



Gillian Chapman
Superintendent
Teton County School District #1
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October 6, 2022

Dear Members of the Select Committee on School Facilities,

Thank you for giving Teton County School District #1 the opportunity to share our process and our concerns about the growth in our community. We have been managing student growth in Teton County for years and the projections continue to demonstrate that the high school, currently operating at 85% capacity, will likely be over 100% in one year.

We ask that you consider a supplementary budget request for our facility needs to manage population increases; and ensure we can safely and efficiently maintain our facilities and buses. The state funded Most Cost Effective Remedy Studies of 2015 and 2018 highlight the need for both facilities, which are in addition to the factors in our community that are increasing growth in student population.

Attached are three articles from outside of Teton County that highlight the issues and point to solutions that include increasing housing in the community. When calculating the number of students predicted to live in households, a rooftop multiplier of 1.8 is used for single family, workforce or deed restricted suburban homes. For multi-family complexes, .5 - .75 is the multiplier used to calculate the number of children in a residence. If a unit is designated as a dorm or studio a multiplier of 0 has been applied.

The Most Cost Effective Remedy Studies highlighted the need for a rebuild of the bus barn to adequately maintain and service district vehicles. The current two bay structure does not allow for safe and efficient maintenance of a bus fleet of 48, in addition to district vehicles. The lack of indoor storage for vehicles susceptible to malfunction when exposed to the elements is an additional concern. The current structure was built in 1976 for a substantially smaller school district, only servicing 10 buses. The total cost to build a six bay facility, which includes the maintenance department, will provide efficiencies in both departments and the ability to safely maintain district assets. The total requested amount is \$16,000,000. The facility has long been on the state's list due to age and condition factors. We are concerned that waiting any longer will decrease the value of assets and impact safety.

The proposed Bronc Achievement Center will add to the capacity of the high school and remedy the overcrowding that currently exists. The community will consider a specific purpose excise tax (SPET) to fund nearly 40% of the total cost for a prefabricated building for academic space.

This will increase capacity for high school students in the immediate future given the current capacity at 85% and the developments that will push us over 100% capacity in a year to 18 months. The request for a portion of the Bronc Achievement Center and the remodeling of interior spaces at Jackson Hole High School for smaller classrooms is a cost of \$21,800,000 and will serve the needs of the growing student body at the high school in a cost effective manner.

Maximizing previous MCER studies reduces additional cost and delays as the need is immediate, given construction timelines and processes. These two requests total \$37,800,000 and are requested for immediate funding in light of the condition, growth in enrollment, and developments under way in Teton County.

We make ourselves available for additional questions or follow up at your convenience.

Sincerely,

A handwritten signature in blue ink that reads "Gillian Chapman". The signature is fluid and cursive, with the first name "Gillian" and last name "Chapman" clearly distinguishable.

Gillian Chapman
Superintendent

Enclosures: articles, presentation materials

TETON COUNTY

Teton County commissioners approve housing for critical service providers

Sophia Boyd-Fliegel Jackson Hole DailyVia Wyoming News Exchange

Jun 10, 2022

JACKSON — As many as 26 homes on 12,000-square-foot lots can now legally be built for critical service providers in the Horse Creek neighborhood near Hoback.

On Tuesday, Teton County commissioners unanimously approved a rezone application from the Jackson Hole Community Housing Trust, changing 13.13 acres across from the KOA from a rural designation to suburban.

Instead of reaching up into the steep hills of the full 13.13 acres, the homes will be on the flat 6 1/2 acres near Highway 89 where the A-OK Corral has left the land “disturbed.”

During the meeting it seemed universally accepted that the Housing Trust rezone proposal was an extraordinary philanthropic darling.

In a novel paired donation, the Housing Trust will receive the land free from Paul and Kathy Spicer and \$10 million for construction from the Wayne and Molly Hughes Charitable Trust.

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- 3 Three members of Wyoming law enforcement listed on far-right group membership logs**
- 4 Editorial board: Mauro Diaz showed how much teachers can inspire students**

The Hughes' money is specifically for housing employees from 13 critical service organizations: 10 on the Human Services Council and three law enforcement agencies.

No members of the public said they were opposed to the rezone.

Leaders from the approved list of service organizations, including Teton County Sheriff Matt Carr and Sarah Cavallaro from Teton Youth and Family Services, said they were in desperate need of the housing.

Housing Trust Director Anne Cresswell said the project philanthropy was unlike anything her nonprofit had seen in 31 years.

The money would also help with a major concern shared by applicants, elected officials and community members: water.

"We get it, affordable housing is at a crisis level," Protect our Waters Director Meghan Quinn said. "But Hoback drinking water is also at a crisis level."

Water and housing advocates encouraged county commissioners to use the dual-crisis "opportunity" to take a comprehensive look at water quality south of town.

Commissioners were open to that idea, but didn't dive into specifics of how it could happen.

A cap of 25 homes in the Housing Trust's application was derived from Jorgensen Engineering's water and sewer feasibility studies.

There is enough room, Thomas Kirsten of Jorgensen Engineering said, to have an “advanced wastewater treatment system.”

Alison Lee from the Housing Trust said maintenance and replacement of the wastewater treatment system would come from HOA fees.

There are still crucial questions that need answers, Kirsten said.

They already tested for bacteria, nitrate, metals, and select inorganic, radionuclides and synthetic and volatile organic compounds. The quality of water was all below the Environmental Protection Agency’s maximum contaminant level for drinking water, but the quantity of water available needs further investigation.

Housing Trust Director Anne Cresswell said the limiting factor for her was not where water would come from or how wastewater would be processed, but how much adequate treatment of water for the homes and the community would cost.

That will depend on Jorgensen’s next steps including a percolation test, hydrological studies, and pump tests.

Commissioner Luther Propst summed up his opinion of the project this way: “the location [is] not ideal, but that’s the county we live in.”

In a way, the application represented an affordable housing development trend.

As undeveloped private land in Teton County nears zero, development applications for higher density, deed-restricted housing are getting more “creative,” said Chief Deputy County Attorney Keith Gingery.

That means using conditional rezoning on the “legacy” suburban zone, which was supposed to be phased out in 2015.

“We try not to do conditional zoning,” Gingery said. “Our [land development regulations] never really contemplated that.”

But like the recently approved Lower Valley Energy employee housing rezoning, suburban zoning is the only reasonable tool, Gingery said.

Since the Housing Trust had already recorded a deed that restricted development to the Housing Trust for affordable workforce housing, commissioners winnowed five of what they called “redundant” and “unnecessary” suggested conditions and left just one condition.

That one will require the Housing Trust to limit the number of units on the site to 26, one more than the nonprofit asked for in their application.

Gingery said the process reminded him of the bygone “planned unit development” tools, specifically for affordable housing, which the county got rid of in 2015 to keep developments predictable for landowners.

After this application, Commissioner Mark Newcomb said he’d think about a “potential moratorium” on the use of the suburban zone anywhere other than where it’s already in place.

Newcomb, who ultimately approved the application, said he wanted to see “community-wide discipline” around sticking with the zoning in the future.

It shouldn’t be up to subsequent commissioners to just keep making decisions “ad hoc,” he said.

Propst also said that he felt there could be a “slippery slope” with suburban zoning but was motivated to approve the application because of the housing crisis.

Commissioner Mark Barron’s last comments suggested, through sarcasm, that there’d be controversy around a moratorium on suburban zoning for affordable housing, which he said was currently the only tool used to create affordable housing.

“If Commissioner Newcomb does move for a moratorium on affordable housing [with] the use of the suburban, I really look forward to that, and I hope that happens before his election.”

EDITOR'S PICK

Barron: Teton and Laramie County schools: 'hot spots' of growth

Joan Barron

Jul 3, 2022

CHEYENNE — School districts in Teton and Laramie County have been targeted as two top “hot spots” that are running out of classroom space due to an influx of students.

During a recent meeting of the Legislature’s Select Committee on School Facilities, member Sen. Bill Landen, R-Casper, said the Teton County district in Jackson is of particular concern.

“If we don’t do something this could get out of hand,” he said. “There’s no place for the Teton kids to go.”

If faced with the same overcrowding problem, students in Natrona County, for example, could attend school in neighboring Converse County District 2, at Glenrock, Landen said.

Laramie County District 1 at Cheyenne has the same problem. School officials are looking at a bond issue to pay for a new school in Cheyenne, said Rep. Landon Brown, R-Cheyenne.

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School officials in Cheyenne are also talking about a possible lawsuit against the state.

Gilleen Chapman, superintendent of Teton County District 1, told the committee that her schools cannot keep up with the rapid increase in the amount of housing developments.

She said she counted about 800 new housing units being developed. Meanwhile, the high school, built to handle 600 students, now has 830, without any estimates of increases from the new housing.

“It’s happened so rapidly,” she said.

Her goal in attending this meeting, she said, was to have the committee invite her and her staff back at the next meeting in September to get a fresh update on the school population.

The Select Committee on School Facilities prioritizes the needs identified by the school facility commission and the state construction department.

To aid in that work, they rely on school building assessments by hired consultants. Those assessments are used to grade school buildings through an index score and rank projects according to need.

The entire thrust of the state school construction program has changed with the loss of all coal bonus payments amid the collapse of the coal industry.

Those bonus payments paid for the school construction piece.

Faced with a substantial drop in available income, the state has turned more to maintenance and repair projects.

“We’re not going to be looking at new buildings,” Sen. Stephan Pappas, R-Cheyenne, an architect and committee chairman, said.

“We’ll be looking more and more at renovation. We need to find those that can be renovated and made good for another 25 years,” Pappas added.

The Select Committee as well as the school construction commission were established in the early 2000s after the Wyoming Supreme Court handed down the Campbell opinions that made the state responsible for K-12 academics and school construction.

The state took over dozens of school buildings that had been neglected for 30 or more years. Helped by better state revenues, a robust school building and renovation program flourished for several years.

Cheyenne school officials say they have plans for a couple of new elementary schools for South Cheyenne. They have encouraged parents of children in Arp Elementary School to organize and petition their legislators for help. The parents claims the school is rife with security problems and other issues.

For several years the Arp school was up high on the state’s priority list for new school construction. Then, the school needed a new roof, which the state paid for. As a result of that improvement, the school sunk lower on the priority list for new construction.

During the committee meeting, some members pushed for an end to “off again-on again” construction projects as an unnecessary cost.

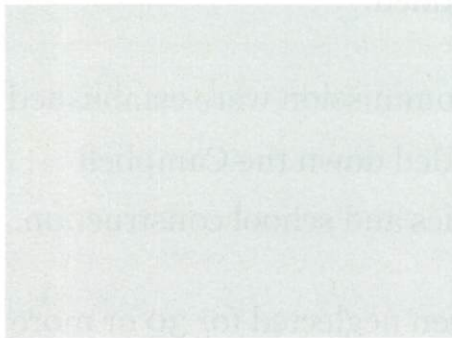
Sen. Chris Rothfuss, D-Laramie, said he would like to see a packaged budget request for a project that included everything necessary from design onward.

The state, meanwhile, is planning to have a new statewide school assessment report ready for the Legislature in January.

The Legislature last winter allocated \$4 million for the statewide facility condition assessment.

The consulting firm selected for the job will be notified around July 1, according to a memo from the state construction department.

The last statewide assessment was finished in 2016.



Joan Barron

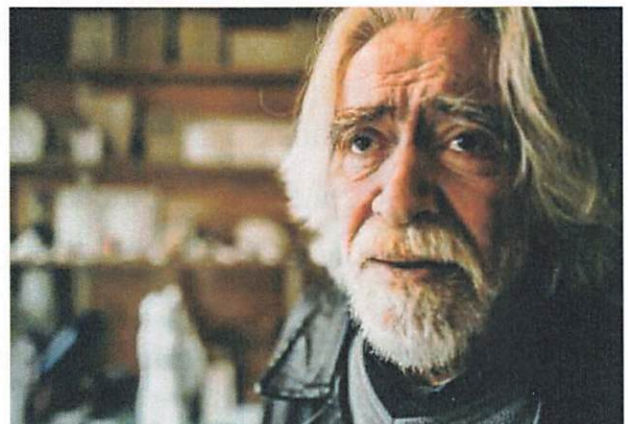
Joan Barron is a former capitol bureau reporter. Contact her at 307-632-2534 or jmbarron@bresnan.net.

Around The Web



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ExpertsInMoney.co



7 Mistakes You'll Make Hiring a Financial Advisor

SmartAsset



7 Family Doctors in Jackson with Rave Reviews



Remember Tiger Woods' Ex-wife? Try Not to Gasp when You See Her Now

https://trib.com/news/state-and-regional/workers-struggle-to-find-housing-in-teton-county-advocates-are-looking-for-local-solutions/article_fd122242-3eb3-11ed-b2b6-1331c8c58614.html

Ellen Gerst , Mary Steurer

ALERT TOP STORY

Workers struggle to find housing in Teton County. Advocates are looking for local solutions

The richest county in the United States is struggling to keep up with rising demand for housing for the workers that keep it running.

Ellen Gerst , Mary Steurer

Oct 1, 2023

For decades, real estate prices have risen in Teton County as the nation's wealthy flock to the area. But the spread of remote work, and a booming second-home market, have exploded prices even more in the last few years.

In 2021, the real estate market in the valley hit a new high — nearly \$3 billion in sales in a year, according to the realtor-tracked **Jackson Hole Report**.



The Teton County Housing Department partnered with developers to create 12 workforce ownership homes at 440 W. Kelly Ave. in Jackson. The units are still expensive, ranging from \$395,000 to upwards of \$800,000. But with deed restrictions and a 3% annual appreciation cap, they are the seeds of affordable homes in the future housing market of Jackson, said Developer Ruben Caldwell.

Reed Mattison, for the Star-Tribune

But the people buying those properties still need workers to make and serve their food, operate their ski lifts and keep the area running. In a millionaire's market, those workers often find themselves scrambling for housing they can afford on non-millionaire wages.

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Getting housing built for workers in the area has been a yearslong joint effort between private businesses and local governments, often spurred and supported by nonprofits.

Though public-private partnerships and shifting regulations have helped greenlight some workforce housing projects, demand for those units still far exceeds the area's supply. And while rents for those rooms tend to be lower than market rates, they're still out of reach for many.

Housing mitigation

Housing mitigation — basically, requirements for developers to build a certain amount of affordable housing when building new projects — has been in place since the mid-'90s.

“It’s been incredibly successful in allowing us to preserve much of our community,” Jackson Vice Mayor Arne Jorgensen said. “We currently have over 1,400 to 1,500 restricted units in our community, many of those due to those regulations.”



Wyoming lawmakers, housing advocates talk affordable housing

Mary Steurer

“I just cringe at what this community would look like if (those) 1,400 to 1,500 units did not exist today,” he said.

Before 2018, Teton County enforced what’s called “inclusionary” zoning. Basically, for any new houses being built on subdivided land, every fourth home had to satisfy the requirements for affordable housing, according to county affordable housing director April Norton.

In 2018, the county switched to its current “employee generation” model. Developers for new builds — whether that’s new condos, a high-end hotel or a new restaurant — are required to build or pay for a certain amount of workforce housing units to compensate for the resident jobs created by the new development.



The town of Jackson approved a plan for 48 units of housing to be built on 1 acre of the fairgrounds. The current exhibition hall will be demolished to make way for the development. The fair board and town are on the same page of using the town-owned land for housing. However, opponents see the development as an erasure of Jackson's culture and history. The fair board has expressed a desire to relocate the fairgrounds for more space and better facilities, which would free up over 20 acres of land the town already owns.

Reed Mattison, for the Star-Tribune

“And it goes so far as to say, ‘This is how much money these employees likely earn,’” Norton said. “And it’s everything from, ‘This new hotel will generate the need for one-and-a-half more policemen,’ or ‘This new hotel will generate the equivalent of five full-time housekeepers,’ or so on.”

The switch to employee generation means that now, both commercial and residential developers have to chip in to address the worker housing crisis in the Jackson area.

Public-private partnerships

To speed up development of low-cost housing, in 2016 the county's housing department declassified itself as a developer to free up development money for nonprofit and private-sector agencies to use.

"The action plan really said ... we're going to pivot to really focusing on public-private partnerships," Norton said.



Jackson hospital ready to build 15 apartments for its employees

According to Norton, who started working at the Jackson/Teton County Affordable Housing Department right after it stopped acting as a developer, the change lessened the risk the county was taking on these developments while incentivizing those building in the area anyway.



Workers mingle in the parking lot behind the Jackson recreation center where they live throughout summer in cars and trailers in August 2019.

Cayla Nimmo file, Star-Tribune

Nonprofits including Habitat for Humanity and the Jackson Hole Community Land Trust are now joined by developers looking to make money building housing in one of the hottest markets in the country.

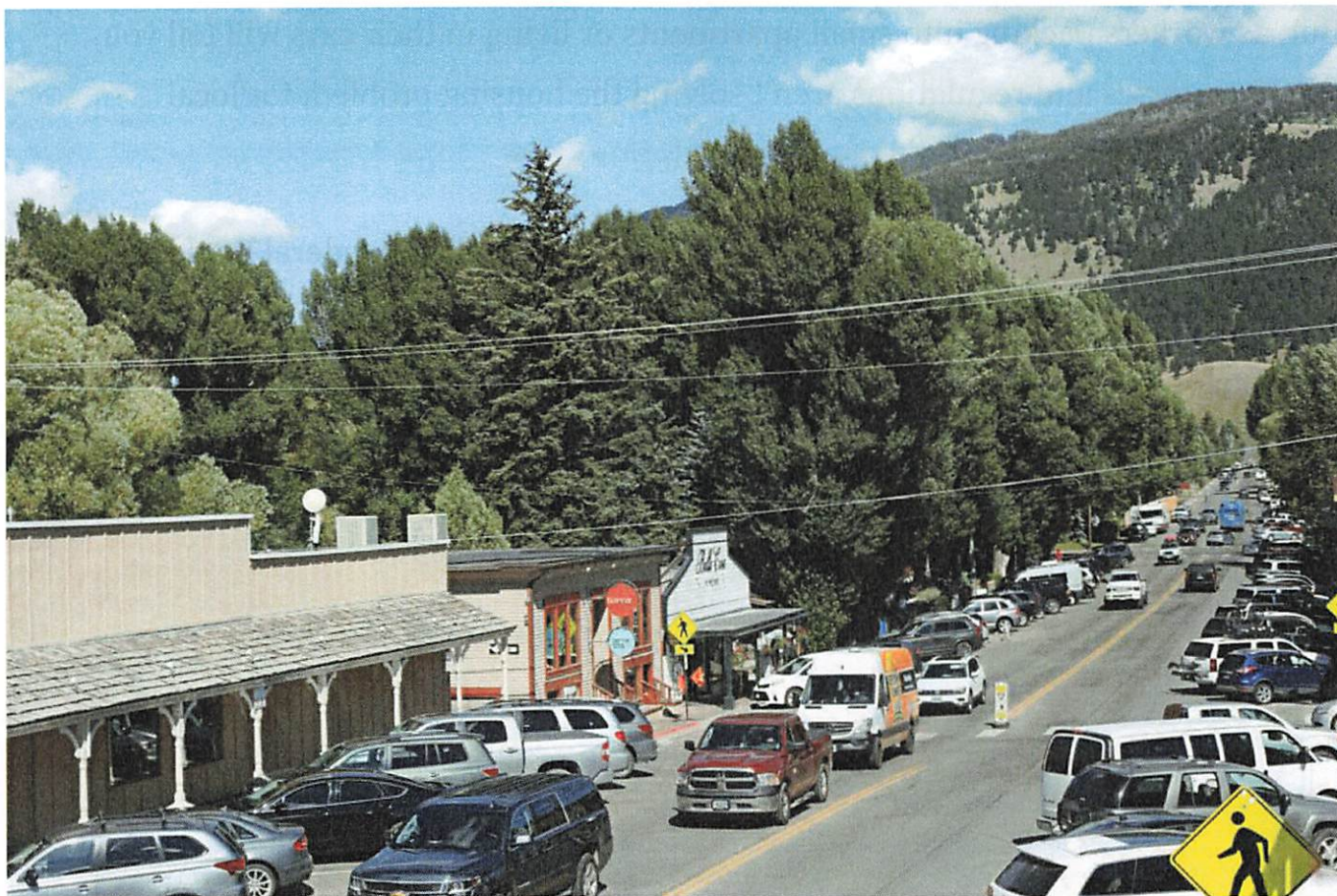
“Jackson/Teton County was one of the first places to really — especially in our Mountain West, sort of gateway communities — to focus and shift to working that way,” she said.

Workforce vs. affordable housing

Workforce housing is generally cheaper to build than government-subsidized “affordable” units, which typically need millions in taxpayer money to get off the ground.

And new developments can mix workforce (and affordable) units with market-rate units, making projects relatively more profitable — and therefore attractive to developers — on the whole.

Workforce housing caters to people who make too much to qualify for affordable units (starting around \$104,000 for a multi-earner household) but not enough to afford market-rate housing.



A line of cars drive toward Jackson Town Square along a crowded Broadway Avenue in 2019.

Cayla Nimmo file, Star-Tribune

Without those designated units, local workers would never be able to compete with all the millionaires and billionaires moving to Teton County, Jorgensen said.

“If you earn your living within our local economy, you will always be outbid when it comes to land and housing.”

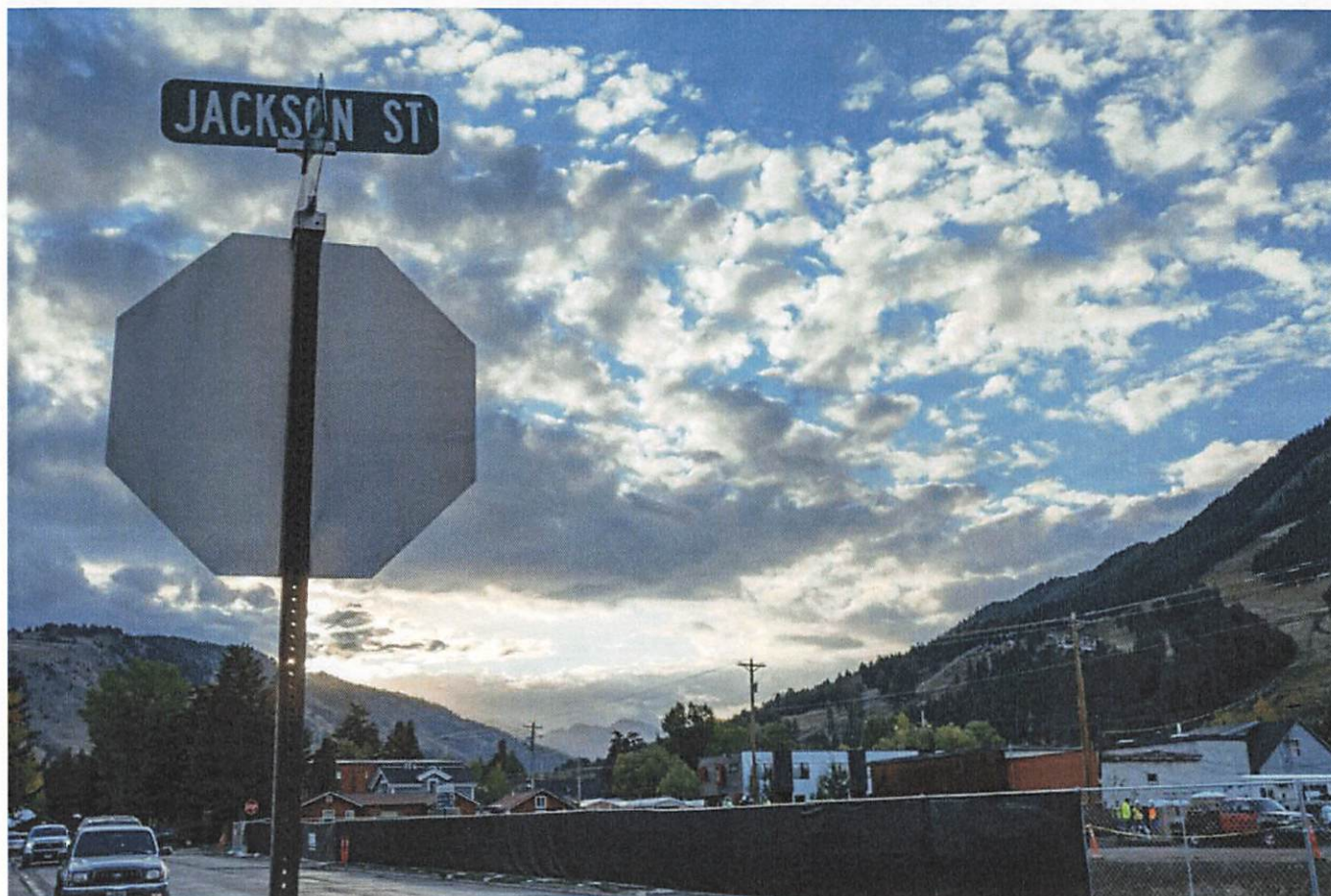
On the rental side, Teton County residents must meet a **few requirements** for affordable or workforce housing. At least one person in a household has to work an average of at least 30 hours a week for at least a year and make 75% of their income in the county. They also can’t own residential real estate within 150 miles of the valley.

Renting one of those units also means you have to get approval from the county to sublet a room, can’t have guests for more than 30 total days a year and have to stay in the home for at least 80% of your lease term.

Remaining problems

But, as workers packing into small apartments or living in their cars will tell you, current policies and regulations aren't solving the housing problem for local employees.

Since the Jackson area is surrounded by virtually untouchable federal lands that are off limits to new developments, options are limited for new builds.



The Jackson Street Apartments is a project partnership with the Cumming Foundation and Teton County. The Cumming Foundation owned six lots zoned for CR-2, which gives the foundation the option to build short term, high-end rentals. However, the foundation opted to partner with the county to provide 57, 100% deed restricted units.

Reed Mattison, for the Star-Tribune

The land is a huge part of what brings people to the valley, University of Wyoming economist Rob Godby said, but it also makes the growth needed to sustain the working population extremely difficult.

“When your greatest asset is natural amenities, and what we call natural capital, it’s often very difficult to manage these things, because development implies that you undermine some of that natural capital,” Godby said.

And, though there are new developments being greenlit to serve workforce housing needs, they can often still be too expensive for many in the fast-growing service and hospitality industry. Even so, demand is extremely high for what is available — the **Jackson Hole News&Guide reported** that earlier this year, more than 100 people responded to a listing for five rentals within a day of their listing.



Wyoming housing advocates look to Iowa as model for housing trust fund program

Mary Steurer

Local housing advocates have tried pushing for statewide changes that would help the situation — allowing Teton County to exceed the state’s maximum 6% sales tax, for example, or enacting a real estate transfer tax that would generate more revenue from multi-million-dollar property sales.

But as those proposals are shot down, they’re hoping to at least win more local control to enact housing regulations that can help sustain the workforce in the long run.

PHOTOS: Housing solutions in Teton County

Housing Solutions



James Hendershott, 34, sits on the "stoop" of his home in Teton County, Idaho. "There's pictures of friends in there," Hendershott says. He affectionately describes the nest he's created in his \$4,000 camper trailer. With no meaningful tenant protections and exorbitant rent prices in the region, Hendershott does not want a lease to a typical apartment. Hendershott points to his rig, "there's security in there." Despite the sacrifices of certain comforts, he knows where he's going to sleep each night and is able to save thousands of dollars on rent, he says.

Reed Mattison, for the Star-Tribune

Housing Solutions



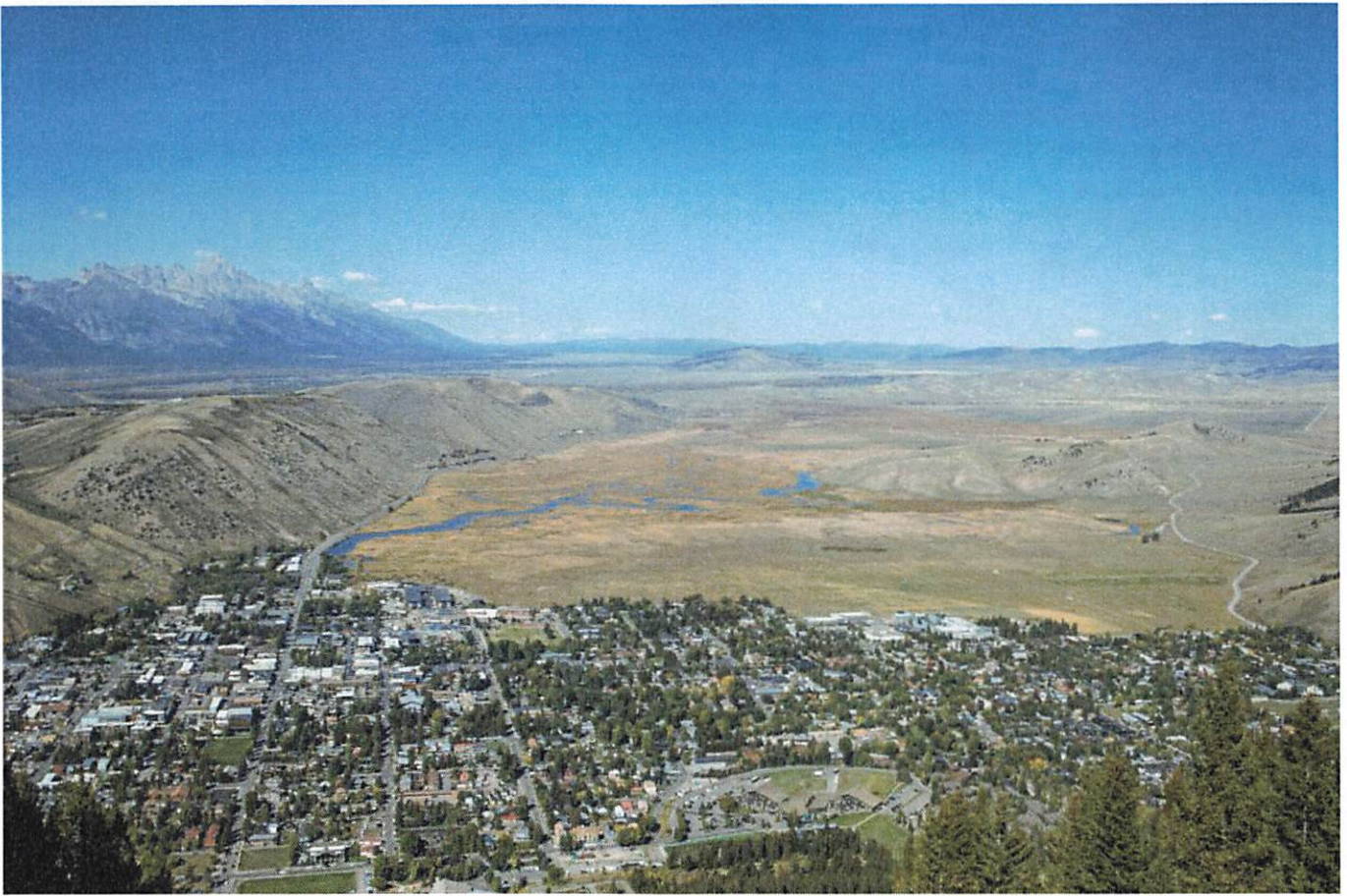


Teton County Housing Director April Norton is the first person to serve in her role and began in 2016. The biggest obstacles her department faces are finding a consistent revenue stream, access to appropriate land and zoning. A real estate transfer tax would help the revenue issue, Norton said. As far as land goes, Norton said its difficult to compete with big-money buyers whose aim is to build high-end rentals or expensive single family homes.

Reed Mattison, for the Star-Tribune

Housing Solutions





The town of Jackson is seen from above. Jackson differs greatly from the rest of Wyoming. It is the state's wealthiest community, its economy focuses on tourism rather than energy and its politics are considerably more liberal.

Reed Mattison, for the Star-Tribune

Housing Solutions



The housing department partnered with developers to create 12 Workforce Ownership homes at 440 W Kelly Avenue. Developer Ruben Caldwell describes the difficulty in building affordable housing, "the best time to plant a tree is 20 years ago." The units are still expensive, ranging from \$395,000 to upwards of \$800,000. But with deed restrictions and a 3% annual appreciation cap, they are the seeds of affordable homes in the future housing market of Jackson, Caldwell said.

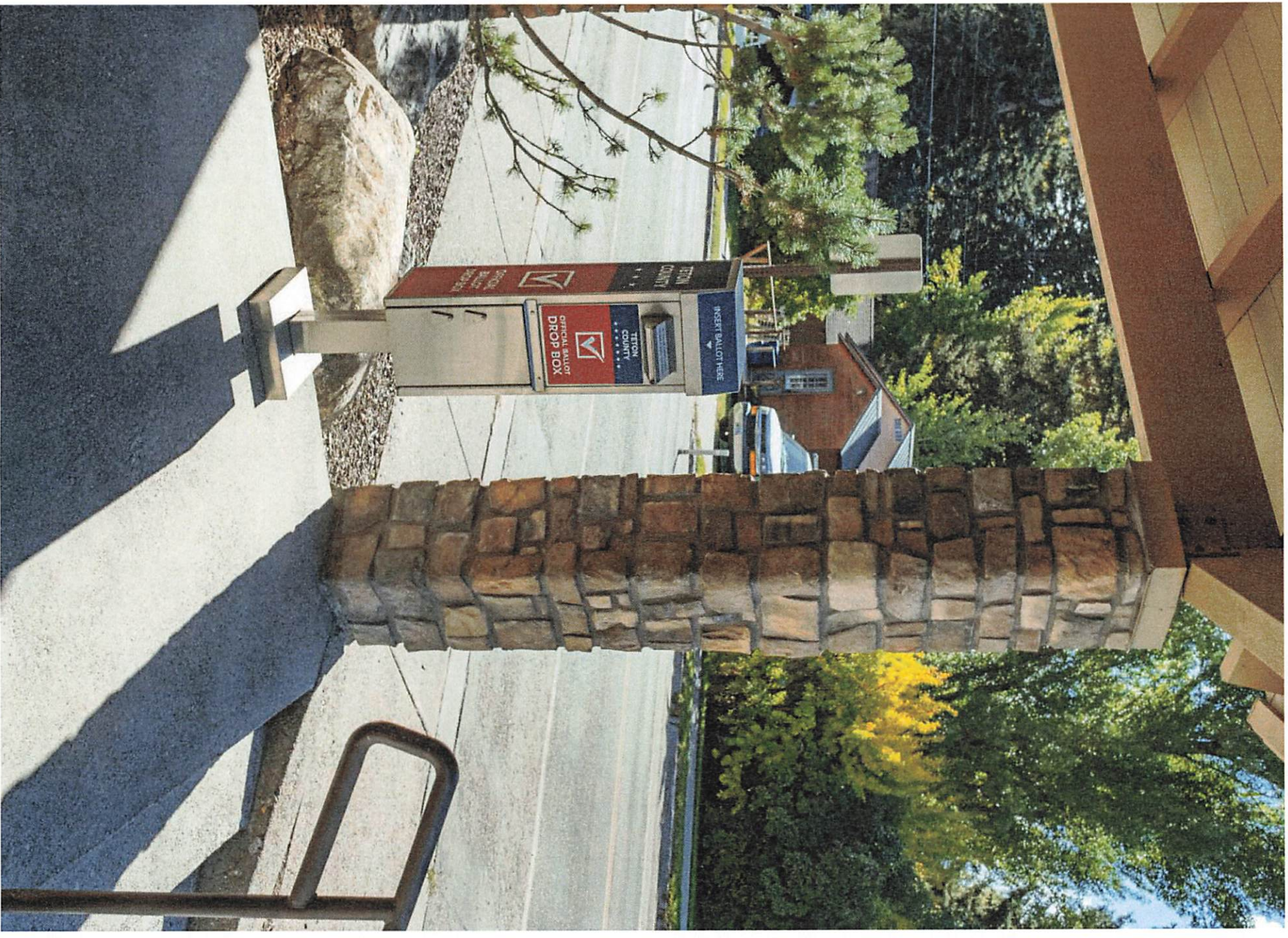
Reed Mattison, for the Star-Tribune

Housing Solutions



The town of Jackson approved a plan for 48 units of housing to be built on 1 acre of the fairgrounds. The current exhibition hall will be demolished to make way for the development. The fair board and town are on the same page of using the town-owned land for housing. However, opponents sees the development as an erasure of Jackson's culture and history. The fair board has expressed a desire to relocate the fairgrounds for more space and better facilities, which would free up over 20 acres of land the town already owns.

Reed Mattison, for the Star-Tribune



The ballot boxes opened to Teton County early voters and will conclude November 8th. Community members will have the opportunity to vote on how the Specific Purpose Excise Tax (SPET) is spent. Five of the 15 initiatives are housing related, including a senior assisted living center.

Reed Mattison, for the Star-Tribune

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Reed Mattison, for the Star-Tribune

Housing Solutions



Town council candidates field questions Wednesday evening at the Teton County Library. Community members hear from candidates on everything from housing solutions to water quality.

Reed Mattison, for the Star-Tribune

Housing Solutions



Town council candidate Arne Jorgensen fields questions Wednesday evening at the Teton County Library. Community members hear from candidates on everything from housing solutions to water quality.

Reed Mattison, for the Star-Tribune

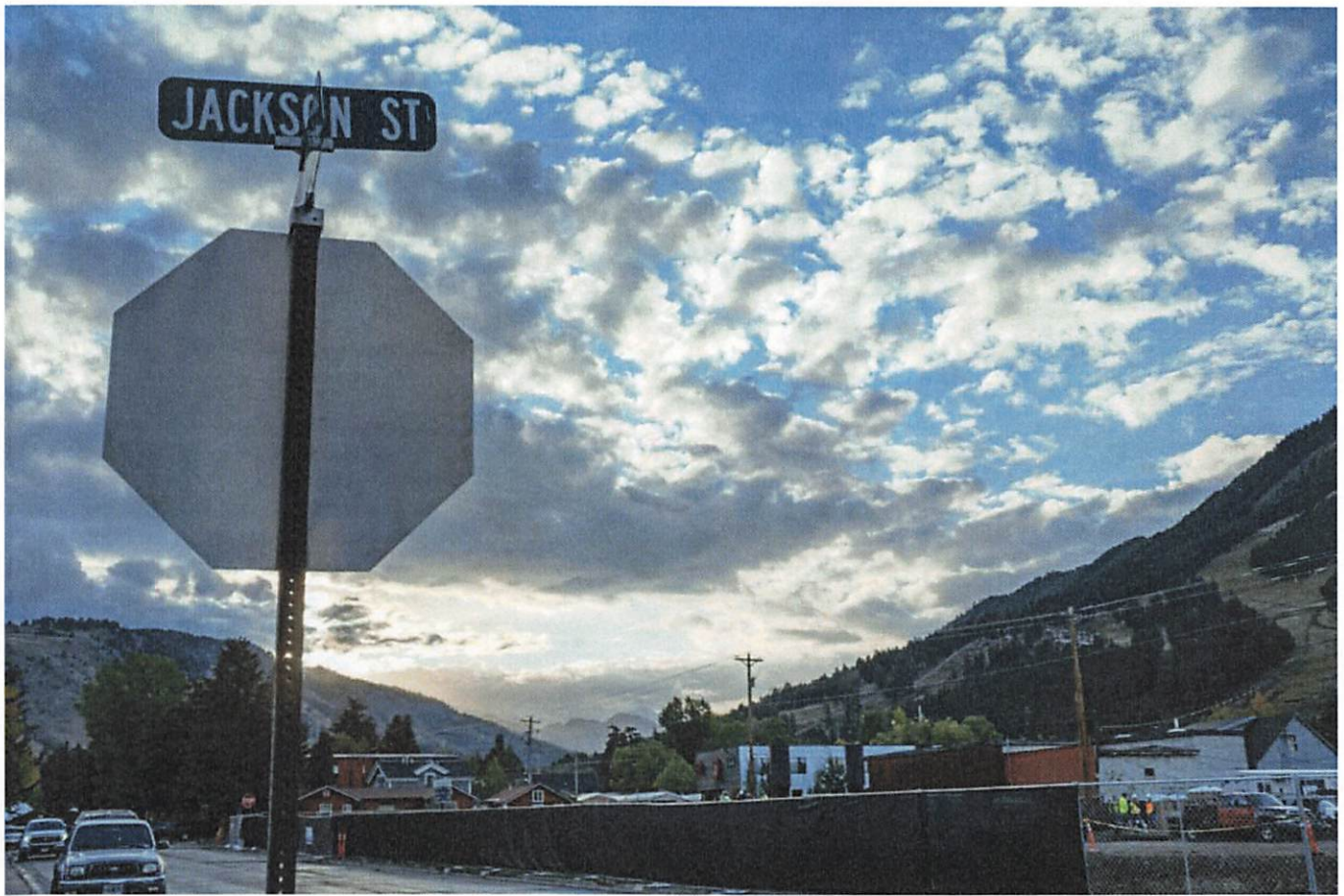
Housing Solutions



In February 2021, the Teton County Commissioners voted to purchase 6,800 square feet of commercial space in the ground floor of 105 Merrill Avenue. Above will be 30 units restricted to the workforce. The project is expected to be completed in December. County Housing Director April Norton said they are adding housing inventory faster than they ever have.

Reed Mattison, for the Star-Tribune

Housing Solutions



The Jackson Street Apartments is a project partnership with the Cumming Foundation and Teton County. The Cumming Foundation owned six lots zoned for CR-2, which gives the foundation the option to build short term, high-end rentals. However, the foundation opted to partner with the county to provide 57, 100% deed restricted units.

Reed Mattison, for the Star-Tribune

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The Town of Jackson approved a plan for 48 units of housing to be built on one acre of the Fairgrounds. The current exhibition hall will be demolished to make way for the development. The Fair Board and Town are on the same page of using the town-owned land for housing. The vocal opposition sees the development as an erasure of Jackson's culture and history. The Fair Board has expressed a desire to relocate the fairgrounds for more space and better facilities, which would free up over 20 acres of land the town already owns.

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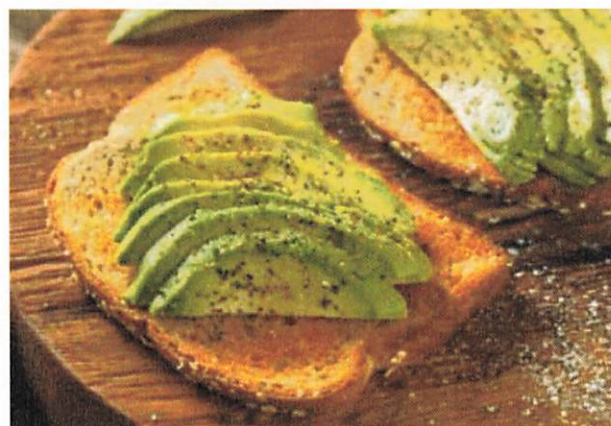
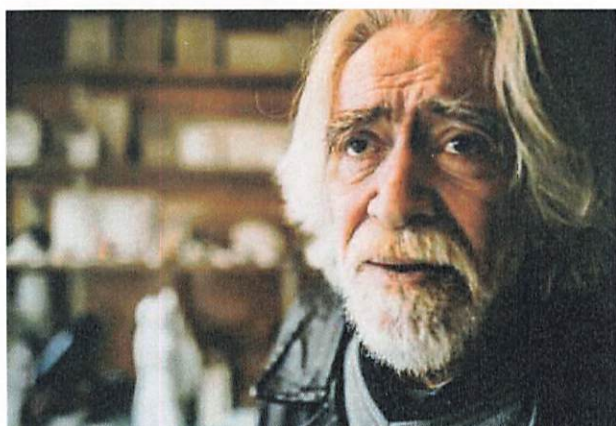
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Around The Web





Materials Submitted to the Select Committee Meeting

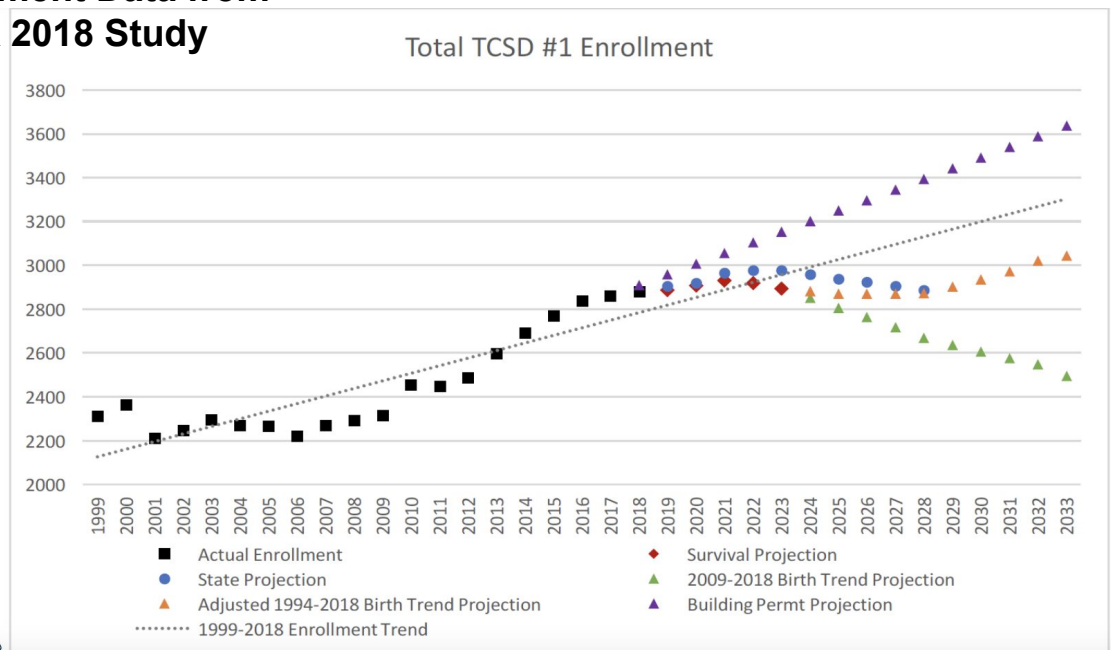
October 20, 2022

Teton County School District #1

Gillian Chapman gchapman@tcsd.org

Janine Bay Teske jbayteske@tcsd.org

Enrollment Data from MCER 2018 Study



This is the enrollment slide used in the 2018 MCER report. As the data indicate, we look at birth rates, combined with 100% cohort survival data, new enrollments and housing developments currently in the process.

October Enrollment 2015-2022

Snapshot Date	10/01/2015	10/01/2016	10/01/2017	10/01/2018	10/01/2019	10/01/2020	10/01/2021	10/03/2022
Elementary K-5	1493	1462	1445	1408	1383	1316	1260	1238
Middle School 6-8	585	636	692	710	709	677	698	703
High School 9-12	690	741	685	769	783	769	840	856
TCSD #1 Enrollment	2768	2839	2822	2887	2875	2762	2798	2797

Independent School Enrollment

Classical Academy - k-12 - 115 students

Mountain Academy - k-12 - 122 students

Community School - 9-12 - 91 students

Home School Students - 83 (down from 138)

TOTAL - 411 students

Actual enrollment data from 2015 to present. The second set of data are independent schools and home school student enrollment. When there are changes in the independent schools or if they decide to close, we will have to accommodate the return tot TCSD#1.

TCSD #1 2022-2023 Student Enrollment Summary

Active Enrollments as of 10/13/2022							
ENROLLED				22-23	EOY	EOY	EOY
	JHHS	SIS	JHMS	TOTAL	21-22	20-21	19-20
6th			218	218	230	228	224
7th			235	235	235	219	239
8th			250	249	228	230	234
9th	219	3		222	215	214	203
10th	205	7		212	207	197	195
11th	215	7		222	204	192	165
12th	186	17		203	204	171	200
TOTALS	825	34	703	1,562	1523	1451	1460
June 2022	785	45	693	1523			
Difference	40	-11	10	39			
June 2021	730	44	677	1451			
Difference	55	1	16	72			

Current enrollment data as of 10/13/2022. This slide also shows our growth over the previous 3 years end of the year enrollment.



High School Enrollment Using Cohort Survival Data

1999-2000: 500
 2020-2021: 774
 2021-2022: 830
 2022-2023: 856 - 85%
 2023-2024: 926 - 92%
 2024-2025: 958 - 95%

+184 students since 2021



5

The high school enrollment is listed on this slide. These numbers represent students that have already enrolled or are currently in the grade levels to matriculate into high school. We have added 184 students since 2021 in the high school. Jackson Hole High School opened in 2000 with approximately 500 students.

The predicted fall enrollment does not include the number of students that are likely to be added to the high school given the number of housing units under construction. Currently JHHS is at 85% capacity and with the matriculation of existing students and new housing development, it is predicted the enrollment will be at 100% in the fall of 2023.

We have already taken measures to deal with capacity in our schools. We have closed enrollment to out of county students, investigated addresses and knocked on doors to verify enrollment, changed elementary attendance boundaries and refused to enroll students who were not truthful about their residences. We have removed lockers and created classrooms. Teachers share classrooms. None of these are easy decisions but necessary. We are at a point where these measures are no longer enough. We must act now, especially since construction costs are escalating and we are at the critical juncture where time is of the essence.



Culinary Class meets in section of the cafeteria and uses hot plates and portable sinks



These are images of the Culinary Classroom that meets in a former section of the cafeteria. Hot plates are used as there are no stoves available. Drop down wiring was added for hot plates and mixers to plug in. You can see students around the perimeter of the class. They are awaiting their turn as we do not have enough stations for students to work at the same time or safely work in the space. This is one of the most popular courses and most in demand in our community.



Growth Factors

- Birth Rates
- Move-Ins
- New Construction

Birth rates at the regional hospital, new student enrollment, local neutral business growth, and new construction in the community are factors that impact enrollment growth in Teton County.



Move-Ins and Remote Workforce

- Remote Workers
- Impact in workforce changes 2018, 2020, 2022

Move-ins and location neutral or remote workforce make up the majority of new enrollments in the high school. Driven by COVID closures across the country, enrollment in high school grew by 185 students in the 2020-2021 school year.

Total Jobs

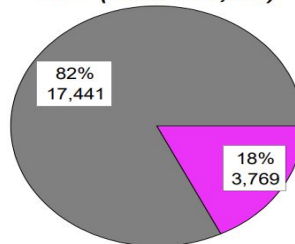
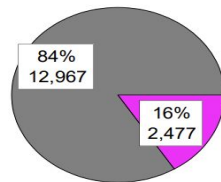
Jobs grew rapidly, but not much shift in type

Teton County WY: Q1 2001 v. Q1 2022

Total # of Wage Jobs, by Job Type

2001 (Total = 15,444)

2022 (Total = 21,210)



Overall 2001-22 Compounded Annual Growth Rate = 1.5%

- Location-Dependent (2001-22 CAGR = 1.4%)
- Location-Neutral (2001-22 CAGR = 2.0%)



Materials presented by Jonathan Schechter, Charture Institute cited during the “22 in 21 Summit” October 5, 2022

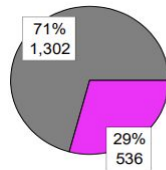
Total Employers

Location-neutral grew faster than location-dependent

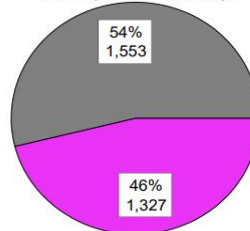
Teton County WY: Q1 2001 v. Q1 2022

Total # of Employers, by Job Type

2001 (Total = 1,838)



2022 (Total = 2,880)



Overall 2001-22 Compounded Annual Growth Rate = 2.2%

- Location-Dependent (2001-22 CAGR = 1.4%)
- Location-Neutral (2001-22 CAGR = 2.0%)



Total Wages

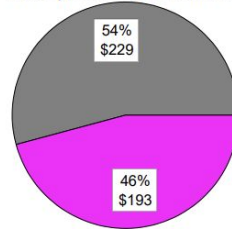
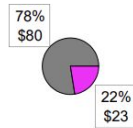
Location-neutral grew 2x faster than -dependent

Teton County WY: Q1 2001 v. Q1 2022

Total Wages, by Job Type

2001 (Total = \$103 million)

2022 (Total = \$422 million)



Overall 2001-22 Compounded Annual Growth Rate = 7.0%

- Location-Dependent (2001-22 CAGR = 5.2%)
- Location-Neutral (2001-22 CAGR = 10.6%)

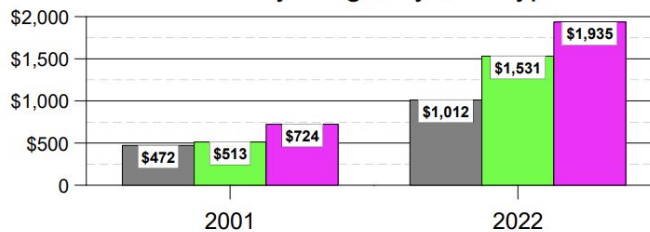


Mean Weekly Wage

*In 2001, -neutral was 54% higher than -dependent.
In 2022, -neutral was 91% higher*

Teton County WY: Q1 2001 v. Q1 2022

Mean Weekly Wage, by Job Type



Overall 2001-22 Compounded Annual Growth Rate = 5.3%

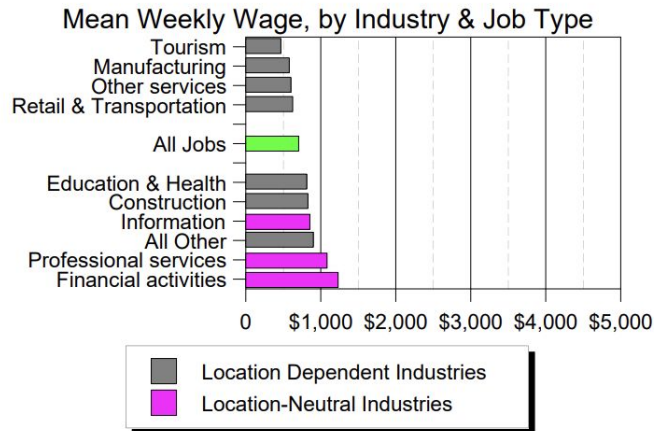
- Location-Dependent (2001-22 CAGR = 3.7%)
- All Jobs (2001-22 CAGR = 5.3%)
- Location-Neutral (2001-22 CAGR = 8.4%)



Mean Wages by Industry: 2010-2022

In 2010, not much spread in wages; balance in types

Teton County WY: Q1 2010

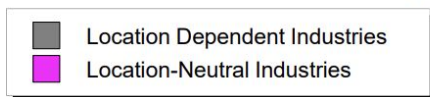
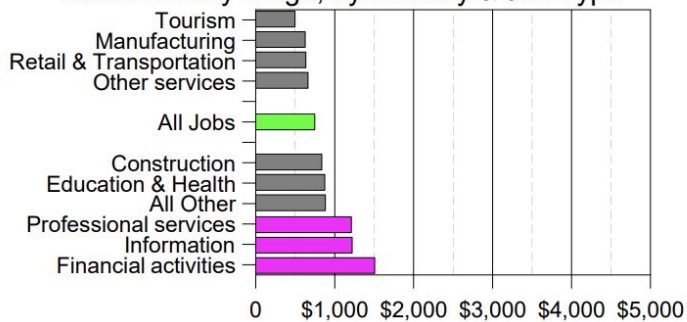


2010-2012

Not much change

Teton County WY: Q1 2012

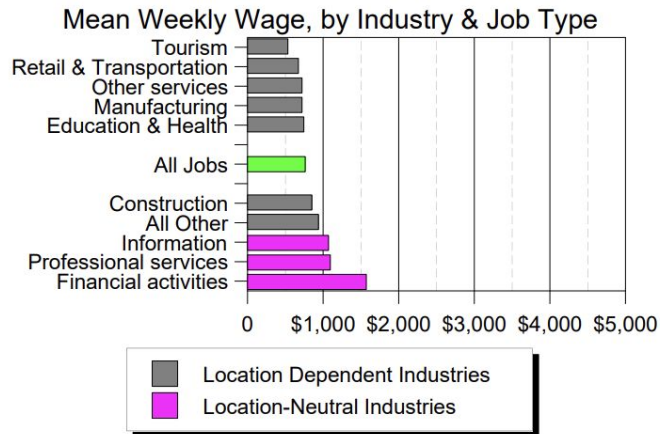
Mean Weekly Wage, by Industry & Job Type



2012-2014

Education & Health wages growth slowed

Teton County WY: Q1 2014

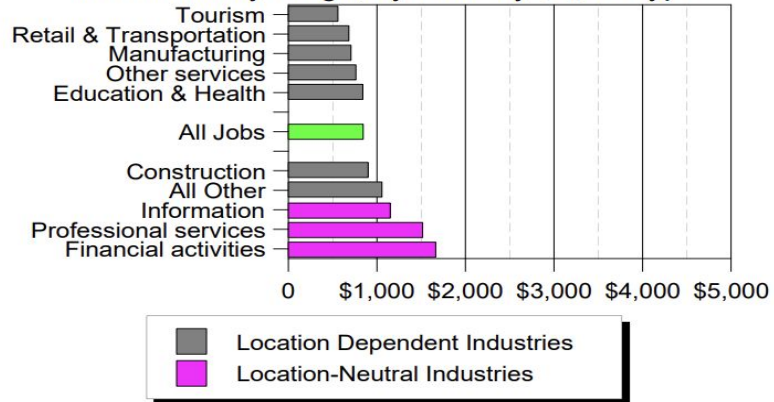


2014-2016

Not much change

Teton County WY: Q1 2016

Mean Weekly Wage, by Industry & Job Type

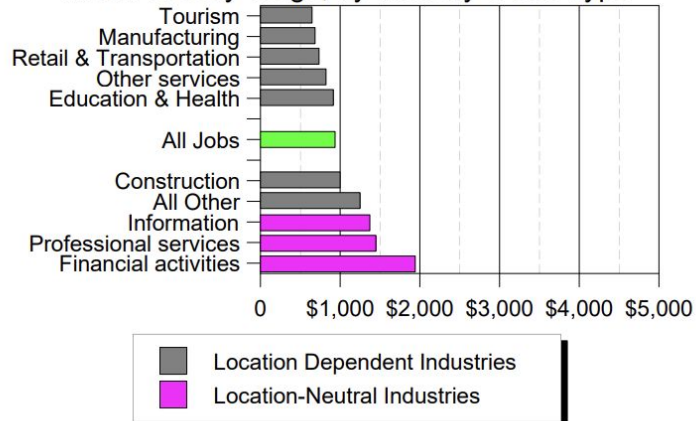


2016-2018

Ditto

Teton County WY: Q1 2018

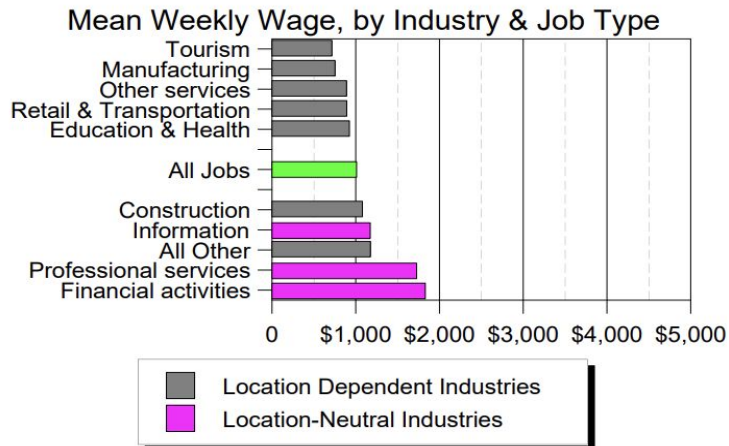
Mean Weekly Wage, by Industry & Job Type



2018-2020

Ditto. Key point: last quarter before COVID pandemic

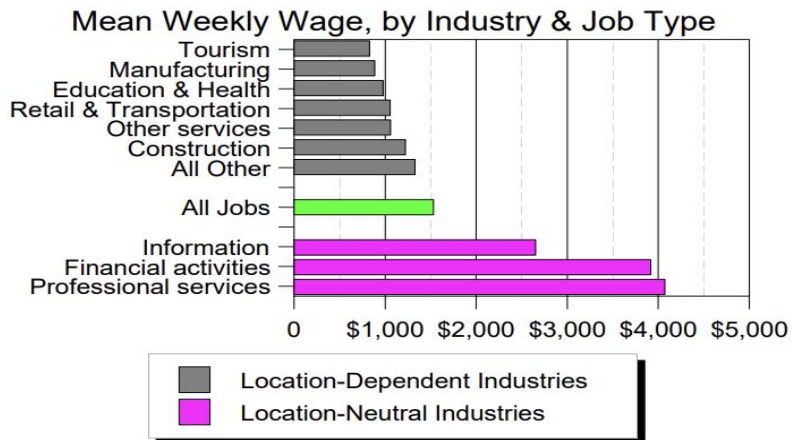
Teton County WY: Q1 2020



2020-2022

Our job market has completely changed

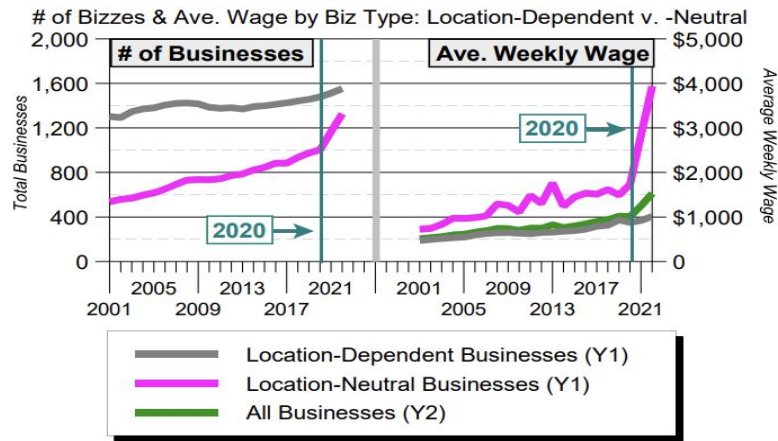
Teton County WY: Q1 2022



A Stunning Transformation in 2 Years

Location-neutral industry is driving our growth/change

Teton County, WY: Q1 2001-2022



The Location Neutral Businesses have been accelerated due to COVID and the acceptance that employees can work remotely. It is difficult to predict how many additional businesses will move to remote due to high cost of business expenses and employee satisfaction in working remotely.



New Construction

- Rooftop Calculation Methodology Used
Condos, Apartments, Townhomes have a rooftop multiplier of .5 - .75
Single Family Homes have a rooftop multiplier of 1.8
Dorm and Studios have a rooftop multiplier of 0
- Growth Based on Approved Projects

This slide explains the estimated enrollments of housing type and rooftop multipliers. Conservative estimates were made given the variance between deed restricted, workforce and free market homes as well as dorms, studios, and 1 bedroom or more units.



This is an aerial map of the projects that are under construction currently and will have occupants by 2023.

2022 Future Unit Pipeline by Income Range

Income Range (% Median Income)	0-50	50-80	80-120	Workforce	Market	Total
Total Units in Pipeline	94	42	34	434	221	825
Deed Restricted	94	42	34	434	-	604
<i>Percent of Deed Restricted</i>	16%	7%	6%	72%	-	-
Submitted Preapplication Request	78	0	1	211	68	358
Approved Sketch Plan	0	0	0	0	15	15
Approved Dev. Plan or Design Review	15	23	10	75	35	158
Approved Building Permit	1	19	23	148	103	294
<i>Dorm</i>	0	0	15	72	0	87
<i>Studio</i>	0	0	0	0	4	4
<i>1-Bedroom</i>	1	0	5	46	35	87
<i>2-Bedroom</i>	0	13	2	26	33	74
<i>3-Bedroom</i>	0	6	1	4	31	42

Chart provided by Jackson/Teton County Housing Dept.

Based on the number of students living in existing mixed housing neighborhoods (townhomes/condos and apartments) we estimate these new, near term developments will increase our enrollment between 367-550 students. These estimates do not include enrollment anticipated from the large scale development being planned for Northern South Park up to 1,682 units, subject to change.

825 Units Occupant Ready by 2024

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This is a chart of units approved for design and development and provided by the Teton County Housing Department.

There are 825 of affordable/deed restricted housing units that are currently under construction and slated for opening by 2024.

We used a rooftop multiplier of .5 to .75 for more bedroom units. We removed the dorm and studio units from our calculations and assigned a rooftop multiplier of 0 for those units.

Research indicates that deed restricted/affordable housing units generally have more children in each unit versus free market units.

Summary of Single Family Homes Predicted

Northern South Park Development

1,682 single family, townhomes

Rooftop multiplier of 1.8 children for 50% single family homes

Rooftop multiplier of .75 children for 50% for multi-family homes

Generates 2,145 students



Horse Creek Critical Service Provider Homes

26 single family homes

Deed restricted, workforce

Rooftop multiplier of 1.8 children = generates approx 47 students

WYDOT Housing at Munger Mountain

48 single family homes

Deed restricted, workforce

Rooftop multiplier of 1.8 children = generates approx 86 students

This slide represents all the single family housing developments in progress. Northern South Park, Horse Creek, and WYDOT Housing are still in the design stages, but have been approved for development.

In summary, between the units under construction, the multi-family and the single family homes on this slide, we estimate the new construction will generate 2,512 to 2,695 new students or 193 to 207 per grade level. The high school is grades 9-12 so the potential for 772-828 additional students added to the current high school enrollment of 858.

We have taken into consideration dorms and studios will likely not have any children associated with those. We have made these realistic and done our best to conservatively estimate our potential enrollment.

We simply cannot wait to see what materializes - we must act now to resolve the capacity issues we know are upon us based on our enrollment projections, current enrollment, 100%+ cohort survival data, and the number of new residences ready for move-in.



State's Process for School Facilities

- State Facilities Department Meetings, Tours and Support
- State Facilities Commission Meetings (May 2022, July 2022)
- Select Committee on School Facilities Meetings (September, October 2022)
- Joint Education Committee Meetings (May, September, October 2022)
- Most Cost Effective Remedy Studies (2015, 2018)
- Teton County Planning Commission
- Teton County Commissioner Meetings
- Town of Jackson Council Meetings
- Specific Purpose Excise Tax Ballot
- Update the School Priority List

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TCSD has followed each step of the state's process for new construction and remedies for condition, capacity and suitability. Each step, we have provided documentation for the capacity, growth, and condition of the facility. The school district has made every effort to update, remodel and use major maintenance or the depreciation reserve account to manage growth and condition. We have expended all funds.

Two Most Cost Effective Remedy Studies were conducted and the school district closed boundaries to out of county enrollment, changed enrollment boundaries to avoid crowding in elementary schools, made offices, storage units and conference rooms into small instructional spaces, removed lockers from schools and built classrooms, and taken spaces from the library to make separate classrooms. Each of these remedies served a purpose, but we are out of any other remedy besides a new facility.



Long Range District Operational Strategies

- Most Cost Effective Remedy Study for Elementary Schools in 2015
- Most Cost Effective Remedy Study for Secondary Schools 2018
- Jackson Hole Middle School Renovation & Addition complete 2022
- 2018 MCER Study Recognized High School Need on alternative #9
- Capacity, Condition and Suitability of Bus/Facilities Buildings and Jackson Hole High School

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Recognizing that with rapid growth, there are challenges. Our board has identified these areas of concern and developed long range operational priorities and goals to take our district through the next twenty years. These operational priorities support the educational priorities. Without these, we cannot meet the goals of our strategic plan, nor provide the educational programs expected by the state and community.

TCSD has followed the state's process for building school facilities or remodeling facilities. There are facility condition ratings, capacity studies and evidence of each step being met.

The bus barn is undersized and in poor condition due to age. Built in 1977 for \$72,000, there are only two bays for maintenance and repair of more than 45 buses that travel over 3,500 miles daily. When constructed in 1977, the school district had fewer than 10 buses and approximately 400 students in the district. It is evident that the district has indeed demonstrated a return on that investment and it is time to rebuild. The staff are challenged to safely and efficiently repair buses with only two bays to work in and the bays are not long enough to work on the buses without leaving the doors open. It requires a rebuild to have six bays and to combine with the maintenance facility so services can be shared in a cost effective and efficient manner.

We have been proactive and thrifty in our efforts as demonstrated by the middle school renovation. Working through the State's process to bring these to reality is time consuming - The Most Cost Effective Remedy Study in 2015 enabled Munger

Mountain Elementary School to be built and to remove the trailers that were used as classrooms for 600 elementary students. The Most Cost Effective Remedy Study in 2018 led to the Jackson Hole Middle School renovation, which yielded a secure vestibule, expanded kitchen and cafeteria, two new classrooms, removal of lockers to create wider hallways and learning spaces. This was a cost effective remedy to manage the increased enrollment in middle school, rather than a complete rebuild of the school. This study also informed the next phase to address high school capacity issues.

Through the MCER studies, the data validated that TCSD students do not leave the district, in fact the district continues to grow. Jackson Hole High School was built in 1998 for a student body of 500. For the 2022-2023 school year, there are 858 high school students. The facility does not support the growing student body, which will have 958 students in three years based on our current enrollment, without considering the new housing developments. The programs required by the 21st Century learning and the Legislature means we do not have facilities that keep pace with the academic needs of students and must be addressed. Safety and our facilities expansion are our #1 issues that we must deal with in order to meet our strategic plan goals and serve students.

We are now at the juncture where the capacity and suitability must be addressed immediately with an addition of the prefabricated Bronc Achievement Center and the Bus/Facilities prefabricated building.



Bus Barn

- Built in 1976, \$72,000 total
- Student Population 1976 - 1,300
- Number of Busses 1976 - 10
- Student Population 2022 - 2,797
- Number of Busses 2022 - 47

The existing bus barn is undersized and has a poor condition rating due to age of the facility. Designed in 1976 for considerably fewer students and fewer buses. We have a ridership rate amongst our student body. The current facility is inadequate to safely and efficiently repair district vehicles and the bus fleet.



Bus Barn

- Previous Slide Highlights Capacity Issue
- Age of Structure Highlights Condition Shortfalls
- Age of Structure Highlights Suitability Shortfalls
- Age of Structure Highlights Safety Shortfalls
- Age of Structure Highlights Efficiency Shortfalls



Top Immediate Needs

Facilities Appropriate for the Programming and Capacity of Student Body

Adequate space is necessary to meet programming needs – including
Career and Technical Education Courses

Need Transportation and Maintenance Facility to Safely Get Students to School and Maintain Assets

Bus and Facility Maintenance to support increase student population,
increase bus fleet and maintain district assets

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The Teton County School District #1 has proactively investigated all cost effective remedies to resolve capacity and condition. The capacity at the high school must be addressed immediately in order to accommodate the student population currently enrolled as well as the new student enrollment over time.

The Transportation and Maintenance Facility is long overdue and provides essential services for some of our most valuable and critical assets. The maintenance and storage of facilities are essential to provide safe, secure and reliable services for students.

JHHS Bronc Achievement Center

Estimated Project Cost(s)

- Bronc Achievement Center
Estimated \$36.5 Million

A

JHHS Bronc Achievement Center – Rendering



Potential Funding Source(s)

- Wyoming School Facilities/Legislature (educational spaces)
- SPET (community spaces)
- TCSD Recreation District (community spaces)
- Private Fundraising (community spaces)

30

The Bronc Achievement Center will be situated on the south side of the high school, between the tennis courts and the south synthetic field. It is in character with the current high school, but much less expensive to build given it is a prefab unit with custom build outs.

We have taken every cost effective remedy to alleviate capacity and crowding, including removing lockers to make classrooms, converting the library into small instructional spaces for daily classes, teachers share rooms, conference rooms and computer spaces are now classrooms. We are out of options.

Moving the classrooms to the Bronc Achievement Center would create much needed interior space to be renovated for classroom space. Currently with more than 100 new students, teachers share classrooms, enrollment is closed to out of county students, steady increase in enrollment, and an increase in deed restricted or workforce housing developments; we are out of opportunities for students to be in physical spaces to meet their academic needs.

The cost of this prefab building is approximately one third the cost of building a new high school, adding a smaller second high school or an addition to the main high school.

We are also seeking funding from the community on the Specific Purpose Excise Tax (SPET) ballot in November 2022, recognizing the community use of the facilities in the evening and weekends.

JHHS Academic Space Renovations

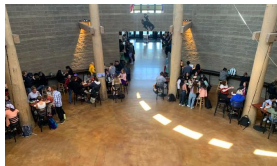
(considered in coordination with the Bronc Achievement Center)

Estimated Project Cost(s)

- Total - \$1.8 Million

Potential Funding Source(s)

- Wyoming School Facilities/Legislature



The images above are of students eating lunch in the hallways, window wells and gym because the cafeteria and kitchen are too small to efficiently feed a third of the school each lunch period. By moving the culinary class which currently meets within the cafeteria, we can have adequate space to ensure students can eat within the cafeteria instead of spread out across the building. The Bronc Achievement Center will meet the academic and large activity spaces needed for students throughout the day/evenings/weekends.

The BAC will include:

5 Career Tech Ed labs

2 Health classrooms

4 lane - 200M indoor track

One multi functional courts that could include: basketball courts, volleyball courts, tennis courts, soccer courts

Retractable bleachers for 400

Exterior and indoor dining areas

TCSD #1 Operations (Transportation/Maintenance) Facility

Estimated Project Cost(s)

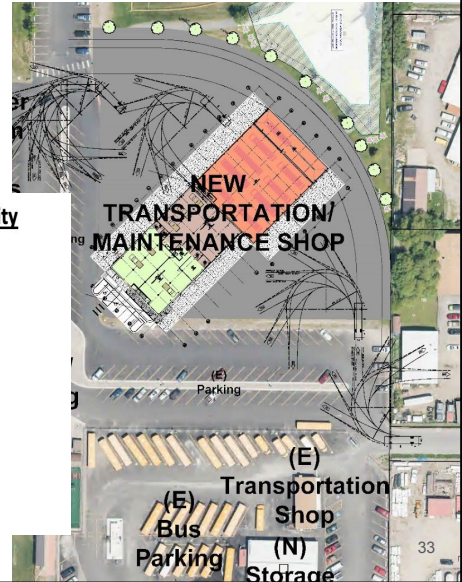
- Total - \$16 million

Funding Source(s)

- Wyoming School

Facilities/Legislature

C **TCSD #1 Transportation/Maintenance Facility**



The bus barn is in dire need of replacement. Built in 1977 for \$72k when the district had fewer than 1,500 students. We like to be #1 in the state, but not when it comes to the worse condition ratings for our facilities. It is a dire situation that must be remedied with a rebuild. Today we operate more than 47 buses and travel 3,500 miles in bus routes. The ability to safely repair and maintain buses is a top priority and is an educational support space that cannot be overlooked. The safety of students on the buses each day depends on the maintenance and daily vehicle checks to ensure safety.

We gain efficiencies with staffing and maintaining vehicles properly for longer life span by combining facilities. The new facility is a pre-fabrication building with 6 bays for servicing vehicles, a maintenance shop, welding, so all tools and equipment are in one location. This also facilitates sharing staff between the two departments.

The maintenance facility is currently located on the Jackson Hole Middle School property. As the enrollment grows at Jackson Hole Middle School the facility could be converted into a Career Tech Ed Center and laboratory spaces that allow these larger class sizes within the middle school to be converted into smaller, academic spaces in a cost-effective manner when enrollment dictates an expansion.

While the district has sought other funding avenues for this facility, the funding source would be the State Facilities Department and Legislature. There are no sources

locally that could fund this construction.



Funding Sources

SPET November 2022

(requested \$16.5M for Bronc Achievement Center for Community Use Spaces)

Major Maintenance

Safety and Security

Depreciation Reserve Account

Teton County Recreation District (.9 mills, generates \$1M annually for Community Use Spaces)

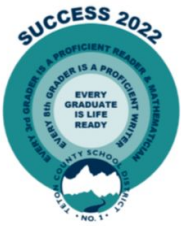
Private Donations

Knocking on Doors & Bake sales

33

We are seeking all available avenues to put funding together for these essential needs. As our student enrollment grows, and we eye new housing developments, it is essential that we immediately address these capacity and safety issues. We are not asking for the entire amount, but have developed a plan that incorporates local funding through increased taxes, donations, and support from the Commission, Select Committee, State Facilities Department and Legislature to build these facilities.

The Teton County voters will consider the \$16,505,135 on the SPET ballot in November 2022. The residents are feeling the sting of increased property taxes from 30-90% and the void of stable and affordable housing. There are fourteen other projects including housing projects totalling over \$175M for the voters to consider.



Summary of Need - \$37,800,000

Educational and Operational Needs:

\$21,800,000 Partial funding for Bronc Achievement Center for Educational Needs and JHHS Interior Renovation for Classroom Spaces

\$16,000,000 Funding for New Bus Facilities and Maintenance Center for Supporting Educational Needs

34

Teton County School District #1 needs the State's support to fund the remaining portion of the Bronc Achievement Center for \$21.8M and the new bus barn/facilities center for \$16M in order to manage safety, capacity, suitability and condition concerns.

We thank you in advance for your support and consideration for funding in March 2023.