Regular Joint Meeting

February 3, 2025
1:30 PM
Town Council Chambers
Chair: Arne Jorgensen

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

I. ZOOM LINK FOR PUBLIC PARTICIPATION

The Town and County reserve the right to close Public Comment via Zoom at any time. In-person comment will continue to be taken and written comments can always be submitted to Town Council by emailing electedofficials@jacksonwy.gov and to County Commissioners by emailing commissioners@tetoncountywy.gov.

To join, click link or copy it to your browser: https://us02web.zoom.us/j/85779276691?pwd=8deyzQR8LArzjcJnktYpUZklST4GkG.1

Or join at zoom.com with Webinar ID: **857 7927 6691** and Password: **83001** or by phone: **+1 719 359 4580**

II. CALL TO ORDER, ROLL CALL, AND ANNOUNCEMENTS

III. PUBLIC COMMENT

This section is reserved for comments on items that are not otherwise included in this agenda. Public comment is limited to 3 minutes. As a general practice, the Electeds will not hold discussion or debate these comments. Nor will they make any decisions presented during this time, but rather refer to staff for follow-up. If you would like to communicate with the Electeds during the meeting, please address them during this open public comment, when public comment is called for on a specific agenda item or send an email to council@jacksonwy.gov and commisioners@tetoncountywy.gov.

IV. CONSENT CALENDAR

A. Meeting Minutes

1. January 6, 2025 Regular Joint Meeting

V. DISCUSSION/ACTION ITEMS

A. 90 Virginian Lane Development Agreement Terms (April Norton, 120 mins)

B. Update on Destination Management and Marketing Organization (Crista Valentino, 45 mins)

VI. MATTERS FROM COUNCIL, COMMISSIONERS AND STAFF

VII. PROPOSED ITEMS FOR FUTURE JOINT INFORMATION MEETINGS

3/3 - 90 Virginian Lane Development Agreement
3/3 - Community Wildfire Protection Plan (CWPP)
3/3 - Fire/EMS Joint Power Agreement Process Schedule
3/3 - SPET 1% Agreement Updates

VIII. ADJOURN

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

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JOINT PROCEEDINGS – UNAPPROVED
TOWN COUNCIL AND BOARD OF COUNTY COMMISSIONERS MEETING

JANUARY 6, 2025 **JACKSON, WYOMING**

The Jackson Town Council and the Teton County Board of County Commissioners met in a regular joint meeting (JM) at 1:30 p.m. in the Town Council Chambers located at 150 East Pearl Avenue in Jackson. This meeting was held in-person and through the Zoom platform. Upon roll call the following were found to be present:

TOWN COUNCIL: Mayor Arne Jorgensen, Jonathan Schechter, Kevin Regan, and Devon Viehman.

COUNTY COMMISSIONERS: Vice-Chair Wes Gardner, Len Carlman, and Natalia Macker.

STAFF: Tyler Sinclair, Roxanne Robinson, Lea Colasuonno, Jodie Pond, Charlotte Frei, Floren Poliseo, Michelle Weber, and Riley Taylor.

Public Comment. There was no public comment.

Consent Calendar. There was no public comment on the consent calendar. On behalf of the Town, a motion was made by Jonathan Schechter and seconded by Devon Viehman to approve the consent calendar including items A-B as presented with the following motions. On behalf of the County, a motion was made by Natalia Macker and seconded by Len Carlman to approve the consent calendar including items A-B as presented with the following motions.

A. **Meeting Minutes.** To approve meeting minutes from December 2, 2024 Regular Joint Meeting, and December 9, 2024 Special Joint Meeting.

B. **2025 Meeting Dates for Joint Board Interviews.** To set meeting dates of June 9, 2025 and December 8, 2025 for the purpose of conducting joint board interviews and making appointments.

Jessica Sell Chamber made public comment.

On behalf of the Town, Mayor Jorgensen called for the vote. The vote showed all in favor. The motion carried for the Town.

On behalf of the County, Vice-Chair Gardner called for the vote. The vote showed all in favor. The motion carried for the County.

December 10, 2024 Special Joint Meeting Minutes. On behalf of the Town, a motion was made by Jonathan Schechter and seconded by Devon Viehman to change the title of the December 10, 2024 meeting from regular to special joint meeting and approve the minutes. Mayor Jorgensen called for the vote. The vote showed all in favor. The motion carried.

On behalf of the County, motion was made by Len Carlman and seconded by Natalia Macker to change the title of the December 10, 2024 meeting from regular to special joint meeting and approve the minutes. Vice-Chair Gardner called for the vote. The vote showed all in favor. The motion carried.

Transportation Capital Improvement Plan (CIP). Charlotte Frei made staff comment. Council and Commission held discussion with staff. There was no public comment. On behalf of the Town, a motion was made by Devon Viehman and seconded by Jonathan Schechter to approve the Transportation Capital Improvement Plan and direct staff to prioritize the top 10 projects for project development for FY2025-2026. Mayor Jorgensen called for the vote. The vote showed all in favor. The motion carried for the Town.

On behalf of the County, a motion was made by Natalia Macker and seconded by Len Carlman to approve the Transportation Capital Improvement Plan and direct staff to prioritize the top 10 projects for project development for FY2025-2026. Vice-Chair Gardner called for the vote. The vote showed all in favor. The motion carried for the County.

Matters from Council, Commissioners and Staff. Mayor Arne Jorgensen commented on the opportunity to work with new Councilmembers and Commissioners.

Adjourn. On behalf of the Town, a motion was made by Jonathan Schechter and seconded by Devon Viehman to adjourn. Mayor Jorgensen called for the vote. The vote showed all in favor. The motion carried for the Town.

On behalf of the County, a motion was made by Macker and seconded by Carlman to adjourn. Vice-Chair Gardner called for the vote. The vote showed all in favor. The motion carried for the County. The meeting adjourned at 2:04 p.m.

TETON COUNTY BOARD OF COUNTY COMMISSIONERS

_____

ATTEST: Wes Gardner, Vice-Chair

_____

Maureen Murphy, County Clerk

TOWN OF JACKSON

_____

ATTEST: Arne Jorgensen, Mayor

_____

Riley Hovorka, Town Clerk

Minutes: rt. Publish JH News & Guide: January 15, 2025

BOARD OF COUNTY COMMISSIONERS

TOWN COUNCIL

JOINT MEETING

AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Joint Housing **PRESENTER**: April Norton, Housing Director

MEETING DATE: February 3, 2025

SUBJECT: **90 Virginian Lane Development Agreement Terms**

STATEMENT/PURPOSE

The Teton County Board of Commissioners ("Board") and Jackson Town Council ("Council") will consider terms for inclusion in the Development Agreement with Pennrose, LLC for the development of 90 Virginian Lane.

Staff request that the Council and Board review the proposed terms provided below, identify questions for staff and Pennrose, and come to the February 3, 2025 meeting prepared to discuss any potential amendments, additions, or deletions.

BACKGROUND/ALTERNATIVES

This is the 15th meeting at which the Council and Board will discuss the 90 Virginian Lane affordable workforce housing development. In December 2024, the Council and Board approved a Ground Lease Option Agreement with Pennrose LLC for 90 Virginian Lane. At this meeting, the joint boards will consider key terms to include in the Development Agreement with Pennrose LLC.

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90 Virginian Lane is a 5.15-acre parcel of land located within the largest Complete Neighborhood: The Town of Jackson. It is currently zoned Neighborhood High ("NH-1") and is one of the few large, mostly vacant parcels of land that is appropriately zoned for affordable workforce housing. During four Joint Meetings (May 15, 2023; June 14, 2023; July 10, 2023; and July 17, 2023) the Board and Council discussed how to finance the purchase of the property and ultimately directed and authorized the Jackson/Teton County Housing Authority ("JTCHA") to buy the property for future affordable workforce housing development. The transaction closed August 1, 2023.

On August 7, 2023; September 11, 2023; October 2, 2023; and November 6, 2023 Board and Council provided staff with direction related to the Request for Proposals for a development partner at 90 Virginian Lane. This included specific direction on the scoring criteria, desired project densities and affordability, sustainable design program, and financing. These specific requirements are provided in the table on pages 4-12 below. The Council voted 5-0 and the Board voted 4-0 to approve the RFP and directed staff to release it. (Commissioner Macker was absent from the meeting and did not vote.)

On November 8, 2023, the RFP was released with a response due date of February 2, 2024. 11 responses to the RFP were received. These are posted to the Housing Department website.

On February 14 & 15, 2024, the Housing Supply Board reviewed the responses and identified four firms to interview in person (shaded in green above). On March 6, 2024, the Housing Supply Board interviewed Corum, Elmington, Pennrose, and Ulysses. A recording of the interviews is provided on the Housing Department's website. On March 20, 2024, the Housing Supply Board held a Special Meeting at which they identified Pennrose as their leading candidate to develop the property.

On May 6, 2024, Board and Council considered potential partners for the development of the site; the Board continued the item, and the Council approved the following motion:

To direct and authorize the Housing Authority to direct staff to negotiate a Ground Lease and Development Agreement including the agreed upon internal procedures and negotiation topics with both Pennrose Development and Elmington Affordables, LLC for affordable workforce housing located at 90 Virginian Lane and to bring these documents and the results of the negotiations back to the Council and Board for consideration at a future meeting.

On May 21, 2024, the Board approved the following motion:

To recommend to the Housing Department to negotiate a Ground Lease with Pennrose Development recognizing the 16 points that were made earlier at the Joint Information Meeting with the Town as well as points made during the BCC discussion today.

On June 3, 2024, Council approved the following motion:

To direct and authorize staff to negotiate a Ground Lease and Development Agreement including the agreed upon internal procedures and negotiation topics with Pennrose Development for affordable workforce housing located at 90 Virginian Lane and to bring these documents and the results of the negotiations back to the Council and Board for consideration at a future meeting.

On August 5, 2024, Staff provided an update on the development, including the 15 negotiation topics identified by the Council and Board. The Council and Board then asked staff to bring back additional information related to the development.

On October 7, 2024, Staff provided responses to additional questions posted by the Council and Board and draft terms for the Ground Lease with Pennrose for 90 Virginian Lane. The Council and Board approved the terms laid forth during that meeting and directed staff to draft a Ground Lease for consideration for 90 Virginian Lane.

On December 2, 2024, the Board and Council directed and authorized the Housing Authority to enter into a Ground Lease Option Agreement that outlined necessary criteria for Pennrose to meet prior to the execution of the Ground Leases for the property. These criteria are as follows: 1) a Development Agreement for 90 Virginian Lane must be executed by the developer and Housing Authority; 2) Pennrose will have completed the Subdivision, dividing the parcel into at least two parcels – one for rental homes and one for ownership homes; and 3) Pennrose will have commitments for financing that are sufficient for the construction of the development consistent with the Development Agreement.

On December 10, 2024, the Board and Council directed and authorized the Housing Authority to execute the 2025 Season Ground Lease for RV Park Operations with the Virginian RV Park LLC so that the RV park may stay open this summer and the Housing Authority can earn revenue from its operations.

Since the December 2, 2024 meeting, staff have been working to finalize the transportation impact study for this site ahead of its scheduled inclusion in the Development Option Plan and reviewing Pennrose's market study for the site and have used the information from these two studies, along with Pennrose's response to the RFP, and the requirements of the RFP to draft terms for the Development Agreement for the site. These are provided in the table provided on pages 4-12, below.

Proposed Next Steps / Timeline

- February Joint Meeting: Development Agreement Terms – approval of conditions of agreement for development of the site as discussed at this meeting.
- March Joint Meeting: Funding Agreement which will outline how public funds are provided as part of the partnership + Development Agreement – approval of legal document codifying terms approved at this meeting
- April Joint Meeting, if needed: Development Agreement – approval of legal document
- Underway and anticipated to last until at least 2026: ToJ Planning Process – Development Option Plan, Subdivision Plat, Design Review Committee, Grading and Building Permit.
- Summer 2026: Groundbreaking for Phase I (rental homes)
    - If Development Agreement is delayed past June 30, 2025, and both parties agree to continue negotiating terms, then groundbreaking will be delayed until at least 2027.

Ground Lease / GL Option Agreement October & December - complete	**Development Agreement** February & March	**Town Planning Process** 2024-2026
• Establishes site control for specific term, use, and rate • Provides a timeline for performance • Includes default provisions and reporting requirements • Points to the Development Agreement for specific obligations of both developer (Lessee) and landowner (Lessor) • Ground Lease Option Agreement requires developer to meet specific conditions prior to execution of the ground leases	• Establishes obligations of Developer and Landowner (Housing Authority) • Includes specifics related to density, parking, sustainable design, traffic demand management, affordability, horizontal and vertical construction. • A Funding Agreement will be attached the Development Agreement and will outline how public funds are provided as part of the partnership.	• Pre-application Conference (2024) - complete • Development Option Plan – Planning Director (2025) • Subdivision Plat – Town Council (2025) • Design Review Committee (2024-2025, multiple meetings) • Grading Pre-application Conference (2025) • Grading & Building Permits (2025-2026)

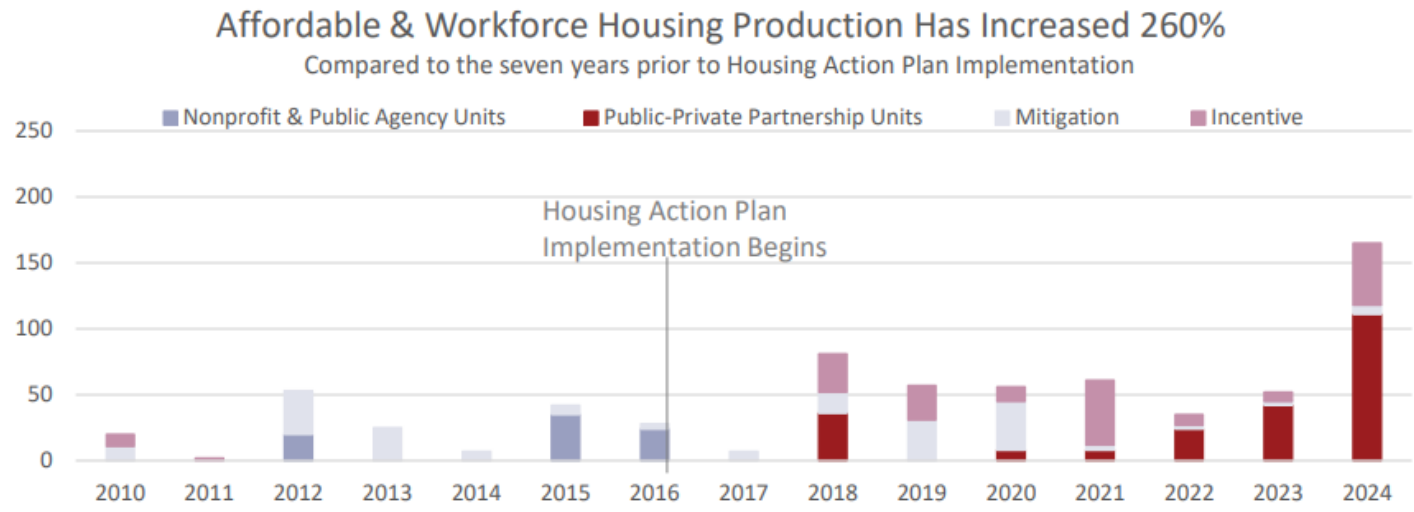
Public-Private Partnerships: Why we do them, how they differ from public capital projects

The Workforce Housing Action Plan charted a new path forward for the community's housing program. It created the Housing Department and shifted the government out of the developer role and into a partner role where we partner with a private sector developer to build Affordable and Workforce homes.

By partnering to build housing, we can mitigate risk to public funds, leverage private sector expertise, and amplify the impact of public funding on our local housing market.

The Workforce Housing Action Plan also directed planning staff to create incentives and zoning to make building affordable workforce housing easier to do.

The results have been positive: since Housing Action Plan adoption, Affordable and Workforce housing production has increased 260% and our resident workforce has stabilized at 60%. All the public-private partnership projects were built on time (or early) and did not ask for additional public funding, despite increases to construction and financing costs during and immediately after the COVID 19 Pandemic.



90 Virginian Lane is the fifth public-private partnership where our development partner was chosen through a comprehensive RFP process. The RFP process allows the public partner – in this case the Housing Authority via the Council and Board – to dictate minimum terms and conditions for the development and to then allow the private sector to respond with their best offer that optimizes the public investment while balancing the private sector risk.

Once the developer is selected, both parties work together to craft agreements (ground lease, development agreement) that state the requirements of each party – the public as a project partner who set threshold requirements for the development, and the selected partner as the developer responsible for taking the project through design, planning, construction, and occupancy and who is solely responsible for financing the project based on the terms of the RFP, ground lease, and development agreement.

For 90 Virginian Lane, Pennrose LLC was selected as our private sector partner. Their initial proposal included 226 permanently deed restricted homes and asked the Housing Authority to contribute the land via a long-term ground lease and an additional $10 million.

Proposed Development Agreement Terms

Fortunately, many of the elements to be included in the Development Agreement have already been defined in formulation of the Request for Proposals for the project or are already codified in the LDRs/other policy code. Below, staff have provided a table with three columns: what was required in the RFP, how our chosen partner, Pennrose, proposed to meet that requirement or how they have already met the requirement, and what staff recommend including in the Development Agreement to ensure what the public asked for in the RFP is delivered by our partner.

For the February 3, 2025 meeting, we are asking the Council and Board to review the proposed terms, identify questions for staff and Pennrose, and come prepared to discuss any potential amendments, additions, or deletions at the meeting.

Project Scope & Phasing

	RFP Requirement	Pennrose Response to RFP / Update	Proposed Development Agreement Term
1	Phasing is allowed.	Overlapping phased construction of the five buildings.	The project may be built in phases. See items #6-8 below for deadlines on phasing.
2	Preapplication Conference. Developer must apply for preapp within 15 days of ground lease and/or development agreement execution.	A pre-application conference was held 10-17-2024.	N/A
3	Development Option Plan. Developer must submit a complete Development Option Plan for proposed site-wide design and development within three months of ground lease and/or development agreement execution. A Development Option Plan is a site plan review process that is reviewed by Town department and approved by Planning Director, prior to submittal of applications for physical development. The requirements for this process can be found in the Town LDRs Section 8.5.3.	Included in the development timeline.	A complete Development Option Plan for proposed site-wide design and development within three months of development agreement execution unless an extension is provided by the Housing Director.

4	Design Review Committee ("DRC"). Developer must present to the DRC within three months of ground lease and/or development agreement execution. DRC approval is required prior to approval of the development option plan and any building permits. If the project is being phased, multiple trips to DRC to account for phasing may be necessary.	The project was taken to DRC on 9/11/2024 for a conceptual design feedback discussion. Pennrose has included multiple trips to DRC in their development timeline.	DRC approval is required prior to approval of the development option plan and any building permits.
5	Town Council Workshops. Developer should anticipate two Town Council Workshops at which Council will receive an update on the proposed development and public comment will be taken.	Pennrose included these workshops in their development timeline.	No additional Town Council Workshops will be required. The Developer via the Housing Director will provide quarterly project updates to the Town Council and County Commission. This change is proposed due to the number of additional public hearings not included in the RFP timeline that have been or will be held to discuss this development. The RFP anticipated four public hearings. Thus far, we have held eight public hearings since the RFP responses were received and expect at least 1-2 more.
6	Building Permit #1. Developer must submit a complete building permit application within nine months of development agreement execution. Construction must start within two months of building permit approval.	Included in development timeline.	A building permit application for the first residential building must be submitted within nine months of development agreement execution and the building permit must be issued within twelve months of development agreement execution unless an extension is provided by the Housing Director. Sitework must start within two months of receiving building permit approval unless an extension is provided by the Housing Director.
7	Residential Occupancy. For each building, all residential units must be fully occupied within one year of receiving certificate of occupancy.	Agreed to meet this term.	All units must be fully occupied within one year of receiving a certificate of occupancy for each building in accordance with the development agreement and deed restriction recorded on the property unless an extension is

			provided by the Housing Director.
8	Certificate of Occupancy – Entire Site. Project completion must occur within five years of building permit #1 approval.	All construction completed by Spring 2028. Given delays to the ground lease and development agreement timeline, this date will need to be adjusted.	Certificates of occupancy for all buildings on the site must occur within five years of the first building permit approval unless an extension is provided by the Housing Director.

Housing Program

	RFP Requirement	Pennrose Response	Development Agreement Term
9	No short-term rentals are allowed.	No short-term rentals were proposed.	No short-term rentals are allowed on this site.
10	All units must have a deed restriction administered by the Housing Department & must meet the Housing Department's Livability Standards.	All units are deed restricted using a Housing Department restriction.	All units must have a deed restriction administered by the Housing Department & must meet the Housing Department's Livability Standards.
11	A minimum of 150 units must be built. No limit to the maximum number of units is set by the RFP.	226 permanently deed restricted homes were proposed.	A minimum of 200 homes must be built in accordance with the Ground Lease.
12	A minimum of 30 units must be provided in each of the following income ranges: 0-80% MFI, 80-120% MFI, 120-160% MFI.	30 Affordable 0-80% MFI (13%) 30 Affordable 80-120% MFI (13%) 136 Affordable 120-160% MFI (60%) Pennrose completed a market study for the project that reflected high demand at all income ranges proposed. The market study also conservatively indicated a need to lower proposed rental rates and sales prices for the 120-160% MFI homes.	A minimum of 30 units must be provided in each of the following income ranges: 0-80% MFI, 80-120% MFI, 120-160% MFI.
13	A maximum of 30 Workforce units may be proposed.	30 Workforce units (13%)	A maximum of 30 Workforce units may be included.
14	A minimum of 30% of the total number of units must be offered for rent.	69% of the units are rentals.	A minimum of 30% of the total number of units must be offered for rent.
15	A minimum of 30% of the total number of units must be offered for sale.	31% of the units are ownership.	A minimum of 30% of the total number of units must be offered for sale.
17	For rental units, the following size requirements as a percent of the total number of units were included:	No studio units 93 one-bed, one bath units (60%) 42 two-bed, one bath units (27%)	For rental units, the following size requirements as a percent of the total number of units:

	Studios – max of 10% One-beds – min of 10% Two-beds – min of 25% Three-beds – min of 10%	21 three-bed, one bath units (13%) Pennrose completed a market study for the project that showed the greatest demand is for one-bedroom homes.	One-beds – min of 10% Two-beds – min of 25% Three-beds – min of 10%
18	For ownership units, the following size requirements as a percent of the total number of units were included: Studios – max of 10% One-beds – min of 10% Two-beds – min of 25% Three-beds – min of 10%	No studio units 44 one-bed, one bath units (63%) 22 two-bed, one bath units (31%) 4 three-bed, one bath units (6%) Pennrose completed a market study for the project that showed the greatest demand is for one-bedroom homes.	For ownership units, the following size requirements as a percent of the total number of units: One-beds – min of 10% Two-beds – min of 25% Three-beds – min of 10%
19	Town of Jackson building code requirements must be met.	Pennrose stated they will meet the building code requirements.	Town of Jackson building code requirements must be met.
20	A minimum of 10% of all units must meet international Building Code Type B unit requirements (adaptable units).	Pennrose stated they will meet the Type B unit requirements.	A minimum of 10% of all units must meet International Building Code Type B unit requirements (adaptable units).

Sustainable Design

	RFP Requirement	**Pennrose Response**	**Development Agreement Term**
21	LEED Building Design and Construction Silver, or a comparable accreditation, requirements must be met.	National Green Building Standard Gold certification and explore Fitwell certification for healthy living.	National Green Building Standard Gold certification must be achieved.

Transportation Program

	RFP Requirement	**Pennrose Response**	**Development Agreement Term**
22	Guest parking must be provided at a rate of one space per 15 units (226 units = 15 spaces).	Pennrose meets this requirement.	Guest parking must be provided at a rate of one space per 15 units (226 units = 15 spaces).
23	All parking requirements must be met onsite and screened from street views.	All parking is provided onsite at grade or underground. This has been revised to accommodate Council and Board's request for a larger central open space. Parking is now both surface and in a structured garage.	All parking requirements must be met onsite and pursuant to Town LDRs.
24	Bicycle parking requirements must be met (340 bedrooms at 0.75 bike spots per bedroom = 255 spots).	255 bike parking spots are provided on-site, including 64 alternate sized spaces.	Bicycle parking requirements must be met pursuant to Town LDRs.

25	Electric vehicle parking requirements must be met.	Pennrose meets this requirement.	Electric vehicle parking requirements must be met pursuant to Town LDRs.
26	A minimum of three spaces for community car sharing, plus an additional space for either car or bike share must be provided.	Pennrose meets this requirement.	A minimum of three spaces for community car sharing, plus an additional space for either car or bike share must be provided.
27	Pennrose is responsible for building the multimodal pathway on the north side of the site.	The pathway is included in the site plan.	The developer is responsible for designing and constructing the multimodal pathway on the north side of the site in accordance with community pathway standards.
28	Sidewalk improvements along Virginian Lane and Snow King Avenue must be built to the standards set forth in the Community Streets Plan based on a 60' right of way. ROW improvements that extend beyond the defined ROW boundary for Snow King Avenue and Virginian Lane must be incorporated on the project site but may be located within the setbacks specified for the NH-1 zone. Setbacks along Virginian Lane and Snow King Avenue will be measured from the property line even if ROW improvements extend onto the property.	The sidewalk improvements are included in the proposal.	Sidewalk improvements along Virginian Lane and Snow King Avenue must be built to the standards set forth in the Community Streets Plan based on a 60' right of way. ROW improvements that extend beyond the defined ROW boundary for Snow King Avenue and Virginian Lane must be incorporated on the project site but may be located within the setbacks specified for the NH-1 zone. Setbacks along Virginian Lane and Snow King Avenue will be measured from the property line even if ROW improvements extend onto the property.
29	Pennrose must provide a transportation management plan.	Pennrose agreed to provide this plan.	A transportation management plan must be included with the Development Option Plan submittal. This will include the Trave Demand Management measures, parking management, signage, and private roadway maintenance and management.
30	Every unit must have at least one parking spot included as part of the rent or purchase price. Pennrose may monetize additional parking spaces by unit.	Pennrose provides at least one parking spot for every unit.	Every unit must have at least one parking spot included as part of the rent or purchase price. The developer may monetize additional parking spaces by unit.
31	At the Development Option Plan step, Pennrose must prepare a Traffic	A traffic impact study was prepared prior to Development Option Plan.	N/A

	Impact Study that includes potential intersection improvements and off-site improvements.	Potential intersection improvements, including a future roundabout, are accommodated for in the site plan.	
32	Based on the findings of the traffic impact study, Pennrose should propose a Travel Demand Management ("TDM") plan that strives to reduce external vehicle trips by 50% of new trips generated by the development (in excess of the existing trips generated by the RV Park use).	Pennrose agrees to meet this term.	A Travel Demand Management plan that reduces external vehicle trips by 50% of new trips generated by the development (in excess of the existing trips generated by the RV Park use) is required. The TDM is a component of the transportation management plan (line 29).
33	Vehicular access to the site must be taken from Virginian Lane. New curb cuts on Snow King Ave. are not allowed.	No curb cuts on Snow King Ave. are proposed.	Vehicular access to the site must be taken from Virginian Lane. New curb cuts on Snow King Ave. are not allowed.
34	Access to the site from Karns Meadow Drive may be proposed. Pennrose must work with the Town to ensure the access works with the future plans for the START site. Proposed access can be the primary site access or one-way access east towards Karns Meadow Drive. One-way access must meet the minimum requirements equivalent to one-way alley access. The intent of this access is not to attract non-neighborhood vehicular through trips.	An access drive from Karns Meadow Drive to the project site was proposed. This drive, while not necessary for the site to function, is still being pursued in coordination with Town staff and based on Federal requirements that dictate the use of the Town-owned land through which the drive aisle must travel.	Future access to the site from Karns Meadow Drive must be accommodated in the site design. Should this access drive be approved prior to development agreement execution, the developer is required to construct the portion located on the 90 Virginian Lane site. If access is not approved prior to development agreement execution, then the developer may reconfigure the area and address site circulation so as to maximize this part of the site.
35	Pennrose must provide north-south public pedestrian and bike access easements on the property.	North-south nonmotorized access is proposed.	North-south public pedestrian and bike access easements shall be recorded by the Developer prior to Phase I Certificate of Occupancy and constructed prior to Phase II Certificate of Occupancy consistent with the conceptual plan provided by Developer.
36	For the base proposal, all interior vehicle access to the development will be privately owned and maintained. A maintenance and management budget must be	All roads will be privately owned and maintained.	All interior vehicle access to the development will be privately owned and maintained. A maintenance and management budget must be provided prior to Building Permit #1 and shall

	provided and shall include long-term maintenance reserves. A proposal alternate can include interior roads that are publicly owned and maintained. Public roads must meet the street standards found in the Town LDRs.		include long-term maintenance reserves. For every subsequent building permit, a revised maintenance and management budget must be provided.

Horizontal Infrastructure

	RFP Requirement	Pennrose Response	Development Agreement Term
37	Pennrose must coordinate water and sewer infrastructure with the Town of Jackson Public Works Department. All existing utilities that may exist (sewer, water, power, gas, cable etc.) on site that serve the existing Virginian Hotel must be maintained. Utilities can be relocated as needed for the proposed development plan. Developer is responsible for all relocation coordination, easements etc. with the Virginian Motel. Developer must work with the Town to accommodate any additional infrastructure and capacity needs.	Pennrose agrees to meet this term.	The developer must coordinate water and sewer infrastructure with the Town of Jackson Public Works Department. All existing utilities that may exist (sewer, water, power, gas, cable etc.) on site that serve the existing Virginian Hotel must be maintained. Utilities can be relocated as needed for the proposed development plan. Developer is responsible for all relocation coordination, easements etc. with the Virginian Motel. Developer must work with the Town to accommodate any additional infrastructure and capacity needs pursuant to Town LDRs.
38	Runoff requirements found in the Town LDRs Section 5.7.4 must be met.	Propose onsite water detention and infiltration.	Runoff requirements found in the Town LDRs must be met.
39	Developer must meet the landscape ratio requirements found in the NH-1 zone. Plants that produce berries or other fruit are not allowed.	Propose landscaping utilizing native species.	Developer must meet the landscape ratio requirements found in the NH-1 zone. Plants that produce berries or other fruit are not allowed. Developer will use the Teton Conservation District Native Plant Species List to inform the landscaping plan.
40	Areas of landscaping intended to meet snow storage requirements must be identified.	Snow storage areas are identified.	Must meet the LDR requirements for snow storage.
41	Developer must meet the LDR standards for setbacks as set forth in the NH-1 zone. The primary street for this development is Virginian Lane;	Setback standards will be met.	Must meet the LDR standards for setbacks as set forth in the NH-1 zone. The separation between public and private

	the secondary street is Snow King Avenue. The separation between public and private spaces should be softly blended and provide an attractive street frontage along Snow King Avenue and Virginian Lane.		spaces should be softly blended and provide an attractive street frontage along Snow King Avenue and Virginian Lane.
42	Developer should include outdoor spaces that can accommodate daily use and may include landscape features, seating, and other amenities that promote gathering and are accessible to all user groups. These are not intended to be publicly accessible or maintained.	These spaces are included and have been improved based on direction from the Council and Board.	Must include outdoor spaces that can accommodate seasonally-appropriate daily use and may include landscape features, seating, and other amenities that promote gathering and are accessible to all user groups. Final design must be consistent with the conceptual plan proposed by Developer.
43	Bear resistant trash and recycling receptables must be used.	This requirement will be met.	Bear resistant trash and recycling receptables must be used. Where feasible trash and recycling receptacles should be indoors.

Vertical Design

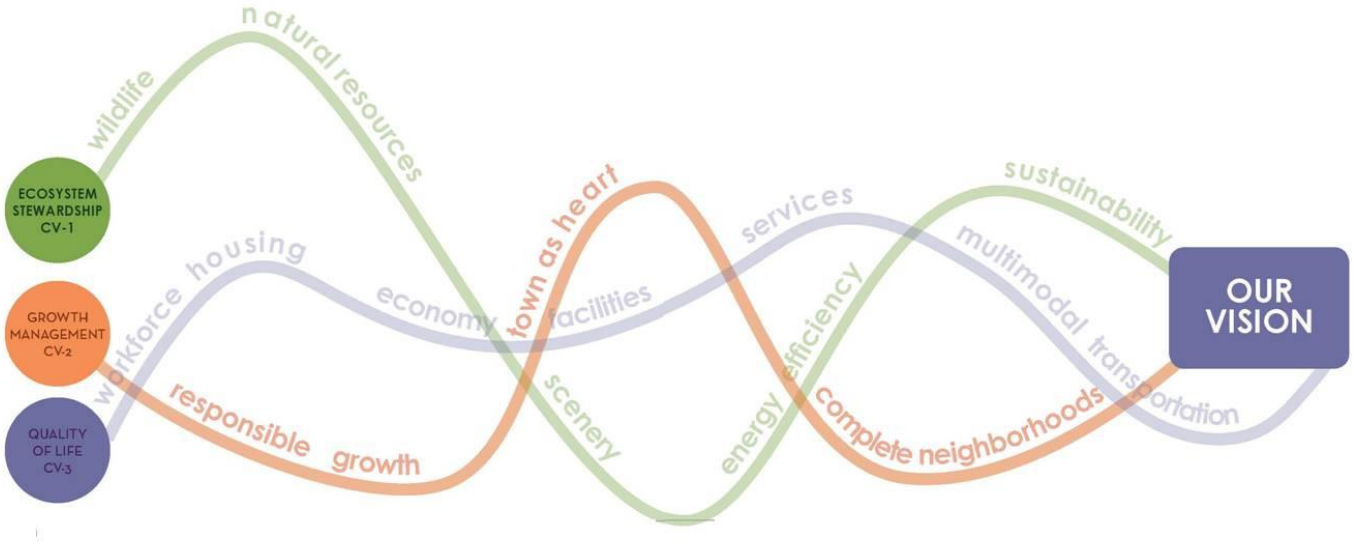
	RFP Requirement	**Pennrose Response**	**Development Agreement Term**
44	The project design must include a variety of building heights, massing, and façade. The neighborhood should include multiple separate buildings of varying size with complimentary styles. Larger buildings should have the massing appearance of multiple buildings. Community spaces should be provided to promote community and accommodate passive daily use. A variety of building types that can accommodate diverse households including singles, families, seniors, and adults living with disabilities are preferred.	Five (six in some iterations?) buildings are proposed that vary in height from 3 to 4 stories and include balconies, varied massing and facades. Community spaces are provided along Snow King and in the interior of the project. All buildings include elevators.	The project design must include a variety of building heights, massing, and façade. The neighborhood should include multiple separate buildings of varying size with complimentary styles. Larger buildings should have the massing appearance of multiple buildings. Community spaces should be provided to promote community and accommodate passive daily use. A variety of building types that can accommodate diverse households including singles, families, seniors, and adults living with disabilities are preferred. Final design must be consistent with the conceptual plan proposed by Developer.

Financing

	RFP Requirement	Pennrose Response	Development Agreement Term
45	It is the responsibility of the Developer to obtain construction and permanent financing in amounts consistent with their proposal.	During construction, the project will be financed with an $84.77 million interest-only, draw-down construction loan issued by a commercial bank. The permanent loan will be sized to the same figure and is envisioned to be a GSE loan (Freddie/Fannie) product issued by a Delegated Underwriting and Servicing lender with a 35-year amortization scheduled and a 6.50% interest rate. The conventional equity is expected to be $33.65 million. The equity will be contributed by Pennrose and a Limited Partner.	Pennrose must demonstrate they have construction and permanent financing in accordance with the Ground Lease Option Agreement. (The Ground Lease Option Agreement requires this demonstration prior to execution of the Ground Lease.)
46	Developer may propose public subsidy and tax-exempt bond financing as a potential funding source. However, they are encouraged to minimize the use of any Town, County, or Jackson/Teton County Housing Authority subsidy while maximizing the affordable workforce housing developed and the range of affordability provided.	Pennrose proposes a public subsidy of $10 million + a long-term ground lease for the land. Pennrose states they are also willing to consider a profit-sharing agreement with the Housing Authority once the project has achieved an agreed-upon project-level internal rate of return.	Public investment in the amount of $10 million will be provided in accordance with the Funding Agreement for 90 Virginian Lane. Staff propose bringing the Funding Agreement to the Council and Board at the March 3, 2025 meeting. This agreement will be informed by any changes made today to unit mix and/or affordability.
47	A minimum of 60% of the new homes created must be reserved for local workers and their families without any attachment to a particular employer and five rights of first purchase or first rental must be provided to Virginian RV Park LLC.	Pennrose agrees to these terms.	A minimum of 60% of the new homes created must be reserved for local workers and their families without any attachment to a particular employer and five rights of first purchase or first rental must be provided to Virginian RV Park LLC.

COMPREHENSIVE PLAN ALIGNMENT

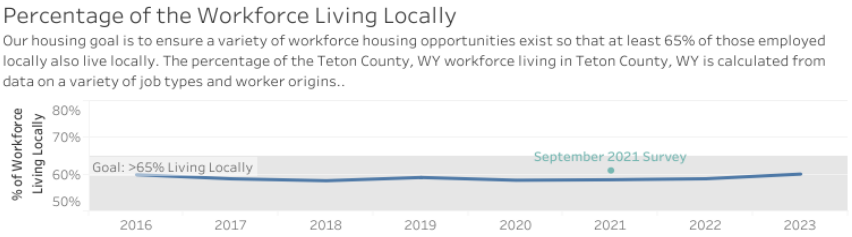
The Jackson/Teton County Comprehensive Plan is predicated on three equally important Common Values for us to live within our shared community Vision: Ecosystem Stewardship, Growth Management, and Quality of Life. Just as the strength of a rope depends on the integrity of each intertwining thread, the strength of our community character is derived from a commitment to all three Common Values, each in support of and reliant upon the others.

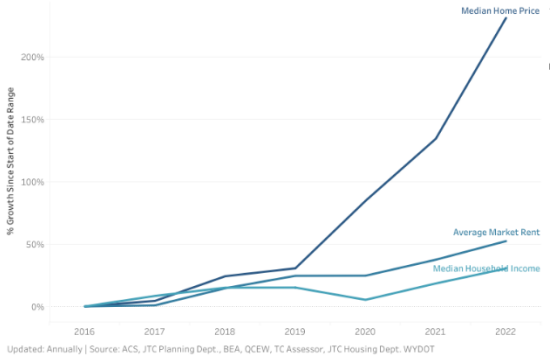


Common Value: Quality of Life

The Comprehensive Plan sets a minimum goal of achieving a 65% resident workforce. Building on this goal, the Workforce Housing Action Plan set forth strategies for increasing our resident workforce that include location for growth, a focus on public-private partnerships, and updating land development regulations to incentivize affordable workforce housing development by the private sector.

Since Housing Action Plan implementation began, permanently restricted affordable workforce housing production has increased 260% compared to the previous seven years, and the resident workforce has stabilized around 60%, despite the addition of close to 3,000 jobs during this same time period and rapidly increasing housing prices.

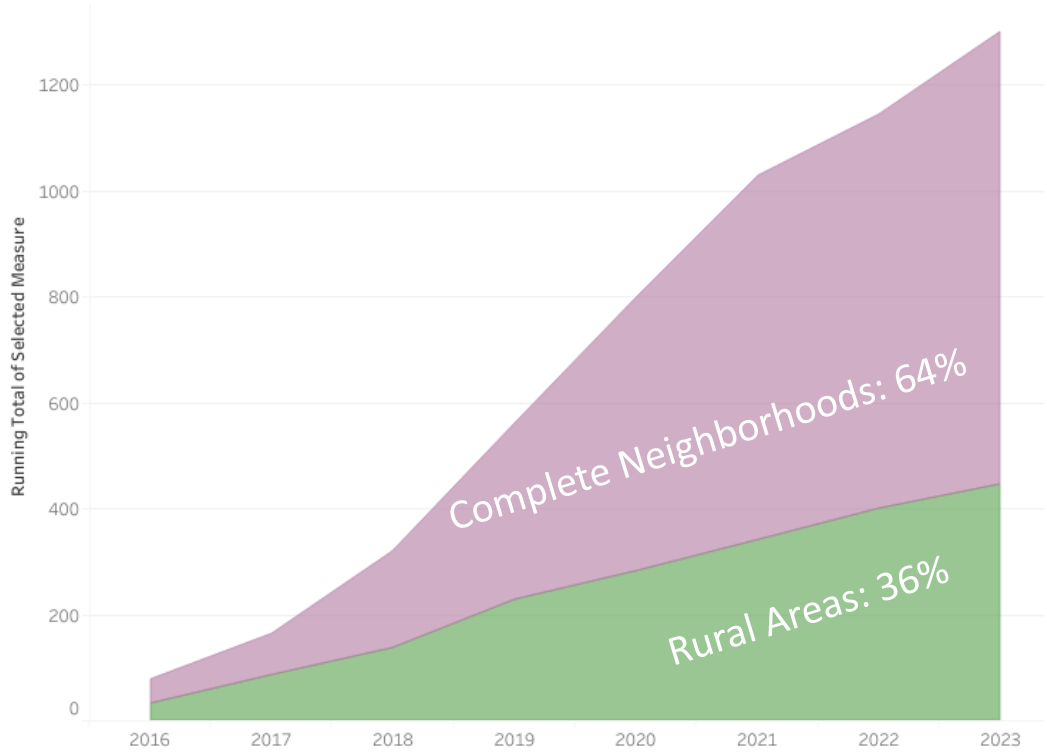




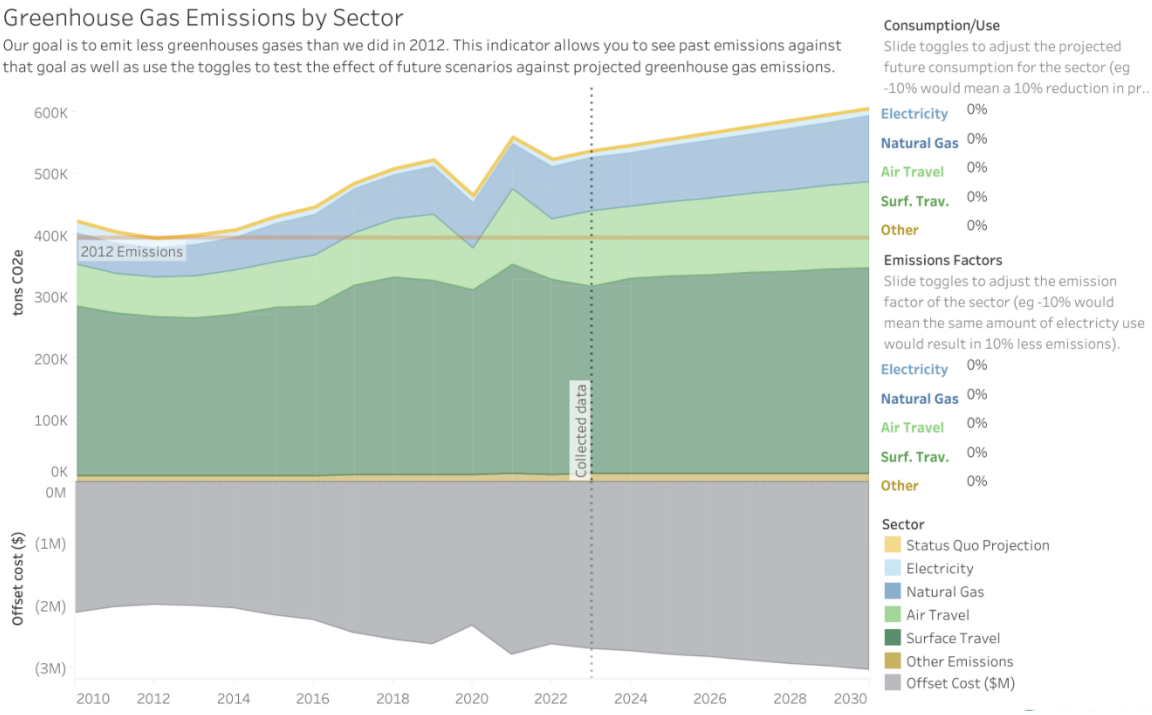
The future neighborhood at 90 Virginian Lane is an example of a public-private partnership, leveraging private sector expertise, while mitigating public risk; and utilizes LDR incentives for affordable workforce housing development.

Common Value: Ecosystem Stewardship

The Comprehensive Plan also sets a goal to direct at least 60% of all new residential development into Complete Neighborhoods to preserve habitat, scenery, and open space and provide workforce housing opportunities. Since Housing Action Plan implementation and including changes to the Land Development Regulations that incentivize affordable workforce housing production in the Town of Jackson, the percentage of new development built in Complete Neighborhoods has exceeded the 60% minimum threshold. By placing development in the center of Town, the 90 Virginian Lane development accomplishes our goal of concentrating new development in Complete Neighborhoods.



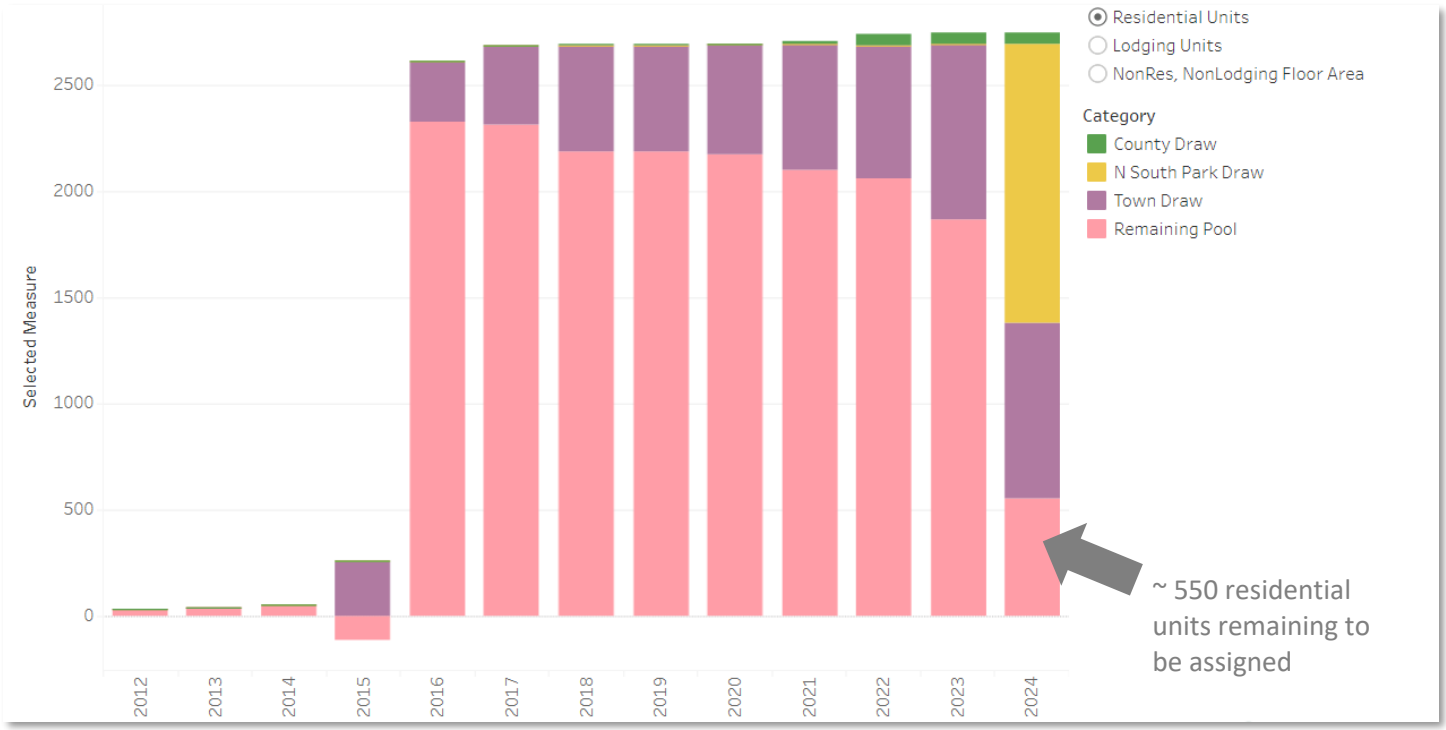
The Comprehensive Plan sets a goal to emit less greenhouse gases ("GHG") than we did in 2012. Surface travel accounts for most of the GHG Emissions created locally. **By placing households close to their jobs, local convenience, recreational amenities, and providing them with opportunities to use alternative modes of transportation like the bus or biking, the 90 Virginian Lane development will positively impact GHG Emissions.**

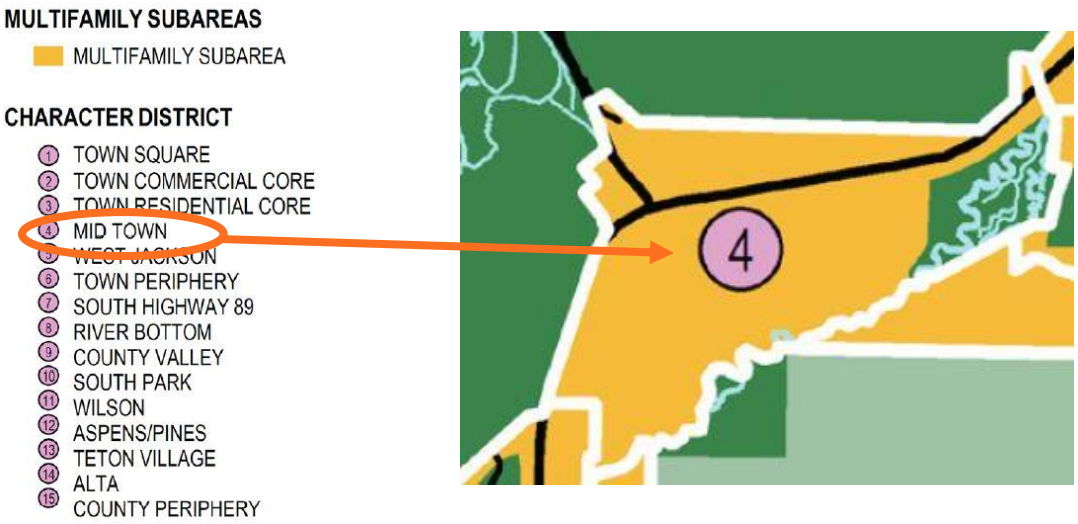


Common Value: Growth Management

The Comprehensive Plan sets a cap on new residential units that can be built. We currently have about 550 pooled residential bonus units remaining to be assigned to future developments. **The 90 Virginian Lane Neighborhood accomplishes our Comprehensive Plan goals related to growth management by effectively using the remaining pooled units for 100% permanently deed restricted affordable workforce housing in a high-density residential zone located in**

a Transitional Subarea (as opposed to using the units for unrestricted, free market homes located outside a Complete Neighborhood).





Achieving our Vision

Ultimately, by providing housing opportunities like 90 Virginian Lane that support a resident workforce, **we are protecting local working families; providing for a stable tax base; creating neighborhood accountability; increasing civic, social, and economic investment; limiting commuters on our roads; and protecting our open spaces and scenic vistas.** We are achieving the vision laid forth in our Comprehensive Plan.

Comprehensive Plan Policy:

- Reduce greenhouse gas emissions through land use. 2.2.
- Reduce greenhouse gas emissions through transportation. 2.3.
- Emphasize a variety of housing types. 3.2.d
- Emphasize a variety of housing types, including deed-restricted housing. 4.1.b

- Create and develop Transitional Subareas. 4.3.b
- House at least 65% of the workforce locally. 5.1.a
- Focus housing subsidies on full-time, year-round workers. 5.1.b
- Provide a variety of housing options. 5.2.a
- Housing will be consistent with Character Districts. 5.2.b
- Create workforce housing to address remaining shortages. 5.3.c
- Direct at least 60% of all new residential development into Complete Neighborhoods. Common Value 3.

Housing Action Plan Strategy:

- Provide land as a public subsidy and build development partnerships. 2B

STAKEHOLDER ANALYSIS

Teton County community members, businesses, and visitors.

FISCAL IMPACT

Varies depending on direction received.

STAFF IMPACT

Housing staff have spent 40 hours preparing this staff report, including meeting with Pennrose Development and their team, and other Town and County staff.

LEGAL REVIEW

K. Gingery & L. Colasuonno

ATTACHMENTS

None.

RECOMMENDATION

Staff recommend moving forward with the terms presented in this staff report.

SUGGESTED MOTION

I move to direct staff to draft a development agreement for 90 Virginian Lane that includes the terms outlined in this staff report and to bring back the funding agreement and the development agreement for consideration at a future Monthly Joint Meeting.

BOARD OF COUNTY COMMISSIONERS

TOWN COUNCIL

JOINT MEETING

AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Travel & Tourism Board

PRESENTER: Crista Valentino, Executive Director

MEETING DATE: February 3, 2025

SUBJECT: Update on Destination Management and Marketing Organization

STATEMENT/PURPOSE

The purpose of this item is to update the Council and Commission on the Travel & Tourism Board's work to understand the process for and benefits of establishing a Destination Management & Marketing Organization (DMMO) and status update on the Request for Proposals that has been released.

BACKGROUND/ALTERNATIVES

Staff requests that the Council and Board listen to this update about a possible Destination Management & Marketing Organization (DMMO). The Boards are not being asked to take any action at this time.

The Travel & Tourism Board has spent the last nine months working with a consultant well-versed in Destination Management & Marketing Organizations. Such organizations exist in many different localities including Queensland, New Zealand; Santa Fe, New Mexico; and numerous other cities and towns. The model the Travel & Tourism Board is working toward is a DMMO that is a separate, 501(c)(3) nonprofit from the TTB, which would allow for greater flexibility, transparency, and the ability to diversify funding sources in service of continued work on coordination and support of our community and 'destination.'

The TTB has determined this is the best way forward for a number of reasons including the following.

- A full-time staff with cohesive and complimentary job descriptions that are experts in their field. Ability to adjust job focus based on opportunities
- Additional funding sources are available vs. having one single funding source (lodging tax)
- Provides a more strategic allocation and/or granting of funds to community projects that support destination management and marketing efforts for the community
- Integrated plans and strategy that overlap marketing, management, product development, and stewardship of the destination. These plans and strategies are overlayed with other plans (GTNP visitor management plan, BTNF use plan, Comp plan, Housing plan, etc.)
- Ability to be nimble with destination management programming and opportunities as they arise
- Able to be entrepreneurial and identify/create new technologies or enhance work already taking place to address visitor use management gaps or education/information needs
- Has a set mandate to put community at center and prioritize collaborations; mandate doesn't shift based on changes in elected office or JHTTB appointed board
- Additional level of budget transparency via 501c3 status (IRS)

Public comment on this item will be taken at this Joint Meeting. Written comments are also welcome and can always be shared with Town Council by emailing: electedofficials@jacksonwy.gov or the County Commission by emailing: commissioners@tetoncountywy.gov.

COMPREHENSIVE PLAN ALIGNMENT

The Comp Plan's vision to preserve and protect the area's ecosystem to ensure a healthy environment, community, and economy for current and future generations is entirely intertwined with destination management. A DMMO's work would

help ensure the health of native species, maintain water quality, and limit contributions to climate change while also coordinating to support our community toward economic development and meet transportation goals.

STAKEHOLDER ANALYSIS

Teton County community members, businesses, and visitors.

FISCAL IMPACT

None at this time.

STAFF IMPACT

The TTB has spent considerable time on this effort and can share estimates of hours during the presentation.

LEGAL REVIEW

K. Gingery & L. Colasuonno

ATTACHMENTS

Request for Proposals for the DMMO

RECOMMENDATION

None

SUGGESTED MOTION

NA

REQUEST FOR PROPOSALS

DESTINATION MANAGEMENT AND MARKETING ORGANIZATION
–
JACKSON HOLE TRAVEL & TOURISM BOARD

RFP DUE: February 28, 2025 at 4pm MT

CONTENTS

I.	Introduction and Project Overview
II.	Term
III.	Required qualifications
IV.	Selection Process
V.	Schedule
VI.	Method of Submittal
VII.	Evaluation Criteria Scoring Matrix

I. Introduction and Overview

The Jackson Hole Travel and Tourism Joint Powers Board (JHTTB) is seeking the services of a 501(c)3 not-for-profit organization to serve as the primary Destination Management and Marketing Organization (DMMO) for the JHTTB. The selected organization will work in conjunction with the JHTTB's members, contractors, stakeholders, and partners to develop and implement a robust and comprehensive strategy that includes destination marketing, destination management, destination stewardship, and destination development. The organization should have qualified staff and leadership to provide a depth of expertise and execution of strategy in each of these areas. It should also be expected that the organization is able to clearly articulate additional funding sources to supplement the budget necessary to carry out the full scope of work beyond the lodging tax funds provided by the JHTTB. The Jackson Hole Travel & Tourism Board owns the trademark, website, and social media accounts for Visit Jackson Hole, and thus the contracted organization will be providing services as Visit Jackson Hole. All materials and assets will ultimately be under the ownership of the JHTTB.

The JHTTB reserves the right to refuse any and all proposals.

The selected organization is responsible for providing the tasks outlined in detail in Addendum A, which includes but may not be limited to:

- Destination Marketing
- Destination Development
- Destination Stewardship
- Destination Management
- Revenue Management
- Administration

II. Term

We anticipate this Agreement shall commence on July 1, 2025 with the intention of a three (3) year agreement. The parties shall have the option to renew the contract for an additional three (3) year term for a total contract agreement span of six (6) years. Such renewal is not automatic.

A review process will take place at the end of each fiscal year. The contracted agency will be expected to provide an end-of-year report that includes a predetermined set of KPIs and metrics that can be evaluated, and recommendations and/or strategy for the following year. The JHTTB will review the end-of-year report and provide feedback and/or issue notices of the failure to comply with the contract, if necessary.

III. Required Qualifications

An organization submitting a proposal represents that it is either a registered 501(c)3 not-for-profit organization or that a 501(c)3 application is submitted and pending. The proposal must demonstrate that the organization is fully qualified, has a robust staffing strategy, and is equipped to properly perform any agreed upon conditions and work as requested in this bid proposal and as represented in their proposal.

IV. Selection Process

Jackson Hole Travel and Tourism Joint Powers Board shall contract with the organization and shall be the owner of all materials. The owner's representative is the Teton County Attorney's Office. Questions on bid submittals shall be directed to Crista Valentino, Executive Director, lodgingtax@tetoncountywy.gov, and copied to the Chief Deputy County Attorney, Keith Gingery, kgingery@tetoncountywy.gov.

All material submitted regarding this bid request becomes the property of the owner and will not be returned to the agency. Disqualification does not eliminate this ownership right. The owner reserves the right to reject or accept any or all proposals or waive any formalities, informalities, or information therein.

Proposals shall include at a minimum the following information:

1. Name, address, phone number and email of organization with contact person and title.
2. List of staff positions and job descriptions, and board members.
3. Provide detailed overview of how each of the five main areas of the DMMO Scope of Work will be addressed, including Destination Marketing, Destination Development, Destination Stewardship, Destination Management, and Revenue Management.
4. Detailed business plan that outlines the implementation strategy to complete the presented scope of work, including any areas outside of the scope of work that the organization intends to perform. If there are any areas of the scope of work that are unable to be performed, those should be explained.
5. Demonstrated relative experience, including samples of previous work on contracts similar in size and scope and/or examples of relevant experience of any current staff members.
6. An illustrated understanding of and alignment with the JHTTB's mission and vision, including how the organization intends to further this mission through this contract, as stated in the SDMP.
7. List of at least three references/clients from past contracts of similar size and scope.
8. Detailed fee and cost summary for a one-year term that includes the scope of work outlined herein and any additional revenue sources that may be explored.

The JHTTB will award this contract to an organization based upon review of the merits of the proposals received. Criteria for these merits include but are not limited to:

1. Meets eligibility requirements, including being a registered 501(c)3 organization or has a pending application.
2. Demonstrated understanding of the scope, including alignment with the mission and vision of the JHTTB and the SDMP.
3. Comprehensiveness of the implementation plan for the scope of work.
4. The process, manner and methods of providing the service.
5. Demonstrated relative experience.
6. Positive reference feedback from past clients.
7. Outline of staffing structure, including the number of local staff, contractors, partners, and board members that comprise the organization.
8. Fees and costs.

V. Schedule

November 15, 2024	Issuance of RFP, Including Request for Letters of Interest
December 6, 2024	Letters of Interest Due
December 31, 2024	Questions/Clarifications Due
January 15, 2025	All answers provided to all entities
February 28, 2025	RFP Due
March 2025	Interviews with shortlisted applicants, if needed
April 10, 2025	Notification of Award
April/May 2025	Negotiate Contract, Scope of Work, and Fee
June 12, 2025	Approval of Final Contract
July 1, 2025	Contract Period Begins

VI. Method of Submittal

Letters of Interest should be submitted via email to kgingery@tetoncountywy.gov(Keith Gingery, Chief Deputy County Attorney, 307-732-8611, Teton County and Prosecuting Attorney's Office). Letters of Interest must be received by 4:00 PM, Mountain Standard Time on or before December 6, 2024. The Letters of Interest are simply being used to determine the depth of interest in the RFP being issued and need only to note the applying party's interest in responding to the RFP – no formal proposal is necessary. A Letter of Interest does not require a final proposal. The JHTTB may determine to close the RFP if no Letters of Interest are received by December 6, 2024.

All final bid proposals shall be submitted electronically. Please email the electronic version with the subject line "JHTTB: Destination Management and Marketing Organization RFP" to: kgingery@tetoncountywy.gov (Keith Gingery, Chief Deputy County Attorney, 307-732-8611, Teton County and Prosecuting Attorney's Office).

Submittal must be received by 4:00 PM, Mountain Standard Time on or before February 28, 2025. All proposals shall be the property of the Owner and will become public record. If a bid proposal submission is received after this deadline, it will not be considered and will be rejected without any further action by the Owner. Submittals shall be valid for a period of forty-five (45) days from the receipt by the Owner.

The Owner reserves the right to amend any portion of the RFP. Copies of such amendments shall be furnished to all prospective, interested entities. Where such amendments require changes in the scope of services, the final date for submission may be postponed.

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

The RFP provides interested entities with the necessary information to enable them to prepare and submit information for consideration by the Owner. The Owner reserves the right to enter into further discussions with any proposer based solely upon the initial response to the RFP and the right to negotiate the scope of work and fee as the owner deems is in the best interest of the owner. If the Owner is unable to negotiate a final scope of work, fee, and contract with the Owner's first choice, the Owner reserves the right to negotiate with other proposers who submitted a proposal to the RFP.

It is anticipated that each individual board member of the Jackson Hole Travel and Tourism Board will evaluate and score each proposal, and then the scores will be aggregated. The Board will then decide whether interviews, or if a shortlist of the top score proposals is needed. Interview scoring will be based on the same scoring matrix, and new individual and aggregated scores will be collected. The scoring does not necessarily determine the final choice, but instead assist the board in their discussions as to the best choice to make.

VII. Evaluation Criteria

The Jackson Hole Travel and Tourism Board shall evaluate the Submittals based on the following criteria:

	Weight	Score
Criteria One / Qualifications – 501(c)(3)	5	____
Criteria Two / Demonstrated understanding of the scope of work, including alignment with the mission and vision of the JHTTB and the SDMP.	10	____
Criteria Three / Comprehensiveness of the implementation plan for the scope of work.	20	____
Criteria Four / The process, manner and methods of providing the service	20	____
Criteria Five / Demonstrated relative experience	10	____
Criteria Six / Positive reference feedback from past clients	5	____
Criteria Seven / Outline of Staffing structure, including the number of local staff, contractors, partners, and board members that comprise the organization	10	____
Criteria Eight / Fees and costs	20	____
	Total Score	____

ADDENDUM A: SCOPE OF WORK

Destination Marketing
The Destination Marketing and Management Organization (DMMO) will be responsible for raising the awareness and renown of Jackson Hole as a world class destination, including attracting visitors through branding, communications, and promotion via the Visit Jackson Hole brand. Visit Jackson Hole, including the website, brand, and logo, are trademarked by the Jackson Hole Travel and Tourism Board and all current and future assets created for Visit Jackson Hole will be the ownership of the JHTTB. The DMMO shall perform the following duties:

- Lead branding and data-driven campaign strategy for the destination
- Manage and update websites (www.visitjacksonhole.com and industry.visitjacksonhole.com) including SEO management
- Lead content creation for all communications channels
- Provide detailed overview of communications strategy and channel analytics, including a robust reporting of progress and review of metrics on an agreed upon cadence
- Develop a robust social media strategy and manage all Visit Jackson Hole social media accounts
- Oversee paid media spend (advertising, print, digital, social)
- Develop and coordinate all press and communications (creation of press releases, developing talking points, pitching stories, communicating to the local community through local channels, regional, and national, and international outreach)
- Lead efforts to strategically improve community knowledge about the value of tourism in Teton County
- Lead content development for Visit Jackson Hole assets
  - Photography/Videography
  - Asset and production management
  - Blog/story creation
  - Graphic design
- Management of Visit Jackson Hole's CRM and all outgoing communications
- Manage public relations for media inquiries
- Manage a marketing committee that may include JHTTB members

Destination Development
The DMMO will be responsible for leading destination development efforts, including the strategic planning and advancement of tourism products that create a more desirable destination for travelers and residents and align with the sustainable destination management plan (SDMP). The focus should be on creating or enhancing compelling experiences, quality infrastructure, and remarkable services for our visitors. The DMMO shall perform the following Destination Development duties:

- Lead destination sales efforts and national/international sales missions in alignment with the destination's marketing strategy, including providing comprehensive reporting and

forecasting with Key Progress Indicators (KPIs), analytics and metrics for all sales missions and efforts
- Manage media and group inquiries, Familiarization (FAM) Trips, and coordinate messaging and opportunities with the Wyoming Office of Tourism
- Manage a fulfillment agency contract and ensure VisitJacksonHole.com has a booking engine provided on the site
- Identify gaps in the visitor experience and develop a data-driven strategy to fund, build, and support the creation of new products
- Manage a Community Marketing Partnership grant program to fund projects in Teton County, WY that advance the mission of the JHTTB in alignment with the SDMP, guided by a committee that may include JHTTB members.
- Manage a Special Event grant program that provides event funding to Teton County, WY events, guided by a committee that may include JHTTB members.

Destination Stewardship

The DMMO will be responsible for leading the local travel and tourism industry in preserving our natural and cultural assets for the benefit of tourism and the visitor experience. The DMMO shall perform the following duties:

- Implement priority actions identified in the Sustainable Destination Management Plan (SDMP). Depending on goal/action, the DMMO may take a lead or may be informed/involved
- Facilitate and convene the Destination Stewardship Council.
- Lead strategic integration of SDMP initiatives into DMMO actions.
- Act as the voice for tourism in sectors that are impacted by and that impact the travel and tourism industry
- Survey progress in SDMP implementation and data analysis including the creation of SDMP status reports
- Lead the updating of the SDMP starting in Year 4 (2026)
- Manage a sustainability committee that may include JHTTB members.
- Manage and update the tourism dashboard including identifying and cataloging all pertinent impact indicators, including data sources
- Prioritize community engagement and community meetings to solicit feedback and provide updates on specific topic areas related to destination stewardship and/or sustainable destination efforts
- Conduct bi-annual resident and stakeholder sentiment surveys and report results with analysis
- Conduct bi-annual visitor sentiment surveys and report results with analysis
- Identify gaps/opportunities for new products that align with the sustainable tourism goals of the destination

Destination Management
The DMMO will be responsible for coordinating activities across multiple agencies and organizations to manage visitor impacts and improve livability. The DMMO shall perform the following duties:

- Development of in-destination materials including merchandise, signage, visitor information guides, maps, etc.
- Strategic development of a cohesive destination-wide messaging, branding, and communications strategy
- Development of communication tools for tourism stakeholders to amplify information dissemination and ensure wider educational opportunities
- Partnership with organizations to support workforce education and development
- Management and staffing of visitor centers and visitor service agents
- Coordination with other visitor management agencies
- Follow the values as articulated in the SDMP.

Revenue Management
The DMMO will be responsible for all accounting and fiscal services, including ensuring that funds from the lodging tax adhere to Wyo. Stat. § 39-15-211(a)(ii)(B)(I) that state "expenditures for travel and tourism promotion shall be limited to promotional materials, television and radio advertising, printed advertising, promotion of tours, staging of events, educational materials, and other specific tourism-related objectives, provided that none of these funds shall be spent for capital construction or improvements." All expenditures would need to be sufficiently documented with itemized invoices, receipts, and signed contracts.

The DMMO is responsible for cultivating any additional revenue sources needed beyond lodging tax funds provided by the Jackson Hole Travel & Tourism Board. The DMMO shall perform the following financial duties:

- Management of detailed and comprehensive accounting, financial, and auditing systems that ensure budgetary oversight and adherence to state statute guidelines
- Management of all income, expenses, and revenue sources including providing full transparency of the distribution of funds across line items and budget
- Provision of documented financial records, upon the request of the JHTTB and for periodic public inspection and feedback. All documentation must be made available for Public Record requests.
- Facilitate an annual financial statement audit (US GAAP) with a final report due within six months of year-end
- Coordination with any additional audit requirements from the Town of Jackson or Teton County, WY.
- Cultivation of additional revenue sources beyond the lodging tax funds provided by the JHTTB.

Administration
The DMMO shall perform the following duties:

- Report quarterly to the JHTTB using predetermined metrics to evaluate the DMMOs progress on the scope of work
- Provide an end-of-year report including self-evaluated scores delineated in the contract, completed tasks, and recommendations for the following year
- Manage reporting requirements as set forth by the JHTTB within the final contract
- Manage relationships with and updates to the Jackson Town Council and Teton County Board of County Commissioners
- Maintain subscriptions and memberships in trade organizations
- Develop and disperse the annual DMMO report.
- Secure appropriate legal representation that can provide guidance on the use of public funds.