

Joint Information Meeting

TOWN COUNCIL & COUNTY COMMISSIONER MEETING

July 10, 2023

1:30 PM

County Chambers

Chair: Luther Propst

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

I. ZOOM LINK FOR PUBLIC PARTICIPATION

To join, click the link or copy to your browser: <https://us02web.zoom.us/j/84047827734>

If the link does not work, join at zoom.com with Webinar ID **840 4782 7734**

or join by phone **+1 669 900 6833** with Webinar ID **840 4782 7734**

II. CALL TO ORDER, ROLL CALL, AND ANNOUNCEMENTS

III. PUBLIC COMMENT

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

IV. CONSENT CALENDAR

A. Meeting Minutes

1. June 12, 2023 Special Joint Information Meeting

2. June 14, 2023 Special Joint Information Meeting

B. Jackson Hole Travel and Tourism Board Budget Amendment

C. Highway 22 NEPA Study Letter

V. DISCUSSION/ACTION ITEMS

A. Fiscal Year 2024 Long Range Planning Work Plan (Chris Neubecker, 60 min)

B. 90 Virginian Lane Land Acquisition - Bond Financing Terms (April Norton, 30 min)

C. START Joint Power Agreement (Bruce Abel & Tyler Sinclair, 30 min)

D. Joint Department Funding Review Process (Alyssa Watkins & Tyler Sinclair, 30 min)

VI. PROPOSED ITEMS FOR FUTURE JOINT INFORMATION MEETINGS

7/12 & 7/13 - Housing Mitigation Policy (8 hr)

8/7 - RFP for Affordable & Workforce Housing Development at 90 Virginian Lane (120 min)

8/7 - Status Update on Regional Transportation Task Force (30 min)

9/4 - RFP for Affordable & Workforce Housing Development at 90 Virginian Lane (second meeting)

10/2 - RFP for Affordable & Workforce Housing Development at 90 Virginian Lane (third

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.

meeting)

VII. ADJOURN

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.



JOINT INFORMATION MEETING

AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Administration

PRESENTER: Alyssa Watkins and Tyler Sinclair

MEETING DATE: July 10, 2023

SUBJECT: Jackson Hole Travel and Tourism Board FY24 Budget Amendment

STATEMENT/PURPOSE

The purpose of this item is to consider a revenue and expense neutral FY24 budget amendment for the Jackson Hole Travel and Tourism Board (JHTTB).

BACKGROUND/ALTERNATIVES

The Wyoming Office of Tourism (WOT) has recently created the Destination Development Program to provide funding, resources, and direction to Lodging Tax Boards across the state to support economic growth for their communities and the state as a whole. It is a tiered system based on the percentage of lodging tax funds brought in by each county. Teton County has been awarded \$600,000 of restricted funds to be used through this program for destination development within four specific areas identified by WOT:

1. Destination Marketing
2. Visitor Experience Development
3. Workforce Recruitment
4. Local Education/Advocacy

A fundamental tenant of the program is that funds must be allocated towards projects that local lodging tax dollars cannot be expended on, or to new programs or program expansion. Also, funds cannot be used for expenses that are a part of a regular budget or typical expenditures. With guidance from the recently adopted Sustainable Destination Management Plan, the Jackson Hole Travel and Tourism Board submitted a request to the state office to use the funding for the following two projects:

1. Supporting the Emerging Mobility Action Plan coordinated by Charlotte Frei, Regional Transportation Planning Administrator
2. Identifying and cataloguing impact indicators and data on multiple areas related to tourism and sustainable destination through multi-source data collection including data analysis and the development of a data dashboard, both coordinated by Dan McCoy, University of Wyoming WORTH Initiative.

Both requests were approved by the state and the JHTTB now seeks a budget amendment in order to be able to accept and expend the program funding. The budget amendment is revenue and expense neutral, with \$600,000 of revenues and \$600,000 in paired expenses being amended. Because the funding is restricted and required to be managed separately from other lodging tax resources, the JHTTB will create a special revenue fund within the FY24 budget for the funds, called the Destination Development Fund. Any Destination Development Fund monies not fully expended at the end of FY'24 will be returned to the State.

FY24 Requested Budget for the Destination Development Fund:

Revenue:

\$600,000 Grant Revenue from the Wyoming Office of Tourism

Expenditures:

\$600,000 Destination Marketing

COMPREHENSIVE PLAN ALIGNMENT

Funding of government services is in direct alignment with Section 8: Quality Community Service Provision.

STAKEHOLDER ANALYSIS

The stakeholders involved include the JHTTB, County staff, University of Wyoming faculty, and others involved in the projects to be funded, as well as residents and guests to the community.

FISCAL IMPACT

The budget amendment is revenue and expense neutral, with \$600,000 of both revenues and expenditures being amended. Note that the attached proposal with the University of Wyoming (UW) is for data collection work only; additional work to be done by UW includes the creation of a data dashboard which is expected to exhaust the remainder of the project funding (\$250,000).

STAFF IMPACT

Approximately four hours of staff time was spent meeting regarding this request and the associated program and preparing this staff report.

LEGAL REVIEW

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ATTACHMENTS

Destination Development Program Guidelines
Destination Development Program Frequently Asked Questions
Emerging Mobility Action Plan Proposal
University of Wyoming WORTH Initiative Scope of Work

RECOMMENDATION

Staff recommends approval of the budget amendment.

SUGGESTED MOTION

Town and County

I move to approve the FY24 budget amendment for the Jackson Hole Travel and Tourism Board Destination Development Fund as presented.

Destination Development Program

Overall Program Objective

For the past 15 years the Wyoming Office of Tourism (WOT) has been investing in efforts to help Wyoming destinations develop their communities to be visitor-ready and to have the capacity to leverage the visitor economy. The latest program, WY Best, started in 2019 and offered Wyoming's 27 local Lodging Tax Boards (LTBs) a variety of strategic planning options to better position each county for future growth as a travel destination.

WOT's long-range vision is to develop a tourism economy for even the smallest of communities for long-term economic sustainability. Through the initial WY Best Program, it is clear that Wyoming partners require different levels of support, which led to the Destination Development Program. In order to differentiate the varying levels of support needed among the local communities, the Destination Development Program has been structured in a tiered system. Based on local lodging tax collections and the number of travel-supported jobs, each local LTB has designated into one of four tiers.

The goal behind this initiative is to elevate Wyoming partners to their highest potential by providing funding, resources and direction, resulting in economic growth for their communities and the state. Building up from local planning efforts will encourage local participation and engagement in the process.

Eligibility

The Destination Development Program is open to all LTBs that receive and invest local lodging tax dollars to promote tourism in their area.

The LTB must also have completed the WY Best Program to be eligible to access all resources available in the Destination Development Program. If a LTB has not participated in WY Best but has completed a similar program, they may submit an overview of the alternate program and findings to WOT for consideration to have this requirement waived.

LTBs must also agree to stay in close communication with WOT by attending webinars throughout the year, sign up to receive the monthly newsletter and attend or send a representative to the Wyoming Governor's Hospitality and Tourism Conference or the Wyoming Hospitality and Tourism Fall Summit.

Requirements of Grantee

- Enter into a grant agreement with the State of Wyoming and WOT
- Adhere to grant obligations and uses of the funds
- Agree to provide a final report
- Agree to audit as necessary

Funding Allocation – Tier System

The tier system is based on a LTB's three-year average of lodging tax collections as well as the total number of tourism related jobs and is subject to WOT's biennium budget spending authority.

- **Tier 1A:**
 - Three-year average of \$5 million or greater in lodging tax collections and has more than 5,000 tourism related jobs
 - Eligible to apply for and receive up to \$600,000 in funding
- **Tier 1:**
 - Three-year average of \$1.5 million or greater in lodging tax collections and has more than 2,200 tourism related jobs
 - Eligible to apply for and receive up to \$600,000 in funding
- **Tier 2:**
 - Three-year average of \$500,000 or greater in lodging tax collections and has more than 900 tourism related jobs
 - Eligible to apply for and receive up to \$300,000 in funding
- **Tier 3:**
 - Three-year average of less than \$500,000 or greater in lodging tax collections and less than 900 tourism related jobs
 - Eligible to apply for and receive \$10,000 - \$130,000 in funding

Approved Uses of Destination Development Program Funds

LTBs are encouraged to allocate funds towards projects in which local lodging tax dollars can't be expended, new programs or program expansion. Funds may not be used for expenses that are part of a regular budget and/or are typical expenditures. Also, the funds must be spent in accordance with the strategic plan, and/or work through WY Best. WY Best identified four main categories for growth and development: 1) Destination Marketing, 2) Visitor Experience Development, 3) Workforce Recruitment, 4) Local Education/Advocacy. The following WY Best initiatives are possible considerations for Destination Development Program funding:

- **Destination Marketing**
 - a. Marketing Services
 - a. Creative and Media Buying
 - b. Brand Development
 - c. Research
 - b. Direct Sales
 - a. Travel Trade – International and Domestic
 - b. Media/PR
 - c. Familiarization Support
- **Local Education/Advocacy Development**
 - a. Organizational Support
 - a. Staffing
 - b. Strategic Plan Expansion
 - c. Board Development
 - d. Education (Governors Conference or Fall Summit)
- **Visitor Experience Development**
 - a. Wayfinding/Signage
 - b. Product Development
 - c. Visitor Services
 - d. Event Development/Support
- **Workforce Recruitment**
 - a. Partnerships with Pro Start or Community College
 - b. Hospitality Job Fair
 - c. Partnership for asset Development for Recruitment Campaign

Knowing there are many variables to these categories, WOT will work with the LTBs to determine if a project is eligible for the program.

Funding Cycle Important Dates

The Destination Development program will be very similar to the CARES funds distribution that took place in 2020/21. Each LTB will receive written notification when each funding cycle opens, and the dollar amount available, web address for the Destination Development tools, which will include links to the program application and other necessary information.

December 1, 2022: WOT sends written notice to each LTB, board chairman, and executive staff (where applicable) notifying them the program application is open. This notification will also inform the LTB their tier designation as well as the total dollar amount for which they may apply.

December 15, 2022: WOT hosts a mandatory webinar to review application process and answer Destination Development Program questions.

January 9, 2023: Deadline to submit funding application. All funding applications must be submitted through the online portal and include a proposed budget for each intended use of the Destination Development Program funds.

January 9, 2023 – January 31, 2023: Grant Agreement between WOT and LTB developed, reviewed and finalized for signature by both parties. Funds will be distributed to LTB upon final contract signatures.

January 9, 2023 – June 30, 2024: LTBs utilize their Destination Develop Program funds for designated projects and initiatives. As projects and strategies change, the LTBs may make adjustments throughout the year, with WOT approval. LTBs should closely track fund expenditures and Destination Development Program outcomes.

June 1, 2024 – June 30, 2024: Deadline for LTBs to submit the final project report to WOT. The report must contain actual dollars spent as well as the required reporting metrics.

Obligations

LTBs are considered the “responsible entity” for Destination Development Program funds and should provide guidance on expenditures. To avoid any spending outside of the agreed upon guidelines, LTBs are asked to submit general information about the intended use of the funds at the time of application. If LTBs are in question of potential expenditures, WOT will help with guidance. All WOT Destination Development Program approvals or denials are final and are not subject to any manner of review or appeal.

Reporting Requirements

Once the Grant Agreement is finalized and signed by all parties, a tracking form will be distributed to the LTB. It is essential that all receipts are kept for any expenditures in the event there is an audit or questions at a later point.

Regarding your LTBs own accounting practices, WOT recommends the following:

- Follow local LTB protocols for budget approval
- Destination Development funds should be considered “special revenue”
- Expenditures for these “special revenues” should be tracked accordingly
- Submit a final expenditure report with success metrics by June 2024

Unauthorized Use of Funds

If program funds are used outside of the program use parameters, WOT may require the reimbursement of the funds in question. To avoid any unauthorized use of funds, please contact WOT regarding any proposed project that is not clearly defined in these guidelines. If a LTB is unsure of an expenditure, please contact jim.wollenburg@wyo.gov.

Destination Development Program – FAQs

Requirements:

1. Are there any requirements to participate in the Destination Development Program?
 - a. Yes, local lodging tax boards must have completed the WY Best Program and have agreed to the terms of the guidelines.
2. What is WY Best
 - a. WY Best is a tourism-centric, strategic planning program offered by WOT to local lodging tax boards. As a result of completion WY Best, local lodging tax boards are in a better position to establish their local communities for future growth as a travel destination. This program, WY Best, has been offered since July 2019- and will remain ongoing with future installments. The WY Best program will travel to counties to engage in the planning and execution process, with the hopes of full participation from each county. The process is designed to engage Lodging Tax Boards, staff, travel industry leaders and local stakeholders in planning sessions to identify opportunities and strategies for growth, from a development lens, as well as the exploration of regional and multi-county opportunities.
3. What organizations can apply?
 - a. Lodging Tax Boards that receive and invest local lodging tax dollars to promote tourism in their area are eligible.
 - b. Lodging Tax Boards will be eligible for the Destination Development Program with the completion of WY Best, or an equivalent program/process, as well as active status in the Wyoming Office of Tourism programs below.
 - i. Industry E-Newsletter
 - ii. Industry Webinars
 - iii. Attendance to WHTC's Fall Summit and the Governor's Hospitality & Tourism Convention
 - c. Lodging Tax Boards are considered the "responsibly entity" for these funds and should provide guidance on expenditures.
4. Are we able to submit multiple requests?
 - a. No, Lodging Tax Board's will need to submit their application by January 9, 2023.
 - b. Requests will be made on the biennium, meaning after the initial January 9, 2023, deadline, the next round of requests be open on July 1, 2024 (dependent on available funding).
5. What are the procedural steps of the Destination Development Program?

- a. Work with your regional representative to express interest in the program and learn specifics of the program. Note: If you do not know your regional representative, please contact Jim Wollenburg – jim.wollenburg@wyo.gov.
 - b. Complete WY Best or an equivalent program/process.
 - c. Sound understanding of your strategic plan.
 - d. Determine the level of participation your Lodging Tax Board would like to participate in – if you are unable to spend your funds prior to the deadline, you may ask for less, or nothing at all.
 - e. Fill out and submit the online application, verifying your intent to participate and accepting the parameters laid out in the application.
 - f. Ensure your organization is listed in the state's payment system. Funds will be transferred electronically within one week of your application submission. For questions related to this step, please contact Dionne Roccaforte – dionne.roccaforte@wyo.gov.
6. We already have a strategic plan but have not participated in WY Best, can we still participate?
- g. This will need to be discussed with your regional representative to determine if the plan qualifies, and how it aligns with program categories.

Dollar Amt/Spending:

7. How were the tiers determined?
- a. Tiers were determined based on total lodging tax collections, the number of tourism related jobs, and credit card spend in each county.
8. How was my dollar amount calculated?
- a. Tiers were broken down based on lodging tax collections and tourism related jobs.
9. How can these funds be used and are there restrictions?
- a. Funds for the Destination Development Program must feed into the strategic plan that was created as a result of the WY Best program, or an equivalent program/process.
 - b. Funds are to be used in line with the following categories:
 - i. Destination Marketing
 - ii. Visitor Experience Development
 - iii. Workforce Recruitment
 - iv. Resident Education
 - c. Funds may not be used for expenses that are part of your regular budget and/or are typical expenditures. Funds are to be used on programs to enhance one of the categories mentioned under 9.b.

10. Do we need to adhere to all program categories laid out under 9.b?
 - a. Yes, programs need to adhere to the categories and approved uses as laid out by the Wyoming Office of Tourism.
 - b. If program funds are used outside of the parameters, the Wyoming Office of Tourism may require the Lodging Tax Board to reimburse the Wyoming Office of Tourism.
 - c. Contact your regional representative to discuss programs you feel qualify but may be outside of the parameters laid out in this document.
11. Is approval for programs/spending required?
 - a. Approval is not specifically needed, but any program/spending in question should be discussed with the Wyoming Office of Tourism, to ensure program compliance. Please contact Jim Wollenburg – jim.wollenburg@wyo.gov for questions regarding program/spending compliance.
12. What accounting or other reporting is required?
 - a. Follow Local Lodging Tax Board protocols for budget approval
 - b. Destination Development funds should be considered “special revenue”
 - c. Expenditures should be tracked accordingly
 - d. Submit final expenditure report with success metrics by June 2024
13. What happens if our organization accepts the funds, but cannot spend the full amount?
 - a. If unable to spend the funds by June 2024, you may return the remaining balance to the Wyoming Office of Tourism.
14. Can we use the funds for marketing services where we pay an annual fee, such as an email marketing campaign?
 - a. Yes, given that the program is something you have not previously participated in, and it is in line with the strategic plan.
15. Can I use the funds to grant money to local businesses?
 - a. No, funds must stay with the Lodging Tax Board and “sub-granting” to outside organizations and/or businesses is not permitted.
16. Can funds be used for salaries?
 - a. Yes, given that the position is not already a part of the organization's structure and that it meets a demand identified in the strategic plan.
17. Is there a deadline to spend funds?
 - a. Funds must be spent by June 30, 2024, in order to be eligible for the following biennium program.

Vendor Resources:

18. If we already have an advertising agency, can we use them, or do we have to use a resource provided by the Office of Tourism?
 - h. Yes, the Wyoming Office of Tourism encourages Lodging Tax Boards to use their in-house agencies. The resources provided are for those who may have an agency or are looking for opportunities to fill gaps.
19. How can organizations find approved resources to assist?
 - i. There are many well qualified resources available that can aid your organization across all levels and platforms making it challenging to narrow down who to work with. Lodging Tax Boards can use their own vendor or use the WOT approved vendors. WOT will provide a list of partners that can assist you with a multitude of areas once applications are accepted. The list provided will cover the organizations that have worked with the Office of Tourism on current and past projects as well as additional local options. The list WOT provides is just a sampling of the options and by no means is it required that boards use them for their projects. It is recommended that all boards ask for references for any new partners assisting with projects.

RFQ 2022-12-21

Emerging Mobility Action Plan

Submitted to
Teton County, Wyoming

Submitted by
Arcadis IBI Group, a California Partnership

January 30, 2023





IBI GROUP

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January 30, 2023

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RE: RFQ for Emerging Mobility Action Plan

IBI Group, a California Partnership ("Arcadis IBI Group") is pleased to submit our response to Teton County's Request for Qualifications (RFQ) for Professional Services Emerging Mobility Action Plan for Teton County, Wyoming.

Arcadis IBI Group (www.ibigroup.com) is a multidisciplinary engineering, technical design, and consulting firm, offering services since 1974. IBI Group is a leading provider of a broad range of professional services focused on the physical planning and development of cities, with expertise spanning urban design and planning, strategic planning for intelligent transportation systems and emerging mobility, engineering, advanced transportation management and traffic systems, active transportation planning, communications specializations, and software development. In September 2022, IBI Group joined Arcadis, a global leader in the delivery of sustainable design, engineering, and consultancy solutions for natural and built assets. Together, with passionate thinkers, designers, and engineers across 70 countries, the combined strength of Arcadis IBI Group provides unprecedented opportunities to offer new client solutions while improving quality of life for the communities we serve.

We have reviewed the RFQ and subsequent response to proposer questions and believe we have a clear understanding of the tasks described. Our approach is based on the following key themes:

- **Experience in the breadth of evaluation, planning, and implementation steps to identify and design both digital and physical aspects of mobility hubs.** Our proposed team's expertise in mobility hubs includes writing guidelines for mobility hub design, ensuring that our approach can be transferred to future sites. Also, we have expertise in conceptualizing and designing virtual travel coordination centers/hubs that help agencies and customers, particularly in rural areas where physical infrastructure may be limited.
- **Insight into the challenges, operations, funding, and opportunities of rural and small urban transportation and parks and resort transportation.** Arcadis IBI Group, and this proposed team in particular, have worked with non-urban agencies on a wide range of projects from evaluating and procuring scheduling and fare systems and exploring alternative fueling technologies to planning demand-response/microtransit services and improving regional coordination.
- **Understanding of mobility concepts with emphasis on accessibility and regulatory concerns.** Arcadis IBI Group has a strong practice in designing mobility solutions that work for everyone, including vulnerable populations (e.g., seniors, people with disabilities, people with low incomes, veterans, and others). We have a deep understanding of Americans with Disability Act (ADA), Title VI, and other regulatory requirements and have helped agencies across the US (e.g., Access LA, Nashville MTA, SANDAG and RTA Chicago) in bringing innovations into their mobility offerings while staying in compliance with regulatory requirements.
- **Extensive use of and participation in enhancing open data standards and open architectures for mobility solutions.** Arcadis IBI Group strongly believes in the power of open data for transit solutions, and we have been at the forefront of that

revolution for the past 10 years through open data –powered solutions. We have been actively engaged with organizations and workgroups focused on building and promoting data standards such as General Transit Feed Specification (GTFS), General Bikeshare Feed Specification (GBFS), and Mobility Data Specification (MDS).

- **Strong understanding of every aspect of technology as applicable to multimodal transportation from the perspective of multiple stakeholders, including planning organizations, operators, and customers.** Arcadis IBI Group brings a team of experts with experience in every dimension of transit business. These experts have been helping agencies shape mobility solutions for the past four decades. We are also pioneers in the area of shared mobility, mobility on demand (MOD), mobility as a service (MaaS), and similar concepts. We developed one of the first MaaS architectures in the US for Dayton RTA and have been helping agencies in Portland and Atlanta with the implementation of open-source mobility solutions.
- **Focus on pragmatic recommendations that can be implemented.** Arcadis IBI Group has helped 100+ multimodal agencies across the world in implementation of innovative solutions for transit and mobility. Our motto: “think big; start small; move quickly” has helped us deploy these innovative but pragmatic solutions worldwide. Our passion for cutting edge solutions is demonstrated through our involvement in a range of mobility research and development programs with the US Department of Transportation over the past five years. However, we ensure that solutions are still practical and can be implemented to work for everyone, especially those who need them most.

With this unique mix of capabilities, we are confident that we are fully capable of meeting the needs outlined in the RFQ.

Thank you for the opportunity to submit this proposal. We have assembled a qualified team with extensive relevant experience and look forward to the opportunity to provide our services to Teton County. If you have any questions regarding this proposal, please contact Santosh Mishra, Project Director, at +1 312-451-7694 or santosh.mishra@ibigroup.com.

Santosh Mishra, Project Director has the authority to commit Arcadis IBI Group to a contract.

Sincerely,
Arcadis IBI Group



Santosh Mishra
Project Director



Heidi Guenin
Project Manager

Summary of Approach and Technical Staff



Figure 1: Example potential pilot locations

Project Understanding

Mobility hubs extend the concept of a multimodal transportation facility by integrating land use and community aspects with modern advancements in shared use transportation and micromobility. Flexible infrastructure that accommodates existing transit options, such as fixed route and paratransit, as well as modern curb management practices for transportation network companies (TNCs) and for-hire vehicles, extends the value of existing operational resources by concentrating customer service, wayfinding, and enforcement into a single zone. With increased mobility concentration, a sense of place develops with the ability to attract future businesses and community partners to enable economic growth and more efficient delivery of services.

A mobility hub can become a gateway for visitors and residents alike, enabling efficient build out of infrastructure needs such as digital wayfinding and electrical infrastructure for both private/shared automobile and transit vehicles. Such hubs also act as the connection points for multi-modal services, offering seamless connectivity to travelers. Even public Wi-Fi and public bathrooms for visitors are more efficiently delivered and maintained at centralized locations that mobility hubs can provide.

Augmenting mobility hubs with emerging technology and standards further supports meeting the mobility needs of all users. Through the use of open data standards, implementing technological tools to manage the mobility space can be uniform, consistent, and expedited. Standards allow modular implementation of technology, helping reduce vendor lock-in on any particular piece of

the technological infrastructure. It also provides for the greater use of performance metrics necessary to evaluate the impact of services provided.

Standards such as the General Transit Specification (GTFS), General Bikeshare Feed Specification (GBFS), Curb Data Specification (CDS), and Work Zone Data Exchange (WZDx) are important to allow for the free flow of data so that policymakers are better able to manage limited resources and meet the information needs of travelers. While limited standards exist in areas other than customer information (e.g., in-vehicle integration, information exchange between providers of scheduling/dispatching systems), our team recognizes that standards, open architecture, and best practices may emerge and evolve. Being flexible and responsive to these changes is essential for building flexible data and information infrastructure to support both operational and strategic planning.

Teton County and the City of Jackson have recognized the potential value of mobility hubs to reduce emissions and improve mobility for residents, commuters, and visitors. As evidenced in the RFQ, Teton County also recognizes the many factors that influence the effectiveness of a mobility hub – from site selection to design and programming – and the varied topic areas that need to be considered throughout the process of piloting a mobility hub. Arcadis IBI Group has put together a team that can address the full depth and breadth of topics identified, including, but not limited to, those identified in Table 1. Our team brings together experts in placemaking, planning, and technology, allowing us to tap into the wide range of skills needed to effectively address emerging mobility research, recommendations, planning, design, and implementation. Further, our team has a track record in helping clients secure funding to realize their vision.

Teton County has already established several foundational elements that support the comprehensive, well-phased approach to mobility hubs described in the RFQ. This proposed scope of work will result in the collection and synthesis of best practices related to emerging mobility and transportation demand management. The project will result in a concept for a pilot mobility hub, assisting Teton County and the City of Jackson in identifying and prioritizing specific actions to advance plans and pursue funding. The tactical action plan and technical memos

delivered throughout the project will support future related efforts described in Appendix A. The proposed team has been designed to be able to address all aspects of the RFQ scope of work in addition to the tasks listed in Appendix A.

Our initial proposed approach regarding the magnitude of time and budget is represented in Figure 2 through the task numbers. Still, our team recognizes the need for the client to remain responsive to emerging needs and opportunities. Our proposed approach can be easily scaled depending on time and budget.

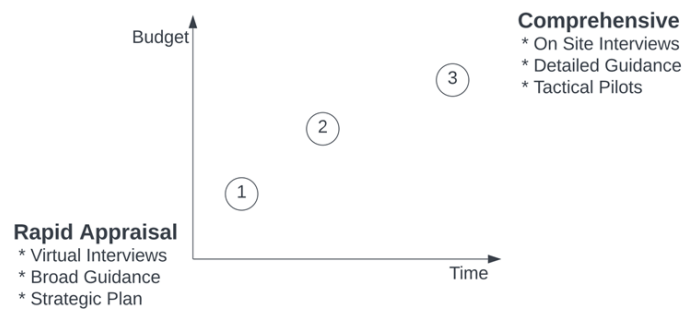


Figure 2: Level of effort options according to time and budget

Topic Areas	Availability & Experience of Lead Personnel								Availability & Experience of Support Personnel							
	Santosh Mishra (10% or as needed)	Heidi Guenin (60%)	Randy Knapick (10%)	Steve Wilks (10%)	Debbie Leung (30%)	Mackenzie de Carle (30%)	Yuval Fogelson (30%)	Peter Richards (10%)	Jon Campbell (30%)	Amjad Dehman (35%)	Brianna Jasset (35%)	Josh Albertson (35%)	Kathrene Garcia (35%)	Marilyn Rutecki (35%)	Omotunde Oredipe (35%)	Raymond Chan (50-60%)
Parking and curb/RoW management					✓	✓	✓	✓		✓			✓			
Open data & standards	✓	✓				✓		✓	✓			✓				✓
EV charging planning and infrastructure	✓		✓			✓				✓	✓	✓	✓	✓		
MaaS vendors and supports	✓	✓	✓	✓	✓				✓		✓	✓		✓	✓	
Mobility tech requirements and procurement	✓	✓	✓	✓		✓		✓	✓		✓	✓			✓	
Mobility hub site selection and development		✓	✓		✓	✓	✓						✓			
Urban design and transportation/land use integration			✓		✓		✓									
Wayfinding and accessibility	✓	✓	✓	✓			✓			✓	✓	✓		✓	✓	✓
Rural & resort TDM and mobility	✓	✓	✓	✓	✓	✓	✓			✓	✓			✓	✓	
Identifying mobility project phasing and funding	✓	✓	✓	✓	✓		✓									
Data analysis and needs assessment	✓	✓	✓		✓	✓		✓		✓	✓	✓	✓	✓	✓	✓
Policy and plan analysis		✓	✓	✓	✓	✓				✓		✓	✓	✓	✓	✓
Program/staffing development	✓	✓	✓													✓
Performance measure development and evaluation	✓	✓	✓	✓		✓				✓						✓

Table 1: Staff availability and experience matrix

Current Commitments

Arcadis IBI Group has the capacity to bring the necessary resources to this project as a single source provider of consulting services. Though our proposal identifies a subject matter expert (SME) for each of the broad topics identified in the RFQ, several of the proposed personnel can act as SMEs in other relevant areas. We have identified sufficient support and advising personnel to ensure resource availability, and through project management meetings with the client, we will identify upcoming assignments so that we can plan for the next quarter and ensure resource availability.

Staff percentage of availability for the project can be found in Table 1 next to their name in the header row of the table.

Task 1: Conduct Discovery and Information Gathering

During Task 1, the Arcadis IBI Group team will examine the initial work completed by the client and stakeholder committee (SC) to 1) synthesize information about EV charging locations and stakeholder agreements and plans and 2) identify 3-5 pilot site locations. Following this initial examination, the team will complete the following tasks.

Task 1.1: Evaluate existing conditions of 3-5 potential sites.

Data and analyses to be included in the existing conditions memo will depend in part on data available from Teton County and the City of Jackson but may include:

- Existing mobility infrastructure inventory, including sidewalk and bicycle facilities
- Review of available current and forecast traffic volumes for pilot location area roadway segments, including vehicular, pedestrian, and bicycling volumes
- Micromobility fleet and usage data
- Current and planned public works projects
- Near-term and long-term transportation and land use development projects
- Inventory of existing public and private transportation services
- Transit ridership performance metrics
- Commuter vanpool performance metrics
- Origin-destination pairs
- Regional household travel behavior data
- Other relevant data as available from stakeholders

Task 1.2: Research current laws and regulations, as relevant to supporting or creating barriers to the implementation of mobility hubs

The team will consider laws and regulations related to parking requirements, zoning laws, noise ordinances, pickup and dropoff at the local, regional, or state level as examples and additional guidance in preparation for future implementation and highlight areas of concern that may hinder mobility hub implementation as well as supportive measures that may bolster it.

Task 1.3: Review at least one Master Plan and three TDM agreements between significant trip generators or attractors at Teton County.

Our team will further familiarize ourselves with the plans, programs, agreements, and mobility needs specific to the trip generators/attractors chosen by the client.

Task 1.4: Conduct short-term parking utilization and turnover studies of the 3-5 pilot sites.

Our team includes parking experts who have conducted a range of parking studies and planning efforts (see Table 2) and are well-positioned to conduct Task 1 work and set the foundation for further parking and right-of-way efforts noted in the RFQ.

Task 1.5: Develop and categorize key performance measures and develop site selection evaluation measures (with SC).

Based on the efforts of earlier tasks, the team will identify potential key performance measures (KPM) and site selection evaluation measures. KPMs will inform Task 1.6, the tactical action plan in Task 2, and the mobility hub concept design in Task 3. The site evaluation measures will be used to choose the initial priority pilot site in Task 3.

The team will propose a list of initial site selection evaluation measures including, but not limited to, whether the location is/has:

- Adjacent to or in an area of persistent poverty or a historically disadvantaged community
- Current transit and local connections
- Adjacent to or near desired destinations such as ski resorts, employment areas, and shopping centers
- Existing pattern of transit/shuttle ridership

The initial draft of site selection evaluation measures will be shared with the SC for feedback.

Task 1.6: Develop high-level strategies and tactics to advance existing transportation plans.

The team, with our understanding of the client synthesis, analysis of regulations, thorough understanding of select plans and agreements, knowledge of parking factors, and identification of key performance measures, will identify the high-level strategies and tactics that Teton County can use to advance existing transportation plans while also supporting further mobility hub efforts. These strategies and tactics will inform the Task 2 tactical action plan that will provide more detailed recommendations.

ASSUMPTIONS:

- Client & SC are choosing 3-5 pilot locations before or at the very beginning of the project kickoff. If client anticipates the project team participating in the selection of the initial pilot locations, the project team can begin Task 3 in parallel with the other tasks.
- Client/SC synthesis will include relevant goals, objectives, and performance measures of stakeholder plans.

DELIVERABLES:

- Technical memo summarizing the existing conditions of the potential pilot sites
- Technical memo summarizing laws and regulations analysis
- Technical memo presenting parking study data
- Technical memo presenting a menu of potential KPMs and evaluation measures/criteria for Task 3
- Technical memo presenting high-level strategies and tactics to advance existing transportation plans

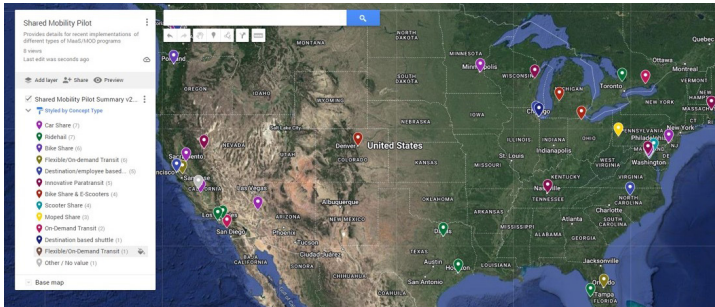
Task 2: Research Best Practices/ Emerging Trends

During Task 2, the team will conduct research around best practices and emerging trends, building off of our existing library of emerging mobility pilot projects and programs.

Similar Parking Projects	Best Practices Research	Parking Supply and Demand Data Collection	Future Parking Operations	Financial Assessment	Public and Stakeholder Consultation	Draft and Final Reports
Guelph Parking Master Plan	✓	✓	✓	✓	✓	✓
Brampton Parking Plan (In Progress)	✓		✓	✓	✓	✓
Oshawa Parking Master Plan	✓	✓	✓	✓	✓	✓
Whitby Parking Master Plan Study	✓	✓	✓	✓	✓	✓
King Core Areas Parking Study	✓	✓	✓		✓	✓
Kawartha Lakes Downtown Parking Strategy	✓	✓	✓		✓	✓
Peterborough Downtown Parking Study	✓	✓	✓	✓	✓	✓
St. Catharines Downtown Parking Study	✓	✓	✓	✓	✓	✓
Harrison Hot Springs Parking Master Plan	✓	✓	✓		✓	✓
Tillsonburg Downtown Parking and Accessibility Study		✓	✓			✓
Lake Wilcox Parking Study		✓			✓	✓
Saint John Transportation Strategic Plan	✓	✓	✓			✓
Whitehorse Parking Meter Technology	✓				✓	✓
Burlington Citywide Parking Standards	✓	✓				✓
Humber College Parking Operational Review		✓	✓	✓		✓
Wilfrid Laurier University Parking Master Plan		✓	✓	✓	✓	✓

Table 2: Parking Study and Planning Efforts

Figure 3: A sample Arcadis IBI map of shared mobility pilot database entries



With the universe of mobility-hub related technologies and practices being so broad, the team will tailor Task 2 efforts to build off of the analysis and support the goals identified in Task 1. The team's general approach to Task 2 research includes:

Task 2.1: Identify the full range of topics for best practices & emerging trends research.

The assembled team has ample experience in the transit and mobility space with extensive experience with state of practice on intelligent transportation systems, infrastructure design and programming, and planning experience, especially with the unique challenges in a rural and tourism-based environment. The team will conduct a literature and industry state of practice review to identify a comprehensive list of topics for potential research.

Task 2.2: Identify existing topic area syntheses.

Given the team's experience with design, procurement, implementation, and management of transit and mobility data and technologies, we are familiar with current and emerging research in these areas. We will identify previous and ongoing related internal Arcadis IBI Group efforts and external resources to catalog current relevant syntheses.

Task 2.3: Prioritize and scope research efforts.

With input from the SC and client and informed by the availability of current research and the goals identified through the client synthesis of plans, the team will prioritize and scope the remaining research efforts. This prioritization process will provide a foundation for the topic areas in the tactical action plan.

Task 2.4: Develop an outline for a tactical action plan, including topic areas to be considered. The outline will include categories of information to be collected for each topic area, likely including:

- Data and technical requirements, including phased approaches

- Team members have participated in the development, enhancement, and/or governance of a broad range of data standards and emerging specifications, including GTFS, GTFS-realtime, GTFS-flex (and other extensions), GBFS, MDS, CDS, TDS, and WZDx.
- The team has extensive experience with procurement support and project management with mobility and ITS deployments, including developing technical requirements for transit and mobility system vendors. We will leverage these previous efforts as a foundation for Task 2 research.
- Hardware and software considerations
 - The team has hands-on experience leading 100+ technology deployment projects where we have led specifications development for on-board, facility, and wayside hardware. We have also provided implementation oversight of vendors with detailed design and configuration management during the deployment of such hardware. Along with hardware devices, we also have extensive experience designing and implementing connectivity to central applications that may be installed on-premises or in vendor-hosted environments. This experience includes working with traditional transit technologies for fixed route and paratransit operations, more portable and modern equipment to support mobility-on-demand operations, and equipment needed to support backseat installations in the taxi environment to support payment and trip management.
 - As shown in Table 2, our team has extensive experience examining hardware and software factors in parking and right of way efforts.
- Relevant vendors and/or tools and their capacities
 - The team has completed similar assessments for a wide range of mobility topics and clients; this information is often most easily understood through a matrix that includes all relevant vendor and their performance against a specific list of features. For most topics, the team can build off of existing vendor comparison documents.
- Policy and funding support, including procurement policies
 - Team members have written policy guidance for procurement, including example language for data sharing agreements. Team members have also supported client fundraising efforts, successfully securing grant and competitive funding; through

these experiences, we understand the range of funding availabilities and what factors influence competitiveness.

- Design and infrastructure considerations
 - Our proposed team's approach in siting and programming mobility hubs and other mobility pilots includes analysis of existing, planned, and recommended land use/zoning, design regulations and guidance, and economic development plans and programs.
 - The diversity of experiences over a long period of time provides this team with the capabilities to understand how to design for future needs. Flexible infrastructure, whether roadway and curb infrastructure, electrical infrastructure, or digital infrastructure, will need to account for predictable changes and trajectories of these fields. Our team is positioned to provide insightful and actionable guidance to achieve infrastructure that can be designed for future needs.
 - For example, electric vehicle charging infrastructure is dependent on the availability of electric chargers and depends on the underlying grid and telematics (smart grid) to sustain such demand. As electric vehicles become more plentiful with the increases in charging speeds, the demand for Level 3 charging infrastructure at rates higher than the current 350 kWh seen on the high end is expected. In addition, vehicle to grid technologies, battery storage, and variable rate charging will impact policy decisions. In severe weather, future implementations of vehicle to grid technologies could provide emergency electrical supply to critical infrastructure utilizing transit and municipal electric vehicles as a source.
- Staffing and governance
 - Our team's experience includes agency operations, transportation program development, technical assistance and capacity building for transit agencies, and developing and facilitating complex transportation project governance structures. These experiences, combined with our research into the staffing and governance of projects similar to the proposed mobility hub, will allow us to provide staffing and governance recommendations alongside specific topic areas.
- User groups
 - Several members of our proposed team have extensive experience working with human services transportation and the wide variety of demand-

response transit services provided by rural and small urban agencies. This expertise, combined with our team's ADA-paratransit and urban fixed route technology and planning experience, allows us to consider accessibility from multiple perspectives to improve the travel experience for everyone, regardless of their trip type, travel preferences and needs, and mode.

- Arcadis IBI Group strongly supports open source and standards adhering technologies that enable organizations to manage information for stronger dissemination across different platforms and mediums. Our experience developing the TRANSIT products to manage GTFS and alerts has been a tool to enable visitors and residents alike to use transit services as part of a MaaS ecosystem. Commercial products are able to use these data feeds to generate products that work across languages and abilities seamlessly through accessibility technologies on modern smartphones.
- These systems can also power digital displays that consume the same feed, providing real-time data to all travelers without requiring smartphone use. Many digital advertisement signage can consume GTFS and GTFS-realtime feeds to display the next vehicle arrival times and provide tailored experiences for different audiences.
- The team is currently helping NEORide, a multi-state, multi-agency council of governments, establish a joint mobility call center (EZConnect) to provide mobility assistance for individuals who may not be comfortable using advanced technology resources to access mobility information, particularly for individuals who may not be able to use fixed route services in their communities.
- Use case examples/case studies with relevant geographic and demographic factors, building off an understanding of Task 1 existing conditions efforts.
 - In our team's combined experience working across a diversity of transportation providers, we are well-practiced in identifying peer agencies and projects based on factors tailored to the transportation technology or service. These may be as high-level as population density and geographic factors or as specific as the regulatory authority of local agencies.

Our approach to delivering an actionable report is adaptable to the budgetary constraints available for this

project, with the ability to perform a “desk” assessment to a more comprehensive study with site visits to best understand current conditions.

Task 2.5: Complete, organize, and summarize research for review by the client.

The team's efforts on this task may be iterative and will depend, in part, on the level of resources that the client has assigned to the full task or any piece of the task (see Figure 2).

Task 2.6: Develop a menu of tactical actions.

The team will develop a list of potential tactical actions, categorized in multiple ways to allow the client and SC to see, at a glance, the action's relevance to goals and other factors identified in earlier tasks. The initial list will be based on identified best practices and emerging trends, particularly those proven effective through appropriate use cases.

Task 2.7: Revise, categorize, and prioritize tactical actions into a draft plan presented as a slide deck.

With the assembled team, Arcadis IBI Group has significant experience managing and advising clients on best and leading practices on current and emerging trends in infrastructure and technology in the mobility, transit, TDM, and parking ecosystems. Our work with 100+ clients spans the entire project delivery from strategy, design, procurement, implementation, and management in the transportation space. This unique experience allows us to refine strategic guidance into a tactical action plan based on our expertise and analysis and informed by stakeholder needs and input.

Task 2.8: Review the draft tactical action plan with the client and SC.

To ensure that the plan is implementable and reflects the level of detail and the timeframe that the client intends, the team will review the plan first with the client and then review the revised plan with the SC. During this review period, the team will also confirm that the slide deck and PDF are the most effective formats for the tactical action plan.

Task 2.9: Identify potential funding sources for final items in a tactical action plan.

The project team has extensive experience identifying and helping clients successfully pursue funding from diverse sources, including highly competitive programs (e.g., FTA AIM, FTA IMI, FTA EMI, ATCMTD, ITS4US, etc.).

We will leverage this expertise to provide a funding tactical action plan funding roadmap that Sustainable Strategies can follow in the future to identify and pursue applicable funding opportunities.

Task 2.10: Finalize tactical action plan.

The team will finalize the plan in the format agreed upon with the client, anticipated to be a slide deck and PDF but subject to change. The plan will be Section 508 compliant for accessibility.

DELIVERABLES

- Technical memo summarizing the research completed in Task 2.4, including a description of the relevant use case examples/case studies
- Full menu of tactical actions
- Draft tactical action plan presented as a slide deck
- Final tactical action plan presented as a slide deck and PDF (or another agreed-upon format)

Task 3: Pilot Location Program Development

During Task 3, the team will assess the physical infrastructure needs, feasibility, user needs, and mobility options relevant to implementing mobility hubs. Building on the emerging technologies explored in Task 2, the team will incorporate operational concepts to promote expanded access to mobility options while considering community context and demographics. Mobility hubs provide a holistic approach to mobility; as such, the use cases and operational concepts should incorporate proposed facility siting, transit services and other shared mobility options, transit priority treatments, multimodal street design, shared micromobility, neighborhood electric vehicles, parking, and curb management, electric vehicle charging infrastructure, emerging technologies, including connected vehicles and infrastructure and shared autonomous services. In addition, intelligent transportation systems, smart city applications, street asset and curbside management platform, big data ingestion, and data analytics dashboards will also be considered. Task 3 efforts include:

Task 3.1 Select ideal location for mobility hub pilot treatments.

Using the existing conditions assessment and site selection evaluation measures developed as part of Task 1 and the review of best practices from Task 2, the team

will rank initial potential locations for mobility hubs. These initial rankings will be shared with Teton County and the SC to incorporate qualitative feedback before finalizing the priority location that will be put forward for the first mobility hub pilot.

Task 3.2: Conduct site visit, visioning workshop, and needs assessment workshop.

To develop a mobility hub concept (Task 3.3), it is important to first determine the vision, goals, and objectives that matter to Teton County and the SC and make sure potential user needs are captured. The project team suggests doing so in three parts with participation from Teton County and the SC at each stage:

1. **Potential Mobility Hub Location(s) Site Visit:** The project team will facilitate an in-person meeting at/near the selected mobility hub site(s) to:
 - b. Deepen the team's understanding of mobility-related needs in the area of the pilot site(s).
 - c. Confirm physical constraints, challenges, and opportunities.
 - d. Note potential problems to address.
 - e. Allow the team to have a visual sense of potential mobility hub locations in preparation for the visioning workshop and needs assessment.
2. **Visioning Workshop** to:
 - a. Review potential problems identified as a starting point and rank them.
 - b. Brainstorm the high-level vision, goals, and objectives for Teton County mobility hubs using activities designed to help stakeholders identify potential goals and objectives quickly and effectively that respond to the problems previously identified, in part based on the team's observations during the site visit. These should be measurable. This workshop should occur relatively quickly following the site visit.
 - c. Prioritize the top goals and objectives from the initial brainstorm.

The team will take the initial feedback from the workshop and refine it into a vision statement and sets of goals and objectives for additional feedback from Teton County and the SC.

3. **Needs/Wants Assessment Workshop** to:

- a. Understand the needs of diverse mobility hub users, leveraging the site visit observations as a starting point.
- b. Define user needs in relation to gaps and constraints as well as opportunities.
- c. Rank user needs as "must have," "nice to have," and

"lower priority/in the future."

These needs/wants will inform and influence the mobility hub concept design in Task 3.3.

Task 3.3: Develop concept design to visualize mobility hub.

Concept design will include:

- Site infrastructure and other physical needs
 - Wayfinding and/or information kiosks and/or signage
 - Shared mobility parking and/or charging, and docking stations
 - Connections with neighboring land uses and mobility options
 - Public space activation through reappropriation of road space, for example in the form of a pop-up plaza
- Programming recommendations
 - Curb management
 - Circulation and mode support
 - Public space activation programming of activities
 - Addressing seasonality and special tourist and visitor needs
 - Respond to the goals, objectives, and user needs identified in Task 3.2
- Exhibits, use cases, and operational scenario diagrams that illustrate the functionality and relationship of proposed features and services included in the mobility hub for the preferred site and its phased implementation, optionality and alternatives throughout the design and iteration process with the stakeholders.
- Architectural and urban design concept renderings for one preferred site including street redistribution, before/after visualization, and phasing strategies can be best visualized spatially (up to three).

DELIVERABLES

- Technical memo including potential problem statements to address initial and refined vision, goals, and objectives, and a summary of mobility-related needs
- Report presenting the mobility hub concept, location(s), and sizing information, recommendations for infrastructure and physical elements, programming recommendations, and operational scenario diagrams.

Task 4: Project Management

Within a week of NTP, our team will organize a project kick-off meeting with Teton County to confirm project objectives and stakeholders and review the draft project

management plan. The plan will include team roles and responsibilities, communication protocols, coordination expectations, quality control processes, and a project schedule.

The Arcadis IBI Group team will organize, at a minimum, a monthly meeting with the internal project team, including Teton County and other client stakeholders, as identified during the kick-off meeting. We anticipate adding more regularly scheduled or ad-hoc meetings as needed to support project progress. Our fully internal Arcadis IBI team allows for breadth and depth of expertise with seamless coordination between subject matter experts and support staff.

Subject to change based on client feedback during the internal project kick-off, we anticipate organizing six stakeholder advisory committee (SAC) meetings. The format and length of these meetings will be finalized during the kick-off meeting.

- Kick-off (virtual – 1 hour)
 - At the SAC project kick-off, we will present the project objectives and project schedule and confirm the 3-5 pilot locations.
- SAC #1 (virtual – 1.5 hours)
 - The SAC will review the draft memo about the existing conditions at pilot sites and provide input into the evaluation measures used to choose one priority pilot location.
- SAC #2 (virtual – 2.5 hours)
 - The SAC will review the draft tactical action plan and the project team's application of site evaluation criteria

- to provide feedback on the selection of the priority site.
- SAC #3 (in person – 3 hours)
 - This in-person workshop corresponds with Task 3.2. The team will work with the SAC to facilitate a site visit of potential mobility hub site(s) to understand on the ground needs, physical constraints and opportunities, and note problems to address.
- SAC #4 (in-person recommended – 3 hours total)
 - Following the site visit, the SAC will brainstorm vision, goals, and objectives at the visioning workshop and identify user needs at the needs/wants workshop. This workshop can be divided into two parts and conducted separately or in sequence. This workshop is recommended to be in-person, if possible, to garner interest and nurture greater investment in the project.
- SAC #5 (virtual – 2 hours)
 - The SAC will review and provide feedback on the mobility hub concept design and draft a technical memo and report.

DELIVERABLES

- Meeting agendas, supportive materials, and meeting notes and action items for:
 - Client kick-off
 - Monthly internal project team meeting
 - Six (6) SAC meetings
 - Other regularly scheduled and ad-hoc meetings
- Project management plan – finalized after client-only kick-off meeting
- Monthly invoices and progress reports

Examples

Mobility-as-a-Service (MaaS) Concept Development

Client Name: Greater Dayton Regional Transit Authority (Dayton RTA)

Project Dates: 2017-2020

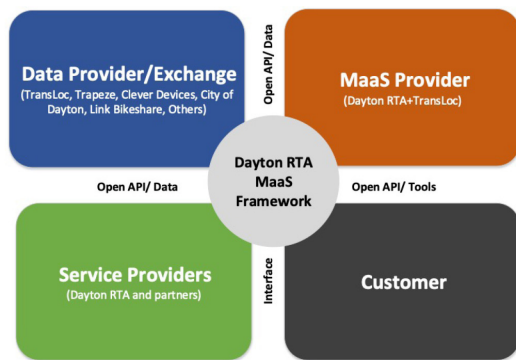
Key Staff Involved: Santosh Mishra

Arcadis IBI Group was hired by Dayton RTA to provide on-call advisory services for the evaluation of the current fare collection system and develop concepts that can help Dayton RTA design and deploy a MaaS platform that enables multimodal trip booking, dispatching, payment, and other relevant transit business functions. Arcadis IBI Group assisted Dayton RTA with the 1) development of a conceptual architecture for a MaaS framework; 2) development of high-level electronic payments strategy and requirements; 3) procurement support for selecting MaaS and electronic payments vendors; and 4) conducting fare capping analysis. Arcadis IBI Group provided advisory services as Dayton proceeded with systems integration

and launched the initial phase of MaaS services in late 2019. Arcadis IBI Group previously conducted a service review of RTA's paratransit and shared use mobility modes and assessed the feasibility of offering those services via a future MaaS platform for the greater Dayton region, supported by an integrated payment system.

RELEVANCE TO TETON COUNTY

Phased approach to implementing mobility improvements, including assessment of data and business conditions and procurement support for MaaS-supportive technologies.



Electrification Vehicle Fleet Study

Client Name: Topeka Metro
Project Dates: 2022-Present
Key Staff Involved: Brianna Jasset, Josh Albertson, Mackenzie de Carle

Arcadis IBI Group is working with Topeka Metro to develop an electric vehicle fleet transition plan. Topeka Metro received a \$1.7 million zero-emission and low-emission transit buses grant from the federal government to procure three Proterra buses and related charging infrastructure that will enter service in 2023. The electric vehicle fleet transition plan will assess the implications of electrifying all or a portion of Topeka Metro's fleet and identify a roadmap that leverages best practices toward a cost-effective transition. Topeka is looking to identify the most suitable method to electrify both their fixed-route and paratransit operations that will consider Topeka Metro's existing routes and service area and minimize service disruption. The plan will meet the FTA's fleet transition plan requirements needed to receive federal funding for low and no-emission vehicles, identify key considerations

for the conversion to electric, and include a roadmap to support the transition. To support this, Arcadis IBI Group is conducting route modeling, a facility assessment, a utility assessment, and an industry scan. This will then be used to identify alternatives and develop the transition plan. Route modeling will evaluate the impact of Topeka, Kansas climate, route length, elevation, and ridership and support the considerations of different charging strategies. Topeka has a centralized transfer center that has the potential to provide on-route charging. It is understood that Topeka's existing facility is at capacity and has limited space for expanding the fleet size and locating charging infrastructure. Our team is also working to coordinate with the local utility, who already has projects underway to upgrade the available power and improve reliability through a back-up generator. The gaps identified as part of the route modeling, facility assessment, and utility assessment will then be compared to the information gathered from the industry scan to identify the potential for feasible and cost-effective solutions.

RELEVANCE TO TETON COUNTY

Analyzing trip and vehicle needs with respect to electric charging facility siting, utility assessment, and funding opportunities.

Mobility Technology Plan

Client Name: City of Laguna Woods, CA
Project Dates: 2022 - Present
Key Staff Involved: Josh Albertson, Santosh Mishra, Heidi Guenin, Steve Wilks

Arcadis IBI Group is developing a mobility technology plan for the City of Laguna Woods to define strategies and actionable steps toward new mobility services within the context of SCAG's Sustainable Communities Program. The mobility technology plan outlines a two-phased approach. The first phase focuses on establishing new mobility infrastructure and implementing an autonomous vehicle pilot program in Laguna Woods, while the second phase explores opportunities to expand autonomous vehicle pilots in the region and evaluates a variety of new mobility concepts such as mobility hubs, autonomous delivery, and mobility as a service (MaaS). As part of these efforts, Arcadis IBI Group is performing stakeholder engagement, creating a mobility concept of operations, developing

a data sharing framework, establishing transportation infrastructure requirements, and delivering a detailed implementation plan for Laguna Woods and SCAG.

RELEVANCE TO TETON COUNTY

Identifying opportunities to reduce drive-alone trips and improve independent travel using advanced technologies in a focused geographic area. Analyzing the full spectrum of physical, data, and policy requirements for successful implementation.

private sector stakeholders, and the general public. Our project team comprised some of the most knowledgeable and experienced curb space practitioners in North America.

RELEVANCE TO TETON COUNTY

Multimodal approach to parking and curb management and pilot projects for complex, busy intersections.

Analysis Of Mobility Options

Client Name: Rochester-Genesee Regional Transit Authority

Project Dates: 2018-2019

Key Staff Involved: Randy Knapick, Santosh Mishra, Steve Wilks

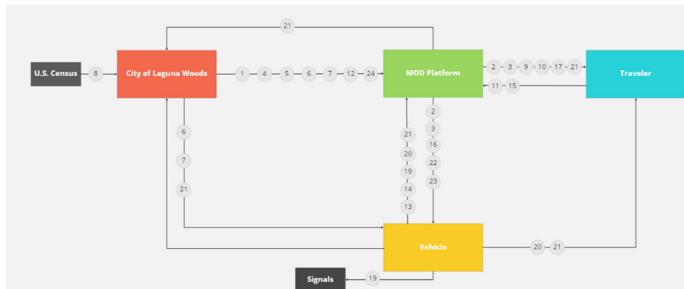


Figure 4: Data flow diagram for Phase 1 ConOps

Curb Space Management

Client Name: Southern California Association of Governments (SCAG)

Project Dates: 2021-2022

Key Staff Involved: Peter Richards

Arcadis IBI Group was retained to develop a comprehensive and multimodal review of complicated curbside locations in the six-county, nearly 200-city SCAG region, making this the largest curbside management strategy ever completed in North America. Through this study, our project team took a comprehensive and multimodal review of some of the busiest and most complex curb space locations within the SCAG region. As part of this project, our project team identified issues and developed strategies, policies, and technological solutions to address curb space challenges for cities across the region. Arcadis IBI's curbside management software, CurbiQ, was used to collect and analyze the curbside inventory in 4-6 focus cities and areas. This study culminated in the identification of shovel-ready pilot project concepts to help SCAG region cities move as rapidly as possible from collaborating with stakeholders to identify hot spots and key issues to implementing solutions. These strategies and pilot project concepts will be developed collaboratively between SCAG, cities within the region, key

Arcadis IBI Group was selected by RGRTA to conduct a mobility study to analyze the seven community mobility zones and identify the mobility products available in the zones. Arcadis IBI Group published a report as a companion document to the Reimagine RTS initiative of restructuring transit/mobility services. The focus of this mobility study was to identify preferred new mobility options for each of the seven community zones that will see reductions or eliminations of former fixed-route services following the implementation of the Reimagine network. The work plan included profiling community demographic characteristics, outreach/consultation, reporting on next-generation mobility best practices, preparing of an evaluation framework, and recommended deployment strategies for each of the seven zones.

RELEVANCE TO TETON COUNTY

Analyzing existing conditions, available services, best practices, and community needs to recommend new mobility deployment and evaluation approaches.



Parking Strategic Plan and Demand Study

Client Name: City of Niagara Falls
Project Dates: 2022-Present
Key Staff Involved: Amjad Dehman, Debbie Leung, Kathrene Garcia, Peter Richards

Arcadis IBI Group was contracted to produce a parking strategic plan, including an analysis of current parking conditions and operations, emerging trends, and financial sustainability to inform the strategic plan. A

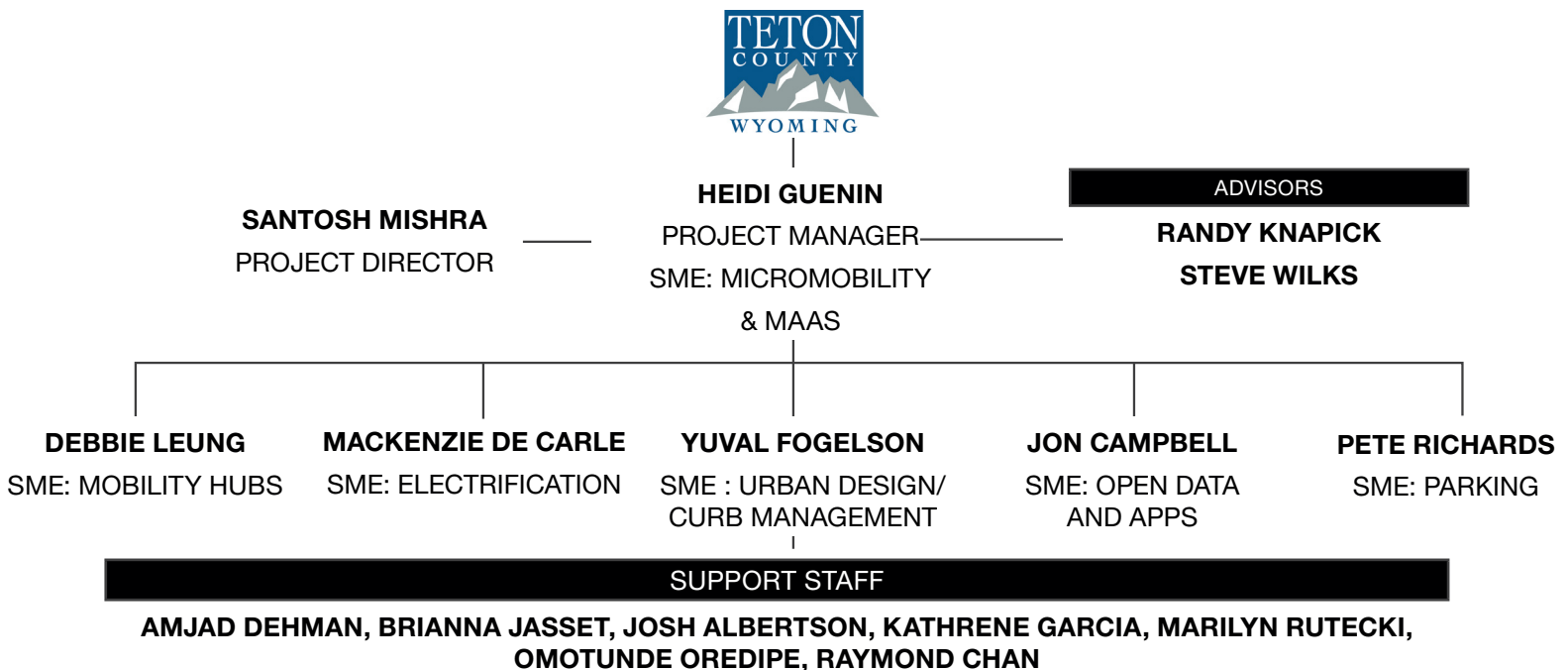
large consideration was accounting for the annual tourist influx of 8 million visitors each year while maintaining parking access and services for residents. Arcadis IBI also conducted a parking survey to understand current parking occupancy and turnover conditions in downtown Niagara Falls. The results will inform future parking demand evaluations for the city.

RELEVANCE TO TETON COUNTY

Large tourist population throughout the year affects the approach to managing parking and access to transportation services.

Personnel Qualifications and Experience

Our project team is composed of dedicated professionals with experience in each of the specialties required for this assignment. Heidi Guenin, our proposed Project Manager, will be the dedicated point of contact. She is supported by a team of subject matter experts. Our proposed team organization is shown in the below organizational chart. Personnel resumes can be found after the organizational chart.





Santosh Mishra

Project Director

Santosh is a Practice Lead with Arcadis IBI Group with nearly two decades of experience. Santosh specializes in technology consulting for all transit modes and, to date, he has assisted 100+ multimodal agencies, including federal, state and local DOTs. Santosh's work encompasses planning, procurement, and implementation of a full range of transit technologies that address the specific needs of all business functions of a transit agency. In addition, Santosh has extensive experience with transit operations and technologies with a specific focus on improving mobility using emerging concepts. Further, Santosh has been part of the research and development of several next generation concepts related to advanced mobility technologies and currently leading deployments at ITS4US and ATCMTD-funded sites. He currently serves as the Chair of the Transit Innovation Program at the TRB.

EDUCATION

M.S., Civil Engineering, University of Illinois, Chicago, 2005

B.E. (Hons.) Civil Engineering, Birla Institute of Technology and Science, Pilani, India, 2001

EXPERIENCE

2016–Present Arcadis IBI Group, Director

2005–2015 TranSystems, Senior Transportation Planner/Analyst

MEMBERSHIPS

- APTA Information Technology Committee
- APTA Emerging and Innovative Technologies Subcommittee
- APTA Research and Technology Committee
- ITS America/APTA Public Transportation Systems and Services Committee

Representative Experience

San Luis Obispo Transit Innovation Plan (2022–Present): Santosh is serving as the Project Director, advising the team developing an innovation plan to serve the residents of the San Luis Obispo.

USDOT-HIRTA Health Connector (ITS4US project; 2021–Present): Santosh is the Arcadis IBI Group Project Director leading a team from multiple partners for planning, design, and implementation, of a new concept for healthcare transportation using advanced technologies.

NEORide One-Call Mobility Center Technology Plan (2020–Present): Santosh is managing the team tasked by NEORide, a consortium of 18 agencies in the Ohio, Michigan, and Northern Kentucky, to conduct a feasibility study and implementation of a regional mobility center. The mobility center will serve as the single point of contract for agencies in the Central Ohio while serving their customers with reservation, scheduling and management of demand response trips.

RTA Chicago ADA Paratransit Innovation, Chicago, IL (2019–Present): Santosh is the mobility technologies specialist for identifying and evaluating innovative strategies for improving ADA and on-demand services in the 6-county region of Chicago. The purpose of this study is to assess current issues with the way paratransit trips are being delivered today and recommend improvements.

Humboldt MoD Strategic Plan (2018–2020): Santosh was engaged as mobility technologies specialist for the MoD strategic Plan for the Humboldt County and helped identify mobility needs, service zones, and appropriate solutions for meeting for customers in those zones/needs.

Dayton MaaS /Southern Ohio Concept Development (2017–2020): Santosh managed the team that assisted Dayton RTA with 1) development of a conceptual architecture for a MaaS framework; 2) development of high-level electronic payments strategy and requirements; 3) procurement support for selecting MaaS and electronic payments vendors; and 4) conducting fare capping analysis.

Rochester Mobility Solutions Study (2018–2019): Santosh was engaged as the mobility technologies specialist for identifying appropriate mobility solutions for predefined seven mobility zones for RGRTA as part of Phase 1 of the study.

USDOT-Lextran Accelerating Innovation in Mobility (AIM) Challenge Grant (2020–Present): Santosh is the Project Director for the team that was awarded AIM grant for implementing a university-campus-focused MaaS application with special focus on dynamic capacity management in partnership with University of Kentucky, Lextran, and TripShot. The project will deliver a MaaS solution for a college campus environment.



Heidi Guenin

Project Manager

Heidi is an Arcadis IBI Group Mobility Strategist with nearly 15 years of experience working at the intersection of urban planning, public health, and social and environmental justice. She has deep expertise in helping groups build shared understanding on issues ranging from data specifications to long range plans. She is equally comfortable facilitating discussions with elected leaders, community advocates, software developers, private business interests, and transportation agency staff. She has led several efforts integrating public health, environmental health, and equity concerns into transportation plans, projects, and policies. Heidi's modal expertise includes walking, biking, shared mobility, transit, and non-emergency medical transportation.

EDUCATION

Master of Public Health (Health Disparities), Oregon Health and Science University, 2014
Master of Urban and Regional Planning (Land Use), Portland State University, 2010
B.A. (Economics; English Language & Literature), University of Virginia, 2004

EXPERIENCE

2022–Present Arcadis IBI Group, Associate – Mobility Strategist
2020–2022 MobilityData IO: Shared Mobility Product Director
2019–2020 Trillium Solutions, Inc: Senior Consultant & General Manager
2018–2019 Oregon Department of Transportation Region 1: Multimodal Liaison
2016–2018 GridWorks & GridWorks LLC: Senior Associate, Interim COO, Director of Community Health Programs
2010–2015 Upstream Public Health: Policy Manager, Transportation & Land Use

MEMBERSHIPS

- American Planning Association
- American Public Health Association
- Institute of Transportation Engineers; Vice-Chair MaaS/MOD Committee
- International Professional Association for Transportation & Health
- Women in Transportation Seminar

REGISTRATIONS

- Certified Planner, American Institute of Certified Planners #028892

Representative Experience

NEORide EZConnect Regional Mobility Center Planning & Development (ongoing) –

NEORide is an Ohio-based council of governments. Building on the success of EZFare – the coordinated mobile ticketing product used by 14 NEORide members – NEORide is developing the EZConnect Regional Mobility Center with support from IBI. The EZConnect project includes the consolidation of fixed route, demand response, and ADA paratransit options into one trip planning and discovery application for travelers and for customer service agents supporting the EZConnect Regional Mobility Center. Heidi is the technical lead on the project.

Heart of Iowa Regional Transit Authority (HIRT) Improving Access to Healthcare (ongoing) –

With funding from the US DOT ITS4US Deployment Program, HIRT is working to improve access to healthcare with support from Arcadis IBI. The project is focused reducing transportation barriers to healthcare for underserved populations and their caregivers through advanced trip planning, booking, and wayfinding technologies. Heidi is the project manager.

NCMM MaaS Support (ongoing) – Heidi acts as the MaaS 'adjunct faculty' for the National Center for Mobility Management. In this role she provides training, technical assistance, and other resources to support the adoption of MaaS among agencies supported by NCMM.

Nassau County Shared Mobility Pilot Projects (ongoing) – Arcadis IBI Group is developing two pilot project implementation plans, one for microtransit and one for micromobility – for Nassau County, NY, as a subconsultant to WSP. Heidi has led the Arcadis IBI team responsible for evaluating potential areas to prioritize pilot locations and in developing the implementation plans.

General Bikeshare Feed Specification (GBFS) Management – Before joining Arcadis IBI, Heidi led the improvement and governance of GBFS, overseeing the expansion of the specification to represent more vehicles (e-scooters, e-bikes, mopeds, and cars), dockless and hybrid micromobility systems, rules for riders (speed, parking, trip start and end), pricing information, and more. In addition, Heidi managed the governance of the specification and the development of educational and data quality resources to support the creation and use of GBFS data.

Humboldt County Mobility On Demand Strategic Development Plan – As a sub-consultant, Heidi researched and reported on model mobility on demand projects and programs in areas sharing similar geographic, demographic, or other factors with Humboldt County. Information included service descriptions, governance structures, and cost of start-up and operations.



Randy Knapick

Senior Advisor

Randy helps agencies and communities address the opportunities and challenges of the evolving urban mobility environment through technology, infrastructure, and operational strategies. Randy's background and experience include strategic planning, funding, design, implementation, operations, and program management. Randy has a proven ability to lead interdisciplinary teams through complex and inter-related technical, policy, and design issues, resulting in solutions that maximize agency and customer benefit.

EDUCATION

M.S. Transportation, Massachusetts Institute of Technology (USDOT Fellowship Recipient)
 B.S. (Civil and Environmental Engineering/Certificate in Transportation), University of Pittsburgh
 B.A. (B.Phil. Urban Planning and Design), University of Pittsburgh

EXPERIENCE

1999–Present Arcadis IBI Group, Director
1998 City of Pittsburgh, Department of City Planning Transportation Section

MEMBERSHIPS

- Rail-Volution, National Steering Committee Member
- APTA Systems Engineering, Former Subcommittee Member
- TRB Committee on Regional Transportation System Management and Operations (2010-2013)
- American Planning Association, Oregon Chapter
- ITS Massachusetts (Board Member, Past President, former Vice President, Technical Committee Chair, and Annual Meeting Chair)

MEMBERSHIPS

- American Institute of Certified Planners (AICP), Certificate #018598

Representative Experience

- **Mt. Hood Multimodal Transportation Study – Oregon Department of Transportation** – Operations/technology lead for a study of travel options, operations, and safety in the U.S. 26/OR 35 highway corridors through the Mt. Hood National Forest, including key recreation areas and ski resorts.
- **Bus Stop Kit-of-Parts and Signage Design – Valley Regional Transit, Boise, ID** – Project director developing a new bus stop 'kit of parts' for standard and new premium transit corridors. Developed new system-wide bus stop signage incorporating industry best practices for customer information, graphics, and technology integration.
- **High Performance Transit (HPT) Network Planning and Station Kit-of-Parts – Spokane Transit Authority, Spokane, WA** – Project manager for implementation of new BRT and "BRT lite" corridors in the Spokane region. Includes design of new, branded transit stops and stations using a 'kit of parts' design approach and first-last mile improvements.
- **Reimagine RTS, "RTS On Demand" Implementation Strategy – Regional Transit Service, Rochester, NY** – Project manager to develop new mobility options (microtransit, mobility as a service, and demand-responsive) to replace existing RTS fixed route service with a sustainable operating model. Entered revenue service in summer 2021.
- **High Frequency Corridor Implementation Plan and Bus Stop Standards – Ben Franklin Transit, Richland, WA** – Developed an implementation plan for a new premium transit corridor connecting major destinations and transit centers in the Tri-Cities area.
- **Transit Technology Strategic Planning, Procurement, and Implementation** – 20+ years of project manager/senior advisor roles for transit technology projects. Includes CAD/AVL, real-time passenger information, fare collection, video surveillance, communications, operations software, and other technologies for fixed route, on-demand, and high capacity transit systems.
- **Treasure Valley TSMO Strategic Plans and I-84 Operations Plan – COMPASS, Boise, ID** – Project manager for two generations of regional transportation systems management and operations (TSMO) and ITS technology strategies for the Treasure Valley region.
- **Zero Emissions Transition Study – Riverside County Transportation Commission, Riverside, CA** – Project director for a study of zero emissions conversion for multiple small transit fleet operators within RCTC's service area in Southern California.



Steve Wilks

Senior Advisor

Combined with academic studies in Urban Planning, Steve has over forty years of professional experience in the planning and operation of public transit and next-gen mobility services, including microtransit, shuttles, paratransit and other community-based transport for agencies and tribal governments. This has included the management of paratransit for the elderly and disability communities, working with the taxi/livery cab industry and transportation network companies (TNCs), designing SMART shuttle operations and providing creative/innovative solutions for the transportation industry including the integration of multiple modes and developing first/last mile operational and strategic solutions.

EDUCATION

Bachelor of Applied Arts (Urban Planning),
Ryerson University, 1978
International Politics, McMaster University, 1977

EXPERIENCE

1995–Present Arcadis IBI Group, Associate, Irvine, California

1993 – 1995 Transportation Management Inc. (TMI), Senior Consultant (1994 & 1995: Paratransit Coordinator management contract with Ann Arbor Transportation Authority (AATA), Ann Arbor, MI

1989 - 1993

Hickling Corporation, Toronto, Ontario, Manager of Practice in Disability & Ageing

1986 - 1989 WheelTrans Department & Corporate Planning, Toronto Transit Commission, Toronto, Ontario, Policy Analyst

1982 - 1986 Edmonton Transit/ DATS, City of Edmonton, Alberta, Planning Supervisor

1981 - 1982 BC Transit, Victoria, British Columbia, Custom Transit Planner

1978 - 1981 Transportation Systems Design Department & Edmonton Transit, City of Edmonton, Alberta, Transportation Planner

His experience covers developing and assessing new and emerging operational, technological, and information systems relating to next-gen mobility solutions and MaaS platforms. He has been responsible for developing microtransit delivery scenarios within a framework of first-last mile strategies and developing a comprehensive working cost allocation model reflecting a range of development types/land-use categories and alternate approaches, including business valuation and trip generation.

Further, Steve has managed various operational and technology projects that have included procurement processes on behalf of several transit agencies, including schedule and budget control, identification of technical specifications, authoring RFP documents, vendor evaluations and negotiations.

Complementing his operating experience, Steve has been responsible for conducting a variety of service and program evaluations (including COAs and SRTPs), review of alternate delivery frameworks, strategic, operational, service and policy planning, including quality planning facilitation through the successful conduct of consultative sessions in workshops and focus group settings.

Representative Experience

Transit Service Evaluations - Short Range Transit Studies: Yuma, AZ; City of West Covina, City of Duarte, CA; City of Arcadia, CA; Morongo Basin Transit Authority, CA; Visalia Transit, CA; City of Tracy, CA; Porterville Transit, CA; City of Glenwood Springs, CO; Anaheim Transportation Network/ Anaheim Resort Transportation, CA. Review of transit service needs and requirements and development of service improvement options to best meet mobility needs, review of current transit policies and procedures; and development of an action plan to guide the implementation of transit service improvements over the next 5+ year period.

Transit Shuttle/Circulator/ Automated People Mover Feasibility Studies: Whittier, SCAG/Laguna Woods, Fountain Valley, City of Tustin, City of Vernon. Feasibility of a local transit circulator and other microtransit solutions addressing the transportation/mobility needs of city residents, the business community, and visitors to the city. First/last mile solutions providing connectivity to higher capacity transit services.

Analysis of Mobility Options & First and Last Mile Strategies Studies: Central Ohio Transit Authority (COTA), Columbus, OH; Regional Transit Service (RTS), Rochester, NY; North San Diego County CA Transit (NCTD) 2020 Mobility Plan, San Diego, CA. Mobility-On-Demand Strategic Plan – Humboldt County Association of Governments (HCAOG), Eureka, CA. Responsible for the analysis of best practices, current and emerging technologies, development of conceptual alternatives/service modes, evaluation framework/analysis and opportunities for the deployment of potential pilot projects including service planning.



Debbie Leung

Mobility Hubs Subject Matter Expert

Debbie's experience spans many aspects of transportation planning with a focus on technology. She has supported diverse planning and stakeholder engagement efforts as the mobility and technology lead for various planning and smart city projects. She has experience with multi-modal coordination for public sector clients. Her areas of expertise include new mobility, transit operations and analysis, TOD, curbside management, transit signal priority (TSP), BRT, mobility hubs, connected vehicles, and smart cities.

EDUCATION

Bachelor of Arts, Urban Studies and Planning, UCSD, San Diego, CA, 2013

EXPERIENCE

2015–Present Arcadis IBI Group, San Diego, CA, Transportation Systems Planner

2013–2014 SANDAG, San Diego, CA, Transit Planning Intern

2013–2014 M&M Telecom, Inc., Carlsbad, CA, Land Use Planner

2013 UC San Diego Urban Studies Program, San Diego, CA, Research Assistant

2012–2013 Compass Card – SANDAG / MTS, San Diego, CA, Transportation Intern

MEMBERSHIPS

Women's Transportation Seminar – San Diego County Chapter

- Nominations Co-Chair, 2019
- Annual Conference Poster Session Chair, 2018
- Secretary, 2016-2017
- Membership Chair, 2013-2014

Institute of Transportation Engineers – San Diego Website Chair, 2016-2017

Representative Experience

SANDAG Central Mobility Hub Comprehensive Multimodal Corridor Plan, San Diego, CA – Debbie is currently serving as the project manager, specializing in the Mobility Hub and integrated technology aspects, of this study evaluating the multimodal connections of the new Central Mobility Hub connecting the San Diego International Airport to nearby communities and services.

SANDAG Smart Mobility Strategic Plan & Architecture Update, San Diego, CA – Arcadis IBI helped SANDAG update their Smart Mobility Strategic Plan, an updated ITS architecture, and a 10-year implementation plan taking into account emerging trends in multimodal mobility and technology. The team involved public, private, community, and academic stakeholders in the conception of the guiding principles, vision, goals, and objectives of the Strategic Plan, including one-on-one interviews with futurists on mobility and technology topics. Debbie was the outreach coordination and mobility support lead.

NCTD Strategic Multimodal Transit Implementation Plan, Oceanside, CA – This project considers current transit service and traffic conditions along with multimodal transit market opportunities to inform a multimodal and readily implementable ten-year service and capital plan. The plan leverages the strategies identified in the previous land use and transit integration study including technology, TDM, active transportation, BRT, commuter bus, and rail strategies. Debbie provides continued mobility and technology expertise.

SANDAG/ICTC Regional Mobility Hubs Implementation Strategy, San Diego, CA – Debbie provided support for the region-wide Mobility Hubs initiative that highlights identified potential areas for mobility hubs and identified a range of features for varying levels of support. These multi-functional transportation hubs include MaaS options that supplement first/last mile initiatives.

SANDAG 2021 California-Baja California Border Master Plan, San Diego, CA – This project developed innovative border improvement strategies, particularly transit, bike, pedestrian projects and transportation demand management strategies. Stakeholder outreach was a key component. Debbie was the project manager.



Mackenzie de Carle

Electrification Subject Matter Expert

Mackenzie is a Mobility Technology Specialist focused on zero-emission vehicle (ZEV) technology and technology for public transit agencies. Mackenzie has worked with more than 30 public transit agencies including supporting 13 transit agencies with ZEV planning and deployments. Mackenzie's work takes a systems engineering approach with a focus on developing a deep understanding of the client's needs and supporting design and implementation of technologies based on those needs. This has been applied to a variety of technology areas including computer-aided dispatch / automatic vehicle location (CAD/AVL), voice and data communication, fare collection, real-time information, transit signal priority, dynamic lane adjustment, data management / standards, and zero-emission fleet transition.

EDUCATION

Bachelor of Applied Science in Civil Engineering (Honors), University of Toronto, Toronto, ON, 2018

EXPERIENCE

2018–Present Arcadis IBI Group, Boston, MA, Mobility Technology Specialist

2016–2017 Arcadis IBI Group, Toronto, ON, Transportation Analyst

2015 (Summer) Dillon Consulting Ltd, Toronto, ON, Engineering Intern

2014 (Summer) WSP (Previously MMM Group), Toronto, ON, Construction Inspector

Representative Experience

Atlanta Region Transit Link Authority (ATL) Zero-Emission Bus Fleet Transition Plan, Atlanta, GA (2022-ongoing)

Arcadis IBI Group is leading, in partnership with CTE, the development of a regional zero-emission transition plan for the Atlanta region and zero emission transition plans for six of the region's transit operators. The focus is to develop both a regional strategy and FTA compliant zero-emission transition plans for six Atlanta transit operators. Mackenzie is the deputy project manager and is leading the technical work for this project.

Riverside County Transportation Commission (RCTC) Zero-Emission Bus Rollout and Implementation Plans, Riverside, CA (2022-ongoing)

Arcadis IBI Group is partnered with CTE to provide five Riverside County agencies with ZEB rollout and implementation plans that are in accordance with California's CARB ICT standards. Mackenzie is Arcadis IBI Group's project manager for this task and is supporting all project phases.

Miami-Dade County Kendall Corridor Preliminary Design and Engineering, Miami, FL (2018-2019)

Arcadis IBI Group is subcontracted to Jacobs Engineering to assist with the development of a ten-mile rapid transit corridor. Mackenzie developed the Concept of Operations (ConOps) with a particular focus on the technology and operations. Technologies included video camera enforcement of bus lanes or queue jump violations cameras and dynamic lane use control signs on overhead gantries or mastarms to support a reversible lane. As part of this work Mackenzie reviewed other similar implementations and added considerations for enforcement, infrastructure, and technology.

Lextran Accelerating Innovative Mobility (AIM) FTA Initiative, Lexington, KY (2020-ongoing)

The goal of the project is to use advanced technologies to improve the mobility options available to university students and staff to ensure their safe and reliable trips across the campus using a mix of scheduled and on-demand public transit services and related modes. Arcadis IBI Group led the writing of the grant that awarded Lextran over \$400,000 in FTA funding. Mackenzie led the writing of the grant, requirements development, and ConOps and is now managing the design review and testing.

Transportation Research Board TCRP G-18: Improving Access and Management of Transit ITS Data, Washington D.C. (2020-2022)

Arcadis IBI Group teamed with EBP and Foursquare ITP to develop standards for ITS data focused on automatic vehicle location (AVL), automatic passenger counters (APC), and automatic fare collection (AFC). The first phase focuses on conducting a literature review, industry interviews, and workshops to develop an understanding of existing state of ITS data standards. Mackenzie, as the deputy principal investigator, led the second phase where the team developed the ITS data standard. The finished report can be found here: <https://www.trb.org/Main/Blurbs/182792.aspx>.



Yuval Fogelson

Urban Design/Curb Management SME

Yuval is an urban designer with specialization in the digitization of public space and new mobility. He is a Curbside Mobility Specialist working with CurblQ (Arcadis IBI's curbside solutions software) in efforts to advance curbside inventory digitization of cities. He has over 15 years of varied global experience in urban design, streetscape, public space transformations, masterplanning and transport-oriented development. Yuval has theoretical and practical experience in tactical urbanism methodologies and phasing strategies for street-redesign projects and re-allocation of curb space.

EDUCATION

Master of Advanced Studies Architecture, University of British Columbia, 2021

Master Urban Design, University of Sydney, 2007

Bachelor of Science, Architecture, Technical University Delft, 2006

EXPERIENCE

2021–Present Arcadis IBI Group, Curbside Mobility Specialist

2022–Present University of British Columbia, Adjunct Professor in Master Urban Design Program

2019–2021 University of British Columbia, Research Assistant, TIPSLAB; Teacher Assistant, SCARP

2015–2020 Urb-i – Urban Ideas, Sao Paulo, Brazil, Co-Founder & Director

2011–2016 Def Projetos, Sao Paulo, Brazil, Urban Designer

2009–2010 Space Group, Seoul, S. Korea, Urban Designer

AWARDS AND PUBLICATIONS

- "Transitioning into New Mobility – Future Curb Space Design", Y. Fogelson, A. Meyboom, TIPSLAB, University of British Columbia, 2021
- TransLink New Mobility Grant 2019-2021
- Wolfgang Gerson Scholarship in Architecture 2020
- "Urbanismo Tático: Um Guia Para As Cidades Brasileiras", A. Sansão Fontes, C. Guido Monteiro, P. Carmagnani Franco, Y. Fogelson, Rio Books, 2021
- 1st prize - '3 Stations' competition - Berrini station precinct, São Paulo 2014, project was implemented in 2017.
- Planning Institute Australia NSW 2007 Award for Excellence
- Planning Institute Australia TAS 2007 Award for Excellence
- Marjorie and Lloyd Rees Prize for Urban Design, 2007

Representative Experience

Curbside Mobility & Digitization - At Arcadis IBI Group, Yuval works with the CurblQ team to introduce innovation to the curbside. Yuval helps cities digitize their curbside inventory and strategize piloting plans, for example linking sensor technologies with the digital curb inventory analytics, zero-emission delivery zones or curb re-allocation projects for patios or cycle infrastructure. Yuval combines his street transformation and urban planning knowledge with the understanding of new mobility and digital transformation.

Mobility Hubs - Yuval advises on Mobility Hub integrations with Arcadis IBI transportation and urban design / placemaking teams. This includes shared mobility integration, TDM measures, curbside management, curbside and asset digitization strategies, piloting and implementation strategies. An example for this is the Duck Island project, in Richmond BC, where the idea of a 'Mobility Hub Loop' was incorporated in the masterplan. Yuval supported the project with concepts and recommendations on digitization, digital interface and wayfinding, shared- and micromobility and TDM measures.

Research on New Mobility, Mobility Hubs, and Curb Space Design - At UBC's TIPSLAB (Transport Infrastructure and Public Space Lab), Yuval completed an innovative research titled 'Transitioning into New Mobility – Future Curb Space,' examining how to leverage the digital transformation of public space to prioritize sustainable mobility in the city. Yuval identified the digitized curb space, coupled with its physical re-design, as the fundamental building block towards the creation of a citywide Mobility Hub network. Yuval proposed a transitional design methodology, incorporating tactical urbanism and phasing strategies favouring an incremental approach, which he investigated in the design proposal. As proof of concept, he explored seven case studies in different municipalities in the Metro Vancouver area. Yuval organized and moderated a series of engagement with transport planning staff in each municipality. The research concluded with a set of recommendations geared at transit authorities and municipalities with regards to curb uses and re-allocation, deployment of new mobility, innovation, and digitization.

Research on MaaS - At UBC's TIPSLAB in 2019-2020, Yuval participated in a research on mobility as a service, discussing current global context and investigating current MaaS apps available on the market at the time. He led the research that explored how MaaS could be associated with positive sustainability and health outcomes. He also discussed the need to incorporate MaaS in the physical design of the city through urban design.



Peter Richards

Parking Subject Matter Expert

Peter is a Transportation Engineer specializing in transportation planning and engineering services for public and private sector clients. Areas of expertise include parking strategies, parking justification studies, curbside management, traffic impact studies, operational reviews, and traffic signal timing operations. Peter has worked exclusively in the transportation field for over 18 years. Peter is also the co-creator and Product Director for CurbIQ, Arcadis IBI Group's curbside management software solution.

EDUCATION

Bachelor of Applied Science Honours (Civil Engineering/Construction Management), University of Waterloo, Waterloo, ON, 2004

EXPERIENCE

2013–Present Arcadis IBI Group, Toronto, ON, Transportation Engineer

2004–2013 HDR, Toronto, ON, Transportation Engineer

MEMBERSHIPS

- Professional Engineer, Association of Professional Engineers of Ontario
- Chair of Parking Standing Committee, Institute of Transportation Engineers (2019-2021)
- Member, Canadian Parking Association
- Member, International Parking and Mobility Institute
- Member, Parking Reform Network

PUBLICATIONS

- Review Panel Member, "Parking Generation Manual 5th Edition", Institute of Transportation Engineers, 2019

Representative Experience

Curbside Management Strategy – City of Toronto – Arcadis IBI Group was retained to develop a curbside management strategy for downtown Toronto with key components including parking strategies, parking enforcement, and parking availability. The study's first task was to assess the existing conditions, including parking trends, parking citation locations, and identifying curbside users. Rigorous stakeholder consultation was required, including a public meeting and an online and in-person survey to help determine some of the challenges associated with the competing demand for the curbside space. The project also included a future conditions assessment, best practices review, development of an evaluation framework, and recommended strategies, and policies. These strategies comprised over 50 unique and potential demonstration projects, providing innovative curbside solutions to many parking and loading situations.

CurbIQ Curb Viewer and Manager Deployment – Seattle Department of Transportation - Arcadis IBI Group was retained to implement CurbIQ for the City of Seattle to allow the identification of gaps in on-street regulations, and compare curbside inventory to their street signage dataset. This Curb Viewer and Curb Manager implementation covered over 10 miles of curbside in the Belltown area. The first task was to use Curb Converter to generate digitized curbside data. Because the City of Seattle had unique open datasets, Curb Converter processes needed to be adapted to accommodate new inputs to create a digitized curb inventory in an industry standard format. This process was designed to be flexible and scalable so it can be used across the entire city. Thorough quality control processes were involved to ensure accuracy, as well as creating a flexible process to accommodate configurable features the City wanted and enable them to identify discrepancies between curb and signage data. Once the data was generated, servers were set up, data was uploaded, and credentials were provided to the City for Curb Viewer and Manager. Pete's focus was on the delivery of data and standardization and oversight of the implementation of the various QA/QC processes to ensure a polished final product.

CurbIQ Curb Converter Process Validation Pilot – Urban Movement Labs in Los Angeles - Arcadis IBI Group has been retained to perform a pilot demonstration of CurbIQ's Curb Converter data collection techniques in targeted areas across Los Angeles County. The data collection techniques under investigation are manual data collection by foot, and automated data collection using a vehicle-mounted camera. These collection techniques have been implemented in three neighborhoods ranging from low to high density. The data collected has indicated that each of the two methods has distinct strengths and weaknesses, and that together the two collection methods can accurately and efficiently capture curbside regulation data across vast cities. Peter served as Product Director and, focusing on refining data collection processes and QC processes, as well as analyzing and interpreting pilot data, and ensuring the process was technically sound and delivered on time.



Jon Campbell

Open Data and Apps Subject Matter Expert

Jon is an Associate and Manager, Transit and Mobility Software at Arcadis IBI Group with over ten years of experience in project management, multimodal trip planning, mobility data and analytics, and software design/architecture. Jon serves as project manager for the ATL RIDES (Atlanta, GA) and STEPS to MOD and MPI (Portland, OR), along with other OpenTripPlanner development and implementation projects. He also has project management experience in the development of open source, multi-modal trip planning software for Trimet (Portland, OR) and the design/implementation of realtime passenger information software for RTD (Denver) and Community Transit (Snohomish County, WA)

EDUCATION

Master in City Planning, Massachusetts Institute of Technology, Cambridge, MA, 2016

B.A. Geography/Environmental Studies, Middlebury College, Middlebury, Vermont, 2011

EXPERIENCE

2016–Present Arcadis IBI Group, Seattle, WA, Transportation Engineer

2015–2016 US DOT Volpe Transportation Systems Center, Cambridge, MA, Community Planner – Student Trainee

2014–2015 MIT Civic Data Design Lab, Cambridge, MA, Research Assistant

2011–2014 URS Corporation, Portland, OR, Transportation Planner

Representative Experience

Sound Transit Digital Assistant (2022 – Ongoing): Arcadis IBI Group is working with Sound Transit to develop a Digital Assistant passenger information and trip planning platform. Jon serves as the project manager for Arcadis IBI Group on this effort. The Digital Assistant platform that Arcadis IBI Group is developing will include a multi-modal trip planning engine built on the open source tool OpenTripPlanner (OTP), a responsive web app, native iOS and Android apps, an Interactive Voice Response (IVR) system, and an artificial intelligence (AI) – enabled chatbot. Users of the Digital Assistant will be able to plan multimodal trips, access schedule, realtime, and service alert information, integrate with payment platforms to pay for trips, and get dynamic reroutes and other updates for trips underway. This project will also overhaul the OTP web and mobile app user interfaces with a focus on web accessibility for users relying on assistive technologies such as screen readers.

ATL RIDES (IMI Demonstration Program Project) (2020 – Ongoing): Arcadis IBI Group is the lead private partner working with the Atlanta Transit Link Authority (ATL) to develop a regional multimodal trip planning platform built on top of OpenTripPlanner (OTP). Jon serves as the project manager for Arcadis IBI Group on this effort. Through this project, Arcadis IBI Group is developing open source native mobile apps for OTP, including multilingual support and integration with mobility ticketing. In addition, the project includes the development of a Connected Data Platform for Atlanta Region agencies to share transit and mobility data, including trip plan data from the ATL RIDES app. This project is funded by the FTA's Integrated Mobility Innovations Demonstration Program. Arcadis IBI Group assisted in the preparation of the successful grant application.

RideNoCo Multimodal Trip Planner (2021 – Ongoing): Jon served as the project manager for the Arcadis IBI Group team developing and implementing, hosting and supporting the RideNoCo multimodal trip planner. RideNoCo is built on the open source OpenTripPlanner platform, and includes a standalone web app, as well as UI components directly integrated into the RideNoCo website. The RideNoCo app will include all fixed route and demand responsive transit service in the NFRMPO region, walking and biking, as well as private mobility providers such as bikeshare, scooters and ridehail/transportation networking companies for first-/last-mile connections to and from transit. Work on the RideNoCo platform involves customization of the OTP web app, configuration of the backend OTP routing engine, and assisting MPO staff to integrate UI components into the RideNoCo website. This effort also includes the creation, validation, and deployment of GTFS and GTFS-flex datasets for agencies within the NFRMPO area that did not already produce GTFS.

Support Personnel Resumes

Amjad Dehman PHD, M.A.SC., B.A.SC, P.ENG Transportation Engineer

Dr. Dehman is a Transportation Engineer with over ten years of experience in the transportation field working with private consultants, governmental agencies, and research institutes. His experience comprises of different types of transportation projects, including parking studies, traffic operations, traffic impact studies, assessment of master plans, transit systems, and traffic safety. Amjad is currently focused on city-wide parking master plan projects and parking operations and policies.

Representative Experience

- Brampton Parking Plan (Arcadis IBI, finishing soon, for the City of Brampton), Technical Lead
- Niagara Falls Downtown Parking Study and Parking Services Strategic Plan (Arcadis IBI, on-going project, for the City of Niagara falls), Technical Lead
- Parking Impact Assessment Study for Arthur Street Reconstruction Project (Arcadis IBI, finishing soon, for the Region of Waterloo), Technical Lead

EDUCATION

PhD (Civil Engineering, Transportation Engineering and Planning), Marquette university, Milwaukee, WI, USA, 2009

M.A.Sc. (Civil Engineering, Transportation Engineering and Planning), Marquette university, Milwaukee, WI, USA, 2007

B.A.Sc., Civil Engineering, Damascus University, Damascus, Syria, 2002

EXPERIENCE

2022-Present Arcadis IBI Group Toronto, ON, Transportation Engineer

2020-2022 Laboratory of Innovations in Transportation, Ryerson University, Toronto, ON, Transportation and Traffic Analyst

2018-2019 IMOB Institute for Mobility, Belgium, Transportation and Traffic Analyst

2014-2018 SETS International for Engineering Consulting Services, Lebanon, Technical Lead, Transportation and Traffic Analyst

2010-2014 Damascus University, Syria, Lecturer and Transportation Consultant

MEMBERSHIPS

- Professional Engineers Ontario: Professional Engineer

Brianna Jasset Transit Technology Analyst

Brianna is a Transit Technology Analyst with a strong passion for improving the public transit experience through the use of technology. Brianna's professional experience has primarily been with small rural transit agencies where she has worked to support the development of technology strategy plans, ConOps, specifications, white papers, needs assessments, and implementation support related to CAD/AVL, radio communication, real-time information, and fleet electrification.

Representative Experience

- Lextran Accelerating Innovative Mobility (AIM) FTA Initiative, Lexington, KY (2020-ongoing)
- Topeka Metro Electric Vehicle Fleet Study, Topeka, KA (2022-ongoing)
- Southeastern Regional Transportation Authority (SRTA) Transit Technology Consulting, New Bedford, MA (2018-ongoing)

EDUCATION

Bachelor of Arts in Environmental Studies, University of Vermont, Burlington, VT, 2021

EXPERIENCE

2021-Present Arcadis IBI Group, Boston, MA, Transit Technology Analyst

2020-2021 Sustainable Transportation Vermont, Burlington, VT, Internship Coordinator

2019-2020 Sustainable Transportation Vermont, Burlington, VT, Student Intern

Josh Albertson

Mobility Analyst

Josh is a Mobility Analyst with experience providing smart city solutions in both the public and private sectors. He has a strong background in transportation planning and a passion for improving transit systems as a means of facilitating increased transit ridership. His professional experience includes design and implementation of complete streets projects, monitoring and evaluation of micromobility services, developing fixed-route paratransit services, and performing transit ridership analyses.

Representative Experience

- Laguna Woods Mobility Technology Plan (2022-Present)
- Promoting the Adoption of Steps Toward MaaS (2022-Present)
- HIRTA ITS4US Health Connector, Dallas County, IA (2022-Present)
- MOVE Culver City (2021-2022)

EDUCATION

M.S., Urban Planning (Honors), University of Southern California, Los Angeles, CA, 2022
B.A., Public Policy (Honors), B.A. Psychology (Honors), College of William and Mary, Williamsburg, VA, 2016

EXPERIENCE

2022-Present Arcadis IBI Group, Los Angeles, CA, Mobility Analyst

MEMBERSHIPS

- American Planning Association Member
- Institute of Transportation Engineers Member

AWARDS AND PUBLICATIONS

- 2021-2022 Dwight D. Eisenhower Transportation Fellowship Recipient
- 2020-2022 USC Deans Merit Scholar
- "Political Attitudes and the Facial Feedback Hypothesis" (2016). Undergraduate Honors Theses. Paper 982

Kathrene Garcia

Transportation Planner

Kathrene is a Transportation Planner at Arcadis IBI Group and brings expertise in geospatial analysis, sustainability, and stakeholder outreach. Currently she supports projects that expand the use of intelligent transportation systems (ITS), enhance the service of transit, encourage multimodal planning, and advance transit-oriented design. She is passionate about the role of transportation in creating resilient and prosperous communities.

Representative Experience

- SR-11/Otay Mesa East Intelligent Transportation Systems/Tolled Border Crossing, San Diego, CA
- Coast, Canyons, and Trails Comprehensive Multimodal Corridor Plan, San Diego, CA
- San Pablo Sustainable Transit Oriented Development Plan, City of San Pablo, CA
- Niagara Falls Parking Strategic Plan and Demand Study, City of Niagara Falls, Canada

EDUCATION

Bachelor of Arts, Geography with minors in Environmental Studies and Political Science, Macalester College, St. Paul, MN, 2018

EDUCATION

2022-Present Arcadis IBI Group, San Diego, CA, Transportation Planner
2019-2021 Environmental Investigation Agency (EIA), Washington, DC, Climate Research Assistant
2018-2019 Science Systems and Application Inc., Huntsville, AL, Project Lead and Communications Fellow
2016-2018 Macalester College, St. Paul, MN, GIS Lab and Teachers Assistant
2017 Geronimo Energy, Minneapolis, MN, GIS Intern

MEMBERSHIPS

- WTS International – Member since July 2022

Marilyn Rutecki

Transit Technology Analyst

Marilyn is a Transit Technology Analyst with Arcadis IBI Group with a passion for improving public transportation and holds a background in urban planning and urban politics. Prior to Arcadis IBI, Marilyn worked on projects related to on-demand transit, fleet electrification, parking programs, and transit-oriented development.

Representative Experience

- City of Madison Metro Transit, Project Management Services (Ongoing)
- Heart of Iowa Transit Authority, ITS4US Health Connector (Ongoing)
- NEORide, EMI Grant (Ongoing)
- National Center for Mobility Management, Mobility as a Service (MaaS) Assistance (2022)
- Southern California Council of Governments, Laguna Woods Mobility Technology Plan (Ongoing)

EDUCATION

B.A. Political Science, Boston University, Boston, MA, 2022

EDUCATION

2022–Present Arcadis IBI Group, Transit Technology Analyst- Boston, MA

2022 Office of Congressman Jake Auchincloss (Committee on Transportation and Infrastructure), Congressional Intern- Newton, MA

2021 Massachusetts House of Representatives, Legislative Intern- Boston, MA

2021 Center for Antiracist Research, Data and Policy Analysis Intern- Boston, MA

2020 Housing Politics Lab, Research Assistant- Boston, MA

Omotunde Oredipe

Transportation Systems Engineer

Omotunde is a transportation systems engineer at Arcadis IBI Group working as part of the Transit Technology Team. He holds a Master of Science in Transportation with core experience in emerging mobility solutions and micromobility. Omotunde's work at Arcadis IBI involves utilizing a systems thinking and engineering approach in the development of stakeholder needs assessments, operating environment reports, system requirements, alternatives analysis, system architecture and system design for transit agencies across the country on mobility projects and various ITS technology projects and deployments such as fare collection, CAD/AVL and fleet management systems etc.

Representative Experience

- HIRTA Health Connector Phase 2 - Dallas, IA (2021–Ongoing)
- HRT Fare Collection Technology Assessment - Norfolk, VA (2021–Ongoing)
- Virginia Transit Equity and Modernization Study - Richmond, VA (2021–Ongoing)

EDUCATION

Master of Science in Transportation, South Carolina State University, Orangeburg, SC, 2021

Bachelor of Arts in Political Science, South Carolina State University, Orangeburg, SC, 2019

EDUCATION

2021–Present Arcadis IBI Group, Atlanta, GA, Transportation Systems Engineer

2019–2021 South Carolina State University, Orangeburg, SC, Transportation Research Assistant

2017 U.S. House of Representatives, Washington, D.C., Office of the Assistant Democratic Leader - Intern

MEMBERSHIPS

- National Society of Black Engineers (NSBE)
- International Council on Systems Engineering (INCOSE)

Raymond Chan

Project Manager

Dr. Chan is an experienced transportation data and technology implementation expert with over a decade of experience. He has managed and lead multidisciplinary teams and technology systems across transit agencies of various sizes. Raymond oversaw vendors and contractors to maintain high reliability of critical agency systems operating 24 hours a day. He has designed, developed, and implemented various solutions for agencies, such as custom dashboards with data science, large scale data engineering, as well as traditional technology deployments. In these solutions and implementations, he focuses on strong end user communication, risk mitigation, and resilience. Raymond is involved nationally at the Transportation Research Board, where he currently sits on four committees, advising on transportation data, communication, and management challenges.

Representative Experience

- CAD/AVL and AFC Data Warehouse Migration and Management – Chicago Transit Authority, Chicago, IL
- Microsoft 365 Cloud Migration – Greater Dayton Regional Transit Authority, Dayton, OH
- APC driven COVID Crowding Visualization Design and Deployment – Chicago Transit Authority, Chicago, IL
- Security/Evidentiary Video Footage Archival System Implementation – Greater Dayton Regional Transit Authority, Dayton, OH
- Automated Municipal Bus Ridership Reporting – Pace Suburban Bus, Arlington Heights, IL

EDUCATION

Doctor of Philosophy in Civil Engineering,
Northwestern University, Evanston, IL 2015
Master of Science in Civil Engineering, Northwestern
University, Evanston, IL 2011
Bachelor of Science in Civil Engineering, Northwestern
University, Evanston, IL 2010

EXPERIENCE

2023 – Present Arcadis IBI Group, Boston, MA,
Project Manager
2022 – 2023 Greater Dayton Regional Transit
Authority, Dayton, OH, IT Business Manager
2021 – 2022 Greater Dayton Regional Transit
Authority, Dayton, OH, Business Operations Manager
2019 – 2021 Chicago Transit Authority, Chicago, IL,
Business Intelligence Developer
2016 – 2019 Chicago Transit Authority, Chicago, IL,
Project Manager, Transportation Analytics
2016 Pace Suburban Bus, Arlington Heights, IL,
Strategic Services Temporary Employee

MEMBERSHIPS

- TRB Standing Committee on Transit Data
- TRB Standing Committee on Transit Management and Performance
- TRB Standing Committee on Data for Decision Making
- TCRP Project Panel on Synthesis of Information Related to Transit Problems

References

Client Reference #1

Client Name: NEORide
Project Name: EZConnect and Microtransit Procurement
Project Dates: 2021 - Present
Client Contact: Katherine Conrad, Director
E: katherinec@neoride.org; **P:** +1 (330) 607-3574
Key Staff Involved: Heidi Guenin, Raymond Chan, Santosh Mishra

EZConnect

Arcadis IBI Group was hired by NEORide, a consortium of 20+ agencies across OH, MI, WV, KY and AK, to conduct a feasibility study for developing a centralized mobility back office, EZConnect, to serve the service area jurisdictions of the member agencies. A key goal is to pool resources across member agencies to efficiently serve customers before, during, and after the trip, as needed.

The EZConnect center is envisioned to provide toolkits needed for multimodal trips through a unified interface so requesting travelers can complete those in a seamless manner. A key component is a unified application (web/mobile and IVR) for discovery, planning, booking, status and payment. Also, EZConnect provides toolkits to agencies and mobility service providers to manage the service pool and customer requests. Additionally, EZConnect is designed to serve as the single-point information clearinghouse for: 1) agencies designing, launching, and managing services; 2) mobility service providers delivering services; and 3) physical and virtual customer service agents addressing customer requests.

EZConnect is powered by an open and cloud-based omnichannel contact center to provide the replicability and scalability needed in case the users are spread across a large geography. Further, EZConnect consists of a centralized system for brokering trips to third party providers and managing assigned trips in real-time (see description for microtransit procurement below). For both travelers and agencies, trip planning and management functions are provided using open data standards such as GTFS/GTFS-realtime, GBFS, GOFS (future), and

transactional data specification (TDS).

Arcadis IBI Group conducted the technology feasibility study for the concept, built partnerships, and led the application for various federal and state grants. NEORide was awarded \$6M in grants from USDOT ATCMTD, FTA EMI, and ODOT to deploy the EZConnect concept for 10+ member agencies. Arcadis IBI Group is now managing the overall program, providing solutions, and managing system deployment.

Microtransit Procurement

Arcadis IBI has been tasked by NEORide in coordination with Stark Area Regional Transit Authority, Western Reserve Transit Authority, Butler County Regional Transportation Authority, Ann Arbor Area Transportation Authority, and the Community Action Agency of Columbiana County to develop an RFP and assist in the procurement and implementation process for an integrated mobility platform. The integrated mobility platform will fulfil the scheduling, booking, and trip optimization processes required of on demand services provided by each agency. In addition, the envisioned micro transit service will manage the scheduling, booking, and trip optimization processes required of ADA paratransit services provided by each agency. The first of the NEORide member agencies to launch service through the shared procurement process began service in January of 2023.

RELEVANCE TO TETON COUNTY

Complex, phased approach to improved coordination and technology procurement and deployment to support multiple jurisdictions, geographies, and trip types.

Client Reference #2

Client Name: San Diego Association of Governments
Project Name: Central Mobility Hub Comprehensive Multimodal Corridor Plan
Project Dates: 2020-Present
Client Contact: Marisa Mangan, Senior Mobility Strategist
E: marisa.mangan@sandag.org; **P:** 619-595-5614
Key Staff Involved: Debbie Leung, Kathrene Garcia

Development of complicated, multi-modal and multi-jurisdictional mobility hub with focus on practical steps for funding and project development.

Client Name: Humboldt County Association of Governments (HCAOG)

Project Name: Mobility on Demand Strategic Development Plan

Project Dates: 2018-2020

Client Contact: Oona Smith, Senior Planner
611 I Street, Suite B, Eureka, CA 95501

E: oona.smith@hcaog.net; **P:** (707) 444 8208

Key Staff Involved: Santosh Mishra, Steve Wilks, Heidi Guenin (subconsultant role with previous employer)

Arcadis IBI Group developed a shared vision for mobility-on-demand concepts and deployments in Humboldt County. Work plan included an analysis of exiting conditions, identification of unmet needs, next-generation mobility best practices including current and emerging technologies, and opportunities for the deployment of potential pilot projects.

Given the diverse nature of the service area (small urban, rural and tribal) and the population served:

- Use of on-line and virtual means to solicit input (this was pre-pandemic).
- Eclectic nature of unmet transportation/mobility needs recognized not a 'one-size-fits-all' solution and resulted in a menu of solutions tailored to operating and needs environment.

Mobility on demand planning and project identification for rural and small urban geography with specific mobility challenges related to tourism and job access.



Arcadis IBI Group certifies to the best of our knowledge, we have no real or perceived conflict of interest in submitting this response. Arcadis IBI Group attests that the preparation of this response is conducted fairly and without collusion or fraud.

**Jackson Hole Travel and Tourism Board
Sustainable Destination Management Plan
Scope of Work Document for the UW WORTH Initiative**

Background

Teton County is the largest travel market in Wyoming, attracting more than 1.6 million visitors each year¹ that support over 7,700 jobs and generates over \$1.5bil. in visitor spending². However, increased visitation has strained local infrastructure, people, and services. In response, the JHTTB in 2021 selected the International Institute of Tourism Studies at George Washington University and a team of consultants to develop a Sustainable Destination Management Plan (SDMP). The plan was developed with considerable stakeholder input through a robust public facing process. Adopted in December of 2022, the SDMP is the roadmap for the next five years to guide sustainable destination management in the greater Teton County.

Through the Wyoming Office of Tourism Destination Development Program, the JHTTB received \$600,000 in funding; \$500,000 of those funds are intended to support the implementation of the SDMP.

The mission of the Wyoming Outdoor Recreation, Tourism, and Hospitality (WORTH) Initiative is to support, expand, and diversify Wyoming's economy through outdoor recreation, tourism, and hospitality industries. We do this by supplying education and training, extension and outreach, and relevant applied research.

In March of 2023, Crista Valentino, Interim Executive Director of the JHTTB, approached Dr. Dan McCoy about the WORTH Initiative supporting goal 7 of the SDMP: monitoring and reporting (numbers in parenthesis below relate to the priority actions identified in each goal).

This document outlines the proposed scope of work to accomplish these tasks for the JHTTB. Should any items below appear to be out of scope, or the scope of work needs to be expanded, we are open to adjusting this proposal.

Proposed Scope of Work

Identify and catalogue impact indicators and data on multiple areas related to sustainable destination through surveys, interviews, and multi-source data collection, and in-market qualitative destination-wide study of visitor use, and visitation impacts for the next 1-2 years.

Data sources we propose to develop and implement

The following original data sources we propose to develop, implement, and evaluate in consultation with the Destination Stewardship Council.

Data source	Mode of delivery	Frequency	Notes
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¹ Accessed from http://visit-jackson-hole.s3.amazonaws.com/assets/pdfs/JH_2022_AnnualReport.pdf

² 2021 Wyoming Travel Impacts, Dean Runyan Associates, accessed from <https://koi-3qnjclmd20.marketingautomation.services/net/m?md=Emky2TFCOLknUDveUizBWp4z5d7WJEmt>



Teton County resident tourism sentiment survey, 2024	Random address mailing and open link on the JHTTB web site (two separate data sources)	Every two years (1.1.2). Administered in the fall.	We propose to achieve a 20% random sampling of all county residents by mail, oversampling underrepresented population areas.
Visitor intercept surveys	In-person in Teton County	Summer and winter	Administer the survey in fueling stations (based on license plates) and at the airport. We propose to achieve 1000 ³ intercepts.
Key stakeholder interviews (contributing organizations to the SDMP) (7.1.3).	In-person and over Zoom.	Ongoing, to occur in the summer of 2023	Understand data being collected in other organizations and coordinate contributions and collection of those data, through >25 stakeholder interviews.

Multi-source data collection and strategy

In consultation with the Destination Stewardship Council (DSC), WORTH proposes to contact, obtain, and catalogue data sources from entities throughout the county that are related to impact indicators (7.1.2). Furthermore, WORTH proposes to develop and propose an ongoing data collection and coordination strategy and gap analysis for the DSC.

Below is an initial list of data sources, though not exclusive. Excluded from WORTH's scope of work is the purchasing of any data set or licensing agreement for public dissemination of data from these or other sources.

Data Source	Specific need	Visitor use or impact?	Notes
Friends of Bridger Teton & BTNF	Environmental impact from dispersed camping, public land visitation	both	Areas of interest include number of pounds of trash removed, number of unattended campfires extinguished, negative wildlife interactions, other data
Jackson Hole Airport	Intercept surveys of visitors, deplanements and enplanements	Use	Check with Kari Cooper about intercept surveys, if any.
Teton County Search and Rescue	Number of SAR operations, backcountry use monitoring	Impacts	Check with Matt Hansen

³ For reference, Montana's annual Travel Experience Survey collected 1,327 surveys in 2021-2022.



Lower valley energy, WYDOT, JH Airport	Greenhouse gas emissions	Impacts	These data will need to be segmented by (approximate) visitor and resident generation
Jackson/Teton County Housing Department, Jackson Hole Community Housing Trust, Habitat for Humanity	Workforce housing	Impacts	Understand availability of workforce housing, rental units, and existing and new affordable housing units coming online.
Smith Travel Research (STR), AirDNA, or DestiMetrics	Short term rental and lodging occupancy rates and ADR	Use	
US Bureau of Economic Analysis	Employment by sector over time	Impacts	
WYDOT, START, American Community Survey, Friends of Pathways, Strava Metro	Multimodal transportation (vehicle, public transit, active) usage and impacts, and workforce commute times	Both	
GTNP & Yellowstone NP	Visitor satisfaction surveys, visitation numbers	Use	Check with Jennifer Newton; NPS Visitor Use Statistics
Placer.ai & Near	Visitor georeferenced data, movement, and visitor to resident ratio data	Both	
Affinity	Visitor spending	Use	
Google, Yelp, and Trip Advisor	Popular restaurant and attraction wait times and review analysis	Both	Top 25 attractions and restaurants monitored each year
Riverwind Foundation	Sustainability Report Card and Destination Certification Master Database	Both	
Jackson/Teton County Comprehensive Plan Indicator Report	Indicators of community health, as established by the comprehensive plan	Both	
Wyoming Office of Tourism	Economic impacts, STR, and other licensed and unlicensed data sources	Both	
Funded community events	Visitor experience/satisfaction	Use	Could there be a mechanism to require or request data from major festivals and events?
JH Chamber of Commerce	Location visitation and services	Use	

Destination data bank hosting; visualization and reporting platform

Given the varied data sources, types, and temporalities, WORTH will research, evaluate, and propose to the Destination Stewardship Council several options (including a preferred option) for an appropriate data bank platform that will maximize ease of use and interactive tools for the general public (7.1.4). WORTH will provide examples of how each platform could visually represent data, how agencies/organizations could upload data, and how the public would interact with those data in a simple way (7.2.1). Furthermore, WORTH will recommend how the selected platform could be leveraged for the reporting of the SDMP KPIs.

Publish an Annual Indicator Report (7.2)

Once the data bank has been established, “the next step is to interpret the data trends and analyze the potential impacts. The objective of this initiative is to work with an independent facilitator who specializes in data interpretation and can facilitate a discussion around the collected data. The independent facilitator can provide an objective voice, which can build greater confidence within the community that efforts are being made to identify recurring themes and address any significant impacts” (SDMP, p. 52).

As part of this phase, we propose to enlist the help of the University of Wyoming [Ruckelshaus Institute](#) collaborative solutions for the facilitation of discussions around the collected data. Upon completion of the facilitated discussions, WORTH will develop both a draft and final indicator report in June of 2025 for the JHTTB. Subsequent indicator reports will be the responsibility of the JHTTB unless WORTH is provided an extension or renewed contract.

Timeline

Work would begin at the time of a signed contract (ideally June 2023) and conclude in June of 2025 (two years). Specific deliverables within our scope of work (i.e., the resident sentiment survey, visitor intercept survey, stakeholder interviews) will occur within the two-year timeframe. Contract extensions can be negotiated.

Budget

Labor	\$140,948
Materials and supplies	\$14,352
Travel	\$63,974
UW Indirect Cost Return (20% Wyoming State rate)	\$43,854
Total	\$263,129

The budget does not include the cost of the data bank software platform selected by the DSC, nor the cost of any data set-up, migration, or cleansing the software provider may charge.

Team

In addition to the following team, below, we propose to hire, train, and supervise research assistants consisting mostly of UW undergraduate and graduate students, to collect data in Teton County in the summer and winter.

Dr. Dan McCoy

Dr. Dan McCoy is the Interim Director of the WORTH Initiative. Previously he was an Associate Lecturer and Degree Coordinator for the Outdoor Recreation and Tourism Management Degree in the Haub School of Environment and Natural Resources. He has extensive experience in the fields of outdoor leadership, education, and recreation. Dan teaches courses covering recreation, tourism, programming events and activities, and outdoor leadership. Prior to his time in the Haub School, Dan worked for UW Campus Recreation, starting and running the outdoor program, overseeing club sports, intramural sports, and assisting with the planning for a \$31.5 mil. award-winning renovation and addition to the Half Acre Recreation and

Wellness facility.

Dan helped create the Outdoor Leadership Minor and the Outdoor Recreation and Tourism Management Degree in the Haub School. In addition, Dan has been a board member of the Association of Outdoor Recreation and Education (AORE), a member of the City of Laramie Parks, Trails, and Recreation Master Plan Advisory Committee, and the Wyoming State Advocate for the Center for Outdoor Ethics, Leave No Trace. Dan is a board member of Pilot Hill and the President of the Wyoming Hospitality and Travel Coalition Education Foundation.

Dan will handle project management, coordination, and report writing.

Dr. Bynum Boley

Dr. Boley is an Associate Professor of Parks, Recreation and Tourism Management (PRTM) within the Warnell School of Forestry and Natural Resources at the University of Georgia. Dr. Boley's research focuses on sustainable tourism development and how the unique natural and cultural resources of communities can be protected, packaged and marketed to jointly increase sustainability, resident quality of life and a community's competitiveness as a tourism destination. Dr. Boley has published over 60 academic articles and is on the editorial board of three of the top tourism journals including the *Journal of Travel Research*, *Tourism Management*, and *Journal of Sustainable Tourism*. He is a diehard Georgia Bulldog fan, deacon at Redeemer Presbyterian Church in Athens, GA and loves camping and hiking with his family.

Bynum will handle instrument design, development, and data collection strategies for the visitor intercept survey and the resident sentiment survey.

Manasseh Franklin



Manasseh Franklin is a first-year graduate student in the Haub School of Environment and Natural Resources. Having spent much of her adult life working in and writing about tourism-oriented communities in the Mountain West, including Jackson, Wyoming and Aspen, Colorado, she is thrilled to join the WORTH initiative and participate in initiatives to support sustainable tourism in Wyoming. She hopes to explore sustainable tourism development in mountain towns that are seeing expansive growth in tourism, often at the expense of the locals' quality of life and cost of living.

Manasseh has been involved in the Haub School for the better part of a decade, initially as a graduate student pursuing an MFA in Creative Nonfiction and Environment and Natural Resources where she wrote about receding glaciers in North America, and most recently as an adjunct instructor for the Haub School. Her travel and environmental articles have been published in mainstream publications including Adventure Journal, Alpinist, Aspen Sojourner, Rock and Ice, High Country News, and Western Confluence magazines, and she is the former Editor in Chief of the backcountry ski publication WildSnow.com. Her wide-ranging experience in the outdoors include working as a hiking and climbing guide in Aspen, and for a brief time, Nepal.

Manasseh will support all aspects of the Sustainable Tourism Management Plan (SDMP) work for the WORTH Initiative. In addition, she intends to use the project as part of her masters thesis.

Wyoming Statistical Analysis Center



The Wyoming Survey & Analysis Center at the University of Wyoming provides clear, accurate, and useful information to decision-makers through applied social research, scientific polling, information technology services, and rigorous program evaluation.

We will utilize WYSAC for mailed surveys and data analysis services.



JOINT INFORMATION MEETING

AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: County Administration

PRESENTER: Charlotte Frei

MEETING DATE: July 10, 2023

SUBJECT: WYO22 NEPA Study scoping comment

STATEMENT/PURPOSE

The purpose of this item is for the Town Council and County Commission to consider a letter to WYDOT regarding scoping for the WYO22 Jackson to Wilson NEPA Study.

BACKGROUND/ALTERNATIVES

Several staff and elected officials were sent a letter from Scott Gamo and Nick Hines requesting comments on the NEPA study. Staff met at the June 23rd Transportation Advisory Committee meeting and discussed text for the letter. The TAC recommended text is based on planning and engineering best practices and the adopted policies of the Comprehensive Plan.

Staff will NOT submit any separate letters in response to the invitation from WYDOT, rather the scope input would come as a consistent message from the Council and BCC.

The NEPA process will proceed in several phases and is anticipated to last for several years. The next phase is "Scoping" followed by "Define and Evaluate Alternatives". The letter currently being considered is to inform WYDOT of metrics and best practices for scoping and evaluating alternatives so that the study can identify a variety of multimodal transportation alternatives to improve the WYO22 corridor per the Integrated Transportation Plan (ITP). Staff anticipates additional opportunities to comment during future phases.

More information is available on the project website: <https://wy22corridor.com>

COMPREHENSIVE PLAN ALIGNMENT

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

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

Chapter 7 of the Comprehensive Plan Principles include:

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

The attached letter advances this principle through referencing technical parameters supporting it (passenger delay, multimodal design standards, etc).

STAKEHOLDER ANALYSIS

The Transportation Advisory Committee voted to recommend this letter on June 23, 2023. The voting members who reviewed this letter include Town Public Works/Engineering, County Public Works/Engineering, County

Planning, Town Community Development, Pathways Coordinator, START Bus, and Regional Transportation Planning Administrator.

FISCAL IMPACT

There is no fiscal impact associated with this letter. Pending the outcome of the NEPA study, the County or Town may wish to contribute local match for specific projects (for example, if the Town or County wanted to improve Town or County right-of-way within the project study area if/when the corridor is under construction). Such fiscal impacts would not likely occur this fiscal year and would be identified through the NEPA process.

STAFF IMPACT

The staff impact of this letter was 4 hours to prepare, circulate for revision, and write and present the staff report. The staff impact of participating in the NEPA process is to be determined.

LEGAL REVIEW

Gingery, Colasuonno

ATTACHMENTS

Letter to Mr. Scott Gamo and Mr. Nick Hines indicating joint comments from Teton County and the Town of Jackson.

Initial invitation letter to comment (originally sent to several staff and elected officials)

RECOMMENDATION

Staff recommends submitting the letter as written.

SUGGESTED MOTION

Teton County:

I move to approve the letter to WYDOT regarding scoping for the WYO22 Jackson to Wilson NEPA Study, as presented.

Town of Jackson: Same motion

July 10, 2022

Via electronic delivery to:

Mr. Scott Gamo, Scott.Gamo@wyo.gov

Mr. Nick Hines, Nick.Hines@wyo.gov

Re: WY 22 Corridor Project – Agency Scoping Input Requested

Dear Mr. Gamo and Mr. Wingate:

On behalf of the Jackson Town Council and Teton County Board of Commissioners, we are writing to jointly express our position regarding the WYO22 Jackson to Wilson NEPA study.

The Town of Jackson and Teton County assert that a multimodal Highway 22 corridor strengthens long-term local and WYDOT interests, goals and objectives. The Highway 22 NEPA study is an opportunity to envision a corridor that is more financially, socially and environmentally sustainable than the status quo for the traveling public. As a non-access-controlled facility, FHWA Complete Streets guidance suggests that Highway 22 should be a Complete Corridor that considers the needs of all facility users, no matter their mode of travel.

Regarding the Highway 22 NEPA study, we request that:

- WYDOT develop multiple design concepts that include High Occupancy Vehicle design components in the alternatives development. These may include combinations of physical, temporal, and vehicle type and occupant restrictions on the Highway 22 corridor. Design concepts should be consistent with the Jackson/Teton County Comprehensive Plan (20201) policy 7.2.b “Discourage use of single-occupancy vehicles”.
- All conceptual designs for Highway 22 include multimodal access and consider the burden on pedestrians, cyclists, and transit users’ access and egress throughout the study corridor.
- For scoring of all alternatives, a metric of passenger delay or person delay be used as opposed to vehicular delay for comparing travel times and delay among alternatives.
- For scoring of all alternatives, utilize best practices in Complete Streets guided by FHWA’s most recent Highway Safety Improvement Program and Safe Streets and Roads for All policy guidance.
- For scoring and evaluating all intersection alternatives, include bicycle and pedestrian level of service and safety flags, for example using National Cooperative Highway Research Program (NCHRP) and National Association of City Transportation Officials (NACTO) guidance on intersection design.

¹ Jackson/Teton County Comprehensive Plan (November 2020)
<https://jacksontetonplan.com/270/Comprehensive-Plan>

- In design alternatives, include separated pathways designed to modern best practices and guidelines, such as NACTO's and FHWA Small Town and Rural Multimodal Networks².
- WYDOT reference the Teton County Wildlife Crossings Master Plan³ and Action Summary (2018) with priority locations to design effective wildlife crossings in the corridor.
- WYDOT prioritize safe and efficient connections for people and wildlife on this Complete Corridor, including evaluating all intersections (including the Tribal Trail Connector) within the project limits. Example treatments to consider in alternatives analysis would be traffic calming, safety and aesthetic measures like roundabouts; opportunities for safe U-turns or right-turns only; and vegetated medians.

Traditional measures of highway congestion such as "Level of Service" as defined by the American Association of State Highway Transportation Officials (AASHTO) do not match our community's definition of transportation efficiency. Along similar lines, FHWA⁴ promotes "design flexibility to allow for roadway designs that better meet the objectives set through the state and local planning processes" and "Context Sensitive Solutions (CSS), a collaborative and holistic approach that addresses community needs and considers goals beyond an identified transportation challenge".

We believe that including the modern design guidelines and evaluation metrics will result in a safer, higher-quality and more efficient corridor that moves people and freight across our communities and the larger region. Thank you for the opportunity to provide input on the WYO22 study scope.

Sincerely,

TETON COUNTY, WYOMING

Luther Propst
Chair, Teton County Board of County Commissioners

Attest: Maureen E. Murphy
Teton County Clerk

² Federal Highway Administration, Small Town and Rural Multimodal Networks (December 2016)

https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/small_towns/

³ Teton County Wildlife Crossings Master Plan Action Summary (May 2018)

<https://jacksontetonplan.com/DocumentCenter/View/1331/Teton-County-Wildlife-Crossings-Action-Summary>

⁴ U.S. Department of Transportation. "Level of Service: A Case Study of Transportation Planning for Persons with Disabilities." Accessed June 27, 2023, https://www.transportation.gov/sites/dot.gov/files/docs/mission/office-policy/transportation-policy/266046/los-case-study-intro508_0.pdf.



Board of County Commissioners
Luther Propst, Chair
Natalia Macker, Vice Chair
Greg Epstein
Wes Gardner
Mark Newcomb

Town Council
Hailey Morton Levinson, Mayor
Arne Jorgensen, Vice Mayor
Jessica Chambers
Jim Rooks
Jonathan Schechter

CITY OF JACKSON, WYOMING

Hailey Morton Levinson
Mayor, Jackson Town Council

Attest: Riley Taylor
Town Clerk



WYOMING Department of Transportation

"Provide a safe and effective transportation system"

5300 Bishop Boulevard, Cheyenne, Wyoming 82009-3340



April 26, 2023

Charlotte Frei
Teton County
P.O. Box 1727
Jackson, WY 83001

Re: WY 22 Corridor Project – Agency Scoping Input Requested

Dear Charlotte Frei:

The Wyoming Department of Transportation (WYDOT) and the Federal Highway Administration (FHWA), in cooperation with the Town of Jackson and Teton County, are in the early phases of environmental analysis and design of improvements to the WY 22 corridor extending from the WY 22/SH 191 intersection in the Town of Jackson for approximately 6-miles, through Wilson. Results of this early phase will be used to shape and inform a future National Environmental Policy Act (NEPA) process.

This segment of WY 22 is the busiest and most congested two-lane highway in the state of Wyoming. In 2014, WYDOT completed a Planning and Environmental Linkages (PEL) study for WY 22, which also include a portion of WY 390. The study included robust agency engagement and established a vision for the future of the WY 22 corridor. The PEL demonstrated the need for mobility, safety, and wildlife connectivity improvements along this segment of WY 22. More recently, Jackson's and Teton County's transportation planning efforts have underscored the need for travel redundancy in the areas accessed by WY 22.

A core component of this scoping effort is to gain input from agencies to help inform a formal purpose and need to be used in the NEPA process. Agency input will also be used to shape future environmental analysis as part of this process. As the federal lead agency, FHWA is ultimately responsible for determining the scope of the NEPA analysis, in consideration of suggestions obtained during scoping.

Because you have been identified as an agency or organization related to this segment of the WY-22 corridor, I wanted to invite you to submit comments to WYDOT in writing, either electronically or by mail, to the physical address or email address listed below. In addition, WYDOT has created a project website with a comment submittal feature.

Project website: www.WY22Corridor.com

Project email address: ContactUs@WY22corridor.com

Physical Mailing Address: [5300 Bishop Blvd., Cheyenne, WY, 82009-3340](https://www.wyo.gov/locations/5300-Bishop-Boulevard-Cheyenne-WY-82009-3340)

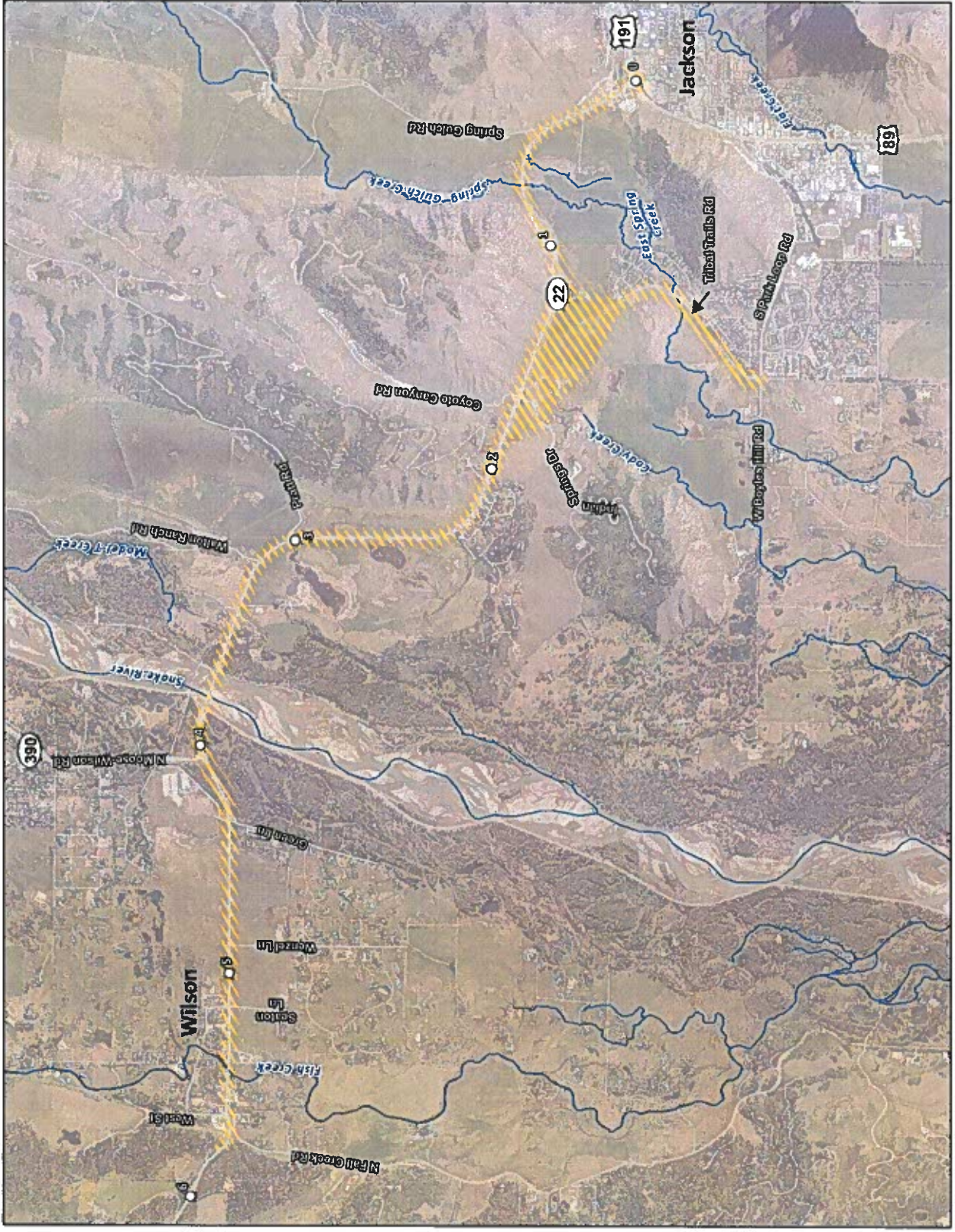
Please contact me Scott.Gamo@wyo.gov or Nick.Hines@wyo.gov with any questions or comments regarding this request. Project related comments should be sent to ContactUs@WY22corridor.com

Sincerely,

Scott Gamo – WYDOT Environmental Service Manager

Nick Hines – Environmental Project Manager

Attachment: Project Area Map



LEGEND

- Milepost
- Roads
- Streams
- ▨ Project Area

Basemap Source:
Teton County, Wyoming WMS/WFS Server



Project Area
Wyoming 22 Corridor Project
Teton County, Wyoming



WT 22 CORRIDOR PROJECT



TOWN COUNCIL

BOARD OF COMMISSIONERS

JOINT INFORMATION MEETING

AGENDA DOCUMENTATION

PREPARATION DATE: June 26, 2023

SUBMITTING DEPT: Long-Range Planning

MEETING DATE: July 10, 2023

DEPT. DIRECTORS: Chris Neubecker & Paul Anthony

SUBJECT: Fiscal Year 2024 Long Range Planning Work Plan

PRESENTERS: Ryan Hostetter

STATEMENT/PURPOSE

1. Approve the Fiscal Year 2024 **Work Plan**.

BACKGROUND/ALTERNATIVES

On April 10, 2023, the Town Council and Board of County Commissioners began review of the 2023 Annual Indicator Report as well as the Fiscal Year 2024 Joint Long Range Planning Work Plan ([staff report packet can be found here](#)). The meeting was continued to May 1, 2023, where presentation of the Annual Indicator report was concluded, and discussion of the Fiscal Year 2024 Joint Long Range Work Plan was continued again to July 10, 2023 for final discussions and adoption.

Fiscal Year 24 Workplan

Detailed information regarding the Work Plan can be found in the April 10, 2023 staff report, however a quick synopsis of the request is included here.

Based on projects in progress from the current Work Plan, and new priorities of the Council and Board, Staff recommends the following implementation projects as top priorities for FY 24 (July 2023 – June 2024). Staff's primary recommendation is that the many ongoing and rollover projects continue to completion with the resources on hand. Adding multiple new projects will impact (or require removing) ongoing projects from the list, or will require additional resources such as consultant services:

JOINT TASKS	
In Progress (and to roll over to FY24)	New (beginning in FY24)
- Road and Pathways Standards LDR Update (Pathways) - Northern South Park Implementation (Planning) - Housing Policy Discussion (Linkage Analysis and LDR amendments, Joint Long Range planning)	Joint Annual Indicator Report Review (Joint Long Range Planning)
TOWN TASKS	
In Progress (and to roll over to FY24)	New
- Hillside LDRs Update (Planning) - Municode (Planning) - Town Water Quality (Town Public Works & Planning) – - Sign Standards (Planning) - Lodging & Short Term Rentals (Planning) - Ecosystem Indicators (Ecosystem Stewardship) - Climate Action Plan (Ecosystem Stewardship) - Karns Meadow Master Planning (Ecosystem Stewardship & Parks & Recreation)	- Large Building and Workforce Housing Bonus Review (Planning) <u>Phase I Diversity Equity & Inclusion</u>
COUNTY TASKS	
In Progress (and to roll over to FY24)	New
- Natural Resource Regulations & Tiered Habitat Mapping (Planning) - Wildlife Crossings Master Plan Implementation (Public Works) - ITP capital improvement transportation projects - Tribal Trails (Public Works) - Water Quality Initiatives (Public Works) - Highway 22 Capital Multi Modal Transportation Improvement Projects (Public Works)	- Water Quality LDR Amendments (Planning) - ARU's – “dwelling unit” (Planning)

NEW FY24 ITEMS RECOMMENDED BY STAFF

As you can see in the table above, there are a multitude of large ongoing initiatives underway (left side). Staff recommends adding only a few new items in order to ensure resources are available to focus on completing the ongoing list. The new items stem from discussions during both the County and Town retreats and direction during public hearings. These new projects include the following:

- Joint Annual Indicator Report Review** – The County contracted with OPS Strategies (Alex Norton) to complete the Indicator Report for 2023. The Indicator Report is used to monitor the community's progress toward achieving our vision in the Comprehensive Plan. This task has been completed by both in-house joint Long Range Planning staff as well as consultant assistance from OPS Strategies in the past. Due to the high turnover and inability to fill joint Long Range positions, this task has proven to be challenging to complete by in-house staff. Currently, due to unfilled positions, it is recommended that the County and Town investigate alternative approaches producing the Indicator Report through release of a Request for Proposals (RFP).

This RFP could include gathering, analyzing and presenting the data as well as methods for streamlining the process (without compromising or changing the data or indicators themselves), creating a user-friendly template such as a dashboard to maintain and update the information, and suggestions and/or support for ongoing maintenance. The County and Town could then discuss if there are proposals that may be worth pursuing for the continuation and longevity of this Work Plan task. This task is anticipated to be managed by the Joint Principal Long Range Planner.

It is important to note that this task does not anticipate reinventing the indicators themselves, or changing the methodology for which the data has historically been gathered to ensure that the trends in the data remain valid. Adding or changing indicators would need to be completed through the next Comprehensive Plan Update process.

- **Town Large Building and Workforce Housing Bonus Review** - This task will look at the Town's various LDRs and recent LDR changes that have incentivized or facilitated the development of large buildings in the Town. In particular, changes to the LDRs regarding maximum building size, workforce housing bonuses (2:1 bonus and 4th-story bonus), development review thresholds, and the trend of landowners aggregating larger sites have contributed to creating larger projects in recent years, especially for multi-family development. The intent for this project is to reevaluate some or all of these tools to see if changes are necessary to better balance community character concerns, the need for true workforce housing, and the market limitations of private developers to construct workforce housing at a scale that make financial sense. This project is anticipated to be managed by the Town Planning Director.
- **Diversity, Equity, and Inclusion (DEI) chapter in the Joint Comprehensive Plan.** A request has been received from the Diversity, Equity, and Inclusion (DEI) town taskforce for a new DEI chapter in the Joint Comprehensive Plan, should both the Board of County Commissioners and Town Council choose to add this item within the Joint Comprehensive Plan at a future date. An initial task item has been created as a "future and unbudgeted" item unless the Town and/or County elevate this work for the next fiscal year. Staff recommends that this item remain as "future and unbudgeted" until other priorities in the Work Plan are completed or until additional staffing is added to complete this task.

It is recommended that this item include an initial task or a "Phase I" which would include researching examples from the task force, and what options could be taken to either add the item into the Comprehensive Plan or another venue such as a separate policy manual or other means not yet known at this time.

Because this item stemmed from a Town of Jackson taskforce, if the Town Council chooses to move forward and the County Commissioners do not at this time, it is recommended that Town of Jackson staff begin completing the Phase I research regarding how the Town of Jackson could include these policy recommendations within town ordinances and/or policy documents.

- **County Water Quality LDRs** - Utilizing the Water Quality Master Plan (scheduled to be complete in January 2024), begin the process of updating the water quality LDRs, specifically focusing on protection standards, water filtration standards, management of wastewater, surface water and groundwater, and implementing tools to protect drinking water. This project is anticipated to be managed by the County Associate Long Range Planner.
- **County Review of Accessory Residential Units in Nonresidential Zones** - Review the County LDRs for nonresidential Accessory Residential Units (ARUs) to determine if the regulations are achieving the desired outcome, including review of the required permitting process. This work will consider policies to facilitate and streamline the creation of deed-restricted ARUs in nonresidential zones that support local business while ensuring an appropriate level of review, notice, and public comment. This project

is anticipated to be managed by the County Planning Director along with the County Associate Long Range Planner.

In addition, staff recommends holding off on beginning any new major initiative, such as the Aspens commercial project (which is not budgeted in FY24), until several more of the rollover projects listed in the table above are completed. Potential future, new projects are listed in the Work Plan as a placeholder under the “Future Tasks – Non Budgeted and/or Unscheduled” section.

STAKEHOLDER ANALYSIS

Stakeholders for the Work Plan include all community members within Teton County and Town of Jackson. This effort is tied to the outreach conducted during the 2020 Comprehensive Plan and carries forward the policy work directed through that process.

FISCAL IMPACT

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

STAFF IMPACT

The FY 24 Implementation Work Plan accounts for all the Joint Long-Range Planning Department’s time. It also requires time from Town Planning Staff, County Planning Staff as well as other Town and County Departments.

LEGAL REVIEW

County: A. Moore

Town: L. Colasuonno

ATTACHMENTS

1. Draft FY 24 Implementation Work Plan

RECOMMENDATION

The Planning Directors recommend **approval** of the FY 24 Implementation Work Plan.

SUGGESTED MOTIONS

Town Council: I move to approve the proposed FY 24 Implementation Work Plan.

Board of County Commissioners: I move to approve the proposed FY 24 Implementation Work Plan.



Jackson Teton County



Fiscal Year 2024 Implementation Work Plan April 2023 DRAFT

Comp Plan

ITP

Housing Action Plan

Approved: 4/10/2023

Introduction

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

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

This Work Plan for the 2024 fiscal year (FY 24 Work Plan) presents projects together from all three plans that require coordination between departments to illustrate the workload on those responsible for them all – the public, Town and County planners, Town and County Public Works, Housing Department, the Board of County Commissioners, and Town Council.

Purpose

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



Scope

This FY24 Work Plan identifies tasks that rely on coordinated planning resources through fiscal year 2024 (ending June 2024) and beyond.

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

This Work Plan proposal was developed by staff to reflect interests of the Board of County Commissioners and Town Council but is presented as a draft with the expectation that joint discussion between the Board and Council may result in amendment of the Plan prior to approval. This Work Plan can be revisited and revised jointly throughout FY24 as necessary if staff or fiscal resources change or if priorities shift.

Staff Capacity

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

- Joint Town and County Long-Range Principal Planner
- Joint Senior Long-Range Planner (**unfilled**)
- County Associate Long-Range Planner

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

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

FY24 Long Range Planning Priorities

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

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

Work Plan Tasks

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

In the “**resources**” fields, amounts under FY 24 are estimated staff hours and costs for consultant services by the end of June 2024 (which may be more or less than what was initially budgeted). For years prior to FY 23, those values are for time/money actually spent (which may be more or less than what was initially budgeted).

Any estimated values can be updated once the 2023 Fiscal Year has ended, and the 2024 Fiscal Year budget has been approved.

Work Plan Tasks

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



Work Plan Tasks

JOINT TASKS	
In Progress (and to roll over to FY24)	New (beginning in FY24)
- Road and Pathways Standards LDR Update (Pathways) - Northern South Park Implementation (Planning) - Housing Policy Discussion (Linkage Analysis and LDR amendments, Joint Long Range planning)	Joint Annual Indicator Report Review (Joint Long Range Planning)
TOWN TASKS	
In Progress (and to roll over to FY24)	New
- Hillside LDRs Update (Planning) - Municode (Planning) - Town Water Quality (Town Public Works & Planning) – - Sign Standards (Planning) - Lodging & Short Term Rentals (Planning) - Town Workforce Housing Mitigation LDRs (Planning) - Ecosystem Indicators (Ecosystem Stewardship) - Climate Action Plan (Ecosystem Stewardship) - Karns Meadow Master Planning (Ecosystem Stewardship & Parks & Recreation)	- Large Building and Workforce Housing Bonus Review (Planning) - Phase I Diversity Equity & Inclusion
COUNTY TASKS	
In Progress (and to roll over to FY24)	New
- Natural Resource Regulations & Tiered Habitat Mapping (Planning) - Wildlife Crossings Master Plan Implementation (Public Works) - ITP capital improvement transportation projects - Tribal Trails (Public Works) - Water Quality Initiatives (Public Works) - County Workforce Housing Mitigation LDRs (Planning) - Highway 22 Capital Multi Modal Transportation Improvement Projects (Public Works)	- Water Quality LDR Amendments (Planning) - ARU's – “dwelling unit” (Planning)

Fiscal Year 23 Tasks

These tasks are currently underway and are anticipated for completion by the end of the 2023 Fiscal Year in June 2023. The bulk of fiscal resources and staff time have already been allocated and used for these efforts and no additional budget or staff time is requested for FY 24.

Fiscal Year 23 Tasks

Project	Completion Date
Northern South Park Implementation Zoning	July 1, 2023 (hearings may continue into next FY)
Town Implementation of Municode	July 1, 2023
Town Lodging & Short Term Rental Phase I	July 1, 2023

Implementation of Northern South Park

FY 23

<i>Progress</i>	80%	
<i>Timeframe</i>	July 2022-June 2023	
<i>Task Lead</i>	Joint Long-Range Planning	
<i>Resources</i>	<i>FY23</i>	<i>Total</i>
<i>Consulting Services (County)</i>	\$30,240.00	\$45,240.00
<i>Consulting Services (Town)</i>	0 hrs	0 hrs
<i>Long-Range Planning</i>	500 hrs	500 hrs
<i>County Planning Director</i>	100 hrs	100 hrs
<i>Town Planning Director</i>	20 hrs	20 hrs
<i>Town Com. Dev. Director</i>	50 hrs	50 hrs
<i>County Planning</i>	10 hrs	10 hrs
<i>Town Planning</i>	10 hrs	10 hrs
<i>Joint Housing Director</i>	20 hrs	20 hrs
<i>County Public Works</i>	20 hrs	20 hrs

Task: Prepare the implementation tool (zoning, PUD or other tool) for the Northern South Park Neighborhood Plan.

Status: This task is underway and anticipated to be completed within this FY or shortly thereafter depending on the public hearing process. The County has contracted with Rian Rooney to assist in drafting the regulations and budget has mostly been spent, therefore a contract amendment is forthcoming before the end of this 2023 fiscal year. The original budget in the workplan last year was \$50,000.00 and the contract with Rian Rooney was for \$30,240.00. Staff will be requesting a contract amendment of \$15,000.00 to complete this task in FY 2023 and early FY 2024.

Comp Plan Strategies:

- 3.1.S.4: Explore growth boundaries and associated expansion regulations and criteria for Complete Neighborhoods in the Town and County
- 3.2.S.1: Update zoning and land development regulations within Complete Neighborhoods to achieve the desired character for Complete Neighborhoods as established in Character Districts.
- 3.2.S.2: Identify locations for locally-oriented and visitor-oriented nonresidential uses within Complete Neighborhoods based on the Character Districts.
- 3.2.S.5: Evaluate and update regulations in Complete Neighborhoods to allow and promote the appropriate variety of housing types identified through the Character Districts.
- 3.2.S.8: Explore opportunities to enhance the ecological value, recreational value, and mobility opportunities associated with natural features within Complete Neighborhoods.
- 3.3.S.4: Develop neighborhood plans for specific areas within Character Districts as necessary.
- 3.3.S.5: Begin neighborhood planning (see Policy 3.3.c) Northern South Park. The neighborhood planning effort should include:
 - An analysis of the appropriate amount of development, given the impact such development will have on existing infill opportunities elsewhere in Town because of the overall cap on additional residential units (see Policy 3.1.a);
 - Reference Town zoning concepts for guidance and use Town infrastructure standards; and
 - A resulting plan with enough detail to demonstrate and define how future development will optimize all 8 Chapter goals.
- 4.3.S.1: Initiate neighborhood plans for Transitional Subareas.

Town Implementation of Municode

FY 23

<i>Progress</i>	50%	
<i>Timeframe</i>	March 2022-July 2023	
<i>Task Lead</i>	Town Planning	
<i>Resources</i>	<i>FY 23</i>	<i>Total</i>
<i>Upfront One Time Software Costs</i>	\$7,000	\$7,000
<i>County Planning</i>	0 hrs	0 hrs
<i>Town Planning Director</i>	20 hrs	30 hrs
<i>Town Planning</i>	10 hrs	10 hrs

Comp Plan Strategies:

8.1.S.5 Create a portal or clearinghouse where the community can quickly learn more about the various services available in the community.

Task: Contract with Muni Code to publish the Town LDRs in a digital format in order to more efficiently update and manage the Town LDRs through an online, web based system. Rather than staff managing and updating large InDesign files, preparing them for publication, including publishing each time an amendment is made, Municode would complete this work for town staff. Municode would be sent approved ordinances and resolutions for immediate republishing of the LDRs. While the current LDRs will need to be converted into the Muni Code format, which will require some formatting changes, the Municode version will be much easier for the public to use in terms of searching for key terms, printing and copying the LDRs, and researching the legislative history of amendments.

Status: This project is about 50% complete. The Town is awaiting the first complete draft from MuniCode of the fully reformatted LDRs that will need to be reviewed by staff before the code can be finalized and ready for online publishing.

Town Lodging & Short-Term Rental Review Phase I

FY 23

<i>Progress</i>	80%	
<i>Timeframe</i>	July of 2023	
<i>Task Lead</i>	Town Planning	
<i>Resources</i>	<i>FY23</i>	<i>Total</i>
<i>Consulting Services</i>	0 hrs	0 hrs
<i>Town Planning Director</i>	40 hrs	100 hrs
<i>Town Com. Dev. Director</i>	60 hrs	40 hrs
<i>Joint Long Range Planning</i>	10 hrs	0 hrs

Comp Plan Strategies:

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

Task: Review of development patterns, and other lodging data in the Town and in some instances within Teton County to better understand this land use category including:

- Amount and type of lodging that has been developed over the past 10 years
 - Total amount of square footage
 - Short term rental number of units constructed, and the number eliminated
 - Conventional lodging number of units constructed, and number eliminated
- Number of Short Term Rental Permits
- Amount and type of lodging that is remaining under current zoning
- Occupancy rates by month
- Lodging tax collections by year and month
- Price point of lodging by type and month
- Job Generation and Housing Demand by lodging type

The Town will review the current Comprehensive Plan goals, principles and policies around lodging in order to determine next step alternatives within this phase of the project.

Status: After planning staff presented the Council with background information on lodging data, but not all the data listed above, the Council decided to first address the issue of short-term rentals in residential zones and leave the larger Comprehensive Plan-level discussion on lodging for another time, which now appears to be no sooner than FY26 . Thus, at this point, staff will take proposed redline version of LDRs changes on STRs to the Planning Commission on 3/1/2023 and then to the Council on 4/17/2023 for initial approval.

Fiscal Year 23-24 Tasks In-Progress

These tasks are currently underway, and work will continue into FY 24 or beyond. FY 24 budget requests may include fiscal resources needed to continue these tasks. No prioritization of these tasks is needed since they were already prioritized in the FY 23 Work Plan, unless there is interest in changing the scope, timeline or resource allocation.

Fiscal Year 23-24 Tasks In-Progress

Project	Estimated Completion Date
Town Hillside LDRs	Summer 2024
County Natural Resource LDRs – Tiered Habitat Mapping and LDR Update	December 2023
Joint Road and Pathway Standards LDR Update	TBD
County Water Quality Master Planning	December 2023
County ITP – Tribal Trail	Ongoing – <i>Now WYDOT</i>
Wildlife Crossings Master Plan Implementation	2030
Town Workforce Housing Mitigation LDRs	Fall 2023
County Workforce Housing Mitigation LDRs	Fall 2023
Karns Meadow Master Plan Implementation	Summer 2024
Town Climate Action Plan	December 2023
Highway 22 Capital Multi-Modal Transportation Projects	October 2023
Develop Comp Plan Indicators for Chapter 1 for Ecosystem Stewardship	2023-2024

Town Hillside LDRs

FY 23-24

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

Comp Plan Strategies:

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

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

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

Status: Originally identified in the FY16 Work Plan as a subtask of a greater set of miscellaneous amendments; begun in June 2017 but put on hold because of the prioritization of the Engage 2017 projects; taken up again following the conclusion of the Engage 2017 projects. The consultant group has provided draft hillside development regulations and a hazard map for consideration. The drafts provided were not consistent with the format or processes already formalized by existing Town regulations, so staff has spent significant time adjusting and editing these documents before public release and review. The next step is gathering responses to the draft regulations and map from the stakeholder group comprised of local geological and engineering technical experts and then the text and map amendment proposals will be considered by the Town Planning Commission and Town Council.

County Natural Resource LDRs – Tiered Habitat Mapping & LDR Update

FY 23-24

<i>Progress</i>	70%							
<i>Timeframe</i>	FY23							
<i>Task Lead</i>	County Planning							
<i>Resources</i>	<i>FY 17</i>	<i>FY 18</i>	<i>FY 19</i>	<i>FY 20</i>	<i>FY22</i>	<i>FY 23</i>	<i>FY 24</i>	<i>Total</i>
<i>Consulting Services (Town)</i>	\$3,000	\$7,000	\$0	\$0	\$0	\$0	\$0	\$10,000
<i>Consulting Services (County)</i>	\$22,000	\$43,000	\$0	\$0	\$0	\$11,000.00	\$9,000.00	\$85,000
<i>Long-Range Planning</i>	100 hrs	200 hrs	200 hrs	0 hrs	12 hrs	80 hrs	200	792 hrs
<i>County Planning Director</i>	20 hrs	80 hrs	80 hrs	0 hrs	0 hrs	0 hrs	10	190 hrs
<i>Town Com. Dev. Director</i>	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs	4	4hrs
<i>County Planning</i>	100 hrs	400 hrs	400 hrs	0 hrs	4 hrs	10 hrs	20	934 hrs
<i>County Public Works</i>	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs	4	4 hrs

Comp Plan Strategies:

- 1.1.S.4: Evaluate and amend wildlife protection standards for development density, intensity, location, clustering, permeability, and wildlife-human conflict.
- 1.1.S.5: Evaluate mitigation standards for impacts to critical habitat and habitat connections and update as needed.
- 1.1.S.6: Identify areas for appropriate ecological restoration efforts.
- 1.2.S.1: Evaluate and update natural resource protection standards for waterbodies, wetlands and riparian areas.
- 1.2.S.2: Evaluate and update surface water filtration standards, focusing on developed areas near important waterbodies.

Task: Finalize the tiered habitat map previously started and drafted in September of 2018. County Planning is under contract with local experts on this project to most efficiently finalize the work that has been completed to date. The effort would at a minimum utilize the vegetation mapping (completed in 2013) and focal habitat study (completed in 2017) to update the Natural Resources Overlay (NRO) and other natural resource protection standards. Habitat protection will be updated to be a tiered system that is based on relative critical value. Standards and review requirements applicable in various areas will relate to the relative habitat value of the area to contribute to the short and long-term protection of the health of the habitat network. The County will continue the lead on this effort as it has broader applicability in the County. The Town will ultimately adopt those portions relevant in Town but may do so through a later, separate process once the County has refined the standards through its adoption process.

Status: A draft of the Natural Resource Protection amendments was presented for public review on September 28, 2018. The draft amendments were the product of a significant amount of work completed by the Natural Resources Stakeholder Group and five months of public outreach. A contract has been approved and funding is allocated in the FY22 & FY 23 budget for a consultant to assist County Staff with finalizing the tiered habitat map, GIS layers, and re-release of updated information for adoption. This task has begun and is underway with a contract (EcoConnect Inc). A draft of the updated regulations is anticipated in summer of 2023.

Comp Plan Strategies:

7.1.S.2 Consider adopting “complete streets” and/or “context-sensitive” policies and updated road design standards for all roadways.

<i>Progress</i>	0%		
<i>Timeframe</i>	FY23-FY24		
<i>Task Lead</i>	County Public Works		
<i>Resources</i>	<i>FY23</i>	<i>FY24</i>	<i>Total</i>
<i>Long Range Planning</i>	20 hrs.	80 hrs.	100 hrs.
<i>County Planning Director</i>	3 hrs.	7 hrs.	10 hrs.
<i>Town Com. Dev. Director</i>	3 hrs.	7 hrs.	10 hrs.
<i>County Public Works - Pathways, Engineering, Road and Levee</i>	50 hrs.	200 hrs.	250 hrs.

Task: Update LDRs for pathway and county road dimensions and geometric standards and guidance with the intent of making them context sensitive to meet the goals of the community.

Status: The recently awarded planning grant from the *Safe Streets For All* program provides funding for this task. This task has not yet been started but will begin in FY23 or FY24 following the signing of the grant agreement with USDOT/FHWA.

County Water Quality Master Planning

FY 23-24

<i>Progress</i>	Initiated			
<i>Timeframe</i>	Completion date by Jan. 24			
<i>Task Lead</i>	County Public Works			
<i>Resources</i>	<i>FY 22</i>	<i>FY 23</i>	<i>FY 24</i>	<i>Total</i>
<i>County Pro. Services</i>	325,000	\$841,623	\$446,329	\$1,166,623
<i>County Public Works</i>	0 hrs	400 hrs	1,200 hrs	1,600 hrs
<i>Town Public Works</i>	0 hrs	50 hrs	100 hrs	150 hrs
<i>County General Services</i>	0 hrs	20 hrs	10 hrs	30 hrs

Comp Plan Strategies:

1.2.S.3: Develop a water quality enhancement plan that includes consideration of additional County funding for water quality and commits to joint Town and County coordination. The plan should include a water quality monitoring program. The plan should also incorporate or complement existing and future source water assessments, source water protection plans, river and lake management plans, watershed management plans, and other water quality protection efforts. Additionally, in partnership with the Teton Conservation District and other applicable partners, develop with all due dispatch a comprehensive wastewater management plan.

Task: In cooperation with partnering entities, Protect our Water Jackson Hole (POWJH), Teton Conservation District (TCD) and the Town of Jackson, Teton County initiated a study and planning effort to shape the current understanding of existing and potential future human-induced threats to both surface water and groundwater quality and develop strategies for reducing impacts. In December 2021 the Commission approved a contract with a water quality consultant team, Trihydro Corporation, to complete a 20-year vision and implementation plan that protects surface water and groundwater resources from future degradation and improves water quality where known degradation is occurring in Teton County. The management plan effort will focus on both the human element of protecting drinking water and the environmental element of protecting water resources. The Plan will provide a clear set of roles and responsibilities for the various local entities that oversee water resources management. The Plan will address management of wastewater, stormwater, and drinking water, as well as surface and groundwater resources. The Plan will identify and characterize known and possible threats to these resources, while outlining detailed mitigation strategies in an Implementation Plan.

Status: Initiated January 2022, 18-month contract with Trihydro Corporation.

County ITP Capital Projects 1 – Tribal Trail

FY 23-24

<i>Progress</i>	45%					
<i>Timeframe</i>	Ongoing					
<i>Task Lead</i>	County Public Works					
<i>Resources</i>	<i>FY 19</i>	<i>FY20</i>	<i>FY22</i>	<i>FY 23</i>	<i>FY 24</i>	<i>Total</i>
<i>County Pro. Services (Public Works)</i>	\$30,000	\$300,000	\$800,000	\$850,000	\$850,000 (unless agreement with WYDOT approved)	TBD based on WYDOT agreement
<i>Long-Range Planning</i>	40 hrs	30 hrs	0 hrs	0 hrs	0 hrs	70 hrs
<i>County Planning Director</i>	40 hrs	60 hrs	40 hrs	0 hrs	0 hrs	140 hrs
<i>Town CD Director</i>	20 hrs	30 hrs	40 hrs	10 hrs	0 hrs	100 hrs
<i>County Engineering</i>	160 hrs	800 hrs	800 hrs	800 hrs	ongoing	2560 hrs

ITP Action Items: Chapter 5- Major Capital Projects Group 1.

Task: Continue project charter process including design and environmental assessment.

Status: The Board of County Commissioners and WYDOT have requested to incorporate this project into the WYDOT Hwy 22 Planning work to look at projects cohesively. A Memorandum of Agreement is being drafted. This will shift much of the workload burden to WYDOT however County Public Works staff will remain involved.

Wildlife Crossings Master Plan Implementation

<i>Progress</i>	15%			
<i>Timeframe</i>	Ongoing – 2030			
<i>Task Lead</i>	County Public Works			
<i>Resources</i>	<i>FY 22</i>	<i>FY23</i>	<i>FY 24</i>	<i>Total</i>
<i>County Pro. Services</i>	\$650,000	\$1,915,000	\$446,329.00	\$3,011,329.00
<i>Town Pro. Services</i>	TBD	TBD	TBD	TBD
<i>County Planning Director</i>	Ongoing	0 hrs	0 hrs	Ongoing
<i>Town Planning Director</i>	Ongoing	0 hrs	0 hrs	Ongoing
<i>County Engineering</i>	Ongoing	Ongoing	Ongoing	Ongoing

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

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

Status: Wildlife Crossings Master Plan has been completed. Implementation is in initial stages with SPET funding approved. In FY24, County Public Works will be competing the 30% design plans process for three road segments and planning to take at least one of those projects into construction planning. We also will be spending funds on the Teton County portion of Highway 22/390 intersection- Snake River bridge replacement, including two county funded underpasses and fence treatments. Lastly, we are planning an aquatic passage improvement at Cabin Creek, in the Snake River Canyon. All of these projects are in cooperation with public land agencies, WYDOT, and WGFD.

Town Workforce Housing Mitigation LDRs

<i>Progress</i>	2%	
<i>Timeframe</i>	December 2022- December 2023	
<i>Task Lead</i>	Long-Range Planning & Housing Department	
<i>Resources</i>	<i>FY 23-24</i>	<i>Total</i>
<i>Consulting Services (Town)</i>	\$76,500.00	\$76,500.00
<i>Housing Director</i>	20 hrs	20 hrs
<i>Housing Department</i>	20 hrs	20 hrs
<i>Long Range Planning</i>	100 hrs	100 hrs
<i>Com. Dev. Director</i>	40 hrs	40 hrs
<i>Town Planning Director</i>	80 hrs	80 hrs
<i>County Planning</i>	0 hrs	0 hrs

Comp Plan Strategies:

5.3.5.2: Update current mitigation requirements as necessary.

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

Status: A contract amendment was approved during the March 6, 2023 Joint Information Meeting. Policy work with a stakeholder group began in February of 2023. The project is anticipated to be completed fall of 2023.

County Workforce Housing Mitigation LDRs

Progress	2%	
Timeframe	December 2022- December 2023	
Task Lead	County Long-Range Planning & Housing Department	
Resources	FY 23-24	Total
Consulting Services (County)	\$76,500	\$76,500
Housing Director	20 hrs	20 hrs
Housing Department	80 hrs	80 hrs
Long Range Planning	200 hrs	200 hrs
Com. Dev. Director	10 hrs	10 hrs
County Planning Director	20 hrs	20 hrs
County Planning	20 hrs	20 hrs

Comp Plan Strategies:

5.3.5.2: Update current mitigation requirements as necessary.

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

Status: A contract amendment was approved during the March 6, 2023 Joint Information Meeting. Policy work with a stakeholder group began in February of 2023. The project is anticipated to be completed fall of 2023.

Town Karns Meadow Master Plan Implementation

FY 23-24

<i>Progress</i>	35%		
<i>Timeframe</i>	FY23 & FY24		
<i>Task Lead</i>	Parks and Recreation		
<i>Resources</i>	<i>FY23</i>	<i>FY24</i>	<i>Total</i>
<i>Ecosystem Stewardship Position</i>	150 hrs	200 hrs	350 hrs
<i>Town Comm. Dev. Director</i>	50 hrs	50 hrs	100 hrs
<i>Parks and Recreation</i>	200 hrs	400 hrs	600 hrs

Task: Planning and development of Karns Meadow Park, including completion of a Master Plan describing all desired improvements followed by the approval of individual or combined conditional use permits for each component of the property. Development will provide activation of the park through outcomes identified in the planning process.

Status: This project is underway. In 2018, Council authorized the Parks and Recreation Department to complete a comprehensive environmental assessment of the property. The assessment recommended the completion of a 'current condition's active management plan,' and sequentially, the completion of the site master plan. The management plan was completed in 2019. In the summer and fall of 2022, staff started the process of rezoning the tracts in the property and developing the site master plan. Both are scheduled for completion by June of 2023. If approved, the team can begin the conditional use permit process and phase one development in Summer/Fall 2023 and/or Spring/Summer 2024.

Comp Plan Strategies:

- 3.2.S.1: Update zoning and land development regulations within Complete Neighborhoods to achieve the desired character for Complete Neighborhoods as established in Character Districts
- 3.2.S.2: Identify locations for locally-oriented and visitor-oriented nonresidential uses within Complete Neighborhoods based on the Character Districts.
- 3.2.S.3: Update land development regulations for nonresidential areas within Complete Neighborhoods to encourage ground floor vitality and flexible mixed use
- 3.2.S.5: Evaluate and update regulations in Complete Neighborhoods to allow and promote the appropriate variety of housing types identified through the Character Districts.
- 3.2.S.6: Evaluate and update design regulations to encourage quality public space.

<i>Progress</i>	25%			
<i>Timeframe</i>	July 2021-June 2024			
<i>Task Lead</i>	Ecosystem Stewardship Position			
<i>Resources</i>	<i>FY 22</i>	<i>FY 23</i>	<i>FY24</i>	<i>Total</i>
<i>Other Town Staff</i>	100 hrs	100 hrs	50 hrs	250 hrs
<i>Ecosystem Stewardship</i>	0 hrs	250 hrs	800 hrs	1050 hrs
<i>Long-Range Planning</i>	20 hrs	0 hrs	0 hrs	20 hrs

Comp Plan Strategies:

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

Task: Town staff will continue to work with the Jackson Hole Climate Action Collective (JHCAC) and Teton Climate Action Partnership (TCAP) by providing staff time to assist with project information, facilitation, or leadership in order to help with climate action and equity projects. Town staff will build upon the work of those groups to draft a Town Sustainability Plan.

Status: The Town of Jackson hired an Ecosystem Stewardship Administrator (ESA) in May of 2022. 20% of their time is allocated to helping TCAP and JHCAC with their efforts. The ESA and other Town staff serve on several TCAP committees and attend quarterly coordinating meetings. They assist TCAP with and JHCAC identification of funding opportunities and by serving as a liaison between the group and the Town. The ESA is currently working with both groups to build their work into the Town of Jackson Sustainability Plan. A draft of the plan should be completed by December 2023. If approved, implementation of the Sustainability Plan will follow, along with potentially updating Comp Plan Chapter 2 as needed.

Highway 22 Capital Multi-Modal Transportation Projects

FY 23-24

Progress	Varies		
Timeframe	Varies		
Task Lead	County Public Works		
Resources	FY23	FY 24	Total
Long Range Planning	0 hrs	0 hrs	0 hrs
County Planning Director	0 hrs	0 hrs	0 hrs
Town Com. Dev. Director	0 hrs	0 hrs	0 hrs
County Public Works	400 hrs	Ongoing	400 hrs
Regional Transportation Planning Administrator	200 hrs	Ongoing	200 hrs

ITP Action Items:
Chapter 5- Major Capital Projects

- Task:.**
- Highway 22 Jackson to Wilson Corridor Study, i.e. the Hwy22 NEPA study. **Status:** WYDOT is project lead and has moved up the planning in their STIP to WYDOT’s FY2023. This project is now underway.
 - WY22 Pathway, Wilson to Stilson.
- Status:** Project is nearing bid letting. This project is included in the 2020 Teton County BUILD grant. Planning will be completed in FY2023 (full construction documents, easement acquisition, and permitting). Construction intended to be complete by October of 2023.

Develop Comp Plan Indicators for Chapter 1 (Ecosystem Stewardship)

FY 23-24

<i>Progress</i>	20%		
<i>Timeframe</i>	FY23 & FY24		
<i>Task Lead</i>	Ecosystem Stewardship Position		
<i>Resources</i>	<i>FY23</i>	<i>FY24</i>	<i>Total</i>
<i>Ecosystem Stewardship</i>	200 hrs	200 hrs	400 hrs
<i>Long Range Planning</i>	10 hrs	10 hrs	20 hrs
<i>Town Com. Dev. Director</i>	20 hrs	10 hrs	30 hrs

Comp Plan Strategies:

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

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

Status: The Ecosystem Stewardship Administrator has begun this work by 1) looking at indicators used by other communities, and 2) gathering stakeholder groups to discuss what data is being collected, where there are gaps in current data collection, and 3) which data sets provide the best indicators of ecosystem health. Stakeholder meetings are scheduled for winter and spring of 2023. Staff will then compile information and present recommendations for the Town and County for indicators to be included in the annual Indicator Report and for any additional monitoring of ecosystem health.

New Fiscal Year 24 Tasks

The following tasks have not yet begun, and prioritization of timeline, staff and fiscal resources is needed. *This section is the primary focus of setting the FY 24 Work Plan.*

New Fiscal Year 24 Tasks

Project	Estimated Timeframe
Joint Annual Indicator Report	TBD
Town Large Building and Workforce Housing Bonus Review	Oct 2023- June 2024
County Water Quality LDRs	TBD following Water Quality Master Plan
County Review of Accessory Residential Units in Nonresidential Zones	July 2023-December 2023

Joint Annual Indicator Report Review

FY 24

<i>Progress</i>	0%
<i>Timeframe</i>	TBD
<i>Task Lead</i>	Long-Range Planning
<i>Resources</i>	FY 24
<i>Long-Range Planning</i>	50 hrs
<i>County Planning Director</i>	5 hrs
<i>Town CD Director</i>	2 hrs
<i>Town Planning Director</i>	5 hrs

Comp Plan Strategies:

Policy 9.2.a: Monitor indicators annually

Task: Each year the Town and County compile and publish annual indicator data (see ongoing task in workplan below). Staff turnover has made it difficult to train internal staff to complete this in 2021 and 2023, therefore a contract with a local vendor was utilized as needed. Due to ongoing staffing issues, staff requests that the County and Town complete a new Request for Proposals for this task to complete the indicator report, and look for opportunity to create a less staff-intensive format such as an online dashboard. Other ideas and methodologies from an outside consultant could be beneficial for the Town Council and Board of County Commissioners to research. It is important to note that this task does not anticipate reinventing the indicators themselves, or changing the methodology for which the data has historically been gathered to ensure that the trends in the data remain valid. Further review of indicators, additional, or revised indicators etc. would need to be completed through the next Comprehensive Plan Update process.

Status: This task has not begun.

Large Building and Workforce Housing Bonus Review

FY 24

<i>Progress</i>	0%	
<i>Timeframe</i>	October 2023-June 2024	
<i>Task Lead</i>	Town Planning	
<i>Resources</i>	<i>FY24</i>	<i>Total</i>
<i>Consultant Resources</i>	\$20,000.00	\$20,000.00
<i>Town Planning Director</i>	100 hrs	100 hrs
<i>Town Senior Planner</i>	20 hrs	20 hrs
<i>Joint Long Range Associate Planner</i>	10 hrs	10 hrs

Task: This task will look at the Town various LDRs and recent LDR changes that have incentivized or facilitated the development of large buildings in the Town. In particular, changes to the LDRs regarding maximum building size, workforce housing bonuses (2:1 bonus and 4th-story bonus), development review thresholds, and the trend of landowners aggregating larger sites, have contributed to creating larger projects in recent years, especially for multi-family development. The intent for this project is to reevaluate some or all of these tools to see if changes are necessary to better balance community character concerns, the need for true workforce housing, and the market limitations of private developers to construct workforce housing at a scale that make financial sense.

Status: This project has not yet begun.

Comp Plan Strategies:

- Policy 3.3.c Provide predictability in land use decisions
- Policy 4.1.b Emphasize a variety of housing types, including deed-restricted housing
- Policy 4.1.c Promote compatible infill and redevelopment that fits Jackson neighborhoods
- Policy 5.4.d Provide incentives for the provision of workforce housing

<i>Progress</i>	0%
<i>Timeframe</i>	After completion of County Water Quality Master Planning
<i>Task Lead</i>	Long-Range Planning
<i>Resources</i>	To be determined

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

Status: This task will begin when the Water Quality Master Plan is complete and adopted by the County Commission. The consultant Trihydro is tasked with making recommendations on future water quality LDRs.

Comp Plan Strategies:

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

County Review of Accessory Residential Units in Nonresidential Zones

FY 24

<i>Progress</i>	5%		
<i>Timeframe</i>	July 2023 – December 2023		
<i>Task Lead</i>	County Long Range Planning		
<i>Resources</i>	<i>FY 23</i>	<i>FY 24</i>	<i>Total</i>
<i>County Planning Director</i>	20 hrs	40 hrs	60 hrs
<i>Long-Range Planning</i>	5 hrs	120 hrs	125 hrs
<i>County Planning</i>	5 hrs	20 hrs	25 hrs

Comp Plan Strategies:

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

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

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

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

Status: This item was suggested by the Board in March 2023 for consideration of inclusion in the Work Plan.

Ongoing Tasks

The following tasks are projects completed annually or on an ongoing basis. Resource allocation to these tasks may be seasonal, as in the case of Indicator Report preparation, or LDR or Zoning Map Amendment applications made by the public. No prioritization of these tasks is needed for FY 23 unless there is interest to remove or add continuous or regular tasks.

Ongoing Tasks

Project
Joint Annual Indicator Report
Joint Annual Work Plan
Teton County Scenic Preserve Trust
County Biennial LDR Cleanups
Town Biennial LDR Cleanups
County LDR and Zoning Map Amendments
Town LDR and Zoning Map Amendments
LDR and Comp Plan Education and Outreach
Data Requests
Other Comp Plan Coordination

Joint Annual Indicator Report

Ongoing Tasks

<i>Progress</i>	Annual
<i>Timeframe</i>	December-April
<i>Task Lead</i>	Long-Range Planning
<i>Resources</i>	FY 24
<i>Long-Range Planning</i>	200 hrs
<i>County Planning Director</i>	5 hrs
<i>Town CD Director</i>	20 hrs
<i>Town Planning Director</i>	5 hrs
<i>Housing Department</i>	5 hrs

Comp Plan Strategies:

Policy 9.2.a: Monitor indicators annually

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

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

Joint Annual Work Plan

Ongoing Tasks

<i>Progress</i>	Annual
<i>Timeframe</i>	December – April
<i>Task Lead</i>	Long-Range Planning
<i>Resources</i>	FY 24
<i>Long-Range Planning</i>	100 hrs
<i>County Planning Director</i>	10 hrs
<i>Town CD Director</i>	10 hrs
<i>Town Planning Director</i>	10 hrs
<i>Housing Department</i>	5 hrs

Comp Plan Strategies:

Policy 9.2.b: Establish an implementation work plan annually

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

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

<i>Progress</i>	Annual
<i>Timeframe</i>	Spring-Fall
<i>Task Lead</i>	Long-Range Planning
<i>Resources</i>	FY24
<i>Long-Range Planning</i>	150 hrs
<i>County Planning</i>	10 hrs
<i>County Planning Director</i>	10 hrs
<i>Consultant Services</i>	\$19,595 (for FY23—varies annually)

Task: Administer the Teton County Scenic Preserve Trust easement. This includes working with a consultant to administer the program. Staff reviews and administers the contract with the consultant team each year. Staff also facilitates any new easements or amendments through the hearing process.

Status: This is an ongoing annual task.

Comp Plan Strategies:

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

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

County LDR Cleanups

Ongoing Tasks

<i>Progress</i>	Biennial
<i>Timeframe</i>	July-December
<i>Task Lead</i>	Long-Range Planning
<i>Resources</i>	<i>FY24</i>
<i>Long-Range Planning</i>	80 hrs
<i>County Planning Director</i>	5 hrs
<i>County Planning</i>	15 hrs

Comp Plan Strategies:

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

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

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

Status: The County went through its latest cleanup in January of 2023.

Town LDR Cleanups

Ongoing Tasks

<i>Progress</i>	Biennial
<i>Timeframe</i>	December - July
<i>Task Lead</i>	Town Planning
<i>Resources</i>	<i>FY24</i>
<i>Town Planning Director</i>	100 hrs
<i>Town Planning</i>	25 hrs
<i>Consultant Services</i>	\$10,000 - \$14,000

Comp Plan Strategies:

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

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

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

Status: The Town of Jackson Planning Department completed one LDR cleanup in January 2019. A second, and more comprehensive, cleanup is needed to keep the Town LDRs updated. These cleanups should occur annually in the second half of the year to keep the LDRs up to date in incorporate any Planning Director interpretations or changes to State law. The County Attorney's office has identified the following changes resulting from the 2021 Wyoming Legislative season that may require updates to the LDRs:

- HB79: relates to State-exempt land subdivisions for gift to family
- HB157: terms of connection to municipal infrastructure
- HB158: relationship between zoning, land use plans (Comp Plan) and land use decisions

County LDR and Zoning Map Amendments

Ongoing Tasks

<i>Progress</i>	Ongoing
<i>Timeframe</i>	As Requested
<i>Task Lead</i>	Various
<i>Resources</i>	<i>FY 24</i>
<i>Long-Range Planning</i>	600 hrs
<i>County Planning Director</i>	60 hrs
<i>Housing Department</i>	20 hrs

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

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

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

List of Projects completed in FY 23:

- *Dark Skies Amendments*
- *Business Park Rezone for 89 LLC*
- *CWC rezone*
- *Housing Trust Horse Creek Project*

Town LDR and Zoning Map Amendments

Ongoing Tasks

<i>Progress</i>	Ongoing
<i>Timeframe</i>	As Requested
<i>Task Lead</i>	Various
<i>Resources</i>	FY 24
<i>Long-Range Planning</i>	10 hrs
<i>Town Planning Director</i>	50 hrs
<i>Town Planning</i>	150 hrs
<i>Town CD Director</i>	10 hrs
<i>Housing Department</i>	10 hrs

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

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

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

List of Projects completed in FY 23:

- Dark Skies Amendments
- NL-5 LDR Text Amendment re. ownership
- Hitching Post Zoning Map Amendment
- NH-1 LDR Text Amendment for minimum density
- Electric Vehicle Text Amendment
- NL-5 Text Amendment allowing four deed restricted units

LDR and Comp Plan Education and Outreach

Ongoing Tasks

<i>Progress</i>	Ongoing
<i>Timeframe</i>	Ongoing
<i>Task Lead</i>	Long-Range Planning
<i>Resources</i>	FY 24
<i>Long-Range Planning</i>	80 hrs
<i>County Planning Director</i>	20 hrs
<i>County Planning</i>	20 hrs
<i>Town Planning Director</i>	20 hrs
<i>Town CD Director</i>	40 hrs
<i>Town Planning</i>	20 hrs

Comp Plan Strategies:

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

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

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

Data Requests

Ongoing Tasks

<i>Progress</i>	Ongoing
<i>Timeframe</i>	As Requested
<i>Task Lead</i>	Long-Range Planning
<i>Resources</i>	FY 24
<i>Long-Range Planning</i>	50 hrs

Comp Plan Strategies:

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

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

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

Other Comp Plan Coordination

Ongoing Tasks

<i>Progress</i>	Ongoing
<i>Timeframe</i>	Ongoing
<i>Task Lead</i>	Long-Range Planning
<i>Resources</i>	FY 24
<i>Long-Range Planning</i>	100 hrs
<i>County Planning Director</i>	75 hrs
<i>Town Com. Dev. Director</i>	75 hrs

Comp Plan Strategies:
Varies

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

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

Future Tasks – Non-Budgeted and/or Unscheduled

The following tasks are in the line-up for implementation in future years but are not recommended to begin in Fiscal Year 23. Staff and fiscal resources for these tasks will be considered and updated in a future Work Plan, unless there is interest to identify any of these tasks as an immediate priority to be added to the FY 23 Work Plan. Based on limited Staff resources, adding items to the FY 23 Work Plan will require removing other priorities.

Future Tasks – Non-Budgeted and/or Unscheduled

Project
Early Childcare/Education LDR Amendments
Town Sign Standards Update
Town Water Quality Initiatives
Town Review of Character Change in Stable and Transitional Districts
County Aspens Commercial Zoning Update
County Development Exactions Update
Town Lodging and Short Term Rental Review Phase II
ITP Transportation Demand Management Plan
Town Natural Resource LDRs
Joint Local Connectors Capital Project Group 4 Charter/Concept Design East West Connector
Town & County Business Park Zoning
County Road/Utility LDRs
Town of Jackson DEI Phase I work

Early Childcare/Education LDR Amendments

FY 25+

<i>Progress</i>	0%	
<i>Timeframe</i>	To be Determined	
<i>Task Lead</i>	Long-Range Planning	
<i>Resources</i>	<i>FY 24+</i>	<i>Total</i>
<i>Consultant Services</i>	TBD	TBD
<i>Long Range Planning</i>	300 hrs	300 hrs
<i>County Planning Director</i>	20 hrs	20 hrs

Comp Plan Strategies:

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

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

Policy 8.1.b Coordinate with independent service providers

Task: The County has included looking at supporting early childcare and education as a part of the 2023 Areas of Focus discussion. This topic includes work from multiple departments through creation of an action plan and ultimately lead to a recommendation for future LDR amendments. This task will get flushed out through the work on the action plan and recommendations from a policy committee.

Status: This task has not yet begun.

Town Sign Standards Update

FY 25+

<i>Progress</i>	0%		
<i>Timeframe</i>	July 2025 – July 2026		
<i>Task Lead</i>	Town Planning		
<i>Resources</i>	<i>FY 23</i>	<i>FY 24+</i>	<i>Total</i>
<i>Long-Range Planning</i>	0 hrs	10 hrs	10 hrs
<i>Town Planning</i>	0 hrs	50 hrs	50 hrs
<i>Town Planning Director</i>	0 hrs	130 hrs	130 hrs

Comp Plan Strategies:

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

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

Status: This task has not yet been started and based on recent Council input it will not begin sooner than FY26.

Town Water Quality Initiatives

FY 25+

Progress	60%				
Timeframe	December 2021-March 2024				
Task Lead	Town Public Works				
Resources	FY 21	FY 22	FY 23	FY24	Total
Long-Range Planning	0 hrs	10 hrs	0 hrs	0 hrs	10 hrs
Town Public Works	0 hrs	100 hrs	285 hrs	220	605 hrs
Ecosystem Stewardship	0 hrs	0 hrs	10 hrs	20 hrs	30 hrs
Town Com. Dev. Director	5 hrs	20 hrs	20 hrs	20 hrs	65 hrs
Town Planning Director	0 hrs	10 hrs	20 hrs	10 hrs	40 hrs

Comp Plan Strategies:

1.2.S.1: Evaluate and update natural resource protection standards for waterbodies, wetlands and riparian areas.

1.2.S.2: Evaluate and update surface water filtration standards, focusing on developed areas near important waterbodies.

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

1. Wastewater Treatment Facility Study (Town)
2. Stormwater Management Program (Town)
3. Wastewater Master planning effort (support County)

Status:

1. The Town's Wastewater Treatment Plant Technical Review is complete and staff presented findings and recommendations to Town Council in September 2022 and March 2023.
2. The Town's Stormwater Management Program is in development with the hired consultant team. The effort includes a review of existing data and rules from Town and other peer communities, development of a comprehensive Stormwater Management Program that addresses multiple pollution sources, and implementation recommendations.

Town Review of Character Change in Stable & Transitional Districts

FY 25+

<i>Progress</i>	30%			
<i>Timeframe</i>	July 2025 – July 2026			
<i>Task Lead</i>	Community Development Director			
<i>Resources</i>	<i>FY 22</i>	<i>FY 23</i>	<i>FY 24+</i>	<i>Total</i>
<i>Town Planning Director</i>	30 hrs	5 hrs	5 hrs	40 hrs
<i>Town Com. Dev. Director</i>	60 hrs	5 hrs	0 hrs	65 hrs
<i>Housing Department</i>	10 hrs	0 hrs	0 hrs	10 hrs

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

Status: This item was postponed by the Council until at least FY26 at which time this project will be evaluated again for possible inclusion in the Work Plan.

Comp Plan Strategies:

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

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

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

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

<i>Progress</i>	0%	
<i>Timeframe</i>	TBD	
<i>Task Lead</i>	Long-Range Planning	
<i>Resources</i>	<i>FY24+</i>	<i>Total</i>
<i>Consulting Services (County)</i>	TBD	TBD
<i>Long-Range Planning</i>	800 hrs	800 hrs
<i>County Planning Director</i>	90 hrs	90 hrs
<i>County Planning</i>	20 hrs	20 hrs

Task: Second phase of the Aspens Character District zoning update to implement the 2020 Comprehensive Plan. This portion of the Aspens update is expected to be more time consuming than the first phase as there are several PUDs and commercial properties to examine (Aspens commercial and residential areas, Teton Pines). The County will create new County zones and clean up Master Plans for these Subareas that balance the existing character of the multi-family and commercial development with the goals outlined in the Comprehensive Plan. Due to the complexities of the existing regulations and plans in place, the need for outreach and facilitation with an engaged neighborhood, and the potential transformational nature of this project it is expected to be a similar timeframe and budget to the Northern South Park neighborhood planning process.

Status: This task has not yet begun. Staff has anticipated that this task will begin once Northern South Park Implementation and Natural Resource LDRs have been completed.

Comp Plan Strategies:

- 3.2.S.1: Update zoning and land development regulations within Complete Neighborhoods to achieve the desired character for Complete Neighborhoods as established in Character Districts
- 3.2.S.2: Identify locations for locally-oriented and visitor-oriented nonresidential uses within Complete Neighborhoods based on the Character Districts.
- 3.2.S.3: Update land development regulations for nonresidential areas within Complete Neighborhoods to encourage ground floor vitality and flexible mixed use
- 3.2.S.5: Evaluate and update regulations in Complete Neighborhoods to allow and promote the appropriate variety of housing types identified through the Character Districts.
- 3.2.S.6: Evaluate and update design regulations to encourage quality public space.

County Development Exactions Update

FY 25+

<i>Progress</i>	0%	
<i>Timeframe</i>	To be Determined	
<i>Task Lead</i>	Long-Range Planning	
<i>Resources</i>	<i>FY 24+</i>	<i>Total</i>
<i>Consultant Services</i>	TBD	TBD
<i>Long Range Planning</i>	200 hrs	200 hrs
<i>County Planning Director</i>	20 hrs	20 hrs

Comp Plan Strategies:

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

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

Status: This task has not yet begun.

Town Lodging & Short Term Rental Review Phase II

FY 25+

Progress	0%	
Timeframe	TBD	
Task Lead	Town Planning	
Resources	FY24	Total
Consulting Services	TBD	TBD
Town Planning Director	TBD	TBD
Town Com. Dev. Director	TBD	TBD
Town Planning	TBD	TBD
Housing Department	TBD	TBD

Comp Plan Strategies:

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

Task: Upon completion of Phase 1: Data Collection and Review, Council will determine the appropriate next step. Staff have described below four (4) possible alternatives that could be considered by Council upon completion of Phase 1.

- **Alternative 2a: Review of the Amount, Location and Type of Lodging**
 - Scope: This alternative would be similar to the initiative undertaken by the Town in 2012-13 as described above which looked at the desired location of and type of lodging in the community based upon a lodging overlay district.
 - Outcomes: Potential outcomes of this effort would be changes to the current lodging overlay boundaries and types of lodging uses allowed therein
 - Timeframe: 12 months as this would include a public process with a lot of public engagement
- **Alternative 2b: Amendments to the LDRs based upon the current lodging overlay and current allowed uses**
 - Scope: Consideration of potential LDR amendments within the current lodging overlay boundary (no changes) to address issues identified during review of development over the past 10 years and consistency with the Comprehensive Plan including but not limited to:
 - Size of individual units, buildings and facilities
 - Mix of lodging types, i.e., short term rental and conventional lodging, timeshare, fractional, etc.
 - Outcomes: Potential outcomes of this effort would be amendments to the current LDRs
 - Timeframe: 6 months, including public hearing process at Planning Commission and Town Council
- **Alternative 2c: Amendment to the Comprehensive Plan regarding Lodging and LDR amendments**
 - Scope: Consider what role lodging should play in the community town and/or town/county different from what is currently envisioned
 - Outcomes: Possible amendment to the Comprehensive Plan
 - Timeframe: 12-18 months, including a Comprehensive Plan and LDR amendments as this would include a public process with a lot of public engagement and joint consideration by the Town and County
- **Alternative 2d: No further action taken at this time, continue to monitor lodging development only**
 - Scope: Retain current Comprehensive Plan and LDRs
 - Outcomes: Continued monitoring
 - Timeframe: 2 months, no public involvement

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

ITP Transportation Demand Management/Emerging Mobility Plan

ITP Action Items: Chapter 4, Transportation Demand Management: Establish a TDM Program.

Progress	10%
Timeframe	To be determined
Task Lead	Regional Transportation Planning Administrator
Resources	TBD

Task: ITP Chapter 4 discussed potential Travel Demand Management strategies. Many technology-enabled opportunities, or partnership and data sharing opportunities, were not discussed in the ITP. These could include incentives for businesses or non-profit sectors to more seamlessly connect with existing transportation options. The RTPA has issued an RFQ and will negotiate with the highest-scoring consultant to develop a plan that addresses different markets (commuters, visitors, seniors, youth), opportunities (technology, partnership, infrastructure improvements), and locations (existing parking or mobility hubs). The resulting plan will provide specific tasks that existing staff or the proposed TDM Coordinator (ITP Chapters 4 and 7) would perform to ‘move the needle’ on TDM and emerging mobility.

Status: The managed parking study completed by Town for residential and downtown areas are the first phase of the TDM program. Staff has not been directed to focus on this in the near-term. This work will be reviewed in Fall 2023 by the Regional Transportation Planning Administrator with the goal to initiate Phase 3 of the parking study (regional park ‘n rides) in January 2024.

Town Natural Resource LDRs

FY 25+

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

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

Status: This task will begin when the County Natural Resource Regulations have been completed. It may alternatively be addressed through corridor plans and water resource protections.

Comp Plan Strategies:

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

Joint Local Connectors Capital Project Group 4/Concept Design Northern South Park East-West Connector

FY 25+

<i>Progress</i>	1%
<i>Timeframe</i>	Now – January 2024
<i>Task Lead</i>	Long-Range Planning
<i>Resources</i>	RTPA- 200 hours

ITP Action Items: Chapter 4, Transportation Demand Management: Establish a TDM Program.

Task: These projects will be planned and designed to serve travel to, from and within Jackson Hole and to improve connectivity between local neighborhoods. Teton County is seeking a consultant to enter into a process of planning and preliminary design for a series of multimodal transportation projects located west of US-89, and along South Park Loop Road. The resulting plans and 30% designs will be used to draft a project narrative to pursue a Rural Surface Transportation Grant (RSTG) in March 2024.

Status: Transportation planning and modeling work has been completed as part of Neighborhood Plan for Northern South Park. The East West Connector will be dependent upon the phasing of the buildout of the planning area and obtaining necessary easements. The RTPA, in partnership with Town of Jackson Public Works and County Engineering, aims to release an RFQ in late April 2023 for consultant planning and 30% design services of a range of projects to modernize infrastructure in Northern South Park and expand pathway, transit, complete street, and intersection capacity consistent with the Comp Plan and ITP goals.

County & Town Business Park Zoning

FY 25+

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

Task: Update zoning allowing light industrial uses. This area specifically includes South Park Business Park (Subarea 7.1).

Status: This Task could begin after the Aspens zoning updates are completed.

Comp Plan Strategies:

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

County Road/Utility LDRs

FY 25+

<i>Progress</i>	0%
<i>Timeframe</i>	To be determined
<i>Task Lead</i>	County Public Works
<i>Resources</i>	To be determined

Task: Utilizing the Town Community Streets Plan for guidance, the County will work with road, pathway, and utility designers to update the County road, utility, and easement standards. Updating the County road standards and LDRs would require more time and probably some public outreach and coordinated planning and would probably cost accordingly more.

Status: This Task was identified as a priority task by the Transportation Advisory Committee upon the hiring of a Transportation Director.

Comp Plan Strategies:

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

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

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

Phase I Diversity Equity & Inclusion Amendments

FY 25+

Comp Plan Strategies:

Strategies would be created for the Comprehensive Plan out of this process.

<i>Progress</i>	0%	
<i>Timeframe</i>	To be Determined	
<i>Task Lead</i>	To be Determined	
<i>Resources</i>	<i>FY 24+</i>	<i>Total</i>
<i>Consultant Services</i>	TBD	TBD
<i>Long Range Planning</i>	TBD	TBD
<i>County Planning Director</i>	TBD	TBD
<i>Town Community Development Director</i>	TBD	TBD
<i>Town Planning</i>	TBD	TBD
<i>Community Development Staff</i>	TBD	TBD

Task: Recommendation for Town Council to work with County Commission to direct staff to add a chapter to the Comprehensive Plan focused on equity: The Equity Task Force (ETF) recommends that Town Council direct staff to update the Comprehensive Plan (Comp Plan) to include a chapter about Equity under the 'Quality of Life' Common Value.

Status: This task has not yet begun.

Completed Work Plan Tasks

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

Comprehensive Plan Implementation		
Task	Date Complete	Comp Plan Strategies Implemented
Land Development Regulation Updates/Studies		
Joint Standardized Indicator Data Collection – Smart Gov	April 2022	Principle 9.2
Northern South Park Neighborhood Plan	July 2022	3.3.S.5
County Hog Island LDR and Zoning Map Amendment	April 2022	3.2.S.1
County Wildlife Feeding & Bear Conflict LDR Update	April 2022	1.1.S.4
Housing Nexus Study	April 2022	5.3.S.1
Housing Nexus Study	October 2013	5.3.S.1
Vegetation Mapping	December 2013	1.1.S.1
Joint LDR Restructure	December 2014	3.3.S.2, 3.3.S.3
County Rural LDRs Updates	December 2015	1.4.S.1, 1.4.S.2, 1.4.S.3, 3.1.S.1, 3.1.S.2, 3.3.S.2, 3.3.S.3
Town District 2 and LO Zoning	November 2016	4.1.S.1, 4.2.S.2, 4.2.S.4, 4.2.S.6, 4.4.S.3, 4.4.S.4
Focal Species Study	April 2017	1.1.S.2
Nonconformities LDRs Cleanup	May 2016	3.3.S.2, 3.3.S.3
County Nuisance LDRs	July 2016	3.1.S.1, 3.2.S.2
Town Adult Entertainment LDRs	March 2017	3.2.S.1
Exterior Lighting LDRs Update	September 2016	1.3.S.2
Town ARU Allowance	November 2016	5.2.S.2
Wildland Urban Interface LDRs	December 2016	3.4.S.2, 3.4.S.3
2016 LDR Cleanup	January 2017	3.3.S.2, 3.3.S.3
Housing Mitigation LDRs	July 2018	5.1.S.1, 5.2.S.2, 5.3.S.2, 5.4.S.3, 5.4.S.4
Town District 3-6 Zoning	July 2018	4.1.S.1, 4.1.S.2, 4.2.S.4, 4.3.S.1, 4.4.S.3, 5.2.S.1, 5.4.S.3, 5.4.S.4
County Natural Resource LDRs	75% complete	1.1.S.3, 1.1.S.4, 1.1.S.5, 1.1.S.6, 1.1.S.7, 1.2.S.1, 1.2.S.2
Joint Comprehensive Plan Review (GMP)	November 2020	Policy 9.1.a and 9.1.d
LDR Cleanup	July 2020	3.3.S.2, 3.3.S.3
Hog Island Zoning Update	March 2022	
Wildlife Friendly Fencing Update	November 2021	1.1.S.4

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

Housing Action Plan Implementation		
Housing Action Plan (HAP)	November 2015	5.4.S.1, 5.4.S.2
Housing Authority Restructure	December 2016	HAP: 1
2016 Housing Supply Plan	October 2016	HAP: 2
Housing Rules and Regulations	July 2018	HAP: 3B
2017 Housing Supply Plan	November 2017	HAP: 2
2018 Housing Stock Portfolio	75% complete	HAP: 2F
Online Intake Form	February 2018	HAP: 2F, 3C, 4B
2018 Housing Supply Plan	June 2018	HAP: 2
2019 Housing Supply Plan	April 2019	5.4.S.1
2020 Housing Supply Plan	January 2020	5.4.S.1
2022 Housing Needs Assessment	March 2022	



TOWN
COUNCIL

JOINT INFORMATION MEETING AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Joint Housing

PRESENTER: April Norton, Housing Director

MEETING DATE: July 10, 2023

SUBJECT: 90 Virginian Lane Land Acquisition – Lender Selection

STATEMENT/PURPOSE

Today, the Town Council (“Council”) and Board of County Commissioners (“Board”) will select a lender for the acquisition of 90 Virginian Lane.

BACKGROUND/ALTERNATIVES

90 Virginian Lane is a 5.15-acre parcel of land located within the Town of Jackson. It is currently zoned Neighborhood High (“NH-1”) and is one of the few large, mostly vacant parcels of land that is appropriately zoned for affordable workforce housing.

As of April 2023, the Jackson/Teton County Housing Authority is under contract to purchase the property for \$28 million. To acquire the land, the Housing Authority will utilize \$10 million in existing funding and bond for \$18 million to complete the transaction. Bonds are used by government entities to raise money. In this case, the Housing Authority will issue bonds to raise money to purchase the property and will agree to pay the purchaser back the face value of the loan (\$18 million), plus interest.

On May 15, 2023, the Council and Board directed and authorized the Housing Authority to engage with Stifel, Nicolaus & Company, Incorporated (“Stifel”) to release a Request for Bids for an \$18 million bond placement. The term sheet was released June 2, 2023. Responses were due June 13, 2023 and are summarized below.

On June 14, 2023, the Council and Board heard an update on the responses to the Request for Bids. Since that meeting, staff have been working with Stifel and Bond Counsel, Kutak Rock, to review and analyze the most competitive responses.

A summary of term sheet responses is provided below.

Option	Term	Interest Rate	Optional Redemption	Average Annual Payment	Total Interest	Total Repayment	Total Repayment to Call Date	Bank Counsel Fee
JP MORGAN CHASE								
A	5-year	4.13%	Non-callable	\$4,057,026	\$2,285,129	\$20,285,129	\$20,285,129	Rick Thompson - \$20,000
B	5-year	4.64%	8/1/2025	\$4,116,293	\$2,581,464	\$20,581,464	\$19,518,208	
C	7-year	4.00%	Non-callable	\$2,997,914	\$2,985,400	\$20,985,400	\$20,985,400	
D	7-year	4.68%	8/1/2025	\$3,074,796	\$3,523,572	\$21,523,572	\$19,580,202	
BANK OF OKLAHOMA FINANCIAL								
E	5-year	4.14%	Can prepay \$500k annually (cumulative calculation)	\$4,059,167	\$2,295,837	\$20,295,837	\$20,171,637	Dave Lucas (Sherman & Howard)
F	5-year	4.18%	Make-Whole Call	\$4,063,771	\$2,318,855	\$20,318,855	\$20,318,855	

G	5-year	4.29%	8/1/2026	\$4,076,276	\$2,381,279	\$20,381,379	\$19,885,241	\$10,000-\$15,000
H	5-year	4.58%	8/1/2024	\$4,109,388	\$2,546,938	\$20,546,938	\$18,824,400	
I	5-year	4.73%	Callable anytime	\$4,126,544	\$2,632,718	\$20,632,718	-	
J	7-year	3.92%	Can prepay \$400k annually (cumulative calculation)	\$2,990,085	\$2,930,592	\$20,930,592	\$20,695,592	
K	7-year	3.96%	Make-whole call	\$2,994,526	\$2,961,684	\$20,961,684	\$20,961,684	
L	7-year	4.22%	8/1/2026	\$3,023,360	\$3,163,523	\$21,163,523	\$19,988,042	
M	7-year	4.52%	8/1/2024	\$3,056,844	\$3,397,910	\$21,397,910	\$18,813,600	
N	7-year	4.68%	Callable anytime	\$3,074,796	\$3,523,572	\$21,523,572	-	

Term Sheet Key Components – Staff Analysis and Recommendations

Repayment Terms & Average Annual Payment. 5 and 7-year terms were provided as requested. Interest rates for 7-year terms were typically lower than 5-year options, but the total amount of interest paid was higher for 7-year terms. Repayments ranged from \$3 million per year for seven years to \$4 million per year for five years. The Teton County Treasurer has indicated that the annual payments for the 5-year terms can be accommodated in her SPET payment schedule.

- Staff recommend moving forward with a shorter, 5-year option to limit the amount paid in interest and reduce the overall amount paid.

Interest Rate & Optional Redemption. Redemption options range from non-callable (no prepayment) to callable anytime – the more prepayment flexibility, the higher the interest rate.

- Based on interest rates and redemption terms for each option, staff recommend removing Options B, F, G, H, and I from consideration. Each of these options has an interest rate that is four or more basis points (0.04%) higher than the two options with the lowest interest rates and provide unlikely prepayment options. Staff recommend moving forward with options A and E.

Option	Term	Interest Rate	Optional Redemption	Average Annual Payment	Total Interest	Total Repayment	Total Repayment to Call Date	Bank Counsel Fee
JP MORGAN CHASE								
A	5-year	4.13%	Non-callable	\$4,057,026	\$2,285,129	\$20,285,129	\$20,285,129	Rick Thompson - \$20,000
B	5-year	4.64%	8/1/2025	\$4,116,293	\$2,581,464	\$20,581,464	\$19,518,208	
BANK OF OKLAHOMA FINANCIAL								
E	5-year	4.14%	Can prepay \$500k annually (cumulative calculation)	\$4,059,167	\$2,295,837	\$20,295,837	\$20,171,637	Dave Lucas (Sherman & Howard) \$10,000-\$15,000
F	5-year	4.18%	Make-Whole Call	\$4,063,771	\$2,318,855	\$20,318,855	\$20,318,855	
G	5-year	4.29%	8/1/2026	\$4,076,276	\$2,381,279	\$20,381,379	\$19,885,241	
H	5-year	4.58%	8/1/2024	\$4,109,388	\$2,546,938	\$20,546,938	\$18,824,400	
I	5-year	4.73%	Callable anytime	\$4,126,544	\$2,632,718	\$20,632,718	-	

Bank Counsel Fee. Legal fees proposed reflect a \$5,000 to \$10,000 difference between Option A and Option E. Conservatively estimating a \$5,000 savings by choosing Option E, the total repayment difference between the two remaining options of \$10,708 is further reduced to \$5,708. Option E then offers prepayment options that could result in a total repayment amount that is \$113,492 lower than Option A.

- Staff recommend moving forward with Option E because it provides some prepayment flexibility, has a competitive interest rate, and offers the opportunity to reduce the overall repayment by more than \$100,000 when compared to Option A.

Option	Term	Interest Rate	Optional Redemption	Average Annual Payment	Total Interest	Total Repayment	Total Repayment to Call Date	Bank Counsel Fee
JP MORGAN CHASE								
A	5-year	4.13%	Non-callable	\$4,057,026	\$2,285,129	\$20,285,129	\$20,285,129	Rick Thompson - \$20,000
BANK OF OKLAHOMA FINANCIAL								
E	5-year	4.14%	Can prepay \$500k annually (cumulative calculation)	\$4,059,167	\$2,295,837	\$20,295,837	\$20,171,637	Dave Lucas (Sherman & Howard) \$10,000-\$15,000

Once staff receive direction regarding which option to pursue, final documents will be prepared for review and approval during a Special Joint Information Meeting next week. This suite of documents will include:

- All bond documents
- Intergovernmental agreement with the Teton County Treasurer ensuring availability of SPET funds for repayment
- Pathway easements for the northern boundary of the property and the southern boundary of the seller's property.
- Short-term Ground Lease for the property
- Five Rights of First Purchase or Rent for the Sellers
- Restriction on the use of the term "The Virginian" when referencing the property, exclusive of the actual address which is 90 Virginian Lane

Once all documents are approved, the Board and Council will direct and authorize the Housing Authority Board to execute the documents. Closing on the property is scheduled for August 1, 2023.

COMPREHENSIVE PLAN ALIGNMENT

Quality of Life: Common Value 3

STAKEHOLDER ANALYSIS

Teton County community members and visitors.

FISCAL IMPACT

Fiscal impact will vary based on direction Council and Board provide at the July 10 Joint Information Meeting.

Currently, the Housing Supply Program has \$13 million in available funds and the Community Housing SPET was approved for \$20 million.

STAFF IMPACT

Several elected offices and departments across the County and Town will be impacted by this transaction, including: County Legal, Town Legal, County Treasurer, Town Finance, Town Manager, County Administrator, and Joint Housing.

LEGAL REVIEW

K. Gingery & L. Colasuonno

ATTACHMENTS

None.

RECOMMENDATION

Staff recommend moving forward with Option E.

- Bank of Oklahoma Financial
- Five-year term
- Option to prepay up to \$500,000 per year
- 4.14% interest rate

SUGGESTED MOTION

I move to direct staff to negotiate a bond placement with Bank of Oklahoma Financial.



JOINT INFORMATION MEETING AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: START

PRESENTERS: Bruce Abel and Tyler Sinclair

MEETING DATE: July 10, 2023

SUBJECT: START Joint Powers Agreement (JPA)

STATEMENT/PURPOSE

The purpose of this item is to present Council- and Commission-requested updates to the joint powers agreement ("JPA") creating the Southern Teton Area Rapid Transit ("START") system.

BACKGROUND/ALTERNATIVES

On December 5, 2022, the Jackson Town Council (Council") and Teton County Board of County Commissioners ("Commissioners") met to discuss the JPA establishing START. At that time, staff presented both review of the history of START and the JPA (and its three amendments), as well as the START Board's requested changes to the JPA.

At that meeting, the Council and Commission directed staff to bring back two documents:

- 1) An amended and restated JPA (which is the original JPA and its three amendments incorporated in one document), and
- 2) A redline of the amended and restated JPA with both i) the START Board's requested changes and ii) staff's recommended changes.

COMPREHENSIVE PLAN ALIGNMENT

Section 2. Climate, Sustainability through Energy Conservation

Principle 2.3- reduce energy consumption through transportation. Transportation accounts for approximately 80% of the total carbon emissions in the community.

Section 7. Multimodal Transportation

Principle 7.1- Meet future transportation demand through the use of alternative modes. Alternative Transportation means a transportation system that includes transit, bicycle, and pedestrian modes which offer alternatives to private motor vehicle travel for many trips.

Principle 7.2. Create a safe, efficient, interconnected multi-modal transportation network.

STAKEHOLDER ANALYSIS

Given START is the County's and region's public transportation system, stakeholders are the general public.

FISCAL IMPACT

The fiscal impact of adopting a revised JPA within the scope of the attached documents ranges from no impact to a minor impact, depending on what changes are incorporated.

STAFF IMPACT

Staff spent approximately 30+ hours reviewing and evaluating past and proposed documents and compiling this staff report and associated recommendations.

LEGAL REVIEW

Colasuonno and Gingery

ATTACHMENTS

- 1) A clean version of the Amended and Restated JPA (all changes in **red**); and
- 2) A redline version of the Amended and Restated JPA with all the Board's requested changes (in **green**) and staff's technical changes (in **red**).
- 3) Staff's final, clean recommendation, which comprises the Board's changes staff concurs with and staff's recommended updates.

RECOMMENDATION

Staff recommends the Council and Commission adopt a new JPA that is i) fully amended and restated, ii) includes some of the Board's requested changes, and iii) includes all of staff's recommended updates. The charts below clarify and explain this recommendation in detail.

START Board Proposals (as drafted by the Board)	Staff Recommendation and Rationale
<i>Board Proposal No. 1: Amend and Restate</i> The START Board joins the START Staff and Town Attorney in requesting that the existing JPA be consolidated into one agreement. The JPA currently consists of four documents: a base agreement and three amendments. This is cumbersome and we would all benefit from having an amended and restated agreement. It has not been done to date because it would require approving a new JPA even though the substantive terms would not be changing. Creating an amended and restated document would not require changing any terms of the JPA. If the Town Council and Board of County Commissioners approve any changes based on today's discussions, those could be incorporated into the amended and restated document.	Staff agrees with Board Proposal No. 1.
<i>Board Proposal No. 2: Amend Sections 5, 8, and 9 to Clarify the Operating Authority of the Board</i> The Board is required to prepare a budget and operating plan for approval by the Town Council and Board of County Commissioners. Once the budget and operating plan are approved, the START Board is charged with overseeing its implementation, among other things. The START Board proposes clarifying when it is required to seek additional approvals related to operational matters. This does not apply to capital expenditures, which are dealt with elsewhere in the agreement and to which we are not seeking any changes. We are requesting these changes for operational efficiency and to eliminate ambiguity related to appropriate authority. For example, the transit system was required to follow the Federal mask mandate related to public transportation. This was a matter impacting the "broader public", but not one that made sense to seek approval given the legal requirement to follow the Federal standard. In addition, we have deleted the requirement that the operating plan be sufficiently detailed as to eliminate any ambiguity about "any management decisions". There are thousands of decisions in any given year with respect to running a transit system. It is an impossible standard and implies that the Transit Director is outside their authority if they do not consult with the electeds about any decision made that is not specified in the operating plan.	Staff <i>partly</i> agrees with Board proposal No. 2. Section 5: Staff <i>agrees</i> with the request presented by the Board. This language is incorporated into Attachment 3: Staff Recommendation. Section 8: Staff <i>partly</i> agrees with changes to Section 8. Staff <i>agrees</i> with the requested language changes regarding budgets and reallocation of budgeted expense line items and it is incorporated into Attachment 3: Staff Recommendation. Staff <i>does not</i> recommend the Board's proposal with respect to the operating plan including an estimation of the number of START personnel. Personnel is a Town staffing function and personnel requirements are difficult to determine until final transit schedules are determined. Section 9: Staff <i>agrees</i> with the request proposed by the Board. This language is incorporated into Attachment 3: Staff Recommendation.
<i>Board Proposal No. 3: Amend Section 10 to Provide Greater Clarity on Contracting Authority</i> The START Board has the authority to enter into contracts with organizations providing services or funding on an annual basis. In order to provide greater flexibility and address the operational realities of running a growing and more complex transit system, the START Board requests the Town Council and Board of County Commissioners consider providing flexibility to enter into multi-year contracts as long as those contracts have a clause that says they may be canceled or modified as necessary if the funds are not approved in the applicable budget year.	Staff does not recommend Board Proposal No. 3. The JPA explicitly provides the Board authority within a given year's annual budget and operating plan as those are approved by the Council and Commission. There is no known need to change language to allow for multi-year contract obligations without the approval of the Council and Commission. Furthermore, staff recommends retaining the existing language that START does have the ability to enter into contracts for

	services or funding needed to carry out the purposes of the Agreement.
<i>Board Proposal No. 4: Amend Section 11 to Clarify the Role of the Board vis-À-vis the Transit Director</i> The Board is required to provide input on the hiring and firing of the Transit Director. In addition, the Board is required to provide input on the performance of the Transit Director at least annually. Given the sensitive nature of personnel matters, we propose that the Executive Committee of the START Board participate in this process rather than the whole Board. The Executive Committee of the START Board consists of the officers of START. Those officers are the Chair, Vice-Chair, Secretary, and Treasurer. Wyoming statute requires that the START Board elect from its members a Chair, Vice-Chair, Secretary, and Treasurer annually.	Staff does not recommend Board Proposal No. 4. Staff agrees with the concept of the START Board proposal, <u>and</u> finds the existing language adequate and appropriate, as it already provides that the Town Manager “shall conduct a performance review annually of the transit director <u>with input from the Board.</u>” On the other hand, the proposed language is overly prescriptive and redundant.

Staff Initiated Substantive Updates	Staff Rationale
<i>Staff Update A: Amendments to Section 6 to clarify issues surrounding START assets</i> The JPA currently provides that assets the County and Town owned at the inception of START that were used for START would remain the asset of the respective party, but as for subsequently acquired assets the parties would each have a one-half undivided interest, all of which would be set forth a schedule of co-ownership.	Staff (specifically including the County Attorney) recommend updating this language since it is not possible to have a one-half undivided interest in many of the assets and because a schedule of co-ownership does not exist.
<i>Staff Update B: Add a title to Section 8</i>	Staff recommends this because it is the only section without a title to refer to.
<i>Staff Update C: Bifurcate the two paragraphs of Section 10 into Section 10 and Section 11</i>	Staff recommends this because “agents and employees” inappropriately categorized the funding and contracting issues the second paragraph addressed.

SUGGESTED MOTION

Town:

I move to approve the staff recommended version, Attachment Three, with the changes discussed at this meeting and direct staff to bring back a final version at the August JIM for final approval.

County:

Same motion.

ATTACHMENT 1: CLEAN AMENDED AND RESTATED JPA

AGREEMENT ESTABLISHING JACKSON-TETON COUNTY JOINT POWERS TRANSIT SYSTEM

This Agreement is entered into effective the 4th day of September, 2001, by and between **TETON COUNTY, WYOMING**, a political subdivision of the State of Wyoming (hereinafter referred to as "County"), **THE TOWN OF JACKSON, WYOMING**, a municipal corporation of the State of Wyoming, (hereinafter referred to as "Town"), (collectively the "Parties"), and is made pursuant to the provisions of Wyoming Statutes §§18-9-201, *et seq.* (LEXIS 2001 as amended).

WHEREAS, Wyoming Statute §16-1-101, *et seq.* (LEXIS 2001 as amended) (the Wyoming Joint Powers Act) and its predecessor statutes provide that any county and any municipality may enter into agreements to cooperate and assist each other in exercising and performing any power, authority, duty or function legally invested in them; and

WHEREAS, the Wyoming Joint Powers Act provides in part that Wyoming counties and municipalities may enter into and operate, under a joint powers agreement, transportation facilities as set forth in §16-1-104(c)(v) Wyoming Statutes (LEXIS 2001 as amended); and

WHEREAS, pursuant to said §16-1-104, and § 18-2-108 Wyoming Statutes (LEXIS 2001 as amended), the counties and municipalities may enter into agreements to operate transportation system facilities; and

WHEREAS, if they do so, they may appoint a board to control, maintain, manage, and supervise such systems and facilities; and,

WHEREAS, Town and County have determined that there is a need within Teton County, the Town of Jackson, and surrounding region, for a transit system providing transportation to residents and visitors; and

WHEREAS, in furtherance of meeting this need in accordance with statutory authorization, the Town and County have purchased motor buses and constructed bus stops; and

WHEREAS, pursuant to §31-18-103 Wyoming Statutes (LEXIS 2001 as amended), when such motor vehicles, described therein are owned and operated by the Town and /or County, they are exempt from regulation under Wyoming Statutes 31-18-104, 31-18-209, 31-18-301 and 31-18-304; and

WHEREAS, the Town and County have operated a transportation system and facilities pursuant to a Joint Powers Agreement executed on July 7, 1992, which expires on April 15, 2001, and which on March 26, 2001 was extended by joint agreement of the Town and County until October 15, 2001; and

ATTACHMENT 1: CLEAN AMENDED AND RESTATED JPA

WHEREAS, the Town and County wish to continue operation of the transit system and establish contro1 of its administration and performance, as well as the financing of such system, and to confirm the establishment of a board for the purpose of governing aspects of maintaining, managing, operating and regulating the Southern Teton Area Rapid Transit (START) system as set forth herein on behalf of the Town and County;

NOW, THEREFORE, both Parties having resolved to do so in a meeting duly assembled, and in consideration of the foregoing and of the cooperation to be had between the parties and the performance of the promises contained herein, the parties hereto agree as follows:

1. Purpose. The purpose of this agreement is to establish procedures and responsibilities for the joint and cooperative undertaking of the Town and County in establishing and operating a transit system providing transportation between various points within the Town of Jackson, Wyoming, other unincorporated areas of Teton County, Wyoming, and the surrounding region in accordance with applicable laws.
2. Duration/Amendments. This agreement shall commence on the date of approval by the Wyoming Attorney General following its adoption and approval by both parties hereto, and shall continue until terminated upon the adoption of resolutions of dissolution by the Parties. Any amendments to this agreement shall be effective only upon the mulua1 execution of an amending document, and approval by the Wyoming Attorney General.
3. Name. The project established by this agreement shall be known as the "Southern Teton Area Rapid Transit ("START") System."
4. Board. There is hereby created a Board to consist of an odd number of not fewer than five (5) members, who shall be qualified electors of Teton County and whose function shall be to carry out the purposes of this Agreement, as the same may be delegated to the Board in this Agreement. All members shall be appointed by joint appointment by the Board of County Commissioners of Teton County, Wyoming and the Mayor and Town Council of the Town of Jackson, Wyoming. There shall also be appointed one member from the Board of County Commissioners and one member from the Jackson Town Council. These members shall serve in an ex- officio capacity and will not vote. The terms of the current appointees are staggered terms of various numbers of years. Hereafter, appointments for a full term shall be for three (3) year staggered terms. Pursuant to § 1-23-107 Wyoming Statutes (LEXIS 1999 as amended) the Board members shall not be individually liable for any actions, inactions or omissions of the Board, except for their intentional torts or illegal acts. All members shall be required to take an oath of office similar to that for elected officials in the State of Wyoming. Members of the Board may be removed and replaced by action of the Agency appointing the member or by the joint action of the Parties in the case of those who were jointly appointed. Removal by mutual agreement by such agencies shall occur only after notice to the Board member to be removed and the opportunity for a hearing on the issue of removal before a joint meeting of the two governing bodies.

ATTACHMENT 1: CLEAN AMENDED AND RESTATED JPA

5. Delegation of Authority for Operation, Regulation Control and Maintenance of Property and Programs. The Board is hereby delegated the authority to control, maintain, manage, operate and regulate the transit system described herein, whether individually or jointly owned, as well as all related equipment. Such authority specifically includes the routing and scheduling of bus services, establishing fares, advertising, and seasonal adjustments to bus services within the operating plan submitted by the Board with the Budget and approved by the Parties. Any significant changes or deviations that may affect the operating plan, broader public, existing policy or the approved Budget shall be approved by the Parties.
6. Interest of The Parties in Property, Facilities and Equipment. The respective furniture, fixtures, equipment, capital improvements, and systems (including leased property) and all of the facilities currently located upon them or hereafter created, improved or acquired for them, as well as all buses currently utilized by START, shall continue to be the property of the respective Parties. Each Party shall be deemed to own a one-half undivided interest in certain equipment and facilities as noted in a schedule attached hereto identified at "Schedule of Co- owned Equipment".
7. Financing and Budget. The Town and County shall each finance joint and cooperative undertaking by the appropriation by each Party based upon the percentage of the most current census utilized by the State of Wyoming in making sales tax distributions to the Town of Jackson and Teton County.

Each Party's financial obligation may be financed from any legal source, including, by excise, sales, or other taxation, or in-kind contributions. The Board is specifically authorized to receive and accept donations, gifts, contributions or grants from any source, provided that they are used solely for permitted purposes under the terms of this Agreement. In addition, the Board is specifically authorized to cooperate with either of the Parties, or any other agency of the State of Wyoming or authorizations from or through those agencies.

In addition to the foregoing, the Board may provide for and collect user charges and fees for the purpose of funding the transit system. In addition to the foregoing, the Town is specifically authorized to acquire and maintain reserve funds for START operations and the Town and County each reserve the right to withdraw or withhold funding at any time they shall determine that funds from other available sources, together with the reserve funds, are sufficient for the operation and maintenance of the system contemplated by this agreement.

8. The fiscal year of the Board shall be July 1 to June 30th of each year. The Board shall prepare and submit its proposed budget, together with its proposed operating plan, to the Parties not later than the current budget deadline each year. The operating plan shall be sufficiently detailed to eliminate ambiguities with regard to the nature and extent of any management decisions, proposed capital projects or expenditures or personnel hiring. The operating plan shall also include any policy changes or deviations directed by both Parties that will affect the final Budget. The Board will provide the Parties with reports detailing its activities and expenditures on seasonal basis. Upon approval of a START budget by the

ATTACHMENT 1: CLEAN AMENDED AND RESTATED JPA

Town and County, the Board shall not be required to seek subsequent approval of expenditures from these agencies so long as the Board does not exceed the approved Budget, except for internal operational expenditures. Notwithstanding the foregoing, the Board shall be required to comply with all applicable procurement procedures established by the Town.

9. Method of Operation. The Parties agree that, in the interest of efficiency and in order to avoid unnecessary redundancies and take advantage of established fiscal, personnel, insurance and other arrangements, the transit system department shall operate utilizing Town personnel policies, Town fiscal management and auditing, Town retirement and health and medical insurance and Town casualty and personal liability insurance, etc. The finally approved budget of the Department shall be within the Town's budget and the Town shall be responsible for performing all required audits and reporting to appropriate agencies.

Within the foregoing constraints, the day to day control, management (including special event management), supervision, operation and regulation of the transit system shall be under the administration of the Board. No *new* obligations to engage in the management, control, maintenance or supervision of property, facilities or programs that may significantly impact the broader public, the approved Budget or which deviates from existing policy may be delegated to the Board by the Town or County, or assumed by the Board, without the approval of both of the Parties. No capital projects may be undertaken and no unbudgeted capital expenditures may be incurred without the prior approval of both Parties.

10. Agents and Employees. The Board shall, in carrying out the purposes, duties and functions set forth herein, have the authority to contract with organizations providing services or funding needed to carry out the purposes of this Agreement within the approved Budget, operating plan and policies approved by the Parties for each year. All contracts with such organizations shall be approved, in advance, by the Town Attorney and County Attorney.

The Jackson Town Manager shall hire and terminate the Transit Director with the advice and recommendation from the Board. The management, supervision, direct report, and discipline of the Transit Director shall be with the Jackson Town Manager. The Jackson Town Manager shall conduct a performance review annually of the transit director with input from the Board. The hiring, dismissal, discipline, and management of START employees shall be the responsibility of the Transit Director, pursuant to the Town of Jackson Personnel Policies.

11. Termination and Dissolution. This Agreement may be terminated with 120 days notice by the approval of a resolution of dissolution by either of the governing bodies of the Parties hereto. No Party may adopt a resolution to terminate this Agreement or its obligations hereunder if the effect of the adoption would violate the provisions of the Act or cause or constitute a breach of any contract pursuant hereto. In the event of such termination, any Property belonging to one of the Parties which provided the Property to or for the use of the Board shall revert to and be the sole and separate property of that Party.

ATTACHMENT 1: CLEAN AMENDED AND RESTATED JPA

12. Prior Agreements. This agreement, while intended to memorialize prior arrangements, shall supersede any and all prior agreements between the parties with respect to the JACKSON-TETON COUNTY JOINT POWERS TRANSPORTATION PROJECT, and all such prior agreements, arrangements and understandings are hereby rescinded and rendered null and void. This agreement contains the entire agreement between the Parties concerning the joint and cooperative establishment, management and operation of a transit system and facilities in the Town of Jackson, Teton County, and surrounding region.

IN WITNESS WHEREOF, the Parties have hereunto set their hands to be effective as of the day and the year first above written.

**Board of County Commissioners of Teton,
County Wyoming**

Town of Jackson, Wyoming

By: _____
Luther Propst, Chair
Chair Board of County Commissioners

By: _____
Hailey Morton Levinson,
Mayor

Attest: _____
Maureen E. Murphy, Clerk

Attest: _____
Riley Taylor, Town Clerk

STATE OF WYOMING
OFFICE OF ATTORNEY GENERAL

In accordance with Wyo. Stat. § 16-1-105(a)(ii), this Agreement Establishing Jackson-Teton County Joint Powers Transit System was reviewed and the Attorney General determined that the Agreement is compatible with the laws and constitution of the State of Wyoming. The approval of this Agreement by the Attorney General is limited to the terms and conditions of the Agreement itself, and the approval does not extend to any individual project nor the financing of any individual project contemplated under the Agreement.

Approved this ____ day of _____, _____.

Attorney General
State of Wyoming

**AMENDED AND RESTATED AGREEMENT ESTABLISHING JACKSON-TETON COUNTY
JOINT POWERS TRANSIT SYSTEM**

This Agreement is entered into effective the _____ day of _____, _____, by and between TETON COUNTY, WYOMING, a political subdivision of the State of Wyoming (hereinafter referred to as "County"), and THE TOWN OF JACKSON, WYOMING, a municipal corporation of the State of Wyoming, (hereinafter referred to as "Town"), (collectively the "Parties";) ~~and is made pursuant to the provisions of Wyoming Statutes §§18-9-201, et seq. (LEXIS 2001 as amended).~~

WHEREAS, Wyoming Statute §16-1-101, *et seq.* ~~(LEXIS 2001 as amended)~~ (the Wyoming Joint Powers Act) and its predecessor statutes provide that any county and any municipality may enter into agreements to cooperate and assist each other in exercising and performing any power, authority, duty or function legally ~~invested~~ in them; and

WHEREAS, the Wyoming Joint Powers Act provides in part that Wyoming counties and municipalities may enter into and operate, under a joint powers agreement, transportation facilities as set forth in §16-1-104 (c) (v) Wyoming Statutes ~~(LEXIS 2001 as amended)~~; and

WHEREAS, pursuant to said §16-1-104 ~~(c)(v)~~, and § 18-2-108 Wyoming Statutes, ~~(LEXIS 2001 as amended)~~, ~~the~~ counties and municipalities may enter into agreements to operate transportation system facilities; and

WHEREAS, if they do so, they may appoint a board to ~~control, maintain,~~ manage and supervise such systems and facilities; and,

WHEREAS, ~~the~~ Town and County have determined that there is a need within Teton County, the Town of Jackson, and ~~the~~ surrounding region, for a transit system providing transportation to residents and visitors; and

WHEREAS, in furtherance of meeting this need in accordance with statutory authorization, the Town and County have purchased ~~motor~~ buses and constructed bus stops and plan to purchase non-motor vehicle alternative transportation devices; and

WHEREAS, pursuant to §31-18-103 Wyoming Statutes ~~(LEXIS 2001 as amended)~~, when such ~~motor vehicle~~ buses, described therein are owned and operated by the Town and /or County, they are exempt from regulation under Wyoming Statutes §§ 31-18-104, 31-18-209, 31-18- 301 and 31-18-304; and

WHEREAS, the Town and County have operated a transportation system and facilities pursuant to a Joint Powers Agreement executed on July 7, 1992, which expired ~~on April 15, 2001, and which on March 26, 2001 was extended by joint agreement of the Town and County until October 15, 2001~~; and

ATTACHMENT 2: REDLINE AMENDED AND RESTATED + BOARD REQUESTS + STAFF UPDATES

WHEREAS, the Town and County ~~wish to~~ continued cooperative operation of the ~~transit system and establish control of its administration and performance, as well as the financing of such system, and to confirm the establishment of a board for the purpose of governing aspects of maintaining, managing, operating and regulating the~~ Southern Teton Area Rapid Transit (START) system pursuant to a subsequent Joint Powers Agreement, entered into on September 4, 2001, which Agreement was amended three times as set forth herein on behalf of the Town and County; and

WHEREAS, this Agreement amends, restates, and supersedes that certain Joint Powers Agreement, entered into on September 4, 2001, and all subsequent amendments thereto, by and between the Town and County.

NOW, THEREFORE, both Parties having resolved to do so in a meeting duly assembled, and in consideration of the foregoing and of the cooperation to be had between the ~~pP~~Parties and the performance of the promises contained herein, the ~~pP~~Parties hereto agree as follows:

1. Purpose. The purpose of this agreement is to establish procedures and responsibilities for the joint and cooperative undertaking of the Town and County in establishing and operating a transit system providing transportation between various points within the Town of Jackson, Wyoming, other unincorporated areas of Teton County, Wyoming, and the surrounding region in accordance with applicable laws.
2. Duration/Amendments. This agreement shall commence on the date of approval by the Wyoming Attorney General following its adoption and approval by both parties hereto, and shall continue until terminated upon the adoption of resolutions of dissolution by the Parties. Any amendments to this agreement shall be effective only upon the mutual execution of an amending document, and approval by the Wyoming Attorney General.
3. Name. The project established by this agreement shall be known as the "Southern Teton Area Rapid Transit ("START") System."
4. Board. There is hereby created a Board to consist of an odd number of not fewer than five (5) members, who shall be qualified electors of Teton County and whose function shall be to carry out the purposes of this Agreement, as the same may be delegated to the Board in this Agreement. All members shall be appointed by joint appointment by the Board of County Commissioners of Teton County, Wyoming and the ~~Mayer and~~ Town Council of the Town of Jackson, Wyoming. There shall also be appointed one member from the Board of County Commissioners and one member from the Jackson Town Council. These members shall serve in an ex-officio capacity and will not vote. The terms of the current appointees are staggered terms of various numbers of years. Hereafter, appointments for a full term shall be for three (3) year staggered terms. Pursuant to § 1-23-107 Wyoming Statutes, ~~(LEXIS 1999 as amended,)~~ the Board members shall not be individually liable for any actions, inactions, or omissions of the Board, except for their intentional torts or illegal acts. All members shall be required to take an oath of office similar to that for elected officials in the State of Wyoming. Members of the Board may be removed and replaced by action of the Agency appointing the member or by the joint action of the Parties in the case of those who were jointly appointed. Removal by mutual agreement by such agencies shall occur

only after notice to the Board member to be removed and the opportunity for a hearing on the issue of removal before a joint meeting of the two governing bodies.

5. Delegation of Authority for the Management and Supervision, Operation, Regulation, Control, and Maintenance of Property and Programs. The Board is hereby delegated the authority to ~~control, maintain, manage, operate and supervise~~regulate the transit system described herein, within the approved annual budget and operating plan, whether individually or jointly owned, as well as all related equipment. Such authority specifically includes the routing and scheduling of bus services, establishing fares, advertising, and seasonal adjustments to bus services within the operating plan and budget submitted by the Board ~~with the Budget~~ and approved by the Parties. Any ~~significant actions~~changes or deviations that would reasonably be expected to result in material changes to ~~may affect the approved operating plan, broader public, existing policy or the approved Budget,~~ shall be pre-approved by the Parties. The Board shall not be required to seek approval of any action that is reasonably necessary to comply with applicable law or regulation.
6. Interest of The Parties in Property, Facilities and Equipment. The respective furniture, fixtures, equipment, capital improvements, and systems (including leased property) and all of the facilities currently located upon them ~~or hereafter created, improved or acquired for them, as well as all buses currently utilized by START,~~ shall continue to be the property of the respective Parties. The following property shall be owned as follows: a) the Stilson Transit Center and the real estate upon which it is situated is owned by Teton County Wyoming, b) the START facility located at 55 Karns Meadow drive and the real estate upon which it is situated is owned by the Town, b) buses shall be owned by the party to whom they are registered, c) all other transportation vehicles and any non-motor vehicle alternative transportation devices shall be owned by the Town, d) any miscellaneous property, whether real or personal, not otherwise assigned herein shall be owned by the Town ~~Each Party shall be deemed to own a one-half undivided interest in certain equipment and facilities as noted in a schedule attached hereto identified at "Schedule of Co-owned Equipment".~~
7. Financing and Budget. The Town and County shall each finance joint and cooperative undertaking by the appropriation by each Party based upon the percentage of the most current census utilized by the State of Wyoming in making sales tax distributions to the Town of Jackson and Teton County.

Each Party's financial obligation may be financed from any legal source, including, by excise, sales, or other taxation, or in-kind contributions. The Board is specifically authorized to receive and accept donations, gifts, contributions, or grants from any source, provided that they are used solely for permitted purposes under the terms of this Agreement. In addition, the Board is specifically authorized to cooperate with either of the Parties, or any other agency of the State of Wyoming or authorizations from or through those agencies.

In addition to the foregoing, the Board may provide for and collect user charges and fees for the purpose of funding the transit system. In addition to the foregoing, the Town is specifically authorized to acquire and maintain reserve funds for START operations and the Town and County each reserve the right to withdraw or withhold funding at any time they shall determine that funds from other available sources, together with the reserve funds, are sufficient for the operation and maintenance of

the system contemplated by this agreement.

8. Budget and Operating Plan. The fiscal year of the Board shall be July 1 to June 30th of each year. The Board shall prepare and submit its proposed budget, together with its proposed operating plan, to the Parties not later than the current budget deadline each year. The operating plan shall be sufficiently detailed to eliminate ambiguities with regard to the nature and extent of any ~~management decisions,~~ proposed capital projects or expenditures ~~or personnel hiring.~~ The operating plan shall include reasonable detail related to the anticipated number of personnel needed to carry out the operating plan. The operating plan shall also include any policy changes or deviations directed by both Parties that will affect the final Budget. The Board will provide the Parties with reports detailing its activities and expenditures on seasonal basis. Upon approval of a START budget by the Town and County, the Board shall not be required to seek subsequent approval of expenditures from these agencies so long as the Board does not exceed the approved Budget; provided, however, that funds related to—except for—internal operational expenditures may be reallocated within budget items so long as such reallocation does not violate applicable state law and Town fiscal policies. Notwithstanding the foregoing, the Board shall be required to comply with all applicable procurement procedures established by the Town.

Commented [LC1]: Staff Recommendation: Staff disagrees with the change. See staff report.

9. Method of Operation. The Parties agree that, in the interest of efficiency and in order to avoid unnecessary redundancies and take advantage of established fiscal, personnel, insurance and other arrangements, the transit system department shall operate utilizing Town personnel policies, Town fiscal management and auditing, Town retirement and health and medical insurance, and Town casualty and personal liability insurance, etc. The finally approved budget of the Department shall be within the Town's budget and the Town shall be responsible for performing all required audits and reporting to appropriate agencies.

Commented [LC2]: Staff Recommendation: Staff concurs with change.

Within the foregoing constraints, the day-to-day ~~control, management (including special event management), supervision, operation and management regulation~~ of the transit system shall be under the administration of the Board. No new obligations that engage in the management, control, maintenance or supervision of property, facilities or programs that may significantly impact the broader public, would reasonably be expected to cause a material deviation from the approved Budget or the approved operating plan which deviates from existing policy may be delegated to the Board by the Town or County, or assumed by the Board, cannot be undertaken without the approval of both of the Parties. No capital projects may be undertaken and no unbudgeted capital expenditures may be incurred without the prior approval of both Parties.

Commented [LC3]: Staff Recommendation: Staff concurs with change.

10. Funding and Contracts~~Agents and Employees.~~ The Board shall, in carrying out the purposes, duties and functions set forth herein, have the authority to contract with organizations providing services or funding needed to carry out in connection with the purposes of this Agreement within the approved Budget, operating plan and policies approved by the Parties; provided, however, that contracts shall contain a non-appropriations clause for each year. All contracts with such organizations shall be approved, in advance, by the Town Attorney and County Attorney.

Commented [LC4]: Staff Recommendation: Staff disagrees with the change. See staff report.

11. START Employees. The Jackson Town Manager shall hire and terminate the Transit Director with the advice and input recommendation from the Board. The management, supervision,

direct report, and discipline of the Transit Director shall be with the Jackson Town Manager, ~~with the input of the Board, which shall be factored into any performance evaluation of the Transit Director. The Jackson Town Manager shall meet with members of the Board at least bi annually (or more often if requested by the Board or the Town Manager) to obtain the input of the Board on the performance of the Transit Director. The Jackson Town Manager shall take the input of the Board into account in assessing the performance of the Transit Director.~~ The Jackson Town Manager shall conduct a performance review annually of the transit director with input from the Board. The hiring, dismissal, discipline, and management of START employees shall be the responsibility of the Transit Director, pursuant to the Town of Jackson Personnel Policies.

Commented [LC5]: Staff Recommendation: Staff disagrees with the change. See staff report.

- 12. Termination and Dissolution. This Agreement may be terminated with 120 days' notice by the approval of a resolution of dissolution by either of the governing bodies of the Parties hereto. No Party may adopt a resolution to terminate this Agreement or its obligations hereunder if the effect of the adoption would violate the provisions of the Act or cause or constitute a breach of any contract pursuant hereto. In the event of such termination, any Property belonging to one of the Parties which provided the Property to or for the use of the Board shall revert to and be the sole and separate property of that Party.
- 13. Prior Agreements. This agreement, while intended to memorialize prior arrangements, shall supersede any and all prior agreements between the parties with respect to the JACKSON-TETON COUNTY JOINT POWERS TRANSPORTATION PROJECT, and all such prior agreements, arrangements and understandings are hereby rescinded and rendered null and void. This agreement contains the entire agreement between the Parties concerning the joint and cooperative establishment, management and operation of a transit system and facilities in the Town of Jackson, Teton County, and surrounding region.

IN WITNESS WHEREOF, the Parties have hereunto set their hands to be effective as of the day and the year first above written.

**Board of County Commissioners of Teton,
County Wyoming**

Town of Jackson, Wyoming

By: _____
Luther Propst, Chair
Chair Board of County Commissioners

By: _____
Hailey Morton Levinson
Mayor

Attest: _____
Maureen E. Murphy, Clerk

Attest: _____
Riley Taylor, Town Clerk

STATE OF WYOMING
OFFICE OF ATTORNEY GENERAL

In accordance with Wyo. Stat. § 16-1-105(a)(ii), this Agreement Establishing Jackson-Teton County Joint Powers Transit System was reviewed and the Attorney General determined that the Agreement is compatible with the laws and constitution of the State of Wyoming. The approval of this Agreement by the Attorney General is limited to the terms and conditions of the Agreement itself, and the approval does not extend to any individual project nor the financing of any individual project contemplated under the Agreement.

Approved this ____ day of _____, _____.

Attorney General
State of Wyoming

ATTACHMENT THREE: CLEAN STAFF RECOMMENDATION

AMENDED AND RESTATED AGREEMENT ESTABLISHING JACKSON-TETON COUNTY JOINT POWERS TRANSIT SYSTEM

This Agreement is entered into effective the _____ day of _____, _____, by and between TETON COUNTY, WYOMING, a political subdivision of the State of Wyoming (hereinafter referred to as "County"), and THE TOWN OF JACKSON, WYOMING, a municipal corporation of the State of Wyoming, (hereinafter referred to as "Town"), (collectively the "Parties").

WHEREAS, Wyoming Statute §16-1-101, *et seq.* (the Wyoming Joint Powers Act) and its predecessor statutes provide that any county and any municipality may enter into agreements to cooperate and assist each other in exercising and performing any power, authority, duty or function legally vested in them; and

WHEREAS, the Wyoming Joint Powers Act provides in part that Wyoming counties and municipalities may enter into and operate, under a joint powers agreement, transportation facilities as set forth in §16-1-104 (c) (v) Wyoming Statutes; and

WHEREAS, pursuant to said §16-1-104(c)(v), and § 18-2-108 Wyoming Statutes, as amended, counties and municipalities may enter into agreements to operate transportation system facilities; and

WHEREAS, if they do so, they may appoint a board to manage and supervise such systems and facilities; and,

WHEREAS, the Town and County have determined that there is a need within Teton County, the Town of Jackson, and the surrounding region, for a transit system providing transportation to residents and visitors; and

WHEREAS, in furtherance of meeting this need in accordance with statutory authorization, the Town and County have purchased buses and constructed bus stops and plan to purchase non-motor vehicle alternative transportation devices; and

WHEREAS, pursuant to §31-18-103 Wyoming Statutes, when such buses, described therein are owned and operated by the Town and /or County, they are exempt from regulation under Wyoming Statutes §§ 31-18-104, 31-18-209, 31-18-301 and 31-18-304; and

WHEREAS, the Town and County have operated a transportation system and facilities pursuant to a Joint Powers Agreement executed on July 7, 1992, which expired; and

WHEREAS, the Town and County continued cooperative operation of the Southern Teton Area Rapid Transit (START) system pursuant to a subsequent Joint Powers Agreement, entered into on September 4, 2001, which Agreement was amended three times; and

WHEREAS, this Agreement amends, restates, and supersedes that certain Joint Powers Agreement, entered into on September 4, 2001, and all subsequent amendments thereto, by and between the Town and County.

CLEAN STAFF RECOMMENDATION

NOW, THEREFORE, both Parties having resolved to do so in a meeting duly assembled, and in consideration of the foregoing and of the cooperation to be had between the Parties and the performance of the promises contained herein, the Parties hereto agree as follows:

1. Purpose. The purpose of this agreement is to establish procedures and responsibilities for the joint and cooperative undertaking of the Town and County in establishing and operating a transit system providing transportation between various points within the Town of Jackson, Wyoming, other unincorporated areas of Teton County, Wyoming, and the surrounding region in accordance with applicable laws.
2. Duration/Amendments. This agreement shall commence on the date of approval by the Wyoming Attorney General following its adoption and approval by both parties hereto, and shall continue until terminated upon the adoption of resolutions of dissolution by the Parties. Any amendments to this agreement shall be effective only upon the mutual execution of an amending document, and approval by the Wyoming Attorney General.
3. Name. The project established by this agreement shall be known as the "Southern Teton Area Rapid Transit ("START") System."
4. Board. There is hereby created a Board to consist of an odd number of not fewer than five (5) members, who shall be qualified electors of Teton County and whose function shall be to carry out the purposes of this Agreement, as the same may be delegated to the Board in this Agreement. All members shall be appointed by joint appointment by the Board of County Commissioners of Teton County, Wyoming and the Town Council of the Town of Jackson, Wyoming. There shall also be appointed one member from the Board of County Commissioners and one member from the Jackson Town Council. These members shall serve in an ex-officio capacity and will not vote. The terms of the current appointees are staggered terms of various numbers of years. Hereafter, appointments for a full term shall be for three (3) year staggered terms. Pursuant to § 1-23-107 Wyoming Statutes, as amended, the Board members shall not be individually liable for any actions, inactions, or omissions of the Board, except for their intentional torts or illegal acts. All members shall be required to take an oath of office similar to that for elected officials in the State of Wyoming. Members of the Board may be removed and replaced by action of the Agency appointing the member or by the joint action of the Parties in the case of those who were jointly appointed. Removal by mutual agreement by such agencies shall occur only after notice to the Board member to be removed and the opportunity for a hearing on the issue of removal before a joint meeting of the two governing bodies.
5. Delegation of Authority for the Management and Supervision of Property and Programs. The Board is hereby delegated the authority to manage and supervise the transit system described herein, within the approved annual budget and operating plan, as well as all related equipment. Such authority specifically includes the routing and scheduling of bus services, establishing fares, advertising, and seasonal adjustments to bus services within the operating plan and budget submitted by the Board and approved by the Parties. Any actions that would reasonably be expected to result in material changes to the approved operating plan or the approved Budget, shall be pre-approved by the Parties. The Board shall not be required to seek approval of any action that is reasonably necessary to comply with applicable law or regulation.

CLEAN STAFF RECOMMENDATION

6. Interest of The Parties in Property, Facilities and Equipment. The respective furniture, fixtures, equipment, capital improvements, and systems (including leased property) and all of the facilities currently located upon them, shall continue to be the property of the respective Parties. The following property shall be owned as follows: a) the Stilson Transit Center and the real estate upon which it is situated is owned by Teton County Wyoming, b) the START facility located at 55 Karns Meadow drive and the real estate upon which it is situated is owned by the Town, b) buses shall be owned by the party to whom they are registered, c) all other transportation vehicles and any non-motor vehicle alternative transportation devices shall be owned by the Town, d) any miscellaneous property, whether real or personal, not otherwise assigned herein shall be owned by the Town.
7. Financing and Budget. The Town and County shall each finance joint and cooperative undertaking by the appropriation by each Party based upon the percentage of the most current census utilized by the State of Wyoming in making sales tax distributions to the Town of Jackson and Teton County.

Each Party's financial obligation may be financed from any legal source, including, by excise, sales, or other taxation, or in-kind contributions. The Board is specifically authorized to receive and accept donations, gifts, contributions, or grants from any source, provided that they are used solely for permitted purposes under the terms of this Agreement. In addition, the Board is specifically authorized to cooperate with either of the Parties, or any other agency of the State of Wyoming or authorizations from or through those agencies.

In addition to the foregoing, the Board may provide for and collect user charges and fees for the purpose of funding the transit system. In addition to the foregoing, the Town is specifically authorized to acquire and maintain reserve funds for START operations and the Town and County each reserve the right to withdraw or withhold funding at any time they shall determine that funds from other available sources, together with the reserve funds, are sufficient for the operation and maintenance of the system contemplated by this agreement.

8. Budget and Operating Plan. The fiscal year of the Board shall be July 1 to June 30th of each year. The Board shall prepare and submit its proposed budget, together with its proposed operating plan, to the Parties not later than the current budget deadline each year. The operating plan shall be sufficiently detailed to eliminate ambiguities with regard to the nature and extent of any proposed capital projects or expenditures. The operating plan shall also include any policy changes or deviations directed by both Parties that will affect the final Budget. The Board will provide the Parties with reports detailing its activities and expenditures on seasonal basis. Upon approval of a START budget by the Town and County, the Board shall not be required to seek subsequent approval of expenditures from these agencies so long as the Board does not exceed the approved Budget; provided, however, that funds related to-operational expenditures may be reallocated within budget items so long as such reallocation does not violate applicable state law and Town fiscal policies. Notwithstanding the foregoing, the Board shall be required to comply with all applicable procurement procedures established by the Town.
9. Method of Operation. The Parties agree that, in the interest of efficiency and in order to avoid unnecessary redundancies and take advantage of established fiscal, personnel,

CLEAN STAFF RECOMMENDATION

insurance and other arrangements, the transit system department shall operate utilizing Town personnel policies, Town fiscal management and auditing, Town retirement and health and medical insurance, and Town casualty and personal liability insurance, etc. The final approved budget of the Department shall be within the Town's budget and the Town shall be responsible for performing all required audits and reporting to appropriate agencies.

Within the foregoing constraints, the day-to-day supervision and management of the transit system shall be under the administration of the Board. Obligations that would reasonably be expected to cause a material deviation from the approved Budget or the approved operating plan cannot be undertaken without the approval of both of the Parties. No capital projects may be undertaken and no unbudgeted capital expenditures may be incurred without the prior approval of both Parties.

10. Funding and Contracts. The Board shall, in carrying out the purposes, duties and functions set forth herein, have the authority to contract with organizations providing services or funding needed to carry out the purposes of this Agreement within the approved Budget, operating plan, and policies approved by the Parties for each year. All contracts with such organizations shall be approved, in advance, by the Town Attorney and County Attorney.
11. START Employees. The Jackson Town Manager shall hire and terminate the Transit Director with the advice and input from the Board. The management, supervision, direct report, and discipline of the Transit Director shall be with the Jackson Town Manager. The Jackson Town Manager shall conduct a performance review annually of the Transit Director with input from the Board. The hiring, dismissal, discipline, and management of START employees shall be the responsibility of the Transit Director, pursuant to the Town of Jackson Personnel Policies.
12. Termination and Dissolution. This Agreement may be terminated with 120 days' notice by the approval of a resolution of dissolution by either of the governing bodies of the Parties hereto. No Party may adopt a resolution to terminate this Agreement or its obligations hereunder if the effect of the adoption would violate the provisions of the Act or cause or constitute a breach of any contract pursuant hereto. In the event of such termination, any Property belonging to one of the Parties which provided the Property to or for the use of the Board shall revert to and be the sole and separate property of that Party.
13. Prior Agreements. This agreement, while intended to memorialize prior arrangements, shall supersede any and all prior agreements between the parties with respect to the JACKSON-TETON COUNTY JOINT POWERS TRANSPORTATION PROJECT, and all such prior agreements, arrangements and understandings are hereby rescinded and rendered null and void. This agreement contains the entire agreement between the Parties concerning the joint and cooperative establishment, management and operation of a transit system and facilities in the Town of Jackson, Teton County, and surrounding region.

CLEAN STAFF RECOMMENDATION

IN WITNESS WHEREOF, the Parties have hereunto set their hands to be effective as of the day and the year first above written.

**Board of County Commissioners of Teton,
County Wyoming**

Town of Jackson, Wyoming

By: _____
Luther Propst, Chair
Chair Board of County Commissioners

By: _____
Hailey Morton Levinson
Mayor

Attest: _____
Maureen E. Murphy, Clerk

Attest: _____
Riley Taylor, Town Clerk

STATE OF WYOMING
OFFICE OF ATTORNEY GENERAL

In accordance with Wyo. Stat. § 16-1-105(a)(ii), this Agreement Establishing Jackson-Teton County Joint Powers Transit System was reviewed and the Attorney General determined that the Agreement is compatible with the laws and constitution of the State of Wyoming. The approval of this Agreement by the Attorney General is limited to the terms and conditions of the Agreement itself, and the approval does not extend to any individual project nor the financing of any individual project contemplated under the Agreement.

Approved this ____ day of _____, _____.

Attorney General
State of Wyoming



JOINT INFORMATION MEETING AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Administration

PRESENTER: Alyssa Watkins and Tyler Sinclair

MEETING DATE: July 10, 2023

SUBJECT: Joint Department Funding Review Process

STATEMENT/PURPOSE

The purpose of this item is to respond to the Town Council and County Commission's request from the May 1, 2023 Joint Information Meeting (JIM) for staff to bring back a recommendation regarding establishment of a committee to address Joint Town/County Department funding.

BACKGROUND/ALTERNATIVES

At the May 1, 2023 JIM, the Council and Commission directed staff to prepare a staff report for the June JIM regarding establishing a committee to address Joint Town/County Department funding. At the June JIM, staff requested continuation of this item to allow additional time to present the issues and alternatives.

As staff understands it, the purpose of the committee is to attempt to reach consensus recommendations related to the funding of joint departments and divisions by the Council and Commission.

Given discussions to date, staff recommends a committee comprised of the following:

- 2 members of the Town Council
- 2 members of the County Commission
- the Town of Jackson Manager
- the Board of County Commissioners' Administrator

Staff suggests the committee begin meeting in July 2023 and strive to complete their work no later than October, 2023, which would allow time for joint discussions on any recommendations produced prior to the FY25 budget cycle. Staff anticipates the committee setting a meeting schedule and refining committee goals at their first meeting. Board members may discuss and provide direction on desired information, goals, and outcomes for the committee as part of this item.

Alternately, the Council and Commission could consider a different committee structure, a collaborative review of individual JPAs, or a no-action alternative.

COMPREHENSIVE PLAN ALIGNMENT

Funding of government services is in direct alignment with Section 8: Quality Community Service Provision.

STAKEHOLDER ANALYSIS

The stakeholders involved in jointly-funded departments and divisions include the Town and County governments, the jointly-funded departments and divisions, and residents and guests to the community.

FISCAL IMPACT

There is no direct fiscal impact of forming a committee.

STAFF IMPACT

Staff estimates the time required to participate on and support the work of the committee as a minimum of 40 hours per staff member.

LEGAL REVIEW

ATTACHMENTS

None

RECOMMENDATION

None

SUGGESTED MOTION

Teton County:

I move to appoint Commissioner (name), Commissioner (name), and Board of County Commissioners' Administrator Alyssa Watkins to serve on the Joint Town/County Department and Division Funding Committee.

Town of Jackson:

I move to appoint Councilor (name), Councilor (name), and Town Manager Tyler Sinclair to serve on the Joint Town/County Department and Division Funding Committee.