Special Joint Meeting

August 31, 2026
1:30 PM - 4:30 PM
County Commissioner's Chambers
Chair: Mark Newcomb

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

I. ZOOM LINK FOR PUBLIC PARTICIPATION

The Town and County reserve 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 Town Council by emailing electedofficials@jacksonwy.gov and to County Commissioners by emailing commissioners@tetoncountywy.gov.

Information to watch this meeting by Zoom will be provided on Tuesday, August 25th.

II. CALL TO ORDER AND ROLL CALL

III. DISCUSSION/ACTION ITEMS

A. START Budget Amendment to Address Federal Funding Reduction (Mike Toronto, 180 mins)

IV. ADJOURN

Please note that at any point during the meeting, the Chair or Mayor may change the order of items listed on this agenda. In order to ensure that you are present at the time your item of interest is discussed, please join the meeting at the beginning to hear any changes to the schedule or agenda.

TETON COUNTY WYOMING

BOARD OF COUNTY COMMISSIONERS

TOWN COUNCIL

JOINT MEETING
AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: START **PRESENTER**: Michael Toronto, Transit Director

MEETING DATE: August 31, 2026

SUBJECT: START Budget Amendment to address Federal Funding Reduction

STATEMENT/PURPOSE
The purpose of this item is to solve the $1,500,000 shortfall in the START FY 2027 budget caused by a reduction in federal funding.

RECOMMENDATIONS
Staff and the START Board recommend that the Town Council and Board of County Commissioners (Joint Board) amend the current START budget to cover the shortfall of $1,500,000 from the General Fund for the current Town/County fiscal year.

BACKGROUND
START faces a significant near-term funding challenge due to reduced federal operating support. To maintain current service levels in the upcoming federal fiscal year, START's budget is approximately $1.5 M short of what is needed. In Federal Fiscal Year (FFY) 26, START received $4.9 M in federal funding. For FFY 27, START requested $5.9 M to support the expanded commuter, On-Demand, and other service improvements identified in the revised Transit Development Plan (TDP). WYDOT ultimately awarded approximately $3.4 M, creating the $1.5 M shortfall needed to maintain current service levels.

On June 25, 2026, the START Board met to review potential cost cutting scenarios in light of the anticipated $1.5M federal funding shortfall. Staff presented three service reduction scenarios (see Appendix A), each designed to reduce operating costs while preserving as much service as possible. During that meeting, Board members expressed concern about options that would substantially reduce commuter service or eliminate On-Demand service.

On July 6, 2026, staff provided a budget update to the Joint Board and outlined two possible timelines for implementing service reductions. **Option 1** would reduce service beginning October 1 (the start of the federal fiscal year), based on a linear budget model, thereby preserving a consistent level of service throughout the year within the reduced funding allocation. **Option 2** would defer major service reductions until April, using all available federal funds by that time and leaving no federal funds to support service between April and October 2027 unless additional funding is secured. While Option 2 would give the Town, County, and staff more time to pursue additional funding alternatives, Joint Board members expressed support for Option 1. In addition, the Joint Boards asked staff to consider revenue generating options such as tolling Teton Pass, charging for parking, and increasing START fare revenue as ways to address the budget shortfall. Based upon limited time and authority, staff has only considered fares from these options at this time.

On July 23, 2026, the START Board held a regular meeting to review additional information requested by Board members, consider staff's recommended service reductions and fare changes, and authorize those proposals for public review and comment. The Board directed staff to proceed to public hearing.

On August 20, 2026, the START Board held a public hearing on the proposed service and fare changes. In accordance with START's fare and route change policy. Notice of the public hearing was published in the Jackson Hole News & Guide on August 5, 2026, at least fifteen days before the hearing. The public hearing notice and supporting START Board Memo are provided in Appendix D – staff recommends the Joint board review these materials as they provide the impact to riders due to the proposed reductions. A full summary of public comment and each public comment is attached as Appendix E. Below is a table that provides a high-level review of the public comment received.

Routes	Total Comments	Service Reductions	Fare Increases (as proposed)
Commuter Routes	14	All Opposed	5 in favor to avoid the cuts 5 against 4 no comment
Town Shuttle	4	All Opposed	1 in favor 3 against
On Demand	4	1 wants to keep early morning and late-night service 1 wants to keep the library and Albertsons stops 1 supports reducing drivers to keep service span 1 supports no reductions	1 in favor 2 against 1 no comment
Teton Village	0	No comment	No comment

Based on public feedback increased fares would be preferred to service reductions. Comment included that late night reductions on On-Demand will impact people's abilities to get home and as noted in the chart there were no comments received on the proposed reductions and fare to Village which could indicate that the reductions to the Village services may not significantly impact riders.

ANALYSIS

There are five alternatives that the Joint Board can use to fill the funding gap. Analysis, recommendations and key questions for each alternative are provided in this section.

Alternatives:

1- Fund the entire shortfall out of the General Fund
2- Reduce START services and budget line items to cover the shortfall.
3- Increase fares to cover a part of the shortfall
4- A combination of service reductions, fare increase, and General Fund use to fill the shortfall
5- Pursuing other funding alternatives

1- Fund the entire shortfall out of the General Fund

The Joint Board can make an amendment to the START Budget to fund the full $1.5 M needed out of the Town and County General Fund. However, if this is not feasible staff have provided other alternatives to fill the $1.5 M gap in funding.

Recommendation
This is the primary recommendation from Staff and the START Board. Staff does not recommend using START reserves to fill the funding gap. Currently, START's reserves are earmarked for capital projects that are currently in progress – such as the six buses arriving at the end of this year.

Key Questions to Consider
Should the Joint Board fully fund START's $1.5 M budget shortfall out of the General Fund for the remainder of the current fiscal year? Doing so will provide staff with additional time to explore other sustainable funding solutions and evaluate opportunities to minimize future service reductions.

2- Reduce START services and budget line items to cover all or part of the budget shortfall
If funding the entire shortfall out of the General Fund is not feasible to address the $1.5 M needed, START staff and the START Board recommend the following service reductions. The reductions are broken out into two categories, initial and additional service and budget reductions. This categorizing is essential for the decision-making process to be addressed later in this report. For a description of what each reduction costs see Appendix B.

Initial Service and Budget Reductions

- Budget Line Items:
  - Reduce the Marketing budget by $35,600 (from $70,600 to $35,000)
  - Reduce Professional Service line item by $20,000 (from $40,000 to $20,000)
  - Reduce Employee Recruitment by $10,000 (from $55,000 to $45,000)
- Fixed Route START Operations Reductions
  - All Seasons
    - Reduce both Teton Valley and Star Valley Commuter Service on Fridays by 1 bus in the morning and 1 bus in the afternoon, currently there are three round trips.
    - Reduce late night service on the Town shuttle after 8 PM from 3 to 2 buses. This would reduce frequency from 15 minutes to 20 minutes.
    - Reduce frequency on the Town Shuttle during midday from 3 to 2 buses. This would reduce frequency from 15 minutes to 20 minutes.
    - Reduce Weekend service on the Town Shuttle after 8 PM from 2 to 1 bus. This would reduce frequency to from 20 minutes to 40 minutes.
  - Winter
    - Reduce late night service to Teton Village after 8 PM from 3 to 2 buses – Winter only. This would reduce frequency from 40 minutes to an hour.
    - Run Express buses to the Village only during the times of 6 AM to 10 AM and 2 PM to 6 PM. Frequency would remain at 20 minutes while buses are running.
  - Other
    - Reduce Van Pool budget from $90,000 to $45,000 which would reduce the number of available vehicles by approximately five
- On-Demand Reductions
  - Reduce service hours as follows:
    - Winter: 6:00 a.m. to 11:00 p.m. (currently 6:00 a.m. to 12:00 a.m.)
    - Spring: 7:00 a.m. to 10:00 p.m. (currently 6:00 a.m. to 11:00 p.m.)
    - Summer: 7:00 a.m. to 11:00 p.m. (currently 6:00 a.m. to 12:00 a.m.)
    - Fall: 7:00 a.m. to 10:00 p.m. (currently 6:00 a.m. to 11:00 p.m.)
  - Eliminate On-Demand service stops at Albertsons and the Teton County Library.
  - Selectively reduce On-Demand vehicles during non-peak times and introduce mode preference to help balance demand.

These reductions will not result in layoffs. These initial reductions will result in staff needing to hire six fewer winter seasonal employees and two fewer year-round part-time employees.

Additional Service Reductions

The following is a list of additional START services reductions beyond the initial service cuts:

- Reduce Village Express trips further from 4 buses to 3 buses (winter only):
  - Additional $139,000 in savings
  - Frequency would reduce from 20 minutes to 30 minutes
  - Additional reduction of approximately one-half to one full headcount.
- Reduce Commuter Trips by 1 in the AM and 1 in the PM every day of the week:
  - $52,000 additional savings from the Star Valley trips
  - $50,000 additional savings from the Teton Valley trips

Additional On Demand Services Reductions

- Discontinue On-Demand service in the Shoulder Seasons:
  - Roughly $200,000 additional savings
- Reduce the number of drivers working throughout the day:
  - This would result in increased waiting times
  - Run only 1 driver at a time in the shoulder seasons (currently they run 2 to 3 drivers)
  - Run only 2 drivers at a time in the Summer and Winter (currently they run 3-4)
  - Roughly $200,000 in savings

The Initial Service and Budget Reductions are estimated to save approximately $1,118,000, including about $502,000 from On-Demand service. An additional $382,000 in budget reductions would still be required to reach the total $1,500,000 needed to balance the budget. If the Joint Board decides to fill the shortfall entirely through service reductions; two of the items in the Additional Service Reductions list would have to be used to reach the remaining $382,000 needed (for example, reduce village express trips from 4 to 3 buses and discontinue On Demand service in the shoulder seasons).

If options from the Additional Service Reductions list are used, the START Board prioritized the list to help decide which additional cuts should occur first. The higher score indicates which reduction the board would prefer to avoid and the lower the score indicates the additional reduction the Board would start with.

Possible Additional Service Reductions		
Discontinue On-Demand service in the shoulder seasons	$200,000.00	8
Reduce Commuter trips by 1 in the AM and 1 in the PM every day of the week	$102,000.00	8
Reduce the Number of START On-Demand Drivers working throughout the day	$200,000.00	6
Reduce Village Local trips further from 4 buses to 3 buses winter only	$139,000.00	2

Staff agrees with these rankings.

After evaluating the public comment, the public would prefer no reductions to the Commuter Routes or Town Shuttle and would prefer to avoid reductions to the early and later hours for On-Demand and Library and Albertsons. No public comments were received on reductions to Teton Village service.

Service Reduction Recommendation
If service cuts are needed to make up part of the funding shortfall Staff and the START Board do recommend service and budget cuts from the Initial Service and Budget Reduction list. Staff and the START Board do not recommend any cuts from the Additional Service Reduction list.

Key Questions to Consider
If full funding is not provided, to what extent should START and On-Demand service be reduced to reach the $1.5 M needed to balance the current START Budget?

3- Increase Fares

At the July 6 Joint Town and County meeting, the Joint Board directed staff to develop and present a range of fare adjustment scenarios to help fill the budget shortfall. Appendix C, Fare Revenue Examples, presents several alternative fare structures and the estimated impacts each would have on ridership and fare revenue. Staff developed these options to demonstrate the effect that a $1 change in fare would have on ridership and revenue under both increased and reduced fare scenarios.

To create these scenarios, Staff used a fare/ridership elasticity tool to estimate the impacts of these changes. As with any forecasting model, the results are estimates based on available data, and actual ridership and revenue may differ due to factors that cannot be predicted with certainty such as seasonal weather or the true price sensitivity of riders.

While additional revenue may be needed, any fare increases to that effect should be structured to avoid pricing riders out of the system, avoid confusion, be easy to administer and avoid slowing down the system. The fare structure should also keep transit relatively affordable to all riders. When creating a new fare structure, longer-term fare products, including monthly and seasonal passes, should remain less expensive than the equivalent number of one-day passes in order to encourage continued transit use.

Currently, START collects fares only on the Village Local Route and the Commuter Routes. The Village Local has multiple-fare levels (free within Town, 3-dollars to the Village, free at Stilson, and 1-dollar on Highway 390). Extending this type of variable pricing to most or all routes would significantly increase complexity for both riders and staff. For example, if a 2-dollar fare were implemented on On-Demand service and 5-dollar fare on the village routes, it would be unclear whether riders should then pay an additional 3-dollars on the Village route, a differential for short distance traveled, or another location-based amount, as in the current Village Local fare structure. Such variability across multiple services becomes increasingly difficult to administer, slows boarding, impedes on-time performance, and diminishes the overall customer experience. Therefore, a new fare model should not be based on the current START model.

If a fare increase is the decided direction, staff recommend adoption of a consistent flat fare across all local services. A simple, uniform fare structure minimizes confusion, supports operational efficiency, aligns with prevailing transit industry practice, and provides a clear foundation for long-term fare products such as monthly, seasonal, and annual passes. Staff further recommend maintaining a higher fare for commuter services to reflect the longer distances and travel times associated with those routes. Staff does not recommend a distance-based model (i.e. $2 in for in town travel and $5 for trips to the Village). Operationally the Town Shuttle route is only 8 minutes less than the Village Local route end to end.

Staff has provided below a new fare structure in comparison to the current fare structure.

Current Fare Structure					
START Bus Fares	**START On-Demand**	**Town of Jackson**	**All travel between**	**Teton Village, HWY 390, Stilson, Wilson**	**Star Valley Teton Valley**
One-way	$0.00	$0.00	$3.00	$1.00	$8.00
One Day	$0.00	$0.00	$6.00		$16.00
10-ride			$24.00		$42.00
One Month					$105.00
Season	$125.00				
Universal Pass - 6mo	$550.00				
Universal Pass - Year	$999.00				

All prices half-off for age 60&older and 12&younger.
Age 8&under free with accompanying Adult.
Students of Teton County, WY ride free in Teton County, WY.

*Please note that in the current structure a $1 fare will be added to On-Demand at the end of November.

Recommended Fare Structure					
START Bus Fares	**START On-Demand**	**Town of Jackson**	**All Village Routes**	**Teton Village, HWY 390, Stilson, Wilson**	**Star Valley Teton Valley**
One-way	$2.00	$2.00	$2.00	$2.00	$10.00
One Day	$4.00	$4.00	$4.00	$4.00	$20.00
10-ride	$16.00	$16.00	$16.00	$16.00	$60.00
One Month	$50.00				$120.00
Season	$150.00				X
Universal Pass - 6mo	$499.00				
Universal Pass - Year	$899.00				

[redacted]

All prices half-off for age 60&older and 12&younger.
Age 8&under free with accompanying Adult.
Students of Teton County, WY ride free in Teton County, WY.

No service cuts	
Change in system ridership	Projected change in fare revenue
(38,646.26)	$248,006.54

Impacts with Initial Service Reductions	
Change in ridership with 25% service cuts	Fare revenue after 25% service cuts
(81,973.12)	$175,841.87

The above recommended fare structure provides the impact on both revenue and ridership in the bottom left corner. This table also provides the impact on both revenue and ridership assuming only the Initial Service Reduction list is implemented in the bottom right corner. Ridership and revenue will decrease further if service reductions from the Additional Service Reduction list are utilized.

After the implementation of both the proposed fare structure and the proposed initial service reductions (bottom right corner), staff anticipate losing approximately 82,000 riders (7.8% decrease) in the first year while gaining an estimated $175,841 (27% increase) in additional fare revenue. The ridership and revenue figures are based on a rolling 12 months after implementation. With the recommended season pass changes, staff anticipate an additional $30,000 in revenue from the pass contract with TVA but not until FY 2028. While the proposed fare structure is expected to reduce ridership, it also provides an immediate means of generating additional revenue to help close the current funding gap.

What would change from our current fare structure:

- No charge for transfers from one service to another – if you pay on the Town Shuttle you don't pay again to move to the Village Shuttle.
- Increase fare on On-Demand and Town Shuttle from $0 to $2.
  Increase fare on HWY 390 and charge at Stilson from $0 to $2 (currently we charge $1 at the Aspens).
  Decrease Teton Village base fare to match other routes from $3 to $2.
- Increase in commuter 10-ride pass from $42 to $60 to cover transfers to other services.
- Establish a one-month pass for all local routes and services.
- Increase fare for the Commuter one month pass from $105 to $120 to cover transfer costs.
- Increase the season pass from $125 to $150 to cover the costs of transfers on all local routes.
- Decrease all Universal Passes to encourage people to purchase them, currently we sell less than 10.

Benefits of the proposed fare structure:

- Consistent fare prices across the local routes
- Easy to understand fare payment and transfer system
- The One-Month Pass and Season Pass covers rides on all local routes and On-Demand
- The commuter fare covers transfers to local routes

Cons of the proposed fare structure:

- Charging a fare on two services that are currently free – Town Shuttle and On-Demand
- Price people out of riding the system

Even though prices are increasing, this new structure provides the ability to transfer to other routes versus having additional transactions with each boarding.

After the July START Board meeting, WYDOT contacted staff and recommended a Title VI review vis-à-vis implementing any new fare – this process is intended to ensure that any fare changes are compliant with federal nondiscrimination laws and that the public is provided meaningful opportunities to participate in the decision-making process. Though this is not required, due to the size of the START service, WYDOT recommends it and staff will thus undertake this process. The public hearing conducted on August 20 provided some feedback and public input, staff does not believe it is sufficient to meet the recommended Title VI requirements. <u>Staff is recommending that the Town and County delay implementing any fare changes until after a more thorough review can be completed.</u>

From the public comment, the public is generally in favor of an increase on the Commuter Routes and the On-Demand routes but not the Town Shuttle. No comments were provided about the fare change to the Village routes.

<u>Teton Village Area 1 Resort Master Plan:</u>
It is important to note that these fare scenarios are intended to evaluate options for START operated services and do not, by themselves, modify TVA's obligations under the Teton Village Area 1 Resort Master Plan or the associated TDM program.

Fare Recommendation
The START Board does not recommend the proposed fare structure. The START Board believes that increasing fares will have an unacceptable negative impact on ridership and will price people out of being able to take public transit.
Should the Joint Board want START to generate additional revenue through a fare increase, then the proposed structure is recommended and supported by staff; after staff has time to conduct a more thorough title VI review – staff could be ready by January.
Staff recommends waiting to implement a fare increase as part of the regular budget review process.

Key Questions to Consider

- Is this the appropriate time to implement a fare increase? Or should a fare increase be delayed and implemented as part of the FY 28 budget?
- How much additional revenue does the Joint Board want START to collect with increased fares?
- How much ridership loss is acceptable (based on the projections in the analysis section loosing 82,000 riders will take START ridership below 1 million)?

4- A Combination of Service Reductions, Fare Increases, and General Fund use.

The Joint Board could implement a variety of the options listed above to close the $1.5 M funding gap. The table below provides one such option. To reach the $1.5M needed the Joint Board could implement all the options from the Initial Service and Budget Reduction list ($1,118,000), the proposed fare increase ($175,000), then the Joint Board could fill the remaining $207,000 out of the General Fund.

Total amount needing to be cut from the START budget	$1,500,000
Total Initial Service / Budget reductions:	$1,118,000 ($502,000 in On-Demand)
Remaining Cuts to be made	$382,000
Total farebox revenue from recommended fare changes:	$175,000
Total remaining amount to be funded out of the General Fund	$207,000

If the Joint Board does not want to make all the reductions listed in the Initial Service and Budget Reduction list and chooses to fund some of the proposed reductions, the START Board, during the July 23 START Board meeting, prioritized the initial reductions. The chart below ranks all reductions considered in order of preference with items with higher scores being areas the Board would like to retain and items with lower scores the Board would recommend reducing. This prioritization is summarized in the table below and is intended to guide any further decisions. For each item in the chart the Joint Board would need to approve a budget amendment to fund the START budget accordingly.

Reduction	Savings	Points
Run Express buses to the Village only during the times of 6:00 AM to 10:00 AM and 2:00 PM to 6:00 PM	$ 214,149.60	12
Reduce late night service on the Town Shuttle after 8:00 PM from 3 to 2 buses	$ 64,878.82	10
Star Valley Commuter Buses Reduced by 1 round trip Friday Only	$ 14,332.74	9
Teton Valley Commuter Buses reduced by 1 round trip Friday Only	$ 12,178.31	8
Reduce Late night service to Teton Village after 8:00 PM fro 3 to 2 bues - Winter only	$ 75,582.21	8
Reduce frequency on the Town Shuttle during mid-day from 3 to 2 buses	$ 48,882.06	8
Reduce weekend service on the Town Shuttle after 8:00 PM from 2 to 1 bus	$ 75,487.82	7
SoD: Albertsons & Library Rides	$ 206,742.00	6
SoD: Service Hours Adjustments	$ 71,555.00	6
SoD: All other Staff and Fleet Reductions	$ 165,638.00	5
Recruitment	$ 10,000.00	5
Professional Services	$ 20,000.00	4
Reduce available Van Pool Vans from 10 to 5	$ 45,000.00	3
SoD: Fare Revenues ($1/ride with worse case processing fees)	$ 58,290.00	2
Reduce Marketing Budget	$ 35,600.00	0
Total	$1,118,316.56	

Staff would make the following changes to this chart. Staff would reduce START mid-day and Weekend service before making any changes to START On-Demand – Ridership during that those times is low for START. In this chart the START Board prioritized decreasing On-Demand service before any START Service.

Combined Reductions, fare increase and General Fund recommendation
If funding the entire $1.5 M shortfall out of the General Fund is not feasible, the START Board and staff recommend service cuts that reduce the budget by $1,118,000 and request the Town and County make up the remaining $382,000 out of the parties' General Funds. The START Board does not recommend the implementation of fare to close the gap.

Key Questions
- What combination of service and budget reductions, fare increases, and General Fund use would the Joint Board consider feasible?
- Based on the START Board's prioritization of the service reductions, are there any reductions that the Joint Board wants to avoid and instead fund those reductions out of the General Fund?
- Per the START Board's recommendation should the Joint Board make the initial service reductions and fund the remaining amount needed (approximately $382,000) to avoid further reductions in service and to avoid the implementation of increased fares?

5- Pursue Other Funding Alternatives

The following list are potential revenue sources that the START Board, Staff, and Town and County Departments can pursue over the next one to two years to potentially restore reductions in service and potentially implement the routing improvements identified in the TDP:

- Increase local funding from the Town and County out of the General Fund:
  - The Town and County can increase property tax, sales tax, or lodging tax to accomplish this.
- Work with the County transportation department to further study and consider parking management including paid parking in the Town and County– this could take 18 to 24 months to implement.
- Work collaboratively with local hotels to explore opportunities for financial partnerships that support expanded public transit service to and from Teton Village in lieu of, or complementary to, existing private shuttle operations.
- Continue to pursue other grant funding sources.
- Work with the cities in Lincoln County, WY and Teton County, ID to fund the local match for the commuter routes.
- Form a Regional Transit Authority (RTA). Wyoming law authorizes the creation of Regional Transit Authorities. Establishing an RTA could provide access to approximately $1 million annually in additional property tax revenue, subject to the statutory process and any required approvals by the participating local governments.
- Revise service contracts with Teton Village Association (TVA) and Jackson Hole Mountain Resort (JHMR to increase revenue. The proposed new season pass is a significant increase which would increase funding received from TVA by roughly $30,000.
- On July 20, Dr. Charlotte Frei presented at a workshop with the Board of County Commissioners (BCC) regarding Highway 390. During that meeting, the BCC discussed potential transportation-funding obligations of TVA and Jackson Hole Mountain Resort JHMR. The master plan states that among several winter strategies for Travel Demand Management, the applicant must 'Provide free parking at Stilson Ranch, with a free round trip shuttle service to Teton Village.' (p 71). If the BCC elects to apply an interpretation where TVA and JHMR are responsible for all START service between Stilson and Teton Village, staff has calculated the cost of providing this portion of START's Teton Village service. Per the last audited Town FY, the cost of running all START service between Stilson and The Village is $1,015,311.

Pursuing other funding option recommendation
Staff and the START Board have no recommendation on which of these items to pursue first.
During the August 20 START Board meeting the START Board recommended that the Joint Board create a stakeholder funding group for the purpose of identifying and pursuing alternative funding for START. Please note that Dr. Frei advised the START Board that the ITP is currently undergoing a revision and that part of this revision will be discussions on funding START. Dr. Frei advised caution in creating another committee unless it will be focused on obtaining private donations – similar to the Friends of Pathways group.

Ranking Exercise
The Joint Board will be asked to prioritize the other funding alternatives listed in this section of the Staff Report. The Joint Board will have three cards: Green, Yellow, and Red. For each of the listed funding options members of the Joint Board will be asked to hold up one of the colored cards. Green counts for two (2) points, yellow for one (1) point, and red for zero (0) points. The funding options with the most points will be pursued first. Having this scoring will give staff the direction that is needed to move forward. The last option about funding, 100% of the transit operations between Stilson and the Village, is a County-only consideration.

POSSIBLE ALTERNATIVES
Any combination of the options in the Analysis section are alternatives to reaching the $1.5 M needed to fill STARTs funding gap.

Take No Action
The Joint Board may decline all of the recommendations. Federal funding for FY27 begins October 1, 2026 at approximately $3.4 million. Without either supplemental local funding or service reductions, START would enter the federal fiscal year with commitments of approximately $1.5 million beyond available funding, and reductions would be required later in the year on a compressed timeline with less notice to riders. Staff does not recommend this alternative.

COMPREHENSIVE AND OTHER PLAN ALIGNMENT
Comprehensive Plan
START's transit services connect directly to multiple Comprehensive Plan goals. Policy 7.1.c calls for increasing the capacity for use of alternative transportation modes. Policy 7.1.d calls for discouraging single-occupancy vehicle use. A significant reduction in START service would create direct tension with both of these adopted goals and would affect the Town's and County's ability to implement the Comprehensive Plan's transportation vision. Staff notes this connection for the Joint boards' awareness, recognizing that transit service levels are a Comprehensive Plan implementation question as much as a budget question. The references in this report to the Transit Development Plan (TDP) are based on the revised TDP that was recommended by the START Board but has not yet been reviewed or approved by this Joint Board.

FISCAL IMPACT
There are various financial impacts depending on what the Joint Board decides to fund or cut. In the analysis section staff describes the various fiscal impacts.

Future Financial Impacts
Staff encourage the Joint Board to consider the alternatives in the Analysis section as a multi-year strategy to fund START and not only for the current FY. The current situation is manageable; however, the longer-term challenge is more serious. Staff notes that the multi-year outlook for START funding presents a potentially larger problem as WYDOT has indicated that this reduced funding level should be expected for at least the next three years. If operating costs continue to increase, including fuel, parts, and labor—and additional local or alternative funding is not secured, further service reductions beyond those identified in this report will likely be necessary in future years. If grant funding or local funding does not increase by approximately $400,000 in the next Town/County

FY, START will need to initiate another round of service cuts. These additional reductions would be a result of the following:

1- When determining federal funding allotments to rural states, FTA uses vehicle revenue hours, and WYDOT considers hours and ridership when allocating to local agencies. If service is reduced as proposed, START's reported revenue hours and ridership will decrease, which may reduce future federal funding allocations.
2- The first three months of this current Town/County FY are funded at a higher level of federal funding (approximately $400,000/month). The remaining nine months of the FY are funding at a lower level of federal funding (approximately $300,000/month). In FY 28, it is anticipated that federal funding will remain at the lower level of approximately $300,000/month for all 12 months.

STAFF IMPACT

START, County and Town staff have spent more than 600 hours over the last few months reviewing the budget, developing cost-cutting scenarios, preparing START Board packets, engaging in advocacy efforts to secure additional funding, preparing materials for public input, supporting Joint Town and County consideration of a revised budget and service plan in September, and preparing for implementation of approved service level changes and fare increases.

LEGAL REVIEW

ATTACHMENTS

Appendix A Cost Reduction Scenarios from June 25th Board Meeting (p. 12)
Appendix B Recommended Service Cost Reduction Break Out (p. 14)
Appendix C Fare Revenue Examples Analysis (p. 15)
Appendix D Public Hearing Notice (p. 18)
Appendix E Public Comment from the August 20th Board Meeting (p. 24)

SUGGESTED MOTION

Option 1.

I move to direct staff to prepare an amendment to the FY27 START budget to appropriate $1,500,000 (County $900,000 and $600,000 Town) from the Town and County General Funds to fully fund the current FY27 transit budget shortfall.

Option 2.

I move to direct staff to:

1. Implement the initial transit service reductions described in the Analysis Section resulting in service reductions of up to $1,118,000;
2. Approve the use of $382,000 (subject to minor adjustments) from the Town and County General Funds;
3. Defer implementation of any new fare structure until completion of a Title VI fare equity analysis evaluating the potential impacts on low-income and minority transit riders. Return to the Joint Board with proposed fare structure options after completion of the Title VI analysis, together with policy recommendations based on the Joint Board's direction regarding the revenue objectives for a revised fare structure.

Appendix A: Cost Reduction Scenarios from June 25th Board Meeting

Scenario 1	Savings
No On Demand	$1,600,000
Outcome	
No additional service cuts Without On Demand we should implement the TDP routing in the Fall of 2026 so East Jackson has service	

	Scenario 2	Savings
1	Reduce Marketing budget	$ (35,000.00)
2	No Bus Wash bay	$ (70,000.00)
3	Reduce bus order by 1 bus	$ (100,000.00)
4	Professional services	$ (10,000.00)
5	Recruitment	$ (10,000.00)
8	sv Commuter Buses reduced on Fridays only	$ (14,475.64)
9	tv Commuter Buses reduced on Fridays only	$ (13,240.03)
10	Late night service to the village after 8 PM	$ (80,209.12)
11	Late Night service in town after 8 PM	$ (71,795.82)
12	Reduce Frequency on Town Shuttle mid day	$ (30,261.06)
13	Express Buses Peak only	$ (227,259.16)
14	Express Buses Peak only	$ (147,050.05)
15	Reduce Sunday Town Service	$ (46,512.32)
19	Only launch in Wyoming	$ (45,000.00)
	Sub Total	$ (900,803.19)
	Reduce On Demand	$ (616,845.81)
	Total	$ (1,517,649.00)
	Outcome	
	Reduces less On Demand than Scenario 1 and 3	
	Reduces Commuters by one round trip on Fridays	
	Reduces the Town Shuttle mid-day, after 8 PM and on Sundays	
	Reduces more service to the Village in the evenings and midday in the winter	

Low to Medium	Ridership Impact
Low	Employee Impact - impacts seasonal EE
Low to Medium	Revenue Impact

	Scenario 3	Savings
1	Reduce Marketing budget	$ (35,000.00)
2	No Bus Wash Bay	$ (70,000.00)
3	Reduce bus order by 1 bus	$ (100,000.00)
4	Professional services	$ (10,000.00)
5	Recruitment	$ (10,000.00)
20	TDP late night service " "	
21	TDP late night service " "	$ (79,667.53)
22	TDP reduce frequency TS	$ (34,950.15)
23	TDP Express bus peak only	
24	TDP reduce Sunday TS	$ (58,871.50)
6	SV Commuter Buses reduced AM and PM	$ (52,678.21)
7	TV Commuter Buses reduced AM and PM	$ (50,000.13)
	Sub Total	$ (501,167.52)
	Reduce On Demand	$ (1,016,481.48)
	Total	$ (1,517,649.00)

Outcome

- Reduce more ON-Demand than scenario 2
- Reduce commuter trips by one round trip per day
- Reduces the Town Shuttle mid-day, after 8 PM and on Sundays
- Reduces late night service on Town and Village Routes after 8 PM
- There are more daily trips to the village as frequency will change from 60 minutes to 45 minutes Spring, Summer and Fall
- Town Shuttle provides service to East Jackson with the reduction of On Demand

Low to Medium	Ridership Impact
Medium	Employee Impact
Low to Medium	Revenue Impact

Appendix B: Recommended Service Cost Reduction Break Out

Recommended Reductions	Savings
START Service Reductions	
Reduce Marketing budget	$ (35,600.00)
Professional services	$ (20,000.00)
Recruitment	$ (10,000.00)
Star Valley Commuter Buses reduced by one round trip Friday Only	$ (14,332.74)
Teton Valley Commuter Buses reduced by one round trip Friday Only	$ (12,718.31)
Reduce late night service to Teton Village after 8 PM from 3 to 2 buses – Winter only	$ (75,582.21)
Reduce late night service on the Town shuttle after 8 PM from 3 to 2 buses	$ (64,878.82)
Reduce frequency on the Town shuttle during mid-day from 3 to 2 buses	$ (48,882.06)
Run Express buses to the Village only during the times of 6 AM to 10 AM and 2 PM to 6 PM	$ (214,149.60)
Reduce Weekend service on the Town Shuttle after 8 PM from 2 to 1 bus	$ (75,487.82)
Reduce available Vans by from 10 to 5	$ (45,000.00)
Sub Total of START Service Reductsions	$ (616,631.56)
On Demand Service Reductions	
Albertsons & Library Rides	$ (206,742.00)
Service Hours Adjustments	$ (71,555.00)
All other Staffing and Fleet Reductions	$ (165,638.00)
Fare revenues ($1/ride with worst case processing fees)	$ (58,290.00)
Sub Total of On-Demand Service Reductions	$ (502,225.00)
Total	$ (1,118,856.56)

On- Demand Albertsons & Library Rides	% of Total Annual Rides (2025)	Total Rides (2025)	Est Allocation of Cost Savings
Albertsons	10%	16,090	$ 126,836
Library	6%	10,137	$ 79,906
Total	16%	26,227	$ 206,742

Service Hours Adjustments					
Season	Hours Cut	Rides	% of Total Annual Rides	% of Season's Rides	Est Allocation of Cost Savings
Winter	11pm-12am	1,484	1.24%	2.81%	$ 17,432
Spring	6am-7am	712	0.60%	4.44%	$ 3,901
Spring	10pm-11pm	808	0.68%	5.04%	$ 3,901
Summer	6am-7am	1,123	0.94%	3.94%	$ 14,019
Summer	11pm-12am	1,031	0.86%	3.62%	$ 14,019
Fall	6am-7am	1,096	0.92%	5.03%	$ 9,143
Fall	10pm-11pm	1,043	0.87%	4.79%	$ 9,143
			6.11%		$ 71,555

Appendix C: Fare Revenue Examples and Analysis

Current Fare Structure

START Bus Fares	START On-Demand	Town of Jackson	All travel between	Teton Village, HWY 390, Stilson, Wilson	Star Valley Teton Valley
One-way	$0.00	$0.00	$3.00	$1.00	$8.00
One Day	$0.00	$0.00	$6.00		$16.00
10-ride			$24.00		$42.00
One Month					$105.00
Season	$125.00				
Universal Pass - 6mo	$550.00				
Universal Pass - Year	$999.00				

All prices half-off for age 60&older and 12&younger.
Age 8&under free with accompanying Adult.
Students of Teton County, WY ride free in Teton County, WY.

When looking at fare revenue options, staff evaluated changes in ridership and revenue based on current service levels and recommended service reductions. Staff used an overall service reduction of 25%, which is roughly the percent being proposed in overall service reductions. In each scenario the following was applied:

- Staff added a minimum $1 fare for travel between Stilson and the Village.
- Staff maintained a minimum $1 fare on On-Demand service per the approved FY 27 START budget.

Down $2

START Bus Fares	START On-Demand	Town of Jackson	All travel between	Teton Village, HWY 390, Stilson, Wilson	Star Valley Teton Valley
One-way	$1.00	$0.00	$1.00	$1.00	$6.00
One Day	$2.00	$0.00	$2.00	X	$12.00
10-ride	X	X	$8.00		$48.00
One Month	$15.00				$90.00
Season	$67.50				X
Universal Pass - 6mo	$550.00				
Universal Pass - Year	$999.00				

1

All prices half-off for age 60&older and 12&younger.
Age 8&under free with accompanying Adult.
Students of Teton County, WY ride free in Teton County, WY.

No service cuts

Change in system ridership	Projected change in fare revenue	
5,738.41	$ (58,761.12)	

25% service cuts

Change in ridership with 25% service cuts	Fare revenue after 25% service cuts
(42,359.81)	$ (97,948.26)

This scenario shows what would happen if all current fares were taken down by $2.

Down $1

START Bus Fares	START On-Demand	Town of Jackson	All travel between	Teton Village, HWY 390, Stilson, Wilson	Star Valley Teton Valley
One-way	$1.00	$0.00	$2.00	$1.00	$7.00
One Day	$2.00	$0.00	$4.00	X	$14.00
10-ride	X	X	$16.00		$56.00
One Month	$30.00				$105.00
Season	$135.00				X
Universal Pass - 6mo	$550.00				
Universal Pass - Year	$999.00				

1

All prices half-off for age 60&older and 12&younger.
Age 8&under free with accompanying Adult.
Students of Teton County, WY ride free in Teton County, WY.

No service cuts

Change in system ridership	Projected change in fare revenue
(6,056.12)	$23,713.41

25% service cuts

Change in ridership with 25% service cuts	Fare revenue after 25% service cuts
(52,886.43)	$ (24,339.75)

This scenario shows what would happen if all current fares were taken down by $1.

Up $1

START Bus Fares	START On-Demand	Town of Jackson	All travel between	Teton Village, HWY 390, Stilson, Wilson	Star Valley Teton Valley
One-way	$2.00	$0.00	$4.00	$1.00	$8.00
One Day	$4.00	$0.00	$8.00	X	$16.00
10-ride	X	X	$32.00		$64.00
One Month	$60.00				$120.00
Season	$270.00				X
Universal Pass - 6mo	$550.00				
Universal Pass - Year	$999.00				

1

All prices half-off for age 60&older and 12&younger.
Age 8&under free with accompanying Adult.
Students of Teton County, WY ride free in Teton County, WY.

No service cuts

Change in system ridership	Projected change in fare revenue
(39,878.65)	$182,076.02

25% service cuts

Change in ridership with 25% service cuts	Fare revenue after 25% service cuts
(83,073.03)	$116,998.88

This scenario shows what would happen if all current fares increase by $1

Up $2					
START Bus Fares	START On-Demand	Town of Jackson	All travel between	Teton Village, HWY 390, Stilson, Wilson	Star Valley Teton Valley
One-way	$3.00	$0.00	$5.00	$1.00	$10.00
One Day	$6.00	$0.00	$10.00	X	$20.00
10-ride	X	X	$40.00		$80.00
One Month	$75.00				$150.00
Season	$337.50				X
Universal Pass - 6mo	$550.00				
Universal Pass - Year	$999.00				
				1 Stilson fare collection	
All prices half-off for age 60&older and 12&younger.					
Age 8&under free with accompanying Adult.					
Students of Teton County, WY ride free in Teton County, WY.					
No service cuts				25% service cuts	
Change in system ridership	Projected change in fare revenue			Change in ridership with 25% service cuts	Fare revenue after 25% service cuts
(66,639.72)	$266,691.40			(106,957.28)	$192,518.11

This scenario shows what would happen if fares increase by $2

Assumptions of a $1 Change in Fare on START Services

Current Fare	**Route**	**Percent loss in ridership per $1 increase in base fare.**
	Town of Jackson	
Free	On-Demand and Town Shuttle	An increase of $1 will decrease ridership 5%-10%.
	Teton Village routes	
$3/$1/Free	TVL and TVX	An increase of $1 will decrease ridership 14%.
	Commuter	
$8	SVC and TVC	An increase of $1 will decrease ridership 5%

This chart shows the percent change in ridership as a result of a dollar increase. These are the percentages used in staff's model calculating ridership changes as a result of fare increases.

Appendix D Public Hearing Notice

Public Notice
Notice of Intent of Proposed Service Reductions to START Bus
Notice of Intent of Proposed Increases to START Fare Structure
Recently, START and many other transit agencies in Wyoming were informed of a reduction in federal funding starting October 1, 2026. On that date, START federal funding for federal fiscal year will be reduced by $1.5 Million. As a result, START Board and Staff are considering reducing its budget and service levels to accommodate this short fall.

Proposed Service Reductions

Notice is hereby given that START Board and Staff are recommending service reductions across START's network.

Initial Service Reductions

The START Board and Staff are recommending the following initial service reductions across START's network:

Town Shuttle Reductions

- Current Service
  - Year-Round, Monday to Sunday:
    - 15-minute service between 6:00am to 8:00pm.
    - 20-minute service between 8:00pm to 11:00pm.
- Proposed Changes
  - Year-Round, Weekday (Monday to Friday):
    - 15-minute service between 6:00am to 10:00am.
    - 20-minute service between 10:00am to 2:00pm.
    - 15-minute service between 2:00pm to 8:00pm.
    - 20-minute service between 8:00pm to 11:00pm
  - Year-Round, Weekend (Saturday and Sunday)
    - 20-minute service between 6:00am to 8:00pm.
    - 40-minute service between 8:00pm to 11:00pm.

Teton Village Express Reductions

- Current Service
  - Winter Season, Every day (Monday to Sunday)
    - 20-minute service between 6:00am to 11:00am.
    - 40-minute service between 11:00am to 2:00pm.
    - 20-minute service between 2:00pm to 7:00pm.
    - 40-minute service between 7:00pm to 12:00am
- Proposed Changes
  - Winter Season, Every day (Monday to Sunday)
    - NO service between 11:00am to 2:00pm.
    - Last departure from Teton Village at 7:00pm.

Teton Village Local Reductions

- Current Service
  - Spring and Fall:
    - 60-minute service between 5:00am to 11:00pm.

- Summer
  - 60-minute service between 5:00am to 12:00am
- Winter
  - 40-minute service from 5:00am to 12:00am

- Proposed Change
  - Winter ONLY
    - 60-minute service between 7:00pm to 12:00am.

Teton Valley Commuter Reductions

- Current Service
  - Year-Round
    - 3 round trips Monday to Friday.
- Proposed Change
  - Year-Round
    - Reduce to 2 round trips on Friday.

Star Valley Commuter Reductions

- Current Service
  - Year-Round
    - 3 round trips Monday to Friday.
- Proposed Change
  - Year-Round
    - Reduce to 2 round trips on Friday.

START On-Demand Reductions

- Current Service
  - Year-Round: 6:00am to 12:00am.
- Proposed Changes
  - Winter service: 6:00am to 11:00pm
  - Spring/Fall service: 7:00am to 10:00pm
  - Summer service: 7:00am to 11:00pm
  - Year round: No longer serve Albertsons or Teton County Library

Possible Additional Service Reductions

If the initial service reductions (described above) are not enough to alleviate the $1.5 Million federal funding gap, the START Board and Staff propose the following possible additional service reductions:

Teton Village Express

- Current Service
  - Winter Season, Every day (Monday to Sunday)
    - 20-minute service between 6:00am to 11:00am.
    - 40-minute service between 11:00am to 2:00pm.
    - 20-minute service between 2:00pm to 7:00pm.
    - 40-minute service between 7:00pm to 12:00am
- Proposed Change
  - Winter Season, Every day (Monday to Sunday)
    - 30-minute service between 6:00am to 11:00am.

        - NO service between 11:00am to 2:00pm.
        - 30-minute service between 2:00pm to 7:00pm.
        - Last departure from Teton Village at 7:00pm.

Star Valley Commuter

- Current Service, Year-Round
    - 3 round trips Monday to Friday.
- Proposed Change, Year-Round
    - 2 round trips Monday to Friday.

Teton Valley Commuter

- Current Service, Year-Round
    - 3 round trips Monday to Friday.
- Proposed Change, Year-Round
    - 2 round trips Monday to Thursday.

START On-Demand

- Current Service
    - Year-Round: 6:00am to 12:00am
- Proposed Change
    - Spring and Fall: Reduce to NO START On-Demand service
    - Year Round: Reduced START On-Demand vehicles in operation
        - Spring and Fall: Reduce from 3-2 vans all day to 1 van all day.
        - Summer and Winter: Reduce from 4 vans all day to 2 vans all day.

Proposed Changes to the START Fare Structure

In combination with the proposed service reductions and to help fill a portion of the gap in START's budget caused by a reduction in Federal funding the START Board and Staff are also considering a change to the current fare structure.

IF there is an increase in fares, the proposal for the fare increases is a flat base fare across local routes and services as follows:

<table>
<tr><th colspan="6">Current Fare Structure</th></tr>
<tr><th>START Bus Fares**</th><th>START On-Demand</th><th>Town Shuttle</th><th>Teton Village Routes</th><th>Teton Village, HWY 390, Stilson, Wilson*</th><th>Commuter Routes: Star Valley Teton Valley</th></tr>
<tr><td>One-way</td><td>$0.00</td><td>$0.00</td><td>$3.00</td><td>$0.00</td><td>$8.00</td></tr>
<tr><td>One Day</td><td>$0.00</td><td>$0.00</td><td>$6.00</td><td></td><td>$16.00</td></tr>
<tr><td>10-ride</td><td colspan="2"></td><td colspan="2">$24.00</td><td>$42.00</td></tr>
<tr><td>One Month*</td><td colspan="4">$128.00</td><td>$105.00</td></tr>
<tr><td>Season</td><td colspan="4">$125.00</td><td></td></tr>
<tr><td>Universal Pass - 6mo</td><td colspan="5">$550.00</td></tr>
<tr><td>Universal Pass - Year</td><td colspan="5">$999.00</td></tr>
<tr><td colspan="6">** Currently, START Charges $0 at Stilson and $1 base fare at the Aspens
**All prices half-off for age 60&older and 12&younger.
**Age 8&under free with accompanying Adult.
**Students of Teton County, WY ride free in Teton County, WY.</td></tr>
</table>

<table>
<tr><th colspan="6">Proposed Fare Structure</th></tr>
<tr><th>START Bus Fares**</th><th>START On-Demand</th><th>Town Shuttle</th><th>Teton Village Routes</th><th>Teton Village, HWY 390, Stilson, Wilson*</th><th>Commuter Routes: Star Valley Teton Valley</th></tr>
<tr><td>One-way</td><td colspan="4">$2.00</td><td>$10.00</td></tr>
<tr><td>One Day</td><td colspan="4">$4.00</td><td>$20.00</td></tr>
<tr><td>10-ride</td><td colspan="4">$16.00</td><td>$60.00</td></tr>
<tr><td>One Month*</td><td colspan="4">$50.00</td><td>$120.00</td></tr>
<tr><td>Season</td><td colspan="4">$150.00</td><td></td></tr>
<tr><td>Universal Pass - 6mo</td><td colspan="5">$499.00</td></tr>
<tr><td>Universal Pass - Year</td><td colspan="5">$899.00</td></tr>
<tr><td colspan="6">**All prices half-off for age 60&older and 12&younger.
**Age 8&under free with accompanying Adult.
**Students of Teton County, WY ride free in Teton County, WY.</td></tr>
</table>

Interested parties may obtain this description of proposed changes on the START Bus website at https://www.jacksonwy.gov/564/Public-Notices

A public hearing on these proposed service and fare changes will be held during the regularly scheduled START Board Meeting on Thursday, August 20, 2026, at the Teton County Commissioners' chambers starting at 3:30PM. Public comment will be accepted during the START Board Meeting, both in person or virtually. Members of the public are also invited to provide input via email to info@startbus.com on or before August 14, 2026.

Dated: July 29, 2026

Jackson Hole News & Guide Publish August 5, 2026

START Board Memo

To: The General Public
From: START Board and Staff
Date: August 5, 2026
RE: Why START Is Proposing Service Reductions and Considering a Fare Change

START and most other transit agencies in Wyoming face a substantial reduction in federal funding beginning October 1, 2026. The accompanying Public Notice describes what is proposed and what is under consideration. This letter explains some further background, including some insights into how the START Board and Staff arrived at these recommendations and other potential solutions, and what the Board is recommending as a solution.

What the Board Is Actually Asking For

The Board's preferred recommendation is no service cuts. It is a request that the Town of Jackson and Teton County amend the START budget to cover the full $1.5 million from the General Fund for the current fiscal year. That would avoid every service reduction and fare increase in the Public Notice and give staff time to secure alternative funding on a reasonable timeline.

The changes before the public are a contingency plan. Under START's policies the changes to service and fares must be presented to the public for comment in advance of being adopted. In order to satisfy the notice requirements for public comment (and to allow for changes to go into effect on October 1, the proposed changes and changes under consideration need to be presented to the public before we get resolution on any local funding. Depending on the local funding provided, the proposed service reductions in the Public Notice may not need to be implemented in full or in part, and the Board may not need to recommend a proposed fare increase at this time.

How the Service Reductions Were Determined

Staff and the Board started by trimming nonservice aspects of the budget, before touching a single trip. Beyond that, reductions were unavoidable. Staff modeled multiple cost-cutting scenarios for the Board in June. The Board directed that daily commuter reductions and outright elimination of On-Demand were not preferred.

We believe the proposed package will have the least negative impact on ridership, revenue, and headcount of those scenarios examined. Four principles guided the recommendations:

- **Protect peak service and the first and last trips of the day as much as possible**, the trips people depend on to reach work. Reductions concentrate in midday, after 8:00 PM, and weekends, where ridership is the lowest.
- **Spread the impact** across the Town Shuttle, Teton Village Local and Express, On-Demand, Van Pool, and Commuter routes, so no single group of riders bears the whole burden.
- **Retain Fare Revenue** where possible, as service is reduced fare revenue will also go down which may result in additional cuts to services.
- **Avoid negative impact on employees,** recruiting employees to work and live in Jackson is difficult and retaining the great employees we have is critical. The proposed reductions would not require any layoffs, the reductions mean a smaller seasonal workforce.

How the Proposed Fare Structure Was Developed

The initial round recommended service and budget cuts totaling roughly $1.1 million of the $1.5 million needed. As a potential means of avoiding the further service cuts that would cut deeper into peak service or first and last trips, the Town Council and County Commissioners asked staff to examine revenue options. Fares are the only such option within START's direct control. For example, START can only advertise on the interior of the buses, and not on the exterior of the buses due to Town and County policies

Staff modeled several structures. Its recommendation was largely influenced by estimated price sensitivity, as Jackson already charges more than certain comparable resort communities, along with equity across routes, administrative burden, ease of understanding, boarding time, and on-time performance.

Those considerations pointed to a simple flat fare structure. START collects fares today only on the Village Local and Commuter routes. Adding fares to other routes at various amounts increases complexity and equity – especially when riders transfer from one route to another. Extending variable, location-based pricing (for example START charges $3 to get on the Village Local in Town Limits, $0 at Stilson, and $1 at the Aspens) across most services would make multi-leg trip costs unclear, slow boarding, and reduce reliability. Staff therefore recommend a consistent flat fare across local services, with a higher commuter fare reflecting longer distances, no longer charging for transfers between services, and monthly, seasonal, and annual passes remaining meaningfully cheaper than the equivalent single rides. Under this flat-fare model transfers would be free (i.e. transferring from a commuter route to a local route would be free).

The START Board recognizes that this is not a painless change. The structure is estimated to generate roughly $175,000 in additional farebox revenue while reducing ridership by approximately 82,000 riders in the first year. The START Board is not recommending the proposed fare structure at this time to allow Staff more adequate time to evaluate the impacts that this will have on riders and revenue.

What Remains Unresolved

After initial service reductions and before fares are increased approximately $380,000 remains unfunded. The Board recommends the Town and County cover that amount from the General Fund rather than requiring further cuts, or fare increases. However, if this does not occur and both initial service reductions and fare changes are implemented approximately $175,000 remains unfunded and the Board would ask the Town and County to cover this amount. The START Board and Staff have presented the full scope of what might change while we continue to pursue funding alternatives. START Staff and the local Elected Officials are pursuing state funding and solutions and other alternatives.

How to Weigh In

A public hearing will be held during the START Board Meeting on Thursday, August 20, 2026, at 3:30 PM in the Teton County Commissioners' chambers, with comment accepted in person or virtually. Written comment may be submitted to info@startbus.com on or before August 14, 2026. The Board wants to hear which trips matter most, where a reduction would create hardship, and whether the balance among local funding, fares, and service is right.

Respectfully,
START Board and Staff

Appendix E: Summary of Public Comment from the August 20th START Board Meeting

Received via email					
Name	**Residence**	**Route**	**Service Changes Comment**	**Fares**	**Fare Changes Comment**
Caroline Guerrero	Jackson	START On-Demand	please maintain early morning and late-night availablity/hours		
Julie Ball	Driggs	TV Commuter	move an early morning service to a later time	against fare increases	fare increase will most affect low income riders
Jessi Adshade	Star Valley	SV Commuter	concerned about crowding if we remove an afternoon bus	not opposed	n/a
Jessica Asadorian	Teton Valley	SoD & Town Shuttle	Increasing TS from 15 to 20 will make it hard for commuters to run errands during the day	against fare for SoD	if we add SoD fare then increase TS East Jackson coverage
Kimberlee Jansen	Star Valley	SV Commuter	maintain SV1 and SV3		
Sara Johnson		Commuters	if we drop to 2 commuters, have a bus after 5:40 PM for people who work 9:00AM to 5:30 PM		
Kristine Lee	Star Valley	START On-Demand	supports reducing SoD vehicles it if improves efficiency	Pro fares for SoD	$1 to $3
Kristine Lee	Star Valley			pro Town Shuttle fare	$1 to $3, children free, seniors 50%
Kristine Lee	Star Valley	Teton Village (? "Outlying areas")	agrees with reducing low ridership times	pro Commuter increase	reasonable fare increase for commuters
Surley Ortiz Navarro	Teton Valley	TV Commuter	Add a bus from Driggs to Jackson at 7:50 AM		
Charles Mitchell	Teton Valley	TV Commuter	Victor is growing. TV Commuter should be increased not reduced. Public Transportation is important for reducing traffic and congestion		

Jessica Asadorian	Teton Valley	Commuter routes	Opposed to service cuts and fare increases. Prefers finding alternative funding sources like paid parking.	against fare increases	
Emma Gleeman	Teton Valley	Commuter routes	Do not remove a commuter run. Necessary to meet work schedule variability.		
Emma Gleeman	Teton Valley	START On-Demand	Maintain SoD stop at library. Important for low-income community members to access services.		
Maidi Ajtun Rivas		not specified	please keep fares affordable and minimize service reductions		please keep fares affordable
Neill Herbert	Star Valley	SV Commuter and Town Shuttle	Public transportation is important for easing traffic congestion.	against fare increases	Increasing commuter 10-ride and also adding fare to TS will make the bus less economically attractive compared to driving personal car. Cap 10-ride at $55.
Selena Humphreys	Victor, ID	TV Commuter	Against service cuts	against fare increases	
Rachael Dunlop	Victor, ID	TV Commuter	Against service cuts	against fare increases	
Brandon Dimcheff		Town Shuttle	Against service cuts	against fare increases	Ask Town Council to add parking meters downtown
David Gonzalez		Town Shuttle & START On-Demand		against fare increases	Cost of living is already difficult for workers. Adding or increasing fares will be a financial burden.
Taylor Amey	Teton Valley	Commuter routes	Against service cuts. Commuter service won't be viable for workers if only 2 buses all week.	Prefer fare increases before service cuts	Public transportation is safer and more affordable than driving a private car over the pass.
Leslie Prendergast	Victor, ID	TV Commuter	Against service cuts. If we cut a bus, adjust pickup times	Prefer fare increases before service cuts	
Lisa Kunz	Driggs	TV Commuter	Keep 3 trips in winter and reduce to 2 in summer. If we do cut, keep early	not opposed	price increase is more than fair

			AM and late PM to accommodate work schedules		
During Board Meeting					
Brandon Dimcheff			New resident, really proud of the transit system. Easy to use, keeps cars off the street. Good for public safety. Please prevent service cuts.	No fares on Town Shuttle	
Kelsey Wotzka			Don't agree with increasing fares. Especially with the town shuttle, people rely on it to get to work. We face a lot of pressure in this town at the lowest level of income. Thinks charging for parking in Town Square could be a way to supplement. We need service south of town in Rafter J. Fewer buses and less frequency is not the answer.	No fares on Town Shuttle	