

START Board Regular Meeting

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 (9:00 AM - 9:05 AM)

- A. Call to Order
- B. Roll Call

III. PUBLIC COMMENT – any items not on today’s agenda. (9:05 AM - 9:10 AM)

- 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 (9:10 AM - 9:15 AM)

- A. Approval of Minutes
 - 1. February 26, 2026, Regular Meeting
- B. Adoption of Facility Maintenance Plan
- C. Authorizing Resolution for WYDOT Grant
- D. Certifications and Assurances for WYDOT Grant

V. DISCUSSION ITEMS AND/OR ACTION ITEMS (9:15 AM - 10:15 AM)

- A. DISCUSSION/ACTION ITEMS:
 - 1. Budget Update FY27 – Mike Toronto
 - i. Amending the FY 27 Budget request for a facilities person for START
 - 2. Adoption of 5-Year Transit Development Plan – Board Members
 - 3. Director’s Update – Mike Toronto
 - i. START Bus February 2026 Ridership
 - ii. START On-Demand February 2026 Ridership
 - iii. START Bus February 2026 Financial Report

VI. MATTERS FROM THE BOARD (10:15 AM - 10:30 AM)

- A. Teton Valley Liaison Report – Doug Self
- B. Town Liaison Report – Kevin Regan
- C. County Report – Wes Gardner

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- D. Star Valley Liaison Report - Vacant
- E. Matters from Board Members

VII. ADJOURNMENT (10:30 AM)

VIII. TIME AND PLACE FOR NEXT MEETING

- A. **Next Special meeting:** Wednesday April 10, 2026, from 3:30 PM – 4:30 PM Special Meeting Pending Budget Discussions– **Online Only**
- B. Please use the URL below to join the webinar:
<https://us02web.zoom.us/j/83420578457?pwd=yA2ZQXLAA6rakgTcnEOmu564cFOk35.1>
Webinar ID: 834 2057 8457 / Passcode: 83001
- C. **Next Regular Meeting:** Thursday, April 30, 2026, from 3:30 PM to 5:30 PM Hybrid, Teton County Commissioner’s Chambers and Zoom
- D. Please use the URL below to join the webinar:
<https://us02web.zoom.us/j/81857442832?pwd=hrX97dTvbW8gofjBln7gDAWZQ8Bjhs.1>
Webinar ID: 818 5744 2832 / Passcode: 83001

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START Board Regular Monthly Meeting Minutes

February 26, 2026

3:30 PM – 5:45 PM

Hybrid – Teton County Commissioners 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
 - Chair Eisen called the meeting to order at 3:29 PM
- B. Roll Call
 - START Board: LizAnn Eisen– Virtual (Chair), Kristin Unruh – Virtual (Vice-Chair & Treasurer), Steve Grossman (Secretary) – In-Person, Julien Hass – In-Person, Ty Hoath – Absent, Meghan Quinn – In-Person, Will Roscoe – In-Person
 - Liaisons: Wes Gardner – In-Person (Teton County Liaison), Kevin Regan – In-Person (Town of Jackson Liaison), Doug Self -- Virtual (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 – Virtual (START Service Planner), Ann McClure – In-Person (START Admin Asst)
 - Invited Guest: Stuart Geltman – In-Person (Transportation Management Design)

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. January 22, 2026, Regular Meeting
 2. February 12, 2026, Special Meeting
 - i. Chair Eisen advised minor changes have been made to February 12 minutes since the packet was published

Motion to approve Consent Agenda as presented made by Meghan Quinn, seconded by Julien Hass. All in favor. Motion passes unanimously.

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

- A. DISCUSSION/ACTION ITEMS:
 1. Transit Development Plan (TDP) Update

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2. Stuart Geltman, Project Manager from Transportation Management Design, joined Director Toronto for a final presentation on the Strategic 5 Year TDP and Comprehensive Fare Study.
 - i. Questions asked and answered regarding "Total Local Subsidy" line on slide 18.
 - ii. Questions asked and answered regarding recommended fare changes on slide 21.
 - iii. Questions asked and answered regarding connectivity between Town Shuttle and Teton Village routes.
 - iv. Questions asked and answered about what projected costs are included in report.
 - v. Request to see side-by-side comparison of current service vs proposed
 - vi. Questions asked and answered about vehicle capacity on Town Shuttle and Village routes.
 - vii. Discussion about using smaller buses to provide service. Geltman advised that since smaller vehicles have shorter lifespan there would be no cost savings.
 - viii. Discussion about having micro-transit contractor provide Town Shuttle service as well. Geltman advised costs would expand exponentially. Many additional vans would be needed because of the expanded coverage area.
 - ix. Discussion of proposed \$1 fare on START on-Demand (micro-transit) including timelines, revised Town Shuttle route as an alternative, comparisons to other agencies, and possible bus pass options
 - x. Question about positive rider feedback. Geltman advised riders say service is reliable and drivers are friendly.
 - xi. Question asked and answered about maintaining Airport Shuttle year round.
 - xii. Discussion of fare revenue and possibility of going fare-free
 - xiii. Questions asked and answered about proposed car sharing program
3. Budget Presentation FY27
 - i. Director Toronto reviewed proposed service levels and proposed budget
 1. Questions asked and answered about projected START on-Demand costs
 2. Discussion of new van pool program and marketing plans for van pool and commuter service
 3. Questions asked and answered about coordinating Seasonal schedules with employers
 4. Julien asked about Spring and Fall service dates and coordinating with other employers. Mike identified challenges with multiple employers. Reported that in Salt Lake they aligned only with ski resorts.
 5. Discussion of introducing \$1 fare for START on-Demand rides, including timelines, how it could be implemented, and value of service to the community
 6. Discussion of how a fare policy change would impact the budget cycle.
 7. **Motion made by Steve Grossman, seconded by Will Roscoe, to include a \$1 fare for START on-Demand in the FY27 budget.**
 - i. Discussion: Hass asked for clarification whether fare will be a flat \$1, or will be a pass to cover multiple fares. Grossman is seeking an estimate for the budget and work out details later. Toronto explained staff will need to design fare structure and make a recommendation.
 - ii. Eisen made a friendly amendment to ask staff to include an amount in budget and proposal for how fare would be rolled-out.
 - iii. Grossman and Roscoe accepted.
 8. Eisen called for a vote. All in favor. Motion passes unanimously.
 9. Director Toronto continued with START Bus Operations section of the proposed budget
 - i. Questions asked and answered about input from other town departments on START budget

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- ii. Questions asked and answered about contracting winter service compared to running routes in-house
- 10. START Capital Budget
 - i. Questions asked and answered about vehicle purchases included in budget and proposed in TDP
 - ii. Discussion of Automatic Passenger Counters (APCs) costs and function
 - iii. Jason Pitts, Transit Operations Manager, joined Director Toronto to discuss recruiting budget. Discussion of seasonal driver bonus, housing costs, starting wages for operators, and how START compares to peer agencies. Confirmed housing stipend is only for town provided housing.
- 11. **Chair asked for motion for level of service and budget. Motion made by Meghan Quinn, seconded by Kristin Unruh, to approve FY27 proposed service levels and budget. Vote: Roscoe opposed; all others in favor. Motion carries.**

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

- A. Teton Valley Liaison Report – Doug Self – left meeting early
- B. Town Liaison Report – Kevin Regan
 - 1. Provided an update on Town Council retreat and budget meetings.
- C. County Report – Wes Gardner
 - 1. Shared thoughts on connectivity throughout the START system in terms of routing and schedule. Expressed confidence in Staff to create good connections for riders.
 - 2. Expressed support for proposed fare changes.
 - 3. Noted concern about suspending Airport Shuttle, including his views on connectivity addressing concerns voiced about parking.
 - 4. Thanked Director Toronto for continuing to focus on supporting staff and drivers.
- D. Star Valley Liaison Report - Vacant
- E. Matters from Board Members
 - 1. Chair Eisen thanked Staff for hard work on budget and presentation
 - 2. Chair Eisen thanked Geltman for work on TDP.

VII. ADJOURNMENT (5:33 pm)

Motion to adjourn meeting at 5:33 PM made by Julien Hass, seconded by Meghan Quinn. All in favor. Motion passes unanimously.

TIME AND PLACE FOR NEXT MEETING.

Next meeting: Wednesday March 18, 2026, from 9:00 AM – 10:30 AM – Virtual Only via Zoom

Please note Day, Date, and Time

Please click the link below to join the webinar:

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

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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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Staff Report

Meeting Date:	March 18 th , 2026	Meeting Title:	Regular Board Meeting
Submitting Department:	START	Presenter:	Michael Toronto, Director
Agenda Item:	Facility Maintenance Plan	Public Comment:	Yes

Purpose & Policy Considerations.

The purpose of this item is for the START Board to review and approve the Facility Management Plan as required by WYDOT.

Requested Action.

Staff request the Board approve the Facilities Management Plan.

Recommendation.

Staff recommends that the board approve the Facilities Management Plan.

Background/Alternatives

The FTA requires recipients of federal funds who own, operate, or manage assets using federal dollars to develop and implement Transit Asset Management plan (TAM). Part of TAM is a Facilities Management Plan. Without this plan, START would be at risk of losing federal funds or having funds withheld until a plan is in place.

To create this plan, START worked with the Town of Jackson's Public Works/Facilities department to determine the right level of maintenance and how often preventative maintenance should occur. Town Facilities is currently meeting the requirements of this plan.

Financial Impact

The plan as presented has no direct financial cost. Without a plan START would face higher costs to repair and replace facility equipment. Having a plan keeps staff on track to check and repair equipment before failures or breaks reach a serious or critical point costing more to repair.

Attachments

Facilities Management Plan

Suggested Motion

I move to approve the Facilities Management Plan.

Prepared by

Michael Toronto, Transit Director

Southern Teton Area Transit/Town of Jackson (START Bus)

Facility Maintenance Plan

POLICY STATEMENT:

START Bus maintains its facilities and equipment to protect its investment in, and prolong the useful life of, its assets and provide public transit to the highest standards financially feasible. Service of the highest quality to our customers cannot be maintained without the most efficient operating and support program we can provide.

OBJECTIVES:

The facilities and equipment used in support of public transit will be maintained to the specifications in the operation and maintenance manuals provided with the facilities and equipment.

- Maintain facilities and equipment in safe operating condition
- Maximize facility and equipment service life
- Meet the requirements of the Transit and Rail Division, Federal Transit Administration, the Americans with Disabilities Act, and state and local regulations
- Provide an accessible and safe environment for the public and staff
- Minimize service disruptions
- Ensure that our facilities remain an asset to the community

FACILITY DESCRIPTION:

The 41,955 square foot START Bus facility was constructed in 2013/14. This facility includes direct digital control lighting and HVAC systems, back-up diesel generator, LED lighting, energy recovery ventilation, variable air volume ventilation, evaporative cooling, natural gas hydronic in-floor and forced air heating, high speed and standard overhead garage doors, bus wash and a sand /oil interceptor tank. The mezzanine and interior atrium area were remodeled in 2023/24, adding six offices and an elevator to the second floor. Three offices were added downstairs, and three offices were added upstairs. The Town constructed a fleet maintenance facility (Core Shop) in 2023/24, which is immediately adjacent to the START Bus garage. The Core Shop is not part of START Bus's facility or facilities maintenance plan. Additionally, START Bus maintains multiple bus shelters along its routes.

ASSIGNMENT of RESPONSIBILITY:

Town of Jackson Facilities Maintenance Department Manager is responsible for implementing this maintenance plan.

Town of Jackson Facilities Maintenance Department Manager will provide the following routine maintenance and care functions or ensure they are provided by public works staff or a contractor (facilities inspector):

- 1. Overhead Doors** – Provide a quarterly visual inspection of the door system. Each overhead door will be inspected semi-annually by a garage door specialist who will report any needed repairs to the Public Works Facilities Maintenance Department.
- 2. Plumbing** -- The facility inspector will inspect all plumbing and associated fixtures quarterly to ensure there are no leaks and that fixtures are operating properly. Any corrosion or poor operation will be noted and scheduled for repair/replacement.
- 3. HVAC** – These systems which include VAV air-handler, VAV units, evaporative cooling, ERV unit, natural gas boilers, pumps, in-floor /forced air hydronic zones and the direct digital control system, will be serviced semi-annually by a professional service technician. The Air handling unit and ERV's filters will be changed by the START facilities maintenance staff monthly or as deemed necessary.
- 4. Generators** -- The back-up power systems will be inspected weekly by TOJ Facilities Maintenance to ensure proper operation. Annual inspections will be contracted as well as load testing every other year.
- 5. Exterior Care** -- The exterior of the building will be inspected biannually and needed repairs noted and requested. This inspection shall include, but not be limited to: gutters, doors, sidewalks, windows, flashings, roof, vents, all extrusions, caulking, signage and general appearance issues.
- 6. Landscaping** -- The facility inspector will ensure that all landscaped areas are maintained to include trimming, grass cutting, weeding, mulch and live growth replacement when needed. Fences shall also be inspected.
- 7. Elevator** -- The facility inspector will ensure that the elevator is in good working condition.
- 8. ADA Door Openers**-- The facility inspector will ensure that all ADA door openers are in good working condition.
- 9. Parking Lots** -- The parking lots will inspected for holes, crumbling, etc. The inspector will help determine when re-striping and sealing or resurfacing/grading need to be completed. Ice and snow removal from parking lots and walkways shall be coordinated by the facility inspector and supplies prepared before the season.
- 8. Roof** -- The facility inspector will inspect all ceilings quarterly to look for any stains or other signs of roof failure and inspect outside gutters. Inspecting gutters during hard rains will be important to finding faults.
- 9. Bus Wash** -- The facility inspector will inspect monthly and arrange for repairing or replacing bus washing equipment and supplies.
- 10. Equipment** -- Facility inspector shall maintain all needed tools and equipment. A physical inventory of the grounds and maintenance equipment will be prepared annually and maintained throughout the year.
- 11. General** -- The facility inspector will walk the facilities using the checklist in Appendix A and note any and all repairs to both minor and major equipment items and provide the Facilities Manager a written report of any item needing service or repair.

FACILITY MAINTENANCE RECORD KEEPING:

A log of needed non-urgent repairs shall be maintained and appropriate staff notified periodically to incorporate repair costs into budgetary planning. A record of any non-planned, non-urgent maintenance needs are kept at Facility Manager's office.

The Facilities Manager maintains all permanent records for facility maintenance and inspections. Records are stored in a folder for each calendar year and completed checklists are included in that folder along with documentation of all preventive and repair maintenance performed. Checklists may be found in Appendix A. In addition, a Safety Inspection Form completed monthly by the Transit Safety and Training Coordinator can be found in Appendix B.

FACILITY and EQUIPMENT MAINTENANCE INFORMATION:

Generator Maintenance Contract – Western States Equipment, Joshua Greer 208-235-6364
HVAC Service Contract – Snake River MEP, Greg Scott 208-339-4630
Office Cleaning – Premier Green, Alejandro Rodriguez, project manager, 307-690-3605
Overhead Doors – Wyoming Garage Doors, Scott Oesch 208-716-2098

In witness whereof, the Board of Directors, either personally or through their duly authorized representatives, have adopted this Facility Maintenance Plan on the days and dates set out below and certify that they have read, understood, and agreed to the procedures and protocols set forth by this Facility Maintenance Plan.

The effective date of this Facility Maintenance Plan is the day and date signed and executed by the duly authorized representatives of the Board of Directors, below.

ATTEST:

NAME OF PROVIDER:

By: _____
Name, Title

Title

Date

(SEAL)

APPROVED AND ACCEPTED BY WYDOT:

Name

Date

Appendix “A”

<u>Preventive Maintenance</u>	<u>Daily</u>	<u>Weekly</u>	<u>Bi Weekly</u>	<u>Monthly</u>	<u>Bi Monthly</u>	<u>Quarterly</u>	<u>Semi Annual</u>	<u>Annual</u>	<u>Date</u>
Air Handling Unit				X					
ERV				X					
Generator		X							
Landscaping							X		
Bus Wash				X					
Fire Extinguishers								X	
First Aid & Eye Wash								X	
Sand/Oil Interceptor							X		
Plumbing						X			
Outside of Building							X		
Parking Lot							X		
Restrooms				X					
Roof Inspections									
Water Heaters								X	
Building Heaters							X		
Garage Doors						X			
ADA Door Openers				X					
Elevator				X					
Other									

Comments:
Generator checked weekly by Facilities Operator.
All other inspections completed by Town of Jackson Facilities Assistant.
Checklist will be submitted to START Transit Service Planner on a monthly basis, who will maintain and
Update a Google Spreadsheet, shared with the Transit Director, of all needed non-urgent repairs.

Facilities Maintenance Plan Inspection Checklist

		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
MONTHLY	AHU												
	ERV												
	Bus Wash												
	Restroom												
	ADA Door Opener												
	Elevator												
	Plumbing												
	Garage Doors												
	Landscape												
	Sand/Oil Separator												
QUARTERLY	Building Exterior												
	Sand/Oil Separator												
	Exterior												
	Parking Lot												
	Building Heaters												
	Water Heaters												
	First Aid & Eye Wash												
	Fire System												
ANNUALLY													

Key ✓ = Pass
 ☒ = Fail

Notes (Please Print):

X

Brian Wilson
Facilities Assistant



Staff Report

Meeting Date:	March 18 th , 2026	Meeting Title:	Regular Board Meeting
Submitting Department:	START	Presenter:	Michael Toronto, Director
Agenda Item:	Authorization to Submit Grant Application	Public Comment:	Yes

Purpose & Policy Considerations.

The purpose of this item is for the START Board to consider the submittal of a grant application to Wyoming Department of Transportation (WYDOT) for FTA/WYDOT Section 5311 funding to support START operational, administrative, and maintenance expenses in FY 27 and approval signatures of required documents.

Requested Action.

Staff request the Board approve the Authorizing Resolution for the filing of a FY 27 FTA/WYDOT Section 5311 grant application with WYDOT.

Staff requests that the Board give LizAnn Eisen, START Board Chair, authority to sign the Certification and Assurances as required by the FTA for the application for federal funds.

Recommendation.

Staff and the START Finance/Executive Committee recommend approving the Authorizing Resolution.

Staff recommends the Board give LizAnn Eisen, START Board Chair, authority to sign the Certification and Assurances as required by the FTA for the application for federal funds.

Background

The U.S. Department of Transportation is authorized to make grants to states through the Federal Transit Administration (FTA) to support operations, project administration, and maintenance assistance projects for non-urbanized area public transportation systems under Section 5311 of the Bipartisan Infrastructure Law (BIL), Public Law # 117-58, November 15, 2021 (as amended). The Wyoming Department of Transportation (WYDOT) has been designated by the Governor to administer the Section 5311 program for the State of Wyoming.

The State of Wyoming, through WYDOT, requires that an agency submit an Authorizing Resolution executed by the Chair of the Board of Directors as part of any application for Section 5311 financial assistance. In prior years, the START Board of Directors authorized the Transit Director to sign the Authorizing Resolution. WYDOT has recently indicated that an agency Director may only sign the Authorizing Resolution if the agency does not have a governing board, thus the Resolution has been updated to reflect that policy change.

Certifications and Assurances in Federal Transit Administration (FTA) funding are mandatory, annual legal pledges by applicants confirming compliance with federal laws, regulations, and requirements. They ensure authorized use of funds, adherence to civil rights, safety protocols, and proper management of projects, protecting federal interests and preventing fraud. Without these assurances START is not able to apply for funding.

Financial Impact

START is requesting up to \$5,500,000 in FTA/WYDOT Section 5311 operating, administrative, and maintenance financial assistance to support the provision of transit service in FY 27. This amount may increase or decrease based on final and adopted budgets.

Suggested Motion

I move to approve Resolution No. 26-01, the Authorizing Resolution, subject to minor changes by staff.

I move to authorize LizAnn Eisen, START Board Chair, to sign the Certification and Assurances as required by the FTA for the application of funding.

Prepared by

Michael Toronto, Transit Director

Resolution No. 26-01
A Resolution Authorizing Submission of an Application to the Wyoming Department of Transportation for Grant Funding Under the Federal Bipartisan Infrastructure Law

WHEREAS, the U.S. Department of Transportation is authorized to make grants to states through the Federal Transit Administration to support operating, project administration and maintenance assistance projects for non-urbanized area public transportation systems under 49 U.S.C Chapter 53; Title 23, U.S.C. Section 5311, as amended by The Bipartisan Infrastructure Law , Public Law No. 117-58, November 15, 2021, and other authorizing legislation to be enacted ("Bipartisan Infrastructure Law") ; and

WHEREAS, the Wyoming Department of Transportation has been designated by the Governor to administer applications for grant funding under the Bipartisan Infrastructure Law for the State of Wyoming; and

WHEREAS, the grant contract for financial assistance will impose certain obligations upon the applicant, including provisions for the applicant to provide the local share of project costs.

THEREFORE, BE IT RESOLVED on behalf of Southern Teton Area Rapid Transit ("START") that LizAnn Eisen, Board Chair, is authorized to execute and file an application with the Wyoming Department of Transportation for funding to aid the financing of operations, administration, and maintenance assistance for projects pursuant to Section 5311 of The Bipartisan Infrastructure Law ;

BE IT FURTHER RESOLVED, that Michael Toronto, START Director, is authorized to furnish such additional information as the Wyoming Department of Transportation may require in connection with START's application for funding.

The undersigned, duly qualified and acting Board Chair of START, certifies that the foregoing is a true and correct statement.

ATTEST:

LizAnn Eisen

Steve Grossman

Board Chair

Board Secretary

Date:_____

Date:_____

Not every provision of every certification will apply to every applicant or award. If a provision of a certification does not apply to the applicant or its award, FTA will not enforce that provision.

Text in italic is not part of a certification and is of no legal effect. Its purpose is to provide explanation and context for the certification.

CATEGORY 1. CERTIFICATIONS AND ASSURANCES REQUIRED OF EVERY APPLICANT.

All applicants must make the certifications in this category.

1.1. Standard Assurances.

The certifications in this subcategory appear as part of the applicant's registration or annual registration renewal in the System for Award Management (SAM.gov) and on the Office of Management and Budget's standard form 424B "Assurances—Non-Construction Programs". This certification has been modified in places to include analogous certifications required by U.S. DOT statutes or regulations.

As the duly authorized representative of the applicant, you certify that the applicant:

- (a) Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.
- (b) Will give the awarding agency, the Comptroller General of the United States and, if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
- (c) Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
- (d) Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
- (e) Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§ 4728–4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 CFR 900, Subpart F).
- (f) Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to:

- (1) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin, as effectuated by U.S. DOT regulation 49 CFR Part 21, including any amendments thereto;
 - (2) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§ 1681–1683, and 1685–1686), which prohibits discrimination on the basis of sex, as effectuated by U.S. DOT regulation 49 CFR Part 25;
 - (3) Section 5332 of the Federal Transit Law (49 U.S.C. § 5332), which prohibits any person being excluded from participating in, denied a benefit of, or discriminated against under, a project, program, or activity receiving financial assistance from FTA because of race, color, religion, national origin, sex, disability, or age.
 - (4) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794), which prohibits discrimination on the basis of handicaps, as effectuated by U.S. DOT regulation 49 CFR Part 27;
 - (5) The Age Discrimination Act of 1975, as amended (42 U.S.C. §§ 6101–6107), which prohibits discrimination on the basis of age;
 - (6) The Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse;
 - (7) The comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91–616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism;
 - (8) Sections 523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§ 290 dd-3 and 290 ee-3), as amended, relating to confidentiality of alcohol and drug abuse patient records;
 - (9) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§ 3601 et seq.), as amended, relating to nondiscrimination in the sale, rental, or financing of housing;
 - (10) Any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and,
 - (11) the requirements of any other nondiscrimination statute(s) which may apply to the application.
- (g) Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (“Uniform Act”) (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases. The requirements of the Uniform Act are effectuated by U.S. DOT regulation 49 CFR Part 24.
- (h) Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. §§ 1501–1508 and 7324–7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

- (i) Will comply, as applicable, with the provisions of the Davis–Bacon Act (40 U.S.C. §§ 276a to 276a-7), the Copeland Act (40 U.S.C. § 276c and 18 U.S.C. § 874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§ 327–333), regarding labor standards for federally assisted construction sub-agreements.
- (j) Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
- (k) Will comply with environmental standards which may be prescribed pursuant to the following:
 - (1) Institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514;
 - (2) Notification of violating facilities pursuant to EO 11738;
 - (3) Protection of wetlands pursuant to EO 11990;
 - (4) Evaluation of flood hazards in floodplains in accordance with EO 11988;
 - (5) Assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§ 1451 et seq.);
 - (6) Conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§ 7401 et seq.);
 - (7) Protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and
 - (8) Protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93–205).
- (l) Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§ 1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
- (m) Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. § 470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§ 469a-1 et seq.).
- (n) Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
- (o) Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. §§ 2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.

- (p) Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§ 4801 et seq.) which prohibits the use of lead-based paint in construction or rehabilitation of residence structures.
- (q) Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and 2 CFR Part 200, Subpart F, “Audit Requirements”, as adopted and implemented by U.S. DOT at 2 CFR Part 1201.
- (r) Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, and policies governing the program under which it is applying for assistance.
- (s) Will comply with the requirements of Section 106(g) of the Trafficking Victims Protection Act (TVPA) of 2000, as amended (22 U.S.C. § 7104) which prohibits grant award recipients or a subrecipient from:
 - (1) Engaging in severe forms of trafficking in persons during the period of time that the award is in effect;
 - (2) Procuring a commercial sex act during the period of time that the award is in effect; or
 - (3) Using forced labor in the performance of the award or subawards under the award.

1.2. Standard Assurances: Additional Assurances for Construction Projects.

This certification appears on the Office of Management and Budget’s standard form 424D “Assurances—Construction Programs” and applies specifically to federally assisted projects for construction. This certification has been modified in places to include analogous certifications required by U.S. DOT statutes or regulations.

As the duly authorized representative of the applicant, you certify that the applicant:

- (a) Will not dispose of, modify the use of, or change the terms of the real property title or other interest in the site and facilities without permission and instructions from the awarding agency; will record the Federal awarding agency directives; and will include a covenant in the title of real property acquired in whole or in part with Federal assistance funds to assure nondiscrimination during the useful life of the project.
- (b) Will comply with the requirements of the assistance awarding agency with regard to the drafting, review, and approval of construction plans and specifications.
- (c) Will provide and maintain competent and adequate engineering supervision at the construction site to ensure that the complete work confirms with the approved plans and specifications, and will furnish progressive reports and such other information as may be required by the assistance awarding agency or State.

1.3. Procurement.

The Uniform Administrative Requirements, 2 CFR § 200.325, allow a recipient to self-certify that its procurement system complies with Federal requirements, in lieu of submitting to certain pre-procurement reviews.

The applicant certifies that its procurement system complies with:

- (a) U.S. DOT regulations, “Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards,” 2 CFR Part 1201, which incorporates by reference U.S. OMB regulatory guidance, “Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards,” 2 CFR Part 200, particularly 2 CFR §§ 200.317–200.327 “Procurement Standards;
- (b) Federal laws, regulations, and requirements applicable to FTA procurements; and
- (c) The latest edition of FTA Circular 4220.1 and other applicable Federal guidance.

1.4. Increased Micro-Purchase Threshold.

A recipient may establish a micro-purchase threshold that is higher than the Federal micro-purchase threshold. Pursuant to 2 CFR § 200.320(a)(1)(iv), the recipient may self-certify a micro-purchase threshold up to \$50,000. Pursuant to 2 CFR § 200.320(a)(1)(v), the recipient may set a micro-purchase threshold higher than \$50,000, but only with the approval of the recipient’s Federal cognizant agency for indirect costs. To determine an applicant’s cognizant agency for indirect costs, consult the definition of “cognizant agency for indirect costs” in 2 CFR § 200.1.

If the recipient uses a micro-purchase threshold that is higher than the Federal micro-purchase threshold, the recipient certifies:

- (a) The recipient’s micro-purchase threshold does not exceed \$50,000, or the recipient has approval from its Federal cognizant agency for indirect costs to use a higher micro-purchase threshold;
- (b) The recipient has a written justification for its micro-purchase threshold; and
- (c) The recipient has supporting documentation of any of the following:
 - (1) The recipient qualifies as a low-risk auditee, in accordance with the criteria in 2 CFR § 200.520 for the most recent audit;
 - (2) The recipient has an annual internal institutional risk assessment to identify, mitigate, and manage financial risks; or
 - (3) For public institutions, a higher threshold is consistent with State law.

1.5. Suspension and Debarment.

Pursuant to Executive Order 12549, as implemented at 2 CFR Parts 180 and 1200, prior to entering into a covered transaction with an applicant, FTA must determine whether the applicant is excluded from participating in covered non-procurement transactions. For this purpose, FTA is authorized to collect a certification from each applicant regarding the applicant's exclusion status. 2 CFR § 180.300. Additionally, each applicant must disclose any information required by 2 CFR § 180.335 about the applicant and the applicant's principals prior to entering into an award agreement with FTA. This certification serves both purposes.

The applicant certifies, to the best of its knowledge and belief, that the applicant and each of its principals:

- (a) Is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily or involuntarily excluded from covered transactions by any Federal department or agency;
- (b) Has not, within the preceding three years, been convicted of or had a civil judgment rendered against him or her for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public or private agreement or transaction; violation of Federal or State antitrust statutes, including those proscribing price fixing between competitors, allocation of customers between competitors, and bid rigging; commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, receiving stolen property, making false claims, or obstruction of justice; or commission of any other offense indicating a lack of business integrity or business honesty;
- (c) Is not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any offense described in paragraph (b) of this certification; and
- (d) Has not, within the preceding three years, had one or more public transactions (Federal, State, or local) terminated for cause or default.

1.6. Lobbying.

If the applicant will apply for a grant or cooperative agreement exceeding \$100,000, or a loan, line of credit, loan guarantee, or loan insurance exceeding \$150,000, it must make the following certification and, if applicable, make a disclosure regarding the applicant's lobbying activities. This certification is required by 49 CFR § 20.110 and app. A to that part.

This certification does not apply to an applicant that is an Indian Tribe, Indian organization, or an Indian tribal organization exempt from the requirements of 49 CFR Part 20.

1.6.1. *Certification for Contracts, Grants, Loans, and Cooperative Agreements.*

The undersigned certifies, to the best of his or her knowledge and belief, that:

- (a) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (b) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- (c) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

1.6.2. *Statement for Loan Guarantees and Loan Insurance.*

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement

shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

1.7. Real Property Use

This certification responds to Recommendation #7 in the U.S. Department of Transportation's Office of Inspector General Report FS2024025 (May 20, 2024).

If the applicant will use assistance provided by the Federal Transit Administration to acquire or improve real property, the applicant certifies that it will comply with the requirements of 2 CFR § 200.311, including but not limited to, requirements to use the property for the purposes authorized in its award, and to seek disposition instructions from FTA when the property no longer is needed for any authorized purpose.

CATEGORY 2. PUBLIC TRANSPORTATION AGENCY SAFETY PLANS

This certification is required of each applicant under the Urbanized Area Formula Grants Program (49 U.S.C. § 5307), each rail operator that is subject to FTA's state safety oversight programs, and each State that is required to draft and certify a Public Transportation Agency Safety Plan on behalf of a Small Public Transportation Provider (as that term is defined at 49 CFR § 673.5) pursuant to 49 CFR § 673.11(d).

This certification is required by 49 U.S.C. § 5307(c)(1)(L), 49 U.S.C. § 5329(d)(1), and 49 CFR § 673.13. This certification is a condition of receipt of Urbanized Area Formula Grants Program (49 U.S.C. § 5307) funding.

This certification does not apply to any applicant that only receives financial assistance from FTA under the Formula Grants for the Enhanced Mobility of Seniors Program (49 U.S.C. § 5310), the Formula Grants for Rural Areas Program (49 U.S.C. § 5311), or combination of these two programs, unless it operates a rail fixed guideway public transportation system.

If the applicant is an operator, the applicant certifies that it has established a Public Transportation Agency Safety Plan meeting the requirements of 49 U.S.C. § 5329(d)(1) and 49 CFR Part 673; including, specifically, that the board of directors (or equivalent entity) of the applicant has approved, or, in the case of an applicant that will apply for assistance under 49 U.S.C. § 5307 that is serving an urbanized area with a population of 200,000 or more, the safety committee of the entity established under 49 U.S.C. § 5329(d)(5), followed by the board of directors (or equivalent entity) of the applicant has approved, the Public Transportation Agency Safety Plan or any updates thereto; and, for each recipient serving an urbanized area with a population of fewer than 200,000, that the Public Transportation Agency Safety Plan has been developed in cooperation with frontline employee representatives.

If the applicant is a State that drafts and certifies a Public Transportation Agency Safety Plan on behalf of a public transportation operator, the applicant certifies that:

- (a) It has drafted and certified a Public Transportation Agency Safety Plan meeting the requirements of 49 U.S.C. § 5329(d)(1) and 49 CFR Part 673 for each Small Public Transportation Provider (as that term is defined at 49 CFR § 673.5) in the State, unless the Small Public Transportation Provider provided notification to the State that it was opting out of the State-drafted plan and drafting its own Public Transportation Agency Safety Plan; and
- (b) Each Small Public Transportation Provider within the State that opts to use a State-drafted Public Transportation Agency Safety Plan has a plan that has been approved by the provider's Accountable Executive (as that term is defined at 49 CFR § 673.5), Board of Directors or Equivalent Authority (as that term is defined at 49 CFR § 673.5), and, if the Small Public Transportation Provider serves an urbanized area with a population of 200,000 or more, the safety committee of the Small Public Transportation Provider established under 49 U.S.C. § 5329(d)(5).

CATEGORY 3. TAX LIABILITY AND FELONY CONVICTIONS.

If the applicant is a business association (regardless of for-profit, not for-profit, or tax-exempt status), it must make this certification. Federal appropriations acts since at least 2014 have prohibited FTA from using funds to enter into an agreement with any corporation that has unpaid Federal tax liabilities or recent felony convictions without first considering the corporation for debarment. E.g., Further Consolidated Appropriations Act, 2024, Pub. L. 118-47, div. B, tit. VII, §§ 744-745. U.S. DOT Order 4200.6 defines a "corporation" as "any private corporation, partnership, trust, joint-stock company, sole proprietorship, or other business association", and applies the restriction to all tiers of subawards. As prescribed by U.S. DOT Order 4200.6, FTA requires each business association applicant to certify as to its tax and felony status.

If the applicant is a private corporation, partnership, trust, joint-stock company, sole proprietorship, or other business association, the applicant certifies that:

- (a) It has no unpaid Federal tax liability that has been assessed, for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability; and
- (b) It has not been convicted of a felony criminal violation under any Federal law within the preceding 24 months.

CATEGORY 4. PRIVATE SECTOR PROTECTIONS.

If the applicant will apply for funds that it will use to acquire or operate public transportation facilities or equipment, the applicant must make the following certification regarding protections for the private sector.

4.1. Charter Service Agreement.

To enforce the provisions of 49 U.S.C. § 5323(d), FTA's charter service regulation requires each applicant seeking assistance from FTA for the purpose of acquiring or operating any public transportation equipment or facilities to make the following Charter Service Agreement. 49 CFR § 604.4.

The applicant agrees that it, and each of its subrecipients, and thirdparty contractors at any level who use FTA-funded vehicles, may provide charter service using equipment or facilities acquired with Federal assistance authorized under the Federal Transit Laws only in compliance with the regulations set out in 49 CFR Part 604, the terms and conditions of which are incorporated herein by reference.

4.2. School Bus Agreement.

To enforce the provisions of 49 U.S.C. § 5323(f), FTA's school bus regulation requires each applicant seeking assistance from FTA for the purpose of acquiring or operating any public transportation equipment or facilities to make the following agreement regarding the provision of school bus services. 49 CFR § 605.15.

- (a) If the applicant is not authorized by the FTA Administrator under 49 CFR § 605.11 to engage in school bus operations, the applicant agrees and certifies as follows:
 - (1) The applicant and any operator of project equipment agrees that it will not engage in school bus operations in competition with private school bus operators.
 - (2) The applicant agrees that it will not engage in any practice which constitutes a means of avoiding the requirements of this agreement, part 605 of the Federal Mass Transit Regulations, or section 164(b) of the Federal-Aid Highway Act of 1973 (49 U.S.C. 1602a(b)).
- (b) If the applicant is authorized or obtains authorization from the FTA Administrator to engage in school bus operations under 49 CFR § 605.11, the applicant agrees as follows:
 - (1) The applicant agrees that neither it nor any operator of project equipment will engage in school bus operations in competition with private school bus operators except as provided herein.
 - (2) The applicant, or any operator of project equipment, agrees to promptly notify the FTA Administrator of any changes in its operations which might jeopardize the continuation of an exemption under § 605.11.

- (3) The applicant agrees that it will not engage in any practice which constitutes a means of avoiding the requirements of this agreement, part 605 of the Federal Transit Administration regulations or section 164(b) of the Federal-Aid Highway Act of 1973 (49 U.S.C. 1602a(b)).
- (4) The applicant agrees that the project facilities and equipment shall be used for the provision of mass transportation services within its urban area and that any other use of project facilities and equipment will be incidental to and shall not interfere with the use of such facilities and equipment in mass transportation service to the public.

CATEGORY 5. TRANSIT ASSET MANAGEMENT PLAN.

If the applicant owns, operates, or manages capital assets used to provide public transportation, the following certification is required by 49 U.S.C. § 5326(a).

The applicant certifies that it is in compliance with 49 CFR Part 625.

CATEGORY 6. ROLLING STOCK BUY AMERICA REVIEWS AND BUS TESTING.

6.1. Rolling Stock Buy America Reviews.

If the applicant will apply for an award to acquire rolling stock for use in revenue service, it must make this certification. This certification is required by 49 CFR § 663.7.

The applicant certifies that it will conduct or cause to be conducted the pre-award and post-delivery audits prescribed by 49 CFR Part 663 and will maintain on file the certifications required by Subparts B, C, and D of 49 CFR Part 663.

6.2. Bus Testing.

If the applicant will apply for funds for the purchase or lease of any new bus model, or any bus model with a major change in configuration or components, the applicant must make this certification. This certification is required by 49 CFR § 665.7.

The applicant certifies that the bus was tested at the Bus Testing Facility established in accordance with 49 U.S.C. § 5318 (currently the Larson Transportation Institute's Bus Research and Testing Center at Pennsylvania State University) and that the bus received a passing test score as required by 49 CFR Part 665. The applicant has received or will receive the appropriate full Bus Testing Report and any applicable partial testing reports before final acceptance of the first vehicle.

CATEGORY 7. URBANIZED AREA FORMULA GRANTS PROGRAM.

If the applicant will apply for an award under the Urbanized Area Formula Grants Program (49 U.S.C. § 5307), or any other program or award that is subject to the requirements of 49 U.S.C. § 5307, including the Formula Grants for the Enhanced Mobility of Seniors Program (49 U.S.C. § 5310); “flex funds” from infrastructure programs administered by the Federal Highways Administration (see 49 U.S.C. § 5334(i)); projects that will receive an award authorized by the Transportation Infrastructure Finance and Innovation Act (“TIFIA”) (23 U.S.C. §§ 601–609) or State Infrastructure Bank Program (23 U.S.C. § 610) (see 49 U.S.C. § 5323(o)); formula awards or competitive awards to urbanized areas under the Grants for Buses and Bus Facilities Program (49 U.S.C. § 5339(a) and (b)); or low or no emission awards to any area under the Grants for Buses and Bus Facilities Program (49 U.S.C. § 5339(c)), the applicant must make the following certification. This certification is required by 49 U.S.C. § 5307(c)(1).

The applicant certifies that it:

- (a) Has or will have the legal, financial, and technical capacity to carry out the program of projects (developed pursuant 49 U.S.C. § 5307(b)), including safety and security aspects of the program;
- (b) Has or will have satisfactory continuing control over the use of equipment and facilities;
- (c) Will maintain equipment and facilities in accordance with the applicant’s transit asset management plan;
- (d) Will ensure that, during non-peak hours for transportation using or involving a facility or equipment of a project financed under this section, a fare that is not more than 50 percent of the peak hour fare will be charged for any—
 - (1) Senior;
 - (2) Individual who, because of illness, injury, age, congenital malfunction, or any other incapacity or temporary or permanent disability (including an individual who is a wheelchair user or has semi-ambulatory capability), cannot use a public transportation service or a public transportation facility effectively without special facilities, planning, or design; and
 - (3) Individual presenting a Medicare card issued to that individual under title II or XVIII of the Social Security Act (42 U.S.C. §§ 401 et seq., and 1395 et seq.);
- (e) In carrying out a procurement under 49 U.S.C. § 5307, will comply with 49 U.S.C. §§ 5323 (general provisions) and 5325 (contract requirements);
- (f) Has complied with 49 U.S.C. § 5307(b) (program of projects requirements);
- (g) Has available and will provide the required amounts as provided by 49 U.S.C. § 5307(d) (cost sharing);
- (h) Will comply with 49 U.S.C. §§ 5303 (metropolitan transportation planning) and 5304 (statewide and nonmetropolitan transportation planning);

- (i) Has a locally developed process to solicit and consider public comment before raising a fare or carrying out a major reduction of transportation;
- (j) Either—
 - (1) Will expend for each fiscal year for public transportation security projects, including increased lighting in or adjacent to a public transportation system (including bus stops, subway stations, parking lots, and garages), increased camera surveillance of an area in or adjacent to that system, providing an emergency telephone line to contact law enforcement or security personnel in an area in or adjacent to that system, and any other project intended to increase the security and safety of an existing or planned public transportation system, at least 1 percent of the amount the recipient receives for each fiscal year under 49 U.S.C. § 5336; or
 - (2) Has decided that the expenditure for security projects is not necessary;
- (k) In the case of an applicant for an urbanized area with a population of not fewer than 200,000 individuals, as determined by the Bureau of the Census, will submit an annual report listing projects carried out in the preceding fiscal year under 49 U.S.C. § 5307 for associated transit improvements as defined in 49 U.S.C. § 5302; and
- (l) Will comply with 49 U.S.C. § 5329(d) (public transportation agency safety plan).

CATEGORY 8. FORMULA GRANTS FOR RURAL AREAS.

If the applicant will apply for funds made available to it under the Formula Grants for Rural Areas Program (49 U.S.C. § 5311), it must make this certification. Paragraph (a) of this certification helps FTA make the determinations required by 49 U.S.C. § 5311(b)(2)(C). Paragraph (b) of this certification is required by 49 U.S.C. § 5311(f)(2). Paragraph (c) of this certification, which applies to funds apportioned for the Appalachian Development Public Transportation Assistance Program, is necessary to enforce the conditions of 49 U.S.C. § 5311(c)(2)(D).

- (a) The applicant certifies that its State program for public transportation service projects, including agreements with private providers for public transportation service—
 - (1) Provides a fair distribution of amounts in the State, including Indian reservations; and
 - (2) Provides the maximum feasible coordination of public transportation service assisted under 49 U.S.C. § 5311 with transportation service assisted by other Federal sources; and
- (b) If the applicant will in any fiscal year expend less than 15% of the total amount made available to it under 49 U.S.C. § 5311 to carry out a program to develop and support intercity bus transportation, the applicant certifies that it has consulted with affected

intercity bus service providers, and the intercity bus service needs of the State are being met adequately.

- (c) If the applicant will use for a highway project amounts that cannot be used for operating expenses authorized under 49 U.S.C. § 5311(c)(2) (Appalachian Development Public Transportation Assistance Program), the applicant certifies that—
 - (1) It has approved the use in writing only after providing appropriate notice and an opportunity for comment and appeal to affected public transportation providers; and
 - (2) It has determined that otherwise eligible local transit needs are being addressed.

CATEGORY 9. FIXED GUIDEWAY CAPITAL INVESTMENT GRANTS AND THE EXPEDITED PROJECT DELIVERY FOR CAPITAL INVESTMENT GRANTS PILOT PROGRAM.

If the applicant will apply for an award under any subsection of the Fixed Guideway Capital Investment Program (49 U.S.C. § 5309), including an award made pursuant to the FAST Act's Expedited Project Delivery for Capital Investment Grants Pilot Program (Pub. L. 114-94, div. A, title III, § 3005(b)), the applicant must make the following certification. This certification is required by 49 U.S.C. § 5309(c)(2) and Pub. L. 114-94, div. A, title III, § 3005(b)(3)(B).

The applicant certifies that it:

- (a) Has or will have the legal, financial, and technical capacity to carry out its Award, including the safety and security aspects of that Award,
- (b) Has or will have satisfactory continuing control over the use of equipment and facilities acquired or improved under its Award.
- (c) Will maintain equipment and facilities acquired or improved under its Award in accordance with its transit asset management plan; and
- (d) Will comply with 49 U.S.C. §§ 5303 (metropolitan transportation planning) and 5304 (statewide and nonmetropolitan transportation planning).

CATEGORY 10. GRANTS FOR BUSES AND BUS FACILITIES AND LOW OR NO EMISSION VEHICLE DEPLOYMENT GRANT PROGRAMS.

If the applicant is in an urbanized area and will apply for an award under subsection (a) (formula grants), subsection (b) (buses and bus facilities competitive grants), or subsection (c) (low or no emissions grants) of the Grants for Buses and Bus Facilities Program (49 U.S.C. § 5339), the applicant must make the certification in Category 7 for Urbanized Area Formula Grants (49 U.S.C. § 5307). This certification is required by 49 U.S.C. § 5339(a)(3), (b)(6), and (c)(3), respectively.

If the applicant is in a rural area and will apply for an award under subsection (a) (formula grants), subsection (b) (bus and bus facilities competitive grants), or subsection (c) (low or no emissions grants) of the Grants for Buses and Bus Facilities Program (49 U.S.C. § 5339), the applicant must make the certification in Category 8 for Formula Grants for Rural Areas (49 U.S.C. § 5311). This certification is required by 49 U.S.C. § 5339(a)(3), (b)(6), and (c)(3), respectively.

Making this certification will incorporate by reference the applicable certifications in Category 7 or Category 8.

If the applicant will receive a competitive award under subsection (b) (buses and bus facilities competitive grants), or subsection (c) (low or no emissions grants) of the Grants for Buses and Bus Facilities Program (49 U.S.C. § 5339) related to zero emissions vehicles or related infrastructure, it must make the following certification. This certification is required by 49 U.S.C. § 5339(d).

The applicant will use 5 percent of grants related to zero emissions vehicles (as defined in 49 U.S.C. § 5339(c)(1)) or related infrastructure under 49 U.S.C. § 5339(b) or (c) to fund workforce development training as described in section 49 U.S.C. § 5314(b)(2) (including registered apprenticeships and other labor-management training programs) under the recipient's plan to address the impact of the transition to zero emission vehicles on the applicant's current workforce; or the applicant certifies a smaller percentage is necessary to carry out that plan.

CATEGORY 11. ENHANCED MOBILITY OF SENIORS AND INDIVIDUALS WITH DISABILITIES PROGRAMS.

If the applicant will apply for an award under the Formula Grants for the Enhanced Mobility of Seniors and Individuals with Disabilities Program (49 U.S.C. § 5310), it must make the certification in Category 7 for Urbanized Area Formula Grants (49 U.S.C. § 5307). This certification is required by 49 U.S.C. § 5310(e)(1). Making this certification will incorporate by reference the certification in Category 7, except that FTA has determined that (d), (f), (i), (j), and (k) of Category 7 do not apply to awards made under 49 U.S.C. § 5310 and will not be enforced.

In addition to the certification in Category 7, the applicant must make the following certification that is specific to the Formula Grants for the Enhanced Mobility of Seniors and Individuals with Disabilities Program. This certification is required by 49 U.S.C. § 5310(e)(2).

The applicant certifies that:

- (a) The projects selected by the applicant are included in a locally developed, coordinated public transit-human services transportation plan;

- (b) The plan described in clause (a) was developed and approved through a process that included participation by seniors, individuals with disabilities, representatives of public, private, and nonprofit transportation and human services providers, and other members of the public;
- (c) To the maximum extent feasible, the services funded under 49 U.S.C. § 5310 will be coordinated with transportation services assisted by other Federal departments and agencies, including any transportation activities carried out by a recipient of a grant from the Department of Health and Human Services; and
- (d) If the applicant will allocate funds received under 49 U.S.C. § 5310 to subrecipients, it will do so on a fair and equitable basis.

CATEGORY 12. STATE OF GOOD REPAIR GRANTS.

If the applicant will apply for an award under FTA’s State of Good Repair Grants Program (49 U.S.C. § 5337), it must make the following certification. Because FTA generally does not review the transit asset management plans of public transportation providers, the asset management certification is necessary to enforce the provisions of 49 U.S.C. § 5337(a)(4). The certification with regard to acquiring restricted rail rolling stock is required by 49 U.S.C. § 5323(u)(4). Note that this certification is not limited to the use of Federal funds.

The applicant certifies that the projects it will carry out using assistance authorized by the State of Good Repair Grants Program, 49 U.S.C. § 5337, are aligned with the applicant’s most recent transit asset management plan and are identified in the investment and prioritization section of such plan, consistent with the requirements of 49 CFR Part 625.

If the applicant operates a rail fixed guideway service, the applicant certifies that, in the fiscal year for which an award is available to the applicant under the State of Good Repair Grants Program, 49 U.S.C. § 5337, the applicant will not award any contract or subcontract for the procurement of rail rolling stock for use in public transportation with a rail rolling stock manufacturer described in 49 U.S.C. § 5323(u)(1).

CATEGORY 13. INFRASTRUCTURE FINANCE PROGRAMS.

If the applicant will apply for an award for a project that will include assistance under the Transportation Infrastructure Finance and Innovation Act (“TIFIA”) Program (23 U.S.C. §§ 601–609) or the State Infrastructure Banks (“SIB”) Program (23 U.S.C. § 610), it must make the certifications in Category 7 for the Urbanized Area Formula Grants Program, Category 9 for the Fixed Guideway Capital Investment Grants program, and Category 12 for the State of Good Repair Grants program. These certifications are required by 49 U.S.C. § 5323(o).

Making this certification will incorporate the certifications in Categories 7, 9, and 12 by reference.

CATEGORY 14. ALCOHOL AND CONTROLLED SUBSTANCES TESTING.

If the applicant will apply for an award under FTA's Urbanized Area Formula Grants Program (49 U.S.C. § 5307), Fixed Guideway Capital Investment Program (49 U.S.C. § 5309), Formula Grants for Rural Areas Program (49 U.S.C. § 5311), or Grants for Buses and Bus Facilities Program (49 U.S.C. § 5339) programs, the applicant must make the following certification. The applicant must make this certification on its own behalf and on behalf of its subrecipients and contractors. This certification is required by 49 CFR § 655.83.

The applicant certifies that it, its subrecipients, and its contractors are compliant with FTA's regulation for the Prevention of Alcohol Misuse and Prohibited Drug Use in Transit Operations, 49 CFR Part 655.

CATEGORY 15. RAIL SAFETY TRAINING AND OVERSIGHT.

If the applicant is a State with at least one rail fixed guideway system, or is a State Safety Oversight Agency, or operates a rail fixed guideway system, it must make the following certification. The elements of this certification are required by 49 CFR §§ 672.31 and 674.39.

The applicant certifies that the rail fixed guideway public transportation system and the State Safety Oversight Agency for the State are:

- (a) Compliant with the requirements of 49 CFR Part 672, "Public Transportation Safety Certification Training Program"; and
- (b) Compliant with the requirements of 49 CFR Part 674, "State Safety Oversight".

CATEGORY 16. DEMAND RESPONSIVE SERVICE.

If the applicant operates demand responsive service and will apply for an award to purchase a non-rail vehicle that is not accessible within the meaning of 49 CFR Part 37, it must make the following certification. This certification is required by 49 CFR § 37.77.

The applicant certifies that the service it provides to individuals with disabilities is equivalent to that provided to other persons. A demand responsive system, when viewed in its entirety, is deemed to provide equivalent service if the service available to individuals with disabilities, including individuals who use wheelchairs, is provided in the most integrated setting appropriate to the needs of the individual and is equivalent to the service provided other individuals with respect to the following service characteristics:

- (a) Response time;
- (b) Fares;
- (c) Geographic area of service;
- (d) Hours and days of service;

- (e) Restrictions or priorities based on trip purpose;
- (f) Availability of information and reservation capability; and
- (g) Any constraints on capacity or service availability.

CATEGORY 17. INTEREST AND FINANCING COSTS.

If the applicant will pay for interest or other financing costs of a project using assistance awarded under the Urbanized Area Formula Grants Program (49 U.S.C. § 5307), the Fixed Guideway Capital Investment Grants Program (49 U.S.C. § 5309), or any program that must comply with the requirements of 49 U.S.C. § 5307, including the Formula Grants for the Enhanced Mobility of Seniors Program (49 U.S.C. § 5310), “flex funds” from infrastructure programs administered by the Federal Highways Administration (see 49 U.S.C. § 5334(i)), or awards to urbanized areas under the Grants for Buses and Bus Facilities Program (49 U.S.C. § 5339), the applicant must make the following certification. This certification is required by 49 U.S.C. §§ 5307(e)(3) and 5309(k)(2)(D).

The applicant certifies that:

- (a) Its application includes the cost of interest earned and payable on bonds issued by the applicant only to the extent proceeds of the bonds were or will be expended in carrying out the project identified in its application; and
- (b) The applicant has shown or will show reasonable diligence in seeking the most favorable financing terms available to the project at the time of borrowing.

CATEGORY 18. CYBERSECURITY CERTIFICATION FOR RAIL ROLLING STOCK AND OPERATIONS.

If the applicant operates a rail fixed guideway public transportation system, it must make this certification. This certification is required by 49 U.S.C. § 5323(v). For information about standards or practices that may apply to a rail fixed guideway public transportation system, visit <https://www.nist.gov/cyberframework> and <https://www.cisa.gov/>.

The applicant certifies that it has established a process to develop, maintain, and execute a written plan for identifying and reducing cybersecurity risks that complies with the requirements of 49 U.S.C. § 5323(v)(2).

CATEGORY 19. PUBLIC TRANSPORTATION ON INDIAN RESERVATIONS FORMULA AND DISCRETIONARY PROGRAM (TRIBAL TRANSIT PROGRAMS).

Before FTA may provide Federal assistance for an Award financed under either the Public Transportation on Indian Reservations Formula or Discretionary Program authorized under 49 U.S.C. § 5311(c)(1), as amended by the FAST Act, (Tribal Transit Programs), the applicant

must select the Certifications in this Category, except as FTA determines otherwise in writing. Tribal Transit Program applicants may certify to this Category and Category 1 (Certifications and Assurances Required of Every Applicant) and need not make any other certification, to meet Tribal Transit Program certification requirements. If an applicant will apply for any program in addition to the Tribal Transit Program, additional certifications may be required.

FTA has established terms and conditions for Tribal Transit Program grants financed with Federal assistance appropriated or made available under 49 U.S.C. § 5311(c)(1). The applicant certifies that:

- (a) It has or will have the legal, financial, and technical capacity to carry out its Award, including the safety and security aspects of that Award.
- (b) It has or will have satisfactory continuing control over the use of its equipment and facilities acquired or improved under its Award.
- (c) It will maintain its equipment and facilities acquired or improved under its Award, in accordance with its transit asset management plan and consistent with FTA regulations, “Transit Asset Management,” 49 CFR Part 625. Its Award will achieve maximum feasible coordination with transportation service financed by other federal sources.
- (d) With respect to its procurement system:
 - (1) It will have a procurement system that complies with U.S. DOT regulations, “Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards,” 2 CFR Part 1201, which incorporates by reference U.S. OMB regulatory guidance, “Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards,” 2 CFR Part 200, for Awards made on or after December 26, 2014,
 - (2) It will have a procurement system that complies with U.S. DOT regulations, “Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments,” 49 CFR Part 18, specifically former 49 CFR § 18.36, for Awards made before December 26, 2014, or
 - (3) It will inform FTA promptly if its procurement system does not comply with either of those U.S. DOT regulations.
- (e) It will comply with the Certifications, Assurances, and Agreements in:
 - (1) Category 4.1 and 4.2 (Charter Service Agreement and School Bus Agreement),
 - (2) Category 5 (Transit Asset Management Plan),
 - (3) Category 6.1 and 6.2 (Rolling Stock Buy America Reviews and Bus Testing),
 - (4) Category 8 (Formula Grants for Rural Areas),
 - (5) Category 14 (Alcohol and Controlled Substances Testing), and
 - (6) Category 16 (Demand Responsive Service).

CATEGORY 20. EMERGENCY RELIEF PROGRAM.

An applicant to the Public Transportation Emergency Relief Program, 49 U.S.C. § 5324, must make the following certification. The certification is required by 49 U.S.C. § 5324(f) and must be made before the applicant can receive a grant under the Emergency Relief program.

The applicant certifies that the applicant has insurance required under State law for all structures related to the emergency relief program grant application.

**FEDERAL FISCAL YEAR 2026 CERTIFICATIONS AND ASSURANCES FOR FTA
ASSISTANCE PROGRAMS**

(Signature pages alternate to providing Certifications and Assurances in TrAMS.)

Name of Applicant: Southern Teton Area Rapid Transit (START)

The Applicant certifies to the applicable provisions of all categories: (*check here*) X.

Or,

The Applicant certifies to the applicable provisions of the categories it has selected:

Category	Certification
01 Certifications and Assurances Required of Every Applicant	
02 Public Transportation Agency Safety Plans	
03 Tax Liability and Felony Convictions	
04 Private Sector Protections	
05 Transit Asset Management Plan	
06 Rolling Stock Buy America Reviews and Bus Testing	
07 Urbanized Area Formula Grants Program	
08 Formula Grants for Rural Areas	
09 Fixed Guideway Capital Investment Grants and the Expedited Project Delivery for Capital Investment Grants Pilot Program	
10 Grants for Buses and Bus Facilities and Low or No Emission Vehicle Deployment Grant Programs	
11 Enhanced Mobility of Seniors and Individuals with Disabilities Programs	

- | | | |
|----|---|--|
| 12 | State of Good Repair Grants | |
| 13 | Infrastructure Finance Programs | |
| 14 | Alcohol and Controlled Substances Testing | |
| 15 | Rail Safety Training and Oversight | |
| 16 | Demand Responsive Service | |
| 17 | Interest and Financing Costs | |
| 18 | Cybersecurity Certification for Rail Rolling Stock and Operations | |
| 19 | Tribal Transit Programs | |
| 20 | Emergency Relief Program | |

CERTIFICATIONS AND ASSURANCES SIGNATURE PAGE

AFFIRMATION OF APPLICANT

Name of the Applicant: Southern Teton Area Rapid Transit (START)

BY SIGNING BELOW, on behalf of the Applicant, I declare that it has duly authorized me to make these Certifications and Assurances and bind its compliance. Thus, it agrees to comply with all federal laws, regulations, and requirements, follow applicable federal guidance, and comply with the Certifications and Assurances as indicated on the foregoing page applicable to each application its Authorized Representative makes to the Federal Transit Administration (FTA) in the federal fiscal year, irrespective of whether the individual that acted on his or her Applicant's behalf continues to represent it.

The Certifications and Assurances the Applicant selects apply to each Award for which it now seeks, or may seek in the future, of federal assistance to be awarded by FTA during the federal fiscal year.

The Applicant affirms the truthfulness and accuracy of the Certifications and Assurances it has selected in the statements submitted with this document and any other submission made to FTA, and acknowledges that the Program Fraud Civil Remedies Act of 1986, 31 U.S.C. § 3801 *et seq.*, and implementing U.S. DOT regulations, "Program Fraud Civil Remedies," 49 CFR part 31, apply to any certification, assurance or submission made to FTA. The criminal provisions of 18 U.S.C. § 1001 apply to any certification, assurance, or submission made in connection with a federal public transportation program authorized by 49 U.S.C. chapter 53 or any other statute

In signing this document, I declare under penalties of perjury that the foregoing Certifications and Assurances, and any other statements made by me on behalf of the Applicant are true and accurate.

Signature _____ Date: _____

Name _____ Authorized Representative of Applicant

AFFIRMATION OF APPLICANT'S ATTORNEY

For (Name of Applicant): _____

As the undersigned Attorney for the above-named Applicant, I hereby affirm the Applicant has the authority under state, local, or tribal government law, as applicable, to make and comply with the Certifications and Assurances as indicated on the foregoing pages. I further affirm that, in my opinion, the Certifications and Assurances have been legally made and constitute legal and binding obligations on it.

I further affirm that, to the best of my knowledge, there is no legislation or litigation pending or imminent that might adversely affect the validity of these Certifications and Assurances, or of the performance of its FTA assisted Award.

Signature _____ Date: _____

Name _____ Attorney for Applicant

Each Applicant for federal assistance to be awarded by FTA must provide an Affirmation of Applicant's Attorney pertaining to the Applicant's legal capacity. The Applicant may enter its electronic signature in lieu of the Attorney's signature within TrAMS, provided the Applicant has on file and uploaded to TrAMS this hard-copy Affirmation, signed by the attorney and dated this federal fiscal year.



Staff Report

Meeting Date:	March 18 th , 2026	Meeting Title:	Regular Board Meeting
Submitting Department:	START	Presenter:	Michael Toronto, Director
Agenda Item:	Changes to the Adopted and Recommended FY 27 Budget	Public Comment:	Yes

Purpose & Policy Considerations.

The purpose of this item is for the START Board to review and make a motion to the already approved and recommended budget for FY 27 for the addition of a facilities employee for START.

Requested Action.

Staff request the Board approve this addition to the budget for a facilities employee and related equipment.

Recommendation.

Staff recommends the Board approve this addition to the budget for a facilities employee and related equipment.

Background/Alternatives

On 2/26/2026, the START Board approved and recommended a budget to the Town for FY 27. Since that meeting, Director Toronto has attended subsequent meetings with Town and County Public Works related to the Stilson Project. With the addition of the Stilson transit hub, Town and County Facilities personnel will have more responsibilities without additional resources or personnel. On 3/12/2026, Director Toronto met with Jodi Pond, County Administrator, and Tyler Sinclair, Town Manager to review the recommended START FY 27 budget. As part of this review process, there was discussion about the maintenance at Stilson as START will be responsible for portions of it related directly to the building and surrounding bus stalls. As part of this conversation, it was determined that START should add to its budget a facilities person. This person will work on all START facilities (START HQ, START bus stops and shelters, Stilson transit hub, and possibly the fleet shop). As part of this addition, START will apply for funds through the Wyoming 5311 grant for this position and the Wyoming 5339 grant for a vehicle for this position.

Financial Impact

Adding a facilities person to the START budget along with a vehicle will have the following budget impacts:

Item	Anticipated Cost	Local Share	Federal Share
Facilities Employee Salary	\$ 73,264.00	\$ 14,652.80	\$ 58,611.20
Work Vehicle	\$ 60,000.00	\$ 12,000.00	\$ 48,000.00
Tools	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00
Totals	\$ 143,264.00	\$ 31,652.80	\$ 111,611.20

Staff is requesting adding the following amounts to the budget:

Revenue

FTA/Wyoming 5311 Grant \$63,611.20 (Salary and tools)
FTA/Wyoming 5339 Grant \$48,000.00 (Vehicle)

Expenditure

Salaries and Wages – Regular \$73,264.00
Facilities Repair and Maint. \$ 10,000.00 (tools)

START Bus Capital

Facilities Vehicle \$60,000.00

Attachments

Updated FY 2027 Budget Request

Suggested Motion

I move to add to the FY 27 Budget request \$63,611.20 to the FTA/Wyoming 5311 Grant, \$48,000.00 to the FTA/Wyoming 5339 Grant, \$73,264.00 to Salaries and Wages – Regular, \$10,000 to the Facilities and Repair Maintenance, and \$60,000 to the Facilities Vehicle line items.

Prepared by

Michael Toronto, Transit Director

	Amended 6/30/2026	Requested 6/30/2027	% Change From FY 26	\$ Change From FY 26
INTERGOVERNMENTAL				
211 FTA/Wyoming 5311 Grant	4,185,700	5,544,411	32%	1,358,711
211 FTA/Idaho 5311 Grant	460,000	625,775	36%	165,775
211 FTA/Idaho 5311 Grand Targhee G	266,300	300,000	13%	33,700
211 FTA 5339/WY - Bus	4,066,000	2,103,750	-48%	(1,962,250)
211 FTA 5339/WY - Bus Shelter, Facility	312,000	684,000	119%	372,000
211 BUILD Grant - Buses	1,542,000	1,580,812	3%	38,812
211 Teton County Contribution - Operation	1,483,017	959,205	-35%	(523,812)
211 Teton County Contribution - Capital	267,900	1,053,863	293%	785,963
	12,582,917	12,851,816	2%	268,899
CHARGES FOR SERVICES				
211 Transit Fares	305,000	335,500	10%	30,500
On Demand		160,000		
211 Fares - Star Valley Passes	72,000	80,000	11%	8,000
211 Fares - Star Valley Tickets	10,000	15,000	50%	5,000
211 Fares - Teton Valley Pass	70,000	75,000	7%	5,000
211 Fares - Teton Valley Tickets	10,000	15,000	50%	5,000
211 Transit Contract Fares	697,500	700,000	0%	2,500
211 JH Airport	18,000	-	-100%	(18,000)
211 Airport Fares	80,000	-	-100%	(80,000)
211 START Advertising	7,500	20,000	167%	12,500
211 Short Term Rental Impact Fee	873,700	900,000	3%	26,300
	2,143,700	2,300,500	7%	156,800
MISCELLANEOUS REVENUE				
211 Interest Earnings	32,000	40,000	25%	8,000
211 Rent - Elk Antler	60,000	35,000	-42%	(25,000)
211 RENT - Chatham Loop #2	6,552	-	-100%	(6,552)
211 RENT - Snake River Cabins	40,000	-	-100%	(40,000)
211 Rent - 355 W Deloney E5	30,933	30,933	0%	-
211 Rent - 126 Aspen Drive	20,400	21,120	4%	720
211 Rent - Adams Canyon	25,000	8,000	-68%	(17,000)
211 Contributions & Donations	3,000	3,000	0%	-
	217,885	138,053	-37%	(79,832)
TRANSFERS IN				
211 Town Contribution	1,118,768	1,342,045	20%	223,277
	1,118,768	1,342,045	20%	223,277
TOTAL REVENUES				
	16,063,270	16,632,414	4%	569,144

START BUS ADMINISTRATION	<u>Amended 6/30/2026</u>	<u>Requested 6/30/2027</u>		
211 Salaries & Wages - Regular	485,086	578,480	19%	93,394
211 Buyout - Compensated Absences	9,377	11,125	19%	1,748
211 Overtime	2,500	2,650	6%	150
211 HOLIDAY PAY - PTO BUYBACK	2,500	3,000	20%	500
211 FICA & Medicare	38,209	45,537	19%	7,328
211 Health Insurance	72,093	92,613	28%	20,520
211 Vision Insurance	613	883	44%	270
211 Dental Insurance	2,901	5,287	82%	2,386
211 Wyoming Retirement	81,921	99,247	21%	17,326
211 Workers' Compensation	6,196	7,421	20%	1,225
211 State Unemployment	2,203	2,705	23%	502
211 Disability/Life Insurance	2,964	3,703	25%	739
211 General/Office Supplies	10,000	20,500	105%	10,500
211 Postage	150	150	0%	-
211 Printing & Publication	18,000	15,000	-17%	(3,000)
211 Advertising	55,600	70,600	27%	15,000
211 Dues & Subscriptions	2,500	2,000	-20%	(500)
211 Utilities	65,000	65,000	0%	-
211 Water and Sewer Charges	17,000	17,000	0%	-
211 Professional Services	177,000	40,000	-77%	(137,000)
211 Saas	189,000	156,000	-17%	(33,000)
211 Physicals	3,500	3,500	0%	-
211 Drug and Alcohol Testing	7,600	6,000	-21%	(1,600)
211 Credit Card Fees	1,400	1,400	0%	-
211 Masabi Processing Fees	10,000	10,000	0%	-
211 Repair & Maint - START HQ	141,400	170,000	20%	28,600
211 Repair & Maint - Stilson	-	67,000		67,000
211 R&M - Elk Antler Rent	53,708	81,375	52%	27,667
211 R&M - Chatham Loop #2	7,600	-	-100%	(7,600)
211 R&M - 355 W Deloney E5	36,840	36,000	-2%	(840)
211 R&M - 126 Aspen Drive	21,580	25,600	19%	4,020
211 R&M - Adams Canyon	24,744	36,876	49%	12,132
211 Training, Travel, & Meetings	14,000	29,900	114%	15,900
211 Employee Recruitment	35,000	60,000	71%	25,000
211 Employee Recognition	12,000	13,000	8%	1,000
211 IT Services	118,618	136,480	15%	17,862
211 Property Insurance	77,056	84,762	10%	7,706
211 Liability Insurance	3,467	6,826	97%	3,359
	<u>1,809,326</u>	<u>2,007,620</u>	11%	198,294

<u>START BUS OPERATIONS</u>	<u>Amended 6/30/2026</u>	<u>Requested 6/30/2027</u>		
211 Salaries & Wages - Regular	1,267,456	1,290,136	2%	22,680
211 Salaries & Wages - Supervisor	447,169	475,119	6%	27,950
211 Salaries & Wages - Part-Time	1,347,966	1,317,851	-2%	(30,115)
211 Buyout - Compensated Absences	32,276	33,947	5%	1,671
211 Overtime	160,000	120,000	-25%	(40,000)
211 Overtime - Supervisor	15,000	15,000	0%	-
211 Holiday Pay - PTO Buyback	30,000	30,000	0%	-
211 FICA & Medicare	252,440	251,077	-1%	(1,363)
211 Health Insurance	441,400	454,854	3%	13,454
211 Vision Insurance	3,739	3,333	-11%	(406)
211 Dental Insurance	17,782	18,193	2%	411
211 Wyoming Retirement	326,819	331,732	2%	4,913
211 Workers' Compensation	41,181	40,942	-1%	(239)
211 State Unemployment	30,296	28,469	-6%	(1,827)
211 Disability/Life Insurance	15,081	14,277	-5%	(804)
211 Operating Supplies	8,500	10,000	18%	1,500
211 Uniforms	8,000	9,000	13%	1,000
211 Radio Services	6,500	6,500	0%	-
211 TV Shuttle - Salt Lake Express	421,000	422,500	0%	1,500
211 Microtransit - East Jackson	1,467,000	1,700,000	16%	233,000
211 Van Pool	54,400	90,400	66%	36,000
211 Repair & Maint - Vehicles	6,500	6,500	0%	-
211 Repair & Maint - Shop Parts	338,566	400,000	18%	61,434
211 Repair & Maint - Shop Labor	355,704	361,200	2%	5,496
211 Petroleum Products	457,317	415,340	-9%	(41,977)
211 Trash Collection	25,000	30,000	20%	5,000
211 Idaho Liability Insurance	176,159	190,913	8%	14,754
211 Insurance Deductible	61,797	46,111	-25%	(15,686)
211 Grand Targhee Grant Admin	266,300	300,000	13%	33,700
211 Facility Lease	60,000	60,000	0%	-
211 Rental Expense - Driggs Garage	26,400	26,400	0%	-
	<u>8,167,748</u>	<u>8,499,794</u>	4%	332,046

	<u>Amended 6/30/2026</u>	<u>Requested 6/30/2027</u>		
<u>START BUS CAPITAL</u>				-
211 Bus Shelter (3)	390,000	390,000	0%	-
Bus Wash Bay	-	350,000		350,000
211 ADA Bus	160,000	-	-100%	(160,000)
211 Tahoe -Supervisory replacement	40,000	-	-100%	(40,000)
Garage Floor Sweeper	-	55,000		55,000
211 OTR Diesel Buses	1,800,000	-	-100%	(1,800,000)
211 40 Ft. Electric Buses	5,000,000	5,020,000	0%	20,000
Facilities Work Vechile	-	60,000		60,000
Automatic Passenger Counters	-	250,000		250,000
	<u>7,390,000</u>	<u>6,125,000</u>	-17%	(1,265,000)
<u>OTHER FINANCING USES</u>				
211 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>16,801,152</u>	-6%	(1,032,400)
<u>NET REVENUE OVER EXPENDITURES</u>	<u>(1,770,282)</u>	<u>(168,738)</u>	-90%	1,601,544



Staff Report

Meeting Date:	March 18 th , 2026	Meeting Title:	Regular Board Meeting
Submitting Department:	START	Presenter:	Michael Toronto, Director
Agenda Item:	Transit Development Plan and Fare Policy	Public Comment:	Yes

Purpose & Policy Considerations.

There are two purposes for this item.

The first purpose of this item is for the START Board to consider recommending the Transit Development Plan for Approval to the Town Council (Town) and Board of County Commissioner (County).

The second purpose of this item is for the START Board to consider the adoption of the Fare Policy as part of the TDP as presented by Transportation Management and Design (TMD) at the Boards Regular Meeting on 2/26/2026. Per the Joint Powers Agreement, the START board is delegated the authority to establish fares.

Requested Action.

- 1- Staff request the Board recommend the TDP for approval to the Town and County.
- 2- Staff request the Board delay approving the Fare Policy provided by TMD and as shown on page 11 of the START Fare Policy Analysis Memorandum (attached). Staff need more time to analyze the impacts of not charging fares as discussed at the 2/26/2026 board meeting.

Recommendation.

- 1- Staff recommend that the Board recommend the TDP for Approval to the Town and County with the understanding that employee housing and benefits issues must be addressed first before service can be added.
- 2- Staff recommend that the Board delay its decision on the Fare Policy portion of the TDP until next month's board meeting.

Background/Alternatives

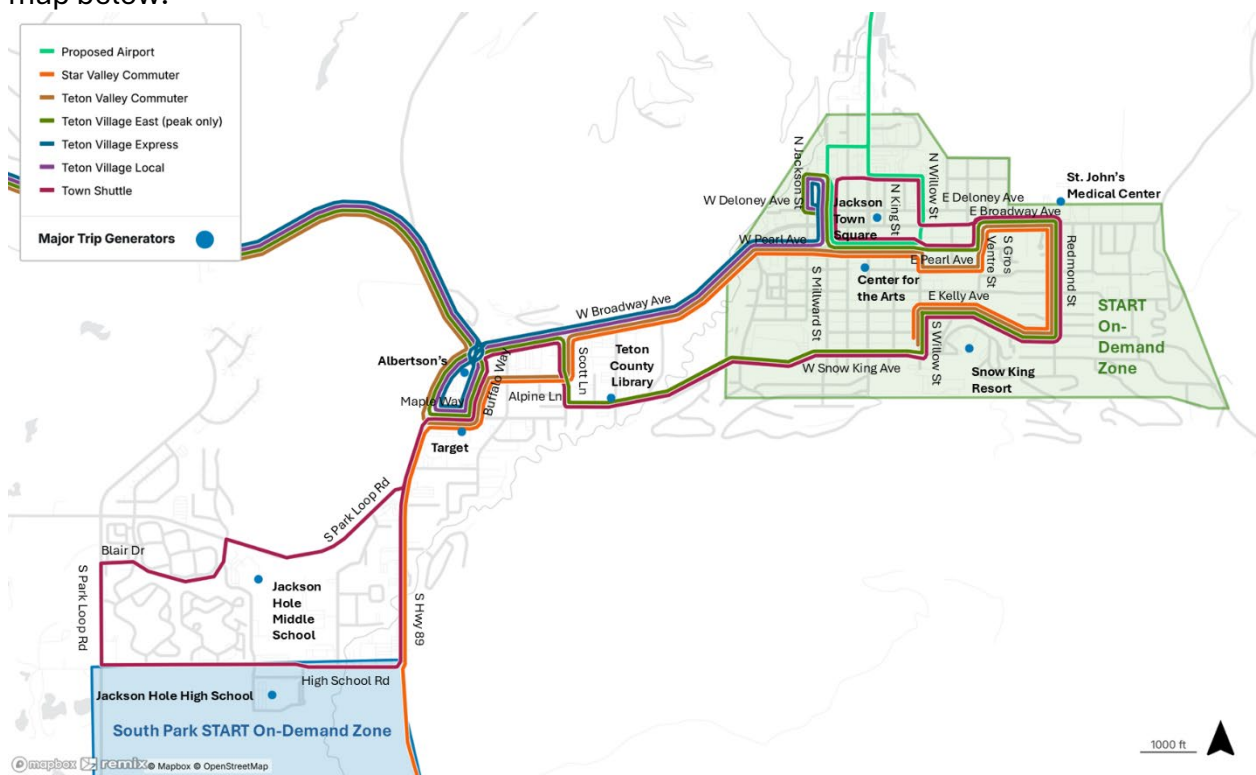
START staff and the START Board initiated the TDP in FY 25 to study and recommend future service growth and changes for the transit system in Jackson, WY. This study was scheduled to take up to 13 months to complete and was completed on time and on budget. The START TDP is a five-year blueprint that guides START staff 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.

The fact-finding phase of the TDP consisted of developing goals and objectives, data collection and analysis for START services, a survey to collect information on riders and satisfaction with the service, and 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 daily at 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.

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 option 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 recommended network is shown in the map below:



This new routing map is accompanied by the following service level 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

TMD recommends the following implementation plan:

Year 1 FY 2027	Year 2 FY 2028	Year 3 FY 2029	Beyond 5 Years
• Recruit additional bus operators for year 2 implementation • Implementation of: • Guaranteed ride home • Vanpool program • Carshare program	• Implement changes to Town Shuttle • Implement changes to Teton Village Local • Discontinue Teton Village South • Implementation of: • Guaranteed ride home • Vanpool program • Carshare program	• Implement South Park START On-Demand (allowing one year to reduce demand on East Jackson START On-Demand) • Support implementation of bike share program	• Update the TDP • Explore implementing vision plan service improvements

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. The new fare chart is shown below along with START's current fares:

			Town Shuttle	Current Base Fare (TV Routes)	Proposed Base Fare (TV Routes)	Current Commuter Fare	Proposed Commuter Fare
Cash/Transit App	Adult	Free		\$3.00	\$1.00	\$8.00	\$5.00
	Child (under 8)	Free		Free	Free	Free	Free
	Student	Free		\$1.50	\$0.50	\$4.00	\$2.50
	Senior/Disabled	Free		\$1.50	\$0.50	\$4.00	\$2.50
10-Ride Ticket	Adult	-		\$24.00	\$8.00	\$42.00	\$37.50
	Student	-		\$12.00	\$4.00	\$21.00	\$17.50
	Senior/Disabled	-		\$12.00	\$4.00	\$21.00	\$17.50
1 Day Pass	Adult	-		\$6.00	\$2.00	n/a	\$10.00
One Month Pass	Adult	-		n/a	\$45.00	\$105.00	\$120.00
	Student	-		n/a	\$22.50	\$52.50	\$60.00
	Senior/Disabled	-		n/a	\$22.50	\$52.50	\$60.00
Season Pass (Fall/Winter)	Adult	-		\$125.00	\$236.25	n/a	\$630.00
Season Pass (Spring/Summer)	Adult			\$125.00	\$168.75	n/a	\$450.00
Annual Pass	Adult	-			\$405.00		\$1,080.00

Analysis

Service Development Plan

The recommended network shown above will optimize bus routes and shift START services to rely more on transfer points vs routes following the same path. This plan will result in 4% to 5% more growth in hours and miles. In addition, the recommended network calls for four (4) additional operators, staff believes that the plan will require six (6) additional operators to accommodate regular days off and sick and vacation time. Once START receives the two new hybrid buses and four new diesel buses in 2027, staff will have enough buses to operate the recommended network. The TDP does have the Airport Shuttle as part of the core services. The Board voted to not include the Airport Service in FY 27 service plan.

The revised 2020 Integrated Transportation Plan (ITP) lays out lofty goals for the transit system. The TDP would ideally get START to a place to reach the ITP goals in the future as the ITP is a longer-range plan than the TDP. The following are ITP goals that have not been met in full:

- Improve commuter service by adding runs and extending hours of service
- Improve summer service
- Implement winter service to and from Stilson
- Implement BRT service (this goal is very reliant on WYDOT)
- Summer service to Grand Teton National Park (this was studied and determined to not be feasible at this time)
- Streamline the town circulator routes and increase service
- Increase marketing of transit service

- Grow ridership to 3.5 M by 2035

Many of these goals are part of START's core services and the TDP with the recommended network inches START in the direction of fulfilling the ITP. The recommended network helps accomplish the following ITP goals:

- Improve summer service
- Streamline the town circulator routes and increase service
- Increase marketing of transit service
- Grows ridership by 300,000; however, the impact is not as lofty as the ITP calls for.

The TDP, as presented by TMD, will grow START service responsibly while also giving START time to address key barriers that will keep START from fulfilling the ITP over the next 10 years. Before START can fully implement the recommended TDP recommended network there are key capital and staffing needs that must be addressed first.

The TDP calls out the following capital improvements that must be in place to successfully accommodate new and additional service:

- START facility expansion (page 57 START Service Development Memorandum)
 - ****Housing for employees****
 - Additional bus Storage
 - Additional office space for future personnel
- Technology Improvements (page 57 START Service Development Memorandum)
 - Automatic Passenger Counters (APC)
 - If fare is expanded to the whole system, then START needs electronic fare box collectors or tap readers.

Currently, START struggles to recruit and retain employees. START does not struggle to hire full-time year-round operators; however, there is no more Town housing to accommodate more full-time year-round employees that the TDP calls for. START does struggle to hire seasonal employees, without seasonal employees there are many core services START cannot run – increased winter service to the Village for example. In FY 26 staff were only able to hire and retain 11 seasonals to date when staff needed 20 to adequately meet current service levels. Staff hired more than 11 employees but lost some once they saw the housing and realized the cost. Attached to this staff report is a list of real applicants who would have accepted jobs with START if housing was cheaper/better and if wages were higher. From this list, housing is the highest reason applicants did not choose Jackson as a place to work and live. With more affordable and better housing, START would have had more than enough employees to fulfil service obligations.

The two key components in the capital plan that must be in place before START expands any service are employee housing and bus storage. The recommended plan calls for 20 seasonal employees and an additional 4 to 6-year-round Operators. Without better and more affordable housing, staff cannot retain Operators to fill our current service levels and cannot hire to fill the recommended network as recommended by TMD. Secondly, without bus storage START cannot grow service beyond the recommended network. START can

fulfill the recommended network with current storage levels. In order to add service above and beyond the recommended network as called for in the Vision Plan (Page 55-58 in the Service Development Memorandum), additional buses need to be ordered, and storage is needed to house them. Implementing the Vision Plan would put START in a position to be unsuccessful.

Fare Policy

Implementing the above Fare Policy recommendation from TMD would increase ridership and decrease revenue. The following table shows the ridership impacts:

	Ridership Change (boardings)	Ridership Change (percent)
Fixed Route	+42,000	+5.3%
Commuter Routes	+4,000	+7.5%
START On-Demand	-104,000	-60.1%
ADA	0	0%
Total	-58,000	-5.7

Staff do not believe that by implementing a \$1 Fare on START On-Demand will decrease ridership by 104,000. Staff believe there will be a slight reduction but not a 60% reduction. The START board voted and approved a \$1 fare on the On-Demand service at the Regular Board meeting on 2/26/2026. At this same meeting, the board discussed not charging a fare on the Teton Village Routes. START is one of the few resort Town transit agencies that charge a fare on local transit, charging a fare on regional commuter transit is common in comparable resort Towns (i.e. Steamboat Spring, CO, Lake Tahoe, Telluride, CO, Aspen, CO, Park City, UT).

Financial Impact

Service Development 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.

TMD presented the following budget scenario for implementing the recommended network. The table below shows increasing costs year after year.

	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

If START implements the recommended network without resources for housing and improved Operator benefits, fulfilling the Plan's full-service obligations will be difficult and place unreasonable hardship on employees' work life balance. The TDP does provide cost estimates for capital projects. The capital projects that must be considered before the recommended network are:

- Employee housing, the TDP provides no cost estimates
- Expand Indoor Bus Storage, the TDP estimates this will cost \$6.5 M
- Automatic Passenger Counters, the TDP estimates this will cost around \$300,00 *(the board approved this as part of the FY 27 budget at a lesser amount based on a quote from START's current technology provider)*

Other Capital considerations are on page 62 of the Service Development Memorandum. START is not currently requesting money for housing solutions as the Town is currently undergoing an effort to study and develop a housing plan. Over this next FY START staff can work with Town Public Works to study the expansion of the bus garage and come with a better-informed plan and budget request during the next FY budget process.

Fare Policy

The following table shows TMD's projected revenue impacts by implementing their suggested fare policy changes.

	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%

START can recoup some of the lost fare from the WYDOT 5311 application. The FTA requires that farebox revenue cannot be used as part of the local match to meet the requirement; instead, it must be treated as a reduction of the eligible project cost, which consequently reduces the total federal award amount. START could receive upwards of 56% of the lost fare amount in grant funding (i.e. if fares decrease as shown above by \$68,000 START could receive an additional \$37,400 in 5311 funds if applied for in this FY 27 application).

Free Fare on Teton Village Routes

For this exercise in moving to free fare, START only looked at fares on the Village routes. In FY 25 START brought in \$289,532 in fare revenue on the Teton Village Routes. If the Board moves to make that route fare free, then START would increase the funding request from WYDOT by 56% of the loss in fare revenue. Using FY 25 numbers as an example, 56% of \$289,532 is \$162,137, leaving \$127,394 to be made up by the Town, County contributions or through funding agreement with TVA and JHMR. Currently, in the JHMR agreement if START moves to fare free on the Village Routes the contractual financial obligation from JHMR will not be affected, START would need to renegotiate those terms. Additionally, if the routes to the village went fare free, TVA would have no passes to purchase resulting in a potential loss of \$210,000. It is not recommended that START move to fare free on the Village Routes without guaranteed contributions from JHMR and TVA to cover the difference. Before the board considers a fare free option staff requests additional time to engage with funding partners at TVA and JHMR to discuss additional funding levels.

Attachments

Lost START Applicants
START Service Development Memorandum
Fare Policy Analysis Memorandum
TDP Board Adoption Presentation
TMD Staff Report

Suggested Motion

I move to recommend the TDP for approval by the Town Council and Board of County Commissioners with the removal of the Airport Shuttle from the plan and with the understanding that implementing any part of the service plan cannot happen until START's housing and employee retention and recruitment issues are addressed.

Data from 6/15/25-1/1/26				
	Reason for Not Accepting Operator Position			
Name of Canidate lost	Housing cost to high	Low wage	Unknown	NO CDL
Names Redacted	X			
	X			
		X		
			X	
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TOTAL 35	13	9	5	8



START Bus Transit Development Plan: Service Development



Table of Contents

Introduction	1
Guiding Principles and Design Decisions.....	2
Public Transportation Markets and Options.....	4
Town Circulation	4
Jackson to Teton Village.....	17
Commuter	26
Airport	29
ADA Service	31
Alternative Service Networks and Analysis.....	32
Network Combinations.....	32
Analysis of Network Combinations	43
Final Network	51
Current Service Levels.....	52
Current Resource Levels	53
Vision Network.....	54
Implementation Program.....	54
Capital Plan	55
Financial Plan	57
Staff Requirements.....	62
Performance Metrics	63
Productivity.....	63
Service Reliability	64
Passenger Comfort	64
Ridership Growth Targets	65
Conclusion	67

List of Figures

Figure 1: Impacts of Frequency	2
Figure 2: Current Town Shuttle	5
Figure 3: Town Shuttle Options Operating Resources	6
Figure 4: Town Shuttle Option 1	7
Figure 5: Town Shuttle Option 1 Benefits and Tradeoffs	7
Figure 6: Town Shuttle Option 2	8
Figure 7: Town Shuttle Option 2 Benefits and Tradeoffs	8
Figure 8: Town Shuttle Option 3	9
Figure 9: Town Shuttle Option 3 Benefits and Tradeoffs	9
Figure 10: Town Shuttle Option 4	10
Figure 11: Town Shuttle Option 4 Benefits and Tradeoffs	10
Figure 12: START On-Demand Zones.....	11
Figure 13: START On-Demand Benefits and Tradeoffs.....	12
Figure 14: Potential Car Share Locations	13
Figure 15: Car Share Benefits and Tradeoffs.....	13
Figure 16: Potential Bike Share Locations	15
Figure 17: Bike Share Benefits and Tradeoffs.....	15
Figure 18: Current Teton Village Services	18
Figure 19: Teton Village Services Operating Resources.....	19
Figure 20: Teton Village Services Option 1 Changes.....	20
Figure 21: Teton Village Services Option 1	20
Figure 22: Teton Village Services Option 1 Benefits and Tradeoffs	21
Figure 23: Teton Village Services Option 2 Changes.....	22
Figure 24: Teton Village Services Option 2.....	22
Figure 25: Teton Village Services Option 2 Benefits and Tradeoffs	23
Figure 26: Teton Village Services Option 3 Changes.....	24
Figure 27: Teton Village Services Option 3.....	24
Figure 28: Teton Village Services Option 3 Benefits and Tradeoffs	25
Figure 29: Star Valley and Teton Valley Commuter	27
Figure 30: Commuter Operating Resources	27
Figure 31: Commuter Benefits and Tradeoffs	27

Figure 32: Vanpool Benefits and Tradeoffs	28
Figure 33: Airport	30
Figure 34: Airport Operating Resources.....	30
Figure 35: Airport Benefits and Tradeoffs	30
Figure 36: Common Features in all Network Combinations	33
Figure 37: Current Network	34
Figure 38: Town Shuttle Option 1/Teton Village Option 1.....	35
Figure 39: Town Shuttle Option 1/Teton Village Option 1 Key Facts	35
Figure 40: Town Shuttle Option 2/Teton Village Option 1.....	36
Figure 41: Town Shuttle Option 2/Teton Village Option 1 Key Facts	36
Figure 42: Town Shuttle Option 3/Teton Village Option 1.....	37
Figure 43: Town Shuttle Option 3/Teton Village Option 1 Key Facts	37
Figure 44: Town Shuttle Option 4/Teton Village Option 1.....	38
Figure 45: Town Shuttle Option 4/Teton Village Option 1 Key Facts	38
Figure 46: Town Shuttle Option 1/Teton Village Option 3.....	39
Figure 47: Town Shuttle Option 1/Teton Village Option 3 Key Facts	39
Figure 48: Town Shuttle Option 2/Teton Village Option 3.....	40
Figure 49: Town Shuttle Option 2/Teton Village Option 3 Key Facts	40
Figure 50: Town Shuttle Option 3/Teton Village Option 3.....	41
Figure 51: Town Shuttle Option 3/Teton Village Option 3 Key Facts	41
Figure 52: Town Shuttle Option 4/Teton Village Option 3.....	42
Figure 53: Town Shuttle Option 4/Teton Village Option 3 Key Facts	42

List of Tables

Table 1: Population Impacts	43
Table 2: Market Travel Times	44
Table 3: Ridership Impacts	45
Table 4: Cost and Resource Impacts (FY 2025 Costs)	46
Table 5: Running Times, Layover Times, and Recovery Ratios	49
Table 6: Inverse Ranking.....	49
Table 7: Scoring (ranking multiplied by weighting)	50
Table 8: Final Network Features and Changes	52
Table 9: Preferred Network Route Span and Headways (Current Service Levels).....	53
Table 10: Projected Cost Estimate	58
Table 11: Optional Add-On Vision Elements Cost Estimate.....	59
Table 12: Projected Operating Revenue Sources	60
Table 13: Capital Financial Plan.....	61
Table 14: Overall Local Funding	61
Table 15: Passengers per Hour	63
Table 16: Cost Per Passenger	64
Table 17: Service Reliability.....	64
Table 18: Vehicle Crowding	65
Table 19: Ridership Growth and Targets	66

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:

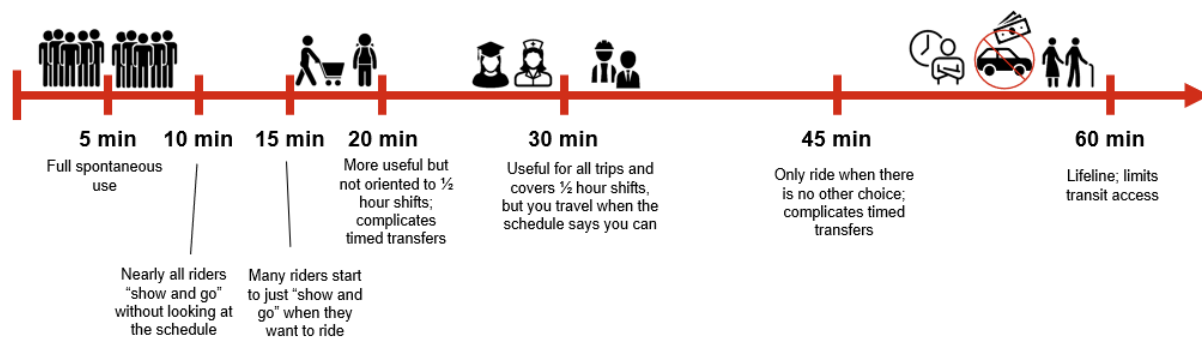
- Match the service levels with ridership and markets that are being served
- Minimize transfers for trips within Jackson while maintaining regional access
- Ensure that there is sufficient capacity for peak movements and provide direct travel during those times
- Prioritize the customer experience
- 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.

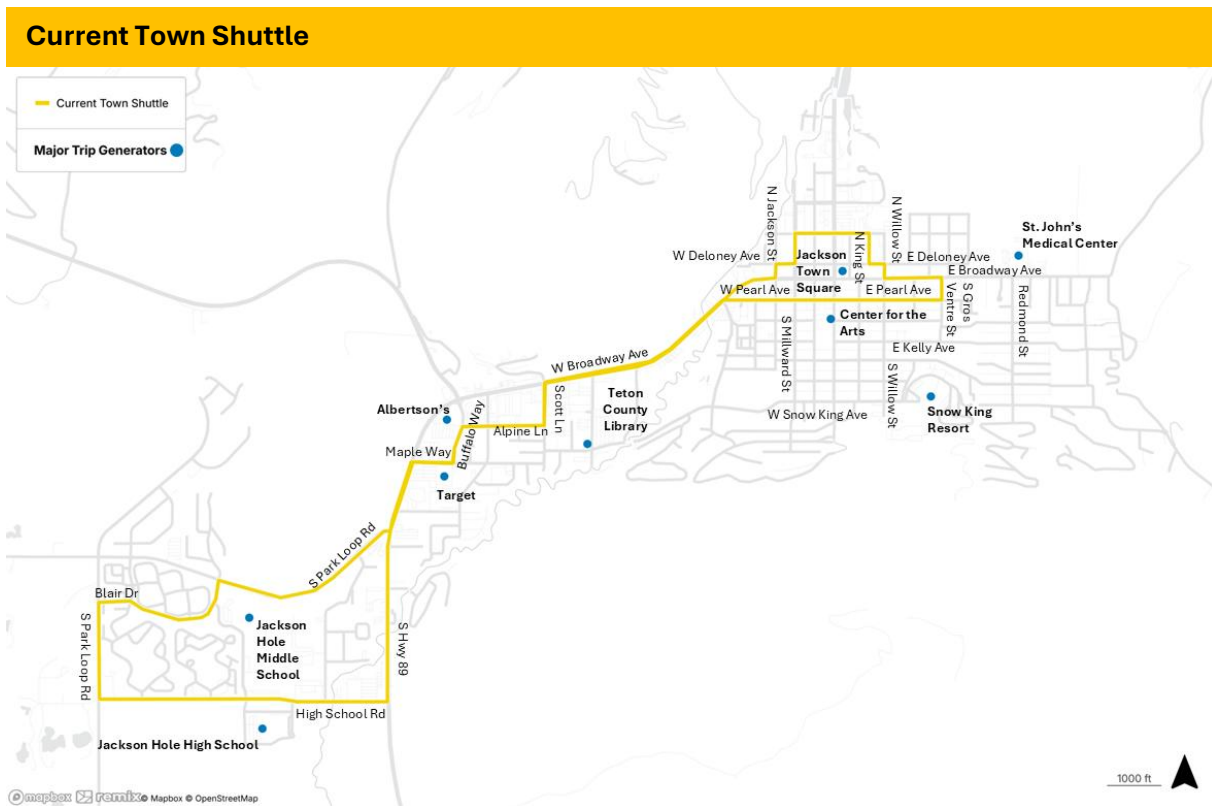
EXISTING TOWN SHUTTLE

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

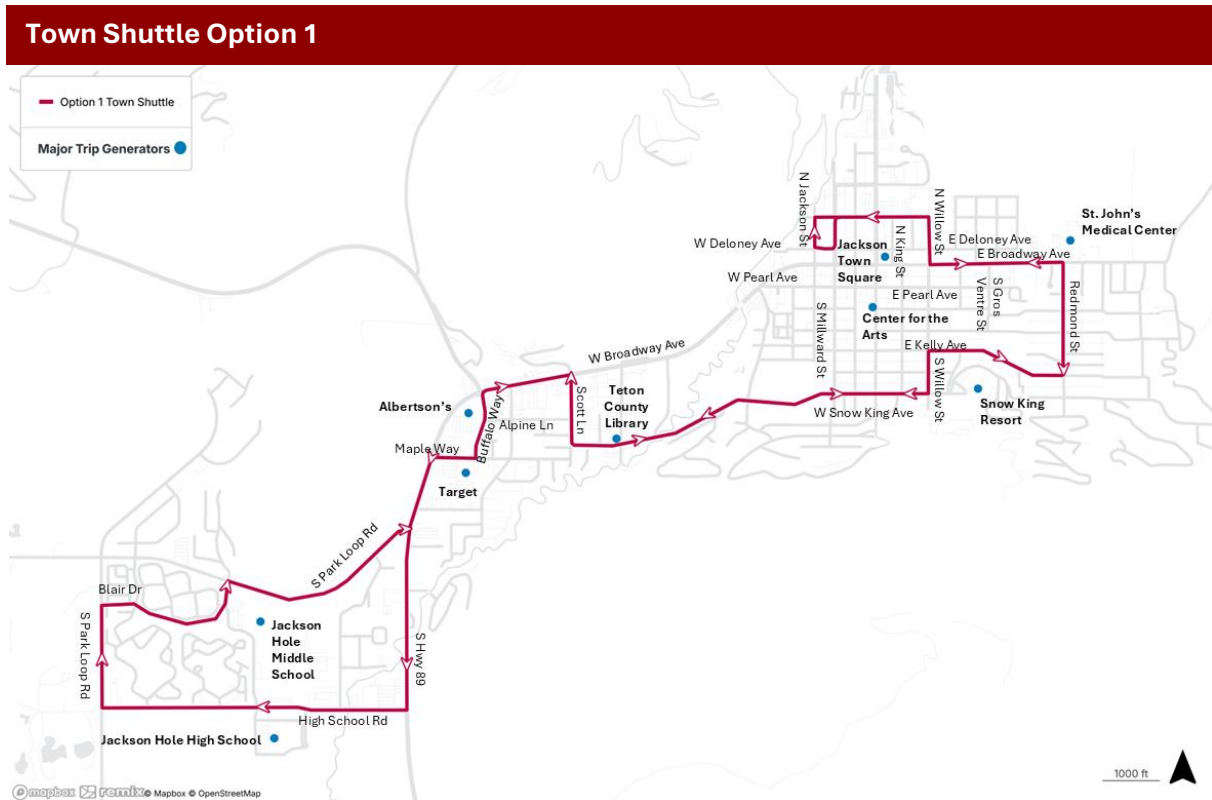


Figure 5: Town Shuttle Option 1 Benefits and Tradeoffs

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

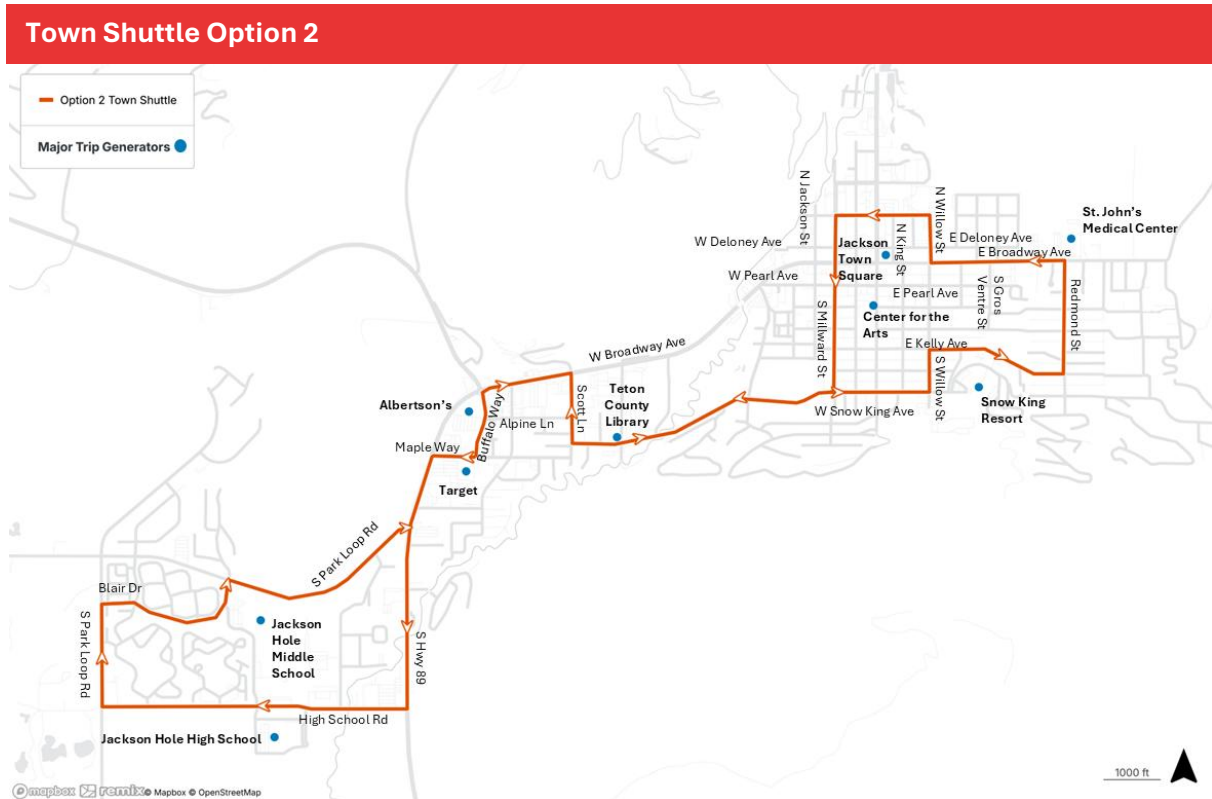


Figure 7: Town Shuttle Option 2 Benefits and Tradeoffs

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

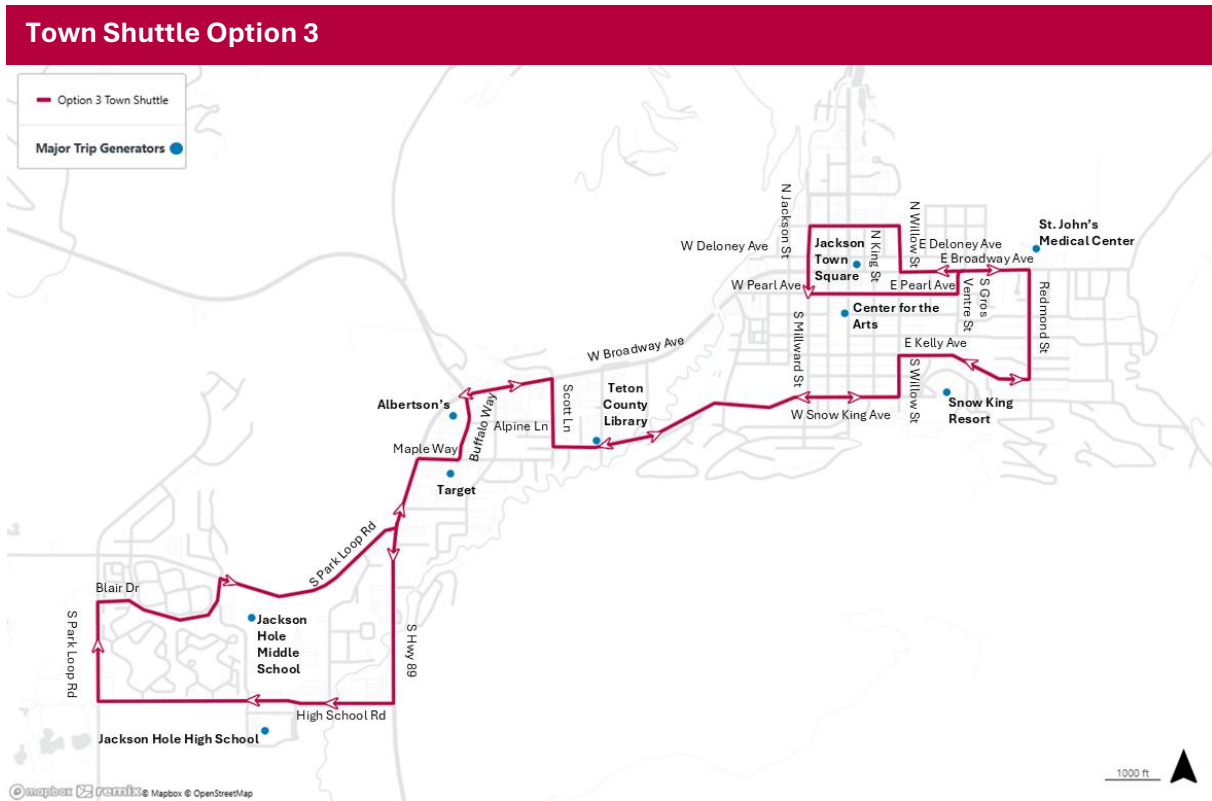


Figure 9: Town Shuttle Option 3 Benefits and Tradeoffs

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

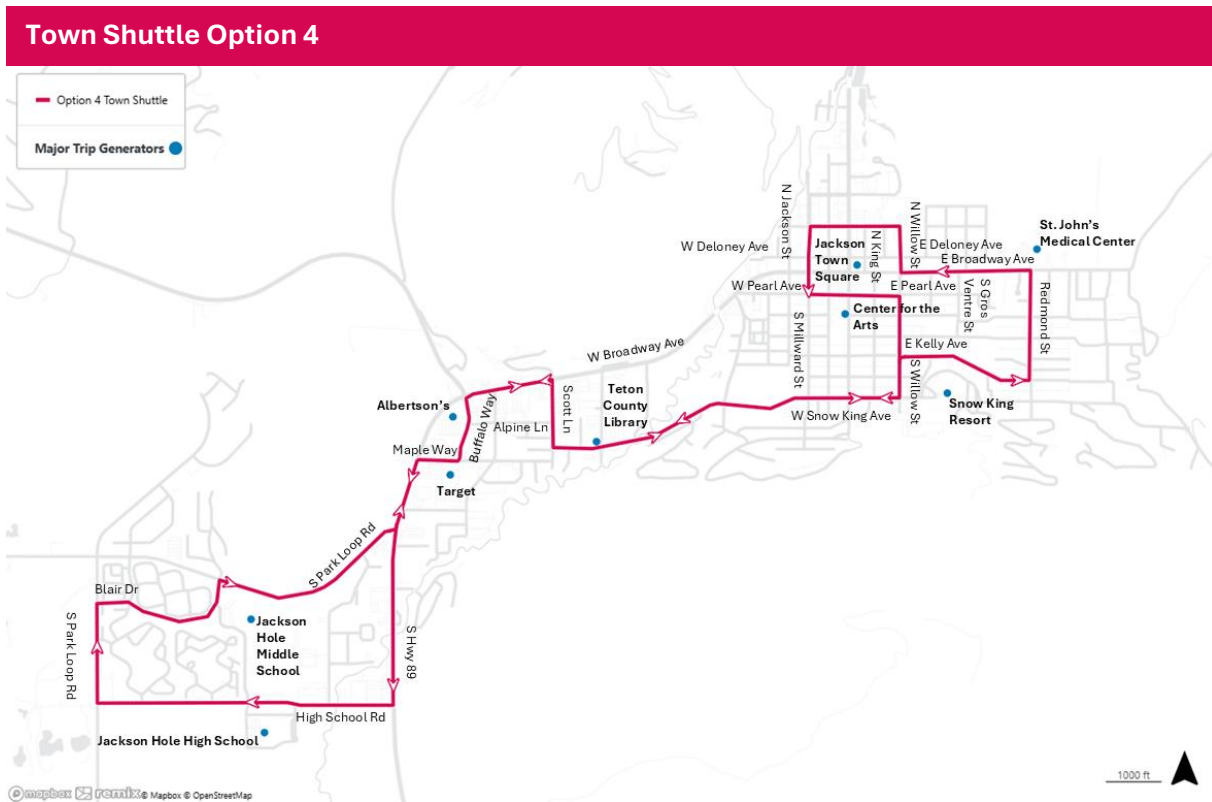


Figure 11: Town Shuttle Option 4 Benefits and Tradeoffs

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

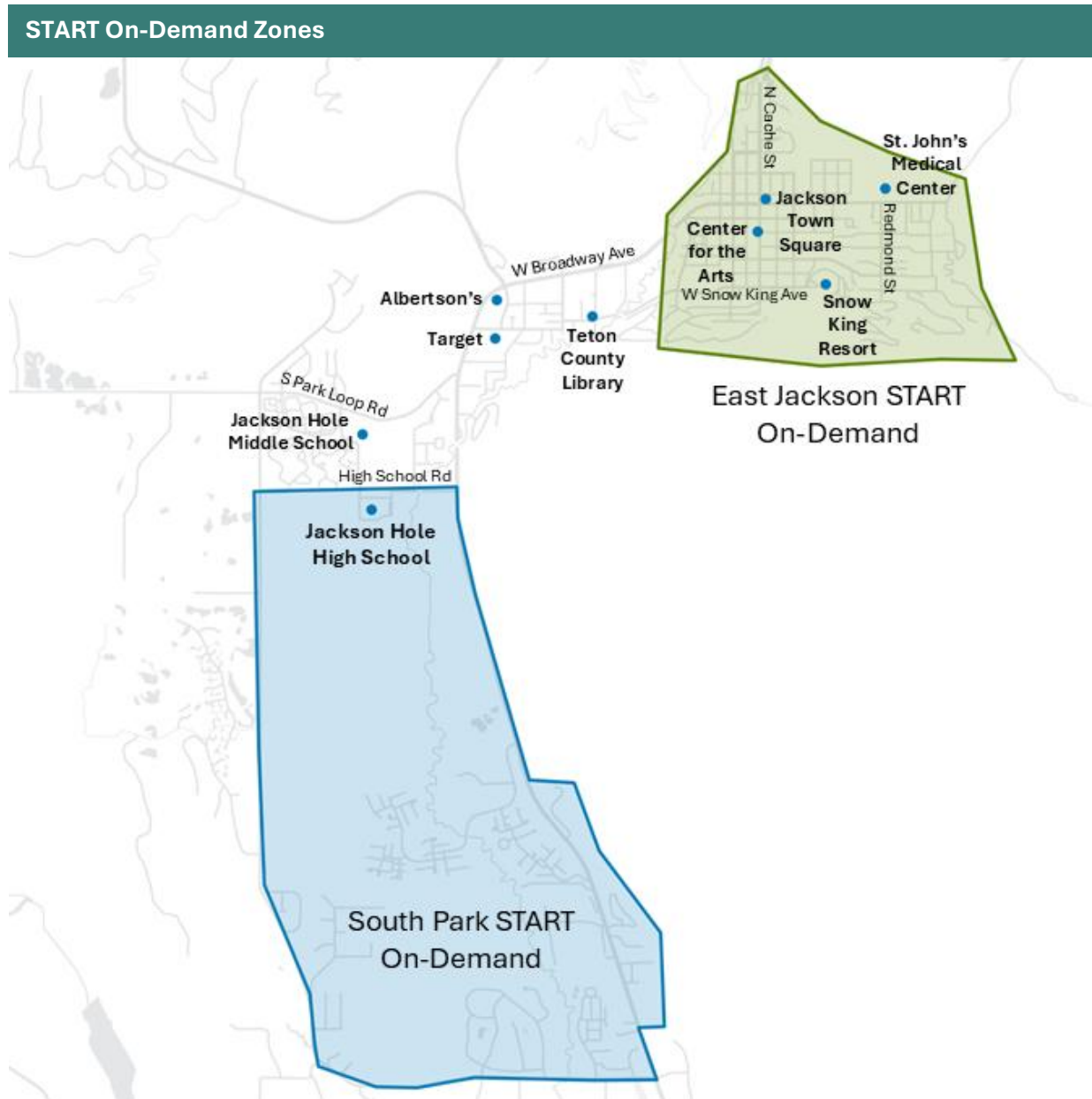


Figure 13: START On-Demand Benefits and Tradeoffs

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

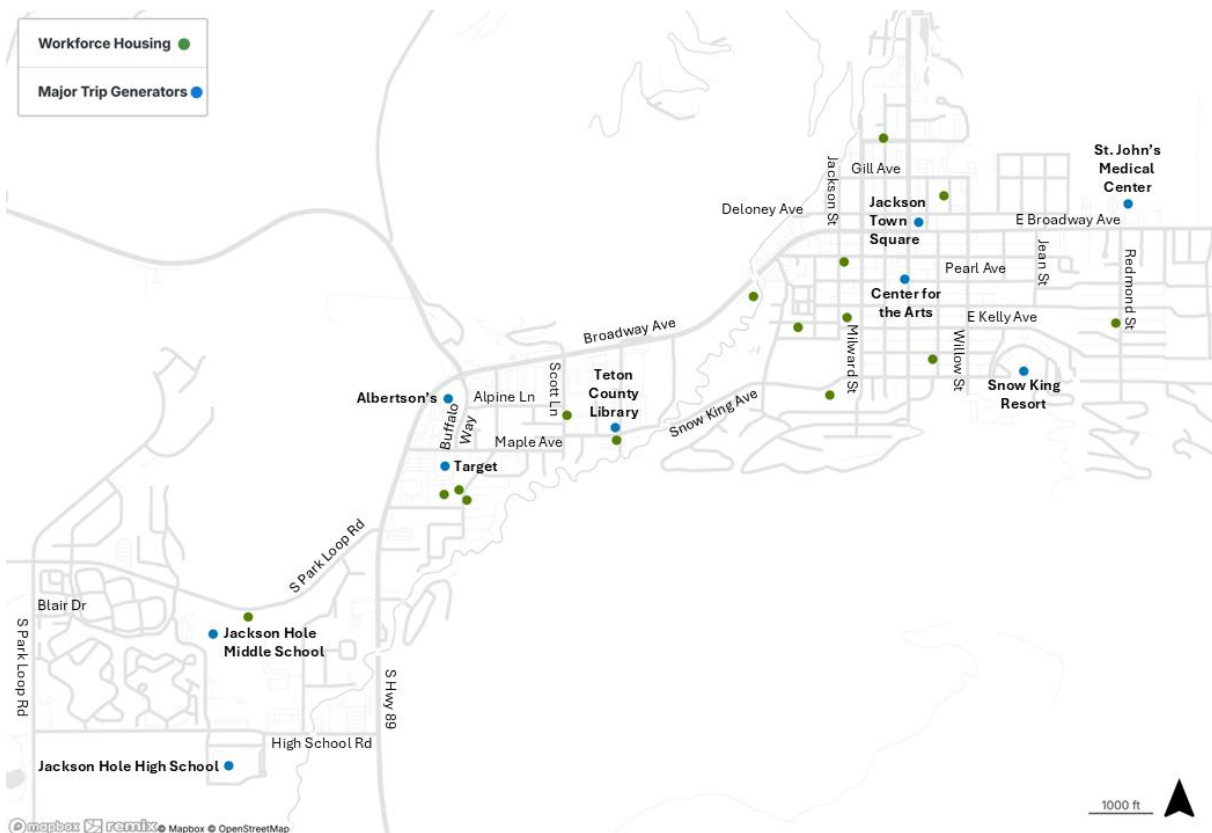


Figure 15: Car Share Benefits and Tradeoffs

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

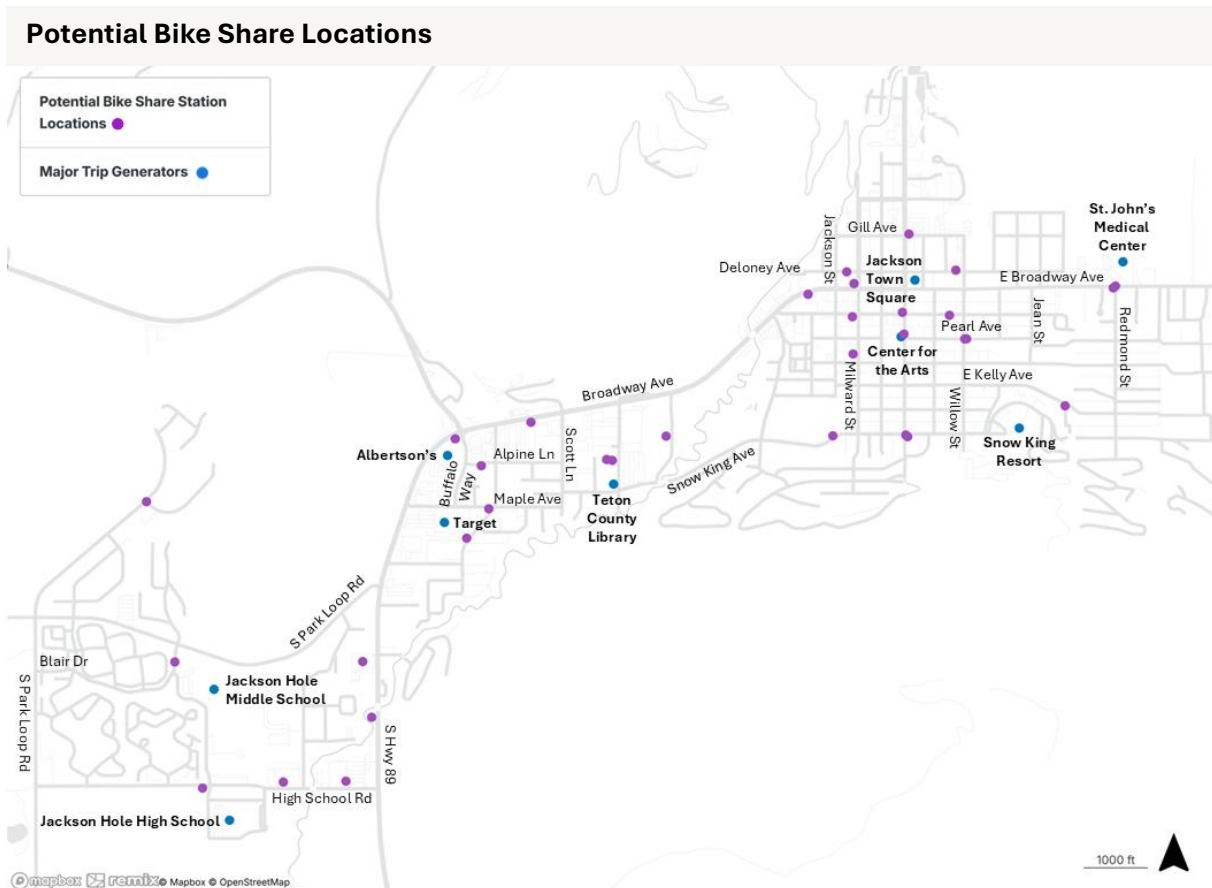


Figure 17: Bike Share Benefits and Tradeoffs

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:

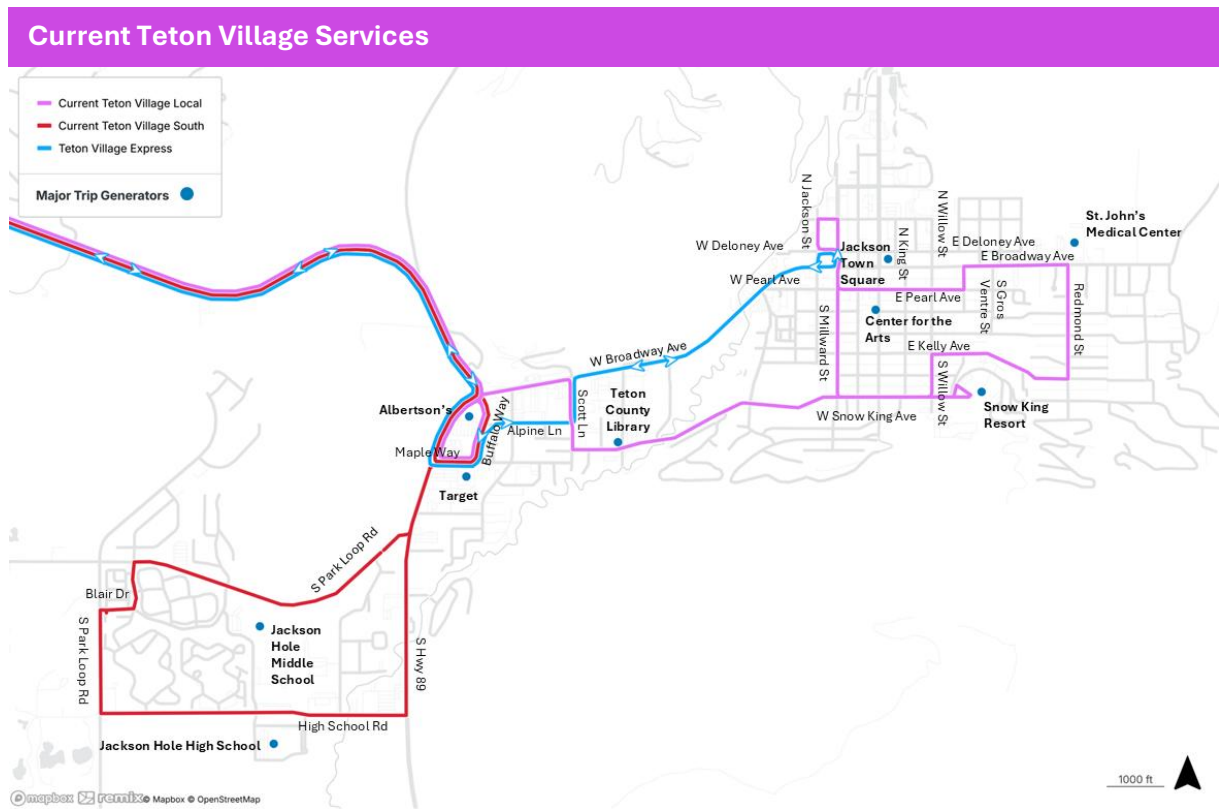
- Simplifying service
- Adjusting seasonal service levels
- Optimizing connections to serve both local circulation needs and express travel demand

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

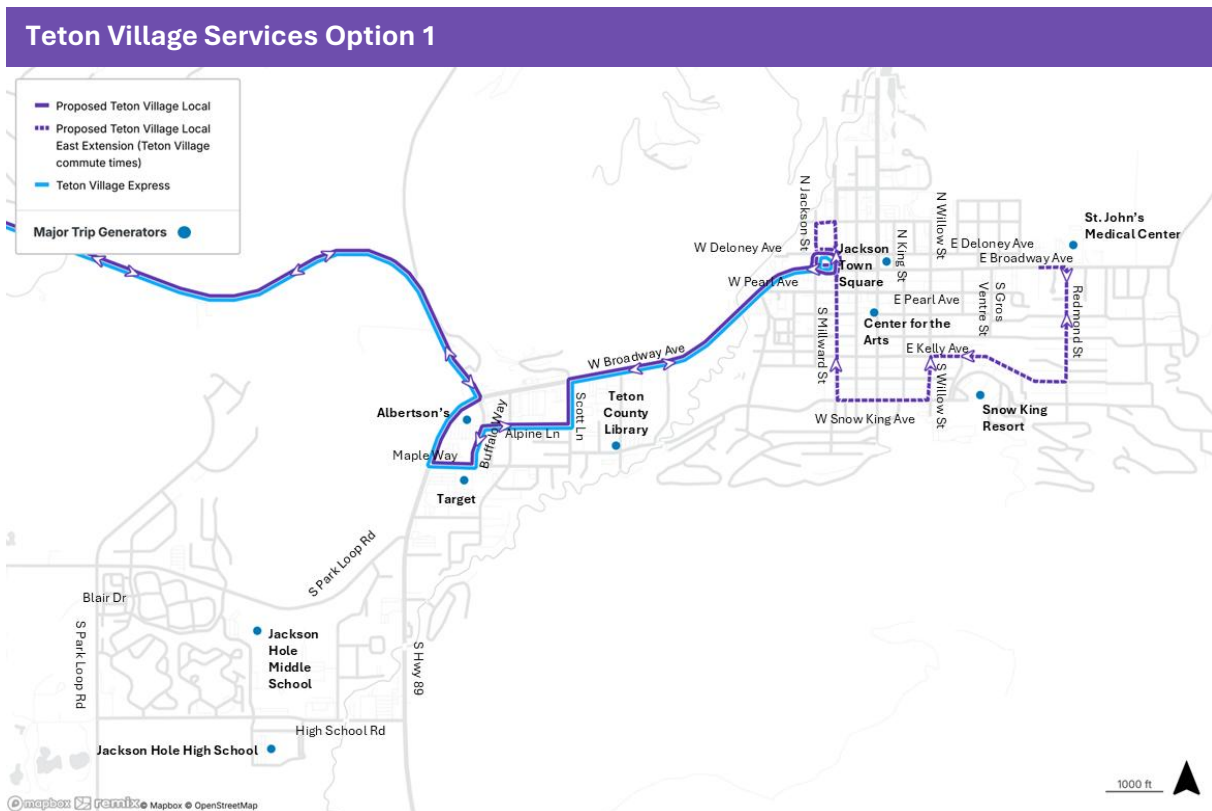


Figure 22: Teton Village Services Option 1 Benefits and Tradeoffs

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

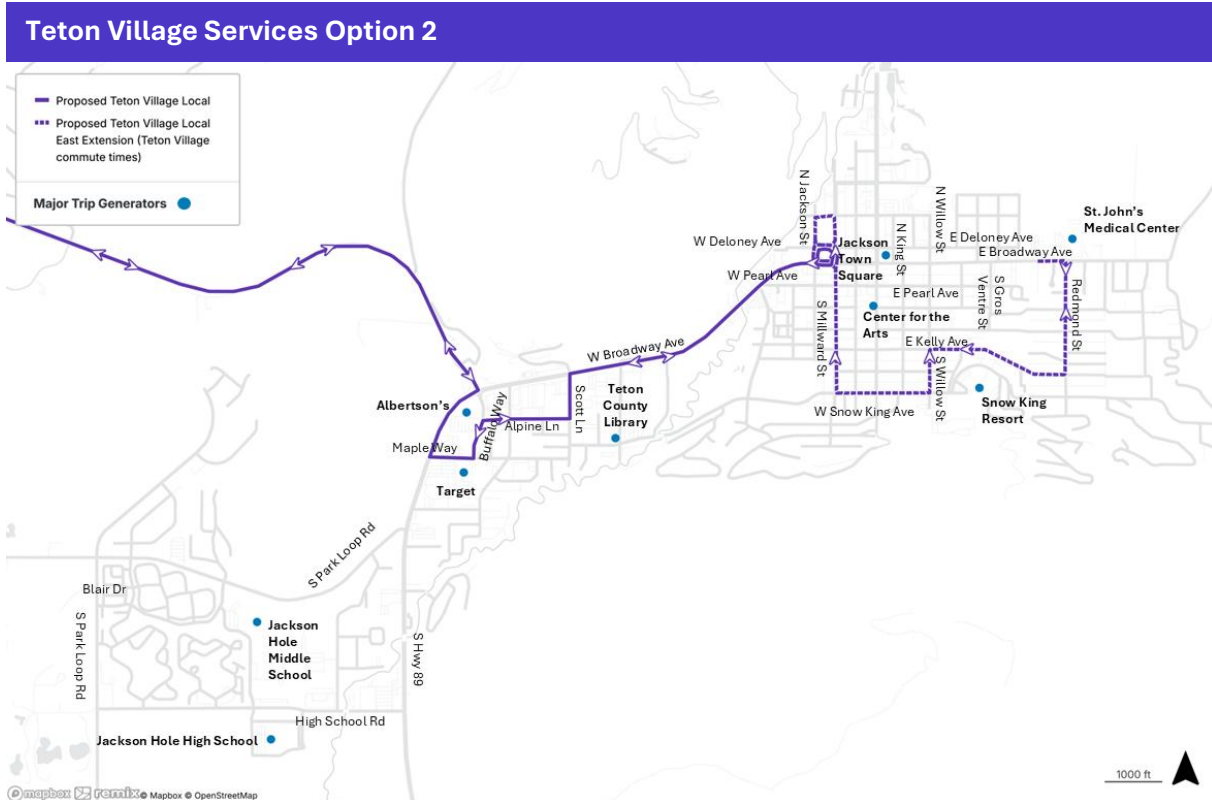


Figure 25: Teton Village Services Option 2 Benefits and Tradeoffs

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

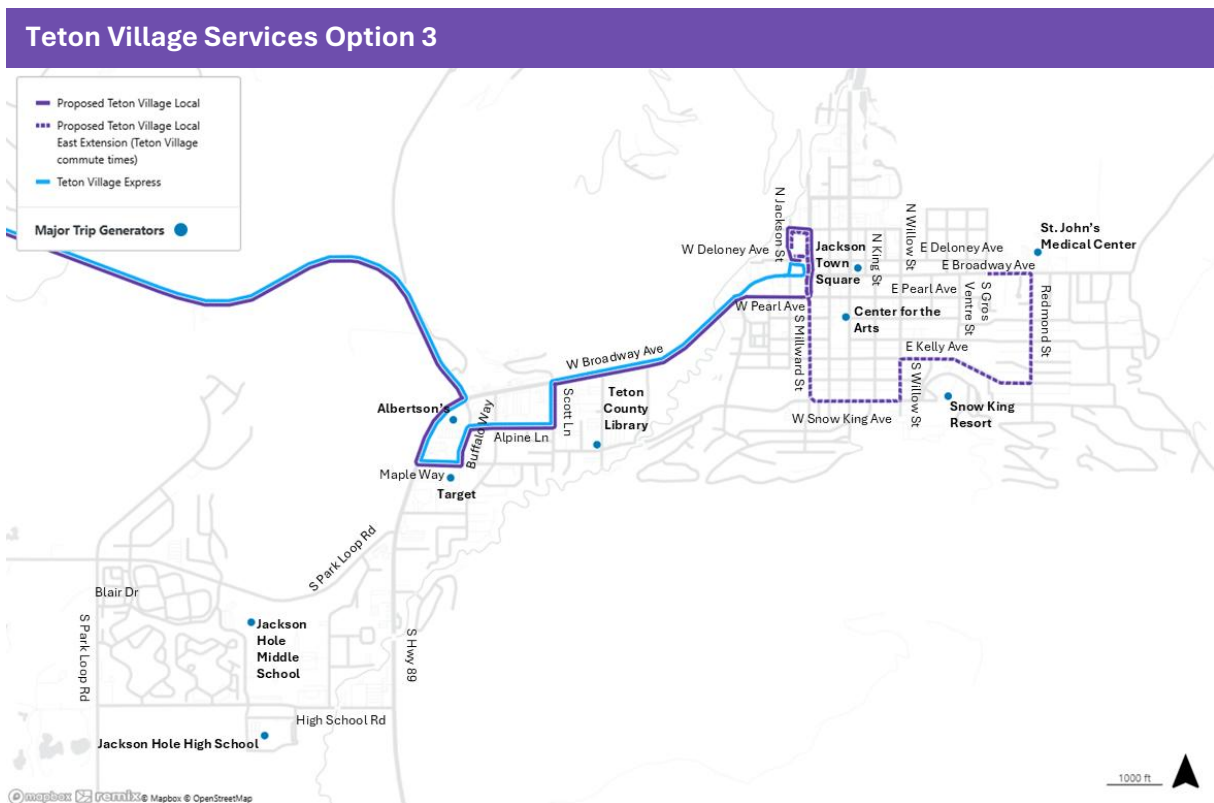


Figure 28: Teton Village Services Option 3 Benefits and Tradeoffs

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

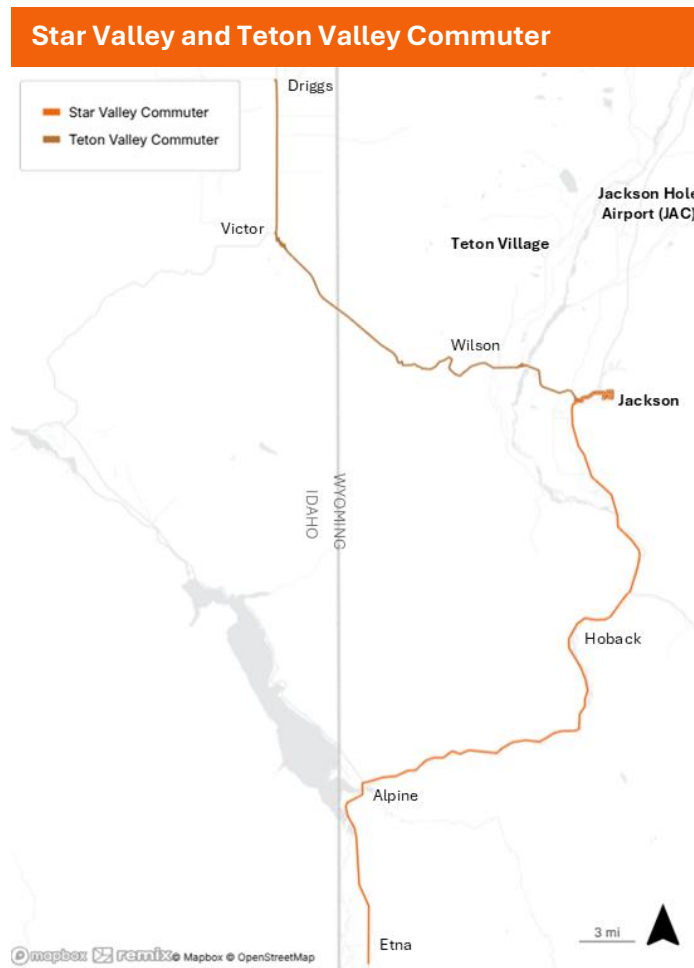


Figure 30: Commuter Operating Resources

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

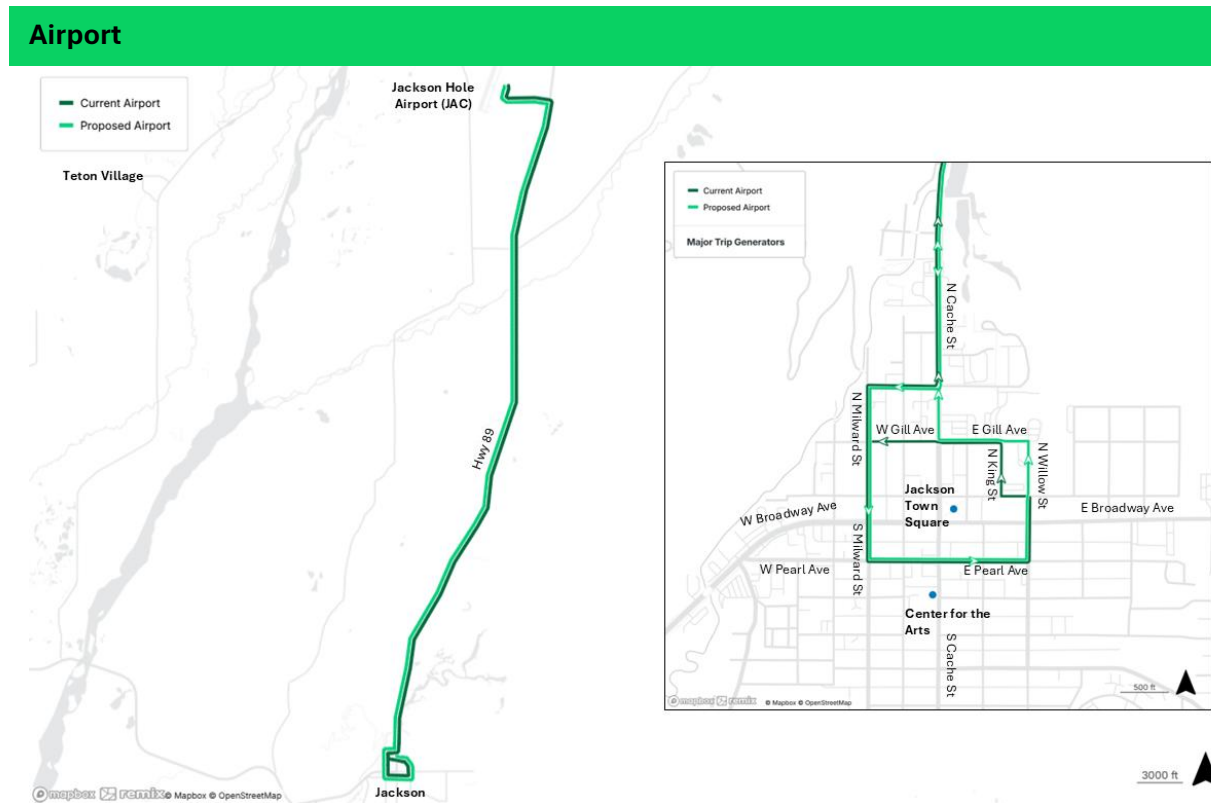


Figure 34: Airport Operating Resources

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.

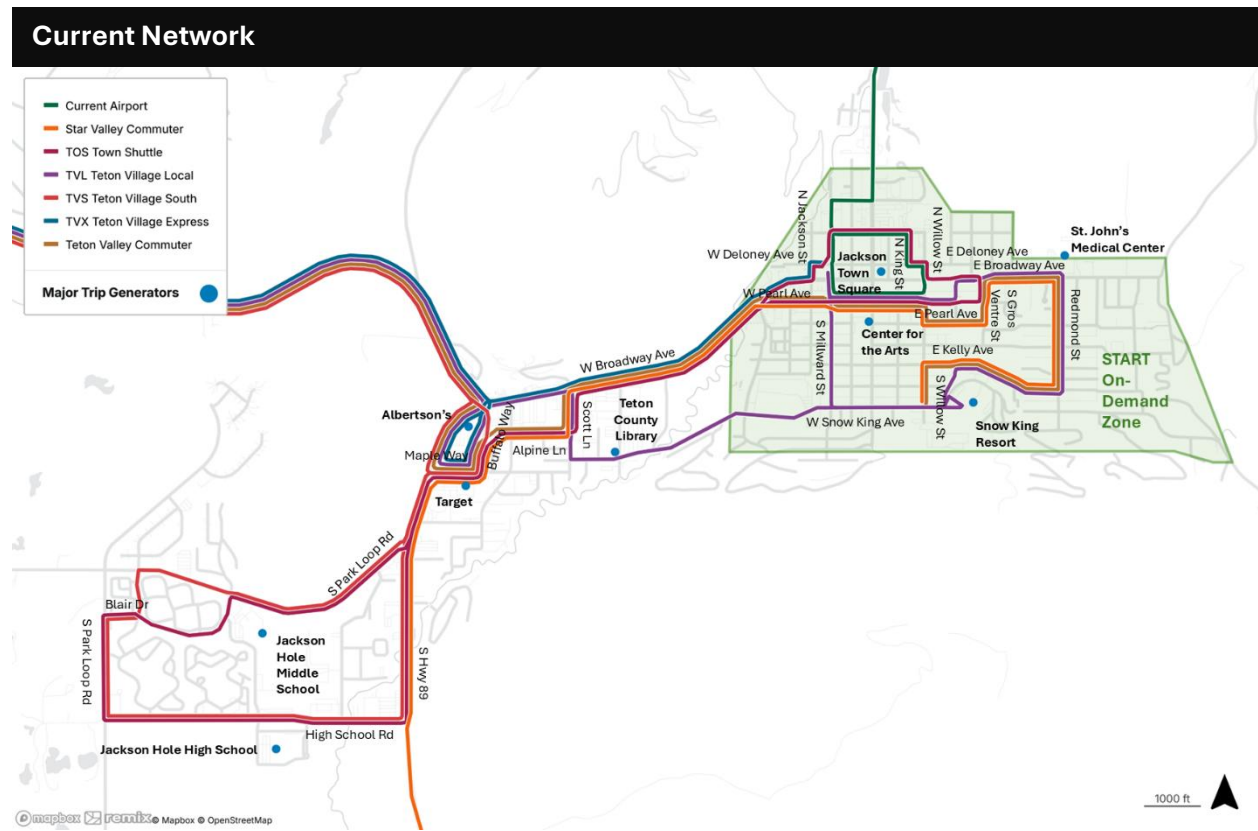
Figure 36: Common Features in all Network Combinations

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

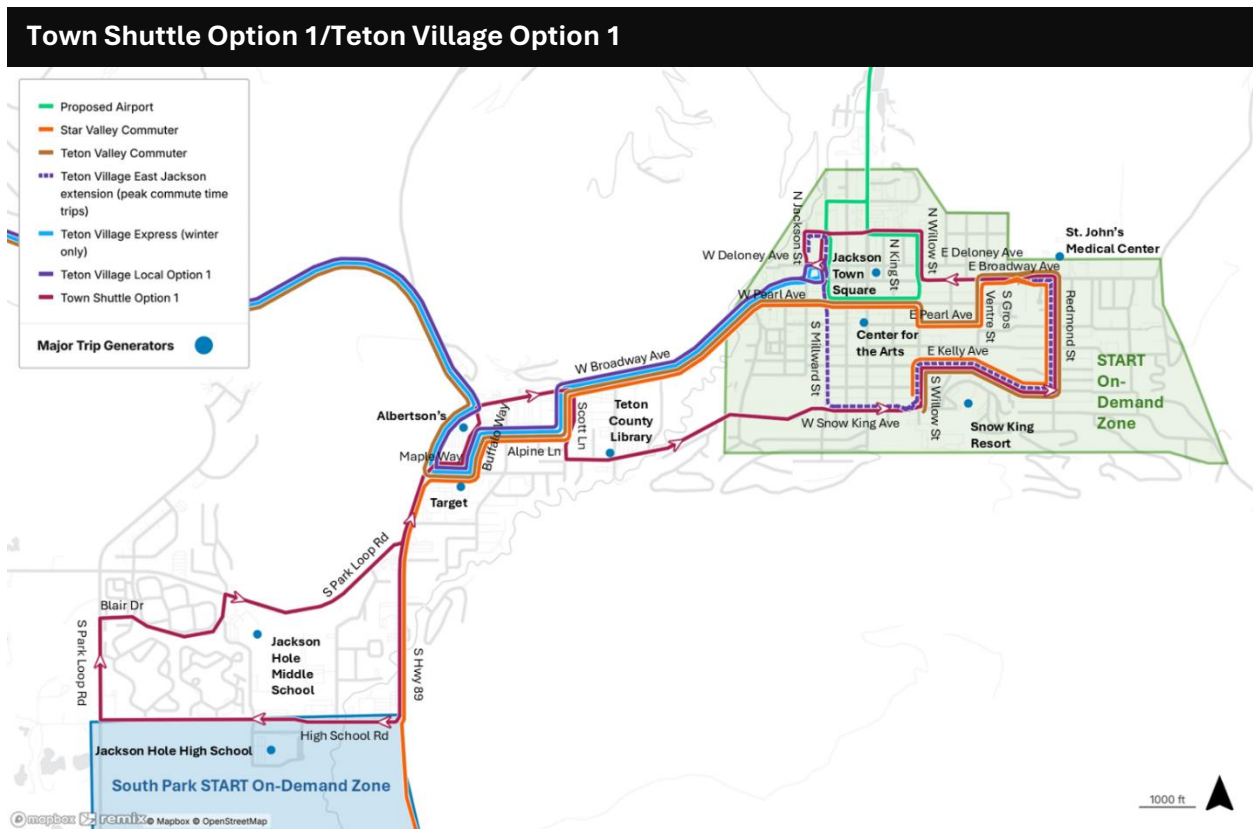


Figure 39: Town Shuttle Option 1/Teton Village Option 1 Key Facts

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

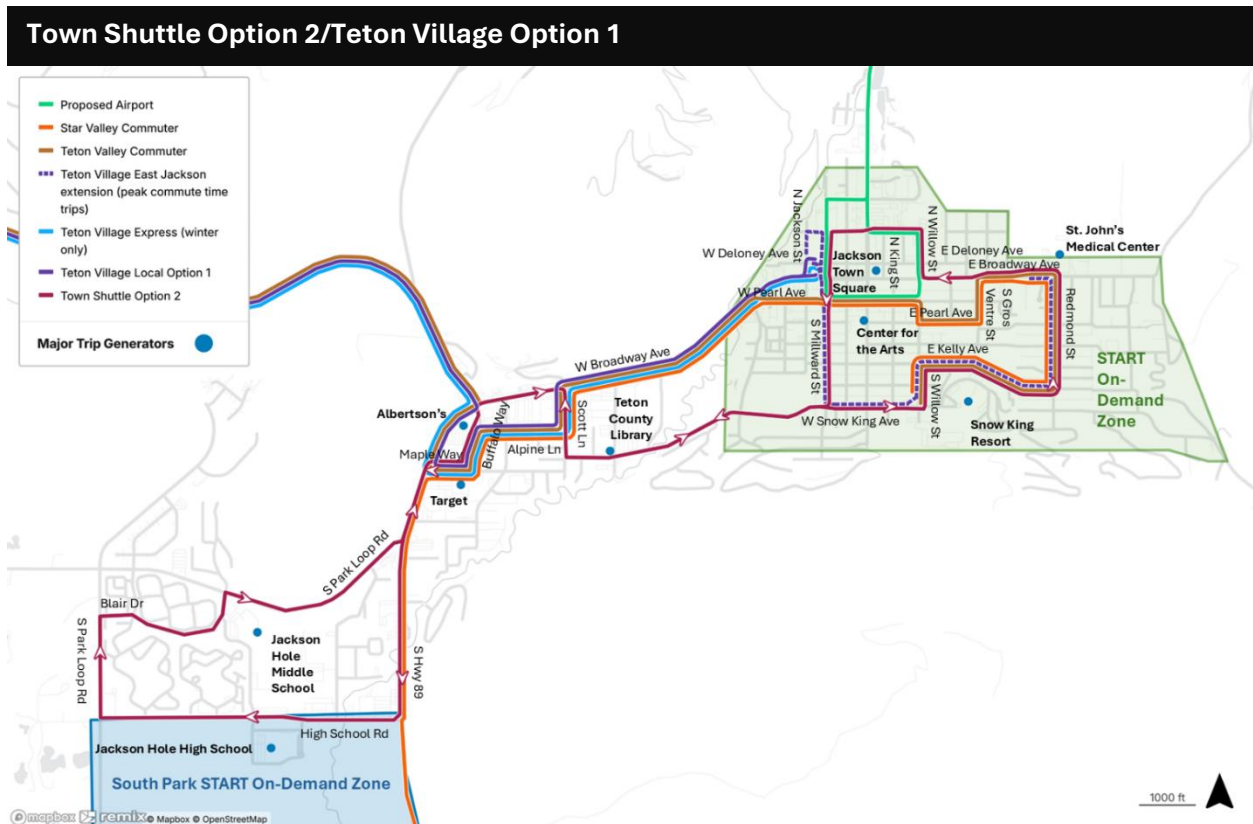


Figure 41: Town Shuttle Option 2/Teton Village Option 1 Key Facts

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

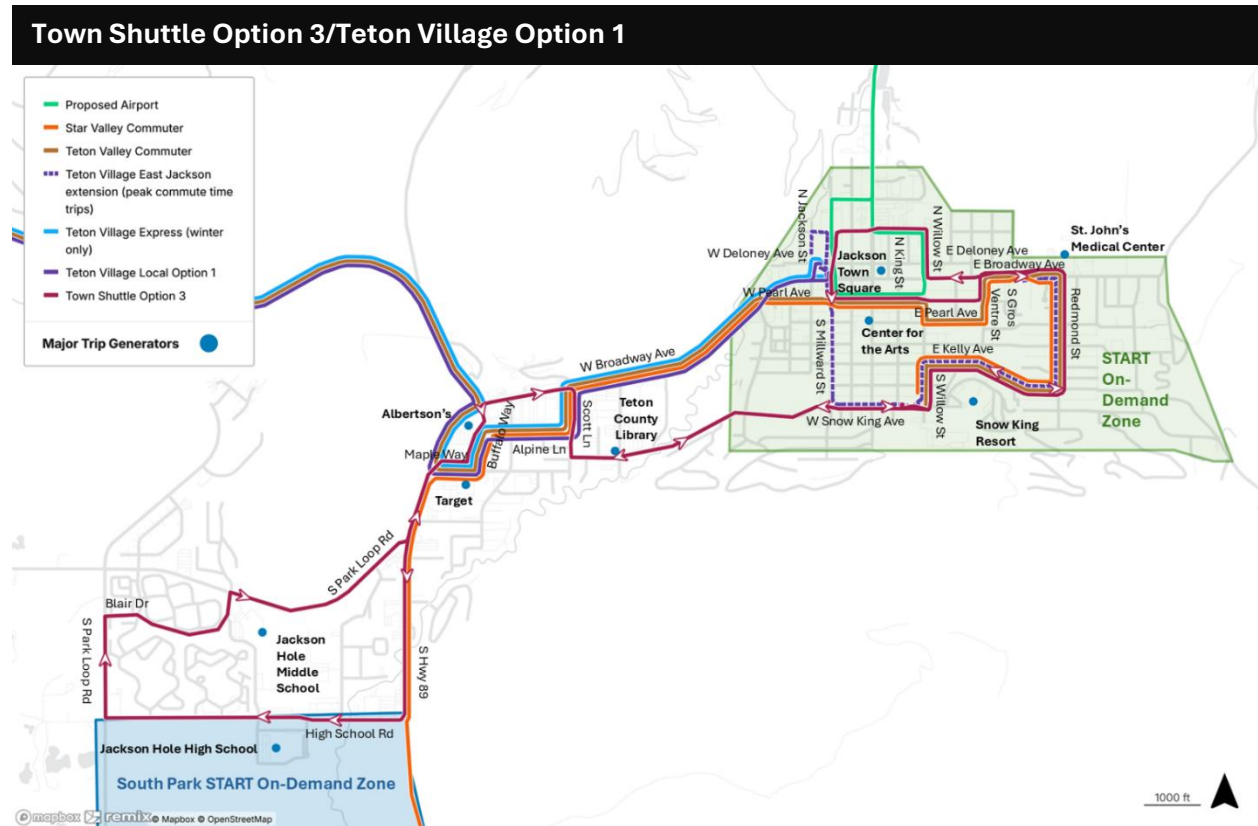


Figure 43: Town Shuttle Option 3/Teton Village Option 1 Key Facts

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

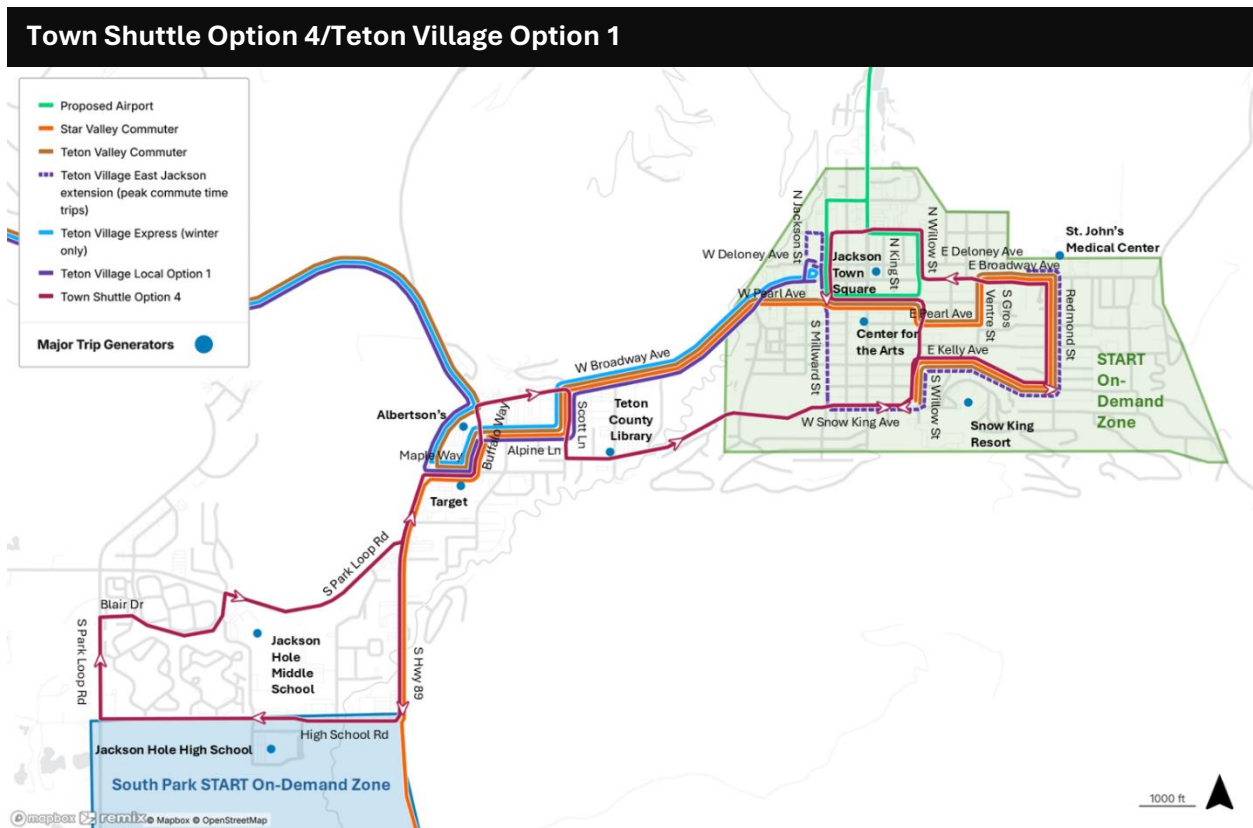


Figure 45: Town Shuttle Option 4/Teton Village Option 1 Key Facts

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

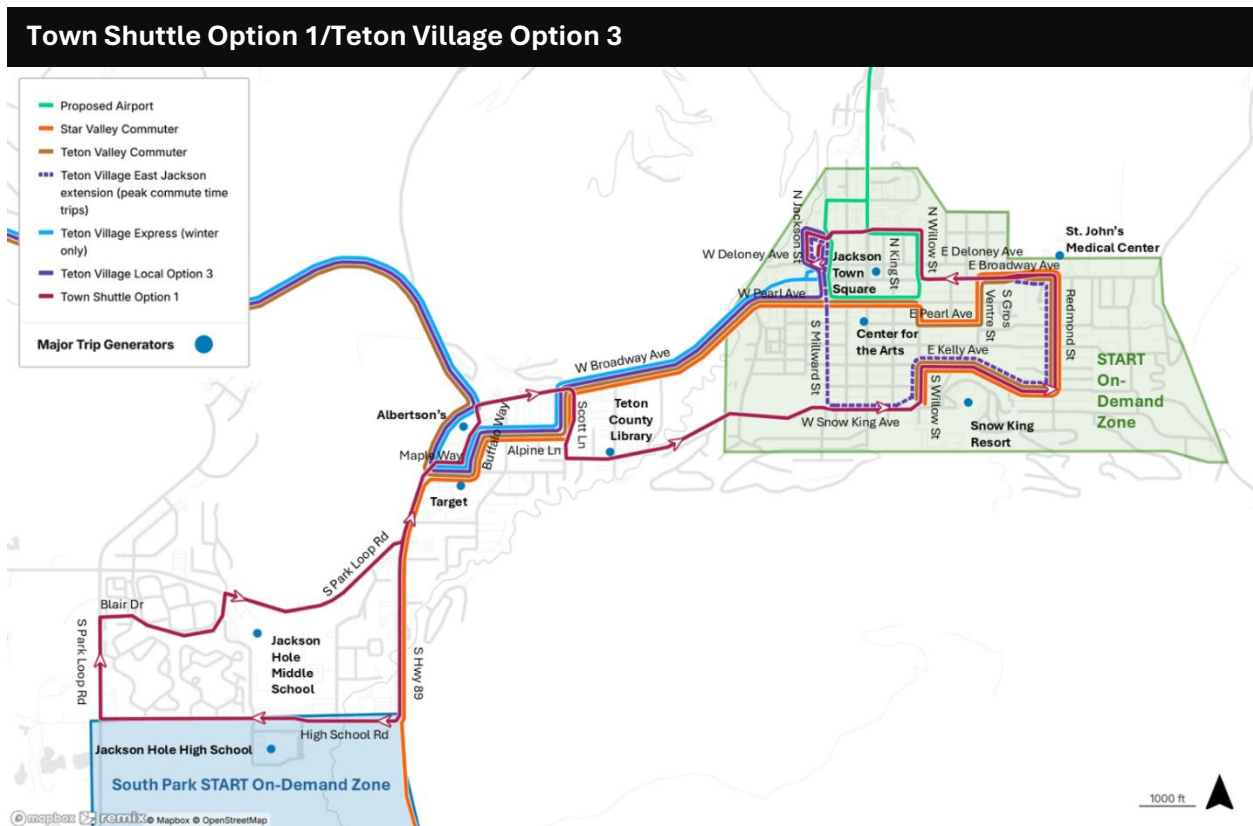


Figure 47: Town Shuttle Option 1/Teton Village Option 3 Key Facts

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

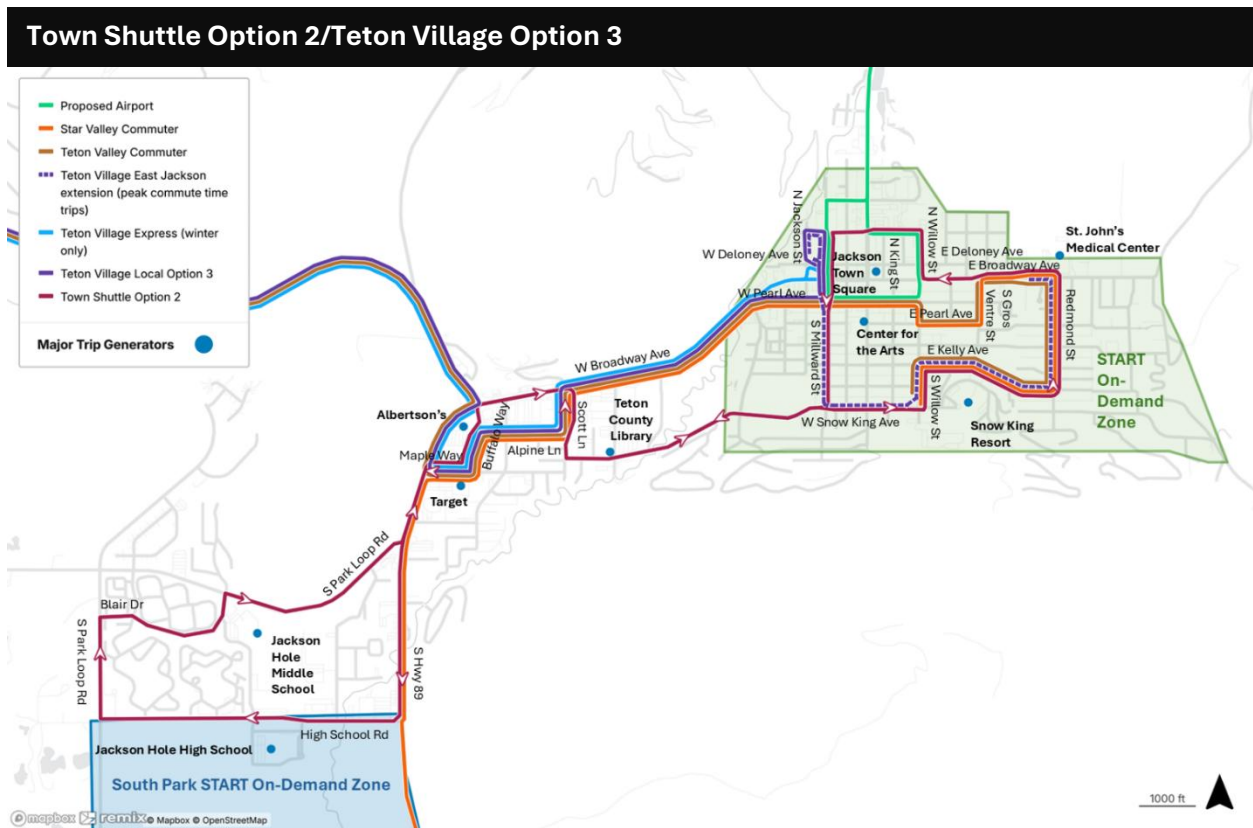


Figure 49: Town Shuttle Option 2/Teton Village Option 3 Key Facts

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

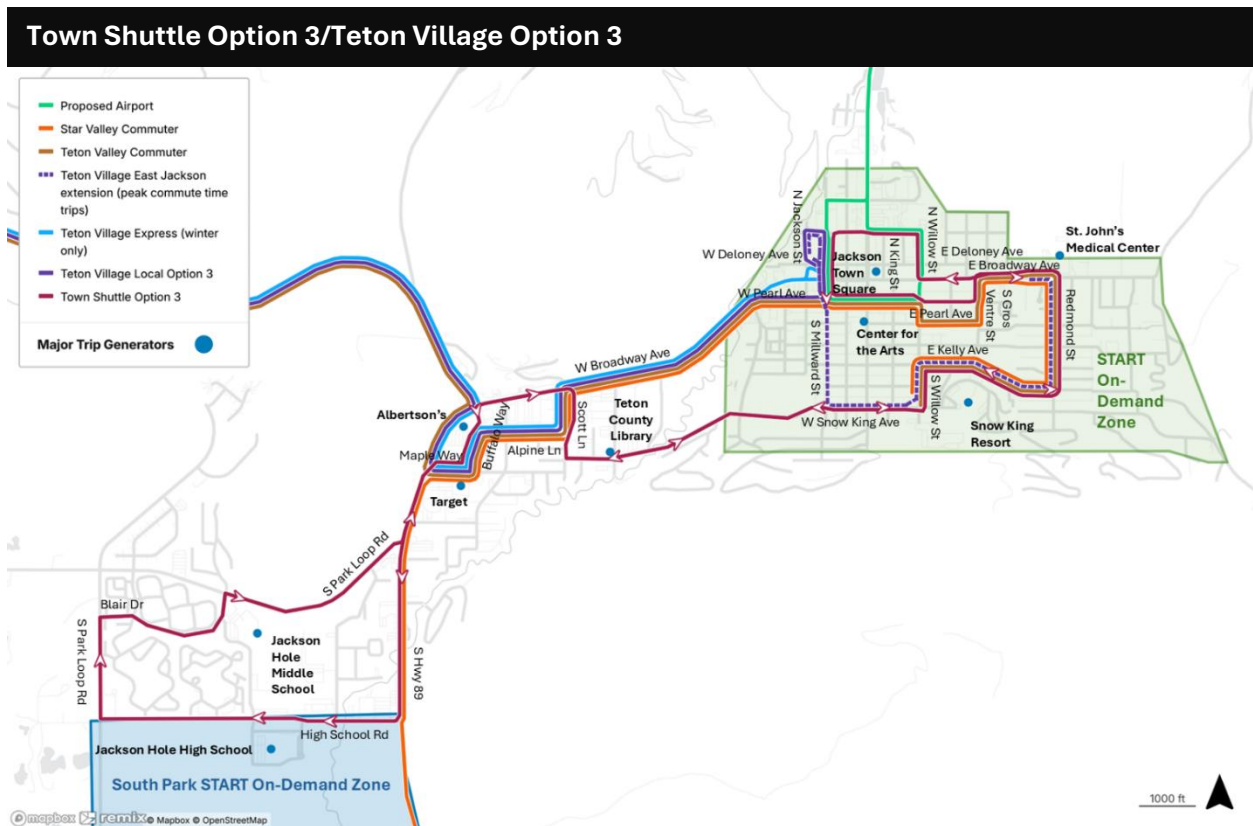


Figure 51: Town Shuttle Option 3/Teton Village Option 3 Key Facts

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

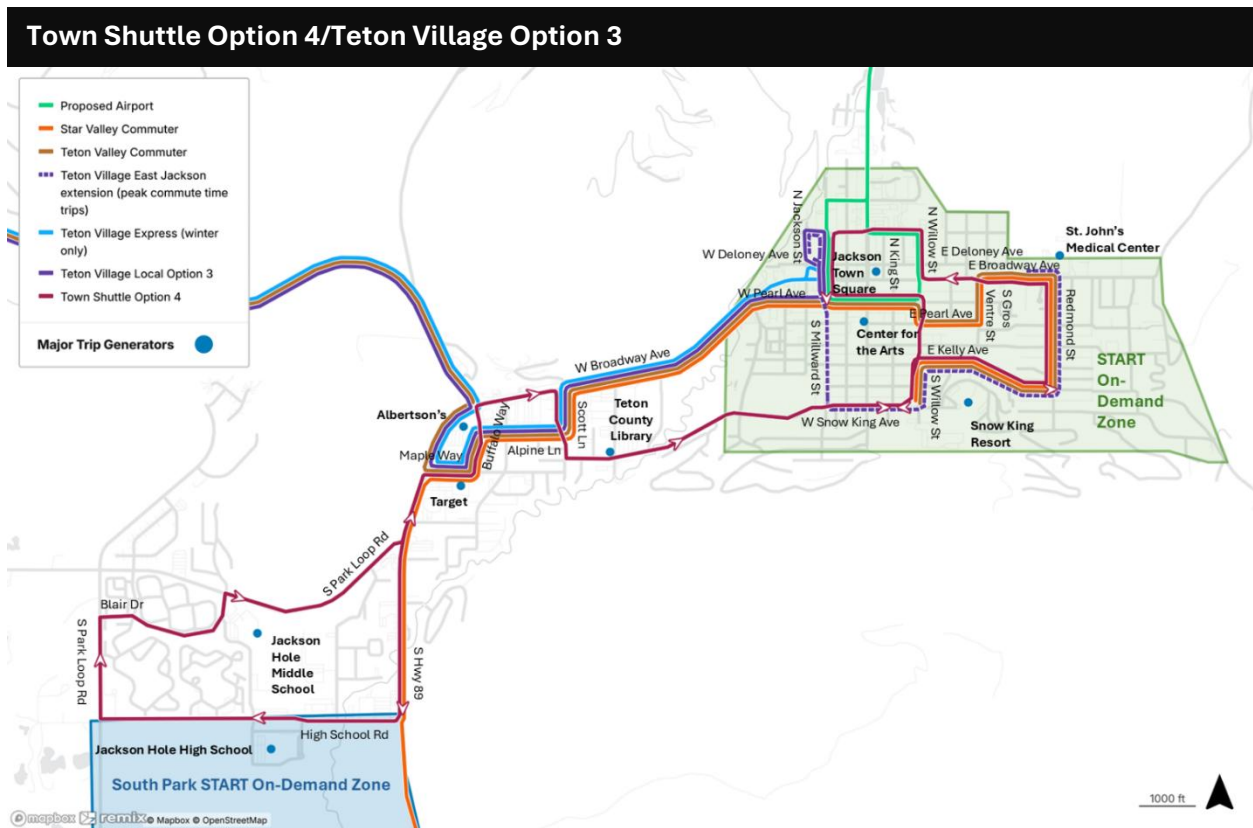


Figure 53: Town Shuttle Option 4/Teton Village Option 3 Key Facts

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.

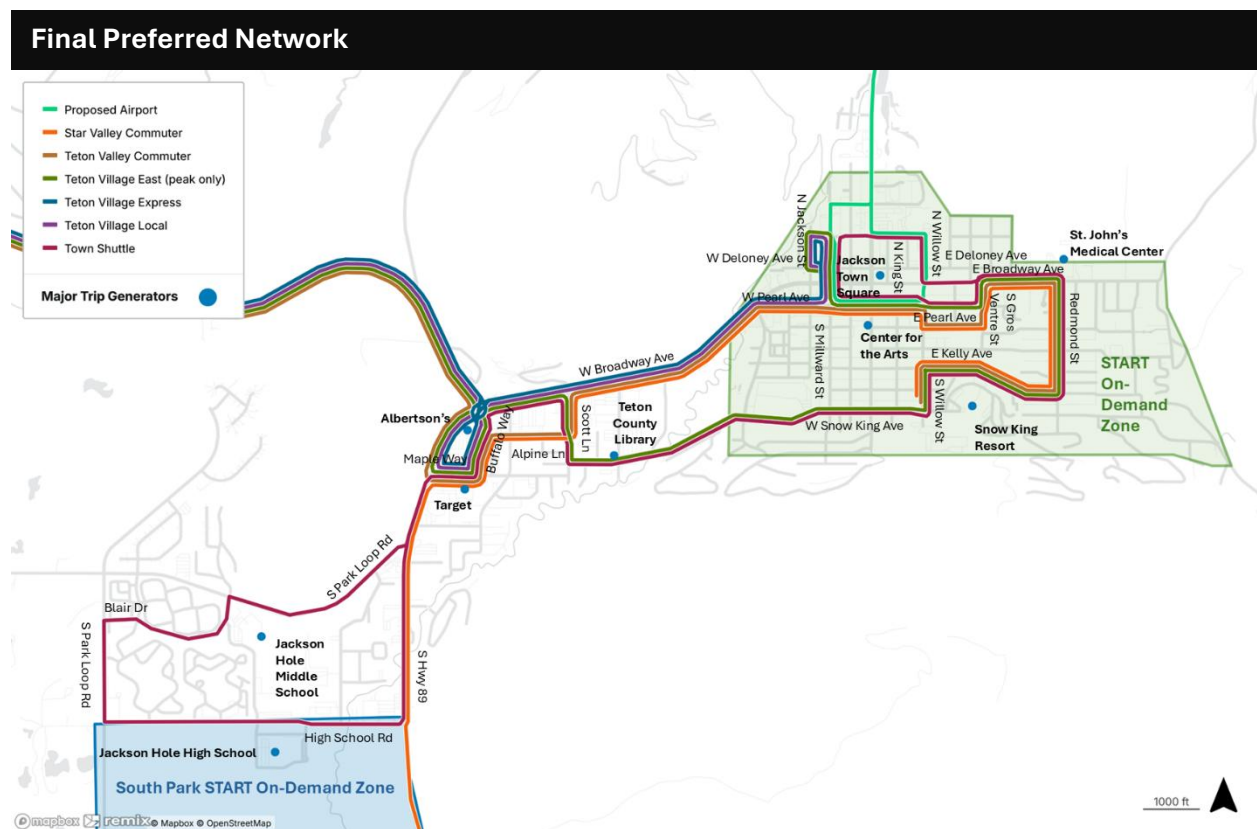


Table 8: Final Network Features and Changes

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: Fare Policy Analysis



Prepared by:



Table of Contents

Introduction	1
Current Fare Policy	2
Peer Group	4
Transit Funding for Each Peer System.....	4
Fare Policy	5
Ridership Impact when Transitioning to Fare Free.....	5
Goals and Objectives	6
Fare Policy Options.....	7
Analysis of Options.....	8
Recommended Fare Policy	11
Institutional Purchase of Passes	12
Conclusion	13
Appendix.....	14

List of Figures

Figure 1: Existing START Fare Policy	2
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List of Tables

Table 1: Ridership by Fare	3
Table 2: Operating Funds utilized by the Peer Group.....	4
Table 3: Fare Policy of the Peer Systems	5
Table 4: Fare Policy Goals and Objectives.....	6
Table 5: Analysis of Fare Policies Based on Goals and Objectives.....	9
Table 6: Rank Score of Each Fare Policy	10
Table 7: Weighted Score of Fare Policies.....	10
Table 8: Recommended Fare Policy and Fare Schedule for Fixed Route Service	11
Table 9: Recommended Fare Policy and Fare Schedule for START On-Demand	12
Table 10: Recommended Fare Policy and Fare Schedule for ADA.....	12
Table 11: Impacts to Ridership and Revenue.....	12
Table 12: Current Fare Policy	14
Table 13: Current Fare Policy with a Fare Increase	14
Table 14: Implement Fares on all Service	15
Table 15: Implement Fares on all Service and Increase Fare	15
Table 16: Simplified Fare Policy	16
Table 17: Simplified Fare Policy with a Fare Increase	16

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.](https://www.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

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

Board Meeting and Adoption
February 26, 2026

START
BUS

PRESENTED BY:



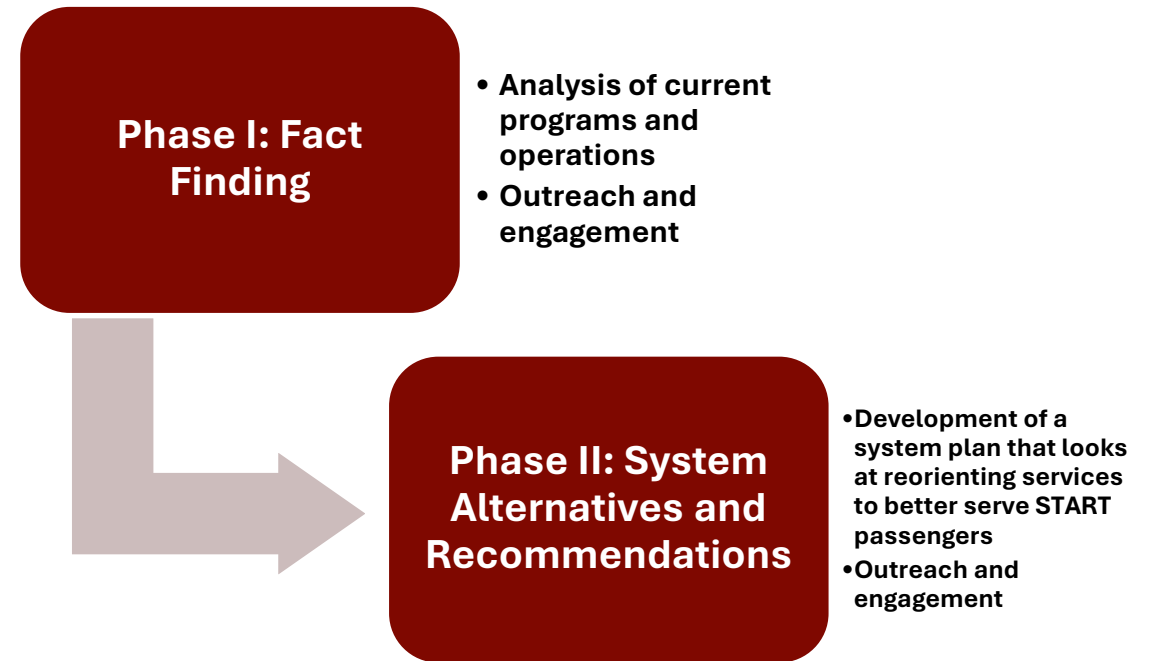


Agenda

- 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



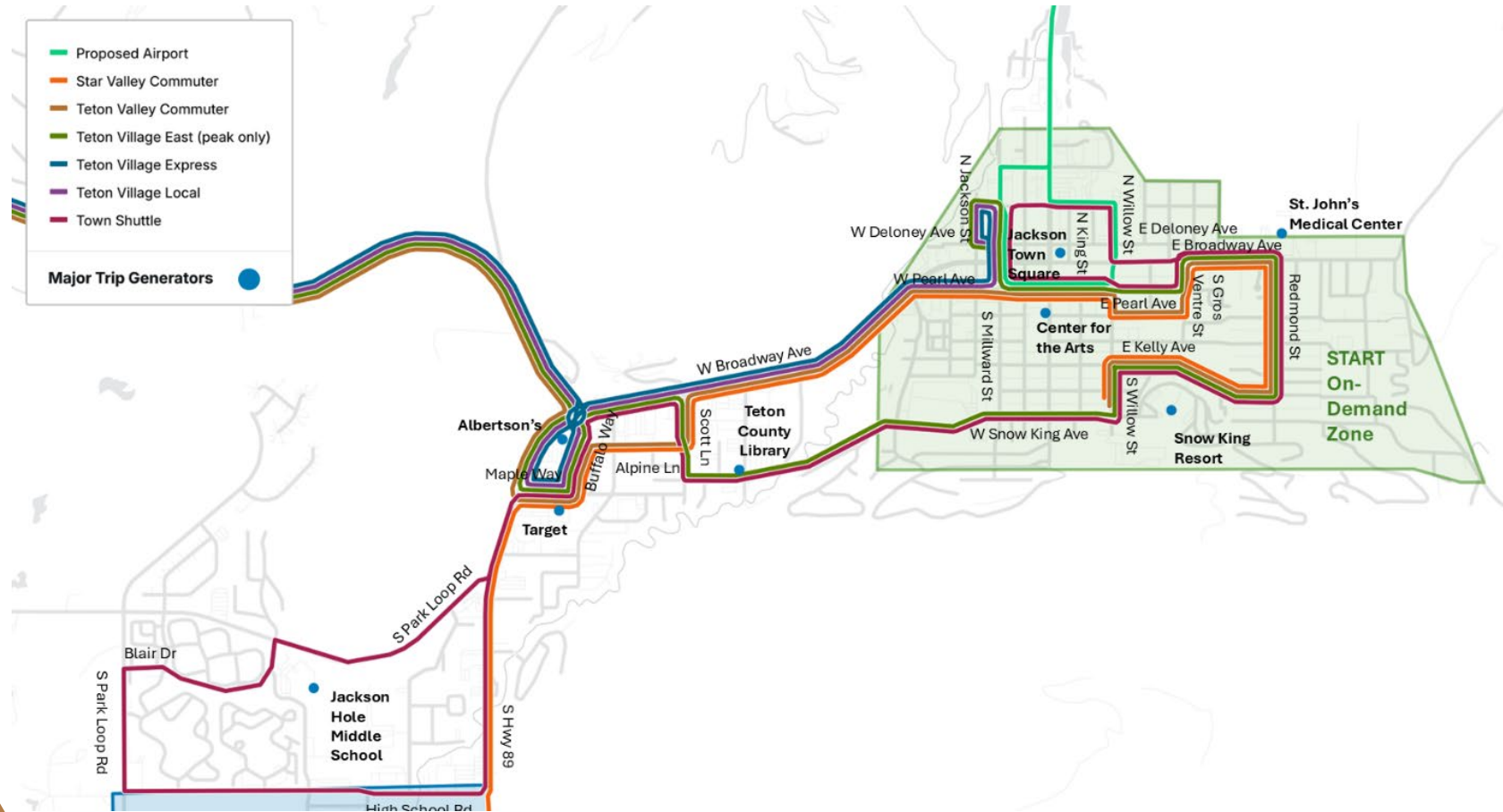


Recommended Network

Public Transportation Services Included in the Recommended Network

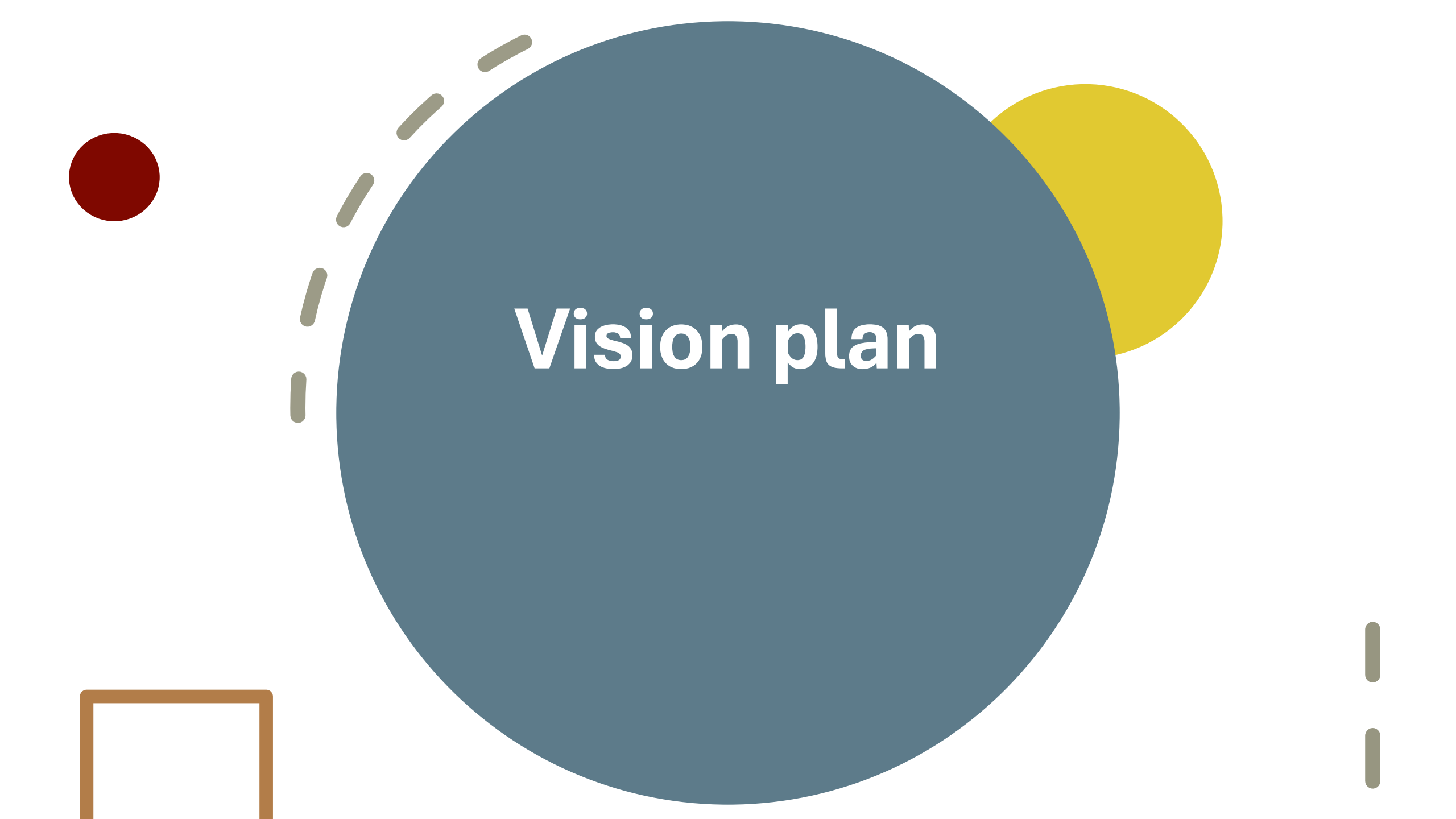
- No changes to commuter service
- Teton Village South service discontinued
- START On-Demand
 - Maintain current East Jackson service
 - Implement South Park/Rafter J Ranch/Melody Ranch service
- Airport service schedule adjustment
- No changes to ADA service
- Add Vanpool and Guaranteed Ride Home services 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

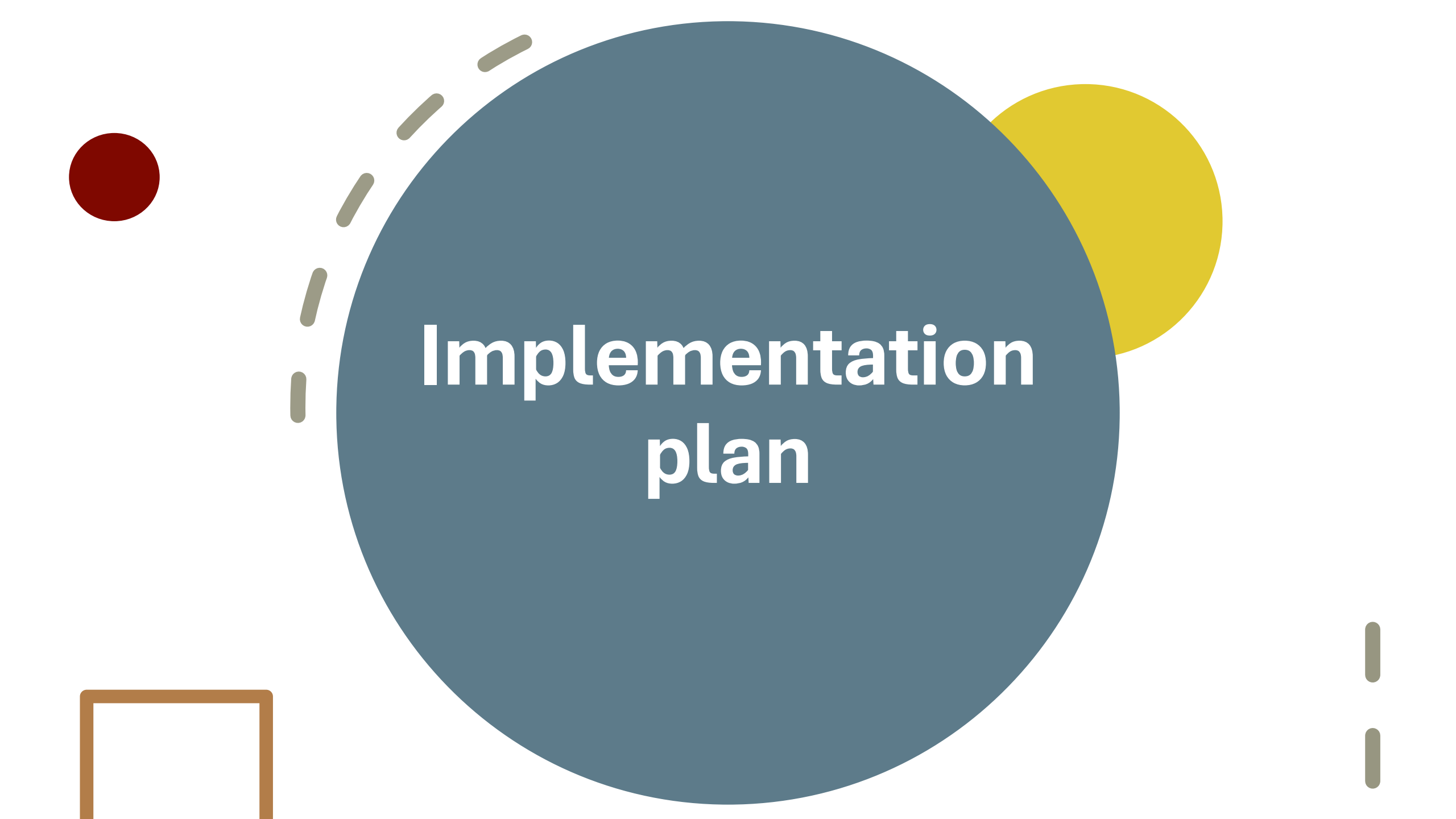
Route	Season	Weekday Span	Weekday Headway	Weekend Span	Weekend Headway
Town Shuttle	Winter	6 AM - 11 PM	15	6 AM - 11 PM	15
	Spring/Fall	6 AM - 9 PM	15	6 AM - 9 PM	20
	Summer	6 AM - 9 PM	15	6 AM - 9 PM	15
Teton Village Local	Winter	5 AM - 10 PM	30	5 AM - 10 PM	30
	Spring/Fall	5 AM - 9 PM	60	5 AM - 9 PM	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



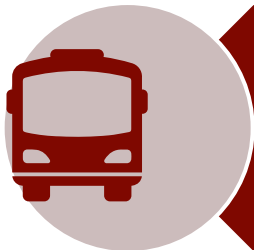
Funding

- 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



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

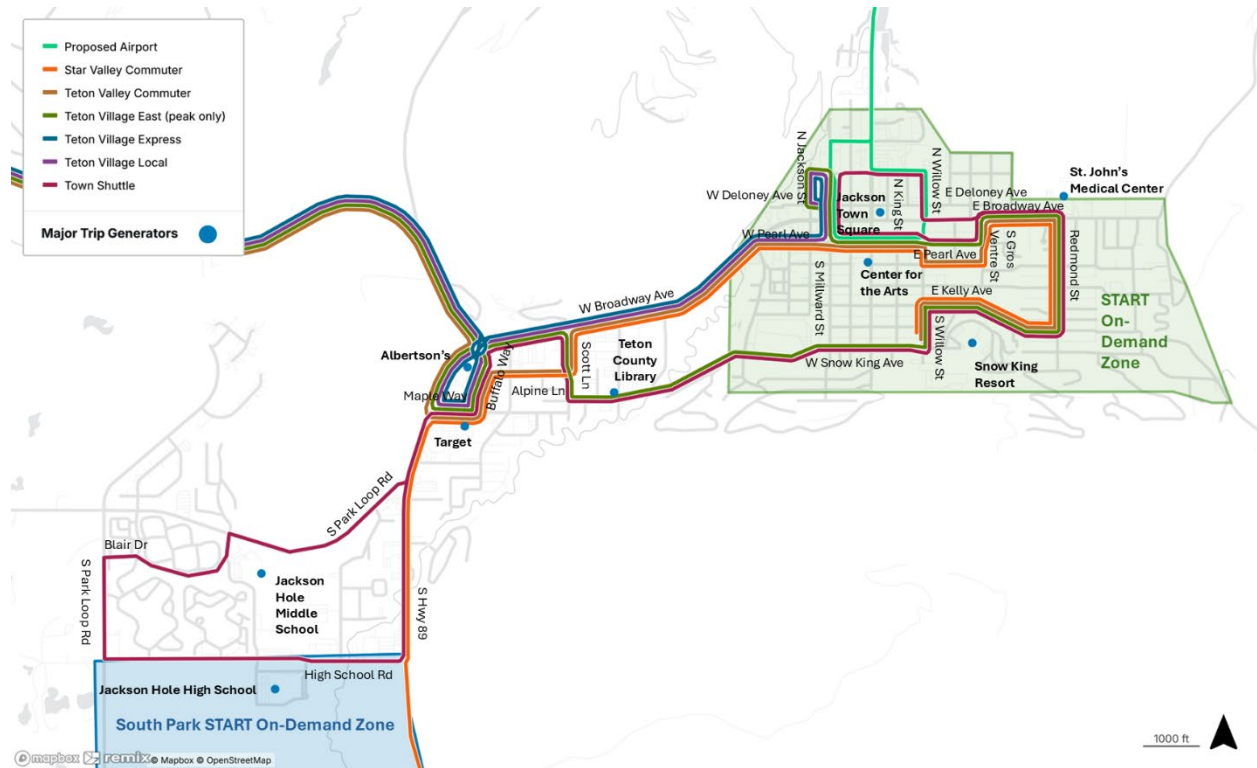
The fact finding phase of the TDP consisted of developing goals and objectives, data collection and analysis for START services as well as the Jackson Hole region, a survey to collect information on riders and satisfaction with the service, public and operator outreach to determine what service improvements 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 recommended 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



prepared by TMD

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. 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



prepared by TMD

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.

Memorandum

To: START Board of Directors
From: Mike Toronto, Transit Director
Date: March 18, 2026
RE: February 2026 monthly recap

Staff Recognition

In March, Jason Pitts attended the Community Transportation Association of America (CTAA) Leadership Academy in Washington, D.C. As part of this academy, CTAA facilitated an opportunity for Jason to meet Wyoming's National Representatives. During his visit Jason discussed transit needs in Wyoming and brought to their attention START's important role in our community.



Staff Happenings

On 3/12/2026 I was invited to present to the Jackson Hole Travel and Tourism Board (TTB) meeting on my recommendation to the START board to suspend the Airport Shuttle. I presented the same information that the START Board received on 2/26/2026. The presentation went well; there were no

questions or comments made by the TTB Members. Jeremy Barnum, our pilot project partner was in attendance as well.

Ridership

Overview and Highlight

Overall ridership Feb.25' / Feb.26'	134,405 / 131,262	Down 2%
Overall ridership Year to Date	271,230	Down 4.05%
Teton Village YTD	147,740	Down .38%
Town Shuttle YTD	71,740	Up .08%
ADA Ridership Feb.25' / Feb.26'	394 / 327	Down 20.49%
ADA Ridership YTD	699	Down 16.88%
On Demand Feb.25' / Feb.26'	17,150 / 17,745	Up 3.35

Notable Ridership trends:

- Teton Valley Commuter ridership is holding steady. **YTD Teton Valley is down 0.38%.**
- Star Valley Commuter ridership is holding steady **YTD Star Valley ridership is up 0.07%.**
- February 2025 saw average ridership for a February month with no notable increase or decreases over prior years.

START-on-Demand (SOD)

- In February 2026, SOD ridership was 700 passengers higher than February 2025.
- Year-to-date ridership on SOD is up 2.64%.
- SOD did operate at approximately 10.4 passengers per hour for the month of February which is the same as prior months – and 9.5 passengers per hour since project inception.
- SOD average wait time decreased from 15 to 14 minutes between January and February.
- In February, 61% of trips had a wait time of 15 minutes or less (January was 59%) and 76% of trips had wait time of 20 minutes or less (January was 75%). Wait times improved slightly from the previous month.

Financial Report

START is 66% of the way through the fiscal year and has spent an aggregated 57% of the budget. During this time, START has spent 68% of the Administrative Budget and 55% of the Operating Budget. This is a positive sign that START overall is under budget 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 Town 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 243% 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 114% of the allotted amount. Regular wages for both Supervisors and Operators are down relative to where we are in the fiscal year – offsetting the overtime expenses. All other month over month expenditures are around or below 66%.

Revenue

Commuter fares and passes exceed expectations with some collections reaching over 100% with four months left in the FY. START is collecting more interest earnings than anticipated. START is behind in Fare Revenue, staff anticipated collecting more fares in the Winter Season, which has not produced the anticipated ridership most likely due to low snow levels. On 3/9/2026 at the joint meeting between Town Council (Town) and the Board of County Commissioners (County) the funding agreement between the Jackson Hole Mountain Resort (JHMR) and START was approved for FY 2026 through FY 2028. Town and County officials asked questions around duration and terms of the agreement. Both parties expressed interest in revisiting the contract at a later date to revise terms and review reductions that JHMR receives.

Capital Update

Request for Proposal (RFP) Update:

- Bus Stop Improvement RFP – Staff conducted interviews with the contractors who submitted proposals for this RFP. START staff did not receive one bid that covered the whole project, staff received two bids that in total would cover the project. WYDOT has granted approval for START to award this project to the two separate contractors. Staff are confident moving forward with one of the contractors. Staff are currently negotiating prices with the second contractor.
- 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 on April 6th. The project will start with one van and at the end of 12 months it will grow to 5 vans in Wyoming. START applied for 5311 funds from Idaho to expand this service into that territory.

Bus Builds

- Staff received notice last week that the two over the road coaches from MCI will be delivered at the end of March. This is great news for our commuters and the sustainability of our fleet. Staff will be able to rotate these buses into service reducing the wear and tear on the current fleet.
- Staff is still waiting on official figures from Gillig for their bus build related to tariff increases. We can expect these numbers after our bus pre-production meeting which is scheduled for Mid-April.

Service Update

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 offer free fare on the following remaining days:

- March 21st

This time last year ridership on this service was 6,063. Service to date ridership is at 5,303 – 700 lower than the previous year. The gap between ridership last year and this has closed. Staff can see a spike in ridership on days where there is snow fall.

Commuter Route Schedules – START staff have analyzed the last two surveys conducted on the commuter routes and based on survey data and ridership data we are rolling out changes to the commuter schedules. Any time there is a schedule change people will be positively affected, and people will be negatively affected, the goal is to positively impact more people than we negatively impact, and Staff believes these changes will have a positive impact. Attached to this staff report you will find the proposed changes to the commuter route schedules. The following is a summary of the data informing these changes:

- From the last survey, there was a large response for an arrival time in town of 8:30 AM in the morning.
- Low ridership on the Star Valley 3 bus - the last bus out in the evening. Regularly this bus has less than five (5) riders on it. Currently, all of Star Valley's buses leave Jackson within an hour of each other, on the Teton Valley route the buses are spaced out with about an hour in between. Staff changed Star Valley routes to match Teton Valley's schedule to capture people with later departure times.
- Better connection with local routes. Currently, some commuter riders wait up to 50 minutes to catch a Teton Village route in the summer season. With this schedule change the wait times are reduced. This will allow passengers to have better transfer times and drive ridership up by reducing overall commute times (travel + wait time).

Commuter Route Marketing – START is currently working on a marketing project to promote commuter route services. This will be in conjunction with the launch of the new schedule mentioned above. The following outlines the goals of this project:

- Collect positive testimonials from current commuter riders to use in the campaign.
- Launch digital advertising via Buckrail and JHNG.
- Use targeted social media ads in Teton and Star Valley.
- Use paid search on Google.
- Launch adds with local media in Star Valley and Teton Valley.
- Offer a free week to all riders on commuter routes to drive people to the service.

The goals of this project are as follows:

- Increase ridership on commuter routes.
- Increase awareness that START Bus runs commuter routes.
- Increase revenue from commuter routes.

Hotel Transit App Campaign – Staff is working with our online ticket provider Masabi to launch an information campaign with all the hotels in Jackson and out at the Village. This campaign will educate hotels in the process of providing digital passes to their employees and customers. The message to hotels is, you can use the Transit app to offer a pass as part of the guest amenities and guest experience and as part of your employee benefits. The information sheet provides the process of how to setup

these accounts and the types of passes that are available. Currently, very few hotels engage with START to purchase passes, we would like to grow this customer base. Staff will also provide information that hotels can come in and buy paper passes from us directly. The passes will be for sale at the regular prices listed online.

Technology Update

START recently purchased a technology upgrade from Equans. Equans is our current technology provider. This upgrade cost \$1,500 and fell into the micro purchase threshold and didn't require an agreement or a budget amendment. This upgrade improves the interface that we experience with the software for daily operations and planning. It makes the software more user friendly.

Projects Update

The final TDP recommendation and Fare Policy were presented to the board in the regular February meeting on 2/26/2026. The board accepted the documents and took the time between the February meeting and the March regular meeting on 3/18/2026 to deliberate on the plan and the recommendations.

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



															Etna Community Center		Alpine - On The Run		Hoback Market		Broadway & Huff		Maple Way		Buffalo Way & Alpine		Lodge at Jackson Hole		49er Inn		Antler Inn		Simpson & Willow		Broadway & Gros Ventre		Broadway & Stormy Circle		Arrive: Snow King & Willow	
		98		94		92		58		56		54		50		36		20		16		15		10		9														
Current SV1		5:25 AM		5:43 AM		6:12 AM		...		6:27 AM		...		...		...		...		...		...		...		6:42 AM														
New SV1		5:25 AM		5:38 AM		6:06 AM		...		6:21 AM		...		...		...		...		...		...		...		6:36 AM														
										6:28 AM		Connection with [TVL] Teton Village Local @ #55 Hampton Inn														6:54 AM		Arrive: Teton Village												
										6:30 AM		Connection with [TOS] Town Shuttle @ #55 Hampton Inn														6:33 AM		Arrive: Smiths												
Current SV2		6:20 AM		6:38 AM		7:07 AM		...		7:22 AM		...		...		...		...		...		...		...		7:37 AM														
New SV2		6:25 AM		6:38 AM		7:06 AM		...		7:21 AM		...		...		...		...		...		...		...		7:36 AM														
										7:28 AM		Connection with [TVL] Teton Village Local @ #55 Hampton Inn														7:54 AM		Arrive: Teton Village												
										7:30 AM		Connection with [TOS] Town Shuttle @ #55 Hampton Inn														7:33 am		Arrive: Smiths												
Current SV3		6:45 AM		7:03 AM		7:32 AM		...		7:47 AM		...		...		...		...		...		...		...		8:02 AM														
New SV3		7:15 AM		7:28 AM		7:56 AM		...		8:11 AM		...		...		...		...		...		...		...		8:26 AM														
										8:18 AM		Connection with [TVL] Teton Village Local @ #55 Hampton Inn														8:47 AM		Arrive: Teton Village												
										8:15 AM		Connection with [TOS] Town Shuttle @ #55 Hampton Inn														8:18 AM		Arrive: Smiths												



[SVC] Star Valley Commuter - Afternoon Service

Jackson, WY to Etna, WY (PM ONLY)

	Snow King Center	St. Johns Hospital	Broadway & Gros Ventre	Simpson & Willow	Pearl & Glenwood	Pearl & Jackson	Scott & Broadway	Albertsons	Hampton Inn	Maverik	Hoback Market	Alpine - On The Run	Arrive: Etna Community Ctr.
	8	10	15	17	21	35	49	53	55	57	92	94	98
Current SV1	4:30 PM	...	...	...	...	...	...	4:51 PM	4:52 PM	...	...	...	5:49 PM
New SV1	4:30 PM	...	...	4:37 PM	...	...	...	4:47 PM	4:48 PM	...	...	...	5:43 PM
Depart Teton Village at 4:10 PM		Connection with [TVL] Teton Village Local from #56 Maple Way							4:37 PM				
Depart Smiths at 4:03 PM		Connection with [TOS] Town Shuttle from #56 Maple Way							4:44 PM				
Current SV2	5:00 PM	...	...	...	...	...	...	5:21 PM	5:22 PM	...	...	...	6:19 PM
New SV2	5:15 PM	...	...	5:22 PM	...	...	...	5:32 PM	5:33 PM	...	...	...	6:28 PM
Depart Teton Village at 5:00 PM		Connection with [TVX] Teton Village Express from #56 Maple Way							5:25 PM				
Depart Smiths at 5:18 PM		Connection with [TOS] Town Shuttle from #56 Maple Way							5:29 PM				
Current SV3	5:30 PM	...	...	...	...	...	...	5:51 PM	5:52 PM	...	...	...	6:49 PM
New SV3	6:00 PM	...	...	6:07 PM	...	...	...	6:17 PM	6:18 PM	...	...	...	7:13 PM
Depart Teton Village at 5:10 PM		Connection with [TVL] Teton Village Local from #56 Maple Way							5:37 PM				
Depart Smiths at 6:03 PM		Connection with [TOS] Town Shuttle from #56 Maple Way							6:14 PM				



No Change - TV1	78	76	74	72	70	56	54	50	36	20	16	15	10	9	Arrive: Snow King & Willow
	5:35 AM	5:50 AM	5:53 AM	6:21 AM	6:25 AM	6:35 AM	...	...	...	...	...	...	...	6:50 AM	

Current TV2	6:20 AM	6:35 AM	6:38 AM	7:06 AM	7:10 AM	...	...	...	...	...	...	...	...	7:34 AM
New TV2	6:25 AM	6:40 AM	6:43 AM	7:11 AM	7:15 AM	7:25 AM	...	...	...	...	...	...	...	7:40 AM

Current TV3	6:55 AM	7:10 AM	7:13 AM	7:41 AM	7:45 AM	...	...	...	...	...	...	...	...	8:09 AM
New TV3	7:20 AM	7:35 AM	7:38 AM	8:06 AM	8:10 AM	8:20 AM	...	...	...	...	...	...	...	8:35 AM

8:31 AM	Connection with [TVL] Teton Village Local	8:47 AM	Arrive: Teton Village
	8:30 AM Connection with [TOS] Town Shuttle @ #55 Hampton Inn	8:33 AM	Arrive: Smiths



[TVC] Teton Valley Commuter - Afternoon Service

Jackson, WY to Driggs, ID (PM ONLY)

	Snow King Center	St. Johns Hospital	Broadway & Gros Ventre	Simpson & Willow	Pearl & Glenwood	Pearl & Jackson	Scott & Broadway	Albertsons	Hampton Inn	Village Road Transit Center	Wilson/Hungry Jack's	Victor Transit Center	Victor Depot	Arrive: Driggs Community Ctr.
	8	10	15	17	21	35	49	53	55	70	71	74	76	78
No Change - TV1	4:05 PM	...	...	4:12 PM	...	...	...	4:22 PM	4:23 PM	4:38 PM	4:41 PM	...	...	5:28 PM
		Depart Teton Village at 4:10 PM										Connection with [TVL] Teton Village Local 4:26 PM		
		Depart Smiths at 4:03 PM										Connection with [TOS] Town Shuttle from #56 Maple Way 4:14 PM		
No Change - TV2	5:05 PM	...	...	5:12 PM	...	...	...	5:22 PM	5:23 PM	5:38 PM	5:41 PM	...	...	6:28 PM
		Depart Teton Village at 5:10 PM										Connection with [TVL] Teton Village Local 5:26 PM		
		Depart Smiths at 5:03 PM										Connection with [TOS] Town Shuttle from #56 Maple Way 5:14 PM		
No Change - TV3	6:05 PM	...	...	6:12 PM	...	...	...	6:22 PM	6:23 PM	6:38 PM	6:41 PM	...	...	7:28 PM
		Depart Teton Village at 6:10 PM										Connection with [TVL] Teton Village Local 6:26 PM		
		Depart Smiths at 6:03 PM										Connection with [TOS] Town Shuttle from #56 Maple Way 6:14 PM		



START Ridership Report

START Regular Board Meeting March 18, 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	1,677	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%



START Ridership Report

START Regular Board Meeting March 18, 2026

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	34,898	71,353	2,235	2,499	2,205	327	17,745	131,262	7,854	139,116	(3,143)	-2%
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	71,740	147,470	4,586	5,132	3,988	699	37,615	271,230	15,453	286,683	(774,316)	-74%

Summary Tables:

Monthly Total - February Data ONLY:

	Town Shuttle	Teton Village	Star Valley	Teton Valley	Airport Shuttle Pilot	ADA	START On-Demand	GTR Shuttle	Annual Total:
2018	38,376	96,617	2,865	3,052	-	498	-	-	141,408
2019	36,655	106,701	2,827	2,240	-	415	-	-	148,838
2020	38,950	107,867	2,874	3,290	-	558	-	-	153,539
2021	12,433	39,954	1,930	1,754	4,218	357	-	-	60,646
2022	19,479	59,372	2,048	2,011	-	490	15,431	-	98,831
2023	27,699	52,442	2,206	2,203	-	461	22,813	8,606	116,430
2024	35,416	70,082	2,888	2,464	2,292	473	20,472	9,748	143,835
2025	34,800	74,868	2,189	2,882	2,122	394	17,150	9,723	144,128
2026	34,898	71,353	2,235	2,499	2,205	327	17,745	7,854	139,116

Monthly Comparisons for Each Service Type - February Data ONLY:

	Town Shuttle	Teton Village	Star Valley	Teton Valley	Airport Shuttle Pilot	ADA	START On-Demand	GTR Shuttle	Monthly Variance:
2018 - 2019	(1,721)	10,084	(38)	(812)	-	(83)	-	-	7,430
	-4.48% ▼	10.44% ▲	-1.33% ▼	-26.61% ▼	0.00% ▲	-16.67% ▼	0.00% ▲	0.00% ▲	5.25% ▲
2019 - 2020	2,295	1,166	47	1,050	-	143	-	-	4,701
	6.26% ▲	1.09% ▲	1.66% ▲	46.88% ▲	0.00% ▲	34.46% ▲	0.00% ▲	0.00% ▲	3.16% ▲
2020 - 2021	(22,299)	(67,913)	(944)	(1,536)	4,218	(201)	-	-	(92,893)
	-57.25% ▼	-62.96% ▼	-32.85% ▼	-46.69% ▼	0.00% ▲	-36.02% ▼	0.00% ▲	0.00% ▲	-60.50% ▼
2021 - 2022	2,828	19,418	118	257	(4,218)	133	15,431	-	38,185
	22.75% ▲	48.60% ▲	6.11% ▲	14.65% ▲	0.00% ▲	37.25% ▲	0.00% ▲	0.00% ▲	62.96% ▲
2022 - 2023	8,220	(6,930)	158	192	-	(29)	7,382	8,606	17,599
	42.20% ▲	-11.67% ▼	7.71% ▲	9.55% ▲	0.00% ▲	-5.92% ▼	47.84% ▲	#DIV/0!	17.81% ▲
2023 - 2024	7,717	17,640	682	261	2,292	12	(2,341)	1,142	27,405
	27.86% ▲	33.64% ▲	30.92% ▲	11.85% ▲	#DIV/0!	2.60% ▲	-10.26% ▼	13.27% ▲	23.54% ▲
2024 - 2025	(616)	4,786	(699)	418	(170)	(79)	(3,322)	(25)	293
	-1.74% ▼	6.83% ▲	-24.20% ▼	16.96% ▲	-7.42% ▼	-16.70% ▼	-16.23% ▼	-0.26% ▼	0.20% ▲
2025 - 2026	98	(3,515)	46	(383)	83	(67)	595	(1,869)	(5,012)
	0.28% ▲	-4.93% ▼	2.06% ▲	-15.33% ▼	3.76% ▲	-20.49% ▼	3.35% ▲	-23.80% ▼	-3.60% ▼

YTD Totals for January through February Data:

	Town Shuttle	Teton Village	Star Valley	Teton Valley	Airport Shuttle Pilot	ADA	START On-Demand	GTR Shuttle	YTD Total:
2018	82,416	202,071	6,196	6,587	-	979	-	-	298,249
2019	78,433	217,887	6,110	5,886	-	879	-	-	309,195
2020	80,013	210,211	6,316	7,117	-	1,125	-	-	304,782
2021	25,195	85,162	3,954	3,554	-	688	-	-	118,553
2022	39,033	121,965	4,418	4,115	-	948	31,488	-	201,967
2023	59,928	110,422	4,501	4,649	-	1,011	47,792	15,804	244,107
2024	71,491	140,806	6,074	4,746	4,290	963	42,249	17,876	288,495
2025	71,681	148,026	4,583	5,740	4,206	841	36,646	18,869	290,592
2026	71,740	147,470	4,586	5,132	3,988	699	37,615	15,453	286,683

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	(3,983)	15,816	(86)	(701)	-	(100)	-	-	10,946
	-4.83% ▼	7.83% ▲	-1.39% ▼	-10.64% ▼	-	-10.21% ▼	-	-	3.67% ▲
2019 - 2020	1,580	(7,676)	206	1,231	-	246	-	-	(4,413)
	2.01% ▲	-3.52% ▼	3.37% ▲	20.91% ▲	-	27.99% ▲	-	-	-1.43% ▼
2020 - 2021	(54,818)	(125,049)	(2,362)	(3,563)	-	(437)	-	-	(186,229)
	-68.51% ▼	-59.49% ▼	-37.40% ▼	-50.06% ▼	-	-38.84% ▼	100.00% ▲	-	-61.10% ▼
2021 - 2022	13,838	36,803	464	561	-	260	31,488	-	83,414
	54.92% ▲	43.22% ▲	11.73% ▲	15.79% ▲	-	37.79% ▲	#DIV/0!	-	70.36% ▲
2022 - 2023	20,895	(11,543)	83	534	-	63	16,304	15,804	42,140
	53.53% ▲	-9.46% ▼	1.88% ▲	12.98% ▲	0.00% ▲	6.65% ▲	51.78% ▲	0.00% ▲	20.86% ▲
2023 - 2024	11,563	30,384	1,573	97	4,290	(48)	(5,543)	2,072	44,388
	19.29% ▲	27.52% ▲	34.95% ▲	2.09% ▲	#DIV/0!	-4.75% ▼	-11.60% ▼	13.11% ▲	18.18% ▲
2024 - 2025	190	7,220	(1,491)	994	(84)	(122)	(5,603)	993	2,097
	0.27% ▲	5.13% ▲	-24.55% ▼	20.94% ▲	-1.96% ▼	-12.67% ▼	-13.26% ▼	5.55% ▲	0.73% ▲
2025 - 2026	59	(556)	3	(608)	(218)	(142)	969	(3,416)	(3,909)
	0.08% ▲	-0.38% ▼	0.07% ▲	-10.59% ▼	-5.18% ▼	-16.88% ▼	2.64% ▲	-18.10% ▼	-1.35% ▼

Commuter Services - Average Boardings:

May-21				
Teton Valley		<u>AM</u>		<u>PM</u>
May	TV1		9	14
	TV2		13	18
	TV3		19	7
Star Valley		<u>AM</u>		<u>PM</u>
May	SV1		8	16
	SV2		18	19
	SV3		15	5
Jun-21				
Teton Valley		<u>AM</u>		<u>PM</u>
June	TV1		10	14
	TV2		15	20
	TV3		17	8
Star Valley		<u>AM</u>		<u>PM</u>
June	SV1		7	22
	SV2		23	22
	SV3		18	4
Jul-21				
Teton Valley		<u>AM</u>		<u>PM</u>
July	TV1		9	11
	TV2		13	17
	TV3		14	7
Star Valley		<u>AM</u>		<u>PM</u>
July	SV1		7	22
	SV2		22	18
	SV3		17	4
Aug-21				
Teton Valley		<u>AM</u>		<u>PM</u>
August	TV1		8	13
	TV2		14	20
	TV3		14	6
Star Valley		<u>AM</u>		<u>PM</u>
August	SV1		8	22
	SV2		23	19
	SV3		17	6
Sep-21				
Teton Valley		<u>AM</u>		<u>PM</u>
September	TV1		9	15
	TV2		16	20
	TV3		19	8
Star Valley		<u>AM</u>		<u>PM</u>
September	SV1		8	20
	SV2		20	16
	SV3		13	3
Oct-21				
Teton Valley		<u>AM</u>		<u>PM</u>
October	TV1		9	18
	TV2		11	19
	TV3		24	8
Star Valley		<u>AM</u>		<u>PM</u>
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		<u>AM</u>	<u>PM</u>
November	TV1	7	15
	TV2	11	16
	TV3	19	4
Star Valley		<u>AM</u>	<u>PM</u>
November	SV1	10	20
	SV2	23	19
	SV3	16	5
Dec-21			
Teton Valley		<u>AM</u>	<u>PM</u>
December	TV1	7	18
	TV2	15	17
	TV3	22	10
Star Valley		<u>AM</u>	<u>PM</u>
December	SV1	13	23
	SV2	28	23
	SV3	16	6

2022

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	

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	
Star Valley		AM	PM	
October	SV1A	12	22	
	SV2	25	22	
	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

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 March 18, 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	17	29	
	TV2 - 402	22	19	
	TV3 - 403	27	10	
Star Valley		AM	PM	
February	SV1 - 301	14	33	
	SV2 - 302	22	19	
	SV3 - 303	24	4	
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	2,566.00	2 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
2026	2,293.00	2 months

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

February 2026

Rides: 14,086 / 510,553

Passengers (unlinked passenger trips): 17,745 / 685,160

Vehicle revenue hours: 1,711 / 71,904

Total vehicle hours: 1,964 / 81,134

Vehicle revenue miles: 14,650 / 639,304

Total vehicle miles: 16,207 / 696,101

Passenger miles: 14,911 / 602,142

Unique rider accounts (month / year to date): 1,362 / 1,926

Passengers per revenue hour: 10.4 / 9.5

Percent of rides shared: 60%

Average wait time: 14 minutes

Average ride time: 6 minutes

Average ride length: 0.9 miles

Average experience rating: 4.9 out of 5

Wheelchair rides: 2

No shows: 331

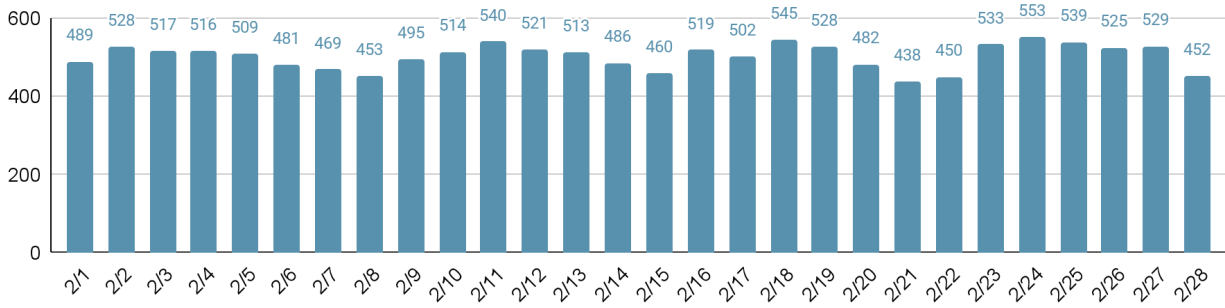
Percent of rides more than 5 min late to pickup: 12%

(month to date / all time)

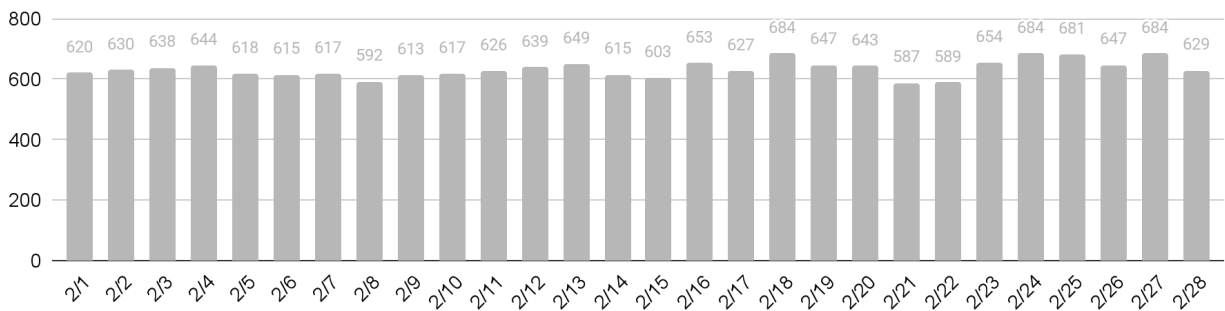
Passengers to/from the library: 626

Passengers to/from START: 86

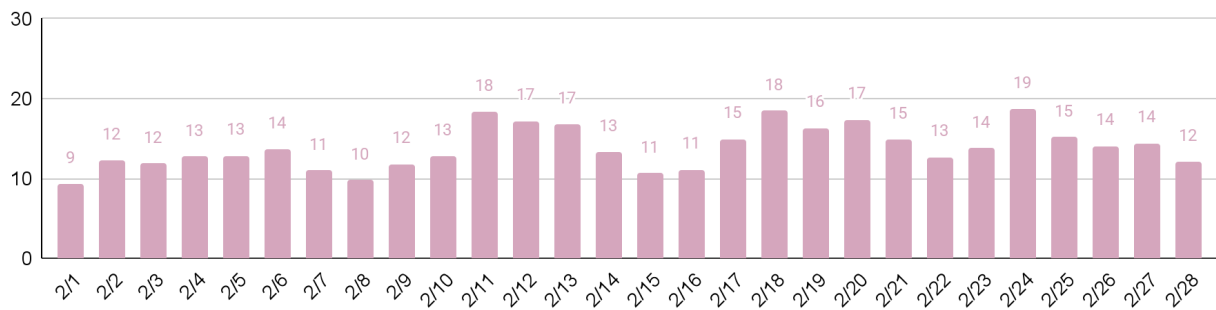
Rides



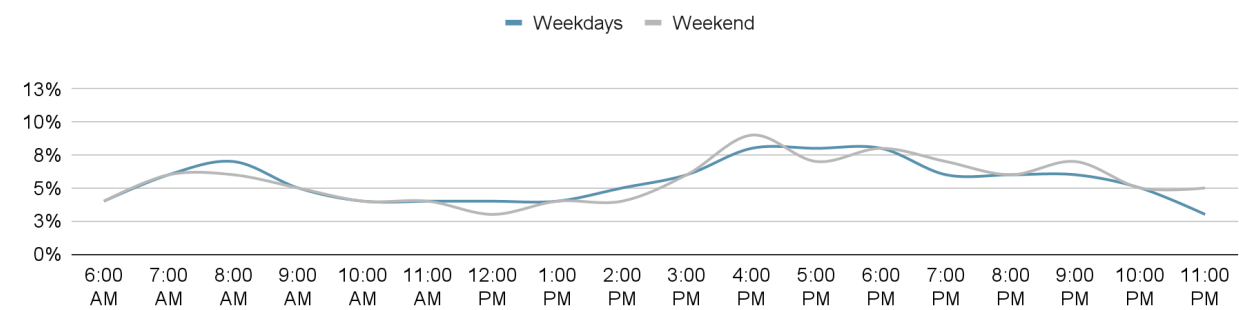
Passengers



Average Wait time



Pickups by Hour



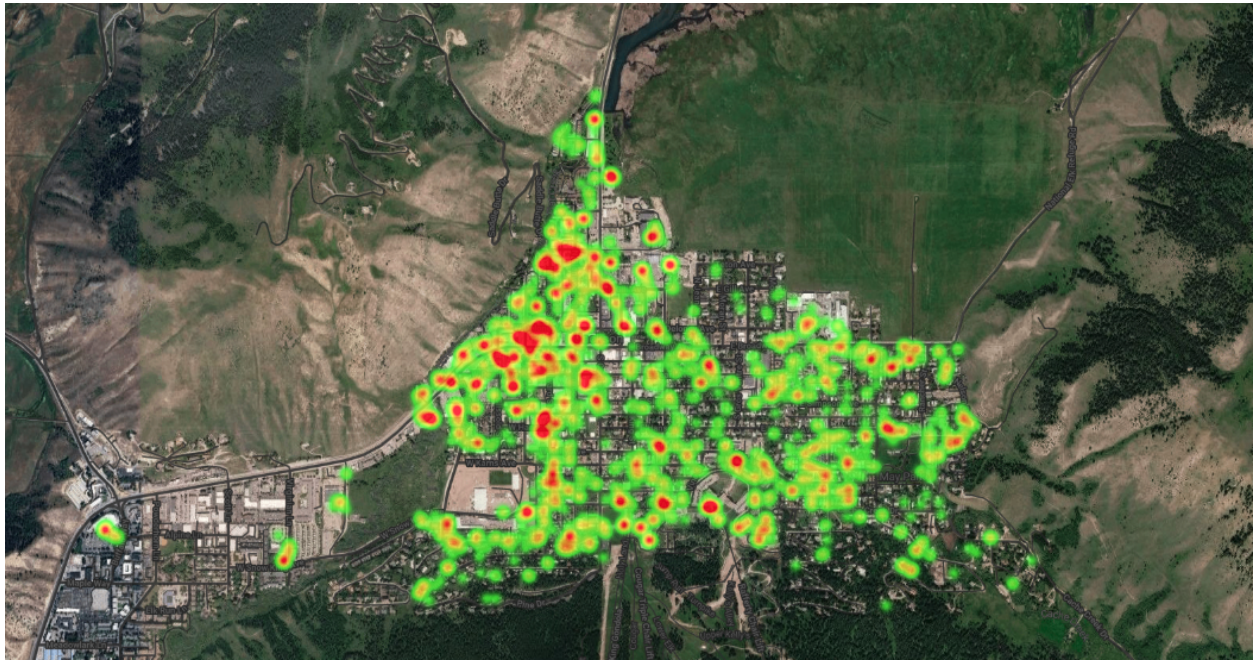
Wait Time Distribution

- 0 - 5 min: 18%
- 5 - 10 min: 23%
- 10 - 15 min: 20%
- 15 - 20 min: 15%
- 20 - 25 min: 10%
- 25 - 30 min: 6%
- 30+ min: 7%

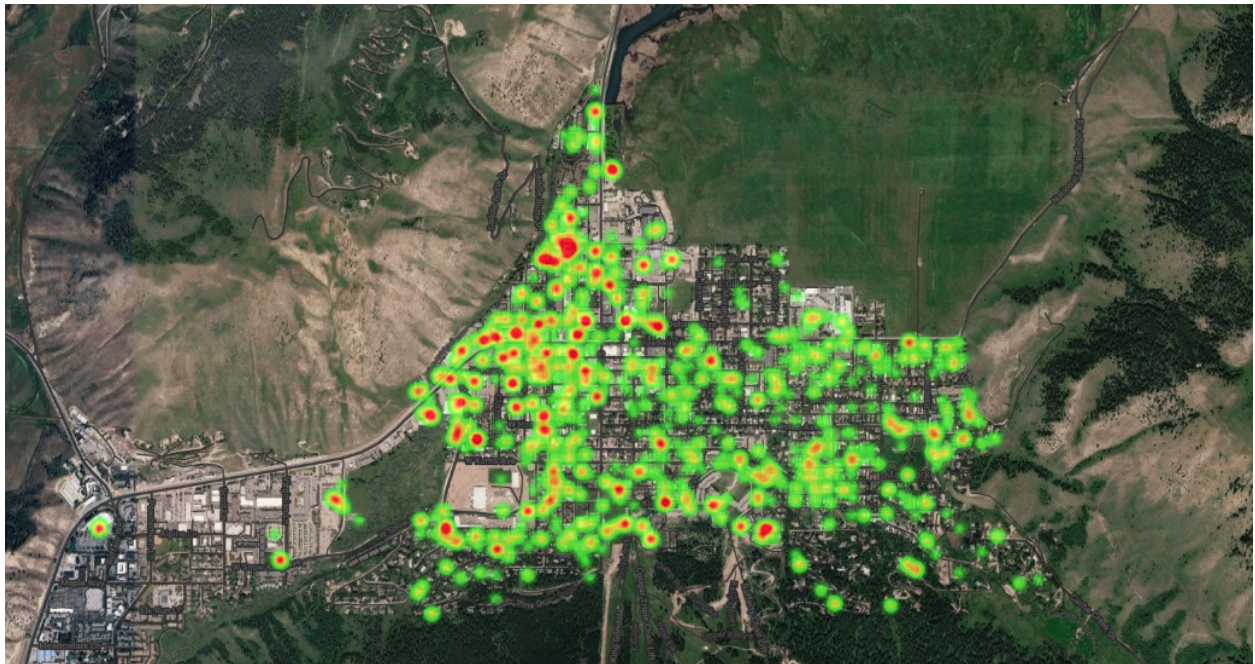
Passenger Distribution

- 1 Passenger Request: 82%
- 2 Passenger Request: 13%
- 3 Passenger Request: 3%
- 4 Passenger Request: 2%

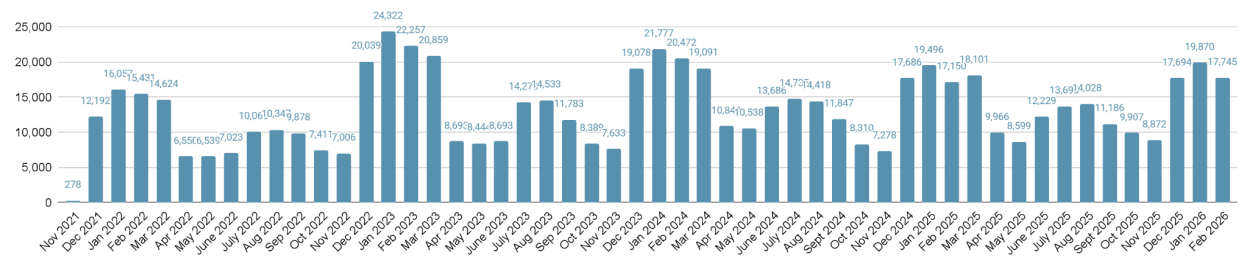
Pickups Heat Map



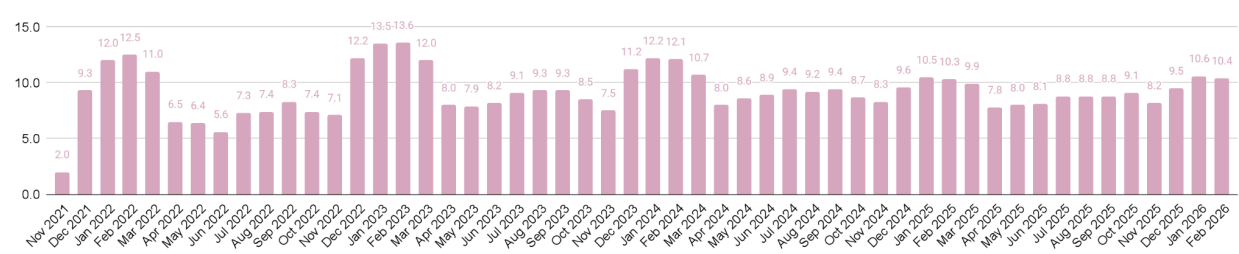
Dropoffs Heat Map



All Time - Passengers



All Time - Passengers / Revenue Hour



Town of Jackson, Wyoming
START Bus System

Monthly Financial Report

for the month of

2/28/2026

month

8

66.667%

	Period Actual	Period Budget (div by 12)	Period Variance	YTD Actual	YTD Budget	YTD Variance	%	Total Budget	Budget remaining	%
Revenues:										
Intergovernmental	\$ 185,767.75	\$ 1,048,576.42	\$ (862,808.67)	\$ 2,273,917.00	\$ 8,388,611.33	\$ (6,114,694.33)	27.107%	\$ 12,582,917.00	\$ 10,309,000.00	18.071%
Charges for Service	53,840.04	\$ 178,641.67	\$ (124,801.63)	841,370.20	\$ 1,429,133.33	\$ (587,763.13)	58.873%	\$ 2,143,700.00	\$ 1,302,329.80	39.249%
Miscellaneous	19182.26	\$ 18,157.08	\$ 1,025.18	124,444.34	\$ 145,256.67	\$ (20,812.33)	85.672%	\$ 217,885.00	\$ 93,440.66	57.115%
subtotal	\$ 258,790.05	\$ 1,245,375.17	\$ (986,585.12)	\$ 3,239,731.54	\$ 9,963,001.33	\$ (6,723,269.79)	32.518%	\$ 14,944,502.00	\$ 11,704,770.46	21.678%
transfers in	93230.67	\$ 93,230.67	\$ 0.00	745,845.36	\$ 745,845.33	\$ 0.03	100.000%	\$ 1,118,768.00	\$ 372,922.64	66.667%
Total	\$ 352,020.72	\$ 1,338,605.83	\$ (986,585.11)	\$ 3,985,576.90	\$ 10,708,846.67	\$ (6,723,269.77)	37.218%	\$ 16,063,270.00	\$ 12,077,693.10	24.812%
									-	
									-	
									-	
Expenditures										
Administration	\$ 190,752.78	\$ 150,777.17	\$ 39,975.61	\$ 1,242,344.64	\$ 1,206,217.33	\$ 36,127.31	102.995%	\$ 1,809,326.00	\$ 566,981.36	68.663%
Operations	750,059.17	\$ 680,645.67	\$ 69,413.50	4,535,874.14	\$ 5,445,165.33	\$ (909,291.19)	83.301%	8,167,748.00	3,631,873.86	55.534%
subtotal	\$ 940,811.95	\$ 831,422.83	\$ 109,389.12	\$ 5,778,218.78	\$ 6,651,382.67	\$ (873,163.89)	86.872%	\$ 9,977,074.00	\$ 4,198,855.22	57.915%
Capital outlay	\$ -	\$ 615,833.33	\$ (615,833.33)	\$ 153,078.78	\$ 4,926,666.67	\$ (4,773,587.89)	3.107%	\$ 7,390,000.00	\$ 7,236,921.22	2.071%
Subtotal (cume)	\$ 940,811.95	\$ 1,447,256.17	\$ (506,444.22)	\$ 5,931,297.56	\$ 11,578,049.33	\$ (5,646,751.77)	51.229%	\$ 17,367,074.00	\$ 16,426,262.05	34.153%
Transfers out	\$ -	\$ 38,873.17	\$ (38,873.17)	\$ 395,218.17	\$ 310,985.33	\$ 84,232.84	127.086%	\$ 466,478.00	\$ 71,259.83	84.724%
Total (cume)	\$ 940,811.95	\$ 1,486,129.33	\$ (545,317.38)	\$ 6,326,515.73	\$ 11,889,034.67	\$ 5,562,518.94	53.213%	\$ 17,833,552.00	\$ 11,507,036.27	35.475%
Net Revenue over Expenditures	\$ (588,791.23)	\$ (147,523.50)	\$ (441,267.73)	\$ (2,340,938.83)	\$ (1,180,188.00)	\$ (12,285,788.70)	198.353%	\$ (1,770,282.00)	\$ 570,656.83	132.235%