

Joint Information Meeting

TOWN COUNCIL & COUNTY COMMISSIONER MEETING

March 2, 2020

3:00 PM

Town Council Chambers

Chair: Mayor Pete Muldoon

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. CALL TO ORDER, ROLL CALL, AND ANNOUNCEMENTS

II. PUBLIC COMMENT

This section of the agenda is reserved for public comments on items that are not on today's agenda.

III. CONSENT CALENDAR

A. Meeting Minutes

1. January 30, 2020 special JIM
2. February 3, 2020 special JIM

IV. DISCUSSION/ACTION ITEMS

- A. Dispatch Task Force Report Update (Alyssa Watkins, 15 Minutes)
- B. Traffic Modeling Update (Amy Ramage, 45 Minutes)

V. MATTERS FROM COUNCIL, COMMISSIONERS AND STAFF

VI. PROPOSED ITEMS FOR FUTURE JOINT INFORMATION MEETINGS

- 3/16 SpJIM-Seventh Cent Discussion (2 hours)
- 4/6 Planning Work Plan (1 hour)
- 4/6 Integrated Transportation Plan (30 Mins)
- 4/6 Growth Management Plan (1 hour)
- 4/22 SpJIM-Human Service Budget Review (all day)
- 4/23 SpJIM-Joint Department Budget Review (all day)
- 5/4 Consideration of START Route 2020-2025 Plan (Darren Brugmann)

VII. ADJOURN

County Commissioners Adjourn.

Town Council adjourns 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) and to discuss personnel matters in accordance with Wyoming Statute 16-4-405(a)(ii).

Please note that at any point during the meeting, the Chairman 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.

SPECIAL JOINT INFORMATION PROCEEDINGS - UNAPPROVED
TOWN COUNCIL AND BOARD OF COUNTY COMMISSIONERS MEETING

JANUARY 30, 2020

JACKSON, WYOMING

The Jackson Town Council met in conjunction with the Teton County Commission in a special joint information meeting (JIM) located in the Town Council Chambers located at 150 East Pearl Avenue at 3:05 P.M. Upon roll call the following were present:

TOWN COUNCIL: Mayor Pete Muldoon, Hailey Morton Levinson, Arne Jorgensen, Jim Stanford, and Jonathan Schechter.

COUNTY COMMISSIONERS: Chair Natalia Macker, Luther Propst, Greg Epstein, and Mark Barron. Mark Newcomb arrived at 3:07 p.m.

STAFF: Larry Pardee, Roxanne Robinson, Tyler Sinclair, Lea Colasuonno, Susan Scarlata, Paul Anthony, Floren Poliseo, Alyssa Watkins, Heather Overholser, Amy Ramage, Chris Neubecker, Kristen Waters, Darren Brugmann, Brian Schilling, and Sandy Birdyshaw.

Integrated Transportation Plan (ITP). Tyler Sinclair made introductory remarks for today's discussion.

Public comment was given by Brooke Sausser of the Jackson Hole Conservation Alliance.

Jim Charlier of Charlier Associates discussed fundamental questions of the ITP, revisions to the transit chapter 2, active transportation chapter 3, transportation demand management chapter 4, major capital project benchmarking chapter 5, regional transportation planning organization chapter 6, and action plan chapter 7 which were planned to be brought back in March 2020. Actions proposed to take place within the next three years were summarized as hiring a transportation demand management position and a lead implementation position for the ITP, adding peak-hour travel time indicators, working with the Department of Transportation on the highway incident management program, proactive engagement with the Department of Transportation on Highway 22 planning and design, and working with the legislature to add bus rapid transit (BRT) and high occupancy vehicle (HOV) lanes to state law.

On behalf of the Town, a motion was made by Hailey Morton Levinson and seconded by Arne Jorgensen to direct staff to amend the Integrated Transportation Plan, as directed at this meeting and for review and approval at a future meeting. The vote showed all in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Greg Epstein and seconded by Mark Newcomb to direct staff to amend the Integrated Transportation Plan, as directed at this meeting, for review and approval at a future meeting. The vote showed all in favor and the motion carried for the County.

Hailey Morton Levinson and Mark Newcomb left the meeting at 4:55 p.m.

Interview for Jackson Hole Airport Board. A member of the Airport Board resigned leaving an open seat for a partial term. The Council and Commission interviewed Valerie Brown. Applicants who had previously interviewed also submitted their name for this opening: Greg Herrick, Tyler LaMotte, Jerry Blann, and Patrick Dominick.

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

On behalf of the County, a motion was made by Greg Epstein and seconded by Luther Propst to adjourn the meeting. The vote showed all in favor and the motion carried for the County. The meeting adjourned at 5:04 p.m. minutes:spb

TOWN OF JACKSON

ATTEST:

Pete Muldoon, Mayor

Sandra P. Birdyshaw, Town Clerk
Publish JH News & Guide: February 12, 2020

SPECIAL JOINT INFORMATION PROCEEDINGS - UNAPPROVED
TOWN COUNCIL AND BOARD OF COUNTY COMMISSIONERS MEETING

FEBRUARY 3, 2020

JACKSON, WYOMING

The Jackson Town Council met in conjunction with the Teton County Commission in a special joint information meeting (JIM) located in the Town Council Chambers located at 150 East Pearl Avenue at 1:04 P.M. Upon roll call the following were present:

TOWN COUNCIL: Mayor Pete Muldoon, Hailey Morton Levinson, Arne Jorgensen, Jim Stanford, and Jonathan Schechter.

COUNTY COMMISSIONERS: Chair Natalia Macker, Mark Newcomb, Luther Propst, Greg Epstein, and Mark Barron.

STAFF: Larry Pardee, Roxanne Robinson, Tyler Sinclair, Lea Colasuonno, Susan Scarlata, Paul Anthony, Floren Poliseo, Alyssa Watkins, Keith Gingery, Chris Neubecker, Kristi Malone, Kristen Waters, Darren Brugmann, April Norton, Brian Schilling, and Sandy Birdyshaw.

Growth Management Plan (GMP). Tyler Sinclair commented that the purpose of today's meeting is to review the revisions made per the Council and Commission's direction. Each proposed revision was presented for Council and Commission to discuss. Alex Norton with OPS Strategies made comment.

On behalf of the Town, a motion was made by Jim Stanford and seconded by Hailey Morton Levinson to direct staff to incorporate the Key Enhancements identified in Category 1 and the Plan Enhancements and Implementation Directives identified in Category 2 of the GMP Phase 2 Report, as amended, into the Comprehensive Plan for formal review and consideration during Phase 3 of this project. The vote showed all in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Greg Epstein and seconded by Mark Barron to direct staff to scope the the master planning of Northern South Park as a part of the Long Range Planning Department Work Plan to be presented at the April JIM along with all other priorities.

County Attorney Keith Gingery made comment on procedure for special and regular meetings, and the jurisdictional role between the town and county. Further discussion was held by staff, Council, and Commission.

The vote showed 4-1 in favor with Newcomb opposed. The motion carried for the County.

On behalf of the County, a motion was made by Mark Barron and seconded by Greg Epstein to direct staff to incorporate the Key Enhancements identified in Category 1 and the Plan Enhancements and Implementation Directives identified in Category 2 of the GMP Phase 2 Report, as amended, into the Comprehensive Plan for formal review and consideration during Phase 3 of this project. The vote showed all in favor and the motion carried for the County.

Executive Session. At 3:11 p.m., on behalf of the Town, a motion was made by Hailey Morton Levinson and seconded by Jonathan Schechter to executive session to discuss personnel matters/appointments to volunteer boards and consider the selection of a site or the purchase of real estate when the publicity regarding the consideration would cause a likelihood of an increase in price in accordance with Wyoming Statute 16-4-405(a)(ii) and (vii). The vote showed all in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Luther Propst and seconded by Greg Epstein to executive session to discuss personnel matters/appointments to volunteer boards and consider the selection of a site or the purchase of real estate when the publicity regarding the consideration would cause a likelihood of an increase in price in accordance with Wyoming Statute 16-4-405(a)(ii) and (vii). The vote showed all in favor and the motion carried for the County.

On behalf of the County, a motion was made by Greg Epstein and seconded by Mark Barron to exit executive session. Chair Macker called for the vote. The vote showed all in favor and the motion carried for the County.

Mayor Muldoon reconvened the public meeting at 3:50 p.m. and adjusted the agenda by moving the Appointment to the Airport Board to be the next item.

Appointment to Jackson Hole Airport Board. On behalf of the Town, a motion was made by Arne Jorgensen and seconded by Hailey Morton Levinson to appoint Jerry Blann to the remainder of a partial term left by a resigning member of the Jackson Hole Airport Board going to February 7, 2022. The vote showed all in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Mark Barron and seconded by Mark Newcomb to appoint Jerry Blann to the remainder of a partial term left by a resigning member of the Jackson Hole Airport Board going to February 7, 2022. The vote showed all in favor and the motion carried for the County.

Possible Action Item Related to the Executive Session. On behalf of the Town, a motion was made by Jim Stanford and seconded by Jonathan Schechter to direct staff to take the appropriate action contemplated in executive session. The vote showed all in favor and the motion carried for the Town. On behalf of the County, a motion was made by Mark Newcomb and seconded by Luther Propst to concur with the Town's motion. The vote showed all in favor and the motion carried for the County.

Public Comment. None.

Consent Calendar. On behalf of the Town, a motion was made by Hailey Morton Levinson and seconded by Jim Stanford to approve the consent calendar including items A-B as presented with the following motions. On behalf of the County, a motion was made by Greg Epstein and seconded by Luther Propst to approve the consent calendar including items A-B as presented with the following motions. There was no public comment on the Consent Calendar.

- A. **Meeting Minutes.** To approve the January 6, 2020 regular JIM and January 28, 2020 special JIM meeting minutes as presented.
- B. **Memorandum of Understanding for Third Party SPET Funding with Historical Society & Museum.** To approve the MOU between the County, Town, and the Historical Society as presented, including any minor changes by the Town and County Attorneys and authorize the Mayor and Chair of the County Commission to execute the MOU.

The vote showed all in favor and the motion carried for the Town.

The vote showed all in favor and the motion carried for the County.

Jackson Hole Airport Board Budget Amendment. Jim Elwood and Michelle Anderson of the Jackson Hole Airport made comment.

On behalf of the Town, a motion was made by Jim Stanford and seconded by Hailey Morton Levinson to approve the FY2020 Airport Budget Amendment as presented. The vote showed all in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Greg Epstein and seconded by Luther Propst to approve the FY2020 Airport Budget Amendment as presented. The vote showed all in favor and the motion carried for the County.

Agreement with OPS Strategies for 2020 Indicator Report. Tyler Sinclair made staff comment.

On behalf of the Town, a motion was made by Hailey Morton Levinson and seconded by Jim Stanford to approve the proposal from OPS Strategies to assist Planning Staff in preparing the 2020 Indicator Report as presented in the agreement dated January 10, 2020 and authorize the Mayor to execute a Professional Services Contract upon review and approval by the Town Attorney. Mayor Muldoon called for the vote. The vote showed all in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Mark Newcomb and seconded by Luther Propst to approve the proposal from OPS Strategies to assist Planning Staff in preparing the 2020 Indicator Report as presented in the agreement dated January 10, 2020. I further move that a finding can be made to sole source this contract for the following reason - the proposed consultant has specialty expertise in preparing indicator reports and due to consultant may prepare the report in a timely fashion allowing staff to work on the work plan as directed by Council. Chair Macker called for the vote. The vote showed 3-2 in favor with Barron and Epstein opposed. The motion carried for the County.

Modification to Logan Simpson contract for additional work on Growth Management Plan and Comprehensive Plan. Keith Gingery made staff comment.

On behalf of the Town, a motion was made by Hailey Morton Levinson and seconded by Jim Stanford to approve amending the contract with Logan Simpson consulting group for additional work required to complete the Growth Management Program Review & Comprehensive Plan Update not to exceed \$29,170 in cost as presented in the agreement dated January 28, 2020 and authorize the Mayor the execute a Professional Services Contract upon review and approval by the Town Attorney. Mayor Muldoon called for the vote. The vote showed all in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Greg Epstein and seconded by Mark Barron to approve the amended contract from Logan Simpson consulting group for additional work required to complete the Growth Management Program Review & Comprehensive Plan Update not to exceed \$29,170 in cost as presented in the agreement dated January 28, 2020. Chair Macker called for the vote. The vote showed all in favor and the motion carried for the County.

Housing Supply Plan Annual Update. April Norton presented an update to the Housing Supply Plan including funding, management, tasks, scope, and staff capacity.

There was no public comment on this item.

On behalf of the Town, a motion was made by Arne Jorgensen and seconded by Hailey Morton Levinson to approve the Housing Supply Plan with the modifications and direction provided today, recognizing that the implantation will depend on further budget review. The vote showed 4-1 in favor with Stanford opposed. The motion carried for the Town.

On behalf of the County, a motion was made by Mark Barron and seconded by Luther Propst to approve the Housing Supply Plan with the modifications and direction provided today, recognizing that the implantation will depend on further budget review. The vote showed all in favor and the motion carried for the County.

Matters from Council, Commissioners, and Staff. Mark Barron made comment on the Teton Village Association and START bus passes. Larry Pardee made staff comment on the current challenges of scanning bus passes onboard the buses.

Adjourn. On behalf of the Town, a motion was made by Hailey Morton Levinson and seconded by Pete Muldoon to adjourn to executive session to discuss personnel matters/appointment to volunteer boards in accordance with Wyoming Statute 16-4-405(a)(ii). The vote showed all in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Mark Barron and seconded by Greg Epstein to adjourn the meeting. The vote showed all in favor and the motion carried for the County. The meeting adjourned at 5:02 p.m. minutes:spb

TOWN OF JACKSON

ATTEST:

Pete Muldoon, Mayor

Sandra P. Birdyshaw, Town Clerk



**BOARD OF COUNTY
COMMISSIONERS**



TOWN COUNCIL

JOINT INFORMATION MEETING AGENDA DOCUMENTATION

PREPARATION DATE: February 27, 2020

MEETING DATE: March 2, 2020

SUBMITTING DEPARTMENT: Administration

DEPARTMENT DIRECTOR: Alyssa Watkins, BCC Administrator

PRESENTER: Alyssa Watkins, BCC Administrator

SUBJECT: Dispatch Task Force Report Out

STATEMENT/PURPOSE

Given the staffing shortages that the Sheriff's Office Dispatch Center has faced, in early December of 2019 the Sheriff presented a request to the Board of County Commissioners (BCC) to change the salary band for dispatch. Recognizing that the Town is a partner in funding dispatch and that dispatch has historically been housed under the Sheriff but serves not only the Sheriff but the Jackson Police Department, Jackson Hole Fire/EMS, and many other agencies in the region, the BCC felt it prudent to take a holistic and long-term view to finding solutions to this ongoing staffing challenge. Therefore, rather than approving the Sheriff's request, the BCC gave direction for the creation of a task force to consider the issues facing dispatch and asked that a full spectrum of ideas be produced for consideration.

BACKGROUND/ALTERNATIVES

The Board of County Commissioners assigned the BCC Administrator to convene and lead the task force. Task force members included Sheriff Matt Carr, Lt. Chett Hooper, Communications Manager Riclyn Betsinger, JPD Chief Todd Smith, Lt. Roger Schultz, BCC Administrator Alyssa Watkins, Director of Human Resources Julianne Fries, Town Manager Larry Pardee, Assistant Town Manager Roxanne Robinson, JH Fire/EMS Chief Brady Hansen, Battalion Chief Mike Moyer, and Teton County Emergency Management Coordinator Rich Ochs.

The task force identified its target question as, "What actions can we take to ensure reliable dispatch services into the future?" Through brainstorming, the task force members produced a list of 25 alternatives that they believed would make a significant impact on the problem and answer the fundamental question being asked. A prioritization process followed in which task force members ranked their top three alternatives individually and, by assigning value according to those rankings, derived the group's top priorities. The top 6 alternatives are as follows (not priority ranked):

- Consolidated agency under JPB
- Increased wages
- Professional recognition
- Regional approach/combine with neighboring counties

- Recruiting/hiring
- New facility

The task force members teamed up to analyze each of the alternatives and produced the Report Outs included as attachments to this staff report. Additionally, the task force produced this summary of time and cost considerations of the alternatives, categorized relative to each other:

ALTERNATIVE	TIMEFRAME	COST
RECRUITMENT	SHORT TERM	LOW COST
PROFESSIONAL RECOGNITION	SHORT TERM	LOW COST
WAGES	SHORT TERM	MID COST
JPB STRUCTURE	COULD VARY	COULD VARY
REGIONAL DISPATCH	LONG TERM	HIGH COST
NEW FACILITY	LONG TERM	HIGH COST

Given that dispatch staffing shortages are a significant issue across the country and have been for many years, the task force believes that pursuing a combination of approaches is likely necessary to make an impact on the problem locally and to address the broader issue of ensuring reliable dispatch services into the future.

[ATTACHMENTS](#)

Dispatch Task Force Report Out – Recruitment
 Dispatch Task Force Report Out – Professional Recognition
 Dispatch Task Force Report Out - Wages
 Dispatch Task Force Report Out – JPB Structure
 Dispatch Task Force Report Out – Regional Dispatch
 Dispatch Task Force Report Out – New Facility

[FISCAL IMPACT](#)

Varies significantly depending on the alternative under consideration. See chart above and additional information in Report Out attachments.

The Sheriff has requested funding for the Wages alternative in his FY21 budget submission. The Sheriff has indicated he has sufficient funding within his budget to pursue additional strategies in FY20 as well, if authorized.

[STAFF IMPACT](#)

Varies significantly depending on the alternative under consideration. See information in Report Out attachments.

[LEGAL REVIEW](#)

Town: Ongoing as needed.
 County: Gingery.

[RECOMMENDATION](#)

The task force was asked only to identify viable alternatives, not to prioritize or make a recommendation on those alternatives.

The task force recognizes that no action is required of the Town Council or BCC at this time. Should the bodies desire to take action, two possible motions are included below. Recognizing that there are immediate challenges facing the dispatch center, the first motion addresses near-term actions, and the second looks to the

future through FY21 funding.

Because FY21 budget requests are closed at this time, the second motion as crafted would allow the BCC Administrator and/or Town Manager to include funding for additional alternatives in the Recommendation section of the budget for Town Council and BCC consideration during the budget process.

[SUGGESTED MOTION](#)

I move to authorize the Sheriff to utilize available Sheriff's Office FY20 funding to pursue the (*alternative name(s)*) alternative(s).

I move to direct staff to consider funding for the (*alternative name(s)*) alternative(s) in the FY21 budget recommendation, for Town Council and Board of County Commissioners consideration during the budget process.

Synopsis for PowerPoint (120 words max):

RECRUITMENT

Proposal for update to recruitment efforts for dispatch positions; shorten time from application to start date, retool recruitment efforts, target recruitment efforts to those most likely to pass initial screenings, consider competition for applicant pool, consider outside support for recruitment efforts, survey existing staff for ideas and obstacles.

ANALYSIS

1. History of Similar Efforts

- i** Past job ads and social media post have been created and promoted in house either by dispatch (manager or supervisors) or the TCSO hiring coordinator.
 - Ads often get lost amidst bigger/catchier ads.
 - Social Media posts are not consistent nor do they build on each other or provide much insight into the position.
 - Paid FB ads have garnered more out of state interest but very few of those have followed through with actual applications or testing.
- No outsourcing of recruitment materials or PR has been done in the last 5 years.

2. Advantages of this Alternative

- i** Costs of this alternative are scalable – from \$0 on up depending on the path(s) chosen. Ability to harness in-house expertise and 3rd party services as desired.

3. Disadvantages of this Alternative

- i** Cost for 3rd party services if desired. Increased work load on existing staff.

4. Evidence that the Proposed Alternative Will Make a Significant Impact on the Problem

- i** Data from ECO Canada's Report on Employee Turnover shows that using the right recruitment channel(s) can make a big difference in finding employees who are successful

and remain loyal to your organization. General agreement and evidence that the quality of recruiting efforts has a direct correlation with retention.

For example, potential to shorten time from application to hire could result in fewer “lost” applicants, leveraging expertise of County Human Resources could be low cost way to increase effectiveness of recruiting efforts, professionally designing materials that appeal to the “profile” of employee we are seeking could increase number of successful candidates.

5. Resources Available for Implementation of the Alternative

- i** County Human Resources staff, TCSO Hiring Coordinator, Dispatch Manager & Supervisors, other Dispatchers interested in assisting with content creation. Town and County funding for 3rd party services.

6. Barriers to Implementation of this Alternative

- i** Existing time and skill set for content creation. Costs for outside services, length of on-going availability, and understanding of the position to promote it as desired.

7. Costs Associated with this Alternative

- i** Scalable. Costs for in house efforts include expenses for running ads, printing, travel for participation in recruiting events outside of Jackson and overtime for dispatch staff to attend or represent at such events. Costs for outside services include content, video, PR campaign creation.

8. Staff Time Associated with this Alternative

- i** Time required for processing background checks, developing candidate profile, creating content, updating information, responding to requests for information, promoting dispatch as a career at formal events, procuring and managing consultant services, etc.

9. Risks Associated with this Alternative

- i** Promoting the position and obtaining more applicants but not necessarily candidates with the competencies, fit and ability to pass the background and training process.

10. How Success of this Alternative Will be Measured

- i** 1. Number of applicants per testing cycle.
- 2. Success of recruiting the right applicants may be measured by the percentage of applicants making it through testing/background/training.
- 3. Comparison of retention rate of employees recruited under “new” methods as compared to employees recruited prior to implementation of changes to recruiting efforts.

11. Other Factors to be Considered

- i** Possible strategies could include:
 - Develop a PR / Recruitment campaign and materials in house based on a candidate profile
 - Hire a 3rd party group to develop a PR / Recruitment campaign and materials
 - Job ads for news and social media
 - Recruitment brochures
 - Pre-planned social media posts highlighting the position and openings
 - Recruitment media – working with TCSO video group or separately
 - Updating recruitment section of TCSO Website
 - Develop interactive recruitment activities (web or in person)
 - Participate in career fairs / networking events

PROFESSIONAL RECOGNITION

Raising the professional recognition of dispatchers both externally in the community and internally in Town/County government.

ANALYSIS

1. History of Similar Efforts

- i** Teton County Search & Rescue started a public outreach campaign approximately eight years ago to help raise awareness of volunteers to increase fundraising efforts. Teton County has a longevity award program managed through Human Resources to recognize employees for their tenure with the County. The Teton County Sheriff's Office has its own internal recognition program for heroism that tends to apply more towards field personnel. The Town of Jackson has the Value Jackson award, which is passed from employee to employee, with the previous employee nominating the next awardee and creating a write-up of their commendable actions.

2. Advantages of this Alternative

- i** Through public support, this alternative can increase respect for the position and in turn attract qualified applicants and retain current employees. Costs are scalable; this can be very low cost but will likely have lower overall impacts as well. With increased funding for the program, more effective outreach and recognition can be conducted.

3. Disadvantages of this Alternative

- i** A quality public relations campaign to highlight the profession will be costly if it is to be done right and have the intended impact. This alternative may not reach the intended audience (i.e. a local community campaign may help raise the status of dispatchers locally and increase retention, but it may not help with recruiting out-of-area applicants).

4. Evidence that the Proposed Alternative Will Make a Significant Impact on the Problem

- i** APCO's [Project RETAINS](#) – The Association of Public Safety Communications Officials (APCO) found eight factors in their Project RETAINS study that impacted employee satisfaction: 1. Center performance 2. Preparation and ongoing training 3. **Feeling appreciated by management** 4. Employee satisfaction with the shift selection process 5. Effective mentoring of new trainees 6. **Feeling appreciated by their immediate supervisor**

7. A thorough and extensive application and screening process 8. **Feeling appreciated by the media.** Of note for this alternative are factors 3, 6, and 8.

Additionally, Teton County SAR's public relations campaign is a locally respected and effective tool for raising awareness of SAR, its volunteers, and their criticality to this community. It has helped to both increase their fundraising efforts and inadvertently has helped with volunteer recruitment.

5. Resources Available for Implementation of the Alternative

- i** Technical expertise from Teton County Human Resources on employee recognition strategies and best practices will be helpful. Local graphic design firms will be needed for any type of print or web media outreach. Local PR consultants will be needed to help with designing a campaign. Teton County Sheriff's Office Auxiliary may be able to assist with financial support.

6. Barriers to Implementation of this Alternative

- i** Cost, staff capacity, and a desire for anonymity by dispatchers have all been recognized as potential barriers.

7. Costs Associated with this Alternative

- i** An internal recognition campaign could be accomplished starting at nearly zero-cost. An external campaign would likely cost \$15,000-\$50,000 to implement over one to two years.

8. Staff Time Associated with this Alternative

- i** Likely high to start, then could taper off. There will be ongoing time requirements to maintain the program.

9. Risks Associated with this Alternative

- i** Program could potentially not have the desired impact of recruiting and retaining more qualified applicants.

10. How Success of this Alternative Will be Measured

- i** Increased number of applications received for open positions would be one measure and including a question on applications asking how applicants heard about the job could be used to help measure success. Internal job satisfaction and retention surveys could help to establish a baseline of job satisfaction.

11. Other Factors to be Considered

- i** Recognition programs must be county-wide if public funds are to be used. May need to seek outside funding sources if program is specific to dispatch staff.

WAGES INCREASE

Increase Emergency Dispatcher wages via pay band increase to parity with Patrol and Detention staff.

ANALYSIS

1. History of Similar Efforts

- i** **10 year history:**
 - May 2011 – 1 Step Increase for Dispatch out of phase salary adjustment
 - August 2011 – 3 Step Increase for Dispatch
 - November 2013 – Increase of 6.5% for Dispatch (3.3-4.9% for remaining TCSO)
 - September 2014 – Band increase (TCSO structure change)
 - April 2015 – Adoption of new salary plan (county-wide)
 - October 2015 – Pay adjustment to 66% salary plan (county-wide)
 - June 2019 – Salary plan adjustment 2.5% (county-wide)

2009 starting salary - \$34,004
2020 starting salary - \$46,791
Proposed starting salary - \$54,167

2. Advantages of this Alternative

- i** Increased wages could not only assist employees (and future employees) with expenses associated with working in Teton County but also show value to the expectations and knowledge base that is expected of the Dispatch Center from the public and other public safety departments.

Increased wages could allow each employee the opportunity to use those funds to their best financial benefit whether that is toward housing, commuting, childcare, debt, retirement, or any other financial goals.

3. Disadvantages of this Alternative

- i** May create expectations and complications related to how the County administers its salary plan.

Overall and permanent increase in salary and benefits budget.

4. Evidence that the Proposed Alternative Will Make a Significant Impact on the Problem

i It is unknown if the proposed alternative will make a long term impact on providing reliable dispatch services.

It would be a step in recognizing Dispatchers as first responders, Dispatch as professional career track, the cost of living variables in Teton County, and the change in position knowledge and expectations. Increased wages could add value and would create equality for Dispatchers as first responders and thus may help in retention of employees that would otherwise seek value elsewhere.

News of the proposed wage increases garnered several applicants and tours within the 2 weeks following the initial presentation.

5. Resources Available for Implementation of the Alternative

i Teton County and Town of Jackson funding.

Potentially E911 Funds although income vs expenses are already close to break-even yearly and the account collects far less annually than it is eligible to pay out.

6. Barriers to Implementation of this Alternative

i Ability to obtain and maintain funding.

7. Costs Associated with this Alternative

i **FY2020 Salaries & Benefits - \$1,359,560**

Calculated with 1 Manager, 2 Supervisors, 2 Leads, 11 Dispatchers for FY2020 & Including 133k OT and 5k for alternates

Proposed

Calculated with 1 Manager, 3 Supervisors, 3 Leads, 9 Dispatchers for FY2021 & Including 100k OT and 25k for alternates & health insurance increases

FY2021 Salaries & Benefits - \$1,502,679	Increase \$143,080 from FY20
FY2022 Salaries & Benefits - \$1,537,392	Increase \$177,793 from FY20
FY2023 Salaries & Benefits - \$1,572,699	Increase \$213,100 from FY20
FY2024 Salaries & Benefits - \$1,608,836	Increase \$249,237 from FY20
FY2025 Salaries & Benefits - \$1,641,140	Increase \$281,541 from FY20

8. Staff Time Associated with this Alternative

- i** Once implemented, there should be no additional staff time required for this alternative. This would require a payroll change request for (currently) 9 employees.

9. Risks Associated with this Alternative

- i** Loss of employees due to other factors not wage based. Increasing wages does not guarantee successful applicants or even long-term employees.

10. How Success of this Alternative Will be Measured

- i** Number of applicants (demonstrating competitive salary)
Number of successful applicants through the background/training process
Number of employees staying past the 3-5 year mark
Number of employees living without Teton County and/or within 1 hour commute radius (or secured housing)
Number or percentage of employees lost in hiring/training process vs over 1, 3, 5, 10 year ranges.
Number or percentages of employees taking other positions because of pay.

11. Other Factors to be Considered

- i** Requirements for obtaining the position along with duties, knowledge, and skills dispatchers are expected to have and maintain to provide utmost service to the public and other first responders.

Alternative career choices within Teton County that have similar starting pay without 24/7 shift work, different benefits, fewer background qualifications, and not working under the stress of life/death situations. Patrol and Detention, at the same pay rate as proposed for dispatch, have also struggled with staffing.

JOINT POWERS BOARD

The creation of a new “communications” department or entity with oversight by a Joint Powers Board (JPB) appointed by the Elected Officials. The JPB could include the Sheriff, Chief of Police, Fire Chief, Emergency Management Coordinator, Citizen(s) at Large, etc. The joint powers board would be funded by the joint elected boards of the Teton County Commission and the Town Council.

ANALYSIS

1. History of Similar Efforts

i In 2017 preliminary discussions took place between the Town of Jackson and the Teton County Sheriff's Department to consider a joint powers board/restructuring due to ongoing challenges and conflicts that were occurring regarding ongoing costs, capital expenditures, and operational directions. Ultimately, the seated Sheriff at the time was not interested in exploring the concept further.

Currently in the State of Wyoming there are a handful of similarly structured dispatch/communications programs, such as Sweetwater County and Campbell County. In contacting these agencies there are predictably pros and cons to their specific structures, but overall, they tend to function as intended, giving each stakeholder an equal say in the future of their communications program as it relates to public safety.

It is important to note that there are far more communities utilizing structures where only one entity runs the dispatch center, like Teton County. In some instances, there may even be duplicate dispatch centers (one run by the county government and one run by the city government), which are notably the least efficient structures in the way of cost.

Additionally, though a singular entity running the dispatch center is common across Wyoming, it does not mean that all entities involved in paying for those dispatch costs are necessarily content with a singular structure. It is common to find towns and counties that struggle to find common ground when only one entity controls those operations and makes critical decisions that can impact other agencies that share in those costs.

2. Advantages of this Alternative

i Using the current discussion as an example, the parties who have been brought to the table (i.e. TCSO, JPD, JHF/EMS, Emergency Management, HR, and Administration in both Town and County) to discuss and offer viable solutions to be considered for making our dispatch center more sustainable into the future are the very same people who might hypothetically sit on a joint powers board.

In bringing together people from multiple disciplines and who have shared interests there is an opportunity to bring more creativity to the solutions going forward. A JPB allows for

regular interaction of those parties who want to help steer policy and decision making for the betterment of the community and public safety. In general, the concept of “five heads are better than one” while brainstorming and problem solving applies here.

3. Disadvantages of this Alternative

i Though any collaboration can often be fruitful if properly managed, but it can also (under certain circumstances) create challenges in finding common ground during some complex situations. As a result, it can potentially become the source of delays in decision making. It requires strong leadership to avoid these pitfalls and to keep the group focused on the mission.

Additionally, a JPB can cause less efficiencies regarding administrative functions if not structured in a manner that allows for the sharing of resources, meaning that the JPB could potentially need its own legal advice or other administrative support staff, such as a payroll clerk. To avoid these overhead costs, the sharing of existing personnel and resources would be advised when possible.

Lastly, a JPB requires each participating entity to agree to a cost sharing structure (i.e. call volume, equal split, agency size, radio use etc.)

4. Evidence that the Proposed Alternative Will Make a Significant Impact on the Problem

i There is no direct evidence to suggest that a JPB would solve any recruitment or retention issues with the current dispatch center. But it follows reason that a group of dedicated stakeholders having monthly meetings to discuss the challenges associated with running a dispatch center would produce an array of solutions to address this issue, but also to address other complex challenges. A JPB would force a monthly meeting to take place that would prevent issues from being put off to being solved another day and would keep recruitment and retention in the crosshairs to be solved on an ongoing basis.

Additionally, it should be underscored that having the right players at the table to discuss complex issues on a regular basis would undoubtedly lead to better overall outcomes and more outside the box thinking to solve ongoing problems.

5. Resources Available for Implementation of the Alternative

i The vast majority of resources needed to create a JPB already exist today. Creating a JPB in our county would not mean having to start from scratch, but rather a restructuring of the current system and personnel.

The current dispatchers would remain in place as they do today; the supervisor of dispatch could become the “Director of Communications”; the “Board of Directors” could be existing

personnel (i.e. Sheriff, Chief of Police, Fire Chief, Emergency Management Director etc.); the joint power of the Teton County Commissioners and the Town Council already exist to provide budgeting allocation as they do for other departments of the Town and County.

Much of the structuring of a JPB requires written agreements and a willingness of the parties to meet on a monthly basis to keep the organization strong. All parties involved in the JPB would need to dedicate legal resources to draw up a working agreement that works for everyone.

The location of dispatch would not necessarily change, but instead Teton County would need to lease back the current space for a nominal fee to the Board of Directors.

6. Barriers to Implementation of this Alternative

- i** There would undoubtedly be some logistical challenges to work through, but the only major barrier to implementation of a JPB is the willingness of the joint powers of the Teton County Commission and the Town Council to agree that a JPB would benefit our community and our public safety mission.

7. Costs Associated with this Alternative

- i** To set up the governing structure and foundational documents of a JPB would be staff time both on the Town and County legal departments to create the necessary agreements.

Actual start up and ongoing costs would depend heavily on the ability to rely on existing resources such as space, equipment, payroll systems, etc. The current cost of providing dispatch services could stay the same but could increase based if independent resources were required.

8. Staff Time Associated with this Alternative

- i** A copy of the Sweetwater JPA has been obtained and could act as a template for the beginning discussions for a Teton County/Jackson JPB. It is anticipated that 40-80 hours of staff time might be necessary to implement such a program, assuming all parties can come to an amiable agreement in short order.

9. Risks Associated with this Alternative

- i** Risks are limited to assets acquired during the operation of a JPB and determining who they belong to should there be a future decision to cease the JPB. These are issues to be covered in any agreements that would be reached on the front end of the planning.

10. How Success of this Alternative Will be Measured

- i** Success could be measured in the ability of the JPB to provide exceptional communication services with an overall satisfaction rating by the public of 80% or greater. Retention would be measured on an ongoing annual basis to see if any ideas or programs implemented by the Board of Directors is having a positive influence on the overall retention rates and job satisfaction of the employees working in the facility.

11. Other Factors to be Considered

- i** A JPB is seen by some stakeholders as the most desirable approach to “all things dispatch” going forward so that all stakeholders have equal footing in future communication decisions.

It is important to note that the desire of the stakeholders outside of the Sheriff’s Office to create a JPB is not a reflection of the work that Sheriff Carr and his staff are doing. Quite the contrary. Sheriff Carr has been an exceptionally good partner to work with for all entities involved and his staff is exceptional. But the current arrangement has not always been viewed in that light and is admittedly fragile from the perspective that it can all be undone in an election.

To create stability in the process going forward and to create an environment where all of the stakeholders are looking out for our dispatchers and their wellbeing, a JPB makes sense to consider.

REGIONAL APPROACH

Combine dispatch services with other neighboring counties, likely outside of Teton County.

ANALYSIS

1. History of Similar Efforts

- i** Unaware of any previous efforts to combine county dispatch services, although it has been an ongoing topic of discussion.

Grand Teton National Park and Bridger-Teton National Forest operate a combined interagency dispatch center in Moose. The Wyoming Highway Patrol operates a combined dispatch center in Cheyenne.

2. Advantages of this Alternative

- i** Potential for economies of scale (single facility, administration, etc.)

Potential for more affordable housing opportunities if Communication Center is located in an adjacent county.

Possibility of specialized dispatch posts during center operations, either by region or by specialty (Law Enforcement, Fire/Medical, etc.)

3. Disadvantages of this Alternative

- i** Challenges involved with multiple (possibly 20+) agencies reaching agreement on multiple issues during both set-up and on an on-going basis.

Managing operational variations from agency to agency, such as dispatch and response SOPs, software integrations, radio systems, Emergency Medical Dispatch.

Management of staff priorities when resources are limited and demand is high across multiple communities (high season call volumes, wildland fire, large LE event, special events).

Communication Center staff ability to gain and maintain proficiency with the SOPs, functional intricacies and geographical details involved with dispatching multiple agencies over an 8,000 square mile region.

Complications of integrating Federal agency dispatching into a consolidated communications center.

Significant time and effort could be required during the first several years to research, develop and negotiate the form, function and oversight of consolidation.

Potential loss of personal relationships between Center management and agency representatives and possibly more importantly, response personnel.

Time required for implementation would be significant and so could not provide for solutions to immediate needs.

4. Evidence that the Proposed Alternative Will Make a Significant Impact on the Problem

- i** It is unclear if consolidation and relocation to an adjacent county will positively impact Teton County's primary issues of staff recruitment and retention, however, there is speculation that relocating to an area with a lower cost of living and fewer employment opportunities could positively impact both recruitment and retention.

5. Resources Available for Implementation of the Alternative

- i** Possible existing staff and equipment.

6. Barriers to Implementation of this Alternative

- i** Reaching agreement on funding, pay and benefit structure, formation of a JPA or other agreement, & formalizing procedures for identifying funding and operational priorities.
Establishing relationships.

7. Costs Associated with this Alternative

- i** If a suitable location did not already exist, there could be cost for land, a building, equipment, set-up and implementation of technology for interagency compatibility and interoperability.

8. Staff Time Associated with this Alternative

- i** Researching and implementation of this option would require significant staff time and effort by all agencies involved.

9. Risks Associated with this Alternative

- i** Dilution of geographic knowledge and understanding of the unique characteristics of the coverage area (8,000 sq. miles), such as geographic place names, unmarked roads, unique geographic features, target hazards, etc.

Less knowledge and familiarity with the specific response requirements of each agency.

Challenges associated with application of multiple different dispatch SOPs based on the individual responding agencies (up to 18 agencies).

10. How Success of this Alternative Will be Measured

- i** Whether all communities receive an equal or higher level of service.

Retention of staff.

If cost savings are realized.

11. Other Factors to be Considered

- i** Structure of the consolidation (JPA, contract for services, etc.)

Technology required to ensure continuous functionality and redundancy.

Facility renovation or replacement

From a technology perspective, it is very possible to locate a dispatch center remotely, as demonstrated by Wyoming Highway Patrol, who dispatch the majority of state resources from Cheyenne. Remote networks may rely on a variety of links such as hard wire phone lines, microwave systems, cellular, radio relays, mountaintop repeaters, and internet connections. Redundancies and various methods of reliable communication would be critical in order to ensure that a remote dispatch center would remain functional during a variety of possible natural or man-made interruptions of service.

Agencies potentially collaborating: TCSO, JPD, JHFEMS, TVFD, GTNP, BTNF, G & F, WHP, TCSAR, SVSAR, Alpine FD, Thayne EMS, Thayne FD, LCSO, Afton FD, Star Valley Med Center EMS, Kemmerer FD, S. Lincoln EMS, YNP, Teton Co. ID Fire/EMS Teton Co. Idaho SO & SAR, CTNF, Cokeville FD, Cokeville EMS.

NEW FACILITY

Consider the provision of a new or remodeled facility within Teton County or the Town of Jackson to support existing dispatch center operations.

ANALYSIS

1. History of Similar Efforts

- i** The move out of the “fishbowl” and the addition of the restroom to the existing space. The Justice Center SPET initiative.

2. Advantages of this Alternative

- i** New facility that will last for many years to come.
Facility can be designed to spec with the addition of amenities not currently available.
Trickle-down effect – e.g., moving dispatch out of its current location could open that location to other uses, such as relocating the jail kitchen facility out of the secure area.
Some evidence that creating formal break space for the dispatchers could increase retention (see evidence section).
This alternative could potentially result in a larger space that could accommodate a more regional operation (e.g., partnering with GTNP on a facility in the park).
The biggest advantage of this alternative is that it could help support many of the other options under consideration (consolidated agency, regional approach, recruiting and hiring).

3. Disadvantages of this Alternative

- i** Higher costs for new construction.
Time involved with new construction or significant remodels.
Limited availability of suitable land.
If facility was located at any distance from law enforcement offices, could reduce efficiency of some operations and limit relationship building, which might have negative influences.

4. Evidence that the Proposed Alternative Will Make a Significant Impact on the Problem

- i** From the Association of Public-Safety Communications Officials (APCO) Project RETAINS - Centers that attend to the physical environment and create an environment that supports employees' basic physical needs enjoy higher retention rates.
Study related to nursing found that the facility aesthetics and work environment were found to be associated with higher satisfaction and better coworker relationships among nurses and helped to minimize fatigue, which has been found to have a negative impact on

alertness, mood, and psychomotor and cognitive performance. Study related to schools found that increased staff recruiting was not significant with a new school facility however during the facility renovation, faculty morale was elevated because of the newness and upgrades to the building. Additional general studies that show space as an enabling resource has the potential to facilitate positive change in the organization and provide competitive advantage, significantly increase employee satisfaction, employee engagement, and productivity. Anecdotal evidence from Town/County remodels suggests that remodels can but don't always increase morale, productivity, retention, and satisfaction - in some cases those effects were not long lasting.

5. Resources Available for Implementation of the Alternative

- i** Financial and land resources are necessary. Town/County funding, SPET, and grant funding are all potential funding resources. Existing Town/County land or facilities could also be resources, e.g., the Federal or County courthouses.

6. Barriers to Implementation of this Alternative

- i** Lack of funding, inability to secure a viable location, and the time required to realize this alternative are all potential barriers to implementation.

7. Costs Associated with this Alternative

- i** Cost estimates include design planning at \$200,000, property acquisition at \$1,000,000+, construction at \$4,000,000 +/-.

8. Staff Time Associated with this Alternative

- i** Would vary significantly depending on the alternative chosen.

9. Risks Associated with this Alternative

- i** One potential risk is cost overruns. Pursuing this alternative may not solve the problem long term. Pursuing this option may negate other options, e.g., moving dispatch out of county.

10. How Success of this Alternative Will be Measured

- i** Success could be measured by surveys of satisfaction or a review of recruitment and retention statistics. For example, we could survey before and after the move for factors such as job satisfaction, engagement, more successful recruitment (by # of applicants who saw facility prior to application).

11. Other Factors to be Considered





BOARD OF COMMISSIONERS



TOWN COUNCIL

JOINT INFORMATION MEETING

AGENDA DOCUMENTATION

PREPARATION DATE: February 27, 2020

MEETING DATE: March 2, 2020

SUBMITTING DEPARTMENT: County Engineering - Amy Ramage

DEPARTMENT DIRECTORS: Public Works - Heather Overholser

PRESENTER: Sean McAtee - Cambridge Systematics (Consultant)

SUBJECT: Travel demand model and traffic operational microsimulation project update

PURPOSE

The purpose of this meeting is to discuss the travel demand model and traffic operational simulation work that has been completed to date and outline next steps and how the model can be used for ongoing transportation planning.

BACKGROUND

In 2017, development of a valley wide travel demand model was undertaken. Cambridge Systematics was selected to do this work via an RFP process. The travel demand model has been developed and is now actively being operated and maintained by Cambridge Systematics (CS), with coordination with staff and the Transportation Advisory Committee (TAC).

In Spring 2019, additional work was authorized to develop an operational simulation model using TransCAD software as the simulation analysis platform. Having a microsimulation dynamic route choice model engine, this software can be used to reasonably calibrate the model to reflect the current traffic situation and forecast the traffic condition under different future transportation network configurations. Within the micosim model, a detailed lane-based network is used, as are accurate signal phasing and timings, speed limits, turn bays, bike lanes, and other geometric details of the roadway network.

Current and upcoming anticipated uses of the model:

The existing Integrated Transportation Plan was jointly adopted in September 2015 by the Town of Jackson and Teton County. Capital group projects were outlined in the ITP. Work has been undertaken to begin analysis of some capital group projects, along with some additional important road network projects with the travel demand and microsim model. Potential projects include:

- Highway 22 various multilane configurations (general purpose and managed lane scenarios)
- King Street Extension
- Tribal Trail Connector
- Gregory Lane
- Highway 390 transit scenarios
- North Bridge
- East-West Connector
- Snow King/Maple Way

Other uses of the model:

- Calculate valley wide VMT used for annual Comprehensive Plan indicator reporting
- Analyze network changes induced by significant land use change or large development proposals
- Improvements / changes to the transit system
- Impacts of paid parking
- Prioritize areas for non-motorized improvements
- Evaluate impacts of changing mode share

Data Acquisition:

Intersection turning movement counts and network travel time data was collected in July 2019 for summer season and February 2020 for winter season. This information will be used to calibrate and validate the microsimulation model.

ATTACHMENTS

- Via links:
 - o <http://jacksontetonplan.com/239/Integrated-Transportation-Plan>
 - o [Travel Demand Model Technical Documentation](#)
- Presentation slides

FISCAL IMPACT

The project has progressed within the budget. A contract amendment for annual renewal of continued operation and maintenance of the model will be brought to the County Commission for approval in March. The Town of Jackson has been responsible for reimbursing the County for participation in ½ of the development of the model. Project specific scenario runs that are solely within the Town will be billed to the Town (i.e. Gregory Lane).

STAFF IMPACT

Public works staff and TAC will continue to work with the consultant

LEGAL REVIEW

None at this time

SUGGESTED MOTIONS

None at this time

CAMBRIDGE
SYSTEMATICS

Think  Forward

Teton County Travel Model

presented to

*Jackson Town Council &
Teton County Commissioners*

presented by

*Cambridge Systematics, Inc.
Sean McAtee, Keir Opie*

March 2, 2020

Outline

- Demand Model Overview
- Simulation Overview
- 2035 Forecasts
- Example Model Applications

Travel Demand Modeling Overview

What is a Travel Demand Model?

- A **tool** to provide travel information that can aid in planning for transportation improvements
- A way of **organizing your assumptions**
- A program that can "predict" existing travel demand and forecast travel demand for future scenarios

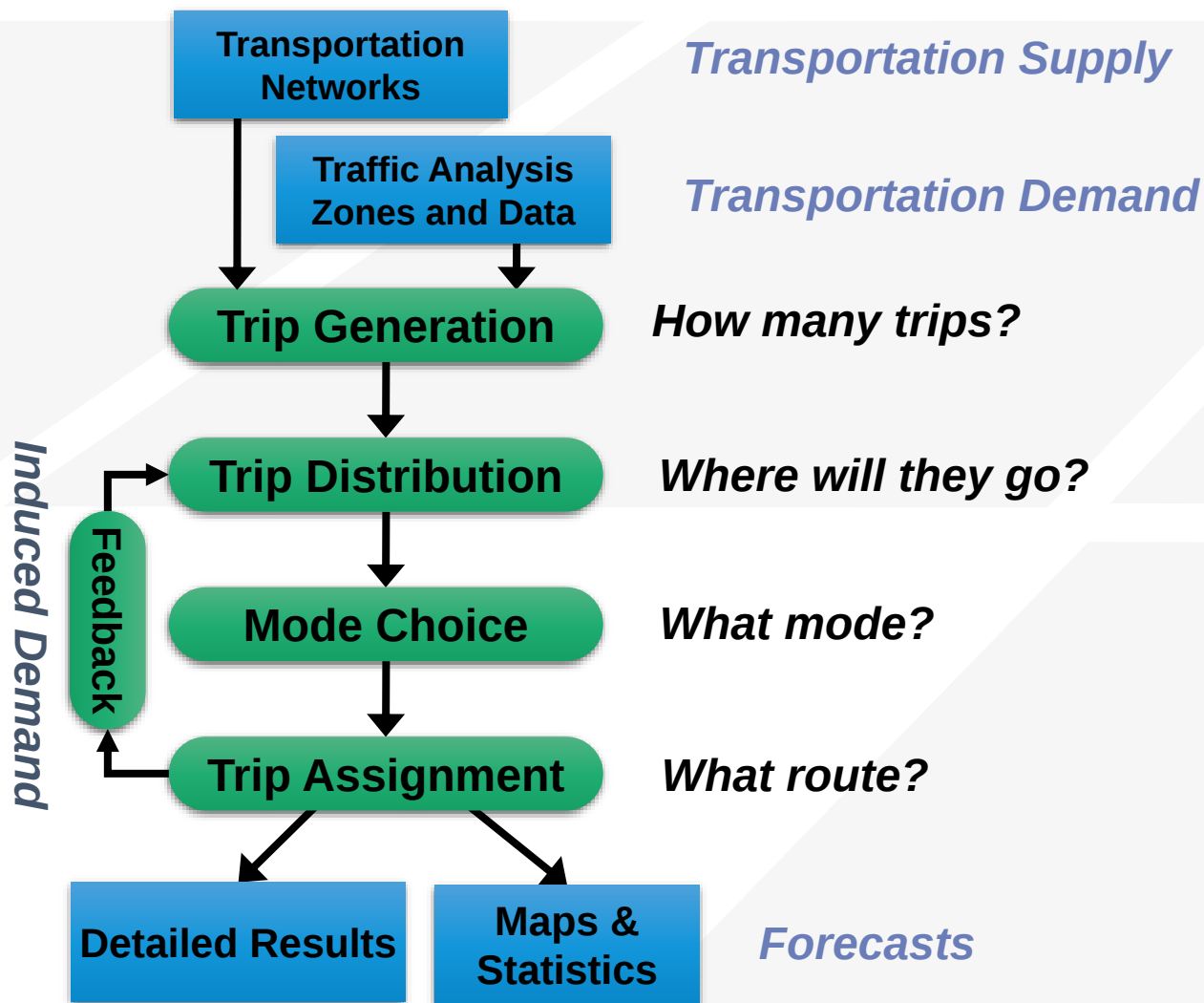
Real world



Modeled World



The Four Steps



Roadway Modeling



- Roadway capacity changes
- Impacts on traffic volumes

Transit Modeling



- Improvements / changes to the transit system
- Impacts of paid parking

Active Transportation

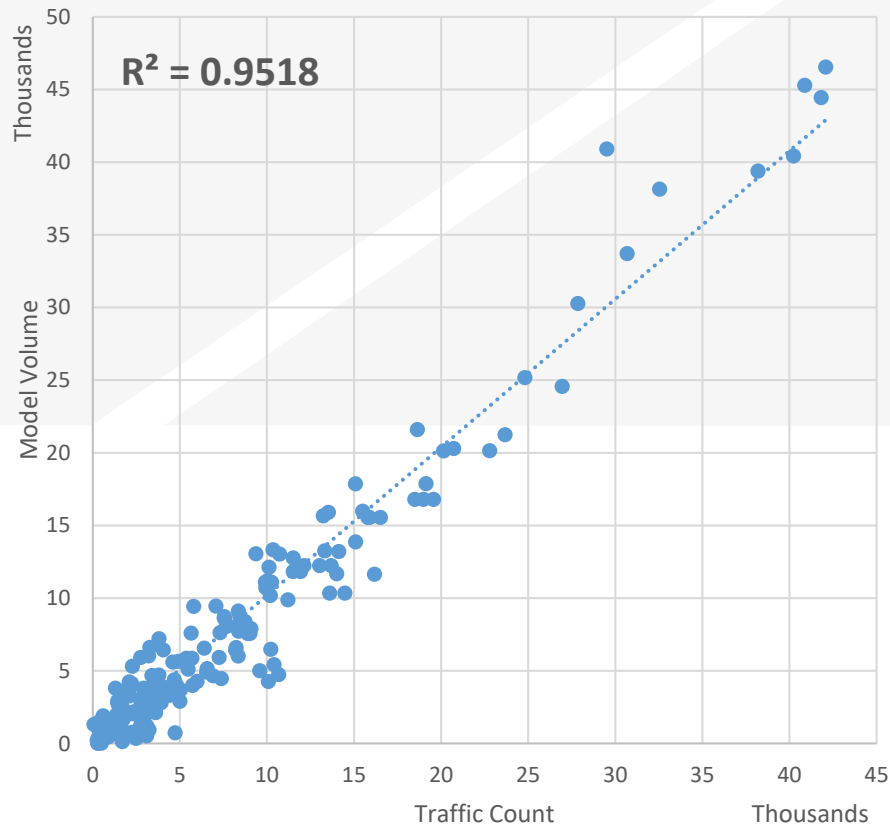


- Prioritize areas for non-motorized improvements
- Evaluate impacts of changing mode share

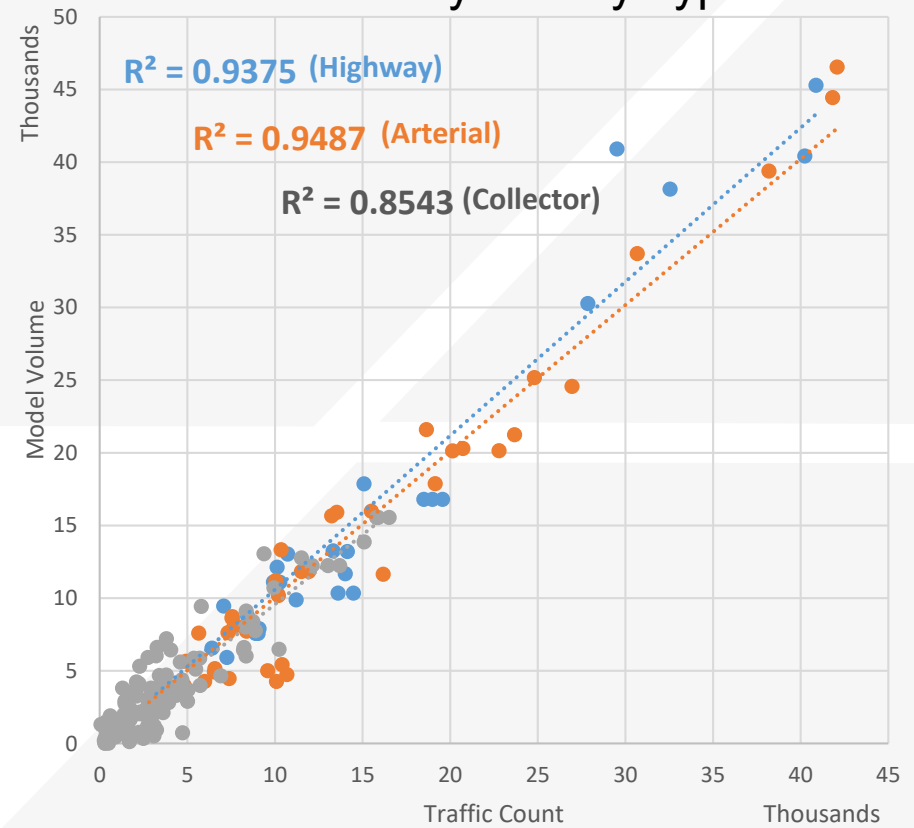


Model Validation

Overall Validation



Validation by Facility Type



Results and Metrics

- Individual roadway volumes
- Vehicle Miles or Hours Traveled (VMT, VHT)
- Person Miles or Hours Traveled (PMT, PHT)
- Congestion Delay
- Travel Times
- Transit Ridership
- Auto Occupancy
(with help from data collection efforts)
- Non-motorized and Transit Mode Share

Traffic Simulation Model Overview

What is a Simulation Model

➤ Operations Assessment Tool

- » Simulates the decisions of drivers and movement of vehicles
- » Second by second decisions simulated
- » Route choices consider realistic delays and queues
- » Lane level geometries and operations (turn bays, weaving, merging, etc.)
- » Simulates signals with realistic field phasing and timings
- » Drivers responds to other vehicles, signals, signs, pedestrians, & congestion to complete their trips

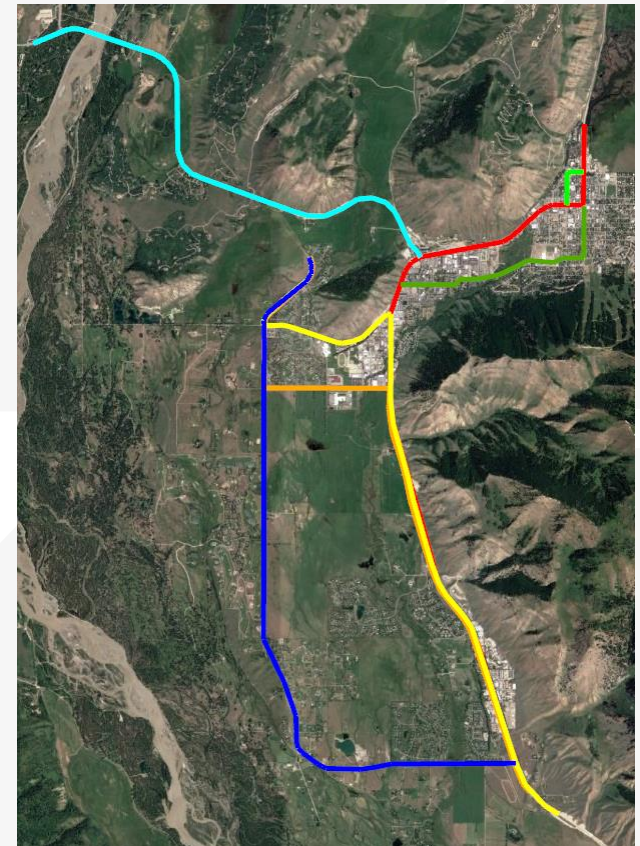
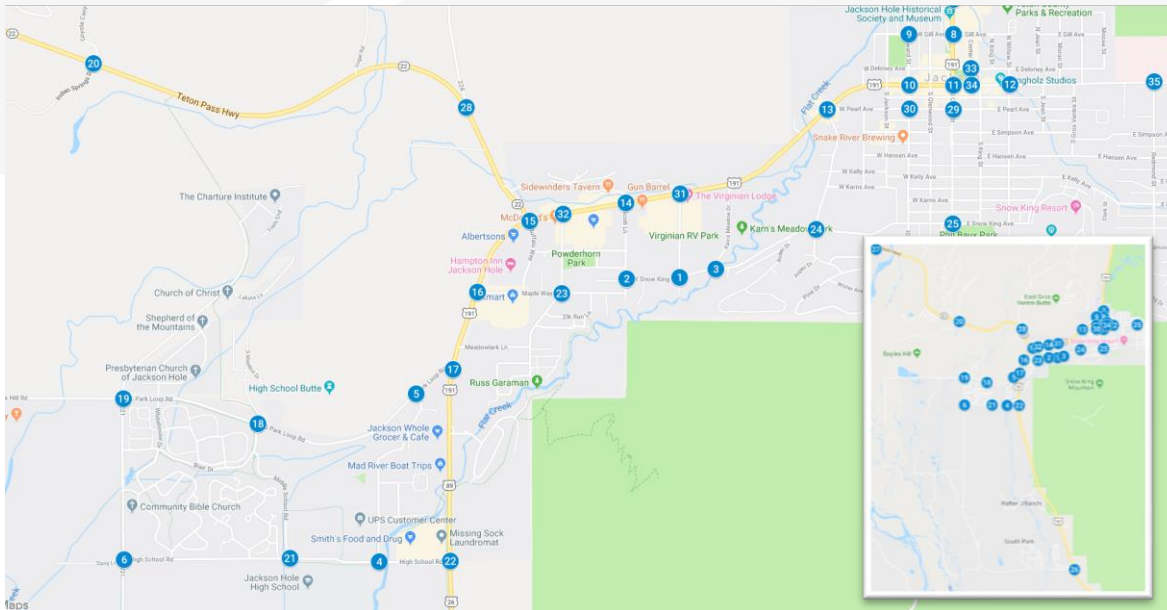


Simulation Picks up from Demand Model

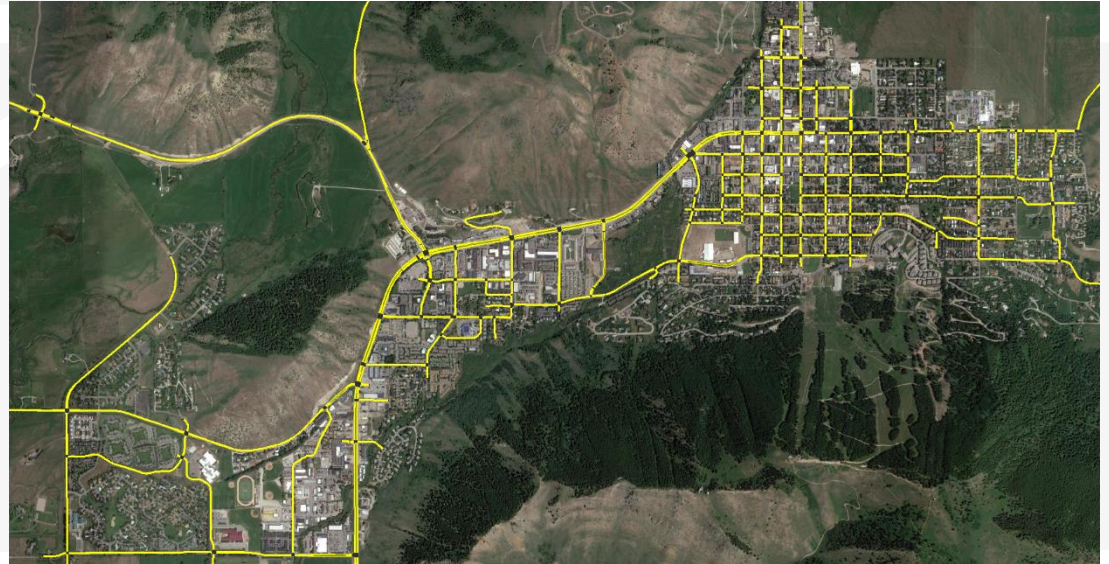
- Uses demand models estimates of trip demands and growth forecasts
- Calibrated against field counted turning volumes and travel times
- AM and PM peaks simulated
 - » 7:00 – 9:00am, 3:30-5:30 pm
- Summer Model Developed
- Winter Model to be developed

Field Data Collection

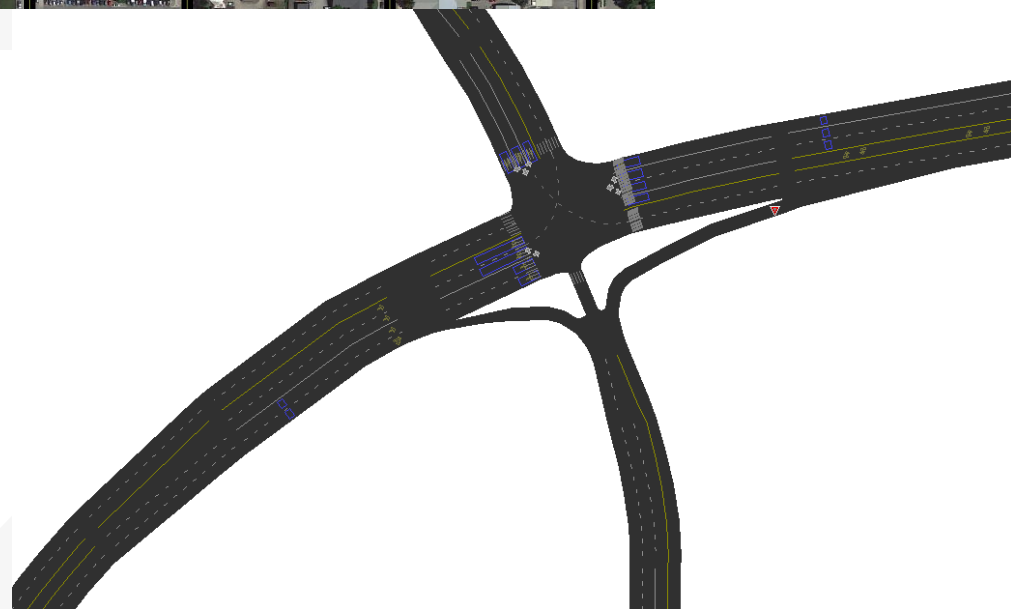
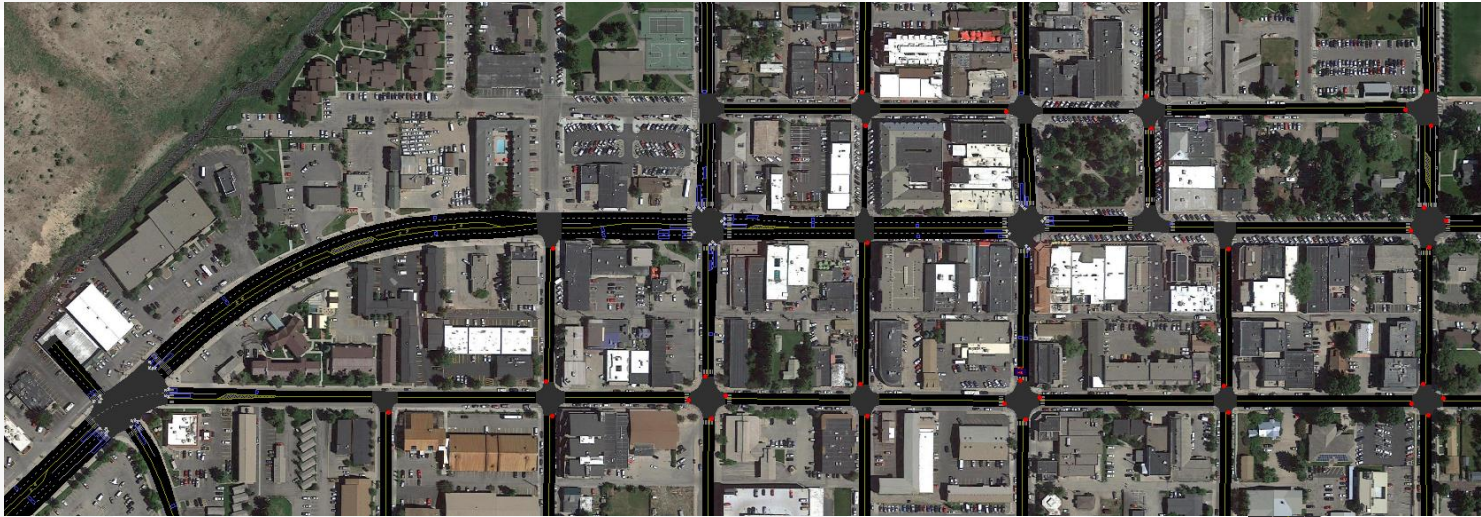
- 35 Intersections, 7 travel time corridors
 - » Summer July 23-25, 2019
 - » Winter February 25-27, 2020



Simulation Network - Overview

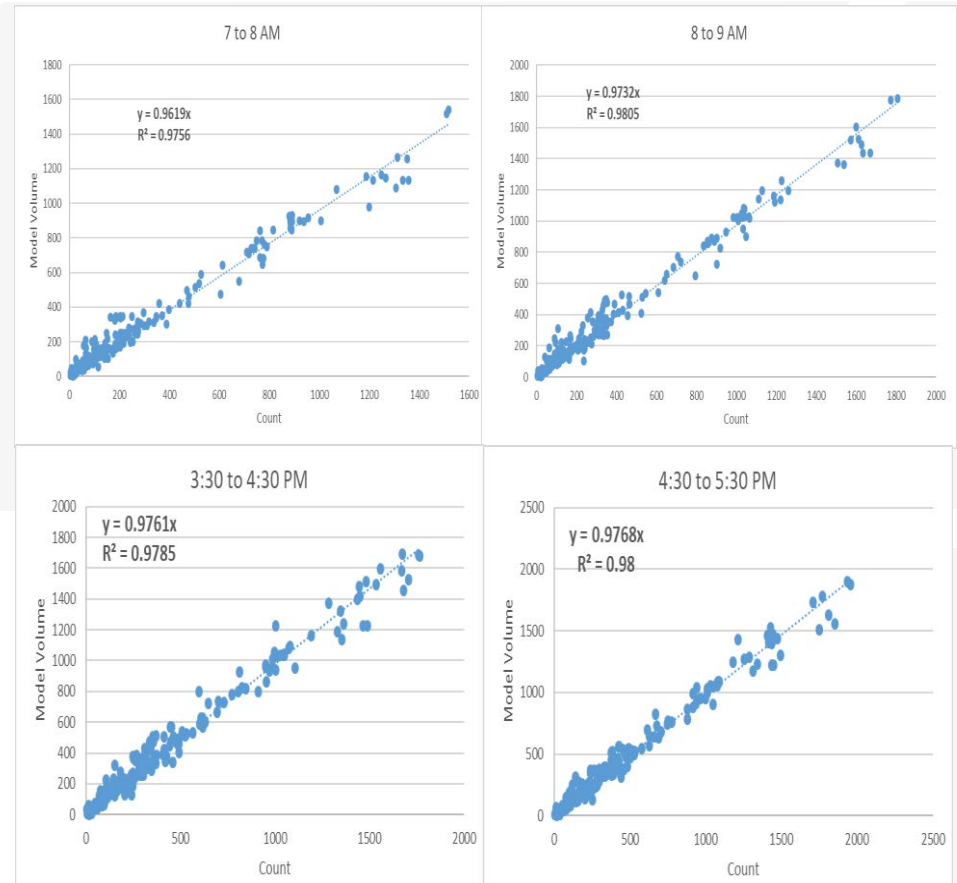


Simulation Network - Details



Model Calibration

- Adjust Driver Behaviors to reflect local conditions
 - » Headways
 - » Gap Acceptance
 - » Speed Adherence
- Tune Demand Model Trip ODs to better reflect counts



Performance Metrics (Typical)

- Delays (total and per vehicle)
- Queue Lengths
- Corridor Travel Times
- Vehicle Hours Traveled
- HCM-style Level of Service (LOS)
- Animations

Current and Potential Future Uses

➤ Models Developed

- » Existing 2019/2020 Existing Models
- » Future 2030 with 2-Lane WYO 22
- » Future 2045 with 4-Lane WYO 22

➤ Assessing operational impacts of changes

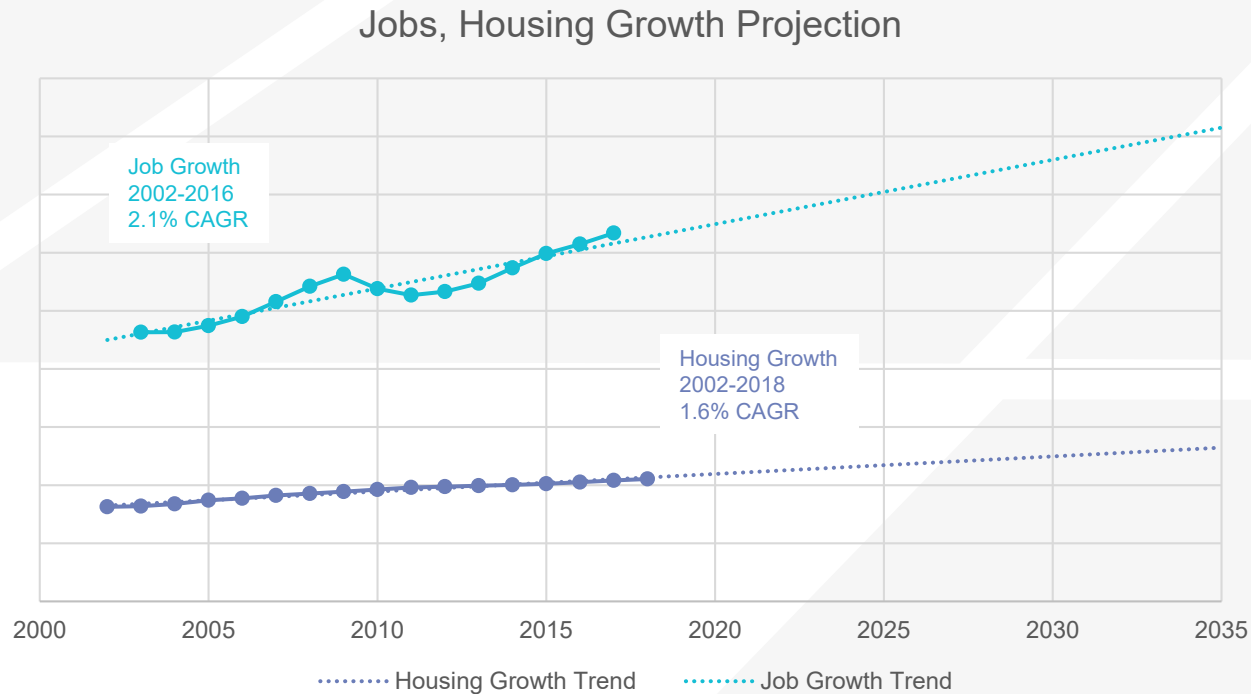
- » New roadways (e.g. Tribal Trail)
- » Expanded Roadways
- » Modified Signals or Stop Controls
- » Other operations changes

➤ Anticipated Project Support

- » Improve operations on Snow King Ave.
- » Gregory Lane Reconfiguration

Forecast Year Data & Assumptions

How Was Growth Projected



Regional Growth

	Existing	2035
Households	10,400	13,000
Employment	19,800	26,800



Example Model Application

King Street Extension

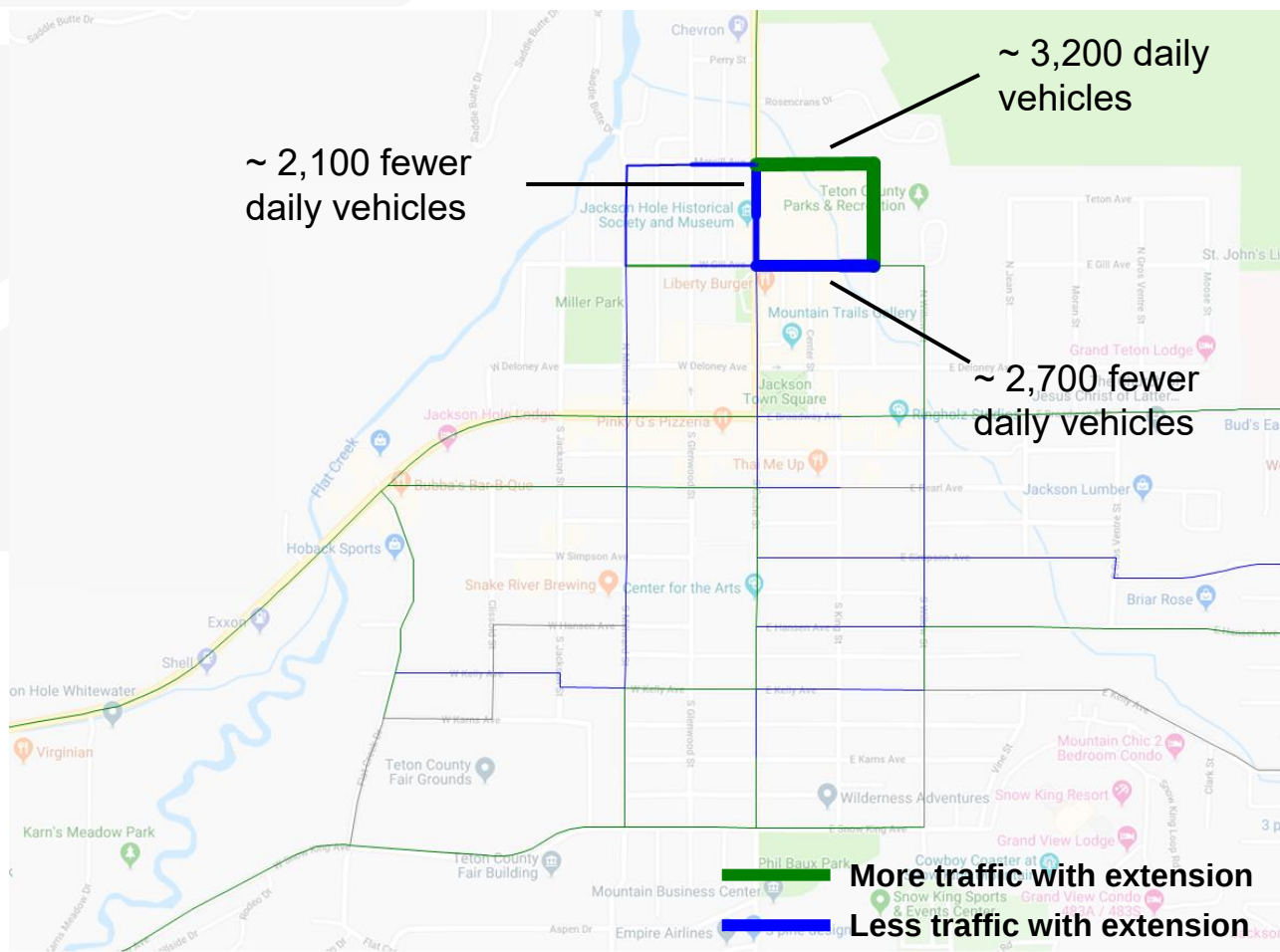
Test Project Definition

- Extend King Street to the north and join with Mercill Ave to the west
- Speed and capacity characteristics:
 - » Minor Collector (as Gill / Willow)
 - » Speed Limit 25 mph

King Street Extension (2035) *Change in Traffic*

DRAFT
Raw model output
For Discussion Only

➤ Traffic change
shown by
bandwidths



4 Lane WY-22

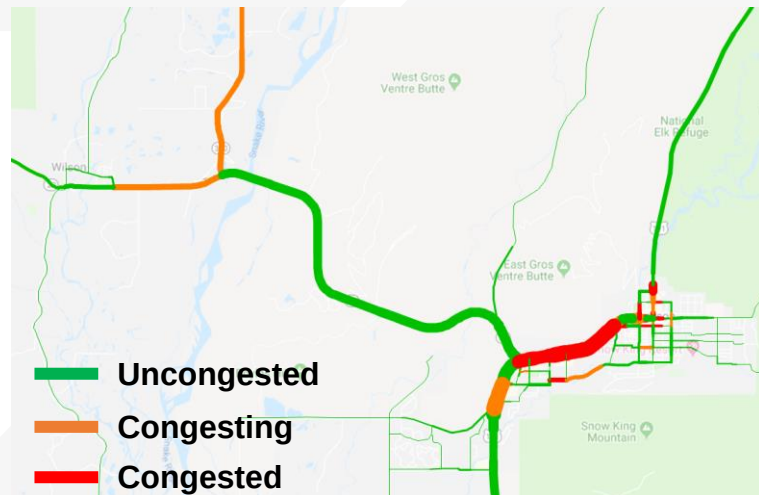
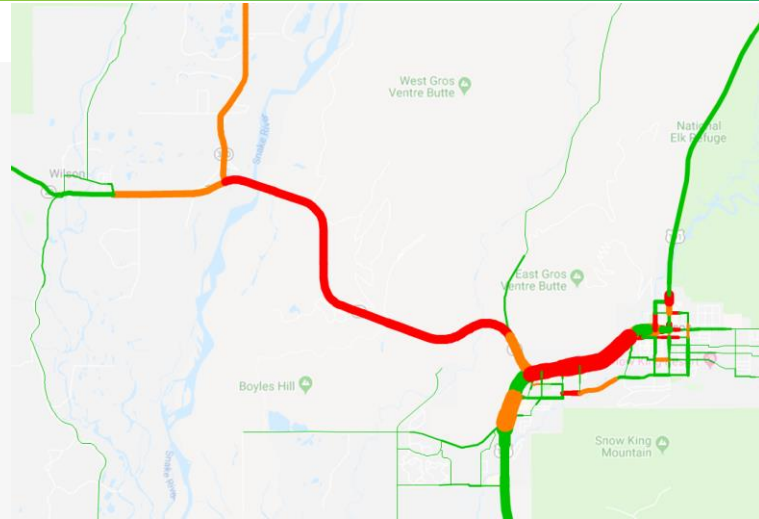
Test Project Definition

- Modify 2 Lane WY-22 to 4 Lane WY 22
 - » Add a general-purpose lane in each direction
 - » Other tests include HOV/Bus lanes
- Speed and capacity characteristics same as before:
 - » Principal Arterial
 - » Speed Limit 55 mph

4 Lane WY-22 (2045) *Change in Traffic*

DRAFT
Raw model output
For Discussion Only

- 2-Lane Hwy 22
 - » Existing highway network in 2045
 - » Congestion along Hwy 22 continues to increase
- 4-Lane Hwy 22
 - » Add one general-purpose lane in each direction
 - » Slight increase in total traffic, but added capacity relieves congestion



Tribal Trail Road Extension

Test Project Definition

- Extend collector to connect to WY-22
- Speed and capacity characteristics identical to the existing Tribal Trail section
 - » Collector Street
 - » Speed Limit 35
- *Slides demonstrate initial analysis. Additional detailed work has been performed and presented to the Tribal Trail Stakeholder Committee*

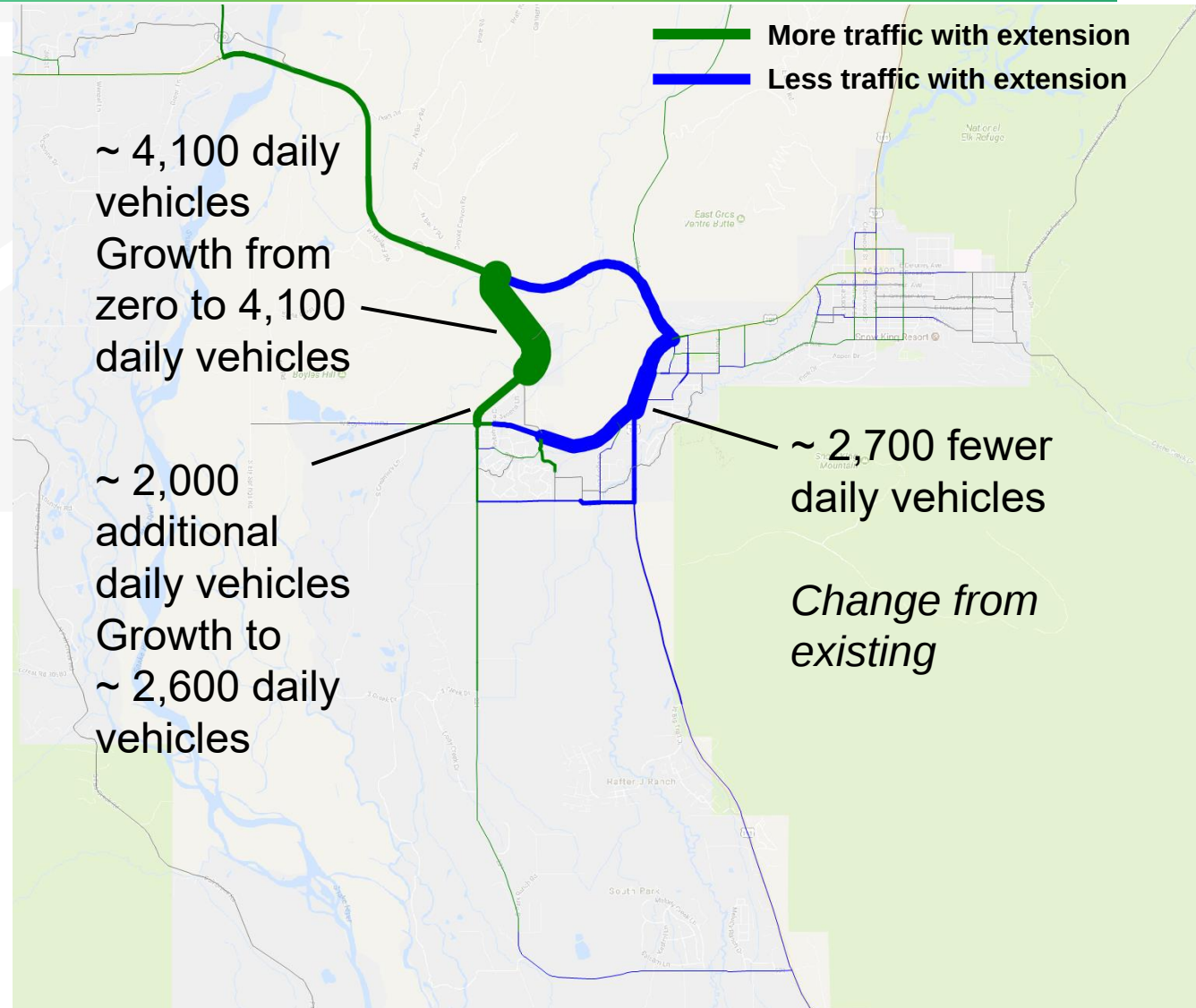


Tribal Trail Road (2035)

Change in Traffic

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Raw model output
For Discussion Only

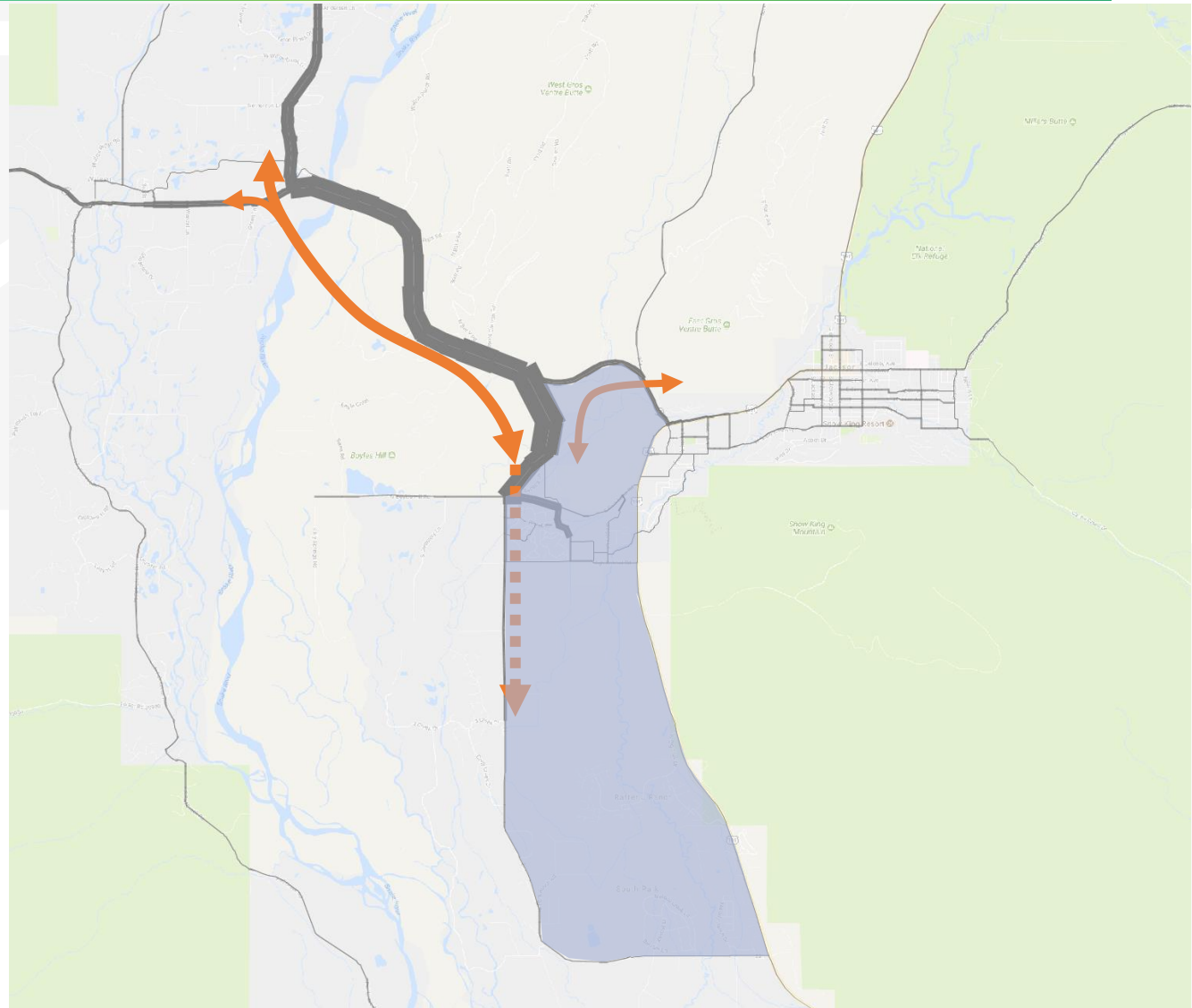
➤ Traffic
change
shown by
bandwidths



Tribal Trail Road (2035)

Who uses the new extension?

➤ Over 90% of trips on the connector **start or end** in the shaded area



DRAFT
Raw model output
For Discussion Only

Tribal Trail Simulations

- Alternatives Developed
 - » No Build (no Tribal Trail connection)
 - » Tribal Trail with
 - Interchange with WYO 22
 - Roundabout with WYO 22
 - Signalized Intersection with WYO 22
- Two future years:
 - » 2030 2-Lane WYO 22
 - » 2045 4-Lane WYO 22

2045 PM: Tribal Trail with Signal

(Video Slide)

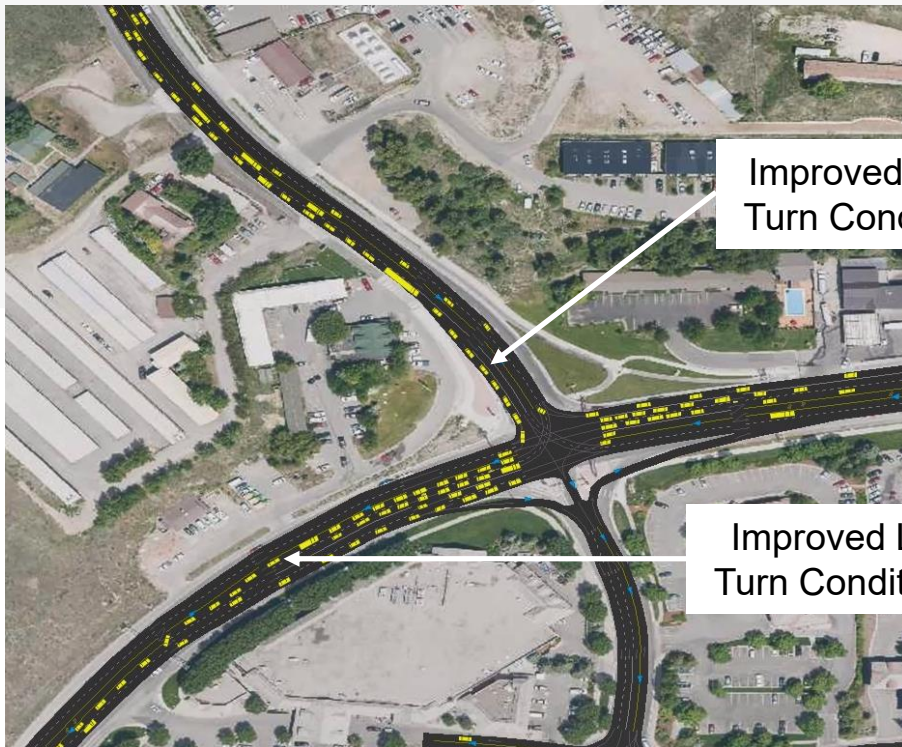
2045 PM: Tribal Trail with Interchange

(Video Slide)

Impacts of Tribal Trail on the Y

➤ No Build 2045 PM

➤ Build 2045 PM



Thank You