Joint Information Meeting

TOWN COUNCIL & COUNTY COMMISSIONER MEETING

June 7, 2021
3:00 PM
In-Person and Via Zoom from Teton County Chambers
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/88391355879?pwd=eXdWNUJzdm14MVZkZVhZd2lGUHRCUT09
If the link does not work, join at zoom.com with Webinar ID **883 9135 5879** Password: **83001**
or join by phone **1.253.215.8782** with Webinar ID **883 9135 5879** and Passcode **83001**

II. CALL TO ORDER, ROLL CALL, AND ANNOUNCEMENTS

III. PUBLIC COMMENT

This section is reserved for comments 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 presented during this time, but rather refer to staff for follow-up. If you would like to communicate with the Electeds during the meeting, please address them during this open public comment, when public comment is called for on a specific agenda item or send an email to council@jacksonwy.gov and commisioners@tetoncountywy.gov.

IV. CONSENT CALENDAR

A. Meeting Minutes
   1. April 28, 2021 special JIM
   2. April 29, 2021 special JIM
   3. May 3, 2021 JIM
   4. May 24, special JIM

B. Energy Conservation Works Budget

C. Travel & Tourism Board Budget

V. DISCUSSION/ACTION ITEMS

A. FY22 Comprehensive Plan Work Plan (Tyler Sinclair, 30 minutes)

B. Consideration of Amendment #1 to the JH Travel and Tourism Board Joint Powers Agreement Regarding Employees (Alyssa Watkins, Keith Gingery, 30 minutes)

C. Housing Nexus Study and Needs Assessment Scope of Work and Contract (Tyler Sinclair, 30 minutes)

D. Northern South Park Neighborhood Plan Scope of Work Amendment (Chris Neubecker, 30 minutes)

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

VI. MATTERS FROM COUNCIL, COMMISSIONERS AND STAFF

VII. PROPOSED ITEMS FOR FUTURE JOINT INFORMATION MEETINGS

A. 7/12 Housing Rules & Regulations Update (April Norton)

B. 8/2

C. *tbd*

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

APRIL 28, 2021 **JACKSON, WYOMING**

The Jackson Town Council met virtually 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 9:00 A.M.

I. ROLL CALL. Upon roll call the following were present:

COUNTY COMMISSIONERS: *In-person* none. Chairwoman Natalia Macker, Vice-Chairman Luther Propst, and Greg Epstein were present via Zoom. Commissioners Mark Barron and Mark Newcomb joined after roll call at 9:05 A.M.

TOWN COUNCIL: *In-person*: none. Vice-Mayor Arne Jorgensen, Jim Rooks, Jonathan Schechter, and Jessica Sell Chambers were present via Zoom. Mayor Hailey Morton Levinson joined the meeting at 10:47 A.M.

STAFF PRESENT UPON ROLL CALL: Larry Pardee, Maureen Murphy, Roxanne Robinson, Kelly Thompson, Darren Brugmann, Brian Schilling, Heather Overholser, and Chalice Weichman.

I. WORKSHOP: JOINT BUDGET REVIEW. The County Commission and Town Council discussed the following budget categories for fiscal year 2022:

- 9:00 A.M. - Pathways: Brian Schilling, Pathways Coordinator
- 9:30 A.M. – START: Darren Brugmann, START Director and Jared Smith, START Board Chair

The meeting recessed at 10:41 A.M. and reconvened at 10:47 A.M.

Mayor Morton Levinson joined the meeting at 10:47 A.M.

- 10:45 A.M. – Dispatch/Drug Court: Matt Carr, Sheriff, Michelle Weber, Police Chief, Riclyn Betsinger, Dispatch Manager, and Sara King, Treatment Court Program Coordinator
- 11:15 A.M. – Victim Services/Animal Shelter: Michelle Weber and Tracy Trefren, Victim Services Coordinator

The meeting recessed at 12:00 P.M. and reconvened at 1:31 P.M.

- 1:30 P.M. – Housing: April Norton, Housing Director
- 2:00 P.M. – Parks & Recreation: Steve Ashworth, Parks & Rec. Director, and Fielding Essensa, Parks & Rec. Accounting

The meeting recessed at 3:00 P.M. and reconvened at 3:15 P.M.

- 3:15 P.M. – Fire/EMS: Brady Hansen, Fire Chief

II. ADJOURN
On behalf of the County, a motion was made by Commissioner Newcomb and seconded by Commissioner Barron to adjourn. 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 Chambers and seconded by Councilman Rooks to adjourn. Mayor Morton Levinson called for a vote. The vote showed all in favor and the motion carried for the Town.

The meeting adjourned at 4:14 P.M.

TETON COUNTY BOARD OF COUNTY COMMISSIONERS

Natalia D. Macker, Chairwoman

ATTEST:

Maureen E. Murphy, County Clerk

JOINT INFORMATION PROCEEDINGS
TOWN COUNCIL AND BOARD OF COUNTY COMMISSIONERS MEETING

APRIL 29, 2021 **JACKSON, WYOMING**

The Jackson Town Council met virtually 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 9:00 A.M.

I. ROLL CALL. Upon roll call the following were present:

COUNTY COMMISSIONERS: *In-person* none. Chairwoman Natalia Macker, Vice-Chairman Luther Propst, Mark Newcomb, and Greg Epstein were present via Zoom. Mark Barron joined the meeting at 1:30 P.M.

TOWN COUNCIL: *In-person*: none. Mayor Hailey Morton Levinson, Vice-Mayor Arne Jorgensen, Jim Rooks, Jonathan Schechter, and Jessica Sell Chambers were present via Zoom.

STAFF PRESENT UPON ROLL CALL: Alyssa Watkins, Katie Smits, Maureen Murphy, Kelly Thompson, Roxanne Robinson, and Chalice Weichman

II. WORKSHOP: JOINT BUDGET REVIEW. The County Commission and Town Council asked questions of human service agency personnel regarding the following budget categories for fiscal year 2022:

- 9:00 – 10:00 A.M. - TYFS: Sarah Cavallaro
  CSN: Andy Cavallaro
  Climb WY: Christy Thomas and Bonnie Self
  Children's Learning Center: Patty Boyd
  CES: Carolyn Worth
  Curran Seeley: Trudy Funk

The meeting recessed at 10:04 A.M. and reconvened at 10:11 A.M.

- 10:00 – 11:00 A.M. – Cultivate: Seadar Davis
  Teton Board of Realtors: Carma Miller
  JH Public Art: Carrie Geraci
  Yellowstone Clean Cities: Alicia Cox
  Dancers Workshop: Erin Roy

The meeting recessed at 10:47 A.M. and reconvened at 11:00 A.M.

- 11:00 – 12:00 P.M. - JH Counseling Center: Deidre Ashley
  One22: Sarah Shea and Sharel Lund
  Immigrant Hope: Lura Matthews
  Voices JH: Jordan Rich and Carl Palmer
  Teton Literacy Program: Laura Soltau
  Senior Center: Becky Zaist,
  Hole Food Rescue: Lisa Lent

The meeting recessed at 12:05 P.M. and reconvened at 1:30 P.M.

- 1:30 – 2:00 P.M. - TC Historic Preservation: Michael Stern
  Energy Conservation Works: Phil Cameron
  JH Historical Society: Morgan Jaouen
  JH Children's Museum: Ethan Lovell
  JH Air: Kari Cooper and Pete Lawton
  - 2:00 P.M. – JH Airport Budget Presentation: Jim Elwood and Michelle Anderson

The meeting recessed at 2:29 P.M. and reconvened at 2:41 P.M.

- 2:30 P.M. – Joint Budget Discussion: this section was scheduled for the purpose of revisiting previous budget discussions that required further discussion.

Heather Overholser, Director of Public Works, discussed Pathways/Water Quality project support and a potential new Transportation position.

Commissioner Barron left the meeting at 3:34 P.M.

Commissioner Newcomb left the meeting at 3:40 P.M.

III. ADJOURN
On behalf of the County, a motion was made by Commissioner Epstein and seconded by Commissioner Propst to adjourn. Chairwoman Macker called for a vote. The vote showed three in favor and the motion carried 3-0 for the County.

On behalf of the Town, a motion was made by Councilwoman Chambers and seconded by Councilman Rooks to adjourn. Mayor Morton Levinson called for a vote. The vote showed all in favor and the motion carried for the Town.

The meeting adjourned at 3:50 P.M.

TETON COUNTY BOARD OF COUNTY COMMISSIONERS

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Natalia D. Macker, Chairwoman

ATTEST:

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Maureen E. Murphy, County Clerk

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

May 3, 2021 **JACKSON, WYOMING**

The Jackson Town Council and the Teton County Board of County Commissioners met in a special joint information meeting (JIM) in the Town Council Chambers located at 150 East Pearl Avenue in Jackson. This meeting was held in-person and through the Zoom platform. Upon roll call the following were found to be present at 2:00 p.m.:

TOWN COUNCIL: *In-person*: none. *via Zoom*: Mayor Hailey Morton Levinson, Arne Jorgensen, Jessica Sell Chambers, and Jim Rooks. Jonathan Schechter joined at 2:06 pm.

COUNTY COMMISSIONERS: *In-person* none. *via Zoom:* Chair Natalia Macker, Vice-Chair Luther Propst, Mark Newcomb, and Greg Epstein. Mark Barron joined at 2:06 pm.

TOWN STAFF:Tyler Sinclair, Roxanne Robinson, and Lynsey Lenamond.

COUNTY STAFF: Chris Neubecker, Rian Rooney, Heather Overholser, Alyssa Watkins

JOINT STAFF: April Norton

Public Comment Susan Gervais spoke regarding the Community Tennis Association. Diane McGee spoke regarding Community Tennis Association.

Consent Calendar On behalf of the Town, a motion was made by Jessica Sell Chambers and seconded by Arne Jorgensen to approve the consent calendar item A as presented with the following motion. On behalf of the County, a motion was made by Greg Epstein and seconded by Mark Barron to approve the consent calendar item A as presented with the following motion. No public comment was given on the Consent Calendar.

A. Meeting Minutes To approve the April 12 special JIM and April 12 JIM minutes.

The vote showed 5-0 in favor and the motion carried for the Town. The vote showed 5-0 in favor and the motion carried for the County.

Airport Board Budget Discussion was held on the Airport Budget. No public comment was given.

On behalf of Town, a motion was made by Arne Jorgensen and seconded by Jonathan Schechter to approve the Airport Board Budget. The vote showed 5-0 in favor and the motion carried for the Town. On behalf of County, a motion was made by Mark Barron and seconded by Greg Epstein to approve the Airport Board Budget. The vote showed 5-0 in favor and the motion carried for the County.

Award for Housing Nexus Study & Regional Housing Needs Assessment Consultant Tyler Sinclair presented and Chris Neubecker made staff comment.

Council and Commissioners discussed the issue. No public comment was made.

On behalf of the Town, a motion was made by Arne Jorgensen and seconded by Jonathan Schechter to work with WSW Consulting to develop a final scope of work and Professional Services contract to complete a Housing Nexus Study and Regional Needs Assessment subject to the revisions described in this staff report (as may be amended) and that a final contract for Professional Services and associated Scope of Work be reviewed and approved by the Teton County Commissioners prior to execution. The vote showed 5-0 in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Mark Barron and seconded by Mark Newcomb to work with WSW Consulting to develop a final scope of work and Professional Services contract to complete a Housing Nexus Study and Regional Needs Assessment subject to the revisions described in this staff report (as may be amended) and that a final contract for Professional Services and associated Scope of Work be reviewed and approved by the Teton County Commissioners prior to execution. The vote showed 5-0 in favor and the motion carried for the County.

A recess was taken from 2:43 pm until 2:46 pm.

Annual Housing Supply Plan & Housing Department Work Plan April Norton made staff comment.

Council and Commissioners discussed the issue. Mark Newcomb was disconnected at 3:30pm and rejoined at 3:36 pm.

Anna Olsen representing the Chamber of Commerce, Brett McPeak and Anne Cresswell made public comment.

On behalf of the Town, a motion was made by Arne Jorgensen and seconded by Jonathan Schechter to approve the Housing Department Work Plan and the Housing Supply Plan for FY 22. The vote showed 5-0 in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Mark Newcomb and seconded by Mark Barron to approve the Housing Department Work Plan and the Housing Supply Plan for FY 22. The vote showed 5-0 in favor and the motion carried for the County.

Comprehensive Plan Indicator Report and Work Plan Tyler Sinclair, Rian Rooney, Chris Neubecker, and Heather Overholser made staff comment.

Christian Beckwith, Alex Norton and Roby Hurley made public comment.

Council and Commission discussed the issue.

On behalf of the Town, a motion was made by Jessica Chambers and seconded by Arne Jorgensen to continue this item to the June 7th meeting. The vote showed 5-0 in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Mark Barron and seconded by Greg Epstein to continue this item to the June 7th meeting. The vote showed 5-0 in favor and the motion carried for the County.

Adjourn. On behalf of the Town, a motion was made by Jonathan Schechter and seconded by Arne Jorgensen to adjourn to an executive session. The vote showed 5-0 in favor and the motion carried for the Town. On behalf of the County, a motion was made by Mark Barron and seconded by Greg Epstein to adjourn. The vote showed 5-0 in favor and the motion carried for the County. The meeting adjourned at 5:02 p.m. minutes:ll

TOWN OF JACKSON

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ATTEST: Hailey Morton Levinson, Mayor

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Lynsey Lenamond, Town Clerk

Publish JH News & Guide: May 12, 2021

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

MAY 24, 2021 **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 at 200 S. Willow St. at 3:03 P.M.

I. ROLL CALL. Upon roll call the following were present:

COUNTY COMMISSIONERS: Chairwoman Natalia Macker, Vice-Chairman Luther Propst, Mark Barron, Mark Newcomb, and Greg Epstein.

TOWN COUNCIL: Mayor Hailey Morton Levinson, and Vice-Mayor Arne Jorgensen were present at roll call with Jonathan Schechter present via Zoom. Jessica Sell Chambers joined immediately after roll call. Jim Rooks joined the meeting at 3:08 P.M.

BUDGET COMMITTEE: Maureen Murphy, Katie Smits, Alyssa Watkins, and Larry Pardee.

II.A. MATTERS FOR DISCUSSION: BUDGET DISCUSSION. The Commission and Council heard Fiscal Year 2021-2022 budget request presentations from the following agencies:

A.1 Energy Conservation Works (ECW) - Elaine Walsh Carney, ECW Chair, and Phil Cameron, ECW Executive Director.

A.2. Travel and Tourism Board (TTB) - Kate Sollitt, TTB Executive Director, Brian Gallagher TTB Chair, and Erik Dombroski, TTB Treasurer.

A.3. Joint Budget Discussion. The Commission and Council discussed joint budget matters for fiscal year 2021/2022, including the following request categories:

i. Fire/EMS - Brady Hansen
ii. Pathways
iii. Parks & Recreation – Steve Ashworth
iv. Housing
v. Professional Services Expenses – Larry Pardee

III. Adjourn. On behalf of the County, a motion was made by Commissioner Barron 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.

On behalf of the Town, a motion was made by Councilwoman Chambers and seconded by Councilman Jorgensen to adjourn. Mayor Morton Levinson called for a vote. The vote showed all in favor and the motion carried for the Town.

The meeting adjourned at 4:50 P.M.

TETON COUNTY BOARD OF COUNTY COMMISSIONERS

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Natalia D. Macker, Chairwoman

ATTEST:

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Maureen E. Murphy, County Clerk

TETON COUNTY WYOMING

BOARD OF COUNTY COMMISSIONERS

TOWN COUNCIL

JOINT INFORMATION MEETING
AGENDA DOCUMENTATION

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

MEETING DATE: June 7, 2021

SUBJECT: **Energy Conservation Works (ECW) FY22 Budget**

STATEMENT/PURPOSE

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

BACKGROUND/ALTERNATIVES

The ECW budget for FY2022 is attached to this staff report. An excerpt from the Joint Powers Agreement is listed below

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

The purpose of this agenda item is for the Town Council and County Commission to act on the budget for ECW. This budget was presented at the May 24, special budget workshop.

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

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

1. Adopt the proposed budget as presented.
2. Alter, modify and revise the budget and adopt an amended budget.
3. Other

COMPREHENSIVE PLAN ALIGNMENT

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

STAKEHOLDER ANALYSIS

The stakeholders involved in this issue include the Town, County and Lower Valley Energy as partners in this initiative, those participants in any of the ECW programs that have reduced their energy bills through efficiency, and all of the customers of Lower Valley Energy that enjoy the benefits of avoided costs or higher energy bills system wide.

FISCAL IMPACT

The FY22 Town budget contains a request for a $35,000 allocation to this Joint Powers Board, as does the Teton County Budget.

STAFF IMPACT
None.

LEGAL REVIEW
Not applicable.

ATTACHMENTS
FY22 Budget.

RECOMMENDATION
Staff recommends the Town Council and County Commission consider the budget for ECW and determine whether they are ready to adopt the budget as presented, make amendments to it and adopt as amended, or whether they would like to continue action to a separate County Commissioner or Town Council meeting.

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

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

TO: Teton County, c/o The Board of Teton County Commissioners
& the Town of Jackson, c/o The Jackson Town Council
FROM: Energy Conservation Works Joint Powers Board,
Phillip Cameron, Consulting Executive Director
SUBJECT: ECW FY 2022 Budget

This memo provides information on the proposed FY'22 Budget for the Energy Conservation Works Joint Powers Board (ECW). The Budget reflects the priorities of the ECW's recent strategic plan update.

The total proposed operating budget is **$380,500** for FY'22. This represents an 1.6% increase over the previous year's budget of **$374,500**.

Revenue

The budget share of revenue from the tri-party agreement (Lower Valley Energy, Teton County, and the Town of Jackson) and other local government sources totals $123,500. ECW requested support from each of the tri-party partners at the pre-pandemic levels of $35,000 each. Requested support from Teton Conservation District was submitted at $18,500. This will be subject to final selection of programs and funding levels by the Teton Conservation District Board through their review of our Memorandum of Agreement Annual Funding request through their budget process.

Revenue generated from the interest-bearing residential loans is reflected as the line item – 'Residential Loan Fund Interest'. This item helps offset the expense item 'Interest on Wy Business Council Loan', the interest payment to the State of Wyoming for the funds that power our Residential Loan Program. This interest is collected on higher principle residential loans.

The CNG Revenue derives from the $0.10/Gallon of revenue recapture associated with each gallon sold from the CNG Fueling Facility. We expect this to modestly increase with once Grand Teton National Park's new CNG-fueled refuse truck arrives later this month.

The 'Green Power' revenue ($154,500) derives from an agreement with Lower Valley Energy related to ECW's role in promoting the voluntary Green Power Program. Through this agreement, Lower Valley Energy provides additional financial support to ECW based on the additional Green Power commitments and volume of new Green Power purchased in kWh. This significant and recurring revenue stream provides ongoing financial support of Green Power promotion and ECW's general programs and strengthens ECW's financial stability for the foreseeable future. Like the revenue recapture through CNG sales, this offers a stable source of future/ongoing funding for operations.

EcoFair Revenue has been added as a separate the proportion of ECW's annual budget, owing to the significance of that event's revenue in our annual budget. This $25,500 in budget revenue is associated with donations, event sponsorships, grants, and event revenue.

Expenditures

Expenses associated with 'Contract Staffing' of the ECW Joint Powers Board show a ~5% increase for FY '21. This assumes contracted services for the Executive, Program Assistant(s), Financial, and Marketing services. The increase will support additional support staff hours.

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

EcoFair Expenditures have been added as a separate budget item in ECW's annual budget, owing to the significance of that event's revenue in our annual budget. Expenses associated with hosting Eco-Fair are projected at $30,500.

Below is a detail of the budgeted expenditures associated with key 'Communications' line items:

Public Outreach/Education			Community Energy Challenge	$ 3,500.00
			Sustainability Series	$ 1,500.00
			Trade Workshops / Training	$ 2,500.00
			Green Power	$ 2,500.00
			EV Experience	$ 1,000.00
			CNG Experience	$ 7,500.00
			Loan Programs	$ 3,000.00
			General / Opportunity Fund	$ 5,000.00
			Public Projects	$ 2,500.00
			Energy Efficiency Pilot / Kits	$ 4,000.00
				$ 33,000.00
Advertising			Community Energy Challenge	$ 5,000.00
			Sustainability Series	$ 1,500.00
			Trade Workshops / Training	$ 2,500.00
			Green Power	$ 9,000.00
			EV Experience	$ 3,000.00
			CNG Experience	$ 5,000.00
			Loan Programs	$ 6,500.00
			General	$ 5,000.00
				$ 37,500.00

The projected 'Reserve Contribution' is increased for FY 20, to $2,000.

Please note that the FY'22 budget assumes maintaining the ongoing independent contractor(s) status for JPB staffing.

Best,

Phillip Cameron, Consulting Executive Director

Energy Conservation Works

FYE 2022 Proposed Budget

	Proposed Budget FYE '22	Budget FYE '21	Actuals YTD through Apr '21	Actuals FYE '20
Revenues				
General Revenue				
Tri Party Agreement, Lincoln County & Teton Conservation District	123,500	127,500	56,000	118,500
Grants				
Grants	7,500	12,500	-	2,000
Fundraising				
Old Bills Fun Run	40,000	37,500	20,467	18,800
Private Fundraising	21,500	57,000	10,500	250
Total Fundraising Revenues	61,500	94,500	30,967	19,050
Program Revenues				
Green Power Revenue	154,500	130,000	109,302	106,258
CNG Revenue	1,000	1,000	445	638
Residential - Loan Fund Interest	7,500	7,500	-	3,099
EcoFair	25,500	-	-	5,217
Total Program Revenues	188,500	138,500	109,747	115,213
Miscellaneous Income	1,500	1,500	1,700	-
TOTAL REVENUES	382,500	374,500	198,414	254,763

Energy Conservation Works

FYE 2022 Proposed Budget

	Proposed Budget FYE '22	Budget FYE '21	Actuals YTD through Apr '21	Actuals FYE '20
Expenditures				
Professional Services				
Contract Staffing (ED, FM, PA, Intern)	204,000	194,500	122,275	139,152
Other Professional Services	7,000	5,000	2,775	1,266
Total Professional Services	211,000	199,500	125,050	140,418
Operations				
G&A	6,000	4,500	6,242	5,122
Training, Travel & Meetings	5,000	4,500	2,377	1,370
Total Operations Expenditures	11,000	9,000	8,619	6,492
Communications				
Website	5,000	5,000	-	-
Public Outreach/Education	33,000	49,500	1,415	8,841
Printing and Publications	1,500	3,500	-	35
Advertising - Newspaper & Radio	37,500	39,500	8,168	6,266
Direct Mail Postage	2,000	4,500	-	-
Internet Advertising	8,500	7,500	5,082	5,603
Total Communications Expenditures	87,500	109,500	14,665	20,745
Fundraising & Donor Relations Expenditures				
Fundraising Efforts	7,500	12,500	-	-
Marketing	3,000	4,000	2,741	11,249
Other	-	-	-	-
Total Fundraising & Donor Relations Expenditures	10,500	16,500	2,741	11,249
Program Expenditures				
Interest on WY Business Council Loan	7,500	7,500	3,500	6,308
Green Power Purchases	17,500	-	18,500	6,700
REDLG Loan Letter of Credit Fee	5,000	5,000	3,082	4,323
EcoFair	30,500	-	1,735	11,841
Reserve Contribution	2,000	27,500	-	-
Total Program Expenditures	62,500	40,000	26,817	29,172
TOTAL EXPENDITURES	382,500	374,500	177,892	208,076
Total Revenue Over (Under) Expenditures	-	-	20,521	46,687

TETON COUNTY WYOMING

BOARD OF COUNTY COMMISSIONERS

TOWN COUNCIL

JOINT INFORMATION MEETING
AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Administration

PRESENTER: Roxanne DeVries Robinson

MEETING DATE: June 7, 2021

SUBJECT: **Travel and Tourism Board Budget**

STATEMENT/PURPOSE

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

BACKGROUND/ALTERNATIVES

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

The purpose of this agenda item is for the Town Council and County Commission to act on the budget.

An excerpt from the JPA is below:

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

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

The budget was presented at the May 24 special JIM.

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

1. Adopt the proposed budget as part of the consent calendar.
2. Alter, modify and revise the budget and approve as revised.
3. Other

COMPREHENSIVE PLAN ALIGNMENT

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

STAKEHOLDER ANALYSIS

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

FISCAL IMPACT

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

STAFF IMPACT

None.

LEGAL REVIEW

Not applicable.

ATTACHMENTS

FY22 Budget, Memo and budget.

RECOMMENDATION

Staff recommends the Town Council and County Commission consider the budget for the Travel and Tourism Board and determine whether they are ready to adopt the budget as presented, make changes, or postpone adoption to separate County Commissioner meetings or Town Council meetings prior to July 1.

SUGGESTED MOTION

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

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

Jackson Hole Travel & Tourism Board
Fiscal Year 2022 Budget Detail
5-24-21

Revenue: The JHTTB is anticipating a tax revenue of **$4,822,012** for FY 2022**.** This represents a return to more normal levels and an increase of 5.35% of forecasted FY21 actuals and 102.5% increase of what was originally budgeted for FY'21. The FY'21 actuals include $648,023 of CARES funding. The FY'22 forecast is based on an analysis of tax collections in Teton County using FY'20 numbers through February and FY' 19 numbers beginning March – July. The collection numbers are actuals through March 2021. The remainder of FY21 is a forecast based on assumptions that the JHTTB views as conservative.

Visitor Services/Destination Sales, JH Chamber: **$804,940.**
This funding is required as part of the JHTTB Joint Powers agreement. This represents a 23.4% increase from last fiscal's budgeted amount. The majority of the increase is in visitor services to accommodate the growing demand of summer tourism. This also represents an increase in destination sales and marketing as international trade shows open up again in 2021-2022.

Contract Advertising: **$2,958.868**
This budget item reflects a 51% increase primarily in summer tourism management communication efforts. We anticipate another very busy summer and need to communicate a management message of Know Before You Go (KBYG) and Responsible Recreation. This amount will be used to fund the campaign to educate the visitor on KBYG and recreate responsibly on the visitjacksonhole site. Other campaign elements include a "Wild Rules" digital toolkit for the local business community to use/share, social media, pre-arrival messaging and on the ground signage, geofencing and other efforts. This also includes the fees for the local social media firm's efforts to provide all social media elements of the campaign

Tourism Master Plan (TMP): **$250,000**. The board has brought back the TMP and issued an RFP. The work is targeted to begin in July 2021. This plan will begin with research to include visitor and local sentiment research, stakeholder engagement and ultimately the development of a plan to best balance and manage our tourism economy.

Local Marketing partnerships: $464,100
This category of funding will realize a large increase, 75% as the board has seen success with funding local organizations to create messaging aligning with responsible recreation, sustainability and increasing the interaction with our visitors and our natural assets including wildlife and wildlands. This area includes continuing partnerships with JH Nordic Alliance, Friends of BTNF and the Jackson Hole Wildlife Foundation, "Being Wild" which encourage citizen science and highlights wildlife conservation and science as a primary destination differentiation and other opportunities as they present themselves.

Board PR, Advertising & Marketing: $125,000
Marketing Opportunities & PR: This number was increased 25% as press events and fam trips return. These events occur locally and target key flight markets. The JHTTB contracts with local firms to host media writers during the shoulder season. The events should align with the board's new focus on sustainability and responsible tourism. Funding in this area also includes partnership programs to fund early regional marketing initiatives.

Central Reservations, local metrics, ads and photo library: $355,079

Destimetrics is a service that measures occupancy rates; average daily rates and provides competitive resort information. This is needed to establish and report our occupancy results. We've increased the number of properties reporting in, including some vacation rental properties to gather more statistically relevant data.

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

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

Travel Incentive Program: This program funds airline travel packages that offer incentives to potential visitors to book a trip to Jackson Hole. The trip must be a package that includes air, lodging and at least one activity, i.e. skiing, dogsledding. The funding remains flat as it has been increasingly difficult to package three activities with the introduction of multi-resort passes.

Events: $1,062,457
This category reflects an increase in event funding as our nation returns to more normal levels and in-person events return. Events like Natural Selection, (Snowboard event) along with music concerts and other outdoor events will be reviewed. In addition, the board anticipates funding indoor events again in FY'22.

Community Event Coordinator: The JHTTB provides funding for this part time position executed by the Events Director at the Chamber to act as liaison to TTB for event funding, provide coordination of major events in the community and coordinate the calendar as well as timing of events. This number reflects a small inflationary increase.
Event Marketing Grants: The funding in this category has been increased from FY201 levels by 100% as the board anticipates small events will return in FY'22.
Large Events: The board has increased this amount by 500% in anticipation of the return for large events, primarily outdoors.

General and Administrative: $240,085

This is general operating expense for the TTB including Professional Services, which encompasses the Executive Director's consulting fee, Fiscal Manager fees, printing of annual report, county website management fees, (4JH), insurance and bonding fees. This increase in mainly due to a planned two month overlap between our current ED and the new ED that is selected for them to train and transfer information.

Reserve Expenditure: $350,000
The reserves are in place to be used for opportunities as the destination returns to normal and the local economy recovers. This number reflects less than 10% of overall budgeted expenditures.

Revenue over Expenditure: -$1,786,016
FY'21 actuals were much better than expected, resulting in lodging tax collections exceeding FY'21 budget by 92.1%. As a result, the TTB did not have to dip into reserves for a recovery effort as anticipated. The TTB also did not have to spend as much as budgeted in the last budget cycle. We plan to return to a more balanced budget as some of these expenditures are anticipated to be lower in future fiscal years, namely the summer media budget due to many of the assets created this year will be reusable. Additionally, the TMP expense will not be recurring.

Anticipated Ending Reserves: $2,357,393
Our anticipated ending reserves are still very strong as a result of a very busy year and lodging tax receipts surpassing FY'21.

Sustainability: Although there is not a designated line item towards this, sustainability is taken into account with all of the JHTTB funding decisions. Due to the pandemic, visitation to our destination was beyond what anyone could have expected and quite robust. Because of this, the board has placed sustainability as our lead priority and put out an RFP for a Tourism Management plan that will outline ways in which our community can be a leader in sustainable tourism and preserve our natural assets. Responsible travel and tourism will be our leading message in addition to Know Before You Go. We will continue with on- the- ground initiatives at visitor services areas around town to include the six tenants of Keep JH Wild and provide examples of what we as a community value and hope that they will adopt while here and when they return to their communities. The board will continue to incorporate sustainable initiatives and requirements in all of the event funding guidelines

Jackson Hole Travel and Tourism - Joint Powers Board FY22

FY 2022 Budget July 1, 2021 - June 30, 2022

Update 5-13-21

		Variance FY22 Budget to FY21 Forecast	Variance FY22 Budget to FY21 Budget	Variance FY21 Forecast to FY21 Budget	Variance FY21 Budget to FY20 Actuals	Budget FY22	Forecast FY21 (As of 5/13/21)	Budget FY21	Actuals FY20	Budget FY20
						2021/2022	2020/2021	2020/2021	2019/2020	2019/2020
Projected/Actual Revenue		5.35%	102.46%	92.18%	-42.04%	$4,822,012	$4,577,200	$2,381,742	$4,109,232	$4,471,652
Cares DMO Relief Fund							$648,023			
Sub Total						$4,822,012	$5,225,223	$2,381,742	$4,109,232	$4,471,652
Total Available funds		-7.72%	102.46%	119.39%	-42.04%	**$4,822,012**	**$5,225,223**	**$2,381,742**	**$4,109,232**	**$4,471,652**
Visitor Services/Chamber										
Visitor Services	$500,000					$500,000	$392,209	$392,209	$458,299	$484,398
Destination Marketing Services/Tradeshow & Conferences	$304,940					$304,940	$260,000	$260,000	$210,809	$304,940
Total JH Chamber	**$804,940**	23.42%	23.42%	0.00%	-2.53%	**$804,940**	**$652,209**	**$652,209**	**$669,108**	**$789,338**
Contract Advertising		51.94%	51.94%	0.00%	10.24%	**$2,958,868**	**$1,947,350**	**$1,947,350**	**$1,766,394**	**$1,900,000**
Retainer / Agency marketing Fee C+M	$364,770									
Social Media, (NTM)	$87,098									
Production, Hard Costs & Other	$150,000									
Media (Fall)	$250,000									
Media (Winter)	$910,000									
Media (Spring)	$150,000									
Media (Summer)	$1,000,000									
Community workshops	$5,000									
Influencer/Ambassador Program	$20,000									
Research	$0									
Local Launch	$0									
Contingency	$0									
Travel	$15,000									
Annual Report	$7,000									
Winter 2019-20 photo asset library	$0									
TOTAL	**$2,958,868**									
Remaining Contract Advertising to Allocate	**$0**									
Tourism Master Plan	**$250,000**					**$250,000**	**$0**	**$0**		
TOTAL	**$250,000**									
Remaining Contract Advertising to Allocate	**$0**									
Local Marketing Partnerships	**$464,100**	75.00%	75.00%	0.00%	141.89%	**464,100**	**265,200**	**265,200**	**109,638**	**175,000**
TOTAL	**$464,100**									
Remaining Local Marketing Partnerships to Allocate	**$0**									
Board/PR/Advertising		5.88%	5.88%	0.00%	25.23%	**480,079**	**453,399**	**453,399**	**362,063**	**535,000**
Marketing Opportunities & PR	**$125,000**									
TOTAL	**$125,000**									
Remaining Marketing Opportunities & PR	**$0**	25.00%	25.00%	0.00%	-11.50%	125,000	100,000	100,000	113,000	125,000
Cen Res Package Incentive & Local Ads	**$355,079**									
Destimetrics	$30,000									
Ads, Promos, PR and Marketing Local	$15,000									
Libris library	$10,079									
Budgeted Travel Incentive Program	**$300,000**					300,000	69,000	300,000	220,800	360,401
Unspent	**$300,000**									
Spent	**$0**									
TOTAL	**$355,079**	0.49%	0.49%	0.00%	30.67%	355,079	353,339	353,339	270,399	410,000
Remaining Cen Res Package Incentives & Local Ads	**$0**									
Remaining Board/PR/Advertising to Allocate	**$0**									
Events										
Community Event Coordinator	$62,457					$62,457	$59,483	$59,483	$59,483	$59,483
Event Marketing Grants	$400,000	100.00%	100.00%	0.00%	-10.84%	$400,000	$200,000	$200,000	$224,305	$350,000
Large Events	$600,000	500.00%	#DIV/0!	#DIV/0!	-100.00%	$600,000	$100,000	$0	198,325	$300,000
						$0	$150,000	$0	23,931	$85,000
Total Events	**$1,062,457**	108.54%	309.45%	96.35%	-48.72%	**$1,062,457**	**$509,483**	**$259,483**	**$506,044**	**$794,483**
General and Administrative										
Postage	$160					$160	$155	$155	$0	$150
Office Supplies	$2,652					$2,652	$2,575	$2,575	$1,286	$2,500
Printing Annual Report	$11,139					$11,139	$10,815	$10,815	$3,547	$10,500
Fiscal Manager	$42,436					$42,436	$41,200	$41,200	$40,000	$40,000
Legal	$0					$0	$0	$0	$25	$0
Professional Services	$146,056					$146,056	$125,191	$125,191	$100,603	$97,236
Office space	$8,912					$8,912	$8,652	$8,652	$6,300	$8,400
Meeting Expense	$8,487					$8,487	$8,240	$8,240	$2,600	$8,000
Insurance	$1,782					$1,782	$1,730	$1,730	$500	$1,680
Bonding	$1,114					$1,114	$1,082	$1,082	$255	$1,050
Audit	$1,591					$1,591	$1,545	$1,545	$0	$1,500
Teton County Web Site	$1,910					$1,910	$1,854	$1,854	$683	$1,800
Bank Fees	$54					$54	$52	$52	$0	$50
Miscellaneous	$5,305					$5,305	$5,150	$5,150	$2,952	$5,000
T&E	$8,487					$8,487	$8,240	$8,240	$2,637	$8,000
Total General and Administrative	**$240,085**	10.90%	10.90%	0.00%	34.14%	**$240,085**	**$216,481**	**$216,480**	**$161,387**	**$185,866**
SUB-TOTAL EXPENDITURES		54.81%	65.01%	6.59%	6.14%	**$6,260,528**	**$4,044,122**	**$3,794,121**	**$3,574,634**	**$4,379,687**
Reserves										
Budgeted Reserve Expenditure	**$350,000**									
Unallocated	**$350,000**									
Allocated	**$0**									
BUDGETED RESERVE EXPENDITURES						**$350,000**	**$350,000**	**$350,000**	**$0**	**$350,000**
TOTAL EXPENDITURES		50.44%	59.52%	6.03%	15.93%	**$6,610,528**	**$4,394,122**	**$4,144,121**	**$3,574,634**	**$4,729,687**
INVESTMENT INCOME						**$2,500**	**$2,500**	**$2,500**	**$2,031**	**$2,500**
REVENUE OVER (UNDER) EXPENDITURES		-314.25%	1.49%	-147.37%		**($1,786,016)**	**$833,601**	**($1,759,879)**	**$536,629**	**($255,535)**
Projected Reserves						**$4,143,409**	**$3,309,808**	**$2,660,448**	**$2,773,179**	**$2,569,815**
Anticipated Ending Reserves						**$2,357,393**	**$4,143,409**	**$900,569**	**$3,309,808**	**$2,314,280**

			Jul-17	**Aug-17**	**Sep-17**	**Oct-17**	**Nov-17**	**Dec-17**	**Jan-18**	**Feb-18**	**Mar-18**	**Apr-18**	**May-18**	**Jun-18**	**Total**
	FY18	Total Receipts	$1,226,219.63	$1,302,107.47	$1,097,088.97	$416,786.17	$130,948.93	$387,165.72	$482,770.50	$518,856.05	$437,159.53	$168,809.98	$323,949.87	$1,096,755.15	$7,588,617.97
	FY18	TTB	$735,731.78	$781,264.48	$658,253.38	$250,071.70	$78,569.36	$232,299.43	$289,662.30	$311,313.63	$262,295.72	$101,285.99	$194,369.92	$658,053.09	$4,553,170.78
	FY18	Visitor Impact	$367,865.89	$390,632.24	$329,126.69	$125,035.85	$39,284.68	$116,149.72	$144,831.15	$155,656.82	$131,147.86	$50,643.00	$194,369.92	$658,053.09	$2,276,585.39
	FY18	General Fund	$122,621.96	$130,210.75	$109,708.90	$41,678.62	$13,094.89	$38,716.57	$48,277.05	$51,885.61	$43,715.95	$16,881.00	$32,394.99	$109,675.52	$758,861.80
			Jul-18	**Aug-18**	**Sep-18**	**Oct-18**	**Nov-18**	**Dec-18**	**Jan-19**	**Feb-19**	**Mar-19**	**Apr-19**	**May-19**	**Jun-19**	**Total**
	FY19	Total Receipts	$1,194,260.68	$1,158,899.23	$1,137,493.78	$535,741.73	$149,841.18	$340,674.45	$513,798.25	$568,463.33	$531,246.30	$159,376.27	$309,427.63	$987,735.73	$7,586,958.58
	FY19	TTB	$716,556.41	$695,339.54	$682,496.27	$321,445.04	$89,904.71	$204,404.67	$308,278.95	$341,078.00	$318,747.78	$95,625.76	$185,656.58	$592,641.44	$4,552,175.15
	FY19	Visitor Impact	$358,278.21	$347,669.77	$341,248.14	$160,722.52	$44,952.36	$102,202.34	$154,139.48	$170,539.00	$159,373.89	$47,812.88	$92,828.29	$296,320.72	$2,276,087.58
	FY19	General Fund	$119,426.07	$115,889.92	$113,749.38	$53,574.17	$14,984.12	$34,067.45	$51,379.83	$56,846.33	$53,124.63	$15,937.63	$30,942.76	$98,773.57	$758,695.86
			Jul-19	**Aug-19**	**Sep-19**	**Oct-19**	**Nov-19**	**Dec-19**	**Jan-20**	**Feb-20**	**Mar-20**	**Apr-20**	**May-20**	**Jun-20**	**Total**
Actuals	FY20	Total Receipts	$1,247,568.12	$1,300,061.92	$1,411,814.07	$383,765.65	$134,643.87	$385,639.58	$477,381.23	$630,160.28	$325,181.07	$106,810.28	$75,274.90	$370,419.78	$6,848,720.75
	FY20	TTB	$748,540.87	$780,037.15	$847,088.44	$230,259.39	$80,786.32	$231,383.75	$286,428.74	$378,096.17	$195,108.64	$64,086.17	$45,164.94	$222,251.87	$4,109,232.45
	FY20	Visitor Impact	$374,270.44	$390,018.58	$423,544.22	$115,129.70	$40,393.16	$115,691.88	$143,214.37	$189,048.09	$97,554.32	$32,043.09	$22,582.47	$111,125.94	$2,054,616.23
	FY20	General Fund	$124,756.81	$130,006.19	$141,181.41	$38,376.57	$13,464.39	$38,563.96	$47,738.12	$63,016.03	$32,518.11	$10,681.03	$7,527.49	$37,041.98	$684,872.08
		YOY % Change	4.46%	12.18%	24.12%	-28.37%	-10.14%	13.20%	-7.09%	10.85%	-38.79%	-32.98%	-75.67%	-62.50%	-9.73%
		COVID-19 Forecasted Impact											-65.00%	-55.00%	
			Jul-20	**Aug-20**	**Sep-20**	**Oct-20**	**Nov-20**	**Dec-20**	**Jan-21**	**Feb-21**	**Mar-21**	**Apr-21**	**May-21**	**Jun-21**	**Total**
Actuals/Forecast	FY21	Total Receipts	$1,035,675.25	$1,159,960.57	$1,061,613.50	$567,557.05	$202,227.93	$413,907.52	$510,615.37	$613,527.38	$634,566.08	$239,064.40	$309,427.63	$1,086,509.31	$7,834,651.99
As Of 4/21	FY21	TTB	$621,405.15	$695,976.34	$636,968.10	$340,534.23	$121,336.76	$248,344.51	$306,369.22	$368,116.43	$380,739.65	$143,438.64	$185,656.58	$651,905.58	$4,700,791.19
	FY21	Visitor Impact	$310,702.58	$347,988.17	$318,484.05	$170,267.12	$60,668.38	$124,172.26	$153,184.61	$184,058.22	$190,369.83	$71,719.32	$92,828.29	$325,952.79	$2,350,395.60
	FY21	General Fund	$103,567.53	$115,996.06	$106,161.35	$56,755.71	$20,222.79	$41,390.75	$51,061.54	$61,352.74	$63,456.61	$23,906.44	$30,942.76	$108,650.93	$783,465.20
		COVID-19 Impact Budgeted	-75%	-70%	-60%	-55%	-50%	-45%	-36%	-29%	-25%	50%	0%	10%	
		YOY % Change Actual	-16.98%	-10.78%	-24.81%	47.89%	50.19%	7.33%	6.96%	-2.64%	95.14%				14.40%
		Toursim Econ/STR Forecast	-75%	-70%	-60%	-55%	-50%	-45%	-36%	-29%	-25%	-24%	-23%	-23%	
			Jul-21	**Aug-21**	**Sep-21**	**Oct-21**	**Nov-21**	**Dec-21**	**Jan-22**	**Feb-22**	**Mar-22**	**Apr-22**	**May-22**	**Jun-22**	**Total**
Budget	FY22	Total Receipts	$1,284,995.16	$1,339,063.77	$1,454,168.49	$395,278.62	$138,683.18	$397,208.77	$491,702.67	$649,065.09	$547,183.69	$119,532.20	$232,070.73	$987,735.73	$8,036,688.11
	FY22	TTB	$770,997.10	$803,438.26	$872,501.09	$237,167.17	$83,209.91	$238,325.26	$295,021.60	$389,439.06	$328,310.21	$71,719.32	$139,242.44	$592,641.44	$4,822,012.86
	FY22	Visitor Impact	$385,498.55	$401,719.13	$436,250.55	$118,583.59	$41,604.95	$119,162.63	$147,510.80	$194,719.53	$164,155.11	$35,859.66	$69,621.22	$296,320.72	$2,411,006.43
	FY22	General Fund	$128,499.52	$133,906.38	$145,416.85	$39,527.86	$13,868.32	$39,720.88	$49,170.27	$64,906.51	$54,718.37	$11,953.22	$23,207.07	$98,773.57	$803,668.81
		YOY % Change Budget	3%	3%	3%	3%	3%	3%	3%	3%	3%	-25%	-25%		2.58%
		YOY % Change Actual													
												JAC Closed	JAC Closed	YOY % Change 22 to 21	2.58%
														YOY % Change 22 to 20	17.35%
														YOY % Change 22 to 19	5.93%

Town Council & Board of County Commissioners
JOINT INFORMATION MEETING
AGENDA DOCUMENTATION

PREPARATION DATE: June 2, 2021
MEETING DATE: June 7, 2021

SUBMITTING DEPARTMENT: Long-Range Planning
DEPT DIRECTORS: Chris Neubecker, Paul Anthony, Tyler Sinclair
PRESENTER: Long-Range Planning

SUBJECT: Continued from May 3 JIM: Fiscal Year 2022 Implementation Work Plan (MSC2021-0015/P21-093)

PURPOSE/REQUESTED ACTION

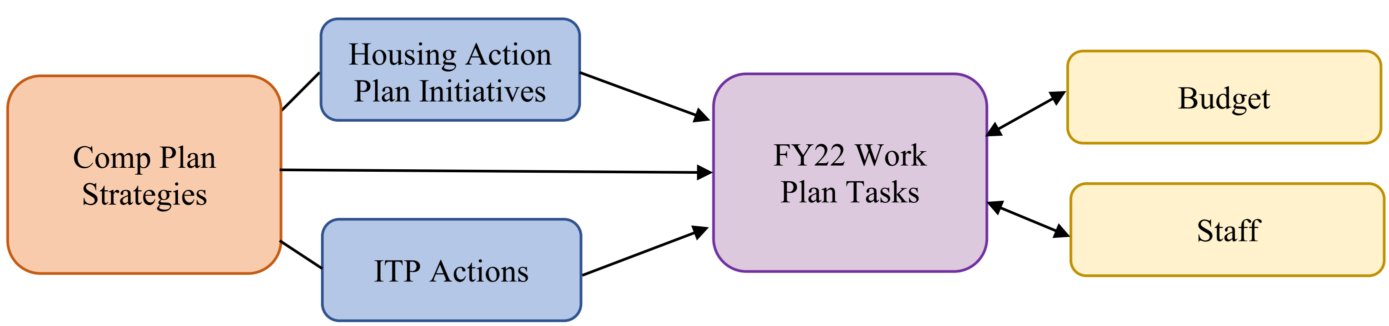
Approve a Fiscal Year 2022 Implementation Work Plan. The Boards will be presented with a draft Work Plan for Comprehensive Plan implementation recommended by Staff and the Town and County Planning Commissions. The Boards can approve the Work Plan recommended or make specific changes prior to approval.

BACKGROUND

At the May 3, 2021 Joint Information Meeting, Planning Staff presented the 2021 Annual Indicator Report and reviewed the recommended Work Plan that will set Comprehensive Plan, Transportation Plan, and Housing Action Plan tasks for the upcoming Fiscal Year 2021-2022. The FY 22 Work Plan discussion was continued to this meeting.

The **Work Plan**:

- Identifies and prioritizes tasks for the upcoming fiscal year (July 2021 – June 2022)
- Includes Teton County projects, Town of Jackson projects, and projects that will be carried out jointly by both jurisdictions, some of which will need to be funded in the County and/or Town budgets
- Tasks are based on the Strategies found in the Jackson/Teton County Comprehensive Plan or are objectives of the Housing Action Plan or Integrated Transportation Plan



Staff uses the approved Work Plan to manage fiscal and staff resources toward achieving the tasks prioritized by the Town Council and Board of County Commissioners. This is the opportunity for the Board of County Commissioners and Town Council to direct staff efforts and set public expectation for Long-Range projects that will occur from July 2021 to June 2022. The FY 22 Work Plan must be approved by both Town and County for it to be adopted.

STAFF ANALYSIS

Based on data in the 2021 Indicator Report, tasks from last year's Work Plan, and priorities identified in 2021 Town Council and Board of County Commissioners retreats and meetings, staff recommends these implementation projects as top priorities for FY 22 (July 2021 – June 2022):

JOINT TASKS	
In Progress (and to roll over to FY22)	**New**
• Northern South Park Neighborhood Plan • Indicator Data Standardization • Housing Nexus Study and Needs Assessment • Hwy 22 Capital Transportation Improvement Projects • Wildlife Crossings Master Plan Implementation	• Acquire ITP Implementation Lead
TOWN TASKS	
In Progress (and to roll over to FY22)	**New**
• Hillside LDRs Update • Definition of Family in LDRs • Review of Character Changes: Town Stable and Transitional Subareas • Water Quality Initiatives	• Town Streetscapes/Right-of-Way • Sign Standards • Climate Action Plan
COUNTY TASKS	
In Progress (and to roll over to FY22)	**New**
• Natural Resource Regulations (starting with Wildlife Friendly Fencing and Wildlife Feeding) • Hog Island (Subarea 7.2) Zoning • TCSPT Management	• Large Lot Subdivisions • Aspens (Subareas 12.1 & 12.3) Zoning • Tiered Wildlife Habitat Mapping • Development Exactions

At the May 3 JIM, more information was requested on the following tasks that are not currently included in the draft FY22 Work Plan but may be of interest to the Board and Council:

Fairgrounds Neighborhood Plan

Progress	0%	
Timeframe	January 2022-December 2022	
Task Lead	Long-Range Planning	
Resources	***FY22***	***Total***
Consulting Services (Town & County split TBD)	*$400,000*	*$400,000*
Long-Range Planning	*960 hrs.*	*960 hrs.*
County Planning Director	*40 hrs.*	*40 hrs.*
Town Planning Director	*100 hrs.*	*100 hrs.*
Town Com. Dev. Director	*200 hrs.*	*200 hrs.*
Town Planning	*40 hrs.*	*40 hrs.*

Task: Prepare a conceptual neighborhood plans for the Fairgrounds site (Subarea Sub Area: 3.3 - Rodeo

Grounds Institutional Area) to best allocate the community's remaining residential density within the overall cap in a manner that optimizes balanced Comprehensive Plan goals and informs future zoning decisions and development patterns. Although this task is identified as joint under the organizing principle of community-wide allocation of density, plans for this area can be led by Town staff. The neighborhood plan will include:

- Density and land use
- Affordability – Housing – Job Generation
- Project Goals and Objectives
- Market Analysis and Projected Population
- Fiscal Impacts
- Site design and general bulk and scale characteristics
- Multi-modal transportation connectivity and traffic impacts
- Community amenities and services (parks, schools, playgrounds, open space, etc.)
- Infrastructure (drinking water, sewer, drainage, electricity, etc.)
- Environmental impacts
- Implementation of Comprehensive Plan values
- Community and stakeholder engagement and participation

Comp Plan Strategies:

3.1.S.4: Explore growth boundaries and associated expansion regulations and criteria for Complete Neighborhoods in the Town and County

3.2.S.2: Identify locations for locally-oriented and visitor-oriented nonresidential uses within Complete Neighborhoods based on the Character Districts.

3.2.S.5: Evaluate and update regulations in Complete Neighborhoods to allow and promote the appropriate variety of housing types identified through the Character Districts.

3.2.S.8: Explore opportunities to enhance the ecological value, recreational value, and mobility opportunities associated with natural features within Complete Neighborhoods.

3.2.S.10: Identify locations in the County that may be appropriate for higher residential density to meet community-wide workforce housing goals but is also consistent with all three common values.

3.3.S.4: Develop neighborhood plans for specific areas within Character Districts as necessary.

3.3.S.6: Begin neighborhood planning (see Policy 3.3.c) the current Fairgrounds. The neighborhood planning effort should include: • An analysis of the appropriate use and amount of development, given the impact such development will have on existing infill opportunities elsewhere in Town (see Policy 3.1.a); • Discussion of the future location of the Teton County Fair; and • A resulting plan with enough detail to demonstrate and define how future development will optimize all 8 Chapter goals.

4.2.S.3: Initiate neighborhood plans for specific mixed-use subareas.

Status: This project would begin after the Northern South Park neighborhood plan has been completed and implementation is in place. Significant amounts of staff hours and funding are anticipated for this project, so other tasks in the draft Work Plan will need to be deprioritized for the Fairgrounds neighborhood plan to be feasible in FY22.

Teton Mapping Project

Progress	0%	
Timeframe	July 2021-June 2022	
Task Lead	Long-Range Planning	
Resources	***FY 22***	***Total***
Long-Range Planning	*50 hrs.*	*50 hrs.*

Town Com. Dev. Director	*20 hrs.*	*20 hrs.*
County Planning Director	*10 hrs.*	*10 hrs.*
Town Planning Director	*10 hrs.*	*10 hrs.*

Task: As described to staff by the project manager, " The Teton Mapping Project is a citizen-led effort to develop a GIS decision-support platform suitable for public engagement, scenario planning, and legislative and zoning decisions at local and regional levels. By creating an accessible user interface for the wealth of data collected by Teton County and the Town of Jackson over the years, the Project seeks to facilitate better decision-making in the future." Staff would serve in a support role to the project which is already underway and is being led by community members with external funding sources. Additional information on the scope and resources needed for this task is attached in the public comment section of this staff report.

Comp Plan Strategies:

Policy 9.3.a: Analyze new ideas: …it is essential that the Town and County act as a leader in developing innovative solutions to existing and future issues that sometimes require an outside-the-box style of thinking. Considering our place in the intact, but vulnerable, Greater Yellowstone Ecosystem, and our legacy of holding ourselves to a higher standard, we will be willing to analyze improbable futures, without expectation of immediate results, knowing that the innovative solutions we eventually pioneer will make a real impact. We will use scenario planning and analytics from outside the planning profession and stay committed to innovation, even when it is not yielding tangible progress.

Policy 9.3.c: Engage the public to seek new ideas Innovation requires new ideas. There are different forecasts of the future, and the issues that we will have to address. Engaging the public to identify new ideas and possible futures will be vital to the success of this principle. For the public to be encouraged to propose ideas, they will have to see their ideas being analyzed and truly considered, and people from outside the planning profession should be brought into the process to ensure the conversation is not limited by limited past experience.

Status: This project is not currently in the proposed FY22 Work Plan. This project is in initial phases and staff's participation up to this point has been informational only in the form of meetings to learn about project objectives. Should the Boards choose to have staff work further on this project it should be included in the FY22 work plan.

PLANNING COMMISSION ANALYSIS

The Town and County Planning Commissions met jointly on April 26, 2021 to review the 2021 Indicator Report and draft FY22 Work Plan presented by staff, discuss necessary changes, and make a recommendation to the Board of County Commissioners and Town Council.

The *County* Planning Commission voted 3:0 with Commissioners Rockey and Veihman absent to recommend approval of the draft FY22 Implementation Work Plan proposed by staff (dated April 21, 2021).

The *Town* Planning Commission voted 5:0 with Commissioners Lawson and Schuler absent to recommend approval of the draft FY22 Implementation Work Plan proposed by staff (dated April 21, 2021).

Discussion among Planning Commissioners on the proposed FY22 Work Plan included the following points. Please see the attached May 3, 2021 Staff Report for more detail:

- Fairgrounds Neighborhood Planning: should be included in the FY22 Work Plan or in a Work Plan for future years.
- Climate Action Plan should be joint instead of Town-only task
- Task of establishing Ecosystem Stewardship (Comp Plan Chapter 1) indicators should be prioritized.
- Water quality initiatives should be prioritized.

- Hwy 22 Capital projects and Wildlife Crossings Master Plan implementation should be integrated in approach with WYDOT and County/town engineering coordination.

ATTACHMENTS

1. Draft FY 22 Implementation Work Plan (dated June 2, 2021)
2. Public Comment
3. May 3 JIM Staff Report & Packet: https://www.tetoncountywy.gov/DocumentCenter/View/18258/0503JIM-Indicator-Report-and-Work-Plan-FINAL

STAKEHOLDER ANALYSIS

The Town of Jackson/Teton County community is a stakeholder and staff invites feedback from any community member or organization. This effort is guided by the adopted Comprehensive Plan which has undergone extensive public outreach in an effort to establish adopted Strategies for carrying out the Policies of the Comprehensive Plan.

PUBLIC COMMENT

Three commenters voiced support for dedication of staff hours toward the Teton Mapping Project, which is represented in the Staff Analysis section above. Written public comment received by Planning staff is attached to this staff report.

FISCAL IMPACT

Fiscal impacts associated with each identified project have been provided in the proposed Work Plan. Actual financial commitments will be considered by the elected officials as part of adoption of the Town and County budgets.

STAFF IMPACT

The FY 22 Implementation Work Plan accounts for all the Joint Long-Range Planning Department's time. It also requires time from Town Planning Staff, County Planning Staff as well as other Town and County Departments.

LEGAL REVIEW

County: Gingery
Town: Colasuonno

RECOMMENDATIONS

The Town and County Planning Commissions recommend **approval** of the FY 22 Implementation Work Plan dated April 21, 2021, as presented by staff. (The April 21, 2021 draft was updated April 28 and June 2, 2021 to reflect direction on budget requests and work hour estimates).

The Town Community Development Director and Planning Director and the County Planning Director recommend **approval** of the FY 22 Implementation Work Plan dated June 2, 2021.

SUGGESTED MOTIONS

Town Council: *I move to approve the proposed FY 22 Implementation Work Plan dated June 2, 2021.*

Board of County Commissioners: *I move to approve the proposed FY 22 Implementation Work Plan dated June 2, 2021.*

ATTACHMENT 1:

Jackson Teton County

FY 22 Implementation Work Plan

Comp Plan | ITP | Housing Action Plan   Draft: June 2, 2021

FY 22 Work Plan Introduction

The Jackson/Teton County Comprehensive Plan (Comp Plan), Integrated Transportation Plan (ITP), and Housing Action Plan (HAP) are adopted, and staff structures are in place to implement each plan. Implementation of the policies and strategies in the three plans is a fulltime workload for the individual departments and advisory boards responsible for each plan. This Work Plan for the 2022 fiscal year (FY 22 Work Plan) presents projects together from all three plans that require coordination between departments to illustrate the workload on those responsible for them all – the public, Town and County planners, Public Works, Housing Department, the Board of County Commissioners, and Town Council.

Purpose

The purpose of this Work Plan is to present all the community's upcoming coordinated planning projects for land use, transportation, and housing in one place so that the Board of County Commissioners and Town Council can prioritize their efforts, direct fiscal resources, and set expectations for the public on upcoming projects. Each "Task" in this Work Plan corresponds to completing one or more Strategy(ies) in the Comprehensive Plan, Integrated Transportation Plan or Housing Action Plan—tying broad community visions and values to action items and results. The strategy numbers listed throughout this Work Plan reference Strategies listed in the 2020 updated Comp Plan.

Scope

This FY22 Work Plan identifies tasks from the Comprehensive Plan, Integrated Transportation Plan, and Housing Action Plan that rely on coordinated planning resources through fiscal year 2022 (ending June 2022) and beyond. Tasks from the Integrated Transportation Plan and Housing Action Plan carried out by Public Works or the Housing Department beyond the coordinated planning stages are not included in this Work Plan but are represented in Work Plans for those departments. This Work Plan proposal was developed by staff to reflect interests of the Board of County Commissioners and Town Council but is presented as a draft with the expectation that joint discussion between the Board and Council may result in amendment of the Plan prior to approval. This Work Plan can be revisited and revised jointly throughout FY22 as necessary if staff or fiscal resources change or if priorities shift.

Planning Staff Capacity

This proposed Work Plan is designed to accommodate existing Long-Range staffing levels which include the County Long-Range Principal Planner (this position is proposed to become Joint Town & County in FY 22), Joint Senior Long-Range Planner and the County Associate Long-Range Planner. One important position yet to be filled is the ITP Implementation Lead/Transportation Director. This position has been vacant since March 2018. Without this position, some transportation tasks outlined in this Work Plan are delayed to future years. If filled in the coming year, this Work Plan can be revisited and amended to reflect increased staff capacity. Similarly, if the County or Town adds staff positions for water quality management, ecosystem stewardship, or sustainability coordination, this Work Plan can be revisited to expand and define associated work tasks. Additionally, an integral capacity consideration is the availability of the public, Planning Commissions, supporting Boards, and elected officials to engage in and direct the processes for all of the tasks under consideration.

FY22 Long-Range Planning Priorities

Staff recommends that in addition to annual and ongoing tasks listed in this Work Plan, the Town and County work together to prioritize joint long-range planning tasks for the 2022 fiscal year. The Town and County will also each individually prioritize Town-only and County-only long-range planning tasks. The following joint, Town-only, and County-only tasks are recommended for prioritization by staff for the coming fiscal year, in addition to the ongoing and annual tasks that consume much time and resources.

JOINT TASKS	
In Progress (and to roll over to FY22)	**New**
• Northern South Park Neighborhood Plan • Indicator Data Standardization • Housing Nexus Study and Needs Assessment • Hwy 22 Capital Transportation Improvement Projects • Wildlife Crossings Master Plan Implementation	• Acquire ITP Implementation Lead
TOWN TASKS	
In Progress (and to roll over to FY22)	**New**
• Hillside LDRs Update • Definition of Family in LDRs • Review of Character Changes: Town Stable and Transitional Subareas • Water Quality Initiatives	• Town Streetscapes/Right-of-Way • Sign Standards • Climate Action Plan
COUNTY TASKS	
In Progress (and to roll over to FY22)	**New**
• Natural Resource Regulations (starting with Wildlife Friendly Fencing and Wildlife Feeding) • Hog Island (Subarea 7.2) Zoning • TCSPT Management	• Large Lot Subdivisions • Aspens (Subareas 12.1 & 12.3) Zoning • Tiered Wildlife Habitat Mapping • Development Exactions

Table of Overall Tasks & Timeframes

Task	FY 21	FY 22
Comp Plan Implementation		
County Aspens Zoning Subarea 12.2 (390 Res.)		
Wildlife Friendly Fencing		
Town Hillside LDRs		
Northern South Park Neighborhood Plan		
Town Definition of Family		
Wildlife Feeding & Bear Conflict Update		
Town Character Change in Stable Areas		
Joint Standardized Indicator Data Collection		
County Hog Island Complete Neighborhood		
Town Water Quality Initiatives		
County Large Lot Subdivisions		
Town Sign Standards		
County Aspens Zoning Update: Subarea 12.1 & 12.3		
Town Climate Action Plan		
County Natural Resource LDR – Habitat Mapping		
County Exactions		
Teton County Scenic Preserve Trust Management		
LDR and Zoning Map Amendment Applications		
Joint Annual Indicator Report		
Joint Annual Work Plan		
Annual LDR Cleanup		
LDR and Comp Plan Education and Outreach		
Data Requests		
Other Comp Plan Coordination		
Integrated Transportation Plan Implementation		
ITP Implementation Lead		
Town Road/Utility LDRs		
County WY22 Capital Project Group 1 Charter/Concept Design		
Joint Local East-West Connection Capital Project Group 4 Charter/Concept Design		
Wildlife Crossings Master Plan Implementation		
Housing Action Plan Implementation		
Housing Nexus Study		
Annual Compliance and Education		
Housing Rules & Regulations Annual Clean Up		
Housing Capital Projects		
Housing Capital Programs		
Data Collection and Analysis		

Ecosystem Stewardship	Growth Management	Quality of Life	Achieving our Vision

County Budget Requests

Northern South Park	$25,000
Hog Island Zoning Update	$5,000
Aspens Zoning Update	$50,000
Tiered Habitat Mapping	$10,000
TCSPT Monitoring	$17,030
Total	**$107,030**

Town Budget Requests

Northern South Park	$20,000
LDR Codification	$7,500
Tiered Habitat Mapping	$5,000
Housing Nexus Study	$125,000
Total	**$157,500**

Work Plan Tasks

The following tasks are organized chronologically based on Fiscal Year and are color-coded by the representative Comprehensive Plan Common Value each task implements.

Ecosystem Stewardship

Growth Management

Quality of Life

Achieving Our Vision

Each Work Plan task is represented by an individual chart and narrative. The "**progress**" measure is the percent of task completion at the time this Work Plan was drafted. In the "**resources**" fields, amounts under FY 21 are estimated staff hours used and money to be spent on consultant services by the end of June 2021 (which may be more or less than what was initially budgeted). For years prior to FY 21, those values are for time/money actually spent (which may be more or less than what was initially budgeted). Any estimated values can be updated once the 2021 Fiscal Year has ended and the 2022 Fiscal Year budget has been approved.

FY21 Tasks

These tasks are currently underway and are anticipated for completion by the end of the 2021 Fiscal Year in June 2021. The bulk of fiscal resources and staff time have already been allocated and used for these efforts and no additional budget or staff time is requested for FY 22.

County Aspens Zoning Update: Subarea 12.2 (390 Residential)

Progress	95%	
Timeframe	August 2020-April 2021	
Task Lead	Long-Range Planning	
Resources	***FY 21***	***Total***
Long-Range Planning	*450 hrs.*	*450 hrs.*
County Planning Director	*20 hrs.*	*20 hrs.*
County Planning	*20 hrs.*	*20 hrs.*

Task: Update the zoning in the Aspens Character District to implement the updated Comprehensive Plan. Use applicable Town zoning as a starting point to create new County zones that preserve and enhance the character of the Subarea. Rezoning District 12 Aspens/Pines will be split into two separate tasks by separate Comp Plan Subareas: the 390 Residential corridor (12.2 Subarea), then updates to the Aspens and Teton Pines Master Plans (12.1 and 12.2 Subareas). This task reflects only the work for Subarea 12.2. The work for Subareas 12.1 and 12.3 are included as a separate task in Section FY 23 of this Work Plan, below.

Comp Plan Strategies:

3.2.S.1: Update zoning and land development regulations within Complete Neighborhoods to achieve the desired character for Complete Neighborhoods as established in Character Districts

3.2.S.2: Identify locations for locally-oriented and visitor-oriented nonresidential uses within Complete Neighborhoods based on the Character Districts.

3.2.S.3: Update land development regulations for nonresidential areas within Complete Neighborhoods to encourage ground floor vitality and flexible mixed use

3.2.S.5: Evaluate and update regulations in Complete Neighborhoods to allow and promote the appropriate variety of housing types identified through the Character Districts.

3.2.S.6: Evaluate and update design regulations to encourage quality public space.

Status: This Task is nearly complete. The Board of County Commissioners approved an LDR Text Amendment and Zoning Map Amendment for this task on April 13, 2021. The only remaining work is for staff to file the amendments with the County Clerk and update the County LDRs and Zoning Map accordingly.

Natural Resource LDRs – Wildlife Friendly Fencing Update

Progress	60%	
Timeframe	January 2021 – June 2021	
Task Lead	County Planning	
Resources	***FY 21***	***Total***
Long-Range Planning	*200 hrs.*	*200 hrs.*
County Planning Director	*20 hrs.*	*20 hrs.*

County Planning	*20 hrs.*	*20 hrs.*

Task: Update the existing Wildlife Friendly Fencing requirements in section 5.1.2 of the Land Development Regulations to correct implementation issues, increase wildlife permeability, and provide clarity of use for the community. Work with local experts including ecologists, ranchers, non-profit organizations, and governmental agencies to update the existing language. The County will take the lead on this effort as it has broader applicability in the County. The Town may ultimately adopt those portions relevant in Town but may do so through a later, separate process once the County has refined the standards through its adoption process.

Comp Plan Strategies:

1.1.S.4: Evaluate and amend wildlife protection standards for development density, intensity, location, clustering, permeability, and wildlife-human conflict.

Status: A first draft of the updated language has been reviewed by stakeholders and technical agencies. Comments are currently being addressed and an updated draft will be circulated for review this spring along with anticipated public hearings completed by Summer 2021.

FY22 Tasks - In Progress

These tasks are currently underway, and work will continue into FY 22 or beyond. FY 22 budget requests may include fiscal resources needed to continue these tasks. No prioritization of these tasks is needed since they were already prioritized in the FY 21 Work Plan, unless there is interest in changing the scope, timeline or resource allocation.

Town Hillside LDRs							
Progress	80%						
Timeframe	July 2018- August 2021						
Task Lead	Long Range Planning						
Resources	*FY 17*	*FY 18*	*FY 19*	*FY20*	*FY 21*	*FY 22*	*Total*
Consulting Services (Town)	*$ 0*	*$ 0*	*$ 0*	*$31,269*	*$1,970*	*$0*	*$33,239*
Long-Range Planning	*20 hrs*	*40 hrs*	*110 hrs*	*70 hrs*	*50 hrs*	*50 hrs*	*340 hrs*
Town Com. Dev. Director	*0 hrs*	*0 hrs*	*20 hrs*	*20 hrs*	*20 hrs*	*10 hrs*	*70 hrs*
Town Engineer	*0 hrs*	*0 hrs*	*20 hrs*	*20 hrs*	*40 hrs*	*40 hrs*	*120 hrs*
Town Planning Director	*0 hrs*	*0 hrs*	*20 hrs*	*20 hrs*	*40 hrs*	*40 hrs*	*120 hrs*
Town Planning	*0 hrs*	*0 hrs*	*20 hrs*	*0 hrs*	*0 hrs*	*10 hrs*	*30 hrs*

Task: Update Town hillside regulations to incorporate improved landside, rockfall, liquefaction, seismic, and avalanche hazard information and implement best practices for identifying, avoiding, and mitigating risks of development in hazardous areas. The County may ultimately adopt those portions relevant in the County but may do so through a later, separate process once the Town has refined the standards through its adoption process.

Comp Plan Strategies:
3.4.S.1: Study and map avalanche and landslide areas.
3.4.S.3: Evaluate and update development regulations for naturally hazardous areas based on mapping.

Status: Originally identified in the FY16 Work Plan as a subtask of a greater set of miscellaneous amendments; begun in June 2017 but put on hold because of the prioritization of the Engage 2017 projects; taken up again following the conclusion of the Engage 2017 projects. The consultant group has provided draft hillside development regulations and a hazard map for consideration. The drafts provided were not consistent with the format or processes already formalized by existing Town regulations, so staff has spent significant time adjusting and editing these documents before public release and review. The next step is gathering responses to the draft regulations and map from the stakeholder group comprised of local geological and engineering technical experts and then the text and map amendment proposals will be considered by the Town Planning Commission and Town Council.

Northern South Park (Subarea 5.6) Neighborhood Plan			
Progress	40%		
Timeframe	December 2020-August 2021		
Task Lead	Long-Range Planning		
Resources	***FY21***	***FY22***	***Total***
Consulting Services (County)	*$225,000*	*$25,000*	*$250,000*

Consulting Services (Town)	*$130,000*	*$20,000*	*$150,000*
Long-Range Planning	*800 hrs.*	*350 hrs.*	*1150 hrs.*
County Planning Director	*200 hrs.*	*100 hrs.*	*300 hrs.*
Town Planning Director	*40 hrs.*	*10 hrs.*	*50 hrs.*
Town Com. Dev. Director	*200 hrs.*	*100 hrs.*	*300 hrs.*
County Planning	*10 hrs.*	*10 hrs.*	*20 hrs.*
Town Planning	*10 hrs.*	*0 hrs.*	*10 hrs.*
Joint Housing Director	*80 hrs.*	*80 hrs.*	*160 hrs.*

Task: Prepare conceptual neighborhood plan for Northern South Park to best allocate the community's remaining residential density within the overall cap in a manner that optimizes balanced Comprehensive Plan goals and informs future zoning decisions and development patterns. Although this task is identified as joint under the organizing principle of community-wide allocation of density, this neighborhood planning process is led by County staff. The neighborhood plan will include:

- Density and land use
- Affordability – Housing – Job Generation
- Project Goals and Objectives
- Market Analysis and Projected Population
- Fiscal Impacts
- Site design and general bulk and scale characteristics
- Multi-modal transportation connectivity and traffic impacts
- Community amenities and services (parks, schools, playgrounds, open space, etc.)
- Infrastructure (drinking water, sewer, drainage, electricity, etc.)
- Environmental impacts
- Implementation of Comprehensive Plan values
- Community and stakeholder engagement and participation

Comp Plan Strategies:

3.1.S.4: Explore growth boundaries and associated expansion regulations and criteria for Complete Neighborhoods in the Town and County

3.2.S.1: Update zoning and land development regulations within Complete Neighborhoods to achieve the desired character for Complete Neighborhoods as established in Character Districts.

3.2.S.2: Identify locations for locally-oriented and visitor-oriented nonresidential uses within Complete Neighborhoods based on the Character Districts.

3.2.S.5: Evaluate and update regulations in Complete Neighborhoods to allow and promote the appropriate variety of housing types identified through the Character Districts.

3.2.S.8: Explore opportunities to enhance the ecological value, recreational value, and mobility opportunities associated with natural features within Complete Neighborhoods.

3.3.S.4: Develop neighborhood plans for specific areas within Character Districts as necessary.

3.3.S.5: Begin neighborhood planning (see Policy 3.3.c) Northern South Park. The neighborhood planning effort should include: • An analysis of the appropriate amount of development, given the impact such development will have on existing infill opportunities elsewhere in Town because of the overall cap on additional residential units (see Policy 3.1.a); • Reference Town zoning concepts for guidance and use Town infrastructure standards; and • A resulting plan with enough detail to demonstrate and define how future development will optimize all 8 Chapter goals.

4.3.S.1: Initiate neighborhood plans for Transitional Subareas.

Status: The County is under contract with Opticos Design for this project, which is in Phase 3 (of 5 phases), with completion anticipated in August 2021. A more detailed status update was recently presented to the Board of County Commissioners and Town Council on April 12, 2020 and can be viewed here" http://jacksontetonplan.com/DocumentCenter/View/1771/April-12-JIM-Progress-Update

Town Update to LDRs for Definition of Family

Progress	5%		
Timeframe	April 2021-August 2021		
Task Lead	Town Planning		
Resources	***FY21***	***FY22***	***Total***
Long-Range Planning	*8 hrs.*	*0 hrs.*	*8 hrs.*
Town Planning Director	*20 hrs.*	*20 hrs.*	*40 hrs.*
Town Com. Dev. Director	*20 hrs.*	*50 hrs.*	*70 hrs.*

Task:. The project will look into whether the Town should modify, remove, or keep its current definition for "family" in the LDRs. A request has been made by some members of the community to delete the current definition out of concern that the current definition does not allow more than three unrelated people to live together in most types of dwelling units which may discriminate against certain members of the community, especially those who are renters and who are most vulnerable to the extremely high local housing costs. The sentiment expressed is that as household living arrangements continue to broaden and diversify, the government should not hinder these living arrangements or prevent people from choosing to live with more than three unrelated people. Staff will look at how other peer communities define family and whether the Town should make changes to its own definition.

Comp Plan Strategies:

3.2.S.1: Update zoning and land development regulations within Complete Neighborhoods to achieve the desired character for Complete Neighborhoods as established in Character Districts

3.2.S.2: Identify locations for locally-oriented and visitor-oriented nonresidential uses within Complete Neighborhoods based on the Character Districts.

3.2.S.3: Update land development regulations for nonresidential areas within Complete Neighborhoods to encourage ground floor vitality and flexible mixed use

3.2.S.5: Evaluate and update regulations in Complete Neighborhoods to allow and promote the appropriate variety of housing types identified through the Character Districts.

3.2.S.6: Evaluate and update design regulations to encourage quality public space.

Status:. This item was presented at the April 19, 2021 Town Council Workshop, at which time staff was provided with further direction to amend the LDRs.

County Natural Resource LDRs – Wildlife Feeding & Bear Conflict Area LDR Update

Progress	5%		
Timeframe	March 2021-October 2021		
Task Lead	County Planning		
Resources	***FY 21***	***FY22***	***Total***

Long-Range Planning	*50 hrs.*	*200 hrs.*	*250 hrs.*
County Planning Director	*20 hrs.*	*20 hrs.*	*40 hrs.*
County Planning	*20 hrs.*	*20 hrs.*	*40 hrs.*

Task: Update the existing Wild Animal Feeding section (in section 5.1.3) and Bear Conflict Area Standards (in section 5.2.2) of the County Land Development Regulations to update and correct the language based on modern data and information related to wildlife and human conflicts occurring today. This update will also include language which would increase enforceability of violations occurring within these sections. The County will work with local experts including ecologists, non-profit organizations, County Code Enforcement, and partnering governmental agencies to update the existing language. The County will take the lead on this effort as it has broader applicability in the County. The Town may ultimately adopt those portions relevant in Town but may do so through a later, separate process once the County has refined the standards through its adoption process.

Comp Plan Strategies:

1.1.S.4: Evaluate and amend wildlife protection standards for development density, intensity, location, clustering, permeability, and wildlife-human conflict.

Status: County staff has begun coordinating this effort with Integrated Solid Waste & Recycling's "Pay as you Throw" effort. The updates to the bear proof trash containers dovetail with the new trash receptacles required for the Pay as you Throw Program, therefore a coordinated roll-out of this effort is most efficient for the community. Draft work has also been completed with feedback from community experts related to wildlife feeding, compost storage, and other wildlife attractants which cause issues in developed neighborhoods. Staff is anticipating a draft release late summer with implementation strategies for bear proof trash containers as well.

Town Review of Character Change in Town Stable & Transitional Districts

Progress	5%		
Timeframe	May 2021- October 2021		
Task Lead	Community Development Director		
Resources	*FY 21*	*FY 22*	*Total*
Town Planning Director	*10 hrs.*	*30 hrs.*	*40 hrs.*
Town Com. Dev. Director	*10 hrs.*	*60 hrs.*	*70 hrs.*

Task: Review the Town stable and transitional areas regarding desired community character compared to observed and data-based recent change. Data collection and analysis in the form of a study will provide initial information, but the project scope is yet to be determined. This task may result in amendments to the LDRs to better implement the Comp Plan vision for these areas.

Comp Plan Strategies:

Policy 3.2.a Enhance Quality, Desirability and Integrity of Complete Neighborhoods - This Policy is in place for stable neighborhoods which may "be enhanced by infill that is consistent with existing pattern and scale of development and includes additional amenities to make the most appropriate places for development more enjoyable places to live." Many developed neighborhoods are seeing a shift in character as many infill projects include purchase of an older residence, tear down, and re-build with a much larger structure.

3.3.b Provide predictability in land use decisions – Updating these regulations may increase predictability by all including land owners wishing to complete infill development, and neighbors to said development so that folks can generally expect what to see as the result of additional infill being constructed.

3.3.e Preserve historic Structures and Sites – While this Policy speaks to preservation of historic structures, much of a historic building also includes the character of the site around it. New infill development adjacent to historic sites must consider existing character and how the new development will fit within the historic context of the existing neighborhood.

4.1.c. Promote Compatible Infill and Redevelopment that fits Jackson's neighborhoods – "…redevelopment will be compatible in scale, use and character in Stable Subareas…"

Status: The Town Council has asked that this effort be included in the workplan for further discussion of priorities and resources. This effort has begun with preliminary direction from the Town Council but is still in the data collection phase.

Joint Standardized Indicator Data Collection – Implementation of Smart Gov System

Progress	80%				
Timeframe	August 2012-November 2021				
Task Lead	Long-Range Planning, Town Planning, County Planning				
Resources	*FY 19*	*FY20*	*FY 21*	*FY 22*	*Total*
Upfront One Time Software Costs (County)	*$ 0*	*$18,500*	*$68,000*	*$ 0*	*$86,500*

Upfront One Time Software Costs (Town)	*$ 0*	*$0*	*$59,000*	*$ 0*	*$59,000*
Long-Range Planning	*55 hrs.*	*145 hrs.*	*40 hrs.*	*100 hrs.*	*340 hrs.*
County Planning Director	*10 hrs.*	*10 hrs.*	*0 hrs.*	*50 hrs.*	*70 hrs.*
County Planning	*40 hrs.*	*40 hrs.*	*0 hrs.*	*200 hrs.*	*280 hrs.*
Town Planning Director	*10 hrs.*	*80 hrs.*	*40 hrs.*	*100 hrs.*	*230 hrs.*
Town Planning	*40 hrs.*	*0 hrs.*	*40 hrs.*	*75 hrs.*	*155 hrs.*
Housing Director	*0 hrs.*	*0 hrs.*	*2 hrs.*	*10 hrs.*	*12 hrs.*

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

Comp Plan Strategies:
Policy 9.2.a: Monitor indicators annually

Status: This task was identified in the original FY13 Work Plan. Efforts to establish and document indicator methodology have been completed. The 2020 GMP/Comp Plan Update refined and amended indicators. Consulting services for the 2020 Annual Indicator Report allowed for current methodologies to be analyzed and standardized in preparation for the updated indicator report. Both Town and County are switching from current inadequate database software (TRAKiT and Cityview, respectively) to SmartGov software. These updates will provide consistent management of data between Town and County and will eliminating the need for extensive data cleaning and processing. Additional efficiencies in plan review and permit tracking for both Planning and Building Divisions will result from this update.

County Hog Island Zoning

Progress	5%		
Timeframe	May 2021-November 2021		
Task Lead	Long-Range Planning		
Resources	*FY 21*	*FY 22*	*Total*
Consulting Services (County)	*$0*	*$5,000*	*$5,000*
Long-Range Planning	*50 hrs.*	*300 hrs.*	*350 hrs.*
County Planning Director	*5 hrs.*	*50 hrs.*	*55 hrs.*
County Planning	*0 hrs.*	*40 hrs.*	*40 hrs.*

Task: Update the zoning for the Hog Island Home Business area (Subarea 7.2).

Comp Plan Strategies:

3.2.S.1: Update zoning and land development regulations within Complete Neighborhoods to achieve the desired character for Complete Neighborhoods as established in Character Districts

3.2.S.2: Identify locations for locally-oriented and visitor-oriented nonresidential uses within Complete Neighborhoods based on the Character Districts.

3.2.S.3: Update land development regulations for nonresidential areas within Complete Neighborhoods to encourage ground floor vitality and flexible mixed use

3.2.S.5: Evaluate and update regulations in Complete Neighborhoods to allow and promote the appropriate variety of housing types identified through the Character Districts.

6.2.S.3: Maintain locations for light industry, and evaluate and update regulations relating to live-work light industry opportunities.

6.3.S.2: Evaluate and update land use regulations to foster a positive atmosphere and attract appropriate types of business to the community. Promote the types of uses that provide middle income jobs and promote entrepreneurship.

Status: This Task will begin this spring.

Joint Housing Nexus Study & Regional Housing Needs Assessment

Progress	10%		
Timeframe	March 2021-February 2022		
Task Lead	Housing Department		
Resources	***FY21***	***FY22***	***Total***
Consulting Services (Housing Dept.)	*$0*	*$300,000*	*$300,000*
Housing Department	*20 hrs.*	*200 hrs.*	*220 hrs.*
Long-Range Planning	*10 hrs.*	*40 hrs.*	*50 hrs.*
County Planning Director	*20 hrs.*	*20 hrs.*	*40 hrs.*
Town Planning Director	*20 hrs.*	*20 hrs.*	*40 hrs.*
Town Com. Dev. Director	*20 hrs.*	*100 hrs.*	*120 hrs.*

Task: These studies will provide 1) the legal nexus for the housing mitigation program and 2) a look ahead at what the demand for workforce housing will be over the next decade.

Comp Plan Strategies:
Policy 5.3.a: Mitigate the impacts of growth on housing

Housing Action Plan Initiatives:
4B: Monitor need to determine funding strategies
5C: Require mitigation of employees generate by growth that cannot afford housing

Status: A Request for Proposals from interested consultants has been completed and a consultant will be selected in May 2021.

Town Water Quality Initiatives			
Progress	5%		
Timeframe	December 2021-June 2022		
Task Lead	Town Public Works		
Resources	***FY 21***	***FY 22***	***Total***
Long-Range Planning	*0 hrs.*	*10 hrs.*	*10 hrs.*
Town Public Works	*0 hrs.*	*100 hrs.*	*100 hrs.*
Town Com. Dev. Director	*5 hrs.*	*20 hrs.*	*25 hrs.*
Town Planning Director	*0 hrs.*	*10 hrs.*	*10 hrs.*

Task: A clear priority of the 2020 Comprehensive Plan update was the need to maintain and enhance water quality, which is essential to both ecosystem and human health. This task includes three action components:

1. Wastewater Treatment Facility Study (Town)
2. Stormwater Management Program (Town)
3. Wastewater Master planning effort (support County)

Comp Plan Strategies:
1.2.S.1: Evaluate and update natural resource protection standards for waterbodies, wetlands and riparian areas.
1.2.S.2: Evaluate and update surface water filtration standards, focusing on developed areas near important waterbodies.

Status: Town staff have taken preliminary steps to conduct a second technical review of the Jackson Wastewater Treatment Facility (Plant) and its overall treatment processes. The overarching goal of this project is to ensure water quality in the Snake River. Town is also working with Ducks Unlimited to finalize permitting for the tertiary wetland expansion project which is slated to begin construction in 2022. The overall purpose of the wetland project is to increase water quality prior to discharge into the Snake River. Town is finalizing a scope of work to issue an RFQ this spring/summer for technical experts to perform this review. For the Stormwater Management Program, Town hired Wood Environment & Infrastructure Solutions, Inc. to complete Phase 1, assisting staff in preparing a full scope of work, schedule, and cost estimate to budget for and issue an RFP to develop a Town Stormwater Management Program. Phase 1 is complete, and staff hopes to release the RFP for Phase 2 in the coming months. Phase 2 is the work to be done by selected consultant(s) to complete a Stormwater Management Program for the Town including: a review of existing data, development of a comprehensive Stormwater Program, and implementation. The Town hired Otak, Inc. and will hire Y2 Consultants, LLC to complete item 2.2 Mapping on the above list. Other portions of the Phase 2 scope may be performed in advance of the larger Phase 2 contract. For County-wide wastewater planning, Teton County staff, along with partners Protect our Waters JH and the Teton Conservation District, have begun developing a strategy to address Comprehensive Water Quality Planning. The goal of Phase 1 of this initiative is to develop a plan to guide programs and capital projects that improve management of water quality throughout Teton County. This effort will be predominantly performed by a contracted consultant. Teton County will serve as the lead/contracting entity, with other partners contributing funding and/or staff resources as they are able. Following are the immediate steps planned:

- Prepare a Request for Qualifications (RFQ), conduct selection process and bring consultant recommendation to the Board of County Commissioners.
- Agree to roles and responsibilities within the partnering entities; and
- Work with the contractor to prepare a project scope of work, deliverables, work plan and estimated cost focused on the following goals:
  - Begin Water Quality Data Collection, Assessment and Monitoring Plan
  - Begin Source Water Protection Zone Program in conjunction with Water Quality Planning effort
  - Update LDRs associated with water quality

Town Public Works staff has been involved in reviewing and providing comment on the work completed to date.

County WY22 Capital Project Group 1 Design Highway 22 projects, Tribal Trail Connector

Progress	35%			
Timeframe	Ongoing for Snake River Bridge/Intersection			
Task Lead	County Public Works			
Resources	***FY 19***	***FY20***	***FY22***	***Total***
County Pro. Services (Public Works)	*$ 30,000*	*$300,000*	*$800,000*	*$1,130,000*
Long-Range Planning	*40 hrs.*	*30 hrs.*	*10 hrs.*	*80 hrs.*
County Planning Director	*40 hrs.*	*60 hrs.*	*40 hrs.*	*140 hrs.*
Town CD Director	*20 hrs.*	*30 hrs.*	*40 hrs.*	*90 hrs.*
County Engineering	*160 hrs.*	*800 hrs.*	*800 hrs.*	*1760 hrs.*

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

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

Status: This task is comprised of the following projects:

- Tribal Trails Connector, New Roadway. ***Status:*** 25% Complete—initial design phase.
- WY22 Multilane, Multimodal Improvements, BRT/HOV, Jackson to WY390. ***Status:*** Initiated and

ongoing. WYDOT is project lead and has moved up the planning in their STIP to 2024.

- WY22 Pathway, Wilson to Jackson. ***Status:*** Continuing planning and design to prepare construction documents for Segment 2 (Raptor Center to Hardeman) and Segment 3 (Hardeman to Stilson Connection). This project is included in the 2020 Teton County BUILD grant. Expect planning for this project to be complete in 2021 (full construction documents, easement acquisition, and permitting). Construction timeline is anticipated in late 2021/2022.
- WY22 Wildlife Permeability, Jackson to WY390. ***Status: Planning/design of structures on Snake River Bridge Project*** 90% Complete. Implementation of the Wildlife Crossing Master Plan is underway. See Wildlife Crossings Master Plan Implementation for more details.

Wildlife Crossings Master Plan Implementation

Progress	15%		
Timeframe	ongoing – 2030		
Task Lead	County Public Works		
Resources	***FY 20***	***FY22***	***Total***
County Pro. Services	*$50,000*	*$650,000 (SPET)*	*$700,000*
ToJ Pro. Services	*TBD*		*TBD*
County Planning Director	*Ongoing*		*Ongoing*
Town Planning Director	*Ongoing*		*Ongoing*
County Engineering	*Ongoing*		*Ongoing*

Task: Developing safe wildlife crossings benefits wildlife and human safety and welfare. The Wildlife Crossings Master Plan was completed in May 2018. Implementing its recommendations will be an ongoing project over the next 5-10 years.

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

Status: Wildlife Crossings Master Plan has been completed. Implementation is in initial stages with SPET funding approved. County Public Works is continuing work on the crossings at the 22-390 intersection and beginning work on the other priority locations , all in cooperation with WYDOT.

FY22 Tasks - New

The following tasks have not yet begun, and prioritization of timeline, staff and fiscal resources is needed. This section is the primary focus of setting the FY 22 Work Plan.

ITP Implementation Lead		
Progress	0%	
Timeframe	ASAP in FY 22	
Task Lead	County Administration	
Resources	***FY 22***	***Total***
Consulting Services (joint)		
Town Com. Dev. Director		
County Planning Director		
Public Works		

Task: Establish and fill ITP Implementation Lead:

1) ITP Lead responsibilities will include:
    a. Lead the transportation Technical Advisory Committee;
    b. Coordinate Town Public Works, County Public Works, Southern Teton Area Rapid Transit (START) and Wyoming Department of Transportation (WYDOT) work on Capital Group 1 network and project planning and design, with a focus on WY-22 and planning for Bus Rapid Transit (BRT) service between Town and Teton Village (see Integrated Transportation Plan (ITP) Chapters 2 and 5);
    c. Provide coordination and support to the START and Pathways programs; and,
    d. Develop and implement ITP performance monitoring and reporting.
2) Tasks needed to accomplish filling the position:
    a. Complete Position Analysis Questionnaire (PAQ) for the ITP Implementation Lead position and work with County Human Resources and consultant to develop job description and salary determination; and,
    b. Conduct hiring process.

<u>- ITP Implementation Lead to begin implementation of 2021-2022 ITP Actions (See page 48-49 of ITP)</u>

1) Prioritize and create a work plan for completing ITP Actions, including pursuit of an RTPO/RTA governance structure;
2) Identify relevant partners and stakeholders for each ITP Action, and the responsibilities/contributions needed from each entity;
3) Identify and strategize how to secure any additional resources needed to complete prioritized ITP Actions; and,
4) Plan and implement ITP Actions in accordance with the timelines established in the work plan and in coordination with relevant partners/stakeholders.

Status: If this position is funded in the FY22 budget, this task and status will be updated to specify staff hours and services needed to successfully fill the position.

County Large Lot Subdivisions

Progress	0%	
Timeframe	August 2021-January 2022	
Task Lead	Long-Range Planning	
Resources	***FY22***	***Total***
Long-Range Planning	*80 hrs.*	*80 hrs.*
County Planning Director	*10 hrs.*	*10 hrs.*
County Planning	*10 hrs.*	*10 hrs.*

Task: Update the LDRs to require large lot subdivisions (35+ acres) that are exempt from the County review process by State law to document the provision or lack of infrastructure for the subdivision. The objective is to avoid problems experienced elsewhere in Wyoming where buyers of lots created via State-exempt subdivision are not made aware that purchased lots are essentially undevelopable due to lack of feasible connection to water, sewer, electrical, etc.

Comp Plan Strategies:
3.1.b. Direct Development toward suitable complete Neighborhood subareas.

3.1.c Maintain rural character outside of Complete Neighborhoods

Status: This Task has not begun, but some coordination with the County Attorney's Office to obtain background information has occurred.

Town Streetscapes/Right of Way

Progress	0%	
Timeframe	July 2021-June 2022	
Task Lead	Pathways	
Resources	***FY22***	***Total***
Pathways	*40 hrs.*	*40 hrs.*
Long-Range Planning	*20 hrs.*	*20 hrs.*
Town CD Director	*20 hrs.*	*20 hrs.*
Town Planning Director	*40 hrs.*	*40 hrs.*

Task: Town updates for bike parking LDRs and utility/construction standard details, details for driveway crossings on attached and detached sidewalks details, and curb ramps..

Comp Plan Strategies:

7.2.S.1: Develop a Countywide Integrated Transportation Plan
7.3.S.2: Consider specific provisions for current planning review to require alternative transportation components in new development.

Status: These are seen as minor amendments that can be achieved with current staff in Pathways, Community Development and Engineering as time allows.

County Aspens Zoning Update: Subareas 12.1 and 12.3

Progress	0%	
Timeframe	November 2021-September 2022	
Task Lead	Long-Range Planning	
Resources	***FY22***	***Total***
Consulting Services (County)	*$50,000*	*$ 50,000*
Long-Range Planning	*832 hrs.*	*832 hrs.*
County Planning Director	*90 hrs.*	*90 hrs.*
County Planning	*20 hrs.*	*20 hrs.*

Task: Second phase of the Aspens Character District zoning update to implement the 2020 Comprehensive Plan. This portion of the Aspens update is expected to be more time consuming than the first phase as there are several PUDs and commercial properties to examine (Aspens commercial and residential areas, Teton Pines). The County will create new County zones and clean up Master Plans for these Subareas that balance the existing character of the multi-family and commercial development with the goals outlined in the Comprehensive Plan.

Comp Plan Strategies:
3.2.S.1: Update zoning and land development regulations within Complete Neighborhoods to achieve the desired character for Complete Neighborhoods as established in Character Districts
3.2.S.2: Identify locations for locally-oriented and visitor-oriented nonresidential uses within Complete Neighborhoods based on the Character Districts.
3.2.S.3: Update land development regulations for nonresidential areas within Complete Neighborhoods to encourage ground floor vitality and flexible mixed use
3.2.S.5: Evaluate and update regulations in Complete Neighborhoods to allow and promote the appropriate variety of housing types identified through the Character Districts.
3.2.S.6: Evaluate and update design regulations to encourage quality public space.

Status: This task has not yet begun.

Town Sign Standards Update

Progress	0%	
Timeframe	January 2022-June 2022	
Task Lead	Town Planning	
Resources	***FY 22***	***Total***
Long-Range Planning	*20 hrs.*	*20 hrs.*
Town Planning	*50 hrs.*	*50 hrs.*
Town Planning Director	*130 hrs.*	*130 hrs.*

Task: Update Town sign standards to fix inconsistencies and deficiencies in current standards created by emergency LDR amendment required by federal law. In addition, make overdue improvements to design and materials standards and permitting procedures.

Comp Plan Strategies:
3.2.S.6: Evaluate and update design regulations to encourage quality public space.

Status: This task has not yet been started but will begin after the Town LDR clean-up has been completed.

Town Climate Action Plan

Progress	0%	
Timeframe	July 2021-June 2022	
Task Lead	Town Community Development	
Resources	***FY 22***	***Total***
Com. Dev. Director	*100 hrs.*	*100 hrs.*
Long-Range Planning	*20 hrs.*	*20 hrs.*

Task: Work with a consultant team or the local Climate Action Plan working group to complete a Climate Action Plan for the Town focusing on the Comprehensive Plan goal to "Emit less greenhouse gases than we did in 2012."

Comp Plan Strategies:
2.G.S.2 Develop an Emissions Reduction and Climate Action Plan to identify potential solutions and strategies to reduce our contribution to climate change and better position the Town and County to be able to deal with potential impacts of a changing climate. The Plan should outline implementation responsibilities, and include adaptation measures specific to the potential impacts of climate change on our economy.

Status: This task has not yet begun. Next steps are to direct staff to dedicate staff capacity to assist in the development of a community wide Climate Action Plan. This plan should include an update to the Comprehensive Plan, Chapter 2: Climate Sustainability as described above. The Town will need to identify a lead staff person(s) for this effort. To date, the Assistant Public Works Director has been most involved, along with some initial participation by the START Director and Community Development Director. At this time there is no budget request associated with this item in the proposed FY22 Budget.

County Natural Resource LDRs – Tiered Habitat Mapping & LDR Update

Progress	70%					
Timeframe	To be determined prior to FY23					
Task Lead	County Planning					
Resources	***FY 17***	***FY 18***	***FY 19***	***FY 20***	***FY22***	***Total***
Consulting Services (Town)	*$ 3,000*	*$7,000*	*$0*	*$0*	*$5,000*	*$ 15,000*
Consulting Services (County)	*$ 22,000*	*$ 43,000*	*$0*	*$0*	*$10,000*	*$ 75,000*
Long-Range Planning	*100 hrs.*	*200 hrs.*	*200 hrs.*	*0 hrs.*	*400 hrs.*	*700 hrs.*
County Planning Director	*20 hrs.*	*80 hrs.*	*80 hrs.*	*0 hrs.*	*20 hrs.*	*200 hrs.*
Town Com. Dev. Director					*10 hrs.*	*10 hrs.*
County Planning	*100 hrs.*	*400 hrs.*	*400 hrs.*	*0 hrs.*	*30 hrs.*	*930 hrs.*

Task: Continue to finalize the tiered habitat map previously started and drafted in September of 2018. County Planning is asking to utilize funds and contract with local experts on this project to most efficiently finalize the work that has been completed to date. Due to the cost of this effort the County would expect to prepare a Request for Proposals and evaluate the cost/timing to finalize this effort. The effort would at a minimum utilize the vegetation mapping (completed in 2013) and focal habitat study (completed in 2017) to update the Natural Resources Overlay (NRO) and other natural resource protection standards. Habitat protection will be updated to be a tiered system that is based on relative critical value. Standards and review requirements applicable in various areas will relate to the relative habitat value of the area to contribute to the short and long-term protection of the health of the habitat network. The County will continue the lead on this effort as it has broader applicability in the County. The Town will ultimately adopt those portions relevant in Town but may do so through a later, separate process once the County has refined the standards through its adoption process.

Comp Plan Strategies:

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1.1.S.4: Evaluate and amend wildlife protection standards for development density, intensity, location, clustering, permeability, and wildlife-human conflict.

1.1.S.5: Evaluate mitigation standards for impacts to critical habitat and habitat connections and update as needed.

1.1.S.6: Identify areas for appropriate ecological restoration efforts.

1.2.S.1: Evaluate and update natural resource protection standards for waterbodies, wetlands and riparian areas.

1.2.S.2: Evaluate and update surface water filtration standards, focusing on developed areas near important waterbodies.

Status: A draft of the Natural Resource Protection amendments was presented for public review on September 28, 2018. The draft amendments were the product of a significant amount of work completed by the Natural Resources Stakeholder Group and five months of public outreach. Additionally, the Focal Species Habitat Map model was completed in 2017. This task had been placed on hold until the BCC provides further direction, and until the Joint Principal Long-Range Planner position is filled. Since the Principal Planner position has been filled (November 2021), interviews with Stakeholders from this effort have been conducted in late 2020 to touch base on the project. Portions of the Natural Resource LDRs are being updated separately, however this mapping effort would need some consultant expertise and facilitation to get this piece across the finish line this fiscal year.

County Development Exactions Update

Progress	0%	
Timeframe	To be Determined Prior to FY 23	
Task Lead	Long-Range Planning	
Resources	***FY 22***	***Total***
Consultant Services	*$50,000*	*$50,000*
Long Range Planning	*200 hrs.*	*200 hrs.*
County Planning Director	*20 hrs.*	*20 hrs.*

Task: Contract with a consultant to complete a nexus study to update the County's development exaction requirements. Currently, the County requires exactions (land dedication or a fee in lieu) to the school district and parks to offset the impacts of residential development that increases the need for these services. The objective of this task is to evaluate the current nexus between residential development and the induced need for these services to ensure that the exaction requirement is accurate. Also, this task will explore moving from an exaction requirement to an impact fee requirement that more comprehensively accounts for development impacts to schools and parks, but also other important community services such as Fire/EMS, law enforcement, road maintenance, etc.

Comp Plan Strategies:
Policy 10.2b Use adaptive management to ensure we are achieving our vision

Status: This task has not yet begun.

Future Tasks—Non-Budgeted & Unscheduled

The following tasks are in the line-up for implementation in future years but are not recommended to begin in Fiscal Year 22. Staff and fiscal resources for these tasks will be considered and updated in a future Work Plan, unless there is interest to identify any of these tasks as an immediate priority to be added to the FY 22 Work Plan.

ITP Transportation Demand Management Plan	
Progress	0%
Timeframe	To be determined
Task Lead	Transportation Advisory Committee (TAC)
Resources	To be determined

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

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

Status: The managed parking programs completed by Town for residential and downtown areas are the first phase of the TDM program. The next phase will develop TDM strategies tailored to commuters, new development, residents and visitors. This work will not occur until a Transportation Director and TDM coordinator positions are filled.

Develop Comp Plan Indicators for Chapter 1 (Ecosystem Stewardship)	
Progress	0%
Timeframe	To be determined
Task Lead	Long-Range Planning
Resources	To be determined

Task: The Town and County jointly use the annual Indicator Report and Adaptive Management Program to evaluate progress in achieving the Comp Plan goals, but measurable and meaningful indicators for ecosystem stewardship need to be evaluated.

Comp Plan Strategies:

1.G.S.1: Identify appropriate indicators that measure achievement of the Chapter goal. For example, measuring stewardship of natural resources may include establishing indicators for percent change of site development within the Town and County, or tracking contaminant loading from wastewater discharge at the Town of Jackson treatment facility.

1.G.S.2: Establish an Ecosystem Stewardship target for an Adaptive Management Program that will be used to track the Town and County's progress toward goals related to this chapter.

Status: This Task has not yet begun but could advance if staff positions are added for ecosystem stewardship/sustainability coordination.

Revisit Workforce Housing Mitigation LDRs	
Progress	0%

Timeframe	Revisit Upon Completion of Housing Nexus Study
Task Lead	Long-Range Planning & Housing Department
Resources	To be determined

Task: Town and County will work jointly to revisit the current structure and rates for workforce housing mitigation required by the LDRs. This effort is anticipated to be revisited after the Nexus Study is completed which is anticipated in February 2022.

Comp Plan Strategies:
5.3.5.2: Update current mitigation requirements as necessary.

Status: This Task has not yet begun.

Town Natural Resource LDRs

Progress	0%
Timeframe	After completion of County Natural Resource LDRs
Task Lead	Long-Range Planning
Resources	To be determined

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

Comp Plan Strategies:

1.1.S.3: Establish a monitoring system for assessing the impacts of growth and development on wildlife and natural resources. Implement actions in response to what is learned to provide better habitat and movement corridor protection.
1.1.S.4: Evaluate and amend wildlife protection standards for development density, intensity, location, clustering, permeability and wildlife-human conflict.
1.1.S.5: Evaluate mitigation standards for impacts to critical habitat and habitat connections and update as needed.
1.1.S.6: Identify areas for appropriate ecological restoration efforts.
1.2.S.1: Evaluate and update natural resource protection standards for waterbodies, wetlands and riparian areas.
1.2.S.2: Evaluate and update surface water filtration standards, focusing on developed areas near important waterbodies.
4.4.S.5: Develop a Flat Creek Corridor Overlay to addresses the ecological, recreational, and aesthetic values of the corridor, while respecting the existing uses and/or property rights along the corridor.

Status: This task will begin when the County Natural Resource Regulations have been completed. It may alternatively be addressed through corridor plans and water resource protections.

Joint Local Connectors Capital Project Group 4 Charter/Concept Design Northern South Park East-West Connector

Progress	0%
Timeframe	now – Jan. 2024

Task Lead	Long-Range Planning
Resources	To be determined

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

Status: Transportation planning and modeling work will be completed as part of Neighborhood Plan for Northern South Park.

County Business Park Zoning

Progress	0%
Timeframe	To be determined prior to FY22
Task Lead	Long-Range Planning
Resources	To be determined

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

Comp Plan Strategies:

3.2.S.1: Update zoning and land development regulations within Complete Neighborhoods to achieve the desired character for Complete Neighborhoods as established in Character Districts

3.2.S.2: Identify locations for locally-oriented and visitor-oriented nonresidential uses within Complete Neighborhoods based on the Character Districts.

3.2.S.3: Update land development regulations for nonresidential areas within Complete Neighborhoods to encourage ground floor vitality and flexible mixed use.

3.2.S.5: Evaluate and update regulations in Complete Neighborhoods to allow and promote the appropriate variety of housing types identified through the Character Districts.

3.2.S.6: Evaluate and update design regulations to encourage quality public space.

6.2.S.3: Maintain locations for light industry, and evaluate and update regulations relating to live-work light industry opportunities.

6.3.S.2: Evaluate and update land use regulations to foster a positive atmosphere and attract appropriate types of business to the community. Promote the types of uses that provide middle income jobs and promote entrepreneurship.

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

Town Karns Meadow Master Plan Implementation

Progress	0%
Timeframe	FY23 with funding research to begin in FY22
Task Lead	Town Planning
Resources	To be determined

Task: Planning and development of Karns Meadow Park, including completion of a Master Plan describing all desired improvements followed by the approval of individual or combined conditional use permits for each component of the property. Development will provide activation of the park through outcomes identified in the planning process.

Comp Plan Strategies:

3.2.S.1: Update zoning and land development regulations within Complete Neighborhoods to achieve the desired character for Complete Neighborhoods as established in Character Districts

3.2.S.2: Identify locations for locally-oriented and visitor-oriented nonresidential uses within Complete Neighborhoods based on the Character Districts.

3.2.S.3: Update land development regulations for nonresidential areas within Complete Neighborhoods to encourage ground floor vitality and flexible mixed use

3.2.S.5: Evaluate and update regulations in Complete Neighborhoods to allow and promote the appropriate variety of housing types identified through the Character Districts.

3.2.S.6: Evaluate and update design regulations to encourage quality public space.

Status:. This project has not yet begun. In 2018, Council authorized the Parks and Rec Department to complete a comprehensive environmental assessment of the property. The assessment recommended the completion of a 'current condition's active management plan,' and sequentially, the completion of the site master plan. The management plan was completed in 2019 and staff has been working to implement the plan over the past two years. The proposed next step is to re-engage with Jackson Hole Land Trust (JHLT) on the project. JHLT is a longstanding partner on the project and has offered financial and technical support. Upon the determination of funding for planning, the project would move to Master Plan process. Funding allocation for planning, design and permitting would be part of the FY23 Budget submittal. Master planning could take place in Summer 2022, with the conditional use permit process in Fall of 2022. This would set up for development funding in the FY23 budget, and actual phase one development in Summer/Fall 2023.

County Road/Utility LDRs	
Progress	0%
Timeframe	To be determined
Task Lead	County Public Works
Resources	To be determined

Task: Utilizing the Town Community Streets Plan for guidance, the County will work with road, pathway, and utility designers to update the County road, utility, and easement standards. Updating the County road standards and LDRs would require more time and probably some public outreach and coordinated planning and would probably cost accordingly more.

Comp Plan Strategies:

7.2.S.1: Develop a Countywide Integrated Transportation Plan

7.2.S.5: Discuss with neighboring jurisdictions and State and Federal officials the costs and benefits of funding sources and planning options, such as a Regional Transportation Authority.

7.3.S.2: Consider specific provisions for current planning review to require alternative transportation components in new development.

Status: This Task was identified as a priority task by the Transportation Advisory Committee upon the hiring of a Transportation Director.

Ongoing Tasks

The following tasks are projects completed annually or on an ongoing basis. Resource allocation to these tasks may be seasonal, as in the case of Indicator Report preparation, or unplanned, as in the case of LDR or Zoning Map Amendment applications made by the public. No prioritization of these tasks is needed for FY 22 unless there is interest to remove or add continuous or regular tasks.

Joint Annual Indicator Report	
Progress	Annual
Timeframe	Dec.—Apr.
Task Lead	Long-Range Planning
Resources	***FY 22***
Long-Range Planning	*200 hrs.*
County Planning Director	*10 hrs.*
Town CD Director	*20 hrs.*
Town Planning Director	*10 hrs.*

Task: Compile and publish annual indicator data. Analyze indicator data and execution of the past year's Implementation Work Plan to inform an Implementation Work Plan for the following year. Constantly monitor community trends and understand how to best achieve the vision of the Comprehensive Plan. Additional hours may be necessary for next year's Indicator Report since the GMP/Comp Plan Update and Data Standardization are underway and will require adjustments to the Indicator Report.

Comp Plan Strategies:
Policy 9.2.a: Monitor indicators annually

Status: This task occurs annually and is a part of every year's work plan.

Joint Annual Work Plan	
Progress	Annual
Timeframe	Dec. – Apr.
Task Lead	Long-Range Planning
Resources	***FY 22***
Long-Range Planning	*80 hrs.*
County Planning Director	*20 hrs.*
Town CD Director	*20 hrs.*
Town Planning Director	*10 hrs.*

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

Comp Plan Strategies:
Policy 9.2.b: Establish an implementation work plan annually

Status: This task occurs annually and is a part of every year's work plan.

Teton County Scenic Preserve Trust

Progress	Annual
Timeframe	Spring-Fall
Task Lead	Long-Range Planning
Resources	***FY22***
Long-Range Planning	*180 hrs.*
County Planning	*10 hrs.*
County Planning Director	*10 hrs.*
Consultant Services	*$17,030 (for FY22—varies annually)*

Task: Administer the Teton County Scenic Preserve Trust easement. This includes working with a consultant to administer the program. Staff reviews and administers the contract with the consultant team each year. Staff also facilitates any new easements or amendments through the hearing process.

Comp Plan Strategies:
1.4.S.4 – Explore establishment of a dedicated funding source for the acquisition of permanent open space for wildlife habitat protection, scenic vista protection, and agriculture preservation.

1.4.S.6 – Reevaluate the purpose and staffing of the Teton County Scenic Preserve Trust to provide full-time management for the organization and consider the adoption of higher operational standards.

Status: This is an ongoing annual task.

Annual LDR Cleanups

Progress	Annual
Timeframe	July -- December
Task Lead	Long-Range Planning
Resources	***FY22***
Long-Range Planning	*80 hrs.*
County Planning Director	*20 hrs.*
County Planning	*10 hrs.*
Town Planning Director	*200 hrs.*
Town Planning	*50 hrs.*

Task: Revisit LDR updates that have been made in the recent past to cleanup errors and address unintended consequences. Ensure the LDRs are kept current, unlike the period from 1994-2015 when they were largely unattended and became unmanageable. Major unintended consequences that merit more specific review will be addressed as separate tasks. Other annual updates that are required by the LDRs include the housing fee in lieu rate and exaction fee rate.

Comp Plan Strategies:
3.3.S.2: Evaluate and update base allowances to predictably allow development that is consistent with our Vision.
3.3.S.3: Evaluate and update incentives so that they are performance based, tied to measurable community benefits, limited, and more consistent with base allowances.

Status: The Town of Jackson Planning Department has completed one LDR cleanup in January 2019. A second, and more comprehensive, cleanup is needed to keep the Town LDRs updated. These cleanups should occur annually in the second half of the year to keep the LDRs up to date in incorporate any Planning Director interpretations or changes to State law. The County Attorney's office has identified the following changes resulting from the 2021 Wyoming Legislative season that may require updates to the LDRs:

- HB79: relates to State-exempt land subdivisions for gift to family
- HB157: terms of connection to municipal infrastructure
- HB158: relationship between zoning, land use plans (Comp Plan) and land use decisions

Joint Annual Housing Rules & Regulations Clean-Up

Progress	Annual
Timeframe	March-September
Task Lead	Housing Department
Resources	***FY22***
Housing Department	*85 hrs.*

Task: Each year the Housing Department staff brings any clean up or other changes to the Housing Authority Board and then to the Council and Board to consider. These changes could be a simple reorganization of information or a policy change.

HAP Strategies:

3B: Consistent review of new restrictions.

Status: This task occurs annually and is a part of every year's work plan.

Joint Annual Housing Compliance

Progress	Ongoing
Timeframe	Ongoing
Task Lead	Housing Department
Resources	***FY22***
Housing Department	*1960 hrs.*

Task: This ongoing task includes annual re-qualifications for deed restricted owners and renters and investigating reports of noncompliance.

HAP Strategies:

3A: Coordinate consistent enforcement of existing restrictions. .

Status: This task occurs annually and is a part of every year's work plan

LDR and Zoning Map Amendments

Progress	Ongoing
Timeframe	As Requested
Task Lead	Various

Resources	FY 22
Long-Range Planning	*600 hrs.*
County Planning Director	*80 hrs.*
Town Planning Director	*40 hrs.*
Town Planning	*40 hrs.*
Town CD Director	*40 hrs.*

Task: Acknowledge the time and resources required for the various LDR and zoning map amendments that are proposed by the public or other departments that are not otherwise a part of this work plan. In recent years, LDR amendments and rezones have required significant staff, public, and elected official resources. For this task, it should be noted that the time estimates provided in the chart represent the typical amount of time available to spend on these projects, but that the resources required are variable depending on the number and complexity of applications made by the public or requested by other departments and elected officials. Projects under this task may be recategorized as separate projects in this work plan if they represent a greater priority.

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

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

LDR and Comp Plan Education and Outreach

Progress	Ongoing
Timeframe	Ongoing
Task Lead	Long-Range Planning
Resources	***FY 22***
Long-Range Planning	*80 hrs.*
County Planning Director	*20 hrs.*
County Planning	*20 hrs.*
Town Planning Director	*20 hrs.*
Town CD Director	*40 hrs.*
Town Planning	*20 hrs.*

Task: Ensure the public is engaged in the implementation of the Comp Plan. Coordinate the public engagement requirements of the tasks in this Work Plan. Communicate the community vision, where it came from, and how it is being achieved. This task includes regularly updating the Long-Range Planning website, emailing subscribers to planning updates, coordinating with other departments and local or regional agencies, and providing funding and staffing to public workshops, charrettes and stakeholder meetings.

Comp Plan Strategies:
3.3.S.1: Consider a joint Town and County staff person to execute the Growth Management Program and otherwise implement the Comprehensive Plan.

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

Housing Education and Outreach

Progress	Ongoing
Timeframe	Ongoing
Task Lead	Housing Department
Resources	***FY22***
Housing Department	*580 hrs.*

Task: Provide the public with a comprehensive educational experience about the location and types of existing restricted housing stock, the process to purchase or rent a restricted home, data, and the reason the housing programs exist. Work includes bi-lingual outreach and public engagement, presentations, and events, homeowner spotlights, quarterly e-newsletters, newspaper ads, and annual housing reports. Present potential partner organizations, real estate professionals, nonprofit collaborators, employers, civic organizations, employees, and landowners about the Housing Supply Program.

Comp Plan Strategies:
3.3.S.1: Consider a joint Town and County staff person to execute the Growth Management Program and otherwise implement the Comprehensive Plan.
5.1.S.2: Seek opportunities to improve the public perception of workforce housing through education about the value of workforce housing.

HAP Strategies:

2D: Provide public technical assistance for developers.

2F: Coordinate outreach on housing.

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

Data Requests

Progress	Ongoing
Timeframe	As Requested
Task Lead	Long-Range Planning
Resources	***FY 22***
Long-Range Planning	*50 hrs.*

Task: As government and non-government organizations plan for service delivery, Long-Range Planning staff can provide consistent data and projections on the population and demographics of the community, limiting consultant fees and standardizing level of service planning across the community.

Comp Plan Strategies:
Policy 8.1.a: Maintain current, coordinated plans for delivery of desired service levels

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

Housing Data Collection, Maintenance, and Analysis

Progress	Ongoing
Timeframe	Ongoing
Task Lead	Housing Department
Resources	***FY22***
Housing Department	*250 hrs.*

Task:

- Access Database Integration - Staff continues to work with Greenwood Mapping to improve integration between the online Intake Form and the Access Database. This work will update database capability and create better reporting functionality, which is a longer-term goal for the department as we upgrade/update existing systems.
- Rental Data Collection & Analysis - Quarterly, staff collects rental data from the larger apartment complexes and tracks the trends over time. Additionally, annually staff collects reports from the newer apartments (built under 2018 LDRs) and provides an annual update mid-year.
- Intake Form Data Collection & Analysis - Quarterly, staff reviews the Intake Form data and reports this information publicly. Annually, as part of the Housing Supply Plan, staff aggregates and analyzes the Intake Form data and uses this information to inform future housing projects and programs.

Comp Plan Strategies:

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

HAP Strategies:

2F: Coordinate outreach on housing

3C: Coordinate access to housing opportunities

4B: Monitor need to determine funding strategies

Status: This work is continuous.

Other Comp Plan Coordination

Progress	Ongoing
Timeframe	Ongoing
Task Lead	Long-Range Planning
Resources	***FY 22***
Long-Range Planning	*100 hrs.*
County Planning Director	*75 hrs*

Town Com. Dev. Director	*75 hrs.*

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

Comp Plan Strategies: throughout

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

Housing Capital Programs

Progress	Ongoing
Timeframe	Ongoing
Task Lead	Housing Department
Resources	***FY22***
Housing Department	*210 hrs.*
Town Planning Director	*40 hrs.*
Town CD Director	*40 hrs.*

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

- Preservation Program
- Family Stabilization Pilot Program
- First / Last / Deposit Pilot Program
- Accessory Residential Unit Pilot Program

Comp Plan Strategies:

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

HAP Strategies:

- 2A: Prioritize lower-income, year-round housing.
- 2B: Provide land as a public subsidy and build development partnerships.
- 2C: Preserve existing workforce housing stock.
- 2D: Provide technical assistance to developers.
- 4C: Seek and support grants, tax credits, loans, and other sources of funding.
- 5A: Allow for supply of workforce housing by removing barriers.
- 5B: Incentivize the supply of restricted housing.

Status: Preservation Program Pilot launched February 2021; ARU Program will launch June 2021; Unhoused Families & F/L/D Programs will launch Fall 2021.

Housing Capital Projects

Progress	Ongoing
Timeframe	Projects outlined in Housing Supply Plan
Task Lead	Joint Housing Department

Resources	*FY22*
Housing Department	*565 hrs.*
Town Planning Director	*40 hrs.*
Town CD Director	*80 hrs.*

Task: See list of properties for this year here:

- 174 N. King Street Partnership with Jackson Hole Community Housing Trust
- 430 & 440 W. Kelly Avenue Partnership with Roller Development and Studio Tack
- Red House Apartments Partnership with Cumming Foundation
- 105 Mercill Avenue Partnership with Mercill Partners
- 445 E. Kelly Avenue Partnership with Habitat for Humanity
- New TBD Rental Development at 400 W. Snow King Ave.
- New TBD Ownership Development
- Land Acquisition and PPP Development

Comp Plan Strategies:

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

HAP Strategies:

- 2A: Prioritize lower-income, year-round housing.
- 2B: Provide land as a public subsidy and build development partnerships.
- 2D: Provide public technical assistance to developers.
- 2E: Lead by example by housing public employees.
- 4B: Monitor need to determine funding strategies.
- 4C: Seek and support grants, tax credits, loans, and other sources of funding.
- 5B: Incentivize the supply of restricted housing.

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

Completed Work Plan Tasks

Below is a list of the implementation work completed or substantially completed since Comp Plan adoption in 2012 to date.

Comprehensive Plan Implementation		
Task	Date Complete	Comp Plan Strategies Implemented
Land Development Regulation Updates/Studies		
Housing Nexus Study	October 2013	5.3.S.1
Vegetation Mapping	December 2013	1.1.S.1
Joint LDR Restructure	December 2014	3.3.S.2, 3.3.S.3
County Rural LDRs Updates	December 2015	1.4.S.1, 1.4.S.2, 1.4.S.3, 3.1.S.1, 3.1.S.2, 3.3.S.2, 3.3.S.3
Town District 2 and LO Zoning	November 2016	4.1.S.1, 4.2.S.2, 4.2.S.4, 4.2.S.6, 4.4.S.3, 4.4.S.4
Focal Species Study	April 2017	1.1.S.2
Nonconformities LDRs Cleanup	May 2016	3.3.S.2, 3.3.S.3
County Nuisance LDRs	July 2016	3.1.S.1, 3.2.S.2
Town Adult Entertainment LDRs	March 2017	3.2.S.1
Exterior Lighting LDRs Update	September 2016	1.3.S.2
Town ARU Allowance	November 2016	5.2.S.2
Wildland Urban Interface LDRs	December 2016	3.4.S.2, 3.4.S.3
2016 LDR Cleanup	January 2017	3.3.S.2, 3.3.S.3
Housing Mitigation LDRs	July 2018	5.1.S.1, 5.2.S.2, 5.3.S.2, 5.4.S.3, 5.4.S.4
Town District 3-6 Zoning	July 2018	4.1.S.1, 4.1.S.2, 4.2.S.4, 4.3.S.1, 4.4.S.3, 5.2.S.1, 5.4.S.3, 5.4.S.4
County Natural Resource LDRs	75% complete	1.1.S.3, 1.1.S.4, 1.1.S.5, 1.1.S.6, 1.1.S.7, 1.2.S.1, 1.2.S.2
Joint Comprehensive Plan Review (GMP)	November 2020	Policy 9.1.a and 9.1.d
LDR Cleanup	July 2020	3.3.S.2, 3.3.S.3
Comprehensive Plan Administration		
2012 Work Plan	June 2012	Principle 9.2
2013 Indicator Report & Work Plan	May 2013	Principle 9.2
Standardize Data Collection	70% complete	Policy 9.2.a
2014 Indicator Report & Work Plan	May 2014	Principle 9.2
2015 Indicator Report & Work Plan	August 2015	Principle 9.2
2016 Indicator Report & Work Plan	April 2016	Principle 9.2
2017 Indicator Report & Work Plan	April 2017	Principle 9.2

Comprehensive Plan Implementation		
Task	Date Complete	Comp Plan Strategies Implemented
2018 Indicator Report & Work Plan	April 2018	Principle 9.2
2019 Indicator Report & Work Plan	April 2019	Principle 9.2
2020 Indicator Report & Work Plan	April 2020	Principle 9.2
2021 Indicator Report & Work Plan	May 2021	Principle 9.2
Joint Comprehensive Plan Review (GMP)	November 2020	Policy 9.1.a and 9.1.d
Joint Public Engagement	Continuous	3.3.S.1
Other Coordination	Continuous	
Integrated Transportation Plan (ITP) Implementation		
ITP	September 2015	7.1.S.1, 7.1.S.4, 7.1.S.6, 7.1.S.8, 7.1.S.9
Town Community Streets Plan	April 2015	7.2.S.1
Town District 3-6 Parking Study	December 2017	4.1.S.1, 4.1.S.2, 5.4.S.3, 7.3.S.1
Joint Regional Traffic Model	January 2019	7.2.S.6
Downtown Parking Study	July 2019	4.1.S.1, 4.1.S.2, 5.4.S.3, 7.3.S.1
ITP Technical Update	December 2020	7.1.S.1, 7.1.S.4, 7.1.S.6, 7.1.S.8, 7.1.S.9
Housing Action Plan Implementation		
Housing Action Plan (HAP)	November 2015	5.4.S.1, 5.4.S.2
Housing Authority Restructure	December 2016	HAP: 1
2016 Housing Supply Plan	October 2016	HAP: 2
Housing Rules and Regulations	July 2018	HAP: 3B
2017 Housing Supply Plan	November 2017	HAP: 2
2018 Housing Stock Portfolio	75% complete	HAP: 2F
Online Intake Form	February 2018	HAP: 2F, 3C, 4B
2018 Housing Supply Plan	June 2018	HAP: 2
2019 Housing Supply Plan	April 2019	5.4.S.1
2020 Housing Supply Plan	January 2020	5.4.S.1

ATTACHMENT 2: PUBLIC COMMENT

From: Tyler Sinclair
To: Kristi Malone; Paul Anthony
Subject: FW: Request for Town and County Staff Collaboration with The Teton Mapping Project
Date: Tuesday, May 25, 2021 4:41:57 PM

From: Christian Beckwith <cb@christianbeckwith.com>
Sent: Monday, May 3, 2021 9:59 AM
To: Board Of County Commissioners <commissioners@tetoncountywy.gov>; Town Council <electedofficials@jacksonwy.gov>
Subject: Request for Town and County Staff Collaboration with The Teton Mapping Project

Dear Jackson Town Council members and Teton County Board of County Commissioners,

The Teton Mapping Project is a citizen-led effort to develop a GIS decision-support platform suitable for public engagement, scenario planning, and legislative and zoning decisions at local and regional levels. By creating an accessible user interface for the wealth of data collected by Teton County and the Town of Jackson over the years, the Project seeks to facilitate better decision-making in the future.

Pursuant to Chapter 9 of the November 2020 update to the Jackson / Teton County Comprehensive Plan, we request that the Town of Jackson Council Members and Teton County Board of County Commissioners direct staff to collaborate with The Teton Mapping Project. We anticipate the collaboration—which would include, for example, the provision of traffic modelling for the buildout scenarios developed by the Project team—would take approximately 40-60 hours of staff time over the next 12-18 months. Directing staff to collaborate with the Project team will help meet the goals articulated in Principle 9.3.

Chapter 9 addresses the need for Adaptive Management. In particular, on Page 116, Principle 9.3 outlines the need to anticipate future issues and pioneer innovative solutions: "Existing implementation tools will not be enough to fully achieve the community's aspirational goals. ... To find new solutions, we will have to be willing to analyze and perhaps pilot atypical approaches that do not have historical precedent and may not yield tangible progress."

Policy 9.3.a notes the need to analyze new ideas: "[I]t is essential that the Town and County act as a leader in developing innovative solutions to existing and future issues that sometimes require an outside-the-box style of thinking…. We will use scenario planning and analytics from outside the planning profession and stay committed to innovation, even when it is not yielding tangible progress."

Policy 9.3.b emphasizes the need to pilot new ideas: "Instituting pilot programs as part of our planning and budgeting process is the only way we will be able to avoid decision making that defaults to established best practices because of their known costs. By using pilot programs, the community will be able to try more options before it makes significant investments."

Policy 9.3.c furthermore underscores the need to engage the public to seek new ideas: "Engaging the public to identify new ideas and possible futures will be vital to the success of this principle. For the public to be encouraged to propose ideas, they will have to see their ideas being analyzed and truly considered, and people from outside the planning profession should be brought into the process to ensure the conversation is not limited by limited past experience."

The Teton Mapping Project is a citizen-led effort to create a web-map platform that would allow Teton County planners, elected officials and citizens to see the history of development and model future development and its implications with visual representations that are clear, understandable and simple to export to video, social and other media forms.

The project was initiated by Yvon Chouinard, who noted that effective scenario planning requires the ability to convey complex information about plausible, likely, and preferred futures in media forms that are easily understandable and accessible to the public.

Initial funding for the project is being provided by Mr. Chouinard and The Knobloch Family Foundation. The project is operating under the auspices of the nonprofit Teewinot Institute. It is being coordinated by Jackson resident Christian Beckwith. Former Teton County long-range planner Alex Norton is serving as the project's GIS specialist. Graphic design is being led by National Geographic cartographer Riley Champine.

The Project's platform will have implications for a wide range of issues, including changes in infrastructure density, wildlife migration and wastewater management. The platform will also facilitate community engagement, allowing the public to demonstrate where growth is desired—for example, within complete neighborhoods.

While the Project is initially focused on Teton County, issues such as transportation, housing and carbon capture in neighboring communities could be included within the project's scope as well.

The Project is currently being developed in two phases.

Phase 1 of the project will:

1. Create a cartographic representation of Teton County that depicts historical development at the earliest date for which such data is available.

2. Create a second representation of Teton County that depicts development, conservation, and traffic growth to date.

3. Create a third representation of Teton County at full buildout, potentially under multiple scenarios. All three maps will be created in forms suitable for both print and social media.

4. The fourth component of Phase 1 will furthermore disseminate the final product throughout Teton County, according to a distribution plan developed in concert with project partners, in order to engage additional stakeholders in subsequent phases and raise support for effective scenario planning in the community.

In creating these products, Phase 1 will help establish the scope, parameters and visual templates for Phase 2, the project's end product.

In order to ensure the Project captures the community's input and reflects its needs and priorities, stakeholder engagement is being undertaken through a series of public-facing demonstrations of existing GIS platforms.

GIS scenario-planning demonstrations to date:

- Trust for Public Land's Greenprinting services: February 10 (see here for recording. Use the following passcode to access the recording: WJ&v^GP6)

- Urban Footprint: March 15 (see here for recording)

- Envision Tomorrow: March 23 (see here for recording)

Thank you for your consideration of our request. We look forward to working with Town and County staff to help meet the community's goals as articulated in Principle 9.3 of the November 2020 update to the Jackson / Teton County Comprehensive Plan.

Sincerely,
Christian Beckwith

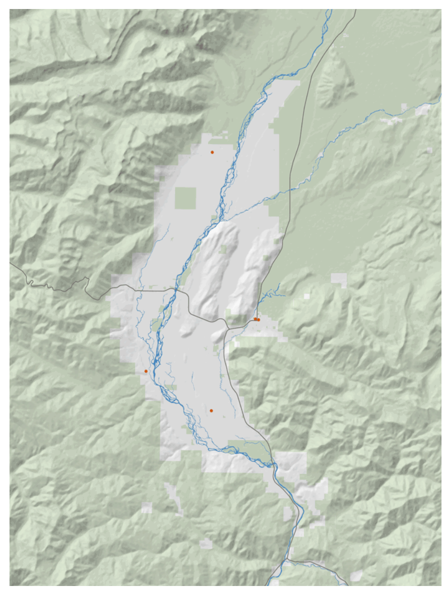
110 N. Millward St.
PO Box 350
Jackson, WY 83001
P: 307-690-1561

Teton Mapping Project

Teton County and the Town of Jackson have a wealth of maps and data about the community's development and conservation history and trends. On a fairly regular basis, the County and Town do a great job of compiling that information, presenting it to the public, and forming policy based on public feedback. However, the maps and data are often produced for specific projects and then lost in the files of individual projects instead of being created through a system that makes them available to the larger community in real-time. What the Teton Mapping Project envisions is a public, current, web-based map interface that makes the most recent, and historic, data accessible at any time.

Such an interface will improve our understanding and access to the past. It will paint a clearer picture of the present. And, in doing so, it will allow public planning efforts and private brainstorming to focus on scenario testing rather than data processing. With such an interface in place, anyone will be able to explore their vision for the future. County and Town planners will also be able to better engage the public to explore those different visions for the future.

- FY21
    - The Teton Mapping Project is currently illustrating the power of visual presentation of the past, present, and future through a short animated video showing the development, conservation, and growth of Teton County plus the buildout of current zoning. At the right is the working draft of the past development GIF.



    - This work was privately funded and is scheduled to be complete by July 2021.
- FY22
    - In the upcoming fiscal year, the Teton Mapping Project is asking that the County and Town support us working with County and Town to ensure that that the Implementation of the Smart Gov System, already in the FY22 Work Plan, will facilitate the Teton Mapping Project in the future. This will include looking at how permit data can automatically update current land use and development maps. It will also look at how the buildout analysis completed for the water and sewer capacity study can be incorporated into the information generated and stored for each property.
    - The Teton Mapping Project also asks to work with County and Town staff to identify the past maps and data sets that could be included in the ultimate

interface. The Teton Mapping Project will begin pulling these together prior to the creation of the public, web-based interface.

- FY23 and beyond
    - With the public development and conservation data organized, the Teton Mapping Project envisions a constantly updating map of development and conservation. Ideally, this would occur on the existing County GIS platform through Greenwood Mapping and is not far from what is already available.
    - The past maps and data identified in FY22 would also be incorporated into the same platform in a way that allows planners and the public to look at the evolution of policy alongside development and conservation.
    - Finally, the Teton Mapping Project would leverage many of the other data-gathering projects that are complete or are in the Work Plan to create a model that would forecast the costs and benefits of future scenarios on all of the community's values. The community has a traffic model, indicator report, and greenhouse gas emissions inventory. The community intends to identify indicators of ecosystem health and update its housing needs and employee generation studies. In addition to local models and studies, public tools like Envision Tomorrow could be incorporated to project future impacts. Pulling all of that information together to see the impact of various scenarios - the Teton Mapping Project - is a prerequisite to doing the scenario planning envisioned in Principle 9.3 of the Comprehensive Plan.
    - The timeline, cost, and required staff time of this phase of the project will be determined with future Work Plans.

At this time the Teton Mapping Project is asking for County and Town support, but no funding. County and Town support would allow us to work with staff to facilitate the viability of this project in the future. It will also allow us to raise funds from sources for whom County and Town support is important.

Thank you for your consideration.

BOARD OF COUNTY COMMISSIONERS

TOWN COUNCIL

JOINT INFORMATION MEETING
AGENDA DOCUMENTATION

PREPARATION DATE: June 3, 2021
MEETING DATE: June 7, 2021

SUBMITTING DEPARTMENT: Jackson Hole Travel and Tourism
PRESENTER: Keith Gingery

SUBJECT: Proposed Amendment #1 to Joint Powers Board Agreement – Jackson Hole Travel and Tourism – Allowing for Hiring of Employees

STATEMENT/PURPOSE

Draft proposal for an amendment to the Agreement Establishing the Jackson Hole Travel and Tourism Joint Power Board to allow the hiring of employees.

BACKGROUND/ALTERNATIVES

The Town of Jackson and Teton County entered into an Agreement establishing the Jackson Hole Travel and Tourism Joint Power Board on January 4, 2011. Paragraph 10 Methods of Operation states that the "The Board shall not have employees . . . " With the ongoing discussion surrounding creating a Destination Management and Marketing Organization and the RFP being issued for a new executive director, there has been discussion of by the Travel and Tourism Board of asking the Town of Jackson and Teton County to remove the prohibition that does not allow the Travel and Tourism Board to have employees. The Travel and Tourism Board voted at their April 2021 board meeting to make this request to the Town Council and the Board of County Commissioners.

Attached is the original 2011 Agreement and a proposed First Amendment to the 2011 Agreement. The First Amendment would allow for the Joint Powers Board to have employees and for those employees to be handled through the same salary matrix, personnel policies, and payroll used by the county. There are multiple options involved with this possible amendment. The employees could be handled through the town instead of the county, or the Joint Power Board could handle employees independent of the county or town.

Originally in 2011 when the Joint Travel and Tourism Board was created, the Board of County Commissioners and the Jackson Town Council did not want the Joint Power Boards to have their own employees, thus for both the Energy Conservation Works Joint Power Board (also created in the same time period) and the Travel and Tourism Joint Power Board the Jackson Town Council and Board of County Commissioners directed that if any staff was needed then that staff would be provided by already existing county and town employees that would assist those boards. This model was used for the first year, but after about a year of solely using county staff, an independent contractor was hired through an RFP process. An independent contractor is someone who is contracted to perform a service as a non-employee. Generally, an independent contractor has direction over the work being done and employer can't control how it's done – only the expected results. An independent contractor submits a bid amount to complete the tasks assigned. Thus, no employee benefits are accorded to an independent contractor.

In 2011 the Board of County Commissioners and Town Council were concerned with a "slippery slope," that if the Joint Power Boards started hiring their own employees, similar to the airport board model, then the number of employees would increase each year. The other option was to hire employees that were designated as county employees or town employees. This too was a concern as to the potential of increase in employees, either on the town side or the county side.

The independent contractor model appeared to work because the Travel and Tourism Board primarily operates as a pass-through entity that distributes funds to other entities that perform the actual work and produce a work product (marketing, events, fulfillment booking, etc.) The other reason articulated by the Town Council and Board of County Commissioners was to ensure that the Travel and Tourism Board did not become a "bureaucracy" top heavy with employees, rather than a pass-through entity. There was debate as to whether the marketing, event planning, booking fulfillment, etc. should be handled "in-house," which would most likely require employees, or should the functions be performed by outside agencies such as marketing firms, in which case then employees were probably not needed.

The current independent contractor is SHE, Inc.. The current independent contractor contract has been sent out for RFP, and it is understood that SHE, Inc. will not be submitting a proposal. The Travel and Tourism Board is interested in perhaps having the executive director position transition from being an independent contractor and rather be an employee. The Travel and Tourism Board would have preferred to have an answer to the employee question prior to issuing the executive director RFP, but the current independent contractor contract expires this Fall, and the Travel and Tourism Board believed that they needed to start the RFP process. If the Travel and Tourism Board is granted the power to have employees, the executive director position will most likely be transitioned from a independent contractor to an employee. There is also a discussion as to creating a Destination Marketing and Management Organization, which may require employees.

If it is decided that employees are needed rather than utilizing independent contractors, then the next question is to define which entity the employee would be attached to. The employee could be either a town employee or a county employee, with the employee following the respective salary matrix, personnel policies, payroll distribution, etc. The amendment being presented today is written to allow the employee to be a county employee. The other option is the Travel and Tourism Board to create their own personnel policies, salary matrix, etc., and the employee would be an employee directly of the Travel and Tourism Board with no connection to the Town of Jackson or Teton County. In all three options the Travel and Tourism Board would make all hiring and firing decisions. There has been some discussion that the Travel and Tourism Board may want to the be the direct employer and create a salary matrix different from the county and town matrices in order to reflect a different pay scale of the type of work performed by the Travel and Tourism Board.

ATTACHMENTS

The Town of Jackson and Teton County Agreement Establishing the Jackson Hole Travel and Tourism Joint Powers Board

Proposed Amendment #1

LEGAL REVIEW

Gingery/Colasuonno

RECOMMENDATION

The County Administrator recommends continuation of the existing model. Should the Commission and Council choose to change this model, both the County Administrator and Town Manager recommend that hiring, firing, and disciplinary authorities reside directly with the employing entity (e.g., a County employee to be hired, fired, or disciplined by the County, a TTB employee to be hired, fired or disciplined by the TTB, or a Town employee to be hired, fired, or disciplined by the Town).

SUGGESTED MOTION

I move to approve Amendment #1 to the 2011 Agreement Establishing the Jackson Hole Travel and Tourism Joint Powers Board.

FIRST AMENDMENT TO THE AGREEMENT ESTABLISHING JACKSON HOLE TRAVEL AND TOURISM JOINT POWERS BOARD

This First Amendment to the Agreement Establishing the Jackson Hole Travel and Tourism Joint Powers Board is made and entered into to be effective as of the ___ day of ______, 2021, by and between the Town of Jackson, Wyoming, a Municipal Corporation of the State of Wyoming, hereinafter referred to as "Town", and Teton County, Wyoming, a duly organized county of the State of Wyoming, hereinafter referred to as "County."

WITNESSETH:

WHEREAS, The Town of Jackson and Teton County entered into an Agreement establishing the Jackson Hole Travel and Tourism Joint Powers Board ("JPA") on January 4, 2011; and

WHEREAS, the parties wish to amend the JPA to reflect the removal of the prohibition on the Joint Power Board having employees; and

NOW THEREFORE, it is hereby resolved by the Town and County in consideration of the foregoing and of the cooperation to be had between the parties and the performance of the promises contained herein, and the parties hereto agree as follows:

Paragraph 10. Methods of Operation, shall be amended to reflect a change to remove the prohibition on the Joint Power Board having employees and the paragraph shall now read as follows:

> 10. **Methods of Operation.** The Board may hire employees. The parties agree that, in the interest of efficiency and in order to avoid unnecessary redundancies and to take advantage of established fiscal, personnel, insurance and other arrangements, the employees of the Board shall be treated in

accordance with county policies. This includes, but is not limited to, utilizing the following: County personnel policies, County payroll, State of Wyoming retirement, and County health and medical insurance. All employees will be employees of the Board who shall have the power to hire, fire, and discipline their employees. The County shall be responsible for direct withholding and payment of compensation, fringe benefits, employment taxes, workers' compensation, or other recompense as per the county salary matrix and human resource policies and as paid for by the Lodging Tax. In the performance of its duties the Board may utilize the services of any officer of employee of the Town or County with the approval of the Town Council, Board of County Commissioners, or elected County Official depending on the assistance needed. The board may engage through professional and service contracts for technical, legal, research, and consulting services. Property which is solely owned by the Town shall be insured by the Town. All property jointly owned or solely owned by the County shall be insured by the County.

IN WITNESS WHEREOF, the undersigned have executed this agreement on the day and year indicated, but to be effective as of the day and year above written.

TOWN OF JACKSON, WYOMING

By: ____________________________ ______________
Hailey Morton Levinson, Mayor Dated

Attest:
By: ____________________________
Sandy Birdyshaw, Town Clerk

BOARD OF COUNTY COMMISSIONERS
OF TETON COUNTY, WYOMING

By: ______________________________ ______________
Natalia D. Macker, Chair Dated

Attest:
By: ______________________________
Maureen E. Murphy, County Clerk

STATE OF WYOMING
OFFICE OF ATTORNEY GENERAL

In accordance with Wyo. Stat. §16-1-105(a)(ii), I hereby certify that the foregoing First Amendment to the Agreement establishing the Jackson Hole Travel and Tourism Joint Powers Board was received by this office and has been reviewed and is approved as to form and with respect to compliance with the Constitution and Law of the State of Wyoming. The approval of this First Amendment to the January 4, 2011 Agreement Establishing the Jackson Hole Travel and Tourism Joint Powers Board is limited to the terms and conditions of the Agreement and Amendment themselves, and the approval does not extend to any activities, services, project or financing of any activities, services or project contemplated under the Agreement or Amendment.

Approved this ____ day of ______________, 2021

ATTORNEY GENERAL

By: ______________________________
Bridget Hill
Attorney General
State of Wyoming

THE TOWN OF JACKSON AND TETON COUNTY AGREEMENT ESTABLISHING THE JACKSON HOLE TRAVEL AND TOURISM JOINT POWERS BOARD

This agreement is made and entered into to be effective as of the 4th day of January 2011, by and between the Town of Jackson, Wyoming, a Municipal Corporation of the State of Wyoming, hereinafter referred to as "Town", and Teton County, Wyoming, a duly organized county of the State of Wyoming, hereinafter referred to as "County."

WITNESSETH:

WHEREAS, Wyoming Statute §16-1-106 allows for an agreement between two (2) governmental entities to create a joint powers board to conduct a joint or cooperative undertaking; and

WHEREAS, Wyoming Statute §39-15-211(a)(ii)(B)(I) requires that when a lodging tax is implemented on a countywide basis, expenditures of the tax revenue shall be made in accordance with the Uniform Municipal Fiscal Procedures Act by a joint powers board established by the county and a majority of incorporated municipalities within the county; and

WHEREAS, On November 2, 2010 the voters of Teton County approved the implementation of a countywide lodging tax, which includes the City of Jackson, the only incorporated municipality within Teton County.

WHEREAS, Teton County and the Town of Jackson (hereinafter referred to as "Parties") have determined that there is a requirement pursuant to Wyoming Statute §39-15-211(a)(ii)(B)(I) to create and establish a Joint Powers Board for Travel and Tourism

NOW THEREFORE, it is hereby resolved by the Town and County in separate meetings duly assembled, and in consideration of the foregoing and of the cooperation to be had between the parties and the performance of the promises contained herein, and the parties hereto agree as follows as fol

STATE OF WYOMING}
}ss
COUNTY OF TETON }

Received and Filed this 25 day of February 2011 at 3:30 p.m.

SHERRY L. DAIGLE,
Teton County Clerk by [signature] Deputy

1. **Purpose.** The purpose of this agreement is to jointly create and establish a Joint Powers Board for Travel and Tourism, (hereinafter referred to as the Board). The Board shall be a body corporate and politic, and a public corporation with power to sue and be sued.

2. **Duration.** This agreement shall commence on the date of approval by the Wyoming Attorney General, following the adoption and approval of this agreement by both parties hereto, and the parties shall take the necessary actions to dissolve the board if the lodging tax is terminated and all legal and fiscal matters have been wrapped up.

3. **Name.** This agreement creates the Jackson Hole Travel and Tourism Joint Power Board.

4. **Board Composition.** The Board shall consist of seven (7) voting members all of whom shall be qualified electors of Teton County, Wyoming. All members shall be appointed by joint appointment by the Board of County Commissioners of Teton County, Wyoming, and the Town Council of the Town of Jackson, for three (3) year staggered terms. Two (2) of the original members shall have a term of one (1) year, two (2) of the original members shall have a term of two (2) years, and three (3) of the original members shall have a term of three (3) years. Vacancies for unexpired terms shall be filled by joint appointment by the Board of County Commissioners and the Town Council of the Town of Jackson. A majority of the board membership shall be comprised of representatives of the travel and tourism industry. No individual member of the board shall be personally liable for any actions or procedure of the board. When actually engaged in the performance of their duties, members of the board shall receive no compensation but shall be reimbursed for travel and per diem expenses as provided to state employees. No member of the County Commission or the Town Council may serve on the Board.

5. **Removal.** Any member of the Board may be removed with or without cause or notice by the joint approval of the Board of County Commissioners and the Town Council of Jackson.

6. **Powers and Duties of the Board.** The Board shall :

(a) Promptly following appointment of its members, the board shall meet, organize and elect from its membership a chairman, vice-chairman, secretary and treasurer. The newly chosen Secretary of the Board shall notify the Town of Jackson Clerk and the Teton County Clerk of the Board's organization and shall file a certificate with the Teton County Clerk and the Secretary of State showing its organization. Upon filing of the certificate with the Teton County Clerk and the Secretary of State the board shall automatically become a body corporate and politic, and a public corporation with power to sue and be sued.

(b) The Board shall meet at least once every three (3) months at the call of the chairman or within five (5) days after an oral or written request of a majority of the board members.

(c) The Board shall spend funds only for the purpose of promoting travel and tourism within Teton County and the Town of Jackson. Expenditures for travel and tourism promotion shall be limited to promotional materials, television and radio advertising, printed advertising, promotion of tours and other specific tourism related objectives. None of the funds shall be spent for capital construction or improvements and not more than $40,000.00 of the funds may be spent for the purpose of matching funds under the matching fund programs administered by the Wyoming Business Council.

(d) The Board shall fund the Jackson Hole Chamber of Commerce to promote travel and tourism at a level determined appropriate by the Board, subject to Paragraph 8(e).

7. **Ownership of Facilities.** The Board shall have no ownership in any real or personal property. Each Party shall be deemed to own a one-half (1/2) undivided interest in equipment and facilities. Future acquisitions of property must be designated as co-owned or as solely owned by one party at the time of its acquisition. If property is not designated at its time of acquisition, the default shall be sole ownership by the respective Party.

8. **Financing and Budget.**

(a) General Finance. All expenditure and revenue transactions pertaining to the Board shall be recorded in a separate Special Revenue Fund that will be part of the Teton County reporting entity. This special fund shall be called the Lodging Tax Fund (hereinafter referred to as "Fund").

(b) Fiscal Manager. The Board shall contract with a fiscal manager.

(c) Investment. Investment of idle funds must be done in compliance with the Board adopted investment policy and Wyoming Statutes.

(d) Attorney. The Teton County Attorney's Office shall serve as legal counsel to the Board.

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

9. **Auditor Recommendations.** The Parties intend to abide by all recommendations of their auditors. Recommendation of the parties' auditors proposed after the date hereof shall be deemed incorporated herein as they may be made from time to time. The Board shall hire the same firm used by either Teton County or the Town of Jackson to do all audits. The annual audit shall be delivered to the County and Town within 10 days of receipt by the Board.

10. **Methods of Operation.** The Board shall not have employees but may engage through professional and service contracts for technical, legal, research, and consulting services. In the performance of its duties the Board may utilize the services of any officer or employee of the Town or County with the approval of the Town Council, Board of County Commissioners, or elected County official depending on the assistance needed. Property which is solely owned by the Town shall be insured by the Town. Any property in which the County has an ownership interest shall be insured by the County.

11. **Termination or Extension of Agreement.** This agreement may be terminated by the resolution of either the Board of County Commissioners of Teton County, Wyoming, or the Town Council of the Town of Jackson, Wyoming duly adopted; provided, however, that neither party shall be permitted to terminate this agreement or

its obligations hereunder if said termination, or the manner of termination, constitutes a breach of any contract for the purpose, lease, use or hiring of any facilities, property or services pursuant hereto. Upon such termination, all properties belonging to one of the agencies which provided the property as hereinabove designated, shall revert to and be the sole and separate property of that agency. All properties jointly provided or funded by the parties hereto shall be by mutual agreement between the parties.

12. Prior Agreements. This agreement shall supersede any and all prior agreements between the parties hereto with respect to the travel and tourism board and all such related facilities, and any such prior agreements are hereby rescinded and rendered null and void. This agreement contains the entire agreement between the parties concerning the establishment of a separate entity as hereinabove contemplated for the travel and tourism board hereinabove described.

IN WITNESS WHEREOF, the undersigned have executed this agreement on the day and year indicated, but to be effective as of the day and year above written.

TOWN OF JACKSON, WYOMING

By: ______________________
Mark Barron, Mayor

Attest:
By: ______________________
Roxanne DeVries Robinson, Town Clerk

BOARD OF COUNTY COMMISSIONERS
OF TETON COUNTY, WYOMING

By: ______________________
Leland Christensen, Chair

Attest:
By: ______________________
Sherry Daigle, County Clerk

STATE OF WYOMING
OFFICE OF THE ATTORNEY GENERAL

In accordance with Wyo. Stat. § 16-1-105(a)(ii), the Wyoming Attorney General has reviewed The Town of Jackson and Teton County Agreement Establishing the Jackson Hole Travel and Tourism Joint Powers Board and determined that the agreement is compatible with the laws and constitution of the State of Wyoming. The approval of the agreement by the Attorney General is limited to the terms and conditions of the agreement itself and does not extend to any individual project or the financing of any individual project contemplated under the Agreement.

Approved this 3rd day of February, 2011.

ATTORNEY GENERAL

Bruce A. Salzburg

THE STATE OF WYOMING }ss.
County of Teton

I, Sherry L. Daigle, County Clerk and Ex-Officio Register of Deeds, within and for Teton County, in the State of Wyoming, do hereby certify that the above and foregoing is a full, true and complete copy of transcript of Joint Powers Agreement

being so full, true and complete, as the same now appears upon record.

IN TESTIMONY WHEREOF, I haveunto set my hand and the official seal at Jackson, Wyoming, this 25 day of February 2011.

County Clerk and Ex-Officio Register of Deeds

By ______

Deputy Clerk

BOARD OF COUNTY COMMISSIONERS

TOWN COUNCIL

JOINT INFORMATION MEETING
AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Joint Housing **PRESENTER**: Tyler Sinclair & Chris Neubecker

MEETING DATE: June 7, 2021

SUBJECT: **Housing Nexus Study, Regional Housing Needs Assessment Contract Award**

STATEMENT/PURPOSE

The Teton County Board of County Commissioners ("Board") and Jackson Town Council ("Council") will consider awarding the contract for services for a Housing Nexus Study and Regional Housing Needs Assessment. Once complete, these studies will provide 1) the legal nexus for the housing mitigation program and 2) the current and future workforce housing needs for the region (Teton County, Wyoming; Teton County, Idaho; and Northern Lincoln County, WY).

BACKGROUND/ALTERNATIVES

On January 28, 2020, the Board and Council approved an RFQ for a consultant to conduct a new Housing Nexus Study (staff report here). The purpose of this study is to update the 2013 Housing Nexus Study and provide accurate data about employee generation in Teton County. As discussed at prior Joint Information Meetings, this study will not mandate specific mitigation rates. Instead, it will provide data about the number of employees generated by new business and residential development, total employment rates by job sector, and outline the maximum, legally defensible limits of any mitigation program.

Following staff recommendation, a technical stakeholder group was formed to provide comments and consultation to inform staff's recommendations throughout the Nexus Study. The RFQ was released January 29, 2020 and three entities responded: Raftelis, Clarion Associates, and Place Dynamics.

The Housing Nexus Study was presented to the Board and Council on May 4, 2020 (staff report here). At that time, the Board and Council continued the item considering the COVID-19 pandemic and its unknown effects on each entity's budget.

On November 2, 2020, the Board and Council directed staff to bring the item back at a future meeting. In the interim the Board and Council have both approved a reduction in housing mitigation fees.

On February 1, 2021 (staff report here), the Board and Council discussed options for moving the Housing Nexus Study forward. At this meeting, the Board and Council directed staff to include a regional housing needs assessment component to the scope for the RFQ. The needs assessment will provide information about how much and what types of housing are needed today and will be needed for the next several years to meet the community's housing goals and will also provide this information for our "commuter-shed" communities: Teton County, Idaho and Northern Lincoln County, Wyoming.

On March 1, 2021 (staff report here), the Board and Council approved the RFQ for the Housing Nexus Study and Regional Housing Needs Assessment. The RFQ was released March 2, 2021 and three responses to the RFQ were received by the deadline, April 2, 2021.

On May 3, 2021 (staff report here), the Board and Council directed staff to work with WSW Consulting to refine the scope of work and budget, including further defining the role of OPS Strategies, adding elected official work sessions and a final plan and presentation, and defining the financial commitment of Teton County, ID and Lincoln County, WY.

Today, staff is providing the Board and Council with a final scope of work and budget broken out into three components: 1) Regional Housing Needs Assessment, 2) Employee Generation by Land Use Study, and 3) Housing Strategy Planning.

- Regional Housing Needs Assessment.
    - $135,000
    - Teton County, Idaho will contribute 15% of the overall cost for this work.
    - OPS Strategies will account for 10% of the work hours for this portion of the scope of work.
    - One addition to this scope of work: create a stakeholder group for Teton County, Idaho who will work with the Teton County, Wyoming stakeholder group.

- Employee Generation by Land Use Study (Nexus Study)
    - $107,260
    - OPS Strategies will not work on this portion of the scope of work.
    - One addition to this scope of work: expand the evaluation of tourism impacts to also include the evaluation of second home and remote worker impacts.

- Housing Strategy Planning
    - $57,500
    - OPS Strategies will contribute 5% of the work ours for this portion of the scope of work.
    - One addition to this scope of work: add one more elected official meeting to discuss the findings and strategy options.
    - One subtraction to this scope of work: remove the public open house in Teton County, Idaho.

COMPREHENSIVE PLAN ALIGNMENT

Comprehensive Plan Policy:

- Maintain a diverse population by providing workforce housing. Principle 5.1.
- Reduce the shortage of housing that is affordable to the workforce. Principle 5.3.

Housing Action Plan Strategy:

- Require mitigation of employees generated by growth that cannot afford housing. 5C.

STAKEHOLDER ANALYSIS

Stakeholders include Town and County taxpayers, local working families, business owners, developers, and visitors. Input has been solicited from the stakeholder group, Housing Supply Board, Jackson Hole Chamber of Commerce, Jackson Hole Working, Shelter JH, and Jackson Hole Conservation Alliance.

FISCAL IMPACT

The proposed not to exceed amount based on the scope of work is $299,760.

A FY22 request for $250,000 for this work is part of the current budget request the Council and Board are considering. Additionally, the Board approved $50,000 for this work as part of a FY21 budget amendment.

STAFF IMPACT

This project will require significant staff time from multiple departments across the Town and County. These departments include: Town & County Planning, Town Community Development, and Joint Housing. These same departments are also working on the Northern South Park neighborhood plan project, along with their many and various department-led projects (ie: current & long-range planning, housing capital projects and programs). Town and County legal teams will also be involved in the nexus study portion of the work.

LEGAL REVIEW

K. Gingery and L. Colasuonno

ATTACHMENTS

- Contract for Services with WSW Consulting

RECOMMENDATION

Staff recommends moving forward with the scope of work as presented today.

SUGGESTED MOTIONS

Town: I move to recommend approval by the Teton County Board of County Commissioners of a contract for services with WSW Consulting to complete the Regional Housing Needs Assessment and Employee Generation by Land Use Study for a not to exceed amount of $299,760.

County: I move to approve the Contract for Services with WSW Consulting to complete the Regional Housing Needs Assessment and Employee Generation by Land Use Study for a not to exceed amount of $299,760.

AGREEMENT FOR EMPLOYEE GENERATION BY LAND USE STUDY ("NEXUS STUDY") & A REGIONAL HOUSING NEEDS ASSESSMENT

This Agreement for Services ("Agreement") is entered into this ____ day of June 2021, (hereinafter referred to as the effective date of the Agreement) by and between Teton County, a duly organized county of the State of Wyoming, P.O. Box 1727, Jackson, Wyoming 83001 ("County") and WSW Consulting, Inc., a California corporation, 1124 Navahoe Drive, South Lake Tahoe, CA 96150 ("Contractor").

Witnesseth

WHEREAS the Jackson/Teton County Housing Authority is a Regional Housing Authority jointly funded by both the Town of Jackson, Wyoming and Teton County, Wyoming; and

WHEREAS the Jackson/Teton County Housing Department is a joint department of Town of Jackson and Teton County that is operated on a day-to-day basis by Teton County; and

WHEREAS the Town of Jackson and Teton County are committed to increasing the supply of stable, affordable housing for the local workforce to meet community goals related to Quality of Life, Ecosystem Stewardship, and Growth Management as set forth in the joint Jackson/Teton County Comprehensive Plan; and

WHEREAS Teton County and the Town of Jackson issued a Request For Qualifications (RFQ) for a consultant qualified to prepare (1) an Employee Generation By Land Use Study ("Nexus Study") and (2) a Regional Housing Needs Assessment; and

WHEREAS in response to the RFQ, Contractor submitted their qualifications and a proposal to provide the requested services dated April 2, 2021; and

WHEREAS Contractor was selected by the Town of Jackson and Teton County to provide the desired services; and

WHEREAS the Town of Jackson and Teton County have determined that Teton County shall enter into a contract for the services with Contractor; and

WHEREAS the County desires to hire Contractor and Contractor desires to provide the services outlined in the RFQ as well as certain additional services that were discussed during the proposal review period, which the Town of Jackson and Teton County determined would be added to the consultant's scope of work; and

WHEREAS Contractor and their team have the necessary qualifications, skill, and experience to provide the services requested in the RFQ and the additional services; and

WHEREAS the County and Contractor have agreed upon the final scope of work and a project budget for the services to be provided, which is set forth in a revised final proposal prepared by Contractor; and

NOW THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties agree to the terms and conditions set forth herein.

Article 1. Statement of Work

Contractor shall provide professional services to the County for (1) an Employee Generation By Land Use Study ("Nexus Study") and (2) a Regional Housing Needs Assessment ("Project") as more fully described in the Scope of Work set forth in Contactor's revised final proposal that is attached hereto as **Exhibit A.**

Article 2. Timetable

Contractor shall complete the professional services for the Project by July 1, 2022. Contractor shall be paid for the work performed up to the point of termination.

Article 3. Compensation and Payment

The County agrees to pay Contractor as full compensation for all services provided for the Project, a fee not to exceed **Two Hundred Ninety-Nine Thousand Seven Hundred Sixty Dollars ($299,760.00)** in accordance with the Project Budget found in Contractors revised final proposal attached as Exhibit A. It is specifically understood and agreed to by Contractor, that the amount listed is a "not to exceed" amount. Contractor shall not receive compensation in excess of the total "not to exceed" amount as set forth in this Article without the prior written approval of the Teton County Board of County Commissioners. The amount of permissible compensation is more fully described in the Project Budget.

The amount of compensation shall not vary as a result of the time of day the services are performed or the number of hours during which services are performed in any given period of time. The County may examine all records of Contractor during reasonable hours for a period up to and including one (1) year after termination of this contract in order to audit and verify the aforesaid charges.

Contractor shall present an appropriate voucher to the Clerk of Teton County upon the delivery of each Project component, task, and/or deliverable which are fully defined within the Scope of Work and the Project Budget.

Article 4. Term and Termination Without Cause

The terms of this Agreement shall commence on the effective date of this Agreement and shall expire July 1, 2022. Contractor or County may terminate this agreement at any time with or without cause by giving thirty (30) days written notice to the other its intent to terminate this Agreement; provided, however, that all compensation earned or costs incurred prior to such termination shall be payable to Contractor. The provisions of Article 8 shall survive termination or expiration hereof.

Article 5. Place of Performance

Contractor shall be responsible for maintaining its own office facilities and will not be provided with either office facilities or secretarial support by the County. The Contractor shall supply at its own expense, all materials, supplies, equipment, and tools required to accomplish the work that is agreed to be performed in accordance with this Agreement.

Article 6. Independent Contractor Status

It is understood and agreed the Contractor will provide the services under this Agreement on a professional basis and as an independent contractor and that during the performance of the services under this Agreement, Contractor’s employees will not be considered employees of the County within the meaning or the applications of any federal, state, or local laws or regulations including, but not limited to, laws or regulations covering unemployment insurance, old age benefits, worker’s compensation, industrial accident, labor, or taxes of any kind. Contractor’s employees shall not be entitled to benefits that may be afforded from time to time to County employees, including without limitation, vacation, holidays, sick leave, worker’s compensation and unemployment insurance. Further, the County shall not be responsible for any such withholding or paying of taxes or social security.

Article 7. Trademark and Trade Name

This Agreement does not give either Party any ownership rights or interest in the other Party’s trade name or trademarks.

Article 8. General Provisions

A. Entire Agreement

This Agreement represents the entire and sole agreement between the Parties with respect to the subject matter hereof and supersedes any and all prior negotiations, understanding, representation, or consulting agreements whether written or oral. This Agreement cannot be modified, changed, or amended, except in writing signed by the Parties.

B. Waiver

The failure of either Party to require performance by the other of any provision hereof shall in no way affect the right to require performance at any time thereafter, nor shall the waiver of a breach of any provision hereof be taken to be a waiver of any succeeding breach of such provision or as a waiver of the provision itself. All remedies afforded in this Agreement shall be taken and construed as cumulative; that is, in addition to every other remedy available at law or in equity.

C. Relationship

Nothing herein contained shall be construed to imply a joint venture, partnership, or principal-agent relationship between Contractor and the County; and neither Party shall have the right, power, or authority to obligate or bind the other in any manner whatsoever, except as otherwise agreed in writing.

D. Assignment and Delegation

Neither Party shall assign or delegate this Agreement or any rights, duties, or obligations hereunder without the express written consent of the other. Subject to the foregoing, this Agreement shall inure to the benefit of and be binding upon the successors, legal representatives, and assignees of the Parties hereto.

E. Severability

If any provision of this Agreement is declared invalid or unenforceable, such provision shall be deemed modified to the extent necessary and possible to render it valid and enforceable. In any event, the unenforceability or invalidity of any provision shall not affect any other provision of this Agreement, and this Agreement shall continue in force and effect, and be construed and enforced, as if such provision had not been included, or had been modified as provided above, as the case may be.

F. Governing Law

This Agreement shall be governed by, and construed in accordance with, the laws of the State of Wyoming, without giving effect to the principles of conflict of laws thereof. The Parties hereto irrevocably elect as the sole judicial forum for the adjudication of any matters arising under or in connection with this Agreement, and consent to the jurisdiction of, the courts of the County of Teton, State of Wyoming, or the United States of America for the District of Wyoming. This Agreement was negotiated by both Parties hereto. As such, this Agreement shall not be construed against or in favor of any Party by virtue of which party drafted the Agreement or any portion thereof.

G. Dispute Resolution

In the event of a dispute arising under the terms of this Agreement the Parties shall, prior to resort to the Courts, enter into good faith efforts to mediate their differences. The Parties shall jointly select a disinterested third party to act as a mediator to facilitate the resolution of their dispute. In the event the Parties are unable to jointly decide on a mediator, they shall each select an impartial representative, the two of whom shall decide on the mediator. The mediator shall, within ninety (90) days, conduct a hearing on the matter, and submit his or her findings and conclusions to the Parties. The provisions of W.S. §§ 1-43-101 through 1-43-104 shall apply to the mediation process. Each of the Parties shall share equally in the cost of the mediator but shall otherwise each bear their own costs in the mediation process.

H. Paragraph Headings

The paragraph headings set forth in this Agreement are for the convenience of the Parties, and in no way define, limit, or describe the scope or intent of the Agreement and are to be given no legal effect.

I. Indemnity

Contractor agrees to indemnify and hold County, their officers, agent and employees harmless from any and all claims, damages, costs, liability or expenses (including attorney's fees) arising out of the performance of the Scope of Work as set forth in this Agreement.

J. Declaration by Independent Contractor

The Contractor declares and states that it has complied with all federal, state, and local laws regarding business permits and licenses that may be required to carry out the work to be performed under this agreement.

K. Third Party Beneficiary

The Parties do not intend to create in any other individual or entity the status of third-party beneficiary, and this Agreement shall not be construed so as to create such.

L. Sovereign Immunity

County does not waive their sovereign immunity by entering into this Agreement, and fully retain all immunities and defenses provided by law with respect to any action based on or arising out of this Agreement.

M. Ethics and Standards

Consultant shall conform to all federal, state, local and applicable laws and regulations, and to the highest business ethics in performing its obligations in accordance with the terms of this Agreement.

N. Counterparts

This Agreement may be executed in counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.

Article 9. Notice

For purposes of this Agreement, any notice shall be deemed properly sent and received when sent by certified mail with return receipt requested to the parties at the following addresses until or unless changed by one Party giving written notice of such change of address to the other Party:

County
Jackson/Teton County Housing Department
ATTN: April Norton
P.O. Box 1727
Jackson, WY 83001

Contractor
WSW Consulting, Inc.
ATTN: Wendy Sullivan
1124 Navahoe Drive
South Lake Tahoe, CA 96150

IN WITNESS WHEREOF the Parties have executed this Agreement.

Teton County, WY

____
Natalia D. Macker Date
Chairwoman
Teton County Board of County Commissioners

WSW Consulting, Inc.

____
Wendy Sullivan Date
President
WSW Consulting, Inc.

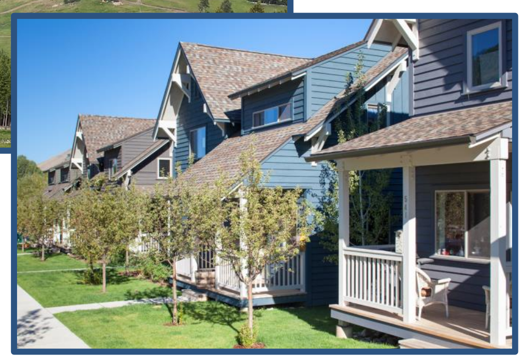
Attest:

____
Maureen Murphy, Date
Teton County Clerk

Exhibit A

Teton County, Wyoming & The Town of Jackson, Wyoming RFQ Submission

April 2021



Regional Housing Needs Assessment

Employee Generation by Land Use Study

Principal in Charge

Wendy Sullivan, WSW Consulting
San Anselmo, CA
wendy@wswconsult.com

Qualifications

Proposed Project Team

We are a well-seasoned team, known for our high quality analysis and effective strategies. The primary managing firms included in this proposal are leaders in their field: WSW Consulting, Inc., which specializes in housing needs assessments and action strategy plans for high-amenity, mountain resort communities; and Economic and Planning Systems, which excels in housing nexus and linkage studies for a range of communities, including mountain resort areas.

WSW Consulting, Inc., Principal in Charge

Wendy Sullivan (WSW Consulting, Inc.) is the Principal in Charge for this project and will be the primary point of contact to coordinate the activities of both the Housing Needs Assessment and Employee Generation study teams.

WSW Consulting helps housing organizations, communities and counties identify and provide the workforce housing necessary to support and sustain rural and resort communities and economies. Housing your workforce is more than just building homes that they can afford. If done right, it can help invigorate a community, support local businesses, allow families to thrive, and further community economic goals.

WSW brings over 20 years of experience working on housing issues in high-cost resort and rural communities. We have an intimate knowledge of the challenges faced by these communities and the changing face of those challenges over time. We understand that a one-size-fits-all approach to data analysis and housing strategy development has no place in rural and resort communities and tailor our research and approach according to the unique situation and needs of each community. As a result, our results are not only on-point and defensible, but usable and implementable to achieve your community goals.

WSW brings strong data analysis, market research, housing strategy, and legal skills to every project, along with a strong network of workforce housing experts that we frequently partner with to devise a team to best meet the needs of each client and project. Because we work together so often, our firms function as one company in the experience of our clients. The core Housing Needs Assessment team for this study is summarized below.

Economic & Planning Systems (EPS)

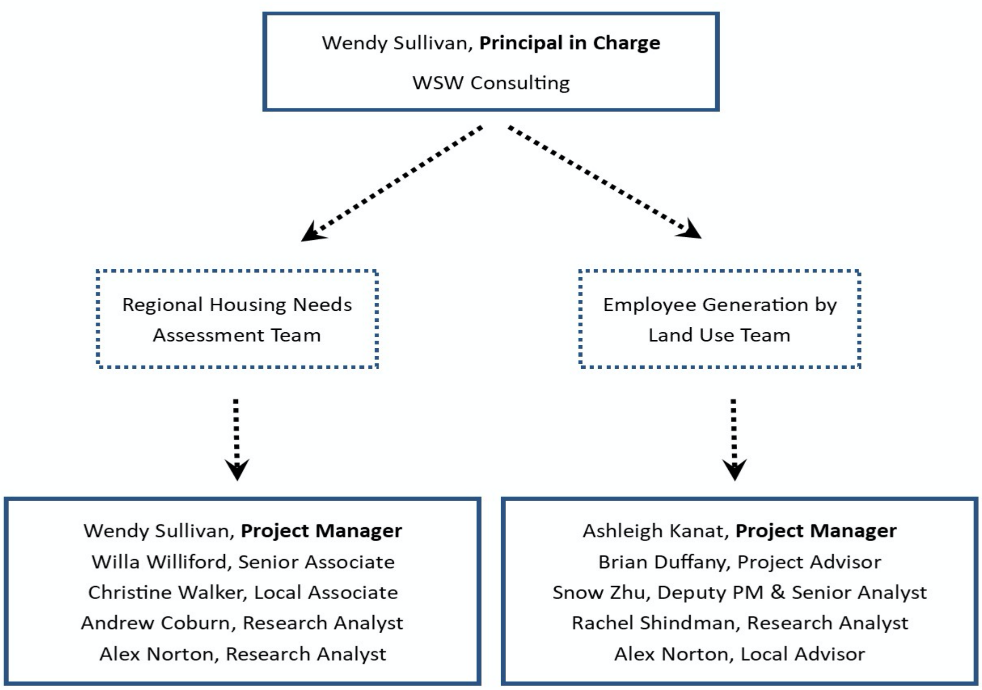
EPS is a land economics consulting firm experienced in the full spectrum of services related to real estate development, economic and market analysis, public/private partnerships, and the financing of government services and public infrastructure. Since 1983, EPS has provided consulting services to hundreds of public and private sector clients in throughout the United States. Clients include cities, counties, special districts, multi-jurisdictional authorities, property owners, developers, financial institutions, and land use attorneys. EPS applies a multi-disciplinary approach to our work, engaging policy issues against the backdrop of fiscal, economic, land use, and public finance opportunities and constraints.

Among other areas of expertise, EPS provides a variety of services related to the formulation of affordable housing policies and programs. These include inclusionary housing ordinances and in-lieu fees, nexus studies to support affordable housing impact fees on residential and nonresidential development, feasibility analyses and program design for specific development projects' incorporation of affordable units, and comprehensive housing strategies and policies leveraging a wide variety of funding and regulatory mechanisms. EPS understands that affordable housing requirements on new development represent a constraint as well as an opportunity, and seek to craft viable balanced solutions that represent equitable and sustainable solutions to communities' affordable housing needs.

For this project, EPS has assembled a team of highly qualified individuals from our Denver and Oakland offices with the impact fee and mountain resort community experience necessary to successfully complete this project in collaboration with the Housing Needs Assessment. As a relatively small firm (about 50 employees in four offices), EPS's policy is to bring the most relevant in-house talent to each assignment so that our clients are provided the highest level of service. The core Employee Generation Study Team for this study is summarized below.

Project Team Organizational Chart

The complete team is illustrated in the following organizational chart. Team member contact information, roles in this project, description and overall experience is provided in more detail below the chart. Resumes for each team member are provided in the Appendix.



Core Regional Housing Needs Assessment Team

Wendy Sullivan **Project Manager** WSW Consulting 1124 Navahoe Dr. S. Lake Tahoe, CA 96150 (303) 579-6702 wendy@wswconsult.com	Willa Williford **Senior Associate** Williford LLC PO Box 941 Crested Butte, CO 81224 (303) 818-0096 willa@willifordhousing.com
Wendy will manage the housing needs assessment process, conduct interviews, survey drafting/ management, report drafting and analysis, recommendations and strategies.	Willa's strength in housing strategy development and implementation will support: management assistance, housing strategy/program review, interviews, report drafting, recommendations and strategies.
Christine Walker **Local Associate** Navigate, LLC 152 E. Gill Jackson Hole, WY 83001 (307) 690-4487 christine@navigatejh.com	Andrew Coburn ***Research Analyst*** Urban Rural Continuum LLC PO Box 452 Ridgway, CO 81432 (720) 464-5821 andrew@urbanruralcontinuum.com
Christine's local knowledge, housing program and development experience will support: local data/resources, survey outreach coordination, report analysis, strategies.	Andrew's analytical strength will support: data collection, interviews, analysis, quality control, report drafting.
Alex Norton ***Research Analyst*** OPS Strategies PO Box 1349 Jackson Hole, WY 83001 (307) 690-9892 alex@opsstrategies.com	
Support scommuting and job patterns data analysis, local contacts for outreach/data needs.	

WSW Consulting

Wendy Sullivan, principal of WSW Consulting, is a housing planner and attorney, licensed in Colorado and California, specializing in affordable housing market research and strategy. She has over 20 years of community planning experience in both the public and private sector. Wendy has conducted and managed housing needs assessments, market studies and housing policy development for a range of communities, with particular focus on high-cost resort communities. Her work has helped towns like Breckenridge, CO, and Mammoth Lakes, CA, inform and maintain successful affordable and workforce housing policies and programs. She previously worked as a planner for Blaine County, Idaho (home of Sun Valley ski resort), as a senior housing analyst for RRC Associates, Inc., in Boulder, Colorado, and as a contract attorney in municipal and affordable housing law. Wendy has a J.D. from the University of Colorado in Boulder, a Master's in Regional Planning and a Bachelor's degree in computer science and minor in math.

Williford LLC

Willa Williford brings 15 years of experience in affordable housing, community planning and investment. Willa's professional experience includes housing development, finance, and operations. Prior to forming her own company, she served as Deputy Director for the Boulder County Housing Authority (BCHA), where she was responsible for numerous strategic housing goals including growing the inventory of affordable housing by 500 units, purchasing land for future development, disposing of non-performing assets, and cultivating sustainable program revenue sources. Willa understands that high quality housing is fundamental to the physical and social fabric of communities and she is versed in the tools necessary to achieve community housing goals. Willa has a Master's degree in Regional Planning from University of Colorado at Denver and undergraduate degree in political science.

Navigate, LLC

Christine Walker is a real estate development consultant specializing in creating homes in high amenity, resort communities that local residents can afford to purchase or rent. She brings over 20 years of experience in affordable housing, community development, and hands-on experience to addressing workforce housing needs. As the former Executive Director of the Teton County Housing Authority (TCHA), Christine facilitated the development of and managed hundreds of homes for the Jackson Hole workforce. She understands the nuances of public policy and housing programs, how to structure programs and management to maintain affordability and quality of units over time, how policies and programs can assist or stifle development of affordable housing in high-cost resort communities and how to navigate various program, funding and partnership opportunities to meet affordable housing needs.

Urban Rural Continuum, LLC

Andrew Coburn, principal of Urban Rural Continuum LLC, is a planner located in Ridgway, CO (near Telluride). He excels at economic, demographic and housing market research and has assisted members of this team with housing needs assessments in Colorado rural and mountain resort communities. Prior to founding Urban Rural Continuum LLC, Mr. Coburn served as a project manager and community planner for the National Park Service. Mr. Coburn holds a Master of Urban and Regional Planning and a Master of Public Administration from the University of Colorado at Denver. He also holds undergraduate degrees in economics and business administration from the University of Montana and is currently completing the London School of Economics Real Estate Economics and Finance online certificate.

OPS Strategies, LLC

Founding Principal, Alex Norton, AICP, assists communities, organizations, and landowners throughout the Rocky Mountain west with strategic organization, planning, and study. Located in Jackson, Wyoming, Alex has worked with counties, towns, school districts, non-profits, and landowners to identify strategic solutions that fit community values, trends, and needs. Alex, brings award-winning experience in comprehensive planning and public engagement as well as years of experience in affordable housing, trend analysis, growth management, and conservation development. His track record in Teton County, WY, includes the current workforce housing requirements and incentives, Jackson/Teton County Housing Action Plan, and employee generation nexus study. Alex provided research and policy analysis for other WSW Consulting projects.

Core Employee Generation Study Team (EPS)

Ashleigh Kanat **Project Manager** EPS 1330 Broadway, Ste. 450 Oakland, CA 94612 510-626-8384 akanat@epsys.com	Brian Duffany **Project Advisor** EPS 730 17th St., Ste. 630 Denver, CO 80202 (303) 623-3557 bduffany@epsdenver.com
Ashleigh will manage the employee generation study, provide housing policy expertise, technical guidance, quality control, and interact with other members of the team, the Client, and stakeholders.	Brian will serve in the capacity of Project Advisor as a resource to Ashleigh and the team. He brings particular expertise with housing in mountain resort communities.
Snow Zhu **Deputy Project Manager** **Senior Analyst** EPS 1330 Broadway, Ste. 450 Oakland, CA 94612 (510) 841-9190 szhu@epsys.com	Rachel Shindman **Research Analyst** EPS 730 17th St., Ste. 630 Denver, CO 80202 (303) 623-3557 rshindman@epsdenver.com
Snow will serve as Deputy Project Manager. She will lead for the technical analysis	Rachel will support Snow and Ashleigh, with technical IMPLAN analysis; survey data analysis.
Alex Norton ***Local Advisor*** OPS Strategies PO Box 1349 Jackson Hole, WY 83001 (307) 690-9892 alex@opsstrategies.com	
Local project advisory role – existing impact fee policy knowledge; local nuances applicable to the nexus analysis.	

Ashleigh Kanat

Ashleigh has been with EPS for nearly 15 years and has long been involved in the firm's affordable housing projects, including leading recent efforts to improve housing production and increase affordable housing in the cities of Santa Rosa and Healdsburg, California, Mono County, and the Tahoe/Truckee region. She has additional expertise preparing development impact fee and in-lieu fee programs, balancing the dual, and sometimes competing, objectives of wanting to generate revenue to support affordable housing while not impeding market-rate residential development. She has completed affordable housing fee studies for the cities of Clayton, Rohnert Park, Petaluma, and Healdsburg, as well as for Mono County in California.

Snow Zhu

Snow Zhu joined Economic and Planning Systems, Inc. (EPS) in January 2019, bringing academic and professional experience in government data analytics, land use policy, feasibility analyses, and housing research. At EPS, she has served as project manager and analyst on a number of affordable housing and impact fee studies. Prior to joining EPS, Snow was employed at Acumen LLC, a public policy research firm.

Brian Duffany

Brian Duffany is a real estate economist and planner with nearly 20 years of experience in land economics. Brian has a broad base of experience in real estate development feasibility analysis, financial and economic modeling, economic development, economic and demographic analysis, local government finance, fiscal impact analysis, transportation planning. Brian has evaluated proposals and feasibility for development and redevelopment proposals throughout the mountain west and Colorado urban corridor.

Rachel Shindman

Rachel Shindman, AICP, brings several years of experience in many of EPS's practice areas. Her specializations include real estate economics, housing analysis and policy, fiscal and economic impact analysis, and economic development and revitalization. She has a strong skill set for addressing urban economic and policy issues, and her experience in public, private, and non-profit organizations enables her to work successfully with a diverse set of clients.

Core Housing Strategy Team

Wendy Sullivan ***Project Manager/Facilitation*** WSW Consulting 1124 Navahoe Dr. S. Lake Tahoe, CA 96150 (303) 579-6702 wendy@wswconsult.com	Willa Williford ***Co-Manager/Facilitation*** Williford LLC PO Box 941 Crested Butte, CO 81224 (303) 818-0096 willa@willifordhousing.com
Christine Walker ***Strategy Analyst*** Navigate, LLC 152 E. Gill Jackson Hole, WY 83001 (307) 690-4487 christine@navigatejh.com	Ashleigh Kanat ***Strategy Analyst*** EPS 1330 Broadway, Ste. 450 Oakland, CA 94612 510-626-8384 akanat@epsys.com
Andrew Coburn ***Research Analyst*** Urban Rural Continuum LLC PO Box 452 Ridgway, CO 81432 (720) 464-5821 andrew@urbanruralcontinuum.com	Alex Norton ***Local Advisory*** OPS Strategies PO Box 1349 Jackson Hole, WY 83001 (307) 690-9892 alex@opsstrategies.com

Project Budget

We anticipate a total budget not to exceed $300,000 for all study components, as follows:

Regional Housing Needs Assessment

TASK	BUDGET
Primary Research	
Employer survey	$9,500
Household/employee survey	$21,000
Realtor/Lender and Property Manager Focus Groups	$5,000
Key informant interviews (up to 12)	$4,800
Housing Needs Assessment:	
Population and Demographics	$2,500
Jobs, Seasonality, and Commuting (including cost of commuting)	$4,500
Housing Inventory and Planned/Pending Development	$4,500
Homeownership Market Conditions	$4,800
Rental Market Conditions	$5,500
Housing Problems (overcrowding, cost-burdened, forced to commute)	$2,500
Loss of housing (redevelopment, STR conversion, sale of homes)	$3,800
Housing preferences of employees	$6,000
Current and Projected Needs and Gaps (current needs, future needs)	$4,800
Affordable Housing Accomplishments and Opportunities and Constraints	
Housing program accomplishments	$8,000
Housing resources and opportunities and constraints	$7,000
Development potential inventory (Teton County, ID)	$7,000
Conclusions and Recommendations	$5,500
Meetings, Presentation, Management	
Kick-Off Work Session (zoom meeting)	$2,500
Draft report discussion (conference call)	$2,500
Final Presentation (prep, travel plus meeting) - 2 consultants present	$6,800
Contract/Project Management	$6,500
Local assistance contingency (multi-lingual outreach assistance) - billed as needed	$10,000
TOTAL	$135,000

Bill rates and anticipated time spent by each team member is as follows:

	Bill rates	% hours spent
Wendy Sullivan (WSW)	$230	30%
Christine Walker (Navigate)	$195	15%
Willa Williford (Williford)	$195	15%
Andrew Coburn (Urban Rural Continuum)	$145	30%
Alex Norton (OPS)	$145	10%
Weighted Average	$184	100%

Employee Generation by Land Use Study

TASK	BUDGET
Task 1: Project Initiation	$9,160
Task 2: Residential Nexus Analysis	$30,240
Task 3: Commercial Linkage Fee Nexus Analysis	$33,740
Task 4: Fee Level Recommendations and Presentations	$21,220
Task #5: Evaluation of Tourism Impacts	$12,900
TOTAL	$107,260

Bill rates and anticipated time spent by each team member is as follows:

	Bill rates	% hours spent
Ashleigh Kanat	$275	30%
Brian Duffany	$215	10%
Snow Zhu	$175	40%
Rachel Shindman	$155	20%
Weighted Average	$205	100%

Housing Strategy Planning

TASK	BUDGET
Session 1: Housing needs, goals, program orientation	$6,500
Session 2: Strategies: existing, new options, prioritization	$8,500
Public work session: elected officials (2 budgeted)	$9,600
Public open houses (2 proposed)	$8,500
Session 3: Strategies: priorities, steps, roles, timing	$9,500
Session 4: Draft plan orientation, edits	$6,500
Final plan	$3,600
Public presentation	$4,800
TOTAL	$57,500

Bill rates and anticipated time spent by each team member is as follows:

	Bill rates	% hours spent
Wendy Sullivan (WSW)	$230	25%
Ashleigh Kanat (EPS)	$275	10%
Christine Walker (Navigate)	$195	10%
Willa Williford (Williford)	$195	25%
Andrew Coburn (Urban Rural Continuum)	$145	25%
Alex Norton (OPS)	$145	5%
Weighted Average	$197	100%

Scope of Work

Approach and Methodology

This section provides a brief overview of our proposed methodology for both a Regional Housing Needs Assessment and an Employee Generation by Land Use Study. Because each study requires a very different technical approach, we have provided a separate overview for each study. It is our understanding that, if our team is chosen, we will work with the client and stakeholder group in May to define a more detailed scope that best meets your goals.

Study Integration

Despite each study requiring a different technical approach and the outcomes serving a somewhat different purpose, the studies utilize some common data sources and will rely on each other to help target policies and programs appropriate to address workforce housing needs and utilize study findings. We propose to integrate the study process and outcomes, however, in the following manner:

- Stakeholder Groups: In the beginning, we will work with the client to identify the members from the stakeholder groups that are best suited to assist with each study. Because the geographic coverage of the Employee Generation study is smaller and more technical in nature, the stakeholder groups will most efficiently be a subset of the entire group.
- Coordinated Data: We will consolidate the common local data resources that we need for each study in one joint request for information to minimize the impact on the client and stakeholder group.
- Employer Survey: The proposed employer survey as part of the Housing Needs Assessment will provide information useful for both studies; and

- Strategy Planning Component: We propose a Strategy Planning component that will help orient the client and stakeholders on how to best use the studies for policy and program development. We will discuss policy options, show how the interplay of various programs (existing and new) can help achieve results, and work through how to combine the information from each study and shape effective policies to meet identified housing needs and address employee generation impacts. This outcome will shape a housing implementation strategy plan, prioritizing strategies and steps, establishing a timeline for implementation, and defining roles from multiple stakeholders to help the region move forward in addressing identified housing needs.

Regional Housing Needs Assessment

We propose an approach to the Regional Housing Needs Assessment that will identify workforce housing needs, as requested. The study will cover the geographic region of Teton County, Wyoming, Teton County, Idaho, and the northern portion of Lincoln County, Wyoming (defined by census tracts 9782 and 9784, which extends just south of Smoot).

With engaged representatives from each county area in the study region on the stakeholder groups, we propose to provide a report that covers the below items for the region and each county/county area:

- A demographic overview, housing market analysis, economic overview, and review of existing housing conditions (age, type, amount);
- Loss of workforce housing units through redevelopment, short-term rental impacts, and sales, focusing on units lost since the most recent 2014 housing assessment. This will be done to the extent that local and secondary data is available;
- Commuting patterns in the region, including workers that live where they work or commute in or out for jobs. A household and employee survey will be utilized to understand the demographics and housing preferences (including location) of commuters compared to local workers;
- Existing workforce housing stock, including deed restricted, land development restricted, employer restricted and “naturally occurring” workforce housing units;
- The current types of jobs, wages, number of year-round and seasonal jobs, and average jobs held per working adult;
- Percentage of employees living locally, with seasonal variations as applicable;
- The gap between income and housing affordability; and
- Workforce housing demand by number, type, and price point. This will include catch-up needs (e.g. the current undersupply of housing for the workforce) and keep-up needs (e.g. housing units needed to keep up with expected retirement rates and job growth). Projections of need will cover a five-year timeframe and include a Microsoft Excel model that can be updated by the client on a regular basis. We find that longer term projections are quickly outdated (e.g. the 2007/08 recession and recent COVID event is

proof of that). Further, the most effective housing programs require regular check-ins on progress and updates to ensure that strategies remain on track.

Data sources will include a mix of local data, survey research, interviews and focus groups, and available secondary/public data sources (e.g., Census, American Community Survey (ACS), Quarterly Census of Employment and Wages (QCEW), Bureau of Economic Analysis (BEA), Longitudinal Employer-Household Dynamics (LEHD), etc.).

- Local data. We will seek stakeholder member assistance to acquire local data and helpful research and studies. This will include data on building permits, housing programs, development codes, land availability and zoning, multiple listing service/home sales data, rental market information, among other needs.
- Employer survey. A short online survey will be widely distributed to businesses in the region, with direct outreach to primary employers (government, school districts, resorts, hospital, etc.) to better ensure their response. We will seek assistance from local Chambers and other entities to promote the survey through effective channels (social media, radio, newspaper, employer meetings, etc.) and distribute the link to businesses in the region. The employer survey will probe the number of employees, where workers live (commute patterns), employee retention and recruitment issues, unfilled jobs, retiring employees, and the provision of housing units and/or assistance. We will work with the client and stakeholders to finalize the survey questions and topics.
- Household/Employee survey. We will conduct a survey of local households and employees throughout the region. The survey will field topics not available through secondary sources, such as housing and community preferences, satisfaction with current housing conditions and needed repairs, analysis of tradeoffs, desire for commuters to live closer to work, housing problems such as displacement (due to owners selling homes, short term rental conversion, rent increases, etc.) and overcrowding, among other factors. We will work with the client and stakeholders to finalize the survey questions and topics.

  The survey will be designed for English- and Spanish-speaking households. The primary format will be online, but paper surveys can be made available for targeted survey outreach by local organizations and service providers. The primary method of distribution will be through employers to their employees, along with broader notification through print media, newsletter notifications, and social media. We will also seek outreach assistance from the stakeholder group and local organizations to ensure the best success.

  We have included a budget line item that we will use to recruit local multi-lingual survey outreach assistance. Community members and organizations that work with the populations of interest have the best insight into how to engage participation and where and how to reach them. We had fantastic success reaching bi-lingual and marginal populations when we conducted the 2014 Western Greater Yellowstone Regional Housing Needs Assessment, in large part because of the engagement of trusted local groups to reach hard-to-reach populations. Additionally, we find incentives, such as a drawing for $100 gift cards, to be very helpful. We will refine the outreach methodology with the client and stakeholders to ensure representative participation.

- Focus groups and key informant interviews. We will use a combination of focus groups, and key informant interviews with housing market professionals, developers and builders, lenders, housing service providers, employers, area jurisdictions, and others to collect local insight and data for report analysis. We find a focus group with area real estate agents and lenders in particular to be valuable over individual interviews because shared and unique experiences are highlighted, and we all learn from each other. We will refine the interview list with the client and stakeholder group, including 2-3 Lincoln County interviews.

Finally, the draft report will be submitted to the stakeholder groups for review and input. The final report will incorporate comments received and be presented by the consultant to the Teton County, WY and Teton County, ID elected officials at one public meeting. The elected officials from Lincoln County, WY may also participate in this meeting.

Additional Study Sections

In addition to the above information, we will include two separate reports for Teton County, WY and Teton County, ID with the following items, which will be useful when evaluating strategies to address housing needs:

Housing Program Accomplishments and Challenges
We propose to gather and present information on workforce and other restricted housing units produced to date, loss of units through sunset clauses, the rate of production, and the performance of current housing programs. This section will be useful when considering strategies and next steps to understand what has worked well and where changes or alternative approaches may be needed to address existing and projected needs.

Housing Resources, Opportunities and Constraints
We propose to provide an overview of workforce housing opportunities and constraints in the region, to include:

- Public land and resources available for housing;
- Local workforce housing financing sources and organizations; and
- Development environment, including the cost of development, development codes and requirements, and challenges and opportunities as expressed through interviews with local developers and others.

Development Potential Inventory (Teton County, ID)
This proposal includes producing an inventory of the Teton County, ID development potential based on current zoning. There are challenges with producing this type of inventory (land

constraints, how to factor in bonuses and incentives, etc.) and we suggest discussing the purpose to determine whether there are other methods to achieve the desired purpose of this inventory.

Project Considerations

Stakeholder Groups. Because of the regional nature of this study and the necessary access to local data, our proposed scope and fee anticipates that two stakeholder groups will be utilized, one with Teton County, WY representation and another with Teton County, ID representation. At least one connected representative from each county jurisdiction and incorporated community jurisdictions in the study area will be included in the stakeholder groups. Other helpful participants typically include housing service providers, core community organizations and foundations, primary employers, and real estate and development community members. We will work with the client at the start of the process to develop a diverse stakeholder group.

Deliverables

- A clear, well documented, transparent report on the Regional Housing Needs, Resources and Opportunities in the region, an executive summary, along with breakout information for each county/county region will be provided. This report will document our research, methodology, data, and trends, as defined above. This will provide the information needed to help target housing strategies and develop the Housing Strategy Component specified below.
- An outline of the report will be provided shortly after the kick-off meeting.
- Microsoft Excel model of five-year projected housing needs that can be updated by the client on a regular basis

Employee Generation by Land Use Study

With the proposed work plan, below, EPS will deliver to the Town/County a technically robust and legally defensible fee program that accurately reflects the impact of new development on the need for affordable, workforce housing. We propose to use primarily publicly-available and trusted data sources, tailored by local input and conditions. This approach will allow for a transparent process and straight-forward fee updates in the future. If our team is selected, we will refine this work plan with town and county input to ensure the final work product supports town/county needs regarding affordable housing policy, including legal, economic, and political considerations.

The below proposed process will provide the town/county with the following:

- Residential job generation based on household expenditures on local goods and services. This will include brick-and-mortar and non-brick-and-mortar spending;

- Residential job generation due to the construction and maintenance/management of homes;
- Commercial job generation linked to new commercial space; and
- A separate component evaluating the impacts of tourism on job generation; another significant component of job growth and demand in Teton County.

The work plan, as described below, will include the following key considerations:

- Full-time, part-time and seasonal employees generated by non-residential development;
- Full-time, part-time and seasonal employees related to household spending on construction and management/maintenance of homes, by type of residential use; and
- Full-time, part-time and seasonal employees generated by residential uses through expenditures on local goods and services, by type of residential use.

Non-Brick-and-Mortar Businesses. Job generation for these businesses is not tied to commercial space. Alternative approaches to both estimating job generation and addressing employee housing needs related to job growth are needed. For example, an employee head tax or business license fee are options not tied to commercial space that have been implemented by other communities; however, these are fees imposed on the business owner and, as such, may have undesirable effects.

Two components of the analysis will incorporate non-brick-and-mortar jobs:

- Job generation through residential occupant expenditures; and
- Job generation based on visitor expenditures/tourism impacts, which affect services that often have little or no commercial base (e.g., guide services, short-term rental managers, independent housekeepers, etc.).

We will further clarify with the client which businesses are considered to fall into this category early in the process and discuss the client's desired direction with the various options mentioned above, among others, to target the analysis appropriately.

Task 1: Project Initiation

EPS will participate in a project initiation kick-off conference call (or video conference) with the identified stakeholder groups for this study, including potentially legal counsel, to discuss the overall context of the impact fee study and the Town's and County's specific objectives.

At the Project Initiation meeting, we will address the following topics:

- **Approach to funding affordable housing and legal context.** We will discuss the Town/County's overall approach to funding affordable housing to ensure that we share a common understanding of the existing policies and programs that are to remain and which may change.

- **Basis for calculating financing gaps and fees.** With reference to best practices from past work and in other mountain resort communities, we will discuss the merits of distinguishing impacts and resulting fees by product type, by unit size, or by unit price. We will also discuss appropriate assumptions to address local geographic differences and exceptions or special requirements for certain types of development (i.e., large, single family homes, etc.). EPS will coordinate with Alex Norton/OPS to help identify appropriate assumptions based on local market factors.
- **Verify Commercial Categories.** We will also clarify with the Town/County staff and stakeholder group which businesses fall within each preferred business category for which mitigation will be required. This includes also understanding which businesses fall into the non-brick-and-mortar category (e.g., home offices, independent contractor networks, etc.), as well as potential approaches to reflect the impacts on non-brick and mortar employment.
- **Required data needs.** EPS, WSW, and OPS will coordinate to prepare a request for data and background documents from the stakeholder groups.

Task 2: Residential Nexus Analysis

Task 2 includes the preparation of the residential nexus study to support the Town's and County's consideration of updated housing fees. The analysis will show the nexus (i.e., linkage) between development of market-rate housing (both rental and for sale housing) and the demand for affordable housing units. The process involves three general steps.

Step 1: Compute Demand for Affordable Housing Generated by Market Rate Units
Demand from new residential development stems from household spending on goods and services at local businesses, spending on activities like recreation or food delivery that support local jobs (but not necessarily at brick-and-mortar establishments), as well as spending on construction, maintenance, and upkeep of the residence.

The first step is to estimate the impact that additional market-rate housing has on job creation and employee housing. Using data on resident expenditure patterns and wage levels for specific types of business, IMPLAN will be used to estimate the demand for local goods and services generated by the addition of market-rate housing and its occupants. The number of local employees and worker households needed as a result of that demand will be estimated, along with the number of worker households who cannot afford market-rate housing. The incomes of households occupying the market-rate homes drive these figures — the higher the cost of the housing, the higher the occupants' income and spending, resulting in proportionate job creation. EPS will calculate impacts for a range of unit types, sizes, and/or price levels.

Step 2: Affordability Gap Analysis
The second step is to determine whether and how much subsidy is required to provide new housing units for worker households of various income levels (e.g., moderate, low, and very low). This requires estimating the costs of development (land, construction, fees, required

financial returns, etc.) and the prices at which the units are affordable to income-qualified and/or workforce households. The extent to which development costs exceed affordable prices or rents defines the subsidy or financing gap.

This calculation requires some local inputs and assumptions, which EPS will discuss with the Town/County and adjust accordingly.

Step 3: Compute Impact Fee per Market Rate Unit
The third step is to calculate the subsidy required to produce housing affordable for new worker households and allocate that subsidy to the market-rate project driving that demand. The maximum justifiable impact fee will be calculated consistent with this nexus logic. The results will include different nexus-based fees for housing units at various sizes or price levels. The equivalent number of units required at different income levels can also be provided, if desired, which may be used as a standard for allowing developers to address their impacts through provision of units on site rather than payment of the impact fee.

The draft nexus analysis report will be provided for Town/County staff and stakeholder group review. The report will be revised based on comments received, issued for stakeholder outreach, and presented at a public hearing for eventual adoption.

Task 3: Commercial Linkage Fee Nexus Analysis

In this task, EPS will recalculate the County's affordable housing fee for nonresidential development. Business categories will be defined with Town/County input to ensure consistency with local requirements.

The nexus between new nonresidential development and the demand for affordable housing is derived by preparing employment density and compensation estimates of future employees for several nonresidential land use types (e.g., retail, office, industrial, lodging, etc.). New household formation resulting from new employment will be categorized by income category (e.g., moderate, low, very low) to estimate total housing demand. Calculations will consider local trends in household formation (e.g., size and location of households). The demand by land use category will be converted into a fee per-square-foot of commercial development based on the affordability gap calculations derived in **Task 2**.

EPS proposes to use the IMPLAN model in its economic impact methodology. This methodology has been the basis of several recent affordable housing linkage fees, including for Denver and Vail, Colorado. This provides several advantages over a survey-based method (i.e., surveying households and businesses on employment generation), including transparency, availability, and faster and lower cost updates.

EPS recognizes the potential for "double-counting" of income-qualified households generated by the residential and nonresidential nexus approaches (e.g., some of the grocery store workers who need affordable housing may be represented in both analyses). The advantage to this approach, however, is that it provides additional flexibility when assessing worker housing impact fees among commercial and residential uses depending upon policy goals and other community priorities. In a later task, EPS will reconcile these double-counting issues through recommendations on implementation of the fees at specific levels for different uses.

EPS will prepare a draft report summarizing the results of the nonresidential nexus impact analysis. After incorporating Town/County staff and stakeholder comments, EPS will issue a revised report for purposes of the public hearing process. EPS will prepare a final report for Town/County adoption.

Task 4: Fee Level Recommendations and Presentations

Task 2 and **Task 3** will produce "maximum supportable fees," meaning the highest amount that the Town/County could charge different types of development to satisfy their affordable housing requirements and/or mitigate their full impact on affordable housing demands.

Due to potential adverse impacts on desired development, the implementation of other workforce housing production programs or funding sources, the double-counting issue discussed above, and other reasons, the Town/County should consider setting impact fees below the maximum nexus levels. In **Task 4,** EPS will assist the Town/County to identify and assess such mitigating factors and recommend fees for implementation.

Task 4.1: Housing Fee Feasibility Analysis

It may not be practical to charge the maximum supportable fees because the fees would create too great of a financial burden on new development. In this task, EPS will utilize prototypical pro formas for residential and nonresidential development (two types of residential and four types of nonresidential) to determine whether the maximum fees represent a burden on development and, if so, estimate a more practicable fee. EPS will reach out to developers and real estate professionals active in the area to confirm pro forma assumptions.

Task 4.2: Fee and Implementation Recommendations

EPS will work with the Town/County to develop fee recommendations that are within the maximum allowable by nexus, consistent with findings from Task 4.1, avoid double-counting, and work with other programs or funding sources that may be in place to help produce workforce housing. The recommendations will include the formulae for annual adjustments to the fees, which can be reasonably replicable by staff on an ongoing basis.

The deliverable from this task will include 1) a recommended fee schedule for residential and nonresidential development; 2) a comparison of the recommended fee program with the existing fee programs; and 3) a summary implementation process, including recommended adjustment formulae.

Task 4.3: Meetings, Presentations, and Public Hearings
At key points during the Study (e.g., upon project initiation, once preliminary fees are calculated, and a final presentation once final fee levels are determined), EPS will meet with the Town/County stakeholder group for feedback and direction. The budget range assumes these meetings will occur by phone or video conference. To the extent that EPS needs to meet with developers, stakeholders and elected officials beyond the outreach contemplated as part of the overall project, EPS will bill for these meetings on a time and materials basis.

EPS will be available to present the final draft versions of the nexus studies, feasibility analyses, and fee recommendations to the Town and County decision makers. Our budget assumes that we will participate in one in-person public hearing. EPS can be available for additional public meetings, if needed, and will bill for these meetings on a time and materials basis.

Evaluation of Tourism Impacts

The impact fee program will mitigate the demand for housing that results from expanding employment at new hotels or at new retail, restaurant, and service commercial development (i.e., employees that work in the newly developed space need housing in the region). The impacts of visitor spending at existing physical or non-brick-and-mortar businesses will need to be evaluated in other ways and cannot be mitigated with an impact fee charged to new nonresidential development.

This section will evaluate job generation based on visitor expenditures, which affect services that often have little or no commercial base or non-brick-and-mortar businesses (e.g., guide services, short-term rental managers, independent housekeepers, etc.). Transient occupancy tax or tax on recreational sales are some methods to reach this impact; although it is recognized these measures currently have state legislative limits in Wyoming.

Methodology

This task will build off of visitor surveys, data, and other studies available through the Travel and Tourism Board and other area experts. A visitor spending profile will be prepared to segment and scale visitor expenditures, and to ensure there is no double counting between the impact fee program. EPS will use IMPLAN to estimate the number of jobs supported by direct visitor spending in key segments of the local economy and associated wages. Household formation, potentially informed by the housing needs assessment, will be categorized by income category (e.g., moderate, low, very low) to estimate total housing demand from employees in jobs that support the visitor economy.

Deliverable

- Memorandum outlining the methodology, assumptions, and results.
- Illustration bringing together the Housing Needs Assessment, Nexus Study, and Tourism Jobs analysis. This will graphically illustrate the various components of demand that drive jobs in the Jackson/Teton County area – tourism, residents, and commercial and residential development; the relative proportion of jobs generated; and linking to various strategies that can be implemented to address each demand component. This will be useful when moving from the analyses into the Strategy Planning sessions.

Housing Strategy Planning

An outline of a proposed process is provided below based on existing knowledge and information on the region. We propose to revisit the proposed approach below with the client and stakeholder groups in January 2022 to determine if adjustments are needed. Any adjustments made will be with the understanding that they occur within the currently proposed budget, if not less. The extent to which meetings proposed below are held in person or via remote video calls, or a combination, can also be finalized at that time.

We propose to hold four (4) work sessions with the Strategy Group. In general:

- All sessions will be scheduled for two-hours and have a meeting facilitator and technical representative from our team present.
- Prior to each work session, Housing Working Group participants will receive a summary of the prior work session, information from the Housing Needs and Nexus studies related to the work session topic, and questions to help prepare participants for each session.

Session 1: Program Orientation, Housing Needs, Goals

This first session will occur after the presentation of the results of the analysis of Housing Needs and Housing Nexus studies, the data from which will form the basis for housing strategy discussions. Up to two consultants will be present. The goal will be to:

- Present an overview of the housing strategy process;
- Explain the role of stakeholder members;
- Present the work session schedule;
- Review housing goals in light of identified housing needs; and
- Set the stage for the next work session – exploring existing and new strategies.

Participants will be provided with necessary information and questions that can help them prepare for the first work session.

Session 2: Existing and New Strategies

We will work with the strategy group to identify housing policies to address various components of housing needs identified and work toward defined goals. This will explore existing and new strategies to cover the range of needs, within the context of potential partners and resources. We will explore the performance of existing strategies and best practices with the group for existing and potentially new strategies to target where modifications or additions may be desirable.

The list of preferred strategies out of this session will be presented to elected officials and through open houses to the public for their input, which will feed into the next work session.

Session 3. Strategy Priorities, Steps, Roles, Timing

Using the policies, goals and objectives established in the first work sessions and input from the open houses and elected officials, we will refine and prioritize the strategies to pursue. We will discuss each strategy to identify steps for implementation, which partners will be involved, and when various strategies will be implemented. This will prepare the housing strategy for action.

Session 4. Draft Plan Refinement

We will pull together the Strategy Plan into one package and work through the Plan with the Stakeholder Group to reality check the results, recheck priorities, and firm up roles. This will also broach the topic of management and capacity and the overall management structure to ensure the Strategy Plan continues to have life, is tracked and updated, regional and local partnerships continue, and communication to the broader community occurs on a regular basis.

The objective is to define an strategy plan with clear goals and objectives, strategies and policies, timeline for achievement and responsible parties. The plan will also define a mechanism to monitor progress and an update process so that the plan can evolve with housing needs over the long term.

Meetings and Presentations

Elected Official Work Sessions. Two work sessions will be held with the elected officials. The first will occur after the Stakeholder Group has reviewed existing and potential new strategies (Session 2) and discuss the outcome with the town of Jackson and Teton County elected officials in a public work session. The input will help the Stakeholder Group refine and prioritize strategies at Session 3.

Public Open Houses – Teton County, WY. This will occur after the Stakeholder Group has reviewed existing and potential new strategies (Session 2). An overview of the housing needs, housing goals, and currently proposed housing strategies will be presented to the public for their feedback and input. The input will help the Stakeholder Group refine and prioritize strategies at Session 3.

Final Plan and presentation. We will issue the final Housing Strategy Plan and present the Plan in June at a public meeting. We will prepare Power Point slides to support our presentation. Two of our team members will attend and participate in this session. Some members of the Stakeholder Group may also assist with the presentation, a step which helps build ownership by the community.

Deliverables

We propose to provide:

- A Housing Strategy Plan specifying housing goals and objectives, strategies/policies to meet identified goals, a timeline for implementation and assignment of responsibilities to carry out the plan. Also included will be recommendations on Plan management, continued local and regional partnership discussions, and updates/tracking.

- Additional information and documentation as part of this study process, including compiled information from public meetings; work session materials and discussions; and presentations (Power Points, etc.).

Town/County Staff Support

Client will assist and support the consultant team with the following tasks:

- Recruiting Technical Stakeholder Group Members. To the extent that members of this group need to be confirmed, client will identify and recruit the community members and staff to participate in this group.

  Members will be expected to help provide information and contacts for focus groups or interviews during the study, participate in the project kick-off and finalizing the study scope, assist with survey outreach and promotion, review draft reports, participate in the policy and implementation session, and attend and/or participate in the final presentation. We hope that stakeholders members will keep their constituencies or membership (as may be applicable) apprised of the process and share their input.

- Focus Groups and Interviews. Identifying, providing contact information for, and recruiting Realtors, lenders, property managers, developers, builders, etc. to participate in interviews or focus groups. If focus groups are not conducted by video conference/Zoom, then client should provide a meeting room and refreshments.
- Data. Assistance compiling needed town/city and county data, including existing reports/studies, Assessor data/contacts, planning/building department records, etc.
- Surveys. Assistance promoting the surveys through various media (radio, newspaper, websites, etc.), distributing the surveys to employers, and publicizing the online survey links. We propose to have a budget line item to solicit additional survey support from local organizations and service providers to help conduct outreach to multi-lingual communities and hard-to-reach populations.
- Media Outreach/Publicity. Press releases, interviews for articles, and widespread notification of the study.
- Stakeholder Group/Consultant Communication. Forwarding materials, relaying issues that may arise, sending reminders of meetings and presentation schedules, setting up Zoom/video sessions.
- Meeting Support. Organizing and providing the meeting place/venue for in-person meetings, refreshments for participants, public notice when applicable, work session materials (white boards, projectors, etc.) as needed by consultants.

Schedule

The below schedule identifies the primary tasks and timeline for the Regional Housing Needs Assessment and Employee Generation Study separately, although both will occur over the same timeframe.

Regional Housing Needs Assessment	May	Jun					Jul				August				Sept					October				Nov				Dec				Jan				Feb			
Week	Month	1	2	3	4	5	1	2	3	4	1	2	3	4	1	2	3	4	5	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Finalize scope	x	x	x																																				
Kcik off meeting (stakeholder group)				x																																			
Employer survey draft							x																																
Household/employee survey draft							x																																
Surveys in the field												x	x	x	x	x	x																						
Interviews and focus groups					x	x	x	x	x	x	x																												
Data collection (local, secondary)				x	x	x	x	x	x	x	x	x	x																										
Analysis/write up																x	x	x	x	x	x	x	x	x	x	x		x	x										
Draft needs assessment and recommendations																														x									
Draft assessment review - conference call																																	x						
Final report and presentation																																			x	x			

Employee Generation Studies	May	Jun					Jul				August				Sept					October				Nov				Dec				Jan				Feb			
Week	Month	1	2	3	4	5	1	2	3	4	1	2	3	4	1	2	3	4	5	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Kick-off meeting/confirm analytical approach/finalize scope	x																																						
Confirm analytical assumptions with Stakeholder Group				x	x	x	x	x	x	x																													
Collect data and set up models						x	x	x	x	x	x	x	x	x																									
Preliminary fee calculation tables													x	x	x	x																							
Revised fee calculation tables																x	x	x	x																				
Admin draft/draft report																			x	x	x	x	x	x	x	x													
Maximum vs. feasible fee levels																												x	x	x									
Final report and presentation																																			x	x			

Shaded columns indicate holiday periods (Thanksgiving, Christmas and New Years)

The below schedule identifies the primary tasks and timeline for the Housing Strategy Planning.

Housing Strategy Planning	**Feb**				**Mar**				**Apr**				**May**				**June**			
Week	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Session 1: Housing needs, goals, program orientation		x																		
Session 2: Strategies: existing, new options, prioritization					x															
Public work session: electeds							x													
Public open houses							x													
Session 3: Strategies: priorities, steps, roles, timing											x									
Session 4: Draft plan orientation, edits														x						
Final plan																	x			
Public presentation																				x

Shaded columns indicate spring break in Teton County, WY.

TOWN COUNCIL BOARD OF COMMISSIONERS

JOINT INFORMATION MEETING

AGENDA DOCUMENTATION

PREPARATION DATE: June 2, 2021

MEETING DATE: June 7, 2021

SUBJECT: Northern South Park Neighborhood Planning Process (MSC2020-0022): Consideration of Scope/Timeline Changes

SUBMITTING DEPT: Long-Range Planning

DEPT. DIRECTORS: Chris Neubecker & Tyler Sinclair

PRESENTERS: Chris Neubecker & Tyler Sinclair

PURPOSE/REQUESTED ACTION

The purpose of this item is to jointly discuss potential amendments to the Northern South Park neighborhood plan scope of work and timeline. Requested action for the Town Council is to make a recommendation to the Board of County Commissioners on pursuing one of the following two options. The Board of County Commissioners has previously provided direction to obtain additional information on a potential amendment to project scope, but a motion is provided in this staff report if the Board elects to take action at this meeting.

- **Option 1:** Affirm the existing scope of work and timeline (approved November 17, 2020) for concurrent Steering Committee and public review of the Phase 3 plan alternatives, and public engagement opportunities to be consistent with public Workshop #2 (on plan alternatives) and public Workshop #3 (on presentation of a draft neighborhood plan).
- **Option 2:** Amend scope of work and timeline to advance Steering Committee review of the Phase 3 plan alternatives to occur prior to public release and review of the plan alternatives, with the option for additional public engagement opportunities. For this to occur, staff will provide a revised scope of work and consultant contract to the Board of County Commissioners for signature at a future meeting.

BACKGROUND

The Northern South Park neighborhood planning process began in December 2020 with a $400,000 budget and December 2020-July 2021 project timeline. Based on additional time spent by the consultant group on the Steering Committee and public engagement, that timeline has been extended by approximately one month for anticipated completion in August 2021. Consideration of amending the project scope and timeline arose from the Board of County Commissioners in May 2021, as summarized below:

- **April 12, 2021, Joint Information Meeting:** Staff update to Board and Council on project progress (staff report linked here)

- **May 17, 2021, County Voucher Meeting:** Commissioner Epstein requested that an item be placed on a future Board of County Commissioners meeting agenda to discuss options for adjusting the scope of work and timeline for Phase 3 of the Northern South Park neighborhood plan. Commissioner Epstein raised the possibility of changing the scope of the project to provide additional opportunity for input and involvement from the appointed project Steering Committee.
- **May 24, 2021, County Voucher Meeting:** During the regular monthly update to the Board of County Commissioners from the Planning Department, Director Neubecker presented three options to the Board for changing or affirming the scope of work for the Northern South Park neighborhood planning process. Staff's recommendation was not to change the previously approved scope of work and timeline. The Board directed staff to work with the lead project consultant, Opticos Design, to determine the added cost and confirm the added time estimates for the following amended scope option:
    - Sharing the three plan alternatives (+ existing zoning allowance alternative) and associated modeling with the Steering Committee <u>before</u> public release. In the approved scope, release and review of these materials is concurrent for the Steering Committee and the public. The Board is interested in earlier engagement of the Steering Committee's expertise by releasing the alternatives to the public along <u>with</u> the Steering Committee's initial thoughts and comments.
    - Giving the Steering Committee 1-2 weeks to review the plan alternatives and provide feedback and comments to staff and project consultants. No additional meetings of the Steering Committee are proposed.
    - Summarizing and packaging the Steering Committee feedback and comments to be included with the plan alternatives for public release and review. The Board is interested in providing the community with the Steering Committee feedback to supplement public consideration of the plan alternatives. The Steering Committee comments would not be incorporated as changes to the plan alternatives—they would, however, need to be presented in a way that is understandable to the public as a supplement to community-wide review.
    - Adding more public engagement opportunity. No specific engagement tools were mentioned, but the Board is interested in more public engagement if additional time is allocated to the project.

  With the requested information, the Board will decide at a future meeting either to amend the scope of work and timeline or to affirm the existing scope of work and timeline.
- **June 7, 2021, Joint Information Meeting:** The Board of County Commissioners requested that this item be added to the Joint Information Meeting agenda for joint discussion and Town Council recommendation.

STAFF ANALYSIS

At the time of release of this staff report, Opticos Design is preparing an amended scope of work that includes the information on cost and time requested by the Board of County Commissioners. This information will be provided to the Board and Council as soon as it is received by staff.

After thorough analysis of the previously approved project scope and the potential amendments to the Board, staff has not identified benefits of an amended scope of work that outweigh the detriment of further timeline delay and additional costs. The following questions were discussed by staff in analysis of this issue.

1. **Does this scope amendment option provide for additional opportunity for input and involvement of the project Steering Committee?** By advancing Steering Committee review and delaying public review of the plan alternatives, the Steering Committee still retains the same role and level of influence on the planning process. No changes to the plan alternatives would be made as a result of Steering Committee review prior to public review and no additional meetings of the Steering Committee would be held. While <u>no additional opportunity</u> is provided by this adjusted timeline, one advantage of the proposed amended scope would be that the Steering Committee would have <u>an extended review period</u>. This will give the Steering Committee more time

(2 weeks for initial feedback, plus an additional month for more detailed review and comments) than the previously approved schedule and scope.

2. **Do we expect the Steering Committee comments to help public review?** Since the Steering Committee was designed as an advisory group to staff and consultants, it is unlikely that their technical comments will benefit the public in general review of the plan alternatives. Similarly, there is a risk that rather than reviewing the plan components, the public may redirect their attention to either supporting or opposing Steering Committee comments. As a collaborative process, the project design was deliberate in generating straightforward review from a variety of stakeholders with varying levels of technical expertise, so public critique of the Steering Committee comments is not as useful as engagement tools designed for a variety of users. Alternatively, if the landowners provide initial feedback on the plan alternatives and these views are shared in public release of the plan alternatives, it may provide for more transparent public understanding of the landowners' overall land use interests. However, as a community planning process, the landowners should not be driving the plan.

3. **How does the potential scope amendment impact the rest of the process/timeline?** With a minimum 3-week lead time needed for advertising and outreach ahead of public Workshop #2, this workshop will be scheduled prior to receiving initial feedback from the Steering Committee. With this pause to reconsider scope and timeline, we already have delayed Workshop #2 by two weeks. Additional delays will push the workshop schedule and the advertising for public participation even further. Acknowledging the potential to subvert public expectation or erode public interest and credibility of the process, it is also important to avoid an unnecessary "stopping point". Steering Committee, stakeholder, and public engagement in Phase 3 review of plan alternatives will not be to simply "pick" an alternative to move forward, but rather will identify components of the alternatives that are appealing and may be adjusted or combined to result in a draft neighborhood plan. Simultaneous release of the plan alternatives to the Steering Committee and public avoids the pressure for landowners and Steering Committee members to "pick" one or none of the plan alternatives that may cause a "stopping point" in the process before the public has opportunity to review. After the plan alternatives are reviewed, the collaborative process of adjusting preferences to form a single preferred alternative will resume and will be supplemented with implementation strategies to form a complete package for consideration of the draft neighborhood plan.

STAFF RECOMMENDATION

Staff's recommendation is to affirm the previously approved scope of work and to refrain from amendment to the project scope or timeline – Option 1.

ATTACHMENTS

1. Approved Project Scope and Schedules (November 17, 2020)
   a. Approved Opticos Design contract and scope of work
   b. Northern South Park Steering Committee meeting schedule
2. Public Comment on consideration of project scope amendment

STAKEHOLDER ANALYSIS

Planning participants include the seven Board-appointed Steering Committee members, 29 project stakeholders selected by staff and the Steering Committee, and hundreds of members of the general public who participated in the first online survey, attended Workshop #1 or used the post-workshop online tools.

PUBLIC COMMENT

Public and Steering Committee comment specific to the amended scope under consideration is attached to this staff report.

FISCAL IMPACT

Additional work to summarize and package the Steering Committee review comments for public use prior to public Workshop #2 will exceed the $400,000 contract with Opticos Design. Staff will provide the Board and Council with an updated fee as soon as that value is provided by Opticos Design.

STAFF IMPACT

More staff hours are needed to accommodate a prolonged Steering Committee review of the plan alternatives. These staff hours are available, but a delayed project completion date will likely delay the start of new long-range projects subsequent to the Northern South Park neighborhood plan, specifically County Large-lot Subdivisions, County Exactions, and County Aspens Zoning Update: Subarea 12.1 & 12.3.

LEGAL REVIEW

County: Gingery
Town: Colasuonno

SUGGESTED MOTIONS

Town Council:

I move to recommend that the Teton County Board of County Commissioners approve Option _______ as described in this staff report.

Board of County Commissioners:

I move to approve Option _______ as described in this staff report.

Terms of Agreement

Date:
This Agreement ("Agreement") is entered into for references purposes only, this 6th day of November, 2020, by and between Teton County, Wyoming ("Client") and Opticos Design, Inc. ("Consultant").

Client:
Teton County, Wyoming
150 E. Pearl Avenue
Jackson, WY 83001

Consultant:
Opticos Design, Inc.
2100 Milvia Street, Suite 125
Berkeley, CA 94704

Project: Jackson, WY – Neighborhood Plan Northern South Park

Scope of Services:
Consultant agrees to provide services to Client in accordance with Exhibit A attached hereto and incorporated herein by reference. Any services not specifically identified in Exhibit A are not included in this Agreement.

TERMS + CONDITIONS

Compensation for Services:
Consultant shall be paid for performance of services under this agreement in accordance with the terms of Exhibit A – Project Scope, schedule and Budget. Entire project will not exceed $400,000 without prior written authorization from Client.

Reimbursable expenses and any other actual expenditures made by Consultant in the express interest of the project shall be reimbursed by Client at cost plus 15% the amount of the expenditure.

For Additional Services that may arise during the course of the Project, the Client shall compensate the Consultant on an hourly basis at the rates listed in Exhibit B, unless otherwise agreed in advance in writing by both parties.

Base Information:
Client is responsible for providing all necessary base information regarding the site and any project requirements before design commences. This may include but is not limited to site surveys, geotechnical data, pertinent background documents, etc. During the performance of services, Consultant may require additional base information. Client shall promptly provide any such additional base information. Consultant shall not be responsible for any delays in obtaining any base information regardless of when requested. Consultant is not responsible for any errors, omissions, or changes required due to late, incorrect, or missing base information. Consultant shall be reimbursed at the hourly rates listed above for any services required to make any corrections or changes related to this section.

Schedule:
Consultant is not responsible for delays caused by factors beyond Consultant's reasonable control, including but not limited to delays because of strikes, lockouts, work slowdowns or stoppages, accidents, acts of God, failure of any governmental or other regulatory authority to act in a timely manner, failure of Client to furnish timely information or approve or disapprove of Consultant's services or work product promptly, or delays caused by faulty performance by Client or by contractors of any level. When such delays beyond Consultant's reasonable control occur, Client agrees Consultant is not responsible for damages, nor shall Consultant be deemed to be in default of this Agreement.

Client Duties:
Client shall pay all bills in a timely manner and promptly notify Consultant of any change of address or contact information. Client shall also reply to Consultant's requests in a timely manner.

Client acknowledges that it has responsibilities according to the project plan and schedule. Consultant is not responsible for any errors, omissions, or changes required due to Client's late or unfulfilled responsibilities. Client also recognizes that delays in the schedule create additional staffing and other costs to the Consultant. Therefore, if the project schedule is delayed due to Client's late or unfulfilled responsibilities, Consultant shall be paid for additional services on an hourly basis for all services provided from the initial delay date until Client has fulfilled its responsibilities. Client and Consultant will work together to establish a revised schedule based on actual fulfillment dates of Client's responsibilities.

Ownership, Alteration and Use of Documents:
The Consultant's documents and deliverables, including electronic files, are the work papers of the Consultant and the Consultant's instruments of professional service. Nevertheless, upon completion of the services and payment in full of all monies due to the Consultant, the Client shall receive ownership of the final deliverables prepared under this Agreement as listed in Exhibit A. The Client agrees, to the fullest extent permitted by law, to defend, indemnify and hold harmless the Consultant, its officers, directors, employees and subconsultants (collectively, Consultant) against any damages, liabilities or costs, including reasonable attorneys' fees and defense costs, arising from or allegedly arising from or in any way related to or connected with the reuse or modification of the deliverables by the Client or any person or entity that acquires or obtains the deliverables from or through the Client without the written authorization of the Consultant. Credit shall be given to the Consultant each time the deliverables are used. In the event that Consultant's services are terminated in accordance with this agreement, this provision shall also apply to documents delivered to the Client after such termination. Such delivery shall be contingent upon payment in full of all monies then due the Consultant for services provided up to the date of termination.

Under no circumstances shall the delivery or transfer of ownership of the Consultant's drawings, specifications, electronic files or other instruments of service be deemed a sale by the Consultant. Consultant makes no warranties, either express or implied, of merchantability and fitness for any particular purpose, nor shall such transfer be construed or regarded as any waiver or other relinquishment of the Consultant's copyrights in any of the foregoing, full ownership of which shall remain with the Consultant, absent the Consultant's express prior written consent. Consultant's electronic files will be in the format

OPTICOS

specified in Exhibit A. Consultant makes no representation as to the compatibility of their electronic files with the Client's hardware or software.

Limits of Liability:
To the maximum extent permitted by law, Client agrees to limit Consultant's liability for Client's damages to Consultant's professional fees paid under this agreement. The limitation shall apply regardless of the cause of action or legal theory pled or asserted.

Dispute Resolution:
Should any dispute between the parties arise out of this agreement, they shall first attempt to resolve the dispute informally between them. Both parties agree to meet and confer in good faith, and only cease discussion between them when it becomes reasonably apparent that they will be unsuccessful in resolving the dispute between then. In that event, the dispute shall be submitted to mediation as a condition precedent to binding dispute resolution. The parties covenant that they will participate in the mediation in good faith, and that they will share equally in its costs. All offers, promises, conduct and statements, whether oral or written, made in the course of the mediation by any of the parties, their agents, employees, experts and attorneys, and by the mediator, are confidential, privileged and inadmissible for any purpose, including impeachment, in any arbitration or litigation proceeding involving the parties, provided that the evidence that is otherwise admissible or discoverable shall not be rendered inadmissible or non-discoverable as a result of its use in the mediation.

Right to Terminate:
In addition to all rights of Consultant to suspend or withhold work as herein provided, both Client and Consultant shall each have the right to terminate this Agreement upon providing the other party with 30 days' written notice. Consultant shall be paid for all services performed through and including the termination date and shall be reimbursed for all reimbursable expenses incurred through and including the termination date. Neither party shall have any liability to the other for any losses, damages, or claims sustained by a party by virtue of or incurred after the date of termination. Notwithstanding completion or termination of this Agreement for any reason, all rights, duties and obligations contained in this Terms + Conditions section of this Agreement shall survive such completion or termination and remain in full force and effect until fulfilled.

Miscellaneous:
If any provision of this Agreement shall be held by a court of competent jurisdiction to be invalid, unenforceable, or void, the remainder of this Agreement shall remain in full force or effect.

Nothing in this Agreement is intended to create, nor shall it be construed to create, a fiduciary duty owed by either party to the other party.

Payment Terms:
Services and reimbursable expenses shall be billed monthly and are due upon receipt. Client shall make payment to Consultant upon receipt of invoice. Any payment overdue by more than 15 days shall bear interest, compounded monthly, at six (6)% per annum, or the maximum rate allowable by law, whichever is less. Payment of interest, however, will not cure a failure by Client to make payments to Consultant when due. Consultant reserves the right to suspend work on any project when invoices have not been paid within fifteen (15) days after having been rendered.

OPTICOS

Commencement Date:
Consultant shall commence its services as soon as is reasonably practical after receipt of this Agreement signed by Client and the deposit paid in full, if required.

Karen E Parolek

Consultant:
Opticos Design, Inc.
By: Karen Parolek, CFO

11/18/20
Date

Natalia D. Macker

Client: Teton County, Town of Jackson
By: Natalia D. Macker, Chairwoman
Teton County Board of County Commissioners

11-17-20
Date

Attest:

Maureen E. Murphy

Maureen E. Murphy
Teton County Clerk

STATE OF WYOMING COUNTY CLERK TETON COUNTY

11-17-20
Date

Exhibit A – Project Scope

Jackson – Neighborhood Plan Northern South Park

Phase 1 - Project Kick-Off

1.1 Internal Kick-Off Meeting

The consultant team will meet with County staff to develop a project timeline outlining the steps of the process. The details of the scope of work, plan elements, and engagement process will be refined at this meeting.

Deliverables:

- Kick-Off Meeting Agenda and Notes (PDF)

1.2 Stakeholder Interviews

The consultant team will support the Steering Committee and Staff in identifying potential Stakeholders to ensure that all points-of-view and areas of expertise necessary to inform the project are represented in the interviews. Members of the consultant team will interview Stakeholders, as determined by the Steering Committee and Staff, to understand what goals, ideas, or concerns they have for the project area. This will provide crucial qualitative information that will help to contextualize the quantitative data collected in the following task. In lieu of a site tour, Google Earth may be used during the Stakeholder interviews to help visualize specific concerns about the site, or to reference specific local precedents and examples that Stakeholders might provide over the course of the interview.

Deliverables:

- Summary of Stakeholder Interviews (PDF)

1.3 Data Collection and Review of Existing Documents

The consultant team will collect existing conditions information from a variety of sources, including current Town and County baseline information, previous planning studies and documents, publicly available and third-party datasets such as CoStar, Loopnet, and MLS, and physical observation. This information will be used to establish a baseline of information on existing conditions of the area, including the physical conditions above and below grade, social, demographic, and economic conditions, and documentation of the range of pressures driving new development, as well as the impact that development in this area is expected to have on the local and regional environment and transportation system. Information to be reviewed and assessed may include, but is not limited to the following:

- Existing plans for the project area, including any plans for circulation and development envisioned for the area;
- Existing zoning, easements, or restrictions as they pertain to project areas and surrounding area;
- Zoning analysis, build-out analysis, and infrastructure analysis;
- Environmental analysis;
- Traffic data as it pertains to the larger project area;
- Utility plans, existing and proposed;
- Comprehensive Plan sub-area plans;
- Any constraints mapping conducted by others;
- Affordable Workforce Housing studies and plans;
- Pathways Master Plan; and,
- Market analyses and demographic data, including any projections, will analyze demand for residential, retail, office, and hospitality space in greater Jackson area.

Deliverables:

- None

Phase 2 - Establish Frameworks

2.1 Analysis and Evaluation

The consultant team will analyze documents collected in Task 1.3 Data Collection and
Review, and will evaluate what impact this information will have on the development of the plan and supporting regulations. Existing conditions for topics including traffic and natural resources will be analyzed to identify “hot spots” that need attention. These "hot spots" will help to inform special areas of focus at the Public Orientation, where efforts will be made to establish a shared understanding of the constraints and possibilities posed by these issues. This Analysis and Evaluation exercise will help to provide a framework for the sorts of development types to consider for the development of Northern South Park. The report could be formatted as a slide deck to facilitate clearer presentation to Stakeholders and community members. Analysis may include:

- Physical Constraints of the Existing Conditions;

- Traffic Conditions;
- Environmental Resources, including review, analysis, and summary of existing documentation on the state of the local and regional environmental resources;
- Easements;
- Infrastructure;
- Views;
- Local Building Types;
- Local Urban Form Patterns;
- Housing Needs Analysis; and
- Trends Analysis, including:
  - Development Drivers;
  - Housing Production and Cost; and
  - Population and Employment Growth.

Deliverables:

- Existing Conditions Report (PDF or PowerPoint)

2.2 Public Orientation and Visioning Workshop

Opticos will lead an interactive public meeting (in person or digital, to be determined) to introduce the project to the community, set the process framework for the course of the planning process, communicate the necessary feedback loops for public input, and establish expectations and goals for the Plan. The meeting will establish an "educational baseline" for the Steering Committee and the public so there is a common understanding of the goals and the process, as well as best practices and constraints to feasibility. This meeting will explain the project and establish a shared community understanding of the purpose, process, roles, and opportunities for community involvement.

Community members will have the opportunity to ask questions and gain further
understanding following a presentation of the consultant team's analysis of existing
physical conditions and background information on placemaking and urban design
concepts. During the workshop, community members may be asked to share their
expertise regarding cherished local buildings, streets, and public spaces to help bolster

the analysis of Local Building Types and Local Urban Form Patterns in Task 2.1.
The consultant will also facilitate discussion among the participants to determine
additional issues and opportunities for the plan, drilling down into the trade-offs of the
question of "what makes a place livable?" with the goal of reaching a consensus around
an initial framework for the future design work.

Deliverables:

- None

Phase 3 - Scenario Development

3.1 Create Alternatives

The consultant team will develop three alternative development scenarios through careful collaboration with the Steering Committee and Staff. In addition, the consultant will analyze a No Action alternative based upon existing zoning. Each scenario will include an explanation of how the alternative is able to meet the vision for the area, establish the urban design framework, and identify potential land use patterns with varying density, layout and affordability options.

Specific issues to be addressed by all alternatives may include, but are not necessarily
limited to the following:

- Defined Project Goals and Objectives. This will identify points of conflict among community desires, and will provide possible design adjustments or policy tools to enable the project to reach overarching goals, or clarification of the trade-offs necessary to achieve specific interests;
- Density, use, and other potential zoning standards based on either existing Complete Neighborhood zone districts, such as the new Town zoning, or the creation of new zones to address the specific goals and needs of Subarea 5.6;
- Affordability Options and Analysis;
- Job Generation Analysis;
- Market Analysis and Projected Population;
- Fiscal Impacts to the County, Town, and future residents;
- Site design and general bulk and scale characteristics;
- Building types and housing types to support housing options;

- Multi-modal transportation connectivity and traffic impacts, specifically including information about:
  - Pedestrian and bicycle connections to adjacent and regional community amenities and facilities;
  - Walkability of the area, with an eye toward increasing pedestrian safety within the development and at the surrounding connector roadways;
  - Bike-ability of the area, including evaluation of measures such as shared lanes/shared bicycle paths, dedicated bike lanes or routes, or off-street facilities, as well as a combination of those strategies aimed at integrating bicycle mobility into the greater region as a viable alternative;
  - Traffic impacts associated with the larger area, and connectivity analysis served by multiple redundant facilities and non-vehicular modes; traffic impacts analysis will include a projection and comparison of Vehicle Miles Traveled (VMT) for each design alternative, including measures to reduce VMT;
  - Ability to integrate transit service into the study area;
  - Standards for connecting developments within Subarea 5.6 even when done by different landowners and at different times;
  - Community amenities and services (parks, schools, playgrounds, open space, etc.);
  - Infrastructure (drinking water, sewer, storm water drainage, electricity, natural gas, etc.);
  - Environmental impacts;
  - Neighborhood commercial and community institutional needs analysis;
  - Implementation of Comprehensive Plan values;
  - Community and stakeholder engagement and participation; and,
  - Sustainability elements and open space conservation.

3.2 Model 3 Scenarios to Measure Scenario Performance

Cascadia Partners will utilize Envision Tomorrow to model the fiscal, environmental,
transportation, affordability, job creation and infrastructure impacts of each of the three scenario alternatives. Assessor's data and environmental constraints identified in Sub-Task 2.1 Analysis and Evaluation will be used to establish a baseline, then Cascadia will work with Opticos, the Steering Committee and staff to calibrate model

"building blocks" to identify ideal product types, price points, and mix of residential and commercial development within each scenario. Scenario performance will show for each of the three scenarios:

- Housing Affordability:
  - Housing mix and price points;
  - Compare housing production statistics against housing needs developed in Task 2; and
  - Test various incentives and regulations such as tax abatements, density bonuses, and inclusionary housing requirements.
- Job Generation:
  - Estimate employment capacity; and
  - Leverage QCEW data to estimate average wages for workers.
- Fiscal Impact:
  - Roadway, sewerage and water infrastructure costs and O&M;
  - Impact to sales and property tax.
- Transportation Performance:
  - VMT per capita;
  - Transit trips; and
  - Walk and bike trips.
- Environmental Performance/Sustainability:
  - Building energy and water use; and,
  - Impervious surface coverage.

Results of the models will be compiled into engaging presentation materials to make results clear to the community for use as part of the presentation in the following task.

Deliverables:

- Scenario “Report Card” graphics for inclusion on project website
- Power Point Presentation to be included with deliverable in task 3.3

3.3 Alternatives Presentation and Check-In with Community

The consultant will lead two public presentations (in person or digital, to be determined) of the alternatives developed. The presentation will cover all elements of the alternatives described above including planning, transportation, economic, and environmental proposals, as well as other development standards. Three-dimensional (3D) renderings will be used in addition to plan drawings and statistical documents to enable all participants to visualize and provide comment on the alternatives.

This event will provide an opportunity for the consultant team to "check-in" with the
public and make sure that the scenario alternatives successfully capture the goals,
visions, and ideas shared during the Public Orientation and Visioning Workshop. The
public will be engaged to provide input on the alternatives to inform which alternative, or combination of alternatives should be advanced to complete the Plan. This process will be transparent with all community members having opportunity for input into their preferred alternative(s), providing opportunities for both active and passive engagement by the public.

Digital engagement tools will allow community members to participate remotely, even for in-person presentations, to allow for the greatest number of participants.

Deliverables:

- Community Check-In Report Memo (PDF)

Phase 4 - Plan Development

4.1 Draft Plan

The consultant team will utilize feedback from the Community Check-In to identify and
refine a preferred scenario. In addition, the plan will include Policy recommendations
for land use and zoning revisions or other amendments and resources necessary to
implement the plan.

- Defined Project Goals and Objectives
- Density, land use, and zoning maps:
    - Future land use analysis, required building and/or structural elements, streetscape details, drainage and landscape design, and utility upgrades as necessary;
    - Since density is not a reliable predictor of building form, zoning standards will include elements related to building

form and building types to provide more predictable development outcomes.

- Residential Affordability Analysis and Requirements
- Job Generation Analysis
- Market Analysis and Projected Population
- Fiscal Impacts to the County, Town, and future residents
- Site design and general bulk and scale characteristics
- Building types and housing types to support housing options
- 2D fully-rendered illustrative master plan of the entire district at full build-out.
- 3D images at eye/street level, including before and after visualizations
- Visualization using digital 3D massing model
- Multi-modal transportation connectivity and traffic plan
- Community amenities and services plan (parks, schools, playgrounds, open space, etc.)
- Infrastructure requirements and recommended upgrades (drinking water, sewer, drainage, electricity, etc.)
- Environmental impact analysis, including review, analysis, and summary of how different plan alternatives align with existing local and regional environmental guidance
- Development phasing plan for build-out of Subarea 5.6
- Summary of the community and stakeholder engagement and participation
- Policy recommendations for land use and zoning revisions or amendments, necessary to implement the plan. This will include the consultant drafting all necessary Land Development Regulation Text and Map Amendments necessary to implement the plan for consideration by the County.
- Sustainability elements and open space conservation.

Deliverables:

- Review Draft Preferred Plan Document (PDF)

4.2 Development Strategy

Cascadia Partners will conduct an analysis of the preferred alternative (plan) and develop implementation strategies utilizing information from the Analysis and Evaluation and Scenario Modeling tasks. This information, along with recommendations from other members of the consultant team, will be incorporated into the implementation section of the Draft Preferred Plan, and will include:

- Absorption Analysis: Cascadia Partners will convert the population and job projections produced in Task 2 into an annual estimate of the rate of absorption for housing and space. Understanding how fast the market can likely build and sell/lease homes and employment space has a major impact on the location, mix, and size of project phases;
- Phasing Plan: With the benefit of the Absorption Analysis, Cascadia Partners will advise the project team on potential starting locations and the scale and speed at which phases can be contemplated. Close coordination with the engineering team will be important to understand the infrastructure cost considerations of any phasing as well; and
- Infrastructure Financing Strategy: Financing public infrastructure is often the single most costly hurdle facing the development of new neighborhoods of this scale. Many large scale projects suffer financial ruin due to a miscalculation of phasing scale, timing, and associated infrastructure costs. Several tools exist for the financing of public infrastructure and should be established (or at least contemplated) at the same time as the master planning itself.

4.3 Steering Committee and Staff Review

The consultant will meet with the Steering Committee and staff to review the plan. The
consultant will incorporate comments and edits consistent with the overall goal and
complete draft Adoption Plan for release to the public for review.

Phase 5 - Finalize Plan

5.1 Public Unveiling and Final Check-In with Community

Opticos will unveil the Adoption Draft Plan to the public, and will provide an opportunity
for public input. This Adoption Draft Plan will be presented by the consultant (in person or digitally, to be determined) and posted online.

Deliverables:
■ Adoption Draft for Public Review Document (PDF)

5.2 Present to Joint Planning Commissions

A similar presentation by the consultant at a Joint or separate Planning Commission meeting(s) will provide the Adoption Draft Plan to the Town and County Planning Commissions for recommendation. The Commissions could choose to make one recommendation or separate recommendations as they desire.

5.3 Present to Board of County Commissioners and Town Council

The County and Town elected officials will meet jointly for a Plan presentation by the consultant, review of public comment, a question and answer session and initial discussion.

The Town will meet individually to review the entire Plan to provide the County direction on connection to Town infrastructure including but not limited to Municipal sewer, water, storm sewer, transportation network, and other infrastructure. In making this determination the Town will consider all aspects of the Plan and provide the County a detailed explanation/analysis for the basis of its decision on connection to Town infrastructure.

The County will meet individually to consider acceptance of the Plan based upon Town and public input.

Deliverables:

- ■ Final Adoption Draft Document (PDF)

5.4 Project Close-Out

Digital delivery of all files and images created for or used in the Neighborhood Plan and a de-brief with the staff.

Deliverables:

- ■ Digital Submission of Project Files

Project Management

Bi-Weekly Progress Meetings

Opticos (and other members of the consultant team, as necessary) will participate and help to facilitate bi-weekly (or more frequent as needed on a week-by-week basis) progress meetings (in person or digital, to be determined).

Additionally, bi-weekly reports will be provided to track progress and facilitate regular communication between staff and the consultant team.

Jackson – Neighborhood Plan Northern South Park

Budget

	Opticos Design	Cascadia Partners	Cambridge Systematics	Crabtree Group	Charlier Associates	
Phase 1 - Project Kick-Off	$ 14,360.00	$ 4,320.00	$ 847.00	$ 7,500.00	$ 2,000.00	$ 29,027.00
Phase 2 - Establish Frameworks	$ 27,500.00	$ 14,460.00	$ 8,155.00	$ 7,500.00	$ 2,000.00	$ 59,615.00
Phase 3 - Scenario Development	$ 70,010.00	$ 65,330.00	$ 40,778.00	$ 10,000.00	$ 4,000.00	$ 190,118.00
Phase 4 - Plan Development	$ 76,500.00	$ 20,420.00	$ -	$ -	$ 2,000.00	$ 98,920.00
Phase 5 - Finalize Plan	$ 13,000.00	$ 4,320.00	$ -	$ 5,000.00	$ -	$ 22,320.00
Totals	**$ 201,370.00**	**$108,850.00**	**$ 49,780.00**	**$30,000.00**	**$10,000.00**	**$ 400,000.00**

Exhibit B

Hourly Rates

Opticos Hourly Rates *

Position at Opticos Design	Hourly Rate
Principal	$315
Senior Associate	$235
Associate	$205
Senior Designer	$175
Designer	$165

*Hourly rates are subject to increase by 5% on January 1 of each calendar year occurring during the term of this agreement

This meeting schedule is provided by Planning Staff to outline Steering Committee meeting dates and objectives for the second half of the Northern South Park neighborhood planning process from April 2021 to project completion. Previously, a defined schedule was not provided in an effort to retain an iterative process where Steering Committee meetings roughly correspond to project milestones (see scope of work), but dates were flexible to promote collaboration as critical points arise. In response to recent Steering Committee feedback, this alternative approach of setting meeting dates (acknowledging that specific dates may change slightly if needed) and objectives will provide better predictability and clearer expectations for the group. This schedule is consistent with the approved scope of work and budget contract for this project (i.e. number of meetings are fixed unless we have a scope and contract change). Achievement of project tasks from the scope of work are identified for each meeting listed on this schedule. Additional work from the Steering Committee that does not require a formal meeting may be requested by Staff.

April 15 & 16 (2 hour sessions each day): Steering Committee Workshop - Design Alternatives and Scenario Modeling

Project Task(s) (from approved Scope of Work)**:**

- **3.1 Create Alternatives:** "The consultant team will develop three alternative development scenarios through careful collaboration with the Steering Committee and Staff. In addition, the consultant will analyze a No Action alternative based upon existing zoning."
- **3.2 Model 3 Scenarios to Measure Scenario Performance: "**Cascadia will work with Opticos, the Steering Committee and staff to calibrate model "building blocks" to identify ideal product types, price points, and mix of residential and commercial development within each scenario."

Meeting Objective(s): Establish community context based on public participation in project Phases 1 and 2, and identify priorities for creation of design alternatives and scenario modeling. The Steering Committee was appointed to assist the consultant and Staff team with overall project direction and guidance. The Committee's primary purpose is to provide input to Staff and the consultant during the plan development process, to identify community issues, and provide initial feedback on possible solutions. This meeting will be the Steering Committee's opportunity to provide input to Staff and the consultant team on development of plan alternatives. The three resulting plan alternatives and corresponding modeling comparisons will be generated by the consultant group and will be released to the Steering Committee concurrent with public release. This means that the Steering Committee will not preview and edit draft alternatives before they are finalized and made available to the public due to budget and time constraints. This also means that, consistent with the original Request for Proposals initiating this project, the Steering Committee will not make any formal recommendation on a preferred alternative after they have been developed (see Public Workshop #2 for outlet to provide response/commentary on the three plan alternatives).

April 15, 9:00am – 11:00am: Achieving the community vision…

- Review public visioning process results (Stakeholder interviews, Community Survey #1, Workshop #1 interactive tools)
- Discuss Steering Committee interpretations, reactions and priorities from public visioning process

- Identify list of priorities to be varied (as plan alternatives) and measured (in modeling outputs) based on the community vision for NSP

April 16, 9:00am-11:00am: Guiding design alternatives and scenario modeling…

- Review scenario modeling process and typical modeling “outputs” provided by Cascadia
- Discuss outputs and identify priority modeling framework (decide what elements should change between the models/alternatives)
- Discuss approaches for the three plan alternatives (+ no-change alternative)

<u>First week in June</u>: Public Workshop #2 –

Project Task(s) (from approved Scope of Work)**:**

- **3.3 Alternatives Presentation and Check-In with Community:** “This event will provide an opportunity for the consultant team to "checkin" with the public and make sure that the scenario alternatives successfully capture the goals, visions, and ideas shared during the Public Orientation and Visioning Workshop.”

Meeting Objective(s): Workshop designed for open public participation. Steering Committee members are asked to attend and participate as representatives of the community’s interests.

<u>Second week of July</u>: Steering Committee Review of Draft Neighborhood Plan

Project Task(s) (from approved Scope of Work)**:**

- **4.3 Steering Committee and Staff Review: “**The consultant will meet with the Steering Committee and staff to review the plan. The consultant will incorporate comments and edits consistent with the overall goal and complete draft Adoption Plan for release to the public for review.”

Meeting Objective(s): Final opportunity for Steering Committee feedback on the draft neighborhood plan (including implantation strategy) prior to the formal public release and review. Following public release, Staff will present the plan before the Town and County Planning Commissions, Town Council, and Board of County Commissioners. The Steering Committee does not make any formal recommendations as a group to decision-makers, however comments and perspectives of the Steering Committee from this meeting will be included with the Staff report for decision makers’ consideration of the proposed draft plan. Following this meeting, the Steering Committee will be disbanded. Any additional comments provided by Steering Committee members will be represented as individual opinion encouraged as a part of the formal public hearing process.

- Consultants present plan contents and highlight areas where additional direction may be needed
- Steering Committee provides review of draft plan and identifies any areas to be refined prior to release of final draft plan

Attachment:

1. Opticos Design contract and scope of work (provided December 2020) with highlights on tasks referenced in this document

ATTACHMENT 2: PUBLIC COMMENT

From:	Kristi Malone
To:	Scott Pierson; jenn.ford.2010@gmail.com; NSP Steering Committee
Subject:	RE: How is it all going?
Date:	Monday, May 24, 2021 10:45:00 AM

Thanks, Scott. This is a good summary of what you called to chat about last week. One complexity of any adjusted timeline is scheduling and advertising of the public workshop to review the plan alternatives. We need three weeks ahead of the workshop date to advertise and coordinate. In your proposal below, are you suggesting that if there is "need for a re-negotiation of the contract to include additional review and revisions" to the plan alternatives that we cancel/postpone the public workshop?

Thanks for your input,

Kristi Malone, AICP
Senior Long-Range Planner
Teton County & Town of Jackson
PO Box 1727 / 200 S. Willow St.
Jackson, Wyoming
307-733-3959

From: Scott Pierson <spierson842@live.com>
Sent: Monday, May 24, 2021 10:03 AM
To: Kristi Malone <kmalone@tetoncountywy.gov>; jenn.ford.2010@gmail.com; NSP Steering Committee <NSPsteering@tetoncountywy.gov>
Subject: RE: How is it all going?

Greetings,
Regarding a preliminary review of the three alternatives by the members of the Steering Committee. Assuming that the Consulting team presents three viable alternatives, I believe that the Steering committee can give a first blush look at the three in one (1) week. These would be what is good and bad on the three from a 50,000 foot level. If the land owners do not see any path forward with any option then "we have a problem" and there is no need to release it to the public.

The full review by the Steering Committee could be done after the public release and compiled by the staff/consultants then.

Only if the three are **all** flawed would there be a need for a re-negotiation of the contract to include additional review and revisions.

Unless there are real problems there is no need to change the contract or require more work by the consultants for a 10 to 14 day pause in the release.

Best,

Scott
Spierson842@live.com
307.413.8522

From: Kristi Malone <kmalone@tetoncountywy.gov>
Sent: Wednesday, May 19, 2021 2:01 PM
To: jenn.ford.2010@gmail.com; NSP Steering Committee <NSPsteering@tetoncountywy.gov>
Subject: RE: How is it all going?

Hi Jenn and Committee members,

Thanks for checking in. Hope everyone is well and enjoying this warm weather. The project team has been busy working on development and modeling of the three scenario options for the neighborhood plan (+ existing zoning scenario) for release and review in June. Again, huge thanks for the Steering Committee's thoughtful guidance at the April workshop on scenario development. I know the consultants have found the local and professional expertise shared in those meetings to be invaluable. Since then, we have conducted meetings with some local technical/agency reps like County& Town Engineering, Teton County School District, County & Town Emergency Services, etc. We also held an informal check-in meeting with each of the two primary landowners in response to their interest in expanding the discussion on landowner concerns and participation in the process. The project team did not share any specific information on modeling or design components with the landowners that wasn't already discussed in your April SC workshop so I don't have any additional information to share here.

On the topic of release and review of the design/scenario alternatives next month, the approved project design and scope of work designates a single public release of these materials to support community-wide participation and the integrity of a public planning process. However, at Monday's Board meeting, Commissioner Epstein requested that the scope of work be revisited at a future Board of County Commissioner meeting to discuss extending the project timeline and pre-releasing the design/scenario options to this Steering Committee for feedback prior to public release. I haven't yet been told which upcoming meeting this discussion will occur or what staff needs to prepare, but I will keep you all updated on any changes to scheduling/scope that arise.

If no changes to the approved scope and schedule occur, your next event will be Workshop #2. The schedule I sent to you all puts this Workshop date at early to mid June. We should have a date for you to calendar this week after checking in with Cascadia on modeling progress. Workshop #2 will be public and I am working on the engagement and outreach plan now, so I will share with this Committee as a mini homework task for those that are interested in helping (thinking tabling at events, pop-ups, Spanish interpretation, etc.).

Best,

Kristi Malone, AICP
Senior Long-Range Planner
Teton County & Town of Jackson
PO Box 1727 / 200 S. Willow St.
Jackson, Wyoming
307-733-3959

From: Jenn Ford <jenn.ford.2010@gmail.com>
Sent: Friday, May 14, 2021 9:36 AM
To: NSP Steering Committee <NSPsteering@tetoncountywy.gov>; Kristi Malone <kmalone@tetoncountywy.gov>
Subject: How is it all going?

I have been a little out of the loop so I might have missed this, how are things going?

When will we convene next? I have some travel for work and want to make sure that I am available.

I hope everyone is well!

Jenn Ford