



TETON COUNTY, WYOMING &  
THE TOWN OF JACKSON, WYOMING

EMPLOYEE GENERATION BY LAND USE STUDY  
&  
REGIONAL HOUSING NEEDS ASSESSMENT

Request for Qualifications

Release Date: March 2, 2021

Submission Deadline: April 2, 2021

## REQUEST SUMMARY

The Town of Jackson and Teton County seek a qualified team to conduct 1) an Employee Generation by Land Use Study and 2) a Regional Housing Needs Assessment. The Town and County are committed to increasing the supply of stable, affordable housing for the local workforce to meet community goals related to Quality of Life, Ecosystem Stewardship, and Growth Management (see: [Jackson/Teton County Comprehensive Plan](#)).

The Town and County released a similar Request in 2020, but due to the dynamic challenges of the ongoing COVID-19 pandemic, chose to abandon the project. This new Request represents an expanded scope that includes a Regional Housing Needs Assessment.

### Introduction

The Jackson/Teton County Comprehensive Plan (“Comp Plan”) establishes the goal of housing at least 65% of the Teton County workforce locally. The Comp Plan includes a variety of strategies to achieve this goal, including Policy 5.3.a which requires developers to mitigate their impact on the availability of housing that is affordable to the local workforce.

In November 2015, the [Workforce Housing Action Plan](#) was adopted, establishing a new framework for creating workforce housing. This framework included the creation of the Jackson/Teton County Housing Department, and an emphasis on public-private partnerships and zoning incentives to create workforce housing.

In July 2018, updates to zoning in the Town of Jackson, Town and County Housing Requirements (“mitigation program”), and the rules that govern the housing program (“rules and regs”) were adopted by the Town Council and Board of County Commissioners. Major policy changes included incentives for developers to build workforce housing in the Town and a move to a mitigation program based on employee generation that requires commercial and residential developers to mitigate for the employees their development creates who earn less than 200% of median family income. The employee generation numbers are currently derived from the existing 2013 Employee Generation by Land Use Study (“Housing Nexus Study”).

The Town and County now seek a new Housing Nexus Study that will document current links between the construction of new commercial and residential development and the employees generated by the development. The study should also provide information about the existing types of jobs, the wages being earned, the percentage of the workforce living locally, the gap between income and housing costs, and information about non-brick-and-mortar businesses including the employees generated and wages earned. The study shall also provide information about if and how to require non-brick-and-mortar businesses to mitigate for their impacts.

In addition to the Housing Nexus Study, the Town and County seek a new Regional Housing Needs Assessment that will provide information about the current and future workforce housing needs for Teton County, WY; Teton County, ID; and Northern Lincoln County, WY.

Finally, the consultant will be asked to facilitate a technical stakeholder group and public engagement for the project. The stakeholder group will consist of nine community members and five key staff. The stakeholder group’s purpose is to provide expertise to staff but will not be a recommending body.

## Key Issues for Consideration

- A) The key issues that should be addressed in the Housing Nexus Study include:
- i. How many full-time and part-time jobs are being created by non-brick-and-mortar businesses in Teton County, WY, what are the wages being earned by these employees, and where are the jobs located? How many full-time and part-time employees are being generated by non-brick-and-mortar businesses? Can these businesses be required to mitigate for their impacts through housing requirements? If not, what are other ways they can be required to mitigate for their impacts?
  - ii. How many full-time, part-time, and seasonal employees are generated by the construction of new commercial and all other nonresidential development including, but not limited to institutional, governmental, and quasi-governmental uses in Teton County, WY? This should be broken out by type of new development and job sector.
  - iii. How many full-time, part-time, and seasonal employees are generated by the construction of new residential development in Teton County, WY? This should be broken out by type of new development and job sector.
  - iv. How many full-time and part-time employees are generated by residential uses? This should be broken out by type of residential use and appraised value of residential use.
  - v. What are the types of full-time, part-time, and seasonal jobs that exist today in Teton County, WY and what are the wages being earned? How many jobs, on average, does a working adult hold?
  - vi. What is the percentage of employees working for Local Businesses as defined by the [Housing Rules and Regulations](#) living locally (in Teton County, WY)? This should be presented as an annual number and as seasonal (spring, summer, fall, winter) numbers and job sector.
  - vii. What is the current gap between income and housing affordability in Teton County, WY? This should be broken out into ownership and rental for single and multifamily.
- B) The key issues that should be addressed in the Regional Housing Needs Assessment include:
- i. Review of existing housing conditions (amount, type, age, etc.) for Teton County, WY; Teton County, ID; and Northern Lincoln County, WY.
  - ii. Demographic review – current and future for Teton County, WY; Teton County, ID; and Northern Lincoln County, WY.
  - iii. Housing Market Analysis for Teton County, WY; Teton County, ID; and Northern Lincoln County, WY.
  - iv. Workforce Housing Demand – current and future for Teton County, WY; Teton County, ID; and Northern Lincoln County, WY.
  - v. Current resident workforce information for Teton County, WY; Teton County, ID; and Northern Lincoln County, WY.
  - vi. Current commuter demographics. Describe who the in-commuters to each county are and who the out-commuters are for each county. Estimate how much commuters are spending to commute per route. Describe where commuters would like to live – where they work, where they currently live, or elsewhere.
  - vii. Existing Workforce Housing Stock for Teton County, WY; Teton County, ID; and Northern Lincoln County, WY. This should include deed restricted, land development restricted, and employer restricted units. This should also include market homes that are currently serving the workforce.
  - viii. Anticipated retirement rates for Teton County, WY; Teton County, ID; and Northern Lincoln County, WY.

- ix. Anticipated workforce housing leakage due to redevelopment, sale, or conversion to short-term rental for Teton County, WY; Teton County, ID; and Northern Lincoln County, WY.
- x. Workforce housing demand estimates (number of units, types of units, affordability of units) for the next 20 years for Teton County, WY; Teton County, ID; and Northern Lincoln County, WY.
- xi. The amount and location of housing allowed by current zoning in Teton County, WY; Teton County, ID; and Northern Lincoln County, WY.
- xii. If surveys will be utilized in this work, please explain how you will incentivize businesses, employees, and households to participate.
- xiii. Please explain how you will ensure all segments of the population are represented in your work.

**RFQ REQUIREMENTS**

The Teton County Board of County Commissioners and Jackson Town Council have approved the following timeline for this RFQ:

RFQ Release	March 2, 2021
Submission Deadline	April 2, 2021
Contract Award	April 19, 2021
Project Initiation	May 3, 2021
Project Completion	February 1, 2022

Submissions are due April 2, 2021 by 4pm MST. Submissions received after 4pm on April 2<sup>nd</sup> will not be considered. Incomplete submissions will not be considered. Responses must be submitted through the Teton County [www.PublicPurchase.com](http://www.PublicPurchase.com) portal.

**Proposals shall include the following information, in this order:**

- A) Introductory Letter  
Please include a letter of interest that clearly demonstrates the respondent’s understanding of the project and interest in being considered for the project. The letter shall include the respondent’s name, contact information, and primary contact name.
- B) Qualifications
  - a. Proposed Project Team – Please include a description of each team member, including: a resume, how s/he will participate in the project and her/his relevant experience. Please designate the Principal in Charge and the Project Manager for the contract. An organizational chart must be included.
  - b. Firm/Team Experience –
    - i. Please summarize your experience completing nexus studies and needs assessments and assessing housing impact fees on commercial and residential development.
    - ii. Please describe your team’s experience working Teton County, WY; Teton County, ID; and/or Northern Lincoln County, WY.
    - iii. Please describe your team’s experience working in similar communities where land scarcity and access to natural amenities drives job generation and

commercial and residential development, and where there exists significant second home demand, second home population, and increasing affordability issues.

- iv. Please describe your team’s experience working with multi-lingual, multi-cultural communities and how you have approached engaging these communities.
  - v. Please describe any major challenges you faced while working on other nexus studies and how you addressed them.
  - vi. Please describe any major challenges you faced while working on other housing needs assessments and how you addressed them.
- c. Legal Experience – Please describe any legal experience your team has had with nexus studies. Please include information about any legal challenges your team has faced related to other nexus studies.
  - d. References - Please provide three (3) references for whom your team has provided similar services. List the name, address, email address and telephone number for each reference along with a brief description of the relevant work provided for each reference.
  - e. Estimated range of fees anticipated based on your experience with similar work. Please include whether travel will be required and, if so, what the anticipated expenses associated with travel are. If your team is not locally based, would your team consider completing the work remotely?

C) Process Proposal

- a. Technical Approach and Methodology – Please provide a brief explanation of the approach and methodology for completing the nexus study and needs assessment. Please include any peer reviews of the methodology/technique(s) proposed.
- b. Schedule – Please include a detailed project schedule with an initiation date of May 3, 2021. Please note all dates for key project milestones and deliverables along with any assumptions used to develop the schedule.
  - i. The team should assume at least one public outreach event for the needs assessment portion of the project.
  - ii. The team should assume at least one public hearing to present their findings.
- c. Town/County Staff Support – Please describe the type and amount of support you will require to complete this project. If possible, please note the timing for this work.

**EVALUATION CRITERIA**

The initial review of submittals for completeness will be conducted by the Housing Director. All complete submittals will then be reviewed by the technical stakeholder group. Town and County Staff will bring forth a recommendation to the Board of County Commissioners and Town Council based on the following criteria:

- Proposed process – 25%
- Experience and performance, including demonstrated ability to deliver high quality, advanced work for relevant projects that are similar in complexity and scope – 50%
- Proven ability to meet deadlines and control costs – 10%
- Appropriate staffing resources to complete the scope of work within the timeframe proposed – 15%

Please note that the Town and County reserve the right not to choose anyone.

## **RESOURCE DOCUMENTS**

All respondents are encouraged to review the following resource documents:

Jackson/Teton County Comprehensive Plan

<http://jacksontetonplan.com/270/Comprehensive-Plan>

Jackson/Teton County Workforce Housing Action Plan

<http://jacksontetonplan.com/202/Housing-Action-Plan>

Engage 2017: Housing Requirements

<http://jacksontetonplan.com/161/Housing-Requirements>

Jackson/Teton County Housing Department Rules and Regulations

<http://jhaffordablehousing.org/1790/Housing-Department-Rules-Regulations>

Town of Jackson Land Development Regulations

<http://jacksontetonplan.com/DocumentCenter/View/934/Town-of-Jackson-Land-Development-Regulations-PDF?bidId=>

Teton County Land Development Regulations

<http://jacksontetonplan.com/DocumentCenter/View/932/Teton-County-Land-Development-Regulations-PDF?bidId=>

Annual Indicator Reports

<http://jacksontetonplan.com/35/Community-Monitoring>

2013 Employee Generation by Land Use Study

<http://jhaffordablehousing.org/DocumentCenter/View/2632/2013-Employee-Generation-by-Land-Use-Study-Nexus-Study-PDF>

2014 Western Greater Yellowstone Region Housing Needs Assessment

<http://jhaffordablehousing.org/DocumentCenter/View/2635/2014-Western-Greater-Yellowstone-Regional-Housing-Needs-Assessment-PDF>

## **Addendum A: Additional Questions for Consideration**

*These questions are listed to provide context for the project. Teams can choose to provide written responses to these questions as part of their response to the RFQ but are not required to do so.*

1. Residency. Most data sources utilize driver's license information to determine where workers live. How will you account/adjust for:
  - Workers who are here on a break from school or life but who do not change driver's license information during that initial period yet reside and work in the County.
  - Seasonal workers including H2B and J1 visa workers.
  - Non-workers and Proprietors who may be filing taxes from an office location and there is no tie to driver's license information or residency information.
  
2. Proprietor/Non-worker. How will you account/adjust for:
  - Those entities which are solely for business purposes and do not create a working job, rather they provide an operational structure.
  - Those workers who file more than one Non-Worker Federal Tax Form creating the impression of two workers.
  - Those proprietors who do have multiple entities and work in both/all of them.
  - Those proprietors who also have a wage and salary job in addition to the business entity or self-employment.
  - Those who telecommute to jobs in other locations.
  
3. Part-time/Multiple Job Workers. Some jobs are designed to be part-time for various reasons including avoiding the cost of benefits, like health care, associated with full-time positions. How do you account/adjust for:
  - The total number of workers working multiple part-time jobs. Ratio of Jobs/Worker?
  - If there are different job to worker ratios assigned to Wage and Salary vs. Proprietor; how are those established?
  - How do you adjust Annual Income for Workers occupying multiple jobs?
  
4. Commuters. For the people that are commuting from Lincoln County, WY and Teton County, ID. Can you identify the number of Workers who make the commute decision by:
  - Relatively more affordable purchase housing and cost parameters
  - Relatively more affordable rental housing and cost parameters.
  - Lifestyle decision and no desire to move to Teton County.
  
5. Housing Supply. Many residents have to take subtenants or create group housing situations in order to afford a place to live.
  - How do you plan on identifying/quantifying the workforce that has created their own group housing situations.
  - What are the monetary drivers/limits for these types of situations.
  
6. Vintages. Different data sources provide information from different years. Please describe your process for integrating the data or avoiding the conflicts of different vintages.