

Regular Joint Meeting

May 5, 2025

1:30 PM - 5:00 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/82342670137?pwd=8GLzLQPei4NFsBxs0XuC1zPHmxKSlp.1>

Or join at zoom.com with Webinar ID: **823 4267 0137** 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 commissioners@tetoncountywy.gov.

IV. CONSENT CALENDAR

A. Meeting Minutes

1. April 7, 2025 Regular Joint Meeting
2. April 17, 2025 Special Joint Meeting

B. Fire/EMS Joint Power Agreement Update (Jodie Pond & Tyler Sinclair)

C. Jackson Hole Airport Board FY26 Budget Consideration (Tyler Sinclair & Jodie Pond)

D. Energy Conservation Works FY26 Budget Consideration (Tyler Sinclair & Jodie Pond)

E. Jackson Hole Travel and Tourism Board FY26 Budget Consideration (Tyler Sinclair & Jodie Pond)

V. DISCUSSION/ACTION ITEMS

A. Fire/EMS Mini Pumper Funds Reallocation (Mike Moyer, 15 mins)

B. Joint Long Range Planning Work Plan (Ryan Hostetter, 30 mins)

C. Housing Supply Plan and Work Plan (April Norton, 60 mins)

D. Transportation Work Plan (Charlotte Frei, 30 mins)

VI. MATTERS FROM COUNCIL, COMMISSIONERS AND STAFF

VII. PROPOSED ITEMS FOR FUTURE JOINT MEETINGS

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.

May 8 - 90 Virginian Ln.

June 2 - 90 Virginian Ln. (if needed)

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.

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

APRIL 7, 2025

JACKSON, WYOMING

The Jackson Town Council and the Teton County Board of County Commissioners met in a regular joint meeting (JM) at 1:32 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 Alyson Spery. *Via Zoom:* Devon Viehman.

COUNTY COMMISSIONERS: Chairman Mark Newcomb, Wes Gardner, Luther Propst, Natalia Macker, and Len Carlman.

STAFF: Tyler Sinclair, Roxanne Robinson, Lea Colasuonno, Keith Gingery, Jodie Pond, Floren Poliseo, Michelle Weber, Ryan Hostetter, Tanya Anderson, Charlotte Frei, April Norton, Susan Scarlata, Paul Anthony, and Riley Taylor.

Public Comment. Jodie Pond introduced Tyler Florence, Parks and Recreation Director, and thanked Interim Director, Steve Foster.

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 Alyson Spery to approve the consent calendar including item A as presented with the following motion. On behalf of the County, a motion was made by Natalia Macker and seconded by Wes Gardner to approve the consent calendar including item A as presented with the following motion.

A. **Meeting Minutes.** To approve meeting minutes from the March 3, 2025 Regular Joint Meeting.

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, Chairman Newcomb called for the vote. The vote showed all in favor. The motion carried for the County.

Comprehensive Plan Indicator Report. Ryan Hostetter and Paul Anthony made staff comment. Council and Commission held discussion with staff. Margie Lynch made public comment. No motions were made.

Council recessed at 2:50 p.m. and reconvened at 2:58 p.m. Wes Gardner left the meeting during the recess.

Safe Streets for All Safety Action Plan Draft Review. Brian Schilling made staff comment. Council and Commission held discussion with staff. There was no public comment.

Luther Propst left the meeting at 3:28 p.m.

On behalf of the Town, a motion was made by Alyson Spery and seconded by Jonathan Schechter to direct staff to proceed with preparing a grant application for Implementation funding including the following projects: B1, B2 and A2 and A5.

- B1 – South Park Loop Road Improvements
- B2 – W. Snow King Avenue Corridor Improvements
- A2 – Education Supplementing Implementation Grant Activities
- A5 – Before and After Data Collection

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 direct staff to proceed with preparing a grant application for Implementation funding including the following projects: B1, B2 and A2 and A5.

- B1 – South Park Loop Road Improvements
- B2 – W. Snow King Avenue Corridor Improvements

- A2 – Education Supplementing Implementation Grant Activities
- A5 – Before and After Data Collection

Chairman Newcomb called for the vote. The vote showed all in favor. The motion carried for the County.

Matters from Council, Commissioners and Staff. Mark Newcomb reminded Councilors and Commissioners of the special joint meeting scheduled for Wednesday, April 17 at 9:00am to discuss the 90 Virginian Ln. development.

Adjourn – County Only. On behalf of the County, a motion was made by Natalia Macker and seconded by Len Carlman to adjourn. Chairman Newcomb called for the vote. The vote showed all in favor. The motion carried for the County.

Adjourn to Executive Session – Town Only. On behalf of the Town, a motion was made by Jonathan Schechter and seconded by Kevin Regan to adjourn to executive session to consider matters concerning litigation to which the governing body is a party or proposed litigation to which the governing body may be a party in accordance with Wyoming Statute 16-4-405(a)(iii). Mayor Jorgensen called for the vote. The vote showed all in favor. The motion carried for the Town.

The meeting adjourned at 3:38 p.m.

TOWN OF JACKSON

ATTEST:

Arne O. Jorgensen, Mayor

Riley Hovorka, Town Clerk

Minutes: rh. Publish JH News & Guide: April 16, 2025

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

APRIL 17, 2025

JACKSON, WYOMING

The Jackson Town Council and the Teton County Board of County Commissioners met in a special joint meeting (JM) at 9:00am a.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, Devon Viehman, and Alyson Sperry.

COUNTY COMMISSIONERS: Chairman Mark Newcomb, Wes Gardner, and Len Carlman. Luther Propst and Natalia Macker were absent.

STAFF: Tyler Sinclair, Susan Scarlata, Jodie Pond, Tony Matthews, April Norton, Kristi Malone, Paul Anthony, Lea Colasuonno, and Riley Hovorka. Via Zoom: Charlotte Frei, Brian Lenz, Tanya Anderson, and Roxanne Robinson.

90 Virginian Lane Update. April Norton made staff comment. Shannon Baker, Tom Anderson, Charlie Adams, and Andy Rockmore spoke on behalf of Pennrose, the developer of the 90 Virginian Lane project. Council and Commission held discussion with staff. Daniel Ragsdale made public comment. No motions were made.

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 Len Carlman and seconded by Mark Newcomb to adjourn. Chairman Newcomb called for the vote. The vote showed all in favor. The motion carried for the County.

The meeting adjourned at 11:23 a.m.

TOWN OF JACKSON

ATTEST:

Arne O. Jorgensen, Mayor

Riley Hovorka, Town Clerk

Minutes: rh. Publish JH News & Guide: April 30, 2025



JOINT MEETING AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Town and County Administration

PRESENTER: Jodie Pond and Tyler Sinclair

MEETING DATE: May 5, 2025

SUBJECT: Fire and EMS Joint Power Agreement Update

STATEMENT/PURPOSE

The purpose of this item is to provide the Town Council (Council) and Board of County Commissioners (BCC) (together, Parties) to review and consider a one-year extension of the current Fire and EMS Joint Power Agreement (JPA).

BACKGROUND/ALTERNATIVES

Context

The Town and BCC have had a joint department for Fire and EMS service in the community and the current JPA expires in August of 2025. Thus, the current JPA needs to be extended or a new JPA entered into prior to August. Notably, both options require the Attorney General's approval of the JPA (pursuant to statute) and, in order to achieve this timely, staff recommend sending a final, approved version of the JPA to the Attorney General's Office for review no later than July 1, 2025.

In July of 2024 the Parties agreed to revisit elements of all of their joint efforts, committing to:

- Change in joint funding for both operations and capital of joint efforts over a 3-year period. Specifically, changing the funding split (from the current 46% Town / 54% County) to
 - 57% County / 43% Town of Jackson beginning on July 1, 2025
 - 60% County / 40% Town of Jackson beginning on July 1, 2026
 - 62% County / 38% Town beginning on July 1, 2027.
- Begin discussion of revising the governance of jointly funded governmental functions in January 2025
- If agreement cannot be made on governance prior to January 1, 2031, then the funding split for joint funding for both operational and capital shall revert on July 1, 2031 to using the census (i.e., reverting to something close to 46% Town / 54% County, depending on the 2030 census numbers)

On March 3, 2025, the Parties considered options with respect to the July 2024 agreements and directed staff as follows:

- Work with the County's current Fire/EMS consultant to adjust their scope of work and cost to include analysis and recommendations on funding, level of service, and governance for the Fire & EMS Department.
- Identify alternatives and provide analysis on the three primary issues identified.
- Draft an amendment to the JPA to extend the term of the JPA for one year, and present the amendment at the April JM for approval, and provide the approved amendment to the Attorney General for review.

Analysis

Staff has effectuated the March 3 direction – the consultant's scope of work has been adjusted and a one-year extension of the JPA is included in this staff report. If the Parties approve the draft document, it will be sent to the Attorney General's Office for review and execution prior to the August expiration of the current JPA.

Key Questions on this item were reviewed and answered at the March 3 meeting, and the only issue before the Parties is whether they approve of the attached draft agreement.

COMPREHENSIVE PLAN ALIGNMENT

The review and update of the Fire/EMS Joint Powers Agreement is consistent with Section 8: Quality Community Service Provision goal to:

Timely, efficiently and safely deliver quality services and facilities in a fiscally responsible and coordinated manner.

In addition, Section 8: Quality Community Service Provision provides policy direction on this topic as follows:

Policy 8.1.e: Budget for service delivery Budgeting allows for an annual commitment to service delivery objectives. Each year, the Town and County will evaluate service delivery objectives during the budgeting process, make appropriate modifications to the delivery approach, and affirm the desired service level with the appropriate amount of funding. Without adequate funding, even the most thoughtful and strategic approach will fall short of its objectives, so a careful budgeting process is essential.

STAKEHOLDER ANALYSIS

All residents and visitors to the Town and County are stakeholders in delivery, funding and governance of Fire/EMS services.

FISCAL IMPACT

None. The JPA is identical to the current arrangement between the Parties; the funding level of the Department is determined during the budgeting process, not via the JPA.

STAFF IMPACT

The Town Attorney spent approximately 2 hours drafting the Agreement and this report. Town and County Administrative staff spent approximately 1 hour each reviewing the documents.

LEGAL REVIEW

Colasuonno
Gingery

ATTACHMENT

The Town of Jackson and Teton County Joint Power Agreement for Fire and Emergency Medical Services.

RECOMMENDATION

Staff recommend the Parties approve the Agreement.

SUGGESTED MOTION

I move approve the Town of Jackson and Teton County Joint Power Agreement for Fire and Emergency Medical Services, subject to minor changes by staff.

**THE TOWN OF JACKSON AND TETON COUNTY JOINT POWER
AGREEMENT FOR FIRE AND EMERGENCY MEDICAL SERVICES**

This Agreement is made and entered into to be effective as of the ____ day of _____ 2025, by and between the Town of Jackson, Wyoming, a Municipal Corporation of the State of Wyoming, hereinafter referred to as "Town", and Teton County, Wyoming, a duly organized county of the State of Wyoming, hereinafter referred to as "County."

WITNESSETH:

WHEREAS, Wyoming Statutes §16-1-101, et. seq., Intergovernmental Cooperation, allows for two (2) or more agencies to enter into agreements with each other for joint or cooperative action; and

WHEREAS, this Joint Power Agreement is created pursuant to W.S. § 16-1-105 and it is specifically recognized that this agreement does not create a separate legal entity, nor is this Agreement created or governed by W.S. § 16-1-106 Joint Powers Boards; and

WHEREAS, Wyoming Statute § 18-3-509(a)(ii) allows for the County to provide fire protection jointly with one (1) or more municipal corporations; and

WHEREAS, Wyoming Statute § 15-1-103(a)(xxiii)(C) provides for the Town to make cooperative agreements for fire protection in accordance with Wyoming Statute 15-1-121(a)(ii); and

WHEREAS, Teton County and the Town of Jackson (hereinafter referred to as "Parties") have determined that there is a need within Teton County and the Town of Jackson for consolidation of the Fire and the Emergency Medical Services and shall be combined into the Jackson Hole Fire/EMS Department (hereinafter referred to as the Department); and

WHEREAS, in furtherance of meeting this need in accordance with statutory authorization, the Town and County are expending funds and assisting in the support of fire and emergency medical services; and

WHEREAS, the Town and County have operated the Jackson Hole Fire/EMS Department for the past 20 years under the 2004, 2014, and 2024 Town of Jackson and Teton County Joint Power Agreements for Fire and Emergency Medical Services, the latest of which expires this year.

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

1. **Purpose.** The purpose of this Agreement is to jointly provide for Fire Protection and Emergency Medical Services within Teton County and the Town of Jackson, which shall be called the Jackson Hole Fire/EMS Department.
2. **Duration.** This Agreement shall commence on the date of approval by the Wyoming Attorney General, following the adoption and approval of this agreement by both parties hereto, and shall terminate one (1) year from said date of adoption and approval, unless sooner terminated or extended as hereinafter provided.
3. **Name.** This Agreement creates the Jackson Hole Fire/EMS Department, which is a cooperative action between the Town and County. The Department shall be managed by a Fire Chief (hereinafter referred to as "Chief").
4. **Powers Delegated and Roles of the Parties and Chief.** To minimize confusion as to the roles and responsibilities of the Parties hereto, the Chief and staff utilized, the Parties identify such roles and responsibilities as follows:
 - a) The Chief shall have the power to manage the day-to-day affairs of the Department. This shall include overseeing personnel and administering and implementing the rules, regulations, and policies, in the daily management of the Department. The Chief shall hire, terminate, and discipline the Department's employees in accordance with the Teton County Personnel Policies. The Chief shall develop and approve Standard Operating Procedures and Protocols by which the Department operates. The Chief shall be hired, fired, disciplined, and supervised by the County Commissioners' Administrator, in consultation with the Town Manager.
 - b) Teton County and the Town of Jackson shall be involved in any and all decisions, and approval shall be necessary from both parties concerning capital expenditures, and land acquisitions. All proposals to place a proposition for the Specific Purpose Excise Tax (SPET) on the ballot shall originate with the Parties. Through their financing function, the Town and County shall have sole and absolute discretion to appropriate funds for the continued functioning of the Department. Neither the Town nor the County have an obligation to fund the Department.
5. **Ownership of Facilities.** The fire and emergency medical services facilities, including leased property, and all of the facilities currently located upon them, as well as equipment currently utilized by the Department, shall continue to be the sole property of the respective Party that currently has ownership. Each Party shall be deemed to own a one-half (1/2) undivided interest in certain equipment and facilities as noted in a schedule attached hereto as "Schedule of Co-Owned Equipment." Future acquisitions of property must be designated as co-owned or as solely owned by one party at the time

of the acquisition. If property is not designated at time of acquisition, the default shall be co-ownership with each party having a one-half (1/2) undivided interest in the equipment or facility.

6. Financing and Budget.

- a) General Finance. All expenditure and revenue transactions pertaining to the Department shall be recorded in a separate Special Revenue Fund that will be part of the Teton County reporting entity. This special fund shall be called the Fire/EMS Fund (hereinafter referred to as "Fund"). The Town and County shall contribute the percentage equivalent to the most current census data utilized by the State of Wyoming in making sales tax distributions in contributions to the Fund, so long as all expenditures are in compliance with previously approved appropriations.

The annual fiscal year contribution shall be calculated in the prior year during the annual budgeting process. The combined contributions from the Parties will be the difference between the projected ending fund balance (on a modified accrual basis) and the agreed-upon targeted fund balance. The estimated fund balance calculation for the fiscal year of the contribution shall be calculated as follows:

Estimated Beginning Fund Balance

Plus(+): All Estimated Program Sources (revenues)

Minus(-): All Estimated Program Uses (expenditures)

Equals (=): Estimated Fund Ending Balance

Subject to County invoicing, the Town will remit one-twelfth (1/12) of the approved annual contribution on a monthly basis throughout the fiscal year. All expenditures and revenue pertaining to the Fund will be paid/received by Teton County and recorded as a debit/credit to the Fund. The Town will not accept Department revenue or incur Department expenditures other than through Teton County, except grant proceeds and grant-related expenditures where the Town of Jackson is the grantee.

- b) Budgeting Procedures. The Department is required to comply with both Parties' budgetary procedures, which includes format and timing requirements for appropriation requests. All appropriations and budgeted revenue need approval from both Parties before the budget is considered approved. Adjustments to appropriations and budgeted revenue through the fiscal year require the approval of both Parties. The Department will comply with both Parties' supplemental appropriation process. The Department is required to comply with both Parties' Capital Improvement Plan (CIP) procedures, which include formal and timing requirements for project submittal.

- c) Fund Balance (Reserves). The fiscal year ending fund balance, calculated on the modified accrual basis of accounting, of the Fund will be reported by the County to the Town as soon as the Teton County Audited Financial Statements are published.

The desired level of the reserves, or the targeted fund balance, will be proposed by Teton County Budget Officer, and will be reviewed each year during the annual budget process. Ownership of the reserves of the Fund shall be with the Town of Jackson and Teton County each owning the percentage equivalent to the most current census data utilized by the State of Wyoming in making sales tax distribution. Investment of idle funds must be done in compliance with the Teton County investment policy and Wyoming Statutes.

7. Auditor Recommendations. The Parties intend to abide by all recommendations of their auditors. Recommendation of the parties' auditors proposed after the date hereof shall be deemed incorporated herein as they may be made from time to time.
8. Financing of Operations and Capital Expenditures. For purposes of timing, financing operations, capital expenditures and budgeting, the Board shall be controlled by the more restrictive of the statutory fiscal procedures applicable to the Town and County. The funding of the Department shall be a negotiated process pursued in good faith by the sponsoring entities.
9. Methods of Operation. The Parties agree that, in the interest of efficiency and in order to avoid unnecessary redundancies and to take advantage of established fiscal, personnel, insurance and other arrangements, the Department shall operate as if it were a department of the County. This includes, but is not limited to utilizing the following: County personnel policies, County fiscal management and auditing, County retirement and health and medical insurance, and County casualty and personal liability insurance. The final approved budget of the Department shall be within the County's budget and the County shall be responsible for performing all required audits and reporting to appropriate agencies. All employees of the department shall be employees of Teton County, which shall be responsible for direct withholding and payment of all compensation, fringe benefits, employment taxes, workers' compensation, or other recompense, but subject to contribution by the Town of a percentage equivalent to the most current census data utilized by the State of Wyoming in making sales tax distributions of all sums. Property which is solely owned by the Town shall be insured by the Town. Any property in which the County has an ownership interest shall be insured by the County. All contracts entered into by the Department shall be approved by solely the County.
10. Termination or Extension of Agreement. This Agreement may be terminated by the resolution of either the Board of County Commissioners of Teton County, Wyoming, or the Town Council of the Town of

Jackson; provided, however, that neither party shall be permitted to terminate this Agreement or its obligations hereunder if said termination, or the manner of termination, constitutes a breach of any contract for the lease, use or hiring of any facilities, property or services. Upon such termination, all properties belonging to one of the parties which provided the property as hereinabove designated, shall revert to and be the sole and separate property of that party. All properties jointly provided or funded by the parties hereto shall be by mutual agreement between the parties.

11. Prior Agreements. This Agreement shall supersede any and all prior agreements between the parties with respect to the operation and maintenance of the Department and all such related facilities, and any prior agreements are hereby rescinded and rendered null and void. This Agreement specifically supersedes the 2024 Town of Jackson and Teton County Joint Power Agreement for Fire and Emergency Medical Services. This Agreement contains the entire agreement between the parties concerning the establishment of the Department for the operation of fire and emergency medical services.

12. Collective Bargaining. In the event of collective bargaining, the Town of Jackson shall be provided the option to attend collective bargaining negotiations and discussions between Teton County and a duly organized union. Prior to entering into a written collective bargaining agreement affecting the financing of the Department, Teton County shall obtain approval of the terms of such written collective bargaining agreement from the Town of Jackson as it pertains to issues affecting financial implications for the Town and funding allocations as set forth in Paragraphs 6, 7, 8, and 9.

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

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

TOWN OF JACKSON, WYOMING

By: _____
Arne Jorgensen, Mayor

Attest:

By: _____

Riley Hovorka, Town Clerk

BOARD OF COUNTY COMMISSIONERS
OF TETON COUNTY, WYOMING

By: _____

Mark Newcomb, Chair

Attest:

By: _____

Maureen E. Murphy, County Clerk

STATE OF WYOMING
OFFICE OF ATTORNEY GENERAL

I hereby certify that the foregoing Agreement establishing Teton County/Jackson Fire and Emergency Department was received by this office and has been reviewed and is approved as to form and with respect to compliance with the Constitution and Law of the State of Wyoming.

ATTORNEY GENERAL

Bridget Hill



JOINT INFORMATION MEETING AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Town & County Administration **PRESENTER:** Tyler Sinclair & Jodie Pond

MEETING DATE: May 5, 2025

SUBJECT: Jackson Hole Airport FY26 Budget Consideration

STATEMENT/PURPOSE

The purpose of this item is to consider approval of the FY26 budget for the Jackson Hole Airport

BACKGROUND/ALTERNATIVES

The Joint Powers Agreement between the Town and County indicates that the Jackson Hole Airport must submit their budget and operating plan no later than May 1st of each year to the Town Council and the County Commissioners. The budget is then subject to review, alteration, modification or revision, and approval by the Town Council and the Board of County Commissioners.

An excerpt from the JPA is below:

8(d) states:

Budget Approval. The Board shall submit on or before the 1st day of May of each year to the Teton County Board of County Commissioners and the Jackson Town Council a proposed budget for the fiscal year of July 1 through June 30. Said budget shall be subject to alteration, modification or revision by the Teton County Board of County Commissioners and the Jackson Town Council acting jointly, and after being approved by them, shall be adopted as the fiscal plan of the Board for the subsequent year.

The Council and Commission received an overview of the Jackson Hole Airport budget at its April 29 joint meeting.

COMPREHENSIVE PLAN ALIGNMENT

N/A

STAKEHOLDER ANALYSIS

All Teton County residents.

FISCAL IMPACT

None

STAFF IMPACT

Approximately 30 minutes to coordinate the meeting date(s) and prepare meeting materials.

LEGAL REVIEW

N/A

ATTACHMENTS

Jackson Hole Airport FY26 Budget

RECOMMENDATION

Staff recommends the Town Council and County Commission approve the Jackson Hole Airport FY26 Budget as presented..

SUGGESTED MOTION

I move to approve the proposed FY26 budget of the Jackson Hole Airport Board as presented.



Jackson Hole Airport Operating Budget 2025-2026

The following document presents the Jackson Hole Airport Board's operating budget for the Fiscal Year Ending June 30, 2026

Accounting & Finance Department



Jackson Hole Airport Board
1250 E. Airport Rd.
Jackson, WY 83001
307-733-7695

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Background

The following pages present the Jackson Hole Airport Board's ("the Board") operating budget for fiscal year 2025/2026. The Board consists of five members jointly appointed by the Town and County. The Joint Powers Agreement sets forth the terms by which the Town, County and Airport operate. Under this agreement, the Town and County annually review the Airport Budget. The Town and County also sign all FAA grant agreements as co-sponsors. The Board operates under the authority of both an Airport Board under Wyoming State Statute and as a Joint Powers Board and holds ownership of all facilities, equipment, lease holdings and operating rights.

The Board adopted a Certificate of Organization on January 2, 1968, pursuant to the Town of Jackson Ordinance and Board of Teton County Commissioners Resolution officially forming the Airport Board and electing officers. Annually the Certificate of Organization is renewed, and new officers are elected as appointed by the Town and County. For the year February 1, 2025 – January 31, 2026, the slate of officers is Rob Wallace, President; Melissa Turley, Vice President; Bob McLaurin, Treasurer; Ed Liebrecht, Secretary; and Valerie Brown, Member. The Board operates the Airport inside the boundaries of Grand Teton National Park ("the Park") under a Use Agreement with the U.S. Department of Interior.

The Board's fiscal year is from July 1 – June 30 each year. Once the Board approves the budget, it is submitted to the Town and County for review by May 1st of each year. The Board approves changes to the rates and charges prior to July 1 by resolution. These changes may include ground transportation fees, parking fees, rents, landing fees and other standard fees. The Board approved rates and charges can be found under financial information on the airport website at <https://www.jacksonholeairport.com/airport-board/records-reports/>.

The Board operates the Airport as a business enterprise to be financially self-sufficient. The Airport does not have the authority to tax and does not use local tax dollars, property tax or sales tax for operations. The Airport is funded primarily by fees paid by airport users, including airlines and businesses that operate at the airport. The airport is a key piece of infrastructure for our community, connecting citizens and employers to the country and globally. The airport supports not just passenger travel but also search and rescue, wildland firefighting, air medical, the National Park Service and Wyoming Game and Fish, among many other activities. More specific information on the airport's local and statewide benefits can be found on the Wyoming Department of Transportation website at: <https://www.dot.state.wy.us/home/aeronautics/2020-aviation-economic-impact-study.html>.

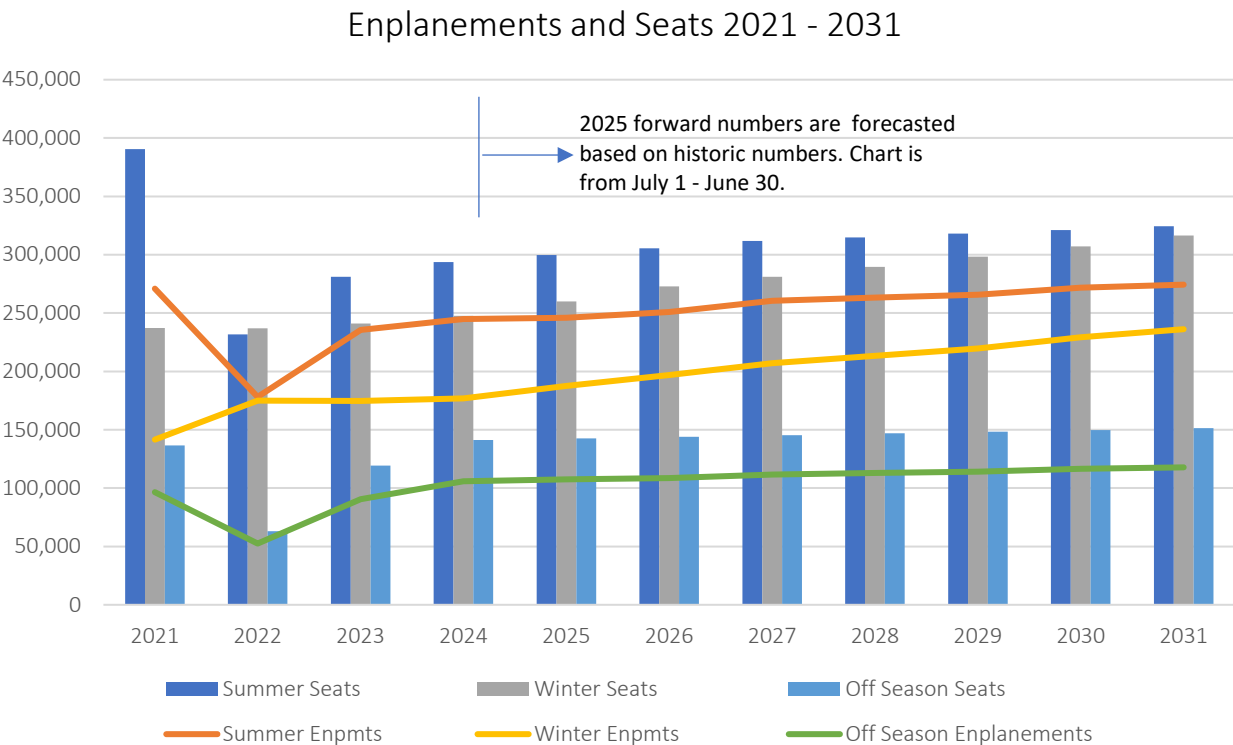
Budget Goals

The goals for this budget cycle are as follows:

- Operate a safe, secure, and environmentally responsible airport.
- Fiscal responsibility – execute a financial plan that provides the resources necessary to achieve objectives while maintaining a strong financial position.
- Provide services that exceed customer expectations and world-class facilities.
- Community relationships.
- Attract, develop, and retain high performing employees – Employer of Choice.

Airport Activity

Reviewing the Airport’s activity numbers is important to planning long-term needs for infrastructure, staffing, and operations. Five years post-pandemic, the aviation industry has recovered and is on a new trajectory. The numbers in the forecast below represent a “best estimate” following conversations with the airlines and considering the dynamic environment that currently exists related to historic travel demand and current economic conditions.



Jackson Hole Airport Board Budget Summary

This year we are presenting the budget with three enterprise centers and six cost centers. The enterprise centers are Airport Operations, Fuel Farm, and Fixed Based Operator (FBO). The Airport operates the fixed base operation under the name Jackson Hole Flight Services. Where appropriate, cost center expenses have been allocated between the JAC Operations and the JAC FBO enterprise centers. The six specific cost centers listed below remain unchanged from prior years: airfield, landside, terminal, other buildings and grounds, environmental, and community outreach. Revenues, expenses and cost centers for the various enterprise centers and their associated cost centers are outlined in the following pages.

Presented on the following page is a chart summarizing the Airport Board’s total budget for fiscal year 2025/2026.

Revenues		2025-2026
	Airport Operations	30,674,060
	Fuel Farm Operations	30,818,873
	FBO Operations	37,819,354
Bond Revenue	Fuel Fees	2,338,550
	Customer Facility Charges	2,153,551
	Passenger Facility Charges	2,004,000
Total Revenue		105,808,387
Expenses		
	Airport Operations	(29,402,468)
	Fuel Farm Operations	(30,127,251)
	FBO Operations	(23,061,458)
Bond Expense	Rental Car QTA	(1,253,776)
	Fuel Farm	(950,278)
	FBO - Hangars	(4,258,982)
	Restaurant	(3,709,873)
	Administration/FBO Building	(1,839,073)
	Aviation Safety Facility	-
Total Expense		(94,603,157)
	Net Income	11,205,230
Capital and Bond Sources		
	Federal Grants	19,521,842
	State Grants	1,139,494
	Other Grants	1,661,000
	Bond Funding	18,849,817
Total Capital and Bond Sources		41,172,153
Capital Expenditures		
	Administration/FBO Building	(24,239,952)
	Terminal	(400,000)
	Airfield	(15,262,519)
	Landside	(1,492,800)
	Equipment	(2,983,000)
	Minor Capital Projects	(2,915,000)
Total Capital Expenditures		(47,293,270)
	Subtotal Capital and Bonds	(6,121,117)
To/(From) Net Reserves FY 25/26		5,084,113
Unrestricted Cash Balance Forecast FYE June 30, 2025		20,948,073
Unrestricted Cash Balance Forecast FYE June 30, 2026		26,032,186

Airport Operations

The Airport operating budget is a stand-alone enterprise center separate from fuel farm operations and FBO operations. All revenues generated from the operation of this enterprise center, including rents, landing fees, and other operating fees, will be used to offset the expenses related to airport operations. The year-end balance expected from airport operations is anticipated to be -\$434,280 after debt service. The specific details for the airport operations enterprise center are outlined on pages 6-14. The Airport's capital plan can be found on pages 22-23.

Fuel Farm

The fuel farm operation has been set up with an individual operating budget as an enterprise center, which includes income, expense, and debt service payment. Fuel sales have been adjusted based on predicted activity levels for the upcoming budget year. Income includes fuel and glycol revenues, the administration fee on fuel and glycol, and the fees on fuel delivered. Fuel farm expenses include fuel and glycol purchases, glycol recovery and trucking expenses, labor, overhead and maintenance expenses at the fuel farm, and glycol recapture pad and debt service. Year-end income anticipated to be received from the fuel farm operations is \$2,079,894 after debt service. The fuel farm enterprise center information is detailed on page 15.

Fixed Base Operation

The FBO provides aeronautical services for both general aviation and airline aircraft. Additionally, it supports private aviation passengers and crew. The FBO has been set up as the third enterprise center with an individual operating budget that includes income, expense, labor, and debt service. Debt service in the FBO enterprise center covers the cost of the Hangar 3 construction project and the administration and FBO terminal building. Year-end net income anticipated to be received from the FBO is \$8,659,842 after debt service. The FBO enterprise center information is detailed starting on page 16.

Personnel

The Airport's full-time equivalent (FTE) staffing number is expected to be approximately 150 this upcoming year. This includes airport administration, operations (aircraft rescue fire fighters/ maintenance/IT/custodial), and security employees (93 total). Also included in the FTE number is the Jackson Hole Flight Services (FBO) staff (56) and fuel farm (1). There is a planned adjustment in wages and the housing/transportation stipend this year. The proposed personnel expense adjustments are as follows:

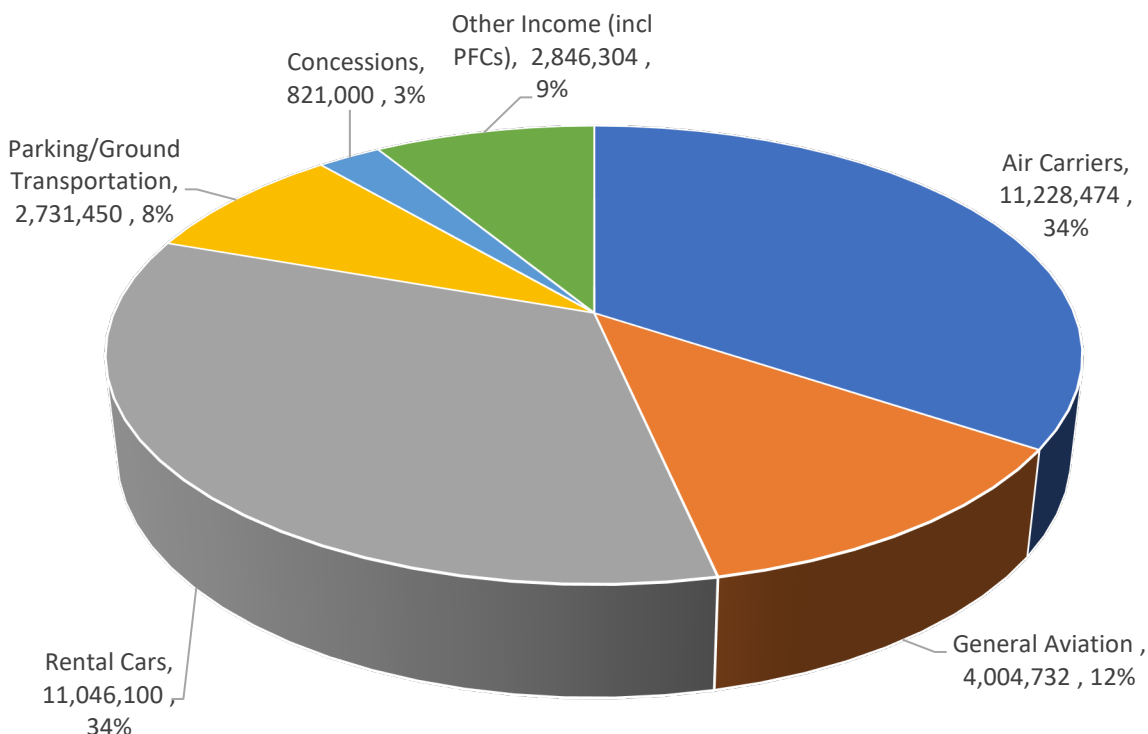
- Six percent pool for merit adjustment = \$756,242
- 25% adjustment to housing/transportation stipend = \$583,200

As of March 31, 2025, there are 7 open positions the airport is looking to fill including: 1 operations, 3 maintenance, and 3 FBO line staff. The fully burdened cost for these 7 positions is \$861,943. The vacancy cost for one FTE is estimated to be \$337 per day. With an average time to fill of 130 days, the vacancy cost is \$43,810. This does not account for intangible costs such as lost productivity, overtime and time spent filling the open position(s).

Airport Operations Revenue Summary

The Airport does not have the authority to tax and does not use local tax dollars, property tax or sales tax for operations. Aeronautical revenues are collected from both the fixed base operator and the airlines as well as other aeronautical users of the airport. Non-aeronautical revenues are collected from a variety of sources including terminal concessions, rental cars, and parking. These revenue streams are used to fund cost center expenses. There are six profit centers for airport operations including air carriers, rental cars, general aviation, concessions, parking/ground transportation, and other income. A more detailed review of the anticipated revenues and sources for each of these profit centers is below.

Airport Operations Income Budget FY 2025/2026



Air Carriers

Air Carrier income is derived from two sources: landing fees and terminal rents. These revenues are used to offset expenses related to the airfield and terminal operations. Travel to the Jackson Hole area is expected to remain steady throughout the next fiscal year. Landing fees are calculated on a maximum certified gross weight (CGW) basis and will adjust to \$8.18 per 1,000 pounds landed CGW. Air carrier revenue is expected to be \$11,228,474 in fiscal year 2025/2026. Of this, \$5,091,385 is terminal space rental, \$5,829,249 is landing fees, and the remaining \$300,000 is a new glycol facility fee which will be charged at \$3.00 per gallon of glycol dispensed. This fee will help to recoup the Board's anticipated out-of-pocket costs for the new glycol dispensing system which are currently estimated to be about \$5.4 million.

Rental Cars

Rental car revenue is predominantly composed of minimum annual guarantee amounts (MAGs). The rental car agreements were bid in 2023 in an open competition process that

established the MAGs. By contract, the on-airport rental car companies are required to pay 10% of gross revenue or their MAG, whichever is higher. The rental cars also pay rent for space in the terminal and parking lot (including storage spaces) to help offset the expenses related to the terminal and landside cost centers. The terminal rent is calculated at the same rate as that charged to the air carriers. The rental cars also pay operations and maintenance costs and rent for the use of the rental car quick turnaround (QTA) car wash facility. These fees help to offset the cost of operating the QTA facility. Finally, off airport rental cars pay 10% of gross revenue for airport operations. The rental car revenue for fiscal year 2025/2026 is anticipated to be \$11,046,100.

General Aviation

The general aviation revenue source includes landing fees collected from general aviation users as well as concession fees and rents received from the fixed base operator and general aviation contracts. General aviation revenue is used to help pay for airfield costs as well as environmental costs and general aviation share of costs related to snow removal and ARFF. General aviation landing fees have been adjusted to \$9.69 per 1,000 pounds CGW this year. The general aviation revenue stream is budgeted to be \$4,004,732 for fiscal year 2025/2026.

Concessions

Much of the revenue from concessions is received from restaurant revenue. All concession revenue is dependent on activity levels. The restaurant revenue is composed of either a percentage of gross revenue or minimum annual guarantee. The operator pays whichever amount is higher. In addition to restaurant revenue, additional concession income is received from bear spray rental income and brochures. The concession revenue stream helps to fund the terminal cost center. Revenue is budgeted to be \$821,000 for the fiscal year 2025/2026.

Parking/Ground Transportation

Parking and ground transportation revenue includes parking fees and ground transportation access fees. This income will help to support the maintenance and upgrades of the airport's roadways and parking lots. For fiscal year 2025/2026, parking/ground transportation revenue is budgeted to be \$2,731,450.

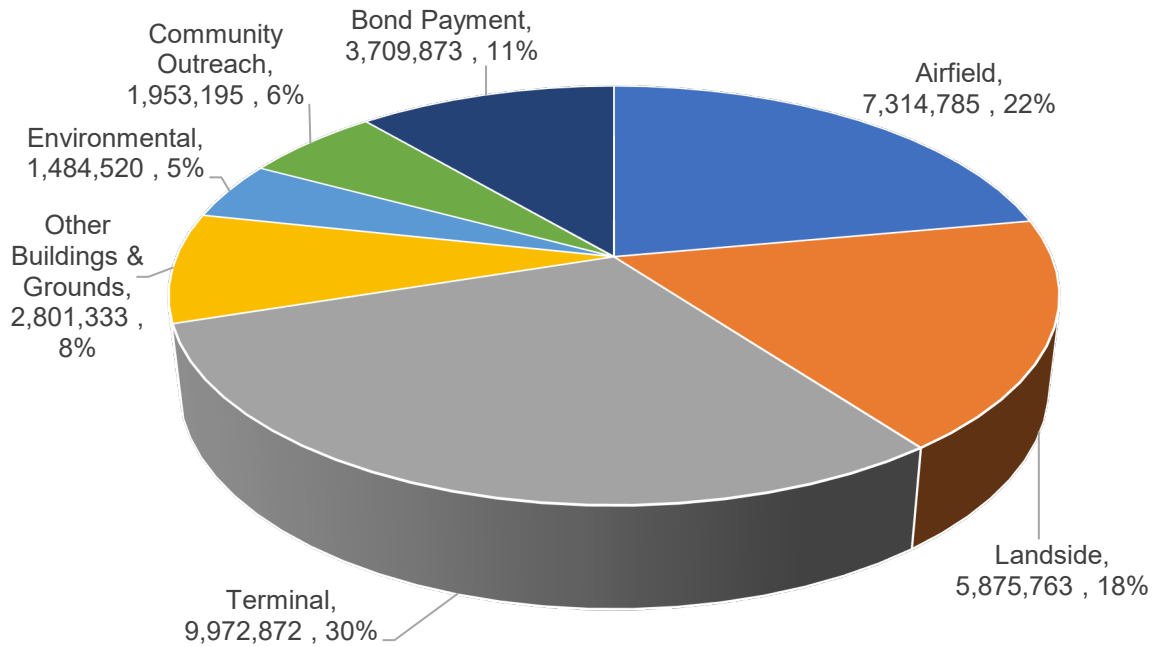
Other Income

Other income includes interest income, security income, and other airport revenue received from smaller lessees such as the Prime Flight agreement. The budgeted amount for fiscal year 2025/2026 including PFC revenue totals \$2,846,304.

Airport Operations Expense Summary

As presented on the following pages, the budget has been developed to accomplish the airport's financial objectives. These objectives were detailed above but more broadly include: 1) operating a safe, secure and environmentally responsible airport, 2) exceed customer and community expectations, 3) capital reinvestment to deliver and maintain a facility that meets the needs of the traveling public.

Airport Operations Expense Budget FY 2025/2026



Budgeted expenses for airport operations total \$33,112,340 including debt service. Operating expenses exclude fuel farm expenses and FBO expenses as those are reflected in separate budgets on pages 15 (fuel farm) and 16 (FBO) following the detailed cost center information.

The table below presents the fiscal year 2025/2026 budget numbers compared with the projected year end.

JAC Operations Cost Centers	Projected Operating Expense FY 2024-2025	Budget Operating Expense FY 2025-2026
Payroll & Personnel	16,234,506	18,005,383
Administrative Expense	3,836,264	3,810,824
Customer & Employee Relations	604,500	868,377
Environmental Planning & Ops	525,717	662,150
Licenses & Insurance	665,586	738,800
Airfield & ARFF	529,990	242,048
Control Tower Operation	117,500	77,800
Security Operations	274,165	331,518
Information Technology	894,497	1,008,196
Parking	209,000	224,000
Building Facilities/Custodial	1,441,690	1,698,157
Utilities	943,590	873,158
Vehicles	387,374	339,832
Snow Removal Expense	516,116	268,548
QTA Operations	238,844	253,677
TOTAL OPERATING EXPENSE	27,419,339	29,402,468

Airport Operations Budget Cost Centers

The airport experienced strong passenger traffic with record enplanements in fiscal year 2024 which continues into FY 2025. General aviation activity has exhibited a return to normal activity levels in the past fiscal year.

There are six direct cost centers for the Airport: airfield, landside, terminal, other buildings and grounds, environmental, and community outreach. There are also 15 indirect cost centers for the Airport. The indirect cost centers include areas such as personnel expenses, utilities and building expenses, operations and maintenance expenses and equipment expenses. Some expenses where appropriate have been split between the FBO and JAC Operations enterprise centers, for example the aircraft rescue firefighting, snow removal and environmental programs.

The 2025/2026 budget has been compared with the 2024/2025 budget generally and in each cost center in the following sections. A few key areas that may have an impact on multiple cost centers are highlighted below followed by more detailed information for the individual cost centers:

- Customer and Employee Relations adjustments include costs related to hosting the Wyoming Airports Coalition Conference in Jackson and partnering with Teton County School District to start an aviation focused career technical education program at the high school.
- Personnel expenses have been adjusted this year to include the items detailed on page 8.
- Security expenses include the replacement of cameras which are at the end of their useful life as well as the purchase of additional storage servers to support the new cameras and increased video storage capacity.
- Information Technology has been adjusted to include a full website redesign for both JH Airport and JH Flight Services.
- Building facilities/custodial have been adjusted due to additional square footage requiring upkeep.

In allocating overhead expenses to the cost centers, staff reviews personnel hours dedicated to the cost centers as well as the budgeted costs associated with each indirect cost center. This is compared with the percentages for the prior year to determine what, if any, adjustments are needed. The expenses for the indirect cost centers excluding administrative expenses are allocated to the direct cost centers based on this analysis. After those direct and indirect costs are allocated to the direct cost centers, administrative expenses can be allocated based on the total actual direct and indirect costs for each cost center. The overall budget numbers and percentages of the FY 2025/2026 budget for allocation purposes can be found in the following table. The comparisons against 2024/2025 projected expenses by cost center are on the following pages.

	Budget Operating Expense FY 2025- 2026	Airfield		Landside		Terminal		Other Buildings & Grounds		Environmental		Community Outreach	
Payroll & Personnel	18,005,383	26%	4,713,757	22%	3,985,108	33%	6,027,583	9%	1,608,102	4%	724,577	5%	946,257
Administrative Expense	3,810,824	35%	1,333,788	20%	762,165	32%	1,219,464	10%	381,082	1%	38,108	2%	76,216
Customer & Employee Relations	868,377	1%	8,300	0%	4,150	0%	4,150	0%	-	1%	12,450	97%	839,327
Environmental Planning & Ops	662,150	0%	-	0%	-	0%	-	0%	-	100%	662,150	0%	-
Licenses & Insurance	738,800	14%	103,432	20%	147,760	53%	391,564	10%	73,880	1%	7,388	2%	14,776
Airfield & ARFF	242,048	100%	242,048	0%	-	0%	-	0%	-	0%	-	0%	-
Control Tower Operation	77,800	100%	77,800	0%	-	0%	-	0%	-	0%	-	0%	-
Security Operations	331,518	14%	46,116	14%	46,116	68%	223,914	5%	15,372	0%	-	0%	-
Information Technology	1,008,196	25%	248,002	17%	171,036	44%	439,502	5%	53,021	3%	29,931	7%	66,704
Parking	224,000	0%	-	100%	224,000	0%	-	0%	-	0%	-	0%	-
Building Facilities/Custodial	1,698,157	0%	3,000	14%	245,500	71%	1,208,248	14%	241,409	0%	-	0%	-
Utilities	873,158	27%	234,353	8%	70,697	53%	458,448	10%	89,832	1%	9,915	1%	9,915
Vehicles	339,832	50%	169,916	25%	84,958	0%	-	25%	84,958	0%	-	0%	-
Snow Removal Expense	268,548	50%	134,274	45%	134,274	0%	-	0%	-	0%	-	0%	-
QTA Operations	253,677	0%	-	0%	-	0%	-	100%	253,677	0%	-	0%	-
TOTAL OPERATING EXPENSE	29,402,468		7,314,785		5,875,763		9,972,872		2,801,333		1,484,520		1,953,195

* The percentages shown in the table above represent the percentage of total line-item expense allocated to each cost center.

Airfield Cost Center:

This cost center includes the costs associated with the airfield and air carrier apron including snow removal, aircraft rescue firefighting, operations and maintenance expenses, and utilities expenses. Adjustments to this cost center are due to expected increases in insurance, personnel expenses, and security operations. Additionally, there was a reallocation of costs from the JAC Operations to JAC FBO enterprise center in the Airfield & ARFF and Control Tower Operation lines of this cost center.

Airfield		
JAC Operations Cost Centers	Projected Operating Expense FY 2024-2025	Proposed Operating Expense FY 2025-2026
Payroll & Personnel	4,250,146	4,713,757
Administrative Expense	1,342,692	1,333,788
Customer & Employee Relations	6,045	8,300
Licenses & Insurance	93,182	103,432
Airfield & ARFF	529,990	242,048
Control Tower Operation	117,500	77,800
Security Operations	38,383	46,116
Information Technology	223,624	248,002
Building Facilities/Custodial	-	3,000
Utilities	254,769	234,353
Vehicles	195,607	169,916
Snow Removal Expense	283,864	134,274
TOTAL OPERATING EXPENSE	7,335,803	7,314,785

Landside Cost Center:

This cost center includes the expenses associated with the parking lots and roadways at the Airport. Adjustments to this cost center are due to expected increases in insurance, personnel expenses, and security operations.

Landside		
JAC Operations Cost Centers	Projected Operating Expense FY 2024-2025	Proposed Operating Expense FY 2025-2026
Payroll & Personnel	3,593,162	3,985,108
Administrative Expense	767,253	762,165
Customer & Employee Relations	-	4,150
Licenses & Insurance	133,117	147,760
Security Operations	38,383	46,116
Information Technology	143,120	171,036
Parking	209,000	224,000
Building Facilities/Custodial	204,720	245,500
Utilities	75,487	70,697
Vehicles	92,970	84,958
Snow Removal Expense	206,446	134,274
TOTAL OPERATING EXPENSE	5,463,658	5,875,763

Terminal:

Included in the terminal cost center are all costs associated with the terminal building including repair and maintenance, custodial, utilities, baggage system and certain security items related to access control (cameras, doors, alarms). Adjustments to this cost center are related to increases in building facilities, personnel expenses, security operations and information technology. The increases in building facilities are due to the replacement of the terminal doors which are past their service life and upgrades to the outbound baggage (CBIS) carousels.

Terminal

JAC Operations Cost Centers	Projected Operating Expense FY 2024-2025	Proposed Operating Expense FY 2025-2026
Payroll & Personnel	5,434,754	6,027,583
Administrative Expense	1,227,604	1,219,464
Customer & Employee Relations	-	4,150
Licenses & Insurance	352,760	391,564
Security Operations	183,691	223,914
Information Technology	393,579	439,502
Building Facilities/Custodial	1,029,367	1,208,248
Utilities	500,103	458,448
TOTAL OPERATING EXPENSE	9,121,858	9,972,872

Other Buildings and Grounds:

This cost center includes the Airport owned hangars, control tower, and the rental car quick turnaround wash facilities. Like the terminal cost center, significant expenses in this cost center include operations and maintenance for these buildings, custodial, and non-capital equipment expenses. The most significant change is in QTA operations to account for increased maintenance needs as the facilities age.

Other Buildings & Grounds

JAC Operations Cost Centers	Projected Operating Expense FY 2024-2025	Proposed Operating Expense FY 2025-2026
Payroll & Personnel	1,449,941	1,608,102
Administrative Expense	383,626	381,082
Licenses & Insurance	66,559	73,880
Security Operations	13,708	15,372
Information Technology	44,725	53,021
Building Facilities/Custodial	207,603	241,409
Utilities	94,359	89,832
Vehicles	96,844	84,958
Snow Removal Expense	25,806	-
QTA Operations	238,844	253,677
TOTAL OPERATING EXPENSE	2,622,015	2,801,333

Environmental:

This past year the airport continued the progress made in sustainability. The objective this year is to continue to work on the previously established initiatives including noise monitoring and the Fly Quiet Program. Environmental payroll includes an Environmental manager and payroll costs allocated to the environmental cost center associated with administering the program. With the start of the FBO operation, many of the environmental costs have been reclassified under the general aviation operation and are reflected under that enterprise center including the noise monitoring and Fly Quiet program.

Environmental		
JAC Operations Cost Centers	Projected Operating Expense FY 2024-2025	Proposed Operating Expense FY 2025-2026
Payroll & Personnel	653,313	724,577
Administrative Expense	38,363	38,108
Customer & Employee Relations	-	12,450
Environmental Planning & Ops	525,717	662,150
Licenses & Insurance	6,656	7,388
Information Technology	26,835	29,931
Utilities	9,436	9,915
Vehicles	651	-
TOTAL OPERATING EXPENSE	1,260,971	1,484,520

Community Outreach:

Payroll expenses include personnel costs related to the operation of this cost center such as the Chief Communication Officer and Communications Assistant. Customer and employee relations has been adjusted to include several new programs this year. One of these programs is hosting the annual Wyoming Airports Coalition Conference in Jackson this fall. Finally, the Airport is excited to collaborate with Teton County School District to start a new aviation focused career technical education program at the high school.

Community Outreach		
JAC Operations Cost Centers	Projected Operating Expense FY 2024-2025	Proposed Operating Expense FY 2025-2026
Payroll & Personnel	853,190	946,257
Administrative Expense	76,725	76,216
Customer & Employee Relations	598,455	839,327
Licenses & Insurance	13,312	14,776
Information Technology	62,615	66,704
Utilities	9,436	9,915
Vehicles	1,302	-
TOTAL OPERATING EXPENSE	1,615,035	1,953,195

Fuel Farm Operations Budget

The fuel farm operating budget is presented below. The fuel farm budget includes staff overhead, fuel purchase expenses, maintenance, glycol trucking expenses, and insurance. Revenues include fuel sales (at cost), administration fees, and fuel facility use fees (\$0.25/gallon).

JAC Fuel Farm	Projected Expenses FY 2024-2025	Proposed Budget FY 2025- 2026-
Revenue		
Fuel Revenue w/o Fees	26,894,103	26,894,103
Airport Fees - Jet A	2,267,359	2,335,380
Airport Fees - AvGas	3,170	3,170
Fluid Sales - AvGas	78,775	82,714
Fluid Sales - Unleaded Gas	1,132,426	1,245,669
Fluid Sales - Dyed Diesel	251,798	251,798
Fluid Sales - Glycol T-I	1,860,176	1,915,981
Fluid Sales - Glycol T-IV	416,125	428,608
Revenue	32,903,931	33,157,422
Cost Of Goods Sold		
Fluid Sales - AvGas	62,396	61,759
Fluid Sales - Unleaded Gas	847,274	899,005
Fluid Sales - Dyed Diesel	135,241	147,300
Fluid Sales - Glycol T-I	1,253,389	1,323,746
Fluid Sales - Glycol T-IV	249,088	265,817
Cost Of Goods Sold	2,547,389	2,697,627
Gross Profit	30,356,542	30,459,795
Expenses		
Fuel Expense w/o Fees	26,894,103	26,894,103
Personnel Benefits	192,312	206,358
Office Expenses	134	2,000
Licenses & General Insurance	50	100
Information Technology (IT)	821	2,000
Utilities	14,032	15,000
Operations - Fuel Farm	281,875	310,063
Expenses	27,383,327	27,429,623
Income From Operations Before Bond Payment	2,973,215	3,030,172

Fixed Base Operations Budget

The FBO will be operated by the airport with all income and expenses relating to the operation allocated to the FBO enterprise center. FBO revenues include aircraft fueling, aircraft maintenance, aircraft parking/handling/tiedown, hangar revenue and landing fees, among others. Some of the expenses include fuel fees, personnel, administrative, operating and overhead expenses. Also included in expenses are costs of goods sold and non-operating expenses. Costs of goods sold are the direct cost of items which the FBO resells or uses for customers. These include products like oil, glycol, batteries, and aircraft parts as well as pass through costs like landing fees and user fees. Non operating expenses includes the airport use fee. A summary of the enterprise center budget is below.

JAC FBO	Projected Expenses FY 2024-2025	Proposed Budget FY 2025-2026
Revenue		
Aircraft Fuel and Services	29,626,276	30,977,456
Airport Fees Collected Airlines		
Customer Facility Fee Airlines	300,117	315,123
Fuel Facility User Fee Airline	1,200,469	1,260,492
Airline Flow Fee Airlines	900,352	945,369
	2,400,938	2,520,985
Airport Fees Collected GA		
Landing Fees GA	2,475,567	2,932,548
Customer Facility Fee GA - Jet	156,158	160,062
Customer Facility Fee GA - AvG	625	625
	2,632,350	3,093,235
Maintenance Services	654,169	653,909
Non-Aero-Transportation	544,668	573,769
Revenue	35,858,401	37,819,354
Cost Of Goods Sold	8,961,861	9,419,664
Gross Profit	26,896,540	28,399,690
Expenses		
Payroll	5,889,402	6,788,735
Personnel Benefits	2,225,911	2,599,136
Office Expenses	662,872	840,851
Contractual Agreements	35,188	39,450
Environmental Plan & Mgmt	724,267	845,016
Licenses & General Insurance	507,372	562,548
Information Technology (IT)	172,129	88,483
Building/Facilities	786,182	1,001,491
Custodial	18,813	87,280
Utilities	206,883	111,741
Vehicles	77,491	84,958
Operations - FBO Line Services	379,316	401,104
Operations - FBO Maintenance	171,502	191,000
Expenses	11,857,327	13,641,794
Non-Operating Expense	300,000	331,800
Income from Operations Before Bond Payment	14,739,212	14,426,096

The table below presents the fiscal year 2025/2026 budget expense numbers compared with projected year end.

FBO Cost Centers	Projected FBO Expense FY 2024-2025	Proposed FBO Expense FY 2025-2026
Payroll & Personnel	8,115,314	9,387,872
Administrative Expense	604,018	652,095
Customer & Employee Relations	94,041	228,206
Environmental Planning & Ops	724,267	845,016
Licenses & Insurance	507,372	562,548
Airfield & ARFF	319,503	363,072
Control Tower Operation	70,020	116,700
Security Operations	23,980	30,744
Information Technology	172,129	88,483
FBO Line	379,316	401,104
Building Facilities/Custodial	73,279	175,434
Utilities	206,883	111,741
Vehicles	77,475	84,958
Snow Removal Expense	318,229	402,822
FBO Maintenance	171,502	191,000
TOTAL OPERATING EXPENSE	11,857,327	13,641,794

Expenses in the FBO budget have been allocated to cost centers in the same manner as the airport operating budget. The FBO operating expense allocations (excluding fuel purchases) are on the following page:

FBO Cost Centers 2025-2026	Budget FBO Expense FY 2025-2026	Airfield		Landside		FBO Terminal		Environmental		Community Outreach	
Payroll & Personnel	9,387,872	57%	5,351,087	5%	469,394	33%	3,097,998	4%	375,515	1%	93,879
Administrative Expense	652,095	60%	391,257	5%	32,605	32%	208,670	3%	19,563	0%	-
Customer & Employee Relations	228,206	0%	-	0%	-	0%	-	50%	114,103	50%	114,103
Environmental Planning & Ops	845,016	0%	-	0%	-	0%	-	100%	845,016	0%	-
Licenses & Insurance	562,548	0%	-	0%	-	100%	562,548	0%	-	0%	-
Airfield & ARFF	363,072	90%	326,765	0%	-	10%	36,307	0%	-	0%	-
Control Tower Operation	116,700	100%	116,700	0%	-	0%	-	0%	-	0%	-
Security Operations	30,744	50%	15,372	25%	7,686	25%	7,686	0%	-	0%	-
Information Technology	88,483	10%	8,848	10%	8,848	80%	70,786	0%	-	0%	-
FBO Line	401,104	80%	320,883	0%	-	20%	80,221	0%	-	0%	-
Building Facilities/Custodial	175,434	0%	-	5%	8,772	95%	166,662	0%	-	0%	-
Utilities	111,741	70%	78,219	10%	11,174	20%	22,348	0%	-	0%	-
Vehicles	84,958	80%	67,966	5%	4,248	15%	12,744	0%	-	0%	-
Snow Removal Expense	402,822	90%	362,539	10%	40,282	0%	-	0%	-	0%	-
FBO Maintenance	191,000	90%	171,900	5%	9,550	5%	9,550	0%	-	0%	-
TOTAL OPERATING EXPENSE	13,641,794	100%	7,211,537	-	592,558	-	4,275,520	-	1,354,197	-	207,982

* The percentages shown in the table above represent the percent of total line-item expense allocated to each cost center.

FBO Airfield:

This cost center includes the FBO proportion of costs associated with the airfield and general aviation apron including snow removal, aircraft rescue firefighting, operations and maintenance expenses, and utilities expenses. The adjustment in this cost center is due to an increase in costs associated with the airfield as well as personnel and administrative expenses. The costs associated with the FBO airfield cost center include snow removal, control tower and aircraft rescue firefighting. Adjustments in these areas include the increased cost of maintenance on equipment and the additional pieces of equipment required for snow removal and control tower. Also included are anticipated expenses on the ramp including concrete repairs and light fixture replacement.

Airfield		
FBO Cost Centers	Projected FBO Expense FY 2024-2025	Proposed FBO Expense FY 2025-2026
Payroll & Personnel	4,625,729	5,351,087
Administrative Expense	362,411	391,257
Airfield & ARFF	287,553	326,765
Control Tower Operation	70,020	116,700
Security Operations	11,990	15,372
Information Technology	17,213	8,848
Operations Line	303,453	320,883
Utilities	144,818	78,219
Vehicles	61,980	67,966
Snow Removal Expense	286,406	362,539
Operations Maintenance	154,352	171,900
TOTAL OPERATING EXPENSE	6,325,924	7,211,537

FBO Landside:

This cost center includes the expenses associated with the FBO parking lot and access roads at the Airport.

Landside		
FBO Cost Centers	Projected FBO Expense FY 2024-2025	Proposed FBO Expense FY 2025-2026
Payroll & Personnel	405,766	469,394
Administrative Expense	30,201	32,605
Security Operations	5,995	7,686
Information Technology	17,213	8,848
Building Facilities/Custodial	3,664	8,772
Utilities	20,688	11,174
Vehicles	3,874	4,248
Snow Removal Expense	31,823	40,282
Operations Maintenance	8,575	9,550
TOTAL OPERATING EXPENSE	527,798	592,558

FBO Terminal:

Included in the FBO terminal cost center are all costs associated with the FBO terminal including repair and maintenance, custodial, utilities and certain security items related to access control (cameras, doors, alarms). Increases in this area are related to additional square footage requiring more repair, maintenance, and custodial services.

FBO Terminal		
FBO Cost Centers	Projected FBO Expense FY 2024-2025	Proposed FBO Expense FY 2025-2026
Payroll & Personnel	2,678,053	3,097,998
Administrative Expense	193,286	208,670
Licenses & Insurance	507,372	562,548
Airfield & ARFF	31,950	36,307
Security Operations	5,995	7,686
Information Technology	137,703	70,786
Operations Line	75,863	80,221
Building Facilities/Custodial	69,615	166,662
Utilities	41,377	22,348
Vehicles	11,621	12,744
Operations Maintenance	8,575	9,550
TOTAL OPERATING EXPENSE	3,761,410	4,275,520

FBO Environmental:

The FBO Environmental cost center includes expenses related to the environmental programs at the airport. These programs include water quality, noise monitoring and Fly Quiet.

Environmental		
FBO Cost Centers	Projected FBO Expense FY 2024-2025	Proposed FBO Expense FY 2025-2026
Payroll & Personnel	324,613	375,515
Administrative Expense	18,121	19,563
Customer & Employee Relations	47,021	114,103
Environmental Planning & Ops	724,267	845,016
TOTAL OPERATING EXPENSE	1,114,021	1,354,197

FBO Community Outreach:

FBO community outreach includes outreach related to customer awareness and airport programs. The FBO will be partnering with the JAC Operations enterprise center in a few key programs this fiscal year including hosting the annual Wyoming Airports Coalition Conference. Additionally, the FBO will also be part of the new aviation focused career technical education program at the high school in collaboration with Teton County School District.

Community Outreach

FBO Cost Centers	Projected FBO Expense FY 2024-2025	Proposed FBO Expense FY 2025-2026
Payroll & Personnel	81,153	93,879
Customer & Employee Relations	47,021	114,103
TOTAL OPERATING EXPENSE	128,174	207,982

Debt

All bonds issued by the Board are “revenue bonds” because they are secured by a specified revenue source. The Board holds sufficient funds as restricted cash to cover at least one year of debt service as well as other restricted cash investments to meet debt service requirements. For the fiscal year 2025/2026 the Board has five bonds outstanding. The anticipated debt service for the upcoming fiscal year is:

	Annual Source	Annual Payment
FIB Rental Car QTA		-\$1,253,776
FIB - Fuel Farm		-\$950,278
FIB – Restaurant		-\$3,709,873
FIB – Hangar 3/GSE		-\$4,258,982
FIB – Administration/FBO Building		-\$1,839,073
Total Bond Payments		-\$12,011,981
Paid with CFC	\$1,253,776	
Paid with Flow Fee	\$950,278	
Paid with Operating Revenues	\$3,709,873	
Paid with FBO Revenues	\$6,098,054	
Total Bond Sources	\$12,011,981	

Capital Plan

Capital expenses such as equipment purchases, and construction costs are funded through the Capital Improvement Program (CIP). Capital funds include the Federal Airport Improvement Program (AIP), state grant funds, Passenger Facility Charges (PFCs) and rental car Customer Facility Charges (CFCs). When developing the capital plan, the Board approaches each construction project with awareness of potential environmental and community impacts from the beginning stages of design continuing through project completion. This year, construction is anticipated to continue on the deicing pad improvement project. The deicing pad project is a multi-phase project due to funding and phasing constraints with completion projected in FY 2026-2027. This year the Airport expects to procure the underground deicing fluid dispensing and storage tanks and complete the utility corridor improvements up to the glycol pad including installing the fluid dispensing lines. Once completed, the overall efficiency of deicing operations will improve during the winter season, allowing for better traffic flow during busy times. The Airport anticipates completion of the Administration/FBO Building construction project. Once completed, the Airport administrative offices will be relocated from the current temporary space. There are several small capital projects the Airport intends to complete such as pavement repairs and equipment purchases. While certain projects such as paving may be challenging for the public, staff remains in close collaboration with the construction management team to ensure smooth coordination of all projects and minimize disruptions to travelers. The airport’s preparation in having projects ready for construction has strengthened the Board’s position to secure all available funding, highlighting the importance of an accurate and flexible CIP. All the proposed projects for FY 2025/2026 are detailed in the capital list on the following page. The list is comprehensive, and not all the listed projects may be completed in a single year.

PROJECT NAME/LOCATION	2025-2026 BUDGET PROJECT COST	FUNDING SOURCE (FY 2025 - 2026)		TOTAL PROJECT COST
		FEDERAL/STATE	JHAB/BOND	
AIRFIELD				
Aviation Safety Facility Conceptual Planning Study	2,050,000	1,947,500	102,500	2,050,000
Deice Pad Improvements - Phase 2 (CA/CO)	788,999	764,342	24,656	3,472,034
Deice Pad Improvements - Phase 2 Construction	11,137,500	10,789,453	348,047	30,312,612
Seal Coat/Crack Repair	1,286,020	909,000	377,020	1,286,020
TERMINAL				
Checked Baggage Inspection System (Bagbelt) Upgrades Preliminary Design	400,000	380,000	20,000	400,000
ADMINISTRATION/FBO BUILDING				
Admin/FBO Terminal (CA/CO)	1,529,670	-	1,529,670	4,398,437
Admin/FBO Terminal (Construction)	22,493,916	-	22,493,916	47,043,814
Owner's Representative (FBO Program)	216,366	-	216,366	216,366
LANDSIDE				
Public EV Chargers	1,492,800	298,560	1,194,240	1,492,800
EQUIPMENT				
Replace/Add Vehicles	430,000	-	430,000	430,000
Snow Removal Equipment (SRE)	1,030,000	-	1,030,000	1,030,000
SRE attachments	225,000	-	225,000	225,000
Operations Equipment	450,000	-	450,000	450,000
FBO GSE	848,000	-	848,000	848,000
OTHER PROJECTS				
Construct Backup Automated Weather Observation System	150,000	135,000	15,000	150,000
Bag Belt Programming and Human Maching Interface	500,000	-	500,000	500,000
Explosive Detection Equipment for AWS	105,000	-	105,000	105,000
Pave FBO Infield	150,000	-	150,000	150,000
Rental Car Wall/Family Restroom	450,000	-	450,000	450,000
South MALS Project	100,000	-	100,000	100,000
Lift Station Upsize	200,000	-	200,000	200,000
Administration Building/FBO Terminal (Buildout/Furniture)	960,000	-	960,000	960,000
QTA Replace wash Bays	300,000	-	300,000	300,000
	47,293,270	15,223,855	32,069,415	96,570,083



JOINT INFORMATION MEETING AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Town and County Administration **PRESENTER:** Tyler Sinclair & Jodie Pond

MEETING DATE: May 5, 2025

SUBJECT: Energy Conservation Works (ECW) FY26 Budget Consideration

STATEMENT/PURPOSE

The purpose of this item is to consider approval of the FY26 budget for Energy Conservation Works (ECW).

BACKGROUND/ALTERNATIVES

The Joint Powers Agreement requires Town Council and County Commission approval of the ECW budget on an annual basis.

An excerpt from the ECW Joint Powers Agreement is below:

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

The Council and Commission received an overview of the ECW budget at its April 29 special joint meeting.

COMPREHENSIVE PLAN ALIGNMENT

ECW operations are in direct alignment with Section 2 of Common Value No. 1, Ecosystem Stewardship as it relates to Climate Sustainability through Energy Conservation. Principles 2.1 and 2.4 regarding the reduced consumption of non-renewable energy and the increase in energy efficiency in buildings is the prerogative of the ECW.

STAKEHOLDER ANALYSIS

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

FISCAL IMPACT

None

STAFF IMPACT

Approximately 30 minutes to coordinate the meeting date(s) and prepare meeting materials.

LEGAL REVIEW

N/A

ATTACHMENTS

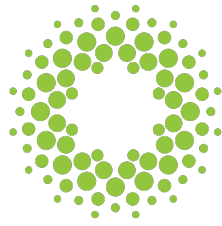
Energy Conservation Works FY26 Budget

RECOMMENDATION

Staff recommend the Town Council and County Commission approve the ECW's FY26 Budget as presented.

SUGGESTED MOTION

I move to approve the proposed FY26 budget of Energy Conservation Works as presented.



ENERGY CONSERVATION WORKS

TO: Jackson Town Council and Teton County Commission
RE: FY26 Energy Conservation Works Budget
DATE: April 23, 2025

The attached Energy Conservation Works (ECW) budget for fiscal year 2026 supports our mission to lead and engage with the community to make energy efficiency and renewable energy accessible and affordable, and our strategic priorities to conserve energy for new and existing construction, make clean/renewable energy accessible & affordable, engage & educate our community, and build staff capacity. The FY26 ECW budget includes total revenue of \$624,631 and total expenses of \$703,497. The \$78,866 delta between revenue and expenses will be drawn from fund balance, as we conservatively project an \$85,344 contribution to fund balance at the close of FY25.

This proposed budget includes reduced grant revenue to reflect uncertainty about funding for alternative energy from the current federal administration. The proposed draft FY26 budget also includes funds for marketing to recruit subscribers to the community solar project and funds to subsidize income-qualified subscriptions that were previously budgeted in FY25, which we do not anticipate spending by June 30, 2025.

Energy Conservation Works				
FY 2026 Approved Budget				
			Amended	
		Budget FY26	Budget FY25	FY25 Projected
Revenues				
General Revenue				
	Tri Party Agreement & Teton Conservation District	\$ 138,600	\$ 138,500	\$ 138,500
Grants				
	Community Solar	\$ -	\$ 200,000	\$ 200,000
	Grants	\$ 18,000	\$ 15,000	\$ 12,000
	Total Grants	\$ 18,000	\$ 215,000	\$ 212,000
Fundraising				
	Old Bills Fun Run	\$ 35,000	\$ -	\$ -
	Private Fundraising	\$ 15,000	\$ 52,500	\$ 46,000
	Total Fundraising Revenues	\$ 50,000	\$ 52,500	\$ 46,000
Program Revenues				
	Green Power Revenue	\$ 143,206	\$ 139,036	\$ 129,781
	CNG Revenue	\$ 825	\$ 1,000	\$ 800
	Community Solar	\$ 80,000	\$ 80,000	\$ -
	Residential - Loan Funds	\$ 175,000	\$ 110,000	\$ 131,364
	Residential - Loan Fund Interest	\$ 4,000	\$ 2,000	\$ 3,437
	Event sponsorship	\$ 15,000	\$ 21,000	\$ 11,000
	Total Program Revenues	\$ 418,031	\$ 353,036	\$ 276,382
	Miscellaneous Income	\$ -	\$ -	
	TOTAL REVENUES	\$ 624,631	\$ 759,036	\$ 672,882
Expenditures				
Professional Services				
	Contract Staffing (ED, FM, PA, PC, Intern)	\$ 290,472	\$ 273,000	\$ 276,250
	Financial Audit or Review	\$ 12,000	\$ -	\$ -
	Other Professional Services	\$ 4,000	\$ 32,000	\$ 4,300
	Total Professional Services	\$ 306,472	\$ 305,000	\$ 280,550
Operations				
	Rent & Utilities	\$ 5,400	\$ 4,800	\$ 4,168
	Insurance	\$ 680	\$ -	\$ 80
	Office Supplies	\$ 1,500	\$ 5,000	\$ 4,600
	Computer/Office Equipment	\$ 500	\$ -	\$ -
	Software subscriptions	\$ 3,700	\$ -	\$ -
	Dues & Subscriptions	\$ 325	\$ 800	\$ 774
	Bank Fees	\$ 75	\$ 75	\$ 75
	Training, Travel & Meetings	\$ 4,950	\$ 3,500	\$ 3,200
	Meals	\$ 1,695	\$ 1,761	\$ 1,575
	Total Operations Expenditures	\$ 18,825	\$ 15,936	\$ 14,472
Communications				
	Website	\$ 775	\$ 5,750	\$ 4,450
	Public Outreach/Education	\$ 9,600	\$ 14,800	\$ 9,200
	Advertising - Newspaper & Radio	\$ 11,650	\$ 13,000	\$ 4,975
	Direct Mail Postage	\$ -	\$ -	\$ -
	Internet Advertising	\$ 8,725	\$ 8,500	\$ 8,500
	Total Communications Expenditures	\$ 30,750	\$ 42,050	\$ 27,125
Fundraising & Donor Relations Expenditures				
	Fundraising Efforts	\$ 2,700	\$ 3,250	\$ 915
	Events	\$ 3,600	\$ 4,300	\$ 2,100
	Marketing	\$ 1,400	\$ 2,500	\$ 1,200
	Total Fundraising & Donor Relations Expenditures	\$ 7,700	\$ 10,050	\$ 4,215

Energy Conservation Works				
FY 2026 Approved Budget				
			Amended	
		Budget FY26	Budget FY25	FY25 Projected
Program Expenditures				
	Residential Loan Program - Homeowner Payments	\$ 175,000	\$ 110,000	\$ 131,364
	Residential Loan Program - Contractor Payments	\$ -	\$ -	\$ -
	Interest on WY Energy Authority Loan	\$ 4,750	\$ 5,000	\$ 6,215
	Events	\$ 15,000	\$ 21,000	\$ 14,000
	Community Solar Planning	\$ -	\$ 65,000	\$ 58,677
	Community Solar Project	\$ 115,000	\$ 135,000	\$ 20,900
	Green Power Purchases	\$ 30,000	\$ 30,000	\$ 30,000
	Total Program Expenditures	\$ 339,750	\$ 366,000	\$ 261,156
	TOTAL EXPENDITURES	\$ 703,497	\$ 739,036	\$ 587,518
	Contribution to fund balance	\$ -	\$ 20,000	\$ 85,364
	Draw from fund balance	\$ 78,866		
	Total Revenue Over (Under) Expenditures	\$ -	\$ -	\$ -



JOINT INFORMATION MEETING AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Town & County Administration **PRESENTER:** Tyler Sinclair & Jodie Pond

MEETING DATE: May 5, 2025

SUBJECT: Jackson Hole Travel and Tourism Board FY26 Budget Consideration

STATEMENT/PURPOSE

The purpose of this item is to consider approval of the FY26 budget for the Jackson Hole Travel and Tourism Board (TTB).

BACKGROUND/ALTERNATIVES

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

An excerpt from the JPA is below:

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

The Council and Commission received an overview of the TTB budget at its April 29 joint meeting. The TTB receives their revenue from the 60% of the lodging tax set forth in the Wyoming State Statutes.

COMPREHENSIVE PLAN ALIGNMENT

Section 6: A Diverse and Balanced Economy.

6.1.b discusses promoting eco-tourism that promotes energy efficient and low impact enjoyment of the ecosystem having an expanded role in the overall tourism sector. 6.2.a. discusses enhancing tourism as the basis of the economy. Strategies that support the activities of the Travel and Tourism Board include 6.1.S.1. Marketing the community as a “green” location to visit, live and work, and promoting businesses based on eco-tourism, 6.2.S.1. Exploring cultural tourism and other opportunities to fill existing capacity for lodging accommodations and services during shoulder seasons, 6.2.S.2. Expanding tourism promotion to encourage longer stays and increased spending by visitors to the community, second homeowners and retirees.

STAKEHOLDER ANALYSIS

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

FISCAL IMPACT

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

STAFF IMPACT

Approximately 30 minutes to coordinate the meeting date(s) and prepare meeting materials.

LEGAL REVIEW

N/A

ATTACHMENTS

Jackson Hole Travel and Tourism Board FY26 Budget

RECOMMENDATION

Staff recommends the Town Council and County Commission approve the Jackson Hole Travel and Tourism Board's FY24 Budget as presented.

SUGGESTED MOTION

I move to approve the proposed FY26 budget of the Jackson Hole Travel and Tourism Board as presented.

Jackson Hole Travel & Tourism Board

Fiscal Year 2026 Budget Detail

Revenue: The JHTTB is anticipating a tax revenue of **\$6,875,00** for FY 2026. This represents a 4.87% increase in projected collections from the end of FY'25 based on an analysis of current booking trends seen in our and other similar destinations. We are closely monitoring travel trends and the potential impacts on both domestic and international visitation driven by changes and restrictions put in place by the current administration as well as economic uncertainty.

Total Expenditures: The JHTTB has decreased their FY'26 expenditures by 12.76%, for a total of \$7,493,671.

Jackson Hole Chamber of Commerce: Visitor Services, Destination Global Sales, Events Liaison: \$1,183,640

Funding of the JH Chamber of Commerce is written into the JHTTB's Joint Powers agreement.

In our FY'26 budget, the overall funding of the Chamber of Commerce to complete the three contracts of Visitor Services, Destination Global Sales, and an Events Liaison has decreased by a nominal 1.17%. Visitor Services funding has increased 3.13%. Destination Global Sales has decreased from \$435,000 to \$400,000. Part of the Director of Destination Global Sales' scope of work is to evaluate the most effective trade shows and sales missions to attend to drive visitation. The decrease in funding is a result of removing ineffective sales shows and missions, and being more strategic about the shows that are attended. Also under consideration is the uncertainty surrounding international visitation. The JHTTB has also funded an Events Liaison position through the Chamber to manage the JHTTB's Event Grant Funding process. At the time of this contract and scope of work development, the JHTTB only provided this one funding opportunity to the public. Now, Board manages four grant processes (Regular Events, Signature Events, Community Partnerships, and Ambassador Services). The Board will be reviewing the current Events Liaison scope of work in FY26 to identify opportunities to streamline the management of all granting processes under one position. Currently, the Events Liaison line item remains flat year over year at \$72,140.

Ambassador Services Grant Funding: \$550,000

In FY'26, the JHTTB added a line item under Visitor Services called Ambassador Services. This line item is earmarked as grant funding provided to local entities performing on-the-ground work dedicated to improving visitor behavior, supporting visitor management initiatives, promoting responsible tourism practices, and mitigating the negative impact of tourism on the natural environment and local infrastructure. These services are often provided by trained staff, volunteers, or local experts who serve as

on-the-ground representatives of the destination's sustainability mission. Previous funding awards that have fallen under this category include Friends of the Bridger Teton, JH Nordic Alliance, Camina ConMigo, and the Teton Backcountry Alliance. An application process will take place to help the Board determine funding awards. This funding will be awarded to applicants in May 2025.

Marketing, Public Relations, and Advertising: \$3,103,960

This line item has seen a decrease of 6.5% year over year. The Board has chosen to reduce the budget allocated for a Social Media Agency and, instead, looks to hire an independent contractor to manage this scope of work. There are also slight reductions in paid media spend for winter and summer, and a removal of budget for research. This line item remains one of the most impactful avenues for messaging to and the management of visitors to the county. Through a comprehensive and nimble approach, we have been able to dial messaging as needed that considers occupancy forecasts, communicating natural disaster updates to the public (Teton Pass collapse, wildfires, etc.), and responds to requests from public land managers through creative and impactful campaigns at the ready.

Destination Development/Sustainable Destination Management Plan (SDMP) Implementation: \$600,000.

This section of our budget includes our Community Partnerships Grant, which has decreased to a total of \$250,000 available in FY'26. The reason for this major decrease is because \$550,000 was moved to Ambassador Services, which many of the projects that were funded through Community Partnerships will now fall under.

The Travel Incentive Program saw its most successful and highest ROI in FY'25, so it remains at \$300,000. This program provides credits to visitors who book lodging and activities for multiple nights over the winter and is run by the JHTTB's fulfillment agency, Jackson Hole Resort Reservations. Overall sales through this program are up approximately 25% year over year generating over \$2M in lodging revenue that funds future initiatives via the lodging tax. This program is also co-funded by JHMR and Grand Targhee.

With continued progress on the Sustainable Destination Management Plan (SDMP) implementation and commitment to action from the Destination Stewardship Council, the JHTTB has allocated \$50,000 to support projects and partnerships that help fulfill the mission and vision of the SDMP that also fall within State Statute guidelines.

Board Advertising, Production, Subscriptions: \$395,021

Marketing Opportunities & PR: In-house production of video and photo assets provides the Board with full ownership rights to all produced materials. The JHTTB also provides many of these photo and video assets to the community for free. We have increased this line by

\$20,000, which now includes the cost of talent and in-house content creation all under our Production line item. This line item also includes press events and FAM trips that occur locally and target key flight markets. The JHTTB contracts with local firms to host media writers during the shoulder season. The events have aligned with the board's focus on sustainability and responsible tourism.

Local Advertising: \$75,000

This line covers local communications, and local ads for announcements, community workshops, event funding guidelines, RFP's and local initiatives typically placed in local media outlets. We have increased this by 50% noting the Board's goal to improve the knowledge and understanding of both the lodging tax and the work of the JHTTB to residents.

Subscriptions: \$50,021

This line remains fairly stable year over year as we continue to employ DestiMetrics to provide visitor data, Crowdriff to host our media hub available to the public, and Cosmic Pictures as a cloud based software to house our media assets for internal use.

Events: \$1,300,000

Community Events: \$400,000

This category reflects a decrease in total local event funding by 50%. As the Board intentionally and strategically spent down their reserves over the last five years, the amount of funds available to provide to local events in the fall, winter, and spring has also decreased significantly.

Signature Events: \$900,000

This category is to provide funding for events that request over \$74,999. This line is down 14%, noting the reasoning is the same as Community Events in that the decrease is due to a purposeful reduction in reserve spending.

Website: \$51,000

This line has decreased by 37% after last year's introduction of a new eCRM system that required increased upfront costs. The retainer for our website agency and funds for updates and maintenance is flat year over year.

General and Administrative: \$795,9900

Line for line, this category has stayed flat or has decreased year over year from FY'25. The only increase is an addition of a line item called "Professional Services" at \$50,000. This is put in place to allow the Board to hire needed consultants or professional services outside

of current budget line items and to support the Board in future work that falls outside of the scope of any current contractors.

Unallocated Reserve Fund Utilization: \$375,000

The reserves are in place to allow the board to be opportunistic and support partners and community projects that exceed the line-item budgeted amounts.

Investment Income: \$25,000

The investment income reflects the interest we will receive on the reserves that are invested with three interest returning accounts including WYOSTAR with the Wyoming Treasurers Office, two savings accounts at our local First Interstate Bank, and U.S. Treasuries in our sweep account at Chase Bank. The number reflects an estimated 3% return on our average reserve balance for the fiscal year.

Reserves Expenditure: \$968,671

With the current budget as presented, the Board's expenditures will out perform their revenue by \$968,671. To cover the overage, the Board will take that amount from their reserve fund. The anticipated ending reserves if the full FY'26 budgeted amount is spent is \$1,471,074.

Revenue over Expenditure: -\$968,671

FY'25 Beginning Reserve Fund Balance (projected): \$2,439,745

Anticipated Ending Reserves if full budgeted amount is spent: \$1,471,074

Based on consultation with our financial manager, it has been recommended to keep \$1-1.5M in reserves in the case of an unexpected impact to tourism in this community or any other unforeseen circumstances.

Jackson Hole Travel and Tourism - JPB

DRAFT: FY 2026 Budget July 1, 2025 - June 30, 2026

% Δ from
FY25

DRAFT
Budget FY26

Adjusted
Budget FY25

Forecast FY25

Approved on 2/13/25

Revenue

Projected/Actual Tax Revenue		6,875,000	6,527,144	6,555,532
Grants		-	-	-
Total Revenue	4.8733%	\$ 6,875,000	\$ 6,527,144	\$ 6,555,532

Expenses

Visitor Services

Visitor Services		697,700	676,500	676,500
Ambassador Services		550,000	-	-
Total	84.4346%	\$ 1,247,700	\$ 676,500	\$ 676,500

Jackson Hole Travel and Tourism - JPB

DRAFT: FY 2026 Budget July 1, 2025 - June 30, 2026

% Δ from FY25	DRAFT Budget FY26	Adjusted Budget FY25	Forecast FY25
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Approved on 2/13/25

Marketing, Public Relations, & Advertising

Retainer / Agency Of Record (Colle McVoy)	753,960	753,960	753,960
Retainer Social Media Agency, (NTDA)	80,000	110,000	110,000
Annual Campaign Production Costs	200,000	200,000	200,000
Media (Fall)	200,000	200,000	200,000
Media (Winter)	850,000	900,000	900,000
Media (Spring)	150,000	150,000	150,000
Media (Summer)	450,000	500,000	500,000
Research	-	50,000	50,000
Travel (Colle McVoy)	20,000	20,000	20,000
Annual Report	-	-	-
Destination Global Sales/Tradeshaw & Conferences	400,000	435,000	435,000
Total	-6.4779%	\$ 3,103,960	\$ 3,318,960

Jackson Hole Travel and Tourism - JPB

DRAFT: FY 2026 Budget July 1, 2025 - June 30, 2026

% Δ from
FY25

DRAFT
Budget FY26

Adjusted
Budget FY25

Forecast FY25

Approved on 2/13/25

Destination Development/SDMP Implementation

Community Partnerships Grants				
Community Partnerships Grants		250,000	1,108,718	1,108,718
Total	-77.4514%	\$ 250,000	\$ 1,108,718	\$ 1,108,718
Travel Incentive Program				
Budgeted Travel Incentive Program		300,000	300,000	300,000
Total	0.0000%	\$ 300,000	\$ 300,000	\$ 300,000
Riverwind		-	35,000	-
Unallocated		50,000	15,000	50,000
Total	0.0000%	\$ 50,000	\$ 50,000	\$ 50,000
Total Destination Development	-58.8680%	\$ 600,000	\$ 1,458,718	\$ 1,458,718

Jackson Hole Travel and Tourism - JPB

DRAFT: FY 2026 Budget July 1, 2025 - June 30, 2026

% Δ from FY25	DRAFT Budget FY26	Adjusted Budget FY25	Forecast FY25
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Approved on 2/13/25

Board Advertising, Production, Subscriptions

Marketing Opportunities & PR

Production/Video/Photo		195,000	175,000	175,000
Talent/In-House Content Creation (remove)		-	20,000	20,000
FAM and Media Related Events		50,000	50,000	50,000
Retainer / PR Agency		-	46,000	46,000
Total	-15.8076%	\$ 245,000	\$ 291,000	\$ 291,000

Local Advertising

Community Workshops		-	25,000	25,000
Local Advertisements, PR and Marketing		75,000	25,000	25,000
Total	50.0000%	\$ 75,000	\$ 50,000	\$ 50,000

Subscriptions

Destimetrics		26,586	26,586	26,586
CrowdRiff		15,435	15,000	15,000
Cosmic Pictures		8,000	-	10,000
Unallocated		-	-	-
Total	-3.0338%	\$ 50,021	\$ 41,586	\$ 51,586

Memberships, Certifications, and Dues

Destination Memberships and Sponsorships		25,000	25,000	25,000
Unallocated		-	-	-
Total	0.0000%	\$ 25,000	\$ 25,000	\$ 25,000

Total Board Advertising, Production, Subscriptions	-5.4037%	\$ 395,021	\$ 407,586	\$ 417,586
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Jackson Hole Travel and Tourism - JPB

DRAFT: FY 2026 Budget July 1, 2025 - June 30, 2026

Approved on 2/13/25

% Δ from FY25	DRAFT Budget FY26	Adjusted Budget FY25	Forecast FY25
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Events

Community Event Program

Event Marketing Grants		400,000	792,750	792,750
Total	-49.5427%	\$ 400,000	\$ 792,750	\$ 792,750

Signature Event Funding

Mountain Town 2030		-	150,000	150,000
Rendezvous Spring Festival		-	900,000	900,000
Unallocated / Reserved for Future Requests		900,000	-	-
Total	-14.2857%	\$ 900,000	\$ 1,050,000	\$ 1,050,000

Total Events	-29.4533%	\$ 1,300,000	\$ 1,842,750	\$ 1,842,750
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Website

Retainer / Website Agency (TMBR)		36,000	36,000	36,000
Website Updates and Maintenance		10,000	10,000	10,000
CRM		5,000	35,000	35,000
Total New Website	-37.0370%	\$ 51,000	\$ 81,000	\$ 81,000

Jackson Hole Travel and Tourism - JPB

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General and Administrative

Postage		250	250	250
Office Supplies		5,000	20,000	20,000
Production and Printing Annual Report		5,000	5,000	5,000
Fiscal Manager Contract		90,000	90,000	90,000
Operations Manager Contract		42,900	42,900	42,900
Communications Manager Contract (Moved from Marketing Budget to G&A in '25)		71,496	71,496	71,496
Executive Director Contract		168,000	168,000	168,000
Marketing Manager Contract (Moved from Marketing Budget to G&A in '25)		93,600	93,600	93,600
Destination Management Coordinator Contract (Moved from SDMP Budget to G&A in '25)		125,004	125,004	125,004
Grant Coordination Contract		72,140	72,140	72,140
Professional Services		50,000	-	-
Office Space		30,000	24,000	24,000
Meeting Expense		15,000	35,000	35,000
Insurance		500	500	500
Bonding		500	500	500
Audit		2,500	2,500	2,500
Teton County Web Site		3,500	3,500	3,500
Bank Fees		600	600	600
Contractor and Board Travel		20,000	40,000	40,000
Total General and Administrative	0.1258%	\$ 795,990	\$ 794,990	\$ 794,990
Total Expenditures	-12.7680%	\$ 7,493,671	\$ 8,580,504	\$ 8,590,504

Jackson Hole Travel and Tourism - JPB

DRAFT: FY 2026 Budget July 1, 2025 - June 30, 2026

% Δ from
FY25

DRAFT
Budget FY26

Adjusted
Budget FY25

Forecast FY25

Approved on 2/13/25

Expenditures from Reserves

Unallocated Reserve Fund Utilization		375,000	350,000	350,000
Reserve Allocation		-	(306,468)	(306,468)
Total		\$ 375,000	\$ 43,532	\$ 43,532
Total Expenditures Including Current / Unallocated Rese	-8.8645%	\$ 7,868,671	\$ 8,624,036	\$ 8,634,036
Investment Income	-69.5122%	\$ 25,000	\$ 50,000	\$ 82,000
<u>Budget Surplus / (Deficit)</u>		\$ (968,671)	\$ (2,046,892)	\$ (1,996,504)
Beginning Fund Balance		\$ 2,439,745	\$ 4,486,637	\$ 4,486,637
Anticipated Ending Fund Balance if all <u>Budgeted</u> Reserves are Utilized		\$ 1,471,074	\$ 2,439,745	\$ 2,490,133



BOARD OF COUNTY
COMMISSIONERS



TOWN
COUNCIL

JOINT INFORMATION MEETING AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Fire/EMS

PRESENTER: Fire Chief Mike Moyer

MEETING DATE: May 5, 2025

SUBJECT: Reallocation of Mini Attack Pumper funds

STATEMENT/PURPOSE

Consideration of approval for the reallocation of funds from the sale of two Tactical fire engines (Mini Attack Pumpers) to capital projects within the Fire/EMS FY25 & FY26 budget requests and unfunded Capital Improvement Plan (CIP).

BACKGROUND/ALTERNATIVES

At the recommendation of the previous Jackson Hole Fire/EMS (JHFEMS) administration, Teton County signed a sole-source contract with W.S. Darley & Co. for two Tactical fire engines (Mini Attack Pumpers) in November 2023, for \$910,952 (\$455,476 ea.). Teton County completed the purchase of the Mini Attack Pumpers in January 2025. Early in 2024, the current leadership determined that the trucks did not fulfill the JHFEMS apparatus deployment strategy. At the February 18, 2025, Board of County Commissioners (BCC) meeting, the BCC authorized the listing of the trucks for sale.

Subsequently, Fire/EMS staff were able to identify two buyers for the trucks and have completed the sales. One truck was sold for a listing price of \$474,000 with a 5% broker commission of \$23,700, for a net of \$450,300. The second truck was sold directly to the buyer for \$455,476. The net loss to Teton County at these price points was \$5,176 total.

COMPREHENSIVE PLAN ALIGNMENT

STAKEHOLDER ANALYSIS

The sale of the trucks and the reallocation of the funds to other capital projects will ensure the department's ability to fund capital projects as identified in the Capital Improvement Plan and minimize the delay of key capital equipment and apparatus replacements.

FISCAL IMPACT

Payment of \$910,952 for the two Mini Attack Pumpers was made from the FY 24 & FY 25 capital budget line 13-4-013-805 Cap-Expense Apparatus/Vehicles. The total funds recovered from the Mini Attack Pumpers are \$905,776, with a total net loss to Teton County of \$5,176. Reallocation of the funds would allow funding of capital projects that would otherwise need to be funded in future fiscal years.

STAFF IMPACT

Significant time has been spent by Fire/EMS staff and legal staff assessing the viability of placing the trucks in service, placing the truck for sale and completing the sale. Staff have also spent time identifying existing capital projects for potential reassignment of the funds.

LEGAL REVIEW

Gingery & Colasuonno

ATTACHMENTS

None

RECOMMENDATION

Staff recommends that up to \$905,776 be reallocated to CIP projects. Projects may include projects such as those outlined in the table below:

Proposed use of funds from truck sales		
Net funds from truck sales	\$ 905,776	
FY25		
Self-Contained Breathing Apparatus replacements (SCBA air packs)	\$ 375,000	Scheduled in the CIP, but currently unfunded.
Upfits of two existing command trucks (lights sirens, lettering, radio installation)	\$ 45,000	Trucks were purchased with budgeted FY25 capital funds.
FY26 (dependent on budgetary approval)		
Rescue 44 replacement (Moran Station)	\$ 400,000	Replacement of a 2002 rescue truck requested for FY26.
Artificial Intelligence Wildfire detection cameras	\$ 45,000	Requested capital for FY26.
Remaining	\$ 40,776	

SUGGESTED MOTION

Teton County motion:

I move to reallocate funds of up to \$ 905,776 from the sale of two Mini Attack Pumpers to the capital projects as set forth in this staff report and direct the remaining funds to be placed in Fund 13 reserves.

Town of Jackson motion:

I move to reallocate funds of up to \$ 905,776 from the sale of two Mini Attack Pumpers to the capital projects as set forth in this staff report and direct the remaining funds to be placed in Fund 13 reserves.



TOWN COUNCIL

BOARD OF COMMISSIONERS

JOINT INFORMATION MEETING

AGENDA DOCUMENTATION

PREPARATION DATE: April 11, 2025

MEETING DATE: May 5, 2025

SUBJECT: FY 2026 Joint Long-Range Planning Work Plan

SUBMITTING DEPT: Joint Long-Range Planning

DEPT. DIRECTORS: Chris Neubecker & Paul Anthony

PRESENTERS: Ryan Hostetter

STATEMENT/PURPOSE

1. Approve the Fiscal Year 2026 Joint Long-Range Planning Work Plan.

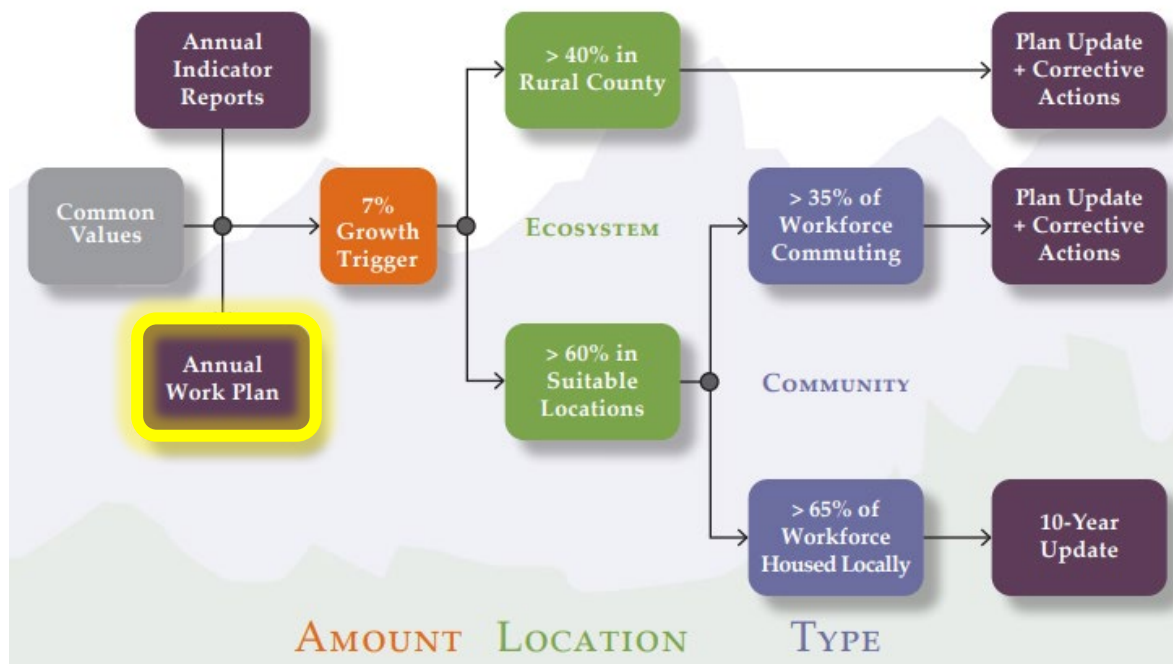
BACKGROUND/ALTERNATIVES

Each spring, Joint Long-Range Planning presents an Annual Indicator Report and an Annual Work Plan related to implementation of the Joint Comprehensive Plan. This year, staff are separating these two items on different meeting agendas, beginning with a presentation of the Annual Indicator Report on April 7, 2025, Joint Meeting, and the Annual Work Plan is scheduled for the May 5, 2025 Joint Meeting.

The Annual Work Plan is an effort to prioritize implementation of the Comprehensive Plan Strategies through allocation of staff resources and budget on specific projects. The Annual Indicator Report (presented during the April 7, 2025 joint meeting) is also a tool that informs which Comp Plan Strategies we should focus our resources. For example, the 2025 Indicator Report (including prior year's reports) noted increases in greenhouse gas emissions over time and if we were to use this metric toward allocation of staff resources, we would prioritize staff time on projects related to improving (lowering) this metric. Both the Town and County have done this through allocating resources toward the Transportation Administrator and the many projects that would reduce vehicle miles traveled (VMT) which reduce greenhouse gas emissions from transportation. Another example includes the work the Town has prioritized through the Ecosystem Stewardship Administrator's project related to Town Climate Action Implementation. Some of these metrics, however, take years to see a turnaround and major changes beyond the governmental capabilities of the Town and County would also need to occur (such as operational changes at the Airport) for some of them to see the needle move.

There are several Comprehensive Plan Strategies which remain in the work queue and have not had the necessary resources or staff time allocated for their initiation and completion. However since the 2020 Comprehensive Plan update, we have completed a handful of major milestones which are important to recognize. Attached to this report includes a high-level audit of the Comprehensive Plan Strategies including those that have been completed or partially completed since 2020 (date of last Comprehensive Plan update). Out of the 171 strategies in the Comprehensive Plan 93 have been completed or partially completed, 58 of which were checked off since the 2020 Comprehensive Plan Update. Staff see this as a sign of significant progress in the last five years. See attachment regarding the recent audit of the Comprehensive Plan Strategies for specific strategies that have been recently updated.

Adaptive Management Program



The figure above is from the Joint Comprehensive Plan and shows where we are in the process of the adaptive management program (yellow highlighted box). As discussed during the April 7, 2025, meeting, the annual Indicator Report informs whether we are nearing specific growth triggers noted in the percentages above. These triggers tell us when we should be revisiting policies within the Comprehensive Plan for update and review. One of these triggers, the 7% residential growth trigger, is nearly met as shown in the 2025 Indicator Report (currently noted at 6.7%). This trigger is reflected in a proposed Work Plan task to begin planning for the next Comprehensive Plan update.

STAFF ANALYSIS

Staff uses the approved Work Plan to manage fiscal and staff resources toward achieving the tasks prioritized by the Town Council and Board of County Commissioners. This is the opportunity for the Board of County Commissioners and Town Council to direct staff efforts and set public expectations for Long-Range projects that will occur from July 2025 to June 2026. If there are projects or tasks listed in the draft Work Plan that are not priorities, this is the opportunity to suggest a change. If new projects, tasks, or

priorities are added to the Work Plan then another project will need to be removed due to limited available staff capacity.

This annual exercise is consistent with Comprehensive Plan Adaptive Management Policies:

- **Policy 9.2.a: Monitor Indicators Annually**

If the Adaptive Management evaluation at 7% growth is the community's exam, the indicator reports are our annual progress report. The indicators monitor not only the Adaptive Management targets but the other measures of each of the community's goals. Each spring, the community should review the indicators listed below [in the Comp Plan] and other appropriate indicators to inform budgets and set an implementation work plan that will promote optimization of all 8 community goals... each indicator is or should be:

- *relevant to a chapter goal of the Plan;*
- *reliably accessible annually; and*
- *understandable to the community*

- **Policy 9.2.b: Establish an Implementation Work Plan Annually**

A work plan for implementing the community's Vision will be established each year as part of the budget process. In setting the work plan, the community should evaluate the work completed over the past year, review annual indicators, and prioritize strategies for implementation based on how well the community is achieving our Vision and which implementation measures are most needed. The work plan will be composed of the strategies from the Common Values to be implemented the following year... The resources required to implement the strategy will be considered, along with the parties responsible for implementing the strategy, the timeframe for implementing the strategy, and the goal of the implementation. As strategies are completed and/ or new best practices, technology and information become available, the work plan may include strategies that are not listed in the Common Values. However, every task in the work plan should be:

- *relevant to a principle of the community that needs to be addressed;*
- *implementable by the responsible party; and*
- *effective in addressing the relevant community principle"*

The Town of Jackson and Teton County have engaged in joint planning since 1994. While each jurisdiction has its own version of the Land Development Regulations (LDRs), there is only one Joint Comprehensive Plan, one joint Annual Indicator Report, and one joint Annual Long-Range Planning Work Plan. This means that the FY 26 Work Plan must be approved by both jurisdictions for it to be adopted, especially for those projects which are noted as "joint."

Within the Work Plan, there are Town only and County only projects as well as "Joint" projects. These projects are assigned staff resources and noted as either Town Staff, County Staff, or Joint Staff for each project (specifically for Planning projects vs Public Works or Ecosystem Stewardship efforts). It is the goal of the Work Plan to identify the projects and ensure that the necessary resources are available and assigned to the particular project to facilitate its successful completion.

Tasks identified as "joint" are those designed for cooperative and balanced resource sharing and oversight to advance common or interdependent strategies included in the Comprehensive Plan, Integrated Transportation Plan, or Housing Action Plan. Joint tasks provide a balance of jurisdictional oversight on issues that bridge legal boundaries and affect the community valley-wide. County only and Town only projects are generally specific or surgical LDR amendments (as an example) for County and/or Town

purposes. An example would be LDR amendments specific to amending the Town 2:1 bonus tool, or the County's amendments for Wildlife Friendly Fencing.

FY 25

Fiscal Year 25 saw the completion of a few major public initiatives including large Land Development Regulation (LDR) amendments submitted by the public. Completed projects this fiscal year include:

Town and County Initiatives:

- Adoption of the updated Natural Resources Overlay in the County (Joint Long-Range Planner)
- Adoption of updated Waterbody and Wetland Buffers within the County (Joint Long-Range Planner)
- Use of the new Indicator Report Dashboard and User Manual for the 2025 Indicator Report (Joint Long-Range Planner)
- Completion of the Teton County Scenic Preserve Trust modernization report April 2025 (County Long-Range Planner)
- Town moratorium and related text amendments (Town Planning Staff)
- Small Town text amendments for items such as noise standards, edits to Community Development Director title and updates to the change of use fees (Town Planning Staff)

Projects Submitted by the Public:

- Completion of the Phibbs/Smith/Collins LDR Text Amendment (County Long-Range Planner)
- Small County text amendment regarding the hearg officer designation (County Long-Range Planner)

FY 26

Staff recommends the following implementation projects as top priorities for FY 26 (July 2025 – June 2026). Staff's primary recommendation is that some new projects are added as several have been completed this last year and/or were removed from the list (such as housing mitigation). Additional prioritization of projects will impact (or require removing) ongoing projects from the list or will require additional resources such as consultant services.

JOINT TASKS	
In Progress (and to roll over to FY26)	New (beginning in FY26)
- Safe Streets for All (Pathways 70% complete) - Traffic Impact Study LDRs (Transportation & Joint LR Planning 20% complete) - ITP Transportation Demand Management Program Elements (Transportation 25% complete) - Update Housing Mitigation LDRs (Joint Long Range Planning) (on hold – moved to unscheduled)	Comp Plan – Initial scoping/outreach (Joint Long Range Planner)
TOWN TASKS	
In Progress	New
- Town Water Quality - Stormwater (Town Public Works 75% complete) - Ecosystem Indicators (Town Ecosystem Stewardship) (40% complete) - Climate Action Plan Implementation (Town Ecosystem Stewardship) (8% complete)	2 for 1 Review (Town Planning Staff) - NRO Update (Joint Long Range Planner) - Town Biennial LDR Update for FY 26-27
COUNTY TASKS	
In Progress	New
- Wildlife Crossings Master Plan Implementation (Public Works 30% complete) - Highway 22 Capital Multi Modal Transportation Improvement Projects (Public Works & WYDOT) (WYDOT schedule) - Fire Protection Resolution for New Subdivisions – LDRs (County Current Planning 40% Complete) - County review of ARUs (moved to unscheduled) - County Legacy Zoning Update (on hold) - Business Park Legacy Zoning (on hold)	- Water Quality LDR Amendments (County Planner & Public Works. From last year – has not begun) - PRD Tool Review and Amendment (County Planner – request by BCC to add)

With this list, the tasks fit within the number of FTEs for the County Long Range Planner and Joint Long-Range Planner. Staff recommend that the County continue to prioritize the Water Quality LDR amendments through this next fiscal year and the management of this effort will be the County Long Range Planner. The Joint Long-Range Planner has added a joint effort to begin scoping for an update to the Comprehensive Plan due to the fact that the 7% growth trigger is nearly met, and to do the NRO update within the Town LDRs.

PLANNING COMMISSION RECOMMENDATION

The Town and County Planning Commissions met jointly on March 19, 2025, to review the 2025 Indicator Report and draft FY26 Work Plan presented by staff and made a recommendation to the Board of County Commissioners and Town Council for the Work Plan.

The *County* Planning Commission voted unanimously (with Bob Weiss absent) to recommend approval of the proposed FY26 Work Plan dated March 2025 prioritizing the Water Quality LDR amendments and the Joint Comprehensive Plan initial scoping project. The County Planning Commission also noted the following for Board of County Commissioner consideration:

- Include changes to landscape regulations to encourage lower water consumption; water quantity review moving forward with Comprehensive Plan, water quality amendments to the LDRs, Work

Plan visual regarding the indicator nexus and projects to better illustrate how those relate together, and water quality indicators with Comprehensive Plan scoping.

The *Town* Planning Commission voted unanimously to recommend approval of the proposed FY26 Work Plan dated March 2025 prioritizing the following:

- Prioritize a review of the 2 for 1 program, along with an update to the design guidelines, and Business Park legacy rezoning. An additional item the Commission would like to address but is not the highest priority is housing mitigation, along with the ongoing/unfinished projects.

STAKEHOLDER ANALYSIS

Stakeholders include all community members within Teton County and Town of Jackson. This effort is tied to the outreach conducted during the 2020 Comprehensive Plan and carries forward the policy work directed through that process. Additional and updated community outreach is anticipated to be renewed through the next Comprehensive Plan update coming soon.

FISCAL IMPACT

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

STAFF IMPACT

The FY 26 Implementation Work Plan accounts for all the Joint Long-Range Planning Department's time. It also requires time from Town Planning staff, County Planning staff as well as other Town and County Departments.

LEGAL REVIEW

County: K. Gingery

Town: L. Colasuonno

ATTACHMENTS

1. Draft FY 26 Implementation Work Plan (dated March 2025)
2. Comp Plan Strategy Audit

RECOMMENDATION

The Planning Directors recommend **approval** of the FY 26 Implementation Work Plan dated April 2025.

SUGGESTED MOTIONS

Town Council: I move to approve the proposed FY 26 Implementation Work Plan dated April 2025.

Board of County Commissioners: I move to approve the proposed FY 26 Implementation Work Plan dated April 2025.



Jackson Teton County



Fiscal Year 2026 Implementation Work Plan April 2025

Comp Plan

ITP

Housing Action Plan

Approved: INSERT DATE

Introduction

The Jackson/Teton County Comprehensive Plan (Comp Plan), Integrated Transportation Plan (ITP), and Housing Action Plan (HAP) are adopted, and staff structures are in place to implement each plan.

Implementation of the policies and strategies in the three plans is a fulltime workload for the individual departments and advisory boards responsible for each plan.

This Work Plan for the 2026 fiscal year (FY 26 Work Plan) presents projects together from all three plans that require coordination between departments to illustrate the workload on those responsible for them all – the public, Town and County planners, Town and County Public Works, Housing Department, the Board of County Commissioners, and Town Council.

Purpose

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



Scope

This FY26 Work Plan identifies tasks that rely on coordinated planning resources through fiscal year 2026 (ending June 2026) and beyond.

Tasks from the Integrated Transportation Plan and Housing Action Plan carried out by Town/County Public Works or the Housing Department beyond the coordinated planning stages are not included in this Work Plan but are represented in Work Plans for those departments.

This Work Plan proposal was developed by staff to reflect interests of the Board of County Commissioners and Town Council but is presented as a draft with the expectation that joint discussion between the Board and Council may result in amendment of the Plan prior to approval. This Work Plan can be revisited and revised jointly throughout FY26 as necessary if staff or fiscal resources change or if priorities shift.

Staff Capacity

This proposed Work Plan is based on Long-Range Planning staffing levels which include:

- Joint Town and County Long-Range Principal Planner
- ~~Joint Associate Long-Range Planner~~ (POSITION REMOVED)
- County Associate Long-Range Planner

If the County or Town adds positions, or has vacant staff positions, this Work Plan can be revisited to expand and/or contract associated work tasks.

Similarly, if other departments have staff with this expertise that have hours of availability to contribute this Work Plan, that would be another opportunity to accomplish and/or expand the work tasks in this Work Plan.

FY26 Long Range Planning Priorities

In addition to annual and ongoing tasks listed in this Work Plan, the Town and County work together to prioritize joint long-range planning tasks each fiscal year.

The Town and County will also each individually prioritize Town-only and County-only long-range planning tasks. The following joint, Town-only, and County-only tasks are recommended for prioritization by staff for the coming fiscal year, in addition to the **ongoing and annual** tasks that consume time and resources.

Work Plan Tasks

Each task is represented by an individual chart and narrative. The “**progress**” measure is the percent of task completion at the time this Work Plan was drafted.

In the “**resources**” fields, amounts under FY 26 are estimated staff hours and costs for consultant services (if necessary) by the end of June 2026, which may be more or less than what was initially budgeted. For years prior to FY 25, those values are for time/money spent, which may be more or less than what was initially budgeted.

Any estimated values can be updated once the 2025 Fiscal Year has ended, and the 2026 Fiscal Year budget has been approved.

Work Plan Tasks

The Work Plan tasks (beginning on page 12) are organized chronologically based on Fiscal Year and are color-coded by the representative Comprehensive Plan Common Value each task implements.



JOINT TASKS	
In Progress (and to roll over to FY26)	New (beginning in FY26)
• Safe Streets for All (Pathways 70% complete) • Traffic Impact Study LDRs (Transportation & Joint LR Planning 20% complete) • ITP Transportation Demand Management Program Elements (Transportation 25% complete) • Update Housing Mitigation LDRs (Joint Long Range Planning) (on hold – moved to unscheduled)	• Comp Plan – Initial scoping/outreach (Joint Long Range Planner)
TOWN TASKS	
In Progress	New
• Town Water Quality - Stormwater (Town Public Works 75% complete) • Ecosystem Indicators (Town Ecosystem Stewardship) (40% complete) • Climate Action Plan Implementation (Town Ecosystem Stewardship) (8% complete)	• 2 for 1 Review (Town Planning Staff) • NRO Update (Joint Long Range Planner) • Town Biennial LDR Update for FY 26-27
COUNTY TASKS	
In Progress	New
• Wildlife Crossings Master Plan Implementation (Public Works 30% complete) • Highway 22 Capital Multi Modal Transportation Improvement Projects (Public Works & WYDOT) (WYDOT schedule) • Fire Protection Resolution for New Subdivisions – LDRs (County Current Planning 40% Complete) • County review of ARUs (moved to unscheduled) • County Legacy Zoning Update (on hold) • Business Park Legacy Zoning (on hold)	• Water Quality LDR Amendments (County Planner & Public Works. From last year – has not begun) • PRD Tool Review and Amendment (County Planner – request by BCC to add)

Fiscal Year 25 Tasks

These tasks are currently underway and are anticipated for completion by the end of the 2025 Fiscal Year in June 2025. The bulk of fiscal resources and staff time have already been allocated and used for these efforts and no additional budget or staff time is requested for FY 26.

Fiscal Year 25 Tasks – Completing Soon

Project	Completion Date	Page Number
Teton County Scenic Preserve Trust RFP	September 2023-May 2025	12
Teton County Fire Protection Resolution for New Subdivisions (Includes road requirements for new subdivisions)	Summer of 2025	13

TCSPT Areas of Focus RFP Project

FY 24-25

Progress	98% Complete
Timeframe	FY2023 - 2024
Task Lead	County Long Range Planner
Resources	FY24-25
Long-Range Planning	370 hrs
County Attorney	100 hrs
County Planning Director	80 hrs
Consultant Services	Undetermined

Task: This task is directed by the *Teton County Board of County Commissioners 2023-2024 Strategic Plan*. Staff has worked on a Request for Proposal (RFP) to utilize consultant services to reevaluate the purpose, operational standards, and staffing of the TCSPT. Staff will need to select a qualified candidate and facilitate the consultant's review and recommendations for the Trust with the approval of the Board of County Commissioners. The details of this task will become clearer once a consultant is selected.

Status: This project is nearly complete and has taken more than double the hours than originally anticipated (originally anticipated 130 hours of Long Range Planning and actual has been over 370 hours to date). The project is anticipated to be complete in May of 2025.

Comp Plan Strategies:

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

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

Teton County Fire Protection Resolution for New Subdivisions - LDR Amendment

FY 25

<i>Progress</i>	40%	
<i>Timeframe</i>	FY25	
<i>Task Lead (s)</i>	County Planning (Current Planning)	
<i>Resources</i>	<i>FY25</i>	<i>Total</i>
<i>County Planning</i>	100 hrs	100 hrs
<i>County Planning Director</i>	20 hrs	20 hrs
<i>County Attorney's Office</i>	5 hrs	5 hrs

Comp Plan Strategies:

3.4.f Protect development against wildfire. Surrounded by National Forest lands, private lands throughout the community are susceptible to wildfires. The mapped Wildland Urban Interface will continue to be updated and refined, and development in such areas will continue to mitigate for wildfire hazard.

Task: Currently Teton County has adopted a resolution for fire protection standards related to new subdivisions. This has created some confusion as these standards are not adopted as rules within the County Land Development Regulations. Staff recommends adding this workplan item in order to adopt the similar standards as regulations within the LDRs this next fiscal year and removing the “Teton County Fire Protection Resolution For New Subdivisions” (2021).

Status:. This project has begun with staff coordination between Public Works, Fire and Planning. The tentative schedule is to go before the Board of County Planning Commission in June and BCC in July of 2025.

Fiscal Year 25-26 Tasks In-Progress

These tasks are currently underway, and work will continue into FY 26 or beyond. FY 26 budget requests may include fiscal resources needed to continue these tasks. No prioritization of these tasks is needed since they were already prioritized in the FY 25 Work Plan, unless there is interest in changing the scope, timeline or resource allocation.

Fiscal Year 25-26 Tasks In-Progress

Project	Estimated Completion Date	Page Number
ITP Transportation Demand Management Program Elements	Ongoing	16
Traffic Impact Study LDRs	FY 2025 -2026	17
Town Water Quality Initiatives -Stormwater	Winter 2025	18
County Safe Streets & Roads for All	December 2025	19
Wildlife Crossings Master Plan Implementation	Ongoing -2030	20
Town Climate Action Implementation	July 2024-Ongoing	21
Develop Comp Plan Indicators for Chapter 1 for Ecosystem Stewardship	Ongoing	22

ITP - Transportation Demand Management Program Elements

FY 26+

Progress	25%		
Timeframe	2023 - Ongoing		
Task Lead	Transportation Division		
Resources	TDM Program Framework	Mobility Hubs	Parking Action Plan
Consulting Services Request	\$35,000	\$80,000*	\$115,000
Transportation Manager	40 Hours	180 Hours	260 Hours
Travel Demand Management Coordinator	120 Hours	50 Hours	100 Hours
Long-Range Planning	8 hours	8 hours	40 hours

ITP Action Item:

#13 Begin development of a regional transportation demand management program.

#14: Incorporate TDM requirements for large projects in development approval criteria for Land Development Regulations.

Task: ITP Chapter 4 presents Transportation Demand Management strategies to reduce single occupancy vehicle travel. A TDM Program Framework will update the ITP strategies, assess their feasibility, and plan implementation. Strategic management of parking is a key element of TDM. The 2025 Parking Action Plan updates the 2019 Downtown Parking and Mobility Management Plan towards improving the downtown Jackson parking situation. Mobility Hubs will transform how we navigate Jackson and provide a cohesive public realm – by improving transfer points between various modes of transport and serving as town gateways. These tasks are related but have to be addressed via agency and external partnerships, hence staff is formulating three workflows above to address programmatic, behavioral, infrastructure, and policy solutions.

Status: A TDM coordinator was hired in November 2024 reporting to the Transportation Manager focusing on implementing TDM strategies. The Parking Demand Study and Action Plan were completed in January 2025; implementation is underway. Staff have completed Mobility Hub site selection and conceptual designs and hosted public engagement; staff is holding additional public engagement and pursuing grant funding opportunities for 60% engineering design in FY25-26.

Progress	20%	
Timeframe	July 2024 - June 2025	
Task Lead	Long-Range Planning & Transportation Manager (Joint Town & County Effort)	
Resources	FY 24-25	Total
Consulting Services	\$TBD	\$TBD
Long Range Planning	100 hrs	100 hrs
Town Planning Director	20 hrs	20 hrs
County Planning Director	20 hrs	20 hrs
Transportation Manager	200 hrs	200 hrs
TDM Coordinator	300 hrs	300 hrs

Comp Plan Principle: Principle 8.2 Coordinate provision of infrastructure and facilities needed for service delivery.

ITP Action Item: Chapter 4, Incorporate TDM requirements for large projects in development approval criteria for Land Development Regulations.

Task: Currently there are no standards related to implementation of traffic mitigation for large development projects. In many jurisdictions, standards exist which inform the development community on how to complete a Traffic Impact Study, what standards are necessary for a complete report, and baseline information related to any mitigation measures necessary for a particular project. The Transportation Manager has completed a draft guideline document for Traffic Impact Studies. In order for these guidelines to be utilized as requirements for large projects, Staff is requesting that these become a part of the Land Development Regulations.

Status: A draft of the guidelines have been completed, work to provide updated draft LDRs is underway via a consulting contract with Mead and Hunt.

Town Water Quality Initiatives

FY 26+

Progress	75%					
Timeframe	December 2021-January 2025					
Task Lead	Town Public Works					
Resources	FY 21	FY 22	FY 23	FY24	FY25	Total
Long-Range Planning	0 hrs	10 hrs	0 hrs	0 hrs	5 hrs	15 hrs
Town Public Works	0 hrs	100 hrs	285 hrs	220 hrs	180 hrs	785 hrs
Ecosystem Stewardship	0 hrs	0 hrs	100 hrs	80 hrs	20 hrs	200 hrs
Town Planning Director	0 hrs	10 hrs	20 hrs	10 hrs	20 hrs	60 hrs

Comp Plan Strategies:

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

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

1. Wastewater Treatment Facility Study (WQMP) (support County)
2. Stormwater Management Program (Town)
3. Wastewater Treatment Plant (WWTP) Upgrade Planning (Town)

Status:.

1. Town staff continues to work with County staff, participating in the Technical Working Group and to implement action items related to the Town.
2. The Town’s Stormwater Management Program is anticipated to be adopted in summer/fall 2025. Recommendations include establishing a Stormwater Utility, new LDR requirements and guidance material, and better prioritization of capital improvement needs.
3. Town staff has received an updated discharge permit from the State with additional water quality requirements. Town has partnered with the Teton Conservation District to collect and analyze water quality data pre- and post- wetlands treatment. Town continues to coordinate with County staff to seek direction from Town Council to inform capital improvement options. Staff anticipates presenting policy questions and recommendations to Town Council in spring/summer and again in winter, 2025.

Town and County Safe Streets & Roads for All

FY 26+

Progress	70%			
Timeframe	Federal Grant (February 2024-Winter 2025)			
Task Lead	County Public Works			
Resources	FY24	FY25	FY26	Total
Long Range Planning	0 hrs	4 hrs	8 hrs	12 hrs
County Planning Director	0 hrs	2 hrs	10 hrs	12 hrs
Town Planning Director	0 hrs	2 hrs	10 hrs	12 hrs
Pathways Coordinator	400 hrs	400 hrs	300 hrs	1100 hrs
Transportation Manager	200 hrs	200 hrs	150 hrs	550 hrs

Task: Utilizing the Town Community Streets Plan for guidance, the County will work with road, pathway, and utility designers to update the County road, utility, and easement standards.

Status: Transportation Engineering Design Standards (TEDS) is a deliverable from the Safe Streets for All (SS4A) work, anticipated to be complete by December 2025. The standards would then move through the adoption process.

Comp Plan Strategies:

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

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

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

Wildlife Crossings Master Plan Implementation

FY 26+

<i>Progress</i>	30%- location dependent		
<i>Timeframe</i>	Ongoing – 2030		
<i>Task Lead</i>	County Public Works		
<i>Resources</i>	<i>FY 24</i>	<i>FY 25</i>	<i>FY26</i>
<i>County Funding</i>	\$1,491,707*	\$4,290,000**	\$4,746,726**
<i>County Engineering</i>	600 hrs	800 hrs	800 hrs
* Actual expenses ** Use of budgeted funds dependent on success of federal grants			

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

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

Status: Wildlife Crossings Master Plan has been completed. Implementation is in initial stages with SPET funding approved. County Public Works completed 30% design plans for the three road segments (US HWY 26/89/191 – Camp Creek area, North US HWY 89/191 – between the USFWS Fish Hatchery and Town of Jackson, and Wyoming Highway 22 – West side of Teton Pass). Our plan is to move each of these project areas on their own individual timelines as we identify and secure construction funding through various state and federal funding opportunities. In 2024, Teton County submitted grant applications for the North US HWY 89/191 Wildlife Crossing Project (WCPP) and for fish passage in Coal Creek (FLAP). Neither project was awarded. We are continuing to pursue funding for these projects in FY26 with SPET and other matching funds. Wildlife Crossings at the Highway 22/390 intersection – Snake River bridge replacement will be completed during the summer of 2025. All projects are in cooperation with public land agencies, WYDOT, and WGFD.

Progress	8%		
Timeframe	July 2024-June 2030		
Task Lead	Town Ecosystem Stewardship Administrator		
Resources	FY25	FY26	Total
Other Town Staff	50 hrs	100 hrs	150 hrs
Ecosystem Stewardship	200 hrs	400 hrs	600 hrs
Long-Range Planning	0 hrs	0 hrs	0 hrs

Comp Plan Strategies:

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

Task: Town staff will map out a detailed timeline for implementation of climate action strategies within the Town Sustainability Plan and begin implementation. Town staff will also continue to work with the Jackson Hole Climate Action Collective (JHCAC) and Teton Climate Action Partnership (TCAP) to support community-wide climate action projects, identify potential funding opportunities, and serve as a liaison between those groups and the Town.

Status: Upon approval of the Town Sustainability Plan, which included a detailed implementation plan for the first two years, staff began implementation of strategies within the plan. In 2024, Council approved a Pay As You Throw ordinance, one of the strategies within the plan. Several other initiatives are underway. Some strategies will take ongoing work for several years to complete. The Ecosystem Stewardship Administrator is scheduled to present a progress report on plan implementation in July of 2025.

Develop Comp Plan Indicators for Chapter 1 (Ecosystem Stewardship)

FY 26+

<i>Progress</i>	40%				
<i>Timeframe</i>	FY23 & FY24				
<i>Task Lead</i>	Town Ecosystem Stewardship Administrator				
<i>Resources</i>	<i>FY23</i>	<i>FY24</i>	<i>FY25</i>	<i>FY26</i>	<i>Total</i>
<i>Ecosystem Stewardship</i>	200 hrs	200 hrs	250 hrs	200 hrs	850 hrs
<i>Long Range Planning</i>	10 hrs	0 hrs	0 hrs	10 hrs	20 hrs
<i>Town Manager</i>	20 hrs	10 hrs	10 hrs	15 hrs	55 hrs

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

Status: The Ecosystem Stewardship Administrator has begun this work for the Town by 1) looking at indicators used by other communities, and 2) gathering stakeholder groups to the best indicators of ecosystem health in our region. Staff presented recommendations for the Town in December of 2023 for an ecosystem health indicator report and received direction to move forward. A summer intern supported development of data visualization for some indicators in the summer of 2024. The first Ecosystem Health Indicator Report is scheduled to be presented to Town Council in July of 2025. Council and Commissioners will be able to select key indicators from the report to add to the Indicator Report associated with the Comprehensive Plan, if desired.

Comp Plan Strategies:

- 1.G.S.1: Identify appropriate indicators that measure achievement of the Chapter goal. For example, measuring stewardship of natural resources may include establishing indicators for percent change of site development within the Town and County, or tracking contaminant loading from wastewater discharge at the Town of Jackson treatment facility.
- 1.G.S.2: Establish an Ecosystem Stewardship target for an Adaptive Management Program that will be used to track the Town and County's progress toward goals related to this chapter.

New Fiscal Year 26 Tasks

The following tasks have not yet begun, and prioritization of timeline, staff, and fiscal resources is needed. *This section is the primary focus of setting the FY 26 Work Plan and will add new tasks to the current project workload.*

New Fiscal Year 26+ Tasks

Project	Estimated Timeframe	Page Number
Joint Teton County Town of Jackson Comp Plan Review 2025	July 2026 +	25
County Water Quality LDRs	June 2025-July2026	26
County Review of PRD Tools	July 2026+	27
Town Natural Resource LDRs	May 2025-June 2026	28

Joint Teton County Town of Jackson Comprehensive Plan Review 2025

FY 26+

<i>Progress</i>	0%			
<i>Timeframe</i>	FY26+			
<i>Task Lead (s)</i>	Joint Long Range Planning			
<i>Resources</i>	<i>FY26</i>	<i>FY27</i>	<i>FY28+</i>	<i>Total</i>
<i>Joint Long Range Planning</i>	300 hrs	TBD	TBD	TBD
<i>Town Planning Director</i>	100 hrs	TBD	TBD	TBD
<i>County Planning Director</i>	100 hrs	TBD	TBD	TBD

Task: The 2025 Indicator Report has noted a 6.7 % growth rate since the last Comprehensive Plan update in 2020. While this is ahead of a regular 10-year update cycle, it is bumping up against the 7% growth rate trigger within the Comprehensive Plan Adaptive Management Program for a revisit of the Comprehensive Plan. Because of this, staff is proposing initial scoping of the community's next Comp Plan update. Scoping during this next fiscal year could include strategizing on the size/context of this next update with community members and elected officials. This scoping information will be used to determine any consultant needs for the update and what to include within a request for proposals (RFP).

Status: This project has not yet begun.

Comp Plan Strategies:

3.3.S.1 Consider a joint Town and County staff person to execute an Adaptive Management Program and otherwise implement the Comprehensive Plan.

Policy "9.1.e: The community should conduct a detailed community review of the Comprehensive Plan if it has gone ten (10) years without otherwise triggering a plan update..." The 10 year update should be a community effort, built on the lessons learned through a decade of annual indicator reports to: Affirm or enhance vision, Evaluate and update Illustration of Vision, update strategies and evaluate adaptive management

Policy 9.2.a "Monitor indicators annually. If the Adaptive Management evaluation at 7% growth is the community's exam, the indicator reports are our annual progress report..."

Policy 10.2.b Use adaptive management to ensure we are achieving our vision.

County Water Quality LDRs

FY 26+

<i>Progress</i>	0%
<i>Timeframe</i>	After completion of County Water Quality Master Planning
<i>Task Lead</i>	County Long Range Planning
<i>Resources</i>	Budget within County Public Works for any professional services needed.

Task: Utilizing the completed Water Quality Master Plan (scheduled to be complete May 2024), begin the process of updating the water quality LDRs, specifically focusing on protection standards, water filtration standards, management of wastewater, surface water and groundwater, and implementing tools to protect drinking water.

Status: This task has not yet begun. The consultant from the accepted Water Quality Management Plan, Trihydro, has made recommendations on future water quality LDRs, including the adoption of surface water and aquifer protection overlays. County staff will review these recommendations with the community and elected officials in order to inform amended LDRs.

Comp Plan Strategies:

- 1.2.S.1: Evaluate and update natural resource protection standards for waterbodies, wetlands (including jurisdictional and non-jurisdictional) and riparian areas.
- 1.2.S.2: Evaluate and update surface water filtration standards, focusing on developed areas near significant
- 1.2.S.5: Investigate updates to the Land Development Regulations and other County resolutions and Town ordinances to provide further protection for Public Water Systems, surface water, and groundwater, including, incentives for wastewater system best management practices, facility regulations, monitoring wells, and buffering distances.
- 1.2.S.6: Enhance existing water quality protection tools and explore the development of new tools such as an aquifer protection overlay or a water quality commission.

County review of PRD Tools

FY 26+

<i>Progress</i>	0%	
<i>Timeframe</i>	FY26	
<i>Task Lead (s)</i>	County Long Range Planning	
<i>Resources</i>	<i>FY26</i>	<i>Total</i>
<i>County Planning</i>	300 hrs	300 hrs
<i>County Planning Director</i>	20 hrs	20 hrs
<i>County Attorney's Office</i>	10 hrs	10 hrs

Comp Plan Strategies:

1.4.S.1 Update the Planned Residential Development (PRD) tool to better protect wildlife resources. Reconsider applicability of the PRD tool on smaller (35- to 120-acre) parcels. Consider incentives in addition to density bonuses, including house size, locations, guesthouses, and other options.

Task: As a result of the recently approved Collins/Smith/Phibbs amendments, an item related to the County's bonus tools was brought forward. The request made by the County Commissioners includes a thorough review of the current tools, their efficacy, how the tools compare to state exempt subdivision processes, and the assessed value of the tools versus the state exemptions (i.e. are they better?). A revisit of the tools is warranted because they are no longer being used by the development community and they should either be updated to be more attractive or removed from the LDRs. Removing these tools from the LDRs would add units back into the development growth management "pool."

Status: This project has not yet begun.

Town Natural Resource LDRs

FY 26+

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

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

Status: This task is recommended for prioritization when the County Natural Resource Regulations have been completed.

Comp Plan Strategies:

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

Future Tasks – Non-Budgeted and/or Unscheduled

The following tasks are in the line-up for implementation in future years but are not recommended to begin in Fiscal Year 26. Staff and fiscal resources for these tasks will be considered and updated in a future Work Plan, unless there is interest to identify any of these tasks as an immediate priority to be added to the FY 26 Work Plan. Based on limited Staff resources, adding items to the FY 26 Work Plan will require removing other priorities.

Future Tasks – Non-Budgeted and/or Unscheduled

Project	Page
Town Hillside LDRs	31
Town Workforce Housing Mitigation	32
County Workforce Housing Mitigation	33
Town Sign Standards	34
Town Review of Character Change in Stable and Transitional Districts	35
Town Lodging and Short Term Rental Review Phase II	36
County Development Exactions Update	37
County Update of Legacy Zoning	38
County ARU review in Non Residential Zones	39
Highway 22 Capital Multi Modal Projects – Now with WYDOT	40
County Early Childcare/Education LDR Amendments	41
Business Park Legacy Zoning	42

Town Hillside LDRs

FY 25-26

<i>Progress</i>	80%							
<i>Timeframe</i>	July 2018- August 2024							
<i>Task Lead</i>	Town Planning							
<i>Resources</i>	<i>FY 18</i>	<i>FY 19</i>	<i>FY20</i>	<i>FY 21</i>	<i>FY 22</i>	<i>FY 23</i>	<i>FY 24</i>	<i>Total</i>
<i>Consulting Services (Town)</i>	\$ 0	\$ 0	\$31,269	\$1,970	\$0	\$0	\$0	\$33,239
<i>Long-Range Planning</i>	40 hrs	110 hrs	70 hrs	50 hrs	50 hrs	10 hrs	5 hrs	335 hrs
<i>Town Com. Dev. Director</i>	0 hrs	20 hrs	20 hrs	20 hrs	10 hrs	5 hrs	5 hrs	75 hrs
<i>Town Engineer</i>	0 hrs	20 hrs	20 hrs	40 hrs	40 hrs	30 hrs	30 hrs	180 hrs
<i>Town Planning Director</i>	0 hrs	20 hrs	20 hrs	40 hrs	40 hrs	15 hrs	15 hrs	150 hrs
<i>Town Planning</i>	0 hrs	20 hrs	0 hrs	0 hrs	30 hrs	40 hrs	40 hrs	130 hrs

Comp Plan Strategies:

3.4.S.1: Study and map avalanche and landslide areas.

3.4.S.3: Evaluate and update development regulations for naturally hazardous areas based on mapping.

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

Status: Originally identified in the FY16 Work Plan as a subtask of a greater set of miscellaneous amendments; begun in June 2017 but put on hold because of the prioritization of the Engage 2017 projects; taken up again following the conclusion of the Engage 2017 projects. The consultant group has provided draft hillside development regulations and a hazard map for consideration. The drafts provided were not consistent with the format or processes already formalized by existing Town regulations, so staff has spent significant time adjusting and editing these documents before public release and review. **This project has been put on hold and was not supported during the January 2025 Town Council retreat as a priority to continue.**

Town Workforce Housing Mitigation LDRs

<i>Progress</i>	80%	
<i>Timeframe</i>	December 2022- TBD	
<i>Task Lead</i>	Joint Long Range Planning & Housing Department	
<i>Resources</i>	<i>FY 23-24</i>	<i>Total</i>
<i>Consulting Services (Town)</i>	\$76,500.00	\$76,500.00
<i>Housing Director</i>	20 hrs	20 hrs
<i>Housing Department</i>	20 hrs	20 hrs
<i>Long Range Planning</i>	100 hrs	100 hrs
<i>Town Planning Director</i>	80 hrs	80 hrs
<i>County Planning</i>	0 hrs	0 hrs

Comp Plan Strategies:

5.3.5.2: Update current mitigation requirements as necessary.

Task: Town will work to revisit the current structure, rates and exemptions for workforce housing mitigation required by the LDRs. This effort will be separate yet concurrent with the similar County Update that will need to be coordinated between the two jurisdictions.

Status: A contract amendment was approved during the March 6, 2023 Joint Information Meeting. Policy work with a stakeholder group began in February of 2023 and final policy discussion went before a joint policy workshop in summer of 2023. Draft LDRs have been prepared by Staff, however the public release has not yet occurred. The project is currently on hold per Town Council and County Commission direction.

County Workforce Housing Mitigation LDRs

<i>Progress</i>	80%	
<i>Timeframe</i>	December 2022- TBD	
<i>Task Lead</i>	Joint Long Range Planning & Housing Department	
<i>Resources</i>	<i>FY 23-24</i>	<i>Total</i>
<i>Consulting Services (County)</i>	\$76,500	\$76,500
<i>Housing Director</i>	20 hrs	20 hrs
<i>Housing Department</i>	80 hrs	80 hrs
<i>Long Range Planning</i>	200 hrs	200 hrs
<i>County Planning Director</i>	20 hrs	20 hrs
<i>County Planning</i>	20 hrs	20 hrs

Comp Plan Strategies:

5.3.5.2: Update current mitigation requirements as necessary.

Task: The County will work to revisit the current structure and rates for workforce housing mitigation required by the LDRs.

Status: A contract amendment was approved during the March 6, 2023 Joint Information Meeting. Policy work with a stakeholder group began in February of 2023 and final policy discussion went before a joint policy workshop in summer of 2023. Draft LDRs have been prepared by Staff, however the public release has not yet occurred. The project is currently on hold per Town Council and County Commission direction.

Town Sign Standards Update

FY 26+

<i>Progress</i>	0%		
<i>Timeframe</i>	July 2025 – July 2026		
<i>Task Lead</i>	Town Planning		
<i>Resources</i>	<i>FY 23</i>	<i>FY 25+</i>	<i>Total</i>
<i>Long-Range Planning</i>	0 hrs	10 hrs	10 hrs
<i>Town Planning</i>	0 hrs	50 hrs	50 hrs
<i>Town Planning Director</i>	0 hrs	130 hrs	130 hrs

Comp Plan Strategies:

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

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

Status: This task has not been prioritized by Council.

Town Review of Character Change in Stable & Transitional Districts

FY 26+

<i>Progress</i>	30%			
<i>Timeframe</i>	July 2025 – July 2026			
<i>Task Lead</i>	Town Planning Director			
<i>Resources</i>	<i>FY 22</i>	<i>FY 23</i>	<i>FY 25+</i>	<i>Total</i>
<i>Town Planning Director</i>	30 hrs	5 hrs	5 hrs	40 hrs
<i>Town Com. Dev. Director</i>	60 hrs	5 hrs	0 hrs	65 hrs
<i>Housing Department</i>	10 hrs	0 hrs	0 hrs	10 hrs

Task: Review the Town stable and transitional residential areas regarding desired community character compared to observed and data-based recent changes. Data collection and analysis has been completed and LDR amendments are being considered.

Status: This item was postponed by the Council for future discussion, at which time this project will be evaluated again for possible inclusion in the Work Plan.

Comp Plan Strategies:

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

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

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

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

Town Lodging & Short Term Rental Review Phase II

FY 26+

Progress	0%	
Timeframe	TBD	
Task Lead	Town Planning	
Resources	FY25	Total
Consulting Services	TBD	TBD
Town Planning Director	TBD	TBD
Town Com. Dev. Director	TBD	TBD
Town Planning	TBD	TBD
Housing Department	TBD	TBD

Comp Plan Strategies:

4.2.S.5: Review the Lodging Overlay boundary and associated regulations and incentives to determine the desired location, type and size of lodging.

Task: Upon completion of Phase 1: Data Collection and Review, Council will determine the appropriate next step. Three alternatives are discussed below:

- Alternative A: Amendment to the Comprehensive Plan regarding Lodging and LDR amendments including Amount, Location and Type of Lodging
 - Scope: Consider what role lodging should play in the community town and/or town/county different from what is currently envisioned
 - Outcomes: Possible amendment to the Comprehensive Plan
 - Timeframe: 12-18 months, including a Comprehensive Plan and LDR amendments as this would include a public process with a lot of public engagement and joint consideration by the Town and County
- Alternative B: Amendments to the LDRs based upon the current lodging overlay and current allowed uses
 - Scope: Consideration of potential LDR amendments within the current lodging overlay boundary (no changes) to address issues identified during review of development over the past 10 years and consistency with the Comprehensive Plan including but not limited to:
 - Size of individual units, buildings and facilities
 - Mix of lodging types, i.e., short term rental and conventional lodging, timeshare, fractional, etc.
 - Outcomes: Potential outcomes of this effort would be amendments to the current LDRs
 - Timeframe: 6-12 months, including public hearing process at Planning Commission and Town Council
- Alternative C: No further action taken at this time, continue to monitor lodging development only
 - Scope: Retain current Comprehensive Plan and LDRs
 - Outcomes: Continued monitoring
 - Timeframe: 2 months, no public involvement

Status: This task has not begun and the timeframe is TBD based on workloads.

County Development Exactions Update

FY 26+

<i>Progress</i>	0%	
<i>Timeframe</i>	To be Determined	
<i>Task Lead</i>	County Long Range Planning	
<i>Resources</i>	<i>FY 25+</i>	<i>Total</i>
<i>Consultant Services</i>	TBD	TBD
<i>Long Range Planning</i>	200 hrs	200 hrs
<i>County Planning Director</i>	20 hrs	20 hrs

Comp Plan Strategies:

Policy 10.2b Use adaptive management to ensure we are achieving our vision.

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

Status: This task has not yet begun.

County Update of Legacy Zoning

FY 26+

<i>Progress</i>	0%
<i>Timeframe</i>	To be Determined
<i>Task Lead</i>	County Long Range Planning
<i>Resources</i>	FY 25+
<i>Consultant Services</i>	TBD
<i>Long Range Planning</i>	TBD
<i>County Planning Director</i>	TBD

Task: In the last few years, the County has updated some of its legacy zoning in specific areas: the Aspens residential areas and in the Hog Island area. Moving forward, there may be interest in identifying the next key area for rezoning. This could include residential areas around Wilson, Kelly, Alta, or specific zones such as Business Park. The updates would look at rezoning legacy Rural or Complete Neighborhood areas, and a prioritization of where to start first would be needed. In order to determine priority, Staff would need to spend some time investigating the current zoning configurations and analyzing the need based on area to form a formal recommendation regarding prioritization of the next areas to rezone.

Status: This task has not yet begun.

Comp Plan Strategies:

- 3.2.S.1: Update zoning and land development regulations within Complete Neighborhoods to achieve the desired character for Complete Neighborhoods as established in Character Districts
- 3.2.S.2: Identify locations for locally-oriented and visitor-oriented nonresidential uses within Complete Neighborhoods based on the Character Districts.
- 3.2.S.3: Update land development regulations for nonresidential areas within Complete Neighborhoods to encourage ground floor vitality and flexible mixed use.
- 3.2.S.5: Evaluate and update regulations in Complete Neighborhoods to allow and promote the appropriate variety of housing types identified through the Character Districts.
- 3.2.S.6: Evaluate and update design regulations to encourage quality public space.
- 6.2.S.3: Maintain locations for light industry, and evaluate and update regulations relating to live-work light industry opportunities.
- 6.3.S.2: Evaluate and update land use regulations to foster a positive atmosphere and attract appropriate types of business to the community. Promote the types of uses that provide middle income jobs and promote entrepreneurship.

County Review of Accessory Residential Units in Nonresidential Zones

FY 26+

<i>Progress</i>	5%		
<i>Timeframe</i>	July 2023 – TBD		
<i>Task Lead</i>	County Long Range Planning		
<i>Resources</i>	<i>FY 25</i>	<i>FY 26</i>	<i>Total</i>
<i>County Planning Director</i>	0 hrs	60 hrs	60 hrs
<i>Long-Range Planning</i>	0 hrs	125 hrs	125 hrs
<i>County Planning</i>	0 hrs	25 hrs	25 hrs

Comp Plan Strategies:

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

Policy 5.2.c: Provide workforce housing solutions locally Our primary housing goal is to limit the percentage of the local workforce commuting from other counties. Therefore, required workforce housing mitigation and public investments in workforce housing will be located within our community. However, achievement of our housing goal could still mean that a large portion of our workforce will reside outside of the community and commute into the Town or County. The community will continue to pursue efforts to limit the impacts of commuters on the ecosystem and neighboring communities.

Policy 5.4.b: Avoid regulatory barriers to the provision of workforce housing The Town and County will avoid regulatory barriers that inadvertently preclude workforce housing in a manner that is consistent with the community's Common Values. This may include providing exemptions from certain requirements for developments that provide new subsidized workforce housing that reduces the shortage of housing that is affordable to the local workforce.

Task: Review the County LDRs for nonresidential Accessory Residential Units (ARUs) to determine if the regulations are achieving the desired outcome, including review of the required permitting process. Consider policies to facilitate and streamline the creation of deed-restricted ARUs in nonresidential zones that support local businesses while ensuring an appropriate level of review, notice, and public comment.

Status: This item was suggested by the Board in March 2023 for consideration of inclusion in the Work Plan. This project has not yet been prioritized among other items and has not begun.

Highway 22 Capital Multi-Modal Transportation Projects

FY 26+

Progress	Varies	
Timeframe	Varies	
Task Lead	County Public Works	
Resources	FY25	Total
Long Range Planning	0 hrs	0 hrs
County Planning Director	0 hrs	0 hrs
Town Com. Dev. Director	0 hrs	0 hrs
County Public Works	400 hrs	400 hrs
Regional Transportation Planning Administrator	200 hrs	200 hrs

ITP Action Items:
Chapter 5- Major Capital Projects

Task:.

- Highway 22 Jackson to Wilson Corridor Study, i.e. the Hwy22 NEPA study.
Status: WYDOT is project lead and has moved up the planning in their STIP to WYDOT’s FY2023. This project is underway <https://wy22corridor.com/>.
- WY22 Pathway, Wilson to Stilson.

Status: This project has been completed.

County Early Childcare/Education LDR Amendments

FY 26+

<i>Progress</i>	0%	
<i>Timeframe</i>	To be Determined	
<i>Task Lead</i>	County Long Range Planning	
<i>Resources</i>	<i>FY 25+</i>	<i>Total</i>
<i>Consultant Services</i>	TBD	TBD
<i>Long Range Planning</i>	300 hrs	300 hrs
<i>County Planning Director</i>	20 hrs	20 hrs

Comp Plan Strategies:

Policy 4.2.b Promote a balanced mix of nonresidential uses.

Policy 6.3.e. Balance housing, nonresidential development, and civic uses

Policy 8.1.b Coordinate with independent service providers

Task: The County has included looking at supporting early childcare and education as a part of the 2023 Areas of Focus discussion. This topic includes work from multiple departments through creation of an action plan and ultimately led to a recommendation for future LDR amendments. This component of the Areas of Focus includes researching the Land Development Regulations to understand where childcare is currently allowed, where the barriers exist, outreach with stakeholders to understand community barriers, and possible amendments to the LDRs to facilitate childcare as a result.

Status: This task has not yet begun.

Business Park Legacy Zoning

FY 25+

Progress	0%
Timeframe	FY2026-2027
Task Lead	Joint Long Range Planning
Resources	To be determined

Task: Update zoning allowing light industrial uses. This area includes South Park Business Park (Subarea 7.1). This Task could also be a Joint effort to review Business Park in both the Town and County jurisdictions.

Status: This Task has not begun.

Comp Plan Strategies:

- 3.2.S.1: Update zoning and land development regulations within Complete Neighborhoods to achieve the desired character for Complete Neighborhoods as established in Character Districts
- 3.2.S.2: Identify locations for locally-oriented and visitor-oriented nonresidential uses within Complete Neighborhoods based on the Character Districts.
- 3.2.S.3: Update land development regulations for nonresidential areas within Complete Neighborhoods to encourage ground floor vitality and flexible mixed use.
- 3.2.S.5: Evaluate and update regulations in Complete Neighborhoods to allow and promote the appropriate variety of housing types identified through the Character Districts.
- 3.2.S.6: Evaluate and update design regulations to encourage quality public space.
- 6.2.S.3: Maintain locations for light industry, and evaluate and update regulations relating to live-work light industry opportunities.
- 6.3.S.2: Evaluate and update land use regulations to foster a positive atmosphere and attract appropriate types of business to the community. Promote the types of uses that provide middle income jobs and promote entrepreneurship.

Ongoing Tasks

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

Ongoing Tasks

Project	Page
Joint Annual Indicator Report	46
Joint Annual Work Plan	47
Teton County Scenic Preserve Trust	48
County Biennial LDR Cleanups	49
Town Biennial LDR Cleanups	50
County LDR and Zoning Map Amendments	51
Town LDR and Zoning Map Amendments	52
LDR and Comp Plan Education and Outreach	53
Data Requests	54
Other Comp Plan Coordination	55

Joint Annual Indicator Report

Ongoing Tasks

<i>Progress</i>	Annual
<i>Timeframe</i>	December-April
<i>Task Lead</i>	Joint Long Range Planning
<i>Resources</i>	
<i>Long-Range Planning</i>	200 hrs
<i>County Planning Director</i>	5 hrs
<i>Town Planning Director</i>	20 hrs
<i>Housing Department</i>	5 hrs

Comp Plan Strategies:

Policy 9.2.a: Monitor indicators annually

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

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

Joint Annual Work Plan

Ongoing Tasks

<i>Progress</i>	Annual
<i>Timeframe</i>	December – April
<i>Task Lead</i>	Joint Long Range Planning
<i>Resources</i>	
<i>Long-Range Planning</i>	100 hrs
<i>County Planning Director</i>	10 hrs
<i>Town Planning Director</i>	10 hrs
<i>Housing Department</i>	5 hrs

Comp Plan Strategies:

Policy 9.2.b: Establish an implementation work plan annually

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

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

<i>Progress</i>	Annual
<i>Timeframe</i>	Spring-Fall
<i>Task Lead</i>	County Long Range Planner
<i>Resources</i>	
<i>Long-Range Planning</i>	250 hrs (increased from prior years by 100 hours)
<i>County Planning</i>	10 hrs
<i>County Planning Director</i>	10 hrs
<i>Consultant Services</i>	\$19,595 (for FY23—varies annually)

Task: Administer the Teton County Scenic Preserve Trust easements. This includes working with a consultant (including contract maintenance and tracking) to monitor the program, determining if violations exist, and facilitating enforcement resolution process with landowners. Staff also facilitates any new easements or amendments to existing easements through the hearing process.

Status: This is an ongoing annual task. Beginning in late 2023 & early 2024 staff worked on a new contract with a new vendor, and amendments to the monitoring process which has included additional time for outreach by staff related to each easement, additional time for enforcement issues, and mailing of reports to each easement holder.

Comp Plan Strategies:

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

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

County Biennial LDR Update

Ongoing Tasks

<i>Progress</i>	Biennial
<i>Timeframe</i>	July-December
<i>Task Lead</i>	County Long Range Planning
<i>Resources</i>	
<i>Long-Range Planning</i>	80 hrs
<i>County Planning Director</i>	5 hrs
<i>County Planning</i>	15 hrs

Comp Plan Strategies:

3.3.S.2: Evaluate and update base allowances to predictably allow development that is consistent with our Vision.

3.3.S.3: Evaluate and update incentives so that they are performance based, tied to measurable community benefits, limited, and more consistent with base allowances.

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

Status: The County went through its latest cleanup in January of 2023 and has kept an ongoing list for the next cleanup which will occur in 2025 or 2026 depending on staff resources and prioritization of other work efforts.

Town Biennial LDR Update

Ongoing Tasks

<i>Progress</i>	Biennial
<i>Timeframe</i>	December - July
<i>Task Lead</i>	Town Planning
<i>Resources</i>	
<i>Town Planning Director</i>	100 hrs
<i>Town Planning</i>	25 hrs
<i>Consultant Services</i>	\$10,000 - \$14,000

Comp Plan Strategies:

3.3.S.2: Evaluate and update base allowances to predictably allow development that is consistent with our Vision.

3.3.S.3: Evaluate and update incentives so that they are performance based, tied to measurable community benefits, limited, and more consistent with base allowances.

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

Status: The Town of Jackson Planning Department completed one LDR cleanup in January 2019 and again in 2024. This is an ongoing task in order to keep the LDRs up to date and is generally completed every few years.

County LDR and Zoning Map Amendments

Ongoing Tasks

<i>Progress</i>	Ongoing
<i>Timeframe</i>	As Requested
<i>Task Lead</i>	County Long Range Planning
<i>Resources</i>	
<i>Long-Range Planning</i>	600 hrs
<i>County Planning Director</i>	60 hrs
<i>Housing Department</i>	20 hrs

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

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

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

List of Projects completed in FY 25:

- Outdoor Receptions
- Collins/Smith/Phibbs Environmental Amendments
- Moulton Inholding ZMA

Town LDR and Zoning Map Amendments

Ongoing Tasks

<i>Progress</i>	Ongoing
<i>Timeframe</i>	As Requested
<i>Task Lead</i>	Town Planning
<i>Resources</i>	
<i>Long-Range Planning</i>	10 hrs
<i>Town Planning Director</i>	50 hrs
<i>Town Planning</i>	150 hrs
<i>Housing Department</i>	10 hrs

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

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

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

LDR and Comp Plan Education and Outreach

Ongoing Tasks

<i>Progress</i>	Ongoing
<i>Timeframe</i>	Ongoing
<i>Task Lead</i>	Joint Long Range Planning
<i>Resources</i>	
<i>Long-Range Planning</i>	80 hrs
<i>County Planning Director</i>	20 hrs
<i>County Planning</i>	20 hrs
<i>Town Planning Director</i>	40 hrs
<i>Town Planning</i>	20 hrs

Comp Plan Strategies:

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

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

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

Data Requests

Ongoing Tasks

<i>Progress</i>	Ongoing
<i>Timeframe</i>	As Requested
<i>Task Lead</i>	Joint Long Range Planning
<i>Resources</i>	
<i>Long-Range Planning</i>	50 hrs

Comp Plan Strategies:

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

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

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

Other Comp Plan Coordination

Ongoing Tasks

<i>Progress</i>	Ongoing
<i>Timeframe</i>	Ongoing
<i>Task Lead</i>	Joint Long Range Planning
<i>Resources</i>	
<i>Long-Range Planning</i>	100 hrs
<i>County Planning Director</i>	75 hrs

Comp Plan Strategies:
Varies

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

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

Completed Work Plan Tasks

The following section includes is a list of the implementation work completed or substantially completed since Comp Plan adoption in 2012 to date.

Comprehensive Plan Implementation		
Task	Date Complete	Comp Plan Strategies Implemented
Land Development Regulation Updates/Studies		
Town Karns Meadow Planning	December 2024	
County Natural Resource LDR and NRO Map Update	February 2025	1.1.S.3, 1.1.S.4, 1.1.S.5, 1.1.S.6, 1.1.S.7, 1.2.S.1, 1.2.S.2
Town Municode Implementation	2022	
Town LDR Cleanup	2023/2024	3.3.S.2, 3.3.S.3
Northern South Park Implementation LDRs	March 2024	3.3.S.5
Joint Standardized Indicator Data Collection – Smart Gov	April 2022	Principle 9.2
Northern South Park Neighborhood Plan	July 2022	3.3.S.5
County Hog Island LDR and Zoning Map Amendment	April 2022	3.2.S.1
County Wildlife Feeding & Bear Conflict LDR Update	April 2022	1.1.S.4
Housing Nexus Study	April 2022	5.3.S.1
Housing Nexus Study	October 2013	5.3.S.1
Vegetation Mapping	December 2013	1.1.S.1
Joint LDR Restructure	December 2014	3.3.S.2, 3.3.S.3
County Rural LDRs Updates	December 2015	1.4.S.1, 1.4.S.2, 1.4.S.3, 3.1.S.1, 3.1.S.2, 3.3.S.2, 3.3.S.3
Town District 2 and LO Zoning	November 2016	4.1.S.1, 4.2.S.2, 4.2.S.4, 4.2.S.6, 4.4.S.3, 4.4.S.4
Focal Species Study	April 2017	1.1.S.2
Nonconformities LDRs Cleanup	May 2016	3.3.S.2, 3.3.S.3
County Nuisance LDRs	July 2016	3.1.S.1, 3.2.S.2
Town Adult Entertainment LDRs	March 2017	3.2.S.1
Exterior Lighting LDRs Update	September 2016	1.3.S.2
Town ARU Allowance	November 2016	5.2.S.2
Wildland Urban Interface LDRs	December 2016	3.4.S.2, 3.4.S.3
2016 LDR Cleanup	January 2017	3.3.S.2, 3.3.S.3
Housing Mitigation LDRs	July 2018	5.1.S.1, 5.2.S.2, 5.3.S.2, 5.4.S.3, 5.4.S.4
Town District 3-6 Zoning	July 2018	4.1.S.1, 4.1.S.2, 4.2.S.4, 4.3.S.1, 4.4.S.3, 5.2.S.1, 5.4.S.3, 5.4.S.4
Joint Comprehensive Plan Review (GMP)	November 2020	Policy 9.1.a and 9.1.d
LDR Cleanup	July 2020	3.3.S.2, 3.3.S.3
Hog Island Zoning Update	March 2022	3.2.S.1, 3.2.S.5
County Wildlife Friendly Fencing Update	November 2021	1.1.S.4
County & Town Wildlife Feeding Updates	2022	1.1.S.4
County Dark Skies Amendment	2022	1.3.d

Comprehensive Plan Administration		
2012 Work Plan	June 2012	Principle 9.2
2013 Indicator Report & Work Plan	May 2013	Principle 9.2
Standardize Data Collection	70% complete	Policy 9.2.a
2014 Indicator Report & Work Plan	May 2014	Principle 9.2
2015 Indicator Report & Work Plan	August 2015	Principle 9.2
2016 Indicator Report & Work Plan	April 2016	Principle 9.2
2017 Indicator Report & Work Plan	April 2017	Principle 9.2
2018 Indicator Report & Work Plan	April 2018	Principle 9.2
2019 Indicator Report & Work Plan	April 2019	Principle 9.2
2020 Indicator Report & Work Plan	April 2020	Principle 9.2
2021 Indicator Report & Work Plan	May 2021	Principle 9.2
2022 Indicator Report & FY 23 Work Plan	April 2022	Principle 9.2
2023 Indicator Report & FY 24 Work Plan	April 2023	Principle 9.2
2024 Indicator Report & FY 25 Work Plan	April 2024	Principle 9.2
2025 Indicator Report & FY 26 Work Plan	In Progress	Principle 9.2
Joint Comprehensive Plan Review (GMP)	November 2020	Policy 9.1.a and 9.1.d
Joint Public Engagement	Continuous	3.3.S.1
Other Coordination	Continuous	
Integrated Transportation Plan (ITP) Implementation		
ITP	September 2015	7.1.S.1, 7.1.S.4, 7.1.S.6, 7.1.S.8, 7.1.S.9
Town Community Streets Plan	April 2015	7.2.S.1
Town District 3-6 Parking Study	December 2017	4.1.S.1, 4.1.S.2, 5.4.S.3, 7.3.S.1
Joint Regional Traffic Model	January 2019	7.2.S.6
Downtown Parking Study	July 2019	4.1.S.1, 4.1.S.2, 5.4.S.3, 7.3.S.1
ITP Technical Update	December 2020	7.1.S.1, 7.1.S.4, 7.1.S.6, 7.1.S.8, 7.1.S.9
ITP Transportation Lead	February 2022	

Housing Action Plan Implementation		
Housing Action Plan (HAP)	November 2015	5.4.S.1, 5.4.S.2
Housing Authority Restructure	December 2016	HAP: 1
2016 Housing Supply Plan	October 2016	HAP: 2
Housing Rules and Regulations	July 2018	HAP: 3B
2017 Housing Supply Plan	November 2017	HAP: 2
2018 Housing Stock Portfolio	75% complete	HAP: 2F
Online Intake Form	February 2018	HAP: 2F, 3C, 4B
2018 Housing Supply Plan	June 2018	HAP: 2
2019 Housing Supply Plan	April 2019	5.4.S.1
2020 Housing Supply Plan	January 2020	5.4.S.1
2022 Housing Needs Assessment	March 2022	
Sustainability		
Town Wastewater Treatment Plant Technical Review	November 2022	Principle 1.2, Policy 3.3.d, 8.1.5.3
County Water Quality Management Plan	April 2024	1.2.S.3, 1.2.S.5, 1.2.S.6, Chapter 8
Town Climate Action Plan	June 2024	2.G.S.2



Audit of Comprehensive Plan Strategies

April 2025

Ecosystem Stewardship Strategies -10 checked off from 2020 and another 10 have been completed & partially completed out of the 55 total listed strategies for the combined “Stewardship of Wildlife, Natural Resources and Scenery” and “Climate Sustainability” sections. Since the 2020 Comp Plan we have completed or partially completed the following strategies:

- Strategy 1.1.S.4: **PARTIALLY COMPLETE** – “Evaluate and amend wildlife protection standards for development density, intensity, location, clustering, permeability, and wildlife-human conflict.” This has been completed through the County’s adoption of the updated Natural Resources Overlay (February 2025 with implementation on May 1, 2025) as well as several amendments to Wildlife Feeding and Wildlife Friendly Fencing. The Town of Jackson has remaining items here to be implemented (hence the partially complete), however the update to the NRO is largely completed through the County adoption.
- Strategy 1.1.S.5: **PARTIALLY COMPLETE** – “Evaluate mitigation standards for impacts to critical habitat and habitat connectivity and update as needed.” The NRO update in the County also included this work – additional work related to a new mitigation fee in lieu program could continue if prioritized as a separate project and would move the needle to complete for this project in the County. The Town could bring over this work if the County further updates mitigation standards as well for full completion.
- Strategy 1.1.S.9: **PARTIALLY COMPLETE** – “Explore hiring a staff ecologist and/ or additional staff infrastructure and capacity to promote the implementation of strategies and plans.” The Town of Jackson has fulfilled this strategy therefore it is listed as partially complete. The County would need to identify resources to fulfill this strategy in order to consider it fully complete.
- Strategy 1.2.S.1: **PARTIALLY COMPLETE** – “Evaluate and update natural resource protection standards for waterbodies, wetlands (including jurisdictional and non-jurisdictional) and riparian areas.” This strategy has been completed in the County however has not been updated in the Town and is therefore listed here as partially complete.
- Strategy 1.2.S.2: **PARTIALLY COMPLETE** – “Evaluate and update surface water filtration standards, focusing on developed areas near significant waterbodies.” This task is nearly complete within the Town jurisdiction and is on its way to completion in late Summer or early Fall of 2025.

- Strategy 1.2.S.3: **COMPLETE** – “Develop a water quality enhancement plan that includes consideration of additional County funding for water quality and commits to joint Town and County coordination. The plan should include a water quality monitoring program. The plan should also incorporate or complement existing and future source water assessments, source water protection plans, river and lake management plans, watershed management plans, and other water quality protection efforts. Additionally, in partnership with the Teton Conservation District and other applicable partners, develop with all due dispatch a comprehensive wastewater management plan.” This task has been listed as complete through the adoption of the Water Quality Management Plan. Several additional projects have also been prioritized in recent workplans as an outcome of approval of this management plan project.
- Strategy 1.3.S.2: **COMPLETE** – “Evaluate and amend lighting standards based on dark skies best practices.” Both the Town and County have adopted amendments to dark sky standards in the LDRs.
- Strategy 1.3.S.3: **PARTIALLY COMPLETE** – “Update the public lighting standards to match the dark skies standards adopted in the Land Development Regulations.” Along with Strategy 1.3.S.3 above this item has been complete in the County.
- Strategy 2.G.S.2: **PARTIALLY COMPLETE** – “Develop an Emissions Reduction and Climate Action Plan to identify potential solutions and strategies to reduce our contribution to climate change and better position the Town and County to be able to deal with potential impacts of a changing climate. The Plan should outline implementation responsibilities, and include adaptation measures specific to the potential impacts of climate change on our economy.” This task has been listed as partially complete as the Town is completing a Town Climate Action Plan and Implementation project through the Ecosystem Stewardship Administrator.
- Strategy 2.G.S.3: **COMPLETE** – “Promote community-wide and targeted education about methods and techniques that can be applied at individual and organizational levels to reduce impacts on our environment and ensure the inclusion of resorts and visitors in that outreach.” The Town and County along with community partners in the nonprofit and business community have all contributed to this effort. This includes projects such as the Good Neighbor Handbook that the Teton Conservation District spearheaded along with partners and the work that the Travel and Tourism Board completed for the Sustainable Destination Management Plan as examples which contribute to completion of this strategy. This strategy could also be considered “ongoing” as well because we will always be striving to incorporate this into our work and community outreach moving forward.

Responsible Growth Management Strategies -13 checked off from 2020 and another 2 completed out of the 48 total listed strategies for the combined “Responsible Growth Management” and “Town as the Heart of the Region” sections. Since the 2020 Comp Plan we have completed the following strategies:

- Strategy 3.3.S.5: **COMPLETE** – “Begin neighborhood planning (see Policy 3.3.c) Northern South Park. The neighborhood planning effort should include: An analysis of the appropriate amount of development, given the impact such development will have on existing infill opportunities elsewhere in Town because of the overall cap on additional residential units (see Policy 3.1.a); Reference Town zoning concepts for guidance and use Town infrastructure standards; and A resulting plan with enough detail to demonstrate and define how future development will optimize all 8 Chapter goals.” The Northern South Park Neighborhood Plan was approved in November of 2022 and the corresponding Land Development Regulations in March of 2024.
- Strategy 4.4.S.6: **COMPLETE** – “Evaluate future active use of Karns Meadow.” The outreach and planning phases of this project were completed in March of 2023. Permitting and implementation of the project are underway.

Quality of Life Strategies -12 checked off from 2020 and another 46 have been completed or partially completed out of the 68 total listed strategies for the combined “Local Workforce Housing,” “A Diverse and Balanced Economy,” “Multimodal Transportation,” and “Quality Community Service Provision” sections. Since the 2020 Comp Plan we have completed the following strategies:

- Strategy 5.1.S.2: **ONGOING** – “Seek opportunities to improve the public perception of workforce housing through education about the value of workforce housing.” The Joint Jackson Teton County Affordable Housing Department is completing this strategy, and this could also be considered an ongoing item. The entire community has been behind the provision of housing for the local workforce and the number of new units provided by the Jackson Teton County Affordable Housing Department has gone up dramatically since the adoption of the 2020 Comprehensive Plan (at least 164 protected units added).
- Strategy 5.1.S.3: **COMPLETE** – “Evaluate moving from standard deed restriction back to the modifiable template through the annual Rules and Regulations Update.” The Jackson Teton County Affordable Housing Department has completed this work and provides a regular update of the Rules and Regulations for community review.
- Strategy 5.3.S.3: **COMPLETE** -“Update the Employee Generation Nexus Study (created by 5.3.S.1) to look at the full range of employee generation and the full range of associated impacts, including generated employees who are not linked to a

traditional “brick and mortar” physical address.” This task was completed in April of 2022.

- Strategy 5.3.S.4: **PARTIALLY COMPLETE** – “Revisit housing mitigation requirements (created by 5.3.S.2) upon the update of the Employee Generation Nexus Study (5.3.S.3).” This task is partially complete as a staff draft has been completed, however the public review process has not begun and has been placed on hold pending state legislation.
- Strategy 5.4.S.3: **PARTIALLY COMPLETE and ONGOING** – “Evaluate and update land development regulations to remove barriers and provide appropriate exemptions for the provision of workforce housing.” The Town of Jackson has completed several amendments including process exemptions for 100% deed restricted housing, floor area exemptions, 2:1 bonus tool, 4th floor exemption as examples.
- Strategy 5.4.S.6: **ONGOING** – “Continue to pursue State and Federal grants to fund the development of workforce housing.”
- Strategy 5.4.S.7: **ONGOING** – “Increase awareness among the region’s employers about opportunities for collaborative approaches to increase the supply of workforce housing.”
- Strategy 5.4.S.9: **ONGOING** – “Actively enforce short-term rental prohibition in the County.” The Housing Department only has oversight to prohibit STR on deed restricted units, so Accessory Residential Units (ARUs) accessory to residential and unrestricted primary residential units are under Planning Department compliance program.
- Strategy 5.4.S.10: **COMPLETED and ONGOING** – “Explore the dedication of more staff and funding to the Housing Supply Program.” One staff position has been added (Housing Supply Specialist) but dedicated funding allocation occurs annually and is ongoing.
- 5.4.S.11: **ONGOING** - “Implement the workforce housing projects, programs, and partnerships that are annually identified in the Housing Supply Plan.”
- Strategy 6.1.S.1: **COMPLETE and ONGOING** – “Market the community as a “green” location to visit, live, and work, and promote businesses based on eco-tourism.” This is also an ongoing strategy, however the work of the Travel and Tourism Board’s Sustainable Destination Management Plan contributed to completion of this task.

- Strategy 6.2.S.5: **COMPLETE** and **ONGOING** – “Create and maintain a local cost of living index.” This project is complete and ongoing. The Jackson Teton County Housing Department is including a cost of living analysis in the annual Housing Supply Plan, but uses data from the State of WY and MIT, not a cost of living index developed and maintained locally.
- Strategy 6.3.S.4: **COMPLETE** and **ONGOING** “Collect data on liveable wages as another option for mitigating the impacts of employment generation in the updated employee generation nexus study.” The updated Nexus Study was completed in 2022 and this information is continuing to be tracked by the Jackson Teton County Affordable Housing Department. Livable wage data can be inferred from the cost of living analysis in the annual Housing Supply Plan, but is not presented as a minimum livable wage for Jackson/Teton County.
- Strategy 6.3.S.5: **PARTIALLY COMPLETE** and **ONGOING** - “Support local employees through efforts of making housing, daycare, and other needs more accessible and affordable.” Combined ongoing efforts by the Town, County and the Jackson Teton County Affordable Housing Department contribute to ongoing efforts toward this strategy.
- Strategy 7.1.S.2: **COMPLETE** – “Consider adopting “complete streets” and/or “context-sensitive” policies and updated road design standards for all roadways.”
- Strategy 7.1.S.3: **ONGOING** – “Work with WYDOT to have “complete streets” and/or “context sensitive” policies incorporated into all WYDOT roadways within the community.”
- Strategy 7.1.S.4: **COMPLETE** – “Develop a local Transportation Improvement Program (TIP) for highways, streets (including pedestrian facilities), transit, and pathways.” Approved in January of 2025.
- Strategy 7.1.S.5: **ONGOING** – “Prepare comments and recommendations on the WYDOT State Transportation Improvement Plan (STIP).” The Transportation Administrator completes a yearly letter for this strategy.
- Strategy 7.1.S.6: **COMPLETE** and **ONGOING** – “Pursue transit service between Jackson and the airport/Grand Teton National Park, and other strategic route expansions.”
- Strategy 7.1.S.7: **COMPLETE** – “Complete the core Pathways System, including the Wilson-Jackson Pathway connection along WY-22 and other critical pathways identified in the Pathways Master Plan.”

- Strategy 7.1.S.8: **ONGOING** –“Develop and carry out a comprehensive sidewalk improvement program for the Town of Jackson, appropriate County Roads, and Teton Village streets.” The Town Public Works Department is continuing to work on this strategy.
- Strategy 7.1.S.10: **ONGOING** – “Support the year-round use of pedestrian infrastructure through regular maintenance, including winter clearing of trails and pathways.” The Joint Town and County Recreation Department is implementing this strategy. Additional budget and resources are needed to enhance this project.
- Strategy 7.2.S.1: **ONGOING** – “Continue to fund the local match for federal transportation grants and the administration of alternative mode travel programs through the General Fund so additional money can be dedicated to infrastructure.”
- Strategy 7.2.S.2: **INITIATED** – “Create a Countywide Transportation Demand Management (TDM) program, which may include efforts to: • Educate the community on alternative transportation options and benefits. • Pursue home mail delivery. • Encourage or require students in all grades to use active modes of transportation rather than driving or being driven to school. • Establish a trip reduction coordinator to work with employers to reduce trips and facilitate rideshare.” The County recently hired a Travel Demand Management Coordinator to facilitate initiation of this strategy.
- Strategy 7.2.S.3: **COMPLETED** and **ONGOING** – “Implement the Wildlife Crossings Master Plan.” The County Public Works Department has hired a project manager who is overseeing the implementation of this strategy.
- Strategy 7.2.S.4: **ONGOING** – “Reevaluate parking standards and other regulations that currently promote travel by single-occupancy motor vehicles.” The Transportation Administrator has included this item within the Transportation Department workplan.
- Strategy 7.2.S.5: **PARTIALLY IMPLEMENTED** – “Consider specific provisions for current planning review to require walk, bike, carpool, and transit components in new development.” The Town has recently updated its LDRs to include new bicycle parking standards for development projects. In addition the Transportation Administrator is also moving forward with draft regulations related to traffic impact studies which will go through the LDR amendment process soon.
- Strategy 7.2.S.6: **PARTIALLY IMPLEMENTED** –“Explore fare-free START bus service.” A fare study has been initiated and is in progress in 2025.

- Strategy 7.3.S.2: **COMPLETED** and **ONGOING** – “Discuss with neighboring jurisdictions and State and Federal officials the costs and benefits of funding sources and planning options, such as a Regional Transportation Authority.”
- Strategy 7.3.S.6: **ONGOING** – “Discuss and coordinate improvements that can be made to the regional transportation system with neighboring jurisdictions.”
- Strategy 7.3.S.7: **COMPLETED** – “Consider hiring a staff person and/ or additional staff infrastructure and capacity to implement the goals and strategies of this Chapter.” Two FTEs have been recently hired to carry out this strategy since 2020.
- Strategy 8.1.S.6: **ONGOING** – “Explore programs around reducing the cost of living for public employees so that they can more easily live in the community for which they work.” These are ongoing items, and some examples include the addition of daycare by the Town, Town and County housing units, and pay increases for employees based on cost of living analysis.
- Strategy 8.2.S.3: **PARTIALLY COMPLETE** – “Evaluate and update development exaction regulations and impact fee requirements.” This strategy is noted as partially complete because the Transportation Administrator is developing a fee program for transportation improvements. An update to school exactions was completed in 2020 (AMD2020-0003) as well.
- Strategy 8.2.S.4: **ONGOING** – “Identify appropriate locations for infrastructure before it is needed by projecting the location of future growth.” This strategy is being carried out through coordination between the Transportation Administrator and Joint Long Range Planning.



MONTHLY JOINT MEETING AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Joint Affordable Housing

PRESENTER: April Norton, Director

MEETING DATE: May 5, 2025

SUBJECT: Housing Supply Plan

STATEMENT/PURPOSE

The Board of County Commissioners ("Board") and Town Council ("Council") will review the annual update to the Housing Supply Plan. The plan includes Town tasks, County tasks, and Joint tasks with the overall goal of providing housing for community members. Staff request that the Board and Council come prepared to discuss any items they would like to add or remove from the Supply Plan.

BACKGROUND/ALTERNATIVES

In 2015, the Workforce Housing Action Plan (HAP) was adopted by the Council and Board. This plan set in motion corrective actions to regain our resident workforce goal, including creating the joint affordable housing department, hiring a housing director, addressing how housing units are managed, planning and zoning for housing, funding for housing, and drafting a 5-year workforce housing supply plan that is updated annually.

Today, the Board and Council will consider the annual update to the Housing Supply Plan.

COMPREHENSIVE PLAN ALIGNMENT

- Jackson/Teton County Comprehensive Plan Common Value Three: Quality of Life
- Jackson/Teton County Workforce Housing Action Plan

STAKEHOLDER ANALYSIS

Stakeholders include community members, local businesses, and visiting guests.

FISCAL IMPACT

Fiscal impact varies based on direction received today.

STAFF IMPACT

The Housing Department team spent over 300 hours on this item.

LEGAL REVIEW

K. Gingery and L. Colasuonno

ATTACHMENTS

- FY 2026 Housing Supply Plan

RECOMMENDATION

Staff recommend approval of the plan as presented today.

SUGGESTED MOTION

I move to approve the FY 2026 Housing Supply Plan as presented today.

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Background – What is the Housing Supply Plan?

Jackson and Teton County have historically been characterized by a socially and economically diverse population, united by a community commitment to Ecosystem Stewardship, Growth Management, and Quality of Life. The 2012 Comprehensive Plan (updated in 2020) set the goal of ensuring that at least 65% of our local workforce lives locally. Achieving this benchmark allows our community to protect local working families; provide for a stable tax base; create neighborhood accountability; promote generational continuity; increase civic, social, and economic investment; limit commuters on our roads; and protect our open spaces and scenic vistas.

The Comprehensive Plan directed staff and the elected officials to take “corrective actions” when the percentage of the workforce living locally dipped below 65%.

In 2015, the [Workforce Housing Action Plan](#) was officially adopted in Jackson and Teton County. The plan identified new tactics and specific actions for addressing the decline in resident workforce. It also reorganized the way the Town and County participate in the creation of affordable workforce housing, focusing on partnership with private developers and creating the Jackson/Teton County Affordable Housing Department. Of the 66 action items listed in the plan, 65 are now complete or in process. The Jackson/Teton County Housing Authority is staffed by the Housing Department and no longer develops housing independently but continues to manage existing housing stock.

The first Housing Director was hired in July 2016. The Workforce Housing Action Plan directs the Housing Director to annually present a Housing Supply Plan that serves as a five-year look ahead at the Housing Supply Program.

Executive Summary

2024 was our biggest year yet for housing production. We welcomed 288 people – 161 adults and 127 children – to safe, stable, affordable housing through three Public-Private Partnerships: Jackson Street Apartments (57 rental homes), Flat Creek Apartments (48 rental homes), and Parkside at Benson-Brown Station Phase 1 (6 ownership homes).

In 2024, the percentage of the workforce living locally was 57%, down from 58% in 2023 and 60% in 2016. Is this reduction in resident workforce percentage a new trend or a brief decrease in an otherwise stable data set? While we may not know the answer to that question for several years, we can look to other indicators to help inform our current and future housing policy as we continue to strive to house at least 65% of our workforce locally. We know that we must continue providing safe, stable, affordable housing if we are going to prioritize community first in the face of consistent job growth and retirement of an aging workforce.

Key Community Stats	+/- in last year	+/- in last 10 years
Community Inventory		
23,272 Year-Round Residents	+40 people (+1%)	+270 people (+1.2%)
<i>27 retirees per 100 working adults living in Teton County*</i>	<i>+2 per 100 workers</i>	<i>+12 per 100 workers</i>
23,766 Jobs	+334 jobs (+1.4%)	+4,269 jobs (+18%)
11,763 Residential Units	+236 units (+2%)	+1,664 units (+16.5%)
<i>1,674 deed restricted homes (14% of total residential units)</i>	<i>+149 homes (+9%)</i>	<i>+665 (+169%)</i>
Affordability		
3-Person Median Income	\$127,350 (+6.31%)	+\$40,230 (+32%)
Median Market Single-Family Home Price	\$3,143,600 (-6%)	+\$1,943,600 (+262%)
Average Market 2-bed Apartment Monthly Rent	\$3,354 / month (+6%)	+\$2,065 (+260%)
Average Workforce 2-bed Apartment Monthly Rent	\$2,743 / month (+4%)	Did not exist.
57% Resident Workforce	-1% (+453 commuters)	
<i>11,268 Commuting Workers</i>	<i>+453 people (+4%)</i>	<i>+2,722 people (+24%)</i>

**2023 American Community Survey data*

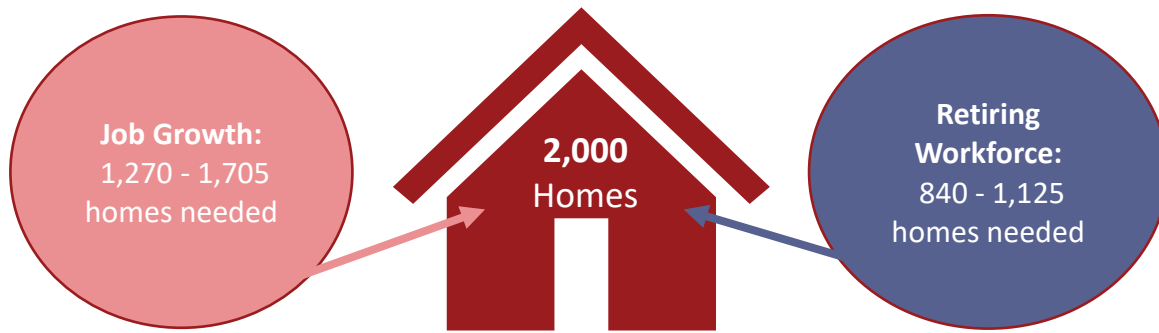
- Resident population growth is slowing, and our community is getting older.
- We continue to add jobs without keeping pace housing more workers, resulting in more commuters.
- We have built more than 1,600 residential units over the past 10 years while our population has grown by fewer than 300 people, resulting in a steady increase of vacant units that are unaffordable to local workers.
- As vacant units and short-term rentals increase, so do jobs that service those units.

We must continue building Affordable and Workforce Housing, but it is not enough.

Over the next five years, the community should consider implementing a balanced approach to economic development that celebrates our western culture and legacy of conservation and outdoor recreation so that we can maintain our quality of life, steward our ecosystem, and manage our growth. New jobs and jobs that need to be backfilled after someone retires, means that we need housing accessible and affordable to those new workers to maintain a resident workforce and curb ever-increasing commuter traffic. High market home prices and rent exclude most local workers and the demand for second and vacation homes continues to drive up prices and leaves homes sitting vacant for much of the year. Luckily, the consistent investment in data collection and analysis through the

Housing Supply Plan and Indicator Report provide a depth of information for local policy makers, professional staff, and the public to utilize to inform decisions related to future economic development. *Comp Plan 6.G.S.1* tells us that *Chapter 6 A Diverse and Balanced Economy* needs to be updated and revised so that it articulates a clear community economic vision that is consistent with our shared values.

In 2022, the Teton Region Housing Needs Assessment was completed. It tells us that we need to create at least 2,000 new below market homes in the next few years to maintain our current 60% resident workforce. The need for these homes is being driven by continued local job growth and expected retirements (estimated to be 13% of 2022 local workforce), both of which bring new workers to Jackson and Teton County.



We must continue implementing and investing in our housing strategy.

This strategic approach includes creating new homes for the workforce – including singles, couples, and families; preserving existing workforce homes; caring for our seniors as they age in place; and creating and protecting policies and incentives that support Affordable and Workforce housing. We have proven this strategy works by stabilizing our resident workforce over the past ten years after its steep early 2000s decline, increasing Affordable and Workforce housing production by 260% since forming the Housing Department, and bringing local deed restricted housing stock up to over 1,600 homes.

Over the next five years, we will:

1. **Continue to build homes for local workers and their families.** (*Housing Action Plan 2B*) This is a cornerstone of our work. Over the next five years, we aim to create through public-private partnership at least 250 new homes for the workforce.
2. **Preserve homes for local workers and their families.** (*Housing Action Plan 2C*) Over the next five years, through the Housing Preservation Program, we aim to permanently preserve 25 existing homes for the workforce.
3. **Create opportunities for community members to age in place.** (*New policy directive from Town Council and County Commission, 2024 Housing Supply Plan*) The healthiest communities are those with multiple generations, including seniors and young children, interacting regularly. Over the next five years, through partnerships and incentive programs, we aim to help 30 retiree households age in place.
4. **Create and enhance policies that support Affordable and Workforce housing.** (*Housing Action Plan 5A, 5B, 5C*) Over the next five years, we will continue our work analyzing the effectiveness of current Affordable and Workforce housing tools and implementing necessary upgrades. We will also continue exploring and trying new opportunities to increase the share of permanently protected homes for the local workforce.

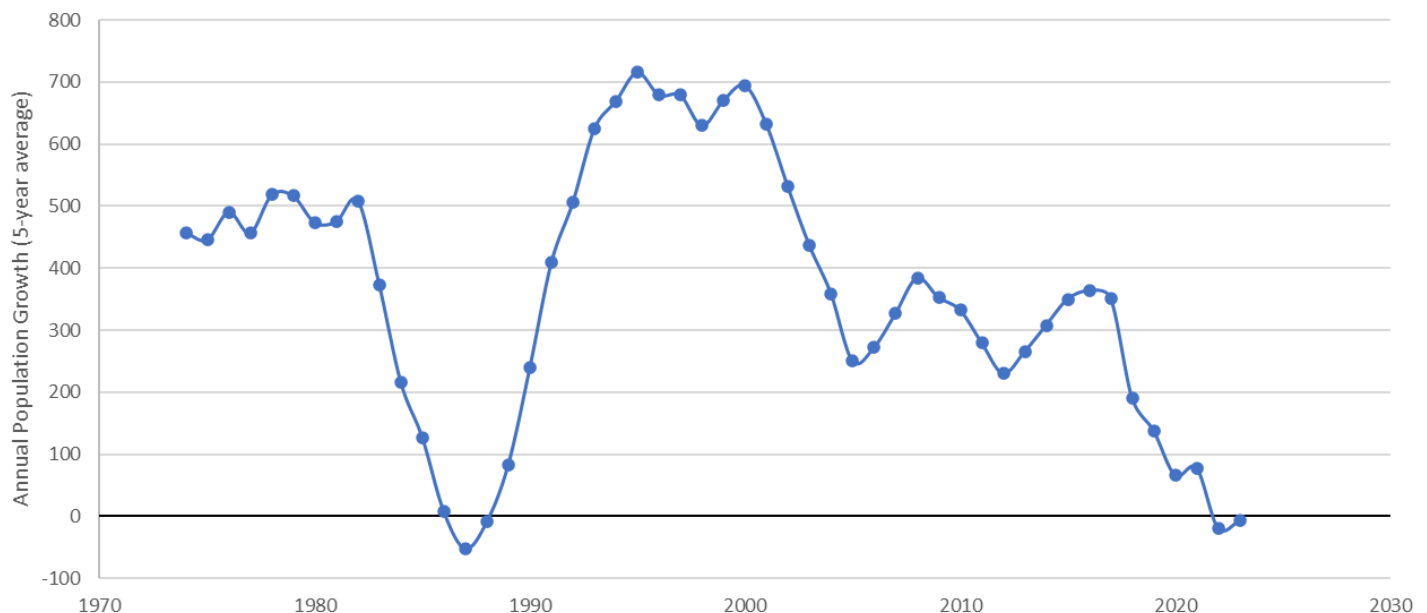
Demand for Housing

- ✓ Since 2015, over 1,600 new homes have been built in Jackson and Teton County while the resident population has grown by fewer than 300 people (that's more than five new homes *per new person*). This indicates that our housing crisis is an issue of affordability, not overall supply. In Comp Plan terms, TYPE of development– deed restricted vs. free market – is as important as LOCATION and AMOUNT of development.
- ✓ Today, the number of free market/unrestricted homes rented by local workers is about the same as the number of vacant homes. Vacant vacation and second homes continue to generate employees who cannot afford to live locally, creating commuter traffic on our roads and increasing wealth disparity.

Population growth is slowing, and we are getting older.

The chart below shows the annual amount of population growth each year since 1975.

Population boomed in the 1970s and 1990s but has been growing at a slower pace since 2000. (The Baby Boom Generation peaked in 1980 at 45% of the total population. Gen X peaked in 2001 at 30% of the total population. Gen Y peaked during COVID at 26% of the population.)

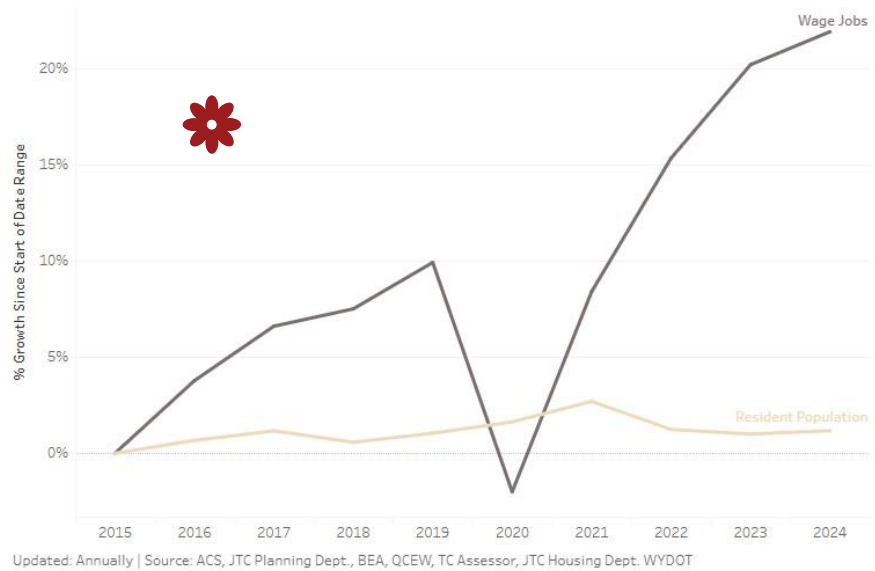


Job growth remains consistent.

The chart below shows the rate of growth in wage jobs and resident population since 2015.

Since 2015 about 4,300 new jobs have been created but the year-round population has only grown by <300 people.

Any chart with this symbol is interactive if you click on it.



The number of commuting workers continues to increase.

The chart below shows the change in number of worker types since 2002.

From 2002 to 2012, commuter numbers increased (red line), while resident workforce fell (blue line). Starting in 2012 and continuing until 2021, we made some progress in slowing the reduction of resident workforce. But post-COVID, we are seeing a reversion to the pre-2012 (pre-Comp Plan) trends as retirements increase and new workers are unable to afford housing located locally.

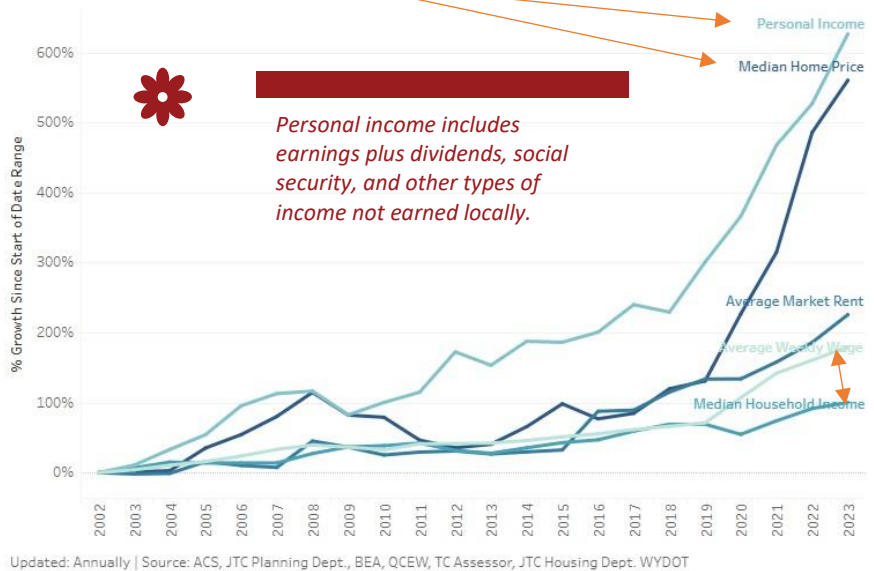


Housing costs continue to outpace median incomes, forcing workers to commute.

The chart below shows the percent growth in personal income, median home price, average market rent, average weekly wage, and median household income since 2002.

Land values (median home price) have increased dramatically, following the increase in wealth (personal income), further exacerbating the wealth disparity in Teton County.

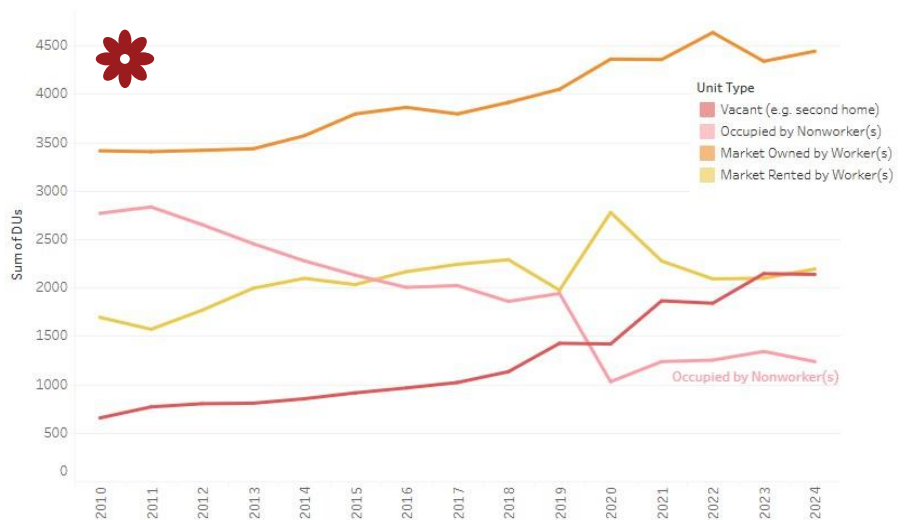
- Jobs that are earning above the median income are seeing their wages grow faster than those jobs earning at or below the median income, creating a new, growing disparity within the working class.
- Rent rates are following average weekly wages, not median incomes, which creates a growing disparity to access rental housing that is affordable to median income earners and below.



Vacant homes are increasing as historically free market homes serving the workforce – rental or ownership – are being sold at prices local workers cannot afford.

The chart shows the growth in the number of each type of dwelling unit since 2010: vacant, occupied by nonworkers (retirees), market owned by workers (anyone who works, not just local workers), and market rented by workers.

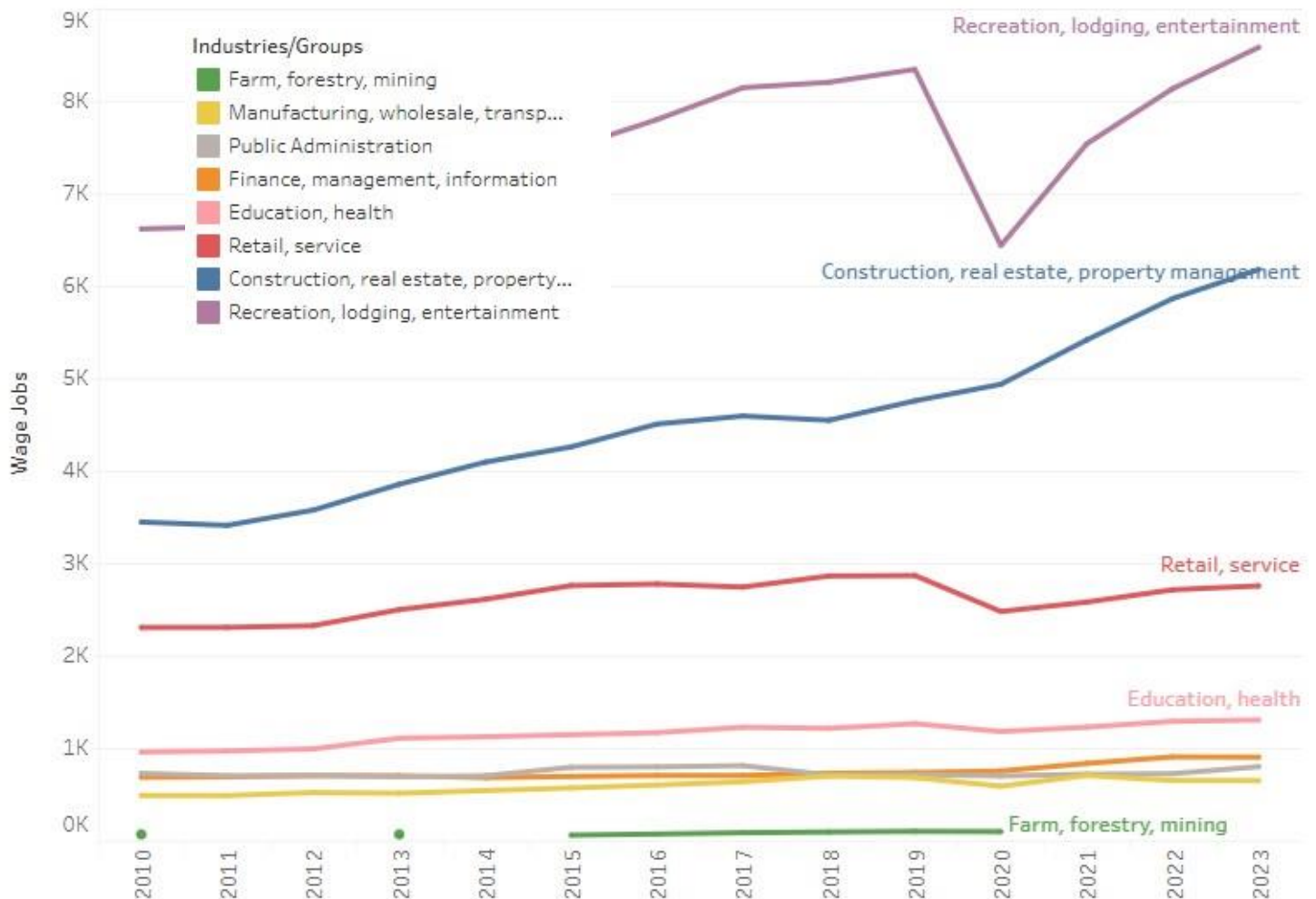
- Prior to COVID, retiree homes (pink line) were converting to market rate rentals occupied by workers (yellow line).
- During COVID, market rentals occupied by workers (not just local workers – could be remote workers) increased dramatically while retiree homes decreased dramatically.
- Post COVID, market rate rentals began to dip and many converted to second or vacant homes (red line).



Jobs to service the vacant and second home households are increasing.

The chart shows the growth in the number of jobs in each category since 2010.

As a result of increasing second and vacation homes, jobs in sectors that support those home types are increasing. These include property management, landscaping, plowing, cleaning, etc. Many of these jobs are lower paying, further exacerbating the housing challenge. More commuters mean more cars on the road, increasing traffic and carbon emissions.



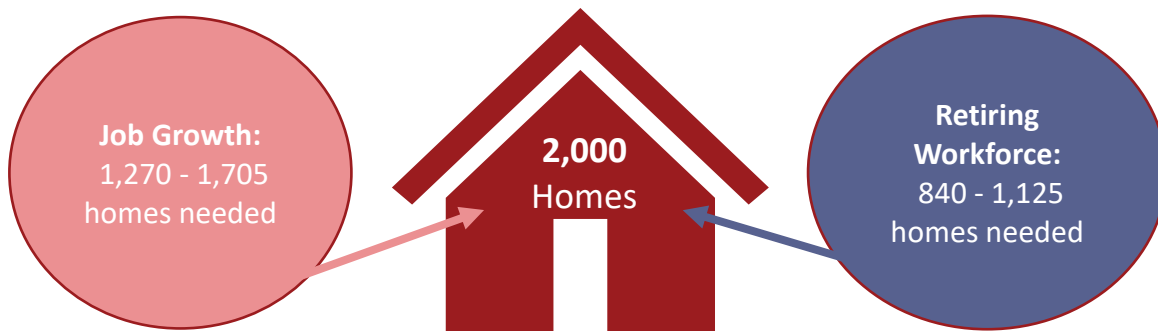
Updated: Annually | Source: QCEW

Collectively, this results in a decrease in the resident workforce.

Local job growth and expected retirements are driving the need for below-market rate homes for local workers and their families. As we look at available demographic and job data, we can see that the retirement wave has started, as Baby Boomers age out of the workforce, and the people replacing retirees are not able to afford current free market home prices leading to an increase in commuters.

Additionally, we can correlate that many of these new jobs are driven by service needs of an increasing number of vacant units and short-term rentals.

Finally, given the significant number of market/unrestricted homes that have been built over the past 10 years, our challenge is not simply one of supply. It is a challenge of the **type of supply** (permanently Affordable and Workforce homes).



Learn more on Housing Demand:

- [Who is Looking for Housing?](#)
- [Rental Rate Information for Teton County, Wyoming](#)
- [Sales Information for Teton County, Wyoming](#)
- [Core Services Key Stats](#)

Housing Supply

- ✓ Currently, we have about 1,700 deed restricted homes in Teton County (approximately 14% of all housing units).
- ✓ In 2024, 63% of all new units built were permanently protected homes for local workers and their families.
- ✓ 211 Affordable and Workforce homes are anticipated to be finished in 2025.
- ✓ Over 1,000 Affordable and Workforce homes are in the pipeline for future development. This does not include projects that are in the pre-planning phase like 90 Virginian Lane. The over 350 homes slated for development in the Northern South Park Area 1 are included in the pipeline. These homes will likely be built over many years.

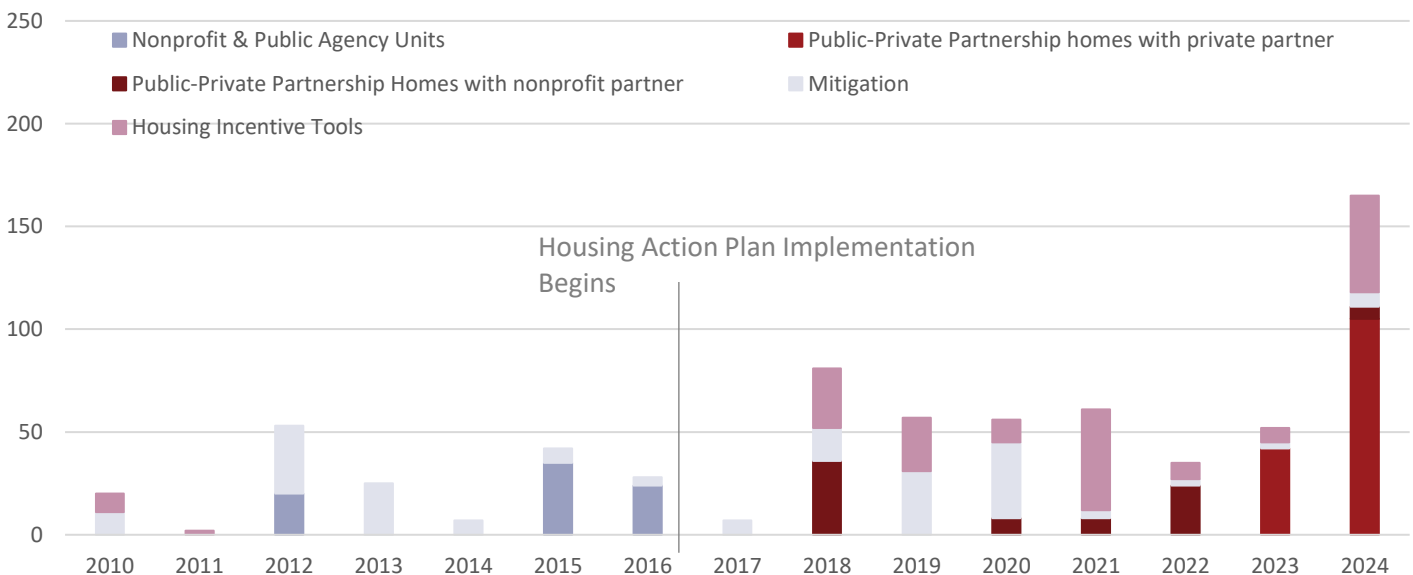
Using our housing toolbox, which includes public-private partnerships, mitigation, and incentive tools, we have seen Affordable & Workforce housing production significantly increase.

Since implementation of the Housing Action Plan began, **Affordable and Workforce annual housing production has increased 260% compared to the seven years prior to Housing Action Plan implementation.** This accomplishment is due to two primary factors: the shift to Public-Private Partnerships to build new Affordable and Workforce Housing – including significant public sector investments in the form of land, money, and expertise – and the creation of land development incentive tools to catalyze private sector development of permanently deed restricted homes for locals.

A Public-Private Partnership is a collaborative agreement where the government (Housing Dept.) partners with a private developer to build Affordable & Workforce housing.

[Explore this map to discover more about Public-Private Partnerships and to see where incentives tools have been utilized to create Affordable and Workforce Housing.](#)

Affordable & Workforce Housing production has steadily increased since Housing Action Plan implementation.



Since 2018, 277 Affordable and Workforce homes have been created or are in construction utilizing housing incentive tools.

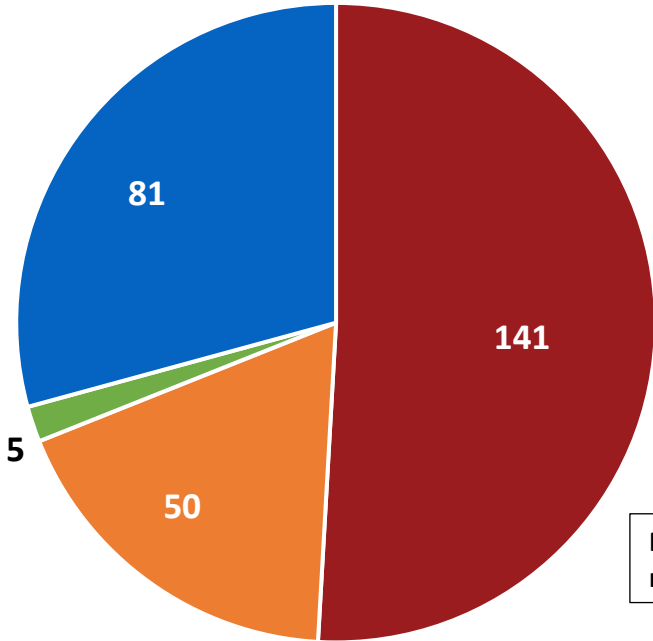
Over \$123 million in public funding has been saved through use of these incentive tools by the private sector – this excludes homes that were built using public funding via Public-Private Partnerships.

A housing incentive tool is a regulation designed to encourage or catalyze the construction of Affordable and Workforce homes by the private sector.

Affordable vs. Workforce?

The minimum standard for use of these tools is a Workforce deed restriction. Thanks to use in Public-Private Partnerships and by local non-profits, over 100 are further deed restricted as Affordable.

Without incentive tools, these Affordable homes would not exist today.



Why since 2018?

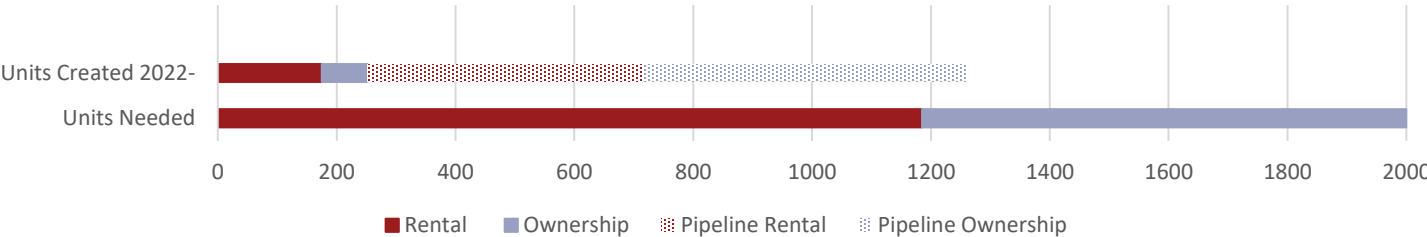
The Workforce Housing Incentive Program was codified in Town LDRs in 2016 and by 2018 were incorporated into regular use by developers.

Most units (84%) are rentals homes.

■ 2 for 1 Tool ■ 4th Floor Bonus ■ NL-5 Density Bonus ■ ARUs

Looking ahead, over 1,000 new Affordable and Workforce homes are in the pipeline for future development.

The pipeline includes the Northern South Park Area 1 homes (>350 Affordable and Workforce homes) which will likely be built out over many years.



Learn more on Housing Supply

- [2025 Existing Housing Stock](#)
- [Future Unit Pipeline](#)
- [Who Lives in our Housing?](#)



Action Plan

- [See a map of the Housing Department's Public-Private Partnership developments online.](#)

Action Item: 90 Virginia Lane Affordable & Workforce Housing Development

90 Virginia Lane is a 5.15-acre parcel located in the heart of the Midtown Neighborhood, nestled between the Teton County Library and the START facility. The Housing Authority owns the land and is currently negotiating with a private developer, chosen through a robust Request for Proposals process, to provide a long-term ground lease in exchange for the development of at least 200 permanently deed restricted homes for local workers and their families. This will be the largest 100% deed restricted housing development ever in Teton County.

Neighborhood Details

- At least 200 Homes: 30% Ownership and 70% Rental
- At least 170 Affordable Homes
- No more than 30 Workforce Homes
- A preference for 10% of the homes will be given to qualified senior households.
- Groundbreaking is anticipated for 2026, but this could change based on uncertainty in global markets.



Action Item: Parkside at Benson-Brown Station Phases 2 & 3

Parkside at Benson -Brown Station is a partnership between Teton County & Habitat for Humanity of the Greater Teton Region (Teton Habitat) that will create 18 homes for local families and individuals. This project consists of three major components: Affordable housing construction, historic restoration, and rerouting the Cache Creek Ditch.

1. Affordable Housing Construction: Teton County is providing a long-term ground lease of the property. In return, Teton Habitat is constructing 18 townhomes that will serve households earning less than 80% of median family income.
2. Historic Restoration: This property is the site of the first commercial hydropower plant in Teton County. In recognition of the site's historic significance, the Brown Cabin was restored to its original form and relocated to the southeast corner of the site for future use. These historic water turbines were also brought above-grade and will be used as part of a future educational display.
3. Cache Creek Ditch: The ditch is rerouted through Mike Yokel Park, allowing the public additional access to this water amenity and providing a natural barrier between the park and the new homes.



Neighborhood Details

- 18 Affordable homes offered for homeownership
- Phase 1 was completed in June 2024 and provided homes for six households – 8 adults and 11 children.
- Phases 2 and 3 will be complete in 2025 and 2026 respectively.

This is the sixth partnership development with Teton Habitat. [Learn more about our Habitat partnerships that have already created 47 homes for local families.](#)

Action Item: Upgrade Housing Preservation Program

Since 2022, four homes have been permanently protected utilizing downpayment assistance through the Housing Preservation Program. As home prices and interest rates have increased, interest in the program has waned. To address this, we propose upgrading the program in four specific ways. Currently, we have about \$850,000 in SPET funds available for this program.

Downpayment Assistance.

Current program: Purchase a Workforce deed restriction on a free market home by providing the buyer with funds at closing in return for recordation of the permanent deed restrictions.

Workforce Ownership

- Buyer must qualify as a Workforce Household and live in the home as their primary residence.
- Housing Authority purchases a permanent Workforce Ownership deed restriction on the home at closing by providing the buyer with downpayment funds up to \$200,000 in exchange for restriction recordation.
- Appreciation is capped at CPI not to exceed 3% annually.
- 4 homes have been permanently protected for the workforce using this program

Workforce Rental

- Buyer must rent home to a qualified Workforce Household. The home may not be owner-occupied.
- Housing Authority purchases a permanent Workforce Rental deed restriction on the home at closing by providing the buyer with downpayment funds up to \$100,000 in exchange for restriction recordation.
- No rent cap. No appreciation cap at resale.
- This tool has not been used.

Proposed Upgrades

- ✓ Increase appreciation to CPI not to exceed 4% annually for Workforce Ownership homes.
- ✓ Create term sheets for current listings and share those with realtors and broadly with households seeking housing through the program.
- ✓ Five-year goal: permanently protect 10 homes.

Existing Home Restriction Purchase.

Current program: Purchase a Workforce deed restriction on a free market home.

Workforce Ownership

- Housing Authority purchases a permanent Workforce Ownership deed restriction on the home for up to \$200,000.
- The current owner is not required to meet the Workforce Program qualifications and can live in the home as their primary residence as long as they like.
- When the owner is ready to sell the home, the buyer must qualify as a Workforce Household.
- Appreciation is capped at CPI not to exceed 3% annually.
- 1 home is in the process of permanent protection for the workforce using this program.

Workforce Rental

- Housing Authority purchases a permanent Workforce Rental deed restriction on the home for up to \$100,000.
- The home must be rented to a qualified Workforce Household.
- No rent cap. No appreciation cap at resale.
- This tool has not been used.

Proposed Upgrades

- ✓ Increase appreciation to CPI not to exceed 4% annually for Workforce Ownership homes.
- ✓ Create template for homeowners to use to explore participating in the program.
- ✓ Five-year goal: permanently protect 5 homes.

Housing Authority Purchase, Rent, Sell.

Proposed new program component: Housing Authority purchases free market home, rents the home to a qualified household, and then sells the home at a below-market price in 3-5 years, giving the renter household a first option to purchase the home. This approach will reduce or in some cases eliminate public subsidy per permanently protected home, but it will require a more significant upfront investment by the Housing Authority.



Purchase Free Market Home

Housing Authority buys a free market home.

Rent Home for 3-5 Years

Then rents the home for a below Market rate to a Qualified Household.

Sell as Workforce Home

Deed restrict and then sell the home at a below market price to a Qualified Household.

Next Steps:

- ✓ Bring formal program proposal to the Town Council and County Commission for consideration.
- ✓ Purchase one to two homes for pilot phase utilizing SPET, housing mitigation fees, or General Fund (Housing Supply) contributions.
- ✓ Over time, create a revolving fund to pay for the program utilizing public funding and philanthropy.
- ✓ Five-year goal: permanently protect 10 homes.

Action Item: Deed Restriction Purchase Program on New Construction

Proposed new program: Housing Authority provides funding to developers to permanently deed restrict new homes being privately developed. This approach may reduce the public subsidy per permanently protected home, but will require thoughtful consideration to protect the public investment should the development encounter setbacks or dissolve completely.

Next Steps:

- ✓ Bring formal program proposal to the Town Council and County Commission for consideration.
- ✓ Fund the program using SPET, housing mitigation fees, or General Fund (Housing Supply) contributions.
- ✓ Five-year goal: permanently protect 20 homes.

Action Item: Senior & Supportive Housing Program

In 2024, the Town Council and County Commission directed housing staff to work on creating a program that would provide, through partnership, homes for disabled community members seeking stable, safe housing.

Implementation to date:

- Applied for and received a grant from the Community Foundation of Jackson Hole to contract with The Kelsey, a non-profit specializing in disability-inclusive housing nationwide, on [an assessment of the need for accessible housing in Teton County, WY and policy recommendations to improve local accessible housing resources](#).

Next Steps:

- ✓ Using a grant from the Community Foundation of Jackson Hole, create a no-interest loan program for accessibility improvements to existing Affordable homes to allow households to age in place or customize for households living with disabilities. Grant funds were awarded in early 2025.
- ✓ Provide increased technical assistance to households living with disabilities, including plain-language leases and inclusive design standards.
- ✓ Enter into a formal partnership with community organizations working to support seniors and disabled community members. This could include providing technical expertise, fundings, and/or other resources (like land) for the development of housing to serve seniors and community members living with disabilities.

Action Item: Accessory Residential Unit Pilot Program

This item from the FY25 Housing Supply Plan, is in development.

Once created, the program will include:

1. Resource guide with information about the planning and building process, contact information for companies creating modular or pre-fabricated ARUs that meet local and international building code requirements, landlord resources, and clear explanations of the rules around renting an ARU.
2. Possible funding resource in exchange for a deed restriction that exceeds the existing regulatory requirements for ARUs accessory to primary residential units.

Next Steps:

- ✓ Continue applying for grant funding for a fund to catalyze development of ARUs in exchange for a termed or permanent deed restriction.
- ✓ Complete development the resource guide.

Action Item: Create and Enhance Policies that Support Affordable and Workforce Housing

Approach:

We must remain committed to a culture that values a system of implementation, evaluation, and improvement, with an appreciation for curiosity and recognition of our community's collective successes. Not every Affordable and Workforce housing tool or program is created to serve every need. Not every Affordable and Workforce housing development is built to serve every income. But together, our tools, programs, and developments allow us to address the hardest part of retaining our resident workforce: building the Affordable and Workforce homes that must be occupied by qualified households. We need housing incentive tools and allowances to engage the private sector in solving this challenge. Without tools designed to make the production of Affordable and Workforce housing attractive and feasible for private developers, these homes will not be built.

At the local level we will continue evaluating the effectiveness of current tools, making recommendations for upgrades or other improvements when appropriate.

- Changes or Upgrades to Town Housing Incentive Tools – We will work with our colleagues at the Town Planning Department to evaluate housing incentive tools that have, since 2018, provided 277 homes for local workers and their families at no or low cost to the public. We recognize that for incentives to succeed, they must be attractive to the development community. Without reciprocal benefit, these incentive tools are functionally just an exception to the rule for the Housing Department and non-profit housing developers, both of which are funded by a blend of public and philanthropic dollars, and which alone cannot solve our housing challenge.
 - 2:1 Workforce Housing Bonus Tool: 106 homes built and 171 in construction using this tool.
 - Over 200 community members have been served thus far
 - 45 Affordable homes have been built through Public-Private Partnership
 - Most Workforce households pay <30% of their income on rent
 - [Learn more about who lives in the Workforce Program homes](#)
 - Workforce rent rates are 20-40% lower than average market rent rates, depending on unit size.
 - [Learn more about Workforce rental rates and how they compare to market rates](#)
 - Workforce sales prices are 20% lower than median market sales prices.
 - [Learn more about Workforce sales prices and how they compare to market sales prices.](#)
- Evaluate recent and any future changes to the Town & County LDRs and ask, “Are we getting the results we want?”. For example,
 - Town changes to maximum building size related to “big buildings”.
 - Town parking requirements.
 - Changes to Housing Requirements.
 - County Workforce Housing Bonus Tool
- Collaborate with Long-Range Planning as they update Chapter 6 of the Comprehensive Plan to articulate a clear community economic vision that is consistent with our shared values.

At the state level we must continue engaging with our colleagues around Wyoming to create opportunities for investments in infrastructure and housing programs and educate about the role of local control.

- Attacks on the housing mitigation program that are largely based on false information persist. If this program is lost, so is a source of significant funding and deed restricted home production.
- Reductions in property tax collections reduce local government's ability to invest in necessary infrastructure upgrades and Affordable and Workforce housing developments for local workers.
- Opportunities to educate colleagues across the state about what housing tools and incentives have worked in Teton County and how they might be used in their areas.

At the national level we must plan for a dynamic future and diversify our funding and development approach.

- The potential loss of funding tools like block grants, green building grants, and HOME funds reduces opportunities to fund low-income Affordable and Workforce housing, necessary infrastructure to support new homes for locals, and opportunities to reduce our environmental impacts.
- Uncertainty in the marketplace will likely result in near-term supply chain turbulence, making new Affordable and Workforce housing more costly to build. This underscores the need to keep all our housing tools in the toolbox to provide increased flexibility and opportunity to keep building homes during turbulent times.

Learn more on the Action Plan

- [Public-Private Partnership Developments](#)
- [Housing Toolbox](#)
- [Affordable Workforce Housing Bonus Tools](#)

Who Is Looking for Housing?

1,816

Households (3,813 people) = more than ever in our system

30%

of households looking for housing currently commute here for work (676 jobs)

71%

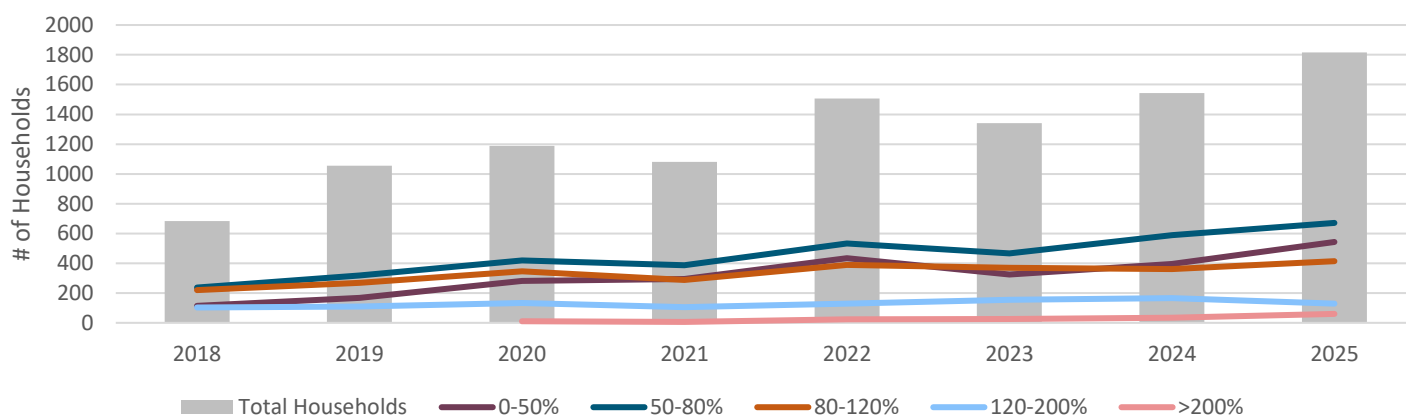
of households are 1 or 2 people

Single-parent, overcrowded, and households paying >30% on housing increasing

- ✓ Households must have an Interest Account with the Housing Department to apply for Housing Department homes.
- ✓ Accounts inactive for more than a year, missing essential household information, or duplicates, are not included in the data presented.
- ✓ From September 2023 to September 2024, over 1,100 new accounts were created.

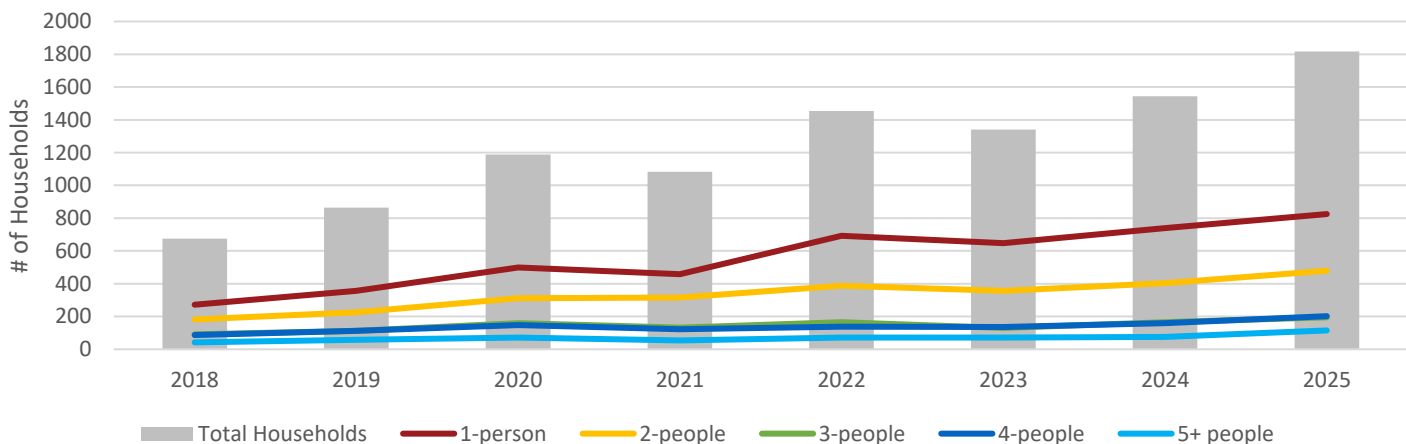
Of all income ranges, the number of lower income households interested in housing increased the most in 2024.

This coincided with the completion of 88 new rental homes at Flat Creek Apartments and Jackson Street Apartments serving households earning less than 80% MFI. No 120-160% MFI restricted homes exist yet.



The number of Households seeking Affordable and Workforce housing continues to increase.

One and two-person households continue to represent the largest share of households looking for stable housing.



2025 Intake Form Data by Income Range

Income Range (% Median Family Income)	0-50%	50-80%	80-120%	120-160%	>160%	Total
Total People	1,218	1,271	891	299	134	3,813
Adults	714	899	674	235	107	2,629
Children	388	308	189	48	25	958
Adult Dependents	93	51	22	16	1	183
Senior Dependents	23	13	6	0	1	43
Total Households	543	671	414	128	60	1,816
<i>Percent of Total Households</i>	<i>30%</i>	<i>37%</i>	<i>23%</i>	<i>7%</i>	<i>3%</i>	<i>100%</i>
1-Person Household	240	393	154	24	14	825
<i>Percent of Total Households</i>	<i>13%</i>	<i>22%</i>	<i>8%</i>	<i>1%</i>	<i>1%</i>	<i>45%</i>
2-Person Households	118	124	142	66	29	479
<i>Percent of Total Households</i>	<i>6%</i>	<i>7%</i>	<i>8%</i>	<i>4%</i>	<i>2%</i>	<i>26%</i>
3-Person Households	75	50	48	13	9	195
<i>Percent of Total Households</i>	<i>4%</i>	<i>3%</i>	<i>3%</i>	<i>1%</i>	<i>0%</i>	<i>11%</i>
4-Person Households	65	61	50	21	5	202
<i>Percent of Total Households</i>	<i>4%</i>	<i>3%</i>	<i>3%</i>	<i>1%</i>	<i>0%</i>	<i>11%</i>
5-Person Households	27	28	13	4	3	75
<i>Percent of Total Households</i>	<i>1%</i>	<i>2%</i>	<i>1%</i>	<i>0%</i>	<i>0%</i>	<i>4%</i>
6+ Person Households	18	15	7	0	0	40
<i>Percent of Total Households</i>	<i>1%</i>	<i>1%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>2%</i>
Critical Services Providers (People)	8	52	45	18	4	127
<i># Jobs Per Adult</i>	<i>1.06</i>	<i>1.17</i>	<i>1.13</i>	<i>0.96</i>	<i>1.06</i>	<i>1.13</i>
Single-Parent Households	125	52	14	3	0	194
<i>Percent of Total Households</i>	<i>7%</i>	<i>3%</i>	<i>1%</i>	<i>0%</i>	<i>0%</i>	<i>11%</i>
Paying >30% of Income Towards Housing	225	191	64	8	6	494
<i>Percent of Total Households*</i>	<i>13%</i>	<i>11%</i>	<i>4%</i>	<i>0%</i>	<i>0%</i>	<i>29%</i>
Overcrowded (>2 people per bedroom)	82	66	20	5	1	174
<i>Percent of Total Households*</i>	<i>5%</i>	<i>4%</i>	<i>1%</i>	<i>0%</i>	<i>0%</i>	<i>10%</i>
Households Currently Commuting	215	194	87	27	13	536
<i>Percent of Total Households</i>	<i>12%</i>	<i>11%</i>	<i>5%</i>	<i>1%</i>	<i>1%</i>	<i>30%</i>
People in Commuter Households	458	351	176	57	30	1,072
Adults in Commuter Households	290	263	138	48	24	763
Children in Commuter Households	168	88	38	9	6	309
Jobs Held by Commuters	247	243	110	50	26	676
Jobs Per Commuting Adult	0.85	0.92	0.80	1.04	1.08	0.89
Type of Housing Desired	541	671	414	128	60	1814
Rental	299	236	86	19	6	646
Ownership	37	106	96	50	29	318
Either	205	329	232	59	25	850

*% of households reporting this information

Intake Form Data by Income Range: Multi-Year Trend Analysis 2019-2025

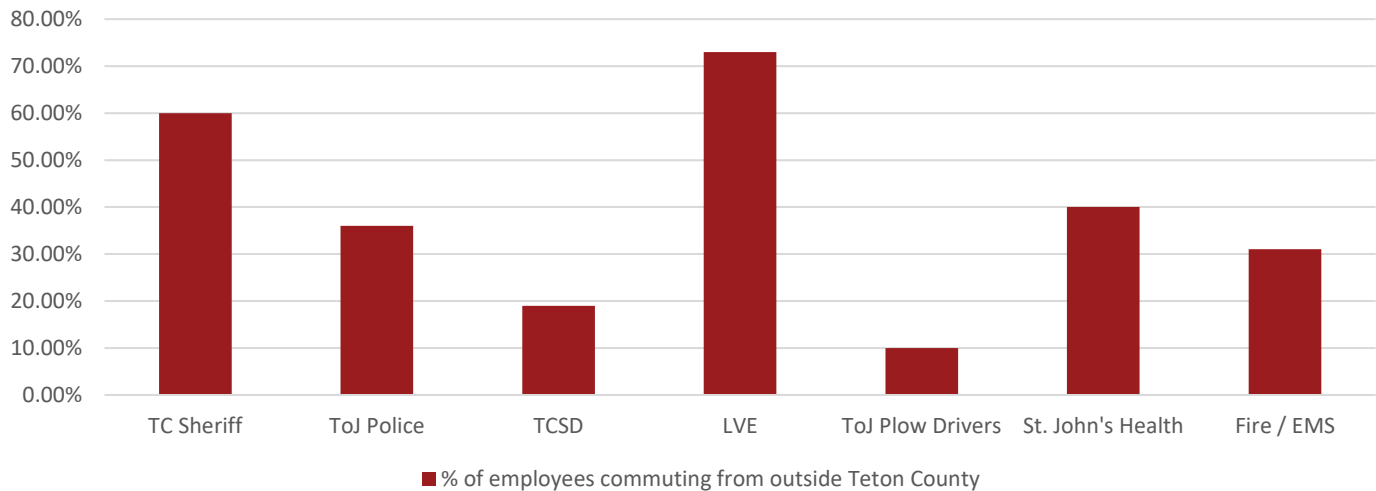
Income Range	0-50%	50-80%	80-120%	120-160%	>160%	>200%	Total
Total People Looking for Affordable Workforce Housing							
2019	527	732	736	291			2,286
2020	616	791	790	362		25	2,584
2021	620	722	647	262		11	2,262
2022	855	923	868	319		51	3,016
2023	693	837	755	339		59	2,683
2024	866	1048	739	280	96	67	3,096
2025	1,218	1,271	891	299	81	53	3,813
% Change 2024 to 2025	41%	21%	21%	7%	-16%	-21%	23%
Total Households Looking for Affordable Workforce Housing							
2019	245	389	313	109			1,056
2020	282	418	345	134		10	1,189
2021	295	387	288	106		6	1,082
2022	434	533	388	129		23	1,507
2023	324	466	370	155		25	1,340
2024	394	588	361	121	45	34	1,543
2025	543	671	414	128	40	20	1,816
% Change 2024 to 2025	38%	14%	15%	6%	-11%	-41%	18%
Number of Single-Parent Households Looking for Affordable Workforce Housing							
2020	54	44	14	4		0	116
2021	55	34	13	3		0	105
2022	55	42	11	3		2	113
2023	62	40	5	1		2	110
2024	78	49	18	3		1	149
2025	125	52	14	3	0		194
% Change 2024 to 2025	60%	6%	-22%	-25%			30%
Number of Households Looking for Affordable Workforce Housing Currently Paying Over 30% for Housing							
2020	173	169	77	7		0	426
2021	156	91	34	2		0	283
2022	176	116	35	7		0	334
2023	115	107	48	6		0	276
2024	158	164	65	14		2	403
2025	225	191	64	8	6		494
% Change 2024 to 2025	42%	16%	-2%	-13%			23%
Number of Households Looking for Affordable Workforce Housing Currently Overcrowded (>2 ppl/bedroom)							
2021	61	71	55	16		1	204
2022	44	23	12	2		1	82
2023	28	49	25	5		0	107
2024	49	42	18	3		0	112
2025	82	66	20	5	1		174
% Change 2024 to 2025	67%	57%	11%	100%			55%
Number of Households Looking for Affordable Workforce Housing that Commute to Teton County for Work							
2021	46	33	20	9		0	108
2022	106	104	48	16		4	278
2023	128	127	62	22		4	343
2024	165	156	76	36		8	441
2025	215	194	87	27	13		536
% Change 2024 to 2025	30%	24%	15%	-9%			22%

Core Services Key Stats

34% of all core services employees commute from outside Teton County, Wyoming. The chart below shows the % of employees for each employer who are commuting to work from outside Teton County.

Why does this matter?

Longer commute distances reduce the ability of essential workers to respond in a timely manner to emergency situations. For those non-emergency, essential personnel (like teachers), commuting from outside the valley can cause a disruption in service when roads are closed. When schools cannot open because staff cannot safely get to work the entire community is affected. Providing local housing for the workforce directly addresses these threats.

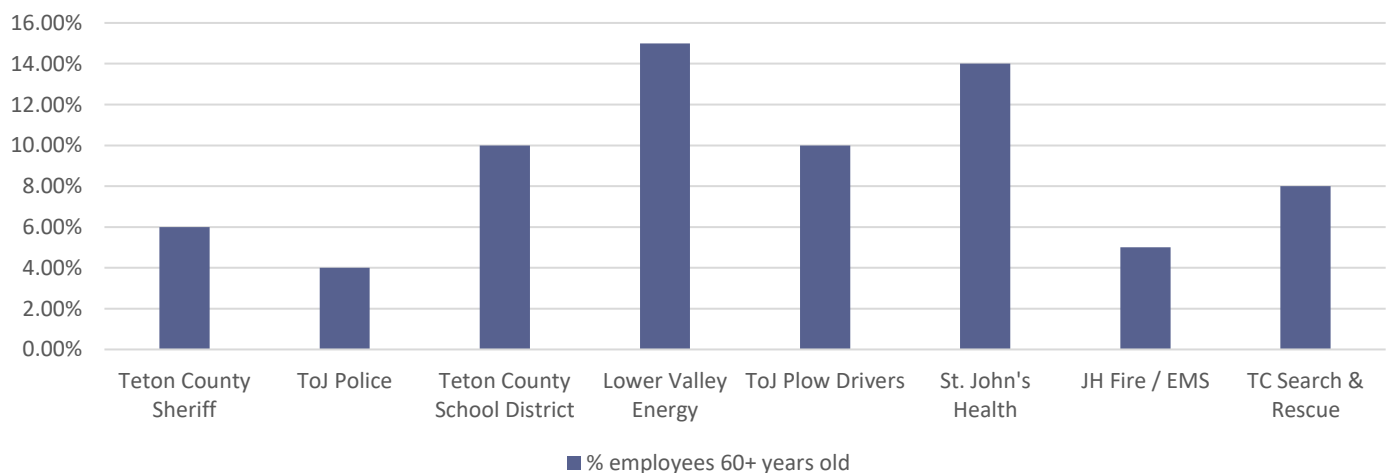


12% of all core services employees are 60+ years of age.

The chart below shows the % of employees for each employer who are 60+ years of age.

Why does this matter?

As long-time employees retire, their replacements are less likely to be able to afford local housing options, leading to a potential increase in commuters as employees retire.



Teton County Sheriff

81 staff

60% (49) commute

4% (3) live in employee housing

6% (5) are 60+ years old

Town of Jackson Police Department

50 staff

36% (18) commute

22% (11) live in employee housing

4% (2) are 60+ years old

Teton County School District #1

521 staff

19% (98) commute

2% (12) live in employee housing

10% (52) are 60+ years old

Lower Valley Energy

33 Jackson staff

73% (24) commute

3% (1) lives in employee housing

15% (5) are 60+ years old

Town of Jackson Plow Drivers

10 staff

20% (2) commute

60% (6) live in employee housing

10% (1) are 60+ years old

St. John's Health

842 staff

40% (339) commute

88 live in employee housing

14% (117) are 60+ years old

Jackson Hole Fire / EMS

42 staff / 71 volunteers

31% (13) staff commute

2% (1) staff lives in employee housing

2 staff / 4 volunteers are 60+ years old

Teton County Search & Rescue

37 volunteers

11% (4) commute

8% (3) are 60+ years old

Teton County School District 2024-2025

- Approximately 2900 students enrolled
- 2% (70 students) of the student body population are unhoused.
- 17% (491 students) of the student body population receives free meals. To qualify for free meals, a 3-person household must earn less than \$33,566/year.
- 10% (298 students) of the student body population receives meals at a reduced price. To qualify for reduced price meals, a 3-person household must earn less than \$47,767/year.

Teton County Community Health Rankings

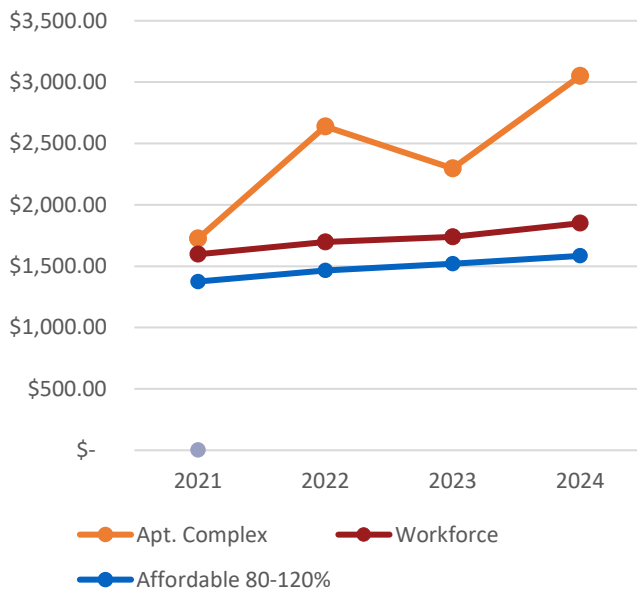
- Affordable housing was identified as the most important thing for a healthy community in the 2023 Community Health Survey.
- Unsafe housing was the number two risk factor that respondents to the 2023 CHS said needs to be addressed in the community.

State of Wyoming – Cost of Living Index Q4 2024 for Teton County, WY

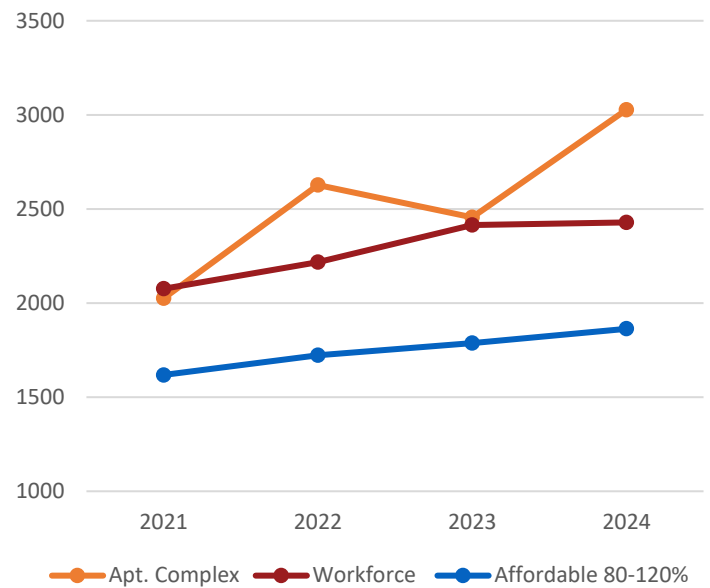
- Cost to rent a 2-bedroom apartment was \$3,366 up from \$3,256 during the same quarter in 2023.
- Cost to rent a mobile home lot was \$909 up from \$880 during the same quarter in 2023.
- Cost to rent a two or three-bedroom house was \$4,286 up from \$3,951 during the same quarter in 2023.
- Cost to rent a mobile home was \$1,764 up from \$1,676 during the same quarter in 2023.
- Teton County is the most expensive place to rent in Wyoming. The average rental rate for an apartment is 280% more than the next closest county. The cost of living for Teton County is 178% the statewide average. Northern Lincoln County is 111% the statewide average and Sublette County is 104% the statewide average.

Rental Rate Information for Teton County, Wyoming

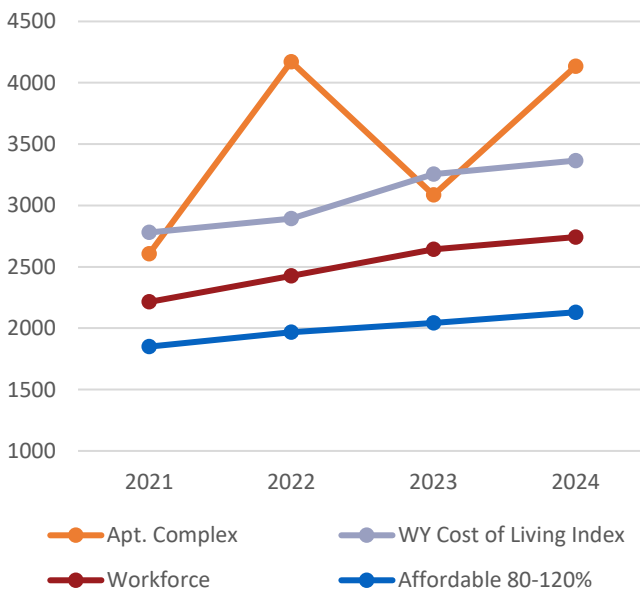
Average Studio Rental Rate



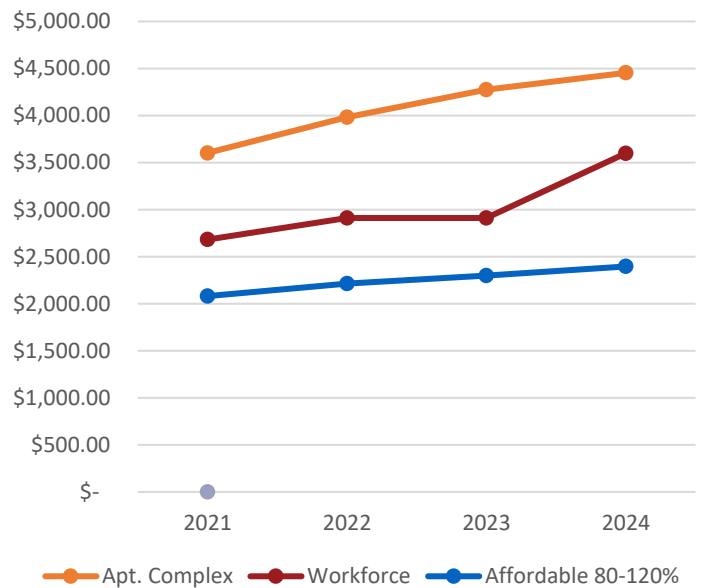
Average 1-Bedroom Rental Rates



Average 2-Bedroom Rental Rates



Average 3-Bedroom Rental Rate

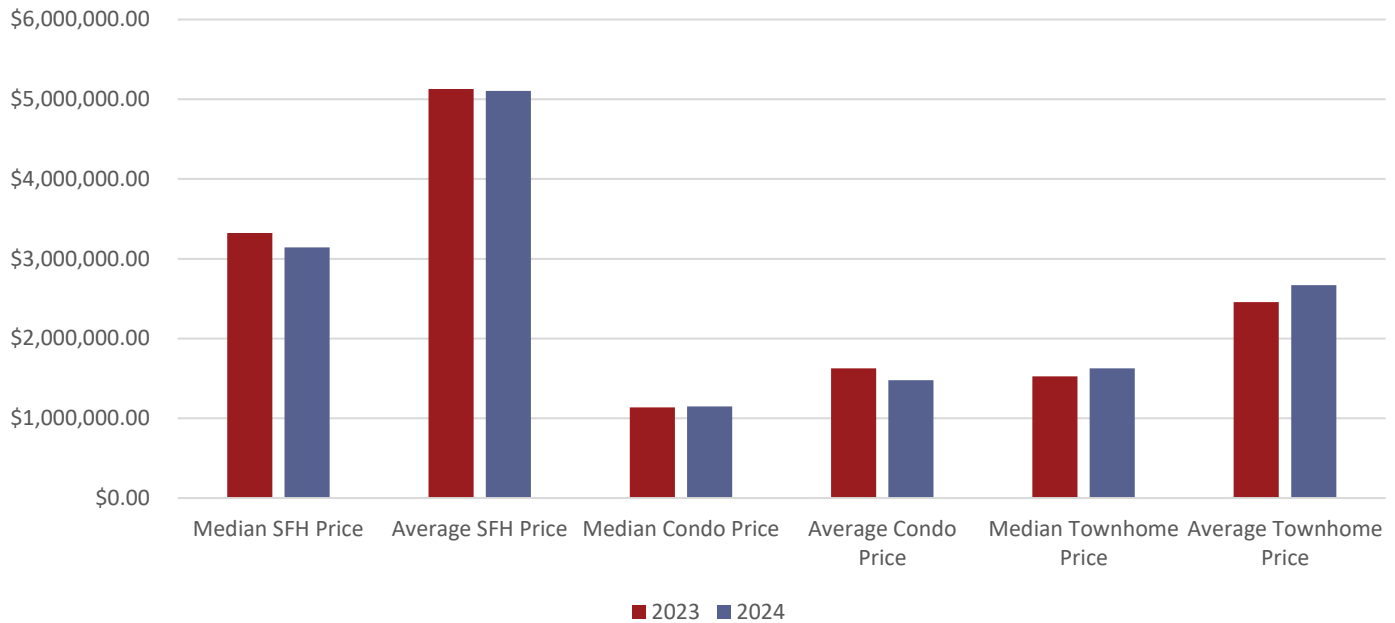


Market, Workforce, and Affordable Rental Information, 2021-2024

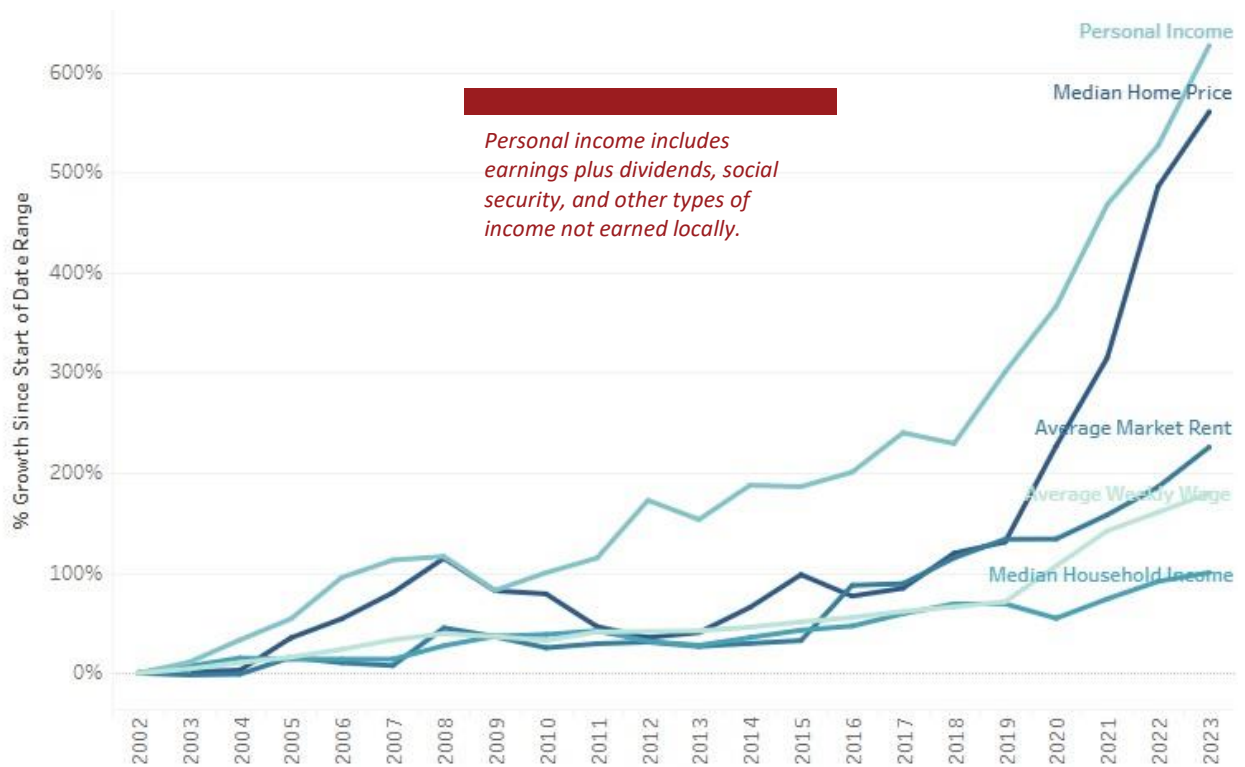
- Apartment complex data represents 661 total units and includes information from the properties for 2021 and 2022, renter reports for 2023, and a mix of information from the properties and publicly available information for 2024. Properties included are Sagebrush Apartments, Hidden Hollow, Latitude 43, The Timbers, Aspen Meadows, Veronica Lane Apartments, and The Gables Apartments.
- WY Cost of Living Index for Q4 2024: 2-bedroom apartment, unfurnished, excluding gas and electricity.

Sales Information for Teton County, Wyoming

➤ Free Market Sales in 2024 were Similar to 2023



➤ And Free Market Homes Continue to Cost Too Much for Local Wage Earners



Updated: Annually | Source: ACS, JTC Planning Dept., BEA, QCEW, TC Assessor, JTC Housing Dept. WYDOT

Free Market Sales in 2024: 272

- 156 residential, single-family homes
 - Median value: \$3,143,600
 - Average value: \$5,104,729
- 116 condo/townhome sales (excluding hotel units)
 - Condo median value: \$1,150,000
 - Condo average value: \$1,475,783
 - Townhome median value: \$1,627,500
 - Townhome average value: \$2,668,021

Total Homes Sold w/ Housing Department Restrictions in 2024: 15

- Workforce Rental, 5 total sales, median price = \$838,000
 - Most Expensive: \$1,225,000 at The Glenwood
 - Least Expensive: \$802,987 at Westview Townhomes
- Workforce Ownership, 5 total sales, median price = \$695,000
 - Most Expensive: \$885,000 at Elk Run Townhomes (Preservation Program Resale)
 - Least Expensive: \$393,023 at Mercill Condos
- Affordable, 5 total sales, median price = \$183,958
 - Most Expensive: \$296,210 at Mustang Drive
 - Least Expensive: \$175,326 at Hawthorne Lane

**Sources: Teton County Assessor, Jackson/Teton County Housing Department*

2025 Existing Housing Stock

The existing housing stock includes:

- ✓ Homes with restrictions managed by the Housing Department / Housing Authority
- ✓ Homes with restrictions managed by the Community Housing Trust and Habitat for Humanity
- ✓ Homes that are restricted by use of State/Federal funding in Low-Income Housing Tax Credits or USDA programs

Units owned by employers for employee housing, without restrictions protecting workforce occupancy and/or affordability are not included in these numbers.

149 new units were added to the Housing Stock in 2024—more than any previous year in the history of local housing programs. Six homes in Melody Ranch met 20-year sunset terms and were removed from the restricted housing stock. Another 33 homes have restrictions with sunset terms that have not been met.

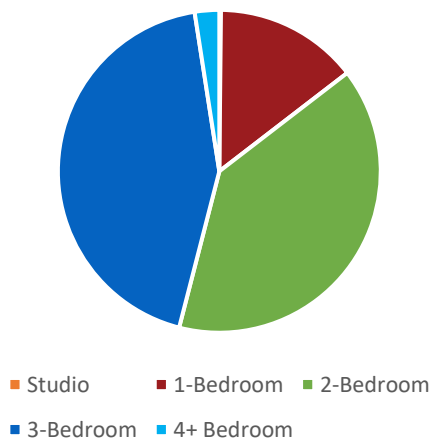
Existing Deed Restricted Housing Stock

Total Units	1,674	Studio	1-bed	2-bed	3-bed	4+bed	Other
Rental Units	1,063	140	246	263	52	3	359
<50% MFI	35	0	14	15	6	0	
50-80% MFI	79	1	25	40	13	0	
80-120% MFI	253	60	99	66	22	3	3 RV Sites
Workforce	340	79	108	142	11	0	
LDR Restricted (non-res ARUs w/o deed rest.)	177*						177
State/Federal Programs (USDA, LIHTC)	179**						179
Ownership Units	611	1	88	241	266	15	
<50% MFI	2	0	2	0	0	0	
50-80% MFI	145	0	24	51	69	1	
80-120% MFI	355	1	44	143	159	8	
Workforce	109	0	18	47	38	6	
Total Dorm Beds	301						301

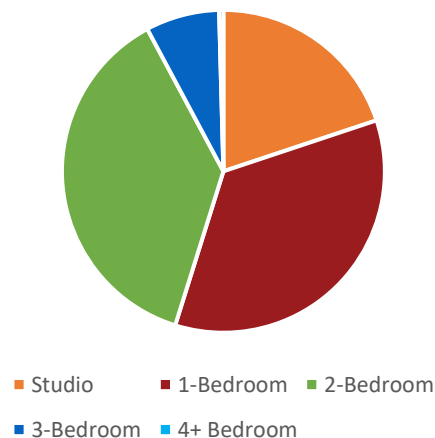
*from 2023 Annual Indicator Report Databook

**from the 2015 Workforce Housing Action Plan

Most Ownership Homes are
2 or 3-Bedrooms



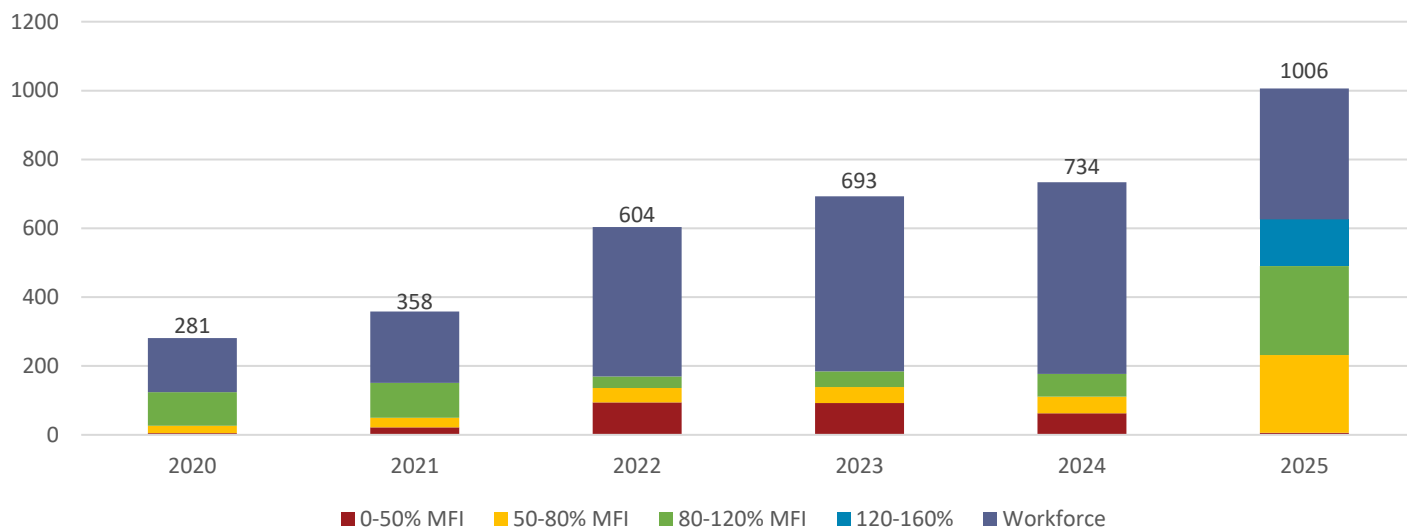
Most Rental Homes are
1 or 2-Bedrooms



2025 Future Unit Pipeline

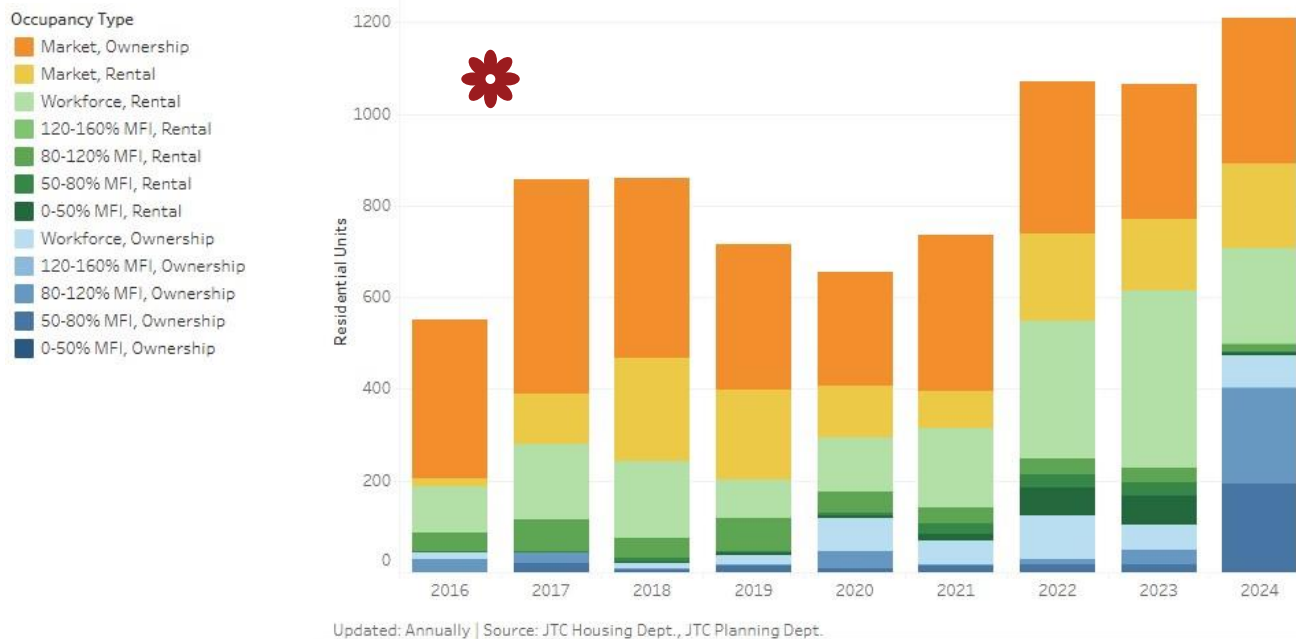
To understand the amount and type of deed restricted housing units expected to be produced in the next 3-5 years, the Housing Department tracks Planning and Building permit applications in the form of a Future Unit Pipeline. The data shown below represents all known developments that include deed restricted housing and are in the process of planning or construction as of January 1, 2025.

The pipeline of deed restricted homes continues to grow.



Note: The data above represents units in planning or construction at the time of reporting, not units completed

78% of all homes in planning or construction are either deed restricted or rental homes.



Deed Restricted Housing Pipeline Data Table						
Income Range (% MFI)	0-50%	50-80%	80-120%	120-160%	Workforce	Total
Total Deed Restricted Units in Pipeline	6	226	258	136	380	1006
% of Total Deed Restricted Units	1%	22%	26%	14%	38%	100%
In Preapplication phase	0	30	31	136	103	300
In Planning phase	3	183	197	0	103	486
In Building phase	3	13	30	0	174	220
<i>Studio</i>	0	1	1	0	63	65
<i>1-Bedroom</i>	2	0	11	0	51	64
<i>2-Bedroom</i>	1	8	16	0	44	69
<i>3-Bedroom</i>	0	4	1	0	16	21
<i>4+-Bedroom</i>	0	0	1	0	0	1
Deed Restricted <i>Rental</i> Units in Pipeline	6	23	39	93	302	463
% of Total Deed Restricted Units	1%	5%	8%	20%	65%	46%
In Preapplication phase	0	21	22	93	94	230
In Planning phase	3	1	7	0	36	47
In Building phase	3	1	10	0	172	186
<i>Studio</i>	0	1	1	0	63	65
<i>1-Bedroom</i>	2	0	1	0	51	54
<i>2-Bedroom</i>	1	0	6	0	42	49
<i>3-Bedroom</i>	0	0	1	0	16	17
<i>4+-Bedroom</i>	0	0	1	0	0	1
Deed Restricted <i>Ownership</i> Units in Pipeline	0	203	219	43	78	543
% of Total Deed Restricted Units	0%	37%	40%	8%	14%	54%
In Preapplication phase	0	9	9	43	9	70
In Planning phase	0	182	190	0	67	439
In Building phase	0	12	20	0	2	34
<i>Studio</i>	0	0	0	0	0	0
<i>1-Bedroom</i>	0	0	10	0	0	10
<i>2-Bedroom</i>	0	8	10	0	2	20
<i>3-Bedroom</i>	0	4	0	0	0	4
<i>4+-Bedroom</i>	0	0	0	0	0	0

Since criteria for the Pipeline is that, at a minimum, a Pre-application conference request for physical development or use has been submitted, developments only as far along as amending zoning are not included, but are tracked internally by the Housing Department. For example, Northern South Park Area 1 is included in the values above since they have submitted a Master Site Plan application, but Northern South Park Area 2 is not.

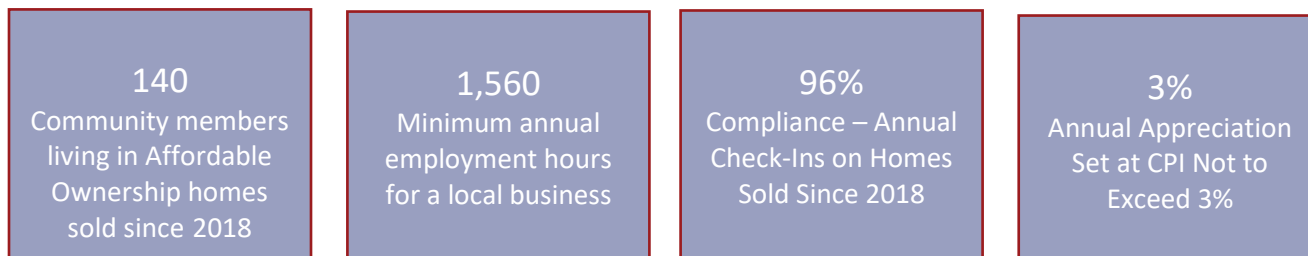
Although not deed restricted, the Pipeline also tracks proposed market-rate multi-family/attached housing units since they typically are on the lower end of the spectrum of market housing costs and may serve as a stepping stone for movement from deed restricted to market homes. This selection represents attached homes in groups greater than 4 units that are not in a Resort zone to be sold or rented at market-rate.

Market (Unrestricted) Multi-Residential Pipeline	
Income Range (% MFI)	Market-Rate
Total Units	289
In Preapplication phase	0
In Planning phase	175
In Building phase	114
<i>Studio</i>	47
<i>1-Bedroom</i>	30
<i>2-Bedroom</i>	15
<i>3-Bedroom</i>	22
<i>4+-Bedroom</i>	0
Market Rental Units in Pipeline	185
% of Total	64%
In Preapplication phase	0
In Planning phase	78
In Building phase	107
<i>Studio</i>	47
<i>1-Bedroom</i>	30
<i>2-Bedroom</i>	15
<i>3-Bedroom</i>	15
<i>4+-Bedroom</i>	0
Market Ownership Units in Pipeline	104
% of Total	36%
In Preapplication phase	0
In Planning phase	97
In Building phase	7
<i>Studio</i>	0
<i>1-Bedroom</i>	0
<i>2-Bedroom</i>	0
<i>3-Bedroom</i>	7
<i>4+-Bedroom</i>	0

Who Lives in Our Housing?

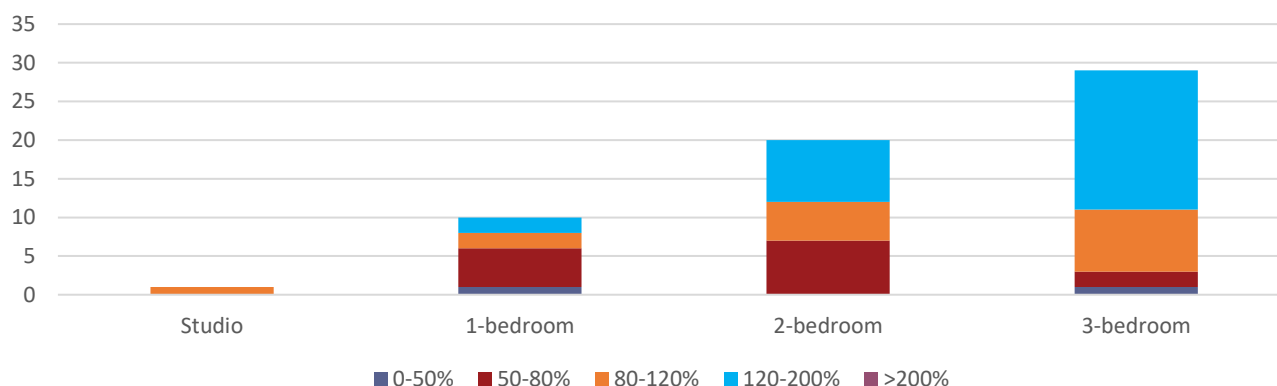
Affordable Ownership: 50* Homes Represented

*In July 2018 the Housing Department Rules & Regulations changed to require annual check-ins for all Affordable Ownership homes. All homes sold prior to 2018 are exempt from the annual check-in. When older homes sell, a new deed restriction is recorded, and the new owners are required to go through the annual check-in process. Affordable homes built or sold after 2018 have new deed restrictions recorded that require an annual check-in. This information does not include units managed by the Jackson Hole Community Housing Trust or Habitat for Humanity.



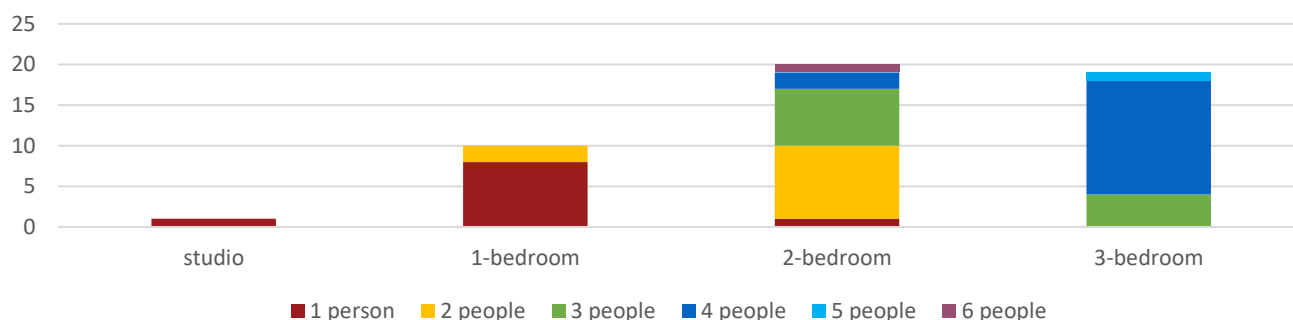
Most Affordable Ownership households who bought their home after July 2018 earn 80-200% MFI

This excludes almost 500 Affordable Ownership households that were sold prior to 2018.



The majority of Affordable Ownership households who bought their home after July 2018 are families with 3-4 people

This excludes almost 500 Affordable Ownership households that were sold prior to 2018.



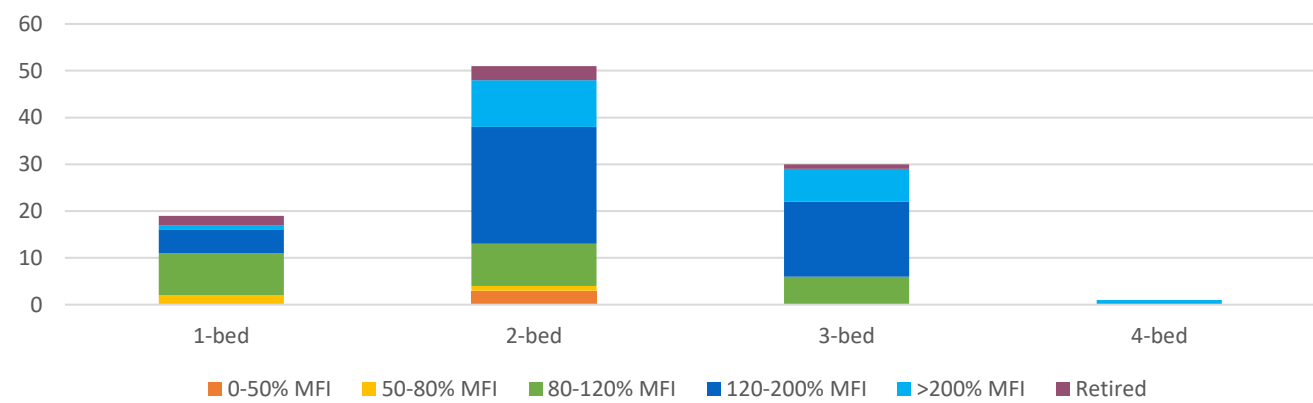
Workforce Ownership: 101 Homes Represented

The total reported includes Workforce Ownership homes and homes that were created under the legacy Employment-based program. These homes are owner-occupied and the household that owns and occupies the unit earns at least 75% of their income from a qualified local business.



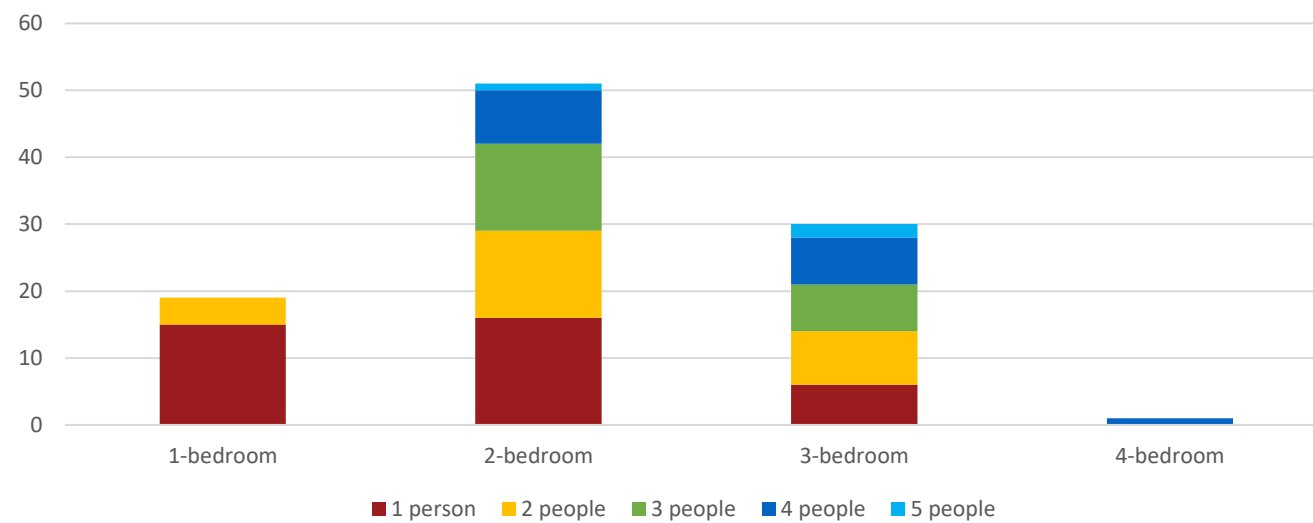
Most Workforce Ownership households earn 80-200% MFI

The chart below shows the number of households in each income range by home size (# of bedrooms).



Most Workforce Ownership homes are 2 bedrooms, and most households are 1 or 2 people

The chart below shows household size by home size (# of bedrooms).



Affordable Rentals: 315* Units Represented

*This number includes aggregate dorm style units, but not individual dorm beds.



Households Qualified Within Each Income Range

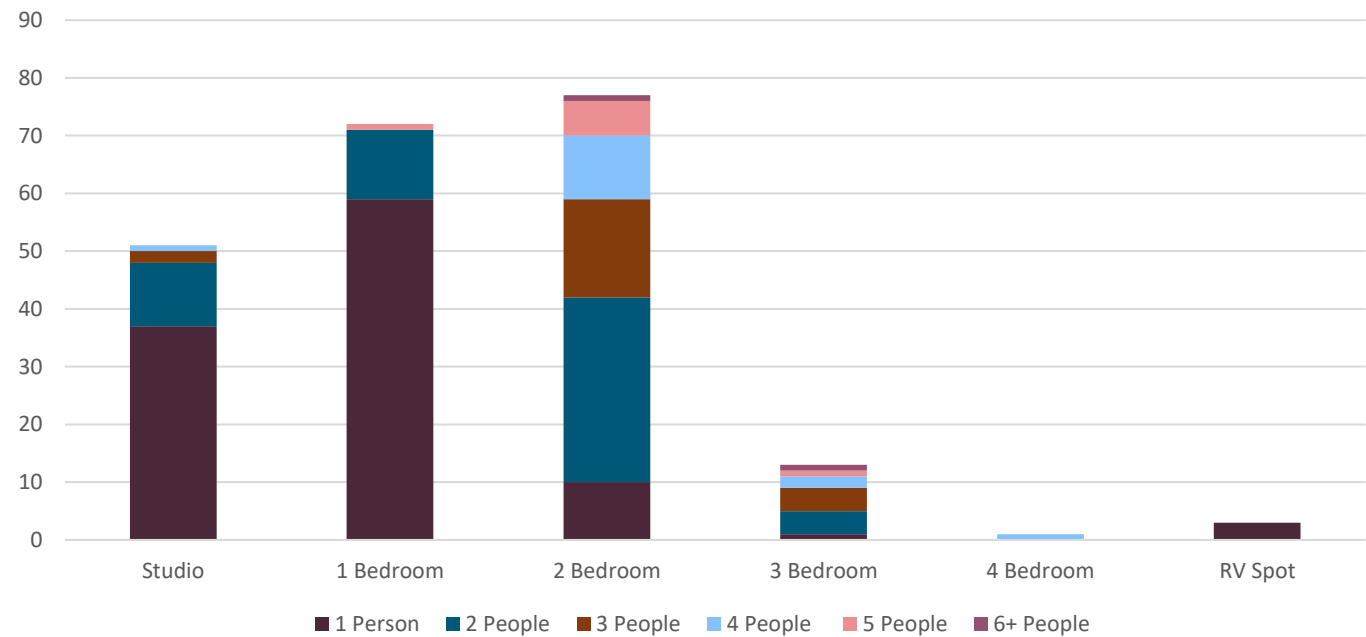
Income Range (% Median Income)	0-50%	50-80%	80-120%	120-200%	Total
Deed Restricted Affordable Rentals	65	127	69	2*	216
Deed Restricted Affordable Dorms	173	28	3	0	204
% Total Without Dorms Included	20%	42%	37%	1%	
% Total With Dorms Included	58%	25%	16%	1%	

*A small number of older deed restricted units allow units to be rented to any qualifying employee of the local business, regardless of income. This is why there are 2 units rented to households that are above the standard affordable income ranges.

As illustrated in the chart above, most Affordable Rental Households, excluding dorms, earn between 50-120% of the Median Family Income for Teton County. However, individuals occupying dorm units earn primarily within the 0-50% income range.

Most Affordable rental homes are one or two bedrooms.

The chart below shows household size (# of people) by size of home (# of bedrooms).



*Dorm style units are not represented in this graph. Dorm style units vary significantly in size, from 4 bed to 15+ units. Most dorm beds are occupied by 1 person households.

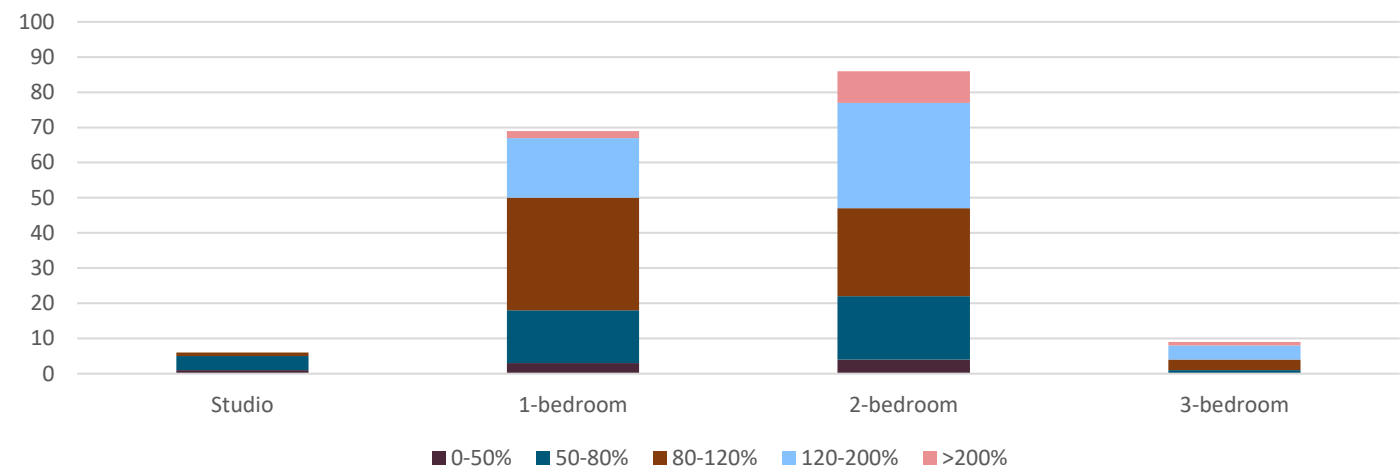
Workforce Rentals: 185 Homes Represented

This includes privately owned Workforce Rental apartments.

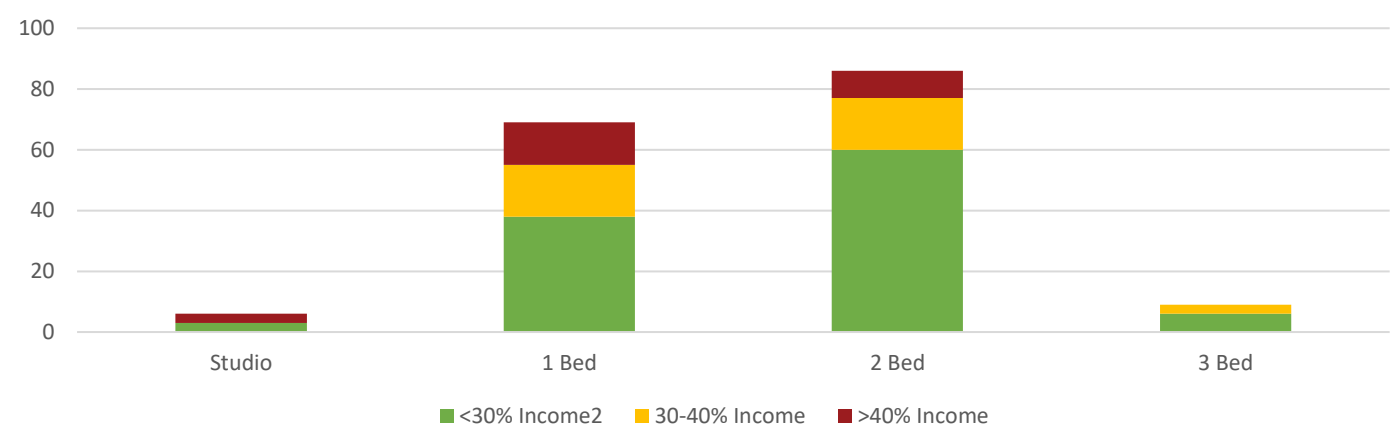


Most Workforce renter households earn 80-200% MFI

The chart below shows the number of households in each income range by home size (# of bedrooms).



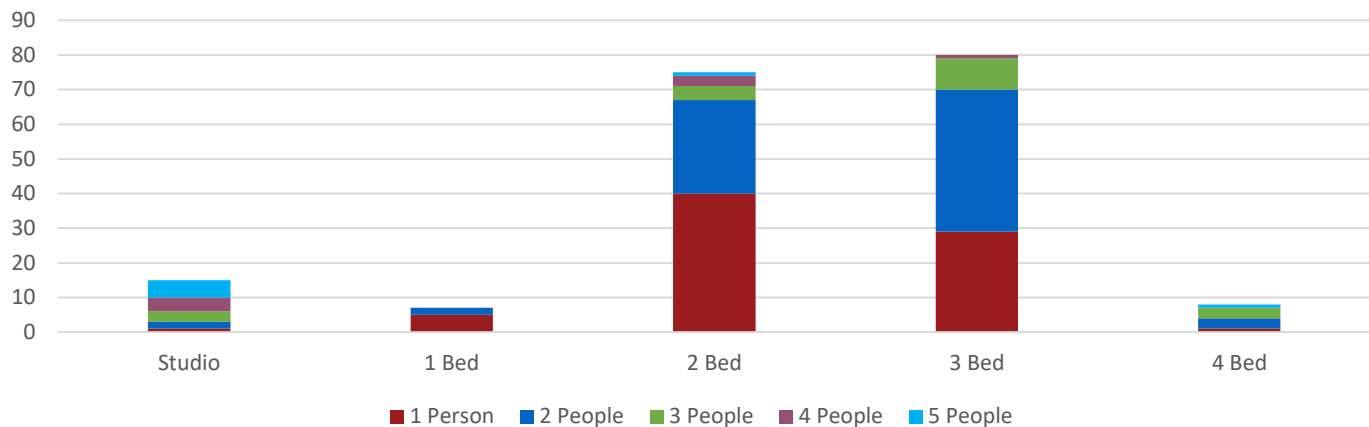
Most Workforce renter households spend <30% of their income on housing.



Most Workforce rental homes are two or three bedrooms.

The chart below shows household size (# of people) by size of home (# of bedrooms).

Most Workforce renter households are one or two people (there are no minimum occupancy requirements for Workforce homes).



Employment Information for Households Living in Homes with Housing Department Restrictions

Places of employment for working adults living in homes with Housing Department deed restrictions are listed below. This does not include homes managed by the Jackson Hole Community Housing Trust or Habitat for Humanity, including the homes built in partnership with the Housing Department. It only includes information for the Affordable Ownership homes sold since July 2018, Workforce Ownership homes, and Deed-Restricted Rental Units.

ABF Professional Cleaning (2)

Airport Taxi LLC

Albertsons (34)

Alder Environmental LLC

Alpha Builders

Alpine Dentistry (2)

Amangani (8)

American Airlines

Ames Construction

Annie's Gardens

Animal Care Clinic (2)

Anvil Hotel

Arbor Works Tree Service

Architectural Stone + Tile

Art Association of Jackson Hole (2)

Arztkraft LLC

Asesores 360

Aspen Automotive & FS JH

Aspen Meadows

Mental Health & Recovery services of JK

Merry Piglets (2)

MG Services

Midnight Lunch Boutique

The Million Dollar Cowboy Bar

Montessori School of the Tetons

Moose on the Loose (2)

Mountain Electrical

Mountain Fire Protection

Mountain Land Design

Mountain Man Wood Floors

Mountain Modern (2)

Mountain Origins Design

Mountain Scapes LLC

Mountain Top Tile Inc. (2)

N8V Beauty Salon

National Museum of Wildlife Art (2)

Natural Hazard Consulting

Nelson Engineering (2)

Aspens Market (2)
 Astoria Park Conservancy
 Audio
 Avis Budget Group (3)
 Axis Gymnastics
 Azadi Fine Rugs (2)
 Bank of Jackson Hole (2)
 Bar Sip Bar LLC
 Basecamp Wilson
 Baxter Design Studio
 Bee Cleaning Services
 Benchmark Builders LLC
 Berline Architects
 Big Hole BBQ
 Bin 22
 Black Tie Skis Jackson Hole
 Blue Collar Restaurant Group (4)
 Blue Spruce Cleaners
 BOCES 5 (4)
 Boot Barn
 Boreal Property Management
 BP Painting
 Bridger Teton Avalance Center
 Bridger-Teton National Forest (4)
 Brite AV Solutions
 BrushBuck Wildlife Tours (3)
 Bubbas BBQ (6)
 The Bunnery Restaurant (2)
 Bushong Property Services
 Cafe Genevieve (2)
 Caldera House (8)
 Caldera Management LLC
 Canvas Unlimited (2)
 The Car Wash at Jackson Hole
 Caretaker LLC
 Central Wyoming College
 Charter Communications
 Children's Learning Center (9)
 Cirque Design (4)
 CLB Architects (4)
 The Clear Creek Group (4)

New Generation Builders
 New West Building Company
 Nida Risto Interiors (2)
 Noble House Hotels and Resorts (8)
 Northview Building Group (2)
 Northworks Architects (3)
 Noso Patches
 Nutured Soul
 Off Grid Experiences
 OFG Construction Management
 OK Taxi Service
 One22 (3)
 Oops I Need Help
 OR Landscaping (6)
 Orange Theory Fitness (2)
 Osprey Beverages (2)
 Outpost Inc (5)
 Overland Sheep Co
 Owens Orthodontics
 Parkland USA
 P.R.A
 Pacific Marine Logistics
 Pain Care Center
 The Painters (self)
 PCJH
 Pearl Street Bagels (4)
 Pearl Street Market
 Penny Lane
 Persephone Bakery (4)
 Phillips 66
 Picas (2)
 Picnic
 Pinky G's Pizzeria (4)
 Pinnacle Construction (4)
 PRA Events
 Premier Cleaning Services (4)
 Presbyterian Church of JH (2)
 Pro Finish
 Prospect Studio (2)
 Provisions JH (2)
 Pursue

The Cloudveil (16)	Quiznos Subs
The Club at 3 Creek	Ranch Inn
Coe Tavern	RC Carpentry
Community Entry Services	Recreation Connection
Community Foundation of Jackson Hole (3)	REI
Compass Real Estate	Remede
Cornerstone Church	Rendezvous River Sports
Cowboy Coffee (4)	Resort Management LLC
Cowboy Village Resort (2)	Ridgeback Ranch Development LLC
Cox Painting (3)	Ridgeline Excavation Inc. (5)
Crossmark	Ripley's Vacuum Center
Cruz Builders Inc	The Rockwell Inn (10)
Crystal Creek Capital	Roadhouse Brewing
Couloir Construction	Rocky Mountain Car Service
Cutty's bar & Grill	Rocky Mountain Connections (2)
Cuttys Bar and Grill	Rocky Mountain Maids
Daniel Beck Architecture	Rocky Mountain Yeti (2)
Delano Studios	Rons Towing
Depot Square	Roosevelts
Design Associates Architects	Rustic Inn (4)
Detail Driven	Rusty Parrot Lodge and Spa (3)
Diamond G Theatrics	Safellite Autoglass
Diehl Gallery	Scandia Home
Dornans	Scarfish LLC
Double H Bar Inc	Self Employed (40)
DRK Construction	Senior Center of Jackson Hole (3)
DS Electric LLC	Serenith Development and Management
E Bikes of Jackson Hole	Shervin's
Eco Tour Adventures (3)	Shooting Star (29)
Edge Construction Specialties (2)	Shopco LLC
Edge Wyld	Sidecar (Basecamp)
Eleanor's	Sidewinders (2)
Elk Country Inn (2)	Silver Creek Consulting
Elkridge Dental	Silver Dollar (6)
Emily Janak Interiors	Ski Butlers
Encounter Hat Co	Smith Electric
Energy 1 LLC	Smiths (41)
Enterprise Rent a car	Snake River Anglers (2)
Environmental Health Trust	Snake River Brewing (8)
Envoy Air (2)	Snake River Grill
Epsilon Technology Corporation (4)	Snake River Lodge and Spa

Erin Polo LLC	Snake River Roasters (3)
Excel Physical Therapy	Snake River Sporting Club (19)
Farrier Business	Snake River Tree & Shrub
FB Fish Co. Emergence	SNB Hair Design LLC
Feliz Excavation	Snow King Mountain Resort (4)
Fine Dining Restaurant Group (17)	Snow King Resort Hotel
Fireside Resort (2)	Snow King Sports & Events
Firewise Landscapes Inc. (3)	Snowmobile JH
First Baptist Church	Sodexo (TCSD food service)
First Interstate Bank	Solitude Float Trips
First Western Trust	South Park Nursery and Landscaping
Five and Dime General Store	Spense Law
The Flower Boutique	Spread the Love Commission
Flower Girl Gardening	Spring Creek Ranch (2)
Flowering Sol Gardens	SpringHill Suites (11)
Four Corners Masonry	The Spur Restaurant
Four Pines Physical Therapy	SRB Operations LLC
Four Seasons Jackson Hole (25)	Stewart Construction (2)
Frederick Landscaping (2)	St Johns Church
Frost Salon	St Johns Health (36)
The Garage	Standard Drywall (2)
Gateway Church	Staples
Gather (2)	State Farm
GC Tile	State of Wyoming
GE Johnson (3)	Stillwest Brewery (3)
Geittmann Larson Swift LLP	Stio (2)
Genevieve Catering	Stitch Upholstery (2)
Glorietta Trattoria	Studio 37 Architect
Goosewing Ranch (11)	Subway
Grace Spa	Superior Paddlesports
Grand Fishing Adventures	Surefoot
Grand Targhee Resort	Super 8
Grand Tech Solutions	Sweet Addictions
Grand Teton Association	Sweet Spirits Daycare
Grand Teton Music Festival (3)	Tambourine
Grand Teton National Park (3)	Target (5)
Grand Teton Property Management	Taut Wood & Snap Pea Grocery Delivery
Gravity Haus	TC Weed and Pest
Great Northern Coffee	Teton Adaptive (2)
Greiner Electric of Wyoming (3)	Teton Art Services
Gros Ventre OBGYN (1)	Teton Behavior Therapy

Grounded Marketing Studio
 Gus The Gutterman
 GTNP
 Habitat for Humanity (4)
 Hana Group
 Handyman Ramos (Self)
 Harmony Design & Engineering
 Hatch Taqueria and Tequilas (2)
 HDLA
 Hertz Car Rental (2)
 Hidden Hollow (3)
 High Country Linen Service (4)
 Hole Landscaping Inc
 Homewood Suites by Hilton (6)
 Hotel Jackson (8)
 Hotel Terra (2)
 Hotel Yellowstone (2)
 Huff House Inn (2)
 Hughes Production (3)
 Imperial Roofing
 Inn on the Creek (2)
 Innovative Transportation Solutions
 Instacart
 Intermountain Roofing Inc.
 Inversion Yoga and Café (2)
 Jackson Contractors
 Jackson Drug
 Jackson Hole Airport Board (7)
 Jackson Hole Compunet (3)
 Jackson Hole Classical Academy
 Jackson Hole Drywall and Cleaning Services
 Jackson Hole Ford
 Jackson Hole Golf and Tennis (17)
 Jackson Hole Health and Fitness
 Jackson Hole Land Trust (3)
 Jackson Hole Mountain Resort (186)
 Jackson Hole Paragliding
 Jackson Hole Playhouse
 Jackson Hole Security LLC
 Jackson Hole Shooting Experience
 Jackson Hole Ski & Snowboard Club (7)

Teton Cleaning
 Teton Club
 Teton Conservation District
 Teton County (21)
 Teton County Hospital District
 Teton County Library (7)
 Teton County School District (31)
 Teton County Sheriffs Office (4)
 Teton Dental Arts
 Teton Gravity Research
 Teton Heritage Builders
 Teton Minerals & Mercantile
 Teton Motors (5)
 Teton Mountain Lodge
 Teton Mountain Resort
 Teton Oasis LLC (2)
 Teton Orthopedics
 Teton Outpatient Services (2)
 Teton Pines Country Club (8)
 Teton Raptor Center (2)
 Teton Resorts
 Teton Scenic Floats
 Teton Science School
 Teton sports and Spine Imaging
 Teton Tails
 Teton Thai (7)
 Teton Tiger (2)
 Teton Trash
 Teton Tutors
 Teton Village Sports
 Teton Whitewater
 Teton Yoga Shala
 Teton Youth and Family Services (2)
 TLC (Tree & Landscape Company)
 The Club at 3 Creek (2)
 THL II Inc
 Thomas D Mangelson
 Timbers Residence Club
 TJ Maxx (5)
 Tobacco Row
 Tom Stoner Construction

Jackson Hole Ski and Snowboard
 Jackson Hole Sotheby's International Realty
 Jackson Hole Stage Events
 Jackson Hole Taxi
 Jackson Hole Tourbase
 Jackson Hole Trust Company (3)
 Jackson Land and Water
 Jackson Lodging Company
 Jackson Lumber
 Jackson Sprinklers
 Jades Heating and Plumbing
 Jay x Nina LLC
 JB Appliances
 Jedidiah's Catering
 JH Consulting
 JH Eco Tours
 JH Flight Services
 JH Fly Co
 JH Hotel Management
 JH Indoor (3)
 JH Mobile Detailing
 JH Mountain Dental
 JH Snow Removal & Landscapes
 JH Vintage Adventures
 JH Wildlife Safaris
 JH Winery
 JHAV
 Johnson Resort Properties
 Johnston CPA LLC
 Jorgensen Associates
 Jupiter Cleaning Services LLC
 Kampai (3)
 Kemo Sabe
 KGB Productions
 KHOL
 Kims Corner LLC
 KP Maintenance and Painting
 L2 Holdings Inc
 Latitude
 Leos Construction
 The Lexington of Jackson

Tonks Masonry Inc. (2)
 Toolson Telephone
 Top Shelf Collective
 Town of Jackson
 Training to be Balanced
 Tribe Jackson Hole
 Tricho Salon
 Two Ocean Builders
 Uber (4)
 Unifi Aviation LLC (3)
 United Ground Express (3)
 United Parcel Service (2)
 Unprocessed Kitchen
 Untitled Architecture
 Uplift Your Habits
 The UPS Store
 USDA Forest Service
 Valley Landscape Service Inc
 Voices JH
 Video Specialists
 The Virginian Lodge
 The Virginian Restaurant
 Vista Counseling (2)
 Ward + Blake Architects (2)
 Wells Fargo Bank (3)
 Wendys (2)
 West Fork Construction
 Westbank Anglers
 Western Wyoming Beverages (2)
 Westgroup LLC
 The White Buffalo Club (9)
 White Glove Professional Cleaning
 Whole Foods Market (6)
 Wilderness Adventures
 William E Wecker & Associates (4)
 Willow Street Group (3)
 Wilson Heating and Air
 Windshield Doctor
 Wonder Institute
 Woolpert
 Workshop

Liberty Burger (5)
The Liquor Store
Little Acorns Academy
Loaf N Jug (5)
Local Restaurant and Bar (4)
The Lodge at Jackson Hole (6)
LP Handy Man LLC
LuluLemon
Lyft
Made in Jackson Hole (2)
The Mangy Moose (6)
Massage Professionals of Jackson Hole
Mastercare JH
Matarozzi Pelsinger Builders
Maya E Frodheim Gallery

The Wort Hotel
WRJ Design Associates
WYDOT
Wyo. Immigrant Advocacy Project
Wyoming Game and Fish
The Wyoming Inn
Wyoming Property Management (2)
Wyoming Stargazing (3)
Wyoming State Engineers Office
Wyoming Whiskey
Yeah Buddy Pizza
Yellowstone Safari Inc
Yellow Iron

Public-Private Partnership Developments

9

Total Partnership
Developments since
2016

63%

Of all homes built in
2024 were deed
restricted.

95% / 5%

Rental / Ownership
101 Affordable
10 Workforce
Built in 2024

111

New Homes Created
via Public-Private
Partnerships in 2024

Since the adoption of the Housing Action Plan, the Town of Jackson and Teton County – via the Housing Department – have partnered on nine affordable workforce housing developments. Seven of these developments are **complete**, one is **under construction**, and one is in the **planning phase** and slated to break ground in 2026. These nine developments represent 467 new homes.

[You can find a map of these developments on the Housing Department's website.](#)



	Redmond Street Rentals	Grove III Condos	174 N. King Condos	Mercill Condos	Kelly Place Condos	Jackson Street Aptmens	Flat Creek Apartments	Brown Property	90 Virginian lane
Private Partner	JH Housing Trust	Teton Habitat	JH Housing Trust	Mercill Partners	Roller Development & Post Company	Cumming Foundation & Community Foundation of JH	Blueline Development & Stealth FCA LLC	Teton Habitat	Pennrose LLC
Year C/O	2018	2018-2021	2022	2023	2023	2024	2024	Est. 2024-2026	Est. 2028-2031
Hard + Soft	\$ 9,152,721.00	\$ 6,438,135.39	\$ 13,113,136.00	\$ 17,774,078.00	\$ 7,200,000.00	\$ 35,800,000.00	\$ 23,787,075.00	\$ 6,520,000.00	
Land	\$ 3,645,000.00	\$ 1,200,000.00	\$ 3,660,000.00	\$ 2,100,000.00	\$ 1,703,416.03	\$ 17,100,000.00	\$ 5,000,000.00	\$ 2,255,383.49	\$ 28,000,000.00
Total Project Cost	\$ 12,797,721.00	\$ 7,638,135.39	\$ 16,773,136.00	\$ 19,874,078.00	\$ 8,903,416.03	\$ 52,900,000.00	\$ 28,787,075.00	\$ 8,775,383.49	\$ 28,000,000.00
# homes (DU)	28	24	24	30	12	57	48	18	226
# beds	37	72	34	40	22	113	84	42	340
Cost/DU	\$ 457,061.46	\$ 318,255.64	\$ 698,880.67	\$ 662,469.27	\$ 741,951.34	\$ 928,070.18	\$ 599,730.73	\$ 487,521.31	\$ 123,893.81
Cost/bed	\$ 345,884.35	\$ 106,085.21	\$ 493,327.53	\$ 496,851.95	\$ 404,700.73	\$ 468,141.59	\$ 342,703.27	\$ 208,937.70	\$ 82,352.94
site size	1.29	1.85	0.38	0.575	0.32	1.46	1	1.08	5.15
DU/acre	21.70542636	12.97297297	63.15789474	52.17391304	37.5	39.04109589	48	16.66666667	43.88349515
Zoning	PUD	PUD	DC	CR-2	NH-1	CR-2, NH-1	NH-1	NL-5	NH-1
Affordability	<175% MFI	<80% MFI	<175% MFI	>120% MFI	>120% MFI	30-200% MFI	<60% MFI	<80% MFI	30-200%
Rent/Own	Rent	20 Own, 4 Rent	Own	18 Own, 12 rent	Own	Rent	Rent	Own	Both
Public \$	\$ 5,700,000.00	\$ 1,900,000.00	\$ 4,670,000.00	\$ 2,235,000.00	\$ 1,703,416.03	\$ 14,000,000.00	\$ 6,000,000.00	\$ 3,475,383.00	\$ 38,000,000.00
2025 Value	\$7,649,645.10	\$2,496,695.00	\$5,551,200.98	\$2,459,872.29	\$1,874,803.50	\$14,799,400.00	\$6,342,600.00	\$3,475,383.00	\$38,000,000.00
Public \$/DU	\$ 203,571.43	\$ 79,166.67	\$ 194,583.33	\$ 74,500.00	\$ 141,951.34	\$ 245,614.04	\$ 125,000.00	\$ 193,076.83	\$ 168,141.59
2025 Subsidy/DU	\$273,201.61	\$104,028.96	\$231,300.04	\$81,995.74	\$156,233.63	\$259,638.60	\$132,137.50	\$193,076.83	\$168,141.59
Public \$/bed	\$ 154,054.05	\$ 26,388.89	\$ 137,352.94	\$ 55,875.00	\$ 77,428.00	\$ 123,893.81	\$ 71,428.57	\$ 82,747.21	\$ 111,764.71
2025 Subsidy/bed	\$206,747.16	\$34,676.32	\$163,270.62	\$61,496.81	\$85,218.34	\$130,968.14	\$75,507.14	\$82,747.21	\$111,764.71

COMPLETED JUNE (PHASE I) AND AUGUST (PHASE II) 2024: JACKSON STREET APARTMENTS AT JACKSON STREET & KELLY AVENUE

❖ Opportunity Project with Private Foundation



This project is a partnership between the **Cumming Foundation** and Teton County that created 57 rental homes – 113 bedrooms – for local working families and individuals. The Cumming Foundation contributed six lots, all of which are in the lodging overlay, valued at \$11,500,000, and invested \$13,000,000 into the development. Teton County contributed four lots, valued at \$5,600,000, and \$8,000,000. The **Community Foundation of Jackson Hole** joined the project in June 2022, serving as a conduit for Teton County's land and financial investments through the creation of a Designated Fund and investment in the Development's multi-member limited liability company.

In addition to creating 57 permanently deed restricted apartments, Teton County will also receive 15 rights of first rental for its employees.

This innovative partnership combines public funds, philanthropy, and below market debt to finance the project.

Development Description	
57 homes	113 bedrooms
1.46 acres	39.04 units per acre
Affordability: 30-200% MFI	Rental
Projected Months to Build: 36	2022-2025 (Phase I complete in 2024)

Demographics: Jackson Street Apartments

- 170 people housed, including 93 adults and 77 children
- Average household income = \$81,075 per year
- Median household income = \$79,994 per year

Employers with Employees Living at Jackson Street Apartments

Teton County Parks & Recreation (3)
Teton County Library (2)
Jackson Hole Classical Academy
One 22 Resource Center
Teton County School District (5)
Cornerstone Church
Cox Painting (2)
Mountain Scapes
Two Ocean Builders
Persephone (2)
Teton County Public Works
Vista Counseling
Aspens Market (2)
Amangani (2)
St. John's Health (3)
Teton Literacy Center (2)
Hines Goldsmith
Gus the Gutterman
Jedidiah's
Teton County Sheriff's Office (2)
Nobel House
Yellow Iron
Self-employed photography
Inn on the Creek
Cloudveil (2)
High Country Linen (2)
Smith's
Big Hole BBQ
Springhill Suites (2)
Four Seasons Resort
Self-employed sushi (2)
Liberty Burger



Pica's (2)
Profinish Painting
Tonks Masonry
Touch of Class
Fine Dining (3)
Moose is Loose
C-V Ranch Therapeutic School
JH Airport
ABF Cleaning
Stewart Construction
US Forest Service
Head Start
Teton Pines
Canvas Unlimited (2)
Wilcox Painting
Uber (2)
Jackson Hole Ford
Westgroup Teton Employer
Animal Care Clinic
Children's Learning Center
Snowmobile JH
Solitude
Parkland USA
Hertz
Lyft
Target
Community Foundation of Jackson Hole
Pearl Street Market
Teton County Public Health
Teton County Attorney's Office
Stewart Construction
Mountain Fire Protection



COMPLETED AUGUST 2024: FLAT CREEK APARTMENT AT 400 W. SNOW KING AVE.

❖ RFP partnership project with private developer.



This partnership with **BlueLine Development** and **Stealth FCA LLC** will create 48 Affordable Rental units. The Town of Jackson is providing the land, appraised *free market value* at \$5,000,000, and an additional \$1,000,000 in funding for the development. The developer secured Low Income Housing Tax Credits, HOME funds, and National Housing Trust funds to finance the project. In late 2023, the state awarded the development \$1,250,000 in ARPA funds for the project, replacing funding the Town had previously supplied the project, freeing up that Town funding to be used to create future affordable workforce housing.

Development Description

48 homes	84 bedrooms
1.00 acres	48 units per acre
Affordability: <60% MFI	Rental
Projected Months to Build: 24	2023-2025

This development is the first Teton County development to receive Low Income Housing Tax Credits (LIHTC) in over 20 years. By utilizing the LIHTC Program, the developer will be able to provide units to households earning <60% MFI.

Accessing LIHTC funding was one of the last action items remaining from the 2015 Workforce Housing Action Plan.

Demographics: Flat Creek Apartments

- 99 people housed, including 60 adults and 39 children
- 47 of the rental homes will serve households earning <60% MFI or less than \$66,420 for a family of three.
- Average household income = \$50,000 per year
- Median household income = \$47,788 per year

Employers with Employees Living at Flat Creek Apartments

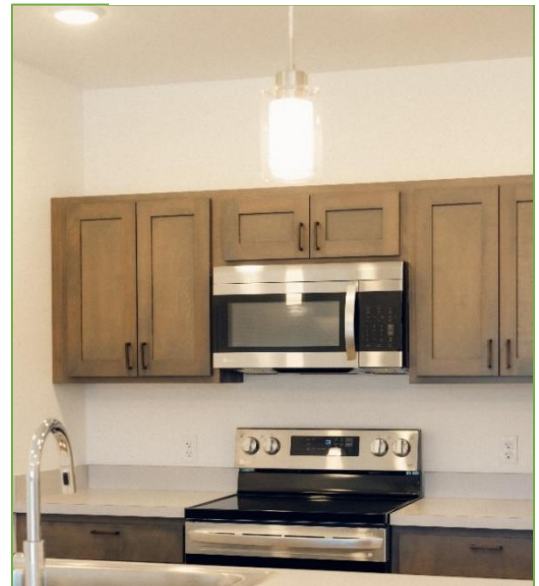
Children's Learning Center (2)
Art Association of Jackson Hole
St. John's Health
OK Taxi Service LLC
TJ Maxx (3)
United Group Express
Whole Foods
Sidewinders
Crossmark
The Bunnery
The Cloudveil Hotel
UPS
The Virginian Restaurant
Premier Cleaning
Fine Dining Restaurant Group
Teton Thai
First Interstate Bank
Teton County Hospital District
JH Indoor
Avis Budget



Teton County School District (3)
Quiznos Sub
Jackson Hole Mountain Resort (2)
Jackson hole Taxi
Snake River Roasting Co. Eatery
Springhill Suites by Marriott
Sweet Spirits Daycare
New Generation Builders
Amangani
Latitude 43
Art Association of Jackson Hole
Wyoming Property Management
(2)
Rocky Mountain Maids LLC
Mangy Moose
Four Seasons
Alpha Builders
Blue Collar Restaurant Group
Self-Employed (9)



View of the Teton County Fairgrounds from a second story apartment.



A look at the kitchen area in a two-bedroom apartment. All appliances are Energy Star certified. Once in operation, Energy Star certified buildings use, on average, 35% less energy than similar buildings.

COMPLETED JUNE 2024: PARKSIDE AT BENSON-BROWN STATION PHASE 1 (6 HOMES)

- 19 people housed, including 8 adults and 11 children
- Median household income = \$62,727
- Employers with employees living at Parkside Phase 1: One 22 Resource Center, St. John’s Health, Whole Foods, Antler Inn, Teton County School District, Community Entry Services

UNDER CONSTRUCTION: PHASES 2 & 3 (12 HOMES)



\$9,995,383
Projected Total Project Cost

\$3,475,383
Projected Public Funding (land + horizontal infrastructure)

\$6,520,000
Projected Funds Raised by Habitat for Humanity of the Greater Teton Area

\$4,200,000
Residential Sales

This partnership with **Teton Habitat** will create 18 Affordable Ownership townhomes – 12 two-bedroom homes and 6 three-bedroom homes – for households working in Teton County. The County is providing the land for this development, valued at \$2,225,383.49, and horizontal infrastructure including rerouting the Cache Creek Ditch to Mike Yokel Park and on-site relocation of the historic Benson/Brown Residence.

Since 1994, the Town & County have partnered with Teton Habitat to create 47 units, plus these 18 townhomes currently being developed.

Development Description	
18 homes	42 bedrooms
1.08 acres	16.67 units per acre
Affordability: <80% MFI	Ownership
Projected Months to Build: 48	phased completion: 2024 to 2026

This development combines historic preservation with affordable housing and takes advantage of the new Town of Jackson historic preservation incentive tools.



The Benson/Brown Residence is the site of the first commercial hydropower in the Town of Jackson. As part of this project, the historic water turbines will be brought above grade and restored for a future public exhibit.

IN PLANNING, BREAKING GROUND IN 2026: 90 VIRGINIAN LANE

❖ RFP Project with Private Developer



The Jackson/Teton County Housing Authority purchased 90 Virginia Lane in August 2023. This 5.15-acre parcel of land is currently occupied by a 100-stall RV Park and is zoned Neighborhood High – 1. The Housing Authority utilized Housing Supply Funds to complete the purchase. These funds include mitigation fees from private developers, General Fund contributions from the Town and County, and Specific Purpose Excise Tax funds.

A request for proposals for a development partner was released in November 2023, with 11 firms responding (links to responses are provided below). In August 2024, the Town Council and County Commission directed staff to work with Penrose LLC to develop the site with at least 200 homes for local workers and their families.

Development Description	
226 homes	340 bedrooms
5.15 acres	43.88 units per acre
Affordability: 30-200% MFI	Rental & Ownership
Projected Months to Build: 60	phased completion: 2026 to 2031



Housing Toolbox

The Housing Department is consistently expanding, implementing and evaluating the suite of pro-housing tools that may be effective for our community. From local to global and academic to practical, our library of resources are scoured to ensure that our community is accessing premier and diverse options for local housing solutions. The following tools are shown in **green** where we have found the tool to be successful, **yellow** where more work needs to be done, and **red** where the tool has not shown effectiveness or is unlikely to be impactful or feasible locally. Categories include:

- Zoning & Land Use Regulations
- Funding
- Collaboration & Partnership
- Construction & Development

Zoning & Land Use Regulations				
Tool	What is it?	Where have we used it?	What have we learned?	Next Steps
Town Density Bonus Tools	(1) The 2:1 Workforce Housing Floor Area Bonus gives developers an extra 2 square feet of market residential development for every 1 square foot of restricted residential development. (2) The NL-4 allows developers to build up to 4 units per lot if all the units are deed restricted. The units can be subdivided and sold separately. (3) A fourth floor is allowed in CR-3 and NH-1 zones on sites meeting specific size and location criteria if the fourth floor, or equivalent floor area	(1) 2:1 Tool is widely used with 106 resulting restricted units built, 85 in construction, and 100 in Planning/Pre-planning. The Housing Department used this tool at 174 N. King, Mercill Condos, Kelly Place Condos, Jackson Street Apts. and will at 90 Virginian Lane. Of the 106 complete, 33 were from the private sector without public subsidy. (2) Increased density in the NL-4 zone is used by JHCHT for an extra 5 units at Redmond x Hansen. Parkside units are subdivided for	The bonus tools: ✓ Create more Affordable Workforce homes ✓ Do not require additional public investment ✓ Resulting Workforce Rentals are renting for less than market-rate units	The Jackson Town Council made changes to the 2:1 Tool as a result of the big building moratorium in 2024 and may further discuss this tool's impacts in 2025. Continue utilizing 2:1 in all PPP developments where the tool is allowed. Consider expanding density bonus tools to Complete Neighborhoods in the County. Consider additional density bonus tools.

	elsewhere in the building is fully deed restricted housing.	individual ownership using this tool. (3) A fourth-floor height bonus will be used at The Loop (private developer) and 90 Virginian Lane (Public Private Partnership). Prior to this, it was used at Sagebrush Apartments, Hidden Hollow, and JHMR at Powderhorn when it was part of PUD zoning		
Town Exemptions	(1) Floor Area: Deed restricted housing is exempt from the maximum habitable square footage allowed on site by zoning (2) Process: Thresholds for physical development permits do not include deed restricted housing units so you may get an expedited permitting process (3) Housing Mitigation: Deed restricted housing units are exempt from owing housing mitigation (4) Expansion of non-conforming development: Expansion of physical elements that do not meet current regs	• 174 N. King • Mercill Condos • Kelly Place Condos • Jackson Street Apts. • Parkside at Benson-Brown Station	• Regulatory, process and fee exemptions make it easier for developers to build deed restricted housing. • Exemptions are part of the incentive package to make housing development faster and less expensive. • Shorter planning periods reduce project costs. • Larger projects are typically more complicated and require a longer review process. Without that, issues for projects are coming up later in the process, causing delays and increasing costs.	Exemptions should be applied in the County. Process exemptions may need to be amended to require an administrative plan-level review for very large (150 unit+) projects. Use the Development Option Plan for very large projects, like 90 Virginian Lane, to coordinate administrative review. Consider waiving all fees associated with deed restricted housing including utility connection fees.

	(setbacks, height, etc.) is allowed beyond 20% max (1) Fees: Some review fees are waived			
Housing Mitigation	Development that generates new employees needing affordable housing is required to offset some of the resulting community impact by providing housing or a commensurate fee in lieu.	Any new development that generates new affordable housing needs according to the 2013 Housing Nexus Study	Although it covers only a portion of the increased housing need that comes from new development, mitigation is an important piece to addressing the demand for affordable housing from consistent local job growth.	Update the current housing mitigation program with data from the most recent nexus study, cost of construction and policy direction.
County Northern South Park Incentive Overlay	Option for landowners in the NSP Subarea to access an additional 1,319 dwelling units of development in addition to existing base zoning in exchange for deed restriction of 70% of bonus units	NSP Area 1 has submitted a Master Site Plan for consideration by the Board of County Commissioners	Work in progress—effectiveness will be measured once implementation begins.	Review and track effectiveness as Development Plans at the block level are submitted and homes are constructed.
County Workforce Home Business Option in Hog Island	Minimum lot size reduced from 35 acres to 3 acres if new lots are Workforce-restricted + 2 ARUs/primary home allowed	Zoning became effective in 2022, is limited to Hog Island area, and the Option has not been used to date.	It has not been used and may not provide enough financial incentive to utilize, based on landowner feedback.	Consider education on planning for landowners, or updating the Workforce Home Business tool.
Add LDR Variance and Administrative Adjustment justification for provision of Affordable housing	Codify the allowance for deviation from some land development regulations if it results in the provision of additional Affordable housing	n/a	n/a	Work with Planning Directors to consider an LDR text amendment application
Incentivize Inclusive Housing Design	Inclusive design considers the needs of people with disabilities, long-term injury or illness, and aging populations. Physical design	Through grant funding from the Community Foundation, we worked with The Kesley non-profit to identify low-cost, high-impact	Moving forward, new Housing Department partnered developments will be evaluated prior to construction for	Develop an incentive program for inclusion of accessibility considerations beyond ADA code for private

	promoting health and longevity of all residents.	construction and design elements to help people with disability and seniors stay safe and independent in their homes.	incorporation of accessibility design and construction elements A micro-loan program to retrofit existing Affordable homes for necessary health and safety accessibility improvements in in development.	developers of deed restricted housing. Continue exploring incorporation of these elements in Housing Dept. existing and future developments. Find funding options to pay for these elements.
Minimum Density	Minimum density is a land use tool that establishes a minimum density requirement on a lot.	NH-1 zone in the Town of Jackson no longer allows single-family home development. All new construction must have a minimum of 2 or 3 units (depending on lot size) per lot.	Requiring multiple units per lot ensures that land is used more efficiently to create more, smaller homes. Further study of the effectiveness of minimum density standards in the NH-1 is needed.	Monitor and evaluate development in NH-1 neighborhoods. Consider minimum densities in other areas in the Town and Complete Neighborhoods in the County.
Gentrification Study	Commission a study of residential redevelopment in the Town of Jackson to better understand loss of existing unrestricted homes serving as workforce housing and points of intervention to protect this housing if necessary.	n/a	n/a	Consider the scope, scale and evaluation metrics to be included in a study and how this information would inform potential zoning and policy change.
Remove Parking Minimums / Add Parking Maximums	Land Development Regulation that allows the developer to determine the needed number of parking spaces or limit the number of off-street car parking spaces that can be built in new developments.	n/a	n/a	Evaluate the trade-offs of implementing this regulatory change and assess implementation that has occurred in similar towns.

Allow some year-round on-street parking	Allow developers to provide some on-street parking to reduce need for on-site parking. This may trigger discussions related to snowplowing capacities and approach.	n/a	n/a	Provide cost-benefit analysis comparing impacts to developments and costs to change approach to snowplowing.
Evaluate effectiveness of the County and Town's short-term rental program and associated enforcement	Analyze data on both legal and noncompliant short term rentals in the town and county to understand scale and frequency of noncompliance and how this impacts the provision of long-term market rental opportunities for locals.	n/a	n/a	Meet with Town compliance officer and Planning staff to understand current management and enforcement program Study scale and frequency of current noncompliance Evaluate potential effectiveness of short-term rental conversion program
Exempt deed restricted housing from the growth cap	When accounting for buildout contributing toward reaching the community-wide residential development growth cap, don't count permanently deed restricted housing units.	n/a	n/a	Flag this question for discussion at the next Comp Plan update.

Funding				
Tool	What is it?	Where have we used it?	What have we learned?	Next Steps
Low-Income Housing Tax Credits	The Low-Income Housing Tax Credit (LIHTC) program is a federal program that give States and local LIHTC-allocating agencies annual budget authority to issue tax credits for the acquisition, rehabilitation, or new construction of rental housing targeted to lower-income households.	Flat Creek Apts.	LIHTC funding, coupled with HOME and National Housing Trust Funds, provides enough funding to create deeply affordable homes. These programs require units to be rented to households earning <60% MFI.	Consider accessing 4% LIHTC for new affordable workforce housing developments.
Private Foundation Grants	Private foundations provide grant funding to serve the public good.	• Grove Phase III • Redmond Street Rentals • 174 N. King • Jackson Street Apts. • Parkside at Benson-Brown Station • COVID short-term housing solutions • Accessible Housing Opportunities	Grants are an important funding tool that help increase the affordability of affordable workforce housing developments. Grants also provide funding for specific programs.	Continue to seek private foundation grant funding for developments and special projects/programs.
Program-Related Investments	A program-related investment ("PRI") is a type of mission or social investment that foundations make in order to achieve their philanthropic goals. As an alternative to a traditional grant, PRIs can effectively recycle grant dollars.	Jackson Street Apts.	At Jackson Street Apartments, over \$10 million was contributed as a program-related investment. These funds will earn a return (via rent revenue) that will then be re-granted out to qualifying nonprofits, thus leveraging the foundation's and the public's contributions to the development.	Continue exploring ways to scale the Jackson Street Apartments model. Seek funders who are willing to make PRIs to create more affordable workforce housing. Seek additional leverage from public & private sector sources (see "Below-Market Debt", below).

Below-Market Debt	Debt (loan) with an interest rate that is lower than the applicable federal interest rate when issued.	Jackson Street Apts.	Cheaper debt reduces overall project costs.	Work with banks and other lenders to create a funding pool that can be loaned at a below-market rate to affordable workforce housing developments.
Tax-Exempt Bond Financing	Tax-exempt bonds are issued by government entities to raise money.	90 Virginian Lane	Less than a year after voters approved the 2022 Community Housing SPET, we were able to issue bonds (using future SPET collections to secure the debt) to purchase 90 Virginian Lane. This allowed us to quickly put into action funds the voters approved for housing.	Consider future applications of this tool to create affordable workforce housing.
First Rights of Purchase / Rental	A contract that allows the holder to access a rental or for sale home first, before it is offered to the general public. These rights are sold to employers as a way to generate funding and provide opportunities for employee housing. In our agreements, once a household purchases or rents a home, they may stay in the home even if they no longer work for the employer with the FROP/FROR so long as the household continues to qualify based on the deed restriction recorded on their home.	• Redmond Street Rentals • 174 N. King • Jackson Street Apts.	Monetizing FROP/FROR creates an additional funding source for affordable workforce housing developments.	Analyze opportunity for every future development: underway for 90 Virginian Lane Consider creating a FROR/FROP “pool” across all Housing Department / Housing Authority homes to generate additional revenue for housing and create opportunities for local employers to invest in housing.

Use Workforce Rentals to subsidize affordability	Workforce Rental units must be rented to a household who works locally and earns most of their money locally; they may not be owner occupied. There is no rent cap, nor is there a cap on household income for the renters. Unlike Workforce Ownership homes, these units do not have an appreciate cap and typically sell for higher prices than ownership units.	• Mercill Condos • S4 Flats	At Mercill Condos, Workforce Rental units sold for 10-20% more than ownership units. This allowed the developer to keep ownership prices down and still earn a profit.	Consider utilizing this tool to increase affordability without additional public subsidy in future affordable workforce housing PPPs.
Use Unrestricted Market units to subsidize affordability	Incorporate unrestricted market units in deed restricted housing developments to buy down affordability of the restricted units and comprise a more economically integrated development.	n/a	n/a	Consider utilizing this tool to increase affordability without additional public subsidy in future affordable workforce housing PPPs.
Provide Down Payment Assistance	Provide a grant to households purchasing a market home. In return for the grant funding, the households record a permanent Workforce deed restriction on the home, protecting it for future local workers.	• Housing Preservation Program – Workforce Ownership (20% not to exceed \$200k) • Housing Pres Program – Workforce Rental (10% not to exceed \$100k)	We have provided 4 grants to purchase 4 Workforce Ownership deed restrictions. Even with \$200k, the math is hard for local workers trying to buy a market home. Resale for at least one household has been challenging with high interest rates. No grants for Workforce Rental units have been provided.	Consider the amount being provided. Should this be scaled for different types of homes, different types of deed restrictions, etc.?

Purchase Deed Restrictions on Existing Homes	Provide a grant to a household and in return for the grant funding, the household records a permanent Workforce deed restriction on their home, protecting it for future local workers.	Housing Preservation Program	We are currently working on our first grant for an existing homeowner.	Consider the amount being provided. Also consider a marketing campaign to educate owners about this option and the property tax benefits.
Tax-Increment Financing	Tax Increment Financing (TIF) is a revenue tool that uses increased taxes generated by new development to finance costs related to the development (like infrastructure, land acquisition, planning, etc.). Wyoming Business Council TIF Fact Sheet.	This tool has not been used.	This tool has not been used.	Research <i>if</i> TIF could work in the Town of Jackson and/or Teton County to create funding for future affordable workforce housing.

Collaboration and Partnership				
Tool	What is it?	Where have we used it?	What have we learned?	Next Steps
Local Concierge Service	Housing Staff provides a “white glove” service for our development partners as they progress through the Town or County’s permitting process by offering learned insights, facilitating communication with staff, advising on local policy compliance, and pre-flight plans.	Every PPP development has some element of this service.	Activating this connection improves communication between Planning/Building staff and the development team which clarifies expectations. Developers find this as a bonus to working with us.	Define housing concierge role generally and specific to each development as part of the PPP process.
Track our progress	Consistently track progress towards housing goals.	Annually, Housing Supply Plan	By consistently tracking data sets, we have created trend data that can be used to	Continue creating a Housing Supply Plan each year.

			inform policy decisions made by the elected officials.	Work with the Community Foundation's Housing Collective to continue updating the Housing Dashboard
Track community indicators	Since adoption of the 2012 Comprehensive Plan, long-range planning staff have created an annual Indicator Report that tracks 20 data sets related to our comp plan goals for the community.	Annually, Indicator Report & Housing Supply Plan	By consistently tracking data sets, we have created trend data that can be used to inform policy decisions made by the elected officials.	Continue tracking comprehensive plan indicators. Support long-range planning's efforts to build an indicator dashboard.
Support Tenant Rights	The State of WY has few tenant protections for renters; the Town of Jackson has implemented some local policy, notably an eviction timeline and staff housing ombudsman.	ToJ Ombudsman program in Victim Services	With high market rent rates and a less than 1% rental vacancy rate, renters are especially vulnerable to housing instability.	Explore additional policy measures that secure transparent housing rights for renters while maintaining the autonomy of landowners.
Partner to expand supportive housing options	Supportive housing is designed for long-term residency and couples access to social and/or medical services and programs: seniors, veterans, people with long-term illness or disability. This could include shuttle transportation to off-site services, 24-hour staffing, life skills classes, on-site space for case management, VA office, or job skills/placement.	Not yet developed	While the Housing Dept. is part of the local systems of care network, no formal arrangement for service provision, transportation to services, or designated on-site space exists within Housing Dept. developments.	Consider connection to support services as part of development of the Housing Department's senior and disability housing program. Add FTE or PTE staff position to program supportive services at deed restricted housing.
Establish participatory programming for existing and	Intentional programming of communal spaces in housing developments improves	n/a	Physical design and construction of shared spaces like community rooms	Work with existing residents and current development partners to understand the

future Housing Dept. partnered developments	overall connection, safety and support among neighbors. This could include regular upkeep of informal gathering areas, facilitating reservations for on-site meeting space, micro-grants for residents to host their own events, block parties celebrating the neighborhood, etc. Emphasis on social health of residents.		and outdoor green space is not enough. To promote long-term habitability of housing, activating that space is necessary. Most successful programming includes resident-hosted events and opportunities from passive to very active interaction.	need and capacity for this programming. Work with Teton County Public Health for guidance. Explore grant-funding or other funding sources for sustainable programming.
Creation of a Regional Housing Initiative/Forum and Fund	Build local and regional collaborations to influence state legislators for meaningful and reliable long-term funding source, such as a Real Estate Transfer Tax or change to the Lodging Tax, and improve access to federal pass-through funds for housing.	Recommended by 2022 Housing Needs Assessment The Housing Department is a participant in the Jackson Hole Community Foundation's Housing Collective work with the Urban Institute's Policy and Systems Change Compass, which aims to identify collaborative housing solutions and develop coordinated strategies that focus on alignment and partner engagement.	Different housing organizations operate from varying resource and mission positions, but clear communication, knowledge sharing, and strategic coordination supports a complimentary local housing ecosystem.	Continue participation in community collective efforts to align resources and advance community housing action.
Support Pro-housing Employer groups	Convene employers and form cohorts to engage in specific solutions such as pooling resources to build employee rental housing and providing management assistance to ease the "housing business" side of the equation.	Recommended by 2022 Housing Needs Assessment	Employers have a direct benefit in employees living locally.	Communicate the availability of Housing Dept. staff as a resource for employers in forming their own employee housing strategy.

Construction & Development				
Tool	What is it?	Where have we used it?	What have we learned?	Next Steps
Public-Private Partnerships	Developments that include a private developer and public sector partner. The partnerships are structured via a Ground Lease, Development Agreement, or some other formal agreement. These partnerships are predicated on sharing risk with private-sector partners.	- Grove Phase III - Redmond Street Rentals 174 N. King - Mercill Condos - Kelly Place Condos - Jackson Street Apts. - Flat Creek Apts. - Parkside at Benson-Brown Station 90 Virginian Lane	Sharing risk has been an efficient use of housing funding. ✓ Since implementing the PPP model, no PPP developments have come back to the Council or Board to ask for additional funding, including the developments built during the COVID 19 Pandemic. ✓ When there have been cost overruns, our private development partners have covered those.	Continue investing in PPP developments. Actively seek new PPP opportunities. Continuously refine and improve processes and agreements related to PPPs.
Inventory Public Land Available for Housing	A list of the public land currently owned by the Town or County. The properties are sorted into two groups: parcels that are appropriate for affordable workforce housing and those that are not.	174 N. King - Mercill Condos - Flat Creek Apts.	✓ Contributing Town or County owned land via a long-term ground lease with a nominal annual fee has been a key to successful public-private partnership projects. ✓ Condos may not be sold with a ground lease. Projects that create condos require the Town/County to deed the land to the developer upon project completion and prior to individual unit sales.	Revise the Wyoming Condominium Act to make it explicitly clear, as many states do, that condos may be owned in fee simple on ground leased land.

ARU Program	Identify barriers to planning for, funding and constructing ARUs then strategically program interventions to help homeowners through the ARU development process. A program that assists property owners in creating accessory residential units (ARUs) by providing architectural plans, expediting the building permit process, and reducing pre-construction fees.	n/a	• Technical barriers exist for most people entering the planning and building regulatory environment and permitting process. • ARUs are expensive to build, even with modular components. • We don't know occupancy information on ARUs accessory to residential uses because they are permitted to be vacant or occupied by non-paying family or guests.	Catalyze Town-wide residential ARU zoning allowance with an incentive and technical assistance program. The creation of this program has been in the Housing Department Work Plan, off-and-on, for the past couple years. Due to funding constraints, the program was removed by the Town Council in FY24.
Explore feasibility of conversion and adaptive reuse of existing structures for housing	Acquiring ownership of existing structures then remodeling to meet current building code and livability standards as deed restricted housing. Examples include conversion of hotels/motels, commercial structures, or large single-family homes into Affordable apartments or condos.	n/a	This could be an important cross-sector effort between housing, historic preservation, and sustainability.	Work with the Town and County Building and Planning officials to establish feasibility. Flag this effort with County-contracted real estate representative for prospective sale properties. Connect with local contractor to provide ballpark cost estimates on potential remodel opportunities.
Create pro-housing neighborhood plans for transitional neighborhoods	Convey the potential for infill and incremental redevelopment opportunity to private landowners and developers in transitional neighborhoods by creating high-level concept plans. This may catalyze private	Northern South Park	• Visualizations help identify opportunity and set expectations • Co-benefits to existing neighborhoods help neighbors buy-in to redevelopment of sites	Identify locations where this type of study and planning may be effective.

	development of Affordable Workforce housing where the zoning allowance already exists and services/amenities are already located.			
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The following resources were used to prepare this list:

- 2015 Jackson/Teton County Housing Action Plan
- 2022 Housing Needs Assessment Strategy Recommendations for Teton County , WY
- Wyoming Statewide Strategic Housing Action Plan, Prepared by Abt Global for The Wyoming Community Development Authority, January 3, 2025 > [Local Housing Policy Lookup Tool](#) for Teton County, WY
- Strongtowns The Housing-Ready City: A Toolkit for Local Code Reform
- Housing Supply Accelerator Playbook, National League of Cities and American Planning Association
- Affordable Housing Toolkit for Counties, National Association of Counties, March 2019

Affordable Workforce Housing Bonus Tools

277

New Affordable
Workforce Units Built
or in construction
using Incentives

832

New Affordable
Workforce Units in
Planning using
Incentives

The most used tools
are
2:1 Bonus and ARUs

478

Pooled
Units Remaining

The Town and County Land Development Regulations (LDRs) provide bonus tools within structured zoning standards to incentivize the creation of Affordable Workforce Housing. As an incentive, a developer may access additional development potential in exchange for deed restricting some portion as Affordable or Workforce housing. Although housing incentive tools have existed historically (for example the County's Affordable Housing PUD or individual PUDs in Town) this analysis is of the following tools which are currently in effect and available for use.

- The **Workforce Housing Floor Area Bonus** (Town LDR Sec. 7.8.4) was adopted as part of the 2018 zoning update to the Town of Jackson Land Development Regulations. Known as the “2:1 bonus” or “fill-the-box tool,” its purpose is to encourage development of Affordable or Workforce housing units by allowing additional unrestricted floor area beyond the zone-based maximum Floor Area Ratio. This tool may be utilized in the [CR-1](#), [CR-2](#), [CR-3](#), [DC-1](#), [DC-2](#), [NH-1](#), [NM-2](#), and [OR](#) Town zones. It allows a developer to expand floor area to the maximum that can be built within physical dimension zoning standards (height, setbacks, parking, etc.) instead of being capped at maximum Floor Area Ratio for the site. For a developer to use the tool, they must provide 1 square foot of deed restricted Workforce or Affordable housing for every 2 square feet of “bonus” unrestricted floor area.
- The **Workforce Housing Incentive for Additional Height** (Town LDR Sec. 2.2.13) permits a structure to be up to 48 feet in height and 4 stories if the equivalent bonus floor area achieved is permanently restricted as Affordable or Workforce Housing. Currently, this tool is only available in the Town CR-3 and NH-1 zones on sites meeting specific criteria (minimum 2-acre site, walking distance to transit and commercial services, etc.).
- **Deed Restricted Housing Exemptions** (Town LDR Sec. 7.8.3) are included in the Town LDRs to encourage voluntarily deed restricted housing and to facilitate required deed restricted housing development. Floor area deed restricted for Affordable or Workforce housing is exempt from maximum Floor Area Ratio (FAR), housing mitigation requirements, limits on nonconforming physical development, and may proceed with an expedited review process.
- A density bonus in the **Town NL-5 zone** allows for the maximum of three dwelling units per lot to be increased to four dwelling units per lot if all are permanently deed restricted as Affordable or Workforce housing. Additionally, condo or townhome subdivision of dwelling units on a single lot is only permitted if all units are permanently deed restricted as Affordable or Workforce housing.
- **Accessory Residential Units** (ARUs) are allowed in most Town and County zones in addition to permitted primary uses. In exchange for FAR and/or density exemptions to construct the ARUs, the owner may only rent to qualified Workforce households. ARUs accessory to non-residential uses are deed restricted to ensure that this occupancy standard is protected; ARUs accessory to residential uses are not because these units may also be occupied by family or nonpaying guests.
- The County adopted a **Workforce Home Business zone** currently applied only to Subarea 7.2 Hog Island Home Business as a Workforce housing incentive zone. While base zoning maintains maximum density standards of the prior legacy zone, the Workforce Home Business zone includes a development option for increased residential density in exchange for Workforce deed restriction of all the resulting bonus units.

- Similar density “upzones” in exchange for permanent deed restriction of all the resulting bonus residential units have been approved ad hoc as applications are made. These include the Lower Valley Energy employee housing site at the southern end of the County business park, the Jackson Hole Community Housing Trust site at Henry’s Road, expansion of the Business Park zone across Vosika Lane, and expansion of the P/SP zone to the Hitching Post site.
- The Northern South Park Overlay zone is another iteration of housing incentive bonuses integrated into updated zoning of a County complete neighborhood. This tool is designed to maintain the maximum density standards of the current legacy zoning of the site but offers a development option for increased residential density in exchange for Affordable and Workforce deed restriction of the majority of the resulting bonus units.

Cumulative Limit on Incentives (Town & County LDRs Sec. 7.8.2): To implement “Policy 3.1.a: Ensure there is no net increase in development potential” of the Jackson/Teton County Comprehensive Plan, a growth management program was established to use the maximum community-wide development potential established through zoning in 1994 as a benchmark to limit allowed future development. With no net increase in community-wide development potential, zoning can be strategically amended to capture underutilized development potential and relocate that potential in more useful and appropriate locations.

The result of this growth management program is maximum development potential allocated to physical locations via zoning assignment, as well as a “pool” of allowed additional residential units unassigned to a physical location but accessible through workforce housing incentives. This growth management program is tracked annually in the Indicator Report prepared by Town and County Long-Range Planning staff. For consistency with this program, Town and County Land Development Regulations align the continued use of Affordable Workforce bonus tools with the availability of residential units in the community-wide pool.

This year’s [Indicator Report shows 594 residential units in the “pool”](#) available for allocation through housing incentive tools or other zoning decisions. According to the Housing Department’s tracking of development proposals, an additional 116 units in pre-planning will also draw from the pool, **leaving 478 residential units available for future use.**

*At every land use decision that “spends” units from our community-wide pool (upzones or incentive tool use), we should be considering how it impacts the **amount** of pooled units we have left, if its in the right **location** on a community scale, and that it is the **type** of housing that supports locals.*

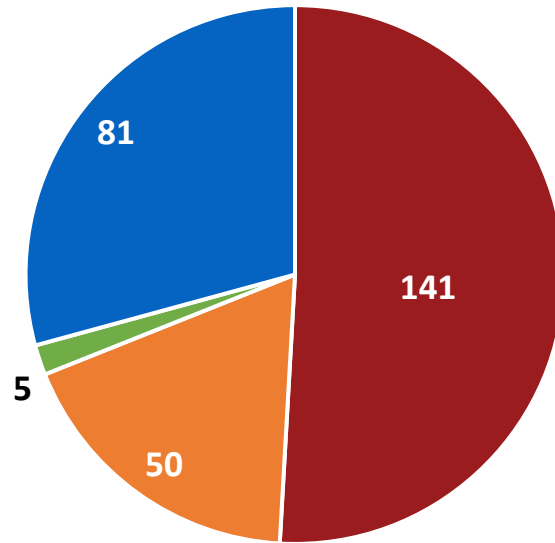
What's Working?

Restricted Units Built + In Construction by Incentive Tool since 2018

Affordable vs. Workforce?

The minimum standard for use of these tools is a Workforce deed restriction. Thanks to use in Public-Private Partnerships and by local non-profits, over 100 are further deed restricted as Affordable.

Without incentive tools, these Affordable homes *would not exist* today.



Why 2018? The Workforce Housing Incentive Program was codified in Town LDRs in 2016 and by 2018 were incorporated into regular use by developers

Most units (84%) are rentals.

■ 2 for 1 Tool ■ 4th Floor Bonus ■ NL-5 Density Bonus ■ ARUs

Project/Location	Status	Affordable Workforce Housing Bonus Tools						Restricted Units	Market Units	Pool Drawdown
		Expedited Review	2:1 Tool/	Height Bonus	NL-5 Zone	County Zoning (WHB, NSP, conditional)	ARUS			
			Exe mpt FAR							
160 E Broadway	Complete 2019		1					1	1	-2
1120 South Park Loop	Complete 2021		5					5	8	-13
645 Cache Condos	Complete 2021		1					1	1	-2
445 Vine	Complete 2021		1					1	2	-3
174 N. King	Complete 2022	X	6					6	0	-6
Glenwood I	Complete 2022		4					4	4	-8
10 E Simpson	Complete 2022		1					1	2	-3
367 S Willow	Complete 2022		1					1	0	-1
Mercill Condos	Complete 2023	X	30					30	0	-30
Kelly Place Condos	Complete 2023	X	7					7	0	-7
Gables Apartments	Complete 2023		7					7	9	-16
Veronica Lane Apts	Complete 2024		9					9	14	-23
Jackson St Apts	Complete 2024	X	30					30	0	-30
80 E. Karns	Complete 2024		3					3	6	-9
Flat Creek Apts	Complete 2024	X					48	48	0	0
3965 Antelope	In construction						3	3	0	0
TVA ISD ARU	In construction						1	1	0	0
Parkside	In construction	X			X			0	0	0
Glenwood II	In construction		3					3	1	-4
3555 South Park	In construction						2	2	0	0

JHCHT at Redmond + Hansen	In construction	X			5			5	0	-5
The Loop	In construction	X	32	50				82	18	-100
JBB Work Force Housing	In construction						2	2	0	0
Teton Village Tract H1	In construction						1	1	0	0
TCSD at South Park	In construction						24	24	0	0
Total Built or In Construction			141	50	5		81	277	66	-262
Legacy Lodge	In Planning					X		57	0	0
Astoria Park	In Planning						X	2	0	0
555 Elk Ave	In Planning						X	12	0	0
605 Deer Drive	In Planning						X	2	0	0
King of Broadway	In Planning		X					1	2	-3
Presbyterian Church	In Planning							20	0	0
S4 Flats	In Planning	X	X					8	0	-8
JHCHT at Horse Creek	In Planning	X				X		24	1	-25
LVE Employee Homes	In Planning	X				X		17	0	-16
665 S Cache	In Planning		X					4	5	-9
NSP Housing Area 1	In Planning					X		420	180	-600
Mogul Hotel	In Planning		X					17	17	-34
St Johns Church	In Pre-App						X	1	0	0
90 Virginian Lane	In Pre-App	X	X	X				226	0	-71
Hitching Post	In Pre-App						X	72	0	0
NSP Housing Area 2	Zoned					X		503	216	-719
Total in Planning/Zoning								1386	421	-1485



JOINT INFORMATION MEETING AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: County Public Works

PRESENTER: Charlotte Frei

MEETING DATE: May 5, 2025

SUBJECT: Transportation Work Plan

STATEMENT/PURPOSE

The purpose of this item is for the Town Council and County Commission to consider approval of the Transportation Division Work Plan for July 1, 2025 through June 30, 2026 (FY25-26).

BACKGROUND/ALTERNATIVES

Staff worked together to examine where we can establish policies and processes to (1) proactively plan and deliver transportation services and (2) partner and collaborate with other agencies/governments, Town/County departments, and the private sector to monitor, manage, and mitigate transportation impacts. The projects in the work plan address transportation planning, infrastructure design, collaboration/partnership, system monitoring, and trip mitigation/reduction. The attached workplan represents projects that are conducted by the staff noted and lists partnerships with Town and County Planning, Public Works, and START departments.

Reflecting on FY24-25

Staff successfully advanced several key work areas in the past year. Brief summaries of each work area are below. Note that the Pathways Coordinator's work was not part of the FY24-25 workplan, but is part of the Transportation Division FY25-26 workplan.

- Regional transportation: regional needs assessment funded primarily by FHWA with some Town/County professional services- **Document Repository/Status Link:**
<https://www.greatertetonregionaltransportation.org/>
- WYDOT Coordination: US89 task force, WY22 NEPA- <https://wy22corridor.com/>
- Mobility Hubs: defined the locations, conducted outreach, public feedback on locations and needs, pursuing a grant to fund design- **Staff Report (SR) Link:**
<https://tetoncountywy.gov/DocumentCenter/View/29288/0506-MobilityHubBinder>
- Parking: August 2024 and March 2025 data collection, updated 2019 parking action plan, Millward Simpson Garage armbar installation in progress. **SR Link:**
<https://jacksonwy.portal.civicclerk.com/event/2234/files/attachment/6360>
- START Coordination: TDP scoping and project objectives, supporting the TDP process.
- Traffic Impacts and Travel Demand Management: hired a TDM Coordinator, developing more robust standards for data and monitoring of transportation impacts through consulting services; created TDM options for developers (June 3 BCC **SR Link:**
<https://tetoncountywy.gov/DocumentCenter/View/29669/0603-Traffic-Impact-Studies-and-Travel-Demand-Management-Guidelines>). Note that TDM strategies also facilitate START routes via considering stop locations, queueing, pedestrian and other access considerations. Developing [Teton County traffic map](#) to share traffic counts with those who need counts for development applications.
- Safe Streets and Roads for All:

- Updating the 2015 Town Community Streets Plan in a holistic/comprehensive way
- Developing consistent guidelines via Transportation Engineering Design Standards (TEDS)
- **SR Link:** <https://tetoncountywy.gov/DocumentCenter/View/31924/1210-Safe-Streets-for-All-SS4A-Leadership-Commitment-Adoption-and-Update>
- Transportation CIP: January JM adopted first Joint Town/County Transportation Capital Improvement Plan. **SR Link:** <https://www.tetoncountywy.gov/DocumentCenter/View/32122/0106A-TransportationCIP>
- Town Pathways Safety and Capital Improvements: Willow St, Bruun Blvd, Garaman Park safety improvements to address slow zones and user safety –100% CDs complete and permitting ongoing
- Ongoing Pathways Maintenance: Completed 9.1 miles of cyclical pathway sealing and striping

Priorities for FY25-26

Building on the work advanced in the prior year, Table 1 below summarizes key work areas for the Transportation Division. Actual project milestones will depend on Council and Commission capacity to hear staff recommendations and provide policy direction based on those recommendations. The attached workplan provides a detailed description of FY2024-2025 status and FY2025-2026 anticipated tasks.

Table 1. Project Name, Key Milestones, and Hours Allocated by Staff.

Project Name and (Requested Budget)	Recommended Budget	Milestones	Staff Hours			
			Transp. Manager	Pathways Coordntr	Parks & Pathways Project Mgr	TDM Coordntr
Coordination Town, County-wide and Regionally (\$30,000)	\$1,500;	Updates via monthly updates to BCC	540	240	40	200
Mobility Hubs (\$80,000)	\$25,000 (Local Match RTA grant); deprioritized if capacity reduced	Apr 2025: Awaiting USDOT grant portal Nov 2025: Recommendations and progress update	180	50	0	50
Parking Management (\$115,000)	\$105,000	Aug 2025 Town Council: Interim parking action plan update	340	80	0	100
Dedicated Revenue options (\$10,000)	\$10,000	TBD	120	20	0	140
Capital Planning and Programming (\$0)	\$0	Winter 2025-2026: Joint meeting updated CIP	100	20	20	80
Transportation System Monitoring, including TIS and TDM (\$200,000)	\$86,000	Summer 2025: Present recommendations to BCC and Council separately, agendas permitting	320	120	20	620
Pathways Capital and Planning, Education and Safety (\$25,000)	\$22,500	June 2025: SS4A adoption August 2025: Snow King and Maple Way	208	1250	1070	380
\$460,000 Req.	\$250,000 Rec.	<i>Total hours allocated:</i>	1888	1800 ¹	1150	1770

¹ The Parks and Pathways Project Manager is a Parks & Recreation Department Employee.

Note that the Parks and Pathways Project Manager (PPPM) a Parks & Recreation employee with time allocated to the Transportation Division/Pathways Coordinator. To advance the projects anticipated in the work plan, several of which have been deferred for several years, the Transportation Division will need 1150 hours, a significant share of the PPPMs annual hours.

Matching resources to needs and community expectations

Staff was directed to keep budgets flat from the prior year, and staff recognizes the circumstances of the Town and County budgets. At the same time, elected officials and community members often identify transportation as a critical need in Jackson and Teton County. Without additional resources or a modified structure for applying resources more efficiently, the community can expect a similar level of service as in prior years, with some improvements due to additional staff time (TDM Coordinator and PPPM). Despite the successes of improved information sharing, collaboration, and project delivery noted above, there are gaps to becoming a world-class destination on par with other ski resorts and mountain towns. Below are a few suggestions which, if additional resources were available, would allow staff to provide higher levels of service and be more responsive to transportation needs and trends:

1. Develop roles and responsibilities of a Parking and Mobility Coordinator, and provide additional resources to implement parking solutions. Existing Transportation Division staff can work with Jackson PD and initially conduct these responsibilities in FY25-26, but the 2019 Downtown Parking Management Plan called for the creation of this role as strategy 2.1 to facilitate the streamlined implementations of an active parking and mobility management program (<https://jacksontetonplan.com/DocumentCenter/View/1748/Jackson-Downtown-Parking-and-Mobility-Management-PlanFinal> see page 41, Section 6.3)
2. Program additional capital funds to support TDM strategies such as **carshare and bikeshare**. While these have a high upfront cost, they can offset trips and be more affordable over a 5-10 year time horizon than more resource intensive efforts such as procuring buses or constructing more parking spaces. The Transportation Division is a new division competing against more established departments with multimillion dollar budgets.
3. Explore the creation of a Transportation Grant Coordinator role, or general Town or County Grant Coordinator Role, who can support grant writing and compliance across all departments/divisions that receive grants from USDOT and WYDOT (County PW, Town PW, Town Ecosystem Stewardship, and START at present). A dedicated role could support all County/Joint departments by improving grant management, standardizing procedures, and enhancing compliance and future award potential.
4. Hire another transportation project manager, or allocate more funds for transportation program management to advance capital projects. When staff apply for grants, staff time or consulting time can be reimbursed, however consultant time can cost 2-3 times as much as Town/County FTEs due to consultant overhead rates. We are grateful to have more dedicated time from Max Moran, Parks and Pathways Project Manager, to advance projects, but the number of transportation projects in the 10-year Capital Improvement Plan and the system preservation needs exceed existing staff capacity.

Existing staff continue to ‘wear many hats’, dividing attention across planning, engineering, construction, and operations tasks and expertise. There is sufficient work and opportunity related to parking, TDM, and grants that additional capital and/or operating resources (including FTEs) directed to each of these areas would significantly improve coordination and project delivery.

COMPREHENSIVE PLAN ALIGNMENT

The guiding vision and chapter goal for Multimodal Transportation (Chapter 7) of the Comprehensive Plan is:

Travel by walk, bike, carpool, or transit will be more convenient than travel by single-occupancy vehicle.

Chapter 7 of the Comprehensive Plan Principles include:

“Principle 7.1 – Meet future transportation demand with walk, bike, carpool, transit and micromobility infrastructure”,

“Principle 7.2 – Reduce greenhouse gases from vehicles to below 2012 levels”, and

“Principle 7.3 – Coordinate transportation planning regionally. The Town and County do not have jurisdiction over all components of the transportation network, and so we must lead coordinated efforts to achieve our transportation goals. Various Federal, State, local government, and non-governmental entities fund and manage pieces of the transportation system into and within the community. Coordinating the efforts of all of these entities with the land use efforts of the community is the only way we can meet our transportation and ecosystem stewardship goals.”

These principles guide transportation planning and the recommended work plan.

STAKEHOLDER ANALYSIS

Members of the Transportation Advisory Committee (including Town Public Works, County Public Works, Pathways, START Bus, Town Planning, and County Planning) have provided feedback on the projects listed in the workplan and budget. Many of these projects are continuations of work that have been approved as priority items by Town Council and/or County Commission. Additional stakeholder analysis is conducted as part of each project.

FISCAL IMPACT

The total *recommended* professional services budget for this work plan is \$250,000; this is less than the *requested* professional services. The actual fiscal impact will be determined through the joint budget process.

STAFF IMPACT

The impact of preparing this staff report and accompanying documentation was 15 hours for the Transportation Manager and 3 hours for staff whose hours are reflected here, for a total of approximately 24 hours.

LEGAL REVIEW

Gingery, Colasuonno

ATTACHMENTS

Work Plan with project descriptions, anticipated tasks, and current status.

RECOMMENDATION

Staff recommends adopting the Transportation Division Work Plan

SUGGESTED MOTION

Teton County:

I move to approve the Transportation Division Work Plan.

Town of Jackson: Same motion

Coordination County-wide and Regionally

Comp Plan Principle: *Principle 7.3 – Coordinate transportation planning regionally.*

Budget: Teton County/TOJ: \$30,000 requested, \$1,500 response to recommended

Impact of Requested vs Recommended budget: staff will prioritize coordination in-house, but without budget cannot hire consultants for third-party reviews or other support; as a result, time available for coordination might be curtailed to support staff taking on additional systemwide monitoring of e.g. traffic impacts (See Systemwide Monitoring Pages)

JIM Update: n/a

Time period: ongoing

Partners: WYDOT; Town and County departments including Housing, Public Works, START, and Planning; community leaders are consulted

TASKS:

- Complete the regional needs assessment funded by FHWA (\$165,000 in-kind support from FHWA in FY24-25). Identify projects of regional significance to pursue opportunistically and document project needs at www.greatertetonregionaltransportation.org
- Continue to serve on WY22 NEPA Project Advisory Committee (PAC) and share community priorities with WYDOT
- Continue to lead internal staff coordination and external partner coordination via the Transportation Advisory Committee (TAC)
- Continue to support START Transit Development Plan (TDP) recommendations and transit experience improvements
- Advance transportation performance indicators and monitoring, including traffic, parking, START, and Pathways data

Status:

In 2024, staff worked with the Federal Highway Administration to develop a regional needs assessment. A regional needs assessment was a high priority action item for the Greater Teton Regional Transportation Task Force ('Task Force') <<https://www.greatertetonregionaltransportation.org/>>. Due to changes in expectations and a travel freeze at FHWA, the group has not yet met in 2025. The Task Force will continue to refine the needs.

Town and County staff met in late 2024 and determined that the ITP's discussion of 'regional transportation' may have been more accurately referred to as 'county-wide transportation'. Staff is focusing on collaboration within Jackson and Teton County to address transportation needs, and moving toward regional collaboration on a project-by-project basis rather than trying to establish a region-wide coordination process/committee.

Regional coordination is already occurring on many key projects, including:

1. The April 8, 2025 BCC approved application for a USDOT Rural Transportation Assistance Grant, partnering with Teton County ID on wildlife crossings and Victor ID to construct a new Victor Transit Center.
2. Staff are serving on the WY-22 NEPA Project Advisory Committee: wy22corridor.com
3. Teton County is coordinating closely with the Town of Jackson to implement strategies from the Downtown Parking Action Plan and install an arm bar at the Millward/Simpson garage to address abuses of the garage (longer than 48-hour stays, criminal activity).

4. Coordination via a monthly Town/County Transportation Working Group (staff meeting) as well as the Transportation Advisory Committee (TAC) which includes Grand Teton National Park and WYDOT.
5. Engaging with Lincoln County; Town of Alpine; Victor, ID; Driggs, ID; and Teton County, WY as appropriate for specific projects.
6. Supporting START Transit Development Plan process as task leads and co-project manager.
7. Providing transportation and traffic comments on Town and County planning applications.

Mobility Hubs

Comp Plan Principle: *Principle 7.1 – Meet future transportation demand with walk, bike, carpool, transit and micromobility infrastructure and 7.3 Coordinate transportation planning regionally; also strategy noted in Jackson Hole TTB Sustainable Destination Management Plan (2023).*

Budget: Requested \$80,000 of Town/County operating; Applied for \$800,000 in USDOT RTA grant to support 60% design at three hub locations; in response to Town/County Manager recommendation to cut, reduced recommended amount to \$25,000 as local match committed in RTA grant narrative

Impact of Requested vs Recommended budget: time/effort on this task will be curtailed without budget; this task will likely be delayed unless the RTA grant (\$700,000 requested for mobility hubs) is awarded.

Time period: July 1, 2023- ongoing

JIM Update(s): Approved May 6, 2024, Approved as part of CIP on January 6, 2025; November 2025 update anticipated

Partners: START Bus, JH Travel and Tourism Board, JH Public Art, University of Wyoming; JH Chamber of Commerce

FY25-26 Tasks:

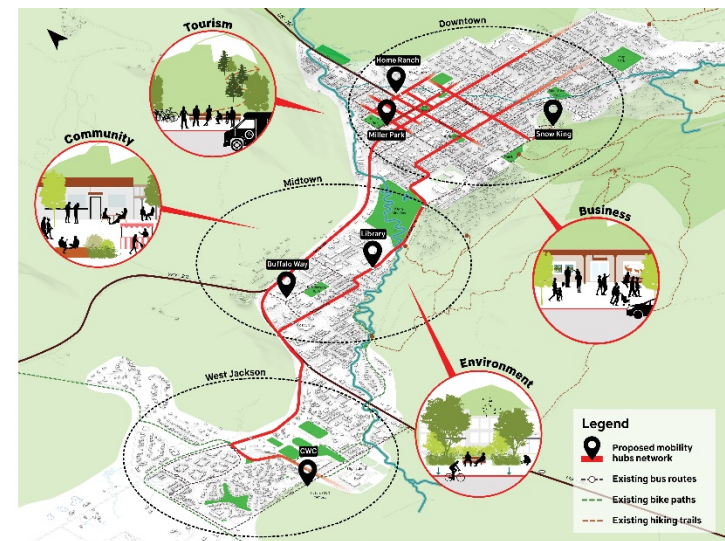
- Advance conceptual and engineering design at priority locations (if RTA grant is awarded).
 - o Apply for appropriate grants, such as Wyoming Business Ready grant (\$1.5MM, two deadlines each year) to design and implement improvements at priority locations. Will require coordination with START, parks and Recreation, Town Facilities, and Town Public Works
- Continue partnership with TTB to position Town/County for capital grants around visitor mobility improvements.
- Continue to collaborate with Age-Friendly Jackson Hole, JH Senior Center, and Teton Valley older adult organizations to understand regional mobility needs for older adults
- Aligned with TDM framework, use mobility hubs to advance TDM strategies with the highest impact

STATUS: The Mobility Hub study explored supply-side and demand-side strategies to promote more ‘car free’ trips in Jackson among residents, commuters and visitors. A concept for a mobility hub was developed through a stakeholder interview with staff on October 27, 2023 and the concept was shared with the public on February 6-7, 2024. The public was generally enthusiastic to see improvements for active transportation users at Miller Park and interested to hear about other locations where mobility hub treatments could be implemented to support more walking, biking, and transit use. The May 6, 2024 Joint Meeting [<https://tetoncountywy.gov/DocumentCenter/View/29288/0506-MobilityHubBinder>] adopted priority locations for design/development, but noted that work would proceed at the pace that resources are available (i.e. additional resources were not set aside, but staff received sufficient direction to pursue outside funding and design at priority locations).

At the January 14, 2025 TTB SDMP public meeting hosted at the Teton County Rec Center, staff showed additional concepts for mobility hubs at priority locations and received positive feedback related to location selection and available services at hubs. The general feedback was that the community desired more convenient multimodal options including pathways, sidewalks and transit services to move around the community. As of April 2025, staff applied for a

USDOT RTA grant to fund 60% engineering design at three (3) priority locations and conceptual design at an additional three (3) locations. An initial rendering of Mobility Hub treatments at Deloney/Jackson and the broader Mobility Hub vision are illustrated at right.

Deloney at Jackson



Parking Management

Comp Plan Principle: *Principle 7.1 – Meet future transportation demand with walk, bike, carpool, transit and micromobility infrastructure and 7.3 Coordinate transportation planning regionally*

Budget request: \$115,000; recommend revision to \$105,000

Impact of Requested vs Recommended budget: parking management is among the most impactful strategies to influence travel behavior. Staff will not cut time on this project and are requesting a minimal reduction to the budget if the overall budget is reduced by 50% as requested

Time Period: ongoing

JM Update: no JM; Town Council update late summer 2025

Partners: Town Public Works, Police Department, legal, finance

Task

Throughout FY2025- 2026, strategically implement recommendations from the 2019 Downtown Parking Management Study and update recommendations with contemporary data. Recommendations to implement, with ** indicating staff priority recommendations, include the following:

1. **Research additional parking management and reform strategies that support the Integrated Transportation Plan and Comprehensive Plan objectives. Recommend key strategies at a future meeting.
2. Consolidate Management of Public Parking Supply to a better-defined staff person, could evolve into a Parking/Mobility Manager when revenue supports that role (Strategy 2.1 from Downtown PMMP 2019)
3. Extend enforcement hours from 9 am to 7 pm (from 6 pm) (Strategy 1.1 from Downtown PMMP 2019) [depends on PD capacity]
4. **Work with Jackson PD and Town PW to procure an on-street and off-street parking monitoring solution, which would address several recommendations from 2019 that were re-iterated in the 2025 update, including:
 - a. Convert Home Ranch to 4-hour parking, peak season only with permit option (Strategy 1.3 from PMMP 2019)
 - b. **Update maps to communicate with visitors, commuters, residents (already done, Strategy 1.5, however maps will need to be updated to reflect changing regulations)
 - c. **Invest in real-time space availability in public lots (Strategy 1.7 from Downtown PMMP 2019)
 - d. **Initiate a regular data collection program (Strategy 1.8 from Downtown PMMP 2019) – the need for regular data requires staff to purchase equipment to reduce the burden on staff time.
 - e. **Implement overnight paid parking in parking garage (per Council direction in 2024)
 - f. Conduct Regular Mode Choice Survey – conduct biennial mode choice survey to improve data related to mode choice and user perceptions. This will be a priority for Summer 2026 as the START TDP and JHTTB Resident/Visitor sentiment surveys have already been designed for 2025.
 - g. **Explore revised winter parking restrictions – consider options for piloting overnight on-street parking to addressThe 7 items above can be addressed through improved two-way communication with vehicle operators (i.e. the public, residents, and visitors) via a parking monitoring solution.
5. Update municipal code to require drivers to move at least one block to avoid time-limit citation (Strategy 1.9) [depends on Legal capacity]

6. ****Add additional on-street ADA stalls in Downtown:** 4% of inventory (Strategy 1.10 of Downtown PMMP 2019, new guidance is a 200% increase from 2018 ADA supply) – this is subject to Town PW/street crew capacity.
7. ****Implement intersection daylighting (20 to 30 feet) and stripe on-street parking stalls and commercial streets downtown – stall delineation and intersection daylighting will improve safety and parking utilization.** These efforts can be implemented concurrently if sufficient resources are allocated/available to Town PW Streets Operations.

Status:

In FY24-25, Transportation Division worked with dozens of Town and County staff to conduct two parking utilization and turnover studies. The first on August 1 and 3, 2024 and the second March 20-23, 2025. The data provides peak summer and peak winter parking utilization information to refine and execute the recommendations from the 2019 Downtown Parking Plan. Notably, the data collection required 170 hours of staff time in August 2024 (and walking 200 miles collectively), and required 80-90 hours of staff time in March 2025 to collect video; we are working to hire an intern to watch and code all the video, likely requiring another 80-100 hours. Our parking consultant updated the recommendations from 2019 as listed above. Staff will continue to coordinate with Town PW and the Jackson Police Department on strategies to alleviate current maintenance and enforcement issues, including continuing to work to understand the impact of SKIDATA armbar at the Millward/Simpson garage on overall downtown parking supply and demand.

Identifying dedicated transportation revenue options

Comp Plan Principle: All, especially 7.3 *Coordinate transportation planning regionally*

Budget: \$10,000 miscellaneous support from transportation financing expert; recommended/revision \$10,000

Impact of Requested vs Recommended budget: Identifying dedicated revenue is a high priority action item from the ITP. Staff need support from financial professionals to research and present alternatives; it is important that transportation revenue be examined independent of other revenue efforts, since transportation capital programs take many years to develop and implement from planning through design, construction and capital maintenance.

Time Period: ongoing

JM Update: TBD

Partners: Legal, finance

Task: Identify options for dedicated transportation revenue; research viability of options

Identifying dedicated transportation revenue options is necessary to build and maintain the transportation infrastructure envisioned in the Comp Plan and ITP. Reliable, dedicated funding source(s) for transportation will allow staff to deliver programs and services to respond to policy directives and remove these types of projects from competition with other capital improvement needs, ensuring existing infrastructure is adequately maintained.

Status: Through our Traffic Impact Study work, staff has identified existing practices in Wyoming and nationally. With sensitivity to Nolan & Dolan and Scheetz vs. El Dorado County, staff is working to identify the nexus of transportation impacts from development to recommend options for funding multimodal capital expansion versus ongoing maintenance.

Capital Planning and Programming

Comp Plan Principles and Policies: *Principle 7.1 – Meet future transportation demand with walk, bike, carpool, transit, and micromobility infrastructure; Principle 7.3 – Coordinate transportation planning regionally; and Policy 7.3.e: Require development to provide for walking, biking, carpooling and transit*

Time period: ongoing

Budget: \$0 requested, staff conducting programming in house for FY25-26

Impact of Requested vs Recommended budget: Staff will develop next steps in-house; Teton County lacks a true Transportation Master Plan that projects network needs over the next 30 years. The BCC, Council, and the Public should expect Capital Planning that reflect existing identified projects until a master plan is created. We need System Monitoring (**See Transportation System Monitoring**) to establish an existing condition to properly plan the network for 30-years.

JIM Update: December 2025 or January 202630 years

Partners: Town and County Public Works and Planning

Task:

Transportation CIP Development: Compile a prioritized Transportation Capital Improvement Program (CIP) list based on policy objectives from the Comprehensive Plan, Integrated Transportation Plan, and Level of Service standards to present to a winter 25-26 Joint Meeting

Asset Management: Time permitting, develop associated lifecycle operations and maintenance estimate to maintain capital infrastructure in state of good repair.

Status: Currently multiple departments across the Town and County submit separate Capital Improvement Project lists. Throughout 2024, staff worked to consolidate and rank projects, culminating in the list presented to the Joint Meeting on January 2025. Staff will continue to refine this list annually each fall to present to the Joint Meeting in December/January each year to prepare for budget. Part of Capital Planning work includes using forecasts and engineering judgement to understand if/when new network connections or intersection upgrades, such as in Northern South Park, may be needed. The Modernizing Mobility for West Jackson study (presented to the County and the Town) suggested we have some time before such improvements are needed, and staff continue to work with Town and County departments to define the scope of potential network changes.

Transportation System Monitoring: Traffic Impact Studies, Traffic Mitigation, and Travel Demand Management Programs

Comp Plan Principle: *Principles 7.1, 7.2, and 7.3*

Time period: ongoing

Budget: Requesting \$200,000 **operating** for all Monitoring, Impacts, Mitigation and TDM program development; \$395,000 new **capital** request for bikeshare; Recommended reduced this to \$86,000 and eliminated the capital request for bikeshare and carshare.

Impact of Requested vs Recommended budget: Establishing system monitoring is critical, so while staff needed to find cuts in this work area to meet the Town/County budget officers' recommended 50% reduction in professional services, staff will prioritize the initial tasks indicated below with *.

JM Update: Separately to BCC and Town Summer 2025, or joint meeting if agenda has room.

Partners: Town and County Public Works and Planning, START Bus, Housing

Task:

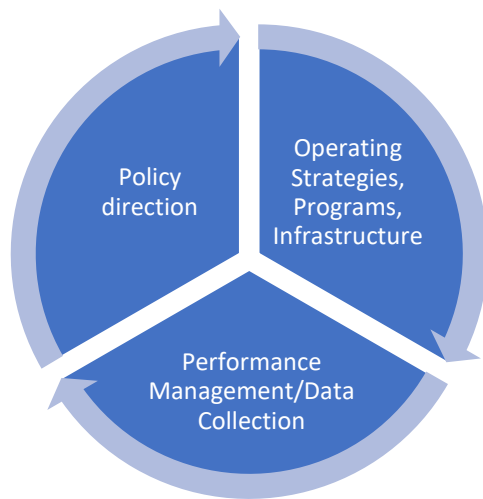
The overall task is to continue to gather traffic data and other transportation performance measures to improve tools for forecasting, making transportation recommendations, and developing guidelines that may become LDRs. For FY25-26, this will include specific activities:

1. *Recommend an approach for traffic impact studies, ongoing transportation monitoring, and a transportation nexus approach.
2. *Explore methodologies to gather local traffic counts to estimate Jackson and Teton County-specific trip generation rates, distinct from the ITE Trip Generation Manual. This question has been asked as part of the NSP and 90 Virginian Lane Developments, and without data, staff cannot estimate local trip generation.
3. Conduct modelling and scenario planning to estimate potential multimodal network build out using local trip generation rates. The goal is to develop a 30-year transportation improvement program that reflects full buildout of all Town/County zoned land—including bonus units—and use that to inform a traffic impact nexus program. [may be deferred for FY26-27 without additional resources, impacting ability to estimate nexus of developer impacts on the Town and County transportation capital, operating, and maintenance expenses].
4. *Develop a framework for TDM programs, *initiate programs as budget permits*
5. Recommend construction traffic mitigation efforts for major development
6. *Review of TDM monitoring reports

Status:

As the community and elected officials ask questions about the transportation network, staff has more clarity regarding the information and tools needed to monitor and execute the strategies in the Comprehensive Plan and ITP. Figure 4 illustrates the virtuous cycle of performance monitoring to inform policy and execute meaningful programs. Activities conducted in the prior FY24-25 work plan include but are not limited to:

1. Plan Review Committees: providing comments to Town and County planning regarding traffic mitigation and travel demand management for projects such as the Justice Center, Legacy Lodge, Teton Village Master Plan, Northern South Park, and other development applications.
2. Working with Cambridge Systematics in 2024 to update the regional travel demand model to a 2023 base year, using recent county-wide traffic counts.



3. Gathering site-specific traffic counts to understand the impacts of major projects.
4. Contracting with Mead & Hunt to develop a comprehensive method for collecting and warehousing traffic information to use for planning and forecasting-
<https://www.tetoncountywy.gov/DocumentCenter/View/32027/121710-County-Traffic-Impact-Study-Guidelines-and-Nexus-Study>
5. Received direction from the BCC on June 3, 2024 to advance Traffic Impact Study (TIS) and Travel Demand Management (TDM) guidelines- <https://tetoncountywy.gov/DocumentCenter/View/29669/0603-Traffic-Impact-Studies-and-Travel-Demand-Management-Guidelines>
6. Prioritizing and **measuring** highest impact vehicle miles travelled (VMT) and greenhouse gas (GHG) reduction strategies such as employer-sponsored vanpools, parking management, and location efficient design.

Figure at left: Cycle of Policy, Operations, and Performance Measures

Pathways Capital and Planning, Pathways Safety

Comp Plan Principle: *Principle 7.1 – Meet future transportation demand with walk, bike, carpool, transit and micromobility infrastructure*

Time period: ongoing

JIM Updates: per SS4A timeline (April 2025 for project prioritization)

Partners: Town and County Public Works, Jackson/Teton County Parks and Recreation, Friends of Pathways, Grand Teton National Park, WYDOT

Tasks/Projects:

1. Plan, design and construct Pathways capital improvements, including BUILD projects:
 - a. Safe Streets for All Project Completion and Implementation (April 7, 2025 JM)
 - b. Granite Entrance Station Pathway Connector, aka WY390 GTNP Connector (County only)
 - c. Pathway Asset Maintenance Routine Projects
 - d. Snow King Master Plan
 - e. Snow King Ave West End (Scott/Maple to Virginian Lane) Construction
 - f. WY22 Planning (coordinating easements, design reviews)
 - g. BUILD planning, engineering, and public process (including Stilson Connector reroute)
2. Pathways Safety Outreach and System Improvements
 - a. Garaman Park Pathway Safety Improvements
 - b. Ebike Safety: programmatic and outreach, in partnership with Friends of Pathways via Community Foundation Grant

Status: Teton County (lead applicant) in partnership with Town of Jackson received a \$480,000 Federal match (together with \$120,000 local Friends of Pathways contribution) to advance a safe systems approach (at right) for transportation in Teton County. The safe systems approach is intended to reduce and eventually eliminate fatalities and serious injuries on roadways.

The Pathways Coordinator is working closely with the Parks & Pathways Project Manager, with support from the TDM coordinator, to execute the tasks/projects listed above.



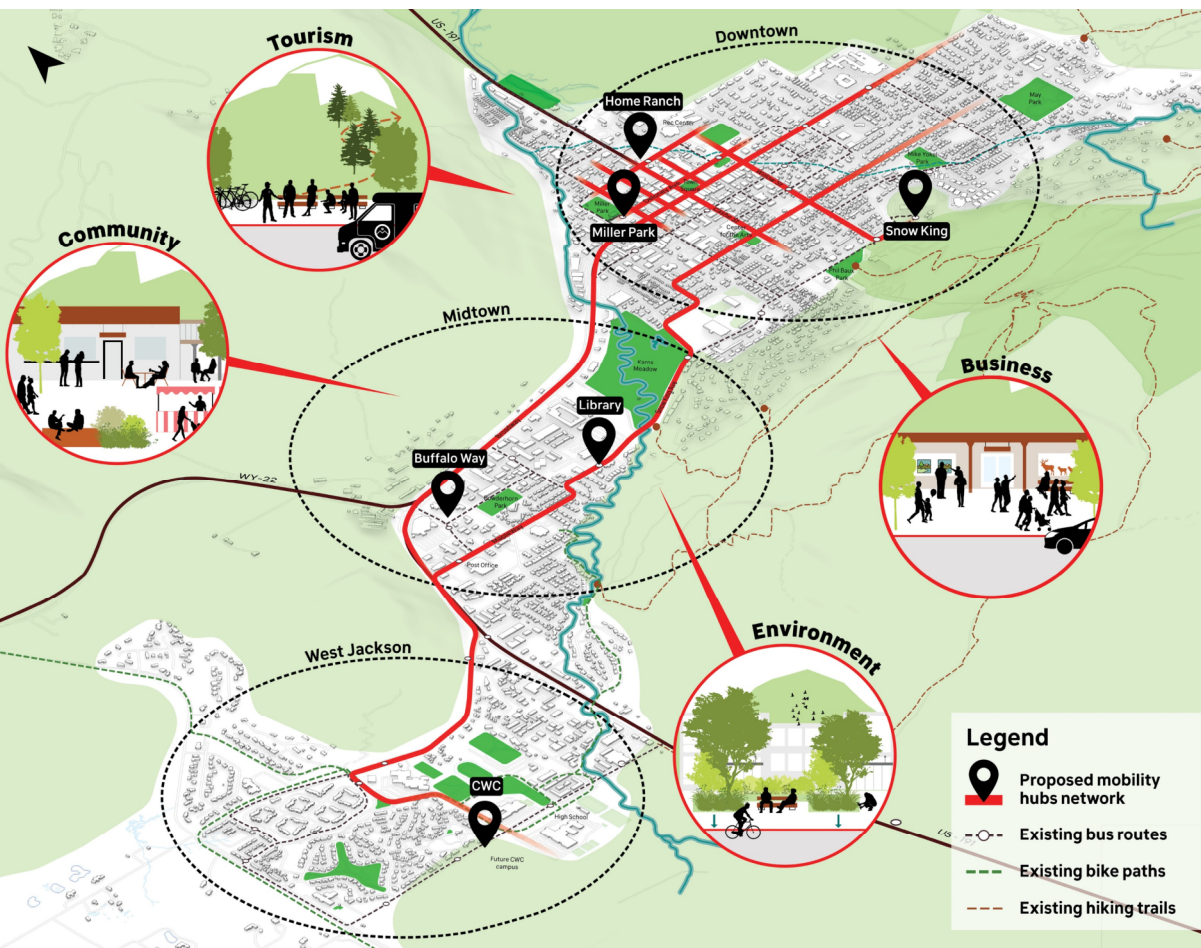
Figure. Safe System Approach (Source: USDoT, 2023)



FY25-26 Transportation Work Plan

Monthly Joint Meeting
May 5, 2025

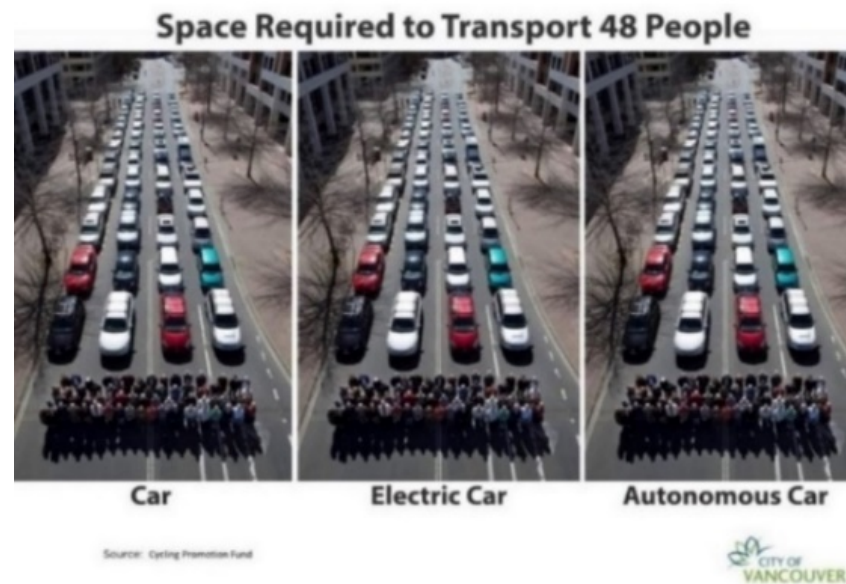
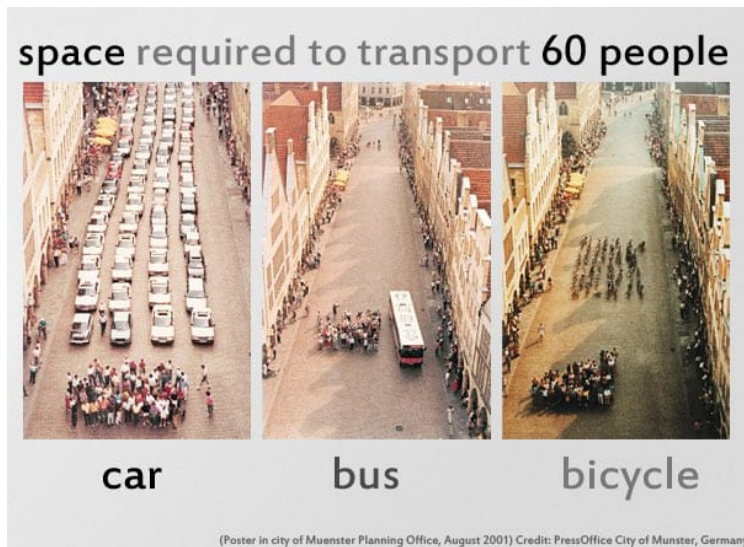




Outline

1. Policy Direction
2. FY2025 Summary
3. FY2026 Essential Tasks given Recommended Budget
4. Discussion

Principle 7.1: Meet future transportation demand with walk, bike, carpool, transit, and micro-mobility infrastructure.



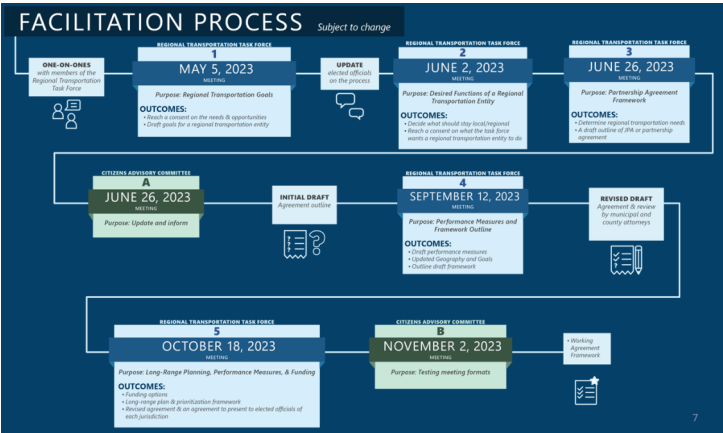
Principle 7.2: Reduce greenhouse gasses from vehicles from 2012 levels

Can do this by...

- Reducing trip counts
- Reducing trip distances
- Shifting to cleaner modes



Principle 7.3: Coordinate transportation planning regionally.

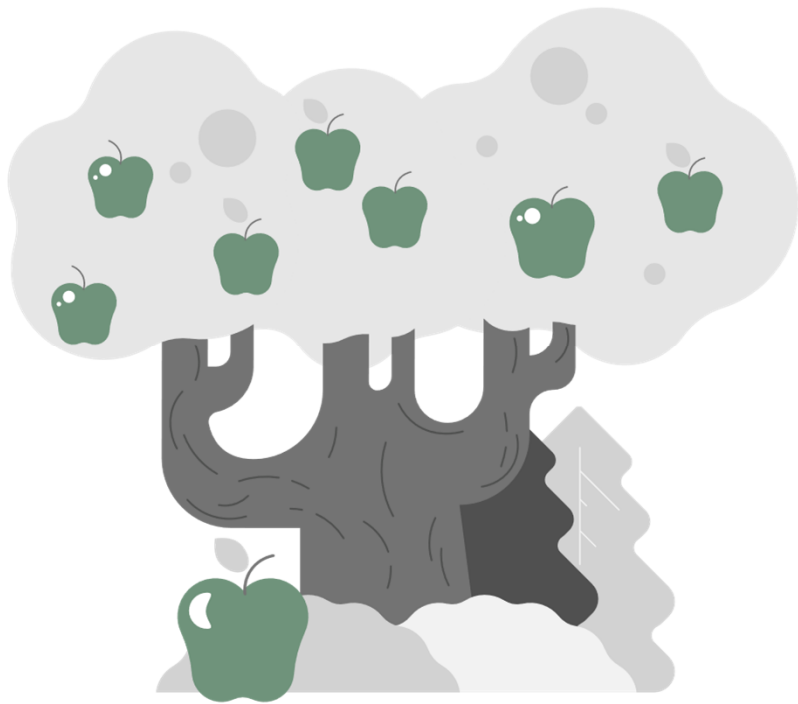


FY2025 Selected Summary

- Developed Regional Needs Assessment with \$165,000+ in-kind support from FHWA
- Presented Mobility Hub concepts to the SDMP Outreach Meeting January 14, 2025; wrote grant application to fund design
- Coordinated with START, PW and Planning on projects and via TAC
- Collected August 2024 & March 2025 parking utilization data; updated 2019 Downtown Parking Plan recommendations
- Project stakeholder engagement
- Developed TIS and TDM guidelines and transportation nexus approach
- Hired TDM Coordinator, Miles! >>>



FY2026 Tasks: What and Why



- Fruit: mode choices of the community and visitors
- Trunk:
 - System Monitoring: understanding and mitigating impacts
 - Managing existing assets
 - Developing Mobility Hubs
- Roots:
 - Dedicated revenue for new infrastructure and state of good repair
 - Capital Planning for Multimodal Transportation
 - Coordination county-wide and regionally

Associated Budget/Hours

Project	Recommended \$	Estimated Combined Hours
System Monitoring: TIS, TDM	\$86,000	1080
Parking Management	\$105,000	520
Mobility Hubs	\$25,000 (local match grant)	280
Pathways Capital, Mtce & Planning	\$22,500	2900
General Capital Planning	\$0, via staff coordination*	220
Countywide & Regional Coordination	\$1,500	1020
Dedicated Revenue	\$10,000	280

*Note other departments also do capital planning for transportation, so the 'General' line reflects time to coordinate for maximizing impact



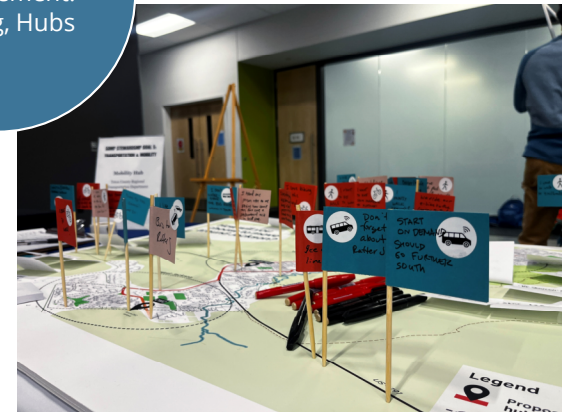
Dedicated Revenue for new multimodal services and SOGR



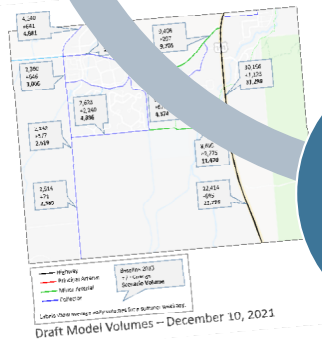
Capital Planning and Programming

County-wide and Regional Coordination

Asset Management: Parking, Hubs



System Monitoring



Suggested Motion

Teton County:

I move to approve the Transportation Division Work Plan

Town of Jackson: Same motion

down your thoughts, comments, and questions on a post-it note and stick it to this

unding
Transportation
District

No road widening!
(except potentially
for two lanes)

How
lines

shuttle
 points
 after flow
 transfer
 in town shuttle
 up at miller
 at 11 AM
 St. James after not

Bus to
Grand Teton

HOV LANES
ON HWY 22

Have START
Express route in
summer during
noon/afternoon
rush

Eliminate Mandating
Parking Minimums
From JH zoning
code

(early/late)
4th bus for
Star Valley +
Driggs Commute
routes

CONSIDER
E-BIKES
IN FUTURE
PATHWAY DESIGN

WILDLIFE
CROSSINGS

- Utilization of underground parking, narrow parking access (should w/ businesses + residential)
- re-purpose surface area above parking w/ green space, bus stop etc.

bring
bigger
post-its
next time

Prepare Local TP
HAP Report to client

PARK N
RIDES
OR SHARED
PARKING
NEEDED

So many community groups + task forces - done need another mechanism equivalent to the one we have.

Integrität
TIB von
Kunst erleben
ITP
STREET

START route
map hard to
read - use V
channel instead
- look to show
time of day toward
things

W80T
W8V planning