

Special Joint Information Meeting

TOWN COUNCIL & COUNTY COMMISSIONER MEETING

May 10, 2022

9:00 AM - Noon

Town Council Chambers

Chair: Mayor Morton Levinson

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/89045572858?pwd=Z3ZKNzRKbUJubG5RUysvd1JsRnJ6UT09>

If the link does not work, join at [zoom.com](https://zoom.us) with Webinar ID **890 4557 2858** Password: **83001**

or join by phone **+1 669 900 9128** with Webinar ID **890 4557 2858** and Passcode: **83001**

II. CALL TO ORDER AND ROLL CALL

III. DISCUSSION/ACTION ITEMS

A. SPET Q & A, Public Comment, and Elected Discussion - Continued

1. Assisted Living
2. County Employee Housing
3. CWC
4. Energy Conservation Works
5. Fairgrounds
6. Friends of Munger Mountain
7. Good Samaritan Mission
8. Hoback Fire Station
9. Joint Community Housing Fund
10. South Park Landing West Development
11. St John's Health
12. TCSD
13. Teton Youth and Family Services
14. Town Housing
15. Town Walkable Community
16. Transportation Alternatives
17. Water Quality
18. Wilson Fire Station

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.

IV. 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.



TOWN
COUNCIL

JOINT INFORMATION MEETING AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Town and County Administration

PRESENTER: Roxanne Robinson

MEETING DATES: May 9 and May 10, 2022

SUBJECT: SPET Application Question and Answer Session, Public Comment, and Elected Official Dialogue

STATEMENT/PURPOSE

The purpose of the May 9th meeting is for the Town Council and County Commission to conduct a question-and-answer session with the applicants for Specific Purpose Excise Tax (SPET) funding, to take public comment, and if time permits, to begin dialogue about moving forward with SPET. There will not be applicant presentations at this session. If public comment is not concluded at this meeting, it will continue to the May 10th special Joint Information Meeting (JIM).

The purpose of the May 10th special JIM is for the Town Council and County Commission to complete the question-and-answer session with SPET applicants, complete this initial round of public comment, enter into dialogue about SPET ballot initiatives, answer key questions, and potentially reaffirm previous decisions made about SPET.

BACKGROUND/ALTERNATIVES

Below is a summary table of the SPET applications received. Individual applications are posted on the Town and County websites.

SPET Applications Received		
Project	Total Project Costs	SPET Request
Town: Town Employee Housing Projects \$20,000,000	\$ 30,000,000	\$ 20,000,000
Town: Walkable Community	\$ 3,000,000	\$ 3,000,000
Good Samaritan Mission: Transitional Housing for Families	\$ 23,000,000	\$ 10,000,000
County: Water Quality Master Plan Implementation	n/a	\$ 10,000,000
County Joint: South Park Landing Park West Development	\$ 8,805,120	\$ 8,805,120
County Joint: Community Housing Fund	n/a	\$ 20,000,000
County: County Employee Housing	\$ 32,902,000	\$ 20,000,000
County: Fairgrounds & Events Complex	\$ 50,000,000	\$ 40,000,000
County Joint: Wilson Fire Station 2	\$ 7,500,000	\$ 7,500,000
County Joint: Hoback Fire Station 3	\$ 7,500,000	\$ 7,500,000
Teton Youth and Family Services: Building Brighter Futures	\$ 15,000,000	\$ 2,000,000
Central Wyoming College: Jackson Outreach College	\$ 25,511,215	\$ 10,000,000
Friends of Munger Mtn: Teton County Conservation Leasing Fund	\$ 10,000,000	\$ 10,000,000
St. John's Health: Rentals & Overnight Lodging	\$ 75,000,000	\$ 24,000,000
TBD: Assisted Living & Adult Day Care	\$ 20,000,000	\$ 20,000,000
Energy Conservation Works: Community Energy Leverage Fund	\$ 10,000,000	\$ 10,000,000
Teton County School District: Housing and Facilities	\$ 52,505,139	\$ 32,505,139
County: Transportation Alternatives	\$ 26,285,539	\$ 20,000,000
Total	\$ 397,009,013	\$ 275,310,259

The Town Council and County Commission may ask questions related to information provided on the applications, additional clarifying questions, questions related to possibly combining funding requests, or any other questions they deem pertinent. Once the question-and-answer session has concluded, the Town Council and County Commission are asked to take initial public comment.

There will be additional opportunity for public comment at the June 6th and July 11th JIMs and at any other JIM that the Council and Commission deem appropriate for specific public comment on potential SPET ballot initiatives.

Because we have now received all of the applications for SPET consideration, staff is asking for reaffirmation and/or confirmation of several decisions that must be made, some of which have been discussed previously. Staff proposes Council and Commission take action on the following key points:

1. **Number of Pennies of SPET.** Teton County currently imposes 1 penny of SPET. The Town Council and County Commission could choose to put forward the same amount or could increase that to 1.5 pennies or 2 pennies of SPET. That might require more than one ballot (one for each penny) and there is a limit of the total tax that can be imposed (SPET and General) of 3 pennies. An increase in SPET above 1 penny would foreclose or limit any increase for the general fund above its current rate of 1 penny. At the March 8th JIM Retreat, staff estimated \$21M in collections each year utilizing 1 penny of SPET. Since that date, the County Treasurer has estimated that FY22 will bring in almost \$22.7M in SPET revenue and she projects that FY23 will bring in \$27M in SPET revenue. Using these updated estimates, a 4-year collection period with 1 penny of SPET could generate an estimated \$100M.

Key Question and Decision: Do the Council and Commission wish to approve a resolution that proposes 1 penny of SPET?

2. **Collection Period/Target Total Collection Amount.** At the March 8th JIM Retreat, the Council and Commission discussed a 4-year collection period and approximately \$21M in estimated collections each year, but no action was taken. Since that date, as noted above, the County Treasurer projected that FY23 will bring in \$27M in SPET revenue and thus a 4-year collection period with 1 penny of SPET could generate an estimated \$100M.

Key Questions and Decision: How many years of collection of SPET would the Council and Commission like to propose on the upcoming ballot? What is the target total collection amount for SPET within that period?

3. **Combining Ballot Initiatives.** There has been discussion at previous meetings about combining ballot initiatives, more particularly, housing initiatives from governmental agencies. If the Council and Commission wish to propose combining ballot initiatives, they may want to ask clarifying questions to applicants on their comfort level with such a combination, if it is feasible, and they may want to provide direction to staff for the next meeting.

Key Question and Decision: Are the Council and the Commission interested in pursuing the idea of consolidating any of the ballot initiatives? And if so, in what combination? The ballot initiatives listed below relate to affordable housing projects proposed by government agency applicants

- \$20M request from the Town of Jackson for Employee Housing Projects, and the
- \$20M request from Teton County for County Employee Housing, and the
- \$20M request from the Town and County for the Community Housing Fund, and
- \$24M of the request from St. John's Health for Rentals and Overnight Lodging, and
- \$15,000,000 of the request from Teton County School District for Housing.

4. **Proposing Additional Ballot Initiatives.** The Town Council and County Commission can propose additional ballot initiatives. There has been discussion at previous meetings about a ballot initiative to address funding shortages for previously approved SPET projects due to inflation and significant increases in construction costs since project approval. Projects that are added would then be included for the initial ranking/voting scheduled for the May 23 Special JIM.

Key Question and Decision: Do the Council and Commission want to add additional ballot initiatives to the list for consideration? If so, at what amount?

5. **Removing Ballot Initiative Applications from Consideration for Town or County Projects.** Now that the Town and County have received all of the community applications for SPET for 2022, the Town Council and County Commission can choose to remove some or all of their applications submitted for consideration at their discretion. Projects that are removed would then not be included for the initial ranking/voting scheduled for the May 23 Special JIM.

Key Question and Decision: Do the Council and Commission wish to remove any items proposed by the Town or County respectively?

6. **Affidavit to Ensure Compliance with Town and County Land Development Regulations and Building Permit Requirements.** The application indicated that applicants must provide an affidavit in agreement to participate in the public Planning & Review process for development and construction of the project. However, the Town and County did not provide the final form for that affidavit. The Town Attorney and County Attorney's Office have prepared an affidavit in the appropriate form for non-Town or County applicants to complete.

Key Question and Requested Direction: Do the Council and Commission support a requirement for a completed affidavit from non-Town or County projects to agree to participate in the public Planning & Review process for development and construction of the project?

The process moving forward is as follows:

2022 SPET Timeline	
Monday May 9, 2022 Special JIM 2PM - 5PM	Q&A for Applicants, Public Comment and Elected Official Dialogue
Tuesday May 10, 2022 Special JIM 9AM-12PM	Elected Official Dialogue (or completion of Q&A and Public Comment if necessary)
Monday May 23, 2022 Special JIM 3PM - 5PM	Discussion of Ballot Initiatives and Initial Ranking/Voting to Establish Draft Ballot Initiatives
Monday June 6, 2022 Special JIM 1PM - 3PM	Take Public Comment, Conduct Qualitative Discussion of Draft Ballot Initiatives
Monday, June 13, 2022 Special JIM 3-5PM	Review of DRAFT Ballot Resolution
Monday, June 27, 2022 Special JIM 3-5PM	If Needed: Complete Review of Draft Ballot Language
Monday July 11, 2022 (last Regular JIM before the deadline of July 20, 2022)	Public Comment and Ballot Resolution Adoption
Education and Information Period	July 11, 2022 - November 7, 2022
Tuesday, November 8, 2022	Election

As outlined in the staff report for the March 8th JIM Retreat and listed in the application instructions, at the May 23rd meeting, the Town Council and County Commission will participate in a ranking/voting exercise in order to

establish a draft list of SPET initiatives. This will not be the only deciding factor on which initiatives move forward to the ballot. The Council and Commission will have the opportunity on June 6th to have a qualitative discussion on which items they would like to move forward for potential ballot placement. The final list of items that will be included on the ballot will not be made until the actual resolution is adopted on July 11, 2022. The Town Council and County Commission may also choose to make decisions or move forward differently than was outlined in the presentation at the March 8 JIM Retreat and in the application instructions.

The ranking/voting exercise as outlined and proposed for the May 23rd JIM meeting is as follows:

- i. The Town Council and County Commission will rank all projects in numerical order with #1 being their highest ranking and #18 being their lowest ranking. Elected officials will complete this ranking individually and submit their responses to staff simultaneously to be tallied. Elected officials can only provide one rank per ballot initiative. Additionally, they cannot give more than one project the same ranking (example: they cannot give two projects a #3 ranking).
- ii. If there are projects that an elected official does not rank, those projects will each be given the lowest rating by staff (example: there are 18 projects and only 5 projects are ranked 1-5 and the rest are blank, those remaining blanks will all be given a score of 18 by staff).
- b. Once that initial step is completed, a brief recess will be called, during which staff will compile the rankings, and then show that information on a slide upon restarting the meeting.
- c. Should any project within the \$100M range of projects (or other estimated total as determined by elected officials at the May 9th meeting) receive a tie score with another project, the elected officials will complete a ranking through a mini process (Example: 3 different initiatives tie for 3rd place, elected officials will vote on only those three and rank each with a 1, 2, or 3. Once that is complete, initiatives will then be placed in the overall list based on that mini ranking with one of the projects being placed 3rd, one being placed 4th, one being placed 5th and the remainder of the list continuing thereafter).
- d. The final ranked list of projects will be determined, and the finalist list will consist of those top ranked projects that fall within the \$100M range (or other total as determined by elected officials at the May 9th meeting).

COMPREHENSIVE PLAN ALIGNMENT

Utilizing SPET to gain community support for funding community priorities and initiatives is in alignment with the Comprehensive Plan specifically including the following principles and policies:

- **Policy 1.4.d:** Establish a funding source for open space
- **Strategy 1.2.S.3:** Develop a water quality enhancement plan that includes consideration of additional County funding for water quality and commits to joint Town and County coordination.
- **Strategy 1.4.S.4:** Explore the establishment of a dedicated funding source for the acquisition of permanent open space for wildlife habitat protection, scenic vista protection, and agriculture preservation.
- **Policy 5.4.e:** Establish a reliable funding source for workforce housing provision
- **Strategy 5.4.S.10:** Explore the dedication of more staff and funding to the Housing Supply Program
- **Policy 7.1.e:** Establish a permanent funding source for an alternative transportation system
- **Policy 10.3.c:** Elected Officials will set and fund the Plan
- Other

STAKEHOLDER ANALYSIS

Stakeholders include those paying sales tax in Teton County, residents and guests of Teton County that will benefit from new projects and facilities, and Town and County governmental organizations that will receive funding from SPET thereby reserving other Town and County funds for other priorities.

FISCAL IMPACT

There is no direct fiscal impact to asking questions, taking public comment, entering into dialogue about SPET ballot initiatives, and providing direction to staff on key decision points. Once final ballot initiatives are selected, staff will have a better idea as to the fiscal impact of those items. Some items may be a positive impact on the Town and County annual budgets by providing SPET funding for projects that would not need to be funded from other Town or County revenue. Some items may result in additional staffing needs, operational costs, or cost overruns that may occur during construction. As noted above, the Town Council and County Commission may want to have a separate discussion at a regular JIM regarding expectations for funding cost overruns for joint department projects.

STAFF IMPACT

The staff impact of preparation of this staff report was approximately 8 hours combined. As noted in a previous staff report, the comprehensive staff impact of moving forward with placing SPET initiatives on the ballot in November is approximately 437 hours.

LEGAL REVIEW

L. Colasuonno

A. Moore

ATTACHMENTS

None. Individual ballot initiatives are available online for review.

RECOMMENDATION

Staff recommends the Town Council and County Commission ask questions, take public comment, enter into dialogue about SPET ballot initiatives, and provide direction to staff on key questions and decisions.

SUGGESTED MOTION

Should the Council and Commission be ready to make decisions, below are proposed motions to provide direction.

- *I move to agree to propose ____penny(ies) of SPET.*
- *I move to agree to propose SPET ballot initiatives totaling approximately \$____M.*
- *I move to direct staff to study combining the following into one or more ballot initiatives:*
 - *\$20M request from the Town of Jackson for Employee Housing Projects, and the*
 - *\$20M request from Teton County for County Employee Housing, and the*
 - *\$20M request from the Town and County for the Community Housing Fund, and*
 - *\$24M of the request from St. John's Health for Rentals and Overnight Lodging, and*
 - *\$15M of the request from Teton County School District for Housing.*
- *I move to direct staff to prepare a new ballot initiative to be included in the list for consideration that addresses funding shortages for previously approved SPET projects in the amount of \$____.*
- *Town Motion: I move to remove _____ from consideration for SPET.*
- *County Motion: I move to remove _____ from consideration for SPET.*
- *I move to direct the Town Clerk to collect completed affidavits on forms prepared by the Town Attorney and Teton County Attorney's Office prior to the May 23, 2022 special JIM.*

**SPECIFIC PURPOSE TAX
PUBLIC PROJECT APPLICATION**

1. Project Name: Teton Senior Assisted Living & Adult Day Care Facility
2. Name of applicant: Teton County/Jackson Joint Powers Board and/or NGO TBD; Kevin Cochary
3. Name, address, and phone number of contact person for the applicant:
Kevin Cochary, PO Box 8097, Jackson, WY 83002; 415-656-9883
4. Is the applicant a governmental entity. Possible government-private partnership. If yes, please list what type. Joint Powers Board
Teton County
Town of Jackson
St. John's Health
5. Are there any partners for your project. Yes. If yes, please explain.
Proposed non-profit, public-private partnership:
Teton County Possible NGOs
Town of Jackson
St. John's Health
6. Provide a brief description of the project (100 words or fewer).
Establish a senior assisted living and adult day care facility in Teton County. The previous facility, Legacy Lodge, closed one year ago and moved residents out of the county and out of state. This project would either utilize an empty existing facility or provide for the purchase of land and construction for a new facility. This project is necessary in the continuum of senior services to provide health care and housing for our senior population. This level of care is currently non-existent in Teton County.
7. Location of the proposed project. Teton County
8. If there is land required for the project, please indicate whether the land is owned, under contract, etc., and indicate the zoning of the property. The project would require acquisition of a building already constructed and previously used for assisted living or acquisition of land in the county. Possible request to the State of Wyoming for acquisition of state land in the county.
9. Project costs (please include all costs). Depends on option to acquire existing facility or buy and construct a facility on new land.
 - a. land acquisition _____
 - b. all design costs _____
 - c. construction costs _____
 - d. furnishings, fixtures & equipment _____
 - e. contingency _____
 - f. Operation & Maintenance Escrow _____
 - g. other (please explain) _____

TOTAL \$20,000,000

10. For each category listed in number nine (9), please provide a concise description of how costs are derived, how firm they are, and any contributions, such as land ownership, to the project. Please also include all documentation utilized to calculate costs. [Unknown, depends on ability to acquire existing facility or new land and construction](#)
11. Have any inflationary factors been included for time value for construction costs? If so, please explain how they are calculated and how they affect the project costs. [unknown](#)
12. What alternative sources of revenue are available to the applicant and what sources have been explored for this project? (for example, property taxes, dues, etc.) [Client fees on an income based sliding scale, state and federal grants, business and private fundraising.](#)
13. What sources do you have to cover any overages for the project? What is your fallback plan if project costs exceed revenues allotted? [Fundraising, state and Federal grants, client fee increases.](#)
14. Provide examples of projects of similar scale that the applicant has completed and provide information related to 'on time, on budget' or 'overtime, over budget' for said project(s). [None](#)
15. What dollar amount is being requested from Specific Purpose tax proceeds for this project? [\\$20,000,000](#)
16. Please list time frames for each phase of the proposed project.
[2023 – Facility/land acquisition, Partnership development and fundraising](#)
[2024 Spring – Facility design and or rehab if existing](#)
[2024 Summer – complete rehab or start construction of new facility](#)
[2024-2025 – Select management team, staff and open facility.](#)
17. Will any bond financing be necessary for this project? [Possibly](#)
18. Please provide as an addendum, a proposed operating and maintenance budget (pro forma income statement) for the first five (5) years following completion of the project. [Dependent on facility capacity, design, and programs.](#)
19. Describe how this project will or will not impact the carbon footprint of the community and aspects of the project that are in alignment with a zero carbon footprint. [A critical aspect of the project success is ensuring a lower energy and utility impact than previous operations. This project would include alternative energy sources such as on-site solar energy , possible geothermal energy and green energy from Lower Valley Energy. Second, a local assisted living facility would greatly reduce trips by family and friends visiting distant relatives in Lander, Dubois or eastern Idaho.](#)
20. What is the proposed method of providing future ongoing operating and maintenance costs? [Non-profit public-private partnership, client fees, fundraising, state and federal grants.](#)
21. Describe the impact of this project on Town and/or County operating budgets in terms of fiscal impact and staff impact, be specific. [Teton County and the Town of Jackson may enter into an](#)

agreement through a Joint Powers Board. Most cost would be borne by the clients, and/or insurance. The town and county may assist with management oversight, and exterior maintenance such as snowplowing and landscape maintenance.

22. How will reserve funds be accumulated for replacement or repair of major equipment or components and what is the source of the funds? Fundraising, client fees, state and Federal grants.
23. What annual amount is projected for this reserve fund? Unknown, dependent on scope and size of the facility.
24. How many residents will benefit from this project? 23,000 residents of the Town and County will be able to assure safe, healthy care for themselves and senior relatives needing assisted living and/or adult day care.
25. What, if any, economic benefit will accrue to the community as a result of this project? Jackson/Teton County has been designated as an "Age Friendly Community" by AARP and the World Health Organization when Legacy Lodge was operational. It is critical to fill this gap in senior health care and housing to maintain this designation. The economic benefits, including jobs, housing and community retail services are now going to other Wyoming and Idaho counties.
26. Are there any social or cultural benefits to the community? Yes, this fills a vacuum in the continuum of senior health care and housing. Our senior population will remain close to home, family, and friends. They will be able to participate in family events such as holidays, weddings, graduations and birthdays. Studies show that senior health is improved with close and frequent contact with family and friends.
27. Describe how your project is connected to current infrastructure. Since Legacy Lodge was closed one year ago there is no assisted living facility in Teton County. This project would either use an existing facility or build a new facility on a new site in the county.
28. Describe the level of project readiness, design, construction documents, etc.
The project is at the conceptual stage and requires acquisition of an existing facility or new land for construction.
29. If the project meets an identified community need, describe how that need is evident or has been documented or how it has been identified. In the continuum of senior health care and housing this is a significant gap. Independent living at Pioneer Homestead is full, there is no assisted living in the county, and the skilled nursing facility at Sage Living is also full with a 50-person waiting list. Approximately, 2% of the U.S. population is currently using assisted living. In Teton County, that would suggest that 467 members of our population (23,331) could need this care.
30. If SPET funds are needed to complete a previously approved/authorized project due to a shortfall, describe in detail. N/A
31. Describe how your project provides a critical service related to health, safety, and welfare of the community. It is critical to fill the gap in senior health care and housing.

32. Describe how the project will impact transportation (vehicle, bus, bike, highway, intersection, pathway), traffic, or congestion in the community either positively or negatively. Use of an existing facility would have no change in transportation impact. Unknown impacts if a new location is required.
33. Describe the impact the project will have on employee and/or affordable housing in the community either positively or negatively and how the impact will be mitigated. This will be a highly positive impact to improve senior affordable housing. There is currently zero assisted living housing for seniors in Teton County.
34. If you are aware of other projects in the same category/area as yours, are you comfortable combining your question with other similar projects? No known projects providing Assisted Living or Adult Day Care. Yes, we would consider appropriate combinations.
35. If your project is a housing project, describe how your needs are unique or are not being met by the Housing Department. This is both a Health Care and Senior housing problem since Legacy Lodge closed in January of 2021. It is a significant gap in the continuum of senior services and housing in the county. The Director of the Jackson/Teton County Housing Department stated that this is currently not within her scope of work.
36. Describe how your project is in alignment with the comprehensive plan. The comp plan was written when Legacy Lodge was operational in the county. The plan should be updated with more details to more accurately reflect this need. However, it does recognize the need for long-term and inclusive housing which would include seniors who have retired from our workforce.
37. Provide as an addendum, an affidavit in agreement to participate in the public Planning & Review process for development and construction of the project.
38. Additional comments



April 18, 2022

Applicant Signature

Date

Affidavit for SPET Application – Assisted Living Facility

1. Provide as an addendum, an affidavit in agreement to participate in the public Planning & Review process for development and construction of the project.

I affirm that I, Kevin Cochary agree to participate in the public Planning & Review process for development and construction of the project.

A handwritten signature in blue ink, appearing to read "Kevin Cochary", with a stylized flourish at the end.

April 18, 2022

**2022 SPECIFIC PURPOSE TAX
TOWN/COUNTY PROJECT APPLICATION**

1. Project Name: Teton County Employee housing
2. Town or County application: County
3. Name, email, and phone number of contact person for the applicant: Alyssa Watkins, awatkins@tetoncountwy.gov, 307-732-8402
4. Are there any partners for your project. If yes, please explain. No
5. Provide a brief description of the project (100 words or fewer). The project would construct a mixed-use building (office/residential) for Teton County. The residential portion is the focus of the SPET request and would consist of multi-family rental housing units for Teton County (government) employees.
6. Location of the proposed project. 252 and 254 E Simpson Avenue
7. Project costs (please include all costs).
 - a. land acquisition _\$3,800,000_____
 - b. all design costs _\$2,000,000_____
 - c. construction costs _\$25,000,000_____
 - d. furnishings, fixtures & equipment _\$1,000,000_____
 - e. contingency _\$1,000,000_____
 - f. Operation & Maintenance Escrow ___\$102,000 (3 years of projected expenses)___
 - g. other (please explain) ___N/A_____

TOTAL _\$32,902,000_____

8. For each category listed in number eight (8), please provide a concise description of how costs are derived, how firm they are, and any contributions, such as land ownership, to the project. Please also include all documentation utilized to calculate costs.
 - a. County-owned land, purchased in FY22
 - b. 8% of projected construction costs
 - c. \$833/sq ft plus infrastructure (including parking). Numbers reflective of actuals at active or newly completed construction projects (e.g., Parks Shop/Housing, Fire Station 1, etc.)
 - d. Numbers reflective of actuals at active or newly completed construction projects (e.g., Parks Shop/Housing, Fire Station 1, etc.) and projected based on building use. 5% of hard construction (excluding parking).
 - e. 5% of hard construction, excluding parking
 - f. Three years of projected expenses (estimated maintenance costs based on 10,000 sf office/20,000 sf ARU):

O&M

electric	\$8,000.00	Tenants pay for their electric
telephone		
FACP	\$600.00	

janitorial	\$8,000.00	
facilities	\$1,800.00	
trash & recycle	\$2,000.00	
elevator maint	\$3,600.00	
HVAC maint	\$5,000.00	Presume baseboard in ARUs, no AC
BAS maint	\$5,000.00	
Total annual	\$34,000.00	

9. Have any inflationary factors been included for time value for construction costs? If so, please explain how they are calculated and how they affect the project costs.

No inflationary factors are included in the above projections. 10% compounded inflation projections:

Base \$29,102,000
Year 1 \$29,975,060
Year 2 \$30,874,312
Year 3 \$31,800,541

10. What sources do you have to cover any overages for the project? What is your fallback plan if project costs exceed revenues allotted?

Teton County General Fund and/or Capital Fund monies could be requested to offset project overages if they were to occur. As appropriate, state, federal, and other grant funding could also be pursued. Project phasing could be implemented as needed if project costs exceed revenues allotted, as could alternate revenue sources, such as bonding.

11. What dollar amount is being requested from Specific Purpose tax proceeds for this project?

\$20,000,000.00

12. Please list time frames for each phase of the proposed project.

Demolition of existing structures – FY23
Planning and design – FY23
Construction – FY24-FY25

13. Describe how this project will or will not impact the carbon footprint of the community and aspects of the project that are in alignment with a zero carbon footprint.

While new construction can inherently raise the community's carbon footprint, utilizing all electric utilities reduces the carbon footprint (i.e., no fossil fuels), as would a proposed rooftop solar array and energy efficient thermal envelope. Further, construction materials can be selected for their ability to drive a reduced carbon footprint. Additionally, from a utilization standpoint, building employee housing adjacent and/or in close proximity to County facilities will allow employees to easily commute on foot or via alternative transportation means and will thus reduce the amount of single-occupant vehicle trips and overall VMT in the community.

14. Describe the impact of this project on Town and/or County operating budgets in terms of fiscal impact and staff impact, be specific.

This project will increase the County's operating budget to support operations and maintenance of the new building. O&M costs for the project are estimated at \$34,000 annually (see above). The project will also expand by one the number of buildings for which the Teton County Facilities Maintenance Division bears responsibility for maintaining.

The project will provide housing for County employees. Staffing shortages and employee burnout are challenges for the County. Both hiring and retaining employees is difficult with a community-wide lack of housing options. For many commuters, lengthy transportation time to and from work contributes to overall workplace fatigue and reduced quality of life. Providing housing opportunities in close proximity to the workplace will allow the County to better recruit and retain employees and help to minimize the stress associated with housing instability for a subset of the employee population. Improved recruitment and retention will have a positive fiscal impact on the County's operating budget and will provide for an overall positive impact on staff.

15. What, if any, economic benefit will accrue to the community as a result of this project?

Having staff available to perform County functions is essential to the community's economy. Staffing shortages are currently causing economic hardships in the community in the areas of building, planning, housing, and more. Additionally, when staff are not available to perform essential functions, that work is often outsourced at a much higher cost, which increases the expense required to run local government. For these reasons, being able to house local government workers provides both direct and indirect economic benefit to the community.

16. Are there any social or cultural benefits to the community?

Yes. Creating opportunities for employees to live in the community helps to advance the goal of "community first, resort second." The project also helps to further the vision of Town as Heart. Having local employees live locally allows them to contribute to the social and cultural fabric of the community.

17. Describe how your project is connected to current infrastructure.

The project would capitalize on the proximity to the existing County Administration Building and would leverage opportunities for shared parking and other joint uses.

18. Describe the level of project readiness, design, construction documents, etc.

The land has been purchased. Funding is proposed in the FY23 budget for demolition of existing buildings and planning and design of the new building. Construction could begin as early as FY24.

19. If the project meets an identified community need, describe how that need is evident or has been documented or how it has been identified.

Exit interviews show that increasing numbers of County staff are leaving employment due to housing constraints. Additionally, an increasing number of job offers are being declined due to

housing-related challenges. The community generally has identified housing as a critical community priority and need and the generation of employee housing benefits the community broadly. This need (for employee housing) has been documented extensively over many years and studies, most recently in the 2022 Regional Housing Needs Assessment.

20. If SPET funds are needed to complete a previously approved/authorized project due to a shortfall, describe in detail.

N/A

21. Describe how your project provides a critical service related to health, safety, and welfare of the community.

The County provides a number of critical services related to the health, safety, and welfare of the community, including but not limited to, fire prevention, EMS services, public and environmental health services, emergency management, waste management, the provision of housing, code compliance, electrical and building inspections, and infrastructure maintenance. When lack of housing prevents the County from hiring or retaining employees, the provision of these critical services suffers.

22. Describe how the project will impact transportation (vehicle, bus, bike, highway, intersection, pathway), traffic, or congestion in the community either positively or negatively.

As previously described, the project will have a positive impact on traffic congestion in the community by eliminating or substantially reducing commute time for a number of County employees and any family members who may reside with them.

23. Describe how your project is in alignment with the comprehensive plan.

The Comprehensive Plan speaks to the provision of housing as a key to living the shared values of Ecosystem Stewardship, Growth Management, and Quality of Life. This project is directly related to the Quality of Life component and will help to support the prioritization and provision of public services. The project will also help to support the goal contained in the comprehensive plan of housing 65% of the workforce locally.

24. Additional comments

N/A

_____*Alyssa Watkins*_____4/15/22_____
Applicant Signature Date



April 18, 2022

Teton County Board of County Commissioners
200 South Willow Street
Jackson, Wyoming 83001

Town of Jackson
150 East Pearl Avenue
Jackson, Wyoming 83001

Central Wyoming College Jackson Outreach Campus

Dear Chairwoman Macker, Mayor Morton Levinson, County Commissioners and Town Councilors,

Thank you for all your work for Teton County. We know that there are many needs in our community, and we appreciate your leadership.

Central Wyoming College (CWC) is in the process of building a roughly 21,000 square foot campus, off High School Road, that will be a permanent future home for the college in Teton County. Establishing this permanent campus in Teton County is essential to continue to address the educational needs of a diverse community. From healthcare, early childhood education certification, hospitality, English as a Second Language, concurrent courses, and more - CWC works hard to provide exceptional higher education opportunities and classes for many in the valley.

This educational center will continue our established relationships with businesses, community organizations, and provide advanced classes to TCSD students.

We hope that you will give this application careful consideration for the future of education in Teton County. CWC looks forward to answering your questions and being a part of the SPET process.

Sincerely,

A handwritten signature in black ink that reads 'Susan Durfee'.

Susan Durfee
CWC Jackson Outreach Director

**SPECIFIC PURPOSE TAX
PUBLIC PROJECT APPLICATION**

1. Project Name:
Central Wyoming College Jackson Outreach Campus

2. Name of applicant:
Central Wyoming College

3. Name, address, and phone number of contact person for the applicant:
240 South Glenwood Street
Jackson, WY 83001
307-733-7425
Susan Durfee, Director Jackson Campus

4. Is the applicant a governmental entity. If yes, please list what type.
Yes. Part of the Wyoming Community College Commission and the Community College System on behalf of the State of Wyoming

5. Are there any partners for your project. If yes, please explain.
As a community college, in the State of Wyoming, we are part of the Wyoming Community College Commission. Our partners are the State of Wyoming and our local counties, for Central Wyoming College this includes Fremont, Teton and Hot Springs Counties. CWC has a state mandated responsibility to provide education programs in those counties, and we are proud to bring degrees, certifications and classes based on each individual communities' needs. CWC-Jackson has 24 businesses and organizations on its program advisory committees, who help shape the curriculum and programs.

6. Provide a brief description of the project (100 words or fewer).
CWC is in the process of building a roughly 21,000 square foot campus, off of High School Road, that will be a permanent future home for the college in Teton County. Establishing this campus in Teton County is essential to continue to address the educational needs of a diverse community. From healthcare, early childhood education certification, hospitality, English as a Second Language, concurrent courses, and more - CWC works hard to provide exceptional higher education opportunities and classes for many. This educational center will continue our established relationships with businesses, community organizations, and provide advanced classes to TCSD students.

7. Location of the proposed project.
Two-acre parcel on High School Road near the Jackson Hole High School.

8. If there is land required for the project, please indicate whether the land is owned, under contract, etc., and indicate the zoning of the property.
The land is under the jurisdiction of the County, under contract and with a signed Purchase Agreement. Current zoning is R-1 and Suburban; however, CWC will go through a PS/P zoning process this spring and summer.

9. Project costs (please include all costs).

- a. Land acquisition ~\$3,000,000 from previous SPET
- b. all design costs \$2,557,001
- c. construction costs \$12,700,512
- d. furnishings, fixtures & equipment \$2,198,346
- e. contingency \$2,028,155
- f. Operation & Maintenance Escrow \$0 (Covered by the State & CWC)
- g. other (please explain) \$3,027,201 (includes bonds/insurance, escalation and admin)

TOTAL ~\$25,511,215 including land

10. For each category listed in number nine (9), please provide a concise description of how costs are derived, how firm they are, and any contributions, such as land ownership, to the project. Please also include all documentation utilized to calculate costs.

A: Land Acquisition: Contributions include the awarded 2017 SPET of \$3.82 million for land purchase, design, etc., from Teton County.

B: All Design Costs: Design costs were derived from a 2018 construction cost estimate. This cost estimate has been adjusted by the State Construction Office for inflation to the midpoint of construction, 21 months from today.

C: Construction Costs: Construction costs were derived from a 2018 construction cost estimate. This cost estimate has been adjusted by the State Construction Office for inflation to the midpoint of construction, 21 months from today. A final cost estimate will occur after construction documents are finalized this winter. The State has a mechanism for funding cost escalation between Level I (initial design) and Level III (construction documents).

D: Furnishing, Fixtures, & Equipment: FF&E costs were derived from a 2018 construction cost estimate. This cost estimate has been adjusted by the State Construction Office for inflation to the midpoint of construction, 21 months from today.

E: Contingency: This number is calculated as part of the State's standard construction approval process based on conservative formulas.

F: Operations & Maintenance Escrow: By statute, on projects approved by the legislature for State funding, such as this, the State is obligated to cover major maintenance of the facility. As part of CWC's annual budgeting process, routine care and maintenance of all CWC facilities is included in CWC's budget.

G: Other: These numbers are determined by the State Construction Office and are broken down as follows: Administrative: \$845,518; Bonds & Insurance: \$244,053; Escalation to midpoint of construction: \$1,937,631.

11. Have any inflationary factors been included for time value for construction costs? If so, please explain how they are calculated and how they affect the project costs. These costs have been adjusted for inflation to the midpoint of construction, 21 months from today. The escalation is 2.5% per quarter for 7 quarters. The State of Wyoming also factors in a contingency amount for any State approved project, such as this one.

12. What alternative sources of revenue are available to the applicant and what sources have been explored for this project? (for example, property taxes, dues, etc.)

Central Wyoming College has brought many different sources of revenue to this project so far and continues to explore all options available to them. The State contributed \$230,00 towards Level I and Level II studies, which went to schematic designs and work within the Wyoming State Building

Commission's requirements for state buildings. CWC has contributed \$1.1 million towards the ongoing Level III process that will result in final construction documents. In May 2017, CWC had a successful SPET campaign for \$3.82 million to secure land and work on design and engineering drawings. During the 2018 Wyoming Legislature, the State approved a \$500,000 philanthropic match, which was matched with a little over \$1 million in private philanthropy. In 2022, the Wyoming Legislature approved \$10.3 million in matching funding for the construction of the Jackson campus as well as ongoing major maintenance for the facility.

13. What sources do you have to cover any overages for the project? What is your fallback plan if project costs exceed revenues allocated?
CWC will utilize private philanthropy and/or reserves and grant funds for project costs exceeding revenues allotted.
14. Provide examples of projects of similar scale that the applicant has completed and provide information related to 'on time, on budget' or 'overtime, over budget' for said project(s).
CWC has a long history of building in Riverton, WY and our buildings are on time and budget, including the currently being built over 85,000 sq ft Rocky Mountain Complex for Ag & Equine Sciences. Local partners on this project, Anderson Mason Dale (AMD) and Prospect Studio (John Carney) have vast experience of building in the west and Teton County. The JH High School, Rockefeller Preserve and JHMR Tram Tower are some examples of public buildings this team has built in Teton County.
15. What dollar amount is being requested from Specific Purpose tax proceeds for this project?
\$10 million
16. Please list time frames for each phase of the proposed project.
Design Development-10 weeks
Construction Documents-12 weeks
Bidding-8 weeks
Construction-60 weeks
Closeout-4 weeks
17. Will any bond financing be necessary for this project? No
18. Please provide as an addendum, a proposed operating and maintenance budget (pro forma income statement) for the first five (5) years following completion of the project. *Addendum attached*
19. Describe how this project will or will not impact the carbon footprint of the community and aspects of the project that are in alignment with a zero carbon footprint. CWC campus will be across the street from a START Bus stop, along bike and walking pathways, and easy walking distance from the high school and local businesses. CWC will incentivize alternative transportation through programs with our students. Being located in close proximity to the High School will also mean that many of our students will be able to walk to the campus. Our new building will also take advantage of new building technologies that help reduce the overall carbon footprint along with water use reduction. Our goal is to work with the Town and County as well as their partners such as Energy Conservation Works to achieve community goals to the best of our ability.

20. What is the proposed method of providing future ongoing operating and maintenance costs?
CWC will continue to meet ongoing operating and maintenance costs just as we currently do for our Jackson campus. In this past legislative session appropriating the \$10.3 million match for this project, the State also statutorily committed to on-going major maintenance for the facility. CWC likewise allocates a certain portion of the annual CWC budget for operating and maintenance costs for the Jackson campus.
21. Describe the impact of this project on Town and/or County operating budgets in terms of fiscal impact and staff impact, be specific.
CWC's project will affect the operating budgets of the Town and County through Planning Staff needs to address zoning, Sketch Plan, and other necessary building permit applications. There will be no on-going budget or staffing impacts.
22. How will reserve funds be accumulated for replacement or repair of major equipment or components and what is the source of the funds?
CWC will receive Major Maintenance money from the State for building maintenance on an annual basis. For replacement or repair of major equipment, CWC will utilize an already established sinking fund.
23. What annual amount is projected for this reserve fund?
\$500,000
24. How many residents will benefit from this project?

The expansion of CWC Jackson through building a physical college education building will directly benefit the students who are pursuing a college education as well as those who attend classes for community enrichment. This educational hub in Jackson Hole will be developed with CWC Jackson located next to the TCSD's schools, the Teton Literacy Center, and the JH Community School. This will raise the awareness of all k-12 students, and their parents of the potential and opportunities of higher education. Residents 'benefiting' from this building can be loosely interpreted as all in the Teton County region who live or work here due to the additional resources and opportunities to learn. More specifically, though, in 3 years of opening the doors it is estimated that 1,200 community members will be engaged in college credit or community enrichment courses; not including the approximately 2,000 who will engage in large community events such as the Teton Powwow and the Culinary Conference.

With more classroom space, accessibility to these spaces 24/7 and a prime location, the building will serve an estimated additional 150 students to attend college level courses post 3 years of opening the doors in fields including Nursing and other Medical fields, Business and Entrepreneurship, Culinary and Hospitality, Computer, Science and Technology. Furthermore, with the healthcare emphasis within the building, CWC will be able to provide healthcare screenings to the general public at this facility.

This project was approved by the Wyoming Community College Commission. This project's programming needs and other data was run through a WCCC rubric. This project is ranked #1 for approval.

Our community enrichment classes and programs, including English as a Second Language, high school equivalency and outdoor certification courses will also increase, more than doubling after 3 years of opening doors to approximately 500.

25. What, if any, economic benefit will accrue to the community as a result of this project?

The 2014 American Association of Community Colleges released a study identifying that **community colleges generated \$304.9 billion in taxpayer benefits** — 6.8 times more money than their public funding. A commissioned State of Wyoming study via EMSI for CWC determined that for every \$1 of public investment, taxpayers reap a cumulative value of \$6.80 over the course of students' working lives. This is due to students applying new skills at work and obtaining higher wages and also raising business profits through increased productivity.

For students, the gains in higher future income equal a return of \$4.80 for every \$1 that they invest in their education. The study showed that the average associate's degree graduate will make \$10,700 more each year than someone with a high school degree or equivalent — \$41,900 compared to \$31,200. (these are 2014 figures)

In addition to students and taxpayers, society as a whole benefits from community colleges. The study found that total benefits to society in present-value added income — which again results in higher lifetime earnings for students and increases in business output — equals \$1.1 trillion. In addition, social savings related to reduced crime, lower unemployment, and increased health and well-being across the U.S. amounts to \$46.4 billion.

These are national figures obtained by a highly respectable research company. Here in Teton County, with employers having a difficult time finding and keeping employees, CWC can develop necessary training, degrees and other desired educational opportunities responsive to the needs in our area. Employers can use education opportunities as a valuable benefit to improve the productivity of their employees. Recently we have heard from our advisory boards that they will hire new employees who don't have the knowledge and education for the position and then provide the education and training. Working with CWC will aid that process.

26. Are there any social or cultural benefits to the community?

65% of CWC-Jackson students are “at-risk” - meaning that they are low income, and/or first generation, and/or not college ready (low test scores). These types of students are at a much greater risk of not completing college. CWC has a successful track record of working with these types of students and just recently launched the new Bridge program which has increased retention by an estimated 50%. On the opposite side of the spectrum, CWC's dual and concurrent enrollment program with the high school, means that ambitious HS students can earn enough college credits so that, upon graduation, they can enter a University at the Sophomore level, jump-starting their college career. According to a 2016 Pew Research report: “When asked to assess certain aspects of their own educational experience, about six-in-ten (62%) college graduates (including those who graduated from a two-year degree program) feel that their time in college was very useful in helping them grow personally and intellectually.”

CWC is a key collaborator with many community organizations including St. John's Health, JH Food and Wine Festival, JH Mountain Resort, Climb Wyoming, Teton County Chamber of Commerce, Silicon Couloir, Teton County School District, Wyoming Humanities Council, Slow

Foods in the Tetons, Coombs Outdoor, First in Family, etc. These collaborations take many forms, including developing a talented workforce for local businesses, providing educational partnerships and next level access to education, developing a local food logistical pipeline from other parts of the State to Teton County, etc.

Through our relationships in Fremont County and CWC's Institute of Tribal Learning, we have brought events such as the Teton Powwow: Celebration of American Indian Culture, which will be returning again this fall after an absence due to COVID, to the community. CWC's culinary program also serves many of our local nonprofits with food for fundraisers. A relationship that benefits both our students and our local organizations. CWC-Jackson faculty and research students are engaged in critical research involving microplastics in the Greater Yellowstone ecosystem along with black carbon deposits on our glaciers, which is accelerating glacial melt.

27. Describe how your project is connected to current infrastructure.

CWC's project will be connected to current infrastructure such as High School Road, START Bus stops, and established pathways and the larger pathway system. CWC will put in an application to connect to Town Water & Sewer through the Town of Jackson's Public Works Department.

28. Describe the level of project readiness, design, construction documents, etc.

The project is 100% complete with schematic design. The next phase would be the design development, and then construction documents, known in State projects as Level III.

29. If the project meets an identified community need, describe how that need is evident or has been documented or how it has been identified.

CWC Jackson's academic certificates and degrees are meeting employers' needs for educational pathways for employees to improve productivity as well as providing qualified new employees. We have a 100% employment rate graduates of our Nursing, Culinary, Hospitality programs. Employers have reached out to CWC to develop English as a Second Language program for their employees. Childcare employers, Financial institutions and local government provide tuition payment programs for their employees to obtain certificates and degrees in areas such as Bookkeeping, Accounting, Business, and Education.

The demand for specific programs such as our Nursing Program is far higher than our capability to address it due to limited classroom spaces.

Whenever the State of Wyoming contemplates the need for a new facility, the State Construction Department conducts a Level I study where an assessment of need is determined through data collection and analysis. Their findings are presented to the State Building Commission, which is made up of the Governor, the Secretary of State, the State Auditor, the State Treasurer, the Superintendent of Public Instruction and four members of the Wyoming Legislature. This group must approve the project for it to be eligible for State funding, such as this project received.

30. If SPET funds are needed to complete a previously approved/authorized project due to a shortfall, describe in detail.

Funds are not needed to complete a previously approved project.

31. Describe how your project provides a critical service related to health, safety, and welfare of the community.

The CWC Jackson building will enable the expansion of existing and new educational and community collaboration efforts with key health and safety providers. For example CWC is working with St. John's Health to develop new degree programs in Radiology Technology and Respiratory Therapy. We are working with Teton County Fire/EMS to introduce a Paramedic Program. CWC supports first generation students and/or second language learners with English as a Second Language (over 1000 students have attended CWC's ESL classes over the last 10 years), High School Equivalency Degree (70 number of students have graduated with their HiSET degree in the past 10 years), and the Bridge to College and Success (this new program- entering its third year- indicates an increase of retaining these first generation students by 75%).

32. Describe how the project will impact transportation (vehicle, bus, bike, highway, intersection, pathway), traffic, or congestion in the community either positively or negatively. High School Road, as many in our community know, is a very congested road, especially during the drop off/pick up times of schools in the area. CWC will work with the TCSD, Town and County to schedule classes around the most congested times in the transportation schedule. Also, being located near a START Bus stop and the pathway system, will allow CWC to provide incentives to students who choose alternative transportation. Furthermore, many of our students are enrolled at JH High School and will be able to walk over to attend classes. Our goal is to ensure, to the best of our abilities, that we do not add to any traffic congestion and partner with local leaders to incentivize alternate transportation.

33. Describe the impact the project will have on employee and/or affordable housing in the community either positively or negatively and how the impact will be mitigated. Since the vast majority of our students (90+%) are Teton County locals, many of our students live with their parents or have housing locally. We recognize this is a critical issue in our community, and we want to be part of long lasting solutions that support our valley and their housing needs.

34. If you are aware of other projects in the same category/area as yours, are you comfortable combining your question with other similar projects? We do not believe there are any other projects vying for SPET that have to do with higher education.

35. If your project is a housing project, describe how your needs are unique or are not being met by the Housing Department. Our project is not a housing project, although in the future, we hope to provide housing in the community.

36. Describe how your project is in alignment with the comprehensive plan.

CWC's project will address the "Quality of Life" defined by the Comprehensive Plan as equally important to the community along with Growth Management and Ecosystem Stewardship. Preserving socio-economic diversity is a call in the Comp Plan and CWC educational opportunities continue to support many in our community who advance their careers through learning. From healthcare to culinary/hospitality, business management, to early childhood education certification; our programs and classes support locals wanting to remain in the community and establish careers. Our classes such as ESL, Adobe Creative Suite, and more provide lifelong learners with infinite possibilities to learn, achieve and grow in their education and skills.

The Comp Plan states that “retaining a stable spectrum of local employment preserves our identity as a community of long-term residents who steward our surrounding ecosystem and welcome visitors to do the same.” Local educational opportunities are a major piece to the puzzle of retaining our students after high school graduation and to keep our community character and identity.

Section 6 of the Comp Plan speaks of a “diverse and balanced economy” and CWC’s ability to be flexible with the community needs will ensure that we continue to offer programs, classes and degrees that support locals and community character.

37. Provide as an addendum, an affidavit in agreement to participate in the public Planning & Review process for development and construction of the project. See attached.

38. Additional comments

	4/18/2022
Applicant Signature	Date

CWC Jackson**Pro Forma Income Statement (5 years)****Revenue**

	Year 1	Year 2	Year 3	Year 4	Year 5
Tuition & Fees	\$ 503,500	\$ 518,605	\$ 534,163	\$ 550,188	\$ 566,694
State Reimbursement	\$ 399,600	\$ 411,588	\$ 423,936	\$ 436,654	\$ 449,753
Non-credit, Community Ed	\$ 150,000	\$ 154,500	\$ 159,135	\$ 163,909	\$ 168,826
Grants/Private Gifts	\$ 100,000	\$ 103,000	\$ 106,090	\$ 109,273	\$ 112,551
BOCES	\$ 85,800	\$ 88,374	\$ 91,025	\$ 93,756	\$ 96,569
Total Revenue	\$ 1,238,900	\$ 1,276,067	\$ 1,314,349	\$ 1,353,779	\$ 1,394,393

Expenses

Salaries & Benefits	\$ 856,000	\$ 881,680	\$ 908,130	\$ 935,374	\$ 963,436
Operations & Maintenance	\$ 327,000	\$ 336,810	\$ 346,914	\$ 357,322	\$ 368,041
Total Expenses	\$ 1,183,000	\$ 1,218,490	\$ 1,255,045	\$ 1,292,696	\$ 1,331,477

Net Income/Loss	\$ 55,900	\$ 57,577	\$ 59,304	\$ 61,083	\$ 62,916
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AFFIDAVIT

This Affidavit (the "Agreement") is made and effective April 18, 2022,

BETWEEN:

Central Wyoming College
240 South Glenwood Street
Jackson, WY 83001

AND:

Teton County Wyoming
200 South Willow Street
Jackson, Wyoming 83001

Town of Jackson
150 East Pearl Avenue
Jackson, Wyoming 83001

I, the signatory of this affidavit, attest that Central Wyoming College and Central Wyoming College Jackson will participate in the public Planning & Review process for development of the Central Wyoming College Jackson Outreach Campus.

A handwritten signature in black ink, appearing to read 'Susan Durfee', is written over a horizontal line.

Susan Durfee
Director, Central Wyoming College

4/18/2022

Date

SPECIFIC PURPOSE TAX PUBLIC PROJECT APPLICATION

1. Project Name:

Energy Conservation Works - Community Energy Leverage Fund

2. Name of applicant:

Energy Conservation Works – a partnership between Teton County, The Town of Jackson, and Lower Valley Energy

3. Name, address, and phone number of contact person for the applicant:

Phil Cameron
C/O Energy Conservation Works
PO Box 7879
Jackson, WY 83002
307.413.1971

4. Is the applicant a governmental entity. If yes, please list what type.

Energy Conservation Works is a Joint Powers Board authorized by the State of Wyoming

5. Are there any partners for your project. If yes, please explain.

Teton County, the Town of Jackson, and Lower Valley Energy are Members of the ECW Joint Powers Agreement. ECW anticipates that a key use of the requested SPET funds will be to provide a required local match for Local, State, and Federal Funds. Other partners could include, local public agencies, the State of Wyoming, Yellowstone-Teton Clean Cities, and the public through a potential community solar project. These funds would be available to enhance other SPET projects to exceed baseline energy requirements.

6. Provide a brief description of the project (100 words or fewer).

(This reflects possible ballot language)

Energy Conservation Works - Community Energy Leverage Fund

\$10,000,000 for the funding of community solar and/or other local renewable energy generation, alternative fuel transportation projects, energy audits, planning, design, and construction, of energy conservation and emissions reductions projects benefitting Teton County. These funds will be available as local matching funds to leverage local, state, and federal funding.

7. Location of the proposed project.

The projects will directly support energy conservation and emissions reductions projects benefitting Teton County, WY.

8. If there is land required for the project, please indicate whether the land is owned, under contract, etc., and indicate the zoning of the property.

Projects such as community solar and EV charging stations may require the acquisition or leasing of private property or an agreement for the use of the public property.

9. Project costs (please include all costs)

All projects and costs would be publicly approved, similarly to the projects funded by the 2010 SPET.

The table outlines a tentative distribution of the full funding request, based on application criteria.

Table – Total Distribution of Funds

a. land acquisition	\$1,500,000
b. all design costs	\$1,000,000
c. construction costs	\$2,500,000
d. furnishings, fixtures & equipment	\$4,500,000
e. contingency	\$500,000
f. Operation & Maintenance Escrow	\$500,000
g. other (please explain)	
TOTAL	\$10,000,000

10. For each category listed in number nine (9), please provide a concise description of how costs are derived, how firm they are, and any contributions, such as land ownership, to the project. Please also include all documentation utilized to calculate costs.

ECW believes that a primary purpose of the 2023 Energy SPET funds will be **to leverage available Federal funding and provide the required local match** (estimated at 20%). This will allow significantly more EV stations (and other transportation emission reduction projects) and a larger community solar project than projected in Nine (9) above.

All projects and costs would be publicly approved, similarly to the projects funded by the 2010 SPET.

11. Have any inflationary factors been included for time value for construction costs? If so, please explain how they are calculated and how they affect the project costs.

As projects will be reviewed and approved as identified and ready for implementation, budgets will reflect current costs at that time. Historically projects completed by ECW have been on time without significant change orders.

12. What alternative sources of revenue are available to the applicant and what sources have been explored for this project? (for example, property taxes, dues, etc.)

A primary purpose of the SPET funds will be to provide the approximately 20% local match required for outside funding sources to leverage the local fund for renewable energy, clean transportation, and energy efficiency projects. ECW has a successful record of securing State of Wyoming Funds (Wyoming Business Council funding for the CNG station and Wyoming Energy Authority funding for the Home Energy Efficiency Loan program) and Federal funds (USDA funding for Commercial Energy Efficiency Loan Program and Audit Program) totaling more than \$4 million in outside funding. Both the Teton County Energy Mitigation Program Fund and the utility-sponsored rebate program through Lower Valley Energy have also been key sources of matching funding to complete projects with the 2010 Energy SPET. To the extent applicable, on a project basis, these funding sources will be sought to leverage funds.

13. What sources do you have to cover any overages for the project? What is your fallback plan if project costs exceed revenues allotted?

Projects will be reviewed and approved on an ongoing basis and using current project costs. As has been standard practice with the 2010 Energy SPET, project budgets will include appropriate contingencies to avoid overages.

14. Provide examples of projects of similar scale that the applicant has completed and provide information related to 'on time, on budget' or 'overtime, over budget' for said project(s).

The Energy Conservation Works Joint Powers Board is integral in the allocation of the 2010 SPET, which has funded over fifty projects over the past 10 years. Through this process, working with the Town of Jackson, Teton County, Lower Valley Energy, and public agency partners ECW has supported the investment of more than \$3.6 million in successfully executed and carefully evaluated projects. Each of these projects benefits the community through significant energy savings and emissions reductions. Mitigating energy usage and load growth also helps Lower Valley Energy manage the cost of power in Teton County.

Notable projects include:

- Town of Jackson Wastewater Treatment Plant Efficiency Upgrades
- Teton County Parks and Recreation Center Boiler Upgrades

- Local Government Shared Solar
- START Transit Facility Solar PV
- St. John's Health Comprehensive Facility Audit and efficiency improvements
- Snow King Ice Rink Refrigeration Project
- Public Electric Vehicle Charging at Miller Park, the Town Parking Garage, the Town Square, the Deloney Parking Lot, Home Ranch Lot, Town Hall, and Teton Village.
- Public Compressed Natural Gas Fueling at Lower Valley Energy

15. What dollar amount is being requested from Specific Purpose tax proceeds for this project?

Energy Conservation Works requests \$10 million in SPET proceeds for this project.

16. Please list time frames for each phase of the proposed project.

Once the collection of funds commences, ECW would begin to evaluate qualified projects on a rolling basis. This approach was highly effective with the 2010 Energy SPET, allowing a diversity of beneficial projects to be funded as opportunities arose. The time frame will also consider the availability of Federal (or other) matching funds to leverage local SPET dollars.

17. Will any bond financing be necessary for this project?

No.

18. Please provide as an addendum, a proposed operating and maintenance budget (pro forma income statement) for the first five (5) years following completion of the project.

With the anticipated diversity of projects and likely use of matching fund to leverage, each SPET-funded project would generate its own project budget and operating and maintenance budgets. These would be considered in the process of reviewing projects for funding consideration. Many projects will generate ongoing savings through conservation and efficiency or will generate revenue (EV charging or Community Solar) that can be directed towards O&M by the project owner.

19. Describe how this project will or will not impact the carbon footprint of the community and aspects of the project that are in alignment with a zero-carbon footprint.

This SPET item will directly reduce the community's carbon footprint through the implementation of projects that advance energy conservation, energy efficiency, renewable energy generation, and reductions in emissions. This project is focused on

moving Teton County toward a zero-carbon footprint. The projects this item will fund support key community goals including those outlined in the Joint Jackson-Teton County Comprehensive Plan, the Energy Conservation Works Joint Powers Agreement and mission, the Town/County Mountain Towns 2030 Resolutions, and the Town of Jackson Net-Zero 2030 Goal. It would also support the internal operational goals of both the Town and County outlined in their respective Sustainability Plan and the GPS initiative.

20. What is the proposed method of providing future ongoing operating and maintenance costs?

The project proposal builds upon and accelerates the successful public investment in energy and emissions-saving projects provided through the 2010 Energy SPET. Conservation and efficiency projects will provide an annual return on investment through energy savings. Renewable energy projects will directly offset energy usage costs. Transportation infrastructure projects can utilize a cost structure to recapture costs of providing services and clean vehicles will return through savings in fuel costs. These savings and revenue sources would provide a source of funding for O&M following project completion.

With the anticipated diversity of projects and potential matching fund leverage, each SPET-funded project would generate its own project budget and operating and maintenance budgets. These would be considered in the process of reviewing projects for funding consideration.

For example, the Grid Bee energy efficiency investments at the Town of Jackson Wastewater Treatment Plant had an initial cost of ~\$561,000. The improvements were supported with funding from Lower Valley Energy's rebate program (~\$250,000). In the end, the remaining SPET and Town of Jackson Sewer Fund-sourced project costs were recovered in ~ five years through the ongoing savings in electricity costs. These savings will continue for the life of the projects.

21. Describe the impact of this project on Town and/or County operating budgets in terms of fiscal impact and staff impact, be specific.

This funding would reduce the impact of energy usage on Town and County operating and capital budgets by providing restricted funds for these projects.

With the proposed model, ECW would handle the primary duties of vetting and recommending projects. The JPB's legal counsel, the Town of Jackson Attorney, would provide necessary guidance in initial project considerations. Town of Jackson and Teton County Public Works/Facilities' Staff involvement would directly correspond to the project development internal to the Town and County. Final approval of projects would be subject to review and approval at a public meeting, as is the case with funds from the 2010 Energy SPET.

22. How will reserve funds be accumulated for replacement or repair of major equipment or components and what is the source of the funds?

Reserve funds sources and accumulation methods will vary by project and be considered

in the evaluation process for project funding, similar to projects completed with the 2010 Energy SPET.

23. What annual amount is projected for this reserve fund?

This amount would be determined on a project-by-project basis.

24. How many residents will benefit from this project?

Energy and emission-saving projects anywhere in the community provide benefits to all County residents, who are members of Lower Valley Energy. This principle was core to the creation of ECW's Joint Power Board and the success of the 2010 Energy SPET item. Every kilowatt or therm of natural gas saved is one that Lower Valley Energy does not have to purchase and deliver, which helps Lower Valley Energy manage energy costs. Emissions reduced provide direct local air quality and carbon reduction benefits, which aligns with Town and County Goals and the Joint Comprehensive Plan.

25. What, if any, economic benefit will accrue to the community as a result of this project?

The ECW SPET funds could potentially be leveraged up to four times (local contribution 20% with 80% Match). All projects would support the Mountain Towns 2030 goals and reduce impacts on our ecosystem associated with carbon footprint and energy usage. Projects would help LVE manage our community power costs.

26. Are there any social or cultural benefits to the community?

Operational cost savings associated with qualified projects would support the lower-cost delivery of services by local agencies and at public facilities. As embodied on our Joint Comprehensive Plan, the community has prioritized Ecosystem Stewardship and Climate Sustainability. This SPET item is squarely focused on support these priorities. It would also provide more equitable access for members of our community to 'plug in' to cost saving opportunities through electric vehicle charging access and Community Solar.

27. Describe how your project is connected to current infrastructure.

The proposed use of funds would support projects that are beneficial to both existing and future infrastructure projects. Supporting investment in enhancing the energy efficiency of existing facilities and allowing future projects to exceed current efficiency requirements would be core to the use of SPET funds. In addition, a community solar project would diversify our current power production, supply infrastructure, and increase community resiliency.

28. Describe the level of project readiness, design, construction documents, etc.

As demonstrated in the allocation of the 2010 Energy SPET, ECW is well versed in local energy issues and has collaborated with all Joint Powers Partners to implement effective, innovative, and replicable projects in accordance with the 2010 SPET Proposition #6. As the state's sole energy-focused Joint Powers Board with more than ten years of demonstrated success in supporting community investments in energy efficiency,

conservation, renewables, and other emissions reductions projects and programs, ECW is poised to effectively use and implement the 2022 SPET for future projects. Further, the Board's ability to leverage outside funding sources is outlined above in the response to question 12.

Emerging State and Federal funding opportunities that would leverage this local source of matching funding are beginning to take shape and having the funds to pursue them is a key to more aggressively implementing projects outlined in the proposed ballot language, using this likely 4:1 match of outside funding.

29. If the project meets an identified community need, describe how that need is evident or has been documented or how it has been identified.

This SPET item directly supports the following plans, programs, and community initiatives:

- Town and County MT 2030 Resolutions
- Town of Jackson Net-Zero by 2030 Goal
- Teton County Internal Sustainability Plan
- Jackson/Teton County Comprehensive Plan
- Energy Conservation Works' Joint Powers Agreement, vision, and mission
- Town of Jackson 40x20 and GPS
- Growth Management Program

30. If SPET funds are needed to complete a previously approved/authorized project due to a shortfall, describe in detail.

These funds will be deployed to fund future projects. Historically ECW projects have been successfully completed without significant change orders or cost overruns.

31. Describe how your project provides a critical service related to health, safety, and welfare of the community.

The projects resulting from this SPET item will support greater efficiencies in local government operations and result in recurring savings. The resulting savings could be available to enhance levels of service as deemed necessary to support the health, safety, and welfare of the community. Beyond this operational savings, many of the promising funding opportunities at the state and federal levels that will support renewable energy generation, infrastructure, and alternative transportation investments will require an estimated 20% local match, creating a cascading benefit to capital and operational savings. This SPET item would provide a purpose-built source for this local match and allow general funds to be obligated to other community needs.

Improvements to public facilities through qualified energy projects also have the potential to improve both comfort and indoor air quality. The types of alternative transportation projects this item would support directly mitigate our community's number one source of emissions – ground transportation.

32. Describe how the project will impact transportation (vehicle, bus, bike, highway, intersection, pathway), traffic, or congestion in the community either positively or negatively.

The project will directly impact transportation by supporting more efficient and lower emission transportation projects in the community. This could include expanding local access to and use of electric vehicles via expanded charging and fueling infrastructure or other alternative fuel and vehicle opportunities. Roughly 60% of community emissions result from ground transportation and this SPET item would support solutions that address this.

The 2010 Energy SPET has supported alternative transportation projects including increasing the public's access to alternative fuels (public CNG fueling and electric vehicle charging), alternate transportation modes (START Bike Share), and public fleet alternative fuel use (START Electric Bus charging and Town fleet EV charging). This current request would support similar opportunities and could be leveraged 4:1 with outside infrastructure funding.

33. Describe the impact the project will have on employee and/or affordable housing in the community either positively or negatively and how the impact will be mitigated.

This item could directly support enhanced efficiency, reduced emissions, and increased access to alternative fuels at current workforce housing sites. Projects could include retrofits to existing housing projects as well as direct support for new projects that seek to exceed efficiency requirements or provided more equitable access to renewable energy and alternative transportation modes and fueling. Increasing access to these benefits will reduce the monthly costs of housing resident workforce members.

34. If you are aware of other projects in the same category/area as yours, are you comfortable combining your question with other similar projects?

ECW is unaware of any other projects specifically targeting reductions in community energy use and emissions. However, many projects with an emphasis on housing could directly benefit from the direct and potential source of matching funding this item would provide.

35. If your project is a housing project, describe how your needs are unique or are not being met by the Housing Department.

This item is not a housing project but would provide the opportunity to support housing projects that seek greater efficiencies, reduced energy costs to the consumer, reduced emissions, and/or increased access to renewable energy or alternative transportation technologies, reducing monthly utility costs and potentially transportation costs.

36. Describe how your project is in alignment with the comprehensive plan.

This project directly supports key elements of the Comprehensive Plan, including

Chapter 2. Climate Sustainability

- Reduce the consumption of non-renewable energy (Principle 2.1)
- Reduce greenhouse gas emissions through transportation (Principle 2.3)
- Increase energy efficiency in buildings (Principle 2.4)

- Policy 2.1.a: Shift community energy consumption behavior
- Policy 2.1.c: Increase local use and generation of renewable energy
- Policy 2.1.d: Allow and encourage onsite renewable energy generation
- Policy 2.2.c: Improve air quality
- Policy 2.3.a: Meet future transportation demand through the use of alternative modes
- Policy 2.3.b: Create a safe, efficient, interconnected multimodal transportation network
- Policy 2.4.a: Construct energy efficient buildings
- Policy 2.4.b: Renovate and reuse existing buildings
- Policy 2.4.d: Use energy efficient building systems and appliances

37. Provide as an addendum, an affidavit in agreement to participate in the public Planning & Review process for the development and construction of the project.

All recommended projects will undergo a public review and approval process.

38. Additional comments

Applicant Signature	Date
D Phillip Cameron	4.17.22

**2022 SPECIFIC PURPOSE TAX
TOWN/COUNTY PROJECT APPLICATION**

1. Project Name:
Teton County Fairgrounds & Events Complex Relocation
2. Town or County application:
County
3. Name, email, and phone number of contact person for the applicant:
Sarah Mann
Director of General Services
smann@tetoncountwy.gov
(307) 699-0029
4. Are there any partners for your project. If yes, please explain.
Not applicable.
5. Provide a brief description of the project (100 words or fewer).
The existing ground lease for the Fairgrounds between the Town of Jackson (lessor) and Teton County (lessee) terminates in 2026. It is unknown at this time whether or not the Town will renew the County's ground lease.

The first step in relocating the Fairgrounds is finding a piece of land and having the funding available to negotiate the purchase. A long-term vision for the Fairgrounds, and a relocation plan, will ensure its place in our community and a successful future for the local agricultural and western heritage demographic that exists in Teton County.

6. Location of the proposed project.
Not applicable.
7. Project costs (please include all costs).
 - a. land acquisition - \$15,000,000_____
 - b. all design costs __\$2,000,000_____
 - c. construction costs _\$33,000,000_____
 - d. furnishings, fixtures & equipment _____
 - e. contingency _____
 - f. Operation & Maintenance Escrow _____
 - g. other (please explain) _____

TOTAL _\$50,000,000_____

8. For each category listed in number eight (8), please provide a concise description of how costs are derived, how firm they are, and any contributions, such as land ownership, to the project. Please also include all documentation utilized to calculate costs.
Land - \$15,000,000 for the purchase of land is an estimate derived from the latest sales price of property in Teton County. Current vacant land for sale in Teton County as of 4/13/22- 165 acres

for sale at \$65 million is \$400,000 per acre. 14 acres for \$6 million is \$430,000 per acre. Therefore, it is appropriate to say at this time that approximately 35 acres could be purchased with the \$15,000,000 budget.

Design- \$2,000,000 is based on 10% of the construction cost estimated at \$23,000,000.

Construction- \$33,000,000 for infrastructure including a Fair Office and large board room, indoor and outdoor riding arenas w/ grandstands, community events center, a large green space, concession stands a covered and concreted vendor booth area, ample parking for trucks and horse trailers and spectator cars, a covered stall barn, outdoor music venue, adequate restroom facilities in all respective buildings and venues, and RV hookups (25-30) with a dump station.

9. Have any inflationary factors been included for time value for construction costs? If so, please explain how they are calculated and how they affect the project costs.
No inflationary factors are included.
10. What sources do you have to cover any overages for the project? What is your fallback plan if project costs exceed revenues allotted?
It is anticipated that funding could also be derived from general fund, lodging tax, and/or Energy Mitigation Program funds to cover a portion of the project.
11. What dollar amount is being requested from Specific Purpose tax proceeds for this project?
\$40,000,000 million
12. Please list time frames for each phase of the proposed project.
 - ASAP, County request a ground lease extension for the Fairgrounds from the Town beyond 2026 for another 5-10 years.
 - 2022-2026, SPET Funding collected to purchase land for a new Fairgrounds.
 - 2026-2027, Pursue negotiations with local landowners for acreage and purchase the land. The goal during this period would be to purchase and secure a new site.
 - 2027-2029, The master planning process could begin. This would consist of engaging the elected officials, County staff, stakeholders and public in planning discussions for a new Fairgrounds with the help of an outside facilitator. Determine the planning and construction costs for future SPET funding to support new infrastructure.
 - 2026-2030+, SPET funding collected to build new fairgrounds & events complex infrastructure, as well as research and pursue other funding sources (i.e. low interest loans, grants, fundraising etc.).
 - 2030, Break ground and begin building the new Fairgrounds and events complex as determined by the Master Planning Process.
 - 2035-2036, Relocate the Fairgrounds.

The most important piece of the planning and building process is to ensure a lateral move from the existing fairgrounds and events complex to the new one. The new facility must have adequate infrastructure and facilities in place prior to relocating. The livestock and agricultural community's biggest fear is that there may be a time when Teton County is without a Fairgrounds entirely. We need to ensure that there is always a Fairgrounds and events complex to preserve and maintain, for future generations, our community's strong historic ties to agriculture and western heritage.

13. Describe how this project will or will not impact the carbon footprint of the community and aspects of the project that are in alignment with a zero-carbon footprint.

This project is not anticipated to have any more carbon footprint on the community than the current facility.

14. Describe the impact of this project on Town and/or County operating budgets in terms of fiscal impact and staff impact, be specific.

Staff will be impacted significantly during the planning and construction phases of this project. Once the facility is operational, the impact to staff will also increase. With a new event center, the number of events being held in the community will increase exponentially. With a larger facility, there should be an increase in events and maintenance of the facility. This will translate into increased expenses, but also increased revenues.

15. What, if any, economic benefit will accrue to the community as a result of this project?

With a new event center, the economic impact to the community will be very positive. Not only can the new facility provide western heritage events but also other events that need a large venue such as concerts.

A Fairgrounds and multi-use events complex has the potential to be an economic driver in the community in and of itself. The facility would ideally attract a wide array of events, both western and non-western, and appeal to both locals and visitors alike. The result would be increased visitation and dollars spent throughout the town and county at local businesses.

16. Are there any social or cultural benefits to the community?

The western heritage culture is strong in the community, this project will help to support that culture and allow it to grow and thrive for decades to come.

The fairgrounds and events complex is the heart of our community, the pillar of our history and heritage, and provides residents and visitors with a gathering place to recreate, socialize, compete, and be entertained.

The Heritage Arena is the only public, indoor riding arena in Teton County. The facility hosts the annual JHSSC ski swap in October, provides indoor, winter practice space for 4-H clubs, JHHS Rodeo Team, Citizens Mounted Unit, Grand Teton Kennel Club and Kanine Athletes of the Tetons, as well as individual equine enthusiasts who need a place to exercise their horses when they aren't able to ride outside.

The Exhibit Hall serves as our community center. The facility hosts various 4-H club meetings and events, nonprofit fundraisers, Parks & Rec Cornhole League, Jackson Hole Roller Derby practice, as well as provides a venue for private parties, wedding receptions, birthday parties, quinceneras etc.

While the Rodeo Arena is home to the JH Rodeo and Teton County Fair during summer months, it serves as an ice rink venue for Parks & Rec during winter months, and a venue for other special events throughout the year i.e. Octane Addictions.

The Grassy Arena is used throughout the year as a dog park for area residents. It also hosts the Mountain Men Rendezvous during our Old West Days celebration, serves as the Big Top Tent and vendor area during the Teton County Fair, offers RV parking and camping space during the Wyoming High School Rodeo, and provides practice space for 4-H clubs, local dog agility clubs, Jackson Hole Moose Rugby practice etc.

Fairgrounds stalls provide a place to keep horses and livestock overnight. These uses range from JH Rodeo contestants in summer months, to non-resident hunters during the fall and winter, to anyone travelling through the area hauling horses or livestock.

The Fairgrounds parking lots offer staging for horn hunting, the hill climb, our community parades, overflow parking and backstock parking for the summer art fairs, short-term parking for visitors, construction staging for Town and County projects etc. On the west side, there is a dog park during winter months for area residents, recycling bins, and the Town's snow storage area.

17. Describe how your project is connected to current infrastructure.

The current infrastructure located on Snow King Ave. will be salvaged as much as possible for use at the new location. Infrastructure remaining will be used at the will of the Town of Jackson.

18. Describe the level of project readiness, design, construction documents, etc.

This project has not been developed. These are only estimates.

19. If the project meets an identified community need, describe how that need is evident or has been documented or how it has been identified.

The Fair and Fairgrounds Mission is to produce an exceptional fair while promoting Jackson's western heritage; uniting urban and rural communities in celebration.

The Fairgrounds currently operates on approximately 12.35 acres of land. If the County obtained 2-3 times that much space, the opportunity to masterplan a world class, multi-purpose events complex would be very feasible. This sort of complex could include: an outdoor rodeo arena w/ grandstands, and indoor riding arena, a warm up arena, an English riding arena, a grassy arena, a covered stall barn and/or livestock pavilion, a storage facility for equipment, a community center, RV sites w/ full hookups, an equipped concession stand and/or a commercial kitchen, a designated food vendor area, a music venue or amphitheater, ample parking, bike path access, START bus access and staff housing.

Currently, the Fairgrounds lacks a covered stall barn, a livestock pavilion, proper RV sites & hookups, an adequate warm-up arena, and an outdoor food service area. There is no room to build any of these facilities at the current site. Some of these facilities existed in the past but the space and/or structures have been repurposed over time to satisfy other community priorities. Additionally, event organizers require certain services and amenities of a Fairgrounds when they are looking to host an event. Without being able to offer these things, the Fairgrounds is ill-equipped to attract or court large, western heritage and agricultural events. The community lost a few western heritage events over the last few years due to this reason.

20. If SPET funds are needed to complete a previously approved/authorized project due to a shortfall, describe in detail.

N/A

21. Describe how your project provides a critical service related to health, safety, and welfare of the community.

In addition to the regular and special event uses which support the community's health and well-being by providing opportunities to gather and recreate together, supporting both physical and mental health, the fairgrounds facilities provide shelter for folks that have been unexpectedly displaced from their homes, as well as a staging area for wildland firefighters and other agencies during emergencies and natural disasters. During the COVID pandemic, the Fairgrounds parking lots and the Exhibit Hall served as a venue for drive-up and walk-in COVID testing and vaccinations.

22. Describe how the project will impact transportation (vehicle, bus, bike, highway, intersection, pathway), traffic, or congestion in the community either positively or negatively.

This would depend on the location of the new Fairgrounds, however, would be planned for in the Master Planning Process. It would be beneficial for the Town traffic congestion to place the fairgrounds in the rural part of the County. Navigating Snow King Ave during the summer on fair, rodeo and special event nights creates traffic congestion and is very difficult for many contestants. Many people from the local and regional agricultural and livestock community have expressed difficulty in maneuvering large vehicles and trailers down Snow King Ave and contending with the bollards. A site with easier access would be an improvement.

23. Describe how your project is in alignment with the comprehensive plan.

The comprehensive plan states the following:

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.

Policy 4.4.c: Continue traditions and community events The community will continue to sponsor and support community events in downtown Jackson that celebrate the character of the region and provide a strong sense of community for local residents. Year-round community activities and cultural events will be encouraged to utilize the downtown to foster resident and visitor interaction.

Policy 6.3.a: Ensure year-round economic viability The local economy should be developed in a way that increases year-round economic activity. Our climate has traditionally resulted in a seasonal economy with shoulder seasons in the spring and fall when economic activity slows. As the resident population and number of visitors decline in the shoulder seasons, fewer businesses remain open, and the Quality of Life and the visitor experience are diminished. The Town and County will work with others in the community, including local businesses, the Chamber of Commerce, and the Travel and Tourism Board to promote the year-round business operation, provision of community services, and occupation of accommodations.

Based on policy 3.3.S.6 of the comprehensive plan, planning and development of the current fairgrounds site may happen in the very near future. If that is the case, then the relocation of the fairgrounds is inevitable. In order to meet the other two policies listed above, it is imperative that our community maintain and provide access to a fairgrounds and events complex.

The Teton County Fair may be one of the oldest and longest-standing traditions and community events in Teton County to-date. In 2022, the Fair will celebrate 66 years. The nightly rodeo is another event that has occurred for 40+ years.

Fairgrounds facilities are heavily utilized year-round, by many organizations, clubs and individuals. See attached list of year-round users.

24. Additional comments

N/A

____ *Alyssa Watkins* ____ *4/15/22* ____
Applicant Signature Date

*We stall horses year-round for people coming to horn hunt, trail ride, to compete in JH Rodeos, special events like the WY High School Rodeo, and during hunting season etc.

January – Heritage Arena

JHHS Rodeo Team Practice

Private Horseback Riders (western & English) and Team Roping groups (arena is booked from 8:30AM – 9:30PM, 7 days per week)

Dog Agility Groups (Grand Teton Kennel Club & Kanine Athletes of the Tetons)

Citizens Mounted Unit practice

January – Exhibit Hall

Various 4-H Club Meetings on Monday, Tuesday, & Wednesday nights

JH Roller Derby Practice on Tuesday's & Sunday's

Parks & Rec Cornhole League on Thursday & Sunday nights

Private Parties almost every weekend and sometimes during the week

January – Rodeo Arena

Parks & Rec ice skating rink

January – Parking Lots

TOJ Snow Pile from snow removal on city streets on the west side

Dog Park on the west side

Recycling Bins on the west side

Salt Lake Express Bus Parking on the east side

Construction Staging on the east side (I try not to allow this but it has occurred in the past)

February – Heritage Arena

JHHS Rodeo Team Practice

Private Horseback Riders and Team Roping groups (arena is booked from 8:30AM – 9:30PM, 7 days per week)

Dog Agility Groups (Grand Teton Kennel Club & Kanine Athletes of the Tetons)

Citizens Mounted Unit practice

JH Live Winter Concert w/ Lucas Nelson in 2020

February – Exhibit Hall

Various 4-H Club Meetings on Monday, Tuesday & Wednesday nights

JH Roller Derby Practice on Tuesday's & Sunday's

Parks & Rec Cornhole League on Thursday & Sunday nights

Private Parties almost every weekend and sometimes during the week

February – Rodeo Arena

Parks & Rec ice skating rink

February – Parking Lots

TOJ Snow Pile from snow removal on city streets on the west side

Dog Park on the west side

Recycling Bins on the west side

Salt Lake Express Bus Parking on the east side

Construction Staging on the east side (I try not to allow this but it has occurred in the past)

March – Heritage Arena

JHHS Rodeo Team Practice

Private Horseback Riders and Team Roping groups (arena is booked from 8:30AM – 9:30PM, 7 days per week)

Dog Agility Groups (Grand Teton Kennel Club & Kanine Athletes of the Tetons)
Citizens Mounted Unit practice

March – Exhibit Hall

Various 4-H Club Meetings on Monday, Tuesday & Wednesday nights
JH Roller Derby Practice on Tuesday's & Sunday's
JHTRA Tack Swap & Fundraiser (new in 2022)
Private Parties almost every weekend and sometimes during the week

March – Rodeo Arena

Parks & Rec ice skating rink
Octane Addictions Freestyle Snowmobile event over hill climb weekend

March – Parking Lots

TOJ Snow Pile from snow removal on city streets on the west side
Dog Park on the west side
Recycling Bins on the west side
Salt Lake Express Bus Parking on the east side
Construction Staging on the east side (I try not to allow this but it has occurred in the past)
Hill Climb parking and staging

April – Heritage Arena

JHHS Rodeo Team Practice
Private Horseback Riders and Team Roping Groups in the Heritage Arena (arena is booked from 8:30AM – 9:30PM, 7 days per week)
Dog Agility Groups (Grand Teton Kennel Club & Kanine Athletes of the Tetons)
Citizens Mounted Unit practice

April – Exhibit Hall

Various 4-H Club Meetings on Monday, Tuesday & Wednesday nights
Private Parties almost every weekend and sometimes during the week

April – Parking Lots

TOJ Snow Pile from snow removal on city streets on the west side
Dog Park on the west side
Recycling Bins on the west side
Salt Lake Express Bus Parking on the east side
Construction Staging on the east side (I try not to allow this but it has occurred in the past)
Staging for the May 1st Horn Hunting event

April – Grassy Arena

Basically a dog park

May – Heritage Arena

Circus Funtastic (new event in 2022)
JHHS Rodeo Team Practice
Private Horseback Riders and Team Roping groups – *many folks start riding outside this time of year as the snow melts and the use in the Heritage Arena become less and less*
Citizens Mounted Unit practice
Teton Barrel Racing Association (TBRA) every Tuesday Night
Rocky Mountain Elk Foundation Banquet
JH Rodeos begin on Memorial Day Weekend

May – Exhibit Hall

Various 4-H Club Meetings on Monday, Tuesday & Wednesday nights
Private Parties almost every weekend and sometimes during the week

May – Parking Lots

TOJ Snow Pile from snow removal on city streets on the west side
Dog Park on the west side
Recycling Bins on the west side
Construction Staging on the east side (I try not to allow this but it has occurred in the past)
We constantly get calls for RV parking & camping
Staging of floats for the Old West Days Parade
Jackson Hole Tough Mudder
Cirque Maceo (new event in 2022)

May – Rodeo Arena

Folks start riding outside in this arena as weather permits
JH Rodeos begin on Memorial Day Weekend
Jackson Hole Tough Mudder

May - Grassy Arena

Dog Agility Groups (Grand Teton Kennel Club & Kanine Athletes of the Tetons) – they move outside when the weather gets nice and the snow melts
Mountain Man Rendezvous
Jackson Hole Moose Rugby Practice
Jackson Hole Tough Mudder
Basically a dog park

June – Heritage Arena

We have some private riders but most people are riding outside this time of year
4-H Horse Club Practice every Monday Night
Teton Barrel Racing Association (TBRA) every Tuesday Night
Citizens Mounted Unit practice and clinic
JH Rodeos every Wednesday & Saturday night
World Series of Team Roping (we hosted this event for 9 years and lost it in 2020 due to difficulty working with the Rodeo Concessionaire, inadequate facilities and lack of space)
Bev Halpin Memorial Barrel Race (we hosted this event 1 or 2 years and then it quit happening)

June – Exhibit Hall

Various 4-H Club Meetings on Monday, Tuesday & Wednesday nights
Presbyterian Church Rummage Sale
Private Parties almost every weekend and sometimes during the week

June – Parking Lots

We constantly get calls for RV parking & camping
JH Artfest, artist backstock trailer parking and camping
Recycling Bins on the west side

June – Rodeo Arena

Folks start riding outside in this arena as weather permits
4-H Horse Club Practice every Monday Night
Teton Barrel Racing Association (TBRA) every Tuesday Night
JH Rodeos every Wednesday & Saturday night
World Series of Team Roping (we hosted this event for 9 years and lost it in 2020 due to difficulty working with the Rodeo Concessionaire, inadequate facilities and lack of space)

June - Grassy Arena

Dog Agility Groups (Grand Teton Kennel Club & Kanine Athletes of the Tetons) – they move outside when the weather gets nice and the snow melts

Jackson Hole Moose Rugby Practice

Basically a dog park

July – Heritage Arena

Teton County Fair – 4-H Livestock Barn & Sale

4-H Horse Club Practice every Monday Night

XIT Horse Sale & Ranch Rodeo

Teton Barrel Racing Association (TBRA) every Tuesday Night

JH Rodeos every Wednesday, Friday & Saturday night

July – Exhibit Hall

Various 4-H Club Meetings on Monday, Tuesday, Wednesday nights

Teton County Fair – 4-H & Open Class static exhibits

Private Parties almost every weekend and sometimes during the week

July – Parking Lots

We constantly get calls for RV parking & camping

JH Artfest, artist backstock trailer parking and camping in NW corner

Teton County Fair – parking, 4-H camping, carnival, free attractions & entertainment

Recycling Bins on the west side

July – Rodeo Arena

4-H Horse Club Practice every Monday Night

Teton Barrel Racing Association (TBRA) every Tuesday Night

XIT Horse Sale & Ranch Rodeo

Jackson Hole Professional Bull Riding (PBR) (we hosted this event for 2 years and lost it in 2020 due to difficulty working with the Rodeo Concessionaire, inadequate facilities and lack of space)

Teton County Fair – horse show event and night event venue, 4-H Livestock has been moved outside in 2020 and 2021

JH Rodeos every Wednesday, Friday & Saturday night

July - Grassy Arena

Dog Agility Groups (Grand Teton Kennel Club & Kanine Athletes of the Tetons) – they move outside when the weather gets nice and the snow melts

Jackson Hole Professional Bull Riding (PBR)

Teton County Fair – Big Top Tent, Free Stage, Beer Garden and Vendor venue

Basically a dog park

August – Heritage Arena

Teton Barrel Racing Association (TBRA) every Tuesday Night

JH Rodeos every Wednesday, Friday & Saturday night

August – Exhibit Hall

Private Parties almost every weekend and sometimes during the week

August – Parking Lots

We constantly get calls for RV parking & camping

JH Artfest, artist backstock trailer parking and camping in NW corner

Recycling Bins on the west side

August – Rodeo Arena

Teton Barrel Racing Association (TBRA) every Tuesday Night

JH Rodeos every Wednesday, Friday & Saturday night

August - Grassy Arena

Dog Agility Groups (Grand Teton Kennel Club & Kanine Athletes of the Tetons) – they move outside when the weather gets nice and the snow melts
Basically a dog park

September – Heritage Arena

JH Rodeos on Labor Day Weekend on Wednesday, Friday & Saturday night
Shriner's Fundraiser Rodeos on Wednesday & Saturday after Labor Day
WY High School Rodeo

September – Exhibit Hall

Private Parties almost every weekend and sometimes during the week
Trout Unlimited Banquet
Ducks Unlimited Banquet

September – Parking Lots

We constantly get calls for RV parking & camping
WY High School Rodeo – parking, camping
Recycling Bins on the west side

September – Rodeo Arena

JH Rodeos on Labor Day Weekend on Wednesday, Friday & Saturday night
Shriner's Fundraiser Rodeos on Wednesday & Saturday after Labor Day
WY High School Rodeo

September - Grassy Arena

Jackson Hole Moose Rugby – Prom Dress Rugby Fundraiser
CWC Native American Powwow
WY High School Rodeo – parking, camping
Dog Agility Groups (Grand Teton Kennel Club & Kanine Athletes of the Tetons) – they move outside when the weather gets nice and the snow melts
Basically a dog park

October – Heritage Arena

JHHS Rodeo Team Practice, Private Horseback Riders and Team Roping groups – we start to see some riders moving in doors but it's not super busy yet
JHSSC Ski Swap
Fireman's Ball
Community Halloween Celebration (new event in 2022)

October – Exhibit Hall

4-H Achievement Night
Private Parties almost every weekend and sometimes during the week

October – Parking Lots

We constantly get calls for RV parking & camping
Recycling Bins on the west side

October – Rodeo Arena

We get some private riders but as soon as the ground starts to freeze, we close the arena for the season

October - Grassy Arena

Dog Agility Groups (Grand Teton Kennel Club & Kanine Athletes of the Tetons) – they move back inside when the weather gets nasty and it start snowing
Basically a dog park

November – Heritage Arena

JHHS Rodeo Team Practice

Private Horseback Riders and Team Roping groups – we start to see some riders moving in doors and it starts to get busier

Dog Agility Groups (Grand Teton Kennel Club & Kanine Athletes of the Tetons)

November – Exhibit Hall

Private Parties almost every weekend and sometimes during the week

JH Roller Derby Practice

November – Parking Lots

TOJ Snow Pile from snow removal on city streets on the west side

Dog Park on the west side

Recycling Bins on the west side

Construction Staging on the east side (I try not to allow this but it has occurred in the past)

November – Rodeo Arena

Arena is closed for the season, Parks & Rec begins setting up the ice rink for the winter

November - Grassy Arena

Basically a dog park

December – Heritage Arena

JHHS Rodeo Team Practice

Private Horseback Riders and Team Roping groups – we start to see some riders moving in doors and it starts to get even busier

Dog Agility Groups (Grand Teton Kennel Club & Kanine Athletes of the Tetons)

Citizens Mounted Unit Practice

December – Exhibit Hall

Private & Corporate Christmas Parties

Private Parties almost every weekend and sometimes during the week

JH Roller Derby Practice

The Santa Fund

December – Parking Lots

TOJ Snow Pile from snow removal on city streets on the west side

Dog Park on the west side

Recycling Bins on the west side

Construction Staging on the east side (I try not to allow this but it has occurred in the past)

December – Rodeo Arena

Parks & Rec ice rink opens for the winter

December - Grassy Arena

Basically a dog park

**SPECIFIC PURPOSE TAX
PUBLIC PROJECT APPLICATION**

1. Project Name: Teton County Conservation Leasing Fund
2. Name of applicant: Friends of Munger Mountain
3. Name, address, and phone number of contact person for the applicant:

Katherine Dowson
PO Box 337
4255 W. Bronco Rd
Wilson, WY 83014
208-709-4630

4. Is the applicant a governmental entity? If yes, please list what type.
No.
5. Are there any partners for your project? If yes, please explain.

We intend to obtain the support and involvement of organizations that are doing conservation work in Teton County including the Jackson Hole Land Trust, the Jackson Hole Conservation Alliance, the Greater Yellowstone Coalition, Rocky Mountain Elk Foundation, Wyoming Outdoor Council and others. We also anticipate partnering with many individual donors, landowners, government agencies and supporters to acquire real property or interest in real property to conserve State or private lands in Teton County.

6. Provide a brief description of the project (100 words or fewer).

This project would establish a fund to support the conservation of state or private lands in Teton County. Funds would be used to protect the natural, recreational or wildlife values of a property while generating revenue for private or state landowners. It is anticipated that the fund will complement and support private donations of money or other interests in land. Properties with high priority conservation values (e.g. lands that are identified in Teton County's critical habitat maps or other properties identified by Wyoming Game & Fish as critical in nature) will be prioritized. Conservation opportunities will likely include continuation of, and enhancements to, public benefits such as recreational access and amenities.

7. Location of the proposed project.

The precise parcels to be conserved will be determined as opportunities are explored and developed. Anticipated opportunities include, but are not limited to, the Munger Mountain and Highway 390 State Schools lands, but the fund would not be limited to those properties.

8. If there is land required for the project, please indicate whether the land is owned, under contract, etc., and indicate the zoning of the property.

See response to Question No. 7 above.

9. Project costs (please include all costs).

- a. Conservation Acquisitions: \$10 million
- b. all design costs N/A
- c. construction costs N/A
- d. furnishings, fixtures & equipment N/A
- e. contingency N/A
- f. Operation & Maintenance Escrow N/A
- g. other (please explain) N/A

TOTAL: \$10 million

10. For each category listed in number nine (9), please provide a concise description of how costs are derived, how firm they are, and any contributions, such as land ownership, to the project. Please also include all documentation utilized to calculate costs.

Funds will augment anticipated or pledged private donations and provide seed or matching money to help protect valuable scenic lands, recreational areas and/or wildlife habitats, through the acquisition of real property or interest in real property on state or private landowners.

11. Have any inflationary factors been included for time value for construction costs? If so, please explain how they are calculated and how they affect the project costs.

N/A

12. What alternative sources of revenue are available to the applicant and what sources have been explored for this project? (for example, property taxes, dues, etc.)

We anticipate combining SPET funds with substantial private donations to meet conservation goals. For example, Friends of Munger Mountain has raised private philanthropy pledges for the Munger state parcel. We anticipate similar substantial private contributions will support the conservation of other high-value State or private properties.

13. What sources do you have to cover any overages for the project? What is your fallback plan if project costs exceed revenues allocated?

This is not a construction project so we do not expect overages.

14. Provide examples of projects of a similar scale that the applicant has completed and provide information related to 'on time, on budget' or 'overtime, over budget' for the said project(s).
N/A

15. What dollar amount is being requested from Specific Purpose tax proceeds for this project?

\$10 million

16. Please list time frames for each phase of the proposed project. N/A

17. Will any bond financing be necessary for this project?

Yes, bonding might be necessary as we will not have all the money on hand for securing parcels right away due to the nature of SPET collections.

18. Please provide as an addendum, a proposed operating and maintenance budget (pro forma income statement) for the first five (5) years following completion of the project.

N/A - we will not have operating and maintenance as these parcels will continue to be open spaces and used according to legacy uses - hiking, biking, cross country skiing, etc.

19. Describe how this project will or will not impact the carbon footprint of the community and aspects of the project that are in alignment with a zero carbon footprint.

Securing these important parcels will mean that high-intensity uses will not be located in existing open spaces, preserving critical habitat and migration corridors, water quality, raptor nesting, public access and more for future generations.

20. What is the proposed method of providing future ongoing operating and maintenance costs?

Operating and maintenance costs are expected to be minimal. To the extent that any particular proposal would include enhancements such as trail improvements or maintenance, such activities will be supported by private donations.

21. Describe the impact of this project on Town and/or County operating budgets in terms of fiscal impact and staff impact, be specific.

N/A - our project should not have any impact on future operating budgets.

22. How will reserve funds be accumulated for replacement or repair of major equipment or components and what is the source of the funds?

Our project will not have major equipment and require no reserve funds.

23. What annual amount is projected for this reserve fund?

Zero. Again, any maintenance and upkeep costs will be minimal, and addressed through private donations.

24. How many residents will benefit from this project?

All 23,000+ Teton County residents, Wyomingites and our visitors will have continued access to public lands with low impact, legacy public lands uses.

25. What, if any, economic benefit will accrue to the community as a result of this project?

Our project to secure our public lands for the future will benefit our economy by continuing to offer lands where folks can hike, hunt, bike and view wildlife and raptors. Our tourism is based on our wild open spaces, being able to see breathtaking wildlife, and having moments to reconnect with nature. These parcels not only drive tourism, but they are the beating heart of what makes this community special for locals and visitors alike.

26. Are there any social or cultural benefits to the community?

Many in our community benefit from access to public spaces whether hiking with a friend or biking alone - our public spaces provide social and mental health benefits.

27. Describe how your project is connected to current infrastructure.

Our public spaces are connected through current roads; The projects will not require additional infrastructure needs such as roads or water and sewer connections.

28. Describe the level of project readiness, design, construction documents, etc.

We are not constructing anything on these parcels.

29. If the project meets an identified community need, describe how that need is evident or has been documented or how it has been identified.

The Jackson Hole community cares deeply about its open spaces and how those spaces support wildlife, water quality, and our way of life in the valley. For example, support for Friends of Munger Mountain has been vocal and widespread as demonstrated by packed meetings and strong financial and volunteer support.

30. If SPET funds are needed to complete a previously approved/authorized project due to a shortfall, describe in detail.

N/A

31. Describe how your project provides a critical service related to health, safety, and welfare of the community.

This project will benefit all who visit or reside in Jackson Hole by preserving lands where people can hike, hunt, bike and view wildlife, while precluding commercial uses that are inconsistent with the Teton County Comprehensive Plan.

32. Describe how the project will impact transportation (vehicle, bus, bike, highway, intersection, pathway), traffic, or congestion in the community either positively or negatively.

This project will help preclude high-density commercial uses on State or private land parcels where such development would have negative effects on Teton County transportation goals and initiatives.

33. Describe the impact the project will have on employee and/or affordable housing in the community either positively or negatively and how the impact will be mitigated.

This project will not increase employee or housing needs. In fact, it would preclude labor-intensive commercial activities in areas that the County has not identified for such uses.

34. If you are aware of other projects in the same category/area as yours, are you comfortable combining your question with other similar projects?

N/A

35. If your project is a housing project, describe how your needs are unique or are not being met by the Housing Department.

N/A

36. Describe how your project is in alignment with the comprehensive plan.

This project is well-aligned with Teton County's Comprehensive Plan and the overall goal to "preserve and protect the area's ecosystem in order to ensure a healthy environment, community and economy for future generations."

37. Provide as an addendum, an affidavit in agreement to participate in the public Planning & Review process for the development and construction of the project.
See attached

38. Additional comments

Friends of Munger Mountain

Katherine Dowson
Applicant Signature

4/18/2022
Date

**AFFIDAVIT IN SUPPORT OF SPET PROPOSAL
CONSERVATION FUND**

STATE OF WYOMING)
)
COUNTY OF TETON) SS.

My name is Katherine Dowson, and I am the signatory to the application submitted by Friends of Munger Mountain seeking SPET funding for a Conservation Fund. I submit this affidavit in support of that application, and to attest that I will participate in the public Planning & Review process for development of the Conservation Fund initiative.

Dated 4/17/22



Katherine Dowson



April 18, 2022

Teton County Board of County Commissioners
Town of Jackson Town Council

Re: Conservation Fund SPET Proposal

Dear Commissioners and Councilmembers:

On behalf of Friends of Munger Mountain (FOMM), thank you for considering the attached application for SPET funding for a proposed Teton County Conservation Fund.

Friends of Munger Mountain is an unincorporated association of friends and neighbors that organized in 2021 in response to threats to commercially develop the 640-acre Munger Mountain State Schools Trust Land. Our State elected officials, in particular the State Loan and Investment Board (SLIB), are under increasing pressure to maximize the financial return on Teton County State Trust parcels for the benefit of Wyoming State Schools. In some cases, this pressure may translate to misguided commercial development and other activities which directly oppose Teton County's land development regulations and Comprehensive Plan. State parcels that have been proposed for commercial development include sections adjacent to Grand Teton National Park, on Teton Village Road, and on Munger Mountain. In addition, many private lands in Teton County are under similar pressure, and may benefit as well from funds dedicated to conserving wild and natural values.

In August, 2021, the SLIB Board expressed its intention to seek formal proposals for the lease of the Munger Mountain parcel. No formal RFP has been issued by the Board yet. However, the SLIB Board did release an RFP for a portion of the Village Road State Schools parcel, and has been considering some proposed and controversial commercial uses for that property, including a commercial "glamping" operation, and a self-storage facility that would include 800 units. These proposed commercial developments are inconsistent with Teton County's hard-fought and well-considered comprehensive land use plan. Both parcels are zoned for rural, agricultural uses, not intense commercial uses. Commercial use for lodging or self-storage, which are just two examples of unwelcome potential uses for these parcels, would upend the community's comprehensive land use plan, bringing attendant impacts to areas of the County that are not zoned for, and not appropriate for, intense commercial development.

Since the SLIB Board's announcement in August, FOMM has been organizing. We anticipate responding to any RFP that may be released for the Munger parcel with a proposed conservation lease. Such a lease would be long-term (we contemplate a 20-year term), and

would preserve and enhance the existing uses, including agricultural and recreational uses. FOMM, working closely with the Jackson Hole Land Trust and the Teewinot Institute, has been soliciting and raising substantial pledges from private parties to secure a conservation lease. If and when an RFP is released targeting the Munger Mountain parcel, we anticipate a sustained push to raise more money, and hopefully secure Munger Mountain from unwanted development.

Our efforts have demonstrated that it is possible to raise significant private donations to support conservation and protection of valuable lands in Teton County. The proposed Conservation Fund could leverage private donations and facilitate the acquisition of interests in real property (such as easements or conservation leases) on State or private lands with high scenic, wildlife and recreational value.

We appreciate the opportunity to participate in the SPET process and hope you will give this application careful consideration.

Many thanks,

Katherine Dowson

Katherine Dowson, Co-Organizer
Friends of Munger Mountain

**SPECIFIC PURPOSE TAX
PUBLIC PROJECT APPLICATION**

1. Project Name: **Transitional Housing for Families**
2. Name of applicant: **Good Samaritan Mission**
3. Name, address, and phone number of contact person for the applicant:

Bill Voge (Board Chair)/Chuck Fidroe (Ex. Director)

285 W Pearl Ave., Jackson, WY 83001

Bill: (914) 282-3343

Chuck: (541) 661-7282

4. Is the applicant a governmental entity? If yes, please list what type. **No**
5. Are there any partners for your project? If yes, please explain. **Yes.**

Good Samaritan Mission (the "Mission") intends to partner with the Town of Jackson, Teton County, and several other nonprofits in Teton County in creating the protocols and procedures to operate the facilities. Many of the single individuals who have been guests at our current facility were referred to the Mission by other nonprofits and by the Jackson police department who are aware of the Mission's long successful history of helping individuals experiencing homelessness. The Mission anticipates that the Jackson police officers and representatives of many of these same nonprofits will be on the front line of discovering families in need of shelter. The Mission intends to involve these other nonprofits in Jackson, along with the Town of Jackson and Teton County, in its efforts to establish a community-oriented facility by inviting representatives from these local human service partners to join the Mission in forming a Jackson Hole Transitional Housing Collaborative that would help determine protocols and use of the proposed transitional housing facilities. The vision of the Board¹ of the Mission is to build transitional shelter facilities that will serve the needs of the most at-risk families in the community, and to have community partners fully engaged in its efforts.

6. Provide a brief description of the project (100 words or fewer).

The Mission intends to build approximately thirty transitional housing units consisting primarily of small 2- and 3-bedroom units for families and single women. We will provide these families more than a safe place to sleep. We will make sure the families have adequate food and clothing as well as other necessities of life, including physical and mental health evaluations and training. In addition to the dwelling units, the Mission's preliminary plans include office space, employee housing, and community space.

7. Location of the proposed project.

The Mission is working with the Town of Jackson and Teton County to locate a site in Jackson for its proposed project. The Mission would like to enter a long-term ground lease with respect to property owned by the Town of Jackson or Teton County. The Mission is currently

in discussions with the Town of Jackson with respect to building its project above the parking lots at 230/270 W. Deloney that are owned by the Town of Jackson. The Mission is open to other sites if that location is not feasible from the Town's perspective. Ideally the location of the site would permit easy access to in-town work opportunities, as well as START bus stops, grocery stores, banks, and non-motorized transportation.

8. If there is land required for the project, please indicate whether the land is owned, under contract, etc., and indicate the zoning of the property.

See response to item 7 above. 230/270 W. Broadway is owned by the Town of Jackson and zoned P/SP. The Mission applied for a pre-application meeting regarding this site and intends to meet with the planning department in the near term to discuss the feasibility of the Mission entering a long-term ground lease with respect to the site. The Mission is hopeful that the Town Council will agree to grant the Mission a long-term lease on this property, reserving the right of the Town to continue to use the ground level for parking.

9. Project costs (please include all costs).
- a. land acquisition **Unknown. See items 7 and 8 above.**
 - b. all design costs **\$780,000**
 - c. construction costs **\$19.5 million**
 - d. furnishings, fixtures & equipment **\$300,000**
 - e. contingency **\$1 million**
 - f. Operation & Maintenance Escrow **N/A—See item 20 below.**
 - g. other (please explain) **\$1,364,000 (engineering, legal, accounting, etc.)**

TOTAL: approximately \$23 million

10. For each category listed in number nine (9), please provide a concise description of how costs are derived, how firm they are, and any contributions, such as land ownership, to the project. Please also include all documentation utilized to calculate costs.

The Mission is in the design phase of development, which the Mission is self-funding. We have not solicited any bids with respect to our project and will not do so until we have final design plans and confirmation or commitments with respect to a substantial percentage of our needed construction funds. We have estimated our project costs using the higher end of current housing development costs for similar local housing projects in Jackson.

Based on the estimated actual cost of similar housing projects in Jackson, we estimate the cost of building our project will be \$550 per habitable square foot, or approximately \$19.5 million in total. This is approximately \$444 per square foot when we include hallways and decks of the project. This estimate does not include architectural costs, engineering costs, legal and accounting fees, contingency, and miscellaneous other project costs.

The Mission has engaged DA Architects for the design of this project. We have estimated their fees as 4% of the estimated costs of construction, or \$780,000. We have estimated other costs

(engineering, legal and accounting, etc.) as 7% of the estimated costs of construction, based on similar housing developments in Jackson, or \$1,364,000.

The Mission intends to reduce costs as much as possible, and to obtain more certainty on costs, by using modular technology. The majority of all the rooms in our preliminary design plans are consistent floor plans so we can utilize the modular concept as efficiently as possible.

Please note that the Mission has always operated on a conservative basis with respect to our finances. We follow best practices for nonprofits in our budgeting and with respect to making commitments that impact the financial position of the organization. If the Board of the Mission determines that it might have a funding shortfall with respect to the construction of this project after receiving bids from its modular technology vendors and other contractors, the Mission intends to scale back the number of dwelling units in its design plans, which would reduce total project costs proportionately, so that the Mission will not be in a position of facing any funding shortfall. The Mission intends to approach its major donors in the Summer of 2022 to obtain pledges and commitments with respect to its funding plan.

11. Have any inflationary factors been included for time value for construction costs? If so, please explain how they are calculated and how they affect the project costs.

We have used the highest end of the range of current development costs for similar housing projects in preparing our project budget. Once design plans are completed, the Mission will obtain "fixed cost" or "not to exceed" bids from development contractors (modular technology vendors, site preparation contractors and other contractors needed to tie our modular units to utilities i.e. plumbing, electrical, etc.). If our fixed cost bids exceed our proposed budget and funding plan, the Mission intends to reduce the number of dwelling units to match our funding plan after receiving firm bids from the relevant contractors. We believe that any costs escalations can be dealt with by reducing the proposed dwelling units. We do not see any scenario where we would reduce the units below twenty dwelling units. In all cases we will have a contingency in our budget.

12. What alternative sources of revenue are available to the applicant and what sources have been explored for this project? (for example, property taxes, dues, etc.)

SPET Funding: \$10 million

Wyoming Community Development Authority (ARPA): \$3.3 million*

Wyoming Community Development Authority (block grant): \$750,000*

Local foundations: \$1-3 million

Capital Campaign: \$5-6 million [\$250,000 pledged to date]

Total: ~\$23 million

* Based on discussion with Wyoming Community Development Authority these are the maximum amounts we can expect under the identified funding programs. Applications under each program, and the criteria in determining grants for each program, should be available for applicants in the next few months. Some of the funds being administered by Wyoming Community Development Authority will not be available if not disbursed by December 2023.

Please see the attached addendum providing greater detail on how we arrived at project cost estimates.

13. What sources do you have to cover any overages for the project? What is your fallback plan if project costs exceed revenues allotted?

If the Mission has overages for this project, it intends to continue its capital campaign. The Mission has operated a shelter for single men and women experiencing homelessness for over 40 years. The Mission has always maintained a balanced budget and a prudent cash reserve that covers multiple years of operations. The Mission has many loyal supporters, and it is confident that it can raise the funds needed beyond SPET, WCDA and other government funding. Please see the last paragraph of item 10 above.

14. Provide examples of projects of similar scale that the applicant has completed and provide information related to 'on time, on budget' or 'overtime, over budget' for said project(s).

Although the Mission has never completed a project of this magnitude, the Mission has Board members who are very experienced in large scale project development and financing. The Board members have extensive experience in real estate and designing and constructing significant projects. Board members have significant experience with respect to budgeting and monitoring of large-scale construction projects to assure timely completion on budget.

The Mission plans to use modular design technology to allow for timely completion of construction with less risk of time delays and cost overruns. While the modular units are under construction at the location of the modular technology vendor, the site work and foundation construction in Jackson will be done concurrently.

15. What dollar amount is being requested from Specific Purpose tax proceeds for this project?

\$ 10 million

16. Please list time frames for each phase of the proposed project.

Design and renderings: January-May 2022

Land Lease: March-August 2022

Final drawings and specifications: May-August 2022

Final engineering: June-November 2022

Request for Proposals to Modular Technology Vendors: Fall 2022

Request for Proposals for site prep work: Fall 2022

Selection of Modular Technology Vender: December 2022

Selection of site prep contractor: December 2022

Commencement of site prep work: mid-April 2023

Delivery date for Modular components: March-April 2024

Assembly of Modular components: April-May 2024

Installation of support functions (electricity, plumbing, etc.): May-June 2024

Finish work on units: July-August 2024

Installation of furniture: August-September 2024

Commencement of operations: September-October 2024

17. Will any bond financing be necessary for this project? **No**
18. Please provide as an addendum, a proposed operating and maintenance budget (pro forma income statement) for the first five (5) years following completion of the project.

See addendum.

19. Describe how this project will or will not impact the carbon footprint of the community and aspects of the project that are in alignment with a zero-carbon footprint.

We hope to find a site where our transitional housing will be in or near the central business district of Jackson, walking distance to Miller Park, downtown, restaurants, the bike path, and the START bus. Based on national data, many of the guests of our transitional housing facility are unlikely to have vehicles and all guests are likely to use (and will be encouraged to use) public transportation as a means of travel. The use of modular technology for our construction of the dwelling units is intended to produce a low carbon footprint building which will be insulated for maximum efficiency. We are actively pursuing energy-efficient HVAC systems for the project. All dwellings and offices at the project will be required to use green recycling practices.

20. What is the proposed method of providing future ongoing operating and maintenance costs?

The Mission has operated its current shelter for single individuals experiencing homelessness in Jackson for more than 40 years. In an average year, the Mission provides:

**13,500 meals to people experiencing hunger and food insecurity in our community
8,600 nightly bed stays for single individuals
14,500 pounds of food through the children's Totes of Hope program
53,700 pounds of food to families in need in our community**

The Mission has raised adequate funds for the operations of its existing facilities for over 40 years from loyal donors, which include over twenty different foundations and over one thousand individual donors. The Mission anticipate that it will continue to rely upon its loyal donor base to fund a sizable portion of the increased operating expenses related to the transitional housing project. The Mission has also had multiple discussions with the Wyoming Community Development Authority regarding the possibility that it will fund a meaningful portion of our operating costs for the first three to five years of the project using federal funds made available to Wyoming that were specifically allocated for homelessness.

21. Describe the impact of this project on Town and/or County operating budgets in terms of fiscal impact and staff impact, be specific.

This project should not have an impact on Town or County operating budgets. This project is aligned with the Housing Action Plan and work program for housing department staff. It would

create a local shelter for families who other Town or County staff (e.g., police/deputies) interact with but have nowhere to bring them for support. It meets an unmet need.

22. How will reserve funds be accumulated for replacement or repair of major equipment or components and what is the source of the funds?

The Mission will operate the transitional housing project using its existing methods for replacement and repair of major equipment and components. The Mission has maintained a balanced budget with a prudent cushion for many years. Its current cash reserves equal more than 3 years of projected annual operating and maintenance costs, including reserve funds for replacement or repair of major equipment or components. The Mission receives most of its funding from a loyal donor base that is aware of its long successful track record of providing shelter to single men and women in Teton County, including an annual donation from Community Foundation of Jackson Hole of more than \$100,000.

23. What annual amount is projected for this reserve fund?

The Mission currently has over \$1 million in its reserve fund and projects that it will continue to maintain its reserve fund at that level.

24. How many residents will benefit from this project?

The Mission intends to construct approximately thirty dwelling units that will allow 75-100 residents at the facilities at any time. National data for other family transitional housing projects suggests that the average homeless family is three people and that the families will need transitional housing for 3-6 months. We anticipate, based on national data regarding family homelessness, that we will have the capacity to house more than two hundred individuals a year at the facility—some for a few days, some for several months, and others for up to a year.

The Mission understands families in need of shelter are the most vulnerable members of our community. The primary cause of homelessness is a lack of affordable housing. However, there are often multiple causes that compound on one another. Many homeless families are women with children who experience homelessness due to being victims of domestic violence² and family conflict. Others are families that have experienced family illness, unemployment, or accidents that limit their ability to secure affordable housing. Each family is in crisis because they no longer can afford to pay rent but there often is one or more additional factors that caused them to be homeless. Our project will operate with a goal to return each family to independent living as soon as practical taking into consideration the unique reasons why the families were homeless.

The Mission intends to provide these families more than a safe place to sleep. The Mission will make sure the families have adequate food and clothing as well as other necessities of life, including physical and mental health evaluations and training. More than that, the Mission intends to address the underlying issues that lead to their homelessness. It will make sure that each guest of the family shelter will receive case management specific to their situation, helping them to determine the best course of action to reach independent living and their individual goals.

The Mission agrees with the views expressed by the US Interagency Council on Homelessness:

"An end to homelessness means that every community will have a comprehensive response in place that ensures homelessness is prevented whenever possible, or if it can't be prevented, it is a rare, brief, and one-time experience."³

25. What, if any, economic benefit will accrue to the community as a result of this project?

The Town of Jackson, Teton County and the many nonprofits in Jackson who are on the front lines of seeing families experiencing homelessness will have a community resource available to them that will strengthen our community. No longer will the police department or nonprofits in the community spend time and resources searching for transitional housing. Additionally, once our guests are out of crisis, they will be able to contribute to the community as employees of local businesses – as many of our guests at our existing shelter have done.

26. Are there any social or cultural benefits to the community?

No family in Teton County should be sleeping on the floor of a schoolteacher's residence or in their cars. The social benefit to the community is to know we are serving the needs of the most vulnerable people in our community.

27. Describe how your project is connected to current infrastructure.

We seek a location that is near transit infrastructure and situated in a "complete neighborhood" with walkable access to services including groceries, banks, jobs, and childcare.

28. Describe the level of project readiness, design, construction documents, etc.

The Mission has spent three years studying the market and defining the need for transitional housing for families in our community. We have worked with a local architect and have completed design renderings for the transitional housing project at one possible location (pending Town approval). We have spent the time and resources to fine-tune our design plans to maximize the use of the space and minimize the costs associated with development. The Mission is working with local funders and foundations to help coordinate the appropriate funding necessary for this project, over and above any SPET funding. We are actively in discussion with the Wyoming Community Development Authority to obtain significant funding based on federal legislation that allocated funds to the State of Wyoming.

The Mission has preliminary design plans which can be easily finalized and/or modified based on the site location for our project. We have a funding plan and responsible individuals ready to initiate a capital campaign beyond the funds identified in item 12 above. We have identified three modular technology vendors as well as several local contractors to do the site prep work and the work needed to hook up our modular buildings to local systems. We have employees and Board members of the Mission who are prepared to finalize our design plans as soon as we locate the site for our facilities, and then to proceed to obtain bids from the contractors and initiate construction and equipping of the facilities. We are currently awaiting Town review of

our proposed location (230/270 W Deloney) and if we receive approval, are ready to go with our design.

29. If the project meets an identified community need, describe how that need is evident or has been documented or how it has been identified.

The Mission conducted a survey about three years ago that reflected a significant need in the community for transitional housing for families. The survey made inquiry of other nonprofits in the community, the Jackson police department, and representatives of local faith communities. Please see the article noted in footnote 4 below that quotes the executive director of Fund for Public Education who stated in January 2022 that she was aware of eighty families with children in public schools in Teton County who were experiencing homelessness. The Mission is confident from its discussions with representatives of the Town of Jackson and Teton County that there is a strong consensus with respect to the need for transitional housing for families in the community.

30. If SPET funds are needed to complete a previously approved/authorized project due to a shortfall, describe in detail. **N/A**
31. Describe how your project provides a critical service related to health, safety, and welfare of the community.

The Mission's transitional housing project will provide the community with housing for families who are experiencing homelessness. The project will assist the Jackson police department, the local school district and other nonprofit organizations who are on the front lines of encountering families without a place to sleep.

32. Describe how the project will impact transportation (vehicle, bus, bike, highway, intersection, pathway), traffic, or congestion in the community either positively or negatively.

We are hoping to locate the project directly adjacent to START bus service and near bike infrastructure. Our guests typically do not have personal vehicles so they will use transit or walk/bike infrastructure to access the destinations they need to get to. The project will also be accessible via the same multi-modal options for our staff and any visitors. Overall, it is unlikely that this project will have a significant impact on valley-wide transportation.

33. Describe the impact the project will have on employee and/or affordable housing in the community either positively or negatively and how the impact will be mitigated.

This project includes housing and will have a positive impact. See response to item 35 below.

34. If you are aware of other projects in the same category/area as yours, are you comfortable combining your question with other similar projects?

We are not aware of any other project in the same category of human services plus housing, like our transitional housing for families. The Mission would be delighted to work with any other organization that shares our passion to end family homelessness in Teton County.

35. If your project is a housing project, describe how your needs are unique or are not being met by the Housing Department.

The Housing Department for the Town of Jackson and Teton County is doing an incredible job responding to the deep needs of our community regarding the lack of affordable housing for local workers. The Mission's transitional housing project is distinct from all the worthy workforce housing projects in our community. The Jackson/Teton County Housing Department and the Housing Supply Plan outline a range of incomes and needs (rental/ownership) for local workers (see #36). This project serves a population in a specific category that is not being served by any other project that either exists or is in the pipeline. Additionally, this project is not only housing, but also human services.

In the last several years, we have seen and heard about more families with children in Teton County who are homeless. Family homelessness in Jackson, once viewed as an occasional event, has become a chronic situation. The executive director of Fund for Public Education stated in January 2022 that she was aware of eighty families with children in public schools in Teton County who were experiencing homelessness⁴. Families with children made up about 30% of the total homeless population in 2020.⁵ Other towns in Wyoming also have experienced an increase in family homelessness.⁶

What happens when a family becomes homeless in Jackson? You do not see them. They are moving from place to place, night after night. Some families live with relatives in overcrowded housing. Some live in their vehicles. Some families have lived on the floor of the homes of teachers in the public school system. Some families have been forced to leave Teton County.

Our project is unique because the direct beneficiaries of our project are often unknown and do not have a voice. In partnership with other local agencies, the Mission wants to be their voice.

36. Describe how your project is in alignment with the comprehensive plan.

This project fills an important gap in community services outlined in the Comprehensive Plan. More than simply a housing project, this project provides critical human services that are not currently available in Jackson / Teton County.

The housing component implements "Local Workforce Housing" (chapter 5), especially Principle 5.1—Maintain a diverse population by providing workforce housing. Further, this project supports the 2021 Workforce Housing Supply Plan which demonstrates a gap in housing serving households who earn less than 50% (or 80%) of area median income and outlines a "Family Stabilization Pilot - Collaborative effort with community stakeholders to provide affordable rental housing to unhoused families with school-aged children."

The human service component implements "Quality Community Service Provision" (Comp Plan chapter 7), specifically "Principle 8.1— Maintain current, coordinated service delivery. The Town and County will coordinate and collaborate with independent service providers to ensure desired life-safety, educational, social, recreational, and cultural service levels are maintained consistent with the community's Common Values."

If the Town accepts the location we are requesting (230/270 W Broadway), or a similar location, this project will align with additional core Comprehensive Plan principles such as "Town as Heart" (chapter 4), "Multimodal Transportation" (chapter 7), and "Ecosystem Stewardship" (Common Value 1).

37. Provide as an addendum, an affidavit in agreement to participate in the public Planning & Review process for development and construction of the project.

See the attached Affidavit in Agreement.

38. Additional comments.

Applicant Signature:

Date:

Good Samaritan Mission

April 15, 2022



By: William Voge

Its: Board Chair

Attached Addendum:

Project Budget for 30 Dwelling Units

Pro Forma Income Statement for 5 years after Project Completion

Affidavit in Agreement re Planning & Review Process

Project Costs Estimate for 30 Dwelling Units

GOOD SAMARITAN MISSION-TRANSITIONAL HOUSING PROJECT

(assumes project at 230/270 W. Deloney)

Housing Units (2nd & 3rd floor)

4BR unit sq ft	1,634
3BR unit sq ft	1,149
2BR unit sq ft	1,149
# of 4BR units	2
# of 3BR units	16
# of 2BR units	12
Total sq ft used	35,440
Total FAR	35,440

Housing Units - Development Summary

TOTAL SQ FT of "Liveable" Development	35,440	SQ FT
TOTAL Number of 4br units	2	3,268
TOTAL Number of 3br units	16	18,384
TOTAL Number of 2br units	12	13,788
TOTAL Number of units	30	35,440

Development Extras

Sky Bridge (Level 3)	230
Corridors (brown areas)	6,122
Offices or Amenity space (green areas)	1,266
Outdoor Courtyard (green areas)	5,711
TOTAL Extras	13,329

Costs

	<u>Costs</u>	<u>"All sq ft"</u>
Cost per "liveable" square foot	\$ 550.00	\$ 443.64
Total square feet of "liveable" development	35,440	48,769
Development cost	\$ 19,492,000	\$ 19,492,000
Architectural Costs	4%	4%
Total Architectural cost for project	\$ 779,680	\$ 779,680
Soft Costs	7%	7%
Total soft cost for project	\$ 1,364,440	\$ 1,364,440
Total Costs	\$ 21,636,120	\$ 21,636,120

Pro Forma Income Statement for 5 Years after Completion of Project

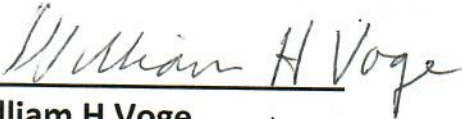
Pro Forma Income Statement (Transitional Housing Project only)

Income	2025	2026	2027	2028	2029
Individual Donations	\$ 125,000.00	\$ 131,250.00	\$ 137,812.50	\$ 144,703.13	\$ 151,938.28
Grants					
WCDA	\$ 30,000.00	\$ 31,500.00	\$ 33,075.00	\$ 34,728.75	\$ 36,465.19
Old Bill's	\$ 75,000.00	\$ 78,750.00	\$ 82,687.50	\$ 86,821.88	\$ 91,162.97
Foundations	\$ 150,000.00	\$ 157,500.00	\$ 165,375.00	\$ 173,643.75	\$ 182,325.94
Fees	\$ 10,000.00	\$ 10,500.00	\$ 11,025.00	\$ 11,576.25	\$ 12,155.06
Interest Income	\$ 10,000.00	\$ 10,500.00	\$ 11,025.00	\$ 11,576.25	\$ 12,155.06
Total Op Income	\$ 400,000.00	\$ 420,000.00	\$ 441,000.00	\$ 463,050.00	\$ 486,202.50
Expenses					
Employee Comp	\$ 170,000.00	\$ 178,500.00	\$ 187,425.00	\$ 196,796.25	\$ 206,636.06
Employee benefits	\$ 40,000.00	\$ 42,000.00	\$ 44,100.00	\$ 46,305.00	\$ 48,620.25
Transportation/Vehicles	\$ 45,000.00	\$ 47,250.00	\$ 49,612.50	\$ 52,093.13	\$ 54,697.78
Repairs & Maintenance	\$ 60,000.00	\$ 63,000.00	\$ 66,150.00	\$ 69,457.50	\$ 72,930.38
Utilities	\$ 50,000.00	\$ 52,500.00	\$ 55,125.00	\$ 57,881.25	\$ 60,775.31
Insurance	\$ 10,000.00	\$ 10,500.00	\$ 11,025.00	\$ 11,576.25	\$ 12,155.06
Training & Education	\$ 10,000.00	\$ 10,500.00	\$ 11,025.00	\$ 11,576.25	\$ 12,155.06
Licenses & Fees	\$ 5,000.00	\$ 5,250.00	\$ 5,512.50	\$ 5,788.13	\$ 6,077.53
Food	\$ 5,000.00	\$ 5,250.00	\$ 5,512.50	\$ 5,788.13	\$ 6,077.53
Supplies	\$ 5,000.00	\$ 5,250.00	\$ 5,512.50	\$ 5,788.13	\$ 6,077.53
		\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 400,000.00	\$ 420,000.00	\$ 441,000.00	\$ 463,050.00	\$ 486,202.50

AFFIDAVIT IN AGREEMENT

William H Voge, as the Board Chair and President of Good Samaritan Mission, hereby agrees that Good Samaritan Mission shall participate in the public Planning and Review process for the development and construction of its transitional housing for families project that is described in its Specific Purpose Tax Public Project Application submitted to the Town of Jackson.

IN WITNESS WHEREOF, the undersigned has sworn to the above and executed this Affidavit in Agreement as of April 8, 2022.


William H Voge
Board Chair and President
Good Samaritan Mission

State of Wyoming

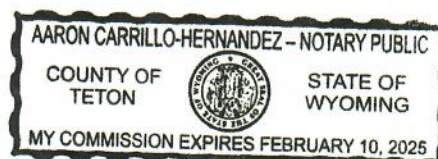
County of Teton

This Affidavit in Agreement was subscribed and sworn before me by William H Voge on April 8, 2022.



Signature of Notary Public

My commission expires: 2.10.25



¹ Board of Good Samaritan Mission:

Brett Frantz: Brett has over 20 years of experience in the luxury residential real estate business with Jackson Hole Sotheby's International Realty.

Todd Seeton: Todd is an Agency Manager with Farm Bureau Financial Services and a partner with Luxury Properties Jackson Hole.

Lauren Long: Lauren is the Head of Events at Diamond Cross Ranch.

Michael Pruett: Michael works in Residential and Commercial Real Estate in Jackson. Michael is an Associate Broker with Compass Real Estate with over 25 years of experience in the real estate industry.

Matt MacEachern: Matt is the owner of Wilderness Builders which is a contractor primarily involved in residential construction in Teton County.

Christi Yannelli: Christi works at Jackson Hole Therapeutic Riding and Community Entry Services.

Sami Robinson: Sami is a property manager and a resident of Jackson Hole for over 45 years.

Mel Orchard: Mel is a trial lawyer and partner of The Spence Law Firm in Jackson.

Bill Voge: Bill is a retired attorney.

² Community Safety Network is a nonprofit in Jackson that does an excellent job of providing a safe place for people affected by domestic violence, sexual assault, and stalking. However, Community Safety Network has limited housing facilities and in this housing crisis, it is often forced to prioritize shelter space for individuals seeking safety from an abusive partner. The Mission intends to partner with Community Safety Network as it develops its transitional housing project.

The Mission's transitional housing project would allow Community Safety Network to refer homeless families that fall outside of Community Safety Network's charter to the Mission and would also allow families that have been served by Community Safety Network to use the Mission's family shelter as they transition back to independent living.

³ See: <https://www.usich.gov/goals/what-does-ending-homelessness-mean/>

⁴ See article from Jackson Hole News & Guide dated January 19, 2022 entitled "Youth and Family Organization Celebrate 'miracle' Awards" by Evan Robinson-Johnson.

⁵ See: https://www.americashealthrankings.org/explore/health-of-women-and-children/measure/homeless_students/state/WY

⁶ See: https://www.wyomingnews.com/news/local_news/city-council-addresses-rising-homelessness-in-cheyenne/article_968eb2d2-6468-5c44-be83-78bbd4771d37.html

<https://cowboystatedaily.com/2021/09/30/wyoming-has-seen-increase-of-hundreds-of-homeless-students-in-last-decade/>

<https://familypromiseofcheyenne.org/>

<https://atheistshelping.org/homelessness-in-sheridan-wyoming/>

**2022 SPECIFIC PURPOSE TAX
TOWN/COUNTY PROJECT APPLICATION**

1. Project Name:

Design/Build **Hoback** Fire Station (Station 3)

2. Town or County application:

County Application

3. Name, email, and phone number of contact person for the applicant:

Brady Hansen
bhansen@tetoncountywyo.gov
cell 307-699-8188

4. Are there any partners for your project. If yes, please explain.

No

5. Provide a brief description of the project (100 words or fewer).

Design and Build new Fire Station to replace the existing station. The current station is well past life expectations. Worse, the station falls extremely short on meeting current needs. This includes insufficient space for current vehicles, firefighter training needs, community space, ADA access or bathrooms. Study performed in 2012 by an outside consultant identified this station as an immediate need. It was also identified as being extremely vulnerable to any earthquake movement and as the highest priority after Station 1. The new station will also include attached employee housing.

6. Location of the proposed project.

Current site of Hoback Fire Station.

7. Project costs (please include all costs).

- a. land acquisition ____ \$0 _____
- b. all design costs ____ \$600,000 _____
- c. construction costs ____ \$6,000,000 _____
- d. furnishings, fixtures & equipment ____ \$50,000 _____
- e. contingency ____ \$450,000 _____
- f. Operation & Maintenance Escrow ____ \$0 _____
- g. other (please explain) ____ Owners Representative \$400,000 _____

TOTAL ____ \$7,500,000 _____

8. For each category listed in number eight (8), please provide a concise description of how costs are derived, how firm they are, and any contributions, such as land ownership, to the project. Please also include all documentation utilized to calculate costs.

These costs are projections derived from the cost per square foot from Fire Station 1 construction. Station 1, with all its challenges, will be completed for just under \$600 per square foot. Consulting with the construction management team the new station projections were calculated at \$650 per square foot (20% increase). The construction management team for Fire Station 1 believed this was a safe projection in today's dollars.

9. Have any inflationary factors been included for time value for construction costs? If so, please explain how they are calculated and how they affect the project costs.

The original cost projections provided by Fire/EMS were \$6,600,000 for total construction. This was increased by \$900,000 (or 13%) in anticipation of inflation. This is a total of 33% increase over the Station 1 square foot price.

10. What sources do you have to cover any overages for the project? What is your fallback plan if project costs exceed revenues allotted?

Fire/EMS would propose relying on Fire Fund 11 and Fire Fund 13 (our current budgets) fund balance to offset any unanticipated overage. Also, these projects would not be approved, or contracts would not be signed unless the total project bid was within budget or fund balance or other options were available for unforeseen cost.

11. What dollar amount is being requested from Specific Purpose tax proceeds for this project?

\$7,500,000

12. Please list time frames for each phase of the proposed project.

Design for this station would begin as soon as funds are available. Construction would also begin as soon as funds are available.

13. Describe how this project will or will not impact the carbon footprint of the community and aspects of the project that are in alignment with a zero carbon footprint.

This project is replacing an existing fire station. The new station will be considerably more efficient with modern insulation and HVAC equipment. As with Fire Station 1, solar power will also be built into the design. This will provide a limited improvement in carbon footprint compared to the existing station.

14. Describe the impact of this project on Town and/or County operating budgets in terms of fiscal impact and staff impact, be specific.

The replacement of the station will not increase town or county operational cost. This station is built as a volunteer station. The expectation is to remain a volunteer station. The addition of apartments in the station will aid in housing employees.

15. What, if any, economic benefit will accrue to the community as a result of this project?

The primary use as a fire station is an essential service to every neighborhood. This service is part of protecting all aspects of the community and the economy. The apartments in the station may also provide an additional benefit.

16. Are there any social or cultural benefits to the community?

Every fire station is a community building. These stations should **and often do** serve as community meeting spaces. The current stations are without ADA access or appropriate restrooms. Community meetings are held here anyway since the fire station is often the best location.

17. Describe how your project is connected to current infrastructure.

This new fire station will replace the existing station. It is an essential and long overdue upgrade to the existing fire department infrastructure.

18. Describe the level of project readiness, design, construction documents, etc.

This project is for the full design and construction. The concepts, size and outline of the station have been developed. This project starts with hiring the architect to design one or both stations.

19. If the project meets an identified community need, describe how that need is evident or has been documented or how it has been identified.

In 2012 a consultant was hired to help create a plan for future fire stations. That report identified three current stations as needing immediate replacement (Jackson, Hoback and Wilson). This proposed project is still trying to meet that need 10 years later. These fire stations are essential to provide emergency 911 service to each neighborhood. Jackson Hole Fire/EMS is working diligently to recruit, train and retain good volunteers. Replacing this station is part of keeping the volunteer firefighters at the forefront of our program. The current building is well past life expectancy. It is in disrepair, inefficient to heat and operate, and unsafe during an earthquake.

20. If SPET funds are needed to complete a previously approved/authorized project due to a shortfall, describe in detail.

No, this is a new proposal.

21. Describe how your project provides a critical service related to health, safety, and welfare of the community.

This proposal is replacing the neighborhood fire station. This station is the location to provide 911 medical, structure fire, wildland fire, haz mat, vehicle extrication and all types of rescue. All Jackson Hole Fire/EMS stations share in the workload of more than 2500

emergency 911 calls every year. All six current stations are paged to respond on major incidents like wildfire. While the individual stations manage the small incidents within their own neighborhoods.

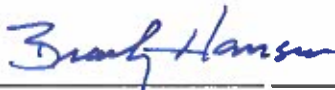
22. Describe how the project will impact transportation (vehicle, bus, bike, highway, intersection, pathway), traffic, or congestion in the community either positively or negatively.

The fire station does not directly impact transportation. It is because our community is so spread out that it is critical that every major corner of the community has its own station. The nature of emergency response dictates that our well-trained volunteers need to be able to get to the station and back out to the emergency in the very quickest way possible.

23. Describe how your project is in alignment with the comprehensive plan.

In the comprehensive plan there is an identified need for core services. Keeping the fire stations operational is at the foundation of core community service. This current station has been identified as underperforming, far past its lifespan, inefficient to operate and unsafe during an earthquake.

24. Additional comments

		
Applicant Signature		Date

**2022 SPECIFIC PURPOSE TAX
TOWN/COUNTY PROJECT APPLICATION**

1. Project Name: Community Housing Fund
2. Town or County application: Joint Town and County
3. Name, email, and phone number of contact person for the applicant:

April Norton, Director, Jackson/Teton County Housing Department
ahnorton@tetoncountywy.gov
307-732-8593

4. Are there any partners for your project. If yes, please explain.

The priority of the Housing Department is to partner with other local entities in a collaborative approach to house our community. We know that the spectrum of housing needs is vast and that many circumstances of need are unique. We have seen various organizations and employers come forward with solutions, and this project proposes coordination of these efforts under SPET as a cooperative public funding source. For this SPET request, the Housing Department will partner with private nonprofit developers like Habitat for Humanity and the Jackson Hole Community Housing Trust, private for profit developers, and other employers as opportunities arise. By leveraging private sector expertise, resources, and time, the Housing Department can more quickly and efficiently deliver housing for the local workforce, as proven over the past five years.

5. Provide a brief description of the project (100 words or fewer).

This project will direct fiscal resources and human capital to secure safe, stable, affordable housing for our community, specifically members of the workforce upon which our Town and County depend.

6. Location of the proposed project.

Various locations throughout Jackson and Teton County, including

- Sites currently owned by Town of Jackson or Teton County that are prioritized for community affordable workforce housing
- Sites acquired in the future by Town of Jackson or Teton County that are prioritized for community affordable workforce housing
- Sites owned or acquired by partnering non-profit or private developers

7. Project costs (please include all costs).

Projects are proposed for approval when they are ready for implementation and reflect current costs. Every project leverages private funding with public investment. Since 2015, per unit public investment has averaged \$144,000. This Proposal for \$20 million in SPET funding conservatively anticipates a per unit investment of up to \$250,000 per unit for a minimum of 75 units; since the amount of investment is directly related to individual unit affordability. The Housing Department's goal is to use the SPET funding as effectively as possible to create as many units as

possible for the least subsidy while meeting the needs identified in the Housing Nexus Study. Since the creation of the Housing Department, there have been no additional funding requests for projects due to cost overruns.

8. For each category listed in number eight (8), please provide a concise description of how costs are derived, how firm they are, and any contributions, such as land ownership, to the project. Please also include all documentation utilized to calculate costs.

Projects are evaluated on an individual basis based on the mix of units (size, affordability, proposed restrictions, and first rights for town/county employees). The leverage of public funding to private funding is also an important criteria, as well as the actual public subsidy required per unit (average of \$144,000).

9. Have any inflationary factors been included for time value for construction costs? If so, please explain how they are calculated and how they affect the project costs.

All projects and costs are publically approved similar to the successfully executed projects by the Housing Department over the last five years. Projects are proposed for approval when they are ready for implementation and reflect current costs. None of the Housing Department projects has had any substantial changes in cost, change orders, or cost overruns that required additional public funds.

10. What sources do you have to cover any overages for the project? What is your fallback plan if project costs exceed revenues allotted?

No Housing Department projects in the last five years have had any substantial project overruns requiring additional public funding. However, additional funding sources for Housing Department projects and operations include the Town and County general fund in annual departmental budget allocation, expenditure of fees collected from development mitigation, philanthropy and purpose-driven investment resources, capital from private and non-profit partnership projects, leveraging of capital and liquid assets, and disbursement of state, federal and other grant funding.

11. What dollar amount is being requested from Specific Purpose tax proceeds for this project?
\$20,000,000

12. Please list time frames for each phase of the proposed project.

The Housing Supply Plan includes a multi-year Capital Projects portfolio outlining the proposed use of funds to support the Housing Action Plan based. Annually, The Plan will be updated to allocate the 2022 SPET to meet the needs identified in the Housing Needs Assessment for projects that successfully leverage public investment with public and private partners.

13. Describe how this project will or will not impact the carbon footprint of the community and aspects of the project that are in alignment with a zero carbon footprint.

Annual Indicator Reports show us that important sustainability metrics like Vehicle Miles Traveled are continually increasing in conflict with our carbon reduction goals. A local workforce housed

locally means that alternative modes of transportation are available and that overall VMT values will be reduced.

14. Describe the impact of this project on Town and/or County operating budgets in terms of fiscal impact and staff impact, be specific.

The Housing Department has a Housing Supply Plan that has been successfully implemented for the last five years with a detailed annual Work Plan that identifies all fiscal and staff needs. The 2022 SPET allocation will be used to create additional community housing projects with the current department staffing levels.

15. What, if any, economic benefit will accrue to the community as a result of this project?

Staffing shortages and employee burnout were reported as the primary obstacles for local employers surveyed last year for the Regional Housing Needs Assessment. Both hiring and retaining employees is difficult with a community-wide lack of housing options. For many commuters, lengthy transportation time to and from work contributes to overall workplace fatigue and reduced quality of life, which negatively impacts business operations. The increasing cost of housing from traditional less expensive commuter communities will exacerbate these problems. Because Housing Department developments are not tied to specific employment, workers are able to contribute to a variety of industries in the community.

16. Are there any social or cultural benefits to the community?

As a locality with economic metrics indicating higher wealth/income disparity than any other county in the United States, social inequities are unavoidable. The provision of housing for the local workforce at a variety of affordability levels demonstrates our community's commitment to basic human dignities regardless of social standing. Because these units are not tied to employment, workers have more opportunities to contribute to a variety of industries in the community.

17. Describe how your project is connected to current infrastructure.

As a public entity, each development project in which the Housing Department participates is critically evaluated to ensure efficient use of public funds. Connection to existing infrastructure is an important tool in reducing the overall cost of the project while securing the livability of housing units with quality infrastructure. Building projects in areas where infrastructure exists helps control development costs.

18. Describe the level of project readiness, design, construction documents, etc.

The Housing Department's Housing Supply Plan includes a Capital Project portfolio and annual Work Plan – the existing proven process to evaluate and select projects with public, non-profit, and private partners will continue to be used to leverage the 2022 SPET allocation for future community housing projects.

19. If the project meets an identified community need, describe how that need is evident or has been documented or how it has been identified.

The Town and County recently allocated funding and staff resources to complete a Regional Housing Needs Assessment. The final report was released last month and details the current state of insufficient housing and the enormous need for development of new and preservation of existing units as we approach projected challenges.

20. If SPET funds are needed to complete a previously approved/authorized project due to a shortfall, describe in detail. The Housing Department has successfully invested the 2019 SPET community housing allocation for projects without significant cost over runs or change orders or funding shortfalls.

Not applicable.

21. Describe how your project provides a critical service related to health, safety, and welfare of the community.

On a global scale, secure housing is continually noted as a measure of individual and collective safety. Both physical and mental/emotional health are at risk for the unhoused or inadequately housed. The inability of many critical services to staff and retain employees increasing puts the entire community at risk for both individual and community wide events.

22. Describe how the project will impact transportation (vehicle, bus, bike, highway, intersection, pathway), traffic, or congestion in the community either positively or negatively.

The Housing Department considers the appropriate location, amount and type of development in each project opportunity. Focusing development of community housing in complete neighborhoods and coupling multi-modal improvements like sidewalks, bus stops and bike share avoids negative impacts to the local transportation network. Reducing commuting (vehicle miles traveled) helps reduce accidents and traffic on the limited road network connecting Teton County to other communities.

23. Describe how your project is in alignment with the comprehensive plan.

The Jackson/Teton County Comprehensive Plan speaks directly to the provision of community housing as a key to living the shared values of Ecosystem Stewardship, Growth Management and Quality of Life. With a local workforce living locally, wildlife-vehicle collisions are reduced, greenhouse gas emissions are reduced, growth is measured and predictable, community character is cultivated, the local economy is stabilized, and complete streets and public services are prioritized. Chapter 5 of the Comp Plan details the principles, policies and strategies specific to local workforce housing and sets a goal to "Ensure a variety of workforce housing opportunities exist so that at least 65% of those employed locally also live locally." The Housing Action Plan, created in 2015, is an implementation tool of the Comp Plan and nearly all action items of the Housing Plan are complete, demonstrating the Department's continued alignment with the Comp Plan.

24. Additional comments

The Housing Department has created or is in the process of creating 241 homes for the local workforce, representing \$36 million in public investment leveraged with \$99 million in private investment, philanthropy, or state/federal funding.

Additionally, this is the only housing request that is not directly connected to specific employment, thus providing workers with the flexibility to contribute to various industries in the community.

Alyssa Watkins 4/15/22
Applicant Signature Date

**2022 SPECIFIC PURPOSE TAX
TOWN/COUNTY PROJECT APPLICATION**

1. Project Name: **South Park Landing Park-West Development**
2. Town or County application: **Teton County**
3. Name, email, and phone number of contact person for the applicant:

Steve Ashworth, Director Teton County/Jackson Parks and Recreation Department
sashworth@tetoncountyny.gov
307-732-5752

4. Are there any partners for your project. If yes, please explain.
No
5. Provide a brief description of the project (100 words or fewer).

The proposed project would develop the western portion of the current BLM26 parcel for community recreation. Specific recreation features include river-bank terracing to provide safe and easy access to the river, turf and landscape features to enhance the leisure enjoyment of the park, and the development of two regulation softball fields. The two softball fields will replace the current facilities on State land known as Cow Pasture 1 & 2 which are scheduled to be re-purposed for Teton School District operational needs. The new fields will be lit and incorporate synthetic turf surfacing to reduce water usage and ongoing maintenance. In addition to the recreation improvements, the project incorporates a public RV dump station. The dump station will include an automated fee collection system. The amenity is an important tool in the ongoing efforts to improve water quality in the community.

6. Location of the proposed project.

**BLM Parcel 26 known South Park Landing.
Lots 14 & 15, SEC. 34, TWP. 40, RNG. 116**

7. Project costs (please include all costs).
 - a. land acquisition- *0*
 - b. all design costs- *\$784,400*
 - c. construction costs- *\$6,416,576*
 - d. furnishings, fixtures & equipment- *Included in Construction*
 - e. contingency- *\$1,604,144*
 - f. Operation & Maintenance Escrow - *0*
 - g. other (please explain)

TOTAL - \$8,805,120

8. For each category listed in number seven (7), please provide a concise description of how costs are derived, how firm they are, and any contributions, such as land ownership, to the project. Please also include all documentation utilized to calculate costs.

Costs were developed utilizing detailed schematic designs for the project. Dollar amounts applied for each service or product are based upon 2022 actual bids for services and direct quotes from associated vendors, service providers and contractors. The park parcel is currently under a long-term lease with the Bureau of Land Management, and pending ownership transfer to Teton County, Wyoming. The cost for ownership transfer is \$100. Detailed cost estimate is attached.

9. Have any inflationary factors been included for time value for construction costs? If so, please explain how they are calculated and how they affect the project costs.

**The total project cost includes the following contingencies: (\$1,604,144)
Bidding Contingency (5%)
Construction Escalation (10%)
Construction Contingency (10%)**

10. What sources do you have to cover any overages for the project? What is your fallback plan if project costs exceed revenues allotted?

Phasing prioritization of project components is the first method of dealing with project shortfalls. To meet the intent of the full project the department would seek grant funding through Wyoming Game and Fish, Land and Water Conservation Fund, or private philanthropy.

11. What dollar amount is being requested from Specific Purpose tax proceeds for this project?

\$8,805,120

12. Please list time frames for each phase of the proposed project.

Design, Construction Documents and Project Planning Entitlements will take 8 to 12 months to complete. Construction of the development will take two construction seasons to complete. The department would seek formal bidding and contract executions during fall/winter to ensure efficient site construction in spring and summer. Specific dates to be determined by funding allocation schedule. The department can begin the planning and design phase of the project as soon as March 2024.

13. Describe how this project will or will not impact the carbon footprint of the community and aspects of the project that are in alignment with a zero carbon footprint.

The proposed project is the replacement of current assets that are being maintained and managed by the department. The project addresses reduction in energy use by utilizing high efficiency LED field lights (reducing energy use from the current lighting system by 75%), utilizing synthetic turf fields that reduce need for irrigation water, routine mowing, and turf chemical treatment. Lastly, the project includes the development of a public RV dump

station to reduce unauthorized dumping on both private and public lands to improve overall ground water quality in the community.

14. Describe the impact of this project on Town and/or County operating budgets in terms of fiscal impact and staff impact, be specific.

The proposed project contains significant components that are being replaced and eliminated from our current system and maintenance responsibility. In the development of the replacement components the department proposes utilizing materials and methods that will reduce maintenance and staffing resources. A detailed maintenance impact statement for the current Cow Pasture 1 & 2 fields and the proposed development are provided. The delta operations and maintenance cost increase is estimated at \$10,204 per year.

15. What, if any, economic benefit will accrue to the community as a result of this project?

Public recreation facilities are a key component that supports economy of tourism. The athletic fields accommodate, support and facilitate recreation tournaments and activities that can increase visitor activity in key and strategic times that help maintain a consistent and sustainable visitor economy.

16. Are there any social or cultural benefits to the community?

Parks and Recreation amenities are critical to health and well-being of the community. The provide public space to gather, recreate and interact with nature. The American Medical Association has identified public parks and open space as being a critical and essential tool to reduce heart disease, type 2 diabetes and mental health disorders. An initiative has been developed for health care providers to formally prescribe activities in parks and open space for patients as a formal treatment tool.

17. Describe how your project is connected to current infrastructure.

The project is the second phase of development of the current South Park Landing. The project is connected to the previous development through an underpass recently installed with county funding, along with direct access to the South 89 pathway system. The development also utilizes the sewer system installed along the east portion of the project.

18. Describe the level of project readiness, design, construction documents, etc.

The project has received several years of planning and is the continuation of the completed phase one of the project. The project is also essential to replace existing athletic facilities utilized by the community that are subject to elimination due to school district redevelopment. The project will preserve the activity of softball in the community that has been actively running since the early 1970's. Detailed schematic plans have been developed and recommend by the parks and Recreation Board and have been detailed to a level to ensure accurate and complete project estimating.

19. If the project meets an identified community need, describe how that need is evident or has been documented or how it has been identified.

Park and Recreation facilities have been identified as a critical key in the Quality of Life chapter of the Comprehensive Plan. The project has also been identified as a priority in the Teton County/Jackson Parks and Recreation Strategic Plan adopted by resolution by both the Jackson Town Council and Teton County board of County Commissioners.

20. If SPET funds are needed to complete a previously approved/authorized project due to a shortfall, describe in detail.

NA

21. Describe how your project provides a critical service related to health, safety, and welfare of the community.

Parks and Recreation amenities are critical to health and well-being of the community. The provide public space to gather, recreate and interact with nature. The American Medical Association has identified public parks and open space as being a critical and essential tool to reduce heart disease, type 2 diabetes and mental health disorders. An initiative has been developed for health care providers to formally prescribe activities in parks and open space for patients as a formal treatment tool.

22. Describe how the project will impact transportation (vehicle, bus, bike, highway, intersection, pathway), traffic, or congestion in the community either positively or negatively.

The project is located along the recently developed multi-modal pathway system that links it to Hoback and the Town of Jackson. The project relocates adult recreational activities from the existing school facilities on High School Road to the south of the valley. The use of the facility for active recreation compliments existing traffic patterns and demands and focus the use away from current roads and traffic systems that are at capacity.

23. Describe how your project is in alignment with the comprehensive plan.

The project provides critical Quality of Life amenities for the community, along with positive Ecosystem Stewardship through improvement of Water Quality and reduction in energy consumption.

24. Additional comments

_____*Alyssa Watkins*_____4/15/22_____
Applicant Signature Date

Teton County/Jackson Parks & Recreation Department Standard Maintenance Impact Statement

Facility: SPL West

Turf/Athletic Fields

<i>Task Description</i>	<i>Man hrs.</i>	<i>Frequency</i>	<i>Duration</i>	<i>Impact</i>	<i>Labor Rate</i>
Flail mower/bobcat				0	56.04
ExMark Zero Turn	1.5	1x/wk	24 wks	36	56.04
Exmark stand up				0	56.04
Walk Behind Mower				0	56.04
Turf Trimming	1	1x/wk	24 wks	24	56.04
Edging	2	2x/yr		4	56.04
Fertilizing	2	3x/yr		6	56.34
Herbicide	1.25	1x/yr		1.25	56.34
Leaf Collection/DeThatching	5	2x/yr		10	56.04
Tree Wells				0	56.04
Aeration				0	56.34
Topdress				0	56.34
Native Maint	16	Annually		16	56.04
Synthetic Repairs/Seams/Etc.	8		Annually	8	64.13
Field Lining				0	64.13
Spring/fall prep	8	2x/yr		16	64.13
Field Inspections	1	1x/wk	30wk	30	64.13
Synthetic Sweeping	4	Bi-weekly	30wk	60	64.13
Synthetic Fill-Routine	4	4x/yr		16	64.13
Contract - Infill Material (entire field) every 3-5yrs					
Contract - Field Testing - Gmax/HIC Bi-Annually					
Fertilizer					
Seed/Sod					
Field Amenities					
Synthetic Fill					
Nets/Bases/Hardware/Accessories/R&M Supplies					
Dump Fees					
TOTAL				227.25	

Mechanic/Infrastructure

<i>Task Description</i>	<i>Man hrs.</i>	<i>Frequency</i>	<i>Duration</i>	<i>Impact</i>	<i>Labor Rate</i>
Asphalt Cleaning	16	1 x	Annually	16	58.35
Asphalt Repairs				0	58.35
Concrete Cleaning	2	monthly	5 months	10	58.35
Concrete Repairs				0	58.35
Catch Basin Cleaning				0	58.35
Dump Station Infra	8	Annually		8	58.35
River Interface R&M	8	Annually		8	58.35
Playground Maint. And Repair				0	58.35
Playground Fall Zone - Routine Fill/Level				0	58.35
Restroom inspection - Routine	0.25	7x/wk	28wk	42	58.35
Trash Collection	0.5	7x/wk	24 wks	84	58.35
Site Amenities Repair and Maint.	2	1x/wk	24 wks	48	58.35
Equipment Mechanics - Routine				0	58.35

Equipment Mechanics - High Impact				0	58.35
Dump Station Pump/R&M Annually/Contractor ??					
Amenities Supplies/Restroom Supplies					
R&M associated with River interface/contractor??					
Plastic Liners/Mutt Mitts					
Contract Sweeping					
Contract Striping					
Contract Asphalt Sealing					
Contract Recycle Collection					
TOTAL				216	

Forestry/Landscape

<i>Task Description</i>	<i>Man hrs.</i>	<i>Frequency</i>	<i>Duration</i>	<i>Impact</i>	<i>Labor Rate</i>
Inspection of Trees	0.5	monthly		12	82.93
Mulching of Trees	8	1x/yr		8	70.31
Mulching of Landscape Beds				0	70.31
Tree Pruning	8	1x/yr		8	70.31
Shrub Pruning				0	70.31
Landscape Bed Weeding				0	70.31
Tree Fertilizer				0	70.31
Tree Herbicide				0	70.31
Landscape Fertilizer				0	70.31
Landscape Herbicide				0	70.31
Contract Flower Beds					
Contract Fertilizer					
Contract Herbicide					
Contract Pruning					
Contract Removal					
Hand Tools					
Bed and/or Tree Mulch					
Fertilizer					
Chemicals					
Dump Fees					
TOTAL				28	

Irrigation

<i>Task Description</i>	<i>Man hrs.</i>	<i>Frequency</i>	<i>Duration</i>	<i>Impact</i>	<i>Labor Rate</i>
Irrigation Inspection - Routine	0.5	1x/wk	24 wks	12	67.82
Irrigation Repair and Maint.	8			8	67.82
Pump/Well				0	80.52
Backflow	2	1x/yr		2	80.52
Winter/Reactivate	2	2x/yr		4	67.82
Canal Inspections				0	55.12
Headgate Inspection				0	55.12
Programming	0.5	1x/wk	24 wks	12	67.82
Irrigation Supplies					
Compressor Rental					
Hand Tools					
TOTAL				38	

Snow Removal/Grooming

<i>Task Description</i>	<i>Man hrs.</i>	<i>Frequency</i>	<i>Duration</i>	<i>Impact</i>	<i>Labor Rate</i>
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Holder c250				0	58.85
Holder c240				0	58.85
CAT 906	8	1x/yr		8	82.93
Avant				0	58.85
Ventrac				0	58.85
Mahindra				0	58.85
John Deere				0	58.85
Piston Bully				0	58.85
Bobcat Toolcat	8	1x/yr		8	58.85
Snowmobile				0	58.85
3/4 ton truck				0	58.85
Sanding				0	58.85
Shoveling				0	58.85
Hand Tools					
Ice Melt					
TOTAL				16	

Custodial Services

<i>Task Description</i>	<i>Man hrs.</i>	<i>Frequency</i>	<i>Duration</i>	<i>Impact</i>	<i>Labor Rate</i>
Contract Custodial Services					
TCWP Noxious control					
TOTAL					

MISC.

<i>Task Description</i>	<i>Man hrs.</i>	<i>Frequency</i>	<i>Duration</i>	<i>Impact</i>	<i>Labor Rate</i>
Utilities					
TOTAL					

Revenues

<i>Task Description</i>	<i>Man hrs.</i>	<i>Frequency</i>	<i>Duration</i>	<i>Impact</i>	<i>Non-profit Fee Rate</i>
Shelter Reservations					
Special Event Fees					
Field Use Fees					
Grants					
Volunteers					
TOTAL					

Operations Subtotals	525	
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Total Operational Cost per Year:

atement

Date: 3/29/22

<i>Labor Total</i>	<i>Equipment Rate</i>	<i>Equipment Total</i>	<i>Supply Total</i>	<i>Vehicle Rate</i>	<i>Vehicle Total</i>
0	20.658	0		10.66	0
2017.44	8.112	292.032		10.66	76.752
0	8.112	0		10.66	0
0	5.094	0		10.66	0
1344.96	2.532	60.768		10.66	51.168
224.16	5.09	20.36		10.66	8.528
338.04	5.09	30.54		10.66	12.792
70.425	5.09	6.3625		10.66	2.665
560.4	5.09	50.9		10.66	21.32
0	na	0		10.66	0
0	35.484	0		10.66	0
0	35.484	0		10.66	0
896.64	8.112	129.792		10.66	34.112
	2.15			10.66	
513.04	5.09	40.72		10.66	17.056
0	na	0		10.66	0
1026.08	0	0		10.66	34.112
1923.9	35.484	1064.52		10.66	63.96
3847.8	20.658	1239.48		10.66	127.92
1026.08		16			3.2
			1500		
			1900		
			75		
			100		
			400		
			750		
			350		
			300	14.36	
13788.965		2951.4745	5375		453.585

<i>Labor Total</i>	<i>Equipment Rate</i>	<i>Equipment Total</i>	<i>Supply Total</i>	<i>Vehicle Rate</i>	<i>Vehicle Total</i>
933.6	35.64	570.24		10.66	34.112
0	0	0		10.66	0
583.5	0	0		10.66	21.32
0	0	0		10.66	0
0	125	0		10.66	0
466.8	0	0		10.66	17.056
466.8	0	0		10.66	17.056
0	0	0		10.66	0
0	0	0		10.66	0
2450.7	0	0		10.66	89.544
4901.4	0	0		10.66	179.088
2800.8	0	0		10.66	102.336
0	5	0		10.66	0

0	5	0		10.66	0
			2000		
			800		
			2000		
			100		
			0		
			0		
			0		
			2300		
12603.6		570.24	7200		460.512

Labor Total	Equipment Rate	Equipment Total	Supply Total	Vehicle Rate	Vehicle Total
995.16	0	0		10.66	25.584
562.48	0	0		18.67	29.872
0	0	0		18.67	0
562.48	0	0		18.67	29.872
0	0	0		18.67	0
0	0	0		10.66	0
0	9	0		10.66	0
0	9	0		10.66	0
0	9	0		10.66	0
0	9	0		10.66	0
			0		
			0		
			0		
			0		
			0		
			0		
			400		
			0		
			50		
			200		
2120.12		0	650		85.328

Labor Total	Equipment Rate	Equipment Total	Supply Total	Vehicle Rate	Vehicle Total
813.84	0	0		10.66	25.584
542.56	0	0		10.66	17.056
0	0	0		10.66	0
161.04	0	0		10.66	4.264
271.28	0	0		10.66	8.528
0	0	0		10.66	0
0	0	0		10.66	0
813.84	0	0		10.66	25.584
			300		
			0		
			100		
2602.56		0	400		81.016

Labor Total	Equipment Rate	Equipment Total	Supply Total	Vehicle Rate	Vehicle Total
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0	42.978	0		18.67	0
0	42.978	0		18.67	0
663.44	24.084	192.672		18.67	29.872
	33.186			18.67	
	19.716			18.67	
0	25.092	0		18.67	0
	28.596			18.67	
0	51.24	0		18.67	0
470.8	20.658	165.264		18.67	29.872
0	17.4	0		18.67	0
0	9.2	0		10.66	0
	20.658			10.66	0
0				10.66	0
			0		
			0		
1134.24		357.936	0		59.744

Labor Total	Equipment Rate	Equipment Total	Supply Total	Vehicle Rate	Vehicle Total
0		0	8262		0
0		0	500		0
0		0	8762		0

Labor Total	Equipment Rate	Equipment Total	Supply Total	Vehicle Rate	Vehicle Total
0		0	4000		0
0		0	0		0
0		0	0		0
0		0	4000		0

Non-profit Fee Total	Commercial Fee Rate	Commercial Fee Total	Other Revenue
0	25	0	0
0		0	0
0		0	0
0		0	0
0		0	0
0		0	0

\$32,249.49		\$3,879.65	\$26,387.00		\$1,140.19
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\$63,656.32

\$94,908.12 Site Cost with Sod vs. Synthetic



SOUTHPARK LANDING-West



ST. JOHN'S HEALTH

SPET 2022 PROPOSAL



Application Guide

I. Letter from St. John's Health CEO

II. Specific Purpose Excise Tax Public Project Application

III. Appendices

Appendix A:

Pro Forma, Sample Based on 100 Units

Appendix B:

P&Z application

Appendix C:

Vicinity Map & Sample Floor Plans

Appendix D:

SPET Team

IV. Affidavit



Dear Town of Jackson and Teton County Elected Officials,

On behalf of St. John's Health (SJH), I respectfully submit the 2022 SPET Public Project Application for your consideration. Our proposed Hitching Post Redevelopment Workforce Rental Housing project will benefit all Teton County residents by ensuring St. John's Health can continue to meet the need for community medical services, including 24/7/365 emergency response. Our success as a health partner for the community is founded on our exceptional staff. This housing project is vital to address the recruitment and retention challenges facing healthcare providers today, compounded by the significant workforce housing challenges being confronted in the Teton County area specifically.

Our proposed project is by far the most significant expansion of the SJH Workforce Rental Housing program since its inception more than twenty years ago. Upon completion of this project (and assuming approval of the rezone application), we will provide long-term rental housing at the Hitching Post to approximately five (5) times more staff than currently reside there. In addition, we will increase the number of On-Call rooms for staff and maintain the overnight rooms we provide to out-of-area patients/families who require them for scheduled appointments and travel emergencies.

Based on a three-way partnership between the community via SPET, SJH, and the St. John's Health Foundation via private philanthropy, the Hitching Post Redevelopment project is designed to bring two dollars of non-SPET funding for every dollar of SPET funding requested. St. John's will not request additional SPET funds for this project and St. John's will take responsibility for any additional necessary funding for operations or budget overages that may arise.

We have pulled together a St. John's SPET Team that collectively has many years of experience with SPET and other capital projects. We are proud of our history of completing SPET and other capital projects on time and on budget. We look forward to future discussion with you and the community about our important project plans and greatly appreciate your time and attention to the 2022 SPET Application process.

Sincerely,

A handwritten signature in blue ink, appearing to read "Dave Robertson", is written over the word "Sincerely,".

Dave Robertson
Chief Executive Officer
St. John's Health

P.O. Box 428
625 East Broadway
Jackson, WY 83001

Phone 307.733.3636
Fax 307.739.7522

www.stjohns.health

**SPECIFIC PURPOSE EXCISE TAX
PUBLIC PROJECT APPLICATION**

1. Project Name:

St. John's Health Housing: Long-term workforce rentals & overnight lodging for on-call staff and patients/families

2. Name of applicant:

Teton County Hospital District d/b/a St John's Health

3. Name, address, and phone number of contact person for the applicant:

John Kren, CFO
635 E Broadway
PO Box 428
Jackson, WY 83001
307-739-7525
jkren@stjohns.health

4. Is the applicant a governmental entity. If yes, please list what type.

Yes. St. John's Health is the d/b/a for Teton County Hospital District, a political subdivision under WY Stat. § 35-2-401.

5. Are there any partners for your project. If yes, please explain.

The housing project will be wholly owned by St. John's Health (SJH). SJH will oversee the design and capital construction phases. St. John's Health Foundation (SJHF) will partner on the fundraising to complete the project.

6. Provide a brief description of the project (100 words or fewer). (Word count: 100)

SJH owns the Hitching Post property and will utilize the 1.65 acres to meet the health, safety, and welfare needs of the community by building workforce rental units for employees, staff on-call rooms, and short-term lodging for out-of-town patients and families. The project:

- Provides vital proximate housing for key frontline and support staff at the hospital
- Addresses SJH recruitment and retention issues recently exacerbated by the shortage of rentals, rental rate increases, and escalating home sale prices
- Meets multiple essential lodging needs through a variety of unit types
- Stabilizes SJH's housing program and returns currently leased units to the community.

7. Location of the proposed project.

The Hitching Post Lodge property is located at 460 E Broadway. The property is approximately 1.65 acres.

8. If there is land required for the project, please indicate whether the land is owned, under contract, etc., and indicate the zoning of the property.

The land is wholly owned by Teton County Hospital District d/b/a St. John's Health.

A planning & zoning application is on file with the Town of Jackson Planning Department seeking a change from NM-2 to P/SP zoning. This application has been deemed to be "sufficient" and is scheduled for the Planning Commission meeting on May 4th. P/SP zoning would provide significant flexibility and expand the ability to construct workforce rental units adjacent to the SJH campus. The zoning determination will impact the total number of units that can be built on the property. Without P/SP zoning this project is severely compromised in terms of the number of units that can be developed. See Appendix A for a sample pro forma based on 100 units, pending zoning. See Appendix B for an overview of the zoning application. See Appendix C for vicinity map and sample floor plan.

9. Project costs (please include all costs).
- a. Land acquisition
 - i. **SJH owns this 1.65-acre property** which is adjacent to the main hospital campus.
 - b. All design costs
 - i. **\$3.5M**
 - c. Construction costs
 - i. **\$60M**
 - ii. Project construction costs include demolition and construction along with fees and professional costs necessary for the redevelopment of the Hitching Post property.
 - d. Furnishings, fixtures & equipment
 - i. **\$2.5M**
 - e. Contingency
 - i. **\$9M**
 - ii. Ensures appropriate budget for the project.
 - f. Operation & maintenance escrow
 - i. **N/A**
 - g. Other (please explain)
 - i. **N/A**

TOTAL \$75M

10. For each category listed in number nine (9), please provide a concise description of how costs are derived, how firm they are, and any contributions, such as land ownership, to the project. Please also include all documentation utilized to calculate costs.

- a. Land acquisition
 - a. **SJH owns the land**
- b. Design costs
 - a. **Firm figures based on contract with GYDE**
- c. Construction costs
 - a. **GYDE architect worked with a contractor to estimate costs based on design drawings**
- d. Furnishings, fixtures & equipment
 - a. **Based on past projects at SJH that required FF&E**
- e. Contingency
 - a. **15% contingency includes owner, construction, inflation contingencies**
- f. Operation & maintenance escrow
 - a. **N/A**
- g. Other (please explain)
 - a. **N/A**

11. Have any inflationary factors been included for time value for construction costs? If so, please explain how they are calculated and how they affect the project costs.

Inflation has been considered and calculated in as part of the contingency. All cost differentials between the total SPET request of \$24M and the total cost of the project will be assumed by SJH and SJHF as per the partnership described below.

12. What alternative sources of revenue are available to the applicant and what sources have been explored for this project? (for example, property taxes, dues, etc.)

SJH envisions a 3-way partnership between the community via SPET, SJH, and the SJH Foundation via private philanthropy. SJH intends to borrow funds to the extent supported by the projected rental income stream.

In 2017 Sage Living took a similar approach and delivered a world-class facility on time and on budget for specified scope, without any additional SPET request. The scope of this project was expanded beyond the initial plan to incorporate an inpatient rehabilitation facility – with SJH and SJHF providing funds to cover the entire cost of this expanded scope.

After careful review, the funding plan and the proposed 3-way partnership will enable SJH to complete this project while still meeting all of the regular and ongoing financial obligations for day-to-day healthcare operations, annual replacement of depreciated or outdated medical equipment, facility maintenance, services for indigent members of our community, and while also maintaining appropriate pricing for services.

13. What sources do you have to cover any overages for the project? What is your fallback plan if project costs exceed revenues allotted?

SJH will use hospital reserve funds and SJH borrowing to cover any overages for the project that cannot be raised by the St. John's Health Foundation. The proposed funding plan for this project is the result of responsible consideration of the available funding sources.

Thanks to SJH's strong partnership with the St. John's Health Foundation and their exceptional work garnering the support of private philanthropy, the cost of the project over and above the \$24M SPET request will be achieved through a combination of SJH borrowing and SJHF-raised private philanthropy, thereby bringing maximum leverage to the SPET dollars for the benefit of the entire community. The success of past SJH SPET projects—as well as other capital construction projects on the SJH campus—demonstrate SJH's ability to create public-private partnerships that amplify the impact of both public and private resources for the benefit of the entire community.

A sizeable contingency has been incorporated into the project budget.

14. Provide examples of projects of similar scale that the applicant has completed and provide information related to 'on time, on budget' or 'overtime, over budget' for said project(s).

2017 Sage Living: \$17M SPET request, \$28M SJH and SJHF contribution, delivered on time and on budget for specified scope. No additional SPET funds were required, and residents moved into Sage Living in 2021 as scheduled and at target capacity. This project was completed during the pandemic, which made the achievement particularly notable.

2010 Oncology Pavilion, Family Birth Center, and Surgical Suites: \$10M SPET request that resulted in a new oncology suite, an obstetrics wing, and 6 new surgical suites for the community's benefit.

Outside of SPET, SJH has also recently conducted and completed capital construction projects including the renovations of the SJH lobby, wellness center, chapel, and Choices Café.

15. What dollar amount is being requested from Specific Purpose tax proceeds for this project?

SJH is requesting \$24M from SPET. This project will deliver one of the largest workforce housing projects in Jackson history with approximately 1/3 of the project cost coming from SPET funds – with no ongoing budgetary impact on the Town or County. The SJH Hitching Post project is designed to bring approximately two (2) dollars of non-SPET funding for every dollar of SPET funding - meaning that three (3) housing units can be created for every one (1) unit that would be created if solely depending on SPET funding. In addition, because SJH assumes all ongoing maintenance and operating costs, the Hitching Post project has NO impact on ongoing Town or County operating budgets. Further, there is NO concern of cost overages as SJH accepts sole responsibility to shoulder the burden of cost overages should any exist.

SJH will fund the balance through other sources as described in this application.

As described in #16, this project will be shovel ready concurrent with the start of SPET collections.

16. Please list time frames for each phase of the proposed project.

Hitching Post	Start	End	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025
Rezoning	Jan-22	Jul-22															
Neighborhood meeting	1/27/22	1/27/22															
Application	3/8/22																
Planning Commission	5/4/22																
Town Council	6/6/22																
3 Readings	6/13/22	7/1/22															
Filing of Amendments	7/4/22	7/4/22															
SPET	4/1/22	11/8/22															
Application	4/18/22																
Staff Report	4/18/22	5/2/22															
Applicant Q&A at JIM	5/3/22																
Special JIM	5/10/22																
Special JIM	5/23/22																
Staff Report	5/23/22	5/31/22															
Special JIM	6/6/22																
Special JIM	6/13/22																
Ballot Language Review	6/27/22																
Ballot Language Adoption	7/11/22																
Education and Information Period	7/11/22	11/8/22															
General Election	11/8/22																
Design Process	7/5/22	10/11/23															
Notice to Proceed	7/5/22																
Schematic Design	8/31/22	11/8/22															
Design Development	11/9/22	2/28/23															
TOJ Review 1	11/9/22	12/6/22															
TC Discussion	11/22/22																
CMAR Selection	3/1/23	4/11/23															
Construction Documents	3/1/23	7/18/23															
TOJ Review 2	3/1/23	3/28/23															
Permitting	7/19/23	10/10/23															
Groundbreaking	10/11/23																
Construction	10/11/23	8/30/25															

17. Will any bond financing be necessary for this project?

The financing of the Hitching Post Redevelopment Project assumes tax-exempt borrowing on the part of SJH for a portion of the project cost.

All past capital projects that SJH has brought to the community via SPET utilized the same tax-exempt borrowing approach.

18. Please provide, as an addendum, a proposed operating and maintenance budget (pro forma income statement) for the first five (5) years following completion of the project.

See Appendix A: Sample Pro Forma.

Please note that the pro forma is based on a sample figure of 100 units to reflect SJH's intent to increase the amount of housing stock in its portfolio to adequately house its employees and also the uncertainty around the total number of units permissible on the Hitching Post Property, pending a final rezoning determination.

19. Describe how this project will or will not impact the carbon footprint of the community and aspects of the project that are in alignment with a zero carbon footprint.

This project eliminates the commuting distance for many SJH employees which will reduce carbon emissions; it will also be constructed with energy efficiency designs. Recent reports from the Housing Department to the elected officials point out that, "the cost, traffic, and emissions of commuting can be mitigated through transportation options or avoided through local housing options." This project is environment- and neighborhood-friendly. The location greatly reduces transportation needs for employees and patient/patient family overnight guests,

thereby reducing commutes, traffic, vehicle road miles, and carbon emissions. Underground parking, if feasible upon rezone, reduces noise pollution and improves visual appeal.

Additionally, the Hitching Post location places a heavy emphasis on a walkable community; employees residing in the long-term units and staff and patients/families will be able to walk to the hospital and to outdoor activities, services, and restaurants downtown, further reducing traffic and carbon emissions.

The project will be designed and built with energy efficiency and a zero-carbon footprint in mind.

20. What is the proposed method of providing future ongoing operating and maintenance costs?

Future ongoing operating and maintenance costs will be funded with the operating cash flow at SJH and through rental income proceeds. Because SJH is a public, not-for-profit community hospital, funds are continually reinvested in the community (rather than returned as profit or dividends to shareholders). By minimizing debt structure on the project with the support of SPET and philanthropy, SJH will be able to support the ongoing maintenance of the project. Thus, the operations and maintenance of this housing project will not fall on the Town and County government.

21. Describe the impact of this project on Town and/or County operating budgets in terms of fiscal impact and staff impact, be specific.

There will be no ongoing impact of this project on Town and County operating budgets. Outside of the SPET and planning & zoning processes currently underway, SJH does not anticipate additional or ongoing impact to Town and County operating budgets or staff.

The new rental housing will be built on property that is adjacent to the SJH campus and will create no new operating costs to the Town and County.

22. How will reserve funds be accumulated for replacement or repair of major equipment or components and what is the source of the funds?

St. John's Health systematically accumulates reserve funds through its operations and does not utilize depreciation as a source of funding its operations. Annually, the publicly elected Board of Trustees approves a capital budget which sets aside a portion of cash flow from operations to fund the replacement and repair of fixed assets. Additionally, donations via SJHF continue to play an important role in the development of capital construction projects that provide long-term benefits to the entire community. In addition, rental income is generated through the operation of employee housing and this revenue stream will provide funds needed for replacement and repair of major equipment or components.

23. What annual amount is projected for this reserve fund?

The depreciation schedule is included in the pro forma. Please see Appendix A.

24. How many residents will benefit from this project?

From a health, safety, and welfare perspective, the entire community stands to benefit from the staffing stability that these proposed workforce rentals create because they ensure the critical delivery of healthcare and emergency services. This project will create a total of approximately 100 apartment units spread across a mix of sizes.

Every Teton County citizen benefits through the assurance that appropriate medical staff is readily available at all times. SJH strives to move closer to a staffing and housing program that keeps the hospital running at full capacity even during weather events that close Teton County off from the rest of the world. This project is an essential step in that direction.

Currently, SJH operates a robust housing program for its employees. Some units SJH built and owns, some units are part of long-term/master lease arrangements, and some are located on the existing Hitching Post property.

The Hitching Post Lodge property currently contains fifteen (15) long term residential (residential use) units that include thirty (30) individual bedrooms. There are nineteen (19) short term (short term use) units that include a total of 22 bedrooms. They fit into three housing “types” that will be replicated in this project. This is how those housing types are described in the zoning application:

“Long-Term Housing Units”

There are currently fifteen (15) Long Term Housing Units. All fifteen Long Term Housing Units are two-bedroom suites and contain a kitchenette providing a refrigerator, microwave, and a cooktop. Twelve (12) of the Long-Term Housing Units are occupied by long-term employees of St. John’s Health. The remaining three (3) Long Term Housing Units are typically occupied by “traveling” employees.

“On Call Rooms”

There are currently seven (7) On Call Rooms. On Call Rooms are used by hospital staff that are “on call” and are required to be available to serve hospital and patient needs on an as needed, immediate basis. On Call Rooms are provided to hospital employees that reside at a distance from the hospital that would not allow them to be available for on call duty in an immediate time frame.

“Patient Rooms”

There are currently twelve (12) Patient Rooms. Patient Rooms are standard hotel rooms with a microwave and mini fridge. Patient Rooms are used for patient and/or their family members who require overnight accommodations associated with scheduled appointments, medical procedures, or oncology treatments. Occupancy of Patient Rooms ranges from a single night stay to multiple night stays depending on the nature of medical care they or their family members are receiving.

Upon completion of this project (and assuming P/SP zoning), SJH will increase the number of On Call Rooms, replicate the number of Patient Rooms, and construct Long Term Housing Units sufficient to house approximately five (5) times the number of employees currently housed at the Hitching Post.

(Because of the pending status of the rezoning application, SJH cannot confirm a total number of units for the Hitching Post redevelopment. The pro forma is a sample based on 100 units which represents more than a five (5) fold increase in long-term housing units than are currently available on the site.)

The project impacts more than just the individual employees who will find stable housing in downtown Jackson. SJH employees have family members—partners, siblings, parents, children—who live with them and work and vote and attend school and shop in our community. These are all community members who will benefit from this project and, as noted elsewhere in this application, will be within walking distance of the shops and activities in downtown Jackson which will add economic and community benefit as well.

25. What, if any, economic benefit will accrue to the community as a result of this project?

A strong healthcare system is a significant benefit to all citizens and critical for our vibrant businesses in Teton County. Without a hospital and medical services, Teton County would not be a desirable place to live or vacation. It would be difficult for businesses to recruit employees without a strong medical community to meet the medical needs of employees.

SJH is the community's largest year-round employer. The economic benefits to the community are significant both in term of wages and vendor payments.

The project itself will have a positive impact on workers and businesses on the project. After the project is complete, the relocation of families and residents to a key downtown corridor will confer economic benefits on local businesses who will have more people walking to their businesses—or accessing them via public transportation—and spending local dollars locally. At present, lack of local housing results in unfilled jobs or residents who are forced to live in other communities.

Returning workers to our community will bring significant economic benefit. Estimates indicate that the multiplier on wages spent within the community is 4x, meaning that local businesses and our community's sales tax collections also stand to benefit from this project.

26. Are there any social or cultural benefits to the community?

Meeting hospital employee housing needs confers multiple types of benefits on the community because healthcare employees provide essential — and often life-or-death — services to the community. It is not merely about convenience, it is about health, safety, and welfare.

- Healthcare access, quality of care.
 - All of Teton County is considered a Medically Underserved Population – Governor’s Exception.
 - Medically Underserved Areas/Populations are areas or populations designated by the Health Resources and Services Administration (HRSA) as having too few primary care providers (MUA/MUP status can also be attributed to high infant mortality, high poverty, or a high elderly population).
 - Historically, Teton County has had the ability to recruit medical professionals to the area thanks to the amenities and quality of life. Since the advent of the recent spike in rental and housing prices, that is no longer the case.
 - Housing is the key tool to address the healthcare worker shortage.
- SJH is the community’s largest, year-round employer.

The project also provides:

- Walkable neighborhood
- Healthcare district
- Traffic mitigation
- Supports vibrant downtown core with more residents and families

27. Describe how your project is connected to current infrastructure.

The Hitching Post property is proximate to the SJH campus and walkable to the National Elk Refuge and downtown by use of existing public sidewalks. Additionally, the location choice places a heavy emphasis on a walkable community: employees will walk to work and be able to walk to outdoor activities, services, and restaurants downtown.

There is already excellent START bus service adjacent to the location so public transportation is readily available for residents who don’t have or want private vehicles and still want to access amenities or shopping (e.g. supermarkets, Target, movie theaters, etc) that are further than walking distance. Bike racks and bike storage will be available on the Hitching Post property to make biking an easy option. SJH plans to proactively incorporate the Town’s “streetscape” project into our project plans.

28. Describe the level of project readiness, design, construction documents, etc.

All work that is possible to complete prior to a final zoning determination has been completed: SJH owns the land, architectural work is complete, and SJH has developed construction estimates.

- Zoning: Scheduled for the Planning Commission meeting on May 4th
- Design: GYDE architects on contract, design phase in process
- Land: Owned, ready for next steps
- Construction documents: These will be available according to the phasing and dates detailed in question 16, anticipated to be Q1 2023. The cost for these documents has been accounted for as part of the design contract.

29. If the project meets an identified community need, describe how that need is evident or has been documented or how it has been identified.

Workforce rental housing and employee retention are essential community priorities. This project addresses both.

Workforce Rental Housing

St. John's Housing, and the Hitching Post Lodge Redevelopment Project in particular, represents critical capital infrastructure in keeping with the parameters of SPET. SJH Housing also addresses the most essential housing and healthcare needs of our community.

At SJH and throughout the community, this trend will impact the stability of the workforce. The Hitching Post Redevelopment would greatly mitigate this impending instability.

Housing has been identified as the community's single greatest infrastructure need. The Jackson/Teton County Housing Department recently pointed out the number of jobs has increased 2.8% per year since 2010; housing units have increased 1.2% during that same timeframe. It goes on to say that Teton County, WY, has proportionally more of the jobs (69%) than households (49%) in the Region. Result: Teton County, Wyoming, relies on employees being able to find homes in neighboring communities to function well.

This historical reliance on neighboring communities does not work for critical healthcare employees who need to be proximate to the hospital when they are on call. **This proximity to SJH is critical for the overall well-being and emergency response essential to all residents of our community.**

Employee Retention

On average, SJH experiences turnover of 120-160 employees annually. The current rolling 12-month turnover is 180 employees; a significant increase over past years. The number one reason employees give for leaving is housing/cost of living.

Turnover of approximately 22% is better than other Wyoming hospitals, but it can be mitigated further with the addition of the workforce rental units proposed in this project.

SJH must recruit a significant number of professionals into the community. Without a large and stable inventory of workforce rental units, SJH will not be able to recruit these critical workers into the community – thus placing the overall health care of the community at risk.

SJH conducted an internal housing needs evaluation that largely mirrors the findings of the community's recent housing studies. For example, the community's housing study finds "26% of renters anticipate leaving the region within the next 5 years because they have to – the potential

loss of 1,250 renter households will further hurt the ability to sustain the community and businesses.”

SJH’s internal housing review made a similar finding: 23% of all employees and 26% of clinical employees surveyed are very likely or planning to leave St. John’s in the next 3 years because of housing concerns.

Retiring workers are also a concern for SJH—and the community. The Teton Regional Housing Study reports, “The important consideration with retirees is that retirees own homes (80-90%) and have stable housing, whereas newcomers will mostly not be able to afford to buy homes even if retirees sell.”

30. If SPET funds are needed to complete a previously approved/authorized project due to a shortfall, describe in detail.

Not applicable as St. John’s has completed all previously approved/authorized projects within the SPET funds allocated. All risk of cost overages will be the sole responsibility of St. John’s Health.

31. Describe how your project provides a critical service related to health, safety, and welfare of the community.

SJH is the largest and most critical provider of essential health services in Teton County. Our community’s health, safety, and welfare depend on SJH’s ability to maintain critical staffing levels.

SJH is a designated Sole Community Hospital. Sole Community Hospitals are designated by the Centers for Medicare and Medicaid Services (CMS). The defining legislation for Sole Community Hospitals is Section 1886(d)(5)(D)(iii) of the Social Security Act. But, in addition to this specific CMS designation, it speaks to the hospital’s critical role as the core provider of health services in Teton County and surrounding areas.

Yet, without enough staff to maintain services, SJH’s ability to provide healthcare services could falter. Workforce housing, as noted elsewhere in this application, is essential to attracting and retaining the high-quality healthcare workforce Teton County needs to be safe and healthy. This project is the cornerstone of that effort to stabilize the healthcare workforce now and for generations to come.

32. Describe how the project will impact transportation (vehicle, bus, bike, highway, intersection, pathway), traffic, or congestion in the community either positively or negatively.

SJH Housing located near the main hospital campus is environment- and neighborhood-friendly. The location greatly reduces transportation needs for resident employees thereby reducing commutes, traffic, vehicle road miles, and carbon emissions.

Additionally, the location choice places a heavy emphasis on a walkable community: employees will walk to work and be able to walk to outdoor activities, services, and restaurants downtown,

further reducing traffic and carbon emissions. There is already excellent START bus service adjacent to the location so public transportation is readily available for residents who don't have or want private vehicles and still want to access amenities or shopping, (e.g., supermarkets, Target, movie theaters, etc.) that are further than walking distance. Bike racks and bike storage will be available on the Hitching Post property to make biking an easy option for those who choose it.

Underground parking, if feasible based on our rezone request and cost considerations, will reduce noise and light pollution in the neighborhood—and will aid in the ease of snow removal and significantly reduce the associated early morning noise on and around the property.

33. Describe the impact the project will have on employee and/or affordable housing in the community either positively or negatively and how the impact will be mitigated.

As previously described, assuming P/SP zoning is approved, this project will create approximately 100 affordable housing units on the Hitching Post site – a five (5) fold increase over the number of workforce rentals presently on that site. The planned SJH rental model is income based, assuring that no employee pays more than a fixed percentage of their household income on rent – thus assuring affordability for individuals with all levels of income. This is a unique aspect of the SJH housing program.

The Teton Regional Housing Study notes that, “Increased momentum is needed to help address the regional gap of over 5,300 homes at prices that local residents and employees can afford. The magnitude of the issue requires a robust and regional response from all sectors of the community (public, private, non-profit) working collaboratively to engage community support and accelerate housing solutions.”

This project proposes to make a significant investment in the community's housing needs while also protecting the community's health and safety.

This is a much-needed infrastructure project that will provide significant benefits to our community for the next three decades: employee housing, healthcare infrastructure and stability. The redeveloped Hitching Post will be built using a best-practice, conservation conscious, community-based approach with attention to how to be excellent stewards of the community's resources as well as good neighbors.

Further, SJH knows through its internal housing study that housing will have the most significant impact on employee recruitment and retention, and, by extension on community health and safety. Redevelopment of the Hitching Post property is a top housing priority for SJH and will make it possible to bring online a significant number of the units needed in the next 3-5 years.

34. If you are aware of other projects in the same category/area as yours, are you comfortable combining your question with other similar projects?

We believe strongly that approval of this project is critical to the future of SJH and we feel that our project has a compelling value proposition. We will bring approximately 2 dollars

of non-SPET funding for every dollar of SPET funding. This means that the impact in the number of housing units developed is 3 times greater than would be the case if only SPET funding was utilized. In addition, this project has NO future impact on Town and County operating budgets, and SJH is committed to assume ALL risk of cost overages. Thus, we feel that the unique characteristics and value of this project, along with its impact on the future provision of essential health services, warrants it being considered independently of other projects.

As a Teton County Commissioner recently noted, Teton County voters have, historically, preferred to evaluate discrete projects on their specific merits. SJH agrees that individual ballot propositions make it easier for voters to understand the unique attributes of each project. Presenting ballot propositions individually supports voter needs and interests and allows the unique value of each project to be conveyed most effectively. Because the SPET election is not a competition or a zero-sum game (i.e., if one project wins, another project must lose) voters can measure each project on its own and, at the same time, projects can support each other describing the collective value they bring to the community—even when the projects are presented individually on the ballot.

35. If your project is a housing project, describe how your needs are unique or are not being met by the Housing Department.

The SJH Hitching Post project is designed to bring two dollars of non-SPET funding for every dollar of SPET funding - meaning that 3 housing units can be created for every 1 unit that would be created if solely depending on SPET funding. In addition, because SJH assumes all ongoing maintenance and operating costs, the Hitching Post project has NO impact on ongoing Town or County operating budgets. Further, there is NO concern of cost overages as SJH accepts sole responsibility to shoulder the burden of cost overages should any exist.

This workforce rental housing project is unique because it targets a very large group of our community's most essential workers. Further, because of the unique professional qualifications and licensure requirements in the health care industry, it is essential that we recruit health care professionals into the community – something that has become a non-starter unless we have affordable housing available for recruitment.

St. John's has had 80-90 job openings in recent weeks and months. In addition, as many as 30% of healthcare and hospital-based employees are likely to retire or otherwise leave the profession in the near future; some of these were planned retirements, some of these come as a result of COVID-related burnout. Thus, recruitment is critical to ensure the continuity of many services – **and recruitment to the community with the current real estate and rental market is not possible without dedicated housing for essential employees.**

In addition, SJH's approach to establishing affordable rents has been restructured to be largely income based.

36. Describe how your project is in alignment with the comprehensive plan.

This project is in alignment with all aspects of the comprehensive plan. It is specifically designed to prioritize housing for critical service providers – more specifically essential health care workers.

The SJH rental model limits rents to a set maximum percentage of income. This assures that our housing is affordable to the entirety of our workforce and significantly reduces the shortage of worker housing.

The Jackson/Teton County Comprehensive Plan is dedicated to ensuring that “a variety of workforce housing opportunities exist so that at least 65% of those employed locally also live locally. ... The formal housing program established by the 1994 Comprehensive Plan has successfully used regulations, incentives, and additional funding to create restricted housing opportunities to date.”

Key principles from the 2020 Comprehensive Plan update that relate to this project:

- Principle 5.1 - Maintain a diverse population by providing workforce housing.
- Policy 5.1.c: Prioritize housing for critical service providers
- Principle 5.2 - Strategically locate a variety of housing types.
- Policy 5.2.c: Provide workforce housing solutions locally
- Policy 5.2.d: Encourage restricted rental units
- Principle 5.3 - Reduce the shortage of housing that is affordable to the workforce.
- Policy 5.4.b: Avoid regulatory barriers to the provision of workforce housing.
- Policy 5.4.c: Promote cooperative efforts to provide workforce housing.
- Policy 5.4.d: Provide incentives for the provision of workforce housing.

The Hitching Post Lodge Redevelopment represents a significant, employer-driven effort to achieve this goal, which is especially important with regard to our community’s healthcare infrastructure.

The Comprehensive Plan states: “Over the past 25 years land values in Jackson and Teton County have risen faster than local wages. The median home price has grown from 354% of the median income in 1986 to 1,400% in 2010. As a result, many people cannot afford to live in the community. Over the same period, the number of commuters has grown from less than 10% to 33% of the local workforce.”

Those figures mirror SJH’s internal figures. The portion of the SJH workforce that lives in the valley versus those who commute has grown comparably in the same period of time. The Comprehensive Plan highlights that lack of housing that is affordable is a primary reason many local employees choose to commute.

The Hitching Post Workforce Rental Housing Redevelopment also aligns with the Comprehensive Plan’s call for the community to continue existing efforts and “broaden efforts to

consider all available market, restricted, and cooperative solutions if we are to maintain our resident workforce and the community character it provides.” The proposed 3-way partnership between SPET, SJH and St. John’s Health Foundation embodies exactly this principle.

The Comprehensive Plan also addresses retirement: “The 2014 Regional Housing Needs Assessment indicates that approximately 600 resident workers will retire in the next 5 years and that another 440 (total 1,040) will retire by 2025. Those jobs will be filled, however in order to maintain a resident workforce, they must be filled by residents. The 1,040 workers that move into the vacated jobs will demand 574 units. Some of those units may already exist and may become available as they are vacated by the retirees. Other retirees will retire in place, removing their housing stock from the workforce housing pool. Other housing stock currently occupied by retirees will no longer be affordable to the new workers moving into the vacated positions.”

Internal surveys at SJH show the same percentages internally meaning that planning for staff retirements is a critical component of SJH’s long-term planning for the community’s future healthcare infrastructure.

37. Provide as an addendum, an affidavit in agreement to participate in the public Planning & Review process for development and construction of the project.

Please see the addendum at the end of this document.

38. Additional comments

- **Appendix A:** Pro Forma, Sample Based on 100 Units
- **Appendix B:** P&Z application
- **Appendix C:** Vicinity Map & Sample Floor Plan
- **Appendix D:** SPET Team

 4/18/2022

Applicant Signature Date

Appendix A: Pro Forma, Sample Based on 100 Units

Sample Pro Forma

Based on 100 Units

This model shows a 100 unit apartment building . Unit Mix shown on the left

- Total construction budget with soft costs estimated to be **\$75,000,000**
- Loan To Cost is 22% totaling \$16,250,000
- **ESTIMATE OF EQUITY NEEDED: \$61,768,201**

Notes:

- City fees such as water and sewer connections, impact fees, and building permits are included
- Demolition of existing structures is included in the budget for pre-development costs
- Using local lenders the financing assumptions are 4.00% Interest on a 30 year amortization with 4 years of interest only (2 years during construction, and 2 years during stabilization)
- Rents were input for modeling purposes and intended to show a breakeven analysis

Unit Mix			
Unit Type	Number of Units	SQ Feet	
Studio/Call	14	500	
1 Bed	34	700	
2 Bed	48	900	
3 Bed	4	1,200	
Total Units	100	78,800	
Rental Rates - Year 1			
Unit Type	Rate/Month	Rate/SQ FT	Total Annual Rent
Studio/Call	\$ 1,100	\$ 2.20	\$ 184,800
1 Bed	\$ 2,000	\$ 2.86	\$ 816,000
2 Bed	\$ 2,500	\$ 2.78	\$ 1,440,000
3 Bed	\$ 3,000	\$ 2.50	\$ 144,000
Total Annual Rent			\$ 2,584,800

Key Assumptions

- Total cost to build will be \$75,000,000
- Ability to attain financing at 22% LTC, 4.00% interest rate, 30-year amortization
- Tenants pay individual utilities, St. John's to pay common area utilities
- Immediate lease up period for modeling purposes
- 2% vacancy rate
- 2% rent increase YTY
- \$25 pet fee per month, assuming 25% of units have pets
- Straight line depreciation

Financing Assumptions

Project Overview			
Total Project Cost		\$	75,000,000
Total Debt	22%	\$	16,250,000
Total Equity (with fees and interest)	78.33%	\$	61,768,201
Financing Assumptions			
Debt Service Coverage Ratio Requirement		1.25	
DSCR Achieved at Stabilization		2.44	
Interest Rate		4.00%	
Term		30 Years	

Sources		\$	75,000,000
Debt	22%	\$	16,250,000
Borrower Cash/Equity	78%	\$	58,750,000
	100%		
Equity		\$	58,750,000
Total		\$	75,000,000

Uses			
Equity		\$	58,750,000
Further Equity			
Lender Financing Fee	0.50%	\$	81,250
Lender Legal		\$	25,000
Construction Interest		\$	2,911,951
Total Equity		\$	61,768,201

Pro Forma

Apartment

	Year 1	Year 2	Year 3	Year 4	Year 5
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Income

Apartment		2,584,800	2,636,496	2,689,226	2,743,010	2,797,871
Pet Fee		7,500	7,725	7,957	8,195	8,441
Vacancy	2.00%	-51,696	-52,884	-53,944	-55,024	-56,126
Total Income		2,540,604	2,591,337	2,643,239	2,696,182	2,750,186

Gross Profit		2,540,604	2,591,337	2,643,239	2,696,182	2,750,186
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Expense

	% EGI		% Increase YTY				
ADMINISTRATIVE EXPENSE	1.00%	25,848	1%	26,106	26,368	26,631	26,898
MARKETING	0.50%	12,924	1%	13,053	13,184	13,316	13,449
UTILITIES	2.00%	51,696	1%	52,213	52,735	53,262	53,795
REPAIRS & MAINTENANCE	1.50%	38,772	0%	38,772	38,772	38,772	38,772
Payroll	0.05%	1,292	1%	1,305	1,318	1,332	1,345
Make Ready	0.350%	9,047	0%	9,047	9,047	9,047	9,047
Insurance		100,000	0.50%	100,500	101,003	101,508	102,015
FIXED COSTS							
Asset Management	1%	25,406		25,913	26,432	26,962	27,502
Renovation Reserve	1%	25,406		25,913	26,432	26,962	27,502
Property Taxes		0	1%	0	0	0	0
Management Fee	3%	76,218		77,740	79,297	80,885	82,506
FIXED COSTS		127,030		129,567	132,162	134,809	137,509

Total Expense		366,609	370,564	374,588	378,676	382,829
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EBIDA	2,173,995	2,220,773	2,268,651	2,317,506	2,367,356
Depreciation	1,625,000	1,625,000	1,625,000	1,625,000	1,625,000
Interest	650,000	650,000	644,791	633,132	620,999

Revenue Over (Under) Expenses	(101,005)	(54,227)	(1,140)	59,373	121,358
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Appendix B: P&Z application



PLANNING PERMIT APPLICATION
Planning & Building Department

150 E Pearl Ave. | ph: (307) 733-0440
P.O. Box 1687 | www.townofjackson.com
Jackson, WY 83001

For Office Use Only

Fees Paid _____ Date & Time Received _____
Application #s _____

Please note: Applications received after 3 PM will be processed the next business day.

PROJECT.

Name/Description: Hitching Post Lodge Zoning Map Amendment
Physical Address: 460 E Broadway Avenue
Lot, Subdivision: Parcel B, Map T-74 A PIDN: 22-41-16-34-2-00-001

PROPERTY OWNER.

Name: Teton County Hospital District Phone: _____
Mailing Address: 480 E Broadway Avenue ZIP: 83001
E-mail: _____

APPLICANT/AGENT.

Name: HH Land Strategies, LLC, Hal Hutchinson Phone: 307-699-0265
Mailing Address: PO Box 1902, Wilson, WY ZIP: 83014
E-mail: hal@hhlandstrategies.com

DESIGNATED PRIMARY CONTACT.

_____ Property Owner ☒ _____ Applicant/Agent

TYPE OF APPLICATION. Please check all that apply; review the type of application at www.townofjackson/200/Planning

Use Permit	Physical Development	Interpretations
_____ Basic Use	_____ Sketch Plan	_____ Formal Interpretation
_____ Conditional Use	_____ Development Plan	_____ Zoning Compliance Verification
_____ Special Use	_____ Design Review	Amendments to the LDRs
Relief from the LDRs	Subdivision/Development Option	_____ LDR Text Amendment
_____ Administrative Adjustment	_____ Subdivision Plat	☒ _____ Map Amendment
_____ Variance	_____ Boundary Adjustment (replat)	Miscellaneous
_____ Beneficial Use Determination	_____ Boundary Adjustment (no plat)	_____ Other: _____
_____ Appeal of an Admin. Decision	_____ Development Option Plan	_____ Environmental Analysis

PRE-SUBMITTAL STEPS. To see if pre-submittal steps apply to you, go to www.townofjackson.com/200/Planning and select the relevant application type for requirements. Please submit all required pre-submittal steps with application.

Pre-application Conference #: P21-255 Environmental Analysis #: n/a
Original Permit #: n/a Date of Neighborhood Meeting: 1/27/2022

SUBMITTAL REQUIREMENTS. Please ensure all submittal requirements are included. The Planning Department will not hold or process incomplete applications. Partial or incomplete applications will be returned to the applicant. Go to www.townofjackson.com/200/Planning and select the relevant application type for submittal requirements.

Have you attached the following?

- ☒ **Application Fee.** Fees are cumulative. Go to www.townofjackson.com/200/Planning and select the relevant application type for the fees.
- ☒ **Notarized Letter of Authorization.** A notarized letter of consent from the landowner is required if the applicant is not the owner, or if an agent is applying on behalf of the landowner. Please see the Letter of Authorization template at <http://www.townofjackson.com/DocumentCenter/View/845/LetterOfAuthorization-PDF>.
- ☒ **Response to Submittal Requirements.** The submittal requirements can be found on the TOJ website for the specific application. If a pre-application conference is required, the submittal requirements will be provided to applicant at the conference. The submittal requirements are at www.townofjackson.com/200/Planning under the relevant application type.

Note: Information provided by the applicant or other review agencies during the planning process may identify other requirements that were not evident at the time of application submittal or a Pre-Application Conference, if held. Staff may request additional materials during review as needed to determine compliance with the LDRs.

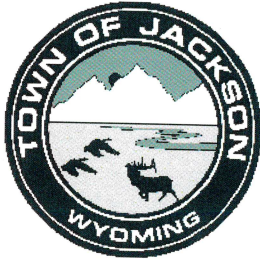
Under penalty of perjury, I hereby certify that I have read this application and associated checklists and state that, to the best of my knowledge, all information submitted in this request is true and correct. I agree to comply with all county and state laws relating to the subject matter of this application, and hereby authorize representatives of Teton County to enter upon the above-mentioned property during normal business hours, after making a reasonable effort to contact the owner/applicant prior to entering.

Signature of Property Owner or Authorized Applicant/Agent

Name Printed

Date

Title



Town of Jackson
150 E Pearl Avenue
PO Box 1687, Jackson, WY 83001
P: (307)733-3932 F: (307)739-0919
www.jacksonwy.gov

Date: September 30, 2021

LETTER OF AUTHORIZATION NAMING APPLICANT AS OWNER'S AGENT

PRINT full name of property owner as listed on the deed when it is an individual OR print full name and title of President or Principal Officer when the owner listed on the deed is a corporation or an entity other than an individual
David Robertson, CEO, St Johns Health

Being duly sworn, deposes and says that Teton Cty. Hospital Dist. is the owner in fee of the premises located at:
Name of property owner as listed on deed
Address of Premises: 460 E Broadway Ave, Town of Jackson, WY 83001

Legal Description: Parcel B, Map T-74A

Please attach additional sheet for additional addresses and legal descriptions

And, that the person named as follows: Name of Applicant/agent: Hal Hutchinson, HH Land Strategies, LLC

Mailing address of Applicant/agent: PO Box 1902, Wilson, WY 83014

Email address of Applicant/agent: hal@hhlandstrategies.com

Phone Number of Applicant/agent: 307-699-0265

Is authorized to act as property owner's agent and be the applicant for the application(s) checked below for a permit to perform the work specified is this(these) application(s) at the premises listed above:

- ☐ Development/Subdivision Plat Permit Application ☐ Building Permit Application
☐ Public Right of Way Permit ☐ Grading and Erosion Control Permit ☐ Business License Application
☐ Demolition Permit ☒ Other (describe) Zoning map amendment

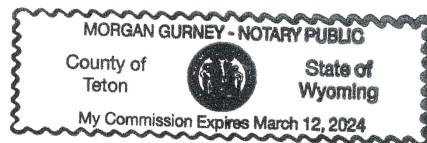
Under penalty of perjury, the undersigned swears that the foregoing is true and, if signing on behalf of a corporation, partnership, limited liability company or other entity, the undersigned swears that this authorization is given with the appropriate approval of such entity, if required.

Property Owner Signature

Chief Executive Officer, SJH

Title if signed by officer, partner or member of corporation, LLC (secretary or corporate owner) partnership or other non-individual Owner

STATE OF Wyoming)
COUNTY OF Teton) SS.



The foregoing instrument was acknowledged before me by Dave Robertson this 30 day of September, 2021. WITNESS my hand and official seal.

Morgan Gurney
Notary Public

My commission expires: 3/12/2024

HITCHING POST LODGE
EMPLOYEE HOUSING AND PATIENT/PATIENT FAMILY LODGING

460 East Broadway Avenue, Town of Jackson, WY

APPLICATION FOR
Zoning Map Amendment

Submitted: March 7, 2022

PIDN: 22-41-16-34-2-00-001

Owner:

St John's Health
Teton County Hospital District
David Robertson, Chief Executive Officer
625 E Broadway
PO Box 428
Jackson, WY 83001

Applicant:

Land Planning: Hal Hutchinson
HH Land Strategies LLC
PO Box 1902
Wilson, WY 8301
307-699-0265

Architecture: Peggy Gilday
GYDE Architects
80 W Broadway, Suite 200
PO Box 4735
Jackson, WY 83001
307-733-7303

1. Introduction:

St. John's Health, the owner of the Hitching Post Lodge property located at 460 E Broadway seeks approval of a Zoning Map Amendment that would permit a change of zoning for the subject property from the current Neighborhood Medium Density 2 (NM-2) zoning to Public/Semi Public (P/SP) zoning. Since acquiring the property in 2001, St. John's Health has continued the pre-existing use of the property for short-term lodging use, providing patient and patient families with lodging opportunities in close proximity to the hospital. The property has also been used to house St. John's Health employees.

The purpose of this zone change is to provide St. Johns Health with needed flexibility to design and construct employee housing that serves their employee recruitment and retention needs so they can continue to provide high quality health care to the community.

2. Description of Property, Project Goals

2.A. Property Description:

The Hitching Post Lodge property is currently zoned NM-2 and is not within any Town of Jackson Zoning Overlays. The subject property is generally flat and rectangular in shape, with approximately 196 feet of street frontage on East Broadway. It extends approximately 365 feet south from this Broadway Avenue frontage. The property is approximately 1.65 acres.

The subject property is bordered on the east by five individual lots. The northernmost lot bordering the property to the east is zoned Office Residential (OR). The four lots to the south of the OR Zoned lot are zoned Neighborhood Low Density 5 (NL-5). Land south of the property is zoned NM-2 and contains residential uses. A lot owned by Teton County that contains Teton County Health borders the property for approximately 30 feet along the western portion of the property's southern boundary. The property bordering the subject property to the west is zoned NM-2 and is owned by the Church of Jesus Christ of Latter Day Saints and is used as a parking lot for the Church. Please see attached **Exhibit A – Hitching Post Property Vicinity and Zoning Map**.

The Hitching Post Lodge is currently developed and contains seventeen (17) buildings. The uses on the subject property include residential uses and short-term rental uses that support the St John's Health operations. The seventeen (17) individual buildings contain a total of thirty-four (34) individual units. The breakdown of unit types among these thirty-four units is as follows:

"Patient/Patient Family Lodging Rooms":

There are twelve (12) Patient/Patient Family Lodging Rooms. Patient/Patient Family Lodging Rooms are standard lodging rooms with a microwave and mini fridge. Six of the Patient/Patient Family Lodging Rooms have two queen beds. The remaining six have a single queen bed. Patient/Patient Family Lodging Rooms are as short-term rentals for patients and/or patient family members who require overnight accommodations associated with scheduled inpatient and outpatient medical care, as well as emergency care visits.

Occupancy of Patient/Patient Family Lodging Rooms range from a single night stay to multiple night stays depending on the nature of medical care patients or their family members are receiving. At no time are Patient/Patient Family Lodging Rooms occupied for more than a 30-day period. In addition, St. John's Health employees are able to rent Patient/Patient Family Lodging Rooms for work reasons, which is typically sleeping between shifts. However, use of these Patient/Patient Family Lodging Rooms for patients and/or family members takes priority, and they are only available to St. John's Health employees if there is a patient/family member vacancy.

"Employee Housing Units":

There are fifteen (15) Employee Housing Units. All fifteen Employee Housing Units are two-bedroom suites and contain a kitchenette providing a refrigerator, microwave, and a cook top. Twelve (12) of the Employee Housing Units are occupied by full time, permanent employees of St. John's Health. The remaining three (3) Employee Housing Units are typically occupied by "traveling" employees. "Traveling" employees are nurses or health care technicians that are employed by St. John's on a 90-day contract basis. These 90-day contracts for traveling employees are typically extended for a second or third contract. All Employee Housing Units are leased for a period of greater than 30 days.

"On Call Rooms":

There are seven (7) On Call Rooms. On Call Rooms are used by hospital staff that are "on call" and are required to be available to serve hospital and patient needs on an as needed, immediate basis. On Call Rooms are provided to hospital employees that reside at a distance from the hospital that would not allow them to be available for on call duty in an immediate time frame. On Call Rooms are provided to hospital employees on a short term (less than 30 day) period. Of the seven On Call Rooms, four (4) are standard lodging rooms with a microwave and mini fridge. The remaining three (3) On Call Rooms are two-bedroom suites with a kitchenette.

Based on the above, the Hitching Post Lodge property contains fifteen (15) Employee Housing Units (residential use) that include thirty (30) individual bedrooms. There are nineteen (19) Patient/Patient Family Lodging Rooms and On Call rooms(short term use) that include a total of 22 bedrooms.

2.B. Project Goals:

The lack of workforce housing in Teton County is possibly the single biggest challenge facing our community. It is well documented that the cost of homeownership and residential rental rates in Teton County is well above what typical employees in Teton County can afford. While this is an issue for all types of employers and employees in Teton County, it is a particularly acute issue for St. John's Health. St. John's Health provides high quality and critical health care services to the entire community. The single biggest challenge of continuing to provide these critical health care services that St. John's Health faces is the recruitment and retention of

health care professionals due to the high housing costs in the community. While it is not the primary mission of St. John's Health to provide housing for their employees, the local housing crisis necessitates that St. John's Health seek housing solutions for their employees in order to achieve their purpose *"To provide our unique community and visitors with exceptional and ever-advancing individualized care."*

Recognizing the housing challenge facing the community generally, and St. John's Health specifically, St. John's acquired the Hitching Post Property in 2001. Since acquisition, the property has provided both employee housing and short-term rentals that help them serve the community's health care needs. However, as housing costs have risen, employee recruitment and retention challenges have become more acute. As such, the existing thirty-four units on the Hitching Post have become inadequate to serve the growing employee housing and patient care needs of St. John's Health.

The Hitching Post Lodge is uniquely located in immediate proximity of the hospital. It is also a relatively large (1.65 acres) property. These property characteristics make the Hitching Post property ideal for redevelopment for employee housing. The property is large enough to provide a meaningful amount of housing units efficiently and effectively. The scale of the property also makes the provision of underground parking a possibility. The Hitching Post Lodge's proximity to the hospital allows for quick medical responses at all times. This proximity also reduces St. John's Health employee and transportation needs.

St. John's recognizes that it is part of the community, and that the Hitching Post property is located in an existing neighborhood. Based on St. John's stated vision to *"...be a trusted partner with the community, enabling people to live their best possible lives"* it is important to St. John's Health leadership that redevelopment of the Hitching Post for employee housing acknowledges and is compatible with community and neighborhood goals.

Based on the need to recruit and retain employees, the costs of providing housing, the unique characteristics of the Hitching Post property, and the vision of being a trusted community partner, it is necessary to optimize the effectiveness and efficiency for redeveloping the property that the flexible Public/Semi Public zoning provides.

Considering these factors, St. John's goals for changing the zoning from NM-2 to P/SP are as follows:

- Provide housing in close proximity to the hospital to ensure quick medical response on a 24/7/365 basis
- Optimize the use of limited resources to address critical needs.
- Reduce St. John's Health's employee transportation and parking needs.
- Promote a connection to the community by housing staff in Teton County
- Design a project that is friendly to the neighborhood and community interests by respecting, to the greatest extent practical, the existing dimensional limitations of NM-2 zoning while benefiting from the flexibility that P/SP zoning provides.

3. Zoning Map Amendment Application

3.A. Zoning Map Amendment Application:

This application is for an amendment to the Town of Jackson Official Zoning Map to change the zoning for the Hitching Post Lodge property, located at 460 East Broadway, described as Parcel B, Map T-74 A, from Neighborhood Medium Density 2 (NM-2) to Public/Semi Public (P/SP). Prior to submitting a Zoning Map Amendment application, a pre-application Conference must be held with Town of Jackson Planning Staff. HH Land Strategies, as agent for St. John's Health, submitted a pre-application conference request on September 30, 2021. The pre-application conference was held on October 27, 2021. The Pre-application Conference request was assigned PAP# P21-255 by the Town of Jackson. Both the Pre-application Conference request and the pre-application conference summary are on file with the Town of Jackson Planning Department.

The following information is a direct response to the information required for this Zoning Map Amendment application as outlined in the P21-255 pre-application conference summary.

3.B. Zoning Map Amendment – Eligibility

The intent of the Town of Jackson Public/Semi Public zone district, LDR Section 4.2.1 is quoted below:

“The purpose of the Public/Semi Public - Town (P/SP-TOJ) zone is to provide locations for new and existing uses and facilities of a public or semi-public nature. In particular, the P/SP-TOJ zone is intended to allow flexibility for public and semi-public uses and facilities that often have unique functional needs, such as for height, floor area, setbacks, and impervious surface, that cannot be accommodated in other zoning districts. Land in the P/SP-ToJ zone and/or facilities operated therein may be under the control of federal, state, or local governments, or other governmental entities such as a school district or hospital district. It is not the intent of these LDRs that property in the P/SP-ToJ zone retain that designation after the property is divested by the public entity. At the time P/SP-ToJ designated land is transferred, or is proposed to be transferred, into private ownership, the property shall be reclassified to an appropriate zoning district to allow private use pursuant to the Jackson/Teton County Comprehensive Plan.”

Based on the purpose of P/SP zoning, any property zoned P/SP may be under the control of a government agency or “other governmental entity, such as a school district or hospital district”.

The Hitching Post Lodge property is owned by the Teton County Hospital District. The Teton County Hospital District is a government entity. Based on the above, the subject property is eligible to apply for P/SP Zoning.

3.C. Zoning Comparison and St. John's Health Commitments:

Pre-application Conference Summary P21-255 provides an application checklist, listing what information is required within this application. This P21-255 summary also includes a summary of Town of Jackson Planning Staff comments addressing what additional information is required for this application to rezone the subject property. A "Response to Submittal Checklist" is provided below in Section 3.D. of this application.

This section of this application (Section 3.C.) provides a response to the Planning Staff comments provided within P21-255.

A principal theme of the Planning Staff comments in the P21-255 summary is a requirement to justify why the current NM-2 zoning is not sufficient to meet the housing needs of St. John's Health and to provide an explanation of why P/SP zoning is the appropriate zoning designation for the property. Comments from planning staff also include requesting comparison of development potential between NM-2 zoning and P/SP zoning, and a discussion of factors such as site design, building height/stories, density, setbacks and general compatibility with surrounding neighborhood in the context of this comparison.

3.C.1. NM-2 Zoning:

The general intent of NM-2 Zoning is to "provide for medium to higher density residential development and to promote workforce housing types using a broad range of detached and attached residential types in a pedestrian-oriented environment. The size of individual buildings will be limited in order to respect and enhance the character and cohesiveness of existing residential neighborhoods. This zone is intended for Transitional neighborhoods where increased residential density and workforce housing are intended."

To achieve this intent, NM-2 zoning includes physical development standards restricting the location and scale of development on property zoned NM-2. These physical development standards are found in the LDRs and are numerous and extensive. The primary physical development standards are listed below:

Primary Building Setbacks:	Primary Street:	20'
	Secondary Street:	10'
	Side Interior:	10'
	Rear:	20'
Site Development Setbacks:	Primary Street:	20'
	Secondary Street:	10'
	Side Interior:	5'
	Rear:	5'
Landscape Surface Ratio:	Apartment Use:	.21

Parking Setbacks:	Primary Street:	20'
	Side Interior:	1'
	Rear:	5'
Access:	Curb Cut Width (Max)	20' or 40% of frontage, whichever is less
Primary Building Height:	Roof Pitch $\leq 3/12$:	3 stories, not to exceed 35'
	Roof Pitch 4/12, 5/12	3 stories, not to exceed 37'
	Roof Pitch $> 6/12$	3 stories, not to exceed 39'
Scale of Development:	FAR:	.40
	Deed rest. Hsg. Exemption	yes
	Workforce Hsg. Bonus	yes
	Individual bld. Max	10,000 s.f.
Required Parking:	Apartment Use:	1/ unit if greater than 2 bedrooms and 500 s.f. Otherwise, 1.5/ unit

Additional Zone Specific Stndrs. No more than 8 residential units/building

Based on the above physical development standards, any development on the Hitching Post property under current zoning would be required to maintain a 20' setback from Broadway, and a 10' setback from both the Side Interior (East and West) property lines, and a 20' setback from the rear (South) property line. Similarly, any Site Development would be required to be setback 20' from Broadway and 5' from the side (East and West) and rear (South) property lines.

Under NM-2 zoning, an apartment use would be required to provide a landscape surface ratio of a minimum of .21, or 15,093 s.f. of landscape area. It is important to note that this overall minimum landscape area can be reduced through the provision of site amenities such as benches and bicycle parking and therefore this minimum square footage amount could be reduced under NM-2 zoning.

Parking areas under NM-2 zoning would be required to be setback from Broadway by 20', from the side (East and West) property lines by 1' and from the rear (South) property line by 5'.

Any curb cut accessing the site from Broadway would be limited to 20' in width.

The height of any building could not exceed three stories and may be between 35' and 39' depending on roof pitch.

The maximum Floor Area Ratio for any development that does not include deed restricted housing or workforce housing could not exceed 28,750 s.f. However, NM-2 zoning provides for exemptions to the floor area ratio limitation for any deed restricted housing.

Considering that the purpose of this Zoning Map Amendment application is to provide flexibility to provide deed restricted housing, any floor area used for this purpose under NM-2 zoning would be exempt. Therefore, there would be no limitation on floor area for a project containing deed restricted housing under NM-2 zoning. The amount of floor area would therefore be limited by setbacks, height, and site planning and architectural concerns associated with the limitation of a maximum of 10,000 s.f. per individual building and no more than 8 residential units per building.

The limitation of no more than 8 units per building does not limit the overall density of units permitted on the property but requires that no individual building may contain more than 8 units. This limitation necessitates multiple buildings on the property. For example, based on the current density of 34 units on the property, development at the current density would require a minimum of 5 individual buildings.

Under NM-2 zoning, an apartment use would require between 1 and 1.5 parking spaces per unit, depending on the size and type of units.

It is important to note that, as currently developed, the Hitching Post property contains numerous nonconformities that do not meet the above physical development standards. These include encroachment into the Primary Building Setbacks, Site Development Setbacks and Parking Setbacks from the Side Interior (East and West) and Rear (South) property lines. Please refer to attached **Exhibit B – Existing Conditions** for an illustration of these existing encroachments.

3.C.2. P/SP Zoning

P/SP zoning contains none of the above listed physical development limitations. For example, there are no setback requirements and no restrictions on height or floor area. Therefore, there is no formal zoning controls governing the mass and scale of a development.

While there is a parking requirement of 1.25 spaces per Accessory Residential Unit under P/SP zoning, there are also shared parking standards that would permit a reduction in the number of required parking spaces. The proximity of St. John's Health to the Hitching Post property and the overall supply of parking on St. John's Health property make shared parking a viable and functional possibility.

The flexibility that this lack of physical development restrictions under P/SP zoning allows does not, however, exempt a public entity property owner from acknowledging community goals and neighborhood goals in planning and designing a project. Rather, this lack of physical development limitations is intended to provide the public entity flexibility to

develop a project that serves a public purpose in a manner that provides for this public purpose in an efficient and effective manner while seeking compatibility with community and neighborhood goals.

3.C.3. St. John's Health Commitments

Based on St. John's Health's stated Vision to *"...be a trusted partner with the community, enabling people to live their best possible lives"* this application seeks to change the zoning for the property to P/SP while making the following commitments.

Physical Development:

Any application for a development plan or building permit will maintain the physical development limitations under NM-2 zoning for the following standards:

1. **Primary Building Setbacks** (20' Primary Street, 10' Side Interior, 20' Rear)
2. **Site Development Setbacks** (20' Primary Street, 5' Side Interior, 5' Rear)
3. **Primary Building Height** (No more than 3 stories and a maximum height of 39'. This commitment is to limit building height to a maximum of 39' regardless of roof pitch)
4. **Parking Setbacks** (20' Primary Street, 1' side Interior, 5' Rear)

For an illustration of these commitments, please see **Exhibit C – NM-2 and P/SP Commitments Zoning Diagrams**.

By making these commitments, the overall scale and location of development will maintain what is required under NM-2 zoning, including setbacks from neighboring properties, maximum height requirements, and overall floor area when considering FAR Exemptions for deed restricted housing.

Unit Occupancy:

In addition to the commitments stated above regarding specific physical development standards, St John's Health also commits to making every effort to ensure housing units within a project on the property are occupied by the local workforce.

St John's Health's housing challenges are characterized by employee *recruitment* as well as *retention*. In the short term, many of the units provided will address much of the hospital's employee retention goals by providing housing for existing hospital employees that may otherwise leave the community due to lack of suitable housing. In addition, a completed housing project on the property will allow St John's Health to recruit needed employees more effectively by offering prospective employees housing within the project.

Because employee recruitment can be a complex and time-consuming process, it is anticipated that, once a project is completed on the property, it may take a period of time

to achieve full occupancy by hospital employees. Rather than leave units unoccupied while employee recruitment efforts take place, St. John's Health will seek to ensure constructed units are occupied by the community workforce in the event that they are not fully occupied by St. John's Health employees upon completion of construction.

3.C.4. P/SP Zoning Flexibility

Based on St. John's Health's stated purpose *"To provide our unique community and visitors with exceptional and ever-advancing individualized care"*, and to meet their employee recruitment and retention needs required to achieve this purpose, this application seeks the flexibility that P/SP zoning provides in the following areas.

1. Allow for an individual building to exceed the 10,000 s.f. limitation under NM-2 zoning and contain greater than 8 units per building.
2. Allow for a curb cut off on Broadway accessing the site of greater than 20' as necessary.
3. Allow for flexibility in achieving the minimum Landscape Surface Ratio while striving to meet the purpose and intent of landscape area requirements.
4. Allow for flexibility in the overall Floor Area Ratio to accommodate high quality residential units.
5. Provide for as many parking spaces as the site will allow, with the goal of providing a minimum of 1 space per unit while reducing the overall transportation and parking demands generated by the overall St. John's Health campus.

This increased flexibility not only provides St' John's Health with the ability to design a project that meets their employee and retention needs, it also will serve to provide higher quality housing units at a lower cost. The ability to design a larger multifamily structure than would otherwise be permitted under NM-2 zoning, which limits the maximum number of units per building to 8, significantly reduces the redundancy in constructing circulation, such as staircases and elevators, and the cost of constructing multiple buildings with increased use of materials, such as foundations, exterior walls and siding. This reduction in construction redundancy is a significantly important consideration as St. John's seeks to provide housing for their employees in an expensive and challenging construction market.

3.D. Response to Submittal Checklist

1. Planning Permit Application

Please see completed application form for a Zoning Map Amendment included in the application packet.

2. Notarized Letter of Authorization

Please see notarized letter of authorization included in the overall application packet.

3. Application fees

Pursuant to the 1998 cooperative agreement St John's Health is exempt from required application fees.

4. Mailed Notice Fee

The Town of Jackson will bill the applicant as necessary based on LDR Section 8.2.14.C.2.

5. Findings for Approval

Please see the below discussion regarding Findings for Approval in **Section 4. Zoning Map Amendment Findings for Approval** of this application.

6. Site Plan

There are many factors in planning an employee housing project on the Hitching Post Property. Some general analysis of the property, and how it can accommodate the housing needs of St. John's has been completed. This analysis has resulted in our ability to make the commitments described in Section 3.C.3 of this application. However, this analysis has not extended to the development of a site plan. Rather, it is limited to spatial analysis to determine how a project can respect the physical development limitations of NM-2 zoning. For a representation of this spatial analysis, please refer to **Exhibit C – NM-2 and P/SP Commitments Zoning Diagram** to this application.

7. Neighborhood Meeting

A neighborhood meeting was held on January 27, 2022. The meeting was held virtually, via zoom, due to St John's Health policies regarding in person meeting during the Covid 19 pandemic. The meeting was scheduled to occur from 5:00 PM to 7:00 PM. In attendance at the meeting were the following participants:

Agents for St John's Health included:

- Hal Hutchinson of HH Land Strategies, LLC
- Peggy Gilday and John Stennis of GYDE Architects

Representatives for St John's Health included:

- Dave Robertson, Head of Administration
- Cynthia Hogan, Board Chair
- Thom Kinney, Head of Human Resources
- Karen Connelly, Communications Director
- Sean Ryan, Facilities Director

- Sandra Murphy, Head of Lodging for SJH
- Ashley Eppler, Registered Nurse

Agents and representatives for St Johns Health prepared a presentation that was scheduled to occur twice over the course of the two-hour neighborhood meeting. No members of the public attended the neighborhood meeting. However, Hal Hutchinson, as agent for St John's Health received an inquiry regarding the proposed Zoning Map Amendment from a neighboring property owner across Broadway Avenue from the Hitching Post. This comment asked for information and included no specific concerns over the proposed ZMA.

A copy of the mailed public notice, and planned presentation for the neighborhood meeting is attached to this application as **Exhibit D – Neighborhood Meeting Documentation**

8. Division 1.9, Nonconformities

The existing Hitching Post Property contains legal nonconformities with respect to both use and physical development.

The nonconforming uses include the historical use of the property for short term rental/lodging use. While the property historically contained a conventional lodging use, this use has been maintained insofar as St. John's Health has retained a short-term rental use for a portion of the pre-existing lodging uses. This short-term rental use is documented above under Section 2.A. Property Description for this application. To summarize, the pre-existing, legally non-conforming short term rental use of the property includes nineteen (19) short term (short term use) units that include a total of 22 bedrooms.

The existing development on the property encroaches into NM-2 setbacks, including Primary Building Setbacks, Site Development Setbacks, and Parking Setbacks. As a part of this application to zone the property P/SP, St. John's has committed to respect these NM-2 setback requirements thereby improving the separation between development on the Hitching Post property and bordering properties from what currently exists. For an exhibit showing existing setback nonconformities in comparison to NM-2 zoning and St. Johns commitments to respect NM-2 setbacks, please refer to **Exhibit B – Existing Conditions**

4. Zoning Map Amendment - Findings for Approval:

Town of Jackson Land Development Regulations require that any application for a Zoning Map Amendment consider the following findings prior to approval of a Zoning Map Amendment. LDR Section 8.7.3.C – Zoning Map Amendment Findings state:

“The advisability of amending the Official Zoning Map is a matter committed to the legislative discretion of the Town Council and is not controlled by any one factor. In deciding to adopt or deny a proposed zoning map amendment the Town Council shall

consider factors including, but not limited to, the extent to which the proposed amendment.”

1. Is consistent with the purposes and organization of the LDRs;

The purpose of the LDRs is to implement the Jackson/Teton County Comprehensive Plan and promote the health, safety, and general welfare of the present and future inhabitants of the community. The Hitching Post Lodge property is located in Comprehensive Plan Subarea 3.2– Core Residential. The description of this vision for this subarea states:

“This residential, TRANSITIONAL Subarea is currently made up of a variety of single family and multifamily residential types, with some existing larger residential developments and non-conforming commercial uses. Redevelopment, revitalization and reinvestment are highly desired in this subarea. Due to its central location in the core of Town near employment and Complete Neighborhood amenities, the future character of this subarea will include some increased density and larger buildings than in East Jackson.”

As the purpose of this zoning map amendment application is to redevelop the subject property to achieve increased density and allow for larger buildings, the application is consistent with the purpose of the Comprehensive Plan and therefore the LDRs.

2. Improves implementation of the desired future character defined in the Illustration of Our Vision chapter of the Comprehensive Plan;

The desired future character of the Core Residential areas of the Comprehensive plan is to provide for higher density multifamily structures. This vision states:

“multifamily residential uses will be encouraged in order to replace existing commercial uses and to blend the borders of the Town Commercial Core (District 2) with the Town Residential Core (District 3). Multifamily structures will be predominantly found on larger residential lots and along mixed use corridors. The size and scale of multifamily structures will be predominantly two stories with three stories considered in specific cases with proper design. The density and intensity found in areas containing multifamily structures may be greater than what is generally allowable in other areas.”

Because the purpose of this rezone application is to achieve this desired character and to replace an existing commercial use, the application improves implementation of the desired future character as defined in the Comprehensive Plan.

3. Is necessary to address changing conditions or a public necessity; and

The lack of housing to serve the local workforce is recognized as one of the primary challenges for the community and this has consistently been considered one of the primary changing conditions in the community that is necessary to address. Providing workforce housing for local workforce, particularly for employees that provide for the health care needs of the community is considered a primary public necessity. This is supported in the Comprehensive Plan. Section 5 – Local Workforce Housing of the Comprehensive Plan states, in part:

“Retaining a resident workforce supports all of the community’s Common Values. It protects the ecosystem from the impacts of long commutes by responsibly locating housing and jobs in our Complete Neighborhoods, and a resident workforce is more likely to invest socially, civically, and economically in the community in which they live.”

In addition, Comprehensive Plan Policy 5.1.c states:

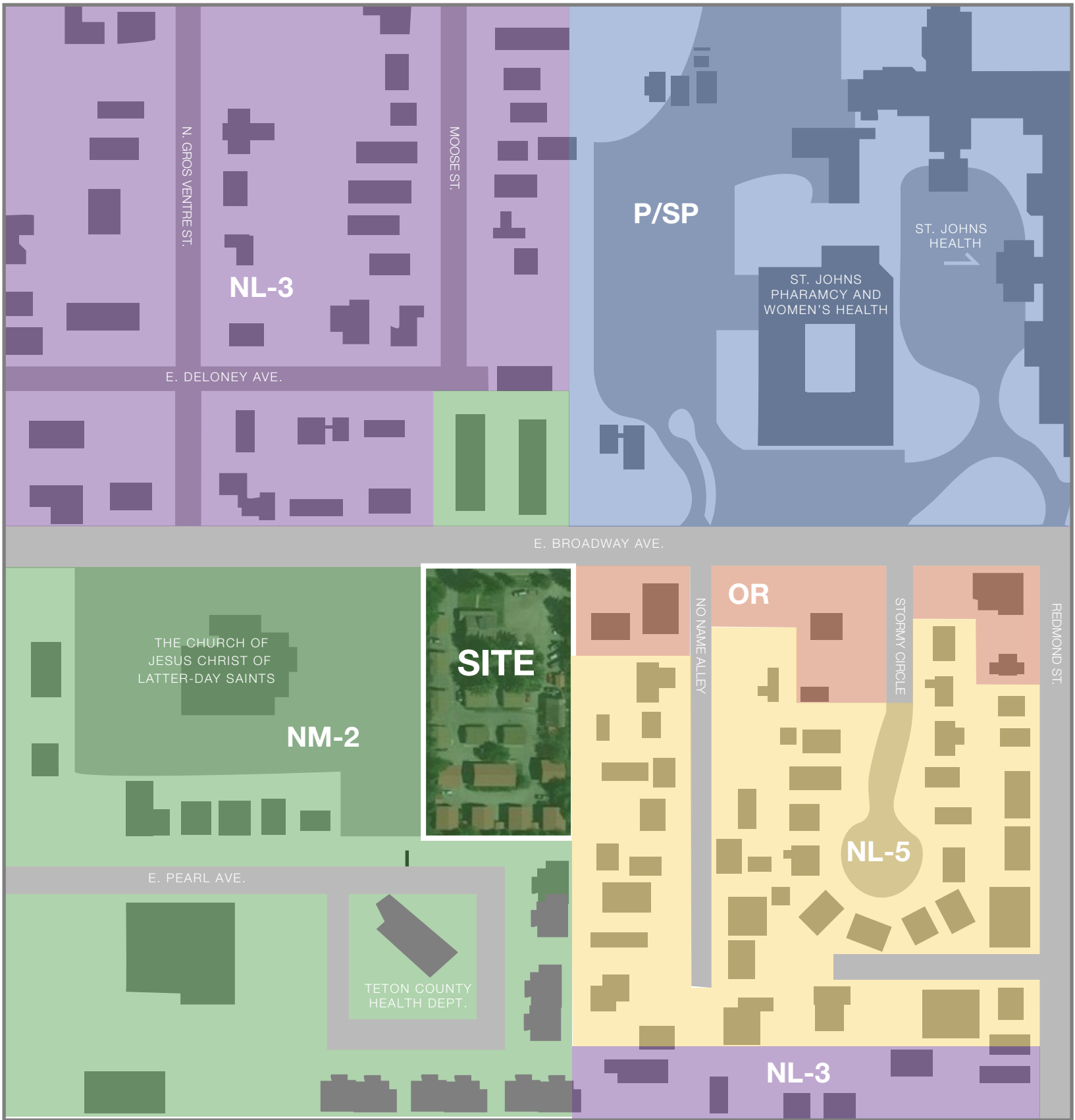
Prioritize housing for critical service providers. While the community values all members of the workforce, critical service providers will receive priority when the public is subsidizing housing. Ideally, housing for critical service providers would be located on-site or within the employee’s response area. Especially for volunteer service providers, living a significant distance from one’s response area increases response time and reduces the efficiency of service delivery.

The goal of changing the zoning map amendment for the Hitching Post Lodge is to address the ongoing changing condition that local workforce housing is being reduced and to achieve the policy to house critical service providers with stable housing close to their place of employment.

4. Is consistent with the other adopted Town Ordinances.

The applicant is not aware of any adopted County resolutions that would be inconsistent with the application to amend the zoning map from NM-2 to P/SP for the subject property.

Exhibit A
Hitching Post Property Vicinity and Zoning Map



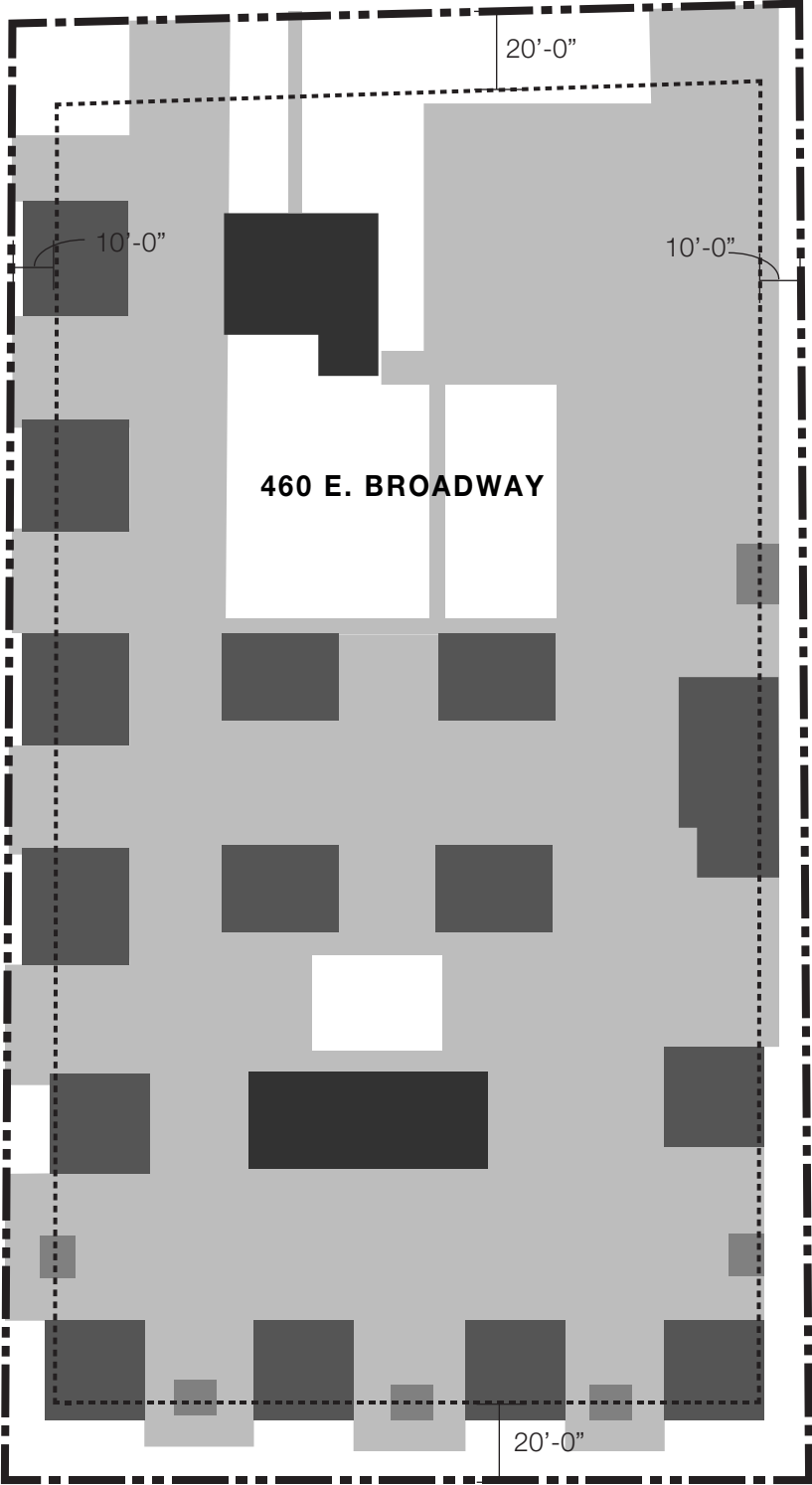
Address: 460 East Broadway
PIDN: 22-41-16-34-2-00-001

Existing Zoning:
Neighborhood Medium Density -2, NM-2

Proposed Zoning:
Public/Semi Public, P/SP



Exhibit B
Existing Conditions

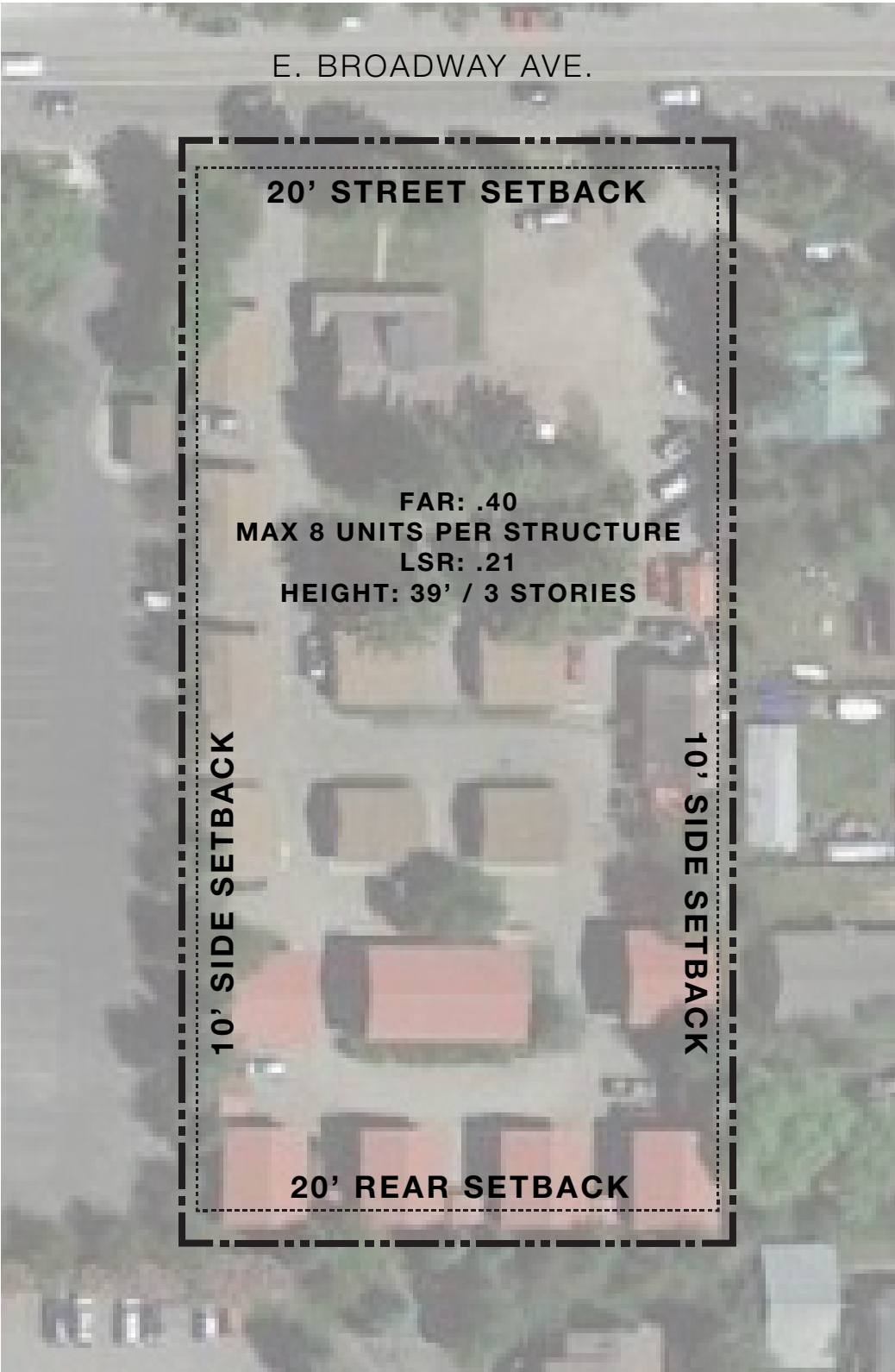


KEY	
	property line
	NM-2 setback line
	hardscape
	shed
	cabin
	existing/public building



Exhibit C
NM-2 and P/SP Commitments Zoning Diagrams

NM-2 (existing)



P/SP (with SJH commitments)

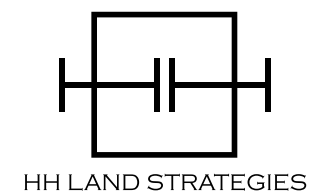


Exhibit D
Neighborhood Meeting Documentation

PRESENTATION
TIMES:
5:10 PM
6:00 PM

HITCHING POST ZONE CHANGE PROPOSAL NEIGHBORHOOD MEETING

JANUARY 27, 2022
5PM - 7PM



AGENDA

1. Introduction - 5:00pm
2. Presentation - 5:10pm
3. Comments and Response
4. Wrap Up and Next Steps
5. Presentation - 6:00pm
6. Comments and Response
7. Wrap Up and Next Steps

Presentation Facilitator: Hal Hutchinson
Email: hal@hhlandstrategies.com
Phone: 307-699-0265

SJH Representatives:
Dave Robertson, Administration
Cynthia Hogan, Trustee
Thom Kinney, Human Resources
Karen Connelly, Communications
Sean Ryan, Facilities
Sandra Murphy, Lodging
Ashley Eppler, RN

GYDE Architects:
Peggy Gilday, Principal
John Stennis, Project Manager

PRESENTATION
TIMES:
5:10 PM
6:00 PM

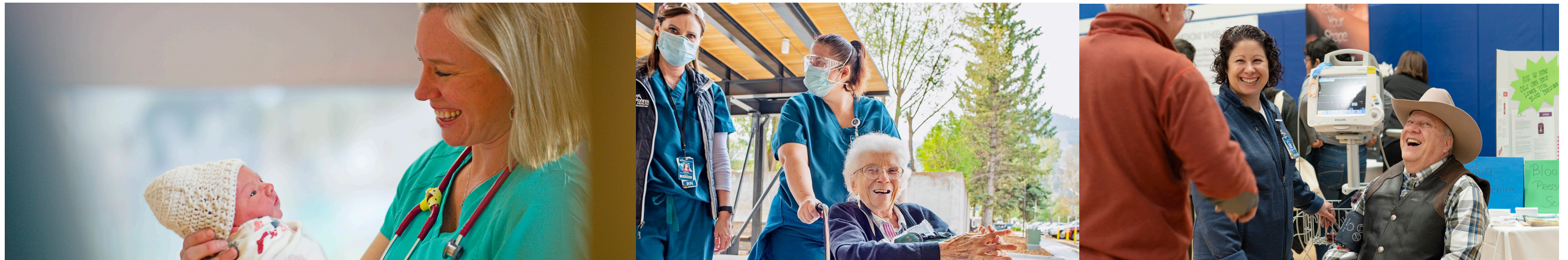
MEETING GROUND RULES AND GUIDELINES

1. Please mute your speaker during the presentation until you are called upon during the comment and response period. Please raise your hand to be recognized during the comment and response period.
2. Please use the chat tool to enter all project related comments during the presentation.
3. Comments submitted to the chat tool will be addressed at the end of the presentation by the facilitator.
4. If you do not wish to submit comments during the presentation, you may email your project specific comments to Hal at hal@hhlandstrategies.com. We request that your comments be submitted before February 10, 2022.

PROJECT GOALS

PRESENTATION
TIMES:
5:10 PM
6:00 PM

1. Provide housing in close proximity to the hospital to ensure quick medical response on a 24/7/365 basis.
2. Optimize the use of limited resources to address a critical need.
3. Reduce SJH workforce transportation and parking needs.
4. Promote connection to the community by housing staff in Teton County.
5. Design a project that is friendly to neighborhood and community interests (e.g., setbacks, parking efficiency, site plan, ADA compliance, noise).



VICINITY MAP AND ZONING

PRESENTATION
TIMES:
5:10 PM
6:00 PM



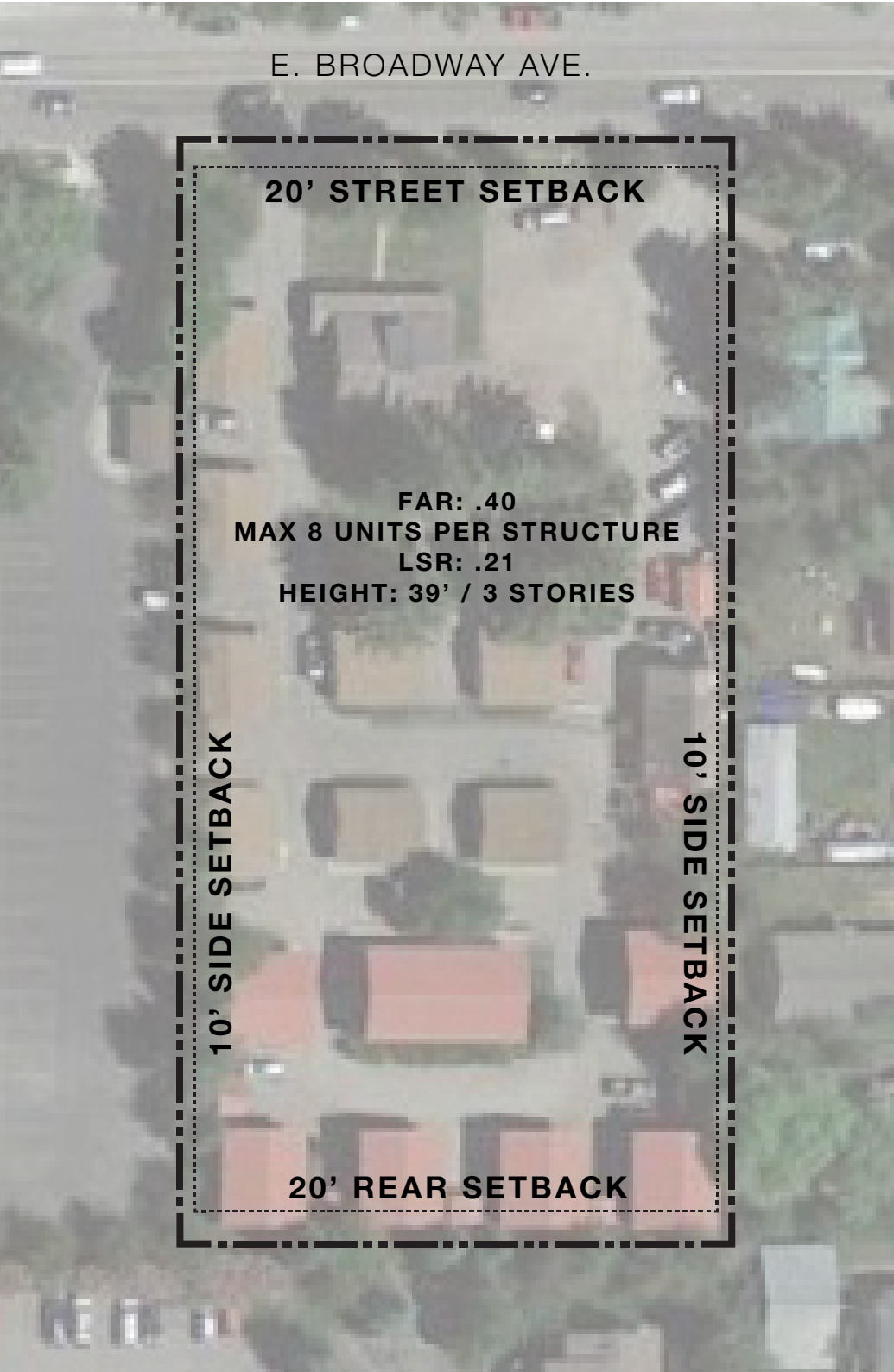
Address: 460 East Broadway
PIDN: 22-41-16-34-2-00-001

Existing Zoning:
Neighborhood Medium Density -2, NM-2

Proposed Zoning:
Public/Semi Public, P/SP

ZONING DIAGRAMS

NM-2 (existing)



P/SP (with SJH commitments)



PRESENTATION
TIMES:
5:10 PM
6:00 PM



ZONING COMPARISONS

✓ SJH COMMITS TO HONOR NM-2 ZONING

PRESENTATION
TIMES:
5:10 PM
6:00 PM

STANDARDS	NM-2 (existing zoning)	P/SP (with SJH commitments)
BUILDING SETBACKS	PRIMARY STREET - 20' SIDE - 10'	✓
SITE DEVELOPMENT SETBACKS	PRIMARY STREET - 20' SIDE/INTERIOR REAR - 5'	✓
LANDSCAPING	LANDSCAPING RATIO = .21	✓
PARKING SETBACKS	PRIMARY STREET - 20' SIDE - 1' REAR - 5'	✓
BUILDING HEIGHT	39', 3 STORIES	✓
SCALE OF DEVELOPMENT	FLOOR AREA RATIO = .40	GREATER FLEXIBILITY ALLOWED IN P/SP
NUMBER OF UNITS PER BUILDING	MAXIMUM OF 8 UNITS PER STRUCTURE	
ALLOWED USES	APARTMENT	✓
PARKING REQUIRED	1/UNIT IF < 2 BEDROOMS AND 500 SF. OTHERWISE, 1.5/DU	GOAL OF 1 UNDERGROUND PARKING SPACE PER UNIT MINIMUM, AND SHARED PARKING AGREEMENT POSSIBLE

KEY DEFINITIONS

PLEASE SEE TOWN OF JACKSON LAND DEVELOPMENT REGULATIONS FOR FULL LIST OF DEFINITIONS AND ZONING REVIEW

PRESENTATION
TIMES:
5:10 PM
6:00 PM

BUILDING SETBACKS

The term ‘setback’ usually refers to the distance a house or structure must be from the property line.

FLOOR AREA RATIO (FAR)

The Floor Area Ratio (FAR) is a calculation that determines the total sq ft than can be developed on a property in proportion to the lot size. This excludes the basement level.

LANDSCAPING

The purpose of landscaping standards is to assist in maintaining the character of the zones by requiring a minimum amount of planting, buffering and screening around and within physical development. The total amount of open space, planting, and other amenities is calculated by using the Landscaping Surface Ratio (LSR).

SITE DEVELOPMENT SETBACK

The distance all site development, excluding driveways, sidewalks, or parking, must be from the property line.

COMMENTS?

If you do not wish to submit comments during the presentation, you may email your project specific comments to Hal at hal@hhlandstrategies.com. We request that your comments be submitted before February 10, 2022.

Neighborhood Meeting
January 27, 2022 from 5:00 PM to 7:00 PM

Dear Property Owner or Resident:

This letter is being sent to you to let you know about a proposal for a zone change for the **Hitching Post Lodge Property**, and to invite you to a neighborhood information meeting where you can learn about the proposed zone change and ask questions of the applicant.

The Teton County Hospital District and St. Johns Health, as owner of the Hitching Post Lodge Property, plans to apply for a Zoning Map Amendment for the property, located at 460 E Broadway Avenue. The property is currently zoned Neighborhood Medium Density 2 (NM-2) and is 1.65 acres in size. The property presently contains the Hitching Post Lodge that currently contains housing and short-term rental uses.

The proposed project would change the zoning designation of the property from NM-2 to Public/Semi Public (P/SP). The purpose of this zone change is to provide St. Johns Health with needed flexibility to design and construct employee housing that serves their employee recruitment and retention needs so they can continue to provide high quality health care to the community.

We welcome and encourage your participation, as your input is an important part of the application review process. Please join us for a neighborhood meeting to discuss the proposal on January 27, 2022, from 5:00 PM to 7:00 PM. Due to St. Johns Health policies and concerns over transmission of the Covid 19 virus, the meeting will be hosted using Zoom. You can log onto the Zoom meeting at the following address: <https://zoom.us/j/93594504840?pwd=NTZKTlQ1SWNvNHNJOVVRVVHFnanN5dz09>

The meeting is an opportunity for you to provide input on the project and to have your questions answered directly by the applicant. Planning Department Staff may attend to provide advice about the applicable provisions of the Land Development Regulations, but staff will not facilitate or become involved in discussions about the advantages or disadvantages of the proposal.

If you are unable to attend the meeting, but would like to provide input or ask questions, please contact Hal Hutchinson at 307-699-0265 or hal@hhlandstrategies.com. We look forward to seeing you at the meeting.

Sincerely,



Hal Hutchinson, Land Planning Consultant

MEETING TIME AND LOCATION

January 27, 2022
5:00 PM – 7:00 PM
Viz Zoom at:
935 9450 4840
Password:
SJH428!@

PROPOSAL NAME AND LOCATION

Hitching Post Lodge
Property Zoning Map
Amendment
460 E Broadway Avenue

ZONING INFORMATION

1.65 Acres
Neighborhood Medium
Density 2

PROPOSAL DESCRIPTION

Zoning Map Amendment to
change zoning from NM2 to
P/SP.

HELPFUL RESOURCES

See Attached "Helpful
Resources List"

Vicinity Map

Location: 460 E Broadway Avenue
Legal
Description: Map T-74A
PIDN: 22-41-16-34-2-00-001
Zoning: NM-2
Overlay: None



Helpful Resources List:

Jackson/Teton County Comprehensive Plan

<https://jacksontetonplan.com/270/Comprehensive-Plan>

Town of Jackson Land Development Regulations

<http://www.jacksontetonplan.com/DocumentCenter/View/1636/Town-of-Jackson-Land-Development-Regulations-effective-February-1-2021?bidId=>

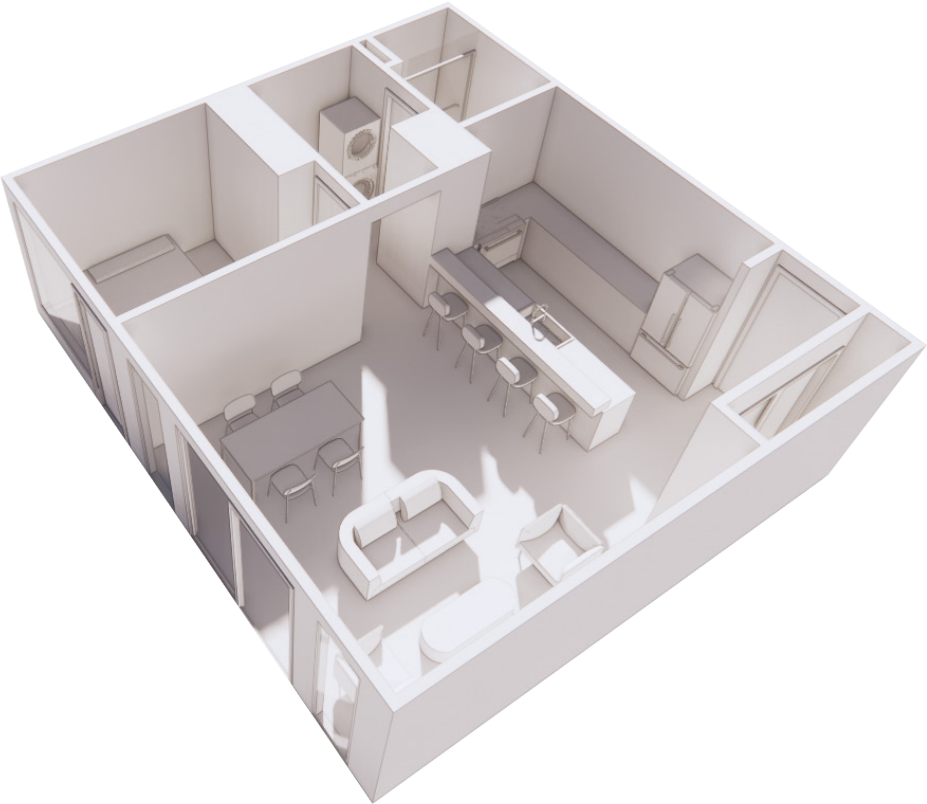
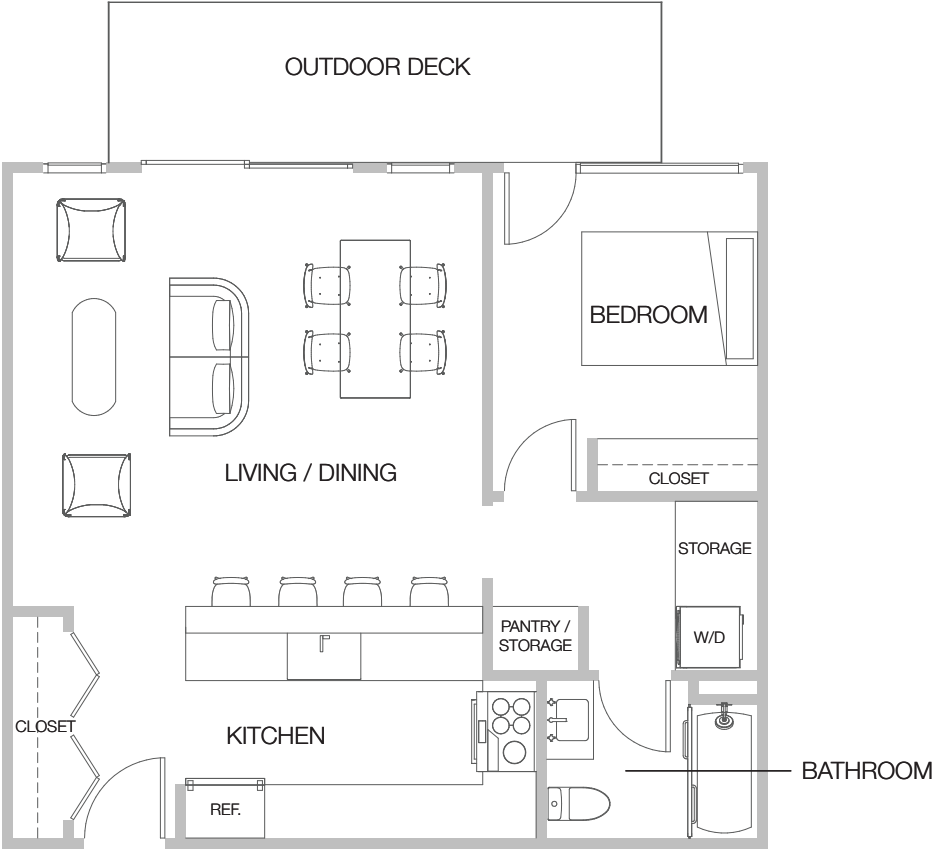
Town of Jackson Administrative Manual

<http://jacksontetonplan.com/DocumentCenter/View/430/Jackson-Teton-County-Administrative-Manual-PDF?bidId=>

Appendix C: Vicinity Map & Sample Floor Plans

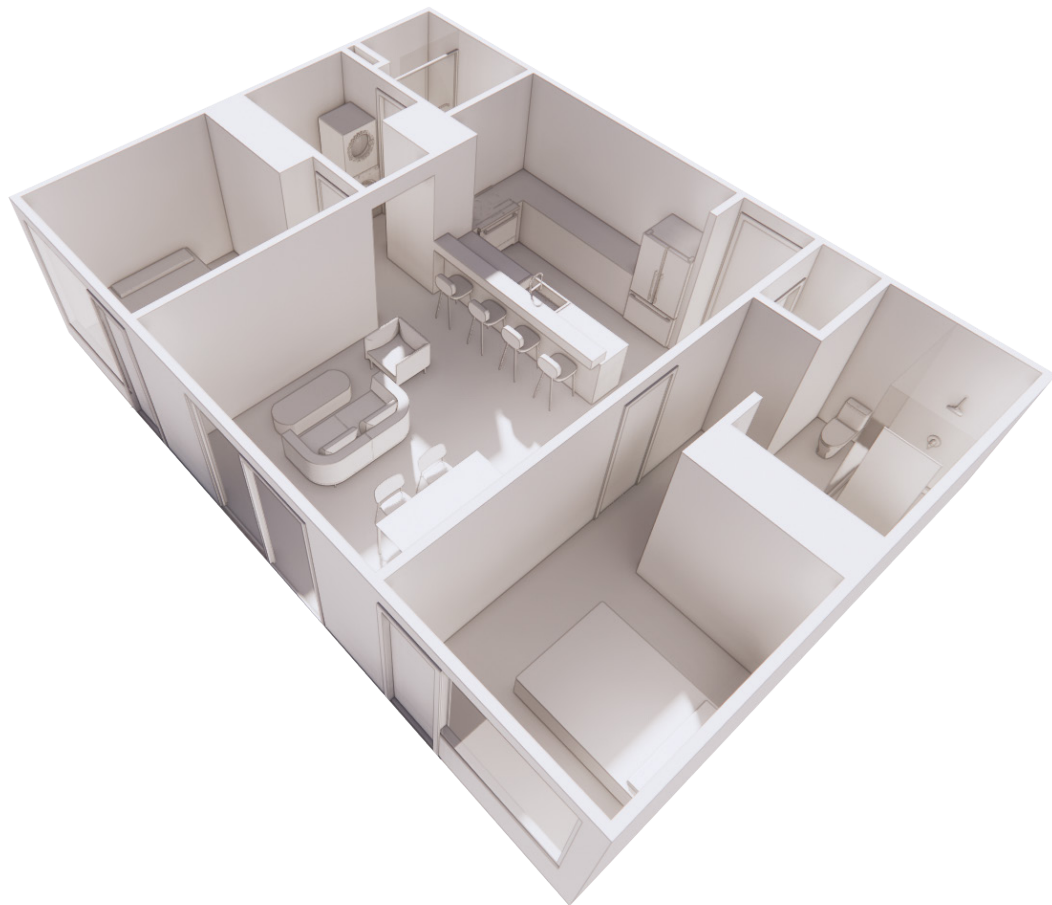
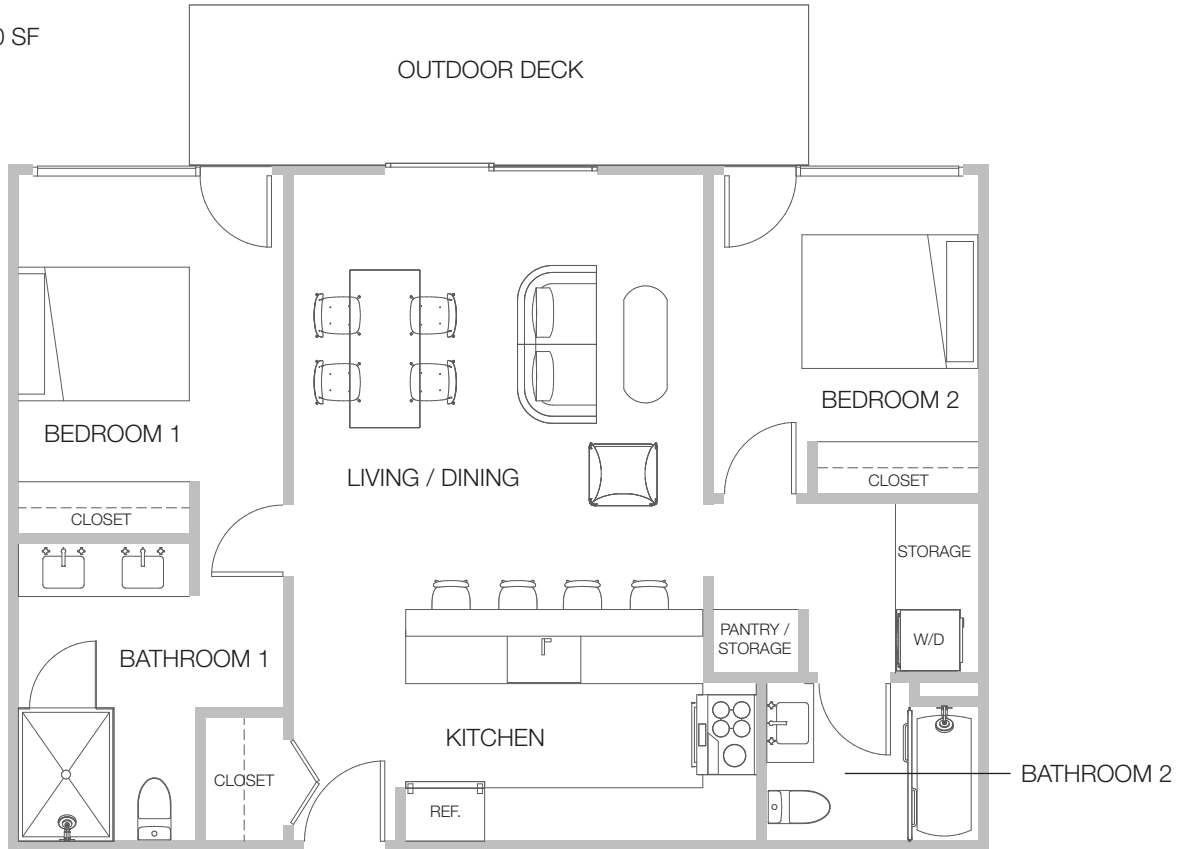
SAMPLE FLOOR PLAN

ONE BEDROOM
APPROXIMATELY 700 SF



SAMPLE FLOOR PLAN

TWO BEDROOM
APPROXIMATELY 900 SF



VICINITY MAP

Address: 460 East Broadway
PIDN: 22-41-16-34-2-00-001



Appendix D: SPET Team



Dave Robertson
Chief Executive Officer

Dave Robertson has served as CEO of St. John's Health since July 2021 and will continue to serve until a permanent CEO is selected and in place later this year. Prior to serving in this role, Dave served as a board advisor to SJH for the past 5 years.

Dave has spent his career working for, and with, not-for-profit community hospitals. From 1980 to 2011, Dave was the CEO of three different health systems in Iowa, Oklahoma, and West Virginia. Each of these organizations has been consistently recognized nationally for their excellence in quality, safety, and patient satisfaction. Before officially retiring at the end of 2020, Dave served as Senior Vice-President of Vizient, Inc., the nation's largest member-driven health care performance improvement company. He stepped out of retirement to assist SJH during this period of leadership transition.

Dave received his BS in Health Care Administration from Wichita State University in 1978, graduating Summa Cum Laude. He holds two master's degrees from the University of Missouri, receiving both in 1980. He earned an MBA in Marketing, and an MSPH in Health Administration, graduating at the top of his class. Dave has received numerous awards and recognitions for executive and civic leadership throughout his career. He is a Fellow in the American College of Health Executives.

Dave enjoys the outdoors, and is an avid fly fisherman, woodworker, and car enthusiast. He and his wife Pat have both been active with St. John's Health for many years, and together have four children and three grandchildren.



John Kren
Chief Financial Officer & Chief Operating Officer

John Kren has served as St. John's Health's Chief Financial Officer since June 2009, providing the organization with financial performance leadership from both an operational and strategic perspective. He is also responsible for the organization's accounting, revenue cycle, internal audit, and materials management functions. Kren previously held a variety of senior management positions including finance director/controller, operations officer, and compliance officer. He has provided financial oversight for multiple St. John's Health SPET projects.



Karen Connelly

Chief Communications Officer

Karen Connelly is Chief Communications Officer, providing leadership for St. John's Health's marketing, communications, and community relations programs. She serves as media liaison for St. John's Health and affiliated physician clinics. Before joining St. John's, Connelly was marketing director for the Jackson Hole Chamber of Commerce. She earned a BA in economics at St. Lawrence University and an MBA from Clarkson University. She serves on the board of directors of the Jackson Hole Chamber of Commerce and the Community Safety Network. She has participated on St. John's Health SPET teams since 2000.



Jen Chiappa

Chief Nursing Officer

Jennifer Chiappa has been with St. John's Health since 2015. She advanced through various positions in the Primary Care Unit (PCU) before accepting the position of Director of PCU. Chiappa is also the Director of the new Inpatient Physical Rehabilitation facility. She earned a Bachelor of Science in Nursing from Montana State University and a Master of Science in nursing leadership and management from Walden University. Prior to her career as a nurse, she worked as the Director of numerous community-based group homes for individuals with physical and cognitive disabilities. Jennifer has lived in Teton Valley Idaho for over 12 years and has two young children.



Naomi Floyd

Chief Nursing Officer

Since receiving her nursing license in 2004, Floyd has worked in numerous clinical areas including NICU, Med/Surg, Nursery, Mother/Baby, home health and case management. She has been a nurse in Wyoming since 2010, working all over the state. Much of Floyd's career as a nurse has been in the emergency setting, which is where her career at St. John's Health began in 2017. She received a master's degree in Nursing in February 2021 from Western Governor's University and a bachelor's degree in Nursing from Weber State University in 2006.



Mary Ponce
Chief Nursing Officer

Mary Ponce is one of St. John's Health's three Chief Nursing Officers. She has worked as a Registered Nurse for twenty years, the past ten of which have been spent at St. John's Health. Mary is on St. John's Health's Housing Committee and is committed to seeing improved opportunities in this area. She currently lives in the town of Jackson, but having previously lived in Star Valley — has first-hand knowledge of the strain that commuting can have upon a family.



Thom Kinney
Chief Human Resources Officer

Thom Kinney moved to the Jackson area to work with St. John's Health in 2016, bringing 25 years of human resources experience spanning many different industries, including retail, high tech, financial services, and manufacturing. His experience within the field is diverse as well. He started his career in HR systems and technology, and spent several years focused on organization development, leadership development, and change management, before expanding his role to include the full breadth of HR responsibilities. He earned a BA in Communications and Public Relations from Palm Beach Atlantic University, and a Master of Education and HR Studies from Colorado State University. He currently serves as an advisory board member for Becoming Jackson Whole, and recently became certified as a coach for Mindfulness-Based Attention Training (MBAT).



Sean Ryan
Director of Facilities

Sean Ryan has been the Director of Facilities at St. John's Health since January 2021. In that role, he provides oversight and leadership for facility maintenance, construction, environmental services, biomedical equipment management, security, and lodging (including employee housing). He earned a BS in Mathematics at the University of Wyoming and an MBA at the University of Massachusetts - Amherst. Mr. Ryan is an American Hospital Association Certified Healthcare Facility Manager, and National Fire Protection Association Certified Life Safety Specialist in Healthcare. After four years managing facilities for Yale New Haven Hospital in New Haven, CT, he was thrilled to be recruited to such an outstanding organization as SJH, returning to the town in which he was born and raised in the process.

Sandra Murphy

Lodging & Property Manager

Sandra Murphy has been with St. John's Health for 20 years. Her tenure began with the purchase of the Hitching Post Lodge and the creation of the Lodging Department. Her position started with a focus on employee and patient/patient family housing but has expanded over the years to include management of physician office and clinic spaces.



AFFIDAVIT OF
JOHN J. KREN

COMES NOW your Affiant, John J. Kren, and on his oath, does state as follows:

1. I am the Chief Financial Officer and Chief Operating Officer of Teton County Hospital District d/b/a St. John's Health, a Wyoming special hospital district and political subdivision ("St. John's Health"). I am over the age of majority, and I am competent to provide this testimony.
2. I am the contact person for St. John's Health with respect to the Specific Purpose Excise Tax – Public Project Application submitted by St. John's Health as of April 18, 2022 (St. John's Health's "SPET Application"). I am familiar with the contents of the SPET Application, and I have the authority to bind St. John's Health as to the subject matter of this Affidavit.
3. This Affidavit is submitted in satisfaction of the SPET Application Requirement 37 that the Applicant, St. John's Health, submit an affidavit in agreement to participate in the public Planning & Review process for development and construction of the project.
4. If the SPET Application is approved, St. John's Health agrees to participate in the public Planning and Review process for development and review of the Hitching Post project, to the extent required by law and in St. John's Health's best interest, and subject to St. John's Health's reserved right to apply for any exemption to such process that may be or become available.

VERIFICATION

I, John J. Kren, do hereby affirm that I have read and signed the foregoing Affidavit and that the contents therein are true to best of my knowledge and belief.

John J. Kren, CFO/COO
Teton County Hospital District d/b/a St. John's Health

STATE OF WYOMING)
) ss.
COUNTY OF TETON)

SUBSCRIBED AND SWORN TO before me this 18TH day of April 2022, by John J. Kren.

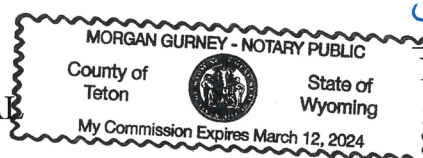
WITNESS my hand and official seal.

P.O. Box 428
625 East Broadway
Jackson, WY 83001

Phone 307.733.3636
Fax 307.739.7522

www.stjohns.health

SEAL



Notary Public

My Commission Expires: March 12, 2024

**SPECIFIC PURPOSE TAX
PUBLIC PROJECT APPLICATION**

1. Project Name: Teton County School District Housing and Facilities
2. Name of applicant: Teton County School District #1
3. Name, address, and phone number of contact person for the applicant:
Dr. Gillian Chapman
Superintendent
PO Box 568
Jackson, WY 83001
307.733.2790

4. Is the applicant a governmental entity. If yes, please list what type.
Yes, a public school district.

5. Are there any partners for your project. If yes, please explain.
TCSD #1 would consider a partnership if there is an opportunity that meets the needs of the District and its employees and the potential partners.

6. Provide a brief description of the project (100 words or fewer).

TCSD #1 is requesting SPET funding to address capacity issues at the high school, improve educational opportunities for students that will help meet local workforce needs, expand year-round athletic facilities for the community, and provide stable and suitable housing for District staff. To achieve these goals, the proposed project includes construction of the Bronc Achievement Center (BAC) and a 24-unit multi-family housing unit on District property. Both projects are supported by our long-range Housing and Facilities Plan and have been presented to the community and are essential for the future success of our school district and the students we serve.

7. Location of the proposed project.

The proposed project will be located on District property. The 24-unit housing project will be located on an underutilized portion of the Jackson Hole Middle School site and the Bronc Achievement Center (BAC) will be located at 1910 High School Road, on the southeast corner of the Jackson Hole High School campus.

8. If there is land required for the project, please indicate whether the land is owned, under contract, etc., and indicate the zoning of the property.

Teton County School District #1 owns the land where this housing will be constructed.

9. Project costs (please include all costs).
- a. land acquisition - \$0 land cost
 - b. all design costs - \$2,200,000 (housing), \$2,726,421 (BAC)
 - c. construction costs - \$10,800,000 (housing) \$29,845,692 (BAC)
 - d. furnishings, fixtures & equipment - \$0 (Housing), \$2,600,000 (BAC)
 - e. contingency – \$2,000,000 (Housing), \$3,283,026 (BAC)
 - f. operation & maintenance escrow – \$0 By Owner
 - g. other (please explain) \$50,000 Permits

Total = \$15,000,000 (Housing), \$37,505,139 (BAC)

\$52,505,139, less \$20,000,000 in donations and State Construction Department for the Bronc Achievement Center.

Total SPET request for combined TCSD ballot is \$32,505,139.

The District will seek state construction funding and private donations to fund \$20,000,000 of the project costs for the Bronc Achievement Center.

10. For each category listed in number nine (9), please provide a concise description of how costs are derived, how firm they are, and any contributions, such as land ownership, to the project. Please also include all documentation utilized to calculate costs.

Development costs for the 24-unit multi-family building were derived from real estate development data collected during the Teton Region Housing Needs Assessment, including interviews with developers and an evaluation of the five most recent comparable multi-family buildings constructed in Jackson.

- a. A 2-acre underutilized portion of the Jackson Hole Middle School site
- b. Design costs are estimated to be 20 percent of construction costs
- c. Construction costs contain both vertical and horizontal costs calculated in the following manner:
 - Vertical construction costs are estimated at \$425 per gross square footage of the 21,000 square foot building
 - Horizontal construction costs (infrastructure) are estimated at \$10 per square foot for site preparation plus \$18,000 per parking space for tuck under parking
- d. There is no budget line item for furnishing, fixtures & equipment because the units are anticipated to be furnished by the tenants, allowing them to personalize the space
- e. A 15% contingency is included which is standard at this stage of design

- f. There is no operation and maintenance escrow because rent revenue is expected to cover operation and maintenance of the building and grounds

Exhibit A Housing report

Exhibit B Cost of Development

Total Development Costs =

- Soft Costs – 20% of Construction and Infrastructure
- Infrastructure - \$10/sf + \$20,000 per parking space (1.5 parking spaces per unit)
- Construction - \$425/sf

Exhibit C Development and Operating Budget

Bronc Achievement Center

A cost estimate was prepared by Plan One/Architects and their engineering team, based on current market values, project location, and building type.

Exhibit D Bronc Achievement Center Renderings

Exhibit E Bronc Achievement Center Estimates

Exhibit F Bronc Achievement Center Master Plan

11. Have any inflationary factors been included for time value for construction costs? If so, please explain how they are calculated and how they affect the project costs.

Yes, a 10% inflationary factor has been added to the construction and soft costs to account for the likely increase in project costs. The percentage is based on a two-year time period at 5% annually, which corresponds with estimated timeline to complete design and obtain construction bids. Any unused funds will be used to start Phase Two of the housing project.

12. What alternative sources of revenue are available to the applicant and what sources have been explored for this project? (for example, property taxes, dues, etc.)

TCSD is pursuing a variety of funding sources for these projects. Potential additional funding sources include the Governor's "Drive, Thrive, and Survive" campaign, exaction fees, the Fund for Public Education, private donations, and cash reserves that have been generated over time to address capacity, suitability, and housing. However, since our Employee Housing Strategy Study demonstrated that we need 170 to 250 units to meet current demand and the proposed SPET project will construct only 24 units, the District's housing needs far exceed the funds available.

There are drawbacks to the other funding options for the Bronc Achievement Center, which include funds from the State of Wyoming, bonds, or Recreation District revenues. Recreation District revenues would take more than 20 years to raise the money needed for this critical project, and issuing bonds would put

additional financial strain on our local property owners. Although the State of Wyoming has funded school construction projects since 2003, those funds have been dramatically reduced in recent years, leaving the District to look to our local community to fund school construction. If the SPET is successful, our intent is to leverage the community support for the Broc Achievement Center to encourage private donations and to obtain partial funding from the State of Wyoming.

13. What sources do you have to cover any overages for the project? What is your fallback plan if project costs exceed revenues allotted?

Our SPET request includes an inflationary calculation and contingency to minimize overages, recognizing that the development environment in Jackson is challenging due to the remote, rural nature of the community, associated difficulty getting resources, and competition for skilled labor and materials. The alternative sources of revenue explained above could be used to cover any unforeseen overages not covered by the 10% inflation factor and contingency. Our funding efforts for the Bronc Achievement Center could cover any overages for that project, and the Recreation District could potentially fund areas of the building that are for community use. Rental income may also be available to offset any funding needs.

14. Provide examples of projects of similar scale that the applicant has completed and provide information related to 'on time, on budget' or 'overtime, over budget' for said project(s).

District staff have experience in developing school facilities and maintaining over 754,798 square feet of district facility space. Recent large construction projects managed by the District include the current renovation and expansion of the Jackson Hole Middle School, which has proven challenging during these uncertain and challenging times. However, we are nearing completion and will be providing middle school students with a much improved and expanded facility. We also constructed Munger Mountain Elementary School. This 83,855 square foot project was completed on time and within budget due to careful management and oversight by the District. Additionally, in 2019, TCSD repurposed two modular buildings located at the Jackson Elementary School campus. The buildings had previously been used as classrooms. When our elementary capacity issues were addressed with the opening of MMES, the former classrooms were repurposed into two 2 bedroom employee housing units.

15. What dollar amount is being requested from Specific Purpose tax proceeds for this project?

\$32,505,139.

16. Please list time frames for each phase of the proposed project.

Housing

September 2022	Prepare Request for Proposal
November 8, 2022	Election
November 9, 2022	Issue Request for Proposal for Architect/Design Team
January 2023	Development Team Contracted

June 2023	Final Design Plans and Construction Documents Approved
September 2023	Infrastructure Work Commences
January 2024	Employee Selection Process
August 2024	Ribbon Cutting and Tenant Move In Date

Bronc Achievement Center

September 2022	Prepare Request for Proposal
November 8, 2022	Election
November 9, 2022	Issue Request for Proposal for Architect/Design Team
January 2023	Development Team Contracted
June 2023	Final Design Plans and Construction Documents Approved
September 2023	Infrastructure Work Commences
September 2023	Construction of Secure Vestibule
August 2024	Bronc Achievement Center Opens for the 2024-2025 School Year
June--August 2025	Renovation of Interior Classrooms

17. Will any bond financing be necessary for this project?

If the ballot measure is successful, a revenue bond may be pursued to allow the District to start the project immediately after the election rather than waiting for tax collections to provide the necessary funds.

18. Please provide as an addendum, a proposed operating and maintenance budget (pro forma income statement) for the first five (5) years following completion of the project.

The proforma conducted for the housing project estimated about \$5,500 per housing unit inclusive of utilities for a total of \$130,000 for the building and grounds operation and maintenance. This figure was obtained from local property management companies.

The operating costs for the BAC are based on industry standards based on square footage. Monthly and annual utilities for school facilities of similar size to the Bronc Achievement Center are listed below. Munger Mountain Elementary has energy efficiency features that are significantly less to operate than older similar sized facilities.

School	Monthly Cost	Annual Cost
Colter Elementary School	\$9,076.11	\$108,913.35
Jackson Elementary School	\$8,755.77	\$105,069.27
Jackson Hole High School	\$18,551.66	\$222,619.92

Jackson Hole Middle School	\$10,464.40	\$125,572.83
Munger Mountain Elementary School	\$4,127.97	\$49,535.63

Exhibit G Proforma for Housing and BAC

Exhibit C Housing Development and Operating Budget

19. Describe how this project will or will not impact the carbon footprint of the community and aspects of the project that are in alignment with a zero carbon footprint.

We recognize that there is a carbon footprint associated with the construction and operation of new buildings. However, sustainability is one of the objectives of the District's Employee Housing Strategy, which prioritizes investing in energy efficiency and durable materials to decrease operating and maintenance costs while increasing the quality of the units, indoor air quality, and comfort of the residents. Additionally, the location of the proposed housing and the Bronc Achievement Center near existing schools, residential areas, commercial centers, and public transit will significantly reduce the need to drive to these buildings and help minimize carbon emissions.

20. What is the proposed method of providing future ongoing operating and maintenance costs?

The projected rental revenue will cover operating and maintenance costs for the housing units. The projected annual housing rental revenue of \$440,000 will cover the estimated \$130,000 in operating and maintenance costs. The Bronc Achievement Center will be incorporated into the District's current facility management program, including operating and maintaining the facilities.

21. Describe the impact of this project on Town and/or County operating budgets in terms of fiscal impact and staff impact, be specific.

As a District project, there would be no impacts to Town and/or County budgets.

22. How will reserve funds be accumulated for replacement or repair of major equipment or components and what is the source of the funds?

The projected housing rental revenue will cover future replacement or repair of major equipment or components. The District would implement a replacement and major repair plan as part of our Capital Improvement Plan, which considers facility needs district wide and funding options to complete identified work.

23. What annual amount is projected for this reserve fund?

Operations and maintenance will be funded through rent generated annually. This will also be the funding source of future housing developments on school district property. Operating and maintenance budget includes \$600/unit reserve fund.

The Recreation District would share in the maintenance and repairs for the BAC, along with the Facilities Department.

24. How many residents will benefit from this project?

The 24 unit housing building will include 16 2-bedroom units and 8 1-bedroom units, serving at least 24 employees and up to 48 employees.

The Bronc Achievement Center will serve the nearly 1,000 high school aged students and staff at JHHS and Summit Innovations School as well as all children ages 5-18 for community youth programs that use the facility after school hours. Youth and families alike will benefit from the added space for indoor recreation that can be used year around without having to travel to other communities for such amenities.

25. What, if any, economic benefit will accrue to the community as a result of this project?

A high achieving school district is integral to the success and well-being of a community. The District is struggling to recruit and retain qualified professionals primarily because of the scarcity of places to live that are suitable and affordable. This year alone the District is losing 48 employees due to the lack of housing that meets their needs.

High achieving school districts bring business and economic vitality to the community. This project will allow TCSD #1 to continue to provide a high quality education by providing suitable learning environments to meet programmatic needs. The academic spaces in the new facility are intended to provide programming to meet local workforce needs. For example, the Bronc Achievement Center includes a professional kitchen to support the culinary arts program and the hospitality industry in the valley, a health and Certified Nursing Assistant training lab to prepare future health care professionals, a Robotics and Fabrication Labs to train future engineers and problem solvers, and a Media Arts lab to provide opportunities for students to engage in digital and visual communications, marketing, and advertising.

26. Are there any social or cultural benefits to the community?

Teton County/Town of Jackson had established a goal of having 65% of local workforce live in Teton County. This project helps the community achieve that goal as teachers and staff contribute to the fabric of our community. There are numerous social benefits from this project. The facility will provide suitable and appropriate spaces for all TCSD #1 students and a place to engage in our educational programming. The facility will also provide much needed space for our community's youth recreational programs including Jackson Hole Youth Basketball, Elite Volleyball, Club Soccer, Tennis, Lacrosse and training spaces for year round health and fitness.

27. Describe how your project is connected to current infrastructure.

The housing and Bronc Achievement Center projects lie adjacent to existing public and school district infrastructure. The housing proposed at the Middle School will include new connections to public

utilities, and parking and walkways that are separate from the school in order to adhere to recognized safety practices delineating between residential and school areas. to public utilities. The Bronc Achievement Center will connect to Jackson Hole High School infrastructure including utilities and roads/parking.

28. Describe the level of project readiness, design, construction documents, etc.

The initial design concept for both projects is complete. If approved for funding, the District would issue a Request for Proposal to develop a final design and construction documents. The design portion of the Bronc Achievement Center could be funded with currently allocated funds from the TCSD #1 Recreation District.

29. If the project meets an identified community need, describe how that need is evident or has been documented or how it has been identified.

It is clear that housing is one of our community's highest priorities. As a public school district we are required to educate all students who enroll in our District.

We meet the needs of our community by ensuring staff are highly qualified and committed to staying in the community. Currently, the average tenure of a staff member is less than five years, which means the professional development and onboarding expenses of around \$50k per employee are wasted. With little option for stable and affordable housing in Jackson, more than 25% of our staff travel outside the valley, creating congestion on the roadways. With these units in the heart of four school campuses, the district office, the transportation office, and the facilities offices; employees can walk to work or take the Start Bus which has a stop a few hundred feet away from the proposed locations.

By employing a wide cross section of employees, we can maintain a sense of community and create a community where everyone can call home.

In 2015 and 2017, TCSD #1 conducted a Most Cost Effective Remedy study to evaluate the capacity issues we were experiencing in elementary and secondary schools. In 2017, having resolved the elementary capacity issues with the opening of Munger Mountain Elementary School, we were already experiencing overcrowding at the middle school. We knew, based on our cohort survival rate data, that we would soon be facing capacity and suitability issues at JHHS. Annually each grade level gains students which results in the pattern of consistent student population growth. Our prediction has become a reality and we are currently dealing with overcrowded classrooms and hallways, being forced to repurpose storage areas and other spaces into classrooms, and removing lockers to create classroom spaces. The Jackson Hole High School was built to accommodate 600 students in 1997 and in the fall 2021, we enrolled 850 students. If any of the independent schools close, we would be challenged to meet our legislative requirement to provide a free, appropriate, public education. Our student athletes face significant disadvantages when competing against other similar sized teams in the state that have indoor tracks and spaces where they can extend their practice seasons. Additionally we receive numerous requests from community organizations to use our athletic facilities to meet community demands, many of which we are unable to meet due to limited facilities. For example, Jackson Youth

Basketball, Elite Volleyball, Club Soccer, Tennis, and Lacrosse need gym space to meet the needs of their programs, but we are unable to provide space at reasonable times of the day.

30. If SPET funds are needed to complete a previously approved/authorized project due to a shortfall, describe in detail.

N/A

31. Describe how your project provides a critical service related to health, safety, and welfare of the community.

Mental health of our employees is a prime driver for this request. The void of stable and affordable housing has increased anxiety and stress; on top of two years of pandemic challenges. The ability to recruit and retain highly qualified staff- including teachers, social workers, counselors, administrators, custodians, food service workers, clerical, and nurses is essential and is undermining to our ability to run a high functioning and effective school district that meets the needs of our community's youth and creating our community's future workforce.

The Bronc Achievement Center will provide much needed space for academic and athletic programming for our community's youth. It is well known and accepted that students who are actively involved in athletic programs do better in school, have safe places to go after school, and are healthier, both physically and mentally. Community members can take comfort in the youth of this community having a safe and supervised place to spend time during the school day, after hours and on weekends. Community members can also make use of these facilities.

32. Describe how the project will impact transportation (vehicle, bus, bike, highway, intersection, pathway), traffic, or congestion in the community either positively or negatively.

The location of the planned housing allows employees to walk or bike to work, reducing the number of staff who are commuting from Teton Valley, Idaho and Lincoln and Sublette Counties, Wyoming. The location of the Bronc Achievement Center is adjacent to Jackson Hole High School, START Bus stop, and pathways. Therefore we do not see that this facility would have major transportation impacts. It would potentially decrease transportation demands to other facilities outside the valley and would decrease the strain on community resources.

33. Describe the impact the project will have on employee and/or affordable housing in the community either positively or negatively and how the impact will be mitigated.

This project will start to address the District's critical housing needs. Providing housing to at least 24 employees and possibly up to 48 employees. The Bronc Achievement Center addresses current capacity issues at Jackson Hole High School; the new facility will not have a notable increase in the number of students or employees at the school.

34. If you are aware of other projects in the same category/area as yours, are you comfortable combining your question with other similar projects?

TCSD #1 is aware that Teton County/Town of Jackson and St John's Health are proposing housing projects for the 2022 SPET ballot. We have discussed possible partnership opportunities and would consider partnerships if the collaboration met District needs. We are not aware of any other project, other than the Bronc Achievement Center being considered that addresses the educational and recreational facility needs of school aged children.

35. If your project is a housing project, describe how your needs are unique or are not being met by the Housing Department.

The District is legally mandated to provide educational programs that meet State requirements. Sufficient staffing is needed to meet those requirements.

The Housing Department salary limitations do not align with employee salaries.

36. Describe how your project is in alignment with the comprehensive plan.

The location of this housing plan adheres to the goals stated in the Jackson/Teton County Comprehensive Plan by locating housing near existing services and the work location of the employees who will be served by this development, thereby reducing the number of vehicle trips made into/out of town. The Bronc Achievement Center will provide an efficient facility to meet the needs of local school aged children on the currently developed Jackson Hole High School Campus.

37. Provide as an addendum, an affidavit in agreement to participate in the public Planning & Review process for development and construction of the project.

The District has participated in the public planning and review processes and has met all requirements of the Land Development Regulations to address our capacity and suitability needs. Even though we have exemptions, we have created a thorough public process including sharing our plan as it was developed every month in public board meetings. We have been advised that town and county staff do not have the capacity to support a public review and planning process per the town and county guidelines.

Exhibit H Affidavit

38. Additional comments

Teton County School District has worked over the past year on a thoughtful, long range strategic plan to address teacher/staff housing and school facilities needs. We are asking the Board of County Commissioners and the Jackson Town Council to consider including these projects on the anticipated November 2022 Special Purpose Excise Tax ballot.

The strategic plan work reviewed historical and current data to evaluate district needs for the next 20 years.

The Housing Strategic Plan was led by Christine Walker of Navigate, LLC. Staff surveys, regional housing surveys and local needs assessment brought forward a comprehensive plan that indicated a need for 170-220 units with a mix of 1-4 bedrooms, both rental and purchase options for TCSD #1 staff housing. Christine's expertise provided the opportunity to analyze the housing need, the district's parcels available for housing and provided details on the type of units needed by staff for the short and long term.

The proposed housing project next to Jackson Hole Middle School will provide a starting point for what is contemplated to be a three building (72 units) housing project. Each building will have 24 units. The first phase has an estimated cost of \$15,000,000 for 24 units, which is the request for the SPET ballot. If funded, this project will be the first step in alleviating the serious housing shortage that is preventing the district from recruiting and retaining school district teachers and staff and providing a high-quality education for our students. .

While the Housing Strategic Plan was underway, the district also developed a Facilities Strategic Plan (**Exhibit I**) . This work has been guided by two state funded Most Cost Effective Remedy Studies (MCER) to address increased student enrollment (**Exhibit J- Elementary Most Cost Effective Remedy Study** and **Exhibit K- Secondary Most Cost Effective Remedy Study**).

Since 2013, the District has grown by 400 students. This year alone, there are more than 100 new high school students. This is a trend that has continued and our grade levels maintain their enrollment or increase each year. The first study was conducted in 2015 and focused on alleviating the crowding issues that existed at elementary schools and resulted in the construction of Munger Mountain Elementary School. The second study was conducted in 2018 and focused on secondary schools. This study indicated the need for additional classroom space at Jackson Hole Middle School and Jackson Hole High School.

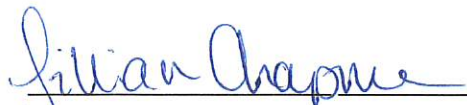
The 2018 study resulted in a small allocation of state funding to remodel and add four new classrooms at Jackson Hole Middle School. That same study also indicated that Jackson Hole High School needed dining expansion, additional classroom space and facilities for large specialized career and technical education classes and recreational spaces for students and community members. The district worked with an architect to create a rendering of a new Bronc Achievement Center that will provide a cost effective and efficient solution to the capacity issues at the high school. This new facility envisions a customized prefabricated building that is a more economical option than doing an addition on the existing high school while creating the spaces needed for appropriately sized labs for culinary arts, media arts, fabrication, engineering, robotics, and health and expand athletic and recreational opportunities for the children of this community. This approach will also allow the district to repurpose space within the existing high school to ease overcrowding. The Bronc Achievement Center is the second project the school district is asking to be considered for inclusion on the upcoming SPET election. The estimated cost for this building is \$35,905,000, which is significantly less than constructing a new high school, estimated at \$75,000,000 and would bifurcate our high school into two separate schools.

Simply put, our student population has outgrown our existing facilities and we are looking to the future with these long range strategic plans to ensure the school district is efficiently and effectively addressing growth and able to hire and retain qualified professionals to serve our community's children.

The District has limited requests to what is needed immediately and has not asked to be on the SPET ballot since 2006 when the Jackson Elementary School enhancements were completed for \$2,756,000. The District has proven that we are capable of completing large projects and are trusted within the community.

These projects are essential for the future of our school district. They are well researched, planned, and vetted and are essential to alleviating the crowding in secondary schools and to recruit and retain teachers and staff so we can continue to serve our students and the community for years to come.

We hope that our community recognizes the need for and the value of these two items being considered on the SPET ballot in 2022. We ask you to please support both of these projects moving forward. The future of our school district and community depend on this kind of support.

 4-18-2022
(Applicant Signature) Date

Sample Ballot Question:

***Teton County School District
Middle School Housing Project and Bronc Achievement Center – Jackson Hole High School***

\$32,505,139 for the purpose of funding planning, design, engineering, construction, and equipping of the Bronc Achievement Center located at Jackson Hole High School and housing/rental units preferably located next to the Jackson Hole Middle School in the Town of Jackson but may be used for other housing/rental projects. The Bronc Achievement Center is a new building and includes the construction of new classrooms for Culinary Arts, Fabrication Lab, Engineering Lab, Robotics Lab, Media Arts, CNA Training, and other classrooms. By moving these space intensive classrooms out of the main high school, space will be freed up to allow for expansion within the substantially crowded main high school. Funds shall also be used to renovate and expand classrooms within the main high school. The new Bronc Achievement Center will also include a gymnasium, running track, a wrestling room, and other recreational and educational spaces. Any unexpended funds, including any unused contingency funds, shall be placed into a designated account, the principal and interest of which shall be used for operations and maintenance of the Bronc Achievement Center and the housing units. And to the extent necessary and allowed by law, the pledge to or payment of debt service and/or lease payments thereon. This project is sponsored by the Teton County School District #1.

\$32,505,139 for designing, planning, engineering, construction, and equipping the housing/rental units and the Bronc Achievement Center. This project is sponsored by the Teton County School District #1.

FOR the Proposition _____

AGAINST the Proposition _____

Employee Housing Strategy

Teton County School District #1

Prioritization

Prepared by:

Christine Walker,
Navigate Consulting

NAVIGATE
COMMUNITY HOUSING SOLUTIONS



Purpose of this Presentation

- Process overview
- Development Process
- Predesign
- Financial Packaging
- Sales/Leasing
- Next steps

Employee Housing Strategy

PROCESS

- August: Goal and Objectives
- Sept: Housing Needs and Demand
- Oct: Opportunities and Challenges
- Nov-Jan: District Property Evaluation
- Feb: **Strategy Prioritization**

Needs & Demand

- **Number of Units** – Current demand is between 170 and 250 units.
- **Size** – A range is needed, from small rental units to recruit new employees through entry level ownership to retain employees.
- **Features** – Price, location, # of bedrooms, garage, yard
- **Price Points** – Based on household income, product type, and number of bedroom

Opportunities & Challenges

- Opportunities
 - Commitment
 - **Land**
 - Funding
 - Development expertise
 - Employee housing inventory
 - Community sentiment
 - Strategic housing plan
- Challenges
 - Development timeline
 - **Funding**
 - Construction environment
 - Selection process

Land Evaluation

Parcel	Acres for housing (estimate)	Rental Units	For Sale Units	Total
Jackson Hole Middle School (JHMS)	1.5	72	0	72
Munger Mountain (MMES)	6	0	48	48
Jackson Elementary School (JES)*	4	192	20	212
	11.5	264	68	332

Jackson Hole Middle School

Location: Town of Jackson

Target households: singles and couples

Rent/Own: rent

of Units: 3 buildings, 24 units per building

Parking: 1.5 Spaces per unit

A mix of 1- and 2-bedroom units with tuck-under parking and storage to attract quality applicants and provide stable and affordable options to employees.





Jackson Hole
Middle School

\$11.9M

Total Development Cost

Soft Cost: \$2M

Land Cost: \$0M

Infrastructure Cost: \$1M

Construction Cost: \$8.9M

MIDDLE SCHOOL

Multi Family - For Rent
24-unit building

(16) 2-bedrooms, 900 sq. ft.
(8) 1-bedrooms, 535 sq. ft.

Monthly rent		\$1,100 - \$1,800
Annual rent (income)		\$450,000
Operating Expenses		(\$130,000)
Net operating income (NOI)		\$320,000
Mortgage size		\$4,500,000
Capital Gap (Funding Needs)		\$7,400,000

Steps in the Development Process



Predesign



Preconstruction



Financial Packaging



Construction



Sales & Leasing

Steps in the Development Process

	TCSD - Lead	TCSD - Oversight / Management	Contract / Partner
Predesign			
Land acquisition/identification	✓		
Development program (what you want to build)			
Preliminary project budget (what it will cost to build)	✓		
Property due diligence (existing conditions survey, soil testing, etc.)			
Procure Owner's Representative / Fee Developer (RFQ/RFP)			
Procure Project Team (architect, civil, general contractor)			
Preconstruction			
Design & Entitlements			
Project budget (updated with design phases)			
Competitive bids to construct, GMP contract			
Financial Packaging			
Secure capital gap funding commitments			
Public Relations / Communications			
Secure construction financing			
Construction			
Construction Management			
Sales and/or leasing			
Establish selection process / stewardship policies			
Procure management partner / TCSD management	?		?

Timeframe to Develop Housing

[illegible]



Predesign

	TCSD - Lead	TCSD - Oversight / Management	Contract / Partner
Predesign			
Land acquisition/identification	✓		
Development program (what you want to build)			
Preliminary project budget (what it will cost to build)	✓		
Property due diligence (existing conditions survey, soil testing, etc.)			
Procure Owner's Representative / Fee Developer (RFQ/RFP)			
Procure Project Team (architect, civil, general contractor)			



Development Program

Middle School

- Objective: Long-term rental product to create stable and more affordable options for employees that are currently renting
- Livability features: storage, outdoor access, natural light, energy efficiency, etc.
- Suitability: quality, 1 & 2 bedrooms, stable, healthy
- Type: Two story multifamily building with tuck under parking
- Number: Three 24-unit buildings, construction phased
- Parking: 1.5 parking spaces per unit
- Rental rates: \$1,100 - \$1,800



Financial Packaging

	TCSD - Lead	TCSD - Oversight / Management	Contract / Partner
Financial Packaging			
Secure capital gap funding commitments			
Public Relations / Communications			
Secure construction financing			



Capital Gap Funding

- SPET
- Wyoming State Legislation – ARPA
- **Low Income Housing Tax Credits (LIHTC)**
- Federal Home Loan Bank
- Community Development Block Grants
- HOME Funds
- The Fund for Public Education



Low Income Housing Tax Credit

- An indirect federal subsidy used to finance the construction of low-income affordable rental housing
- Can cover between 30% to 70% of the low-income unit costs
- State allocations based on population
- Complex and competitive
- LIHTC specific developers



Sales and/or Leasing

	TCSD - Lead	TCSD - Oversight / Management	Contract / Partner
Sales and/or leasing			
Establish selection process / stewardship policies			
Procure management partner / TCSD management	?		?



Management

TCSD or Contract for Services?

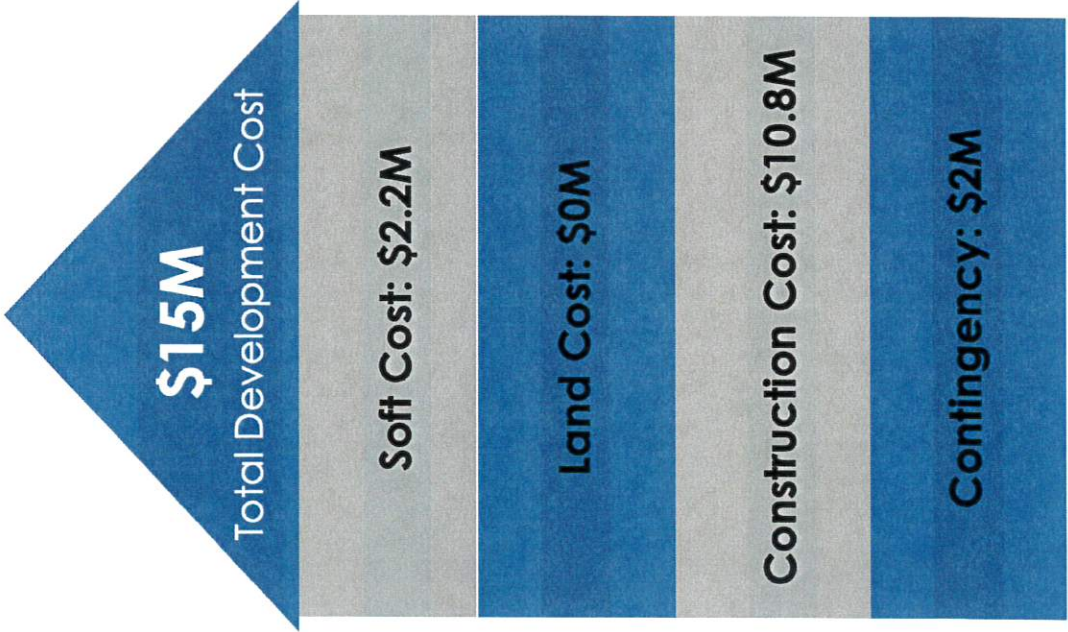
- Tasks
 - Tenant selection
 - Turnover
 - Maintenance
- Considerations
 - Capacity
 - Local expertise
 - Employer – Employee relationship

Next Steps

- Incorporate suggested changes
- Final report – TCSD Housing Strategy

THANKS!

NAVIGATE
COMMUNITY HOUSING SOLUTIONS



MIDDLE SCHOOL

Multi Family - For Rent
 24-unit building
 (16) 2-bedrooms, 900 sq. ft.
 (8) 1-bedrooms, 535 sq. ft.

Monthly rent		\$1,100 - \$1,800
Annual rental income		\$440,000
Annual operating expenses		(\$130,000)
Net operating income (NOI)		\$310,000

Teacher & Staff Housing - Middle School

Multi Family - For Rent

Phased construction - 3 building, 24 units per building

Development Program Assumptions

Lot Size	2.00
Approx. lot size per building	0.67
Total Units	72
Density/acre	24
2-bedroom Units	16
Gross Unit Size	1,000
Net Unit Size	900
Number of Bedrooms	2
1-bedroom unit	8
Gross Unit Size	625
Net Unit Size	535
Number of Bedrooms	1
Gross Building Size (circulation approx. 10%)	21,000
Parking Spaces/Unit	1.5
Tuck-under total parking spaces	36

Development Cost Assumptions

Land/Acre	\$	-
Land/Unit	\$	-

Direct Costs

Site Preparation (per Sq.Ft. of Land)	\$	10
Site Preparation costs	\$	291,852
Direct Construction Costs per Gross Sq.Ft.	\$	425
Direct Construction Costs	\$	8,925,000
Parking Construction Costs/Space	\$	18,000
Parking Construction Costs	\$	648,000
Subtotal, Direct Costs	\$	9,864,852

Soft Costs as a % of Direct Costs 20%

Soft Costs \$ 1,972,970

Contingency as 15% of Direct Costs 15%

Contingency	\$	1,775,673
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Total Development Cost (rounded)	<u>\$</u>	<u>13,600,000</u>
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CHART

Total Development Cost	\$	15,000,000
Soft Cost	\$	2,200,000
Land Cost	\$	-
Infrastructure Cost	\$	1,000,000
Construction Cost	\$	9,800,000
Contingency	\$	2,000,000
	\$	15,000,000
	\$	15,000,000

Inflation assumptions
2 years @ 5% annually

\$ 321,037

\$ 9,817,500

\$ 712,800

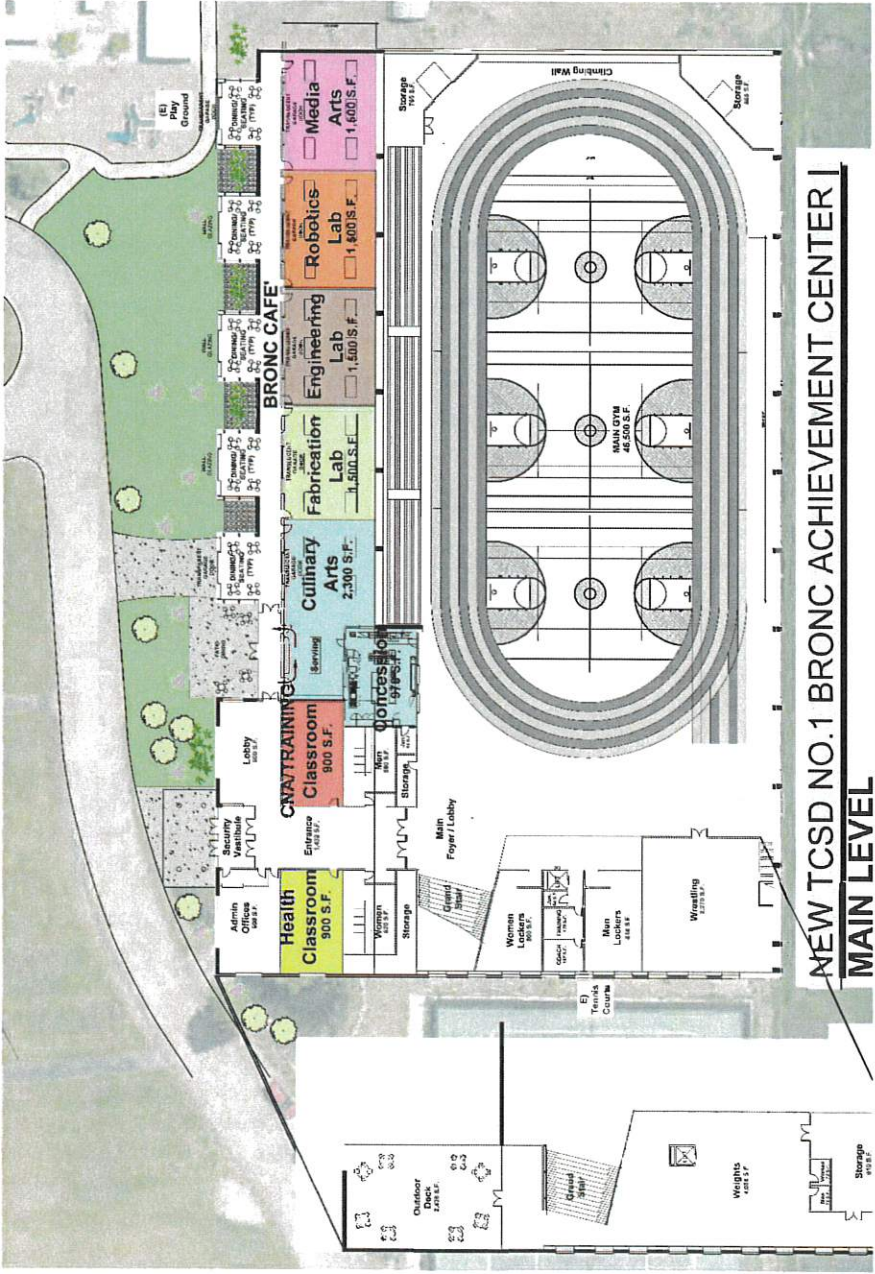
\$ 10,851,337

\$ 2,170,267

\$ 1,953,241

\$ 15,000,000

JHHS Bronc Achievement Center – Floor Plan



MAIN LEVEL	61,871 S.F.
ADDED VOCATIONAL CLASSROOMS	13,000 S.F.
UPPER LEVEL	6,589 S.F.
TOTAL	81,420 S.F.

A

JHHS Bronc Achievement Center – Rendering



IEW TCSD NO.1 BRONC ACHIEVEMENT CENTER | NORTH



Teton County School District No. 1 Masterplan



A

JHHS Bronc Achievement Center – Rendering





Project: TCSD1 New Bronx Achievement Center (Field House)
Project No: 1935
Project Phase: Conceptual
Documents Dated: 10.13.21



CONCEPTUAL COST ESTIMATE				
	Quantity	Pricing Unit	Unit Price	Total Cost
Division 1 - General Conditions				
Mobilization	1	ls	\$ 20,000	\$ 20,000
Supervision	15	mo	\$ 5,000	\$ 75,000
General Conditions	1	ls	\$ 100,000	\$ 100,000
Bonds & Insurance	27,000,000	%	2.5%	\$ 675,000
Total Division 1				\$ 870,000.00

Construction Costs				
Site Development	1	ls	\$ 750,000	\$ 750,000
Portal	1	ls	\$ 800,000	\$ 800,000
Bleachers and Press Box	1	ls	\$ 975,000	\$ 975,000
Main Arena - Pre-Engineered Metal Building (PEMB)	59,748.00	sf	\$ 275	\$ 16,430,700
Front Entry - Stick Built	2,083.00	sf	\$ 375	\$ 781,125
Upper Level	6,589.00	sf	\$ 175	\$ 1,153,075
Vocational Classrooms	13,000.00	sf	\$ 375	\$ 4,875,000
Athletic Equipment	1	ls	\$ 1,000,000	\$ 1,000,000
Subtotal Construction Costs				\$ 26,764,900
General Contractor OH&P	1	8%		\$ 2,210,792
Total Construction Costs				\$ 29,845,692
		Total		\$ 29,845,692
Total s.f.	81,420	Construction cost per square foot		\$ 366.56

Project Soft Costs				
Architectural / Engineering Fees	1	8%		\$ 2,626,421
Reimbursables	1	ls	\$ 100,000	\$ 100,000
Permits	1	ls	\$ 50,000	\$ 50,000
Owner Contingency	1	10%		\$ 3,283,026
Subtotal Project Soft Costs				\$ 6,059,447

Total Project Cost - Hard & Soft Costs Combined				\$ 35,905,139
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Total s.f. 81,420 Project cost per square foot \$ 440.99

Notes:
 F.F. & E not included

New Teton County School District No. 1 Jackson Hole Schools Masterplan

Teton County School District No. 1

October 13 | 2021



tabbies®

EXHIBIT

F

Teton County School District No. 1

Jackson Hole Schools Masterplan



A. JHHS BRONC ACHIEVEMENT CENTER

- ADDED DESIGN WITH VOCATIONAL LABS
- RENDERINGS
- HIGH SCHOOL RECOVERS VOCATIONAL SPACE FOR
- PROJECT COST ESTIMATE: \$34.4 MILLION

ACADEMIC PURPOSES

B. JHHS SITE IMPROVEMENTS

- STADIUM PORTAL IDENTIFICATION
- PARKING LOT & ACCESS ROAD
- NEW HOME BLEACHERS & PRESS BOX
- PORTAL RENDERING
- NEW LOCKER ROOM BUILDING
- PROJECT COST ESTIMATE: \$5.9 MILLION

C. TCSD #1 BUS BARN / MAINTENANCE BUILDING

- SITE PLAN
- FLOOR PLAN SECOND FLOOR DESIGN FOR DISTRICT
- RENDERING
- PROJECT COST ESTIMATE: \$16 MILLION

OPERATIONS

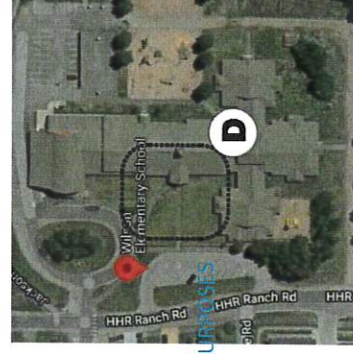
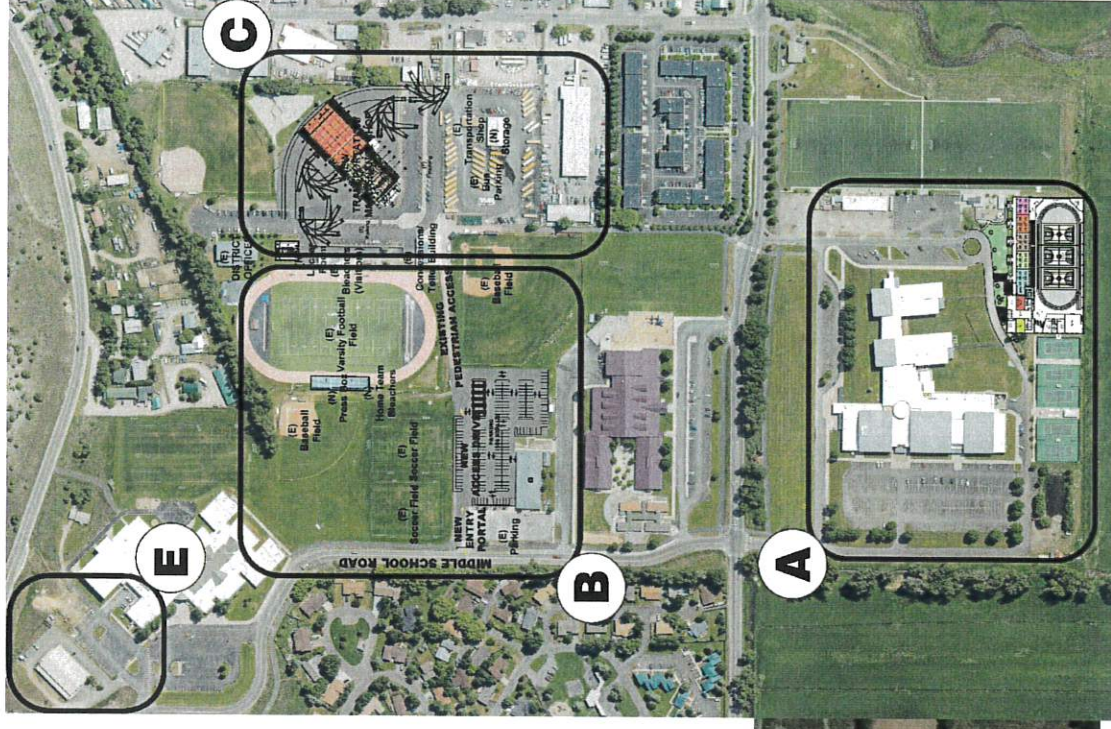
D. WILSON ES SECURITY VESTIBULE

- RENOVATION FLOOR PLAN
- PROJECT COST ESTIMATE: \$568K

E. JHMS CTE VOCATIONAL REMODEL

- RENOVATION FLOOR PLAN
- MIDDLE SCHOOL RECOVERS VOCATIONAL SPACE FOR
- PROJECT COST ESTIMATE: \$4.1 MILLION

TOTAL PROJECT COST: \$59,440,000



Teton County School District No. 1

Jackson Hole Schools Masterplan



Package of projects for TCSD#1 that resolves current issues pertaining to:

- Student capacity increases
- Educational suitability
- Facility condition issues

JHHS Bronc Achievement Center Features...

Athletics

4 Lane – 200 Meter Indoor Track
Indoor Track Events
5 Basketball Courts
5 Volleyball Courts
5 Tennis Courts

Retractable Bleachers for Approximately
400

Weight / Cardio Mezzanine, Overlooking
Arena

Wrestling Room

Climbing Wall (with Teton Mural Above)

Men's & Women's Toilets

Men's & Women's Locker Rooms

Ample Storage

Academics

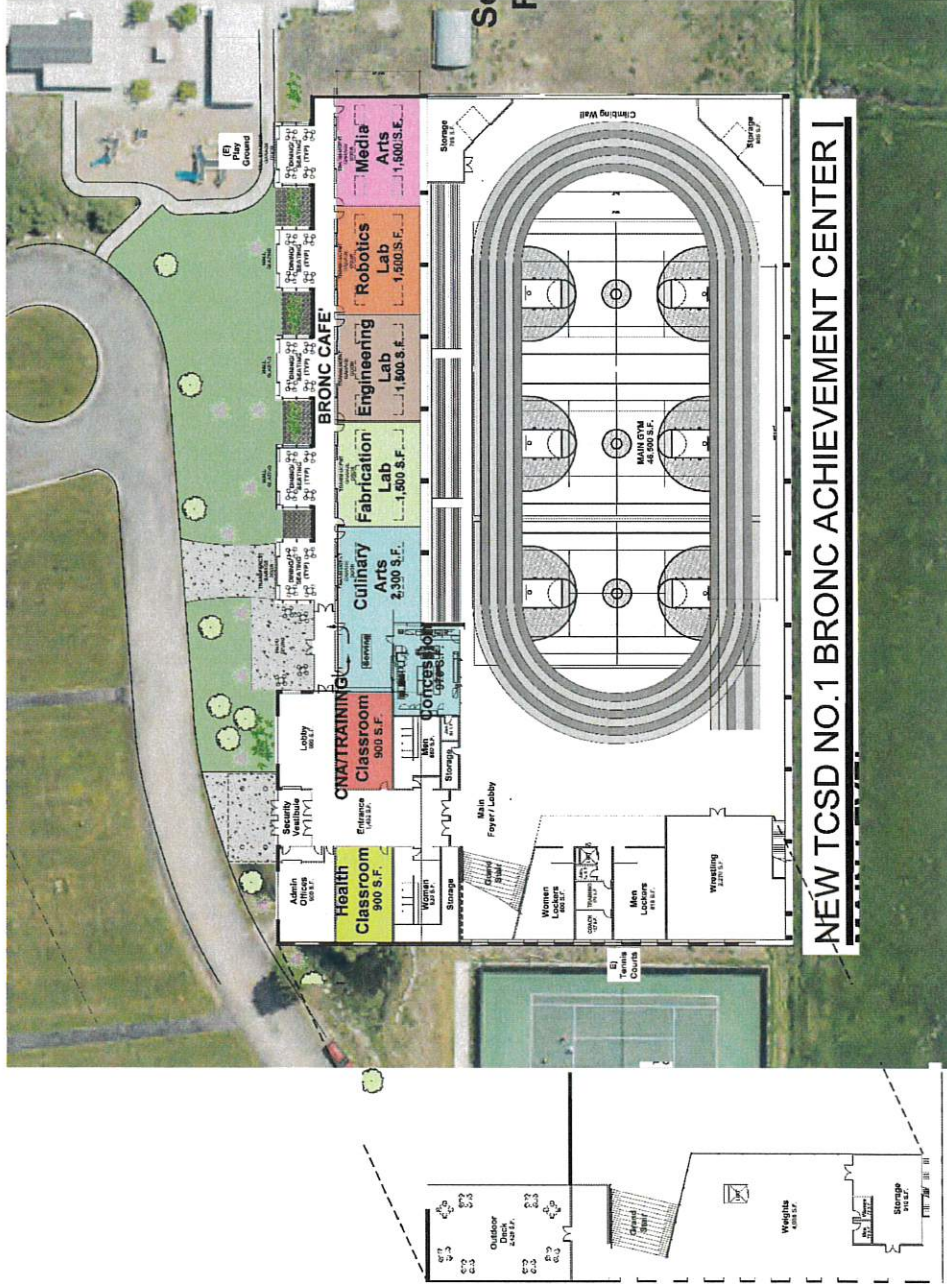
- Two Academic Health Classrooms
- Outdoor Elevated Patio
- Natural Daylighting
- Secured Entry Vestibule
- Lobby and Exterior patios for dining

Additional Vocational Lab Space

- Added vocational classrooms allow for future classroom increases in the main high school building
- Added vocational labs
- Added breakout spaces and Bronc Café dining areas
- Enlarged Culinary Arts and added serving for Bronc Cafe

A

JHHS Bronc Achievement Center – Floor Plan



A

JHHS Bronc Achievement Center – Rendering



NEW TCSD NO.1 BRONC ACHIEVEMENT CENTER | NORTH

A

TCSD #1 Bronc Achievement Center – Interior Rendering



A

JHHS Academic Upgrades & Security Vestibule

High School security vestibule

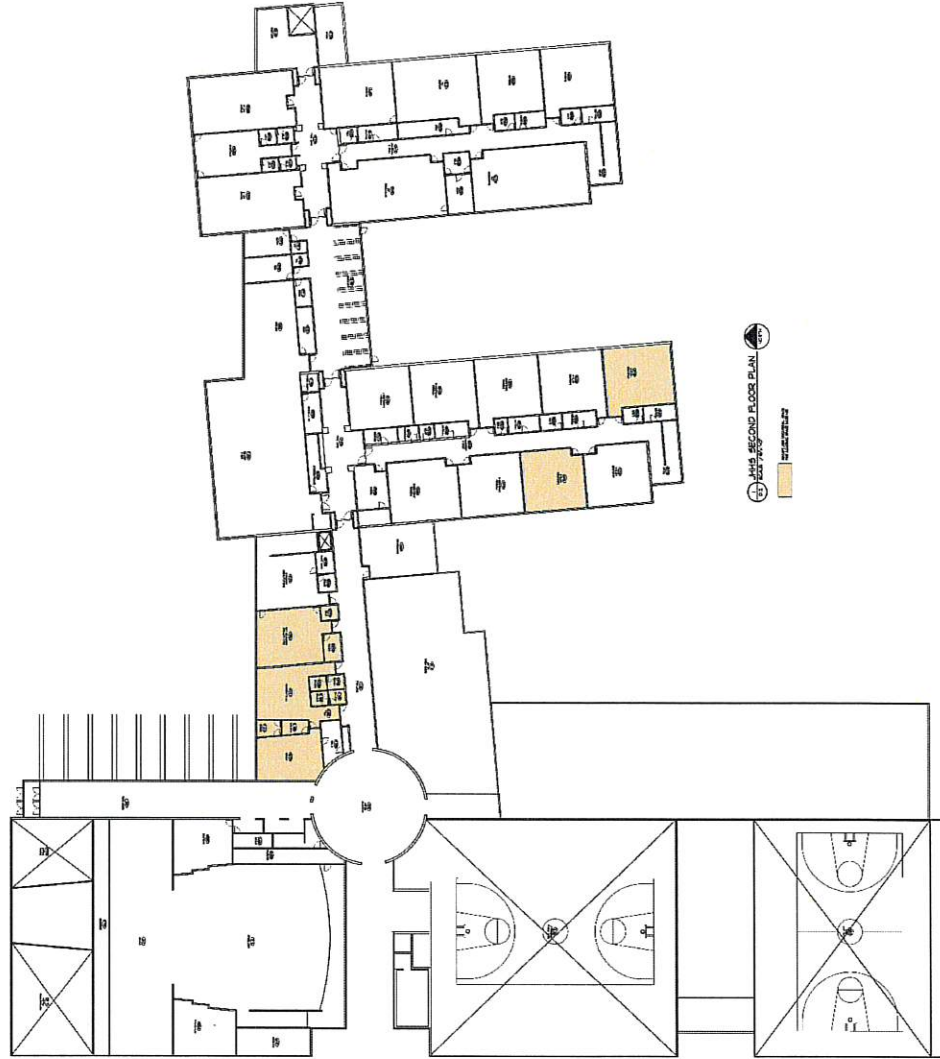
- New access control located adjacent to the administrative offices.

High School academic space renovations

- 11 rooms converted to academic space.
- Total square footage = 10,575



JHHS Academic Upgrades



A

JHHS Security Upgrades

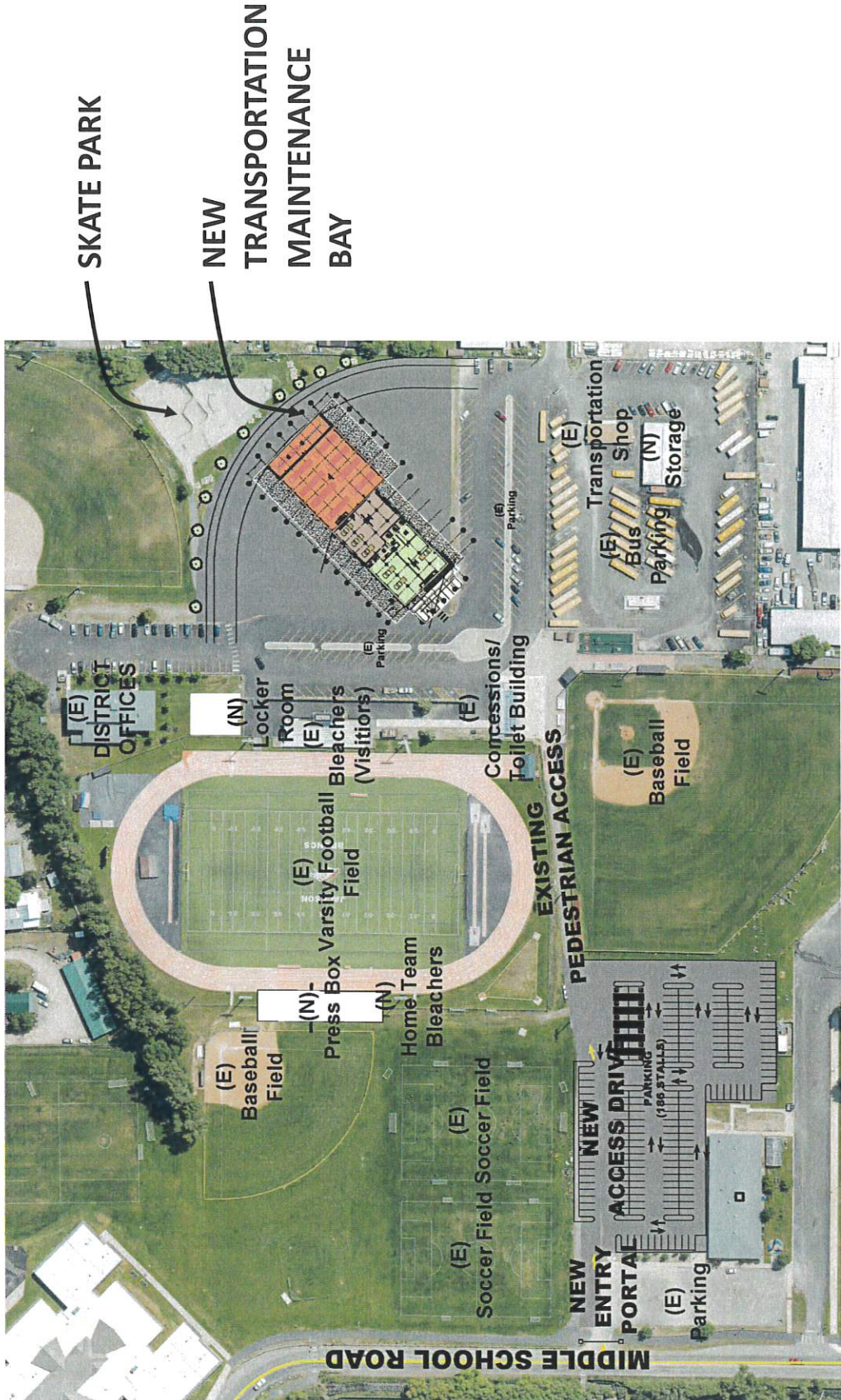


B

JHHS Site Improvements

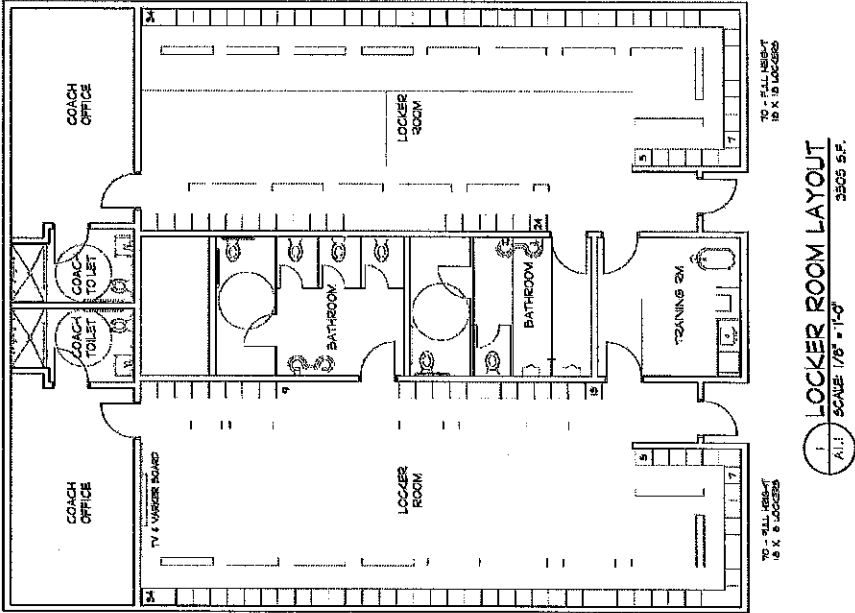
- New Stadium Bleachers and Press Box – Home side
- New Stadium Portal & Access Road
 - Improved identification for entry to the center of the campus
 - Provides access to the fields from Middle School Road
- Additional Parking Facilities
 - Easy access to the existing stadium and soccer fields
 - New locker room

JHHS Site Improvements



JHHS Site Improvements

Locker Room Building



B

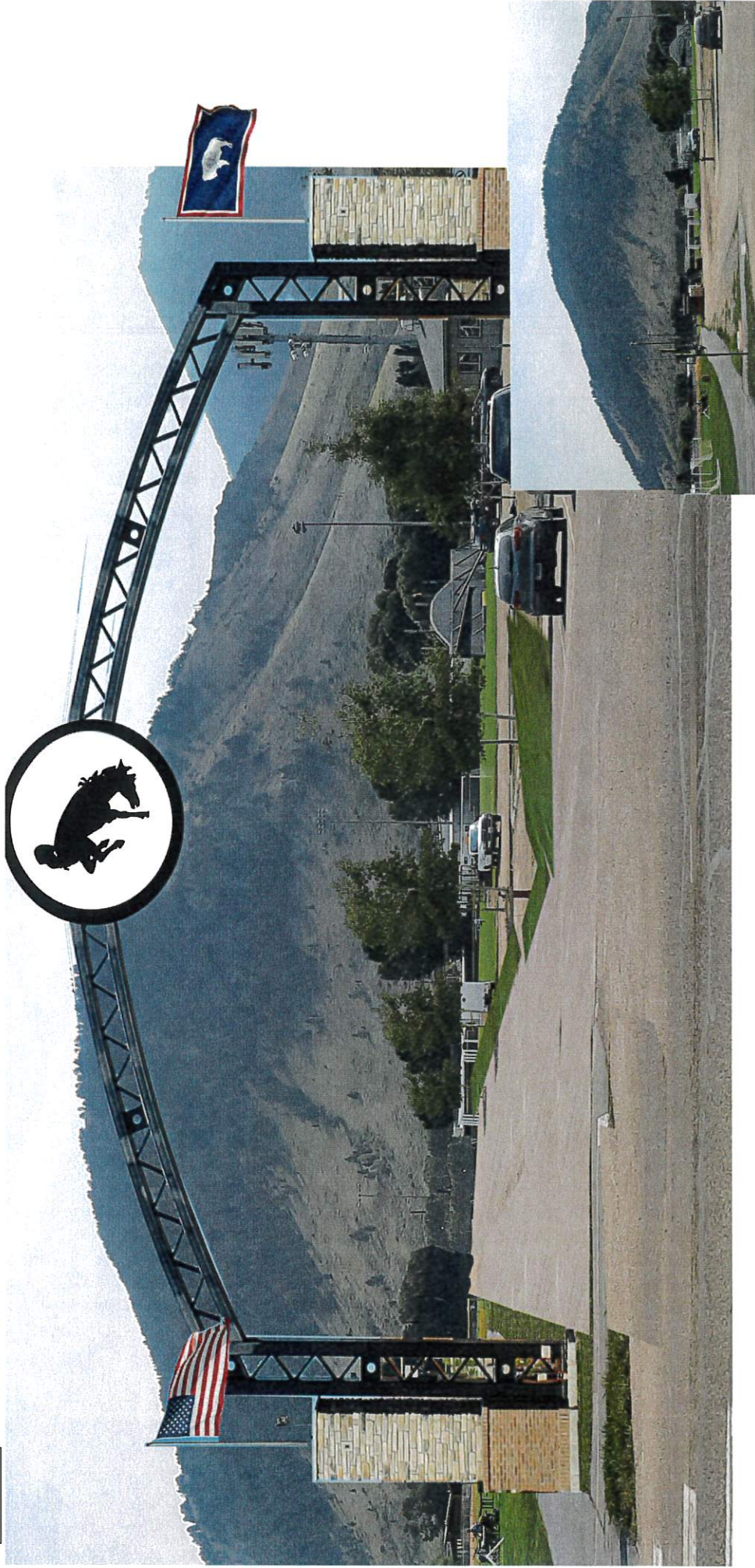
JHHS Stadium Bleachers and Press Box

Representative Photo



B

JHHS Site Entry Portal



TCSD #1 Transportation & Maintenance

Building

- Eight bus maintenance facility.
- Bus wash bay
- Transportation and Maintenance offices
- Transportation and Maintenance shops
 - Welding
 - Wood Shop
 - Equipment Repair
- Enclosed and heated vehicle storage & repair
- Shared conference and Break rooms
- **Offices provided for District Operations staff**

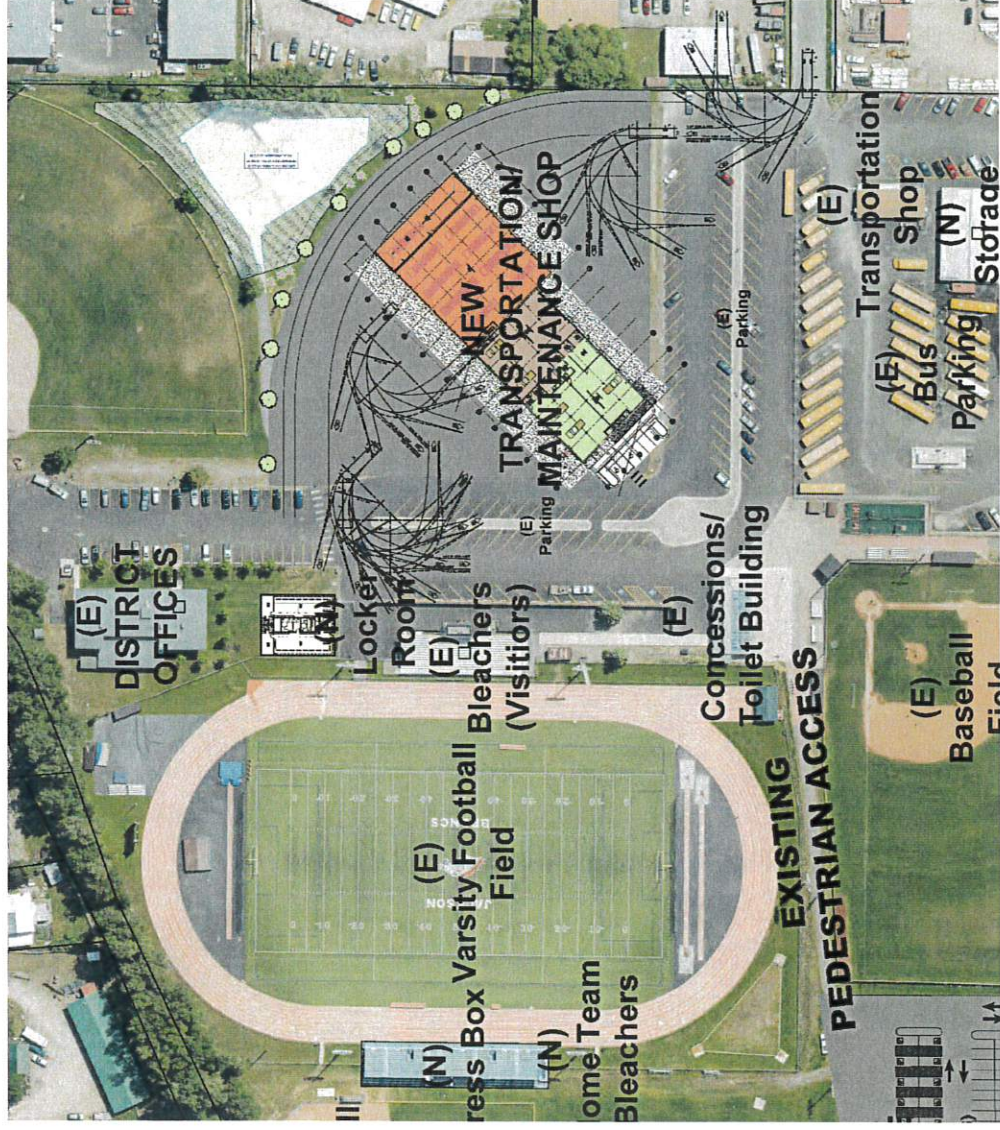
C

TCSD #1 Existing District Offices



C

TCSD #1 Transportation/Maintenance Facility



C

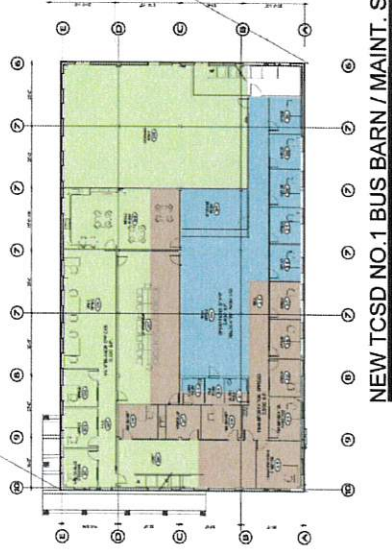
TCSD #1 Transportation/Maintenance/District

Offices Facility

MAINTENANCE TRANSPORTATION BUS BARN / WASH BAY



MAIN LEVEL 10,800 SF
UPPER LEVEL 10,800 SF
BUS BARN/WASH 12,500 SF



TCS D #1 Transportation/Maintenance Facility



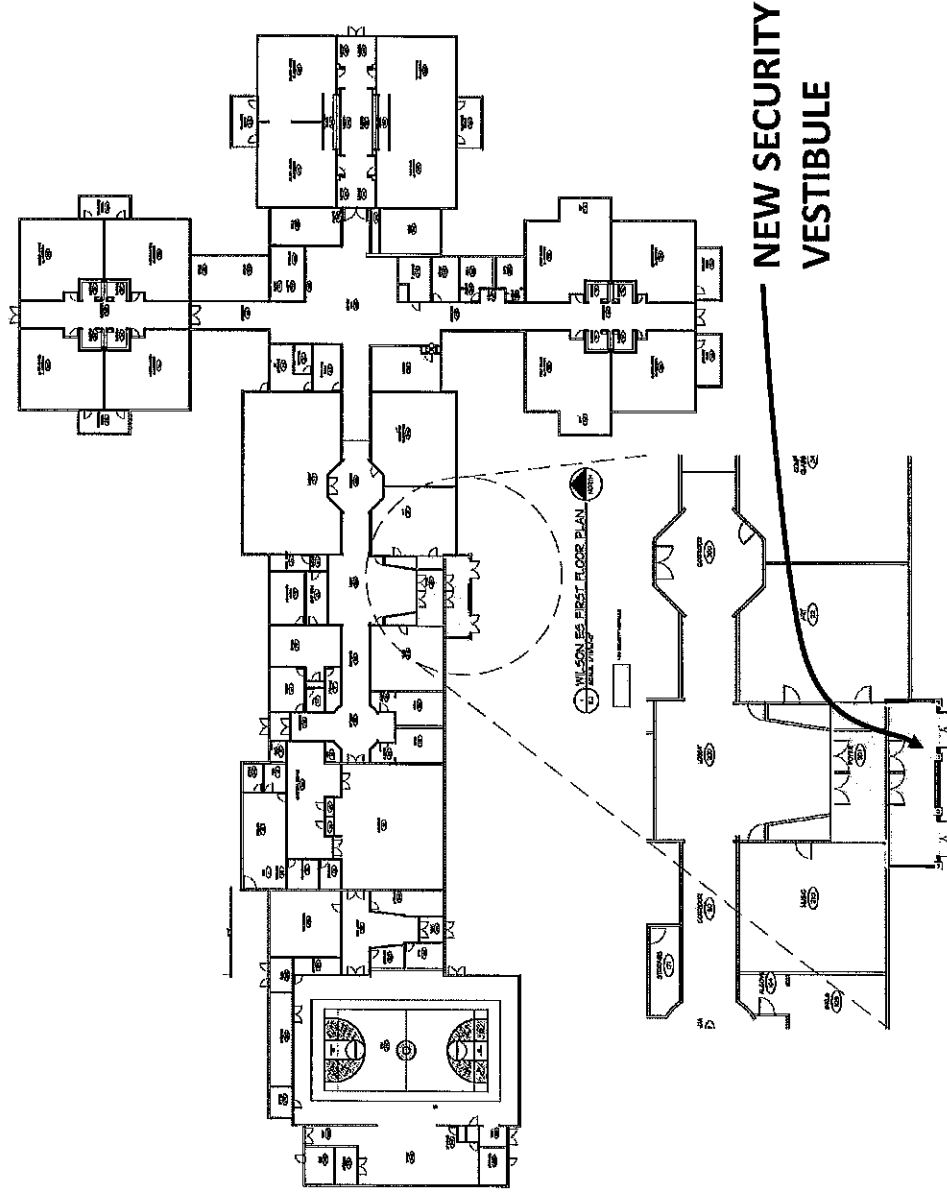
D

Wilson Elementary School Security Vestibule

Addition

- **New security vestibule addition**
- **Improves access / observation**
- **Allows for entry monitoring**

Wilson School Security Vestibule



D

Wilson School Security Vestibule



JHMS Career Tech Education Vocational

Renovations

- Middle School academic space renovations.
- 4 rooms can be recovered academic space.
- Total square footage = 4,638
- Relocated vocational CTE space to the adjacent renovated maintenance building:
 - Shop, Computer Lab, Art = 10,800 of specialized educational space
- Capacity increase for growing student population

E

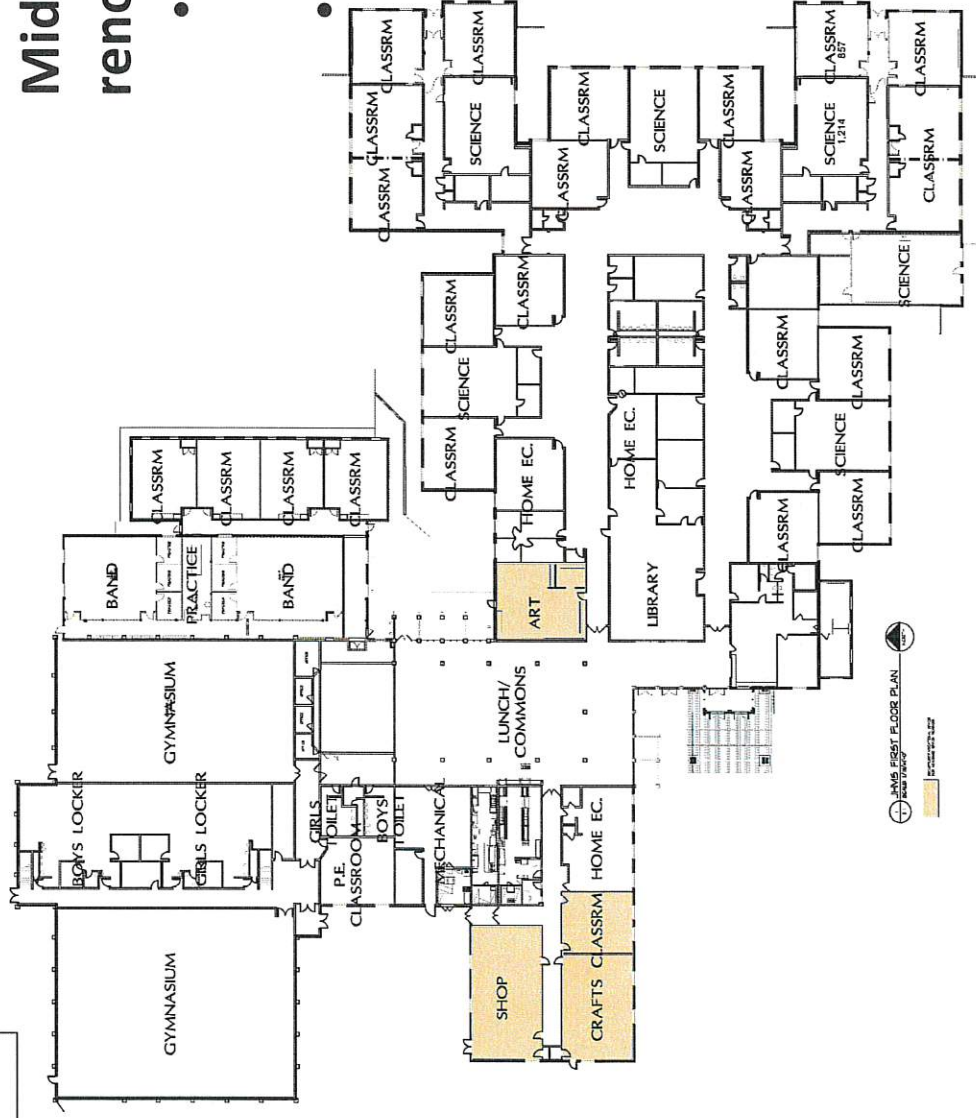
JHMS School CTE Vocational Renovations



E

JHMS Academic Renovations

- Middle School academic space renovations.
- 4 rooms converted to academic space.
 - Total square footage = 4,638



Teton County School District No. 1

Jackson Hole Schools Masterplan



PROJECTS COSTS ESTIMATE RECAP:

- A. BRONC ACHIEVEMENT CENTER (FIELD HOUSE)**
- BRONC CENTER PROJECT COST ESTIMATE: \$34.4M
 - HIGH SCHOOL RENOVATIONS PROJECT COST ESTIMATE: \$1.865M
 - HIGH SCHOOL SECURITY VESTIBULE PROJECT COST ESTIMATE: \$530K
- B. SITE IMPROVEMENTS**
- STADIUM PORTAL PROJECT COST ESTIMATE: \$1M
 - PARKING LOT & ACCESS ROAD PROJECT COST ESTIMATE: \$1M
 - NEW HOME BLEACHERS & PRESS BOX PROJECT COST ESTIMATE: \$1.3M
 - NEW LOCKER ROOM PROJECT COST ESTIMATE: \$2.6M

- C. BUS BARN / MAINTENANCE BUILDING**
- PROJECT COST ESTIMATE: \$16 MILLION

- D. WILSON ES SECURITY VESTIBULE**
- ADDITION PROJECT COST ESTIMATE: \$568K

- E. CTE VOCATIONAL REMODEL**
- MIDDLE SCHOOL RENOVATIONS PROJECT COST ESTIMATE: \$924K
 - CTE INTERIOR RENOVATION PROJECT COST ESTIMATE: \$3.2M

TOTAL PROJECT COST: \$59,440,000

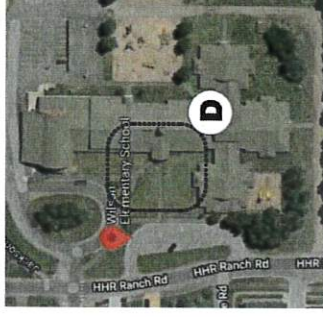
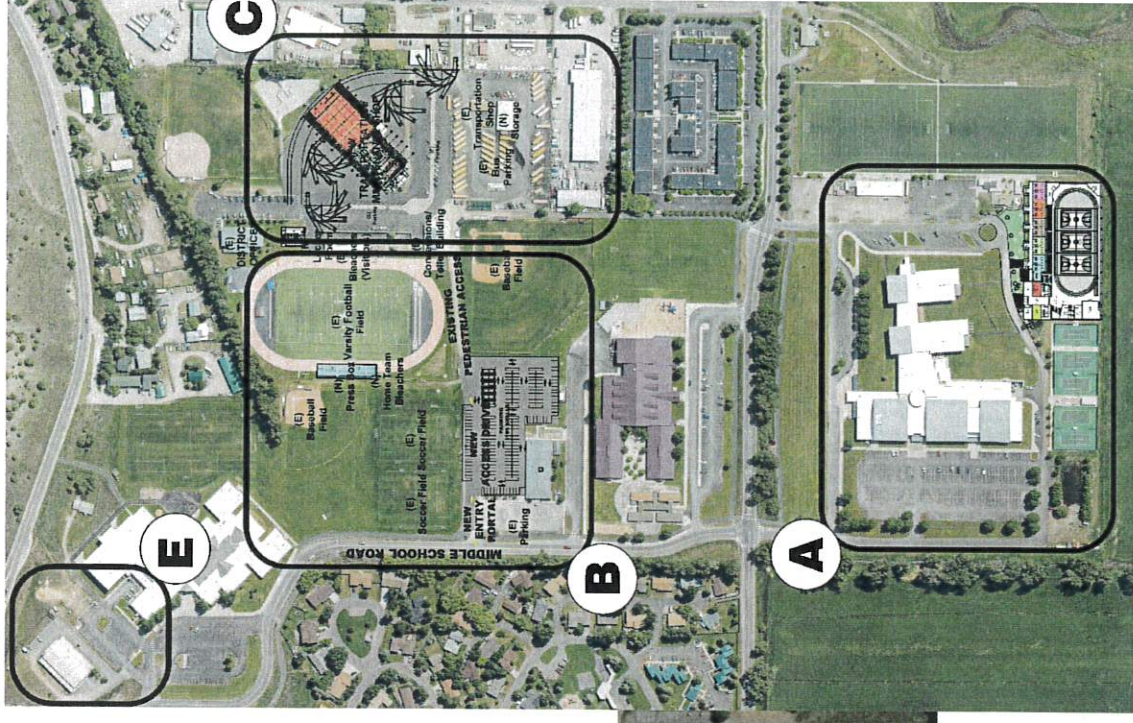


Exhibit G
Housing
The proforma conducted for this project estimated about \$5,000 per unit inclusive of utilities for a total of \$130,000 for the building and grounds. This figure was obtained from local property management companies.
BAC
\$100,000 for utilities
\$200,000 for maintenance staffing (2 people with benefits, etc.)
\$100,000 for routine maintenance
\$50,000 for major maintenance (stockpiles in an account till you need it for major repairs later)
\$300,000 for custodial staffing (4 people with benefits, etc)
\$15,000 annual in cleaning supplies etc
\$30,000 one time expense for custodial equipment





THE STATE OF WYOMING)
) SS
COUNTY OF TETON)

AFFIDAVIT OF DR. GILLIAN CHAPMAN

GILLIAN CHAPMAN, being of lawful age and being first duly sworn upon oath, deposes and says:

1. I am over twenty-one (21) years of age, and I am a resident of Teton County, Wyoming. I have personal knowledge of the matter stated herein. The below facts are true and accurate to the best of my knowledge.

2. I am the Superintendent of Teton County School District No. 1 in Teton County, Wyoming (the “District”).

3. On behalf of the District, on April 18, 2022, I submitted a Specific Purpose Tax Public Project Application (the “Application”) to construct District employee housing and the Bronc Achievement Center, which is a field house and other facilities for school and community uses (collectively the “Project”).

4. Section 37 of the Application requires the applicant to provide, as an addendum, an affidavit in agreement to participate in the public Planning & Review process for development and construction of the Project. This Affidavit will provide the public planning and review process that the District has participated in, to date, regarding construction of the proposed employee housing and field house.

5. Since June 9, 2021, the District consistently has held monthly discussions about its long-range facilities needs at its Board of Trustee’s regular public meetings. *See* the attached **Exhibit 1**, which contains the meeting agenda materials.

6. At its regular public meeting on July 7, 2021, the District’s Board of Trustees voted to contract with Navigate, LLC for consulting services on employee housing. *See* the attached **Exhibit 2**, which contains the meeting agenda and materials.

7. At its regular public meeting on August 11, 2021, a draft schedule was presented to the Board of Trustees for a Facilities Strategic Plan. *See* the attached **Exhibit 3**, which contains the meeting agenda and materials.

8. At its regular public meeting on September 8, 2021, Plan One Architects presented a Facilities Strategic Plan and Navigate, LLC presented a Housing Strategic Plan update to the Board of Trustees. *See* the attached **Exhibit 4**, which contains the meeting agenda and materials.

9. At its regular public meeting on October 13, 2021, the Board of Trustees discussed a priority list for its Facilities Strategic Plan, and Navigate, LLC presented a Housing Consulting Report. *See* the attached **Exhibit 5**, which contains the meeting agenda and materials.

10. On October 27, 2021, a public Revenue Resources Workshop was held regarding the District's Facilities Strategic Plan. *See* the attached **Exhibit 6**, which contains the workshop agenda and materials.

11. At its regular public meeting on November 10, 2021, the Board of Trustees accepted public comment on the District's Long Term Facilities Strategic Plan. *See* the attached **Exhibit 7**, which contains the meeting agenda and materials.

12. At its November 10, 2021 regular public meeting, Navigate, LLC presented a Housing Strategic Plan update to the Board of Trustees. *See* the attached **Exhibit 8**, which contains the meeting agenda and materials.

13. At its December 8, 2021 regular public meeting, Navigate, LLC presented a Housing Strategic Plan update to the Board of Trustees. *See* the attached **Exhibit 9**, which contains the meeting agenda and materials.

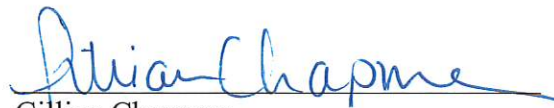
14. On January 18, 2022, the District presented to the Town of Jackson and the Teton County Board of Commissioners the District's Long Range Facilities Strategic Plan and Housing Strategic Plan. *See* the attached **Exhibit 10**, which contains the meeting agenda and materials.

15. The School Board held a special public meeting on February 22, 2022, to discuss and vote on the submittal of a Specific Purpose Tax Public Project Application. *See* the attached **Exhibit 11**, which contains the meeting agenda and materials.

16. At its March 9, 2022 regular public meeting, the Housing Strategic Plan was completed by Navigate, LLC and presented to the Board of Trustees. *See* the attached **Exhibit 12**, which contains the meeting agenda and materials.

17. I hereby attest that the District will continue to participate in the public planning and review process for the development and construction of the District's proposed employee housing and field house projects.

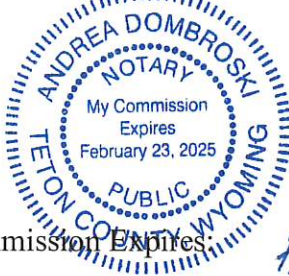
DATED this 18th day of April, 2022.


Gillian Chapman

STATE OF WYOMING)
)
COUNTY OF TETON)

Subscribed and sworn to before me by Gillian Chapman this 18th day of April, 2022.

Witness my hand and official seal.



Andrea Sombroski
Notary Public

My Commission Expires:

February 23, 2025



Agenda Item Details

Meeting	Jun 09, 2021 - TCSD #1 Board of Education Regular Meeting - 6:00 PM
Category	D. Reports and Items for Discussion
Subject	2. Other Reports
Type	Report

OTHER REPORTS

Consideration of Long Range Facility Needs

- Jackson Hole Middle School Sixth Grade Pod
- Career Tech Center
- Employee Housing
- Field House
- Stadium Press Box and Stands Replacement
- Bus Barn Rebuild

Field House Concept Presentation.pdf (20,043 KB)

Capacity Study Remedy Presentation 3 13 19 - Rev.pdf (6,822 KB)

TCSD1 MCER Executive Summary - Rev.pdf (3,709 KB)

Exhibit A to TCSD Resolution Requesting TV Exaction Parcel (2).pdf (145 KB)

RESOLUTION for Transfer of 3.0 Acre School Site to TCSD (v.3).pdf (70 KB)

JIM Staff Report 20180516.pdf (195 KB)

May 8 workshop.pdf (2,275 KB)

Long Range Facility Needs.pdf (2,219 KB)



Agenda Item Details

Meeting	Jul 07, 2021 - TCSD #1 Board of Education Regular Meeting - 6:00 PM
Category	F. Action Items
Subject	4. Approval of Consulting Fees for Housing Scope of Work with Navigate, LLC
Type	Action
Recommended Action	I move to approve the consulting fees for Housing Scope of Work with Navigate, LLC, not to exceed \$36,000.00, as presented.

CONSENT AGENDA CONSULTING FEES FOR NAVIGATE LLC

Executive Summary: This proposed scope of work is for Navigate, LLC to provide technical assistance to help Teton County School District #1 create a 5-10 housing strategy to provide places to live for District employees. Primary responsibilities are to provide guidance to District leadership to enable them to thoughtfully craft a housing strategy plan that meets objectives of the organization and offer technical analysis at key stages of the housing strategy process to inform decision making.

A proposed six-month process to create a housing strategy plan is summarized below. The key steps contain Navigate's scope of work and deliverables, with deadlines designed to coincide with monthly board meetings, streamlining progression.

[WEBSITE](http://navigatejh.com) navigatejh.com

Suggested Action: I move to approve the consulting fees for Housing Scope of Work with Navigate, LLC, not to exceed \$36,000.00, as presented.

TCSD#1-Navigate Draft SOW 7.1.21.pdf (119 KB)

Navigate360_Agreement_for_Signature_-_Teton_Co_School_District_1_-_Q-16953_(3yr_Pre-Pay) (1).pdf (603 KB)

Motion & Voting

I move to approve the consulting fees for Housing Scope of Work with Navigate, LLC, not to exceed \$36,000.00, as presented.

Motion by Janine M Bay-Teske, second by Bill Scarlett.

Final Resolution: Motion Carries

Yea: Bill Scarlett, Alan Brumsted, Kate L Mead, Betsy Carlin, Janine M Bay-Teske, Keith Gingery, Jennifer Zung



Agenda Item Details

Meeting	Aug 11, 2021 - TCSD #1 Board of Education Regular Meeting - 6:00 PM
Category	D. Reports and Items for Discussion
Subject	2. Other Reports
Type	Report

OTHER REPORTS

- [Facilities Strategic Plan](#)
 - [Draft Facilities Strategic Plan Schedule](#) - **Link Added 8/11/2021**
- [Smart Start Plan](#) - **Link Updated 8/11/2021**



Agenda Item Details

Meeting	Sep 08, 2021 - TCSD #1 Board of Education Regular Meeting - 6:00 PM
Category	D. Reports and Items for Discussion
Subject	3. Other Reports
Type	Action, Report
Goals	Goal 4 - Positively Informed & Engaged Community Goal 3 - Effective and Efficient Operations Goal 2 - Safe, Healthy and Caring Environment Goal 1 - Success for All

OTHER REPORTS

- WY-TOPP Review with Karen Wattenmaker
- Facilities Strategic Plan - Update with Dan Odasz, Plan One Architects
- Housing Consultant Report - Update with Christine Walker, Navigate, LLC
- Insurance Presentation - Update with Steve Manley, Hub Insurance
 - Discussion regarding reducing liability coverage and increase cyber ransom liability
- Review Smart Start Plan
 - Proposed Board Edits - Smart Start Plan

1935 TCSD #1 - Review Set - PLAN ONE DRAFT.pdf (64,474 KB)

Housing TCSD Interview Responses (takeaway).pdf (147 KB)

Housing TCSD Goal & Objectives (Draft) 8.30.21.pdf (41 KB)

TCSD Housing - Goal & Objective Presentation 09082021.pdf (419 KB)

Master Plan Presentation 9.8.21.pdf (24,489 KB)

Motion & Voting

I move to approve the Draft Goal and Draft Objectives proposed by Christine Walker, Navigate, LLC, regarding housing as presented.

Motion by Kate L Mead, second by Bill Scarlett.

Final Resolution: Motion Carries

Yea: Bill Scarlett, Alan Brumsted, Kate L Mead, Janine M Bay-Teske, Keith Gingery, Jennifer Zung

I move to approve the updated TCSD #1 Smart Start Plan and In-person Learning Plan as presented.

Motion by Kate L Mead, second by Alan Brumsted.

Final Resolution: Motion Carries

Yea: Bill Scarlett, Alan Brumsted, Kate L Mead, Janine M Bay-Teske, Keith Gingery, Jennifer Zung



Agenda Item Details

Meeting Oct 13, 2021 - TCSD #1 Board of Education Regular Meeting - 6:00 PM

Category D. Reports and Items for Discussion

Subject 3. Other Reports

Type Action, Report

OTHER REPORTS

1. Facilities Strategic Plan Priority List - Update with Dan Odasz, Plan One Architects -
UPDATED Cost Estimates 10/13/2021
2. Housing Consultant Report - Update with Christine Walker, Navigate, LLC
3. Update on Jackson Hole Middle School Project - Joe Boulton from Forsgren
4. Review of Smart Start Plan
 - Quarantines
5. C-V BOCES Report Out - Chairman, Keith Gingery

TCSD Housing Needs and Demands 10.8.21 .pdf (421 KB)

Jackson Hole Schools Masterplan - Cost Estimates.pdf (594 KB)

Master Plan Presentation 10.13.21 Final.pptx (33,032 KB)

TCSD Smart Start & In-person Learning Plan 10.13.2021.pdf (621 KB)

JHFMS Update 10.21.pptx.pdf (13,750 KB)

Motion & Voting

I move to approve the change as to quarantine on the Smart Start Plan as presented.

Motion by Janine M Bay-Teske, second by Alan Brumsted.

Final Resolution: Motion Carries

Yea: Bill Scarlett, Alan Brumsted, Betsy Carlin, Janine M Bay-Teske, Keith Gingery, Jennifer Zung



Agenda Item Details

Meeting Oct 27, 2021 - TCSD #1 Board of Education School Tour & Workshop - 5:30 PM

Category B. Workshop Topics

Subject 1. Facilities Strategic Plan: Revenue Sources Workshop

Type Information, Discussion

WORKSHOP TOPICS

Facilities Strategic Plan: Revenue Sources

[Revenue Sources.pdf \(1,117 KB\)](#)

[Master Plan Presentation 10.13.21 Final.pptx \(33,032 KB\)](#)



Agenda Item Details

Meeting	Nov 10, 2021 - TCSD #1 Board of Education Listening Session & Regular Meeting - 5:00 PM
Category	A. Listening Session
Subject	1. Long Term Facilities Strategic Plan @ 5:00pm
Type	Information, Procedural, Planning
Goals	Goal 4 - Positively Informed & Engaged Community

LISTENING SESSION LONG RANGE FACILITIES STRATEGIC PLAN

Facilities Strategic Plan

Community Input -

To provide public comment on this agenda item, please step to the podium or use the Raise Hand function. We will ask all community members in person to step up first, and then we will address the raised hands.

[Projects Costs Estimate Recap 10132021.pdf \(756 KB\)](#)

[Master Plan Presentation 10.13.21 Final.pptx \(33,032 KB\)](#)

[Revenue Sources.pdf \(1,117 KB\)](#)



Agenda Item Details

Meeting	Nov 10, 2021 - TCSD #1 Board of Education Listening Session & Regular Meeting - 5:00 PM
Category	A. Listening Session
Subject	1. Long Term Facilities Strategic Plan @ 5:00pm
Type	Information, Procedural, Planning
Goals	Goal 4 - Positively Informed & Engaged Community

LISTENING SESSION
LONG RANGE FACILITIES STRATEGIC PLAN

Facilities Strategic Plan

Community Input -

To provide public comment on this agenda item, please step to the podium or use the Raise Hand function. We will ask all community members in person to step up first, and then we will address the raised hands.

Projects Costs Estimate Recap 10132021.pdf (756 KB)

Master Plan Presentation 10.13.21 Final.pptx (33,032 KB)

Revenue Sources.pdf (1,117 KB)

**Agenda Item Details**

Meeting	Dec 08, 2021 - TCSD #1 Board of Education Regular Meeting - 6:00 PM
Category	F. Reports and Items for Discussion
Subject	3. Other Reports
Type	Report

OTHER REPORTS

- Smart Start Plan

Community Input on Smart Start Plan - To provide public comment on this agenda item, please step to the podium or use the Raise Hand function. We will ask all community members in person to step up first, and then we will address the raised hands.

- Jackson Hole Middle School Project Update - Joe Boulton, Forsgren
- Housing Strategic Plan - Update with Christine Walker, Navigate, LLC
- Prioritizing TCSD #1 Projects for funding submission from TCSD #1 Recreation District
 1. FY22 TCSD #1 Application from TCSD #1 Recreation District
 2. Fall 2021 Playground Improvement Report

TCSD Smart Start & In-person Learning Plan 11.10.2021 (4).pdf (621 KB)

JHMS Report 12.21.pdf (774 KB)

FY22 TCSD #1 Application to the TCSD #1 Recreation District.pdf (1,279 KB)

Great Western - Multiple Schools.pdf (6,682 KB)

2021 Playground Cost.pdf (150 KB)

TCSD - Bulk & Scale Modeling - small.pdf (24,479 KB)



Agenda Item Details

Meeting	Jan 18, 2022 - TCSD #1 Board of Education Special Joint Information Meeting - 4:00 PM
Category	B. Reports and Items for Discussion
Subject	1. TCSD #1 Long Range Facilities Strategic Plan & Housing Strategic Plan
Type	Report

REPORTS TCSD #1 LONG RANGE FACILITIES STRATEGIC PLAN & HOUSING STRATEGIC PLAN

January 18, 2022 Presentation

- District Overview
- Housing Strategic Plan
- Facilities Strategic Plan
- Discussion of Safe Routes to Schools
- Discussion of Alta Park
- Revenue Sources

2021 Dec Update to JIM long range strategic plans .pdf (98 KB)

Master Plan - 1.12.2022.pptx.pdf (3,720 KB)

TCSD - Bulk & Scale Modeling - small.pdf (24,479 KB)

JIM Meeting 01 18 2022.pdf (7,344 KB)



Agenda Item Details

Meeting	Feb 22, 2022 - TCSD #1 Board of Education Special Meeting - 6:00 PM
Category	B. Action Items
Subject	1. Consideration of 2022 Special Purpose Excise Tax Ballot Propositions
Type	Action
Recommended Action	I move to approve the following projects and ballot language being placed on the 2022 Special Purpose Excise Tax (SPET) Ballot for the Teton County Board of County Commissioners and Town of Jackson Councilmembers consideration as presented.

ACTION AGENDA 2022 SPECIAL EXCISE TAX BALLOT PROPOSITIONS

Executive Summary: The Board of Trustees are asked to consider the proposed 2022 Special Purpose Excise Tax Ballot propositions.

\$36,265,000.00 for the Bronc Achievement Center - Jackson Hole High School

\$36,265,000.00 for designing, planning, engineering, construction, and equipping the Bronc Achievement Center located at the Jackson Hole High School. The new building includes the construction of new classrooms for Culinary Arts, Fabrication Lab, Engineering Lab, Robotics Lab, Media Arts, CNA Training, and other classrooms. By moving these space intensive classrooms out of the main high school, space will be freed up to allow for expansion within the substantially crowded main high school. Funds shall also be used to renovate and expand classrooms within the main high school. The new Bronc Achievement Center will also include a gymnasium, running track, a wrestling room, and other athletic and educational spaces. Any unexpended funds, including any unused contingency funds, shall be placed into a designated account, the principal and interest of which shall be used for operations and maintenance of the Bronc Achievement Center. And to the extent necessary and allowed by law, the pledge to or payment of debt service and/or lease payments thereon.

This project is sponsored by the Teton County School District #1.

\$15,000,000.00 for the 24 Unit Housing Project next to Jackson Hole Middle School.

\$15,000,000.00 for the purpose of funding planning, design, engineering, and construction of housing/rental units preferably located next to the Jackson Hole Middle School in the Town of Jackson but may be used for other housing/rental projects. Any unexpended funds, including any unused contingency funds, shall be placed into a designated account, the principal and interest of which shall be used for operations and maintenance of the Housing Project. And to the extent

necessary and allowed by law, the pledge to or payment of debt service and/or lease payments thereon.

This project is sponsored by the Teton County School District #1.

1. Staff Report and Questions for Staff
2. Community Input -

To provide public comment on this agenda item, please step to the podium or use the Raise Hand function. We will ask all community members in person to step up first, and then we will address the raised hands.

3. Board Discussion
4. Vote

Suggested Action: I move to approve the following projects and ballot language being placed on the 2022 Special Purpose Excise Tax (SPET) Ballot for the Teton County Board of County Commissioners and Town of Jackson Councilmembers consideration as presented.

TCSD SPET Request.pdf (876 KB)

Motion & Voting

I move to approve the following projects and ballot language being placed on the 2022 Special Purpose Excise Tax (SPET) Ballot as amended for the Teton County Board of County Commissioners and Town of Jackson Councilmembers consideration as amended.

Motion by Bill Scarlett, second by Betsy Carlin.

Final Resolution: Motion Carries

Yea: Bill Scarlett, Alan Brumsted, Kate L Mead, Betsy Carlin, Janine M Bay-Teske, Keith Gingery, Jennifer Zung



Agenda Item Details

Meeting	Mar 09, 2022 - TCSD #1 Board of Education Regular Meeting - 6:00 PM
Category	D. Reports and Items for Discussion
Subject	3. Other Reports
Type	Report

OTHER REPORTS

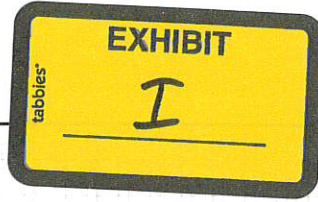
- Jackson Hole Middle Project Update - Joe Boulton, Forsgren
- Housing Strategic Plan - Update with Christine Walker, Navigate, LLC
 - Discussion of the Cottages at Willow II

JHMS Report 03.22.pdf (902 KB)

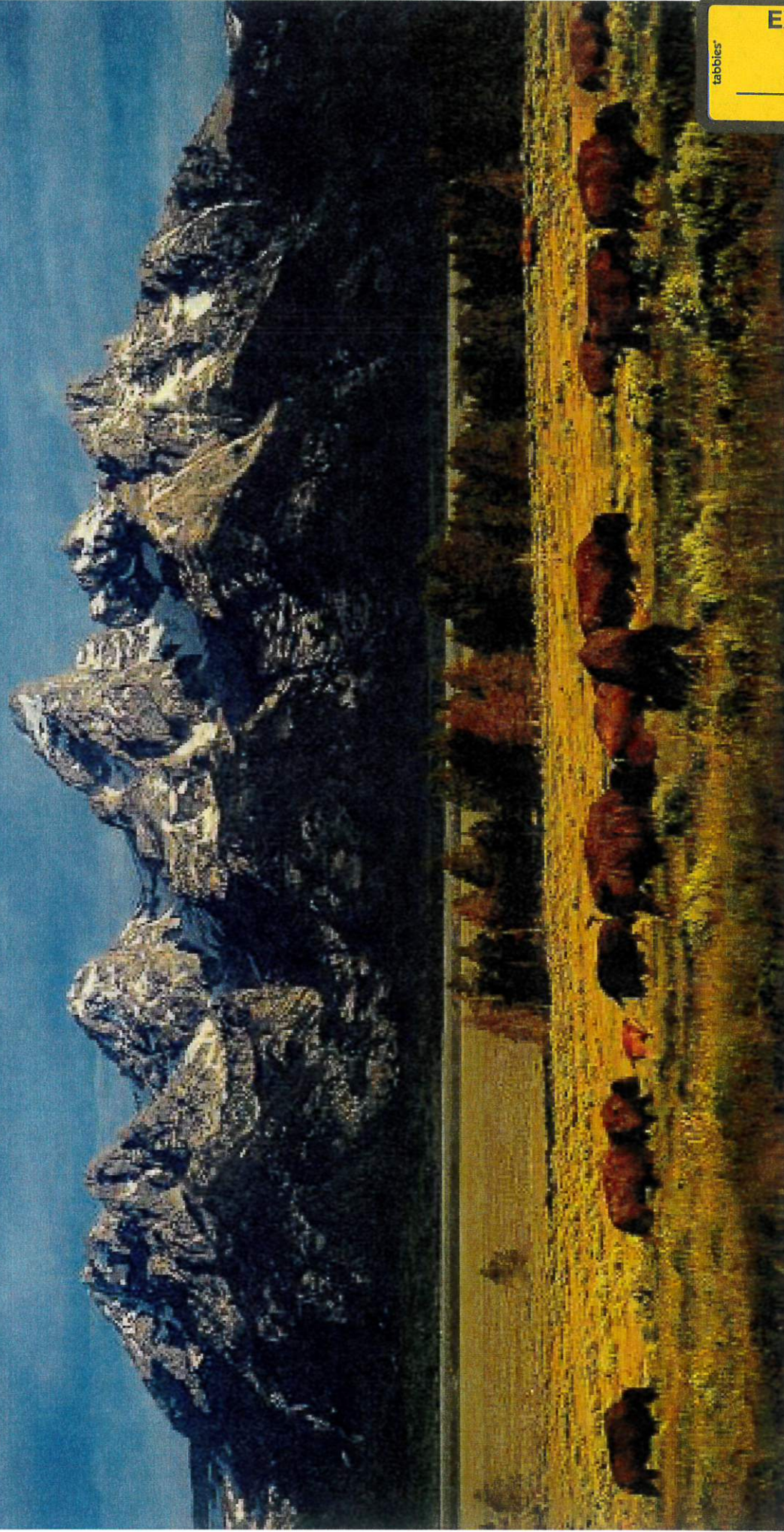
TCSD - Navigate March 2022 Presentation.pdf (5,313 KB)

TCSD STRATEGIC PLAN

PROJECT NAME		DURATION	SUMMER FALL WINTER SPRING	SUMMER FALL WINTER SPRING	SUMMER FALL WINTER SPRING	SUMMER FALL WINTER SPRING	SUMMER FALL WINTER SPRING	2026 TO 2030	2031 TO 2035	2040 TO 2040	AFTER 2040
EMPLOYEE HOUSING		21 MONTHS									
ESTABLISH DISTRICT GOALS		6 MONTHS									
TCSD PROPERTY EVALUATION & ESTIMATING		3 MONTHS									
DESIGN		3 MONTHS									
CONSTRUCTION		9 MONTHS									
MCINTOSH STADIUM BLEACHER & PRESS BOX REPLACEMENT		12 MONTHS									
MASTER PLANNING & COST ESTIMATE		3 MONTHS									
DESIGN		3 MONTHS									
CONSTRUCTION		6 MONTHS									
BUS BARN & MAINTENANCE FACILITY		21 MONTHS									
MASTER PLANNING & SCHEMATIC DESIGN		3 MONTHS									
DESIGN		6 MONTHS									
CONSTRUCTION		12 MONTHS									
BRONC INNOVATION CENTER		21 MONTHS									
MASTER PLANNING & COST ESTIMATE		3 MONTHS									
DESIGN		6 MONTHS									
CONSTRUCTION		12 MONTHS									
SAFETY											
JHHS SECURE VESTIBULE		12 MONTHS									
PLANNING & DESIGN		6 MONTHS									
CONSTRUCTION		6 MONTHS									
WES SECURE VESTIBULE		12 MONTHS									
PLANNING & DESIGN		6 MONTHS									
CONSTRUCTION		6 MONTHS									
COMMUNICATIONS		12 MONTHS									
PLANNING & DESIGN		6 MONTHS									
CONSTRUCTION		6 MONTHS									
MIDDLE SCHOOL (FCI SCORE 0.124)											
6TH GRADE POD		12 MONTHS									
7TH GRADE POD		12 MONTH									
8TH GRADE POD		12 MONTHS									
MORAN ELEMENTARY SCHOOL (BUILT 1980 / 61 YEARS OLD)		24 MONTHS									
ALTA ELEMENTARY SCHOOL (BUILT 1980 / 41 YEARS OLD)		24 MONTHS									
KELLY ELEMENTARY SCHOOL (BUILT 1972 / 41 YEARS OLD)		24 MONTHS									
WILSON ELEMENTARY SCHOOL (FCI 0.178)		24 MONTHS									
SUMMIT INNOVATION SCHOOL (FCI SCORE 0.084)		24 MONTHS									
JACKSON HOLE HIGH SCHOOL (FOJ SCORE 0.079)		24 MONTHS									
DAVEY JACKSON ELEMENTARY SCHOOL (FCI SCORE 0.084)		24 MONTHS									
POLTER ELEMENTARY SCHOOL (FCI SCORE 0.030)		24 MONTHS									



TCSD - GRADES K-8 CAPACITY STUDY COMMUNITY MEETING



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EXHIBIT

J

MOA

Teton County School District 01

November 02, 2015

Agenda



MOA ARCHITECTURE

- Purpose of meeting
- Review of capacity guideline givens
- Review of enrollment projections
- Listing of schools being addressed in the study
- Summary of current capacity condition analysis per school
- Review District unique issues – how they affect capacity options
- Outline of potential capacity resolution strategies for discussion and development of additional options if identified



Why are we doing a capacity study?

- Overcrowding in the elementary schools – Jackson and Colter
- Jackson and Colter have exceeded their building capacities therefore five modular classrooms have been installed at each school
- Projected enrollments are steadily increasing each academic year based on State enrollment projections
- Provide an analytical view of the issues: projected enrollment versus building capacities.
- “Master plan” what can be implemented to ease the overcrowding in the short-term and the long-term

Who - What - Why - How



MOA ARCHITECTURE

A COLLABORATIVE TEAM APPROACH

- Teton County School District
- The Wyoming School Facilities Department
- MOA Architecture

TO DETERMINE THE MOST COST EFFECTIVE REMEDY TO THE DISTRICT CAPACITY NEEDS

- Develop options to remedy capacity needs within the district

DISTRICT CAPACITY CONDITIONS, NOW AND IN THE FUTURE

- Current conditions
- Enrollment projections

THROUGH A COLLABORATIVE ANALYSIS AND IDENTIFICATION OF SOLUTIONS TO DETERMINE THE BEST FIT FOR THE DISTRICT

- Educational approach
- Grade level configuration
- District and Community input
- Cost

The State Process - Givens Used by the Design Team

Enrollment: 10 year trailing data from Academic Year (AY) 2015-16

Utilization Factors: 100% for K-6; 85% for 7-8 study

6th Grade in an elementary school is evaluated at 100% utilization factor.

Class Size per SFD Capacity Methodology:

- ❖ ES Classroom Pre-Kindergarten – Grade 3 = 16 students max
- ❖ ES Classroom Grades 4 - 6 = 25 students max
- ❖ Special Education (ES/MS/HS) – Self-Contained General Ed Classroom = 10 students max
- ❖ MS/HS Classroom = 25 students max
- ❖ MS/HS Science Classroom = 24 students max
- ❖ MS/HS Art Classroom = 25 students max
- ❖ MS/HS Music (Vocal) Classroom = no max
- ❖ MS/HS Music (Band) Classroom = 50 students max
- ❖ Foreign Language/Multi-Lingual Laboratory = 25 students max
- ❖ Vocational / CTE – Light = 25 students max
- ❖ Vocational / CTE – Heavy includes FACS = 25 students max
- ❖ Gymnasium = 25 students per ½ court
- ❖ Fitness / Weights / Other PE = no max
- ❖ Health / PE Classrooms = 25 students max
- ❖ Broadcast / Recording Studio = 25 students max

Estimated Completion of Construction: 2018 and 2020 (open in fall of 2018 and 2020)

Target Enrollment for Study: WSFD Projection for year 2025-26 (Assuming Construction Completion in 2020)

Educational Adequacy: Based on programs, Spring 2011, updated 2015

Range of Study: **Grades K - 8**

TCSD #1 Schools and Buildings in Studies

Schools to be included in the Planning Study

Davy Jackson Elementary School (Grades K-2)

John Colter Elementary School (Grades 3-5)

Jackson Hole Middle School (Grades 6-8)

Wilson Elementary School – (Grades K-5)

Schools **NOT to be included in the Planning Study**

Alta Elementary School – (Grades K-6)

Kelly Elementary School – (Grades K-5)

Moran Elementary School – (Grades K-5)

Jackson Hole High School – (Grades 9-12)

Summit High School – (Grades 9-12)

Elementary School Enrollment Projections

Teton Elementary Schools (Not Inclusive of Alta ES, Kelly ES, Moran ES) 10 Years Trailing Data

	Actual Enrollment										Projected Enrollment									
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Enrollment Projection Based Upon Enrollment																				
Grade																				
K	206	236	220	246	236	227	257	266	274	283	292	301	310	319	327	336	345			
1	199	212	233	225	239	243	229	259	268	277	286	295	304	313	322	331	340			
2	175	193	211	243	230	224	240	227	257	266	274	283	292	301	310	319	327			
3	189	179	201	218	237	229	228	244	231	261	270	279	288	297	306	315	324			
4	166	176	184	193	221	235	229	227	244	230	261	270	279	288	297	305	314			
5	197	174	177	185	186	223	239	233	231	248	234	265	274	283	292	301	310			
6	165	200	182	192	186	194	238	255	248	247	265	250	282	292	302	312	321			
TOTAL	1,297	1,370	1,408	1,502	1,535	1,575	1,660	1,711	1,753	1,812	1,882	1,942	2,028	2,092	2,155	2,219	2,282			
Configuration																				
K-2	580	641	664	714	705	694	727	752	799	826	853	879	906	933	959	986	1,012			
3-5	552	529	562	596	644	687	695	704	706	739	764	813	840	867	894	921	948			
K-5	1,132	1,170	1,226	1,310	1,349	1,381	1,422	1,456	1,505	1,565	1,617	1,692	1,746	1,800	1,853	1,907	1,961			
K-6	1,297	1,370	1,408	1,502	1,535	1,575	1,660	1,711	1,753	1,812	1,882	1,942	2,028	2,092	2,155	2,219	2,282			
Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026			

Based on a construction completion year of 2020, the highest projected enrollment for all K-6 elementary schools is 2,219 which occurs in year 2025.

Based on a construction completion year of 2020, the highest projected enrollment for all K-5 elementary schools is 1,907 which occurs in year 2025.

Enrollment Projections for Grades 7-8

Teton 1 (Not inclusive of Summit HS and Western Wyo. HS)* 10 Years Trailing Data

	Actual Enrollment										Projected Enrollment									
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	AVG		
Grade	Oct of	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026		
	K	227	259	236	257	252	247	274	283	292	301	310	319	328	337	346	355	364		
	1	217	233	253	248	253	259	250	278	287	296	305	314	323	332	341	350	359		
	2	196	208	230	261	251	239	256	247	275	284	292	301	310	319	328	337	346		
	3	204	199	212	237	257	249	242	260	251	279	288	297	306	315	324	333	342		
	4	183	188	201	201	235	255	248	241	259	250	277	286	295	304	313	322	331		
	5	211	190	188	201	197	238	260	253	246	264	254	283	292	301	310	320	329		
	6	174	205	184	197	189	198	240	262	255	248	266	256	285	294	304	313	322		
	7	174	159	191	184	200	196	192	232	254	247	240	257	248	276	285	294	303		
	8	203	172	159	197	185	195	200	195	237	259	252	245	262	253	281	291	300		
	9	160	167	153	141	178	180	180	184	180	219	239	232	226	242	234	260	268		
	10	161	137	164	141	141	182	178	178	182	178	216	236	230	223	239	231	257		
	11	155	132	132	148	132	146	171	167	167	171	167	202	221	215	209	224	217		
12	150	146	132	132	153	132	146	171	167	167	171	167	203	222	216	210	225			
TOTAL	2,415	2,395	2,435	2,545	2,623	2,716	2,837	2,952	3,051	3,161	3,278	3,397	3,530	3,634	3,730	3,839	3,962			
Configuration	K-2	640	700	719	766	756	745	781	808	854	881	908	934	961	988	1,015	1,042	1,069		
	3-5	598	577	601	639	689	742	750	754	755	792	819	866	893	920	948	975	1,002		
	K-5	1,238	1,277	1,320	1,405	1,445	1,487	1,531	1,562	1,609	1,672	1,727	1,800	1,854	1,909	1,963	2,017	2,071	1	
	6-8	551	536	534	578	574	589	631	690	745	753	757	759	796	823	870	897	925		
	7-8	377	331	350	381	385	391	392	428	491	505	492	502	511	529	566	584	603		
	K-6	1,412	1,482	1,504	1,602	1,634	1,685	1,771	1,824	1,864	1,920	1,993	2,057	2,139	2,203	2,266	2,330	2,393	1	
	9-12	626	582	581	562	604	640	675	700	697	735	793	838	880	902	898	925	966		
	K-12	2,415	2,395	2,435	2,545	2,623	2,716	2,837	2,952	3,051	3,161	3,278	3,397	3,530	3,634	3,730	3,839	3,962	2	
	Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026		

Based on a construction completion year of 2020, the highest projected enrollment for grades 7-8 middle school is 584 which occurs in year 2025.

Davy Jackson Elementary School

Site Conditions



MOA ARCHITECTURE



Davy Jackson Elementary School

Current Capacity Conditions



MOA ARCHITECTURE

10



TOTAL RESTRICTED CAPACITY: 569
441 MAIN BUILDING (for K-2 school)
128 MODULAR CLASSROOM

- 11 - KINDERGARTEN CLASSROOMS
- 14 - 1ST GRADE CLASSROOMS
- 10 - 2ND GRADE CLASSROOMS
- 2 - SPED CLASSROOMS

Modular classrooms at JACKSON ES

1. 1,680 GSF 2 classrooms grade 2 at 16 students max per room
2. 1,680 GSF 2 classrooms grade 2 at 16 students max per room
3. 1,680 GSF 2 classrooms grade 2 at 16 students max per room
4. 1,680 GSF 2 classrooms grade 2 at 16 students max per room
5. Storage module has been relocated several times and is not fit for occupancy. No power, no water, very poor condition

2015-16 Actual Enrollment at Jackson = 587 students

CAPACITY ISSUE: 18 STUDENTS MORE THAN SEATS AVAILABLE
 (569 building capacity – 587 enrollment = 18)

John Colter Elementary School

Site Conditions



MOA ARCHITECTURE



Colter Elementary School

John Colter Elementary School

Current Capacity Conditions



MOA ARCHITECTURE



TOTAL RESTRICTED CAPACITY: 567
 439 MAIN BUILDING (for 3-5 School)
 140 MODULAR CLASSROOMS

Modular classrooms at COLTER ES.

1. 1,680 GSF 2 classrooms grade 5 - 21 STUDENT PER CLASSROOM CAPACITY
2. 1,680 GSF 2 classrooms grade 5 - 21 STUDENT PER CLASSROOM CAPACITY
3. 1,440 GSF 1 classroom grade 5 - 25 STUDENT CAPACITY
4. 1,440 GSF 1 classroom grade 5 - 21 STUDENT CAPACITY
5. 1 SPED classroom/PT 10 STUDENT CAPACITY
6. 1,440 GSF Hallway link with storage locker/cubbies - NON CAPACITY BEARING USE

- 10 - 3RD GRADE CLASSROOMS
- 10 - 4TH GRADE CLASSROOMS
- 9 - 5TH GRADE CLASSROOMS
- 2 - SPED CLASSROOM

2015-16 ACTUAL ENROLLMENT AT COLTER = 562 STUDENTS

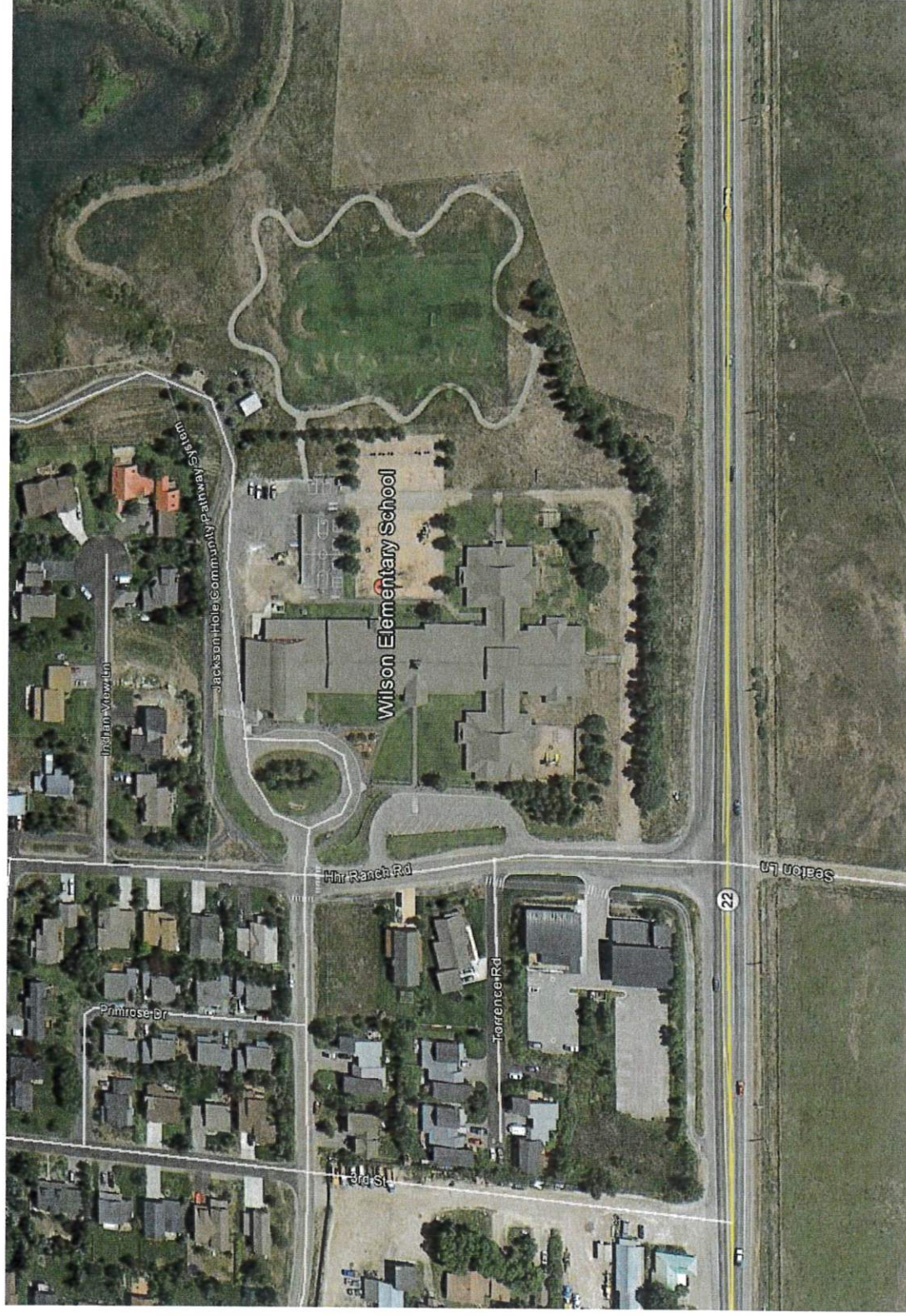
NO CAPACITY ISSUE: 5 SEATS AVAILABLE
 (567 building capacity - 562 actual student enrollment = 5)

Wilson Elementary School

Site Conditions



MOA ARCHITECTURE

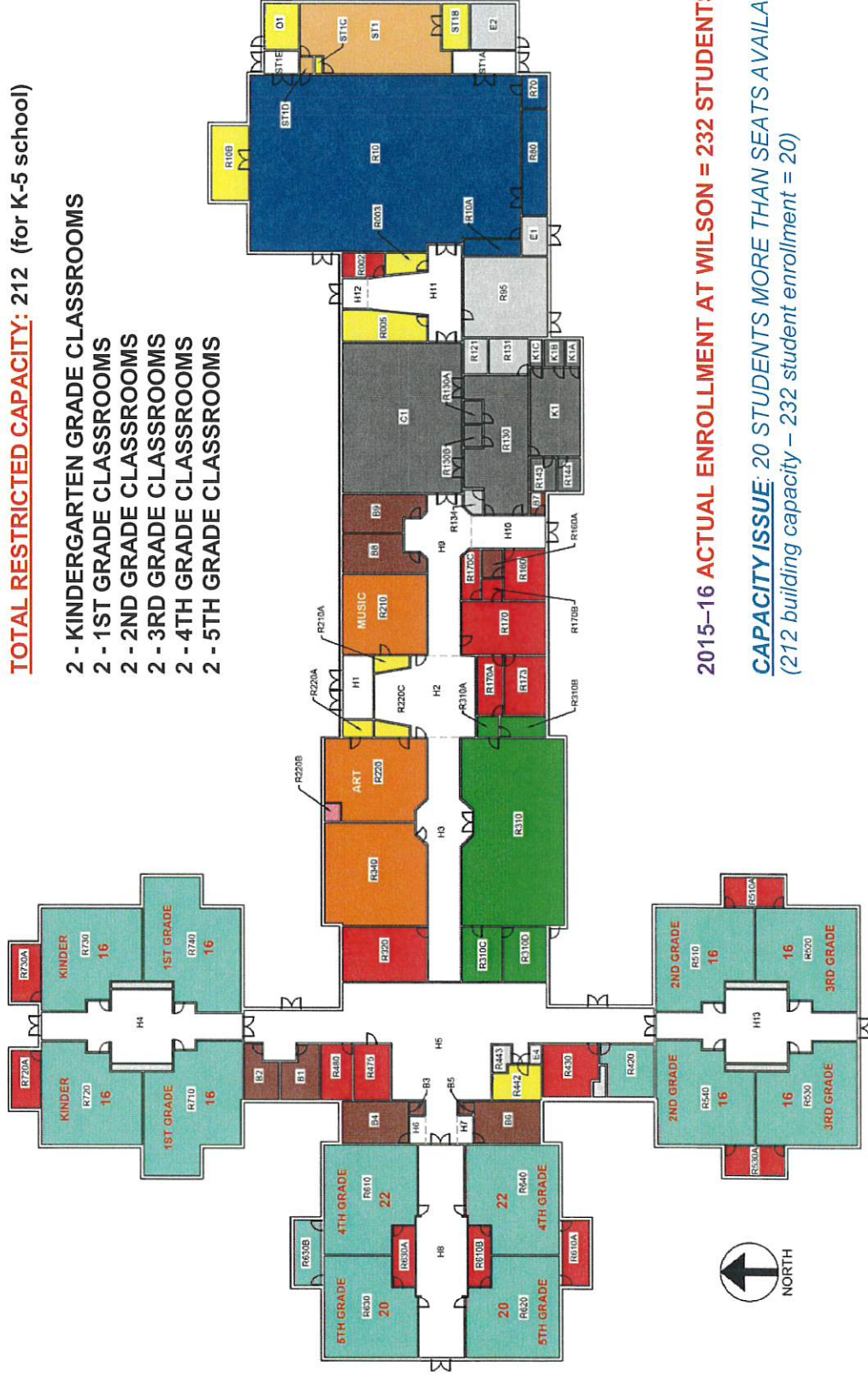


Wilson Elementary School

Current Capacity Conditions



MOA ARCHITECTURE



Jackson Hole Middle School Site Conditions



MOA ARCHITECTURE



Jackson Hole Middle School Capacity Conditions



MOA ARCHITECTURE

TOTAL RESTRICTED CAPACITY: 725
TOTAL SQUARE FEET = 106,831 GSF

2015-16 ACTUAL ENROLLMENT = 585 STUDENTS

NO CAPACITY ISSUE: 140 SEATS AVAILABLE
(725 capacity – 585 students = 140)



Current Capacity Conditions Summary

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DAVY JACKSON ELEMENTARY SCHOOL (K-2)

441 BUILDING CAPACITY + 128 MODULAR CAPACITY = **569 SEATS**

81,405 GSF

2015-16 ACTUAL ENROLLMENT = 587 STUDENTS

CAPACITY ISSUE USING BUILDING + MODULAR CAPACITY: 18 STUDENTS MORE THAN AVAILABLE SEATS
CAPACITY ISSUE USING BUILDING ONLY CAPACITY: 146 STUDENTS MORE THAN AVAILABLE SEATS

COLTER ELEMENTARY SCHOOL (3-5)

439 BUILDING CAPACITY + 140 MODULAR CAPACITY = **579 SEATS**

62,983 GSF

2015-16 ACTUAL ENROLLMENT = 562 STUDENTS

CAPACITY ISSUE USING BUILDING + MODULAR CAPACITY: 17 AVAILABLE SEATS
CAPACITY ISSUE USING BUILDING ONLY CAPACITY: 123 STUDENTS MORE THAN AVAILABLE SEATS

WILSON ELEMENTARY SCHOOL (K-5)

BUILDING CAPACITY = **212 SEATS**

62,983 GSF

2015-16 ACTUAL ENROLLMENT = 232 STUDENTS

CAPACITY ISSUE: 20 STUDENTS MORE THAN AVAILABLE SEATS

JACKSON HOLE MIDDLE SCHOOL (6-8)

BUILDING CAPACITY = 854 restricted capacity * 85% = **725 SEATS**

106,831 GSF

2015-16 ACTUAL ENROLLMENT = 585 STUDENTS

NO CAPACITY ISSUE WITH 140 SEATS AVAILABLE

TCSD #1 - District Unique Issues

The following are District Unique Issues related to the Elementary and Middle School. These have been identified during the Kickoff Meeting.

- ☐ Jackson Elementary School stops traffic during drop off and pick up times. Expansion is not preferred at this site due to traffic impacts and potential loss of fields. Can't deal with off site traffic.
- ☐ Traffic concerns on High School Road near Colter Elementary if a new elementary school is located at that location; it will increase traffic on High School Road. District has discussed expansion of High School Road from a 2 lane road to 4 lane road as part of the project. Easement costs on the adjacent site to the south of High School Road to allow for the road widening project would be high based on conversations with existing landowner.
- ☐ Would prefer to locate new elementary school south of town to alleviate traffic issues, minimize number of transitions for students especially with at-risk students.
- ☐ Baseball fields at main campus site are part of an MOU with city and county. Relocation will require reworking the MOU.
- ☐ District has very strong concerns in locating a new elementary school in close proximity to a propane distribution facility by the central campus athletic fields. There are above-grade propane tanks near bus barn—already have had an explosion.
- ☐ 4 acres needed for a bus barn if relocated to allow room for elementary school at main campus site

TCSD #1 - District Unique Issues (con't)

The following are District Unique Issues related to the Elementary and Middle School. These have been identified during the Kickoff Meeting.

- District desires to have grade level transition at 7th grade with K-6 and 7-8 schools. The study will look at K-5 and 6-8 scenarios though if they offer solutions. District does not want to continue with K-2 and 3-5 school configurations.
- District is considering a Dual Immersion program at the elementary grade level. If a new school is proposed next to Colter Elementary, it could be a magnet school with alternative educational approach from Colter Elementary.
- Summit Alternative High School could relocate into the high school and function as a school-within-a-school concept. Jackson High School has the capacity to allow this transition.
- Jackson High School has land available to the south of the school that can accommodate a future Career Tech Center or relocated Summit Alternative High School.
- Spanish is on a cart at Colter and Jackson, does not have a permanent classroom
- Specialists at Jackson (art, music, PE, computer) at 1-1/2 class capacity for each currently (approximately 34 students in each class)

Elementary School Capacity Analysis for K-6



NEW K-6 ELEMENTARY SCHOOL

4 SECTION (ROUND/TRACK)

Kindergarten	= 16 students max (800 GSF)
1 st Grade	= 16 students max (640 GSF)
2 nd Grade	= 16 students max (640 GSF)
3 rd Grade	= 16 students max (640 GSF)
4 th Grade	= 25 students max (1,000 GSF)
5 th Grade	= 25 students max (1,000 GSF)
6 th Grade	= 25 students max (1,000 GSF)
SPED (x2)	= 10 students max (800 GSF)

Total = **576 BUILDING CAPACITY**

Colter Elementary School Capacity Analysis for K-6

3 SECTION

Kindergarten	= 48 students (Rooms 149, 151, 153)
1 st Grade	= 48 students (Rooms 154, 156, 172)
2 nd Grade	= 48 students (Rooms 157, 171, CO2)
3 rd Grade	= 48 students (Rooms 165, 166, 168)
4 th Grade	= 63 students (Rooms 167, 201, 202)
5 th Grade	= 62 students (Rooms 196, 199, 203)
6 th Grade	= 62 students (Rooms 195, 209, 211)
SPED	= 7 students (144)
Flex Classrooms	= 65 students (Rooms A1, 212, 214)

Modular Classrooms = 140 students

Total = **591 BUILDING CAPACITY**

Jackson Elementary School Capacity Analysis for K-6

4 SECTION

Kindergarten	= 64 students (Rooms CR37, CR38, CR39, CR40)
1 st Grade	= 60 students (Rooms CR8, CR9, CR10, CR35)
2 nd Grade	= 64 students (Rooms CR43, CR44, CR45, CR46)
3 rd Grade	= 63 students (Rooms CR11, CR13, CR17, CR18)
4 th Grade	= 75 students (Rooms CR14, CR15, CR16, CR32)
5 th Grade	= 79 students (Rooms CR33, CR34, CR25, CR26)
6 th Grade	= 79 students (Rooms CR20, CR21, CR22, CR23)
SPED	= 16 students (Rooms CR2, CR5)

Modular Classrooms = 128 students

Total = **628 BUILDING CAPACITY**

Wilson Elementary School Capacity Analysis for K-5*

2 SECTION

Kindergarten	= 32 students (Rooms R720, R730)
1 st Grade	= 32 students (Rooms R710, R740)
2 nd Grade	= 32 students (Rooms R540, R510)
3 rd Grade	= 32 students (Rooms R520, R530)
4 th Grade	= 44 students (Rooms R610, R640)
5 th Grade	= 40 students (Rooms R620, R630)

Total = **212 BUILDING CAPACITY**

6th Grade = 50 students (2 new classrooms at 1,000 sf each
Additional 2-section K-6 addition = 278

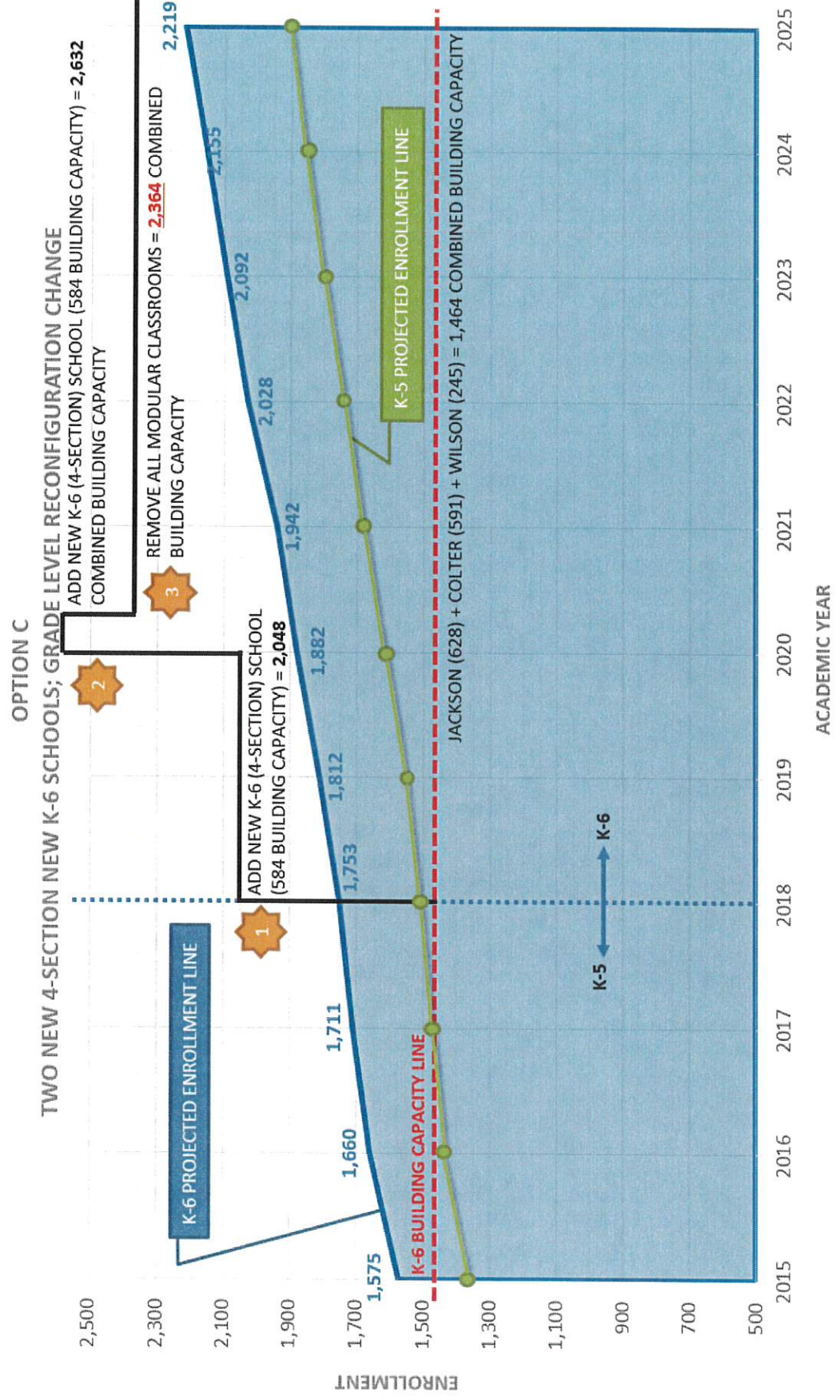
212 + 50 + 278 = **540 building capacity potential**

**Would require a 2 classroom addition to make K-6 - (additional 50 building capacity for total of 262.)*

Option C: TWO NEW 4-SECTION NEW K-6 SCHOOLS; GRADE LEVEL CONFIGURATION CHANGE



MOA ARCHITECTURE

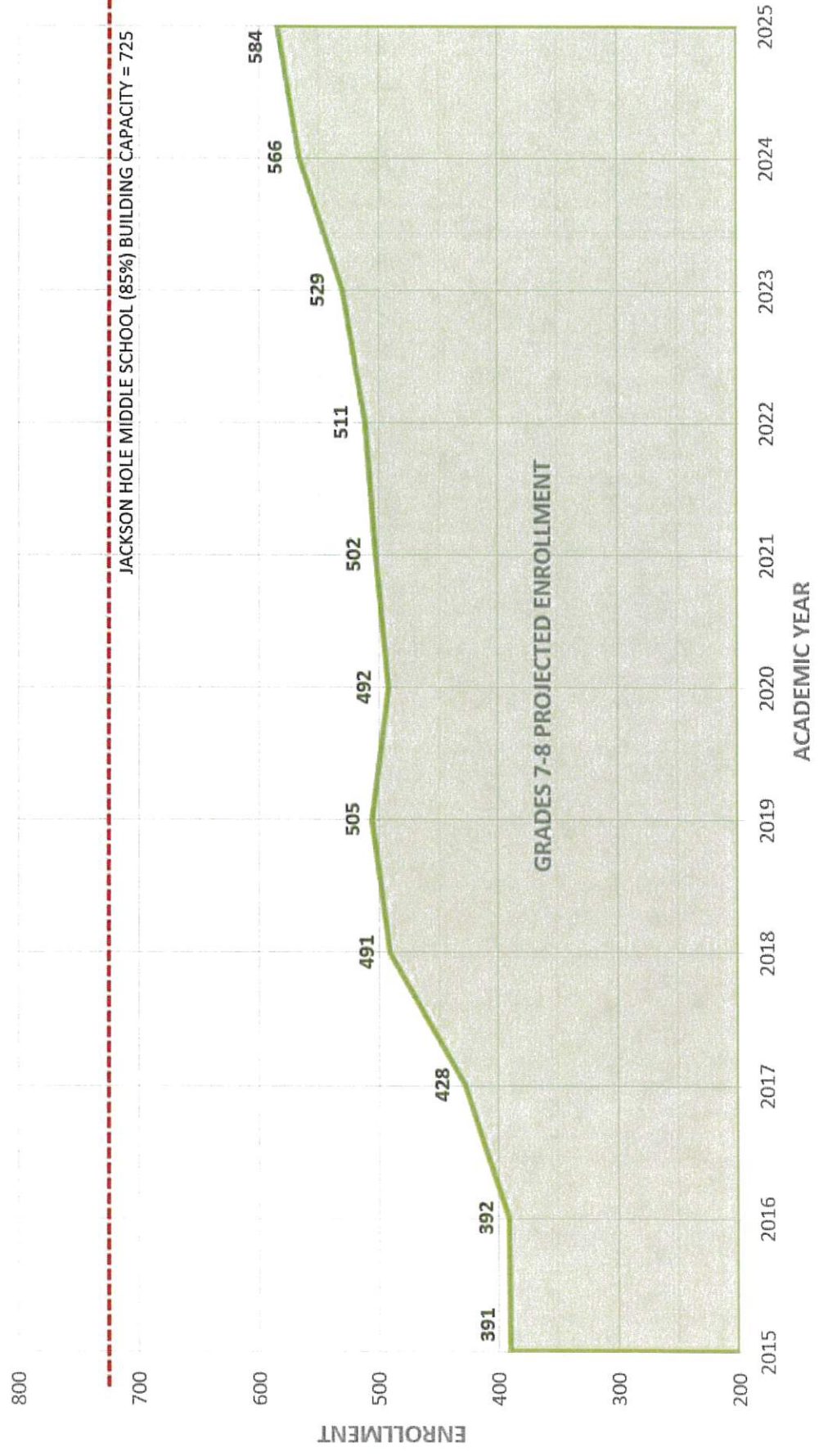


Option C: TWO NEW 4-SECTION NEW K-6 SCHOOLS; GRADE LEVEL CONFIGURATION CHANGE



MOA ARCHITECTURE

K-6 /7- 8 OPTIONS



Option C: TWO NEW 4-SECTION NEW K-6 SCHOOLS; GRADE LEVEL RECONFIGURATION CHANGE

2025-26 PROJECTED ENROLLMENT = 2,219 students

DAVY JACKSON ELEMENTARY SCHOOL (K-6)

500 BUILDING CAPACITY + 128 MODULAR CAPACITY = 628 SEATS

EXISTING = 81,405 GSF

NO CAPACITY ISSUE: 628 SEATS – 628 STUDENTS = 0 SEATS NEEDED

JOHN COLTER ELEMENTARY SCHOOL (K-6)

451 BUILDING CAPACITY + 140 MODULAR CAPACITY = 591 SEATS

EXISTING = 62,983 GSF

NO CAPACITY ISSUE: 591 SEATS – 591 STUDENTS = 0 SEATS NEEDED

WILSON ELEMENTARY SCHOOL (K-6)

BUILDING CAPACITY = 212 SEATS + 33 SEATS (RENOVATE 2 EXISTING ROOMS INTO CLASSROOMS) = 245 BUILDING CAPACITY

EXISTING = 44,355 GSF

NO CAPACITY ISSUE: 245 SEATS – 245 STUDENTS = 0 SEATS AVAILABLE

NEW K-6 ELEMENTARY SCHOOL in AY2018-19 (4-SECTION)

BUILDING CAPACITY = 584 SEATS; TOTAL SQUARE FEET per SFD CALCULATOR = 77,316 GSF

NO CAPACITY ISSUE: 584 SEATS – 584 STUDENTS = 0 SEATS NEEDED

NEW K-6 ELEMENTARY SCHOOL in AY2020-21 (4-SECTION)

BUILDING CAPACITY = 584 SEATS; TOTAL SQUARE FEET per SFD CALCULATOR = 77,316 GSF

CAPACITY ISSUE: 584 SEATS – 171 STUDENTS – 128 MODULAR – 140 MODULAR = 145 SEATS AVAILABLE

JACKSON HOLE MIDDLE SCHOOL (7-8)

NO BUILDING CAPACITY = 725 SEATS; 106,831 GSF

2024-25 PROJECTED ENROLLMENT = 584 STUDENTS

NO CAPACITY ISSUE: 725 SEATS – 584 STUDENTS = 141 SEAT AVAILABLE

SUMMARY:

K-6:

1. CONVERT TWO EXISTING SPACES IN WILSON ELEMENTARY SCHOOL TO 6TH GRADE CLASSROOMS, WHICH WOULD MAKE WILSON A K-6.
2. FIRST NEW K-6 (4-SECTION) SCHOOL OPENS IN AY2018-19.
3. SECOND NEW K-6 (4-SECTION) SCHOOL OPENS IN AY2020-21.
4. REMOVE ALL MODULAR CLASSROOMS AFTER SECOND ELEMENTARY SCHOOL OPENS.
5. NO K-6 CAPACITY ISSUE – 106 SEATS AVAILABLE by AY2025-26

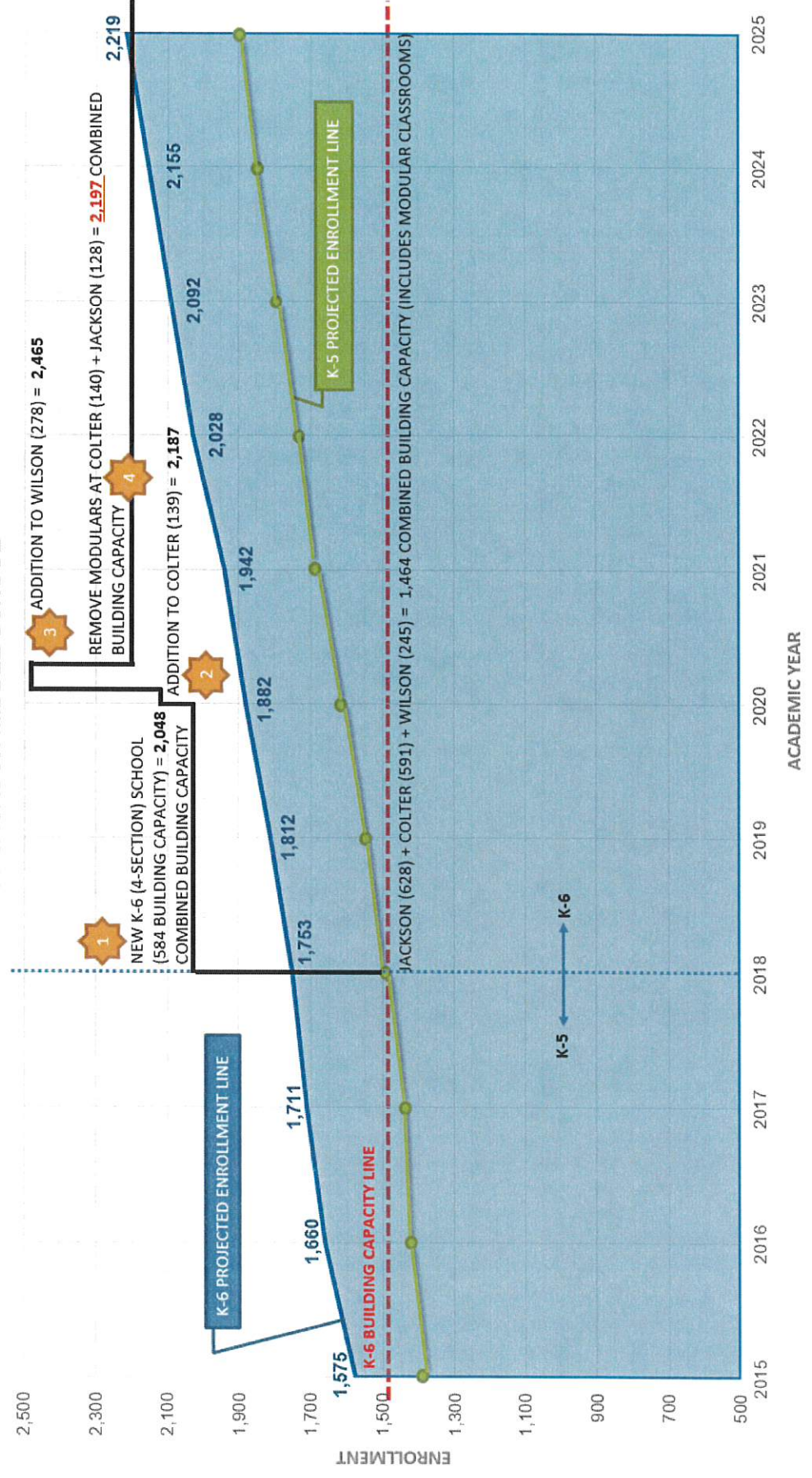
GRADES 7-8:

1. NO 7-8 CAPACITY ISSUE at Jackson Hole Middle School. Will have 141 seats available in AY2025-26.
2. CAN START TRANSITIONING 6TH GRADE STUDENTS TO THE ELEMENTARY SCHOOLS ONCE WILSON ADDITION IS COMPLETE IN AY2018-19.



Option D: NEW K-6 (4-Section); ADDITIONS TO Colter & Wilson Elementary Schools; GRADE RECONFIGURATION TO K-6 / 7-8

OPTION D NEW K-6 (4-SECTION); ADDITIONS TO COLTER & WILSON; NO CHANGE TO JACKSON; NO CHANGE TO JACKSON MIDDLE SCHOOL



Option D: NEW K-6 (4-Section); ADDITIONS to Colter & Wilson Elementary Schools; GRADE RECONFIGURATION TO K-6 / 7-8



MOA ARCHITECTURE

K-6 / 7-8 OPTIONS





Option D: NEW K-6 (4-Section); ADDITIONS to Colter & Wilson Elementary Schools; GRADE RECONFIGURATION TO K-6 / 7-8

2025-26 PROJECTED ENROLLMENT = **2,219** students

DAVY JACKSON ELEMENTARY SCHOOL K-6

500 BUILDING CAPACITY + 128 MODULAR CAPACITY = **628 SEATS**

81,405 GSF EXISTING

NO CAPACITY ISSUE: 628 SEATS – 628 STUDENTS = **0 SEATS AVAILABLE**

JOHN COLTER ELEMENTARY SCHOOL K-6

451 BUILDING CAPACITY + 140 MODULAR CAPACITY + **139 SEAT ADDITION (1-SECTION ADDITION)** = **730 BUILDING CAPACITY**

62,983 GSF EXISTING + **33,755 GSF ADDITION** = 96,738 GSF TOTAL BUILDING SIZE; 6,471 GSF RENOVATION

ALLOWABLE GSF PER SFD CALCULATOR = 78,110 GSF – 44,355 GSF EXISTING = 33,755 GSF ADDITION

NO CAPACITY ISSUE: 730 SEATS – 730 STUDENTS = **0 SEATS AVAILABLE**

WILSON ELEMENTARY SCHOOL (K-6)

BUILDING CAPACITY = 212 SEATS + **33** SEATS (RENOVATE 2 EXISTING ROOMS INTO CLASSROOMS) + **278** SEAT 2-SECTION ADDITION = **523 BUILDING CAPACITY**

EXISTING = 44,355 GSF + **24,885 GSF ADDITION** = 69,240 GSF TOTAL BUILDING SIZE; 4,129 GSF RENOVATION

ALLOWABLE GSF PER SFD CALCULATOR = 69,240 GSF – 44,355 GSF EXISTING = 24,885 GSF ADDITION

NO CAPACITY ISSUE: 523 SEATS – 523 STUDENTS = **0 SEATS AVAILABLE**

NEW K-6 ELEMENTARY SCHOOL – 4-SECTION SCHOOL

BUILDING CAPACITY = **584 SEATS**; TOTAL SQUARE FEET per SFD CALCULATOR = 77,316 GSF

NO CAPACITY ISSUE: 584 SEATS – 338 STUDENTS – 128 MODULARS – 140 MODULARS = **22 SEATS NEEDED**

JACKSON HOLE MIDDLE SCHOOL (7-8)

BUILDING CAPACITY = **725 SEATS**; 106,831 GSF

2023-24 PROJECTED ENROLLMENT = 584 STUDENTS

NO CAPACITY ISSUE: 725 SEATS – 584 STUDENTS = **141 SEAT AVAILABLE**

SUMMARY:

K-6:

1. CONVERT TWO EXISTING SPACES IN WILSON ELEMENTARY SCHOOL TO 6TH GRADE CLASSROOMS, WHICH WOULD MAKE WILSON A K-6
2. NEW K-6 (4-SECTION) SCHOOL OPENS IN AY2018-19.
3. ADDITION TO WILSON TO MAKE 4-SECTION K-6 SCHOOL IN AY2020-21
4. ADD 1-SECTION TO COLTER ELEMENTARY SCHOOL IN AY 2020-21
5. REMOVE ALL MODULAR CLASSROOMS AFTER SECOND ELEMENTARY SCHOOL OPENS.

GRADES 7-8:

1. NO 7-8 CAPACITY ISSUE at Jackson Hole Middle School. Will have 141 seats available in AY2025-26.
2. CAN START TRANSITIONING 6TH GRADE STUDENTS TO THE ELEMENTARY SCHOOLS ONCE COLTER & WILSON ADDITION ARE COMPLETE IN AY2018-19.

OPTION H: NEW K-5 (5-SECTION); 2-SECTION ADDITION TO WILSON; GRADE RECONFIGURATION AT JACKSON & COLTER TO K-5; MIDDLE SCHOOL TO REMAIN

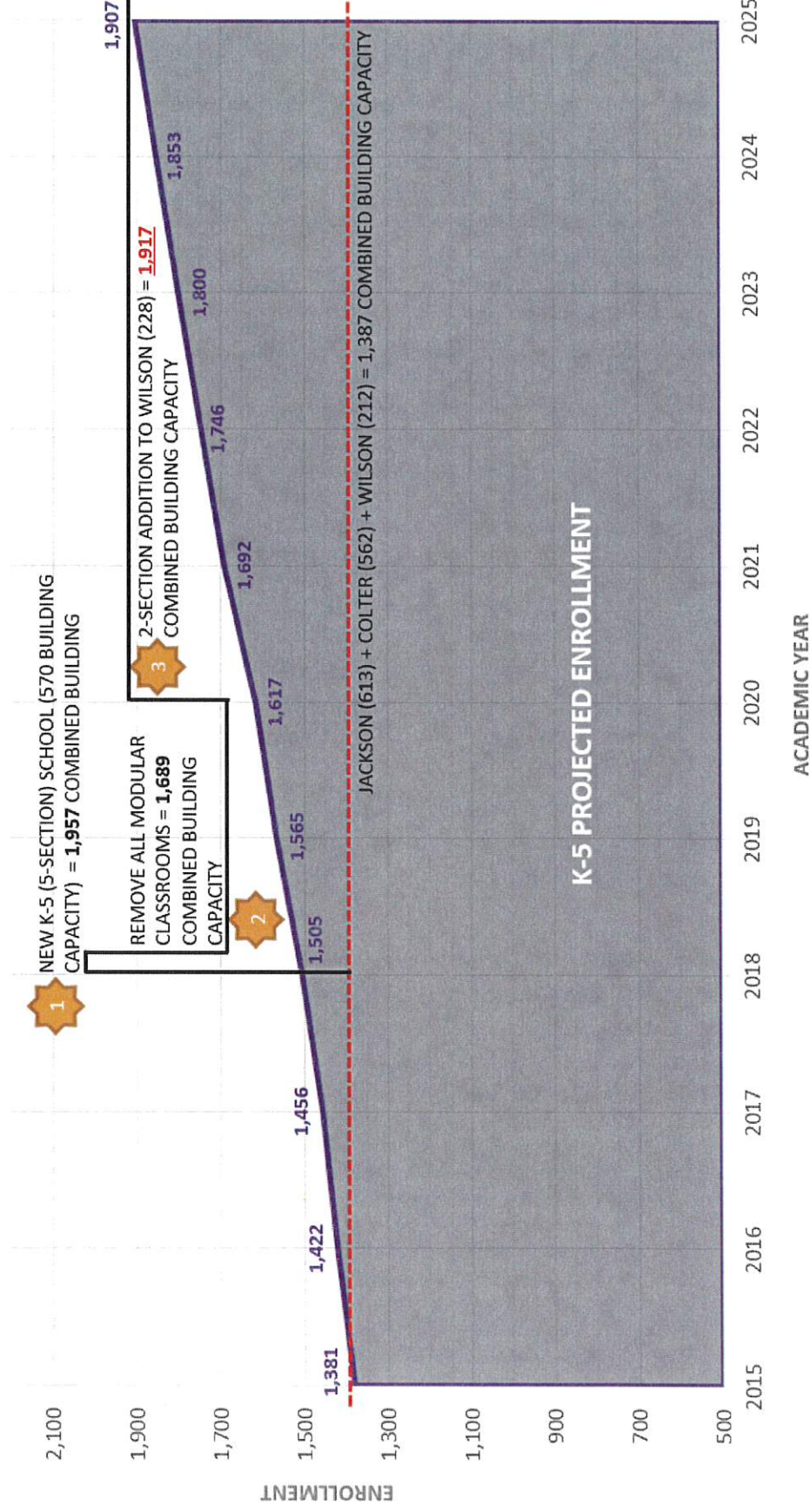
6-8



MOA ARCHITECTURE

OPTION H

NEW K-5 (5-SECTION); 2-SECTION ADDITION TO WILSON; GRADE RECONFIGURATION AT JACKSON & COLTER TO K-5; MIDDLE SCHOOL TO REMAIN 6-8

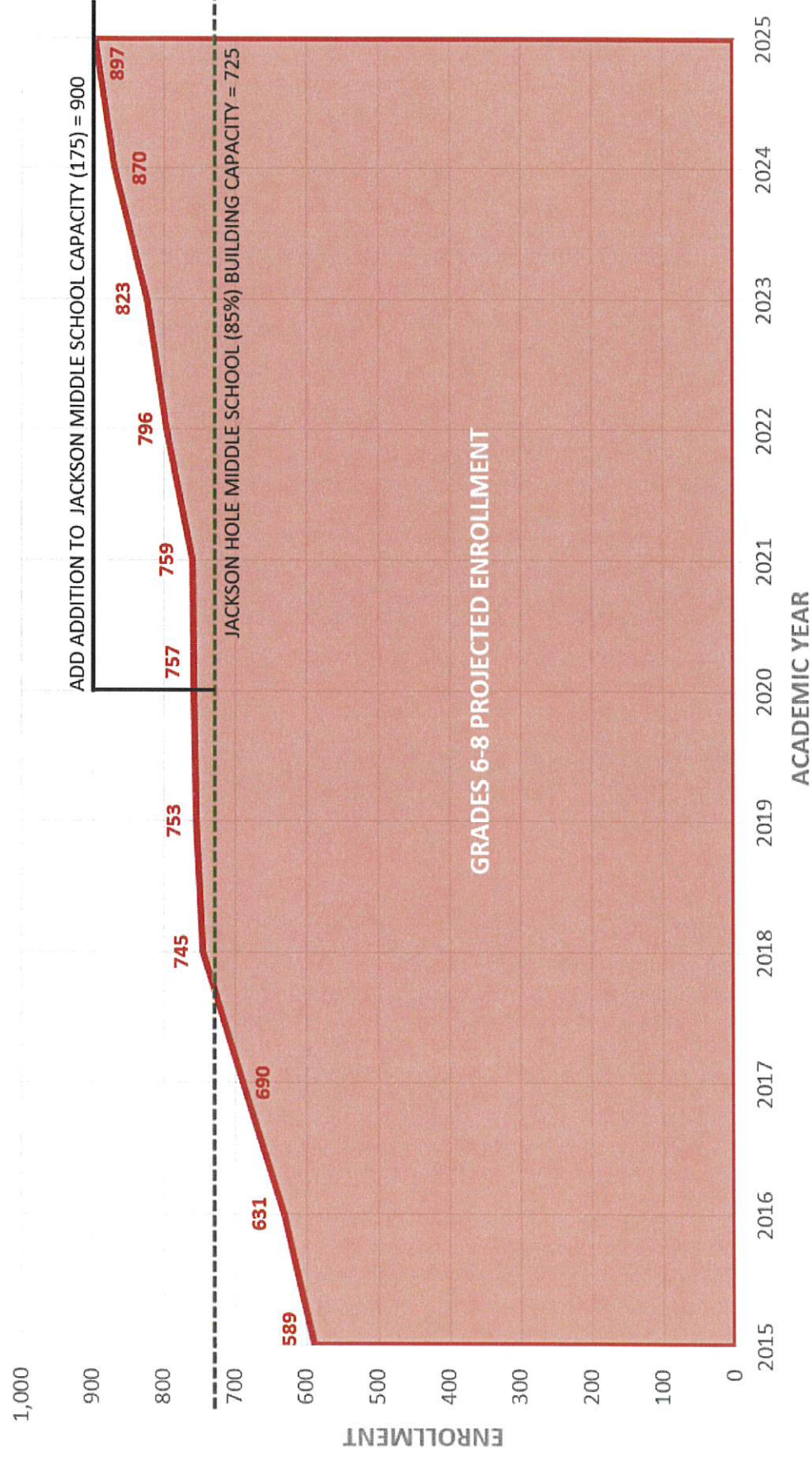


**OPTION H: NEW K-5 (5-SECTION); 2-SECTION ADDITION TO WILSON; GRADE
RECONFIGURATION AT JACKSON & COLTER TO K-5; MIDDLE SCHOOL TO REMAIN
6-8**



MOA ARCHITECTURE

K-5 / 6-8 OPTIONS



OPTION H: NEW K-5 (5-SECTION); 2-SECTION ADDITION TO WILSON; GRADE RECONFIGURATION AT JACKSON & COLTER TO K-5; MIDDLE SCHOOL TO REMAIN

6-8



MOA ARCHITECTURE

2025-26 PROJECTED ENROLLMENT = **1,907** students / 3 schools

DAVY JACKSON ELEMENTARY SCHOOL (K-5)

BUILDING CAPACITY = 485 SEATS IN BUILDING + 128 SEATS IN MODULARS = **613 BUILDING CAPACITY**
81,405 GSF

NO CAPACITY ISSUE: 613 SEATS – 613 STUDENTS = 0 SEATS AVAILABLE

JOHN COLTER ELEMENTARY SCHOOL (K-5)

BUILDING CAPACITY = 422 SEATS IN BUILDING + 140 SEATS IN MODULARS = **562 BUILDING CAPACITY**
62,983 GSF

NO CAPACITY ISSUE: 562 SEATS – 562 STUDENTS = 0 SEATS AVAILABLE

WILSON ELEMENTARY SCHOOL (K-5)

BUILDING CAPACITY = 212 SEATS + **228** SEAT 2-SECTION ADDITION = **440 BUILDING CAPACITY**
44,355 GSF EXISTING + **14,419 GSF ADDITION** = 58,774 TOTAL BUILDING SIZE; 4,129 GSF RENOVATION
ALLOWABLE GSF PER SFD CALCULATOR = 58,774 GSF – 44,355 GSF EXISTING = 14,419 GSF ADDITION
NO CAPACITY ISSUE: 440 SEATS – 440 STUDENTS = 0 SEATS AVAILABLE

NEW K-5 ELEMENTARY SCHOOL (5-SECTION)

BUILDING CAPACITY = **598 SEATS**; TOTAL SQUARE FEET per SFD CALCULATOR = 79,169 GSF

NO CAPACITY ISSUE: 598 SEATS – 292 STUDENTS (from growth) – 128 Jackson modular – 140 Colter modular = 22 SEATS AVAILABLE

JACKSON HOLE MIDDLE SCHOOL (6-8)

BUILDING CAPACITY = **725 SEATS + 175 SEAT ADDITION = 900 BUILDING CAPACITY**

106,831 GSF + **26,603 GSF ADDITION** = 133,434 GSF; 6,502 GSF RENOVATION

ALLOWABLE GSF PER SFD CALCULATOR = 133,434 GSF – 106,831 GSF EXISTING = 26,603 GSF ADDITION

NO CAPACITY ISSUE: 725 SEATS + 175 SEAT ADDITION – 897 STUDENTS = 3 SEATS AVAILABLE

SUMMARY:

K-5:

1. NEW K-5 SCHOOL (5-SECTION) OPENS AY2019-20.
2. REMOVE ALL MODULAR CLASSROOMS AT JACKSON AND COLTER.
3. ADD 2-SECTION ADDITION TO WILSON IN AY2018-19.
4. NO K-5 CAPACITY ISSUE – 22 SEATS AVAILABLE

GRADES 6-8:

1. 6-8 CAPACITY ISSUE at Jackson Hole Middle School. Will need 172 additional seats in AY2025-26.
2. ADD 175 SEAT ADDITION IN AY 2020-21.



November 02, 2015

Teton County School District 01



MOA ARCHITECTURE

**Executive Summary – Jackson Hole Middle School
Most Cost Effective Remedy Study**

Summary: Teton County School District No. 1 (TCSD1), and particularly Jackson Hole Middle School (JHMS), is currently experiencing student population growth resulting in school capacity issues. The State of Wyoming, School Facilities Division (SFD) has recognized this and has initiated action. The first step in the state process of addressing capacity issues is the authorization of a Most Cost Effective Remedy (MCER) Study. Plan One/Architects, a Wyoming based design firm, has been retained to assist with this effort.

Purpose: The purpose of a MCER study is to explore and evaluate multiple construction and non-construction options to remedy an identified capacity issue within a District. Teton County School District was approved for a MCER study at the middle school level in 2018. Based on enrollment numbers provided by the Wyoming Department of Education (WDE), Jackson Hole Middle School currently enrolls 710 students in a building with a maximum capacity of 759 students. At these levels, JHMS is currently operating at 93.54% of capacity, ranking it 11th on the 2018-2019 Statewide Capacity List.

Community Collaborative Committee: The District stressed that the outcome of the study reflect the goals and concerns of the greater Teton County populace. Therefore, the District created a broad based Community Collaborative Committee (CCC) to provide input and critique to the District and MCER team as the progression of the report unfolded. The broad base of the CCC members provided a voice for the many facets of the Teton County population.



Supt. Gillian Chapman thanks the CCC in advance for their input and efforts related to the Jackson Hole Middle School MCER Study.

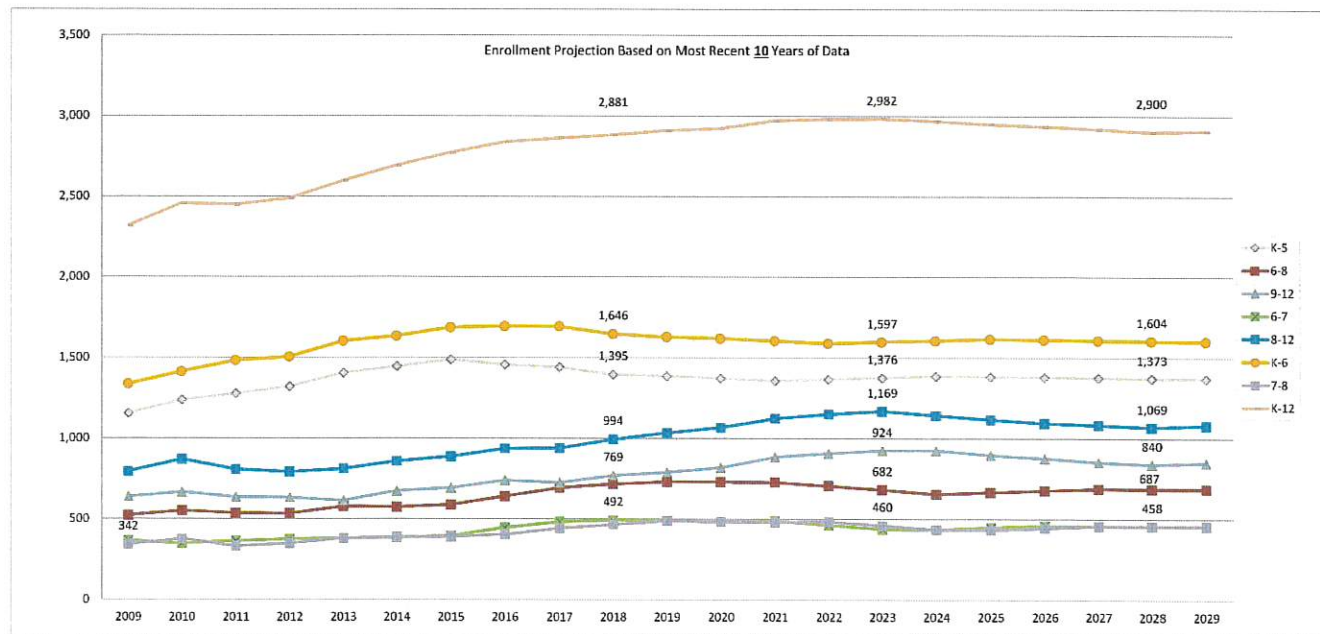
Process: Community Collaborative Committee members were asked to commit to four evenings, one meeting a month for four months, to provide input and feedback on the capacity issues facing JHMS. The response was impressive. Under the guidance of the District, the State, and Plan One/Architects, approximately 30 people attended the CCC meetings on a regular basis, helping brainstorm and vet proposed remedies. Their input included many factors, including:

- Grade level configurations, and appropriate grade level combinations
- Facility locations and populations centers, traffic, and transportation
- Educational suitability of spaces
- Capacity levels and crowding, and social implications
- Cost of proposed remedies and improvements
- Timelines of proposed remedies and improvements

Enrollment Projections: One of the basic tenets of the MCER process is to determine appropriate capacity solutions for a student population estimated at some point in the future. Per state statute, the MCER study assumes a date “5 years past the date of substantial completion” of the remedy project, estimated to be the year 2027 as the target student capacity to be utilized in the report. As indicated below, this methodology provides a target student capacity of 689 students being educated in JHMS in 2027. The following table captures the information provided by the State:

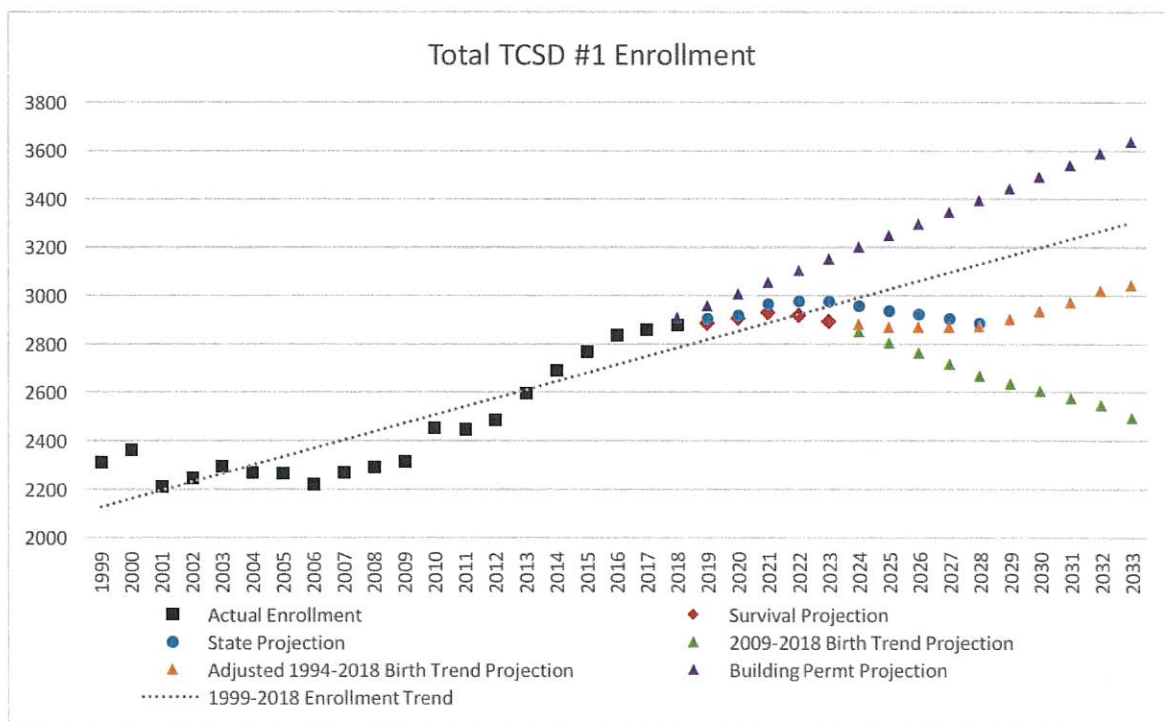
**Teton 1 (All Schools)
Enrollment Projections**

WDE Octo	10 Year Trailing Data										Projected Enrollment											Avg. Survival Rate
Oct of	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
K-5	1,155	1,238	1,277	1,320	1,405	1,445	1,488	1,456	1,441	1,395	1,385	1,372	1,356	1,367	1,376	1,386	1,363	1,379	1,376	1,373	1,370	1155
6-8	523	551	538	534	578	574	590	642	696	717	731	731	727	708	882	895	667	877	889	887	886	523
9-12	639	667	636	633	614	673	693	740	726	769	791	819	865	908	924	925	897	877	853	840	851	614
6-7	387	348	364	364	375	381	389	396	446	483	492	487	483	488	463	438	436	448	460	459	458	457
8-12	795	870	808	792	811	858	887	936	938	934	1,034	1,067	1,124	1,151	1,168	1,144	1,118	1,095	1,083	1,069	1,080	792
K-6	1,336	1,412	1,482	1,504	1,602	1,634	1,687	1,694	1,693	1,646	1,628	1,618	1,604	1,588	1,597	1,605	1,616	1,612	1,608	1,604	1,600	1336
7-8	342	377	331	350	381	385	391	404	443	466	489	485	480	485	460	435	434	445	457	456	455	331
K-12	2,317	2,456	2,449	2,487	2,597	2,692	2,771	2,838	2,862	2,881	2,907	2,922	2,969	2,980	2,982	2,966	2,947	2,934	2,919	2,900	2,906	2317
Year	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	



Enrollment Bubble or Steadily Increasing Trend? A review of the enrollment projections shows that the largest middle school class is the current 6th grade class. This is part of a bubble of large class sizes that are moving out the elementary schools, and into the middle school system. The state projections actually show a slight decrease in the JHMS population in the upcoming years. However, it should be noted that when the facility was first built in 1992, the enrollment at that time was 460 students.

Alternative Enrollment Projections: State statutes allow the use of alternative data be considered in projecting future enrollments. Local statistician and consultant Alex Norton with OPS Strategies was retained to provide independent enrollment projections based on a broader range of data than utilized in the state model. Mr. Norton's findings basically parallel and concur with the state model. Both sets of projections show that a bubble of larger class sizes is now moving through the middle school, and that enrollment at the middle school is expected to decline in the future.

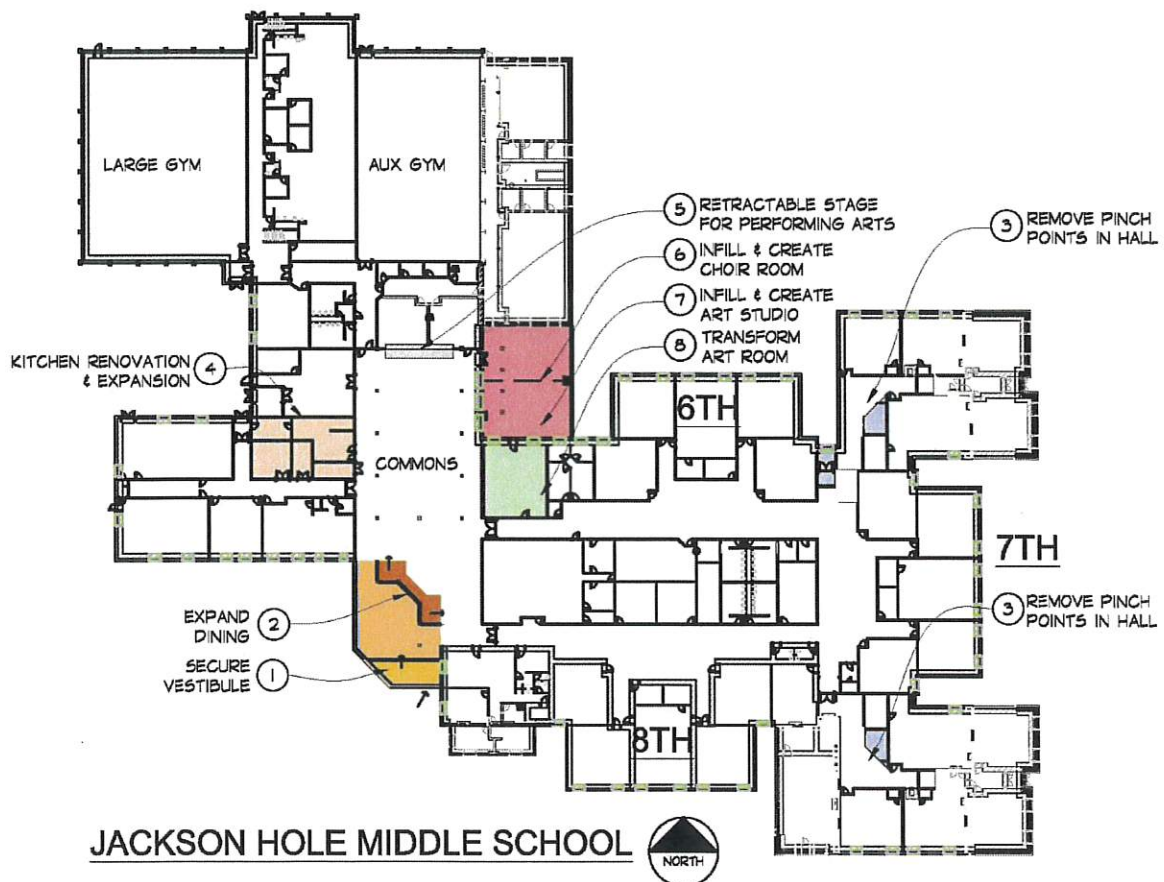


Alternative TCSD1 enrollment projections provided by Alex Norton of OPS Strategies.

New Housing Developments in Jackson: As enrollment projections are merely estimates for the future, they can change quickly based on the actual growth of a community. There are a number of new housing developments currently being planned for Jackson, which will have an unknown impact on student population growth. There are 160 apartments, 22 townhomes and 6-8 single family houses between the elk refuge and Jackson elementary school currently under construction on an 8 acre parcel. There is no doubt this will bring additional student growth to the District. The state's methodology does not account for "anticipating" future developments, it recognizes them after the students have enrolled. Cohort survival projections are based on students "moving up" through the grade levels, and does not account for students that "move in" to the district.

Immediate Relief: The investigations of the MCER study showed a number of curriculum, educational suitability, security, and capacity areas in JHMS which would benefit from “immediate relief”. These areas were vetted out with the administration and JHMS staff. Educational specialist Dr. Rod Kessler assisted the effort by identifying and proposing solutions for a number of areas at JHMS. These are relatively affordable remedies, which if implemented, could provide some immediate relief to the congestion issues at JHMS. These are identified below and on the floor plan.

1. Provide a secure entry vestibule.
2. Expand commons dining area.
3. Eliminate pinch points in hallways.
4. Kitchen renovation and expansion
5. Retractable stage for performing arts
6. Infill and create choir room
7. Infill and create art studio
8. Transform art into new math room



Option Identification: The MCER process first involves identification of the problem (i.e. capacity, congestion, etc.). Then, in response to the problem, multiple options are considered for remedy. Early in the process, it is to the benefit of the entire team to contemplate and catalogue as many potential options as possible. The options fall into a number of overall organizational categories:

- **Non-Construction Options:** These include grade reconfigurations, scheduling solutions, transportation solutions, and other methods of capacity remedy that do not require capital construction. To their credit, TCSD1 has already implemented a number of non-construction options to help alleviate congestion at JHMS.
- **Construction Options:** These include renovations, repurposing of space, additions, and new facility construction. These require legislative approval and funding if they are to be built under the state's capital construction program. Locally funded alternatives such as a Special Purpose Excise Tax (SPET) are also a possibility.

Implementation Timeframe: Additionally, the CCC group was asked to develop options that could provide immediate, short term and long term solutions for the District.

- **Short Term Solutions:** These solutions could include the "Immediate Relief" suggestions mentioned above. Regardless of actual student count, these measures would help JHMS to perform better from a curriculum and student flow standpoint. The short term solutions proposed enhance the educational suitability of the facility, security features, and circulation paths within the building.
- **Medium Term Solutions:** On a larger scale, medium term solutions might entail an entirely new grade level pod, such as a new 6th grade pod on the west side of the school. Many studies show that an independent "home" for the 6th graders is a positive step in both their academic and emotional development. This new pod would give the 6th grade it's own unique identity, and free up space in the east academic wing for the 7th and 8th graders.
- **Long Term Solutions:** Eventually, JHMS will be outgrown or the facility will become outdated. An eye must be kept on what is the desired ultimate build-out at JHMS, so that the student population is not allowed to grow to a point of undesirability. At that point, a replacement school (or schools) will be needed. This could be a continuation of the medium term pod solution.

CCC Group Brainstorming: Over the course of several meetings, the Community Collaborative Committee produced a number of options for capacity relief. These were arrived at by the group working as a whole, and by breaking into small group sessions for a more focused discussion.

Option Development: The MCER team developed the options, by producing graphics for each, complete with pros and cons. At CCC Meeting #3, each of the options were printed posted size, and placed around the room. The CCC members were asked to then place red (for no!) or green (for yes!) dots on the various options. This initial straw poll helped to filter the most attractive options for further development. The full list of 16 options are listed below

Option 1 – Status Quo:

Option 2 – Transform District to a K-6 Elementary Configuration:

Option 3 – Transform Munger Mountain to K-6 School:

Option 4 – Construct Middle School Additions / Renovations:

Option 5A – Construct a New Replacement Middle School at MS site:

Option 5B – Construct a New Middle School at Stilson Site:

Option 5C – Construct a New Middle School at Coulter ES Site:

Option 4 & Option 5A/5B/5C Combination:

Option 3 & Option 5A/5B/5C Combination:

Option 6A – Construct a Smaller New MS at Stilson Site & Eventual New MS at Existing JHMS Site:

Option 6B – Construct a New Magnet MS at Village Site & Eventually a New MS at Existing JHMS Site:

Option 7A – Move 8th Grade to High School:

Option 7B – Move 8th Grade to High School & Build a College Prep Academy:

Option 8A – Build a New 6th Grade Pod at JHMS:

Option 8B – Build 6th Grade Pod at Stilson:

Option 9 – Build a Combination of 6-12 Improvements:



Small group sessions deliberating the merits of the 16 options



CCC members ranking the options with red or green dots.

Preferred Options: In the end tabulation, it was apparent that options 8A and 9 were the preferred options of the CCC group. These two options are identified below, and on the following graphics

Option 8A – Build a New 6th Grade Pod at JHMS: Option 8A suggests building a new 6th grade academic pod at JHMS, alleviating crowding in the other areas of JHMS. This new pod could be designed as the first increment, or anchor, in an eventual new replacement middle school at the JHMS site. This would be coupled with a commons addition and security vestibule addition to the front of the building.

The middle school would stay in its current 6-8 grade configuration, until the building reaches its anticipated lifespan, perhaps twenty years in the future. At that point, a new replacement middle school would be built on the same middle school site, utilizing the newer 6th grade pod and remodeling and reusing the two gymnasiums and associated athletic spaces.

The transformation of the district maintenance shop into a large, modern career & technical education center could become a second anchor for the future replacement middle school.

Option 9 – Build a Combination of 6-12 Improvements: Option 9 suggests a broader range of improvements at the 6-12 grade levels.

Middle School: At the middle school, this would include the commons addition, security vestibule addition, and 6th grade pod addition (shown in option 8A). The middle school would stay in its current 6-8 grade configuration, until the building reaches its anticipated lifespan, perhaps twenty years in the future. At that point, a new replacement middle school would be built on the same middle school site, utilizing the newer 6th grade pod and remodeling and reusing the two gymnasiums and associated athletic spaces. The transformation of the district maintenance shop into a large, modern career & technical education center could become a second anchor for the future replacement middle school.

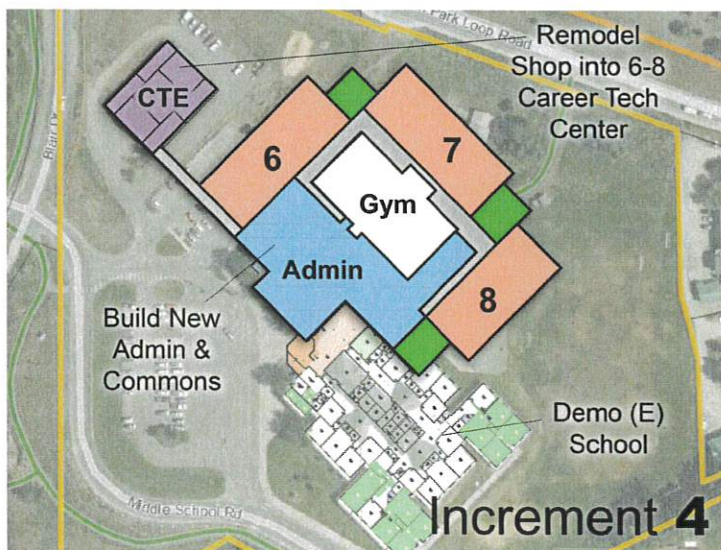
High School: At the high school, an expanded Career & Technical Education center would be built. This would be an addition to the existing CTE shop at the east side of the high school. Also included would be a new enclosed Field House for athletic purposes, accommodating athletic activities year round. This would be placed at the southeast corner of the high school site, adjacent to the outdoor fields.

Option 8A - Build a New 6th Grade Pod at JHMS

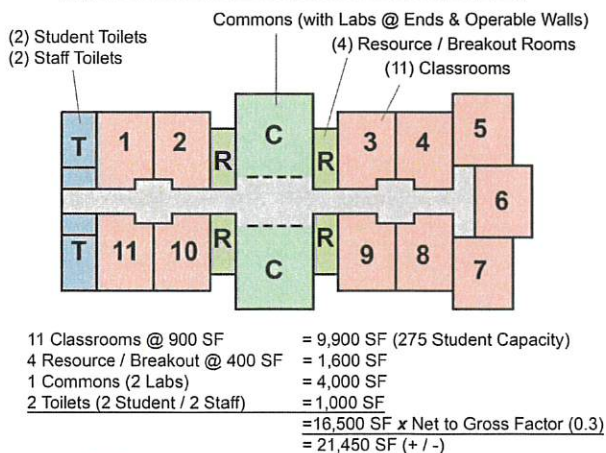
Option 8A suggests building a new 6th grade academic pod at JHMS, alleviating crowding in the other areas of JHMS. This new pod could be designed at the first increment, or anchor, in an eventual new replacement middle school at the JHMS site. This would be coupled with a Commons Addition and Security Vestibule Addition to the front of the building for immediate dining capacity relief and improved security.

The middle school would stay in its current 6-8 grade configuration, until the building reaches its anticipated lifespan, perhaps twenty years in the future. At that point, a new replacement middle school would be built on the same middle school site, utilizing the newer 6th grade pod and remodeling and reusing the two gymnasiums and associated athletic spaces.

The tranformation of the District Maintenance Shop into a large, modern Career & Technical Education Center could become a second anchor for the future replacement middle school.



Hypothetical 6th Grade Pod - Full Class (275)



JHMS 6th Grade Pod - Option 8A

21,450 SF x \$400/sf Construction Cost = \$8,580,000
 x 1.25 Project Cost = \$10,725,000

plus Commons Addition & Security Vestibule = \$1,500,000
 (3000 SF x \$400/sf x 1.25)

Total Project Cost - Option 8A = \$12,225,000

JHMS - Full Replacement (Keep Gyms, Music, Shop)

80,000 SF x \$400/sf = \$32,000,000
 x 1.25 Project Cost = \$40,000,000



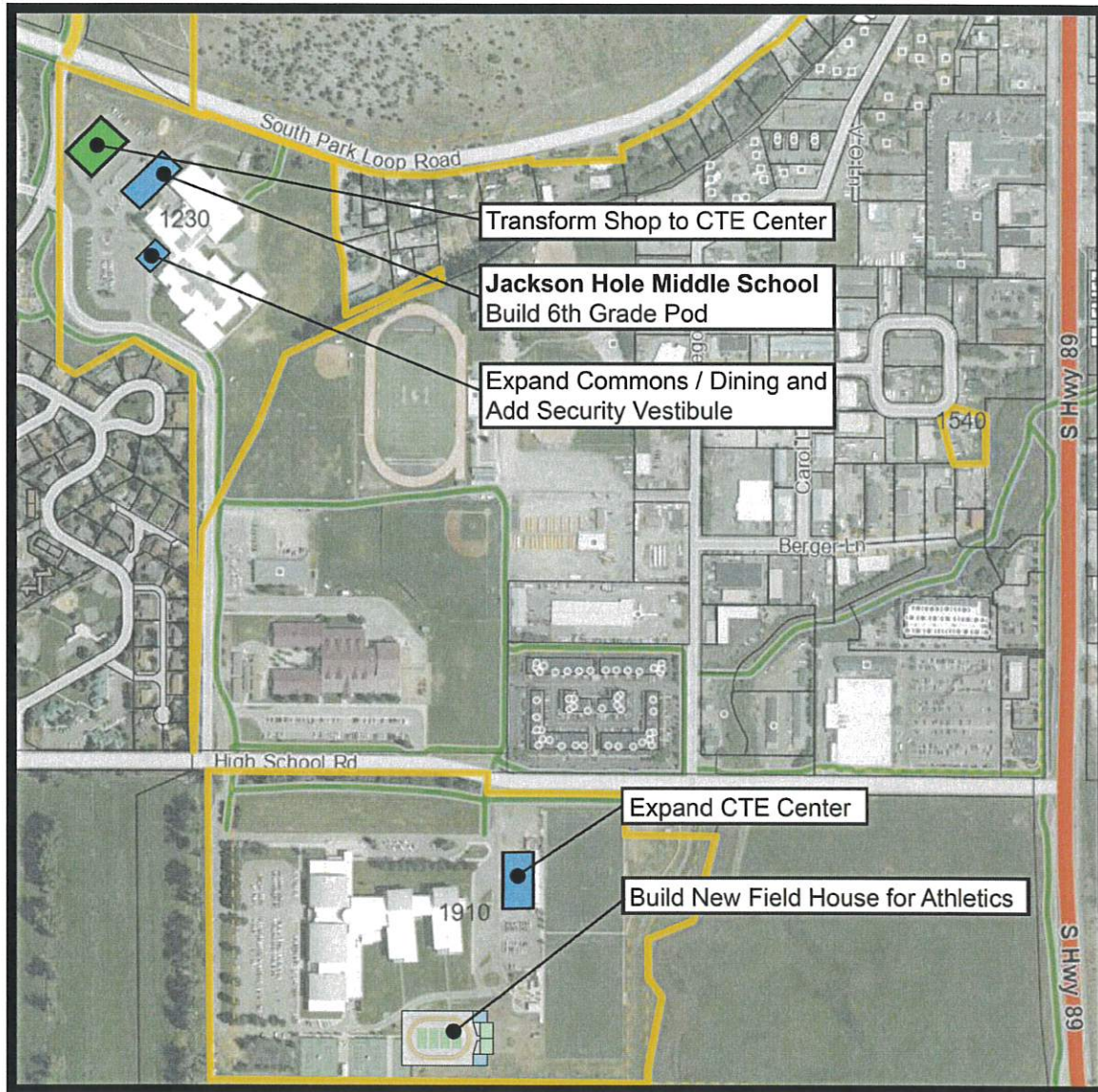
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Option 9 - Build a Combination of 6-12 Improvements

Option 9 suggests a broader range of improvements at the 6-12 levels:

Middle School: At the middle school, this would include the Commons Addition, Security Vestibule Addition, and 6th Grade Pod Addition (shown in option 8A). The middle school would stay in its current 6-8 grade configuration, until the building reaches its anticipated lifespan, perhaps 20 years in the future. At that point, a new replacement middle school would be built on the same middle school site, utilizing the newer 6th grade pod and remodeling and reusing the two gymnasiums and associated athletic spaces. The transformation of the District Maintenance Shop into a large, modern Career & Technical Education Center, could become a second anchor for the future replacement middle school.

High School: At the high school, an expanded Career & Technical Education center would be built. This would be an addition to the existing CTE shop at the east side of the high school. Also included would be a new enclosed Field House for athletic purposes, accommodating athletic activities year round. This would be placed at the southeast corner of the high school site, adjacent to the outdoor fields.



JACKSON HOLE MIDDLE & HIGH SCHOOL SITES

Option 9 Costs

JHMS

6th Grade Pod	= \$10,725,000
Commons & Security Vestibule	= \$1,500,000
Career & Technical Education Center	= \$2,000,000

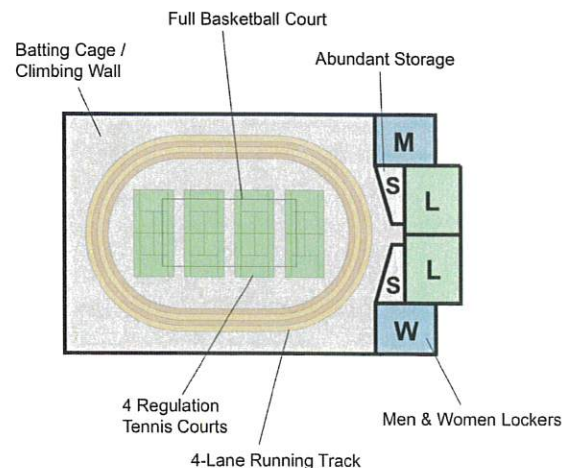
JHHS

Career & Technical Education Center	= \$4,375,000
Field House	= \$18,750,000

New District Shop

	= \$2,000,000
Total Option 9 Costs (Project Costs)	= \$39,350,000

Hypothetical Field House Diagram



Conclusion: Both forms of enrollment projection show that a bubble of large class sizes is now moving through the middle school. This is the same bubble that caused capacity issues at the elementary level, resulting in the construction of Munger Mountain ES. This bubble will pass, and more reasonable class sizes will again return to JHMS in the near future. This enrollment projection into the future has dropped the JHMS project to a lower level of priority on the state capacity list.

Regardless of this, there are a number of capacity issues, educational suitability issues, and security issues that remain unresolved at JHMS. These will persist regardless of future student population fluctuations. This MCER study has served a purpose in that these issues have been identified, along with potential solutions. We recommend that an avenue for funding and implementing these immediate relief solutions be found.

Enrollment projections capture birth rates and carry them forward. They do not account for new housing starts and developments. Historically, each new housing start in Jackson brings with it .32 new students to the district. Many new developments are already under construction at this time. More still are likely to be committed in the future, or are in the planning stages at the time of this report. A more realistic and foresighted master plan needs to account for both birth rates and new developments. An increase in birth rates gives the district five years to plan before the student enters the district. A new housing development only gives the district 2 years to plan, bringing with it a greater sense of urgency.

At the onset of the study, the district administration was clear that their desire was to have a long range plan for the future. This is accomplished with Option 8A, as it describes an incremental approach to building grade level pods at JHMS. This would eventually result in a full replacement school at the existing middle school site. These replacement pods would be timed to coincide with either capacity increases, or the eventual need for replacement of the structure due to facility condition scores.

Additionally, Option 9 shows a desire from the community to implement a broader scale of improvements across the 6-12 grade levels. This shows an optimistic and energetic emphasis from the community on the need to upgrade their upper level facilities, for the good of their students.

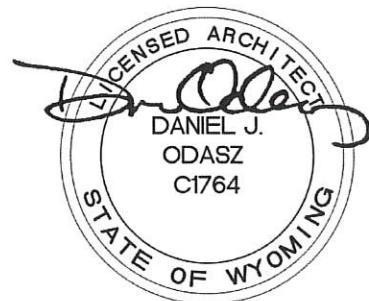
Finally, as a combination of short term, medium term, and long term improvements for the 6-12 grade levels in Jackson, Wyoming. The three front running strategies work together as a full complement combination:

1. Immediate Relief Strategies
2. Option 8A – Build a 6th Grade Pod at JHMS
3. Option 9 – Build a combination of 6-12 Improvements.

Sincerely,



Dan Odasz AIA, President
Plan One/Architects



**SPECIFIC PURPOSE TAX
PUBLIC PROJECT APPLICATION**

1. Project Name:

Building Brighter Futures

2. Name of applicant:

Teton Youth and Family Services

3. Name, address, and phone number of contact person for the applicant:

Sarah Cavallaro, Executive Director
P.O. Box 2631, Jackson, Wyoming
83001 307-733-6440

4. Is the applicant a governmental entity. If yes, please list what type.

No

5. Are there any partners for your project. If yes, please explain.

No

6. Provide a brief description of the project (100 words or fewer).

Teton Youth and Family Services (TYFS) has been in the valley forty-five (45) years providing services that directly and positively change the trajectory of suffering children and families.

Over the years TYFS facilities have aged and need upgrading. Additionally, in recent years, best practices for housing troubled youth have advanced significantly to ensure child safety. Hirschfield Center for Children, Van Vleck Group Home, and Red Top Meadows are known throughout the community and state for their comprehensive programming to heal cycles of abuse, neglect, behavioral, emotional, and mental health issues. This project includes enhancements to programming.

7. Location of the proposed project:

Hirschfield Center- 510 South Cache, Jackson, Wyoming
Van Vleck Group Home- 510 South Cache, Jackson, Wyoming
Red Top Meadows- 7905 South Fall Creek Road, Wilson, Wyoming

8. If there is land required for the project, please indicate whether the land is owned, under contract, etc., and indicate the zoning of the property.

The project includes approximately 21 acres of land; appraised value of \$4.5M in 2019 We believe the current value is much higher.

Opinion of Value-2019			
Site	Acres	Zoned	Market Value
510 South Cache-2 town lots	0.34	Office/Residential	\$2,500,000
7905 South Fall Creek Road	20.71	Public Service Use	\$2,000,000
			\$4,500,000

9. Project costs (please include all costs)

Item	Cost
Land Acquisition	\$ -
Design Costs	\$ 200,000
Construction	\$ 10,600,000
Contingency	\$ 500,000
Furniture, Fixtures and Equipment	\$ 300,000
Operations and Maintenance Escrow	\$ 500,000
Other	
Staff Support	\$ 350,000
Programmatic Enhancements	\$ 1,350,000
Operating Support	\$ 1,200,000
Total	\$ 15,000,000

10. For each category listed in number nine (9), please provide a concise description of how costs are derived, how firm they are, and any contributions, such as land ownership, to the project. Please also include all documentation utilized to calculate costs.

Item	Cost	Detail
Land Acquisition	\$ -	Total land ownership contributed to this project is 21 acres at a conservative value of \$4.5M (2019)
Design Costs	\$ 200,000	Architectural=\$150,000, Engineers=\$50,000 additional costs provided pro bono
Construction	\$ 10,600,000	See Addendum A
Contingency	\$ 500,000	Current Construction costs include contingency, however, this is added
Furniture, Fixtures and Equipment	\$ 300,000	See Addendum B
Operations and Maintenance Escrow	\$ 500,000	\$500K seed funding part of campaign; each additional year- \$50K will be added to fund from operations.
Other		
Staff Support	\$ 350,000	Staff Oversight
Programmatic Enhancements	\$ 1,350,000	See Addendum C
Operating Support	\$ 1,200,000	Indirect Costs
Total	\$ 15,000,000	

11. Have any inflationary factors been included for time value for construction costs? If so, please explain how they are calculated and how they affect the project costs.

Contingencies have been built into construction budgets and the organization's capital budget includes a \$500,000 contingency for inflationary factors.

12. What alternative sources of revenue are available to the applicant and what sources have been explored for this project? (for example, property taxes, dues, etc.)

- A Comprehensive Planning Study was done in the fall/winter of 2021-22 with 67 interviewees. During the study \$8M was identified in potential philanthropic support. (Addendum D)
- The organization has more than 400 active donors and a Capital Campaign is being launched July 1, 2022, with major gifts being solicited currently. (Case for Support- Addendum E)
- The organization will seek American Rescue Plan Act (ARPA) and other Federal support, as well as State of Wyoming funding.

13. What sources do you have to cover any overages for the project? What is your fallback plan if project costs exceed revenues allotted?

- a) \$10M in private fundraising support is anticipated
- b) Value-engineering will be considered throughout the process
- c) Programmatic enhancements would be reconsidered should there be a shortage of funds

14. Provide examples of projects of similar scale that the applicant has completed and provide information related to 'on time, on budget' or 'overtime, over budget' for said project(s).

The Applicant's Team, (in addition to Board members), for this Project includes:

Sarah Cavallaro, Executive Director, was the grant writer for the county for five (5) years and raised tens of millions for successful county capital projects.

Martina Hansen is the Director of Operations and Finance for TYFS. Formerly employed at 3 Creek Ranch, Martina was Director of AR/AP- Projects and was involved in the golf course construction project, which was completed on time and on budget. Martina worked previously at the Teton Science Schools as the AR/AP Director and later as the Finance Director helping wrap up the capital campaign on budget and on time

Lisa Lord is the Senior Advisor for the project and a professional fundraising executive. Lisa was the Board Chair of Children's Learning Center while the new school was being constructed. The Mercill School came in on-budget and on-time based on updates to scope and schedule.

15. What dollar amount is being requested from Specific Purpose tax proceeds for this project?

\$2,000,000

The amount is 13% of total budget or 17% of Design Costs, Construction, Contingency and FF and E.

16. Please list time frames for each phase of the proposed project.

Timeline for Project
Phase 1
July 1, 2022-June 30, 2023
Van Vleck construction
Hirschfield design and construction
Red Top Meadows design
Phase 2
July 1, 2023-June 30, 2025
Programmatic enhancements begin
Red Top Meadows construction

17. Will any bond financing be necessary for this project?

No

18. Please provide as an addendum, a proposed operating and maintenance budget (pro forma income statement) for the first five (5) years following completion of the project.

Provided on Addendum F

19. Describe how this project will or will not impact the carbon footprint of the community and aspects of the project that are in alignment with a zero carbon footprint.

The project will include these carbon footprint mitigation efforts:

- Energy efficiency will be considered and integrated into construction programming.
- Fuel efficient or electric vehicle(s) will be considered.
- Recycling programs will continue at all sites.
- Carbon-sensitive materials will be considered during the selection and will improve each building's carbon footprint.

20. What is the proposed method of providing future ongoing operating and maintenance costs?

The project includes raising \$500,000 to seed a Maintenance Reserve for the buildings. (See 5 year Pro Forma with Maintenance Reserve costs- (Addendum F)

Each year, the organization will budget \$50,000 for the reserve and monthly contributions will be made to the fund. Barring any major maintenance issues, the fund will have \$1M after 10 years allowing the organization to have sufficient reserves for future upgrades.

It is anticipated that operating utilities and other costs may see a downward deviation due to increased insulation, energy efficient appliances, updated HVAC systems, energy efficient windows, LED lighting, low-flow toilet fixtures and all door seals will be new.

21. Describe the impact of this project on Town and/or County operating budgets in terms of fiscal impact and staff impact, be specific.

N/A

22. How will reserve funds be accumulated for replacement or repair of major equipment or components and what is the source of the funds?

The project includes raising \$500,000 to seed a Maintenance Reserve Fund for the buildings.

Each year, the organization will budget \$50,000 for the reserve and monthly contributions will be made to the fund. The Maintenance Reserve Fund will be managed by the Board of the organization.

23. What annual amount is projected for this reserve fund?

\$50K per year

24. How many residents will benefit from this project?

All residents of Teton County (23K) benefit from healthy youth and families within the community. Additionally, we are one of the only facilities in the State of Wyoming (578K) and region certified to support critical services for youth. TYFS also takes residential referrals from outside the state, but within the Rocky Mountain region. These referrals are a small number.

25. What, if any, economic benefit will accrue to the community as a result of this project?

"Over 40% of Americans report increases in mental distress due to the COVID-19 pandemic, leaving employers with their own crises, resulting in increased absenteeism, negative impacts on productivity and profits, and an increase in health care costs. Encouragingly, employers that support mental health see a return of \$4 for every dollar invested in mental health treatment, according to new research released May 13 from the National Safety Council and NORC at the University of Chicago. When employees receive effective treatment for mental distress, organizations realize reduced total medical costs, increased productivity, lower absenteeism, and decreased disability costs." - National Safety Council

Avoided Cost Analysis

Service Level	Outpatient Mental Health services- Hirschfield	Crisis Shelter	Van Vleck	Red Top Meadows	Detention- boys/ girls school	Psychiatric Residential Treatment Facility	Out of State Facility Placement
Cost per Youth	\$ 3,066	\$ 17,000	\$ 43,800	\$ 104,428	\$ 237,250	\$ 296,616	\$ 400,000

Those served at TYFS cost a fraction of Detention Psychiatric Residential Treatment Facilities or Out-of-State Facilities. The residential programs at TYFS save an estimated \$4.3 million a year in youth staying in less expensive and least restricted care. With 85% of youth in these programs not going on to higher levels of care the avoided costs are tremendous when you look at families reunifying and the youth becoming a contributing member of the community.

26. Are there any social or cultural benefits to the community?

Community support of mental health has a cascade of impacts socially and culturally. Youth and families with positive mental health are more engaged in society writ large. Immigrant residents of diverse backgrounds make up about 30% of the Jackson population.

Though Teton County is home to a wealth of health and human services organizations, outreach to these communities is a persistent challenge. Impediments to providing support for at-risk individuals may include limited English proficiency, low education level, and cultural biases that discourage seeking help from public agencies. TYFS continues to develop strategies and partnerships to encourage the trust and connections crucial to providing services among local immigrant communities. TYFS staff are also trained and have the tools needed to stay current with evolving gender understandings and provide support services for youth and their families.

27. Describe how your project is connected to current infrastructure.

The Hirschfield Center and the Van Vleck Group Home are connected to Town of Jackson water and sewer lines; snow removal is provided by the Town. Electricity is provided by Lower Valley Energy. Emergency services, Fire services, and Law Enforcement are provided by Town and County. St John's Health is the hospital used.

Red Top Meadows has its own well and septic system and provides its own snow removal services. Electricity is provided for by Lower Valley. Additionally, Red Top Meadows uses Town and County Fire, Emergency, and Law Enforcement services. St John's Health is the hospital used.

28. Describe the level of project readiness, design, construction documents, etc. Phase 1

Design, construction documents complete.

Building permit was submitted on March 18, 2022 for Van Vleck Group Home and construction is anticipated to commence on July 1, 2022.

Hirschfield Center drawings are currently out for design bid with renovations anticipated to begin in Fall 2022.

Phase 2

Red Top Meadow Architectural RFP is prepared for bids.

29. If the project meets an identified community need, describe how that need is evident or has been documented or how it has been identified.

It is clear from the recent Health Needs survey that our community considers the mental health and well-being a top priority. TYFS delivers support to youth and families in concert with many other health and human service providers. TYFS leadership continue to volunteer their time and talent to serve on community, State and Regional councils to provide opportunities to share best practices, lessons learned and opportunities for synergistic partnerships.

From the 2021 Health Needs Assessment

"The health issues included in this report summarize the key findings from Healthy Teton County 2021 data collection and analysis. The Healthy Teton County Core Committee selected indicators for analysis by first reviewing the updated data for the measures used in the 2018 CHNA. In addition, the committee reviewed updated data for each of the 2018 prioritized health issues along with any emerging indicators that were identified or never reported on in the previous data updates. Indicators that met at least one of the following criteria were selected for inclusion in this report:

- Teton County did not perform as well as the Healthy People 2030 goal.
- Teton County did not perform as well as the state of Wyoming.
- An issue was identified as a top issue in the Quality of Life Survey.
- An issue was previously identified as an area of concern/focus.

The prioritized list of Teton County's primary health behaviors and conditions for 2021 is as follows:

1. Mental Health
2. Alcohol Use
3. Chronic Disease/Cancer Screenings
4. Immunizations
5. Sexual/Reproductive Health
6. Nicotine Use

<http://www.tetonwyo.org/ImageRepository/Document?documentId=18838>

30. If SPET funds are needed to complete a previously approved/authorized project due to a shortfall, describe in detail. N/A

31. Describe how your project provides a critical service related to health, safety, and welfare of the community-

During the pandemic it became evident that while other providers were serving clients virtually, TYFS was considered an "essential service" and was allowed to remain open and provide critical care to youth and families in need. During our recent Planning Study, 67 community-based interviewees used the words "critical", or "essential", consistently to describe the services TYFS provides. Additionally, TYFS has an emergency suicide holding facility that provide a critical service to our community.

32. Describe how the project will impact transportation (vehicle, bus, bike, highway, intersection, pathway), traffic, or congestion in the community either positively or negatively.

There is no known history of the project impacting transportation in the community either positively or negatively.

33. Describe the impact the project will have on employee and/or affordable housing in the community either positively or negatively and how the impact will be mitigated.

The organization provides two employee rental housing units. The overnight facilities include bunk housing for staff. The organization supports all efforts made by the Housing Authority to mitigate housing issues in the community. A \$200 per month housing stipend will be budgeted for approximately 50 employees helps bridge the gap of housing affordability.

34. If you are aware of other projects in the same category/area as yours, are you comfortable combining your question with other similar projects?

At an early stage in the process, the Human Services Council considered a joint application; after much review, it was determined that housing needs were the primary interest, which are being addressed by several project applications made by others.

35. If your project is a housing project, describe how your needs are unique or are not being met by the Housing Department. N/A

36. Describe how your project is in alignment with the comprehensive plan

"The mission of Teton County, Wyoming government is to support the well-being of its residents by providing responsive and efficient services; providing programs that contribute to public health, safety, and welfare; and supporting the community's goals as expressed in the [Teton County Comprehensive Plan](#)."

Comprehensive Plan: Core Value 3

"Quality of Life - For us, quality of life means local housing options and economic growth across all income levels, mobility options beyond the single-occupancy vehicle, and quality service provision."

Achieving the "Quality of Life" goal requires a healthy community. The facts from multiple surveys and assessments are indisputable- mental health is a top priority for our community. Our vision at Teton Youth and Family Services is that "all families and youth have access to the level of care they need at the time they need it." We have been able to deliver on the County's mission through our programs at the Hirschfield Center for Children, the Van Vleck Group Home, Crisis Shelter and Suicidal Holding Facility, and Red Top Meadows. These programs work to stabilize youth and families and build upon strengths to increase their potential for living healthy and productive lives.

The work done at TYFS is an essential service in Teton County. We work closely with our Human Service partners to ensure those we serve receive all the services they need whether they are at TYFS or with another organization. We are part of a greater continuum of care that provides for all people in our community.

From the Teton County/Town of Jackson Human Services and Resource Allocation

Plan Goal 1. Accessible Services are available, inclusive, equitable for all

Services at TYFS are available to any youth or family member regardless of ethnicity, gender, or socio-economic status. Services can be provided free of charge to ensure access for all. In collaboration with the Department of Family Services, we can now serve all youth in the Group Home with a level of care equivalent to 6-8 months of residency; not just those who are court ordered. This significant improvement in the system allows families in need to request help without using the judicial system.

Plan Goal 2. Integrated and Coordinated Services

Our community practices truly integrated and coordinated care across the system. Our community-based services at Hirschfield Center for Children and Van Vleck Group Home and Crisis Shelter are integrated into our community as we rely on our community partners to provide wrap-around services to those we serve. We utilize our Human Service partners to provide services that we do not offer such as financial assistance or childcare. Conversely, our partners utilize our services with those they serve to provide crisis stabilization with youth, parent education, and therapeutic services related to trauma.

Plan Goal 3. Lifespan Well-Being

Our community provides quality services to promote health and well-being across the lifespan. Services at Teton Youth and Family services focus primary on youth ages 0–18 with a secondary focus on family members. We work with these individuals to create stability and support during times of crisis.

Plan Goal 4. Community Commitment and Funding

Our community makes human services a priority and acts to support individuals' and families' well-being, including through the provision of health and human services funding. In addition to Town and County funding, our Board of Directors has worked to engage the private citizens of our community to support the important programs of TYFS. Over the years, private support of our programs has increased from modest funding to nearly \$1.4 million today, ensuring our services are available and accessible. We believe this change arose from our community's prioritization and valuing of human services, and specifically those for youth and families. In the last 10 years, private support of our programs has increase from 15% to 41% today. This crucial funding covers budget gaps caused by state funding cuts.

37. Provide as an addendum, an affidavit in agreement to participate in the public Planning & Review process for development and construction of the project.

38. Additional comments

Addendums:

- a) Construction budget for Van Vleck Group Home
- b) Furniture Fixtures and Equipment Schedule
- c) Program Enhancements
- d) Executive Summary Planning Study
- e) Campaign Case for Support
- f) 5 year Pro Forma
- g) Question #37 Affidavit



04/18/2022

Signature

Date

Prepared by: Lisa Lord and Sarah Cavallaro

Submittal approved by the Teton Youth and Family Services Board of Directors

ADDENDUM A

Van Vleck - Schematic Estimate					
		Quantity	Unit		
	Basement Level (habitable)	506	SF		
	Ground Level (habitable)	4,486	SF		
	Total Habitable		SF		
	Total Project	4,992	SF		
Division 01: General Requirements					
	Subtotal				\$592,676
Division 02: Landscaping					
	Subtotal				\$75,000
Division 02: Abatement					
	Subtotal				\$55,000
Division 02: Demolition					
	Subtotal				\$105,600
Division 02: Site Work - Excavation					
	Subtotal				\$51,000
Division 03: Concrete					
	Subtotal				\$34,918
Division 05: Misc Metal					
	Subtotal				\$31,500
Division 06: Woods & Plastics					
	Subtotal				\$788,683
Division 07: Thermal and Moisture Protection					
	Subtotal				\$133,748
Division 08: Doors & Windows					
	Subtotal				\$112,500
Division 09: Finishes					
	Subtotal				\$212,515
Division 10: Specialties					
	Subtotal				\$44,600
Division 11: Equipment/ Appliances					
	Subtotal				\$24,700
Division 12: Furnishings					
	Subtotal				\$62,000
Division 14: Plumbing					
	Subtotal				\$165,000
Division 15: Mechanical					
	Subtotal				\$170,468
Division 16: Electrical					
	Subtotal				\$198,954
Miscellaneous Expenses					
	Subtotal				\$58,000
	Subtotal				\$2,916,861.88
1701	Contractor Contingency			9%	\$262,518
	Total Construction Cost				\$3,179,379
1702	Contractors Fee			4%	\$127,175.18
	Warranty			0.56%	\$17,804.52
	Insurance			0.91%	\$28,932.35
	Total Project Cost				\$3,353,292

ADDENDUM B

FF and E Inventory Hirschfield

Desk/Area lighting	\$ 2,000	
Kitchen Small wares	\$ 2,000	
Conference Table/Chairs	\$ 3,000	
Office Furniture	\$ 10,000	
Entry Furniture	\$ 5,000	
Interior Supplies	\$ 1,000	
Exterior Supplies	\$ 3,000	
Window Treatments	\$ 10,000	
Picnic Tables	\$ 1,000	
Subtotal Hirschfield		\$ 37,000

Van Vleck

Bedding	\$ 2,500	
Kitchen Supplies/small wares/dishes/flatware/glasses	\$ 10,000	
Task Lighting	\$ 3,000	
Wall Art	\$ 1,000	
Entry Furniture	\$ 5,000	
Office Furniture	\$ 10,000	
Dining Tables/chairs	\$ 6,000	
Towels/Bath needs	\$ 3,000	
Window Treatments	\$ 10,000	
Interior Supplies	\$ 3,000	
Exterior Supplies	\$ 3,000	
Picnic Tables	\$ 2,000	
Subtotal Van Vleck		\$ 58,500

Red Top Meadows (RTM)

Bed/Bedding	\$ 10,000	
Dorm room furniture	\$ 20,000	
Dining Tables/Chairs	\$ 15,000	
Office Furniture	\$ 10,000	
Kitchen Small Wares	\$ 10,000	
Conference Table/Chairs	\$ 3,000	
Window Treatments	\$ 15,000	
Bathroom needs	\$ 10,000	
Storage Lockers	\$ 15,000	
Picnic tables/ Family area	\$ 5,000	
Interior Supplies	\$ 3,000	
Exterior Supplies	\$ 3,000	
Signage	\$ 10,000	
Vehicles	\$ 50,000	
Subtotal RTM		\$ 179,000
Subtotal		\$ 274,500
Contingency		\$ 25,500
Total		\$ 300,000

Programmatic Enhancements		
Program Description	Estimated 3 yr	Narrative
Additional Scholarships for Leadership Camps	\$ 60,000	20 kids/\$1000 per/per year
Increase bed capacity for Red Top Meadows	\$ 225,000	1 additional staff @\$75K per year
Family Wilderness trips to build or rebuild bonds	\$ 55,000	8 persons @\$2000 + food
Capacity building and Stabilization of staff	\$ 450,000	60 staff @ \$2500 per year
Early Intervention outreach in schools	\$ 100,000	1/2 FTE plus supplies
Integrated Suicide Prevention in residential treatment centers	\$ 100,000	1/2 FTE plus supplies
Expanded diversity support	\$ 60,000	.25 FTE plus supplies
Parenting Classes	\$ 60,000	.25 FTE plus supplies
Additional Support Groups	\$ 120,000	1 FTE
After-school programming for Teens	\$ 120,000	1 FTE
Total	\$ 1,350,000	



Executive Summary

Teton Youth and Family Services

Prepared by
Philanthropy By Design, LLC
February 2022



Philanthropy
by Design
Unlocking Spheres of Influence

CONFIDENTIAL:

The content of this report
shall be kept private and confidential

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Philanthropy
by Design
Unlocking Spheres of Influence

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Teton
Youth & Family
Services

Helping Children & Families Find Their Way





Introduction

Teton Youth and Family Services contracted with Philanthropy by Design (PBD) to conduct a Planning Study of its readiness to undertake a \$10 million capital campaign. The purpose of the Planning Study was to assess the following factors that are critical to the success of a campaign.

Interview Process

TYFS identified a group of 120 interview candidates for Zoom or telephone interviews. PBD was able to contact 100 candidates and secure and schedule 54 interviews with 67 people.

Results

The results of these confidential interviews have been statistically compiled, graphically presented, and analyzed in this report. The observations and recommendations central to this report are driven by the data and reflect the thoughtful participation of those interviewed and the experience of the PBD team in guiding successful capital campaigns.





Report Summary

Teton Youth & Family Services is seen among its supporters as a provider of essential services for youth and families in need for Teton County and surrounding communities in Wyoming. There was no debating the need for upgrades and renovations to its three facilities. During the Study process, many respondents commented that the work of TYFS is not well understood by the broader community, nor is there an understanding of how the programs are linked. For instance, most did not realize the Leadership Camps in the summertime were led by TYFS.

Based on our assessment, we feel a \$10 million campaign is an attainable goal and we have identified substantial support for its potential success. This potential is not a guarantee; it is a representation that with proper preparation, solicitation and follow-up, the goal can be realized. Factors that could interrupt the goal are unforeseen activities within the organization, deaths of major donors, a major shift in the economy, delays in solicitation, or changes in the organization's fundraising leadership.

To be successful in these efforts, the TYFS Board and Staff will need to allocate resources to build a disciplined and rigorous major gifts program. Of important note, the annual fundraising goal of nearly \$1.4 million this year has been met, six months early, and indicates a strong connection between the need and philanthropists in the community.

We asked interviewees the following questions and aggregated the following responses:

In what ways do you think the organization is important?

ANALYSIS

TYFS has a positive image amongst the interviewees, but many note that the majority of the Jackson Community does not know the organization exists. Most respondents commented that TYFS provides an essential service to the community and does an exceptional job in the current facilities, and the organization does "a lot with little." More than half the responses note significant room for improvement regarding communication of the services and benefits provided to the community.

Integral to the success of this campaign will be a complementary marketing and communications effort to broaden the awareness and, the perception of TYFS and the specific resources and services it provides.



“The organization has longevity and accountability built into its system, and facilities that support its mission.” TYFS is trusted by families and referring organizations for its essential programs for childcare. “It is our understanding the rate of youth incarceration in Wyoming has decreased because of TYFS programming. The organization works with children, individually, as well as with whole families by providing safe spaces for children to heal and move forward.”



What three words come to mind that describe TYFS?

ANALYSIS

Oftentimes organizations become myopic and stale about how they express themselves to an external audience. The intention with this question was to seek fresh words to describe the TYFS and the following positive words were expressed.

How would you scale Teton Youth & Family Service's reputation in the community?

Note: The rating scale was from 1 to 5, with 1 being the lowest and 5 being the highest.

ANALYSIS

TYFS has a very strong reputation in the community among interviewees. Sixty-nine percent rated TYFS as a 5 out of 5, while another 19 percent were in the 4 to 4.5 rating range. “They have a great reputation as a core social services provider ... and impacting youth,” said one responder. “Highly regarded,” said another. Five interviewees gave TYFS a 5 for its programming but feel that the organization is not well known throughout the community. “In terms of how well they are known, I would rank them quite a bit lower,” remarked one interviewee. The sole 2 rating addressed a lack of recognition and “awareness of reputation,” as their reason for the rating.

What do you believe are the organization's strengths? weaknesses?

ANALYSIS

STRENGTHS:

Interviewees shared the following as excerpted: “TYFS is known for well-trained providers, competent and caring staff. Its leadership promotes solid relationships and reliable commitment. A child’s strengths are always promoted, and the staff empower the youth they serve. TYFS is comprised of a committed and strong Board of Directors, staff, and partners who are dedicated to the children. Its scope of services includes effective work with the Department of Family Services, Department of Health, law enforcement, the Department of Education, and the juvenile justice system. TYFS has history in the community of providing quality services and the staff has a consistently shared philosophy.”

Thirty percent of the participants feel strongly that the quality of staff is a major contributing factor to the overall depth and strength of the organization. Participants viewed “staff” as the fuel and inspiration behind the relationships and quality of programming. “History has proven that TYFS has made a big difference.” Other participants viewed the leadership and relationships with community and clients as a source of strength at 13%, and 9% found the programming as a singular strength because it serves a particular need in the community.

WEAKNESSES:

Lack of awareness and clear messaging were identified by nearly half of the participants.

The “average citizen doesn’t know enough” about the organization. For others the deteriorated state of the facilities indicates a concern that TYFS is “always stitching together needs.” Participants spoke of TYFS messaging as “speaking in generalities” and needing a focus on better communications outreach. Some participants suggested a rebranding of TYFS, as the name sounds too much like a government institution.

Twenty-four percent of participants expressed a concern that challenges in funding and staffing limit the organization’s potential. There are concerns about bridging funding gaps between private and state funding. Others focused on recruiting and “retaining staff that are dependable.” The lack of affordable housing in the area presents an added challenge in recruiting and retaining top-tier candidates.

Do you know their Executive Director, Sarah Cavallaro? Anything you want to share for this report?

ANALYSIS

Most interviewees know Sarah and many see her as a “fixer” who promotes all social services, not just TYFS. She is held in very high regard by all those who know her. She is a strong and capable leader, a powerful listener, and an open-minded professional who gives voice to the needs of children and families. It is believed by many that Sarah’s mission is to continue developing TYFS and the services that provide support to create healthy families. A few respondents shared how lucky they feel the organization is to have Sarah at the helm and hoped the Board takes good care of her.

Did you have a chance to read the Case For Support, “Case,” and do you feel it’s convincing?

ANALYSIS

Seventy-six percent of interviewees read the Case and felt it compelling overall.

A few respondents felt the mission statement of the Case could be clearer and more detailed about how the organization believes these upgraded facilities will enhance current and ongoing programming. Additionally, more time should be spent identifying the thought process behind the solicitation, the main options considered, and why \$10 million is the amount needed. The respondents want to know if mortgaging or improvement loans are being considered.



With a concentration on Red Top Meadows, a respondent was concerned about the amount of funding needed to serve only 14 boys, and whether Red Top Meadows capacity should be expanded. The proposed work on the facilities is well accepted, however, more information about outcomes was requested throughout the responses. “By the Numbers” was appreciated and the components were congruent, it wasn’t too long, and it made a compelling case for the ask. Several said the large solicitations will need financial documentation provided for review.

Do you have any questions about the proposed project?

ANALYSIS

Regarding the clients, questions were asked about where the children will go during construction, the status of Adam’s Canyon, why Adam’s Canyon wasn’t mentioned in the Case, and if there will ever be room at Red Top Meadows for females. Construction questions include what would be done inside Van Vleck House and Hirschfield. One response questioned the construction decision instead of selling the valuable property and building a campus on Gill or Lockhart property near the schools, and why housing for staff is not included.

Additionally, a few respondents asked if there are efforts to partner with a builder who will provide product donations or discounts, making it a more partner-based vs philanthropy-based project. Others requested a timeline for the launch of the capital campaign, the phases of building, and if SPET or other public funding options have been considered.

Any suggestions about the document?

ANALYSIS

A few respondents suggested the Case should provide a clearer statement of the problem and provide in-depth information about each program, particularly Red Top Meadows, and how it works with government services. There are many requests for storytelling about the children and information about how TYFS works; one suggested an umbrella graphic to show the three programs and how they are part of TYFS. Several suggested the document unpack forensic interviewing and how important the process is.

It has been suggested this is a good time to rebrand by releasing in-depth information about TYFS and perhaps consider calling the organization “Teton Youth and Family” and drop the “Services.”





Many recommended identifying the magnitude of the problems TYFS is addressing, how this funding will help these programs.

Regarding funding, some suggest, “one campaign, not stages. Choose an amount, not a range. With the construction market moving so fast, how can the current projected costs be counted on? If reserve funds have not been allocated and additional funding is needed, provide a strategy for reserve funding.” There were some specific recommendations from respondents like, “consider calling the campaign ‘Building Brighter Futures’. Change up the pictures with more realistic photos of children and staff, not just happy people. Make the funding and the magnitude of the problem front and center with specifics on how the funds will be used.”

TYFS will need to raise approximately \$10 million over the next three years, largely from private sources. Do you think the proposed goal is attainable?

ANALYSIS

The good news — not a single person said “No.” Ninety-five percent of interviewees gave a hearty yes to a \$10 million goal. “Easily,” said a couple of interviewees. “The community has the resources ... a campaign is a great opportunity to broaden the base ... however, you need the Board to lean in with stretch gifts and raise awareness at the same time,” counseled respondents.

Three interviewees were unsure about the goal. A concern raised from many is the development capacity of TYFS. “In the past, it’s been the Executive Director, who is not only providing clinical services but trying to manage the organization,” replied one person. Another suggested “invest now in capacity and it will pay dividends!”

If you think it’s possible, should the organization increase the goal to include other items like an endowment? What amount would you suggest?

ANALYSIS

YES: Eighty-one percent of interviewees supported increasing the \$10 million goal to include other items. Endowment funding was a frequent response. “Coming from the perspective of a community foundation, we see how transformative endowments can be to an organization.” Others mentioned a reserve for construction and maintenance. On the high end, one interviewee suggested going for \$20 million while another suggested the endowment not be more than 25% of the total goal.



NO: One interviewee prefers to make donations for operational funds only.

OTHER: Others expressed a few cautions. “Is it possible to raise money for an endowment and building maintenance expenses together?” “Hopefully, your capital campaign doesn’t take from your annual campaign,” replied one, which was echoed by others. One interviewee expressed caution if the organization depends heavily on state funding. “When considering budget cuts, those organizations with established endowments appear to be less ‘needy’.”

Do you think the community would respond positively to a campaign launched in the next year?

ANALYSIS

Overwhelmingly, the respondents stated the community would react positively to a campaign launch this year. In our opinion, the timing of the campaign launch requires a sensitivity to staff capacity and a need to solidify lead gifts prior to launch. There is some concern about competition with the Housing Crisis Initiative.

Amount	Quantity	Total
\$2,500,000	1	\$2,500,000
\$1,000,000	3	\$3,000,000
\$500,000	2	\$1,000,000
\$250,000	4	\$1,000,000
\$100,000	15	\$1,500,000
\$50,000	10	\$500,000
\$25,000	10	\$250,000
\$10,000	10	\$100,000
\$5,000	30	\$150,000
Total	85	\$10,000,000

Most every respondent pointed to the surge of wealth in Teton County and the recent study of America per-household income, which lists Teton County first with an average of \$312,000 per year. Wealth inequality in the community was recognized as an exacerbating condition for many youth and families in need. An article in [WYOFILE](#), dated February 4, 2022, describes the wealth surge well. Island in the sky: Teton County in a wealth stratosphere of its own, WyoFile.

We have developed a gift table that shows the number and level of gifts required for a successful campaign to raise \$10 million. A campaign like this will require 10 gifts of \$250,000 or more.

Do you believe these gifts would be available for TYFS?

ANALYSIS

Eighty six percent of interviewees agreed that gifts levels outlined in the chart would be available for TYFS, “never a better time.” Others expressed concern about the Annual Fund and whether the fund would be protected or included in the campaign. One suggestion is to add a \$2,500 level to expand the TYFS donor base with a level “working people” can afford. Another said, “you are going to get more contributions than expressed in the chart within the \$5,000-\$50,000 range. “Dozens of high-net-worth folks are moving into town who give to the museum, and art organizations but are not aware of community struggles.”





Have you any thoughts on which individuals, corporations, or foundations the gifts will come from?

ANALYSIS

We received recommendations of additional agencies, foundations and individuals to consider. The Board of Directors was given a compilation of the information.

Would you consider making a gift to the TYFS campaign?

ANALYSIS

YES: There was nearly unanimous support for this question. “As a donor, I need to be comfortable with understanding how these buildings will be sustained going forward.”

NO: This interviewee often gives for general operating funds.

If yes, would you share in what range you might consider a gift?

Your response is confidential. It allows us to determine the potential capacity of a campaign.

ANALYSIS

Forty-five respondents indicated an amount of support. Only four respondents needed more information and, or time to discuss with a family member.

Do you have any comments or suggestions you would like to pass on in our report?

ANALYSIS

When asked if the participants had any suggestions about the document, the vast majority believed the information could be clearer and more concise. While each participant roughly shared this view, their feedback primarily focused on creating greater connection with the targeted audience through various strategies. Out of 63 responses, four themes emerged out of this dialogue.



Moving Forward

The Power of Storytelling

Many respondents felt that personal success stories create a deeper understanding of the programs and needs. With the use of storytelling and interjecting client-perspective stories about how the organization “changed my life,” participants believe there is great value in letting a client demonstrate the impact of TYFS services they received.

More Metrics

Several participants were analytical readers and were moved by the numbers. Within this context, participants focused on interjecting a sense of urgency with relative costs in the present and a future time frame.

Imagery

It was suggested that imagery can often convey the intent with greater meaning than a verbal description.

The Name

Many feel the name is hard to say and feels governmental. Several suggested TYFS consider a rebrand during this campaign.

Overwhelmingly, the responders believe it is a good time for this project.

Recommendations

The following recommendations are the results of an analysis of the statistics, a consideration of comments provided by the study participants, and the experience of the team at PBD.

Campaign Goal

WE RECOMMEND TYFS proceed with plans for a three year, \$10 million comprehensive campaign to fund capital projects and provide annual support during FY 23 and FY 24.

WE RECOMMEND the campaign officially commence July 1, 2022.

WE RECOMMEND a “Quiet Phase” (April 1-June 30, 2022) to secure five (5) leadership gifts.

WE RECOMMEND stepping into this campaign in phases: Phase 1: \$10 million, Phase 2: potentially an additional \$5 million to accommodate any changes in scope, programmatic support and reserve funding or endowment. (Board decision)

WE BELIEVE this approach allows for important synergies, is practical, and reduces redundant requests for support.



Create a Holistic Development Committee

Have one Development Committee and increase the membership to include community members and non-Board members.

We believe this added scope of work will help energize the Committee.

There are five people, self-identified through the study, who expressed a willingness to assist with this campaign.

Development Capacity

Having a dedicated team (Committee and Staff) supporting fundraising efforts is critical to the success of this effort and providing training will help build skills. We also believe the entire Board will play a role in supporting the fundraising efforts once training has been completed. The Development Team will need a charter that articulates expectations and determines roles and responsibilities for each member. The charter is a spirit document and guide to ensure members are matched with their skills and understand expectations and capacity. We are encouraging TYFS to add an additional full-time staff person to the team.

Create a more compelling Case and Community Awareness Campaign

We believe the Case in partnership with a Community Awareness Campaign will help demystify the organization and help expand the knowledge of the need and strengthen the donor base. We want TYFS to be better understood.

Create A Campaign Portfolio Framework

Managing a campaign requires a blend of science and art. The science includes the discipline and rigor of inputting data into the portfolio with accuracy to synchronize with the organization's finance system. The "art" side is the work required in producing a Donor Portfolio and Briefing documentation prior to solicitation. Determining the right "ask" requires analysis of many components and includes a high degree of emotional intelligence.

Allocate Time at every Board meeting for a Campaign update

Communication of progress will be critical, and the Board will need to be apprised of successes, and failures, in real time. Board members will be asked to help thank donors for their gifts and to engage donors continually.

This planning study is a confirmation of the importance of the programming, the dedication of the staff and Board, and the readiness of the community to embrace the launch of Teton Youth and Family Services Capital Campaign.



Thank You!

Thank you to the interviewees for your gifts of time and thought leadership. Your responses will help shape this campaign. We are deeply grateful.

Libby Alcorn
Laurie Andrews
Martha Bancroft
Sarah Beninga
Willa, Taylor & Daisy Bodman
Bruce Burkland
Faye Campbell
Betsy Carlin & Becky Watson
Lisa Carlin
Matt Carr
Karen Connelly
Vickery Fales Hall
Sandra Flax
Laura Harrison
Betsy & Jim Hesser
Berte Hirschfield
Nancy Hoffman
Molly Hughes
Dick Jaquith
Jeanine & Pete Karns
Carrie Kirkpatrick
Lisa Knapp
Debbie & Bob Kopp
Nancy Lang
Remy Levy
Carole & Ed Liebrecht
Blair Maus
Susie McDowell
Mack Mendenhall

Ann-Ferrell Millham
Tracey Millham
Stacey Morse
Hailey Morton Levinson
Mark Muheim
Bill Newton
Julie Obering
Anna Olson
Kevin Olson
Erika Pearsall
Hadyn Peery
Ruth Ann Petroff & Mark Barron
Liz Storer & Luther Propst
Lucy Rankin
Margie & Fred Reimers
Ferrill Roll
Erin Rosenberg
Peta Roubin
Andy Schwartz
Gary Silberberg
Judy Singleton
Noa Staryk
Karen Terra
Pauline Towers-Dykeman
Patrick Trucco
Diana Welch
Steve White
Mike Yin
Joanne Zorkendorfer





Building Brighter Futures

Reinventing and rejuvenating spaces to
heal and inspire Wyoming youth

A comprehensive campaign to support critical building
renovations at the Hirschfield Center, Van Vleck Group
Home, and Red Top Meadows Residential Facility, enhance
programming and provide safe, welcoming spaces for young
people navigating crises and seeking hope.



Helping Children & Families Find Their Way

Dear Friend,

For the last 44 years, Teton Youth and Family Services (TYFS) has grown into an organization where our partners, donors, stakeholders, and greater family can **directly change the trajectory of suffering children and families – for the better**. We have served thousands of people and are able to see how these changes have rippled throughout our region, connecting us all.

Over the years TYFS facilities have aged, compromising our ability to provide a foundation of safety and security that is crucial to our programming. The Hirschfield Center for Children, Van Vleck Group Home, and Red Top Meadows are designed to provide integrated settings with therapeutic support, inspiration, and structure. **Essential to the process is an environment that says each person is deserving and valued.**

TYFS is known throughout the state for its comprehensive programing to heal cycles of abuse, neglect, behavioral, emotional, and mental health issues. A recent study found that poor mental health days in our community have doubled since 2018—more than twice the national average. **In the past year alone, we have seen a 40% increase in demand for our programs and services.**

Our residential and outpatient programs provide physically and emotionally safe settings for children and their families to heal, change, and grow. Every journey is unique. **We empower each to face their own climb, discover their own path, and reach their own peak.**

We are eager to introduce news of our own TYFS journey – a \$15 million Comprehensive Campaign for upgrades to our facilities and enhancements to our programs. Rigorous planning has been developed with our next 30 years in mind.

Together, we can ensure the most vulnerable children and families in our community and region have a safe place to heal and grow.

Thank you for joining us on this journey,

Sarah Cavallaro, *Executive Director* and **Jim Hesser**, *Board Chair*



Board of Directors

Jim Hesser *President*
Martha Bancroft *Vice President*
Anna-Lisette Davis *Treasurer*
Lucy Rankin *Secretary*
Mitch Dann *Past President*

Matt Carr
Steve White
Lisa Carlin
Ann Dwan
Betty Andrikopoulos
Alex Freeburg
Robert Huggins
Ben Brettell
Faye Campbell



TYFS Leadership & Staff

Sarah Cavallaro
Executive Director

Chris Moll
M.S.W, LCSW, Director of Licensing and Accreditation/ Hirschfield Center

Jeremy Silcox
MSW, LCSW, Director of Van Vleck House

Tom Concannon
MMFT, LMFT, Director of Red Top Meadows

Martina Hansen
Director of Operations and Finance

Why us? Why now?

We believe in a community where our youth and their families have every opportunity to thrive.

Teton Youth & Family Services offers a path to healing and hope-filled futures for the young people and families of Teton County, WY. Over the past two years, the needs for our services – from case management and therapeutic support for young children navigating trauma to residential and wilderness-based opportunities for teenagers facing an array of challenges – has increased significantly. With your support, we can meet their needs and help them find paths forward; safe, welcoming, contemporary facilities are a fundamental element of our programs.

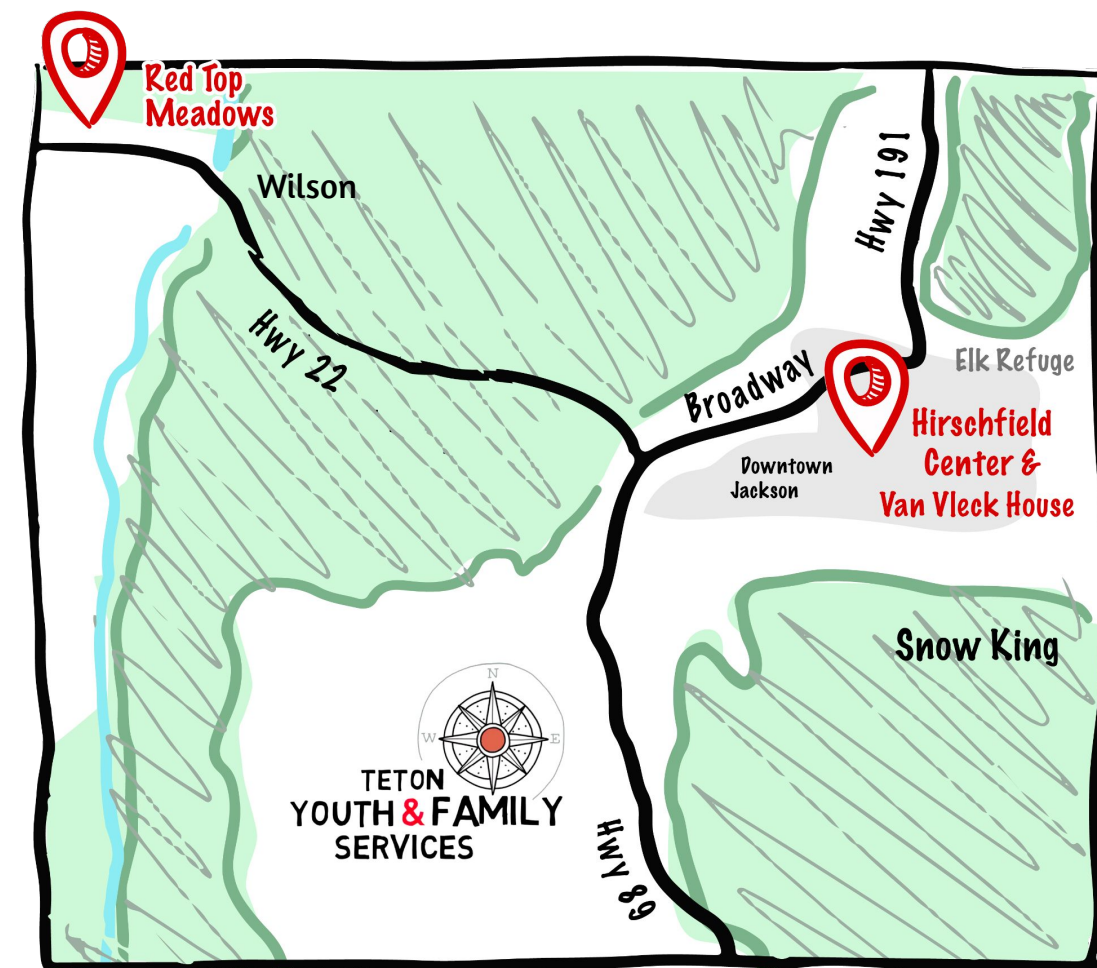
Hirschfield Center & Van Vleck House

510 South Cache Street | Jackson, WY 83001

Red Top Meadows

7905 South Fall Creek Road | Wilson, WY 83014

Where We Work



Authentic Connection, Boundless Impact.

TYFS offers those in the most difficult situations a lifeline — from aid in navigating crises and providing emergency housing, to acquiring life skills, to developing a stronger sense of self and trust.

As we emerge from years burdened by COVID-19, the community is relying on our programs at record-breaking levels.

Connecting with a person at a critical moment can make a limitless difference.

Whether preventing violence and trauma before it begins or offering compassionate and informed support in the aftermath of crisis — the expanding impact has the power to transform lives.



Annie

Annie and her mother came to us scared and in crisis. The 13-year-old struggled with depression, self-harm, and had tried to run away with a 20-year-old man she met online. A scholarship program allowed Annie to reside in the Group Home for six months where her grades improved to straight A's. Annie became a leader among her peers, helping others on their own journeys.

In their words...

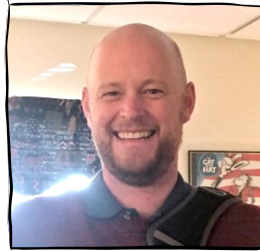
The community on which we depend, depends on all of us.



Laurie Andrews

President, Community Foundation
of Jackson Hole

"There is nothing more immediate than a child experiencing a crisis. Crisis comes in many forms – from self-harm or abuse to youth who are struggling to find their way socially. This is where Teton Youth & Family Services steps in to evaluate, shelter, guide, and provide treatment resources to support the healthy growth and safety of our youth and families."



Ben Bretell

School Social Worker and Board Member,
Teton Youth and Family Services

"We know that environments that are warm, welcoming, safe, and up-to-date can have dramatic impacts on healing and feeling secure. The time is now for our community to show TYFS and the families they serve that we believe in them. Please join in showing those who might be too scared to take that first step that we believe in them."



Daniela Peterson

Licensed Professional Counselor,
Vista Counseling

"The quality of therapeutic services at TYFS is a combination of well-trained experts in the field, and programming that promotes healing and wellness. As a mental health professional and advocate in our community, I invite you to be part of this campaign to make a difference in the future adults that will lead our community with integrity and a solid social-emotional foundation."



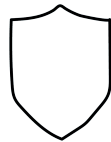
We can continue to inspire the youth we serve to be the best they can be.

We can protect our youth and families when they are feeling most vulnerable.

TYFS Supports Growth

With \$15M we can transform our facilities and enhance the quality of our programming.

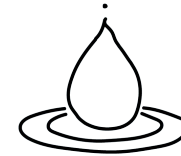
Secure, harmonious spaces invite healing.



SAFETY

Incorporating state-of-the-art design and building elements, TYFS will provide facilities for children and families that prioritize safety and ensure that all areas are utilized as efficiently as possible.

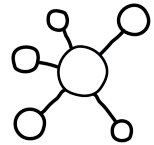
Welcoming, peaceful facilities encourage healthy connections.



HEALING

The path to healing is gentler in an environment that offers a sense of peace, safety, and community. TYFS aims to create both private and communal spaces that foster a sense of individual and collective wellbeing.

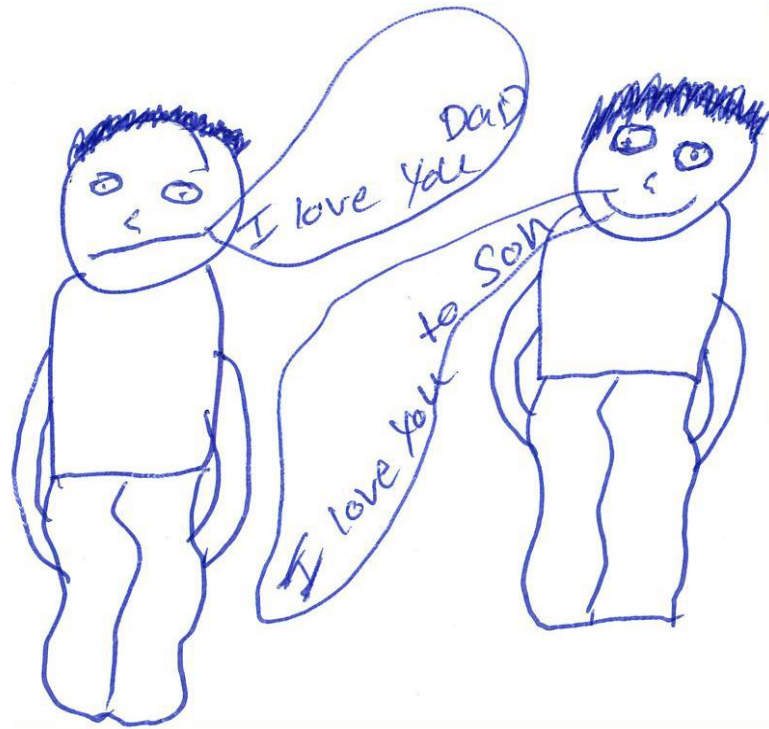
Trusting, authentic connections are the bedrock of a thriving community.



CONNECTIONS

Genuine growth doesn't happen in a vacuum — it occurs with support, compassion, and in a space that invites vulnerability and openness to new ideas. This critical exchange is the foundation for resilient individuals and relationships.

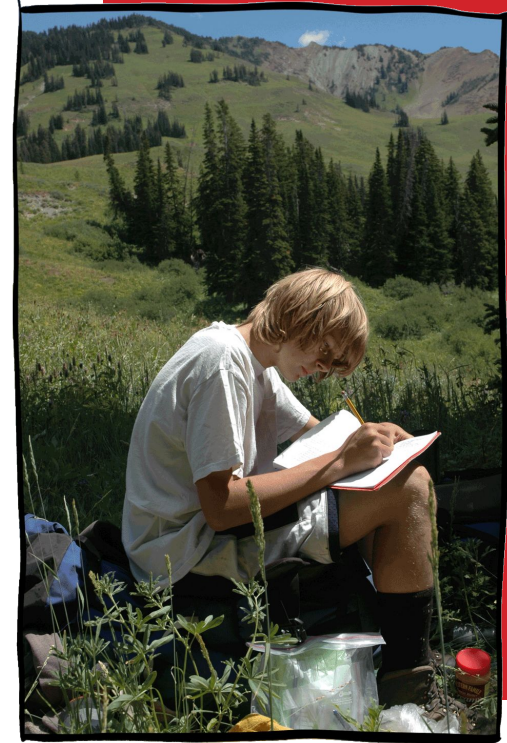
If I had one wish...in their words:



If I had one wish I
would wish for my Dad
to be alive so I could
tell him that I loved him.

Trauma and loss are issues that are often influential for the clients at TYFS.

Providing an emotionally and physically safe environment is essential for the client's success in programs.



Jacob

Jacob, age 14, arrived on New Year's Day homeless, with a mother battling substance abuse and a father in prison. During his stay at the Crisis Center and Red Top Meadows, Jacob developed trusting relationships with the staff and therapists. Nine years later, Jacob still checks in, "Because I knew that no matter what, you guys would be there and care about me even if I was screwing up."



Over the past two years,
TYFS has served

over 800
children and family members

The challenges that we help these individuals and families navigate spring from the modern world.

**Innovative and accredited services and programs
will be enhanced by modernized facilities.**



Emma

Emma, age 16, landed at the Crisis Shelter homeless, suicidal, scared, and without family. During the first week, she only would talk to Walter, the Shelter dog. She stayed at the Group Home for nearly a year. After high school graduation, Emma enrolled in the nursing program at Central Wyoming College. "I used to wake up in the morning and be afraid of what was to come. I wake up now and I am excited for what is next."

Over the past year alone, TYFS has provided:

9,805

nights of safe care and
service days for boys at
Red Top Meadows and
youth at Van Vleck
House

35

forensic interviews
of children at the
Hirschfield Center

3,240

hours of
therapy sessions
for 145 children and
families at the
Hirschfield Center

50

days of wilderness therapy
for 22 boys who passed
through the Red Top
Meadow Program

20

safe nights
for actively suicidal
youth

Forensic Interviewing

When child abuse is suspected, whether physical or sexual, a forensic interview provides a safe place for the victim to tell their story. A specially trained interviewer speaks with the child to gather information in a compassionate non-leading fashion.

Interviews are observed by a multidisciplinary team that generally includes child abuse experts, law enforcement, the Department of Family Services and the Prosecutor's Office.

The Hirschfield Center provides this service for children ages 3-18 and adults with developmental disabilities.

85%

of those served in TYFS residential programs
do not go on to higher levels of care.



Hirschfield Center North Façade View from West

Phase 1 — Hirschfield Center

The Hirschfield Center for Children, originally constructed in 2002, includes facilities for forensic interviews, family advocacy and therapy, and the Court Diversion Program. The planned remodel will add a welcome and waiting area, staff offices, a board room, and student study area.

Ultimately, this will make the space more efficient and allow the facility to reflect the high quality of services that TYFS offers.

Estimated cost: \$1.9 Million



COURT DIVERSION SERVICES, facilitated through the Hirschfield Center, provide a variety of interventions for juveniles detained by law enforcement, including diversion from the Circuit Court for first-time offenders and probation services for youth in the system. Studies have concluded that recidivism rates are reduced with this type of intervention. The program provides a systematic process for youth to repair harm from crimes and other offenses, accept responsibility, and thereby alleviate guilt and shame.

IF. I had one wish I
would wish To Rewind back
to the Day I first started
getting into trouble and ask
for help



Phase 1 — Van Vleck House

The Van Vleck House is a residential facility for young adults. Currently, the structure — which was built in 1967 and last remodeled in the mid-1980s — is far below the industry standards for therapeutic spaces of this type. The renovation will include state-of-the-art safety features, including a safe space for youth at risk of self-harm, a community room, 7 double-occupancy bedrooms, improved kitchen facility, staff offices and respite space, and a communal multi-use room.

Van Vleck House will offer the ideal balance of structure, safety, and warmth — a framework fundamental to healing.

Estimated cost: \$3.3 Million



JACKSON HOLE LEADERSHIP PROGRAM is a summer program for Teton County children grades 5-10. The program, facilitated through the Van Vleck House, teaches outdoor and problem-solving skills, as well as building positive peer relationships and effective communication. The Leadership program is open to all community youth and scholarships are offered. The philosophy of the program is “Challenge by Choice,” which encourages campers to attempt challenges on the edge of their comfort zone within a safe and supportive context.

Phase 2 — Red Top Meadows

Red Top Meadows is a 14-bed residential treatment and therapeutic wilderness program established in 1980 to serve adolescent males. The facility is located on 20 acres bordering the Bridger-Teton National Forest. While the historic buildings, which date to the 1960s, have rustic charm, they fall short in terms of meeting staff and students' everyday needs.

All aspects of a student's day are seen as opportunities for learning and applying treatment goals. TYFS provides students with a variety of experiences and environments in which they can learn, practice, and apply new skills. **A safe, modern facility will maximize the impact of these everyday learning opportunities and amplify the impact of their time at Red Top Meadows.**

As a homebase, school, and launching point for the program's integral Wilderness Programming components, Red Top Meadows serves young men who are working to recover their lives and discover paths to healthy, opportunity-rich futures. **Our goal is to create a facility that fully reflects the exceptional quality of the programming.**

**As we look to the future,
this project will allow us to create:**

- **Single Occupancy Bedrooms**
- **Kitchen/Dining/Living Space**
- **Barn/Gym**
- **Greenhouse**
- **Staff Respite Space**
- **Library**
- **Courtyard**
- **And more....**

**Estimated cost
\$5.4 Million**



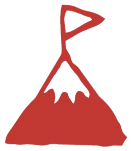
N.K.

Following a delinquency charge for theft, the Court referred N.K., age 13, to TYFS Red Top Meadows. A highly unstable family left N.K. feeling he was completely on his own and he didn't trust anyone. N.K. shielded himself by arguing with everyone: peers, family, teachers, law enforcement, and even the judge. Wilderness trips were the catalyst in his turnaround. N.K. slowly began to trust the world and the TYFS staff. Back in high school, N.K.'s grades improved, and he was elected Senior Class President.

Be the Change.

Programmatic Enhancements

This funding will also empower TYFS to expand our impact through new and enhanced elements including:



Additional
scholarships for
Leadership Camps



Increased bed capacity
for Red Top Meadows



Family Wilderness
trips to build or
rebuild bonds



Capacity building
and stabilization of
staff



Early intervention
outreach in
schools



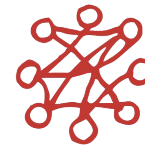
Integrated Suicide
Prevention in
residential treatment
centers



Expanded gender
diversity support



Parenting
Classes

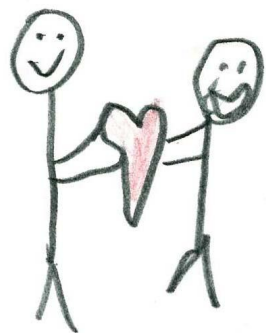


Broadening of Support
Groups



After-school
programming for
teens

To be able to give happiness
to who ever I want.



Our wishes

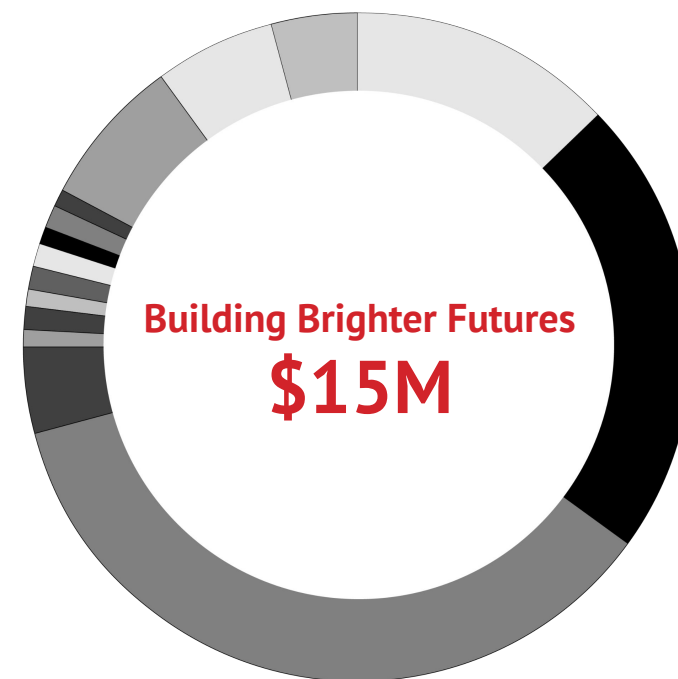
Job
House
New Father
To work at our Church
Connect with Church
Friends
Get Car Check-up

Did you know?

**14.5 years old is the average
age of children served at TYSF**

Budget

Construction: Hirschfield /	\$1,900,000
Construction: Van Vleck /	\$3,300,000
Construction: Red Top Meadows /	\$5,400,000
Contingency /	\$450,000
A/E (Architect/Engineering) /	\$200,000
Professional / Legal Services /	\$50,000
Furniture, Fixtures, Equipment /	\$250,000
Employee Housing Stipend /	\$200,000
Fundraising Support - staff /	\$200,000
Contract Campaign Support /	\$150,000
Vehicles /	\$50,000
Awareness Campaign	\$150,000
Annual Operating Support /	\$1,200,000
Programmatic Enhancements /	\$1,000,000
Maintenance Reserve /	\$500,000



Securing a Sustainable Future

**The proof is in our work,
the power is in your hands.**

This campaign calls upon the collective will of visionary donors and champions of the youth and families in our community to help us realize the enduring future of TYFS. We believe this campaign will bring to bear the power of ingenuity to support human resilience in partnership with our natural world: the greatest healer.

Join us

**in helping children and families
find their way to fulfilling and
constructive lives.**



“The Jackson Hole Leadership Program gets the kids out and into the backcountry here... to really explore the Teton Valley. They learn about life, and they have a great time. They may be there for only a week, but they take skills away that they will have for the rest of their lives!” – Elly Garrett, parent



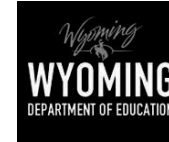
Member of _____



Outdoor
Behavioral
Healthcare

acrc

Accredited by _____



WYOMING DEPARTMENT
OF FAMILY SERVICES



NATIONAL
CHILDREN'S
ALLIANCE®
ACCREDITED MEMBER



Sarah Cavallaro, Executive Director

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Website : tetonyouthandfamilyservices.org

Facebook : [@tetonyouthandfamilyservices](https://www.facebook.com/tetonyouthandfamilyservices)

TYFS-5 year proforma

	FY22	FY 23	FY24	FY25	FY26	FY27	Notes
Income							
Donations	\$1,350,000	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	
Private Insurance/Grants	\$ 57,300	\$ 68,760	\$ 82,512	\$ 99,014	\$ 118,817	\$ 142,581	Assumes 20% increase per year
Government Grants	\$2,009,000	\$2,100,000	\$2,150,000	\$2,175,000	\$2,200,000	\$2,225,000	Small incremental increases
Event Revenue	\$ 60,000	\$ 100,000	\$ 125,000	\$ 130,000	\$ 135,000	\$ 140,000	Assumes new event
Program Fees	\$ 58,000	\$ 60,900	\$ 63,945	\$ 67,142	\$ 70,499	\$ 74,024	Assumes 5% increase each year
Misc. Income	\$ 2,000	\$ 2,500	\$ 3,000	\$ 3,500	\$ 4,000	\$ 4,500	
Total Income	\$3,536,300	\$3,732,160	\$3,824,457	\$3,874,657	\$3,928,317	\$3,986,105	
Expenses							
Payroll Expense	\$2,814,000	\$2,898,420	\$2,985,373	\$3,074,934	\$3,167,182	\$3,262,197	Assumes 3% increase, leveled from synergies/added capacity
Bank Charges/ CC Fees	\$ 6,000	\$ 6,200	\$ 6,200	\$ 6,200	\$ 6,200	\$ 6,200	
Communications	\$ 46,000	\$ 80,000	\$ 60,000	\$ 60,000	\$ 48,000	\$ 45,000	
Dues	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	
Equipment Lease	\$ 1,700	\$ 1,530	\$ 1,377	\$ 1,239	\$ 1,115	\$ 1,004	
Food	\$ 63,000	\$ 64,890	\$ 66,837	\$ 68,842	\$ 70,907	\$ 73,034	Assumes 3% increase each year
Insurance	\$ 73,800	\$ 75,276	\$ 76,782	\$ 78,317	\$ 79,883	\$ 81,481	2% increase each year
Interest Expense	\$ 3,750	\$ 3,000		\$ -	\$ -	\$ -	Retire small mortgage
Housing Stipend		\$ 50,000	\$ 50,000	\$ 75,000	\$ 75,000	\$ 75,000	
Misc Expense	\$ 300	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	
Postage	\$ 1,900	\$ 1,330	\$ 931	\$ 652	\$ 456	\$ 319	Decrease by 30% each year
Professional Fees	\$ 125,000	\$ 125,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	
Repairs/Maintenance	\$ 76,100	\$ 77,622	\$ 79,174	\$ 50,000	\$ 40,000	\$ 30,000	2% in 23/24 then reduced with new facilities
Repairs/Maintenance Reserve		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	Board approved
Staff Expenses	\$ 44,000	\$ 44,880	\$ 45,778	\$ 46,693	\$ 47,627	\$ 48,580	2% increase each year
Student Supplies	\$ 22,000	\$ 22,440	\$ 22,889	\$ 23,347	\$ 23,814	\$ 24,290	
Supplies	\$ 87,000	\$ 88,740	\$ 90,515	\$ 92,325	\$ 94,172	\$ 96,055	
Taxes and Licenses	\$ 1,300	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	
Telephone	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	
Utilities	\$ 36,000	\$ 36,000	\$ 32,400	\$ 30,780	\$ 30,780	\$ 30,780	Anticipated savings with energy efficiency
Vehicle Expense	\$ 33,000	\$ 33,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	new vehicle savings
Total Expenses	\$3,469,850	\$3,695,328	\$3,730,254	\$3,820,329	\$3,897,136	\$3,985,940	
Net Income	\$ 66,450	\$ 36,832	\$ 94,203	\$ 54,328	\$ 31,181	\$ 165	



April 17, 2022

Affidavit

I, Sarah Cavallaro, Executive Director of Teton Youth and Family Services, swear on this day, April 18, 2022, to agree to participate in a public planning and review process for development of our SPET projects if deemed applicable.

Sarah Cavallaro

4/18/22

Signature

Date

WYOMING NOTARIAL CERTIFICATE

(VERIFICATION UPON OATH OR AFFIRMATION)

State of Wyoming

County of Teton

Signed and sworn to (or affirmed) before me on 4/18/22 [Date]

by Sarah Cavallaro [Name(s) of Person(s) Making Statement].

Marta

Signature of Notarial Officer

(Seal)

Dir. of operations & finance

Title and Rank

My commission expires: 2/28/23



**2022 SPECIFIC PURPOSE TAX
TOWN/COUNTY PROJECT APPLICATION**

1. **Project Name:** Town Employee Housing Projects.
2. **Town or County application:** Town of Jackson.
3. **Name, email, and phone number of contact person for the applicant:** Larry Pardee, lparddee@jacksonwy.gov, (307) 733-3932x1108.
4. **Are there any partners for your project? If yes, please explain.** The Town may partner with the Jackson/Teton County Affordable Housing Department or the Jackson Hole Community Housing Trust to complete the projects. The Town may also consider other governmental partners in that preference for placement of employees in rental housing units may be shared/swapped with other governmental entities that have employee housing units to provide a mix of employees residing in the same project location.
5. **Provide a brief description of the project (100 words or fewer).** The purpose of the following three projects would be for design, construction, and management of Town of Jackson employee ownership and rental housing opportunities.
 - 1) **Karns Meadow Drive:** The proposed project is a 22,530 SF three-story residential building with 24 apartment units providing 36 bedrooms to create homes for 67 persons. The mix of rental apartments would be 12 two-bedroom units, 6 one-bedroom units, and five studio units to maximize the use of the space while providing adequate square footage.
 - 2) **Flat Creek Drive:** This project would construct multiple Town employee's ownership units.
 - 3) **East Hansen Ave:** This project would maximize the potential residential use on three adjacent lots owned by the Town.
6. **Location of the proposed project.** See above. The specific locations of these Town employee housing projects are 1) 55 Karns Meadow Drive, 2) 485 Flat Creek Dr, and 3) 675 & 685 E Hansen Ave, all in Jackson WY.
7. **Project costs (please include all costs).**
 - a. **land acquisition:** None, Town owns all three property locations.
 - b. **all design costs:** \$2,564,000 (10% of estimated project construction costs)
 - c. **construction costs:** \$25,641,000 (estimated)
 - d. **furnishings, fixtures & equipment:** N/A
 - e. **contingency:** \$1,795,000 (3% Design and 4% Construction costs)
 - f. **Operation & Maintenance Escrow:** N/A
 - g. **other (please explain)** N/A

TOTAL: All three projects estimated at \$30,000,000 in 2022 dollars.
8. **For each category listed in number seven (7), please provide a concise description of how costs are derived, how firm they are, and any contributions, such as land ownership, to the project. Please also include all documentation utilized to calculate costs.** See attachment.
9. **Have any inflationary factors been included for time value for construction costs? If so, please explain how they are calculated and how they affect the project costs.** Yes, 8% is estimated per year from 2022 forward, as shown in the attached example calculations for Karns Meadow.

10. **What sources do you have to cover any overages for the project? What is your fallback plan if project costs exceed revenues allotted?** Town of Jackson would look to bond all dollars not covered by SPET funding, and if needed would use General, Capital, and/or Employee Housing Funds to help assist.
11. **What dollar amount is being requested from Specific Purpose tax proceeds for this project?** \$20,000,000.
12. **Please list time frames for each phase of the proposed project.** 1) Karns Meadow Drive housing project 2023/2024, 2) Flat Creek Drive housing project 2024/2025, and 3) East Hansen Ave housing project 2024/2025.
13. **Describe how this project will or will not impact the carbon footprint of the community and aspects of the project that are in alignment with a zero-carbon footprint.** Carbon will be generated during the construction processes, but once complete these projects will keep individuals closer to work locations, and all necessary essentials needed to live their lives. This will, in turn, reduce vehicle miles traveled and carbon from much shorter commutes and/or the ability to use other means of transportation including walking, biking, and public transit.
14. **Describe the impact of this project on Town and/or County operating budgets in terms of fiscal impact and staff impact, be specific.** Management of the three housing projects will have significant impacts on Town staffing, we plan to hire consulting services to augment our staffing capacity. For the rental projects, rents received would offset costs of property management.
15. **What, if any, economic benefit will accrue to the community as a result of this project?** This project supports jobs from professional consulting services and local businesses relating to architects, engineers, plumbers, electricians, carpenters, and local business who provide needed supplies and materials. Additionally, providing additional housing for individuals to live and work in Jackson supports the local businesses and economy.
16. **Are there any social or cultural benefits to the community?** Yes, local workers can become more fully committed to the local community as participants in the community fabric day and night. The cultural benefits of 'lights on' communities with year-round residents living in proximity to their workplace are extensive and contribute to the health, safety, and welfare of the entire community. Also, there are many additional including the promotion of active living to improve mental health, reduce stress, foster social interaction, enhance "sense of place" and community identity, broaden universal accessibility and inclusiveness, supports cultural initiatives, and promote a vibrant quality of life.
17. **Describe how your project is connected to current infrastructure.** All three locations front Town roads and would be supplied by nearby Town water and sewer utilities.
18. **Describe the level of project readiness, design, construction documents, etc.** All three projects are still in the visioning/inception phase of the Town & County capital construction checklist. Conceptual design and cost estimates are complete for the Karns Meadow Drive housing project.
19. **If the project meets an identified community need, describe how that need is evident or has been documented or how it has been identified.** The Town of Jackson employee housing project is critical to the Town's ability to provide for the overall health, safety and welfare of our Jackson community. Providing viable opportunities for Town staff to live in the community they serve makes them more readily available to respond when service is needed and more personally invested in the community overall.
20. **If SPET funds are needed to complete a previously approved/authorized project due to a shortfall, describe in detail.** N/A

- 21. Describe how your project provides a critical service related to health, safety, and welfare of the community.** Retaining and recruiting staff that can live locally helps ensure the Town can provide quality core municipal services such as snowplowing, water supply, sewer conveyance, public safety, and multimodal transportation.
- 22. Describe how the project will impact transportation (vehicle, bus, bike, highway, intersection, pathway), traffic, or congestion in the community either positively or negatively.** This project reduces negative impacts to transportation by keeping individuals closer to work locations and life essentials. Shorter vehicle commutes and the ability to use other means such as walking, biking, and public transit reduces carbon emissions to help protect air quality.
- 23. Describe how your project is in alignment with the comprehensive plan.** Overall, this project supports the following elements of the Comp Plan: Common Value 1 Ecosystem Stewardship (Principles 1.2, 2.2, 2.3), Common Value 2 Growth Management (Principles 3.2, 3.5, 4.1), and Common Value 3 Quality of Life (Principles 5.1, 5.2, 5.3, 5.4, 6.3). The Karns Meadow Drive and East Hansen Ave project locations additionally support the following elements: Common Value 2 Growth Management (Principles 3.1, 3.2, 3.3, 3.5, 4.1, 4.3), and Common Value 3 Quality of Life (Principles 5.2, 8.2). The Flat Creek Dr project location contradicts the following elements: Common Value 1 Ecosystem Stewardship (Principles 1.1, 1.2, 1.4, 2.2), Common Value 2 Growth Management (Principles 3.1, 3.2, 3.3, 4.1, 4.4), and Common Value 3 Quality of Life (Principles 5.2, 8.2). The Flat Creek Drive project location is within the Natural Resources Overlay, a Preservation Subarea, and a specific Character District limiting development and would require additional attention through planning, design, and construction.
- 24. Additional comments** The Town plans to never allow vacant units to sit; we will work to share our housing opportunities with other community groups such as Teton County Government, St. John's Health, Teton County School District, Health & Human Services Providers, and others that may be identified in the course of these projects. Town of Jackson employee housing offers financial benefits, such as a reduction in healthcare costs and reduce a few hours of daily commuting time. Homes in Jackson offer alternative transportation options walk, bike, and public transit. Businesses also benefit as residents are more likely to shop locally when there is increased connectivity between residential and business/commercial districts.

Applicant Signature

Date

1)

Krans Meadow Drive - Conceptual Design Employee Housing

3 // HOUSING DESIGN / HOUSING ELEVATION

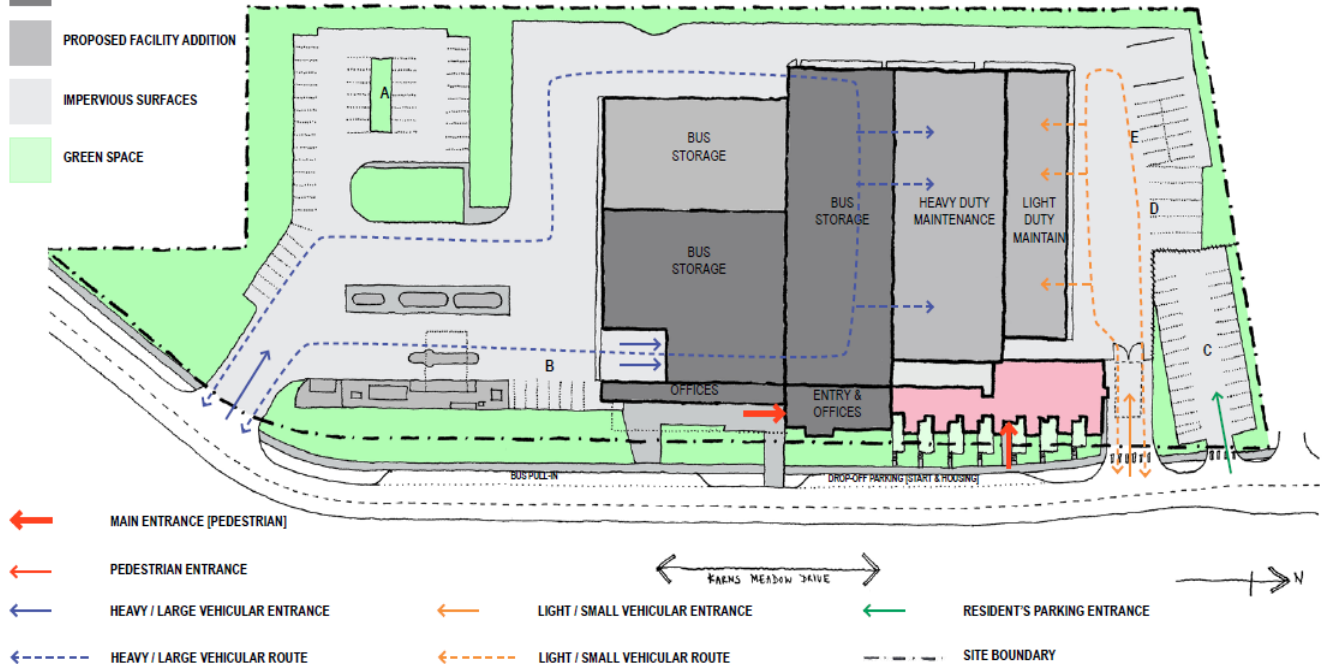


2 // SITE / STRATEGY

KEY

- PROPOSED HOUSING FOOTPRINT
- EXISTING TRANSPORT OPERATIONS FACILITY
- PROPOSED FACILITY ADDITION
- IMPERVIOUS SURFACES
- GREEN SPACE

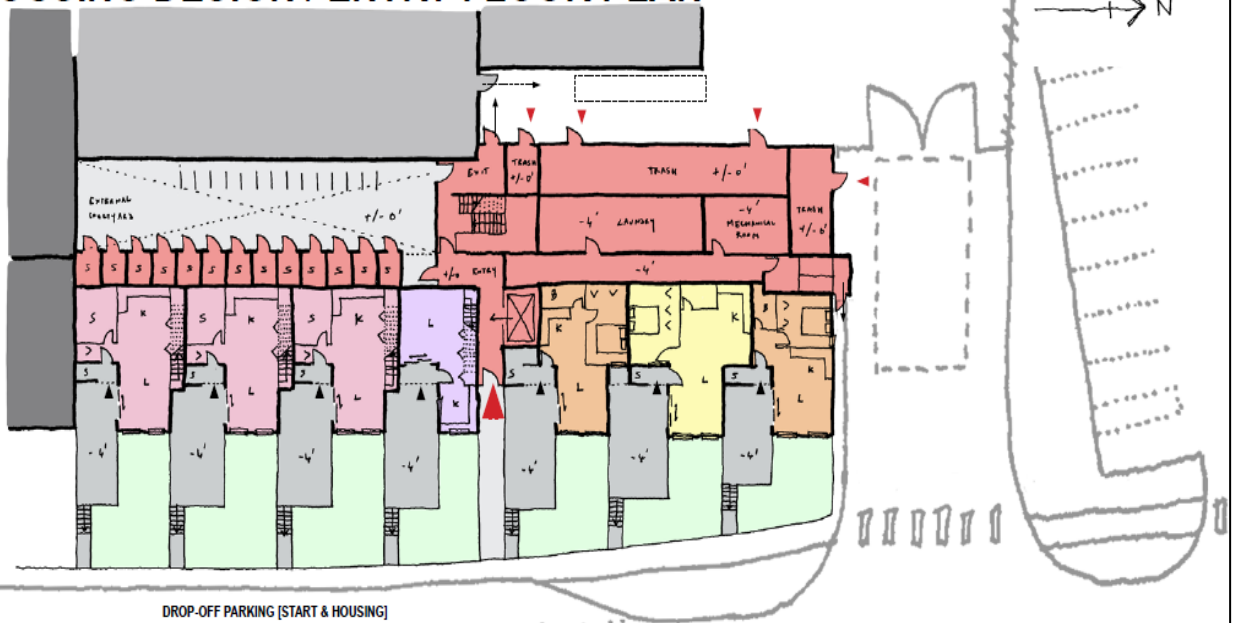
ON-SITE PARKING	
STAFF CAR PARKING	
ZONE A	44 SPACES
ZONE B	6 SPACES
MAINTENANCE VEHICLE PARKING	
ZONE D	5 SPACES
ZONE E	10 SPACES
HOUSING CAR PARKING	
ZONE C (OF WHICH ADA 2 SPACES)	26 SPACES
TOTAL	89 SPACES



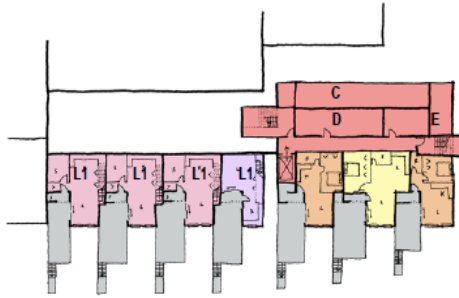
3 // HOUSING DESIGN / 3D MASSING



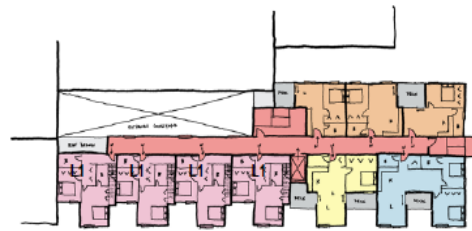
3 // HOUSING DESIGN / ENTRY FLOOR PLAN



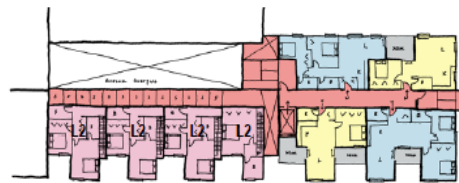
3 // HOUSING DESIGN / FLOOR PLANS



BASEMENT FLOOR [@ -4' BELOW GRADE] [NTS]



THIRD FLOOR [@ +16'-11" ABOVE GRADE] [NTS]



SECOND FLOOR [@ +6'-5" ABOVE GRADE] [NTS]



FOURTH FLOOR [@ +27'-5" ABOVE GRADE] [ROOF LEVEL @ +38'-6" ABOVE GRADE] [NTS]

KEY

2 BED / 4 PERSON / 2 STOREY (L1 & L2)	1 BED / 2 PERSON / 2 STOREY (L1 & L2)
1 BED / 2 PERSON / 1 STOREY	STUDIO / 1 PERSON / 1 STOREY

2 BED / 4 PERSON / 1 STOREY	C TRASH STORE
	D LAUNDRY [FOR STUDIOS]
	E PLANT ROOM
PRIVATE OUTDOOR SPACE	COMMUNAL SPACE

PROPOSED UNIT MIX

2 BED (4P / 2S)	7
2 BED (4P / 1S)	5
1 BED (2P / 2S)	1
1 BED (2P / 1S)	6
STUDIO (1P / 1S)	5
TOTAL UNITS	24
TOTAL BEDROOMS	36
MAX. PEOPLE HOUSED	67

Karns Meadow Employee Housing - Budget Estimate

2022-03-22

Concept Design Program: Program developed during August/September Concept Design project - March 2022

Basement Program Space	3,013 sf
First Floor Program Space	4,587 sf
Second Floor Program Space	4,729 sf
Third Floor Program Space	4,138 sf
Total Building Program Space	16,467 sf
Total Internal Circulation and Common	2,263 sf
Total Exterior Living Space	3,800 sf
Total Support Space	6,063 sf

Gross Building	22,530 sf
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Construction Costs: Developed at the concept level

Building	22,530 sf
Cost Per SF	\$600
Subtotal:	\$13,517,976

Owner Costs:

Sustainability	\$250,000
Commissioning	\$50,000
Water & Sewer Tap Fees	\$25,000
Allowance	\$50,000
Subtotal:	\$375,000 2.8%

Design, Permit, Construction Admin Costs:

FDP Amendment	\$65,000	
Concept, SD, DD, CD	\$675,899	5.0% Includes \$50K expended for Concept Design
CA/CM	\$675,899	5.0% Consultant CM - includes testing and construction surveying
Subtotal	\$1,416,798	
Project Contingency (7%)	\$1,071,684	7.0% 3% Design and 4% Construction
Project Total:	\$16,381,458	

Permit Fees

Not Included

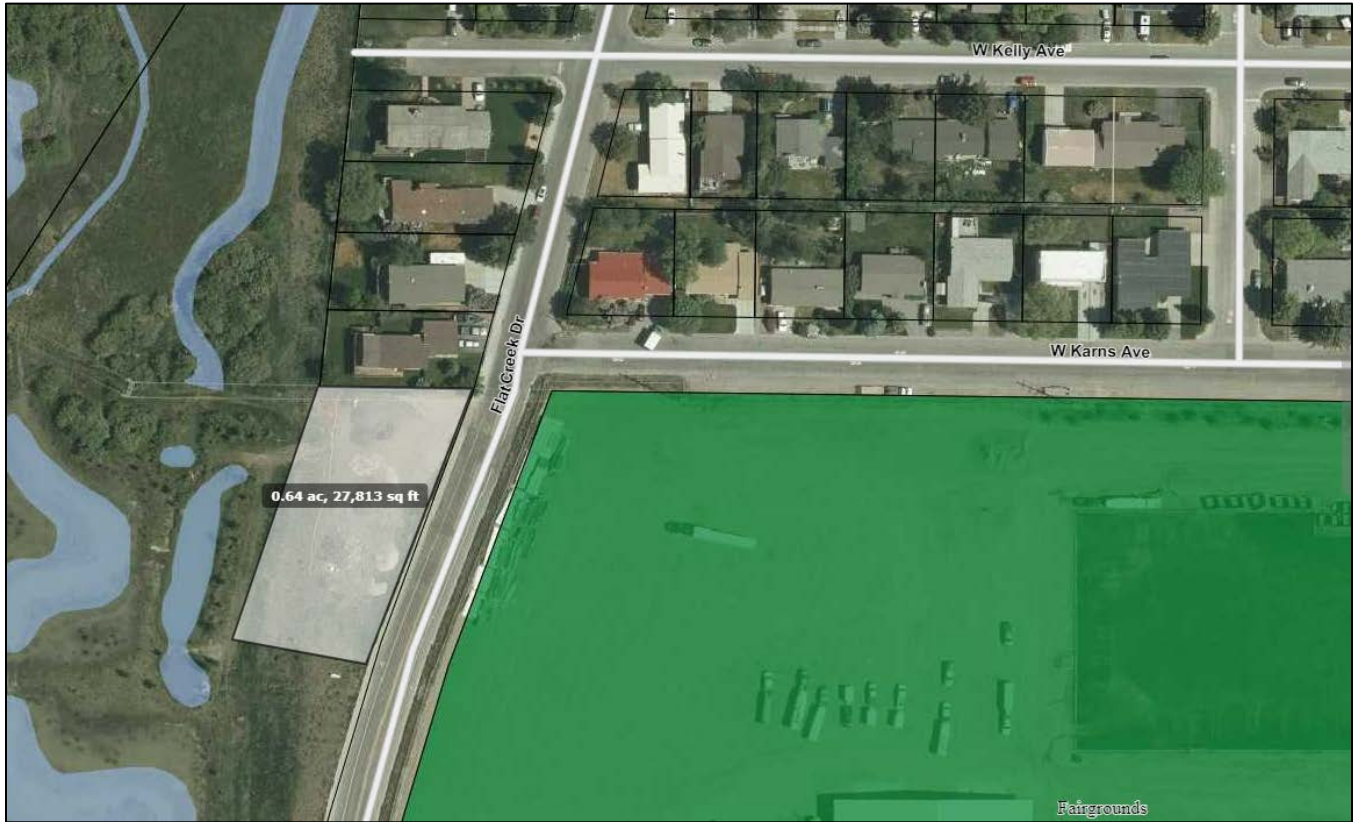
Escalation - Per Year

8%

2023	\$17,691,974
2024	\$19,107,332
2025	\$20,635,919
2026	\$22,286,792
2027	\$24,069,736

Unit Configurations			
7, 2-Bedroom	2 Stories	4 People	Sq./Ft. Range
5, 2-Bedroom	1 Story	4 People	Sq./Ft. Range
1, 1-Bedroom	2 Stories	2 People	Sq./Ft. Range
6, 1-Bedroom	1 Story	2 People	Sq./Ft. Range
5 Studio	1 Story	1 Person	Sq./Ft. Range
24 Units			
36 Bedrooms			
67 Persons			

2) 485 Flat Creek Drive, Jackson WY



3) 675 & 685 East Hansen Ave, Jackson WY.



**2022 SPECIFIC PURPOSE TAX
TOWN/COUNTY PROJECT APPLICATION**

1. **Project Name:** Walkable Community and Pedestrian Accessibility Projects.
2. **Town or County application:** Town of Jackson.
3. **Name, email, and phone number of contact person for the applicant:** Johnny Ziem, jziem@jacksonwy.gov, 733-3029 ext. 1402.
4. **Are there any partners for your project? If yes, please explain.** Yes potentially, the opportunity to work with public and private projects that need to invest in pedestrian sidewalk frontages and accessibility improvements in the Town right-of-way fronting their property and/or development.
5. **Provide a brief description of the project (100 words or fewer).** The purpose of this project is to improve the walkability and accessibility of the Town of Jackson, which will help to create an even safer, healthier community. The goal of the project is to improve access for residents and visitors throughout Town. Infrastructure projects will include filling in missing sections of sidewalks, installing new sidewalks consistent with the Community Streets Plan, improving ADA/accessibility, replacing existing boardwalks/sidewalks, improving pedestrian safety/mobility, and wayfinding.
6. **Location of the proposed project.** All qualifying locations and projects within the Town of Jackson, WY.
7. **Project costs (please include all costs).**
 - a. **land acquisition:** N/A, Town owns the right-of-way for typical pedestrian improvements in project areas.
 - b. **all design costs:** estimate \$260,000 (10% of project construction costs)
 - c. **construction costs:** \$2,610,000.
 - d. **furnishings, fixtures & equipment:** N/A
 - e. **contingency:** estimate \$130,000 (5% of construction costs)
 - f. **Operation & Maintenance Escrow:** R & M account in General Fund is usually \$50,000.
 - g. **other (please explain)** N/A

TOTAL: \$3,000,000.

8. **For each category listed in number seven (7), please provide a concise description of how costs are derived, how firm they are, and any contributions, such as land ownership, to the project. Please also include all documentation utilized to calculate costs.** Cost is based on the percentages applied as above. As individual projects arise, costs will be calculated, and contributions identified.
9. **Have any inflationary factors been included for time value for construction costs? If so, please explain how they are calculated and how they affect the project costs.** No, if approved and additional project need is identified, we will augment with other Town funding and/or partnerships.
10. **What sources do you have to cover any overages for the project? What is your fallback plan if project costs exceed revenues allotted?** If approved and additional project need is identified, we will augment with Town General and Capital Funds and/or partnerships. If SPET ballot measure does not pass, projects will be deferred and planned in future years.
11. **What dollar amount is being requested from Specific Purpose tax proceeds for this project?** \$3,000,000.

12. **Please list time frames for each phase of the proposed project.** The time frame for each individual project within the ballot measure will be planned with each Town fiscal year budget and will depend on staff capacity and timing of private projects.
13. **Describe how this project will or will not impact the carbon footprint of the community and aspects of the project that are in alignment with a zero-carbon footprint.** Carbon will be generated during the construction processes, but once complete this project will provide invaluable walkable sidewalks and corridors, which helps reduce carbon emissions by reducing vehicle miles traveled. Providing alternatives for mobility for those with accessibility challenges will further reduce the need for vehicle miles traveled.
14. **Describe the impact of this project on Town and/or County operating budgets in terms of fiscal impact and staff impact, be specific.** The ongoing annual maintenance costs for this request is \$50,000. Staff impacts for this request will be time for design and construction of any new sidewalk facility (roughly 70 hours per project), and potential additional staff time for snow clearing if any new sidewalk is serviced by local government operations.
15. **What, if any, economic benefit will accrue to the community as a result of this project?** This project supports jobs from professional consulting services and local businesses such as architects, engineers, and excavation contractors who provide needed services, supplies, and materials to bring each project to fruition. Additionally, there is potential for consumer cost savings and economic development.
16. **Are there any social or cultural benefits to the community?** Yes, there are many including the promotion of active living to improve mental health, reduce obesity, foster social interaction, improve safety, enhance “sense of place” and community identity, broaden universal accessibility and inclusiveness, supports cultural initiatives, and promote a vibrant quality of life.
17. **Describe how your project is connected to current infrastructure.** This project would connect and enhance the Town’s current infrastructure with accessible ramps, crosswalks, and bus stops.
18. **Describe the level of project readiness, design, construction documents, etc.** The Town currently has three project designs underway, with one of those three fully designed and ready for construction. Many other projects are identified in the 10-year Capital Improvement Program.
19. **If the project meets an identified community need, describe how that need is evident or has been documented or how it has been identified.** The project meets an identified community need that is documented in the Comprehensive, Integrated Transportation, and Community Streets Plans. Further, the community need is also defined in the Safe Routes to School Program.
20. **If SPET funds are needed to complete a previously approved/authorized project due to a shortfall, describe in detail.** N/A
21. **Describe how your project provides a critical service related to health, safety, and welfare of the community.** This project will provide critical services for accessibility, safety, and equity by providing walkable infrastructure in the built environment throughout the Town of Jackson. Roadways without sidewalks are more than twice as likely to have pedestrian injuries as those with sidewalks. This project will provide safe, walkable options for resident and visitor pedestrians.
22. **Describe how the project will impact transportation (vehicle, bus, bike, highway, intersection, pathway), traffic, or congestion in the community either positively or negatively.** This project will ensure accessibility and safe mobility for pedestrians throughout the Town of Jackson and further encourage pedestrians to walk instead of drive, which reduces traffic, congestion, and vehicle miles traveled.

23. Describe how your project is in alignment with the comprehensive plan. This project aligns with the Comprehensive Plan in the following Chapters: Chapter 2 “Climate Sustainability” (Principle 2.1 and 2.3), Chapter 3 “Responsible Growth Management” (Principle 3.2 and 3.3), Chapter 4 “Town As Heart of the Region – The Complete Neighborhood” (Principle 4.1, 4.2, 4.3, and 4.4), Chapter 6 “A Diverse and Balanced Economy” (Principle 6.2 and 6.3), Chapter 7 “Multimodal Transportation” (Principle 7.1, 7.2, and 7.3), Chapter 8 “Quality Community Service Provision” (Principle 8.1 and 8.2).

24. Additional comments: Walkable communities can offer financial benefits, such as a reduction in healthcare costs. Homes with sidewalks in front of them tend to sell for more money and in less time than similar homes without sidewalks. Businesses also benefit as residents are more likely to shop locally when there is increased connectivity between residential and business/commercial districts. Well-maintained sidewalks, accessibility, and the inviting atmosphere of Town streets helps attract and disperse tourists and residents alike.



Applicant Signature

Date

**2022 SPECIFIC PURPOSE TAX
TOWN/COUNTY PROJECT APPLICATION**

1. Project Name: **Transportation Alternatives – Multimodal Safety, Efficiency, and Convenience**
2. Town or County application: **Teton County, Wyoming**
3. Name, email, and phone number of contact person for the applicant: **Heather Overholser, hooverholser@tetoncountywy.gov, 307-732-8580**
4. Are there any partners for your project. If yes, please explain.

Yes, Town of Jackson is jointly funding portions of the 2020 USDOT Discretionary BUILD Grant Projects that are associated with this application.

5. Provide a brief description of the project (100 words or fewer).

The project consists of five components that provide regional mobility and reduce vehicle miles traveled (VMT) through investment in transit and active transportation to support quality of life, environmental, and economic benefits. The project consists of multiple modes of transportation that link together to make it easier, safer, and more convenient to walk, bike, or ride public transit within Teton County and the Town of Jackson. The proposed improvements are also consistent with the vision and goals of the local planning documents. A 2020 USDOT Discretionary BUILD Grant and a contribution from the Wyoming Department of Transportation (WYDOT) will provide funding for a portion of the project; however, local funding is necessary to complete the project.

Project Components:

- a. **Stilson Transit Center** – Approximately 2,800 sf transit center and parking area
- b. **Transit Signal Prioritization (TSP)** – Traffic signal and bus on-board units that prioritize a green signal for approaching buses
- c. **Wilson Active Transportation Improvements** – Pathways, sidewalks and reconstructed typical section with curb and gutter in Wilson
- d. **WY-22 Grade-Separated Pedestrian Crossing near Wilson School** – A grade-separated crossing that will connect a pedestrian/cyclist pathway on the north side of WY-22 near the Wilson School to a pathway on the south side of WY-22
- e. **Town of Jackson Safe Routes to Schools** – Projects within the Town of Jackson that improve biking and walking connections to schools.

6. Location of the proposed project.

- a. **Stilson Transit Center**: 1455 Beckley Park Way, Wilson, WY 83014
- b. **Transit Signal Prioritization (TSP)**: 12 existing traffic signals in the Town of Jackson and 1 new traffic signal at the intersection of Hwy 390 and Beckley Park Way in Teton County
- c. **Wilson Active Transportation Improvements**: Downtown Wilson along WY-22 from approximately N. Fall Creek Road to 3rd Street

d. WY-22 Grade-Separated Pedestrian Crossing near the Wilson School: WY-22 east of HHR Ranch Road, Wilson

e. Town of Jackson Safe Routes to Schools – Projects include:

- a new pathway on the south side of High School Road;
- Scott Lane/Maple Way cycle lane improvements;
- Gregory Lane pedestrian improvements;
- Willow Street Safe Routes to School;
- South Park Loop Protected Bike Lane;
- a sidewalk between Hwy. 89 and Jackson Hole Middle School; and,
- pathway crossing improvements near Colter Elementary/Jackson Hole Middle School.

7. Project costs (please include all costs). – **PLEASE SEE ATTACHED COST SPREADSHEET**

- a. land acquisition \$750,000
- b. all design costs \$3,013,877
- c. construction costs \$17,986,719
- d. furnishings, fixtures & equipment \$0
- e. contingency \$4,279,945
- f. Operation & Maintenance Escrow \$255,000
- g. other (please explain) _____

TOTAL \$26,285,539

8. For each category listed in number seven (7), please provide a concise description of how costs are derived, how firm they are, and any contributions, such as land ownership, to the project. Please also include all documentation utilized to calculate costs.

Project costs have been developed based on current concept plans and utilize historic bid price averages for both individual unit prices, as well as costs from bid reviews for similar projects. Real-time project costs have been provided by local suppliers and vendors to the maximum extent possible and contingency and escalation factors have been applied that are consistent with industry trends and local cost fluctuations.

Please see attached spreadsheet with project costs itemized for each project component.

9. Have any inflationary factors been included for time value for construction costs? If so, please explain how they are calculated and how they affect the project costs.

Inflation has been included in the estimate at 4% compounded annually from the base year of 2022 to the midpoint of construction for each project based on the current schedule.

10. What sources do you have to cover any overages for the project? What is your fallback plan if project costs exceed revenues allotted?

As mentioned above, Teton County was awarded \$20 million through a USDOT 2020 BUILD grant for the Teton Mobility Corridor Improvements Project, which includes the Wilson Downtown Improvements project and the Stilson Transit Center construction. BUILD funds available include:

Stilson Transit Center: \$5,640,000
Downtown Wilson Improvements: \$1,387,958

WYDOT has committed providing \$400,000 of state funds for the grade-separated pathway crossing of WY-22 at the Wilson School.

Teton County was awarded a FY2022 5304 Transit Planning grant through WYDOT for planning and design for Stilson Transit Center.

11. What dollar amount is being requested from Specific Purpose tax proceeds for this project?

\$20,000,000

12. Please list time frames for each phase of the proposed project.

2022:

Design advances for all project components

Advertise, bid and begin construction contract for WY-22 Grade Separated Pedestrian Crossing at the Wilson School

2023:

Design and permitting continues for project components

Construction and completion of WY-22 Grade Separated Pedestrian Crossing at the Wilson School by fall 2023

2024:

Construction of:

- **Stilson Transit Center**
- **Transit Signal Prioritization (TSP)**
- **Wilson Active Transportation Improvements**
- **South Side High School Road pathway**

2025:

Construction of:

- **Stilson Transit Center**
- **Transit Signal Prioritization (TSP)**
- **Wilson Downtown Active Transportation Improvements**
- **Scott Lane/Maple Way Bike/Ped/ADA improvements**

13. Describe how this project will or will not impact the carbon footprint of the community and aspects of the project that are in alignment with a zero-carbon footprint.

According to a study referenced in the 2020 USDOT Discretionary BUILD Grant application, nearly 65% of greenhouse gas emissions in Teton County, WY come from ground transportation. Every aspect of this project will incentivize the use of mass transit (buses) and make transit use, walking, and bicycle modes of transportation more accessible, more convenient, and safer. This

shift in transportation modes thereby will reduce vehicles miles travelled and results in a projected net reduction in the carbon footprint.

The Transit Signal Prioritization project component reduces idling and acceleration of buses at traffic signals, thereby making any bus engines hat use hydrocarbons more efficient and thereby reducing emissions and the carbon footprint.

Carbon emissions will be cut through the increased use of the pathway system, including the grade-separated crossing at the Wilson School and the improvements created through the Wilson Downtown Active Transportation project, which incentivizes walking and bicycle usage. The Stilson Transit Center site will provide six bus bays that can be utilized by new START zero emission electric buses (also funded by the BUILD grant), and the site will include electric vehicle charging stations, thereby making private electric vehicle usage more convenient.

14. Describe the impact of this project on Town and/or County operating budgets in terms of fiscal impact and staff impact, be specific.

Annual fiscal impacts include the following:

- Annual maintenance contracts or existing contract modifications to serve the additional assets and facilities;
- Recurring electricity billing for the Stilson Transit Center and lighting at the grade separated crossing of WY-22 near the Wilson School;
- Staff time in the administration of contracts and reporting, and upkeep of all assets; and,
- Annual maintenance of pathways and sidewalks (sweeping, plowing, sealcoating).

15. What, if any, economic benefit will accrue to the community as a result of this project?

This project is the keystone to multiple linked improvements occurring in the Town of Jackson, Teton County, WY, and the region. It is important to fund and construct this project to realize local and regional economic benefits to our community. The linked economic benefits have been calculated and include this project. Those benefits include:

- Increased connectivity to economic centers within the community;
- The projected creation of 172 jobs in the region;
- \$4,654,302 in total benefits from transportation cost savings related to increased transit ridership over a 20-year period;
- Almost \$25 million in overall household transportation savings over a 20-year period; and,
- Public health benefits of utilizing active transportation infrastructure.

16. Are there any social or cultural benefits to the community?

When implemented, this project will improve quality of life for residents and visitors by expanding transportation choices and providing safe, convenient, and efficient connections to regional amenities and economic drivers. Improved multimodal options will reduce traffic congestion along the corridor, resulting in reduced travel times for commuters, which yields time better spent with family and in the community. Expanded active transportation options

will improve quality of life by enabling healthier, more active lifestyles for residents and visitors. A calculated social benefit for this project and linked improvements includes over \$30,000,000 in total benefits from health care savings related to increased physical activity in pathways over a 20-year period.

17. Describe how your project is connected to current infrastructure.

This project builds upon existing infrastructure in place that includes the START bus route system that will utilize the Stilson Transit Center and the Transit Signal Prioritization, while the grade-separated pedestrian crossing of WY-22 at the Wilson School and the Wilson Active Transportation improvements will leverage the existing pathway system as a continued phased approach to constructing the elements of master plans and transportation planning documents. Town of Jackson Safe Routes to School projects will connect to existing pathway and bike network infrastructure.

18. Describe the level of project readiness, design, construction documents, etc.

All project components are in the concept design phase. Projects will receive environmental clearance in 2022 and project design plans will advance through the remainder of 2022.

19. If the project meets an identified community need, describe how that need is evident or has been documented or how it has been identified.

As the local and regional roadway system becomes more congested, an identified community need includes a reduction in environmental impacts by reducing single occupancy vehicle usage and encouraging more alternative transportation options. In addition, with increasing traffic volumes and congestion, the safety of both residents and visitors is of paramount importance. The implementation of this project will enhance safety, especially for vulnerable users identified as pedestrians and bicyclists. Needs have been identified in past documents that include the Greater Yellowstone Trail (GYT) Concept Plan, START Routing Plan (2020-2025), Jackson/Teton County, WY Comprehensive Plan (and update), the Teton County/Jackson Integrated Transportation Plan, and the recently approved Wilson Corridor Study.

20. If SPET funds are needed to complete a previously approved/authorized project due to a shortfall, describe in detail.

The Discretionary USDOT BUILD Grant referenced in this document provides funding based on budgets developed in 2019 and early 2020. Since that time, inflationary factors, material price increases, supply chain impacts, and extreme workforce challenges have significantly increased projected cost estimates for all project components included in this application associated with the BUILD Grant.

In addition, the project component described as the grade-separated pedestrian crossing of WY-22 at Wilson School is an unfunded and unbudgeted project. This WY-22 grade separated pedestrian crossing project component is required to be constructed as part of a Memorandum of Understanding (MOU) with the Wyoming Department of Transportation (WYDOT) in order to connect other existing and proposed pathways in the vicinity. Please see the attached spreadsheet for a snapshot of original budgets, existing funding, and project shortfalls.

21. Describe how your project provides a critical service related to health, safety, and welfare of the community.

The project provides a direct service and benefit related to health, safety, and welfare of the community as demonstrated throughout portions of this application. The project provides for a safer, more convenient, and more efficient connected network of alternative transportation modes that cultivate a healthier community by incentivizing walking and biking. The project safety aspects include a reduction of vehicles on the roadway and separated pathway systems and crossings. The welfare of our community is paramount to this project selection. The reduced emissions reduced overall health care needs, and increased safety of all users, including the specific example of the grade-separated pedestrian crossing at the Wilson School, illustrates the attention to the welfare and well-being of our community.

22. Describe how the project will impact transportation (vehicle, bus, bike, highway, intersection, pathway), traffic, or congestion in the community either positively or negatively.

The project has a large reach of positive impacts to the transportation network. The project will reduce vehicle congestion and user delays, as well as associated user costs to residents and visitors, by increasing alternative methods of transportation and removing single occupancy vehicles from the roadway network; the project will incentivize and increase ridership of the START system; and, the project will increase safety and reduce potential conflicts between vehicles and vulnerable pathway users by providing separated pedestrian and bicycle facilities.

23. Describe how your project is in alignment with the comprehensive plan.

The project is in alignment with the Jackson/Teton County Comprehensive Plan, specifically Quality of Life: Common Value 3 of Community Character. Chapter 7, Multimodal Transportation Principle 7.1 states "Meet future transportation demand through the use of alternative modes" and Principle 7.2 states "Create a safe, efficient, interconnected multimodal transportation network".

24. Additional comments

Alyssa Watkins 4/15/22
Applicant Signature Date

2022 SPECIFIC PURPOSE TAX - TOWN/ COUNTY PROJECT APPLICATION

Project Name: Transportation Alternatives -Safety, Efficiency and Multimodal Convenience
 Applicant: Teton County, WY
 Sponsor: Heather Overholser

	Stilson Transit Center ¹	Transit Signal Prioritization (TSP)	Wilson Active Transportation Improvements	WY-22 Crossing at HHR Ranch Road ²	Safe Routes Town of
Land Acquisition			\$500,000.00		\$
All design costs	\$1,318,630.00	\$65,656.00	\$949,045.00	\$315,544.00	\$
construction costs	\$7,199,749.00	\$357,432.00	\$4,182,918.00	\$2,328,438.00	\$ 3,9
furnishings, fixtures & equipment					
contingency	\$1,802,501.00	\$76,197.00	\$1,310,897.00	\$698,532.00	\$
Operations & Maintenance Escrow			\$150,000.00	\$30,000.00	\$
Other (please explain)					
TOTAL COST	\$10,320,880.00	\$499,285.00	\$7,092,860.00	\$3,372,514.00	\$5,
External Funding	USDOT	\$5,640,000.00	\$157,225.21	\$1,387,957.60	
	WYDOT	\$256,000.00		\$400,000.00	
					Shortfall Request

1: Land donated from Jackson Hole Mountain Resort

2: Anticipate easement donation

to School -

Jackson TOTAL

250,000.00	\$750,000.00
365,000.00	\$3,013,875.00
918,181.82	\$17,986,718.82
	\$0.00
391,818.18	\$4,279,945.18
75,000.00	\$255,000.00
	\$0.00
000,000.00	\$26,285,539.00
	\$7,185,182.81
	\$656,000.00
	\$18,444,356.19
	\$20,000,000

**2022 SPECIFIC PURPOSE TAX
TOWN/COUNTY PROJECT APPLICATION**

1. Project Name: Water Quality Master Plan Implementation
2. Town or County application: Teton County Public Works
3. Name, email, and phone number of contact person for the applicant:

Chris Colligan, Teton County Public Works, ccolligan@tetoncountywy.gov, 733-8546
Johnny Ziem, Town of Jackson Public Works, jziem@jacksonwy.gov, 733-3079 ext. 1402
Suzanne Lagerman, Wilson Sewer District, slagerman@nelsonengineering.net, 733-2087

4. Are there any partners for your project. If yes, please explain.

Yes, our current project partners on the Water Quality Master Planning effort for Teton County include: Teton Conservation District, Town of Jackson, and Protect our Water Jackson Hole.

5. Provide a brief description of the project (100 words or fewer).

This proposal would fund mitigation projects identified in the Teton County Water Quality Master Plan (WQMP). Teton County and partners are working to complete a 20-year vision and implementation plan that protects surface water and groundwater resources from future degradation and improves water quality where known degradation is occurring. This measure would be used for planning, design, engineering, and construction of water quality projects of various types and locations to be identified in the WQMP. Currently identified projects include: Wilson Sewer Project Completion, TOJ stormwater pollution prevention, and projects placed on the State of Wyoming Drinking Water and Clean Water SRF Program.

6. Location of the proposed project.

These projects will benefit many areas of the community including:

TOJ - Suitable location(s) for stormwater pollution prevention and/or stormwater treatment units TBD

Wilson - Wilson Sewer District Completion

Areas within the County – drinking water and sewer improvements

Countywide - Septic replacement program and source water assessments

Future priorities to be identified in the Water Quality Master Plan

7. Project costs (please include all costs).

- a. land acquisition N/A
- b. all design costs N/A
- c. construction costs N/A
- d. furnishings, fixtures & equipment N/A
- e. contingency N/A
- f. Operation & Maintenance Escrow N/A
- g. other (please explain) N/A

TOTAL TBD

8. For each category listed in number eight (8), please provide a concise description of how costs are derived, how firm they are, and any contributions, such as land ownership, to the project. Please also include all documentation utilized to calculate costs.

Please see attached documents:
HIGHWAY 89 STORM WATER TREATMENT PROJECT
WILSON SEWER DISTRICT SPET REQUEST
2022 SRF INTENDED USE PLAN PROJECT ESTIMATE

9. Have any inflationary factors been included for time value for construction costs? If so, please explain how they are calculated and how they affect the project costs.
N/A

10. What sources do you have to cover any overages for the project? What is your fallback plan if project costs exceed revenues allotted?

The total cost for potential future water quality projects is anticipated to greatly exceed \$10M. If SPET funds are approved, they will be used to leverage local efforts and use of State and Federal funds to improve water quality in Teton County. Currently, there are once-in-a-generation funding opportunities becoming available through the Federal Infrastructure Act; SPET funds would be used as local match dollars to provide leverage for these other funding sources.

11. What dollar amount is being requested from Specific Purpose tax proceeds for this project?
\$10M

12. Please list time frames for each phase of the proposed project. 10 years

13. Describe how this project will or will not impact the carbon footprint of the community and aspects of the project that are in alignment with a zero-carbon footprint.

A criterion in future RFP selection processes will be to provide an estimate of the carbon footprint for construction projects and it will be one of the metrics used to evaluate projects before contracts are awarded.

14. Describe the impact of this project on Town and/or County operating budgets in terms of fiscal impact and staff impact, be specific.

The Water Quality Master Plan is anticipated to require 1,780 hours of Town and County staff time over the next 18 months and projected to cost \$1.1M. These projects will likely begin after the planning process is complete, starting in FY2024.

15. What, if any, economic benefit will accrue to the community as a result of this project?

These funds and the funds they leverage may provide bridge loan opportunities and allow the County to act as a sponsor for projects for which local districts may not yet qualify. Teton County and project partners will seek to leverage significant funds from State and Federal programs.

Funding design and construction of water and sewer improvements will benefit local contractors and engineering firms. Preserving ecosystem function through the protection of clean water also protects the economic benefits of tourism in our communities.

16. Are there any social or cultural benefits to the community?

Water quality is a basic human right. Access to clean water and appropriate septic/sewer disposal limits the availability of affordable housing in our community because some areas that are zoned with more density and are less expensive within County boundaries are limited by water quality issues. Ecosystem stewardship is one of our communities' highest values and priorities.

17. Describe how your project is connected to current infrastructure.

Some elements, such as the Wilson Sewer District Completion, is approved for connection to the Town of Jackson sewer system.

18. Describe the level of project readiness, design, construction documents, etc.

The master planning effort is scheduled for completion in FY2023, and these funds are anticipated to be utilized beginning FY2024.

19. If the project meets an identified community need, describe how that need is evident or has been documented or how it has been identified.

In cooperation with our project partners, Teton County initiated a study and planning effort to shape the current understanding of existing and potential future human-induced threats to both surface water and groundwater quality and develop strategies for properly managing them.

20. If SPET funds are needed to complete a previously approved/authorized project due to a shortfall, describe in detail.

N/A

21. Describe how your project provides a critical service related to health, safety, and welfare of the community.

Our community has had recent Environmental Protection Act (EPA) and Department of Environmental Quality (DEQ) violations concerning drinking water and septic systems. These funds will be prioritized for mitigation of water quality areas of focus that maximize benefits for our community.

22. Describe how the project will impact transportation (vehicle, bus, bike, highway, intersection, pathway), traffic, or congestion in the community either positively or negatively.

Minimal impact on transportation.

23. Describe how your project is in alignment with the comprehensive plan.

Common Value 1: Ecosystem Stewardship - As ecosystem stewards, we will ensure the health of all native species by avoiding habitat impact and fragmentation, maintaining water quality and limiting our contribution to climate change.

Principle 1.2—Preserve and enhance surface water and groundwater quality. Clean water is one of the most basic requirements of a healthy ecosystem and community. Protecting the water quality of Jackson and Teton County is essential to the ecosystem and scenic beauty that residents and visitors enjoy. In addition, the public has the right to clean, affordable drinking water.

Stewardship of surface water bodies of all sizes, including the Snake River Sole Source Aquifer, wetlands, riparian areas, and groundwater, is vital to sustaining healthy populations of native species and for the health and safety of the human community. Preservation of water quality includes water features, from small creeks to large systems, including the Snake River Sole Source Aquifer, due to its importance as the community's water source. Among other measures, it is integral to minimize pollution from wastewater and stormwater that cause water quality impairment and threaten overall ecosystem health.

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.

24. Additional comments

Alyssa Watkins 4/15/22
Applicant Signature Date

WILSON SEWER DISTRICT

P.O. Box 1587
AFTON, WY 83110

March 5, 2022

E-mail delivery: commissioners@tetoncountywy.gov, electedofficials@jacksonwy.gov

ATTN: Teton County Commissioners
Jackson Town Council

RE: Specific Purpose Excise Tax – 2022 Ballot

Dear County Commissioners and Town Council Members:

The Wilson Sewer District is aware of the upcoming meeting to discuss Specific Purpose Excise Tax proposals for a 2022 ballot and respectfully requests that its Wilson Sewer Project, Phase IV, be considered as well.

The general purpose of the project is to address a potential public health hazard by providing a centralized sewage collection system and advanced wastewater treatment for the densely-populated, high groundwater areas located on the west side of the Snake River in the general vicinity of Wilson, Wyoming. The portion of the system built under Phases I, II, and III of the Wilson Sewer Project has already eliminated over 320 existing septic systems, serving the equivalent of 415 residential units, the majority of which were more than 20-years-old. The Phase IV project will provide sewer service to the Fall Creek Road, Ulysses Lane, and Chugwater Way areas, shown on the attached boundary map, that were not served in Phases I, II or III, due to lack of funding. The properties located in these areas are within the Wilson Sewer District boundary but cannot connect because the infrastructure has not been extended to them. This portion of the project has been based on serving (and benefiting) approximately 29 equivalent residential units. Assuming 2.43 persons per residential unit, this equates to 70 residents.

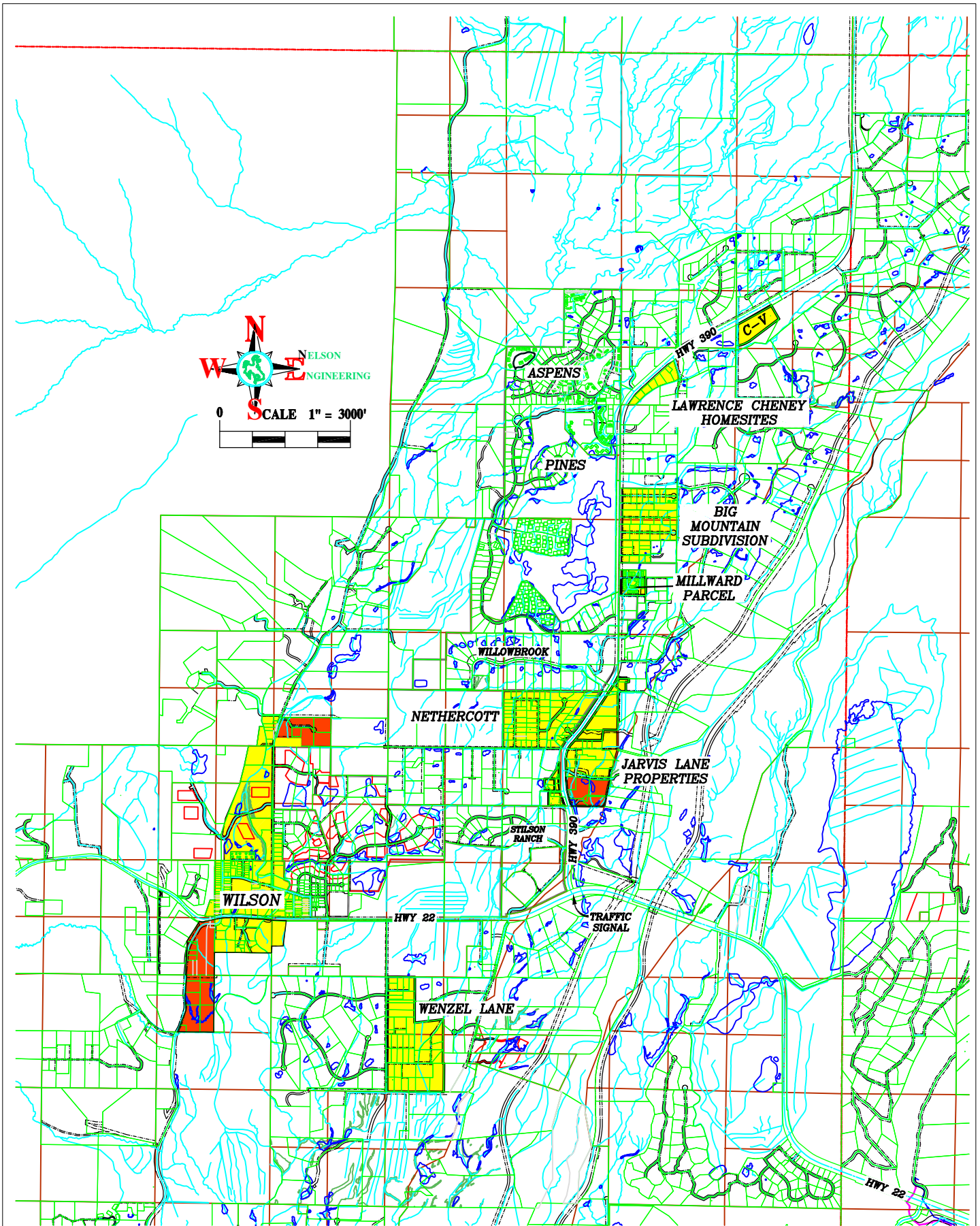
Preliminary design of the of the project is complete. If funding is made available, the District will be able to move forward with easement negotiation, final design, permitting, bidding and construction. The estimated cost of the project is \$2 million. The District currently has a State of Wyoming Clean Water Revolving Loan Fund (CWSRF) loan, originated in 2004 and refinanced in 2017, with a \$1,497,700 balance, at 2.5% interest, scheduled for pay off in 2034, and therefore, is looking for funding that will not place an additional financial burden on the users. The current Wilson Sewer District monthly user fee is \$72 per ERU and the connection fee, not including the Town capacity fee, is \$4915 per residential unit and/or ERU. The revenue from the user and connection fees is used to pay the existing CWSRF loan, pay the Town of Jackson user fees, pay operation and maintenance costs, and build a reserve for replacement of the wastewater facilities if and when necessary. This monthly user fee is approximately three times higher than the average Town of Jackson residential user fee.

If you have questions, please feel free to contact me directly at (307) 690-6338 or jcw.wyo@gmail.com, or Suzanne Lagerman at Nelson Engineering at (307) 733-2087 or slagerman@nelsonengineering.net. Thank you for your consideration.

Sincerely,

John Wasson
Vice Chairman
Wilson Sewer District

Enclosure: "Wilson Sewer District/Phase IV Construction" boundary map



DRAWING NO	TITLE	NELSON ENGINEERING P.O. BOX 1599, JACKSON WYOMING (307) 733-2087	DATE	3-3-22	REV.
EXHIBIT	WILSON SEWER DISTRICT		SURVEYED		
JOB NO	PHASE IV CONSTRUCTION		DRAWN	SLL	
22-006-01			CHECKED		
			APPROVED		

**2022 SRF INTENDED USE PLAN PROJECT ESTIMATE SUMMARY
TETON COUNTY, WYOMING**

Teton County has identified four potential projects to include on the 2022 State Revolving Fund Intended Use Plan for both the Clean Water Revolving Loan Fund (CWRLF) and Drinking Water Revolving Loan Fund (DWRLF). The projects include:

1. Hoback Junction Water and Sewer System
2. Kelly Water and Sewer System
3. Septic System Replacements
4. Source Water Protection Plans

REQUEST SUMMARY		
PROJECT	CWRLF	DWRLF
Hoback Junction Water and Sewer System	\$ 19,000,000	\$ 10,000,000
Kelly Water and Sewer System	\$ 16,000,000	\$ 9,000,000
Septic System Replacement	\$ 700,000	
Source Water Protection Plans	\$ 1,400,000	

Abbreviations

CWRLF = Clean Water Revolving Loan Fund

DWRLF = Drinking Water Revolving Loan Fund

DRAFT

**2022 SRF INTENDED USE PLAN PROJECT ESTIMATES
HOBACK JUNCTION WATER AND SEWER SYSTEMS
TETON COUNTY, WYOMING**

Groundwater in Hoback Junction has high nitrate levels and is not suitable for human consumption, thus the need for public water and wastewater systems.

Water System

In 2006, Nelson Engineering completed the Hoback Junction Water Supply Study, Level for the Wyoming Water Development Commission. The report evaluated numerous supply alternatives, including supply, distribution, and storage for Hoback Junction. The study presented a cost estimate in 2005 and 2010 dollars which was \$3,991,900 and \$5,586,659, respectively. The cost estimate included drilling two wells, constructing a transmission system, and constructing a concrete water storage tank.

Wastewater Treatment & Collection

Trihydro has provided design services for projects serving similar communities. Cost estimates are based on 65% design for a similar project that is currently underway.

Assumptions

- Serves approximately 141 dwelling units
- 3% annual inflation was applied to Nelson Engineering's 2010 estimate
- Inflation applied over 15 years, assuming project would be constructed in 2025
- DWRLF and CWRLF Estimates were rounded to the nearest million dollars

Drinking Water

Water Supply	\$ 2,329,509
Transmission System	\$ 3,258,946
Water Storage Tank	\$ 895,965
Project Cost (2010)	\$ 6,484,420

Inflation	3%
Years (2025-2010)	15
Estimated Project Costs (2025)	\$ 9,808,267

DWRLF Estimate **\$ 10,000,000**

Sanitary Sewer

Treatment Plant	\$ 15,000,000
Collection System	\$ 3,500,000
Estimated Project Costs (2025)	\$ 18,500,000

CWRLF Estimate **\$ 19,000,000**

**2022 SRF INTENDED USE PLAN PROJECT ESTIMATES
KELLY WATER AND SEWER SYSTEMS
TETON COUNTY, WYOMING**

Kelly is an unincorporated community in Teton County. Water and sewer service is currently provided by private drinking water wells and septic systems. To ensure clean drinking water for residents, the community may need to construct public water and wastewater systems.

Assumptions

- Approximately 141 parcels either are inhabited or could be inhabited
- Costs from the Hoback Junction estimate were prorated based on population, or are 83% of the costs identified for Hoback Junction.
- DWRLF and CWRLF Estimates were rounded to the nearest million dollars

	Cost (2010)	
Drinking Water		
Water Supply	\$ 1,933,492	
Transmission System	\$ 2,704,925	
Water Storage Tank	\$ 743,651	
Project Cost (2010)	\$ 5,382,069	
Inflation		3%
Years (2025-2010)		15
Estimated Project Costs (2025)	\$ 8,140,862	
DWRLF Estimate	\$ 9,000,000	
Sanitary Sewer		
Treatment Plant	\$ 12,450,000	
Collection System	\$ 2,905,000	
	\$ 15,355,000	
CWRLF Estimate	\$ 16,000,000	

**2022 SRF INTENDED USE PLAN PROJECT ESTIMATES
SEPTIC SYSTEM REPLACEMENT - FINANCIAL ASSISTANCE
TETON COUNTY, WYOMING**

Teton County currently has approximately 2,000 small wastewater facilities (SWF). A recent study by the Teton Conservation District has determined approximately 11% require immediate maintenance, but it is unknown how many SWF's need replaced. Funds would be used to create a grant/loan program to provide financial assistance to low-income residents to replace their septic systems.

Assumptions

- 2000 small wastewater facilities
- 10% need replaced
- 10% needing replaced will need replaced in next five years
- 50% of the SWF's needing replaced in the next five years will need financial assistance
- 10 replacements will need financial assistance in the next five years. Of those, 5 will consist of conventional septic systems and 5 will consist of raised bed systems.
- CWRLF Estimates were rounded to the nearest million dollars

Conventional System

Mobilization		\$	5,500
Remove & Dispose of Existing Tank & Leachfield	LS	\$	15,000
Replace Tank	EA	\$	20,000
Replace Leachfield	EA	\$	15,000
Landscaping	LS	\$	5,000
Subtotal		\$	60,500
# Systems Requiring Replacement			5
Total Conventional System Cost		\$	302,500

Raised Bed System

Mobilization		\$	6,500
Remove Existing Tank & Leachfield	LS	\$	15,000
Replace Tank	EA	\$	20,000
Replace Leachfield	EA	\$	25,000
Landscaping	LS	\$	5,000
Subtotal		\$	71,500
# Systems Requiring Replacement			5
Total Raised Bed System Cost		\$	357,500

Total Conventional and Raised Bed System Cost	\$	660,000
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CWRLF Total	\$	700,000
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**2022 SRF INTENDED USE PLAN PROJECT ESTIMATES
SOURCE WATER PROTECTION PLANS
TETON COUNTY, WYOMING**

There are currently about 113 public water supply wells in Teton County and numerous private wells. Nearly all of the public water supplies have not prepared Source Water Protection Plans (SWPP), which is a voluntary EPA requirement. The purpose of this funding is to provide financial assistance to public water supplies and private water supplies located in highly vulnerable areas to prepare SWPP's.

Assumptions

- All 113 Public Water Systems need a SWPP
- 20 private wells in highly vulnerable areas need a SWP
- CWRLF Estimates were rounded to the nearest million dollars

Typical SWPP Cost Per Plan

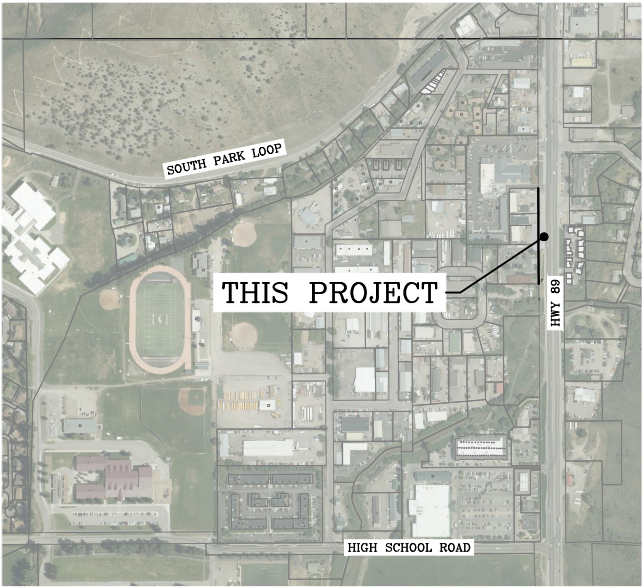
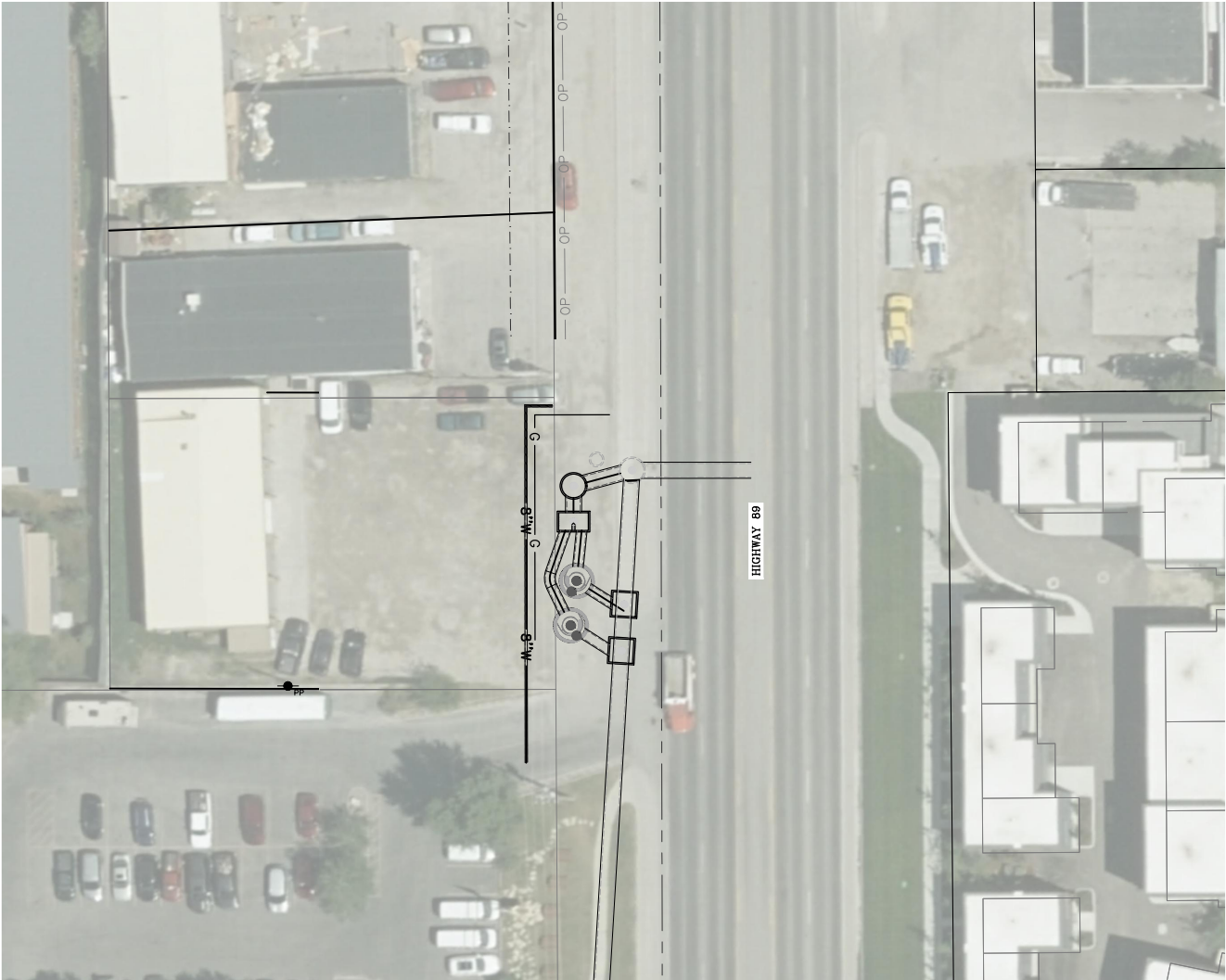
Staff Level	Hours	\$/Hour	Total Cost
Project Manager	4	\$ 194	\$ 776
Senior Hydrogeologist	10	\$ 150	\$ 1,500
GIS Specialist	20	\$ 120	\$ 2,400
Staff Geologist/Engineer	50	\$ 98	\$ 4,900
Administrative	4	\$ 80	\$ 320
Estimated Cost Per Plan			\$ 9,896

Source Water Protection Plans	133
Total Estimated Cost	\$ 1,316,168
CWRLF Estimate	\$ 1,400,000

HIGHWAY 89 STORM WATER TREATMENT PROJECT

TOWN OF JACKSON, WYOMING

FEBRUARY 2019



VICINITY MAP

LOCATION: PT NE1/4 NE1/4,
SEC. 6, TWP. 40N RNG. 116W
TOWN OF JACKSON
TETON COUNTY, WY

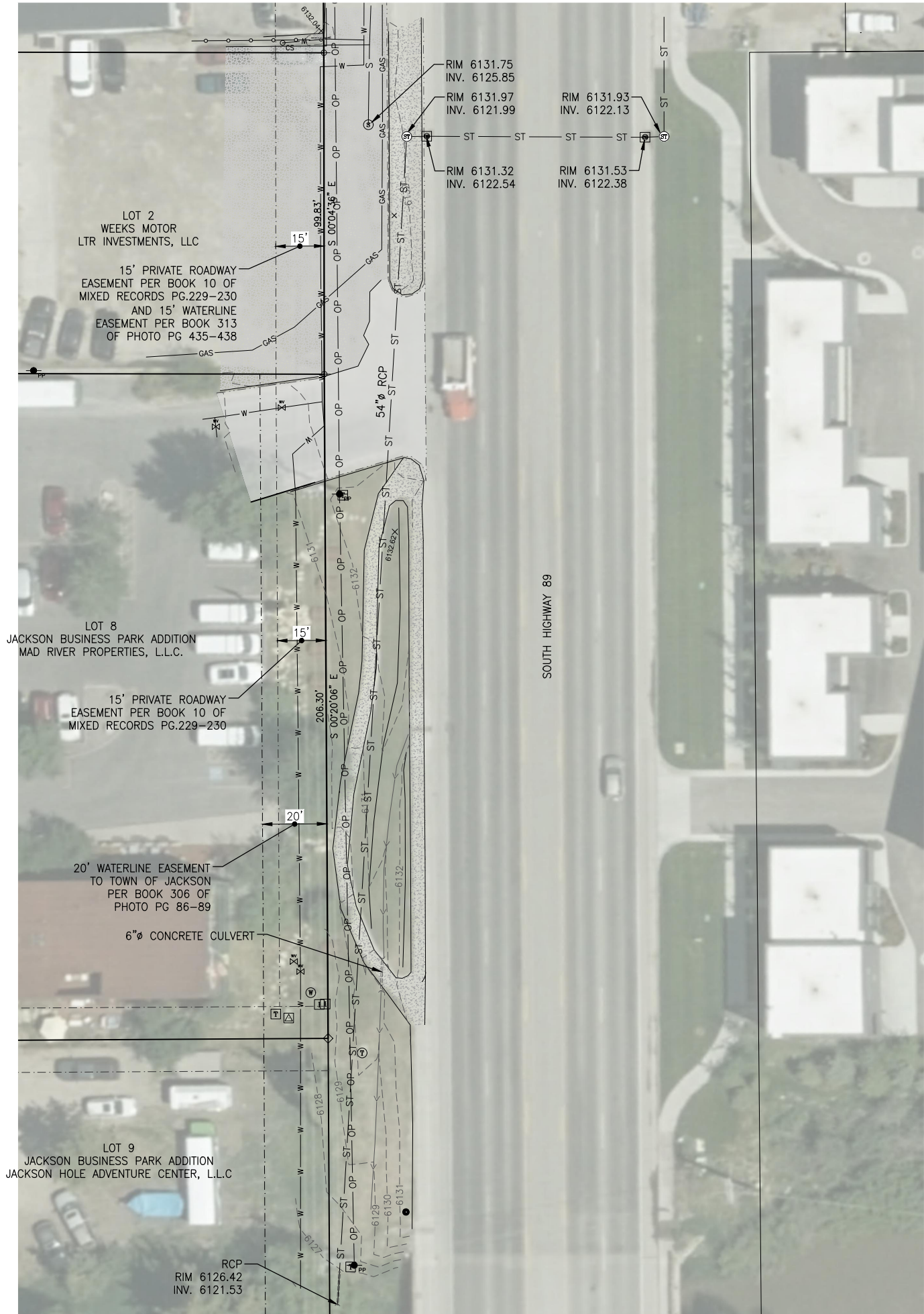
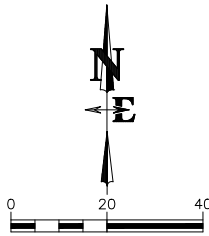


CIVIL DRAWING INDEX	
Sheet Number	Sheet Title
C0.0	TITLE SHEET
C1.0	EXISTING SITE PLAN
C2.0	FINAL SITE PLAN
C3.0	UTILITY PLAN
C4.0	GRADING PLAN
C5.0	STORM WATER PLAN-PROFILES
C6.0	STORM WATER DETAILS
C7.0	WATER PLAN AND PROFILE

PERMIT SET

DRAWING NO	JOB TITLE	DRAWING TITLE	DATE				REV.
			SURVEYED	ENGINEERED	DRAWN	CHECKED	
C0.0	JACKSON STORM WATER TREATMENT	TITLE SHEET	2/4/2019	NE	-	BIG	
JOB NO	1195 SOUTH HIGHWAY 89 JACKSON, WYOMING						
18-305-01							

S:\proj\2018\305-01 (Jackson Stormwater Treatment\4 Drawings\Survey\1195 S Hwy 89\89A18-305-1\1195 S Hwy 89 existing.dwg EXISTING - Feb 04 2019 01:45:00 pm PLOTTED BY: green DWG FIRMAT: 230

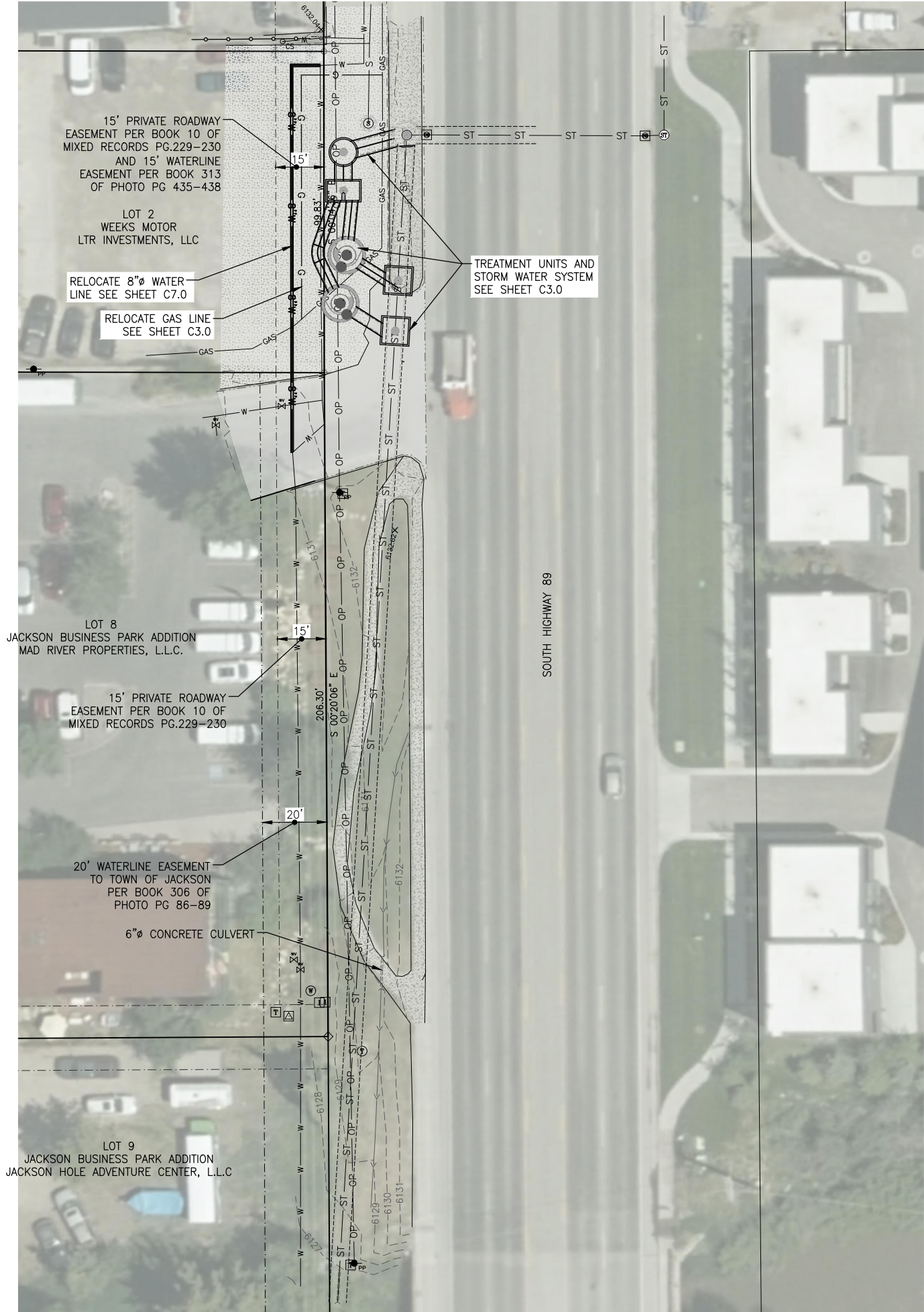
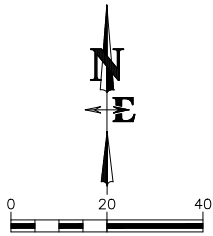


EXISTING SITE LEGEND

- PROPERTY LINE
- EASEMENT
- INDEX CONTOUR
- MINOR CONTOUR
- EDGE OG PAVEMENT
- EDGE OF GRAVEL
- EDGE OF SIDEWALK
- FLOWLINE GUTTER
- FLOWLINE DITCH
- FENCE
- OVERHEAD POWER (APPROX. LOCATION)
- BURIED GAS SERVICE
- STORM SEWER MAIN
- SANITARY SEWER MAIN
- WATER MAIN
- STORM CULVERT
- TELEPHONE PEDESTAL
- TELEPHONE VAULT
- ELECTRICAL TRANSFORMER
- POWER POLE
- WATER VALVE
- WATER MANHOLE
- CURBSTOP
- SANITARY SEWER MANHOLE
- STORM SEWER MANHOLE
- CATCH BASIN
- IRRIGATION FEATURE
- SIGN
- FOUND T-STAKE
- FOUND REBAR AND CAP
- SET TPSPICE

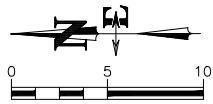
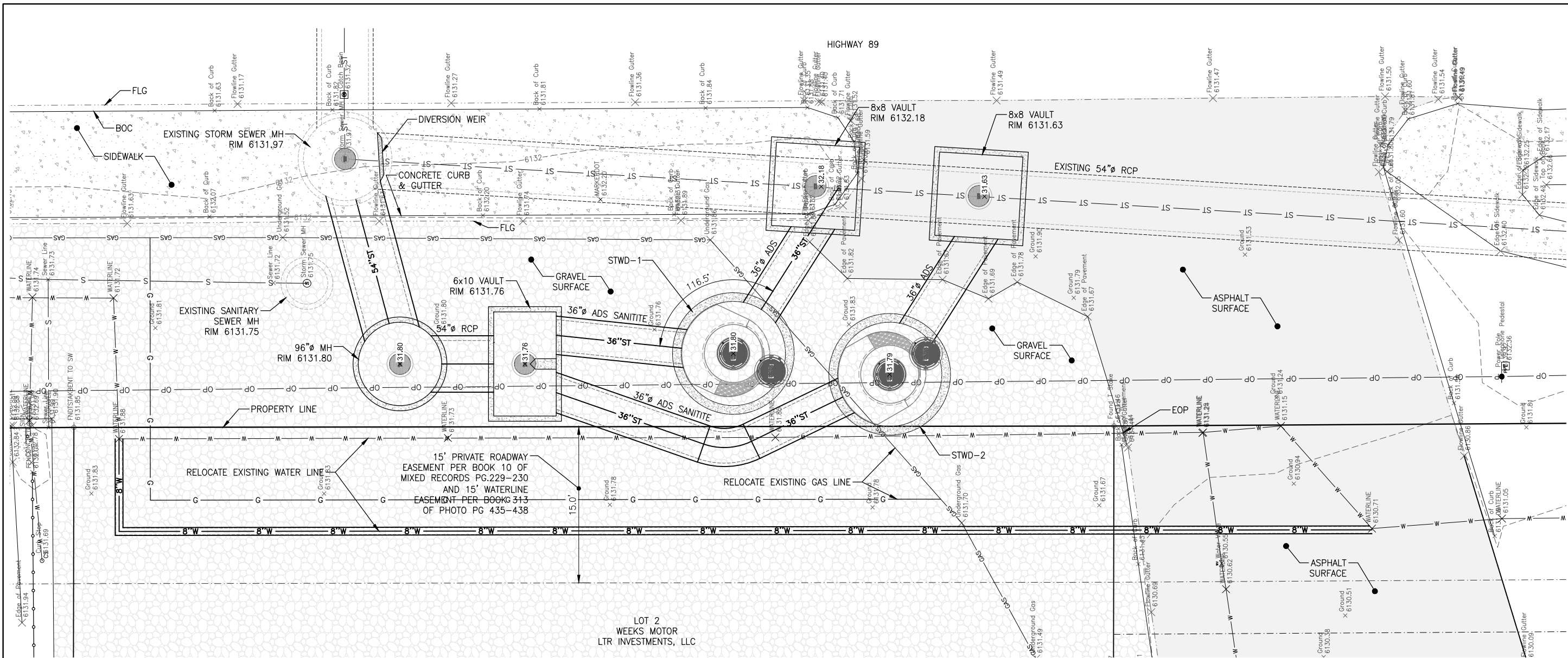
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			DATE	SURVEYED	NE	2/4/2019		
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JOB NO 18-305-01								

**NELSON
ENGINEERING**
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- EXISTING SITE LEGEND
- PROPERTY LINE
 - EASEMENT
 - INDEX CONTOUR
 - MINOR CONTOUR
 - EDGE OG PAVEMENT
 - EDGE OF GRAVEL
 - EDGE OF SIDEWALK
 - FLOWLINE GUTTER
 - FLOWLINE DITCH
 - FENCE
 - OVERHEAD POWER (APPROX. LOCATION)
 - BURIED GAS SERVICE
 - STORM SEWER MAIN
 - SANITARY SEWER MAIN
 - WATER MAIN
 - STORM CULVERT
 - TELEPHONE PEDESTAL
 - TELEPHONE VAULT
 - ELECTRICAL TRANSFORMER
 - POWER POLE
 - WATER VALVE
 - WATER MANHOLE
 - CURBSTOP
 - SANITARY SEWER MANHOLE
 - STORM SEWER MANHOLE
 - CATCH BASIN
 - IRRIGATION FEATURE
 - SIGN
 - FOUND T-STAKE
 - FOUND REBAR AND CAP
 - SET TPSPIKE

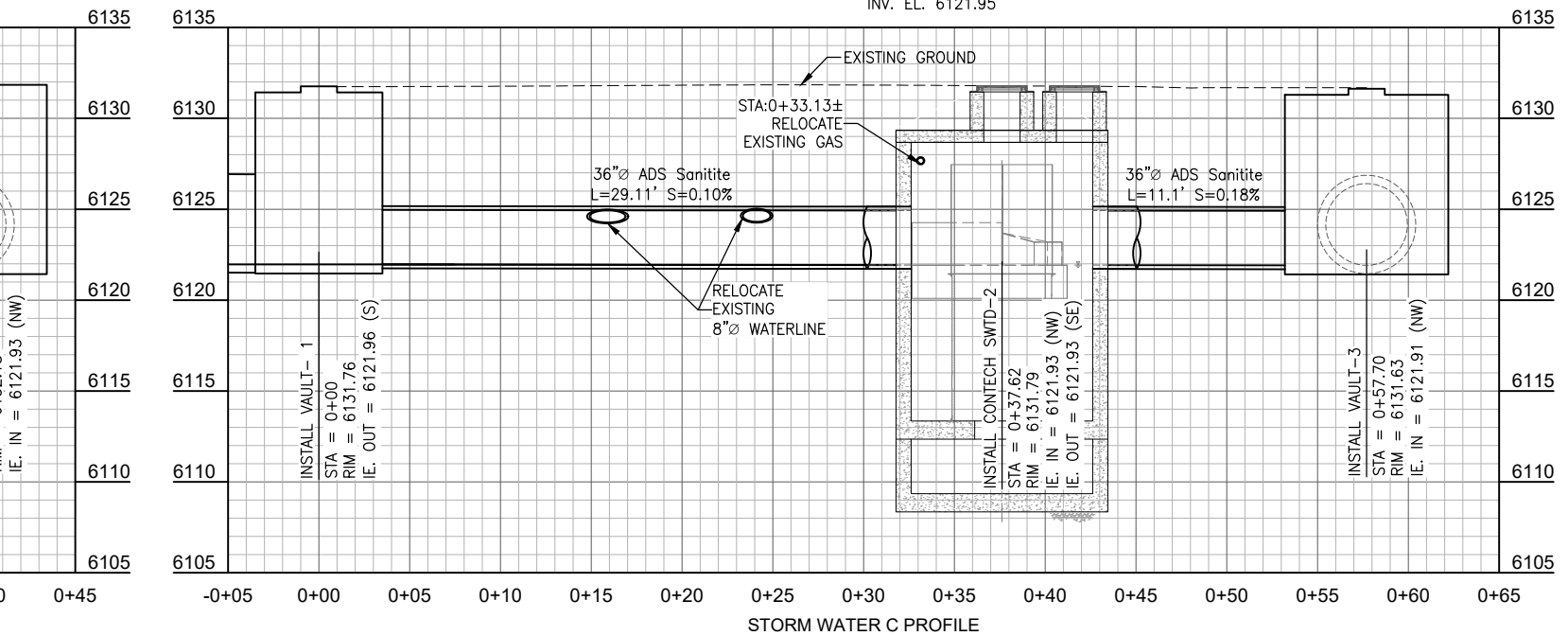
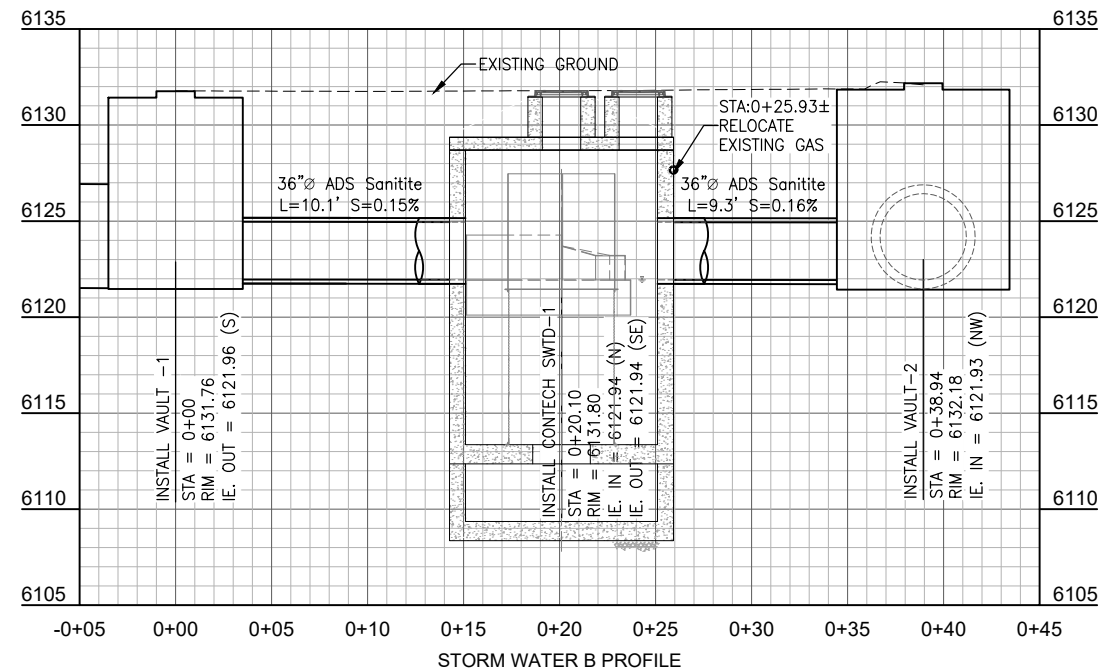
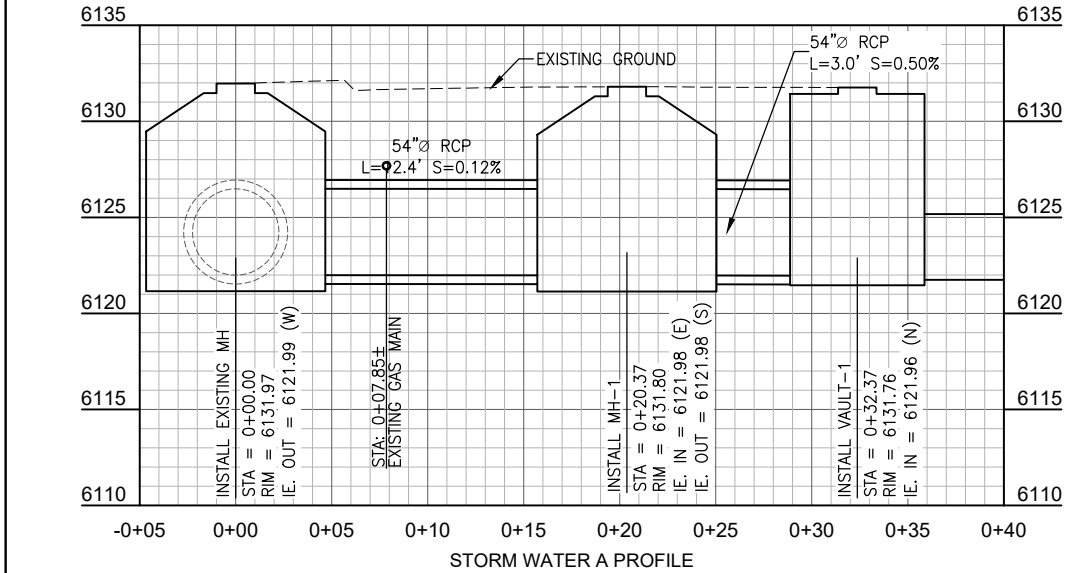
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JOB NO 18-305-01				DATE 2/4/2019	SURVEYED NE	ENGINEERED —	DRAWN BAG	CHECKED	



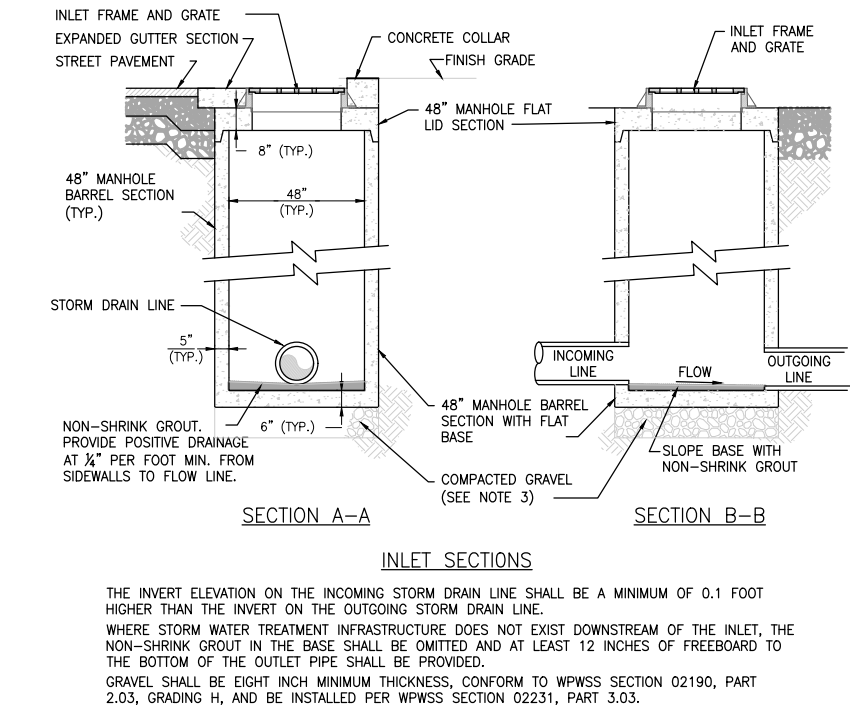
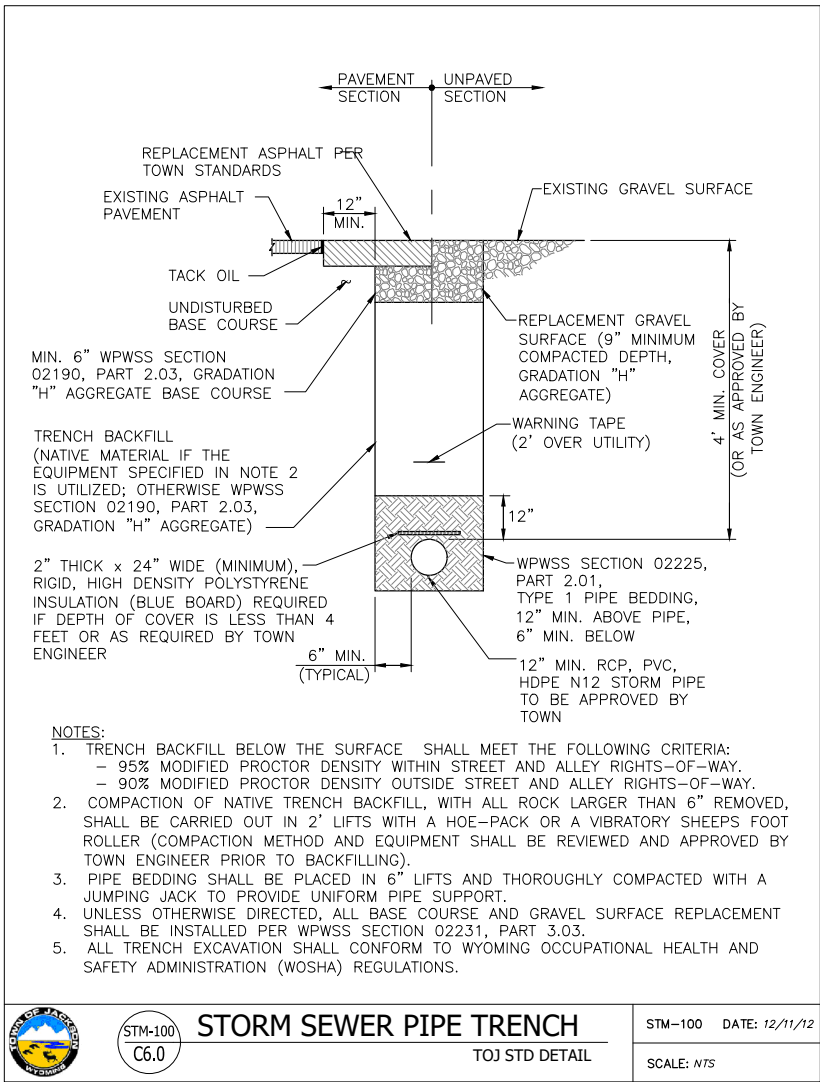
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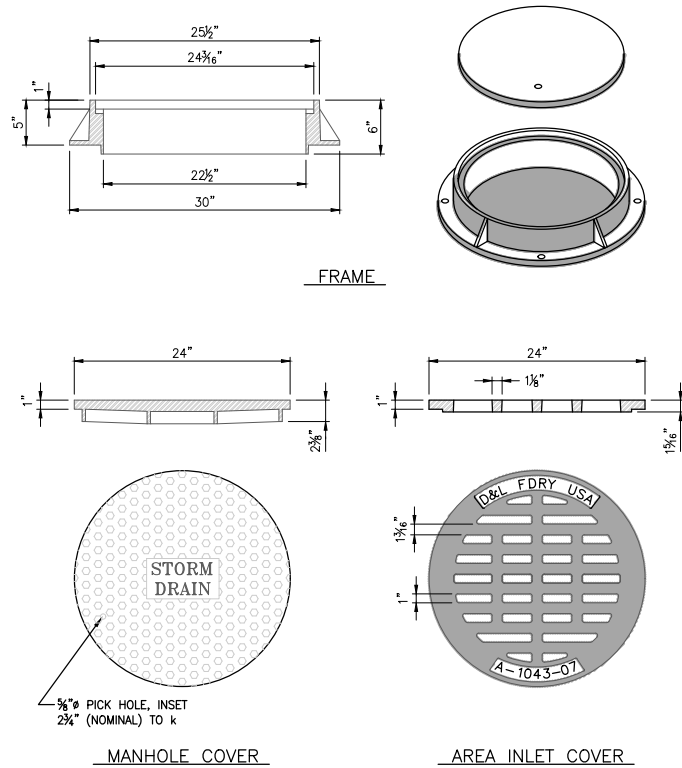
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JOB NO 18-305-01				SURVEYED ENGINEERED DRAWN CHECKED APPROVED	NE - BIG	



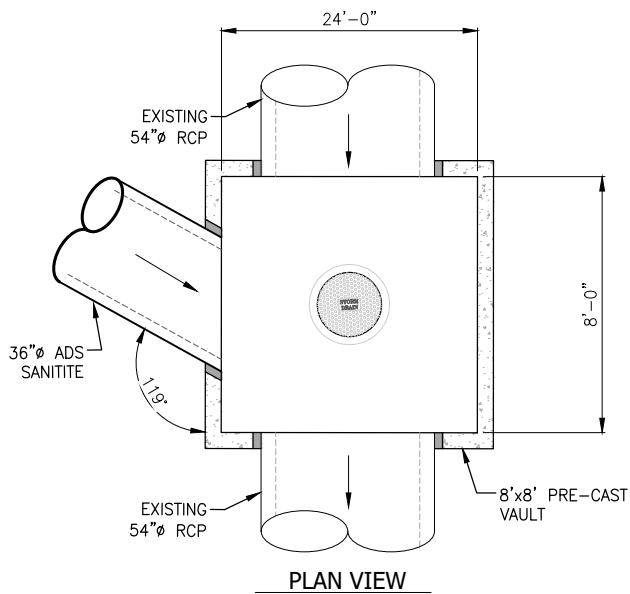
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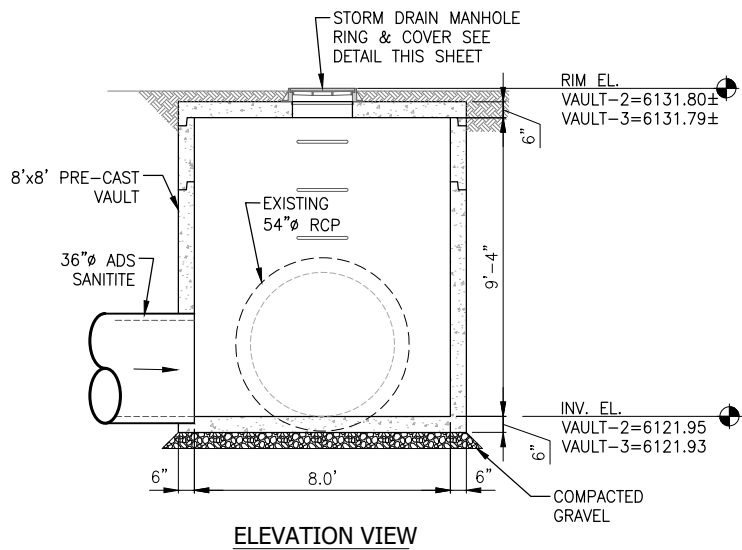
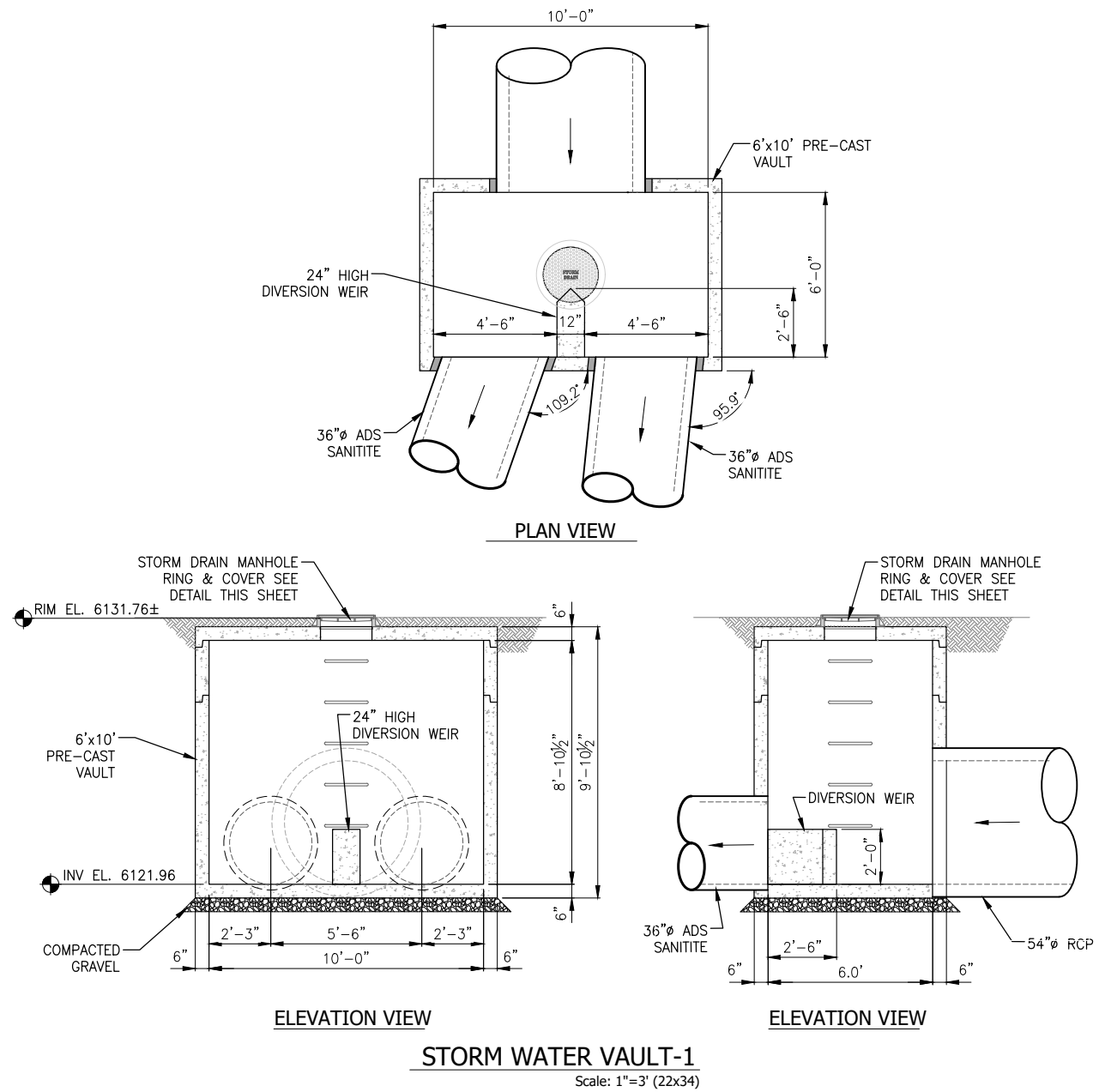
STORM DRAIN MANHOLE



STORM DRAIN MANHOLE
FRAME AND COVER



STORM WATER VAULT-2 & 3



STORM WATER VAULT-2 & 3

DRAWING NO	C6.0	JOB TITLE	JACKSON STORM WATER TREATMENT 1195 SOUTH HIGHWAY 89 JACKSON, WYOMING	DRAWING TITLE	STORM WATER DETAILS	DATE	2/4/2019	REV.	NE	B/G	APPROVED	CHECKED	DRAWN	ENGINEERED	SURVEYED

**NELSON
ENGINEERING**

P.O. BOX 1599, JACKSON WYOMING (307) 733-2087

**2022 SPECIFIC PURPOSE TAX
TOWN/COUNTY PROJECT APPLICATION**

1. Project Name:

Design/Build **Wilson** Fire Station (Station 2)

2. Town or County application:

County Application

3. Name, email, and phone number of contact person for the applicant:

Brady Hansen
bhansen@tetoncountwy.gov
cell 307-699-8188

4. Are there any partners for your project. If yes, please explain.

No

5. Provide a brief description of the project (100 words or fewer).

Design and Build new Fire Station to replace the existing station.
The current station is well past life expectations. Worse, the station falls extremely short on meeting current needs. This includes insufficient space for current vehicles, firefighter training needs, community space, ADA access or bathrooms. Study performed in 2012 by an outside consultant identified this station as an immediate need. It was also identified as being extremely vulnerable to any earthquake movement and as the highest priority after Station 1 (Jackson) and Station 3 (Hoback). The new station will also include attached employee housing.

6. Location of the proposed project.

Current site of Wilson Fire Station.

7. Project costs (please include all costs).

- a. land acquisition ____ \$0 _____
- b. all design costs ____ \$600,000 _____
- c. construction costs ____ \$6,000,000 _____
- d. furnishings, fixtures & equipment ____ \$50,000 _____
- e. contingency ____ \$450,000 _____
- f. Operation & Maintenance Escrow ____ \$0 _____
- g. other (please explain) ____ Owners Representative \$400,000 _____

TOTAL ____ \$7,500,000 _____

8. For each category listed in number eight (8), please provide a concise description of how costs are derived, how firm they are, and any contributions, such as land ownership, to the project. Please also include all documentation utilized to calculate costs.

These costs are projections derived from the cost per square foot from Fire Station 1 construction. Station 1, with all its challenges, will be completed for just under \$600 per square foot. Consulting with the construction management team the new station projections were calculated at \$650 per square foot (20% increase). The construction management team for Fire Station 1 believed this was a safe projection in today's dollars.

9. Have any inflationary factors been included for time value for construction costs? If so, please explain how they are calculated and how they affect the project costs.

The original cost projections provided by Fire/EMS were \$6,600,000 for total construction. This was increased by \$900,000 (or 13%) in anticipation of inflation. This is a total of 33% increase over the Station 1 square foot price.

10. What sources do you have to cover any overages for the project? What is your fallback plan if project costs exceed revenues allotted?

Fire/EMS would propose relying on Fire Fund 11 and Fire Fund 13 (our current budgets) fund balance to offset any unanticipated overage. Also, these projects would not be approved, or contracts would not be signed unless the total project bid was within budget or fund balance or other options were available for unforeseen cost.

11. What dollar amount is being requested from Specific Purpose tax proceeds for this project?

\$7,500,000

12. Please list time frames for each phase of the proposed project.

Design for this station would begin as soon as funds are available. Construction would also begin as soon as funds are available.

13. Describe how this project will or will not impact the carbon footprint of the community and aspects of the project that are in alignment with a zero carbon footprint.

This project is replacing an existing fire station. The new station will be considerably more efficient with modern insulation and HVAC equipment. As with Fire Station 1, solar power will also be built into the design. This will provide a limited improvement in carbon footprint compared to the existing station.

14. Describe the impact of this project on Town and/or County operating budgets in terms of fiscal impact and staff impact, be specific.

The replacement of the station will not increase town or county operational cost. This station is built as a volunteer station. The expectation is to remain a volunteer station. The addition of apartments in the station will aid in housing employees.

15. What, if any, economic benefit will accrue to the community as a result of this project?

The primary use as a fire station is an essential service to every neighborhood. This service is part of protecting all aspects of the community and the economy. The apartments in the station may also provide an additional benefit.

16. Are there any social or cultural benefits to the community?

Every fire station is a community building. These stations should **and often do** serve as community meeting spaces. The current stations are without ADA access or appropriate restrooms. Community meetings are held here anyway since the fire station is often the best location.

17. Describe how your project is connected to current infrastructure.

This new fire station will replace the existing station. It is an essential and long overdue upgrade to the existing fire department infrastructure.

18. Describe the level of project readiness, design, construction documents, etc.

This project is for the full design and construction. The concepts, size and outline of the station have been developed. This project starts with hiring the architect to design one or both stations.

19. If the project meets an identified community need, describe how that need is evident or has been documented or how it has been identified.

In 2012 a consultant was hired to help create a plan for future fire stations. That report identified three current stations as needing immediate replacement (Jackson, Hoback and Wilson). This proposed project is still trying to meet that need 10 years later. These fire stations are essential to provide emergency 911 service to each neighborhood. Jackson Hole Fire/EMS is working diligently to recruit, train and retain good volunteers. Replacing this station is part of keeping the volunteer firefighters at the forefront of our program. The current building is well past life expectancy. It is in disrepair, inefficient to heat and operate, and unsafe during an earthquake.

20. If SPET funds are needed to complete a previously approved/authorized project due to a shortfall, describe in detail.

No, this is a new proposal.

21. Describe how your project provides a critical service related to health, safety, and welfare of the community.

This proposal is replacing the neighborhood fire station. This station is the location to provide 911 medical, structure fire, wildland fire, haz mat, vehicle extrication and all types of rescue. All Jackson Hole Fire/EMS stations share in the workload of more than 2500

emergency 911 calls every year. All six current stations are paged to respond on major incidents like wildfire. While the individual stations manage the small incidents within their own neighborhoods.

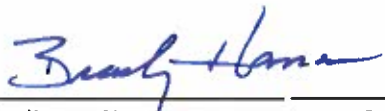
22. Describe how the project will impact transportation (vehicle, bus, bike, highway, intersection, pathway), traffic, or congestion in the community either positively or negatively.

The fire station does not directly impact transportation. It is because our community is so spread out that it is critical that every major corner of the community has its own station. The nature of emergency response dictates that our well-trained volunteers need to be able to get to the station and back out to the emergency in the very quickest way possible.

23. Describe how your project is in alignment with the comprehensive plan.

In the comprehensive plan there is an identified need for core services. Keeping the fire stations operational is at the foundation of core community service. This current station has been identified as underperforming, far past its lifespan, inefficient to operate and unsafe during an earthquake.

24. Additional comments

	 FIRE CHIEF	 April 15, 2022
Applicant Signature		Date