

START Board Regular Meeting

February 26, 2026

3:30 PM - 5:45 PM

Hybrid - Teton County Commissioner's Chambers & Zoom

I. Zoom Information

- A. <https://us02web.zoom.us/j/81857442832?pwd=hrX97dTvbW8qofjBln7gDAWZQ8Bjhs.1>
Webinar ID: 818 5744 2832/ Passcode: 83001
- B. The START Board reserves the right to close Public Comment via Zoom at any time. In-person comment will continue to be taken and written comments can always be submitted to the START Board by emailing: info@startbus.com

II. OPENING (3:30-3:35)

- A. Call to Order
- B. Roll Call

III. PUBLIC COMMENT – any items not on today’s agenda. (3:35-3:40)

- A. 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 Board will not hold discussion or debate these items. Nor will they make decisions on items presented during this time, but rather refer to staff for follow-up. If you would like to speak to the Board during the meeting, please address them during this open public comment, when public comment is called on a specific agenda item, or send an email to info@startbus.com

IV. CONSENT AGENDA (3:40-3:45)

- A. Approval of Minutes
 - 1. January 22, 2026, Regular Meeting
 - 2. February 12, 2026, Special Meeting

V. DISCUSSION ITEMS AND/OR ACTION ITEMS (3:45-5:30)

- A. DISCUSSION/ACTION ITEMS:
 - 1. Transit Development Plan (TDP) Update – Mike Toronto and Stuart Geltman (TMD) (3:45 – 4:30/ 30 minutes presentation, 15 minutes for questions)
 - i. Presentation Strategic 5 Year TDP and Comprehensive Fare Study (February 2026)
 - ii. Staff Report for TDP (February 2026)
 - iii. Fare Policy Analysis Memorandum (February 2026)
 - iv. Existing Conditions Report (October 2025)
 - v. Service Development Memorandum (February 2026)
 - vi. Survey Analysis Report (November 2025)
 - 2. Budget Presentation FY27 – Mike Toronto (1 hour)
 - i. Recommendation of Proposed Budget
 - ii. Recommendation of Proposed Service Level

Mission: We transport people.

START safely provides the greater Jackson Hole community with convenient transportation that is affordable, service oriented and environmentally friendly, improving the quality of life in the region.

VI. MATTERS FROM THE BOARD (5:30 - 5:45)

- A. Teton Valley Liaison Report – Doug Self
- B. Town Liaison Report – Kevin Regan
- C. County Report – Wes Gardner
- D. Star Valley Liaison Report - Vacant
- E. Matters from Board Members

VII. ADJOURNMENT (5:45 PM)

VIII. TIME AND PLACE FOR NEXT MEETING

- A. Next meeting: Wednesday, March 18, 2026, from 9:00 AM – 10:30 AM – County Commissioner's Chambers
 - 1. Please note Day, Date, and Time
- B. Please use the URL below to join the webinar:
<https://us02web.zoom.us/j/81857442832?pwd=hrX97dTvbW8qofjBln7gDAWZQ8Bjhs.1>

Webinar ID: 818 5744 2832 / Passcode: 83001

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START Board Regular Monthly Meeting Minutes

January 22, 2026

3:30 PM – 5:30 PM

Hybrid – Teton County Commissioners Chambers & Zoom

I. ZOOM INFORMATION

A. <https://us02web.zoom.us/j/81835214832?pwd=OoSio3GbfjepP6keZs77rA4RWRNIBB.1>

Webinar ID: 818 3521 4832/ Passcode: 83001

B. The START Board reserves the right to close Public Comment via Zoom at any time. In-person comment will continue to be taken and written comments can always be submitted to the START Board by emailing: info@startbus.com

II. OPENING (3:30-3:35)

A. Call to Order

B. Roll Call

- START Board: LizAnn Eisen– In-Person (Chair), Kristin Unruh – In-Person (Vice-Chair & Treasurer), Julien Hass – Virtual, Meghan Quinn – In-Person, Will Roscoe – Virtual
- Liaisons: Wes Gardner – In-Person (Teton County Liaison), Kevin Regan – In-Person (Town of Jackson Liaison), Doug Self -- Absent (Teton Valley Liaison)
- Staff: Mike Toronto – In-Person (START Director), Jason Pitts – In-Person (START Ops Manager), Susan Purcell – In-Person (Assistant Town Attorney), Chris McDonough – In-Person (START Service Planner), Ann McClure – In-Person (START Admin Asst)

III. PUBLIC COMMENT – any items **not** on today's agenda. (3:35-3:40)

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 Board will not hold discussion or debate these items. Nor will they make decisions on items presented during this time, but rather refer to staff for follow-up. If you would like to speak to the Board during the meeting, please address them during this open public comment, when public comment is called on a specific agenda item, or send an email to info@startbus.com

None

IV. CONSENT AGENDA (3:40-3:45)

A. Approval of Minutes

1. December 18, 2025, Regular Meeting

B. Approval of Contracts

1. Bear-Resistant Trash Cans Purchase Contract
2. TVA Contract

C. Budget Amendment to Cover SaaS Overage

Motion to approve consent agenda as presented made by Kristin Unruh. All in favor, motion passes unanimously.

V. DISCUSSION ITEMS AND/OR ACTION ITEMS (3:45-5:15)

A. ACTION ITEMS:

1. Deferral of Election of Officers to Next Board Meeting
Motion to Defer Election of Officers until next meeting made by Kristen Unruh. All in favor, motion passes unanimously.
2. Set Next Board Meetings (February 12 and February 26)

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- i. Set full calendar after new members join
- 3. Additional service area for START on-Demand
Motion to expand START on-Demand service area made by Kristen Unruh, seconded by Meghan Quinn. All in favor, motion passes unanimously.

B. DISCUSSION ITEMS:

- 1. Recognize Outgoing Board Member—LizAnn Eisen
 - i. Chair Eisen presented former board member Jared Smith with a card and framed print.
- 2. Staff Highlights – Mike Toronto
 - i. Introduced new Service Planner Chris McDonough
- 3. Transit Development Plan (TDP) Update – Mike Toronto and Stuart Geltman (TMD)
 - i. Fare Policy Discussion and Direction
- 4. Key Performance Indicators (KPIs) – Jason Pitts
 - i. Fourth Quarter 2025 (October – December)
 - ii. Question asked and answered about making it easier for riders to submit feedback
 - iii. Question asked and answered about posting schedule at new bus stop at Stilson
- 5. Budget Preparations – Mike Toronto
 - i. Provided update on timeline for submitting draft budget
 - ii. Requested Board Members attend next two meetings for budget discussions
 - iii. Priority Categories
 - 1. Reviewed slideshow with budget priorities
 - 2. Discussion of how lack of housing affects recruiting and retention.
 - 3. Question asked and answered about whether Transit Development Plan will change Director's budget priorities
 - 4. Question asked and answered about staff capacity to address Director's priorities
 - 5. Discussion of what projects were not included in Director's top priorities.
 - 6. Question asked and answered about saving money in some budget line items to benefit other line items
- 6. Regional Transportation Planning Update – Charlotte Frei
 - i. Traffic Impact Fee and Transportation Maintenance Fee
 - 1. Explained what Traffic Impact Fees are and how they are used in other communities
 - ii. Strategic Public Engagement Calendar
 - 1. Presented on efforts to work with partners to improve communications to the public

VI. MATTERS FROM THE BOARD (5:15-5:30)

- A. Teton Valley Liaison Report – Doug Self – Absent
- B. Town Liaison Report – Kevin Regan
 - 1. Reported on Town Council budget planning efforts to date
- C. County Report – Wes Gardner
 - 1. Congratulated staff for positive KPI report
 - 2. Concerned marketing was not included in the 5 priorities. Acknowledged data collection is important
 - 3. Acknowledged the importance of housing to recruiting and retention
 - 4. Suggested better integration between on-demand service and fixed route service
 - 5. Requested cost information regarding contracted peak winter service vs running service in-house
 - 6. Advised Town and County are beginning discussions of funding and governance for joint departments.

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VII. ADJOURNMENT (5:30 pm)

TIME AND PLACE FOR NEXT MEETING.

START Board Special Monthly Meeting Agenda

February 12, 2026

3:30 PM – 5:00 PM

Hybrid – Jackson Town Council Chambers and Zoom

I. ZOOM INFORMATION

- A. <https://us02web.zoom.us/j/82911309180?pwd=0Xsnb1RxYsyY5jocd3OaqwzP5MiBw5.1>
Webinar ID: 829 1130 9180/ Passcode: 83001
- B. The START Board reserves the right to close Public Comment via Zoom at any time. In-person comment will continue to be taken and written comments can always be submitted to the START Board by emailing: info@startbus.com

II. OPENING (3:30-3:35)

- A. Call to Order
Chair Eisen called the meeting to order at 3:30 pm
- B. Roll Call
 - START Board: LizAnn Eisen– Virtual (Chair), Kristin Unruh – Virtual (Vice-Chair & Treasurer), Steve Grossman – Virtual, Julien Hass – In-Person, Ty Hoath – In-Person, Meghan Quinn – In-Person, Will Roscoe – In-Person
 - Liaisons: Wes Gardner – Absent (Teton County Liaison), Kevin Regan – Absent (Town of Jackson Liaison), Doug Self -- Absent (Teton Valley Liaison)
 - Staff: Mike Toronto – In-Person (START Director), Jason Pitts – In-Person (START Ops Manager), Susan Purcell – In-Person (Assistant Town Attorney), Chris McDonough – In-Person (START Service Planner), Ann McClure – In-Person (START Admin Asst)

III. DISCUSSION ITEMS AND/OR ACTION ITEMS (3:45-5:00)

- A. ACTION ITEMS:
 - 1. Election of Officers
 - i. Ty Hoath nominated LizAnn Eisen as Chair, Kristin Unruh as Vice-Chair & Treasurer, and Steve Grossman as Secretary. There were no other nominations.
 - 1. Majority of votes were for people as nominated. Officers take office at end of meeting.
 - 2. Set Board Meetings for the Year
 - i. Discussion of START Board Meetings in relation to Town Council meetings and staff ability to make adjustments
 - ii. Motion made by Kristin Unruh, seconded by Ty Hoath, to accept meeting schedule as presented in packet. All in favor, motion carries unanimously.
- B. DISCUSSION ITEMS:
 - 1. Director introduced new Deputy Town Manager David Garcia
 - 2. Budget Preparations – Mike Toronto and Jason Pitts
 - i. Focus of presentation will be suggested service plan
 - ii. Explanation of contribution of other departments in creating budget
 - iii. Reviewed Timeline & Deadlines provided by Town
 - iv. Director recommends discontinuing Airport Shuttle. Discussion of Airport Shuttle route Key Performance Indicators, benefits, and challenges
 - v. Director recommends discontinuing Teton Village South route.

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- vi. Explanation of reallocating resources from above routes
- vii. Jason Pitts, Operations Manager, joined Director Toronto
- viii. Explanation of how proposed service plan fits with budget priorities
- ix. Proposed Service Plan
 - 1. Town Shuttle proposed to have later service in Summer Season to accommodate workers Questions asked and answered about mid-day frequency on Town Shuttle
 - 2. Discussion of adding peak hour morning and afternoon runs on Village Express route in Summer, Fall, and Spring. Questions asked and answered about coordinating with Teton Village employers on planning Teton Village Local timing. Explanation of plans to align Commuter route times with Village Local times
 - 3. Questions asked and answered about Teton Village Express late-night trips
 - 4. Questions asked and answered about Teton Village Express service in “shoulder seasons”
 - 5. Questions asked and answered about hotels offering contracted service to Teton Village and how that relates to START bus service. Discussion of resources needed for START to replace the hotel shuttles
 - 6. Question asked and answered about a shuttle from Stilson to Teton Village only
 - 7. Commuter routes will have better arrival times to connect with Teton Village routes. Arrival times closer to average work-start times
 - 8. Questions asked and answered about possibility of weekend commuter trip, or fourth commuter during work week. Discussion of van pool launching.
 - 9. Questions asked and answered about potential housing in outlying towns.
 - 10. No service changes to START on-Demand. Advised contract is expiring soon.
 - 11. Discussion of suspending START on-Demand service. Discussion of performance metrics. Discussion of role of public transit as community benefit.
- x. Budget Estimates
 - 1. Overview of Actual FY25 costs compared to Estimated FY26 costs and proposed FY27 costs
 - 2. Review of other budget requests outside of Operations
 - 3. Review of percentage from FTA grant and Local Share
 - 4. Explanation of recruiting challenges
 - 5. Quick review of possible revenue generation ideas

IV. ADJOURNMENT (5:19 pm)

Motion to adjourn meeting at 5:19 pm made by Julien Hass, seconded by Ty Hoath. All in favor, motion passes unanimously.

TIME AND PLACE FOR NEXT MEETING.

Next meeting: Thursday, February 26, 2026, from 3:30 pm to 5:30 pm –County Commissioners Chambers

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/81857442832?pwd=hrX97dTvbW8qofjBln7gDAWZQ8Bjhs.1>

Webinar ID: 818 5744 2832 / Passcode: 83001

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Ann McClure Date
START Administrative Assistant (Minutes Editor)

The undersigned duly qualified and acting secretary of the Southern Teton Area Rapid Transit Board certifies that the foregoing is a true and correct copy of the minutes approved at a legally convened meeting of the Southern Teton Area Rapid Transit Board.

Steve Grossman, Secretary Date

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Memorandum

To: START Board of Directors
From: Mike Toronto, Transit Director
Date: February 26, 2026
RE: January 2026 monthly recap

Staff Recognition

In January, Director Toronto was appointed to the WYTRANS Board. This board is the governing body for WYDOT's Public Transportation Department this is the department that provides funding and oversight for public transit. This role involves planning the annual WYTRANS conference, providing scholarships for transit-based employees to attend trainings and conferences, and working to improve WYDOT services and support of public transit agencies.

START Manager Jason Pitts hired three new Supervisors: Pax Shankland, Ally Cogburn, and Korbie Vang. Prior to this roll Pax was a Commuter Driver for START to Teton Valley. Pax brings past leadership and management experience with him and the respect of his peers. Ally Cogburn is new to START. She previously worked in Pinedale for WYDOT. We are excited to have Ally and the energy she brings. Korbie comes to us from Rexburg, ID. She previously worked for the school district as a Supervisor of bus Operators for Madison School District.

Recently, Staff also Hired a new Bus Operator from Teton Valley, Idaho as a replacement for Pax to drive commuter bus. Angela Bruner lives in Teton County, Idaho. She brings a good positive energy to the team.

Happenings

On February 5th START hosted the Jackson Rotary Breakfast Club. We provided a tour of the facility and answered operational questions. This was another great opportunity to educate members of the public and build support for START, who we are, and our impact on the community.

On February 16th – 17th Director Toronto traveled to Cheyenne, WY as a member of the WYTRANS Board to attend an AARP hosted dinner with Wyoming Legislatures and Senators. This was an opportunity to meet with state-elected officials and represent public transit needs. Sadly, not many representatives attended this year. While in Cheyenne, Director Toronto attended the first WYTRANS board meeting of 2027.

Ridership

Overview and Highlight

Overall ridership Jan.25' / Jan.26'	137,318 / 139,968	Up 2%
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Overall ridership Year to Date	139,968	Up .75%
Teton Village YTD	76,117	Up 4.04
Town Shuttle YTD	36,842	Down 0.11%
ADA Ridership Jan.25' / Jan.26'	372 / 447	Down 20.16%
ADA Ridership YTD	372	Down 3.42%
On Demand Jan.25' / Jan.26'	19,870 / 19,496	Up 1.88%
On Demand YTD	19,870	Up 1.92%

Notable Ridership trends:

- Teton Valley Commuter ridership is up year over year and month over month. **YTD Teton Valley is up 4.04%.**
- Star Valley Commuter ridership is down year over year and month over month. **YTD Star Valley ridership is down 1.80%.**
- January 2025 saw average ridership for a January month with no notable increase or decreases over prior years.

START-on-Demand (SOD)

- In January 2026, SOD ridership was 400 passengers higher than January 2025.
- Year-to-date ridership on SOD is up 2%.
- SOD did operate at approximately 10.6 passengers per hour for the month of January which is one passenger per hour better than prior months – and 9.5 passengers per hour since project inception.
- SOD average wait time increased from 12 to 15 minutes between December and January.
- In January, 59% of trips had a wait time of 15 minutes or less (December was 75%) and 75% of trips had wait time of 20 minutes or less (December was 85%). Wait times improved from the previous month.

Financial Report

START is 58% of the way through the fiscal year and has spent an aggregated 53% of the budget. During this time, START has spent 58% of the Administrative Budget and 47% of the Operating Budget. This is a positive sign that START overall is under budgeted and trending in a good direction.

Administrative Budget

Some of the high expenditures have been for license agreements for software, professional services from TMD, and insurance payments. We are waiting on the approval from the City Council on an amendment to the Saas Budget – previously approved by the START Board. All other expenditures are where we expect them to be.

Operating Budget

The budgeted line for Supervisor overtime is 191% of the budgeted amount. This is mainly due to Supervisors filling in for Operator shortages and three Supervisor vacancies. We anticipate this

expenditure to cool off now that the Supervisor headcounts are full. Staff are watching Operator overtime as this expenditure is 94% of the allotted amount. Overtime expenditures are up due to time spent training seasonal employees and filling vacant seasonal operator shifts. Regular wages for both Supervisors and Operators are down relative to where we are in the fiscal year – offsetting the overtime expenses. All other expenditures are around or below 58%.

Revenue

Commuter fares and passes are exceeding expectations with some collections reaching over 100% with five months left in the FY. START is collecting more interest earning than anticipated. START is behind in Fare Revenue. We anticipated collecting more fares in the Winter Season, which has not produced the anticipated ridership.

Capital Update

Request for Proposal (RFP) Update:

- Bus Stop Improvement RFP – Staff received three bids and are in the process of reviewing and engaging in questions with the vendors. We hope to have this project completed prior to the end of FY 26.
- On Demand RFP – Staff is waiting on one final review from WYDOT.
- Vanpool RFP – Staff selected Commute with Enterprise as the vendor for this project. We are currently drafting a two-year contract for services to go before the Joint Town and County officials in March. START is proposing to subsidize each van by \$700. The project will start with one van and at the end of 12 months it will grow to 5 vans.

Bus Builds

- Staff is still waiting on official numbers from Gillig for their bus build related to tariff increases.
- Recently, staff discovered a shortage in the WYDOT grant funds for the four (4) diesel buses set to arrive in the spring of 2027. There are enough funds in the budget to cover the purchase, but the WYDOT 5339 Grant is short roughly \$275,000 – meaning the town would pay an increase in the local match. Staff are actively working with WYDOT to secure additional federal dollars to help cover this short fall and bring the federal match up to 85%.

Service Update

Staffing Levels

Regular Drivers	- 8 FT Commuters - 6 Regular Town Drivers - 22 Variable Hour Drivers ▪ 0 in training
Winter Seasonal Drivers	- 20 available positions - 14 Seasonal Drivers
Administration	- No vacancies
Supervisors	- No vacancies

Airport Shuttle Update – Free fare days are intended to draw people to the service. Staff worked with Airport staff to determine the best days for free fare – we will off free fare on the following remaining days:

- March 21st

Technology Update

No update

Projects Update

The final TDP and Fare Policy will be presented to the board during the Regular February Board meeting.

Copies: Tyler Sinclair, Town of Jackson, Town Manager
Lea Colasuonno, Town of Jackson/START Attorney
Jodi Pond, Teton County, County Administrator
Dr. Charlotte Frei, Jackson/Teton County Regional Transportation Administrator
START Staff



START Ridership Report

START Regular Board Meeting February 26, 2026

2018	Town Shuttle	Teton Village	Star Valley	Teton Valley		ADA	Monthly Total
Jan	44,040	105,454	3,331	3,535	-	481	156,841
Feb	38,376	96,617	2,865	3,052	-	498	141,408
March	38,047	95,498	2,804	3,058	-	554	139,961
April	27,458	17,489	2,275	2,412	-	446	50,080
May	34,639	5,769	2,671	2,962	-	422	46,463
June	48,549	17,599	2,815	2,547	-	436	71,946
July	57,755	23,520	2,766	2,364	-	438	86,843
August	54,731	22,074	2,715	2,497	-	386	82,403
September	45,062	16,760	2,286	2,445	-	392	66,945
October	34,965	5,246	2,828	2,859	-	358	46,256
November	28,285	13,054	2,710	2,568	-	389	47,006
December	37,453	92,007	2,608	3,082	-	434	135,584
Totals 2018	489,360	511,087	32,674	33,381	-	5,234	1,071,736

2019	Town Shuttle	Teton Village	Star Valley	Teton Valley		ADA	Monthly Total	'19 vs. '18	
Jan	41,778	111,186	3,283	3,646	-	464	160,357	3,516	2%
Feb	36,655	106,701	2,827	2,240	-	415	148,838	7,430	5%
March	38,437	100,310	2,780	2,739	-	485	144,751	4,790	3%
April	27,974	19,896	2,623	2,921	-	542	53,956	3,876	8%
May	34,349	6,478	2,343	3,340	-	437	46,947	484	1%
June	45,211	16,765	2,285	2,682	-	518	67,461	(4,485)	-6%
July	49,498	23,259	3,597	3,225	-	407	79,986	(6,857)	-8%
August	45,687	28,611	2,679	2,837	-	389	80,203	(2,200)	-3%
September	50,287	25,540	2,559	3,623	-	406	82,415	15,470	23%
October	47,307	8,445	2,455	3,312	-	368	61,887	15,631	34%
November	35,185	7,392	3,523	3,449	-	430	49,979	2,973	6%
December	36,299	79,128	2,731	3,243	-	525	121,926	(13,658)	-10%
Totals 2019	488,667	533,711	33,685	37,257	-	5,386	1,098,706	26,970	3%

2020	Town Shuttle	Teton Village	Star Valley	Teton Valley	Circulator	ADA	Monthly Total	'20 vs. '19	
Jan	41,063	102,344	3,442	3,827	-	567	151,243	(9,114)	-6%
Feb	38,950	107,867	2,874	3,290	-	558	153,539	4,701	3%
March	27,258	52,602	2,269	2,162	-	350	84,641	(60,110)	-42%
April	7,457	289	991	653	-	205	9,595	(44,361)	-82%
May	9,411	510	932	813	-	253	11,919	(35,028)	-75%
June	12,345	2,276	1,426	1,250	-	301	17,598	(49,863)	-74%
July	13,710	4,973	1,580	1,466	-	340	22,069	(57,917)	-72%
August	13,533	5,830	1,592	1,578	-	303	22,836	(57,367)	-72%
September	13,597	4,788	1,675	1,648	-	253	21,961	(60,454)	-73%
October	12,913	2,901	1,642	1,632	-	299	19,387	(42,500)	-69%
November	9,688	4,308	1,642	1,407	132	328	17,505	(32,474)	-65%
December	12,131	37,900	1,930	1,476	3,522	316	57,275	(64,651)	-53%
Totals 2020	212,056	326,588	21,995	21,202	3,654	4,073	589,568	(509,138)	-46%

2021	Town Shuttle	Teton Village	Star Valley	Teton Valley	Circulator	ADA	START On-Demand	Monthly Total	'21 vs. '20	
Jan	12,762	45,208	2,024	1,800	4,809	331	-	66,934	(84,309)	-56%
Feb	12,433	39,954	1,930	1,754	4,218	357	-	60,646	(92,893)	-61%
March	14,873	38,736	2,242	2,087	4,012	428	-	62,378	(22,263)	-26%
April	12,151	10,124	1,990	1,628	2,292	438	-	28,623	19,028	198%
May	14,762	3,800	1,699	1,745	2,880	482	-	25,368	13,449	113%
June	17,143	9,446	2,100	1,827	3,734	550	-	34,800	17,202	98%
July	18,696	9,868	1,995	1,541	3,940	536	-	36,576	14,507	66%
August	21,372	6,753	2,109	1,633	3,495	528	-	35,890	13,054	57%
September	17,661	7,969	1,773	1,893	3,266	481	-	33,043	11,082	50%
October	15,599	4,733	1,926	1,866	2,853	470	-	27,447	8,060	42%
November	12,866	6,437	1,685	1,343	1,717	448	197	24,693	7,188	41%
December	18,836	49,156	2,508	1,989	-	519	7,025	80,033	22,758	40%
Totals 2021	189,154	232,184	23,981	21,106	37,216	5,568	7,222	516,431	(73,137)	-12%

2022	Town Shuttle	Teton Village	Star Valley	Teton Valley	Circulator	ADA	START On-Demand	Monthly Total	'22 vs. '21	
Jan	19,554	62,593	2,370	2,104	-	458	16,057	103,136	36,202	54%
Feb	19,479	59,372	2,048	2,011	-	490	15,431	98,831	38,185	63%
March	21,887	58,905	2,360	1,983	-	566	14,624	100,325	37,947	61%
April	18,327	13,026	2,262	1,781	-	461	6,550	42,407	13,784	48%
May	22,372	4,748	1,995	1,871	-	539	6,539	38,064	12,696	50%
June	27,176	14,083	2,308	2,097	-	493	7,023	53,180	18,380	53%
July	29,195	18,147	2,150	2,116	-	534	10,066	62,208	25,632	70%
August	27,634	17,827	2,377	2,434	-	515	10,347	61,134	25,244	70%
September	25,600	13,410	2,038	2,418	-	422	9,878	53,766	20,723	63%
October	21,545	7,168	1,890	1,890	-	507	7,411	40,198	12,751	46%
November	18,712	9,972	2,181	2,194	-	501	7,006	40,566	15,873	64%
December	27,581	49,580	2,580	2,353	-	563	20,358	103,015	22,982	29%
Totals 2022	279,062	328,831	26,346	25,252	-	6,049	131,290	796,830	280,399	54%

2023	Town Shuttle	Teton Village	Star Valley	Teton Valley	*AIRPORT*	ADA	START On-Demand	Monthly Total	'23 vs. '22	
Jan	32,229	57,980	2,295	2,446	-	550	24,979	120,479	17,343	17%
Feb	27,699	52,442	2,206	2,203	-	461	22,813	107,824	8,993	9%
March	29,905	49,763	2,710	2,524	-	489	21,511	106,902	6,577	7%
April	20,609	13,018	1,963	2,035	-	474	9,266	47,365	4,958	12%
May	24,642	8,844	2,203	2,409	-	470	9,233	47,801	9,737	26%
June	33,304	17,151	2,150	2,408	-	452	12,605	68,070	14,890	28%
July	35,532	19,425	1,756	2,221	-	462	14,278	73,674	11,466	18%
August	34,250	19,233	1,926	2,290	-	522	14,533	72,754	11,620	19%
September	31,403	15,592	1,903	2,133	-	484	11,783	63,298	9,532	18%
October	27,190	9,350	2,122	2,561	-	440	8,389	50,052	9,854	25%
November	21,267	10,992	1,764	2,363	-	489	7,633	44,508	3,942	10%
December	34,329	58,497	2,687	1,906	1,000	431	19,078	117,928	14,913	14%
Totals 2023	352,359	332,287	25,685	27,499	1,000	5,724	176,101	920,655	123,825	16%

2023	Town Shuttle	Teton Village	Star Valley	Teton Valley	Airport Shuttle Pilot	ADA	START On-Demand	Monthly Total	GTR Shuttle	Monthly Total (plus GTR)	'23 vs. '22	
January	32,229	57,980	2,295	2,446	-	550	24,979	120,479	7,198	127,677	17,343	17%
February	27,699	52,442	2,206	2,203	-	461	22,813	107,824	8,606	116,430	8,993	9%
March	29,905	49,763	2,710	2,524	-	489	21,511	106,902	8,161	115,063	6,577	7%
April	20,609	13,018	1,963	2,035	-	474	9,266	47,365	2,647	50,012	4,958	12%
May	24,642	8,844	2,203	2,409	-	470	9,233	47,801		47,801	9,737	26%
June	33,304	17,151	2,150	2,408	-	452	12,605	68,070	765	68,835	14,890	28%
July	35,532	19,425	1,756	2,221	-	462	14,278	73,674	1,638	75,312	11,466	18%
August	34,250	19,233	1,926	2,290	-	522	14,533	72,754	2,886	75,640	11,620	19%
September	31,403	15,592	1,903	2,133	-	484	11,783	63,298	653	63,951	9,532	18%
October	27,190	9,350	2,122	2,561	-	440	8,389	50,052		50,052	9,854	25%
November	21,267	10,992	1,764	2,363	-	489	7,633	44,508	877	45,385	3,942	10%
December	34,329	58,497	2,687	1,906	1,000	431	19,078	117,928	5,647	123,575	14,913	14%
Totals 2023	352,359	332,287	25,685	27,499	1,000	5,724	176,101	920,655	39,078	959,733	123,825	16%

2024	Town Shuttle	Teton Village	Star Valley	Teton Valley	Airport Shuttle Pilot	ADA	START On-Demand	Monthly Total	GTR Shuttle	Monthly Total (plus GTR)	'24 vs. '23	
January	36,075	70,724	3,186	2,282	1,998	490	21,777	136,532	8,128	144,660	16,053	13%
February	35,416	70,082	2,888	2,464	2,292	473	20,472	134,087	9,748	143,835	26,263	24%
March	36,358	61,951	2,682	2,090	2,907	473	19,091	125,552	7,464	133,016	18,650	17%
April	28,387	19,967	2,489	2,074	532	416	10,844	64,709	2,652	67,361	17,344	37%
May	31,956	9,564	2,365	1,978	-	521	10,538	56,922		56,922	9,121	19%
June	38,183	17,234	2,160	1,969	-	433	13,686	73,665	1,312	74,977	5,595	8%
July	41,614	20,064	2,216	2,166	-	395	14,735	81,190	2,258	83,448	7,516	10%
August	38,974	19,849	2,192	2,164	-	453	14,418	78,050	3,240	81,290	5,296	7%
September	36,072	15,930	2,125	2,165	-	376	11,847	68,515	840	69,355	5,217	8%
October	32,616	8,747	2,337	2,614	-	399	8,310	55,023		55,023	4,971	10%
November	27,060	6,772	1,944	2,009	-	392	7,278	45,455	2,235	47,690	947	2%
December	33,044	59,088	2,215	2,357	1,061	409	17,686	115,860	8,512	124,372	(2,068)	-2%
Totals 2024	415,755	379,972	28,799	26,332	8,790	5,230	170,682	1,035,560	46,389	1,081,949	114,905	12%

2025	Town Shuttle	Teton Village	Star Valley	Teton Valley	Airport Shuttle Pilot	ADA	START On-Demand	Monthly Total	GTR Shuttle	Monthly Total (plus GTR)	'25 vs. '24	
January	36,881	73,158	2,394	2,858	2,084	447	19,496	137,318	9,146	146,464	786	1%
February	34,800	74,868	2,189	2,882	2,122	394	17,150	134,405	9,723	144,128	318	0%
March	39,108	67,504	2,634	2,613	1,962	423	18,101	132,345	8,002	140,347	6,793	5%
April	31,943	22,951	2,397	2,308	306	414	9,966	70,285	2,948	73,233	5,576	9%
May	36,868	9,174	2,025	2,343	-	496	8,599	59,505		59,505	2,583	5%
June	37,773	16,545	2,015	2,493	-	409	12,229	71,464	1,162	72,626	(2,201)	-3%
July	37,642	19,438	2,237	2,521	-	454	13,693	75,985	1,998	77,983	(5,205)	-6%
August	36,601	18,525	1,973	2,414	-	417	14,028	73,958	2,346	76,304	(4,092)	-5%
September	34,297	14,436	1,926	2,491	-	437	11,186	64,773	557	65,330	(3,742)	-5%
October	33,759	8,937	2,193	2,632	-	394	9,907	57,822		57,822	2,799	5%
November	28,475	7,869	1,707	1,880	-	346	8,872	49,149	16	49,165	3,694	8%
December	33,969	61,081	2,229	2,275	869	420	17,694	118,537		118,537	2,677	2%
Totals 2025	422,116	394,486	25,919	29,710	7,343	5,051	160,921	1,045,546	35,898	1,081,444	9,986	1%

2026	Town Shuttle	Teton Village	Star Valley	Teton Valley	Airport Shuttle Pilot	ADA	START On-Demand	Monthly Total	GTR Shuttle	Monthly Total (plus GTR)	'26 vs. '25	
January	36,842	76,117	2,351	2,633	1,783	372	19,870	139,968	7,599	147,567	2,650	2%
February								-		-	(134,405)	-100%
March								-		-	(132,345)	-100%
April								-		-	(70,285)	-100%
May								-		-	(59,505)	-100%
June								-		-	(71,464)	-100%
July								-		-	(75,985)	-100%
August								-		-	(73,958)	-100%
September								-		-	(64,773)	-100%
October								-		-	(57,822)	-100%
November								-		-	(49,149)	-100%
December								-		-	(118,537)	-100%
Totals 2026	36,842	76,117	2,351	2,633	1,783	372	19,870	139,968	7,599	147,567	(905,578)	-87%

Summary Tables:

Monthly Total - January Data ONLY:

	Town Shuttle	Teton Village	Star Valley	Teton Valley	Airport Shuttle Pilot	ADA	START On-Demand	GTR Shuttle	Annual Total:
2018	44,040	105,454	3,331	3,535	-	481	-	-	156,841
2019	41,778	111,186	3,283	3,646	-	464	-	-	160,357
2020	41,063	102,344	3,442	3,827	-	567	-	-	151,243
2021	12,762	45,208	2,024	1,800	-	331	-	-	62,125
2022	19,554	62,593	2,370	2,104	-	458	16,057	-	103,136
2023	32,229	57,980	2,295	2,446	-	550	24,979	7,198	127,677
2024	36,075	70,724	3,186	2,282	1,998	490	21,777	8,128	144,660
2025	36,881	73,158	2,394	2,858	2,084	447	19,496	9,146	146,464
2026	36,842	76,117	2,351	2,633	1,783	372	19,870	7,599	147,567

Monthly Comparisons for Each Service Type - January Data ONLY:

	Town Shuttle	Teton Village	Star Valley	Teton Valley	Airport Shuttle Pilot	ADA	START On-Demand	GTR Shuttle	Monthly Variance:
2018 - 2019	(2,262)	5,732	(48)	111	-	(17)	-	-	3,516
	-5.14% ▼	5.44% ▲	-1.44% ▼	3.14% ▲	0.00% ▲	-3.53% ▼	0.00% ▲	0.00% ▲	2.24% ▲
2019 - 2020	(715)	(8,842)	159	181	-	103	-	-	(9,114)
	-1.71% ▼	-7.95% ▼	4.84% ▲	4.96% ▲	0.00% ▲	22.20% ▲	0.00% ▲	0.00% ▲	-5.68% ▼
2020 - 2021	(28,301)	(57,136)	(1,418)	(2,027)	-	(236)	-	-	(89,118)
	-68.92% ▼	-55.83% ▼	-41.20% ▼	-52.97% ▼	0.00% ▲	-41.62% ▼	0.00% ▲	0.00% ▲	-58.92% ▼
2021 - 2022	6,792	17,385	346	304	-	127	16,057	-	41,011
	53.22% ▲	38.46% ▲	17.09% ▲	16.89% ▲	0.00% ▲	38.37% ▲	0.00% ▲	0.00% ▲	66.01% ▲
2022 - 2023	12,675	(4,613)	(75)	342	-	92	8,922	7,198	24,541
	64.82% ▲	-7.37% ▼	-3.16% ▼	16.25% ▲	0.00% ▲	20.09% ▲	55.56% ▲	#DIV/0!	23.79% ▲
2023 - 2024	3,846	12,744	891	(164)	1,998	(60)	(3,202)	930	16,983
	11.93% ▲	21.98% ▲	38.82% ▲	-6.70% ▼	#DIV/0!	-10.91% ▼	-12.82% ▼	12.92% ▲	13.30% ▲
2024 - 2025	806	2,434	(792)	576	86	(43)	(2,281)	1,018	1,804
	2.23% ▲	3.44% ▲	-24.86% ▼	25.24% ▲	4.30% ▲	-8.78% ▼	-10.47% ▼	12.52% ▲	1.25% ▲
2025 - 2026	(39)	2,959	(43)	(225)	(301)	(75)	374	(1,547)	1,103
	-0.11% ▼	3.89% ▲	-1.83% ▼	-8.55% ▼	-16.88% ▼	-20.16% ▼	1.88% ▲	-20.36% ▼	0.75% ▲

YTD Totals for January through January Data:

	Town Shuttle	Teton Village	Star Valley	Teton Valley	Airport Shuttle Pilot	ADA	START On-Demand	GTR Shuttle	YTD Total:
2018	44,040	105,454	3,331	3,535	-	481	-	-	156,841
2019	41,778	111,186	3,283	3,646	-	464	-	-	160,357
2020	41,063	102,344	3,442	3,827	-	567	-	-	151,243
2021	12,762	45,208	2,024	1,800	-	331	-	-	62,125
2022	19,554	62,593	2,370	2,104	-	458	16,057	-	103,136
2023	32,229	57,980	2,295	2,446	-	550	24,979	7,198	127,677
2024	36,075	70,724	3,186	2,282	1,998	490	21,777	8,128	144,660
2025	36,881	73,158	2,394	2,858	2,084	447	19,496	9,146	146,464
2026	36,842	76,117	2,351	2,633	1,783	372	19,870	7,599	147,567

YTD Comparisons for Each Service Type: January through January Data:

	Town Shuttle	Teton Village	Star Valley	Teton Valley	Airport Shuttle Pilot	ADA	START On-Demand	GTR Shuttle	Annual Variance:
2018 - 2019	(2,262)	5,732	(48)	111	-	(17)	-	-	3,516
	-5.14% ▼	5.44% ▲	-1.44% ▼	3.14% ▲		-3.53% ▼			2.24% ▲
2019 - 2020	(715)	(8,842)	159	181	-	103	-	-	(9,114)
	-1.71% ▼	-7.95% ▼	4.84% ▲	4.96% ▲		22.20% ▲			-5.68% ▼
2020 - 2021	(28,301)	(57,136)	(1,418)	(2,027)	-	(236)	-	-	(89,118)
	-68.92% ▼	-55.83% ▼	-41.20% ▼	-52.97% ▼		-41.62% ▼	100.00% ▲		-58.92% ▼
2021 - 2022	6,792	17,385	346	304	-	127	16,057	-	41,011
	53.22% ▲	38.46% ▲	17.09% ▲	16.89% ▲		38.37% ▲	#DIV/0!		66.01% ▲
2022 - 2023	12,675	(4,613)	(75)	342	-	92	8,922	7,198	24,541
	64.82% ▲	-7.37% ▼	-3.16% ▼	16.25% ▲	0.00% ▲	20.09% ▲	55.56% ▲	0.00% ▲	23.79% ▲
2023 - 2024	3,846	12,744	891	(164)	1,998	(60)	(3,202)	930	16,983
	11.93% ▲	21.98% ▲	38.82% ▲	-6.70% ▼	#DIV/0!	-10.91% ▼	-12.82% ▼	12.92% ▲	13.30% ▲
2024 - 2025	806	2,434	(792)	576	86	(43)	(2,281)	1,018	1,804
	2.23% ▲	3.44% ▲	-24.86% ▼	25.24% ▲	4.30% ▲	-8.78% ▼	-10.47% ▼	12.52% ▲	1.25% ▲
2025 - 2026	(39)	2,959	(43)	(225)	(301)	(75)	374	(1,547)	1,103
	-0.11% ▼	4.04% ▲	-1.80% ▼	-7.87% ▼	-14.44% ▼	-16.78% ▼	1.92% ▲	-16.91% ▼	0.75% ▲

Commuter Services - Average Boardings:

May-21				
Teton Valley		AM	PM	
May	TV1	9	14	
	TV2	13	18	
	TV3	19	7	
Star Valley		AM	PM	
May	SV1	8	16	
	SV2	18	19	
	SV3	15	5	
Jun-21				
Teton Valley		AM	PM	
June	TV1	10	14	
	TV2	15	20	
	TV3	17	8	
Star Valley		AM	PM	
June	SV1	7	22	
	SV2	23	22	
	SV3	18	4	
Jul-21				
Teton Valley		AM	PM	
July	TV1	9	11	
	TV2	13	17	
	TV3	14	7	
Star Valley		AM	PM	
July	SV1	7	22	
	SV2	22	18	
	SV3	17	4	
Aug-21				
Teton Valley		AM	PM	
August	TV1	8	13	
	TV2	14	20	
	TV3	14	6	
Star Valley		AM	PM	
August	SV1	8	22	
	SV2	23	19	
	SV3	17	6	
Sep-21				
Teton Valley		AM	PM	
September	TV1	9	15	
	TV2	16	20	
	TV3	19	8	
Star Valley		AM	PM	
September	SV1	8	20	
	SV2	20	16	
	SV3	13	3	
Oct-21				
Teton Valley		AM	PM	
October	TV1	9	18	
	TV2	11	19	
	TV3	24	8	
Star Valley		AM	PM	
October	SV1	11	21	
	SV2	24	18	
	SV3	13	5	

Date:	Teton Valley Commuter Monthly Avg.		
2018	2,781.75	12 Months	
2019	3,104.75	12 Months	
2020	1,766.83	12 months	
2021	1,758.83	12 months	
2022	2,104.33	12 month	
2023	2,291.58	12 month	
2024	2,194.33	12 months	
2025	2,475.83	12 months	
Date:	Star Valley Commuter Monthly Avg.		
2018	2,722.83	12 Months	
2019	2,807.08	12 Months	
2020	1,832.92	12 months	
2021	1,998.42	12 months	
2022	2,195.50	12 month	
2023	2,140.42	12 month	
2024	2,399.92	12 months	
2025	2,159.92	12 months	
Nov-21			
Teton Valley		AM	PM
November	TV1	7	15
	TV2	11	16
	TV3	19	4
Star Valley		AM	PM
November	SV1	10	20
	SV2	23	19
	SV3	16	5
Dec-21			
Teton Valley		AM	PM
December	TV1	7	18
	TV2	15	17
	TV3	22	10
Star Valley		AM	PM
December	SV1	13	23
	SV2	28	23
	SV3	16	6

January 2022				
Teton Valley		AM	PM	
January	TV1	8	27	
	TV2	16	20	
	TV3	22	7	
Star Valley		AM	PM	
January	SV1	14	24	
	SV2	29	26	
	SV3	14	6	

February 2022				
Teton Valley		AM	PM	
February	TV1	10	20	
	TV2	16	24	
	TV3	25	9	
Star Valley		AM	PM	
February	SV1	13	22	
	SV2	27	25	
	SV3	14	4	

March 2022				
Teton Valley		AM	PM	
March	TV1	9	21	
	TV2	17	24	
	TV3	24	6	
Star Valley		AM	PM	
March	SV1	16	25	
	SV2	30	28	
	SV3	17	7	

April 2022				
Teton Valley		AM	PM	
April	TV1A	8	18	
	TV1B	2	0	
	TV2	14	17	
	TV3	20	7	
Star Valley		AM	PM	
April	SV1A	13	21	
	SV1B	0	0	
	SV2	28	24	
	SV3	16	6	

May 2022				
Teton Valley		AM	PM	
May	TV1A	11	18	
	TV1B	1	0	
	TV2	13	16	
	TV3	19	7	
Star Valley		AM	PM	
May	SV1A	11	17	
	SV1B	2	4	
	SV2	23	19	
	SV3	11	6	

June 2022				
Teton Valley		AM	PM	
June	TV1A	10	17	
	TV1B	3	1	
	TV2	15	23	
	TV3	20	7	
Star Valley		AM	PM	
June	SV1A	13	19	
	SV1B	1	0	
	SV2	27	25	
	SV3	12	7	

July 2022				
Teton Valley		AM	PM	
July	TV1A	11	21	
	TV1B	7	0	
	TV2	22	24	
	TV3	19	9	
Star Valley		AM	PM	
July	SV1A	13	21	
	SV1B	2	0	
	SV2	31	27	
	SV3	14	8	

2022

August 2022				
Teton Valley		AM	PM	
August	TV1A	12	21	
	TV1B	7	0	
	TV2	18	24	
	TV3	19	9	
Star Valley		AM	PM	
August	SV1A	11	22	
	SV1B	3	0	
	SV2	28	26	
	SV3	13	6	

September 2022				
Teton Valley		AM	PM	
September	TV1A	12	25	
	TV1B	4	0	
	TV2	15	21	
	TV3	24	10	
Star Valley		AM	PM	
September	SV1A	13	19	
	SV1B	5	1	
	SV2	22	22	
	SV3	11	6	

October 2022				
Teton Valley		AM	PM	
October	TV1A	12	23	
	TV2	25	19	
	TV3	25	11	
	TV3	25	11	
Star Valley		AM	PM	
October	SV1A	12	22	
	SV2	25	22	
	SV3	24	9	
	SV3	24	9	

November 2022				
Teton Valley		AM	PM	
November	TV1	11	22	
	TV2	23	30	
	TV3	26	6	
Star Valley		AM	PM	
November	SV1	10	24	
	SV2	28	24	
	SV3	15	5	

December 2022				
Teton Valley		AM	PM	
December	TV1	10	24	
	TV2	24	27	
	TV3	24	9	
Star Valley		AM	PM	
December	SV1	16	28	
	SV2	30	26	
	SV3	16	8	

2023

January 2023				
Teton Valley		AM	PM	
January	TV1	14	28	
	TV2	23	27	
	TV3	30	12	
Star Valley		AM	PM	
January	SV1	15	27	
	SV2	30	29	
	SV3	16	4	
February 2023				
Teton Valley		AM	PM	
February	TV1	13	27	
	TV2	20	23	
	TV3	32	10	
Star Valley		AM	PM	
February	SV1	14	27	
	SV2	30	25	
	SV3	17	5	
March 2023				
Teton Valley		AM	PM	
March	TV1	10	24	
	TV2	21	23	
	TV3	29	7	
Star Valley		AM	PM	
March	SV1	13	24	
	SV2	33	26	
	SV3	16	7	
April 2023				
Teton Valley		AM	PM	
April	TV1	10	25	
	TV2	26	20	
	TV3	18	7	
Star Valley		AM	PM	
April	SV1	9	23	
	SV2	22	18	
	SV3	19	7	
May 2023				
Teton Valley		AM	PM	
May	TV1	11	23	
	TV2	26	20	
	TV3	17	7	
Star Valley		AM	PM	
May	SV1	9	22	
	SV2	20	18	
	SV3	21	8	
June 2023				
Teton Valley		AM	PM	
June	TV1	14	27	
	TV2	28	25	
	TV3	18	7	
Star Valley		AM	PM	
June	SV1	10	21	
	SV2	19	19	
	SV3	20	18	

July 2023				
Teton Valley		AM	PM	
July	TV1	13	24	
	TV2	23	21	
	TV3	16	8	
Star Valley		AM	PM	
July	SV1	10	19	
	SV2	17	16	
	SV3	15	7	
August 2023				
Teton Valley		AM	PM	
August	TV1	13	25	
	TV2	24	20	
	TV3	17	6	
Star Valley		AM	PM	
August	SV1	13	20	
	SV2	16	17	
	SV3	20	7	
September 2023				
Teton Valley		AM	PM	
September	TV1	14	25	
	TV2	22	19	
	TV3	15	8	
Star Valley		AM	PM	
September	SV1	11	19	
	SV2	14	19	
	SV3	20	9	
October 2023				
Teton Valley		AM	PM	
October	TV1	15	24	
	TV2	25	22	
	TV3	21	8	
Star Valley		AM	PM	
October	SV1	13	20	
	SV2	15	21	
	SV3	21	7	
November 2023				
Teton Valley		AM	PM	
November	TV1	13	26	
	TV2	25	21	
	TV3	22	9	
Star Valley		AM	PM	
November	SV1	11	22	
	SV2	16	14	
	SV3	19	6	
December 2023				
Teton Valley		AM	PM	
December	TV1	12	21	
	TV2	18	16	
	TV3	16	9	
Star Valley		AM	PM	
December	SV1	15	29	
	SV2	28	27	
	SV3	22	7	

2024

January 2024				
Teton Valley		AM	PM	
January	TV1	14	23	
	TV2	20	19	
	TV3	22	10	
Star Valley		AM	PM	
January	SV1	18	32	
	SV2	31	27	
	SV3	23	9	
February 2024				
Teton Valley		AM	PM	
February	TV1	17	25	
	TV2	24	21	
	TV3	22	13	
Star Valley		AM	PM	
February	SV1	18	32	
	SV2	31	28	
	SV3	22	10	
March 2024				
Teton Valley		AM	PM	
March	TV1	12	22	
	TV2	21	16	
	TV3	19	9	
Star Valley		AM	PM	
March	SV1	18	30	
	SV2	26	24	
	SV3	23	7	
April 2024				
Teton Valley		AM	PM	
April	TV1	12	21	
	TV2	19	17	
	TV3	18	8	
Star Valley		AM	PM	
April	SV1	16	26	
	SV2	23	22	
	SV3	19	8	
May 2024				
Teton Valley		AM	PM	
May	TV1	10	21	
	TV2	18	14	
	TV3	16	7	
Star Valley		AM	PM	
May	SV1	14	27	
	SV2	18	18	
	SV3	19	7	
June 2024				
Teton Valley		AM	PM	
June	TV1	22	18	
	TV2	15	21	
	TV3	14	12	
Star Valley		AM	PM	
June	SV1	16	26	
	SV2	20	18	
	SV3	19	9	

July 2024				
Teton Valley		AM	PM	
July	TV1 - 401	13	22	
	TV2 - 402	17	16	
	TV3 - 403	18	9	
Star Valley		AM	PM	
July	SV1 - 301	13	27	
	SV2 - 302	20	18	
	SV3 - 303	18	7	
August 2024				
Teton Valley		AM	PM	
August	TV1 - 401	13	23	
	TV2 - 402	19	17	
	TV3 - 403	17	9	
Star Valley		AM	PM	
August	SV1 - 301	13	27	
	SV2 - 302	20	16	
	SV3 - 303	17	6	
September 2024				
Teton Valley		AM	PM	
September	TV1 - 401	13	29	
	TV2 - 402	18	16	
	TV3 - 403	21	8	
Star Valley		AM	PM	
September	SV1 - 301	12	26	
	SV2 - 302	21	20	
	SV3 - 303	17	7	
October 2024				
Teton Valley		AM	PM	
October	TV1 - 401	15	28	
	TV2 - 402	22	18	
	TV3 - 403	21	10	
Star Valley		AM	PM	
October	SV1 - 301	14	24	
	SV2 - 302	21	18	
	SV3 - 303	18	6	
November 2024				
Teton Valley		AM	PM	
November	TV1 - 401	13	23	
	TV2 - 402	18	17	
	TV3 - 403	19	7	
Star Valley		AM	PM	
November	SV1 - 301	13	22	
	SV2 - 302	17	15	
	SV3 - 303	19	7	
December 2024				
Teton Valley		AM	PM	
December	TV1 - 401	14	27	
	TV2 - 402	20	15	
	TV3 - 403	22	10	
Star Valley		AM	PM	
December	SV1 - 301	14	25	
	SV2 - 302	21	16	
	SV3 - 303	19	7	



START Ridership Report

START Regular Board Meeting February 26, 2026

2025

January 2025			
Teton Valley		AM	PM
January	TV1 - 401	17	33
	TV2 - 402	22	18
	TV3 - 403	23	9
Star Valley		AM	PM
January	SV1 - 301	17	24
	SV2 - 302	19	19
	SV3 - 303	20	6
February 2025			
Teton Valley		AM	PM
February	TV1 - 401	18	36
	TV2 - 402	25	21
	TV3 - 403	32	12
Star Valley		AM	PM
February	SV1 - 301	16	30
	SV2 - 302	23	19
	SV3 - 303	18	4
March 2025			
Teton Valley		AM	PM
March	TV1 - 401	15	33
	TV2 - 402	23	18
	TV3 - 403	27	9
Star Valley		AM	PM
March	SV1 - 301	17	36
	SV2 - 302	26	20
	SV3 - 303	21	5
April 2025			
Teton Valley		AM	PM
April	TV1 - 401	14	31
	TV2 - 402	19	15
	TV3 - 403	20	7
Star Valley		AM	PM
April	SV1 - 301	13	29
	SV2 - 302	21	19
	SV3 - 303	22	5
May 2025			
Teton Valley		AM	PM
May	TV1 - 401	13	28
	TV2 - 402	19	17
	TV3 - 403	20	9
Star Valley		AM	PM
May	SV1 - 301	13	22
	SV2 - 302	16	18
	SV3 - 303	19	5
June 2025			
Teton Valley		AM	PM
June	TV1 - 401	14	28
	TV2 - 402	25	20
	TV3 - 403	21	12
Star Valley		AM	PM
June	SV1 - 301	13	25
	SV2 - 302	21	17
	SV3 - 303	19	7

July 2025			
Teton Valley		AM	PM
July	TV1 - 401	15	25
	TV2 - 402	23	19
	TV3 - 403	19	9
Star Valley		AM	PM
July	SV1 - 301	13	26
	SV2 - 302	17	15
	SV3 - 303	20	7
August 2025			
Teton Valley		AM	PM
August	TV1 - 401	16	26
	TV2 - 402	22	20
	TV3 - 403	20	11
Star Valley		AM	PM
August	SV1 - 301	13	25
	SV2 - 302	17	18
	SV3 - 303	18	4
September 2025			
Teton Valley		AM	PM
September	TV1 - 401	13	25
	TV2 - 402	26	18
	TV3 - 403	20	11
Star Valley		AM	PM
September	SV1 - 301	12	24
	SV2 - 302	15	14
	SV3 - 303	17	5
October 2025			
Teton Valley		AM	PM
October	TV1 - 401	13	27
	TV2 - 402	24	18
	TV3 - 403	20	12
Star Valley		AM	PM
October	SV1 - 301	12	27
	SV2 - 302	16	16
	SV3 - 303	19	5
November 2025			
Teton Valley		AM	PM
November	TV1 - 401	12	22
	TV2 - 402	19	14
	TV3 - 403	21	8
Star Valley		AM	PM
November	SV1 - 301	12	24
	SV2 - 302	14	15
	SV3 - 303	18	3
December 2025			
Teton Valley		AM	PM
December	TV1 - 401	15	26
	TV2 - 402	23	15
	TV3 - 403	21	8
Star Valley		AM	PM
December	SV1 - 301	14	26
	SV2 - 302	18	18
	SV3 - 303	18	6



START Ridership Report

START Regular Board Meeting February 26, 2026

2026

January 2026				
Teton Valley		AM	PM	
January	TV1 - 401	17	30	
	TV2 - 402	22	19	
	TV3 - 403	23	10	
Star Valley		AM	PM	
January	SV1 - 301	15	31	
	SV2 - 302	21	17	
	SV3 - 303	22	4	
February 2026				
Teton Valley		AM	PM	
February	TV1 - 401			
	TV2 - 402			
	TV3 - 403			
Star Valley		AM	PM	
February	SV1 - 301			
	SV2 - 302			
	SV3 - 303			
March 2026				
Teton Valley		AM	PM	
March	TV1 - 401			
	TV2 - 402			
	TV3 - 403			
Star Valley		AM	PM	
March	SV1 - 301			
	SV2 - 302			
	SV3 - 303			
April 2026				
Teton Valley		AM	PM	
April	TV1 - 401			
	TV2 - 402			
	TV3 - 403			
Star Valley		AM	PM	
April	SV1 - 301			
	SV2 - 302			
	SV3 - 303			
May 2026				
Teton Valley		AM	PM	
May	TV1 - 401			
	TV2 - 402			
	TV3 - 403			
Star Valley		AM	PM	
May	SV1 - 301			
	SV2 - 302			
	SV3 - 303			
June 2026				
Teton Valley		AM	PM	
June	TV1 - 401			
	TV2 - 402			
	TV3 - 403			
Star Valley		AM	PM	
June	SV1 - 301			
	SV2 - 302			
	SV3 - 303			
July 2026				
Teton Valley		AM	PM	
July	TV1 - 401			
	TV2 - 402			
	TV3 - 403			
Star Valley		AM	PM	
July	SV1 - 301			
	SV2 - 302			
	SV3 - 303			

Date:	Teton Valley Commuter Monthly Avg.	
2018	2,781.75	12 Months
2019	3,104.75	12 Months
2020	1,766.83	12 months
2021	1,758.83	12 months
2022	2,104.33	12 month
2023	2,291.58	12 month
2024	2,194.33	12 months
2025	2,475.83	12 months
2026	2,633.00	1 month
Date:	Star Valley Commuter Monthly Avg.	
2018	2,722.83	12 Months
2019	2,807.08	12 Months
2020	1,832.92	12 months
2021	1,998.42	12 months
2022	2,195.50	12 month
2023	2,140.42	12 month
2024	2,399.92	12 months
2025	2,159.92	12 months
2026	2,351.00	1 month

August 2026				
Teton Valley		AM	PM	
August	TV1 - 401			
	TV2 - 402			
	TV3 - 403			
Star Valley		AM	PM	
August	SV1 - 301			
	SV2 - 302			
	SV3 - 303			
September 2026				
Teton Valley		AM	PM	
September	TV1 - 401			
	TV2 - 402			
	TV3 - 403			
Star Valley		AM	PM	
September	SV1 - 301			
	SV2 - 302			
	SV3 - 303			
October 2026				
Teton Valley		AM	PM	
October	TV1 - 401			
	TV2 - 402			
	TV3 - 403			
Star Valley		AM	PM	
October	SV1 - 301			
	SV2 - 302			
	SV3 - 303			
November 2026				
Teton Valley		AM	PM	
November	TV1 - 401			
	TV2 - 402			
	TV3 - 403			
Star Valley		AM	PM	
November	SV1 - 301			
	SV2 - 302			
	SV3 - 303			
December 2026				
Teton Valley		AM	PM	
December	TV1 - 401			
	TV2 - 402			
	TV3 - 403			
Star Valley		AM	PM	
December	SV1 - 301			
	SV2 - 302			
	SV3 - 303			



East Jackson Ridership Report

January 2026

Rides: 15,659 / 496,467

Passengers (unlinked passenger trips): 19,870 / 667,415

Vehicle revenue hours: 1,881 / 70,192

Total vehicle hours: 2,153 / 79,170

Vehicle revenue miles: 16,252 / 624,654

Total vehicle miles: 17,808 / 679,894

Passenger miles: 16,575 / 587,231

Unique rider accounts (month / year to date): 1,428 / 5,159

Passengers per revenue hour: 10.6 / 9.5

Percent of rides shared: 61%

Average wait time: 15 minutes

Average ride time: 6 minutes

Average ride length: 0.9 miles

Average experience rating: 4.9 out of 5

Wheelchair rides: 4

No shows: 363

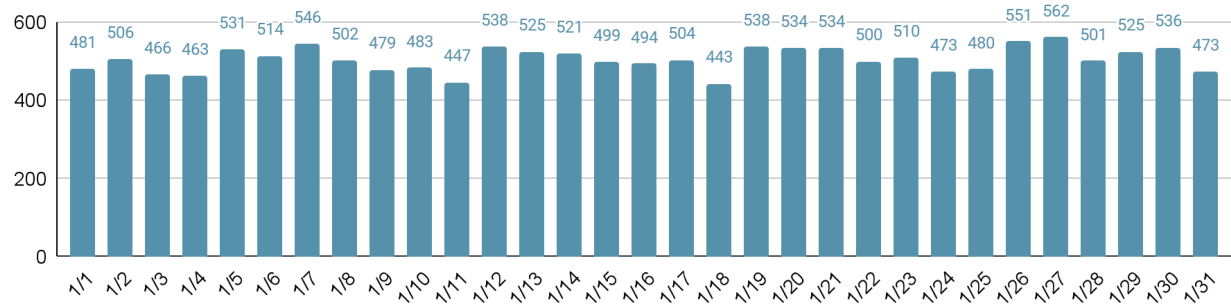
Percent of rides more than 5 min late to pickup: 12%

(month to date / all time)

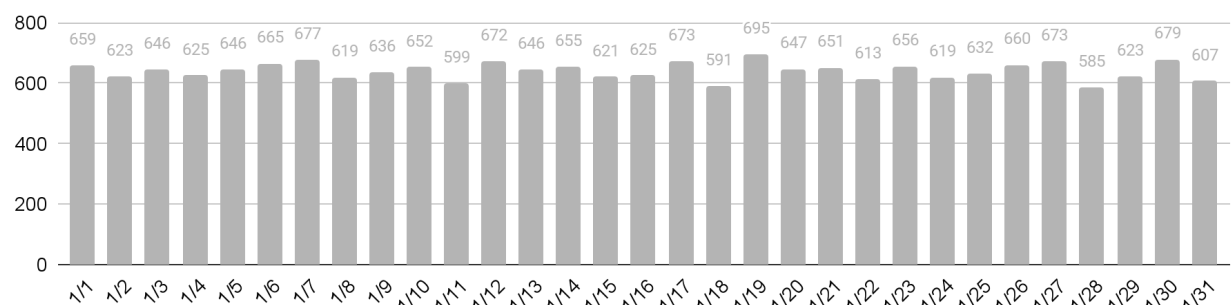
Passengers to/from the library: 629

Passengers to/from START: 124

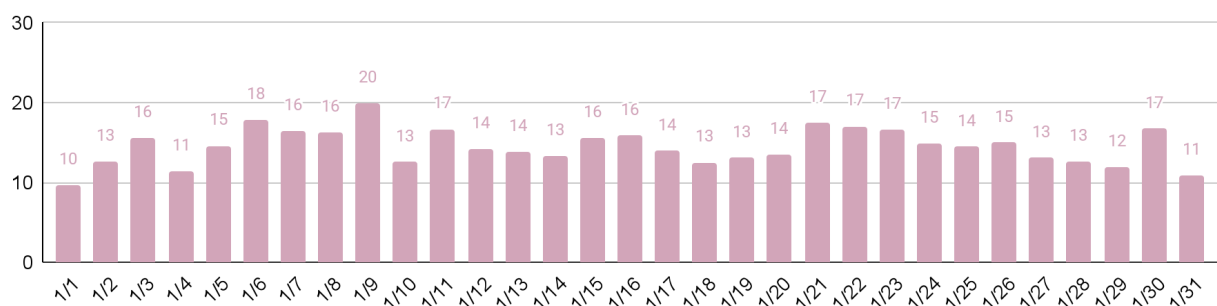
Rides



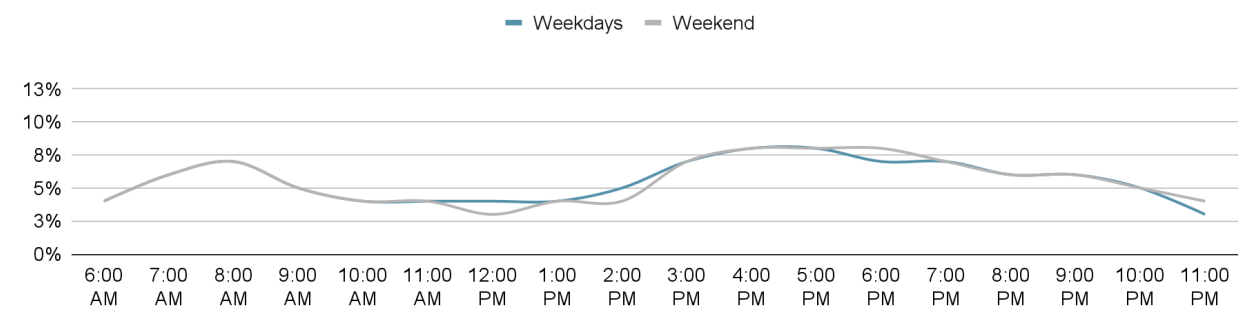
Passengers



Average Wait time



Pickups by Hour



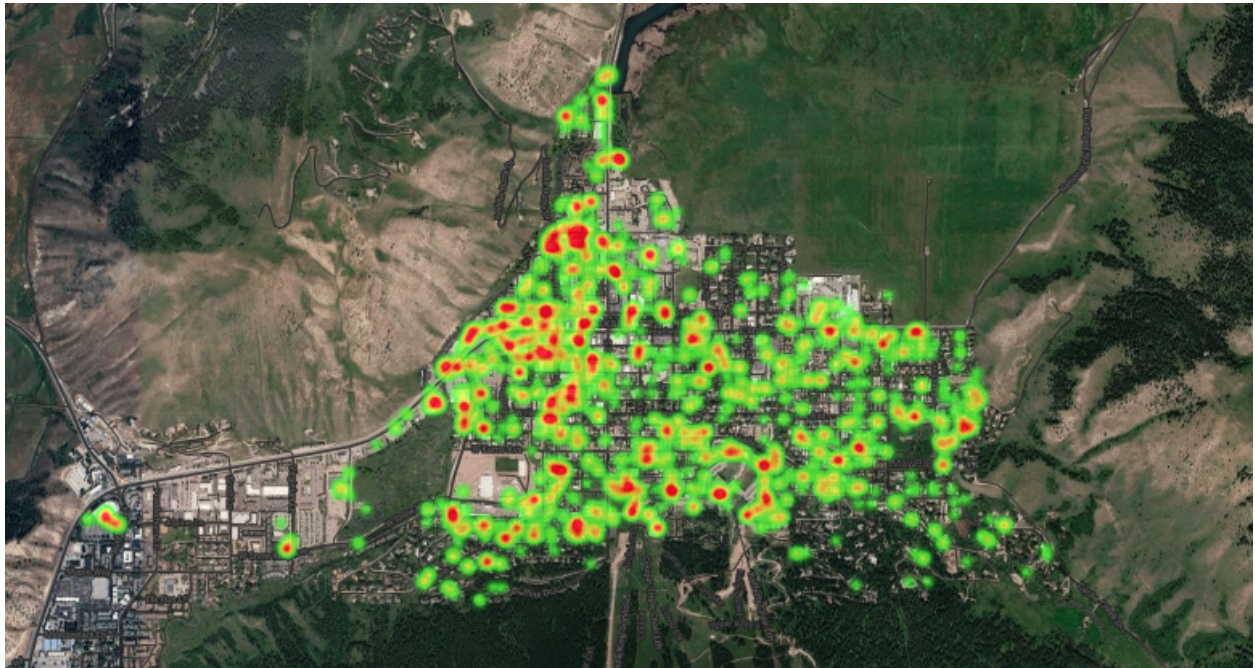
Wait Time Distribution

- 0 - 5 min: 16%
- 5 - 10 min: 22%
- 10 - 15 min: 21%
- 15 - 20 min: 16%
- 20 - 25 min: 11%
- 25 - 30 min: 7%
- 30+ min: 7%

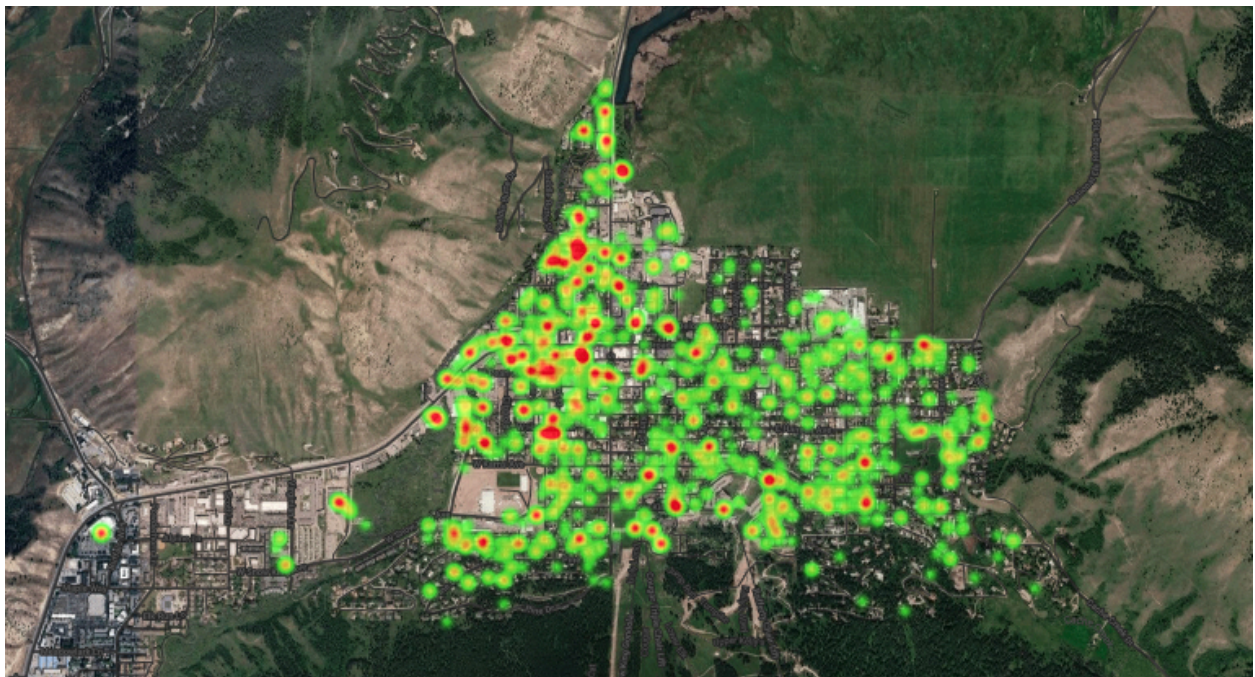
Passenger Distribution

- 1 Passenger Request: 81%
- 2 Passenger Request: 13%
- 3 Passenger Request: 3%
- 4 Passenger Request: 2%

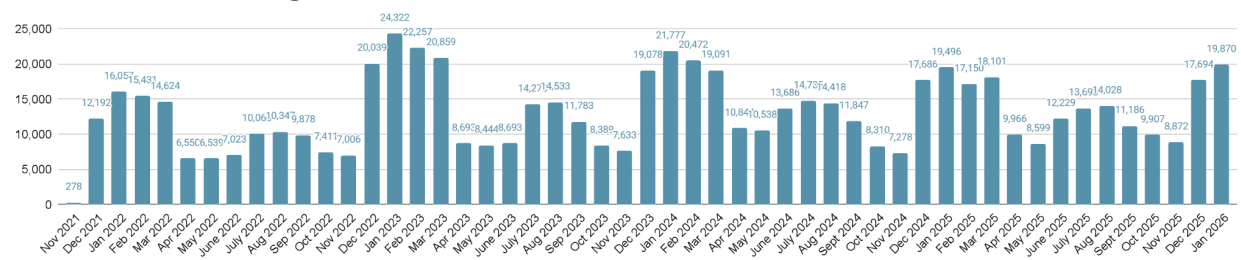
Pickups Heat Map



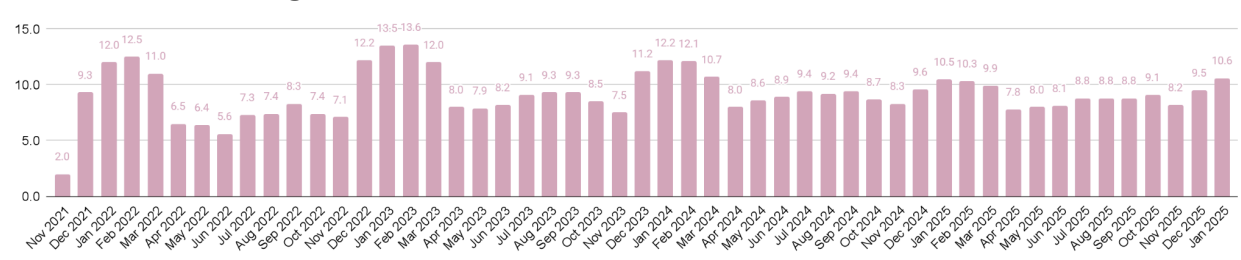
Dropoffs Heat Map



All Time - Passengers



All Time - Passengers / Revenue Hour



Town of Jackson, Wyoming
START Bus System

Monthly Financial Report

for the month of

1/31/2026

month 7

58.333%

	Period Actual	Period Budget (div by 12)	Period Variance	YTD Actual	YTD Budget	YTD Variance	%	Total Budget	Budget remaining	%
Revenues:										
Intergovernmental	\$ 123,584.75	\$ 1,048,576.42	\$ (924,991.67)	\$ 2,088,149.25	\$ 7,340,034.92	\$ (5,251,885.67)	28.449%	\$ 12,582,917.00	\$ 10,494,767.75	16.595%
Charges for Service	198,934.47	\$ 178,641.67	\$ 20,292.80	787,530.16	\$ 1,250,491.67	\$ (462,961.51)	62.978%	\$ 2,143,700.00	\$ 1,356,169.84	36.737%
Miscellaneous	13881.1	\$ 20,667.08	\$ (6,785.98)	105,262.08	\$ 144,669.58	\$ (39,407.50)	72.760%	\$ 248,005.00	\$ 142,742.92	42.444%
subtotal	\$ 336,400.32	\$ 1,247,885.17	\$ (911,484.85)	\$ 2,980,941.49	\$ 8,735,196.17	\$ (5,754,254.68)	34.126%	\$ 14,974,622.00	\$ 11,993,680.51	19.907%
transfers in	93230.67	\$ 93,230.67	\$ 0.00	652,614.69	\$ 652,614.67	\$ 0.02	100.000%	\$ 1,118,768.00	\$ 466,153.31	58.333%
Total	\$ 429,630.99	\$ 1,341,115.83	\$ (911,484.84)	\$ 3,633,556.18	\$ 9,387,810.83	\$ (5,754,254.65)	38.705%	\$ 16,093,390.00	\$ 12,459,833.82	22.578%
Expenditures										
Administration	\$ 122,641.10	\$ 149,888.83	\$ (27,247.73)	\$ 1,051,591.86	\$ 1,049,221.83	\$ 2,370.03	100.226%	\$ 1,798,666.00	\$ 747,074.14	58.465%
Operations	673,569.85	\$ 676,478.00	\$ (2,908.15)	3,785,814.97	\$ 4,735,346.00	\$ (949,531.03)	79.948%	8,117,736.00	4,331,921.03	46.636%
subtotal	\$ 796,210.95	\$ 826,366.83	\$ (30,155.88)	\$ 4,837,406.83	\$ 5,784,567.83	\$ (947,161.00)	83.626%	\$ 9,916,402.00	\$ 5,078,995.17	48.782%
Capital outlay	\$ -	\$ 615,833.33	\$ (615,833.33)	\$ 153,078.78	\$ 4,310,833.33	\$ (4,157,754.55)	3.551%	\$ 7,390,000.00	\$ 7,236,921.22	2.071%
Subtotal (cume)	\$ 796,210.95	\$ 1,442,200.17	\$ (645,989.22)	\$ 4,990,485.61	\$ 10,095,401.17	\$ (5,104,915.56)	49.433%	\$ 17,306,402.00	\$ 16,510,191.05	28.836%
Transfers out	\$ -	\$ 38,873.17	\$ (38,873.17)	\$ 395,218.17	\$ 272,112.17	\$ 123,106.00	145.241%	\$ 466,478.00	\$ 71,259.83	84.724%
Total (cume)	\$ 796,210.95	\$ 1,481,073.33	\$ (684,862.38)	\$ 5,385,703.78	\$ 10,367,513.33	\$ 4,981,809.55	51.948%	\$ 17,772,880.00	\$ 12,387,176.22	30.303%
Net Revenue over Expenditures	\$ (366,579.96)	\$ (139,957.50)	\$ (226,622.46)	\$ (1,752,147.60)	\$ (979,702.50)	\$ (10,736,064.21)	178.845%	\$ (1,679,490.00)	\$ 72,657.60	104.326%

Southern Teton Area Rapid Transit Strategic 5 Year TDP and Comprehensive Fare Study

Board Meeting and Adoption
February 26, 2026

START
BUS

PRESENTED BY:



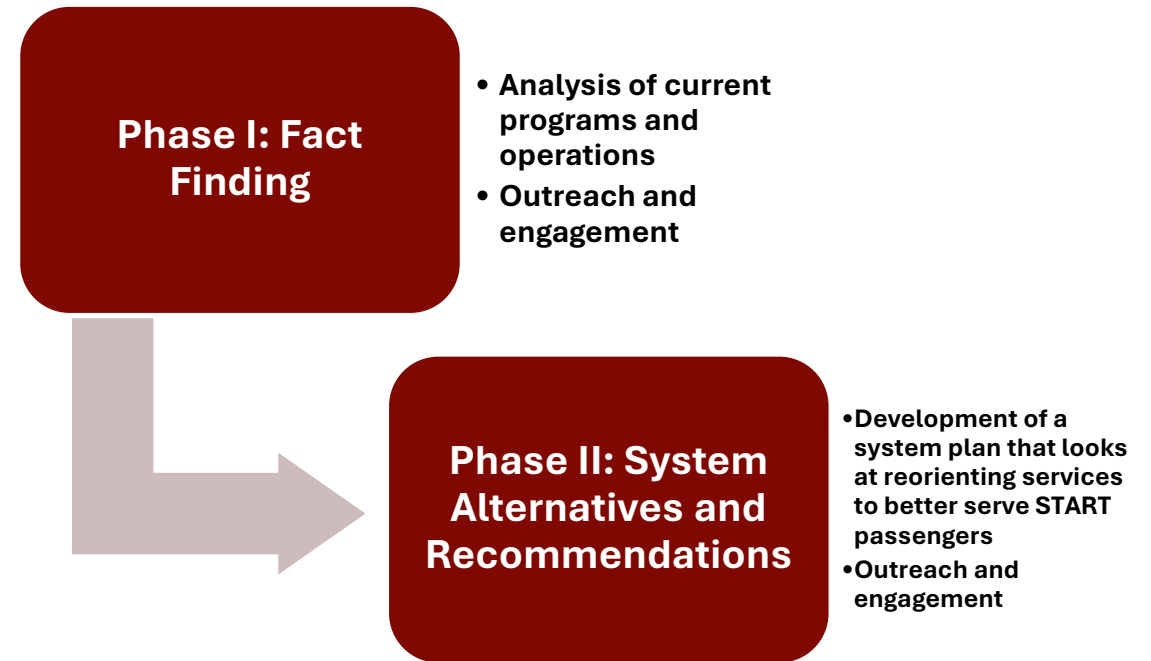


Agenda

- Recommended network
- Implementation plan
- Capital program
- Finance plan
- Vision plan
- Fare Study
- Conclusion and next steps

What is the Transit Development Plan (TDP)?

- A 13-month, systemwide analysis identifying service improvements and new services
- Resulting in a 5-year blueprint and longer-term vision for START and public transportation in the Jackson Hole region



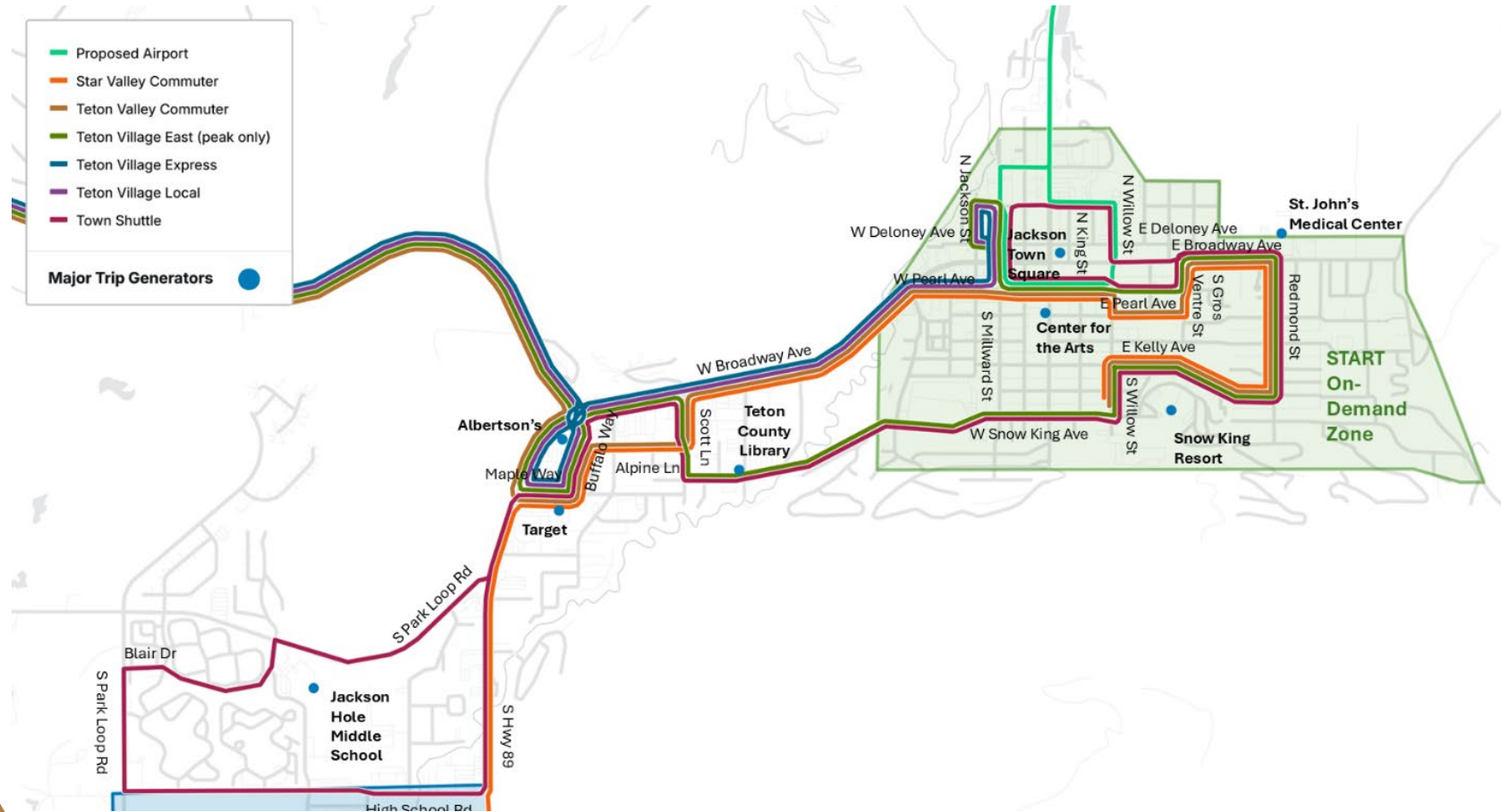


Recommended Network

Public Transportation Services Included in the Recommended Network

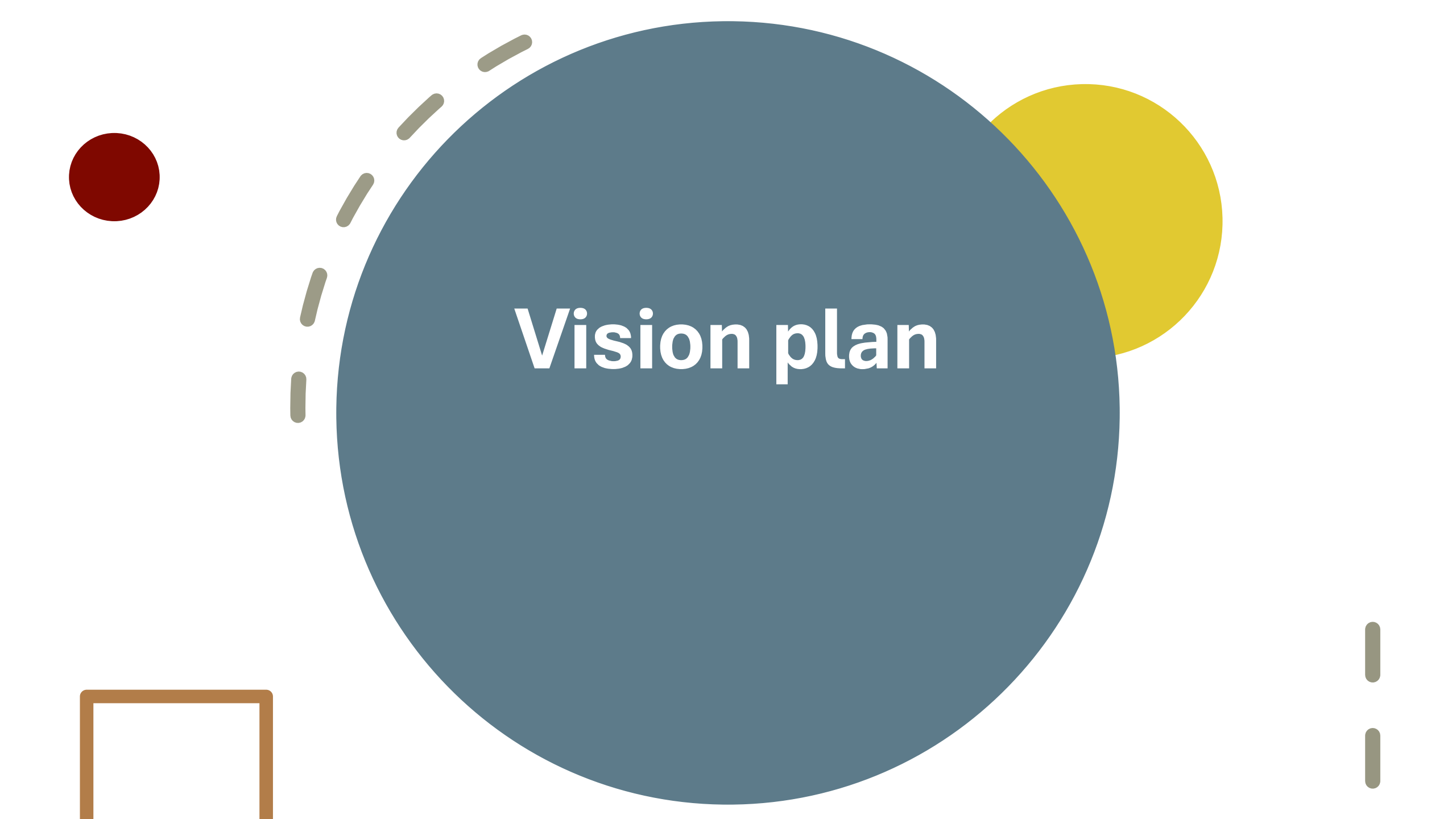
- No changes to commuter service
- Teton Village South service discontinued
- START On-Demand
 - Maintain current East Jackson service
 - Implement South Park/Rafter J Ranch/Melody Ranch service
- Airport service schedule adjustment
- No changes to ADA service
- Add Vanpool and Guaranteed Ride Home services in FY 27 or sooner
- Introduce carshare to support regular START riders for longer journeys
- Continue to research bikeshare (implementation goal in FY 29)

Preferred Network – Town Shuttle 3 and Teton Village 3 with new Teton Village East



Headway and Span

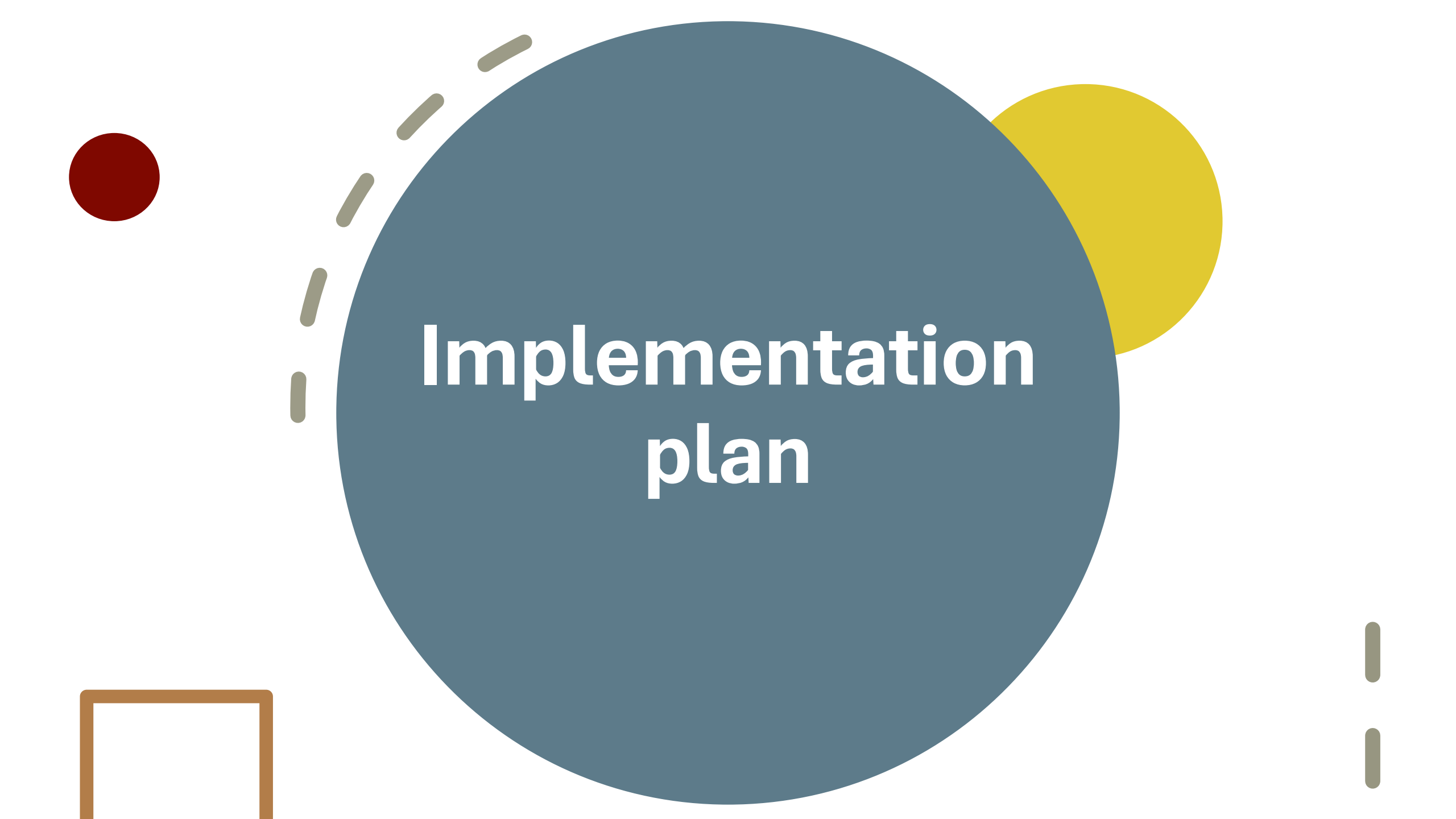
Route	Season	Weekday Span	Weekday Headway	Weekend Span	Weekend Headway
Town Shuttle	Winter	6 AM - 11 PM	15	6 AM - 11 PM	15
	Spring/Fall	6 AM - 9 PM	15	6 AM - 9 PM	20
	Summer	6 AM - 9 PM	15	6 AM - 9 PM	15
Teton Village Local	Winter	5 AM - 10 PM	30	5 AM - 10 PM	30
	Spring/Fall	5 AM - 9 PM	60	5 AM - 9 PM	60
	Summer	5 AM - 9 PM	60	5 AM - 9 PM	60
Teton Village Express	Winter	6 AM - 10 PM	20	6 AM - 10 PM	20
Teton Village East	All year	6 AM - 9 AM, 3 PM - 6 PM	3 trips	6 AM - 9 AM, 3 PM - 6 PM	3 trips
Airport	Winter	5 AM - 9 PM	17 trips	5 AM - 9 PM	17 trips
Star Valley Commuter	All year	5 AM - 7 AM, 4 PM - 6 PM	3 trips	-	-
Teton Valley Commuter	All year	5 AM - 7 AM, 4 PM - 6 PM	3 trips	-	-



Vision plan

Vision Plan (20 percent Growth)

- Town Shuttle – Improve service headway to every 12 minutes all year.
- Teton Village Local – Add four roundtrips per day all year, providing additional service during periods where crowding is greatest on the Teton Village Local.
- Teton Village Express – Add six additional roundtrips per day to the Teton Village Express during the winter season during time periods where is the greatest on the Teton Village Local.
- Airport – Provide year round service on the Airport route.
- Star Valley and Teton Valley Commuter:
 - Add two additional roundtrips on both the Star Valley and Teton Valley commuter routes on weekdays
 - Introduce weekend service with two roundtrips on both routes.



Implementation plan

Factors that Affect Implementation



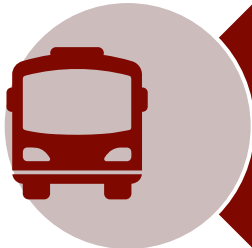
Funding

- Preferred plan does increase cost by 6% beyond year over year cost increases
- Vision plan will require funding increase and/or new funding sources



Staffing

- Preferred plan requires 25 full-time and 26 seasonal operators (4 additional year-round operators)
- Recruitment and retention of transit employees is a nationwide issues
- Housing exacerbates issue in the Jackson Hole region



Availability of buses

- Once the new fleet arrives in Spring of 2027 the fleet will be sufficient to implement the preferred network
- The 30-foot bus subfleet should be increased by two buses
- Vision plan would require additional buses

Recommend Network Implementation Plan

Year 1 FY 2027

- Recruit additional bus operators for year 2 implementation
- Implementation of:
 - Guaranteed ride home
 - Vanpool program
 - Carshare program

Year 2 FY 2028

- Implement changes to Town Shuttle
- Implement changes to Teton Village Local
- Discontinue Teton Village South
- Implementation of:
 - Guaranteed ride home
 - Vanpool program
 - Carshare program

Year 3 FY 2029

- Implement South Park START On-Demand (allowing one year to reduce demand on East Jackson START On-Demand)
- Support implementation of bike share program

Beyond 5 Years

- Update the TDP
- Explore implementing vision plan service improvements

Buses Required to Operate the Recommended Plan

	Current	FY 27	FY 28	FY 29	FY 30	FY 31
Peak 40-Foot Buses	7	7	7	7	7	7
Peak 30-Foot Buses	3	3	4	4	4	4
Peak Commuter Buses	6	6	6	6	6	6
Total Peak Buses	16	16	17	17	17	17
Minimum Spare Buses	4	4	4	4	4	4
Total Buses	20	20	21	21	21	21
ADA Vans	1	1	1	1	1	1
START On-Demand Vans	5	5	5	5	5	5

The image features a central dark blue circle containing the text "Capital program" in white. To the left of this circle is a small dark red circle. Above the blue circle, several short, parallel, light brown line segments are arranged in a curved pattern. To the right, a yellow circle is partially visible behind the blue one. In the bottom left corner, there is a brown square outline. In the bottom right corner, two short, parallel, light brown vertical line segments are present.

Capital program

Vehicles and Technology

- Vehicle replacements – to ensure the bus fleet is in a state of good repair

FY 2027:

- Replace one 40-foot bus
- Two 30-foot bus

FY 2028:

- One ADA van

FY 2031:

- Replace one 40-foot bus

Note: START On-Demand vehicles are provided by the contractor

- Purchase Automatic Passenger Counters to allow for refined passenger counting by trip and stop
- Capital plan buses are in addition to buses already purchased and planned for delivery

Facility and Stop Improvements

Improvements to bus stops and amenities at potential mobility hubs to improve the customer waiting areas and connections with other modes

Facility Improvements to support operations and the fleet

- Expand indoor bus storage – to allow for secure and storage that allows buses to be ready each day
- Employee Housing for workforce recruitment and retention(location, type of housing, units, and capital costs to be studied)

Program for adding and replacing bus stop signs, benches, shelters to improve customer experience

Stillson Park and Ride Improvements

Improvements to WY 390 to allow for safe on-street bus stops to improve operations

Path of travel improvements to support accessing bus stops and safe bicycle and pedestrian environment

The image features a central dark blue circle containing the text "Financial Plan". To the left of this circle is a solid dark red circle. Above the blue circle, several short, parallel, light brown line segments are arranged in a curved path. To the right, a solid yellow circle is partially visible behind the blue one. In the bottom left corner, there is a brown square outline. In the bottom right corner, two short, parallel, light brown vertical line segments are present.

Financial Plan

Financial Plan for Recommended Network

	FY 27	FY 28	FY 29	FY 30	FY 31
Operating Costs	\$9,827,038	\$11,363,295	\$11,992,374	\$12,657,088	\$13,359,493
Non-Local Operating Funding	\$7,549,095	\$7,773,008	\$8,006,514	\$8,250,159	\$8,504,532
Local Operating Subsidy	\$2,277,943	\$3,590,287	\$3,985,860	\$4,406,929	\$4,854,960
Capital Cost	\$4,059,000	\$268,256	\$6,500,000	\$0	\$1,567,746
Non-Local Capital Funding	\$3,247,200	\$214,605	\$5,200,000	\$0	\$1,254,197
Local Capital Subsidy	\$811,800	\$53,651	\$1,300,000	\$0	\$313,549
Total Local Subsidy	\$3,089,743	\$3,643,938	\$5,285,860	\$4,406,929	\$5,168,510
Lodging Tax	\$1,174,706	\$1,233,442	\$1,295,114	\$1,359,869	\$1,427,863
Teton County Portion	\$1,034,120	\$1,301,668	\$2,155,003	\$1,645,412	\$2,019,949
Town of Jackson Portion	\$880,917	\$1,108,828	\$1,835,743	\$1,401,648	\$1,720,697

Annual growth based on:

- 6% operating cost factor growth
- 4% cost growth for administration and supervision
- Average cost growth of 5.5% per year based on background cost increases
- Local funding split is 54% Teton County/46% Town of Jackson



Fare Study

Fare Study Options and Analysis

	Current Fare Policy	Maintain Current Policy with Fare Increase	Free Fare for All Services	Implement Fares on Free Services	Implement Fares on Free Services with Fare Increase	Simplified Policy	Simplified Policy with Fare Increase
Ridership	15	12	18	6	3	21	9
Revenue	6	10	2	12	14	4	8
Access	10	8	14	4	2	12	6
Ease of Use/Reduce Complexity	8	6	14	4	2	12	10
Increase Options	7	6	3	2	5	4	1
Total	46	42	51	28	26	53	34

Fare Policy Recommendation – Simplified Fare Policy

- Simplify fares and fare-free had the highest scoring
- Fares are based on which route is used
- Commuter routes will allow free transfers to Teton Village routes
- \$1.00 charge for START On-Demand reflecting premium service
- Increase direct pass sales to employers, hospitality, and social service organizations

		Town Shuttle	Base Fare (Teton Village Routes)	Commuter Routes
Cash/Transit App	Adult	Free	\$1.00	\$5.00
	Child (under 8)	Free	Free	Free
	Student	Free	\$0.50	\$2.50
	Senior/Disabled	Free	\$0.50	\$2.50
10-Ride Ticket	Adult	-	\$8.00	\$37.50
	Student	-	\$4.00	\$17.50
	Senior/Disabled	-	\$4.00	\$17.50
1 Day Pass	Adult	-	\$2.00	\$10.00
One Month Pass	Adult	-	\$45.00	\$120.00
	Student	-	\$22.50	\$60.00
	Senior/Disabled	-	\$22.50	\$60.00
Season Pass (Fall/Winter)	Adult	-	\$236.25	\$630.00
Season Pass (Spring/Summer)	Adult		\$168.75	\$450.00
Annual Pass	Adult	-	\$405.00	\$1,080.00

Projected Impacts of Proposed Fare Policy

	Ridership Change (boardings)	Ridership Change (percent)	Revenue Change (amount)	Revenue Change (percent)
Fixed Route	+42,000	+5.3%	-\$103,000	-10.0%
Commuter Routes	+4,000	+7.5%	-\$16,000	-9%
START On-Demand	-104,000	-60.1%	+\$51,000	-
ADA	0	0%	0	0%
Total	-58,000	-5.7	-\$68,000	-5.6%



Conclusion and Next Steps

Next Steps

- Approval of the TDP by the START Board
- Incorporation of the TDP implementation as part of the budget process
- Implement service

Staff Report for the Transit Development Plan

Transit Development Plan Overview

The Southern Teton Area Rapid Transit (START) Bus Transit Development Plan (TDP) is a five-year blueprint that guides START Bus in providing transit service to the Jackson Hole region. The TDP provides a comprehensive analysis of all of START's services to provide guidance in improving the delivery of services based on the goals and objectives of the community and the organization. The TDP is presented in two phases, with the first phase being data gathering and analysis, and the second phase being development and evaluation of alternatives and recommendations.

Phase 1 Fact Finding

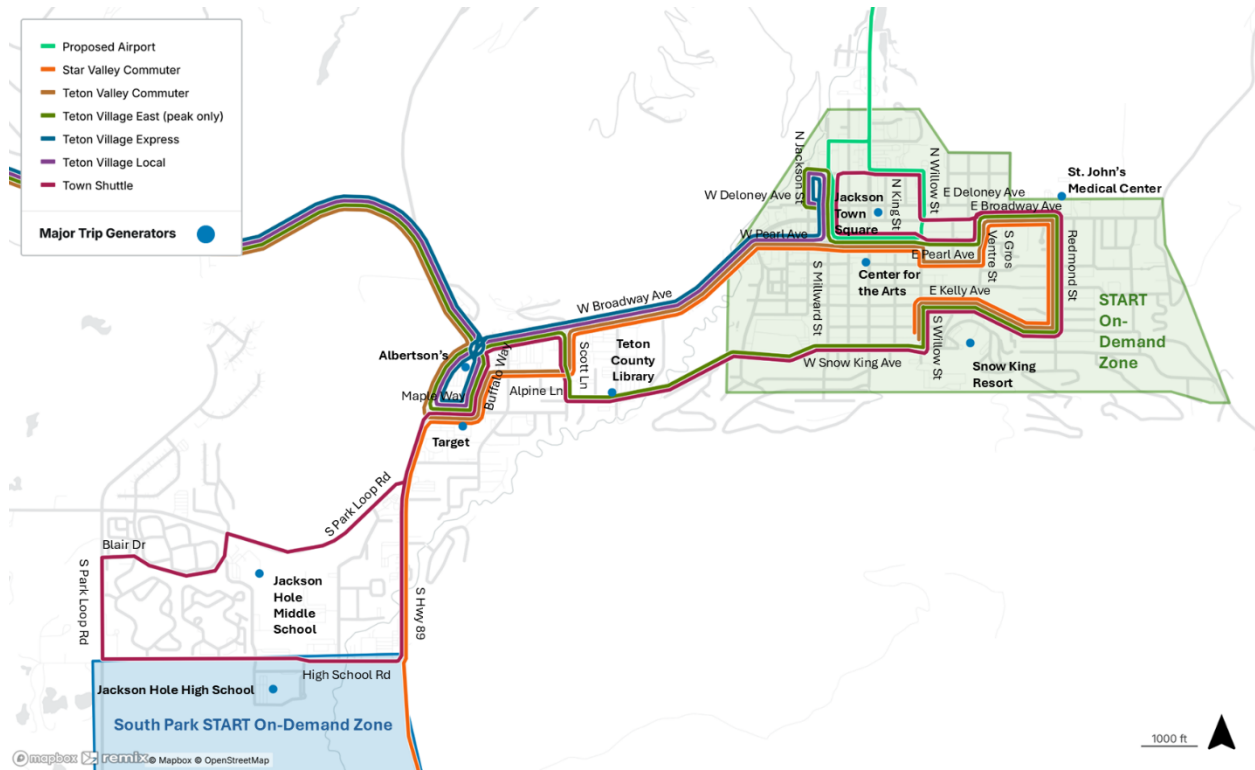
The fact finding phase of the TDP consisted of developing goals and objectives, data collection and analysis for START services as well as the Jackson Hole region, a survey to collect information on riders and satisfaction with the service, public and operator outreach to determine what service improvements are needed. The key findings from Phase 1 include that the Town of Jackson's population is expected to grow by 5 percent over the next 10 years (between 2024-2035), fares make up about 8% of operating revenues, there is some crowding on buses at high volume travel times such as school bell periods and when the ski slopes close down in Teton Village, East Jackson and the library are underserved, and there were a lot of public and stakeholder comments stating that START should expand to Rafter J/Melody Ranch areas.

Phase 2 Service Development

The development of service options is based on what the project team learned in Phase 1. . A total of eight network combinations were developed by pairing four different Town Shuttle and two Teton Village service options, along with a proposed South Park On-Demand Zone and a proposed Airport service option. Also included in each options was a vanpool program, a bike share program, a car share program, and a guaranteed-ride home program which are being pursued by Teton County in association with START.

A weighted scoring methodology was developed with the Project Advisory Committee (PAC), where each network combination was evaluated across six key areas: population coverage, travel time comparisons, ridership impacts, cost and resource requirements, response from the public, and operations. Based on the overall analysis the recommendedl network is shown in Figure 1.

Figure 1: Final Preferred Network



Implementation Program

The implementation program presents a year-by-year outline of the service improvements. This implementation program reflects that many of the route changes are interconnected, which is why all the fixed route changes are implemented together. New shared mobility programs supportive of the transit network will also be implemented in Fiscal Year 2027, including the guaranteed ride home program, vanpool program, and carshare program. The bikeshare program implementation will continue to be studied in Fiscal Year 2027. Fiscal Year 2028 would implement the new fixed route network which includes changes to the Town Shuttle, Teton Village Local, the New Teton Village East peak period service, and the discontinuation of the Teton Village South route. In Fiscal Year 2029, the new South Park START On-Demand zone will be implemented as well as the bikeshare program.

Capital Plan

The plan ensures START maintains a state-of-good-repair fleet while strategically expanding capacity to support the new network. The capital program includes purchasing four buses



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and ADA vans to support the START bus fleet. Support for transit mobility hubs, technology, and bus stop access are included.

Facility Improvements

Facility improvements will support START's fleet and workforce. To accommodate fleet expansion and protect START's capital investment, facility improvements are essential; therefore, expanding indoor bus storage (as previously studied) is recommended. As the facility expansion plans are developed, START should also evaluate office and bus operator space.

Housing affordability is a major issue affecting all sectors of Jackson's economy, including START's ability to attract and retain employees. To support START's operations, affordable employee housing will need to be developed in close proximity to the START facility. START will need to coordinate with the Jackson/Teton County Affordable Housing Department to develop housing solutions for both year-round and seasonal START employees.

Financial Plan

START services are funded through a combination of federal, local, fares, and specific revenue funds that are partially or fully dedicated to transit services. Federal funding, through the Federal Transit Administration's Formula Grants for Rural Areas (Section 5311), represents the largest non-local revenue source, which is approximately 2/3 of all non-local funding. Section 5311 funds are projected to grow by 4 percent per year. The financial projection includes primary lease revenues growing by 10 percent per year and fares growing by 2 percent per year.

Local funding represents the portion of START's operating and capital costs that must be covered by sources other than federal and state grants.



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Table 1 presents the total local funding requirement, which is calculated as total operating costs minus non-local funding sources and 20% of capital costs. The local share comprises lodging tax revenue, Teton County funding, and Town of Jackson funding. Lodging tax projections are based on a 5% annual growth rate reflecting historical trends. The remaining local share after lodging tax is allocated between Teton County and the Town of Jackson using a 54% county and 46% town split. This cost share arrangement is negotiated annually, typically based on the population split between county and town jurisdictions.



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Table 1: Overall Local Funding

	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Operating Cost (local share)	\$2,277,943	\$3,590,287	\$3,985,860	\$4,406,929	\$4,854,960
Capital Cost (local share)	\$811,800	\$53,651	\$1,300,000	\$0	\$313,549
Total Local Share	\$3,089,743	\$3,643,938	\$5,285,860	\$4,406,929	\$5,168,510
Lodging Tax	\$1,174,706	\$1,233,442	\$1,295,114	\$1,359,869	\$1,427,863
Teton County Share	\$1,034,120	\$1,301,668	\$2,155,003	\$1,645,412	\$2,019,949
Town of Jackson Share	\$880,917	\$1,108,828	\$1,835,743	\$1,401,648	\$1,720,697

Fare Study

The fare study reviewed peers, set goals, presented and evaluated fare options, and made a recommendation of a simplified fare policy. The recommended fare policy best balances the priorities of the START Board and supports increased ridership and fare modernization goals. The new fare structure supports modernizing START's overall fare collection. The recommended fare policy includes marketing passes to major employers, hotels, and social service organizations.

Table 2: Recommended Fare Policy and Fare Schedule for Fixed Route Service

		Town Shuttle	Base Fare (Teton Village Routes)	Commuter Routes
Cash/Transit App	Adult	Free	\$1.00	\$5.00
	Child (under 8)	Free	Free	Free
	Student	Free	\$0.50	\$2.50
	Senior/Disabled	Free	\$0.50	\$2.50
10-Ride Ticket	Adult	-	\$8.00	\$37.50
	Student	-	\$4.00	\$17.50
	Senior/Disabled	-	\$4.00	\$17.50
1 Day Pass	Adult	-	\$2.00	\$10.00
One Month Pass	Adult	-	\$45.00	\$120.00
	Student	-	\$22.50	\$60.00
	Senior/Disabled	-	\$22.50	\$60.00
Season Pass (Fall/Winter)	Adult	-	\$236.25	\$630.00
Season Pass (Spring/Summer)	Adult	-	\$168.75	\$450.00
Annual Pass	Adult	-	\$405.00	\$1,080.00

Table 3: Recommended Fare Policy and Fare Schedule for START On-Demand

	Fare
Base Fare	\$1.00



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Vision Plan

The vision network presents options that can be implemented on top of the preferred plan and are based on finding additional funding. These service increases would further enhance the preferred network by increasing service levels to make transit more convenient to use and address crowded buses. The vision network improvements are based on public comments on service improvements, with prioritization provided by the Project Advisory Committee. The vision network improvements would require additional funding, either through current sources or new ones, and would be implemented as funding becomes available. The vision network improvements are listed below:

- Town Shuttle – Improve service headway to every 12 minutes all year.
- Teton Village Local – Add four roundtrips per day all year, providing additional service during periods where crowding is greatest on the Teton Village Local.
- Teton Village Express – Add six additional roundtrips per day to the Teton Village Express during the winter season, during time periods where it is the greatest on the Teton Village Local.
- Airport – Provide year-round service on the Airport route.
- Star Valley and Teton Valley Commuter – add two additional roundtrips on both the Star Valley and Teton Valley commuter routes on weekdays and introduce weekend service with two roundtrips on both routes.



START Bus Transit Development Plan: Fare Policy Analysis



Prepared by:



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Introduction

This analysis updates fare policy and pricing to align with ongoing modernization of START's fare collection. With recommended changes to START services from the Transit Development Plan (TDP), this is a chance to review all aspects of START service, including fares. Currently, fares account for about 8% of START's funding, while federal sources provide roughly half.

This fare study is made up of five components:

- 1). Current fare policy
- 2). Peer review of Wyoming and resort community fare policies
- 3). Goals and objectives guiding fare policy changes
- 4). Analysis of fare policies based on the goals and objectives.
- 5). Recommended fare policy

Current Fare Policy

START has a complex fare policy that is based on the travel markets. There are a few markets that are fare free such as traveling within the Town of Jackson or if traveling between the Teton Village Road Transit Center and Teton Village. Various passes are available for regular users. Fares can be paid using the Transit app or with cash. The existing fare policy is presented on Figure 1.

Figure 1: Existing START Fare Policy

FARES		EXACT CHANGE REQUIRED
• Start and End within Jackson town limits		FREE
• Teton Village Rd Transit Center ↔ Teton Village		FREE
• Jackson ↔ Teton Village, Wilson or Hoback		
1 ride (one way)		\$3, Age 8 & under: Free w/ Adult
1 ride (one way) on Teton Village Rd only		\$1, Grade 12 & under: ½ price
		Age 60 & over: ½ price
10 ride Discount Book Sold at START Facility		\$24
		Teton County, WY service is FREE
		For students of Teton County, WY (grade 12 & under)
Season Pass (Unlimited rides) Sold at START Facility		\$125
• Star Valley ↔ Jackson OR Teton Valley ↔ Jackson		
1 ride (one way)		\$8
10 Ride Discount Book sold at START facilities		\$42 Age 12 & under: ½ price
		Age 60 & over: ½ price
1 month Pass (unlimited rides) Sold at START facilities and Jackson Town Hall		\$105 (\$95-for additional consecutive months)
• Airport Shuttle (December 14, 2024, to April 13, 2025)		\$10 Adults, \$5 child/senior/ADA
		FREE for children under 8 w/adult
• Jackson ↔ Teton Village, Wilson or Hoback		
• 1 Day Pass-Transit App only	\$6.00 ends at 2:00 am	
• 7 Day Pass-Transit App only	\$32.00 Regular: Age 12 & under: ½ price	
		Age 60 & over: ½ price
ALL START BUSES ARE FREE IF YOUR RIDE STARTS AND ENDS WITHIN JACKSON TOWN LIMITS		

A sample day from each season was analyzed and annualized to project the number of passengers that pay each fare category each year, which is presented on Table 1. Almost 85% of START riders are either riding services that are fare-free (66% of riders) or are using employer provided passes (19% of riders). START bus operators manually record boarding passengers and the fares they pay.

Table 1: Ridership by Fare

Fare Category	Average Winter Daily	Average Summer Daily	Average Spring Daily	Average Fall Daily	Projected Annual
Free Fare	2,210	1,331	1,238	1,370	493,413
Cash Fare	292	72	16	28	39,291
Mobile App Fares	336	11	3	14	36,649
Employee Pass	985	443	142	267	161,772
START Season Pass	117	99	8	23	22,838
Jackson Hole Ski Pass	261	3	11	10	27,686
Commuter Pass	0	0	0	0	48,499
Commuter Ticket	0	0	0	0	5,892

Peer Group

The peer group comparison was conducted to inform the fare policy options. Funding structure and fare policy for a peer group of systems in Wyoming and other national resort communities were reviewed. Systems within Wyoming were included as these agencies rely on similar funding sources as START. Resort communities have similar characteristics as the Jackson Hole region, such as seasonal service variations, workforce challenges, and a large visitor portion of ridership. The peer group includes:

- Casper Area Transit - City of Casper, WY
- Wind River Transportation Authority – Riverton, WY
- Martha’s Vineyard Regional Transit Authority – Edgartown, MA
- Park City Municipal Corporation – Park City, UT
- San Miguel Authority for Regional Transportation – Telluride, CO
- Mountain Rides Transportation Authority – Ketchum, ID
- Town of Vail – Vail, CO
- Roaring For Transportation Authority – Aspen, CO

Transit Funding for Each Peer System

START’s funding sources are compared to the funding sources of the peer group which is presented on Table 2. Federal funding represents a high proportion of operating funds for both Wyoming and resort transit systems. With the exception of Martha’s Vineyard, state funding sources represent a very low portion of the peer group’s funding. Directly generated funds can take a number of forms including fares, institutional purchase of passes, and non-government funding. Peer agencies in Colorado are primarily funded with local services, while START and other resort community peers rely more on Federal funding.

Table 2: Operating Funds utilized by the Peer Group

System	Directly Generated	Local Funding	State Funding	Federal Funding
START	5.6%	35.2%	0.0%	59.3%
City of Casper, WY	4.8%	26.4%	12.3%	56.5%
Wind River Transportation Authority, WY	20.8%	26.4%	0.0%	52.8%
Mountain Rides Transportation Authority, ID	4.0%	22.0%	0.0%	74.0%
Park City Municipal Corporation, UT	36.7%	0.0%	0.0%	63.3%
San Miguel Authority for Regional Transportation, CO	5.1%	82.5%	0.0%	12.4%
Town of Vail, CO	0.0%	91.0%	0.8%	8.1%
Roaring Fork Transportation Authority, CO	36.4%	61.3%	2.4%	0.0%
Martha’s Vineyard RTA, MA	22.4%	8.1%	23.7%	45.8%

Source NTD 2023

Fare Policy

Most peer agencies operate fare free for short distance trips and charge fares for longer distance trips. Peer systems have fewer fare categories and fare options. The peer systems located within the State of Wyoming do charge fares on most of their services. The resort communities primarily operate fare free on short distance services with longer distance services charging fares based on distance traveled, similar to START. A few of the peers do not charge fares for any service. Many of the resort systems do have a high percentage of revenue coming from directly generated sources even though they are fare free, which shows a local direct source available. Below is a high-level description of the fare policies for peer systems.

Table 3: Fare Policy of the Peer Systems

System	Fare Policy
START	Free fare on local short-distance service with fares charged for longer distance commuter services
City of Casper, WY	Single fare type with multiple passes
Wind River Transportation Authority, WY	Flat fare for all services
Mountain Rides Transportation Authority, ID	Fare free for all services
Park City Municipal Corporation, UT	Fare free for all services
San Miguel Authority for Regional Transportation, CO	Free fare on local short-distance service with fares charged for longer distance commuter services
Town of Vail, CO	Free fare on local short-distance service with fares charged for longer distance commuter services
Roaring Fork Transportation Authority, CO	Free fare on local short-distance service with fares charged for longer distance commuter services
Martha's Vineyard RTA, MA	Fare free for all services

Ridership Impact when Transitioning to Fare Free

When evaluating the peer group fare policies, many have been fare free since inception or have been fare free for many years, therefore the peer group is not a good gauge to determine to understand the effects of becoming a fare free system. Overall research has shown the growth in ridership from eliminating fares is typically in the range of 20 to 60%¹

¹ nationalacademies.org/read/26732/chapter/5#:~:text=Implementing fare-free transit typically increases ridership by 20%25,new or increased costs associated with fare-free transit.

Goals and Objectives

The goals and objectives provide a framework for the fare scenarios and the analysis of the fare policy options. The goals and objectives, as presented on Table 4, are typical for transit agencies to consider in developing fare policy. These goals and objectives were derived from Transit Cooperative Research Program (TCRP) Project A-49 Fare Policies Structures, and Technologies. The table presents the fare policy goals with the implication of each goal based on policies from the TCRP report. The START Board provided their priorities regarding the goals and objectives at the January 22, 2025 board meeting, which is incorporated into the weighting of each goal in the analysis. Ridership rated as high priority (shown in green on the table and increase options rated as low priority (shown in red on the table). Revenue, access, and ease of use/complexity rated as medium priority (shown on yellow in the table).

Table 4: Fare Policy Goals and Objectives

Goal	Customer-Related Policies	Financial Policies	Management-Related Policies	Political Policies
Ridership	Increase ridership revenue loss	Minimize ridership loss	Improve demand management	Achieve recovery ratio goal
Revenue	Minimize revenue loss	Increase revenue	Improve demand management	Achieve recovery ratio goal
Access	Maximize societal access		Increase pricing flexibility	
Ease of Use/Reduce Complexity	Increase ease of use (i.e., convenience)	Increase prepayment/reduce use of cash	Maximize ease of implementation	
Increase Options	Provide a sufficient range of fare media options		Improve modal integration	

Fare Policy Options

Six potential fare policies, along with one fare enhancement scenario, were evaluated. These options were formulated in alignment with established goals and objectives. The six fare policy alternatives are described below. The fare schedule for each policy is presented in the appendix.

- **Maintain Current Fare Policy** – This option describes START’s current fare policy, which serves as the baseline for comparing other fare policies.
- **Current Fare Policy with a Fare Increase** - The updated fare policy keeps the current policy but raises the fare levels.
- **Free Fare on all Services** – This fare policy eliminates fares on all START services, making them fare-free for all users.
- **Implement Fares on all Services** – This fare policy introduces fares for services that are fare-free today, such as the Town Shuttle or the service between The Village Road Transit Center and Teton Village. All other fares remain the same as today’s fare.
- **Simplified Fare Policy** – The simplified fare policy creates a simpler, easier to understand fare policy for users. Instead of having a fare policy based on specific origin and destination pairing, this fare policy creates three distinct fare zones with fares charged based on the number of zones a passenger traverses. For the purpose of this analysis the three zones are the Town of Jackson, Teton County Wyoming, and Teton County Idaho or Lincoln County.
- **Simplified Fare Policy with a Fare Increase** – This fare alternative is the simplified fare policy alternative, previously described, that introduces a fare increase.

Analysis of Options

Each of the fare policy options were analyzed based on the goals and objectives. This analysis is presented on Table 5. The analysis includes the impacts to ridership and revenue since when fares increase, ridership decreases. The table coloring highlights whether the fare policy is a benefit or disbenefit for each of the goals listed, with green being a benefit and red being a disbenefit.

Each fare policy was assigned a rank of 1 to 7 for each goal. A rating of 7 indicates that the fare policy best meets the goal and a rating of 1 does very little to meet the goal. For quantitative goals such as ridership and revenue the ranking is based on the number of riders projected or revenue generated. For more qualitative and descriptive goals, the change in fare impacts is described in the analysis on Table 5. The scoring of each fare policy for each goal is presented on Table 6.

The START Board provided their priorities regarding the goals and objectives at the January 22, 2025 board meeting, which is incorporated into the weighting of each goal in the analysis. From this meeting, the highest priority goal was increasing ridership, while the lowest priority goals were increasing options and improving societal access. To score each fare policy, the rank for each goal was multiplied by 3 for ridership, 2 for increasing revenue and reducing complexity, and 1 for increasing options and societal access. The scores for each for each fare policy are presented on Table 7, with a simplified fare policy receiving the highest score.

Table 5: Analysis of Fare Policies Based on Goals and Objectives

	Maintain Current Policy with Fare Increase	Free Fare for All Services	Implement Fares on Free Services	Implement Fares on Free Services with Fare Increase	Simplified Policy	Simplified Policy with Fare Increase
Ridership	-16,000 passenger boardings (-1.56%)	+107,000 passenger boardings (+10.59%)	-206,000 passenger boardings (-20.28%)	-221,000 passenger boardings (-21.84%)	+14,000 passenger boardings (+1.35%)	-27,000 passenger boardings (-2.62%)
Revenue	+\$245,000 (+20.35%)	-\$1,200,000 (-100%)	+\$468,000 (+38.84%)	+\$713,000 (+59.19%)	-\$43,000 (-3.57%)	+188,000 (+15.62%)
Access	Decrease with the lowest loss of ridership	Increase	Decrease with a high loss of ridership	Decrease with the greatest loss of ridership	No change	Decrease with a low loss of ridership
Ease of Use/Reduce Complexity	No change	Free fare for all trips is not complex	Adds another fare category	Adds another fare category with a fare increase	Consolidating fare policies reduces complexity	Consolidating fare policies reduces complexity with a fare increase
Increase Options	No change	No fares eliminates fare payment options	Reduces options by eliminating free fares	Reduces options by eliminating free fares and fare increase	Very few options with simplification	Very few options with simplification and associated fare increase
Table that shows fare structure	Table 12	No fares	Table 13	Table 14	Table 15	Table 16

Table 6: Rank Score of Each Fare Policy

	Current Fare Policy	Maintain Current Policy with Fare Increase	Free Fare for All Services	Implement Fares on Free Services	Implement Fares on Free Services with Fare Increase	Simplified Policy	Simplified Policy with Fare Increase
Ridership	5	4	6	2	1	7	3
Revenue	3	5	1	6	7	2	4
Access	5	4	7	2	1	6	3
Ease of Use/Reduce Complexity	4	3	7	2	1	6	5
Increase Options	7	6	3	2	5	4	1

Table 7: Weighted Score of Fare Policies

	Current Fare Policy	Maintain Current Policy with Fare Increase	Free Fare for All Services	Implement Fares on Free Services	Implement Fares on Free Services with Fare Increase	Simplified Policy	Simplified Policy with Fare Increase
Ridership	15	12	18	6	3	21	9
Revenue	6	10	2	12	14	4	8
Access	10	8	14	4	2	12	6
Ease of Use/Reduce Complexity	8	6	14	4	2	12	10
Increase Options	7	6	3	2	5	4	1
Total	46	42	51	28	26	53	34

Recommended Fare Policy

The recommended fare policy for START is to implement a more simplified fare policy without a fare increase. This option modifies the simplified fare policy by charging fares based on which route a passenger is taking instead of having different fare levels based on travel markets, which is a pivot from a zone-based fare policy. This pivot came from staff level discussions that kept the spirit of simplification and providing a fare policy that could encourage ridership. Commuter route fares are discounted to encourage ridership. This recommended fare policy also decreases the fare on the Teton Village routes between Jackson and Teton Village and introduces a fare between the Village Road Transit Center and Teton Village. This was done to decrease confusion in understanding the fare policy and for fare enforcement.

The fare policy is presented on Table 8 through Table 10. This fare policy supports START by making the START fare policy easier for visitors and residents to use the START system. The fare policy maintains free fare for service within the Town of Jackson and provides passes that lower the cost of the trip, with discounts for passes being 25%. Revenue generated from fares will support START service changes recommended by the transit development plan. Implementing the new fare policy should occur at the same time as major service changes at START.

This fare policy will not be a major policy shift, nor will it require new fare equipment in order to implement these fares. Many of the fare products will be available on the current Transit App and cash fares will still be available. Additional fare choices are available with seven-day passes on commuter service and an annual pass.

Table 8: Recommended Fare Policy and Fare Schedule for Fixed Route Service

		Town Shuttle	Base Fare (Teton Village Routes)	Commuter Routes
Cash/Transit App	Adult	Free	\$1.00	\$5.00
	Child (under 8)	Free	Free	Free
	Student	Free	\$0.50	\$2.50
	Senior/Disabled	Free	\$0.50	\$2.50
10-Ride Ticket	Adult	-	\$8.00	\$37.50
	Student	-	\$4.00	\$17.50
	Senior/Disabled	-	\$4.00	\$17.50
1 Day Pass	Adult	-	\$2.00	\$10.00
One Month Pass	Adult	-	\$45.00	\$120.00
	Student	-	\$22.50	\$60.00
	Senior/Disabled	-	\$22.50	\$60.00
Season Pass (Fall/Winter)	Adult	-	\$236.25	\$630.00
Season Pass (Spring/Summer)	Adult		\$168.75	\$450.00
Annual Pass	Adult	-	\$405.00	\$1,080.00

Table 9: Recommended Fare Policy and Fare Schedule for START On-Demand

	Fare
START On-Demand Fare	\$1.00

Table 10: Recommended Fare Policy and Fare Schedule for ADA

	Fare
ADA Fare	Free

Institutional Purchase of Passes

This recommendation is to market and directly sell passes to major employers, hotels, and social service organizations. Employers can provide, or sell, these passes to their employees, making access to START buses easier. Hotels could provide these passes to guests allowing for easy access to START buses when traveling to major tourist destinations served by START. Social service organizations can provide passes to their clients allowing the clients to access low or no cost transportation through START.

The institutional purchase of passes will provide easier access to transit passes that will encourage transit use. Also, it will lower costs for START in providing fare media to residents. This program will provide a revenue stream to START to operate service. Some of the hotels can use this pass program to eliminate the shuttle services that they operate to connect to major destinations and allow for hotels that do not operate shuttles a new way to connect their guests to destinations easily. Finally, a program supporting the institutional purchase of passes can be implemented with any of the fare options analyzed, except are free on all services.

Impact of The Recommended Fare Policy

The impacts of the preferred fare policy on ridership and revenue are shown on Table 11. The table shows that the greatest impact to ridership and revenue comes from the introduction of fares to START On-Demand. Many of the START's customers who are no longer using START On-Demand will transition to the Town Shuttle which will remain free and the fare model does not capture these riders.

Table 11: Impacts to Ridership and Revenue

	Ridership Change (boardings)	Ridership Change (percent)	Revenue Change (amount)	Revenue Change (percent)
Fixed Route	+42,000	+5.3%	-\$103,000	-10.0%
Commuter Routes	+4,000	+7.5%	-\$16,000	-9%
START On-Demand	-104,000	-60.1%	+\$51,000	-
ADA	0	0%	0	0%
Total	-58,000	-5.7	-\$68,000	-5.6%

Conclusion

This fare policy analysis reviewed peers, set goals, presented and evaluated fare options, and made a recommendation of a simplified fare policy. The recommended fare policy best balances the priorities of the START Board and supports increased ridership and fare modernization goals. Next steps will be to approve the fare policy changes as part of the larger TDP project and implement the new fare policy.

Appendix

Table 12: Currnt Fare Policy

	Free Fare ²	Stops Along Moose-Wilson Road	Between Jackson and Teton Village, Wilson, or Hoback	Star Valley or Teton Valley	Airport
Adult Cash	Free	\$1.00	\$3.00	\$8.00	\$10.00
Less than Age 9	Free	Free	Free	Free	Free
Child 9-12	Free	\$0.50	\$3.00	-	\$5.00
Age 60 or over	Free	\$0.50	\$1.50	-	\$5.00
ADA	Free	-	\$1.50	-	\$5.00
10-Ride Discount Book	-	-	\$24.00	\$42.00	-
10-Ride Discount Book – less than age 12	-	-	-	\$21.00	-
10-Ride Discount Book – Age 60+	-	-	-	\$21.00	-
1 Day Pass	-	-	\$6.00	-	-
7 Day Pass Adult	-	-	\$32.00	-	-
7 Day Pass Less than Age 13	-	-	\$16.00	-	-
7 Day Pass Age 60+	-	-	\$16.00	-	-
One Month Pass	-	-	-	\$105.00	-
Season Pass	-	-	\$125.00	-	-
ADA Bus	Free		Free	Free	-
START On-Demand	Free		-	-	-

Table 13: Current Fare Policy with a Fare Increase

	Free Fare ³	Stops Along Moose-Wilson Road	Between Jackson and Teton Village, Wilson, or Hoback	Star Valley or Teton Valley	Airport
Adult Cash	Free	\$1.50	\$4.00	\$10.00	\$12.00
Less than Age 9	Free	Free	Free	Free	Free
Child 9-12	Free	\$0.75	\$4.00	-	\$6.00
Age 60 or over	Free	\$0.75	\$2.00	-	\$6.00
ADA	Free	-	\$2.00	-	\$6.00
10-Ride Discount Book	-	-	\$24.00	\$52.00	-
10-Ride Discount Book – less than age 12	-	-	-	\$26.00	-
10-Ride Discount Book – Age 60+	-	-	-	\$26.00	-
1 Day Pass	-	-	\$8.00	-	-
7 Day Pass Adult	-	-	\$42.00	-	-
7 Day Pass Less than Age 13	-	-	\$21.00	-	-
7 Day Pass Age 60+	-	-	\$21.00	-	-
One Month Pass	-	-	-	\$130.00	-
Season Pass	-	-	\$150.00	-	-
ADA Bus	Free		Free	Free	-
START On-Demand	Free		-	-	-

² Within the Town of Jackson or between Village Road Transit Center and Teton Village

³ Within the Town of Jackson or between Village Road Transit Center and Teton Village

Table 14: Implement Fares on all Service

Market		Fares on All Services
Within Jackson	Adult Cash	\$1.00
Village Road TC /Teton Village	Adult Cash	\$1.00
Jackson/Teton Village, Wilson, or Hoback	Adult Cash	\$3.00
	Less than age 9	Free
	10-ride discount book	\$24.00
	1 Day Pass	\$8.00
	7 Day Pass Adult	\$40.00
	7 Day less than age13	\$26.00
	7 Day Pass Age 60+	\$20.00
	Season Pass	\$150.00
Moose-Wilson Road Stops/2 zone	Adult Cash	\$1.50
	Grade 12 and under	\$0.75
	Age 60 and over	\$0.75
Star Valley/Teton Valley Commuter	Adult Cash	\$9.00
	10-ride discount book	\$45.00
	Less than age 12	\$22.50
	Age 60 and over	\$22.50
	1 Month Pass	\$100.00
Airport Shuttle	Adult Cash	\$12.00
	Child age 8-12	\$6.00
	Age 60 and over	\$6.00
	ADA	\$6.00
	Under age 8	Free
ADA Bus		\$2.00
START On-Demand		\$2.00

Table 15: Implement Fares on all Service and Increase Fare

Market		Fares on All Services
Within Jackson	Adult Cash	\$1.00
Village Road TC /Teton Village	Adult Cash	\$1.50
Jackson/Teton Village, Wilson, or Hoback	Adult Cash	\$4.00
	Less than age 9	Free
	10-ride discount book	\$30.00
	1 Day Pass	\$8.00
	7 Day Pass Adult	\$40.00
	7 Day less than age13	\$26.00
	7 Day Pass Age 60+	\$20.00
	Season Pass	\$150.00
Moose-Wilson Road Stops/2 zone	Adult Cash	\$1.50
	Grade 12 and under	\$0.75
	Age 60 and over	\$0.75
Star Valley/Teton Valley Commuter	Adult Cash	\$9.00
	10-ride discount book	\$45.00
	Less than age 12	\$22.50
	Age 60 and over	\$22.50
	1 Month Pass	\$100.00
Airport Shuttle	Adult Cash	\$12.00
	Child age 8-12	\$6.00
	Age 60 and over	\$6.00
	ADA	\$6.00
	Under age 8	Free
ADA Bus		\$2.00
START On-Demand		\$2.00

Table 16: Simplified Fare Policy

		Single Zone trip	Two zone trips	3 zone trips
Cash/Transit App	Adult	Free	\$3.00	\$5.00
	Child (under 8)	Free	Free	Free
	Student	Free	\$1.50	\$2.50
	Senior/Disabled	Free	\$1.50	\$2.50
10-Ride Ticket	Adult	-	\$24.00	\$28.00
	Student	-	\$12.00	\$14.00
	Senior/Disabled	-	\$12.00	\$14.00
1 Day Pass	Adult	-	\$6.00	-
7-Day Pass	Adult	-	\$30.00	-
	Student	-	\$15.00	-
	Senior/Disabled	-	\$15.00	-
One Month Pass	Adult	-	\$40.00	\$65.00
	Student	-	\$20.00	\$32.00
	Senior/Disabled	-	\$20.00	\$32.00
Season Pass	Adult	-	\$200.00	\$325.00
Annual Pass	Adult	-	\$400.00	\$650.00

Table 17: Simplified Fare Policy with a Fare Increase

		Single Zone trip	Two zone trips	3 zone trips
Cash/Transit App	Adult	Free	\$5.00	\$8.00
	Child (under 8)	Free	Free	Free
	Student	Free	\$2.50	\$4.00
	Senior/Disabled	Free	\$2.50	\$4.00
10-Ride Ticket	Adult	-	\$28.00	\$45.00
	Student	-	\$14.00	\$22.00
	Senior/Disabled	-	\$14.00	\$22.00
1 Day Pass	Adult	-	\$10.00	-
7-Day Pass	Adult	-	\$40.00	-
	Student	-	\$20.00	-
	Senior/Disabled	-	\$20.00	-
One Month Pass	Adult	-	\$65.00	\$100.00
	Student	-	\$32.00	\$50.00
	Senior/Disabled	-	\$32.00	\$50.00
Season Pass	Adult	-	\$325.00	\$500.00
Annual Pass	Adult	-	\$650.00	\$1,000.00



START Bus Transit Development Plan: Existing Conditions



Prepared by:



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Introduction

The START Bus Transit Development Plan (TDP) is a five-year blueprint that guides START Bus in providing transit service to the Jackson Hole region. The TDP provides a comprehensive analysis of all of START's services to provide guidance in improving the delivery of services based on the goals and objectives of the community and the organization. The TDP is presented in two phases, with the first phase being data gathering and analysis, and the second phase being development and evaluation of alternatives and recommendations. This Existing Conditions Report presents the analyses from the first phase of the TDP.

This report is broken into six sections:

- **Goals/Objectives** – the framework and lens in which all analysis and recommendations will be centered.
- **Public Outreach** – summary of completed and planned outreach events, surveys, and meetings, as well as comments which have been collected up until this point.
- **Existing Plan Review** – a synthesis of the previous and current planning documents, studies and reports which would have an impact on START Bus services.
- **Market Assessment** - analysis of population, employment, and demographic patterns that may affect transit demand; analysis of overall regional travel patterns including all transportation modes based on pm data analyzed from Replica; analysis of the built environment and its impact on transit service.
- **Existing Service Analysis** - analysis of the performance of current START Bus services; review of ridership trends, route-level performance, community transit access, and strengths and weaknesses of current service delivery.
- **Resource Assessment** – analysis of the staffing, vehicles, facilities, and technology that enable START Bus to provide transit service to the community.

Goals and Objectives

This Transit Development Plan (TDP) will focus on transit in the broadest sense; that is, all methods of mobility other than single-occupant vehicles (SOVs). Therefore, the term transit in the goals and objectives reflects this broad definition. The goals and objectives consider the complete trip, which is every aspect of the journey that an individual experiences from the moment they walk out the door at the start of each journey to the moment they enter the door at their destination. Focusing on the complete trip and incorporating all modes of shared ride and active transportation is essential to mitigate traffic congestion, improve air quality, reduce greenhouse gas emissions, and provide access to opportunity for the entire community. While START does not control all of the infrastructure essential to encouraging and providing a safe environment for active transportation (e.g., walking, bicycling, and mobility devices for individuals with disabilities), partnering with the local government and entities that do is essential to provide safe, convenient, and attractive access to shared ride services, particularly fixed route transit.

The services that START provides directly or in partnership with other entities will determine the success of achieving goals and objectives. Ridership or use of the full suite of shared mobility services can only be achieved through thoughtful and proper design. That includes level of service (frequency and span), coverage, and applying and integrating the correct mix of services to meet the accessibility needs of each submarket best.

The goals and objectives are presented below:

Goals

- Provide access or partner to provide access to employment, education, health care, recreation, and social opportunity for the entire community.
- Increase transit use and reduce SOV use to mitigate traffic congestion.

Objectives

- Develop a constrained transit service plan that maximizes ridership with existing resources.
- Develop an aspirational transit service plan that will grow ridership (i.e., increase service frequency, span, coverage, and mix of services to the point of diminishing returns).
- Assure that constrained and aspirational transit service plans match the service type to market demand efficiently and effectively.
- Integrate the constrained and aspirational transit service plans to assure a positive and convenient experience when multiple modes or services are needed to complete the trip.
- Ensure the constrained and aspirational transit service plans address the unique needs of visitors, and the work trips and non-work trips of both year round and seasonal residents.
- Identify barriers to accessing transit service, and recommend actions for partnering with the appropriate agency to remove each barrier.
- Identify funding strategies to implement the aspirational plan and reduce barriers to access.

Public Outreach and Community Engagement

Public outreach and community engagement is a key part of any TDP, ensuring that the project recommendations align with community mobility needs and priorities. The TDP contained two rounds of outreach. Phase I occurred in Winter and Spring 2025 and focused on speaking with stakeholders and the general public about overall transportation needs and performance in the Jackson Hole area. The goal of this phase was to identify what START does well that should be strengthened and where START could improve, along with what aspects of START's services are important to users and potential users. Phase II will take place in Summer 2025 and will present draft service recommendations.

This chapter summarizes the key findings from Phase I outreach events. Phase 1 public outreach and community engagement activities began in March 2025 when the team arrived in Jackson to hold meetings with stakeholders, the Project Advisory Committee (PAC), and the START Board, and to conduct direct outreach to riders.

Public Outreach Plan

START recognized that a successful plan requires input from a broad array of stakeholders. The Public and Stakeholder Involvement Plan (PSIP) defined key stakeholders and tools and outlined a meeting schedule to engage a wide variety of stakeholders throughout the study process. The PSIP, which is presented in the appendix, presents the public outreach plan and how information was collected.

Multiple channels for both the dissemination of project information and the robust collection of stakeholders' and public input were provided to meet the following objectives:

- Work with area residents, workers, opinion leaders, and decision-makers to identify mobility needs, opportunities, and challenges for both the existing and future transit service;
- Solicit input and feedback for improvements to the current START network and service modes; and
- Build a greater awareness and understanding of START, its services, local market conditions, the operating environment, and the recommendations process.

The following sections present each of the outreach activities, including who was involved and key findings from each group.

Project Advisory Committee (PAC)

The Project Advisory Committee (PAC) is responsible for oversight and guidance for the TDP. The PAC included representatives from major employers, hotels, senior centers, community organizations, and resorts within the service area. The PAC met at major milestones of the project. The first meetings with

members of the PAC were held on March 19, 2025, and March 20, 2025, in person, with a virtual meeting option on March 31, 2025. The PAC members are presented in Table 1 below.

Table 1: PAC Members

Project Advisory Committee Representative	Organization
Alex Bontecou	Community Resource Center of Teton Valley
Seadar Davis	One22
Rebecca Erskine	Senior Center
Julien Haas	Citizen and frequent rider
Jane Kim	Four seasons - GM
Thomas Kinney	Hospital or other medical facilities
Lindsey Larivee	Director of People & Culture- Four Seasons Jackson Hole
Matt Larson	Teton Village Association
Sydney Nicholas	Four Seasons HR
Laura Paul	Jackson Hole Ski and Snowboard Club
Brandon Ryan	West bank, e.g., Aspens
Charlotte Reynolds	Teton County School District
Kip Roberson	Teton County Library
Doug Self	City of Driggs (Idaho), Teton Valley START Board Liaison
Stefania Sisnea	Voices JH
Carey Stanley	One22
Clare Stumpf	ShelterJH

At the PAC meetings, members were asked the following questions:

1. What does START/public transportation network do well?
2. What are the transportation challenges faced by yourself or constituent groups?
3. Are there locations where people need to get to that are not available on the public transportation network?
4. What kind of improvements (later service, earlier service, more frequent service, more summer/shoulder season service) would benefit you/your clients?
5. Describe barriers for you/your clients to use the transportation network
6. Are there any safety and security issues that we should be aware of?
7. Are the schedule times the right times for people's transportation needs or are there other times that service is needed?

Key comments from the PAC meetings include:

- Concerns about the Town Shuttle, particularly coverage in East Jackson and areas south of Pearl Street and connecting to the library on the Shuttle.
- Connecting the student population to after school activities, primarily along Snow King Avenue.
- Connections between East Jackson and grocery stores in the western part of the town is a concern.

- Limited commuter service is an issue, particularly during midday, evenings, and weekends.
- More service is needed during peak times, particularly in the summer months.
- More bus shelters and amenities at bus stops are needed.
- There are medical offices in Wilson, but they are not accessible via START.
- START schedules should coordinate with shift start and end times at major employers and event centers.
- Serving Stilson Park and Ride adds travel time to routes.
- START staff is attentive and responsive, as well as open to new ideas.
- START services are reliable even when weather conditions are not great.
- START's online apps are difficult to use and understand for both locals and visitors.
- Recommend that outreach to visitors to the region needs to occur before they arrive in Jackson, work with the hospitality industry to market START.
- The airport service is great but access to long-term parking lack of parking to connect with the airport route limits Jackson area residents from being able to use this route if they are not close to a bus stop.
- There may be a market for transit services just south of the Town at Rafter J Ranch and Melody Ranch.
- Potential HOV lane on Highway 22 will improve speed and reliability of START routes serving Teton Village.
- START bus routes should focus on coordinating schedules at one hub location.
- The trend since COVID is that people are driving more and taking the bus less.
- START needs to be better integrated with housing and other developments.
- Going fare-free on all services should encourage ridership, or work with more employers to buy passes for employees.
- Consider vanpools for commuter services.
- People still drive because it is easy to drive and park in Jackson.

Stakeholder Meetings

Key stakeholders that represent interested organizations in the community were engaged to provide input into the TDP by participating in stakeholder meetings. The roles and responsibilities of stakeholders in this project are fewer than those of a PAC member. The study team hosted three stakeholder meetings in winter 2025; two in person on March 18, 2025, and March 19, 2025, and a virtual meeting on March 31, 2025. The START Board members were invited to participate as stakeholders of the project. The list of stakeholders who were invited to participate in stakeholder meetings is presented on Table 2.

Table 2: Key Stakeholders

Stakeholder	Organization
Katherine Dowson	Friends of Pathways (pathway/trail nonprofit)
Lindsey Ehinger	Travel and Tourism Board
LizAnn Eisen	START Board Member
Jenny Fitzgerald	Jackson Hole Conservation Alliance
Wes Gardner	Teton County Commissioner
Ty Hoath	START Board Member
Rick Howe	Chamber of Commerce
Ginny Hutchinson	Wilson, WY Steering committee
Amy Kuszak	Jackson Hole Conservation Alliance
Sami Powers	Grand Teton National Park
Meghan Quinn	START Board Member
Kevin Regan	Town Councilor liaison to START
Wil Roscoe	START Board Member
Jared Smith	START Board Member
Kristin Unruh	START Board Member
Justin Walters	Chamber of Commerce

At the Stakeholder meetings, members were asked the following questions:

1. What does START/public transportation network do well?
2. What are the transportation challenges faced by yourself or constituent groups?
3. Are there locations where people need to get to that are not available on the public transportation network?
4. What kind of improvements (later service, earlier service, more frequent service, more summer/shoulder season service) would benefit you/your clients?
5. Describe barriers for you/your clients to use the transportation network
6. Are there any safety and security issues that we should be aware of?
7. Are the schedule times the right times for people's transportation needs or are there other times that service is needed?

Comments from the Stakeholder meetings include:

START Overall Impressions

- START has a very visible presence within the region and stops are well-located all-over town.
- START has the opportunity to be more aspirational with the services provided.
- The system is not integrated, cannot schedule START On-Demand to connect with other bus routes for a complete trip.

START Services

- Current bus routes are confusing in terms of where each route goes.
- Wilson is not well served by buses, and it is a long walk to Stillson.

- Buses should connect to trailheads.
- START should consider a guaranteed ride home program.
- Veterans' community needs better connections to services, including access to the hospital.
- Potential locations to serve include Wilson, Rafter J Ranch, and Melody Ranch.
- Better access is needed to generators along Snow King Avenue.
- Commuter vans could help with commuter transportation.

Communication

- START Apps and public information are not user-friendly; Apps should be modeled based on the JHMR App.
- Need to get START information to visitors before they book rental cars.
- START should partner with bigger voices in the area to promote service, similar to how START partners with Teton Village Association and Jackson Hole Mountain Resort.

Fares

- The current fare policy is confusing.
- A number of participants stated that charging fares makes the system less user-friendly, as many people do not carry cash or cash in lower denominations, and acknowledged that going fare-free is more of a good aspirational goal.
- Employer-funded passes should be sold.

Parking Concerns

- Lack of parking along the Airport route makes it difficult for people to use, and the START-owned land should be used for Park and Ride facilities.
- Parking policy is closely tied to transit service and transit works at Teton Village due to the high cost of parking there; consider charging for parking in the Town with funds going to transit.

Planning Considerations

- National Park bus services have not been successful, but there will be construction that will limit automobile access in 2027, and the 100-year anniversary is in 2028; this may be a good time to consider a trial service.
- Congestion on Highway 22 is a concern that affects Teton Valley Commuter and Teton Village services. A potential HOV lane on Highway 22 should help buses by providing a lane that buses can use to bypass single-occupant vehicles.
- Consider driving time versus entire trip ride time for passengers when considering improvements; transfers introduce additional trip time, making travel time less competitive.
- Improved frequency is needed to create a cultural shift to transit.
- Lots of initiatives coming from different places – need to be integrated together.

Rider Drop-In Sessions and Bus Ride Along

Direct outreach to bus riders occurred through drop-in sessions and ride-alongs. Team members rode buses, engaged riders in conversations regarding service, and distributed surveys directly to riders. These

ride-longs happened throughout the week of March 17, 2025. Three rider drop-in sessions were held, during which members of the study team engaged riders waiting for buses to discuss the bus service and distributed surveys. The drop-in sessions occurred at Teton Village on March 17, 2025, at Albertson's on March 18, 2025, and at Miller Park on March 19, 2025. Key comments from the rider engagement are presented below:

- Wait times are too long during peak times.
- At Teton Village, the Teton Village Local fills up with passengers going to Stilson, so people who use the local going from Teton Village to Jackson are not able to access this route and have to wait an additional 45 minutes.
- Not all Teton Village buses should serve Stillson.
- Town Shuttle should serve Snow King.
- Additional commuter trips are needed.
- Town Shuttle running time is a little tight, especially during periods with a lot of traffic.
- Town Shuttle turning movements can be tough at certain intersections where there is no traffic control and narrow streets.
- Routes go everywhere and are on time.
- Late-night service may need one more bus to/from Teton Village to fill gaps in the schedule due to hour-long waits.

Bus Operator Meetings

As the eyes on the ground, bus operators can provide great insight into the strengths and opportunities of current service delivery. The project team held two drop-in sessions at operator lounges, one on March 19, 2025, and the second on March 21, 2025. Key comments from the bus operator meetings are presented below.

- The old bus network better served the hospital and library on the Town Shuttle.
- Commuter routes need more service to align with the start and end times of employers.
- Airport ridership seems to be clustered around a few trips a day, but there are no other issues with the route; the route should operate all year.
- There are too many fare categories, causing confusion.
- The fare payment app is difficult for people to use.
- Tourists have trouble understanding the bus system.
- There is a lot of confusion regarding the AM and PM variations on the Teton Village Local and Express.
- START on-demand actually operates more vehicles than what it replaced – seems contrary to the purpose.
- Having the Salt Lake Express, with no START markings, is confusing for riders, especially since they do hotel shuttles as well.
- Some elderly and disabled passengers use ADA because of a lack of Town Shuttle service coverage to locations such as the senior center, the library, and senior living locations.
- The Village South route is underused.

- Bus schedules are clustered too close together at times, with large gaps at other times.
- The Albertsons bus stop is too short to serve multiple buses at once.
- Potential market south of Town at Melody Ranch and Rafter J Ranch developments along with future developments along High School.
- Existing Virginian Lane Apartments are not served.
- The Teton Village Local spends a lot of time accessing stops that are not directly on Moose-Wilson Road. Service would be more consistent if the buses did not have to deviate from Moose-Wilson Road to serve Stilson, Aspens, Science School, and Calico.
- Town should charge for parking to encourage transit use.

Literature Review

Existing studies and plans provide an overview of the transportation environment and what may be changing in the Jackson Hole Region. The studies and plans also establish goals and objectives for transportation that were used to inform the goals and objectives for this TDP. The studies and plans that are presented below were reviewed and summarized for the TDP.

START Bus's 2020-2025 Route Plan¹

This comprehensive report outlines START Bus's 2020-2025 Route Plan for the Town of Jackson and Teton County, Wyoming. The plan aims to significantly improve public transit service through several key changes, including streamlining the Town Shuttle into a single more efficient route with 20-minute frequency, which has since been improved to 15-minute, restructuring Teton Village service into multiple route variations (Local, Express, South Jackson, and Peak Express from Stilson), introducing microtransit service for East Jackson, adding a new fixed route to serve Rafter J and Melody Ranch areas south of Jackson, and increasing commuter service frequency to both Star Valley and Teton Valley.

The plan was developed through extensive public outreach and is designed to help meet goals established in the region's Integrated Transportation Plan, particularly doubling transit ridership and reducing vehicle miles traveled (VMT).

Once fully implemented, the plan was projected to increase overall ridership by approximately 60% while maintaining similar operating costs through improved efficiency. The report details the phasing and infrastructure needs (including a new downtown transit hub) and the financial requirements for implementation, with an estimated annual operating cost of around \$6.5 million, plus capital improvements.

The plan represents a significant restructuring of START's services to create a more efficient, higher-frequency system that better serves both residents and visitors while helping address the region's growing traffic and congestion challenges.

Improvements that were not implemented included a Rafter J Melody/South Park Route and a Stilson to Teton Village Peak Express, as well as the creation of a centralized Downtown Transit Hub. These were not implemented due to funding constraints, but there is still local demand for services in those areas.

While not a part of the route plan, START, along with Town of Jackson and Teton County partners, has identified Mobility Hub locations and continues to pursue planning/design of the mobility hubs. The recommended mobility hubs are in the vicinity of Albertsons, the Library, the future Central Wyoming College, Miller Park, Home Ranch, and Snow King. The mobility hubs are locations where bus-to-bus transfers could occur, as well as connections to other future services such as bike or car share.

¹ <https://www.jacksonwy.gov/DocumentCenter/View/3932/START-2020-2025-Routing-Plan---Final-Report>

Jackson/Teton Comprehensive Plan (2020)²

The Transportation chapter of the plan outlines Jackson/Teton County's vision for a multimodal transportation system that prioritizes alternatives to single-occupancy vehicles. For START, this means playing a central role in the community's transportation future. The plan calls for expanding START services, including pursuing transit connections between Jackson and the airport/Grand Teton National Park, as well as other strategic route expansions. It also endeavors to make START and other multimodal options more convenient than driving alone, with policies that support dedicated funding sources, improved infrastructure, and coordination with regional partners. The document suggests exploring fare-free START service and continuing START service to neighboring areas, like Teton County, Idaho, and Lincoln County, Wyoming, to help reduce commuter impacts. The plan also emphasizes integrating START with other transportation modes through "complete streets" design and interconnected infrastructure, such as park-and-ride facilities. Notably, the community acknowledges that this transition may lead to increased road congestion for cars but views it as an acceptable trade-off to achieve their environmental and quality-of-life goals. The plan positions START as a key tool for reducing greenhouse gas emissions, managing transportation demand, and creating a more sustainable regional transportation system.

2024 Commuter Survey

According to the August 2024 Commuter survey conducted by the Teton County Transportation Division in Wyoming and Idaho, 181 people (179 complete responses) responded to questions about their commuting habits and preferences. The majority of respondents (81) lived in Jackson, WY, followed by Victor, ID (37), and Wilson, WY (21). About half of the respondents worked in Jackson five days per week, with 50% arriving between 8:00-9:00 AM and departure times more varied but concentrated between 4:00-6:00 PM. Most respondents (81%) had consistent vehicle access, and 53% typically drove alone to work, while 19% used START transit services. The survey revealed potential opportunities for increased transit adoption: 48% of respondents are interested in carpooling/vanpooling (though concerned about flexibility), and 41% say they would be more likely to try bus service if it offered Wi-Fi and restrooms. The key barriers to transit use included incompatible bus schedules (43%), infrequent service (37%), and a lack of service near homes (36%). The survey also highlighted the need for better bus stop infrastructure, enhanced coordination with local entities like schools, and improved technology solutions.

START Winter 2021/22 Jackson On-Demand Service Onboard Survey³

This survey was conducted in March/April 2022 for START On Demand, a transit service in Jackson that replaced fixed route service in East Jackson. The survey collected 226 responses (184 in English, 42 in Spanish) through both onboard and online channels. Key findings revealed that the service was primarily used for work trips (48%), with most riders being full-time residents (56%) who used the service frequently

² <https://jacksontetonplan.com/DocumentCenter/View/1705/JacksonTeton-County-Comprehensive-Plan-Updated-November-2-2020>

³ <https://www.jacksonwy.gov/DocumentCenter/View/6381/START-On-Demand-Onboard-Survey-Summary-With-Forms>

(31% rode six to seven days a week). The service received high overall satisfaction ratings (77% rated it "very good"), with driver courtesy and ease of trip requests as the highest-rated features. The most common suggestion for improvement was expanding the service area (72% of respondents), particularly to locations like Albertson's and Smith's supermarkets. Without the service, most users (58%) said they would have walked to their destination, while 18% would have used ride-sharing services like Uber or Lyft.

Jackson/Teton Integrated Transportation Plan⁴

The Jackson/Teton Integrated Transportation Plan, last updated in December 2020, outlines a comprehensive strategy for transportation development in Jackson Hole, WY, through 2035. The plan focuses on improving multimodal transportation options, with key priorities including expanding public transit service (particularly between Jackson and Teton Village), developing a Transportation Demand Management program, enhancing active transportation infrastructure (walking and biking), and strategically implementing major capital projects in four groups. The plan establishes benchmarks for initiating these projects based on traffic volumes rather than fixed dates, given the uncertainty in forecasting future travel demands. It calls for the creation of a Regional Transportation Planning Organization to coordinate between the Town of Jackson, Teton County, and the Wyoming DOT. The plan emphasizes the need for new dedicated funding sources, particularly for transit operations, to implement the proposed transit improvements. The plan outlines ambitious expansion goals for START, including implementing Bus Rapid Transit service between Jackson and Teton Village with HOV lanes, improving commuter services, extending service hours, and adding summer service to Grand Teton National Park. START also aims to increase its farebox recovery/operating ratio from 23% to 30% through better transportation demand management.

Wyoming 22 Corridor Project⁵

The Wyoming 22 Corridor Project is a comprehensive transportation improvement initiative addressing the congested six-mile segment between Jackson and Wilson in Teton County, Wyoming. The project aims to improve safety and mobility for all transportation modes along what is currently Wyoming's busiest two-lane highway. It also incorporates the Tribal Trail Connector and is being developed through a three-phase alternatives evaluation process. START Bus service would benefit from several proposed improvements, including potential managed lanes, intersection enhancements at key locations such as the Y intersection and Spring Gulch Road, and the project's overall focus on reducing peak-period delays and supporting multimodal transportation. These improvements would enhance transit reliability and operations throughout the corridor.

Wyoming DOT Long Range Transportation Plan⁶

The Wyoming Department of Transportation is developing the 2050 Long Range Transportation Plan to guide transportation investment decisions over the next 25 years, focusing on strategic policies that will foster

⁴ <https://www.jacksontetonplan.com/DocumentCenter/View/1711/Jackson-Teton-Integrated-Transportation-Plan-Technical-Update-Adopted-December-2020>

⁵ <https://wy22corridor.com/>

⁶ <https://wydotlrtp.com/>

positive impacts for the energy, tourism, and agriculture sectors. This comprehensive framework, being created in partnership with stakeholders and the public under USDOT guidance, will incorporate current conditions data, updated long-term visions, scenario planning, funding analysis, and public input to advance transportation strategies throughout the state. Following a four-phase schedule from 2024-2025, the plan aims to identify performance targets crucial for building an efficient transportation system responsive to the needs of Wyoming's residents, visitors, and economy, supporting WYDOT's purpose of safely connecting communities and improving quality of life. The plan has identified a \$200 million annual funding gap for transportation, with options to increase funding. The increases in funding could also allow for funding of public transportation systems in Wyoming such as START.

JAC Airport Ground Transportation Service Pilot Final Report ⁷

The JAC Airport Ground Transportation Service Pilot Final Report details the results of a shuttle service between the Town of Jackson and Jackson Hole Airport that operated from December 16, 2023, to April 14, 2024, with the aim of reducing private vehicle trips and airport parking demand. The shuttle provided hourly service from 5:00 AM to 10:30 PM daily with stops at Miller Park, Antler Inn, Deloney Parking Lot, and Home Ranch, charging \$10 for adults and \$5 for children, seniors, and those with disabilities. While the pilot achieved some performance targets, including a 44% farebox recovery ratio (exceeding the 41.5% target) and extremely high customer satisfaction at 99%, it fell short in other areas, averaging only 4.5 passengers per hour against a target of 7-10. Peak ridership occurred in March 2024, with Sundays being the busiest day and peak boarding hours from 11:00 AM to 1:00 PM, which correlated with flight schedules. Travel times were competitive on some stops but not others, with trips from Miller Park taking twice as long as private vehicles, and on-time performance averaged 83%, just below the 85% target.

Based on these results, START Bus services would likely be impacted through a series of recommendations. One recommendation is to add a second bus during peak hours to provide half-hourly service. A second recommendation is to adjust dwell times to provide more time at busier stops. A third recommendation is to expand service to the summer. Also, there is a recommendation to enhance marketing to increase awareness of the service.

Bike Share Program Recommendations Memo

START Bike was publicly owned by the Town of Jackson and operated by Friends of Pathways, with operating funds provided via START through a Town of Jackson grant each year. The aim of the START bike share program was to reduce single-occupant vehicle traffic for all travel markets. The START Bike program was discontinued in 2023 due to capacity and resource constraints. The bikes and stations were five (5) years old at the time of their retirement, and the operating platform that supported Dash bikes' ability to charge, dock, and undock became obsolete due to the retirement of the bikes' Microsoft server around September 2023. A total of 16,581 trips were completed throughout the duration of the START bike share program. Overall, START bike usage, measured in trips, generally increased from year to year. START Bike trip numbers

⁷ <https://www.jacksonwy.gov/DocumentCenter/View/8271/JAC-Airport-Ground-Transportation-Service-Pilot-Final-Report>

generally peaked in July, with July 2022 seeing the greatest number of trips per month at upwards of 1,200 trips. Casual ridership numbers are almost thirteen times greater than member ridership (about 1,050 trips). This indicates that, rather than a consistent user base using the system regularly, the bulk of trips are single rides or occasional, as-needed trips.

The START bike share program was successful in promoting multimodal transportation and giving individuals, including both visitors and residents, access to an additional mode beyond personal vehicles, walking, or public transit. Several areas for improvement have been identified by the previous Operations Manager and through customer feedback. These include expanded staffing, advertising, upgraded equipment, integration of payment with other apps, convenient bike hub locations, and a more extensive collection of data and customer feedback.

Teton County Older Adults Memo

The May 2024 memorandum "Older Adult Transportation Challenges and Opportunities" examines transportation challenges facing older adults in Teton County and the Town of Jackson, with several implications for START Bus service. It identifies that while older adults currently have access to Southern Teton Area Rapid Transit (START) buses, START On-Demand, and the Senior Center bus, these options have significant limitations, particularly regarding medical trips to Idaho Falls for specialty care, service hour constraints, and challenges transferring between START On-Demand and fixed routes. The memo outlines actions that would affect START operations, including potential service expansion to Idaho Falls and better coverage for underserved areas like Melody Ranch, Rafter J Ranch, and Wilson; infrastructure improvements such as heated bus shelters, benches at stops, sidewalk enhancements, and improved informational kiosks; integration opportunities through better coordination with the Senior Center bus and supporting a volunteer driver network; data collection needs like analyzing unfulfilled START On-Demand trips and examining fare structures; and enhanced partner coordination through stakeholder convenings and exploration of grant funding opportunities. The memo notes that START should be included in future stakeholder meetings to discuss extending microtransit when fixed route service isn't operating, enhancing transit to unserved areas, and developing intercity connections, while also recommending that START analyze turndowns and unfulfilled On-Demand trips to identify unmet needs and discuss charging On-Demand fares for extended destinations, potentially with subsidies from external organizations.

Market Assessment

The Market Assessment analyzed the key characteristics of the physical environment and customer demand. Attributes like where people live, work, shop, and play shape the mobility needs of the Jackson Hole region. This assessment also looked at planned development in Teton County, Wyoming and extends into Lincoln County and Sublette Counties in Wyoming as well as Teton County, Idaho. Understanding the local market and the needs of current and potential riders provides context for the TDP's recommendations.

Community Description

The town of Jackson, founded in 1894 and incorporated in 1914, is located in the Jackson Hole Valley in the northwestern part of the state of Wyoming. The town has Grand Teton and Yellowstone National Parks to its north and Idaho a short distance to the west. Jackson is the county seat of Teton County and is the 9th largest city in Wyoming with a population of approximately 11,000 residents. Tourism is a major industry in Jackson due to its proximity to resorts and parks, with winter and summer seasonal visitors arriving from Jackson Hole Airport to the north. The Downtown core, the cultural and business heart, is in the northwestern parts of the town. Snow King Resort sits at the southern edge of Jackson next to Snow King Mountain. Jackson Hole Mountain Resort is located in Teton Village, 12 miles northwest of Jackson, and is a major destination for START services. Grand Targhee Resort is a growing winter and summer resort in Alta, Wyoming, accessed through Teton County, Idaho. There is a significant number of people commuting to the Jackson Hole area from Star Valley and Teton Valley in Idaho.

Design Analysis

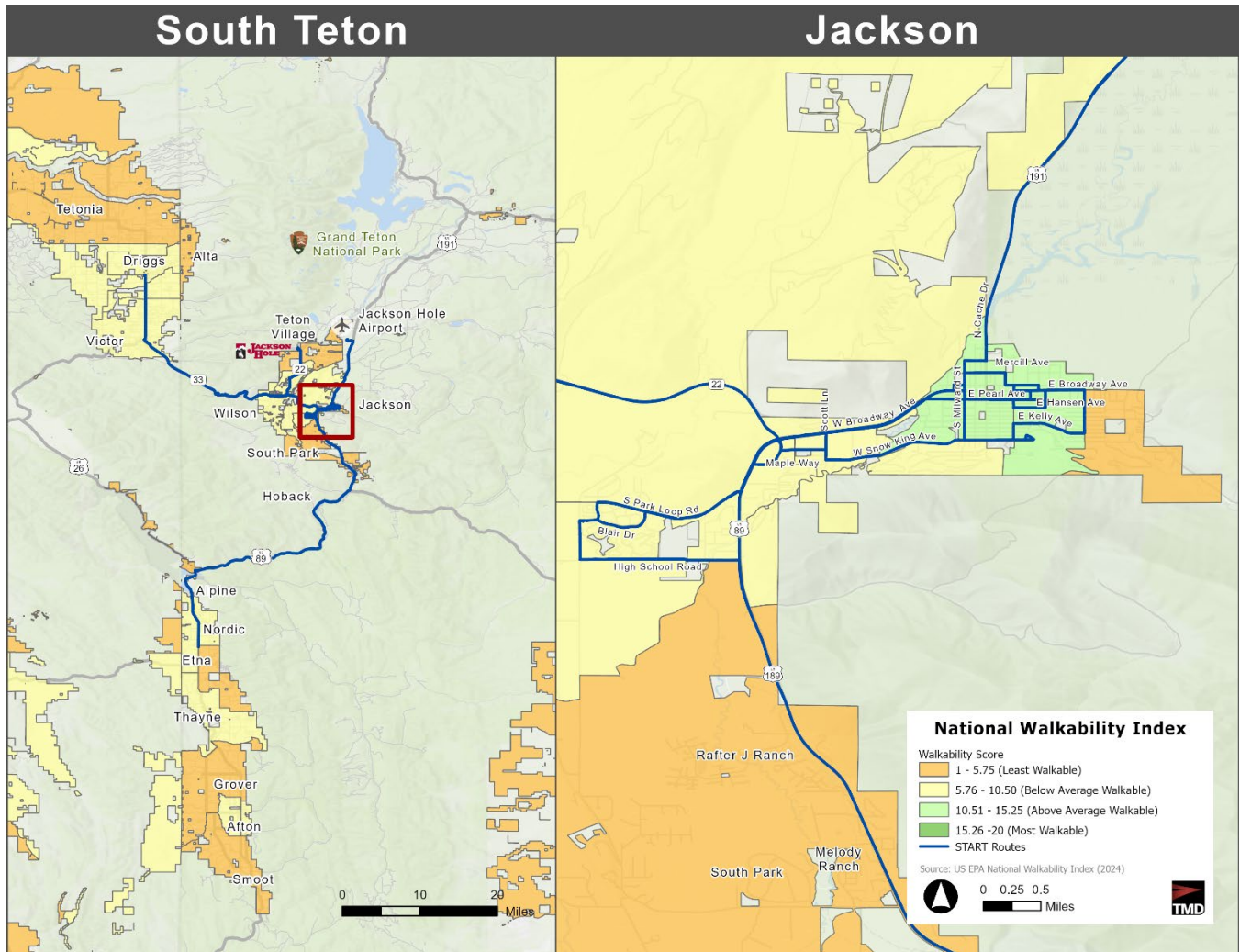
When analyzing bus route efficiency, it is important to examine how a city's geography and design affect transit use, including travel times and access to the transit network. Most of the Town of Jackson is built out in a grid pattern, nestled between mountains, with an extension on the western side of town across Flat Creek that contains newer developments, including larger box stores and housing. The main artery through the town is Broadway/US 89, which enters from the west and continues north through Downtown. The town's southern corridor flows through Kelly Avenue and Snow King Avenue. The Downtown core of Jackson has the highest walkability in the region and is centered around Jackson Town Square, where many shops, restaurants, and small businesses are located. Snow King Resort anchors the southern portion of town, with its ski slopes and related development clearly visible in the southeastern part of town. The town's commercial core is concentrated in the central grid pattern, while residential neighborhoods spread outward, particularly to the east, where the street pattern becomes more suburban, with curved streets and cul-de-sacs. This layout reflects both the town's historic development as a western resort community and its adaptation to natural geographic barriers.

The populated areas surrounding Jackson, such as Wilson, Kelly, Rafter J Ranch, and Hoback Junction, are more rural, with the street patterns arranged along major arterials. Development is low-density residential with commercial nodes. Teton Village, home of Jackson Hole Mountain Resort, is arranged as a resort village centered around the ski facilities.

WALKABILITY INDEX

The National Walkability Index, developed by the Environmental Protection Agency, assigns a walkability score based on intersection density, proximity to transit stops, and land-use diversity. The Town of Jackson is compact and is very walkable, particularly East Jackson. The rural areas that are not located within the Town limits have a less developed pedestrian network and are less walkable, making access to transit difficult. Walkability is presented in Figure 1.

Figure 1: Walkability Index

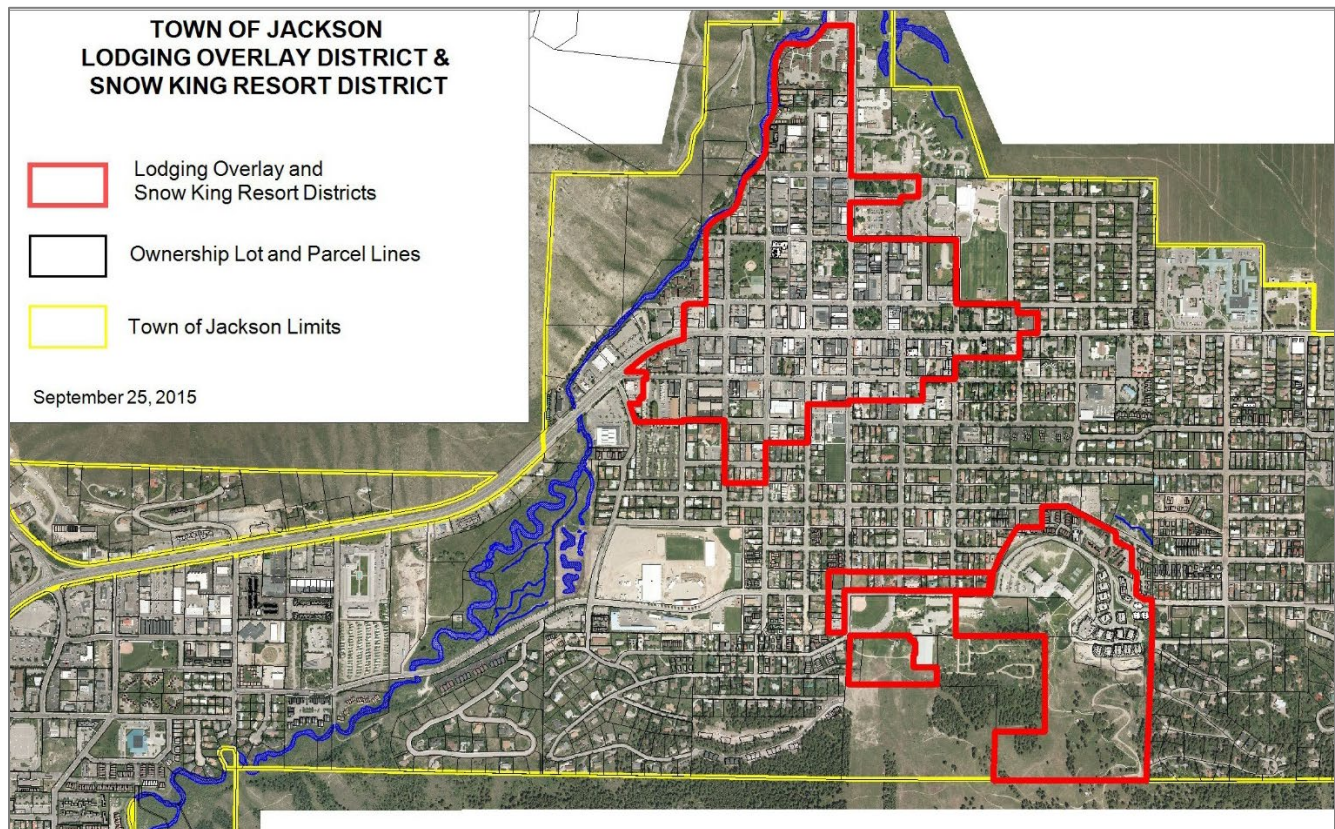


LAND USE/ZONING

Zoning patterns in Jackson, Wyoming, show that a majority of the town is zoned for single-family residential and low-density housing. The central area of the town is mainly comprised of local businesses and higher-density homes. East of Jackson Town Square contains the highest concentration of low-density housing, while West of Jackson Town Square has a higher concentration of Office-Residential and high-density housing.

Jackson, Wyoming, is a popular resort town in the Jackson Hole Valley and experiences a high volume of seasonal visitors and residents. As a result, the town of Jackson has a designated Lodging Overlay District and Snow King Resort District to the north and south, where short-term rentals are encouraged. Anywhere outside of the Lodging Overlay/Planned Zone shown in Figure 2 faces additional restrictions or procedures outlined on the town website, and the Comprehensive Plan outlines its goal of limiting lodging to the Overlay.

Figure 2: Lodging Overlay and Snow King Resort Districts

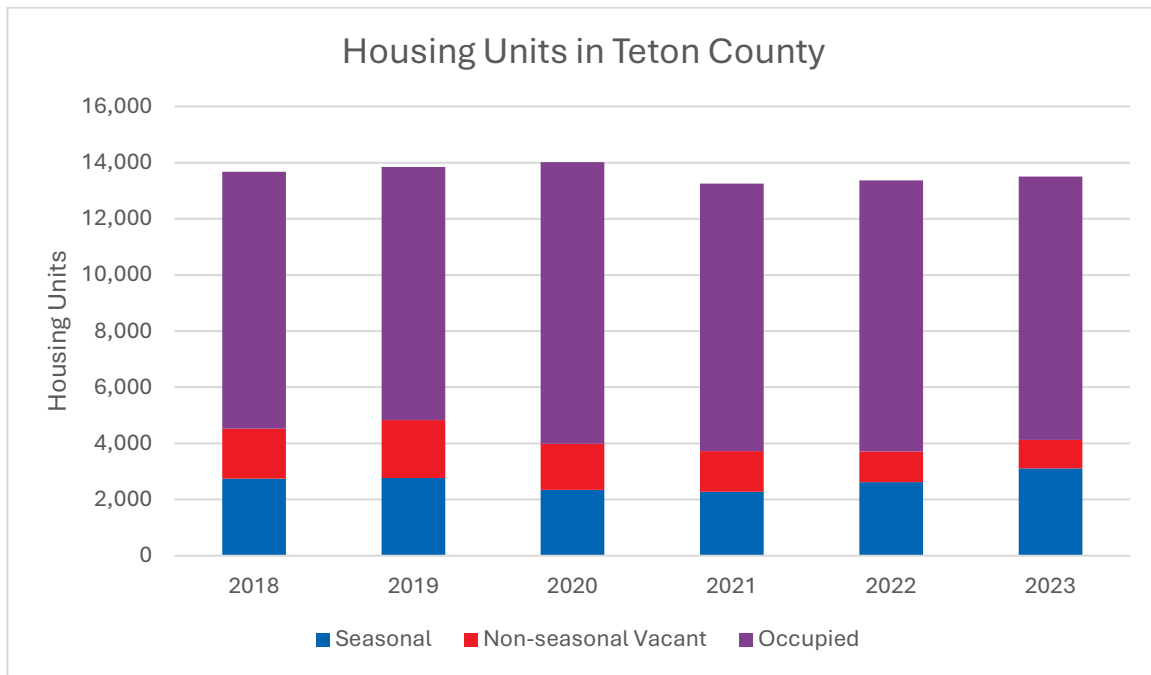


VISITATION

According to the US Census American Community Survey 2018-2023⁸, there are 5,146 housing units in Jackson and 816 in Teton Village. The percentage of occupied housing units within the Town of Jackson is 82 percent, and 62 percent in Teton Village. The percentage of occupied units in Teton Village has steadily grown since 2018. The housing occupation trends are shown in Figure 3.

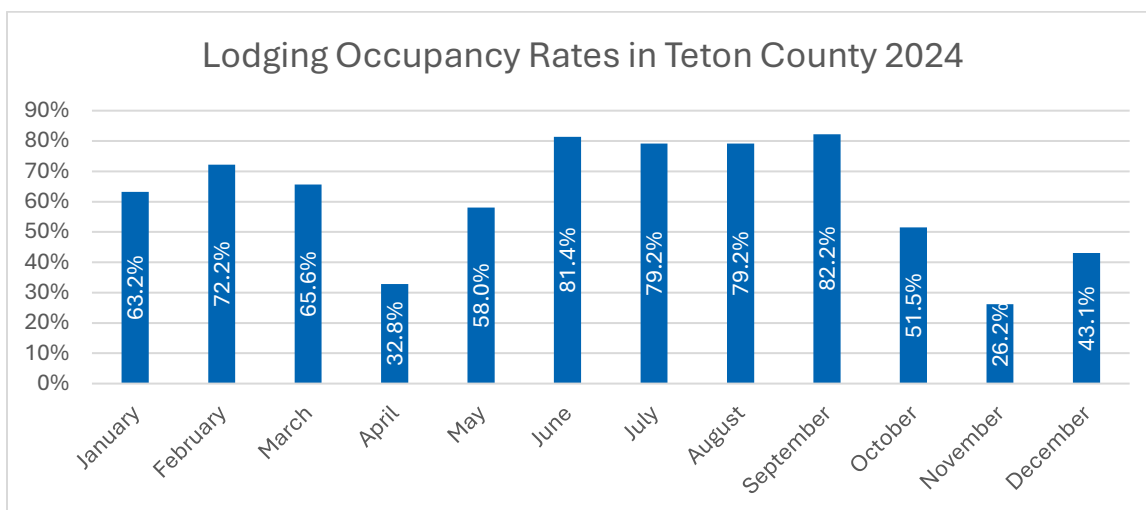
⁸https://data.census.gov/table/ACSDT5Y2023.B25002?q=Occupancy%20and%20Vacancy%20Status&g=050XX00US56039_160XX00US5640120,5675935&moe=false

Figure 3: Housing Units in Teton County



Lodging occupancy rates in Jackson and Teton Village for the past year are shown in Figure 4. Rates varied from a low of just 26.2% percent in November 2024 to a high of 82.2% in September 2024. As a tourism destination, Jackson, Wyoming, is largely geared toward short-term rentals of its housing stock during the summer and winter months, when most activity occurs. The data from the joint Jackson Hole Travel and Tourism Board/Chamber of Commerce monthly DestiMetrics summary¹⁰ confirms this, with its highest occupancy seen from June 2024 to September 2024 (summer) and January to March 2024 (winter).

Figure 4: Lodging Occupancy Rates in Teton County 2024



⁹ <https://data.census.gov/table/ACSDT5Y2023.B25004?q=B25004&g=050XX00US56039>

¹⁰ <https://industry.visitjacksonhole.com/data-and-reports>

The area's population fluctuates significantly due to its strong tourism economy, with seasonal increases creating substantial population surges.

AFFORDABLE HOUSING

According to the Town of Jackson 2024-2025 Housing Supply Plan ¹¹, the town has public-private partnerships with various developers to build new affordable housing across town to house lower-income workers¹². The plan outlined a significant pipeline of future housing units in Jackson/Teton County, with 734 units currently in various stages of development. Two major projects that were recently completed include the Jackson Street Apartments, with 57 units (48 Affordable, 9 Workforce), and Flat Creek Apartments, with 48 units (47 Affordable, 1 Employment-Based). Under construction or development are the Parkside at Benson-Brown Station with 18 Affordable units, S4 Flats with 12 units (8 Affordable, 4 Workforce), and the significant 90 Virginian Lane project, which is planned to create 200+¹³ mixed Affordable and Workforce units. All these new affordable housing projects are or will eventually be served by the nearby Teton Village Local. Beyond the current pipeline, Northern South Park holds potential for an additional 1,178 units (673 Affordable, 505 Workforce). The overall distribution shows a strong preference for rental units: 85% of the pipeline is planned for rentals, and only 15% for ownership. Most units are designed as 1–2-bedroom configurations, with 76% designated as workforce housing and the remainder distributed across various affordable housing categories, primarily serving households earning 50-80% of the Median Family Income. START could be a significant transportation provider for these households, connecting them to their employers.

MAJOR ACTIVITY GENERATORS

The Town of Jackson features several significant major activity generators that shape the town's urban dynamics and tourist appeal. Jackson Hole Mountain Resort in Teton Village, along with Snow King Resort at the southern edge of town, serves as a primary draw, attracting millions of winter sports enthusiasts and summer adventurers each year. Jackson Hole Airport, located north of Jackson in Grand Teton National Park, is the largest airport in Wyoming and brings in visitors from all over the country to the Jackson Hole Region. The historic Town Square acts as a central hub for shopping, dining, and cultural events, consistently drawing both tourists and locals. Grand Teton National Park's southern entrance, just 5 miles from downtown, serves as another major activity hub, funneling outdoor enthusiasts through Jackson as they explore the park's majestic landscapes. St. John's Hospital in East Jackson serves as the main medical center for Jackson and the surrounding areas. The Center for the Arts serves as a cultural activity generator, hosting performances, exhibitions, and educational programs that bring together community members and visitors year-round. Teton County Library is the region's main library and a community hub of culture and information. Big box stores like Target, Smith's, and Albertsons draw major business in West Jackson along Broadway/US-89. Jackson Hole High School and Middle School are both located in West Jackson off High

¹¹ <https://tetoncountywy.gov/DocumentCenter/View/28780>

¹² Includes affordable housing, which is defined as serving households that earn between 0-120 percent of median income, and workforce housing, which is defined as serving households that earn over 120 percent of median family income but cannot afford a market rate home and the leaseholder must occupy the home for 80 percent of the lease/owner occupied for 10 months of the year

¹³ <https://jacksonwy.portal.civicclerk.com/event/2247/files/attachment/6316>

School Road and South Park Loop. As Jackson is known for tourism, the hotels in Jackson are major generators as well. Due to the high cost of housing and seasonal employment, many employers provide subsidized housing for workers, and these housing developments are major generators for START as well.

START routes serve most, but not all, of these trip generators. Teton Village Local serves Snow King Resort, the Town Square, Albertsons, Target, the Center for the Arts, Teton County Library, and St. John's Hospital. Teton Village Local, South, and Express serve Jackson Hole Mountain Resort. Teton Village South serves Albertsons, Target, and both Jackson Hole High School and Jackson Hole Middle School. The Jackson Hole Airport is served by an Airport Shuttle that starts in the center of Jackson. These key destinations are shown in Figure 5 and Figure 6:

Figure 5: Major Trip Generators (Jackson)

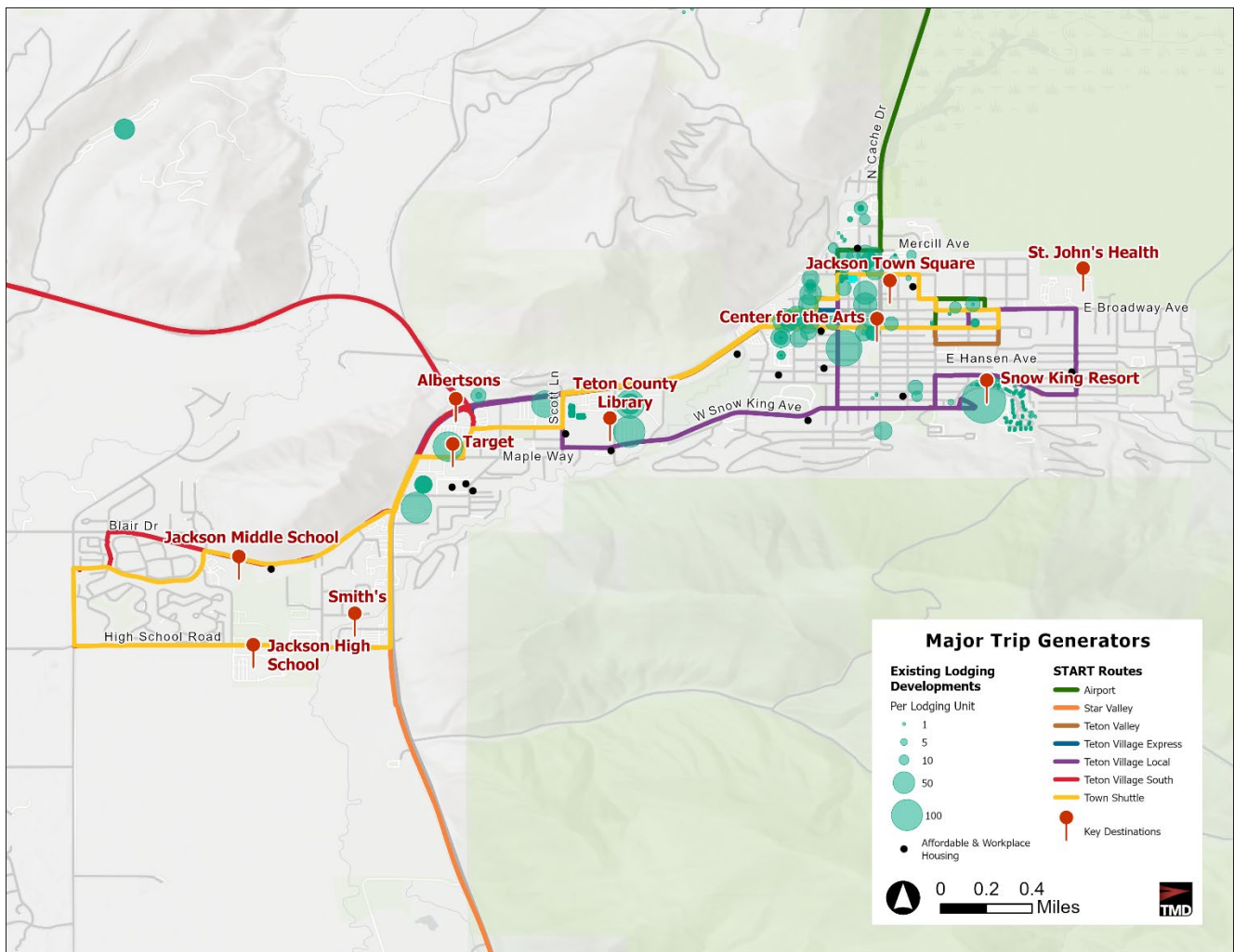
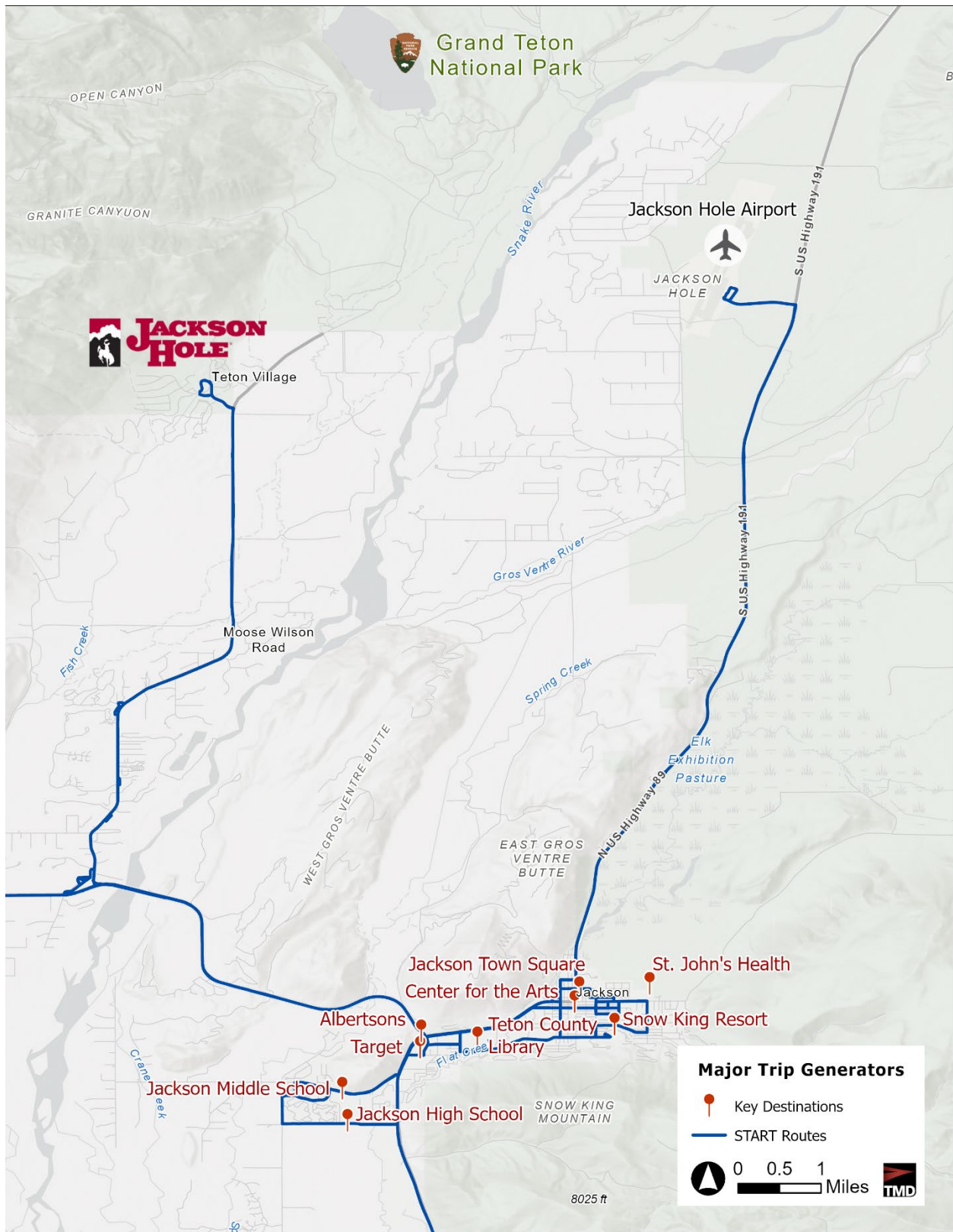


Figure 6: Major Trip Generators (Region)



Population and Employment

Population and employment are important transit indicators as they present where people live and work. This section presents the analysis of population and employment. This analysis presents population and jobs throughout the entire analysis area.

POPULATION

The Teton County region, centered around Jackson, Wyoming, has experienced notable population growth in recent years, with the permanent population reaching approximately 10,746 residents¹⁴. The Wyoming Department of Administration and Information projects the population of Jackson to grow to 11,312 residents by 2035¹⁵, a 5 percent increase from the 2023 ACS population count. It also projects that Teton County's population will grow to 24,240 by 2035, a 4% increase from 23,358. The change in population in Jackson is shown on Figure 7 and the Teton County change in population is shown on Figure 8. Figure 9 presents the distribution of population throughout the region.

The county is growing, which will bring considerable challenges, particularly in housing affordability. This housing crisis has led to a distinctive commuting pattern where as many as 39% of workers live in more affordable nearby communities such as Victor and Driggs, Idaho, while working in Teton County, WY¹⁶.

These demographic and economic patterns have direct implications for transit demand in the region. START Bus faces high commuter demand on routes connecting Star Valley in Wyoming and Teton Valley in Idaho to Jackson. This is shown through the 2024 Commuter Survey, where 43 percent of respondents expressed demand for an expanded schedule and 37 percent of respondents expressed demand for more frequent service, reflecting the workforce housing patterns. The seasonal tourism industry creates significant ridership variations, with peaks during both the winter ski season and the summer tourism months. Additionally, the service industry's non-traditional working hours create a need for extended transit service times. The geographic constraints of Jackson Hole, with its limited developable land, suggest continued pressure for workforce housing in outlying areas, which will likely maintain or increase the demand for commuter transit services.

¹⁴

https://data.census.gov/table/ACSDP5Y2023.DP05?q=population&g=050XX00US56039_160XX00US5640120,5675935&moe=false

¹⁵ <https://ai.wyo.gov/divisions/economic-analysis/demographic-information/projections>

¹⁶ <https://www.tetoncountywy.gov/DocumentCenter/View/21911/2022-Teton-Region-Housing-Needs-Assessment>

Figure 7: Population Projections for the Town of Jackson

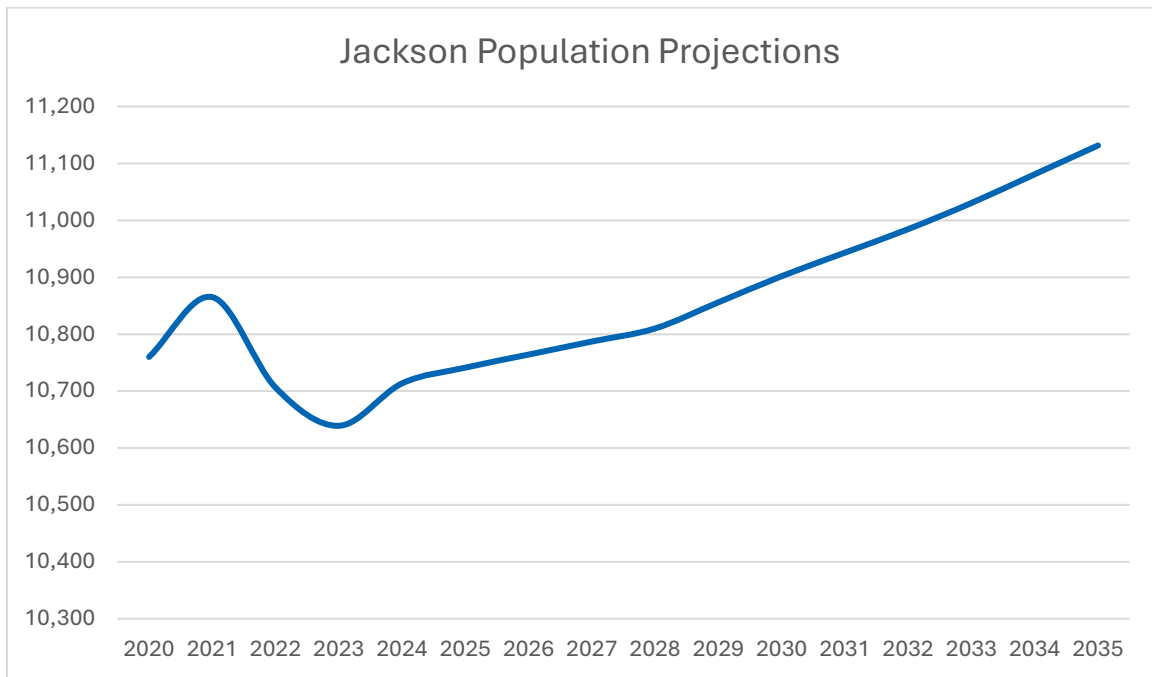


Figure 8: Population Projections for Teton County

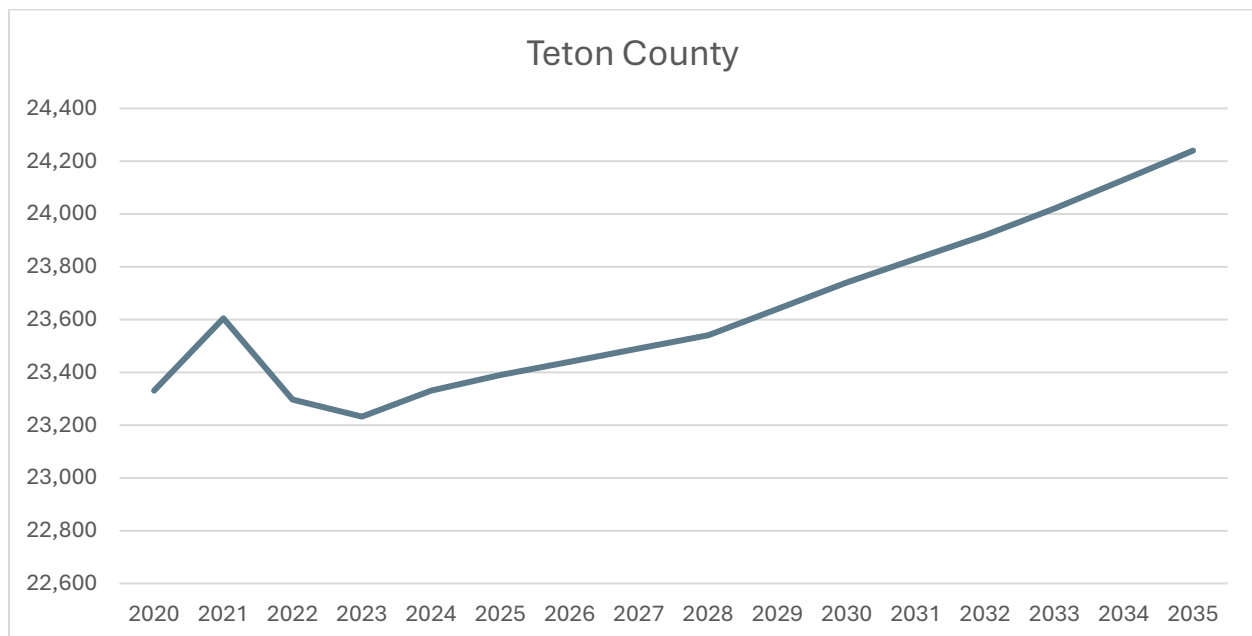
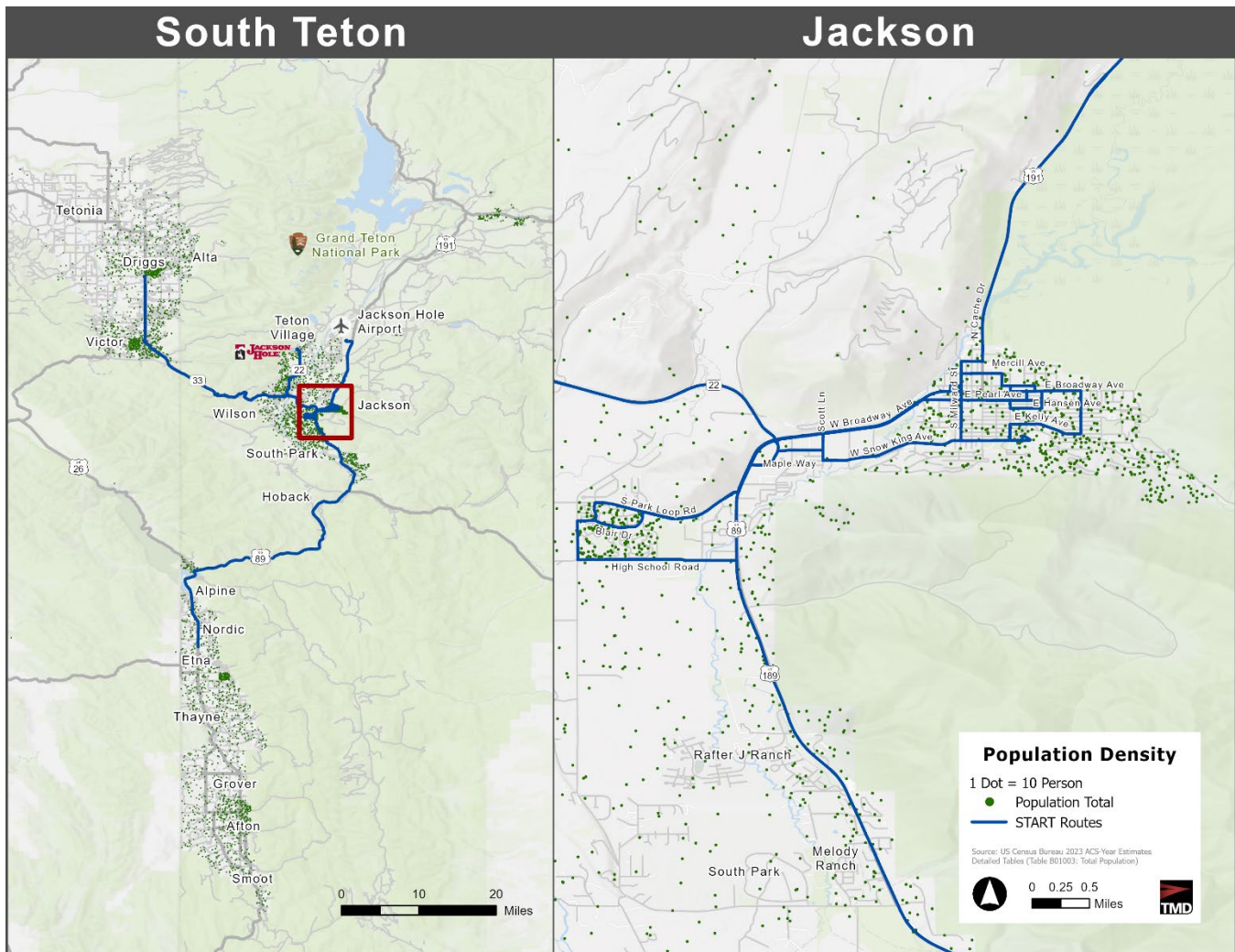


Figure 9: Population Distribution¹⁷

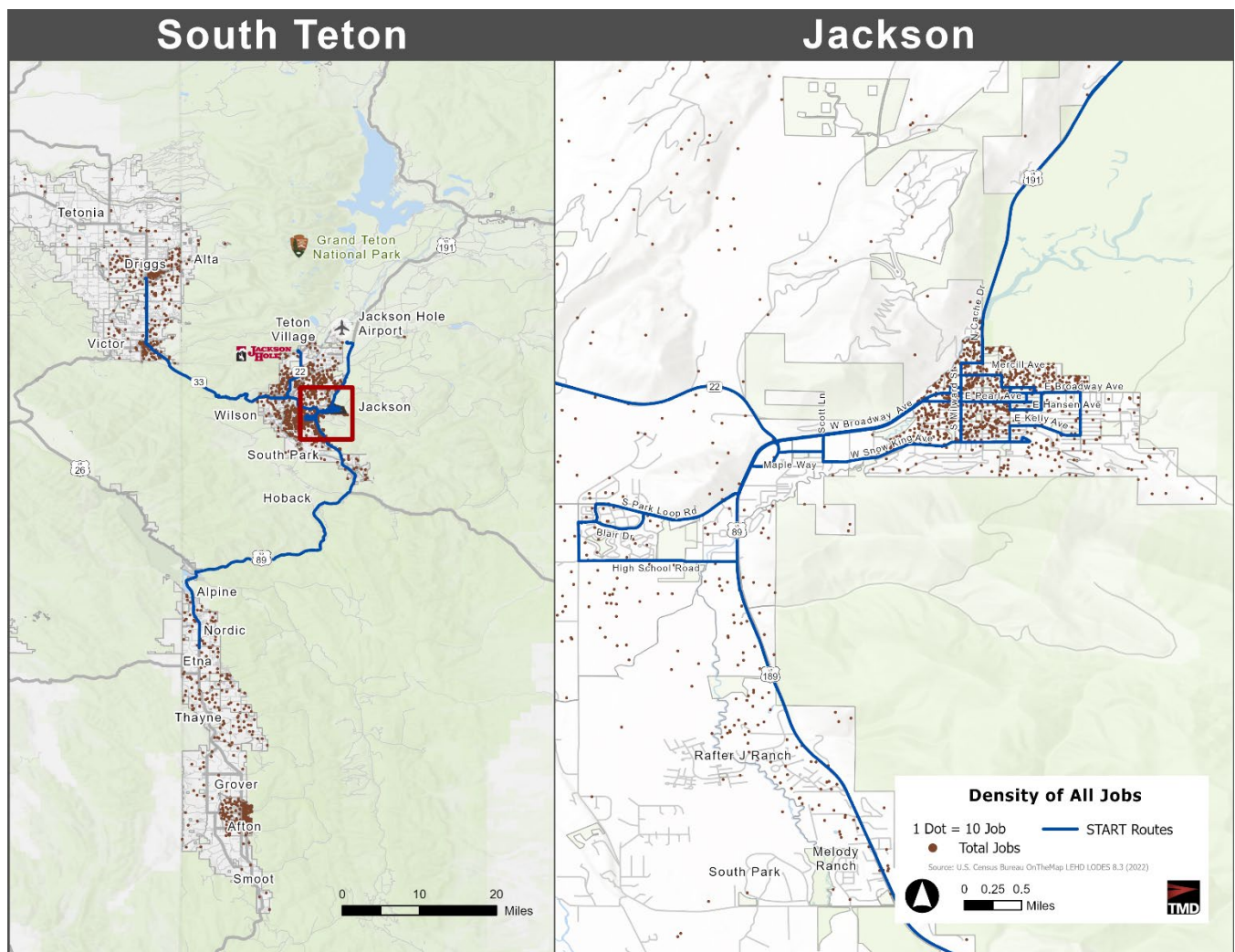


¹⁷ Dot density demographic map visuals randomly place population dots throughout the census block group including land that is undeveloped.

EMPLOYMENT

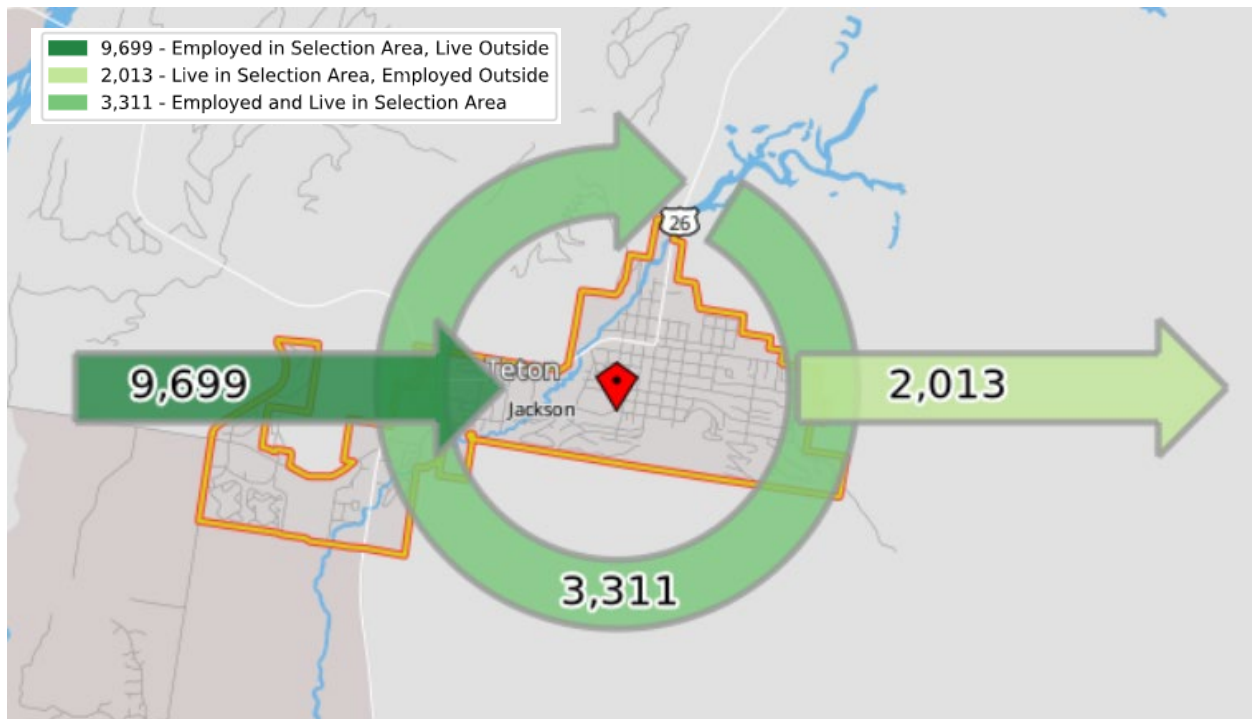
Major employers in the Jackson/Teton Village include Snow King Resort, Jackson Hole Mountain Resort, and Grand Teton Lodge. Employment in Jackson, Wyoming is heavily driven by the tourism and hospitality industry, with significant seasonal fluctuations in the workforce. During the summer months, Xanterra Parks and Resorts (a Yellowstone concessionaire) is the largest employer, followed by Grand Teton Lodging Company and St. John's Hospital. The employment landscape shifts in winter, when Jackson Hole Mountain Resort becomes the largest employer, followed by St. John's Hospital, Teton County School District and Grand Targhee Resort. The visitor-based economy creates notable employment cycles, with high demand during peak winter and summer seasons. Many of these major employers, particularly the resorts and hospitality companies, rely heavily on seasonal workers. Figure 10 presents the density and distribution of jobs within the region.

Figure 10: Density and Distribution of Jobs



The high cost of housing in Jackson forces many workers to commute from surrounding communities in Star Valley, Wyoming, and Teton Valley, Idaho, where housing is more affordable. This housing-employment dynamic creates significant transportation and commuting challenges for the workforce, with many employees traveling long distances to reach their jobs in Jackson. According to the Longitudinal Employer Household Data (LEHD) from the US Census (2022), of the 13,010 workers in the Town of Jackson, 3,311 live in the Town itself, while 9,699 commute from outside the Town. Those traveling from outside Jackson are coming from dispersed origins, making commute trips difficult to serve efficiently with public transit. The greatest concentrations are 4 miles away in South Park (624), 6 miles away in Wilson (393), 25 miles away in Victor, Idaho (375), 4 miles away in Rafter J Ranch (361), and 7 miles away along Moose Wilson Road (338).

Figure 11: Inflow/Outflow Job Counts in 2022 from LEHD On the Map Tool



Relevant Demographic Groups

Based on past research and transit industry experience, certain demographic groups are more likely to use transit, depending on age, economic status, access to a private vehicle, and other factors. Actual transit customer demographics and incomes vary across transit agencies and markets, but in smaller U.S. transit markets where private automobile trips are the dominant travel mode, transit use generally increases among those without access to a car due to economic circumstances, or who cannot drive due to age or disability. The demographic analysis area consists of the four counties within the map's extent: Teton County, ID; Teton County, WY; Bonneville County, ID; and Lincoln County, WY.

The next few sections consider various demographic groups to allow for a better understanding of the specific needs of Jackson and the surrounding areas:

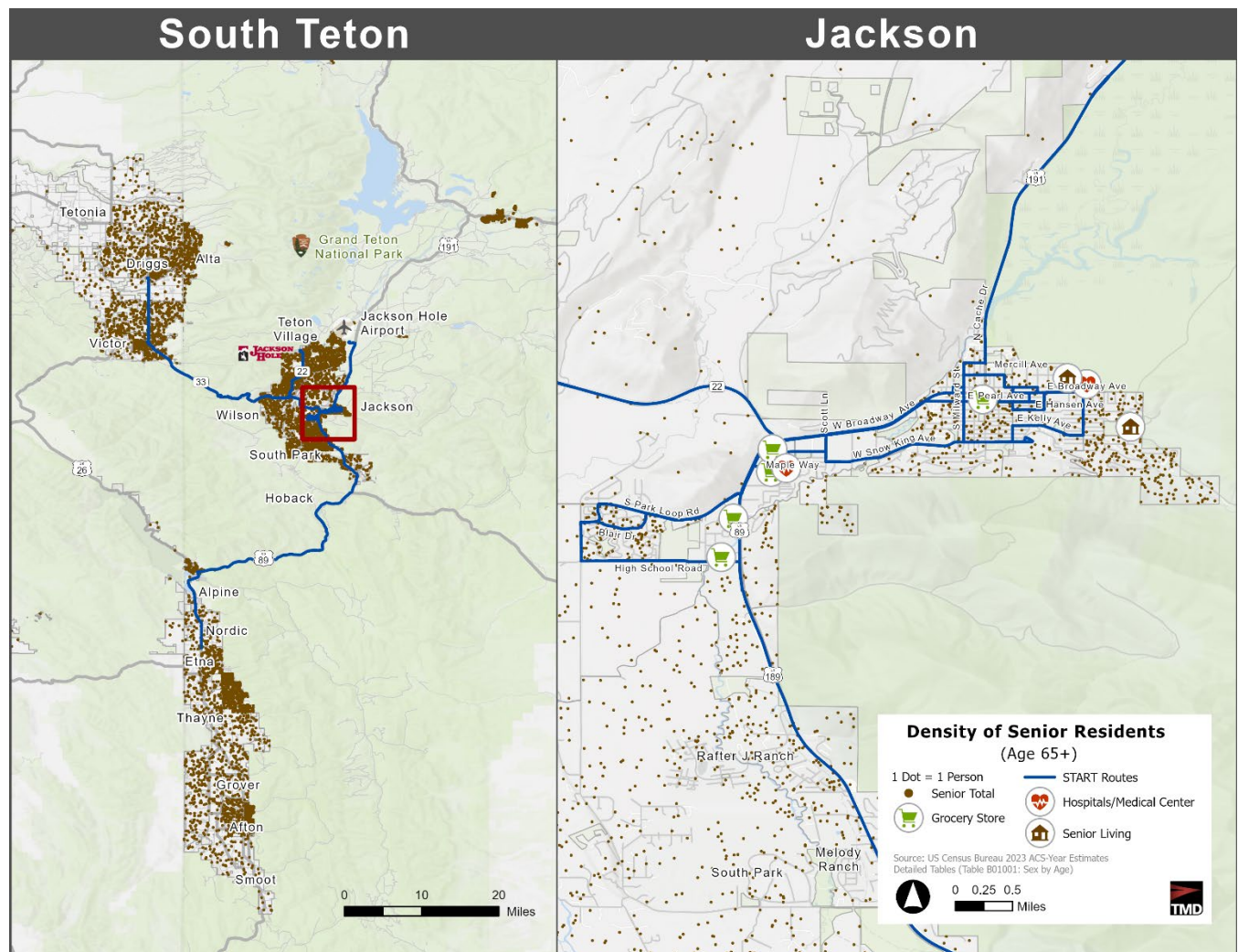
- Seniors
- Youth
- College-Aged Residents
- Persons with Disabilities
- Zero-Vehicle Households
- Low-Income Individuals
- Minority Residents

The demographic analysis is conducted by census block groups and the dots in the dot density maps are randomly distributed throughout the block group.

SENIORS (AGE 65+)

Seniors are more likely to rely on transit; they may no longer be able to drive, or they may choose not to, meaning they are more likely to take the bus for their mobility needs. According to US Census data, Seniors make up 15% of the population of the demographic analysis area. Seniors typically take transit to places such as senior centers, retirement communities, shopping centers, and medical facilities. The best solutions for senior mobility are most often direct services connecting residential areas to medical services and socialization opportunities. The maps, presented in Figure 12, show some pockets of senior residences in the eastern end of Jackson, where service is less dense.

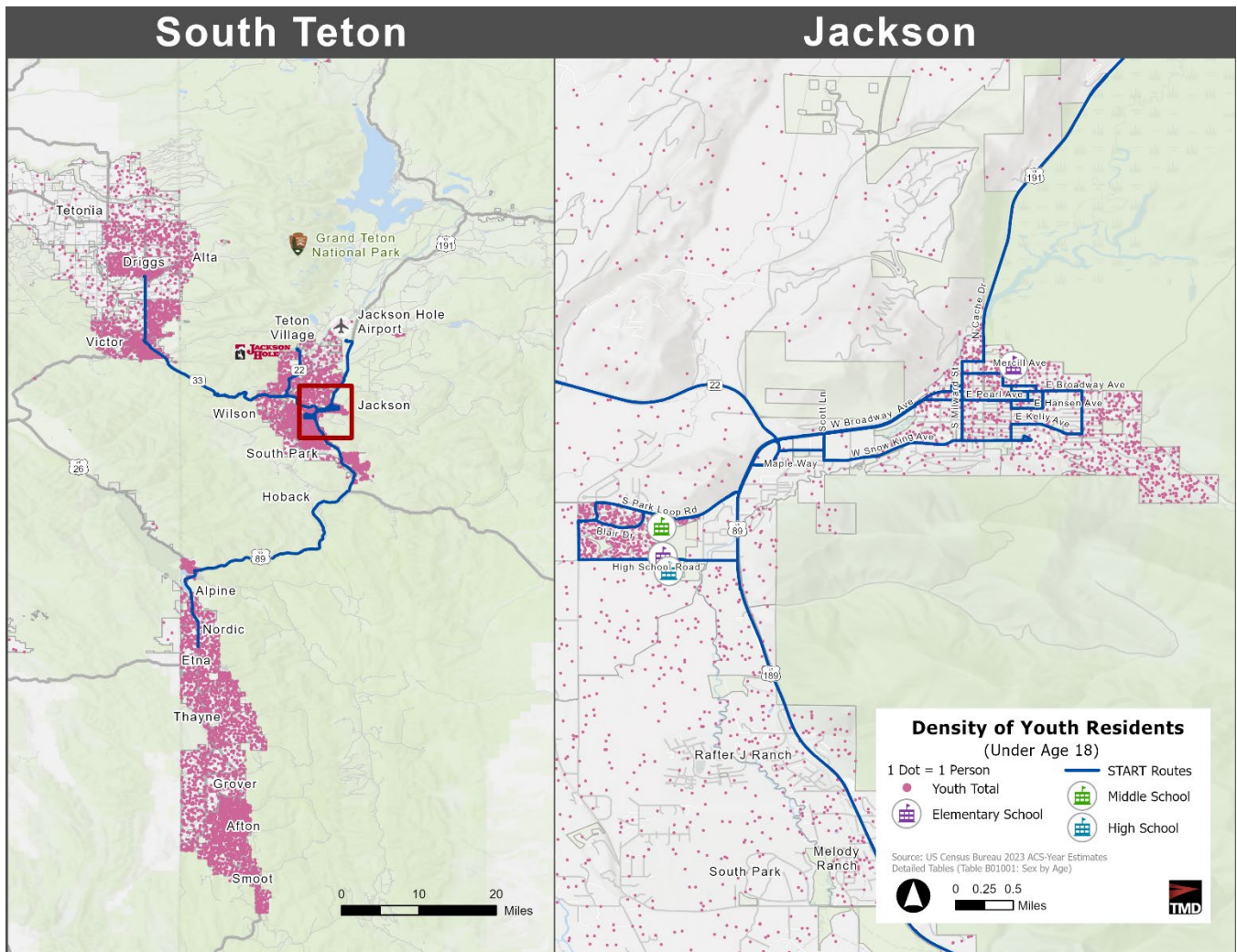
Figure 12: Density and Distribution of Senior Residents



YOUTH (UNDER AGE 18)

The youth population accounts for approximately 28% of all residents in the demographic analysis area. The youth population is a group that is likely to use transit to travel between home locations and schools, as well as to activity centers for after-school and recreation activities. Many of the locations that the youth population travels to are the high school and middle school in West Jackson, and activity centers along Snow King Avenue, such as the Teton County Library and Snow King Sport and Events Center. The youth population is spread out throughout the region; however, many people under the age of 18 do live near the high school. Figure 13 presents the distribution and population density of the youth population.

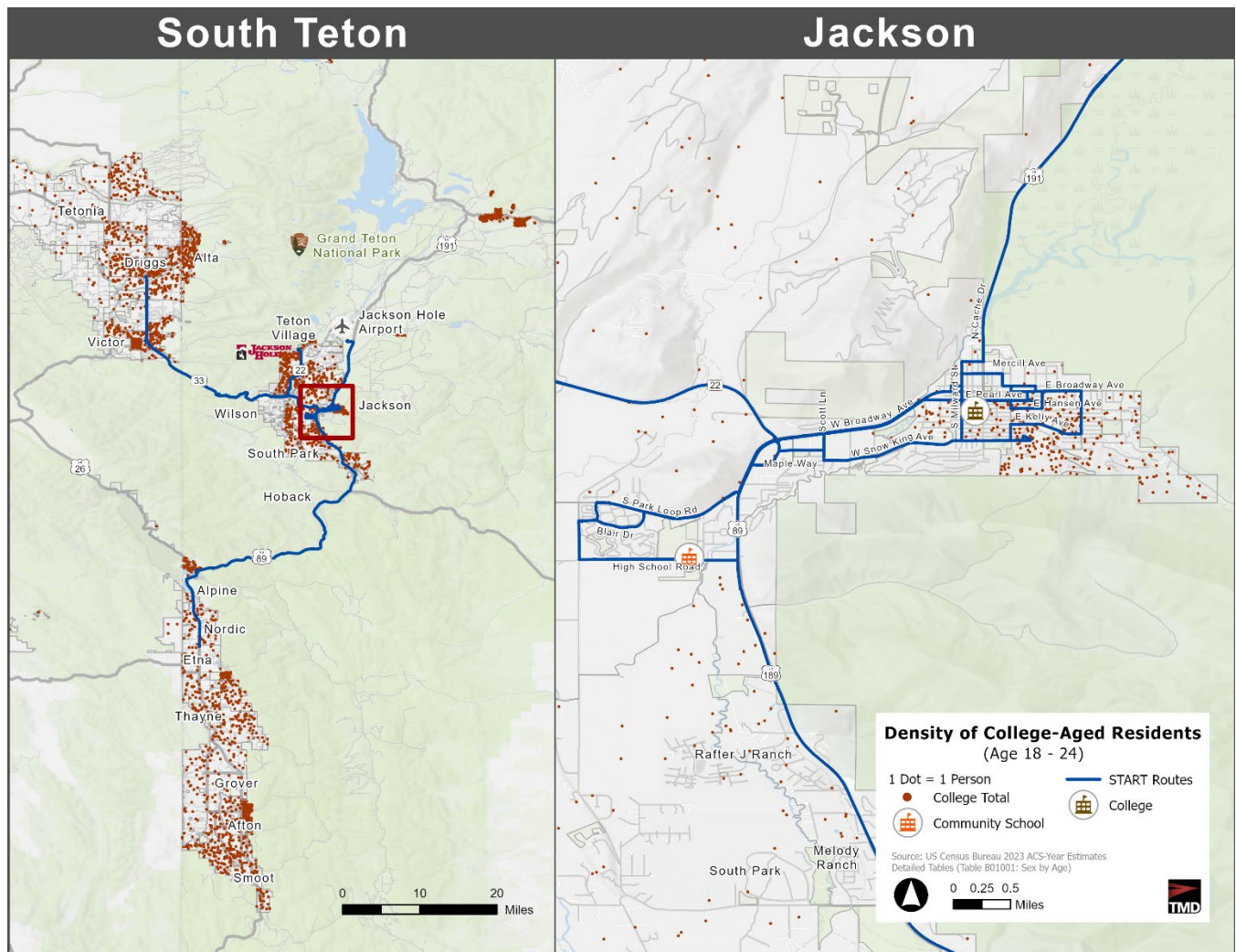
Figure 13: Density and Distribution of Youth Population



COLLEGE-AGED RESIDENTS (AGE 18 – 24)

The college-aged population is not a large portion of the population, representing about 6%. The population aged 18 to 24 is higher in Teton County, Idaho, particularly in Victor. This may be a function of the affordability of the Town of Jackson for college students or recent graduates, as the only higher education in the area is Central Wyoming College-Jackson, an outreach center for the public community college. Many college-aged residents are employed as hospitality workers in the region. The density and distribution of college-aged residents is presented in Figure 14.

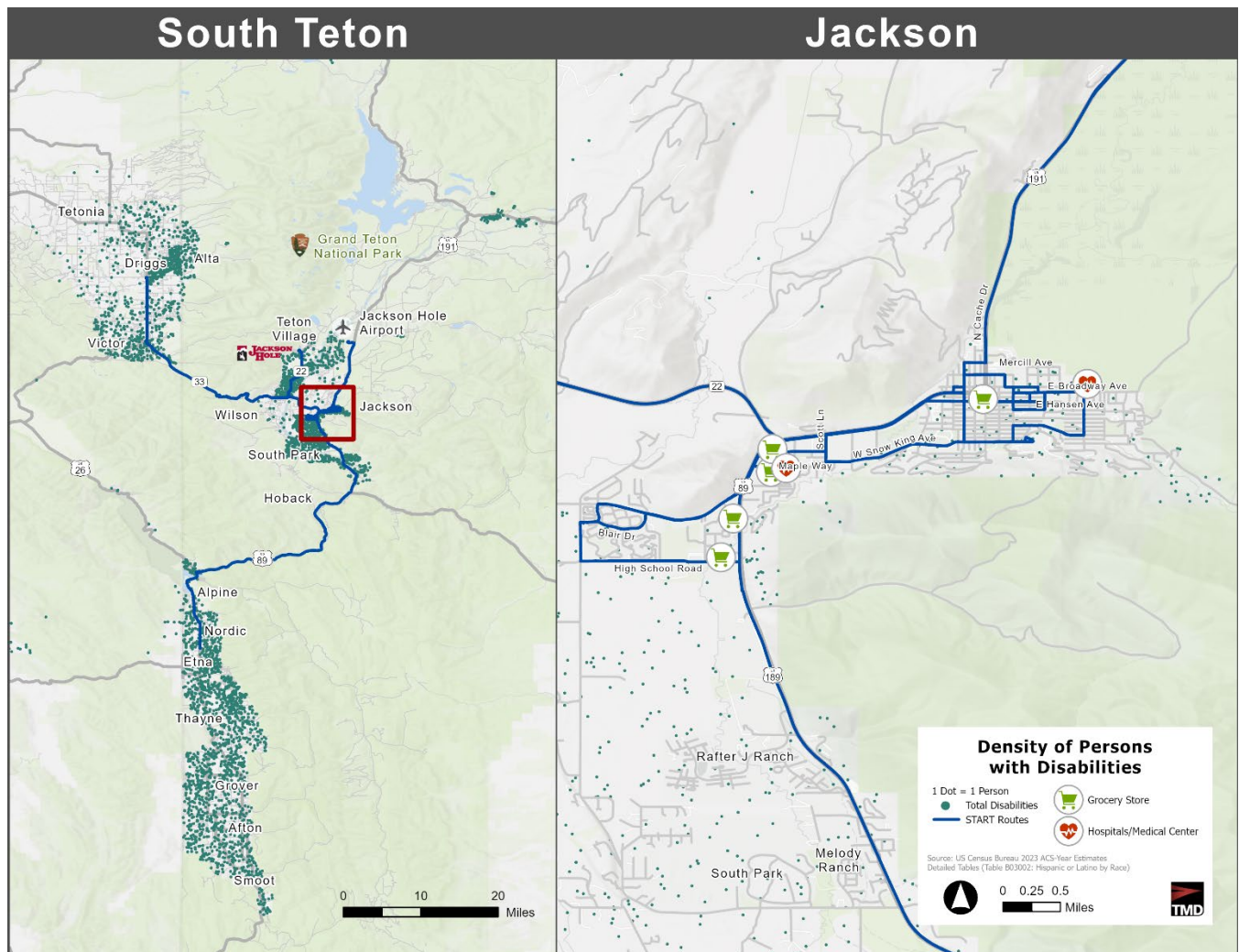
Figure 14: Density and Distribution of College-Aged Residents



PERSONS WITH DISABILITIES

Persons with disabilities are defined by the census as any persons with hearing difficulties, vision difficulties, cognitive difficulties, ambulatory difficulties, self-care difficulties, or independent living difficulties. They are more likely to be reliant on transit, as they may not be able to or choose not to drive. While START Bus provides services such as ADA paratransit and START On-Demand, many people with disabilities still routinely ride fixed-route services. Approximately 13% of residents within the demographic analysis area have a disability. The density and distribution of persons with disabilities is presented in Figure 15.

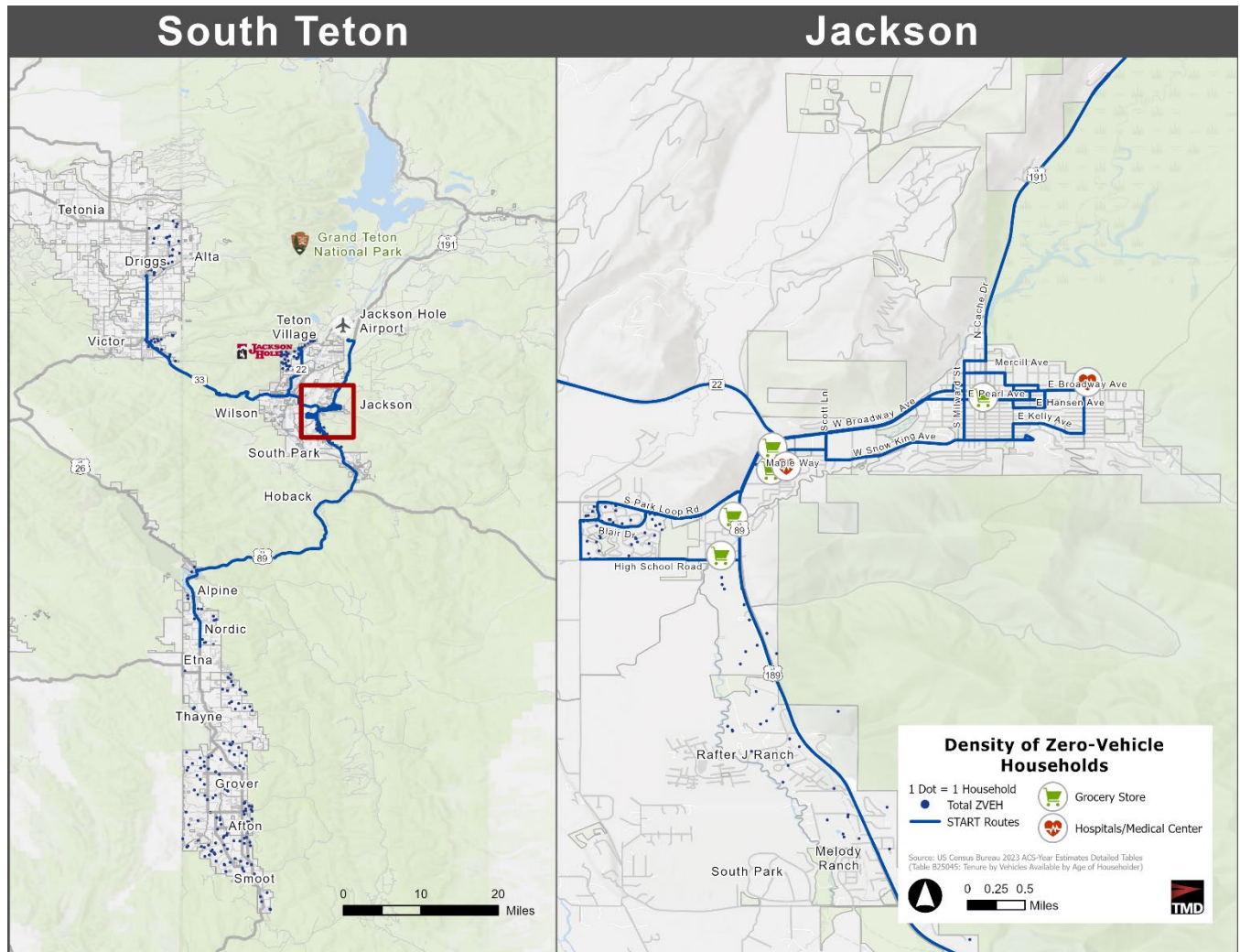
Figure 15: Density and Distribution of Persons with Disabilities



ZERO-VEHICLE HOUSEHOLDS

There is a very low density of Zero-Vehicle Households (ZVH) in Jackson and surrounding counties, with only 1.1% of residents living in a ZVH. The concentrations of ZVHs around Jackson are in West Jackson and south in Rafter J Ranch and Melody Ranch. More concentrations of ZVHs can be found in Star Valley around Afton, and in Teton Valley near Driggs.

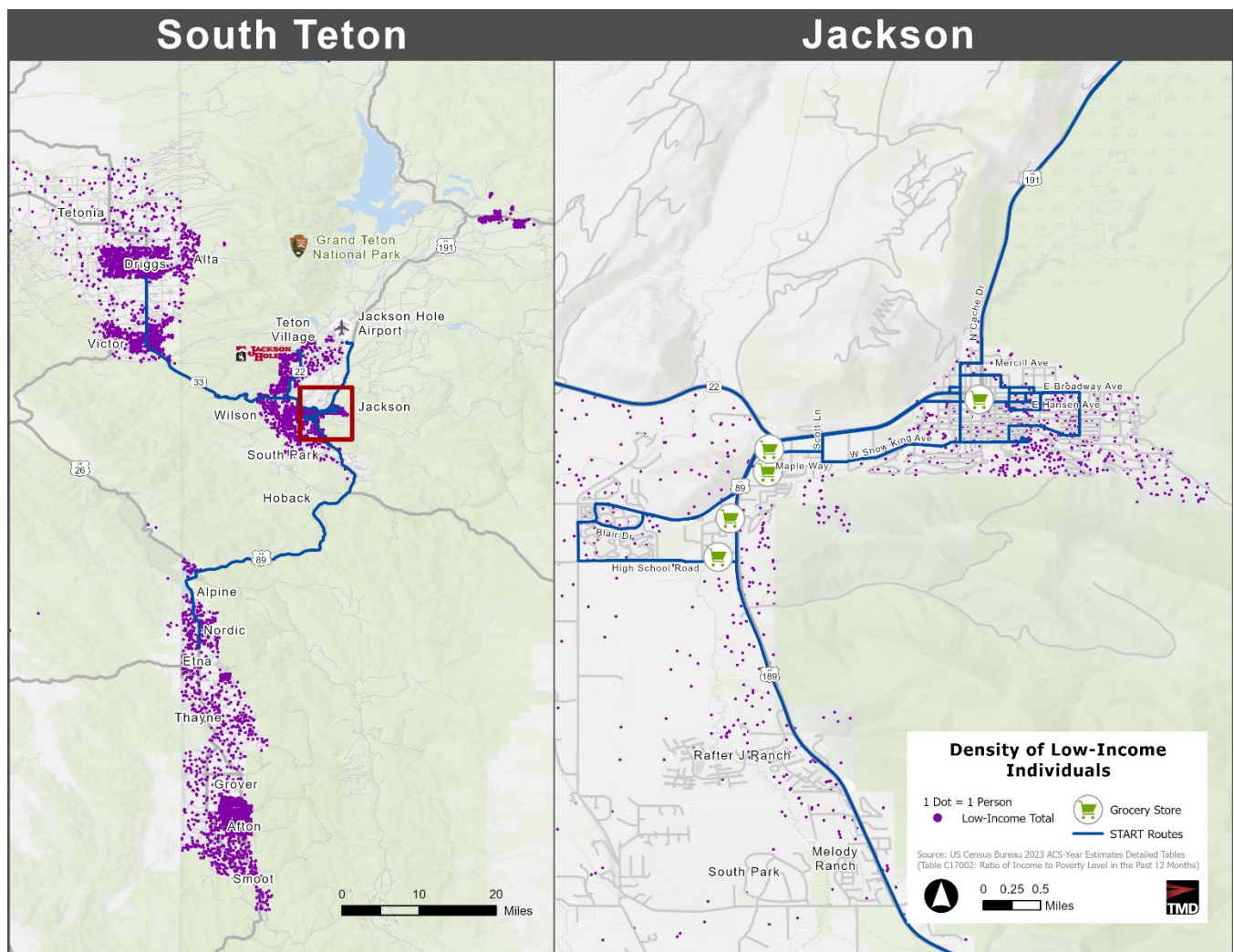
Figure 16: Density and Distribution of Zero-Vehicle Households



LOW-INCOME HOUSEHOLDS

Teton County, Wyoming, has one of the highest per capita incomes and one of the most inequitable income distributions in the United States. The population of low-income households is approximately 17% of all residents within the demographic analysis area. The density and distribution of low-income households, presented on Figure 17, shows that there are clusters of low-income households in East Jackson, Wilson, and Moran. There are greater concentrations outside of Teton County, including Alpine and Afton in Lincoln County, as well as Victor and Driggs in Teton County, Idaho.

Figure 17: Density and Distribution of Low-Income Households



MINORITY HOUSEHOLDS

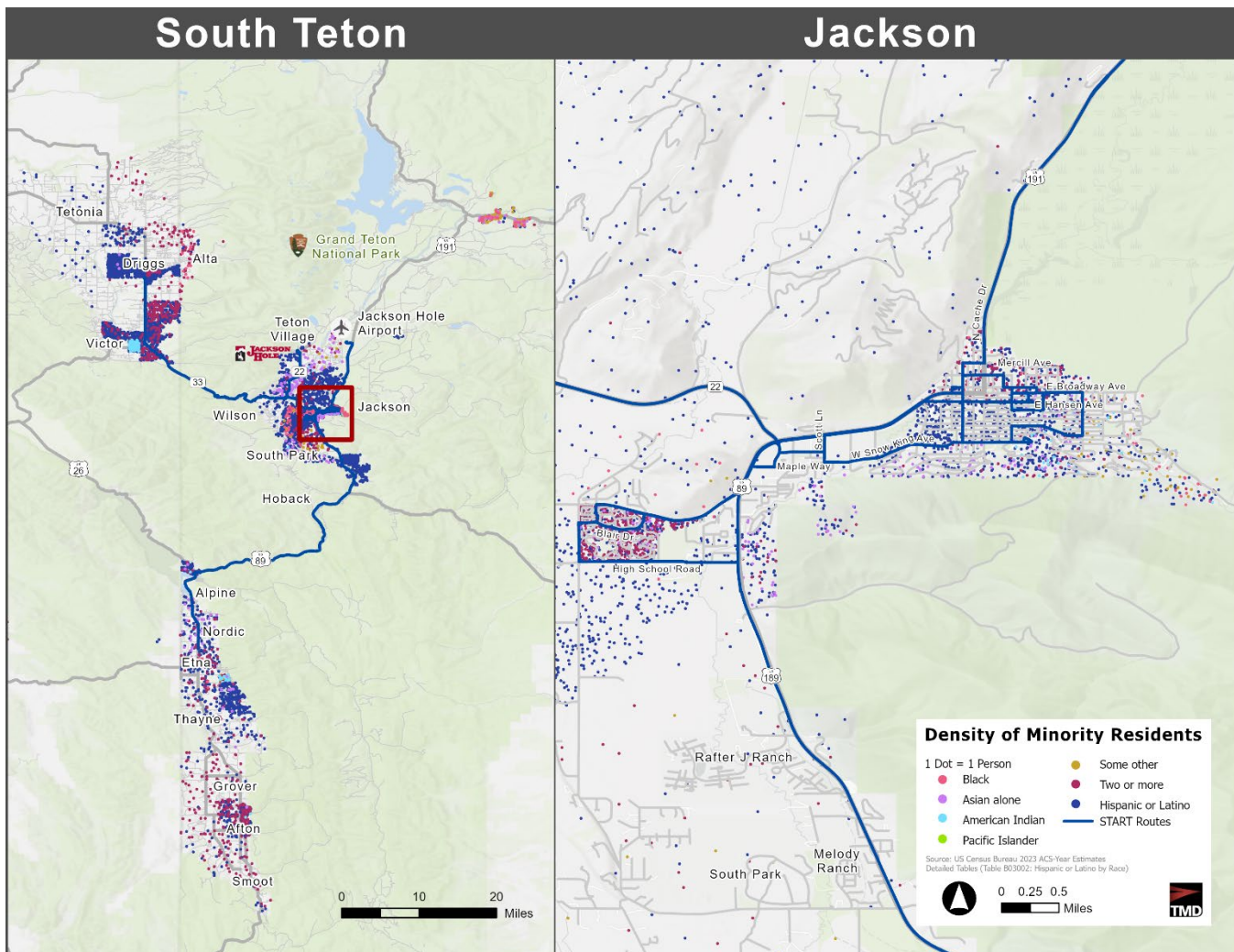
Title VI of the Civil Rights Act of 1964 prohibits discrimination based on race, color, or national origin by any entity that receives federal funding, including transit agencies. For this reason, it is important to know the location of minority households in the Jackson Hole area. The density and distribution of minority households within the demographic analysis area, presented in Figure 18, show clusters of low-income households in East Jackson, Wilson, and Moran. There are greater concentrations outside of Teton County,

including Alpine and Afton in Lincoln County, as well as Victor and Driggs in Teton County, Idaho. The ACS data shows the breakdown of ethnicity/race in Table 4 below. The population is predominantly White, with 13% identifying as Hispanic or Latino and 3% identifying as two or more races. Populations identifying as two or more races are primarily concentrated in west Jackson, Afton, and Victor.

Table 3: Share of Minority Population

White	Hispanic or Latino	Black or African American	American Indian	Asian alone	Pacific Islander	Some other	Two or more
81.6%	13.4%	0.3%	0.4%	0.8%	0.1%	0.4%	3.0%

Figure 18: Density and Distribution of Minority Households



Travel Demand Analysis

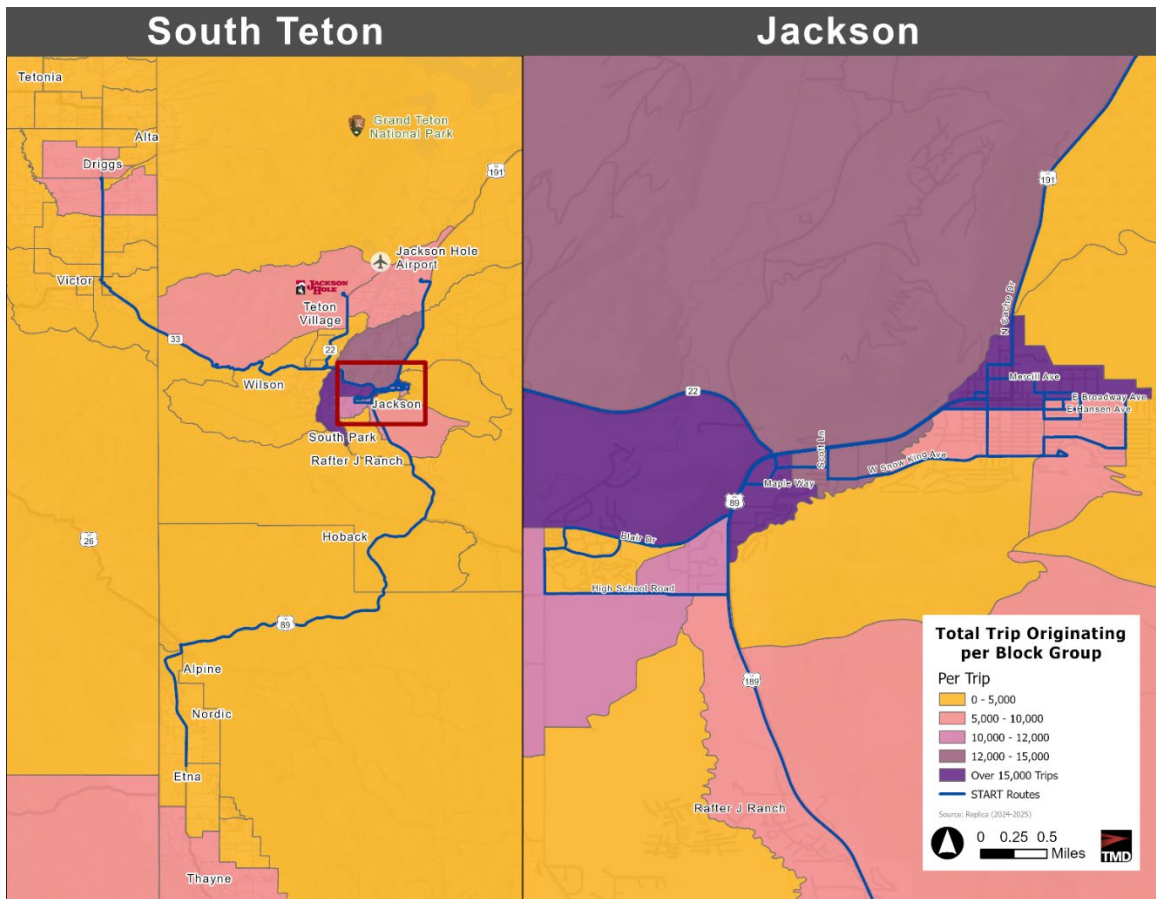
A travel demand analysis was conducted using the Replica platform. Replica integrates travel pattern data gathered from location-based services, credit card transactions, and census information and displays it via a robust online platform to draw inferences regarding regional travel behavior. Replica is a comprehensive data source specifically designed to help agencies make transportation planning decisions. The following subsections use Replica data for the analysis and trips less than a half mile were filtered out of the data as those are unlikely to be made on transit.

According to Replica, 152,000 person trips took place in the service area across all modes on an average weekday in the Fall of 2023. The number of trips has increased since 2019 despite the COVID-19 pandemic in 2020, but the growth slowed between 2021 and 2022, growing more quickly again in 2023. On an average weekend day in fall 2023, 140,000 trips were made compared to only 90,300 trips in fall 2019. This is a 42 percent increase on weekdays and 55 percent on weekends.

DENSITY OF TRIPS ORIGINS

Figure 19 presents trips originating in Jackson on an average weekday in Fall 2023. This figure includes trips on all transportation modes. As seen in Figure 19, trips are concentrated north of E Pearl Ave. and along Maple Way to South Jackson, which is where many of the regional generators are located. The areas with the next highest densities of trips originating include Afton and South Jackson. The group with the next-highest density includes Jackson Hole Mountain Resort, Snow King Resort, the airport, Driggs, and Thayne.

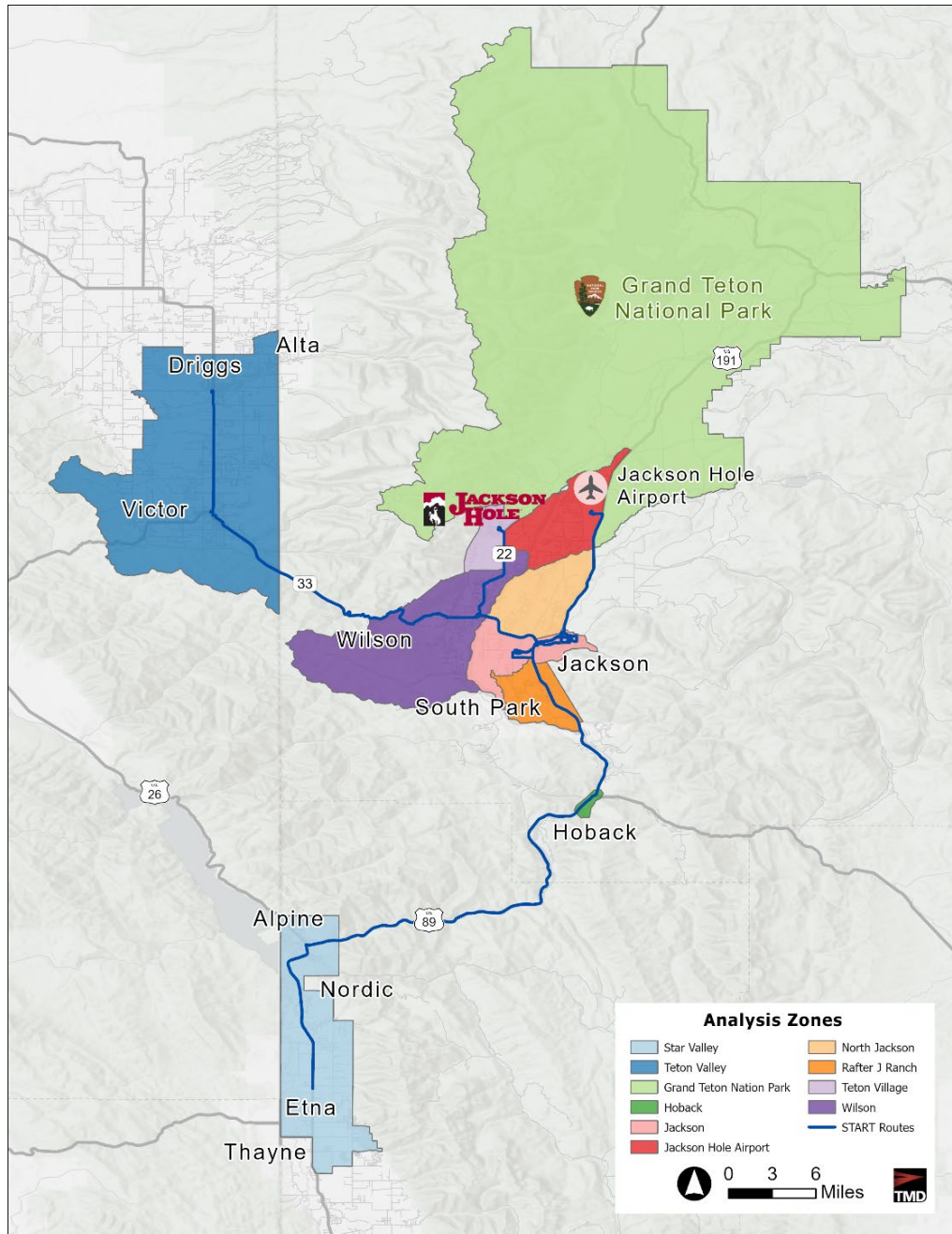
Figure 19: Total Daily Trips Originating Fall 2023



REGIONAL TRAVEL DEMAND

To analyze regional travel patterns, the service area was divided into 10 analysis zones (shown in Figure 20), defined by major cross-streets, freeways, corridors, neighborhoods, and geographic barriers (rivers and mountains). By distilling the data down to these zones, an understanding of the general flows in the region.

Figure 20: Replica Analysis Zones



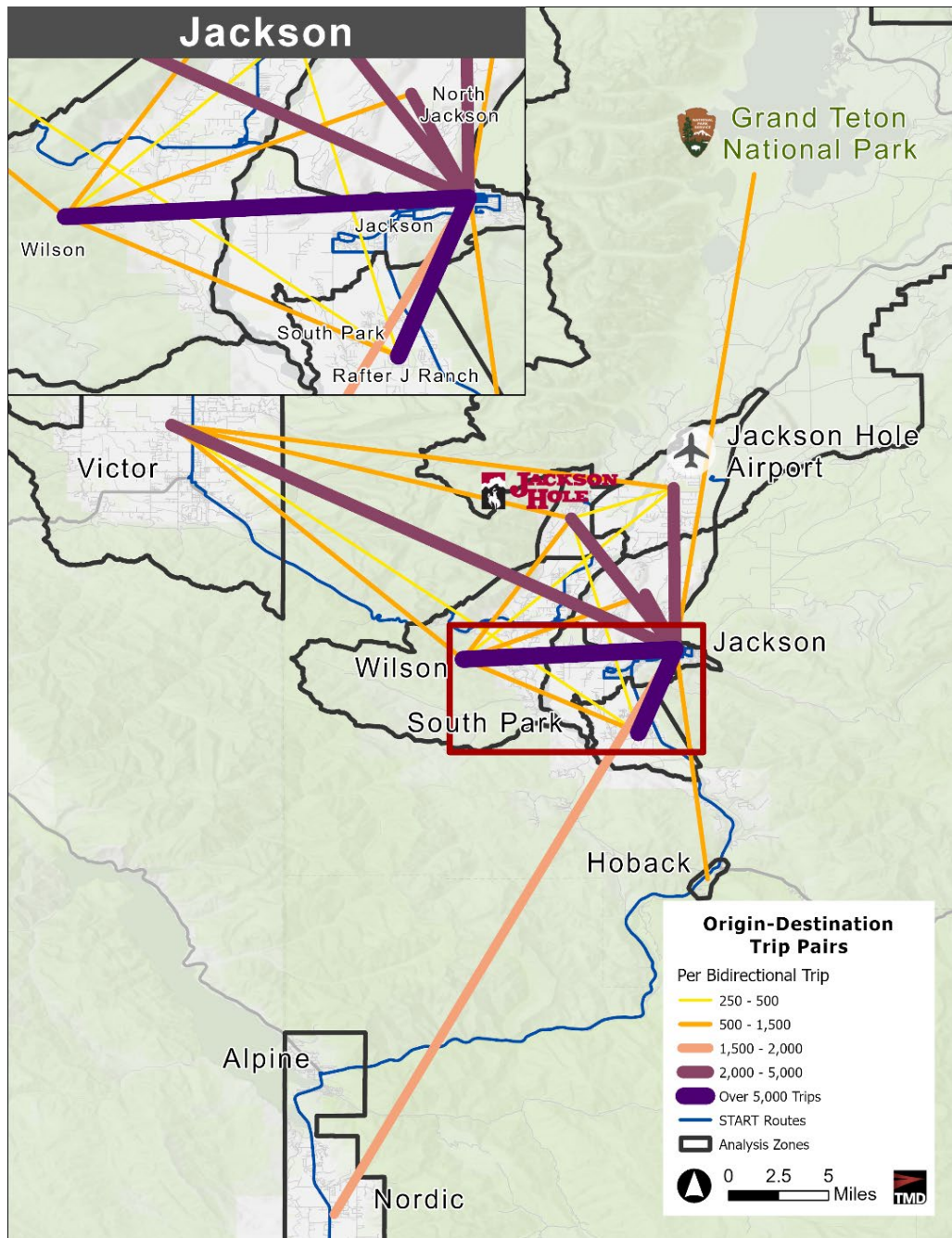
Origin-Destination pairs

It is important to understand not only where trips originate, but also where the strongest travel flows between cities and towns, and between origin-destination pairs (O-D pairs), in the region. Table 4 below displays the top 25 travel flows, based on Replica, of bidirectional trips per O-D pair. These top 25 travel flows account for almost 98 percent of all travel in the region, with 30 additional origin-destination pairs accounting for the remaining 3 percent. The strongest flows are within the Town of Jackson, within Teton Valley, between Jackson and Rafter J Ranch, Jackson and Wilson, and within Star Valley, which average 54,190, 28,203, 10,442, 10,086, and 5,906 trips on an average weekday, respectively. Outside these five major areas, there are strong travel flows between Jackson and North Jackson, Jackson and Teton Valley, and Jackson and Jackson Hole Airport.

Table 4: Top 25 O-D Pair Total Bidirectional Trip Count on an Average Weekday, Fall 2023

Origin - Destination Pair	Total Bi-Directional Trips	Percent of All Trips in the Region	Distance (Miles)
Within Jackson	54,190	38.15%	0
Within Teton Valley, Idaho	28,203	19.85%	0
Jackson and Rafter J Ranch	10,442	7.35%	5
Jackson and Wilson	10,086	7.10%	7
Within Star Valley	5,906	4.16%	0
Jackson and Teton Village	4,759	3.35%	12
Jackson and North Jackson	3,936	2.77%	3
Within Wilson	3,741	2.63%	0
Jackson and Teton Valley	3,275	2.31%	30
Jackson and Jackson Hole Airport	3,119	2.20%	9
Jackson and Star Valley	1,800	1.27%	50
Within Rafter J Ranch	1,332	0.93%	0
Within Teton Village	1,107	0.78%	0
Within Airport	1,040	0.73%	0
Jackson and Hoback	843	0.59%	13
Teton Village and Teton Valley	644	0.45%	29
Wilson and Teton Valley	642	0.45%	21
Wilson and Teton Village	628	0.44%	8
Grand Teton National Park and Jackson	608	0.43%	14
Wilson and Rafter J Ranch	534	0.38%	9
Wilson and North Jackson	515	0.36%	7
Teton Village and Airport	445	0.31%	21
Teton Valley and Rafter J Ranch	444	0.31%	32
Wilson and Airport	412	0.29%	16
Within North Jackson	398	0.28%	0

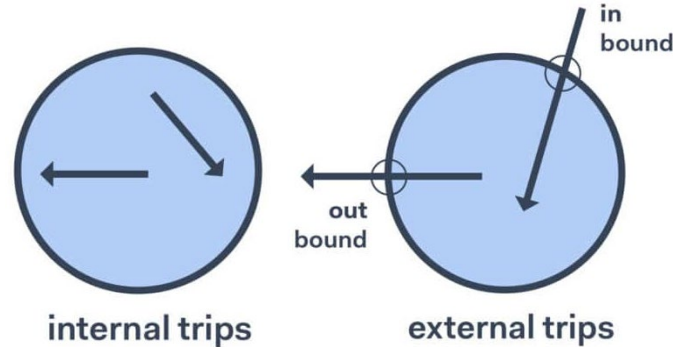
Figure 21: Origin-Destination Pairs Average Weekday Fall 2023



Internal Vs External Trips

Understanding where trip demand is from different towns and communities within the service area will help START Bus to better plan routes. Using the regional travel demand analysis zones, data on internal (travel within a community) vs. external (travel between a community and another location) trip demand was analyzed. An internal trip is one that stays within a study zone, while an external trip starts or ends in a different study zone. The external trips count bi-directional trips, or travel in both directions.

Figure 22: Internal vs. External Trips¹⁸



Three study zones have more internal trips than external trips: Teton Valley, Star Valley, and Jackson.

Zones with the largest share of external trips are Hoback, North Jackson, and Rafter J Ranch, meaning residents and visitors staying in these areas need to travel farther for a large majority of their trips.

External zone travel is presented on Table 5. This table shows that zone to zone travel that has the Town of Jackson as one of the zones, either origin or destination, are the trips that have the highest travel volumes. The highest volume movement is between the Town of Jackson and the Rafter J Ranch zones, which may be an opportunity for service to expand to the Rafter J Ranch area.

¹⁸ [Trip trait 5: Trans-locale — the where and when of moving between zones versus moving within them](#)

Table 5: Origin/Destination Matrix by Study Zones

Destination													
				Hoback	Airport	Jackson	Wilson	Teton Valley	Star Valley	Rafter J Ranch	Grand Teton National Park	North Jackson	Teton Village
Origin	Hoback			74	12	422	11	2	28	52	2	11	8
	Airport			19	1,040	1,832	172	41	45	81	56	31	228
	Jackson			421	1,287	54,190	5,415	1,659	898	5,098	215	1,905	2,155
	Wilson			20	240	4,671	3,741	324	82	272	86	317	345
	Teton Valley			4	154	1,616	318	28,203	20	273	28	66	267
	Star Valley			26	40	902	64	20	5,906	110	9	23	74
	Rafter J Ranch			59	87	5,344	262	171	97	1,322	17	87	187
	Grand Teton National Park			-	97	393	39	92	6	19	178	39	50
	North Jackson			19	64	2,031	198	65	32	87	39	398	28
	Teton Village			7	217	2,604	283	377	69	203	25	27	1,107

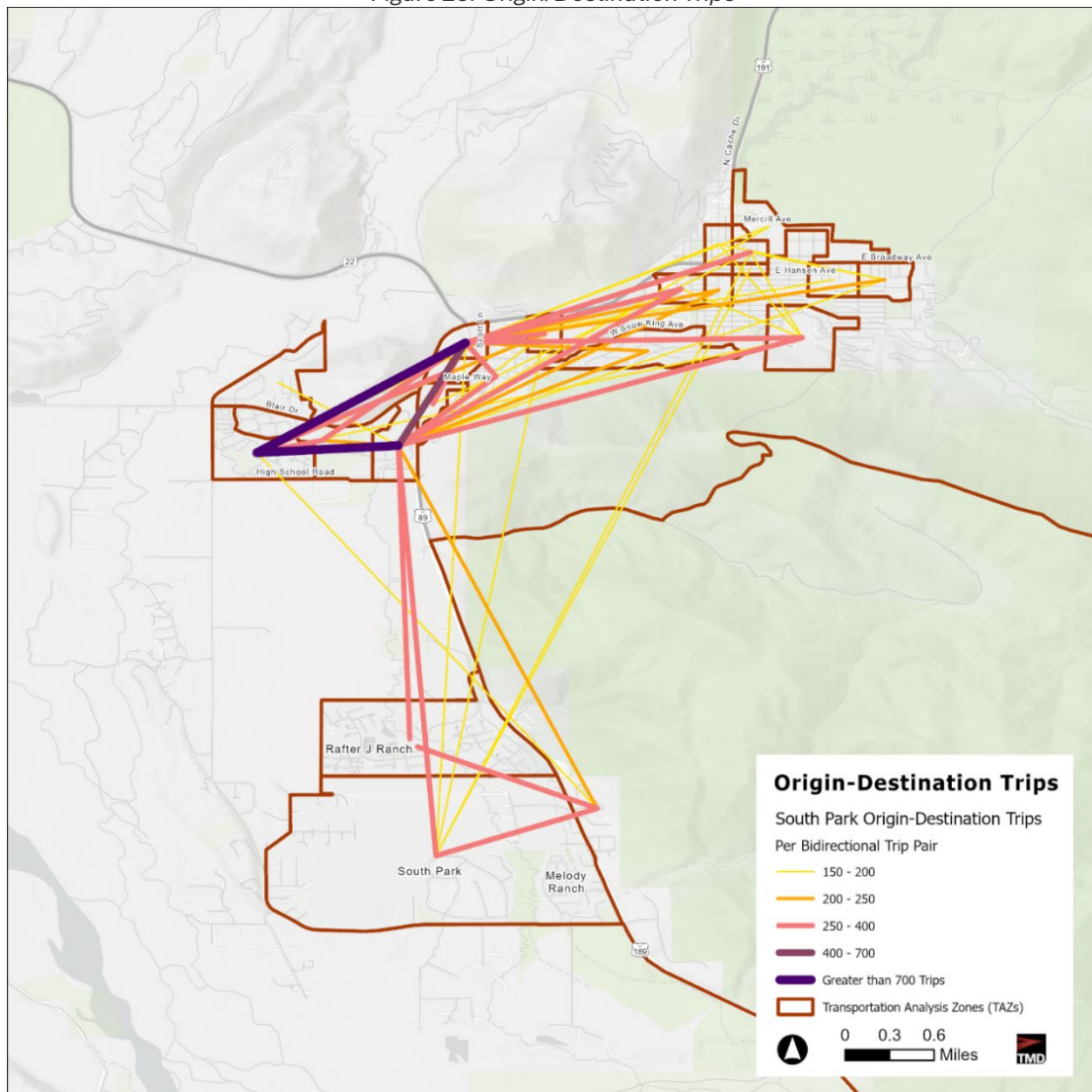
LOCAL TRAVEL DEMAND

By focusing on the Town of Jackson and the South Park area, a more granular level of travel demand can be understood. This is important as the regional travel demand analysis shows that the Town of Jackson is the origin and/or destination of the highest number of trips.

Origin-Destination Pairs

To understand travel patterns within the Town of Jackson, South Park, and Rafter J Ranch, the volume of bi-directional trips was analyzed based on trips starting and ending from traffic analysis zones (TAZs). O-D pairs with fewer than 150 trips were filtered out of the analysis. The map in Figure 23 highlights key travel demand to TAZs in South Jackson and along Broadway. Key destinations include Albertsons, Smiths, Target, and the neighborhood south of Blair Drive. Top destinations from Rafter J Ranch and Melody Ranch include the High School Rd and Hwy 89 TAZ. In East Jackson, the Snow King Resort and Town Square TAZs stand out as popular destinations, but less so than the TAZs along Hwy 89.

Figure 23: Origin/Destination Trips



TRIP START TIME

The distribution of trips by hour of the day has changed since 2019 across all travel modes. People are taking more trips in the afternoon and evening than in the morning, which is a change from the trip patterns from 2019. This could be due to changing work schedules with more people working from home. The ACS estimates that 6.8% of workers in Teton County, WY, worked from home between 2014-2018, compared to 14.2% of workers between 2019-2023. It is possible that those who work from home leave the house for the first time in the afternoon and evening for recreation and errands. Even still, travel patterns show clear peaks during the 6:00 – 8:00 am and 1:00 – 5:00 pm timeframe.

Figure 24: Comparison of Total Average Weekday Trips by Hour: F 2019, F 2023

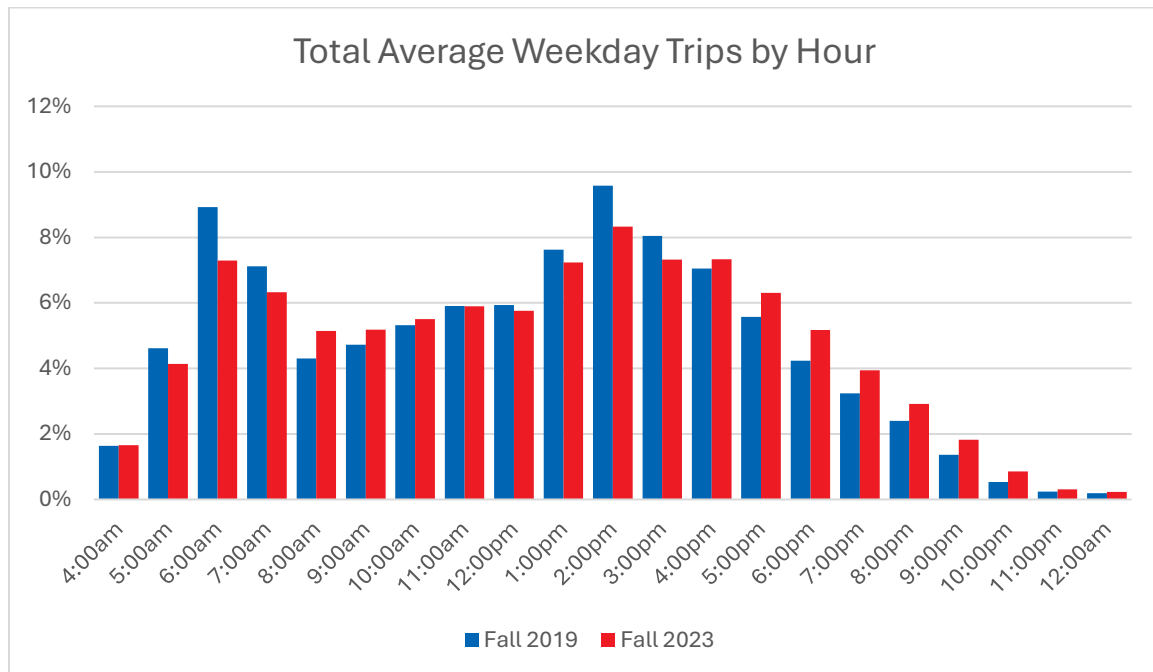
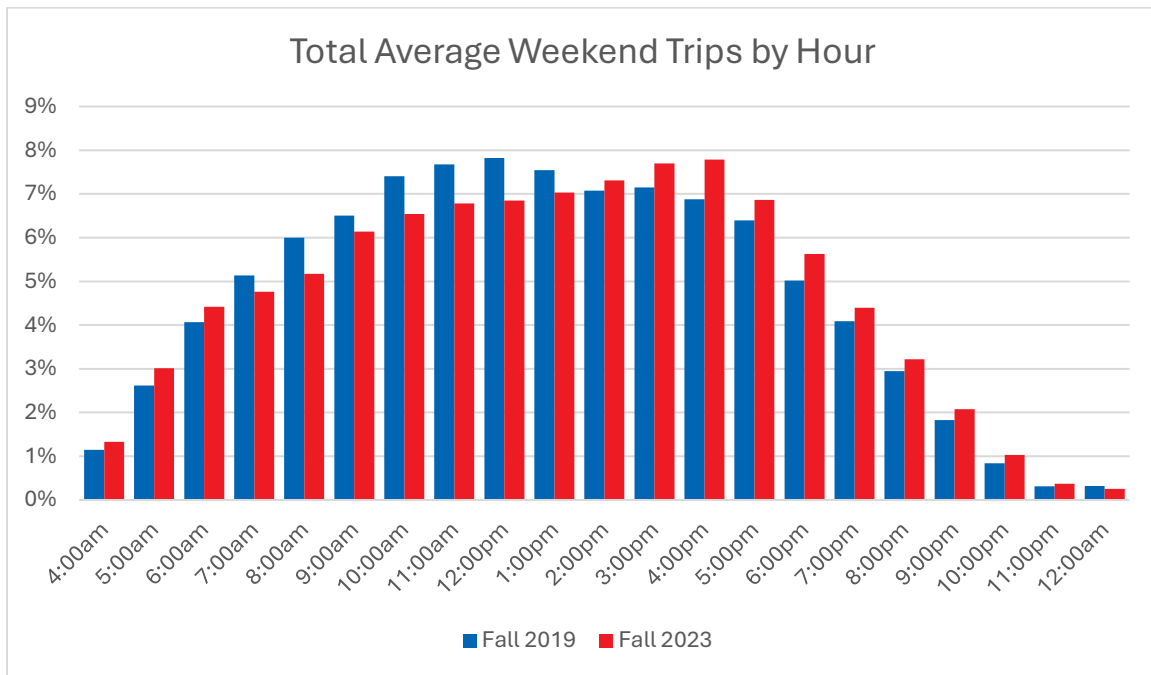


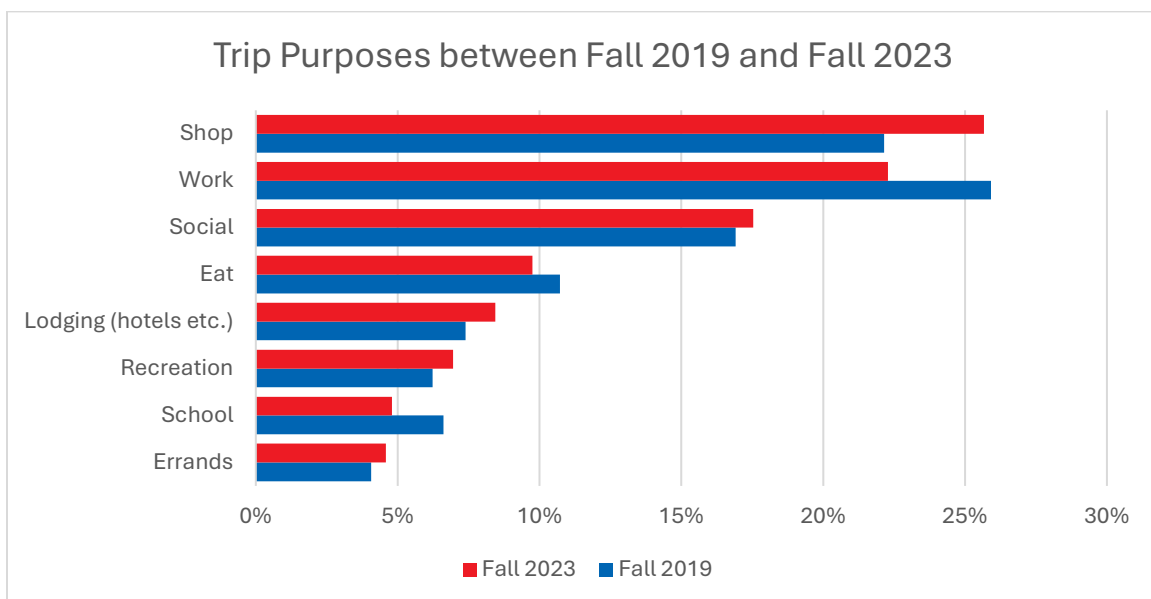
Figure 25: Comparison of Total Average Weekend Trips by Hour: F 2019, F 2023



TRIP PURPOSE

Trip purposes inferred by Replica have also changed since 2019, with people making more shopping and social trips and fewer trips to work and home. This is also consistent with the increase in remote and hybrid work schedules since the COVID-19 pandemic.

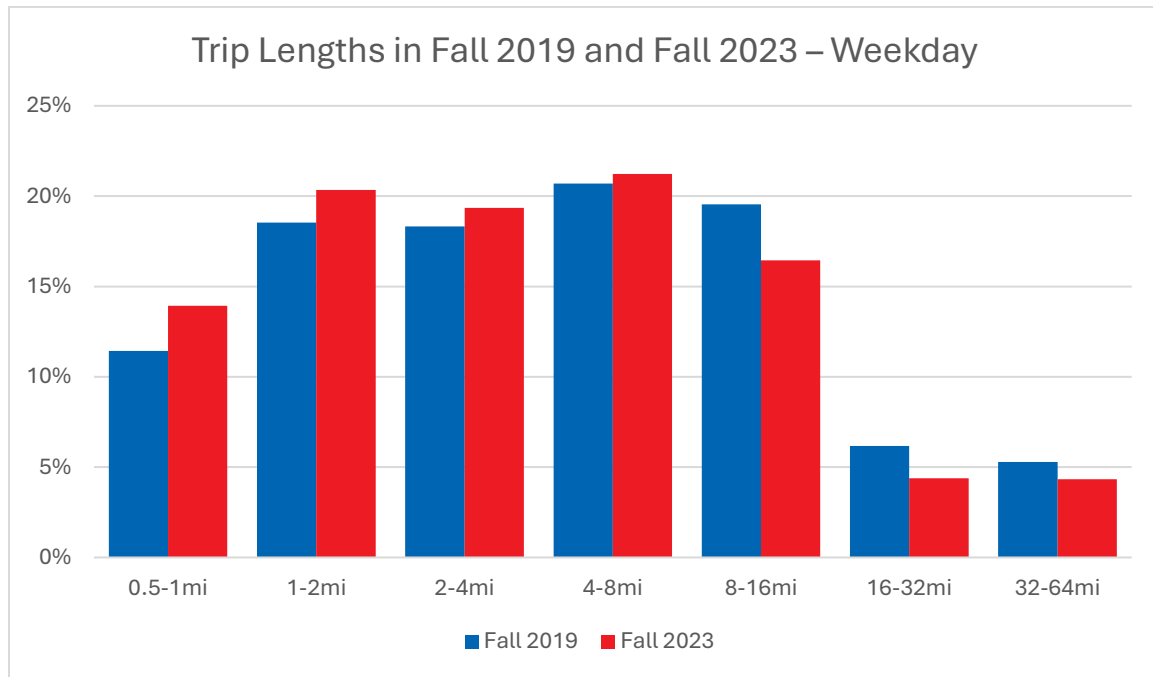
Figure 26: Comparison of Trip Purposes between Fall 2019 and Fall 2023 - Weekday



TRIP LENGTH

There has been a decrease in trip lengths in Fall 2023 compared to Fall 2019 within the Replica zones. Trip distances have changed with people taking more 0.5–1-mile trips in 2023 and fewer 8-16-mile trips compared to 2019. The most frequent trip distance is still 4-8 miles. This is consistent with the growth of internal trips.

Figure 27: Comparison of Trip Lengths in Miles Fall 2019 and Fall 2023 – Weekday



Service Evaluation

The Service Evaluation seeks to understand how riders use the START Bus network and how the various routes perform compared to one another. The goal is to understand the strengths of the current operation as well as identify opportunities for improvement – both in elevating the customer experience and in increasing the efficiency and effectiveness of service delivery.

Ridership data was provided in the form of driver ride check sheets for four weekdays from Spring 2024 to Winter 2025, with one representative weekday in May 2024, June 2024, October 2024, and February 2025.

Service Availability

START bus operates a total of seven routes with service levels that vary by season. The START Bus service in the winter is primarily centered around getting riders to Jackson Hole Mountain Resort (JHMR), with 50% of service hours devoted to transportation between Jackson and Teton Village. Three Teton Village routes serve as connections from east and south Jackson with the opportunity to transfer to the Town Shuttle, the Commuter routes, or the START On-Demand/Microtransit. The Town Shuttle circulates throughout the Town of Jackson, serving major destinations and key transfer points along the way. The two commuter routes provide access to jobs and other destinations for those who cannot afford to live in the Town of Jackson. One route goes south to Star Valley, and the other route crosses the mountain pass into Idaho to serve Victor and Driggs. The Airport Shuttle is a pilot route that was first operated in Winter 2023-24 and operated again in Winter 2024-25.

In the spring, summer, and autumn seasons, only four routes operate: the Town Shuttle, Teton Village Local, and the two commuter routes. The fall and spring seasons have a reduced span of service compared to the winter and summer seasons. In addition to directly operating the Town Shuttle, Teton Village Local, Star Valley, Teton Valley, and ADA services on a year-round basis, and the Teton Village Express, Teton Village South, and Airport routes on a seasonal basis (winter only), START also contracts with Downtowner LLC to provide “START – on- Demand” (SOD) microtransit service. SOD service is provided in a geographical zone consisting of the majority of East Jackson and Central Jackson. The SOD service area boundary is depicted in Figure 28 along with the START fixed routes. This service is discussed in greater detail in the “Microtransit” Section of this report.

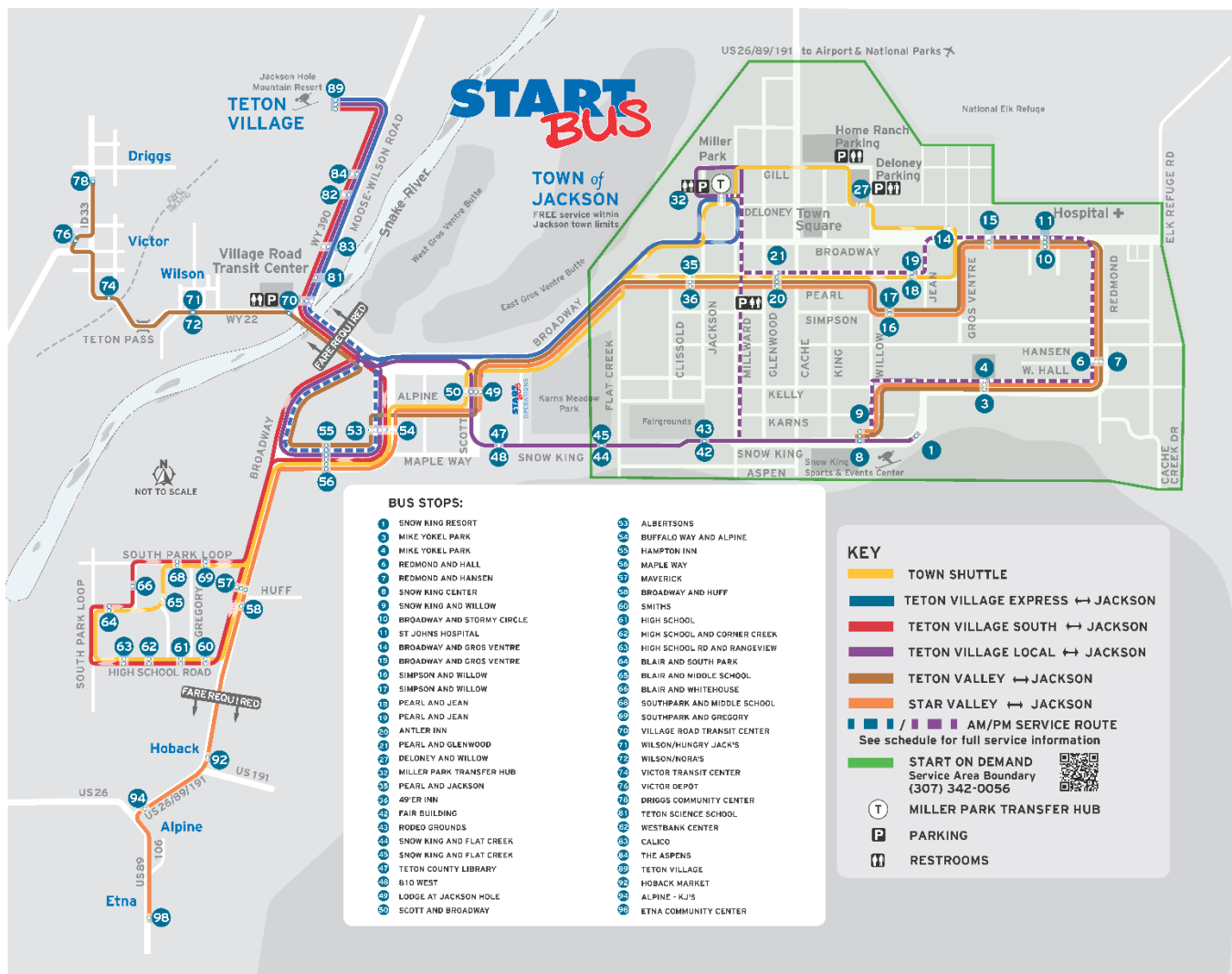
START also manages the Federal Transit Administration (FTA) funding for the operation of the Grand Targhee Shuttle from Driggs, ID, and Victor, ID to the Grand Targhee Resort (GTR) located in Alta, WY. This service is operated by the Grand Targhee Resort under contract to START. Funding for the GTR Shuttle is provided by the Idaho Transportation Department (ITD) through the FTA Section 5311 Rural grant program. While high-level service and ridership numbers for the GTR Shuttle are included in this report, the GTR Shuttle service will not be analyzed or evaluated as part of this study effort.

There are three key transfer locations in the START Bus network: Miller Park, Albertsons, and the Village Road Transit Center. The Town Shuttle, Teton Village Express, Teton Village Local, Airport, and the On-Demand all

serve the Miller Park Transfer Hub. The Town Shuttle, Teton Village Local, Teton Village South, Star Valley, and Teton Valley Commuter Routes, and sometimes the Teton Village Express, all serve the Albertsons stop. Finally, the Village Road Transit Center, or locally known as the Stilson Transit Center, provides transit connections to the Mountain Resort. JHMR has paid parking in Teton Village, so many riders take the Teton Village routes from the Village Road Transit Center to avoid the cost of parking. In the summer, less service is operated to JHMR, with Teton Village South and Teton Village Express not operating, as shown in Figure 30.

The START Bus system map is presented in Figure 28 below:

Figure 28: START Bus System Map



FREQUENCY AND SPAN

Frequency of service, or how many trips a route operates per hour, is a major factor that attracts riders to use the bus based on numerous surveys and case studies. Riders want to be able to show up at a stop without consulting a schedule and have a bus arrive within a few minutes. When service is infrequent (trips

are more than 15 minutes apart), most riders will not spontaneously use transit but rather will plan their arrivals around the timetable to minimize wait time. This requires them to organize their plans around the bus schedule, making transit much less attractive. Low-frequency service with a transfer also greatly increases the length of someone's trip, since they must factor in the wait time in between trips, especially if a route is delayed.

The Town Shuttle operates every 15 minutes from 6:00am to 11:00pm and serves as a good connection to neighborhoods that are not served by the Teton Village routes. In the winter, the frequency from JHMR during the peak service hours to the Stilson Transit Center is about every 10 minutes, with the combined frequencies between the three Teton Village routes. Frequencies are the same on the weekends as they are on weekdays, which is great for those who use transit to access recreational opportunities or work at their service jobs, which do not have the traditional 9am-5pm, Monday-Friday schedule.

In the summer, the frequency of the Teton Village Local is reduced from every 40 minutes to every 60 minutes. Additionally, the span of service on the Town Shuttle is reduced by two hours.

Service on the commuter routes is limited and does not change between the Winter and Summer service schedule changes. Both the Star Valley and Teton Valley Commuter routes operate three one-way trips in the morning and three one-way trips in the evenings. The commute patterns of the hospitality industry, which is a significant portion of the Jackson economy, do not necessarily match the commuter route schedules.

The frequency, or how often a route operates, and span, the hours in a day in which the service is operated, of each route, by season, is presented in Figure 29 and Figure 30.

Figure 29: Winter Peak Season Frequency and Span

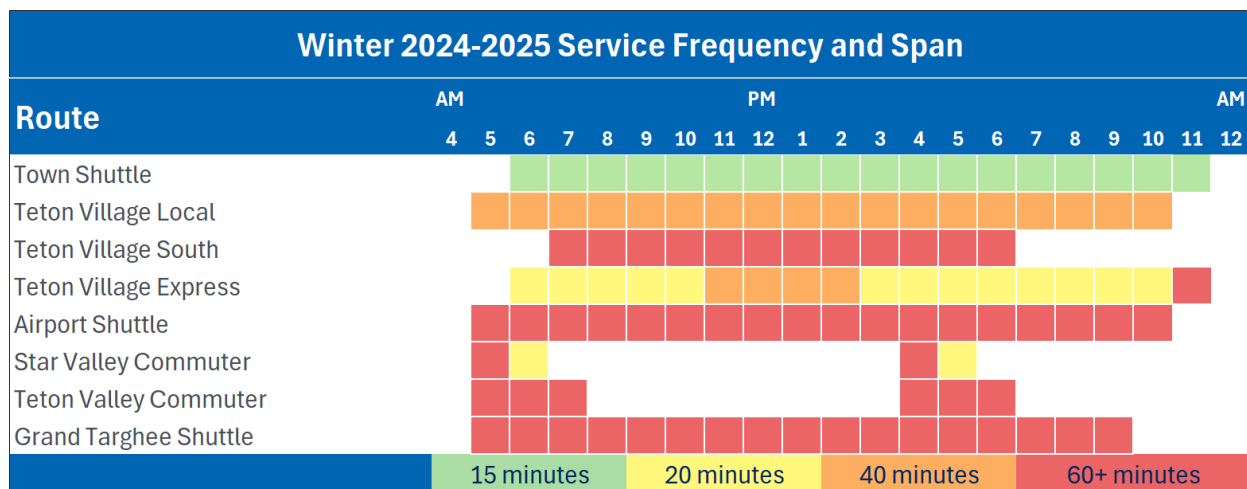
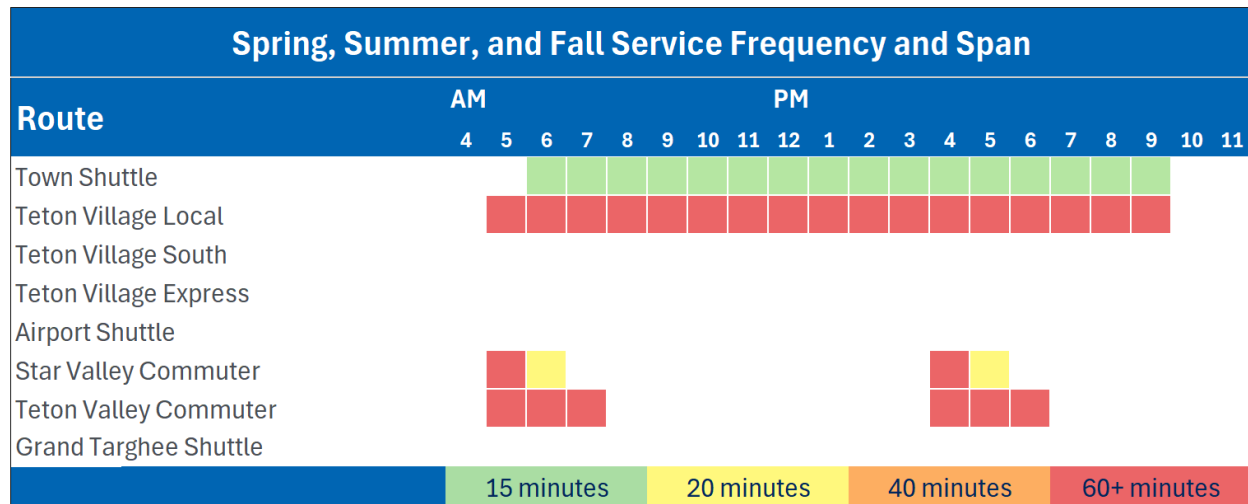


Figure 30: Spring, Summer, and Fall Frequency and Span



FARE STRUCTURE

The START Bus fare structure is based on trip distance and destination. Service within the Town of Jackson is free on all routes, as are direct trips from the Village Road Transit Center to Teton Village. For riders going to or coming from destinations along Teton Village Road, the fare is \$1. For transit rides from the Town of Jackson on one of the Teton Village Routes going beyond the Teton Village Road Transit Center, the fare is \$3. The commuter routes are \$8 per one-way trip, and the Airport Shuttle is \$10 per one-way trip. Exact change is required on the buses, or riders can use the Transit App to buy single-ride or day passes.

Figure 31: Fare Structure

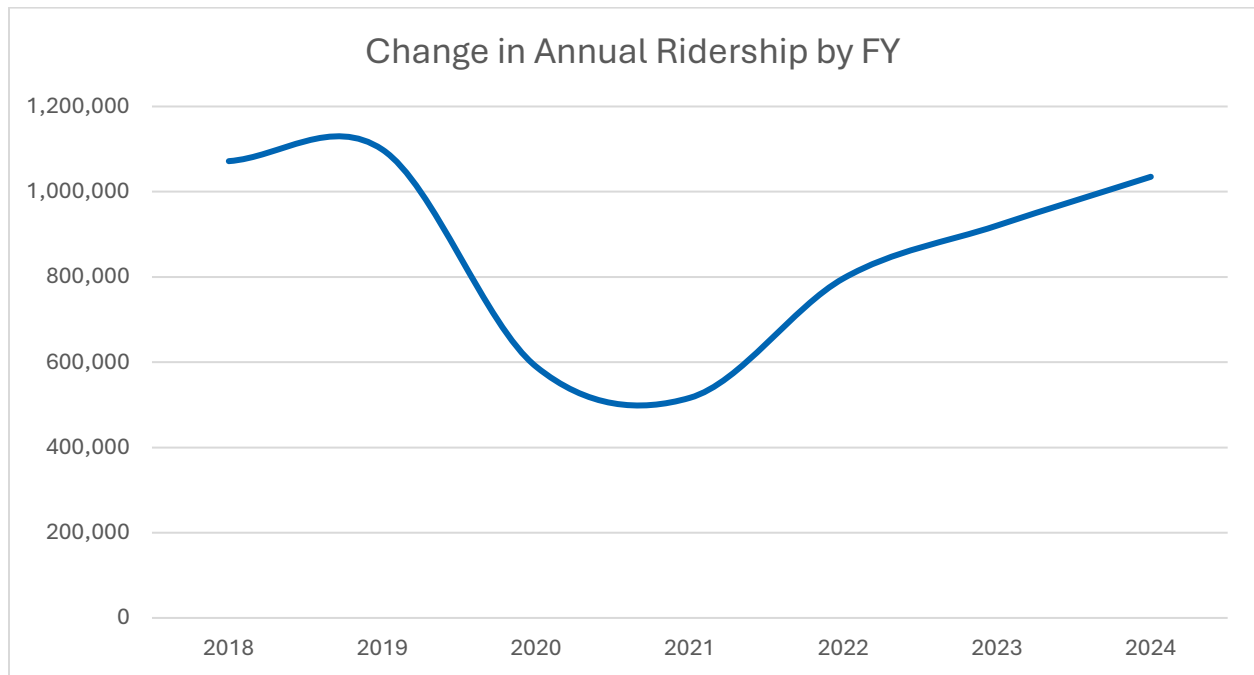
FARES		EXACT CHANGE REQUIRED
• Start and End within Jackson town limits		FREE
• Teton Village Rd Transit Center ↔ Teton Village		FREE
• Jackson ↔ Teton Village, Wilson or Hoback		
1 ride (one way)		\$3, Age 8 & under: Free w/ Adult
1 ride (one way) on Teton Village Rd only		\$1, Grade 12 & under: ½ price
		Age 60 & over: ½ price
10 ride Discount Book Sold at START Facility		\$24
		Teton County, WY service is FREE
		For students of Teton County, WY (grade 12 & under)
Season Pass (Unlimited rides) Sold at START Facility		\$125
• Star Valley ↔ Jackson OR Teton Valley ↔ Jackson		
1 ride (one way)		\$8
10 Ride Discount Book sold at START facilities		\$42 Age 12 & under: ½ price
		Age 60 & over: ½ price
1 month Pass (unlimited rides) Sold at START facilities and Jackson Town Hall		\$105 (\$95-for additional consecutive months)
• Airport Shuttle (December 14, 2024, to April 13, 2025)		\$10 Adults, \$5 child/senior/ADA
		FREE for children under 8 w/adult
• Jackson ↔ Teton Village, Wilson or Hoback		
• 1 Day Pass-Transit App only	\$6.00 ends at 2:00 am	
• 7 Day Pass-Transit App only	\$32.00 Regular: Age 12 & under: ½ price	
	Age 60 & over: ½ price	
ALL START BUSES ARE FREE IF YOUR RIDE STARTS AND ENDS WITHIN JACKSON TOWN LIMITS		

Source: START Website

Service Ridership

Ridership on the START Bus system was 1.04 million annual trips in FY 2024, nearly returning to pre-pandemic ridership levels. In FY 2019, the last complete fiscal year before the pandemic. The impact of the COVID-19 pandemic is evident with the decline in ridership in FY 2021. Ridership recovery began in FY 2022, though ridership was still significantly below pre-pandemic levels. Figure 32 presents the change in annual ridership.

Figure 32: Change in Annual Ridership by Fiscal Year

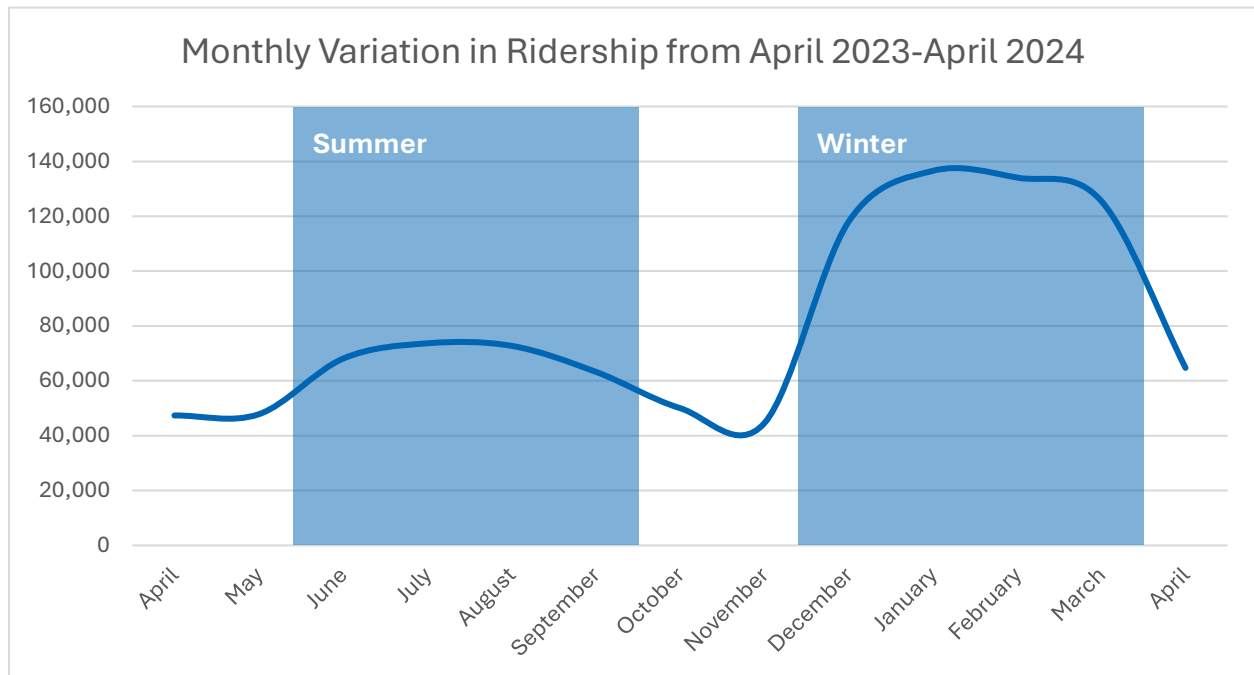


SEASONAL RIDERSHIP

Ridership over the course of a year changes significantly. START Bus is busiest in the winter months, with employees and visitors using transit to access Jackson Hole Mountain Resort. In the summer, START Bus carries about half as many riders compared to the winter. For the four ridecheck days¹⁹, total daily ridership was 4,958 in winter, 2,111 in summer, 1,577 in spring, and 1,768 in fall. The seasonal variation in ridership is presented in Figure 33.

¹⁹ Driver count sheets were collected and analyzed from a day in each season, 5/8/24, 6/28/24, 10/2/2024, 2/21/25.

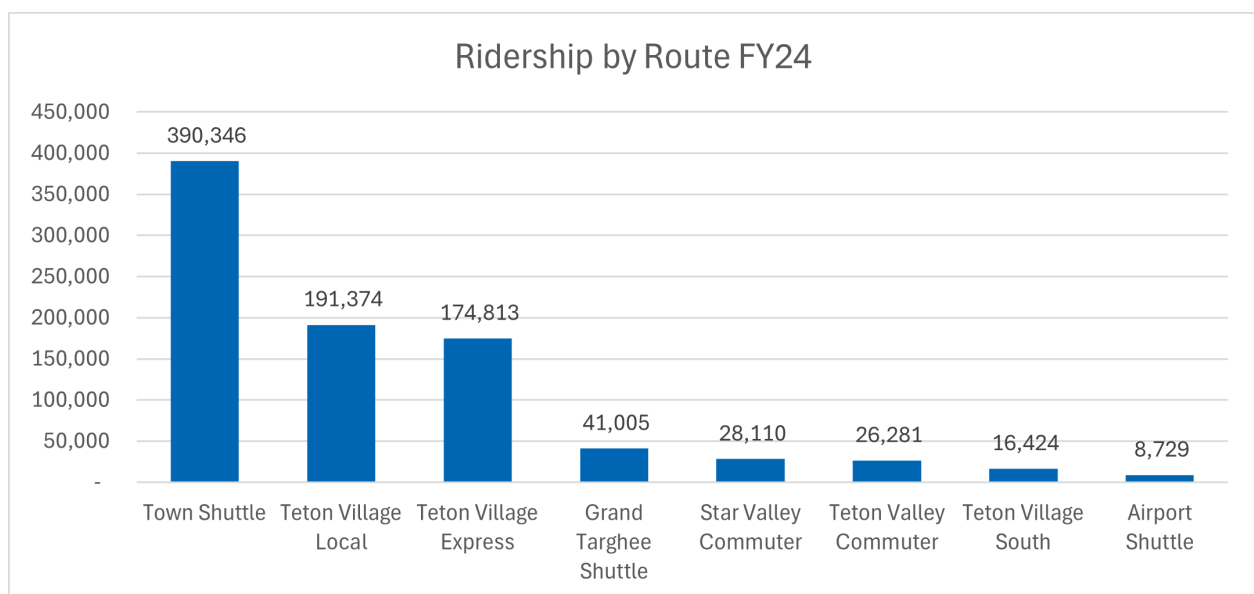
Figure 33: Monthly Variation in Ridership



ROUTE LEVEL RIDERSHIP

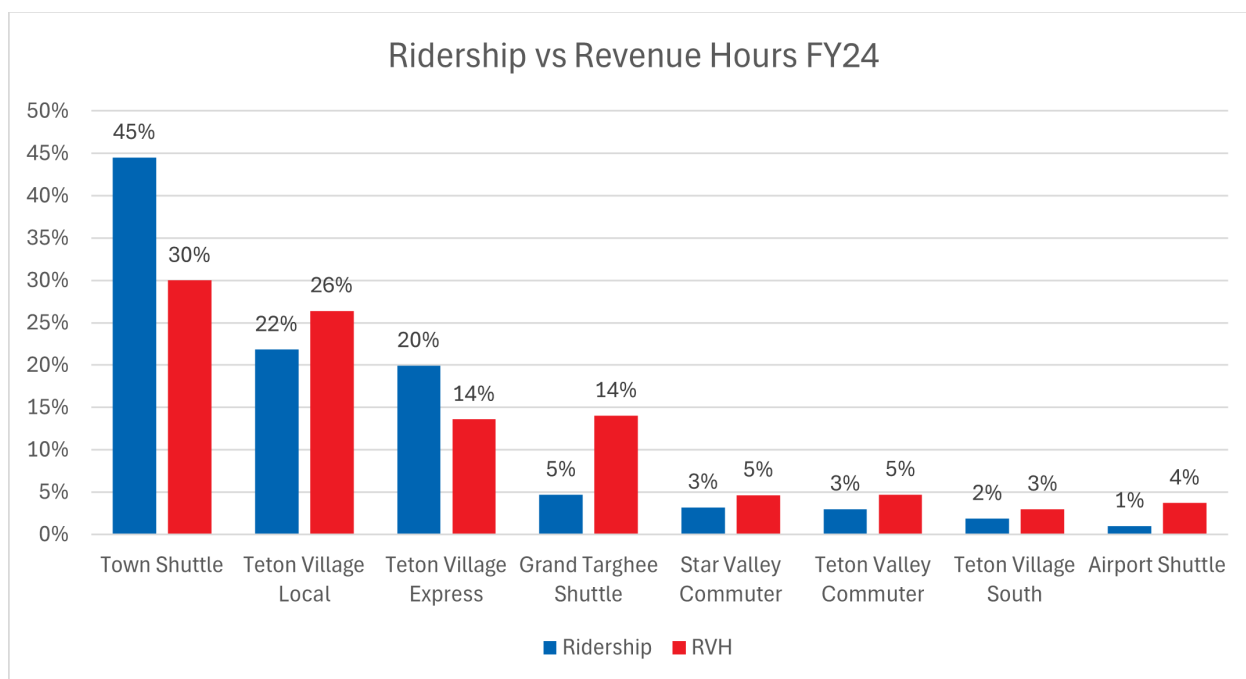
Almost half of all trips taken on START Bus fixed route are on the Town Shuttle. The Teton Village Local and Teton Village Express each account for just over 20 percent of all annual passenger trips on START Bus. In the winter, these two routes make up 54 percent of all daily boardings. The remaining routes, including the Grand Targhee Shuttle, combine for 14 percent of annual passenger trips. Ridership by route is presented in Figure 34.

Figure 34: Ridership by Route FY24



When comparing ridership to the revenue hours operated, the Town Shuttle and Teton Village Express routes have a higher percentage of ridership versus the percentage of revenue hours, indicating that these routes are more efficient. As shown in Figure 35, the Town Shuttle and the Teton Village Express carry a higher share of ridership than they use in resources. All other routes, Teton Village Local and South Routes, Star and Teton Valley Commuter Routes, and the Airport Shuttle operate a higher percentage of revenue hours than the percentage of passengers carried.

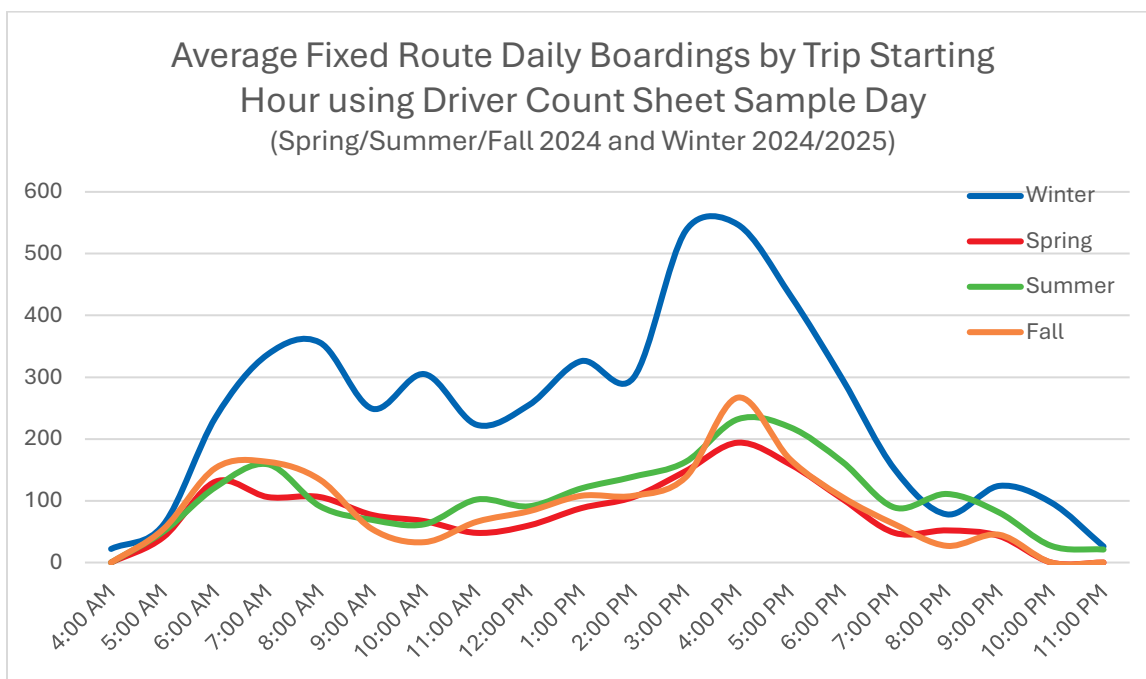
Figure 35: Share of FY24 Annual Ridership versus FY24 Annual Revenue Hours by Route



ROUTE LEVEL RIDERSHIP BY TIME OF DAY

Ridership by hour can indicate how riders use the system and can give insight into how to efficiently allocate resources. As seen in Figure 36, there are peaks in system-wide ridership throughout the day that coincide with work shift times and Mountain Resort Ski Lift operation times. In the winter, the peaks are much more dramatic than in the other months of the year. There is a dip in ridership during the evening in Winter and Summer. Ridership increases later at night, which could be hotel and other service workers getting off work at non-traditional shift times.

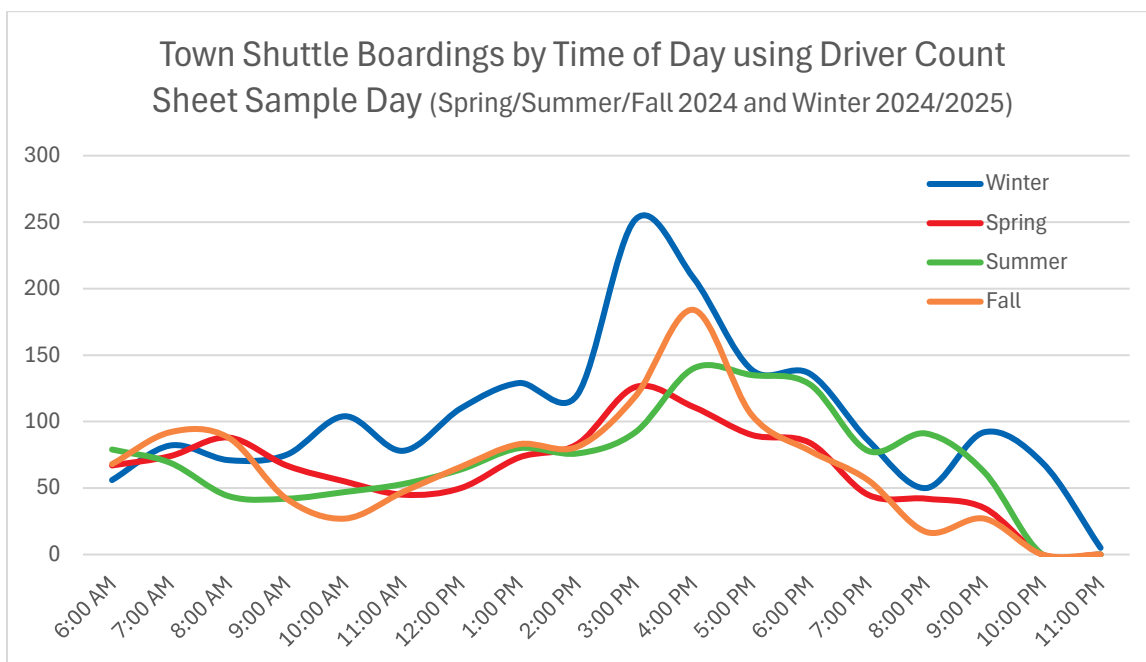
Figure 36: Average Fixed Route Daily Boardings by Trip Starting Hour using Driver Count Sheet Sample Day



Town Shuttle

The Town Shuttle boardings have one peak during the day, in the late afternoon and early evening, between 3:00 pm and 5:00 pm. This ridership peak coincides with afternoon school bell times, as confirmed by stop-by-stop ridership data. The winter season has the strongest afternoon peak, followed by the fall season, with the peak slightly later than in winter.

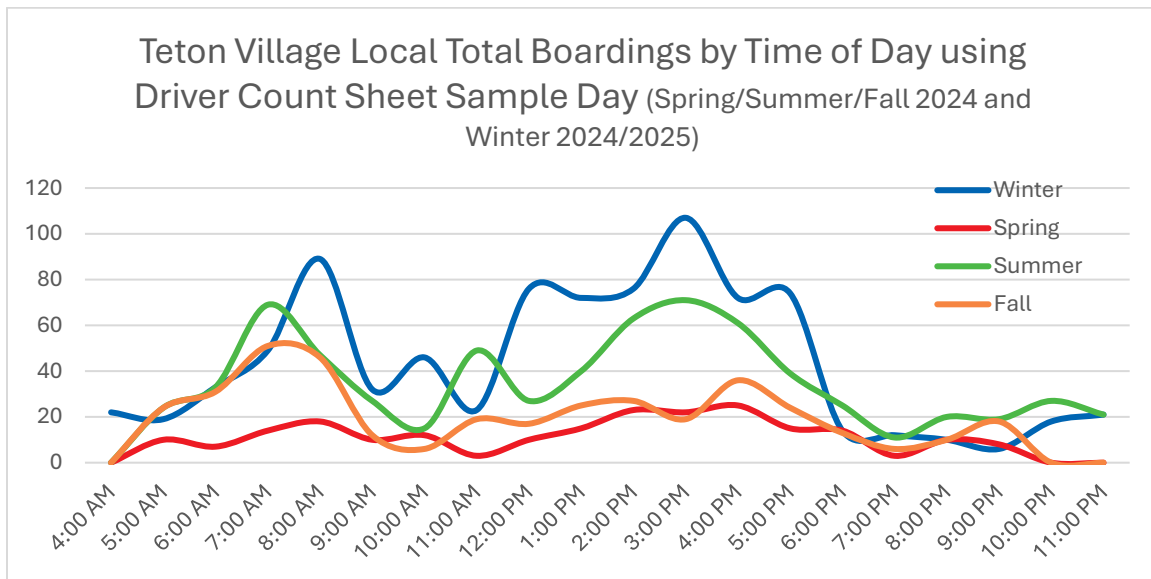
Figure 37: Town Shuttle Boardings by Time of Day using Driver Count Sheet Sample Day



Teton Village Local

The Teton Village Local provides less direct service to Jackson Hole Mountain Resort than the Teton Village Express, as well as offering fewer trips. In the winter, this route has a similar peak to the express, which matches JHMR ski lift operation times. In the spring, ridership is generally flat throughout the day, only getting up to around 20 boardings in the peak afternoon hours. Summer ridership is the second-highest season behind winter and similarly has large, dramatic morning and afternoon peaks. Winter ridership is the second-highest season behind winter and similarly has large, dramatic morning and afternoon peaks.

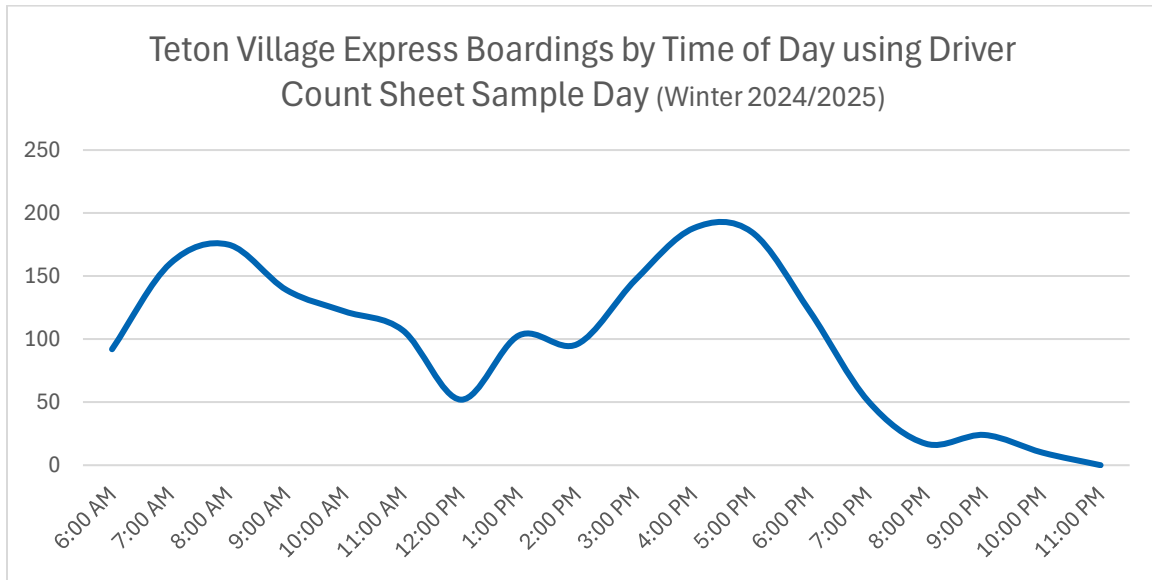
Figure 38: Teton Village Local Total Boardings by Time of Day using Driver Count Sheet Sample Day



Teton Village Express

Ridership on the Teton Village Express peaks before and after the JHMR ski lifts open and close for the day. This winter-only route operates every 20 minutes during the peak hours and shuttles skiers and snowboarders back to Village Road Center and Town. Between 4 pm and 6 pm, there are more than 50 boardings per trip at the Teton Village stop on the Teton Village Express, which creates crowded conditions on START's 40-foot buses which has a capacity for 51 passengers (39 seated and 12 standing), but can be accommodated by the larger buses used by contractors that supplement the START buses on this route.

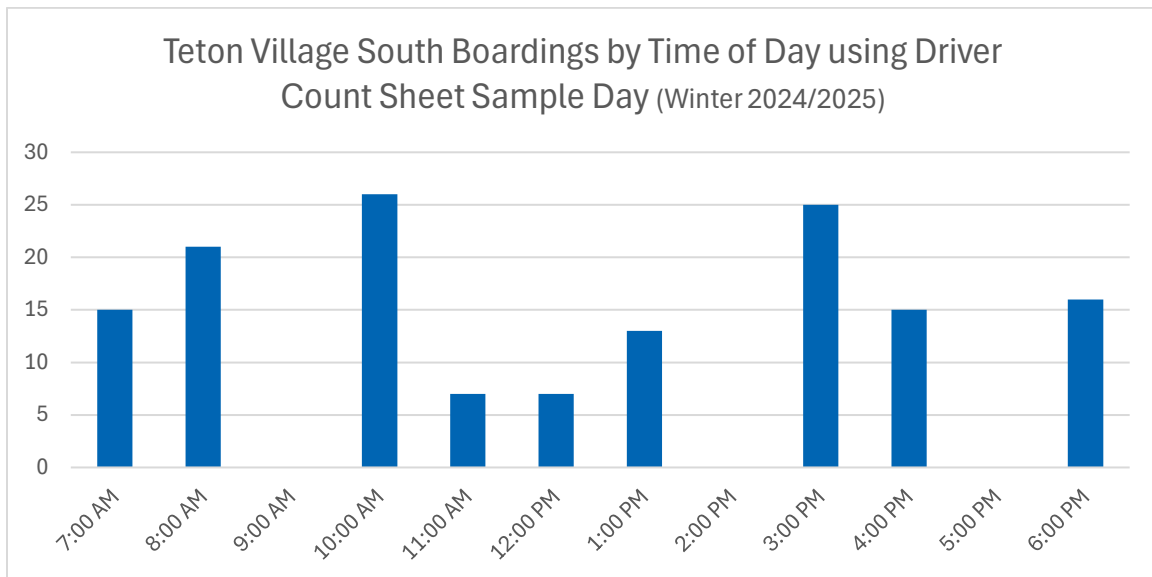
Figure 39: Teton Village Express Boardings by Time of Day using Driver Count Sheet Sample Day



Teton Village South²⁰

Ridership on the winter-only Teton Village South route exhibits significant fluctuations throughout the day, with peak hours occurring at 10:00 AM and 3:00 PM. There are notable decreases in ridership around midday.

Figure 40: Teton Village South Boardings by Time of Day using Driver Count Sheet Sample Day

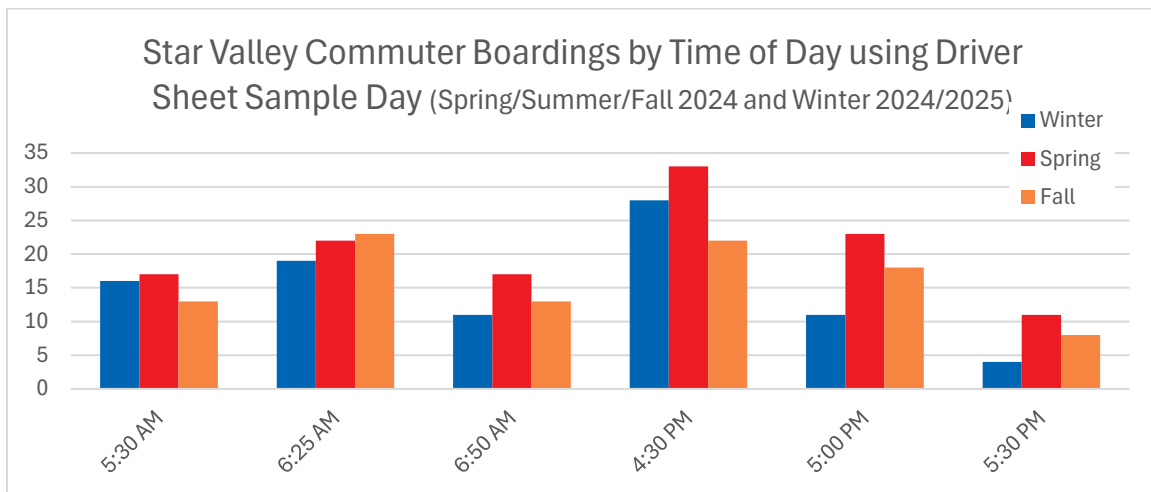


²⁰ Data is missing for Teton Village South boardings.

Star Valley Commuter²¹

The commuter service to Star Valley operates six trips a day: three to Jackson in the morning and three departing Jackson in the afternoon. The 6:25 AM trip had the highest ridership of the inbound trips in all seasons. The 4:30 PM outbound trip had the greatest number of boardings in the outbound direction. The 5:30 PM outbound trip had the lowest number of boardings of all Star Valley commuter trips.

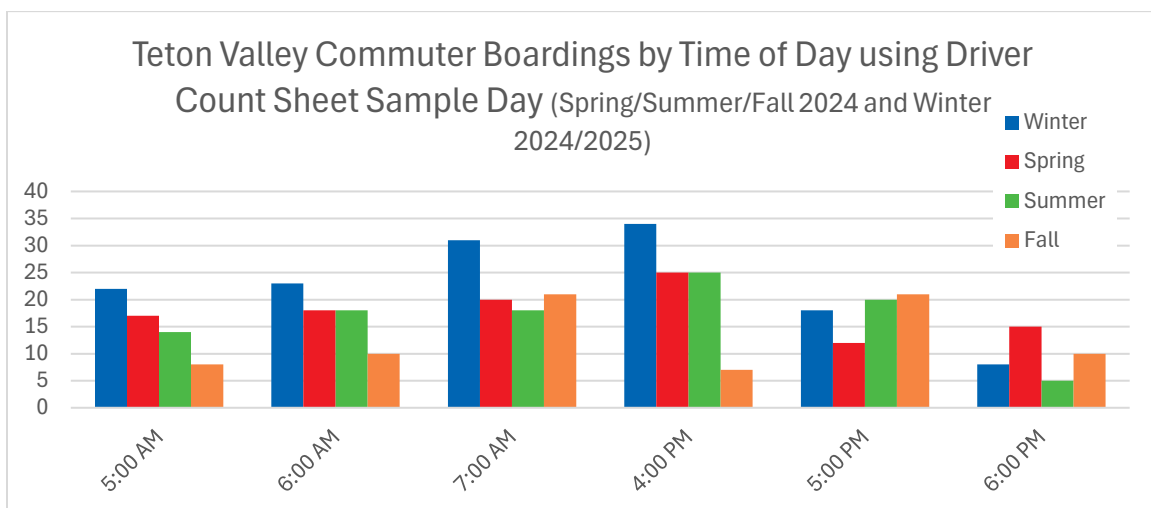
Figure 41: Star Valley Commuter Boardings by Time of Day using Driver Count Sheet Sample Day



Teton Valley Commuter

Similar to the Star Valley Commuter Route, the Teton Valley Commuter Route operates six trips a day: three to Jackson in the morning and three departing Jackson in the afternoon. The ridership patterns are very different, with a more even spread of riders across the three morning trip times, while in the afternoon, the 4:00 PM outbound trip has the greatest number of boardings.

Figure 42: Teton Valley Commuter Boardings by Time of Day using Driver Count Sheet Sample Day



²¹ Data is missing for Star Valley Commuter Summer Boardings

RIDERSHIP BY STOP

START Bus has 58 bus stops in total. In the winter, the Teton Village stop, which serves Jackson Hole Mountain Resort, is the most popular stop and accounts for a little over one quarter of average daily boardings in the winter (26%). In other seasons of the year, Jackson/Miller Park is consistently the most popular stop. Its proximity to downtown and opportunities for transfers between the Town Shuttle, the Teton Village Local, and the On-Demand microtransit service make it a popular destination or midway point for riders. In the winter, this stop is the second most popular and provides a transfer opportunity to the Teton Village Express, which only operates in the winter. In the winter, the third most popular stop is the Stilson Transit Center. Visitors and employees can park their cars at the Village Road Transit Center and take advantage of the free ride to the Mountain Resort, where parking fees are required. Other popular stops include those that serve important destinations like grocery stores, schools, Target, and hotels.

Figure 43: FY24 Seasonal Highest Boardings by Stop using Driver Count Sheet Sample Day

Stop	Winter	Share of Avg. Winter Boardings
Teton Village	1,312	26%
Jackson/Miller Park	637	13%
Village Transit Ctr	422	9%
Hampton Inn	330	7%
Albertsons	238	5%
Maple Way	192	4%
Blair & Mid. School	188	4%
Pearl & Jackson	151	3%
Buffalo Way & Alpine	123	2%
Smith's	110	2%

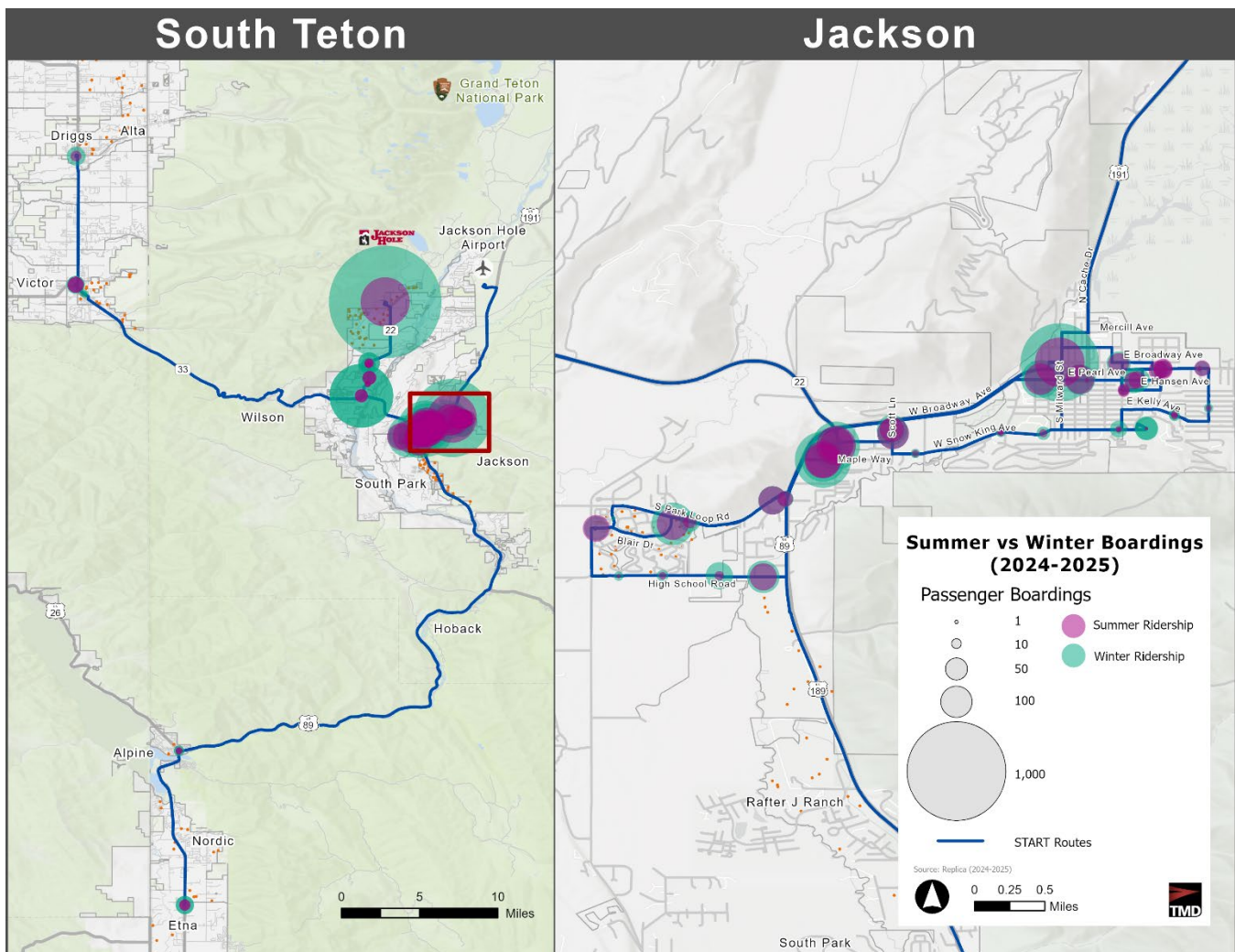
Stop	Spring	Share of Avg. Spring Boardings
Jackson/Miller Park	186	12%
Blair & Mid. School	110	7%
Hampton Inn	109	7%
Albertsons	91	6%
Smith's	89	6%
Maple Way	88	6%
Pearl & Jackson	81	5%
Pearl & Glenwood	81	5%
Scott Lane & Broadway	80	5%
Teton Village	71	5%

Stop	Summer	Share of Avg. Summer Boardings
Jackson/Miller Park	254	12%
Teton Village	252	12%
Albertsons	160	8%
Hampton Inn	144	7%
Maple Way	123	6%
Buffalo Way & Alpine	115	5%
Blair & Mid. School	107	5%
Lodge @ Jackson Hole	104	5%
Pearl & Jackson	103	5%
Pearl & Glenwood	88	4%

Stop	Fall	Share of Avg. Fall Boardings
Jackson/Miller Park	252	14%
Albertsons	145	8%
Hampton Inn	116	7%
Pearl & Jackson	113	6%
Teton Village	111	6%
Blair & Mid. School	104	6%
Smith's	90	5%
Buffalo Way & Alpine	87	5%
Maple Way	78	4%
Lodge @ Jackson Hole	74	4%

The map in Figure 44 shows average daily boardings by stop in the summer and winter. Between the two seasons, the winter sport resorts see the largest drop in ridership from winter to summer. However, there is not much change in stop activity at the Town Shuttle stops between the summer and winter, indicating that the service is well utilized year-round. Ridership at Teton Village is only 20% of winter ridership in the summer, which is likely due to changing travel patterns. There are still activities like zip lining, hiking, and mountain biking at JHMR in the summer, but they do not draw the same crowds as winter snow sports.

Figure 44: Summer vs Winter Boardings



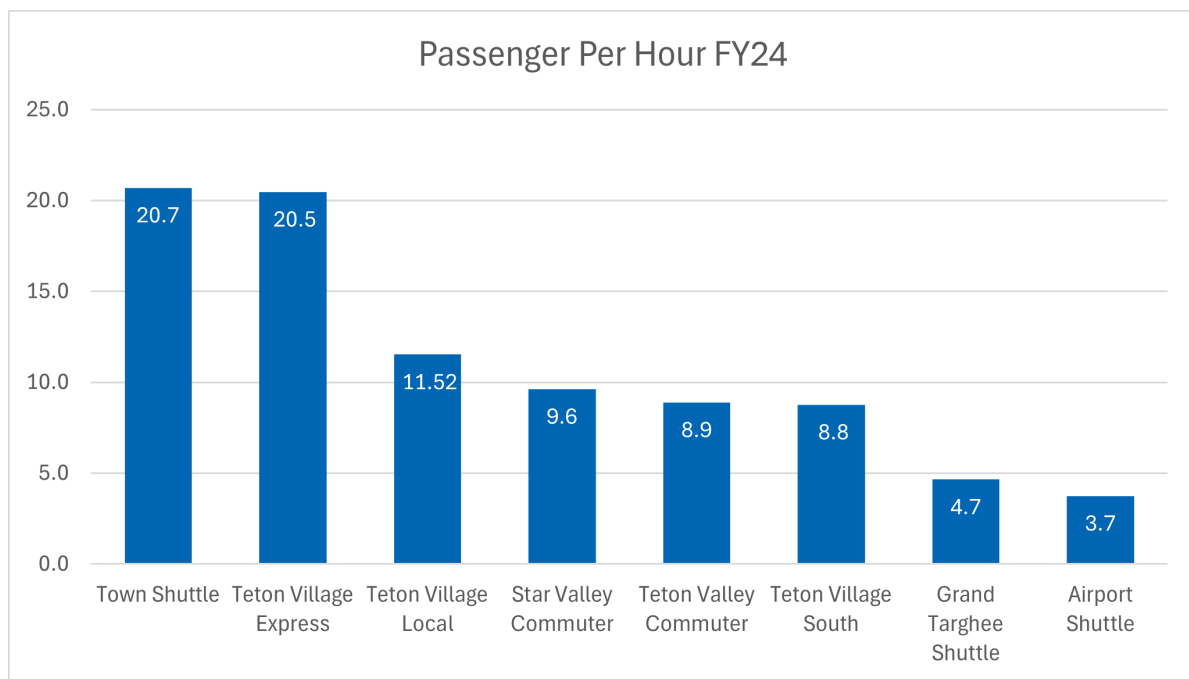
Fixed Route Service Efficiency and Effectiveness

The service efficiency and effectiveness measures determine the return on investment from today's resources. Normalizing ridership generation by the resources invested in providing the service allows for apples-to-apples comparison across routes with vastly different service levels and operating characteristics. The service efficiency and effectiveness measures look at route productivity, farebox recovery, and subsidy per passenger.

PRODUCTIVITY

Productivity is measured by passengers per revenue hour, which is measured by dividing the total annual boardings on a route by the amount of revenue hours that are operated. The route-level productivity is presented in Figure 45 and shows that the Town Shuttle and Teton Village Express carry more than 20 passengers per hour. The remaining routes carry fewer passengers per hour, with the Teton Village Local approaching 12 passengers per hour. The Airport Shuttle, which is a pilot program, carries only 3.7 passengers per hour.

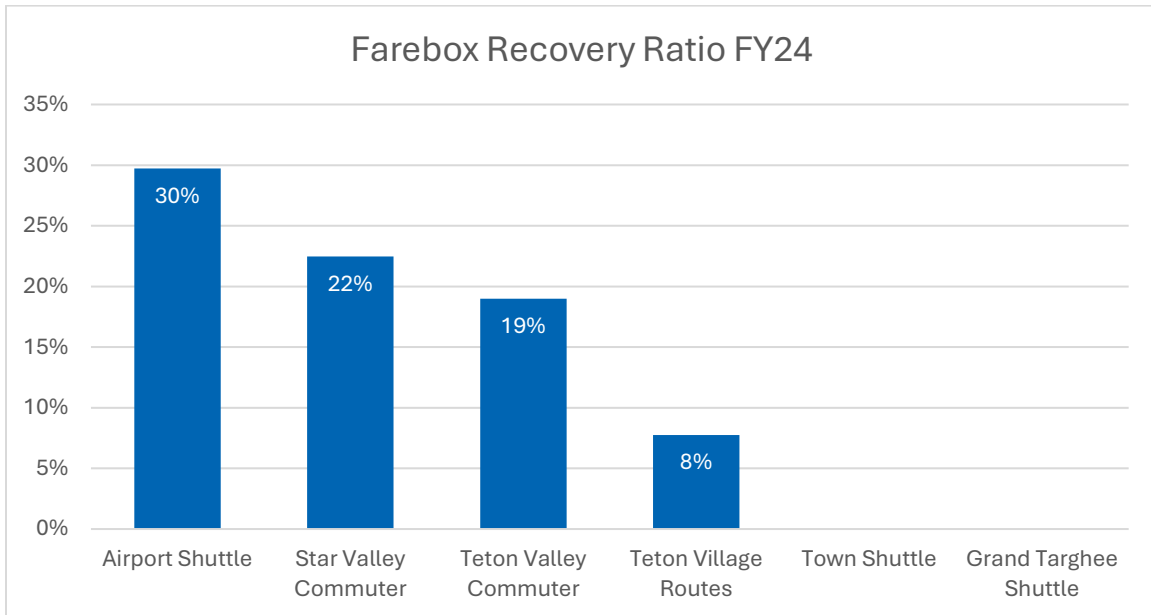
Figure 45: FY 24 Route Level Productivity FY24



FAREBOX RECOVERY RATIO

The farebox recovery ratio measures the percentage of operating costs covered by passenger fares. Across the industry, rural transit typically has farebox recovery ratios of 8 percent. Rural resort communities tend to have a higher farebox recovery ratio, averaging approximately 15 percent. Commuter and airport services are the only services that exceed the 15 percent farebox recovery ratio. Many riders on the Teton Village services board at the Village Road Transit Center ride for free. Trips that start and end within Jackson city limits are free, so the Town Shuttle's farebox recovery ratio is zero, as it is fare-free. The Airport Shuttle has the highest base fare (\$10.00) and the highest farebox recovery ratio of close to 30% as shown on Figure 46. No fare collection information was provided for the Grand Targhee Shuttle.

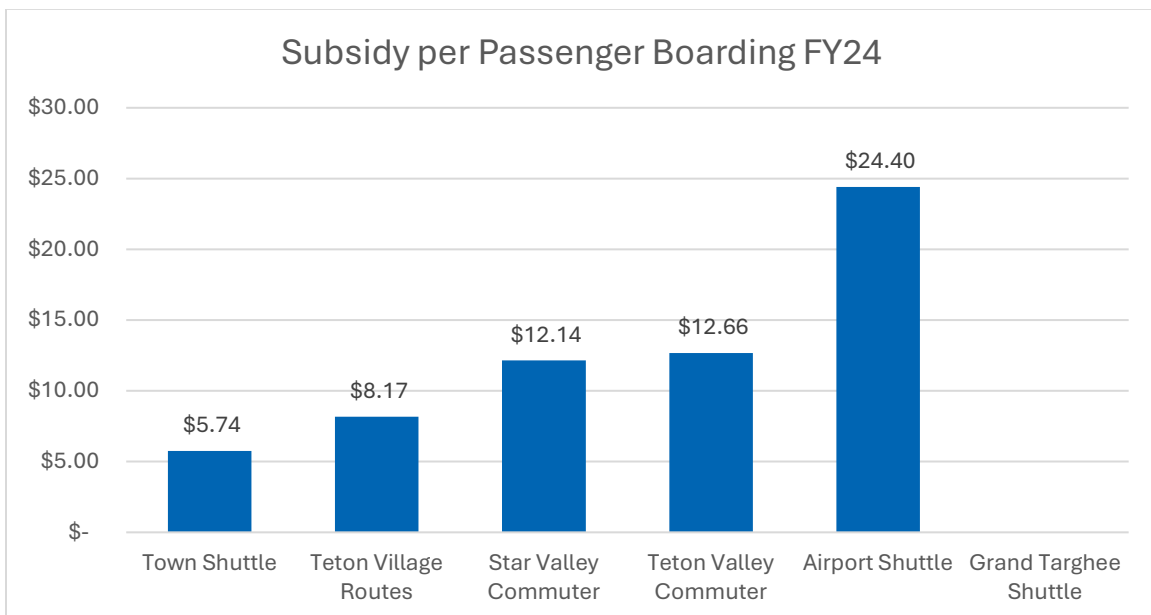
Figure 46: Farebox Recovery Ratio FY24



SUBSIDY PER PASSENGER BOARDING

Subsidy per passenger measures the cost of service, on a per passenger basis, not covered by passenger fares. The route with the lowest subsidy per passenger is the Town Shuttle, which does not charge fares. The highest subsidy per passenger is the Airport Shuttle. The subsidies for each route are presented in Figure 47.

Figure 47: Subsidy per Passenger Boarding FY24



SCHEDULE EFFICIENCY

Schedule efficiency compares operator layover and schedule recovery time against in-service revenue time. An efficient route has, on average, 15-20% of its round-trip running time as layover/recovery time. Any less, and operators do not have enough of a break between trips, which could result in on-time performance issues when trips are scheduled too close together. Any more, and resources are being used inefficiently with buses sitting at the ends of lines rather than operating in service picking up passengers (and collecting revenue). With the exception of the Town Shuttle, all routes have a schedule recovery ratio of at least 30%. The 30 percent scheduled recovery time is due to variability in running time between Jackson and Teton Village, traffic congestion, and luggage loading and unloading on the Airport route. START could improve its operating efficiency by reducing layover/recovery time and operating routes more frequently, thereby providing customers with more trip options. For example, the Teton Village South route could operate every 80 minutes with 14 minutes of recovery (21.2%). Unless these routes are specifically timed to transfer with other services, there is no benefit in extending the cycle time. The trade-off in reducing layover/recovery time is that on-time performance on routes could be negatively affected. Table 7 presents the running time versus layer/recovery time.

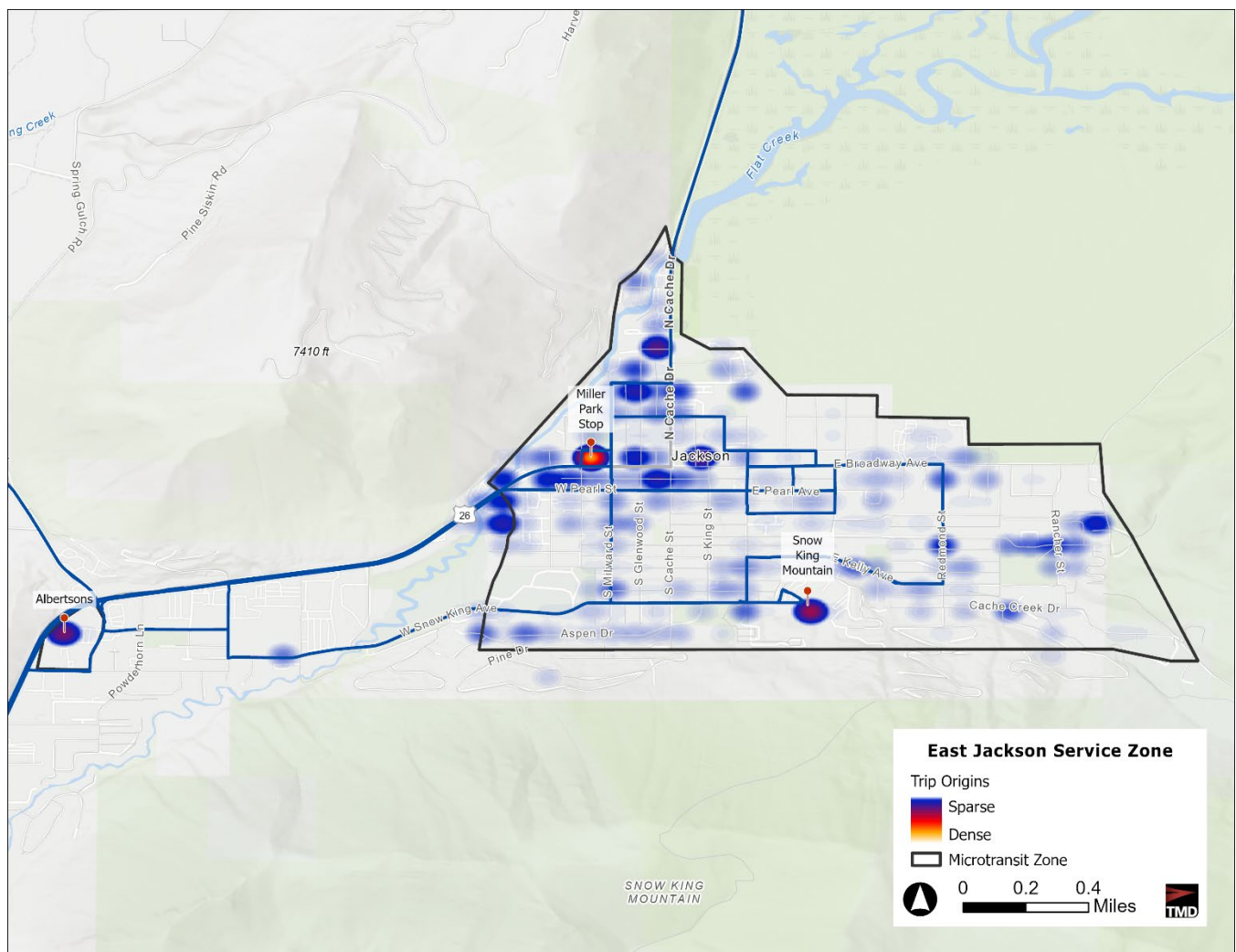
Table 6: Running Time versus Layover/Recovery Time

Route	Running Time	Layover/Recovery Time	Total Cycle Time	Layover/Recovery Percent
Town Shuttle (15-minute service)	37	8	45	21.6%
Town Shuttle (20-minute service)	37	3	40	8.1%
Teton Village Local	92	28	120	30.4%
Teton Village Express (winter only)	59	21	80	35.6%
Teton Village South (winter only)	66	24	90	36.4%
Airport (winter only)	44	16	60	36.4%

Microtransit

START contracts to provide a microtransit service in East Jackson called START On-Demand. The service area for this microtransit is primarily within the Town of Jackson east of Flat Creek Drive. There are allowances for access to and from the library and the Albertsons supermarket located west of Flat Creek Drive during certain times of day. Service is provided by a contractor with up to five vans in service during peak times. The service is operated as a point-to-point service, allowing for mobility within East Jackson. The service operates every day between 6:00 AM and 12:00 AM (winter season) and until 11:00 PM in the fall and spring. The microtransit is a fare-free service, consistent with the Town of Jackson's fare policy. Passengers use the START On-Demand app to request a ride by entering their origin and destination, along with the trip time. The START On-Demand service area and ridership heat map are presented in Figure 48.

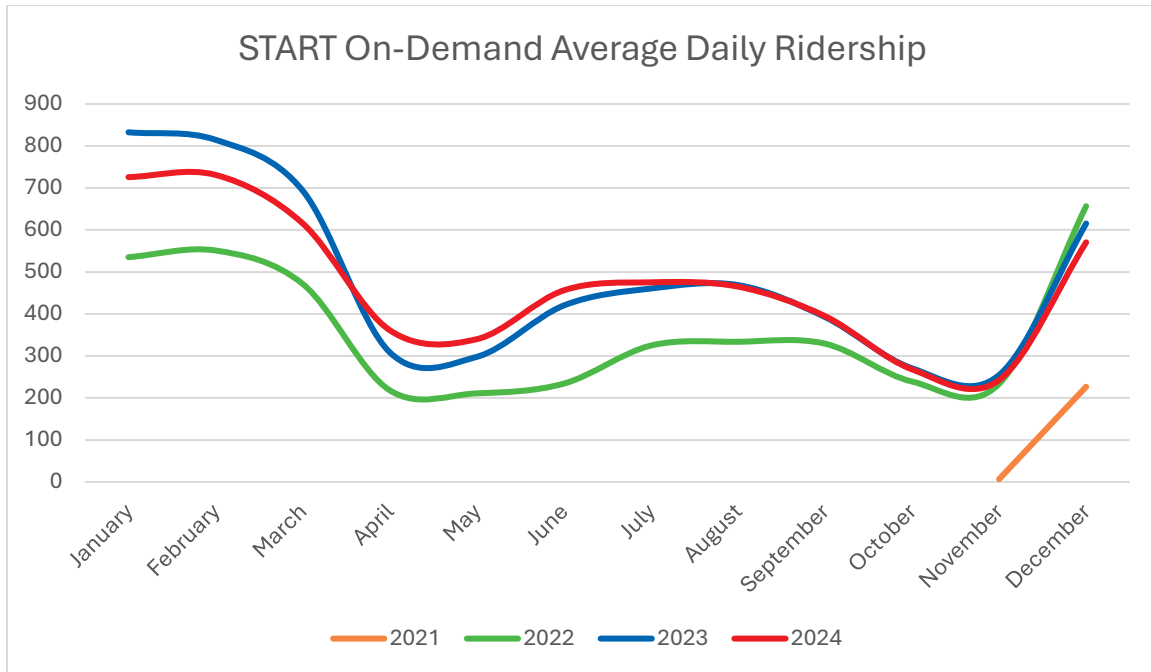
Figure 48: START On-Demand Service Area and Ridership HEAT Map



RIDERSHIP

START On-Demand service began in November 2021. Overall annual ridership has grown between 2021 and 2023 and has since been stable. Ridership on START On-Demand does show seasonal variation, with the Winter months having higher ridership and the Spring and Autumn months having lower ridership. The summer peak season does have higher ridership, but not as pronounced as the winter peak season. Average daily ridership is presented in Figure 49.

Figure 49: START On-Demand Average Daily Ridership



TRIP PURPOSE KEY DESTINATIONS

A review of the trip purpose of START On-Demand riders from the 2020/2021 Jackson On-Demand Onboard Survey shows that almost half (48 percent) of all riders use the service to access jobs. Recreation, shopping, and dining account for a combined 56 percent of all trips. The remainder are personal, school, and medical. The heat map presented in Figure 48 shows that the areas with higher trip concentrations are Miller Park, Snow King, Albertsons, the Senior Center, Town Square, near the intersection of Perry and Glenwood Street, near the intersection of Flat Creek and Broadway, and near the intersection of Pearl and Cache.

SERVICE EFFICIENCY

START on-demand is a very efficient service, averaging 9.83 passengers per revenue hour. The high productivity also means that the cost per passenger is low, even lower than the fixed route, averaging \$7.14 per passenger. As the service is provided fare-free, there is no fare revenue to offset the cost of the service. The high productivity of the service has impacted service quality, with reports of long waiting times for trips at certain times of day. Service statistics are presented in Table 8 with a comparison to START fixed route.

Table 7: Fiscal Year 2024 START On-Demand Service Statistics

Statistic	START On-Demand	START Fixed Route
Ridership	172,102	836,077
Revenue Hours	17,504	54,084
Revenue Miles	-	930,279
Allocated Service Cost	\$1,228,618.00	\$6,784,225.88
Passengers per Hour	9.83	15.46
Passengers per Mile	-	0.90
Cost per Passenger	\$7.14	\$8.36

START ADA Service

START provides ADA Service for persons with disabilities per the Americans with Disabilities Act (ADA), which is required by Federal Law that does not include additional Federal funding. Service is provided within $\frac{3}{4}$ of a mile of a fixed route within the service area that includes the Town of Jackson, Teton Village, and the airport. ADA service is not provided in the areas outside of Jackson that are solely provided by the commuter routes, which is consistent with the laws governing ADA service. This is the minimum service coverage allowed by the ADA. ADA rules allow for START ADA Service fares to be up to twice the fixed route fares, however, the START ADA Service fares match the START fixed route fare policy with service operating for free within the Town of Jackson and service costing \$3 one-way between Jackson and Teton Village. Personal care attendants can ride for free when assisting an ADA passenger.

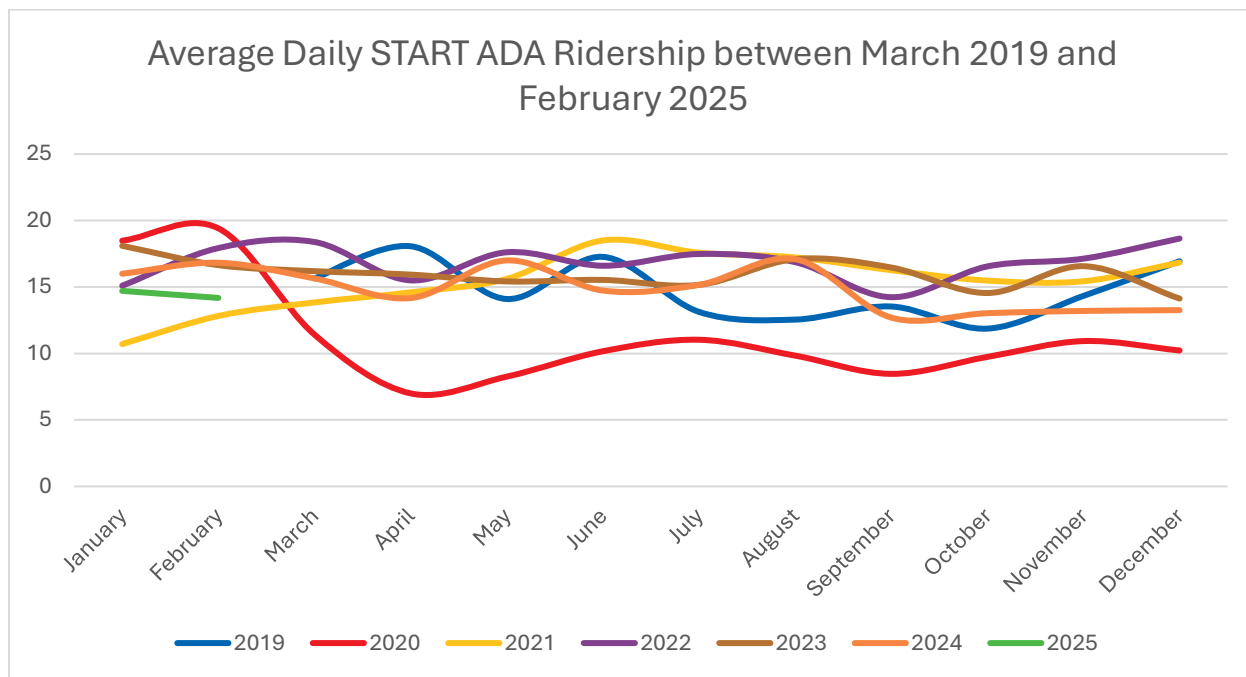
The START ADA system is reserved for those unable to use the fixed route START bus system without assistance, due to a physical or mental disability, in order to reach destinations that would be covered by START fixed route service. Passengers need to be eligible and registered to use the service. Visitors to the region can use the certification with their home system provider to use START ADA.

Service operates the same span of service as fixed route buses, from 5:15 AM to 11:30 PM during the winter and summer peak months, and 5:45 AM to 8:30 PM during the spring and autumn off-peak season. Reservations can be made for a trip up to 14 days in advance until 5:00 PM the day before an ADA trip.

RIDERSHIP

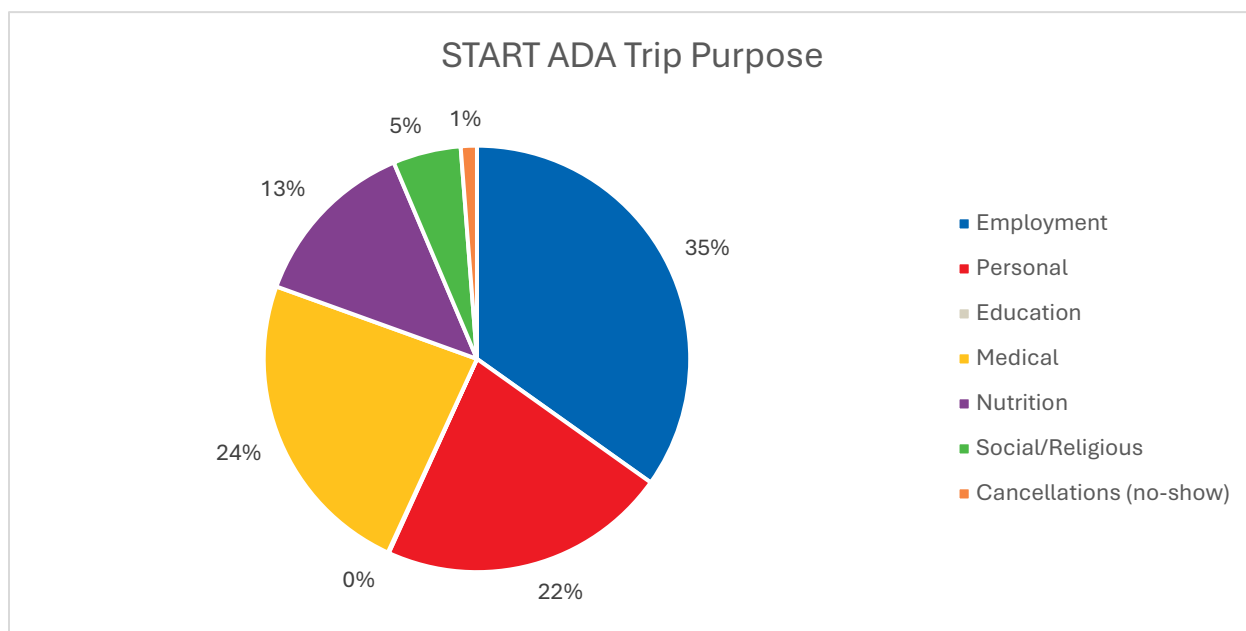
A review of ridership on START ADA between March 2019 and February 2025 shows that, with the exception of the year 2020 when the COVID-19 pandemic restrictions were in effect, ridership has been stable, with variations in ridership being less than 10 percent year over year. The line graph in Figure 50 shows that the START ADA service typically carried between 400 and 575 riders per month. Figure 50 normalizes ridership by presenting the average daily ridership and reinforces that ridership has been stable with START ADA averaging between 12 and 20 passengers per day.

Figure 50: Average Daily START ADA Ridership between March 2019 and February 2025



Even though START does not prioritize rides by trip purpose, START was able to provide the trip purpose for ADA passengers. Almost a third of START ADA trips are for access to jobs. Close to a quarter of trips are for the purpose of medical appointments. Personal trips and errands make up another 22 percent of START ADA trips. Nutrition is the other category of trips that is greater than 10 percent of ridership, with 13 percent of all trips for nutrition. The distribution of ADA trip purposes is presented in Figure 51.

Figure 51: START ADA Trip Purpose



SERVICE EFFICIENCY

As is typical with most fixed route transit providers, the ADA service is the most expensive service to operate on a cost per passenger basis. This is because of the fewer passengers per hour carried. START's ADA service costs over five times more than the fixed route service and six times more than the START on-demand service per passenger. The typical productivity of on-demand services is between two and three passengers per revenue hour; therefore, START ADA is within that average. Most passengers are within the Town of Jackson; therefore, little fare revenue is collected on START ADA to offset the cost of service. The statistics for START ADA are presented in Table 9 for fiscal year 2024, with a comparison to START On-Demand and fixed route.

Table 8: Fiscal Year 2024 ADA Service Statistics

Statistic	START ADA	START On-Demand	START Fixed Route
Ridership	5,634	172,102	836,077
Revenue Hours	2,120	17,504	54,084
Revenue Miles	22,832	-	930,279
Allocated Service Cost	\$251,154.12	\$1,228,618.00	\$6,784,225.88
Passengers per Hour	2.66	9.83	15.46
Passengers per Mile	0.25	-	0.90
Total Cost per Passenger	\$44.58	\$7.14	\$8.36
Net Cost per Passenger²²	\$44.58	\$7.14	\$8.11

²² Net cost per passenger is based on subtracting revenue collected for each service from total cost

Capital Asset Review

START's capital assets include buses and bus facilities. For storage and maintenance of buses, START has a facility located at 55 Karns Meadow Road that houses indoor storage for buses, maintenance for vehicles, which is provided by the Town of Jackson, and offices for administration, supervision, and dispatch. This facility is centrally located in Jackson to allow for buses to easily travel to the route endpoints. Leased satellite facilities are located in Etna, Wyoming, and Driggs, Idaho, used for overnight storage of commuter buses.

START has a bus fleet of 35 buses for fixed route and commuter service, along with four ADA Vans for START ADA service. The buses used are 40-foot transit buses for the Teton Village services with a capacity for up to 51 passengers (39 seated and 12 standing), 30-foot transit buses for the Town Shuttle with a capacity for up to 37 passengers (27 seated and 10 standing), and 45-foot commuter coaches for the Airport and commuter services with a capacity for up to 67 passengers (55 seated and 12 standing). The oldest buses are a commuter coach that was purchased in 2007, a commuter coach that was purchased in 2009, and three 40-foot transit buses that were purchased in 2009. These five buses are the only buses that are beyond their WYDOT-defined useful life²³. START On-Demand microtransit utilizes vans provided by the contractor; up to five vans are in service during peak times. The START transit vehicle fleet is presented in Table 10.

²³ Useful life is the expected lifetime of a bus, or the acceptable period of use in service.

Table 9: START Transit Fleet

Year	Make	Unit Numbers	Number of Vehicles	Notes
Fixed Route Fleet				
2007	45-foot MCI Commuter Coach	1600	1	Marginal Condition
2009	40-foot Gillig Transit Bus	201-205	3	To be replaced in 2025
2009	45-foot MCI Commuter Coach	1700	1	Marginal condition
2014	40-foot Gillig Transit Bus	207	1	To be replaced in 2025
2015	40-foot Gillig Transit Bus	208-210	3	To be replaced in 2027
2019	40-foot Gillig Transit Bus	211	1	Good condition
2020	40-foot Proterra Transit Bus	2001-2008	8	Out of service
2023	30-foot Gillig Transit Bus	2330-2333	4	Good condition
2023	40-foot Gillig Transit Bus	2340-2346	7	Good condition
2023	45-foot MCI Commuter Coach	2390-2395	6	Good condition
Total			35	
START ADA				
2001	ADA Van	285	1	Back-up
2002	ADA Van	325	1	Out of service
2003	ADA Van	323	1	Out of service
2018	ADA Van	1800	1	Good
Total			4	

Besides the vehicle fleet, START bus stops and their amenities are among START's capital facilities. The Town of Jackson has three parking lots in town that are served by START buses, which are Miller Park, Deloney Lot, and Home Ranch (note this one is only served by the Airport Shuttle – the Town Shuttle serves the other two). The public parking garage that is operated by the Town is not directly on any existing bus route. There is also one park and ride located at the Village Road Transit Center at Stilson Ranch. Restroom facilities are available at three locations: Miller Park, Deloney Lot, and the Village Road (Stilson) Transit Center. Other amenities at bus stops include shelters, benches, and trash cans. A list of bus stop amenities is presented on Table 11.

Table 10: Bus Stop Amenities

Bus Stop	Bus Stop Number	Shelter	Bench	Trash Can	Restroom	Parking
Redmond and Hanson	7	X	X	X		
Snow King Center	8	X	X	X		
Saint John's Hospital	11	X	X	X		
Pearl and Glenwood	21		X	X		
Deloney Lot	27		X	X	X	X
Home Ranch	29		X	X		X
Miller Park on Deloney	32	X	X	X	X	X
Miller Park on Millward	33	X	X	X		
Pearl and Jackson	35	X	X	X		
Teton County Library	47	X	X			
810 West Snow King	48	X	X	X		

Bus Stop	Bus Stop Number	Shelter	Bench	Trash Can	Restroom	Parking
Albertsons	53	X	X	X		
Buffalo Way and Alpine	54		X	X		
Hampton Inn	55	X	X	X		
Maple Way	56	X	X	X		
Smiths	60	X	X	X		
High School	61	X	X			
Blair and Middle School	65	X	X			
South Park and Middle School	68	X	X			
Village Road Transit Center	70				X	X
Victor Transit Center	74					X
Victor Depot	76					X
Driggs Community Center	78	X	X	X	X	X
Teton Science School	81	X				
Calico	83	X	X	X		
Teton Village	89	X	X	X		
Hoback Market	92B		X			X
Alpine KJs	94					X
Etna Community Center	98					X

Looking towards the future, START has a capital program that looks at improving the customer experience using START services. The capital program includes replacing buses at the end of their useful life with new hybrid-electric buses. Also included are bus stop improvements, which will include adding amenities to bus stops, such as the selective deployment of real-time bus arrival time information screens. START is a partner on a Federal Department of Transportation Better Utilizing Investments to Leverage Development (BUILD) grant for improvements to the Village Road Transit Center (Stilson Transit Center). The capital program will ensure that START assets are in a state of good repair and are replaced as the assets reach the end of their useful life. The capital program presented for Fiscal Years 2025 through 2029 is presented in Table 11.

Table 11: Fiscal Year 2025-2029 Capital Program

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
40-foot Hybrid Buses (bus replacement)	\$5,432,198 (6 buses)	\$2,925,000 (3 buses)		\$4,200,000 (4 buses)	
40-foot Hybrid Buses (expansion)		\$2,000,000 (2 buses)			
Transit Signal Priority	\$273,000				
Radio System	\$61,000				
Stilson Transit Center Improvements		\$18,000,000			
Bus stop improvements	\$80,000	\$88,200		\$95,000	
Bus storage expansion (phase 4)		\$6,590,000			
Total Capital Program Costs	\$6,076,198	\$11,603,200		\$4,925,000	

Costs and Funding Sources

START Bus has a variety of cost centers and revenue sources. Costs are related to the operation, maintenance, capital, and management of the START Bus system. Revenues come from a variety of sources, including federal sources, some state revenue pass-through sources, Teton County, Town of Jackson, fares, and fees paid into the system. Table 13 presents START Bus costs and funding sources over a four-year period. Costs and funding are described in Table 13 below.

Table 12: START Bus Costs and Funding Sources

Source	FY 2022	FY 2023	FY 2024	FY 2025
Costs				
Operations Costs	\$4,069,544	\$5,759,579	\$6,361,645	\$6,922,901
Maintenance Costs	\$773,854	\$1,001,952	\$1,162,918	\$947,550
Transit Administration	\$1,359,947	\$1,760,495	\$2,060,758	\$2,091,123
Capital Costs	\$-	\$5,921,053	\$5,368,159	\$7,430,780
Indirect Costs	\$96,406	\$114,345	\$135,952	\$164,987
Total Costs	\$6,299,751	\$14,557,424	\$15,089,432	\$17,557,341
Revenues				
Federal Revenues	\$3,568,537	\$8,548,330	\$8,485,265	\$10,644,770
State Revenues	\$-	\$-	\$41,872	\$-
Teton County Revenues	\$166,944	\$1,928,990	\$2,370,711	\$2,298,923
Town of Jackson Revenues	\$385,454	\$1,797,732	\$2,574,033	\$1,489,147
Teton Village Revenues	\$201,150	\$1,260,900	\$850,000	\$784,510
Transit Fares	\$595,127	\$692,241	\$1,351,200	\$1,025,700
Other	\$32,950	\$114,233	\$222,198	\$230,110
Total Revenues	\$4,950,162	\$14,342,426	\$15,895,279	\$16,473,160

Source: Town of Jackson FY 2025 Budget

COSTS

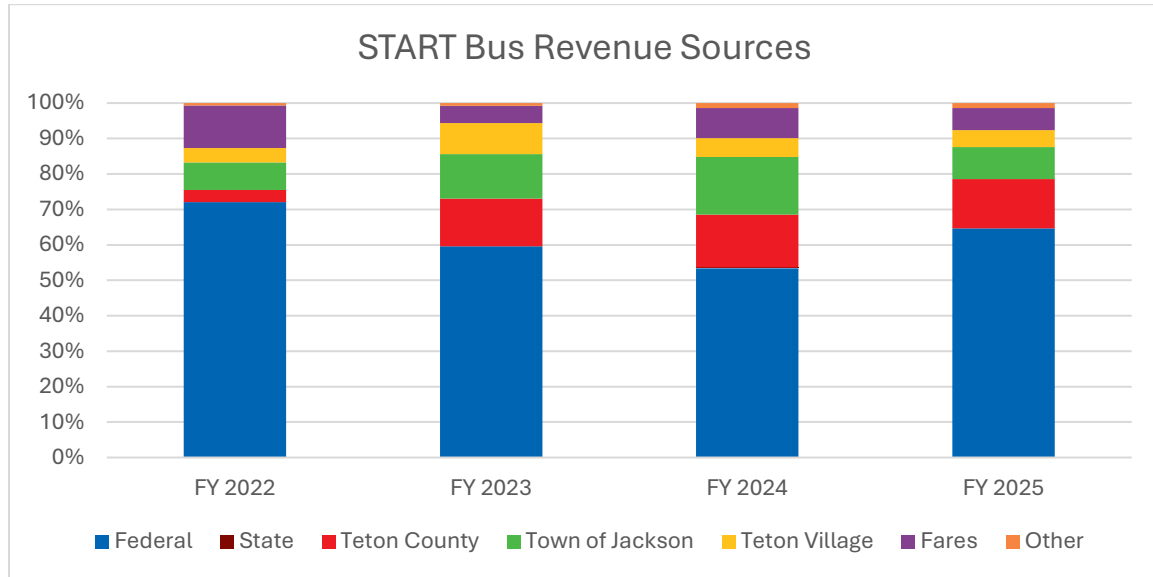
The costs for START include operations costs, maintenance costs, administration costs, capital costs, and indirect costs. Operations costs are costs for the operation of service and have grown an average of 20 percent per year, which has a high average due to a 42 percent increase between FY 2022 and FY 2023. This increase occurred due to a large compensation plan adjustment that occurred, and increased the budget for training and staffing for more dependable services. Maintenance costs are the costs related to maintaining START Bus assets, primarily the buses, and have grown an average of 9 percent per year. Administration costs are the costs for the administrative staff and overhead for the START Bus system, and these costs have been increasing at an average of 16 percent per year. Capital costs are the acquisition of major capital items, as stated in the capital asset review, and the capital program fluctuates from year to year based on the capital plan for the given year.

REVENUES

START Bus revenue sources are primarily Federal, County, Town, fares, and fees paid for service. Over the last four years, Federal sources accounted for approximately 62 percent of START Bus funding, including

Rural Formula Grants (FTA Section 5311) funding, CARES Act funding, BUILD grants, and other grant programs. State funding is not provided to START, but START did receive an FTA Metropolitan and Statewide Planning Grant (Section 5304) through the State of Wyoming FY 2024. The Town of Jackson and Teton County (WY) both provide approximately 11 percent of START Bus funding. Fares provide approximately 8 percent of the funding, while funding from Teton Village provides an additional 6 percent of START Bus revenues. Other sources and fees provide the remaining funding. Figure 52 presents the most recent four years of revenue sources by major category for START Bus.

Figure 52: START Bus Revenue Sources



Summary of Key Takeaways

The summary of key takeaways is based on public outreach and community engagement, the market analysis, and the service evaluation. They are categorized by findings from the data analysis, comments from outreach and engagement events, and observations by the study team. The key findings, along with the goals and objectives, will be used in the development of alternatives and are as follows:

Findings from Data Analysis

- The Town of Jackson's population is expected to grow by 5 percent in 10 years between 2024-2035.
- Hotel occupancy data shows that Lodging occupancy fluctuates heavily between seasons.
- Replica data suggests that people are taking more trips in the afternoon and evening than in the morning.
- Analysis of low-income households shows that there are clusters of low-income households in East Jackson, Wilson, and Moran, along with greater concentrations outside of Teton County, WY, in Alpine and Afton in Lincoln County, as well as Victor and Driggs in Teton County, Idaho.
- Ridership by hour analysis shows that demand from Teton Village warrants additional service, with trips between 4 pm and 6 pm carrying more than 50 passengers per vehicle.
- The analysis of revenue sources shows that passenger fares only make up 8 percent of START's revenue due to many services being fare-free.

Comments from March 2025 Outreach and Engagement Events

- Unserved/underserved areas, based on frequent comments during the March 2025 meetings, include the hospital, library, Rafter J Ranch, Melody Ranch, and Wilson.
- A frequent comment was that the East Jackson area is underserved and the microtransit is oversubscribed.
- Summer service operates on a reduced service schedule compared to the wintertime. There is a lot of general traffic in the region during the summer, and additional START service could help with traffic.
- Employment in Jackson, Wyoming, is heavily driven by the tourism and hospitality industry.

Frequent Statements from Public Outreach

- Stakeholders commented that commuter transportation is a major concern, as many workers in Jackson and Teton Village must commute a long distance to access jobs. There may be a market for additional areas, later evening and midday trips, and some reverse commutes since most of the jobs are hospitality industry.
- Schedule coordination and the need to incorporate full trip planning need to be improved for customers. Stakeholders noted that booking a START On-Demand trip does not guarantee a connection to other START routes.
- There were a few comments that the Airport route is great for visitors to Jackson, but not having access to long-term parking locations where people can store their cars limits the perceived utility of the route for locals. The opinion of stakeholders and PAC members is that this route should operate year-round.
- The greatest concern people mentioned when it came to START was public information. The online apps are not user-friendly, the fare policy is confusing, and the routes are a little difficult to understand.

Observations by the Study Team

- Town Shuttle may have on-time performance issues during certain periods due to having little layover/recovery time. Other routes have plenty of layover/recovery time. Teton Village routes have greater layover/recovery times due to the variability of travel time between Jackson and Teton Village.
- The variability in passenger loads on the Airport Route is tied to the flight schedules.
- Stilson/Village Road Transit Center is highly utilized due to a combination of:
 - START's fare policy allowing for free transit between the Park and Ride and Teton Village
 - The cost of parking at Teton Village encourages people to park at the Village Road Transit Center and take a free bus to Teton Village.

Appendix A: Public Involvement Plan

Introduction

Southern Teton Area Rapid Transit (START) is undertaking a Transit Development Plan (TDP) to better meet the region's evolving mobility needs. The project focuses on the entire transportation network in the START service area, including the Town of Jackson, Teton Village, Star Valley, and Teton Valley. As part of this study, START will work with the public and key stakeholders to define the goals of the project and develop recommendations.

START recognizes that a successful plan requires input from a broad array of stakeholders. This Public and Stakeholder Involvement Plan (PSIP) defines key stakeholders and tools and outlines a meeting schedule to engage a wide variety of stakeholders throughout the study process. The PSIP is designed to be a living document with purposeful flexibility. It may evolve over the course of the project as the effectiveness of tools and techniques is evaluated. If necessary, the plan will be modified to better suit the project and broader community.

TMD will provide START with multiple channels for both the dissemination of project information and the robust collection of stakeholders' and public input to meet the following objectives:

- Work with area residents, workers, opinion leaders, and decision-makers to identify mobility needs, opportunities, and challenges for both the existing and future transit service;
- Solicit feedback for improvements to the current START network and service modes; and
- Build a greater awareness and understanding of START, its services, local market conditions, the operating environment, and the recommendations process.

Many of the channels can be posted on START's website along with partner agency websites. TMD will draft the comment and provide it to START for distribution.

Roles and Responsibilities

The project team responsible for the execution of this plan includes START and TMD. TMD will develop and provide outreach notices, surveys, and discussion guides. START will be responsible for coordinating with reaching out to stakeholders to set up meetings and publicizing outreach activities early on, and once initial contact has been made, TMD will coordinate with stakeholders.

The START survey will be primarily an online survey. The survey will be formatted to allow for paper copies that can be distributed by START. TMD will be responsible for producing, hosting, and analyzing the survey, along with providing materials for publicizing the survey. START and Teton County will be responsible for

publicizing the survey on websites, on board buses, and with community groups. The survey will be accessible via QR code, leading to the survey.

Overview of Outreach Approach

Outreach activities will take place during two distinct phases of the TDP process.

First Round of Outreach

The first round of outreach, which will be conducted during the project initiation phase from February to June 2025, will be for fact-finding. During this round of outreach, we will be speaking with stakeholders and the general public about overall transportation needs and performance in the Jackson Hole area. In this phase, we want to identify what START does well that should be strengthened and where START could improve, along with what aspects of START's services are important to users and potential users. The goal is to understand START's strengths and weaknesses and potential new markets for START services, whether that be different locations or modes.

Questions for the PAC, stakeholders, and general public:

1. What does START/public transportation network do well?
2. What are the transportation challenges faced by yourself or constituent groups?
3. Are there locations where people need to get to that are not available on the public transportation network?
4. What kind of improvements (later service, earlier service, more frequent service, more summer/shoulder season service) would benefit you/your clients?
5. Describe barriers for you/your clients to use the transportation network.
6. Are there any safety and security issues that we should be aware of?
7. Are the scheduled times the right times for people's transportation needs or are there other times that service is needed?

Second Round of Outreach

The second round of outreach will be focused on presenting draft recommendations to the public. This will be conducted during the draft recommendations phase of the project, starting in June 2025 and lasting until October 2025. Draft service concepts and maps will be presented to the public and stakeholders for reaction. Questions will be framed to determine which alternatives offer an improvement in the quality of service for current and potential users. This will allow for a final network to be developed that will improve the overall public transportation network of Jackson Hole and be scalable to grow as funding becomes available.

The second round of outreach will be to present the network alternatives. The questions asked of stakeholders and the public will be asked to react to the changes, including what they like and do not like, along with what they see missing from the network.

Key Stakeholders

Input from a wide range of stakeholders and individuals is critical to developing a plan that accurately reflects the needs of the community and builds broad plan support. The following groups have been identified as key stakeholders to involve throughout the TDP process.

START Board of Directors

START is governed by a seven-member Board of Directors, who provide leadership and policy direction for the agency, along with two commuter community liaisons. Establishing buy-in from the outset and involving the START Board throughout the project will ensure the plan and recommendations fit START's vision for transit in the region. The Board of Directors will serve as stakeholders on the project and will have the overall role of approving the TDP.

START Staff

Obtaining insight and information from START staff, especially the operators who are the face of START for its riders, is invaluable to the overall success of this project. Their input will be instrumental in guiding the project, as they bring insight informed by hands-on experience with the system.

Project Advisory Committee (PAC)

The Project Advisory Committee (PAC) will be responsible for oversight and guidance for the TDP. The PAC will meet five times throughout the study at major milestones. Most of these meetings will be virtual meetings, with in-person meetings conducted as part of planned site visits, including the first meeting and during the evaluation of alternatives. The PAC members are presented below.

Table 13: PAC Members

Project Advisory Committee Representative	Organization
Alex Bontecou	Community Resource Center of Teton Valley
Seadar Davis	One22
Rebecca Erskine	Senior Center
Julien Haas	Citizen and frequent rider
Jane Kim	Four seasons - GM
Thomas Kinney	Hospital or other medical facilities
Lindsey Larivee	Director of People & Culture- Four Seasons Jackson Hole
Matt Larson	Teton Village Association
Sydney Nicholas	Four Seasons HR
Laura Paul	Jackson Hole Ski and Snowboard Club
Brandon Ryan	West bank, e.g., Aspens
Charlotte Reynolds	Teton County School District
Kip Roberson	Teton County Library
Doug Self	City of Driggs (Idaho), Teton Valley START Board Liaison
Stefania Sisnea	Voices JH
Carey Stanley	One22
Clare Stumpf	ShelterJH

Riders/Public

Participation from transit consumers and the public throughout the TDP process allows for a transparent and inclusive process that builds community ownership of the plan and hopefully will generate more riders. Providing continuous and meaningful opportunities for participation in the community conversation about public mobility leads to a robust set of recommendations that consider the community's unique and varied needs. This would be accomplished through StoryMap updates and tabling events.

Key Communities / Groups

START and Teton County staff, with support from TMD, will engage key stakeholder groups, including through the PAC, stakeholders, and email blasts from the Town of Jackson:

- Local governments and counties
- Economic development organizations and chambers of commerce
- Education institutions, including universities and community colleges
- Neighborhood associations and community groups
- Civic and religious organizations
- Agencies focused on supporting seniors or persons with disabilities
- Title VI populations

Communication Methods

The project team will employ numerous strategies to communicate with the public, stakeholders, and media about the TDP study process, important milestones, and engagement opportunities. Communication efforts will be framed to emphasize community stakeholders as valued contributors to the TDP study process and explicitly convey the expectations for stakeholder involvement, as well as the realistic and tangible impacts of their participation. This will be achieved by executing strategies that lend to concise, conversational, and above all, frequent communication with stakeholders. Possible communication methods are outlined below and will be tailored for the audiences they intend to reach.

- Word of mouth
- News stories/earned media
- Press releases
- Digital Media
- START's Website
- Social media (START's Facebook, Twitter)
- Partner newsletters
- Council district newsletters
- Community calendars
- START passenger notices aboard vehicles
- START email to all internal employees
- START signage at transit centers

TMD will deliberately seek to engage low-income, limited-English populations in accordance with Title VI regulations, and will provide project information in various formats and languages available to those with limited internet access, cell phone service, etc. Specific engagement methods for these communities may include targeting neighborhood groups/community organizations; Spanish-language newspapers and other media; churches; outreach on transit vehicles and at transfer points; printed materials including fact sheets and surveys; mailouts; and community open houses.

Outreach Strategies

This section of the PSIP details the individual outreach strategies and programs that will be used during the project to provide project information and collect public and stakeholder feedback. The descriptions for each program include a general overview of the activity, its purpose, the stakeholders involved, and the general timeframe. The following outreach strategies have been identified for the TDP:

- Stakeholder Interviews/Workshops/ Charrettes (up to 10 per round in person or virtual)
- Operator Drop-In Sessions (1 per round)
- Pop-Up Sessions (3 per round)

- Project StoryMap (updated continuously/as needed with new project info? Updated at milestones?)
- Social Media Posts
- Online Tools (Survey and Remix)
- Paid Advertising – within START’s budget

Stakeholder Workshops / Charrettes

Timeframe: Rounds 1 and 2 – March and September 2025

Stakeholders: START Board, Staff, Community Leaders

TMD will plan and facilitate virtual board, staff, and stakeholder meetings over the course of the project. These meetings will facilitate collaborative and creative problem-solving and will allow stakeholders to identify transportation needs, provide input on recommendations, and review the draft plan. The proposed stakeholders are presented below.

PROPOSED STAKEHOLDER LIST

- Travel and Tourism Board
- Commuters from Star Valley and Teton Valley would be stakeholders
- Jackson Hole Conservation Alliance
- Friends of Pathways
- START Board Members
- County and town elected officials
- Jackson Hole Ski and Snowboard Club
- Grand Teton National Park

The project team will hold up to five stakeholder meetings when on-site the week of March 17 through March 21st, 2025, and again in August 2025.

Operator Meetings

Timeframe: Round 1 and 2

Stakeholders: START staff and operators

Drop-In Sessions at driver lounge(s) or focus group settings will allow operators to discuss what is working within the START system and what could be improved. These sessions will also provide an opportunity to share the draft plan with operators to generate buy-in.

Project Advisory Committee (PAC) Presentations

Timeframe: Five PAC meetings throughout the study at major milestones, with two in-person and three virtual presentations

Stakeholders: PAC Members

Regular interaction with the PAC is proposed throughout the TDP process to update the PAC on project progress, obtain feedback and guidance, and ultimately seek adoption of the proposed Service Plan. In addition to these presentations, the PAC should also be encouraged to participate in the TDP's public events with selected members potentially assigned to various stakeholder groups. (See page 3 and 4 above for a listing of PAC members)

Pop-Up Sessions

Timeframe: Rounds 1 and 2

Stakeholders: START Board, Staff, Community Leaders, Riders/Public

Because attendance at general public meetings can be sparse, and it can be difficult to target riders, “pop-up” sessions will be set up at various transit centers, major transfer points, community/special events, and other key ridership locations, such as businesses or school campuses. These sessions will help extend the reach of the project, as they do not involve special meetings or particular groups of people. Sessions will be prescheduled and advertised and will be especially useful when discussing existing conditions and assessing the transit needs of the community. During each round of outreach, we will hold between two and four pop-up sessions.

Website and Social Media

Timeframe: Throughout the study

Stakeholders: START Board, Staff, Community Leaders, Riders/Public

To provide a constant stream of updated information to the community about the project, TMD will develop an ArcGIS StoryMap. In the first phase, the StoryMap will provide a project overview and context, as well as the survey and a dynamic map for the public to leave comments related to priorities for service improvements. In the second phase, the StoryMap will provide an explanation of proposed route recommendations and opportunities to provide feedback on the draft plan.

Online Tools (Survey and Remix)

Timeframe: Rounds 1 and 2

Stakeholders: START Board, Staff, Community Leaders, Riders/Public

In addition to virtual meetings and open houses, the TDP will use a variety of web-based engagement tools to solicit feedback from the community:

- Community web-based surveys are successful ways to reach out to a variety of populations, including riders and non-riders. Engaging non-riders in the community allows our team to learn what some of the barriers to transit use may be, and subsequently, identify important improvements that may be needed to increase ridership. The community survey will be administered online, but will also

be available in print form to enable people without online access to participate. There will be only one survey, but it will be conducted during multiple periods to account for the seasonal nature of ridership.

- The TDP will leverage TMD's license to use Remix to enhance the service recommendation process. Staff will be able to view potential scenarios, easily see where new services are proposed, and directly provide comments on proposed service changes.

Incorporating Input

As appropriate, comments received from stakeholders and the public will be used to revise the output and recommendations of the project. Stakeholders will have multiple opportunities to provide feedback on draft study products. This feedback will be used to refine and finalize the plan's recommendations and findings. Summaries of comments received will be recorded, forwarded to the project team, made available to the public, and included as part of the final study document.

A database of all comments and stakeholders engaged will be maintained and updated throughout the project process which will be included as an appendix to the final report.



START Bus Transit Development Plan: Service Development



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Introduction

The service options presented in this memorandum were developed based on the results of the Market Assessment, Service Evaluation, and community engagement conducted in an earlier phase of the project. An analysis of existing ridership and performance identified service issues, while public outreach and community engagement informed the study team on what the public wants from the Southern Teton Area Rapid Transit (START) system. This memorandum presents the guiding principles, market types, and service options. The service options will be used to develop network combinations, which will then be evaluated. The final network will be selected and presented with three different funding scenarios, along with an implementation program, capital plan, and financial plan.

The sections of the document are listed below, along with a short description of their purpose:

1. **Guiding Principles and Design Decisions** – This section establishes the foundational principles and framework used to guide the development of improved START transit service options, balancing ridership demand, customer experience, operational efficiency, and funding constraints.
2. **Public Transportation Options** – This section presents and evaluates detailed multi-modal public transportation options organized by market type (town circulation, commuter, airport, etc.) and includes specific route alternatives for fixed-route services, plus innovative solutions like vanpool, on-demand service, car-share, and bike-share programs to address diverse mobility needs.
3. **Alternative Service Networks and Analysis** – This section presents and evaluates eight comprehensive network configurations that combine different Town Shuttle and Teton Village route alternatives with system-wide enhancements. Each network combination is systematically assessed across multiple criteria, including population coverage, travel-time impacts, ridership benefits, operational costs, alignment with public priorities, and service reliability, to identify the optimal configuration that balances service quality, community needs, and financial sustainability.
4. **Final Networks** - This section details the recommended preferred network and presents three funding scenarios (Current Service Levels, Current Resource Levels, and Vision Network) that represent different levels of service expansion based on available resources. It includes a phased five-year implementation program (FY 2027-2031) with specific timelines for route launches, service enhancements, and mobility service initiatives, along with comprehensive capital and financial plans covering vehicle replacement and expansion, facility improvements, technology investments, pedestrian, and bicycle connectivity projects, and identified funding sources to support both the preferred network and vision service levels.

Guiding Principles and Design Decisions

Guiding principles are an essential step in developing the service options. These principles serve as a guiding philosophy for service changes aimed at improving the START system. The guiding principles that were used to develop service options are:

- Match the service levels with ridership and markets that are being served
- Minimize transfers for trips within Jackson while maintaining regional access
- Ensure that there is sufficient capacity for peak movements and provide direct travel during those times
- Prioritize the customer experience
- Maintain the constant and core service throughout the year while adding services at peak times during the year to accommodate additional ridership
- Plan for different levels of funding and prioritize service expansion opportunities

When considering service changes, a careful balance among several factors is necessary to inform design decisions. Design decisions include frequency, travel time, service access (coverage), and transfers.

FREQUENCY

The first design decision is service frequency: more frequent services offer greater travel flexibility, while less frequent services limit travel options. More frequent service does require more resources. The impacts of frequency on riders are illustrated in Figure 1. Hourly service is essentially a lifeline service, providing limited access and requiring you to plan your travel around the timetable. The Teton Village Local operates a 60-minute frequency today during the non-winter months. A 45-minute frequency is somewhat unusual and more of a necessity, as it is not very memorable for the rider and makes timed transfers challenging. During the winter peak season, the Teton Village Local operates every 40 minutes. Service becomes more useful at 30-minute frequency, serving as more than a lifeline, but riders still check the schedule and real-time apps to ensure they do not miss the bus. As service becomes 15 minutes or better, riders perceive it as a "show-up and go" service level, with minimal wait times between buses.

Figure 1: Impacts of Frequency



TRAVEL TIME

Travel time for START services and how it compares with other modes, particularly driving, is another important design consideration. Travel time is more than just how long a person is on the bus; it considers the whole trip from leaving the origin to getting to and waiting at the bus stop, including in-bus travel time, waiting for a connecting bus, and getting to the destination.

COVERAGE AND CONNECTIVITY

Access to the transit network is crucial for generating ridership. Having wider coverage means it is easier for people to reach the bus and connect to destinations. The trade-off of wider coverage is that either more routes are needed or fewer direct routes are created, which affects how frequently a route can operate and the resources required to provide frequent service.

TRANSFERS

Transferring is a common part of any transit network and an important element of customer experience. As most people would prefer not to transfer during their trips, the intentional design of transfers is important in designing a transit network. To remain competitive, as many shorter trips as possible should be accommodated without requiring transfers. For longer-distance trips, using transfers supports expanded access for riders while ensuring that longer-distance routes can be direct and offer competitive travel times.

FREQUENCY VS COVERAGE

One of the fundamental trade-offs in transit network design is balancing frequency and coverage. With a fixed budget and fleet size, agencies must decide whether to concentrate service on core corridors with high frequency or spread service more widely with lower frequency to reach more areas. A frequency-focused approach maximizes productivity and ridership per service hour by concentrating resources on high-ridership corridors but may leave some areas without direct transit access. Conversely, a coverage-focused approach expands service across a wider geographic area, ensuring more residents have access to transit, even if at lower frequencies, while serving equity and lifeline goals. For START, the recommended network must balance these approaches by concentrating service where demand is highest while ensuring regional routes provide essential coverage and connectivity throughout Teton County, with the flexibility to adjust service levels seasonally to match ridership patterns.

Public Transportation Markets & Options

This section presents public transportation options, including START Bus services and additional mobility services that could enhance the overall transportation network in the Jackson Hole area. To better understand and plan services, five basic transportation markets have been identified, each with distinct expectations for transit service and unique service needs. The service options are designed to address each market type, considering land use, area geography, and the service parameters best suited to each market. The basic markets for transportation services in the region have been identified as follows:

- **Town Circulation** – Travel within the Town of Jackson. Consistent access throughout the day, on all days, and in all seasons within the Town of Jackson is preferred.
- **Town of Jackson/Teton Village Connection** – Travel between the Town of Jackson and Teton Village. This connection is an important movement for residents, visitors, and employees in the region. A baseline service would operate year-round, with peak-season enhancements during winter.
- **Commuter** – Travel from commuter areas to the Town of Jackson/Teton Village. The commuter market is vital to the region's economy. The market concept includes options to expand commuter services through a vanpool program.
- **Airport** – Travel between Jackson Hole Airport and the Town of Jackson. Changes to the airport service would better focus resources on the times when people need to get to and from the airport.

Town Circulation

The Town of Jackson is the central hub of activity in Jackson Hole, serving as the primary location for shopping, dining, employment, schools, and essential services for both residents and visitors. Providing reliable public transportation for circulation within town is critical for workforce mobility, reducing downtown parking demand, and ensuring all community members can access daily necessities regardless of vehicle ownership.

This section discusses options for improving how START connects people in town:

- Options for improving the Town Shuttle route
- Enhancing the START On-Demand service
- Potentially adding car-share and bike-share programs.

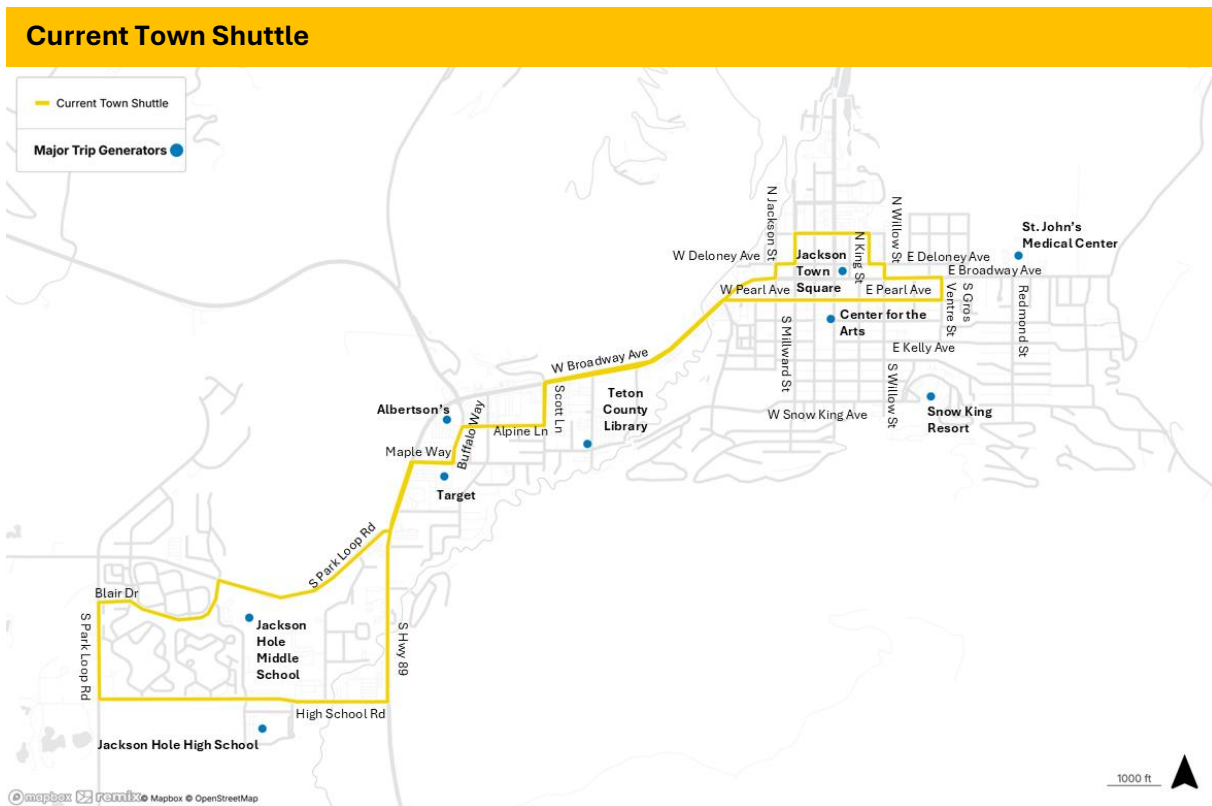
EXISTING TOWN SHUTTLE

The Town Shuttle is the primary route providing vital circulation throughout Jackson, connecting Miller Park, Albertsons, Target, Smiths, the High School, the Middle School, and residential neighborhoods. The Town Shuttle is START's most productive route and is a cost-effective service.

During the public outreach, the study team learned that there is a desire for increased service coverage and capacity during certain times regarding the Town Shuttle, specifically:

- Crowding on the Town Shuttle is not a major issue, but there are instances when buses are busy, especially during school bell times.
- Riders and members of the public noted that service coverage needs to improve and that major town generators, such as the library and the hospital, should be on the Town Shuttle, as it is the primary route for overall town circulation. There are no supermarkets in East Jackson, so this route needs to connect East Jackson to the supermarkets.

Figure 2: Current Town Shuttle



OPTIONS FOR UPDATED TOWN SHUTTLE

A total of four options were developed for the Town Shuttle:

- **Town Shuttle Option 1** – The first option for the Town Shuttle is a bidirectional route offering expanded coverage to East Jackson, reaching as far east as Redmond Street. For more direct access to Miller Park, riders can use the Teton Village services.
- **Town Shuttle Option 2** – Similar to the first option, the second Town Shuttle option expands service coverage to East Jackson but operates as a counterclockwise loop in East Jackson, going north on Redmond Street and south on Milward Street. For more direct access to Miller Park, riders can use the Teton Village services.
- **Town Shuttle Option 3** – The third Town Shuttle option modifies Option 1's routing to maintain service along Pearl Avenue, addressing feedback from the Options Survey. Under this option, the major generators that members of the public believe should be served by the Town Shuttle would be served.
- **Town Shuttle Option 4** – The third Town Shuttle option modifies Option 2's route to provide service along Pearl Avenue, in response to feedback from the Options Survey. Similar to the second option, the loop in East Jackson will be counterclockwise. Under this option, the major generators that members of the public believe should be served by the Town Shuttle would be served.

Figure 3: Town Shuttle Options Operating Resources

Route	Season	Distance	Running Time	Layover/ Recovery	Cycle Time	Buses
Town Shuttle Option 1	All Seasons	12.13	53	7	60 (increase from 45)	4 (increase from 3)
Town Shuttle Option 2	All Seasons	10.1	47	13	60 (increase from 45)	4 (increase from 3)
Town Shuttle Option 3	All Seasons	11.89	53	7	60 (increase from 45)	4 (increase from 3)
Town Shuttle Option 4	All Seasons	10.73	51	9	60 (increase from 45)	4 (increase from 3)

Town Shuttle Option 1 (TS1)

Proposed Change: Updates route to a bidirectional alignment to offer expanded coverage to East Jackson, reaching as far east as Redmond Street.

Figure 4: Town Shuttle Option 1

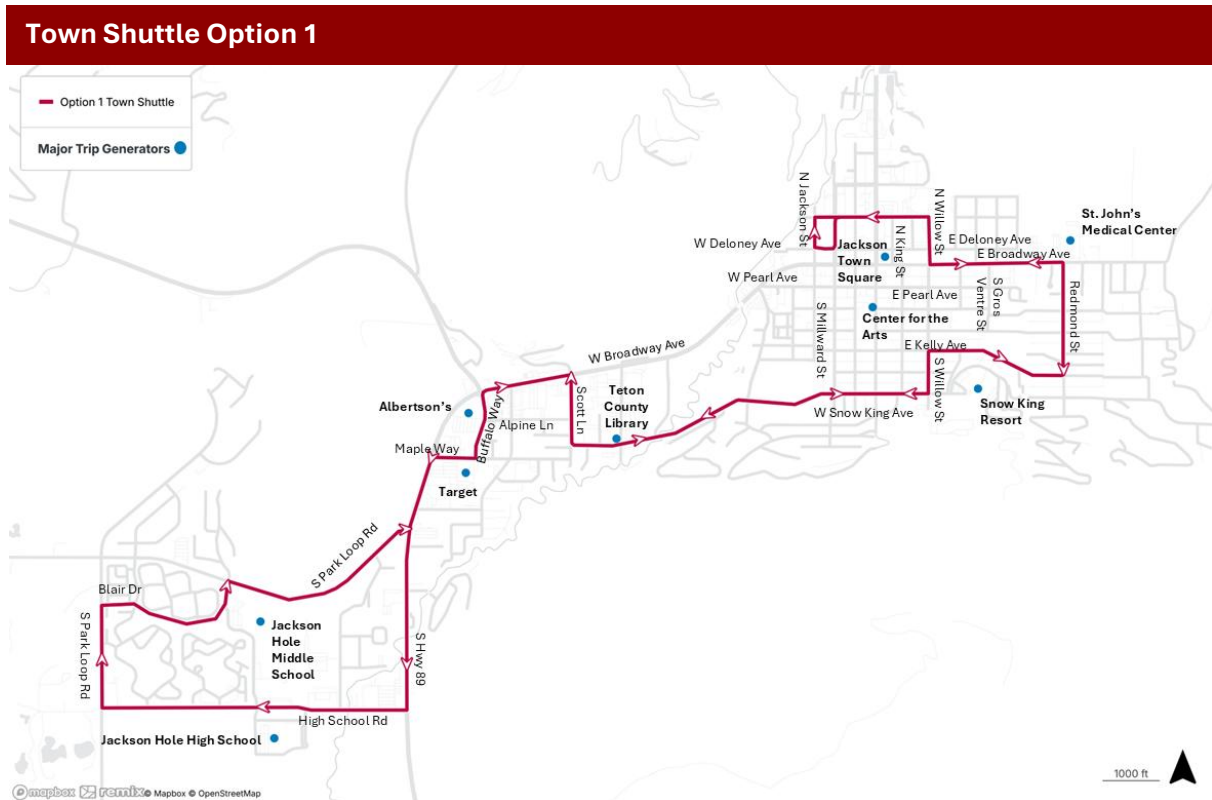


Figure 5: Town Shuttle Option 1 Benefits and Tradeoffs

Benefits	Trade-Offs
- Improved service coverage on the Town Shuttle and connections to major trip generators. - All options increase person and job coverage in all categories compared to the current Town Shuttle. - Most of Jackson would be within a 3-block radius of a Town Shuttle stop.	In-vehicle time between Miller Park and locations in the western part of the Town would be longer.

Survey Findings: Option 1 was preferred by 26% of respondents in the Options Survey. 55% of respondents said Option 1 was better than the existing service. Respondents responded favorably to the addition of certain major activity generators (Snow King, library, hospital, etc.), and no transfers were needed to complete trips. Respondents praised its directness, consistency, and predictability. There was concern about access to Pearl Avenue and the downtown area, as Option 1 completely eliminates Pearl Avenue access with no mitigation. Respondents also expressed concerns about longer travel times.

Town Shuttle Option 2 (TS2)

Proposed change: Updates route to a counterclockwise loop alignment that expands service coverage to East Jackson, going north on Redmond Street and south on Milward Street.

Figure 6: Town Shuttle Option 2

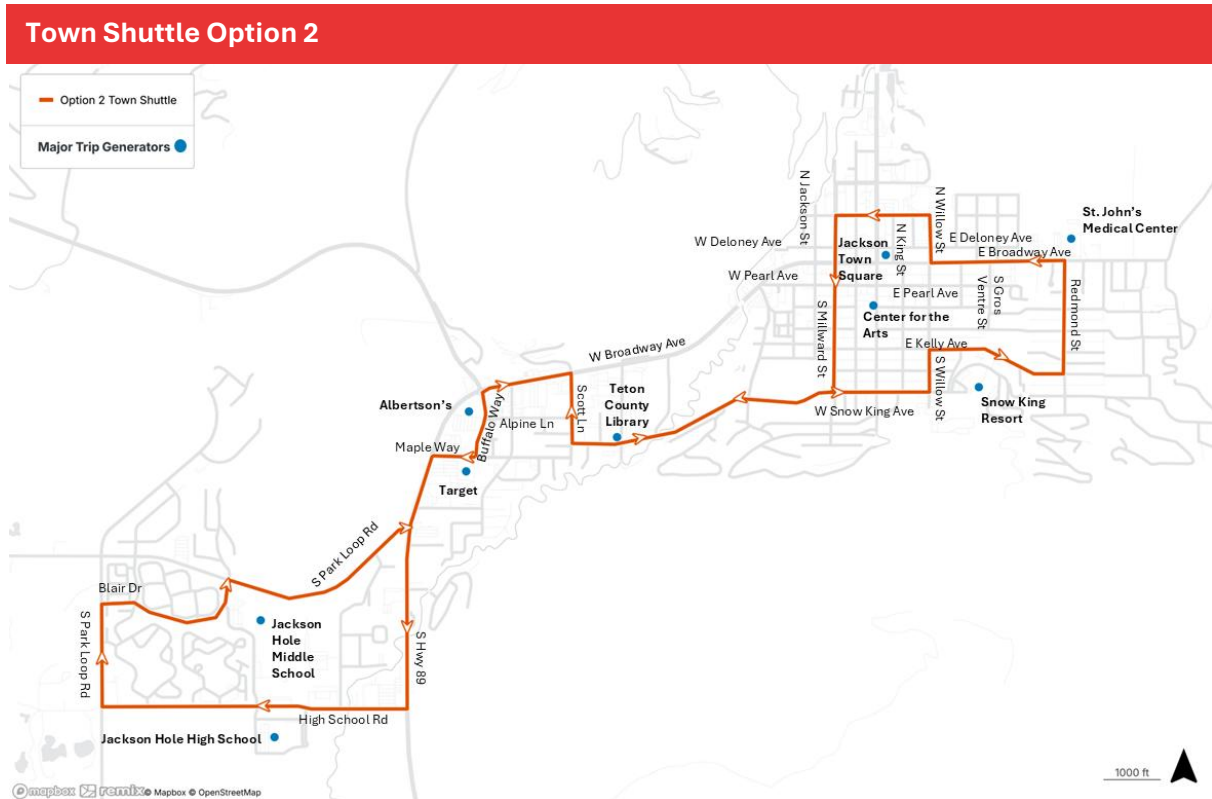


Figure 7: Town Shuttle Option 2 Benefits and Tradeoffs

Benefits	Trade-Offs
- Improved service coverage on the Town Shuttle and connections to major trip generators. - The travel distance from Miller Park to the western neighborhoods of Jackson would be shorter. - Most of Jackson would be within a 3-block radius of a Town Shuttle stop. - Option 2 serves the most people and jobs due to coverage along Millward Street.	- The return trip from West Jackson to Miller Park would be longer. - Some major activity generators may be served only in one direction. - Does not serve Pearl Avenue.

Survey Findings: Option 2 was preferred by 38% of respondents in the Options Survey. 50% of respondents said Option 2 was better than the existing service. Respondents reacted favorably to the addition of major activity generators (Snow King, library, hospital, etc.), and no transfers were needed to complete trips. Respondents had concerns about the one-way loop design, which creates longer travel times by requiring riders to ride the entire loop to reach certain destinations, particularly in East Jackson. Using Millward Street to connect more directly to West Jackson partially mitigated those concerns. There were concerns about access to Pearl Avenue and to the downtown area.

Town Shuttle Option 3 (TS3)

Proposed change: Modifies Option 1's routing to provide service along Pearl Avenue.

Figure 8: Town Shuttle Option 3

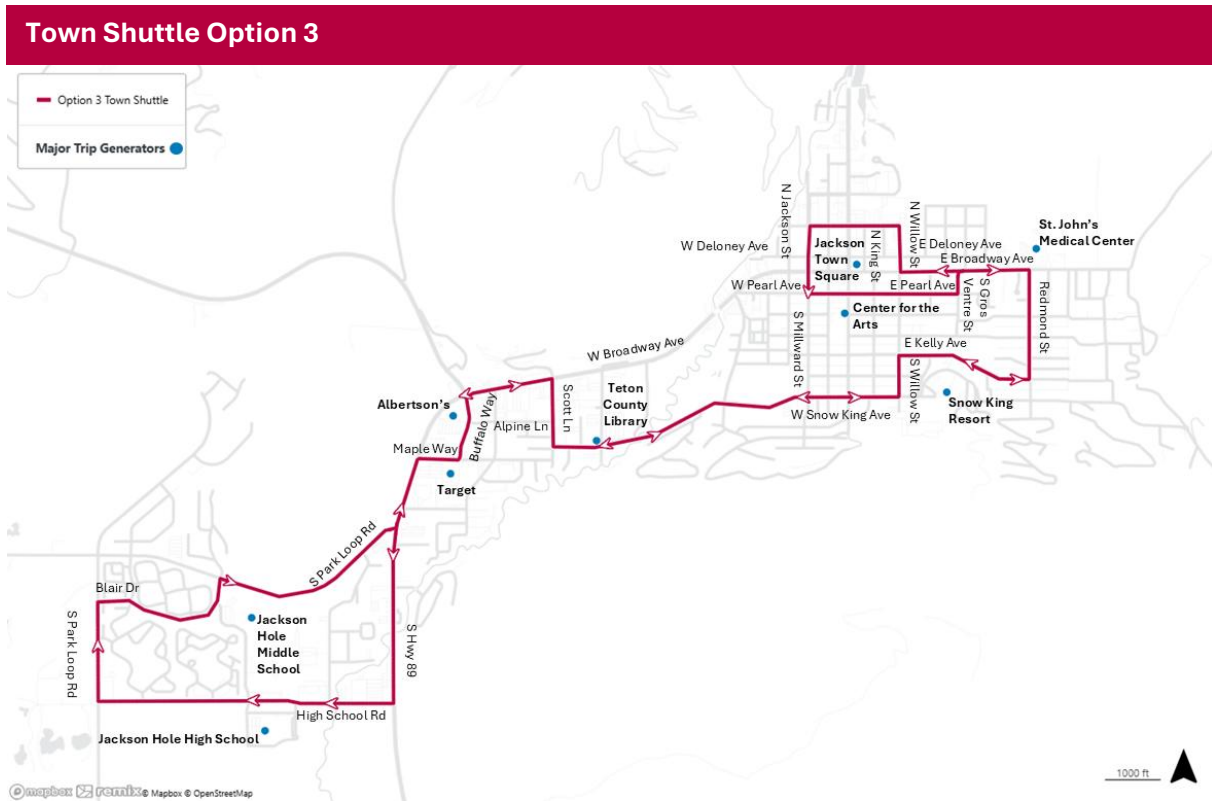


Figure 9: Town Shuttle Option 3 Benefits and Tradeoffs

Benefits	Trade-Offs
- Improved service coverage on the Town Shuttle and connections to major trip generators. - All options increase person and job coverage in all categories compared to the current Town Shuttle. - Most of Jackson would be within a 3-block radius of a Town Shuttle stop.	In-vehicle time between Miller Park and locations in the western part of the Town would be longer.

Survey Findings: As Town Shuttle Option 3 was developed in response to the concerns of Options Survey respondents, there are no unique findings from the survey, though it would share most of the same feedback given to Option 1, except for the lack of Pearl Avenue access.

Town Shuttle Option 4 (TS4)

Proposed change: Modifies Option 2's route to provide service along Pearl Avenue.

Figure 10: Town Shuttle Option 4

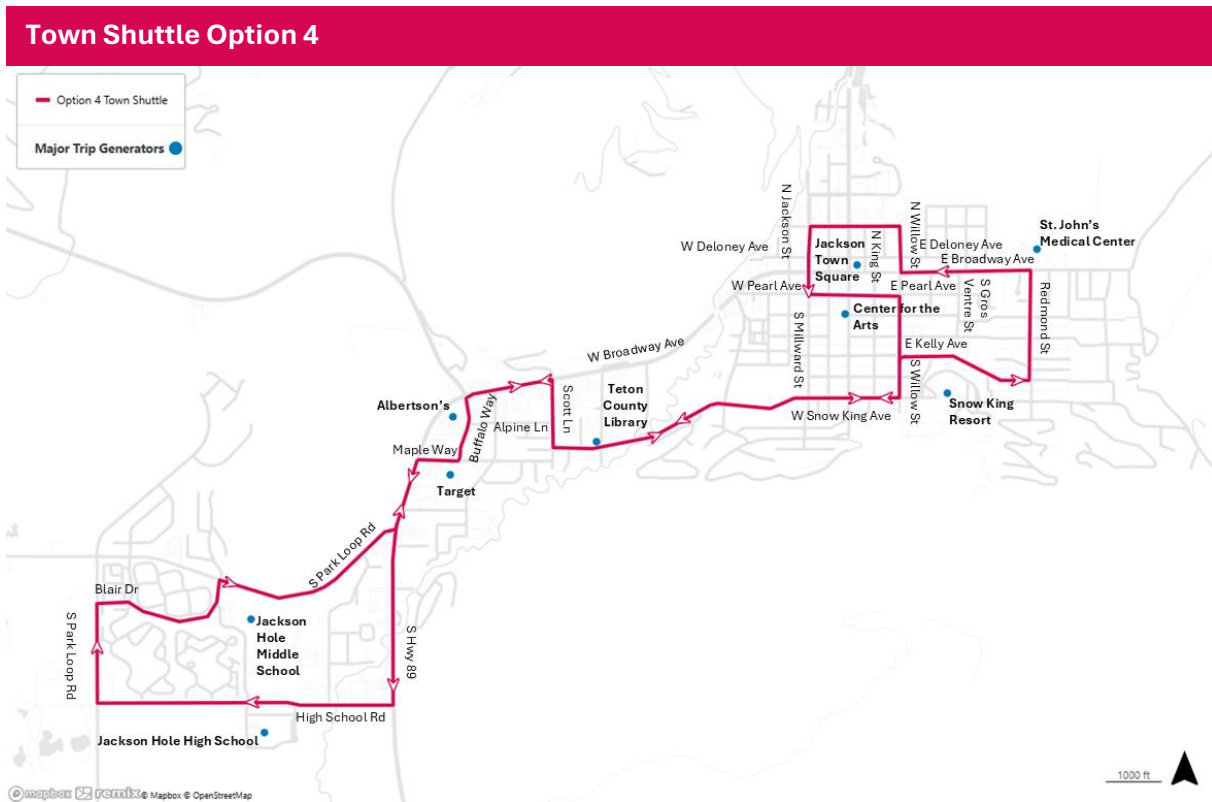


Figure 11: Town Shuttle Option 4 Benefits and Tradeoffs

Benefits	Trade-Offs
- Improved service coverage on the Town Shuttle and connections to major trip generators. - The travel distance from Miller Park to the western neighborhoods of Jackson would be shorter, although longer than Option 2. - Most of Jackson would be within a 3-block radius of a Town Shuttle stop. - Does serve Pearl Avenue.	- The return trip from West Jackson to Miller Park would be longer. - Some major activity generators may be served only in one direction.

Survey Findings: As Town Shuttle Option 4 was developed in response to the concerns of Options Survey respondents, there are no unique findings from the survey, though it would share most of the same feedback given to Option 2, except for the lack of Pearl Avenue access.

START ON-DEMAND AND EXPANSION AREAS

START On-Demand is ideal for extending coverage to areas like Rafter J/Melody Ranch, where the street network makes traditional fixed-route service impractical. The recommendation is to create a new South Park On-Demand zone serving the Rafter J and Melody Ranch areas, connecting to the fixed-route network near Target. This zone would be larger than the previous South Park pilot On-Demand zone, covering a greater portion of the Melody Ranch/Rafter J area.

Figure 12: START On-Demand Zones

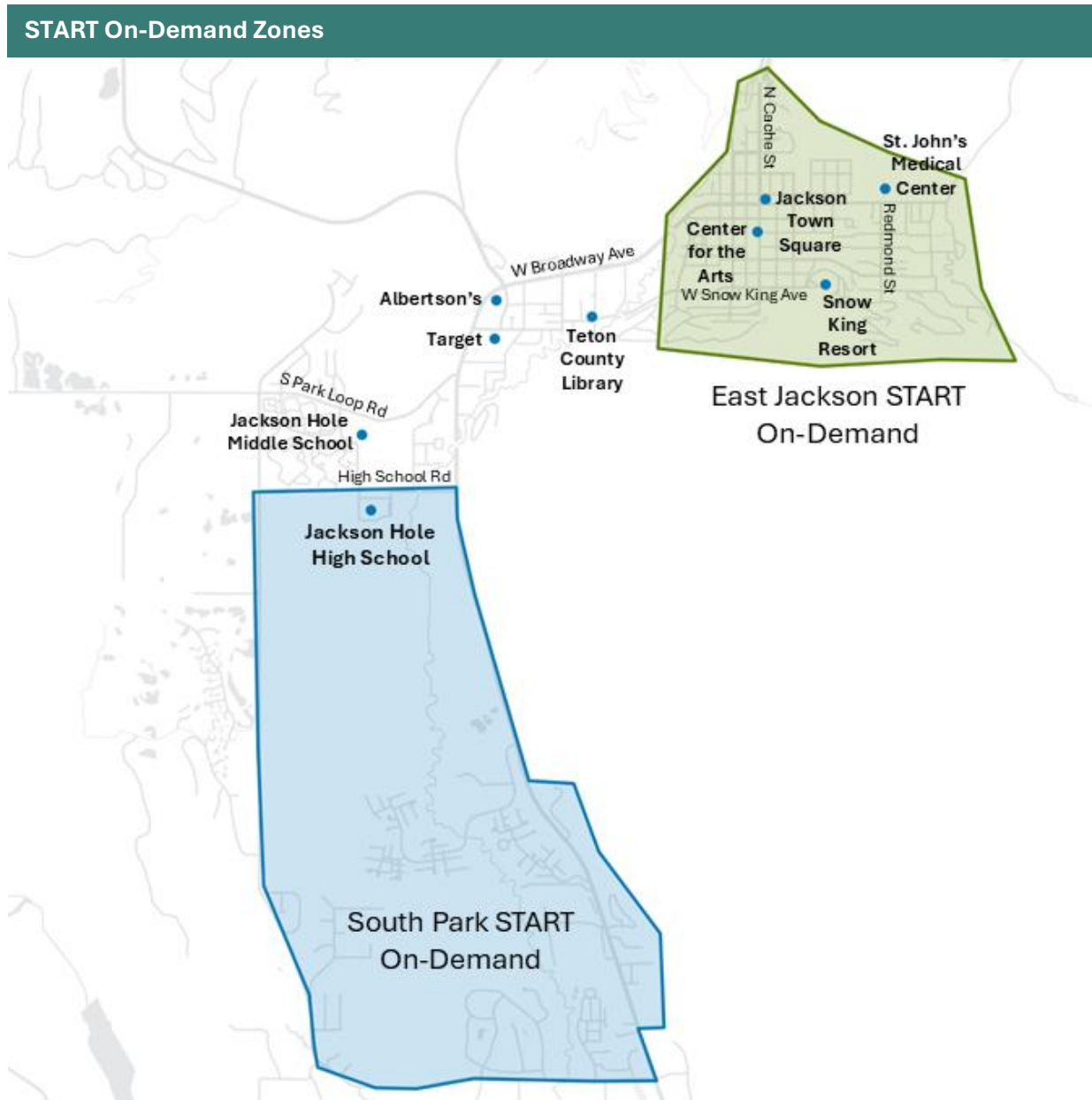


Figure 13: START On-Demand Benefits and Tradeoffs

Benefits	Trade-Offs
- Restricting trips to those that cannot be made via the Town Shuttle curbs demand. - Improves On Time Performance (OTP), especially for those who need it most. - Provides a more comprehensive connection to the entire START Bus network.	Riders in East Jackson are accustomed to using START On-Demand and might be reluctant to transition most of their trips to the Town Shuttle.

Operating Resources: START On-Demand operates using five vehicles. One vehicle could be reallocated to South Park to maintain the same cost for START On-Demand if demand in East Jackson decreases due to increased Town Shuttle service.

Survey Findings: The most common use cases for the On-Demand service are work trips, followed by recreation and shopping trips. There is strong support for expanding to South Park/Melody Ranch/Rafter J, Whole Foods/Smith's, and Albertsons/Target.

CAR SHARE

Car sharing offers an alternative to private vehicles for trips that are difficult to serve by transit. A membership-based program would provide short-term vehicle rentals, with members using an app to schedule vehicles for a few hours or days. Cars would be located in designated parking spaces near major generators and housing areas. Members would pay an annual fee plus hourly usage rates. Initially targeting seasonal employees and low-income residents. The car share program would be managed by Teton County and would potentially use electric vehicles. A feasibility study and implementation plan would assess interest before launch.

Potential Car Share Locations

Figure 14: Potential Car Share Locations

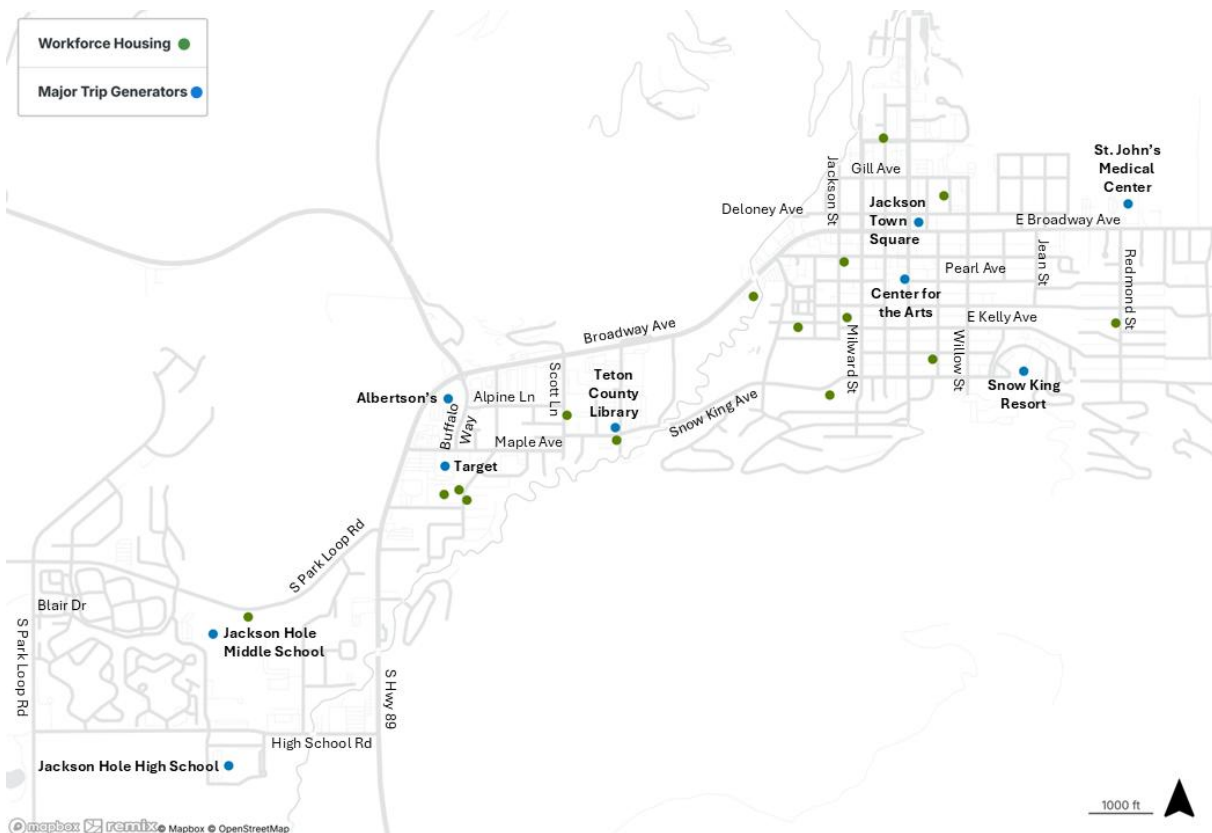


Figure 15: Car Share Benefits and Tradeoffs

Benefits	Trade-Offs
- Improves mobility without the need for a private automobile. - Could be placed near mobility hubs and affordable housing - Reduces traffic and parking demand. - No commitment to individual car ownership and associated costs for seasonal employees/low-income residents. - Only pay for the initial membership fee plus mileage.	- Potential car unavailability, especially during peak hours. - Not ideal for longer trips. - Need for partnership to identify parking.

Survey Findings: There is mixed interest in using car share, though some support even if they will not personally use it. Most people do not believe car sharing would reduce their household vehicle count.

BIKE SHARE

START previously operated a bike share program managed by Friends of Pathways. Restarting the program would include traditional bikes and e-bikes and incorporate recommendations made after the discontinued program, such as maintaining updated equipment, coordinating with other services, and increasing staffing. Teton County would either manage the program or partner with groups like Friends of Pathways. An update to the bike share visioning document would be undertaken before reimplementing the bike share program.

Figure 16: Potential Bike Share Locations

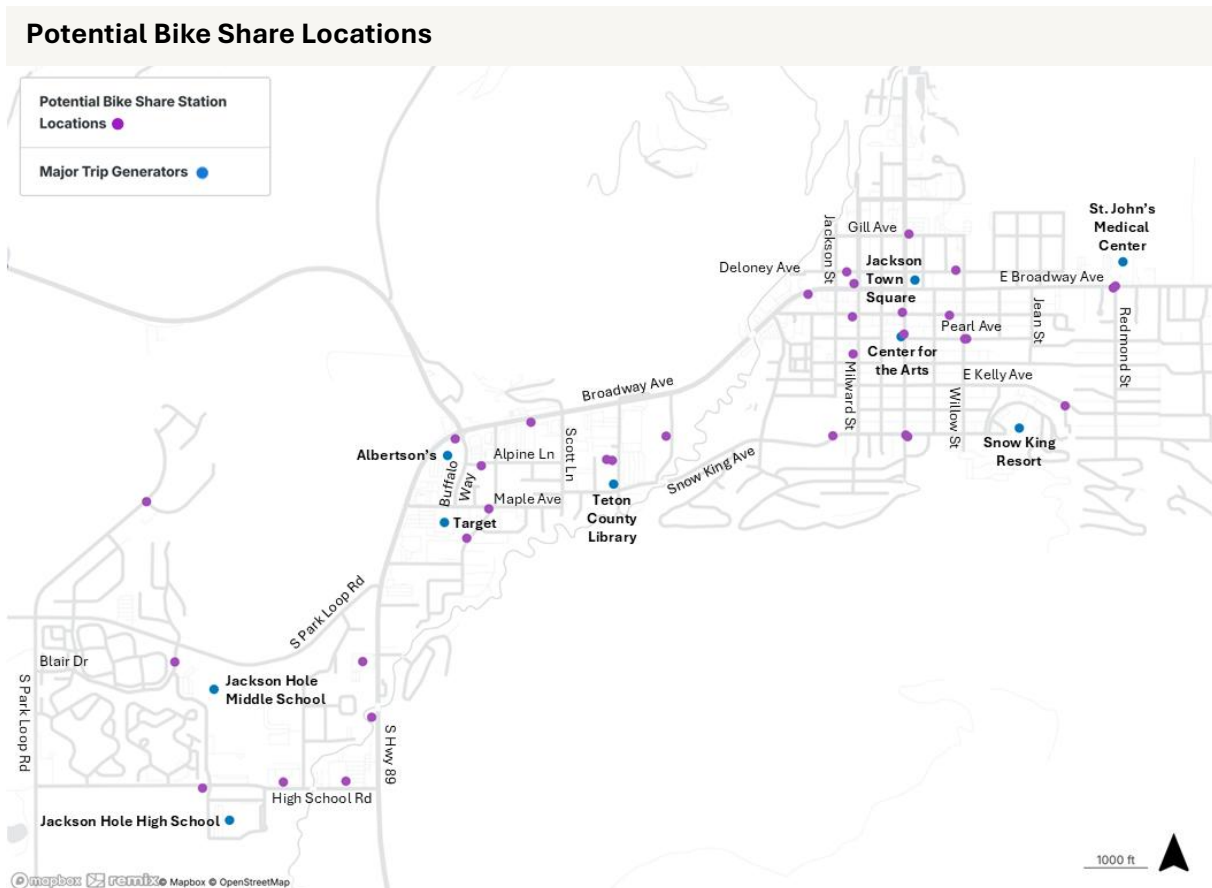


Figure 17: Bike Share Benefits and Tradeoffs

Benefits	Trade-Offs
- Encourages active transportation throughout the community. - Serves as a first- or last-mile connector for locations that may be a little far from a bus stop. - Enables short trips without a vehicle. - Improves access to recreational opportunities. - Bike share dock locations can allow parking to be relocated away from intersections, improving sightlines.	- Potential bike unavailability at peak times, while off-peak times can leave docking stations full, with no room to return bikes. - Potential safety concerns due to inadequate helmet use, and/or first-time users.

Survey Findings: Some respondents are interested in using the future bike share program, though others remain uncertain. The program may serve tourists more than locals, as most residents already have bikes. Certain comments suggest docking stations should be located near major activity generators.

Jackson to Teton Village

Teton Village is a major destination for both residents and visitors in Jackson Hole, with consistent year-round demand and significant winter ski-season peaks. Providing reliable, efficient public transportation between the Town of Jackson and Teton Village is essential for workforce mobility, visitor access, and reducing traffic congestion along the corridor.

This section discusses options for improving how START connects the Town of Jackson to Teton Village:

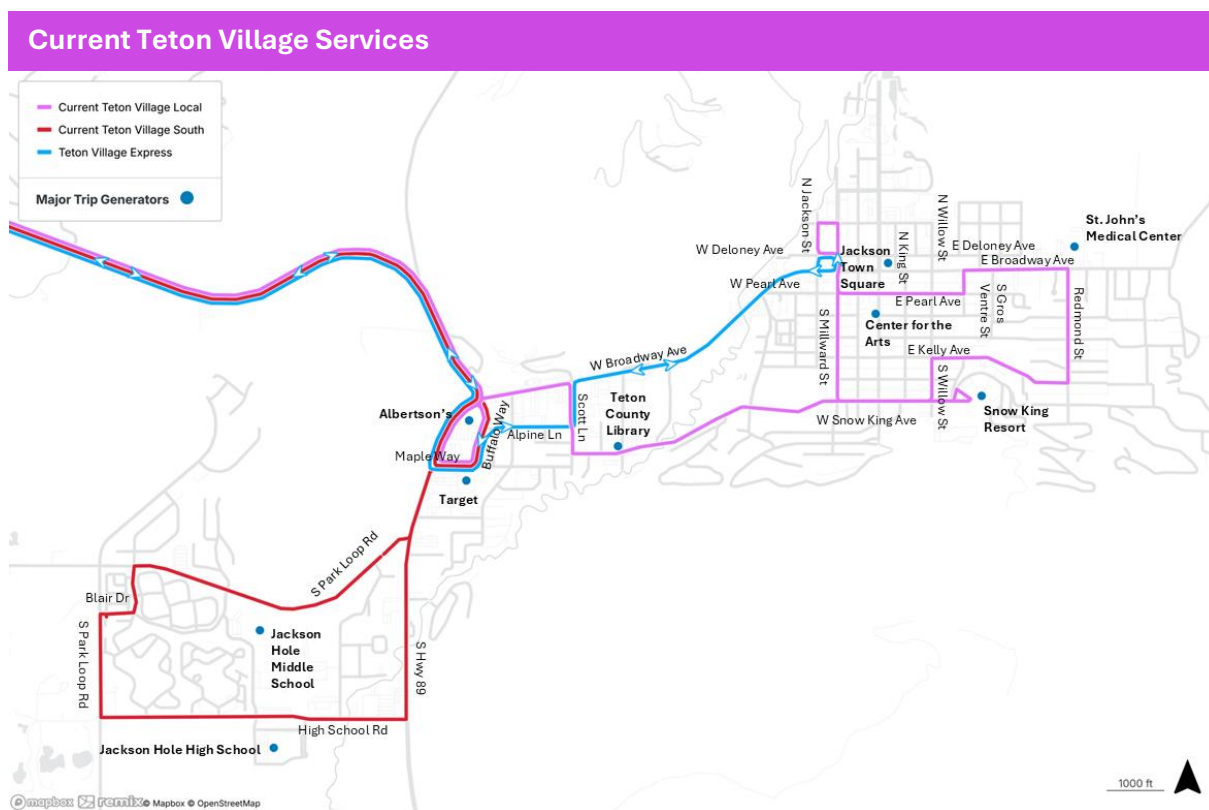
- Simplifying service
- Adjusting seasonal service levels
- Optimizing connections to serve both local circulation needs and express travel demand

EXISTING TETON VILLAGE SERVICES

Three routes currently connect Jackson and Teton Village. The Teton Village Local operates year-round, providing circulation in East Jackson and service to the Village Road Transit Center (Stilson), four stops off of Moose-Wilson Road, the Aspens, Westbank Center, Calico, and the Teton Science School. The route operates every 40 minutes in the peak winter season and once per hour during the rest of the year. The Teton Village Express operates every 20 minutes during the winter season, providing a faster connection between Jackson and Teton Village by bypassing the stops adjacent to Moose-Wilson Road. Teton Village South is a winter-only route that connects neighborhoods near the high school and middle school to Teton Village, providing service to the Village Road Transit Center (Stilson) and stops along Moose-Wilson Road every 90 minutes.

The Teton Village services vary in performance. The winter season Teton Village Express is one of START's most productive services. On the other hand, Teton Village South's productivity is relatively low.

Figure 18: Current Teton Village Services



Public comments about Teton Village services indicated confusion among riders about the AM and PM variations on the Teton Village Local and Teton Village Express, as well as the different routes. Also, crowding is a concern between the Village Road Transit Center (Stilson) and Teton Village. Crowding on the Teton Village Local at Jackson Hole Mountain Resort to Stilson makes it difficult for people using the route to reach stops along Moose-Wilson Road or in East Jackson.

OPTIONS FOR UPDATED TETON VILLAGE SERVICES

A total of three options were developed for the Teton Village services and are listed below.

- **Teton Village Services Option 1** – The first option involves modifying the Teton Village Local, including changes to the Town Shuttle, while maintaining the Teton Village Express and discontinuing the Teton Village South. Additional peak-only Teton Village Local trips to East Jackson are included.
- **Teton Village Services Option 2** – The second option consolidates all Teton Village services into a single route between Miller Park and Teton Village, using the Option 1 Teton Village Local routing in Jackson, serving bus stops along Moose-Wilson Road, and discontinuing the Teton Village Express and South routes. Additional peak-only Teton Village trips to East Jackson are included. This option involves partnering with WYDOT to build safe, accessible stops along Moose-Wilson Road with pedestrian crossing infrastructure serving the Aspens, Westbank Center, Calico, and the Science School. Stops must provide safe waiting areas and allow buses to pull in and out efficiently.
- **Teton Village Services Option 3** – The third option is a modification of the Teton Village Local route from Option 1, providing service along Pearl Avenue between W Broadway Avenue and Milward Street. It includes changes to the Town Shuttle, while maintaining the Teton Village Express and discontinuing the Teton Village South service. Additional peak-only Teton Village Local trips to East Jackson are included.

Figure 19: Teton Village Services Operating Resources

Route	Season	Distance	Running Time	Layover/Recovery	Cycle Time	Buses
Teton Village Local Option 1	Winter	27.92	72	18	90	3 (4 during peak hour)
	Spring, Summer, Autumn			48	120	2 (3 during peak hour)
Teton Village Express Option 1	Winter	25.97	59	21	80	4
Teton Village Service Option 2	Winter	27.2	69	21	90	7
	Spring, Autumn			51	120	3
	Summer					2
Teton Village Local Option 3	Winter	28.86	76	14	90	3 (4 during peak hour)
	Spring, Summer, Autumn			44	120	2 (3 during peak hour)
Teton Village Express Option 3	Winter	28.33	59	21	80	4

Teton Village Services Option 1 (TV1)

Proposed change: Streamline Teton Village Local, maintain Teton Village Express, discontinue Teton Village South, and add trips to East Jackson during peak hours.

Figure 20: Teton Village Services Option 1 Changes

Route	Changes
Teton Village Local	- Shorten alignment to improve service to every 30 minutes during the winter, reducing wait times compared to the current 40-minute frequency. Maintain the current schedule for the rest of the year. - Updated Town Shuttle alignment replaces service in East Jackson, serving the same streets as the Village Local service today. - During peak commute periods, extend select trips to East Jackson to facilitate easy commuting to Teton Village for employees. Morning peak period commute trips would begin in East Jackson, continue to Miller Park, and then resume the route to Teton Village. In the afternoon, during the peak commute period, trips from Teton Village would continue eastbound after serving Miller Park. - To address crowding on the Teton Village Local during the summer, East Jackson trips would operate with an additional bus to provide additional capacity.
Teton Village Express	No change
Teton Village South	Discontinue

Figure 21: Teton Village Services Option 1

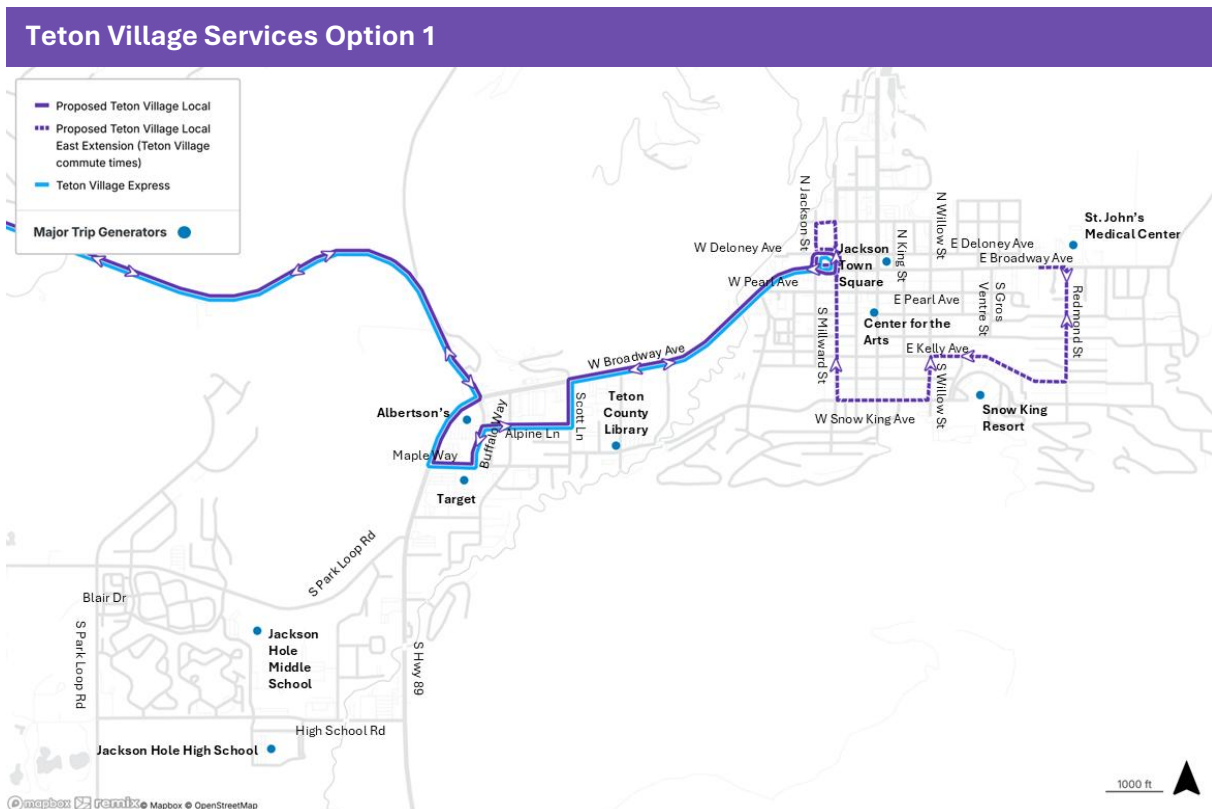


Figure 22: Teton Village Services Option 1 Benefits and Tradeoffs

Benefits	Trade-Offs
• More frequent winter service to Teton Village, as well as a simplified route. • Addresses crowding issues on the Teton Village Local during the summer season. • From a customer's standpoint, it is easier to understand service, as both Teton Village Local and Express provide direct service into Jackson.	• It would serve fewer destinations, especially along Snow King Ave. • It would eliminate one-seat rides for some customers, requiring them to first ride the Town Shuttle before transferring to Teton Village services.

Survey Findings: Option 1 was preferred by 21% of respondents in the Options Survey. 27% of respondents said Option 1 was better than the existing service, with 31% responding “I don’t know” when asked if the option was better, worse, or neither when compared to the existing service. There was concern regarding access to Pearl St. Respondents responded favorably to the shorter travel times.

Teton Village Services Option 2 (TV2)

Proposed change: Consolidate all Teton Village services into a single route, discontinue Teton Village South, and add trips to East Jackson during peak hours.

Figure 23: Teton Village Services Option 2 Changes

Route	Changes
Teton Village Service	- Consolidate the Teton Village Local and Express into a single Teton Village route on the Teton Village Local alignment. - Shorten alignment to improve service to every 12 minutes during the winter, reducing wait times compared to the current 40-minute frequency. Maintain the current schedule for the rest of the year. - Updated Town Shuttle alignment replaces service in East Jackson, serving the same streets as the Village Local service today. - During peak commute periods, extend select trips to East Jackson to facilitate easy commuting to Teton Village for employees. Morning peak period commute trips would begin in East Jackson, continue to Miller Park, and then resume the route to Teton Village. In the afternoon, during the peak commute period, trips from Teton Village would continue eastbound after serving Miller Park. - To address crowding on the consolidated Teton Village route during the summer, East Jackson trips would operate with an additional bus to provide additional capacity.
Teton Village Express	Discontinue
Teton Village South	Discontinue

Figure 24: Teton Village Services Option 2

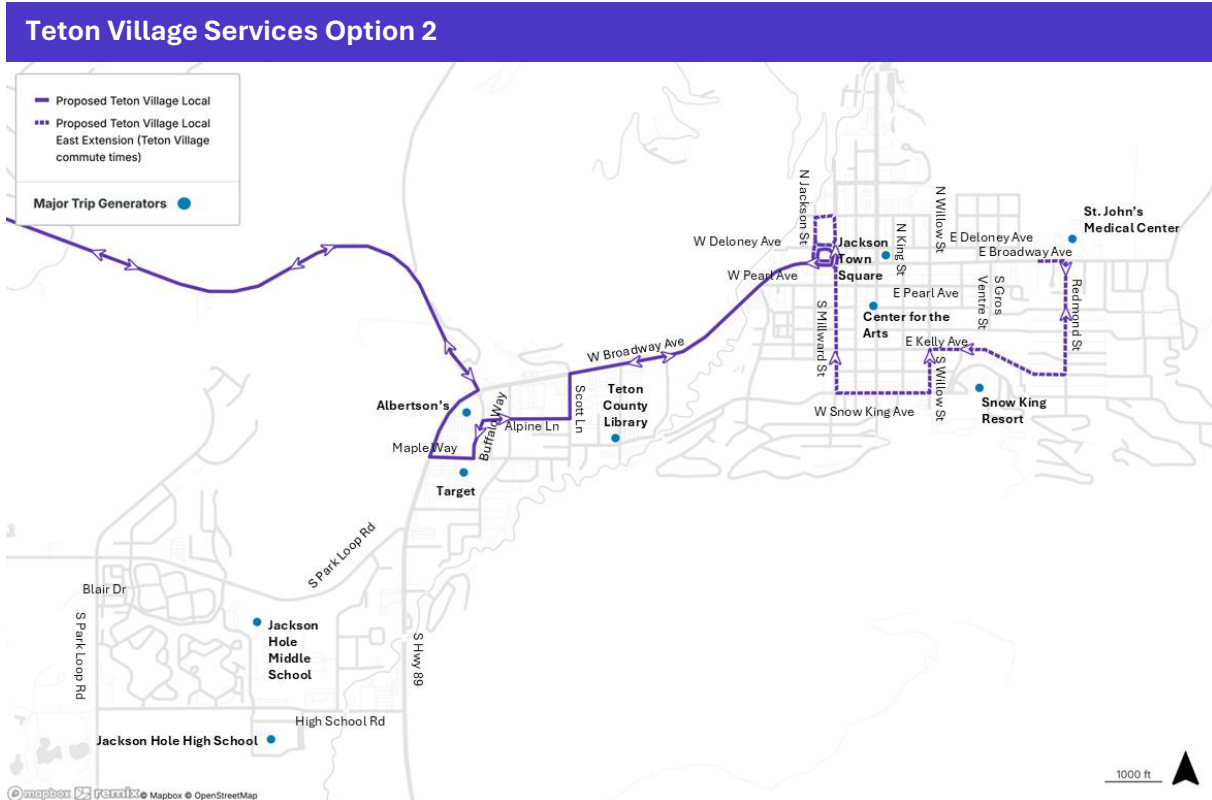


Figure 25: Teton Village Services Option 2 Benefits and Tradeoffs

Benefits	Trade-Offs
• More frequent winter service to Teton Village, as well as a simplified route. • Addresses crowding issues on the Teton Village Local during the summer season. • Having a single service will be the most beneficial from the customer's perspective, as it reduces rider confusion resulting from having multiple services.	• It would serve fewer destinations, especially along Snow King Ave. • It would eliminate one-seat rides for some customers, requiring them to first ride the Town Shuttle before transferring to Teton Village services. • With the elimination of the Teton Village Express, faster travel options than the consolidated Teton Village route will no longer be available, as all trips will make every stop.

Survey Findings: Option 2 was preferred by 29% of respondents in the Options Survey. 35% of respondents said Option 1 was better than the existing service, with 28% responding “I don’t know” when asked if the option was better, worse, or neither when compared to the existing service. There was concern regarding access to Pearl St. Respondents responded favorably to the shorter travel times. There were concerns about crowding with the consolidated route.

Teton Village Services Option 3 (TV3)

Proposed change: Streamline Teton Village Local, maintain Teton Village Express, discontinue Teton Village South, and add trips to East Jackson during peak hours. Add service to western Pearl Avenue.

Figure 26: Teton Village Services Option 3 Changes

Route	Changes
Teton Village Local	- Shorten alignment to improve service to every 30 minutes during the winter, reducing wait times compared to the current 40-minute frequency. Maintain the current schedule for the rest of the year. - Updated Town Shuttle alignment replaces service in East Jackson, serving the same streets as the Village Local service today. - Provides service along western Pearl Avenue between W Broadway Avenue and Milward Street. This would allow the stop at Pearl Avenue and Jackson Street to be served. - During peak commute periods, extend select trips to East Jackson to facilitate easy commuting to Teton Village for employees. Morning peak period commute trips would begin in East Jackson, continue to Miller Park, and then resume the route to Teton Village. In the afternoon, during the peak commute period, trips from Teton Village would continue eastbound after serving Miller Park. - To address crowding on the Teton Village Local during the summer, East Jackson trips would operate with an additional bus to provide additional capacity.
Teton Village Express	No change
Teton Village South	Discontinue

Figure 27: Teton Village Services Option 3

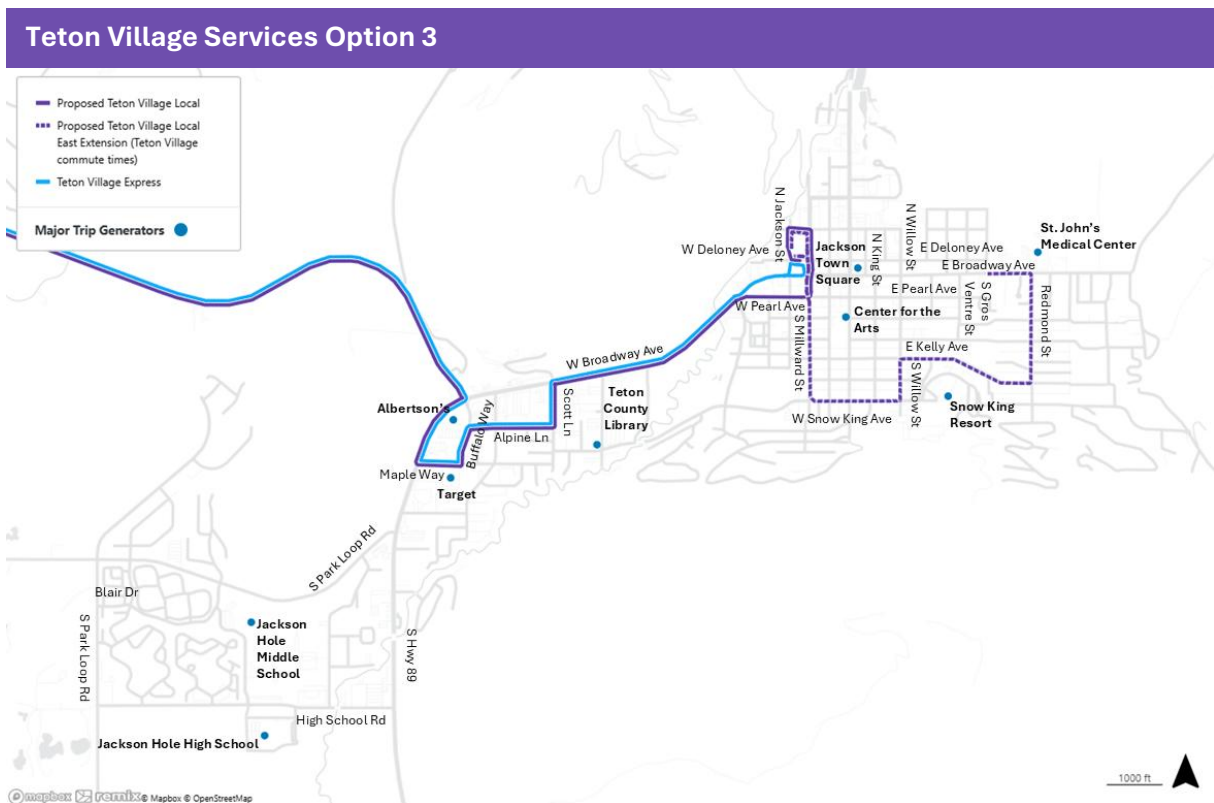


Figure 28: Teton Village Services Option 3 Benefits and Tradeoffs

Benefits	Trade-Offs
• More frequent winter service to Teton Village, as well as a simplified route. • Addresses crowding issues on the Teton Village Local during the summer season. • From a customer's standpoint, it is easier to understand service, as both Teton Village Local and Express provide direct service into Jackson. • Partially serves Pearl Avenue.	• It would serve fewer destinations, especially along Snow King Ave. • It would eliminate one-seat rides for some customers, requiring them to first ride the Town Shuttle before transferring to Teton Village services.

Survey Findings: As Teton Village Option 3 was developed in response to the concerns of Options Survey respondents, there are no unique findings from the survey, though it would share most of the same feedback given to Option 1, besides the lack of Pearl Street access.

Commuter

The commuter market connects workers living in Star Valley and Teton Valley to employment centers in Jackson Hole, playing a vital role in supporting the region's economy and workforce. Providing effective commuter transportation helps reduce traffic congestion, supports employees who cannot afford to live closer to work, and promotes sustainable transportation in the region.

This section discusses options for enhancing START's commuter services:

- Adjusting schedules to better align with work shifts
- Exploring vanpool and guaranteed ride home programs to provide more flexible, cost-effective commuter options

COMMUTER SERVICE

The commuter services are START's long-distance services. As longer-distance services, they play an important role in connecting affordable housing to jobs in the Jackson Hole region. These routes are not highly productive, and current ridership on the commuter routes does not necessarily indicate a need for additional commuter service. However, current commuter schedules appear to warrant review and adjustment to better align with work/shift hours in Town.

Figure 29: Star Valley and Teton Valley Commuter

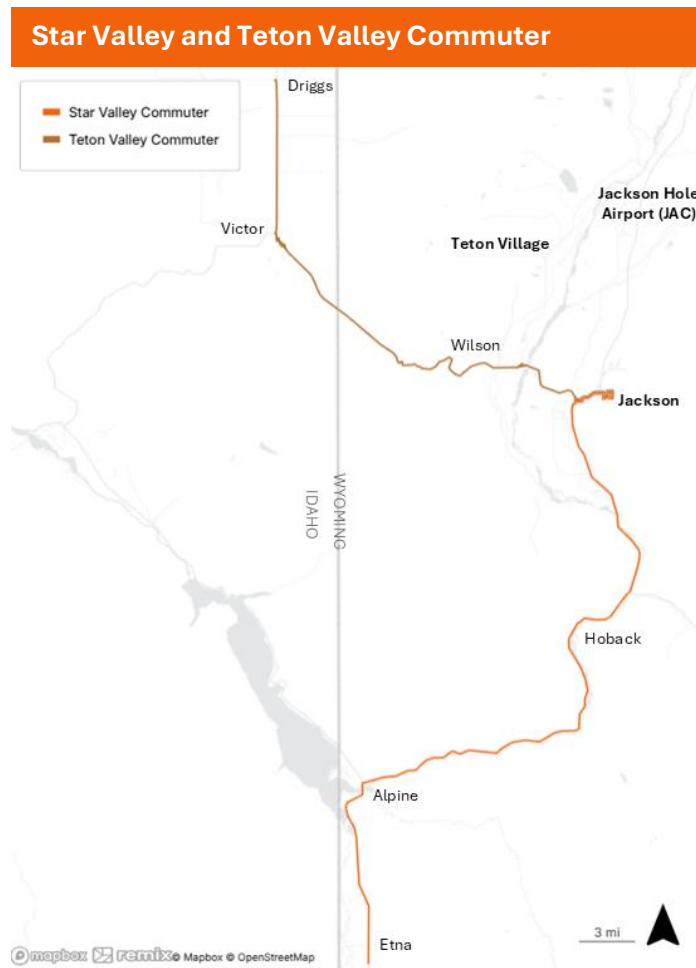


Figure 30: Commuter Operating Resources

Route	Season	Distance	Running Time	Buses
Star Valley	All Seasons	97.74	79 toward Jackson 77 toward Etna	3
Teton Valley		72.09	74 toward Jackson 83 toward Driggs	

Figure 31: Commuter Benefits and Tradeoffs

Benefits	Trade-Offs
- Adjustments to the commuter schedules would better align with the commute travel needs. - No additional cost	No additional commuter trips are provided.

VANPOOL

A Vanpool program allows an agency or employer to lease a van, enabling a group of six or more members to commute together, with one member driving. In a traditional vanpool program, the riders go to and from a common point, and all passengers commute according to the same schedule.

Another way to operate a vanpool is by using a more flexible model. A flexible vanpool is a hybrid of traditional vanpool and commuter routes. Like a traditional vanpool, a flexible vanpool uses a vanpool member to drive the vehicle; however, it has fixed stops and a fixed schedule. This allows commuters to choose when to travel and which days to use the vanpool. It would operate on a fixed schedule, stopping at key points, and allow flexibility in choosing which trip to take and which days to ride. The full cost of the vanpool, including fuel and van lease payments, would be charged to the agency, the employer, or the vanpool members. A vanpool program for Jackson Hole, managed by Teton County, has been funded and will be implemented by Fiscal Year 2027.

Figure 32: Vanpool Benefits and Tradeoffs

Benefits	Trade-Offs
- Increases commuter transportation and reduces congestion. - More flexible with schedules. - More flexible with destinations, as people can use the vanpool throughout the corridor and would not have to go all the way to the final destination. - Can be set up quickly, as rides can be booked through an app-based system on a fixed schedule, allowing users to request a ride for a specific trip directly from their phone. - Lower cost to operate compared to commuter routes. - Fare policy would be the same as the commuter bus fare policy.	- Schedules and routes can be difficult to coordinate around. - Finding convenient routes can be hard. - Vehicle issues (maintenance, cleanliness) can affect everyone. - It relies heavily on all members being reliable. - Dropouts may increase costs for others.

Survey Findings: Flexibility was the primary draw for vanpool interest, though respondents expressed mixed interest in using the program. Concerns included liability, scheduling, and reliability dependent on vanpool members. Respondents also noted that the commuter service is limited, with only 3 morning and 3 afternoon trips.

GUARANTEED RIDE HOME PROGRAM

A common concern among people who use commuter and vanpool programs is emergencies that require a commuter to leave work early or for someone to work late. To address these concerns, many commuter or vanpool operators implement a guaranteed ride home program. Typically, a guaranteed ride home program provides a subsidized ride, usually via taxi or rental car, for people who need to leave work early or stay late. The program can cover the full cost of the emergency trip or a portion of it. Research conducted by the Victoria Transport Institute¹ shows that a guaranteed ride home program is most effective when:

- The guaranteed ride home program has a clearly written eligibility policy that identifies GRH eligibility and procedures.
- A maximum number of trips, mileage, and costs should be specified to discourage abuse of the system.
- Requirements are not overly restrictive (non-emergency trips should qualify).
- Users are involved in planning the program.

In Jackson, a guaranteed ride home program could be extended to commuter bus and Vanpool members, utilizing either taxi services or cars from the car-sharing program.

Airport

Jackson Hole Airport serves as a critical gateway for visitors and a key transportation node for residents traveling to and from the valley. Public transportation connecting the airport to the Town of Jackson can reduce parking demand, provide convenient travel options for visitors without rental cars, and support airport employees.

This section discusses options for improving START's airport service:

- Aligning schedules with flight arrivals and departures
- Potentially expanding service beyond the winter season
- Optimizing resources to focus on peak travel times

AIRPORT SERVICE

The Airport service is currently framed as a pilot project and operates only during the winter season. Ridership on the service is concentrated around flight arrival and departure times, with little ridership occurring between flight banks. Schedule changes for the service were recommended to discontinue trips that do not meet the flight schedule. As of December 2025, these changes have already been implemented.

¹ [Online TDM Encyclopedia - Guaranteed Ride Home](#)

Figure 33: Airport

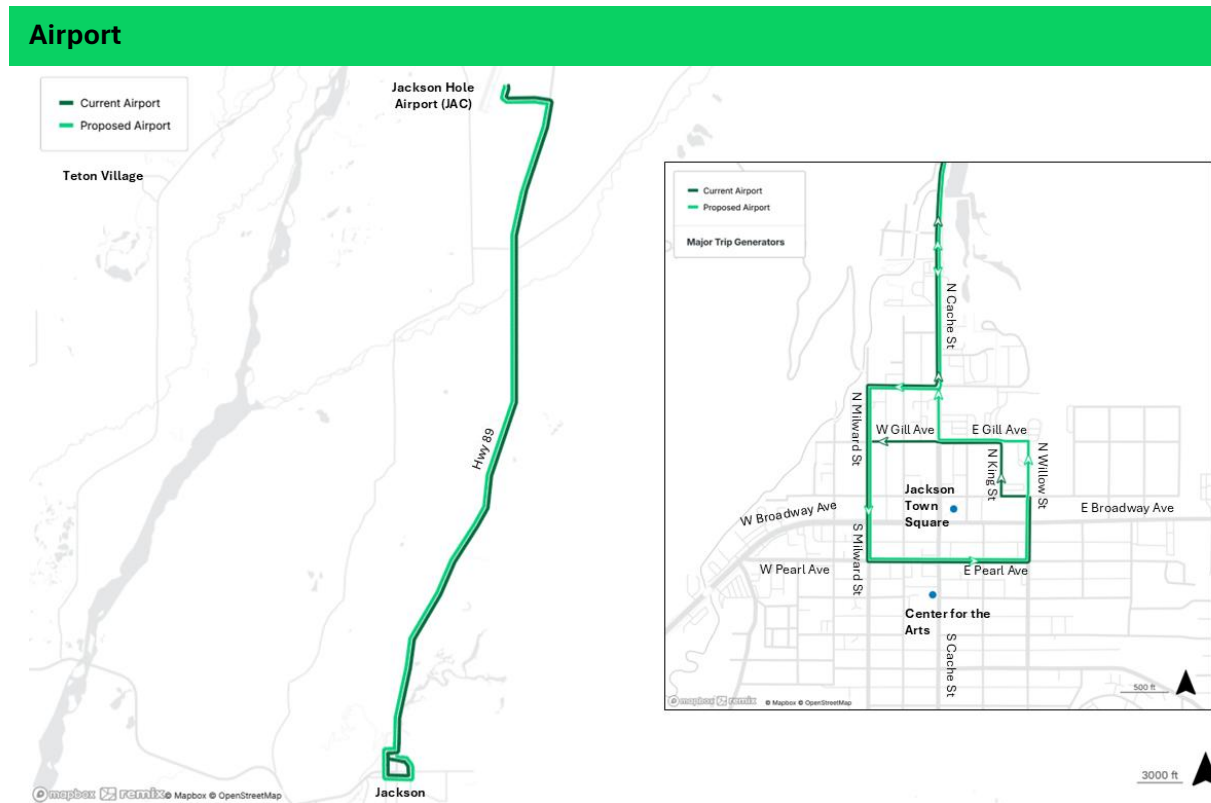


Figure 34: Airport Operating Resources

Route	Season	Distance	Cycle Time	Running Time	Layover/ Recovery	Buses
Airport	Winter	20.17	60	44	16	1

Figure 35: Airport Benefits and Tradeoffs

Benefits	Trade-Offs
Aligning the Airport service with flight schedules would enable more frequent service during periods of high demand and reduce the resources required to operate it.	This will require close coordination with the airport, as airline schedules are subject to change.

Survey Findings: There was strong support for aligning the schedule with flights, with most respondents seeing a positive or neutral impact from the schedule change. Comments questioned why the service is limited to winter and noted access concerns for residents outside Jackson, though Town of Jackson residents could walk or use other START services to connect.

ADA Service

Any changes to the bus network will impact the ADA service. The current ADA Bus service is available within $\frac{3}{4}$ mile of regular fixed-route service on the same days and during the same hours as the fixed-route service. This is the minimum requirement for ADA service. The route options do not change the ADA coverage of the START system. The major expansion of the service area will be the implementation of the South Park START On-Demand zone, which will increase coverage south of Jackson. The ADA service complies with the requirements of the ADA and will be maintained accordingly.

Customer requests for modifications to the existing ADA service include:

- Year-round service to the Airport
- Possible expansion of the ADA service area beyond the minimum requirements (e.g., to Rafter J and Melody Ranch).

For expanded service areas, it is suggested that an ADA-accessible START On-Demand vehicle be used to reduce demands on the ADA Bus service.

Alternative Service Networks & Analysis

This section presents and analyzes potential service network combinations. A total of eight network combinations were developed by pairing different Town Shuttle and Teton Village service options, along with a proposed South Park On-Demand Zone, a proposed Airport service option, and other mobility services to complement the public transportation network (vanpool, bike-share, car-share, guaranteed ride home programs). The key differences among networks concern how the Town Shuttle and Teton Village Local routes serve East Jackson and Pearl Avenue.

Network Combinations

A total of eight network combinations were developed, pairing Town Shuttle and Teton Village options:

- **TS1/TV1** – Town Shuttle operates bidirectionally to Redmond Street without Pearl Avenue service. Teton Village Local runs between Miller Park and Teton Village via Stilson, with Teton Village Express providing direct service by passing Moose-Wilson Road stops.
- **TS2/TV1** – Town Shuttle operates as a counterclockwise loop through East Jackson (north on Redmond, south on Milward) without Pearl Avenue service. Teton Village services remain the same as TS1/TV1.
- **TS3/TV1** – Town Shuttle operates bidirectionally to Redmond Street with eastern Pearl Avenue service included. Teton Village services remain the same as TS1/TV1.
- **TS4/TV1** – Town Shuttle operates as a counterclockwise loop through East Jackson (north on Redmond, south on Willow) with eastern Pearl Avenue service included. Teton Village services remain the same as TS1/TV1.
- **TS1/TV3** – Town Shuttle operates bidirectionally to Redmond Street without eastern Pearl Avenue service. Teton Village Local adds partial service on western Pearl Avenue between W Broadway and Milward. Teton Village Express remains the same as TS1/TV1.
- **TS2/TV3** – Town Shuttle operates as a counterclockwise loop without eastern Pearl Avenue service. Teton Village Local adds partial service on western Pearl Avenue between W Broadway and Milward. Teton Village Express remains the same as TS1/TV1.
- **TS3/TV3** – Town Shuttle operates bidirectionally to Redmond Street with full Pearl Avenue service. Teton Village Local adds service on western Pearl Avenue between W Broadway and Milward. Teton Village Express remains the same as TS1/TV1.
- **TS4/TV3** – Town Shuttle operates as a counterclockwise loop with full Pearl Avenue service. Teton Village Local adds service on western Pearl Avenue between W Broadway and Milward. Teton Village Express remains the same as TS1/TV1.

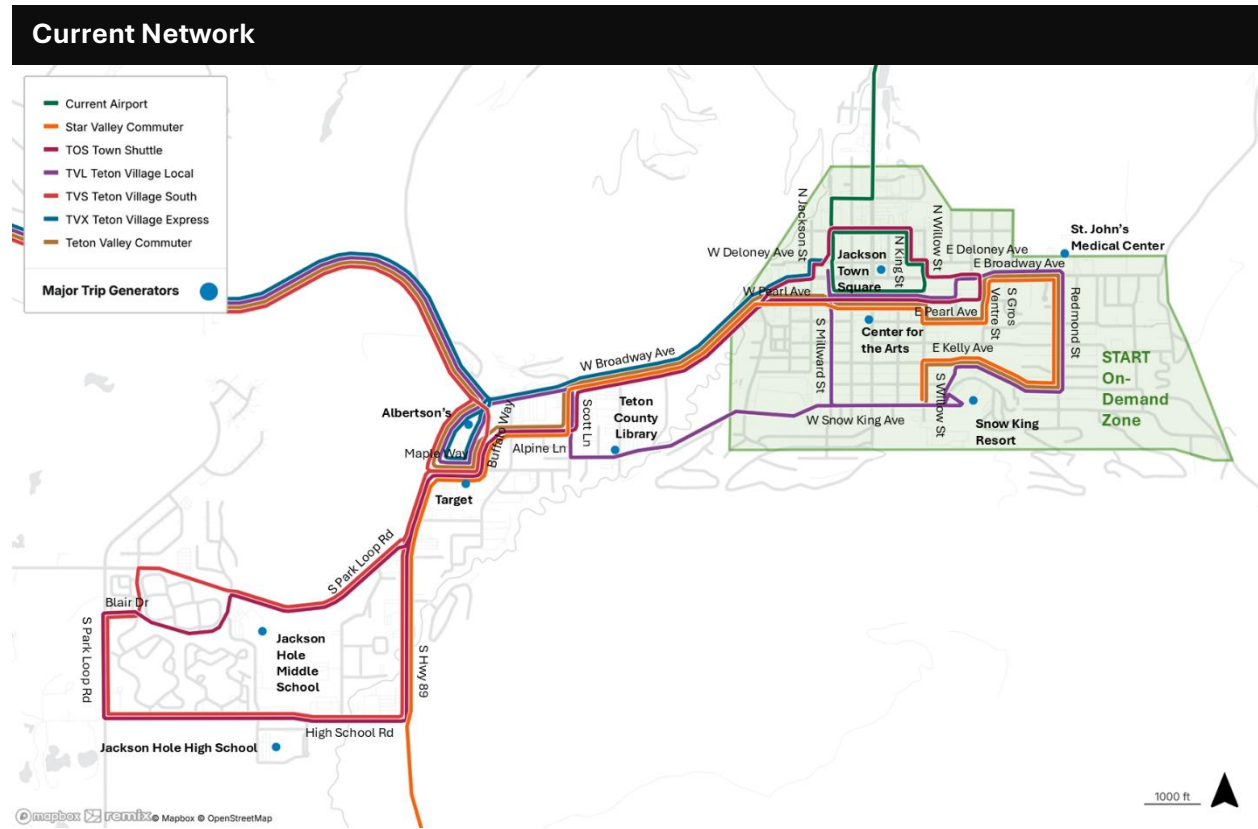
Figure 36: Common Features in all Network Combinations

Route	Common Features in all Network Combinations
Town Shuttle	- Running time extended from 45 minutes to 60 minutes round-trip. - Results in an increase in costs and resources.
Teton Village Local	- Running time reduced from 120 minutes to 90 minutes, with limited service to East Jackson on the Teton Village Local. - Allows for 30-minute winter service on Teton Village Local (improved from 40 minutes today). - Teton Village Option 2 excluded as a longer-term option requiring Village Road improvements.
Teton Village Express	No change
Teton Village South	<i>Discontinue</i>
Commuter Service	No change
START On-Demand	- Maintain current East Jackson service. - Implement South Park/Rafter J/Melody Ranch service.
Airport Service	Schedule adjustment (already made).
ADA Service	No change
Shared Mobility Enhancements	- Vanpool - Car share - Bike Share - Guaranteed ride home

CURRENT NETWORK

The current network serves as the baseline for comparison. This network consists of the current four year-round routes and the three winter-only routes. The year-round routes include the Town Shuttle, Teton Village Local, Star Valley Commuter, and the Teton Valley Commuter. Winter-only routes include the Teton Village Express, Teton Village South, and the Airport route. START On-Demand in East Jackson is also included in this network. This network has no changes to resources, service span, or service frequency.

Figure 37: Current Network



TOWN SHUTTLE 1/TETON VILLAGE 1 (TS1/TV1)

The Town Shuttle operates on a bidirectional route that extends east to Redmond Street, serving key destinations without Pearl Avenue service. At the same time, the Teton Village Local runs between Miller Park and Teton Village through Village Road Transit Center (Stilson) with select East Jackson extensions during commute periods. Teton Village Express provides direct service between Miller Park and Albertsons to Teton Village via Stilson while bypassing stops on Moose-Wilson Road.

Figure 38: Town Shuttle Option 1/Teton Village Option 1

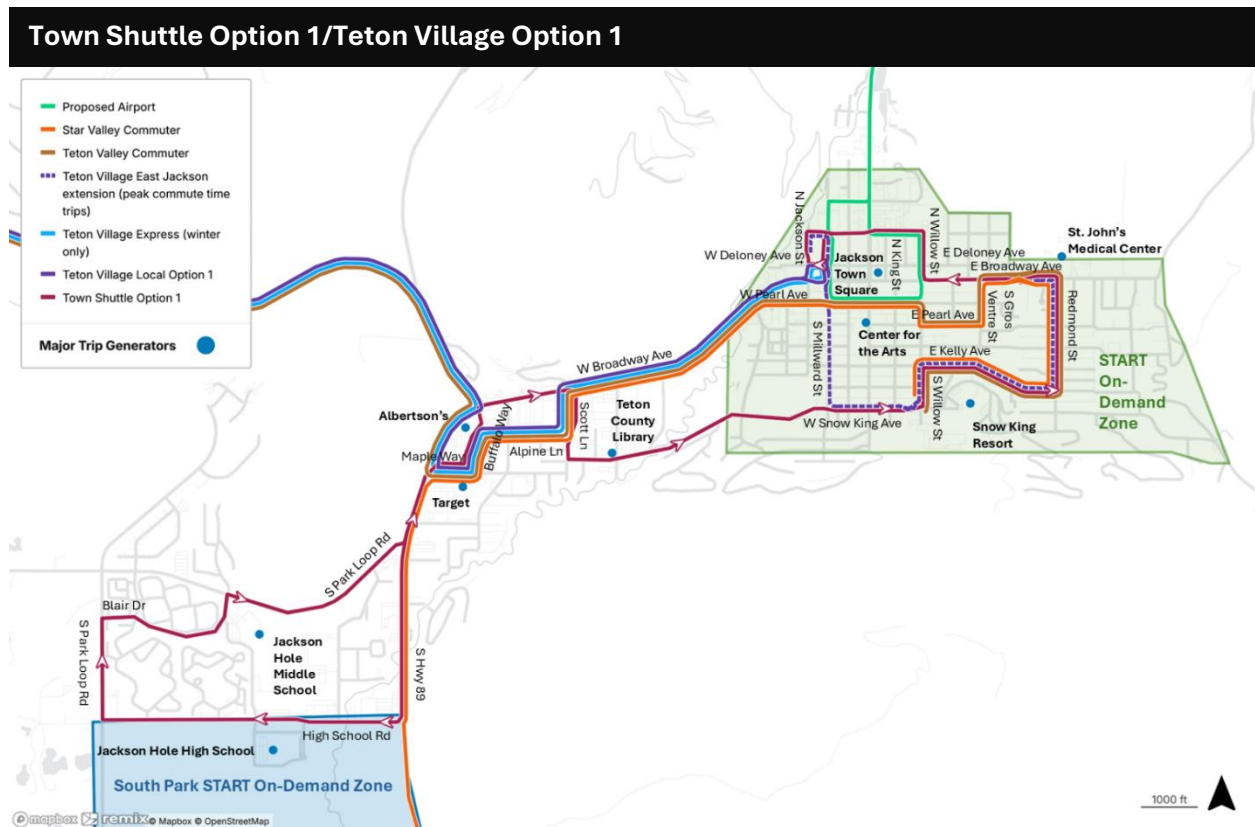


Figure 39: Town Shuttle Option 1/Teton Village Option 1 Key Facts

Key Facts

- Does not serve Pearl Avenue stops.
- Provides two-way Town Shuttle service for most of the route.
- Shortest Town Shuttle layover, which may impact reliability.
- Bidirectional service provides greater directness, despite trade-offs in coverage.
- 11.40% of current boarding passengers will see more frequent service, and 8.40% see less frequent service.
- 4.90% increase in cost over the current service.
- An additional 700 people and 400 jobs are within ¼ mile of a bus stop or on-demand coverage.

TOWN SHUTTLE 2/TETON VILLAGE 1 (TS2/TV1)

The Town Shuttle operates as a counterclockwise loop through East Jackson, traveling north on Redmond Street and south on Milward Street, serving key destinations without Pearl Avenue service. At the same time, the Teton Village Local runs between Miller Park and Teton Village through Village Road Transit Center (Stilson) with select East Jackson extensions during commute periods. Teton Village Express provides direct service between Miller Park and Albertsons to Teton Village via Stilson while bypassing stops on Moose-Wilson Road.

Figure 40: Town Shuttle Option 2/Teton Village Option 1

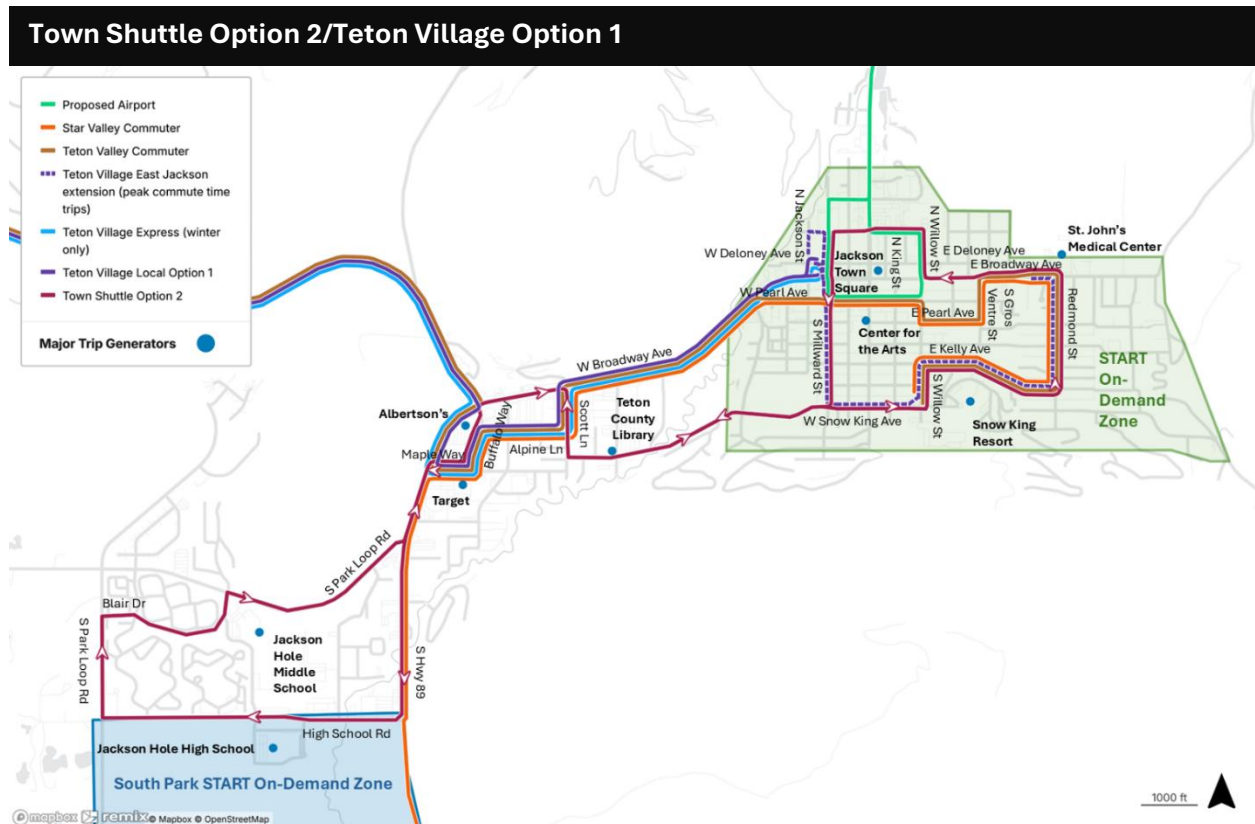


Figure 41: Town Shuttle Option 2/Teton Village Option 1 Key Facts

Key Facts

- Does not serve Pearl Avenue stops.
- Provides the greatest coverage in East Jackson.
- Has the shortest Town Shuttle travel time.
- Loop coverage is preferred based on outreach, despite trade-offs in directness.
- Long layover at Miller Park that supports good reliability but increases travel time for passengers who may need to ride through the layover point.
- 10.39% of current boarding passengers see more frequent service, and 5.78% see less frequent service.
- 4.23% increase in cost over the current service.
- An additional 700 people and 400 jobs are within ¼ mile of a bus stop or on-demand coverage.

TOWN SHUTTLE 3/TETON VILLAGE 1 (TS3/TV1)

The Town Shuttle operates on a bidirectional route that extends east to Redmond Street, serving key destinations and Pearl Avenue. At the same time, the Teton Village Local runs between Miller Park and Teton Village through Village Road Transit Center (Stilson) with select East Jackson extensions during commute periods. Teton Village Express provides direct service between Miller Park and Albertsons to Teton Village via Stilson while bypassing stops on Moose-Wilson Road.

Figure 42: Town Shuttle Option 3/Teton Village Option 1

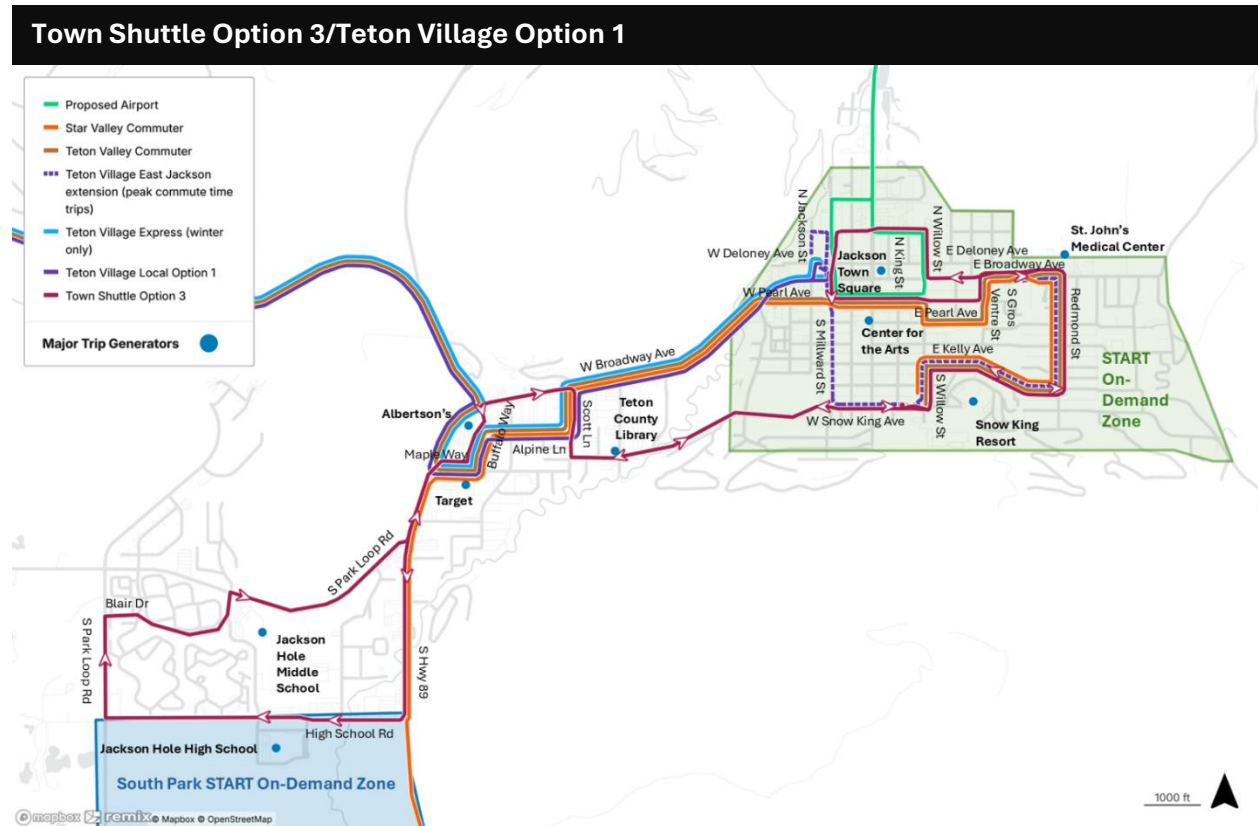


Figure 43: Town Shuttle Option 3/Teton Village Option 1 Key Facts

Key Facts

- Provides two-way service in much of East Jackson.
- Serves eastern Pearl Avenue stops.
- Bidirectional service provides greater directness, despite trade-offs in coverage.
- 11.49% of current boarding passengers see more frequent service, and 4.25% see less frequent service.
- 4.82% increase in cost over the current service.
- An additional 700 people and 400 jobs are within ¼ mile of a bus stop or on-demand coverage.

TOWN SHUTTLE 4/TETON VILLAGE 1 (TS4/TV1)

The Town Shuttle operates as a counterclockwise loop through East Jackson, traveling north on Redmond Street and south through Willow Street, serving key destinations and Pearl Avenue. At the same time, the Teton Village Local runs between Miller Park and Teton Village through Village Road Transit Center (Stilson) with select East Jackson extensions during commute periods. Teton Village Express provides direct service between Miller Park and Albertsons to Teton Village via Stilson while bypassing stops on Moose-Wilson Road.

Figure 44: Town Shuttle Option 4/Teton Village Option 1

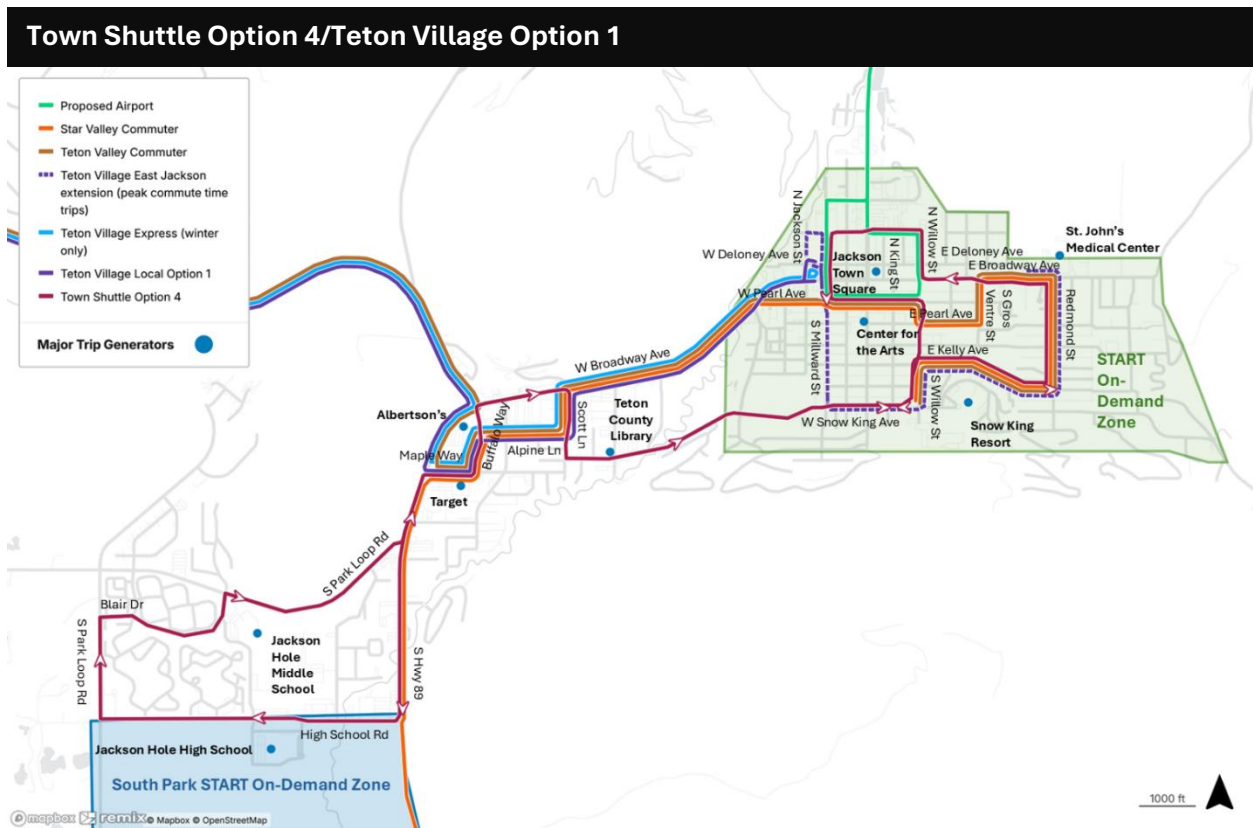


Figure 45: Town Shuttle Option 4/Teton Village Option 1 Key Facts

Key Facts

- Provides service to eastern Pearl Avenue stops.
- Improved coverage in East Jackson.
- Loop coverage is preferred based on outreach, despite trade-offs in directness.
- 10.49% of current boarding passengers see more frequent service, and 4.25% see less frequent service.
- 4.44% increase in cost over current.
- An additional 700 people and 400 jobs are within ¼ mile of a bus stop or on-demand coverage.

TOWN SHUTTLE 1/TETON VILLAGE 3 (TS1/TV3)

The Town Shuttle operates on a bidirectional route that extends east to Redmond Street, serving key destinations without Pearl Avenue service. At the same time, the Teton Village Local runs between Miller Park and Teton Village, serving Pearl Avenue between W Broadway and Milward Street, through Village Road Transit Center (Stilson), with select East Jackson extensions during commute periods. Teton Village Express provides direct service between Miller Park and Albertsons to Teton Village via Stilson while bypassing stops on Moose-Wilson Road.

Figure 46: Town Shuttle Option 1/Teton Village Option 3

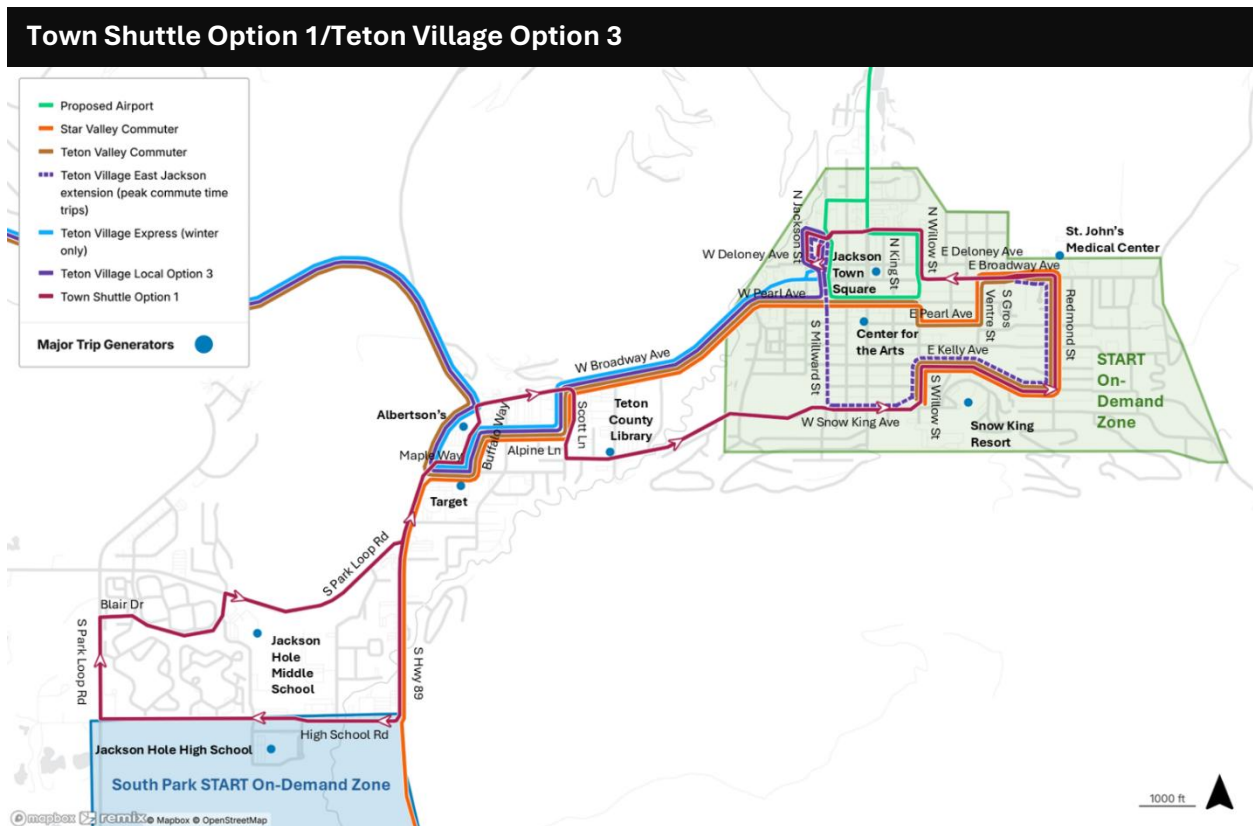


Figure 47: Town Shuttle Option 1/Teton Village Option 3 Key Facts

Key Facts

- Does not serve eastern Pearl Avenue stops.
- Provides two-way service for most of the route, with the shortest layover, which may impact reliability.
- Bidirectional service provides greater directness.
- 11.40% of current boarding passengers see more frequent service, and 8.40% see less frequent service.
- 4.96% increase in cost over current.
- An additional 700 people and 400 jobs are within ¼ mile of a bus stop or on-demand coverage.

TOWN SHUTTLE 2/TETON VILLAGE 3 (TS2/TV3)

The Town Shuttle operates as a counterclockwise loop through East Jackson, traveling north on Redmond Street and south on Milward Street, serving key destinations without Pearl Avenue service. At the same time, the Teton Village Local runs between Miller Park and Teton Village, serving Pearl Avenue between W Broadway and Milward Street, through Village Road Transit Center (Stilson), with select East Jackson extensions during commute periods. Teton Village Express provides direct service between Miller Park and Albertsons to Teton Village via Stilson while bypassing stops on Moose-Wilson Road.

Figure 48: Town Shuttle Option 2/Teton Village Option 3

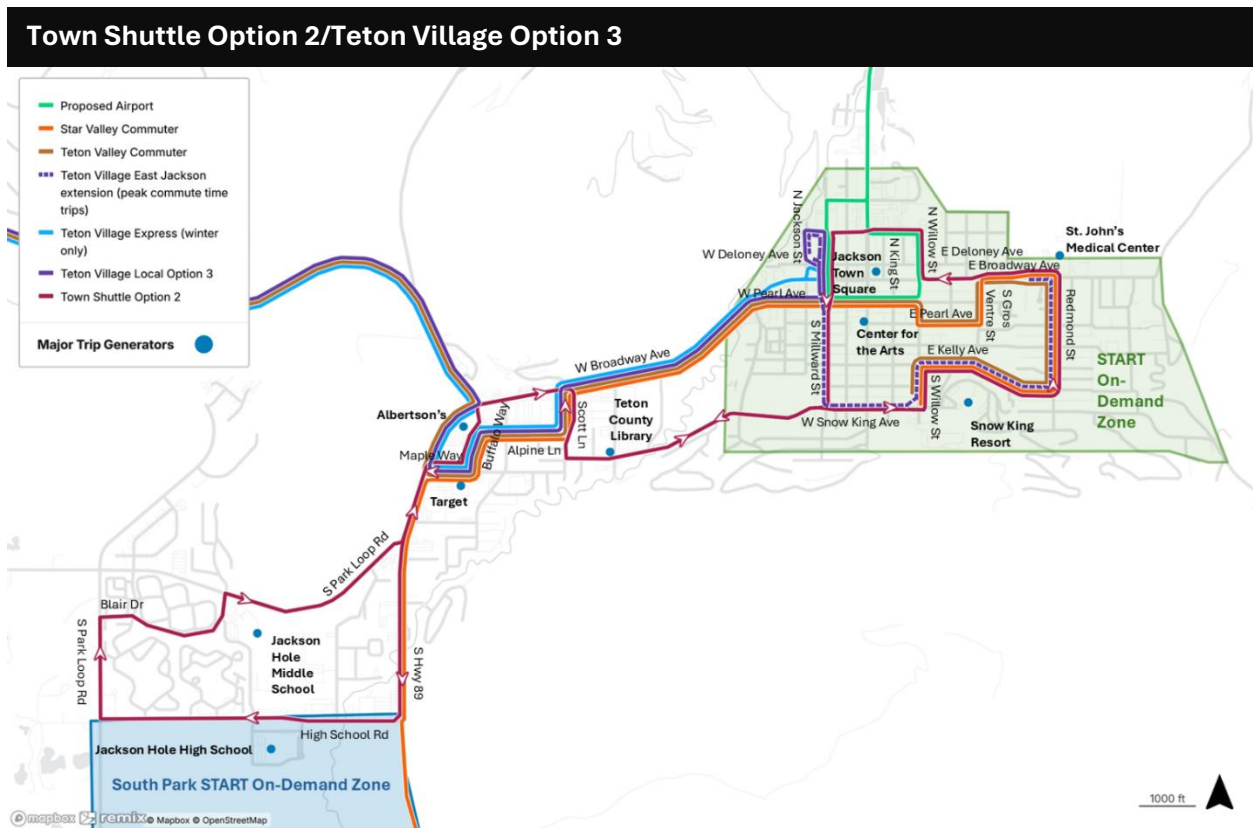


Figure 49: Town Shuttle Option 2/Teton Village Option 3 Key Facts

Key Facts

- Does not serve eastern Pearl Avenue stops.
- Loop coverage is preferred based on outreach, despite trade-offs in directness.
- 10.39% of current boarding passengers see more frequent service, and 5.78% see less frequent service.
- 4.28% increase in cost over current.
- An additional 700 people and 400 jobs are within ¼ mile of a bus stop or on-demand coverage.

TOWN SHUTTLE 3/TETON VILLAGE 3 (TS3/TV3)

The Town Shuttle operates on a bidirectional route that extends east to Redmond Street, serving key destinations and Pearl Avenue. At the same time, the Teton Village Local runs between Miller Park and Teton Village, serving Pearl Avenue between W Broadway and Millward Street, through Village Road Transit Center (Stilson), with select East Jackson extensions during commute periods. Teton Village Express provides direct service between Miller Park and Albertsons to Teton Village via Stilson while bypassing stops on Moose-Wilson Road.

Figure 50: Town Shuttle Option 3/Teton Village Option 3

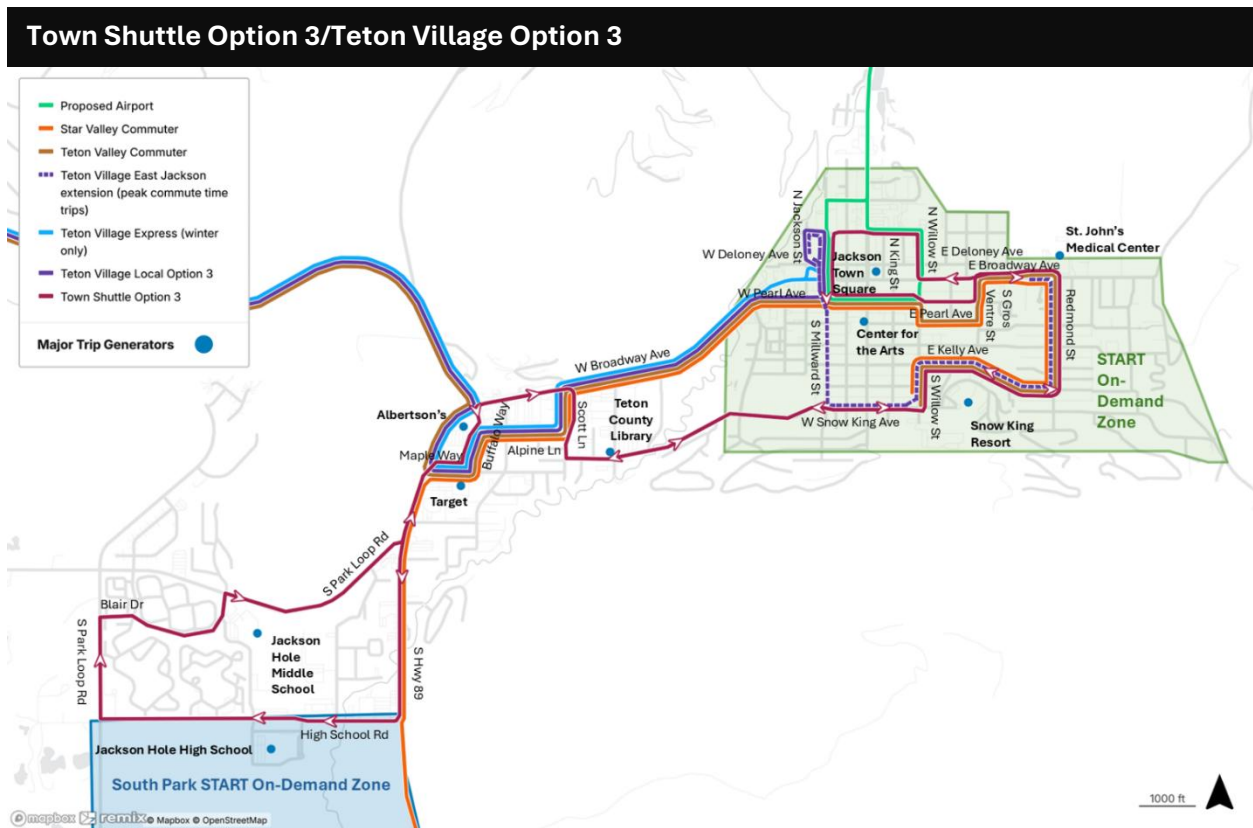


Figure 51: Town Shuttle Option 3/Teton Village Option 3 Key Facts

Key Facts

- Provides two-way service in much of East Jackson.
- Serves all Pearl Avenue stops.
- Bidirectional service provides greater directness, despite trade-offs in coverage.
- 11.49% of current boarding passengers see more frequent service, and 4.25% see less frequent service.
- 4.88% increase in cost over current.
- An additional 700 people and 400 jobs are within ¼ mile of a bus stop or on-demand coverage.

TOWN SHUTTLE 4/TETON VILLAGE 3 (TS4/TS3)

The Town Shuttle operates as a counterclockwise loop through East Jackson, traveling north on Redmond Street and south through Willow Street, serving key destinations and Pearl Avenue. At the same time, the Teton Village Local runs between Miller Park and Teton Village, serving Pearl Avenue between W Broadway and Milward Street, through Village Road Transit Center (Stilson), with select East Jackson extensions during commute periods. Teton Village Express provides direct service between Miller Park and Albertsons to Teton Village via Stilson while bypassing stops on Moose-Wilson Road.

Figure 52: Town Shuttle Option 4/Teton Village Option 3

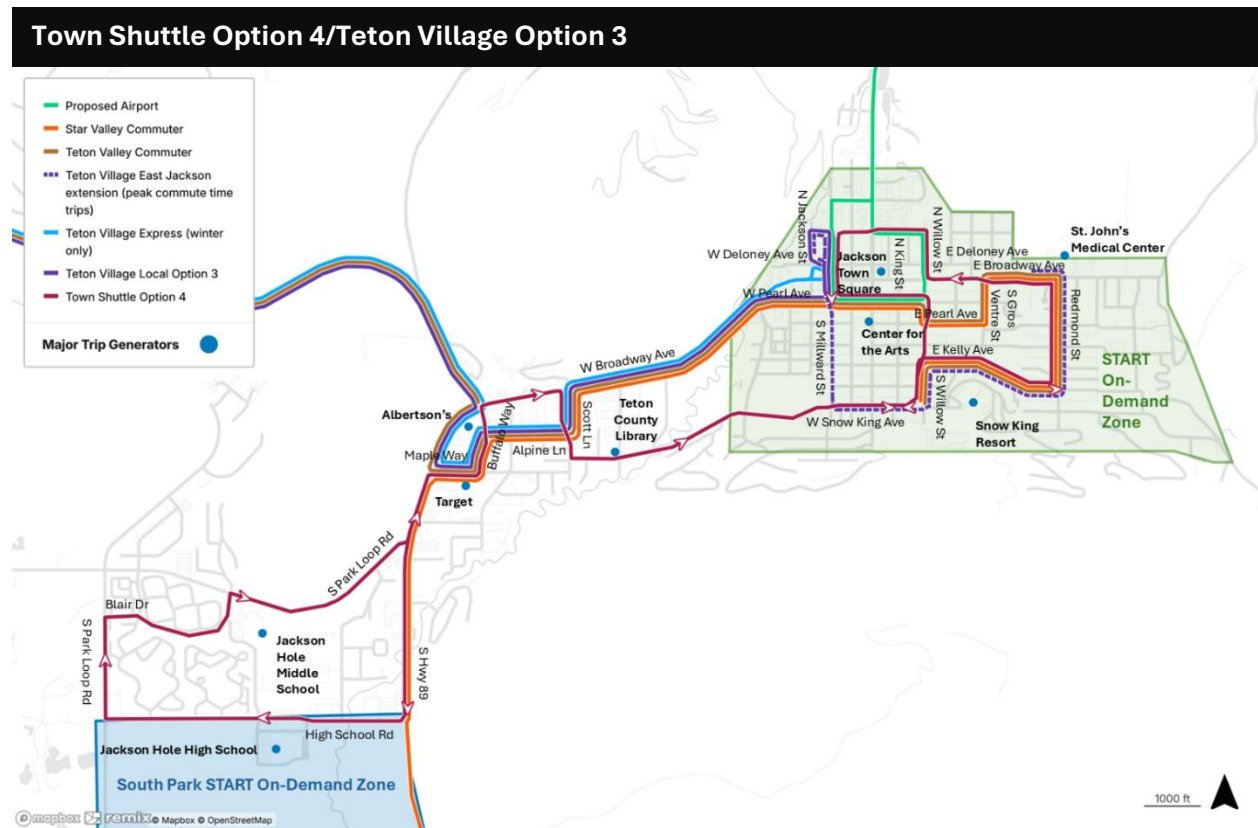


Figure 53: Town Shuttle Option 4/Teton Village Option 3 Key Facts

Key Facts

- Serves all Pearl Avenue stops.
- Loop coverage is preferred based on outreach, despite trade-offs in directness.
- 10.49% of current boarding passengers see more frequent service, and 4.25% see less frequent service.
- 4.49% increase in cost over current.
- An additional 700 people and 400 jobs are within ¼ mile of a bus stop or on-demand coverage.

Analysis of Network Combinations

Using a weighted scoring methodology developed with the Project Advisory Committee (PAC), each combination is evaluated across six key areas: population coverage, travel time comparisons, ridership impacts, cost and resource requirements, outreach, and operations. Overall, the TS3/TV3 network alternative scored highest because it provides the greatest ridership increase with more frequent service, maintains strong coverage and connectivity, and aligns well with public input, all while keeping cost increases modest. Although TV4/TV3 scored nearly as well, its longer travel time between key destinations and complex loop routing made TS3/TV3 the preferred choice for balancing performance, community preferences, and operational feasibility.

POPULATION COVERAGE

All network alternatives show improved population coverage compared to the current service. The main increase in coverage results from the expansion of the South Park area via the START On-Demand service. The extent of change to population coverage is the same for all network alternatives. All networks serve approximately 700 additional people and 400 additional jobs within a quarter mile of a bus stop or On-Demand coverage area. Eliminating the Teton Village South route results in a slight decrease in coverage around the High School, although the Teton Village Local and the Town Shuttle also serve most of the stops previously served by Teton Village South.

Table 1: Population Impacts

Categories	Current	All network alternatives
Population	5,200	5,900
Households	600	1,000
Jobs (work)	8,400	8,800
Total in Poverty	312	295
Total Minority	1,976	2,065
Car-free households	-	20
People living with a disability	260	354
Age 65+ population	468	649
Population under 17	1,040	1,180
Number of people who speak English Less than Very Well	572	767

TRAVEL TIME COMPARISONS

Travel time analysis examines key origin-destination pairs throughout the network. Areas showing travel time improvements include the connection between the High School and Snow King Avenue (transfer removed by the new Town Shuttle service) and the route from Miller Park to Teton Village via the Village Local (reduced from 51 to 38-41 minutes). Travel times increase slightly for some trips near the High School to Miller Park and to Teton Village, as riders may need to transfer between the Town Shuttle and Village services. Travel times between the Library and High School have decreased significantly: 18 minutes to 11 minutes for the High School and 33 minutes to 13 minutes for the Library.

Table 2: Market Travel Times

Market	Current	TS1 TV1	TS2 TV1	TS3 TV1	TS4 TV1	TS1 TV3	TS2 TV3	TS3 TV3	TS4 TV3
Miller Park to Teton Village via Local	51	38	38	38	38	41	41	41	41
Miller Park to High School	21	24	20	26	24	24	20	26	24
High School to Miller Park	16	27	27	27	27	27	27	27	27
High School to Snow King	37	17	17	17	17	17	17	17	17
Snow King to High School	21	14	14	14	14	14	14	14	14
High School to Teton Village	37	47	47	47	47	47	47	47	47
Teton Village to High School	29	48	48	48	48	48	48	48	48
Snow King to Teton Village	40	47	47	47	47	47	47	47	47
Hospital to Miller Park	5	4	4	4	4	4	4	4	4
Miller Park to Hospital	5	4	55	5	55	4	55	5	55
Hospital to High School	27	20	32	20	31	20	32	20	31
High School to Hospital	42	22	22	22	22	22	22	22	22
Library to Teton Village	37	52	52	52	52	52	52	52	52
Teton Village to Library	31	38	38	38	38	38	38	38	38
Library to High School	18	11	11	11	11	11	11	11	11
High School to Library	33	13	13	13	13	13	13	13	13
Library to Miller Park	14	14	14	14	14	14	14	14	14
Miller Park to Library	14	13	9	15	13	13	9	15	13
Hospital to Teton Village	46	50	46	52	50	50	46	52	50
Teton Village to Hospital	40	47	47	47	47	47	47	47	47

RIDERSHIP IMPACTS

Ridership impact analysis examines what percentage of current boarding passengers would see the same frequency, more frequent service, or less frequent service under each network alternative. The net benefit is calculated by subtracting the percentage seeing less frequent service from the percentage seeing more frequent service. Net benefits range from 3.00% to 7.24% across the network alternatives. The PAC identified this metric as one of the most important criteria, noting that the net ridership benefit combined with travel time represents the 'sweet spot' for evaluating network performance. The analysis shows that all alternatives provide net improvements in service frequency for riders.

Table 3: Ridership Impacts

Market	TS1/TV1	TS2/TV1	TS3/TV1	TS4/TV1	TS1/TV3	TS2/TV3	TS3/TV3	TS4/TV3
Same Frequency	80.20%	83.83%	84.25%	85.26%	80.20%	83.83%	84.25%	85.26%
More Frequent	11.40%	10.39%	11.49%	10.49%	11.40%	10.39%	11.49%	10.49%
Less Frequent	8.40%	5.78%	4.25%	4.25%	8.40%	5.78%	4.25%	4.25%
Net Benefit	3.00%	4.61%	7.24%	6.23%	3.00%	4.61%	7.24%	7.24%

COST AND RESOURCE REQUIREMENTS

Resources are defined as the combination of additional buses, additional driver hours, and distance traveled, all of which contribute to the total operating cost. All network alternatives maintain 18 peak fixed-route buses. The growth in operating costs ranges from 5.53% to 7.33% above current costs. The cost increases are kept relatively low by reallocating resources from the discontinued Village South route to add a fourth bus to the town shuttle service. START On-Demand hours, and costs remain constant across all alternatives at 19,161 hours and \$1,302,109 annually.

Table 4: Cost and Resource Impacts (FY 2025 Costs)

Market	Current	TS1/TV1	TS2/TV1	TS3/TV1	TS4/TV1	TS1/TV3	TS2/TV3	TS3/TV3	TS4/TV3
Fixed Route Revenue Hours	54,049	58,940	58,940	58,940	58,940	59,047	59,047	59,047	59,047
Fixed Route Revenue Miles	921,208	969,085	920,842	963,381	935,814	1,003,298	955,056	997,595	970,027
Peak Fixed Route Buses	18	18	18	18	18	18	18	18	18
Fixed Route Estimated Cost	\$5,203,552	\$5,627,413	\$5,563,531	\$5,619,861	\$5,583,356	\$5,680,638	\$5,616,756	\$5,673,086	\$5,636,582
START On-Demand Hours	19,161	19,161	19,161	19,161	19,161	19,161	19,161	19,161	19,161
START On-Demand Cost	1,302,109	1,302,109	1,302,109	1,302,109	1,302,109	1,302,109	1,302,109	1,302,109	1,302,109
Total Operating Cost	\$6,505,661	\$6,929,522	\$6,865,640	\$6,921,970	\$6,885,465	\$6,982,747	\$6,918,865	\$6,975,195	\$6,938,691
Operating Cost Growth		6.52%	5.53%	6.40%	5.84%	7.33%	6.35%	7.22%	6.66%

PUBLIC OUTREACH

Findings from the public outreach process are summarized for each route option below. These comments were used to inform the scoring of each network on how well it responds to public comments.

Town Shuttle Option 1

The public emphasized that access to the Library, Snow King, and Hospital is important, and that East Jackson coverage is valued and needed. They expressed a strong preference for the bidirectional route design over loop designs. However, PAC/Stakeholders noted concerns that this option fails to serve Pearl Avenue when paired with Teton Village 1, creating a risk that expanded East Jackson coverage comes at the cost of losing existing riders. The Options Survey showed that eliminating Pearl Avenue service (Option 1) scored only 26% preference, suggesting this approach does not align with public priorities for maintaining comprehensive coverage.

Town Shuttle Option 2

The public valued East Jackson coverage and some Pearl Avenue service over none. However, PAC/Stakeholders noted that one-directional loop designs like TS2 were slightly more popular due to coverage, though concerns about travel times to certain markets were raised. When paired with Teton Village 1, this combination eliminates most Pearl Avenue service, and when paired with Teton Village 3, it provides Pearl Avenue coverage only through the Teton Village Local rather than the Town Shuttle, offering less frequent service. The loop design received negative public feedback, and this option combines partial elimination of Pearl Avenue service with that less-preferred design, retaining the least favorable elements of both initial options.

Town Shuttle Option 3

The public strongly supported this option because it serves Pearl Avenue (eastern stops), restores East Jackson service, and provides access to the Library, Snow King, and Hospital. It uses the bidirectional route design that received positive public feedback, providing greater directness without forcing riders to traverse an entire loop. PAC/Stakeholders valued that it provides Hospital access via Redmond Street in both directions. When paired with Teton Village 1 or 3, it maintains separate Express and Local service, with Teton Village 1 providing peak-hour East Jackson extensions for workers (a critical priority) and Teton Village 3 extending service to Pearl Avenue, which PAC/Stakeholders identified as important for serving hotels where guests are more likely to use transit.

Town Shuttle Option 4

The public and PAC/Stakeholders valued that this option serves all Pearl Avenue stops and provides the most comprehensive coverage in East Jackson, offering the greatest service footprint. Pearl Avenue coverage was identified as critical for serving hotels, and this option delivers maximum access. However, PAC/Stakeholders raised concerns about travel times for the counterclockwise loop design, which received negative public feedback because riders must travel the entire route to reach certain destinations. The loop creates directional imbalances and includes a long layover at Miller Park that, while supporting reliability,

increases overall travel time, particularly to the Hospital, which is a destination stakeholders identified as important to access efficiently.

Teton Village Option 1

PAC/Stakeholders identified direct East Jackson to Teton Village service as critical for workers across all peak-period combinations, and this option provides peak-hour East Jackson extensions. They suggested peak-period timing should accommodate both workers and skiers, with 3-4 PM departures in addition to 5-6 PM. However, when paired with Town Shuttle 1 or 2, this combination fails to serve Pearl Avenue, which PAC/Stakeholders and the public identified as important for hotels and overall coverage.

Teton Village Option 3

PAC/Stakeholders emphasized that Pearl Avenue coverage is important for Teton Village services because it serves hotels where guests are more likely to use transit, and this option extends service to Pearl Avenue. When paired with Town Shuttle 3, it maintains separate Express and Local services while providing comprehensive coverage of Pearl Avenue. However, when paired with Town Shuttle 1 or 2, Pearl Avenue is served only by the Teton Village Local, rather than by the Town Shuttle, providing less frequent and less predictable service while adding system complexity, which is contrary to PAC/Stakeholder emphasis on avoiding transfers (which significantly reduce ridership) and preferences for simplicity and direct routes.

OPERATIONS

The route design accounts for running time, layover time, and cycle time to achieve a recovery ratio between 0.10 and 0.20, ensuring schedule reliability and operational efficiency. Running time refers to the time buses spend in motion between stops; layover time is the scheduled pause at route endpoints; cycle time is the total round-trip duration; and the recovery ratio represents the proportion of layover time to running time. The analysis presented in

Table 5 uses the Winter schedule as its baseline. Additionally, turning movement concerns have been identified between Millward Street and Pearl Avenue, where START has noted that one or two parking spaces may need to be removed to accommodate southbound-to-westbound and westbound-to-northbound turning movements.

Table 5: Running Times, Layover Times, and Recovery Ratios

Service	Market	Current	TS1/TV 1	TS2/TV 1	TS3/TV 1	TS4/TV 1	TS1/TV 3	TS2/TV 3	TS3/TV 3	TS4/TV 3
Town Shuttle	Running Time	37	55	45	53	49	55	45	53	49
	Layover Time	8	5	15	7	11	5	15	7	11
	Total Cycle Time	45	60	60	60	60	60	60	60	60
	Ratio	0.22	0.09	0.33	0.13	0.22	0.09	0.33	0.13	0.22
Teton Village Local	Running Time	93	64	64	64	64	67	67	67	67
	Layover Time	27	26	26	26	26	23	23	23	23
	Total Cycle Time	120	90	90	90	90	90	90	90	90
	Recovery Ratio	0.29	0.41	0.41	0.41	0.41	0.34	0.34	0.34	0.34
Teton Village Express	Running Time	58	58	58	58	58	58	58	58	58
	Layover Time	22	22	22	22	22	22	22	22	22
	Total Cycle Time	80	80	80	80	80	80	80	80	80
	Recovery Ratio	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38

ANALYSIS CRITERIA, RANKINGS, AND SCORING

The ranking methodology employs inverse scoring, with 1 indicating the lowest rank and 9 the highest. For each criterion, networks are compared and ranked. For example, the lowest cost network receives a score of 9, while the highest-cost network receives a score of 1. Without applying any weighting to the criteria, Town Shuttle 3/Teton Village 3 (TS3/TV3) achieved the highest overall score. Outreach scores reflect the extent to which each alternative aligns with public input, particularly regarding Pearl Street service and improved coverage in East Jackson.

Table 6: Inverse Ranking

Market	Current	TS1/TV1	TS2/TV1	TS3/TV1	TS4/TV1	TS1/TV3	TS2/TV3	TS3/TV3	TS4/TV3
Coverage and Connectivity	1	9	9	9	9	9	9	9	9
Travel Time	6	9	6	4	1	9	6	4	1
Ridership Net Benefit	1	2	4	9	6	4	2	9	9
Resources	9	2	8	4	6	1	7	3	5
Outreach	1	2	4	6	7	3	5	8	9
Operations	5	1	7	6	3	2	4	9	8
Total	23	25	38	38	32	28	33	42	41

The PAC discussion emphasized that certain criteria should carry greater weight based on community priorities. The weightings below were developed based on PAC discussion, as the PAC identified ridership

net benefit and travel time as particularly important factors, with multiple members noting these should receive higher priority in the evaluation:

- Coverage and connectivity = 2 (connections are important)
- Travel Time = 1 (coverage is determined to be more important)
- Ridership Impact = 2 (impact is important)
- Resources = 1 (due to the cost difference being less than 5%)
- Outreach = 3 (responding to public opinion was important)
- Operations = 3 (reliable operations are important)

Table 7: Scoring (ranking multiplied by weighting)

Market	Current	TS1/TV1	TS2/TV1	TS3/TV1	TS4/TV1	TS1/TV3	TS2/TV3	TS3/TV3	TS4/TV3
Coverage and Connectivity	2	18	18	18	18	18	18	18	18
Travel Time	6	9	6	4	1	9	6	4	1
Ridership Net Benefit	2	4	8	18	12	8	4	18	18
Resources	9	2	8	4	6	1	7	3	5
Outreach	3	6	12	18	21	9	15	24	27
Operations	15	3	21	18	9	6	12	27	24
Total Score	37	42	73	80	67	51	62	94	93

Based on the scoring methodology, the TS3/TV3 network alternative is the winner, with a total score of 94 out of 108 points. This network combination ranks highest because:

- It maximizes the net ridership benefit (7.24%), providing the most riders with more frequent service while minimizing those with reduced frequency.
- Additionally, TS3/TV3 scores highest in operational reliability and aligns closely with public input, particularly regarding the Pearl Street service.
- The network maintains excellent coverage and connectivity while keeping cost increases modest at 4.33% above current operating levels.
- The PAC emphasized that ridership net benefit and travel time represent the "sweet spot" for evaluating network performance, and TS3/TV3 excels in these priority areas while balancing operational feasibility and community preferences.

While TV4/TV3 nearly got the best score with 93 points, its longer travel time between Miller Park and the Hospital, along with the complexity of the loop routing, made it less suitable for selection as the preferred network. Any gains in travel time from using Willow Street to shorten the route were insufficient to offset the disadvantage of not serving the hospital in both directions.

Final Network

Based on the overall analysis, the Town Shuttle 3/Teton Village 3 (TS3/TV3) combination is used as the final preferred network. After further discussion with START staff, several changes were also made to the Teton Village services, including:

- A rerouting of the Teton Village Local and Express to run further on Broadway and turn on Buffalo Way before going around Albertsons and heading to Teton Village instead of turning on Scott Lane to decrease travel times.
- A “Teton Village East” route following the current Teton Village Local alignment, serving East Jackson only during peak hours to carry workers and the public to and from Teton Village. This replaces the previous “east extension,” which connected to Teton Village services at Miller Park, and instead continues along Snow King Avenue, goes around Albertsons, and heads to Teton Village. It would be available in both winter and summer and would operate 3 morning (AM) and 3 evening (PM) trips.

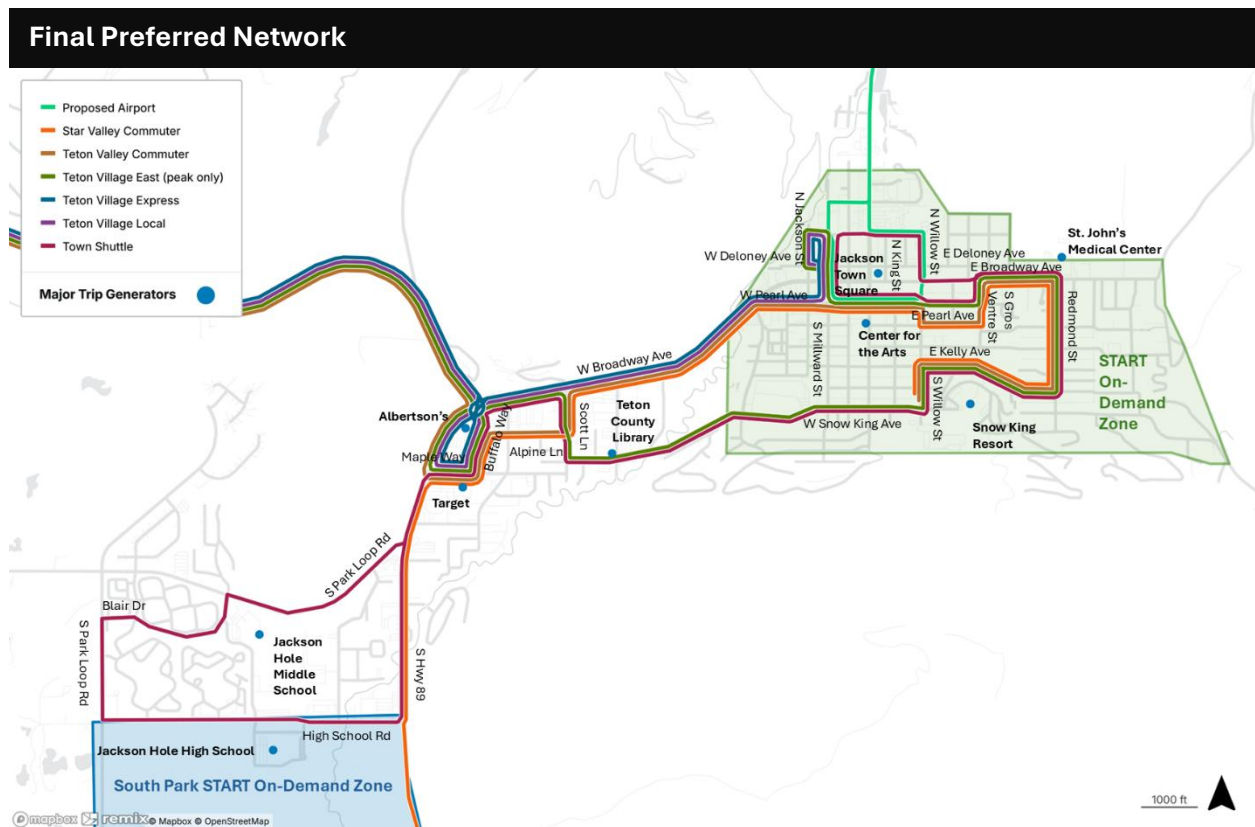


Table 8: Final Network Features and Changes

Route	Features and Changes
Town Shuttle	- Updates bidirectional route alignment to offer expanded coverage to East Jackson, reaching as far east as Redmond Street. - Maintain service along Pearl Avenue.
Teton Village Local	- Shorten alignment to improve service to every 30 minutes during the winter, reducing wait times compared to the current 40-minute frequency. Maintain the current schedule for the rest of the year. - Provides service along Pearl Avenue between W Broadway Avenue and Milward Street. This would allow the stop at Pearl Avenue and Jackson Street to be served. - Runs further on Broadway and turns on Buffalo Way before going around Albertsons and heading to Teton Village instead of turning on Scott Lane
Teton Village Express	Runs further on Broadway and turns on Buffalo Way before going around Albertsons and heading to Teton Village instead of turning on Scott Lane.
Teton Village East	A new route following the current Teton Village Local alignment, serving East Jackson only during peak hours to carry workers and the public to and from Teton Village. It continues along Snow King Avenue, goes around Albertsons, and heads to Teton Village. It would be available in both winter and summer and would operate 3 morning (AM) and 3 evening (PM) trips.
Teton Village South	<i>Discontinue</i>
Commuter Service	No change
START On-Demand	- Maintain current East Jackson service - Implement South Park/Rafter J/Melody Ranch service
Airport Service	Schedule adjustment (already made)
ADA Service	No change
Shared Mobility Enhancements	- Vanpool - Car share - Bike Share - Guaranteed ride home

There are three scenarios for implementing the network, each based on available funding for START services, as outlined below:

- **Current Service Levels:** Implementing the preferred network with the current service parameters of today's operation would result in an increase in cost for START.
- **Current Resource Levels:** Reducing frequency and service span for certain routes to maintain revenue hours and miles similar to current operations.
- **Vision Network:** Adds additional service to START routes based on comments from the public and priorities set by the Project Advisory Committee.

Current Service Levels

This network scenario involves implementing the proposed service network with expanded resources to operate the same number of trips at the same level of service as today. In this scenario, the service spans and frequencies for Town Shuttle, Teton Village Local, Teton Village Express, and commuter services will

remain the same as those currently in operation. The Airport route would have fewer trips, and the Teton Village South service would be discontinued. START On-Demand would include the current East Jackson and the new South Park zones.

Table 9: Preferred Network Route Span and Headways (Current Service Levels)

Route	Season	Weekday Span	Weekday Headway	Weekend Span	Weekend Headway
Town Shuttle	Winter	6 AM – 11 PM	15	6 AM – 11 PM	15
	Spring/Fall	6 AM – 9 PM	15	6 AM – 9 PM	20
	Summer	6 AM – 9 PM	15	6 AM – 9 PM	15
Teton Village Local	Winter	5 AM – 10 PM	30	5 AM – 10 PM	30
	Spring/Fall	5 AM – 9 PM	60	5 AM – 9 PM	60
	Summer	5 AM – 9 PM	60	5 AM – 9 PM	60
Teton Village Express	Winter	6 AM – 10 PM	20	6 AM – 10 PM	20
Teton Village East	All year	6 AM – 9 AM, 3 PM – 6 PM	3 trips	6 AM – 9 AM, 3 PM – 6 PM	3 trips
Airport	Winter	5 AM – 9 PM	17 trips	5 AM – 9 PM	17 trips
Star Valley Commuter	All year	5 AM - 7 AM, 4 PM – 6 PM	3 trips	-	-
Teton Valley Commuter	All year	5 AM - 7 AM, 4 PM – 6 PM	3 trips	-	-

Current Resource Levels

The maintain-current resources network would introduce a new network without increasing resources in terms of revenue hours, miles, and buses operated. The implication is that, due to the new Town Shuttle's longer cycle time and the new Teton Village East service, all of which are partially offset by shorter travel times and trip reductions on some winter-season routes, service levels will need to be reduced to operate with the same resources as today. START On-Demand would include the East Jackson zone and the new South Park zone. The resource-neutral network would operate with reduced trips during periods of lower ridership as described below:

- **Town Shuttle** – reduction of service to every 20 minutes all day, with higher ridership time periods having 15-minute service. Service could operate every 30 minutes during the first and last hour of each day.
- **Teton Village Local** – provide hourly service during the winter period except during peak demand hours.
- **Teton Village South** – Discontinue service on this route.
- **Teton Village East** – Reduce service from three roundtrips to two roundtrips each day.
- **Airport** – Discontinue service to the airport.

Vision Network

The vision network presents options that can be implemented on top of the preferred plan and are based on finding additional funding. These service increases would further enhance the preferred network by increasing service levels to make transit more convenient to use and address crowded buses. The vision network improvements are based on public comments on service improvements, with prioritization provided by the Project Advisory Committee. The vision network improvements would require additional funding, either through current sources or new ones, and would be implemented as funding becomes available. The vision network improvements are listed below:

- **Town Shuttle** – Improve service headway to every 12 minutes all year.
- **Teton Village Local** – Add four roundtrips per day all year, providing additional service during periods where crowding is greatest on the Teton Village Local.
- **Teton Village Express** – Add six additional roundtrips per day to the Teton Village Express during the winter season, during time periods where it is the greatest on the Teton Village Local.
- **Airport** – Provide year-round service on the Airport route.
- **Star Valley and Teton Valley Commuter** – add two additional roundtrips on both the Star Valley and Teton Valley commuter routes on weekdays and introduce weekend service with two roundtrips on both routes.

Implementation Program

The implementation program presents a year-by-year outline of improvements. This implementation program reflects that many of the route changes are interconnected, which is why all the fixed route changes are implemented together. The vision network improvements are not included in the implementation program because they are not funded. The implementation program is presented below.

FY 2027

New shared mobility programs supportive of the transit network will also be implemented in Fiscal Year 2027, including the guaranteed ride home program, vanpool program, and carshare program. The bikeshare program implementation will continue to be studied in Fiscal Year 2027.

FY 2028

Fiscal Year 2028 would implement the new fixed route network. The fixed route changes include changes to the Town Shuttle, Teton Village Local, the New Teton Village East peak period service, and the discontinuation of the Teton Village South route.

FY 2029

In fiscal year 2029, the new South Park START On-Demand zone will be implemented. Resources for implementing this new START On-Demand zone include allocating revenue hours and a vehicle from the current East Jackson zone, based on reduced START On-Demand demand as many passengers transition to the Town Shuttle in East Jackson. The final shared mobility program, the bikeshare program, would be

implemented in fiscal year 2029 based on the findings of the bikeshare program studies. The preferred network will be fully implemented with the implementation of the bikeshare program.

Beyond Five Years

While the TDP is a five-year plan, additional improvements should continue and be evaluated in the next TDP. There are a few elements that should be considered starting in fiscal year 2032 and beyond, including:

- Conducting an update to the TDP.
- Study when and where additional commuter bus service could operate
- Continued study of the Wyoming 390 corridor to support safe stops and crossings that will improve transit operations.
- Continued study of new markets and new destinations, such as the Wilson area and access to Grand Teton National Park.

Capital Plan

The capital plan ensures START maintains a state-of-good-repair fleet while strategically expanding capacity to support the new network. This section details both replacement needs for aging vehicles and expansion requirements to implement service improvements. All vehicle purchases follow START's fleet replacement schedule and sustainability goals.

VEHICLE REPLACEMENTS AND EXPANSION

START has the number of buses needed to provide the current level of service and the preferred service plan. The one caveat regarding the number of buses is that one additional 30-foot bus is needed for the Town Shuttle to ensure a spare bus for this route. Therefore, the vehicle purchase plan is primarily geared towards replacing the current fleet and adding additional 30-foot buses to support the Town Shuttle. This program includes the following:

- Fiscal Year 2027 – replace one 40-foot bus with a diesel/electric hybrid bus and purchase two expansion 30-foot buses for the Town Shuttle
- Fiscal Year 2028 – Purchase a replacement ADA service van
- Fiscal Year 2031 – Purchase one replacement diesel/electric hybrid 40-foot bus

Improvements included in the vision plan would require additional buses. Based on START's projected peak buses, the peak fleet would be able to grow by one 40-foot bus to support the vision plan improvement. Planning for the fleet, including time to acquire additional vehicles, will be needed to implement the vision plan services.

TRANSIT AND MOBILITY HUBS

A Mobility Hub is a publicly accessible hub where shared means of transportation are available. They can be located at major destinations, park-and-ride locations, or bus transfer locations. Mobility hubs provide critical infrastructure for transit connectivity, parking, and multimodal access. Teton County has been

studying mobility hubs, and START would be a partner in their development. The following locations are being studied for mobility hub development:

- Home Ranch
- Miller Park
- Buffalo Way/Alpine
- Victor (Idaho) Transit Center

FACILITY IMPROVEMENTS

Facility improvements will support START's fleet and workforce. To accommodate fleet expansion and protect START's capital investment, facility improvements are essential; therefore, expanding indoor bus storage is recommended and has been studied. As the facility expansion plans are developed, START should also evaluate office and bus operator space.

Housing affordability is a major issue affecting all sectors of Jackson's economy, including START's ability to attract and retain employees. To support START's operations, affordable employee housing will need to be developed in close proximity to the START facility. START will need to coordinate with the Jackson/Teton County Affordable Housing Department to develop housing solutions for both year-round and seasonal START employees.

TECHNOLOGY

Implementing technology upgrades will benefit START in managing the system. START already uses tools to track bus locations and on-time performance, which are also available to the general public through the "Transit" smartphone application. For tracking ridership, START currently relies on manual bus operator sheets, in which bus operators fill out forms indicating how many people boarded the bus at a particular bus stop on each trip. For fare collection, routes with fareboxes do not record the number of riders or the fare types paid.

The capital program includes the purchase of automatic passenger counters (APCs). The APCs will allow START to collect information on both passenger boarding and alighting locations on every trip without relying on bus operators to fill out forms for ridership at each stop.

START should also upgrade its fare collection technology to enable more efficient tracking of fare revenue. A system upgrade, contingent on the findings of the fare policy study, would allow START to obtain fare classification counts and track riders' passes. Upgrading the fare system will also accommodate different payment methods that may be more accessible to visitors, such as credit card payments on buses.

ACCESS TO BUS STOPS AND PATH OF TRAVEL

Safe, accessible connections to transit stops are essential for transit access. The following high-priority pedestrian and bike connections have been identified through community engagement and technical analysis conducted by Teton County. These critical infrastructure needs would be implemented in partnership with Teton County and the Town of Jackson, with START as a stakeholder:

1. High School Road South Side Pathway – from South Park Loop to US89.
2. 390 Eastside Pathways Calico to Aspens – This connection will allow for consolidating the Calico/Aspens bus stops along WY 390.
3. South Park Loop Road from Blair Drive to US89/Maverick – This improvement would widen the sidewalk and provide connections to two START bus stops. This will support access to transit for new housing being constructed.
4. North King/Gill ‘Square about.’ – Currently, the Block bounded by Willow St, Gill St., King St., and Deloney St. sees a mix of transit buses, cars, bikes, pedestrians, commercial deliveries, and tour buses. This area is space-constrained with narrow streets and multiple uses. Teton County staff have designed a ‘square-about’ that will provide adequate space for each mode along the appropriate streets. This square-about uses one-way pairs to allow vehicular access to all destinations in the area while enabling safer bike and walk access.
5. Additional improvements along WY 390 to support long-term operation of the Teton Village bus routes without having to deviate from the road to serve passengers. This will require coordinating with WYDOT to establish safe bus stops and pedestrian crossings.

Financial Plan

The financial plan demonstrates the fiscal sustainability of the recommended transit network over a five-year period. It details both operating and capital costs, identifies revenue sources, and quantifies local funding requirements from Teton County and the Town of Jackson. The financial plan only includes the preferred service plan. This financial plan section presents the operating financial plan, capital financial plan, and the local revenues needed to fund START. This section presents the operating financial plan, the costs for the vision plan elements, the capital financial plan, and a breakout of local funding to support both operations and capital.

OPERATING FINANCIAL PLAN

Operating costs are the costs for operating the START service. This included fixed-route operations, ADA service, START On-Demand service, grant management and funding for the Grand Targhee Shuttle, vanpool program costs, and administration costs. The financial plan estimates an annual operating cost increase of 4% in administration costs and 6% in non-administration operating costs. The operating costs are presented on Table 10. These operating costs differ from the alternative costs as they reflect final routes and the additional service of the Teton Village East Route.

The operating costs for each improvement that make up the vision plan for each year are presented on Table 11. The vision plan improvements are not included in the implementation plan, nor are they funded as part of the financial plan. The projected costs and resources for the vision plan are shown to present options for increasing START service if additional funding is available.

Table 10: Projected Cost Estimate

		FY 2026 (current)	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Fixed Route	Vehicle Hours	54,049	54,049	60,937	60,937	60,937	60,937
	Vehicle Miles	786,632	786,632	1,035,606	1,035,606	1,035,606	1,035,606
	Peak Buses	18	18	19	19	19	19
	Operating Cost	\$5,326,870	\$5,646,482	\$6,982,597	\$7,401,553	\$7,845,646	\$8,316,385
ADA Service	Vehicle Hours	1,801	1,801	1,801	1,801	1,801	1,801
	Vehicle Miles	22,714	22,714	22,714	22,714	22,714	22,714
	Peak Buses	1	1	1	1	1	1
	Operating Cost	\$172,579	\$182,933	\$193,909	\$205,544	\$217,876	\$230,949
START On-Demand	Vehicle Hours	19,161	19,161	19,161	19,161	19,161	19,161
	Peak Buses	5	5	5	5	5	5
	Operating Cost	\$1,380,236	\$1,463,050	\$1,550,833	\$1,643,883	\$1,742,516	\$1,847,067
Grand Targhee Cost		\$159,838	\$166,231	\$172,880	\$179,796	\$186,987	\$194,467
Vanpool Cost		\$54,400	\$56,576	\$58,839	\$61,193	\$63,640	\$66,186
Administration Cost		\$2,222,852	\$2,311,766	\$2,404,237	\$2,500,406	\$2,600,422	\$2,704,439
Total Cost		\$9,316,774	\$9,827,038	\$11,363,295	\$11,992,374	\$12,657,088	\$13,359,493
Cost Growth		6.10%	5.48%	15.63%	5.54%	5.54%	5.55%

Table 11: Optional Add-On Vision Elements Cost Estimate

		FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Town Shuttle – 12-minute service	Vehicle Hours	7,117	7,117	7,117	7,117	7,117
	Vehicle Miles	76,619	76,619	76,619	76,619	76,619
	Additional Buses	1	1	1	1	1
	Operating Cost	\$703,430	\$745,636	\$790,374	\$837,796	\$888,064
Teton Village Local – four roundtrips per day	Vehicle Hours	198	198	198	198	198
	Vehicle Miles	38,344	38,344	38,344	38,344	38,344
	Additional Buses	2	2	2	2	2
	Operating Cost	\$73,448	\$77,855	\$82,526	\$87,477	\$92,726
Teton Village Express – six roundtrips per day	Vehicle Hours	1,080	1,080	1,080	1,080	1,080
	Vehicle Miles	7,973	7,973	7,973	7,973	7,973
	Additional Buses	2	2	2	2	2
	Operating Cost	\$101,303	\$107,382	\$113,825	\$120,654	\$127,893
Airport – year-round service	Vehicle Hours	3,033	3,033	3,033	3,033	3,033
	Vehicle Miles	52,068	52,068	52,068	52,068	52,068
	Additional Buses	-	-	-	-	-
	Operating Cost	\$328,669	\$348,389	\$369,292	\$391,450	\$414,937
Star Valley Commuter – two weekday roundtrips	Vehicle Hours	1,947	1,947	1,947	1,947	1,947
	Vehicle Miles	78,946	78,946	78,946	78,946	78,946
	Additional Buses	1	1	1	1	1
	Operating Cost	\$278,673	\$295,394	\$313,117	\$331,904	\$351,819
Star Valley Commuter – two weekend roundtrips	Vehicle Hours	780	780	780	780	780
	Vehicle Miles	31,580	31,580	31,580	31,580	31,580
	Additional Buses	-	-	-	-	-
	Operating Cost	\$111,582	\$118,277	\$125,374	\$132,896	\$140,870
Teton Valley Commuter – two weekday roundtrips	Vehicle Hours	1,972	1,972	1,972	1,972	1,972
	Vehicle Miles	58,390	58,390	58,390	58,390	58,390
	Additional Buses	1	1	1	1	1
	Operating Cost	\$250,188	\$265,199	\$281,111	\$297,977	\$315,856
Teton Valley Commuter – two weekend roundtrips	Vehicle Hours	790	790	790	790	790
	Vehicle Miles	23,356	23,356	23,356	23,356	23,356
	Additional Buses	-	-	-	-	-
	Operating Cost	\$100,174	\$106,185	\$112,556	\$119,309	\$126,468

START services are funded through a combination of federal, local, fares, and specific revenue funds that are partially or fully dedicated to transit services. Federal funding, through the Federal Transit Administration's Formula Grants for Rural Areas (Section 5311), represents the largest non-local revenue source, which is approximately 2/3 of all non-local funding. Section 5311 funds are projected to grow by 4 percent per year. The financial projection includes primary lease revenues growing by 10 percent per year and fares growing by 2 percent per year. The operating revenue projections are presented on Table 12.

Table 12: Projected Operating Revenue Sources

	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Federal Section 5311	\$5,080,423	\$5,255,293	\$5,436,898	\$5,625,542	\$5,821,542
Teton Village Area 2.1% Transfer Fee	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000
Short-term Rental Impact Fee	\$7,477	\$7,701	\$7,932	\$8,170	\$8,415
START Advertising	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
Airport Funding	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
Primary Leases	\$234,306	\$257,736	\$283,510	\$311,861	\$343,047
Insurance Reimbursement	\$0	\$0	\$0	\$0	\$0
Contributions and Donations	\$0	\$0	\$0	\$0	\$0
Miscellaneous Income	\$0	\$0	\$0	\$0	\$0
Interest Income	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000
Fares²	\$1,269,390	\$1,294,778	\$1,320,673	\$1,347,087	\$1,374,029
Total Non-Local Funding	\$7,549,095	\$7,773,008	\$8,006,514	\$8,250,159	\$8,504,532

² Assumes current fare policy and background growth of 3% per year

CAPITAL FINANCIAL PLAN

The capital financial plan details the costs of capital investments over the five-year planning period. The plan includes items directly purchased by START and included in the START budget, such as vehicle replacements and expansions, technology upgrades, and facility improvements. Other infrastructure critical to transit access, including pathway improvements and mobility hub development, is funded and implemented by the State of Wyoming, Teton County, and the Town of Jackson in partnership with START. The capital financial plan maintains a funding split of 80% federal and 20% local, as these capital program items fall within the Federal Transit Capital program administered by the Federal Transit Administration.

Table 13: Capital Financial Plan

	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Replacement Buses	\$1,248,000	\$0	\$0	\$0	\$1,459,983
Expansion Buses	\$2,496,000	\$0	\$0	\$0	\$0
ADA Vehicle Replacement	\$0	\$173,056	\$0	\$0	\$0
Bus Stop Improvements	\$0	\$95,200	\$0	\$0	\$95,000
Expand Indoor Storage	\$0	\$0	\$6,500,000	\$0	\$0
Automatic Passenger Counters	\$315,000	\$0	\$0	\$0	\$12,763
Total Capital Costs	\$4,059,000	\$268,256	\$6,500,000	\$0	\$1,567,746
Projected Federal Funding (80%)	\$3,247,200	\$214,605	\$5,200,000	\$0	\$1,254,197
Total Local Funding (20%)	\$811,800	\$53,651	\$1,300,000	\$0	\$313,549

LOCAL FUNDING

Local funding represents the portion of START's operating and capital costs that must be covered by sources other than federal and state grants. Table 14 presents the total local funding requirement, which is calculated as total operating costs minus non-local funding sources (as shown in Table 10 and Table 12) and 20% of capital costs (as shown in Table 13). The local share comprises lodging tax revenue, Teton County funding, and Town of Jackson funding. Lodging tax projections are based on a 5% annual growth rate reflecting historical trends. The remaining local share after lodging tax is allocated between Teton County and the Town of Jackson using a 54% county and 46% town split. This cost share arrangement is negotiated annually, typically based on the population split between county and town jurisdictions.

Table 14: Overall Local Funding

	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Operating Cost (local share)	\$2,277,943	\$3,590,287	\$3,985,860	\$4,406,929	\$4,854,960
Capital Cost (local share)	\$811,800	\$53,651	\$1,300,000	\$0	\$313,549
Total Local Share	\$3,089,743	\$3,643,938	\$5,285,860	\$4,406,929	\$5,168,510
Lodging Tax	\$1,174,706	\$1,233,442	\$1,295,114	\$1,359,869	\$1,427,863
Teton County Share	\$1,034,120	\$1,301,668	\$2,155,003	\$1,645,412	\$2,019,949
Town of Jackson Share	\$880,917	\$1,108,828	\$1,835,743	\$1,401,648	\$1,720,697

Staff Requirements

Adequate staffing is essential to implement the preferred network and maintain high-quality service. START currently requires 47 bus operators to provide existing service levels. The management staffing structure is sufficient to accommodate the preferred plan's modest growth. The preferred plan requires 4 additional peak year-round bus operators beyond current levels to operate the enhanced Town Shuttle service and new route configurations. Seasonal operator staffing remains unchanged under the preferred plan. If the vision network improvements are fully implemented with additional funding, START would require a total of 15 additional year-round operators beyond current staffing levels, along with 2 additional winter-season operators to support the enhanced Teton Village services and expanded commuter routes described in the vision network.

Performance Metrics

The performance metrics serve as a tool to track START services and adjust, as necessary. Many of these metrics are also used to track the success of the TDP effort and serve as benchmarks for increasing service. The performance metrics presented in this section focus on service productivity, passenger comfort, and ridership benchmarks.

Many of the performance metrics are divided into two categories: short-term, to gauge performance after 2 years of implementation, and long-term, to gauge performance after 5 years of implementation. These two stages acknowledge that when service increases, ridership does not increase at the same rate; therefore, productivity and cost-per-passenger measures decline. Longer term, as demand increases, these performance measures improve. As these performance measures are used to monitor service, if routes are not meeting benchmarks, they should be evaluated to determine the reason, and service should be adjusted accordingly.

Productivity

Productivity measures ridership per unit of service. The two productivity measures are passengers per hour and cost per passenger. Passengers per hour is the number of passengers carried per revenue hour of service, measuring the service's utilization. As service is added, typically, there is a reduction in passengers per hour before ridership begins to grow, which is reflected in the short-term reduction presented in Table 15. START On-Demand is expected to decrease further with the changes to the Town Shuttle, leading to fewer passengers using the East Jackson START On-Demand, and the new South Park On-Demand zone having lower productivity than East Jackson.

Table 15: Passengers per Hour

	Current	Short-Term	Long-Term
Town Shuttle	23.0	20.0	25.0
Teton Village – Winter	22.5	20.0	20.0
Teton Village – Off Season	12.7	10.0	10.0
Commuter	14.5	16.0	20.0
Airport	4.1	5.0	12.0
START On-Demand	9.8	7.5	6.0
ADA	2.9	2.5	2.5

Cost per passenger is the total operating cost divided by the number of passengers, indicating the service's financial efficiency. Similar to passengers per hour, cost per passenger would increase as service is added, but as ridership responds, it will decrease. ADA ridership is not expected to increase, which is consistent with historical changes and reductions in ridership. START On-Demand ridership is expected to decrease based on changes to the Town Shuttle service, and the new South Park zone will have less ridership than East Jackson; therefore, the cost per passenger is expected to increase. Changes in operating costs do

affect the cost per passenger, so the cost per passenger figures shown in Table 16 need to be revisited annually.

Table 16: Cost Per Passenger

	Current	Short-Term	Long-Term
Town Shuttle	\$5.75	\$6.50	\$5.50
Teton Village – Winter	\$6.19	\$7.00	\$7.00
Teton Village – Off Season	\$10.81	\$11.00	\$10.00
Commuter	\$15.70	\$15.00	\$13.50
Airport	\$34.75	\$30.00	\$24.00
START On-Demand	\$7.14	\$8.50	\$10.00
ADA	\$44.64	\$45.00	\$50.00

Service Reliability

Service reliability measures how consistently transit services operate according to their published schedules. This is tracked through on-time performance metrics, which calculate the percentage of trips that arrive within an acceptable time window of 0 minutes early to 5 minutes late of their scheduled arrival time. Currently, all services achieve an on-time performance rate of 69%. In the short term, START wants to achieve a reliability standard of 70%, and in the long term, 75%.

Table 17: Service Reliability

	Current	Short-Term	Long-Term
All Services	69%	70%	75%

Passenger Comfort

Passenger comfort is important to support transit ridership. If using transit is uncomfortable, then riders may choose other modes of transportation. The passenger comfort guidelines are designed to monitor crowding and ensure that bus stop amenities are appropriately installed.

The vehicle crowding guideline, presented on

Table 18 presents the maximum number of passengers that should be on board a bus at a time. If the number of passengers exceeds these guidelines, passengers may be uncomfortable, or buses may have to leave some behind to wait for the next trip. This guideline should be used to determine when service should be changed to increase the number of bus trips operating.

Table 18: Vehicle Crowding

Vehicle	Seated	Standing	Total
30-Foot Transit Bus	27	10	37
40-Foot Transit Bus	39	12	51
Commuter Bus	55	12	67
ADA/START On-Demand	7	0	7

Bus stops are the primary access point for customers to use the START system. Typically, boarding passengers wait at bus stops to board. Passengers exiting the bus typically do not loiter at the bus stops. Therefore, it is important to provide amenities for boarding passengers. Below are guidelines for bus stop amenities based on the number of passengers boarding:

- **Bus stop signs** – present at all stops as signage is important for identifying where to board and alight from buses.
- **Benches** – A minimum of 10 boarding passengers per day to allow passengers to sit while waiting for a bus.
- **Shelter** – A minimum of 25 boarding passengers per day reflects a highly used stop where waiting shelters should be provided to protect passengers from the weather elements.
- **Real-time passenger information** – Real-time passenger information should be provided at the stops that have a minimum of 75 boarding passengers per day.

Ridership Growth Targets

The ridership projection is based on historical changes in ridership and on TDP improvements that enhance passenger service. Outliers in year-over-year ridership, such as the COVID-19 pandemic and the immediate recovery year, were discounted to obtain a more accurate assessment of background ridership growth. The ridership projection is presented in

Table 19. The greatest increase in ridership is between 2028 and 2029, since the TDP calls for most route changes to be implemented in Fiscal Year 2028. Overall ridership is a primary benchmark in measuring the success of the TDP. These ridership targets will also help determine when and whether portions of the vision network should be implemented, with routes that exceed ridership targets indicating demand for increased service.

Table 19: Ridership Growth and Targets

Calendar Year	Town Shuttle	Teton Village	Commuter	Airport	START On-Demand	ADA	Total
<i>Actual</i>							
2018	489,360	511,087	66,055	0	0	5,234	1,071,736
2019	488,667	533,711	70,942	0	0	5,386	1,098,706
2020	212,056	326,588	43,197	0	0	4,073	585,914
2021	189,154	232,184	45,087	0	7,222	5,568	479,215
2022	279,062	328,831	51,598	0	131,290	6,049	796,830
2023	352,359	332,287	53,184	1,000	176,101	5,724	920,655
2024	415,755	379,972	55,131	8,790	170,682	5,230	1,035,560
2025	422,116	394,282	55,629	7,547	160,921	5,051	1,045,546
<i>Projected</i>							
2026	439,000	414,000	58,000	7,900	163,000	5,100	1,087,000
2027	456,000	435,000	59,000	8,300	164,000	5,200	1,127,500
2028	525,000	456,000	61,000	8,600	115,000	5,300	1,170,900
2029	546,000	479,000	63,000	8,800	132,000	5,300	1,234,100
2030	568,000	494,000	65,000	9,000	136,000	5,400	1,277,400
2031	590,000	508,000	67,000	9,400	140,000	5,400	1,319,800

Conclusion

The Service Development Memorandum evaluated multiple service options, network combinations, and implementation strategies to identify the most effective transit network for the Jackson Hole region. Based on analysis of ridership impacts, operational costs, and performance metrics, the preferred plan network emerges as a balanced approach that addresses mobility needs while maintaining modest financial sustainability. Several key themes emerged from the service development process:

Enhanced Coverage and Frequency will Drive Town Shuttle Growth

The preferred Town Shuttle configuration prioritizes improved coverage. The analysis shows that the improved coverage will attract riders with access to major trip generators. Further frequency improvements from the vision network to every 12 minutes will reduce wait times and make transit more competitive with other modes of transportation.

Streamlined Teton Village Service Addresses Both Peak and Off-Season Demand

The preferred plan network addresses peak-season crowding and streamlines routes to Teton Village by increasing winter frequency and simplifying service patterns, while maintaining year-round operations to serve off-season and summer demand. Winter service improvements include more frequent Teton Village Local service and continued operation of the Teton Village Express for direct connections, with a potential Teton Village East route added for peak hours and the lower-productivity Teton Village South route discontinued.

Complimentary Mobility Programs Provide Options Beyond Fixed-Route Transit

Teton County is pursuing vanpool, car share, bike share, and guaranteed ride home programs to address trips that traditional transit cannot serve effectively. These programs will provide flexible alternatives for commuters, seasonal employees, and low-income residents while supporting first- and last-mile connections to the transit network.

Microtransit Expansion Provides Flexible Coverage In Lower-Density Areas

START On-Demand service strategically supplements fixed-route operations in areas where traditional transit is unavailable. The preferred plan's new approach ensures broader geographic coverage while shifting constrained On-Demand resources from East Jackson, where the Town Shuttle will provide greater frequency and reliability, to South Park.

Phased Implementation Approach Balances Ambition with Resource Constraints

The recommended network is designed for phased implementation: short-term enhancements achievable with existing resources and modest revenue increases, followed by long-term investments requiring additional funding and fleet and staff expansion. This approach enables START to demonstrate immediate success and build support and funding for future service improvements.

Strategic Partnerships can Extend START's Reach Beyond Direct Operations

Partnership opportunities identified through the TDP process offer ways to enhance transit services and leverage resources. The Senior Center of Jackson Hole operates a limited bus service in the South Park area that could be coordinated with START On-Demand. Private shuttle operators, including rental car companies that provide airport-to-town service and hotels that run shuttles to the airport and Teton Village, represent existing transportation infrastructure that could complement START's network through information sharing, coordinated scheduling, or formal partnership agreements.



START Bus Transit Development Plan: Survey Analysis



Prepared by:



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Executive Summary

The Transit Development Plan (TDP) serves as a comprehensive five-year roadmap that identifies service improvements and provides strategic recommendations for the START Bus system. This plan updates and builds upon the previous START Routing Plan 2020-2025, which focused on restructuring START's services to create a more efficient, higher-frequency transit network. The new TDP establishes a detailed blueprint to advance START's mission of enhancing regional mobility services while identifying the capital investments, operational costs, and funding mechanisms necessary to implement and sustain these improvements.

To inform this planning process, the project included two comprehensive public surveys designed to capture community perspectives on START Bus services across Jackson Hole's distinct seasonal patterns. These surveys collected data on how often people use START services, rider /non-rider demographics, system strengths and weaknesses.

Key findings from both surveys are summarized in this section and are organized by the season each survey was conducted. Within each season's results, key findings are further organized between riders and non-riders. This helps to highlight how perceptions of the service differs between each group and identify which improvements would encourage each group to make more trips on transit.

Full results of the winter survey can be found on page 17 and the full summer survey results are included on page 46.

Survey Methodology

The winter survey ran from March 17 through April 13, 2025, generating 781 responses, while the summer survey operated from July 1 through August 11, 2025, collecting 261 responses. The survey was conducted online with links provided on START's website and through bookmarks with a QR code handed out at bus stops, onboard buses, and at events. A limited number of paper surveys were made available for people who could not access the online version.

The surveys were advertised in the *Jackson Hole News & Guide*, *Buckrail*, posters onboard buses and bus stops, through social media posts from the Town of Jackson, and through banners on START's website. Both surveys were open to all community members, including current riders, non-riders, and visitors to the Jackson Hole region to ensure comprehensive input from all potential system users. Both surveys also asked about winter and summer usage preferences.

Current Winter Riders



Year-round residents choose transit despite high car ownership rates

- The majority of winter riders are year-round residents of Jackson Hole, not seasonal visitors. Most are working-age adults who are employed full-time and have access to personal vehicles, indicating they choose transit over driving. They tend to live and work in areas START Bus already serves, particularly the Town of Jackson and less so in Teton Village/Jackson Hole Mountain Resort.
- The rider population is predominantly White/Caucasian with limited representation from other racial or ethnic groups. English is the primary language for nearly all riders. Very few riders report having a disability that limits their ability to use fixed-route buses. Income levels are high, reflecting the region's overall economic profile.



Work and recreation drive most winter transit trips

- Work and recreation drive most winter transit trips, together accounting for the majority of all ridership. Work trips are slightly less common than recreational trips. Airport access and school-related trips show much lower usage rates.



Teton Village routes dominate winter ridership

- The Teton Village routes dominate winter ridership, used monthly by the majority of riders, most likely due to tourist activities at Jackson Hole Mountain Resort. The Town Shuttle ranks second in popularity.
- Most rides take between 15 and 30 minutes, except for the commuter routes from Teton Valley and Star Valley, where the majority of trips exceed 60 minutes due to their longer distances.



Strong service delivery exceeds rider expectations

- Riders gave high marks to service delivery. Driver courtesy tops the list, with drivers exceeding rider expectations by the widest margin of any service area. Safety and security on buses also score well, as does the cleanliness of buses. Riders also feel the cost of riding is reasonable for the service provided.
- The day-to-day experience of riding the START Bus meets or exceeds rider expectations in these core operational areas, demonstrating that the system handles basic service delivery effectively, even as other challenges persist.



Coverage gaps and reliability issues challenge riders most

- Three issues create the biggest gaps between what riders say is important and how satisfied they actually are with current service:
 1. The largest gap involves destinations served by transit. Riders consistently say the system doesn't reach enough places they need to go, whether for work, shopping, recreation, or other purposes (Rafter J/Melody Ranch, Library, Airport, East Jackson, Alpine, Hoback, etc.). This gap appears across all route types, suggesting a systemic issue rather than a problem with individual routes.
 2. The second-largest gap involves the distance to the nearest bus stop from home or trip origin. Many riders find bus stops aren't conveniently located for their needs, making it harder to choose transit over driving.
 3. The third major gap is the dependability of transit services. Riders want service they can count on, but delays and detours create frustration and make it difficult to rely on START Bus for time-sensitive trips.
- When asked what changes would most encourage more frequent use, riders prioritize more frequent service above all other improvements. Extended service hours and access to other destinations (Wilson, Rafter J/Melody Ranch, Airport, etc.) also rank highly.
- Teton Village residents express a stronger interest in extended service hours compared to Jackson residents. Infrastructure improvements such as heated bus shelters, improved parking at stops, and better walking conditions to bus stops receive modest but consistent support.
- Winter-specific challenges include snow and ice on sidewalks, overcrowded buses, and delays and detours. These seasonal obstacles can exacerbate existing service limitations during the winter months, when conditions are already challenging.



Most riders use free or employer-provided passes

- Most winter riders don't pay fares directly - they use free transit services within certain zones, Jackson Hole Mountain Resort season passes, or employer-provided passes. The majority of employer passes are used by JHMR employees, showing the strong connection between the ski resort and transit ridership.
- Only about one-third of riders pay directly, with payment by phone or tap card being the most common method, followed by cash.
- Riders show they are willing to pay higher fares, but only for meaningful improvements. Most would pay less than a dollar to save five minutes of travel time, showing strong resistance to paying more for marginal gains. However, as time savings increase, so does willingness to pay. The pattern is clear: riders will support fare increases for substantial service

improvements, but small incremental gains won't justify higher costs. This price sensitivity is particularly important for any fare policy changes, especially since most riders currently don't pay directly, and any new fares would represent a significant departure from their current experience.

- Perhaps most importantly, 61% of occasional riders, those who use START Bus only a few times per month, said they would use the service more frequently if travel times improved, representing substantial growth potential within the existing occasional rider base.



Riders report overcrowding and reliability challenges on Teton Village routes, long wait times for On-Demand service

- The Teton Village routes showed the highest ridership at 61% of monthly riders but also received the most input about specific service quality issues.
- Overcrowding rates are significantly higher for Teton Village riders compared to Town of Jackson services, as are reports of delays and detours. Teton Village residents express stronger preference for more frequent service and extended service hours compared to Jackson residents.
- START On-Demand showed the lowest performance across multiple survey metrics. It received the lowest satisfaction rating for the duration of on-demand wait times, showing substantial satisfaction gaps in both wait times and destinations served.
- Commuter routes from Teton Valley and Star Valley exhibit distinct patterns, with the vast majority of riders reporting trips exceeding 60 minutes and smaller gaps in destinations served compared to other services.

Current Summer Riders



Summer rider demographics mirror winter demographics with slight age shift

- The summer rider profile resembles that of winter, with the vast majority remaining year-round residents. The age distribution shifts slightly, with working-age adults still dominating ridership, but the spread is somewhat different across age groups. Car ownership remains high.
- Riders live in more varied locations in summer compared to winter, with locations outside the Town of Jackson making up a greater share of rider respondents. Most riders work in the Town of Jackson, with employment at Teton Village/Jackson Hole Mountain Resort remaining significant. Employment data shows most riders are employed full-time.
- The demographic makeup remains predominantly White/Caucasian, with increased Latino representation compared to winter riders. English remains the primary language for most riders, with Spanish as the second most common language. Very few riders report having a disability that limits their ability to use fixed-route buses. The income distribution among riders remains similar to winter patterns, reflecting the region's high-income levels.



Work commutes increase as recreation trips decline in summer

- Work-based trips become slightly more prominent compared to recreation-based trips during the summer, representing a larger share of summer trips compared to winter while recreation accounts for a smaller share of trips.
- Together, work and recreation still account for most of all summer transit trips, showing consistency in trip purposes across seasons despite shifts in their relative proportions. School usage remains low, as the survey was conducted during summer break when schools are not in session.



Town Shuttle becomes summer's most popular route

- Route preferences flip completely in summer. The Town Shuttle becomes the most popular route, used monthly by nearly half of riders. Teton Village routes drop to second place with significantly fewer monthly users than in winter.
- Trip durations remain similar to those of winter, with most trips falling within the 15- to 30-minute range. Commuter routes still see the longest trips, with the majority taking 60 minutes or more.
- However, summer brings a significant impact on congestion. Overall, trips show longer average commute times compared to winter, with more trips exceeding 60 minutes across all transportation modes. START Bus services experience the most severe impact, with extended trips jumping substantially from winter levels. This reflects increased traffic from summer tourism, creating delays throughout the system.



Operational excellence remains consistent across seasons

- The same operational strengths remain in the summer. Driver courtesy consistently receives the highest ratings, exceeding rider expectations by the widest margin. The cleanliness of buses, as well as the sense of safety and security on buses, also received ratings exceeding rider expectations. The cost of riding also exceeds expectations, though with a smaller gap.
- These consistent positive ratings across both seasons show that START Bus maintains high operational quality in the fundamentals of service delivery regardless of seasonal pressures.



Coverage and reliability gaps persist in summer

- The largest satisfaction gaps across all services were found in destinations served by transit, the dependability of transit services, and the frequency of local service. The distances from the nearest bus stop to the trip destination and from home to the nearest bus stop showed significant gaps as well.
- When asked directly what changes would most encourage more frequent use, riders continue to prioritize more frequent service. Access to other destinations receives substantial support overall, with non-riders prioritizing this even more highly. Extended service hours, reducing transit trip times, and infrastructure improvements, such as shade and shelters at bus stops, also receive support.
- Reported summer challenges include a lack of service where riders want to go (Smith's Plaza, Rafter J/Melody Ranch, Library, etc.), an increase from winter levels. Delays and detours remain problematic, and the lack of shade or shelter at bus stops was a substantial summer-specific concern. Overcrowded buses continue to be reported.

**Direct payment methods increase during summer season**

- Summer payment patterns shift slightly from winter. The share of riders not paying fares directly drops from winter levels. Use of free transit services, JHMR season passes, and employer-provided passes all decline somewhat, as expected with reduced ski activity and more diverse summer employment patterns.
- Direct payment methods become more common, with phone or tap card usage increasing from winter, and monthly pass usage rising noticeably.
- The willingness to pay for time savings decreases significantly in the summer compared to winter. Fewer current fare-paying riders would be willing to pay higher amounts for time savings compared to winter. This decreased willingness may reflect frustration with congestion-related service degradation; when summer traffic already makes trips slower and less reliable, riders may resist paying higher fares.
- The willingness to pay based on time saved remains consistent with winter patterns, with most unwilling to pay more than a dollar for small improvements. As time savings increase, the willingness to pay higher amounts increases proportionally, although the overall percentages willing to pay remain lower than those in winter across all time-saving categories.
- Growth potential among occasional riders remains strong but slightly lower than in winter. Just over half of occasional riders said they would use START Bus more frequently if travel times improved, compared to higher rates in winter. This still represents a significant opportunity for ridership growth, but the lower percentage may reflect the reality that summer congestion makes it harder to achieve travel time improvements.

**Town shuttle leads summer usage but shows more rider satisfaction gaps**

- The Town Shuttle shows the highest ridership, a reversal from winter when Teton Village routes led. The Town Shuttle exhibits the largest gap in destinations served among the fixed routes, while also showing substantial gaps in the dependability of transit services.
- Teton Village routes exhibit significantly lower monthly ridership compared to the winter season. These routes exhibit smaller satisfaction gaps for destinations served compared to Town Shuttle. However, the dependability of transit services shows large gaps. The level of crowding shows gaps larger than those of other START Bus routes and services.
- START On-Demand records the lowest performance metrics across multiple measures, with substantial satisfaction gaps for wait times, destinations served, dependability, and distance to destination.
- Commuter routes exhibit distinct travel time patterns, with the majority of riders reporting trips exceeding 60 minutes. These routes show moderate satisfaction gaps for destinations served and the smallest gaps for dependability among all service types.

Winter Non-Riders



Non-riders tend to be older residents with cars living outside service area

- Non-riders differ from riders in several important ways. While the vast majority are still year-round residents, they are significantly older than riders. A large share of non-riders are 65 or older, compared to a much smaller share of riders. This age difference correlates with other demographic patterns. Non-riders have much higher retirement rates and lower full-time employment rates than riders.
- Car access among non-riders is nearly universal, even higher than among riders. This means essentially all non-riders have a personal vehicle available, making them even more firmly in the category of choice users who would need strong reasons to switch from driving to transit.
- Fewer non-riders live in the Town of Jackson compared to riders. Non-riders are much more likely to live in areas with limited or no START Bus service, including South Park, Wilson, Teton Valley, and other locations distant from the main service area. This geographic distribution shows a clear connection between service availability and ridership. Where START Bus doesn't go, people don't ride.
- Employment patterns reinforce this geographic divide. Fewer non-riders work in the Town of Jackson or at Teton Village/Jackson Hole Mountain Resort compared to riders. Non-riders simply don't have the same geographic overlap with the START Bus service area in either their home locations or their work destinations.
- The demographic makeup is predominantly White/Caucasian with minimal representation from other racial or ethnic groups. English is the primary language for nearly all non-riders. A small percentage report having a disability that limits their ability to use fixed-route buses. Income levels reflect the region's high-income profile.

**Lack of service access more impactful than service quality on transit use**

- The number one barrier for non-riders is straightforward: no service where they want to go. Non-riders cite this as their primary challenge at rates significantly higher than riders. This difference reveals that non-riders face a fundamental coverage problem, not a service quality issue. They're not avoiding START Bus because buses are late or crowded - they're not riding because START Bus does not serve the places they need to go (Rafter J/Melody Ranch, Wilson, Moose, Library, Airport, etc.).
- Secondary barriers include snow and ice on sidewalks, which affect non-riders at lower rates to riders, and various infrastructure challenges like lack of parking at bus stops and poor walking conditions. However, these secondary barriers pale in comparison to the core issue of service coverage. No amount of heated bus shelters or improved sidewalks will attract riders from Wilson or South Park if no bus routes serve those areas.
- The open-ended "other" responses reinforce this finding. Many write-in responses specifically mentioned that there was no service in their area or near where they lived. While the survey question about challenges was geared toward physical barriers or access issues, many respondents simply stated the fundamental problem: START Bus doesn't operate where they need it.

**Expansion matters more than service quality to non-riders**

- Access to other destinations (Rafter J/Melody Ranch, Wilson, medical centers, Senior Center, etc.) ranks as the top request, significantly higher than riders. Non-riders want service to places that START Bus doesn't currently go, making this a key barrier to attracting new users.
- Secondary desires from non-riders include more frequent service, though this ranks lower as a priority than for riders. Better parking at stops appears as a request, suggesting that some non-riders might use park-and-ride facilities if they were available in areas where START Bus doesn't currently provide fixed routes. Extended service hours also appear as a desire, although again at a lower priority than coverage expansion.
- The pattern is consistent and clear: non-riders would prefer routes to more places, not better service on existing routes. Any service quality improvements would likely not encourage this market to use transit more.

Summer Non-Riders



Summer non-riders share demographics with winter non-riders, also rely on cars

- Summer non-riders exhibit some minor demographic shifts compared to winter, although many patterns remain consistent. The vast majority are still year-round residents. The age distribution shifts somewhat younger, with fewer in the 65-plus age group compared to winter. However, non-riders still skew significantly older than riders.
- Car access remains extremely high. Full-time employment increases in summer from winter levels, reflecting the strong summer tourism economy. Retirement rates drop from winter, consistent with the younger age distribution in the summer sample.
- Geographic patterns shift noticeably in summer. Non-rider responses from the Town of Jackson increased dramatically compared to winter. This shift may reflect sampling differences between seasons or could indicate that summer brings more non-riders from within the served area into the survey pool.
- The demographic makeup remains predominantly White/Caucasian with minimal representation from other racial or ethnic groups. English is the primary language for all non-riders in the summer sample. A small percentage report having a disability that limits their ability to use fixed-route buses. The income distribution reflects the region's high-income level, with concentration in upper-income brackets.



Access gaps more significant during peak tourism season

- The coverage gap intensifies significantly in summer. Substantially more non-riders cite "no service where I want to go" (Rafter J/Melody Ranch, Library, etc.) as their primary barrier compared to winter. This increase suggests that summer creates even more pronounced mismatches between where non-riders need to go and where START Bus operates.
- Secondary barriers shift to reflect seasonal differences. Delays and detours become more prominent, likely reflecting congestion during the tourist season that affects both riders and potential riders.
- Lack of shade or shelter at bus stops emerges as a summer-specific concern, though this affects non-riders less than riders. Walking conditions to bus stops also appear to be barrier, suggesting that summer heat and longer days make access issues more apparent.

**Access to new destinations remain top priority for attracting non-riders**

- Access to other destinations (Rafter J/Melody Ranch, Library, Airport, etc.) remains the top priority, at even higher rates than winter. This continued emphasis, combined with the increased percentage citing lack of service as a barrier, reinforces that coverage gaps become more acute in summer rather than less.
- Summer-specific preferences emerge in the improvement requests. Shade and shelters at more bus stops appear as a priority, reflecting comfort concerns during warmer weather that don't show up as prominently in winter surveys. Extended service hours also rank higher in summer, possibly reflecting longer daylight hours and extended tourism activity periods.
- More frequent service ranks similarly to winter as a desire, though it remains a lower priority for non-riders than for riders. The fundamental message stays consistent: non-riders need service to reach new destinations before frequency improvements on existing routes will matter to them.

Comparison of Winter and Summer Survey Results

Satisfaction with START Bus remains consistent between seasons, while perception of operational performance varies significantly

- The same core strengths of the services (driver courtesy, cleanliness, safety & security, cost of riding) consistently exceed riders' expectations in both seasons.
- The main weaknesses also remain similar, as riders remain unsatisfied with the destinations served by transit, dependability of transit services, and the frequency of local services.
- Riders' dissatisfaction becomes more pronounced in the summer, particularly regarding dependability. The summer shows significantly longer commute times across all modes and START Bus services.
- START On-Demand performs poorly across both seasons, consistently showing the lowest metrics across services.
- Riders prioritize more frequent service across both seasons, while non-riders do the same by prioritizing access to other destinations.

Demographics of riders and non-riders generally consistent between seasons

- The demographics largely remain the same across both seasons, though summer respondents tend to be slightly younger.
- Teton Village routes are the most popular service during the winter while Town Shuttle is the most popular service in the summer. Employment patterns mirror this shift, as employment at Teton Village/JHMR accounts for a significant number of riders in winter but decreases in summer, while employment in the Town of Jackson increases in summer.
- The purpose of trips shifts moderately but consistently, as work-related trips increase in the summer while recreational trips decrease; however, combined, they account for similar totals in both seasons.
- The most striking seasonal difference appears in rider confidence and willingness to invest in improvements. Summer respondents show decreased willingness to pay for service enhancements compared to winter, and occasional riders willing to increase usage if times improved also drop, suggesting summer's drop in performance may further discourage people's belief in achievable improvements.

Next Steps

The results of the surveys will be used to develop recommendations for the Transit Development Plan. Issues and ratings of routes will inform the service planning process to identify route changes, frequency changes, and new services. Rider demographics will be used to analyze the impacts of potential service changes, including any Title VI impacts. The fare study will use information from the fare related questions to identify and analyze potential fare policies.

Winter Survey Results & Analysis

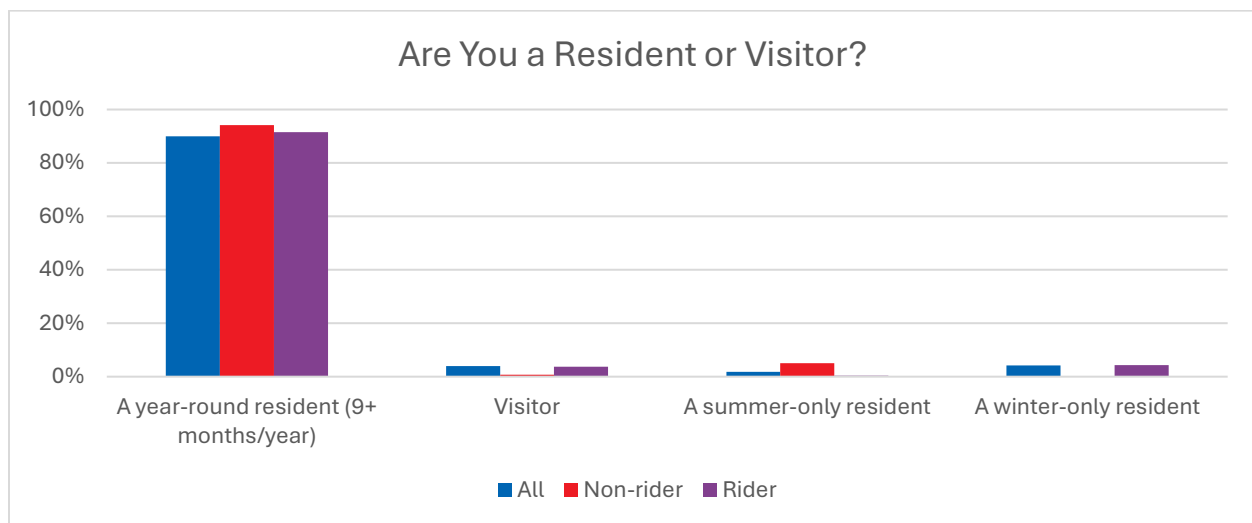
Geographic Patterns & Accessibility

The questions in this section examined whether participants were permanent residents or visitors to the area, their specific residential locations within the Jackson Hole region, their employment locations and status, their frequency of using various transportation modes (particularly START Bus services), and their primary motivations for utilizing START Bus services. The survey distinguished between transit riders and non-riders, allowing for comparative analysis between these two groups. Additionally, the questions investigated seasonal transportation patterns, specifically focusing on winter usage and employment patterns, while also gathering data on the most popular bus routes and services within the START Bus system.

Are You a Resident or Visitor?

An overwhelming majority, approximately 90% of winter survey respondents stated that they are year-round residents of the Jackson Hole region (see Figure 1). This is true for both riders and non-riders. The visitors and residents who responded to the survey are more likely to be riders than non-riders. Year-round residents have a greater stake in transportation in the region and are more likely to respond to the survey.

Figure 1: Are You a Resident or Visitor?

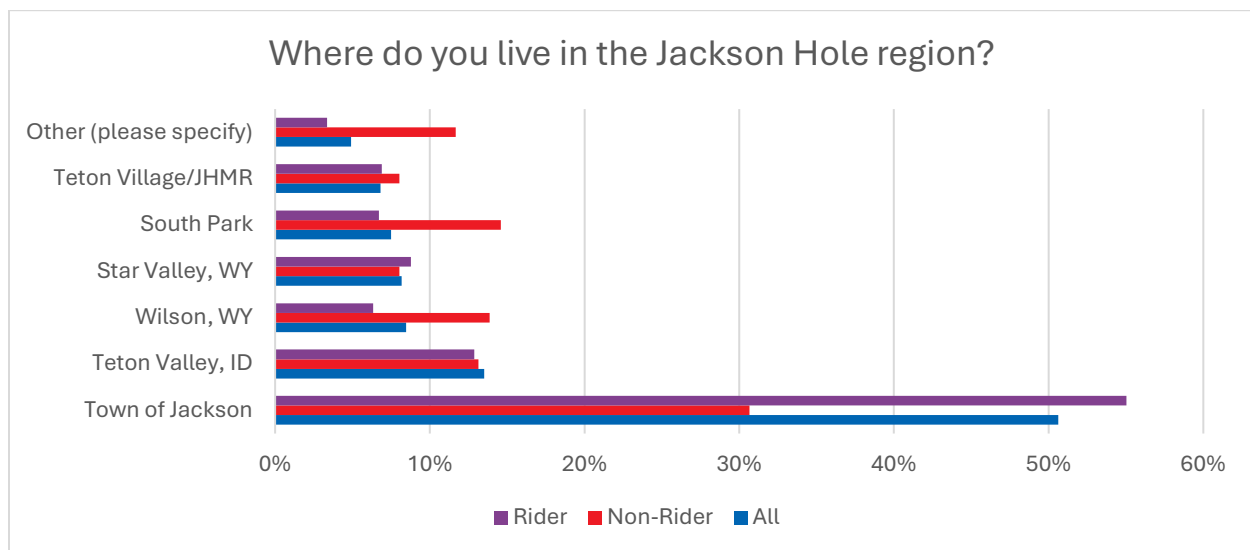


Sample size: 781 respondents

Where do you live in the Jackson Hole region?

According to Figure 2, more than half of all winter survey respondents (55%) said they live in the Town of Jackson. Only 31% of non-riders live in the Town of Jackson, while in certain areas like South Park, Wilson, and other locations, non-riders are a greater percentage of respondents than riders. This is likely due to limited availability of START Bus service. Other areas that are also distant from the Town of Jackson such as Teton Valley, ID and Star Valley, WY have similar percentages of respondents between riders and non-riders. In areas where transit is available, the riders made up a higher percentage of survey responses, while in areas that had little to no service had more non-riders responding to the survey.

Figure 2: Where do you live in the Jackson Hole region?

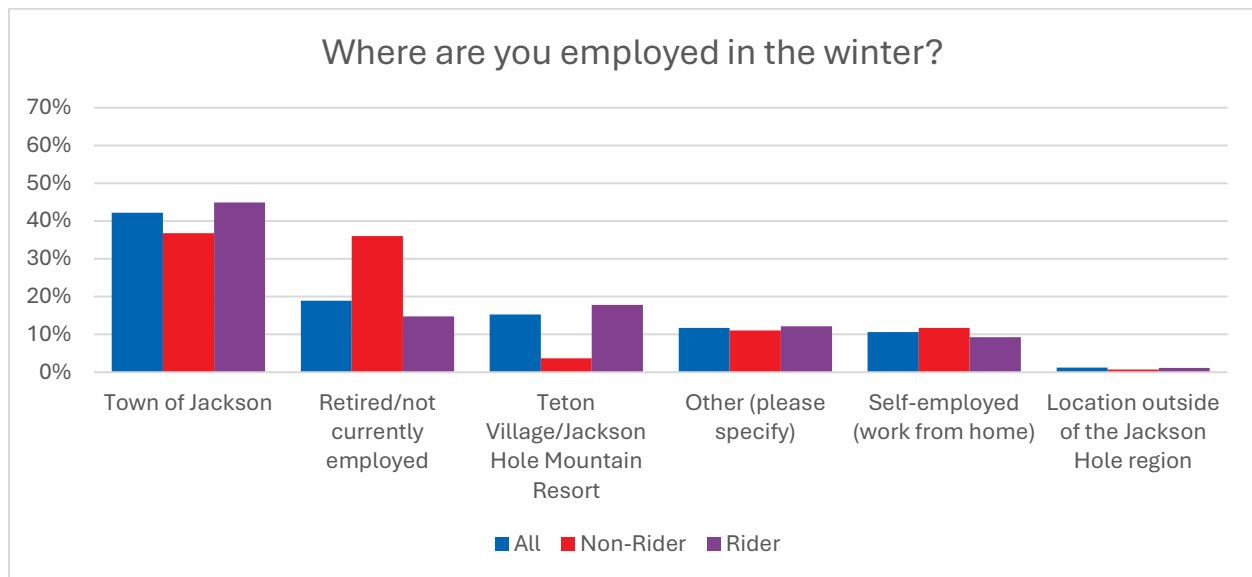


Sample size: 733 respondents

Where are you employed?

According to Figure 3, 42% of winter respondents said they are employed in the Town of Jackson, 19% said they are retired, and 15% said they are employed in Teton Village/ Teton Village/Jackson Hole Mountain Resort. The Town of Jackson represents 45% of riders and 37% of non-riders. Teton Village/Jackson Hole Mountain Resort represents 18% of riders and only 4% of non-riders. Additionally, 36% of non-riders are retired, compared to just 15% of riders. The areas that have the greatest response rates are the areas that have better access to transit and greater populations.

Figure 3: Where are you employed in the winter?

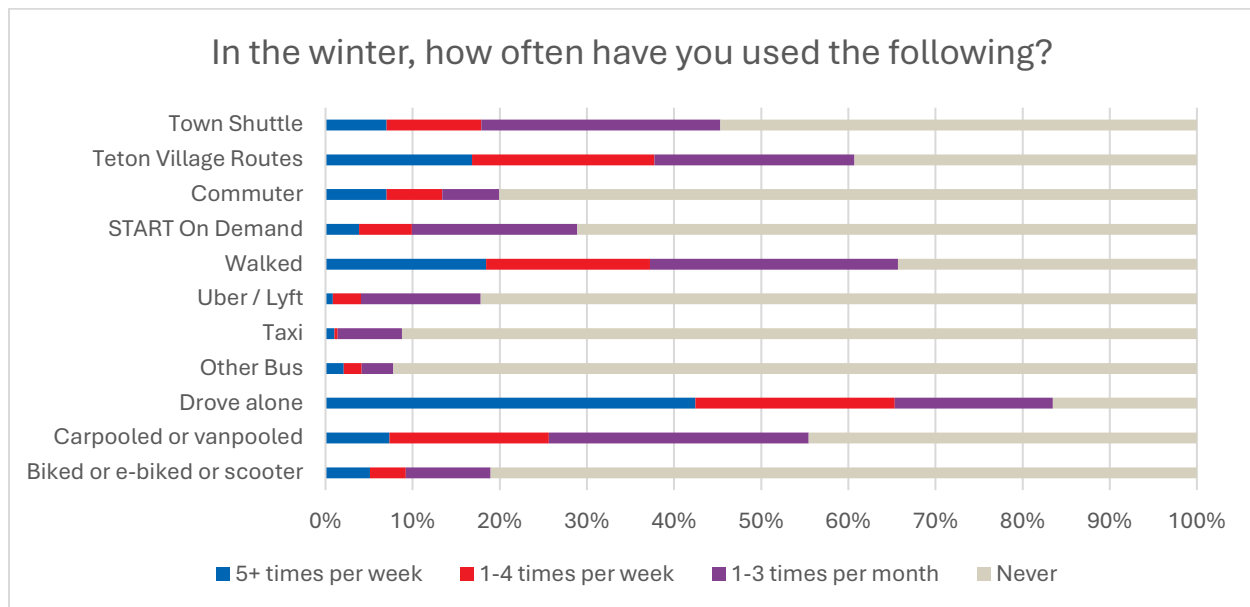


Sample size: 725 respondents

How often have you used the following?

This question allowed respondents to rate all modes. In winter, the Teton Village routes are the most popular START Bus service among all survey respondents, with 61% of the respondents indicating that they have used the service at least 1-3 times per month, followed by the Town Shuttle with 45% indicating that they have used the service at least 1-3 times per month (See Figure 4). Commuter routes to Teton Valley and Star Valley that serve longer-distance travelers were used at least once a month by 20% of riders, while START On-Demand was used at least once a month by 29%.

Figure 4: In the winter, how often have you used the following?

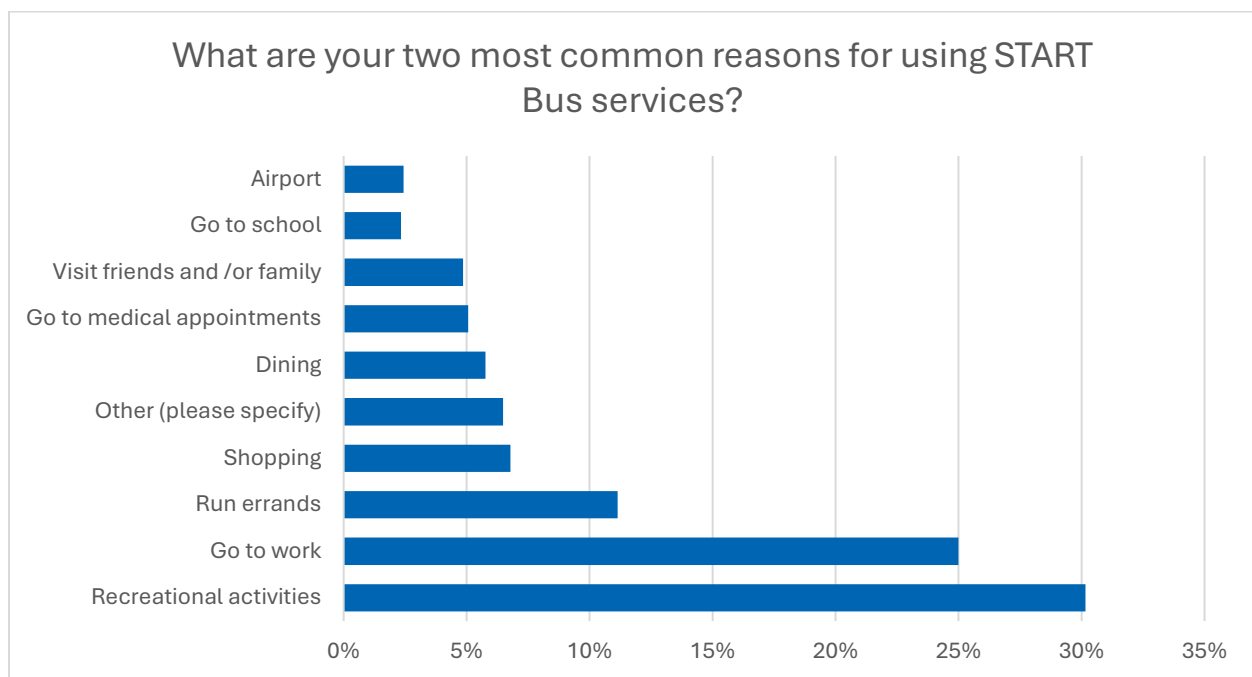


Sample size: 674 respondents

What are your two most common reasons for using START transit services (START On Demand or START Bus)?

Work and recreational trips account for about 55% of the reasons respondents use START Bus services. Recreational activities and work are the two most common reasons for using START Bus services, representing 30% and 25% of respondents. The low response rate for using the bus to access schools is primarily due to there being no colleges currently in the area and school aged students are less likely to respond to a survey. What the responses suggest is that START Bus is being used for access to jobs and for connecting them to activities in the area. The winter survey responses are shown on Figure 5.

Figure 5: What are your two most common reasons for using START Bus services?



Sample size: 691 respondents

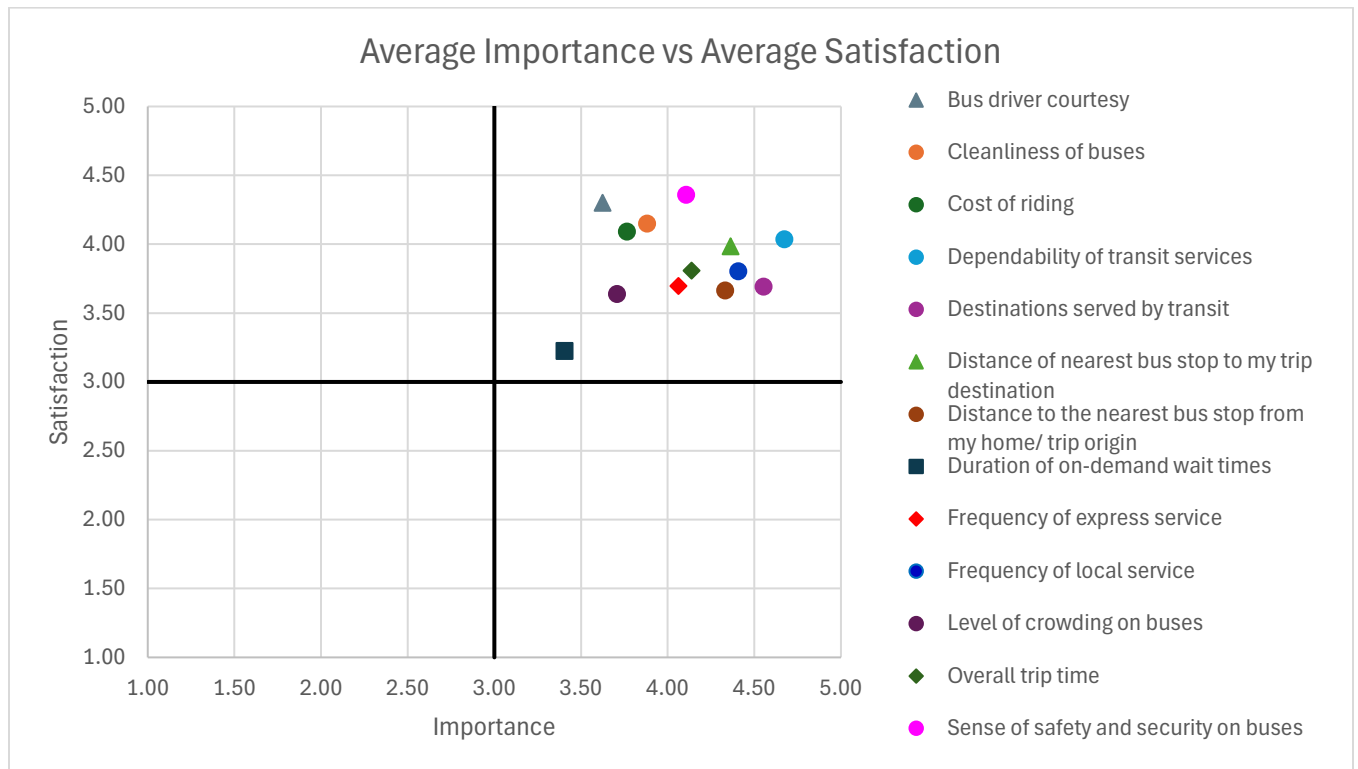
Service Quality & Satisfaction

The survey methodology involved two key evaluation components for START Bus services. When taking the survey, respondents assessed the importance of the areas of service when making decisions about using START Bus. They rated each area of service using a five-point scale ranging from “not at all important” (value of 1), “somewhat not important” (value of 2), “neutral” (midpoint value of 3), “somewhat important” (value of 4), and “very important” (value of 5). Following this importance assessment, respondents then evaluated their satisfaction levels with the same areas of service using an identical five-point scale, ranging from “not at all satisfied” (value of 1), “somewhat not satisfied” (value of 2), “neutral” (midpoint value of 3), “somewhat satisfied” (value of 4), and “very satisfied” (value of 5). The averages of the values were placed on a graph with neutral (3) assigned as the midpoint.

The resulting data was analyzed through a quadrant analysis graph that plots each area of service by comparing respondent importance ranking against their corresponding satisfaction levels. In the graph, areas of service positioned further to the right indicate the more important they are to respondents, while areas positioned higher on the vertical axis represent the more satisfied respondents are with those categories. The analysis uses a neutral rating of 3 as the central point for both dimensions.

Areas of service where satisfaction ratings exceed importance ratings would represent system strengths that surpass rider expectations. Conversely, areas of service where satisfaction ratings fall short of their corresponding importance ratings would indicate these are opportunities for system improvements to improve customer satisfaction. All areas of service fall within the upper right quadrant in Figure 6, which means that on average respondents generally view everything as important while expressing overall satisfaction.

Figure 6: Average Importance vs Average Satisfaction



Sample size: 482 respondents

To better understand the dynamic between importance and satisfaction, the analysis uses a satisfaction gap metric that calculates the difference between the areas of service respondents rated as important and how satisfied they were with START Bus services (i.e., average satisfaction score minus average importance score). The areas of service that exceeded rider expectations were bus driver courtesy (+0.67), cost of riding (+0.33), cleanliness of buses (+0.27), and sense of safety (+0.25). The areas of service that presented improvement opportunities were destinations served by transit (-0.86), bus stop access at home/trip origin (-0.67), dependability of transit services (-0.64) and frequency of local services (-0.61). Notably, the duration of on-demand wait times received both the lowest level of satisfaction (3.23) and the lowest importance rating (3.40). Table 1 below displays the averages of importance and satisfaction among all riders from the winter survey, along with the satisfaction gaps between their ratings.

Table 1: Importance/Satisfaction Averages and Gaps

Areas of Service	Average of Satisfaction	Average of Importance	Satisfaction Gap
Destinations served by transit	3.69	4.55	-0.86
Distance to the nearest bus stop from my home/ trip origin	3.66	4.33	-0.67
Dependability of transit services	4.03	4.67	-0.64
Frequency of local service	3.80	4.41	-0.61
Distance of nearest bus stop to my trip destination	3.98	4.36	-0.38
Frequency of express service	3.70	4.06	-0.36
Overall trip time	3.81	4.14	-0.33
Duration of on-demand wait times	3.23	3.40	-0.18
Level of crowding on buses	3.64	3.71	-0.07
Sense of safety and security on buses	4.36	4.11	0.25
Cleanliness of buses	4.15	3.88	0.27
Cost of riding	4.09	3.77	0.33
Bus driver courtesy	4.30	3.63	0.67

Sample size: 482 respondents

Table 2 below displays the satisfaction gaps broken down by the START Bus service used by the respondents during the winter (i.e., The gap of satisfaction among those who rode the Town Shuttle, Teton Village, etc.). “Destinations served by transit” has the greatest gaps for all routes, but it’s lowest for the Commuter routes and highest for Teton Village routes. START On-Demand has a substantial gap for the “Duration of on-demand wait times.”

Table 2: Satisfaction Gaps for START Bus Services

Areas of Service	Town Shuttle	Teton Village Routes	Commuter	On-Demand
Destinations served by transit	-1.01	-0.75	-1.14	-1.09
Dependability of transit services	-0.71	-0.70	-0.64	-0.68
Distance to the nearest bus stop from my home/ trip origin	-0.67	-0.68	-0.72	-0.73
Frequency of local service	-0.68	-0.66	-0.70	-0.67
Frequency of express service	-0.32	-0.46	-0.29	-0.54
Distance of nearest bus stop to my trip destination	-0.58	-0.27	-0.59	-0.43
Overall trip time	-0.32	-0.34	-0.57	-0.32
Duration of on-demand wait times	-0.32	-0.12	-0.26	-0.95
Level of crowding on buses	-0.13	-0.17	-0.22	0.05
Sense of safety and security on buses	0.13	0.35	-0.03	0.28
Cleanliness of buses	0.15	0.38	-0.05	0.29
Cost of riding	0.31	0.45	-0.28	0.33
Bus driver courtesy	0.51	0.72	0.80	0.60

Sample size: 482 respondents

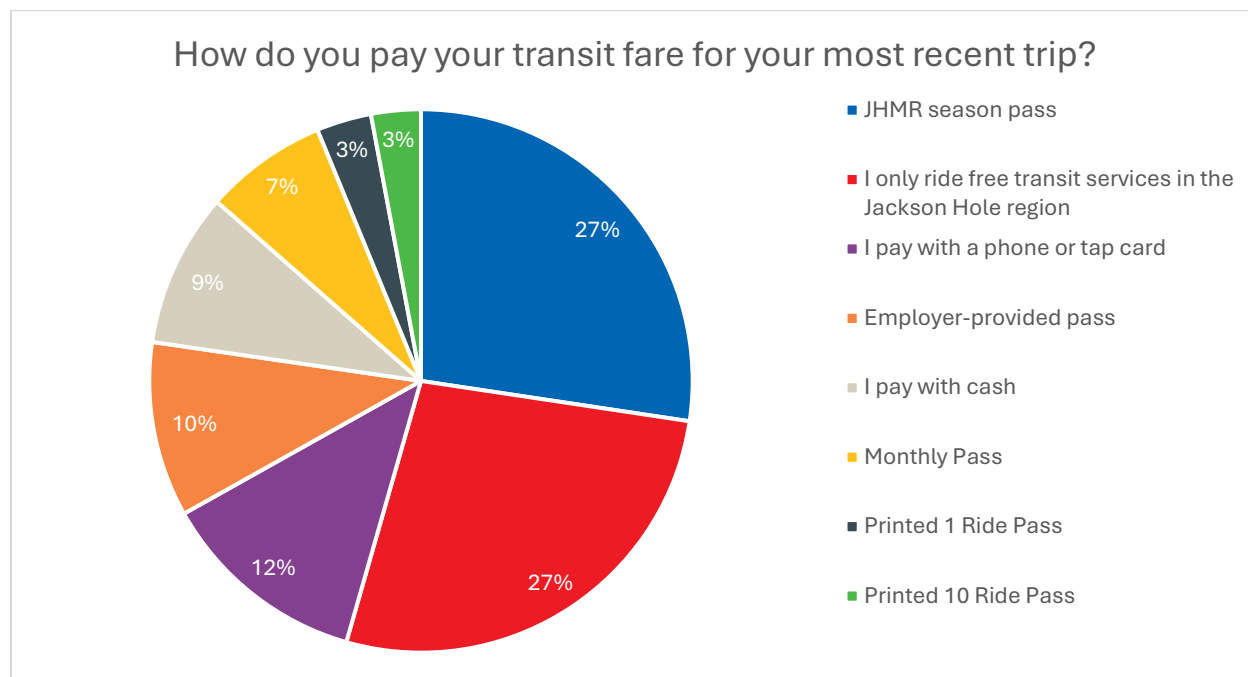
Fares

In this section, respondents were asked about their payment methods for their most recent transit trip, including whether they used free services, various types of passes, or direct payment options. The survey also asked about commute duration, asking participants to estimate their one-way travel time in minutes. To understand willingness to pay for service improvements, riders were asked how much they would be willing to spend to save specific amounts of time (5, 10, or 15 minutes) on their START Bus trips. Finally, the survey explored potential rider behavior changes by asking how frequently respondents would use START Bus services if travel times were improved based on their previous responses about fare tolerance.

How did you pay your transit fare for your most recent trip?

According to Figure 7, 64% of respondents are not paying fares directly (free fares, employer passes, JHMR season passes). Broken down, 27% of respondents only rode free transit services in the Jackson Hole region, meaning that the origin and destination of their trip stayed within the Town of Jackson or were between the Village Road Transit Center and Teton Village. The most common indirect payment method was the Jackson Hole Mountain Resort season pass at 27%, followed by the employer-provided pass at 10%. The most common direct payment methods were payment with a phone or tap card at 12%, and cash at 9%. As shown in Table 3, JHMR employees made up 75% of employer-provided passes in the winter.

Figure 7: How did you pay your transit fare for your most recent trip?



Sample size: 471 respondents

Table 3: Transit fare payment method by employment status

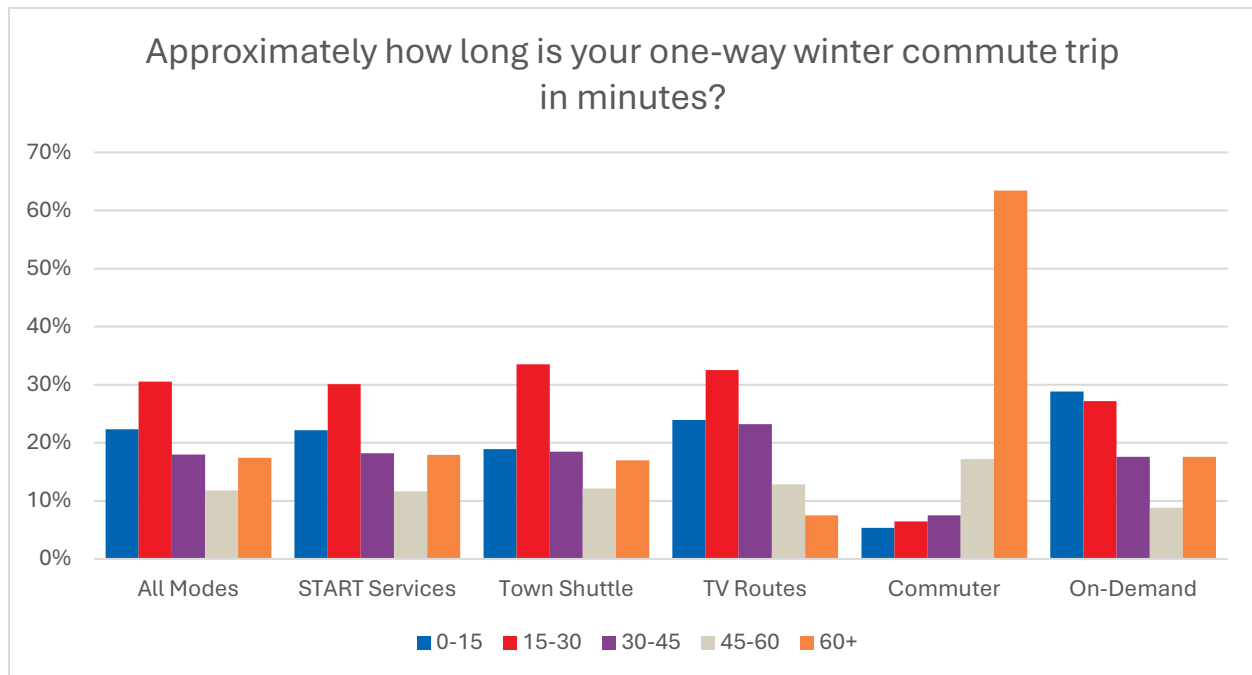
Categories	Town of Jackson	Teton Village /JHMR	Location outside of the Jackson Hole region	Retired/not currently employed	Self-employed (work from home)	Other (please specify)
Employer-provided pass	14%	75%	0%	3%	0%	8%
I only ride free transit services in the Jackson Hole region	49%	15%	2%	15%	7%	12%
I pay with a phone or tap card	48%	10%	3%	11%	12%	16%
I pay with cash	54%	9%	2%	24%	4%	7%
JHMR season pass	39%	19%	1%	16%	16%	9%
Monthly Pass	74%	7%	0%	2%	0%	16%
Printed 1 Ride Pass	45%	5%	0%	15%	15%	20%
Printed 10 Ride Pass	61%	6%	0%	6%	11%	17%

Sample size: 449 respondents

Approximately how long is your one-way commute trip in minutes?

During the winter, 30 to 33% of commute times were between 15-30 minutes on all modes (START Bus, walking, driving, taxi, etc.) and START Bus fixed routes except for the Teton Valley and Star Valley commuter routes, where 63% of commutes were 60 minutes or more (See Figure 8). START On-Demand also had 29% of commute times under 15 minutes and 27% of commute times between 15 and 30 minutes. Short trips overall show that people are using services to quickly get to locations within the Town of Jackson, and, for the most part, to Teton Village. Long travel times on commuter routes are a function of the distance people are traveling.

Figure 8: Approximately how long is your one-way winter commute trip in minutes?

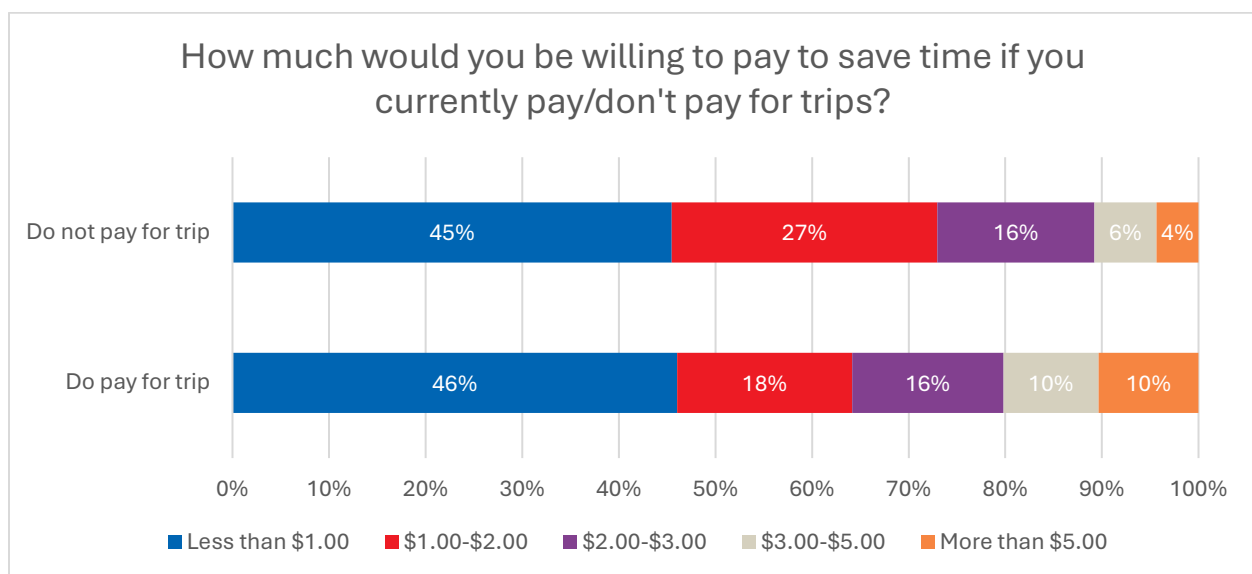


Sample size: 390 respondents

How much would you be willing to pay to save the following amounts of time on your START transit trips?

The various categories of payment methods were grouped into two groups to understand the differences between how many respondents who have used START Bus were willing to pay and if they pay for a trip directly. The first group is called “Do not pay for trip” which includes “I only ride free transit services,” “employer-provided pass,” and “JHMR season pass.” The second group is called “Do pay for trip” which includes passes, cash, and payments by phone or app. Overall, respondents to the winter survey who do pay for trips are willing to pay higher amounts than people who do not, with 36% of respondents who do pay for trips willing to pay \$2.00 or more as shown in Figure 9.

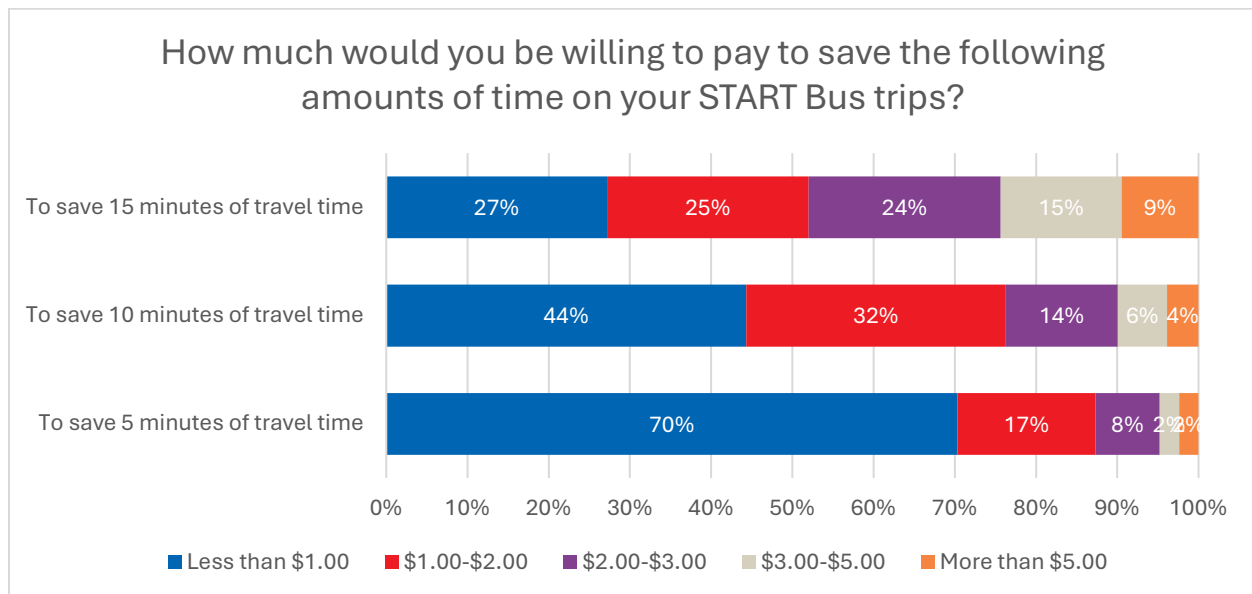
Figure 9: How much would you be willing to pay to save time if you currently pay/do not pay for trips?



Sample size: 390 respondents

According to Figure 10, respondents to the winter survey 70% would be willing to pay less than \$1.00 to save 5 minutes of travel time, only 17% would be willing to pay \$1.00 to \$2.00, and 8% would be willing to pay \$2.00 to \$3.00. The last two numbers increased to 32% and 14% as respondents indicated they would pay those amounts to save 10 minutes of travel time. To save 15 minutes of travel time, 24% of respondents indicated they would pay \$1.00 to \$2.00, 25% of respondents indicated they would pay \$2.00 to \$3.00, and 15% of respondents indicated they would spend \$3.00 to \$5.00. This shows that people are willing to pay more as their travel times decrease, especially if it substantially decreases travel times.

Figure 10: How much would you be willing to pay to save the following amounts of time on your START Bus trips?

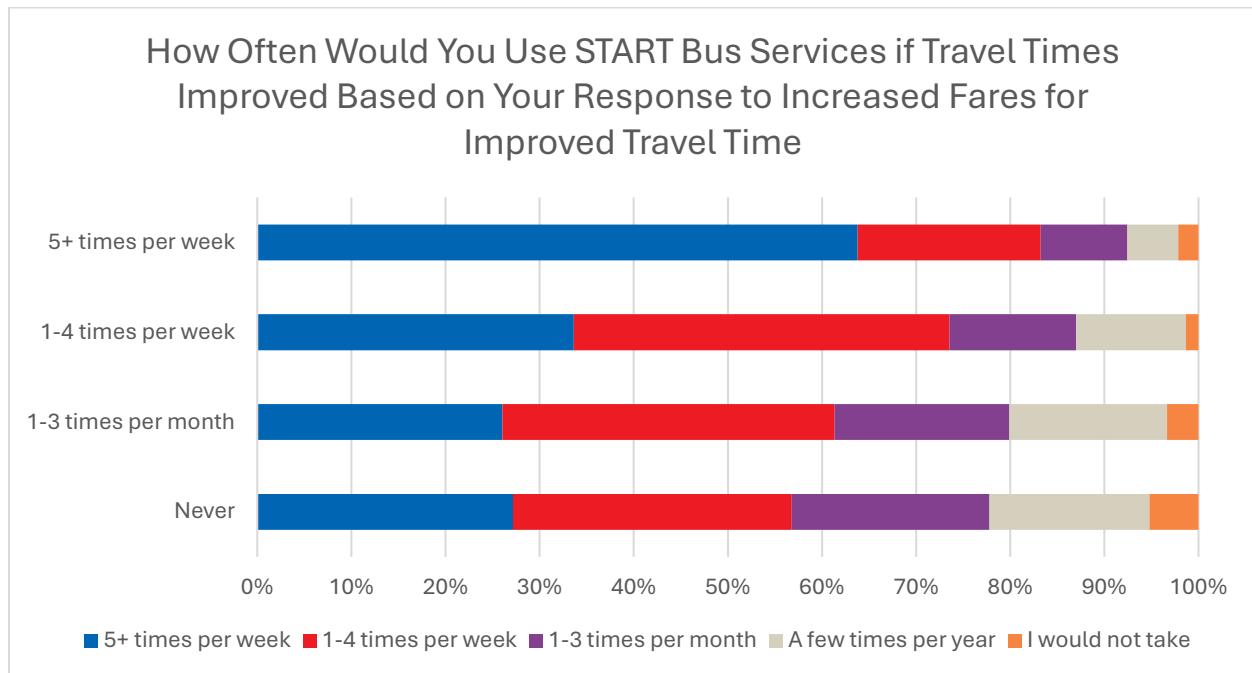


Sample size: 431 respondents

How often would you use START services if your travel time were improved based on your responses above?

In Figure 11, the chart categories on the left are how frequently respondents currently use START Bus services in the winter survey, while the colored blocks are how frequent those respondents would use START Bus services if travel time improved based on their previous answers. 61% of low frequency riders (1-3 times a month) of all routes indicated that they would use START Bus services more if travel times improved.

Figure 11: How Often Would You Use START Bus Services if Travel Times Improved Based on Your Response to Increased Fares for Improved Travel Time



Sample size: 444 respondents

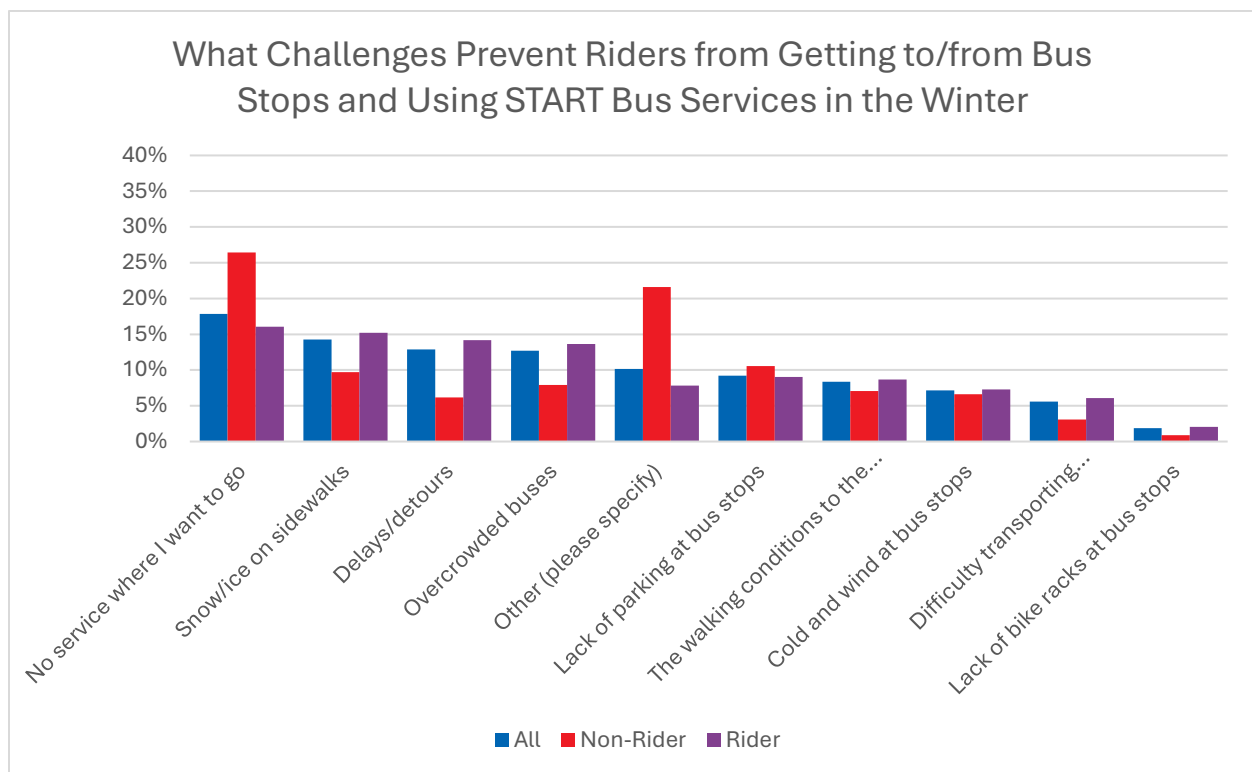
Respondent Challenges and Changes

In this section, respondents were asked to identify the challenges that prevent them from getting to and from bus stops and using START Bus services in the winter, with options ranging from service coverage issues to weather-related obstacles like snow and ice conditions. The survey also asked about what additional services or changes would encourage respondents to use START Bus services more frequently during the winter months, presenting various potential improvements such as service frequency, route coverage, infrastructure enhancements, and operational modifications. These questions were designed to understand both the current obstacles to transit usage and the specific improvements that could increase ridership.

What challenges prevent you from getting to/from bus stops and using START Bus services in the winter?

The most common challenges experienced by winter survey respondents were “No service where I want to go” (East Jackson, Moose, Rafter J/Melody Ranch, Wilson) at 18% and “snow/ice on sidewalks” at 14%. Non-riders especially indicated that there was no service where they wanted to go at 26%, while riders’ most common challenges were distributed between no service where they wanted to go at 16%, delays/detours at 14%, and snow/ice on sidewalks at 15%, and overcrowded buses at 14%. This is shown in Figure 12.

Figure 12: What Challenges Prevent Riders from Getting to/from Bus Stops and Using START Bus Services in the Winter



Sample size: 553 respondents

For the “Other” category a large number of open-ended responses indicated that the challenge that prevented them from getting to a bus stop and using START Bus services the most was that there was no service in their area or near where they lived. These responses could be added to “No service where I want to go,” but the question was geared toward a physical barrier or lack of access that was a challenge.

When examining responses from both the Town of Jackson and Teton Village in Table 4, there appeared to be notable differences in their reported challenges. While “No service where I want to go” remained the top concern for both areas (17% in Town of Jackson, 14% in Teton Village), Teton Village residents reported significantly higher rates of overcrowded buses (22% compared to 12% in Town of Jackson) and more issues with delays/detours (17% versus 13%). Snow and ice on sidewalks affected both communities similarly, with slightly higher rates in Town of Jackson (16%) than Teton Village (9%). Other challenges such as poor walking conditions to bus stops, lack of parking at stops, cold and wind exposure, and difficulty transporting ski equipment showed consistent patterns across both areas, typically ranging from 5-9% of responses.

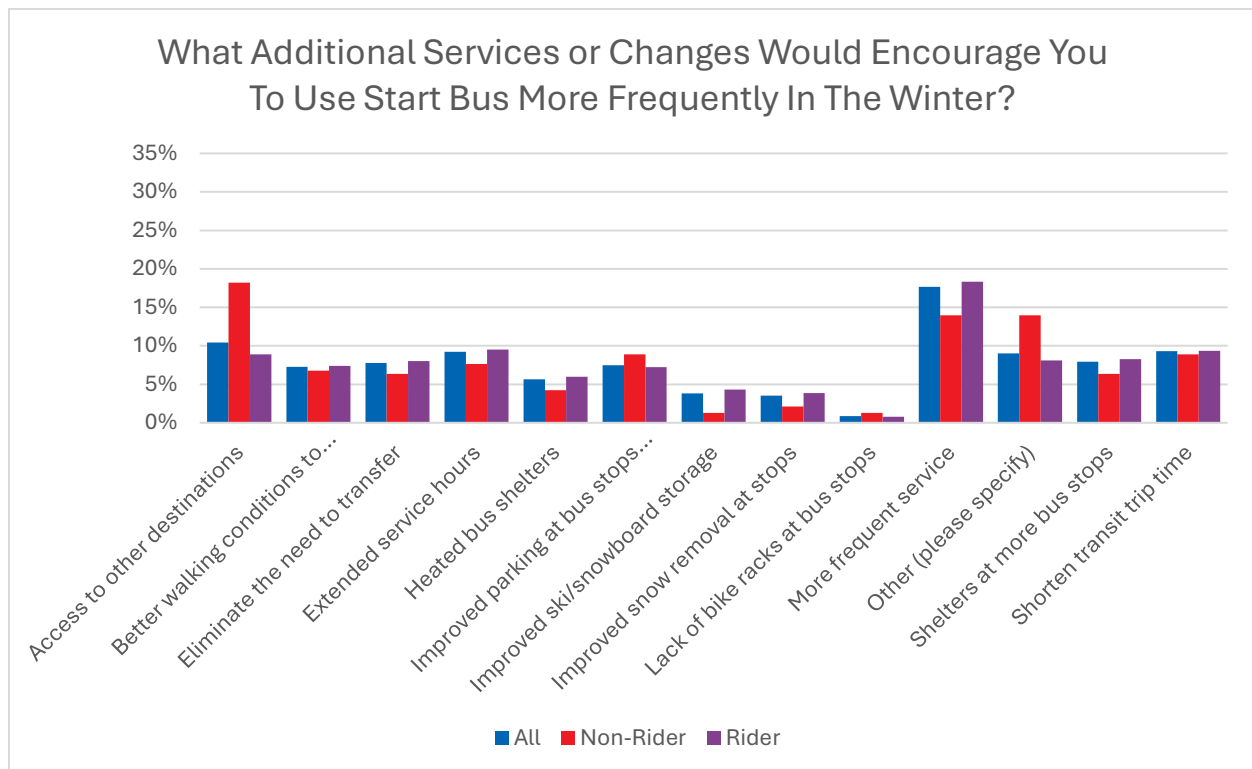
Table 4: Challenges by Location

Categories	All	Town of Jackson	Teton Village
No service where I want to go	18%	17%	14%
Snow/ice on sidewalks	14%	16%	9%
Delays/detours	13%	13%	17%
Overcrowded buses	13%	12%	22%
Other (please specify)	10%	8%	9%
Lack of parking at bus stops	9%	8%	8%
The walking conditions to the bus stops are poor	8%	9%	7%
Cold and wind at bus stops	7%	8%	5%
Difficulty transporting ski/snowboard equipment	6%	6%	7%
Lack of bike racks at bus stops	2%	2%	1%

That additional services or changes would encourage you to use START Bus more frequently in the winter?

The most popular additional services and changes that all winter survey respondents would be encouraged to use START Bus more frequently by were “More frequent service” at 18% and “Access to other destinations” at 10% of responses. “Access to other destinations” had the highest percentage of responses among non-riders at 18%, while “more frequent service” had the highest percentage of responses among riders at 18%. This indicates that non-riders would be encouraged to use START Bus services if they served the destinations non-riders would like to go to, while riders would prefer improvements in frequency so that they could spend less time waiting for the bus to travel to their destination. This is shown in Figure 13.

Figure 13: What Additional Services or Changes Would Encourage You To Use Start Bus More Frequently In The Winter?



Sample size: 524 respondents

In Table 5, some clear differences emerge when looking at the data by location. Teton Village residents show the strongest preference for more frequent service at 24%, compared to 17% in Jackson and 18% overall, while also prioritizing extended service hours more than other areas at 11% versus 7% in Jackson. Conversely, Jackson residents place greater emphasis on shortening transit trip time at 11% compared to just 3% in Teton Village and eliminating transfers at 9% versus only 2% in Teton Village. Access to other destinations remains consistently important across locations, though it is slightly higher in Teton Village at 12%. Infrastructure improvements like heated bus shelters (6% across all areas), improved parking at stops, and better walking conditions to bus stops show less variation between locations, while lower-priority items such as ski/snowboard storage and bike racks at stops remain consistently minimal priorities regardless of geographic area.

Table 5: Services/Changes by Location

Categories	All	Town of Jackson	Teton Village
Access to other destinations	10%	9%	12%
Better walking conditions to bus stops (complete & continuous sidewalks)	7%	8%	10%
Eliminate the need to transfer	8%	9%	2%
Extended service hours	9%	7%	11%
Heated bus shelters	6%	6%	6%
Improved parking at bus stops (park & rides)	7%	8%	9%
Improved ski/snowboard storage	4%	4%	2%
Improved snow removal at stops	4%	3%	3%
Lack of bike racks at bus stops	1%	1%	2%
More frequent service	18%	17%	24%
Other (please specify)	9%	8%	9%
Shelters at more bus stops	8%	8%	8%
Shorten transit trip time	9%	11%	3%

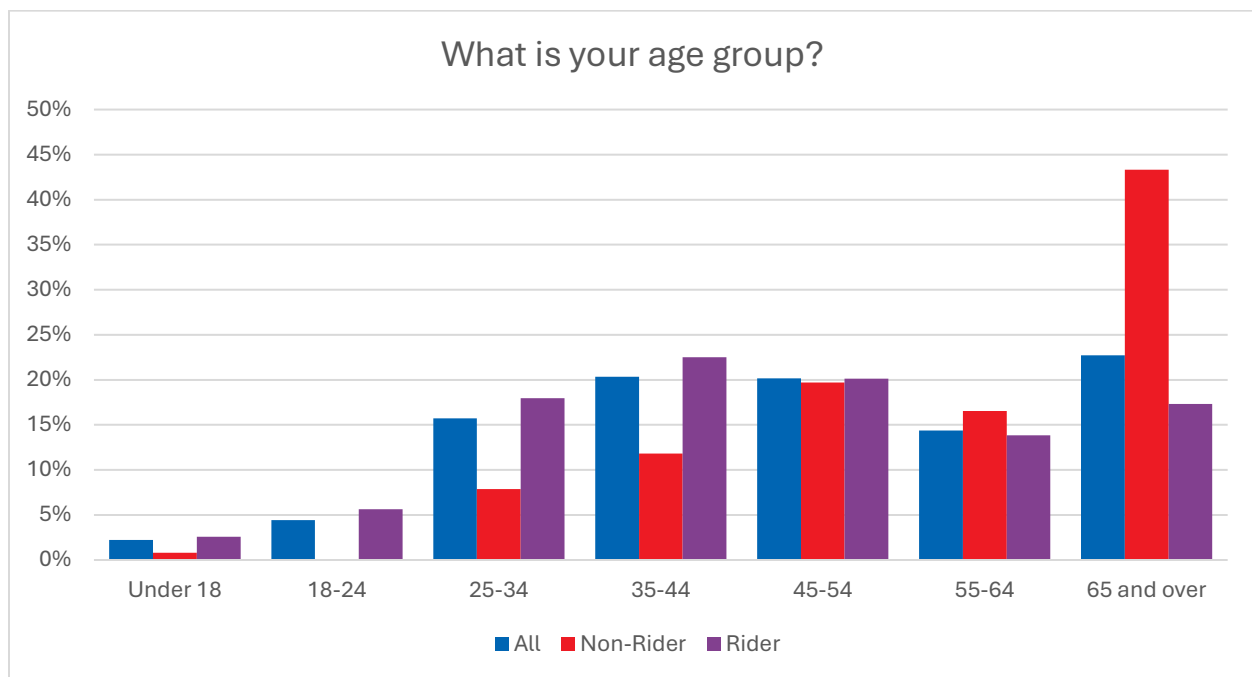
Demographics & Resident Characteristics

In this section, respondents were asked to identify their age group from provided ranges, indicate whether they have access to a personal vehicle (including options for shared or rental vehicles), and specify their race and ethnicity. The survey also asked about disability status, specifically asking whether respondents have any disability that limits their ability to use START fixed-route buses. Additional demographic questions covered employment status, annual household income across various brackets, and primary language spoken. These demographic questions were designed to create a complete profile of transit users and non-users to better understand the characteristics of the community served by START Bus services.

What is your age group?

In Figure 14, the 65 and over age group represents the largest percentage of all winter respondents at 23% and non-rider responses at 43%. The 35-44 group represented the largest percentage of rider respondents at 24% followed closely by the 45-54 group at 20%. These groups account for 79% of respondents who currently use START Bus services.

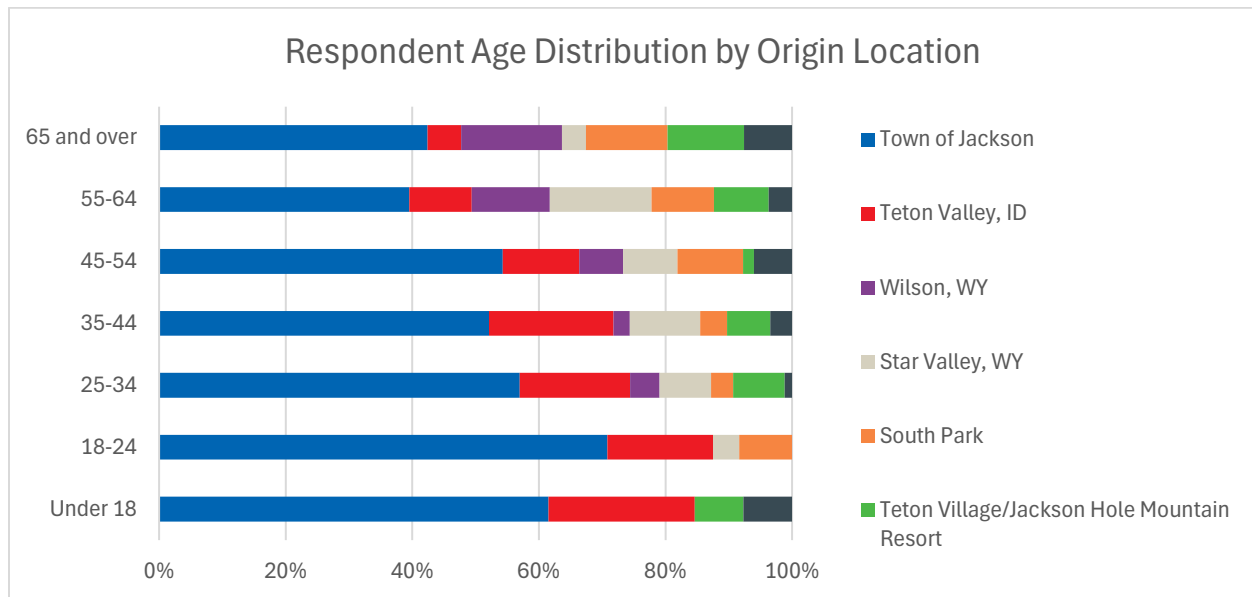
Figure 14: What is your age group?



Sample size: 585 respondents

According to Figure 15, 71% of winter respondents in the 18-24 age group and 62% of respondents in the under 18 age group live in the Town of Jackson. The Town of Jackson is the home location with the highest response rate for all age groups. Teton Valley, Idaho is the second most common home location for those who are under 55, with Wilson being the second most common home location for those who are age 55 and older. 16% of respondents over the age of 65 live in Wilson, WY, and 20% of respondents in the 35-44 age group live in Teton Valley, ID.

Figure 15: Respondent Age Distribution by Origin Location

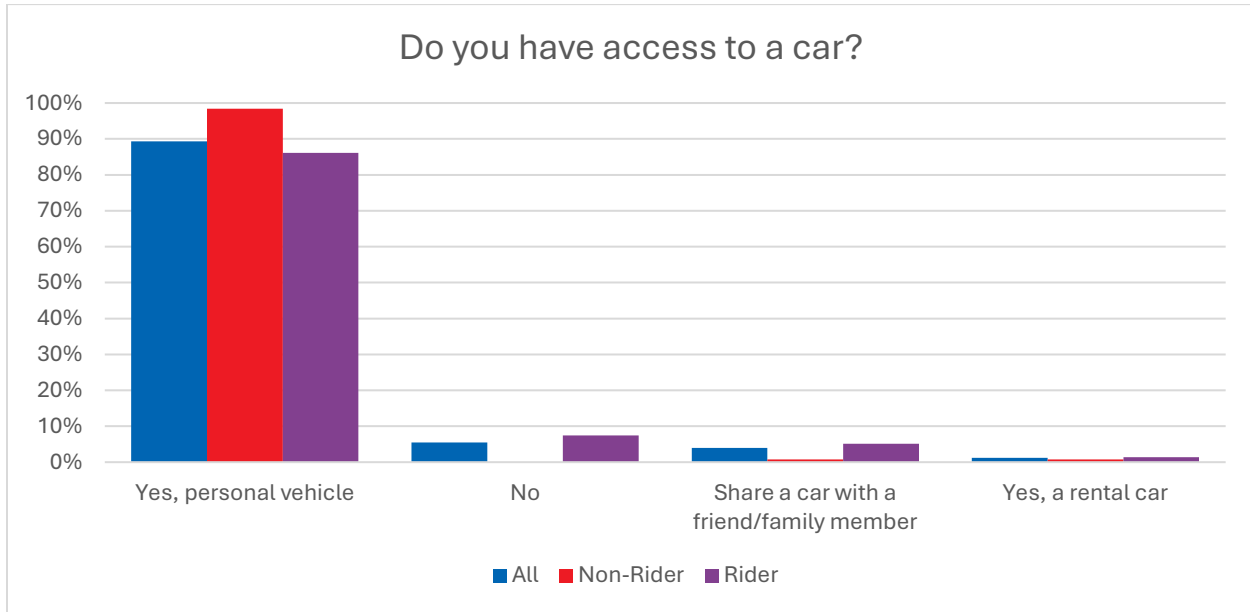


Sample size: 569 respondents

Do you have access to a car?

According to Figure 16, 89% of winter survey respondents indicated that they had access to a personal vehicle, with 98% of non-riders and 86% of riders indicating the same. 7% of riders indicated they did not have access to a car.

Figure 16: Do you have access to a car?



Sample size: 574 respondents

Building on these overall findings, the location-specific data in Table 6 reveals minimal variation in car access rates between Town of Jackson and Teton Village residents. Town of Jackson respondents reported 85% car ownership in winter while Teton Village respondents showed an even higher rate at 93%. The small percentages without car access were consistent with the overall survey results, with most non-car owners sharing vehicles with friends or family rather than having no vehicular access at all.

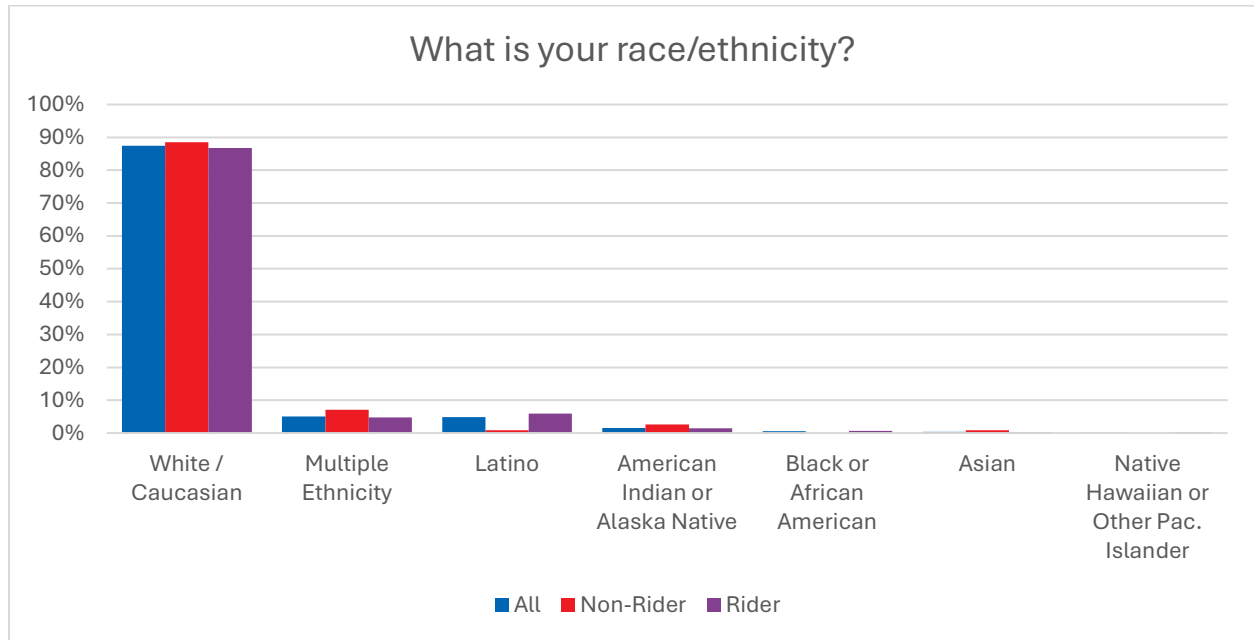
Table 6: Do you have access to a car? By Location

Location of Residency	Number of Responses	Share a car with a friend or family member			
		Yes	No	Yes, a rental car	
Town of Jackson	282	85%	9%	5%	1%
Teton Village	41	93%	2%	5%	0%

What is your race/ethnicity?

In the winter survey, 87% of riders identified as White/Caucasian, while 88% of non-riders identified as White/Caucasian. Multiple ethnicity and Latinos each make up around 5% to 6% of the demographic that currently rides START Bus services, while Multiple ethnicity and Latinos make up 6% and 1% of the non-rider group. Race/ethnicity responses from the winter survey are presented in Figure 17.

Figure 17: What is your race/ethnicity?



Sample size: 534 respondents

Do you have a disability that limits your ability to use START fixed-route buses?

According to Table 7, only 3% of winter survey respondents indicated that they did have a disability that limited their ability to use START fixed-route buses, and this number did not change significantly when filtered for rider/non-rider responses (97% and 94% respectively).

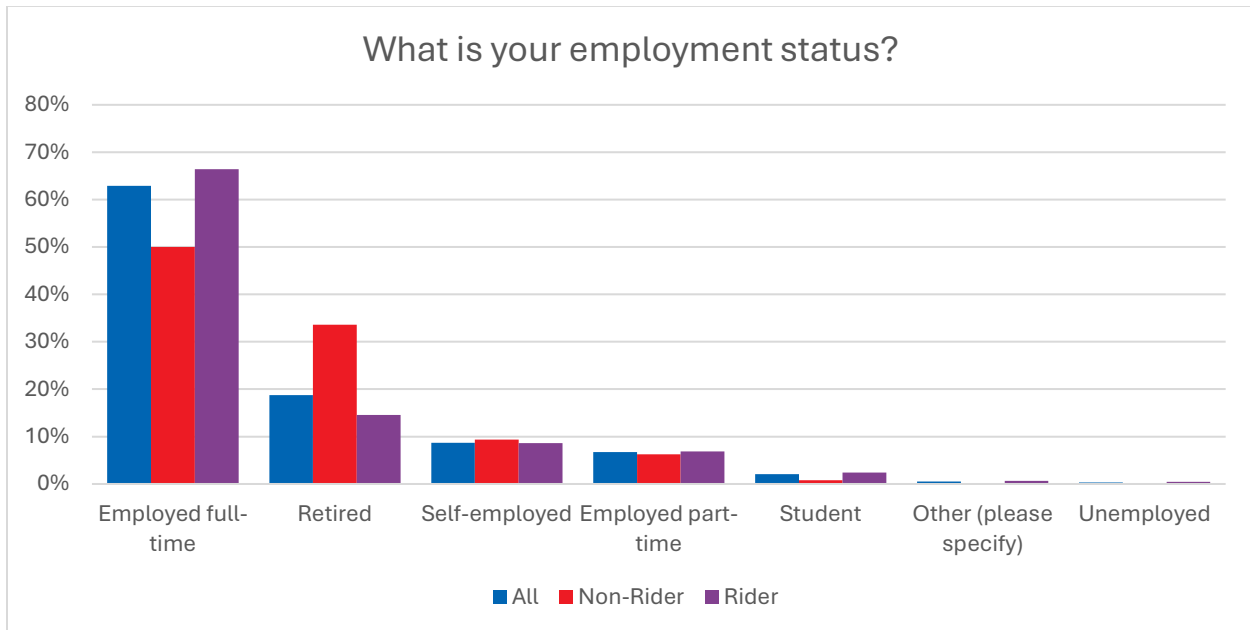
Table 7: Do you have a disability that limits your ability to use START fixed-route buses?

Rider Status	Number of Responses	No	Yes
All	578	97%	3%
Rider	451	97%	3%
Non-Rider	127	94%	6%

What is your employment status?

For riders and non-riders, over half of winter survey respondents are employed full-time (63%). Among riders, 66% are employed full-time, while 7% are employed part-time. Among non-riders, 50% are employed full-time, while 6% are employed part-time. Additionally, 34% of non-riders are retired, compared to 15% of riders. Winter employment status is shown in Figure 18.

Figure 18: What is your employment status?

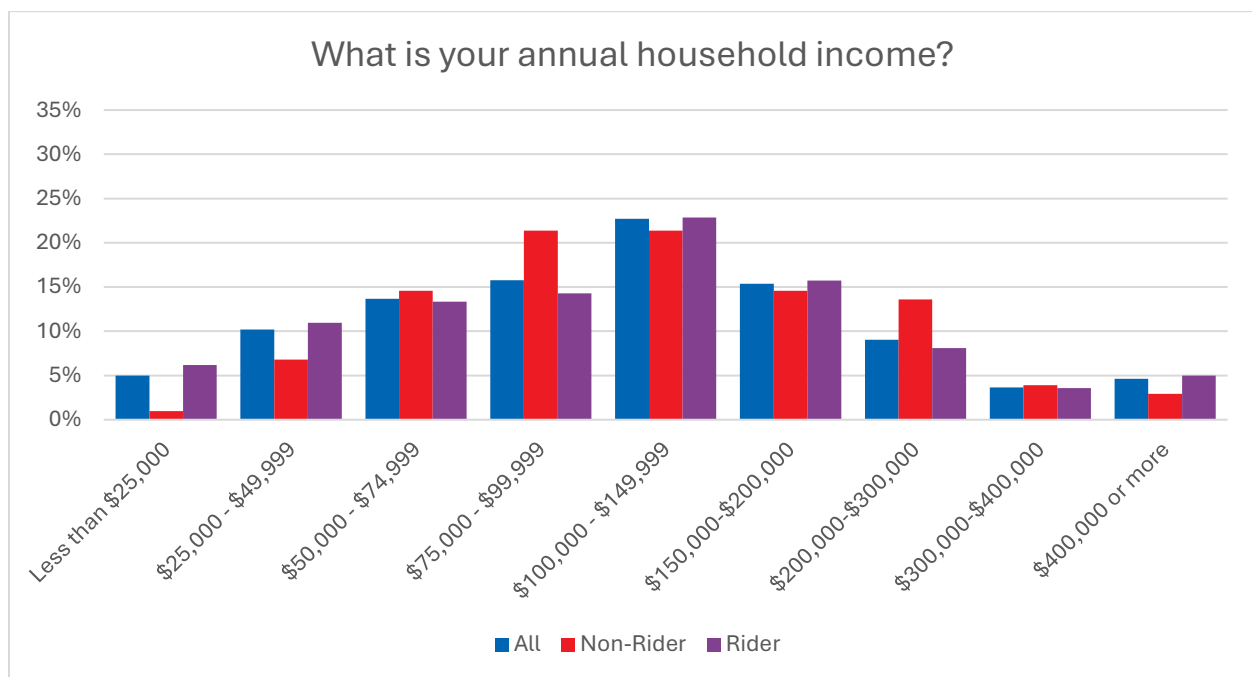


Sample size: 577 respondents

What is your annual household income?

The largest percentage of winter survey response riders, 23%, earn \$100,000-\$149,000, followed by 16% who earn \$150,000-\$200,000. Among non-riders, the largest percentages fall in the \$75,000-\$99,000 and \$100,000-\$149,000 brackets, both of which make up 21%. Across the various household income brackets, riders generally have a higher percentage in the lowest income brackets compared to the non-riders and had around the same percentage as non-riders in the \$100,000-\$149,000 and \$150,000-\$200,000 income brackets. The Jackson Hole residents do tend to have higher incomes. Winter survey responses to the household income question are presented in Figure 19.

Figure 19: What is your annual household income?



Sample size: 520 respondents

What is your primary language?

According to Table 8, 96% of winter respondents identified their primary language as English, while 3% identified their primary language as Spanish and 1% identified another language. This shows that an overwhelming percentage of people in the region are fluent in English. The differences between rider and non-riders' primary languages are minimal.

Table 8: What is your primary language?

Rider Status	Number of Responses	English	Spanish	Other
All	578	96%	3%	1%
Rider	453	95%	4%	1%
Non-Rider	125	99%	1%	0%

Winter Survey Key Takeaways

1. Approximately 90% of survey respondents are year-round residents of the Jackson Hole region.
2. The Town of Jackson serves as the primary residential hub, with 51% of winter survey respondents living there (55% of riders vs. 31% of non-riders).
3. In areas with transit service availability, riders made up a higher percentage of survey respondents, while areas with limited or no service (like South Park, Wilson, and distant locations) had more non-rider respondents.
4. The Town of Jackson functions as the primary employment center, with 42% of respondents working there.
5. Transit users are more likely to work at Teton Village/JHMR than non-transit users (18% of riders vs. 4% of non-riders).
6. Teton Village routes had the most respondents using them, with 61% using it at least monthly, followed by Town Shuttle at 45%.
7. Recreational activities and commuting to work are the two most common reasons for using START Bus services, combining for 55% of all trips.
8. Airport service had the lowest usage rates.
9. The greatest satisfaction gaps were consistently in "Destinations served by transit" (-0.86), "Distance to nearest bus stop from home/trip origin" (-0.67), and "Dependability of transit services" (-0.64).
10. While the On-Demand service is popular and highly sought after, it performs the poorest overall among all service types, with large gaps in both wait times and destinations served.
11. Safety, cleanliness, and driver courtesy all exceeded rider expectations.
12. 65% of respondents are not paying fares directly (free fares, employer passes, JHMR season passes).
13. JHMR employees comprised 75% of employer-provided passes.
14. Most transit trips are 15-30 minutes except for commuter routes where 63% of trips take 60+ minutes.
15. Respondents who currently pay for trips are willing to pay higher amounts than those who do not, with 36% of fare-paying respondents willing to pay \$2.00 or more for time savings.
16. Non-riders would be encouraged to use START Bus if it served more destinations (Rafter J/Melody Ranch, Wilson, Moose, Library, Airport, etc.) at 18%, while current riders want more frequent service at 18%.

17. 61% of low-frequency riders indicated they would use START Bus more frequently if travel times improved.
18. Main winter challenges preventing ridership are "No service where I want to go" (East Jackson, Moose, Rafter J/Melody Ranch, Wilson) at 18%, and "snow/ice on sidewalks" at 14%.
19. Teton Village residents face more severe service limitations than Town of Jackson residents, with higher rates of overcrowding (22% vs. 12%) and delays (17% vs. 13%).
20. Service improvements must deliver meaningful time savings to justify fare increases, as riders show strong price sensitivity.
21. Riders are predominantly working-age adults in the 35-44 age group (24%), while non-riders are primarily 65+ (43%).
22. 89% of respondents have access to a personal vehicle, including 86% of riders and 98% of non-riders, indicating transit use is largely a choice rather than necessity.
23. 87% of respondents identified as White/Caucasian, with Latino respondents comprising 5% of riders.
24. Only 3% of respondents indicated having a disability that limited their ability to use START fixed-route buses.
25. 63% of respondents are employed full-time, with higher rates among riders (66%) versus non-riders (50%), and retirement rates higher among non-riders (34%) compared to riders (15%).
26. The largest percentage of riders earn \$100,000-\$149,000 (23%), reflecting the high-income nature of the Jackson Hole region.
27. 96% of respondents identified English as their primary language, with Spanish speakers comprising 3%.

Summer Survey Results & Analysis

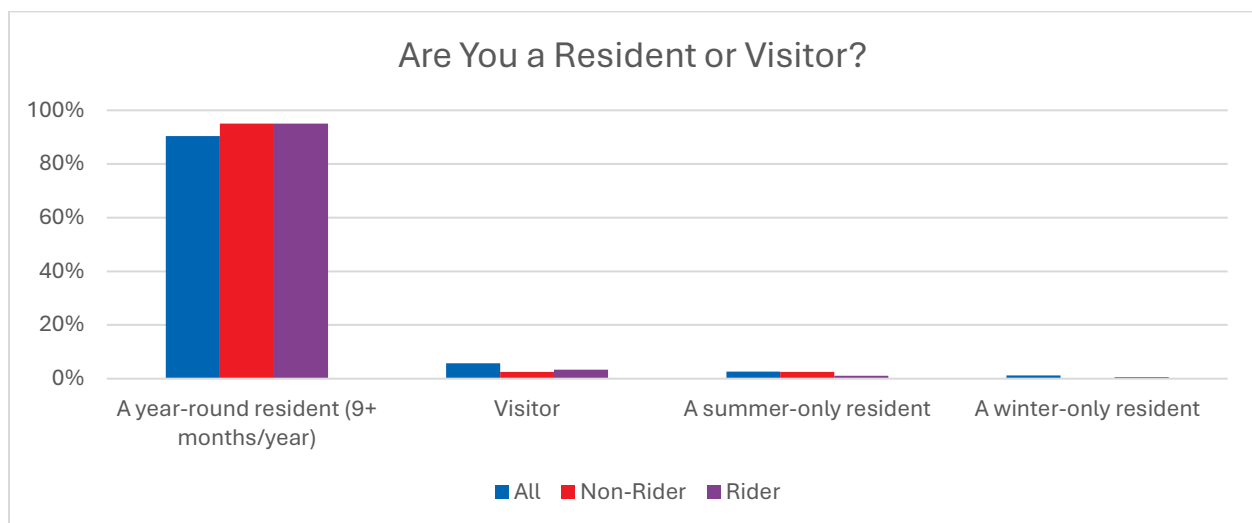
Geographic Patterns & Accessibility

The questions in this section examined whether participants were permanent residents or visitors to the area, their specific residential locations within the Jackson Hole region, their employment locations and status, their frequency of using various transportation modes (particularly START Bus services), and their primary motivations for utilizing START Bus services. The survey distinguished between transit riders and non-riders, allowing for comparative analysis between these two groups. Additionally, the questions investigated seasonal transportation patterns, specifically focusing on summer usage and employment patterns, while also gathering data on the most popular bus routes and services within the START Bus system.

Are you a resident or visitor?

An overwhelming majority, approximately 90% of summer survey respondents stated that they are year-round residents of the Jackson Hole region (see Figure 1). This is true for both riders and non-riders. The visitors and residents who responded to the survey are more likely to be riders than non-riders. Year-round residents have a greater stake in transportation in the region and are more likely to respond to the survey.

Figure 20: Are You a Resident or Visitor?

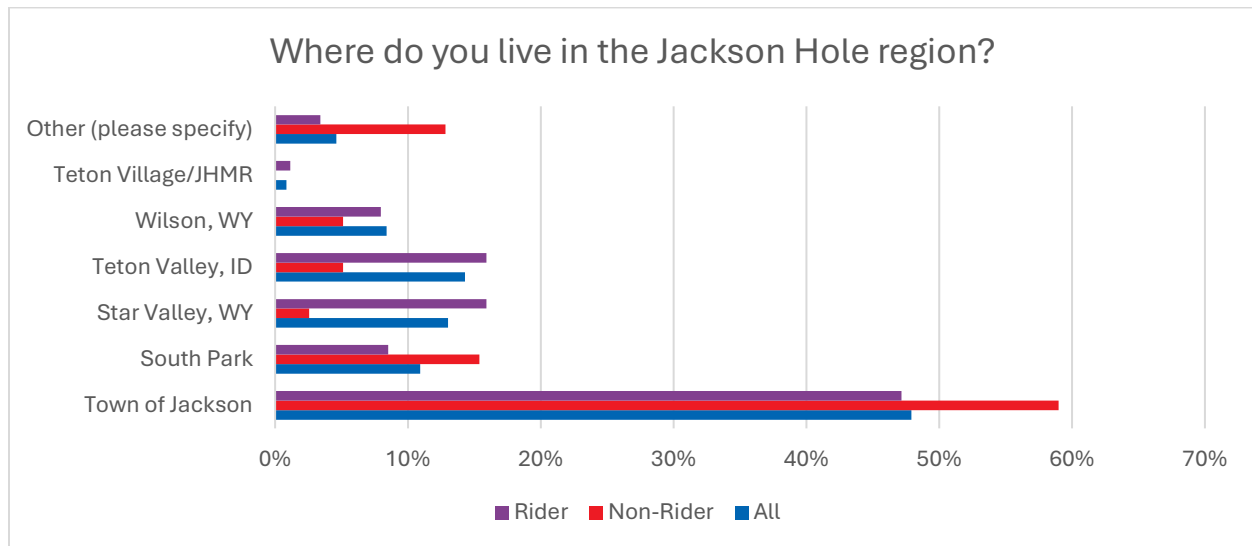


Sample size: 261 respondents

Where do you live in the Jackson Hole region?

In the summer survey, a greater share of non-riders (59%) responded that they live in the Town of Jackson, while locations outside of the Town of Jackson made up greater shares of all respondents and rider respondents. The share of respondents from Teton Village/JHMR is also less, with 1% of respondents, as shown on Figure 21.

Figure 21: Where do you live in the Jackson Hole region?

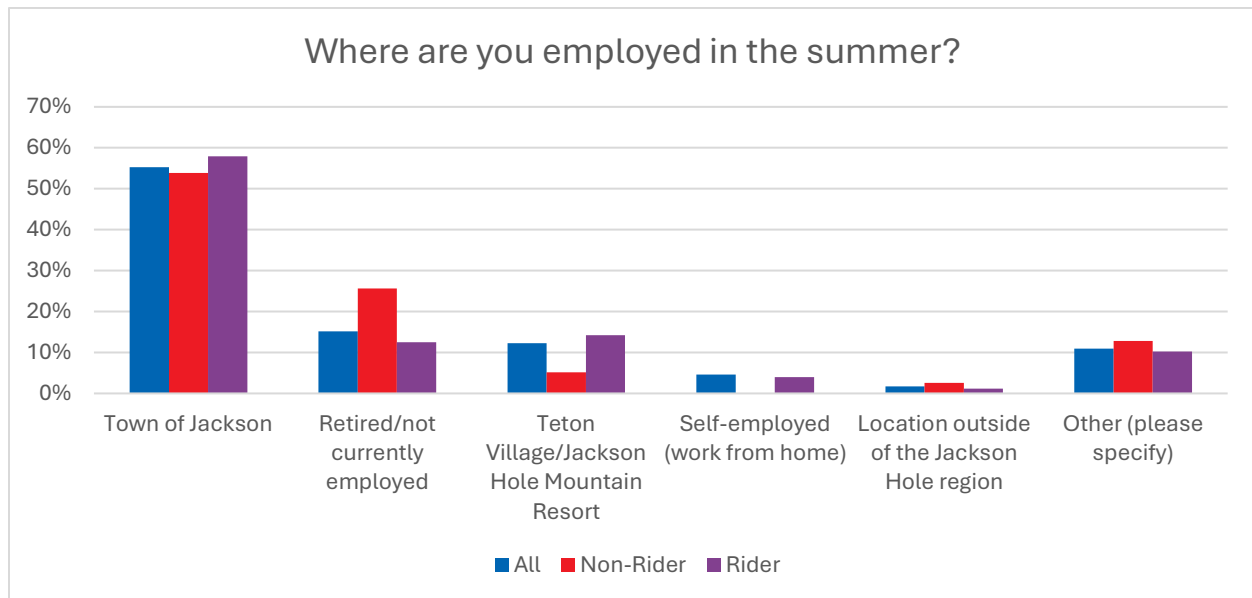


Sample size: 238 respondents

Where are you employed?

In the summer, 55% of all survey respondents said they are employed in the Town of Jackson. 12% of respondents were employed in Teton Village/Jackson Hole Mountain Resort and 15% of respondents identified as being retired (see Figure 22). The Town of Jackson represents 58% of riders and 54% of non-riders. Teton Village/Jackson Hole Mountain Resort represents 14% of riders and only 5% of non-riders. Additionally, 26% of non-riders are retired, compared to just 13% of riders. Like the winter survey period, the areas that have the greatest response rates are the areas that have better access to transit and greater populations.

Figure 22: Where are you employed in the summer?

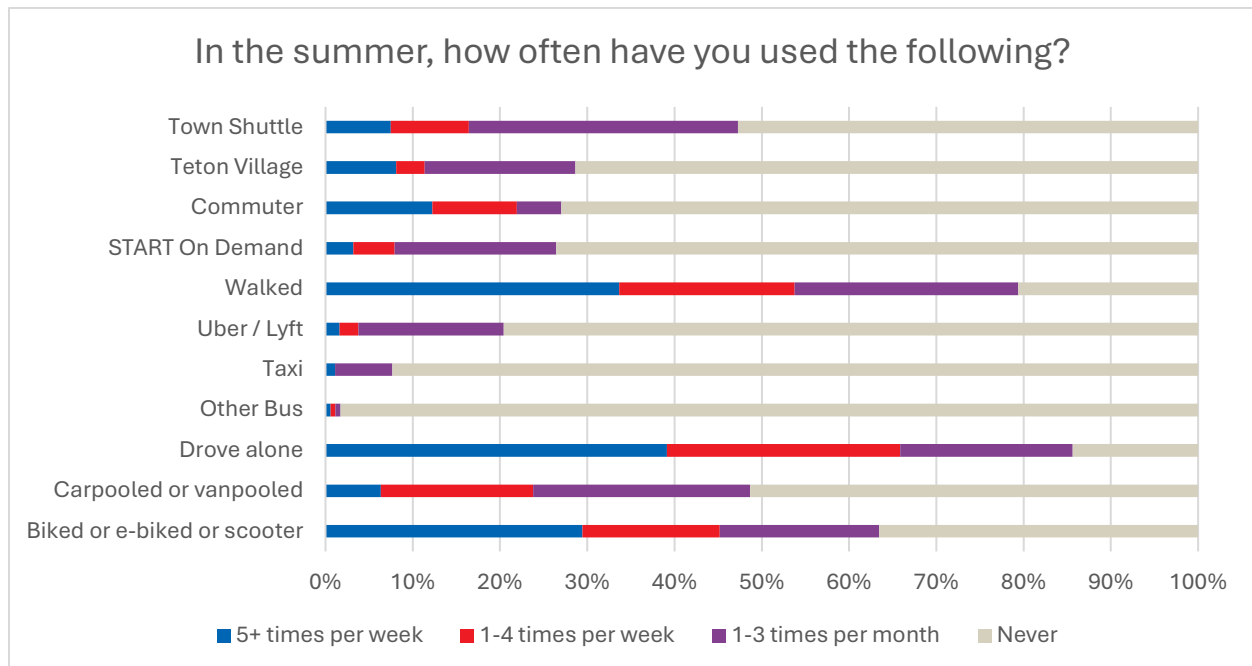


Sample size: 237 respondents

How often have you used the following?

How often people have used individual travel modes allows respondents to rate all modes. In summer, the Town Shuttle is the most popular START Bus service among all summer survey respondents, with 47% of the respondents indicating that they have used the service at least 1-3 times per month, followed by Teton Village with 29% indicating that they have used the service at least 1-3 times per month (see Figure 23). Commuter routes to Teton Valley and Star Valley that serve longer-distance travelers were used at least once a month by 27% of riders, while START On-Demand was used at least once a month by 26%.

Figure 23: In the summer, how often have you used the following?

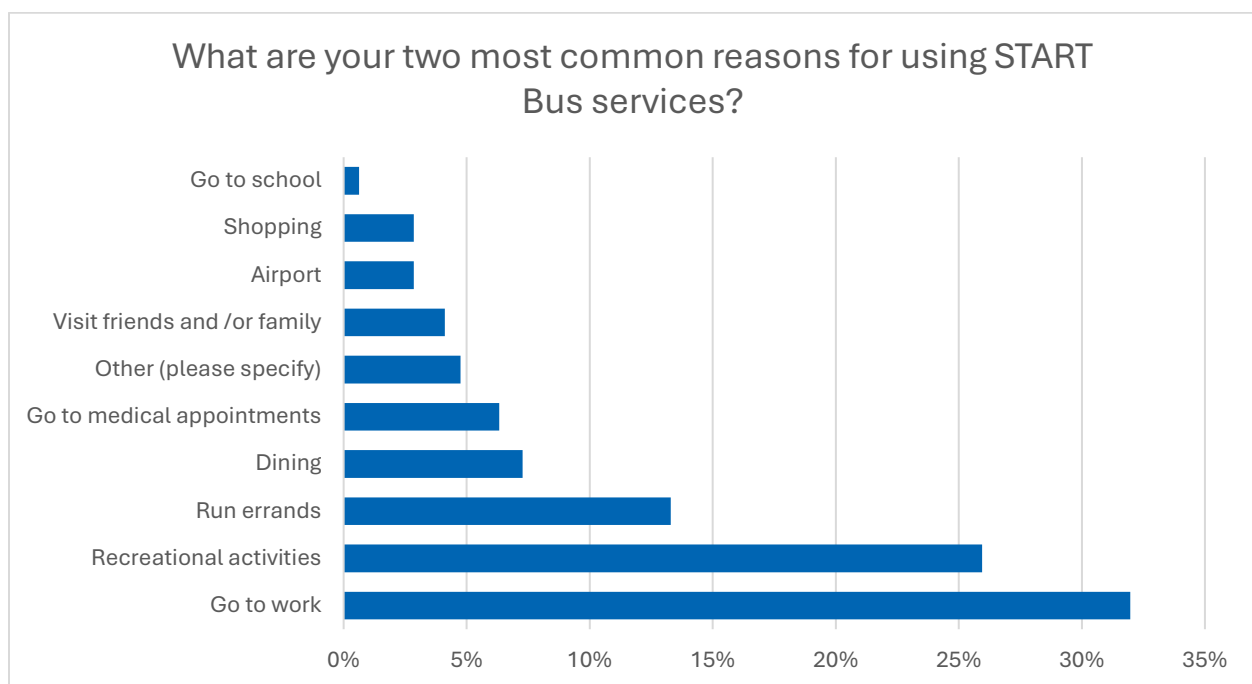


Sample size: 217 respondents

What are your two most common reasons for using START transit services (START On Demand or START Bus)?

In the summer, recreational activities and work are still the two most common reasons for using START Bus services and account for 58% of respondents, with work representing 32% and recreation representing 26% of respondents, and shopping and school being even less likely. The lower response rate for using the bus to access schools is most likely due to the survey being conducted during the summer while school is not in session. The responses still suggest is that START Bus is being used for access to jobs and for connecting them to activities in the area. The summer survey responses are shown on Figure 24.

Figure 24: What are your two most common reasons for using START Bus services?



Sample size: 218 respondents

Service Quality & Satisfaction

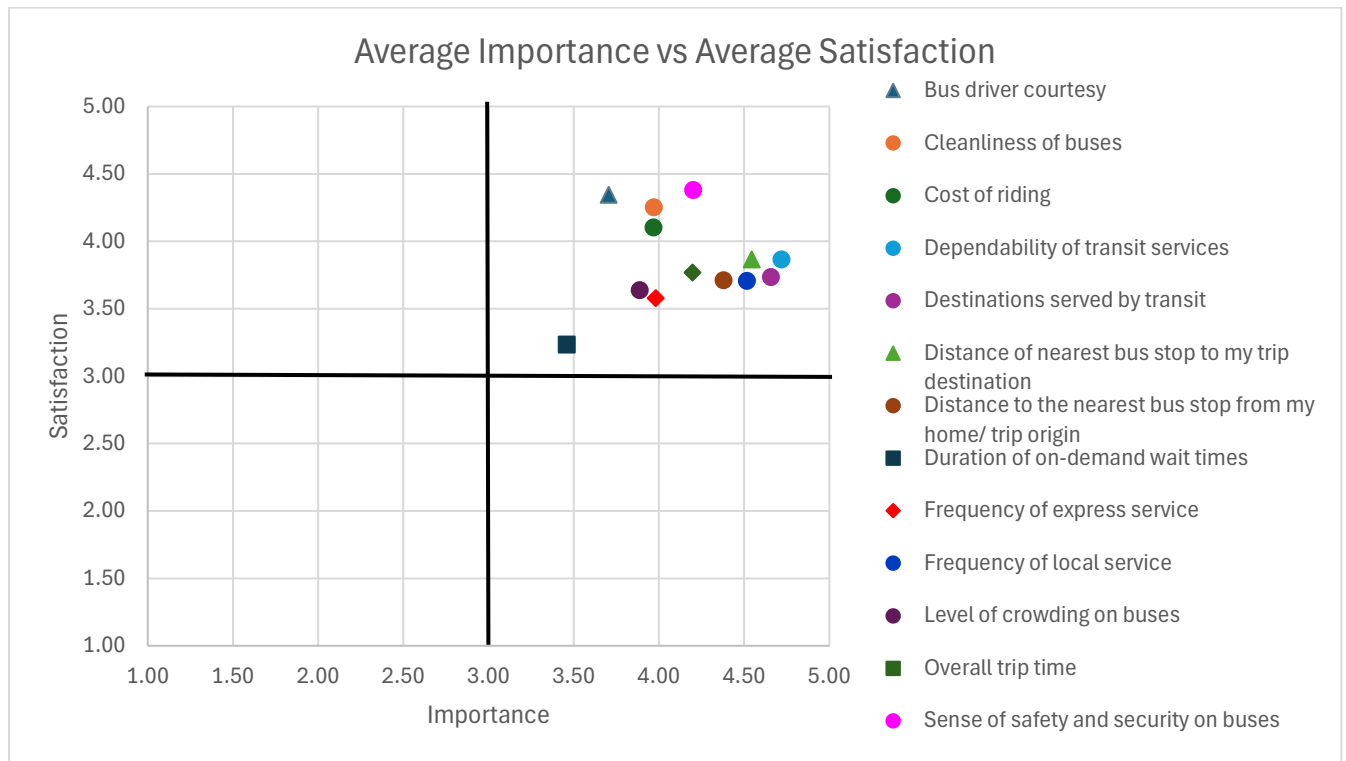
The survey methodology involved two key evaluation components for START Bus services. When taking the survey, respondents assessed the importance of the areas of service when making decisions about using START Bus. They rated each area of service using a five-point scale ranging from “not at all important” (value of 1), “somewhat not important” (value of 2), “neutral” (midpoint value of 3), “somewhat important” (value of 4), and “very important” (value of 5). Following this importance assessment, respondents then evaluated their satisfaction levels with the same areas of service using an identical five-point scale, ranging from “not at all satisfied” (value of 1), “somewhat not satisfied” (value of 2), “neutral” (midpoint value of 3), “somewhat satisfied” (value of 4), and “very satisfied” (value of 5). The averages of the values were placed on a graph with neutral (3) assigned as the midpoint .

The resulting data was analyzed through a quadrant analysis graph that plots each area of service by comparing respondent importance ranking against their corresponding satisfaction levels. In the graph, areas of service positioned further to the right indicate the more important they are to respondents, while areas positioned higher on the vertical axis represent the more satisfied respondents are with those categories. The analysis uses a neutral rating of 3 as the central point for both dimensions.

Areas of service where satisfaction ratings exceed importance ratings would represent system strengths that surpass rider expectations. Conversely, areas of service where satisfaction ratings fall short of their corresponding importance ratings would indicate these are opportunities for system improvements to improve customer satisfaction.

All areas of service fall within the upper right quadrant in Figure 25., which means that on average respondents generally view everything as important while expressing overall satisfaction.

Figure 25: Average Importance vs Average Satisfaction



Sample size: 162 respondents

To better understand the dynamic between importance and satisfaction, the analysis uses a satisfaction gap metric that calculates the difference between the areas of service respondents rated as important and how satisfied they were with START Bus services (i.e., average satisfaction score minus average importance score). The areas of service that exceeded rider expectations were bus driver courtesy (+0.64), cleanliness of buses (+0.28), sense of safety and security on buses (+0.18), and cost of riding (+0.14). The areas of service that presented improvement opportunities were destinations served by transit (-0.92), dependability of transit services (-0.85), frequency of local service (-0.81), and distance of nearest bus stop to trip destination (-0.68). Notably, the duration of on-demand wait times still received both the lowest level of satisfaction (3.23) and the lowest importance rating (3.46).

Table 9 below displays the averages of importance and satisfaction among all riders from the summer survey, along with the satisfaction gaps between their ratings.

Table 9: Importance/Satisfaction Averages and Gaps

Categories	Avg of Satisfaction	Avg of Importance	Satisfaction Gap
Destinations served by transit	3.74	4.66	-0.92
Dependability of transit services	3.86	4.72	-0.85
Frequency of local service	3.71	4.52	-0.81
Distance of nearest bus stop to my trip destination	3.87	4.54	-0.68
Distance to the nearest bus stop from my home/ trip origin	3.71	4.38	-0.67
Overall trip time	3.77	4.20	-0.43
Frequency of express service	3.58	3.98	-0.40
Level of crowding on buses	3.64	3.89	-0.25
Duration of on-demand wait times	3.23	3.46	-0.23
Cost of riding	4.10	3.97	0.14
Sense of safety and security on buses	4.38	4.20	0.18
Cleanliness of buses	4.25	3.97	0.28
Bus driver courtesy	4.34	3.70	0.64

Sample size: 162 respondents

Table 10 below displays the satisfaction gaps by the START Bus service used by the respondents during the summer (i.e., The gap of satisfaction among those who rode the Town Shuttle, Teton Village, etc.). "Destinations served by transit" (Smiths Plaza, Library, Rafter J/Melody Ranch, Hoback, etc.) has the greatest gaps for all routes, but its highest gaps are now On-Demand and Town Shuttle, while the gap for Commuter routes has lowered in summer. START On-Demand still has a substantial gap for the "Duration of on-demand wait times."

Table 10: Satisfaction Gaps for START Bus Services

Categories	Town Shuttle	Teton Village Routes	Commuter	On-Demand
Destinations served by transit	-1.13	-0.57	-0.77	-1.29
Dependability of transit services	-1.01	-1.06	-0.72	-1.22
Distance to the nearest bus stop from my home/ trip origin	-0.67	-0.49	-0.56	-0.87
Frequency of local service	-0.99	-0.98	-0.57	-0.98
Frequency of express service	-0.52	-0.54	-0.11	-0.60
Distance of nearest bus stop to my trip destination	-0.94	-0.39	-0.54	-1.18
Overall trip time	-0.69	-0.74	-0.33	-0.71
Duration of on-demand wait times	-0.30	-0.32	-0.13	-1.09
Level of crowding on buses	-0.44	-0.80	-0.08	-0.78
Sense of safety and security on buses	0.15	0.06	-0.17	0.02
Cleanliness of buses	0.15	0.20	0.22	-0.02
Cost of riding	-0.05	0.18	-0.06	-0.22
Bus driver courtesy	0.47	0.45	0.43	0.60

Sample size: 162 respondents

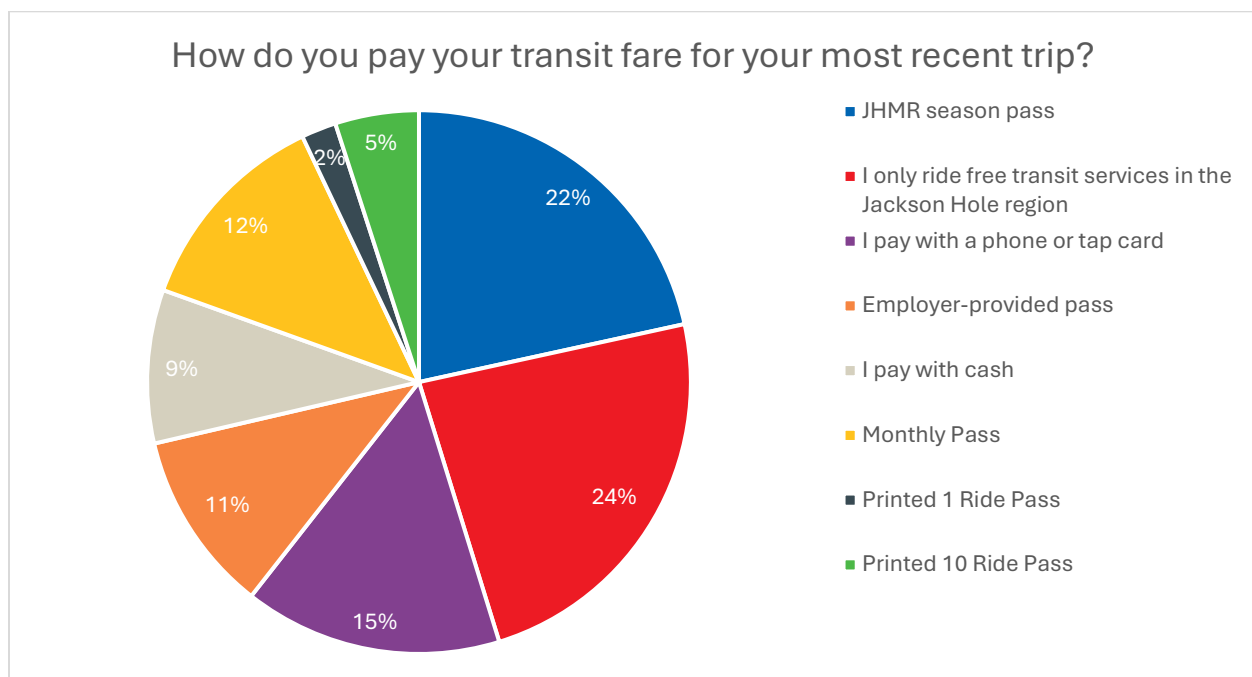
Fares

In this section, respondents were asked about their payment methods for their most recent transit trip, including whether they used free services, various types of passes, or direct payment options. The survey also asked about commute duration, asking participants to estimate their one-way travel time in minutes. To understand willingness to pay for service improvements, riders were asked how much they would be willing to spend to save specific amounts of time (5, 10, or 15 minutes) on their START Bus trips. Finally, the survey explored potential rider behavior changes by asking how frequently respondents would use START Bus services if travel times were improved based on their previous responses about fare tolerance.

How did you pay your transit fare for your most recent trip?

According to Figure 7, 57% of respondents are not paying fares directly (free fares, employer passes, JHMR season passes). Broken down, 24% of respondents only rode free transit services in the Jackson Hole region, meaning that the origin and destination of their trip stayed within the Town of Jackson or were between the Village Road Transit Center and Teton Village. The most common indirect payment method was the Jackson Hole Mountain Resort season pass at 22%, followed by the employer-provided pass at 11%. The most common direct payment methods were payment with a phone or tap card at 15%, and monthly pass at 12%. As shown in Table 11, JHMR employees made up 56% of employer-provided passes in the summer.

Figure 26: How did you pay your transit fare for your most recent trip?



Sample size: 241 respondents

Table 11: Transit fare payment method by employment status

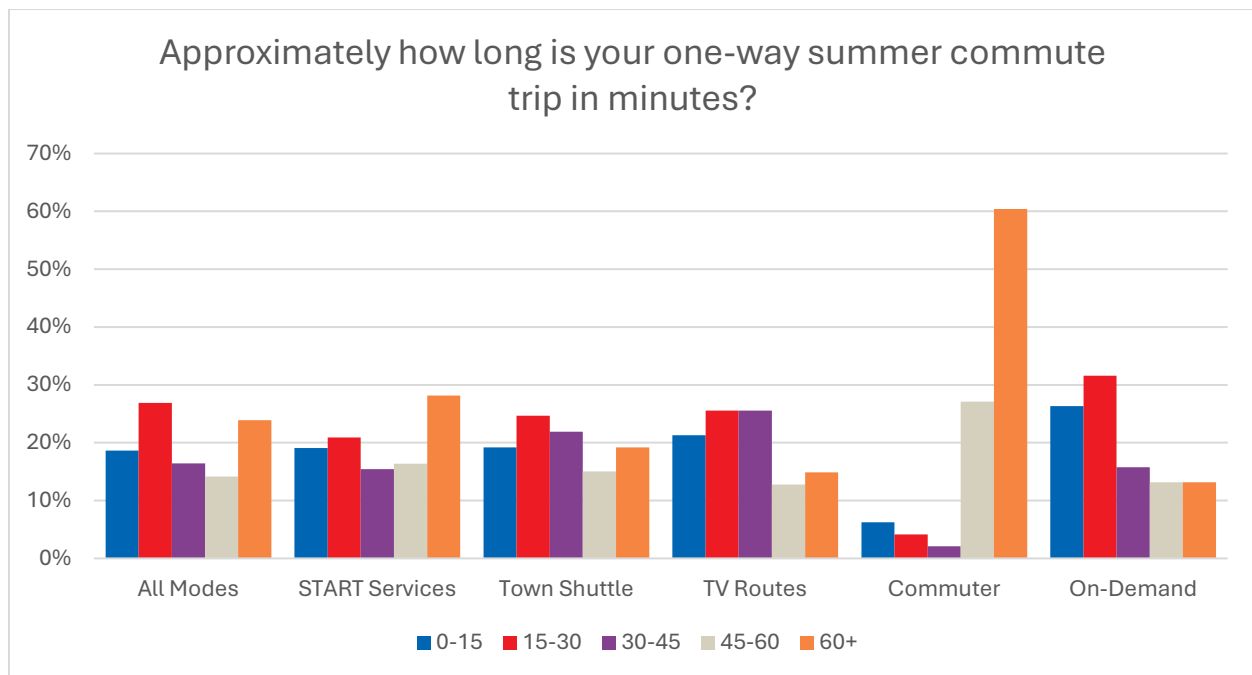
Categories	Town of Jackson	Teton Village /JHMR	Location outside of the Jackson Hole region	Retired/not currently employed	Self-employed (work from home)	Other (please specify)
Employer-provided pass	40%	56%	0%	0%	0%	4%
I only ride free transit services in the Jackson Hole region	61%	13%	0%	11%	2%	14%
I pay with a phone or tap card	59%	6%	3%	12%	12%	9%
I pay with cash	70%	10%	0%	10%	0%	10%
JHMR season pass	48%	15%	0%	23%	8%	6%
Monthly Pass	67%	17%	0%	3%	0%	13%
Printed 1 Ride Pass	75%	25%	0%	0%	0%	0%
Printed 10 Ride Pass	50%	25%	8%	0%	0%	17%

Approximately how long is your one-way commute trip in minutes?

During the summer, the 15-30 category remained prominent, representing 21-32% on all modes (START Bus, walking, driving, taxi, etc.) and START Bus fixed routes except for the Teton Valley and Star Valley commuter routes, where 60% of commute times were 60 minutes or more (See Figure 27). START On-Demand had 26% of commute times under 15 minutes and 2% of commute times between 15 and 30 minutes. Short trips overall show that people are using services to quickly get to locations within the Town of Jackson, and, for the most part, to Teton Village. Long travel times on commuter routes are a function of the distance people are traveling.

In comparison to the winter survey, the overall system performance showed longer average commute times in summer, with the 60+ minute category increasing from 17% to 24% across all modes. This is likely to reflect increased congestion during the summer tourist season. START Bus services experienced the most significant impact, with extended travel times (60+ minutes) jumping from 18% to 28%. Conversely, START On-Demand improved its short-trip performance, increasing both under 15-minute trips (29% to 26%) and 15–30-minute trips (27% to 32%). The commuter routes showed a slight improvement in service distribution with more trips falling to the 45–60-minute range (17% to 27%) rather than exceeding 60 minutes.

Figure 27: Approximately how long is your one-way summer commute trip in minutes?

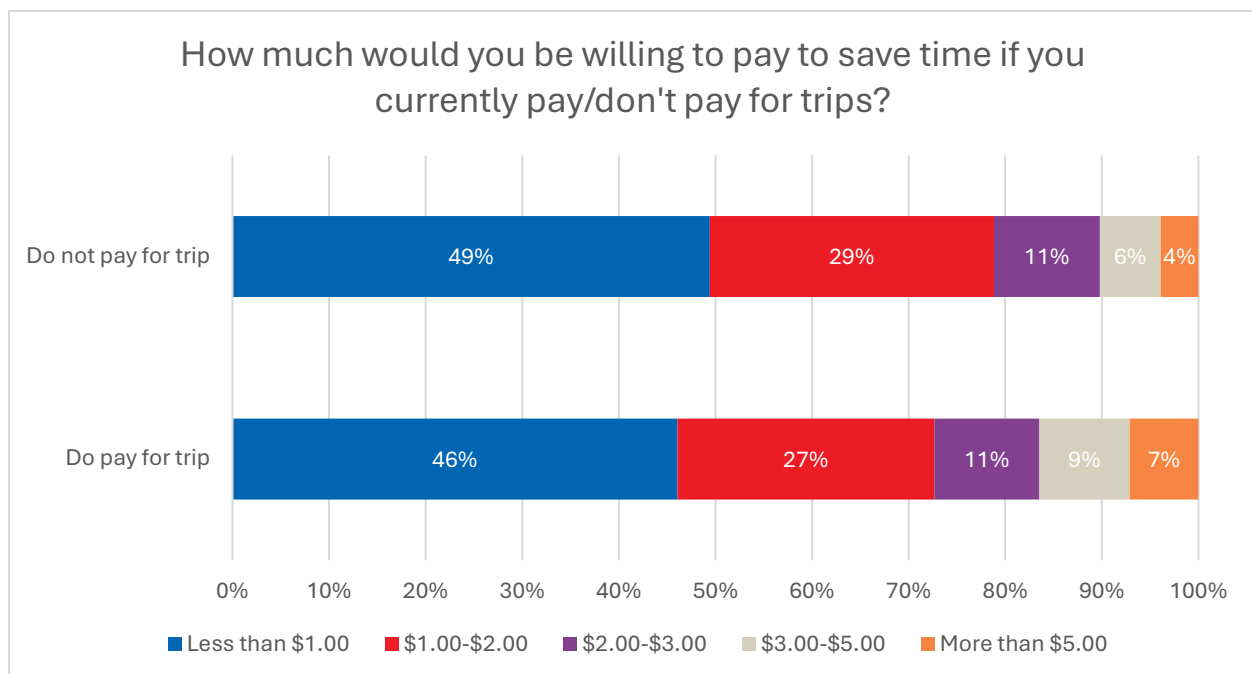


Sample size: 134 respondents

How much would you be willing to pay to save the following amounts of time on your START transit trips?

The various categories of payment methods were grouped into two groups to understand the differences between how many respondents who have used START Bus were willing to pay and if they pay for a trip directly. The first group is called "Do not pay for trip" which includes "I only ride free transit services," "employer-provided pass," and "JHMR season pass." The second group is called "Do pay for trip" which includes passes, cash, and payments by phone or app. In the summer survey period, fewer respondents who do pay for trips are willing to pay higher amounts than people who do not, with only 27% of respondents who do pay for trips willing to pay \$2.00 or more as shown in Figure 28.

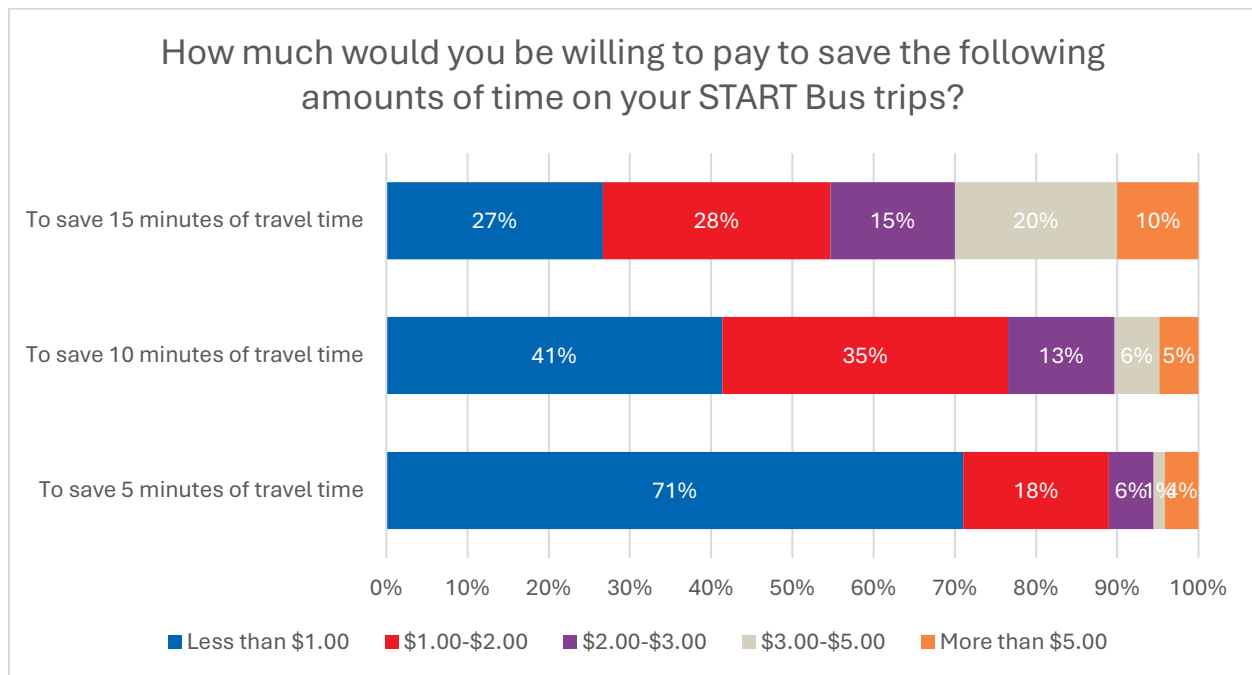
Figure 28: How much would you be willing to pay to save time if you currently pay/do not pay for trips?



Sample size: 158 respondents

According to Figure 29, 71% of respondents to the summer survey would be willing to pay less than \$1.00 to save 5 minutes of travel time, only 18% would be willing to pay \$1.00 to \$2.00, and 6% would be willing to pay \$2.00 to \$3.00. The last two numbers increased to 35% and 13% as respondents indicated they would pay those amounts to save 10 minutes of travel time. To save 15 minutes of travel time, 28% of respondents indicated they would pay \$1.00 to \$2.00, 15% of respondents indicated they would pay \$2.00 to \$3.00, and 20% of respondents indicated they would spend \$3.00 to \$5.00. Again, this shows that people are willing to pay more as their travel times decrease, especially if it substantially decreases travel times.

Figure 29: How much would you be willing to pay to save the following amounts of time on your START Bus trips?

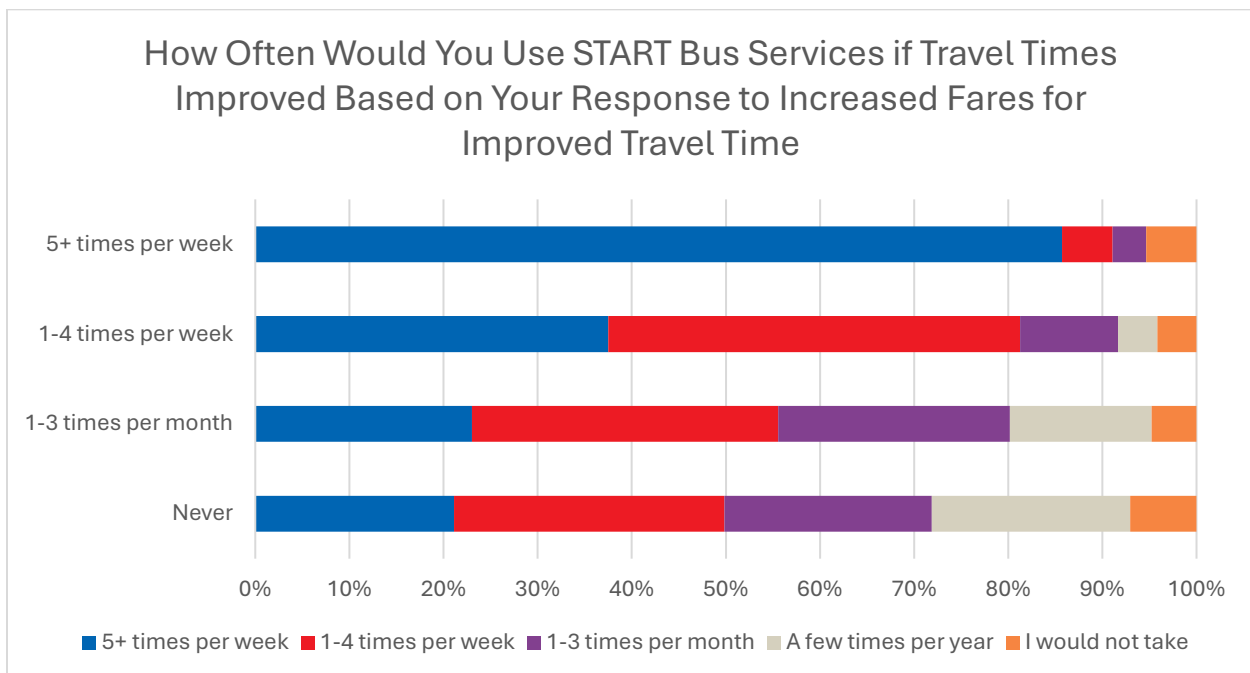


Sample size: 151 respondents

How often would you use START services if your travel time were improved based on your responses above?

In Figure 30, the chart categories on the left are how frequently respondents currently use START Bus services, while the colored blocks are how frequent those respondents would use START Bus services if travel time improved based on their previous answers. 56% of low frequency riders (1-3 times a month) of all routes indicated that they would use START Bus services more if travel times improved.

Figure 30: How Often Would You Use START Bus Services if Travel Times Improved Based on Your Response to Increased Fares for Improved Travel Time



Sample size: 155 respondents

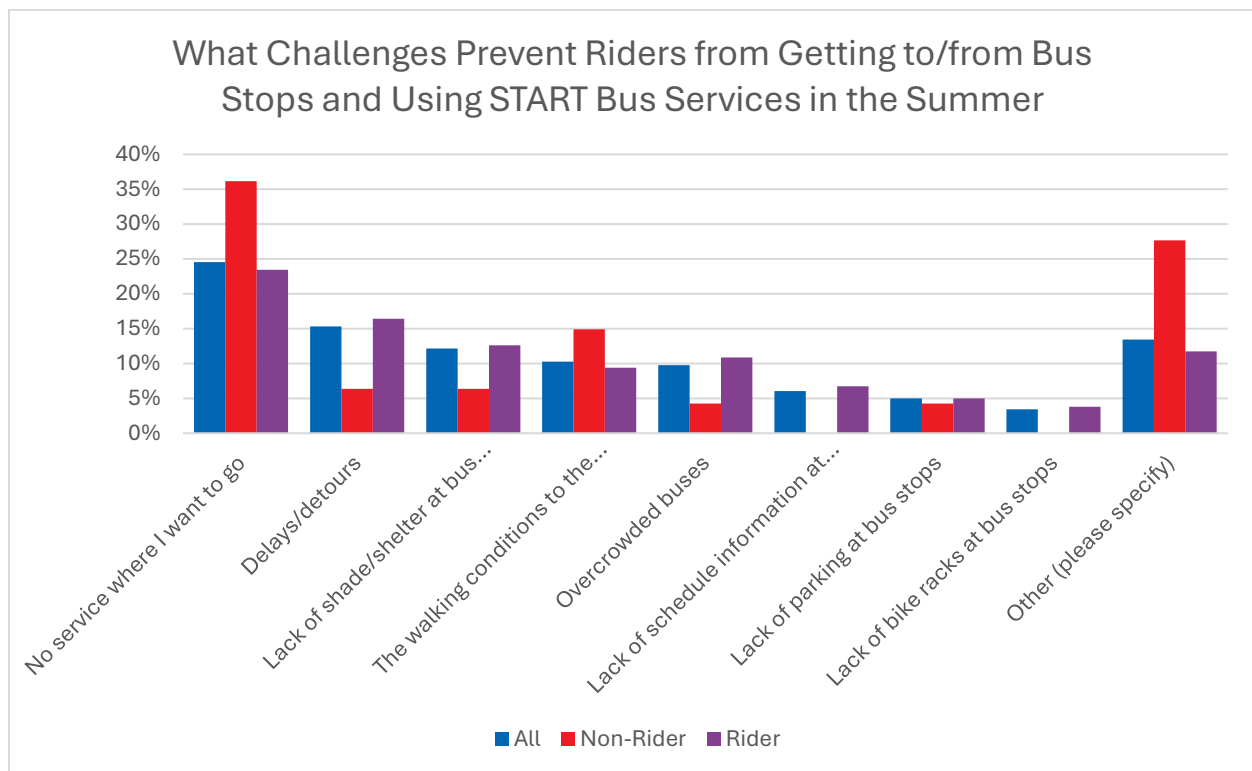
Respondent Challenges and Changes

In this section, respondents were asked to identify the challenges that prevent them from getting to and from bus stops and using START Bus services in the summer, with options ranging from service coverage issues to infrastructure-related obstacles like lack of shade at bus stops. The survey also asked about what additional services or changes would encourage respondents to use START Bus services more frequently during the summer months, presenting various potential improvements such as service frequency, route coverage, infrastructure enhancements, and operational modifications. These questions were designed to understand both the current obstacles to transit usage and the specific improvements that could increase ridership.

What challenges prevent you from getting to/from bus stops and using START Bus services in the Summer?

As the summer survey was conducted during the summer season, there are differences in the challenges respondents may face. The responses show a season shift in transit barriers, as the most common challenges experienced were “No service where I want to go” (Smiths Plaza, medical centers, Library, south of town, Rafter J/Melody Ranch, Hoback, Albertsons, etc.), which increased to 25% and “delays/detours” at 15%. Non-riders, in particular, reported this challenge at a rate of 36%, compared to riders at 23%. Riders’ other most common challenges were distributed between delays/detours at 16%, lack of shade/bus shelter at bus stops at 13%, and overcrowded buses at 11%. This is shown on Figure 31.

Figure 31: What Challenges Prevent Riders from Getting to/from Bus Stops and Using START Bus Services in the Summer



Sample size: 176 respondents

Similar to the winter survey, in the “Other” category, many of the open-ended responses indicated that the challenge that prevented them from getting to a bus stop and using START Bus services the most was that there was no service in their area or near where they lived. These responses could be added to “No service where I want to go,” but the question was geared toward a physical barrier or lack of access that was a challenge.

Looking at the breakdown by location in, the data reveals significant differences in transit challenges. Teton Village residents face the most severe barriers, with 50% reporting "No service where I want to go" compared to 24% in Town of Jackson, and 25% experiencing delays/detours versus 14% in the town. Due to the low number of responses from Teton Village residents in the summer survey, Teton Village shows 0% for nearly all other barrier categories - including lack of shade/shelter, poor walking conditions, overcrowding, and infrastructure issues. In contrast, Town of Jackson residents report a more distributed range of challenges across infrastructure and service quality issues, indicating they have basic service access but face various operational problems. The results suggest that while Town of Jackson has established transit service with room for improvement, Teton Village remains significantly underserved by the START Bus system.

Table 12: Challenges by Location

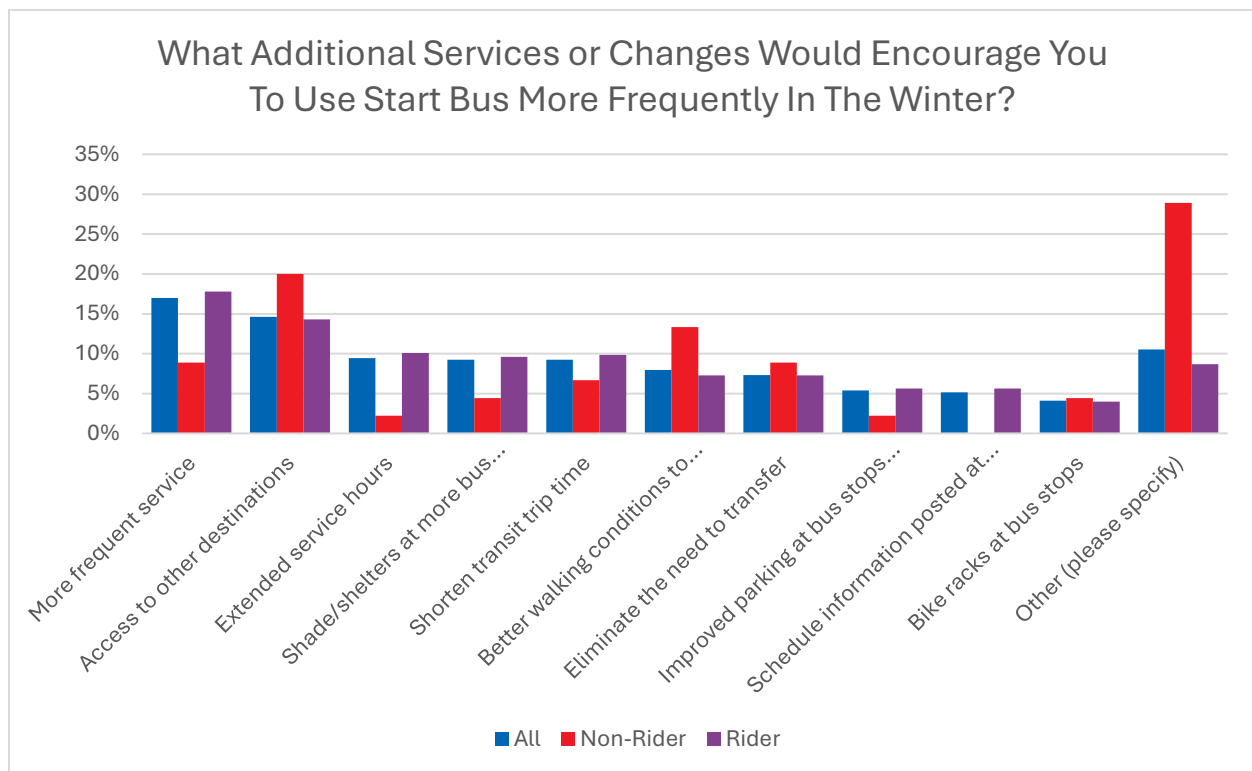
Categories	All	Town of Jackson	Teton Village*
No service where I want to go	25%	24%	50%
Delays/detours	15%	14%	25%
Lack of shade/shelter at bus stops	12%	11%	0%
The walking conditions to the bus stops are poor	10%	11%	0%
Overcrowded buses	10%	9%	0%
Lack of schedule information at bus stops	6%	6%	0%
Lack of parking at bus stops	5%	7%	25%
Lack of bike racks at bus stops	3%	4%	0%
Other (please specify)	13%	13%	0%

*Due to low response numbers from Teton Village residents in summer

What additional services or changes would encourage you to use START Bus more frequently in the Summer?

The summer survey responses maintained similar improvement priorities as compared to the winter survey, with “More frequent service” at 17% and “Access to other destinations” at 15% of responses. However, the gap between rider and non-rider preferences narrowed slightly, with non-riders requesting destination access at 20% (vs. 18% in the winter) and riders prioritizing frequency at 18%. This indicates that non-riders would be encouraged to use START Bus services if they served the destinations non-riders would like to go to, while riders would prefer improvements in frequency so that they could spend less time waiting for the bus to travel to their destination. Figure 32 presents these preferences.

Figure 32: What Additional Services or Changes Would Encourage You To Use Start Bus More Frequently In The Summer?



Sample size: 176 respondents

When broken down by geographic location, the data shows that Town of Jackson residents' priorities closely align with the overall survey results, with frequent service leading at 16% and destination access at 14%. Due to the low number of responses from Teton Village residents in the summer survey period, their results show less varied distribution patterns, with several improvement categories receiving identical 17% support, while others show 0% interest. This small sample size from Teton Village limits the reliability of geographic comparisons, though the Town of Jackson data provides a representative view of the services and changes the residents would like to see.

Table 13: Services/Changes by Location

Categories	All	Town of Jackson	Teton Village*
More frequent service	17%	16%	17%
Access to other destinations	15%	14%	17%
Extended service hours	9%	8%	17%
Shade/shelters at more bus stops	9%	9%	0%
Shorten transit trip time	9%	11%	0%
Better walking conditions to bus stops (complete & continuous sidewalks)	8%	7%	0%
Eliminate the need to transfer	7%	8%	17%
Improved parking at bus stops (park & rides)	5%	6%	17%
Schedule information posted at bus stops	5%	6%	0%
Bike racks at bus stops	4%	5%	0%
Other (please specify)	11%	10%	17%

*Due to low response numbers from Teton Village residents in summer

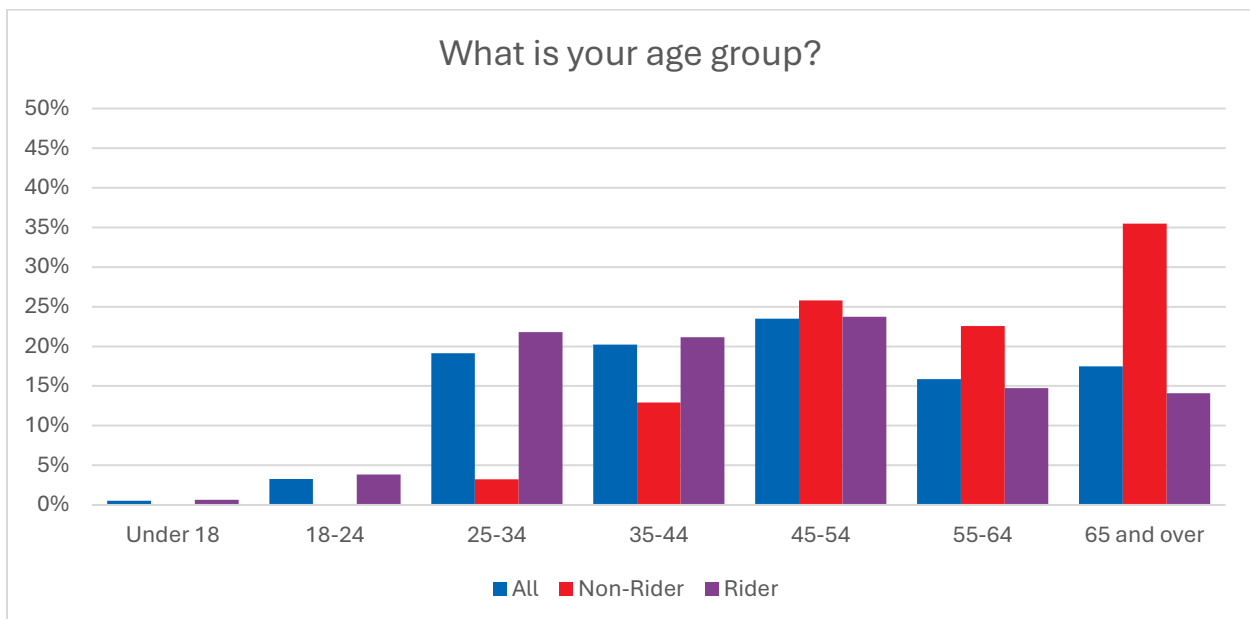
Demographics & Resident Characteristics

In this section, respondents were asked to identify their age group from provided ranges, indicate whether they have access to a personal vehicle (including options for shared or rental vehicles), and specify their race and ethnicity. The survey also asked about disability status, specifically asking whether respondents have any disability that limits their ability to use START fixed-route buses. Additional demographic questions covered employment status, annual household income across various brackets, and primary language spoken. These demographic questions were designed to create a complete profile of transit users and non-users to better understand the characteristics of the community served by START Bus services.

What is your age group?

In Figure 33, the summer survey respondents skew towards younger age groups across the survey. The 45 to 54 age group now represents the largest percentage of all respondents at 23%, while the 65 and older age group has a smaller share of responses at 35%. The 45-54 age group represents the largest percentage of rider respondents at 24% followed closely by the 25-34 group at 22%.

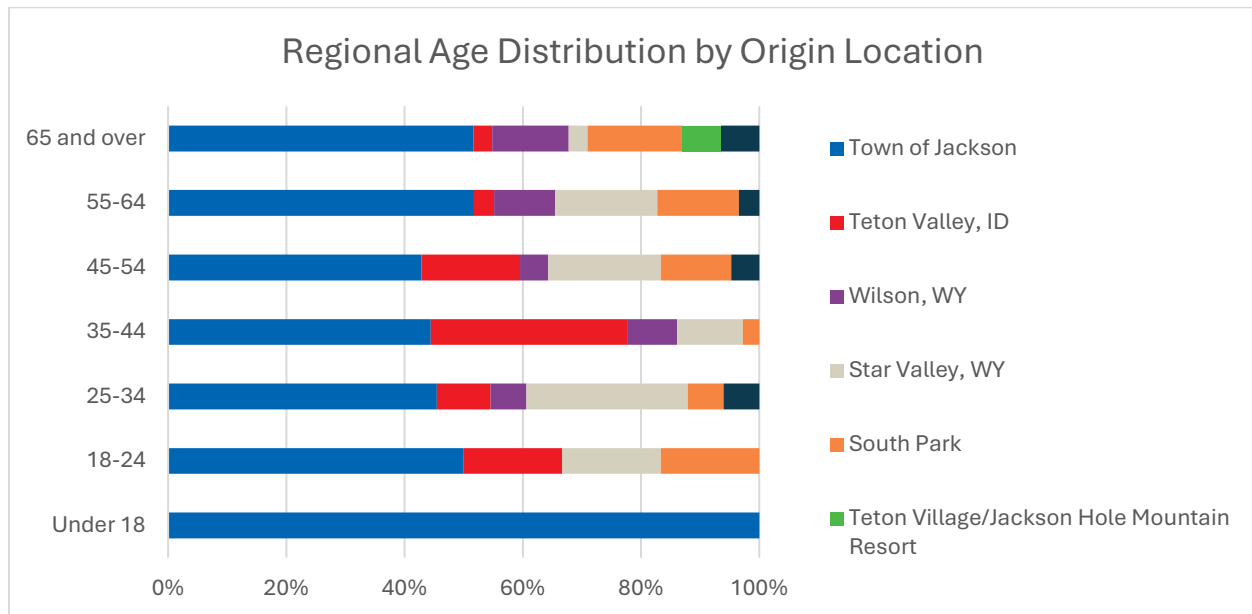
Figure 33: What is your age group?



Sample size: 183 respondents

According to Figure 34, 50% of respondents in the 18-24 age group and 100% of respondents in the under 18 age group live in the Town of Jackson. The Town of Jackson is the home location with the highest response rate for all age groups. Teton Valley, Idaho is still the second most common home location for those who are under 55, with South Park now being the second most common home location for those who are age 55 and older. 16% of respondents over the age of 65 live in South Park, and 33% of respondents in the 35-44 age group live in Teton Valley, ID. This is shown on Figure 34.

Figure 34: Respondent Age Distribution by Origin Location

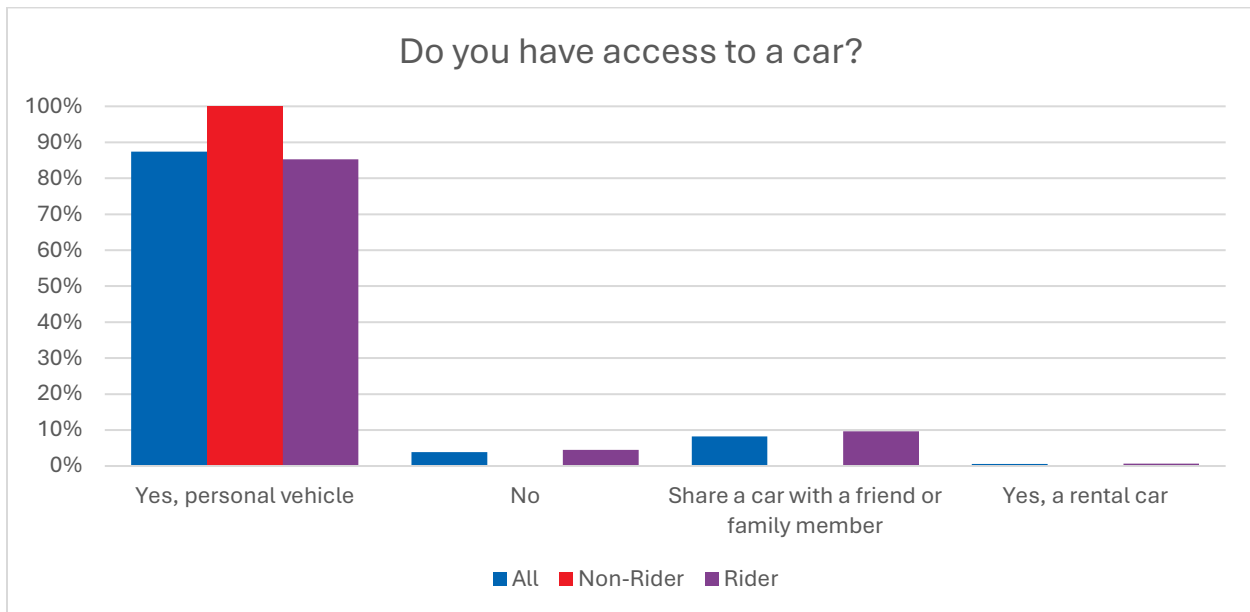


Sample size: 178 respondents

Do you have access to a car?

According to Figure 35, 87% of summer survey respondents indicated they had access to a personal vehicle, with 100% of non-riders and 85% of riders indicating the same. Only 4% of riders indicated they did not have access to a car. This again reinforces that personal vehicle use remains dominant in the Jackson Hole region.

Figure 35: Do you have access to a car?



Sample size: 183 respondents

Building on these overall findings, the location-specific data in Table 14 reveals minimal variation in car access rates between Town of Jackson and Teton Village residents. Town of Jackson respondents reported 86% car ownership in summer while Teton Village showed an even higher rate at 100% in the limited summer sample. The small percentages without car access were consistent with the overall survey results, with most non-car owners sharing vehicles with friends or family rather than having no vehicular access at all.

Table 14: Do you have access to a car? By Location

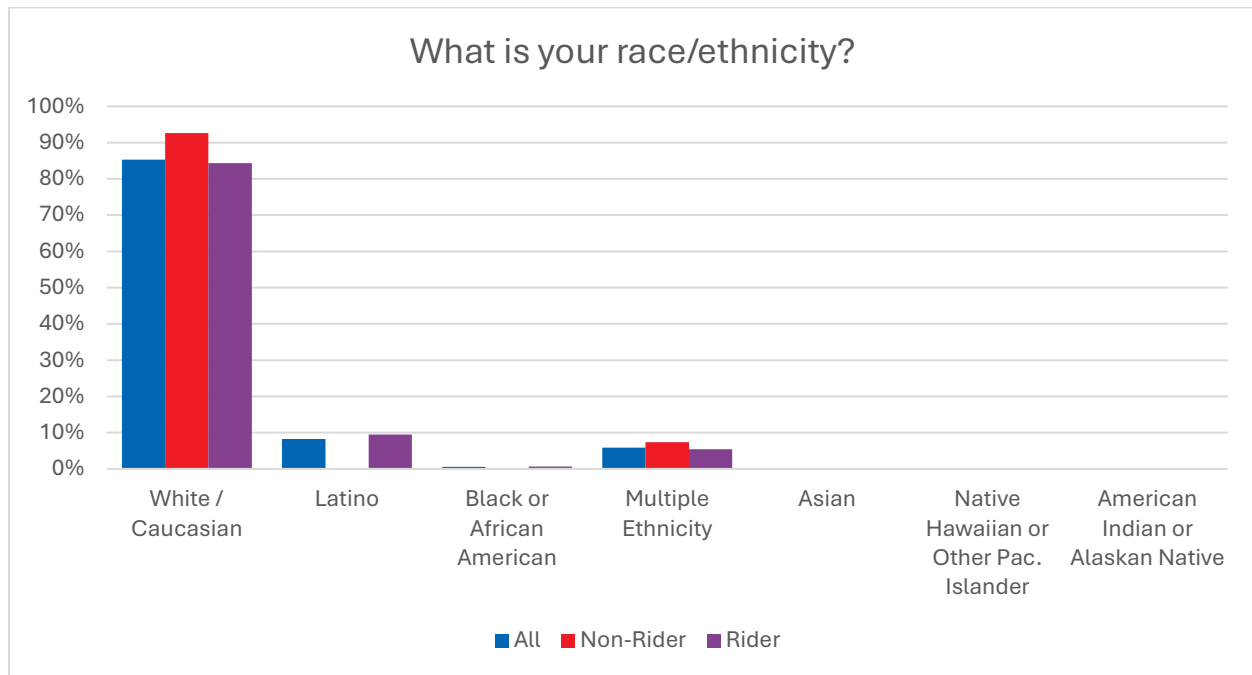
Location of Residency	Number of Responses	Do you have access to a car?			
		Yes	No	Share a car with a friend or family member	Yes, a rental car
Town of Jackson	85	86%	6%	8%	0%
Teton Village*	2	100%	0%	0%	0%

*Due to low response numbers from Teton Village residents in summer

What is your race/ethnicity?

In the summer survey period, the distribution of responses remains mostly the same, with a slight increase in Latino rider respondents to 10%. There were no Black/African American, Asian, and American Indian/Alaskan Native responses. Race/ethnicity responses from the summer survey are presented in Figure 36.

Figure 36: What is your race/ethnicity?



Sample size: 170 respondents

Do you have a disability that limits your ability to use START fixed-route buses?

According to Table 15, only 3% of summer survey respondents indicated that they did have a disability that limited their ability to use START fixed-route buses, and this number did not change significantly when filtered for rider/non-rider responses (97% and 94% respectively). The summer survey responses maintain the same distribution of responses.

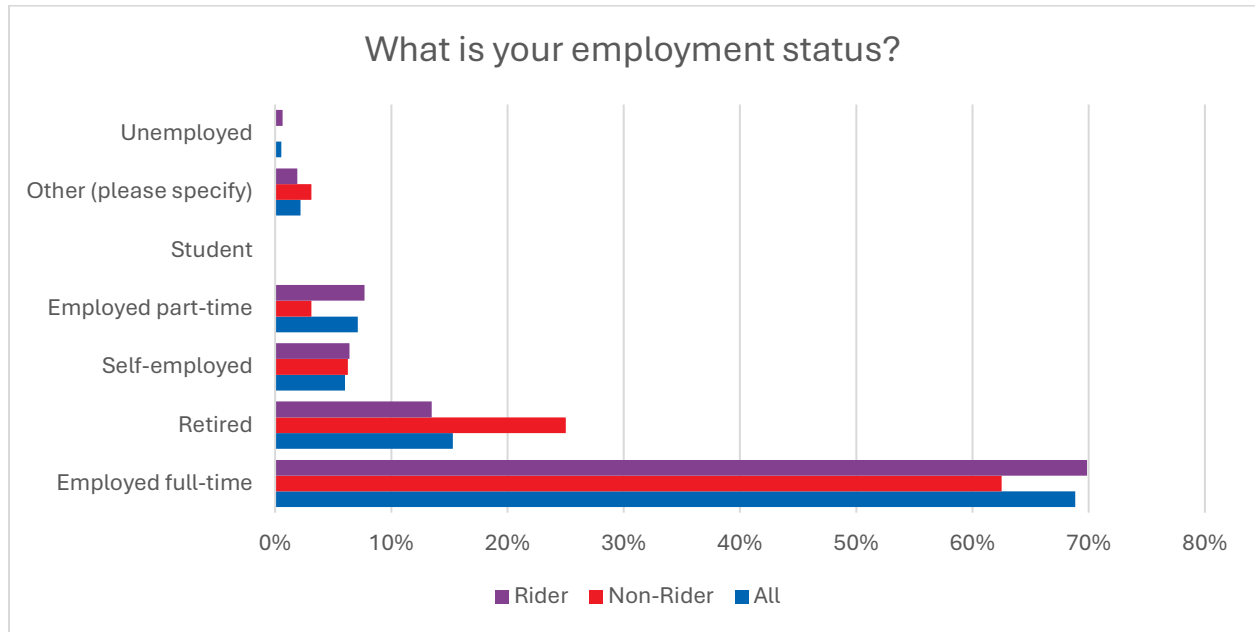
Table 15: Do you have a disability that limits your ability to use START fixed-route buses?

Rider Status	Number of Responses	No	Yes
All	185	97%	3%
Rider	154	98%	2%
Non-Rider	31	94%	6%

What is your employment status?

An even greater proportion of all respondents to the summer survey are employed full-time at 69%. Riders who are employed full-time increased to 70% of rider respondents, with 8% employed part-time. Among non-riders, 63% are now employed full-time, while just 3% are employed part-time. The proportion of non-riders who are retired decreased to 25%. Summer survey employment status responses are presented in Figure 37.

Figure 37: What is your employment status?

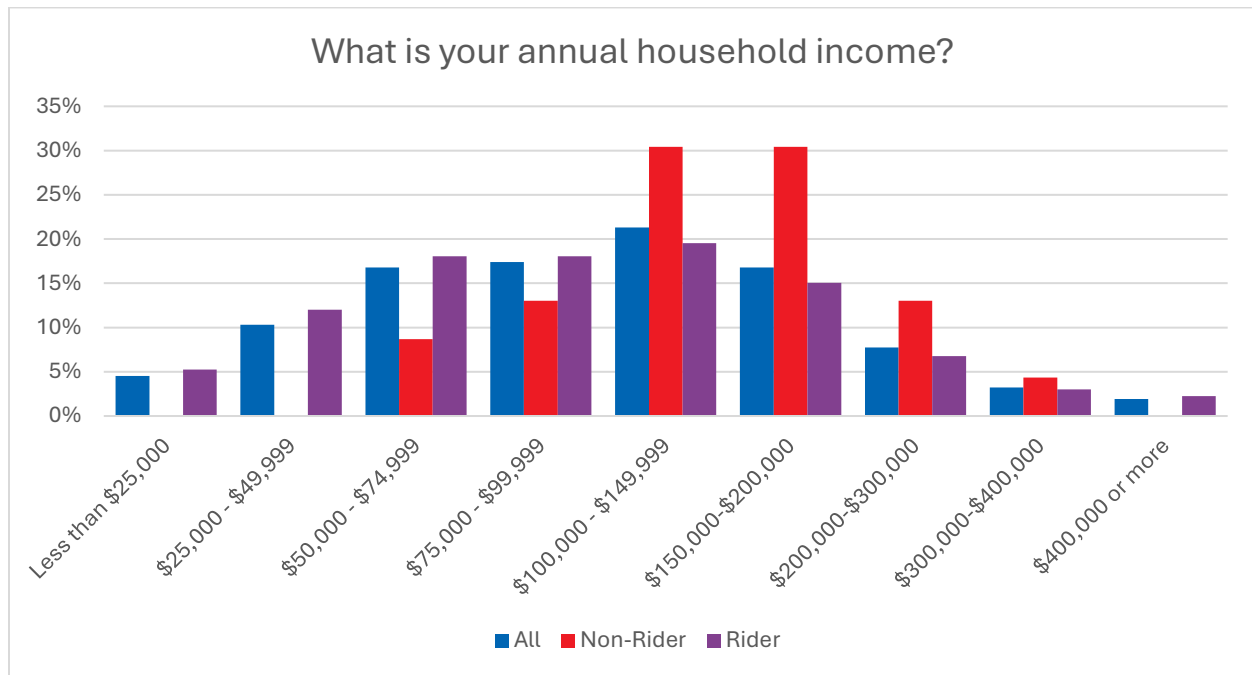


Sample size: 183 respondents

What is your annual household income?

In the summer survey, the non-rider respondents are especially skewed toward the \$100,00-\$149,999 group and the \$150,00-\$200,000, with both making up 60% of the non-rider respondents. Outside of that the overall and rider distribution of responses stayed mostly the same as the winter survey. This is shown in Figure 38.

Figure 38: What is your annual household income?



Sample size: 155 respondents

What is your primary language?

According to Table 16, 93% of respondents identified their primary language as English, while 6% identified their primary language as Spanish and 1% identified another language. This shows that an overwhelming percentage of people in the region are fluent in English. The differences between rider and non-riders' primary languages are minimal.

Table 16: What is your primary language?

Rider Status	Number of Responses	English	Spanish	Other
All	182	93%	6%	1%
Rider	153	92%	7%	1%
Non-Rider	29	100%	0%	0%

Summer Survey Key Takeaways

1. Approximately 90% of survey respondents are year-round residents of the Jackson Hole region.
2. The Town of Jackson serves as the primary residential hub. Locations outside of Jackson make up greater shares of all respondents and rider respondents compared to non-riders (59% of non-riders vs. smaller percentages of riders living in Town of Jackson).
3. The Town of Jackson functions as the primary employment center, with 55% of all respondents working there (58% of riders vs. 54% of non-riders).
4. Transit users are more likely to work at Teton Village/JHMR than non-transit users (14% of riders vs. 5% of non-riders).
5. In areas with transit service availability, riders made up a higher percentage of survey respondents, while areas with limited or no service (like South Park, Wilson, and distant locations) had more non-rider respondents.
6. Town Shuttle had the most respondents with 47% of respondents using it at least monthly, followed by Teton Village routes at 29%.
7. Airport and school services show low usage rates, with airport service limited by lack of convenient parking near route access points and school services reduced due to summer break.
8. Recreational activities and commuting to work are the two most common reasons for using START Bus services, combining for 58% of respondents (32% work, 26% recreation).
9. The greatest satisfaction gaps were consistently in "Destinations served by transit" (-0.92), "Dependability of transit services" (-0.85), and "Frequency of local service" (-0.81).
10. While the On-Demand service is popular and highly sought after, it performs the poorest overall among all service types, with large gaps in both wait times and destinations served.
11. Safety, cleanliness, and driver courtesy all exceeded rider expectations, with bus driver courtesy showing the highest positive gap (+0.64).
12. The majority of riders do not pay fares directly: 57% rely on free services, employer passes, or JHMR passes rather than paying fares themselves.
13. JHMR employees comprised 56% of employer-provided passes, indicating significant seasonal employment patterns at the resort.
14. Most transit trips are 15-30 minutes (21-32% of trips) except for Teton Valley and Star Valley commuter routes where 60% of trips take 60+ minutes.

15. Overall system performance showed longer average commute times in summer, with the 60+ minute category increasing to 24% across all modes, likely reflecting increased congestion during tourist season.
16. Respondents who currently pay for trips are less willing to pay higher amounts, with only 27% of fare-paying respondents willing to pay \$2.00 or more for time savings.
17. Non-riders would be encouraged to use START Bus if it served more destinations (Rafter J/Melody Ranch, Wilson, medical centers, Senior Center, etc.) at 20%, while current riders want more frequent service at 18%.
18. 56% of low-frequency riders indicated they would use START Bus more frequently if travel times improved, showing strong growth potential with service improvements.
19. Main challenges preventing ridership in summer are "No service where I want to go" (Rafter J/Melody Ranch, Library, etc.) at 25% and "delays/detours" at 15%.
20. Teton Village residents face more severe service limitations than Town of Jackson residents, with 50% reporting "No service where I want to go" compared to 24% in Town of Jackson.
21. Service improvements must deliver meaningful time savings to justify fare increases, as riders show strong price sensitivity for small time savings but increasing willingness to pay for substantial improvements.
22. Riders are predominantly working-age adults: 45-54 age group (24%) represents the largest percentage, followed closely by 25-34 (22%), while non-riders are primarily 65+ age group (35%).
23. 87% of respondents have access to a personal vehicle, including 86% of riders and nearly 100% of non-riders, indicating transit use is largely a choice rather than necessity.
24. 85% of respondents identified as White/Caucasian, with Latino respondents comprising 10% of riders and minimal representation from other racial/ethnic groups.
25. Only 3% of respondents indicated having a disability that limited their ability to use START fixed-route buses.
26. 69% of respondents are employed full-time, with higher rates among riders (70%) versus non-riders (63%), and retirement rates higher among non-riders (25%) compared to riders.
27. The largest percentage of riders earn \$100,000-\$149,000, reflecting the high-income nature of the Jackson Hole region, with riders generally having higher representation in lower income brackets compared to non-riders.
28. 93% of respondents identified English as their primary language, with Spanish speakers comprising 6%.

		Amended 6/30/2026	Requested 6/30/2027	% Change From FY 26	\$ Change From FY 26
	INTERGOVERNMENTAL				
211-0000-43450-000	FTA/Wyoming 5311 Grant	4,185,700	5,227,000	25%	1,041,300
211-0000-43465-000	FTA/Idaho 5311 Grant	460,000	500,000	9%	40,000
211-0000-43465-001	FTA/Idaho 5311 Grand Targhee G	266,300	300,000	13%	33,700
211-0000-43469-000	FTA 5339/WY - Bus	4,066,000	2,103,750	-48%	(1,962,250)
211-0000-43471-000	FTA5339/WY - Bus Shelter, Facility	312,000	636,000	104%	324,000
211-0000-43473-100	BUILD Grant - Buses	1,542,000	1,580,812	3%	38,812
211-0000-43720-000	Teton County Contribution - Operation	1,483,017	1,185,457	-20%	(297,560)
211-0000-43720-100	Teton County Contribution - Capital	267,900	896,663	235%	628,763
		12,582,917	12,429,682	-1%	(153,235)
	CHARGES FOR SERVICES				
211-0000-44510-000	Transit Fares	305,000	335,500	10%	30,500
211-0000-44510-100	Fares - Star Valley Passes	72,000	80,000	11%	8,000
211-0000-44510-200	Fares - Star Valley Tickets	10,000	15,000	50%	5,000
211-0000-44510-300	Fares - Teton Valley Pass	70,000	75,000	7%	5,000
211-0000-44510-400	Fares - Teton Valley Tickets	10,000	15,000	50%	5,000
211-0000-44511-000	Transit Contract Fares	697,500	700,000	0%	2,500
211-0000-44512-000	JH Airport	18,000	-	-100%	(18,000)
211-0000-44512-100	Airport Fares	80,000	-	-100%	(80,000)
211-0000-44520-000	START Advertising	7,500	20,000	167%	12,500
211-0000-44550-000	Short Term Rental Impact Fee	873,700	900,000	3%	26,300
		2,143,700	2,140,500	0%	(3,200)
	MISCELLANEOUS REVENUE				
211-0000-46110-000	Interest Earnings	32,000	40,000	25%	8,000
211-0000-46210-043	Rent - Elk Antler	60,000	35,000	-42%	(25,000)
211-0000-46210-054	RENT - Chatham Loop #2	6,552	-	-100%	(6,552)
211-0000-46210-056	RENT - Snake River Cabins	40,000	-	-100%	(40,000)
211-0000-46210-059	Rent - 355 W Deloney E5	30,933	30,933	0%	-
211-0000-46210-064	Rent - 126 Aspen Drive	20,400	21,120	4%	720
211-0000-46210-065	Rent - Adams Canyon	25,000	8,000	-68%	(17,000)
211-0000-46490-000	Contributions & Donations	3,000	3,000	0%	-
		217,885	138,053	-37%	(79,832)
	TRANSFERS IN				
211-0000-49900-206	Town Contribution	1,118,768	1,388,079	24%	269,311
		1,118,768	1,388,079	24%	269,311
	TOTAL REVENUES	16,063,270	16,096,314	0%	33,044

		Amended 6/30/2026	Requested 6/30/2027		
	START BUS ADMINISTRATION				
211-3900-51110-000	Salaries & Wages - Regular	485,086	505,216	4%	20,130
211-3900-51190-000	Buyout - Compensated Absences	9,377	9,716	4%	339
211-3900-51210-000	Overtime	2,500	2,650	6%	150
211-3900-51215-000	HOLIDAY PAY - PTO BUYBACK	2,500	3,000	20%	500
211-3900-51410-000	FICA & Medicare	38,209	39,825	4%	1,616
211-3900-51420-000	Health Insurance	72,093	60,724	-16%	(11,369)
211-3900-51425-000	Vision Insurance	613	613	0%	-
211-3900-51430-000	Dental Insurance	2,901	3,892	34%	991
211-3900-51440-000	Wyoming Retirement	81,921	86,291	5%	4,370
211-3900-51460-000	Workers' Compensation	6,196	6,487	5%	291
211-3900-51470-000	State Unemployment	2,203	2,164	-2%	(39)
211-3900-51480-000	Disability/Life Insurance	2,964	2,846	-4%	(118)
211-3900-52110-000	General/Office Supplies	10,000	10,500	5%	500
211-3900-53110-000	Postage	150	150	0%	-
211-3900-53210-000	Printing & Publication	18,000	15,000	-17%	(3,000)
211-3900-53220-000	Advertising	55,600	70,600	27%	15,000
211-3900-53330-000	Dues & Subscriptions	2,500	2,000	-20%	(500)
211-3900-53410-000	Utilities	65,000	65,000	0%	-
211-3900-53425-000	Water and Sewer Charges	17,000	17,000	0%	-
211-3900-53510-000	Professional Services	177,000	40,000	-77%	(137,000)
211-3900-53510-003	Saas	189,000	156,000	-17%	(33,000)
211-3900-53522-000	Physicals	3,500	3,500	0%	-
211-3900-53523-000	Drug and Alcohol Testing	7,600	6,000	-21%	(1,600)
211-3900-53545-000	Credit Card Fees	1,400	1,400	0%	-
211-3900-53545-100	Masabi Processing Fees	10,000	10,000	0%	-
211-3900-53660-000	Repair & Maint - START HQ	141,400	170,000	20%	28,600
211-3900-53660-100	Repair & Maint - Stilson	-	23,000	#DIV/0!	23,000
211-3900-53660-043	R&M - Elk Antler Rent	53,708	81,375	52%	27,667
211-3900-53660-054	R&M - Chatham Loop #2	7,600	-	-100%	(7,600)
211-3900-53660-059	R&M - 355 W Deloney E5	36,840	36,000	-2%	(840)
211-3900-53660-064	R&M - 126 Aspen Drive	21,580	25,600	19%	4,020
211-3900-53660-065	R&M - Adams Canyon	24,744	36,876	49%	12,132
211-3900-53710-000	Training, Travel, & Meetings	14,000	29,900	114%	15,900
211-3900-53940-000	Employee Recruitment	35,000	60,000	71%	25,000
211-3900-53987-000	Employee Recognition	12,000	13,000	8%	1,000
211-3900-55110-000	IT Services	118,618	136,480	15%	17,862
211-3900-55120-000	Property Insurance	77,056	84,762	10%	7,706
211-3900-55130-000	Liability Insurance	3,467	6,826	97%	3,359
		1,809,326	1,824,393	1%	15,067

		Amended 6/30/2026	Requested 6/30/2027		
	START BUS OPERATIONS				
211-3910-51110-000	Salaries & Wages - Regular	1,267,456	1,256,478	-1%	(10,978)
211-3910-51110-100	Salaries & Wages - Supervisor	447,169	475,119	6%	27,950
211-3910-51120-000	Salaries & Wages - Part-Time	1,347,966	1,317,851	-2%	(30,115)
211-3910-51190-000	Buyout - Compensated Absences	32,276	33,300	3%	1,024
211-3910-51210-000	Overtime	160,000	120,000	-25%	(40,000)
211-3910-51210-100	Overtime - Supervisor	15,000	15,000	0%	-
211-3910-51215-000	Holiday Pay - PTO Buyback	30,000	30,000	0%	-
211-3910-51410-000	FICA & Medicare	252,440	248,453	-2%	(3,987)
211-3910-51420-000	Health Insurance	441,400	454,854	3%	13,454
211-3910-51425-000	Vision Insurance	3,739	3,333	-11%	(406)
211-3910-51430-000	Dental Insurance	17,782	18,193	2%	411
211-3910-51440-000	Wyoming Retirement	326,819	326,239	0%	(580)
211-3910-51460-000	Workers' Compensation	41,181	40,515	-2%	(666)
211-3910-51470-000	State Unemployment	30,296	28,469	-6%	(1,827)
211-3910-51480-000	Disability/Life Insurance	15,081	14,277	-5%	(804)
211-3910-52210-000	Operating Supplies	8,500	10,000	18%	1,500
211-3910-52250-000	Uniforms	8,000	9,000	13%	1,000
211-3910-53160-000	Radio Services	6,500	6,500	0%	-
211-3910-53510-000	TV Shuttle - Salt Lake Express	421,000	422,500	0%	1,500
211-3910-53510-001	Microtransit - East Jackson	1,467,000	1,700,000	16%	233,000
211-3910-53510-003	Van Pool	54,400	90,400	66%	36,000
211-3910-53611-000	Repair & Maint - Vehicles	6,500	6,500	0%	-
211-3910-53615-000	Repair & Maint - Shop Parts	338,566	390,922	15%	52,356
211-3910-53616-000	Repair & Maint - Shop Labor	355,704	361,200	2%	5,496
211-3910-53622-000	Petroleum Products	457,317	415,340	-9%	(41,977)
211-3910-53665-000	Trash Collection	25,000	30,000	20%	5,000
211-3910-55130-000	Idaho Liability Insurance	176,159	184,967	5%	8,808
211-3910-55199-000	Insurance Deductible	61,797	61,111	-1%	(686)
211-3910-55200-000	Grand Targhee Grant Admin	266,300	300,000	13%	33,700
211-3910-55330-000	Facility Lease	60,000	60,000	0%	-
211-3910-55335-000	Rental Expense - Driggs Garage	26,400	26,400	0%	-
		8,167,748	8,456,921	4%	289,173

		Amended 6/30/2026	Requested 6/30/2027		
	<u>START BUS CAPITAL</u>				-
211-3911-59239-411	Bus Shelter (3)	390,000	390,000	0%	-
	Bus Wash Bay	-	350,000		350,000
211-3911-59439-012	ADA Bus	160,000	-	-100%	(160,000)
211-3911-59439-024	Tahoe -Supervisory replacement	40,000	-	-100%	(40,000)
	Garage Floor Sweeper	-	55,000		55,000
211-3911-59439-028	OTR Diesel Buses	1,800,000	-	-100%	(1,800,000)
211-3911-59439-029	40 Ft. Electric Buses	5,000,000	5,020,000	0%	20,000
		<u>7,390,000</u>	<u>5,815,000</u>	-21%	(1,575,000)
	<u>OTHER FINANCING USES</u>				
211-9900-53950-000	Indirect Cost Allocations	466,478	168,738	-64%	(297,740)
		<u>466,478</u>	<u>168,738</u>	-64%	(297,740)
	<u>TOTAL FUND EXPENDITURES</u>	<u>17,833,552</u>	<u>16,265,052</u>	-9%	(1,568,500)
	<u>NET REVENUE OVER EXPENDITURES</u>	<u>(1,770,282)</u>	<u>(168,738)</u>	-90%	1,601,544



TOWN OF JACKSON | START BUS

FY 27 Proposed Service Levels and Budget

START Board Meeting

February 26, 2025

Presented by: Mike Toronto START Director

Proposed Service Levels for FY 27

Summary of Service Changes

See page 4 for slide show excerpts from February 12th Board Meeting

Airport Shuttle – Winter Season

- Suspend

Teton Village South route – Winter Season

- Suspend

Town Shuttle

- Summer
 - Increase from 65 to 74 Roundtrips a day
 - Increasing span of service to midnight
- Fall Season
 - Increase from 64 to 66 round trips a day
 - Increase span of service to 11:30p
- Winter
 - No increase to round trips
 - Increasing span of service to midnight
- Spring
 - Increase from 64 to 66 round trips
 - Increase span of service to 1130
- Total Annual Hours of Service Changes
 - 20,251 to 20,541
- Estimated Overall Costs for Town Shuttle in FY 27: \$2,560,737

Teton Village Local

- Summer
 - No change
- Fall Season
 - Increase from 16 to 17 roundtrips a day
 - Increase span of service to 11:15
- Winter
 - No change
- Spring
 - No change
- Total Annual Hours of Service Changes
 - 17,202 to 18,068 (change is due to a difference in arithmetic and using historical deadhead time vs estimated deadhead time)
- Estimated Overall Costs for Teton Village Local in FY 27: \$2,301,930

Teton Village Express (Winter only)

- No change

- Estimated Overall Costs for Teton Village Express in FY 27: \$890,262

Teton Village Express Tripper

- Summer
 - Currently no service
 - Add 1 AM and 1 PM roundtrip
- Fall Season
 - Currently no service
 - Add 1 AM and 1 PM roundtrip
- Winter
 - No change
- Spring
 - Currently no service
 - Add 1 AM and 1 PM roundtrip
- Total Annual Hours of Service Changes
 - 2,800 to 4,178
- Estimated Overall Costs for Teton Village Express Tripper in FY 27: \$384,050 (\$420K for Just Winter Service if contracted out)

Commuter Routes

- No change
- Estimated Overall Costs for Commuter Routes in FY 27: \$ 784,718

START On Demand

- No change
- Estimated Overall Costs for Start On Demand in FY 27: \$1,700,000

ADA Service

- No change
- Estimated Overall Costs for ADA Service in FY 27: \$347,100

Van Pool

- Continue Service
- Add Idaho area if funding is approved through the Idaho Department of Transportation
- Estimated Overall Costs for Van Pool in FY 27: \$75,000 / \$90,000 to grow service into Idaho

Service Changes Presented at 2/12 Board Meeting

START BUS Town Shuttle

➤ Summer Season:

- **Current** - 3 buses - 15-minute frequency - 65 round trips daily - 6:00a - 10:30p daily
- **Proposed FY27** - 3 buses - 15-minute frequency - 74 roundtrips daily - 6:00a - 12:00a daily

➤ Fall Season:

- **Current** - 3 buses - 15-minute frequency - 64 roundtrips daily - 6:00a - 11:00p daily
- **Proposed FY27** - 3 buses - 15-minute frequency - 66 roundtrips daily - 6:00a - 11:30p daily

➤ Winter Season:

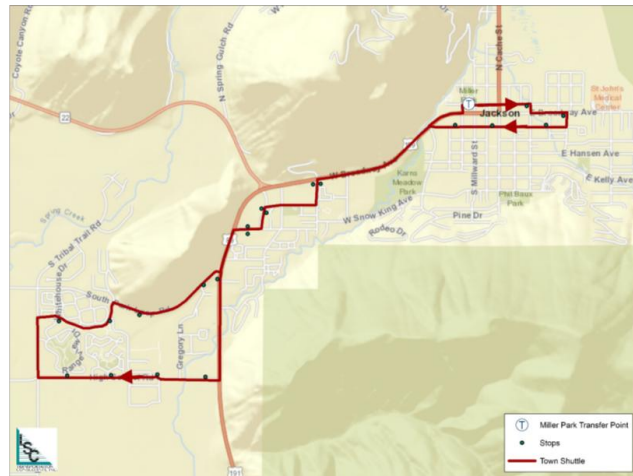
- **Current** - 3 buses - 15-minute frequency - 70 round trips daily - 6:00 a - 11:30p daily
- **Proposed FY27** - 3 buses - 15-minute frequency - 70 roundtrips daily - 6:00a - 12:00a daily

➤ Spring Season:

- **Current** - 3 buses - 15-minute frequency - 64 roundtrips daily - 6:00a - 10:30p daily
- **Proposed FY27** - 3 buses - 15-minute frequency - 66 roundtrips daily - 6:00a - 11:30p daily

Current - 20,251 annual hours (revenue + deadhead)
Proposed - 20,541 annual hours (revenue + deadhead)

Summer \ Spring \ Fall we drop to 20 min frequency after 7:30



25

START BUS Teton Village Local

➤ Summer Season:

- **Current** - 2 buses - 60-minute frequency - 18 round trips daily - 5:00a - 12:00a daily
- **Proposed FY27** - 2 buses - 60-minute frequency - 18 round trips daily - 5:00a - 12:00a daily run (no Change)

➤ Fall Season:

- **Current** - 2 buses - 60-minute frequency - 16 round trips daily - 5:15a - 10:15p daily
- **Proposed FY27** - 2 buses - 60-minute frequency - 17 round trips daily - 5:15a - 11:15p daily

➤ Winter Season:

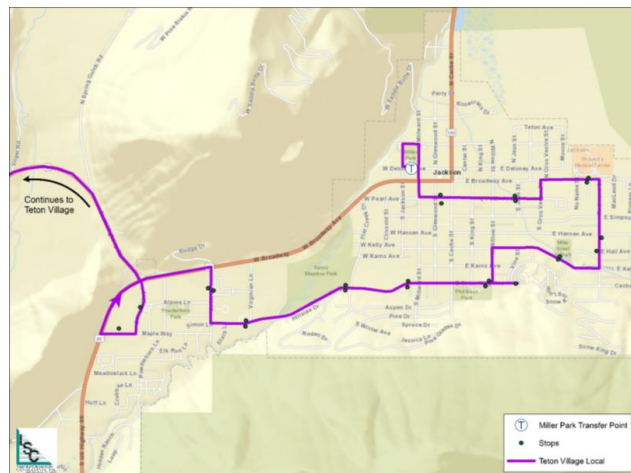
- **Current** - 3 buses - 40-minute frequency - 27 round trips daily - 5:00a - 12:00a daily
- **Proposed FY27** - 3 buses - 40-minute frequency - 27 round trips daily - 5:00a - 12:00a daily (no change)

➤ Spring Season:

- **Current** - 2 buses - 60-minute frequency - 17 round trips daily - 5:00a - 11:15p daily
- **Proposed FY27** - 2 buses - 60-minute frequency - 17 round trips daily - 5:00a - 11:15p daily (no change)

Current - 17,202 annual hours

Proposal - 18,068 annual hours (change could be due to difference in arithmetic)



26



Teton Village Express (Winter only)



- **Current –**
 - 2 buses
 - 40-minute frequency (Stilson both directions)
 - 27 round trips daily
 - 6:00a - 12:00a daily
- **Proposed FY27**
 - 2 buses
 - 40-minute frequency (Stilson both directions)
 - 27 round trips daily
 - 6:00a - 12:00a daily

Current – 5,148 annual hours (revenue + deadhead)
Proposed – 6,248 annual hours (revenue + deadhead)

27



Village Express Tripper (W/S/F/S)



Bring in House no more Contractor

- **Summer Season**
 - Current – None
 - **Propose FY 27 1 Bus / 1 AM round trip @ 7a / 1 PM round trip @ 5p**
- **Fall Season**
 - Current – None
 - **Propose FY 27 1 Bus / 1 AM round trip @ 7a / 1 PM round trip @ 5p**
- **Winter Season**
 - Current –
 - 2 buses
 - 40-minute frequency round trips (Stilson both directions)
 - 16 round trips daily – 6:00a – 12:00p daily; 2:00p – 8:00p daily
 - **Proposed FY27 – (no change)**
 - 2 buses
 - 40-minute frequency round trips (Stilson both directions)
 - 16 round trips daily - 6:00a – 12:00p daily; 2:00p – 8:00p daily
- **Spring Season**
 - **Current 1 Bus / 1 AM round trip @ 7a / 1 PM round trip @ 5p**
 - **Propose FY 27 1 Bus / 1 AM round trip @ 7a / 1 PM round trip @ 5p**

Current – 2,800 annual hours (revenue + deadhead)

Proposed – 4,178 annual hours (revenue + deadhead)

This Adds a total of 460 Round Trips to the village

28



Commuter Routes

Star Valley, WY - Commuter

- **Summer Season:**
 - **Current** - 3 buses - 3 am/3pm trips per day - 3 round trips per weekday
 - **Proposed FY27** - 3 buses - 3 am/3pm trips per day - 3 round trips per weekday (no change)
- **Fall Season:**
 - **Current** - 3 buses - 3am/3pm trips per day - 3 round trips per weekday
 - **Proposed FY27** - 3 buses - 3 am/3pm trips per day - 3 round trips per weekday (no change)
- **Winter Season:**
 - **Current** - 3 buses - 3 am/3pm trips per day - 3 round trips per day
 - **Proposed FY27** - 3 buses - 3 am/3pm trips per day - 3 round trips per weekday (no change)
- **Spring Season:**
 - **Current** - 3 buses - 3am/3pm trips per day - 3 round trips per day
 - **Proposed FY27** - 3 buses - 3 am/3pm trips per day - 3 round trips per weekday (no change)

Commuter Routes Annual Hours

Current: 5,864 annual hours

Proposed: 5,077 Annual Hours (Change is due to arithmetic used and going off real dead hours vs estimated)

Teton Valley, ID - Commuter

- **Summer Season:**
 - **Current** - 3 buses - 3 am/3pm trips per day - 3 round trips per weekday
 - **Proposed FY27** - 3 buses - 3 am/3pm trips per day - 3 round trips per weekday (no change)
- **Fall Season:**
 - **Current** - 3 buses - 3am/3pm trips per day - 3 round trips per day
 - **Proposed FY27** - 3 buses - 3 am/3pm trips per day - 3 round trips per weekday (no change)
- **Winter Season:**
 - **Current** - 3 buses - 3 am/3pm trips per day - 3 round trips per day
 - **Proposed FY27** - 3 buses - 3 am/3pm trips per day - 3 round trips per weekday (no change)
- **Spring Season:**
 - **Current** - 3 buses - 3am/3pm trips per day - 3 round trips per day
 - **Proposed FY27** - 3 buses - 3 am/3pm trips per day - 3 round trips per weekday (no change)

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START On-Demand

Current (East Jackson) –

- Revised projected annual hours:
 - 20869 vehicle hours; 6:00a- 12:00a

Proposed FY27 (East Jackson)

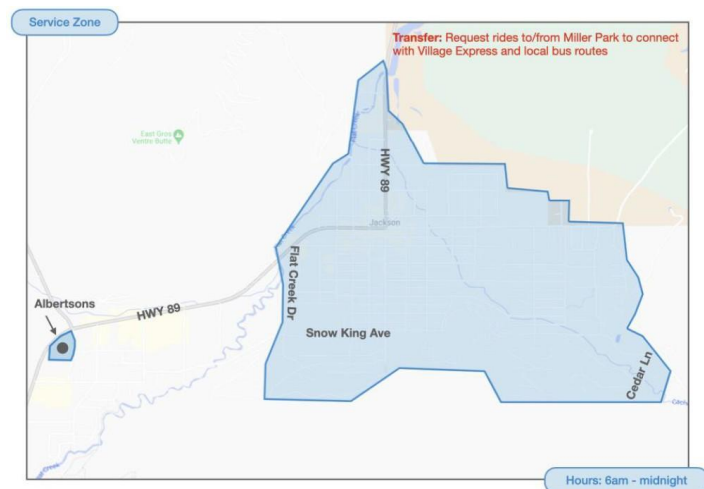
- No Change

Current Budget (East Jackson)

- \$1,467,000

Recommended Budget- (East Jackson)

- \$1,600,000 (TBD based on Bids from RFP)



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Proposed Budget for FY 27

Summary of Budget Changes

The following headers mirror the layout in the attached budget. Notable changes to line items are detailed below. The line items in the budget attachment highlighted in yellow are calculated and entered by other Town departments.

Intergovernmental

- FTA 5339/WY-Bus
 - o Reduced by \$2M due to three capital projects being completed in FY 26 (*see Capital Outlay in Appendix*):
 - ADA Bus
 - Supervisor Vehicle
 - Two over the road motor coaches

Charges for Services

- Star Valley and Teton Valley Tickets and Passes
 - o Increased to reflect the anticipated impacts from planned targeted marketing and incentives to increase ridership and fares.
- Airport Fares / JH Airport
 - o Decreased to represent the impacts of the recommendation to suspend the Airport Shuttle.
- START Advertising
 - o Staff is developing a price structure and a campaign to promote on bus advertising options to businesses.
- All other increases are due to inflation and regular growth.

Miscellaneous Revenue

- Rental Income
 - o Decreased anticipated rental income to reflect a change in START's bonus structure for next years Winter Seasonal Employees. Currently, the bonus is \$9,800. Staff will use \$2500 of each employee's bonus to reduce rent by \$500 per month for 5 months. This change gives employees more money in

their pockets each month, reduces rent to be more competitive with transit peers, and leaves the bonus competitive compared to peer agencies.

- This also reflects START covering half the first months rent per winter seasonal employee.

Transfers In

- All other increases are due to inflation and regular growth.

Start Bus Administration

- Advertising
 - Increased as part of staff's strategy to engage in targeted marketing to grow ridership and fare revenue.
- Utilities / Water and Sewer Charges
 - Increased due to the addition of the Silson facility. As the tenant of that facility, START is responsible for utilities.
- Professional Services
 - Decreased to reflect the completion of the TDP project.
 - The only professional service we anticipate using in FY 27 is a Marketing Consultant.
- Travel, Training and Meetings
 - Increased this line item for a transit conference in Chicago – the APTA EXPO. This expo happens once every three years and is a great opportunity for staff to meet vendors, bus builders, and technology providers in the transit industry and seek opportunities to cut costs or improve our equipment and services.
 - The increased amount is for 3 staff to attend.
- Employee Recruitment
 - Historical figures show that staff spend close to \$50,000 on this line item.
 - Increased to better reflect historical averages and potential cost increases.
- All other changes are due to inflation or reduced to represent historical averages.

Start Bus Operations

- Salaries and Wages – Regular / Salaries and Wages – Part- Time
 - This line item is for Full-Time Year-Round Operators and Part-Time seasonal Operators.

- The FY 2027 amount represents both the decrease in service hours and a wage increase.
- Staff is asking for an increase to the Operator starting wage from \$27.59 to \$30 and proportional increase to all operators.
- Salaries and Wages – Supervisor
 - The FY 27 amount represents both the increase for the cell phone stipend and the potential increase to Supervisor’s wages if converted to salaried and if given Operators as direct reports
- Overtime
 - This category is specific to bus Operators.
 - This was reduced to offset other requests for increased wages and housing assistance as part of staff’s strategy to make START a more desirable place to work.
- Micro transit East Jackson
 - Increased due to expected rise in cost from new contract in the Fall of 2026.
- TV Shuttle – Salt Lake Express
 - Kept this amount in the budget in the event that staff is unable to hire enough seasonal employees.
- All other changes are due to inflation or reduced to represent historical averages.

Start Bus Capital - See Capital Outlay in Appendix

- Bus Shelter Project
 - This project will start in FY 26 and may not be completed until after FY 27 starts.
- Garage Floor Sweeper
 - Current sweeper is 11-years-old
 - Research shows these machines have a useful life of 8 to 10 years.
- Bus Wash Bay replacement
 - The current wash bay equipment is 11 years old.
 - Research shows wash bays for large equipment has a useful life of 8 to 10 years.

Appendix

START Proposed Budget

See attached Budget Document

START Capital Budget Outlay

Carry Over Capital Projects From FY 26													
Project Description	Type	Quantity	Unit Cost Estimate	Total Cost	Federal Share	Federal Revenue	Local Share	source of federal \$	WYDOT Number	Original Budget FY	Expected Delivery	Notes	
40 foot transit bus replacement	40 ft. hybrid elec. bus	2	\$1,100,000	\$2,200,000	77%	\$1,542,000	\$658,000	BUILD GRANT		FY 2025	Spring 2027	Requesting a Carry Over from FY 26 to FY 27	
40 foot transit bus replacement	40 ft. diesel bus	4	\$700,000	\$2,800,000	75%	\$2,100,000	\$700,000	WYDOT	FT20069	FY 2025	Spring 2027	Requesting a Carry Over from FY 26 to FY 27	
bus shelter improvements				\$390,000	80%	\$312,000	\$78,000	WYDOT	FT25366	FY 2025	Fall 2026	Requesting a Carry Over in the event the project is not complete by FY 26 er	
Current Capital Projects Subtotal				\$5,390,000		\$3,954,000	\$1,436,000						
New Capital Project Requests FY 27													
Anticipated													
Project Description	Type	Quantity	Unit Cost Estimate	Total Cost	Federal Share	Federal Revenue	Local Share	source of federal \$	WYDOT Number	Original Budget FY	Expected Completion	Notes	
Bus Wash bay Replacement	NA	1	\$ 350,000.00	\$350,000	80%	\$280,000	\$70,000	WYDOT	NA	NA	Spring 2027	Current Wash bay equipment is 11 years old	
Floor Sweeper	NA	1	\$ 55,000.00	\$55,000	80%	\$44,000	\$11,000	WYDOT	NA	NA	Spring 2027	Current floor sweeper is 2 years past the useful life	
Requested Capital Projects Subtotal				\$405,000		\$324,000	\$81,000						
FY 27 Anticipated Capital Totals				\$5,795,000		\$4,278,000	\$1,517,000						
Capital Requests to be Completed in FY 26													
Project Description	Type	Quantity	Unit Cost Estimate	Total Cost	Federal Share	Federal Revenue	Local Share	source of federal \$	WYDOT Number	Original Budget FY	Completion Date	Notes	
ADA van replacement	ADA van	1	\$160,000	\$160,000	85%	\$136,000	\$24,000	WYDOT	FT24366	FY 2024	11/1/2025	Vehicle Delivered and In Service	
supervisor replacement car	supervisor car	1	\$40,000	\$40,000	50%	\$20,000	\$20,000	WYDOT	FT 24367	FY 2025	Summer 2026	RFP to go out in April	
45 foot over the road coach replacement	45 over the road coach	2	\$900,000	\$1,800,000	85%	\$1,530,000	\$270,000	WYDOT	FT25365	FY 2025		requesting carryover at higher unit cost and revised fed share	
Total				\$2,000,000		\$1,686,000	\$314,000						