# START Board Regular Meeting

May 28, 2026
3:30 PM - 5:30 PM
Hybrid - Teton County Commissioners Chambers and Zoom

## I. Zoom Information

A. https://us02web.zoom.us/j/81857442832?pwd=hrX97dTvbw8qofjBln7gDAWZQ8Bjhs.1
Webinar ID: 818 5744 2832/ Passcode: 83001

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

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

A. Call to Order

B. Roll Call

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

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

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

A. Approval of Minutes

1. April 30, 2026, Regular Meeting

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

A. DISCUSSION/ACTION ITEMS:

1. Budget Update FY27 – Mike Toronto
2. Discussion and Approval of 5-Year Transit Development Plan – Mike Toronto
3. Director's Update – Mike Toronto

i. Commuter Marketing Campaign

## VI. MATTERS FROM THE BOARD (5:00 - 5:30)

A. Teton Valley Liaison Report – Jade Krueger

B. Town Liaison Report – Kevin Regan

C. County Report – Wes Gardner

D. Star Valley Liaison Report - Vacant

E. Matters from Board Members

## VII. ADJOURNMENT (5:30 PM)

## VIII. TIME AND PLACE FOR NEXT MEETING

A. Next Regular Meeting: Thursday June 25, 2026, from 3:30 PM – 5:30 PM Teton County Commissioner's Chambers

B. Please use the URL below to join the webinar: https://us02web.zoom.us/j/81857442832?pwd=hrX97dTvbw8qofjBln7gDAWZQ8Bjhs.1

C. Webinar ID: 818 5744 2832 / Passcode: 83001

5/26/2026

# START Board Regular Monthly Meeting Minutes

## April 30, 2026

## 3:30 PM – 5:30 PM

*Hybrid – Teton County Commissioners Chambers and 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 PM – 3:35 PM)

A. Call to Order
- Chair Eisen called the meeting to order at 3:28 PM

B. Roll Call
- START Board: LizAnn Eisen– In-person (Chair), Kristin Unruh – Virtual (Vice-Chair & Treasurer), Steve Grossman (Secretary) – In-person, Julien Hass – Virtual, Ty Hoath – In-person, Meghan Quinn – In-person, Will Roscoe – In-person
- Liaisons: Wes Gardner – Absent (Teton County Liaison), Kevin Regan – Virtual (Town of Jackson Liaison), Doug Self -- Absent (Teton Valley Liaison)
- Staff: Mike Toronto – In-person (START Director), Jason Pitts – In-person (START Ops Manager), Susan Purcell – In-person (Assistant Town Attorney), Chris McDonough – In-person (START Service Planner), Ann McClure – In-person (START Admin Asst)
- Other: Charlotte Frei (Regional Transportation Planning Administrator) – Virtual

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

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

## IV. CONSENT AGENDA (3:40 PM – 3:45 PM)

A. Approval of Minutes
1. March 18, 2026, Regular Meeting
2. April 15, 2026 Special Meeting
   i. **Motion made by Ty Hoath, seconded by Meghan Quinn, to accept the Consent Agenda as presented. All in favor. Motion carries unanimously.**

## V. DISCUSSION ITEMS AND/OR ACTION ITEMS (3:45 PM – 5:00 PM)

A. DISCUSSION/ACTION ITEMS:

**1. KPIs First Quarter 2026 (January through March)**

i. Jason Pitts, Transit Operations Manager, presented.

1. Discussion of how Accidents are evaluated.
2. Discussion of how Customer Complaints are handled.

**2. Budget Update FY27 – Mike Toronto**

i. Director Toronto presented on JIM budget session on April 28 and upcoming schedule for budget review.

1. Discussion of interaction with JIM of certain items including Airport Shuttle being suspended and entry level wage increase for operators.

ii. Steve Grossman, who was at the JIM, commended Director Toronto on his JIM presentation and Director Toronto recognized the efforts of his staff in the budget process.

**3. Discussion of 5-Year Transit Development Plan – Mike Toronto**

i. Chair Eisen explained importance of adopting TDP

ii. Discussion of the proposed format of a final TDP report

iii. Discussion of how the TDP aligns with Town and County guiding plans

iv. Director Toronto presented a set of proposals related to the Transit Development Plan focusing on routing, implementation, and fiscal impacts

v. Dr. Charlottle Frei, Regional Transportation Planning Administrator, presented on correlation of the TDP with the County Integrated Transit Plan, including explanation of efforts for car share program. Focus will be on Guaranteed Ride Home program.

vi. Director Toronto explained importance of securing housing for recruiting and retaining new operators in order to implement TDP

vii. Discussion of Fare Policy options

viii. Discussion of changes to Home Lot Ranch Parking and converting people to transit users

ix. Dr. Frei explained data that has been collected to inform new Integrated Transportation Plan RFP and what is contemplated to be involved in the ITP update

x. Director Toronto suggested the Board vote on Route Plan, Implementation Plan and Fare Structure as individual elements.

**xi. Motion made by Meghan Quinn, seconded by Steve Grossman, to approve recommended route plan. Friendly amendment by Eisen clarifying it is the recommended route plan on page 10 of the PowerPoint presentation, other than the proposed airport service, which is being suspended. Quinn accepted.**

**1.** Director Toronto clarified that the route plan referenced in the motion does not include frequency of service.

**Vote: Roscoe opposed. Hass no vote. Passes 5 to 1.**

xii. Suggested motion made by Eisen to direct staff to continue to investigate cost neutral implementation plan on slides 15 through 17, subject to securing housing.

1. Discussion of the format of the final TDP.
2. Discussion of providing guidance to Staff.

xiii. **Motion made by Ty Hoath, seconded by Quinn, to direct Transit Director to write a concise memo that illustrates the intention of the TDP based on the discussion today and other conversations that might happen between now and the memo being drafted. Grossman offered a friendly amendment to specify that for purposes of this resolution the Board is focusing on the implementation plan. Hoath accepted. All in favor. Motion passes unanimously.**

**xiv. Motion made by Eisen, seconded by Unruh, to include Fare Policy in TDP Memo for greater discussion reflecting the points that Board members discussed today. All in favor. Motion passes unanimously.**

xv. Transit Director will ask Elected Officials to push the TDP discussion back to July.

4. Director's Update – Mike Toronto – no presentation. See packet item.

## VI. MATTERS FROM THE BOARD (5:00 PM – 5:30 PM)

A. Teton Valley Liaison Report – Doug Self --absent
B. Town Liaison Report – Kevin Regan – left early
C. County Report – Wes Gardner – absent
D. Star Valley Liaison Report - Vacant
E. Matters from Board Members
    1. Eisen brought up concern that members of the public have not been treating START Staff in a respectful way.
    **2. Motion made by Eisen to remind the public to recognize that our bus drivers and staff are dedicated public servants and to request that the public treat START employees in a respectful manner, including how they speak to the team and make requests for information. Seconded by Quinn.**
        i. Hoath made a friendly amendment to say that any concerns should be directed to the Board and not to staff.
        ii. Susan Purcell, assistant town attorney, added that records requests regarding START should be made through formal channels. **Eisen accepted both amendments.**
        **iii. All in favor. Motion passes unanimously.**

## VII. ADJOURNMENT (5:30 PM)

Motion made by Hoath, seconded by Roscoe, to adjourn at 5:31 PM.

**TIME AND PLACE FOR NEXT MEETING.**

**Next Regular Meeting: Thursday May 28, 2026, from 3:30 PM – 5:30 PM** Teton County Commissioner's Chambers

Please use the URL below to join the webinar:

https://us02web.zoom.us/j/81857442832?pwd=hrX97dTvbw8qofjBln7gDAWZQ8Bjhs.1

Webinar ID: 818 5744 2832 / Passcode: 83001

_____

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

Town of Jackson, Wyoming
START Bus System

Monthly Financial Report — for the month of 4/30/2026 — month 10 — 83.333%

| | Period Actual | Period Budget (div by 12) | Period Variance | YTD Actual | YTD Budget | YTD Variance | % | Total Budget | Budget remaining | % |
|---|---|---|---|---|---|---|---|---|---|---|
| **Revenues:** | | | | | | | | | | |
| Intergovernmental | $ 1,097,354.75 | $ 1,048,576.42 | $ 48,778.33 | $ 4,643,760.50 | $ 10,485,764.17 | $ (5,842,003.67) | 44.286% | $ 12,582,917.00 | $ 7,939,156.50 | 36.905% |
| Charges for Service | 728,216.11 | $ 178,641.67 | $ 549,574.44 | 1,716,903.31 | $ 1,786,416.67 | $ (69,513.36) | 96.109% | $ 2,143,700.00 | $ 426,796.69 | 80.091% |
| Miscellaneous | 4277.76 | $ 18,157.08 | $ (13,879.32) | 166,710.27 | $ 181,570.83 | $ (14,860.56) | 91.816% | $ 217,885.00 | $ 51,174.73 | 76.513% |
| **subtotal** | **$ 1,829,848.62** | **$ 1,245,375.17** | **$ 584,473.45** | **$ 6,527,374.08** | **$ 12,453,751.67** | **$ (5,926,377.59)** | **52.413%** | **$ 14,944,502.00** | **$ 8,417,127.92** | **43.677%** |
| transfers in | 93230.67 | $ 93,230.67 | $ 0.00 | 932,306.70 | $ 932,306.67 | $ 0.03 | 100.000% | $ 1,118,768.00 | $ 186,461.30 | 83.333% |
| **Total** | **$ 1,923,079.29** | **$ 1,338,605.83** | **$ 584,473.46** | **$ 7,459,680.78** | **$ 13,386,058.33** | **$ (5,926,377.55)** | **55.727%** | **$ 16,063,270.00** | **$ 8,603,589.22** | **46.439%** |
| | | | | | | | | | - | |
| | | | | | | | | | - | |
| **Expenditures** | | | | | | | | | - | |
| | | | | | | | | | - | |
| Administration | $ 107,613.29 | $ 150,777.17 | $ (43,163.88) | $ 1,424,674.54 | $ 1,507,771.67 | $ (83,097.13) | 94.489% | $ 1,809,326.00 | $ 384,651.46 | 78.741% |
| Operations | 703,692.08 | $ 680,645.67 | $ 23,046.41 | 6,145,752.55 | $ 6,806,456.67 | $ (660,704.12) | 90.293% | 8,167,748.00 | 2,021,995.45 | 75.244% |
| **subtotal** | **$ 811,305.37** | **$ 831,422.83** | $ (20,117.46) | **$ 7,570,427.09** | $ 8,314,228.33 | $ (743,801.24) | 91.054% | **$ 9,977,074.00** | **$ 2,406,646.91** | 75.878% |
| Capital outlay | $ 1,746,682.97 | $ 615,833.33 | $ 1,130,849.64 | $ 1,939,869.78 | $ 6,158,333.33 | $ (4,218,463.55) | 31.500% | $ 7,390,000.00 | $ 5,450,130.22 | 26.250% |
| **Subtotal (cume)** | **$ 2,557,988.34** | **$ 1,447,256.17** | **$ 1,110,732.17** | **$ 9,510,296.87** | **$ 14,472,561.67** | **$ (4,962,264.80)** | **65.713%** | **$ 17,367,074.00** | **$ 14,809,085.66** | **54.761%** |
| Transfers out | $ - | $ 38,873.17 | $ (38,873.17) | $ 408,019.17 | $ 388,731.67 | $ 19,287.50 | 104.962% | $ 466,478.00 | $ 58,458.83 | 87.468% |
| **Total (cume)** | **$ 2,557,988.34** | **$ 1,486,129.33** | **$ 1,071,859.01** | **$ 9,918,316.04** | **$ 14,861,293.33** | **$ 4,942,977.29** | **66.739%** | **$ 17,833,552.00** | **$ 7,915,235.96** | **55.616%** |
| Net Revenue over Expenditures | $ (634,909.05) | $ (147,523.50) | $ (487,385.55) | $ (2,458,635.26) | $ (1,475,235.00) | $(10,869,354.85) | 166.661% | $ (1,770,282.00) | $ 688,353.26 | 138.884% |

STAFF Report

| | | | |
|---|---|---|---|
| **Meeting Date:** | 5/28/2025 | **Meeting Title:** | *Regular Board Meeting* |
| **Submitting Department:** | *START* | **Presenter:** | *Michael Toronto, Transit Director* |
| **Agenda Item:** | *Discussion and Approval of 5-Year Transit Development Plan* | **Public Comment:** | *Yes* |

**Purpose & Policy Considerations**.
The purpose of this item is to present to the START Board a final revised START Transit Development Plan (Final TDP) to guide START services over the next five years. Staff request three actions from the board:

1- The Board's adoption of the Final TDP and confirmation of the preferred route plan scenario in the Final TDP for staff to prepare to implement.
2- The Board's decision on timing of implementation of the new fare policy or whether any additional information is needed before making that determination.
***3-*** The Board's recommendation to submit the Final TDP and Fare Policy to the Town Council and Board of County Commissioners for approval.

**Recommendations**.
Staff recommends that the Board adopt the enclosed Final TDP, and the implementation of Recommended Network route plan and Scenario 2. Staff recommends the Board authorize staff to proceed with operational planning, public outreach, and Title VI review for implementation of the Recommended Network route plan by the beginning of FY28. Staff recommends that the Board adopt the fare policy as presented in the Final TDP. Staff also recommends that the Board recommend the Final TDP route plan and fare policy for approval to the Town Council and Board of County Commissioners.

**Background**.
In 2025, START contracted with Transportation Management Design (TMD) to produce a five-year route plan. On February 20, 2026, START staff, and a consultant from TMD, presented to the Board the five-year Transit Development Plan (Proposed TDP) and Fare Policy recommendations from TMD. Subsequently, on March 18th staff presented a Staff Report to the Board recommending the Board adopt the route plan in the Proposed TDP but delay implementation of the Fare Policy pending further analysis. In that meeting the Board did not feel that it was prudent to recommend the Proposed TDP for adoption as there were still questions and concerns about its feasibility given START's current staffing challenges. Staff was then directed to further identify different implementation scenarios and analyze how the Proposed TDP and Counties Integrate Transpiration Plan (ITP) align and bring a final recommendation to the April Board meeting.

During the April 2026 Board meeting, staff presented recommended changes to the Proposed TDP for the Board's consideration, a review of how the Proposed TDP and ITP align and where they are different, and a review of the recommended fare policy and its financial impacts and possible implementation options. The implementation options presented identified ways to implement the new routes while also addressing the housing and staffing barriers. As a result of this presentation and Board input, the Board directed staff to create a revised and final Proposed TDP for the Board to consider along with final recommendations on the fare policy.

For the May Board meeting, the START Board has in front of them the Final TDP, two possible implementation scenarios, and a new fare policy as prepared by staff.

**Analysis & Key Questions**.
<u>Final TDP Route Plan</u>
The Final TDP redesigns START's current routes. It takes the core Village service out of East Jackson and focuses this service more on providing a quick and direct trip to and from Miller Park and the Village with stops in between. The Town Shuttle is rerouted into East Jackson. The Town Shuttle will now have bidirectional routing through East Jackson. What does this mean? Currently, if a person boards this service in East Jackson and gets off at Albertsons, in order to get back to where they originally boarded they have to ride through the Southern loop, back to Miller Park and then home. With bidirectional routing this same person can get back on the bus at Albertsons and ride home the way they came versus riding the whole

route in the wrong direction. This will be an incentive for people to choose the Town Shuttle over On-Demand to get to shopping centers and the library. The Final TDP also opens up South Park to On-Demand Services. The strategy is, that ridership will shift from East Jackson On-Demand to the Town Shuttle, subsequently freeing up On-Demand resources for expansion into South Park. The South Park expansion will then be cost neutral.

Benefits of the new Recommended Network route plan:

- Improves transit access in East Jackson by shifting Town Shuttle service from Broadway to Snow King.
- Broadway will be served by Teton Village Route.
- Introduces an Express year-round tripper route to the Village from Snow King.
- Creates a more efficient transfer-based network centered at Miller Park and facilitated by dynamic On-Demand services.
- Reduces service duplication by eliminating the Teton Village South Route.
- Expands regional mobility through future Vanpool growth and potential Commuter service expansion.
- Creates a scalable framework for future increases in bus frequency as staffing and housing become available.

<u>Final TDP Implementation</u>

The biggest barriers to implementing this new network are employee housing and staffing. Full implementation of the Recommended Network with current service levels would require 4 to 6 additional full-time year-round operators. Without additional employee housing, START cannot successfully hire and retain employees to effectively implement and sustain the Recommended Network as described in Appendix A of the Final TDP pages 53-54. Staff have provided two scenarios for the Board to consider for implementation the Recommended Network. Scenario 1 is full route implementation with current service levels (see page 53 and 54 in Appendix A of the Final TDP). Scenario 1 will cost approximately $2M in the first year due to increasing hours, miles and headcount. Scenario 2 is full route implementation with reduced service levels on the Town Shuttle and is cost neutral – no increase in miles and hours and no additional staff (see page 54 in Appendix A of the Final TDP).

*Scenario 1*

Pros:

- Maintains service levels that the public is already used to

Cons:

- Would require 4 to 6 new employees and employee housing units to be available before implementation
- Without the necessary staff, START will not be able to meet planned service levels
- $2M upfront cost increase

*Scenario 2*

Pros:

- No increase in costs
- Service will increase as housing and staffing resources become available
- Cost increases can be scaled over a few years
- The network will be in place and the foundation laid for incremental growth

Cons:

- Reduced service on the Town Shuttle from 15 Minutes to 20 Minutes. All other routes will remain at current frequencies.

Scenario 2 is considered the most feasible implementation strategy because it implements the new and improved routing and mobility objectives of the Final TDP while remaining operationally and financially realistic under current staffing and housing constraints. It also sets the foundation of an improved service network and gives START the flexibility to increase service levels incrementally as staffing and housing become available, as compared to scenario 1 which requires housing and staffing to be available all at once.

<u>Fares</u>

Staff propose a simplified fare structure model that incentivizes ridership and reduces confusion. The current START fare structure is complex and includes overlapping fare products such as the 10-ride versus 1 day versus 7-day pass and special case pricing along the Village route. This complexity creates operational challenges, including longer boarding times, customer confusion regarding fare options, and increased burden on transit operators responsible for fare collection and customer assistance.

Benefits of the new structure:

- Removes special pricing along the Village Route therefore reducing boarding times.
- Removes redundant passes (i.e. the 7-day pass).
- Transfers between commuter service and fixed route service are free and transfers between like priced service are free. (i.e. a passenger transferring from a commuter route to a village route would no longer pay for that transfer).
- Commuter Route pricing is more appealing to increase ridership.
- The Village route is reduced to $1 from $3 per trip making it more equitable in price to On-Demand.
- On-Demand service proposed fare of $1 per ride.
- Discounts for purchase bulk and long-term passes:
    - A book of 10 ride passes is 25% cheaper than purchasing 10 individual rides
    - A month pass is 25% cheaper than purchasing 20 individual rides
    - A season pass (6 months) is 25% cheaper than purchasing 6 one-month passes
    - An annual pass is 25% cheaper than purchasing 12 one-month passes

This type of discounting incentives riders to purchase longer term passes and stay committed to riding START.

In the April Board meeting, the START Board voted to implement a $1 fare on START On-Demand as part of the renewal of the On-Demand service in November 2026, subject to public notice and comment. The remaining portions of the new fare structure should be implemented in coordination with the Recommended Network.

Key Challenges and Risks:

- Additional service growth beyond Scenario 2 remains dependent on employee housing availability for operators and START's ability to get additional headcount approved through the annual budget process.
- Reducing Town Shuttle frequency from 15 to 20 minutes during portions of the day may create concerns for existing riders accustomed to current service levels – however, On-Demand will help mitigate this.
- Fare increases for some rider groups due to introducing fares on On-Demand service may impact lower-income riders.
- Currently, people boarding Village routes at Stilson do not pay fare. Under the new policy they will be charged a $1 fare.

Key Questions for the Board:

- Which implementation scenario should Staff prioritize to implement by FY 2028?
- Is the proposed fare structure appropriately balanced between cost equity and ridership growth?
- Should staff prepare to implement the remaining portions of the fare structure at the same time as the new route plan?

Staff's recommendations in this report are based on consultant analysis, internal operational review, public feedback received during review of the Proposed TDP, and ongoing coordination with the County's Transportation Department. The Recommended Network is expected to increase overall ridership by approximately 300,000 annual boardings by 2031 while improving system reliability and operational efficiency. The new and simplified fare structure will not drastically increase revenue. In the first year of implementation fare revenue is expected to increase by $29,000 and ridership by 48,000. Each is expected to grow an average of 3% in each subsequent year.

## **Possible Alternatives**.

One alternative is no change to the current routing or fare policy maintaining the status quo.

## **Comprehensive Plan & Priority Alignment**.

The Final TDP and proposed fare structure help meet the following areas of the Comprehensive Plan:

- Section 7: Multimodal Transpiration:
    - Meet future transportation demand through the use of alternative modes (7.1)
    - Create a safe, efficient, interconnected multimodal transportation network (7.2)

The Final TDP and proposed fare structure help meet the following goals of the current ITP:

- Streamline the town circular routes and increase service
- Increase marketing of transit service
- Increase ridership

- ITP calls for ridership reaching 3.5M by 2035 (2x every 10 years)
  - This would require 250,000 riders a year (25% growth a year)
  - American Public Transit Association states that 2 to 3% per year is a reasonable goal
- Current Final TDP Ridership Goals
  - 300,000 in the next 5 years (30%)
  - This is 5% growth a year – this is a stretch goal

The current Transit Development Plan (Current TDP) in place at START faced implementation issues due to the COVID pandemic. Not every proposed change was implemented. Below, staff provides a quick review of what was implemented and what was not implemented from the Current TDP:

- What was implemented:
  - START On-Demand in East Jackson
  - Town Shuttle routes were merged into one route
  - Teton Village routes were re-routed into East Jackson and Snow King
- What was not implemented:
  - Frequency was not reduced on the Town Shuttle
  - Frequency was not reduced on the Village Local
  - Implementing a Rafter J and Melody fixed route
  - A fourth commuter trip was added but removed due to poor performance – still at 3 commuter trips
- Results of the Current TDP:
  - The 2020-2025 route plan anticipated 1.7 M riders
  - During COVID START dipped to roughly 500,000 riders
  - START has recovered to pre pandemic levels (roughly 1,050,000)
  - Without On-Demand, START would be below 1M riders (on demand accounts for close to 200,000 riders)

**Fiscal Impact.**

The fiscal and ridership impacts of the new routing and the new fare structure in the first year of implementation are represented in the table below. This table assumes that both routing changes and fare changes are implemented at the same time:

| | Ridership Change (boardings) | Ridership Change (percent) | Revenue Change (amount) | Revenue Change (percent) |
|---|---|---|---|---|
| **Teton Village Routes** | +42,000 | +5.3% | -$103,000 | -10.0% |
| **Commuter Routes** | +4,000 | +7.5% | +$2,000 | +1.1% |
| **START On-Demand*** | -30,000 | -18.7% | +$130,000 | +130% |
| **ADA** | 0 | 0% | $0 | 0% |
| **Town Shuttle Change** | +30,000 | +10% | $0 | |
| **Total** | +48,000 | +4.5+ | +$29,000 | +6.2% |

The Recommended Network implemented at current service levels along with the new fare policy anticipates growing ridership by 300,000 between 2027 and 2031 – implementing scenario 2 will most likely result in less ridership growth than anticipated due to lower frequencies. Financially, staff anticipates fares will grow by the rate of ridership growth – roughly 3% to 5% a year. TMD, who conducted this study, projected that fare revenue would drop by $68,000. This drop was influenced by their projection that START would lose 130,000 riders on On-Demand because of fare changes. Staff does not believe that START will lose that many riders. Staff engaged with Down Towner – the current On-Demand provider, to determine the ridership impact. In our review we anticipate losing approximately 30,000 passengers – mainly due to ridership shifting to the Town Shuttle once the new routing is in place.

**Staff Impact.**

Preparation of the Final TDP analysis, route evaluation, fare review, and staff report required significant coordination between START operations staff, administration, finance personnel, consultants, and Board members. Staff estimates

approximately 250 to 300 cumulative staff hours were required for review, coordination, analysis, and preparation associated with this item.

Implementation of Scenario 2 will require ongoing staff time associated with route scheduling, public outreach, Title VI review, operator training, fare system updates, and operational monitoring. Estimated implementation hours include:
• START Operations: 300–500 hours during implementation (training, planning, monitoring).
• Communications and Public Outreach: 60–100 hours.
• Ongoing annual monitoring and service adjustments: 150–250 hours annually.

Future service expansion beyond Scenario 2 would require additional staffing resources and coordination with Town employee housing initiatives.

**Attachments or Links**.
• Final START Transit Development Plan

**Suggested Motion**.

I move to approve Scenario 2 of the Recommended Network Route Plan and direct staff to proceed with implementation planning for deployment by the beginning of FY 2028.

I move to adopt the proposed fare structure presented in the May 28, 2026 staff report for implementation by the beginning of FY 2028.

I move to approve the Final Transit Development Plan, reflecting the Board's prior approval of Scenario 2 of the Recommended Network Route Plan and adoption of the proposed fare structure, and direct its submission to the Town Council and Board of County Commissioners for review, approval, and adoption.

Prepared By:

Michael Toronto

# The START Five Year Transit Development Plan

2026-2031


Prepared By:

Michael Toronto

Transit Director

## Introduction

On February 20th, 2026, START staff received a five-year transit development plan (proposed TDP) and fare study recommendation from Transportation Management Design (TMD). After reviewing and analyzing the plan (Appendix A) and fare study (Appendix B) START staff, with input from the START board, determined that two barriers prevent implementation of the proposed TDP as presented by TMD. The two barriers are housing and staffing. Given the current barriers, START staff, with direction from the START Board, have created a Final TDP with two viable implementation plans contingent on certain resources being available.

This document is the Final TDP and contains a Recommended Network route plan, two possible implementation scenarios, a capital plan, and a new fare policy. Running parallel to this plan is the County's Transportation Department's work on updating the regional Integrated Transpiration Plan (ITP). The ITP would normally be used to guide the efforts of the TDP; however, with the timing of the TDP being completed first the TDP will be used to inform what is possible in the ITP.

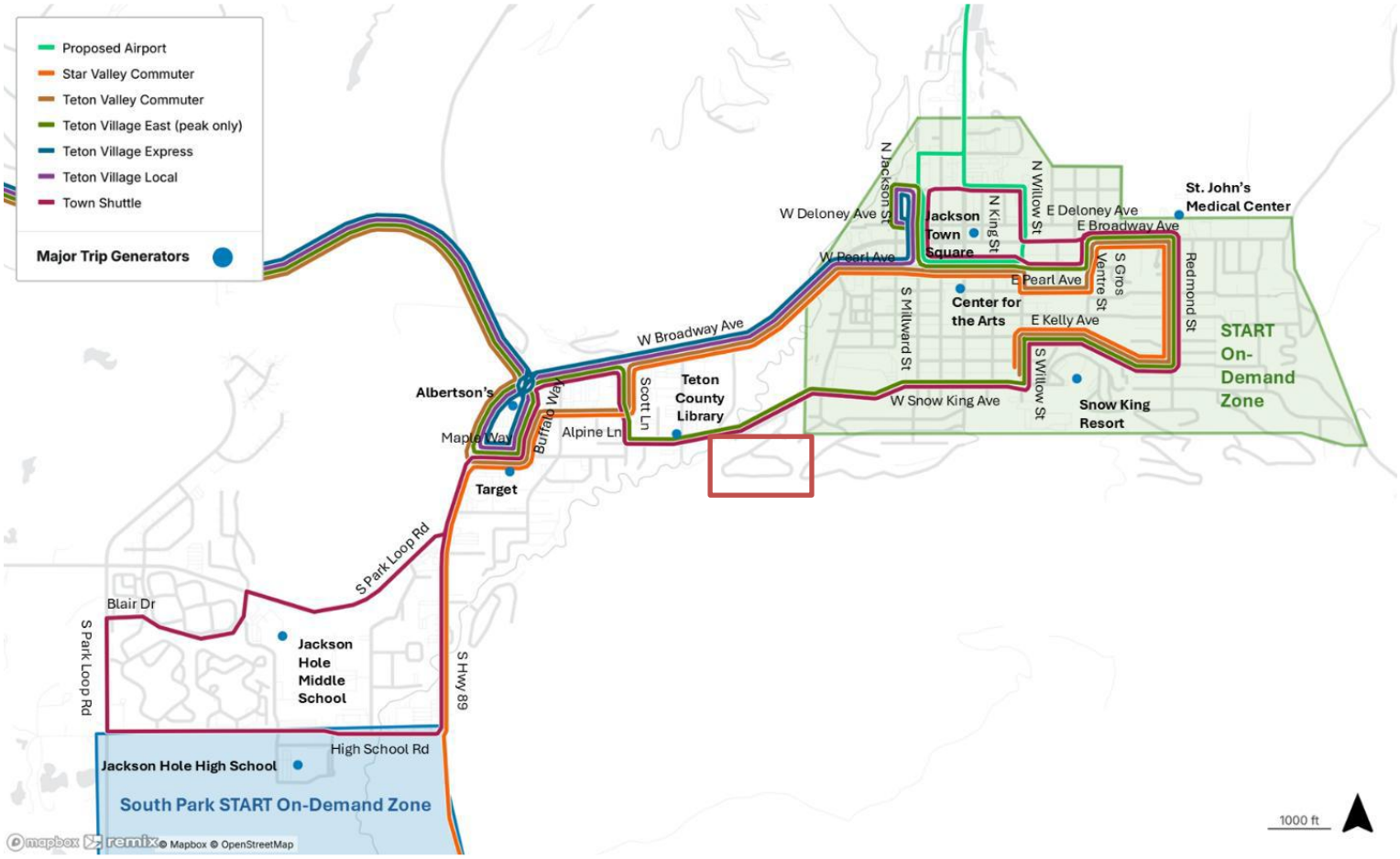
### Overview

The START Bus Final TDP establishes a long-range strategy to improve mobility, expand transit access, reduce congestion, and create a more reliable and customer-focused transportation network throughout the Town of Jackson, Teton County, Wyoming and the surrounding area. The Recommended Network selected through the planning process is the Town Shuttle 3 / Teton Village 3 (TS3/TV3) alternative (see Appendix A pages 32-52). This alternative best balanced ridership growth, travel times, operational reliability, community preferences, and cost efficiency.

### Final Recommended Network

The map shown below is the Recommended Network for START (page 52 Appendix A).

Figure 1: Recommended Network Routing Map




After the Recommended Network was presented to the Board, the Board voted to expand the On-Demand Network to Rodeo Drive per public comment received. This change is captured in the red box shown on the map and should be part of the new START Recommended Network.

## Features of the Recommended Network

Table 1

| Route | Changes from Current |
|---|---|
| Town Shuttle | • Provides coverage to East Jackson shifting the route from Broadway to Snow King<br>• Introduces bidirectional routes to the east of Buffalo Way reducing the time passengers spend on the bus to arrive at their original destination |
| Village Local | • Removes the route from East Jackson focusing on a transfer point with the Town Shuttle at Miller Park<br>• Shortens the alignment to improve frequency of service |

| | |
|---|---|
| | • Provides service along Pearl Avenue serving a majority of hotels |
| Teton Village Express | • Maintains the current route from Miller Park<br>• Runs further on Broadway and turns on Buffalo Way before going around |
| Teton Village East | • This is a new route following the current Teton Village Local alignment |
| Commuter Service | • No change to current routing |
| On-Demand | • Maintain current East Jackson service<br>• Implement South Park/Rafter J/Melody Ranch |
| Airport | • Suspend |
| Teton Village South | • Discontinue |
| ADA Service | • No change |
| Van Pool | • Launch service in Wyoming<br>• Launch service in Idaho |

## Implementation

Two implementation plan scenarios are provided below. Staff considered the following when creating these scenarios: availability, scalability, public input, needed improvements. At this time, the Board and staff are committed to implementing a feasible and user-friendly transit system that can be scaled as resources are available to meet the needs of the community.

### Scenario #1 Maintain Current Service Levels

In this scenario, START would deploy the service as described in Table 1 while maintaining current service levels on the Town Shuttle and increasing service on the Teton Village Local during the Winter season. See Table 2 below for a description of service levels.

Table 2: Scenario 1 Service Levels

| Route | Service Levels |
|---|---|
| Town Shuttle | Maintains 15-minute frequency year-round with reduced frequency after 7 PM (current) |
| Village Local | Maintains 60-minute frequency in the Summer, Spring, and Fall; while increasing Winter service from 60 minutes to 30 minutes (currently 60 minutes) |
| Teton Village Express | Maintains 20-minute frequency in the Winter (current) |
| Teton Village East | 3 trips in the AM and PM year-round |
| Commuter Service | Maintain current levels; add trips as ridership increases |
| On-Demand | Shift resources to South Park a year after implementing the new Town Shuttle route and after a shift in ridership from current On-Demand services to the new Town Shuttle |
| ADA Service | No Change |

| | |
|---|---|
| Van Pool | Expand in Wyoming and into Idaho based on available resources and demand |

### *Staffing Impacts of Scenario 1:*

Scenario 1 is projected to require 4 to 6 additional full-time year-round Operators (See page 63 of Appendix A). Full-time year-round Operators require Town housing upon hire. Furthermore, as staff looks to increase Commuter Service, every additional round trip on Commuter services requires one additional Operator.

### *Financial Impacts of Scenario 1:*

Scenario 1 is projected to cost an additional $2M in operating costs in the first year of implementation due to increased hours, miles, and staff; and then grow an additional $2M by 2031 (see pages 58 through 61 of Appendix A).

### *Barriers to implementing Scenario 1:*

The first barrier and challenge to implementing Scenario 1 is housing. Currently, the Town cannot guarantee housing for an additional 4 to 6 START Operators. The Towns' vacant housing is first come first service and there are no guaranteed spots available. Without housing, START would have to hire people currently living in Jackson who have housing and CDLs. Historically, Operators have not come from the local region, and finding people in the region who have a CDL is not common.

The second barrier is the Town's philosophy on adding full-time employees (FTEs). The Town currently will not add more than one FTE per fiscal year. Each FY START is competing with other department's requests for headcount. An advantage that START has, is that the FTA reimburses the Town at roughly 57% of operating costs; meaning we can hire two people for the cost of one.

### *Scenario 1 Implementation Schedule*

Below is the recommended implementation plan for scenario 1.

| Year 1 FY 27 | Year 2 FY 28 | After Housing is Available | The Year After Implementation | FY 31 |
|---|---|---|---|---|
| •Implementation of:<br>•Guaranteed ride home<br>•Vanpool program<br>•Discontinue Teton Village South<br>•Suspend Airport Shuttle<br>•Work with the Town to address housing needs | •Continue to work with the Town to address houing needs<br>•START needs 4 to 6 new FTEs with housing to implement the Recommended Network as shown in Tables 1 and 2<br>•If housing is available. implement the Recommended Network found in Tables 1 and 2 | •Implement changes to the Town Shuttle<br>•Implement changes to Teton Village Routes | •Implement South Park START On-Demand (allowing one year to reduce demand on East Jackson START On-Demand)* | •Update the TDP<br>•Explore implementing vision plan service improvements |

- No additional housing available to hire 4 to 6 drivers. Without additional housing the following years can't be implemented.
- The Town has a budget philosophy to only add one additional FTE each FY. With this, START can only incrementally add headcount vs launching all the new service at once.
- Commuter Expansion – evaluate the impact and demand of Vanpool Service. Add additional trips once capacity increases on current Commuter trips.

*Expanding On-Demand is expected to be cost neutral. To determine budget impacts, we need to first observe ridership trends from new Town routes.

### Scenario #2 Maintain Current Resource Levels

In this scenario, START would deploy the service as described in Table 1 and earlier than in scenario 1 (START could potentially deploy this service by mid-FY 27and for sure by FY 28). However, in this scenario, START would reduce service levels on the Town Shuttle and maintain current frequencies on the Teton Village Local Route to make this option cost neutral. See Table 3 below for a description of service levels.

Table 3: Scenario 1 Service Levels

| Route | Service Levels |
|---|---|
| Town Shuttle | Reduction of service to 20 minutes all day – increase to 15-minute frequency during peak hours (currently 15 minutes all day) |
| Village Local | Provide hourly service year-round (current) |
| Teton Village Express | Maintains 20-minute frequency in the Winter (current) |
| Teton Village East | 2 round trips in the AM and PM year-round |
| Commuter Service | Maintain current levels and add trips as ridership increases |
| On-Demand | Shift resources to South Park after a shift in ridership from current On-Demand services to the new Town Shuttle |
| ADA Service | No Change |

| | |
|---|---|
| Van Pool | Expand in Wyoming and into Idaho based on available resources and demand |

### *Staffing Impacts of Scenario 2:*

Scenario 2 is projected to maintain the same staffing levels START currently has (See page 63 of Appendix A). Every additional round trip on Commuter services requires one additional Operator.

### *Financial Impacts of Scenario 2:*

Scenario 2 is projected to be cost neutral as hours and miles would remain the same as on the current service levels (referencing approved FY 27 route plan). The financial plan demonstrates that the recommended network can be implemented in a fiscally sustainable manner over a five-year period as housing and staffing resources become available. Total operating costs are projected to grow from approximately $9.3 million in FY 2026 to approximately $13.4 million by FY 2031. This is the same growth projection as scenario 1; however, there is not an upfront cost of $2M by implementing all service changes at once. Instead, the operational costs would grow more gradually by adding one or two operators a year and incrementally adding hours and miles. This option is dynamic. These figures will change depending on salary and benefits costs and other external factors.

### *Barriers to implementing Scenario 2:*

No current barriers to implementing new routing with current resources. However, growing service levels faces the same barriers as mentioned in scenario 1.

### *Scenario 2 Implementation Schedule*

Below is the recommended implementation plan for scenario 2.

| FY 27 | FY 28 | FY 29 | FY 30 | FY 31 |
|---|---|---|---|---|
| •Implementation of:<br>•Guaranteed ride home<br>•Vanpool program<br>•Discontinue Teton Village South<br>•Suspend Airport Shuttle<br>•Work with the Town to address housing needs | •Implement Scenario 2 Recommended Network as shown in figure 1 and tables 1 and 3 | •Implement South Park START On-Demand*<br>•As housing becomes available grow service to levels shown in table 2<br>•As ridership increases on commuter routes add additional trips | •As housing becomes available grow service to levels shown in table 2 | •Update the TDP<br>•Explore implementing vision plan service improvements |

- The Town has a budget philosophy to only add one additional FTE each FY. With this, START can only incrementally add headcount vs launching all the new service at once.
- Additional housing is necessary to grow the service to higher frequencies after implementation of the new routing.
- Commuter Expansion – evaluate the impact and demand of Vanpool Service. Add additional trips once capacity increases on current Commuter trips.

*Expanding On-Demand is expected to be cost neutral. To determine budget impacts, we need to first observe ridership trends from new Town routes.

## Capital Implementation Plan

| FY 27 | FY 28 | FY 29 | FY 30 | FY 31 |
|---|---|---|---|---|
| •Replace Bus Wash Bay<br>•Replace Garage Floor Sweeper<br>•Continue with the implementation of the delivery of 2 hybrid buses and 4 diesel buses<br>•Add Automatic Passenger Counters<br>•Begin work on expanded bus storage | •Continue work on expanding the bus storage facility<br>•Apply for necessary planning and building grants for indoor bus storage expansion<br>•ADA Vehicle Replacement<br>•If ridership increases on Commuter Routes, purchase one to two additional MCIs | •Begin building bus garage storage | •Replace two 40-foot buses | |

### Capital Financial Plan

Table 13 in Appendix A (page 62) projects the anticipated costs of the Capital Financial Plan. These numbers are hard to rely on as prices fluctuate from year to year but they provide a good reference point for the magnitude of costs.

## Fare Policy

START should implement a simplified fare policy that reflects the true cost of service but also incentivizes people to purchase long-term passes such as monthly and seasonal passes. The new fare policy should have the following components:

- Free fare for children 8 and under (current)
- Half-off fare for Age 9-17 and Age 65 & over and people with a disability (current)
- Free transfers between paid trips (i.e. a commuter rider transferring to a Village Route, an On-Demand passenger transferring to a village route)
- Village Routes, and on demand are free to students with a valid student ID

This table shows the recommended fare structure:

| | Town Shuttle | On Demand | Base Fare | Commuter Fare |
|---|---|---|---|---|
| **Cash/Transit App** | Free | $1 | $1 | $5 |
| **10-Ride Ticket** | | $8 | $8 | $40 |
| **1 Day Pass** | | $2 | $2 | $10 |
| **One Month Pass** | | $30* | $30* | $120 |
| **Season Pass (Fall/Winter)** | | $135 | $135 | $540* |
| **Season Pass (Spring/Summer)** | | $135 | $135 | $540* |
| **Annual Pass** | | $270* | $270* | $1,080 |

*These are new passes options not previously available

**The 7 day pass option was removed due to low interest and redundancy with the 10-ticket pass

### Logic Behind this Fare Structure

This fare policy provides a more consistent and simpler to understand fare structure. The following is a breakdown of how the prices were determined for each pass level:

- A 10-day pass on the Village route is 20% cheaper than buying 10 one-day passes
- A one-month pass on the village route is 25% cheaper than purchasing 20 one-way passes
- A season pass on Village Routes and On-Demand is 25% cheaper than purchasing 6 one-month passes (current season pass is $125)
- An annual pass on Village Routes and On-Demand is 25% cheaper than purchasing 12 one-month passes (currently there is no annual pass for Village Routes)

The annual pass on the Commuter route is roughly 18 tanks of gas at $60 a tank. Most people commuting to and from work from either Teton or Star Valley may fill up their tanks 3 to 5 times a month or 36 to 60 times a year. At the cost of 18 tanks of gas the annual pass is a bargain and incentivizes people to purchase it and stay committed to using transit.

### Changes from the Current Fare Policy

The following are changes from the current fare policy:

- Simplified age ranges
- Currently, transfers are not free. For example, a commuter who pays $8 dollars for a one-way trip, also pays $3 to get on a Village Route for a total of $11 one-way
- Currently, there are no season passes on the commuter routes
- Currently, On-Demand is free fare
- Currently, fare on the Village route is inconsistent and hard to enforce. It is $3 from Town to the Village, $0 from Stilson to the Village, and $1 from the Aspens to the Village. Traveling from the Village Operators have to ask each passenger where they will depart the bus and charge accordingly. With this policy every trip is $1.

### Other Fare Policy Considerations

After the new fare policy is implemented, START should pursue the following fare pass programs to improve ridership behavior and broaden access to the START system:

- Expand the current employer pass program – where employers can purchase passes for employees at a discounted rate
    - Currently, this program provides a 10% discount and only on the annual pass. The policy should be changed to provide a 10% discount on monthly, seasonal, and annual passes.
- Social Service pass program – where social service providers can purchase passes for constituents at a reduced rate (suggested range is 30% to 50%).
- Hotel pass program – where hotels can buy passes in bulk and at a discounted rate for their tenants. This would encourage ridership to the Village and help achieve the region's goals of reducing traffic on Highway 390.

## Projected Ridership and Revenue Changes

The following table shows anticipated revenue and ridership changes after the first year of the new fare policy and new routing.

| | Ridership Change (boardings) | Ridership Change (percent) | Revenue Change (amount) | Revenue Change (percent) |
|---|---|---|---|---|
| **Teton Village Routes** | +42,000 | +5.3% | -$103,000 | -10.0% |
| **Commuter Routes** | +4,000 | +7.5% | +$2,000 | +1.1% |
| **START On-Demand*** | -30,000 | -18.7% | +$130,000 | +130% |
| **ADA** | 0 | 0% | $0 | 0% |
| **Town Shuttle Change** | +30,000 | +10% | $0 | |
| **Total** | +48,000 | +4.5+ | +$29,000 | +6.2% |

These are approximate figures after the first year of implementation and based on FY 25 audited numbers. These figures assume that the route changes are implemented before or at the same time as the new fare policy.
*Ridership projections for On-Demand reflect ridership transferring to the Town Shuttle once the new Town Shuttle routing is implemented.

## Expected Outcomes of the Recommended Network by 2031

The Recommended Network is expected to improve transit access, increase annual ridership, enhance service reliability, reduce crowding, and expand mobility options for residents, workers, students, seniors, and visitors throughout Jackson Hole. Overall, the plan positions START to evolve into a more integrated, year-round regional mobility network. The following are the intended measurable outcomes of this service plan:

- Increase ridership by 300,000 (roughly 5% growth a year)
- Increase Town Shuttle frequency to 12 minutes – based on ridership demands and trends
- Increase frequency on the Teton Village Local route to 30 minutes in the Winter and 45 minutes in the Summer
- Expand the Van Pool program into Idaho
- Maintain a 75%+ On-Time Performance throughout the system
- Increase daily Commuter round trips by 1 to 2 on each route

## Conclusions

Scenario 2 is the optimal implementation strategy for START. It realigns the service to better meet the needs of customers and the community. It provides streamlined services to the Village relying on a transfer point at Miller Park from the Town Shuttle and On-Demand. It reduces redundancies in the system by canceling the Teton Village South Route and moving the Town Shuttle to East Jackson and Snow King. After implementing scenario 2, START staff and the Board will be able to incrementally increase service; alternatively with scenario 1 service improvements can only happen once additional staff are hired and housing is available all in the same year.

The recommended fare policy is better aligned with transit peers in resort Towns and the goals of the board to improve ridership and improve the convenience of transit. This policy will better position START to work with communities and businesses to drive people to transit as START will be more equitable and a better financial alternative to driving.

The next steps to implement the Recommended Network is for staff to build the routing and service levels in scenario 2 into the operations planning software. Staff will then analyze the results and present our findings to the Board. Once this is complete the Board can determine if the routes should be implemented mid FY 27 or the start of FY 28. The next steps to implement the fare policy will be to determine the best launch date of the new fares and then approve the fare policy changes as part of the larger TDP project.

For both the service changes and the fare policy changes the START Board will need to provide public notice and an opportunity for a public hearing. Staff will need to complete a title 6 review to ensure that any protected and disadvantaged populations are not negatively affected by the changes.

Appendix A - Service Plan


# START Bus Transit Development Plan: Service Development

Prepared by:

TMD
VISION. PLAN. IMPLEMENT.

TMD

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# Introduction

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

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

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

# Guiding Principles and Design Decisions

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

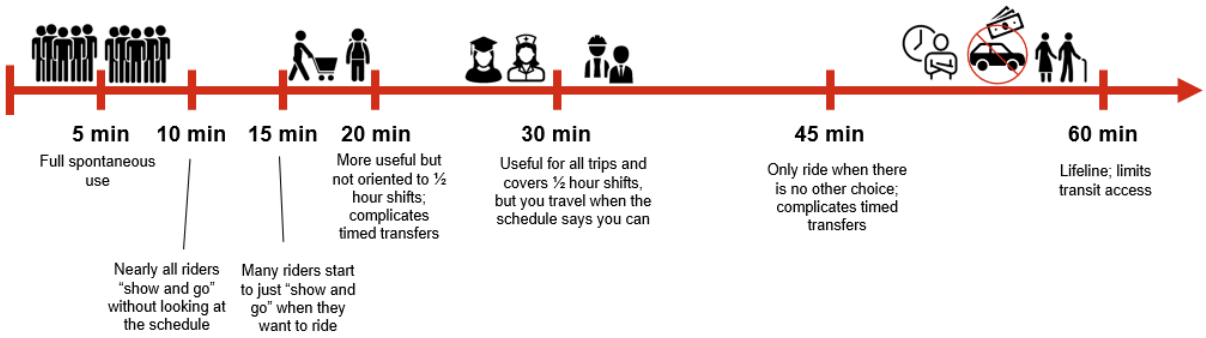
- Match the service levels with ridership and markets that are being served
- Minimize transfers for trips within Jackson while maintaining regional access
- Ensure that there is sufficient capacity for peak movements and provide direct travel during those times
- Prioritize the customer experience
-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

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

## FREQUENCY

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

*Figure 1: Impacts of Frequency*



## TRAVEL TIME

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

## COVERAGE AND CONNECTIVITY

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

## TRANSFERS

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

## FREQUENCY VS COVERAGE

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

# Public Transportation Markets & Options

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

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

## Town Circulation

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

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

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

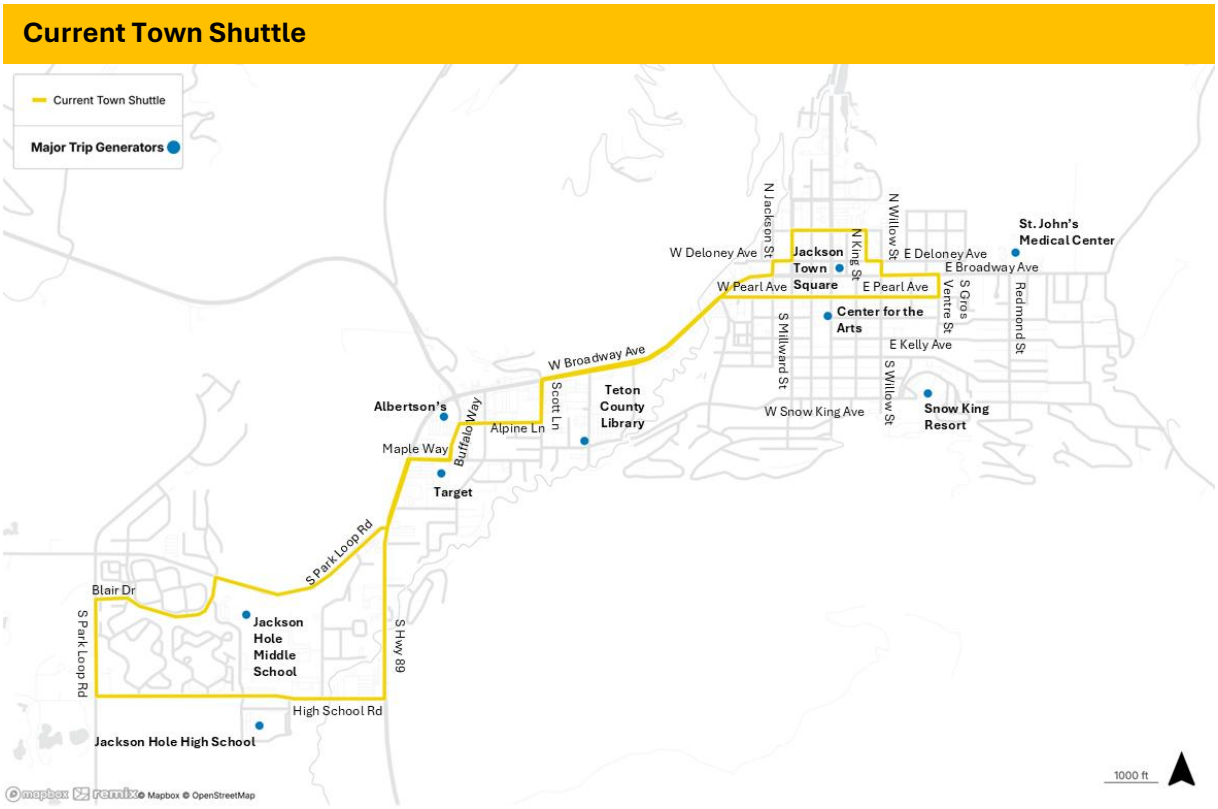
### EXISTING TOWN SHUTTLE

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

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

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

*Figure 2: Current Town Shuttle*



## OPTIONS FOR UPDATED TOWN SHUTTLE

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

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

*Figure 3: Town Shuttle Options Operating Resources*

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

## Town Shuttle Option 1 (TS1)

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

*Figure 4: Town Shuttle Option 1*

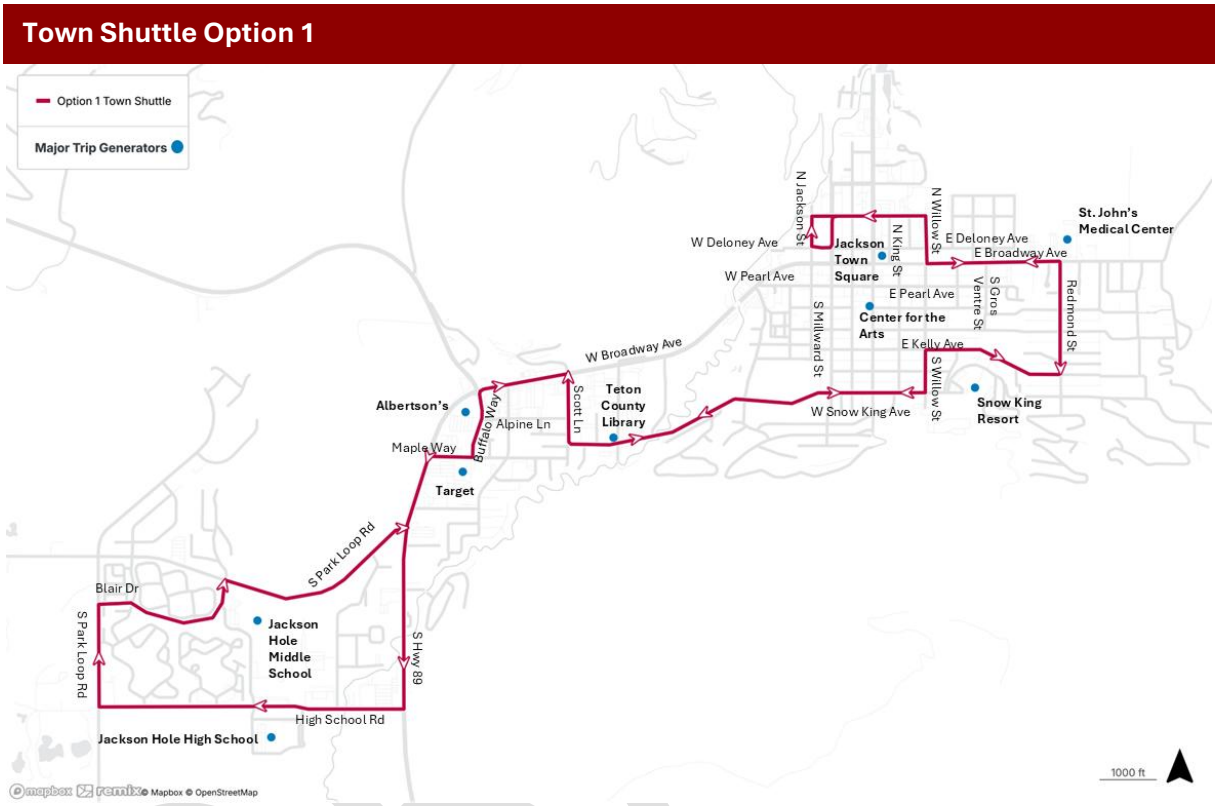



*Figure 5: Town Shuttle Option 1 Benefits and Tradeoffs*

| Benefits | Trade-Offs |
|---|---|
| • Improved service coverage on the Town Shuttle and connections to major trip generators.<br>• All options increase person and job coverage in all categories compared to the current Town Shuttle.<br>• 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*

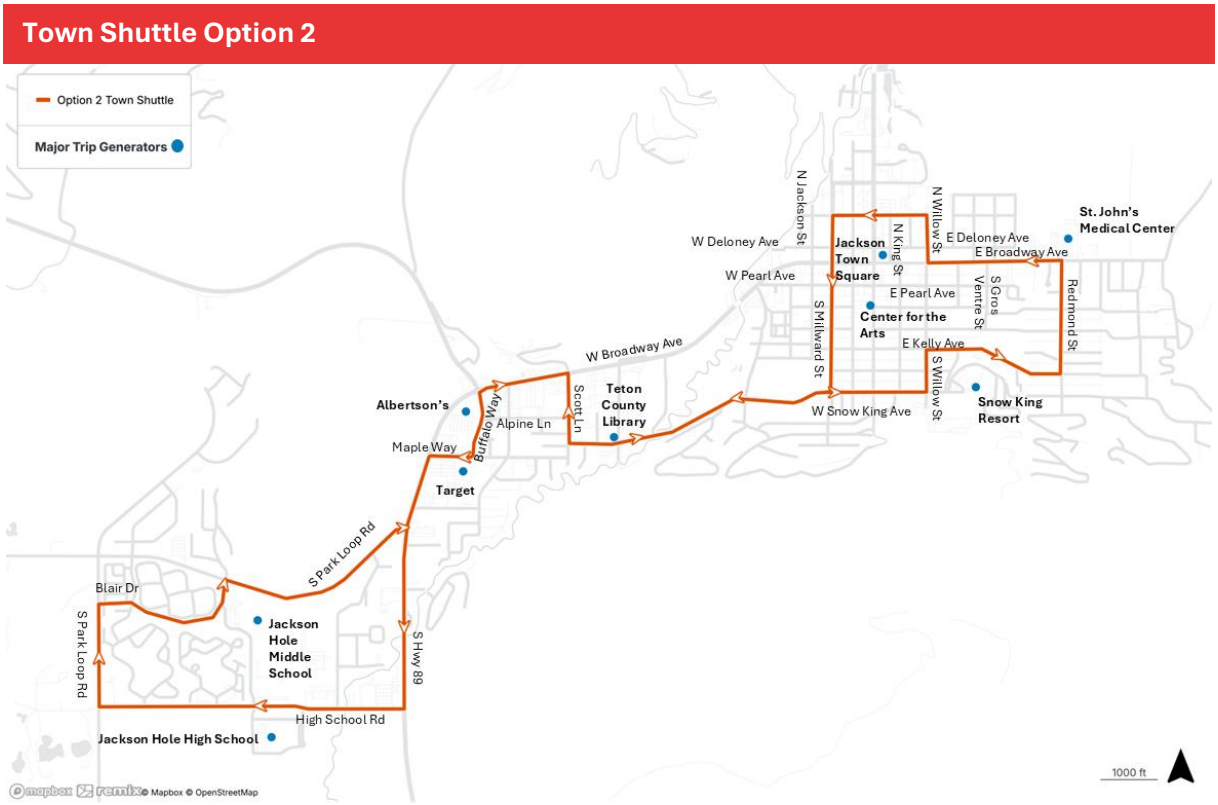



*Figure 7: Town Shuttle Option 2 Benefits and Tradeoffs*

| Benefits | Trade-Offs |
|---|---|
| • Improved service coverage on the Town Shuttle and connections to major trip generators.<br>• The travel distance from Miller Park to the western neighborhoods of Jackson would be shorter.<br>• Most of Jackson would be within a 3-block radius of a Town Shuttle stop.<br>• 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.<br>• Some major activity generators may be served only in one direction.<br>• 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*

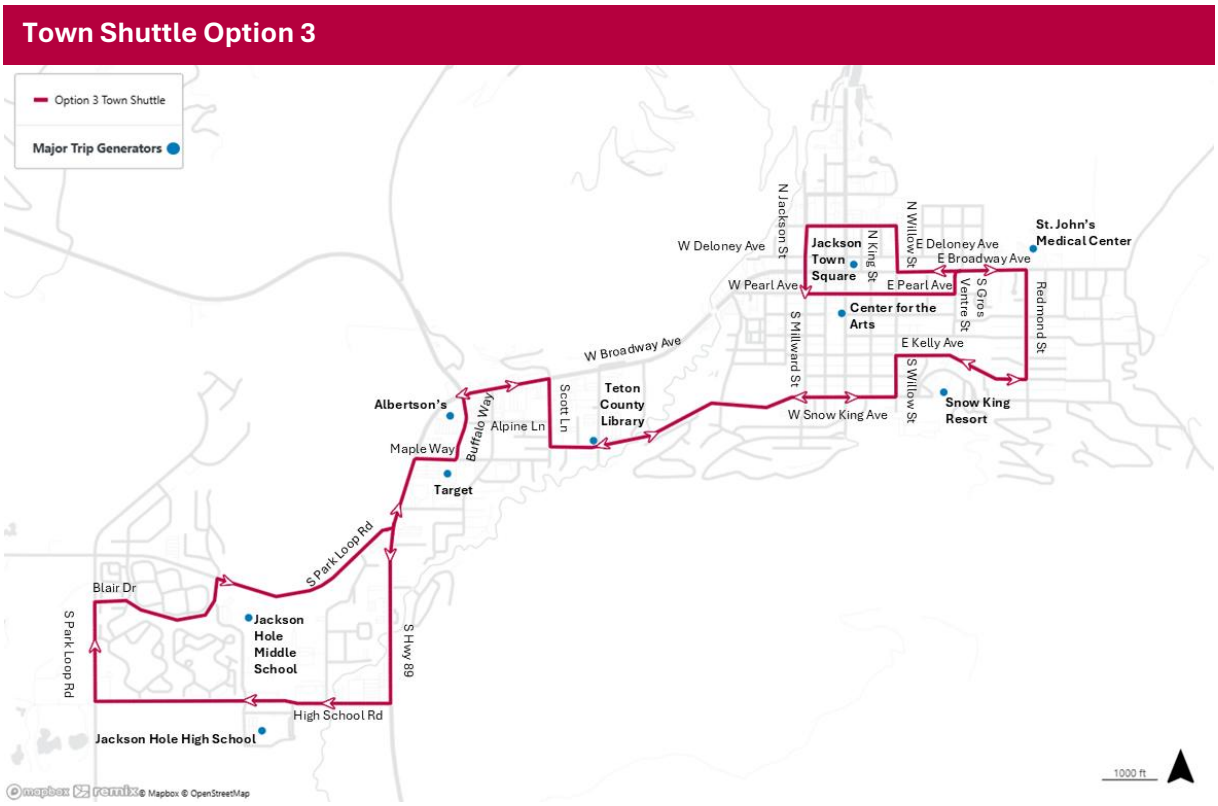



*Figure 9: Town Shuttle Option 3 Benefits and Tradeoffs*

| Benefits | Trade-Offs |
|---|---|
| • Improved service coverage on the Town Shuttle and connections to major trip generators.<br>• All options increase person and job coverage in all categories compared to the current Town Shuttle.<br>• 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*

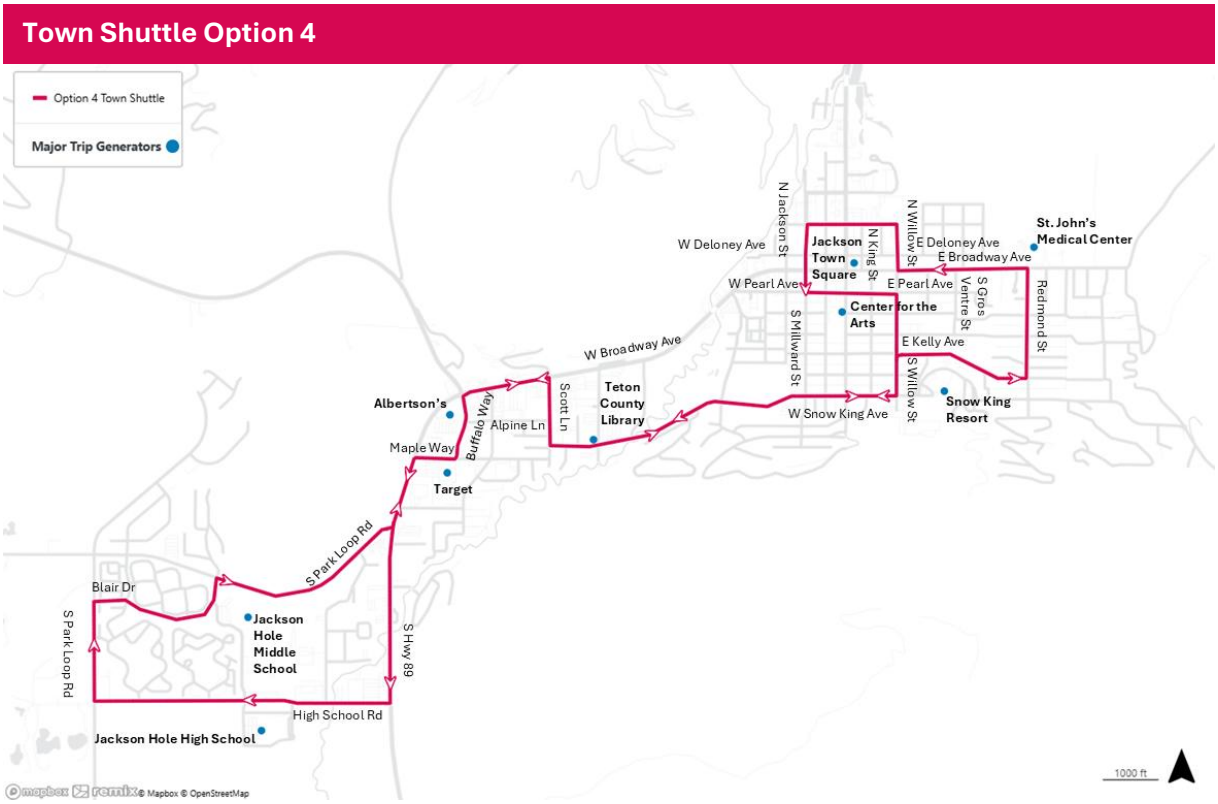



*Figure 11: Town Shuttle Option 4 Benefits and Tradeoffs*

| Benefits | Trade-Offs |
|---|---|
| • Improved service coverage on the Town Shuttle and connections to major trip generators.<br>• The travel distance from Miller Park to the western neighborhoods of Jackson would be shorter, although longer than Option 2.<br>• Most of Jackson would be within a 3-block radius of a Town Shuttle stop.<br>• Does serve Pearl Avenue. | • The return trip from West Jackson to Miller Park would be longer.<br>• 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*

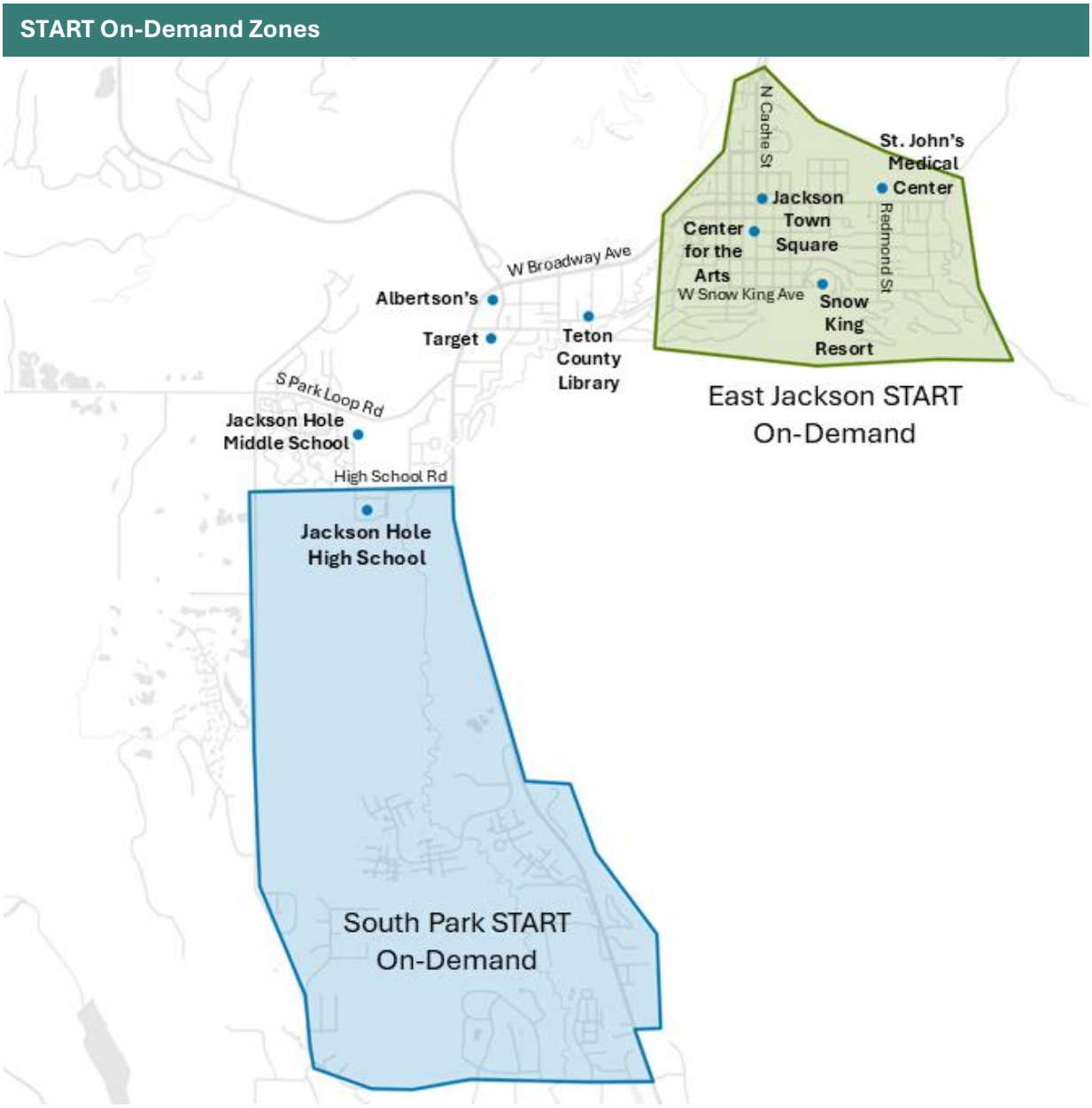


*Figure 13: START On-Demand Benefits and Tradeoffs*

| Benefits | Trade-Offs |
|---|---|
| • Restricting trips to those that cannot be made via the Town Shuttle curbs demand.<br>• Improves On Time Performance (OTP), especially for those who need it most.<br>• 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*

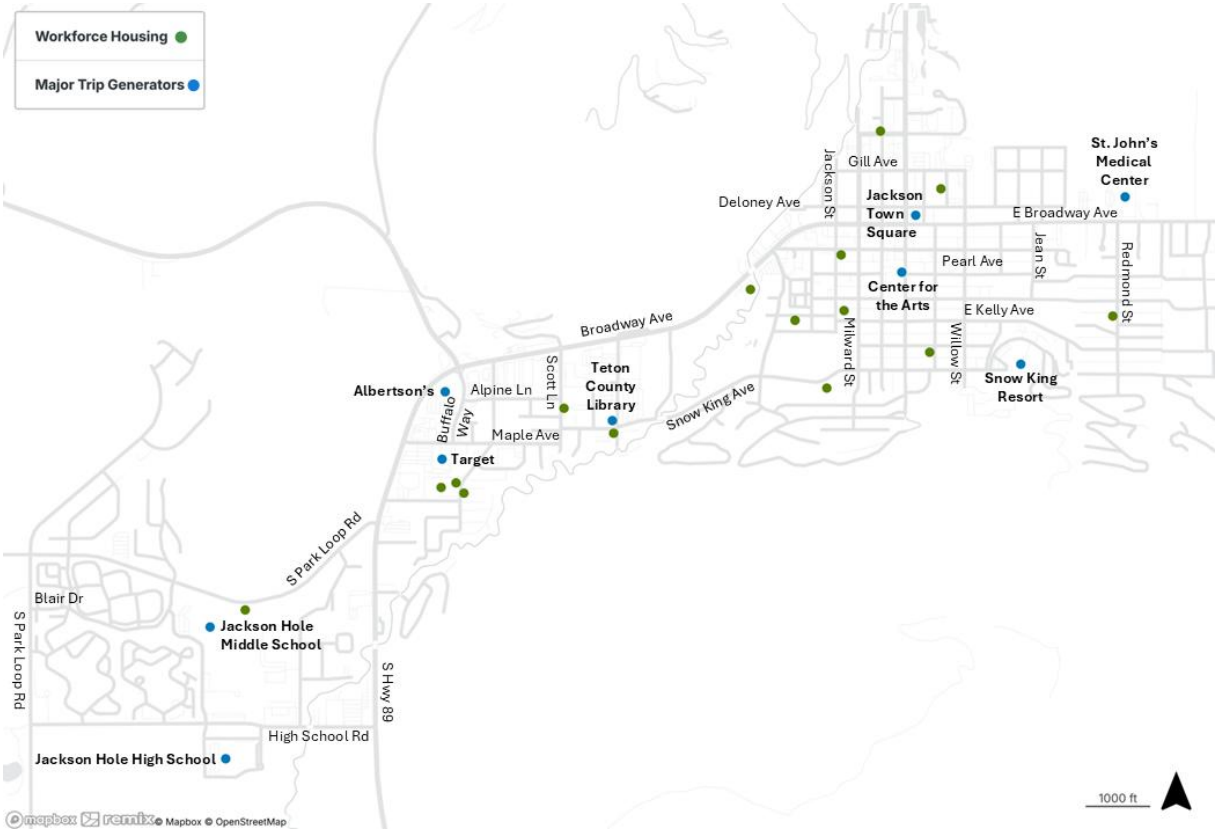



*Figure 15: Car Share Benefits and Tradeoffs*

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

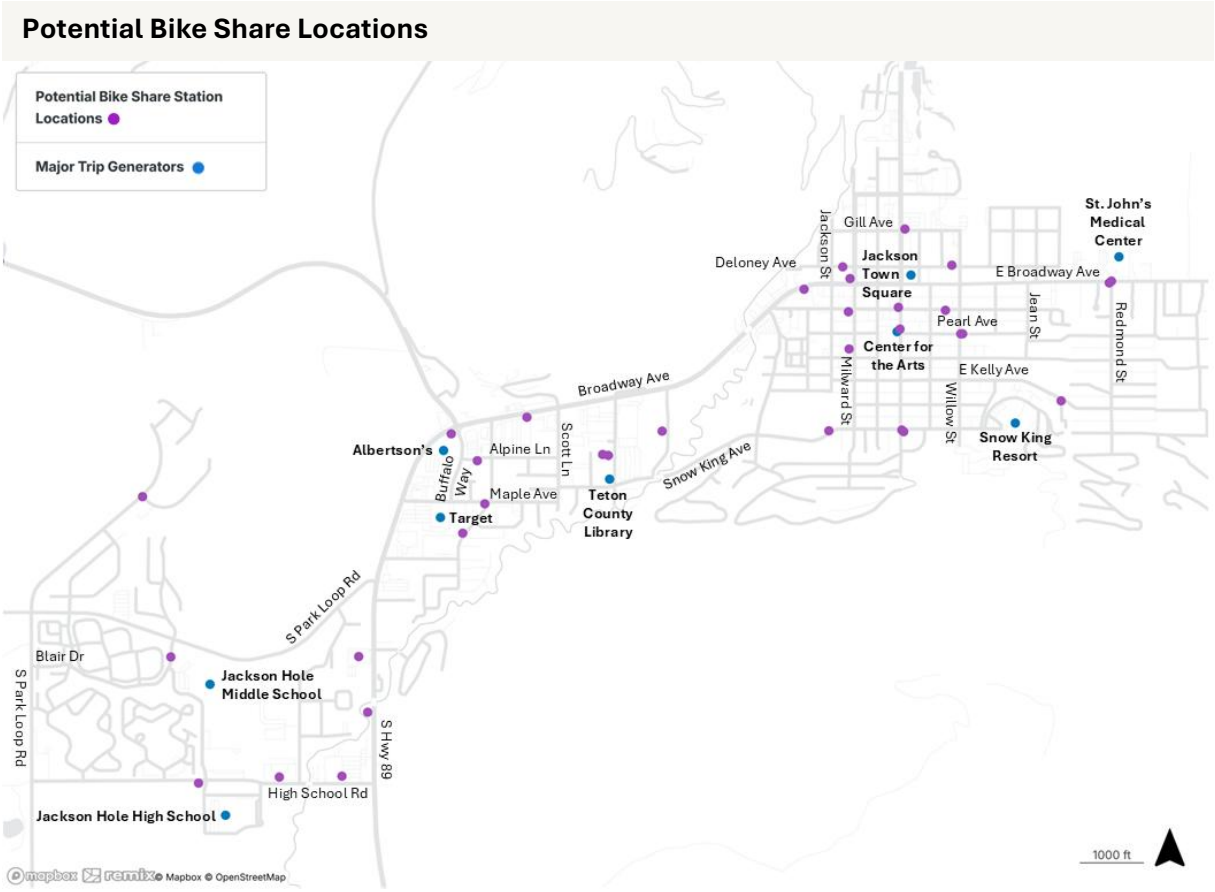



*Figure 17: Bike Share Benefits and Tradeoffs*

| Benefits | Trade-Offs |
|---|---|
| • Encourages active transportation throughout the community.<br>• Serves as a first- or last-mile connector for locations that may be a little far from a bus stop.<br>• Enables short trips without a vehicle.<br>• Improves access to recreational opportunities.<br>• 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.<br>• 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:

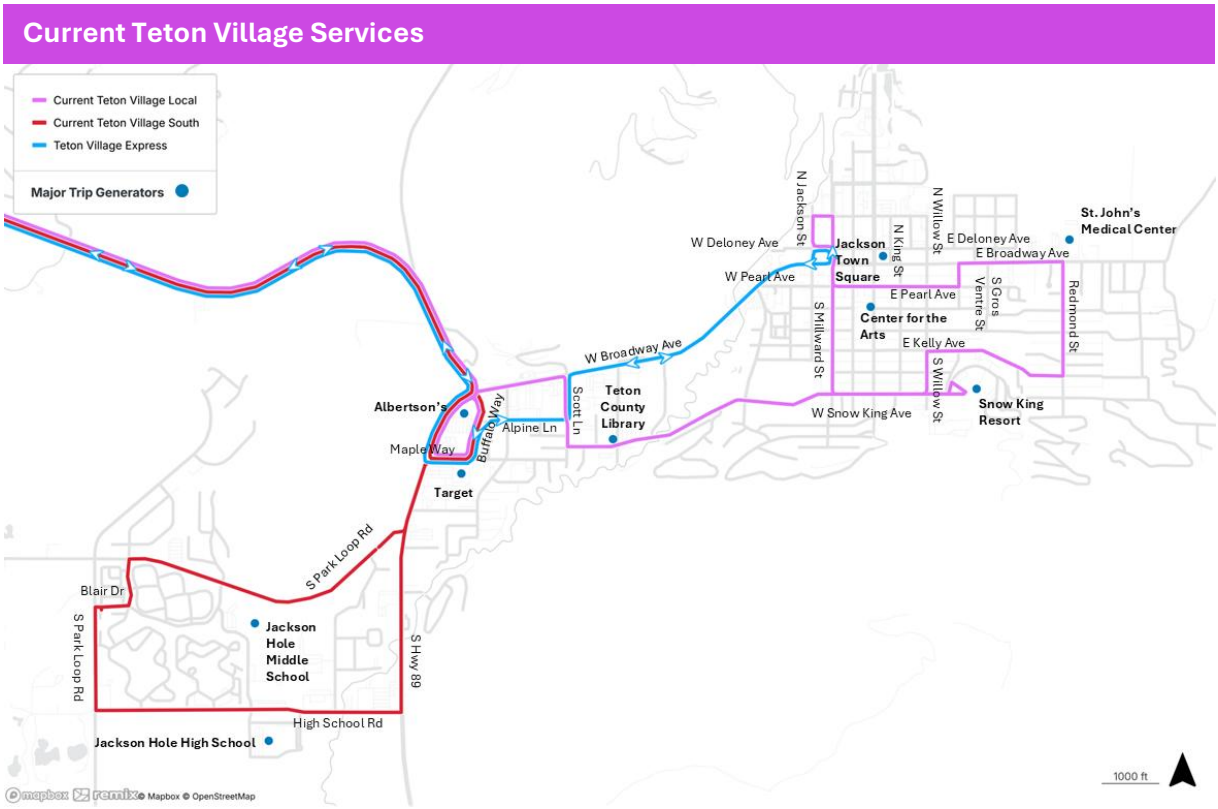
- Simplifying service
- Adjusting seasonal service levels
- Optimizing connections to serve both local circulation needs and express travel demand

## 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.<br>• Updated Town Shuttle alignment replaces service in East Jackson, serving the same streets as the Village Local service today.<br>• 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.<br>• 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*

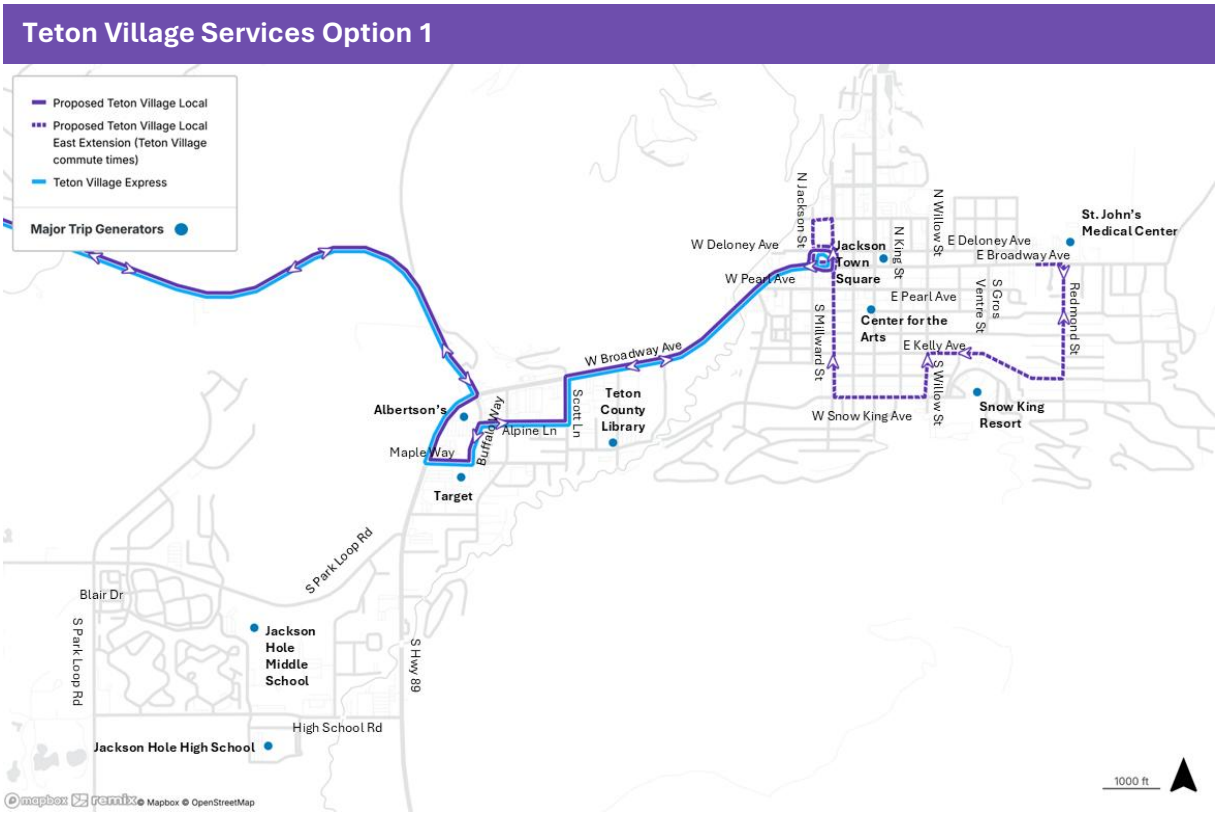


*Figure 22: Teton Village Services Option 1 Benefits and Tradeoffs*

| Benefits | Trade-Offs |
|---|---|
| • More frequent winter service to Teton Village, as well as a simplified route.<br>• Addresses crowding issues on the Teton Village Local during the summer season.<br>• 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.<br>• 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.<br>• 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.<br>• Updated Town Shuttle alignment replaces service in East Jackson, serving the same streets as the Village Local service today.<br>• 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.<br>• 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*

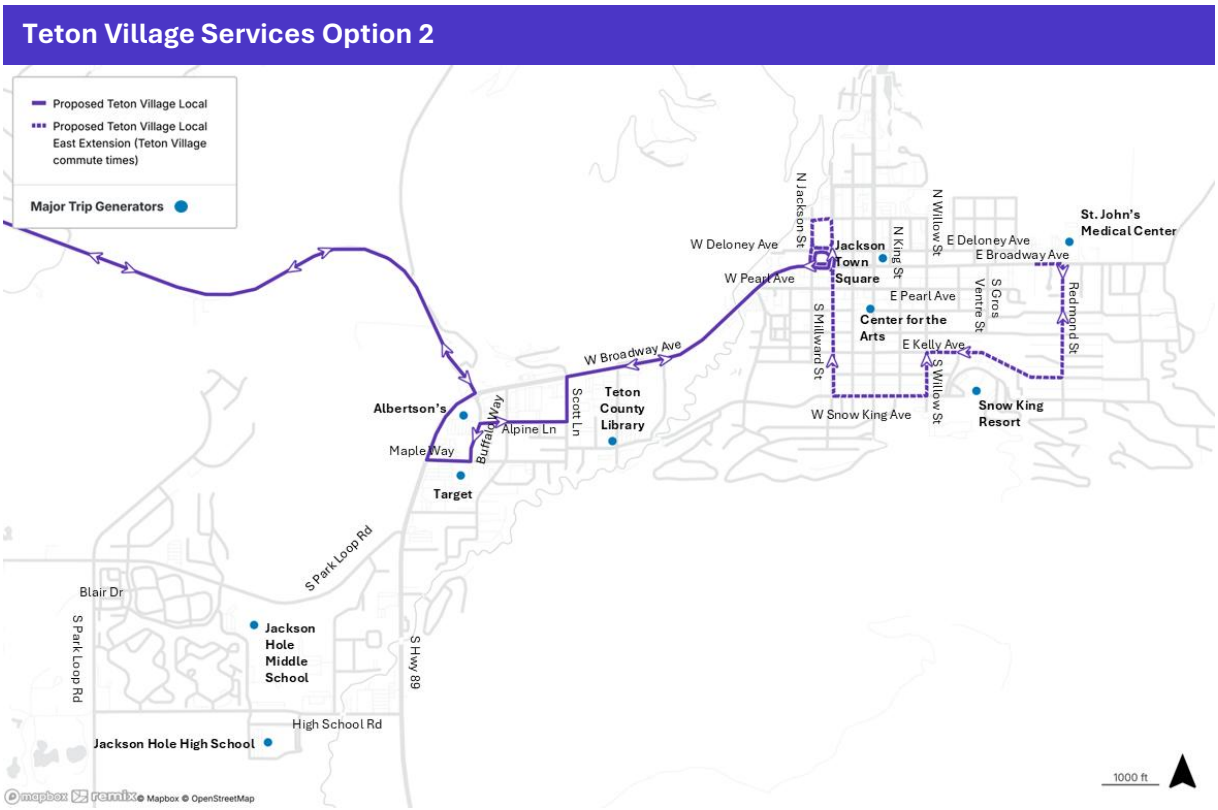


*Figure 25: Teton Village Services Option 2 Benefits and Tradeoffs*

| Benefits | Trade-Offs |
|---|---|
| • More frequent winter service to Teton Village, as well as a simplified route.<br>• Addresses crowding issues on the Teton Village Local during the summer season.<br>• 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.<br>• It would eliminate one-seat rides for some customers, requiring them to first ride the Town Shuttle before transferring to Teton Village services.<br>• 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.<br>• Updated Town Shuttle alignment replaces service in East Jackson, serving the same streets as the Village Local service today.<br>• 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.<br>• 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.<br>• 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*

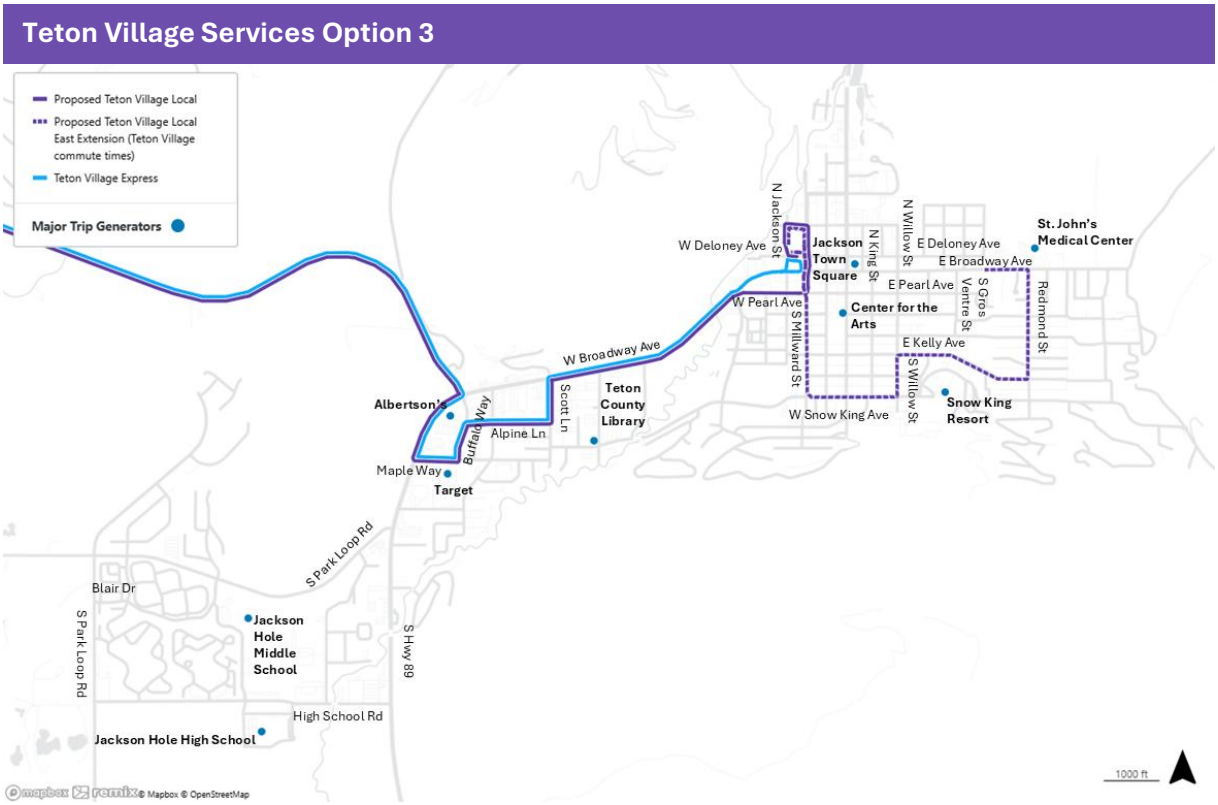


*Figure 28: Teton Village Services Option 3 Benefits and Tradeoffs*

| Benefits | Trade-Offs |
|---|---|
| • More frequent winter service to Teton Village, as well as a simplified route.<br>• Addresses crowding issues on the Teton Village Local during the summer season.<br>• From a customer's standpoint, it is easier to understand service, as both Teton Village Local and Express provide direct service into Jackson.<br>• Partially serves Pearl Avenue. | • It would serve fewer destinations, especially along Snow King Ave.<br>• 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<br>77 toward Etna | 3 |
| **Teton Valley** | | 72.09 | 74 toward Jackson<br>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.<br>• 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.<br>• More flexible with schedules.<br>• 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.<br>• 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.<br>• Lower cost to operate compared to commuter routes.<br>• Fare policy would be the same as the commuter bus fare policy. | • Schedules and routes can be difficult to coordinate around.<br>• Finding convenient routes can be hard.<br>• Vehicle issues (maintenance, cleanliness) can affect everyone.<br>• It relies heavily on all members being reliable.<br>• 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 Institute[1] 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*

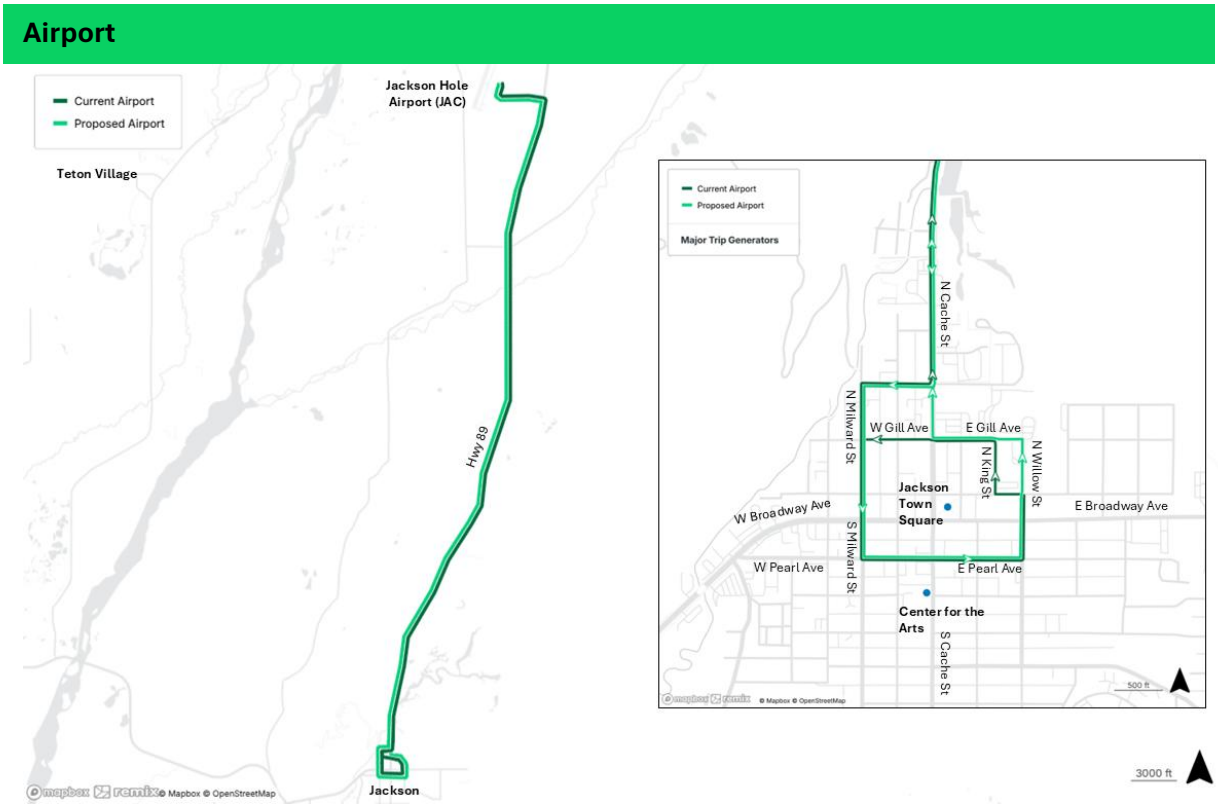



*Figure 34: Airport Operating Resources*

| 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 ¾ 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.

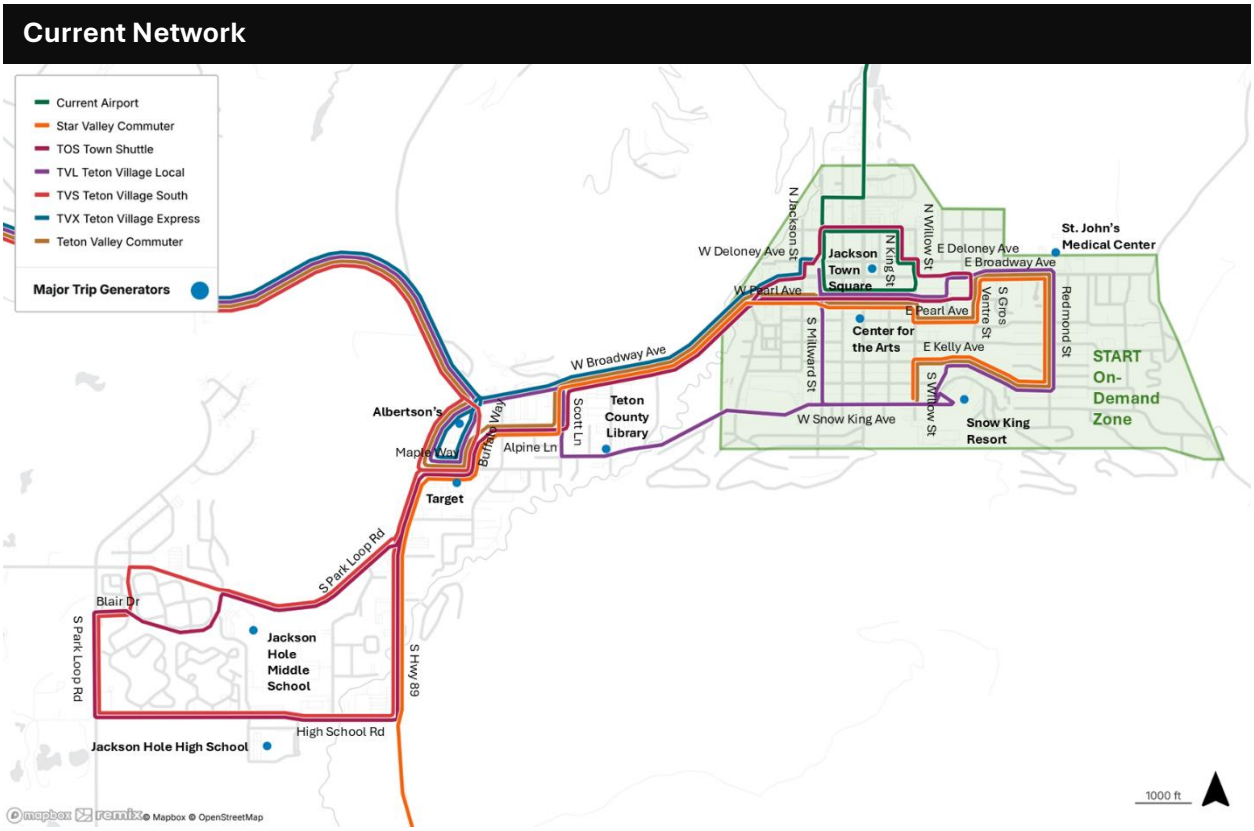
*Figure 36: Common Features in all Network Combinations*

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

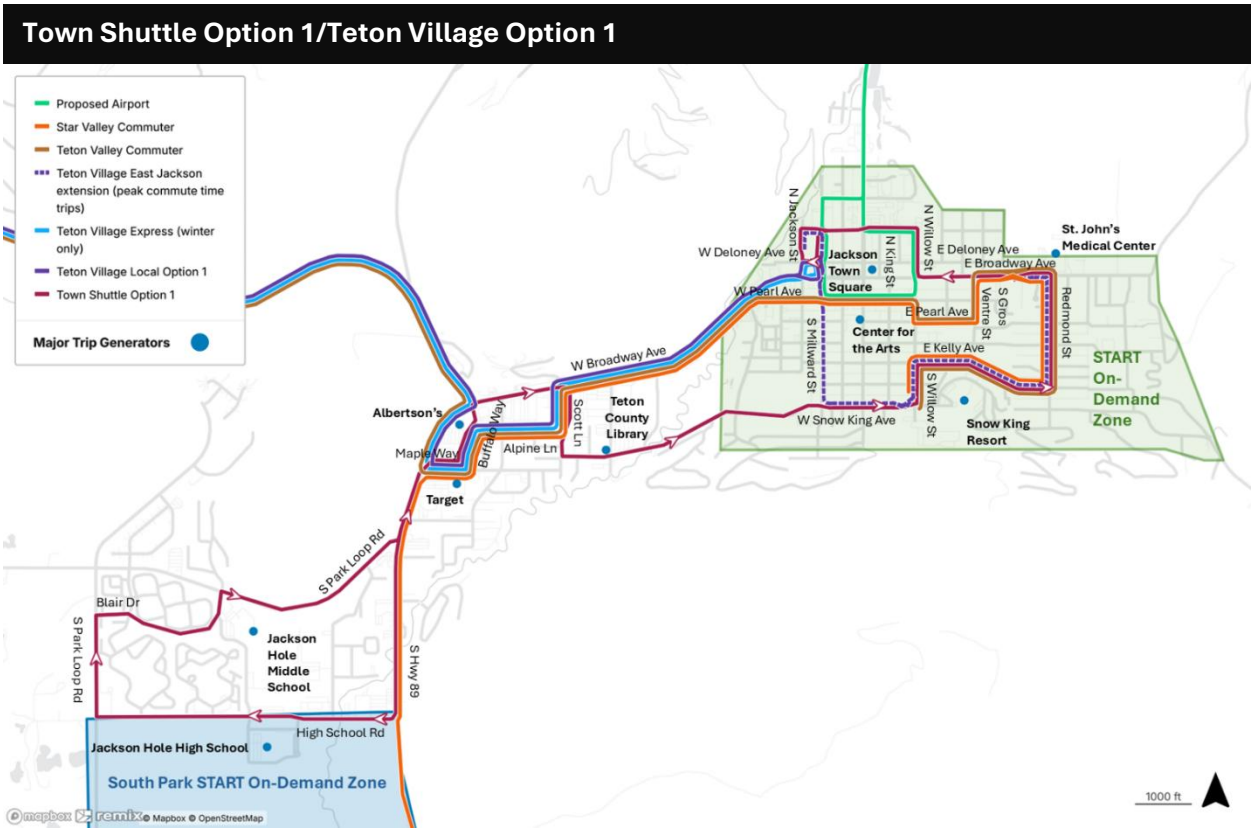



*Figure 39: Town Shuttle Option 1/Teton Village Option 1 Key Facts*

| 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*

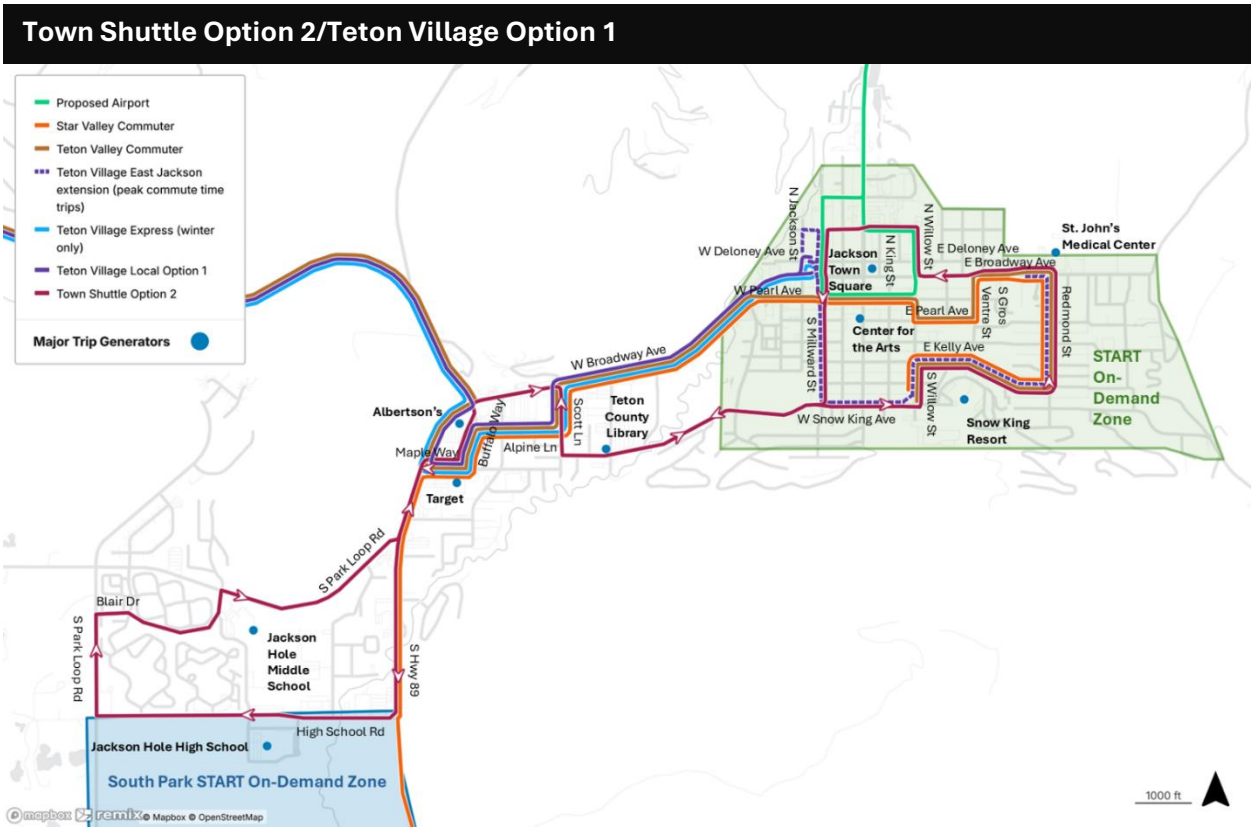



*Figure 41: Town Shuttle Option 2/Teton Village Option 1 Key Facts*

| Key Facts |
|---|
| • Does not serve Pearl Avenue stops.<br>• Provides the greatest coverage in East Jackson.<br>• Has the shortest Town Shuttle travel time.<br>• Loop coverage is preferred based on outreach, despite trade-offs in directness.<br>• Long layover at Miller Park that supports good reliability but increases travel time for passengers who may need to ride through the layover point.<br>• 10.39% of current boarding passengers see more frequent service, and 5.78% see less frequent service.<br>• 4.23% increase in cost over the current service.<br>• 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*

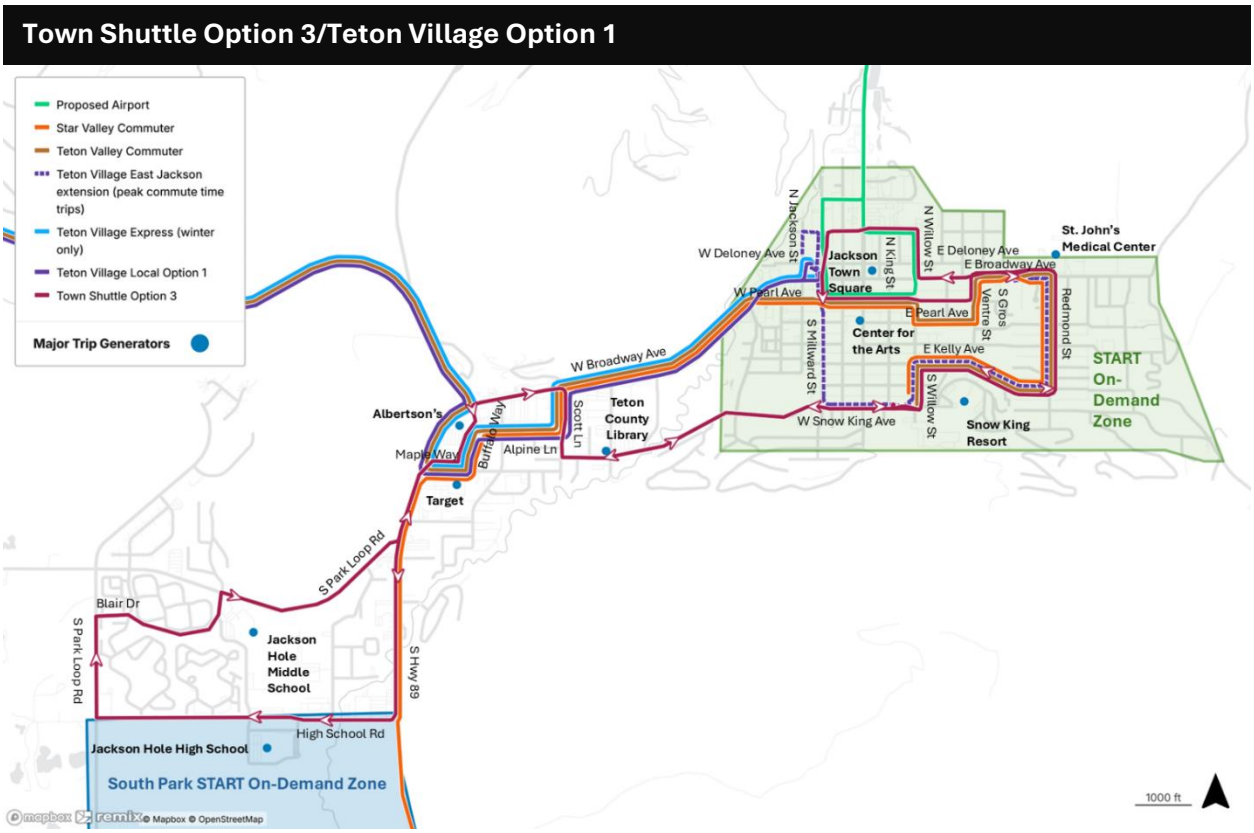



*Figure 43: Town Shuttle Option 3/Teton Village Option 1 Key Facts*

| 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*

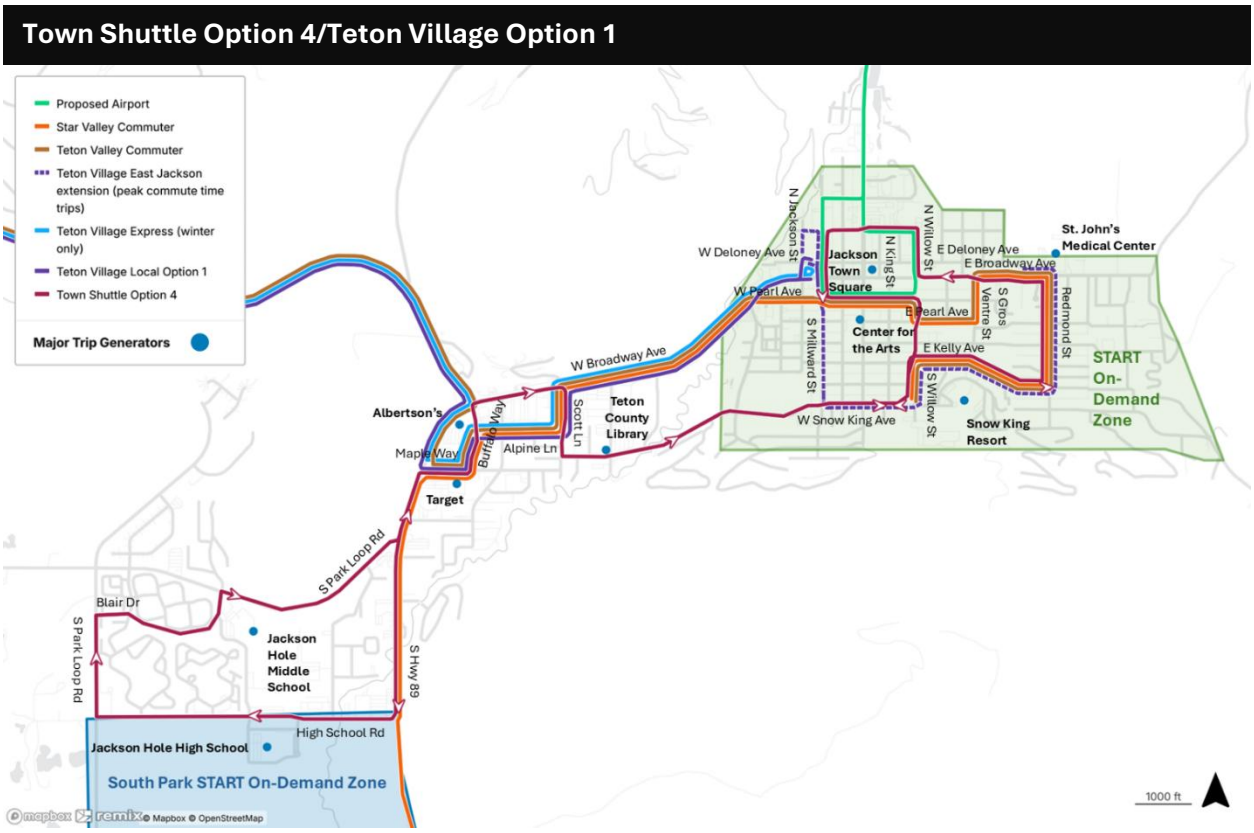



*Figure 45: Town Shuttle Option 4/Teton Village Option 1 Key Facts*

| 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*

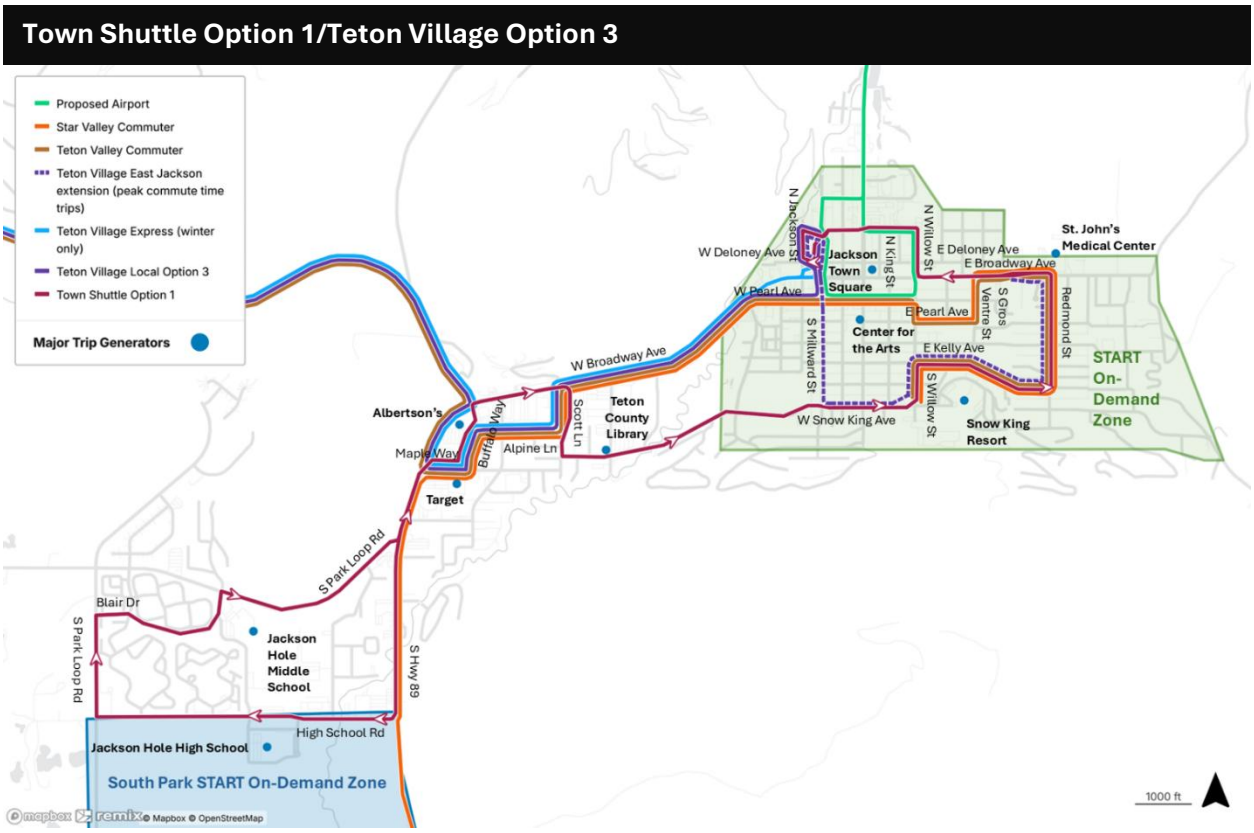



*Figure 47: Town Shuttle Option 1/Teton Village Option 3 Key Facts*

| 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*

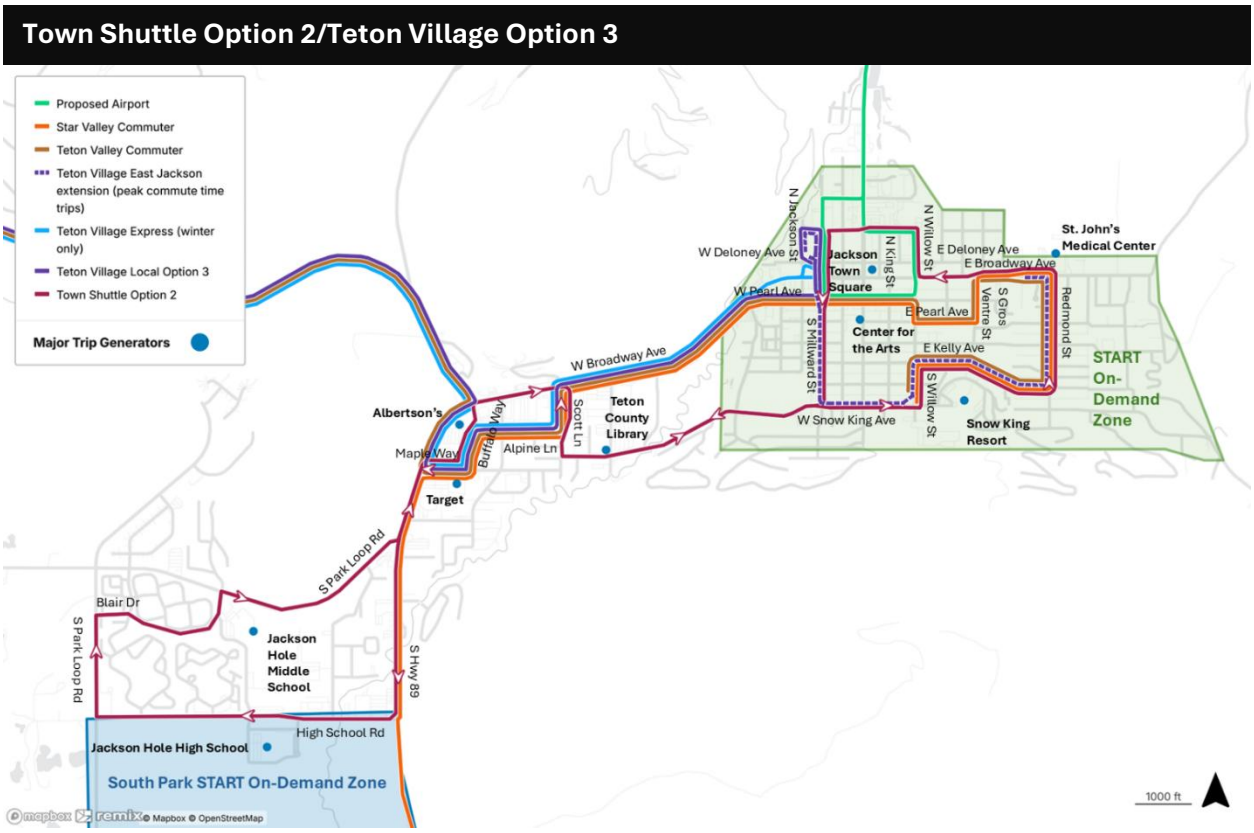



*Figure 49: Town Shuttle Option 2/Teton Village Option 3 Key Facts*

| 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*

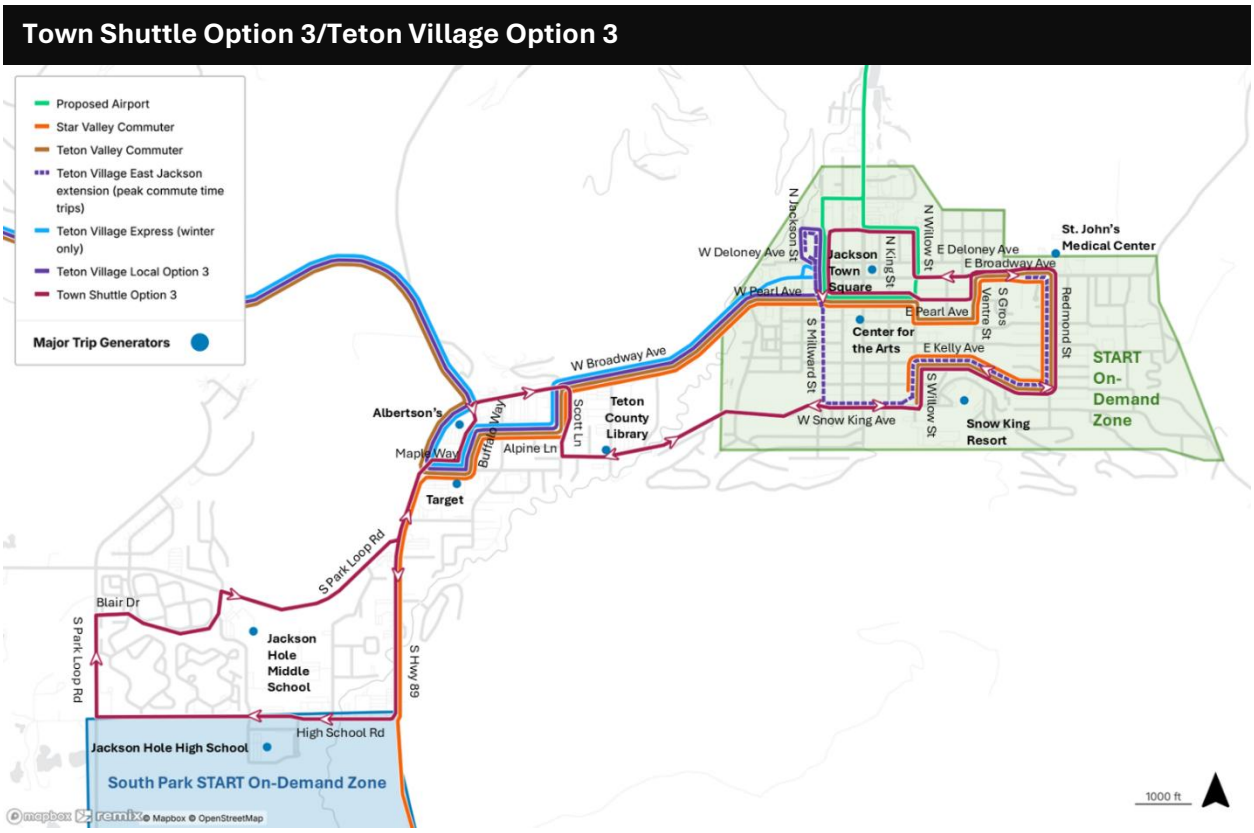



*Figure 51: Town Shuttle Option 3/Teton Village Option 3 Key Facts*

| 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*

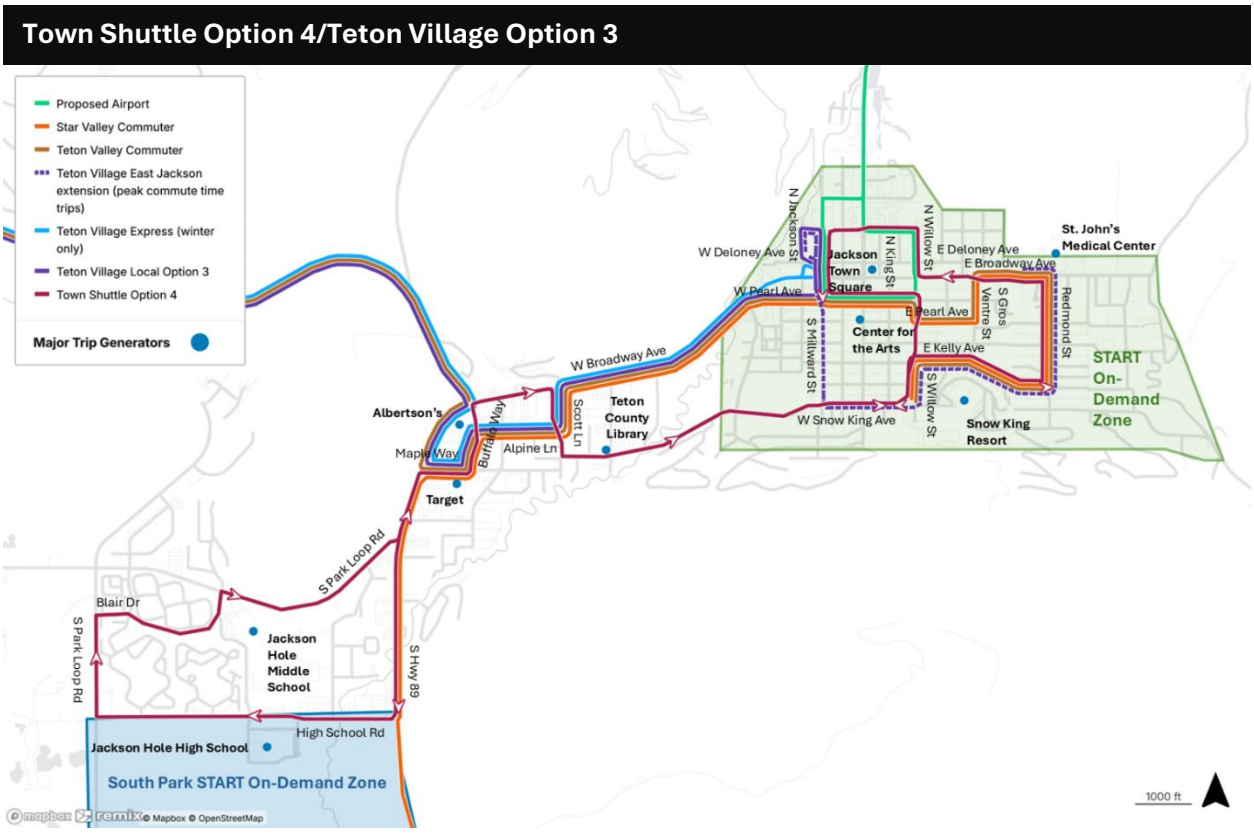



*Figure 53: Town Shuttle Option 4/Teton Village Option 3 Key Facts*

| 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 3.0% 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.

**Final Preferred Network**

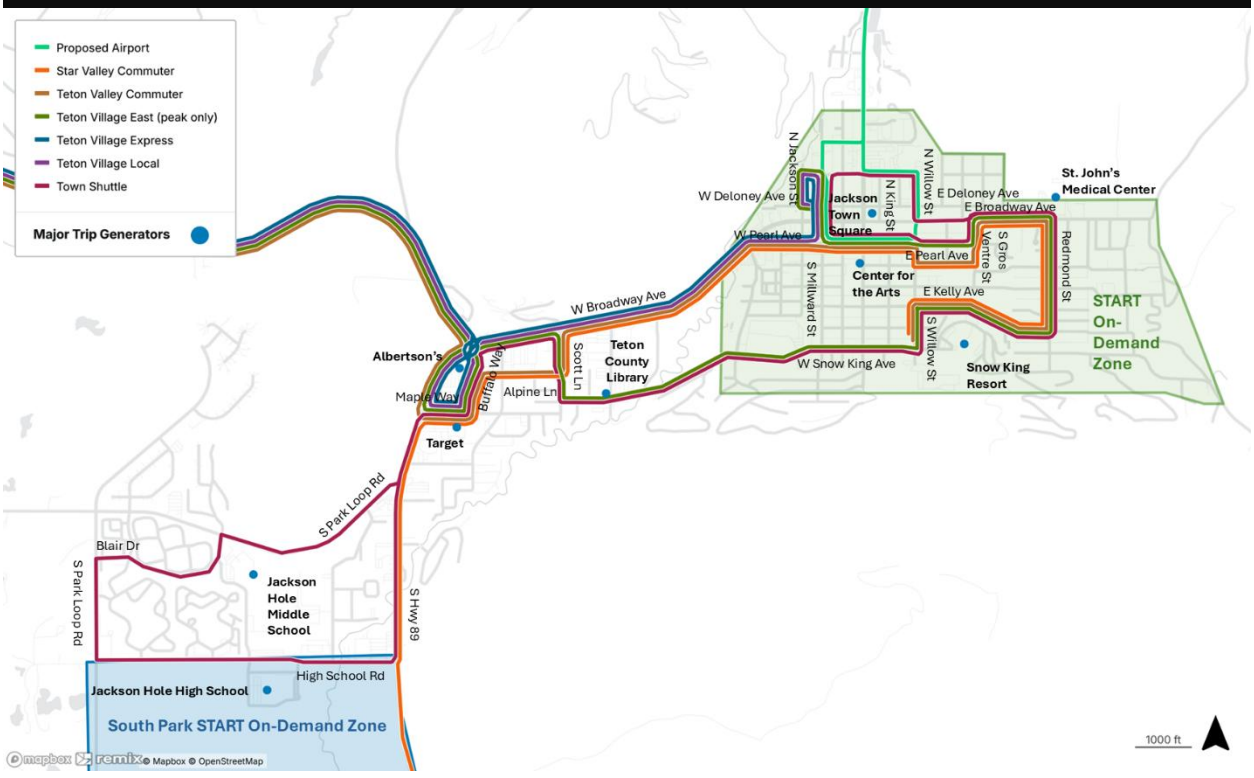


*Table 8: Final Network Features and Changes*

| Route | Features and Changes |
|---|---|
| **Town Shuttle** | • Updates bidirectional route alignment to offer expanded coverage to East Jackson, reaching as far east as Redmond Street.<br>• 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.<br>• 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.<br>• 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** | *Discontinue* |
| **Commuter Service** | No change |
| **START On-Demand** | • Maintain current East Jackson service<br>• Implement South Park/Rafter J/Melody Ranch service |
| **Airport Service** | Schedule adjustment (already made) |
| **ADA Service** | No change |
| **Shared Mobility Enhancements** | • Vanpool<br>• Car share<br>• Bike Share<br>• 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 |
| **Fares**[2] | $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 |
|---|---|---|---|---|---|---|---|
| | | | *Actual* | | | | |
| **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 |
| | | | *Projected* | | | | |
| **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.

Appendix B - Fare Policy


# START Bus Transit Development Plan: Fare Policy Analysis

Prepared by:

TMD
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# Introduction

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

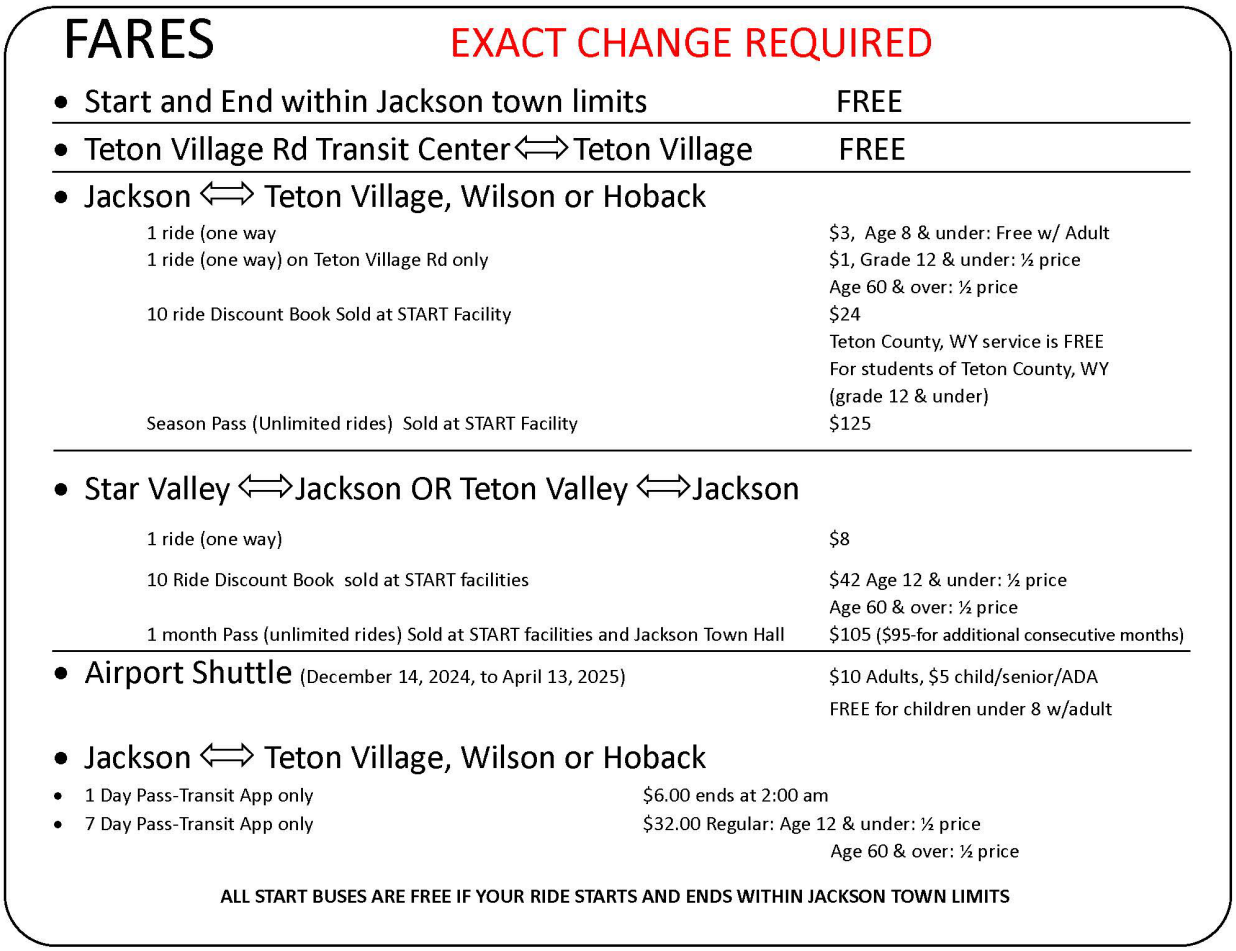
This fare study is made up of five components:

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

# Current Fare Policy

START has a complex fare policy that is based on the travel markets. There are a few markets that are fare free such as traveling within the Town of Jackson or if traveling between the Teton Village Road Transit Cetner 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*




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 | 39291 |
| **Mobile App Fares** | 336 | 11 | 3 | 14 | 36649 |
| **Employee Pass** | 985 | 443 | 142 | 267 | 161772 |
| **START Season Pass** | 117 | 99 | 8 | 23 | 22,838 |
| **Jackon Hole Ski Pass** | 261 | 3 | 11 | 10 | 27,686 |
| **Commuter Pass** | 0 | 0 | 0 | 0 | 48,499 |
| **Commuter Ticket** | 0 | 0 | 0 | 0 | 5,892 |

# Peer Group

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

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

## Transit Funding for Each Peer System

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

*Table 2: Operating Funds utilized by the Peer Group*

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

***Source NTD 2023***

# Fare Policy

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

*Table 3: Fare Policy of the Peer Systems*

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

# Ridership Impact when Transitioning to Fare Free

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

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

# Goals and Objectives

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

*Table 4: Fare Policy Goals and Objectives*

| Goal | Customer-Related Policies | Financial Policies | Management-Related Polices | 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 Cetner 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 |

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

**Memorandum**

**To:** START Board of Directors
**From:** Mike Toronto, Transit Director
**Date:** May 28, 2026
**RE:** April 2026 monthly recap

## Staff Recognition

I want to recognize all staff in this update. We received a customer commendation for all START:

> Thank you so very much for this service! My Dad was having altitude-related issues and we used the service to get him the help he needed. I used it 7 times in one day to get around.

This comment highlights the need for public transit. START is a reliable and necessary part of the community. Our Operators, Supervisors, leadership, and Board make all of it possible and open possibilities for everyone in the Jackson community.

## Happenings

On 5/18 Director Toronto met with Edward Eddington, he is the owner of the bus storage barn in Etna. Edward is interested in building a new bus storage area on his property to store up to 10 buses – opening up room for future growth. The meeting with him was productive and we look forward to what this could do for START.

## Ridership

### Overview and Highlight

| | | |
|---|---|---|
| Overall ridership<br>April25' / April26' | 70,282 / 62,450 | Down 11% |
| Overall ridership<br>Year to Date | 456,928 | Down 4.77% |
| Teton Village YTD | 225,062 | Down 5.63% |
| Town Shuttle YTD | 139,059 | Down 2.57% |
| ADA Ridership<br>April25' / April26' | 414 / 318 | Down 30.19% |
| ADA Ridership YTD | 1,397 | Down 16.75% |
| On Demand<br>April25' / April26' | 9,966 / 10,722 | Up 7.48% |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Notable Ridership trends:

- Commuter Ridership trends since schedule changes:
    - The spring season begins in calendar week 16 for both 2025 and 2026. Below are comparisons for total and average ridership year over year between weeks 16-20. Star Valley had a decrease in total ridership by -242 (-0.6 avg) and Teton Valley had an increase in ridership by +419 (+2.0 avg).
    - Even though we lost overall ridership year over year, we retained more riders transitioning between winter and spring seasons (week 16 start of spring). 2025 saw a decrease in commuter ridership between seasons while 2026 commuter ridership remained steady.
    - While we maintained overall commuter ridership between winter and spring season, there was a change in rider habits on which bus they use, particularly in the morning.
- Spring season results of the commuter route schedule change:
    - This new schedule retained commuter riders from winter to spring. Likely due to better connection times, possibly due to later morning arrival time.
    - Later morning arrival time did not negatively impact ridership. Passengers changed to bus that aligned to their schedule if needed. Buses are still under capacity.
    - Star Valley 3 continues to have low ridership in the afternoon. Need to continue to monitor ridership through summer. Potentially reevaluate entire Star Valley afternoon schedule for earlier departures at next major schedule change.
    - Need to monitor marketing efforts over the summer to see if there is any significant increase in ridership year over year. Keeping an eye on bus capacity.

**START-on-Demand (SOD)**

- In April 2026, SOD ridership was roughly 800 riders higher than ridership this time last year
- SOD did operate at approximately 8.3 passengers per hour for the month of April which is one less per hour than in February – and 9.5 passengers per hour since project inception.
- SOD average wait time decreased from 11 to 10 minutes between March and April.

## Financial Report

START is 83% of the way through the fiscal year and has spent an aggregated 75% of the budget. During this time, START has spent 78.7% of the Administrative Budget and 75% 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, employee recruitment, and insurance payments – these expenses mainly occur at once towards the beginning of the fiscal year. The Amendment for the SaaS line item will appear in the next months financial report.

### Operating Budget

Over budgets are over due to staffing shortages through out the fiscal year. The Line item for Parts is $12,000 over. Parts' costs are running higher this year. All other month-over-month expenditures are around or below 75% and are where we expect them to be this time of the year.

### Revenue

Commuter fares and passes exceed expectations with some collections reaching over 200% with two months left in the FY. START is collecting more interest earnings than anticipated. START is behind in Fare Revenue projections, this revenue stream is proportionally down compared to ridership. The Airport service brought in 50% of anticipated fare revenue this last season.

## Capital Update

**Request for Proposal (RFP) Update:**

- On Demand RFP – Staff is currently working with WYDOT to finalize the award for this project. After the work with WYDOT is complete staff can move forward working through a contract with the new provider.
- Vanpool RFP – Staff selected Commute with Enterprise as the vendor for this project. This contract will be before the Town and County for approval on June 1st.

**Bus Builds**

- We received an official agreement from WYDOT to increase their reimbursement amount for this build. Staff requested additional funds from WYDOT to cover the cost of the tariff increases.
- Staff are currently working through pre build agreements with Gillig.

## Service Update

**Commuter Route Schedules** – Staff has received positive feedback on the commuter route schedule changes that went into effect on 4/12. Many people appreciate the later arrival for the 9 AM shift start times. Over the next few weeks staff will start to compare ridership trends to last spring season and monitor the impact that these schedule changes have had on ridership.

**Commuter Route Marketing** – START is working with a marketing consultant to roll out a marketing campaign for the commuter service. The first part of the campaign has launched. START has reengaged on the various social media platforms with commuters. Ads will begin to appear to people in Teton and Star Valleys promoting the new commuter routes and promoting the free week of ridership. The free week of ridership will be from June 1st to June 5th. The past week Director Toronto was interviewed by the local radio station in Star Valley in an effort to build awareness of START and to encourage people to ride the bus. The Star Valley radio station, SVI News, is running radio ads for commuter service over the next few weeks.

## Technology Update

No changes

## Projects Update

No changes

Copies: Tyler Sinclair, Town of Jackson, Town Manager
Lea Colasuonno, Town of Jackson/START Attorney

Jodi Pond, Teton County, County Administrator
Dr. Charlotte Frei, Jackson/Teton County Regional Transportation Administrator
START Staff

# START Ridership Report

| 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% |

| 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* | 36,598 | 61,597 | 2,388 | 2,538 | 2,072 | 380 | 17,675 | 123,248 | 5,711 | 128,959 | (9,097) | *-7%* |
| *April* | 30,721 | 15,995 | 2,191 | 2,201 | 252 | 318 | 10,772 | 62,450 | 2,028 | 64,478 | (7,835) | *-11%* |
| *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** | 139,059 | 225,062 | 9,165 | 9,871 | 6,312 | 1,397 | 66,062 | **456,928** | 23,192 | **480,120** | (588,618) | -56% |

## Summary Tables:

### Monthly Total - April Data ONLY:

| | Town Shuttle | Teton Village | Star Valley | Teton Valley | Airport Shuttle Pilot | ADA | START On-Demand | GTR Shuttle | Annual Total: |
|---|---|---|---|---|---|---|---|---|---|
| **2018** | 27,458 | 17,489 | 2,275 | 2,412 | - | 446 | - | - | **50,080** |
| **2019** | 27,974 | 19,896 | 2,623 | 2,921 | - | 542 | - | - | **53,956** |
| **2020** | 7,457 | 289 | 991 | 653 | - | 205 | - | - | **9,595** |
| **2021** | 12,151 | 10,124 | 1,990 | 1,628 | - | 438 | - | - | **26,331** |
| **2022** | 18,327 | 13,026 | 2,262 | 1,781 | - | 461 | 14,624 | - | **50,481** |
| **2023** | 20,609 | 13,018 | 1,963 | 2,035 | - | 474 | 9,266 | 2,647 | **50,012** |
| **2024** | 28,387 | 19,967 | 2,489 | 2,074 | 532 | 416 | 10,844 | 2,652 | **67,361** |
| **2025** | 31,943 | 22,951 | 2,397 | 2,308 | 306 | 414 | 9,966 | 2,948 | **73,233** |
| **2026** | 30,721 | 15,995 | 2,191 | 2,201 | 252 | 318 | 10,772 | 2,028 | **64,478** |

### Monthly Comparisons for Each Service Type - April Data ONLY:

| | Town Shuttle | Teton Village | Star Valley | Teton Valley | Airport Shuttle Pilot | ADA | START On-Demand | GTR Shuttle | Monthly Variance: |
|---|---|---|---|---|---|---|---|---|---|
| **2018 - 2019** | 516 | 2,407 | 348 | 509 | - | 96 | - | - | 3,876 |
| | 1.88%▲ | 13.76%▲ | 15.30%▲ | 21.10%▲ | 0.00%▲ | 21.52%▲ | 0.00%▲ | 0.00%▲ | 7.74%▲ |
| **2019 - 2020** | (20,517) | (19,607) | (1,632) | (2,268) | - | (337) | - | - | (44,361) |
| | -73.34%▼ | -98.55%▼ | -62.22%▼ | -77.64%▼ | 0.00%▲ | -62.18%▼ | 0.00%▲ | 0.00%▲ | -82.22%▼ |
| **2020 - 2021** | 4,694 | 9,835 | 999 | 975 | - | 233 | - | - | 16,736 |
| | 62.95%▲ | 3403.11%▲ | 100.81%▲ | 149.31%▲ | 0.00%▲ | 113.66%▲ | 0.00%▲ | 0.00%▲ | 174.42%▲ |
| **2021 - 2022** | 6,176 | 2,902 | 272 | 153 | - | 23 | 14,624 | - | 24,150 |
| | 50.83%▲ | 28.66%▲ | 13.67%▲ | 9.40%▲ | 0.00%▲ | 5.25%▲ | 0.00%▲ | 0.00%▲ | 91.72%▲ |
| **2022 - 2023** | 2,282 | (8) | (299) | 254 | - | 13 | (5,358) | 2,647 | (469) |
| | 12.45%▲ | -0.06%▼ | -13.22%▼ | 14.26%▲ | 0.00%▲ | 2.82%▲ | -36.64%▼ | #DIV/0! | -0.93%▼ |
| **2023 - 2024** | 7,778 | 6,949 | 526 | 39 | 532 | (58) | 1,578 | 5 | 17,349 |
| | 37.74%▲ | 53.38%▲ | 26.80%▲ | 1.92%▲ | #DIV/0! | -12.24%▼ | 17.03%▲ | 0.19%▲ | 34.69%▲ |
| **2024 - 2025** | 3,556 | 2,984 | (92) | 234 | (226) | (2) | (878) | 296 | 5,872 |
| | 12.53%▲ | 14.94%▲ | -3.70%▼ | 11.28%▲ | -42.48%▼ | -0.48%▼ | -8.10%▼ | 11.16%▲ | 8.72%▲ |
| **2025 - 2026** | (1,222) | (6,956) | (206) | (107) | (54) | (96) | 806 | (920) | (8,755) |
| | -3.98%▼ | -43.49%▼ | -9.40%▼ | -4.86%▼ | -21.43%▼ | -30.19%▼ | 7.48%▲ | -45.36%▼ | -13.58%▼ |

### YTD Totals for January through April Data:

| | Town Shuttle | Teton Village | Star Valley | Teton Valley | Airport Shuttle Pilot | ADA | START On-Demand | GTR Shuttle | YTD Total: |
|---|---|---|---|---|---|---|---|---|---|
| **2018** | 147,921 | 315,058 | 11,275 | 12,057 | - | 1,979 | - | - | **488,290** |
| **2019** | 144,844 | 338,093 | 11,513 | 11,546 | - | 1,906 | - | - | **507,902** |
| **2020** | 114,728 | 263,102 | 9,576 | 9,932 | - | 1,680 | - | - | **399,018** |
| **2021** | 52,219 | 134,022 | 8,186 | 7,269 | - | 1,554 | - | - | **203,250** |
| **2022** | 79,247 | 193,896 | 9,040 | 7,879 | - | 1,975 | 52,662 | - | **344,699** |
| **2023** | 110,442 | 173,203 | 9,174 | 9,208 | - | 1,974 | 78,569 | 26,612 | **409,182** |
| **2024** | 136,236 | 222,724 | 11,245 | 8,910 | 7,729 | 1,852 | 72,184 | 27,992 | **488,872** |
| **2025** | 142,732 | 238,481 | 9,614 | 10,661 | 6,474 | 1,678 | 64,713 | 29,819 | **504,172** |
| **2026** | 139,059 | 225,062 | 9,165 | 9,871 | 6,312 | 1,397 | 66,062 | 23,192 | **480,120** |

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

| | Town Shuttle | Teton Village | Star Valley | Teton Valley | Airport Shuttle Pilot | ADA | START On-Demand | GTR Shuttle | Annual Variance: |
|---|---|---|---|---|---|---|---|---|---|
| **2018 - 2019** | (3,077) | 23,035 | 238 | (511) | | (73) | - | - | 19,612 |
| | -2.08%▼ | 7.31%▲ | 2.11%▲ | -4.24%▼ | | -3.69%▼ | | | 4.02%▲ |
| **2019 - 2020** | (30,116) | (74,991) | (1,937) | (1,614) | | (226) | - | - | (108,884) |
| | -20.79%▼ | -22.18%▼ | -16.82%▼ | -13.98%▼ | | -11.86%▼ | | | -21.44%▼ |
| **2020 - 2021** | (62,509) | (129,080) | (1,390) | (2,663) | | (126) | - | - | (195,768) |
| | -54.48%▼ | -49.06%▼ | -14.52%▼ | -26.81%▼ | | -7.50%▼ | 100.00%▲ | | -49.06%▼ |
| **2021 - 2022** | 27,028 | 59,874 | 854 | 610 | | 421 | 52,662 | - | 141,449 |
| | 51.76%▲ | 44.67%▲ | 10.43%▲ | 8.39%▲ | | 27.09%▲ | #DIV/0! | | 69.59%▲ |
| **2022 - 2023** | 31,195 | (20,693) | 134 | 1,329 | - | (1) | 25,907 | 26,612 | 64,483 |
| | 39.36%▲ | -10.67%▼ | 1.48%▲ | 16.87%▲ | 0.00%▲ | -0.05%▼ | 49.19%▲ | 0.00%▲ | 18.71%▲ |
| **2023 - 2024** | 25,794 | 49,521 | 2,071 | (298) | 7,729 | (122) | (6,385) | 1,380 | 79,690 |
| | 23.36%▲ | 28.59%▲ | 22.57%▲ | -3.24%▼ | #DIV/0! | -6.18%▼ | -8.13%▼ | 5.19%▲ | 19.48%▲ |
| **2024 - 2025** | 6,496 | 15,757 | (1,631) | 1,751 | (1,255) | (174) | (7,471) | 1,827 | 15,300 |
| | 4.77%▲ | 7.07%▲ | -14.50%▼ | 19.65%▲ | -16.24%▼ | -9.40%▼ | -10.35%▼ | 6.53%▲ | 3.13%▲ |
| **2025 - 2026** | (3,673) | (13,419) | (449) | (790) | (162) | (281) | 1,349 | (6,627) | (24,052) |
| | -2.57%▼ | -5.63%▼ | -4.67%▼ | -7.41%▼ | -2.50%▼ | -16.75%▼ | 2.08%▲ | -22.22%▼ | -4.77%▼ |

## *Commuter Services - Average Boardings:*

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

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

| Nov-21 | | | |
|---|---|---|---|
| Teton Valley | | AM | PM |
| November | TV1 | 7 | 15 |
| | TV2 | 11 | 16 |
| | TV3 | 19 | 4 |
| Star Valley | | AM | PM |
| November | SV1 | 10 | 20 |
| | SV2 | 23 | 19 |
| | SV3 | 16 | 5 |
| Dec-21 | | | |
| Teton Valley | | AM | PM |
| December | TV1 | 7 | 18 |
| | TV2 | 15 | 17 |
| | TV3 | 22 | 10 |
| Star Valley | | AM | PM |
| December | SV1 | 13 | 23 |
| | SV2 | 28 | 23 |
| | SV3 | 16 | 6 |

# START Ridership Report

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 |
| Septmber | TV1 | 14 | 25 |
| | TV2 | 22 | 19 |
| | TV3 | 15 | 8 |
| Star Valley | | AM | PM |
| September | SV1 | 11 | 19 |
| | SV2 | 14 | 19 |
| | SV3 | 20 | 9 |

| October 2023 | | | |
|---|---|---|---|
| Teton Valley | | AM | PM |
| October | TV1 | 15 | 24 |
| | TV2 | 25 | 22 |
| | TV3 | 21 | 8 |
| Star Valley | | AM | PM |
| October | SV1 | 13 | 20 |
| | SV2 | 15 | 21 |
| | SV3 | 21 | 7 |

| November 2023 | | | |
|---|---|---|---|
| Teton Valley | | AM | PM |
| November | TV1 | 13 | 26 |
| | TV2 | 25 | 21 |
| | TV3 | 22 | 9 |
| Star Valley | | AM | PM |
| November | SV1 | 11 | 22 |
| | SV2 | 16 | 14 |
| | SV3 | 19 | 6 |

| December 2023 | | | |
|---|---|---|---|
| Teton Valley | | AM | PM |
| December | TV1 | 12 | 21 |
| | TV2 | 18 | 16 |
| | TV3 | 16 | 9 |
| Star Valley | | AM | PM |
| December | SV1 | 15 | 29 |
| | SV2 | 28 | 27 |
| | SV3 | 22 | 7 |

2024

| January 2024 | | | |
|---|---|---|---|
| Teton Valley | | AM | PM |
| January | TV1 | 14 | 23 |
| | TV2 | 20 | 19 |
| | TV3 | 22 | 10 |
| Star Valley | | AM | PM |
| January | SV1 | 18 | 32 |
| | SV2 | 31 | 27 |
| | SV3 | 23 | 9 |

| February 2024 | | | |
|---|---|---|---|
| Teton Valley | | AM | PM |
| February | TV1 | 17 | 25 |
| | TV2 | 24 | 21 |
| | TV3 | 22 | 13 |
| Star Valley | | AM | PM |
| February | SV1 | 18 | 32 |
| | SV2 | 31 | 28 |
| | SV3 | 22 | 10 |

| March 2024 | | | |
|---|---|---|---|
| Teton Valley | | AM | PM |
| March | TV1 | 12 | 22 |
| | TV2 | 21 | 16 |
| | TV3 | 19 | 9 |
| Star Valley | | AM | PM |
| March | SV1 | 18 | 30 |
| | SV2 | 26 | 24 |
| | SV3 | 23 | 7 |

| April 2024 | | | |
|---|---|---|---|
| Teton Valley | | AM | PM |
| April | TV1 | 12 | 21 |
| | TV2 | 19 | 17 |
| | TV3 | 18 | 8 |
| Star Valley | | AM | PM |
| April | SV1 | 16 | 26 |
| | SV2 | 23 | 22 |
| | SV3 | 19 | 8 |

| May 2024 | | | |
|---|---|---|---|
| Teton Valley | | AM | PM |
| May | TV1 | 10 | 21 |
| | TV2 | 18 | 14 |
| | TV3 | 16 | 7 |
| Star Valley | | AM | PM |
| May | SV1 | 14 | 27 |
| | SV2 | 18 | 18 |
| | SV3 | 19 | 7 |

| June 2024 | | | |
|---|---|---|---|
| Teton Valley | | AM | PM |
| June | TV1 | 22 | 18 |
| | TV2 | 15 | 21 |
| | TV3 | 14 | 12 |
| Star Valley | | AM | PM |
| June | SV1 | 16 | 26 |
| | SV2 | 20 | 18 |
| | SV3 | 19 | 9 |

| July 2024 | | | |
|---|---|---|---|
| Teton Valley | | AM | PM |
| July | TV1 - 401 | 13 | 22 |
| | TV2 - 402 | 17 | 16 |
| | TV3 - 403 | 18 | 9 |
| Star Valley | | AM | PM |
| July | SV1 - 301 | 13 | 27 |
| | SV2 - 302 | 20 | 18 |
| | SV3 - 303 | 18 | 7 |

| August 2024 | | | |
|---|---|---|---|
| Teton Valley | | AM | PM |
| August | TV1 - 401 | 13 | 23 |
| | TV2 - 402 | 19 | 17 |
| | TV3 - 403 | 17 | 9 |
| Star Valley | | AM | PM |
| August | SV1 - 301 | 13 | 27 |
| | SV2 - 302 | 20 | 16 |
| | SV3 - 303 | 17 | 6 |

| September 2024 | | | |
|---|---|---|---|
| Teton Valley | | AM | PM |
| September | TV1 - 401 | 13 | 29 |
| | TV2 - 402 | 18 | 16 |
| | TV3 - 403 | 21 | 8 |
| Star Valley | | AM | PM |
| September | SV1 - 301 | 12 | 26 |
| | SV2 - 302 | 21 | 20 |
| | SV3 - 303 | 17 | 7 |

| October 2024 | | | |
|---|---|---|---|
| Teton Valley | | AM | PM |
| October | TV1 - 401 | 15 | 28 |
| | TV2 - 402 | 22 | 18 |
| | TV3 - 403 | 21 | 10 |
| Star Valley | | AM | PM |
| October | SV1 - 301 | 14 | 24 |
| | SV2 - 302 | 21 | 18 |
| | SV3 - 303 | 18 | 6 |

| November 2024 | | | |
|---|---|---|---|
| Teton Valley | | AM | PM |
| November | TV1 - 401 | 13 | 23 |
| | TV2 - 402 | 18 | 17 |
| | TV3 - 403 | 19 | 7 |
| Star Valley | | AM | PM |
| November | SV1 - 301 | 13 | 22 |
| | SV2 - 302 | 17 | 15 |
| | SV3 - 303 | 19 | 7 |

| December 2024 | | | |
|---|---|---|---|
| Teton Valley | | AM | PM |
| December | TV1 - 401 | 14 | 27 |
| | TV2 - 402 | 20 | 15 |
| | TV3 - 403 | 22 | 10 |
| Star Valley | | AM | PM |
| December | SV1 - 301 | 14 | 25 |
| | SV2 - 302 | 21 | 16 |
| | SV3 - 303 | 19 | 7 |

# START Ridership Report

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

| 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 | 16 | 27 |
| | TV2 - 402 | 18 | 20 |
| | TV3 - 403 | 26 | 9 |
| Star Valley | | AM | PM |
| March | SV1 - 301 | 13 | 28 |
| | SV2 - 302 | 21 | 18 |
| | SV3 - 303 | 23 | 5 |
| **April 2026** | | | |
| Teton Valley | | AM | PM |
| April | TV1 - 401 | 13 | 22 |
| | TV2 - 402 | 15 | 20 |
| | TV3 - 403 | 22 | 8 |
| Star Valley | | AM | PM |
| April | SV1 - 301 | 11 | 30 |
| | SV2 - 302 | 26 | 17 |
| | SV3 - 303 | 13 | 4 |
| **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 | | |

2026

| *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 | 2,467.75 | 4 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 | 2,291.25 | 4 months |

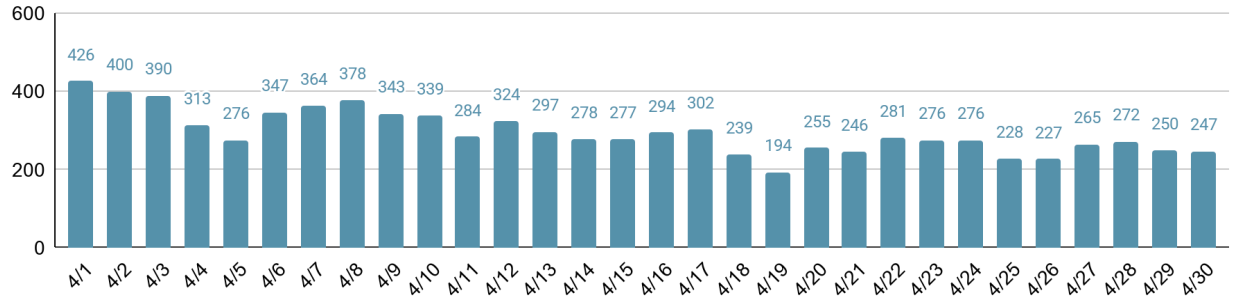
| August 2026 | | | |
|---|---|---|---|
| Teton Valley | | AM | PM |
| August | TV1 - 401 | | |
| | TV2 - 402 | | |
| | TV3 - 403 | | |
| Star Valley | | AM | PM |
| August | SV1 - 301 | | |
| | SV2 - 302 | | |
| | SV3 - 303 | | |
| **September 2026** | | | |
| Teton Valley | | AM | PM |
| September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

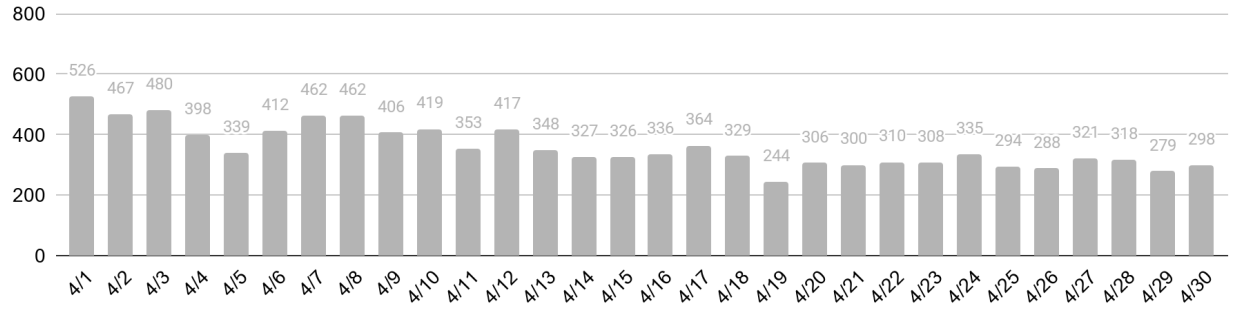
## April 2026

**Rides:** 8,888 / 533,528
**Passengers (unlinked passenger trips):** 10,772 / 713,607
**Vehicle revenue hours:** 1,297 / 75,056
**Total vehicle hours:** 1,497 / 84,765
**Vehicle revenue miles:** 11,297 / 666,695
**Total vehicle miles:** 12,672 / 726,533
**Passenger miles:** 9,724 / 626,911
**Unique rider accounts (month / year to date):** 964 / 2,460
**Passengers per revenue hour:** 8.3 / 9.5
**Percent of rides shared:** 42%
**Average wait time:** 10 minutes
**Average ride time:** 5 minutes
**Average ride length:** 0.9 miles
**Average experience rating:** 4.9 out of 5
**Wheelchair rides:** 4
**No shows:** 177
**Percent of rides more than 5 min late to pickup:** 6%
*(month to date / all time)*
Passengers to/from the library: 616
Passengers to/from START: 32

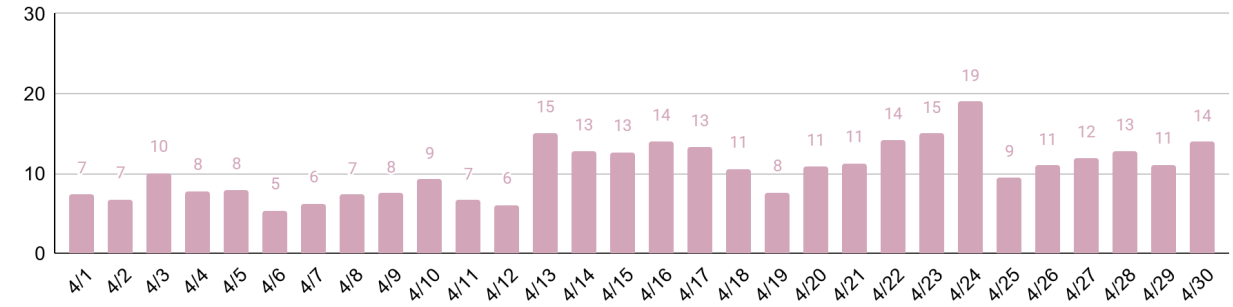
## Rides



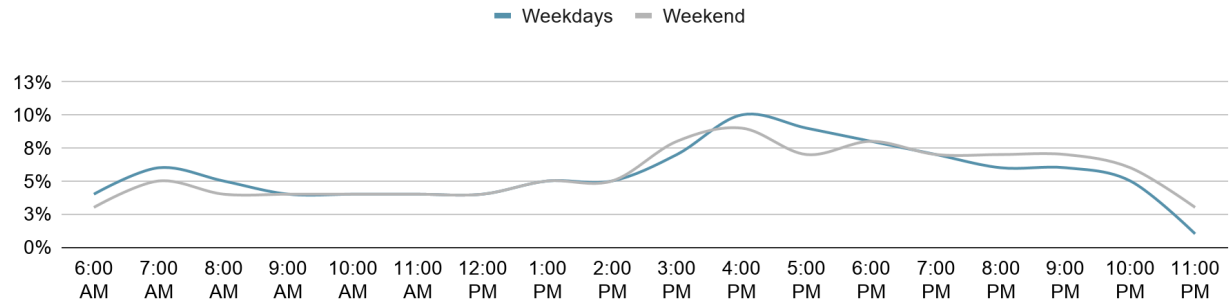

## Passengers




## Average Wait time



## Pickups by Hour



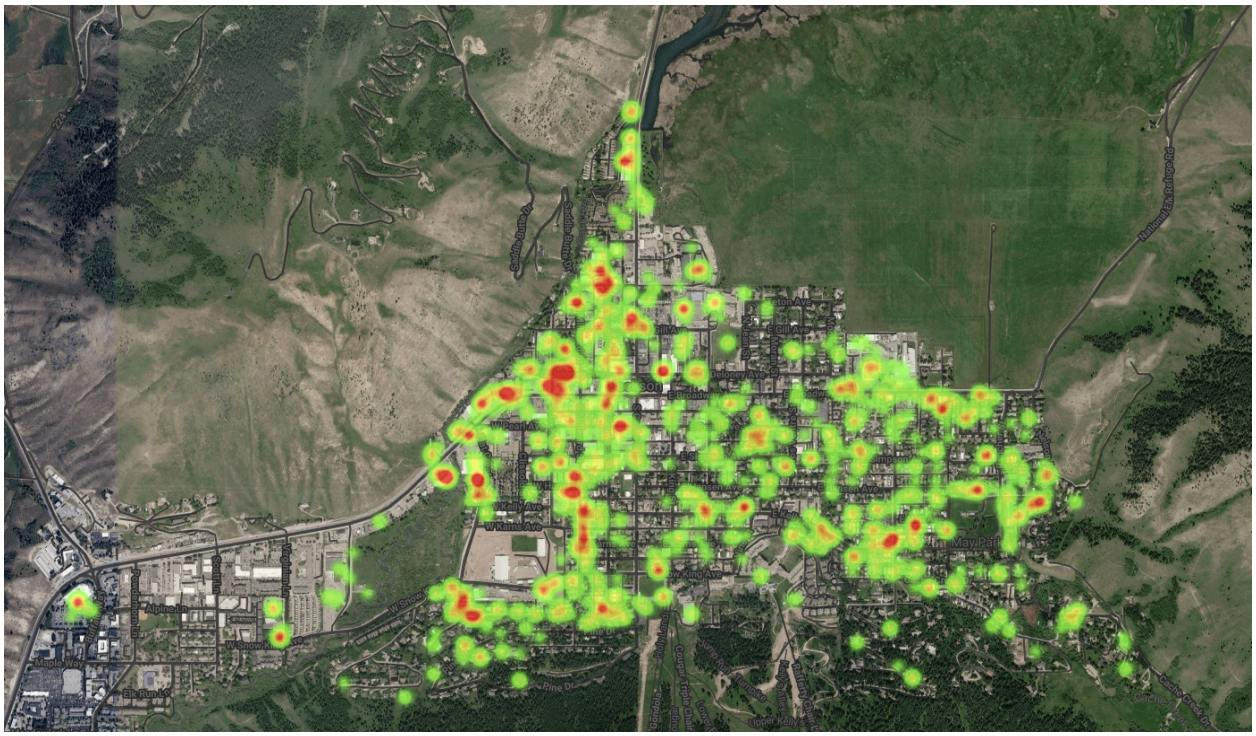

## Wait Time Distribution

**0 - 5 min:** 31%
**5 - 10 min:** 28%
**10 - 15 min:** 18%
**15 - 20 min:** 11%
**20 - 25 min:** 7%
**25 - 30 min:** 3%
**30+ min:** 3%

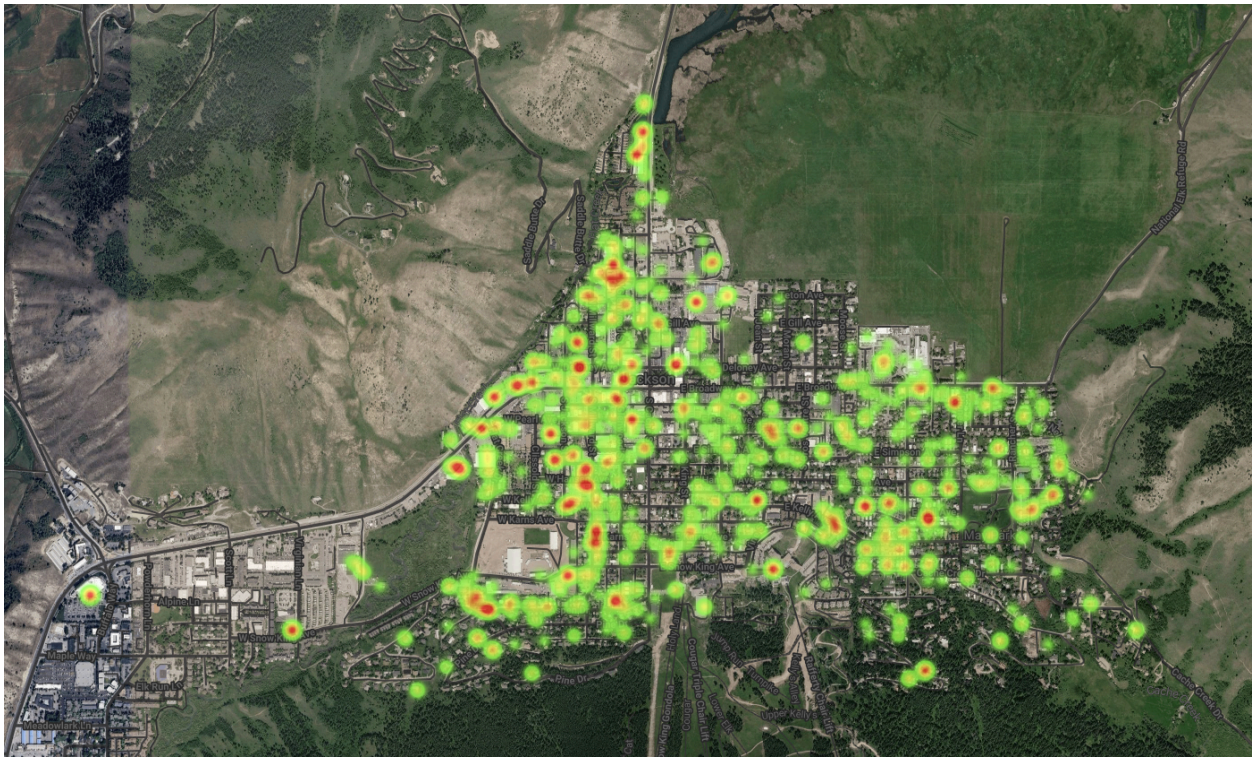
## Passenger Distribution

**1 Passenger Request:** 85%
**2 Passenger Request:** 10%
**3 Passenger Request:** 3%
**4 Passenger Request:** 1%

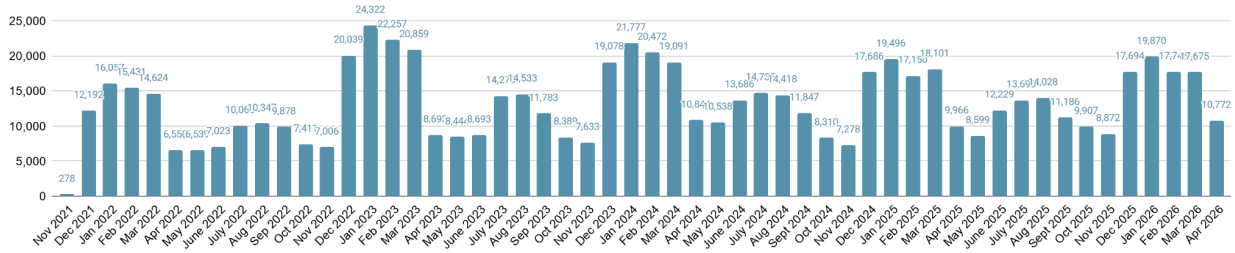
## Pickups Heat Map



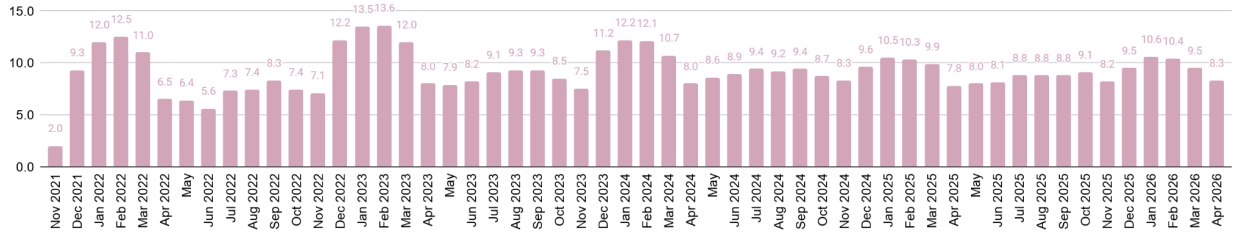
## Dropoffs Heat Map



## All Time - Passengers




## All Time - Passengers / Revenue Hour



# Messaging + Activation **Framework**

Campaign Run: May 2026 - end of FRW (06.05)

*Integrated campaign to drive awareness, trial, and adoption of commuter routes ahead of Free Ride Week*

START BUS Commuter Campaign 2026

# Campaign Objectives

**Primary Goal**

Drive commuter ridership into Jackson from:

- Afton / Star Valley
- Teton Valley, Idaho

**Supporting Goals**

- Position START as a reliable, cost-effective commute option
- Shift perception from “limited service” to “practical daily solution”
- Drive trial behavior (first ride @ new commuter times during Free Ride Week)

**Success Indicators**

- Ridership increase on targeted commuter routes (June 2025 + FRW + beyond)
- Website traffic to routes/schedules page
- Inbound questions / engagement (if trackable)
- Rider feedback + anecdotal insights (driver reports, community feedback, etc)

# Campaign Direction

START enjoying your commute.
START saving on gas.
START commuting differently.
START skipping the parking stress.
START commuting smarter.
START leaving the driving to us.

**START_____**

The proposed campaign direction leverages “START” as both the transit brand and an action-oriented messaging system. Rather than relying on a single static tagline, this framework creates a flexible campaign language that can scale across channels, audiences, and campaign phases while maintaining a cohesive identity.

The “START _____” structure functions as:

- A messaging framework
- A creative system
- CTA language
- A scalable campaign architecture

This approach allows us to tailor messaging by audience and moment while maintaining a single, recognizable campaign system.

# Core Tactics + Channels

| Channel | Tactic | Role in campaign | Primary objective/outcome |
|---|---|---|---|
| **Organic social** | Foundational grid posts, educational carousels, service updates, Free Ride Week content | Rebuild presence and establish baseline awareness after inactivity | Awareness, credibility, ongoing engagement |
| **Paid social** | Geo-targeted ads, boosted posts, commuter-focused messaging (cost, convenience, schedule) | Primary reach + targeting engine focused on high-potential commuter audiences | Awareness > consideration > route exploration |
| **Local media (radio)** | :15–:30 spots timed around commute hours, phased messaging (routes + Free Ride Week) | Broad regional awareness and repetition in daily routines | Awareness, recall, trial intent |
| **Print (local publications)** | Display ads in Jackson Hole News & Guide and similar | Reinforce visibility and legitimacy within the community | Awareness, credibility |
| **On the ground (bus + physical)** | Interior bus placements, potential window placements, rider-facing messaging | Capture a highly relevant, already transit-adjacent audience | Reinforcement, behavior normalization |

# Campaign Creative in Market

Representative campaign creative across channels/formats