are certified ToP Facilitators by the Institute of Cultural Affairs. Three out of our consultants are local to Wyoming and understand the budget cuts and other factors affecting the state. They understand the importance of strategic planning to assess and prioritize the options, and develop creative solutions to meet community needs with reduced funding. I am authorized to negotiate on behalf of the firm. You may reach me at the mailing address above or at jplane@pubknow.com or (208) 890-0433.

Sincerely,



Jim Plane, Partner

2 Work Plan, Fees, and Innovation

Submittal Content: 2. Work Plan and Fees. Describe in detail the proposed work process that will be developed to provide the required services in Section 3. Describe how required services will be complete within the timeline established in Section 3. Include a fee proposal (task hours and staff billing rates with inclusion of expected travel costs, project-related expenses and contingency) for each task. (10 pages maximum)

Submittal Content 3. Innovation. Identify and describe in detail experience with a variety of approaches to Human Service funding and requirements that may be useful to the community (must be included in the proposed Work Plan).

Local governments must find new and innovative ways to finance the human service needs of their residents. The ultimate question is, how do we “meet increased demand for assistance at a time of tight budgets and heightened public expectations for effective outcomes in the work we do?” (APHSA Pathways Issue Brief, “A Framework for Alternative Human Service Financing,” page 1). The answer to this depends on where you are in the United States or even which county in Wyoming. Each county faces unique needs, unique funding opportunities, and unique challenges. The purpose of this project is to make a plan for Teton County that meets its needs and can be supported by the funding available.

We have many tools and techniques to choose from for stakeholder engagement that is needed. We have a process for strategic planning that builds upon the strengths, recognizes the challenges, and is intentional about results.

We will work closely with the Public Health Director to provide high quality, on-time deliverables. Our project manager will meet with the Public Health Director monthly, or more frequently if needed.

Our total proposed cost for this project is **\$116,550**. We will charge a blended rate of \$185/hour inclusive of all travel costs and project related expenses. Our approach to each phase including hours, fees, and representative activities are described in the work plan below.

2.1 Ongoing Project Management

Innovation and Tools Used: PMBOK Project Management Professional Standards

Estimated Hours	95 hours, \$17,575
Expected Duration	December 2017 – December 2018
Representative Activities	• Provide monthly status and timeline updates (progress reporting) • Facilitate project meetings as requested • Provide project management assistance, as requested
Assumptions	• Monthly status meetings, or more often if the project requires it or the Director requests • Status meetings will be in-person as needed, and by webinar for the remainder • The consultant shall supply the Director with at least (1) one copy of all completed or partially completed reports, studies, forecasts, maps, notes or plans as deemed necessary by the Director at least (3) three working days before each status meeting • The Director shall schedule the meetings, as necessary, at key times during the development of the Human Service Plan
Deliverables	• Status Meeting Agendas • Monthly status reports, including any identified issues and risks (progress reporting) • Status Meeting Minutes

2.2 Phase 1: Research and Development

Innovation and Tools Used: Research methodologies, environmental scanning, and stakeholder engagement

Estimated Hours	125 hours, \$23,125
Expected Duration	December 2017 – February 2018
Representative Activities	• Document review, including strategic plans, status, white papers, needs assessments, reports, and other materials as needed • Research funding models found in other counties, including federal funding, state funding, local funding, grant funding, foundations, individual donations, Social Impact Bonds (SIBs), pay for success or pay for outcomes, local business partnerships, and other sources as appropriate • Stakeholder interviews to identify participants in the Core

	Committee for the duration of the project, and to inventory key challenges to be addressed
Assumptions	• A maximum of 6 key stakeholder interviews • The Director will assist us in identifying the key stakeholders to interview • We will draft the invitation and one-page information sheet for the Core Committee for the Director to use when inviting
Deliverables	• Draft Research Report • Final Research Report • Recommended Membership for Core Committee • Invitation and One-Page Information Sheet on the Core Committee for invited members

2.3 Phase 2: Public Input and Stakeholder Engagement

Innovation and Tools Used: Appreciative Inquiry, focus groups, survey, interviews, ICA ToP Facilitation, and assessment tools

Estimated Hours	150 hours, \$27,750
Expected Duration	March 2018 – May 2018
Representative Activities	• Interview the Core Committee Members • Facilitate a planning session with the Core Committee to create an assessment plan for this phase, identify all impacted stakeholders, and solidify the stakeholder engagement plan • Public outreach through surveys, focus groups, and town hall meetings • Gather information during assessment of services, preferences, agencies, strengths, weaknesses, opportunities, and threats
Assumptions	• Maximum of 15 interviews of members • Maximum of 2 focus groups • Maximum of 2 town hall meetings • Survey questions will be largely closed-ended

Deliverables	• Draft interview protocol • Final interview protocol • Assessment Plan • Agendas and Minutes from all focus groups and meetings • Draft survey protocol • Final survey protocol • Public Input Summary
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2.4 Phase 3: Vision and Mission Development

Innovation and Tools Used: ICA ToP Facilitation and ICA Strategic Planning

Estimated Hours	60 hours, \$11,100
Expected Duration	June 2018
Representative Activities	• Facilitate a planning session with the Core Committee to identify the vision and mission of the Teton County Human Services continuum • Facilitate town hall meetings to gain input on the vision and mission statements
Assumptions	• Maximum of 2 town hall meetings
Deliverables	• Agendas and Minutes from all meetings • Final Mission and Vision Document, including logo branding for the effort if applicable

2.5 Phase 4: Funding Model Development

Innovation and Tools Used: ICA ToP Facilitation and ICA Strategic Planning

Estimated Hours	80 hours, \$14,800
Expected Duration	July 2018

Representative Activities	• Finalize research started in Phase 1 to gather more specific information on identified potential funding for Teton County during Public Input in Phase 2 • Facilitate a planning session with the Core Committee to identify a funding model for Teton County Human Services continuum • Facilitate town hall meetings to gain input on the funding model
Assumptions	• Maximum of 2 town hall meetings
Deliverables	• Agendas and Minutes from all meetings • Final Recommended Funding Model

2.6 Phase 5: Human Services Forum

Innovation and Tools Used: Meeting and event planning, ICA ToP Facilitation, and ICA Strategic Planning

Estimated Hours	40 hours, \$7,400
Expected Duration	August 2018
Representative Activities	• Hold and facilitate a Human Services Forum to gain input on the funding model, including but not limited to the work of the project and Core Committee, current agencies and provider booths, multiple opportunities to give input in various facilitated sessions, interviews, in-person short surveys, and onboard rating systems
Assumptions	• Human Services Forum will be no more than 4 hours in length • Director will supply or help us identify a location for the Forum
Deliverables	• Human Services Forum invitation • Human Services Forum plan and facilitator plan • Minutes and summary from the forum

2.7 Phase 6: Human Services Plan

Innovation and Tools Used: Succinct writing, proofreading and editing of written work

Estimated Hours	80 hours, \$14,800
Expected Duration	September 2018 – December 2018
Representative Activities	• Gather all input from this project and information gleaned from other reports and assessments to write a Human Services Plan for Teton County • Walk-through draft plan with Core Committee • Finalize plan
Assumptions	• None
Deliverables	• Draft Human Services Plan • Agenda and minutes from Core Committee meeting walkthrough • Final Human Services Plan

3 Experience

Submittal Content: 3. Experience. Provide specific and detailed examples of direct experience with Human Services, group facilitation, consensus building, comprehensive planning and resource allocation. (5 pages maximum)

Our team has worked on many projects involving group facilitation, consensus building, comprehensive planning, and resource allocation for human services programs. Our consultants worked on all the projects listed below. Section 4 identifies our staff to specific projects.

Project Table 3.1: Projects with Direct Experience

Project	Description of Experience
ID Department of Health and Welfare State Medicaid Health Information Technology Planning 4/2011 – 12/2011	Group Facilitation, Consensus Building, Comprehensive Planning Project Description: We provided project management services to support the development of the Idaho State Medicaid Health Information Technology (HIT) Plan and implementation-advance planning document. Part of the Health Information Technology for Economic and Clinical Health Act required the State to develop a plan for the provider electronic health record incentive program. We worked with State resources to scope various information technology solutions and the associated costs to support the HIT program.

Project	Description of Experience
ID Transportation Department Division of Highways Technology Investment Plan 6/2011 – 10/2012	Group Facilitation, Consensus Building, Comprehensive Planning Project Description: The Division recognized its program was using numerous disparate systems to support highway business processes. To determine if the disparate systems functionality was duplicated in core transportation enterprise systems, the Division desired to assess the functionality of each disparate system. We assisted the Division in assessing the current information technology environment to identify opportunities to discontinue unused applications and leverage existing functionality for other areas of highways.
MT Department of Public Health and Human Services Montana Service First CHIMES Organizational Readiness/Executive Leadership Assistance 7/2012 – 3/2013	Human Services, Group Facilitation, Consensus Building, Comprehensive Planning Project Description: We provided mentoring, coaching, and organizational readiness activities for the Service First Project executive leadership team as the Department embarked on the implementation of a new statewide eligibility system and a change to the organizational structure and business processes. The Department contracted with us to provide business transition planning and assistance in helping the Department plan and implement the eligibility business process changes. We facilitated the Department's leadership group meetings to help move forward decision-making, planning, analysis, and communication regarding the changes. Later, the scope of work expanded to assist the Department in planning and preparing for the ACA.
National Children's Bureau Capacity Building Center for Courts 10/2017 – 9/2018	Human Services, Group Facilitation, Consensus Building, Comprehensive Planning, Resource Allocation Project Description: Over the past 20 years, Children's Bureau-funded services have responded to new legislation and research, changes in standards of best practice, and emerging needs in the field of child welfare. Building on the prior work, the Children's Bureau launched the new Child Welfare Capacity Building Collaborative. The Collaborative is a partnership among three centers—the Center for States, Center for Tribes, and Center for Courts. The Collaborative builds capacity and helps public child welfare agencies, Tribes, and courts enhance and mobilize the human and organizational assets necessary to meet federal standards and requirements; improve child welfare practice and administration; and achieve safety, permanency, and well-being outcomes for children, youth, and families. We serve as a regional liaison.

Project	Description of Experience
OR Department of Human Services Child Safety in Substitute Care Independent Review 1/2016 – 12/2016	Human Services, Group Facilitation, Consensus Building, Comprehensive Planning Project Description: The Department provides services to ensure the safety and stability of Oregon's children and youth including specific places for children to reside when they cannot reside safely in their own homes. The System experienced some visible breakdowns. To protect the children the System serves, DHS engaged with us to conduct an independent, third party comprehensive review and assessment of the Child Substitute Care Services System to identify current gaps and facilitate needed improvements and processes. We identified key issues and challenges facing the System, identified areas of System strengths, and identified best practices and recommendations to support and facilitate System improvements.
WA City of Tacoma Information Management System Organizational Change Management 12/2015 – 3/2017	Group Facilitation, Consensus Building, Comprehensive Planning Project Description: The City implemented the Tacoma Information Management System (TIMS). TIMS is a multi-year program that helps employees better organize and find their documents and information. TIMS works behind the scenes to help with records management. TIMS impacts all City employees and how they work with electronic documents and email. It included implementing a single, enterprise-wide solution with embedded records management software. The City benefited from increased efficiency, decreased document volume, improved compliance, faster responsiveness to Public Disclosure Requests and improved preservation of information for posterity. We provided organizational change management support for this effort.
WA State Health Care Quality Authority Fee for Services Feasibility Study 5/2007 – 2/2008	Comprehensive Planning, Resource Allocation Project Description: We conducted a feasibility study for the Washington State Health Care Quality Authority to explore the possibility of a private pay registry for providers.
WA State Department of Transportation Olympic Region Organizational Assessment and Retreat 10/2007 – 6/2008	Group facilitation and comprehensive planning Project Description: The Department's administrative offices sought opportunities for improvement related to its reputation with customers and to improve working relationships within several offices. We provided consultation and facilitation to the Region through a strategic planning effort. As key issues surfaced, we assisted with facilitated conversations for affected parties to address the issues.

Project	Description of Experience
WA Department of Transportation Team Alignment and Facilitation and Planning 3/2007 – 6/2007	Group Facilitation, Consensus Building, Comprehensive Planning Project Description: To prepare for an upcoming influx of projects due to a large funding package, the Department recognized a need to build common expectations and clarify roles and responsibilities between headquarters and support groups, and the four or five very large construction projects between Central Seattle and Pierce County. We assisted in meeting this recognized need.
WY State Bar Young Lawyers Section Strategic Planning 5/2017 – 6/2017	Human Services, Group Facilitation, Consensus Building, Comprehensive Planning Project Description: The Young Lawyers Section wanted to create a strategic plan for moving the section forward. We assisted the Young Lawyers Section by facilitating a strategic planning session and providing a report.
WY Grown Strategic Planning 2/2017 – 3/2017	Human Services, Group Facilitation, Consensus Building, Comprehensive Planning, Resource Allocation Project Description: We facilitated a planning session with key stakeholders to identify the current strengths, weaknesses, opportunities, and threats to the program. We also discussed funding models for the program, and innovative approaches to the work given decreased funding and new administration
WY Supreme Court Children's Justice Project 8/2015 – 7/2018	Human Services, Group Facilitation, Consensus Building, Comprehensive Planning, Resource Allocation Project Description: We assist the Wyoming Supreme Court Children's Justice Project (CJP) to assess and improve the Wyoming juvenile court system's processes involving abuse and neglect proceedings. Representative activities and deliverables supporting process improvement includes: grant application support, supreme court publications updates and maintenance, planning and facilitating attorney training, facilitation of the CJP Advisory Council meetings, termination of parental rights audit, facilitation of an annual symposium on Children's justice, the development of a project management plan for Court Observation Project, and the development and implementation of guardian ad litem evaluation project plan.

Project	Description of Experience
WY Department of Healthcare Financing Medicaid Enterprise Change Management and Facilitation 8/2016 – 6/2018	Group Facilitation, Consensus Building, Comprehensive Planning Project Description: The Division is in the process of a Medicaid Information Technology (IT) enterprise transformation and recognizes that changes will occur and stakeholders need to prepare. The DHCF contracted with us to conduct planning activities for project milestones; establish a governance structure; develop a change management plan; facilitate stakeholders sessions to ensure all stakeholders are identified and communicated with; communication planning; assist with an organizational redesign including review of key functions of the existing to-be state; and a baseline and follow-up organizational awareness assessment to gather information from stakeholders to inform change management and communications activities.
WY Department of Education Strategic Planning 11/2014 – 1/2015	Human Services, Group Facilitation, Consensus Building, Comprehensive Planning Project Description: The Department and the Transition Team for Jillian Balow, the State Superintendent of Education, undertook a strategic planning effort to get quick input on the state of education in Wyoming and plan for the transition of office. The administration created an Outreach Cabinet of experts and advisors to assist in these efforts. We assisted with the planning session and report.
WY Department of Health Organizational Leadership Development 05/2013 – 04/2015	Group Facilitation, Consensus Building, Comprehensive Planning Project Description: The State of Wyoming Department of Health, Division of Healthcare Financing (DHCF) undertook this project to use an organizational development approach that would: ▪ Assess and provide direct feedback to individuals on their leadership style, capabilities, and “blind spots” so they can excel in their jobs; ▪ Help the leadership team understand their dynamics and dependencies, so they can build on the strengths of individuals and relationships; and ▪ Assist in building a strong leadership team, which will be better equipped to connect decisions and actions to desired outcomes and results.
WY City of Cheyenne Strategic Planning 5/2017 – 6/2017	Group Facilitation, Consensus Building, Comprehensive Planning Project Description: The City of Cheyenne wanted to create a strategic plan for moving the City forward. We assisted the City by facilitating a strategic planning session and providing a report.

Project	Description of Experience
WY Division of Healthcare Financing Long Term Services Redesign 02/2014 – 04/2015	Human Services, Group Facilitation, Consensus Building, Comprehensive Planning, Resource Allocation Project Description: The Division engaged us to assist in identifying options for reforming and redesigning the Medicaid Long Term Care (LTC) services system. The initiative included modernizing the LT-101 Eligibility Assessment and Plan of Care Tool, redesigning the nursing home rate reimbursement model, removing the cap on the LTC and Assisted Living Facility Waivers, home and community based services capacity building and barrier identification, and an overarching vision and redesign for the system.

4 Personnel and Staffing Plan

Submittal Content: 5. Personnel and Staffing Plan. Identify and provide resumes for all personnel who will have responsibility for performing the approach to service provision. Indicate the level of effort each staff person shall have in providing each service. Indicate the organization of the proposed team, specifically identifying the proposed Project Manager. Explain how the team will be organized to ensure adequate communication and performance among the personnel/firms in the team arrangement. Provide a brief overview of the firm's qualifications to undertake this assignment. The County and Town are expressly interested in the firm's experience and qualifications of providing professional services for this specific project. Lengthy explanations of completed, yet unrelated, projects will not be considered. (10 pages maximum)

For over thirty years we have focused on human services. Our assistance to public agencies includes group facilitation, consensus building, comprehensive planning, and resource allocation. Our consultants understand that government is always evolving. New leaders enter, positions change, new tools are introduced, and funding sources change. Local government is always working to collaborate with the community by direct interactions with community groups and members of the public through outreach, public meetings, and continuous stakeholder engagement. Our team consists of experienced facilitators who have worked extensively with local government. Our facilitation approach is collaborative and results-focused. Our staff, our experience, and our approach will provide you with what you need to successfully meet your planning goals. The table below shows the estimated monthly level of effort based on the information in the RFP. We will commit to providing the appropriate amount of time necessary to complete the full scope of work.

Table 4.1: Monthly Percentage of Time

Name	Role	Level of Effort
Jim Plane	Engagement Partner	5%
Jennifer Vachon	Project Manager	30%
Jeri Melinkovich, JD	Deputy Project Manager and Facilitator	30%
Whitney Agopian, JD, PMP	Facilitator and Research Specialist	20%
Stacey Obrecht, JD, CWLS, PMP	Facilitation Lead	10%

Table 4.2: Project Staff Resumes

Jennifer Vachon

jvachon@pubknow.com · 360-790-6637**Projects**

Medicaid Enterprise Change Management and Facilitation, WY Department of Healthcare Financing, Subject Matter Expert and Facilitator Advisor 8/2016 – Present

- Developed facilitators agenda for regular meetings that educates on change management initiatives for 30+ Medicaid IT projects within the Division of Healthcare Financing
- Developed facilitators agenda for communication planning sessions
- Developed facilitators agenda for transition planning meetings between multiple teams in preparation for system changes
- Advises on change management activities including a baseline readiness assessment to track change management activities and change readiness

Tacoma Information Management System Organizational Change Management, City of Tacoma, WA, Project Manager 12/2015 - Present

- Established an OCM framework
- Developed and implemented plans for OCM, training, and communication
- Provided ongoing facilitation to support OCM activities

Organizational Development Change Management and Leadership Team Development Project, WY Department of Health, Project Manager, and Leadership Development Coach, and Facilitator 3/2013 – 7/1/2014

- Provided individual leadership development assessment and coaching, and facilitated leadership and programmatic team alignments for the Medicaid Division at the Department
- Included administration of the Hogan Leadership Styles Inventory across the team, and individual leadership coaching
- Included general management consultation and advice regarding organizational restructuring and other management topics

Montana Service First CHIMES Organizational Readiness and Executive Leadership Assistance, MT Department of Public Health and Human Services, Deputy Project Manager 7/2012 – 3/2013

- Provided ongoing management consultation, leadership coaching, transition planning, communication planning, training program planning, and project management support
- Guided the Department through an enterprise transformation and culture change project in tandem with a large system implementation project.
- Worked with the Division Administrator and Bureau Chiefs to develop sustainable management processes, plans, and structures to support current and future change management efforts.
- Provided executive coaching to Bureau Chiefs, facilitated leadership team alignment effort.

Idaho Highways Technology Investment Plan (HTIP), ID Transportation Department, Subject Matter Expert, Facilitator 6/2011 - 10/2012

- Provided project management and business analysis to assist in development of a strategic roadmap for ITD's technology program
- Facilitated requirements and business process mapping sessions to better understand how systems can be integrated to improve data reliability and usage
- Performed a comprehensive as-is assessment of all systems currently used by the Division of Highways by interviewing more than 30 business groups
- Facilitated a cross-functional visioning session
- Developed recommendations for a strategic approach to implementing their technology program

Idaho State Medicaid Health IT Planning, ID Department of Health and Welfare, Analyst 3/2011 – 7/2011

- Helped develop early planning documentation to support an Idaho State Medicaid Health Information Technology Plan (SMHP), including a stakeholder communication plan

Fee For Service Feasibility Study, WA State Health Care Quality Authority, Analyst 5/2007 – 2/2008

- Conducted research and statewide interviews with partner agencies to determine demand for implementing a private-pay registry
- Identified alternatives for serving private pay consumers
- Conducted feasibility analysis,
- Identified technical, legal, and policy hurdles
- Determined financial feasibility of implementing a private-pay system

Organizational Assessment, WA State Department of Transportation; Olympic Region, Project Manager

10/2007 –
6/2008

- Conducted an organizational assessment of the Washington State Department of Transportation's Human Resources, I.T., Finance, Purchasing, and Safety offices
- Included development and distribution of staff and customer surveys, conducting 1:1 interviews, developing recommendations for leadership, facilitating management team workshops, and facilitating a 40-person all-staff team development retreat

Team Alignment Facilitation and Planning, WA State Department of Transportation, Environmental & Engineering, Facilitator

3/2007 –
6/2007

- Facilitated recurrent cross-functional alignment sessions for transportation directors and executives to develop a high-level action plan to ensure that adequate processes, procedures, and oversights were in place in preparation for an anticipated large funding package and associated delivery expectations
- Session planning and interviews, agenda development, facilitation, and documentation of decisions, actions, and recommendations

Education and Certifications

- BA: Bachelor of Arts, Psychology, Whitman College 1997
- MA: Masters in Applied Behavioral Science (Org. Development), Bastyr University 2000
- Institute of International Learning Project Management Certificate Program
- Institute of Cultural Affairs certified in Group Facilitation and Strategic Planning
- Graduate of Thurston County Dispute Resolution Certified Mediator Program
- Trained in executive and professional coaching
- Certified in the Hogan Leadership Assessment and in the Change Style Indicator

Jeri Melinkovich

jmelinkovich@pubknow.com · 307-399-9345

Projects

Capacity Building Center for Courts, National Children's Bureau, Consultant and Project Controller

5/2016 –
Present

- Assisted in managing the budget, deliverables, quality assurance on deliverables, and other management aspects of the project
- Assisted with liaison activities including review of strategic plans, developing capacity building initiatives, and quality assurance of online learning experiences

Supreme Court Children's Justice Project, WY Supreme Court, Project Manager

8/2015 – Present

- Managed the budget, resources, deliverables, resource allocation, and other management aspects of this project
- Developed an annual strategic plan that includes quality improvement initiatives within the juvenile court system
- Developed and performed annual audit of termination of parental rights proceedings to determine trends and improvement measures
- Facilitated large group council meetings in discussions on quality improvement initiatives and projects
- Performed quality assurance on juvenile justice publications including updating according to new statutes and case law
- Facilitated the development of an annual conference on children's justice issues

Child Safety in Substitute Care Independent Review, OR Department of Human Services, Consultant

1/2016 – 12/2016

- Developed a comprehensive assessment of the current state of the OR foster system, barriers and issues that effects safety for children, and a plan moving forward to improve the system
- Facilitated focus groups with stakeholders involved in the OR foster cares system
- Developed, administered, and analyzed survey results of stakeholders involved in the OR foster care system

Wyoming Grown Strategic Planning, WY Department of Workforce Service's, Facilitator

2/2017 – 3/2017

- Assisted in developing and facilitating a group strategic planning session, including developing a deliverable detailing a comprehensive plan and next steps
- Facilitated consensus building in determining strengths, barriers, and next-steps

Medicaid Enterprise Change Management and Facilitation, WY Department of Healthcare Financing, Facilitator and Project Controller

8/2016 –
Present

- Assisted in managing the budget, deliverables, quality assurance on deliverables, and other management aspects of the project
- Facilitated regular meetings that educates on change management initiatives for 30+ Medicaid IT projects within the Division of Healthcare Financing
- Facilitated meetings with the leadership team to identify issues, escalate, and create mitigation strategies
- Developed and facilitated communication planning sessions
- Developed and facilitated transition planning meetings between multiple teams in preparation for system changes
- Created surveys and analyzed results on leadership team needs for an organizational redesign
- Created a baseline readiness assessment to track change management activities and change readiness

Education and Certifications

BS: Bachelor of Arts, University of Wyoming	2009
MPA: Masters of Public Administration, University of Wyoming	2012
JD: Juris Doctorate, University of Wyoming College of Law	2012
Certified Facilitator, Institute of Cultural Affairs (ICA)	2016

Whitney Agopian

wagopian@pubknow.com · 307-277-3647

Projects

State Bar Young Lawyers Section Strategic Planning, WY State Bar, Lead Facilitator

5/2017 –
6/2017

- Developed and facilitated a group strategic planning session, including developing a deliverable detailing a comprehensive plan and next steps
- Facilitated consensus building in determining strengths, barriers, and next-steps

Medicaid Enterprise Change Management and Facilitation, WY Department of Healthcare Financing, Project Manager

8/2016 – Present

- Managed the budget, resources, and alignment for this project
- Created a project plan and facilitated regular group meetings that coordinates over 30+ Medicaid IT projects within the Division of Healthcare Financing
- Created a governance structure to facilitate issue identification, escalation, and the creation of mitigation strategies
- Developed and facilitated communication planning sessions
- Developed and facilitated transition planning meetings between multiple teams in preparation for system changes
- Facilitated contract manager training meetings and assisted in determining strategy, issues, and next steps
- Developed surveys, analyzed results, and facilitated meetings with executive leadership on organizational redesign issues and strategies
- Developed a baseline readiness assessment to track change management activities and change readiness

Supreme Court Children’s Justice Project, WY Supreme Court, Consultant

8/2015 – Present

- Assisted in developing an annual strategic plan that includes quality improvement initiatives within the juvenile court system
- Developed and performed annual audit of termination of parental rights proceedings to determine trends and improvement measures
- Quality assurance on juvenile justice publications including updating according to new statutes and case law
- Facilitated the development of an annual conference on children’s justice issues

Department of Education Strategic Planning, WY Department of Education, Consultant

11/2014 – 1/2015

- Survey development, review of goals, and facilitated sessions with staff to refine the strategic plan, metrics, and align it with the Department’s vision
- Facilitated a session with the State Board of Education

Long Term Services Redesign, WY Division of Healthcare Financing, Consultant and Project Manager

2/2014 – 4/2015

- Assisted in identifying gaps on the current waiver application
- Coordinated and compiled public comment
- Administered a public survey to gain input from clients and provider
- Assisted with writing the Waiver Renewal Application

Education and Certifications

BS: Bachelor of Science in Biology, Mesa State College	2002
JD: Juris Doctorate, University of Wyoming College of Law	2009
Project Management Professional (PMP), Project Management Institute	2015
Certified Facilitator, Institute of Cultural Affairs (ICA)	2014

Stacey Obrecht

sobreth@pubknow.com · 307-287-8941

Projects

City of Cheyenne Strategic Planning, WY City of Cheyenne, Project Manager and Lead Facilitator	5/2017 – 6/2017
- Developed and facilitated a group strategic planning session, including developing a deliverable detailing a comprehensive plan and next steps - Facilitated consensus building in determining strengths, barriers, and next-steps	
State Bar Young Lawyers Section Strategic Planning, WY State Bar, Facilitator	5/2017 – 6/2017
- Assisted in developing and facilitating a strategic planning session, including developing a deliverable detailing the strategic plan and next steps - Advised on group facilitation strategies	
Capacity Building Center for Courts, National Children' Bureau, Project Manager and Liaison	05/2016 – Present
- Served as the Liaison for Region 7 and Region 10 states – including Kansas, Iowa, Nebraska, Missouri, Alaska, Idaho, Oregon, and Washington - Provides universal, constituency, and tailored services to the CIPs and court systems in the region, the PIC for CFSR work from the CBCC, as well as serving on the regional capacity building team with the other centers	
Child Safety in Substitute Care Independent Review, OR Department of Human Services, Subject Matter Expert and Facilitator	1/2016 – 12/2016
- Facilitated focus groups with stakeholders involved in the OR foster cares system - Advised on development, administration, and analysis of survey results of stakeholders involved in the OR foster care system - Developed a comprehensive assessment of the current state of the OR foster system, barriers and issues that effects safety for children, and a strategy moving forward to improve the system	

Wyoming Grown Strategic Planning, WY Department of Workforce Service's, Facilitator	2/2017 – 3/2017
- Developed and facilitated group strategic planning session, including the developing a deliverable detailing a comprehensive plan and next steps - Facilitated consensus building in determining strengths, barriers, and next-steps	
Supreme Court Children's Justice Project, WY Supreme Court, Engagement Manager and Subject Matter Expert	8/2015 – 7/2018
- Assisted in developing an annual strategic plan that includes quality improvement initiatives within the juvenile court system - Developed and performed annual audit of termination of parental rights proceedings to determine trends and improvement measures - Facilitated large group council meetings in discussion quality improvement initiatives and projects - Quality assurance on juvenile justice publications including updating according to new statutes and case law - Facilitated the development of an annual conference on children's justice issues	
Medicaid Enterprise Change Management and Facilitation, WY Department of Healthcare Financing, Engagement Manager and Subject Matter expert	8/2016 – 6/2018
- Created a project plan and facilitated regular group meetings that coordinates over 30+ Medicaid IT projects within the Division of Healthcare Financing - Created a governance structure to facilitate issue identification, escalation, and the creation of mitigation strategies - Developed and facilitated communication planning sessions - Developed and facilitated transition planning meetings between multiple teams in preparation for system changes - Facilitated contract manager training meetings and assisted in coming to group consensus on purpose, issues, and next steps - Developed surveys, analyzed results, and facilitated meetings with executive leadership on organizational redesign issues and strategy - Developed a baseline readiness assessment to track change management activities and change readiness	
Long Term Services Redesign, WY Division of Healthcare Financing, Project Manager and Subject Matter Expert	02/2014 – 04/2015
- Managed the resources and budget for this project until 10/2015 - Assisted in identifying gaps on the current waiver application - Coordinated and compiled public comment - Administered a public survey to gain input from clients and provider - Assisted with writing the Waiver Renewal Application	

Organizational Leadership Development, WY Department of Health, Project Manager

05/2013 –
04/2015

- Provided individual leadership development assessment and coaching, and facilitated leadership and programmatic team alignments for the Medicaid Division at the Department
- Included administration of the Hogan Leadership Styles Inventory across the team, and individual leadership coaching
- Included general management consultation and advice regarding organizational restructuring and other management topics

Department of Education Strategic Planning, WY Department of Education, Project Manager and Facilitator

11/2014 –
1/2015

- Managed the resources and budget for this project and responsible for the alignment work
- Survey development, review of goals, and facilitated sessions with staff to refine the strategic plan, metrics, and align it with the Department's vision
- Facilitated a session with the State Board of Education

Education and Certifications

BA: Bachelor of Arts in Sociology, Emphasis in Legal Studies, University of Northern Colorado

2002

JD: University of Wyoming College of Law

2006

Certified Child Welfare Law Specialist (CWLS), National Association of Counsel for Children (NACC)

Employment Law Certification from Mountain States Employers Council (MSEC)

Formal Training from the Institute of Cultural Affairs (ICA) on Group Facilitation Methods, Participatory Strategic Planning, and Environmental Scanning

Certified to Administer and Interpret the Hogan Assessment

Certified Project Management Professional (PMP), Project Management Institute (PMI)

5 References

Submittal Content: 6. References. Provide a list of current and past clients for which your firm has performed work of a similar nature. For each reference, include a contact name, phone number and email address. Briefly describe the work performed for each reference. Include a minimum of three references and no more than five.

Reference Contact Information	Project Description
Eydie Trautwein Director of Legal Resources and Judicial Education/CIP Director 307-777-7629 etrautwein@courts.state.wy.us	Project Date: 5/2017 – 6/2017 We assist in improvement of the Wyoming juvenile court system's processes involving abuse and neglect proceedings. Representative activities include grant application support, supreme court publications updates and maintenance, planning and facilitating attorney training, facilitation of the CJP Advisory Council meetings, termination of parental rights audit, facilitation of an annual symposium on Children's justice.
Lee Grossman Administrator Developmental Disabilities Section, Behavioral Health Division 307-777-7460 lee.grossman1@wyo.gov	Project Date: 02/2014 – 04/2015 We identified options for reforming and redesigning the Medicaid Long Term Care (LTC) services system. The initiative included modernizing the LT-101 Eligibility Assessment and Plan of Care Tool, redesigning the nursing home rate reimbursement model, home and community based services capacity building and barrier identification, and an overarching vision and redesign for the system.
Dicky Shanor Chief of Staff, Wyoming Department of Education 307-777-7690 dicky.shanor@wyo.gov	Project Date: 11/2014 – 1/2015 We assisted the Department and State Superintendent of Education undertake a strategic planning effort to get quick input on the state of education in Wyoming and plan for the transition of office. We assisted with the planning session and report.
Jesse Springer Medicaid AIMS Manager Analytics, Informatics, MMIS, and Special Projects Unit 307-777-8048 jesse.springer@wyo.gov	Project Date: 8/2016-6/2018 We were engaged to facilitate in change management activities including planning activities for project milestones; establishing a governance structure; developing a change management plan; facilitating stakeholders sessions to ensure all stakeholders are identified and communicated with; communication planning; assisting with organizational redesign; and a baseline and follow-up organizational awareness assessment.

RJ Glantz Director of Wyoming Grown 307-752-3253 rj.glantz@wyo.gov	Project Date: Description 2/2017 – 3/2017 We facilitated a planning session with key stakeholders to identify the current strengths, weaknesses, opportunities, and threats to the program. We also discussed funding models for the program, and innovative approaches to the work given decreased funding and new administration.
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**BOARD OF COUNTY
COMMISSIONERS**



TOWN COUNCIL

JOINT INFORMATION MEETING AGENDA DOCUMENTATION

PREPARATION DATE: November 29, 2017
MEETING DATE: December 4th, 2017

SUBMITTING DEPARTMENT: Public Health
DEPARTMENT DIRECTOR: Jodie Pond
PRESENTER: Public Health

SUBJECT: Consideration of a Notice of Award for Comprehensive Planning for Human Services funding by Teton County and the Town of Jackson.

STATEMENT/PURPOSE

To present results from the RFP for human services planning for Teton County and the Town of Jackson, and to select a consulting firm for this project. The action today will be the selection only, and staff will then work with the selected firm on drafting a contract for services. Staff will bring that contract and funding recommendations back to the elected officials for consideration at a subsequent JIM or regular meeting.

BACKGROUND/ALTERNATIVES

In January of 2017 the Board of County Commissioners identified Human Services as an area of focus. Staff was tasked with developing goals and objectives to address this area of focus. Staff worked with the Systems of Care to develop a White Paper that resulted in recommendations that were presented at a JIM on July 10, 2017. The Pathway to Health was presented and direction was given to staff to implement the Pathway to Health. Staff released a request for proposals seeking qualified consulting firms to provide professional services to conduct comprehensive planning for human services funding by Teton County and the Town of Jackson. The project scope included five phases: research, vision workshop, develop a funding model, human services summit and human services plan. The goal for this proposal is to develop a comprehensive plan that incorporates results, information and research from all phases of the project to help guide elected officials in determining policy level decisions for human services funding in Teton County and the Town of Jackson for consideration by elected officials. Based on the current timeline the selected consulting firm would begin work after a contract was signed in January 2018. This timeline would still meet the needs for developing a funding model for the FY2020 budget year.

Stakeholder Involvement: Based on discussions at the November 6, 2017 JIM meeting the Public Health Director presented the recommendations from the RFP evaluation committee to the Systems of Care (SoC) on November 16, 2017. Staff answered questions from the group and it was decided that members and participants of the Systems of Care would send their comments to the SoC Chair and the Chair would forward to the Public Health Director to attach to this staff report. They were also informed they could write directly or provide public comment during the December 4, 2017 JIM meeting. In addition, staff met with key stakeholders from the Systems of Care to discuss the Pathway to Health document and gain understanding related to the contracting process.

Review of Received Proposals

Consulting Firm	Hours proposed for Project	Cost
Sorenson Impact Center	751	\$112,142.26
Public Knowledge	630	\$116,550.00

ATTACHMENTS

- 1) Teton County, WY and Town of Jackson, WY Human Services Planning-Request for Proposals
- 2) Pathway to Health 7-11-17 (Attachment A to the RFP)
- 3) Sorenson Impact Center Proposal
- 4) Public Knowledge Proposal
- 5) Staff Report from the July 10, 2017 meeting
- 6) Pathway to Health dated 11/28/17
- 7) Input from the Systems of Care 11-28-17

FISCAL IMPACT

There is no fiscal impact at this time, however, the next step in the process will be to prepare and present a contract for the consideration of the Commission and Council. The financial obligation associated with the contract will depend in part on the consultant chosen but, given the bids received, will likely fall between \$112,000 and \$117,000.

County funds identified in the Current FY: Unused Capital in the amount of \$70,000 has been identified to support this project.

STAFF IMPACT

Should the Elected bodies choose to move forward with one of the two bidders, staff time will be spent preparing a contract for consideration.

LEGAL REVIEW

Reviewed by Keith Gingery.

RECOMMENDATION

1. Staff recommends moving forward with Human Services Planning.
2. A panel consisting of the Director of Environmental and Public Health, the Director of Parks and Recreation, the Board of County Commissioners' Administrator, and the Public Health Response Coordinator met to review the proposals received. Based on the content of the submissions and the proposed cost for services the review panel recommends the selection of Sorenson Impact Center. In addition, the review panel cited the innovative approach, use of data and outcomes and the multidisciplinary team identified as additional strengths of the firm.

SUGGESTED MOTION

1. I move to direct staff to continue the procurement process.
2. I move to approve a Notice of Award to Sorenson Impact Center to provide Comprehensive Planning for Human Services funding for Teton County and the Town of Jackson and direct staff to prepare a contract between the parties for consideration. Staff is further directed to revise the scope of work with the Contractor to guarantee the involvement of Human Service providers in the Plan.

Synopsis for PowerPoint (120 words max):

TETON COUNTY, WYOMING
TOWN OF JACKSON, WYOMING
HUMAN SERVICES PLANNING – REQUEST
FOR PROPOSALS

September 1, 2017



OVERVIEW

1. Project Purpose

Teton County, Wyoming and the Town of Jackson, Wyoming intend to enter into a contract with a consultant to develop and create a Human Services Plan for Teton County.

Teton County and the Town of Jackson are seeking a qualified professional for the provision of the following services in each phase.

A consultant needs to have knowledge and experience in:

- Meeting facilitation (including large community workshop and forums)
- Vision and mission development
- Strong written and communication skills
- Plan Development

2. Project Background

Teton County and the Town of Jackson have long demonstrated a commitment to funding Health and Human Services organizations. Many organizations have received funding annually, while funding to others has been less consistent. Over the last ten years, total contributions to Health and Human Services organizations by the County and Town have increased nearly 25%. During the last few years the Human Services agencies in Teton County have experienced deep budget cuts from the State of Wyoming. Despite making up some of the cuts through private fundraising and additional funding from the County and Town, Human Services organizations still face budget cuts. A number of initiatives have been implemented in response to the issue, including increases in private fundraising, development of a White Paper to describe the problem, and a commitment from the elected officials to elevate the problem. The elected officials are now seeking the development of a plan that will provide strategic direction for community planning and prioritization related to health and human services, and help inform and direct future funding decisions.

3. Project Scope, Timeline and Deliverables

The consultant will report to Teton County Public Health Director during all phases of the project (see Section 4. Progress Reporting). Throughout the project the consultant is expected to gain core committee, community and stakeholder input. See attachment A for identified stakeholders for each phase of the project. The project scope is to include, but is not limited to:

1. Phase 1: Research/Development

Timeline – December 2017.

Deliverables:

- Review community documents including, but not limited to: local agencies strategic plans, state statutes, Systems of Care White Papers, community health needs assessments, Mental Health report and statewide needs assessments.
- Recommend/ Invite organizations to participate in Core Committee for the duration of the project.

2. Phase 2: Public Input, Core Committee/Stakeholder Involvement

Timeline – January/February 2018

During this phase the consultant will gain input from the public, identified Core Committee members and stakeholders for the direction of the Human Services Plan.

Deliverables:

- Identify, describe and implement a comprehensive strategy and methodology for citizen involvement in the Human Service Plan development process.
- Assure the residents, and core committee members are provided an opportunity to participate in the development of this plan.
- Conduct at least (2) two public community meetings and a minimum of (2) two focus groups (participants to be determined) and individual core committee member interviews.
- Act as facilitator to gather specific information about services, use, preferences and any agency strengths, weaknesses, opportunities and threats.
- Provide well organized and directed activities, techniques and formats to ensure a positive, open and proactive public participation process is achieved.
- Provide written records and summaries of the results of all public processes and communications strategies.
- Help to build consensus and agreement on the plan and if consensus is not possible, provide information for informed decision making by the Core Committee.
- Provide methods to hear from as many people as possible, including users and non-users of the services.

3. Phase 3: Vision and Mission Development

Timeline: January/February 2018

This Phase may be combined with Phase 2. Conduct a community workshop in order to develop a shared vision for Human services in the Town of Jackson and Teton County.

Deliverables:

- Identify, describe and implement a comprehensive strategy and methodology for citizen involvement in the vision and mission development process.
- Assure the residents and core committee members are provided an opportunity to participate in the development of this plan.
- Conduct at least (1) one public community meeting to gain input for the development of the vision and mission statements.
- Act as facilitator to gather specific information about development of vision and mission statement for the plan.
- Provide well organized and directed activities, techniques and formats to ensure a positive, open and proactive participation process is achieved.
- Provide written records and summaries of the results of all public processes and communications strategies.
- Help to build consensus and agreement on the vision and mission statements and if consensus is not possible, provide information for informed decision making by the Core Committee.
- Provide methods to hear from as many people as possible, including users and non-users of the services.

4. Phase 4: Funding Model Development

Timeline: March 2018

Develop a funding model that will support the shared vision and address community human service needs.

Deliverables:

- Research funding models and funding options.
- Conduct stakeholder and core committee meetings to assist in development of a funding model.
- Act as facilitator to gather specific information about development of funding model for human service organizations.
- Provide well organized and directed activities, techniques and formats to ensure a positive, open and proactive participation process is achieved.
- Provide written records and summaries of the results of process and communications strategies.
- Help to build consensus and agreement on the funding model and if consensus is not possible, provide information for informed decision making by the Core Committee.

5. Phase 5: Human Services Forum

Timeline: October 2018

Human Services Forum – To help guide the decision making process for the Human Services Plan.

Deliverables:

- Hold a Human Service Forum to inform the development of the Human Service Plan.
- Present stakeholders and core committee with vision and mission statements, and community concerns for human services and funding model.
- Provide well organized and directed activities, techniques and formats to ensure a positive, open and proactive participation process is achieved.
- Provide written records and summaries of the results of process and communications strategies.
- Help to build consensus and agreement to direct Policy decisions of Human Service Plan.

6. Phase 6: Human Services Plan

Timeline: December 2018

Human Services Plan – A comprehensive, community human services plan for the Town of Jackson and Teton County that incorporates all the above activities and information and other studies and plans conducted (i.e. Mental Health Assessment). The focus of this plan will relate to policy level decisions.

Deliverables:

- Development of a Human Service Plan to inform The County and Town on identified policy related issues.

4. Progress Reporting

The consultant and the Public Health Director shall hold progress meetings as often as necessary, but no less than once per month until the final plan is approved by the elected officials. The consultant shall supply the Director with at least (1) one copy of all completed or partially completed reports, studies, forecasts, maps, notes or plans as deemed necessary by the Director at least (3) three working days before each progress meeting. The Director shall schedule the meetings, as necessary, at key times during the development of the Human Service Plan.

5. Submittal Content/Qualifications

Submittal Qualifications:

Consortiums, joint ventures, or teams submitting offers will not be considered responsive unless it is established that contractual responsibility rests solely with one individual, firm, or corporation. Teton County will contract with one Entity only in conjunction with the services solicited in this Request for Proposals (RFP).

Submittal Content:

Consultants shall adhere to the following format and content in their submittal:

1. Identification of the Submitting Entity. State the name of the firm, mailing address, telephone number, email address, and individual authorized to negotiate on behalf of the firm. (1 page maximum)
2. Work Plan and Fees. Describe in detail the proposed work process that will be developed to provide the required services in Section 3. Describe how required services will be complete within the timeline established in Section 3. Include a fee proposal (task hours and staff billing rates with inclusion of expected travel costs, project-related expenses and contingency) for each task. (10 pages maximum)
3. Experience. Provide specific and detailed examples of direct experience with Human Services, group facilitation, consensus building, comprehensive planning and resource allocation. (5 pages maximum)

4. Innovation. Identify and describe in detail experience with a variety of approaches to Human Service funding and requirements that may be useful to the community (must be included in the proposed Work Plan).
5. Personnel and Staffing Plan. Identify and provide resumes for all personnel who will have responsibility for performing the approach to service provision. Indicate the level of effort each staff person shall have in providing each service. Indicate the organization of the proposed team, specifically identifying the proposed Project Manager. Explain how the team will be organized to ensure adequate communication and performance among the personnel/firms in the team arrangement. Provide a brief overview of the firm's qualifications to undertake this assignment. The County and Town are expressly interested in the firm's experience and qualifications of providing professional services for this specific project. Lengthy explanations of completed, yet unrelated, projects will not be considered. (10 pages maximum)
6. References. Provide a list of current and past clients for which your firm has performed work of a similar nature. For each reference, include a contact name, phone number and email address. Briefly describe the work performed for each reference. Include a minimum of three references and no more than five.

6. Proposal Response

Each consultant shall submit one (1) printed copy of the complete submittal and one (1) electronic copy in a PDF-format. All submittals must be received by the Teton County Public Health Department by 4:00 P.M. MST, Thursday September 28, 2017. Submittals shall be valid for a period of ninety (90) days from receipt by the County. Submittals received after the date and time specified above shall be disqualified from consideration. Late submittals shall be returned unopened. Qualifying submittals shall be opened on Thursday, September 28th, 2017 at 4:00 P.M. MST in the Teton County Public Health Department located at 460 East Pearl Avenue, Jackson, Wyoming. The public is invited to attend.

Responses to this RFP should be submitted via Federal Express, United Parcel Service, or hand delivered to:

Jodie Pond, Director Environmental and Public Health

Teton County Public Health Department

PO Box 937

460 E Pearl Avenue

Jackson, WY 83001

Phone Number: (307) 732-8461

All questions and requests for additional information shall be directed to Jodie Pond, Director via e-mail only at jodie.pond@wyo.org.

7. Additional Information

The solicitation does not commit the Department to award a contract, to pay any costs incurred with the preparation of a proposal, or to procure or contract for services or supplies. Teton County/Jackson reserves the right to accept or reject any or all proposals received in response to the request, to negotiate with any qualified source, or cancel in whole or part this proposal process if it is in the best interest of the County or Town to do so. Subsequent to contract negotiations, prospective consultants may be required to submit revisions to their proposals.

Postponement or Amendment:

The County and Town reserve the right to amend any portion of the RFP. Copies of such amendments shall be made available to all prospective, interested consultants via e-mail. Where such amendments require changes in the submittal requirements, the final date for submission may be extended.

Cost of Submittal Preparation:

Any costs incurred by the consultant in responding to this RFP in anticipation of receiving a contract award shall be the responsibility of the Entity submitting the response. The County and Town shall not reimburse the Entity for any such expenses.

Schedule of Submission and Review:

The Selection Committee, after its initial review and scoring, may elect to select a successful submittal. Conversely, the Selection Committee may elect to contact short-listed applicants to ask for final and best offers, pursuant to the Teton County procurement policy. After scoring all submittals (and all final and best offers, if applicable), the Selection Committee shall make a recommendation to the Board of County Commissioners and Town Council regarding the successful submittal. The Board of County Commissioners and Town Council will formally award the project and Teton County will enter into a contract with the consultant.

Acceptance:

This RFP provides interested professionals with the necessary information to enable them to prepare and submit information for consideration by the County and Town.

The County and Town reserve the right to enter into further discussions with any consultant based solely on the initial response to this RFP along with the right to negotiate the cost with the selected consultant if it is deemed to be in the best interest of the County and Town.

If the County and Town is unable to negotiate a final scope of services and professional fee with their first choice, they reserve the right to negotiate with other consultants that submitted a response to this RFP.

Items to be provided by the Department:

- A project representative
- Copies of all existing studies, plans, programs and other data including the Teton County/Jackson Comprehensive Plan and access to all applicable records
- Assistance with on-going community meetings

8. Project Schedule

The County and Town intend to follow the schedule outlined below. However, the County and Town reserve the right to revise the review schedule at their sole discretion.

September 1, 2017	Request for Proposal distribution
September 28, 2017	Request for Proposal due date, 4:00 PM MST
October 13, 2017	Completion of RFP evaluation by Department
Week of October 30th, 2017	Interviews with short-listed firms (if necessary)
December 1, 2017	Award of Contract with Teton County
December 15, 2017	Notice to Proceed
December 30, 2018	Project Completion

9. Submittal Evaluation Criteria

A selection committee, consisting of various individuals appointed by the Teton County/Jackson Parks and Recreation Director shall evaluate the submittals based upon the following criteria:

	Rating	Weight	Score
1. Criteria One - Submittal Format			
Appearance, followed			
Instructions, Professional	_____	1	_____
2. Criteria Two - Work Plan and Schedule			
Methods employed, understanding			
What is wanted, methodology,			
Scheduling, time control	_____	10	_____
3. Criteria Three - Fee Schedule and			
Budget, in line with work proposed	_____	5	_____
4. Criteria Four - Experience and Innovation			
Responses of Past Clients	_____	5	_____
5. Criteria Five - Personnel and Staffing			
And (Corporate Qualifications)			
Experience and qualifications of			
Key personnel assigned to this			
Project, Recent experience,			
Company structure	_____	5	_____
Total Score			_____

Rating Points: 10 – Excellent; 7.5 – Good; 5 – Satisfactory; 2.5 – Marginal;

0 – Unsatisfactory

Pathway to a Healthy Community

A Map for Creating a Healthier Community

1. **System of Care White Papers** – A call to action to address the Human Service needs of our community.
 - a. Date – July 2017
 - b. Format – White Paper report
 - c. Lead – System of Care/Human Service Council
 - d. Other Stakeholders – Business owners, Board of County Commissioners, Town Elected officials
 - e. Funding Source – N/A
2. **Shared Vision Workshop** – Define a shared vision for Human services in Teton County.
(Contractor scope of work for RFP)
 - a. Date – January/February 2018
 - b. Format - Workshop
 - c. Lead – Town/County Staff (Facilitator)
 - d. Core Team – To be identified
 - e. Other Stakeholders – Human Service Council, System of Care, School District, Business Owners, Teton County Public Health, St Johns Medical Center, Community Members and Consumers
 - f. Funding Source – Town and County
3. **Human Services Strategic Plan** – Develop a Human Service Strategic Plan that identifies strategies to meet the services needs of the community.
 - a. Date – July 2018
 - b. Format - Plan
 - c. Lead – Human Service Council
 - d. Other Stakeholders – System of Care, School District, Business Owners, Community Members and Consumers
 - e. Funding Source – Human Service Council
4. **Develop a Funding Model** – To support the shared vision and address community human service needs. (Contractor scope of work for RFP)
 - a. Date – March 2018
 - b. Format - Workshop
 - c. Lead – Board of County Commissioners/Town/Staff (Facilitator)
 - d. Core Team – To be identified
 - e. Other Stakeholders – Community Foundation and Private Funders, Public Funders
 - f. Funding Source – Town and County

5. **Healthy Teton County** – Community Health Needs Assessment and Implementation Plan – 2018 update
 - a. Date – July 2018
 - b. Format – MAPP Process, Report and Plan
 - c. Lead – Teton County Public Health, St. John’s Medical Center
 - d. Other Stakeholders – HTC Steering Committee
 - e. Funding Source – Teton County Public Health and St. John’s Medical Center

6. **Network of Care** – Community Data Dashboard and Social Services Directory
 - a. Date – July 2017
 - b. Format – Website
 - c. Lead – Teton County Public Health and St. Johns Medical Center
 - d. Other Stakeholders – System of Care
 - e. Funding Source – Teton County Public Health, St. John’s Medical Center and The Community Foundation

7. **System Data Collection and Evaluation** - To provide ongoing evaluation and make improvements to the system.
 - a. Date – Ongoing
 - b. Format – Formal Evaluation Plan
 - c. Lead – System of Care/Human Service Council
 - d. Other Stakeholders – Private funders, Public Funders, Teton County Public Health and St. Johns Medical Center
 - e. Funding Source – System of Care

8. **Human Services Forum** – To help guide the decision making process for the Human Services Plan. (Contractor scope of work for RFP)
 - a. Date – October 2018
 - b. Format - Summit
 - c. Lead – Board of County Commissioners/Town/Staff (Facilitator)
 - d. Core Team – To be identified
 - e. Other Stakeholders – Human Service Council, System of Care, School District, Business Owners, Teton County Public Health, St. Johns Medical Center and Consumers
 - f. Funding Source – Town and County

9. **Human Services Plan** – A comprehensive, community human services plan for Teton County that incorporates all the above activities and information and other studies and plans conducted (i.e. Mental Health Assessment). The focus of this plan will relate to policy level decisions. (Contractor scope of work for RFP)
 - a. Date – December 2018
 - b. Lead – Board of County Commissioners/Town/Staff (Facilitator)
 - c. Core Team – To be identified
 - d. Format - Plan

- e. Other Stakeholders – Human Service Council, System of Care, School District, Business Owners, Community Members and Consumers

Human Services Plan for Teton County

IDENTIFICATION OF THE SUBMITTING ENTITY

The Sorenson Impact Center ("Center") is delighted to submit a response to the Teton County Request for Proposals for Human Services Planning for the Town of Jackson, Wyoming. Sorenson Impact is an applied academic center at the University of Utah's David Eccles School of Business that focuses on social impact and innovation. As an official academic center housed at the University of Utah, Sorenson Impact is a certified 501(c)(3).

Sorenson Impact's principal office is located in Salt Lake City, Utah. Our primary mailing address is:

Sorenson Impact Center
85 Fort Douglas Blvd., #602
Salt Lake City, Utah 84113
info@sorensonimpact.com
(801) 581-6191

Correspondence and inquiries should be directed to:

Jack Robinson, Ph.D.
Chief Research Officer
jack.robinson@sorensonimpact.com
(801) 581-6362 (o) | (617) 777-0479 (m)

The individual authorized to negotiate on behalf of the firm:

Jeremy Keele
President and CEO
jeremy.keelee@sorensonimpact.com
(801) 581-6191



SORENSEN IMPACT



David Eccles
School of Business
THE UNIVERSITY OF UTAH

September 28, 2017

Ms. Jodie Pond
Director Environmental and Public Health
Teton County Public Health Department
PO Box 937
460 E Pearl Avenue
Jackson, WY 83001

Dear Ms Pond:

The Sorenson Impact Center is pleased to submit this proposed scope of work to develop a Human Services Plan for Teton County, Wyoming.

Sorenson Impact is excited by the opportunity to collaborate on this engagement. Thank you for your consideration, and please do not hesitate to contact us with questions.

Best regards,

Jeremy Keele
President and CEO
Sorenson Impact Center
David Eccles School of Business
The University of Utah
85 Fort Douglas Blvd, #602
Salt Lake City, Utah 84113

WORKPLAN AND FEES

The current environment and need

Teton County is motivated to improve the housing, health, social, economic, and educational outcomes for its residents. To do so, it has created funding relationships with local health and social service providers, and has increased this financial commitment by 25% in the past decade. Recent economic pressures driven by a decrease in oil and gas royalties and the lack of a state income tax have created deep cuts in state funding for local services. These cuts exacerbate the increasing wealth disparity in Teton County and a commensurate increase in demand for supportive services from at-risk residents.

These pressures have caused elected officials to seek a more strategic approach to identifying and supporting human service needs of its residents. While the County has begun to increase its understanding of needs through a White Papers and has increased its efforts to raise private funds to support human services, the leap to using data to make decisions and drive resources remains elusive. There is also a shared interest in developing a community-level understanding of needs through input from residents, to using this information alongside data to develop community accepted measurable outcomes, and data-driven actions. In addition, the county needs develop a comprehensive and new funding strategies to pay for high-impact services designed to measurably improve outcomes. Elected officials and stakeholders alike will benefit from a strategic plan that provides clear direction for future funding decisions.

Approach

Sorenson Impact works with governments, service providers, academics, and funders on a variety of innovative models, including pay for performance projects, collective impact initiatives, integrated data systems, place-based models, and government performance and innovation. The breadth of policy areas Sorenson Impact engages in, either for single-issue or multiple-issue engagements, include early childhood education, empowering adults with disabilities, homelessness, K-12+ career and technical education, pediatric asthma, public health, recidivism, substance use disorders, and workforce development.

Sorenson Impact is widely recognized as one of the preeminent centers of excellence in the country, working to design, develop, and implement high-quality, outcomes-based social sector and public health projects across a variety of jurisdictions and issue areas. Sorenson Impact's leadership team and staff are regarded as thought leaders in the pay for performance and social innovation fields and regularly present at national-level evidence-based policies and programs. Sorenson Impact is committed to using systems-level reorientation around outcomes to tackle complex social challenges, facilitate greater access to services for vulnerable populations, and direct public and private capital to evidence-based social services. The strength of Sorenson Impact's proposal lies in a combination of key factors:

1. Sorenson Impact's geographic footprint and focus on building capacity within jurisdictions that have historically been underserved by traditional approaches to social services interventions and funding streams;

2. The depth and breadth of Sorenson Impact's experience providing technical assistance and tailored support to governments and service providers working to implement performance- and outcomes-based projects;
3. Sorenson Impact's focus on helping jurisdictions and providers use evidence-based decision-making as a catalyst to institutionalize data-driven, outcomes-focused policy and procurement; and
4. Sorenson Impact's deep network of social science researchers, both at the University of Utah as well as through a consortium of field-leading experts on campuses across the country, leverages the knowledge and actionable intelligence of those who have built their careers understanding the evidence-based practices and nuances involved researching and implementing various programs and strategies.

Each engagement begins with this core value in mind: by matching only the best of "what works" for a specific population's hardships, we can aim with accuracy and precision in terms of moving the needle on difficult-to-solve social problems. We advance solutions that are effective, efficient, and aligned with the best interests of service populations requires a holistic approach to evidence-based policy. We believe that finding the solution is not predicated solely on economic models or financial mechanics—it is the concert of these activities where our greatest potential for serving the underserved exists.

Understanding the complexity of issues as diverse as access to health care, housing and Social services requires access to data and expertise in data analytics. While we live in an age of 'big data,' accessing and unlocking what data can tell us (and discerning what it does not tell us) is difficult for most jurisdictions. Privacy concerns, data matching, the use of administrative data, and the need for data sharing agreements are distinct areas of expertise not often found in local governments.

Sorenson Impact Center believes that innovations in data science have the power to deliver new insights and better predictions to organizations and institutions committed to improving the lives of individuals and societies. These evidence-based insights, when aligned with policy, have the promise to produce better social outcomes, particularly for the most vulnerable of our communities.

DETAILED SCOPE OF SERVICES

Note 1: "Submittal Content/Qualifications #4" ("Innovation") is included as part of the following section as permitted by the RFP and detailed in the work plan narratives.

Note 2: The University of Utah applies a federally-approved indirect cost rate of 36.5% to all personnel and direct expenses (e.g., travel expenses) for service-based projects to account for Facilities and Administration, which is provided as a total at the end of the section and referred to as "F&A."

Phase 1: Research/Development

In this phase, Sorenson Impact will conduct a local literature review to begin the identification of needs. The community documents will include local agencies strategic plans, state statutes, Systems of Care White Papers, community health needs assessments, Mental Health reports and statewide needs assessments. To reduce cost, graduate Sorenson Fellows will conduct a majority of the literature review and document research, supervised by Dr. Jack Robinson.

Sorenson Impact's Data Science Team will create an extensive data map of all data currently accessible to the county. This will include data that the county owns and has access to and public use data that may be of interest to Teton County. Sorenson Impact's data science team will analyze up to five complete, machine-readable data sets to identify community needs in Phase 2.¹

Sorenson Impact will also identify and recommend members for a Core Committee for approval based on the stakeholders identified for each phase of the project. Its membership should reflect the diverse set of stakeholders involved, including but not limited to: government representatives (which can include a combination of jurisdictions and end-payor agencies) and other key stakeholders and advocates. Note, however, the direct involvement of service providers in advance of a reformed procurement process is not recommended as to avoid potential conflicts of interest.

Working groups support and inform the decision-making capacity of the Core Committee while also serving as the key operational drivers. Potential groups include a Data Working Committee, Services Working Group, and/or Capital Needs Working Group. A Data Working Group would be tasked with identifying relevant and important data fields across multiple districts and agencies. Early in the engagement, targeted fields include proxy measures of national data as well as local key metrics and preliminary outcome measures. A Services Working Group would be tasked with areas related to service population, criteria for high-quality program design, evidence-based program review, and overall systems reorientation. Further, a Capital Needs Working Group would be tasked with identifying the key relationships among benefit and cost areas, developing preliminary inputs for a local economic model, and considering where wraparound services and project scope may intersect with other local priorities, such as income, health disparities, food security, and secondary school graduation rates. These working groups are options for

¹ Machine readable will here be defined by the Open Data Handbook, but primarily means structured data in a format that can be easily understood by computer programs.

consideration by the selection committee, and their engagement could be the basis for focus groups in the work plan.

Timeline: Two months following initiation of contract, estimated December 31, 2017

Staffing:

Jack Robinson, 35 hours @ \$90/hour: \$3,150

Fraser Nelson, 52 hours @ \$105/hour: \$5,460

Daniel Hadley, 18 hours @ \$90/hour: \$1,620

Nick Fritz, 18 hours @ \$80/hour: \$1,440

Travel: One trip to Jackson by three staff (Nelson, Hadley, Robinson)

Activities:

- Onboarding meeting in Jackson, Wyoming.
- Review of existing plans, reports and needs assessments.
- Identification of machine-readable public data.
- Creation of data map.
- Monthly call with the Public Health Director.

Deliverables:

- Data map of Teton County data and publically available data related to Teton County.
- Summary report of findings.
- Data map.
- Recommendation for Core Committee members.
- Meeting agendas, materials, minutes and resulting reports.

Phase 2: Data Analysis, Public Input on Needs, Vision and Mission, and Core Committee/Stakeholder Involvement

During this phase Sorenson Impact will use qualitative and quantitative data to inform the creation of the Human Services Plan. This involves an analysis of the data described in Phase 1, a series of two public meetings and two focus groups to gain input from residents, and one meeting of the Core Committee. Included in these discussions will be a discussion of a shared vision for Human services in the Town of Jackson and Teton County. To reduce travel and constituent time costs and increase efficiency, we have combined Phases 2 and 3.

Timeline: Three months following the completion of Phase 1, estimated March 31, 2018

Jack Robinson, 26 hours @ \$90/hour: \$2,340

Fraser Nelson, 78 hours @ \$105/hour: \$8,190

Daniel Hadley, 26 hours @ \$90/hour: \$2,340

Nick Fritz, 52 hours @ \$80/hour: \$4,160

Gwen Reynolds, 52 hours @ \$70/hour: \$3,900

Travel: three trips for two staff (combinations of two with Nelson, Hadley, Fritz)

Activities:

- Develop a comprehensive strategy and methodology for citizen involvement in the vision and mission development process for approval prior to implementation.
- Develop and analyze a brief, 10 question survey to reach as many residents of Teton County as possible.
- Facilitate up to four meetings (2 focus groups, 2 public meetings) to identify and build consensus on key community needs (conducted during scheduled travel on-site).
- Analyze up to five data sets delivered by Teton County.
- Search for and download public data related to Teton County.
- Clean and organize data so fields are understandable and comparable. Impute missing data based on sound statistical practices. Perform exploratory analysis, measuring and plotting descriptive statistics.
- Analyze time-series and geographic trends.
- Build models to predict future trends based on historical data in cases where there is enough data available to do so.
- Present findings to the Core Committee in person.
- Monthly call with the Public Health Director.

Travel:

- Three trips to Jackson by up to three staff to hold meetings, conduct focus groups and public meetings, and present findings (Nelson, Hadley, Fritz)

Deliverables:

- One master report and several smaller reports describing findings from the data, surveys, focus groups and public meetings in a format that allows for staff from the County to augment the charts and graphs with expert opinions.
- A PowerPoint deck with visualizations of key findings.
- Meeting agendas, materials, minutes and resulting reports.

Phase 3: Funding Model Development

During this phase Sorenson Impact will research and make recommendations regarding innovative financing tools as well as priorities of funding using existing sources that will support the shared vision and address community human service needs.

Timeline: Two months following the completion of Phase 2, estimated May 30, 2018

Jack Robinson, 26 hours @ \$90/hour: \$1,620

Fraser Nelson, 52 hours @ \$105/hour: \$5,460

Daniel Hadley, 18 hours @ \$90/hour: \$1,620

Nick Fritz, 52 hours @ \$80/hour: \$1,440

Gwen Reynolds, 18 hours @ \$70/hour: \$1,350

Travel: no trips are anticipated during this phase of work

Activities:

- Conduct research on the options for innovative financing methods, including pay for Success / Social Impact Bonds, Pay for Performance contracting, private and public partnerships and other methods to increase funding for the Human Services Plan.
- Present the findings on a call with the Core Committee.
- Monthly call with the Public Health Director.

Deliverables:

- A report summarizing funding models and funding options.

Phase 4: Human Services Forum

During this phase, Sorenson Impact will host and develop a report summarizing the results of a county-wide Human Services Forum designed to guide the decision making process for the Human Services Plan.

Timeline: October 2018

Staffing:

Jack Robinson, 35 hours @ \$90/hour: \$3,150

Fraser Nelson, 52 hours @ \$105/hour: \$5,460

Nick Fritz, 35 hours @ \$80/hour: \$2,800

Travel: One trip to Jackson by two staff (Nelson, Robinson)

Activities:

- Hold a Human Service Forum to inform the development of the Human Service Plan by presenting the results of the data analysis, public and focus groups, meetings of the Core committee and findings for the innovative financing elements of the planning effort.
- Draft reports from the Forum and initial Human Services Plan.
- Monthly call with the Public Health Director.
- Call with the Core Committee to discuss results of the Forum and iterations of the draft Human Services plan.

Deliverables:

- Meeting agendas, materials, minutes and resulting reports.

Phase 5: Human Services Plan

During this phase Sorenson Impact will draft and finalize a comprehensive, community human services plan for the Town of Jackson and Teton County that incorporates the findings from the prior phases and provides a series of policy-level recommendations for meeting human service needs in an efficient, effective, evidence based manner using a variety of traditional and innovative financing models.

Timeline: Estimated December 2018

Jack Robinson, 18 hours @ \$90/hour: \$1,620

Fraser Nelson, 52 hours @ \$105/hour: \$5,460

Daniel Hadley, 18 hours @ \$90/hour: \$1,620

Nick Fritz, 18 hours @ \$80/hour: \$1,440

Travel: One trip to Jackson by two staff (Nelson, Robinson)

Activities:

- Hold a Human Service Forum to inform the development of the Human Service Plan, including the results of the data analysis, public and focus groups, meetings of the Core committee and findings for the innovative financing elements of the planning effort.
- Monthly call with the Public Health Director.
- Call with the Core Committee to receive feedback on drafts of the Human Services plan.

Deliverables:

- Drafts and a final Human Service Plan that provides Teton County, the Town of Jackson, and the Director of Public Health, as well as community members, a set of recommendations that strategic direction for community planning and prioritization related to health and human services, and help inform and direct future funding decisions.

Project Costs

Note: travel costs are estimated at \$811.50 per trip per person based on average airfare (\$400 roundtrip), lodging (\$141 per night for 2 nights at the GSA-approved rate), and meals, incidentals, and expenses (\$129.5 at the GSA-approved rate for 3-days per trip).

Phase 1:	Personnel, \$11,670	Expenses, \$2434.50
Phase 2:	Personnel, \$20,930	Expenses, \$4,869.00
Phase 3:	Personnel, \$14,210	Expenses, \$4,869.00
Phase 4:	Personnel, \$11,410	
Phase 5:	Personnel, \$11,140	Expenses, \$1,623.00

University F&A	\$ 29,986.79
Total Project Cost	\$112,142.26

EXPERIENCE

About Sorenson Impact

Sorenson Impact is a think-and-do tank that focuses on solving social problems through the use of data, evidence, and innovation. Housed at the University of Utah's David Eccles School of Business, Sorenson Impact works with public, nonprofit, and private sector stakeholders across the globe to develop and implement outcomes-driven solutions to problems. Our staff of 30 includes experts in data science, finance, policy, investment, and social services. These professionals are augmented by the talents of dozens of graduate and undergraduate students from diverse disciplines. Together, Sorenson Impact works with clients to marshal capital for social good, empower data-driven programs, break down silos across sectors, and equip the next generation of leaders with social purpose.

Similar government clients focusing on social services and health services include: Boise, Idaho; Burlington, Vermont; Las Vegas, Nevada; Portland, Oregon; Missoula County, Montana; Salt Lake County, Utah; the State of Colorado; the State of Utah; the State of Vermont; and Westminster County, Colorado. Sorenson Impact's experience and resources brings significant strengths to this effort, including:

Facilitation and consensus building

Sorenson Impact has a reputation facilitating complex community meetings associated with planning in areas such as economic development, early childhood systems, transportation planning and others.

Recently, Sorenson Impact completed a 6 month long strategic planning process for the JB and MK Pritzker Foundation of Chicago. This effort involved bringing together three national organizations - the National League of Cities and Towns, the National Association of Counties, and the Center for Science and Social Policy to assess needs, define service gaps and build a nation-wide system to ensure needed services reach the nation's 3 million high risk children under the age of three over the next 5 years.

Note: included with the electronic submission is a copy of the work conducted for the Pritzker's Children Initiative. It is not for redistribution.

Using data to drive social impact

Sorenson Impact works across a wide range of government, social, and human service sectors in collecting, analyzing, and interpreting data to develop, implement, and evaluate high-impact strategies with nonprofit, government, and philanthropic organizations.

An example of this type of work is Sorenson Impact's engagement with Blue Star Families to examine a social problem that, intuitively, appeared to be a significant problem but was lacking data-driven evidence to quantify the social cost implications of the problem. We believe that quantifying the costs of social problems, which includes understanding the drivers of costs, and where they accrue, informs decision-making for the development of effective solutions.

We call this approach a social cost analysis. To conduct the analysis, Sorenson Impact reviewed available research that has examined the prevalence rates of negative employment conditions within the military community compared to civilian spouse populations with similar

characteristics focused across the broad categories of labor force participation, unemployment, and underemployment. The social cost analysis component works to overlay estimates of social costs onto the prevalence rates for each component, including things like lost income tax to the federal government, unemployment benefits, and increased rates of mental and physical health issues as a result of the negative unemployment conditions.

The social cost analysis is dependent upon prevalence rates found in studies that have researched the military spouse population and there is a wide range of estimates in the literature for some of the key inputs, including the relative rates of unemployment and underemployment of military spouses as compared to their civilian counterparts. These differences can be influenced by the studies' methodology, the time period evaluated, and any number of other factors. The analysis accounted for some of this uncertainty in the underlying data by using a high and low estimate from within the pool of studies found to be most rigorous and compelling, to approximate high and low bounds of the social cost.

Expertise in government and nonprofit capacity-building

Sorenson Impact provides technical assistance to governments and nonprofits throughout the U.S. to implement evidence-based programs, collect data, and evaluate impact of programs.

An example of this work is an engagement with the Lee Pesky Learning Center (LPLC) in Idaho. Sorenson Impact has engaged with LPLC to leverage its evidence base to attract new forms of capital to reaching at-risk and underserved populations. Over the past 18 years, LPLC has worked with more than 45 individual school districts across Idaho and extensively with the Idaho State Department of Education to provide teacher training and special education services. Recognizing the need for increased funding for education and the cost-saving potential of special education remediation, in 2015, LPLC worked with the Idaho House and Senate education committees to structure and pass education focused PFS legislation.

Sorenson Impact works directly with LPLC to enhance the implementation of outcome-based models for an innovative, hands-on teacher training model and its dedication to creating a teaching force that is highly trained to meet the learning needs of students they serve. Supporting this work, LPLC currently has initial data on this program, including a quasi-experimental study, indicating that students taught by teachers trained by LPLC are more likely to meet reading performance targets. LPLC also collects pre and post test data on students taught by trained teachers that show that students are more likely to achieve school readiness standards and that at-risk students are more likely to improve and not need special education services. Sorenson Impact's technical assistance builds off of this preliminary evidence tier to support the design of a rigorous evaluation of LPLC's service model in order to measure the impact and ensure social science best practices are standardized across the organization.

Note: included with the electronic submission is a copy of a funders brief on a pay for performance pilot program.

Research methodology and data collection

Sorenson Impact has extensive experience evaluating programs using administrative data including early childhood education, maternal and child health, adult health and behavioral health data, emergency room and other healthcare utilization, criminal recidivism, and workforce services. Evaluation methodologies include: survey administration, interviews, and focus group

research with diverse populations and allied public and private entities; extensive descriptive analysis; process evaluations; as well as advanced statistical and spatial analyses of data.

Sorenson Impact has worked with the Utah Association of Counties to analyze criminal justice data related to the Justice Reinvestment Act (JRI). On March 31, 2015, the JRI (House Bill 348S01 "Criminal Justice Programs and Amendments") was signed into law. The Utah Association of Counties has asked Sorenson Impact to examine the effect of JRI on crime in the state of Utah. The Sorenson Impact Data Science Team have examined a number of data sources in an effort to answer the following questions:

1. What is the effect of JRI on the amount of drug-related crimes in local counties?
2. What is the effect of JRI on the criminal justice infrastructure of drug-related crimes?

Sorenson Impact's work will continue through the upcoming legislative session and produce recommendations based on its analysis, which could include lists of other external data that could enhance and contextualize the evidence-based assessment tools (e.g., court adjudication, prior criminal history, etc.) and issues that should be explored more deeply based on the findings or unexpected outcomes of the research.

PERSONNEL AND STAFFING PLAN

Key Project Personnel

Sorenson Impact has an excellent team will meet the goals for this project. Highlighted below are the core team members at Sorenson Impact that will serve the project throughout the duration of the engagement. Resumes are available upon request.

Jack Robinson, PhD, Chief Research Officer

Jack is Chief Research Officer at the Sorenson Impact where he aligns the organization's mission, research agenda, and strategic goals. He supports teams across Sorenson Impact's platforms from project conception to implementation, and he provides high-level advisory services on the variety of project models, finance vehicles, and data-driven strategies deployed across Sorenson Impact. Jack completed his Master's degree and Ph.D in City and Regional Planning at the University of Pennsylvania and a Bachelor's degree in Mathematics, Economics, and Computer Science at Wesleyan University. In his work at Sorenson Impact and in previous private sector consulting, he has advised on strategic planning, infrastructure and capital projects planning, regional economic development, and measurement systems for impact and sustainability for government, private, and institutional clients in the United States, Europe, South Asia, and the Middle East.

Jack will engage directly with the client and stakeholder group while providing internal oversight of research, data, and stakeholder engagements.

Fraser Nelson, Managing Director

Fraser Nelson is Managing Director of Strategic Partnerships at Sorenson Impact, where she facilitates social impact and innovation projects throughout the United States. Prior to joining Sorenson, she served as the first Director of Data and Innovation for Salt Lake County Mayor's Office, where she led the successful launch of two Pay for Success initiatives. Fraser founded and was the CEO of the Community Foundation of Utah, growing the Foundation from an idea to a national leader in innovative philanthropy. In this role she authored similar reports for the Utah Association of Financial Services. She holds a B.A. from Duke University and an M.A. from St. Mary's University.

Fraser will engage directly with the client and serve as the primary facilitator for all stakeholder engagement. In this role, Fraser will be the team lead in the development of recommendations, interim reports, and the final Health Services plan.

Daniel Hadley, Chief Data Scientist

Daniel came to Sorenson Impact by way of Somerville, Massachusetts, where he was Chief of Staff to Mayor Joe Curtatone and an Innovations in American Government Fellow with the Harvard Kennedy School. He oversaw department heads managing operations and public safety for a city of 80,000. Because of his background as an analyst and later Director of the Department of Analytics and Innovation, Daniel also played the role of Chief Data Scientist, using programming tools to uncover trends and make statistical models for the City. Daniel is a graduate of the University of Utah and Harvard University, where he received a Master of Urban Planning.

Daniel will serve as the team lead for data analytics and presentation of systems-level recommendations, and he engage directly with data managers and administrators to ensure the project has access to the best and most complete data.

Nick Fritz, Senior Associate (Project Manager)

Nick is a Senior Associate for Sorenson Impact. He works primarily in impact measurement, working with nonprofits and foundations to quantify the social benefits of individual intervention programs, as well as individual and portfolio-wide investments. Prior to joining Sorenson, he was a Captain in the United States Marine Corps, where he specialized in logistics operations, leading Marines in the planning and execution of ground, aerial, and maritime transportation missions. Nick has his B.S. from the University of Akron and earned his Masters of Business Administration at the David Eccles School of Business at the University of Utah, where he has focused in social finance.

Nick will serve as the project manager with oversight and management of all processes. He will lead the development of economic model(s), scenario, and financial sensitivity analysis.

Gwendolyn Reynolds, Data Scientist

Gwen specializing in using data to help governments, nonprofits, and philanthropists analyze policy proposals and programmatic changes. Prior to joining Sorenson Impact, she worked as a Research Project Director for the National Bureau of Economic Research, where she managed a behavioral economics lab that specialized in creating behavior change in health and savings. Prior to that, she worked for Harvard Kennedy School analyzing the relationship between race and economics in industrial cities in America. Gwen completed a master's degree at Harvard University and is a graduate of the University of Utah.

Gwen will be responsible for data access, management, and security protocols. Gwen will serve as the team lead for data protocols and Institutional Review Board reviews and ensure that all activities are compliant will applicable regulations for sensitive data sets (e.g., longitudinal client-level data at-risk populations, physical health, behavioral health, substance use and treatment, etc.).

Other Center staff as well as graduate and undergraduate student researchers working for Sorenson Impact will be engaged by the core project team on an as-needs basis.

Team Organization and Process Management

The Center's established strategy for ensuring continuity on this PFS project is to effectively manage project resources. The Center considers not only how project teams are balanced in terms of experience and technical skills but considers subject matter expertise as well. Currently, the Center has several PFS feasibility projects underway in early childhood outcomes through its SIF program; however, the number of early childhood projects in the current cohort (which winds down in Summer 2017) exceeds the number of new projects under this portfolio providing capacity within our early childhood team. The Center recently added staff resources, including staff formerly on leave conducting PFS work at the federal level, in this issue area in recognition of the sustained interest and perceived viability of PFS projects for early childhood outcomes.

Overview of Qualifications

Sorenson Impact's government and service provider capacity-building programs have contributed to a robust pipeline of high-quality, evidence-based social sector projects throughout the U.S. that are prepared to move toward outcome- and performance-based contract implementation. Sorenson Impact and its staff have been involved in many aspects of these projects including: feasibility assessments for governments and school districts; capacity building and technical assistance for service providers; data access and integration; and pay-for-performance transaction structuring assistance in developing economic models, raising project funds, and providing guidance on enabling legislation. Some of these engagements have resulted directly in several successful launches of performance-based projects and pilot projects (e.g., Pay for Success, Social Impact Bonds, and performance-based contracting models). Below is a list of performance-based engagements and their status (an asterisk denotes direct service to or participation of governments, school districts, or health districts):

Completed Feasibility Studies (15)

Boise, Idaho* (homelessness)
Charitable Assistance to Community's Homeless, Boise, Idaho (homelessness, rapid re-housing)
Community Supervision Alternatives, State of Montana (substance use disorder)
Defy Ventures (recidivism, workforce development)
First Step House, Salt Lake County, Utah (substance use disorder)
Larimer County Health Collaborative, Colorado* (homelessness, behavioral health)
Las Vegas, Nevada* (early education)
Los Angeles Universal Preschool (early education)
Mental Health Partners (homelessness, substance use disorder, behavioral health)
Missoula, Montana* (recidivism, justice involvement)
Progressive Learning* (early education)
State of Colorado* (recidivism, homelessness)
Terry Riley Medical and Behavioral Health (substance use disorder, homelessness)
The Road Home, Utah* (homelessness, rapid re-housing)
Westminster, Colorado* (early education)

Feasibility Studies in Progress (18)

Alliance House (workforce development, adults with disabilities)
Burlington, Vermont* (early education)
Columbus Community Center (career and technical education, autism spectrum disorder)
Friends of the Children (early education, long-term mentorship)
Graduation Alliance (career and technical education, workforce development)
Growing Home, Inc. (housing assistance, parent counseling)
International Center for Appropriate and Sustainable Technology (green tech housing upgrades)
Lee Pesky Early Education Center (early education)
Pomona School District* (early education)
Portland, Oregon* (green tech housing upgrades)
State of Colorado* (juvenile justice, child welfare)
State of Utah* (recidivism, justice involvement)
State of Vermont* (early education)

Institute on Aging (adults with disabilities)
Planned Parenthood Association of Utah (reproductive health, family planning)
Richmond City Health District* (pediatric asthma)
UTEC, Lowell, Massachusetts (juvenile justice, workforce development, gang in-reach)
Washington State of Early Learning* (early education)

Data Readiness Engagements (3)

Care Oregon, Clatsop County, Oregon (early education)
Catholic Charities of Chicago, Illinois (homelessness)
San Diego Workforce Partnership (workforce development)

Sorenson Impact's government clients include municipal, district, county, and state jurisdictions. Through this work, we have learned that success working with a variety of types of governments requires knowledge and experience of the dynamics, roles and responsibilities, and procedural activities related to different forms of government. With each jurisdiction, we have provided direct technical assistance to, among other things, identify a high-needs population, conduct comprehensive literature reviews for evidence-based interventions matched to a target population, develop cost/benefit analyses to assess the value proposition for proposed intervention(s), and manage data mapping and systems integration projects that support cross-sector analyses of the target population, including trend analyses, targeted outcome metrics, and cost structures.

In building capacity with service providers, Sorenson Impact is dedicated to connecting providers to unbiased academic researchers that know "what works" in social sciences as well as providing in-depth consulting from the service provider team on best practices, sequenced appropriately to ensure the internal steps necessary to establish program fidelity. Sorenson Impact's approach is client-centric in meeting providers "where they are at" rather than employing a one-size-fits-all approach. Executing on the work plans developed through an initial needs assessment, our staff helps providers apply evidence-based programmatic principles to their own organization, including target population identification, service cost models, analysis of data systems/infrastructure, and assistance developing and executing on a strategy to move the organization along the evidentiary continuum from preliminary (e.g., pre- and post-assessments with validated instruments) to strong (e.g., robust quasi-experimental design or randomized control trials) levels of evidence, whether through pay for performance funding or otherwise.

REFERENCES

Mat Aubuchon, Director of Early Childhood Education
Adams County School District 50 (Westminster, CO)
maubuchon@adams50.org
(303) 657-3921

Janet Froetscher
President, JB + MK Pritzker Foundation
jfroetscher@pritzkerfoundation.org
(312) 447-6000

Andrew Grueber
Executive Director, Wasatch Front Regional Council
agruber@wfrfc.org
(801) 363-4250

Angeli Weller, Ph.D., MBA
Lee Pesky Learning Center (Idaho)
aweller@lplearningcenter.org
(208) 409-0286

Proposal to:

Teton County, Wyoming and Town of
Jackson, Wyoming

In Response to:

Human Services Planning – Request for
Proposals

September 28, 2017

PublicKnowledge

ADVISING GOVERNMENT AGENCIES

1911 SW Campus Drive, #457
Federal Way, WA 98023
www.pubknow.com

Contact: Jim Plane
jplane@pubknow.com
(208) 890-0433

1 Identification of Submitting Entity

Submittal Content: 1. Identification of the Submitting Entity. State the name of the firm, mailing address, telephone number, email address, and individual authorized to negotiate on behalf of the firm. (1 page maximum)

Public Knowledge, LLC
1911 SW Campus Drive #457
Federal Way, WA 98023

September 28, 2017

Jodie Pond
Director Environmental and Public Health
Teton County Public Health Department
PO Box 937
460 E Pearl Ave.
Jackson, WY 83001

Human Services Planning – Request for Proposal

Dear Ms. Pond:

On behalf of Public Knowledge, LLC (PK) I am pleased to submit this proposal in response to your Human Services Planning Request for Proposal. It is our understanding that you intend to enter into a contract with a consultant to develop and create a Human Services Plan for Teton County.

Our firm has more than 25 years of experience in vision and mission development, and plan development. Our team has worked on strategic planning projects throughout Wyoming and the country. Our consultants have facilitated meetings with 100+ people and are certified ToP Facilitators by the Institute of Cultural Affairs. Three out of our consultants are local to Wyoming and understand the budget cuts and other factors affecting the state. They understand the importance of strategic planning to assess and prioritize the options, and develop creative solutions to meet community needs with reduced funding. I am authorized to negotiate on behalf of the firm. You may reach me at the mailing address above or at jplane@pubknow.com or (208) 890-0433.

Sincerely,



Jim Plane, Partner

2 Work Plan, Fees, and Innovation

Submittal Content: 2. Work Plan and Fees. Describe in detail the proposed work process that will be developed to provide the required services in Section 3. Describe how required services will be complete within the timeline established in Section 3. Include a fee proposal (task hours and staff billing rates with inclusion of expected travel costs, project- related expenses and contingency) for each task. (10 pages maximum)

Submittal Content 3. Innovation. Identify and describe in detail experience with a variety of approaches to Human Service funding and requirements that may be useful to the community (must be included in the proposed Work Plan).

Local governments must find new and innovative ways to finance the human service needs of their residents. The ultimate question is, how do we “meet increased demand for assistance at a time of tight budgets and heightened public expectations for effective outcomes in the work we do?” (APHSA Pathways Issue Brief, “A Framework for Alternative Human Service Financing,” page 1). The answer to this depends on where you are in the United States or even which county in Wyoming. Each county faces unique needs, unique funding opportunities, and unique challenges. The purpose of this project is to make a plan for Teton County that meets its needs and can be supported by the funding available.

We have many tools and techniques to choose from for stakeholder engagement that is needed. We have a process for strategic planning that builds upon the strengths, recognizes the challenges, and is intentional about results.

We will work closely with the Public Health Director to provide high quality, on-time deliverables. Our project manager will meet with the Public Health Director monthly, or more frequently if needed.

Our total proposed cost for this project is **\$116,550**. We will charge a blended rate of \$185/hour inclusive of all travel costs and project related expenses. Our approach to each phase including hours, fees, and representative activities are described in the work plan below.

2.1 Ongoing Project Management

Innovation and Tools Used: PMBOK Project Management Professional Standards

Estimated Hours	95 hours, \$17,575
Expected Duration	December 2017 – December 2018
Representative Activities	• Provide monthly status and timeline updates (progress reporting) • Facilitate project meetings as requested • Provide project management assistance, as requested
Assumptions	• Monthly status meetings, or more often if the project requires it or the Director requests • Status meetings will be in-person as needed, and by webinar for the remainder • The consultant shall supply the Director with at least (1) one copy of all completed or partially completed reports, studies, forecasts, maps, notes or plans as deemed necessary by the Director at least (3) three working days before each status meeting • The Director shall schedule the meetings, as necessary, at key times during the development of the Human Service Plan
Deliverables	• Status Meeting Agendas • Monthly status reports, including any identified issues and risks (progress reporting) • Status Meeting Minutes

2.2 Phase 1: Research and Development

Innovation and Tools Used: Research methodologies, environmental scanning, and stakeholder engagement

Estimated Hours	125 hours, \$23,125
Expected Duration	December 2017 – February 2018
Representative Activities	• Document review, including strategic plans, status, white papers, needs assessments, reports, and other materials as needed • Research funding models found in other counties, including federal funding, state funding, local funding, grant funding, foundations, individual donations, Social Impact Bonds (SIBs), pay for success or pay for outcomes, local business partnerships, and other sources as appropriate • Stakeholder interviews to identify participants in the Core

	Committee for the duration of the project, and to inventory key challenges to be addressed
Assumptions	• A maximum of 6 key stakeholder interviews • The Director will assist us in identifying the key stakeholders to interview • We will draft the invitation and one-page information sheet for the Core Committee for the Director to use when inviting
Deliverables	• Draft Research Report • Final Research Report • Recommended Membership for Core Committee • Invitation and One-Page Information Sheet on the Core Committee for invited members

2.3 Phase 2: Public Input and Stakeholder Engagement

Innovation and Tools Used: Appreciative Inquiry, focus groups, survey, interviews, ICA ToP Facilitation, and assessment tools

Estimated Hours	150 hours, \$27,750
Expected Duration	March 2018 – May 2018
Representative Activities	• Interview the Core Committee Members • Facilitate a planning session with the Core Committee to create an assessment plan for this phase, identify all impacted stakeholders, and solidify the stakeholder engagement plan • Public outreach through surveys, focus groups, and town hall meetings • Gather information during assessment of services, preferences, agencies, strengths, weaknesses, opportunities, and threats
Assumptions	• Maximum of 15 interviews of members • Maximum of 2 focus groups • Maximum of 2 town hall meetings • Survey questions will be largely closed-ended

Deliverables	• Draft interview protocol • Final interview protocol • Assessment Plan • Agendas and Minutes from all focus groups and meetings • Draft survey protocol • Final survey protocol • Public Input Summary
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2.4 Phase 3: Vision and Mission Development

Innovation and Tools Used: ICA ToP Facilitation and ICA Strategic Planning

Estimated Hours	60 hours, \$11,100
Expected Duration	June 2018
Representative Activities	• Facilitate a planning session with the Core Committee to identify the vision and mission of the Teton County Human Services continuum • Facilitate town hall meetings to gain input on the vision and mission statements
Assumptions	• Maximum of 2 town hall meetings
Deliverables	• Agendas and Minutes from all meetings • Final Mission and Vision Document, including logo branding for the effort if applicable

2.5 Phase 4: Funding Model Development

Innovation and Tools Used: ICA ToP Facilitation and ICA Strategic Planning

Estimated Hours	80 hours, \$14,800
Expected Duration	July 2018

Representative Activities	• Finalize research started in Phase 1 to gather more specific information on identified potential funding for Teton County during Public Input in Phase 2 • Facilitate a planning session with the Core Committee to identify a funding model for Teton County Human Services continuum • Facilitate town hall meetings to gain input on the funding model
Assumptions	• Maximum of 2 town hall meetings
Deliverables	• Agendas and Minutes from all meetings • Final Recommended Funding Model

2.6 Phase 5: Human Services Forum

Innovation and Tools Used: Meeting and event planning, ICA ToP Facilitation, and ICA Strategic Planning

Estimated Hours	40 hours, \$7,400
Expected Duration	August 2018
Representative Activities	• Hold and facilitate a Human Services Forum to gain input on the funding model, including but not limited to the work of the project and Core Committee, current agencies and provider booths, multiple opportunities to give input in various facilitated sessions, interviews, in-person short surveys, and onboard rating systems
Assumptions	• Human Services Forum will be no more than 4 hours in length • Director will supply or help us identify a location for the Forum
Deliverables	• Human Services Forum invitation • Human Services Forum plan and facilitator plan • Minutes and summary from the forum

2.7 Phase 6: Human Services Plan

Innovation and Tools Used: Succinct writing, proofreading and editing of written work

Estimated Hours	80 hours, \$14,800
Expected Duration	September 2018 – December 2018
Representative Activities	• Gather all input from this project and information gleaned from other reports and assessments to write a Human Services Plan for Teton County • Walk-through draft plan with Core Committee • Finalize plan
Assumptions	• None
Deliverables	• Draft Human Services Plan • Agenda and minutes from Core Committee meeting walkthrough • Final Human Services Plan

3 Experience

Submittal Content: 3. Experience. Provide specific and detailed examples of direct experience with Human Services, group facilitation, consensus building, comprehensive planning and resource allocation. (5 pages maximum)

Our team has worked on many projects involving group facilitation, consensus building, comprehensive planning, and resource allocation for human services programs. Our consultants worked on all the projects listed below. Section 4 identifies our staff to specific projects.

Project Table 3.1: Projects with Direct Experience

Project	Description of Experience
ID Department of Health and Welfare State Medicaid Health Information Technology Planning 4/2011 – 12/2011	Group Facilitation, Consensus Building, Comprehensive Planning Project Description: We provided project management services to support the development of the Idaho State Medicaid Health Information Technology (HIT) Plan and implementation-advance planning document. Part of the Health Information Technology for Economic and Clinical Health Act required the State to develop a plan for the provider electronic health record incentive program. We worked with State resources to scope various information technology solutions and the associated costs to support the HIT program.

Project	Description of Experience
ID Transportation Department Division of Highways Technology Investment Plan 6/2011 – 10/2012	Group Facilitation, Consensus Building, Comprehensive Planning Project Description: The Division recognized its program was using numerous disparate systems to support highway business processes. To determine if the disparate systems functionality was duplicated in core transportation enterprise systems, the Division desired to assess the functionality of each disparate system. We assisted the Division in assessing the current information technology environment to identify opportunities to discontinue unused applications and leverage existing functionality for other areas of highways.
MT Department of Public Health and Human Services Montana Service First CHIMES Organizational Readiness/Executive Leadership Assistance 7/2012 – 3/2013	Human Services, Group Facilitation, Consensus Building, Comprehensive Planning Project Description: We provided mentoring, coaching, and organizational readiness activities for the Service First Project executive leadership team as the Department embarked on the implementation of a new statewide eligibility system and a change to the organizational structure and business processes. The Department contracted with us to provide business transition planning and assistance in helping the Department plan and implement the eligibility business process changes. We facilitated the Department's leadership group meetings to help move forward decision-making, planning, analysis, and communication regarding the changes. Later, the scope of work expanded to assist the Department in planning and preparing for the ACA.
National Children's Bureau Capacity Building Center for Courts 10/2017 – 9/2018	Human Services, Group Facilitation, Consensus Building, Comprehensive Planning, Resource Allocation Project Description: Over the past 20 years, Children's Bureau-funded services have responded to new legislation and research, changes in standards of best practice, and emerging needs in the field of child welfare. Building on the prior work, the Children's Bureau launched the new Child Welfare Capacity Building Collaborative. The Collaborative is a partnership among three centers—the Center for States, Center for Tribes, and Center for Courts. The Collaborative builds capacity and helps public child welfare agencies, Tribes, and courts enhance and mobilize the human and organizational assets necessary to meet federal standards and requirements; improve child welfare practice and administration; and achieve safety, permanency, and well-being outcomes for children, youth, and families. We serve as a regional liaison.

Project	Description of Experience
OR Department of Human Services Child Safety in Substitute Care Independent Review 1/2016 – 12/2016	Human Services, Group Facilitation, Consensus Building, Comprehensive Planning Project Description: The Department provides services to ensure the safety and stability of Oregon's children and youth including specific places for children to reside when they cannot reside safely in their own homes. The System experienced some visible breakdowns. To protect the children the System serves, DHS engaged with us to conduct an independent, third party comprehensive review and assessment of the Child Substitute Care Services System to identify current gaps and facilitate needed improvements and processes. We identified key issues and challenges facing the System, identified areas of System strengths, and identified best practices and recommendations to support and facilitate System improvements.
WA City of Tacoma Information Management System Organizational Change Management 12/2015 – 3/2017	Group Facilitation, Consensus Building, Comprehensive Planning Project Description: The City implemented the Tacoma Information Management System (TIMS). TIMS is a multi-year program that helps employees better organize and find their documents and information. TIMS works behind the scenes to help with records management. TIMS impacts all City employees and how they work with electronic documents and email. It included implementing a single, enterprise-wide solution with embedded records management software. The City benefited from increased efficiency, decreased document volume, improved compliance, faster responsiveness to Public Disclosure Requests and improved preservation of information for posterity. We provided organizational change management support for this effort.
WA State Health Care Quality Authority Fee for Services Feasibility Study 5/2007 – 2/2008	Comprehensive Planning, Resource Allocation Project Description: We conducted a feasibility study for the Washington State Health Care Quality Authority to explore the possibility of a private pay registry for providers.
WA State Department of Transportation Olympic Region Organizational Assessment and Retreat 10/2007 – 6/2008	Group facilitation and comprehensive planning Project Description: The Department's administrative offices sought opportunities for improvement related to its reputation with customers and to improve working relationships within several offices. We provided consultation and facilitation to the Region through a strategic planning effort. As key issues surfaced, we assisted with facilitated conversations for affected parties to address the issues.

Project	Description of Experience
WA Department of Transportation Team Alignment and Facilitation and Planning 3/2007 – 6/2007	Group Facilitation, Consensus Building, Comprehensive Planning Project Description: To prepare for an upcoming influx of projects due to a large funding package, the Department recognized a need to build common expectations and clarify roles and responsibilities between headquarters and support groups, and the four or five very large construction projects between Central Seattle and Pierce County. We assisted in meeting this recognized need.
WY State Bar Young Lawyers Section Strategic Planning 5/2017 – 6/2017	Human Services, Group Facilitation, Consensus Building, Comprehensive Planning Project Description: The Young Lawyers Section wanted to create a strategic plan for moving the section forward. We assisted the Young Lawyers Section by facilitating a strategic planning session and providing a report.
WY Grown Strategic Planning 2/2017 – 3/2017	Human Services, Group Facilitation, Consensus Building, Comprehensive Planning, Resource Allocation Project Description: We facilitated a planning session with key stakeholders to identify the current strengths, weaknesses, opportunities, and threats to the program. We also discussed funding models for the program, and innovative approaches to the work given decreased funding and new administration
WY Supreme Court Children's Justice Project 8/2015 – 7/2018	Human Services, Group Facilitation, Consensus Building, Comprehensive Planning, Resource Allocation Project Description: We assist the Wyoming Supreme Court Children's Justice Project (CJP) to assess and improve the Wyoming juvenile court system's processes involving abuse and neglect proceedings. Representative activities and deliverables supporting process improvement includes: grant application support, supreme court publications updates and maintenance, planning and facilitating attorney training, facilitation of the CJP Advisory Council meetings, termination of parental rights audit, facilitation of an annual symposium on Children's justice, the development of a project management plan for Court Observation Project, and the development and implementation of guardian ad litem evaluation project plan.

Project	Description of Experience
WY Department of Healthcare Financing Medicaid Enterprise Change Management and Facilitation 8/2016 – 6/2018	Group Facilitation, Consensus Building, Comprehensive Planning Project Description: The Division is in the process of a Medicaid Information Technology (IT) enterprise transformation and recognizes that changes will occur and stakeholders need to prepare. The DHCF contracted with us to conduct planning activities for project milestones; establish a governance structure; develop a change management plan; facilitate stakeholders sessions to ensure all stakeholders are identified and communicated with; communication planning; assist with an organizational redesign including review of key functions of the existing to-be state; and a baseline and follow-up organizational awareness assessment to gather information from stakeholders to inform change management and communications activities.
WY Department of Education Strategic Planning 11/2014 – 1/2015	Human Services, Group Facilitation, Consensus Building, Comprehensive Planning Project Description: The Department and the Transition Team for Jillian Balow, the State Superintendent of Education, undertook a strategic planning effort to get quick input on the state of education in Wyoming and plan for the transition of office. The administration created an Outreach Cabinet of experts and advisors to assist in these efforts. We assisted with the planning session and report.
WY Department of Health Organizational Leadership Development 05/2013 – 04/2015	Group Facilitation, Consensus Building, Comprehensive Planning Project Description: The State of Wyoming Department of Health, Division of Healthcare Financing (DHCF) undertook this project to use an organizational development approach that would: ▪ Assess and provide direct feedback to individuals on their leadership style, capabilities, and “blind spots” so they can excel in their jobs; ▪ Help the leadership team understand their dynamics and dependencies, so they can build on the strengths of individuals and relationships; and ▪ Assist in building a strong leadership team, which will be better equipped to connect decisions and actions to desired outcomes and results.
WY City of Cheyenne Strategic Planning 5/2017 – 6/2017	Group Facilitation, Consensus Building, Comprehensive Planning Project Description: The City of Cheyenne wanted to create a strategic plan for moving the City forward. We assisted the City by facilitating a strategic planning session and providing a report.

Project	Description of Experience
WY Division of Healthcare Financing Long Term Services Redesign 02/2014 – 04/2015	Human Services, Group Facilitation, Consensus Building, Comprehensive Planning, Resource Allocation Project Description: The Division engaged us to assist in identifying options for reforming and redesigning the Medicaid Long Term Care (LTC) services system. The initiative included modernizing the LT-101 Eligibility Assessment and Plan of Care Tool, redesigning the nursing home rate reimbursement model, removing the cap on the LTC and Assisted Living Facility Waivers, home and community based services capacity building and barrier identification, and an overarching vision and redesign for the system.

4 Personnel and Staffing Plan

Submittal Content: 5. Personnel and Staffing Plan. Identify and provide resumes for all personnel who will have responsibility for performing the approach to service provision. Indicate the level of effort each staff person shall have in providing each service. Indicate the organization of the proposed team, specifically identifying the proposed Project Manager. Explain how the team will be organized to ensure adequate communication and performance among the personnel/firms in the team arrangement. Provide a brief overview of the firm's qualifications to undertake this assignment. The County and Town are expressly interested in the firm's experience and qualifications of providing professional services for this specific project. Lengthy explanations of completed, yet unrelated, projects will not be considered. (10 pages maximum)

For over thirty years we have focused on human services. Our assistance to public agencies includes group facilitation, consensus building, comprehensive planning, and resource allocation. Our consultants understand that government is always evolving. New leaders enter, positions change, new tools are introduced, and funding sources change. Local government is always working to collaborate with the community by direct interactions with community groups and members of the public through outreach, public meetings, and continuous stakeholder engagement. Our team consists of experienced facilitators who have worked extensively with local government. Our facilitation approach is collaborative and results-focused. Our staff, our experience, and our approach will provide you with what you need to successfully meet your planning goals. The table below shows the estimated monthly level of effort based on the information in the RFP. We will commit to providing the appropriate amount of time necessary to complete the full scope of work.

Table 4.1: Monthly Percentage of Time

Name	Role	Level of Effort
Jim Plane	Engagement Partner	5%
Jennifer Vachon	Project Manager	30%
Jeri Melinkovich, JD	Deputy Project Manager and Facilitator	30%
Whitney Agopian, JD, PMP	Facilitator and Research Specialist	20%
Stacey Obrecht, JD, CWLS, PMP	Facilitation Lead	10%

Table 4.2: Project Staff Resumes

Jennifer Vachon

jvachon@pubknow.com · 360-790-6637**Projects**

Medicaid Enterprise Change Management and Facilitation, WY Department of Healthcare Financing, Subject Matter Expert and Facilitator Advisor 8/2016 – Present

- Developed facilitators agenda for regular meetings that educates on change management initiatives for 30+ Medicaid IT projects within the Division of Healthcare Financing
- Developed facilitators agenda for communication planning sessions
- Developed facilitators agenda for transition planning meetings between multiple teams in preparation for system changes
- Advises on change management activities including a baseline readiness assessment to track change management activities and change readiness

Tacoma Information Management System Organizational Change Management, City of Tacoma, WA, Project Manager 12/2015 - Present

- Established an OCM framework
- Developed and implemented plans for OCM, training, and communication
- Provided ongoing facilitation to support OCM activities

Organizational Development Change Management and Leadership Team Development Project, WY Department of Health, Project Manager, and Leadership Development Coach, and Facilitator 3/2013 – 7/1/2014

- Provided individual leadership development assessment and coaching, and facilitated leadership and programmatic team alignments for the Medicaid Division at the Department
- Included administration of the Hogan Leadership Styles Inventory across the team, and individual leadership coaching
- Included general management consultation and advice regarding organizational restructuring and other management topics

Montana Service First CHIMES Organizational Readiness and Executive Leadership Assistance, MT Department of Public Health and Human Services, Deputy Project Manager 7/2012 – 3/2013

- Provided ongoing management consultation, leadership coaching, transition planning, communication planning, training program planning, and project management support
- Guided the Department through an enterprise transformation and culture change project in tandem with a large system implementation project.
- Worked with the Division Administrator and Bureau Chiefs to develop sustainable management processes, plans, and structures to support current and future change management efforts.
- Provided executive coaching to Bureau Chiefs, facilitated leadership team alignment effort.

Idaho Highways Technology Investment Plan (HTIP), ID Transportation Department, Subject Matter Expert, Facilitator 6/2011 - 10/2012

- Provided project management and business analysis to assist in development of a strategic roadmap for ITD's technology program
- Facilitated requirements and business process mapping sessions to better understand how systems can be integrated to improve data reliability and usage
- Performed a comprehensive as-is assessment of all systems currently used by the Division of Highways by interviewing more than 30 business groups
- Facilitated a cross-functional visioning session
- Developed recommendations for a strategic approach to implementing their technology program

Idaho State Medicaid Health IT Planning, ID Department of Health and Welfare, Analyst 3/2011 – 7/2011

- Helped develop early planning documentation to support an Idaho State Medicaid Health Information Technology Plan (SMHP), including a stakeholder communication plan

Fee For Service Feasibility Study, WA State Health Care Quality Authority, Analyst 5/2007 – 2/2008

- Conducted research and statewide interviews with partner agencies to determine demand for implementing a private-pay registry
- Identified alternatives for serving private pay consumers
- Conducted feasibility analysis,
- Identified technical, legal, and policy hurdles
- Determined financial feasibility of implementing a private-pay system

Organizational Assessment, WA State Department of Transportation; Olympic Region, Project Manager

10/2007 –
6/2008

- Conducted an organizational assessment of the Washington State Department of Transportation's Human Resources, I.T., Finance, Purchasing, and Safety offices
- Included development and distribution of staff and customer surveys, conducting 1:1 interviews, developing recommendations for leadership, facilitating management team workshops, and facilitating a 40-person all-staff team development retreat

Team Alignment Facilitation and Planning, WA State Department of Transportation, Environmental & Engineering, Facilitator

3/2007 –
6/2007

- Facilitated recurrent cross-functional alignment sessions for transportation directors and executives to develop a high-level action plan to ensure that adequate processes, procedures, and oversights were in place in preparation for an anticipated large funding package and associated delivery expectations
- Session planning and interviews, agenda development, facilitation, and documentation of decisions, actions, and recommendations

Education and Certifications

- BA: Bachelor of Arts, Psychology, Whitman College 1997
- MA: Masters in Applied Behavioral Science (Org. Development), Bastyr University 2000
- Institute of International Learning Project Management Certificate Program
- Institute of Cultural Affairs certified in Group Facilitation and Strategic Planning
- Graduate of Thurston County Dispute Resolution Certified Mediator Program
- Trained in executive and professional coaching
- Certified in the Hogan Leadership Assessment and in the Change Style Indicator

Jeri Melinkovich

jmelinkovich@pubknow.com · 307-399-9345

Projects

Capacity Building Center for Courts, National Children's Bureau, Consultant and Project Controller

5/2016 –
Present

- Assisted in managing the budget, deliverables, quality assurance on deliverables, and other management aspects of the project
- Assisted with liaison activities including review of strategic plans, developing capacity building initiatives, and quality assurance of online learning experiences

Supreme Court Children’s Justice Project, WY Supreme Court, Project Manager

8/2015 –
Present

- Managed the budget, resources, deliverables, resource allocation, and other management aspects of this project
- Developed an annual strategic plan that includes quality improvement initiatives within the juvenile court system
- Developed and performed annual audit of termination of parental rights proceedings to determine trends and improvement measures
- Facilitated large group council meetings in discussions on quality improvement initiatives and projects
- Performed quality assurance on juvenile justice publications including updating according to new statutes and case law
- Facilitated the development of an annual conference on children’s justice issues

Child Safety in Substitute Care Independent Review, OR Department of Human Services, Consultant

1/2016 –
12/2016

- Developed a comprehensive assessment of the current state of the OR foster system, barriers and issues that effects safety for children, and a plan moving forward to improve the system
- Facilitated focus groups with stakeholders involved in the OR foster cares system
- Developed, administered, and analyzed survey results of stakeholders involved in the OR foster care system

Wyoming Grown Strategic Planning, WY Department of Workforce Service’s, Facilitator

2/2017 –
3/2017

- Assisted in developing and facilitating a group strategic planning session, including developing a deliverable detailing a comprehensive plan and next steps
- Facilitated consensus building in determining strengths, barriers, and next-steps

Medicaid Enterprise Change Management and Facilitation, WY Department of Healthcare Financing, Facilitator and Project Controller

8/2016 –
Present

- Assisted in managing the budget, deliverables, quality assurance on deliverables, and other management aspects of the project
- Facilitated regular meetings that educates on change management initiatives for 30+ Medicaid IT projects within the Division of Healthcare Financing
- Facilitated meetings with the leadership team to identify issues, escalate, and create mitigation strategies
- Developed and facilitated communication planning sessions
- Developed and facilitated transition planning meetings between multiple teams in preparation for system changes
- Created surveys and analyzed results on leadership team needs for an organizational redesign
- Created a baseline readiness assessment to track change management activities and change readiness

Education and Certifications

BS: Bachelor of Arts, University of Wyoming	2009
MPA: Masters of Public Administration, University of Wyoming	2012
JD: Juris Doctorate, University of Wyoming College of Law	2012
Certified Facilitator, Institute of Cultural Affairs (ICA)	2016

Whitney Agopian

wagopian@pubknow.com · 307-277-3647

Projects

State Bar Young Lawyers Section Strategic Planning, WY State Bar, Lead Facilitator

5/2017 –
6/2017

- Developed and facilitated a group strategic planning session, including developing a deliverable detailing a comprehensive plan and next steps
- Facilitated consensus building in determining strengths, barriers, and next-steps

Medicaid Enterprise Change Management and Facilitation, WY Department of Healthcare Financing, Project Manager

8/2016 – Present

- Managed the budget, resources, and alignment for this project
- Created a project plan and facilitated regular group meetings that coordinates over 30+ Medicaid IT projects within the Division of Healthcare Financing
- Created a governance structure to facilitate issue identification, escalation, and the creation of mitigation strategies
- Developed and facilitated communication planning sessions
- Developed and facilitated transition planning meetings between multiple teams in preparation for system changes
- Facilitated contract manager training meetings and assisted in determining strategy, issues, and next steps
- Developed surveys, analyzed results, and facilitated meetings with executive leadership on organizational redesign issues and strategies
- Developed a baseline readiness assessment to track change management activities and change readiness

Supreme Court Children's Justice Project, WY Supreme Court, Consultant

8/2015 – Present

- Assisted in developing an annual strategic plan that includes quality improvement initiatives within the juvenile court system
- Developed and performed annual audit of termination of parental rights proceedings to determine trends and improvement measures
- Quality assurance on juvenile justice publications including updating according to new statutes and case law
- Facilitated the development of an annual conference on children's justice issues

Department of Education Strategic Planning, WY Department of Education, Consultant

11/2014 – 1/2015

- Survey development, review of goals, and facilitated sessions with staff to refine the strategic plan, metrics, and align it with the Department's vision
- Facilitated a session with the State Board of Education

Long Term Services Redesign, WY Division of Healthcare Financing, Consultant and Project Manager

2/2014 – 4/2015

- Assisted in identifying gaps on the current waiver application
- Coordinated and compiled public comment
- Administered a public survey to gain input from clients and provider
- Assisted with writing the Waiver Renewal Application

Education and Certifications

BS: Bachelor of Science in Biology, Mesa State College	2002
JD: Juris Doctorate, University of Wyoming College of Law	2009
Project Management Professional (PMP), Project Management Institute	2015
Certified Facilitator, Institute of Cultural Affairs (ICA)	2014

Stacey Obrecht

sobreth@pubknow.com · 307-287-8941

Projects

City of Cheyenne Strategic Planning, WY City of Cheyenne, Project Manager and Lead Facilitator	5/2017 – 6/2017
- Developed and facilitated a group strategic planning session, including developing a deliverable detailing a comprehensive plan and next steps - Facilitated consensus building in determining strengths, barriers, and next-steps	
State Bar Young Lawyers Section Strategic Planning, WY State Bar, Facilitator	5/2017 – 6/2017
- Assisted in developing and facilitating a strategic planning session, including developing a deliverable detailing the strategic plan and next steps - Advised on group facilitation strategies	
Capacity Building Center for Courts, National Children' Bureau, Project Manager and Liaison	05/2016 – Present
- Served as the Liaison for Region 7 and Region 10 states – including Kansas, Iowa, Nebraska, Missouri, Alaska, Idaho, Oregon, and Washington - Provides universal, constituency, and tailored services to the CIPs and court systems in the region, the PIC for CFSR work from the CBCC, as well as serving on the regional capacity building team with the other centers	
Child Safety in Substitute Care Independent Review, OR Department of Human Services, Subject Matter Expert and Facilitator	1/2016 – 12/2016
- Facilitated focus groups with stakeholders involved in the OR foster cares system - Advised on development, administration, and analysis of survey results of stakeholders involved in the OR foster care system - Developed a comprehensive assessment of the current state of the OR foster system, barriers and issues that effects safety for children, and a strategy moving forward to improve the system	

Wyoming Grown Strategic Planning, WY Department of Workforce Service's, Facilitator	2/2017 – 3/2017
• Developed and facilitated group strategic planning session, including the developing a deliverable detailing a comprehensive plan and next steps • Facilitated consensus building in determining strengths, barriers, and next-steps	
Supreme Court Children's Justice Project, WY Supreme Court, Engagement Manager and Subject Matter Expert	8/2015 – 7/2018
• Assisted in developing an annual strategic plan that includes quality improvement initiatives within the juvenile court system • Developed and performed annual audit of termination of parental rights proceedings to determine trends and improvement measures • Facilitated large group council meetings in discussion quality improvement initiatives and projects • Quality assurance on juvenile justice publications including updating according to new statutes and case law • Facilitated the development of an annual conference on children's justice issues	
Medicaid Enterprise Change Management and Facilitation, WY Department of Healthcare Financing, Engagement Manager and Subject Matter expert	8/2016 – 6/2018
• Created a project plan and facilitated regular group meetings that coordinates over 30+ Medicaid IT projects within the Division of Healthcare Financing • Created a governance structure to facilitate issue identification, escalation, and the creation of mitigation strategies • Developed and facilitated communication planning sessions • Developed and facilitated transition planning meetings between multiple teams in preparation for system changes • Facilitated contract manager training meetings and assisted in coming to group consensus on purpose, issues, and next steps • Developed surveys, analyzed results, and facilitated meetings with executive leadership on organizational redesign issues and strategy • Developed a baseline readiness assessment to track change management activities and change readiness	
Long Term Services Redesign, WY Division of Healthcare Financing, Project Manager and Subject Matter Expert	02/2014 – 04/2015
• Managed the resources and budget for this project until 10/2015 • Assisted in identifying gaps on the current waiver application • Coordinated and compiled public comment • Administered a public survey to gain input from clients and provider • Assisted with writing the Waiver Renewal Application	

Organizational Leadership Development, WY Department of Health, Project Manager

05/2013 –
04/2015

- Provided individual leadership development assessment and coaching, and facilitated leadership and programmatic team alignments for the Medicaid Division at the Department
- Included administration of the Hogan Leadership Styles Inventory across the team, and individual leadership coaching
- Included general management consultation and advice regarding organizational restructuring and other management topics

Department of Education Strategic Planning, WY Department of Education, Project Manager and Facilitator

11/2014 –
1/2015

- Managed the resources and budget for this project and responsible for the alignment work
- Survey development, review of goals, and facilitated sessions with staff to refine the strategic plan, metrics, and align it with the Department's vision
- Facilitated a session with the State Board of Education

Education and Certifications

BA: Bachelor of Arts in Sociology, Emphasis in Legal Studies, University of Northern Colorado

2002

JD: University of Wyoming College of Law

2006

Certified Child Welfare Law Specialist (CWLS), National Association of Counsel for Children (NACC)

Employment Law Certification from Mountain States Employers Council (MSEC)

Formal Training from the Institute of Cultural Affairs (ICA) on Group Facilitation Methods, Participatory Strategic Planning, and Environmental Scanning

Certified to Administer and Interpret the Hogan Assessment

Certified Project Management Professional (PMP), Project Management Institute (PMI)

5 References

Submittal Content: 6. References. Provide a list of current and past clients for which your firm has performed work of a similar nature. For each reference, include a contact name, phone number and email address. Briefly describe the work performed for each reference. Include a minimum of three references and no more than five.

Reference Contact Information	Project Description
Eydie Trautwein Director of Legal Resources and Judicial Education/CIP Director 307-777-7629 etrautwein@courts.state.wy.us	Project Date: 5/2017 – 6/2017 We assist in improvement of the Wyoming juvenile court system's processes involving abuse and neglect proceedings. Representative activities include grant application support, supreme court publications updates and maintenance, planning and facilitating attorney training, facilitation of the CJP Advisory Council meetings, termination of parental rights audit, facilitation of an annual symposium on Children's justice.
Lee Grossman Administrator Developmental Disabilities Section, Behavioral Health Division 307-777-7460 lee.grossman1@wyo.gov	Project Date: 02/2014 – 04/2015 We identified options for reforming and redesigning the Medicaid Long Term Care (LTC) services system. The initiative included modernizing the LT-101 Eligibility Assessment and Plan of Care Tool, redesigning the nursing home rate reimbursement model, home and community based services capacity building and barrier identification, and an overarching vision and redesign for the system.
Dicky Shanor Chief of Staff, Wyoming Department of Education 307-777-7690 dicky.shanor@wyo.gov	Project Date: 11/2014 – 1/2015 We assisted the Department and State Superintendent of Education undertake a strategic planning effort to get quick input on the state of education in Wyoming and plan for the transition of office. We assisted with the planning session and report.
Jesse Springer Medicaid AIMS Manager Analytics, Informatics, MMIS, and Special Projects Unit 307-777-8048 jesse.springer@wyo.gov	Project Date: 8/2016-6/2018 We were engaged to facilitate in change management activities including planning activities for project milestones; establishing a governance structure; developing a change management plan; facilitating stakeholders sessions to ensure all stakeholders are identified and communicated with; communication planning; assisting with organizational redesign; and a baseline and follow-up organizational awareness assessment.

RJ Glantz Director of Wyoming Grown 307-752-3253 rj.glantz@wyo.gov	Project Date: Description 2/2017 – 3/2017 We facilitated a planning session with key stakeholders to identify the current strengths, weaknesses, opportunities, and threats to the program. We also discussed funding models for the program, and innovative approaches to the work given decreased funding and new administration.
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Board of County Commissioners/Town of Jackson

Staff Report

Matters from Staff Agenda item #____

Meeting Date: July 10, 2017

Submitting Dept: Public Health

Presenter: Jodie Pond

Subject: Presentation of Human Services White Paper

Statement / Purpose: Presentation of Human Services White Papers

Background / Description (Pros & Cons): In the Fall of 2016 the Systems of Care and the Human Services Council began a process of writing a White Paper that could be used to describe the impact of recent State budget cuts to local Human Services providers. The group then collaborated with the Human Service Council to produce the White paper and gain consensus among both groups on the recommendations contained in the paper.

Statement of Strategic Intent addressed by this item (Identify BCC goals accomplished/addressed): The White Paper supports: Vibrant Community – Goal: Promote access to quality public health, social services and transit for people of all income levels.

Attachments: White Papers: 1. Teton County, Wyoming Human Services Network, 2. Impacts of Current and Future Budget Cuts on Human Services in Teton County, Wyoming.

Fiscal Impact: None at this time.

Staff Impact: None at this time.

Legal Review: None.

Recommendation: N/A

Suggested Motion: N/A

Pathway to a Healthy Community

A Map for Creating a Healthier Community

1. **System of Care White Papers** – A call to action to address the Human Service needs of our community.
 - a. Date – July 2017
 - b. Format – White Paper report
 - c. Lead – System of Care/Human Service Council
 - d. Other Stakeholders – Business owners, Board of County Commissioners, Town Elected officials
 - e. Funding Source – N/A
2. **Shared Vision Workshop** – Define a shared vision for Human services in Teton County. (Contractor scope of work for RFP)
 - a. Date – January/February 2018
 - b. Format - Workshop
 - c. Lead – Town/County Staff (Facilitator)
 - d. Core Team – To be identified
 - e. Other Stakeholders – Human Service Council, System of Care, School District, Business Owners, Teton County Public Health, St Johns Medical Center, Community Members and Consumers
 - f. Funding Source – Town and County
3. **Human Services Strategic Plan** – Develop a Human Service Strategic Plan that identifies strategies to meet the services needs of the community. **(Action on hold pending input from Contractor)**
 - a. Date – July 2018
 - b. Format - Plan
 - c. Lead – Human Service Council
 - d. Other Stakeholders – System of Care, School District, Business Owners, Community Members and Consumers
 - e. Funding Source – Human Service Council
4. **Develop a Funding Model** – To support the shared vision and address community human service needs. (Contractor scope of work for RFP)
 - a. Date – March 2018
 - b. Format - Workshop
 - c. Lead – Board of County Commissioners/Town/Staff (Facilitator)
 - d. Core Team – To be identified
 - e. Other Stakeholders – Community Foundation and Private Funders, Public Funders
 - f. Funding Source – Town and County

5. **Healthy Teton County** – Community Health Needs Assessment and Implementation Plan – 2018 update
 - a. Date – July 2018
 - b. Format – MAPP Process, Report and Plan
 - c. Lead – Teton County Public Health, St. John’s Medical Center
 - d. Other Stakeholders – HTC Steering Committee
 - e. Funding Source – Teton County Public Health and St. John’s Medical Center
6. **Network of Care** – Community Data Dashboard and Social Services Directory
 - a. Date – July 2017
 - b. Format – Website
 - c. Lead – Teton County Public Health and St. Johns Medical Center
 - d. Other Stakeholders – System of Care
 - e. Funding Source – Teton County Public Health, St. John’s Medical Center and The Community Foundation
7. **System Data Collection and Evaluation** - To provide ongoing evaluation and make improvements to the system. **(Action on hold pending input from Contractor)**
 - a. Date – Ongoing
 - b. Format – Formal Evaluation Plan
 - c. Lead – System of Care/Human Service Council
 - d. Other Stakeholders – Private funders, Public Funders, Teton County Public Health and St. Johns Medical Center
 - e. Funding Source – System of Care
8. **Human Services Forum** – To help guide the decision making process for the Human Services Plan. (Contractor scope of work for RFP)
 - a. Date – October 2018
 - b. Format - Summit
 - c. Lead – Board of County Commissioners/Town/Staff (Facilitator)
 - d. Core Team – To be identified
 - e. Other Stakeholders – Human Service Council, System of Care, School District, Business Owners, Teton County Public Health, St. Johns Medical Center and Consumers
 - f. Funding Source – Town and County
9. **Human Services Plan** – A comprehensive, community human services plan for Teton County that incorporates all the above activities and information and other studies and plans conducted (i.e. Mental Health Assessment). The focus of this plan will relate to policy level decisions. (Contractor scope of work for RFP)
 - a. Date – December 2018
 - b. Lead – Board of County Commissioners/Town/Staff (Facilitator)
 - c. Core Team – To be identified
 - d. Format - Plan

- e. Other Stakeholders – Human Service Council, System of Care, School District, Business Owners, Community Members and Consumers

Feedback on RFPs for Teton County Human Service Plan

Bruce Burkland

Nov. 21, 2017

Regarding Sorenson Impact Center Proposal:

1. p5 States that human service providers would not be on the Core Committee who provide direction and make decisions that will impact the findings and conclusions. Human service providers have much to offer this group, are key stakeholders, and two human service directors should be on the Committee.
2. p5 Talks of possible work groups but gives no idea of who would be involved in those groups and who would select them.
3. p8 mentions Pay for Performance contracting. I do not know what they mean by this term but in the past I have seen it used by others in such away to reduce service. There are many variables involved in human service outcomes and how performance is defined determines whether or not it is constructive.
4. This consultant does not seem to have done any work in Wyoming and would not have as much knowledge on Wyoming systems and funding for human services and the primary use of non-profits to provide services.
5. They are very focused on data so it will be really important to carefully define what data is relevant .

Regarding PublicKnowledge

1. p3-4 does not give much idea of who would serve on the Core Committee. They will interview stakeholders to determine that but gives no idea of what they are looking for in the interviews and the Director recommends who they interview. As stated above human service providers should be on the Committee.
2. p3 One of their research activities would be researching funding models in other Counties, and suggestions in that area include "pay for Performance" which I addressed above.
3. In general they do not seem as data driven as Sorenson Impact. Data is important but so is information gathered from interviews with stakeholders.
4. They have done a number of jobs in WY. so have experience at least with the State and its way of operating. Having worked in the State also makes it easier to get references from people known .

Deidre Ashley
Executive Director
Jackson Hole Community Counseling Center

Here is my feedback regarding Sorensen, the firm that has been recommended to do the Human Service Plan for Teton County.

Sorensen's proposal states that they will not have any contact with contracted providers. This goes against the idea of the collaborative efforts of the human service agencies and will limit full awareness to the contacted entity of how the system works in Teton County. Without involvement with providers, there is no way for Sorensen to understand the full scope of what is being done in the community. I agree it is a conflict of interest to have the providers involved in the funding recommendations, however, it was my impression this was just a piece of the project and therefore would recommend the providers not be included in this work committee. Although I also feel there does need to be some representation since the funding does not include the notion that any service or agency will be fully funded by this process. This would be a portion of the total funding and this needs to be considered with any funding formula and outcomes requirements.

Sorensen cited research they will be using. I question some of data sources if used exclusively. Some of it is opinion from people outside of the system, based on perceptions and not data. Human service providers have hard data that can be used to provide a more informed, clearer picture of human service gaps/needs in our community. I would like to see Sorensen reaching out to the providers for hard data.

I noticed that the Public Knowledge proposal mentioned understanding the uniqueness of not just Wyoming but also working in different regions/counties in a frontier state. I did not get the same sense from the Sorenson proposal that speaks to an understanding of our geographic and population issues.

Finally, I compared the two on the core question they would be answering:

Sorenson – The question seems to be more about developing programs and data driven outcomes rather than figuring out what the needs are and how to fund them.

“While the County has begun to increase its understanding of needs through a White Papers and has increased its efforts to raise private funds to support human services, the leap to using data to make decisions and drive resources remains elusive. There is also a shared interest in developing a community-level understanding of needs through input from residents, to using this information alongside data to develop community accepted

measurable outcomes, and data-driven actions. In addition, the county needs develop a comprehensive and new funding strategies to pay for high-impact services designed to measurably improve outcomes.”

Public Knowledge – I feel like they have a better understanding of what we are looking for as a community. We already have organizations that are providing quality programs with high impact outcomes but the needs are increasing and the funding (state) is decreasing

“Local governments must find new and innovative ways to finance the human service needs of their residents. The ultimate question is, how do we "meet increased demand for assistance at a time of tight budgets and heightened public expectations for effective outcomes in the work we do?" (APHSA Pathways Issue Brief, "A Framework for Alternative Human Service Financing," page 1). The answer to this depends on where you are in the United States or even which county in Wyoming. Each county faces unique needs, unique funding opportunities, and unique challenges. The purpose of this project is to make a plan for Teton County that meets its needs and can be supported by the funding available.”

Laura Soltau, Executive Director
Teton Literacy Center

Comments and Questions regarding the Sorenson Proposal for creation of the Health and Human
Services Plan

Thank you for making Health and Human Services a priority and for your thoughtful movement forward in this process.

I am in support of creating a Health and Human Services Plan for our community and believe that this process will help us develop strategic priorities for our services, a stronger data and evaluation system, and a funding model that will help ensure we are focusing on the community need with our programs and funding priorities.

Jodie Pond presented at the Systems of Care meeting on November 16, 2017, and her comments and answers to questions were helpful in formulating an opinion and a deeper understanding of the process moving forward. Jodie provided insight over the following areas: the bidding process, the committee's recommendation and reasoning, and the next steps in the process.

My main concern with Sorenson as the consultant for this plan is the lack of involvement of Systems of Care or Human Services Council in the core committee. In Sorenson's bid on page 5, it illustrates that HSC/SoC would not be in the core committee. Jodie believes that this concern is easily rectified. She illustrated that we can add in our involvement in the Scope of Work during contract negotiations. Jodie has offered to have SoC members including myself, Deidre Ashley and Chris Moll work with her in developing the Scope of Work for Sorenson. If transparency and conversations with Sorenson can take place to re-evaluate the formation of the core committee, then I would be more inclined to support their proposal.

This plan is more than just a funding model, as illustrated in the "Pathway to a Healthy Community" checklist. The pathway illustrates that the funding model, data collection and evaluation, and shared vision will all be parts of this bigger plan. In this case, I feel it is integral that the Systems of Care and Human Services Council have representatives as part of the Core Committee.

Sorenson's focus on collective impact, data driven results, and work internationally provide them with a unique perspective for this project. I just want to ensure that the work that Systems of Care and Human Services Council play a role in this process, and that this role is clearly defined to avoid any further communication issues.

Sarah Cavallaro

Human Service Consultants- Pros and Cons:

Sorenson Impact:

- **Pros:** Address the cost not to provide service question- seems like they will quantify this; look at both the traditional funding models for Towns/Counties as well as innovative ones; good citizen outreach activities; utilization of the U of U to help assist in the research and quantification process; will give policy recommendations to the elected bodies; looks to set priorities for the community related to Human Services; good in quantifying the costs of social problems, drivers of costs and where they accrue;
- **Cons:** Mostly focused on funding; do not include the providers as part of the Critical Team- says that, "Note, however, the direct involvement of service providers in advance of a reformed procurement process is not recommended as to avoid potential conflicts of interest."; the data sets are set by the Core Committee- and this then determines the need- concern that all available data will not be used but rather data the Core Committee is familiar with; Core Committee seems like it has all the recommendation power without giving outside input a voice throughout the process; there seems to be a very clear disconnect from providers in terms of involvement and participation in developing the vision and overall plan; may not understand the true nature of the public-private partnership in Wyoming- how NPOs pick up the services that are often offered through government in other Towns/ Counties/ States; Concern that this is going to dictate services provided without actual understanding of the services provided; seems more academic/research based rather than overall approach based; have much more education-based projects and experiences than with human service based;

PublicKnowledge:

- **Pros:** In the overall work plan they identify the ultimate question as "how do we meet increased demand for assistance at a time of tight budgets and heightened public expectations for effective outcomes in the work we do"; First do stakeholder interviews to identify the Core Committee- do not exclude service providers from being on this important Committee- more in line with what we discussed with the County; looks at in Phase 2 how to identify ALL impacted stakeholders and figure out a stakeholder engagement plan; Utilize Appreciative Inquiry approach- fitting with what we do with Restorative Justice; Extensive consultant work done with Departments we work with at the State- understanding of how Wyoming provides services as well as the complex relationships each human service provider has with the state; appreciate that Core Committee- with stakeholders- will work on funding model- not in isolation; groups they have worked with are more like what we our group is like;
- **Cons:** More expensive; not sure we want logo branding for the effort to be a part of this- reminiscent of Compassion Moves Mountains;

Overall:

I can see why Public Health, County Admin, and Parks and Rec chose Sorensen as it is in alignment with a Public Health model and a model that has very concrete research-based metrics- much like education.

This seems to be the driver for the choice. I also know why I would choose PublicKnowledge- it is a more process-based group that is inclusive of groups outside government. I think the choice of the consultant illustrates the true divide between philosophy of what we are trying to achieve and what the intended outcomes are. This process feels a lot like the Healthy Teton County process which has not been met with full enthusiasm or support by human service groups. Again- a divide between the medical model and the social service model. I believe the PublicKnowledge group seems to understand the social service model much more accurately than Sorensen.

*Trudy Birkemeyer Funk, LCSW MAC
Executive Director
Curran Seeley Foundation*

Here is my feedback regarding Sorensen, the firm that has been recommended to do the Human Service Plan for Teton County.

1. Sorensen's proposal states that they will not have any contact with contracted providers. This goes against the idea of collaborative work and additionally severely limits Sorensen's ability to view the full picture. Without contact with those doing the work, there is no way for Sorensen to understand the full scope of what is being done in the community. I understand the concern in regards to contractors being involved in the funding formula piece, but in regards to the "Human Service Plan" the contracted providers are the only ones with an intimate knowledge of how services are provided and accessed and what collaborations and systems are already in place.

2. Sorensen cited research they will be using. Some of what was cited as informing their process is not data driven, in fact much of it is opinion from people outside of the system. Each of the health and human service providers have hard data that is provided to various entities or certifying agencies that could be utilized to provide a more informed, clearer data picture of human services in our community. I would like to see Sorensen reaching out to the providers for hard data.

3. I don't see in Sorensen's citation of projects that they have ever worked in a frontier community (not just rural) or that they have worked in a resort type of community. Very often ideas and "best practices" that are developed for more populated areas are blanketed onto frontier areas when they haven't been researched as effective in these areas. The outcome is less than desirable, and in some cases extremely ineffective. If Sorensen has worked in a frontier community or a resort community that is similar to Jackson Hole, I would like to be informed of that and hope that they would be able to utilize experience from that work to help inform this process.

Sorensen appears to be a very professional company with a litany of experience, and they are less expensive than the other proposal which is also a plus. However, in order to provide a Human Service Plan that incorporates the uniquenesses of our community as well as the systems already in place, I would like to see Sorensen provide an updated proposal with above suggestions to reflect a more comprehensive data driven plan and process.



Board of County Commissioners - Staff Report

Meeting Date: 10/16/2018

Presenter: Alyssa Watkins

Submitting Dept: Administration

Subject: Consideration of Appointment of two County representatives to a Human Services Planning "Core Committee"

Statement / Purpose:

To consider the appointment of two County representatives to a Human Services Planning "Core Committee" to guide the development and release of a Request for Proposals (RFP) related to human services planning efforts, and to make recommendations on the subsequent and associated award of bid.

Background / Description (Pros & Cons):

In a January 2017 Board retreat, the Board of County Commissioners selected Health and Human Services as an area of focus for their work in 2017-2018. As a part of that focus, subsequent discussions centered on the development of a Resource Allocation Model for use by the BCC in making funding decisions related to human services budget requests. There was recognition that such a Resource Allocation Model would require foundational information from a community Human Services Plan and corresponding System-Wide Evaluation Plan. A potential path forward was considered by the BCC and Town Council at the December 2017 Joint Information Meeting. However, due to concerns raised with the recommendation presented at that time, staff was directed to reengage with the human service sector to discuss alternate strategies.

Town and County staff and members of the Human Services Council worked together from January through September 2018 to discuss such alternate strategies. Through many meetings over the course of those nine months, several options and potential paths forward were considered and vetted. Attached to this staff report is the final, consensus product of the dedicated work of that group. It reflects an outline of a planning process to guide the community in a shared vision for Human Services, resulting also in the development of system outcomes and a funding model to be used by Teton County and potentially the Town of Jackson.

A part of that process calls for the development of a "Core Committee". A total of six members will make up the Core Committee, consisting of 2 representatives from the non-profit human services sector, 2 from the Town of Jackson, and 2 from Teton County. The task of the Core Committee will be to write a Request for Proposals for a consultant to provide services outlined in Phases 1-3. Members of the Core Committee will evaluate proposals and make a recommendation to the Town and County for a consultant to perform the three phases of this project.

The Board of County Commissioners Administrator and the Director of the Health Department have been the County's representatives in the process to date. Staff believes that these two individuals remain in the best position to represent the County in this process. For this reason, as well as for purposes of consistency and efficiency, staff recommends that this participation be memorialized through today's appointments, and that the BCC Administrator and the Director of Health be appointed as the County's representatives to the core committee.

Stakeholder Analysis & Involvement:

Representatives from the Human Services Council have worked with staff from the Town and County to develop the attached process outline. The Town, County, and non-profit human services sector will continue to collaborate on this initiative through the core committee's work and recommendation.



Board of County Commissioners - Staff Report

Fiscal Impact:

There is no fiscal impact to the development of the core committee. The committee's recommendation will ultimately have a fiscal impact tied to the award of bid, which will come before the BCC under separate cover.

Staff Impact:

The two staff members appointed will be required to dedicate time to the development and release of a RFP and also to the review of the responses and development of a recommendation for consideration by the County Commissioners and Town Council. This impact is estimated at approximately 15-20 hours per employee but will vary dependent on the actual number of responses received.

Legal Review:

There has not been legal review of this item.

Staff Input / Recommendation:

Staff recommends appointing BCC Administrator Alyssa Watkins and Director of Health Jodie Pond to the core committee.

Attachments:

Human Services Planning Process Outline

Suggested Motion:

I move to appoint BCC Administrator Alyssa Watkins and Director of Health Jodie Pond to the human services planning process core committee, to act in accordance with the role as described in the Human Services Planning Process Outline presented today.

Teton County Human Services

Planning for a Healthy Future

An outline of a planning process to guide the community in a shared vision for Human Services, resulting also in the development of system outcomes and a funding model to be used by the Town of Jackson and Teton County.

This project is a collaborative partnership between the non-profit Human Services sector, the Town of Jackson and Teton County.

The “Core Committee” will consist of 2 representatives from the non-profit human services sector, appointed by the Human Service Council. At a minimum one representative will be a current Human Service Council member. Two employees from the Town of Jackson and two employees from Teton County will be appointed by the Town of Jackson and the Board of County Commissioners. A total of six members will make up the Core Committee.

The task of the Core Committee will be to write a Request for Proposals for a consultant to provide services outlined in Phases 1-3. Members of the Core Committee will evaluate proposals and make a recommendation to the Town and County for a consultant to perform the three phases of this project.

The Core Committee will strive for consensus in recommendations to the Town Council and the Board of County Commissioners. However, if this is not possible, the majority position will be presented along with justification for any minority position(s).

PHASE I – Human Services System Plan

Definition: A comprehensive, community human services plan for the Town of Jackson and Teton County to develop a shared vision, mission, values and guiding principles to inform system wide goals

Outcome – A Human Service Plan

PHASE II– System Evaluation to Support Shared Outcomes

Definition: A system wide evaluation plan to measure outcomes and define success through a shared measurement system and platform.

Outcome – A System Wide Evaluation Plan

PHASE III – Resource Allocation Model for the System

Definition: A resource allocation model to be used by elected officials for making evidence-based funding decisions in a variety of funding climates.

Outcome – A Resource Allocation Model

**Board of County Commissioners - Staff Report****Meeting Date:** 02/19/19**Presenter:** Alyssa Watkins**Submitting Dept:** Administration**Subject:** Consideration of Award of Bid for Human Service Planning

Statement / Purpose:

To consider an award of bid for Human Service Planning efforts.

Background / Description (Pros & Cons):

In a January 2017 Board retreat, the Board of County Commissioners selected Health and Human Services as an area of focus for their work in 2017-2018. As a part of that focus, subsequent discussions centered on the development of a Resource Allocation Model for use by the BCC in making funding decisions related to human services budget requests. There was recognition that such a Resource Allocation Model would require foundational information from a community Human Services Plan and corresponding System-Wide Evaluation Plan. A potential path forward was considered by the BCC and Town Council at the December 2017 Joint Information Meeting. However, due to concerns raised with the recommendation presented at that time, staff was directed to reengage with the human service sector to discuss alternate strategies.

Town and County staff and members of the Human Services Council worked together from January through September 2018 to discuss such alternate strategies. The group developed an outline of a planning process to guide the community in a shared vision for Human Services, resulting also in the development of system outcomes and a funding model to be used by Teton County and potentially the Town of Jackson. A part of that process called for the development of a "Core Committee". In October of 2018, the BCC agreed to the process proposed and subsequently appointed two members to the Core Committee (the Director of Health and the Board of County Commissioners' Administrator). A total of six members made up the Core Committee; 2 representatives from the non-profit human services sector, 2 from the Town of Jackson, and 2 from Teton County. The Core Committee wrote and, in January of 2019, released a Request for Proposals for a consultant to provide Human Services Planning services. Seven (7) responses were received, which the Core Committee independently scored and then met to review. The committee narrowed the field to three finalists and interviewed those three firms. Based on the results of those interviews, the committee unanimously recommends the award of bid to Program and Policy Insight (PPI).

Submitting Firm	Cost Proposal
Program and Policy Insight (PPI)	\$84,801
Spark Policy Institute	\$186,660
MGT Consulting Group	\$162,575

*Chart represents finalists only, remaining bids received were \$56,600, \$56,644.67, \$99,717.60, and \$149,945

The Town of Jackson has indicated a potential interest in partnering on this project, however, did not allocate any funds for the effort in FY19. While Teton County did allocate funds for FY19, PPI's proposal does not call for work to begin until FY20. Should the BCC elect to award the bid for the project and subsequently sign a contract for services, the County's fiscal commitment would be specific to FY20, and interim conversations could be had with the Town of Jackson to determine whether or not they would commit to being a fiscal partner.

Stakeholder Analysis & Involvement:

Representatives from the Human Services Council have worked with staff from the Town and County on this initiative.

*Organizational Excellence * Environmental Stewardship * Vibrant Community * Economic Sustainability*



Board of County Commissioners - Staff Report

Fiscal Impact:

Although there is no actual fiscal impact to the award of bid, following contract approval (tentatively scheduled for consideration on March 5th, 2019), the County's fiscal obligation would be \$84,801; staff would budget for this amount in FY20. As mentioned previously, there is a chance that the Town will agree to be a partner on this initiative and subsequently share in some portion of the cost.

Staff Impact:

There is minimal staff impact to the award of bid. Staff impact will intensify following contract signing; the Board of County Commissioners' Administrator will be the primary point of contact and provide oversight to the consultant on this project.

Legal Review:

Gingery

Staff Input / Recommendation:

The Core Committee recommends award of bid to Program and Policy Insight.

Attachments:

Human Services Planning Process Outline

Human Services Planning RFP

Program and Policy Insight's Proposal to Conduct Human Service Planning

Suggested Motion:

I move to award the bid for Human Service Planning to Program and Policy Insight and direct staff to return with a contract for approval at the next regular Board of County Commissioners' meeting.

PROPOSAL TO CONDUCT
HUMAN SERVICE PLANNING FOR
TETON COUNTY AND THE TOWN OF JACKSON

Submitted to:

Alyssa Watkins
Teton County Government
P.O. Box 3594
200 S. Willow Street
Jackson, WY 83001

January 29, 2019

Submitted by:

Program and Policy Insight



3935 NE Stanton St.
Portland, OR 97212

Kendra Lodewick
Program and Policy Insight, LLC
3935 NE Stanton St.
Portland, OR 97212

Program and Policy Insight, LLC



Alyssa Watkins
Teton County Government
P.O. Box 3594
200 S. Willow Street
Jackson, WY 83001

January 29, 2019

Dear Ms. Watkins:

Program and Policy Insight, LLC is pleased to respond to Teton County and the Town of Jackson's Request for Proposal to conduct Human Service Planning.

Program and Policy Insight is a small, women-owned business with substantial experience providing public facilitation, evaluation, performance measurement, and technical assistance to initiatives aimed at improving social and economic opportunities for individuals, families, and communities. The PPI team has deep expertise in stakeholder engagement and policy development and is uniquely suited to support Teton County and the Town of Jackson in their effort to develop a plan that will provide strategic direction for community planning and prioritization related to health and human services and inform future funding decisions.

Please feel free to contact me (541.514.2687 or klodewick@programandpolicy.com) with any questions about the enclosed proposal.

Sincerely,

Kendra Lodewick
Program and Policy Insight, Principal

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SUBMITTING ENTITY

The Submitting Entity of this Proposal to Conduct Human Service Planning for Teton County and the Town of Jackson is Program and Policy Insight, LLC. The required identifying details are provided below:

Program and Policy Insight, LLC
3935 NE Stanton St.
Portland, OR 97212
541.514.2687
klodewick@programandpolicy.com

Individual authorized to negotiate on behalf of the firm:
Kendra Lodewick
Principal

INTRODUCTION

Program and Policy Insight (PPI) is a small, women-owned partnership dedicated to providing high-quality program evaluation, applied research, and technical assistance services to a variety of government agencies, non-profit organizations, and public-private partnerships. PPI offers substantial experience to initiatives that aim to improve social and economic opportunities for individuals, families, and their communities. PPI's areas of expertise include workforce development, welfare reform and implementation, early care and education, disability policy, and education and training. Moreover, PPI staff bring years of experience conducting focus groups and community forums that ensure stakeholder engagement, input, and direction in a variety of human service policy and planning processes. The proposed PPI team provides essential expertise to support Teton County and the Town of Jackson in their effort to develop a plan that will provide strategic direction for community planning and prioritization related to health and human services and inform and direct future funding decisions.

WORK PLAN

Throughout the implementation of the work plan, PPI will participate in regular progress meetings with the client and provide any relevant documentation at least three (3) days before each progress meeting. The proposed budget assumes monthly progress meetings via video-conference, tele-conference or in-person, supplemented by ad hoc communication via email or phone as often as needed. Upon contract award, PPI will work with the client to set a timeline for a kick-off meeting and regular progress meetings. The format of the meetings, whether video-conference, tele-conference or in-person, are to be determined based on the schedule and budget considerations.

PHASE 1: RESEARCH/DEVELOPMENT

Phase 1 of the project will focus on gathering and synthesizing information about the community's human service needs. The PPI project team will begin the project by reviewing and synthesizing existing data for information about broad community human service needs, and when available, trends. As noted in the RFP, we expect to review local agencies' strategic plans, state statutes, Systems of Care White Papers, community health needs assessments, Mental Health reports, and statewide needs assessments, among others. We also expect to draw from extant data to further inform our understanding of human service needs and context in Teton County, Jackson, and smaller geographic areas if desired (e.g., Census Designated Places, Census tracts), such as:

- Basic demographic information from the U.S. Census Bureau (population, race/ethnic composition, age, and educational attainment) compared to Wyoming and the U.S. averages.
- Socioeconomic data from the U.S. Census Bureau (poverty rate, median income) and U.S. Bureau of Labor Statistics (unemployment rate)
- Child and family poverty estimates using children eligible for Free and Reduced-Price School Meals.
- Homeless estimates using Mc-Kinney Vento Homeless Assistance Act data on homeless and unstably housed children in grades K-1, and other available homeless estimates from local homeless initiatives/counts.

- Housing and rental affordability statistics using data available from the U.S. Census Bureau, the National Low Income Housing Coalition and other sources

We will produce a brief Needs Review memo based on the resulting information. Note that the Needs Review memo will be considered a working document (i.e., not for publication) for internal use to inform subsequent project steps and provide contextual information for broader analysis.

Throughout the project PPI will seek input from the Core Committee, as well as the community, other stakeholders, and the Administrator of the Board of County Commissioners. PPI will work with the client to create the Core Committee, compiling a short list from which a final committee can be formed. With client input, PPI will identify criteria for inclusion, such as participants' roles within the human services system, the breadth of domains or agencies represented, and the desired size of the committee. Invitations to participate will be sent to the finalized list of identified members.

Expected Duration: August 2019

Representative Activities:

- Review and synthesize data related to community human service needs.
- Identify and form Core Committee.

Deliverables:

- Internal Needs Review memorandum.
- Formation of Core Committee.

PHASE 2: PUBLIC INPUT, CORE COMMITTEE/STAKEHOLDER INVOLVEMENT

We will use a multi-faceted approach for gathering public input, and core committee/stakeholder involvement. We expect key stakeholder data collection methods to include:

- **Stakeholder interviews** with key community stakeholders for input on the economic and policy climate and its impact on the development and delivery of human services. We will also seek input on stakeholders' perception of the primary human service priorities in the region. Stakeholders may include county administrators or elected officials, program administrators or managers, and/or program service providers, among others. *We expect to conduct 10 community stakeholder interviews.*
- **Focus groups** with diverse stakeholders will gather perception from service users and non-users on human service needs, availability, and efficacy. The more intimate setting of focus groups, compared to public community meetings, can increase participants' comfort in sharing sensitive feedback and experience. We expect focus group participants may include youth, seniors and persons with disabilities, families, single parents, homeless individuals, and members of priority ethnic or tribal groups. To increase participation and thank participants for their input, we will offer participants a \$25 Visa gift card. *We expect to conduct approximately four (4) focus groups of between 10 and 15 individuals each group.*
- **Public community meetings** will provide an opportunity for structured dialog and input from an open, diverse audience of community stakeholders. Depending on the number of attendees, we

may use live polling and/or distribute a brief survey card to optimize stakeholder input and aggregation. To increase participation, attendees will be entered in a drawing for a \$50 Visa gift card. *We expect to conduct two (2) public community meetings.*

- A **community survey** can collect analogous information across a broad spectrum of stakeholders and allows for compilation and comparison of responses. We propose a brief survey to avoid response burden and to focus respondents on key issues. The audience for the community survey will be determined in consultation with the Core Committee. The survey may be limited to elected officials, public agency staff, and service providers networks, or it may also be fielded to a broader audience including general community members and human service participants. The current budget does not include funding for a representative community-wide survey, but targeted survey implementation can reach a critical threshold of key project stakeholders to inform program goals. We look forward to discussing survey implementation options with the Core Committee.

We will synthesize public input across stakeholder groups and data collection processes to identify draft human service priorities for the region and gather initial feedback on resource priorities.

Expected Duration: September 2019

Representative Activities:

- Interviews with 10 community stakeholders.
- Up to four stakeholder focus groups.
- Up to two public community meetings.
- A community survey.

Deliverables:

- Implementation of stakeholder data collection methods.
- Draft human service priorities.

PHASE 3: VISION AND MISSION DEVELOPMENT

A mission statement defines the overall purpose of an organization, collaborative, or initiative by describing what you do, for whom you do it, and the benefit. A vision is a picture of the preferred future or what the community will look like if the stakeholders fulfill their mission. We will work with the client to define the desired focus for the mission, whether for the County of Teton human service agencies, the Town of Jackson human service agencies, a collaborative of the two, or all human service providers countywide.

The extensive input received during Phase 2 will prepare community stakeholders to readily develop a vision and mission for human services in Teton County and Jackson that represents broad community interests and priorities. We expect a wide range of stakeholders to participate in vision and mission development, including Core Committee members, low-income residents, service providers, and community citizens more broadly. We will work with the Core Committee to identify effective outreach methods that will facilitate diverse community participation.

We will use a citizen engagement and consensus-building methodology that draws on the most effective aspects of several facilitation models, including the Technology of Participation (ToP) Consensus Workshop model, developed by the Institute for Cultural Affairs, and the Drivers Model by Leadership Strategies, Inc. The workshop will include the following steps

- **Context:** Set the stage for the workshop by sharing preliminary summary results from Phase 2, reviewing the components of mission and vision statements, ensuring clarity on goals of the workshop and who we are creating a mission and vision for, and facilitating a short conversation to stimulate ideas.
- **Brainstorm Mission:** Generate ideas for the mission statement by identifying what the focus entity does, for whom they do it, and the benefit. Break into small groups to develop candidate statements.
- **Mission Consensus-building:** Discuss candidate statements, revise, and finalize using an efficient facilitated process that enables all participants a voice.
- **Brainstorm Vision:** Repeat brainstorm for vision.
- **Vision Consensus-building:** Repeat consensus-building for vision
- **Resolve:** Confirm the overall consensus and discuss significance and implications to next steps.

Expected Duration: October 2019

Representative Activities:

- Outreach to facilitate participation in the Consensus Workshop.
- Consensus Workshop to develop human service vision and mission for the region.

Deliverable:

- Draft human service vision and mission for the region.

PHASE 4: HUMAN SERVICE FORUM

We will conduct a Human Service Forum to introduce the draft human service priorities identified through the public input process in Phase 2, as well as the human service vision and mission statements developed in Phase 3 of the project. We will also describe initial community input on resource priorities. The Human Service Forum will provide opportunities for participant reflection and feedback on proposed priorities and will actively refine the draft human service priorities during the forum proceeding. The citizen engagement methodology employed will depend in part on the results of the earlier phases, the size of the forum, and the experiential aims of the forum. Options may include live polling, small group round robin rotations (e.g., World Café Method), structured voting, focus conversation, or mixed methods. We expect the forum to yield consensus on draft priority areas to inform the broader human service plan.

Expected Duration: November 2019

Representative Activities:

- Logistics planning for Human Service Forum.

- Implementation of Human Service Forum to review, reflect, and refine draft human service priorities.

Deliverables:

- Implementation of human service forum.
- Refined human service priorities.

PHASE 5: HUMAN SERVICE PLAN

We will aggregate and synthesize information collected through the extant data analysis, community data collection process, and Human Service Forum proceedings to develop a Human Service Plan for the region. The plan will describe the overall economic, human service, and policy context of Teton County and the Town of Jackson, including illustrative human service indicators and description of service infrastructure. The Human Service Plan will also introduce the human service vision and mission statements, as well as the human service priorities developed during the public input process. These priorities will be defined in action-oriented terms that can support policy development and implementation.

Expected Duration: December 2019 to January 2020

Representative Activities:

- Aggregate human service data collected through extant data and stakeholder data collection processes.
- Synthesize human service data.
- Describe context of human services in the region.
- Draft Human Service Plan based on Phase 1 through Phase 4 of project.

Deliverable:

- Draft Human Service Plan.

PHASE 6: RESOURCE ALLOCATION PLAN DEVELOPMENT

The final project phase will culminate in a Resource Allocation Plan that builds off the Human Service Plan to identify human service funding options in a variety of funding environments. We will review analogous resource allocation plans developed by other jurisdictions to identify practical and effective resource allocation methodology and funding models. We expect that the proposed resource allocation plan may include options for a variety of funding conditions, from fiscally constrained to fiscally endowed, to enable the plan to flexibly adapt to changing funding environments.

One example of relevant innovation in a PPI project was the development of Resource Allocation Scenarios for the Lane County (Oregon) Human Services Commission. The human services planning process culminated in a strategic framework for the allocation of new, flexible funds. This planning tool relied on two core principles:

1. The scenarios enabled the public, policymakers, and service providers to envision and assess service levels in incremental revenue environments, from reductions in current funding to full funding.
2. The resource allocation targets set were responsive to the community- and Lane County Human Services Commission-defined service priorities and goals set by other planning bodies.

In these ways, the scenarios not only enabled stakeholders to assess the impact of various funding levels, they aligned expenditures with community priorities.

The Resource Allocation Scenarios examined four potential funding environments:

- **Reduced:** Assumed *no new flexible funds* and an estimated loss of \$1 million in existing flexible funds, yielding lower service levels.
- **Modest Increase:** Assumed modest influx of *new flexible funds*, yielding a slight increase to service levels.
- **Action:** Assumed influx of *new flexible funds* (but lower than optimal), yielding somewhat higher service levels.
- **Vision:** Assumed influx of *new flexible funds*, yielding substantially higher service levels.

For each revenue environment, the Resource Allocation Scenarios provided targets for allocation of new flexible funds among the Human Services Commission's four Priority Outcome Areas – Meet Basic Needs, Increase Self-Reliance, Build a Safer Community, and Improve Access to Services – which were determined during the priority-setting process.

During the Resource Allocation Development process in Teton County and the Town of Jackson, we would expect to conduct targeted stakeholder and Core Committee meetings on the resource allocation development to ensure ongoing stakeholder buy-in and engagement.

Expected Duration: December 2019 to January 2020

Representative Activities:

- Review resource allocation plans and/or funding models in other jurisdictions.
- Develop adaptable resource allocation model for Teton County and the Town of Jackson.
- Meet with Core Committee and/or stakeholders to review and reflect on proposed resource allocation model.
- Draft Resource Allocation Plan based on Phase 1 through Phase 5 of the project.

Deliverable:

- Draft Resource Allocation Plan.

EXPERIENCE

The PPI team has the experience necessary to successfully implement the project. For each of the key areas of experience cited in the proposal – human services, human service plan development, group facilitation, consensus-building, comprehensive planning and resource allocation – we provide detail on a relevant sample project completed by PPI team members. Additionally, to demonstrate PPI’s depth of experience in a more concise format, we provide a matrix below with selected additional relevant projects, organized by the key areas of desired experience.

Expertise in human service content domains: The proposed PPI team brings years of experience developing policy and evaluating delivery of a broad range of human services. Policy expertise includes education, family self-sufficiency, income and nutrition supports, talent development, child welfare, early childhood, people with disabilities, and housing insecurity and homelessness. The interconnected human service domains collectively aim to improve the ability of children, families, and the community to thrive socially, educationally, and economically. Moreover, PPI team staff members are familiar with the informal and formal support and service systems for children and their families that influence program implementation and outcomes. This diverse social policy experience provides important context for human service planning and resource allocation development. For example, for the Montana Temporary Assistance for Needy Families (TANF) Needs Assessment and Service Delivery Redesign and Evaluation, researchers analyzed extant data and collected primary data through key stakeholder interviews, client and provider/interested party surveys, and 12 focus groups statewide regarding client and contractor experiences. Findings and recommendations from the analysis focused on systemic, policy, and business practice issues that negatively impact client access and successful outcomes. The assessment informed Montana’s TANF advisory council’s strategic planning work, resulting in clarified program goals and improved policies and processes. PPI team members worked closely with the state in the redesign of the TANF service delivery model to provide person-centered, coordinated service delivery focused on removing barriers and increasing access to services and supports to promote family stability, employability, and financial security. The resultant social determinants of health framework established health and human services priorities for state-level and local community systems of care and support. PPI team members defined performance measures, developed an evaluation plan, and supported client advocate training.

Experience in human service plan development. The team consists of seasoned strategic planners and organizational development professionals, helping agencies achieve their goals through strategy development, implementation, and monitoring. For example, PPI team members conducted an update and evaluation of the State of Maine’s Olmstead plan, which facilitates broad cross-system coordination to provide services for people needing long term services and supports in the least restrictive setting. The project included cross-disability assessment of progress in implementing the state’s initial roadmap recommendations created in response to the 1999 Supreme Court decision. Key project tasks included stakeholder interviews, surveys, and analysis of administrative, secondary, and contextual data, and required deep knowledge of Maine’s Medicaid State Plan. Results of the assessment informed subsequent planning work, where PPI team members facilitated focus groups of policy makers,

Medicaid members, families, providers, advocates, and other interested parties statewide to define updates to the Olmstead roadmap. The project team then defined performance measures collaboratively with DHHS leadership and evaluated progress annually for two subsequent years.

Expertise in group facilitation. Project team members are trained and experienced facilitators. All members are trained in Technology of Participation (ToP) consensus-based facilitation methods and utilize this and other methodologies to provide engaging and productive meeting facilitation in a variety of different setting. For example, for the Oregon Talent Assessment for the Oregon Higher Education Coordinating Commission, the PPI team was responsible for stakeholder engagement and group facilitation to gather input on workforce development system strengths and opportunities, and identify key demand industry, skills, and training needs to inform comprehensive talent development strategy statewide. In addition to a stakeholder survey, the PPI team conducted multiple focus groups across industries, and facilitated large group workshops at the statewide Talent Summit to identify top collaboration challenges, articulate best practices and proven strategies, and define the role of business, education, and government in cultivating an effective talent development system.

Expertise in consensus building methods. PPI team members frequently facilitate consensus building workshops using ToP methodology and other established methods to articulate collective input across diverse project stakeholders. A recent relevant example includes the development of a system-wide strategy for workforce development in Westchester County, New York. PPI team members led a county-wide workshop of policy makers and program providers to define a vision for an effective workforce system for the region. The PPI team used consensus building facilitation methodology to help this cross-agency group of stakeholders define a common vision and articulate collective goals for workforce development services and outcomes in the region.

Experience providing comprehensive planning and resource allocation development. The proposed PPI team has unique experience providing comprehensive human service planning and resource allocation development. As noted earlier, PPI developed the Human Services Plan for the Lane County Human Services Commission. The planning process enabled the human service stakeholders and the broader community to prioritize core human service areas – such as basic needs, safety, and children and families, and health and wellbeing – as well as the clusters of services within these core services areas. This process allowed the county to plan resource allocation accordingly, developing allocation scenarios depending on the actual and potential level of flexible funding available. As with all of our planning work, rich community input informed the process.

Table 1: Selected Projects Demonstrating Relevant Experience

	Human Services	Human Services Plan Development	Group Facilitation	Consensus-building	Comprehensive Planning and Resource Allocation
Lane County Human Services Plan	✓	✓	✓	✓	✓
Statewide Assessment and Service Delivery Redesign of Montana's TANF Program	✓	✓	✓	✓	✓
Strengthening Montana's Early Childhood System Needs Assessment (in progress)	✓		✓	✓	✓
State of Maine Olmstead Roadmap Update and Evaluation	✓	✓	✓	✓	✓
EC-LINC Outcomes and Metrics Initiative	✓		✓	✓	
Westchester and Putnam County Labor Market Analysis and Workforce Development Strategy	✓		✓	✓	
Oregon Department of Human Services Vocational Rehabilitation Comprehensive Statewide Needs Assessment	✓	✓	✓		
First 5 Orange County Strategic Plan	✓		✓	✓	
Oregon Talent Assessment	✓		✓	✓	
Montana Department of Public Health and Human Services Strategic Plan	✓	✓	✓	✓	✓
Gallatin County Behavioral Health Symposium			✓	✓	
Montana Out of School Time Needs Assessment and Strategic Planning	✓		✓	✓	✓
Maryland Developmental Disabilities Council State Plan Update	✓	✓	✓	✓	
Montana Best Beginnings Advisory Council Statewide Needs Assessment and Strategic Planning	✓	✓	✓	✓	✓
Big Sky Community Needs Assessment	✓		✓	✓	

INNOVATION

Within the Work Plan, under Phase 6: Resource Allocation Plan Development, we have provided a detailed description of our innovative approach to human service funding for the Lane County (Oregon) Human Services Commission.

PERSONNEL AND STAFFING PLAN

STAFF AND TEAM ORGANIZATION

Proposed project staff include Kendra Lodewick, Kirsten Smith, and Kari Parsons. Kendra Lodewick will serve as Project Manager, including managing client communication, overall project design and implementation, and lead project analysis and reporting. Kirsten Smith will lead stakeholder engagement, and Kari Parsons will lead resource allocation development. In the table below, we have provided a detailed presentation of distribution of level of effort, based on the total estimated hours per task, each team member will commit to the six project phases and the project overall. All project management and communication tasks for the Project Manager and team members are reflected in the level of effort percentages.

Table 2: PPI Project Team and Level of Effort for Project Phases and Overall

	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6	OVERALL
Kendra Lodewick*	30%	47%	33%	44%	38%	40%	40%
Kirsten Smith	5%	47%	68%	56%	23%	20%	37%
Kari Parsons	65%	6%	0%	0%	38%	40%	23%
TOTAL	100%	100%	100%	100%	100%	100%	100%

* Project Manager

Since 2008, members of the project team have successfully collaborated on many large and complex human service projects, as described above. We accomplish streamlined project management and timely completion through the clear delineation of tasks for each team member, use of shared cloud-based project management applications, regular internal team tele- or video-conference meetings, and frequent ad hoc communication as needed.

STAFF QUALIFICATIONS AND ABBREVIATED RESUMES

Kendra Lodewick

Principal and owner of Program and Policy Insight, LLC (PPI)

Key Qualifications

Ms. Lodewick specializes in research, evaluation, and technical assistance that improves opportunities for underserved populations and their communities. Ms. Lodewick has 20 years of experience conducting studies and facilitating policy related to education, social services, welfare implementation,

disability policy, and workforce development. She has worked with clients at the federal, state, and local levels to assess program implementation and performance and identify opportunities for service improvement and systems change.

Education and Training

1998	Master of Public Affairs and Policy Analysis	University of Wisconsin-Madison
1996	Bachelor of Science, Public Policy Analysis and Management	Cornell University
2014	ToP Facilitation Methods	Institute of Cultural Affairs

Professional Experience

Program and Policy Insight, LLC, Portland, OR, *Principal*, 2006 to present

Bloom Consulting, LLC, Bozeman, MT, *Associate*, 2014 to present

Parsons Consulting, Inc., Eugene, OR, *Associate*, 2008 to present

Abt Associates Inc., Cambridge, MA, *Associate*, 2001 to 2004

Berkeley Policy Associates, Oakland, CA, *Analyst*, 1998-2001

Wisconsin State League of Women Voters, Madison, WI, *Legislative Liaison*, 1997-1998

Wisconsin Department of Workforce Development, Division of Economic Support, Madison, WI, *Analyst*, 1996

Selected Career Consulting Projects

- **Bloom Project Associate.** Strengthening Montana's Early Childhood System. (Montana Department of Public Health and Human Services, under subcontract to Bloom Consulting). 2019 to present.
- **Bloom Project Associate.** State of Montana Rape Prevention and Education Evaluation. (Montana Department of Public Health and Human Services, under subcontract to Bloom Consulting). 2018.
- **PPI Project Lead.** Westchester and Putnam County Labor Market Analysis and Workforce Development Strategy. (Westchester County Community Foundation) 2018.
- **PPI Project Lead.** Development of the Oregon Talent Assessment Plan (In partnership with ECONorthwest for the Oregon Higher Education Coordinating Committee) 2017-2018.
- **PPI Project Director.** Evaluation Plan and Implementation of the Bridging Oregon Initiative. (The Oregon Community Foundation). 2017-2018.
- **PPI Project Director.** Literature Review and Theory of Change Development for the Oregon Consortium of Family Networks. (Oregon Council on Developmental Disabilities) 2017-2018.
- **PPI Project Lead.** Business Champion for Talent Development Recognition Program. (The Indiana Chamber of Commerce Foundation) 2017-2018.
- **PPI Project Director.** Evaluation Plan for the "Counseling Counts" School Counseling Model in Indiana (The Indiana Chamber of Commerce Foundation) 2017.
- **PPI Project Director.** Oregon Department of Human Services Vocational Rehabilitation Comprehensive Statewide Needs Assessment. 2017.
- **PPI Project Director.** Yamhill County Needs and Opportunities Assessment (The Oregon Community Foundation). 2016-2017.
- **PPI Project Lead.** Effectiveness of Promising Strategies in Federal College Access Programs: Study of Student Messaging in GEAR UP (US Department of Education under subcontract to Abt Associates). 2014 to present.

- **Parsons Project Associate.** EC-LINC Research to Action: Measuring the Impact of Early Childhood Systems (under contract to Parsons Consulting). 2016-present.
- **Bloom Project Associate.** Redesign of the Maine State Olmstead Plan (Maine Department of Health and Human Services, under subcontract to Bloom Consulting). 2015 to present.
- **PPI Project Director.** Workforce Development Landscape Scan and Needs Gap Analysis (Indianapolis Private Industry Council, Inc.). 2014-2015.
- **PPI Project Lead.** Evaluation of Accelerated Training for Illinois Manufacturing/Illinois Workforce Innovation Funding. (State of Illinois. Under subcontract to Social Policy Research Associates). 2013-present.
- **PPI Project Director.** Evaluation of the National Fund for Workforce Solutions. (NFWS Funders' Group and Jobs for the Future). 2012-present.
- **PPI Project Director.** Evaluation Planning Services for Oregon Council on Developmental Disabilities Five-Year Plan. (Oregon Council on Developmental Disabilities). 2012-2016.
- **PPI Principal.** Technical Assistance to Health Professionals Opportunities Grants grantees. (U.S. Department of Health and Human Services, Administration for Children and Families. Under subcontract to JBS International). 2012-present.
- **PPI Principal.** Assessment of NFWS Social Innovation Fund Grantees' Data Reporting Capacity. (Jobs for the Future). 2011.
- **PPI Principal.** Evaluation of the National Fund for Workforce Solutions. (NFWS Funders' Group and Jobs for the Future. Under subcontract to Workforce Learning Strategies). 2007-2012.
- **PPI Principal.** Coordination, Facilitation and Quality Assurance Services for Northwest Regional Education Laboratory (U.S. Department of Education. Under subcontract to Education Northwest, formerly known as Northwest Regional Educational Laboratory). 2006-2012.
- **PPI Project Director.** Lane County Human Services Commission Human Services Plan. 2008-2009.
- **PPI Principal.** Coordination of Technical Working Group for Smaller Learning Communities Initiative (U.S. Department of Education. Under subcontract to Northwest Regional Educational Laboratory). 2008-2009.
- **PPI Principal.** Impact Evaluation of the Compassion Capital Fund Demonstration Project (U.S. Department of Health and Human Services. Under subcontract to Abt Associates). 2006-2008.
- **PPI Principal.** 2007 Comprehensive Needs Assessment for Oregon Vocational Rehabilitation Services. (State of Oregon Department of Human Services). 2007-2008
- **PPI Project Director.** Impact Evaluation of Upward Bound's Increased Focus on Higher-Risk Students. (U.S. Department of Education. Under subcontract to Berkeley Policy Associates). 2007-2008.
- **PPI Principal.** Evaluation and Technical Assistance Services for the Making-Connections Denver Family and Economic Success Cohort (The Piton Foundation; Denver, Colorado). 2007.
- **PK Project Associate,** TANF Program Evaluation (The City and County of Denver, Colorado, under subcontract to Public Knowledge, LLC) 2006-2007.
- **PK Project Associate,** Staffing and Process Improvement Study: Phase 2 (Oregon Department of Human Services, under subcontract to Public Knowledge, LLC) 2006.
- **Abt Project Director,** Development and Implementation of an Evaluation Design for the Building Essential Skills Through Training (BEST): Basic and Occupational Skill Development Initiative for Older Youth.
- **Abt Project Director,** Study of City Year's Partnerships.
- **Abt Project Director,** Evaluation of and Technical Assistance to the TechReach Initiative.
- **Abt Senior Analyst,** Serving TANF and Low-Income Populations Through One-Stop Centers.
- **Abt Senior Analyst,** State Use of TANF Administrative Data for Program Management and Performance Measurement.

- **Abt Senior Analyst**, Assessment of the State of Research Regarding TANF Recipients and Private Sector Employers.
- **Abt Senior Analyst**, Longitudinal Study of the Outcomes Associated with Participation in AmeriCorps.
- **Abt Senior Analyst**, Study of the TANF Application Process.
- **Abt Senior Analyst**, New Visions Self-Sufficiency and Lifelong Learning Project.
- **Abt Senior Analyst**, Community Based Abstinence Education Program Evaluation.
- **Abt Senior Analyst**, Provision of Experts, Program Implementation and Technical Assistance.
- **BPA Project Director**, Evaluation of the Contextual Learning Demonstration Grants
- **BPA Project Director**, Evaluation of Families in Transition of Santa Cruz County
- **BPA Analyst**, Evaluation of the Colorado Works Program.
- **BPA Analyst**, Evaluation of North Dakota's Welfare Reform Project, TEEM
- **BPA Analyst**, Evaluation of Arkansas' Temporary Employment Assistance (TEA) Program.
- **BPA Analyst**, JTPA Microenterprise Grants Program
- **BPA Analyst**, Evaluation of the Disability Employment Grant Services to Individuals with Disabilities
- **BPA Analyst**, Process and Outcome Evaluation of New Ways Workers (NWW)
- **BPA Analyst**, Evaluation of the Youth Grants for Youth Action Project

Kirsten Smith

PPI Associate and owner of Bloom Consulting, Inc.

Key Qualifications

Ms. Smith has 13 years of experience conducting primary research that evaluates the policy and practices of public and private entities in multiple states. Ms. Smith has facilitated community forums, focus groups, stakeholder interviews, advisory councils, and strategic planning workshops for diverse groups of people in a variety of domains, including the health care sector. Ms. Smith is in the process of completing focus groups focused on prevention services in communities throughout Montana and is leading a team of researchers analyzing Montana's early childhood system through interviews, surveys, community forums, focus groups, and administrative/extant data. In addition to her research proficiency, Ms. Smith is a highly skilled project manager with extensive experience guiding large and small research projects to successful, timely conclusions.

Education and Training

2005	Master of Public Affairs	University of Texas at Austin
2005	Master of Arts, Russian, East European, and Eurasian Studies	University of Texas at Austin
2000	Bachelor of Arts, Political Science	University of Georgia
2006	ToP Facilitation Methods Certification	Institute for Cultural Affairs
2009	Project Management Professional Certification	Project Management Institute
2009	Strategic Planning Methods Certification	Institute for Cultural Affairs
2011	Implementation Methods Certification	Institute for Cultural Affairs

Professional Experience

Bloom Consulting, LLC, Bozeman, MT, *Principal*, 2012 to present

Program and Policy Insight, LLC, Portland, OR, *Associate*, 2014 – 2019

Parsons Consulting, Inc., Eugene, OR, *Associate*, 2016 to present

Public Knowledge, Bozeman, MT & Denver, CO, *Consultant*, 2005 – 2012

Fair Fund & International Research and Exchanges Board, Bosnia-Herzegovina, Croatia, and Serbia, *Research Associate*, 2004

Princeton University's Program on Science and Global Security, Princeton, NJ, *Research Assistant*, 2001-2002

Selected Career Consulting Projects

- **Bloom Project Director.** Conducting needs assessment, strategic planning, evaluation planning, and project management for Strengthening Montana's Early Childhood System Grant Project (Montana Department of Public Health and Human Services). 2019.
- **Bloom Project Director.** Conducting planning and facilitation for HealthCare Connections program (Bozeman Health Deaconess). 2019.
- **Bloom Project Director.** Wrote successful for Preschool Development Birth to Five application, Strengthening Montana's Early Childhood System (Montana DPHHS). 2018.
- **Bloom Principal.** Department strategic planning (Montana DPHHS). 2018.
- **Bloom Project Director.** Grant writer for Perinatal Behavioral Health grant application (Montana DPHHS). 2018.
- **Bloom Project Director.** Evaluation and needs assessment for Rape Prevention and Education Program (Montana DPHHS). 2018.
- **PPI Associate.** Stakeholder engagement, analysis and reporting for Oregon Talent Assessment (Oregon Office of Workforce Investments). 2018.
- **Parsons Associate.** Implementation of population-level indicators and system performance measures of early childhood and family wellbeing (Center for the Study of Social Policy, under subcontract to Parsons Consulting). 2016-2018.
- **Bloom Project Director.** Strategic planning for Montana Children's Trust Fund (Montana DPHHS). 2017.
- **Bloom Project Director/Facilitator.** Facilitated break out session for Gallatin County Behavioral Health Symposium (Bozeman Health Deaconess). 2017.
- **Bloom Project Director.** Statewide assessment of Montana's TANF program, implementation support for service delivery redesign, and evaluation planning (Montana DPHHS). 2016 to 2017.
- **Bloom Project Director.** Statewide assessment of out of school time programs and organizational strategic planning (Montana Afterschool Alliance). 2015 to 2017.
- **Bloom Project Director.** Assessment of progress since initial Olmstead roadmap, and redesign of the Maine State Olmstead Plan, and evaluation (Maine Department of Health and Human Services). 2015 to 2017.
- **Bloom Principal.** Assessment of brain injury-related services and supports (Colorado Brain Injury Program, under subcontract to Koné Consulting). 2017.
- **Bloom Project Director.** Strategic planning and training technical assistance for Montana Public Health Workforce Development Group (Montana DPHHS). 2017.
- **Bloom Project Director.** Strategic planning for Multicounty Public Health and Emergency Planning group (Montana DPHHS). 2017.

- **Bloom Project Director.** Evaluation of Girls for a Change project effectiveness (Thrive). 2017.
- **Bloom Project Director.** Assessment of Big Sky community needs related to expansion of programming (Thrive). 2016.
- **Bloom Project Director.** Strategic planning and logic modelling for Project LAUNCH (Linking Actions for Unmet Needs in Children's Health) grant (Montana DPHHS). 2016.
- **PPI Associate.** Defining Developmental Disability Council State Plan goals, objectives, strategies, action plan, logic model, and evaluation approach (Maryland Development Disability Council, under subcontract to Program and Policy Insight). 2015.
- **PPI Associate.** Evaluation of the Oregon Consortium of Family Networks (Oregon Council on Developmental Disabilities, under subcontract to Program and Policy Insight). 2015.
- **Bloom Principal.** Analysis of Massachusetts' child care subsidy system (Massachusetts Department of Early Education and Care, under subcontract to Koné Consulting and Urban Institute). 2014-2015.
- **Bloom Project Director.** Maternal and early childhood home visiting planning facilitation (Montana DPHHS). 2015.
- **Bloom Project Director.** Great Families conference facilitation to define family support provider goals and objectives (Montana DPHHS). 2014.
- **Bloom Project Director.** Evaluation of Gallatin Early Childhood Community Council (Greater Gallatin United Way). 2014.
- **Bloom Project Director.** Alternatives analysis for Healthy Montana Teen Parent Program (Montana DPHHS). 2014.
- **Bloom Project Director.** Statewide childhood and family needs assessment and strategic planning. (Montana DPHHS). 2013-2014.
- **Bloom Project Director.** Facilitated stakeholder advisory council and wrote operational protocol for Money Follows the Person grant project (Montana DPHHServices). 2012-2013.
- **Bloom Project Director.** Grant writing to implement evidence-based practices regarding mental and behavioral health needs of youth, caretakers, and biological families (Montana Child and Family Services Division, DPHHS). 2013.
- **Bloom Principal.** Child care subsidy program evaluation and business process reengineering (Washington Department of Early Learning, under subcontract to Koné Consulting). 2012.
- **PK Project Director.** Quality assurance for implementation of TANF and SNAP eligibility system replacement (Montana Department of Public Health and Human Services). 2008-2012.
- **PK Project Consultant.** Work Supports Strategies site analyst and evaluator (Ford Foundation, under subcontract to Center on Budget and Policy Priorities). 2009-2010.
- **PK Project Consultant.** Denver child care assistance program evaluation (Denver Department of Human Services). 2008.
- **PK Project Consultant.** Denver TANF contractor evaluation (Denver Department of Human Services). 2008.

Kari Parsons

PPI Associate and owner of Parsons Consulting, Inc.

Ms. Parsons has over 18 years of experience in qualitative and quantitative data collection, analysis and reporting in diverse domains including public health, workforce development, early childhood, social welfare, education, and transportation. Ms. Parsons is a seasoned qualitative researcher, having conducted numerous interviews and focus groups over her career and synthesized the results into actionable findings. She is also an expert in community indicators and performance management, with extensive experience developing cross-domain community wellbeing indicators for several California counties. In addition, for the Orange County United Way, she developed a multi-variate index – the Family Financial Stability Index – which measures the financial wellbeing of families with children at the neighborhood level.

Education and Training

2014	Technology of Participation Facilitation Methods	Institute of Cultural Affairs
1999	Master of Urban & Regional Planning	University of California, Irvine
1993	Bachelor of Arts, Philosophy	Whitman College, Washington

Professional Experience

Parsons Consulting, Inc., Eugene, OR *President, 2000-Present*

Program and Policy Insight (PPI), LLC, Associate, 2008-Present

Bloom Consulting, LLC, Associate, 2016-Present

Burke Consulting, Associate, 2000-Present

Orange County Executive Office, Strategic and Intergovernmental Affairs, Staff Analyst III, 1998-2000

Selected Career Consulting Projects

- **Bloom Project Associate.** Research and protocol development for Strengthening Montana's Early Childhood System needs assessment (Montana Department of Public Health and Human Services, under sub-contract to Bloom Consulting). 2019.
- **Parsons Project Director.** Strategic planning and development services, including Local Control Accountability Plan alignment, stakeholder consensus workshops, and action planning technical assistance (Huntington Beach City School District). 2018-2019.
- **Parsons Project Director.** Strategic planning and development, including consensus facilitation of vision and mission, goals, strategies, and implementation; and content framing, presentation, and writing (First 5 Orange County). 2018-2019.
- **Parsons Project Director.** Development of the Family Financial Stability Index, an original multivariate composite index to assess family economic stability at the neighborhood level in Orange County, California (Orange County United Way). 2013-2019.
- **Parsons Project Administrator.** Research and development of indicators measuring countywide economic and social well-being for the *Orange County Community Indicators Report* (Orange County Business Council, 2019; First 5 Orange County, 2012-2018; County of Orange, 2000-2012). 2000-2019.
- **Parsons Project Director.** Facilitation of the EC-LINC Outcomes and Metrics Initiative, including the development and pilot implementation of cross-national indicators of early childhood wellbeing and the development of an early childhood system performance measure toolkit (Center for the Study of Social Policy, Washington, DC). 2016-2018.

- **Burke Project Administrator.** Research and development of indicators of countywide economic and social well-being for the *San Bernardino County Community Indicators Report* (County of San Bernardino, 2015-2018) and The Community Foundation of Riverside and San Bernardino Counties, 2010-2014, under subcontract to Burke Consulting). 2010-2018.
- **Bloom Project Associate.** Risk factor data analysis and index development for Rape Prevention and Education Program (Montana Department of Public Health and Human Services, under subcontract to Bloom Consulting). 2018.
- **PPI Project Associate.** Stakeholder engagement, analysis and reporting for Oregon Talent Assessment (Oregon Office of Workforce Investments, under subcontract to Program and Policy Insight). 2018.
- **Burke Project Associate.** Research and development of indicators of countywide transportation system functioning for the *Transportation Mobility Indicators Report* (Orange County Transportation Authority, under subcontract to Burke Consulting). 2014-15, 2017-18.
- **PPI Project Associate.** Study liaison for national evaluation “Effectiveness of Promising Strategies in Federal College Access Programs: Study Student Messaging in GEAR UP” at selected GEAR UP grantee sites (U.S. Department of Education, Institute of Education Sciences, under subcontract to Program and Policy Insight and Abt Associates). 2015-2018.
- **PPI Project Associate.** Facilitate focus groups and conduct interviews with key stakeholders, including staff, service providers, and adult and youth consumers in several regions for the Oregon Vocational Rehabilitation Comprehensive Statewide Needs Assessment (Oregon Department of Human Services, under subcontract to Program and Policy Insight). 2017.
- **PPI Project Associate.** Stakeholder interviews, extant data research, analysis and writing to assess needs and priorities for the Yamhill County (Oregon) Needs and Opportunities Assessment. (Oregon Community Foundation, under subcontract to Program and Policy Insight). 2016-2017.
- **Burke Project Associate.** Research and development of indicators of countywide economic and social well-being for *Riverside County Community Indicators Report* (The Community Foundation of Riverside and San Bernardino Counties, under subcontract to Burke Consulting). 2011-2015.
- **PPI Project Associate.** Evaluation implementation for pilot workforce development initiative for the Evaluation of “Accelerated Training for Illinois Manufacturing” (Illinois Department of Commerce and Economic Opportunity, under subcontract to Program and Policy Insight). 2013-2015.
- **Project Director.** Management of the First 5 Orange County evaluation framework revision and the creation of pilot performance measurement dashboards (First 5 Orange County). 2010.
- **Parsons Project Administrator.** Literature review, research, writing, and editorial oversight in collaboration with project partners for the social and geographic determinants of health initiative *Healthy Places, Healthy People* (Latino Health Access, 2011).
- **PPI Project Associate.** Research, interviews, focus groups, surveys, and presentations for the development of the Lane County (OR) Human Services Plan (Human Services Commission of Lane County, in partnership with Program and Policy Insight). 2009.
- **Parsons Project Director.** Research, facilitation, and presentation of options for the development of a low income needs assessment and human services master plan (Lane County Human Services Commission: Options for Implementation, in partnership with Program and Policy Insight). 2008.
- **PPI Project Associate.** Study liaison for the national, quasi-experimental “Impact Evaluation of Upward Bound’s Increased Focus on Higher Risk Students” at five university-based host institutions in Nevada, Utah, Colorado and South (U.S. Department of Education, Institute of Education Sciences, under subcontract to Program and Policy Insight, Abt Associates, and Berkeley Policy Associates). 2007-2009.

FIRM QUALIFICATIONS

PPI specializes in health and human services policy and service delivery at national, state, and local levels with government agencies and nonprofits, and is experienced in working with collaborative-based models for improving outcomes and driving systems change. As a small firm, PPI provides only highly qualified, experienced staff from start to finish of every engagement. The PPI team engaged for this project has years of professional experience managing complex projects, facilitating focus groups, engaging collaboratively with diverse project stakeholders, analyzing qualitative and quantitative data, synthesizing findings, and writing high-utility analytical reports. Moreover, the PPI team offers deep expertise in both the methodology and the substantive policy context required for the proposed project. In addition to the substantive PPI expertise described in the experience section above, PPI team competencies of particular relevance to the proposed project include:

Expertise in mission and vision development. The team has significant experience helping human service agencies and collaboratives efficiently craft their vision for the future and define their mission. Examples include mission and vision development with the Oregon Consortium of Family Networks (a collaborative supporting families of children with disabilities), First 5 Orange County (a state-funded agency providing services for families with children from birth through age five), Montana's Children's Trust Fund, and the EC-LINC Outcomes and Metrics Research to Action initiative (a cross-national network of early childhood agencies focused on improving the sector's ability to measure the impact of early childhood systems), among others.

Expertise in stakeholder engagement. The PPI team's expertise in consensus workshops, community forums, and focus group methodology enables us to develop responsive stakeholder engagement frameworks with overall resource efficiency. We have facilitated workshops, forums, and focus groups with diverse stakeholder representatives and have rigorous team training to ensure consistency in implementation across facilitators. We are adept at synthesizing diverse stakeholder feedback to glean consensus themes and convey stakeholder input. The proposed PPI team recently completed deep stakeholder engagement in the following projects, among others:

- Oregon Higher Education Coordinating Committee Statewide Talent Assessment
- Oregon Vocational Rehabilitation Comprehensive Statewide Needs Assessment
- Oregon Commission for the Blind Comprehensive Statewide Needs Assessment
- Montana TANF Assessment, Service Delivery Redesign, and Evaluation Planning
- Montana Out-of-School-Time Assessment
- Montana Early Childhood Needs Assessment and Planning
- Maine Olmstead Assessment and Evaluation
- Colorado Brain Injury Service System Assessment
- Montana Rape Prevention and Education Program Assessment
- Thrive-Big Sky Community Needs Assessment

Understanding of Wyoming's human service context. Based in the Pacific Northwest with team members in the Mountain Region, PPI is familiar with the dynamics of mountain resort and/or commuter communities. Moreover, the proposed PPI team has current and extensive history of work in

Montana and Oregon, which include resort communities that experience a similar dynamic combination of robust tourism, resort presence, and otherwise rural characteristics. This context presents unique factors, including lower paid seasonal employment, disproportionately high cost of living, and equitable and efficient access to services, among others, that are critical consideration for a regional human service strategy. Ms. Smith supported early childhood system planning work in Sheridan, WY, including developing a consensus vision, mission, goals, and objectives through a facilitated workshop. Ms. Smith also has extensive prior experience working with the Wyoming Department of Health when working with Public Knowledge. In this position, she had the opportunity to work collaboratively on Department of Family Services projects and conduct data gathering focused on long term service and support needs throughout the state.

Strong written and communication skills. The PPI team is skilled at developing documents that are user-friendly, provide clear and concise recommendations, use accessible tables/graphics to convey information visually when possible, and avoid technical language. We will include a description of project methodology, processes, and tools as separate appendices or as a separate Technical Report, to improve report accessibility for interested readers. Reports include a brief Executive Summary that summarizes key findings and recommendations, followed by more detailed analysis in the body of the report. We will work with the Core Committee to identify the report audience and format characteristics to ensure a high-utility product.

Skilled project managers. Since 2005, PPI has successfully brought large and complex projects to completion with high levels of satisfaction from clients. We follow proven project management frameworks that include online project tracking tools, cloud-based document repositories, and regular project progress reports that identify tasks completed, forthcoming tasks, and any possible risks to timely project completion.

REFERENCES

Contact, Title, and Agency	Contact Information	Work Performed
Steve Manela, Division Manager Lane County Human Services Commission	541-682-3798 Steve.Manela@co.lane.or.us	Human Services Plan for Lane County, including resource allocation scenarios
Nicole Rooney, Manager Long Term Services and Supports Office of Aging and Disability Services	207-287-4265 nicole.rooney@maine.gov	State of Maine Olmstead Roadmap Update and Evaluation (Services performed under Bloom Consulting contract with team members K. Smith and K. Lodewick)
Leah Becknell Former Operations and Policy Analyst, Oregon Commission for the Blind	513-518-2176 leahmbecknell@gmail.com	Oregon Department of Human Services Commission for the Blind Comprehensive Statewide Needs Assessment
Kim Goll, Executive Director First 5 Orange County	714-834-5310 Kim.Goll@cfcoc.ocgov.com	First 5 Orange County Strategic Plan
Chris Coburn System Manager Community Health Improvement and Partnerships	406-414-5548 ccoburn@bozemanhealth.org	Group facilitation and stakeholder engagement regarding the Health Care Connections program at Bozeman Health (Services performed by Kirsten Smith under Bloom Consulting)

TETON COUNTY, WYOMING TOWN OF JACKSON, WYOMING HUMAN SERVICE PLANNING REQUEST FOR PROPOSALS

January 2, 2019



OVERVIEW

1. Project Purpose

Teton County, Wyoming and the Town of Jackson, Wyoming intend to enter into a contract with a consultant to develop and create a Human Service and Resource Allocation Plan for Teton County.

Teton County and the Town of Jackson are seeking a qualified professional for the provision of the following services.

A consultant needs to have knowledge and experience in:

- Meeting facilitation (including large community workshops and forums)
- Vision and mission development
- Strong written and communication skills
- Plan Development

2. Project Background

Teton County and the Town of Jackson have long demonstrated a commitment to funding Health and Human Services organizations. Many organizations have received funding annually, while funding to others has been less consistent. Over the last ten years, total contributions to Health and Human Services organizations by the County and Town have increased nearly 25%. During the last few years the Human Services agencies in Teton County have experienced deep budget cuts from the State of Wyoming. Despite making up some of the cuts through private fundraising and additional funding from the County and Town, Human Services organizations still face budget cuts. A number of initiatives have been implemented in response to the issue, including increases in private fundraising, development of a White Paper to describe the problem, and a commitment from the elected officials to elevate the problem. The elected officials are now seeking the development of a plan that will provide strategic direction for community planning and prioritization related to health and human services, and help inform and direct future funding decisions.

3. Project Scope, Timeline and Deliverables

The consultant will report to the Board of County Commissioner's Administrator during all phases of the project (see Section 4. Progress Reporting). Throughout the project the consultant is expected to gain core committee, community, and stakeholder input. The project scope is to include, but is not limited to:

1. Phase 1: Research/Development

Timeline – April 2019.

Deliverables:

- Review community documents including, but not limited to: local agencies' strategic plans, state statutes, Systems of Care White Papers, community health needs assessments, Mental Health report and statewide needs assessments.
- Recommend/Invite organizations to participate in a Core Committee for the duration of the project.

2. Phase 2: Public Input, Core Committee/Stakeholder Involvement

Timeline – May/June 2019

During this phase the consultant will gain input from the public, identified Core Committee members and stakeholders for the direction of the Human Service and Resource Allocation Plan.

Deliverables:

- Identify, describe and implement a comprehensive strategy and methodology for citizen involvement in the Human Service Plan development process.
- Assure the residents and core committee members are provided an opportunity to participate in the development of this plan.

- Conduct at least (2) two public community meetings and a minimum of (2) two focus groups (participants to be determined) and individual core committee member interviews.
- Act as facilitator to gather specific information about services, use, preferences and any agency strengths, weaknesses, opportunities and threats.
- Provide well organized and directed activities, techniques and formats to ensure a positive, open and proactive public participation process is achieved.
- Provide written records and summaries of the results of all public processes and communications strategies.
- Help to build consensus and agreement on the plan and if consensus is not possible, provide information for informed decision making by the Core Committee.
- Provide methods to hear from as many people as possible, including users and non-users of the services.

3. Phase 3: Vision and Mission Development

Timeline: May/June 2019

Conduct a community workshop in order to develop a shared vision for Human services in the Town of Jackson and Teton County.

Deliverables:

- Identify, describe and implement a comprehensive strategy and methodology for citizen involvement in the vision and mission development process.
- Assure the residents and Core Committee members are provided an opportunity to participate in the development of this plan.
- Conduct at least (1) one public community meeting to gain input for the development of the vision and mission statements.
- Act as facilitator to gather specific information about development of vision and mission statements for the plan.
- Provide well organized and directed activities, techniques and formats to ensure a positive, open and proactive participation process is achieved.
- Provide written records and summaries of the results of all public processes and communications strategies.
- Help to build consensus and agreement on the vision and mission statements and, if consensus is not possible, provide information for informed decision making by the Core Committee.
- Provide methods to hear from as many people as possible, including users and non-users of the services.

4. Phase 4: Human Service Forum

Timeline: July 2019

Human Services Forum – To help guide the decision-making process for the Human Services Plan.

Deliverables:

- Hold a Human Service Forum to inform the development of the Human Service Plan.
- Present stakeholders and core committee with vision and mission statements, and community concerns for human services and resource allocation plan.
- Provide well organized and directed activities, techniques and formats to ensure a positive, open and proactive participation process is achieved.
- Provide written records and summaries of the results of process and communications strategies.
- Help to build consensus and agreement to direct Policy decisions of the Human Service and Resource Allocation Plan.

5. Phase 5: Human Service Plan

Timeline: September 2019

Human Service Plan – A comprehensive, community human service plan for the Town of Jackson and Teton County that incorporates all the above activities and information and other studies and plans conducted (i.e. Mental Health Assessment). The focus of this plan will relate to policy level decisions.

Deliverables:

- Development of a Human Service Plan to inform the County and Town on identified policy related issues.

6. Phase 6: Resource Allocation Plan Development

Timeline: November 2019

Develop a resource allocation plan that will support the shared Vision/Mission and address community human service needs.

Deliverables:

- Research funding models and funding options.
- Conduct stakeholder and Core Committee meetings to assist in development of a resource allocation plan.
- Act as facilitator to gather specific information about development of resource allocation plan for human service organizations.
- Provide well organized and directed activities, techniques and formats to ensure a positive, open and proactive participation process is achieved.
- Provide written records and summaries of the results of process and communications strategies.
- Help to build consensus and agreement on the resource allocation plan and, if consensus is not possible, provide information for informed decision making by the Core Committee.

4. Progress Reporting

The consultant and the Board of County Commissioner's Administrator shall hold progress meetings as often as necessary, but no less than once per month until the final plan is approved by the elected officials. The consultant shall supply the Administrator with at least (1) one copy of all completed or partially completed reports, studies, forecasts, maps, notes or plans as deemed necessary by the Administrator at least (3) three working days before each progress meeting. The Administrator shall schedule the meetings, as necessary, at key times during the development of the Human Service and Resource Allocation Plan.

5. Submittal Content/Qualifications

Submittal Qualifications:

Consortiums, joint ventures, or teams submitting offers will not be considered responsive unless it is established that contractual responsibility rests solely with one individual, firm, or corporation. Teton County will contract with one Entity only in conjunction with the services solicited in this Request for Proposals (RFP).

Submittal Content:

Consultants shall adhere to the following format and content in their submittal:

1. Identification of the Submitting Entity. State the name of the firm, mailing address, telephone number, email address, and individual authorized to negotiate on behalf of the firm. (1-page maximum)
2. Work Plan. Describe in detail the proposed work process that will be developed to provide the required services in Section 3. Describe how required services will be complete within the timeline established in Section 3. (10 pages maximum)
3. Experience. Provide specific and detailed examples of direct experience with Human Services, human service plan development, group facilitation, consensus building, comprehensive planning and resource allocation. Please highlight work performed in Wyoming and in resort and/or commuter communities. (5 pages maximum)

4. Innovation. Identify and describe in detail experience with a variety of approaches to Human Service funding and requirements that may be useful to the community (must be included in the proposed Work Plan).
5. Personnel and Staffing Plan. Identify and provide resumes for all personnel who will have responsibility for service provision. Indicate the level of effort each staff person shall have in providing each service. Indicate the organization of the proposed team, specifically identifying the proposed Project Manager. Explain how the team will be organized to ensure adequate communication and performance among the personnel/firms in the team arrangement. Provide a brief overview of the firm's qualifications to undertake this assignment. The County and Town are expressly interested in the firm's experience and qualifications of providing professional services for this specific project. Lengthy explanations of completed, yet unrelated, projects will not be considered. (10 pages maximum)
6. References. Provide a list of current and past clients for which your firm has performed work of a similar nature. For each reference, include a contact name, phone number and email address. Briefly describe the work performed for each reference. Include a minimum of three references and no more than five.
7. Cost Proposal. Please provide a cost proposal (e.g., task hours and staff billing rates with inclusion of expected travel costs, project-related expenses, contingency, and not-to-exceed) for each task. This section should be submitted in a separate sealed envelope.

6. Proposal Response

Each consultant shall submit one (1) printed copy of the complete submittal and one (1) electronic copy in a PDF-format. All submittals must be received by Teton County Administration by 4:00 P.M. MST, Wednesday, January 30, 2019, 200 S. Willow Street, Jackson, Wyoming, 83001. Submittals shall be valid for a period of ninety (90) days from receipt by the County. Submittals received after the date and time specified above shall be disqualified from consideration. Late submittals shall be returned unopened. Qualifying submittals shall be opened on Thursday, January 31st, at 9:00 A.M. MST in the Teton County Administration offices, 200 S. Willow Street, Jackson, Wyoming, 83001. The public is invited to attend.

Responses to this RFP should be submitted via Federal Express, United Parcel Service, or hand delivered to:

Alyssa Watkins
Teton County Government
P.O. Box 3594
200 S. Willow Street
Jackson, WY 83001
Phone Number: (307) 733-8094

All questions and requests for additional information shall be directed to Alyssa Watkins, BCC Administrator via e-mail only at awatkins@tetoncountywy.gov

7. Additional Information

The solicitation does not commit Teton County to award a contract, to pay any costs incurred with the preparation of a proposal, or to procure or contract for services or supplies. Teton County/Jackson reserves the right to accept or reject any or all proposals received in response to the request, to negotiate with any qualified source, or cancel in whole or part this proposal process if it is in the best interest of the County or Town to do so. Subsequent to contract negotiations, prospective consultants may be required to submit revisions to their proposals.

Postponement or Amendment:

The County and Town reserve the right to amend any portion of the RFP. Copies of such amendments shall be made available to all prospective, interested consultants via e-mail. Where such amendments require changes in the submittal requirements, the final date for submission may be extended.

Cost of Submittal Preparation:

Any costs incurred by the consultant in responding to this RFP in anticipation of receiving a contract award shall be the responsibility of the Entity submitting the response. The County and Town shall not reimburse the Entity for any such expenses.

Schedule of Submission and Review:

The Selection Committee, after its initial review and scoring, may elect to select a successful submittal. Conversely, the Selection Committee may elect to contact short-listed applicants to ask for final and best offers, pursuant to the Teton County procurement policy. After scoring all submittals (and all final and best offers, if applicable), the Selection Committee shall make a recommendation to the Board of County Commissioners and Town Council regarding the successful submittal. The Board of County Commissioners and Town Council will formally award the project and Teton County will enter into a contract with the consultant.

Acceptance:

This RFP provides interested professionals with the necessary information to enable them to prepare and submit information for consideration by the County and Town.

The County and Town reserve the right to enter into further discussions with any consultant based solely on the initial response to this RFP along with the right to negotiate the cost with the selected consultant if it is deemed to be in the best interest of the County and Town.

If the County and Town is unable to negotiate a final scope of services and professional fee with their first choice, they reserve the right to negotiate with other consultants that submitted a response to this RFP.

Items to be provided by the Department:

- A project representative
- Copies of all existing studies, plans, programs and other data including the Teton County/Jackson Comprehensive Plan and access to all applicable records
- Assistance with on-going community meetings

8. Project Schedule

The County and Town intend to follow the schedule outlined below. However, the County and Town reserve the right to revise the review schedule at their sole discretion.

January 2, 2019	Request for Proposal distribution
January 30, 2019	Request for Proposal due date, 4:30 PM MST
February 1, 2019	Completion of RFP evaluation by the committee
Week of February 4th, 2019	Interviews with short-listed firms (if necessary)
March 5, 2019	Award of Contract with Teton County
March 8, 2019	Notice to Proceed
December 30, 2019	Project Completion

9. Submittal Evaluation Criteria

A selection committee, consisting of two representatives from each of the following: Human Services Sector; The Town of Jackson; and Teton County shall evaluate the submittals based upon the following criteria:

	Rating	Weight	Score
1. Criteria One - Submittal Format			
Appearance, followed			
Instructions, Professional	_____	5	_____
2. Criteria Two - Work Plan and Schedule			
Methods employed, understanding			
What is wanted, methodology,			
Scheduling, time control	_____	10	_____
3. Criteria Three - Experience and Innovation			
Responses of Past Clients	_____	5	_____
4. Criteria Four - Personnel and Staffing			
And (Corporate Qualifications)			
Experience and qualifications of			
Key personnel assigned to this			
Project, Recent experience,			
Company structure	_____	5	_____
5. Criteria Five – Estimated Project Costs			
In line with work proposed	_____	5	_____
		Total Score	_____

Rating Points: 10 – Excellent; 7.5 – Good; 5 – Satisfactory; 2.5 – Marginal; 0 – Unsatisfactory

Teton County Human Services

Planning for a Healthy Future

An outline of a planning process to guide the community in a shared vision for Human Services, resulting also in the development of system outcomes and a funding model to be used by the Town of Jackson and Teton County.

This project is a collaborative partnership between the non-profit Human Services sector, the Town of Jackson and Teton County.

The “Core Committee” will consist of 2 representatives from the non-profit human services sector, appointed by the Human Service Council. At a minimum one representative will be a current Human Service Council member. Two employees from the Town of Jackson and two employees from Teton County will be appointed by the Town of Jackson and the Board of County Commissioners. A total of six members will make up the Core Committee.

The task of the Core Committee will be to write a Request for Proposals for a consultant to provide services outlined in Phases 1-3. Members of the Core Committee will evaluate proposals and make a recommendation to the Town and County for a consultant to perform the three phases of this project.

The Core Committee will strive for consensus in recommendations to the Town Council and the Board of County Commissioners. However, if this is not possible, the majority position will be presented along with justification for any minority position(s).

PHASE I – Human Services System Plan

Definition: A comprehensive, community human services plan for the Town of Jackson and Teton County to develop a shared vision, mission, values and guiding principles to inform system wide goals

Outcome – A Human Service Plan

PHASE II– System Evaluation to Support Shared Outcomes

Definition: A system wide evaluation plan to measure outcomes and define success through a shared measurement system and platform.

Outcome – A System Wide Evaluation Plan

PHASE III – Resource Allocation Model for the System

Definition: A resource allocation model to be used by elected officials for making evidence-based funding decisions in a variety of funding climates.

Outcome – A Resource Allocation Model



Board of County Commissioners - Staff Report

Meeting Date: 03/05/19

Presenter: Alyssa Watkins

Submitting Dept: Administration

Subject: Consideration of a Contract for Human Service Planning

Statement / Purpose:

To consider a contract with Program and Policy Insight, LLC for Human Service Planning efforts.

Background / Description (Pros & Cons):

In a January 2017 Board retreat, the Board of County Commissioners selected Health and Human Services as an area of focus for their work in 2017-2018. As a part of that focus, subsequent discussions centered on the development of a Resource Allocation Model for use by the BCC in making funding decisions related to human services budget requests. There was recognition that such a Resource Allocation Model would require foundational information from a community Human Services Plan and corresponding System-Wide Evaluation Plan. A potential path forward was considered by the BCC and Town Council at the December 2017 Joint Information Meeting. However, due to concerns raised with the recommendation presented at that time, staff was directed to reengage with the human service sector to discuss alternate strategies.

Town and County staff and members of the Human Services Council worked together from January through September 2018 to discuss such alternate strategies. The group developed an outline of a planning process to guide the community in a shared vision for Human Services, resulting also in the development of system outcomes and a funding model to be used by Teton County and potentially the Town of Jackson. A part of that process called for the development of a "Core Committee". In October of 2018, the BCC agreed to the process proposed and subsequently appointed two members to the Core Committee (the Director of Health and the Board of County Commissioners' Administrator). A total of six members made up the Core Committee; 2 representatives from the non-profit human services sector, 2 from the Town of Jackson, and 2 from Teton County. The Core Committee wrote and, in January of 2019, released a Request for Proposals for a consultant to provide Human Services Planning services. Seven (7) responses were received, which the Core Committee independently scored and then met to review. The committee narrowed the field to three finalists and interviewed those three firms. On February 19th, 2019 the Board of County Commissioners heard and approved a recommendation from the Core Committee to award the bid to Program and Policy Insight, LLC.

The item before the Board today is the consideration of a contract with Program and Policy Insight, LLC for the human services planning work contemplated by this initiative. The Board has expressed interest in bringing other parties to the table as potential contributors and/or signatories. Staff has confirmed with legal that there is a clear path forward for this alternate consideration once the specifics have been finalized (e.g., parties involved, amount of contributions, etc.). Signing the contract today allows us to secure the services of the recommended consultant and to work through these potential funding options with the Town of Jackson and other community partners as a part of the County FY20 budget process, well before the proposed start of work (August).

Stakeholder Analysis & Involvement:

Representatives from the Human Services Council have worked with staff from the Town and County on this initiative.

Fiscal Impact:

The County's fiscal obligation as a signatory is \$81,900; these funds have been requested in the FY20 budget. As noted previously, there has been some discussion regarding outside entities (i.e., Town of Jackson, human



Board of County Commissioners - Staff Report

services providers) contributing fiscally to the project. Should outside funds be committed to this effort, those revenues will also be reflected in the FY20 budget.

Staff Impact:

The Board of County Commissioners' Administrator will be the primary point of contact and provide oversight to the consultant on this project.

Legal Review:

Gingery

Staff Input / Recommendation:

The Core Committee recommends approval of the contract with Program and Policy Insight, LLC.

Attachments:

Program and Policy Insight, LLC Contract for Services

Suggested Motion:

I move to approve the contract with Program and Policy Insight, LLC for Human Service Planning, in the not-to-exceed amount of \$81,900.

INDEPENDENT CONTRACTOR AGREEMENT

THIS INDEPENDENT CONTRACTOR AGREEMENT (the “Agreement”) is entered into by and between Program and Policy Insight, LLC (PPI) (“Independent Contractor”) and Teton County as of the last date on which the parties have executed this Agreement below (the “Effective Date”).

1. Identity of Contractor. Independent Contractor is identified as follows:

Name: Program and Policy Insight, LLC

Type of Entity: ☐ Sole Proprietorship
☐ Partnership
☒ Limited Liability Company
☐ Corporation

Address: 3835 NE Stanton Street

City, State, Zip: Portland, OR 97212

Business Telephone: 541-514-2687

Workers’ Comp Carrier (if applicable): N/A

2. Work to be Performed/Terms of Payment. Independent Contractor will perform services, and be paid, in accordance with the description attached as Exhibit 1.

3. Term of Agreement. This Agreement shall start on April 1st, 2019 and will continue through February 28, 2020, or as terminated pursuant to this Agreement. The Agreement may only be extended thereafter by mutual agreement in writing.

4. Independent Contractor. It is understood and agreed that Independent Contractor, while performing services pursuant to this Agreement, is at all times acting and performing as an independent contractor and not as an employee of Teton County. The manner and means of providing the agreed services are under the sole control of Independent Contractor, subject to Teton County’s right to specify the desired results. Independent Contractor may perform services for others when Independent Contractor is not providing services under this Agreement, and under the terms of this Agreement must actively market his/her services to others.

5. Notice to Independent Contractor Regarding its Tax Duties and Liabilities. Neither federal, nor state, nor local income tax nor payroll tax of any kind will be withheld or paid by Teton County on behalf of Independent Contractor or the employees of Independent Contractor which Independent Contractor may engage for the performance of services pursuant to this Agreement. Independent Contractor understands that Independent Contractor is responsible to pay Independent Contractor’s own income tax. If Independent Contractor is not a corporation, Independent Contractor further understands that Independent Contractor may be liable for self-employment (Social Security) tax, to be paid by Independent Contractor. Independent Contractor

agrees to file income tax returns either as a business entity or using a Business Schedule C as part of Independent Contractor's personal income tax returns.

6. Representations, Warranties, and Covenants. Independent Contractor represents, warrants, and covenants to Teton County as follows (by initialing on the blank line):

- (a) He/she has or will obtain all assumed business registrations or professional occupation licenses required by law for him/her to conduct business. KL
- (b) He/she filed federal and state income tax returns either as a business entity or using a business Schedule C as part of his/her personal income tax returns if he/she performed services as an independent contractor in the previous year, and/or will file such returns for the year(s) covered by this Agreement. KL
- (c) He/she is engaged in an independently established business, as defined in ORS 670.600(3), at the time he/she enters into this Agreement, and he/she will represent to the public that he/she is operating as an independently established business. KL

7. Additional Representations of Independent Contractor. Independent Contractor further represents the following by selecting "yes" or "no" to the following questions and initialing his/her responses on the line following the statement (min. 3 "yes"):

- | | | |
|-----|----|---|
| Yes | No | Independent Contractor maintains a business location that is separate from the location of Teton County, such as a commercial office or home office. |
| | | <u>Yes</u> |
| Yes | No | Independent Contractor operates a business independent of Teton County's business. |
| | | <u>Yes</u> |
| Yes | No | Independent Contractor bears the risk of loss under this Agreement by having negotiated this Agreement and payment rates, managing his/her time, by purchasing Liability Insurance, and being responsible for any property damage caused while performing services under this Agreement. |
| | | <u>Yes</u> |
| Yes | No | Independent Contractor provides contracted services for two or more different persons or entities within a 12-month period or routinely engages in business advertising, solicitation or other marketing efforts reasonably calculated to obtain new contracts to provide similar services. |
| | | <u>Yes</u> |

8. Workers' Compensation Insurance. No Workers' Compensation Insurance has been or will be obtained by Teton County for Independent Contractor or Independent Contractor's employees. Independent Contractor must provide its own Workers' Compensation coverage and/or assume full responsibility for any liability and exposure under law relating to Workers' Compensation because of any performance of services under this Agreement and will hold Teton County harmless for any industrial accidents that occur.

9. Reimbursement of Expenses. Teton County is not liable for any expenses paid or incurred by Independent Contractor except as stated in Exhibit 1 or as otherwise agreed in writing.

10. Equipment, Tools, Materials, and Supplies. Independent Contractor shall supply all necessary tools, materials, equipment, and supplies for the performance of this Agreement.

11. Termination. This Agreement will terminate on the last day indicated in the “Term of Agreement” section above, or at any time by mutual, written consent of the Parties. In addition, if the Independent Contractor is convicted of any crime or offense, fails or refuses to comply with the written policies or reasonable directives of Teton County, is guilty of serious misconduct in connection with performance hereunder, personally acts or conducts his/her business in a manner that may damage the goodwill or reputation of Teton County, or materially breaches provisions of this Agreement, Teton County at any time may terminate the engagement of the Independent Contractor immediately and without prior written notice to the Independent Contractor.

12. No Authority to Bind the County. Independent Contractor has no authority to enter into contracts on behalf of Teton County.

13. Compliance with Laws. Independent Contractor declares that Independent Contractor will comply with all federal, state, and local laws regarding business permits, certificates, and licenses and obtain and maintain such permits, certificates and licenses that may be required to perform all Independent Contractor’s obligations under this Agreement.

14. Confidentiality. Teton County has developed, compiled, and owns certain confidential information that has great value in its operations (“Confidential Information”). Confidential Information includes information disclosed by Teton County or its Associates to Independent Contractor, and information developed or learned by Independent Contractor relating to Teton County or its Associates. Confidential Information is to be construed broadly under the terms of this Agreement. Confidential Information includes all information that has or could have commercial value or other utility in the business in which Teton County or its Associates is engaged. It also includes all information whose disclosure could be detrimental to the interests of Teton County or its Associates. Confidential Information need not be marked “Confidential” to fall within this definition. Confidential Information includes, by way of example, and without limitation, any and all information relating to processes, procedures, trade secrets, improvements, research or development, business plans, business forecasts, donor lists, customer information, specifications, data, know-how, formats, strategies, unpublished financial information, budgets, projections, vendor or supplier information, and agreements. Independent Contractor agrees to keep all Confidential Information confidential and to not use the same in the course of its future endeavors or disclose to any third party, except with express advance written permission from Teton County or its Associates. Independent Contractor is aware that the unauthorized disclosure of Confidential Information of Teton County or its Associates may be highly prejudicial to their interests and an improper disclosure of trade secrets.

Independent Contractor agrees that it will not disclose any of the aforesaid, directly or indirectly, or use any of them in any manner, either during the term of this Agreement or at any time thereafter, except as required in the course of this engagement with Teton County. All files, records, documents, specifications, information, letters, notes, media lists, notebooks, and similar items relating to the business of Teton County, whether prepared by Independent Contractor or otherwise coming into its possession, shall remain the exclusive property of Teton County. Independent Contractor shall not retain any copies of the foregoing without Teton County’s prior written

permission. Upon the expiration or earlier termination of this Agreement, or whenever requested by Teton County, Independent Contractor shall immediately deliver to Teton County all such files, records, documents, specifications, information, and other items in its possession or under its control. Independent Contractor further agrees that it will not disclose its retention as an independent contractor or the terms of this Agreement to any person without the prior written consent of Teton County and shall at all times preserve the confidential nature of its relationship to Teton County and of the services hereunder.

15. Indemnification. Independent Contractor shall defend, indemnify, hold harmless, and insure Teton County from any and all damages, expenses or liability resulting from or arising out of any negligence or misconduct on Independent Contractor's part or Independent Contractor's employees' part, or from any breach or default of this Agreement which is caused by Independent Contractor. Independent Contractor shall take all actions necessary to comply with the terms and conditions set forth in this Agreement. Independent Contractor shall name Teton County as an additional insured on all related insurance policies, including workers' compensation and general liability.

16. Successors and Assigns. All of the provisions of this Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective heirs, if any, successors, and assigns.

17. Arbitration. Any controversies arising out of the terms of this Agreement or its interpretation shall be settled through binding arbitration in Multnomah County, Oregon, in accordance with the rules of the American Arbitration Association, and the judgment upon award may be entered in any court having jurisdiction thereof.

18. Headings. Section headings are not to be considered a part of this Agreement and are not intended to be a full and accurate description of the contents hereof.

19. Waiver. Waiver by one party hereto of breach of any provision of this Agreement by the other shall not operate or be construed as a continuing waiver.

20. Assignment. Independent Contractor shall not assign any of his/her rights under this Agreement, or delegate the performance of any of his/her duties hereunder, without the prior written consent of Teton County.

21. Notices. Any and all notices, demands, or other communications required or desired to be given hereunder by any party shall be in writing and shall be validly given or made to another party if personally served, or if deposited in the United States mail, certified or registered, postage prepaid, return receipt requested. If such notice or demand is served personally, notice shall be deemed constructively made at the time of such personal service. If such notice, demand or other communication is given by mail, such notice shall be conclusively deemed given five days after deposit thereof in the United States mail addressed to the party to whom such notice, demand or other communication is to be given as follows:

- (a) If to the Independent Contractor:
Program and Policy Insight, LLC

Kendra Lodewick
3935 NE Stanton St.
Portland, OR 97212
kloewick@programandpolicy.com

- (b) If to Teton County:
Teton County Board of County Commissioners
Attn: Alyssa Watkins, BCC Administrator
PO Box 3594
Jackson, WY 83001

Any party hereto may change its address for purposes of this paragraph by written notice given in the manner provided above.

22. Modification or Amendment. No amendment, change or modification of this Agreement shall be valid unless in writing signed by the parties.

23. Entire Understanding. This document and any exhibit attached constitutes the entire understanding of the parties, and any and all prior agreements, understandings, and representations are hereby terminated and canceled in their entirety and are of no further force and effect.

24. Unenforceability of Provisions. If any provision of this Agreement, or any portion thereof, is held to be invalid and unenforceable, then the remainder of this Agreement shall nevertheless remain in full force and effect.

25. Counterparts. This Agreement may be executed by facsimile or electronic form and in any number of counterparts, and each such counterpart shall be deemed to be an original instrument, but all such counterparts shall constitute one agreement.

IN WITNESS WHEREOF the undersigned have executed this Agreement as of the last day and year dated below.

Independent Contractor

Teton County

By: _____

By: _____

Title: _____

Title: _____

Signature: _____

Signature: _____

Date: _____

Date: _____

Exhibit 1 – Services, Term, and Compensation

SERVICES:

Throughout the implementation of the statement of work, PPI will participate in regular progress meetings with the client and provide any relevant documentation at least three (3) days before each progress meeting. The proposed budget assumes monthly progress meetings via video-conference, tele-conference or in-person, supplemented by ad hoc communication via email or phone as often as needed. Upon contract award, PPI will work with the client to set a timeline for a kick-off meeting and regular progress meetings. The format of the meetings, whether video-conference, tele-conference or in-person, are to be determined based on the schedule and budget considerations.

PPI will conduct human service research, facilitate stakeholder engagement and participation, and develop a responsive human service plan for Teton County through the following project tasks:

Phase 1: Research/Development

Phase 1 of the project will focus on gathering and synthesizing information about the community's human service needs. The PPI project team will begin the project by reviewing and synthesizing existing data for information about broad community human service needs, and when available, trends. As noted in the RFP, PPI will review local agencies' strategic plans, state statutes, Systems of Care White Papers, community health needs assessments, Mental Health reports, and statewide needs assessments, among others. PPI will also draw from extant data to further inform the understanding of human service needs and context in Teton County, Jackson, and smaller geographic areas if desired (e.g., Census Designated Places, Census tracts). PPI will produce a brief Needs Review memo based on the resulting information for internal use only to inform subsequent project steps and provide contextual information for broader analysis.

Throughout the project PPI will seek input from the Core Committee, as well as the community, other stakeholders, and the Administrator of the Board of County Commissioners. PPI will work with the client to create the Core Committee, compiling a short list from which a final committee can be formed. With client input, PPI will identify criteria for inclusion, such as participants' roles within the human services system, the breadth of domains or agencies represented, and the desired size of the committee. Invitations to participate will be sent to the finalized list of identified members.

Expected Duration: August 2019

Representative Activities:

- Review and synthesize data related to community human service needs.
- Identify and form Core Committee.

Deliverables:

- Internal Needs Review memorandum.
- Formation of Core Committee.

Phase 2: Public Input, Core Committee/Stakeholder Involvement

PPI will use a multi-faceted approach for gathering public input, and core committee/stakeholder involvement. Key stakeholder data collection methods will include: interviews with key community stakeholders for input on the economic and policy climate and its impact on the development and delivery of human services; focus groups with diverse stakeholders to gather perception from service users and non-users on human service needs, availability, and efficacy; public community meetings to provide an opportunity for structured dialog and input from an open, diverse audience of community stakeholders; and a community survey to collect analogous information across a broad spectrum of stakeholders. PPI will determine the target audience for the community survey in consultation with the Core Committee.

Expected Duration: September 2019

Representative Activities:

- Interviews with 10 community stakeholders.
- Up to four stakeholder focus groups.
- Up to two public community meetings.
- A community survey.

Deliverables:

- Implementation of stakeholder data collection methods.
- Draft human service priorities.

Phase 3: Vision and Mission Development

PPI will work with the Core Committee to identify effective outreach methods that will facilitate diverse community participation in vision and mission development. PPI will use a citizen engagement and consensus-building methodology that draws on the most effective aspects of several facilitation models, including the Technology of Participation (ToP) Consensus Workshop model, developed by the Institute for Cultural Affairs, and the Drivers Model by Leadership Strategies, Inc.

Expected Duration: October 2019

Representative Activities:

- Outreach to facilitate participation in the Consensus Workshop.
- Consensus Workshop to develop human service vision and mission for the region.

Deliverable:

- Draft human service vision and mission for the region.

Phase 4: Human Service Forum

PPI will conduct a Human Service Forum to introduce the draft human service priorities identified through the public input process in Phase 2, as well as the human service vision and mission statements developed in Phase 3 of the project. PPI will also describe initial community input on resource priorities. The Human Service Forum will provide opportunities for participant reflection and feedback on proposed priorities and will actively refine the draft human service priorities during the forum proceeding. The citizen engagement methodology employed will depend in part on the results of the earlier phases, the size of the forum, and the experiential aims of the forum. Options may include live

polling, small group round robin rotations (e.g., World Café Method), structured voting, focus conversation, or mixed methods.

Expected Duration: November 2019

Representative Activities:

- Logistics planning for Human Service Forum.
- Implementation of Human Service Forum to review, reflect, and refine draft human service priorities.

Deliverables:

- Implementation of human service forum.
- Refined human service priorities.

Phase 5: Human Service Plan

PPI will aggregate and synthesize information collected through the extant data analysis, community data collection process, and Human Service Forum proceedings to develop a Human Service Plan for the region. The plan will describe the overall economic, human service, and policy context of Teton County and the Town of Jackson, including illustrative human service indicators and description of service infrastructure. The Human Service Plan will also introduce the human service vision and mission statements, as well as the human service priorities developed during the public input process. These priorities will be defined in action-oriented terms that can support policy development and implementation.

Expected Duration: December 2019 to January 2020

Representative Activities:

- Aggregate human service data collected through extant data and stakeholder data collection processes.
- Synthesize human service data.
- Describe context of human services in the region.
- Draft Human Service Plan based on Phase 1 through Phase 4 of project.

Deliverable:

- Draft Human Service Plan.

Phase 6: Resource Allocation Plan Development

The final project phase will culminate in a Resource Allocation Plan that builds off the Human Service Plan to identify human service funding options in a variety of funding environments. PPI will review analogous resource allocation plans developed by other jurisdictions to identify practical and effective resource allocation methodology and funding models. The proposed resource allocation plan may include options for a variety of funding conditions, from fiscally constrained to fiscally endowed, to enable the plan to flexibly adapt to changing funding environments.

Expected Duration: December 2019 to January 2020

Representative Activities:

- Review resource allocation plans and/or funding models in other jurisdictions.
- Develop adaptable resource allocation model for Teton County and the Town of Jackson.
- Meet with Core Committee and/or stakeholders to review and reflect on proposed resource allocation model.
- Draft Resource Allocation Plan based on Phase 1 through Phase 5 of the project.

Deliverable:

- Draft Resource Allocation Plan.

COMPENSATION:

As full compensation for the services rendered pursuant to this Agreement, Teton County shall pay Independent Contractor as follows:

The total not-to-exceed project budget for this contract is \$81,900 as illustrated below:

Project Phase	Task Hours	Billing Rates	Expected Travel Costs	Project-Related Expenses	Not-to-Exceed Task Total
Phase 1: Research and Development	48	\$130			\$6,240
Phase 2: Public Input	134	\$130	\$5,000	\$2,500	\$24,660
Phase 3: Vision and Mission Development	58	\$130	\$3,000		\$10,540
Phase 4: Human Service Forum	64	\$130	\$3,000	\$100	\$11,420
Phase 5: Human Service Plan	104	\$130	\$2,000		\$15,520
Phase 6: Resource Allocation Plan Development	104	\$130			\$13,520
Total	512	\$130	\$13,000	\$2,600	\$81,900

It is the responsibility of Teton County to pay PPI for all services billed under the contract with PPI. PPI will bill Teton County per project phase, and will submit an itemized statement setting forth the services rendered, time spent and amount due per project phase, within thirty (30) days of completion of said phase. Invoice and accompanying documents shall include the following information:

- Invoice number, date and invoice period;

- Contractor name and address;
- Project title and Phase: "Teton County Human Service Planning – Phase (#)"
- Total amount due;
- Brief progress report summarizing activities during invoice period; and
- Total amount by task, to be made available upon request.

PPI shall maintain receipts and all other records related to performance and billing under this agreement.

Invoices should be submitted to:

Teton County Board of County Commissioners
Attn: Alyssa Watkins, BCC Administrator
PO Box 3594
Jackson, WY 83001

Electronic invoices are acceptable, unless otherwise indicated by Teton County, and should be directed to awatkins@tetoncountywy.gov

Payment will be made to:

Kendra Lodewick
3935 NE Stanton St.
Portland, OR 97212

TETON COUNTY AND TOWN OF JACKSON HUMAN SERVICES AND RESOURCE ALLOCATION PLAN

February 2020



Prepared by

Program and Policy Insight



The planning process implemented to develop this Human Services and Resource Allocation plan benefited from the experience and insight of many community stakeholders. Numerous individuals provided ongoing feedback and participation. Program and Policy Insight would like to express gratitude to:

- The many individuals who completed the community survey, as well as the local agencies and organizations who encouraged the individuals they serve to participate in the survey;
- Program participants who participated in focus groups and community members who participated in interviews and the community forums to provide greater context about human service delivery and experience in the greater Teton region;
- The Human Services Planning Core Committee which provided valuable guidance and document review throughout the planning process;
- Human Services Council and System of Care member organizations who provided important feedback and budget information to support the planning process; and
- Town and County representatives who participated in interviews and community forum events, and who provided budgetary and contextual information to the project.

Any inquiries or feedback on the Human Services and Resource Allocation Plan should be directed to:

Alyssa Watkins
Board of County Commissioners Administrator
awatkins@tetoncountywy.gov



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CONTEXT

Teton County and the Town of Jackson have a history of committing funds to health and human services in the community. Contributions from the Town and County have grown by nearly 25 percent over the past 10 years as funding from federal, state, and private sources has fluctuated. Teton County and the Town of Jackson currently implement an annual budget request process where community human services providers can request funding to support service delivery in the community. Funding for these services is not organized by human service area or strategy and relies in part on previous funding allocations as precedence for future decisions. Lack of a strategic funding framework hinders elected officials' ability to assess funding commitment through key service categories and limits their ability to respond to identified community priorities or changes in the community human service context.

SCOPE

In recognition of this dynamic, in January 2019, Teton County and the Town of Jackson issued a Request for Proposal (RFP) to identify a consultant to develop a Human Services and Resource Allocation Plan for Teton County that provides strategic direction for community planning and prioritization and informs future funding decisions. Program and Policy Insight, LLC (PPI) was hired through the RFP process and was scoped to facilitate stakeholder engagement, support human service vision and mission development, and develop a Human Services and Resource Allocation plan that translated community input into recommendations for a dynamic funding environment. Project tasks centered around soliciting broad stakeholder feedback on human services and developing a clear, transparent process for identifying priorities and aligning funding decisions.

KEY FINDINGS

HUMAN SERVICES VISION, MISSION, AND GOALS

Community stakeholders defined the vision of human services for the region as:

A greater Teton community in which all people can achieve their full potential for health and well-being.

The community-defined mission of the region's human services is:

To provide accessible, coordinated health and human services across the lifespan to improve quality of life in the community.

Community goals in achieving the vision are:

- Accessible services
- Integrated and coordinated services
- Lifespan well-being
- Community commitment and funding

KEY SERVICE PRIORITIES

Figure 1 below illustrates the community human services priorities confirmed through the stakeholder engagement processes. In addition to these service-specific priorities, broader structural issues were identified, including cost of living, lack of cultural integration, social isolation, lack of dedicated human service funding, and opportunity for greater system coordination.

Figure 1: Community-Identified Teton County Human Service Priorities

Teton County Human Service Priorities		
Priority 1 Services:	Priority 2 Services:	Priority 3 Services:
• Behavioral health support • Child care • Housing stability	• Child abuse and neglect • Crisis services • Domestic violence • Food security • Income support • Physical health support	• Education and training • Employment support • Legal issue support • Oral/dental health support • Transportation support • Utilities stability

RESOURCE ALLOCATION TARGETS

Resource allocation targets were developed to align with community-identified human service area priorities, avoid abrupt changes in service levels, provide a consistent base percentage of Town and County funding by priority area, and allocate a portion of Town and County funds to a discretionary pool for flexibility and responsiveness. In reduced, level, or increased funding environments, the Town and County should aim to fund according to the following base allocation targets:

- 60 percent base allocation to services prioritized as Priority 1
- 25 percent base allocation to services prioritized as Priority 2
- 5 percent base allocation to services prioritized as Priority 3
- 10 percent discretionary fund

These percentage targets are applied to the total dollars the Town and County intend to allocate to support human service agencies. In a reduced funding environment, the allocation of the discretionary fund is to be most targeted, primarily supporting Priority 1 services, whereas in an increased environment, the discretionary fund is to be allocated more broadly among the service areas.

FUTURE CONSIDERATIONS

This collaboratively developed Human Services and Resource Allocation Plan provides Teton County and the Town of Jackson with strategic tools to better support human services delivery and track progress toward improved outcomes. The resource allocation efforts within this scope of work will support associated efforts by the Town and County to develop a comprehensive human services strategic plan and evaluation plan.

Future consideration to augment this effort include:

- Development of a transparent funding application process that includes opportunity for stakeholder input on the application, includes a funding rubric to respond to changing dynamics of other funding streams, makes funding decisions based on service areas and responsive to community priorities, and assesses services across the lifespan and for special populations.
- Conduct more rigorous funding benchmark analysis to identify appropriate funding goals for the region.
- Conduct regular and rigorous community prioritization activities, including more formal needs assessments, to ensure funding remains responsive to community input and context.
- Consider greater connection between human services and housing to address the interaction that the high cost of living bears on community service needs and implementation.
- Continue to pursue strategies to improve system coordination for service access and navigation.
- Increase active contract management to advance human service outcomes in the region.

GOAL

Teton County and the Town of Jackson have a history of committing funds to health and human services in the community. Contributions from the Town and County have grown by nearly 25 percent over the past 10 years as funding from federal, state, and private sources has fluctuated. In recognition of this dynamic, in January 2019, Teton County and the Town of Jackson issued a Request for Proposal (RFP) to identify a consultant to develop a Human Services and Resource Allocation Plan for Teton County that provides strategic direction for community planning and prioritization and informs future funding decisions.

Program and Policy Insight, LLC (PPI) was hired through the RFP process and was scoped to facilitate stakeholder engagement, support human service vision and mission development, and develop a Human Services and Resource Allocation plan that translated community input into recommendations for a dynamic funding environment. Project tasks centered around soliciting broad stakeholder feedback on human services and developing a clear, transparent process for identifying priorities and aligning funding decisions.

PROCESS

Development of human services priorities and funding guidelines were built around five key project tasks: background data review, stakeholder engagement, synthesis of human service categorization frameworks, analysis of current human services funding, and development of resource allocation scenarios. Each of these tasks is described briefly below.

BACKGROUND DATA REVIEW

The human services planning project was informed by existing data and reports that provide insight on the human services context, service delivery system, and needs in the community. The human services planning project did not include a formal needs assessment component, so cannot assess service need relative to existing resources. However, it did review community needs assessment and human service analyses conducted recently in the region to inform service context. Referenced documents included, among others:

- The Systems of Care White Paper
- The Human Service Network Analysis
- Teton County Community Youth Needs Analysis
- Mental Health and Substance Use Disorders in Teton County 2019 Report
- Teton County Community Health Needs Assessment

PPI also collected germane U.S. Census Bureau and other secondary data to support greater understanding of human services needs and context in the region. Key secondary data considered included poverty figures, cost of living/living wage estimates, key health and behavioral health indicators, and key childhood health indicators. For more detailed information on the background data and report review please see Appendix A: Teton Context and Appendix C: Prioritization of Service Areas Based on Contextual Data.

STAKEHOLDER ENGAGEMENT

The human services planning process incorporated multiple methods of stakeholder engagement. To support project implementation, the process was aided by a Core Committee that served in an advisory capacity to review and provide feedback on project goals, activities, and deliverables. The Core Committee was comprised of a representative group of stakeholders, identified through a nomination process, that included human services providers, at large community members, human services program participants, and Town and County representatives.

In addition to Core Committee guidance throughout the project, PPI solicited active community engagement through six primary activities:

1. Individual interviews with 25 respondents including human services providers, government officials, community members, and program funders.
2. Seven (7) focus groups with human services program participants including seniors, people with low-income, people with English as a second language, people with mental illness or substance use disorder, survivors of domestic violence, and other community members participating in human services programs.
3. A community survey, offered online and in print in English and Spanish, that was advertised through community newspapers and service providers; 331 total survey responses were collected.
4. A Community Forum in October advertised and open to the public to introduce the human services planning project and solicit community input on human service goals, vision, and mission; the Community Forum was attended by approximately 20 community members.
5. A facilitated workshop with Systems of Care provider members to discuss obstacles and critical success factors to achieving the draft human service goals developed during the Community Forum. Approximately 20 members of the Systems of Care working group attended the workshop.
6. A Human Services Forum in November advertised and open to the public to review project status, present community priorities, and solicit feedback on preliminary findings; 30 people attended the Human Services Forum.

These varied stakeholder engagement strategies were designed to capture multiple perspectives on human services in Teton County. Key topic areas explored through stakeholder engagement included the importance of different human services, the scale of the impact of different human service issues in the community, availability of services, and the use of local public resources to address different human service needs.

DEVELOPMENT OF A HUMAN SERVICE FRAMEWORK

Teton County and the Town of Jackson currently implement an annual budget request process where community human services providers can request funding to support service delivery in the community. Funding for these services is not organized by human service area or strategy and relies in part on previous funding allocations as precedence for future decisions. Lack of a strategic funding framework hinders elected officials' ability to assess funding commitment through key service categories and limits their ability to respond to identified community priorities or changes in the community human services context.

To provide strategic direction for future funding decisions, PPI researched a range of existing human services frameworks established in the field to organize and structure human service development, implementation, funding, and results. Human services frameworks that were consulted in the review process included:

- Social determinants of health
- Social ecological model
- Two generation model of human service delivery
- Collective impact model
- Maslow's hierarchy of human needs
- Seven domains of Human Services Outcomes Framework (NSW)
- Australian Social Values Bank
- Healthy People 2020/2030

In addition, PPI reviewed peer community human services frameworks and funding models to inform development of the greater Teton region structure. For a more detailed summary of the referenced human service frameworks, please see Appendix B: Overview of Guiding Human Services Frameworks.

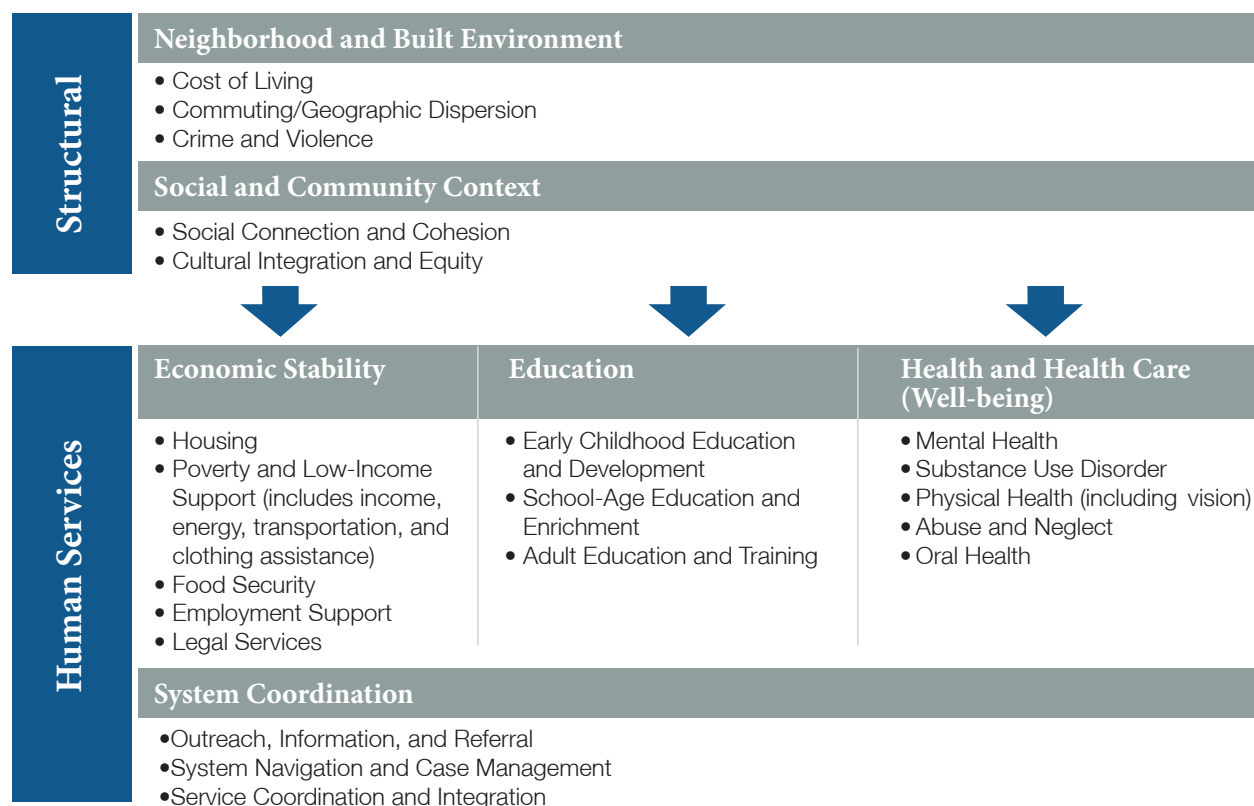
The final human services framework used to guide the resource allocation development blended concepts identified in the Healthy People 2020/30 Social and Physical Determinants of health with services identified through Frederic Reamer's A Guide to Essential Human Services. PPI then integrated economic and social structural issues in Teton County that impact human services, as identified through the community engagement process.

Highlights of the framework include:

- Key human services categories include Economic Stability, Education, and Health and Health Care (Wellbeing).
- System Coordination is an integral component of human services delivery that cuts across service categories.
- Key structural issues impacting human services in Teton County include factors related to the Neighborhood and Built Environment (such as affordability and geographic dispersion) and Social and Community Context (such as social connection and cultural integration).¹

Figure 2 provides an overview of the human services framework used to structure the resource allocation scenarios.

Figure 2: Proposed Human Services Framework for Teton County



¹ Identified structural factors were not included in the resource allocation modeling.

SERVICE PRIORITIZATION

PPI developed a framework to analyze across data sources and identify draft priority service areas. The service priorities reflect input from a broad spectrum of the community, including program participants, residents, and service providers. Prioritization criteria were developed for each data source, and human service areas were assigned a priority point if they were identified as a priority within the data source. For each human service area, prioritization by data source was tallied. For example, service areas that were prioritized by three or four data sources were identified as Priority 1 Service Areas. These included behavioral health support (mental health and substance use disorder), child care, and housing stability. Populations of focus (children and youth, seniors, immigrants, people with disabilities) and variation in prevalence of need were also analyzed. Broader economic and social structural findings were also identified in the process. Figure 6: Teton County Human Service Priorities and Focus Populations, presented within the Project Findings section, shows the results of service prioritization based on the community engagement process.

FUNDING ANALYSIS

Current human services funding processes prevent the Town or County from assessing the aggregate level of funding support provided to various human service areas. To facilitate this process, PPI asked Town and County human services funding recipients to estimate the share of their Town or County human services funding that was used in different service categories. Some organizations allocated all of their funding toward one service (e.g. behavioral health support), while other distributed their funding dollars across human service areas (e.g. education and training, crisis services, and legal issue support, for example).

Disaggregating human services funding was challenging for many providers, especially those that provide cross-service support or system coordination. Additionally, some services may be provided by agencies not receiving Town or County funding, and therefore may not be reflected in the funding analysis. Despite these limitations, this process provided a useful baseline to gauge current Town and County funding levels by service area. Future implementation of this budget allocation request process may be refined to more closely reflect service providers' experience budgeting and delivering services.

Once baseline funding levels were established by service area, PPI analyzed current funding patterns for the service priorities that were identified by the community. Current regional human service funding generally aligns with the community-identified service priorities, with the highest proportion of funds currently going to Priority 1 services and the lowest proportion currently going to Priority 3 services (see Figure 6 in the Project Findings section below). The Funding Analysis Results section summarizes the results of this analysis.

RESOURCE ALLOCATION MODEL DEVELOPMENT

The resource allocation scenario planning that PPI developed to help guide human services funding in a dynamic environment relies on two core principles:

- The scenarios enable the public, policymakers, and service providers to envision and assess service levels in incremental revenue environments, from reductions in current funding to full funding.
- The resource allocation targets set are responsive to the community-defined service priorities.

In these ways, the scenarios not only enable stakeholders to assess the impact of various funding levels, they align expenditures with community priorities.

The proposed resource allocation scenarios include three potential funding environments: reduced, level, and increased. In each scenario, funding should include a consistent base percentage of Town and County funding by service area to facilitate a certain level of funding predictability for human service agencies. Funding should also include a discretionary pool that enables the Town and County to respond to changing funding conditions, augment base funding allocations, or address emerging needs. The proposed base

and discretionary funding at each resource environment is presented in Figure 3; for more detail on the resource allocation scenarios, please see the Resource Allocation Scenario section within Project Findings.

Figure 3: Proposed Resource Allocation Scenarios to Guide Funding Decisions
(Based on Total Town and County Resources Dedicated to Human Services)

Funding Level	Base Funding Allocation	Discretionary Funding Allocation
Reduced	• 60%: Priority 1 Service Areas • 25%: Priority 2 Service Areas • 5%: Priority 3 Service Areas	• 10% - o Allocate primarily to Priority 1 services - o Backfill losses within priority service areas to extent possible
Level	• 60%: Priority 1 Service Areas • 25%: Priority 2 Service Areas • 5%: Priority 3 Service Areas	• 10% - o Allocate according to human services priorities (most to Priority 1 and least to Priority 3) - o Secondarily be responsive to changes in the service environment
Increased	• 60%: Priority 1 Service Areas • 25%: Priority 2 Service Areas • 5%: Priority 3 Service Areas	• 10% - o Allocate more broadly to Priority 2 and Priority 3 services, which may have experienced the largest reduction in allocations under other funding scenarios

COMMUNITY INPUT

MISSION AND VISION DEVELOPMENT

Community stakeholders defined a vision, mission, and goals for human services in the greater Teton community. The work to articulate this shared direction occurred through multiple meetings and workshops, including the October 16, 2019 community forum, the October 17, 2019 System of Care meeting, and the November 12, 2019 human services forum. Figure 4 below presents the greater Teton community human services vision, mission, and goals.

Figure 4: Human Services Vision, Mission, and Goals for the Greater Teton Community

Vision	A greater Teton community in which all people can achieve their full potential for health and well-being.
Mission	To provide accessible, coordinated health and human services across the lifespan to improve the quality of life in the community.
Goals	1. Accessible Services. Our community's health and human services are available, inclusive, equitable, and accessible to all. 2. Integrated and Coordinated Services. Our community practices truly integrated and coordinated care across the system. 3. Lifespan Well-being. Our community provides quality services to promote health and well-being across the lifespan. 4. Community Commitment and Funding. Our community makes human services a priority and acts to support individuals' and families' well-being, including through the provision of health and human services funding.

These goals are defined at a high-level since they apply universally across human services. The System of Care identified obstacles and critical success factors associated with each of the goals, which can be used to develop effective strategies.²

KEY SERVICE PRIORITIES

Human Services Priority Findings

Stakeholder input was designed to elicit feedback on community human services priorities and opportunities in Teton County.³ As noted above, the human services categories defined for the process were informed by similar work completed in other regions, as well as human services literature that identifies essential human services. Stakeholders were asked to provide feedback on:

- The importance of key human services areas, including the scale of the problem and the scale of the impact on the community.
- Availability of human services in the community, including variation in access for different populations within the community.

² Please see Appendix D for identified obstacles and critical success factors.

³ For a list of human services included in the data collection process, please see Appendix E.

- The perceived sufficiency of funding across human services areas and the most strategic use of public resources to complement the funding context.

PPI developed a framework to structure analysis across data sources and identify consensus on priority service areas. The service prioritization process incorporates broad community input, including feedback from program participants, residents, and service providers. Prioritization criteria were developed for each data source, and human service areas were assigned a priority point if they were identified as a priority within the data source. Figure 5 below describes prioritization criteria developed for each data source. Appendix C provides the contextual data that was used in the prioritization process.

Figure 5: Criteria Used to Identify Service Priorities within each Data Source

Data source	Criteria used to assign priority
Community survey	• Was selected as a Very Important human service need by at least 60 percent of survey respondents OR • Was selected as a Top 3 Human Service priority by at least 25 percent of survey respondents.
Focus group	• Emerged as a concern with respect to scale, negative impact, or availability by at least four of the seven focus groups
Interviews	• Emerged as a concern by at least 50 percent of interview respondents
Contextual data	• Was an apparent negative discrepancy between Teton County and Wyoming as a whole OR • Was identified as a large-scale challenge affecting more than 10 percent of the Teton County population OR • Was an identified disparity in outcomes for distinct population groups

For each human service area, prioritization by data source was tallied to produce an aggregate priority score. Service areas that were prioritized by three or four data sources were identified as Priority 1 Service Areas. Priority 2 Service Areas were identified as a priority by one or two data sources, and Priority 3 Service Areas were identified as a priority for more targeted subsets of the population, rather than the community as a whole.

After PPI identified service priorities that emerged from the stakeholder engagement process, they conducted a Human Services Forum to share preliminary results and validate findings. The Human Services Forum included a priority dot exercise intended to determine the extent to which community members agree with the identified priorities. Human Services Forum feedback suggested strong agreement with human services priority findings. Figure 6 below illustrates the community human services priorities confirmed through the stakeholder engagement and forum processes.

Figure 6: Community-Identified Teton County Human Service Priorities

Teton County Human Service Priorities
Priority 1 Services: • Behavioral health support • Child care • Housing stability
Priority 2 Services: • Child abuse and neglect • Crisis services • Domestic violence • Food security • Income support • Physical health support
Priority 3 Services: • Education and training • Employment support • Legal issue support • Oral/dental health support • Transportation support • Utilities stability

Structural Findings

In addition to human service priorities, community feedback identified numerous economic and social-structural issues that impact human services demand and delivery in Teton County. These issues are not the direct purview of human services but are often key drivers in human services demand and implementation success. Key structural issues described by stakeholders include:

Cost of Living/Housing

The cost of living, particularly with respect to housing, in Teton County increases instability among human services clients. Many Teton area residents experience severe rent burden (defined as paying more than 50 percent of income towards rent), and families living on low-income or struggling with other expenses may need to choose between housing, food, or health care bills. The economic precarity resulting from the cost of living may lead to increased stress and demand for behavioral health and other social services.

Additionally, high cost of living impacts staffing stability at human services agencies. Slim operational budgets and increased demand for services leave little margin to increase staff salaries commensurate with regional cost of living. This dynamic leads to increased staff turnover and high staff stress among human services providers.

Finally, the high cost of living also impacts individuals and families' abilities to participate in needed assistance programs. Salaries may exceed eligibility requirements for federally and state-funded assistance programs, yet still render greater Teton region residents unable to pay for housing and living expenses in the region. The disparity between program eligibility and economic sufficiency increases demand on other community services to fill the gap.

Lack of Cultural Integration

Stakeholders cited a lack of integration between traditional residents and cultural minorities, and limited community-wide strategies to increase reception and incorporation across populations. Cultural isolation among non-Native speakers, first-generation residents, and recent arrivals to the region, among other groups, may increase feelings of stress that impact demand for other social services. Additionally, language barriers, variation in social norms regarding use of social services, lack of information about available services, and limited ability to navigate the service delivery system all impact access for these groups.

Lack of Social Support or Social Isolation

Broader lack of social support or social isolation can impact any resident and increase behavioral health, medical, and social support needs. Stakeholders identified multiple groups that often face social isolation in the community, including seniors, people with disabilities, and cultural minorities. These groups may face unique service needs to provide needed social support.

Lack of Stable Dedicated Funding for Human Services

Although federal and state dollars may flow through public health, welfare, or workforce programs, there is little dedicated funding to support the network of services complimenting these state and federal programs. Without a defined source of dedicated Town and/or County funding, human services providers note spending disproportionate resources on fundraising rather than delivering needed services. Additionally, as federal and state funding sources decrease, the need for fundraised resources increases, exacerbating the instability in service delivery. The Town and County have increased funding in recent years in response to decreases in federal and state sources, however, human services providers note lack of certainty about the stability of these funding sources from year to year, limiting providers ability to plan strategically.

Opportunity for Increased Service Coordination

Community stakeholders noted an opportunity to increase service coordination to help participants access and navigate needed services. For example, stakeholders reported challenges when they had to refer to different agencies to meet a client's needs, requiring outreach to several agencies to access services, and once connected, feeling frustrated that no one agency was responsible for managing the client's case.

FUNDING ANALYSIS RESULTS

CURRENT TOWN & COUNTY HUMAN SERVICES FUNDING ENVIRONMENT

Analysis of Town and County budgets, prior human services funding analyses, and spending by human service area revealed the following key findings:

- As shown in Figure 7, current (FY 2019/20) Town and County regional human services funding generally aligns with the community-identified human services priorities, with the highest proportion of funds currently going to Priority 1 services and the lowest proportion currently going to Priority 3 services.⁴
- As shown in Figure 8, Town and County funding for human services is currently allocated predominately to Health and Health Care services (66%), followed by Education (16%), and then Economic Stability (15%). Two percent of funds are allocated to System Coordination services.⁵
- According to 2017 data collected by the ten member agencies of the Human Services Council, Town and County funding accounts for approximately 12 percent of their collective revenue.⁶
- The 2019/20 Town and County funding for human services agencies reflects a 14 percent increase over the 2017/18 funding for human service agencies.

Figure 7: 2019/20 Actual Resource Allocation by Priority Tier

2019/20 Expenditure	Town \$ 801,422		County \$ 1,560,111		Joint \$ 2,361,532	
Priority 1	\$ 376,623	47%	\$ 979,667	63%	\$ 1,356,290	57%
Economic Stability: Housing	\$ 8,889	1.1%	\$ 8,860	0.6%	\$ 17,749	0.8%
Education: ECE and Development	\$ 101,400	13%	\$ 212,750	14%	\$ 314,150	13%
Health & Health Care: Mental Health	\$ 191,672	24%	\$ 607,428	39%	\$ 799,100	34%
Health & Health Care: Substance Use Disorder	\$ 74,662	9%	\$ 150,629	10%	\$ 225,291	10%
Priority 2	\$ 322,117	40%	\$ 460,709	30%	\$ 782,826	33%
Economic Stability: Poverty and Low-Income Support	\$ 92,298	12%	\$ 127,800	8%	\$ 220,098	9%
Economic Stability: Food Security	\$ 10,000	1.2%	\$ 12,899	0.8%	\$ 22,899	1.0%
Health & Health Care: Physical Health	\$ 54,905	7%	\$ 72,591	5%	\$ 127,496	5%
Health & Health Care: Abuse and Neglect	\$ 164,914	21%	\$ 247,419	16%	\$ 412,333	17%
Priority 3	\$ 102,682	13%	\$ 119,735	8%	\$ 222,417	9%
Economic Stability: Employment Support	\$ 43,146	5%	\$ 47,678	3%	\$ 90,824	4%
Economic Stability: Legal Services	\$ 1,448	0.2%	\$ 9,957	0.6%	\$ 11,405	0.5%
Education: School-Age Education and Enrichment	\$ 34,440	4%	\$ 37,700	2%	\$ 72,140	3%
Education: Adult Education and Training	\$ 1,148	0.1%	\$ 1,900	0.1%	\$ 3,048	0.1%
Health & Health Care: Oral Health	\$ -	0%	\$ -	0%	\$ -	0%
System Coordination: Outreach, Access, Navigation, and Case Management	\$ 22,500	3%	\$ 22,500	1.4%	\$ 45,000	2%

Source: Human services agency self-report of approximate use of 2019/20 Town and/or County funds by service area; crosswalk to current human services framework conducted by Program and Policy Insight.

⁴ Figure 7 provides the 2019/20 Town and County resource allocations by service area priority (Priority 1 through 3) and service area category. The third column presents total funding summed across Town and County.

⁵ Figure 8 presents the 2019/20 Town and County resource allocations sorted by human service area. The colors in the figure correspond to the service area priority tier, where red indicates Priority 1, orange indicates Priority 2, and yellow indicates Priority 3.

⁶ Human Services Council presentation, October 9, 2017.

Figure 8: 2019/20 Actual Resource Allocation by Service Area

2019/20 Expenditure	Town \$ 801,422		County \$ 1,560,111		Joint \$ 2,361,532	
Economic Stability	\$ 155,781	19%	\$ 207,194	13%	\$ 362,975	15%
Housing	\$ 8,889	1%	\$ 8,860	1%	\$ 17,749	1%
Poverty and Low-Income Support	\$ 92,298	12%	\$ 127,800	8%	\$ 220,098	9%
Food Security	\$ 10,000	1%	\$ 12,899	1%	\$ 22,899	1%
Employment Support	\$ 43,146	5%	\$ 47,678	3%	\$ 90,824	4%
Legal Services	\$ 1,448	0.2%	\$ 9,957	0.6%	\$ 11,405	0.5%
Education	\$ 136,988	17%	\$ 252,350	16%	\$ 389,338	16%
Early Care & Education and Development	\$ 101,400	13%	\$ 212,750	14%	\$ 314,150	13%
School-Age Education and Enrichment	\$ 34,440	4%	\$ 37,700	2%	\$ 72,140	3%
Adult Education and Training	\$ 1,148	0%	\$ 1,900	0%	\$ 3,048	0%
Health & Health Care	\$ 486,153	61%	\$ 1,078,067	69%	\$ 1,564,220	66%
Mental Health	\$ 191,672	24%	\$ 607,428	39%	\$ 799,100	34%
Substance Use Disorder	\$ 74,662	9%	\$ 150,629	10%	\$ 225,291	10%
Physical Health	\$ 54,905	7%	\$ 72,591	5%	\$ 127,496	5%
Abuse and Neglect	\$ 164,914	21%	\$ 247,419	16%	\$ 412,333	17%
Oral Health	\$ -	0%	\$ -	0%	\$ -	0%
System Coordination	\$ 22,500	3%	\$ 22,500	1%	\$ 45,000	2%
Outreach, Access, Navigation, and Case Management	\$ 22,500	3%	\$ 22,500	1%	\$ 45,000	2%
Discretionary	\$ -	0%	\$ -	0%	\$ -	0%

Source: Human services agency self-report of approximate use of 2019/20 Town and/or County funds by service area; crosswalk to current human services framework conducted by Program and Policy Insight.

ANTICIPATED FUNDING ENVIRONMENTS

While it is not possible to concretely forecast future revenue from the sources supporting the Teton region's human services agencies – including federal, state, local and private dollars – the ongoing revenue challenges at the state level lead regional stakeholders to anticipate continuing reductions in state funding for human services agencies.⁷ Therefore, depending on the size of the state reductions and assuming no other changes in the broader funding context (federal, local or private revenue), the regional human services scenario is likely to be “level” or “reduced” in the foreseeable future unless new revenue mechanisms are pursued.⁸

RESOURCE ALLOCATION SCENARIOS

RESOURCE ALLOCATION SCENARIO CRITERIA

The resource allocation targets described below result from the application of the following criteria:

1. Resource allocation targets should align with community-identified human service area priorities.
2. Resource allocation changes should be gradual from year to year in order to avoid abrupt changes in service levels.
3. Resource allocation targets should provide a consistent base percentage of Town and County funding by priority area to facilitate a certain level of funding predictability for human services agencies.
4. Resource allocation targets should allocate a proportion of Town and County funds to a discretionary pool to enable local responsiveness to changing funding conditions and to positively augment base funding allocations, when possible.
5. If there is a tension between these criteria, adjust allocation proportions to result in a compromise allocation.

⁷ Human Service Mill Levy Talking Points – from TYFS,” received December 23, 2019, and “Teton County System of Care 2017 – Budget Cuts”

⁸ See the funding recommendation in this document for more information, as well as Appendix F for a summary of county funding research.

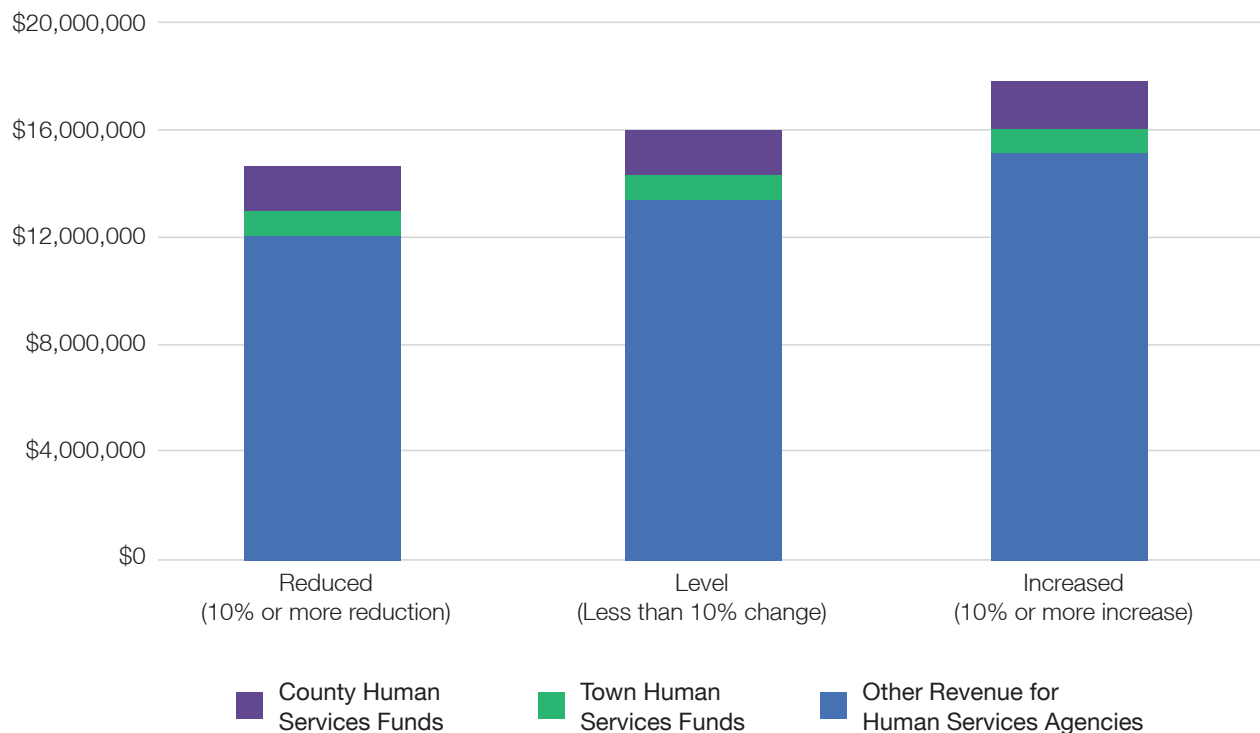
RESOURCE SCENARIO DETERMINATION

With each funding cycle, prior to allocating funds to human services agencies, the Town and County should use revenue information provided by the applicant agencies to determine the current funding environment based on the following parameters:⁹

- **Reduced:** Ten (10) percent or more reduction relative to the prior fiscal year in total human services revenue among applicant agencies, including public (federal, state, county, or town) or private (fundraising or fee for service) dollars.
- **Level:** Less than 10 percent change relative to the prior fiscal year in total human services revenue among applicant agencies, including public (federal, state, county, or town) or private (fundraising or fee for service) dollars.
- **Increased:** Ten (10) percent or more increase relative to the prior fiscal year in total human services revenue among applicant agencies, including public (federal, state, or local) or private (fundraising or fee for service) dollars.

Figure 9 provides a visual demonstration of the three different resource scenarios using hypothetical funding amounts, tacking the Level resource scenario to a 2017 estimate of all revenue for the 10 agencies that make up the Human Services Council. The Reduced resource scenario is 10 percent less than the Level scenario and the Increased is 10 percent more. In this demonstration, the Town and County allocations remain steady, although there may be fluctuations from year to year.

Figure 9: Demonstration of Change in Human Services Resource Scenarios



Source: This hypothetical estimate of total revenue for Teton County regional human services agencies is based on a Human Services Council report from 2017 which tallied the revenue of the 10 member agencies at approximately \$16 million in fiscal year 2016/17. The Town and County amounts are based on 2019/20 actual human services funding.

⁹ Since the determination of the funding environment for Town and County funding purposes is based on the revenue of applicant agencies, year-over-year comparisons in human services agency revenue could be influenced by new agencies applying for funds. In this event, Town and County stakeholders can use their judgement as to omit the revenue reported by the newly applying agency (agencies) or to include these dollars in the assessment.

Allocation of Funds According to the Resource Scenario

The resource scenario influences how dollars are to be allocated. This framework proposes a steady base allocation, regardless of resource scenario, and a discretionary fund that is responsive to the resource scenario.

Base Allocation

In all resource scenarios, the Town and County should aim to fund according to the following base allocation targets:

- 60% base allocation to services prioritized as Priority 1
- 25% base allocation to services prioritized as Priority 2
- 5% base allocation to services prioritized as Priority 3
- 10% discretionary fund

These percentage targets are applied to the total dollars the Town and County intend to allocate to support human services agencies. For example, in 2019/20, that amount was approximately \$800,000 and \$1.56 million, respectively. As the percentages are targets, some variation in funding above or below these targets is to be expected.

Using a hypothetical investment of \$2.36 million between the Town and County, Figure 10 provides a visual representation of the base allocation and the 10 percent discretionary fund.

Figure 10: Demonstration of Town and County Human Services Funding Allocation Based on Hypothetical \$2.36 Million Funded

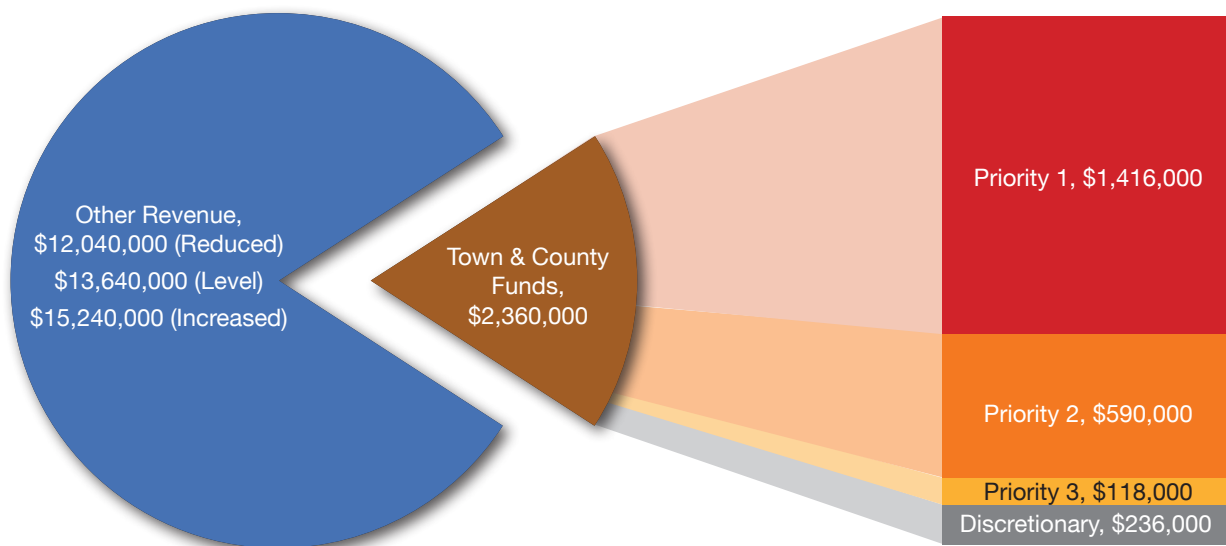


Figure 11 below provides an at-a-glance depiction of how discretionary funding would be handled in different funding environments, or resource scenarios. More detail on the allocation of the discretionary fund is provided below, in the Discretionary Fund Allocation sub-section.

Figure 11: Target Distribution of Discretionary Funding Pool to Service Priority Tiers Based on Resource Scenario

		Service Priority Tier		
		Priority 1	Priority 2	Priority 3
Resource Scenario	Increased	Least	Moderate	Most
	Level	Most	Moderate	Least
	Reduced	Significant backfill of losses in this tier	Modest-to-minimal backfill of losses in this tier	Minimal-to-no backfill of losses in this tier

Using 2019/20 funding levels as a demonstration, Figure 12 provides an illustration of how funds would be allocated according to the resource allocation targets. This model is not informed by past funding levels therefore percentage targets at the sub-area level are not set. This provides the Town and County with the most flexibility to allocate funds within each priority area in response to the funding requests received. Following the first year of this flexible funding model, the Town and County could decide to set targets at the sub-area based on the previous year's funding levels or other factors.¹⁰

Figure 12: Base Resource Allocation Targets by Priority Tier (demonstration based on 2019/20 amount funded)

	Town	\$ 800,000	\$ 1,560,000	\$ 2,360,000
Priority 1		\$ 480,000 60%	\$ 936,000 60%	\$ 1,416,000 60%
Economic Stability: Housing Education: ECE and Development Health & Health Care: Mental Health Health & Health Care: Substance Use Disorder				
Priority 2		\$ 200,000 25%	\$ 390,000 25%	\$ 590,000 25%
Economic Stability: Poverty and Low-Income Support Economic Stability: Food Security Health & Health Care: Physical Health Health & Health Care: Abuse and Neglect				
Priority 3		\$ 40,000 5%	\$ 78,000 5%	\$ 118,000 25%
Economic Stability: Employment Support Economic Stability: Legal Services Education: School-Age Education and Enrichment Education: Adult Education and Training Health & Health Care: Oral Health System Coordination: Outreach, Access, Navigation, and Case Management				
Discretionary		\$ 80,000 10%	\$ 156,000 10%	\$ 236,000 10%

The resource allocation targets have the following features:

- They use the joint Town and County percentages to understand current regional human services funding distributions.
- They create Town and County alignment by setting the same allocation targets for both entities.
- They honor the community-identified priorities by providing a modest increase to Tier 1 spending (relative to the 2019/20 baseline), a modest decrease to Tier 2, and a more substantial decrease to Tier 3.

¹⁰ For an example of resource allocation targets at the sub-service level using 2019/20 funding as a reference, please see Appendix K.

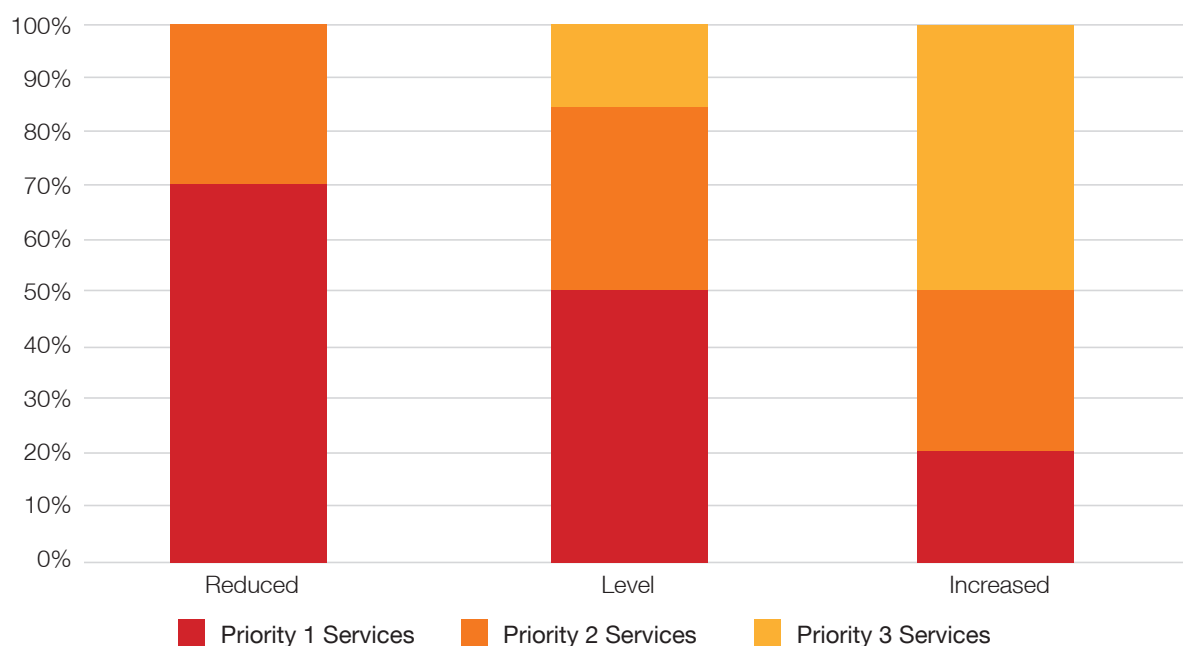
- They provide a base allocation percentage in any funding environment, where 90 percent of the Town and County human service funds available are distributed proportionally according to the base allocation guidelines.
- They provide a 10 percent discretionary pool, which enables the augmentation of base funding in response to dynamic funding environments – reduced, level, or increased.

Discretionary Fund Allocation

The discretionary fund enables the Town and County to be responsive to different revenue environments and newly identified needs. Since the intent is for these funds to be flexible, there are no specific target percentages, however, the following recommendations can provide some guidance on how those funds should be allocated depending on the resource scenario. Figure 13 provides a visual demonstration of how the discretionary fund could be allocated depending on the funding environment.

- **Reduced:** Town and County discretionary funds are to be targeted primarily to Priority 1 services or allocated to backfill losses in a particular service area, to the extent possible, while continuing to respect the identified human services priorities. For example, a substantial cut in federal dollars for a Priority 3 program may be allocated some discretionary dollars, but given its priority level, all or most discretionary dollars should still be allocated to Priority 1 services, and secondarily to Priority 2 services.
- **Level:** Town and County discretionary funds are allocated primarily according to community-identified priorities, with most going to Priority 1 services and least to Priority 3, and secondarily responsive to changes in the service environment, such as a newly identified increased demand for a particular service.
- **Increased:** The discretionary allocation must consider where the new dollars can be spent:
 - Assuming new dollars are for human services generally, allocate discretionary dollars more broadly to Priority 2 and/or 3 services which may have experienced the largest reductions in allocations under current and reduced funding environments.
 - Assuming the new dollars are targeted to specific services, use discretionary dollars to fund services that did not receive new dollars, with priority given to Priority 2 and/or Priority 3 services.

Figure 13: Demonstration of Possible Allocation of Discretionary Funds by Resource Scenario



Funding Recommendation

Teton County and the Town of Jackson are interested in determining overall funding goals for the amount of Town and County funding dedicated to supporting human services in the region. In response to this interest, PPI initiated a review of academic literature on county and city human services spending, as well as a review of similar counties' budget and expenditure information available online. Data limitations and variation in budget methodology precluded direct comparisons with average human services spending and peer county data. Recommendations to refine the budget review to develop a more precise funding guideline are provided below.

Based on the limited data available for analysis, PPI identified multiple counties that allocate a dedicated 0.9 mill levy towards human services.¹¹ This 0.9 mill levy is in addition to other county and city human services spending, including dedicated human services departments, funding streams, and staff not supported by the 0.9 mill levy. In some cases, money generated through the 0.9 mill levy is targeted to fill the void left by state and federal funding cuts to health and human services, which was a key motivation in Teton County for developing the human services plan and funding strategies.

In the absence of a more robust funding comparison recommended below, and based on available data, we suggest the following funding considerations:

- Until more directly comparable research is conducted, the 0.9 human services mill levy identified in several counties may serve as an initial proxy point for a discussion regarding a funding benchmark.
- Analysis by PPI, and confirmed by the Teton County assessor, on Teton County human services spending from the General Fund suggested that if the County's current human services funding were to be calculated "in mills" it would be roughly equivalent to 0.75 mills.
- Increasing the County contribution towards human services by the equivalent of approximately 0.15 mill, to total 0.9 mill as a preliminary proxy point, would total roughly \$293,000. Increasing the Town contribution by an analogous amount (0.20 of FY19/20 human services investment) would total an additional \$167,000.
- These figures may be useful initial starting points for discussion regarding a Teton County regional human service funding benchmark. The amount of dollars directed at human services each year (e.g. the equivalent of 0.9 mill levy at the County and a commensurate amount from the Town) would reflect variation in General Fund revenue over time.
- As discussed above, completing a more robust analysis with similar counties and towns would strengthen contextual information for determining appropriate Teton regional human service funding benchmarks.

¹¹ Please see Appendix F for a summary of county funding research.

This section provides suggestions for potential next steps for the Town and County to consider as they implement the human services and resource allocation plan.

DEVELOP FUNDING SOLICITATION PROCESS

The ability to implement the human services and resource allocation plan as proposed will require modifications to the information that the Town and County solicit from the agencies seeking funding and the process by which funding decisions are made. Stakeholders may want to consider the following recommendations in the process of developing a procurement process that is responsive to the human services plan. Several recommendations are informed by Harvard Kennedy School Government Performance Lab work on supporting results-driven procurement systems and related best practices. Copies of requests for proposals collected from comparison counties and reviewed by PPI can be provided upon request.

Sample shell matrices are provided to illustrate possible ways to collect the needed data from requesting agencies with the least amount of burden. To facilitate analysis by service priority area, PPI recommends using an electronic database or online survey service that can easily collect and compile all funding requests by service area.

- **Convene a stakeholder working group.** The intent of the stakeholder working group is to reflect on the Town and County's goals with respect to funding human services and develop a procurement request or application process that achieves those goals. The stakeholder group can also provide feedback on practical elements of the application process, including the feasibility of providing the requested information and response burden. The Harvard Kennedy School Government Performance Lab provides a step-by-step process for creating robust procurement requests. Note that the stakeholder working group is to provide input on the new funding application; it is not intended to make funding decisions.
- **Develop a funding rubric that incorporates the changing dynamics of other funding streams.** To determine the funding environment – reduced, level, or increased – the resource allocation scenarios assume that the Town and County have information on the variety of revenue streams supporting the activities of the region's human services agencies. A request for this information should be included in the application process. PPI recommends using the following revenue categories that were used in a Human Services Council research effort in 2017:
 - Federal grants or contracts
 - State grants or contracts
 - Teton County funds or contracts
 - Town of Jackson funds or contracts
 - Other County grants or contracts (specify counties)
 - Other State grants or contracts (specify state(s))
 - Fees for services / earned income
 - Private fundraising
 - Other

In addition to considering the revenue of the requesting human services agencies, the Town and County may also want to assess the local investment in programs such as TANF, SNAP, or other human services programs administered locally by state or federal agencies. Doing so would provide the broadest assessment of the regional human services funding environment, but it could be challenging to obtain reliable figures.

Since the revenue information collected from the agencies responding to the application request would be actual revenues from the prior fiscal year funding, any anticipated changes to the previous year's revenue amounts should be estimated by the responding agencies. This could take the form of an anticipated dollar amount or percent change for each revenue source. Justification for the anticipated change should be noted. Barring information on anticipated changes, the assumption should be that future revenue will be roughly on par with the previous year.

With this information compiled, the Town and County can determine the resource scenario that will guide the allocation of the discretionary fund for the funding cycle.

Sample data collection matrix:

	Prior FY Revenue (Actual)	Anticipated Percent or Dollar Change	Anticipated Revenue	Rationale for Anticipated Change
Federal grants or contracts	\$	% or \$	\$	text
State grants or contracts	\$	% or \$	\$	text
Teton County grants or contracts	\$	% or \$	\$	text
Town of Jackson grants or contracts	\$	% or \$	\$	text
Other County grants or contracts (specify counties)	\$	% or \$	\$	text
Other State grants or contracts (specify state(s))	\$	% or \$	\$	text
Fees for services / earned income	\$	% or \$	\$	text
Private fundraising	\$	% or \$	\$	text
Other	\$	% or \$	\$	text

- **Collect funding request amounts by service area.** To enable the Town and County to allocate funds according to the appropriate resource allocation scenario, the application must ask applicants to identify the human service area(s) they serve. These are broad categories, and most agencies provide a range of services, but the agencies should be encouraged to identify their core service area or areas. Highly cross-service agencies may want to propose several project alternatives (see recommendation below).

Sample data collection matrix:

Funding Request (in dollars)	Service Areas (select one service area per line item)													
	Economic Stability					Education			Health and Health Care				System Coordination	
	Housing	Poverty and Low-Income Support	Food Security	Employment Support	Legal Services	Early Childhood Education and Development	School-Age Education and Enrichment	Adult Education and Training	Mental Health	Substance Use Disorder	Physical Health	Oral Health	Abuse and Neglect	Outreach, Access, Navigation, and Case Management
\$	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
\$	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
\$	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
\$	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
\$	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
\$	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
\$	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
\$ total	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

- **Assess services across the lifespan and for special populations.** As noted above, the prioritization work conducted through this project identified a focus on the needs of children, youth, and seniors; however, there was widespread recognition that the human services system must serve across the lifespan. Similarly, while it is imperative that the human services system meets all needs, the community engagement work identified the particular needs of recent immigrants and people with disabilities. At minimum, funding requests should identify the populations to be served by Town and/or County funds. In developing the application, staff should consider whether asking agencies to provide service or client counts, when possible and applicable, would be valuable additional detail. Stakeholders will want to determine if priority should be given to proposals that serve the identified focus populations or if the Town and County should simply ensure that there is coverage for the focus populations across all the submitted proposals.

Sample data collection matrix:

Population(s) to be served												
Lifespan Category	Children and Youth				Young Adults / Adults				Older Adults			
	# or ✓				# or ✓				# or ✓			
Special Populations	Recent Immigrants	People with Disabilities	People with Low Income	Other	Recent Immigrants	People with Disabilities	People with Low Income	Other	Recent Immigrants	People with Disabilities	People with Low Income	Other
	# or ✓	# or ✓	# or ✓	# or ✓	# or ✓	# or ✓	# or ✓	# or ✓	# or ✓	# or ✓	# or ✓	# or ✓

- **Ensure funding requests are responsive to community goals and objectives.** The human services community engagement work resulted in collaboratively developed vision, mission, and goals. At minimum, application responses should indicate how the agency's proposed work will respond to the community vision and mission, and at least one of the goals. If the Town and County conduct subsequent work to identify associated community-informed objectives, strategies, and actions, the application should request that agencies indicate how the funds will be used to implement the identified strategies. Alternatively, the Town and County may request that agencies develop an outcomes-based plan by proposing objectives and outcomes measures for the services proposed, while ensuring alignment with one or more of the community-identified human service goals. The outcomes identified may be client-oriented (did the client improve?) or program-oriented (was the program implemented with fidelity?). Program-oriented measures require that the services proposed are evidence-based best practices. The working assumption is that if a program is implemented with fidelity to the evidence-based model, positive client outcomes will result. Program-based outcomes may reduce reporting burden.
- **Consider movement towards a two- or three-year funding cycle.** Many public agencies and private funders are shifting to a multiple year funding cycle to reduce administrative burden, provide revenue and expenditure continuity, and allow for a longer-term investment and outcomes measurement horizon. Second and subsequent year funding is contingent upon funding availability and reporting on annual performance measures, and is typically adjusted for inflation. Flexibility can be built into this model, such as enabling agencies to request a contract modification if circumstances change dramatically from when they initially applied for funding. The Town and County may wish to consider opportunities to implement multiple-year human service funding cycles to experience these benefits.
- **Enable agencies to apply for several alternative projects.** To ensure that the Town and County are funding according to the resource allocation targets, which are based on community-identified service area priorities, they may wish to allow agencies to propose several different projects that serve different service areas. This would enable the Town and County to select to fund projects that align with the service priority targets. This would also be particularly beneficial to agencies that provide a variety of cross-sector services, any of which need support, and reduce the need for agencies to attempt to guess which service area has the highest chance of being funded.

- **Provide support in preparation for the FY2022 human service funding cycle.** The proposed content, process, and evaluation are sufficiently different from current human services funding practices that technical assistance for agencies is warranted. Convening a stakeholder workgroup to refine the application, as discussed above, can facilitate communication and consensus on the process. Opportunities for agencies to complete a “dry run” of the new application, with technical assistance from the Town and County, prior to the actual FY2022 funding cycle can increase their familiarity with the application and identify any needed modifications. Technical assistance can take the form of funder/recipient application forums or on-call assistance.

CONDUCT COMPARATIVE FUNDING ANALYSIS

Conduct more rigorous funding benchmark analysis. In the interest of developing benchmark data from peer communities to guide funding decisions, PPI sought academic and professional articles that summarized county/town expenditures on human services, and budget data from similar regions to gauge Teton’s funding in the context of comparable counties.¹² Compared to the relative abundance of data on health care spending, very little directly comparable data exist to present how much is spent on social services, and how spending varies across counties.¹³ In conducting our own analysis of county human service budgets, we found several challenges in developing apples-to-apples comparisons with like county data available online.¹⁴ However, county-level budget research did identify multiple case study examples of how counties have funded human services in their jurisdiction (including state statutes, mill levies, and private fundraising).¹⁵

If Teton County and the Town of Jackson are interested in true apples-to-apples comparison of their respective expenditures on human services, we recommend a separate analysis that clearly identifies the human service categories to be included in the comparison (e.g. limited to general fund human services spending, human services spending in its entirety across categories and governmental departments, such as education, etc.) and solicits original county- or city-level data through individual data requests of the identified service categories to ensure comparable, meaningful data.

REGULARLY REVISIT COMMUNITY PRIORITIZATION

Conduct regular and rigorous community prioritization activities. To ensure that human services remain aligned with community priorities, the stakeholder engagement and prioritization process should be replicated every three-to-five years. Additionally, although the current process incorporated diverse stakeholder feedback and utilized recently completed needs assessment for contextual data, aligning the human services prioritization with a formal community needs assessment would provide more robust data on service need and supply to inform the prioritization process. The Town and County may consider opportunities to build supplemental questions into regular needs assessment processes, such as the Teton County Community Health Needs Assessment, to minimize respondent burden and ensure that priorities are informed by up to date information on human services demand and supply. Ongoing refinement of human services priorities to reflect shifts over time is expected. The human services funding model can be adjusted to account for evolving community priorities.

CONSIDER GREATER CONNECTION BETWEEN HUMAN SERVICES AND HOUSING

Consider forging a greater connection between human services and housing. Housing costs are extremely high in the Town of Jackson and Teton County. High housing costs and the high overall cost of living significantly impact low and moderate income community members through housing instability, pushing the workforce into outlying areas to find affordable housing and requiring many people to

¹² For a summary of county funding research, please see Appendix F.

¹³ McCullough, J.M. Local health and social services expenditures: An empirical typology of local government spending. *Preventive Medicine* 105 (2017) 66-72.

¹⁴ See Appendix G for a summary of challenges in collecting comparable human service funding data.

¹⁵ Please see Appendix F for brief descriptions of human service funding strategies used in other counties.

work multiple jobs or live in overcrowded conditions to remain in the region. Housing issues are linked to working adults spending less time with their families, children having less supervision, and increased household stress negatively impacting health and well-being.

It is hard to analyze or address health and human services needs without including housing. However, the scale and cost of housing-related issues make some human services providers hesitant to incorporate housing stability within the human services framework, worrying housing may overwhelm other important human services work. This challenging dynamic contributes to the fact that the greater Teton community has not yet defined its approach to supporting housing stability for marginalized communities across varied providers and funding streams.¹⁶

The Jackson/Teton County Affordable Housing Department primarily focuses on housing supply issues, while some greater Teton community human services providers provide housing supply and supportive services for target populations, including domestic violence survivors and seniors. Many of these are short-term housing solutions for individuals and families in crisis. The Affordable Housing Department is working to horizontally integrate housing across these organizations to increase coordination across emergency housing supports.

Communities across the country are struggling with the same issue.¹⁷ A growing number of counties, cities, and states are increasing coordination between housing and human services to better serve shared clients. Some have focused their coordination efforts on target populations, including the chronically homeless and people with disabilities, including severe mental illness, through Housing First approaches.¹⁸ Others have combined health and human services with housing agencies to improve coordination for all low income residents. Boulder County, Colorado was among the first to merge housing and human services functions in 2009, in an effort to effectively focus on the social determinants of health. San Diego County merged services into a new Health, Housing, and Human Services Department in 2016.¹⁹

Consolidation or creation of a new entity are two approaches to increasing coordination between housing, health, and human services. Short of that level of organizational/governance structure change, the greater Teton community would benefit from increased coordination to meaningfully support a social determinants of health framework.

Effectively addressing housing stability issues requires significant, dedicated, and coordinated funding. The Jackson/Teton County Housing Supply Program is funded by the Town of Jackson and Teton County (typically \$1,000,000 from one governmental entity in alternating years) and development fees and includes new housing production, housing preservation, and programs. The Affordable Housing Department is funded jointly – 45 percent from the Town and 55 percent from the County – and covers management and administration of housing programs. The Town and County funding for the Affordable Housing Department is in addition to human services funding discussed in the funding models.

The Affordable Housing Department is looking at a few new or emerging opportunities to bolster housing stability in the community.

- **Nonprofit arm of Jackson/Teton County Affordable Housing Department.** According to interview input, the Affordable Housing Department is looking at creating a 501(c)(3) nonprofit organization to allow them to pursue state and federal grant funds.
- **SPET-funded Community Housing Opportunities initiative.** In 2019, Teton County passed a housing-focused Special Purpose Excise Tax (SPET) initiative, dedicating \$5.5 million toward increasing the supply of affordable housing for the local workforce.
- **Supporting at-risk families through pilot project.** The Affordable Housing Department recently adopted a pilot project to pass funds to a local nonprofit to support housing stability for at-risk families, across the continuum of pre-tenancy, tenancy, and supportive services.

¹⁶ Please see Appendix H for a summary of the continuum of housing services.

¹⁷ Please see Appendix I for an example of how the City of Aspen and Pitkin County have funded housing support services through a combination of taxes and fees.

¹⁸ National Alliance to End Homelessness, What Housing First Really Means, (<https://endhomelessness.org/what-housing-first-really-means/>, March 2019).

¹⁹ Mattie Quinn, Boulder County, Colo.: Blueprint for Merging Health and Housing Under One Roof, (Governing, August 2019).

Specific considerations related to human services and housing coordination include:

1. **Continue to increase coordination of housing and human services as the greater Teton community works within a social determinants of health framework.** This coordination may take many forms, including: formalized processes and agreements develop a centralized or horizontally integrated housing supply including emergency or crisis housing; deepened coordination between the Affordable Housing Department and human services providers including data sharing and blended/braided funding; established meetings between the Housing Director and human service providers for dedicated discussion on increased housing/human service integration; and consideration of consolidation and creation options for a more coordinated governance structure to support improved support across the social determinants of health.
2. **Define housing service continuum for greater Teton community.** Having a shared understanding of what housing support services are (including outreach and screening, housing placement, tenancy, and supportive services) and who is responsible for them is a concrete step toward increasing effective coordination. For example, this could take the form of housing continuum collateral provided throughout the human services community that is widely distributed and available online.
3. **Continue to analyze options for increasing stable, ongoing funding for housing support services.** The Affordable Housing Department has been exploring funding benefits from establishing a nonprofit arm and supporting the passage of the 2019 SPET housing initiative. A housing real estate transfer tax, sales taxes, and other taxes and fees are additional options that could be analyzed.

CONSIDER STRATEGIES TO IMPROVE SYSTEM COORDINATION

Explore opportunities for more intentional system coordination. The need for ongoing and improved system coordination was identified in the community engagement process. This may be done through the identification of a “front-door” organization that refers individuals to appropriate services within the community network, or a common application and intake process that routes participants to appropriate services regardless of their entry organization. Additionally, human services navigators in a front door organization or embedded within existing providers can facilitate warm hand-offs and follow-up across services.

To build this capacity, the Town and County may wish to allocate a portion of the discretionary fund to support deliberate system coordination activities, including outreach, navigation, cross-agency case management, and improved data sharing and analytics. Alternatively or additionally, the Town and County may wish to build system coordination into the application process, asking agencies to identify how they will work collaboratively with other agencies to ensure seamless service delivery and avoid duplication or gaps in services.

ENGAGE IN ONGOING EVALUATION AND LEARNING

Increase active contract management. Teton County and the Town of Jackson expressed interest in developing capacity to conduct ongoing contract evaluation and learning. Recent research by the Harvard Kennedy School’s Government Performance Lab indicates that when cities align their procurement practices with a data driven strategy, they advance performance results. Key components of contract program evaluation include identification of program outcomes, articulation of reasonable indicators to track progress on outcomes, and development of capacity to interpret and learn from data for program improvement. From a funding management perspective, research suggests three key ways in which typical government contracts fail to optimize performance opportunities:²⁰

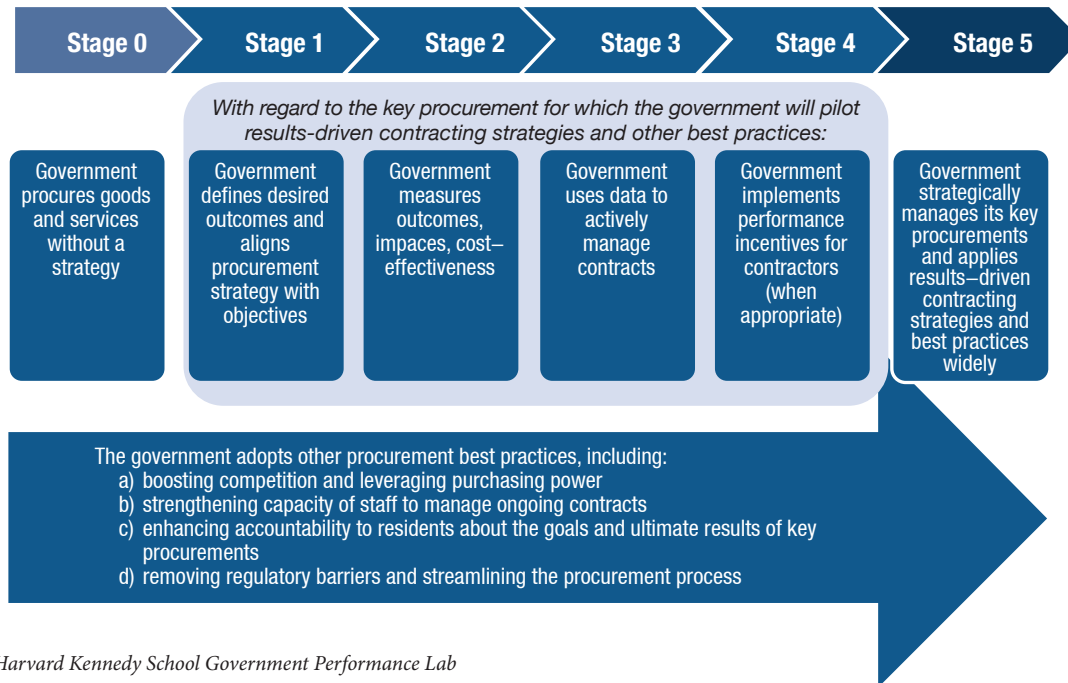
- Government agencies do not purposefully attempt to improve service provision.

²⁰ Harvard Kennedy School Government Performance Lab. Active Contract Management: How Governments Can Collaborate More Effectively with Social Service Providers to Achieve Better Results.

- Agencies fail to collect and use data to improve delivery of contracted services.
- Agencies fail to collaborate effectively with providers to improve outcomes.

Figure 14 below presents six stages of results-driven contracting strategies. Research suggests three primary benefits from an actively managed contracting relationship, including the ability to identify performance problems in real-time and respond with immediate course corrections, incremental improvement stemming from persistent attention to key performance drivers, and broad systems improvement based on service delivery or administrative changes that result from utility-focused evaluation and performance measurement.

Figure 14: Continuum of Results-Driven Contracting Strategies and Other Procurement Best Practices



Source: Harvard Kennedy School Government Performance Lab

To actualize these benefits, Teton County and the Town of Jackson may wish to integrate elements of active contract management, such as collaborative development and review of program measures, to improve program services and outcomes. Development of a strategic plan and associated evaluation plan can identify human service outcomes and shine a light on progress being made in the region. This evaluation process should include human service providers as partners in the development of, review of, and response to program data.²¹

²¹ For examples of ongoing evaluation and management, see Appendix J.

This collaboratively developed Human Services and Resource Allocation Plan provides Teton County and the Town of Jackson with strategic tools to better support human services delivery and track progress toward improved outcomes. The resource allocation efforts by the Town and County within this scope of work will support associated efforts to develop a comprehensive human services strategic plan and evaluation plan. These efforts should be informed by community indicators, periodic needs assessment, and service prioritization analysis in a continuous improvement cycle. Work done through this project demonstrates a collective dedication to improving the effectiveness of human services delivery and outcomes for all community members, particularly those who are underserved or vulnerable. As the Town and County move forward in partnership with human service providers to realize the shared vision of a greater Teton community in which all people can achieve their full potential for health and well-being, next steps should be pursued with strong leadership, effective communication, and thoughtful change management approaches.

TETON COUNTY AND TOWN OF JACKSON HUMAN SERVICES AND RESOURCE ALLOCATION PLAN: APPENDICES

February 2020



Prepared by





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DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS

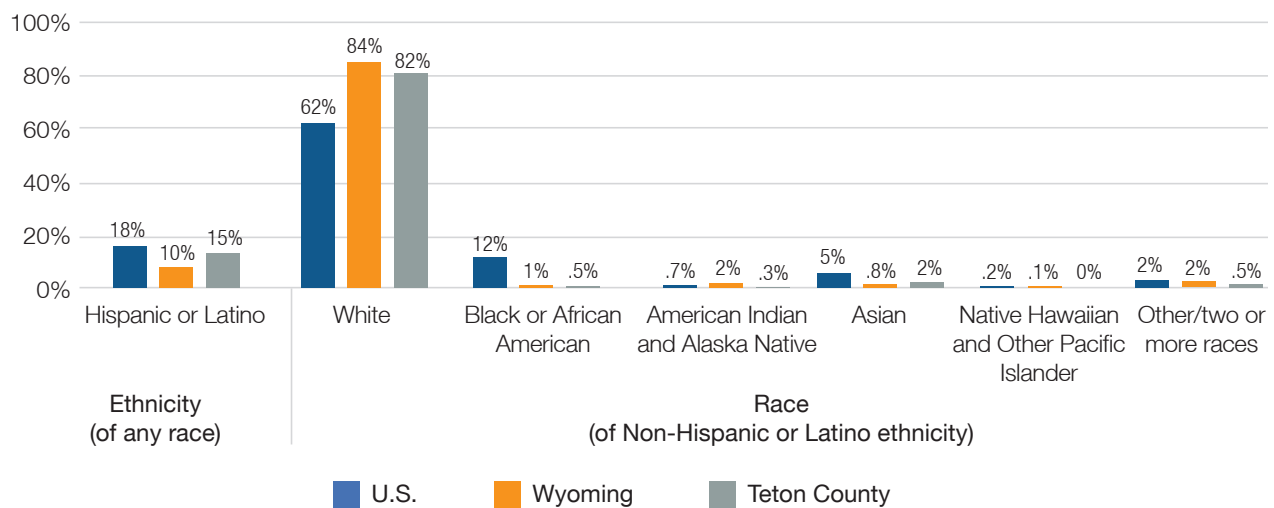
The following is a brief profile of key demographic and economic features of Teton County. Additional contextual data for the region, including health and welfare indicators, can be found in Appendix C: Prioritization of Service Areas based on Contextual Data.

DEMOGRAPHICS

Race/Ethnicity

Teton County has a higher proportion of Hispanic or Latino residents than the statewide average, but a lower proportion compared the U.S. as a whole. Generally, Teton County is less racially diverse than both the state and nation.

Figure A.1: Racial and Ethnic Composition of Teton County, Wyoming, and the United States

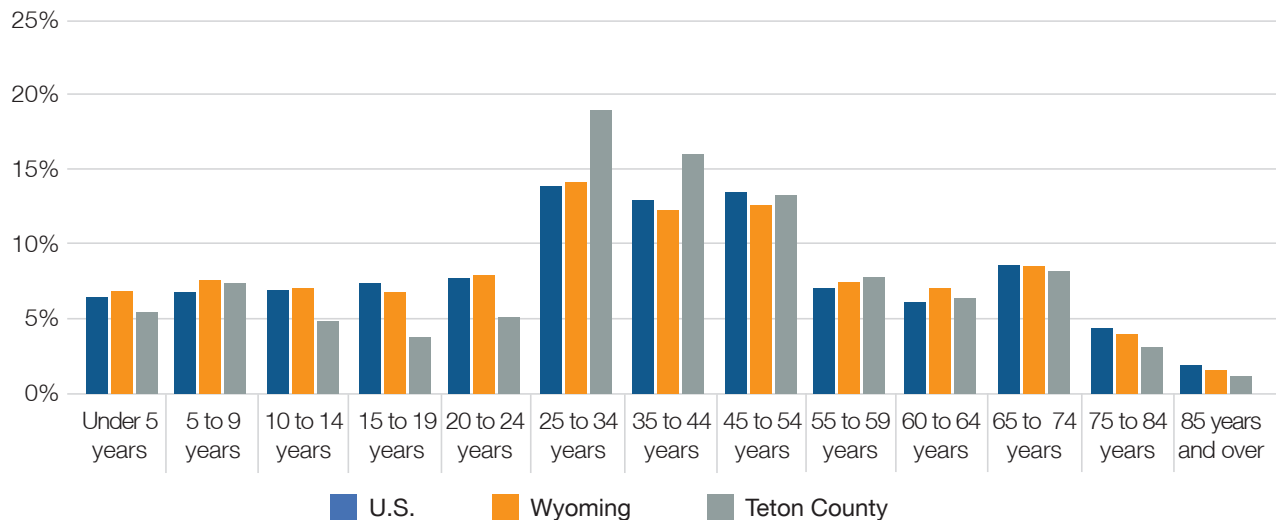


Source: U.S. Census Bureau, 2017 American Community Survey, 5-Year Estimates

Age

Compared to the state and nation, Teton County has a lower proportion of children and older adults and a higher proportion of adults ages 25-59 years. This creates a favorable local dependency ratio, with more residents of working age to sustain schools, pensions, and other supports for non-working age residents.

Figure A.2: Age Composition of Teton County, Wyoming, and the United States



Source: U.S. Census Bureau, 2017 American Community Survey, 5-Year Estimates

ECONOMIC CHARACTERISTICS

Cost of Living

Teton County cost of living is 89.9% higher than the national average.¹

Living Wage

In Teton County, a living wage for a single adult without children is \$12.64, compared to \$11.10 for Wyoming as a whole. A single adult with two children would need to earn \$32.15 to afford to live in Teton County, whereas two working adults with two children would each need to earn \$17.44 per hour. Due to the higher cost of living in Teton County compared to the remainder of the state, as a rule, the living wage in Wyoming overall is less than in Teton County.²

Median Income

Median income in Teton County in 2018 was \$83,131, compared to \$62,268 in Wyoming and \$60,293 nationwide.³

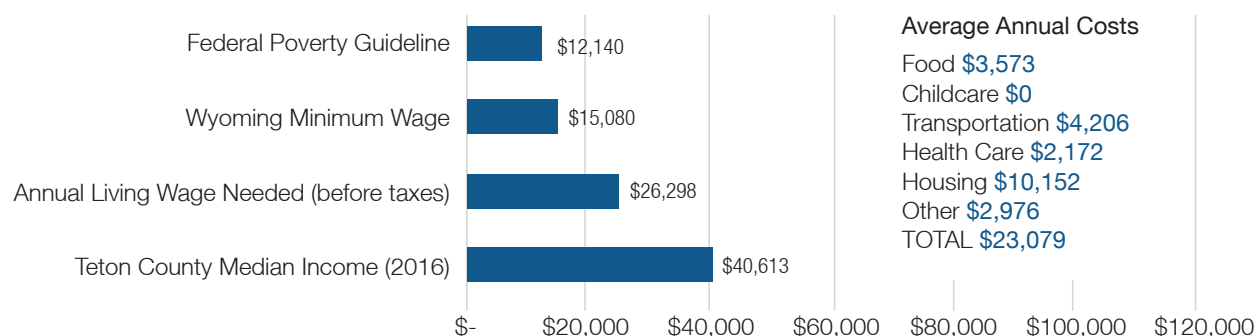
Poverty

The poverty rate in Teton County was 7.1% in 2018, compared to 11.1% in Wyoming and 14.1% nationwide. Since the poverty rate is flat nationwide, but cost of living varies dramatically, PPI estimates that the poverty rate in Teton County is closer to 13.5% when the higher cost of living in Teton County is taken into account.⁴

Figure A.3: Income, Poverty, and Costs for a Single Adult in Teton County (2018 unless noted) provides a comparison of the value of the federal poverty guideline for a single adult, the annual income of a Wyoming minimum wage earner, the annual living wage needed to get by in Teton County as a single adult, the median Teton County income for a 1-person household, and the average annual costs of living expenses in Teton County.

Figure A.4: Income, Poverty, and Costs for a 4-Person Household with Two Working Adults and Two Children (2018 unless noted) provides the same comparison except for a 4-person household, comprised of two working adults and two children.

Figure A.3: Income, Poverty, and Costs for a Single Adult in Teton County (2018 unless noted)



Sources: U.S. Census Bureau, 2016 American Community Survey, 5-Year Estimates (B19019, median income by household size); Massachusetts Institute of Technology Living Wage Calculator, updated for 2018; U.S. Department of Health and Human Services, 2018 Federal Poverty Guidelines

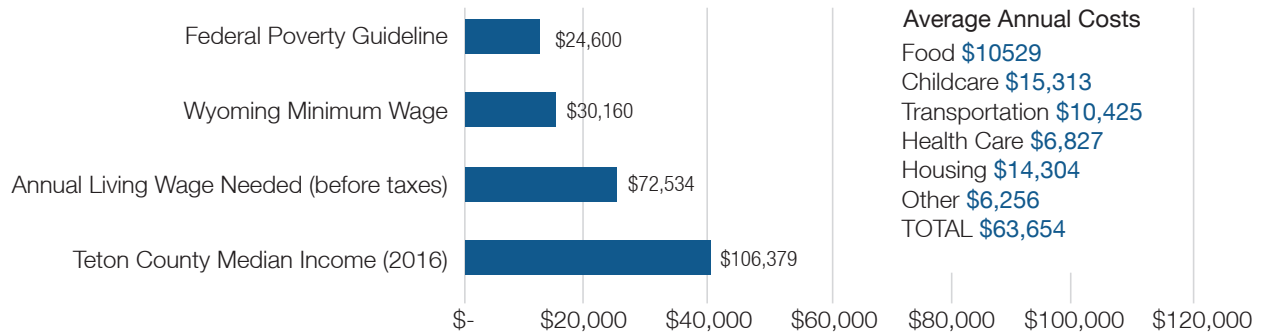
¹ Sperlings Best Places, Cost of Living Index, 2018

² Massachusetts Institute of Technology, Living Wage Calculator (<https://livingwage.mit.edu/>)

³ U.S. Census Bureau, 2018 American Community Survey, 5-Year Estimates, Table DP03

⁴ This statistic is an approximation based on data available. The proportion of Teton County residents below the poverty level was multiplied by a factor of 1.899, given Teton County is 89.9% more expensive than the national average.

Figure A.4: Income, Poverty, and Costs for a 4-Person Household with Two Working Adults and Two Children (2018 unless noted)



Sources: U.S. Census Bureau, 2016 American Community Survey, 5-Year Estimates (B19019, median income by household size); Massachusetts Institute of Technology Living Wage Calculator, updated for 2018; U.S. Department of Health and Human Services, 2018 Federal Poverty Guidelines

SUMMARY OF RECENT NEEDS ASSESSMENTS AND RELATED DOCUMENTS

The following section summarizes a selection of recent community-developed reports that are relevant to human services planning. Appendix C: Prioritization of Service Areas Based on Contextual Data also contains findings from several of these reports.

WYOMING'S CHILDREN'S TRUST FUND COMMUNITY MAPPING REPORT

The Wyoming Children's Trust Fund Community Mapping Report identified the following issues in Teton County based on a 2019 Community Café Survey:⁵

- Lack of access to mental health services.
- Income restrictions prevented some individuals from affording substance use disorder treatment.
- Lack of access to caregiving and social support for parents.
- Much of the workforce in the Jackson area is unable to locate or afford housing and must commute from other communities in Wyoming or across the border into Idaho. Families are often sharing housing with multiple families for affordability. These stressors reduce parents' ability to effectively parent their children and increase the risk of child abuse and neglect.
- Lack of access to reliable after-hours and weekend transportation services.
- Residents reported that cultural barriers, such as competitiveness and stigma surrounding use of services, impact residents participation in human service programs. Community members also expressed concerns regarding the immigration status of some residents and how immigration status restricts some residents from accessing services.

COMMUNITY HEALTH NEEDS ASSESSMENT

In 2018, the Healthy Teton County Coalition conducted a comprehensive community health assessment.⁶ Some important findings of the report were:

- When asked about the most important factors for a healthy community in the community health survey, respondents chose affordable housing as their primary issue. The second most selected issue was access to healthcare. The third issue was access to well-paying jobs.
- One in five or 21.4% of Adults in Teton County, WY are uninsured (18.5% in Wyoming).

⁵ Wyoming Children's Trust Fund. 2019. Community Mapping Report Teton County. <https://wycf.org/wp-content/uploads/2019/03/Teton-County-Report.pdf>

⁶ Heemstra and Pond. 2018. Community Health Assessment. <http://healthytetoncounty.org/DocumentCenter/View/7714/2018-CHNA-Report-PDF?bidId=>

- One in five or 19% of residents suffer from severe housing, defined as one of the following: housing unit lacks complete kitchen facilities or lacks complete plumbing; severely overcrowded; severely cost burdened.
- Over half (54%) of respondents identified alcohol use as the primary risky behavior that needs to be addressed in the community; 84% of respondents chose alcohol use for their first, second, or third choice of risky behaviors.
- Drug abuse was the second most selected risky behavior that needs to be addressed.
- While unsafe sex was selected as the third most important issue to be addressed, only 24% selected it as first, second, or third priority. Since 2010, there has been an increase in sexually transmitted infections and unsafe sex practices.
- The adult binge drinking rate of 22.7% in Teton County was significantly higher than Wyoming's rate of 16.6%.
- 9% of 8th graders, 26% of 10th graders and 27% of 12th graders reported using e-cigarettes in the last 30 days.
- Mental health problems were identified as the most pressing issue by respondents, closely followed by cancer and domestic violence. The suicide rate in Teton County (23.89/100,000) is significantly higher than that of Wyoming (21.4/100,000).
- The report found that Teton County, WY is performing better than Wyoming on the following indicators: adult obesity, physical inactivity, access to exercise opportunities, poor or fair health, poor physical health days, frequent physical distress, poor mental health days, frequent mental distress, teen births, low birthweight, preventable hospital stays, prostate cancer incidence, diabetic monitoring, diabetes prevalence, and radon.

TETON COUNTY COMMUNITY YOUTH NEEDS ASSESSMENT

Funded by the Laura Jane Musser Fund, One22 led the implementation of a youth needs assessment in the fall of 2017 to assess the needs of at-risk and in-need middle and high school aged students in Teton County. Key issues facing youth include: economic challenges, immigration issues, college pressures, acceptance and social media acceptance, peer pressure related to drugs, alcohol and sex, and racism and discrimination.

ST. JOHN'S HOSPITAL MENTAL HEALTH REPORT

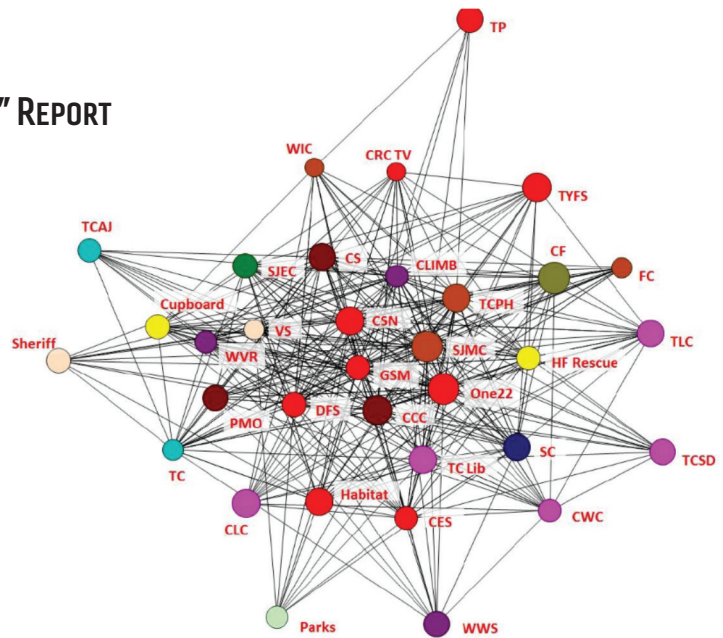
A report by the St. John's Hospital Foundation in 2017 identified six community needs for mental health services:

- Residents of Teton County are not aware of the available mental health services.
- The local system lacks central administration, leadership and coordination.
- Funding is limited and unstable.
- Limited integration of mental health and primary care services.
- There is a lack of understanding of roles and responsibilities in the system and in the community.
- Teton County lacks psychiatrists.⁷

⁷ Kylie Mohr. 2017. Report: Jackson suffers a lack of psychiatric care. https://www.jhnewsandguide.com/news/health/report-jackson-suffers-a-lack-of-psychiatric-care/article_b12a4754-accd-52bd-8257-532a3d67ab86.html

SYSTEM OF CARE “HUMAN SERVICES NETWORK” REPORT

In 2017, SoC surveyed all its 34 members (response rate 74%) to create a network analysis. The analysis found a high level of connection, collaboration, and trust (see figure). Respondents were asked to rate the quality of their collaboration; however, it is unclear whether people selected items that had been achieved, or items that need improvement.⁸



SYSTEM OF CARE “IMPACTS OF CURRENT AND FUTURE BUDGET CUTS” REPORT

SoC released a report in 2017 addressing state budget cuts to human services.⁹ According to the report, the state reduced its human services funding significantly between 2015 and 2017. The budget was cut by 25% and many available funds were not awarded. Some of the funding deficits were remedied by more funding from county and town sources, as well as increased fundraising.¹⁰ According to 2015 figures, the average HSC member has funding from the following sources: State 31%; Fees 27%; Fundraising 21%; Federal 10%; Local 10%; In-Kind 1%. The following effects are noted in the report:

- HSC members have administrative costs of 12%.
- Additional cuts will reduce their capacity to deliver services.
- 30% of HSC members needed to lay off staff and reduce their services, despite an increase in human service needs. Between 2013 and 2015, the number of clients increased by 23%.
- Increasing fees is being considered.

LATINO COMMUNITY ASSESSMENT

A December 2015 report by the Latino Resource Center, funded by the Community Foundation of Jackson Hole, presents data on the Latino community living in the region and recommends strategies to increase integration and civic participation for this population. The study found that the critical issues for the region’s Latino population were:

- Documentation and citizenship
- Housing
- Language proficiency
- Educational attainment
- Wages and income levels
- Healthcare access

⁸ Teton County System of Care. 2017. Human Services Network. p. 10.

⁹ Teton County System of Care. 2017. Budget Cuts.

¹⁰ John Spina. 2017. Social services develop plan for stable funding. https://www.jhnewsandguide.com/news/town_county/article_837843a7-dfa9-59c8-9607-f1253fbd17ce.html

The report recommends: better data collection for this population, support for language acquisition skills, increasing educational opportunities, and engaging in strategies that successfully speak to the Latino community.

JACKSON/TETON COUNTY COMPREHENSIVE PLAN

The 2012 Jackson/Teton County Comprehensive Plan vision statement is: “Preserve and protect the area’s ecosystem in order to ensure a healthy environment, community and economy for current and future generations.” While the Comprehensive Plan is largely associated with land use planning, the “Quality of Life” common value incorporates goals and strategies that pertain to human services, including local workforce housing, multimodal transportation goals, and coordinated, cross-sector service delivery.¹¹

The Comprehensive Plan releases an annual Indicator Report to measure progress on the Plan goals. The February 28, 2019 report provides the status on the identified Quality of Life indicators, including the percentage of the workforce living locally (trending downward), home sale prices (trending mostly upward and not affordable), START ridership (trending upward), and others.¹²

SERVICE INFRASTRUCTURE

Human services provision in Wyoming is regulated by the Community Human Services Act (W.S. 35-1-600 to 628), first passed in 1979, with the goal to “establish, maintain, and promote the development of a comprehensive range of services in communities of the state to provide prevention of, and treatment for individuals affected by, mental illness, substance abuse, or developmental disabilities, to provide shelter and crisis services for victims of family violence or sexual assault or to provide other community - based services which serve a public purpose.” (W.S. 35-1-612). Together with the statutes concerning senior citizens services (W.S. 18-2-105 to 107), child protective services (W.S. 14-3-101 to 440, 14-5-101 to 108, 14-8-101 to 108, and 14-11-101 to 109), child care (14-4-101 to 111 and 14-4-201 to 207), children in need of supervision (14-6-401 to 440), delinquent juveniles (14-4-115, 14-4-117, 14-6-102, 14-6-201 to 252, 14-6-301 to 314, and 14-9-101 to 108), and services and supports for low income populations (W.S. 42-2-102; 42-2-201; 42-2-401; and 42-2-501), Wyoming statutes define the following core human services programs:

- Mental Illness
- Substance Use Disorder
- Developmental Disabilities and Child Care Facilities for Families with Special Needs
- Victim Services (family violence and sexual assault)
- Child Abuse or Neglect and Children in Need of Supervision
- Detention Homes and Secure facilities for Juveniles (and diversion programs)
- Senior Citizen Centers for Transportation, Information, Recreation Facilities, and Other Services
- (Other community-based services with a public purpose)
- Food/Nutrition
- Housing, Energy/Heating
- Transportation
- Early Learning and Development

The State of Wyoming sets the standards as to how the human services providers will operate, the professional standards, eligibility for services, uniform schedule of fees to be charged, and acts as the conduit for all

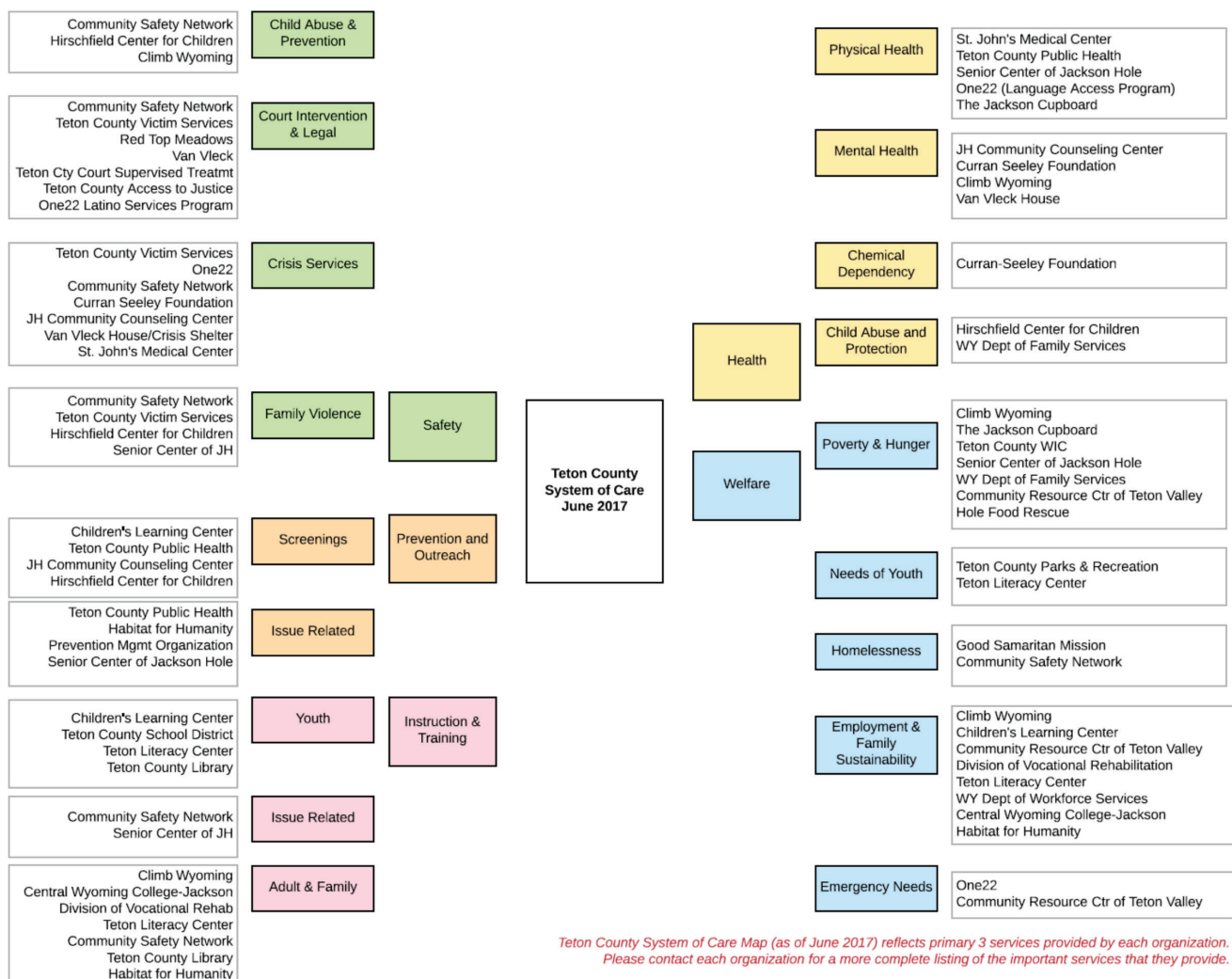
¹¹ Jackson/Teton Comprehensive Plan. April 6, 2012

¹² Jackson/Teton Comprehensive Plan, 2019 Annual Indicator Report. February 28, 2019

federal funds. The State of Wyoming may fund up to 90% of the needs of the human services provider with the human services provider required to find the remaining 10% through fees charged, private donations, or contributions from county, town, school district appropriations. (Exception for Early Childhood DD which only requires a 3% match from local services).¹³

Counties do not have a mandatory role in human services, but statutes allow counties to directly provide or encourage local human services provision. Specifically, according to W.S. 35-1-611 through 35-1-627 counties may contract for treatment and preventive services for people with mental illness, substance use disorders, and developmental disabilities. Counties can contract with private or public agencies and appropriate funds for human services programs. Senior Citizen Centers have their own unique appropriation provision in W.S. 18-2-105 through 18-5-107 that allows for the town and county to appropriate funds to support the Senior Citizen Centers. W.S. 14-4-115 and 117 allow for counties to acquire and maintain a detention home for juveniles as well as hire staff for secure facilities. WS 18-13-101 allows for counties to fund and operate child care facilities for “families with special needs during normal working hours of the day to enable the parents to pursue employment.”

Teton County, WY has a robust network of human services providers meeting needs across the social and economic determinants of health continuum, including all of the core human services defined by statute. The map illustrated below was developed by the Teton County System of Care, one of the local coalitions guiding human services in the County, outlining human services providers and the type of services provided.



Teton County System of Care Map (as of June 2017) reflects primary 3 services provided by each organization. Please contact each organization for a more complete listing of the important services that they provide.

¹³ Gingery 2018. Internal Memo Teton County Attorney.

The resource allocation analysis and the greater Teton community human services vision, mission, and goals are influenced by key social science models. There is no one, agreed upon human services framework, however there is alignment in key service categories across models.

A social ecological framework contributes to understanding the interrelationships and influences of personal and environmental factors on an individual.¹⁴ An ecological framework considers the complex interplay between individual, relationship, community, and societal factors influencing individual's and community's health and well-being.

Two-generation models provide services and supports to assist multiple generations, recognizing that social and economic conditions do not impact one generation of a family in a silo. Two-generation or multi-generation models emphasize integrated efforts to address intergenerational barriers to success, interrupting the cycle of poverty.

Maslow's hierarchy of needs proposes that humans have a certain number of needs, which can be arranged hierarchically from basic to higher needs: 1) physiological (air, water, food, shelter, sleep, clothing, reproduction); 2) safety/security (personal security, employment, resources, health, property); 3) love and belonging (friendship, intimacy, family, sense of connection); 4) esteem (respect, self-esteem, status, recognition, strength, freedom); and 5) self-actualization (desire to become the most that one can be).¹⁵

Social determinants of health demonstrate the interconnectedness of individual and community health and well-being with social and economic opportunities and living conditions. Social determinants of health are environmental conditions and resource availability in which people are born, live, work, and play, including safe and affordable housing, availability of healthy foods, public safety, reliable transportation, access to health care, access to education and job opportunities, social connections, social norms, community integration, and exposure to violence, crime, and social disorder. This model recognizes that efforts to improve population health and well-being require comprehensive approaches that address social, economic, and environmental issues.

The Healthy People initiative develops national objectives to improve the health of all Americans every decade. It is led by the Federal Interagency Workgroup with input from diverse stakeholders.¹⁶ Healthy People developed an organizing framework, which reflected five key areas of social determinants of health: 1) economic stability; 2) education; 3) social and community context; 4) health and health care; and 5) neighborhood and built environment.¹⁷

The Human Services Value Curve provides a framework for improving human service outcomes, value, and legitimacy through a continuum of service models, from regulative to generative. Regulative environments achieve program compliance. Collaborative environments work across program boundaries towards a "one door" experience. Integrative environments consider root causes of problems and tailor solutions with input from consumers. Finally, generative environments create broad capacity and solutions to community-wide challenges with collective input from diverse stakeholders.

A Collective Impact approach aligns partner organizations to solve complex problems, using: 1) a common agenda with a collective defined problem and common vision for solving it; 2) a shared measurement system aligning with the common agenda; 3) mutually reinforcing activities coordinated to maximize impact; 4) continuous communication through trusting, strong relationships; and 5) a backbone organization supporting the infrastructure of the effort.¹⁸

¹⁴ Developmental psychologist Urie Bronfenbrenner created the Ecological Framework for Human Development in the 1970's and this framework is the inspiration for most adaptations.

¹⁵ Developed by Abraham Maslow in his 1943 paper, *A Theory of Human Motivation*.

¹⁶ Office of Disease Prevention and Health Promotion, *Healthy People 2030 Framework*, (<https://www.healthypeople.gov/2020/About-Healthy-People/Development-Healthy-People-2030/Framework>).

¹⁷ Office of Disease Prevention and Health Promotion, *Social Determinants of Health*, (<https://www.healthypeople.gov/2020/topics-objectives/topic/social-determinants-of-health>).

¹⁸ Collective Impact Forum, *What Is Collective Impact*, (<https://www.collectiveimpactforum.org/what-collective-impact>).

The Human Services Outcomes Framework uses an outcomes focused approach with seven outcomes domains, which are used across governmental agencies and nonprofits in New South Wales Australia to promote consistency:¹⁹

1. **Education and skills.** All people in NSW are able to learn, contribute, and achieve.
2. **Economic.** All people in NSW are able to contribute to and benefit from our economy.
3. **Health.** All people in NSW are able to live a healthy life.
4. **Home.** All people in NSW are able to have a safe and affordable place to live.
5. **Safety.** All people in NSW are able to be safe.
6. **Empowerment.** All people in NSW are able to contribute to decision making that affects them and live fulfilling lives.
7. **Social and community.** All people in NSW are able to participate and feel culturally and socially connected.

The Australian Social Value Bank (ASVB) was established as a social enterprise to provide a cost-effective solution for measuring social impact in a standardized approach using cost benefit analysis through an online Value Calculator. The ASVB contains 63 social values related to all aspects of life, using a Wellbeing Valuation methodology to calculate primary benefits to individuals and secondary benefits including government costs savings.²⁰

A Guide to Essential Human Services by Frederic Reamer defines major categories and target populations of human services, including: income support; housing assistance; food assistance; clothing assistance; energy assistance; transportation assistance; health care; mental health; addiction; sexual orientation; family life education; children and adolescents; abuse and neglect; protective services; military personnel and veterans; immigrants and refugees; education and literacy; employment assistance; aging and retirement; financial and legal issues; legal services and dispute resolution; crime victims; and disaster assistance.

¹⁹ NSW Government, Finance Services and Innovation, *The Human Services Outcomes Framework*, (<https://www.finance.nsw.gov.au/node/7846>).

²⁰ Australian Social Value Bank, (<https://asvb.com.au>).

SELECTION CRITERIA

Criteria applied for service area prioritization:

- Apparent discrepancy (negative) between Teton County and Wyoming as a whole; or
- A large-scale challenge – more than 10% of Teton County population directly affected.

Data points that meet one of the two criteria are marked with an “X” in the tables below. Data points that meet both criteria are marked with an “XX.”

BEHAVIORAL HEALTH

MENTAL HEALTH

Concerns were expressed through the St. John’s Hospital Foundation Mental Health Report about the insufficient supply of psychiatry services in the region. Given the small size of the region, a retirement or a provider moving can result in a substantial loss. Investment in telemedicine was noted as a way to improve access to specialty mental health care.

Population-Level Data

X	Suicide rate (per 100,000)	Teton County	23.9
		Wyoming	21.4
	Residents per mental health provider	Teton County	240:1
		Wyoming	310:1

Sources: Healthy Teton County, 2018 Community Health Needs Assessment (WY vital statistics); County Health Rankings and Roadmaps, Robert Wood Johnson Foundation, 2019

Teton County Community Perception

Percentage of community ranking mental health problems as a top 3 most pressing health issue	49%
Percentage of community citing suicide as a top 3 most pressing health issue	23%

Source: Healthy Teton County, 2018 Community Health Needs Assessment (2018 CHNA survey)

CHEMICAL DEPENDENCY

Population-Level Data

XX	Binge drinking (adults)	Teton County	22.7%
		Wyoming	16.6%
XX	Residents per mental health provider	Teton County	47.0%
		Wyoming	36.0%

Sources: Healthy Teton County, 2018 Community Health Needs Assessment

Teton County Community Perception

Percentage of community that considers alcohol abuse a top 3 risky behavior that needs to be addressed	83%
Percentage of community that considers drug abuse a top 3 risky behavior that needs to be addressed	78%

Sources: Healthy Teton County, 2018 Community Health Needs Assessment (2018 CHNA survey)

ABUSE AND NEGLECT

Population-Level Data

	Child Protective Services reports per 1,000 children under 18	Teton County	34.3
		Wyoming	53.7
	CPS substantiated reports per 1,000 children under 18	Teton County	1.6
		Wyoming	4.7
	Adult Protective Service reports screened in per 1,000 children under 18	Teton County	91.3
		Wyoming	229.3

Source: Wyoming Department of Family Services (Matthew Banks, 12/3/2019)

CHILD CARE

Population-Level Data

	Licensed child care slots per child (slots divided by children ages 0–11)	Teton County	0.27
		Wyoming	0.22
X	Monthly child care costs for a family with an infant and a preschooler	Teton County	\$2,358
		Wyoming	\$1,369

Note: Child care costs for Wyoming are an estimate, calculated by averaging the costs of each county in Wyoming.

Sources: Annie E. Casey Foundation Kids Count Data Center (<https://datacenter.kidscount.org/>); U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2017; Wyoming Women's Foundation, Self-Sufficiency Calculator (<https://wywf.org/self-sufficiency-calculator/>)

Teton County Community Perception

Youth providing unpaid childcare to family members or neighbors (proportion of CYNA interview respondents)	34-37%
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Source: Teton County Community Youth Needs Analysis, 2017

DOMESTIC VIOLENCE

Teton County Community Perception

Percentage of community citing domestic violence as a top 3 most pressing health issue	22%
--	-----

EDUCATION AND TRAINING

Population-Level Data

	Educational attainment (bachelor's or higher)	Teton County	54.1%
		Wyoming	26.7%
	Educational attainment (high school graduate or higher)	Teton County	95.1%
		Wyoming	92.8%

Sources: U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2017

EMPLOYMENT SUPPORT

Population-Level Data

	Unemployment rate (May 2019)	Teton County	3.0%
		Wyoming	3.5%

Sources: U.S. Bureau of Labor Statistics, *Local Area Unemployment Statistics* (<https://www.bls.gov/lau/>)

FOOD SECURITY

Teton County School District representatives report concerns of fewer families applying for the Free and Reduced-Price Lunch program due to the requirement of a parental social security number to apply.²¹ Therefore, the FRPL figures may be an undercount of the number of students who are actually in need of subsidized meals.

Population-Level Data

X	Food insecure	Teton County	10%
		Wyoming	12%
X	Children eligible for free or reduced-price school meals	Teton County	23%
		Wyoming	37%

Sources: Health Teton County, *2018 Community Health Needs Assessment (2015 Map the Meal Gap)*; National Center of Education Statistics, *2017/18 school year* (<https://nces.ed.gov/ccd/elsi/default.aspx?agree=0>)

HOUSING STABILITY

Population-Level Data

X	Severe housing	Teton County	19%
		Wyoming	12%
X	Homeless or housing insecure students (2016/17)	Teton County	2.5%
		Wyoming	2.0%
X	Percentage of households spending more than 30% of income on rent	Teton County	36%
		Wyoming	37%

Notes: Severe housing is defined as: A household that has one or more of the following: housing unit lacks complete kitchen facilities; lacks complete plumbing; severely overcrowded (1.5 persons or more per room); severely cost burdened (monthly costs including utilities exceeding 50% of monthly income). (CHNA 2018)

Sources: U.S. Census Bureau, *American Community Survey, 5-Year Estimates, 2017*; Healthy Teton County, *2018 Community Health Needs Assessment*; Wyoming Department of Education; U.S. Department of Education, *Consolidated State Performance Report, 2016/17 (homeless student data)*

INCOME SUPPORT

According to a study by the Economic Policy Institute, Teton County had the largest gap between the top 1% and the bottom 99%. In Teton County, WY, the top 1% in 2015 earned on average 142.2 times the average income of the bottom 99% of families.²²

Population-Level Data

	Poverty rate	Teton County	6.8%
		Wyoming	11.1%
X	Estimated poverty rate adjusted for relative cost of living	Teton County	12.9%
		Wyoming	12.0%
X	Income inequality (1=maximum inequality, 0=maximum equality)	Teton County	0.48
		Wyoming	0.43

Note: The “poverty rate adjusted for relative cost of living” statistic is an approximation based on data available. The proportion of Teton County residents below the poverty level was multiplied by a factor of 1.899, given Teton County is 89.9% more expensive than the national average. The proportion of Wyoming residents below the poverty level was multiplied by a factor of 1.056, given Wyoming is 5.6% more expensive than the national average.

Source: U.S. Census Bureau, *American Community Survey, 5-Year Estimates, 2017*; Sperlings Best Places, *Cost of Living Index, 2018*

²¹ One22, Teton County Community Youth Needs Analysis, 2017

²² Sommeiller and Price. 2018. The new gilded age. Economic Policy Institute. <https://www.epi.org/publication/the-new-gilded-age-income-inequality-in-the-u-s-by-state-metropolitan-area-and-county/>

LEGAL ISSUES

According to the System of Care members, law enforcement and courts was identified as sector that stands to endure the greatest pressure as a result of state budget cuts.²³

ORAL/DENTAL HEALTH

No data available.

PHYSICAL HEALTH

ACCESS

Population-Level Data

X	Percentage of all residents without health insurance	Teton County	11.7%
		Wyoming	11.9%
	Residents per primary care physician	Teton County	830:1
		Wyoming	1,470:1

Sources: U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2017; County Health Rankings and Roadmaps, Robert Wood Johnson Foundation, 2019

HEALTH STATUS

Out of 23 counties in Wyoming, Teton County ranks first in overall health outcomes, as well as first in overall health factors, according the Robert Wood Johnson Foundation's County Health Rankings and Roadmaps, which compiles a broad cross-section of commonly used indicators for all U.S. counties.²⁴

Population-Level Data

X	People in poor or fair health	Teton County	12%
		Wyoming	15%
X	People with obesity	Teton County	14%
		Wyoming	29%
X	Physical inactivity	Teton County	12%
		Wyoming	23%
X	Sexually transmitted infections (newly diagnosed chlamydia cases, per 100,000)	Teton County	436.8
		Wyoming	351.5
XX	Teen condom use	Teton County	25.0%
		Wyoming	52.7%

Source: County Health Rankings and Roadmaps, Robert Wood Johnson Foundation, 2019

Teton County Community Perception

Percentage of community citing unsafe sex as a top risky health behavior to be addressed	24%
Percentage of community citing tobacco use as a top risky health behavior to be addressed	23%
Percentage of community citing poor eating habits as a top risky health behavior to be addressed	22%

Source: Healthy Teton County, 2018 Community Health Needs Assessment

²³ System of Care, White Paper: Impacts of Current and Future Budget Cuts on Human Services in Teton County, 2017

²⁴ Health outcomes include quality of life and length of life metrics. Health factors include health behaviors, clinical care, social and economic factors, and the physical environment.

PREVENTION/SCREENING

Population-Level Data

X	Mammography screening	Teton County	69.5%
		Wyoming	56.0%
X	Influenza immunizations for 65+	Teton County	38.5%
		Wyoming	35.7%

Note: Mammography screening met the criteria for more than 10% affected because 30.5% of women are not screened, or if the Healthy People 2020 Target of 81.1% is used, the county falls short by 11.6%. Flu immunization met the criteria for more than 10% affected because 61.5% of seniors are not immunized, or if the Healthy People 2020 Target of 90% is used, the county falls short by 51.5%.

Source: *Healthy Teton County, 2018 Community Health Needs Assessment (2014 Wyoming Behavior Risk Factor Surveillance Survey)*

TRANSPORTATION

Population-Level Data

	Percentage of public transit riders commuting more than 45 minutes to work	Teton County	3.9%
		Jackson WY-ID	9.1%
		Wyoming	34.6%
	Percentage of drivers who drove alone commuting more than 45 minutes to work	Teton County	2.7%
		Jackson WY-ID	9.6%
		Wyoming	7.3%
	Worked outside county of residence	Teton County	2.3%
		Jackson WY-ID	2.5%
		Wyoming	5.2%

Sources: U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2017

UTILITIES

Population-Level Data

	Percentage of income eligible people served by Low Income Home Energy Assistance Program	Teton County	N/A
		Wyoming	15%

Source: U.S. Health and Human Services, Administration for Children and Families, Low Income Home Energy Assistance Program Data Warehouse (https://liheappm.acf.hhs.gov/data_warehouse/)

NEEDS OF SPECIFIC POPULATIONS

CHILDREN AND YOUTH

Population-Level Data

	Percentage of total population under age 18	Teton County	19.3%
		Wyoming	23.7%
	Population under age 18 with a disability	Teton County	2.9%
		Wyoming	4.0%
	Population under age 18 in poverty	Teton County	2.8%
		Wyoming	12.8%
	Percentage of children 18 and under without health insurance coverage	Teton County	5.2%
		Wyoming	7.2%
	Child dependency ratio	Teton County	28.5
		Wyoming	38.4
X	Graduation Rate	Teton County	87.8%
		Wyoming	81.7%

Note: This met the criteria for more than 10% affected since 12.2% of students in 2017/18 did not graduate in four years.

Source: Wyoming Department of Education, 2017/18 four-year graduation rate (<https://portals.edu.wyoming.gov/Reports/Public/wde-reports-2012/public-reports/gradrates/fedfouryearadjusteddistrict>); U.S. Census Bureau, American Community Survey, 5-Year Estimates

Teton County Community Perception

According to System of Care members, Teton County School District was identified as an agency that stands to endure the greatest pressure as a result of state budget cuts.²⁵

A majority of youth student respondents to the Teton County Community Youth Needs Assessment indicated that they want to attend college or some post-secondary education upon completion of high school.

ADULTS 19-64

Population-Level Data

Percentage of total population that is ages 19-64		Teton County	68%
		Wyoming	62%
	Population under age 19-64 with a disability	Teton County	6.4%
		Wyoming	10.9%
	Percentage of adults ages 19-64 in poverty	Teton County	8.4%
		Wyoming	11.2%
X	Percentage of adults ages 19-64 lacking health insurance coverage	Teton County	15.6%
		Wyoming	16.5%

SENIORS

Population-Level Data

Percentage of population age 65 and over		Teton County	12.7%
		Wyoming	14.4%
X	Population age 65 and over with a disability	Teton County	15.5%
		Wyoming	36.5%
	Population age 65 and over in poverty	Teton County	4.7%
		Wyoming	8.0%
X	Population ages 65 and over lacking health insurance coverage	Teton County	0.9%
		Wyoming	0.4%
	Old-age dependency ratio	Teton County	18.7
		Wyoming	23.4

Notes: The old-age dependency ratio is derived by dividing the population 65 and over by the 18-to-64 (working age) population and multiplying by 100. A higher number indicates more older people for every working age adult.

Sources: U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2017; Healthy Teton County, 2018 Community Health Needs Assessment

Teton County Community Perception

Percentage of community citing “aging problems” as a top 3 most pressing health issue	23%
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²⁵ System of Care, White Paper: Impacts of Current and Future Budget Cuts on Human Services in Teton County, 2017

IMMIGRANT/LATINX RESIDENTS

Population-Level Data

Percentage of population identifying as Hispanic or Latino		Teton County	15.0%
		Wyoming	9.7%
	Hispanic or Latino population with a disability	Teton County	6.7%
		Wyoming	10.3%
X	Hispanic or Latino population in poverty	Teton County	6.0%
		Wyoming	1.7%
XX	Hispanic or Latino population in lacking health insurance coverage	Teton County	36.5%
		Wyoming	20.4%
X	Limited-English speaking (Spanish speaking)	Teton County	6.0%
		Wyoming	1.7%
XX	Foreign born	Teton County	10.8%
		Wyoming	3.6%

Note: Hispanic and Latino ethnic identification is of any race.

Sources: U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2017

PEOPLE WITH LOW INCOME

Population-Level Data

XX	Estimated percentage of low-income residents (adjusted for cost of living)	Teton County	28.9%
		Wyoming	20.1%
	Low-income residents with a disability	Teton County	1.8%
		Wyoming	3.6%
X	Low-income residents lacking health insurance coverage (138% below poverty, not adjusted for cost of living)	Teton County	30.3%
		Wyoming	23.6%

Note: The percentage of low-income residents is an estimate that has been adjusted by cost of living. The proportion of Teton County residents with incomes less than 150% of poverty was multiplied by a factor of 1.899, given Teton County is 89.9% more expensive than the national average. The proportion of Wyoming residents with incomes less than 150% of poverty was multiplied by a factor of 1.056, given Wyoming is 5.6% more expensive than the national average.

Source: U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2017 (B17022); Sperlings Cost of Living Index, 2018

Goal 1: Accessible Services. Our community's health and human services are available, inclusive, equitable, and accessible to all.

Obstacles	Critical Success Factors
1. Services are not known to the community at large 2. Human services are hard to describe and understand 3. You don't think about them until you need them 4. Lack of state funding 5. High cost of living 6. Difficult to hire staff because of housing crisis 7. Resource constraints, including lack of time 8. Staffing constraints 9. Language and the lack of translation services 10. Legal constraints can hinder access to care 11. Stigma of using human services	1. Community education 2. Housing dedicated for human services staff/workforce 3. Living wage for workforce 4. Coordination/supporting navigation to get people to where they need to go 5. Have integrated resource and referral services 6. Address language barriers so English language learners have access to same information 7. Change eligibility requirements to eliminate barriers (citizenship, residency, income (adjust for high cost of living))

Goal 2: Integrated and Coordinated Services. Our community practices truly integrated and coordinated care across the system.

Obstacles	Critical Success Factors
1. Reliance on client capacity to access multiple services, may need additional navigational support 2. Services are not integrated now; no centralized place that puts people where they need to be; System of Care (SoC) is designed to do this. 3. SoC is continually evolving, constant change in people (turnover in staff, community, and increasing scale of community (community grown larger than organizational capacity)) 4. Organizational capacity insufficient to serve demand/volume of need (with community growth)	1. Coordinated information system - centralized data/IT approach (common client indicator, enterprise approach to support individualized data requirements) 2. Navigator is needed, exclusive to navigation - focus on referral without confidential information included, free up specialties to do their intervention/acute care 3. Language organizations use needs to be inclusive of broader human services and medical context/system, demonstrating association with other services to promote awareness and understanding

Goal 3: Lifespan Well-being. Our community provides quality services to promote health and well-being across the lifespan.

Obstacles	Critical Success Factors
1. Limited coordination between medical community and human services 2. Workforce has limited schedule availability to engage in services because working long hours and/or multiple jobs 3. High cost of living 4. Do not have economies of scale – need to address full range of human services issues across a small population 5. Transient, seasonal workers, and visitors are part of our community and put demands on medical and human services 6. Fear by undocumented residents that using services will create immigration repercussions 7. Uninsured and un-insurable population	1. Providing different service hours including expanded and weekend hours 2. Be more mobile and go to where people are

Goal 4: Community Commitment and Funding. Our community makes human services a priority and acts to support individuals' and families' well-being, including through the provision of health and human services funding.

Obstacles	Critical Success Factors
1. Human service clients can be less marketable to donors 2. Smaller populations (e.g. ppl with IDD) are harder to see and fund 3. Return on investment formula - have it in early childhood but not in many other human services areas 4. Lack of capacity to develop community understanding and commitment – providers are too busy providing services 5. Resort community and second home owners support the causes that support their recreation (music, arts, outdoors, etc.) 6. Possible perception that, “it doesn’t happen here and it doesn’t impact me” 7. Possible sense that, “community is lucky to have me because I am providing jobs, generating economic activity,” without seeing the generation of need 8. Lack of understanding of the economics of living here by second home owners 9. Heavy reliance on finite group of donors to support community services - sustainability concerns 10. Funding decisions can be political or based on personal connections 11. Conscientiousness about visitor services - may create funding bias toward these services 12. Don't have collective buy-in - whose responsibility is it to fund (county's, state's, donors')? 13. Lack of understanding of the interconnection of various funding sources (federal, state, county, town, etc.) 14. A feeling of competition between nonprofits as they fundraise (zero sum) 15. Reliance on and competition for volunteers	1. Tax houses over 3,000 SF 2. Mill levy 3. 1 cent sales tax for human services 4. Developing risk pool for medical care/health insurance (do good, do well argument) - require payment for benefit of infrastructure within which you live 5. Organize around one issue like housing to get this done as a collective - be an advocacy voice 6. Combat donor saturation by better coordinating efforts to reduce event fatigue and share planning burden 7. Consider our neighboring communities (Sublet, Teton (ID), and Star counties) 8. Reduce percentage of income spent on housing and time spent commuting - would reduce issues

BEHAVIORAL HEALTH SUPPORT: Finding, paying for or managing behavioral health care, including mental health and substance use disorder.

CHILD ABUSE AND NEGLECT INTERVENTION AND PREVENTION: Addressing child abuse or neglect.

CHILD CARE: Finding and paying for quality child care.

CRISIS SERVICES: Services that address emergency needs related to housing, food, safety, mental health, etc.

DOMESTIC VIOLENCE INTERVENTION AND PREVENTION: Addressing domestic violence.

EDUCATION AND TRAINING: Getting education or skills training.

EMPLOYMENT SUPPORT: Finding or keeping a good job.

FOOD SECURITY: Paying for food and groceries.

HOUSING STABILITY: Finding and paying for quality housing.

INCOME SUPPORT: Cash assistance.

LEGAL ISSUE SUPPORT: Finding or paying for legal services.

ORAL/DENTAL HEALTH SUPPORT: Finding, paying for or managing oral/dental health care.

PHYSICAL HEALTH SUPPORT: Finding, paying for or managing physical health care.

TRANSPORTATION SUPPORT: Finding or paying for transportation to work, school or appointments.

UTILITIES STABILITY: Paying for basic utilities, such as electric/gas and telephone.

OTHER ISSUE

Counties and towns use a variety of mechanisms to fund human services in their region. The funds that the Town of Jackson and Teton County commit to human services include some pass-through funds for mandated services (such as involuntary hospitalization), but primarily consist of flexible funding that the county and town may use to further human services goals and support community providers. In researching comparable human services funding benchmarks, PPI was challenged by lack of comparable data across regions to establish valid recommendations. A county's responsibility for human services, and their corresponding human services funding, varies widely across states hindering any ability to make apples to apples comparisons of human services spending.

However, research on human services funding identified multiple strategies that counties and towns have undertaken to develop a source for human services funding. We describe a few of these examples below as background for further discussion on Teton County's opportunities to establish a reliable pool of human services funding to augment other funding sources. In selecting case studies, we chose examples whose characteristics resemble Teton County human services funds: funding sources that focus predominantly on funding community nonprofit service providers, rather than government agencies, and include a high degree of flexibility in funding decisions.

Each of the funding sources described below are a small portion of the respective community's human services funding, which is augmented by other federal, state, county, and local sources of revenue, but may be a feasible model of human services funding for Teton County. Strategies described below include counties' use of mill levies to generate human services funds, town's allocation of general fund dollars towards human services, a community foundation's implementation of a reliable human services funding source for local providers, and a state level funding mechanism to provide flexible funds to counties.

PITKIN COUNTY/CITY OF ASPEN

The Healthy Community Fund Grant Program was first passed by voters of Pitkin County, Colorado, in 2002. The property tax/mill levy was passed again in 2006 and renewed and increased (to .99 mill levy) in November 2018 to extend funding for another nine years. In 2019, the property tax brought in \$2,300,000 in revenue for non-profits in the region. Community services that have benefitted from the funding include:

- Protective and supportive services for children
- Services for at-risk youth
- Assistance for victims of domestic violence and sexual assault
- Behavioral health counseling and preventive services
- Provision of diverse physical, social, and educational activities for seniors
- Preventive health services for people with lower-incomes
- Support for people with developmental disabilities
- Care for terminally ill individuals and their families

The mill levy is roughly distributed across the following services:

- 46% to health and human services
- 22% to public health
- 15% to senior services
- 12% to local nonprofits
- 5% to manage the fund

As of 2018, the revenue used to manage the fund was approximately \$150,000 which funded a coordinator who oversees accountability of the grant. Coordinator responsibilities include providing assistance with grant submission, helping agencies with outcomes measures, conducting site visits, and strengthening connection and coordination among the human services system.²⁶ Pitkin County government officials indicated that in absence of the mill levy, or if faced with voter rejection of the renewal, the county would have to absorb the cost of mandated services through its general fund, resulting in spending reduction for mandated services and elimination of optional grant making.

In addition to the Healthy Community Fund, Pitkin county implements a small mill levy (.065 as of 2016) for County Human Services. This mill levy accounts for 5 percent of Pitkin County's overall Human Services Fund revenue. The remainder of revenue sources include:

- 53% from state allocations and pass-through federal allocations
- 12% from the Healthy Community Fund support for Senior Services
- 27% from transfers from the General Fund to cover the net costs of Human Services Administration and Senior Services departments, which were previously part of the General Fund but moved to the Human Services fund in 2019

When applying for grants from the Healthy Community Fund, community agencies must identify the community goal that best describes the proposed grant's primary focus. Health and human services agencies select from the following goals:

- Family and Youth Well-Being: Promote the social, emotional, and economic well-being of families and youth;
- Physical Health: Promote the preventive, palliative and primary health needs of individuals and families;
- Mental Health and Substance Abuse Prevention: Promote the psychological well-being of individuals, provide treatment and promote prevention of substance abuse; and
- The Well-Being of Seniors: Provide a variety of physical, social, and educational activities.

Agencies applying for grants must also provide a proposal narrative that identifies the programs or services the funding will support, provides the number of unduplicated clients served, and describes how their work is similar or different to related non-profits in the community. If an agency is requesting more than \$10,000, they are also required to complete an outcomes-based performance plan in which they identify their Service Delivery Goal, Objectives, Outcome Measures, and Community Benefits.

In addition to the Pitkin County human services funding mechanisms, including the mill levies, the City of Aspen awards grants for health and human services to address mental health and substance abuse or support community and family connections, especially those that address root problems (e.g. lack of school readiness or risky teen behaviors) for individuals that work or live in the City of Aspen. The City of Aspen Health and Human Services Grants are requested through a joint application process with the County Healthy Community Fund. Notably, the City of Aspen recently included a multi-year funding option which enables grantee applicants to request a two-year grant; although grant funds are still provisioned on an annual basis, this option was added to reduce administrative burden on grant applicants. The 2019 recommended funding for City of Aspen Health and Human Services grants was \$467,850.

BOULDER

Like Aspen and Pitkin County, the City and County of Boulder, CO have multiple funding streams to support human services. At the County level, the total budget of Boulder County to support Health and Welfare/Economic Opportunity was \$121,334,320. This budget is comprised of diverse funding streams, including federal, state, and county dollars.

²⁶ Salvail, Andre. Pitkin County works out details on Healthy Community Fund tax increase. Aspen Daily News. August 8, 2018.

In 2010, Boulder County voters first approved a temporary .9 mill levy, the Human Services Safety Net Initiative (HSSNI now the Human Services Safety Net Fund (HSSNF)), to help backfill a void left by state and federal cuts to housing and human services. The mill levy was extended by voters in 2014 to continue funding through 2030. In 2014, the mill levy generated approximately \$5 million per year. As stated by the County, the primary function of the mill levy is to fill gaps left by inadequate state and federal funding for health care, housing assistance, and other human services. The goals of the funding stream are to:

- Invest in families early, before they hit crisis
- Strengthen early intervention and prevention
- Invest in community-based safety net services
- Promote individual and family stabilization

Services that may be funded to support these goals include: food and financial assistance, housing and rental assistance, access to health care, access to quality child care, job training and employment supports, behavioral health services, and support for Family Resource Centers.

Since Colorado counties administer several means-tested social support programs directly, such as Colorado Works (TANF), SNAP, and workforce development, they can directly track increases in demand for core human services, while simultaneously tracking changes in state and federal funding to support human services programs. Additionally, since the County directly provides many of these health and human services, they are uniquely motivated to find solutions to budget fluctuations and increasing caseloads with a sense of urgency that other counties may not experience. The HSSNF enables the county to partner with community nonprofit providers to address immediate human services needs.

In addition to the Human Services Safety Net Fund, there are multiple other county funding streams to support community organizations that provide human services:

- The County Commissioners supported Housing and Human Services Non-Profit Grants provide funding to nonprofits that address areas of the Boulder County Human Services Strategic Plan, including meeting basic needs of food and shelter, improving access to health care, promoting economic well-being and self-sufficiency, and community safety. The 2019 budget was \$3.4 million.
- Like the Housing and Human Services Non-Profit Grants, the Community Services Non-profit Grants is supported by County Commissioners and provides \$1.3 million to community nonprofits providing strategic human services.
- Developmental Disabilities funding supports agencies assisting individuals with developmental disabilities and is funded at a property tax mill levy of 1.0 mills.
- An additional .5 mills of property tax fund Human Services government agencies that have suffered cutbacks as a result of state funding.

These funding streams are in addition to funding that supports human services delivered directly by county agencies. As noted by the total human services budget above, a high level of resources is devoted to health, welfare, and economic opportunity in Boulder County.

In addition to County level human services funding, the City of Boulder approved \$23,505,312 for human services in 2019. In 2018, the City of Boulder merged Housing and Human services into one department; the stated funding covers the range of services provided by the new entity, including housing asset management, family services, funding and resource planning, and senior services. As part of its \$23 million budget, the City operates a Human Services Fund which supports community agencies providing services to Boulder residents in support of the City's Human Services Strategy. The City awards grants through a competitive process and based on alignment with City of Boulder priorities and goals. The Human Services Fund program funds four-year grants with annual distribution of funds. Just over \$2 million were recommended for distribution in 2020 through the City Human Services Fund.

The City's four-year funding cycles allow a focus on long-term outcomes and development of funder/partner approach. City and program staff meet regularly to assess progress toward goals and identify opportunities for program modifications. In addition:

- Four-year funding is dependent on appropriations and progress on program metrics and milestones.
- Funded programs report regularly on metrics and outcomes that are closely aligned with anticipated results.
- Each goal area has an annual summit to convene funded programs to discuss outcomes and learning and share information with city agencies, peer programs, community partners, and other funders participating in the summit.
- Annual summits are intended to cross-pollinate and generate ideas for new programs, enhancements, or partnerships.

WHISTLER FOUNDERS PASS

In addition to property taxes and public mill levies, communities have found alternative avenues to generating funds for human services. The Whistler Blackcomb Foundation in British Columbia, Canada aims to support larger, more long-lasting community projects within the Sea to Sky Corridor, and to build a stronger relationship with community residents. The Whistler Blackcomb region shares many similarities with Teton County stemming from the impact of the resort dynamic on local cost of living, service needs, and worker housing. The Foundation provides support to organizations whose activities benefit area residents in the areas of health, human services, education, recreation, arts and culture and the environment. In addition to multiple signature events such as a golf classic, weekend ski celebration, and a fine-dining gondola experience, the Foundation manages the Founders Pass. The Founders Pass is the Foundation's primary fundraising vehicle and raises \$300,000 (CAD) each year through the sale of 50 VIP Annual ski passes donated by Whistler and Blackcomb Mountain Resorts. The Founders Pass is \$6,000 CAD per year and offers the following privileges:

- Lift Line Priority for the first ride up of the day for the passholder and three paid guests
- 10 fresh tracks breakfast tickets
- Summer Skiing and Sightseeing access
- Discount Perks of a regular season pass
- Complimentary on-hill storage
- Donor Wall recognition

PENNSYLVANIA HUMAN SERVICES DEVELOPMENT FUND

Funding for human services at the local level can be a confusing network of sources. As described by the County Commissioners Association of Pennsylvania:²⁷

“Funding for county human services programs is derived from a series of federal, state, and county funding streams. Some funding streams are intended to cover costs of a mandate, in whole or in part, some require shared funding responsibility between the federal and state budgets, and some include a county match.... Numerous terms abound when human services discussions focus on finances. Funding for human services can be confusing and difficult to understand. Each system has specific funding and along with those dollars are inevitable constraints.”

In 1994 Pennsylvania established the Human Services Development Fund (HSDF) to provide Pennsylvania

²⁷ Salvail, Andre. Pitkin County works out details on Healthy Community Fund tax increase. Aspen Daily News. August 8, 2018.

counties with funds to address the needs of specific populations, including low-income adults, older adults, dependent and delinquent children, persons experiencing or at risk of homelessness, individuals with behavioral health challenges, or individuals with intellectual or developmental disabilities. The HSDF is a line item in the state Department of Public Welfare's budget and may pay for services or service coordination; up to ten percent of a county's HSDF fund may be used to reimburse for costs of administering the HSDF program. HSDF is often thought of as an "adult services" fund to provide services for low-income adults not covered by any other source, however, counties may use funds flexibly and often target preventative programs, self-sufficiency programs, in-home services, and coordination of county human services programs to reduce redundancy or gaps. In 2012, Pennsylvania established the Human Services Block Grant (HSBG) to provide more flexibility to counties in funding services; the HSDF is one of seven HSBG funding streams. In FY 2016/17 the HSDF was appropriated \$13.5 million statewide and served a total of 422,859 individuals across counties.

In response to interest in identifying benchmark data to guide Teton funding decisions, PPI undertook the following activities:

- Sought academic and professional articles that summarized county/town expenditures on human/social services.
- Sought budget/expenditure data from similar regions to gauge Teton's funding in the context of comparable counties.

ACADEMIC/PROFESSIONAL ARTICLES

Developing consistent figures to compare county spending across jurisdictions or develop benchmark measures is challenging. County responsibility for contributing to federally or state funded programs varies considerably, as do government transfer and pass-through payments.

- Major cost categories for counties include human services, general government projects, employee salaries and benefits, and public safety, which account for nearly 65% of county expenses.²⁸
- County spending is highly correlated to increases in state-imposed mandates and economic conditions that increase demands for social services and curtail revenue.
- In New York counties, human services were 25.8% of average county expenditure, however, counties must administer and pay for more state and federal human services programs in New York compared to many other states, including Wyoming.²⁹
- In most research, data on human/social services includes Medicaid and other entitlement programs. Social services spending per capita in New York has increased from \$431 to \$517 in 2014, however, Medicaid represents 42 percent of total county social services spending, and 31 percent is cash assistance programs such as LIHEAP and disability payments. These expenditures are not included in all county budgets or human services spending nationally, making apples to apples comparisons across counties/states difficult.³⁰
- State and local governments combined spend an average of \$1,972 per capita on public welfare, with Washington DC at the high end (\$5,332) and Georgia at the low end (\$1,318). These ranges include Medicaid spending, for which elderly and adults account for two-thirds of spending.³¹
- In 2016, 42% of state's direct general expenditures went to public welfare, the largest source of state direct spending. Local governments spend only 4 percent on public welfare. Medicaid spending is included in these figures, and accounts for most of the increase in public welfare spending.³²
- Despite the recognized importance of non-medical and human services, little research has been conducted to understand how social service investments translate into population health outcomes. There is evidence that increased human services spending in the US at the county level was associated with improved health outcomes, however, no research has explored correlates and patterns in social services expenditures.
- Recently, census public expenditure data was analyzed at the county level on a per capita and percentage of total revenue basis. Local level per capita human services spending averaged \$3,120, while per capita health care spending from federal sources averaged \$9,440. The largest social services expenditure category was K-12 education (\$1,774) representing 42% of total local government spending.³³

²⁸ New York State Association of Counties. NYS County Expenditures: Aggregate Trends. January 5, 2017.

²⁹ New York State Association of Counties. NYS County Expenditures: Aggregate Trends. January 5, 2017.

³⁰ New York State Association of Counties. NYS County Expenditures: Aggregate Trends. January 5, 2017.

³¹ Urban Institute. State and Local Finance Initiative: State and Local Revenues.

³² Urban Institute. State and Local Finance Initiative: State and Local Revenues.

³³ McCullough, J.M. Local health and social services expenditures: An empirical typology of local government spending. Preventive Medicine 105 (2017) 66-72.

- Relative to the abundance of data on health care spending, very little directly comparable data exist to present a descriptive picture of how much is spent on health care versus public health versus social services, and how that spending varies across counties and across programs.³⁴
- The recent analysis suggests that there are not social services that universally trade-off with one another (e.g. additional spending on public health does not necessarily mean less spending on other community priorities such as parks, education, or safety).³⁵
- Teton County resembled Group 4 in the above analysis, which included counties that tended to be smaller, more rural, less diverse, and economically better off than counties with strong health outcomes and indicators. For this group, social services spending per capita averaged \$3,458, and social services spending as a percent of health care spending was 41.1%.³⁶

Social Service Category	Per Capita Spending Average for Like Counties	Proportion of Total Spending Among Like Counties
Public health and community health care	\$114	2.3%
Public welfare	\$75	1.4%
K-12 education	\$1976	40.2%
Housing and community development	\$45	.9%

COUNTY BUDGET DATA

In an effort to identify comparable data on county human services expenditures, we also sought budget data from similar counties to analyze for social service expenditures/funding totals. Systems of Care stakeholders described conducting a related analysis approximately three years ago where they extracted social/human services funding from like-county budgets online and compared it to Systems of Care and Teton County spending. We found several challenges in developing apples to apples comparisons with like county data available online:

- The National Association of County (NACo) County Explorer tool allows counties to benchmark data with other counties of similar geographic location and size. The data NACo used in its County Total Human Services Expenditures analysis are Public Welfare data and include administrative costs for running SSI, Medicaid and TANF at the county level. The total annual human services expenditure for Teton County in their analysis was \$27,000, and the range among similar counties was \$0 to \$3.7 million, highlighting the wide variation in county funding and contribution formulas. This information does not provide relevant data or insights on human services expenditures for the purposes of human services planning in Teton County, but highlights the challenge in finding accurate, comparable data to use as a benchmark or guide.
- Most county budgets do not include line items for human or social services, and it is unclear how analogous human/social services expenditures are distributed across existing budget categories, or to what degree they are funded at the county level.
- Many county human/social services budgets in comparable communities in Colorado or California include county level expenditures on cash assistance programs including county-level TANF programs that inflate county expenditures and preclude like comparison with Teton County funding.
- The bundle of services included in human/social services line items are not consistent across counties and may not yield reasonable comparisons.

³⁴ McCullough, J.M. Local health and social services expenditures: An empirical typology of local government spending. Preventive Medicine 105 (2017) 66-72.

³⁵ McCullough, J.M. Local health and social services expenditures: An empirical typology of local government spending. Preventive Medicine 105 (2017) 66-72.

³⁶ McCullough, J.M. Local health and social services expenditures: An empirical typology of local government spending. Preventive Medicine 105 (2017) 66-72.

Housing services include a focus on physical housing/housing supply as well as supportive services to help people remain stably housed. The continuum of housing services includes pre-tenancy, tenancy, and supportive services, as shown in the following table.

Outreach and Screening	Housing Placement	Housing Services	Supportive Services
• Locate individuals • Determine eligibility • Conduct intake assessment • Engage clients repeatedly in flexible, responsive, proactive, and committed manner	• Assess housing needs • Establish housing placement plan • Work with client to access and maintain housing through: housing search and location; property owner outreach and relationship building; client education around acquisition and leasing; lease negotiation	• Establish housing stability plan • Ongoing lease education • Conflict and crisis mediation • Assistance with maintaining the household and finances • Support with independent performance of activities of daily living • Support with good neighbor skills and lease compliance • Eviction prevention and rehousing	• Treatment planning and goal setting • Intensive case management • Crisis intervention • Substance use disorder counseling • Mental health treatment • Peer support • Skill building • Connection to or delivery of primary care • Employment or vocational support

The City of Aspen and Pitkin County, Colorado, similarly to the town of Jackson and Teton County, Wyoming, have high housing costs, which make it difficult for the local workforce to afford to live there. The Aspen Pitkin Housing Authority (APCHA) was created in 1982 through an inter-governmental agreement, combining previously separate City (Aspen) and County (Pitkin County) housing programs. APCHA was established as a separate multijurisdictional governmental entity with authority to acquire and dispose of property as well as plan, construct, and manage affordable workforce housing. APCHA can raise revenues to fund the program. APCHA is governed by a five-member board of directors appointed by the Aspen City Council and the Board of County Commissioners of Pitkin County.

APCHA's mission is to provide affordable workforce housing for the community and local economy. APCHA's governing principles include a focus on providing affordable housing opportunities to full-time permanent working residents as well as providing housing opportunities for full-time seasonal workers. Additionally, APCHA promotes the development and maintenance of housing that is affordable across social-economic sectors.

Workforce housing in Aspen and Pitkin County is funded by the City, the County, and APCHA, with revenues coming from multiple sources including fees.

APCHA Funding	In general, two-thirds of APCHA's annual revenues are generated by fees and one-third from an operation subsidy which is split by the City and County. Fees are charged for administrative services.
City Funding	The city also has a Housing Development Fund dedicated to workforce housing, which is funded through: • A housing real estate transfer tax of 1% on the sale price of private real estate sold within the city, exempting the first \$100,000. • A portion of the city sales tax is dedicated to affordable housing and child care. • Fee-in-lieu and impact fees can be charged to developers who do not construct or convert affordable housing as part of development projects. • Land-in-lieu or conveyance of vacant land help the city and APCHA acquire real property to be developed or sold to support affordable housing. • City of Aspen's Credit Certificate Program where developers can mitigate affordable housing requirements by purchasing a credit equivalent to the fee market value of an affordable housing unit located in an "all-affordable" housing project.
County Funding	Pitkin County maintains an affordable housing dedicated fund through the Employee Housing Impact Fee.

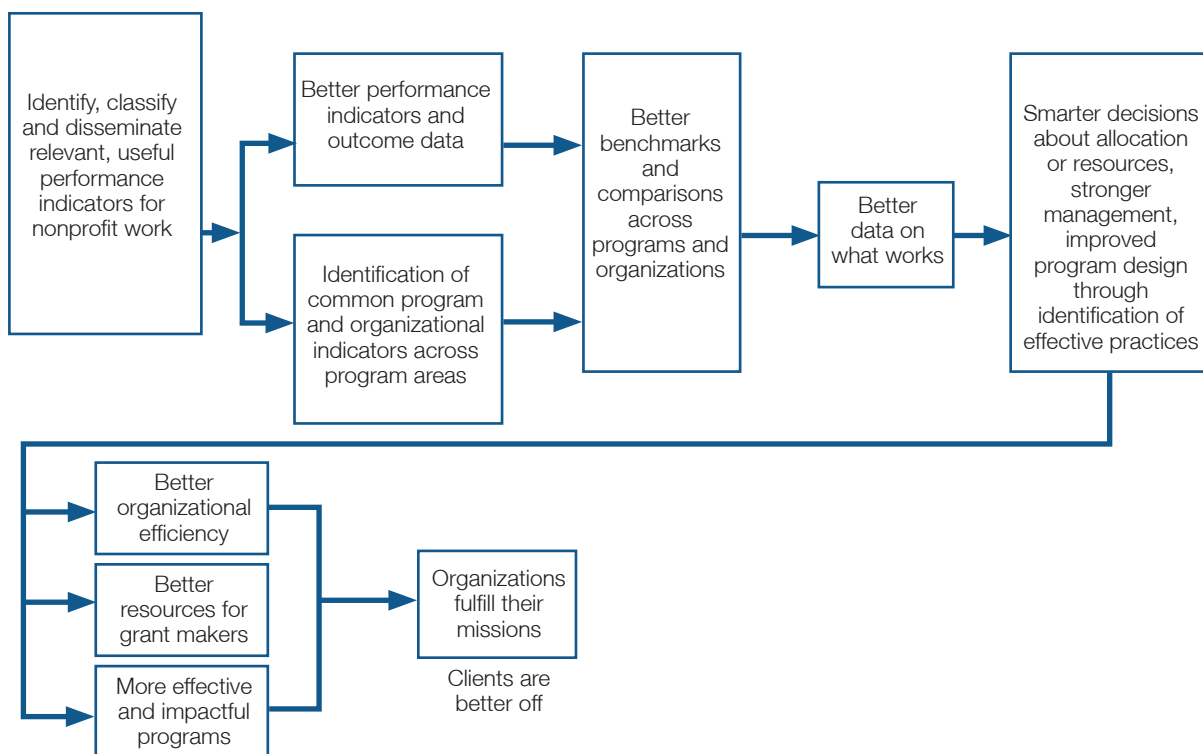
³⁷ Bethany Spritz, *The Aspen Pitkin County Housing Authority: An Affordable Workforce Housing Program*, (Colorado Lawyer, October 2019).

THE VALUE OF ACTIVE CONTRACT MANAGEMENT

Although not scoped in the current human services planning project, Teton County and the Town of Jackson are interested in building more active contract management and strategic evaluation into the funding process. Active contract management can help funders better understand the outcomes of their support, adjust funding in response to contextual or community changes, and improve service delivery and participant outcomes. For grantees, active contract management can build a partnership to strengthen service implementation and provide tools to help service providers make meaning out of program data, respond to implementation challenges, and improve service delivery and participant and community success.

To achieve these goals, active contract management must be collaborative and flexible, build capacity among providers to strengthen evaluation competency and minimize burden of additional funding requests, and seek to inform rather than prescribe service delivery decisions. Without this focus, funding requirements often lead grantees to perceive the process as siphoning time away from the core work of the organization, setting unrealistic expectations of performance that incentivize overstating accomplishments, and expectation of rigorous monitoring without commensurate funding support, among others.³⁸ Figure J.1 provides rationale for building a better outcome framework to measure human services performance.

Figure J.1: Active contract management and improved outcome frameworks help organizations fulfill their mission and clients progress toward goals



Data Source: Urban Institute Outcome Indicators Project

³⁸ Ebrahim, Alnoor. *Measuring Social Change: Performance and Accountability in a Complex World*. Stanford University Press, 2019.

NEEDED FUNDER SUPPORT

Ongoing performance measurement and continuous learning requires additional support from funders to build capacity and organically develop evaluation fluency within service providers. Evaluation sophistication will vary greatly—some organizations may need initial help developing logic models that help them connect program services and anticipated outcomes with underlying theories of change. Others may require help identifying outcomes that are relevant, measurable, and achievable, while balancing the need to streamline the number and breadth of indicators to avoid overwhelming program resources. Ongoing performance measurement should mutually enable funders to assess progress of their portfolio of projects while providing high-utility information to service providers to improve program management and support better outcomes.

Different performance management tools may be appropriate at different stages of funder decision making. As described in Alnoor Ebrahim's *Measuring Social Change: Performance and Accountability in a Complex World*, to assess performance potential, funders and grantees may use theory of change, logic models, or system framing to frame anticipated activities, goals, and outcomes. Chosen outcome measures are relevant and reasonable, and use scientific knowledge, such as scholarly literature or systematic reviews, to identify appropriate measures. This stage of the process can help funders and grantees define what success might look like for a funded project.

To improve performance and identify midcourse changes to improve outcomes, funders may support baseline assessments, workplan targets, and scorecards that communicate real data in a timely way. This process should build in feedback from key stakeholders to assess interim progress toward goals and inform program adjustments.

To assess performance and understand what was achieved, funders may support more rigorous evaluation models, such as experimental or quasi-experimental design, that provide evidence of program impact. They may also support more contribution-based methods that illustrate programs' influence and contribution towards outcomes, such as outcome mapping, qualitative impact assessment, and contribution tracing.

KEY STRATEGIES TO SUCCESS

Three active contract management strategies that dovetail strategically with continuous improvement processes include:³⁹

- Frequent reviews of program data to identify real-time service delivery issues and provide feedback loops for providers and program staff to assess and refine service delivery.
- Regular meetings between service providers and funding agencies to troubleshoot problems, chart progress, and identify opportunities for systems change.
- Performance management roadmaps to organize strategic inquiry and service delivery analysis.

Proliferation of outcome measurement across funders can also have its challenges to providers. Different funders may require measurement of different outcomes, or even different indicators for the same outcome measure. Development of common outcomes among service organizations and funders can reduce burden on providers and facilitate shared learning to improve service delivery across the safety net. Rather than using common outcomes primarily to determine who to fund, these data should be used to identify best practices that can be shared among agencies, or to identify opportunities for technical assistance and program adjustments. Since the number of local funders is relatively small in Teton County, there may be opportunity to collaborate, in partnership with human services providers, in developing common outcome measures for key service areas. This would streamline providers' reporting activity while supporting assessment of community-wide progress towards human services goals.

³⁹ Harvard Kennedy School Government Performance Lab. Active Contract Management: How Governments Can Collaborate More Effectively with Social Service Providers to Achieve Better Results.

CONNECTING TO THE BROADER COMMUNITY

For broader community relevance, agency performance outcome measures should be linked to community level indicators. This connection can improve the ability of human services agencies to recognize leading community indicators that may signal changes to the economic or social environment that will impact program demand or operations.

For most effective community indicator implementation, communities should develop a discrete number of community-level indicators, such as one or more community level indicators for each community human services goal. This provides a straightforward and transparent way to assess impact on or contribution to community goals. Indicators should have clear proxy (does it represent the result?), data (is quality data available on a timely basis?), and communication power (do people understand it?). For example, poverty rate may meet the “power” criteria, but without a substantial investment, factors like the state of the economy and public safety net programs will overwhelm the ability to detect any community-wide impact from a few modestly funded agencies. If the indicators selected are strategic, they can have the effect of focusing the community on addressing a limited number of root causes, versus engaging in a more scattershot approach that is more focused on addressing symptoms.

EXAMPLES FROM THE FIELD

Examples of programs engaged in active contract management and ongoing performance measurement illustrate benefits from well-planned performance evaluation:

- Seattle’s Human Services Department (HSD) is using active contract management to help reorient homelessness service contracts to focus on clients’ ability to achieve stable housing. HSD staff is collaborating with providers to monitor progress, detect problems, and provide real time resolution. Performance data are reviewed monthly across six key metrics that drive more effective service delivery. Providers use lessons from the data to develop and implement strategies to improve outcomes.
- Rhode Island’s Department of Children, Youth, and Families (DCYF) developed a 12-month performance roadmap that identified which analyses would occur during each month of the active contract management meetings. This intentional organization enabled the agency to plan for high-utility analysis such as: family risk factors associated with higher service needs; an assessment of providers’ strategies for identifying and matching families to programming; and determining which service components are most critical for safely keeping families together.
- Community funders may also use population level community indicators to help identify potential gaps in service delivery and opportunity for focused funding. Grant County in east central Washington, for example, uses community indicators across 10 key areas to chart community trends in priority areas. Indicators were chosen through eight focus groups comprised of diverse community stakeholders, including government representatives, nonprofit providers, educators, and business representatives. Community indicators are dynamic and may change over time to reflect changes in community preferences. Changes in community trends can help community funder and service providers adjust programming to meet identified needs.

For a point in time reference, Figure K.1 uses 2019/20 funding levels to provide a detailed illustration of how funds would be allocated according to the resource allocation targets. The sub-area allocations are informed by (1) the community-defined priorities based on the tier in which they fall, and (2) the current 2019/20 baseline funding percentage to reduce abrupt disruption in service provision.

Figure K.2 shows the resource allocation targets sorted by human service area and human service sub-area. The allocations are the same for the Town and County.

Figure K.1: Base Resource Allocation Targets by Priority Tier (demonstration based on 2019/20 amount funded)

Town	\$ 800,000		\$ 1,560,000		\$ 2,360,000	
Priority 1	\$ 480,000	60%	\$ 936,000	60%	\$ 1,416,000	60%
Economic Stability: Housing	\$ 16,000	2%	\$ 31,200	2%	\$ 47,200	2%
Education: ECE and Development	\$ 112,000	14%	\$ 218,400	14%	\$ 330,400	14%
Health & Health Care: Mental Health	\$ 272,000	34%	\$ 530,400	34%	\$ 802,400	34%
Health & Health Care: Substance Use Disorder	\$ 80,000	10%	\$ 156,000	10%	\$ 236,000	10%
Priority 2	\$ 200,000	25%	\$ 390,000	25%	\$ 590,000	25%
Economic Stability: Poverty and Low-Income Support	\$ 56,000	7%	\$ 109,200	7%	\$ 165,200	7%
Economic Stability: Food Security	\$ 8,000	1%	\$ 15,600	1%	\$ 23,600	1%
Health & Health Care: Physical Health	\$ 24,000	3%	\$ 46,800	3%	\$ 70,800	3%
Health & Health Care: Abuse and Neglect	\$ 112,000	14%	\$ 218,400	14%	\$ 330,400	14%
Priority 3	\$ 40,000	5%	\$ 78,000	5%	\$ 118,000	5%
Economic Stability: Employment Support	\$ 16,000	2%	\$ 31,200	2%	\$ 47,200	2%
Economic Stability: Legal Services	\$ 4,000	0.5%	\$ 7,800	0.5%	\$ 11,800	0.5%
Education: School-Age Education and Enrichment	\$ 12,000	1.5%	\$ 23,400	1.5%	\$ 35,400	1.5%
Education: Adult Education and Training	\$ -	0%	\$ -	0%	\$ -	0%
Health & Health Care: Oral Health	\$ -	0%	\$ -	0%	\$ -	0%
System Coordination: Outreach, Access, Navigation, and Case Management	\$ 8,000	1%	\$ 15,600	1%	\$ 23,600	1%
Discretionary	\$ 80,000	10%	\$ 156,000	10%	\$ 236,000	

Figure K.2: Base Resource Allocation Targets by Service Area (demonstration based on 2019/20 amount funded)

Town	\$ 800,000		\$ 1,560,000		\$ 2,360,000	
Economic Stability	\$ 100,000	13%	\$ 195,000	13%	\$ 295,000	12.5%
Housing	\$ 16,000	2%	\$ 31,200	2%	\$ 47,200	2%
Poverty and Low-Income Support	\$ 56,000	7%	\$ 109,200	7%	\$ 165,200	7%
Food Security	\$ 8,000	1%	\$ 15,600	1%	\$ 23,600	1%
Employment Support	\$ 16,000	2%	\$ 31,200	2%	\$ 47,200	2%
Legal Services	\$ 4,000	0.5%	\$ 7,800	1%	\$ 11,800	0.5%
Education	\$ 124,000	16%	\$ 241,800	16%	\$ 365,800	15.5%
Early Care & Education and Development	\$ 112,000	14%	\$ 218,400	14%	\$ 330,400	14%
School-Age Education and Enrichment	\$ 12,000	2%	\$ 23,400	2%	\$ 35,400	2%
Adult Education and Training	\$ -	1%	\$ -	1%	\$ -	1%
Health & Health Care	\$ 488,000	61%	\$ 951,600	61%	\$ 1,439,600	61%
Mental Health	\$ 272,000	34%	\$ 530,400	34%	\$ 802,400	34%
Substance Use Disorder	\$ 80,000	10%	\$ 156,000	10%	\$ 236,000	10%
Physical Health	\$ 24,000	3%	\$ 46,800	3%	\$ 70,800	3%
Abuse and Neglect	\$ 112,000	14%	\$ 218,400	14%	\$ 330,400	14%
Oral Health	\$ -	0%	\$ -	0%	\$ -	0%
System Coordination	\$ 8,000	1%	\$ 15,600	1%	\$ 23,600	1.0%
Outreach, Access, Navigation, and Case Management	\$ 8,000	1%	\$ 15,600	1%	\$ 23,600	1%
Discretionary	\$ 80,000	10%	\$ 156,000	10%	\$ 236,000	10%

Teton County/Town of Jackson Human Services and Resource Allocation Plan
Implementation Plan
FY 2021-2024

*This implementation plan is intended as a living document and future stages may be informed and/or altered by those that precede them.

Priority Goal #1: Adopt and implement community derived Human Service Framework, Service Prioritization and Resource Allocation Model human as outlined in the Teton County and Town of Jackson Human Services and Resource Allocation Plan.			
A. Topic: Planning			
Goal	Objective	Lead	Objective Met
A. To prioritize Human Services in Town and County budgeting process.	1. By December 7, 2020, Town and County elected officials will adopt the Human Services and Resource Allocation Plan as presented by Program and Policy Insight.	Town and County Administrators	
Work Plan –			
Progress Notes –			

Priority Goal #2 Develop Funding Solicitation Process

B. Topic: Funding

Goal	Objective	Lead	Objective Met
B. To develop a process for funding Human Services (see plan pages 22-25).	2. By April 1, 2021 Town and County will develop a funding solicitation process that will align with identified priorities and resource allocation model as outlined in the Human Services and resources allocation plan. For FY21, implement without requiring fiscal allocations to adhere to the prioritization outlined in the plan. Reevaluate the application of prioritization in FY22 and subsequent years.	Town and County Administrators, in partnership with a Stakeholder working group	

Work Plan –

So as not to create excessive or duplicative work for requesting agencies, ensure that applications for funding are not due until after the solicitation process has been finalized. Use the tenants of the plan to protect human services funding generally at the onset of the budgeting process without requiring decisions regarding specific allocations until later in the process.

Progress Notes –

Priority Goal #3: Conduct Comparative Funding Analysis			
C. Topic: Funding			
Goal	Objective	Lead	Objective Met
C. To research benchmark data from peer communities (see plan page 25).	3. By January 1, 2022, conduct a more rigorous separate benchmark analysis to identify the human services categories to be included in the comparison to ensure comparable, meaningful data. The Town and County will re-evaluate the categories periodically after the initial benchmark analysis.	Town and County Administrators	
Work Plan –			
Progress Notes –			

Priority Goal #4: Regularly Revisit Community Prioritization			
D. Topic: Planning			
Goal	Objective	Lead	Objective Met
D. To focus on alignment of community priorities (see plan page 25).	4. Beginning in 2022 and every 3-5 years thereafter, conduct rigorous community prioritization activities to ensure human services remain aligned with community priorities.	Town and County, Systems of Care, Stakeholders (Consultant)	
Work Plan –			
Progress Notes –			

Priority Goal #5: Consider the Connection Between Human Services and Housing			
E. Topic: Implementation			
Goal	Objective	Lead	Objective Met
E. To focus on the intersection between human services and housing (see plan pages 25-27).	5. By July 1, 2022, create a greater connection between human services and housing. Specific considerations include: 1. Increase coordination of housing and human services as the greater Teton community works within a social determinants of health framework. 2. Define housing service continuum for greater Teton community. 3. Analyze options for increasing stable, ongoing funding for housing support services.	Town and County, Housing Department	
Work Plan –			
Progress Notes –			

Priority Goal #6: Engage in Ongoing Evaluation and Learning			
F. Topic: Evaluation			
Goal	Objective	Lead	Objective Met
F. To implement active contract management to optimize performance opportunities (see plan pages 27-28).	6. By July 1, 2022, develop components of contract performance evaluation to improve delivery of program services and outcomes and highlight progress made. Require updates, quarterly or otherwise, in a manner that ensures all recipients have the opportunity to present to the elected bodies regularly throughout the course of the fiscal year.	Town and County, Human Service Providers (Consultant)	
Work Plan –			
Progress Notes –			

Priority Goal #7: Consider Strategies to Improve System Coordination			
G. Topic: Implementation			
Goal	Objective	Lead	Objective Met
G. To establish strategies to improve system coordination (see plan page 27).	7. By January 1, 2023, explore opportunities for more intentional system coordination, including allocation of funds to support deliberate system coordination activities.	Town and County, Systems of Care, Stakeholders	
Work Plan –			
Progress Notes –			



JOINT INFORMATION MEETING AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Joint Housing

PRESENTER: April Norton

MEETING DATE: December 7, 2020

SUBJECT: Housing Preservation Program

STATEMENT/PURPOSE

The Board of County Commissioners ("Board") and Jackson Town Council ("Council") will consider a request to direct and authorize the Jackson/Teton County Housing Authority ("Housing Authority") to spend up to \$1,000,000 of 2019 Specific Purpose Excise Tax ("SPET") dollars on the Housing Preservation Program to purchase deed restrictions on existing housing.

BACKGROUND/ALTERNATIVES

The Housing Action Plan, approved by the Board and Council in November 2015, directs staff to "preserve existing workforce housing stock to avoid leakage" (Initiative 2.C). This initiative further directs staff to "restrict existing workforce housing, ensuring programs for households in different income categories exist".

The 2020 Housing Supply Plan, approved by the Board and Council in March 2020, identifies a Restriction Fund program that will "purchase permanent deed restrictions on existing and new housing stock". The program, as described in the Supply Plan, will "assign values to different deed restrictions and homeowners, prospective buyers, and developers may apply for funds based on the restriction they would like to sell and the value of the home".

The 2019 SPET Ballot had the following language on the ballot that was approved by the voters. This proposed program complies with the SPET ballot language, specifically that the SPET funds may be used for "the purchase of deed restrictions to house the local workforce."

Community Housing Opportunities

\$5,500,000.00 for the purchase of appropriately zoned land to develop permanently deed restricted housing thereon and/or the purchase of deed restrictions to house the local workforce. Funds will be placed in the Jackson/Teton County Housing Authority Housing Supply account. The Jackson Town Council and the Teton County Board of County Commissioners must authorize and direct the expenditure of these funds.

This project is sponsored by Teton County.

Today, staff presents the Housing Preservation Program and asks the Board and Council to direct and authorize the Housing Authority to spend up to \$1,000,000 in 2019 SPET funds to pilot the program beginning in January 2021.

The program will allow the Housing Authority to purchase deed restrictions on existing housing stock. As presented, it is not available for new construction projects. Also, as presented, the funds will only be used to purchase **Workforce Ownership** restrictions during the initial pilot program phase.

Only households that qualify under the Workforce Program rules will be allowed to apply to the Housing Preservation Program. Property located in zones with the Workforce Housing Bonus tool are not eligible for the program. This currently includes the NH-1, NM-2, DC, CR-1, CR-2, and CR-3 zones.

The Housing Authority will purchase deed restrictions in one of two ways:

1) Down payment assistance.

- a. Up to 16.5% of the cost for the home may be funded, capped at \$150,000 for a Workforce restriction. The applicant must contribute at least 3.5% of the cost for the home as part of the down payment or the delta necessary to avoid a jumbo loan – whichever is more. The maximum loan to value for a purchase is set at 96.5% per the Housing Department's Rules and Regulations.
- b. Household finds a market home to purchase and seeks financial help – either for a down payment or to avoid a jumbo loan (>\$765,000).
- c. Household applies to the Preservation Program for funding.
- d. If not already, the household must be "qualified" by the Housing Department (confirm at least one adult works full-time, locally, the household earns at least 75% of their income locally, do not own residential real estate within 150 miles, etc.).
- e. Housing Authority Board reviews the application and votes to approve or deny. All approvals will be contingent on the appraisal and inspection reports.
- f. If approved, the Housing Authority places funding in escrow and at closing the funds are released and a Workforce restriction is recorded on the property. The initial sales price from which the home will appreciate is the sale price minus the cost of the restriction. The Workforce restriction limits appreciation to CPI capped at 3% and the household is required to requalify annually per the Workforce Program rules.
- g. Example One:
 - i. Household wants to purchase 360 N. Millward #10. A one-bedroom, one-bathroom, 405-square foot condo in Town. List price: \$475,000.
 - ii. Household applies to the Preservation Program for \$78,375 (16.5% down payment) and agrees to contribute \$16,625 (3.5%) towards the down payment.
 - iii. Household is qualified by the Housing Department based on the Workforce Program rules.
 - iv. Housing Authority Board reviews the application and approves the request.
 - v. \$78,375 is placed in escrow and a Workforce Ownership restriction is recorded at closing. The new owner requalifies annually per the Workforce Program rules. The initial sales price is set at \$396,625 and the home appreciates based on that.
- h. Example Two:
 - i. Household wants to purchase 2033 Dandelion Court. A three-bedroom, two-bathroom, 1320-square foot single family home in Cottonwood Park. List price: \$960,000.
 - ii. Household applies to the Preservation Program for \$150,000 (15.625% down payment) and agrees to contribute \$45,000 (4.6875% down payment), which is the amount needed to avoid a jumbo loan.
 - iii. Household is qualified by the Housing Department.
 - iv. Housing Authority Board reviews the application and approves request.
 - v. \$150,000 is placed in escrow and a Workforce Ownership restriction is recorded at closing. The new owner requalifies annually per the Workforce Program rules. The initial sales price is set at \$810,000 and the home appreciates based on that.

2) Deed restriction purchase on a home that is already owned by a Qualified Household.

- a. Household owns a market home and seeks to sell a Workforce restriction.
- b. Household applies to the Preservation Program for funding. Application must include current appraisal and inspection reports.
- c. If not already, the household must be "qualified" by the Housing Department (confirm at least one adult works full-time, locally, the household earns at least 75% of their income locally, do not own residential real estate within 150 miles, etc.). If the household is retired, they will qualify if they worked full-time locally for at least 2 years prior to retirement, they qualify to receive social security (current minimum age is 62-years old), and do not own other residential real estate within 150 miles.

- d. Housing Authority Board reviews the application and votes to approve or deny.
- e. If approved, the Housing Department pays the household up to 16.5% of the appraised value, capped at \$150,000, to purchase a Workforce restriction. The initial sales price from which the home will appreciate is the appraised value minus the cost of the restriction. The Workforce restriction limits appreciation to CPI capped at 3% and the household is required to requalify annually per the Workforce Program rules.
- f. Example Three:
 - i. Household owns 360 N. Millward #10. A one-bedroom, one-bathroom, 405-square foot condo in Town. Appraised value: \$475,000.
 - ii. Household applies to the Preservation Program for \$78,375 (16.5% of the appraised value).
 - iii. Household is qualified by the Housing Department.
 - iv. Housing Authority Board reviews the application and approves request.
 - v. The Housing Authority pays the owners \$78,375 and a Workforce Ownership restriction is recorded on the property and the initial sales price from which the home will appreciate is set at \$396,625. The household must requalify annually per the Workforce Program rules unless they are a Qualified Household that is retired.
- g. Example Four:
 - i. Household owns 2033 Dandelion Court. A three-bedroom, two-bathroom, 1320-square foot single family home in Cottonwood Park. Appraised value: \$960,000.
 - ii. Household applies to the Preservation Program for \$150,000 (15.625% of appraised), which is the maximum amount available for a Workforce restriction.
 - iii. Household is qualified by the Housing Department.
 - iv. Housing Authority Board reviews the application and approves request.
 - v. The Housing Authority pays the owners \$150,000 and a Workforce Ownership restriction is recorded on the property and the initial sales price from which the home will appreciate is set at \$810,000. The household must requalify annually per the Workforce Program rules unless they are a Qualified Household that is retired.

Key Question One: Do the Board and Council want to authorize payment for each purchase or are they comfortable directing and authorizing the Housing Authority Board to spend up to \$1,000,000 based on the parameters of the program as presented?

- Staff recommends directing and authorizing the Housing Authority Board to spend the SPET funds based on the parameters of the program. Requiring staff to bring each purchase to the Board and Council will slow down the process and potentially jeopardize deals given the current housing market.

Key Question Two: Do the Board and Council want to purchase Affordable Ownership restrictions as part of the pilot?

- Staff recommends a simpler pilot program that focuses on one restriction (Workforce Ownership) that is less restrictive and less expensive to purchase given the limited funds and staff capacity available. However, if the Board and Council want to pursue Affordable Ownership restriction purchases, staff recommends the following:
 - Household finds a market home to purchase. The household identifies the Affordable Ownership restriction they wish to sell – this will include the income range and the price will be set based on that range and the size (bedrooms) of the unit.
 - Household agrees to pay 3.5% of the sales prices towards the down payment.
 - The sales price minus the 3.5% down payment minus the maximum sales price for the Affordable income range identified is calculated. The Housing Authority agrees to pay this amount capped at:
 - \$200,000 max for Affordable 80-120%
 - \$300,000 max for Affordable 50-80%
 - The household must qualify under the Affordable Program rules, which include income and asset caps that are based on income ranges.
 - Example One:
 - Household wants to purchase 360 N. Millward #10. A one-bedroom, one-bathroom, 405-square foot condo in Town. List price: \$475,000.

- The household agrees to pay \$16,625 (3.5% of the sales price) towards the down payment.
 - The household is willing to sell an Affordable Ownership 80-120% restriction on the unit.
 - The maximum sales prices for a 1-bedroom Affordable 80-120% unit is \$269,368.
 - Household applies to the Preservation Program for \$189,007 (\$475,000 - \$16,625 - \$269,368).
 - Household is qualified by the Housing Department based on the Affordable Program rules.
 - Housing Authority Board reviews the application and approves the request.
 - \$189,007 is placed in escrow and an Affordable Ownership 80-120% restriction is recorded at closing and the home value is set at \$269,368 and appreciates based on the restriction.
- Example Two:
- Household wants to purchase 2033 Dandelion Court. A three-bedroom, two-bathroom, 1320-square foot single family home in Cottonwood Park. List price: \$960,000.
 - Household agrees to pay \$33,600 (3.5% of the sale price) towards the down payment.
 - The household is willing to sell an Affordable Ownership 80-120% restriction on the unit.
 - The maximum sales price for a 3-bedroom Affordable 80-120% unit is \$346,316.
 - Household applies to the Preservation Program for \$580,084 (\$960,000 - \$33,600 - \$346,316).
 - Household is qualified by the Housing Department based on the Affordable Program rules.
 - Housing Authority Board reviews the application and denies the request because it exceeds the maximum amount allowed.

Key Question Three: Do the Board and Council want to allow the purchase of rental restrictions, allowing an individual or business to purchase a restriction on a unit that cannot be owner-occupied, and must be rented to a Qualified Household based on the restriction?

- Staff recommends a simpler pilot program that focuses on one restriction and owner-occupied housing.

COMPREHENSIVE PLAN ALIGNMENT

Comprehensive Plan

Principle 5.1: Maintain a diverse population by providing workforce housing.

Principle 5.3: Reduce the shortage of housing that is affordable to the workforce.

Principle 5.4: Use a balanced set of tools to meet our housing goals.

Housing Action Plan

Initiative 2C: Preserve existing workforce housing stock to avoid leakage.

STAKEHOLDER ANALYSIS

Stakeholders include Town and County taxpayers, local working families and individuals, and local businesses.

FISCAL IMPACT

In 2019 voters approved \$5,500,000 in SPET funds for housing. To-date, \$1,259,841 has been collected. Staff proposes using up to \$1,000,000 in SPET funds for this pilot program.

STAFF IMPACT

The program's development has been delayed due to the COVID pandemic and the resulting loss of funding and lack of staff capacity, but staff is prepared to move forward with a pilot program starting in January 2021. The Housing Director will oversee the program. The Housing Sales Coordinator will qualify households. The Housing Compliance Specialist will conduct annual requalifications for the new Workforce restricted properties.

LEGAL REVIEW

K. Gingery and L. Colasuonno

ATTACHMENTS

None.

RECOMMENDATION

Staff recommends directing and authorizing the Housing Authority Board to spend up to \$1,000,000 on the Preservation Program as presented today. Staff recognizes that, as presented, the program does not provide a program for different income ranges – just the Workforce Program.

SUGGESTED MOTION

I move to direct and authorize the Jackson/Teton County Housing Authority Board to spend up to \$1,000,000 of the 2019 Specific Purpose Excise Tax Proposition Community Housing Opportunities collections on the Preservation Program as presented today. I further move to direct staff to provide an update on the program at the July 2021 Joint Information Meeting.