AGENDA

Equity Task Force

June 23, 2022 – REGULAR MEETING

3:30 PM

PLEASE SILENCE ALL ELECTRONIC DEVICES DURING THE MEETING

I. ROLL CALL

II. REVIEW OF MEETING MINUTES

A. May 26, 2022 Minutes

III. NEW ITEMS

A. Agreements

B. Discussion of data and metrics

C. Town policies in place already

IV. DISCUSSION AND / OR PROPOSED ITEMS

A. Committees

V. ADJOURN

Equity Taskforce
May 26, 2022

- **Roll Call, Present In-Person:** Miki Aristorenas, Pierre Bergman, Jean Day, Jason Fritts, Brandon Hernandez, Jade Krueger **Present Virtually:** Rosa Sanchez **Absent:** Marcella Badillo, Stacy Noland **Staff:** Emy Farrow-German, Susan Scarlata, Tyler Sinclair **Present Virtually:** Nancy Marquina
- Moment of Silence for tragedies, including race related ones, since the last meeting
- Review notes from and details about Agreements
  - Timeline for sub-groups and taskforce – will affect tasks and actions
  - Timeline for effort and taskforce
  - Important to keep at the forefront of all we do
- Comfort, Stretch and Panic Zones = beware of where you are at take care of yourself
- Microaggressions – Definition and Video – Discussions
  - Impact versus intent
  - Clarification of what "micro" means
  - Break into affinity/caucus groups to discuss
  - Handouts of examples and reset behaviors
- Human Services Funded by the Town
  - More information and groups that Task Force would like more information from
  - Review websites and mission and purpose
- Advancing Racial Equity and Transforming Government - Discussion
  - Translation of activity/recreational signs, i.e. Josie's Ridge
  - Translation at Meetings
  - Land Acknowledgements
  - History of Wrongs in the Community
  - Inequities in the Community
  - Data driven, what data is there? To inform the plan, where are the needs
  - Community Survey? Other ways to get input; Task Force to review survey and discuss distribution
  - Census Information? Community Profile and demographcis
  - Other surveys that could be provided to inform the Task Force, Housing Needs Assessment, Mental Health, other?
  - Listening sessions?
  - Members distribute surveys out to their communities
  - Mobile Art Spot in parks
  - How to impact Housing? Tenant Protection Rights, First, Last , Deposit Program?
  - Housing Ombudsman, Legal resources, education, have April present
  - Courts? Not working for all
  - What documents should/need to be translated
  - What resources are currently available but not utilized by the community?
  - Nondiscrimination policy
  - Who is on the housing list?
  - Use topic areas, which are also Committees, and work from there
  - Utilize lasting policy that stays in place as elected officials change
  - Affordable and workforce housing mix required

- Committees Discussion
  - Town wide

- Tool compelling
- Proclamation not so much
- Consultant to support data and discussion
- Equity into the Comp Plan to integrate it long term, longevity of the effort
  - Have Emy research this in other communities

- Community Connection
  - Events and places to mix and gather, Old Bills, County Fair, Farmer's Market
  - Acknowledge other cultures and traditions, publicly and celebrate
  - Board Recruitment
  - Listen to what minority voices say
  - Tenant/Housing discussions
  - Listening sessions
- Government Departments
  - Budget surpluses what to do with them? Could it be used for equity purposes?
  - Equity lens to budget and capital projects review
  - Send links to budget

Community Foundation
OF JACKSON HOLE

2022 Nonprofit Demographics Report

The 2022 Nonprofit Demographics Survey was conducted by The Consulting Statistician on behalf of the Community Foundations of Jackson Hole and Teton Valley. Questions and comments may be directed to Annie Riddell at the Community Foundation of Jackson Hole:
ariddell@cfjacksonhole.org | 307-739-1026

May 2022

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2022 NONPROFIT DEMOGRAPHICS REPORT

I. Introduction

In February-March 2022, The Consulting Statistician conducted the inaugural Nonprofit Demographics Survey on behalf of the Community Foundations of Jackson Hole (cfjacksonhole.org) and Teton Valley (cftetonvalley.org). Special thanks to Principal Consultant Karen Taves.

The Foundations invited Jackson Hole and Teton Valley nonprofit staff and contractors to respond to a brief set of demographics questions in order to learn more about the composition and needs of the local nonprofit sector. All questions were optional. Responses were anonymous and confidential, linked neither to respondents nor their organizations.

Survey data was split geographically then aggregated into the *2022 Jackson Hole Nonprofit Demographics Report* (this document) and the *2022 Teton Valley Nonprofit Demographics Report*.

Understanding the diversity of identities within the local nonprofit sector will help the Community Foundations shape programming and support partner organizations in meaningful, relevant ways. Survey data will spark conversation, reflection, and action about how to ensure that the Foundations are inclusive of and responsive to everyone in the nonprofit sector.

Given the newness of this endeavor, as well as complexity around how individuals do or do not disclose parts of their identities, the Foundations understand that initial statistics may undercount certain identities. Over time, the Foundations hope to assemble data across many axes of nonprofit stakeholder identities and needs.

II. Methodology

The 2022 Nonprofit Demographics Survey was conducted via the SurveyMonkey cloud-based online survey platform. In Jackson Hole, nonprofit subscribers to the Community Foundation's Nonprofit List Serve[1] were invited to participate, as were Old Bill's participants and 2020 Nonprofit Compensation Survey respondents. The Community Foundation estimates there are ~870 paid staff at nonprofits in Jackson Hole.[2] Based on this estimate, the survey response rate was around 13% (115 responses).

Table 1: Biennial Nonprofit Demographic Survey Participation

	2022
Respondents	115

Respondents were asked voluntary demographic questions related to their nonprofit field of interest, education, race/ethnicity, gender, sexual orientation, and disabilities. The 2022 survey questionnaire is attached to this report in Appendix A.

1 www.cfjacksonhole.org/participate/nonprofit-list-serve

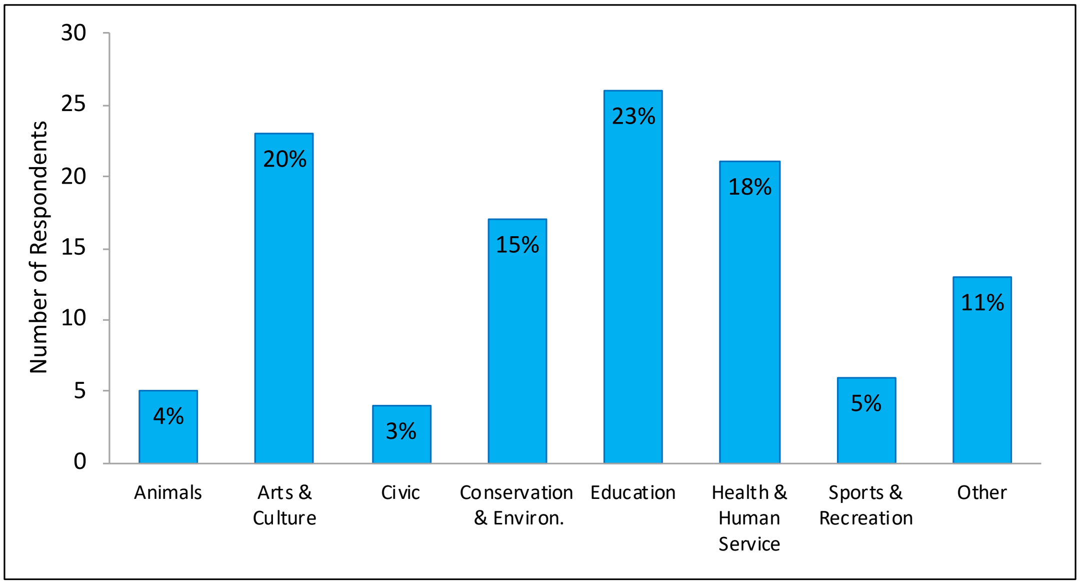
2 Full-time equivalents based on application data from 2021 Old Bill's Fun Run.

III. Summary of Survey Responses

A. Employment and Education

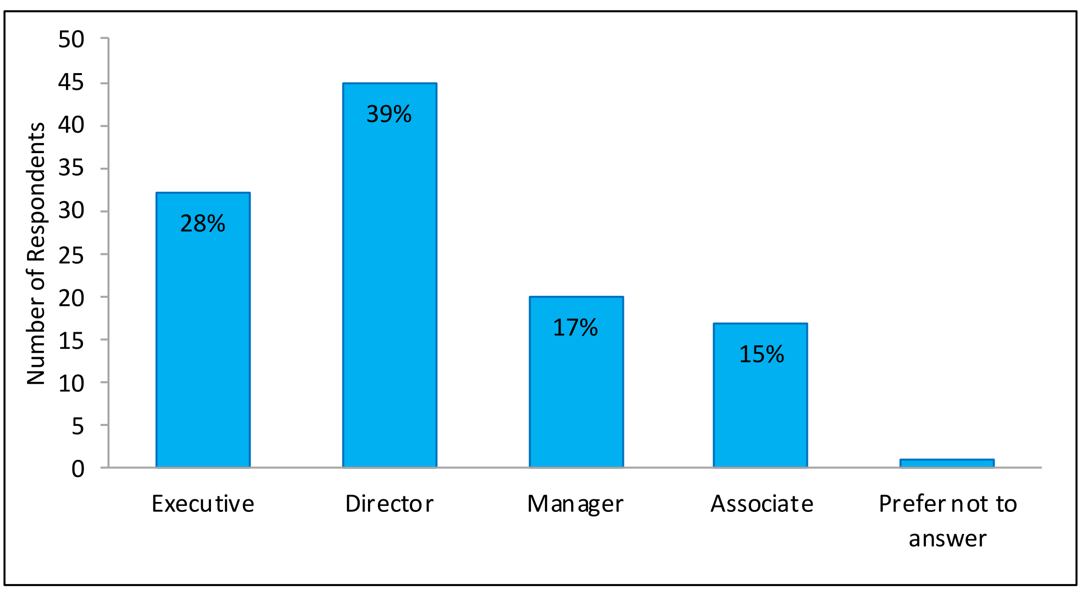
The respondents are employed at nonprofits in a wide range of areas (see Figure 1).

Figure 1: Nonprofit Field of Interest[3]



Respondents were predominantly executives (28%) and directors (39%), as displayed in Figure 2.

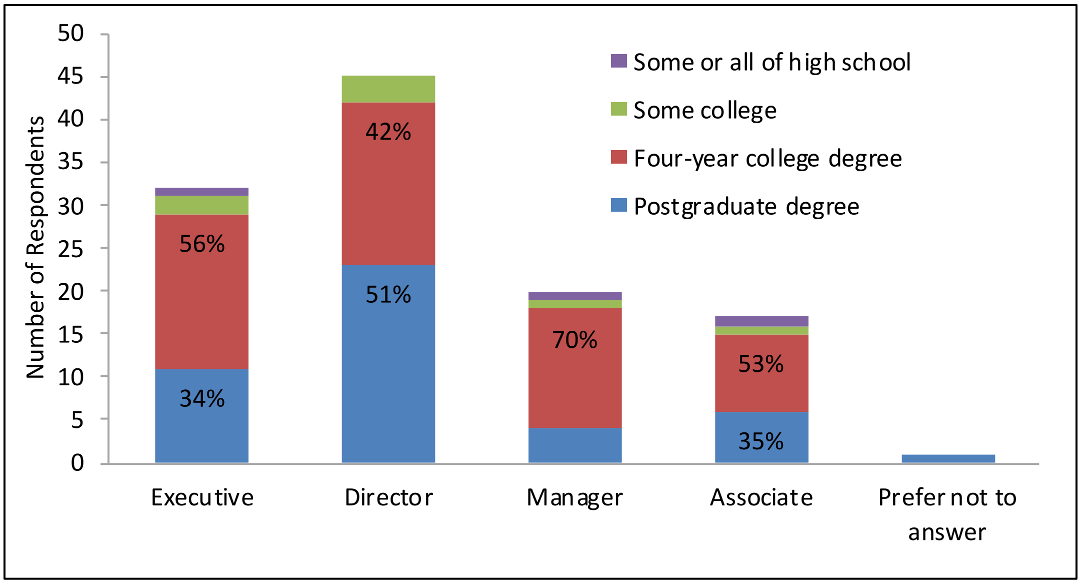
Figure 2: Position[4]



[3] Survey Question 2.
[4] Survey Question 5.

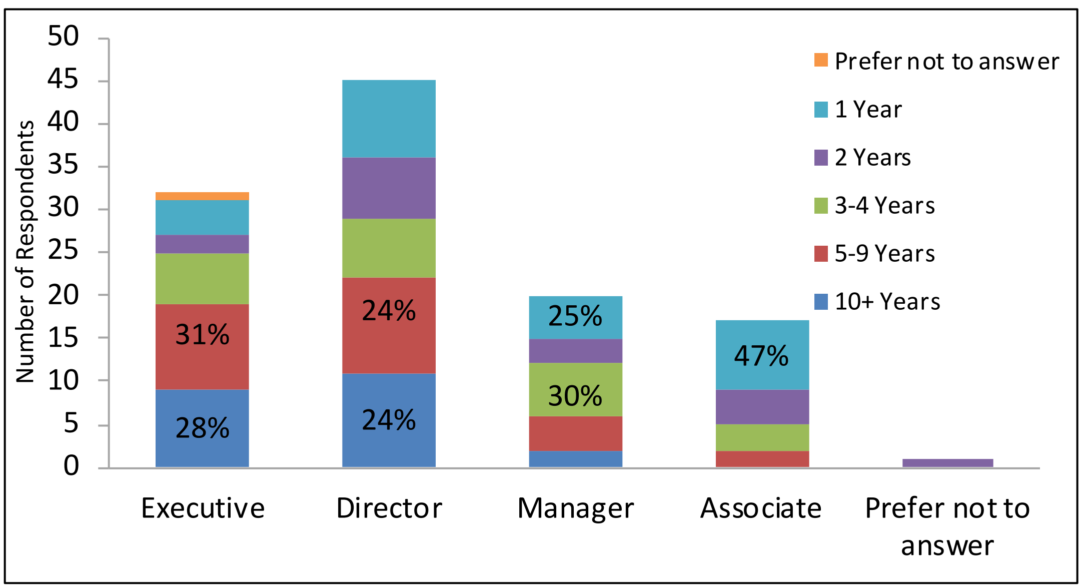
Virtually all respondents have at least a four-year college degree (see Figure 3), and a significant percentage of executives (34%) and directors (51%) have postgraduate degrees.

Figure 3: Education[5,6]



Around half of executives and directors have been at their nonprofit for five years or more (see Figure 4).

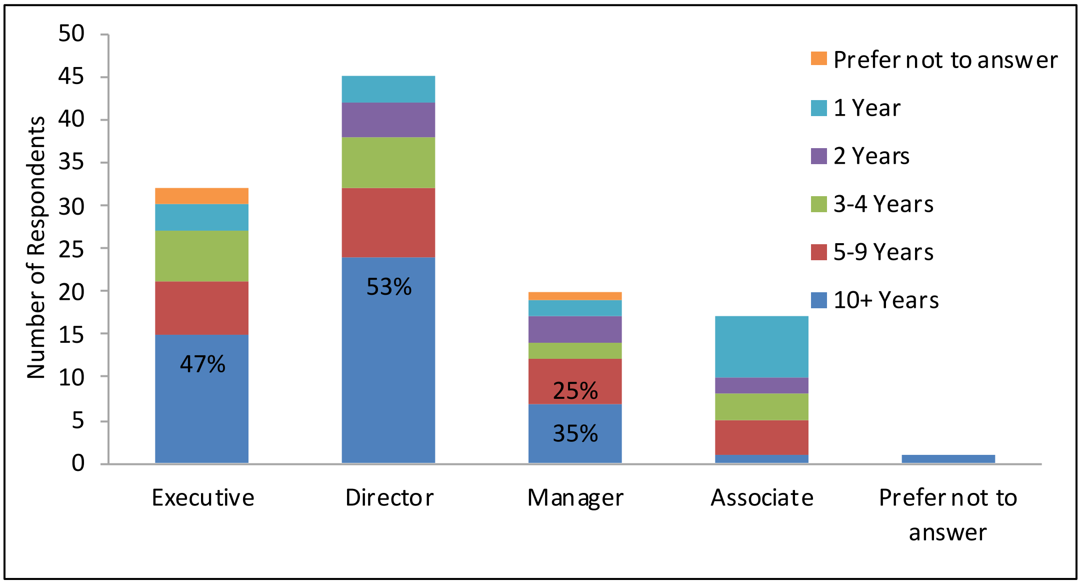
Figure 4: Years at Current Nonprofit[7]



[5] Survey Question 5.
[6] The percent of respondents is displayed on this and subsequent figures when there are five or more respondents, and the percentage is 20% or higher.
[7] Survey Question 3.

About half of executives and directors have been working in the local nonprofit sector for 10 years or more, and over half of managers have been working in the local nonprofit sector for five years or more (see Figure 5).

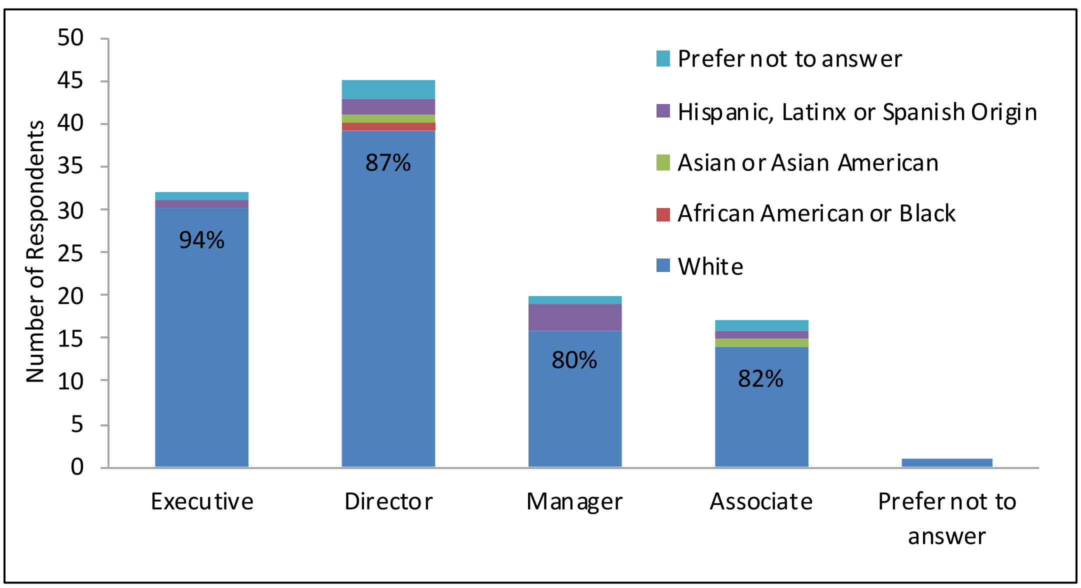
Figure 5: Years in Local Nonprofit Sector[8]



B. Demographics

The respondents primarily identify as white (see Figure 6).

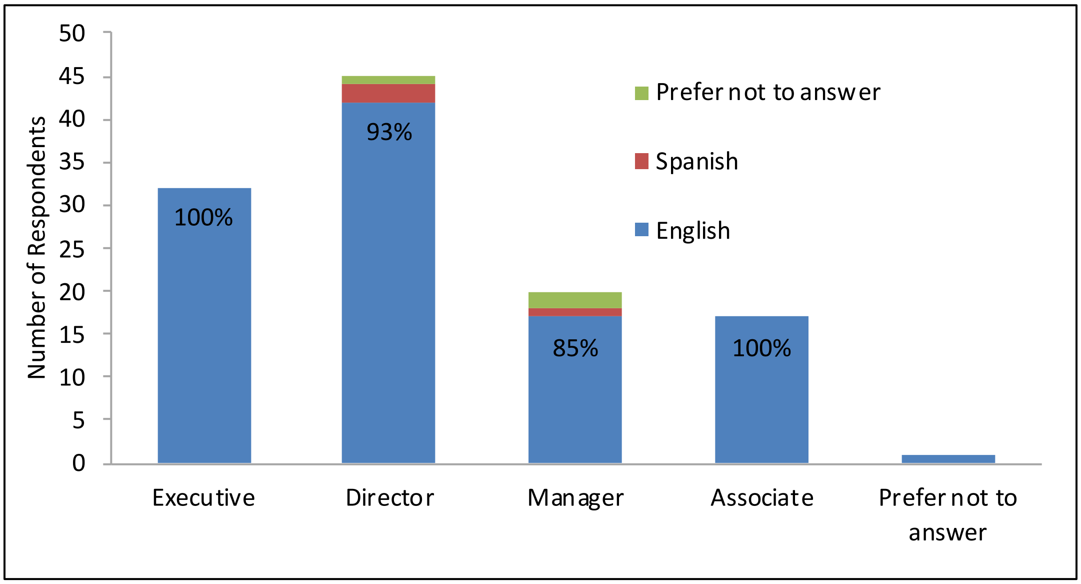
Figure 6: Race or Ethnicity[9]



[8] Survey Question 4.
[9] Survey Questions 7 and 8.

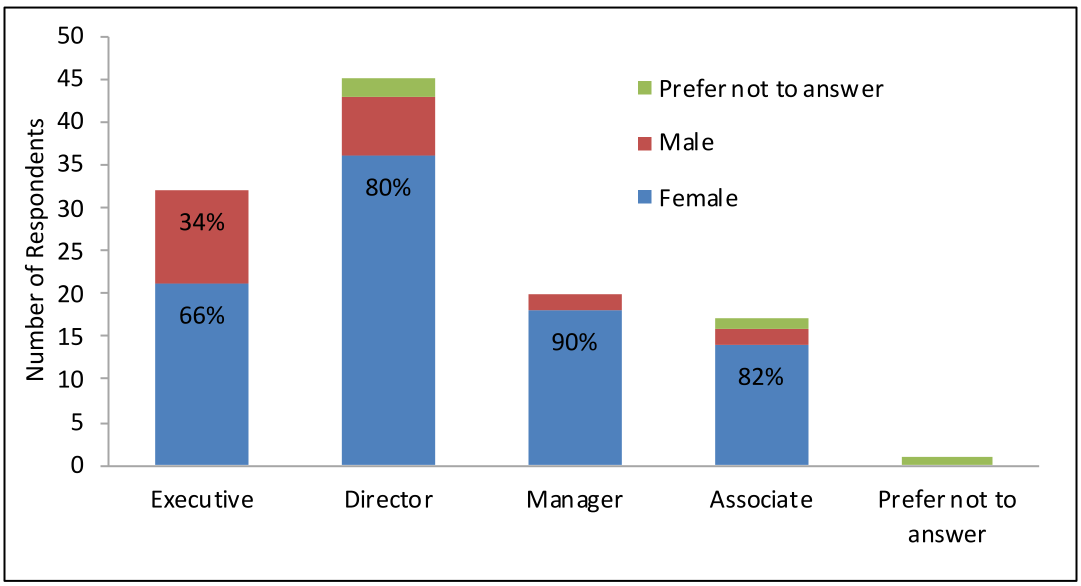
The respondents primarily speak English as their first language (see Figure 7).

Figure 7: First Language[10]



The respondents were predominantly female and represented 66% to 90% of respondents by position (see Figure 8). Of the 22 male respondents, 82% were executives or directors.[11]

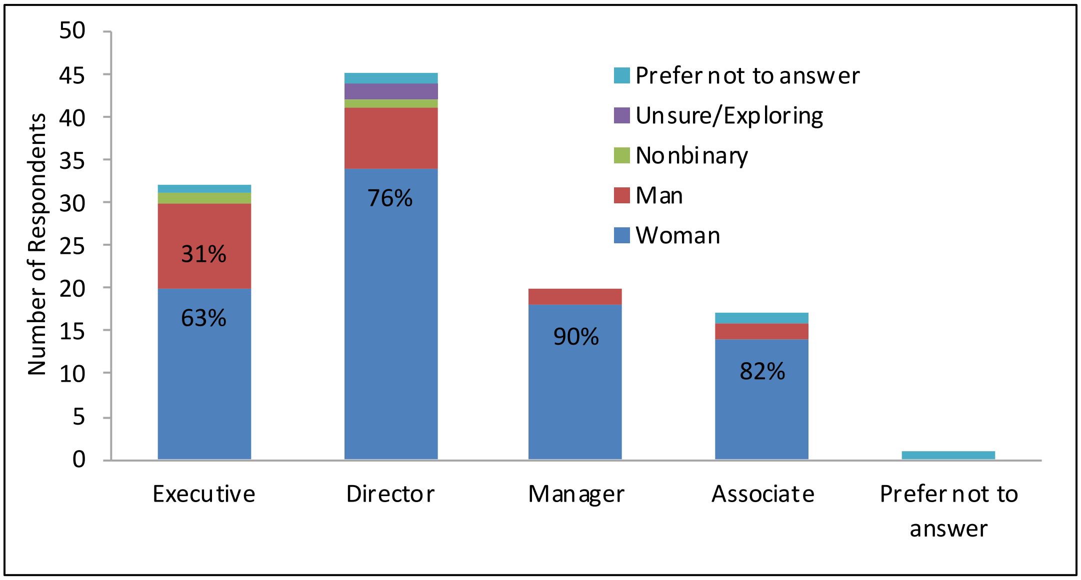
Figure 8: Sex Designation[12]



[10] Survey Questions 9 and 10.
[11] 82%=(11 executives +7 directors)/22.
[12] Survey Question 11.

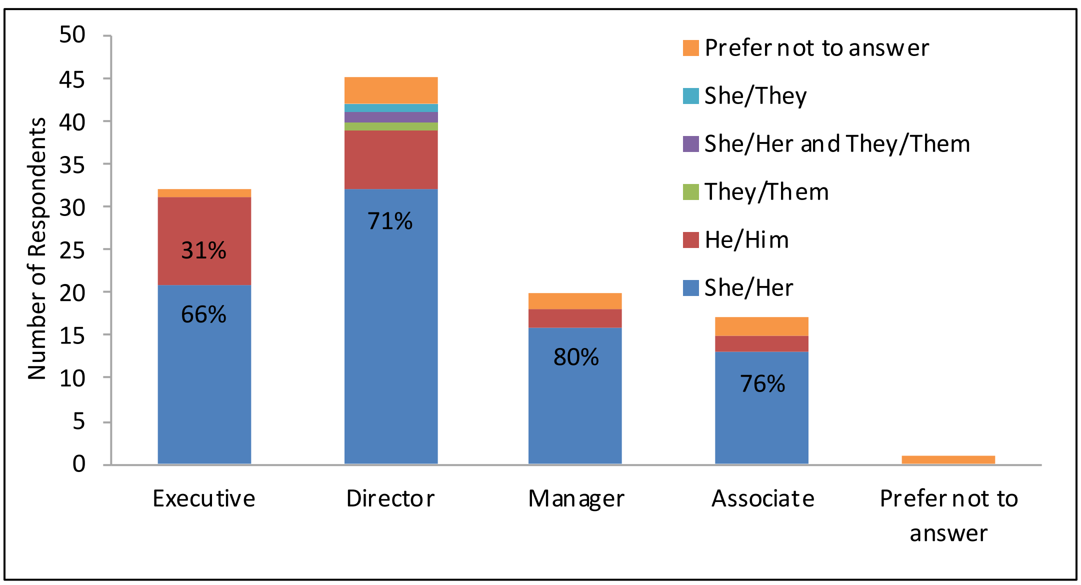
The respondents' gender identity[13] very closely corresponds to their sex designation responses (compare Figure 8 and Figure 9).

Figure 9: Gender Identity[14]



The respondents' pronoun preferences also very closely correspond to their sex designation responses (compare Figure 8 and Figure 10).

Figure 10: Pronoun Preference[15]



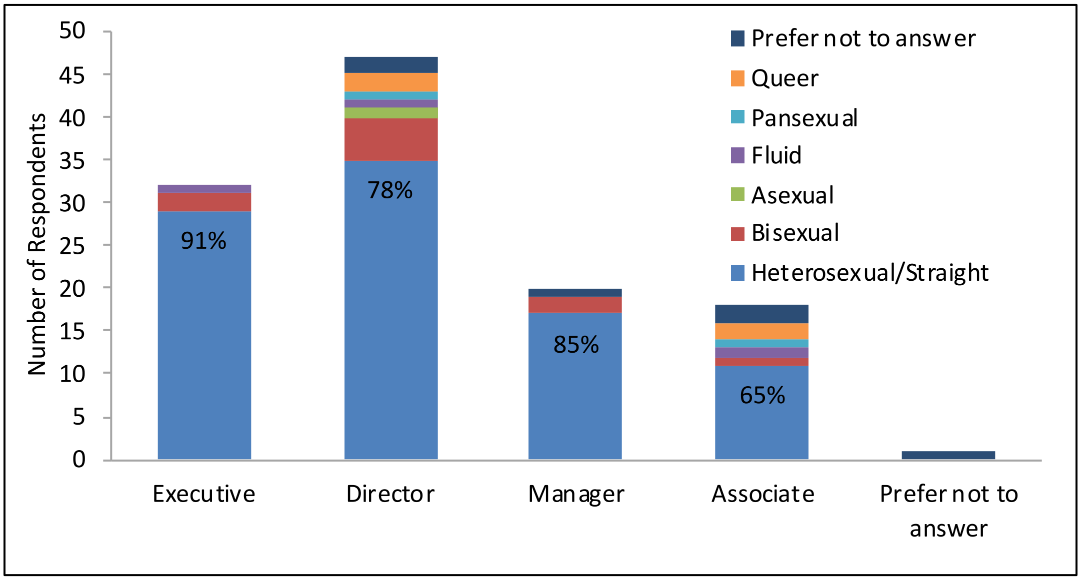
[13] Gender identity includes woman, man, nonbinary, agender, gender fluid, gender diverse, gender non-conforming, trans, unsure/exploring, and self-descriptions

[14] Survey Question 12.

[15] Survey Question 13.

Overall, 83% of the respondents' sexual identity[16] is heterosexual/straight and that ranges from 65% for associates to 91% for executives (see Figure 11).

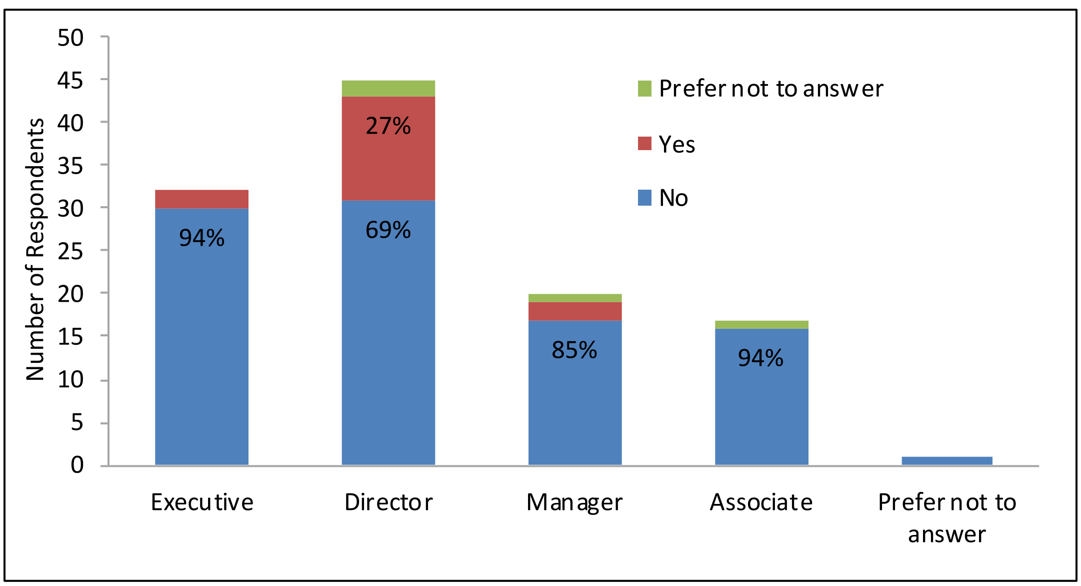
Figure 11: Sexual Identity[17,18]



C. Disabilities

Overall, 16 (14%) of the respondents identified as ever having a disability and all of those were executives, directors, or managers (see Figure 12).

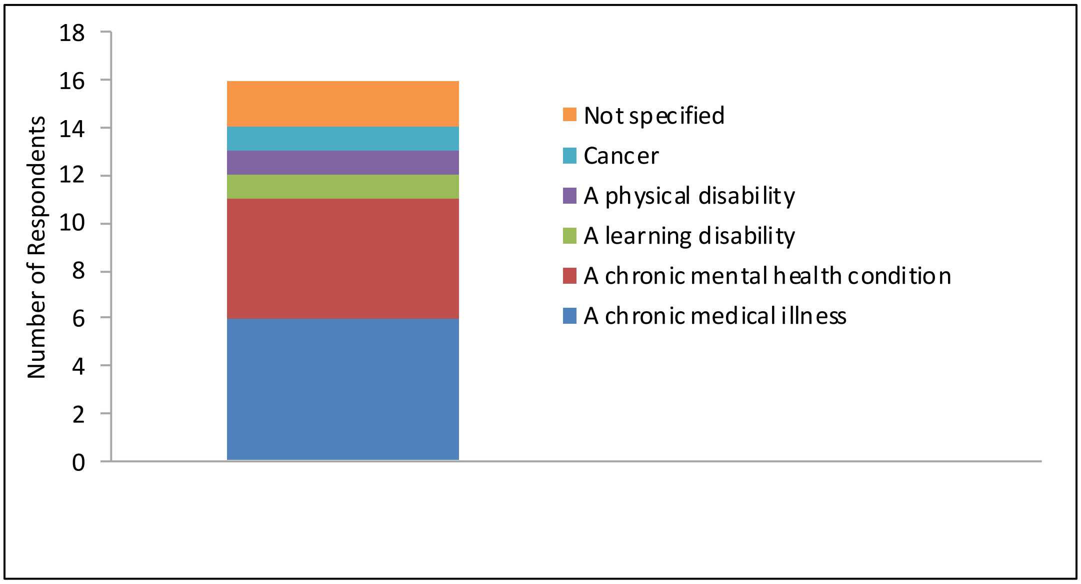
Figure 12: Ever Having a Disability[19]



[16] Sexual identity includes heterosexual/straight, gay/lesbian, bisexual, queer, pansexual, fluid, asexual, questioning, and self-descriptions.
[17] Survey Question 14.
[18] Some respondents selected multiple sexual identities. Those respondents appear multiple times in the figure for graphical representation reasons.
[19] Survey Questions 15 and 16.

The most common disabilities are chronic medical illness and chronic mental health conditions (see Figure 13).

Figure 13: Types of Disability[20]



[20] Survey Questions 15 and 16.

Appendix A:

Survey Questionnaire

The Community Foundations of Jackson Hole and Teton Valley are asking the following demographics questions of individual nonprofit staff members and contractors in order to learn more about the composition and needs of the local nonprofit sector. Understanding the diversity of identities within this sector will help the Foundations shape programming and support partner organizations in meaningful, relevant ways. Survey data will spark conversation, reflection and action about how to ensure that the Foundations are inclusive of and responsive to everyone in the nonprofit sector.

Given the newness of this endeavor, as well as complexity around how individuals do or do not disclose parts of their identities at work, the Foundations understand that initial statistics may undercount certain identities. Over time, the Foundations hope to assemble data across many axes of nonprofit stakeholder identities and needs.

This survey is administered by third-party evaluator The Consulting Statistician. Responses are anonymous and confidential, linked neither to respondents nor their organizations. All questions are optional.

Nonprofit sector demographics will be made available to the general public, as well as published in the Foundations' 2022 Nonprofit Compensation Reports (other than where noted in the survey).
Submission deadline: Friday, March 4, 2022 at 5 pm

1. Is the nonprofit where you work in Jackson Hole or Teton Valley?

- ◯ Jackson Hole
- ◯ Teton Valley (including Alta)

2. What field of interest most closely aligns with the work your organization does?

- ◯ Animals
- ◯ Arts & Culture
- ◯ Civic
- ◯ Conservation & Environment
- ◯ Other (please specify)
- ◯ Education
- ◯ Health & Human Service
- ◯ Sports & Recreation

3. How many years have you worked at your nonprofit?

4. How many years have you worked in the local nonprofit sector?

5. Which of the following most closely aligns with your postition at your nonprofit?

- Executive
- Director
- Manager
- Associate
- Prefer not to answer
- Prefer to self-describe:

6. What is your highest level of education?

- Some or all of high school
- Some college
- Four-year college degree
- Postgraduate degree
- Prefer not to answer
- Prefer to self-describe:

7. With which race or ethnicity do you identify? [Select all that apply.]

- African American or Black
- American Indian or Alaska Native
- Asian or Asian American
- Hispanic, Latinx or Spanish Origin
- Middle Eastern or North African
- Native Hawaiian or Pacific Islander
- White
- Prefer not to answer
- Prefer to self-describe:

8. If you would like, please list your specific race or national/ethnic identities in the space below.
[For example, Korean, Mexican American, Navajo Nation, Samoan, Puerto Rican, Italian, et al.]

9. Is English your first language?

- ○ Yes
- ○ No
- ○ Prefer not to answer

10. Specify your first language, if you wish.

11. Which of the following best describes your sex designation?

- ☐ Female
- ☐ Male
- ☐ Prefer to self-describe:
- ☐ Intersex
- ☐ Prefer not to answer

12. Which of the following best describes your gender identity?

- ☐ Woman
- ☐ Man
- ☐ Nonbinary
- ☐ Agender
- ☐ Gender Fluid
- ☐ Prefer to self-describe:
- ☐ Gender Diverse
- ☐ Gender Non-Confirming
- ☐ Trans
- ☐ Unsure/Exploring
- ☐ Prefer not to answer

13. What are your pronouns?

- ☐ She/Her
- ☐ He/Him
- ☐ Prefer to self-describe:
- ☐ They/Them
- ☐ Prefer not to answer

14. How would you describe your sexual identity?

- [ ] Heterosexual/Straight
- [ ] Gay/Lesbian
- [ ] Bisexual
- [ ] Queer
- [ ] Pansexual
- [ ] Prefer to self-describe:
- [ ] Fluid
- [ ] Asexual
- [ ] Questioning
- [ ] Prefer not to answer

15. Do you currently or have you in the past identified as having a disability?

- ( ) Yes
- ( ) No
- ( ) Unsure
- ( ) Prefer not to answer

16. How do you describe your disability status?
[Select all that apply.]

- [ ] A visual or hearing disability (e.g. blindness, deafness)
- [ ] A learning disability or other diagnosis that interferes with your learning or ability to concentrate (e.g. dyslexia, auditory processing disorder)
- [ ] A chronic medical illness (e.g. epilepsy, cystic fibrosis)
- [ ] A chronic mental health condition (e.g. depression, anxiety, PTSD)
- [ ] A physical disability that affects your gross and/or fine motor skills
- [ ] A sensory processing or neurological disability (e.g. memory loss, traumatic brain injury)
- [ ] Prefer to self-describe:
- [ ] Neurodiversity (e.g. autism spectrum disorders)
- [ ] An intellectual/developmental disability (e.g. cerebral palsy)
- [ ] A temporary disability (e.g. broken ankle, surgery, pregnancy)
- [ ] None of the above
- [ ] Prefer not to answer

17. What disability-related accommodations, if any, do you need to fully participate in activities successfully? *[Select all that apply.]*

- ☐ Fragrance-free environment
- ☐ Quiet spaces
- ☐ Screen reader accessibility
- ☐ Captions on videos or live captions
- ☐ American Sign Language
- ☐ Attention to food allergies
- ☐ Accessible entrances, access and bathrooms for wheelchairs or walkers
- ☐ Materials available in Braille or large print
- ☐ Ability to bring a service animal
- ☐ Asynchronous participation
- ☐ No accommodation requested
- ☐ Prefer not to answer
- ☐ Something else:

18. Could the Community Foundations of Jackson Hole and/or Teton Valley modify their offerings to be more accessible, inclusive, and/or accommodating of your needs?
[Note: your response will be referenced internally at the Community Foundations and not be included in published data.]

- ○ Yes
- ○ No
- ○ Unsure
- ○ Prefer not to answer

19. Please elaborate, if you wish:

20. How might the Community Foundations of Jackson Hole and/or Teton Valley help meet your specific needs more generally in this community, through grants, programs or otherwise?
[Note: your response will be referenced internally at the Community Foundations and not be included in published data.]

Please click PREV to review any questions and answers or click DONE to finalize the survey.

FOR IMMEDIATE RELEASE
Monday, April 18, 2022
Contact: Amy Bittner, Principal Economist

Wyoming Cost of Living Index for the Fourth Quarter of 2021

CHEYENNE - The fourth quarter of 2021 Wyoming Cost of Living Index (WCLI) is now available from the State of Wyoming, Economic Analysis Division. The WCLI consists of two parts, **Inflation**, which measures year-over-year change (annual) and the **Comparative Cost of Living Index** which compares each county's cost of living in one period (not over time) to the statewide average.

Inflation is reported for the State, by consumer category, and for five regions in the State. Inflation measures year-over-year price changes in six consumer categories. The inflation figures for the fourth quarter of 2021 represent the percent change in the price level of a standard basket of selected consumer items priced in the fourth quarter of 2021, compared with the price level of the same goods recorded one year ago (fourth quarter of 2020).

- **All Items Statewide inflation 9.3%**
  (The last time statewide inflation was higher was in the third quarter of 1981, 11.8%. The WCLI is currently only produced for the 2nd and 4th quarter).

- Statewide inflation by consumer category:
  - Transportation 22.1%
  - Food 8.3%
  - Housing 7.4%
  - Recreation & Personal Care 6.7%
  - Medical 4.3%
  - Apparel 3.3%

- Regional inflation rates:
  - Northeast 10.4%
  - Southeast 10.2%
  - Southwest 9.2%
  - Northwest 9.1%
  - Central 7.4%

Nationally, the inflation rate from December 2020 to December 2021 was 7.0% (CPI-U), as reported by the U.S. Bureau of Labor Statistics (BLS) in the Consumer Price Index.

The Comparative Cost of Living Index represents each county's price level compared to the statewide average (100) during a single period, for this report, the fourth quarter of 2021. For the fourth quarter of 2021, the Comparative Cost of Living Index ranked Teton (168) as the county with the highest **All Items** value, which indicates that the cost of living in Teton County was estimated 68 percent higher than the statewide average in the quarter.

Comparative Cost of Living Index values for all counties in Wyoming are listed in Table 1 on page 3. Movement in ranking from a previous survey does not indicate that the price level has increased or decreased in a particular county. Instead, these values reflect relative price levels in each county, *at the time of data collection*, compared with the statewide average of 100. Comparative Cost of Living Index data were also produced by consumer category for every county.

Survey Methodology

The WCLI is produced biannually, the second quarter and the fourth quarter. Price data are collected in twenty-eight cities and towns in Wyoming and the data are used to build a Comparative Cost of Living Index by county and to estimate overall inflation rates for Wyoming and the five designated regions of the State. A map of the twenty-eight cities where price data were collected is on page 4.

Communities across the State are included in the WCLI based on the following criteria: First, the largest city or town in each county is priced; additionally, prices are collected in any city or town with populations greater than 5,000 or in cases of a city or town having at least 80 percent of a county's largest community's population. In counties where only one community was priced, those prices were used to represent the entire county. In counties where two communities were surveyed, a population-weighted average of the prices for the two communities was used for the entire county. In addition, starting with the second quarter of 2003 WCLI report, Afton, in Lincoln County, was added as a sampling point through legislative action in 2003. Kemmerer is still priced. Afton and Kemmerer report separate Comparative Cost of Living Index numbers. Beginning with the second quarter of 2004, Afton, has been included in the inflation calculations.

The 140 consumer items surveyed were aggregated into six categories, which were then weighted using item weights from the U.S. Bureau of Labor Statistics (BLS), Consumer Price Index (CPI-U), reflective of their overall importance in the average consumer's budget. These categories, and their respective weight components, include Housing (48.7%), Transportation (15.2%), Food (14.1%), Recreation & Personal Care (9.7%), Medical (8.9%), and Apparel (3.4%).

The data are weighted by population to more accurately represent the price changes experienced by the majority of consumers in Wyoming.

The Division wishes to extend its sincere appreciation to all of the businesses and individuals whose cooperation and assistance made this survey possible.

Table 1 - Wyoming Comparative Cost of Living Index - 4Q21
(Statewide Average = 100)

	Index Number by Category:						Recreation &
COUNTY	All Items	Food	Housing	Apparel	Transportation	Medical	Personal Care
Teton	168	114	230	127	104	102	104
Lincoln-Afton	108	98	114	104	102	99	104
Laramie	105	100	111	101	99	95	104
Sublette	103	115	101	109	104	99	97
Sheridan	100	103	99	100	100	103	99
Campbell	100	110	97	102	98	98	105
Albany	98	105	98	100	97	93	98
Converse	97	106	92	102	100	104	96
Park	97	105	91	115	102	98	98
Carbon	96	99	92	88	100	117	93
Johnson	96	114	85	116	101	96	109
Natrona	94	93	92	93	99	97	100
Fremont	94	91	89	94	101	114	96
Crook	94	101	85	103	103	107	103
Sweetwater	94	94	89	83	101	104	96
Lincoln-Kemmerer	91	100	79	102	102	116	98
Uinta	90	84	85	94	101	104	98
Hot Springs	90	110	76	110	101	102	100
Platte	89	96	80	105	100	85	102
Weston	88	98	75	107	100	110	98
Big Horn	88	111	74	109	102	93	91
Washakie	87	98	76	109	102	87	99
Niobrara	87	97	75	103	100	99	99
Goshen	85	93	75	89	98	90	99

Starting with the 2Q03 Comparative Index, Lincoln-Afton was included.

Table 2 - Annual Inflation Rates by Category

	Inflation Rate by Category (Statewide Average):						Recreation &
QUARTER:	All Items	Food	Housing	Apparel	Transportation	Medical	Personal Care
WEIGHTS:	100.0	14.1	48.7	3.4	15.2	8.9	9.7
4Q15	0.5	2.2	-0.3	5.9	-1.4	5.0	-0.5
2Q16	-0.6	0.1	-0.6	-2.0	-2.7	4.3	-1.6
4Q16	0.6	1.4	-1.2	3.2	4.5	3.7	-1.5
2Q17	1.1	3.8	-0.3	5.4	1.1	3.3	1.3
4Q17	2.3	3.5	1.7	1.9	2.8	3.2	2.1
2Q18	3.3	2.1	2.1	6.6	8.7	3.6	-0.3
4Q18	2.5	2.6	2.0	4.7	2.8	4.8	1.2
2Q19	2.0	2.3	2.7	3.6	-0.8	5.0	-0.3
4Q19	2.2	0.9	2.7	7.1	1.4	4.0	-0.4
2Q20	1.1	4.9	2.6	2.7	-7.3	3.0	-1.0
4Q20	2.0	2.7	3.2	4.0	-3.1	1.9	2.0
2Q21	7.7	1.9	5.5	4.6	23.3	3.6	8.0
4Q21	9.3	8.3	7.4	3.3	22.1	4.3	6.7

Note: Item weights may not add to 100 due to rounding.

Note: The 2Q99 inflation calculations mark the first time the WCLI used all 23 counties to calculate the inflation rates.
Previously, only 15 counties were used. Starting with the 2Q04 report, the inflation numbers include Lincoln-Afton.

Table 3 - Annual Inflation Rates by Region

		Statewide	Inflation Rate By Region (All Items):				
QUARTER:	U.S. CPI*	All Items	Southeast	Southwest	Central	Northeast	Northwest
4Q15	0.7	0.5	1.1	1.1	-2.1	0.9	2.7
2Q16	1.0	-0.6	1.0	-0.1	-3.2	-2.2	2.2
4Q16	2.1	0.6	3.1	-0.5	-1.3	-1.2	1.9
2Q17	1.6	1.1	1.7	1.1	0.2	0.4	2.7
4Q17	2.1	2.3	2.2	2.9	1.9	1.2	3.9
2Q18	2.9	3.3	3.2	1.8	3.6	4.1	3.2
4Q18	1.9	2.5	1.9	1.0	2.7	4.8	2.3
2Q19	1.6	2.0	1.7	2.2	2.3	2.3	1.9
4Q19	2.3	2.2	2.5	1.6	2.3	1.9	2.5
2Q20	0.6	1.1	1.8	0.2	1.7	-0.2	0.8
4Q20	1.4	2.0	1.9	1.9	2.7	0.9	2.1
2Q21	5.4	7.7	7.2	8.9	7.4	8.1	7.6
4Q21	7.0	9.3	10.2	9.2	7.4	10.4	9.1

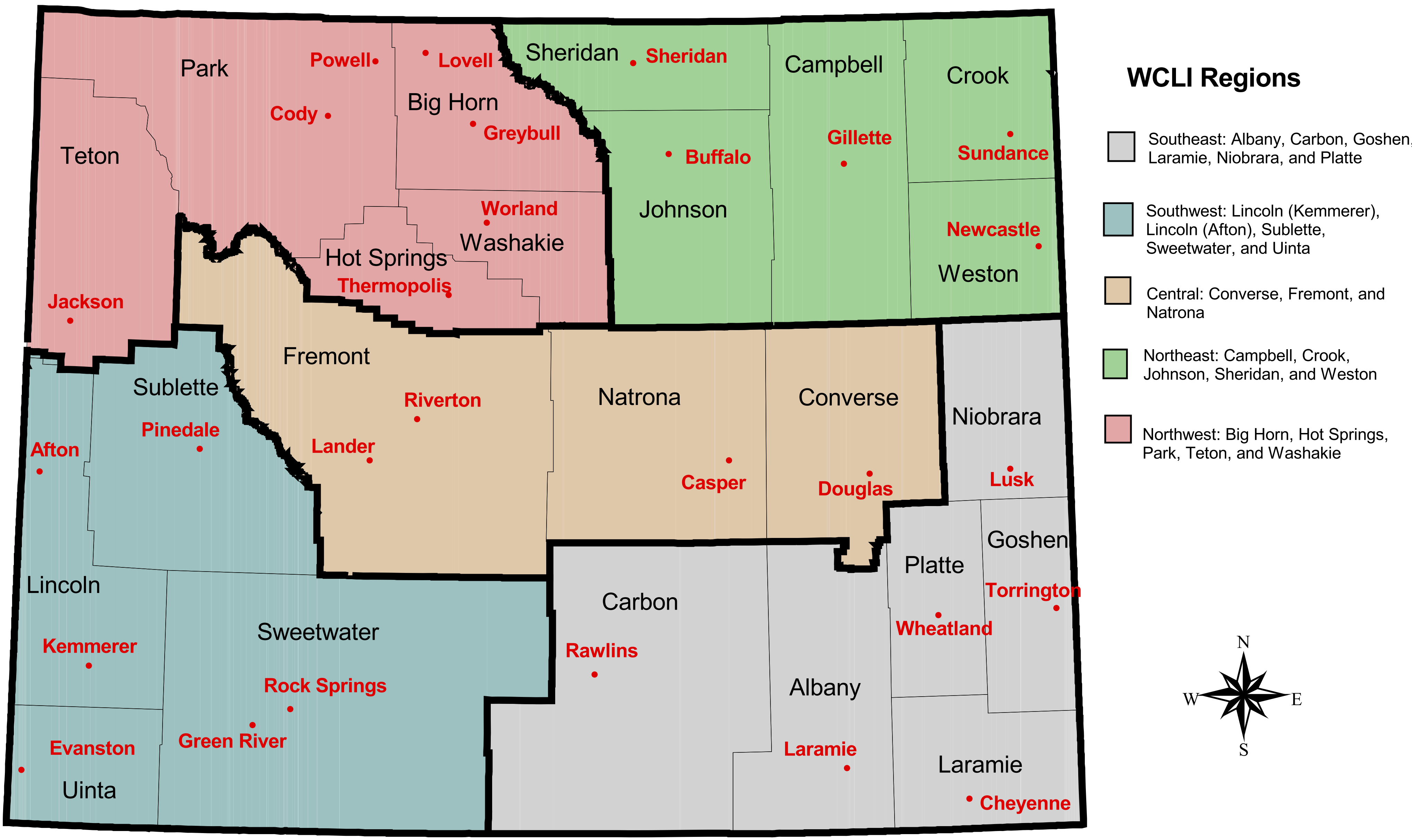
Note: The 2Q99 inflation calculations mark the first time the WCLI used all 23 counties to calculate the inflation rates.
Previously, only 15 counties were used. Starting with the 2Q04 report, the inflation numbers include Lincoln-Afton.

*** 4th Quarter represents the December to December and 2nd Quarter represents the June to June percent change in the US CPI-U.**

Regional Composition for Inflation Estimate:

Southeast:	**Albany, Carbon, Goshen, Laramie, Niobrara, and Platte counties.**
Southwest:	**Lincoln-Kemmerer, Lincoln-Afton, Sublette, Sweetwater, and Uinta counties.**
Central:	**Converse, Fremont, and Natrona counties.**
Northeast:	**Campbell, Crook, Johnson, Sheridan, and Weston counties.**
Northwest:	**Big Horn, Hot Springs, Park, Teton, and Washakie counties.**

Surveyed Communities and WCLI Regions



Note: Starting with the 2Q03 WCLI report, North Lincoln County (Afton) is included in the comparative index, and is tabulated seperately from South Lincoln County (Kemmerer).

TABLE 4 - AVERAGE RENTAL RATES - 4Q21 & 4Q20

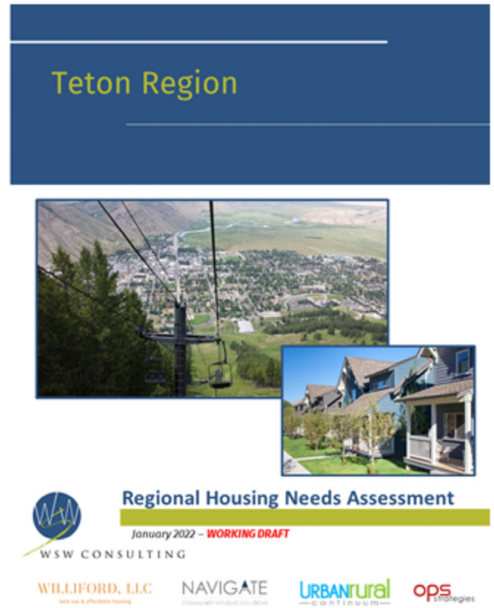
County	APARTMENT (1) 4Q21	4Q20	Percent Change	MOBILE HOME LOT (2) 4Q21	4Q20	Percent Change	HOUSE (3) 4Q21	4Q20	Percent Change	MOBILE HOME (4) 4Q21	4Q20	Percent Change
Albany	$779	$726	7.3%	$475	$431	10.4%	$1,233	$1,130	9.0%	$842	$794	6.0%
Big Horn	$505	$498	1.3%	$221	$204	8.2%	$781	$725	7.7%	$505	$500	1.1%
Campbell	$744	$709	4.9%	$491	$487	0.7%	$1,219	$1,118	9.0%	$891	$752	18.5%
Carbon	$741	$636	16.6%	$379	$383	-0.9%	$1,039	$977	6.4%	$943	$911	3.6%
Converse	$752	$776	-3.1%	$281	$222	26.5%	$1,088	$1,136	-4.3%	$752	$778	-3.3%
Crook	$639	$639	0.0%	NA	NA	NA	$813	$736	10.4%	NA	NA	NA
Fremont	$743	$724	2.6%	$275	$268	2.7%	$1,038	$942	10.2%	$800	$716	11.6%
Goshen	$622	$621	0.1%	NA	NA	NA	$723	$686	5.4%	NA	$511	NA
Hot Springs	$615	$580	6.0%	NA	NA	NA	$673	$651	3.4%	NA	NA	NA
Johnson	$595	$599	-0.7%	$277	$235	17.7%	$1,109	$1,053	5.4%	$644	$642	0.2%
Laramie	$974	$907	7.4%	$490	$470	4.3%	$1,508	$1,370	10.1%	$1,027	$965	6.3%
Lincoln (Kemmerer)	$565	$516	9.5%	NA	NA	NA	$671	$606	10.6%	$674	$671	0.4%
Lincoln (Afton)	$980	$745	31.5%	NA	NA	NA	$1,369	$1,120	22.3%	NA	NA	NA
Natrona	$771	$729	5.8%	$453	$422	7.5%	$1,147	$1,073	6.9%	$707	$709	-0.2%
Niobrara	$550	$550	0.0%	NA	NA	NA	$744	$826	-9.9%	NA	NA	NA
Park	$718	$672	6.7%	$327	$314	4.0%	$1,051	$964	9.0%	$776	$777	-0.2%
Platte	$617	$581	6.2%	NA	NA	NA	$845	$749	12.9%	NA	NA	NA
Sheridan	$700	$688	1.7%	$429	$351	22.1%	$1,378	$1,211	13.8%	$825	$646	27.8%
Sublette	$900	$768	17.2%	NA	NA	NA	$1,238	$1,121	10.5%	NA	NA	NA
Sweetwater	$658	$644	2.1%	$456	$449	1.4%	$1,016	$1,017	-0.1%	$878	$810	8.5%
Teton	$2,780	$2,472	12.4%	$815	$730	11.6%	$3,291	$2,877	14.4%	$1,460	$1,420	2.8%
Uinta	$720	$624	15.4%	$314	$304	3.2%	$926	$893	3.7%	$689	$687	0.4%
Washakie	$553	$523	5.7%	NA	NA	NA	$779	$738	5.6%	NA	NA	NA
Weston	$608	$575	5.7%	$178	$186	-4.2%	$650	$671	-3.1%	NA	$543	NA
Southeast	$865	$805	7.5%	$449	$422	6.3%	$1,312	$1,200	9.4%	$922	$871	5.8%
Southwest	$717	$647	10.8%	$433	$409	5.9%	$1,014	$963	5.3%	$802	$743	8.0%
Central	$761	$732	3.9%	$383	$356	7.6%	$1,109	$1,041	6.5%	$739	$718	2.9%
Northeast	$701	$679	3.2%	$410	$381	7.5%	$1,191	$1,083	9.9%	$805	$684	17.6%
Northwest	$1,290	$1,173	10.0%	$448	$412	8.6%	$1,641	$1,468	11.8%	$915	$891	2.8%
Statewide Average	$846	$790	7.0%	$424	$396	7.0%	$1,241	$1,141	8.7%	$840	$786	6.9%

Regions:
Southeast: Albany, Carbon, Goshen, Laramie, Niobrara, Platte
Southwest: Lincoln (Afton), Lincoln (Kemmerer), Sublette, Sweetwater, Uinta
Central: Converse, Fremont, Natrona
Northeast: Campbell, Crook, Johnson, Sheridan, Weston
Northwest: Big Horn, Hot Springs, Park, Teton, Washakie

(1) - Two-bedroom, unfurnished, excluding gas and electric.
(2) - Single-wide, including water.
(3) - Two or three-bedroom, single family, excluding gas and electric.
(4) - Two or three-bedroom, including lot rent.
Note: The regional averages are weighted by population within the region.
(NA) - There were too few observations to report the data.

Teton Region Housing Needs Assessment

March 7, 2022

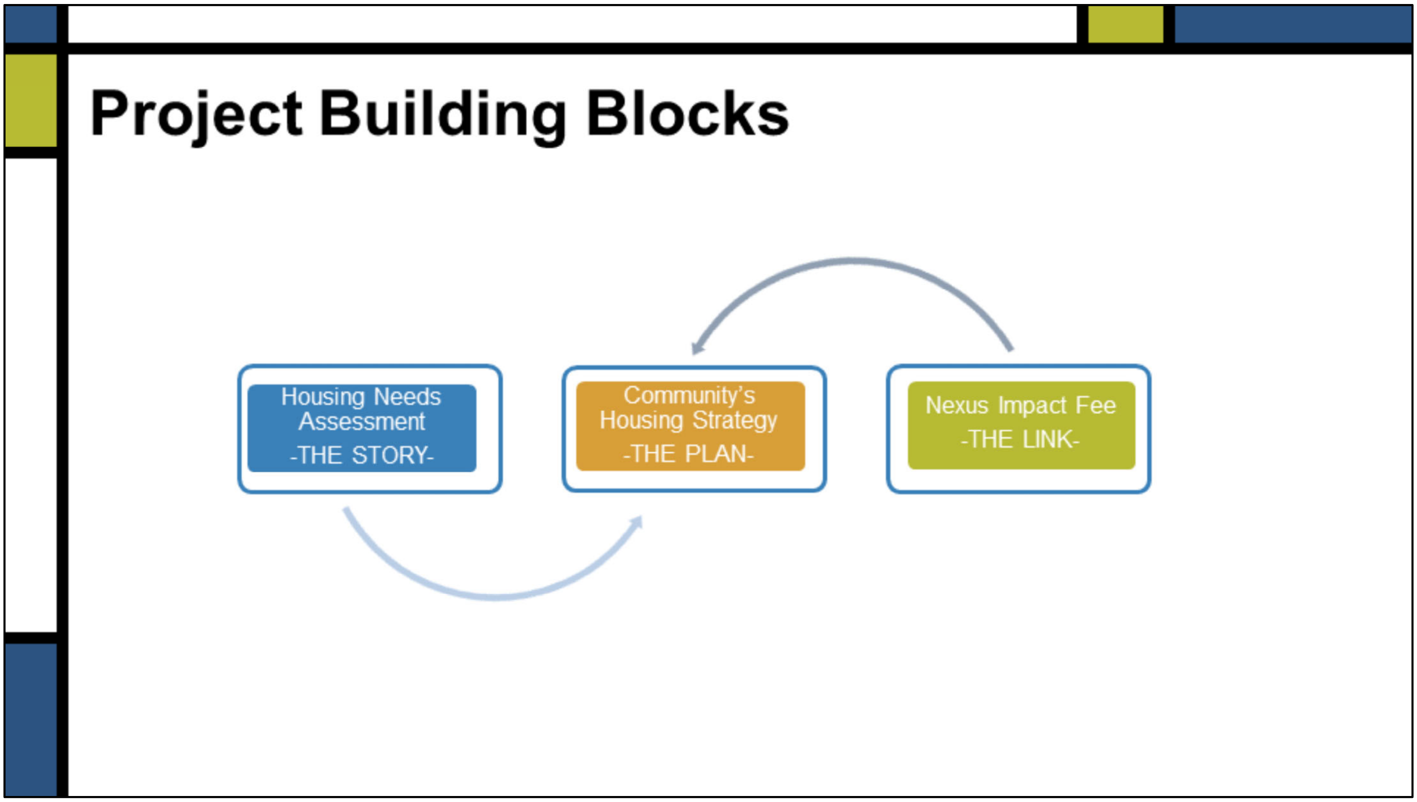


This presentation is meant to accompany the Teton Region Housing Needs Assessment Report which can be found online. http://jhaffordablehousing.org/DocumentCenter/View/21444/FINAL_TetonRegion_HNA?bidId=

Agenda

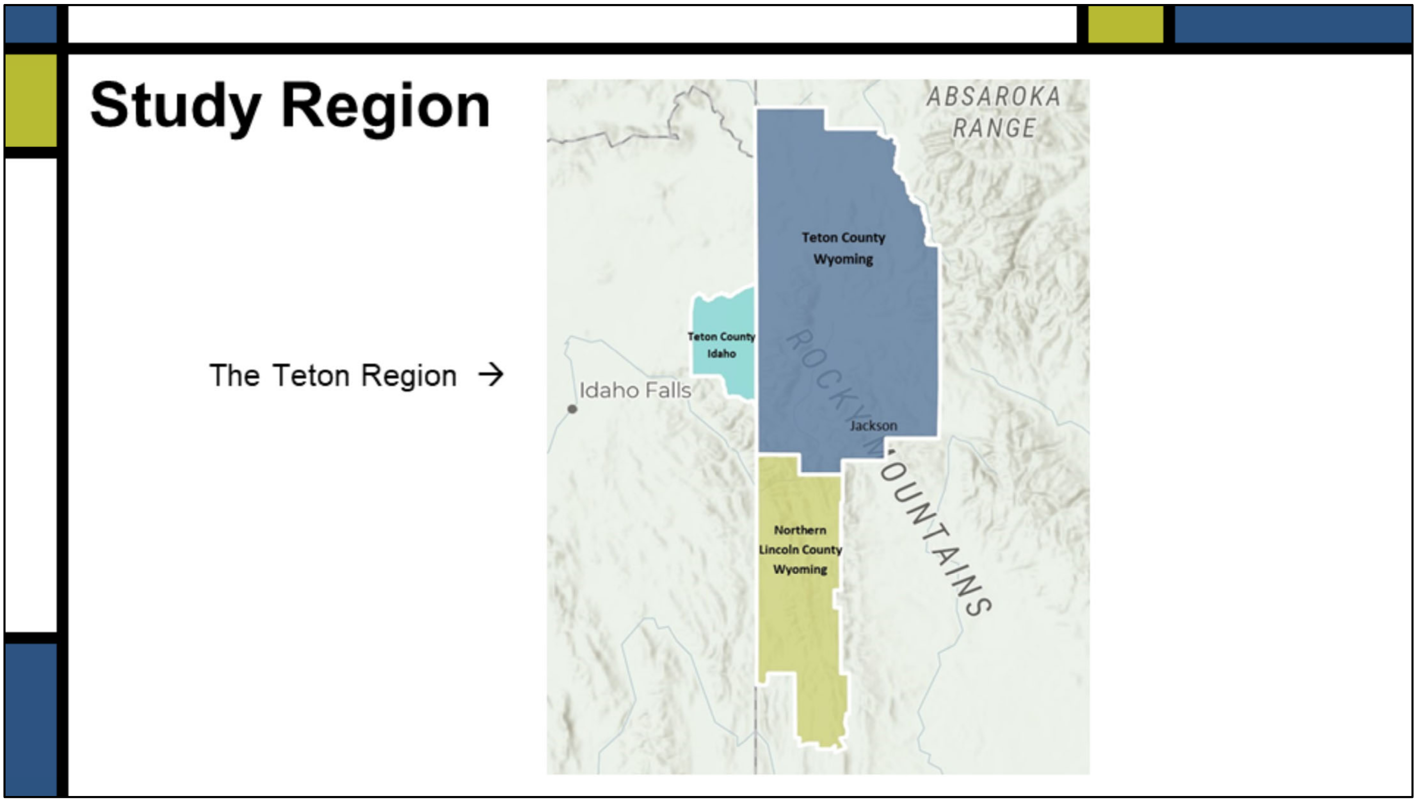
- Purpose and Methodology (10 minutes)
- Study Highlights: each section followed by 15 minute break for questions
  - Jobs & housing imbalance (15 minutes)
  - Why is resident/employee housing important? (15 minutes)
  - Resident/employee housing needs (15 minutes)
- Questions and Next Steps (15 minutes)

PART 1: Purpose and Methodology



This study has three components – 1) Regional Housing Needs Assessment (Teton & No. Lincoln Counties, WY & Teton County, ID), 2) Housing Nexus study (Teton County, WY – only), and 3) Community Housing Strategy Plan (Teton County, WY – only). This presentation focuses on the first item – the **Regional Housing Needs Assessment**.

The purpose of the housing needs assessment is to tell the "housing story" of the counties and Region. In doing so, it provides the "why" (the data) behind the "what" (observations and experiences). We all know that housing has long been difficult for residents and employees making their living in the Region to find and afford. This report provides information and data to explain why housing challenges are occurring, and for whom. It provides information to help evaluate and prioritize housing programs and policies, educate the community on housing needs and impacts, and attract/acquire funding/resources needed to make a difference. As such, this information can help the counties and Region take the next step – to refine or develop a focused housing strategy to help address local resident and employee housing needs.



The study focuses on the Teton Region, defined as Teton County, WY, Teton County, ID, and N. Lincoln County, WY (including Smoot and North thereof).

Household Income – Area Median Income (AMI)

Teton County, WY

AMI Level	1-person	2-person	3-person	4-person
50%	$40,460	$46,240	$52,020	$57,800
80%	$64,736	$73,984	$83,232	$92,480
100%	$80,920	$92,480	$104,040	$115,600
120%	$97,104	$110,976	$124,848	$138,720
200%	$161,840	$184,960	$208,080	$231,200

Sources: HUD, Jackson/Teton Affordable Housing Department

An important term to cover is Area Median Income since much of the discussion centers around what households at these different income levels can afford. AMI is defined by the Department of Housing and Urban Development ("HUD") for every county in the US and updated each year. HUD calculates income levels for households ranging from 1- to 8-persons. The overall median for each household size is represented by the 100% AMI level – households earning below this earn less than the median, and households earning above this earn above the median. AMI is used to set income and rent limits for affordable housing programs statutorily linked to HUD income limits (e.g. low-income housing tax credit rentals – state and federal funds used for housing production and programs utilize the AMI standard).

In each county in the study area, the average household size ranges from about 2.6 to 3.0, which is why the 3-person column is highlighted. When discussing affordability levels throughout this presentation, the 3-person income levels are used.

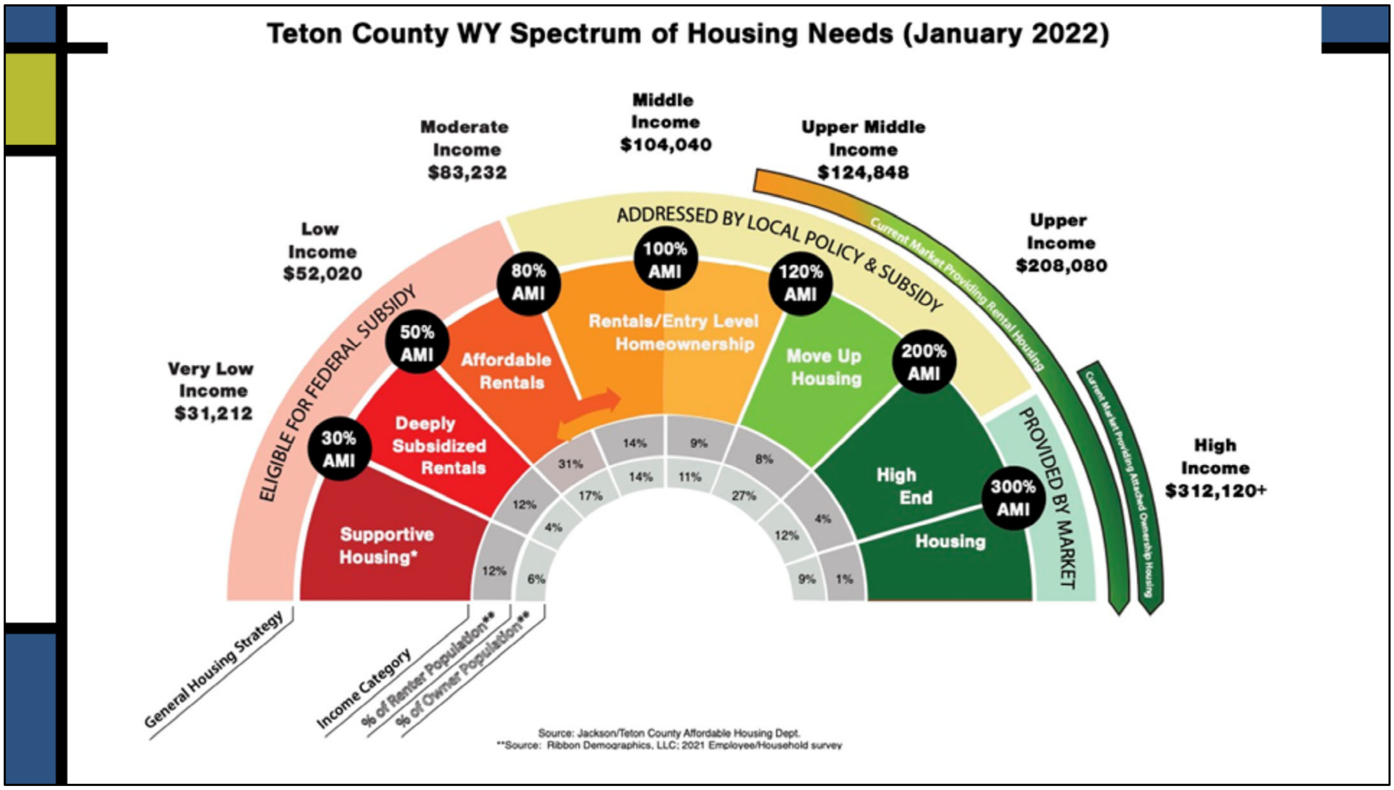
Household Income – Area Median Income (AMI)

3-person households

AMI Level	Teton County, WY	Teton County, ID	N. Lincoln County, WY
50%	$52,020	$34,400	$37,350
80%	$83,232	$55,000	$59,800
100%	$104,040	$68,800	$74,700
120%	$124,848	$82,560	$89,640
200%	$208,080	$137,600	$149,400

Sources: HUD, Jackson/Teton Affordable Housing Department

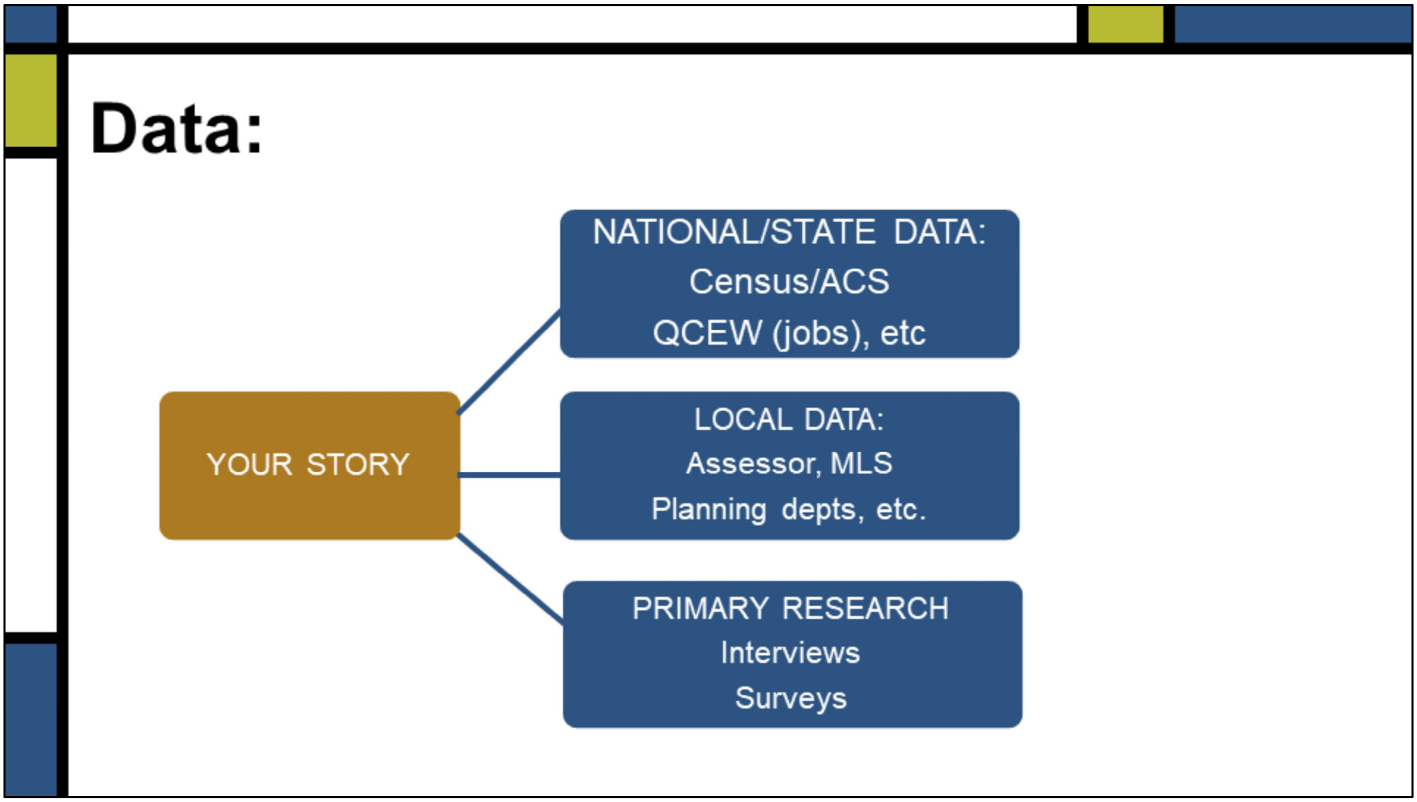
This table shows how the income levels vary by county for an average sized 3-person household in the study area. As shown, AMIs in Teton County, WY, are about 50% higher than in NLC and Teton ID. Incomes in NLC are only slightly higher (8%) than those in Teton ID.



The AMI you saw in the prior table are the same as the incomes that you see around the outside of this bridge. This graphic illustrates the approach taken in the report when analyzing and reporting on housing needs in each county in the study area and the Region: which is to evaluate the entire spectrum of housing needs, from lower income households needing rentals to get a foothold in the community (red), through high-income earners (green side) that could afford to pay $750,000 (200% AMI level) or more for a home.

This graphic illustrates the type of housing that is typically most needed and sought out by households earning at different AMI levels. It helps to show the full range of housing that a community needs to ensure that households of all types (families, singles, etc.) and at different life and economic stages have access to the housing they need as their needs change – what we call the “life cycle of housing.” It ensures that rentals are available (on the left side) for employees filling service jobs, for example, up through rentals needed at higher price points (e.g. 80% to 100% AMI) for higher earning households. As households begin earning over 80% AMI, they are often searching to purchase their first home, and as families grow or more space is needed, opportunities to move up into larger homes (e.g. the green areas), and then having opportunities to downsize as households become empty nesters.

The graphic also shows the percentage of residents earning at each income level by whether they own or rent their home (the grey bars). This shows where the majority of renter housing is needed (in Teton WY, 68% of renters earn below 100% AMI) and the primary ownership market (households earning between about or below 80% AMI up to 200% AMI in Teton WY). These primary owner and renter markets will be referenced more in this presentation.



The study uses what we call "three points of reference" in analyzing the housing needs in the Region. A combination of secondary data (Census, etc), local data (planning departments, etc), and primary research (interviews, surveys) is used – all three sources together help to explain trends observed and define the housing "story" for the region.

Survey specifics:

- For the survey representation percentages that are reported: these are consistent for Teton County, Wyoming, and Teton County, Idaho (e.g. 8% of businesses, etc.)
- For N. Lincoln County – in the employee survey, about 5% of households are represented, mostly households with someone commuting into the Teton Valley for work
- Margin of error: +/-2% at the 95% confidence interval for the region; 2-3% when shown just for one of the Teton counties.

- Employer survey
  - 262 businesses (8%); 8,800 employees (33%)
- Employee/Resident survey
  - 3,478 responses (383 Spanish version) representing 6,200 employees in the Teton Counties (23%)

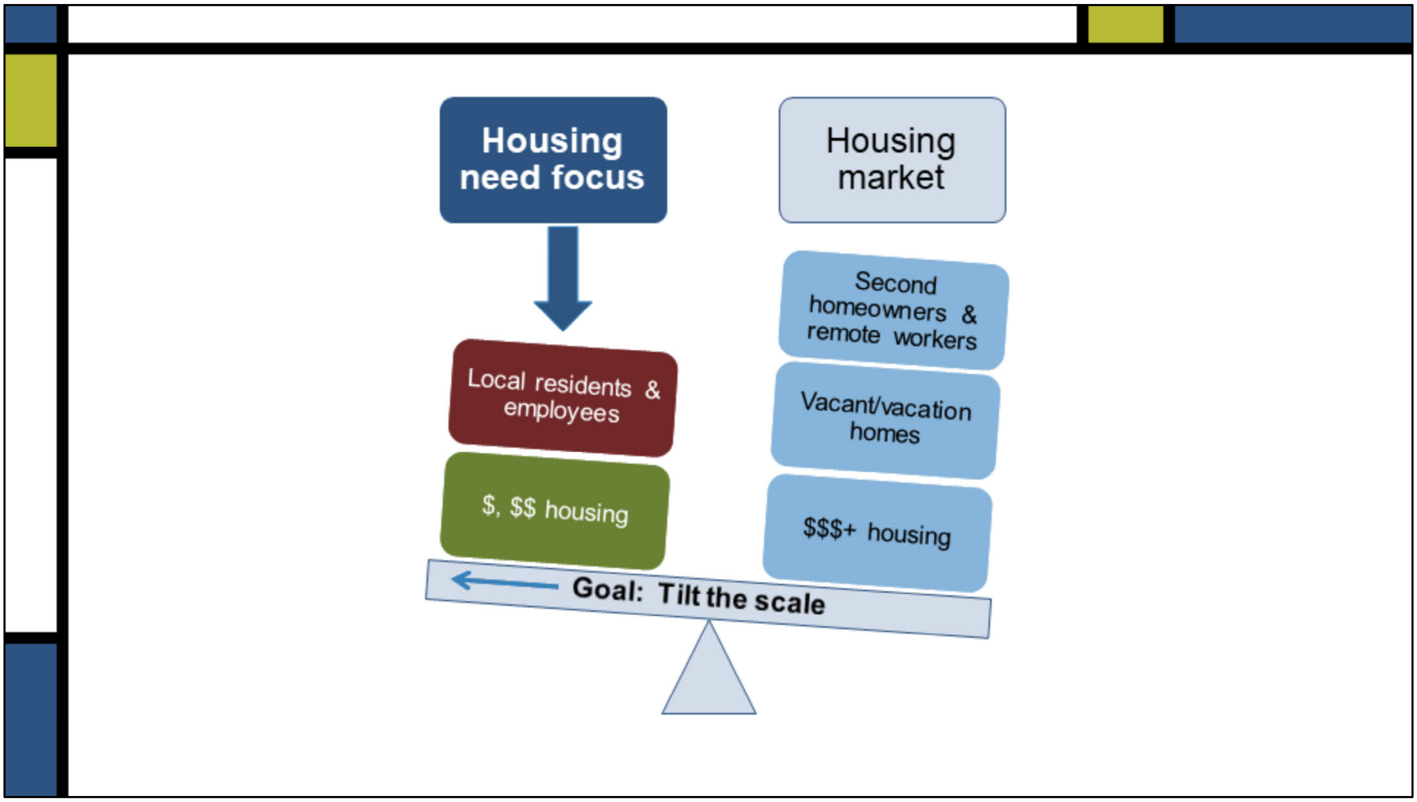
PART 2: Jobs/Housing Imbalance

Key takeaways:

- Teton County, Wyoming, relies on local employees being able to find homes in neighboring counties – this ”relief valve” is quickly disappearing.
- Housing prices are up A LOT; housing supply cannot get much lower.
- Housing costs too much for the majority of people making their living in the Teton Region, even with multiple jobs.

The number of jobs has increased 2.8% per year since 2010; housing units have increased 1.2% during that same timeframe.

In Teton County, WY, since 2015, 41% of all homes built (411 of 966) have been restricted for local workers.

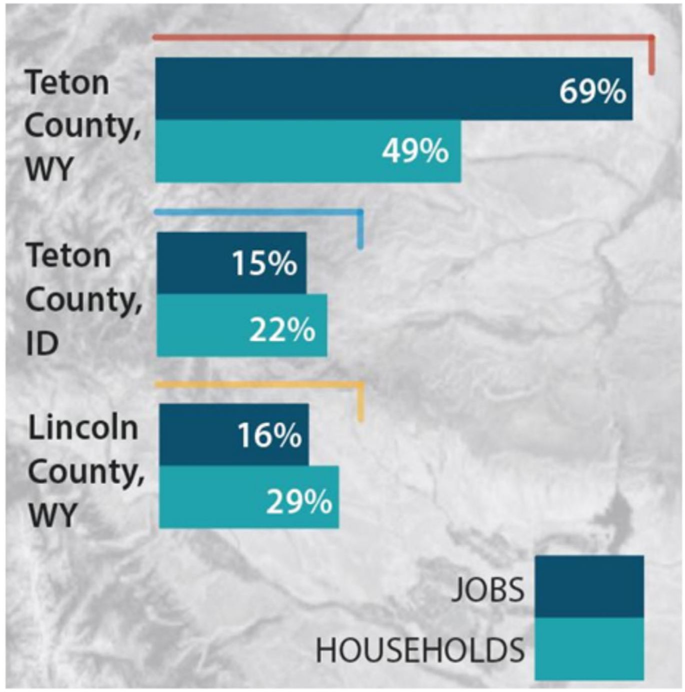


In highly desirable places to live, like the Teton Region, the area is very attractive to persons who earn much higher incomes elsewhere and/or have substantial assets.

As a result, a common theme in communities such as the Teton Region is a shortage in the supply of housing at prices that people making their living can afford.

This is where housing policy and programs come into place – to help “tilt the scale” (or rebalance the housing market) to ensure opportunities continue to be available for people making their living in the area. This is important, as will be discussed, to maintain the vibrancy, services, economy, and community in the Region.

Where jobs and households are located



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 imbalance also affects Teton County, WY's, regional neighbors – demand from Teton County, WY workers puts pressure on other housing markets.

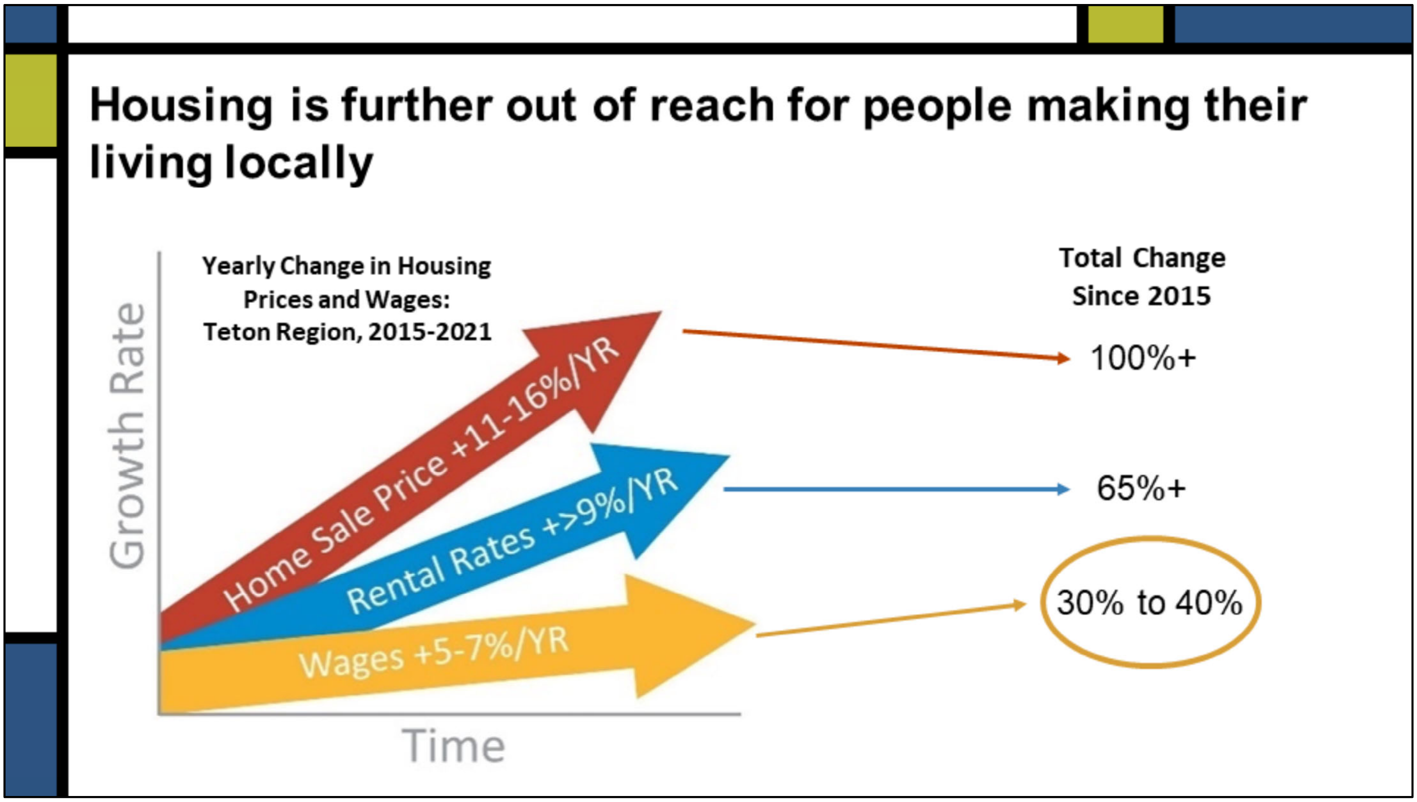
Jobs growing faster than housing supply

Change in Jobs and Housing Units: Teton Region, 2010-2021

Another factor that puts pressure on the housing market is that the production of housing has not been occurring at a fast enough rate to keep up with job growth. Employees need housing – as jobs grow, the need for housing grows. Where there are too few units, prices rise.

Result: near 0% rental vacancy rate; shortage of homes for sale. Homes priced below $500,000 in the region are quickly disappearing.

Teton ID and N. Lincoln hit hardest – jobs have been growing at more than twice the rate of jobs in TC WY since 2015 (5% TC ID, 4% NLC, <2% TC WY); added less than ½ housing units needed to keep up. TC WY added ¾ (75%) of housing units needed to keep up.



When demand for housing exceeds supply, then prices rise. In highly desirable places to live, like the Teton Region, however, the rise in prices is not limited by what people earning their living locally can afford… as shown earlier (the scale graphic), the area is very attractive to persons who earn much higher incomes elsewhere and/or have substantial assets.

Median sale prices more than doubled since 2015; rents rose 65%; local wages increased between 30 to 40%... Well below what is needed to keep up with housing prices.

Incomes/Wages Needed to Afford to Buy

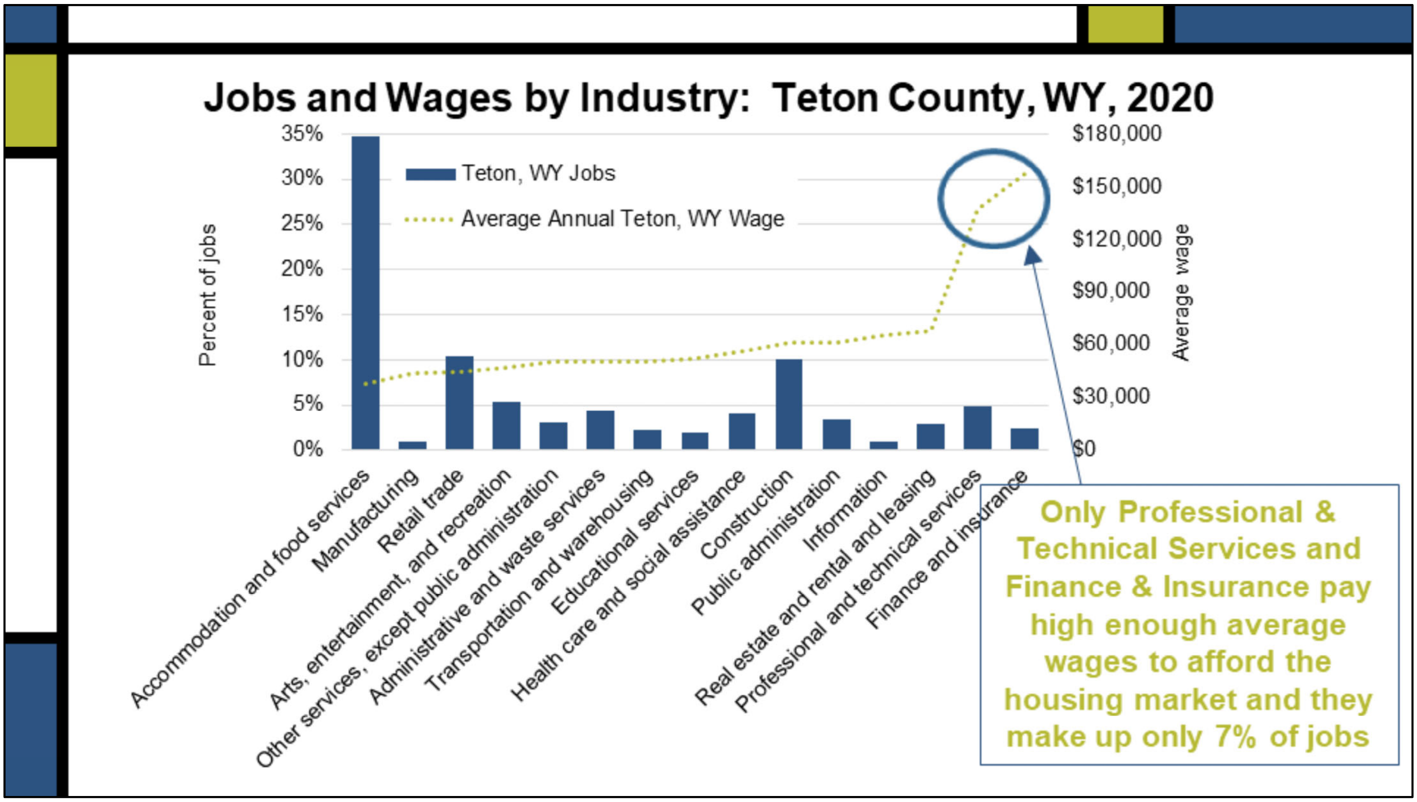
	Teton County, WY	Teton County, ID	N. Lincoln County, WY
Median sale price: 2015	$847,500	$281,500	$280,000
Median sale price: 2021 (thru Oct)	$1,765,000	$650,000	$705,000
% change	108%	131%	152%
Income to purchase (2021)	$469,000	$156,500	$169,500
AMI level	451%	227%	227%
# of average wages*	7.8	3.9	4.0

*Average wage: $60,000 (Teton WY); $40,500 (Teton ID); $42,300 (N. Lincoln)

Taking a look at the for sale market, If you recall from the bridge discussion, the primary resident needs for ownership housing are priced for households earning between about 80% AMI (or a little below) up to 200% AMI. Median Sale prices more than doubled in the past 6-years, meaning that for local residents to keep up, incomes/wages also needed to double – which they did not. As shown above – incomes well over 200% AMI are now needed to afford median homes sold in 2021.

The shift in Teton ID and N. Lincoln are the greatest – incomes between 100% to 120% AMI could afford the median home sold in 2015 in these counties… which was within the core resident ownership needs; not anymore. This also means that households in Teton Wy that needed homes priced below $500K could find them in neighboring counties – in the past couple of years, this option has largely disappeared… (dropping from 87% of homes sold in 2015 to 30% in 2021).

Households need to earn about 4 or more average wages in the area to afford to purchase a home.



To further illustrate the wage/home price discrepancy, Only two professions in Teton County, Wyoming, pay average wages that can afford the price of homes available on the market: professional and technical services, and finance and insurance – comprising only 7% of jobs.

For those working in accommodation and food services – the predominate industry in TC WY (35% of jobs), you need almost 4 wages to afford the average rental and 7 wages to purchase the median multi-family home on the market.

Industries paying average wages below the overall average ($60K in Teton WY; $40-$42K in Teton ID and N. Lincoln) comprise over 70% of jobs.

Assuming 40 hours/week, 2080 hours/year:

$60k/year = $28.85/hour

$40k/year = $19.23/hour

Resident/Employee Incomes vs. Market – For Purchase

Teton Region

AMI Level	% of Households	% of for sale listings
<50%	19%	0%
50.1-80%	17%	0%
80.1-150%	33%	6%
150.1-200%	12%	10%
200.1-300%	7%	22%
>300%	12%	61%

81% of households

83% of listings

Note: listings as of Nov. 1, 2021; percentages may add to other than 100% due to rounding
Sources: HUD, Jackson/Teton Affordable Housing Department Ribbon Demographics, LLC, MLS, consultant team

When comparing the distribution of resident/employee households by AMI level to available homes for sale that are priced affordable for households at each level, the market imbalance is very apparent. About 81% of households earn under 200% AMI; whereas 83% of units are priced for households earning over 200% AMI. Ideally, the distribution of available homes would approximate the distribution of households; or at least provide a healthy supply of homes priced affordable for residents/employees.

81% of all households earn <200% AMI. Only 17% of listings in the region are affordable to those (81%) households.

Primary Housing Prices Needed by Residents/Employees

Teton Region

"... my household has saved money for a down payment and could manage a mortgage that would make a $700,000 home manageable for us. However, there's nothing on the market close to that price range."

-2021 Employee Survey Comment

AMI Level	Teton County, WY	Teton County, ID	N. Lincoln County, WY
80% to 200% AMI	$300,000 to $780,000	$200,000 to $600,000	$200,000 to $600,000
Median asking price (Nov. 2021)	$3.5 million	$890,000	$750,000

Prices based on a 3-person household earning within the specified AMI level

Households earning 80 to 200% AMI tend to be more interested in purchasing a home (represented by the orange color in the housing bridge for each county).

Core ownership housing needs for each county based on the sales price of the home:
- Teton County, WY: $300k to $780k
- Teton County, ID: $200k to $600k
- N. Lincoln County, WY: $200k to $600k

Incomes/Wages Needed to Afford Rents

	Teton County, WY	Teton County, ID	N. Lincoln County, WY
October-November 2021 average listed rents	$3,469	$2,474	$1,702
AMI level	133%	144%	91%
Income to rent	$138,720	$98,960	$68,080
# of average wages	2.3	2.4	1.6

*Average wage: $60,000 (Teton WY); $40,500 (Teton ID); $42,300 (N. Lincoln)

When looking at rentals in the area:
If you recall from the bridge discussion, the primary renter market is for rentals priced for households earning about 100% AMI or less. Advertised rentals are what many new employees will find when searching for housing in the area. In Oct/Nov 2021, households in Teton WY and Teton ID needed to earn over 100% AMI and earn equivalent to 2.3 to 2.4 average wages in the respective county to afford advertised market rents. In other words, in a household with two primary earners making average wages, at least one needs to hold multiple jobs to afford advertised rents.

Rents in N. Lincoln are comparatively affordable; however, the primary problem is lack of rentals (near 0% vacancy), as well as the cost and time of commuting if household members are employed in Teton County, WY, taking away much of the rent savings (which will be discussed later).

Resident/Employee Incomes vs. Market – For Rent

Teton Region

> "For many years if you had two jobs it was enough for one person to pay rent and have some left over. But this year people must have at least three jobs."
>
> *-2021 Employee/Household Survey comment*

AMI Level	% of Renter Households	% of available rentals
<50%	30%	7%
50.1-80%	24%	13%
80.1-100%	12%	7%
100.1-120%	8%	8%
120.1-200%	13%	40%
>200%	12%	27%

75% of renters

74% of units

Note: advertised rentals available Oct-Nov 2021; percentages may add to other than 100% due to rounding
Sources: HUD, Jackson/Teton Affordable Housing Department, Ribbon Demographics, LLC, consultant team

When comparing the distribution of renters by AMI level to available rentals priced affordable for households at each level, this market imbalance is very apparent. About 75% of renters earn under 120% AMI; whereas 74% of units are priced for households earning over 100% AMI. Ideally, the distribution of available rentals would approximate the distribution of renter households.

Core rental housing needs by monthly rent rate for each county:

- Teton County, WY: $1,000 to $2,600/month (<100% AMI)
- Teton County, ID: $850 to $1,500/month (<80% AMI)
- Northern Lincoln County, WY: $850 to $1,500/month (<80% AMI)

Primary Rents Needed by Residents/Employees

Teton County, WY	Teton County, ID	N. Lincoln County, WY
$1,300 to $2,600	$900 to $1,400	$900 to $1,500

"[M]y health is compromised by working 78 hours a week to keep housing."

-2021 Employee/Household Survey comment

Prices based on a 3-person household earning between 50% and 100% AMI (Teton WY) and 50% and 80% AMI (Teton ID, N. Lincoln)

While there is a shortage of rentals in general in the Region (near 0% vacancy rates), the greatest shortage is for the primary resident renter market… households earning below 100% AMI in Teton WY; and households earning below 80% AMI in the other counties. This means rentals for a 3-person household priced below $2,600 in Teton WY and below about $1,500 in the other counties.

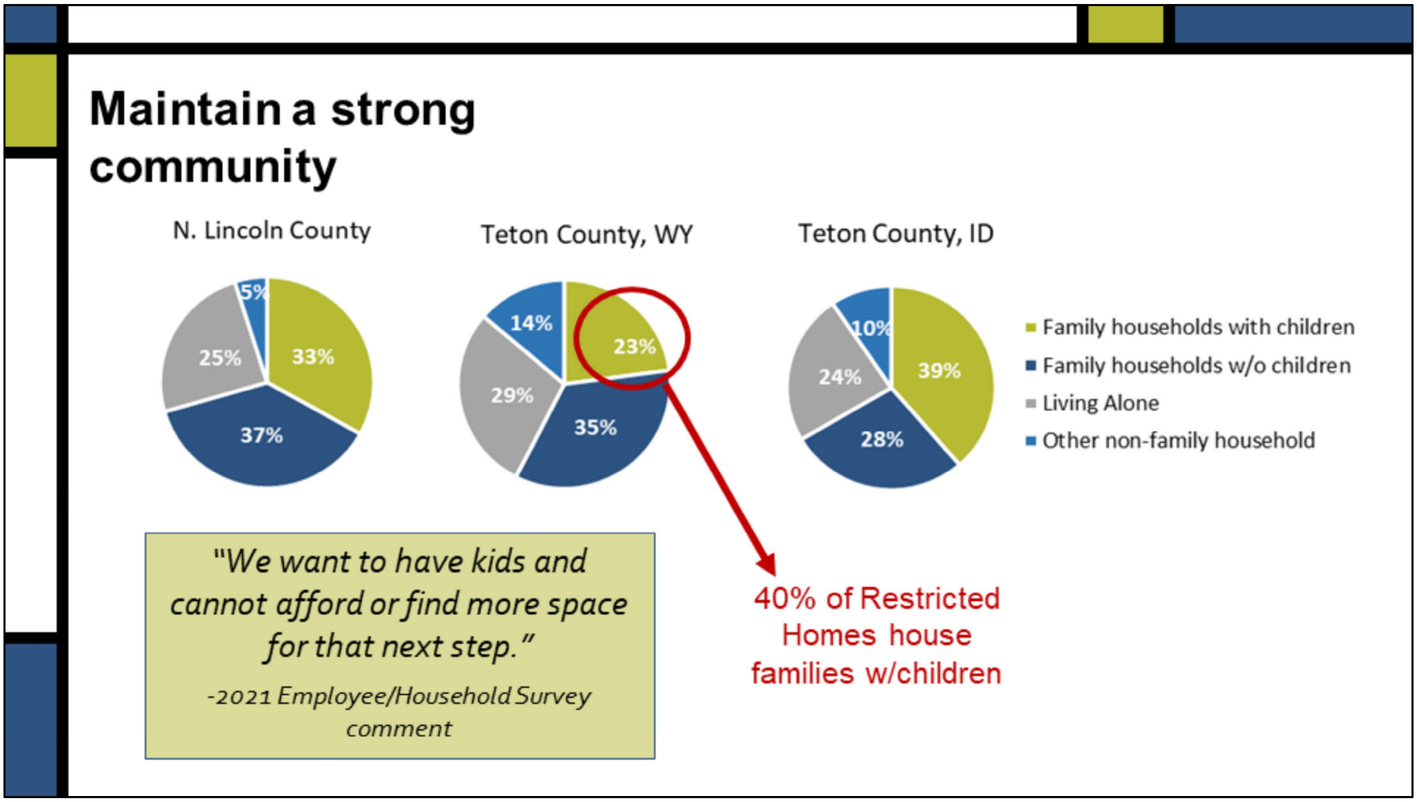
In the next section, we will discuss the community challenges the stem from this housing imbalance in the Region.

PART 3: Why is resident/employee housing important?

Key takeaways:

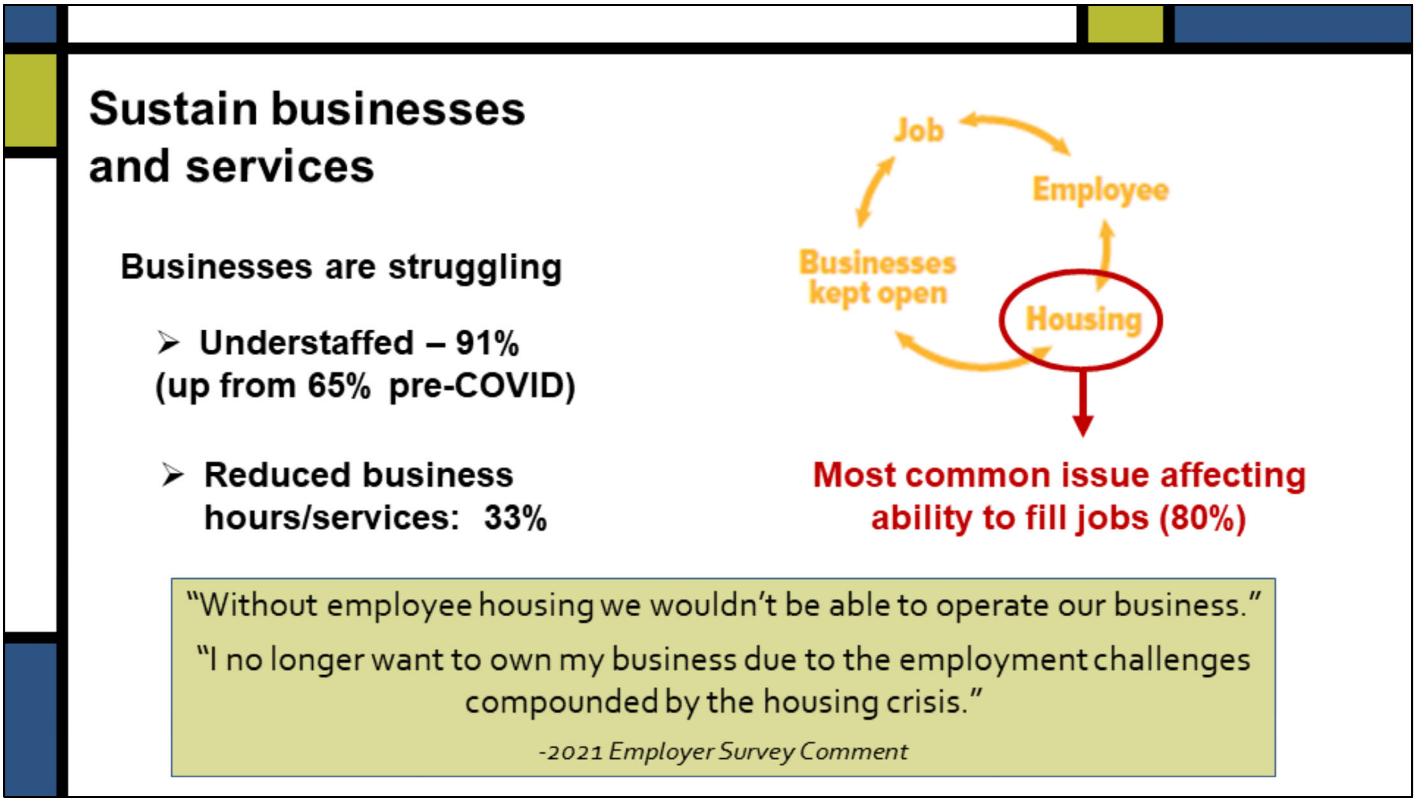
- Maintain a strong community
- Keep businesses open and maintain quality essential services
- Reduce commuting impacts on the community, economy, and ecosystem
- Reduce housing stress and uncertainty for residents

When people live where they work (and do not have to commute) they spend their money locally, engage locally, and generally enjoy a higher quality of life, and impacts to infrastructure and the ecosystem are reduced.



Families in particular have a hard time finding housing and growing a family in the tight and high cost housing market in Teton County, Wyoming. Families findings homes in Teton ID, or N. Lincoln County is common – about 43% of households that commute in to Teton WY for work are households with children.

Providing homes that local residents and employees can afford, however, can impact the mix of households in the community. 40% of ownership units with employment-, income-, and/or price-limits in Teton County, Wyoming, are occupied by families compared to 27% of market rate ownership. Communities can effect change and retain local vibrancy if resources are allocating to doing so.



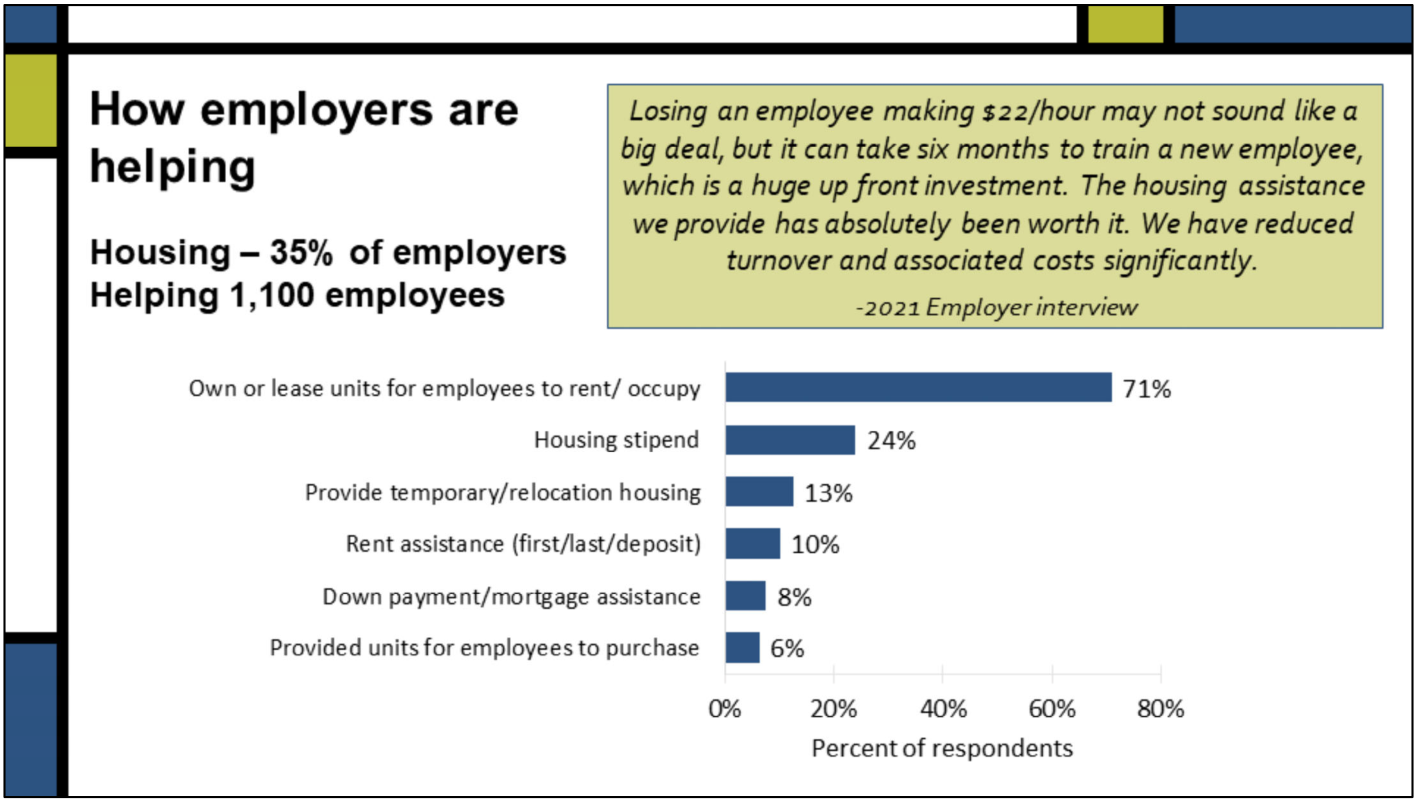
Jobs, employees, housing and businesses (services) are tied together. Businesses and services cannot function if employees do not have/cannot find homes.

When employers were asked in the 2021 employer survey about issues they experienced when finding or keeping qualified employees, the lack of housing was the number one issue (80% of respondents).

The effect this has on Teton Region employers is significant. Currently between 15% to 19% of jobs are unfilled. While the labor shortage is a national trend, having an available and affordable supply of homes for employees to occupy is a competitive advantage in tight labor markets.

Problems experienced due to understaffing is not new to businesses in the Teton Region, but they have accelerated since the pandemic. ***About 65% of businesses (or two-in-three) experienced problems in 2018/19 compared to 91% in 2020/21.*** Employees being overworked and experiencing burnout topped the list, followed by a decreased ability to provide quality customer service, inability to grow businesses, and needing to reduce hours or periodically shut doors. **This impacts not only business revenue and their ability to operate, but also the health and quality of life for employees and residents, available services, and the experience of visitors**.

Some businesses indicated, despite these conditions, they had higher revenue this past year, but at the expense of overworked businesses owners and employees, and juggling business hours… not a long term sustainable condition in other words.



35% of businesses responding to the survey provide some form of housing assistance (262 businesses, 33% of jobs, 8% of businesses): Opportunities for improved coordination, education, and collaboration exist. 71% provide units (own, master lease). Housing stipend – 24%

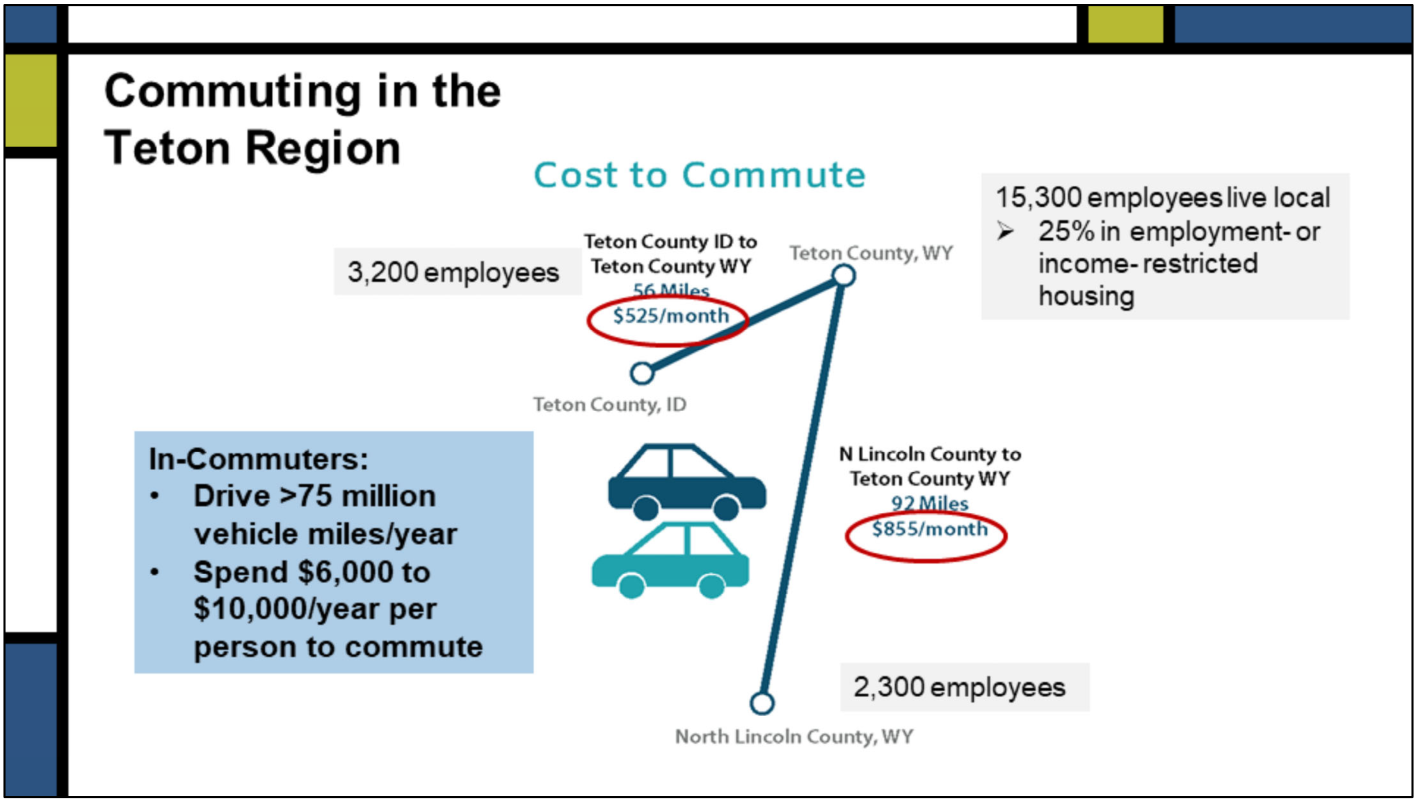
Pros/cons of employer-provided housing:

- Pro – helps get employees into town, stable housing as long as employed;
- Neutral - rents may/may not be more affordable than market units
- Con – tied to employment -> reduces employee flexibility/career growth; master leasing takes already scarce supply out of the market for other employees

Employer-provided housing is good near-term help, but for long term community stability and for employees to gain ownership in the community there is a need to have options for employees to find homes not tied to their employer (employer-provided housing should be a “step in” to the market).

Satisfaction level: Renters in employer- or income-restricted housing just as likely to be “very satisfied” then those in market rate rentals (21%).

About 42% of employers in Teton County, Wyoming, and 33% in Teton ID indicated that they provide their workers with some work commute options or assistance. Employers providing assistance cover the full range of business types. Telework is the most common (about 50% of businesses), followed by on-site vehicles and travel stipends (one-third each). About one-fourth provide bus passes/coupons (more common among Teton WY businesses) and other forms of assistance are less common (under 20% of businesses). Some Idaho businesses are considering expanding assistance as more employees move further away (e.g. Rexburg).



About 13% of jobs in Teton WY are filled by commuters from Teton ID; another 9% by commuters from N. Lincoln. Again – this is a place where deed restricted housing for workforce/residents makes a difference: ***The substantial inventory of units with employment-, income-, and/or price-limits in Teton County, Wyoming, has helped to retain 61% of workers living locally. Without these units, an estimated 55% of workers would be living in the county.***

It is expensive to commute – $525/month on average for a commuter from Teton ID to Teton WY; and $855/month for commuters from N. Lincoln County. This quickly erodes any cost savings gained from lower rents.

The community experiences impacts through increased traffic, road maintenance, need for parking when commuters arrive to work, and air quality effects of significant vehicle miles traveled. As shown, commuters into Teton County, Wyoming, from Teton County, Idaho, and N. Lincoln County contribute a combined average of 75 million vehicle miles traveled per year driving to work. The cost, traffic, and emissions of commuting can be mitigated through transportation options or avoided through local housing options.

Commuting in the Teton Region

The cost of commuting makes up for lower rents paid elsewhere.

"[I] Have a second job to pay for gas to commute to Jackson."

-2021 Employee/Household Survey Comment

Long commutes hurt the ability for 41% of Teton WY employers to attract and keep employees.

"When our landlord sold their house in Jackson we decided to buy in Alpine… If I can find a good paying [job] in Alpine, I'll never go to Jackson again."

-2021 Employee/Household Survey Comment

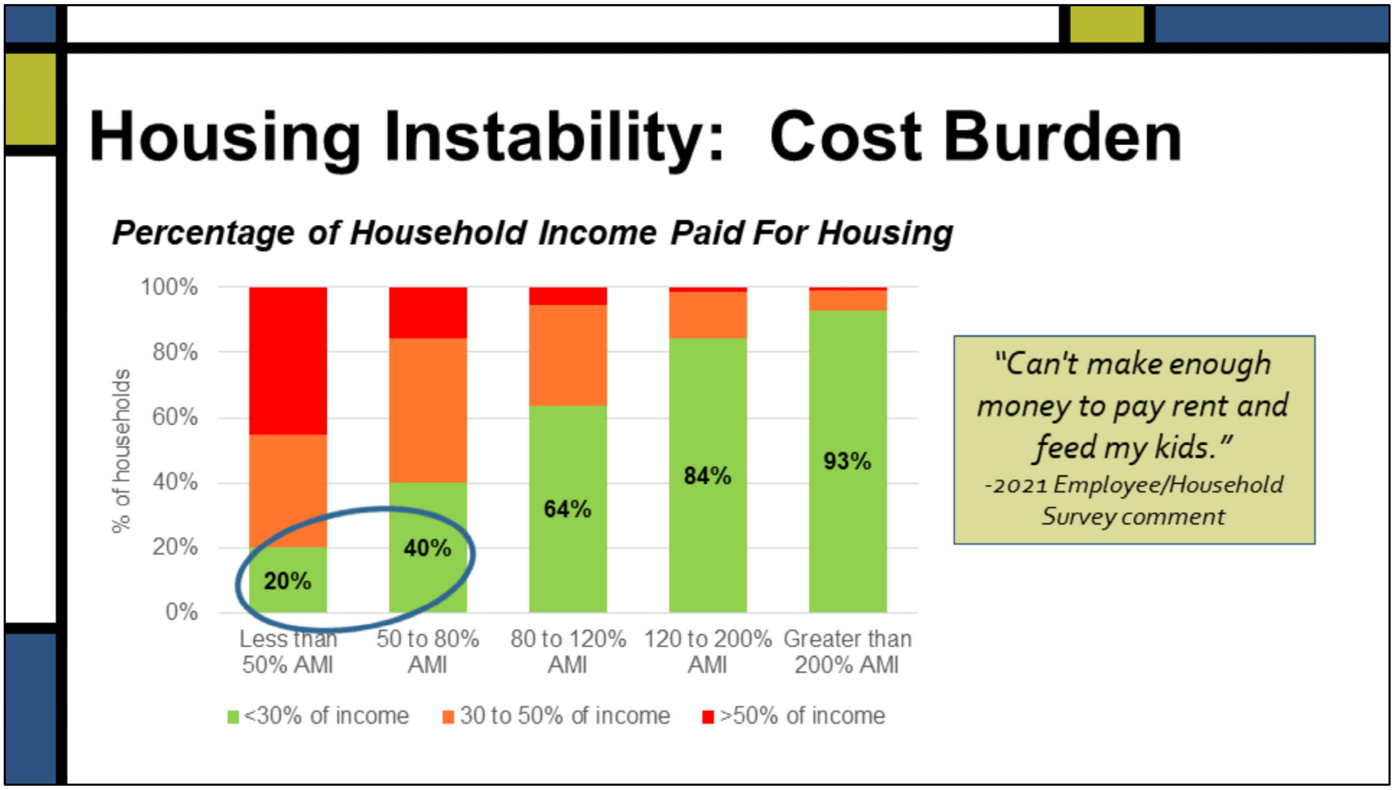
"Commute over 100 miles daily 6 days/week. Driving the canyon is extremely dangerous in winter and early spring. Need to leave 2 hours before start of work time. Rent rate will increase after a March 1st."

-2021 Employee/Household Survey Comment

As neighboring areas become more expensive, retaining commuters will only get harder.

Employees incur the expense, time, stress, unpredictability in bad weather, and other effects of commuting. For families with young children in particular, having both parents commuting from Alpine or other distant communities is a struggle. ***When it costs an average of $500 per month to commute from Teton County, Idaho, and $850 to commute from N. Lincoln County to Teton County, Wyoming, for work, these costs quickly erode any cost savings these households may have had by paying lower rent in these communities***

Employers incur the risk of losing in-commuting employees to jobs nearer to their home, increased tardiness and absence in bad weather or family obligations at home, increased turnover (and associated costs to refill jobs) when employees grow weary of the commute, and resulting decreased level of service. ***Forty-one percent (41%) of employers in Teton County, Wyoming, that responded to the survey had difficulty retaining or attracting employees due to long commutes***



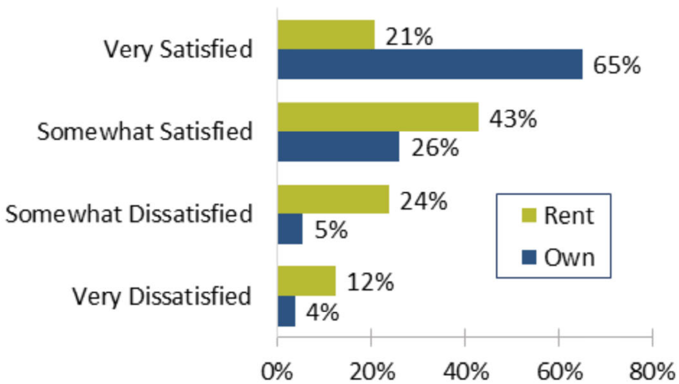
Households are considered to be cost burdened if their housing payment (rent or mortgage plus tax, insurance, utilities) exceeds 30% of their gross income. Households paying over 50% are extremely cost burdened. Cost burdened households often have insufficient income for other life necessities including food, clothing, transportation, and health care.

TC ID and TC WY similar also – lower costs in ID, but also lower wages
Renters (46%) are more likely to be cost burdened than owners (29%).

Most households earning under 80% AMI are cost burdened. The notable shift between 80% AMI and higher incomes could guide housing policy makers to make deeper investments in the inventory accessible to households below 80% AMI. The majority of renters (54%) fall into this income range and are experiencing housing instability and financial strain.

Housing Instability: Satisfaction

"How satisfied are you with your residence?"



Renters:
- Want to buy
- Too expensive
- Too small/overcrowded

Owners:
- Too small/overcrowded
- Needs repairs
- Too far from work

About 45% of employed households in the Teton Region are very satisfied with their current residence. This includes 65% that own their home and about one-in-five (21%) renters. This illustrates the instability in the current rental market and shows that homeownership can be important in building stability, security, and satisfaction among residents making their living in the region.

Note about commuters – less likely to choose all but "too far from work" – the commute is a tradeoff for otherwise residing in more suitable/affordable housing

Housing Instability: Forced to Move

2,000 renters (46%)
Forced to move 2-times on average in the past 3 years

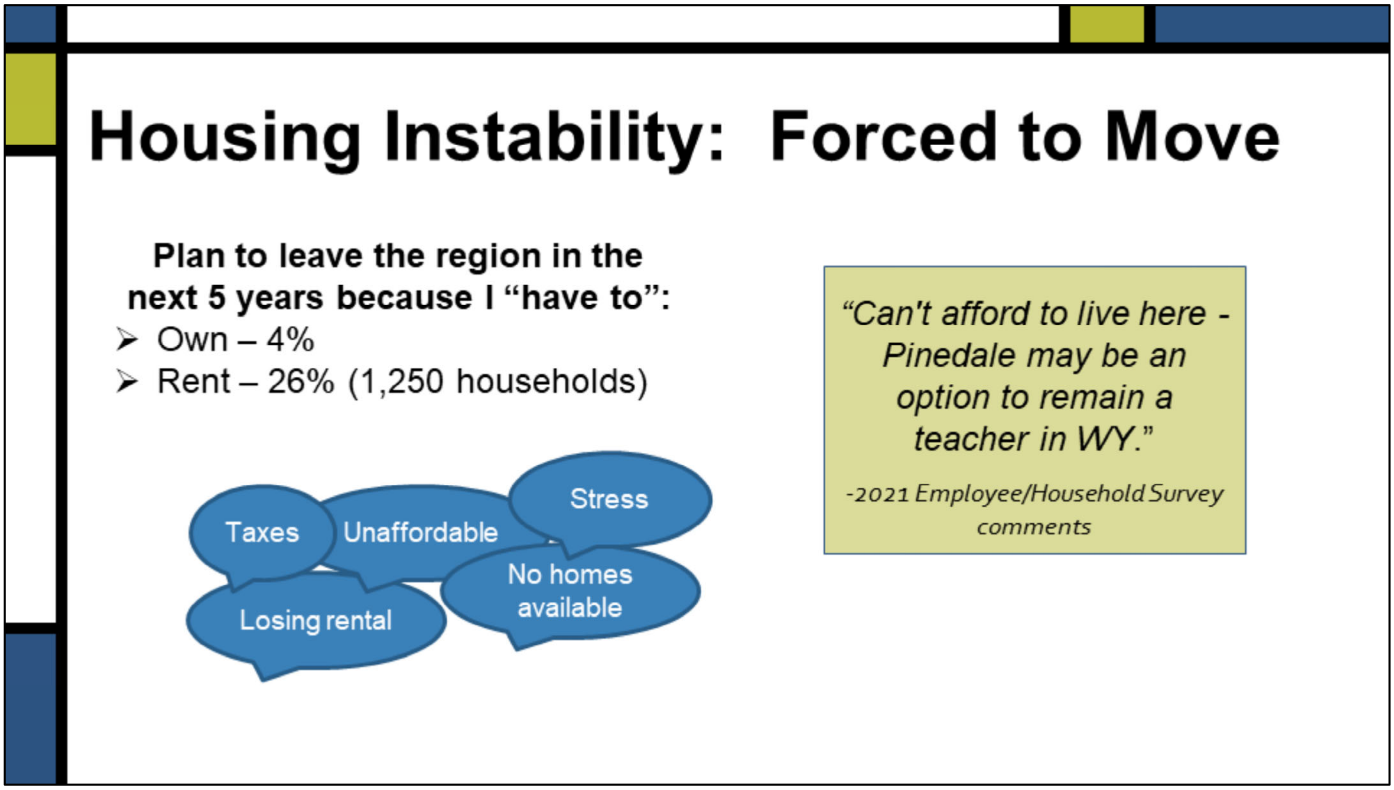
- Owner sold rental
- Large rent increase ($660 average)
- Short term rental conversion
- Owner moved in
- Other – lost job

> *"We are facing potentially losing over half of our employees due to losing their rental housing. Each one of them is frantically seeking long term rentals. The rentals they are currently in are being turned into VRBO's…-*
>
> *-2021 Employer Survey Comment (Idaho employer)*

Almost half of all renters in the region have been forced to move 2 times on average in the past 3 years. This further illustrates the instability of the rental market.

Property types, such as apartments and mobile homes, are less susceptible to all of the above instability factors, excluding rising rents, than are owner-leased condominiums, townhomes, and single family homes. Rentals that are rent restricted, such as low income housing tax credit rentals, are also protected from significant market rent increases.

Short-term rental conversion affected a higher percentage of Teton County, Idaho, households than the other counties (18%), because Idaho state legislation limits the ability to restrict short term rentals.



Another 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. Fewer owners will have to leave – again illustrating the increased housing stability for owners.

Results were similar across the Region, with the exception of renters in Teton County, Idaho, who were less likely to leave the Region because they have to (19%).

Households being forced to leave primarily earn between 50% and 200% AMI – the majority of the income spectrum. Residents from all stages of life are also affected – single persons, young families, working households, and retirees. Reasons centered around the unaffordability of the area, losing housing due to rentals being sold or price increases, tired of the housing instability, no homes available, and *"having stable housing that is LESS than 30% of my annual income is now important to actually build the life I want."*

PART 4: Resident/employee housing needs

Key takeaways:

- In the next 5 years, over 5,300 units are needed to catch up and keep up with market shortfalls
- The majority are needed at price points the market will not produce without assistance
- The capital gap has grown, meaning more local resources are needed to create housing that aligns with local wages

Components of Need

Housing Units Needed by Component of Need, Assuming Current Commuter Patterns

	Teton Co. WY	Teton Co. ID	N. Lincoln Co. WY	TOTAL for REGION
Functional rental supply	365	170	55	**590**
Job Growth	1,270	1,035	915	**3,220**
Retiring Employees	840	375	305	**1,520**
TOTAL	**2,475**	**1,580**	**1,275**	**5,330**

*Unfilled jobs rate: 15% (Teton WY), 19% (Teton ID), 16% (N. Lincoln)

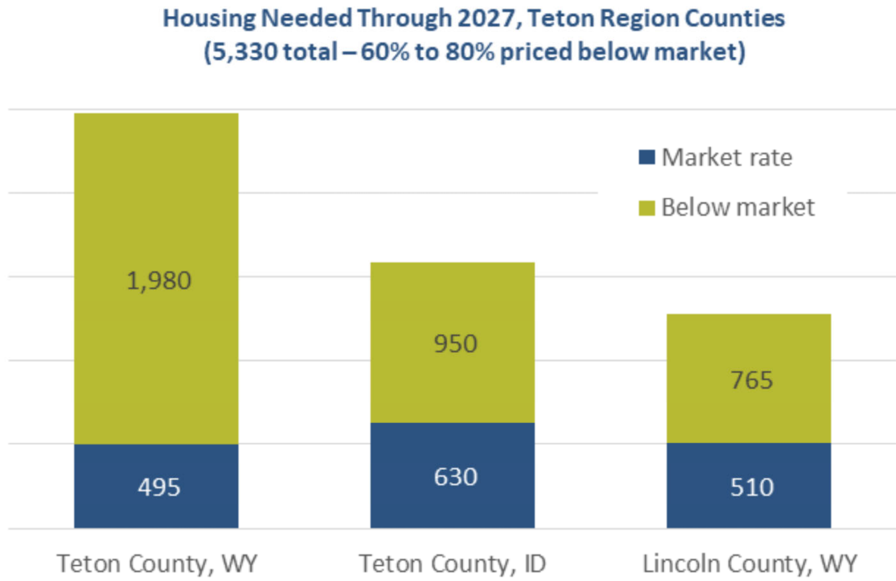
Housing policies and programs rarely address 100% of identified needs. What is important is to understand the policy implications of each component of need and prioritize your resources and programs accordingly.

The estimated needs assume that current commuting patterns will be retained.

Of the components included in the estimates:

- New jobs are the largest component, where between 50% to 60% of projected growth is needed just to fill current vacancies
- The functional rental supply includes getting up to a 5% vacancy rate from the current 0% to give residents and employees some options, plus housing persons who are currently in motel/hotels, car/couch surfing (2-4%)
- Retiring employees – significant as the workforce ages. 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. It is important to recognize the shift from stable owners to more unstable renters in your housing policy. Providing opportunities to continue building long term stability in your residents/employees (e.g. ownership side of the equation) will be important for future community and workforce stability.

Housing Units Needed

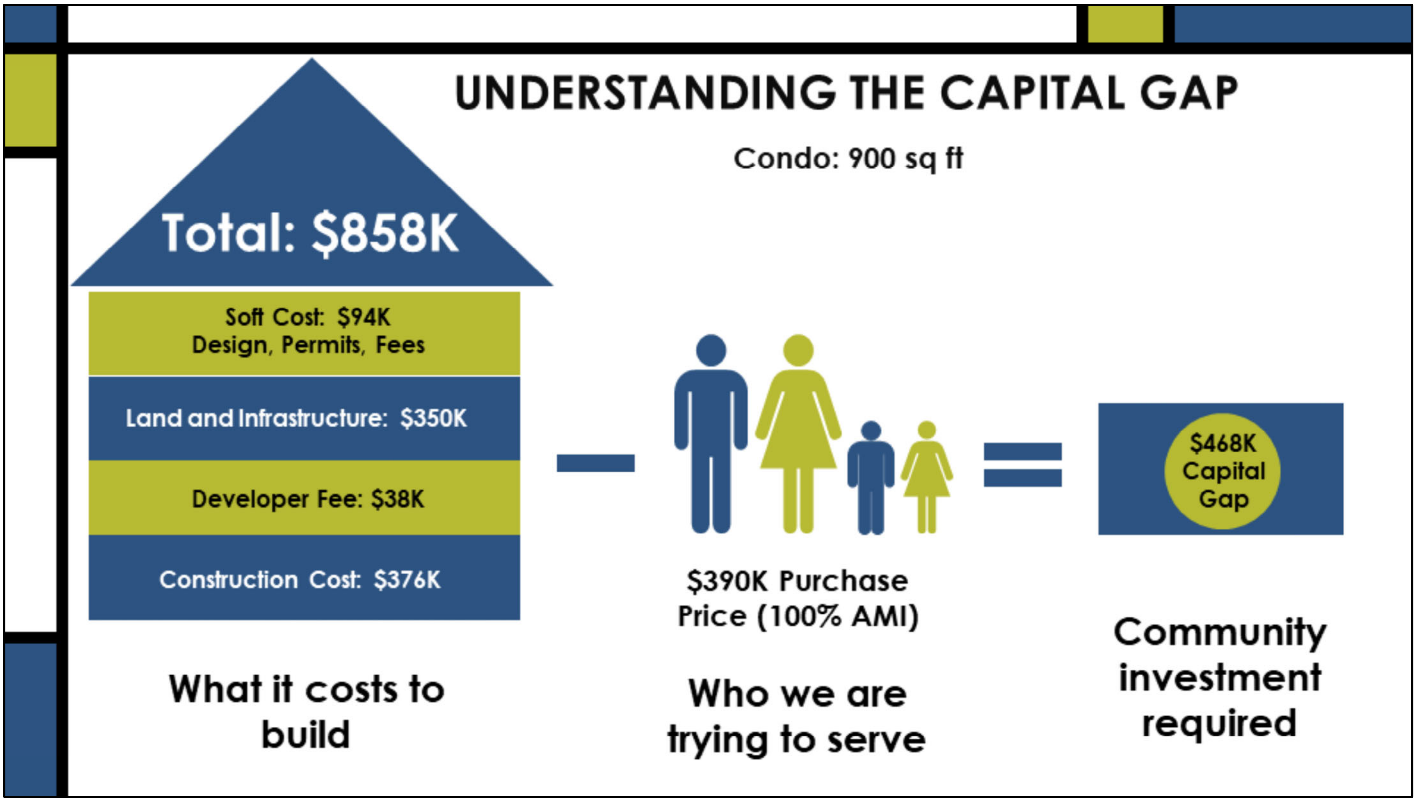


Some of the housing needs will be addressed by the current housing market – albeit only 20% in Teton WY and an estimated 40% in the other counties.

About 60% of homes in Teton County, Idaho, and N. Lincoln County, and 80% in Teton County, Wyoming, will need to be priced below market prices to support local residents and employees.

Core price ranges vary by county, but generally span rents between $850 and $2,600 per month for a three-person household and homes for ownership between $200,000 up to $780,000 for the Region.

Not shown above, but provided in the report, is a general recommendation that about 50% of the housing need should be rentals and 50% for ownership, which is generally consistent across all counties. Rentals are needed to address the 0% rental vacancy rates and fact that in-coming employees will need rentals to get established. Ownership will provide the ability for residents and employees to get established in the community and gain ownership in the community, leading to long term stability.



This hypothetical example is for Teton Wyoming; details can be found in the Challenges section of the report. This analysis was informed by developer interviews, recent land appraisals, and data from Jackson Teton Affordable Housing Department recent projects. Above, we assume 20 units per acre.

Looking at the components of what it takes to build a new home compared to what a family at the median income can afford, the capital gap is now approaching half a million.

Land and construction costs are rising more rapidly than wages, driving the capital gap up.

As we work on community housing solutions, we usually attack this problem from both sides, looking for ways to bring down the total development costs, and raise the funds needed to address the gap.

Note: In the Teton County, WY Housing Nexus Study the cost to construct is stated as $735k/unit. This is based on a 3-story prototype with tuck under parking at 40 units per acre.

Successes

Teton County, Wyoming

- ✓ 61% Resident Workforce
- ✓ Almost half of all new units built are restricted for local workers
- ✓ LIHTC Funding for Flat Creek Apartments
- ✓ Public-Private Partnerships
- ✓ 2:1 Density Bonus
- ✓ Fee Waivers & Expedited Planning Process
- ✓ Employer Solutions

Teton County, Idaho

- ✓ Housing Authority Formed
- ✓ Housing Action Plan Adopted
- ✓ Public-Private Partnerships
- ✓ Depot Square Funded!
- ✓ Employer Solutions Emerging
- ✓ Funding Strategy Underway

There is good momentum for addressing housing needs in the Teton Region, and many successes to celebrate on both sides of the pass. Long standing problem, with persistence paying off. This would all be much worse, if not for the work of many local non-profit, gov't and dedicated private sector partners.

In Teton County, Wyoming:

- Production of new restricted units has helped maintain 61% resident workforce
- Almost half of new units are for local workers – 411 total units since 2015
- Flat Creek Apartments getting LIHTC and state funding is a major win – result of full court press, good partners, thoughtful strategy – will create 48 homes for local workers
- Public-Private Partnerships have created or are in the process of creating over 240 new restricted homes for local workers
- 2:1 Workforce Housing Density Bonus tool is being utilized by developers in the Town of Jackson to create more deed restricted units without additional public subsidy
- Town of Jackson has waived planning and building fees for 100% deed restricted developments and has exempted deed restricted developments from several steps in the planning process, allowing most projects to go straight to building permit
- Employers are assisting seasonal and year-round employees with housing units, stipends, etc.

In Teton County, Idaho:

- Housing Action Plan was formally adopted and is being implemented
- Housing Authority Board was reformed and an executive director is being hired
- Public-Private Partnerships are creating housing
- Depot Square received LIHTC funding and will create 34 homes for local workers in downtown Driggs
- Employers are assisting seasonal and year-round employees with housing units, stipends, etc.

Recommendations – Teton, WY and Region

- Initiate regional collaboration and resource sharing
- Grow funding and capacity
- Expand who is at the table
- Align resources with the greatest needs
- Create more development opportunities

The Housing Needs Assessment provides some high level recommendations; these do not represent a detailed housing action plan or work plan, which is a separate body of work informed by the HNA. Rather, these recommendations are consultant driven and intended to provide general direction for more detailed, community driven action planning. These recommendations might be thought of as “guiding principles for action planning.”

1. Increased momentum is needed to help address the regional gap of over 5,300 homes at prices that local residents and employees can afford.

2. 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.

3. Jackson/Teton WY are the natural lead, given economic horsepower, population center, and depth of housing knowledge, history of implementing

Recommendations – Teton, ID

- Implement the *Affordable Housing Strategic Action Plan* and *Supply Plan*
- Share successes
- Continue to improve the regulatory environment
- Support momentum of employers
- Further study senior housing
- Consider voluntary deed restrictions

Bring the resources and capacity needed to implement. Initiate more partnerships for outcomes like Depot Square, which leveraged public land to attract a non-profit developer, LIHTC, mixed use building, address numerous community goals.

Recommendations – Lincoln, WY

- Develop a housing plan and build capacity
- Increase diversity of inventory
- Identify land and partnerships
- Housing programs
- Transportation investment

- Other considerations
  - develop an effective deed restriction program to support opportunities where taxpayer resources (land or other) have helped create housing for locals
  - Align infrastructure investments to locations where housing can happen and is desired.
  - Creating public/private partnerships – opportunity to model after what Jackson and Driggs have done.
  - Housing programs – can reduce housing instability at lower cost/complexity than new development.
  - Recognizing that commuting is well established and likely to remain a dynamic in the area, better transportation systems can reduce social, economic, and environmental costs of commuting.

Moving Forward – addressing housing needs

Use of this Needs Assessment

- Framing Needs/Goals
- Attracting Capital – state/federal/philanthropic/private sector
- Community Education – telling the story
- Market Conditions – what to build
- Local action/dedication of resources/prioritization

Community Housing Strategy (TC WY) – coming soon!

The scope of our work with the Needs Assessment was to create a comprehensive document that provides detailed data to support a wide range of potential audiences. When we are successful with Needs Assessment documentation, it is widely circulated and informs many aspects of housing solutions as the community moves forward.

Additional Questions?

What was your biggest takeaway?

- Thank You -

2022 Annual Indicator Report

April 15, 2022

Contents

The Jackson/Teton County Comprehensive Plan, adopted in 2012 and updated in 2020, sets a community vision based on 3 Common Values of Community Character: Ecosystem Stewardship, Growth Management, and Quality of Life. It also establishes an adaptive management program that requires the community to regularly ask: ***Are we living our values?***

An Indicator Report is produced every year as a check-in on the community's progress toward achieving our Vision and goals. Through the annual presentation and analysis of indicators tied to our Common Values, we can better understand how we are measuring up to Comprehensive Plan goals and inform annual Work Plans to direct progress where it is most needed. The annual Indicator Report and Work Plan are reviewed concurrently so that trends identified in the Indicator Report can be considered when prioritizing future actions and resource allocations in Work Plan.

This report begins with a discussion of the effects of the COVID-19 pandemic on the indicators and data in 2020 and 2021. Next there is a brief discussion of efforts to develop data sources and methodologies for indicators identified in the updated Comprehensive Plan that have not yet been established. Next, we examine Planning Staff's overall perspective and high-level takeaways on the data reported this year. Finally, each of the three Common Values is assessed by analyzing its associated indicator data.

What is an Indicator?

An indicator is a measurable data metric that can be monitored annually to provide insight on how well our community is achieving agreed-upon community values.

Each indicator should be relevant to a chapter goal of the Comprehensive Plan, reliably accessible annually, and understandable to the community.

Unpacking 2020, the Pandemic Era, and Looking Ahead

The 2021 Indicator Report was the first opportunity to look back and attempt to quantify the initial impacts of the COVID-19 pandemic on our community. At the same time, the 2021 report introduced several new indicators and revised methodologies that were outcomes of the 2020 Comprehensive Plan update. As with past indicator reports, not all data sources used to produce this report provide data through the most recent year, and consequently, some indicators lag behind others or use projections that will be replaced in the following year's report when finalized data is available.

The pandemic has produced data challenges throughout the country, as the pandemic impacted the reliability of estimates, surveys, and existing methodologies. The Census Bureau was challenged to collect American Community Survey data in 2020 and has chosen to not report standard ACS 1-year estimates for 2020 due to concerns about data quality standards and nonresponse bias. The changes in travel and work behaviors initiated by the pandemic, as well as the swings in jobs and hiring, meant that 2020 data, and some 2021 data, broke dramatically with existing patterns and trends. These shifts in behavior may signal a need to reconsider the underlying methodology and assumptions behind some of our indicators. For example, the Effective Population indicator is based on assumptions about second home occupancy that were challenged by changes in behavior at the outset of the pandemic. As a result, the Effective Population indicator is not reported for 2020, and staff will look to assess the effectiveness of the model moving forward.

But it is also important to be patient and recognize that some 2020 data points deserve an asterisk and should be evaluated within larger patterns. As with each year's indicator report, the analytical emphasis should be on ***overall trends*** more than on the results of any individual year. With the pandemic not yet over, it will likely continue to have noticeable effects in our indicators for years to come. The broader questions to be considered are: what results are short-term pandemic effects and what trends are here to stay?

For example, newly available jobs and employment data from the Bureaus of Economic Analysis and Labor Statistics confirm that the total number of jobs in 2020 declined for the first time since 2009, led by contractions in the hospitality sector. These contractions were most significant in the spring and summer of 2020, with some rebound in fall and winter that appears to have continued into 2021. This temporary decline in jobs in 2020 had cascading effects on other indicators, especially the calculation of the percentage of workforce living locally. The 2020 Percentage of Workforce Living Locally indicator shows an increase of 6% from 2019, however, we should be cautious not to celebrate that result, as we know that 2020 was not representative of the larger and long-term employment picture in our community. See that indicator for additional discussion of the 2020 result, the 2021 projection, and the 2021 Housing Needs Assessment findings.

Last year, initial 2020 data revealed the emergence of certain immediate pandemic impacts, particularly related to travel and lodging, vehicle miles traveled and transit ridership, and housing costs. Some of these effects were accelerations of existing trends (rising housing costs), others were breaks with recent patterns. This year's report offers the opportunity to assess a more comprehensive set of data for 2020 as well as initial 2021 data to enhance the picture of the pandemic era in our community.

With the combination of continued pandemic uncertainty, inflation, and labor shortages, additional volatility can be expected in future years. This report will be an important tool in assessing what new trends are establishing and what effects are short term aberrations emerging from the pandemic and related factors.

Developing New Indicators

The update to the Comprehensive Plan adopted in 2020 reevaluated the indicators that are tracked and reported annually. It also directed a shift from tracking policy-related indicators to tying indicators directly to specific goals identified in each Comprehensive Plan chapter. The updated Comprehensive Plan has identified some indicators that have not yet been developed, and staff intends to initiate projects to develop methodologies and data sources for these remaining indicators.

In summer 2021, staff began collecting data to track cost of living and multimodal travel times. This effort involved recording prices of a variety of goods and services in the community to establish price baselines for comparison in future years. The methodology for this price survey was derived from the Cost of Living Index (coli.org), published by the Council for Community and Economic Research. Staff intends to continue to collect this data annually and refine the results and methodology to begin reporting changes to the cost of living in future indicator reports. Staff also began efforts to track travel times for different modes (single occupancy vehicle, START Bus, bicycle, e-bike) across designated local and commuter travel routes in the winter and summer. This preliminary data will provide a baseline but will be enhanced by improvements to START Bus travel tracking and additional, future transportation studies. These preliminary efforts and data are not included in this year's report.

Several of the remaining indicators will be developed by new Town and County staff in coming years. Specifically, the hiring of the Regional Transportation Planning Administrator in 2022 will help to bolster the development of new and enhancement of existing transportation indicators, including travel time and mode share comparisons. Similarly, the Town is in the process of hiring an Ecosystem Stewardship Coordinator, and the FY2023 Work Plan includes a task for that position to develop a set of indicators related to the Comprehensive Plan Community Value of Ecosystem Stewardship, including indicators of: Health of Native Species, Water Quality, Access to Natural and Scenic Resources, and Air Quality.

Are We Living Our Values?

The 2022 Indicator Report offers a deeper dive into the trends of recent years and the effects of the post-2020 era on the community and provides an opportunity to analyze with data the patterns and trends that the community may be feeling on the ground. Staff has identified the high-level takeaways below.

Residential Vacancy is Declining. The number of vacant units in the community, including units for occasional use (second homes) has been declining since 2012, when there were 2,591 vacant units. The decline accelerated in 2020, with 1,215 vacant units (a 53% decrease since 2012). Over the same period, our lodging occupancy has continued to grow in shoulder seasons along with increases in residential unit production, annual greenhouse gas emissions, and vehicle miles traveled. The decline in vacancy should be monitored moving forward, as the character of our community may be starting to shift from seasonal to year-round, leading to more people in the valley full time year-round without a connection to new construction or job growth.

Housing Costs Continue to Rise. The intensity in housing sales initiated in 2020 did not cool off in 2021.Last year, the median sale price for a home (townhomes, condos, detached single-family) in the community was $1,840,000, up from $1,450,00 in 2020 and $1,025,000 in 2019 (26% and 80% increases respectively). According to the Jackson Hole Report, the median price for a single-family home was $3,000,000, which has more than doubled since 2017. Regarding rentals, data compiled by the Jackson Teton/County Affordable Housing Department shows that market rents for studio apartments rose 30% from Q4 2019 to Q4 2021, while rents for 3-bedroom apartments rose 11% over the same period.

Residential Growth is Diversifying and Producing More Units. With 236 new units produced in 2021 (the largest year since 2006), and 676 units produced over the last 3 years, the community is experiencing a residential building boom. The large quantity of units produced is being driven by a more diverse set of housing products. In 2021, 141 apartments, 29 attached single-family dwellings, and 65 detached single-family dwellings were built. Apartment and attached housing products have grown in recent years, even as demand and production of detached single-family homes has remained high. Simultaneously, the Workforce and Affordable Housing incentive tools adopted in the Town of Jackson in 2016 are proving to be successful in producing deed-restricted housing units.

Growth is in the Right Locations. The Comprehensive Plan's core Growth Management goal aims for more than 60% of growth to occur in complete neighborhoods. In 2021, 79% of new residential units were built in Complete Neighborhoods, a single year high since 2002. This reflects continued success in directing development out of ecologically sensitive and scenic rural areas and into areas with amenities and infrastructure since the adoption of the Comprehensive Plan in 2012. Existing development potential suggests that this trend will continue, with 61% of future residential units located in Complete Neighborhoods.

Transit Ridership Significantly Impacted by COVID-19. Despite the arrival of vaccines and a surge of tourism in 2021, START transit ridership was lower in 2021 than in 2020, which was bolstered by a pre-pandemic January and February. While ridership recovered in subsequent months compared to 2020, 2021 ridership was only 47% of 2019 levels. After a steady trend upward in riders leading into 2020, how and when will ridership return?

Greenhouse Gas Emissions are Accelerating. While short-term changes to travel and commuting patterns in 2020 resulted in a slower increase in GHG emissions, commercial air travel and vehicle miles traveled rebounded in 2021, with associated emissions estimates setting new highs. Per capita emissions are also growing, suggesting these increases are not just due to our growing effective population. Despite enhancements in efficiency, the growth of natural gas usage since 2018 has been a key contributor to increased emissions over the past three years. The impact of the growth of inefficient (large square footage, detached single-family) residential units on emissions estimates is not quantified in the model but should be considered.

Common Value 1: Ecosystem Stewardship

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

- Health of Native Species
- Conservation vs. Subdivision of Rural Open Space
- Water Quality
- Access to Natural and Scenic Resources
- Greenhouse Gas Emissions
- Air Quality

Ecosystem Stewardship Indicators

The following indicators are identified in the Comprehensive Plan to assess and monitor the Ecosystem Stewardship goals of Chapters 1 and 2. During the GMP and Comprehensive Plan update, new indicators were identified to track the community's progress toward those goals. Consequently, some new indicators have not yet been developed and are not reported this year.

The updated Comprehensive Plan includes strategies to develop an Ecosystem Stewardship target related to the Adaptive Management Program and to develop indicators to track the achievement of the Chapter 1 goal: *Maintain healthy populations of all native species and preserve the ability of future generations to enjoy the quality natural, scenic, and agricultural resources that largely define our community character.* Development of these indicators is identified as a task for the Ecosystem Stewardship Coordinator position in the FY2023 Work Plan.

The community has had success protecting habitat by limiting subdivision and development in Rural Areas in recent years and directing growth to Complete Neighborhoods. However, greenhouse gas emissions have been rising steadily since 2012 and were not significantly slowed by the onset of the COVID-19 pandemic.

Indicators to Be Developed

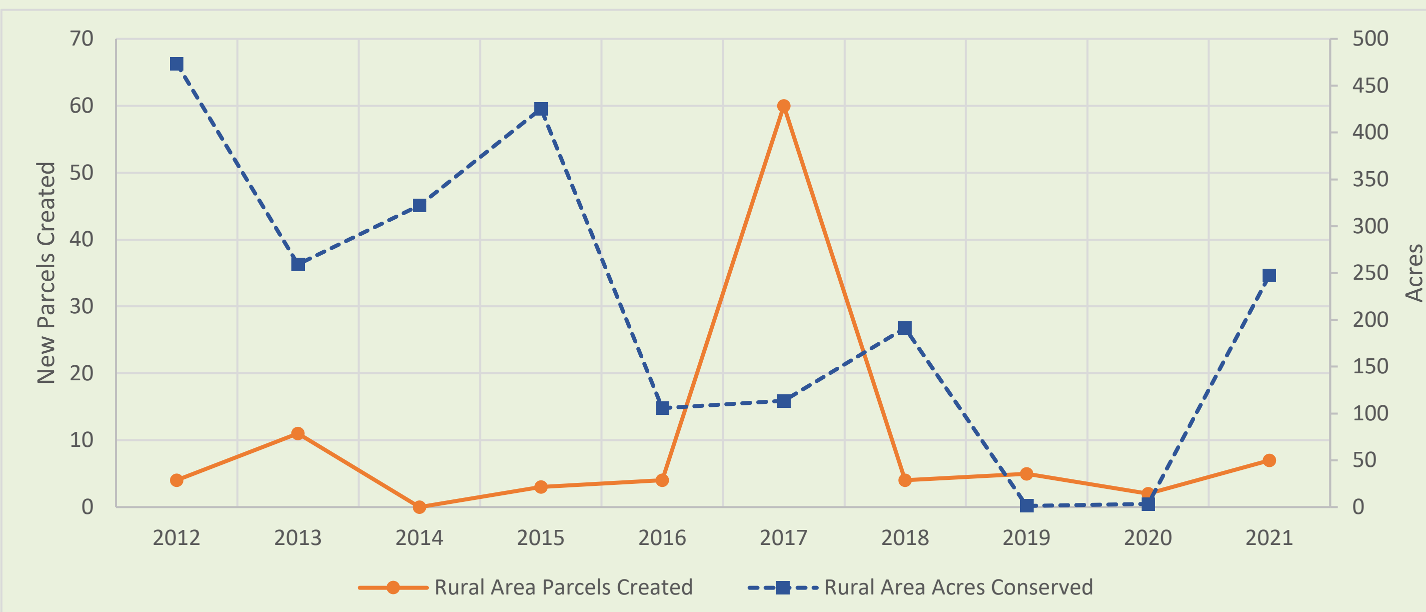
- Health of Native Species
- Water Quality
- Access to Enjoyment of Natural and Scenic Resources
- Air Quality

Conservation vs. Subdivision of Rural Open Space

Monitoring permanently conserved land and subdivision of rural areas is an indicator of the community's progress in preserving areas of wildlife habitat, natural resources, scenic resources, and agricultural character. The goal of the Comprehensive Plan is to conserve more than subdivide rural acres. This indicator also reports rural area development potential removed via zoning changes and conservation easements as well as new parcels created in rural areas.

- Goal: More Conservation than Subdivision of Rural Areas
- Chapter 1: Stewardship of Wildlife, Natural Resources and Scenery
- Trends and Takeaways
    - Both subdivision and conservation of rural areas had been relatively low in recent years, following the changes to the Rural zoning subdivision allowances in 2016. This was an expected outcome of the effort, which also decreased development and subdivision potential in rural areas.
    - However, in 2021, 248 acres were added under conservation easements through the Jackson Hole Land Trust.
    - New land division in rural areas has primarily come through 35 acre and family exemptions, with fewer than 7 new parcels created each year since 2018. With the limited amount of additional subdivision occurring in rural areas, we are likely to continue to see more growth occur in Complete Neighborhoods.

Conservation vs. Subdivision of Rural Open Space



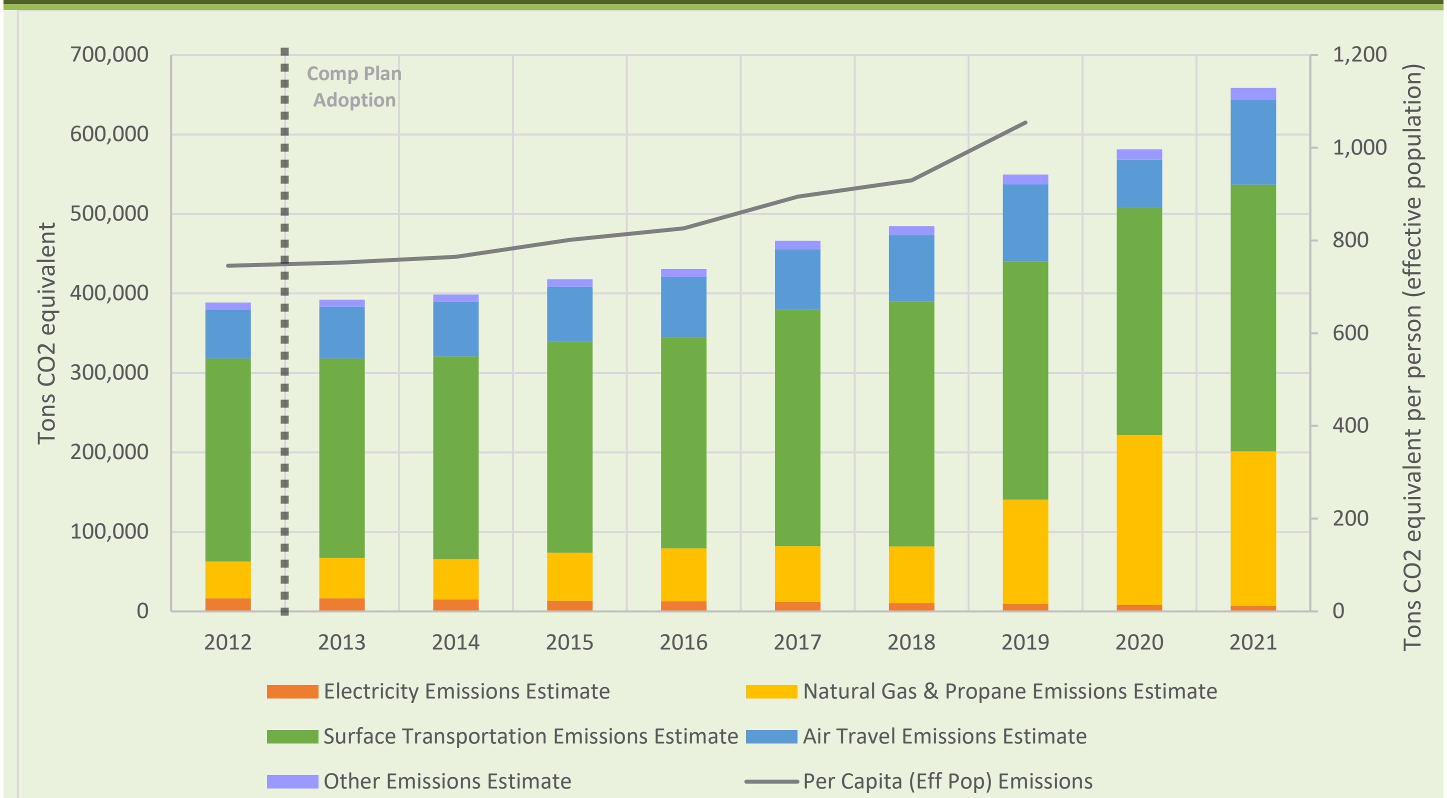
Source: Teton County; Jackson Hole Land Trust; Teton Regional Land Trust

Greenhouse Gas Emissions

This new indicator estimates the overall greenhouse gas (GHG) emissions in the community, considering a variety of sources that include air and surface transportation and residential and commercial energy usage. It is based on and benchmarked to the Yellowstone-Teton Clean Cities Greenhouse Gas Emissions inventories conducted in 2008 and 2018.

- Goal: Emit less greenhouse gases than we did in 2012.
- Chapter 2: Climate Sustainability
- Trends and Takeaways
    - Emissions have trended upward over the past 10 years, with faster growth since 2018 due to significant increases in emissions from additional natural gas usage with the expansion of natural gas infrastructure in Teton County. Simultaneously, emissions from electricity continue to decline with increases in efficiency.
    - Despite our growing effective population, the growth of per capita emissions over this period indicates that these emissions increases are not solely tied to our growing effective population.
    - Adjustments to electricity and gas usage data from Lower Valley Energy in 2021 have revealed that the onset of the COVID-19 pandemic in 2020 did not result in declines in emissions, as reported in the 2021 Indicator Report. Despite the declines in commercial air travel and vehicle miles traveled in 2020, GHG emissions were bolstered by natural gas usage. The resumption of "normalcy" in 2021 resulted in new emissions highs and increased surface and air transportation emissions.

Greenhouse Gas Emissions



Source: Lower Valley Energy, WYDOT, Jackson Hole Airport

Common Value 2: Growth Management

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

- Location of Growth
- Buildout
- Workforce Housing Pipeline
- Percentage of jobs, housing, shopping, education, and cultural activity in Town
- Growth by Use

Growth Management Indicators

The following indicators are identified in the Comprehensive Plan to assess and monitor the Growth Management goals of Chapters 3 and 4.

The community has continued to have success managing growth, even though growth and development have increased over recent years. Residential growth is meeting the Comprehensive Plan target of more than 60% in Complete Neighborhoods, and the type of residential growth has diversified with increases in apartments and attached townhomes and condos which offer greater levels of affordability than detached single family residences. Looking ahead, the community is well positioned to continue building on recent success, with 61% of potential residential growth remaining in Complete Neighborhood areas.

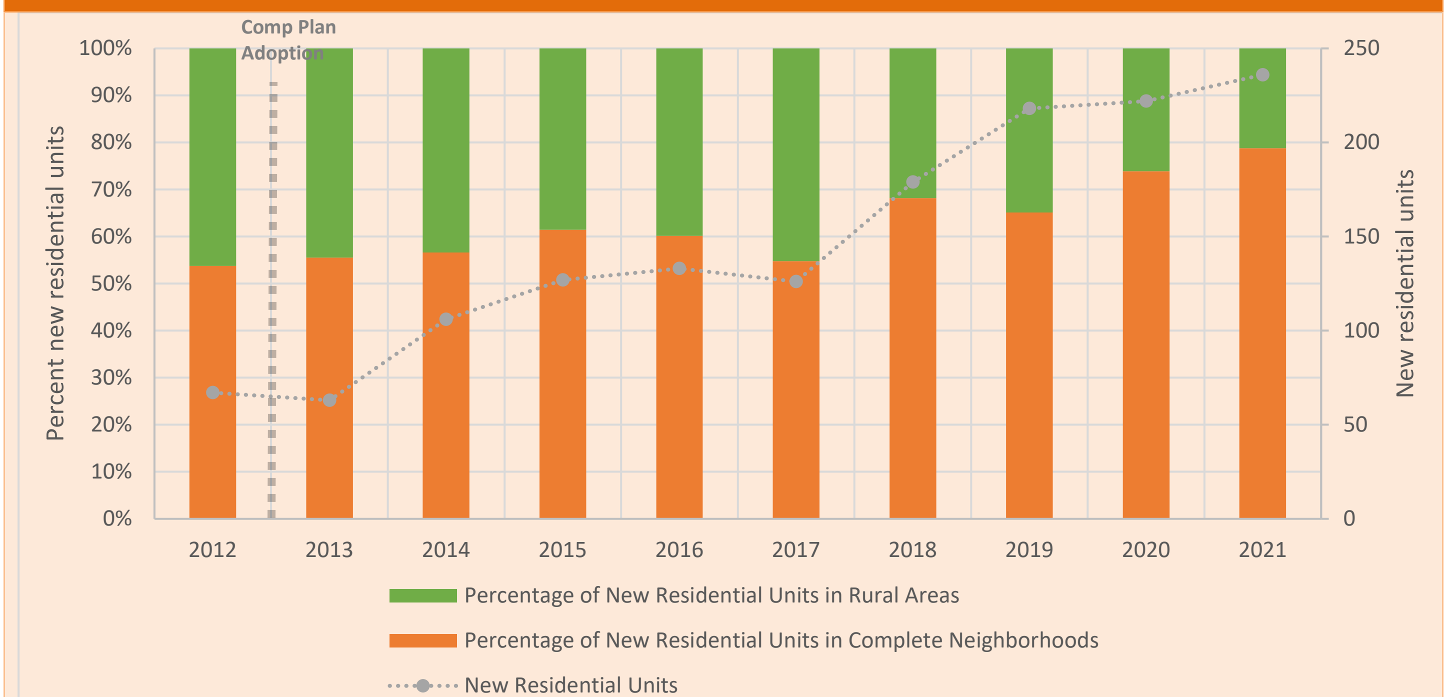
The community has also ramped up production of deed-restricted Workforce and Affordable residential units in recent years, and the Workforce Housing Pipeline suggests that more development of restricted and rental units is on the way.

Location of Growth

Locating growth in Complete Neighborhoods indicates the community's ability to direct growth out of areas of habitat, scenery, and open space and into areas of infrastructure, amenities, and vitality. Location of Growth is a key target established in the Comprehensive Plan to track Growth Management. The goal is for at least 60% of growth to occur in Complete Neighborhoods. This indicator includes two metrics: Location of Actual Growth and Location of Potential Growth. Location of Actual Growth measures residential unit completions by location while Location of Potential Growth tracks the remaining development potential allowed by zoning across Complete Neighborhoods and Rural Areas.

- Goal: ≥ 60% of future growth in Complete Neighborhoods
- Chapter 3: Responsible Growth Management
- Trends and Takeaways
  - Location of Actual and Potential Growth are key community successes since adoption of the Comprehensive Plan in 2012, when less than 60% of actual and potential growth was in Complete Neighborhoods.
  - In 2021, 79% of residential units built were in Complete Neighborhoods, a single-year high going back to 2002.
  - Since hitting a low of 63 units in 2013, new residential units have risen consistently, with the trend continuing in 2021 with 236 new residential units.
    - Apartments and attached units enabled through Town of Jackson zoning are driving a significant amount of the residential unit development in recent years.
  - Location of Potential Growth remains at 61% in Complete Neighborhoods and 39% in Rural Areas. The Complete Neighborhood potential growth percentage is expected to decline over time if units continue to be built at high rates in Complete Neighborhoods compared to Rural Areas, as we have seen in recent years.

Location of Actual Residential Growth

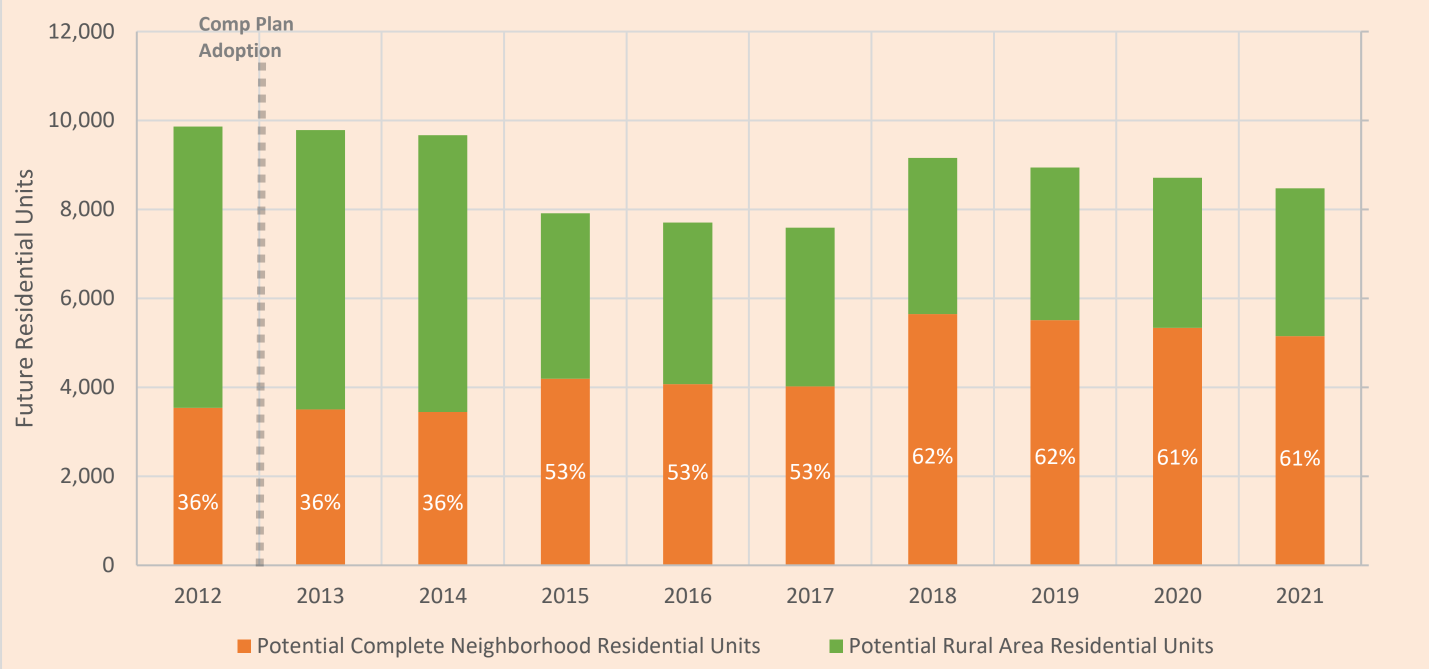


Source: Teton County and Town of Jackson Building Permits

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

The location of growth *potential* (defined as buildout minus what is already built) forecasts where future growth will occur based on remaining allowances. Growth potential decreases as units are built. Potential is also impacted if buildout allowance is increased or decreased. The way to shift the location of growth potential is to reduce buildout in a Rural Area and/or increase it in a Complete Neighborhood (or vice versa). For example, allocating additional buildout potential in Northern South Park with new zoning would increase the percentage of potential residential growth in Complete Neighborhoods.

Location of Potential Residential Growth



Source: Teton County and Town of Jackson

Amount of Allowed Growth (Buildout)

Buildout measures the change in the maximum amount of development permitted throughout the community. Change in buildout is determined by:

1. Changes to Jackson/Teton County zoning regulations;
2. Conservation easements and other restrictions on the development of a property;
3. Transfers of property ownership from a private party to federal ownership and vice versa; and
4. Use of the Workforce Housing Floor Area Bonus (2-for-1 Bonus), Deed Restricted Housing Exemption, and Planned Residential Development (PRD) incentives.

To maximize use of the incentives, units produced using incentive tools only get counted as an increase in buildout upon project approval. The residential unit count in the last row of the table is the number of units that are available for future use of the incentives. The incentives cannot be used if their use would make the last row greater than zero.

- Goal: ≤2012 Buildout
- Chapter 3: Responsible Growth Management
- Trends and Takeaways
    - 2,088 residential units remain in the buildout pool. 57 units (46 workforce, 11 market) were approved in 2021 using the Town of Jackson 2:1 Workforce Housing Density Bonus Tool and Floor Area Exemption for Deed-Restricted Housing. Additional projects that will take advantage of this bonus in 2022 are currently in the works, including the Jackson Street Apartments.

Changes in Buildout

Year	Residential Units	Lodging Units	Nonresidential Floor Area
1994-2011	-564	?	?
2012	-32	0	0
2013	-12	0	0
2014	-14	0	0
2015	-2,195	-317	-451
2016	-76	89	94,379
2017	15	0	-30,651
2018	127	0	32,477
2019	5	-22	-9,339
2020	39	0	-8,102
2021	55	0	0
2012-2021	-2088	-250	78,313

Source: Teton County and Town of Jackson

Maximum Buildout (2012 allowances)

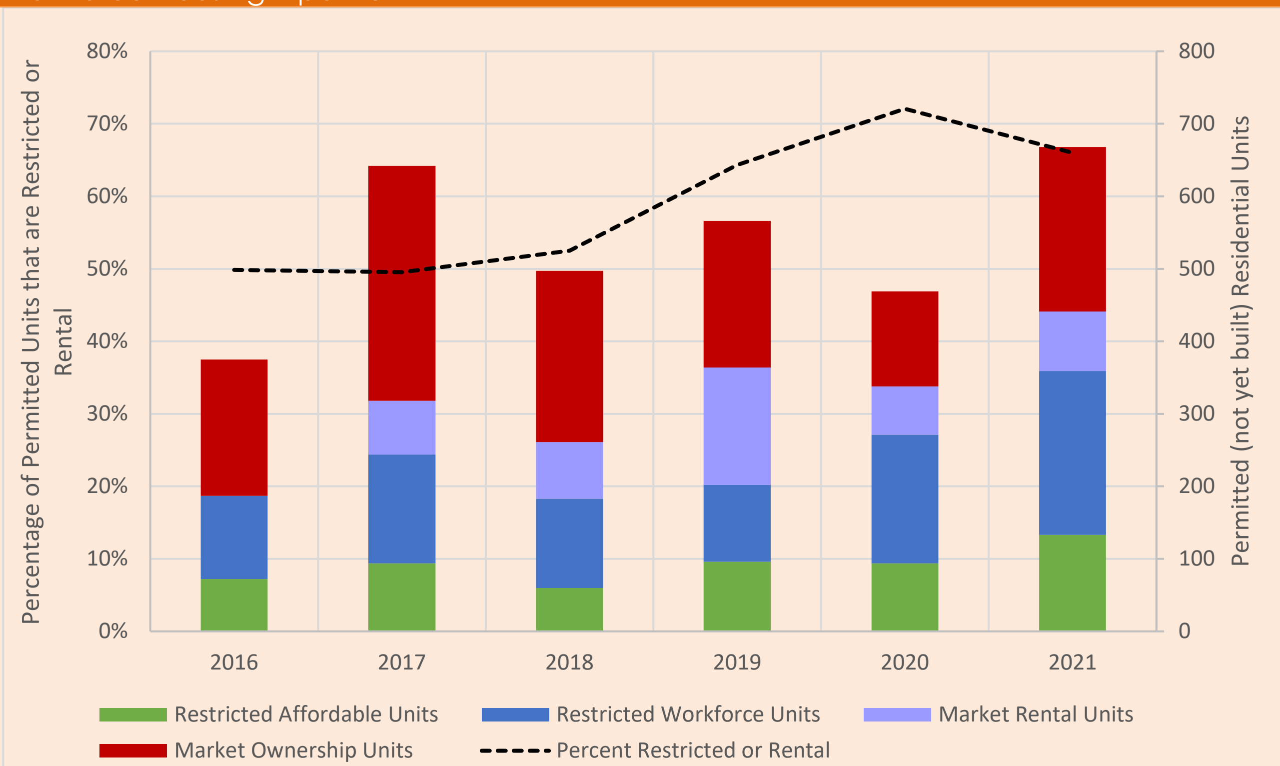
Maximum Buildout (2012)	=	Potential	+	Built	+	Development Pool
		6,388 units		11,299 units		2,088 units
		(LDR allowances applied to parcels that have not yet been realized)		*(What is actually on the ground)*		*(Development entitlements that have been removed from buildout since 2012)*

Workforce Housing Pipeline

Workforce Housing Pipeline tracks units with initial approvals that have not yet been built. It is a new indicator in 2021 but has been reported in the Housing Supply Plan since 2017. Given that housing affordability is one of the primary causes for loss of local workforce, it is useful to see the expected units in development and whether they are rentals and/or restricted. The Workforce Housing Pipeline includes residential applications in the Town and County that have received Sketch Plan, Development Plan, or Building Permit approval.

- Goal: Monitor
- Chapter 3: Responsible Growth Management
- Trends and Takeaways
  - As of the end of 2021, 668 units were in the housing pipeline; the highest number of units since reporting began. 66% of those units are either deed-restricted or rental units, which is down from the high mark (72%) set in 2020 but constitute more overall units: 441 vs. 338.
  - 226 permanently deed-restricted Workforce units and 133 permanently deed-restricted Affordable units are currently in the pipeline, together making up more than 50% of units in the pipeline going into 2022.
  - Much of the market ownership share of the pipeline (227 units) consists of single-family dwellings in the County, which saw very high building permit activity in 2021. Per the findings of the 2021 Nexus Study, this type of residential development (large, single-family) has the most significant impacts on the community through job generation. This increase follows a consistent decline in market ownership units in the pipeline from 2017 through 2020.

Workforce Housing Pipeline



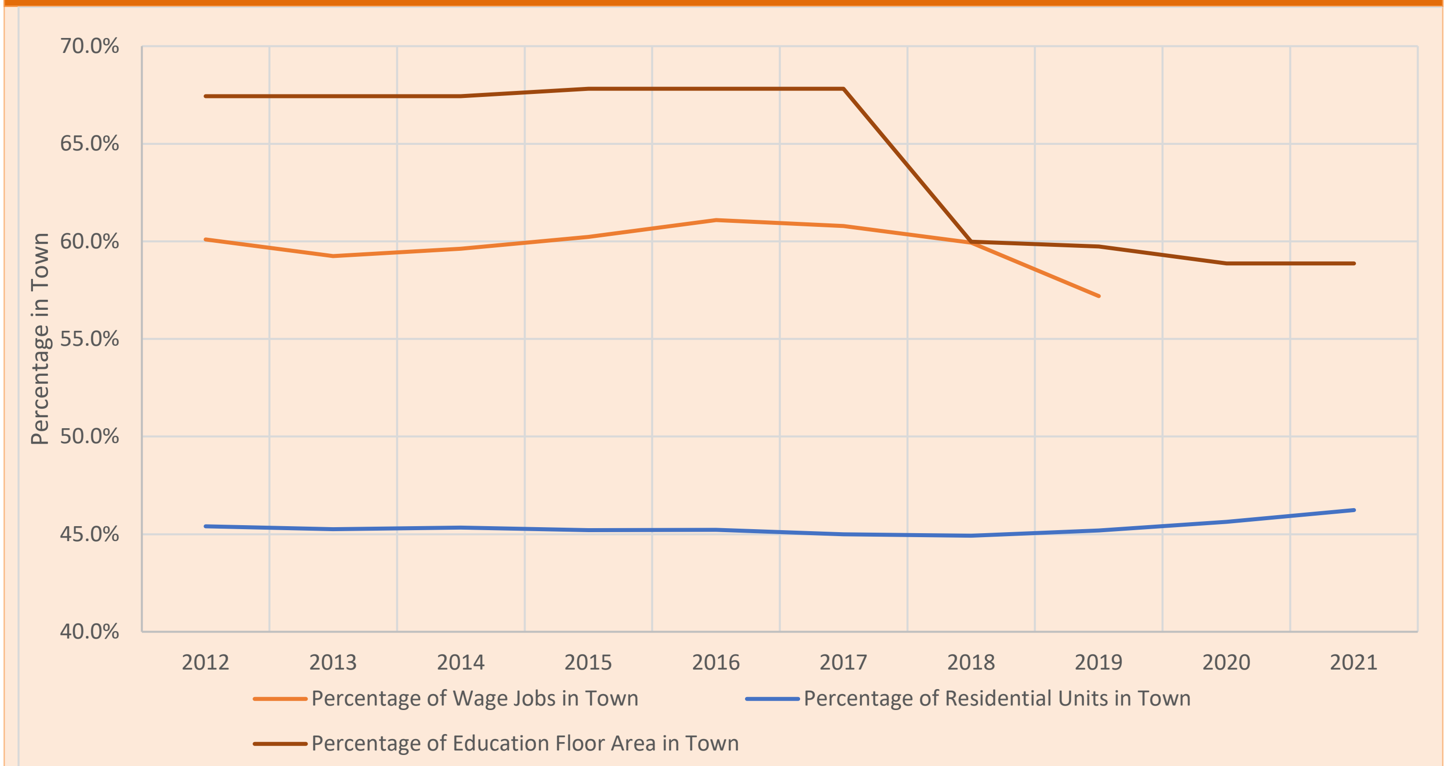
Sources: Jackson/Teton County Housing Department, Jackson Hole Community Housing Trust, Habitat for Humanity, Teton County Building Permit Data

Percentage of Jobs, Housing, Shopping, Education & Cultural Activity in Town

This is a new indicator for 2021 that is used to ensure that the community is meeting the Comprehensive Plan Chapter 4 goal that the Town of Jackson will continue to be the primary location for jobs, housing, shopping, educational and cultural activities. Methods for tracking retail sales and cultural activity need to be developed.

- Goal: ≥ 2012 levels
- Chapter 4: Town as the Heart of the Region – The Central Complete Neighborhood
- Trends and Takeaways
    - The percentage of jobs in town declined in 2019 by 3% after remaining relatively steady since 2012. This appears to be driven by a rise in accommodation and food services jobs outside of the Town. The full impact of the COVID-19 pandemic on job locations is still not yet clear due to lagging data, however, overall jobs, particularly in accommodation and food services industries, did decline in 2020, which may have additional effects on this this metric in the short term.
    - The construction of Munger Mountain Elementary School has decreased the percentage of educational floor area in Town.
    - Construction of apartments and other attached units in the Town has sparked an increase in the percentage of residential units in Jackson after remaining relatively flat since 2012. Single family detached units continue to be built throughout the County, but the residential production in the Town is now outpacing the County growth.

Percentage of Jobs, Housing. Shopping, Education and Cultural Activity in Town



Source: Teton County and Town of Jackson Building Permits, Longitudinal Employment Housing Dynamics (LEHD)

Amount of Growth by Use

Growth by Use measures the different types of development occurring in Teton County. It illustrates, for example, whether the development that has occurred in the last several years has primarily consisted of residential unit growth, lodging unit growth, or non-residential floor area growth. It is not tied directly to a chapter goal, but it is an important indicator for assessing Common Value 2 and is used to identify when to initiate the new Adaptive Management Program. The 5% growth in residential units triggered in 2017 initiated the Growth Management Program and the subsequent Comprehensive Plan update. The new trigger is 7% residential unit growth from the 2020 count.

Staff has identified the need to track and breakout short-term rental eligible properties from residential units and conventional lodging units retroactively and moving forward. As of the publication of this report, the number of short-term rental permits issued in the Town of Jackson was 195.

- GMP Trigger: 7% Residential Growth from 2020
- Common Value 2: Growth Management
- Trends and Takeaways
    - The community's residential unit mix continues to diversify, with 141 apartments and 29 attached single-family dwellings added in 2021.
    - The number of apartments has grown 28% (by 437 units) since 2012, which is the greatest percentage increase in that time among residential unit types.
    - Despite the growth of apartments and attached single-family units, detached single-family residential units have still grown 12% since 2012, which accounts for 732 new units, the highest amount of any unit type.
    - Change of use remodels and redevelopment led to an overall decline of 7,633 sf of non-residential, non-lodging floor area in 2021, however, some of that loss can be attributed to the addition of 100 units of lodging and associated floor area. Since the end of 2012, residential floor area and lodging units have grown 7.56%, while residential units have grown nearly twice as fast.

Growth by Use

Use	2021 Growth	Growth Since 2020	Growth Since 2012		10-Year Growth	
			Amount	%	Amount	%
Non-Residential Floor Area						
Agriculture	6,096	0.6%	23,476	2.3%	23,476	1.7%
Outdoor Recreation	3,300	0.9%	46,071	13.5%	46,071	13.5%
Restaurant/Bar	-3,058	-0.7%	35,853	8.4%	35,853	8.4%
Office	-17,123	-1.3%	40,362	3.2%	53,968	4.2%
Retail	7,373	0.5%	77,994	5.2%	77,994	5.2%
Industrial	-8,370	-0.5%	141,474	10.2%	154,425	11.1%
Institutional	4,149	0.2%	238,310	11.8%	268,268	13.3%
Non-Residential Floor Area	-7,633	-0.1%	603,540	7.6%	660,055	8.3%
Residential Units						
Agriculture	2	0.9%	8	3.8%	8	3.8%
Detached Single Family Dwelling	65	1.0%	732	12.3%	781	13.2%
Attached Single Family Dwelling	29	1.4%	234	12.7%	248	13.5%
Apartment	141	7.6%	437	28%	441	28.3%
Mobile Home	-1	-0.3%	-1	-0.3%	-1	-0.3%
Residential Units	234	2.1%	1,402	14.3%	1,469	14.9%
Guesthouse	40	4.2%	228	29.%	240	31.4%
Lodging						
Conventional Lodging Units	100	1.6%	434	7.4%	460	7.8%
Lodging Units	100	1.6%	434	7.4%	460	7.8%

Source: Teton County and Town of Jackson

Common Value 3: Quality of Life

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

Quality of Life Indicators

The following indicators are identified in the Comprehensive Plan to assess and monitor the Quality of Life goals of Chapters 5, 6, 7, and 8. During the GMP and Comprehensive Plan update, new indicators were identified to track the community's progress toward those goals. Consequently, some indicators have not yet been developed and are not reported this year.

- Local Workforce
- Housing Stock Profile
- Annual Growth Rate Comparison
- Lodging Occupancy
- Jobs by Industry
- Capital Project Group Benchmarks
- Travel Time
- START Ridership
- Active Transportation Mode Share
- Wildlife Vehicle Collisions
- Level of Service
- Effective Population

The COVID-19 pandemic had noticeable impacts on transportation levels in 2020 and 2021. This impact appears to have affected public transportation disproportionately, with major decreases in START Ridership in 2020 that rebounded in 2021 but remain low. Vehicle miles traveled, which declined slightly in 2020 compared to previous years, reached new highs in 2021.

Housing costs continue to increase faster than wages, an existing trend exacerbated by the pandemic and its effects. However, the past few years have also seen successes in the production of additional deed restricted housing, which is helping to retain local workers in our community even as jobs have grown.

Indicators to be Developed

- Travel Time (SOV vs. Walk/Bike/Bus)
- Level of Service

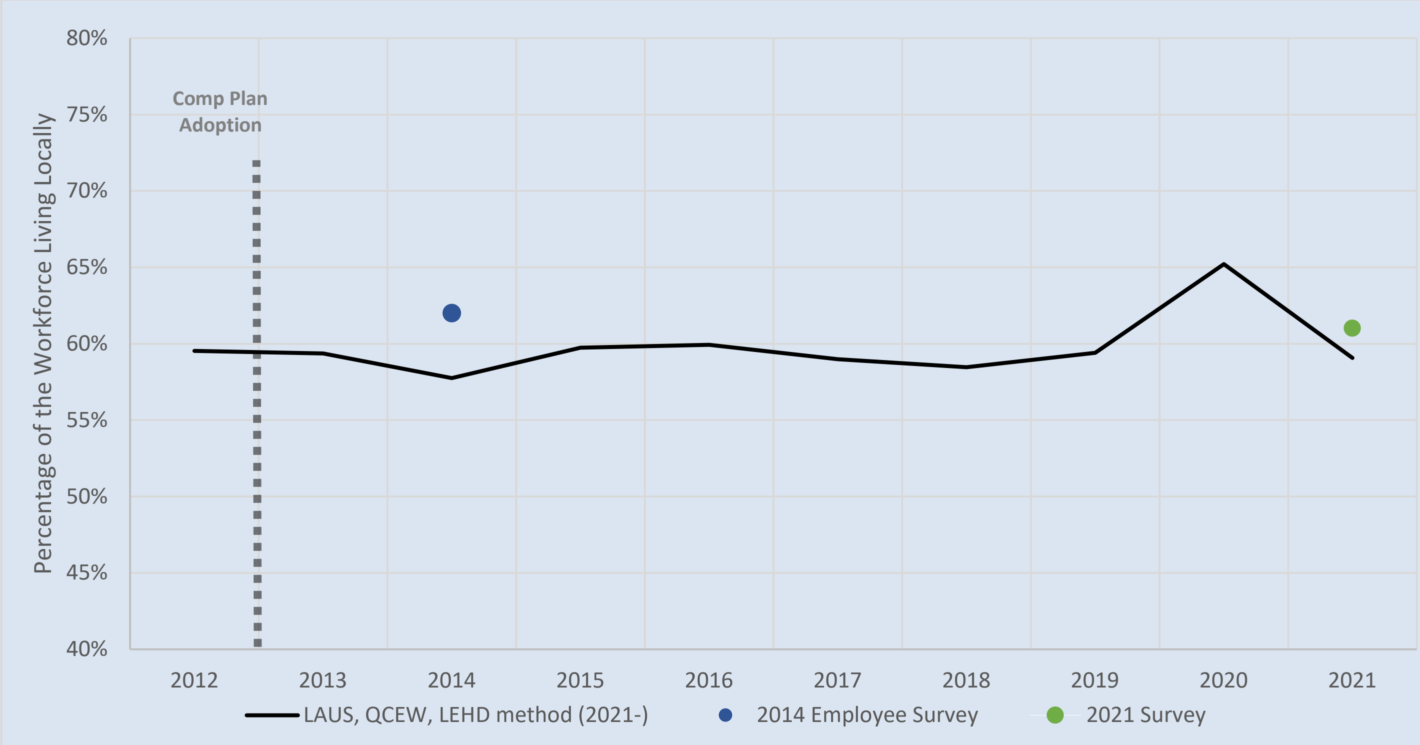
Local Workforce Percentage

The Comprehensive Plan establishes a goal of ensuring at least 65% of the workforce lives locally to maintain the "community first, resort second" character of the valley. When the community identified loss of local workforce as an important issue in the early 1990s, over 85% of the workforce lived locally. The percentage of the workforce living locally is the primary target for achieving the Quality of Life envisioned in the Comprehensive Plan. A "local worker" is defined as a member of the local workforce who lives in Jackson Hole, as opposed to commuting from neighboring communities like Star Valley, WY or Teton Valley, ID.

Beginning this year, a new methodology is being used to calculate this indicator. The previous methodology, which was benchmarked against the 2014 Regional Housing Needs Assessment and the 2005 Local Housing Needs Assessment, is also reported. The 2021 Housing Nexus Study and Regional Housing Needs Assessment will provide data to ground truth this indicator.

- Goal: ≥ 65% of the workforce living locally
- Chapter 5: Local Workforce Housing
- Takeaways and Trends
    - The percentage of the workforce living locally has generally remained stable just below 60% since 2012, indicating that local housing is keeping pace with the additions of new jobs. However, future retirement of long-time, local workers presents a significant threat to this stability.
    - In 2020, the data is showing that the indicator spiked to 65%, up from 59% in 2019. However, the spike in the percentage of workforce living locally in 2020 is due to the pandemic effects on data inputs. The number of jobs in the community declined in 2020, compared to previous years, meaning that the denominator in this equation shrank. The number of jobs also fluctuated significantly throughout 2020. The 2020 number should not be interpreted as a success, but as an aberration because of the dramatic effects of the pandemic on businesses and behavior in 2020.
    - To illustrate the irregularity of 2020 data on the long-term trend, staff has included the 2021 projection, using preliminary employment data that will be refined over the next two years. However, even with this preliminary data, the trend line is returning to ~59% in 2021, consistent with the past decade's trend. The Housing Needs Assessment was also conducted in September 2021, and like past assessments, offered the opportunity to ground truth the indicator and methodology. The Housing Needs Assessment is reporting that 61% of the workforce is living locally. It should be noted that this percentage fluctuates throughout the year with the number of jobs and that historically the summer season has had the highest percentage of workforce living locally.

Percentage of the Workforce Living Locally



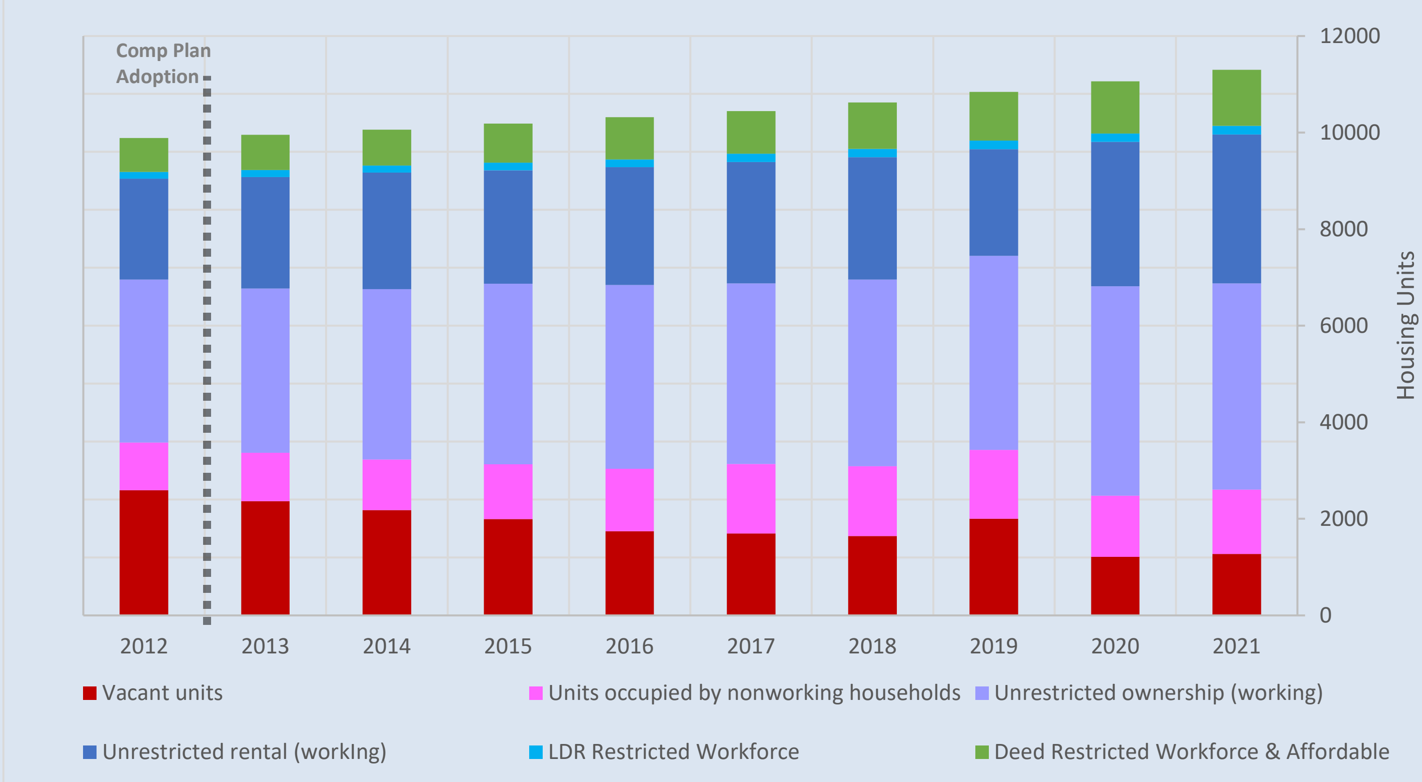
Source: US Bureau of Labor Statistics, US Bureau of Economic Analysis, US Center for Economic Studies

Housing Stock Profile

The Housing Stock Profile shows the status and tenure of the existing housing stock. Given that housing affordability is one of the primary causes for loss of local workforce, it is important to understand the types of residential units that are occupied by the workforce in relation to the type of development being built.

- Goal: Monitor
- Chapter 5: Local Workforce Housing
- Trends and Takeaways
    - 2021 results are partially forecasted due to a one-year lag in data and may change due to impacts of the 2020 data on the forecast.
    - Vacancy declined noticeably in 2020, to 1,215 units, and is forecast to increase slightly in 2021. However, vacancy has been declining since 2012, when nearly 2,600 units were vacant. This trend means that more people are present in the community full-time, but it also speaks to the lack of housing inventory and escalating price pressures. The largest category of vacant units, per the ACS data, in our community is seasonal, recreational, or occasional use (i.e. vacation homes), so these vacant units are not generally available for use as housing for locals.
    - The total number of units has been increasing, with faster gains in recent years, driven in part by higher numbers of attached units like condominiums and apartments.

Housing Stock Profile



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

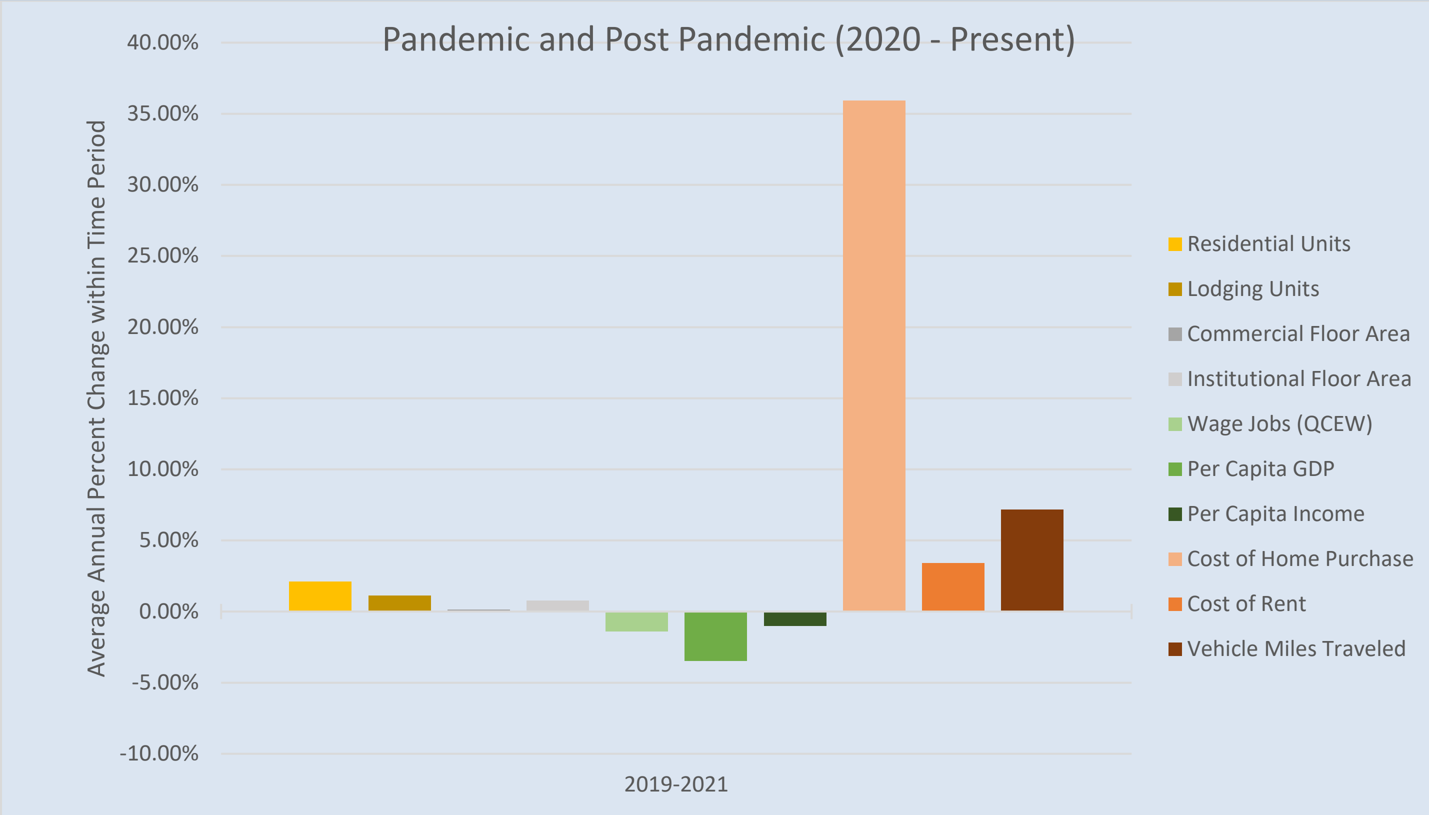
Annual Growth Rate Comparison

The Annual Growth Rate Comparison Indicator measures the average annual rate of change for a variety of different indicators and metrics. Categories include physical growth (residential units and floor area), effective population and jobs, per capita income and GDP, cost of rent and home purchase metrics, and vehicle miles traveled. The indicator is used to compare the growth rate between metrics (e.g. jobs and residential units, or effective population and vehicle miles traveled) to gain insight into how changes to indicators correlate with one another. Beginning with the 2021 Indicator Report, the comparison is broken out into four charts by economic eras: the 2002-2008 real estate boom, the 2008-2012 Great Recession, the 2012-2019 Post-Recession Recovery, and the COVID and post-COVID era beginning in 2020. It is more useful to analyze the average growth rates across these eras to understand the overarching trends associated with each. Due to delays in data and effects of the pandemic on existing methodologies, effective population data is not reported for the COVID and post-COVID era chart this year. Note the differences in the scale of the axes between the four charts below.

Former indicators, Housing Affordability and Vehicle Miles Traveled, have been incorporated into this updated indicator.

- Goal: Balance | Monitor
- Chapter 6: A Diverse and Balanced Economy
- Takeaways and Trends
    - Over the past two years, the cost to purchase a home (median home price / median income) has increased an average of 36% annually, with housing prices continue to skyrocket from 2020 into 2021. Between 2012 and 2019, the annual cost of a home purchased increased an average of 4.67% annually.
    - The cost of rent relative to incomes increased by 15% from 2019 to 2020, and is showing an average increase of 3.4% annually between 2019 and 2021. However, the 2021 median income is a HUD projection and could be high, which would indicate a higher rate of annual change when numbers are revised.
    - Wage jobs in 2021 largely recovered from losses in 2020, when jobs decreased nearly 11%, but 2021 figures remained lower than 2019 counts. The simultaneous growth in residential units in this time, including a large number of attached and restricted units, may offer an opportunity for local housing production to regain ground after trailing job growth from 2012 to 2019.
    - Despite a decline in 2020, vehicle miles traveled averaged an annual increase of 7.2% between 2019 and 2021, driven by large increases in 2021. For comparison, VMTs increased an average of 3.8% annually between 2012 and 2019.
    - Future refinements to the effective population indicator should provide additional clarity into the relationship between our seasonal, full-time, and visitor populations and the noted increases in VMTs.

Average Annual Growth Rate Comparison



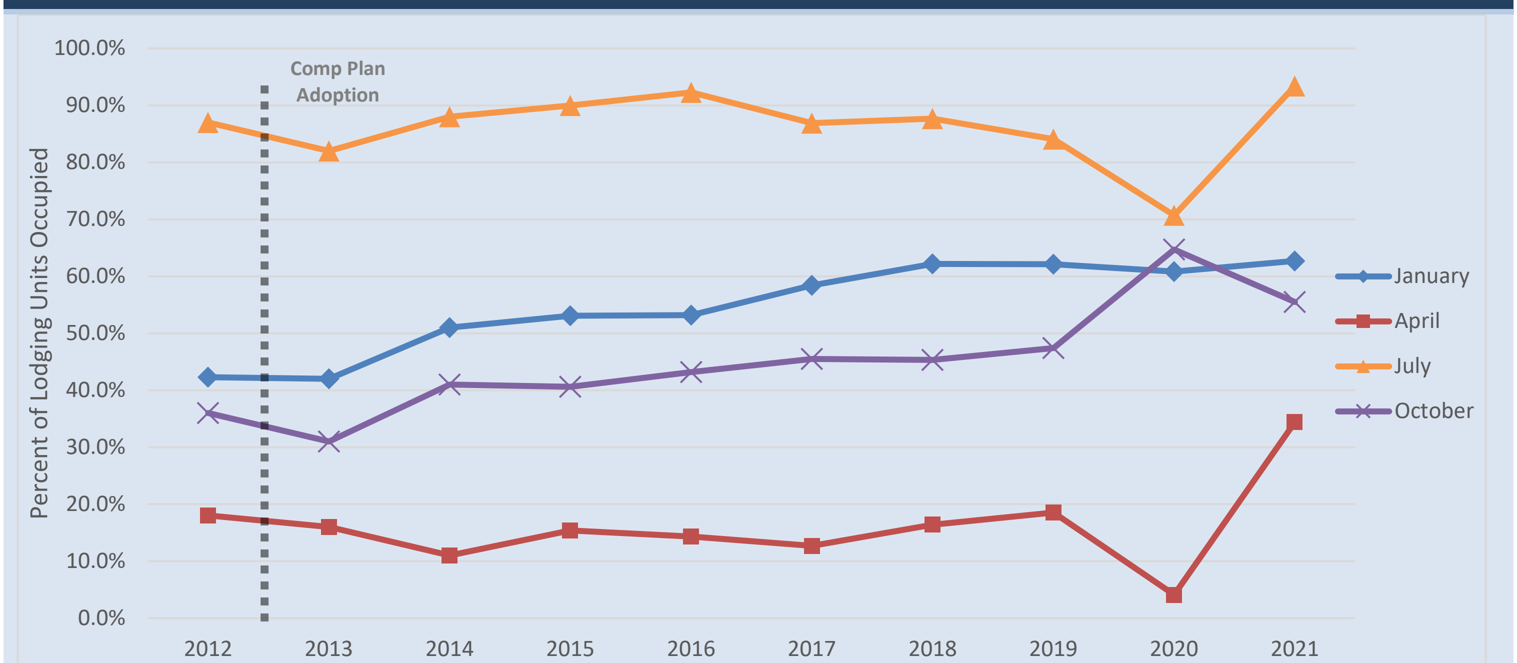
Source: Town of Jackson, Teton County, American Community Survey, US Bureau of Economic Analysis, US Bureau of Labor Statistics, US Department of Housing and Urban Development , WYDOT.

Lodging Occupancy by Season

Lodging Occupancy by Season measures the percentage of lodging units that are occupied in Teton County. In 2020, some lodging facilities did not open due to the COVID-19 pandemic. The Jackson Hole Chamber of Commerce's data reflects occupancy as a percentage of open facilities.

- Goal: Increase Shoulder Season Occupancy
- Chapter 6: A Diverse and Balanced Economy
- Takeaways and Trends:
    - After declining sharply in 2020 due to pandemic-related restrictions, lodging occupancy in April and July both rebounded sharply, setting new highs of 34% and 93% occupancy respectively.
    - October occupancy remained high compared to previous years, at 56%, although it did decline from a 2020 high of 65%. Shoulder season occupancy had been steadily growing and appears to have been accelerated by the pandemic. This trend in shoulder season occupancy should continue to be monitored, as our community appears to be shifting increasingly to a year-round economy and year-round effective population.
    - Global travel restrictions and pent-up demand may have boosted 2021 travel to Jackson Hole. It will be important to monitor these rates in coming to years to determine if these more dramatic shifts will be lasting.

Lodging Occupancy by Season



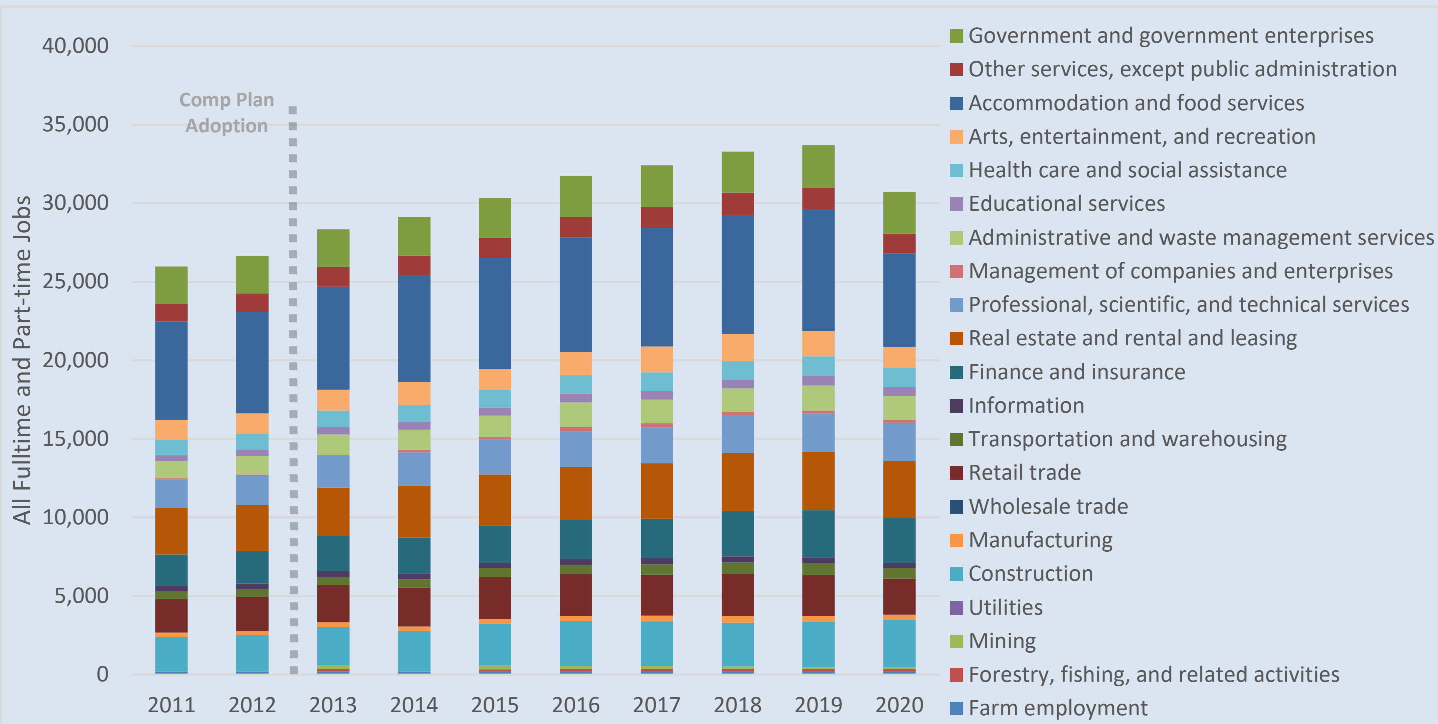
Source: 2007-2012 Data from Rocky Mountain Lodging Report. 2013-2020 Data from the Jackson Hole Chamber of Commerce.

Jobs by Industry

Jobs by Industry measures the diversity of employment opportunities in the community. It shows not only when there was growth and decline in employment opportunities but also variability in different employment sectors.

- Goal: Diversity | Monitor
- Chapter 6: A Diverse and Balanced Economy
- Takeaways and Trends
  - After rising steadily since the economic rebound following the Great Recession, jobs declined in 2020, driven in large part by declines in the accommodation and food services industries. The Bureau of Economic Analysis is reporting 31,040 full time and part time jobs in 2020 in Teton County.
  - Early indications from other data sources show that jobs recovered in 2021, but not to 2019 levels. The 2021 Housing Needs Assessment has identified that nearly 15% of would-be jobs were unfilled, representing a significant signal of continued wage job growth if housing and other conditions can support it.

Jobs by Industry



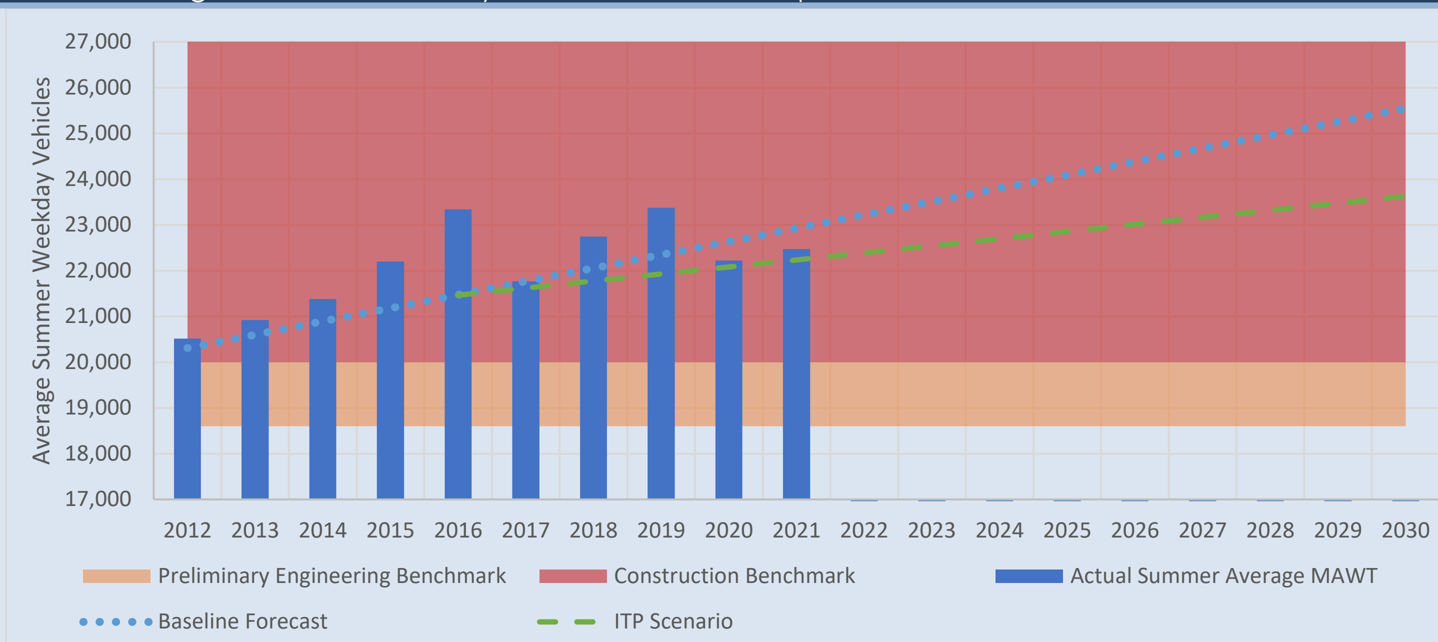
Source: US Bureau of Economic Analysis

Capital Project Group Benchmarks

The Capital Project Group Benchmarks are a series of 3 indicators that monitor the number of vehicles per day on Highway 22, the Moose-Wilson Road, and US 89 against corridor improvement benchmarks identified in the Integrated Transportation Plan (ITP). Once these benchmarks are reached, a suite of capital improvement projects in the respective road corridor is triggered.

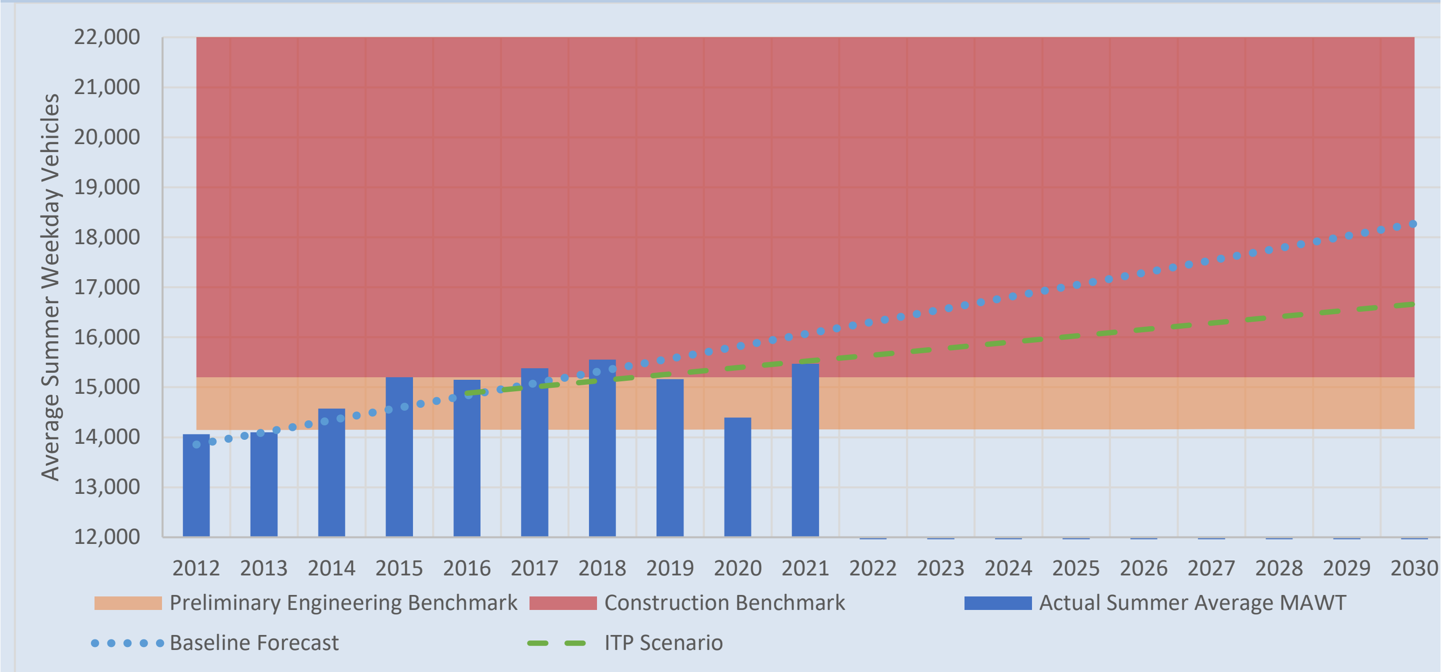
- Goal: Monitor
- Chapter 7: Multimodal Transportation
- Trends and Takeaways
    - After declines in summer weekday traffic in 2020, driven in part by declines in jobs and commuters and visitors, summer weekday traffic rebounded in 2021.
    - North Highway 89 saw the largest increase, with 15,700 average summer weekday vehicles. That is the highest count recorded for North Highway 89 and may reflect a significant jump in tourists visiting the national parks from Jackson in summer 2021, consistent with the record visitation reported by the National Parks Service (NPS).
    - Highway 22 and Moose-Wilson Road summer traffic rebounds were more modest and remained below the ITP baseline forecast. These trends should be monitored moving forward to better understand if post-2020 vehicle travel behaviors are impacting usage of these roads.

WY 22: Average Summer Weekday Traffic vs. Corridor Improvement Benchmarks



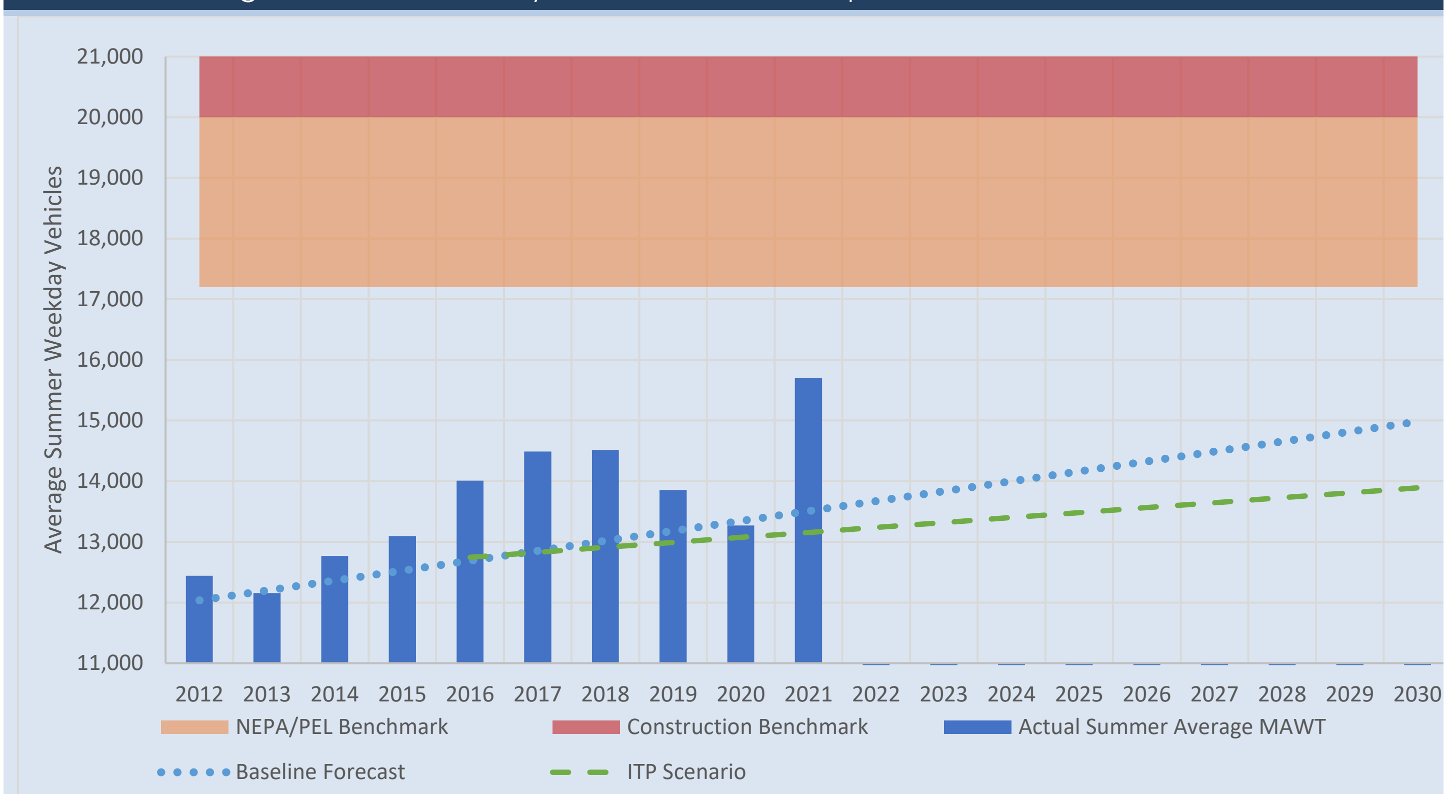
Source: WYDOT

Moose-Wilson: Average Summer Weekday Traffic vs. Corridor Improvement Benchmarks



Source: WYDOT

North 89: Average Summer Weekday Traffic vs. Corridor Improvement Benchmarks



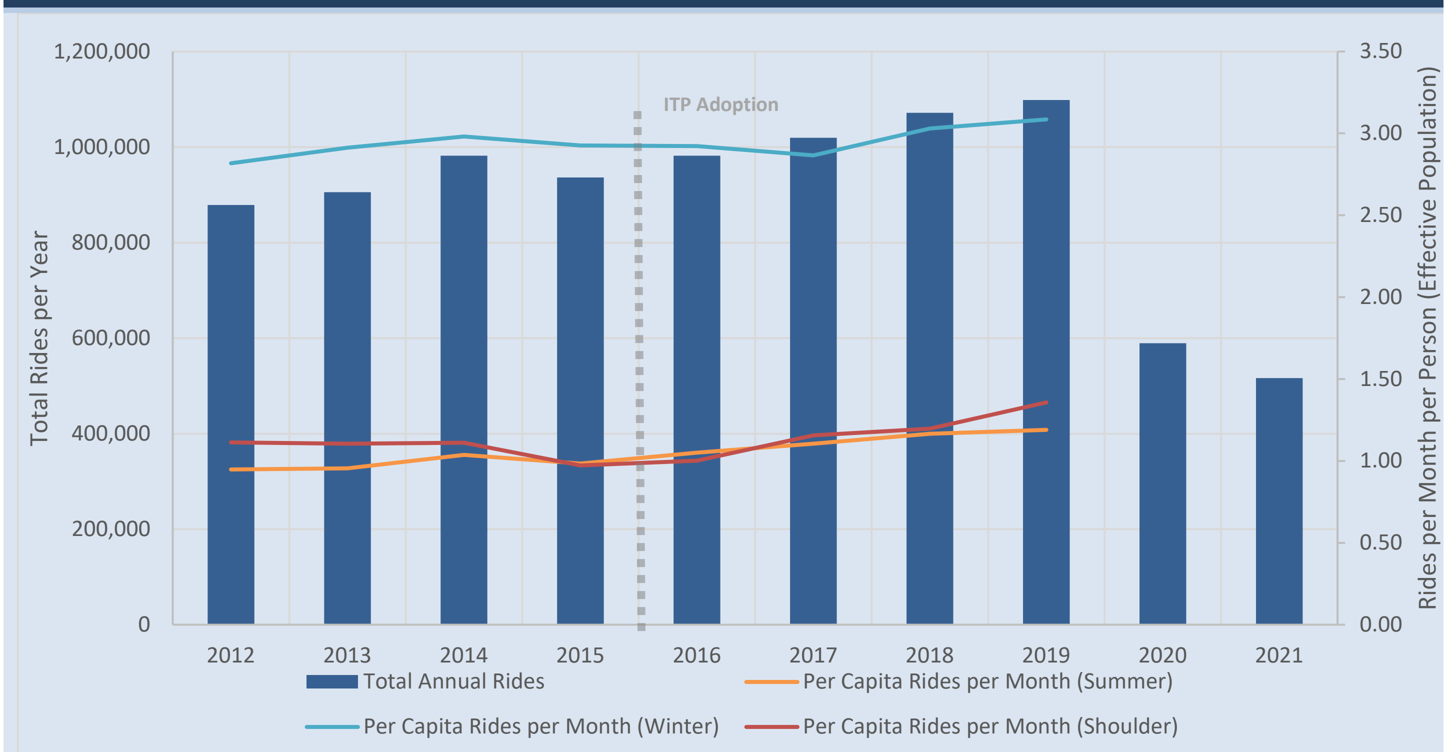
Source: WYDOT

START Annual Ridership

START Annual Ridership measures the annual number of trips made on public transit.

- Goal: ≥ 3.6 million riders in 2035.
- Chapter 7: Multimodal Transportation
- Trends and Takeaways:
  - The decline in ridership driven by the pandemic continued from 2020 into 2021, with even fewer annual riders. Since growing steadily from 2011 to 2019, ridership fell to 516,512 in 2021.
  - Numbers in 2020 were somewhat bolstered by the pre-pandemic ridership in the first three months of the year during the ski season. 2021 showed increases in ridership compared to 2020 from April through December (post-vaccine availability), but these increases still trail pre-pandemic levels.
  - Per capita ridership is not reported in 2020 due to challenge of current effective population methodology to capture 2020 behavior and population effects.

Annual START Ridership and Per Capita Ridership



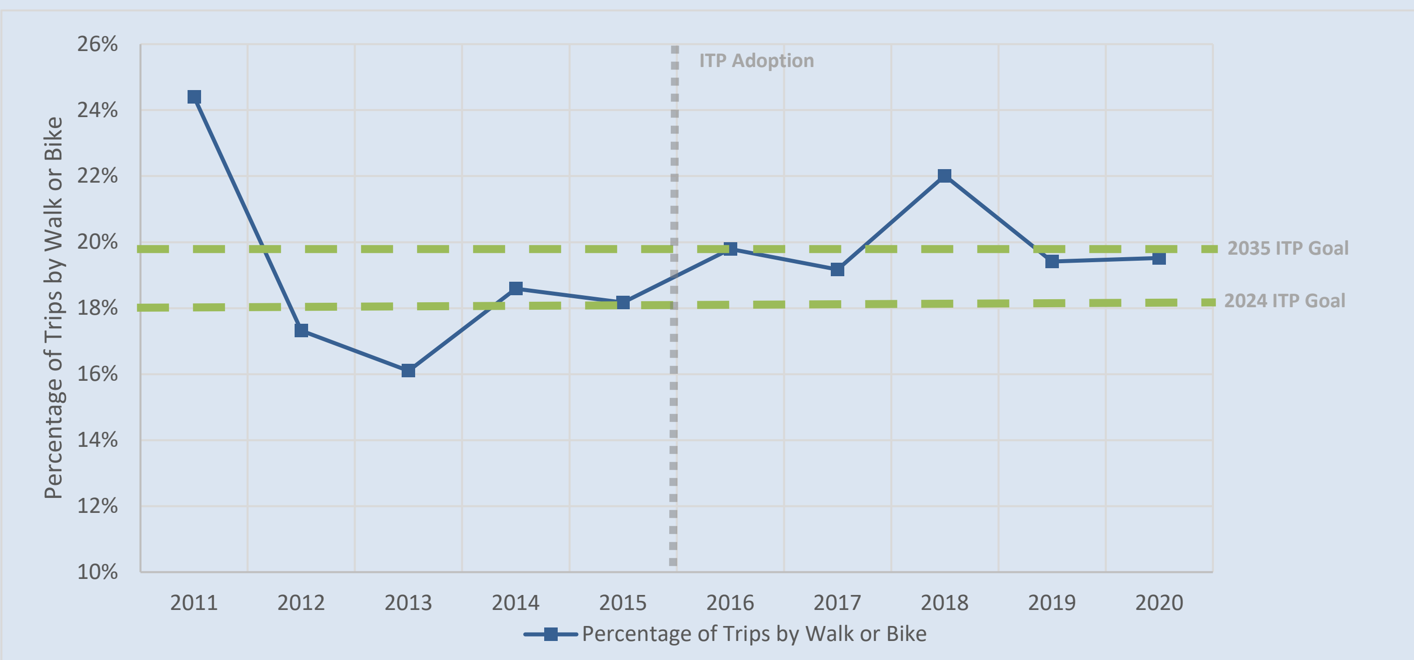
Source: START

Active Transportation Mode Share

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

- Goal: ≥ 20% by 2035
- Chapter 7: Multimodal Transportation
- Trends and Takeaways:
  - Interestingly, the active transportation mode share was relatively flat from 2019 to 2020, suggesting no major pandemic effects, despite the declines in transit ridership and vehicle miles traveled. 2021 data should provide additional insight into the pandemic's impact on active transportation.
  - After trending upward consistently from a low point in 2013, the active transportation mode share fell 2.5% from 2018 to 2020. This is still above the goal set in the ITP for 2024 but is back below the 2035 goal of 20%.
  - Additional data sources may be available for further review and assessment of the reliability of this data next year, as the Regional Transportation Planning Administrator looks to compile more robust transportation indicators in 2022.

Active Transportation Mode Share



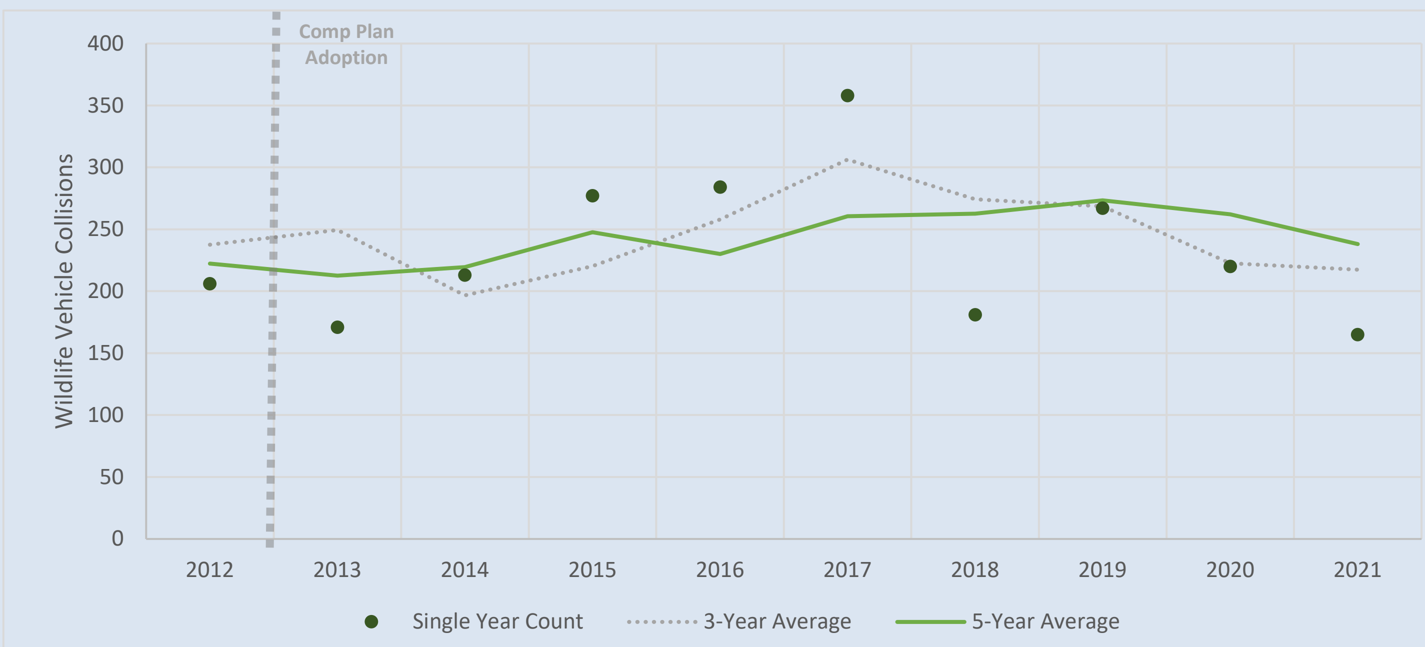
Source: American Community Survey

Wildlife Vehicle Collisions

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

- Goal: < 2012 level (206 collisions)
- Chapter 7: Multimodal Transportation
- Trends and Takeaways:
  - Following a steady increase in collisions from 2012-2017, the trend of the past 4 years has been downward, with both the 3-year and 5-year trendlines now indicating a shift. The decline in monthly average weekday traffic in 2020 may have effects on both the 2020 and 2021 collisions due to the overlap of the biological and calendar years. However, traffic rebounded in 2021 and next year's report should provide further clarity on the community's overall progress in reducing wildlife vehicle collisions.

Wildlife Vehicle Collisions



Source: Jackson Hole Wildlife Foundation

Effective Population

Effective population indicates the day-to-day number of people in Teton County, considering not only permanent residents, but also commuters, seasonal residents, seasonal workers, and visitors. Effective population is an important indicator to monitor because it more accurately represents the number of people who are impacting community facilities and resources in Teton County, and is the number used when calculating per capita metrics. It is not tied directly to a Comprehensive Plan chapter goal.

The COVID-19 pandemic's widespread impacts on travel and commuter behavior, business closures and job losses, and other factors in our community have called into question the accuracy of the existing methodology for measuring effective population for 2020. Certain underlying assumptions in the model that were defensible prior to the pandemic may need to be reassessed moving forward, such as benchmarking second home occupancy rates to traditional lodging occupancy rates. The dramatic changes in jobs and employment brought about by the rapid closures in spring 2020 and the ensuing recovery also make 2020 a challenging year for analysis.

Planning staff has decided not to report a 2020 Effective Population or related per capita metrics in this year's report, due to a lack of confidence in the existing methodology to accurately capture 2020 effective population.

To analyze the accuracy of the existing methodology for 2020 Effective Population, staff reviewed additional community population data sources. The Jackson Hole Travel and Tourism Board (TTB) contracts with Placer.ai to monitor cell phone data in the Town of Jackson and the national parks to attempt to understand approximately how many people are in the community on a given day. Planning staff analyzed daily average changes in the TTB data from 2019 to 2020 by season to assess high level population effects of the pandemic in 2020:

- Town of Jackson Resident numbers increased 25% in summer, 10% in shoulder seasons, and 7% in winter
    - These increases could reflect less travel by locals out of the community but also could indicate a higher or more consistent occupancy of second homes in Jackson in 2020 compared to previous years.
- Town of Jackson Visitor numbers decreased only 1.5% in summer, 20% in shoulder seasons (driven by the spring closures), and 13% in winter.
    - Notably, lodging occupancy was down 16% in July 2020 compared to July 2019, however, the Travel and Tourism Board data suggests that visitors to Jackson declined at a significantly smaller rate in the same span. This may suggest increases in visitors occupying other types of accommodations, or even passing through Town but not spending the night in the community.

The population patterns that developed in 2020 diverged from the underlying assumptions of the current Effective Population methodology. It will be important to monitor the current methodology, TTB cellphone data, and other data sources in next year's Indicator Report to evaluate the Effective Population indicator moving forward. This will include determining if 2020 was an aberration or if post-2020 changes to travel, commute, and hiring patterns will have lasting effects that require the development of a new methodology for calculation of effective population.

FSG REIMAGINING SOCIAL CHANGE

COMMUNITY FOUNDATION OF JACKSON HOLE

Building Community Mental Well-Being

A collaborative assessment of behavioral health in Teton County

Miya Cain, Allison Kaika, Abigail Ridgway

About this report

This report and research were made possible by the Community Foundation of Jackson Hole and the guidance of a steering committee comprised of 19 organizations. The group sought to understand the behavioral health needs of those who live and work in Teton County, Wyoming, particularly in the face of the COVID-19 pandemic. FSG, a nonprofit social impact consulting firm, was engaged to facilitate a collaborative research process to identify needs and opportunities to improve community mental well-being. To inform this report, FSG designed and administered two surveys (in partnership with a survey firm called Professional Research Consultants), conducted secondary research, interviewed community leaders, and facilitated a series of four cross-sector steering committee workshops.

About FSG

FSG is a nonprofit social impact consulting firm supporting leaders in creating large-scale, lasting equitable social change. Through strategy, evaluation, and research, we help many types of actors—individually and collectively—make progress against the world's toughest problems. Our teams work across all sectors by partnering with leading foundations, businesses, nonprofits, and governments in every region of the globe. We seek to reimagine social change by identifying ways to maximize the impact of existing resources, amplifying the work of others to help advance knowledge and practice, and inspiring change agents around the world to achieve greater impact. The head of FSG's US health practice grew up in and currently lives in Jackson. Learn more about FSG at www.fsg.org.

This research was done in partnership with the Behavioral Health Needs Assessment Steering Committee, who represented the following organizations:

Children's Learning Center

CLIMB Wyoming

Community Entry Services

Community Foundation of Jackson Hole

Community Safety Network

Curran-Seeley Foundation

Jackson Hole Chamber of Commerce

Jackson Hole Community Counseling Center

Jackson Hole Mountain Resort

Jackson Hole Therapy

Jackson Police Department

One 22 Resource Center

The Senior Center of Jackson Hole

St. John's Health

Teton County Department of Health

Teton County School District

Teton Literacy Center

Teton Youth and Family Services

Voices JH

CONTENTS

Introduction

Mental health and substance use issues have been a growing concern in Teton County for many years, but they have perhaps never been more top of mind than during the COVID-19 pandemic. Over the last two years, people in Teton County have experienced the same stresses that have impacted the entire nation—social isolation from friends and family, school closures, family pressures, illness and death, economic insecurity, fear and anxiety in dealing with constantly shifting and uncertain situations. New national data have shown the profound impact the pandemic has had on our social and economic well-being,[i] and Teton County has suffered more than many areas around the country.

In recent years, the Rocky Mountains have been recognized as the "suicide belt." Wyoming was ranked 50th in the nation on mental health by Mental Health America's 2022 rankings and has one of the highest suicide rates.[ii] Within the Rocky Mountains, there is increasing awareness that mountain resort towns like Jackson Hole have particularly acute challenges with behavioral health.[iii] While there were some things that were uniquely helpful about being in Teton County during the pandemic, such as access to the outdoors, there were also many ways in which the pandemic was especially challenging for the mental well-being of those living and working in Teton County. In particular, soaring land and housing prices displaced many people and created new forms of economic insecurity and hardship. Community members saw neighbors and friends leave, and many others questioned whether they could, in fact, continue to call the valley home. At the same time, many new people struggled to integrate into the community during the isolation of the pandemic, especially remote workers who comprise the "Zoom boom."

> *"One result of COVID-19 is families that were teetering but getting enough resources just slid off and were not okay anymore." – Sarah Cavallaro, Executive Director, Teton Youth and Family Services*

Amid these sweeping changes, we have a chance to examine who we are as a community and to ask ourselves what we want to become. In this report, we examine community factors that have an impact on behavioral health and offer recommendations for improvement. A few findings rise to the top:

- **Community members report high satisfaction with Teton County as a place to live.** People travel from all over the world to experience the outdoors and wildlife, to seek refuge and rejuvenation in the natural beauty this land has to offer, and to enjoy the intimate small town feel. That said, in what is sometimes referred to as the "paradise paradox," living in a place that represents an escape or vacation for others can make it hard for residents who feel lonely, depressed, isolated, or hopeless to reconcile or talk about their feelings—and they can end up feeling much worse.[iv]
- **Many people in Teton County are experiencing social isolation and economic strain.** The flip side of the coziness of a small town is that it can be hard for some to find a sense of belonging and acceptance. For those who are LGBTQ+, people of color, or represent other marginalized identities, and for those who can't afford, aren't physically able, or are not interested in the outdoor culture, this sense of isolation can be even more challenging.

- **As in other mountain resort towns, many people in Teton County are navigating their sense of identity and belonging in the context of a transient tourist culture that normalizes widespread substance use, particularly excessive alcohol use.** Drinking among both young people and adults is far higher in Teton County than in the rest of the state or the nation overall. Social isolation, economic insecurity, and an extensive party culture all contribute to alcohol overconsumption. Moreover, seasonal workers and many full-time residents live far away from their families, leaving them with limited or fragile support systems and social networks.
- **People in Teton County are navigating their way through mental health and substance use issues, now more than ever.** These topics are no longer on the margins of our community—they are at the center. Over half of all people surveyed said that in the last year they needed some type of mental health service. Luckily, for a small town, Teton County has a large number of mental health providers. However, many still are not able to get what they need—whether because they do not know how to find services they can afford, cannot find a person they feel comfortable with, or simply do not know how to ask for help. Teton County is also missing some vital services, so some people must travel hundreds of miles to get the support they need or forego assistance altogether. Our behavioral health system needs to adapt to accommodate these new circumstances and demands.

The fields of mental health and substance use emerge from a history of blaming individuals for challenges they face. A common narrative—based on stigma—tells us that mental health and substance use issues are a result of *individual* choices, weakness, or moral failing. As a country, we've increasingly made mental health issues a crime rather than a health issue, but it doesn't have to be that way.

Perhaps one of the greatest blessings of the COVID-19 pandemic is the opportunity to view mental health issues as *community* issues. We must remember that mental well-being is not only a result of our individual choices, it is also determined by the quality of connections and connectivity we have to others, our sense of belonging, and our ability to access resources. As a community, we have the power to shape our collective experience and trajectory, and we hope that this report is one step toward strengthening behavioral health supports across the spectrum in Teton County.

"Behavioral health isn't just about an individual's problems. We have to address it more broadly because there are lots of people that have impact on individuals' mental health. Lots of people impact connectivity, including employers, and a focus on supporting everyone's behavioral health will improve both employee retention and well-being." – Anna Olson, Jackson Hole Chamber of Commerce

In the subsequent behavioral health needs assessment, we describe the main assets and challenges to advancing behavioral health in Teton County in prevention, treatment, and crisis. This assessment concludes with potential opportunities for how the community can address these challenges.

Teton County Behavioral Health System Assets and Challenges

Prevention

Teton County is a desirable place to live and many invest heavily in the community; however, due to economic instability and cultural dynamics, a sense of belonging is not guaranteed, and many people experience a lack of strong community connections.

Overall, people who live and work in Teton County rated their experience of living in the community highly, and, on average, they report a stronger sense of community membership than people do across the country. This high sense of community membership is a strength Teton County has in common with other ski towns, and the rich community fabric is a protective factor that supports behavioral health. For instance, 75% of people in Teton County agree that being a member of the community is part of their identity, and 66% of community members agree they put significant time and effort into the community, exceeding both peer and national averages. Moreover, 81% of community members agree they can trust the community (almost double the national average), and 69% believe the community is a good or very good place to live.

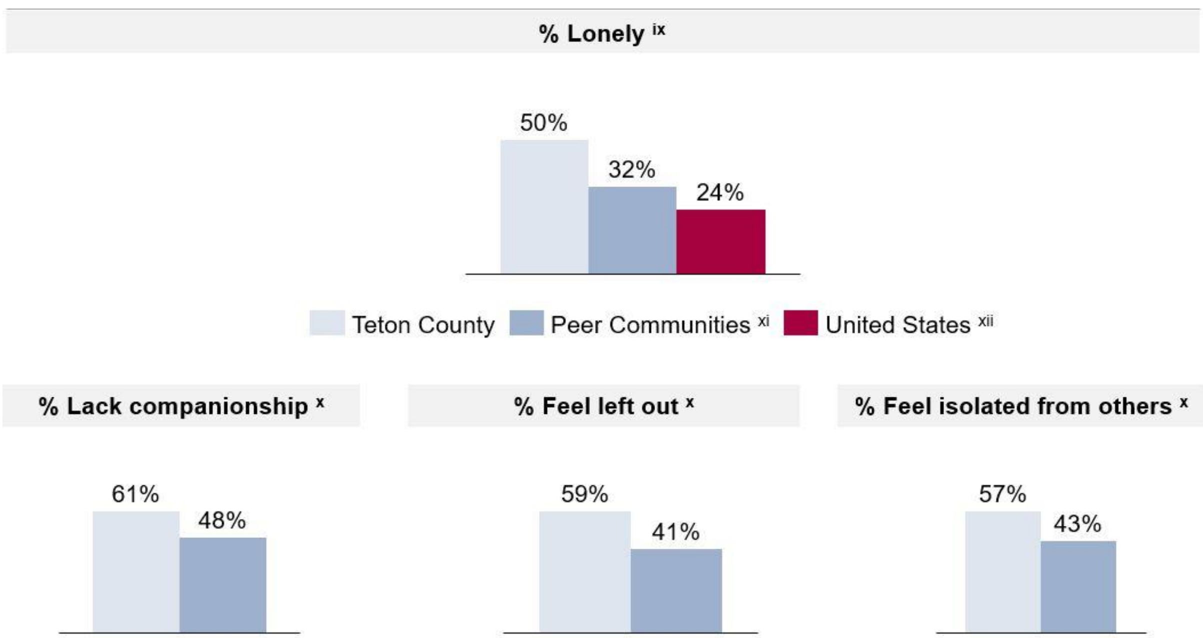
Yet being part of such a well-loved community does not guarantee well-being. Many people suffer from poor mental health, particularly in the wake of the COVID-19 pandemic. On average, community members reported that their mental health was not good for one week of the past month (6.8 days). This is higher than both the most recent national average (4.3 days in 2019) and the most recent recorded value in Teton County (3.3 days in 2018).[v] This means that a quarter of the time our community members are dealing with mental health challenges that impair their ability to flourish as workers, neighbors, parents, and friends.

An unusually high portion of the community suffers from feeling left out, isolated, or lacking companionship. These feelings of loneliness are widespread, and are particularly acute among young adults, LGBTQ+, non-Latinx people of color, and women. Over half of people in Teton County are lonely, significantly higher than the national average before the pandemic (24%). This may be tied not only to COVID-19-related social isolation but also to the overall economic challenges people are currently facing.

"I think people are feeling lonely because they are feeling stuck. They love this community but it isn't exactly as good as it seems and stuckness is lonely. Having no options is lonely. Whether it's housing, health access, lack of child care, etc., nothing is 'easy' here. It all takes tremendous work, which also leads to loneliness. With so much wealth in the community, it can be lonely to feel like you are the only one navigating all the crap of daily life here." – Community Member

Additionally, marginalized populations experience fewer of the positive community experiences that support mental well-being. For instance, one third of LGBTQ+, very low income, and non-Latinx people of color reported lower levels of trust in the community. In addition, the Latinx population reports almost three times more dissatisfaction with quality of life than non-Latinx people.[vi]

The seasonal nature of the ski town's tourist-based economy may also contribute to high levels of loneliness, as people are often coming and going from town. In addition to the seasonal workers arriving and leaving, the COVID-19 pandemic brought an influx of people looking to relocate to Teton County in the pandemic. In 2020, the valley's real estate market broke over 42 statistical records due to the increase in sales to wealthy buyers.[vii] [viii] Individuals who have been in the community for less time report higher loneliness and more poor mental health days than those who have been in the community longer. More specifically, among young adults who have lived in the Teton County area for less than one year, 74% report experiencing loneliness and 77% report having four or more poor mental health days in the past month.



Many community members in the Teton County area live in unstable financial situations that cause or exacerbate poor behavioral health outcomes. COVID-19 and a severe housing shortage have further destabilized many families economically.

Many people are living with the daily stress and anxiety of not knowing whether they can afford to continue living in the community. In fact, the community survey showed that 46% of residents have considered leaving in the past year due to housing instability, lack of stable employment, or insufficient income to cover expenses. For Latinx, young, and LBGTQ+ populations these numbers are even higher—for instance, 77% of LGBTQ+ individuals considered leaving in the last year. The inability to retain community members leads to a feeling of transiency within the community, which may contribute to experiences of loneliness, especially for people who are new to the community or for those who feel that they may have to leave at any moment.

"Fifty percent of our community is thinking about moving because of cost. Half of our community is thinking about pulling up stakes—that's heart breaking. I remember thinking that the feeling of being always on alert about COVID-19 at the beginning of the pandemic—wiping down Amazon boxes, not knowing how it was spread—is how people without housing security may feel all the time." – Community Member

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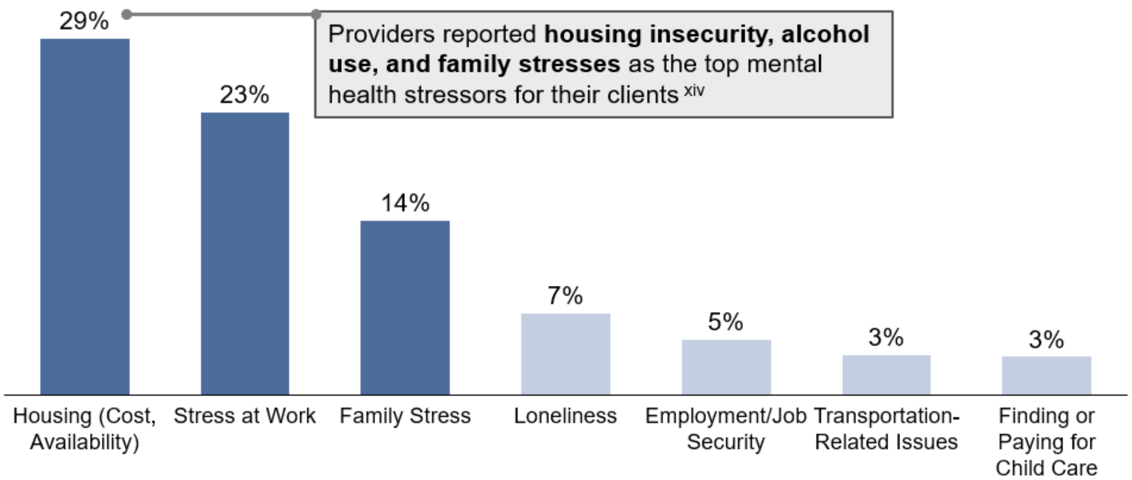
Unstable housing and work-related stress have detrimental effects on individual mental health and well-being. Almost a third of community members (29%) reported housing as the most significant stressor to their mental health, and behavioral health providers also reported that housing is a top strain on their clients' mental health. Without a secure and stable place to call home, individuals are faced with daily worry of where they will sleep and confronting the possibility of uprooting their family and leaving their social network. Housing strain puts pressure on people to find and maintain adequate employment, potentially causing or heightening the significant work-related stress many community members already face. Almost a quarter (23%) of the community reported stress at work to be the main challenge to their mental well-being.

Community members are dealing with increased family stress. Many families experience elevated stress when coping with significant economic pressure, especially with dependents in the household. COVID-19 has worsened this situation, with increased time at home and fewer outlets to create connections and find support outside of the family. Moreover, many pre-COVID-19 coping mechanisms—including outings and celebrations with friends and family, indoor activities such as fitness, dance, art classes, and social clubs—have been unavailable during the pandemic. Consequently, both community members and behavioral health providers identified family stress as a top challenge for mental well-being.

Intimate partner violence contributes to poor mental health outcomes. Fourteen percent of the community reported having been hit, slapped, pushed, kicked, or hurt by an intimate partner. People in Teton County named domestic violence as the fourth most pressing health issue in the community in the 2021 Community Health Needs Assessment. Intimate partner violence is more prevalent in communities that bear the brunt of social and economic stressors—the very low-income (30%) and Latinx communities (21%). Research shows that intimate partner violence negatively affects survivors' mental health: 20% of survivors develop a new psychiatric disorder as a result.[xiii] Moreover, these experiences do not only affect survivors, but their families and loved ones as well.

Greatest Challenges for Community Mental Health

In general, what do you feel creates the biggest challenge for your mental well-being?



Excessive stressors in early childhood without adequate supports can change the course of children's brain development and put them at greater risk of behavioral health issues. As of 2019, Wyoming had the third highest percentage of children who experience adverse childhood experiences (ACEs) in the country.[xv] One quarter of children in Wyoming have experienced two or more of the following events, which have been proven to affect long-term mental and physical health: poverty, violence in the home, victim/witness of neighborhood violence, lived with someone who struggles with mental illness or substance misuse/abuse, or had their parent or guardian divorced or separated.

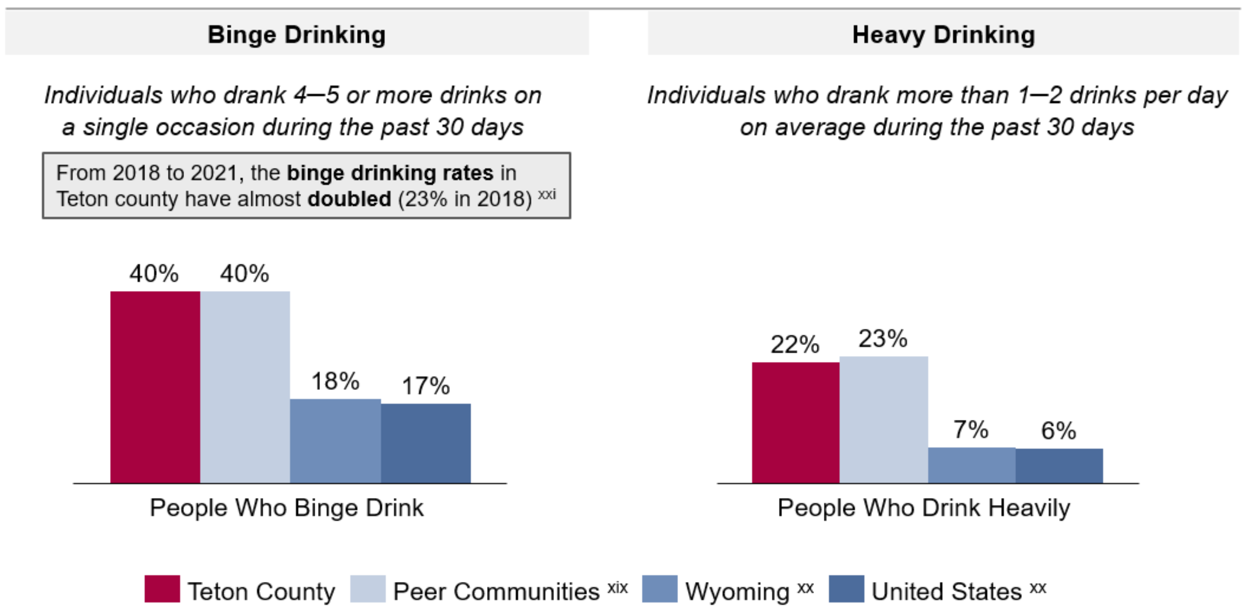
The strained housing and economic situation erodes community social fabric. Longtime community members are being pushed out of the community due to the lack of available, affordable housing. This phenomenon is made worse by wealthy individuals' increasing desire to buy property in Teton County, disrupting established social networks and increasing tensions related to income inequality.[xvi] Calculations comparing the Jackson Hole area's top 1% to the remaining population demonstrates the highest income inequality in the United States.[xvii] Teton County has the highest per capita income in the country ($148,002), while the average worker makes only $41,052 a year.

The housing shortage also means that key social service and mental health organizations cannot run at full capacity, in part because they cannot find workers who can afford to live in the area. All of the Human Services Council organizations, which is a group of the valley's 10 largest social services providers, continue to experience staff shortages, a topic of ongoing shared concern.

"Because we have no housing, we lack employees. You look through our help wanted section and see page, after page, after page, of help wanted ads, and then you will see maybe one paragraph for housing [availability]." – Beverly Shore, Community Prevention Coalition of Teton County

A tourism-focused economy and mountain town culture enable and normalize excessive drinking.

With elevated economic pressures and a widespread tourism-based culture that normalizes drinking, alcohol can become a coping mechanism for stress. The survey showed a high level of excessive drinking in Teton County (44%) compared to the national average (27%). Teton County also has the highest rate of excessive drinking in Wyoming.[xviii] In particular, men, young adults (18–39), and mid- to high-income individuals are drinking the most. One in every two men in Teton County, regardless of race or ethnicity, reported drinking excessively.



Substance use is having a detrimental impact on community members' mental health. Many community members (40%) report being negatively affected by their own or someone else's substance use, almost double the national average. A majority of behavioral health providers (68%) name alcohol use as a top factor that strains community members' mental health. Alcohol is also leading to legal consequences. In 2020, 80% of custodial arrests in Teton County were due to alcohol, the highest in the state. Individuals of greater means and with better legal representation are likely to face fewer consequences as a result of these arrests, while those of less means are more likely to shoulder financial and legal burdens.

> *"People who struggle with substance use disorder (SUD) often find themselves having legal consequences, and the stigma surrounding substance abuse as a crime is an obstacle to recovery. Getting into legal trouble has a more financial impact on our low-income community…The affluent are less influenced by the consequences than someone who may need to miss work to attend a SUD treatment." – Dr. Mani Faez, Curran-Seeley Foundation*

It can be challenging for people to engage socially in ways that do not involve or revolve around alcohol. Seventy-six percent of community members agree that alcohol is important to social life. This is especially true for the white and mid- to high-income populations.

"Social norms and culture are pretty hard to change. A student coming back from treatment has said that it is so hard to be sober when drug and party conversations are such a big part of culture." – Pier Trudelle, Teton County School District

Teton County middle and high-school students are drinking at rates higher than average for Wyoming students. In 2018, almost one in five eighth graders reported drinking one or two times in the past month, about twice the state average. In the same year, 13% of high school students reported binge drinking two times in the past two weeks, which is over triple the state average.[xxii]

The high levels of adult drinking have an impact on young people in the community, who often observe normalization and overconsumption of alcohol by adults and replicate the behaviors. In 2018, three out of four students (74%) reported having been to a community event where adults were drunk. Young people also report that alcohol is easy to obtain. Over half of Teton County eighth graders reported that alcohol was "very easy" or "sort of easy" to obtain (55%), higher than the state average (46%). Almost a quarter (24%) of eighth graders in Teton County obtained an alcoholic beverage from their parents.[xxiii]

Alcohol puts young people at risk for future behavioral health challenges and has an impact on their developing social and emotional coping skills. Researchers have found that even subtle changes in neurodevelopmental trajectories due to alcohol could affect neurocognitive performance later in life, possibly carrying functional consequences into adulthood.[xxiv] Studies also demonstrate that adolescents who misuse alcohol frequently are at a higher risk for depressive disorder in adulthood, and symptoms can start at a younger age.[xxv]

Treatment

Fortunately, although Teton County has an unusually high demand for behavioral health services, many are getting the care they need thanks to a large supply of hardworking providers.

The need for behavioral health services in Teton County is on the rise. Nearly half (48%) of all community members reported that their mental health has gotten worse since the beginning of the pandemic. Similarly, nearly half (48%) of people said they needed mental health services over the last year. When St. John's Health expanded their behavioral health offerings in 2019, the number of appointments doubled, signaling that they were fulfilling a significant and growing need.

Fortunately, due to the dedication and skill of local behavioral health and social service providers, 81% of people were able to get the services they needed. Part of the reason that so many people are getting the care they need is due to a COVID-19-inspired pilot project conducted by Mental Health Jackson Hole (MHJH), which offered six free visits to anyone who needed it from September 2020 to July 2021. This effort supplemented the community's pre-existing low and no-cost services available through the Jackson Hole Community Counseling Center at a time when many more people needed care. A total of 950 people applied to the MHJH program, 44% of whom did not have insurance, indicating that important access gaps were temporarily filled by the program. Young adults between the ages of 19 and 39 and people who identify as female also made significant use of the program (47% and 78% of program participants respectively). In addition, Jackson Hole Community Counseling Center used Coronavirus Aid, Relief, and Economic Security (CARES) Act funds to serve 600 additional individuals with free coverage for all services.

One reason so many people receive the services they need is that there is a relatively large and accessible group of public and private therapists available in our community. Teton County has a mental health provider to resident ratio of 200:1, far outperforming Wyoming and US averages.[xxvi] Eighty-eight percent of providers surveyed are accepting new patients, and 74% of providers have a wait time less than one week, demonstrating quick intake for those needing care with a provider for the first time. Around 40% of providers offer services before or after work hours, and 10% of providers offer services on the weekends, facilitating accessibility for those who need to get care outside of work hours. Finally, at least 90% of providers accept some form of private insurance, a rate much higher than in peer communities.

"There are a lot of providers with great skills, solid clinicians taking their education seriously. The group is remarkable both in private practice and human services. There is really good care available. There are also lots of providers. People get frustrated with waitlists, but it is not nearly as bad as other rural communities." – Elizabeth Cheroutes, Jackson Hole Therapy

Moreover, providers are generally able to deliver the types of services that people in Teton County are looking for. The robust provider network has a broad range of specialties tailored to specific behavioral health challenges. For example, over half of providers offer trauma and abuse services, around half of providers can address post-traumatic stress disorder and women's issues, and one-third of providers focus on sexual abuse, substance use disorders, and parenting support. Around 19% of providers offer services in a language other than English (17% speak Spanish and 2% speak an Eastern European language). This is comparable to the approximately 19% of the population that speaks a language other than English at home recorded in the American Community Survey 5-year estimate (although local non-profit leaders that work directly with the Latinx community estimate that around 30% to 40% of Teton County residents and workers speak Spanish at home, signaling a potential greater need than indicated).[xxvii]

Unfortunately, during the pandemic, behavioral health providers have experienced challenges to their own mental health and well-being. On average, behavioral health providers reported that their mental health was not good an average of 7.2 days a month, slightly more than the average community member (6.8). In addition, 54% of providers shared that their mental health has worsened since the

COVID-19 pandemic, compared to 48% of the general Teton County population. About half of providers surveyed reported peer support as the most needed resource for their practice, signaling a desire to find better avenues to support each other with processing challenging experiences and building new skill sets.

"We saw a surge of demand for mental health services, and mental health workers are holding on to a lot of people's stuff, which is really hard to do when you are isolated from other people." – Deidre Ashley, Jackson Hole Community Counseling Center

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Despite the robust set of behavioral health providers, some people in the community still face significant barriers to accessing care, including the cost of treatment, lack of awareness of appropriate and affordable resources and how to navigate them, and stigma surrounding mental health.

The cost of behavioral health treatment is the most significant barrier to access. About one-third (31%) of the community cites cost as the main reason for not getting services. Only 44% of people with very low incomes reported being able to get the care they needed in the last year.

Cost is a more significant barrier for those who lack insurance coverage, particularly people with low incomes and Latinx people. Additionally, people with insurance often still cannot afford care. Over half (58%) of the Latinx community and 54% of people with very low incomes have no insurance to cover their behavioral health treatment. Moreover, those with insurance may still not be able to afford care due to high deductibles, high co-pays, or because their type of insurance is not accepted by their provider. Wyoming State provides funding for reduced cost (sliding fee) services through local community mental health and substance use centers, but funding has decreased despite a significant increase in demand.

"Immigrant families face a series of barriers in accessing mental supports. Often working multiple jobs, they rarely have the time, or the flexibility in their schedule to seek counseling. Limited English speaking individuals have few options outside of Vista Counseling and Teton Behavior Therapy for first language counseling services. And most importantly, due to documentation status they often do not have health insurance to help cover the cost of mental health supports." –Jordan Rich, Voices JH

One particular challenge is the limited number of providers that accept public insurance. Only 30% of Teton County providers accept Medicare and only 45% accept Medicaid. One reason is that providers have to have certain credentials or supervision to qualify for these programs. Even when providers are qualified to participate as Medicaid or Medicare providers, the complicated billing process and low reimbursement rates serve as additional deterrents to accepting this insurance. This means that low-income and elderly patients with Medicaid and Medicare are likely to have a higher degree of difficulty getting care.

"It is a pain to become and maintain being a Medicare provider. The reimbursement rate [for services provided] is really prohibitive [because it is so low]. This is unfortunate because most of the geriatric patients use Medicare." – Deidre Ashley, Jackson Hole Community Counseling Center

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The behavioral health system is challenging to navigate. Many folks do not know where to go or who to go to. Many people are also unaware of what affordable and appropriate resources exist, and this is especially true among marginalized populations. Only 58% of Latinx and 59% of very low-income community members reported being aware of any providers, programs, or resources available in this community to help people with mental health concerns. This could be due to limited Spanish language outreach and resources available in the community. In addition, navigating insurance coverage can be confusing and difficult. Many individuals have Employee Assistance Program (EAP) options or mental health coverage but are unaware of how to take advantage of these benefits.

Stigma surrounding behavioral health is declining, but people still have a hard time talking about mental health. Due to the diligent work of many community entities around reducing stigma, 62% of the community believes people are sympathetic to those with mental illness, which is slightly better than the national average.[xxviii] In addition, 45% of the community reported that it is easy to discuss mental health, signaling great inroads to normalizing behavioral health needs and conversations. Despite this progress, the other half of the community finds these topics difficult. In particular, young adults ages 18–39 and LGBTQ+ populations reported the most difficulty discussing mental health (only 12% and 0% respectively strongly agree that talking about these issues is easy). Moreover, 22% of women of color reported stigma as the main reason they did not access the behavioral health care that they needed.

A lack of representation in the provider community can pose further challenges for marginalized communities seeking care. While 52% of the Teton County population identifies as male, only around 12% of providers are male. Additionally, while at least 15% of the population identifies as Latinx (estimated to be closer to 30—40% by local non-profit leaders), only 3% of providers identify as Latinx.[xxix] All of the 61 providers who completed the survey identified as white, and none identified as LGBTQ+. These mismatches pose a challenge for those seeking a provider who can understand their life experiences.

"Latinx and LGBTQ+ communities are sorely underrepresented in the provider community. Vista Counseling is bilingual and represents [the community] well, but they are chipping away at a mountain. We need culturally and linguistically appropriate training available to providers." – Elizabeth Cheroutes, Jackson Hole Therapy

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In particular, Latinx, LGBTQ+, low-income, and elderly individuals face significant barriers to accessing the care that they need. These access barriers can be compounded for people at the intersections of these identities.

The following are some of the population-specific barriers to behavioral health access highlighted by the needs assessment:

Populations LEAST Likely to Get Mental Health Services	% That Got Access to Needed Treatment (Compared to 81% for Teton County overall)	Barriers to Behavioral Health
People with very low incomes[xxx]	44%	• Unsurprisingly, cost is the most significant barrier for the majority of the very low-income population, with 71% citing it as the main reason they did not get care. • 58% of very low-income residents are uninsured and there are few treatment options for those without insurance. This population primarily relies on sliding scale and free services. • People with very low incomes are one of the least likely groups to be aware of behavioral health resources in the community (59% vs. 80% overall).
Men of color	54%	• 65% named job-related concerns as the cause for not getting care, signaling an underlying economic stressor as a barrier, non-flexible work hours to allow for appointments, or potential concerns about behavioral health-related stigma in the workplace. The lack of male providers and providers of color may also be a contributing factor.
LGBTQ+ community members	59%	• The LGBTQ+ population reported being less aware of resources to support behavioral health than the Teton County average (70% vs. 80% overall). This may be due to high levels of loneliness and low levels of trust in the community, limiting access to networks that can provide resources. The lack of LGBTQ+ providers and appropriate resources curated for the LGBTQ+ community may also be a factor. • Members of the LGBTQ+ community also report stigma as being a larger barrier than other groups: Only 39% of LGBTQ+ individuals (vs. 62% non-LGBTQ+) believe that people are sympathetic to those with mental illness, and 41% (vs. 46% non-LGBTQ+) believe it is easy to discuss mental health.
Latinx community members	69%	• Latinx respondents were twice as likely (60%) to report cost as a barrier to accessing care: 47% of the Latinx community falls below the poverty line, and 54% of the Latinx population is not insured. • In addition, despite a strong sense of community connection, the Latinx population is less aware of behavioral health resources than the rest of the community (58% vs. 80% overall). This may be due to limited resources that are culturally and linguistically appropriate for the Latinx community.
People age 65 and up	72%	• There are limited providers for people age 65 and over, as only 40% of providers report offering services to seniors and only 10% of providers specialize in geriatric services. • Cost is by far the primary barrier for the 65+ population (89%). This may be explained by the fact that only 30% of providers take Medicare due to difficulty getting certified and listed as a covered provider. For seniors living on a fixed income, the lack of insurance acceptance for seniors can become a major hurdle to getting the care they need.

Youth	n/a[xxxi]	• Only 40% of providers offer services to youth ages 0–11. In addition, very few medical professionals prescribe mental health medications to young people, making it challenging for students to gain access to necessary prescriptions. • Due to COVID-19 limitations, providers are restricted from working with students on-site at the school, pushing students away from care.

Crisis

Sometimes, mental health or substance use challenges significantly disrupt people's lives, and, in some cases, people are at risk of harming themselves or others. In these situations, the police, sheriff, EMS, courts, and hospital may be involved and longer-term services and treatments might be needed. Many of these situations involve both mental health and substance use, and, as noted above, alcohol is involved in many adult crisis situations.

> ***What is Title 25?***
>
> Title 25 is a Wyoming statute that allows law enforcement or medical professionals to detain a person who is determined to be a threat to themselves or others due to behavioral health challenges.

Those who face acute behavioral health challenges face significant barriers to getting care they need in Teton County.

Our community is finding more and younger people in acute behavioral health situations. As the severity of behavioral health challenges has grown in recent years, so has the number of these crisis situations: Title 25 intakes in the first half of 2021 were 93% of the entire number of intakes in 2020. Although it is very rare that youth are involuntarily held, there is sadly a rise in the number of young people experiencing suicidal ideation or behaviors. For instance, in 2021 there were crisis calls for two nine-year-olds who had, in completely unrelated events, been suffering from suicidal ideation on the same day.

Despite the increased need, our current system is not adequately equipped to handle the volume of individuals requiring support. Over the last year, behavioral health crisis calls have been increasing to the police department, and the Community Counseling Center supports the majority of these calls. Managing crisis and Title 25 cases is taking up more of the Jackson Hole Community Counseling Center staff's time than it has in the past, which leaves staff with less time to do other types of treatment or prevention work. Additionally, there are only two rooms at the hospital equipped for people under a Title 25 holds, which means the hospital might not have space for people in the middle of a mental health crisis. Other communities have decreased behavioral health holds by coordinating law enforcement officials with mental health practitioners (co-responders) to manage and mitigate behavioral health crises. This reduces the need to take a person to the emergency room or hospital. Jackson does not currently have a mobile crisis or co-responder service.

"We had 31 calls for crisis services during the month of February, 2021. Of those calls, approximately 20% may have benefited from support from people with behavioral health experience. Law enforcement contacted the Community Counseling Center every time it was appropriate or we thought they could be of assistance;

however, they were only able to come out into the field one time [because of how busy they are]." – Michelle Weber, Jackson Hole Police Department

The crisis care system lacks sufficient residential inpatient care for youth. Teton Youth and Family Services is the primary organization to support youth with behavioral health challenges who are in crisis—they offer a suicide holding facility (Adam's Canyon Holding Facility), a group home and crisis shelter (Van Vleck House), and residential treatment facility (Red Top Meadows). The Van Vleck House offers important crisis services for youth, such as a crisis shelter (youth can stay up to 30 days and receive individual and family therapy) and a group home (voluntary and court-ordered placements for 6–8 months in conjunction with therapeutic services). However, there are limited residential inpatient treatment facilities for youth in Teton County. Red Top Meadows offers a nine-month residential treatment program for adolescent boys age 12–18, and there are not options in the county for other young people. The only other in-state placements are 5–7 hours away (St. Joseph's Children's Home and Wyoming Behavioral Institute), and both are estimated to have a six-week waitlist. Moreover, inpatient care can be costly for families, and the state only pays for this care if a child is under state guardianship or enrolled in Wyoming Medicaid.

Other youth crisis services are limited as well. For instance, few health care providers can manage the use of psychiatric medications in adolescents, and they can be difficult to access. There is also a limited number of local pediatricians or nurses who are trained, qualified, and willing to perform sexual assault exams. If youth must travel outside of the community to get an exam, that presents a further barrier to reporting and providing evidence of sexual assault and for adolescents to get the trauma-informed care they need in the aftermath of such an event.

Teton County also does not have some of the critical facilities and services people need during and after a crisis, including detox, inpatient, and intensive outpatient. There is no inpatient mental health facility for adults or youth in Teton County where patients can receive 24-hour support and treatment for acute behavioral health challenges. There are outpatient programs for substance use at Curran-Seeley, and there is a drop in center (Jackson Hole Community Counseling Center's Mountain House) that provides intensive, wrap around supports for people experiencing severe or chronic mental health issues. However, there is no local intensive outpatient service for mental health treatment (e.g., day programs) for those who need more robust care and oversight than a weekly therapy appointment but less than an inpatient program. Lastly, there is also no detox facility to support and supervise someone through the experience of acute substance withdrawal. Several factors inhibit the development of these facilities: large capital investments would be required to build and staff them, it is challenging to find and retain staff due to the high cost of living, and some community members have a "not in my backyard" mentality about behavioral health centers due to stigma surrounding behavioral health challenges.

The lack of local facilities means that people must travel outside of the community for care, limiting or impeding successful treatment. If services don't exist locally, community members either forego getting these services, are sent to a facility elsewhere in Wyoming or nearby states, or—if they can afford it—seek services at high-priced facilities outside of Teton County. The absence of local crisis services puts additional strain on individuals and families who have to navigate to other towns in the middle of some of the hardest moments of their lives. During treatment, people have to leave their community support systems of friends and family, and often leave their jobs as well. When they return, they may face challenges with reintegration, such as difficulty finding housing or employment, setting them up for recurring behavioral health challenges. With the current system, individuals who need longer-term care often do not receive it, and where people end up depends a lot on their economic situation—people with financial means have access to needed services, and those with lower incomes and other barriers to care end up facing serious physical, emotional, and sometimes legal consequences of their health condition.

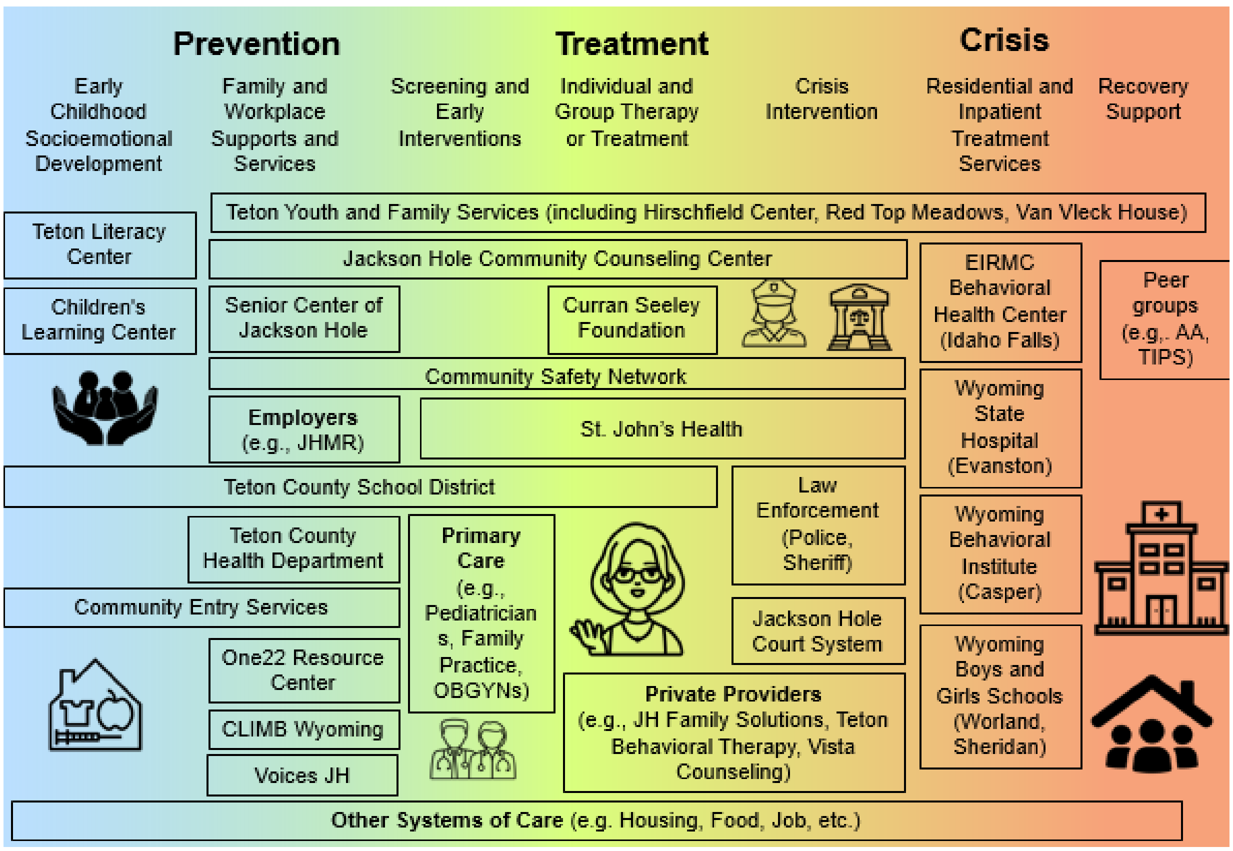
"Having a job and housing is essential for a sense of security and stability. If a client were to be admitted to a three-month residential program for substance use disorder, they might risk losing their work and housing, making recovery more difficult." – Dr. Mani Faez, Curran-Seeley

Community organizations are doing their best to cope with the lack of available local facilities, but the demand places significant strain on many organizations, while also inhibiting positive outcomes for people in Teton County.

Opportunities

Teton County is facing some significant behavioral health challenges, but the community has what it needs to overcome and address these gaps.

There are many strong individual organizations with deep community histories and relationships to each other and the community. There is fairly limited duplication of services, and staff members and leaders have been doing this work for a long time and have significant content expertise and institutional memory. The following organizations are all part of the behavioral health system, playing key roles in addressing behavioral health prevention, treatment and crisis:



Provider and social service organizations in Teton County engage in regular coordination and communication and are extremely resourceful in the face of challenges. In the midst of the pandemic, organizations have pulled together to create coordinated and efficient systems to serve the community. There have been many past and current collective efforts to address prevention, treatment, and crisis challenges, including:

- **Community Prevention Coalition of Teton County** is a combination of concerned citizens, business-people, healthcare professionals, schools (public and private), local government, youth-serving organizations, and civic groups who have come together to work on the following four priorities: (1) reducing underage drinking and consumption of all other drugs, (2) reducing adult over-consumption of alcohol, (3) reducing tobacco use, and (4) ending suicide.

- **Human Services Council** exists to ensure collaboration among those human services agencies contracted by the government to provide essential services to Teton County residents. (The town and county contract with these non-profits to provide the services that meet the statute of protecting the health, welfare, and safety of individuals.) This group meets monthly for focused discussion on policy, legislation, and statewide advocacy, as well as coordination of services.
- **Systems of Care** is comprised of Teton County human services agencies with a focus on coordination of services and minimizing service duplication. Systems of Care includes all members of the Human Services Council along with additional human services providers in the county. This collaborative is open to any of the community's human services providers that have an interest in optimizing service delivery through enhanced inter-organization coordination.
- **Mental Health Jackson Hole** is a collaboration of community behavioral health experts, service providers, business leaders, and funders partnering to increase the availability of behavioral health resources to the Teton County community. Their initial programming included a pilot program that offered six free mental health counseling sessions with providers from across the community and messaging to address stigma, coordinated by St. John's Health Foundation and funded by both St. John's Health Foundation and the Community Foundation of Jackson Hole. In addition, the collaboration created the "Let's Talk" campaign focused on shedding light on mental health issues that adults, children, and families face and bringing awareness to available resources. The collaboration is now seeking their next opportunity to support community mental health.
- **Group of 165** is a communication network of behavioral health providers working in Jackson facilitated through email with a purpose to readily access and share information among the behavioral health service provider community. There is also a group of case managers that meets regularly.

Jackson Hole is home to several multidisciplinary teams that coordinate to support people and prevent exacerbation of behavioral health challenges.

- **Teton County's Court Supervised Treatment Program or "Drug Court"** helps "nonviolent offenders with substance use problems find long-term sobriety, which in turn reduces recidivism and improves public health and public safety."[xxxii] "The program provides Teton County's criminal justice system an important research-based alternative to lengthy incarceration sentences or standard probation for repeat substance abuse-related offenses."
- **The Teton County Child Protection Team (CPT)** is made up of representatives from the School District, the County Attorney's Office, Jackson Hole Community Counseling Center, Teton County Victim Services, Department of Family Services, and Teton Youth and Family Services. Their purpose is to track and monitor cases where child abuse has taken place. This multidisciplinary group supports children and families with services to support the household.
- **The Adam's Canyon Holding Facility** came to fruition in response to a drastic rise in suicidal youth who were showing up in the emergency room. Representatives from the county, the hospital, and human services organizations joined together to raise funds to form a holding facility where suicidal youth, who are assessed and deemed an appropriate fit by the Jackson Hole Community Counseling Center and Teton Youth and Family Services, can de-escalate with appropriate care for 72 hours.

- **Crisis Intervention Training (CIT)** is offered to first responders through a partnership between the Jackson Hole Community Counseling Center and Jackson Hole Police Department in order for law enforcement to operate in more trauma-informed ways when serving those experiencing acute behavioral health challenges.

Teton County professionals also work together to prevent unnecessary escalation when someone is in crisis. For example, the Jackson Hole Community Counseling Center works with providers and partners (e.g., school, police) to do Title 25 assessments outside of the emergency room in order to avoid a hospital visit. Additionally, the Hirschfield Center conducts forensic interviews for youth who have made allegations of abuse or neglect, in order to provide a therapeutic setting for the young person to talk about what happened and seek justice, as opposed to going to court. The Jackson Hole Community Counseling Center also provides mental health trainings at least once a month to community members, organizations, and businesses to look for signs of crisis and know how to assist in suicide de-escalation and direct an individual to the appropriate resources.

Still, addressing Teton County's behavioral health challenges will require recognizing and overcoming three major barriers.

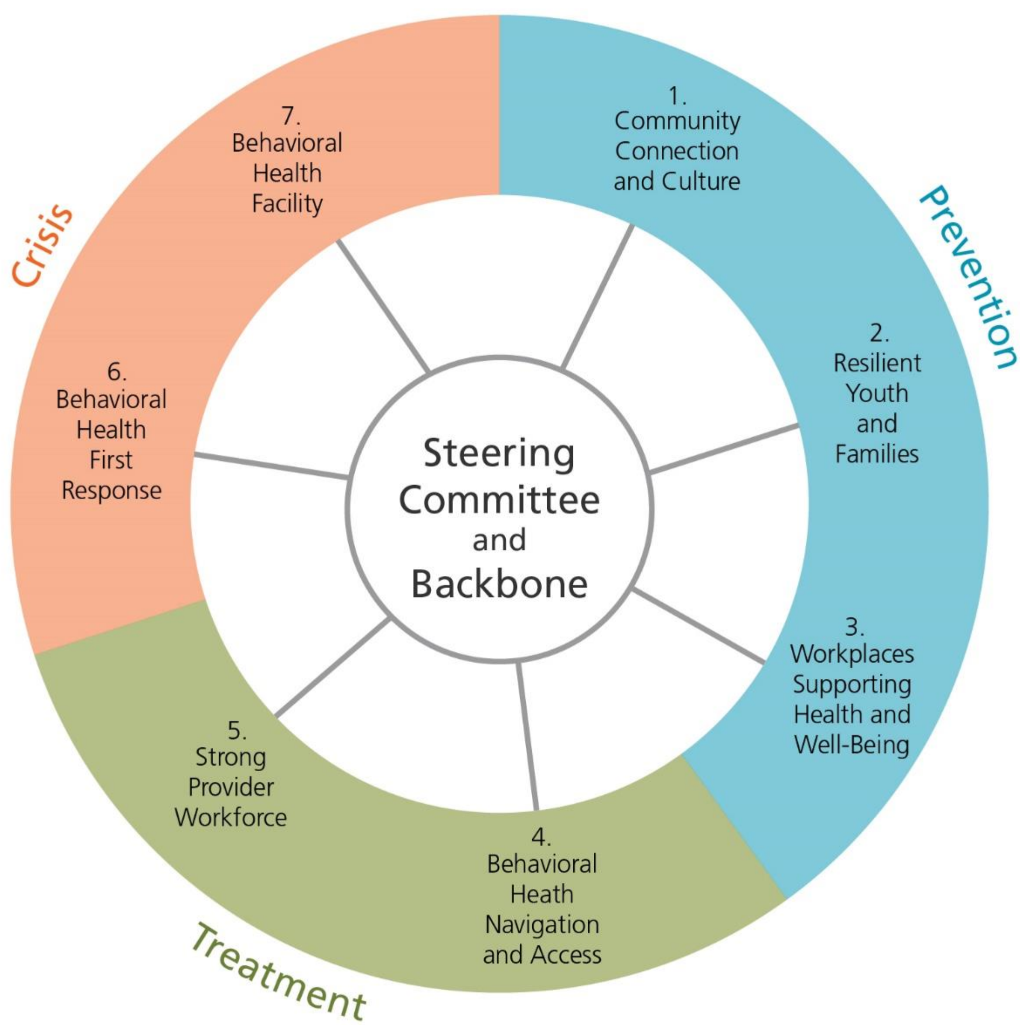
Teton County faces a lack of stable funding for prevention, treatment, and crisis work. Wyoming has cut mental health funding significantly in recent years and made dramatic cuts in 2021, destabilizing many nonprofits that provide behavioral health services. State funds in the future are likely to be even more restricted. Only a fraction of philanthropic dollars in Teton County (0.1% in 2019) go toward behavioral health.[xxxiii] Moreover, prevention has historically received paltry and unstable funding from both public and private entities. The state grant for the Community Prevention Coalition is limited in both scope and dollar amount. Many past prevention efforts that were successful, like the Teton Mentor Project, were stopped due to a lack of long-term funding. Ongoing budget cuts, a conservative fiscal environment at the state level, limited federal funding, and one-time grant cycles create a climate in which it is difficult for people in the behavioral health field to build the sustainable and robust behavioral health system the community deserves.

The work of aligning efforts and supporting coordination is undercompensated and underappreciated. Because there is no person or group who is responsible for (or compensated for) coordinating across the entire behavioral health spectrum, people end up doing this critical work on top of full-time jobs and personal responsibilities—with spare time and energy they do not have. Participation in efforts like Systems of Care and the Human Services Council, which are critical to supporting coordinated work, require additional effort and commitment from social services leaders. It is important for people to be recognized for doing the hard work of showing up and aligning services, and that these efforts are resourced appropriately.

Due to the limited funding and structural support for behavioral health coordination, many people involved in these efforts are experiencing burnout. Individuals working on these issues have been doing so for a long time and are constantly innovating. The pandemic has taken a toll on them. At an organizational level, retaining and hiring staff can be a critical challenge when staff consistently feel stretched thin. Additionally, in the atmosphere of scarcity, the policies and practices of social services organizations do not always support staff mental well-being. For instance, some social services organizations that are part of the behavioral health system do not provide employees with parental leave, bereavement leave, or health insurance. The incongruence between the goals of the work and the staff's experiences further inhibits staff retention and vitality.

Teton County can consider several options for addressing significant behavioral health challenges, building on the community's great existing work.

Many of the systemic challenges we face in behavioral health can be addressed with a community response. The Behavioral Health Needs Assessment Steering Committee members would like to see a sustained, coordinated effort across the community to address these challenges. As a starting point, they have identified seven high-potential opportunities to be further explored. These opportunities are shown in the diagram below, and each is described in this section:



Behavioral Health Collaborative Structure (e.g., Steering Committee and Backbone)

Ongoing work to address the challenges in this assessment will require some structure and cross-sector leadership. Specifically, this might include:

- **Steering Committee:** A group of people dedicated to guiding the overall vision for the work, helping to prioritize among shared goals, holding community attention on these issues, and coordinating work across the community. Many members of the Behavioral Health Needs Assessment Steering Committee are willing to continue to shepherd this effort.
- **Backbone Support:** Backbone support refers to having dedicated staff whose job is to support ongoing alignment and collaboration. These staff are charged with helping to guide the work forward, facilitate meetings and aligned action, establish and collect data to monitor progress, build public support for the work, mobilize funding for the work (both for the backbone itself and the initiatives), and advance related policy changes.

Opportunity 1 – Community Connection and Culture

Goal: Reduce loneliness and decrease the normalization of excessive drinking

Potential Activities:

- Create **affinity and/or support groups** that foster a sense of belonging while building coping skills through relationships. Examples:
    - ALMA (Amigas Latinas Motivando el Alma): Peer support for Hispanic and Latinx women who are going through challenging times.
    - Reflect and Connect Cafes: A Summit County program that offers free virtual support groups for a wide range of people (e.g., expecting moms, parents of teens, food service workers, a CrossFit oriented group for people in recovery). During the pandemic, 30% of residents participated in at least one group.
- Build **mentorship programs** to bridge the gap between age groups and connect newcomers and young people to build trusted relationships within the community. Examples:
    - Northland Foundation's AGE to age program: A program to connect young people with elders and adults to build friendships and benefit rural communities.
    - Big Brothers Big Sisters: A community-based mentoring program that matches youth ages 6-18, predominantly from low-income, single-parent households, with adult volunteer mentors, typically college graduates ages 20-34. Teton Youth and Family Services and the school district had a Big Brothers Big Sisters program in the past, but the funding no longer exists.
- Normalize **substance-free socialization** for youth and adults. Examples:
    - Offer enticing substance-free beverage options at social events and bars to reduce the stigma of not drinking (e.g. Kin Euphorics, Seedlip Non-Alcoholic Spirits, Drink Ghia).
    - LUNA (Late & Unique Nighttime Alternatives) program provides fun, alcohol-free nightlife events for local young adults age 18–35 years in Whistler and an offering of an annual membership for $20, which includes membership discounts, free yoga, access to the LUNA lounge, and entry into monthly prize drawings.

Examples of existing organizations and activities to build on: Girls Actively Participating provides spaces and opportunities for young girls to get connected to the community and each other. The Senior Center of Jackson Hole offers programming for seniors to increase a sense of community. Voices JH builds bridges between immigrant and limited-English-speaking families to the community and each other. The Community Prevention Coalition works to reduce excessive consumption of alcohol and increase community connectedness and awareness about behavioral health. Teton Mentor Project existed previously to connect local students to adults in order to develop long-lasting relationships between youth and adults across the community.

Opportunity 2 – Resilient Youth and Families

Goal: Support parents to provide safe and enriching environments for youth social and emotional learning

Potential Activities:

- **Gather additional qualitative data** and information about youth behavioral health challenges to accompany and expand on the yearly quantitative Prevention Needs Assessment conducted in schools.
- Develop **community programming for youth** to cultivate coping skills and strong trusted relationships, while engaging in activities to reduce high-risk behaviors. Example:
    - Communities That Care: A national program that uses prevention science to promote healthy youth development and reduce high-risk behaviors by utilizing cross-sector collaboration that is data-driven and allows the community to control decision-making.
- Expand use of evidence-based **home visiting opportunities** for parents to be the best parent they can be. Examples:
    - Parents as Teachers: A multi-level intervention for pre-kindergarten children living in low-income neighborhoods, designed to create safe, nurturing, and predictable environments at home and in the classroom and improve relationships and communication between parents and teachers, currently in five Wyoming counties.
    - Nurse-Family Partnership: A nurse home visiting program for first-time mothers designed to improve prenatal and parenting practices through the child's second birthday.
- **Reduce the incidence and effects of adverse childhood experiences** by promoting adoption of trauma-informed policies and practices, raising awareness of brain development, and providing resources to survivors of violence.
- **Co-design strategies with community to reduce high rates of intimate partner violence** in the low-income and Latinx communities.

Examples of existing organizations and activities to build on: The Community Prevention Coalition is a multi-sector collaborative already meeting to work on prevention issues, they use the annual Prevention Needs Assessment survey of students to inform decision-making about priorities. Teton Youth and Family Services programs work to prevent child abuse and neglect. They also currently offer home visiting programs to the families they serve at the Hirschfield Center. Community Safety Network offers education and awareness about domestic violence and sexual assault, a 24/7 helpline line for those in need of support, and a safe place for those affected.

Opportunity 3 – Workplaces Supporting Health and Well-Being

Goal: All employees have access to equitable workplace environments that support positive behavioral health outcomes

Potential Activities:

- Promote the provision of benefits and policies that support **access to behavioral health treatment** (e.g., insurance, employee assistance programs [EAPs]) particularly for nonprofit and social services employees. Example:
    - Mountain Strong Behavioral Health EAP Program: Vail and other employers receive access to six free behavioral health sessions by local behavioral health specialists per incident. The program provides coverage for individual, family, and couples therapy, as well as for medication management services. It also includes a "Caring for Co-worker" program to train colleagues on stress management, suicide prevention, and alcohol and drug abuse.
- Promote the provision of benefits and policies that **support mental well-being of employees and their families** (e.g., parental leave, anti-harassment and reporting mechanisms, recovery-friendly workplaces, wellness checks that help first responders process trauma), particularly for nonprofit and social services employees.

Examples of existing organizations and activities to build on: The Jackson Hole Mountain Resort offers EAPs and/or insurance assistance to full-time staff. The Jackson Hole Chamber of Commerce is currently collaborating with employers to explore options of expanding benefits to staff, especially seasonal or part-time employees who are not currently covered.

Opportunity 4 – Behavioral Health Navigation and Access

Goal: Facilitate access to affordable behavioral healthcare, especially for populations facing the greatest barriers

Potential Activities:

- Develop and promote health service **navigation tools**. Examples:
    - Building Hope Summit County: A directory of providers offers an updated list of behavioral health providers that is searchable by insurance, availability, population served, specialties, and language. In addition, they offer a self-service tool in both English and Spanish to walk through finding the right provider for your needs, a referral form to connect to a mental health navigator who can guide you through the process and help people understand how to use their insurance and seek higher levels of care when necessary.

- Conduct **targeted outreach** to communities that are least accessing the behavioral health resources they might need (LGBTQ+, elderly, Latinx, low-income) in order to meet them where they are, in ways that work for them. Example:
    - MIRA Bus (Vail Health): A mobile van for health services, including basic health education and screenings, applications for public assistance programs, food resources, workforce development, mental health supports, early childhood education coordination, and physical activity programming. MIRA Bus is staffed by a community connector who is bilingual and bicultural, and all services are free.
- Provide **back-end insurance and certification support** for providers so they can more readily accept Medicaid and Medicare.
- Expand access to **low-cost or free behavioral health services** for low-income and uninsured community members. Example:
    - Eagle Valley Behavioral Health Olivia's Fund: Scholarships to provide financial assistance to anyone who lives or works in Eagle County to help pay for mental health and/or substance use services for up to six sessions per person per year.
- Integrate **behavioral health screenings into primary care visits** across all primary healthcare clinics. Example:
    - Screening, Brief Intervention, and Referral to Treatment (SBIRT): Primary care centers, hospital emergency rooms, and other community settings provide opportunities for early intervention with people who are using substances or facing risk before more severe consequences occur.

<u>Examples of existing organizations and activities to build on:</u> Jackson Hole Community Counseling Center provides low-fee or free services to anyone who walks through the door regardless of insurance status or income level. The sliding fee is calculated by income, and in many circumstances, the center provides scholarships for people who cannot afford the nominal fee—which requires support from the county and funds from donors. St. John's Health offers behavioral health screenings at every primary care visit at their locations. After the 2017 Mental Health Report by St. John's Hospital Foundation highlighted a need for mental health service navigation, St. John's Health developed a navigation service or "warm line" that connects community members to behavioral health services and providers. They are currently working to augment that type of service.

Opportunity 5 – Strong Provider Workforce

Goal: Increase behavioral health provider vitality and retention, the ability of current providers to provide culturally competent care to underserved and marginalized groups (e.g., BIPOC, LGBTQ+), and the diversity of the provider population

Potential Activities:

- Develop a **provider community of practice** to offer continuing education opportunities, seek community support, and understand larger community challenges.
- **Support providers to develop and maintain healthy mental well-being** at work and at home through alternative access to behavioral health treatment, such as telehealth services and group therapy options

- Recruit and retain a **more diverse provider population** with alternative certifications in order to better serve the changing population. Examples:
    - Latino Behavioral Health Services Professional Development Training: A program that helps members of marginalized communities to become certified peer support specialists, family resource facilitators, case managers and community leaders through scholarship opportunities.
    - Whistler Community Services Society's Peer Educator Program: A program where participants are trained to listen, empathize, make referrals to mental wellness resources in the community, and foster healthy, meaningful connections.

<u>Examples of existing organizations and activities to build on:</u> Previously, the Jackson Hole CEU (Continuing Education Unit) Collaborative offered a space to bring mental health professionals together on a quarterly basis to share experiences, learn new clinical information, gain continuing education credits, and connect with one another. The Teton Interagency Peer Support program (TIPS) has a well-functioning and effective model of first responders who are trained to support each other through critical incident stress and burnout. Systems of Care serves as a space for collaboration among social service providers that could potentially explore opportunities for a community of practice, especially among the Group of 165, which is a listserv to reach the majority of behavioral health providers in Jackson.

Opportunity 6 – Behavioral Health First Response

Goal: Ensure that people in crisis get support from behavioral health professionals, when possible diverting unnecessary use of emergency rooms and jails to stabilize community members

Potential Activities:

- Create a **mobile crisis unit** to respond to behavioral health emergencies instead of law enforcement when possible and to partner with law enforcement in responding to calls only as needed. Example:
    - Eagle Valley Behavioral Health Hope Center Crisis Response Team: The Hope Center provides a 24/7 confidential Hopeline to ensure that anyone who calls for help reaches an on-call clinician and receives the appropriate help in a timely manner. The Hope Center clinicians conduct an initial clinical assessment over the phone, and often-times they arrange for an in-person evaluation. This is when the crisis team becomes "mobile" and the clinician meets the client at the Hope Center office or wherever the caller may be at the time. If an individual evaluated is deemed high risk and their safety may be in jeopardy, they may be entered into the Stabilization Program.

<u>Examples of existing organizations and activities to build on:</u> Jackson Hole Community Counseling Center currently offers crisis services, such as Title 25 assessments, a crisis line, and liaison services with the Wyoming State Hospital to facilitate care. Jackson Hole Community Counseling Center's Mountain House is a drop-in center that provides more intensive, wrap around supports for those experiencing severe or chronic mental health issues. Curran-Seeley offers an outpatient program, intervention services, and evaluations and assessments for those struggling with substance use disorders. The

Jackson Hole Police Department trains officers in crisis response and has secured funding for a full-time behavioral health specialist to assist with crisis response calls.

Opportunity 7 – Behavioral Health Facility

Goal: Increase access to acute behavioral health treatment in Teton County

Potential Activities:

- Build a **crisis stabilization facility** that incorporates short-term inpatient treatment, a detox facility, and 24/7 walk-in service that would allow residents to detox from excessive drinking in a space outside of the hospital, remove pressure from the emergency room for behavioral health-related challenges, and provide specific behavioral health services in crisis scenarios with appropriate providers and resources. Example:
    - Eagle Valley Behavioral Health cross-functional behavioral health facility: This facility includes a crisis stabilization unit with six adult and six adolescent beds, a social detox unit, and a psychiatric urgent care with 24/7 walk-in service.

Examples of existing organizations and activities to build on: As there is no designated facility for crisis stabilization, St. John's Health Emergency Room has become the primary space available for people experiencing acute behavioral health issues. Moreover, the lack of a detox facility means the emergency room and the local jail are the main locations for drug and alcohol detox. However, neither the jail nor the emergency room are equipped to offer appropriate behavioral health treatment. For young people experiencing acute behavioral health issues, Teton Youth and Family Services offers the Adam's Canyon Holding Facility; however, they are not able to offer psychiatric care.

Conclusion

The COVID-19 pandemic has contributed to poor mental health and exacerbated substance use issues all over the world. These challenges have hit particularly hard in a state that was already one of the worst in the nation for behavioral health outcomes, and in mountain resort communities like Teton County that have especially challenging social and economic dynamics. On the other hand, due to the pandemic, people are thinking about behavioral health in new ways. Many more people are increasingly aware, concerned, and engaged in this issue than ever before.

Behavioral health is a result of many different factors. Some factors are individual, like genetics, but many more factors are a result of the community, such as our sense of connectedness, social norms around drugs and alcohol, behavioral health stigma, and awareness of and access to support. This assessment has clarified a picture of where we are today and identifies opportunities to improve our behavioral health. Now, we must to decide what type of community we want to be.

There is no one vaccine or pill that can solve this issue; rather, it will require many different remedies. People in this community continue to work diligently on this issue, and given the chance to align, support, and focus attention together, there are opportunities to create impactful change. In coming months, the community will hold conversations on where to go, who will be involved, which initiatives to focus on first, and how to garner resources to support this work. Please join us.

Appendix

Steering Committee members, contributing community members, and organizations:

Andy Cavallaro	Community Safety Network
Anna Olson	Jackson Chamber of Commerce
Becky Zaist	Senior Center of Jackson Hole
Beverly Shore	Community Prevention Coalition of Teton County
Carolyn Worth	Community Entry Services
Christy Thomas	Climb Wyoming
Connie Kemmerer	Jackson Hole Mountain Resort
Deidre Ashley	Jackson Hole Community Counseling Center
Dr. Mani Faez	Curran-Seeley Foundation
Elizabeth Cheroutes	Jackson Hole Therapy
Jodie Pond	Teton County Public Health Department
Jordan Rich	Voices JH
Laura Soltau	Teton Literacy Center
Laurie Andrews	Jackson Hole Community Foundation
Lindsay Long	St. John's Health
Mackenzie Cole	Jackson Hole Mountain Resort
Michelle Weber	Jackson Police Department
Patti Boyd	Children's Learning Center
Pier Trudelle	Teton County School District
Sarah Cavallaro	Teton Youth and Family Services
Sharel Lund	One22 Resource Center

Teton County Behavioral Health Services: Prevention

	Children's Learning Center	CLIMB Wyoming	Community Entry Services	Community Safety Network	Curran Seeley Foundation	JH Community Counseling Center	Jackson Hole Police Department	One22 Resource Center	Private Providers	Senior Center of Jackson Hole	St. John's Health	Teton County School District	Teton Literacy Center	Teton Youth and Family Services
Mental health screenings						✓			✓		✓			
Programs to address isolation and loneliness		✓				✓				✓				✓
Mentorship programs													✓	✓
Youth activities related to behavioral health					✓							✓	✓	✓
Parenting programs for emotional childhood development	✓	✓												✓
Family mediation/ conflict resolution		✓			✓									✓
Early childhood development	✓	✓											✓	
Violence prevention and reduction		✓		✓	✓		✓							✓
Substance use prevention		✓			✓	✓								
Suicide prevention						✓					✓			
Workplace behavioral health training		✓				✓	✓		✓					✓
Food provision for behavioral health			✓							✓				
Crisis housing support			✓	✓				✓						

Teton County Behavioral Health Services: Treatment and Crisis

	CLIMB Wyoming	Community Safety Network	Curran Seeley Foundation	JH Community Counseling Center	Jackson Hole Police Department	Private Providers	Senior Center of Jackson Hole	St. John's Health	Teton Youth and Family Services
Individual therapy	✓		✓	✓		✓		✓	✓
Group therapy	✓	✓	✓	✓		✓		✓	✓
Peer support groups (e.g. AA, TIPS)			✓	✓		✓	✓		
Peer support specialist services			✓	✓		✓			
Outpatient mental health treatment			✓	✓		✓		✓	✓
Outpatient psychiatric treatment				✓				✓	
Intensive outpatient mental health programs			✓	✓					
Substance use outpatient rehabilitation			✓						
Crisis services		✓		✓	✓			✓	✓
Residential mental health inpatient treatment									✓
Intensive outpatient psychiatric programs									
Partial hospitalization programs									
Psychiatric inpatient treatment									
Substance use detox programs									

Endnotes

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[xv] "Percent of children with adverse childhood experiences (ACEs)," State Health Compare, State Health Access Data Assistance Center, http://statehealthcompare.shadac.org/map/243/percent-of-children-with-adverse-childhood-experiences-aces-by-total#173/31/279.
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Equity Task Force | Possible Projects and/or Committees May 26, 2022

Initial Interests of Task Force

- English and Spanish translation of signage
- Land acknowledgement, with input from native/indigenous people
- Comprehensive history of Jackson
  - Access historical data
  - Related to lead-in of work done in Park City and other areas
- Recommendations/programs based on community need and its input
- Town halls/listening sessions led by Task Force?

Questions and Interests:

- How participatory/community-based will Task Force be?
- DATA is needed
  - Community profiles, Behavioral Health Assessment, Housing Needs Assessment, any other data collected by orgs in town
- Education – community and local government employees

Group Discussion

Town Wide

- Importance of engaging consultants who have understanding of Jackson/Teton County context
- Make equity an explicit component of Comp Plan
  - Accompanying tools and toolkit
- Anything/everything has to be ACTIONABLE, not just performative

Community Connection

- Board recruitment and diversification of community org boards
  - How can this group facilitate changing board representation?
  - Can representation policies be mandated for orgs receiving town funding?
- Community cultural events
  - Must be planned in collaboration with communities of origin, not co-opted/whitewashed by Town
  - Opportunity for subgroup – community events and engagement?
- Increase community awareness of Equity Task Force
  - Have booths at community events?
- Organize events/engagements around tenets/goals of group

Government Departments

- What incentives can be offered to prioritize equity?

PROJECT SUGGESTIONS

TOWN-WIDE

- Considering how equity fits into the Comprehensive Plan's vision of 'Quality of Life' & if there are ways to promote it for more people
- Creating and/or adopting an Equity & Inclusion tool and/or lens to utilize
- Developing a Proclamation or Resolution about the Town's commitment to equity
- Considering process for hiring contractors and consultants and how equity can be incorporated

PROJECT SUGGESTIONS

COMMUNITY CONNECTION

- Partnering to develop events and ways for residents to get more involved to promote inclusivity and belonging
- Participation in celebration of Mexican Independence day/Tlaxcalan celebration
- Participation in Dia De Los Muertes celebration at Town Hall
- Creating program and/or tool for board recruitment and ways to recruit and create welcome environments for people marginalized identities to serve on boards
- Considering if the Town should start meetings with land acknowledgements about American Indian peoples that once lived in our area

PROJECT SUGGESTIONS

GOVERNMENT DEPARTMENTS

- Considering Public Works' Capital Projects and infrastructure updates including what gets done when, what neighborhoods projects are in, and how scheduling can be more equitable
- Consideration of ways to affect housing, promotion of affordable and workforce housing options, work with HOAs
- Considering the Town's budget, the budget process, and what gets funded