

# START Board Regular Meeting

## I. Zoom Information

- A.
  - 1. <https://us02web.zoom.us/j/81522746953?pwd=NGkvZWFSU9vakJHR1RrUlozRCtEdz09>
- B. Webinar ID: 815 2274 6953 / Passcode: 83001
- C. 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
- C. Approval of Minutes
  - 1. December 21, 2023 Regular Meeting Minutes
  - 2. January 25, 2024 Annual Strategic Planning Meeting Minutes
  - 3. February 8, 2024 Regular Meeting Minutes

## 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)

## V. DISCUSSION ITEMS AND/OR ACTION ITEMS (3:45-4:45)

- A. Discussion
  - 1. FY25 Budget Update -- Bruce Abel
    - i. TVA Correspondence
  - 2. Joint Funding Task Force Update -- Bruce Abel
  - 3. START Bus December 2023 & January 2024 Financial Report -- Bruce Abel
  - 4. START Bus December 2023 & January 2024 Ridership Report -- Bruce Abel
  - 5. START On-Demand
    - i. East Jackson Ridership December 2023 & January 2024 -- Bruce Abel
  - 6. Airport Pilot Service Update -- Brian Laverty, Mead & Hunt
  - 7. Proterra Update -- Bruce Abel

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8. Winter Service Update (November 24, 2023 - April 14, 2024) -- Jason Pitts
9. Technology Update -- Bruce Abel
10. START Board Recruitment Update -- Bruce Abel

**VI. MATTERS FROM THE BOARD (4:45)**

- A. Board Committees Discussion -- Board Members
- B. Town Liaison Report -- Arne Jorgensen
- C. County Report -- Wes Gardner
- D. Teton Valley Liaison Report -- Doug Self
- E. Star Valley Liaison Report -- Vacant
- F. Matters from Board Members

**VII. EXECUTIVE SESSION**

**VIII. ADJOURNMENT**

**IX. TIME AND PLACE FOR NEXT MEETING**

- A. Thursday, March 21, 2024, 3:30-5:30PM, Hybrid - County Chambers/Zoom  
NB: The March meeting is a week early due to the budget cycle
- B. Please click the link below to join the webinar:  
<https://us02web.zoom.us/j/81522746953?pwd=NGkvZWFSU9vakJHR1RrUlozRCtEdz09>
- C. Webinar ID: 815 2274 6953 / Passcode: 83001

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## START Board Regular Monthly Meeting Minutes

December 21, 2023

3:30 PM – 5:00 PM

Teton County Commissioners Chambers and Zoom

### I. ZOOM INFORMATION

- A. <https://us02web.zoom.us/j/84461692726?pwd=SC9wd2tJREp3VEV0NjhQcS9VbVJmQT09>  
Webinar ID: 844 6169 2726 / Passcode: 83001

### II. OPENING (3:30-3:40)

- A. Call to Order
- B. Roll Call

**START Board:** Ty Hoath – In-person (Chair), LizAnn Eisen – In-person (Vice-Chair & Treasurer), Meghan Quinn -- In-person (Secretary), Anna Kerr – In-person, Benjamin Goldberg – Virtual, Jared Smith – Virtual, Cate Watsabaugh – In-person

**Liaisons:** Doug Self – Virtual (Teton Valley, ID Liaison)

**Staff:** Bruce Abel – In-person (START Director), Jason Pitts – In-person (START Ops Manager), Hanna Sjoberg Bonar (START Service Planning, Marketing, and Grants Coordinator), Ann McClure (START Admin Assistant)

- C. Approval of Minutes:

- Motion made by Cate Watsabaugh, seconded by Meghan Quinn, to approve the October 26, 2023 Regular Meeting Minutes as written. START Board agrees unanimously. Motion carries.
- Motion made by Meghan Quinn, seconded by Cate Watsabaugh, to approve the November 16, 2023 Regular Meeting Minutes as written. START Board agrees unanimously. Motion carries.

- D. Recognition of Outgoing Board Members

- Hoath—Acknowledge Anna, Cate, and Ben. You have a legacy and mindset that will stay with us after you leave.
  - i. Focus on importance of transit to local employees and minority groups
- Abel and Hoath presented framed prints to Cate and Anna with gratitude from staff, START Board, and community members
- Abel—thank you for your support. It has been much appreciated. We appreciate the perspectives you have brought. Anna, your initiative to communicate in alternative languages was important to many people in the community
- Smith—echo what Ty and Bruce said. You have all represented constituencies that are critical. Transit dependent folks are the people START is all about. We hope to find people who will fill our shoes, and we hope you continue to bring your voice and provide feedback to us.
- Cate—Thank you. This is a beautiful gift. The real gift is the relationships I've made with Board and Staff. She is proud about what they have accomplished. Bruce has made START strong in a short amount of time. The people you brought on board and the projects you are completing are incredible. She plans to be an advocate and supporter of START.
- Anna—Cate said it all more eloquently than I could. It was a great opportunity to be on the Board. Thanks everyone for being receptive to her ideas. [She was TCAP liaison representative. Teton County Action Plan. Quarterly meetings.]

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### III. PUBLIC COMMENT – any items **not** on today's agenda. (3:40-3:45)

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### IV. CONSENT AGENDA (N/A)

### V. DISCUSSION ITEMS AND/OR ACTION ITEMS (3:45-4:45)

#### A. DISCUSSION:

1. START Bus November 2023 Financial Report – Bruce Abel
  - i. 42% through Fiscal Year, most recent review yesterday. Pleased to say nothing we need to point out to Board in terms of areas of concern.
  - ii. December 4 JIM Approval of Budget Amendment for Contracted Services
    1. Town Council and County Commissioners approved budget amendment for \$247,000 for contracted services with Salt Lake Express for limited runs for Express route from Village to Jackson.
  - iii. There will be some savings from low headcount over spring. Those savings will offset some of the recent higher charges we've seen. Will be having conversations with Finance department, HR, and Town Manager for upcoming budget cycle about nuances of our operations
  - iv. Don't anticipate needing budget amendment because of these savings in other areas
  - v. Hoath—anticipating we will be able to account for PTO differently next year? Abel—in Transit budget based on hours, not headcount. Town bases on headcount. We need to change it. We must backfill when someone is out; account for training hours.
2. START Bus November 2023 Ridership Report – Bruce Abel
  - i. 11 months through calendar year: up 14.7% from last year. Upward trend in ridership continuing. Projects we'll end year around 870,000. Continue to regain pre-pandemic levels.
  - ii. Teton Village continue to see year-to-date reduction because of ridership loses last year, but seeing month-over-month increases.
  - iii. Star Valley continue to see decline in ridership. Continuing to monitor.
  - iv. Teton Valley continue to see an increase in ridership.
  - v. Hoath—will we callout Airport Shuttle in a different area or combine? Abel—we will call it out separate today, and beginning next month incorporate airport into the report.
3. START On-Demand
  - i. East Jackson Ridership November 2023 – Bruce Abel
    1. Up 8.9% from November of last year. Improvement in passengers per hour.
    2. November was busier than anticipated. Need to review figures to ensure came in under contracted amounts.
    3. Wait times got longer toward end of the month, but average is still around 10 minutes
    4. 80% are 1 person trips. But almost 20% are shared rides. Goal is to get more shared rides.
    5. Contract is structured to account for seasonal ebb and flow.
4. Airport Shuttle Pilot Service Update – Bruce Abel & Hanna Sjoberg Bonar

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- i. Marketing and Outreach—Ribbon Cutting (12/16/23)
  - 1. The scissors worked this time!
  - 2. Speakers: Ed Liebzeit, chairman of the Airport Board; Arne Jorgensen, Mayor Pro-tem; Luther Propst, chairman Board of County Commissioners
  - 3. First ride was at 5 a.m.—Hanna with her 2.5 year old, Bruce, Arne, Kevin Dunnigan (JHA Communications Assistant), Charlotte Frei (Regional Transportation Planning Administrator), Jason, and 2 members of the public. The 2 riders received swag from both the airport and START (mugs and squishy buses).
  - 4. 51 paying passengers on the first day(12/16). 39 on 12/17, 46 on 12/18, 26 on 12/19, 55 yesterday, first half of today we had 75.
  - 5. We want to be carrying 175 to 200 per day by the time the pilot program ends. For the first few days Abel is pleased with numbers we are seeing. Looking for average of 100 to 120 riders per day across the whole trial period.
  - 6. It has been a great team effort to get this pilot going—START, Airport Management, Chamber of Commerce, Town Staff
  - 7. Smith—congratulations to team for great launch. Any feedback from riders, hotels, and taxi companies? Abel—Has not heard feedback from hotels. Rick Howe and Chamber of Commerce is marketing on our behalf. Cowboy Village is taking folks to Miller Park on their shuttle instead of Airport. Heard story that a man drove his car to airport, left the keys for friends arriving later, and rode the shuttle back into town.
    - a. Talked with local reporter Billy Arnold from Daily News. Might see an article next Wednesday. He has a chat group with friends that usually discusses rides to airport this time of year. He didn't have to do that this time because of the shuttle.
    - b. Not sure if airport employees are using it. Distributing postcards with survey QR code to public. Want to hear from non-riders why they are not using it. Want to hear from riders about what can be improved.
    - c. Consultants should visit in mid-February for a check-in.
    - d. Airport management has not decided whether or not to incentivize employees to use it. Airport is aware there is concern about airport employees parking in town to use shuttle, thus restricting parking in town.
    - e. Working on pocket guide of START schedule that includes information about airport shuttle
- 5. Proterra Update – Bruce Abel
  - i. Continuing to work through bankruptcy proceeding.
  - ii. We have 2 to 3 Proterras back up and running routinely.
- 6. Winter Service Levels Updates (November 24, 2023 – April 14, 2024) – Jason Pitts
  - i. Salt Lake Express update—brought in 3 drivers. They were all used last year, which helped with the learning curve. Working to avoid any bad habits from last year.
    - 1. Hoath—what are options if they don't provide appropriate level of service?
      - a. Abel—Level of service is much more manageable this year. Their own company challenges from last year are resolved. There is a sliding scale of liquidated damages if they don't perform.
  - ii. Winter service is going well. Ridership levels are peaking/spiking.
  - iii. We had 16 new drivers go through training. Great to see them on the road.
  - iv. Abel—we will continue to recruit and onboard as a few people have left, but more have joined us. The group of newcomers who joined us this year is fantastic.

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1. The new group has bonded, they are socializing. People from other departments in town have comments on the nice group.
2. We should remember to budget for another recruiting trip next year
3. Hoath—recapture rate? Pitts— Seasonal drivers have an adventuresome mindset of seeing different areas. We are trying to create a culture that will make them want to stay or comeback. Also hoping they will bring friends along. We will start having those conversations later in the season.

7. Technology Update – Bruce Abel & Hanna Sjoberg Bonar

- i. Masabi (Digital Fare) Hard Launch (11/20/23)
  1. 535 accounts have been created
  2. Tickets being sold: 1,169 month to date. Majority is Teton Village to Town. Next highest is Airport.
  3. Abel recognized McClure's efforts running point on data entry and customer service
- ii. Phasing in hardware as new buses arrive
  1. Equans performed instillation on Gilligs and MCIs
  2. Masabi did final instillation on both Gilligs and MCIs
  3. We are now fully installed with all our of technology. We can track our vehicles. We can push that information to riders through Transit app. People can buy digital fares
  4. After the new year we will work on Phase 2 of digital fares—Smart Cards they can use instead of mobile device. We are also working toward Account Based Ticketing: riders can load a card that will deduct balance every time they ride.
  5. The SmartCards will also allow us to work with local employers to sponsor employee passes.
- iii. Hoath—asked about backend efficiencies? Abel—we recently introduced on-time-performance as quarterly Key Performance Indicator. Direct result of this technology. Allows us to adjust schedules as necessary.

8. Grand Targhee Update – Bruce Abel

- i. Thank you to Doug Self and Joel Millman at GT for taking the lead on the grant application. In the process of finalizing it. Expect to be complete tomorrow. Due Jan 9, 2024.
  1. Secure funding to help provide funds for the GT Shuttle, runs Victor and Driggs up to GT. We provide funding and GT provides match.
  2. Second grant application to support Idaho Commuters is due Jan 12, 2024.
  3. We have requested letters of support for this grant application from stakeholders

9. Strategic Planning Meeting

- i. January 25, 2024 from 12:00 pm to 5:30 pm
- ii. We will seat Kristin Unruh, our incoming board member
- iii. Please think of issues and topics to discuss during Strategic Planning Meeting
- iv. Staff will also develop topics
- v. Meeting will set our goals for the year

10. ITD State Management Review Update

- i. They came onsite Oct 19.
- ii. Packet includes items that need improvement
  1. Most of these items were already known to us.
- iii. We need to develop a Continuity of Operations Plan (COOP) for how we will continue to function during an emergency
  1. He has a friend in Nashville. Their facility was flooded. But because they had a COOP in place everyone knew what to do and where to go.

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- iv. There are administrative items as well, e.g., we were praised for providing communication and in-bus announcements in Spanish, but we need the published plan saying we will do it.

#### 11. Board Members Appointments

- i. We had 3 openings on the START Board with departures of Anna, Cate, and Ben. We received 4 applications. 1<sup>st</sup> did not meet residency requirements, need to be a resident of Teton County (applicant lives in Lincoln County). 2<sup>nd</sup> person was not a U.S. citizen, JPA and WY Statute requires being citizen. 3<sup>rd</sup> person had applied to multiple boards.
- ii. So we had 2 viable applicants. One (Unruh) was appointed.
- iii. Unruh has been provided contact information for Executive Committee members
- iv. Kerr—asked about citizenship requirement? Abel—Lea's research indicates it is required by Wyoming law. Kerr—seems there are many J1s and Latinx riders who would be good representatives. Abel—agreed. Also disappointed that another applicant was not considered who was a regular START rider. Asked town and country to reconsider that process.
- v. Openings are going to be readvertised. Hopefully get positions filled before Jan 25 meeting.
- vi. Watsabaugh pleased we did get 4 applications
- vii. Kerr—suggested Lincoln County applicant can be Star Valley liaison. Abel—investigating it
- viii. Hoath—asked about timeline. Can current Board help drum up interest? Abel—spoke with contact at County about advertising, which will happen just after New Year.

#### 12. Homeland Security Update

- i. Hoath—asked for background information since we don't usually do these.
- ii. Abel we received a call several months ago from Homeland Security and Transportation Security Administration that they would like to come perform a table top exercise. These are routine events. Jason participated in one in Utah. Bruce participated in Denver.
  - 1. It gathers all the pertinent departments that would respond to an emergency. There is role playing to work through a scenario. Touches on things as mundane as which radio frequency everyone should use in an emergency.
  - 2. We had an initial meeting with them last week. This is typically done with major systems, not usually done with small systems.
  - 3. We'll be working with Regional office in Colorado and Headquarters office in D.C
  - 4. Tentative schedule to do in May
  - 5. Rich Oaks, Teton County Emergency Coordinator, will be taking lead.
  - 6. It is a staff driven exercise to make sure everyone knows what to do in an emergency.
  - 7. Discussing type of emergency that would be appropriate, e.g. a wild fire.
  - 8. Also reaching out to school district since it is transit focused. What is availability of ALL rolling stock on county?
    - a. There was a flood when he was in Denver. There was a senior residency center in danger. They were able to use their ADA vehicles to evacuate since there was a plan in place and they knew what resources were available.

#### 13. State Required Training

- i. Advise Board that State of Wyoming is direct recipient of Federal Funding. Feds review state DOT. State DOT reviews us.
- ii. State of WY had a number of challenges identified
- iii. We have participated in Title VI training
- iv. We have an upcoming training on Drugs and Alcohol

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- v. We have training for National Transit Database
- vi. Hoath—public official training is still available. We'll communicate available dates.

**VI. MATTERS FROM THE BOARD (4:45)**

- A. Town Liaison Report – Arne Jorgensen (absent)
- B. County Report – Wes Gardner (absent)
- C. Teton Valley Liaison Report – Doug Self
  - 1. Nothing to report
- D. Star Valley Liaison Report - Vacant
- E. Committee Reports
- F. Matters from Board Members
  - 1. Jared—Backcountry Alliance: partnering to provide transit access to Teton Pass Corridor.
    - 1. Last year there was a demonstration project. Vans were donated by Rendezvous Riversports
    - 2. More formal this year. In cooperation with Forrest Service, and as part of corridor study FHWA is doing. Service is starting on Saturdays after the first of the Year. Worked with TVA to set a pickup spot in Stillson Transit Center. Mountain Resort is willing to test it out, pending insurance confirmation
    - 3. It is good news with incremental movement
  - 2. Abel--WY 22 Corridor Project—first meeting of technical committee held yesterday. Bruce didn't get to attend. But there is a document provided with first steps. Developed by consultants and development committee. We will continue to be involved. Thanked Jared for participating in process.
    - 1. Appears that advisory committee Jared is on has done a good job getting concerns included
    - 2. Jared shared information—concern about makeup of the groups advising project and which ones will be involved in developing ideas
    - 3. Alternatives listed in memo—1) add a general purpose lane in each direction, 2) HOV lanes in each direction, 3) Peak Period Shoulder, 4) low build alternative/improve intersections, 5) 3-lane alternative (i.e., center turn lane), 6) 5-lane alternative (2 general purpose lanes and a center turn lane), 7) No Action.
  - 3. Hoath—Transportation Coalition did a volume study of options a few years ago. Does Bruce have that information? Jared—remembers Nelson Igard[?] did a study/presentation and Bruce was there. There was also a recent occupancy study that should be included.

**VII. EXECUTIVE SESSION**

**VIII. ADJOURNMENT**

Motion to adjourn the meeting made by LizAnn Eisner, seconded by Jared Smith. Board voted unanimously. Meeting adjourned at 4:55 pm.

**TIME AND PLACE FOR NEXT MEETING.**

Thursday, January 25, 2024, 12:00-5:30PM, In-person in County Chambers

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This will be a half-day Strategic Planning session. New board members will be sworn in.

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.

Meghan Quinn, Secretary Date

Date

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## **START Board Annual Strategic Planning Meeting Minutes**

**January 25, 2024**

**12:00 PM – 5:30 PM**

*Hybrid – Teton County Chambers & Zoom*

	<i>Gathering and lunch</i>	<i>12:00 – 12:30 PM</i>
<b>I.</b>	<b>OPENING</b>	<i>12:30 – 12:40 pm</i>
	A. Introduction & Swearing-in of Board Members (with Town Clerk, Riley Taylor) – Kristin Unruh – 12:32 PM	
	B. Call to Order:	
	<ul style="list-style-type: none"><li>• Ty Hoath, START Board Chair, calls meeting to order at 12:30 PM.</li><li>• Formal Call to Order – 12:37 PM</li></ul>	
	C. Roll Call:	
	<ul style="list-style-type: none"><li>• <b>START Board:</b> Ty Hoath—In-person (Chair), LizAnn Eisen—In-person (Vice-Chair &amp; Treasurer), Meghan Quinn—In-person (Secretary), Jared Smith – In-person, Kristin Unruh – In-person.</li><li>• <b>Liaisons:</b> Arne Jorgensen—In-person (Town Council Representative)</li><li>• <b>Staff:</b> Bruce Abel—In-person (START Director), Jason Pitts—In-person (START Operations Manager), Hanna Sjoberg Bonar—In-person (START Service Planning, Marketing &amp; Grants Coordinator), Lea Colasuonno—In-person (START Attorney), Tyler Sinclair – In-person (Town of Jackson Town Manager), Ann McClure—In-person (START Administrative Assistant)</li><li>• <b>Other:</b> Charlotte Frei—In-person (Regional Planning Transportation Administrator)</li></ul>	
<b>II.</b>	<b>WELCOME &amp; AGENDA REVIEW</b>	<i>Ty Hoath</i>
	A. Bruce reviews START Handbook highlights to Board presented to each member	<i>12:40 – 12:45 PM</i>
<b>III.</b>	<b>DISCUSSION</b>	<i>Bruce Abel</i>
	A. 2023 Review and Status of 2023 Board Priorities:	<i>12:45 – 1:45 PM</i>
	1. Bruce Abel discusses our go and no-go priorities from 2023 -	
	1. #1) Getting House in Order:	
	a. Compliance	
	<ul style="list-style-type: none"><li>i. We have made progress, but have more work to do.</li><li>ii. We need to respond to the findings from the state reviews.</li></ul>	
	b. Staffing	
	<ul style="list-style-type: none"><li>i. Great group of drivers from Alaska. Will include funds for another recruiting trip in FY25 budget.</li></ul>	

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c. Training

- i. Programs in place for better training. All START staff assisted.

d. Asset Management –

- i. New buses (Gilligs = 11; MCIs = 6)
- ii. New Transit app – real-time bus tracking, trip planning and Masabi feature in Transit App via electronic fare ticket purchasing via mobile app. (All in one awesome app!)

iii. 2024 Goals for Asset Management –

- 1. TSP (Traffic Signal Priority) – Funded by BUILD grant, in the START Budget; hope to have fleet equipped by next winter.

2. #2A) Fares/Dynamic Fares

- a. No progress. Funds for consultant removed during last budget cycle

3. #2B) Marketing, Outreach & Equity:

- a. Hanna Sjoberg Bonar reviewed the 2023 year of events that START staff participated in
- b. Smith asked about marketing efforts to increase awareness of commuter routes
- c. Quinn asked about running ads in local movie theaters

4. #2C) Airport (Consultant):

- a. 175-200 daily riders by the end of the pilot period
- b. 120 daily average throughout the entire pilot
- c. Averaging 62 passengers at the moment
- d. Anticipate continuing public communication via pilot shuttle survey to get rider and non-rider review of service.
- e. Marketing awareness of the program to get a boost in average ridership
- f. Discussion of parking for airport shuttle users
  - i. Last parking utilization study was in 2019. Might be time to update. All town parking should be reviewed holistically

5. #3) Grand Teton National Park (GTNP):

- a. On hold for 2023 year due to priorities to the Airport Shuttle

6. #4) Ride Matching/Vanpool

- a. Discussion of community need and ways to execute
- b. Need to coordinate with St. John's Hospital for employee transportation. Lack of bandwidth this year given all else going on

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7. #5) Commuter Routes:

- a. Finally providing service to our Commuters that hits the needed standard for our commuter riders. The MCI over-the-road coaches provided 41% increase in seating capacity (39 to 55 seat capacity)
- b. Did not increase number of runs, but did increase capacity
- c. Challenge to add new trip is round-trip running time

B. Review and Status of Integrated Transportation Plan (ITP) –

1. Ridership trends

- 1. COVID Pandemic in 2020 caused a drop
- 2. Larger towns were harder hit and a slower to rebound. Our numbers are going in the right direction
- 3. Grand Targhee Resort ridership will be included in ridership numbers going forward
  - a. Eisen asked for GTR breakout back to 2018
- 4. We are re-establishing transit as a means of transportation in the valley

2. Progress towards plan

- 1. ITP called to double transit service from 2015 to 2024
  - a. Neither the fleet nor the people to do so, but we have a good foundation now.
- 2. Several goals were either achieved or are in progress

C. Review and Status of 2020 – 2025 Route Plan

- 1. Route Plan helps decide how to allocate our transit resources
- 2. Some of the assumptions underpinning the Route Plan were unrealistic for Jackson traffic
  - 1. Giving our driver/operators realistic routes
  - 2. Adjusting trip frequency to be obtainable so we don't overly stress operators and cause them to leave
  - 3. In several cases adjustments have resulted in better service than required by Route Plan
- 3. Stilson Shuttle—did not add a shuttle. Used existing service more effectively by routing as many START schedules as possible through Stilson
- 4. Conducted a Commuter Survey to understand shift start and end times in Jackson
  - 1. Most common request was trip to serve 9 am start time
    - a. Current riders did not like idea of schedule change for 9:00 am start time
  - 2. Need to get more information about how commuter service is being used
  - 3. Second top request was for weekend commuter service
- 5. Hoath asked about service to south of town (Rafter J and Melody area)
  - 1. Expects conversation to restart as property owners work through land-use process

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**IV. BREAK** 1:45 – 2:00 PM

**V. DISCUSSION (continued)** **Bruce Abel** 2:00 – 3:15 PM

A. Financial Review

1. Final FY23 Budget Results:

1. Returned about \$1M in unused budget
  - a. Budgeted for expansion of service, which did not happen
  - b. Not enough vehicles or people
  - c. Still have vehicle constraints because of Protter situation, but have enough rolling stock for current service levels

2. Amendment to SLE contract budget was approved by JIM
3. We got the bus operator starting wage adjusted to \$25.20 and the ability to adjust salaries Depending On Experience this year. Plus an increased bonus incentive program.

2. 2025 Budget Process and Discussion:

1. Budget instructions have been distributed and the timeline has been kicked off.

2. Budget requests due February 16<sup>th</sup> to Town... For START specifically, we would like to propose (and adopt... later in agenda) to have a budget meeting February 8<sup>th</sup>, and on the February 22 regular board meeting – get an OK from Board to be able to submit to Town.

3. Tight budget schedule, but doable
  - a. We have built a good foundation we can sustain
  - b. Focus on what we have been doing well

4. Joint Funding Task Force for Town and County will meet and decide at JIM Feb 12<sup>th</sup> for results of their decision.

5. Operations Plan for Budget Review will be presented next meeting for updated FY25 budget request.

1. We cannot produce ridership. We produce service. Measure in terms of hours

2. Budget is based on miles and hours per service. Hope it meets peoples' needs

3. Need to focus on adequate housing for seasonal drivers to help stabilize labor pool

4. Plans to include service hours, training hours, and PTO coverage in next budget request

5. Capital Improvement Plan (CIP) Review: FY24

1. Work on changing from electric to hybrid buses for purchasing.

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2. ADA Bus Grant application – awaiting on confirmation of approval of grant application from WYDOT.
3. Continuing our Technology program and anticipate wrapping up electronic fare component by this fiscal year (June 30, 2024).
  - a. We will request a small carry over to shift the budget funds of our last component of our technology program into next fiscal year budget FY 25.
4. Transit Signal Priority project will ask to carry over
5. Outstanding items:
  - a. Grant for housing on bus site. Would need matching funds.
  - b. Grant for building out bus storage. Would need matching funds
  - c. Anticipate Stilson construction budget in Town Public Works budget (per J. Ziem)
    - i. Ongoing maintenance/operations of Stilson will be START's responsibility
  - d. Bike Share program might come back

B. Key Performance Indicators Review

1. Existing KPIs:
  - a. What do we measure?
    - i. Efficiency – cost per revenue hour; cost per revenue mile
    - ii. Effectiveness – PAX (passenger) per revenue hour; PAX per revenue mile.
      1. Cost-effectiveness: Total cost per PAX and Subsidy per PAX
    - iii. Quality of Service –
      1. KPI: On-time performance (reliability) – growing in a nice trend for the year. “Leave on time, stay on time” promotion internally.
      2. KPI: Total Vehicle accidents per 100,000 miles traveled (preventable)
      3. KPI: Total Complaints –
2. New KPIs:
  - a. Customer Service KPIs – From Transit App Dashboard:
    - i. Transit App: provides Views and Clicks per route
      1. Town Shuttle most clicks. Teton Village Local most views
    - ii. Masabi: tracks Downloads and Users
      1. Seasonal distribution, higher in winter months

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3. We have better data now to track KPIs
4. Don't use KPIs to compare ourselves to other transit agencies. Use KPIs to track our own growth and improvement
5. KPIs help inform training, coaching, and route viability
6. Quinn asked about possibility of sponsor(s) to help subsidize Transit app. Hoath suggested falls under advertising question
7. Discussion of in-bus advertising

**VI. BREAK** 3:15 – 3:30 PM

**VII. VISION FOR THE FUTURE** *Ty Hoath/Board* 3:30 – 5:00 PM

A. Election of Officers (3:33 PM) –

1. A Process in By-laws:
  1. Officers elected at annual meeting of board.
    - a. Election of officers is done by majority of entire board of 7 seats. Need 4 out of the 5 current membership.
    - b. Nominations are made by the floor; elected; tallied; and announced to the floor by Lea.
    - c. One position will have two roles (to include treasurer) so that at Executive meeting there isn't a quorum.
  2. Vacancies occur at next board meeting.
  3. Nominations on floor for Chair – LizAnn Eisen nominates Ty Hoath, Meghan Quinn 2nds. No other nominations.
    - a. Vote: Ty Hoath has been elected Chair
  4. Nominations on floor for Vice-Chair – Jared Smith nominates LizAnn Eisen for Vice-Chair; Ty Hoath 2nds. No other nominations.
    - a. Vote: LizAnn Eisen has been elected Vice-Chair
  5. Nominations on floor for Treasurer – Jared Smith nominates LizAnn Eisen for Treasurer; Kristin Unruh 2nds. No other nominations.
    - a. Vote: LizAnn Eisen has been elected Treasurer
  6. Nominations on floor for Secretary – LizAnn Eisen nominates Meghan Quinn for Secretary; Jared Smith 2nds. No other nominations.
    - a. Vote: Meghan Quinn has been elected Secretary

B. WY22 EIS Update—Charlotte Frei (2<sup>nd</sup>):

1. NEPA (National Environmental Policy Act)
2. Still very early in the process—Pre-NEPA phase
3. We are at the Level 1 Screening stage of evaluating options
4. Feb 21 and Feb 22 WYDOT will be in town presenting on Transportation Needs at two different locations around town.
5. This is first HOV project in Wyoming

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6. START service levels could be a factor in decision making process

1. Park & Ride and mobility hubs supported by Town and County could also be important

C. Bike Share Update—Charlotte Frei (1<sup>st</sup>) (*next immediately after Election of Officers*):

1. Program ran for 5 years – paused due to management operation capacity, aging equipment, etc.

2. If considering bringing Bike Sharing back – can we make it more cost effective? Previously operated by Friends of Pathways management.

1. Estimated cost between \$300,000 to \$400,00 to restart program, with ongoing maintenance of \$60,000 to \$100,000.

2. Previous START Bike program maintenance was \$75,000

3. Shared Mobility – lots of advantages to thinking more broadly about the different modes of any ‘shared mobility’ services (bike, car, etc.)

4. Recommend a biennial survey of shared mobility customers.

5. RFP out on the street for FY25 budget

D. Priorities for 2024 (Dot Exercise) - Ty Hoath

1. Brainstormed list of potential priorities for the year. Board members then voted

2. 2024 Priorities

1. House in Order (staffing, training, compliance, etc.)

2. Update Route Plan

3. Customer Survey

4. Fare Study

5. Bike share/Car Share/Vanpools

a. Route Plan, Customer Survey, Fare Study are related and might be rolled into one project

b. Updating Route Plan would require assistance of a consultant

## **VIII. WRAP UP & ADJOURNMENT**

5:00 – 5:30 PM

A. Board Self-Assessment – LizAnn Eisen – please populate assessment paper in your folder before departing today. No names – anonymous

B. Setting of 2024 Meeting Schedule – approval or change?

1. LizAnn Eisen moves to approve 2024 meeting schedule as presented. Meghan Quinn 2<sup>nd</sup>, motion passes unanimously.

February 8, 2024 03:00 – 05:00 pm, February 22, 2024 03:30 PM – 5:30 pm, March 21, 2024 03:30 PM – 5:30 pm, April 25, 2024 03:30 PM – 5:30 pm, May 23, 2024 03:30 PM – 5:30 pm, June 27, 2024 03:30 PM – 5:30 pm, July 25, 2024 03:30 PM – 5:30 pm, August 22, 2024 03:30 PM – 5:30 pm,

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September 26, 2024 03:30 PM – 5:30 pm, October 24, 2024 03:30 PM – 5:30 pm, November 21, 2024 03:30 PM – 5:30 pm, December 19, 2024 3:30 – 5:30 pm

Adjournment – LizAnn Eisen moves to adjourn meeting at 5:30 pm; Meghan Quinn 2<sup>nd</sup>, motion passes unanimously.

Potential Priority Items Lists:		Green Dots Count:	Red Dots Count:	Totals
GIVEN	Getting (existing) House in Order (foundation): <i>staffing, training, compliance, asset management</i>			100
	Route Plan Update	6	0	6
	Customer Survey	5	0	5
	Fare look	5	0	5
	Bike / Car	4	0	4
	Vanpools	3	0	3
	Airport	0	0	0
	GTNP	2	2	0
	Commuter Service	0	0	0
	Shared Mobility	0	0	0
Equity Task Force		0	0	0

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Ann McClure Date  
START Administrative Assistant (Minutes Editor)

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

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Meghan Quinn, Secretary Date

## START Board Regular Monthly Meeting Minutes

February 8, 2024

3:00 PM – 5:00 PM

Hybrid – Teton County Commissioners Chambers & Zoom

### I. ZOOM INFORMATION

- A. <https://us02web.zoom.us/j/83396788140?pwd=bEZsVEJIUHNiTE9CaEU4MCTUSCtTd09>
- B. Webinar ID: 833 9678 8140/ Passcode: 83001

### II. OPENING (3:00-3:05)

- A. Call to Order
- B. Roll Call
  - **START Board:** Ty Hoath – In-person (Chair), LizAnn Eisen – In-person (Vice-Chair & Treasurer), Meghan Quinn -- In-person (Secretary), Kristin Unruh – In-Person, Jared Smith – In-Person (3:30)
  - **Liaisons:** Arne Jorgensen – In-Person (Town Liaison), Wes Gardner – Absent (Teton County Liaison), Doug Self – Absent (Teton Valley, ID Liaison)
  - **Staff:** Bruce Abel – In-person (START Director), Jason Pitts – In-person (START Ops Manager), Hanna Sjoberg Bonar (START Service Planning, Marketing, and Grants Coordinator), Ann McClure (START Admin Assistant)

### III. DISCUSSION ITEMS AND/OR ACTION ITEMS (3:15-4:15)

- A. DISCUSSION:
  1. Proposed START Ops Plan/Budget for Fiscal Year 2025—Bruce Abel
    - a. Abel started by explaining the town instructed START to “Maintain level of expenses. Maintain level of service.” Those are mutually exclusive. We are focusing on maintaining level of service.
    - b. Abel explained budget process and timeline. Initial submittal is due to Town February 16.
      - i. The fiscal year starts July 1. Last year Town leaders approved their budget first week of June. County leaders approved their budget last day of June. Hopefully this year will be more in synch. Last year we had to scramble to cut budget and ended up eliminating South Town On-Demand service.
    - c. We are responsible for submitting an operations plan that underlies our budget. (See PowerPoint and handouts)
    - d. Reviewed Integrated Transportation Plan (ITP)
    - e. Review of Route Plan. In some cases we are beating requirements of the RP. In others we are running more realistic schedules.
    - f. Sales & Lodging Tax produces majority of budget for town. Sales tax is ahead of projections. Lodging tax is behind. Combined it is \$40,000 ahead of projections.
    - g. Reviewed future projections and relationship to Fund Balance. Fund Balance dips below Target in 2025, which is the FY we’re planning.
      - i. START is a “Special Revenue Funds” in the Town budget. We are showing a \$3.8 million deficit. When we buy [equipment] we pay 100% and then request reimbursement from WYDOT and ITD. We have submitted some requests and are
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in the process of preparing for more reimbursement submissions. We are waiting for several months of operating funds from WYDOT.

2. Getting into heart of our plan.
  - i. Our levels of service get translated into dollars.
  - ii. We can't produce ridership. We produce hours and miles. We look at it in terms of Hours, which is the largest factor.
- b. Reviewed Town Shuttle current and proposed. Last year we had service constraints because of the lack of vehicles and drivers. Asked Town Manager Tyler Sinclair to use our Budgeted Level of Service as our baseline.
  - i. Propose run Town Shuttle later into the night to match up better with Village schedule. Currently we get people into town and then they can't get anywhere.
- c. Teton Village Local—not proposing 40 minute frequency in summer because not enough demand. Proposing 40 minute frequency in winter as currently doing.
- d. Teton Village Express—2 components. 40 minutes all day long. Then peak hour trips. This year we extended Peak Hour supplements, majority of the day. We propose continuing that pattern.
- e. Teton Village South—maintain current. Passenger productivity does not merit increase.
- f. Commuters—proposing a 4<sup>th</sup> commuter from each valley.
  - i. Caveat—RP called for 8 round trips a day. Says 1 hour each way, 2 hours round trip, which is not possible. Test of 4<sup>th</sup> RT was not successful, gets back into town at a bad time, people late to work.
  - ii. Instead we are proposing finding a way to make a 4<sup>th</sup> work. We are missing a dominate shift—most requested was 9 am work start. Our times are all over the place. A few months ago we released a proposed schedule, but our current riders didn't like it. We don't know what the disconnect is. We want to survey current riders to see [how the current schedule fits their needs] and why they didn't like proposed schedule.
  - iii. Hoath—we are not aspiring for perfection. We are aspiring to serve most of the people most of the time. Why fourth weekday instead of weekend service? Abel—According to survey top priority was 4<sup>th</sup> weekday, 2<sup>nd</sup> Saturday, 3<sup>rd</sup> was Sunday.
  - iv. If we can't do the 4th weekday maybe use those hours for 1 or 2 trips on a Saturday. The math is 5 days a week for 250 days will give enough hours do to 1 or 2 rounds trips on Saturday and Sunday for 52 weekends.
- g. Hoath—Asked whether increase in Town Shuttle hours can be used for an extra Commuter run instead. Abel—No. TS minimal increase, 1 hour.
  - i. Hoath—expressed desire to remain focused on the needs of local riders, especially people traveling to work.
- h. Skipped ahead to reviewing extra charts that are not in the PowerPoint (see page 32 in the packet file) Discussed passengers per hour on various routes at various times.
  - i. Smith—The recommendations make sense. Most questions about commuter routes. How do we tap into the people who might ride transit, but are not? Were respondents to last survey typically existing riders?
    1. Abel—Survey was distributed online, through employers, and on buses. We wanted riders and non-riders. We wanted to see demand. We did not have

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the bandwidth at the time to drill down on responses. The next step in conversation is finding out why people didn't like the proposed change. Are they coming into town and having breakfast before work? Or did they not like change because it is different? We did not want to abandon current market (riders) for potential market. Not sure about response of rider vs non-rider off top of head.

- ii. Hoath—please socialize this information with Doug Self
- i. Airport Shuttle Pilot—budget includes running it again. Target 175 riders per day, 10 to 12 per hour. Average over course of pilot 7 pph/120pd. (People Per Hour/Per Day) We expected to start low and grow quickly. We started high and are growing slowly. Currently averaging 69 ppd vs target of 120.
  - i. Why not run in summer? That was original proposal. Consultants provided data. Lyft, Uber, Taxi—usage is smaller in summer. More car rental in summer. Abel compared to a project in resort area he worked previously. Winter riders approved—going to one place. Summer riders—going all around area. Town of Jackson data seems similar. Therefore, he proposes a second winter season, which will also keep the conversation alive.
  - ii. Unruh—Asked how would winter Airport hours compare to a Saturday commuter? Abel—one RT on weekdays equals 1 to 2 RT on 52 weekends.
- j. START On-Demand—Based on 5% increase in monthly fixed, 5% increase in variable, 3% increase in hours. December and January came in within numbers, growth is slowing down.
- 3. Now onto Operations Plan
  - a. We've talked about having money in budget to adjust schedules and service. We have not had in our budget funds for planned time off (PTO), training, etc. Those are hours that are not built in as Service Hours. This year we brought in 19 drivers for winter, which required 2 to 3 weeks of training.
    - i. Worked with accounting to find planned time off liability—equivalent of 2 full-time people. We also looked at ExtraBoard time (having a driver at headquarters on stand-by). For training we built in 30 employees at 120 hours.
    - ii. Service plan called for 65,000 hours of service. Last year at 78,000 hours. When we take 65,000 hours and add PTO, Training, etc., we get 77,000 hours. So we are at status quo for service level.
    - iii. We paid over \$60,000 hours in supervisors overtime. They are doing training and covering each other's vacation times. We are discussing creating a "Lead Driver" positing who can fill in for supervisors so they can do other duties. Lead Driver would be a supervisor in winter and a driver the rest of the year.
    - iv. We are looking for specific accounting line items for each item so we can better view and understand them.
  - b. Quinn—asked about local share of funding vs federal share. Bruce explained, see slide 11.
  - c. Smith asked for the spreadsheet developed for cost sharing between JHMR and TVA that showed the breakdown and percentages between federal and local share.
- 4. Abel—we've been told by both parties that they intend to exit the JHMR and TVA contracts on March 15. Mountain Resort and TVA feel that the agreement references 3 seasons, but the term extends into next year. There is disagreement on the length of terms. It is an

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informal notice to exit at this point. START Staff have had conversations with County, Planning Staff, and Town.

- a. Conversations with County have been: START has been the party charged with enforcement of their land-use agreements. We are asking County for a formal zoning analysis and what we need to be doing. We are not the legal enforcers of the land-use agreement. Requesting legal opinion on what the path forward is if JHMR and TVA exit the agreement. This contract issue was going to be part of the Revenue discussion.
- b. Eisen—Confirmed that historically the contract is outside the preview of the Board and the Town is handling. Abel—yes and no. Believes last year was first formal agreement.
  - i. Smith—there are multiple Master Plan agreements. Shooting Star was latest, original MP enabled Teton Village to be what it is today. There were supplements that made commitments about transportation funding. It was a year-by-year review. The Master Plan calls for regular review. Each of these agreements has a different take on it. We were not in compliance, which is why we raised this issue three years ago and crafted the agreement to make it less political.
  - ii. Abel—agreement is penned by Town and signed by JIM. Eisen reminds START Board can't sign multi-year agreements. Eisen—we are ready to support, but are waiting for an invitation to participate.
  - iii. Smith—we found there is an opinion at JHMR and TVA that the agreement was going to sunset. There is a difference of opinion about whether it expires or expired, or subject to reevaluation based on traffic levels. The whole idea behind the agreement is mitigating traffic.
  - iv. Abel—we raised this with County a few times, but have not received much guidance. We spoke with Sinclair about getting a formal answer/direction. They will have 30 days to respond once we give them the request.
    1. Upshot is budget does not assume revenue from it.
5. Capitol Plan—11 Gilligs received. 6 over the road coaches received. We also had Lo/No grant to purchase 4 buses. We are asking for those matching funds to be carried forward since we have not executed it.
  - a. We have a BUILD grant for 2 additional buses. We are planning this with a look ahead for retiring vehicles based on miles and years of service in line with federal guidelines.
  - b. ADA vehicle carry forward. We bought a used one. Saved enough to be a local match for a federal grant we applied for. We have not been formally told we received the grant, but we see it in the database.
  - c. Similar for the Tahoe vehicle replacement. We have \$40,000. Bought a used vehicle because of an accident. We think we have enough left to be local match on a grant.
  - d. The technology project should be wrapped up by June 30.
  - e. Transit Signal Priority is being worked on, but probably won't start until autumn—request carry over.
  - f. Radio—in current budget, used some to equip new MCIs, request carry over of same amount (\$61,000). Want to start phasing in new radios onto existing buses. Expect [age of radio equipment] to come up during tabletop exercise with Homeland Security later this year.

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- g. Smith—Proterrass? Abel—2 of 8 working, 3<sup>rd</sup> comes and goes. Proterra company has been sold. We have been told they plan to get us operational. The capitol plan calls for 6 new buses. We have grants for this. Both of those grants call for electric. One specifies Proterrass. We have received permission not to buy Proterra. We have also discussed switching to hybrid buses instead.
  - i. We are operating our current level of service with our current fleet. Not dependent on Proterrass. It would be an issue again next winter. If we can't get more buses we would need to use Salt Lake Express again, which is not currently in budget.
  - ii. If we can figure out schedule for 4 commuters, we would want to get 2 more Over The Road coaches. We hear from the commuter riders if we use an old bus again.
- 6. Line Item Budgets
  - a. Two handouts not in PowerPoint, but see packet handouts
  - b. We are cleaning up accounts.
  - c. Administration sheet review.
  - d. Advertising budget—this line item is for us to buy advertising. Newspaper ads, movie trailer ads (production money), squeezy buses (to give out at community events). Print ads for awareness of service, but also schedule changes. Also retainer for a company like NewThought or 3Elephants to manage social media accounts.
    - i. Smith—concerned no advertising focus on Star Valley or Teton Valley where we can grow awareness. Retaining a firm might help with that. Abel—nothing says we need to place all our print ads in JHN&G. Smith—can we get a team on board soon? Abel—that is the plan.
    - ii. Advertising vs Professional services? Ad agency was booked to Advertising budget in previous years. We can move it.
- 7. Eisen—20 mins left. Move to professional services?
  - a. Abel—\$230,000 in Professional Services is for the Route Study [\$120,000], Fair Study [\$20,000], and Onboard Study [\$20,000] [\$160,000 total] that came out of the Retreat in January.
    - i. Also need Professional Services [\$30,000] for bus procurement for various audits.
    - ii. And \$40,000 for on-call consultant for general things.
    - iii. Hoath—can we utilize existing budget to start those activities this year? Abel—we're trying to get there. Smith—RFP before end of year? Abel—Current priority is creating policies for Title VI, Procurement, and utilizing Disadvantaged Business Enterprises by end of month [as required by State Reviews in October]. Challenge is to either do that or make an RFP to get a consultant to do it. We are using the templates from WYDOT consultants to meet their deadlines.
      - 1. Smith and Hoath inquired about using Town resources, or existing funds, to help with these projects.
      - 2. Abel expressed appreciation for willingness to help, but explained it is easier/faster to complete projects in house at this point.
  - b. Grand Targhee Resort—they are contractors to us. We get a grant and then pay them. That line item gives us the ability to do that.

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- c. Eisen—how will airport shuttle be funded? Abel—we have not presented revenue forecasts, except to mirror current farebox revenues. Not expecting to include JHMR and TVA revenue. ITD and WYDOT grants are best guess revenue. In-Bus advertising is another revenue stream.
- d. Eisen asked questions about managing JHMR and TVA situation. Abel—place holder and conversation starter to get guidance.
- e. Discussion of Professional Services line item and if it is enough.
- f. Smith advocate for ITP. Suggest new FTE/headcount for service planning. Abel—we have a service planner. There are multiple demands on that persons' time. Smith—not reflection on Staff. There aren't enough people.
  - i. Hoath—asked to socialize idea of another FTE administrative staff member.

Motion made by LizAnn Eisen, seconded by Kristin Unruh, to authorize submitting budget with additional \$20,000 added to Professional Services—Hoath, Eisen, Quinn, and Unruh vote in favor, Smith opposed. Motion carries.

#### IV. ADJOURNMENT

A. Motion made by LizAnn Eisen, seconded by Kristin Unruh, to adjourn. All in favor, motion carries.

## TIME AND PLACE FOR NEXT MEETING.

Thursday, February 22, 2024, 3:30-5:30PM, Hybrid - County Chambers/Zoom

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/81522746953?pwd=NGkvZWFrSU9vakJHR1RrUlOzRCtEdz09>

Webinar ID: 815 2274 6953 / 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.

---

Meghan Quinn, Secretary Date

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## FY25 START Budget - Service Profile

2/8/2024 v2

**July 1, 2024 to June 30, 2025**

Total Days		Weekends	Weekdays		START	END	Total Days	Weekdays	Weekend Days	
Total Summer	127 days	36	91	127	Budget Summer '24	7/1/2024	9/28/2024	90	65	25
Fall	62 days	17	45	62	Fall	9/29/2024	11/29/2024	62	45	17
Winter	135 days	40	95	135	Winter	11/30/2024	4/13/2025	135	95	40
Spring	41 days	11	30	41	Spring	4/14/2025	5/24/2025	41	30	11
	365 days	104	261	365	Budget Summer '25	5/25/2025	6/30/2025	365	261	104

	Start	End	Total Days	Weekdays	Weekend Days
Budget Summer '24	7/1/2024	9/28/2024	90	65	25
	Fall	9/29/2024	11/29/2024	62	45
Winter	11/30/2024	4/13/2025	135	95	40
	Spring	4/14/2025	5/24/2025	41	30
Budget Summer '25	5/25/2025	6/30/2025	37	26	11

<u>Deadhead hours input --&gt;</u>	Town Shuttle	0.11
Teton Village Local		0.1
Teton Village Express		0.1
TVE tripper		0.1
Teton Village South		0.1
Star Valley Commuter		0.56
Teton Valley Commuter		0.56
ADA		0.1
JH Airport		0.1
GTNP		0.1

Driver Training 480  
Annual Hours 77,396

## START Capital Improvement Plan (CIP) - DRAFT

BA v4

2/15/2024



February 9, 2024

Re: FY23 Payment for START Bus Passes

*Via email*

Dear Mr. Abel,

This letter seeks to rebalance the total cost of START Bus service in fiscal year 2023 as it pertains to Teton Village Association ISD's purchase of employee START Bus passes to comply with the following language in our transit funding agreement, "TVA desires a degree of certainty with regard to levels of service on the Teton Village Routes and the cost that is to be paid for that service in a manner that enables TVA to engage in multi-year predictable budgeting."

In addition to the funding Teton Village Association contributes to START Bus, TVA contracts with a private provider for transit services connecting the Stilson transit center to Teton Village throughout winter during peak times of day when START Bus cannot meet rider demand. The Stilson Express Shuttle serves Village employees and the general public. In fiscal year 2023 alone, TVA paid \$161,908 to contract for this additional transit service, which carried over 33,000 riders. The Stilson Express Shuttle proved to be more necessary last winter because START Bus service was so unreliable. START's costs increased in the winter of 2022-23 due to the contract with Salt Lake Express, but the level of service actually deteriorated. On time performance reports show about 60% of START's Teton Village Express buses and about 50% of Teton Village Local buses arrived more than five minutes late between January and March 2023. TVA, JHMR and other Village employers received numerous complaints from employees who were late to work, stuck waiting to get home, or who gave up on START Bus and decided to drive instead.

In light of TVA's investment in supplemental transit service to and from Stilson as well as the unreliability of START Bus service last winter, Teton Village Association requests the 2023 cost of service calculation credit TVA the cost of our contract for the Stilson Express Shuttle against the amount due to START for transit service. We would make the same request for fiscal year 2024 because our contract for additional Stilson transit service is necessary to provide an acceptable level of service for Teton Village employees and visitors.

More broadly, Teton Village Association continues to disagree regarding the manner of calculating this cost for the reasons described in correspondence dating back to 2017. For decades, Teton Village Association has facilitated Teton Village employers' purchase of bus passes for their employees per the Area 1 Master Plan language to "Provide season bus passes to all JHSC<sup>1</sup>

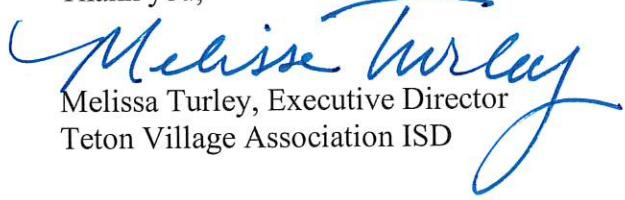
<sup>1</sup> Jackson Hole Ski Corp., now Jackson Hole Mountain Resor

employees and to employees of any new development approved on commercial lots or tracts under this Planned Unit Development. These bus passes shall be provided at no cost to the employee unless the employer demonstrates that an unreasonably high fee is being charged by the transit provider, in which case the bus passes may be only partially subsidized.”

The Teton Village Master Plan calls on certain Teton Village employers to provide season bus passes for employees. Yet the transit funding agreement with the Town of Jackson asks TVA and JHMR to share the cost of service for START Bus routes connecting the Town of Jackson with Teton Village. In accordance with the requirement for certain employers in Teton Village to provide season bus passes for employees, Teton Village Association has consistently requested the START Board establish a new fare structure that equitably allocates operating expenses across all users so Teton Village employers are not expected to pay a higher rate than businesses located elsewhere in Teton County. Since 2001, businesses in Teton Village have paid \$1,568,422 to provide bus passes for their employees. The cost START billed TVA for these bus passes increased 89% since FY21, and the estimate of final FY23 billing 38% higher than the FY22 estimate included as exhibit B to the transit funding agreement. Our request to credit the amount TVA pays to contract for Stilson Express Shuttles against what is due to START Bus recognizes our investment to ensure satisfactory level of transit service to and from Teton Village and enables TVA to engage in multi-year predictable budgeting.

Any payment from TVA is subject to the conditions expressed by our legal counsel in his letter dated November 13, 2019, including our reservation of the right to object to and contest future cost sharing allocations. TVA hopes to find a way to continue partnering with START Bus to increase countywide START Bus ridership to meet the goals of the Integrated Transportation Plan, which will reduce traffic for the benefit of wildlife, residents, visitors, and the environment. Please contact me should you have any questions.

Thank you,

  
Melissa Turley, Executive Director  
Teton Village Association ISD

Cc: Tyler Sinclair, Town of Jackson



BOARD OF COUNTY  
COMMISSIONERS



TOWN  
COUNCIL

# JOINT INFORMATION MEETING

## AGENDA DOCUMENTATION

**SUBMITTING DEPARTMENT:** Town & County Administration

**PRESENTER:** Tyler Sinclair & Alyssa Watkins

**MEETING DATE:** February 12, 2024

**SUBJECT:** Town and County Joint Funding Taskforce

### STATEMENT/PURPOSE

The Board of County Commissioners ("Board") and Jackson Town Council ("Council") will review information from the Joint Funding Taskforce.

### BACKGROUND/ALTERNATIVES

The Joint Funding Taskforce (Taskforce) was formed by the Town and County for the purpose of studying how Town and County Joint Departments are currently funded and how they might be funded in the future. The Taskforce met a total of 12 times for approximately 27 hours from August to January. The work of the Taskforce was completed specifically in the following 5 areas:

1. Current Situation and Goals
2. Joint Department Review
3. Overall Funding Formula and Mix Review
4. Additional Revenue Review
5. Recommendations and Next Steps

### Current Situation and Goals

The Taskforce began discussing the current state of each organization's budget and long-term financial sustainability.

For the Town, although current budgets are balanced the Town 5-year financial model (attached) shows increasing budget challenges resulting in not being able to maintain desired reserve levels and fund the current level of services beginning in Fiscal Year 2026. A goal for the Town was to identify approximately \$4.0m in budget adjustments through changes to expenditures and/or revenues. Key budgetary issues facing the Town are how to maintain the current level of service for all Town departments and service areas while investing in community and employee housing and staff retention and compensation.

Similar to the Town, the County found that adjustments to the County budget through changes to expenditures and/or revenues would be needed going forward to address key budgetary issues. Key budgetary issues facing the County include the need to fund a new County Court House, how to fund community and employee housing, and staff retention and compensation.

For Joint Departments the Taskforce discussed that new capital projects often lead to growth in operations and maintenance, a challenge that is not currently being offset by additional revenue to fund such ongoing expenses long term. It was also noted that growth in Joint Departments and increased level of service often exceed that of individual Town and County Departments and the ability to fund these increases, specifically by the Town, is challenging. The Taskforce discussed that its objective was to explore both short- and long-term goals, with the short-term goals to 1) address the projected Town and County budget challenges and 2) develop a long-term funding strategy that allows both organizations to provide the desired level of service in a sustainable and equitable manner.

The Taskforce considered what success would look like for the group and initially developed the following:

- Better understanding of the joint departments and divisions funding.
- Identify funding alternatives for the County and Town to consider for funding joint departments and divisions to meet the community's goals.
  - The taskforce noted that this might or might not include a recommendation from the taskforce on a preferred alternative.
- If a joint funding alternative is not identified, the Town and County would individually determine funding alternatives to meet community goals.

#### Joint Department Review

For the purpose of this review the Taskforce considered the following joint departments/divisions:

<ul style="list-style-type: none"><li>• Pathways</li><li>• Victim Services</li><li>• Long Range Planning</li><li>• Dispatch/Treatment Court</li><li>• Animal Shelter</li></ul>	<ul style="list-style-type: none"><li>• Transportation</li><li>• Housing</li><li>• Parks and Recreation</li><li>• START</li><li>• Fire/EMS</li></ul>
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To complete the review the Taskforce asked each department/division the following questions:

1. Please provide the basic highlights of your current funding model (JPA or otherwise).
2. Please provide your thoughts on the current position and structure of your department or division within the Town and County (to include the entity within which you are housed and any volunteer boards/recommending bodies).
3. Please provide a five-year projection of all expenses (both ops and capital) and any revenues originating from outside of the Town and County general funds.
4. Please provide your thoughts on the current jointly-funded budget review process.
5. Please indicate what untapped sources of revenue are specifically relevant to your area of operations (e.g., increased fees, grants, partnerships, etc.).
6. Please provide a jurisdictional breakdown (i.e., Town, Non-Town, Undetermined) of assets and FY24 expenses, itemized by asset if possible.
7. Please provide a short, high-level overview of the changes you would make to accommodate a 15% reduction in expenses next fiscal year, and the changes you would make if allotted a 15% increase in expenses next fiscal year.

The Taskforce then met with each department/division to review the information provided and to explore the following considerations:

- Reductions/Efficiencies
- New Funding Split
- New Revenue options

Taskforce takeaways from this work included:

- Improvements should be made to the Joint Department Budget application and review process
- Efficiencies were identified in some areas that should be addressed during budget review
- No new funding split was determined for any departments, although alternatives based upon geography and location of assets, population served and other alternatives were explored
- Setting revenue goals for departments was discussed and the ability to further consider how Travel and Tourism Board funding in specific areas could be better utilized

#### Overall Funding Formula Review

For this topic, the Taskforce considered alternatives to the current overall funding formula which is determined by census population and currently is 54% County and 46% Town. Specifically, the Taskforce discussed what should/could be the basis for an alternative funding split. The Taskforce considered both an alternative basis for joint funding other

than the census and alternatives to the current funding mix (sales tax, property tax, fees, special purpose excise tax, lodging tax, other). The Taskforce considered the Town's alternative funding proposal from FY23 Budget utilizing total revenues collected by the Town and County (attached), a "Town is in the County" approach creating a County 69% and Town 31% funding formula based upon population, a "1/3 Town and 2/3 County" approach, among other possible alternatives, but did not conclude with a recommendation for an alternative to the current 54/46 formula. Takeaways from overall funding formula review portion of the review included:

- Although the current formula is not perfect the Taskforce could not determine a preferred alternative
- The current formula provides clarity and ease of administration
- There is no one formula that works for all departments and for the Town and County

Regarding the review of the current funding mix, the Taskforce discussed the current mix of funding utilized by the Town and County along with options to adjust this mix. Current funding options discussed included:

- Property Tax
  - Town currently 0.5 mills; 8 mills allowed
  - County total currently at 7.379 mills; 12 mills allowed
  - School Funding majority of tax in Teton County
  - Other Organizations using it: Conservation District, Weed and Pest, Recreation District, Teton County Hospital, etc.
- Sales Tax
  - Total of 7 cents allowed; currently 6 cents
    - Options: general purpose, special purpose excise tax
      - Town and County options do not have to be the same
    - History of previous sales tax ballot options
- Lodging Tax
  - Total allowed 4 cents; currently 2 cents
- Fees
  - Department fee schedules
- Other

Takeaways from the current funding mix portion of the review included:

- Town and County could improve communication regarding the setting of rates/mills for current funding mix
- Better understanding of Town and County process to determine annual revenue
- No alternative funding mix was determined

#### Additional Revenue Review

Building on the work completed reviewing and discussing the current funding formula and funding mix, the Taskforce identified and discussed the following future funding options, listed below in two categories, 1) Currently Allowed; and 2) Currently not Allowed.

#### Currently Allowed:

- Property Tax
- Sales Tax
- Lodging Tax
- Recreation District
- Economic Development District
- Joint Department Options
  - Set revenue recapture goals for all departments annually.
  - START fares
  - Parks and Recreation sponsorships
- Grants, Philanthropy, State and Federal funding

#### Currently Not Allowed

- Real Estate Transfer Tax
- Regional Transportation
- Sales Tax exemption amendments

Takeaways from this portion of the review included:

- Taskforce found that although much was gained by discussing additional revenue options any recommendations or decisions on this issue should come after discussion and direction from both Boards
- Acknowledgement that without additional revenue, current levels of service and programs may need to be reduced; Town budget impacts affect the County, because the Town is in the County, Town residents are County residents
- Acknowledgement that the Comprehensive Plan calls for the creation of three dedicated funding sources for Open Space, Housing and Transportation that have not been effected, despite active work in each of these areas.

#### Recommendations and Next Steps

In the end the Taskforce has not forwarded any alternative funding recommendations to the collective Boards for consideration. Although no significant recommendations have come as a result of the Taskforce's work, the discussion and information gathered was worthwhile as the Town, County, and/or the two Boards jointly work to address the individual and joint budget challenges during current and future budget cycle(s), when reviewing Joint Powers Agreements (JPAs), other. Staff will be moving forward with the suggested recommended changes to joint department budget submittals and review processes.

Staff recommends that the Boards review the information provided in this report and determine what if any items identified should be further discussed or considered by the collective joint boards.

#### COMPREHENSIVE PLAN ALIGNMENT

Quality of Life: Common Value 3

#### STAKEHOLDER ANALYSIS

Teton County, the Town of Jackson, community members, and visitors.

#### FISCAL IMPACT

Fiscal impact varies based on direction from Council and Board.

#### STAFF IMPACT

All joint departments/divisions and several elected offices across the County and Town were involved in the work of the Taskforce.

#### LEGAL REVIEW

Gingery & Colasuonno

#### ATTACHMENTS

Town 5-year financial model

Town Alternative funding proposal

#### RECOMMENDATION

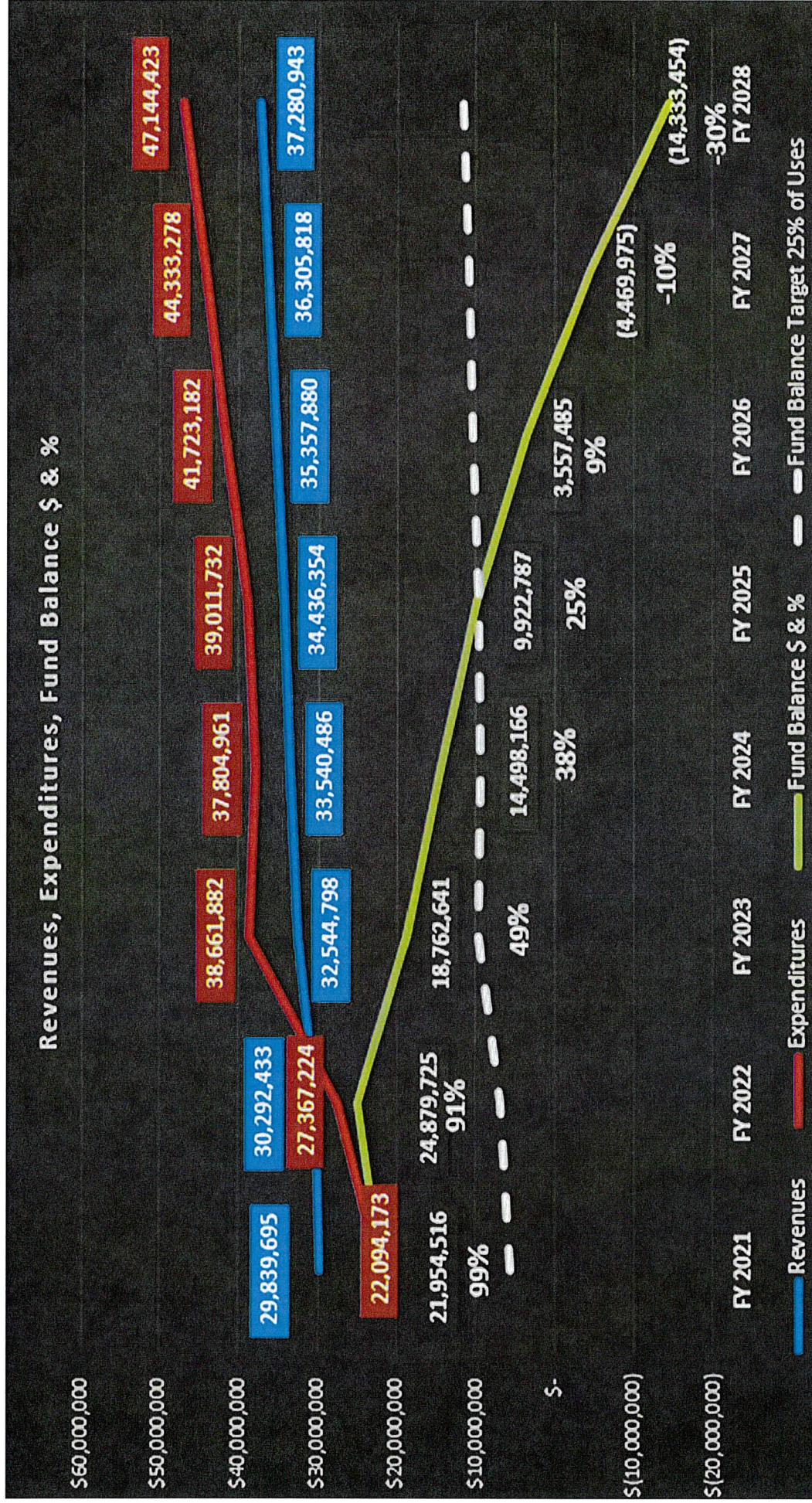
None

#### SUGGESTED MOTION

I move to direct staff to place on a future Joint Information Meeting discussion of the following:

- 
-

## Town of Jackson – 5 Year Financial Model





ADMINISTRATION DEPARTMENT

April 21, 2023

Teton County  
Board of County Commissioners  
200 S Willow Street  
Jackson, WY 83001

RE: Fiscal Year 2024 Joint Departments Budget Funding Request

Commissioners,

At their Fiscal Year 2024 Budget Workshop on Monday, April 17, 2023, the Jackson Town Council voted to send a letter to Teton County informing you that the Town would like to discuss setting a fixed amount (approximately \$14,312,788) that the Town is able to pay for Joint Departments for Fiscal Year 2024. This fixed amount is based upon the total revenue collected by each jurisdiction, which is approximately 33% by the Town and 67% by the County. The total revenues reported in each jurisdiction's FY2022 financial statement audit for the General Fund and Lodging Tax Fund were used as the basis for this calculation (see attached for more information). In addition, attached is the amount the Town and County would be responsible for funding for each Joint Department based upon the current 54%/46% funding split and the proposed 67%/33% funding split and the difference for each jurisdiction as a result. The Town understands that once the Town determines the fixed amount it can fund each Joint Department, the County may choose to either fund the difference to fully fund the Department requests, or that the overall Department budgets could be reduced.

The Town makes this request as a beginning point for discussion, acknowledging that different approaches and percentages may be considered, and the Council is open to that. The Town looks forward to discussing this further with you at the Joint Information Meeting on April 25.

Sincerely

*Tyler Sinclair*

Tyler Sinclair  
Interim Town Manager



### Town and County Total Revenues

	Town	County	Total	Town	County
Sales Tax	\$22,658,532	\$28,075,781	\$50,734,313	45%	55%
General Fund - Lodging Tax	427,068	634,203	1,061,271	40%	60%
Lodging Tax Fund - Lodging Tax	1,281,204	1,902,609	3,183,813	40%	60%
Property Tax	252,255	17,220,945	17,473,200	1%	99%
All Other General/Lodging Fund	5,616,025	14,439,374	20,055,399	28%	72%
	<u>\$30,235,084</u>	<u>\$62,272,912</u>	<u>\$92,507,996</u>	<u>33%</u>	<u>67%</u>

### Current Funding Split

		County 54%	Town 46%	Total
Fire/EMS	Capital	\$677,376	\$577,024	\$1,254,400
	Operations	3,432,448	2,923,937	6,356,385
Affordable Housing	Operations	612,231	521,530	1,133,761
	Capital	9,476,822	8,072,848	17,549,670
Parks & Recreation	Operations	3,432,448	2,923,937	6,356,385
	Operations	940,349	801,038	1,741,387
Dispatch	Operations	147,750	125,862	273,612
Pathways	Operations	49,597	42,250	91,847
Treatment Court	Operations	91,800	78,200	170,000
Emergency Management	Operations	190,859	162,584	353,443
Planning/Transportation *	Operations	500,300	500,300	1,000,600
Animal Shelter	Operations	212,523	181,038	393,561
Victim Services	Operations	185,369	157,907	343,276
START	Capital	2,070,637	1,763,876	3,834,513
	Operations	1,587,013	1,351,900	2,938,913
Total		<u>\$23,607,523</u>	<u>\$20,184,230</u>	<u>\$43,791,753</u>
Total Operations		11,290,888	9,692,282	20,983,170
Total Capital		12,316,635	10,491,948	22,808,583

### Proposed Funding Split

		County 67%	Town 33%	Total
Fire/EMS	Capital	\$844,415	\$409,985	\$1,254,400
	Operations	4,278,880	2,077,505	6,356,385
Affordable Housing	Operations	763,205	370,556	1,133,761
	Capital	11,813,779	5,735,890	17,549,670
Parks & Recreation	Operations	4,278,880	2,077,505	6,356,385
	Operations	1,172,237	569,151	1,741,387
Dispatch	Operations	184,185	89,427	273,612
Pathways	Operations	61,828	30,019	91,847
Treatment Court	Operations	114,438	55,562	170,000
Emergency Management	Operations	237,925	115,519	353,443
Planning/Transportation *	Operations	500,300	500,300	1,000,600
Animal Shelter	Operations	264,930	128,630	393,561
Victim Services	Operations	231,081	112,196	343,276
START	Capital	2,581,250	1,253,263	3,834,513
	Operations	1,978,366	960,547	2,938,913
Total		<u>\$29,305,699</u>	<u>\$14,486,054</u>	<u>\$43,791,753</u>
Total Operations		13,951,817	7,031,354	20,983,170
Total Capital		15,353,882	7,454,701	22,808,583

### Change from Current Funding Split to Proposed Funding Split

		County	Town
Fire/EMS	Capital	\$167,039	(\$167,039)
	Operations	846,432	(846,432)
Affordable Housing	Operations	150,974	(150,974)
	Capital	2,336,958	(2,336,958)
Parks & Recreation	Operations	846,432	(846,432)
	Operations	231,887	(231,887)
Dispatch	Operations	36,435	(36,435)
Treatment Court	Operations	12,231	(12,231)
Emergency Management	Capital	22,638	(22,638)
	Operations	47,065	(47,065)
Planning/Transportation *	Operations	-	-
Animal Shelter	Operations	52,408	(52,408)
Victim Services	Operations	45,711	(45,711)
START	Capital	510,613	(510,613)
	Operations	391,353	(391,353)
Total		\$5,698,176	(\$5,698,176)
Operations		2,660,929	(2,660,929)
Capital		3,037,247	(3,037,247)

\* Planning is currently at 50/50. It is not proposed to change.

Town of Jackson, Wyoming  
START Bus System

Monthly Financial Report				for the month of			12/31/2023	month	6	50.000%
	Period Actual	Period Budget (div by 12)	Period Variance	YTD Actual	YTD Budget	YTD Variance	%	Total Budget	Budget remaining	%
<b>Revenues:</b>										
Intergovernmental	\$ 125,802.33	\$ 1,250,746.17	\$ (1,124,943.84)	\$ 582,941.80	\$ 7,504,477.00	\$ (6,921,535.20)	7.768%	\$ 15,008,954.00	\$ 14,426,012.20	3.884%
Charges for Service	\$ 122,672.15	\$ 197,024.92	\$ (74,352.77)	\$ 599,677.92	\$ 1,182,149.50	\$ (582,471.58)	50.728%	\$ 2,364,299.00	\$ 1,764,621.08	25.364%
Miscellaneous	\$ 7697.75	\$ 2,250.00	\$ 5,447.75	\$ (90,741.04)	\$ 13,500.00	\$ (104,241.04)	-672.156%	\$ 27,000.00	\$ 117,741.04	-336.078%
<b>subtotal</b>	<b>\$ 256,172.23</b>	<b>\$ 1,450,021.08</b>	<b>\$ (1,193,848.85)</b>	<b>\$ 1,091,878.68</b>	<b>\$ 8,700,126.50</b>	<b>\$ (7,608,247.82)</b>	<b>12.550%</b>	<b>\$ 17,400,253.00</b>	<b>\$ 16,308,374.32</b>	<b>6.275%</b>
transfers in	164348.28	\$ 250,894.67	\$ (86,546.39)	1,260,560.32	\$ 1,505,368.00	\$ (244,807.68)	83.738%	\$ 3,010,736.00	\$ 1,750,175.68	41.869%
<b>Total</b>	<b>\$ 420,520.51</b>	<b>\$ 1,700,915.75</b>	<b>\$ (1,280,395.24)</b>	<b>\$ 2,352,439.00</b>	<b>\$ 10,205,494.50</b>	<b>\$ (7,853,055.50)</b>	<b>23.051%</b>	<b>\$ 20,410,989.00</b>	<b>\$ 18,058,550.00</b>	<b>11.525%</b>
<b>Expenditures:</b>										
Administration	\$ 150,118.05	\$ 169,728.58	\$ (19,610.53)	\$ 956,663.59	\$ 1,018,371.50	\$ (61,707.91)	93.941%	\$ 2,036,743.00	\$ 1,080,079.41	46.970%
Operations	\$ 699,963.84	\$ 639,959.00	\$ 60,004.84	\$ 2,998,381.52	\$ 3,839,754.00	\$ (841,372.48)	78.088%	\$ 7,679,508.00	\$ 4,681,126.48	39.044%
<b>subtotal</b>	<b>\$ 850,081.89</b>	<b>\$ 809,687.58</b>	<b>\$ 40,394.31</b>	<b>\$ 3,955,045.11</b>	<b>\$ 4,858,125.50</b>	<b>\$ (903,080.39)</b>	<b>81.411%</b>	<b>\$ 9,716,251.00</b>	<b>\$ 5,761,205.89</b>	<b>40.705%</b>
Capital outlay	\$ 69,086.02	\$ 891,228.25	\$ (822,142.23)	\$ 4,456,205.93	\$ 5,347,369.50	\$ (891,163.57)	83.335%	\$ 10,694,739.00	\$ 6,238,533.07	41.667%
<b>Subtotal (cume)</b>	<b>\$ 919,167.91</b>	<b>\$ 1,700,915.83</b>	<b>\$ (781,747.92)</b>	<b>\$ 8,411,251.04</b>	<b>\$ 10,205,495.00</b>	<b>\$ (1,794,243.96)</b>	<b>82.419%</b>	<b>\$ 20,410,990.00</b>	<b>\$ 19,491,822.09</b>	<b>41.209%</b>
Transfers out	\$ -	\$ 11,329.33	\$ (11,329.33)	\$ 53,510.00	\$ 67,976.00	\$ (14,466.00)	78.719%	\$ 135,952.00	\$ 82,442.00	39.359%
<b>Total (cume)</b>	<b>\$ 919,167.91</b>	<b>\$ 1,712,245.17</b>	<b>\$ (793,077.26)</b>	<b>\$ 8,464,761.04</b>	<b>\$ 10,273,471.00</b>	<b>\$ 1,808,709.96</b>	<b>82.394%</b>	<b>\$ 20,546,942.00</b>	<b>\$ 12,082,180.96</b>	<b>41.197%</b>
Net Revenue over Expenditures	\$ (498,647.40)	\$ (11,329.42)	\$ (487,317.98)	\$ (6,112,322.04)	\$ (67,976.50)	\$ (9,661,765.46)	8991.816%	\$ (135,953.00)	\$ 5,976,369.04	4495.908%

**Town of Jackson, Wyoming**  
**START Bus System**

**Monthly Financial Report**

for the month of 1/31/2024 month 7

58.333%

	Period Actual	Period Budget (div by 12)	Period Variance	YTD Actual	YTD Budget	YTD Variance	%	Total Budget	Budget remaining	%
<b>Revenues:</b>										
<i>Intergovernmental</i>	\$ 923,899.33	\$ 1,250,746.17	\$ (326,846.84)	\$ 1,506,841.13	\$ 8,755,223.17	\$ (7,248,382.04)	17.211%	\$ 15,008,954.00	\$ 13,502,112.87	10.040%
<i>Charges for Service</i>	\$ 293,969.15	\$ 197,024.92	\$ 96,944.23	\$ 893,214.54	\$ 1,379,174.42	\$ (485,959.88)	64.764%	\$ 2,364,299.00	\$ 1,471,084.46	37.779%
<i>Miscellaneous</i>	\$ 26403	\$ 15,103.08	\$ 11,299.92	\$ (58,183.01)	\$ 105,721.58	\$ (163,904.59)	-55.034%	\$ 181,237.00	\$ 239,420.01	-32.103%
<b>subtotal</b>	<b>\$ 1,244,271.48</b>	<b>\$ 1,462,874.17</b>	<b>\$ (218,602.69)</b>	<b>\$ 2,341,872.66</b>	<b>\$ 10,240,119.17</b>	<b>\$ (7,898,246.51)</b>	<b>22.870%</b>	<b>\$ 17,554,490.00</b>	<b>\$ 15,212,617.34</b>	<b>13.341%</b>
<i>transfers in</i>	96814.92	\$ 250,894.67	\$ (154,079.75)	1,365,075.32	\$ 1,756,262.67	\$ (391,187.35)	77.726%	\$ 3,010,736.00	\$ 1,645,660.68	45.340%
<b>Total</b>	<b>\$ 1,341,086.40</b>	<b>\$ 1,713,768.83</b>	<b>\$ (372,682.43)</b>	<b>\$ 3,706,947.98</b>	<b>\$ 11,996,381.83</b>	<b>\$ (8,289,433.85)</b>	<b>30.901%</b>	<b>\$ 20,565,226.00</b>	<b>\$ 16,858,278.02</b>	<b>18.025%</b>
<b>Expenditures:</b>										
<i>Administration</i>	\$ 197,813.22	\$ 182,901.75	\$ 14,911.47	\$ 1,088,941.30	\$ 1,280,312.25	\$ (191,370.95)	85.053%	\$ 2,194,821.00	\$ 1,105,879.70	49.614%
<i>Operations</i>	\$ 482,756.63	\$ 660,542.33	\$ (177,785.70)	\$ 3,482,655.84	\$ 4,623,796.33	\$ (1,141,140.49)	75.320%	\$ 7,926,508.00	\$ 4,443,852.16	43.937%
<b>subtotal</b>	<b>\$ 680,569.85</b>	<b>\$ 843,444.08</b>	<b>\$ (162,874.23)</b>	<b>\$ 4,571,597.14</b>	<b>\$ 5,904,108.58</b>	<b>\$ (1,332,511.44)</b>	<b>77.431%</b>	<b>\$ 10,121,329.00</b>	<b>\$ 5,549,731.86</b>	<b>45.168%</b>
<i>Capital outlay</i>	\$ 18,065.65	\$ 891,228.25	\$ (873,162.60)	\$ 4,474,271.58	\$ 6,238,597.75	\$ (1,764,326.17)	71.719%	\$ 10,694,739.00	\$ 6,220,467.42	41.836%
<b>Subtotal (cume)</b>	<b>\$ 698,635.50</b>	<b>\$ 1,734,672.33</b>	<b>\$ (1,036,036.83)</b>	<b>\$ 9,045,868.72</b>	<b>\$ 12,142,706.33</b>	<b>\$ (3,096,837.61)</b>	<b>74.496%</b>	<b>\$ 20,816,068.00</b>	<b>\$ 20,117,432.50</b>	<b>43.456%</b>
<i>Transfers out</i>	\$ 9,745.00	\$ 11,329.33	\$ (1,584.33)	\$ 63,255.00	\$ 79,305.33	\$ (16,050.33)	79.761%	\$ 135,952.00	\$ 72,697.00	46.527%
<b>Total (cume)</b>	<b>\$ 708,380.50</b>	<b>\$ 1,746,001.67</b>	<b>\$ (1,037,621.17)</b>	<b>\$ 9,109,123.72</b>	<b>\$ 12,222,011.67</b>	<b>\$ 3,112,887.95</b>	<b>74.530%</b>	<b>\$ 20,952,020.00</b>	<b>\$ 11,842,896.28</b>	<b>43.476%</b>
<i>Net Revenue over Expenditures</i>	\$ 632,705.90	\$ (32,232.83)	\$ 664,938.73	\$ (5,402,175.74)	\$ (225,629.83)	\$ (11,402,321.80)	2394.265%	\$ (386,794.00)	\$ 5,015,381.74	1396.654%

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	<b>1,071,736</b>

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
Feb	36,655	106,701	2,827	2,240	-	415	148,838
March	38,437	100,310	2,780	2,739	-	485	144,751
April	27,974	19,896	2,623	2,921	-	542	53,956
May	34,349	6,478	2,343	3,340	-	437	46,947
June	45,211	16,765	2,285	2,682	-	518	67,461
July	49,498	23,259	3,597	3,225	-	407	79,986
August	45,687	28,611	2,679	2,837	-	389	80,203
September	50,287	25,540	2,559	3,623	-	406	82,415
October	47,307	8,445	2,455	3,312	-	368	61,887
November	35,185	7,392	3,523	3,449	-	430	49,979
December	36,299	79,128	2,731	3,243	-	525	121,926
Totals 2019	488,667	533,711	33,685	37,257	-	5,386	<b>1,098,706</b>
							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	-	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								

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	563	19,078	118,060	5,647	123,707	15,045 15%
<b>Totals 2024</b>	<b>352,359</b>	<b>332,287</b>	<b>25,685</b>	<b>27,499</b>	<b>1,000</b>	<b>5,856</b>	<b>176,101</b>	<b>920,787</b>	<b>39,078</b>	<b>959,865</b>	<b>(757,752)</b> -95%

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	3,294	2,371	1,998	490	21,777	136,729	8,128	144,857	16,250 13%
February								-		-	(107,824) -100%
March								-		-	(106,902) -100%
April								-		-	(47,365) -100%
May								-		-	(47,801) -100%
June								-		-	(68,070) -100%
July								-		-	(73,674) -100%
August								-		-	(72,754) -100%
September								-		-	(63,298) -100%
October								-		-	(50,052) -100%
November								-		-	(44,508) -100%
December								-		-	(118,060) -100%
<b>Totals 2024</b>	<b>36,075</b>	<b>70,724</b>	<b>3,294</b>	<b>2,371</b>	<b>1,998</b>	<b>490</b>	<b>21,777</b>	<b>136,729</b>	<b>8,128</b>	<b>144,857</b>	<b>97,651</b> 79%

**Summary Tables:**
**Monthly Total - January Data ONLY:**

	Town Shuttle	Teton Village	Star Valley	Teton Valley	Airport Shuttle Pilot	ADA	START On- Demand	GTR Shuttle	Annual Total:
2018	44,040	105,454	3,331	3,535	-	481	156,841	-	313,682
2019	41,778	111,186	3,283	3,646	-	464	160,357	-	320,714
2020	41,063	102,344	3,442	3,827	-	567	151,243	-	302,486
2021	12,762	45,208	2,024	1,800	-	331	-	-	62,125
2022	19,554	62,593	2,370	2,104	-	458	16,057	-	103,136
2023	32,229	57,980	2,295	2,446	-	550	24,979	7,198	127,677
2024	36,075	70,724	3,294	2,371	1,998	490	21,777	8,128	144,857

**Monthly Comparisons for Each Service Type - January Data ONLY:**

	Town Shuttle	Teton Village	Star Valley	Teton Valley	Airport Shuttle Pilot	ADA	START On- Demand	GTR Shuttle	Monthly Variance:
2018 - 2019	(2,262)	5,732	(48)	111	-	(17)	3,516	-	7,032
	<b>-5.14%▼</b>	<b>5.44%▲</b>	<b>-1.44%▼</b>	<b>3.14%▲</b>	<b>0.00%▲</b>	<b>-3.53%▼</b>	<b>0.00%▲</b>	<b>0.00%▲</b>	<b>2.24%▲</b>
2019 - 2020	(715)	(8,842)	159	181	-	103	(9,114)	-	(18,228)
	<b>-1.71%▼</b>	<b>-7.95%▼</b>	<b>4.84%▲</b>	<b>4.96%▲</b>	<b>0.00%▲</b>	<b>22.20%▲</b>	<b>0.00%▲</b>	<b>0.00%▲</b>	<b>-5.68%▼</b>
2020 - 2021	(28,301)	(57,136)	(1,418)	(2,027)	-	(236)	(151,243)	-	(240,361)
	<b>-68.92%▼</b>	<b>-55.83%▼</b>	<b>-41.20%▼</b>	<b>-52.97%▼</b>	<b>0.00%▲</b>	<b>-41.62%▼</b>	<b>0.00%▲</b>	<b>0.00%▲</b>	<b>-79.46%▼</b>
2021 - 2022	6,792	17,385	346	304	-	127	16,057	-	41,011
	<b>53.22%▲</b>	<b>38.46%▲</b>	<b>17.09%▲</b>	<b>16.89%▲</b>	<b>0.00%▲</b>	<b>38.37%▲</b>	<b>0.00%▲</b>	<b>0.00%▲</b>	<b>66.01%▲</b>
2022 - 2023	12,675	(4,613)	(75)	342	-	92	8,922	7,198	24,541
	<b>39.33%▲</b>	<b>-7.96%▼</b>	<b>-3.27%▼</b>	<b>13.98%▲</b>	<b>0.00%▲</b>	<b>16.73%▲</b>	<b>35.72%▲</b>	<b>100.00%▲</b>	<b>19.22%▲</b>
2023 - 2024	3,846	12,744	999	(75)	1,998	(60)	(3,202)	930	17,180
	<b>10.66%▲</b>	<b>18.02%▲</b>	<b>30.33%▲</b>	<b>-3.16%▼</b>	<b>100.00%▲</b>	<b>-12.24%▼</b>	<b>-14.70%▼</b>	<b>11.44%▲</b>	<b>11.86%▲</b>

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	2,371.00	1 month
Date:	Star Valley Commuter Monthly Avg.	
2018	2,722.83	12 Months
2019	2,807.08	12 Months
2020	1,832.92	12 months
2021	1,998.42	12 months
2022	2,195.50	12 month
2023	2,140.42	12 month
2024	3,294.00	1 month
Nov-21		
Teton Valley		AM
November	TV1	7
	TV2	11
	TV3	19
Star Valley		PM
November	SV1	20
	SV2	19
	SV3	5
Dec-21		
Teton Valley		AM
December	TV1	18
	TV2	17
	TV3	10
Star Valley		PM
December	SV1	23
	SV2	23
	SV3	6
January 2022		
Teton Valley		AM
January	TV1	27
	TV2	20
	TV3	7
Star Valley		PM
January	SV1	24
	SV2	26
	SV3	6
February 2022		
Teton Valley		AM
February	TV1	20
	TV2	24
	TV3	9
Star Valley		PM
February	SV1	22
	SV2	25
	SV3	4
March 2022		
Teton Valley		AM
March	TV1	21
	TV2	24
	TV3	6
Star Valley		PM
March	SV1	25
	SV2	28
	SV3	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
	SV1A	12	22
Star Valley		AM	PM
October	SV2	25	22
	SV3	24	9

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

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

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

January 2024			
Teton Valley		<u>AM</u>	<u>PM</u>
January	TV1	15	23
	TV2	20	18
	TV3	22	10
Star Valley		<u>AM</u>	<u>PM</u>
January	SV1	18	32
	SV2	30	27
	SV3	23	9



## East Jackson Ridership Report

December 2023

**Rides** : 13,693 / 223,378

**Passengers (unlinked passenger trips)**: 19,078 / 315,942

**Vehicle revenue hours**: 1,709 / 33,159

**Total vehicle hours**: 1,939 / 36,562

**Vehicle revenue miles**: 15,607 / 295,996

**Total vehicle miles**: 16,991 / 315,670

**Passenger miles**: 15,577 / 274,471

**Unique rider accounts (month to date / year)**: 1,538 / 6,647

**Passengers per revenue hour**: 11.2 / 9.5

**Percent of rides shared**: 43%

**Average wait time**: 10 minutes

**Average ride time**: 5 minutes

**Average experience rating**: 4.9 out of 5

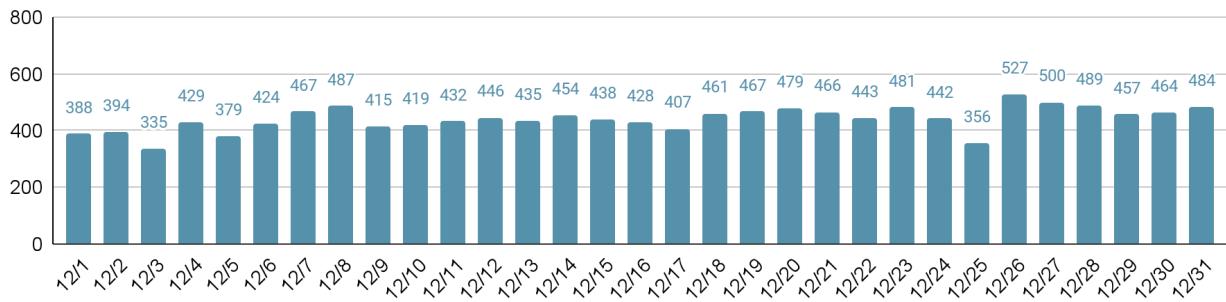
**Wheelchair rides**: 4

**No shows**: 434

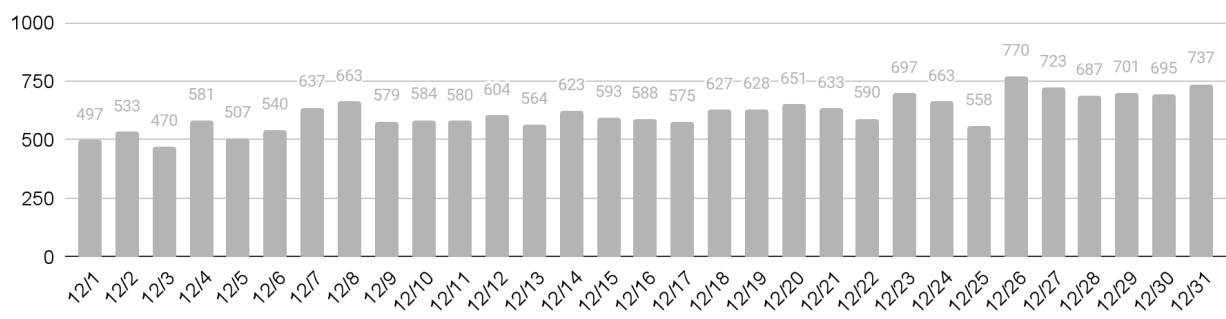
**Percent of rides more than 5 min late to pickup**: 4%

*(month to date / all time)*

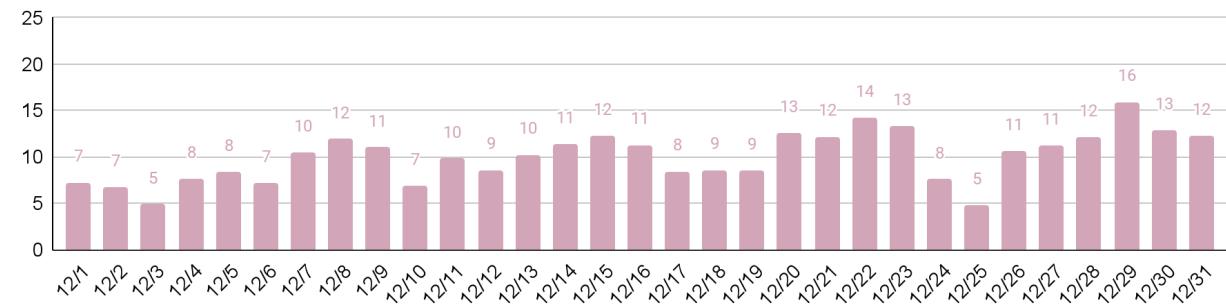
## Rides



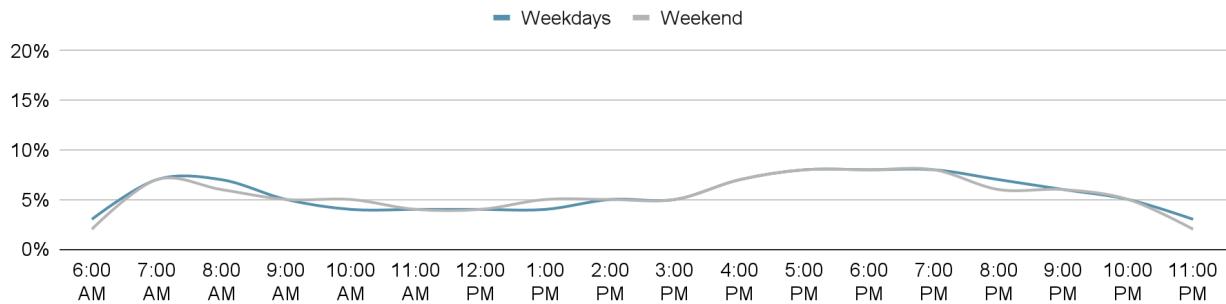
## Passengers



## Average Wait time



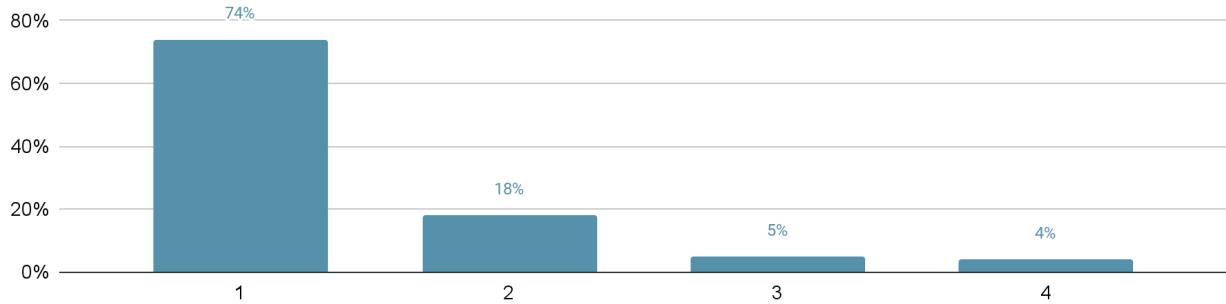
## Pickups by Hour



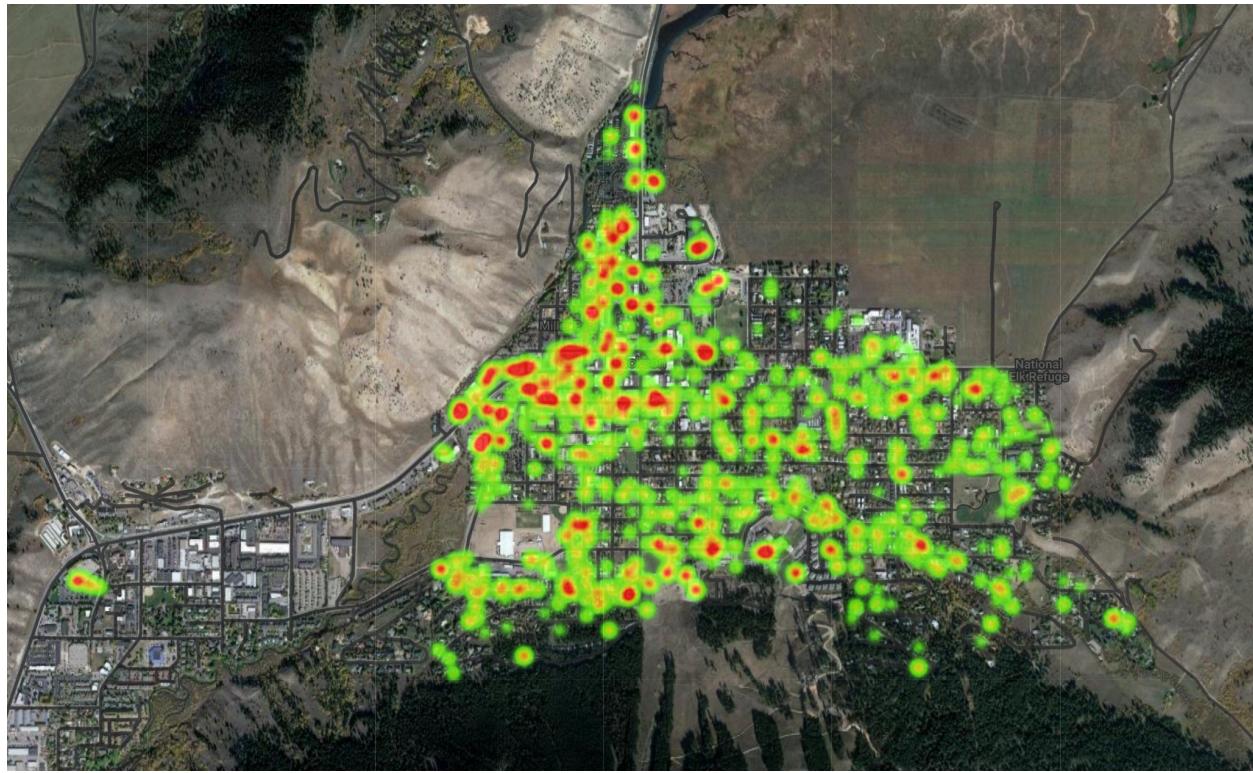
## Wait Time Distribution

- 0 - 5 min:** 29%
- 5 - 10 min:** 30%
- 10 - 15 min:** 19%
- 15 - 20 min:** 11%
- 20 - 25 min:** 6%
- 25 - 30 min:** 3%
- 30+ min:** 2%

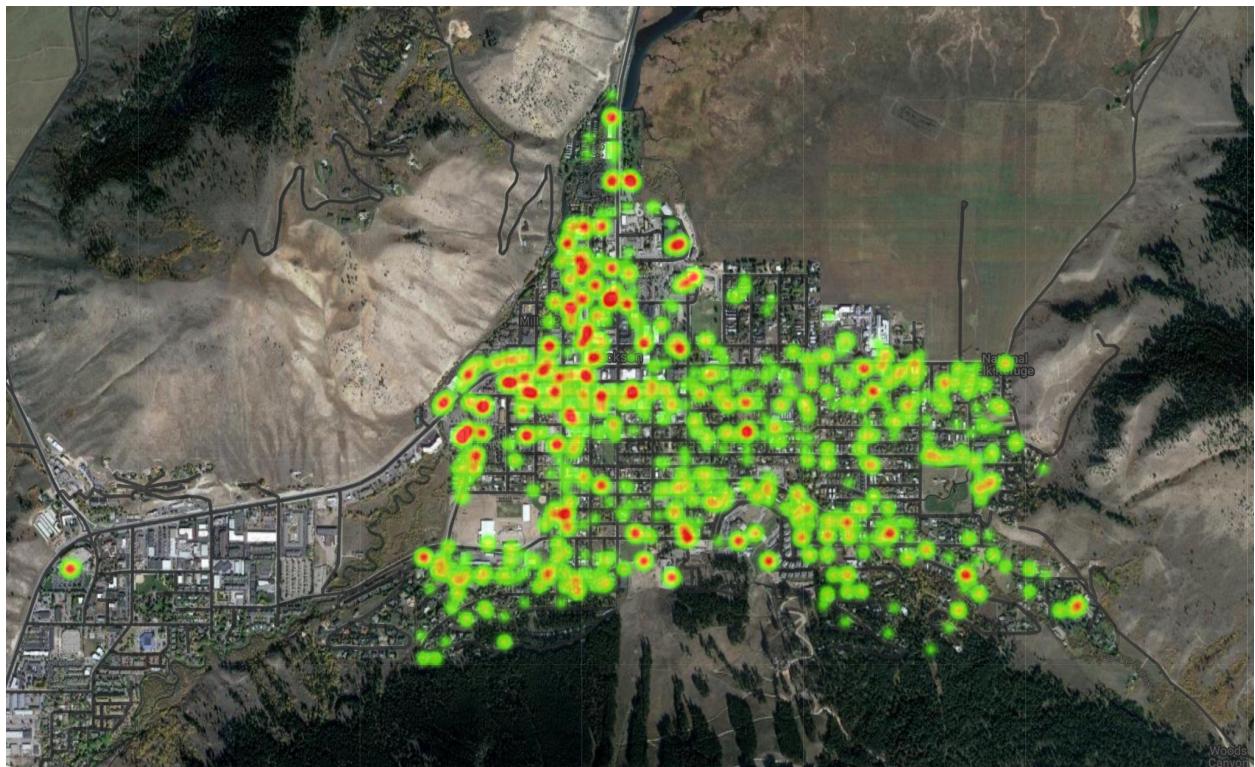
## Passenger Distribution



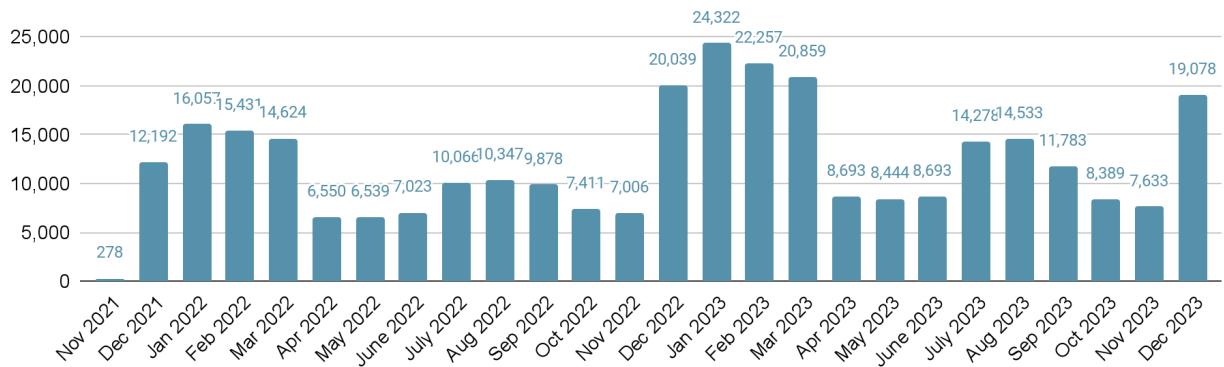
## Pickups Heat Map



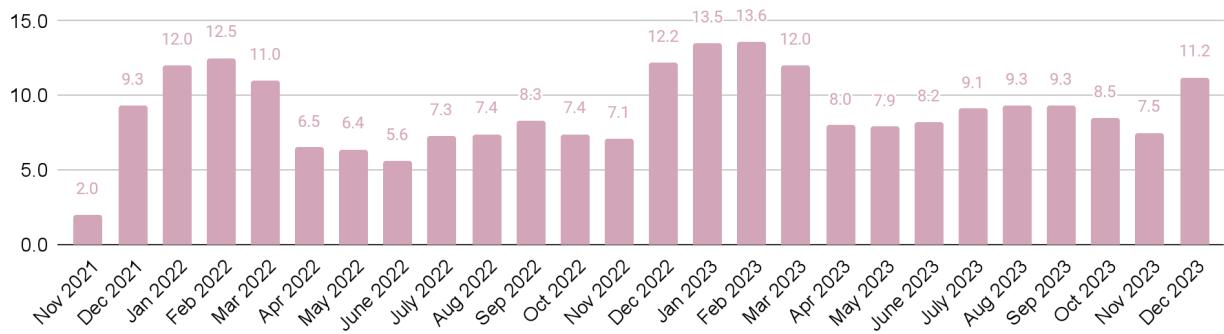
## Dropoffs Heat Map



## All Time - Passengers



## All Time - Passengers / Revenue Hour





## East Jackson Ridership Report

### January 2024

**Rides** : 15,815 / 239,193

**Passengers (unlinked passenger trips)**: 21,777 / 337,719

**Vehicle revenue hours**: 1,787 / 34,946

**Total vehicle hours**: 2,008 / 38,570

**Vehicle revenue miles**: 16,250 / 312,245

**Total vehicle miles**: 17,610 / 333,279

**Passenger miles**: 17,369 / 291,840

**Unique rider accounts (month to date / year)**: 1,641 / 1,641

**Passengers per revenue hour**: 12.2 / 9.7

**Percent of rides shared**: 53%

**Average wait time**: 14 minutes

**Average ride time**: 5 minutes

**Average experience rating**: 4.9 out of 5

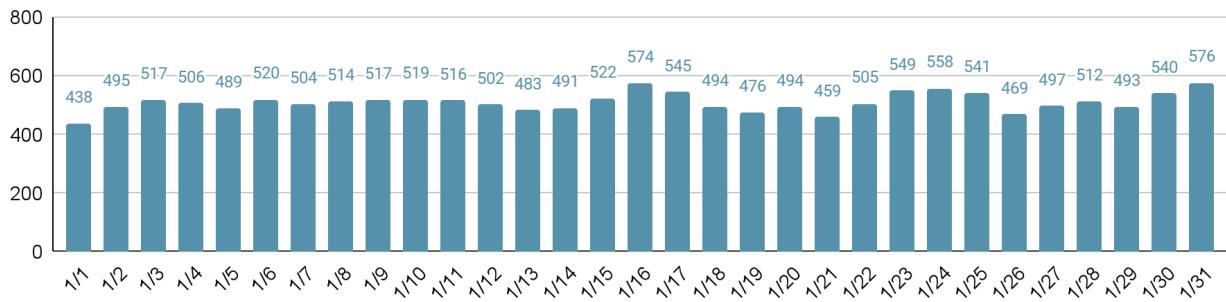
**Wheelchair rides**: 32

**No shows**: 551

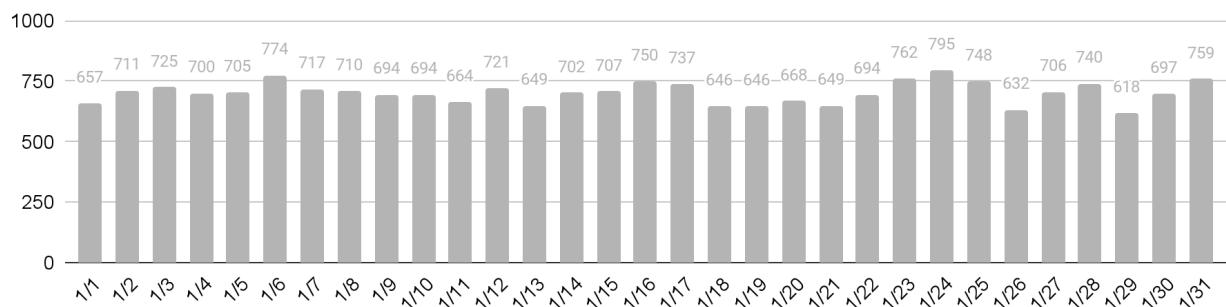
**Percent of rides more than 5 min late to pickup**: 5%

*(month to date / all time)*

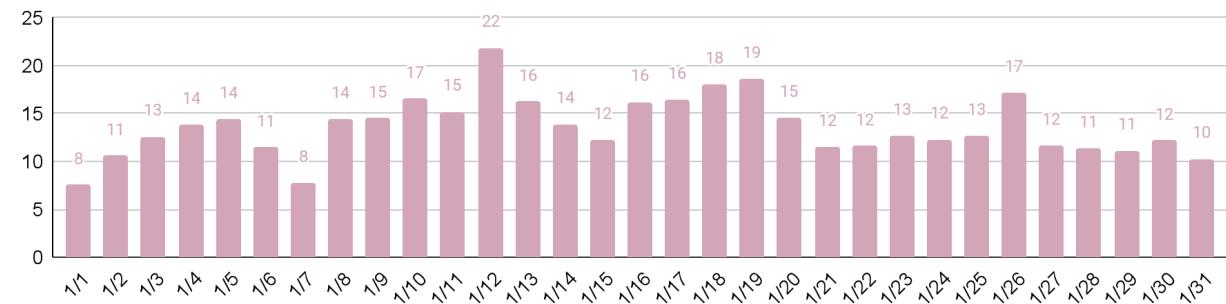
## Rides



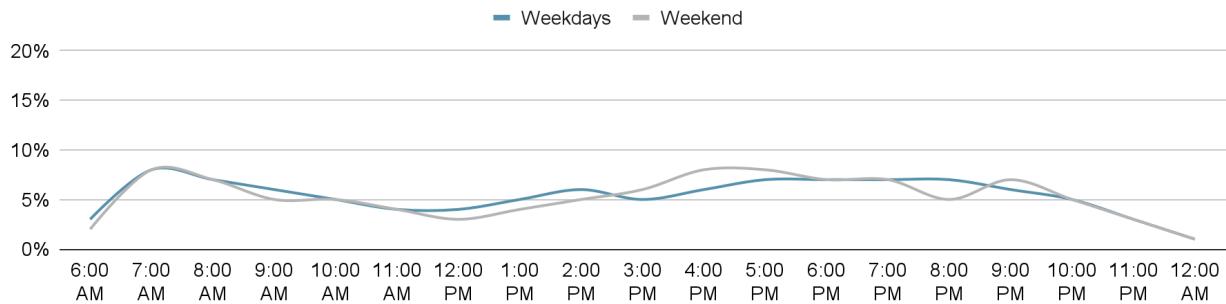
## Passengers



## Average Wait time



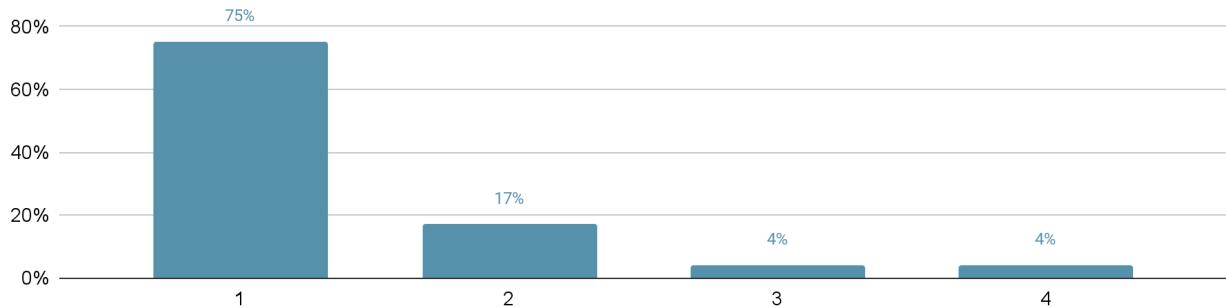
## Pickups by Hour



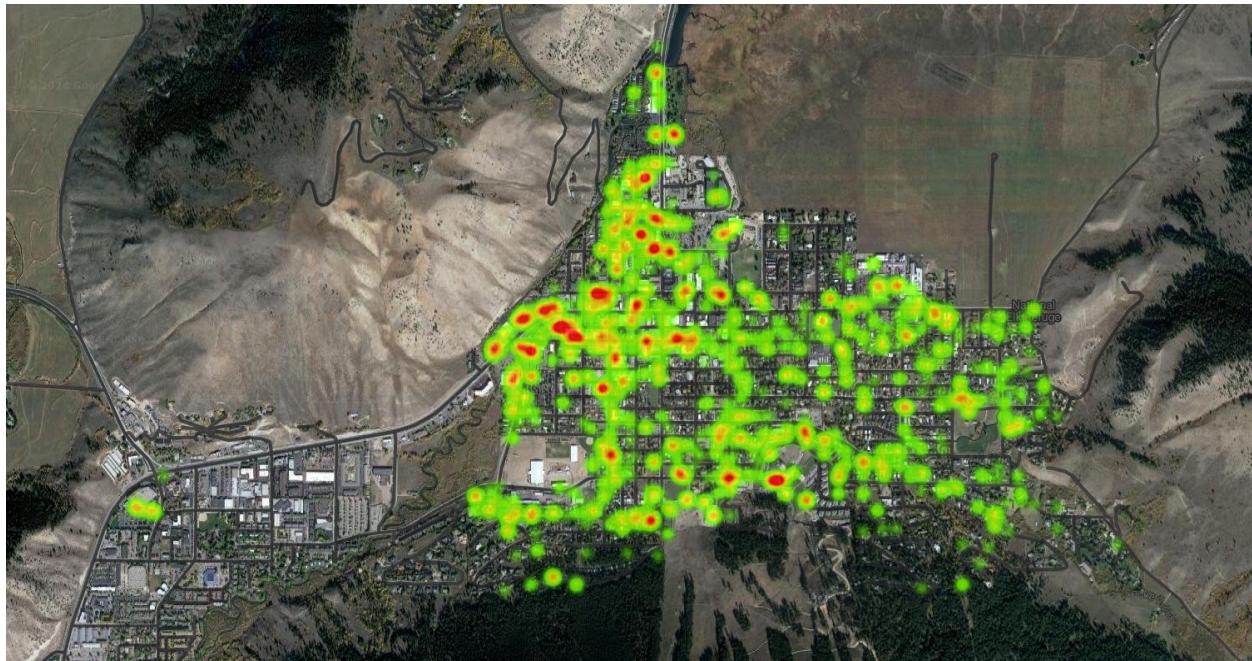
## Wait Time Distribution

- 0 - 5 min:** 20%
- 5 - 10 min:** 24%
- 10 - 15 min:** 20%
- 15 - 20 min:** 14%
- 20 - 25 min:** 9%
- 25 - 30 min:** 6%
- 30+ min:** 7%

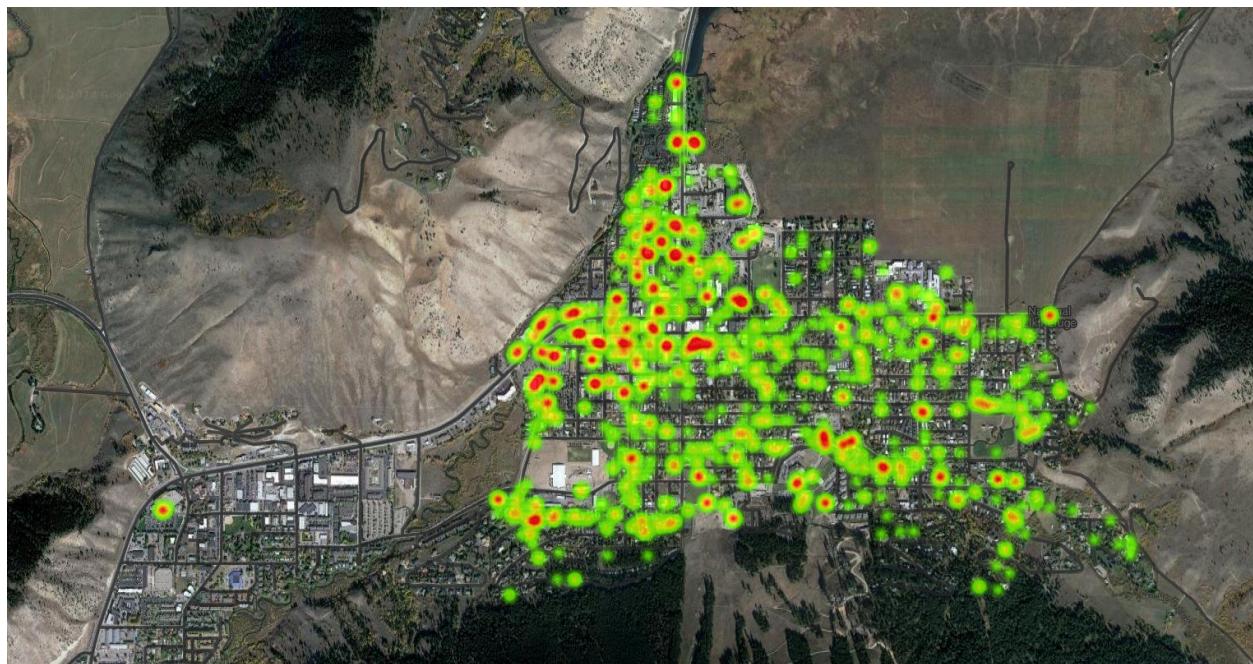
## Passenger Distribution



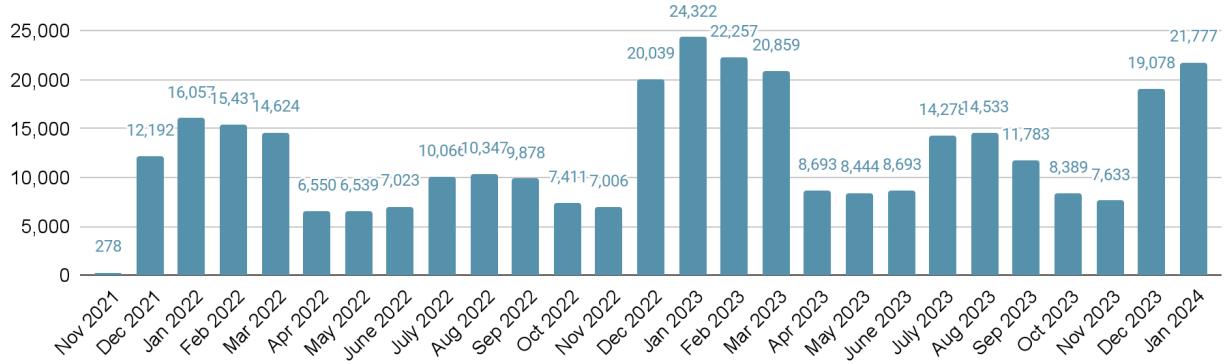
## Pickups Heat Map



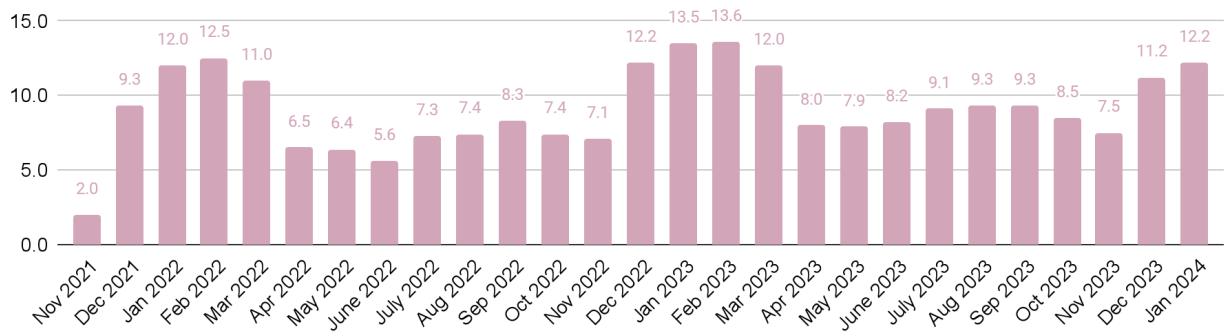
## Dropoffs Heat Map



## All Time - Passengers



## All Time - Passengers / Revenue Hour



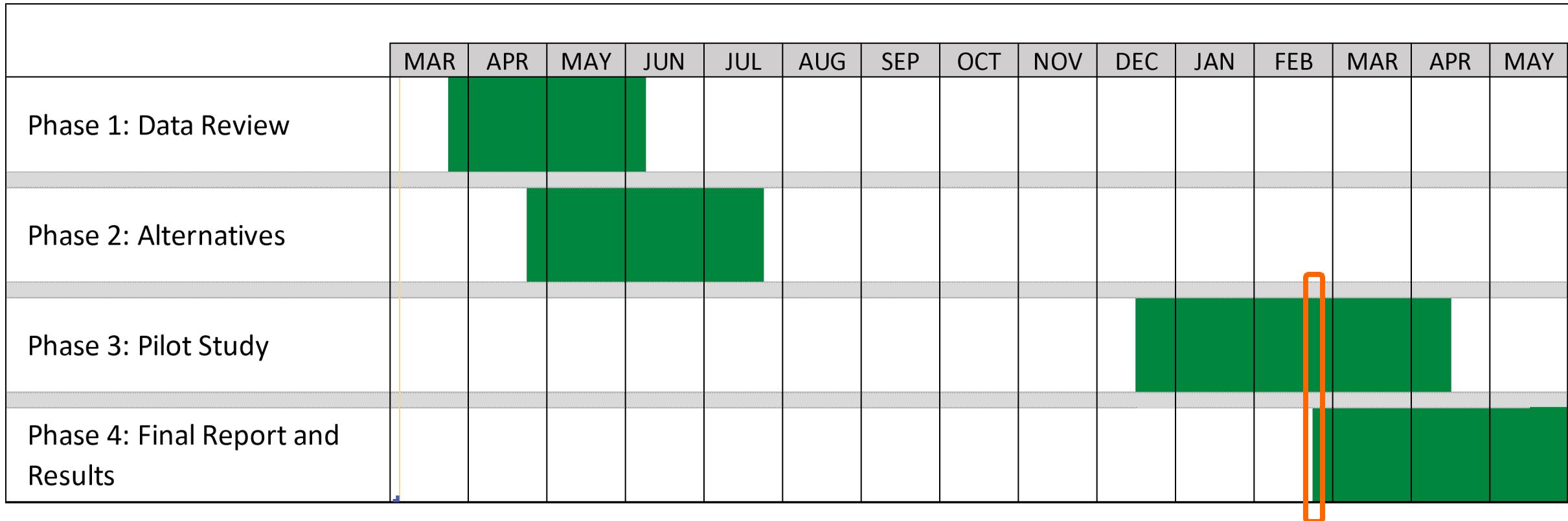
# Outline – Airport Shuttle Pilot Program

## 1. Data Snapshot

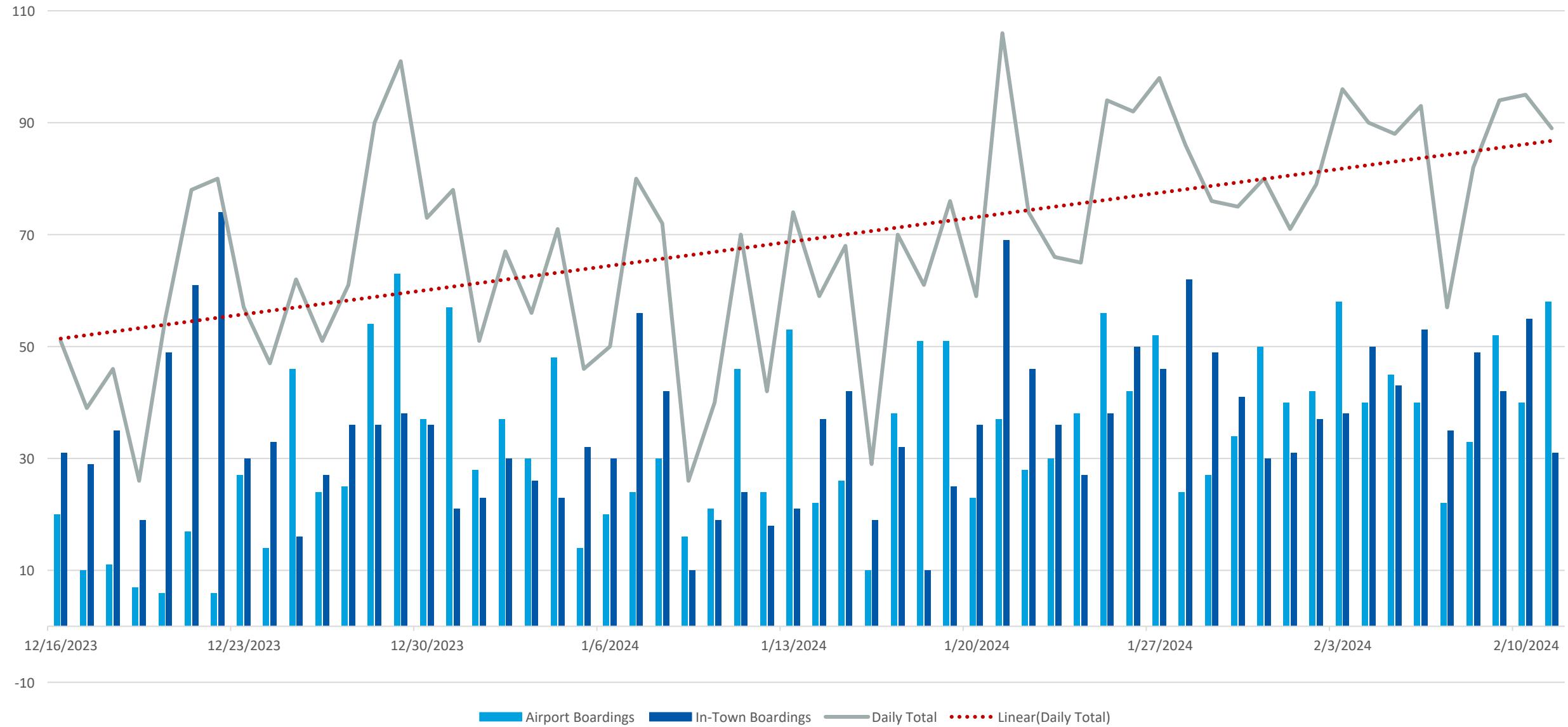
## 2. Survey Nuggets

## 3. Field Visit Notes

# Project Schedule

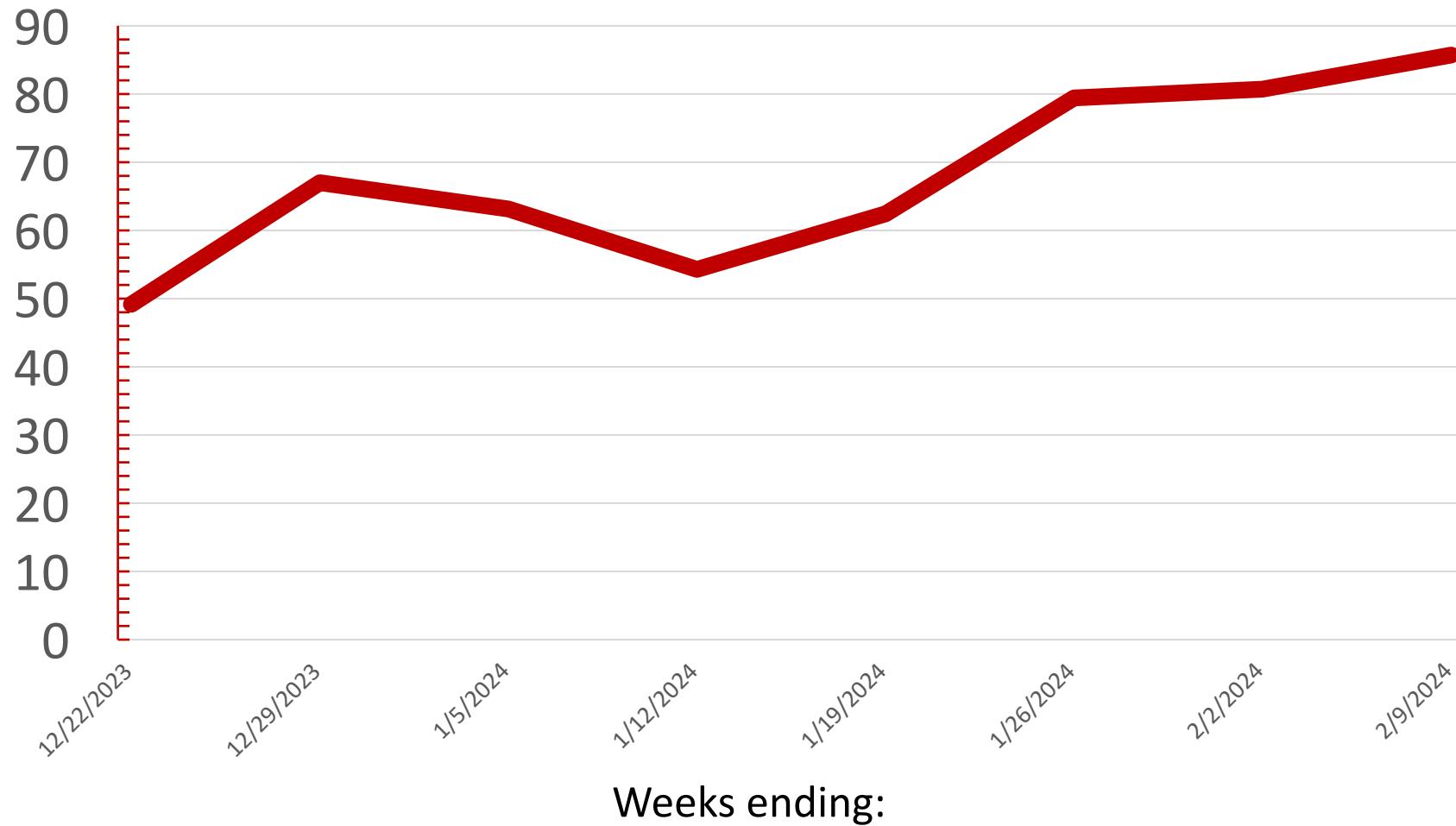


# Ridership



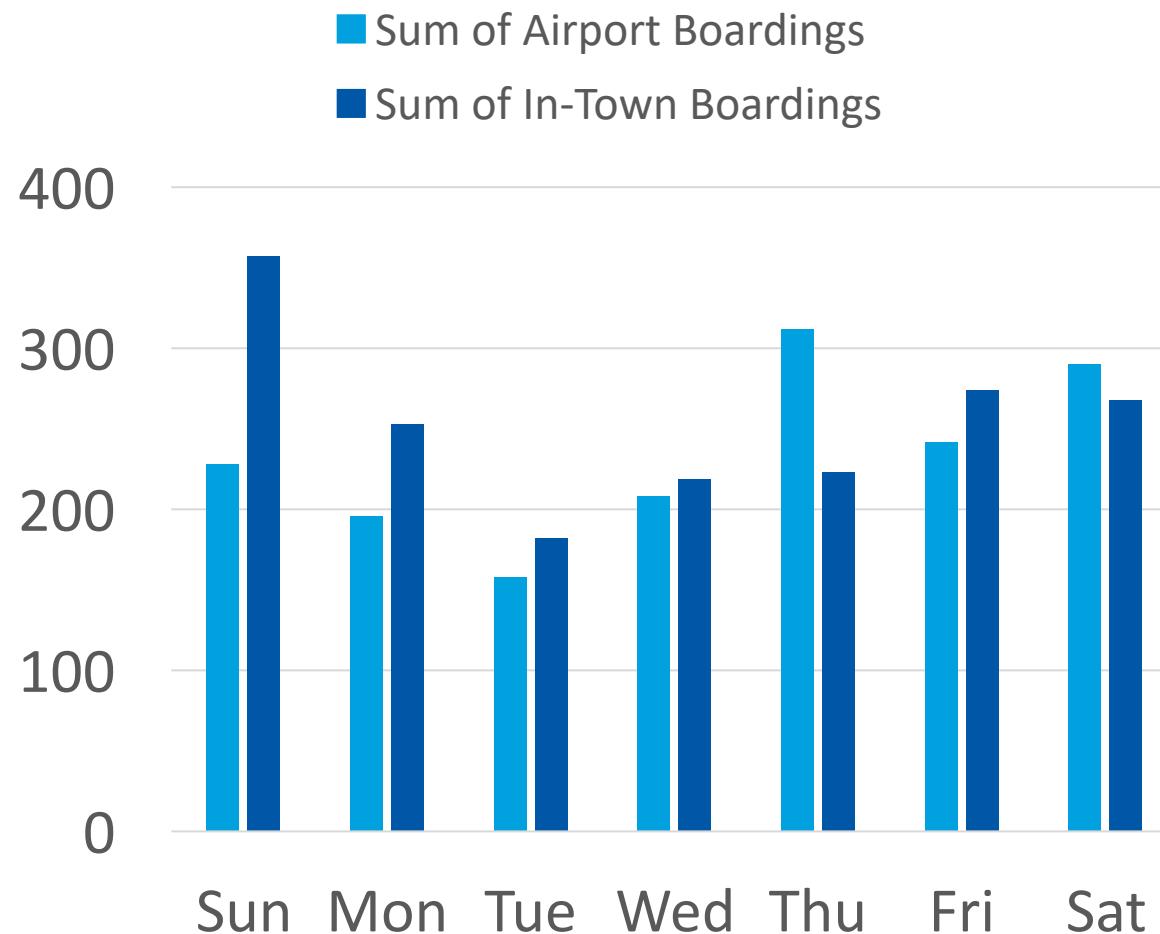
# Ridership

## Weekly Average (Saturday-Friday)

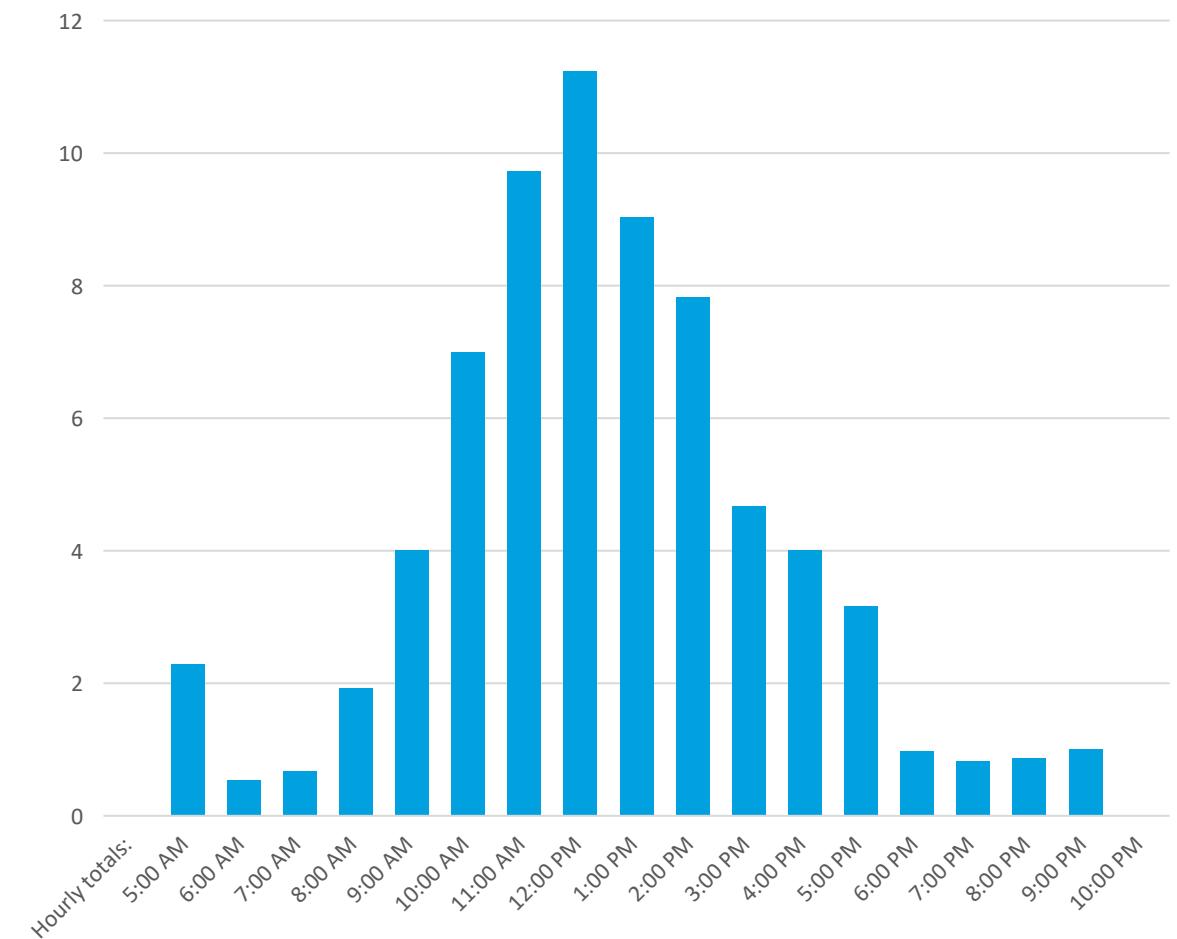


# Ridership

## Pilot Ridership by Day of Week



## Average riders per trip



## Budget Assumption

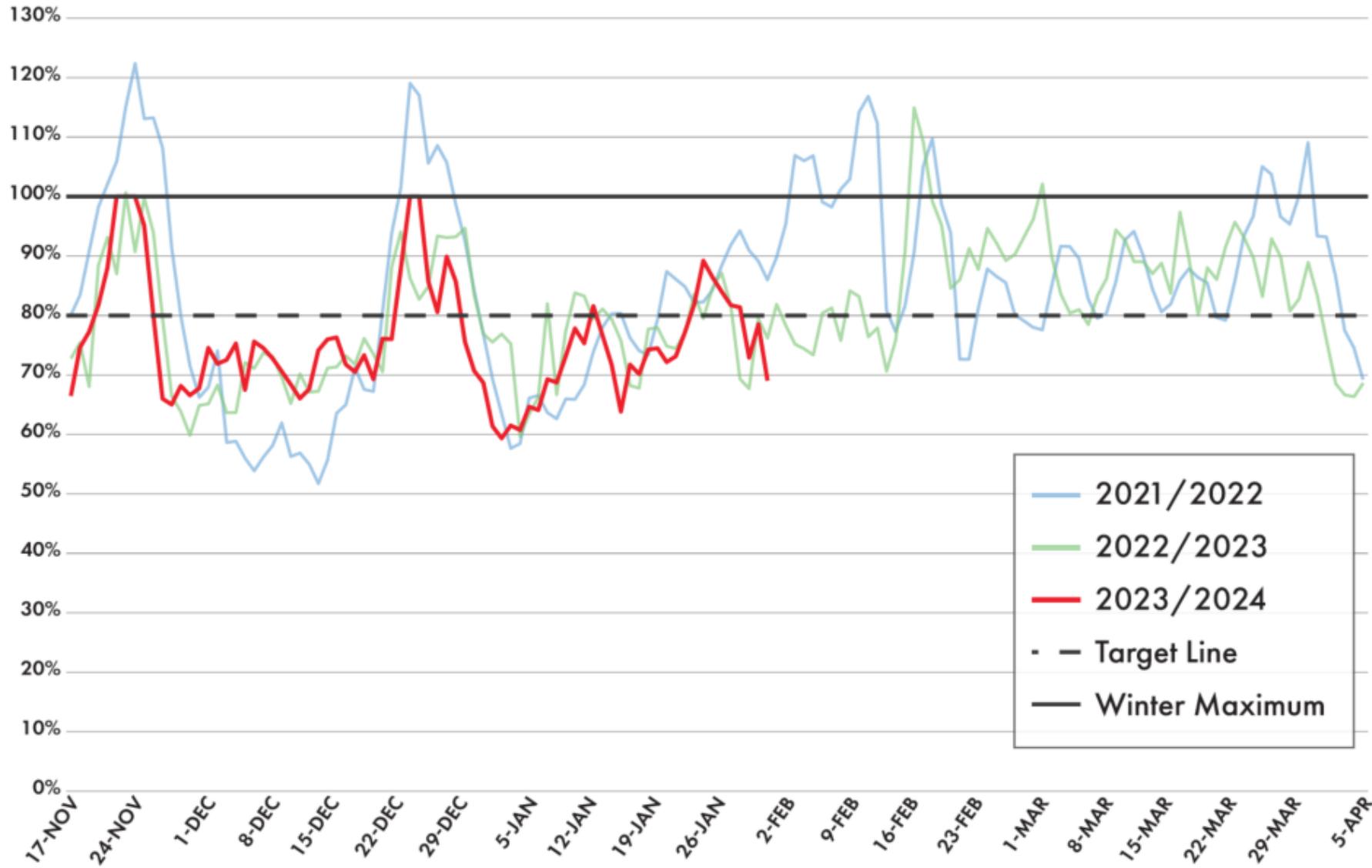
- Average 87.5 riders/day over the life of the pilot
- Average Fare of \$7.50
- \$59.5 K total fares collected to offset costs
- \$12.42 net cost/rider

## Actual Farebox through 2/9

**(46% of pilot period)**

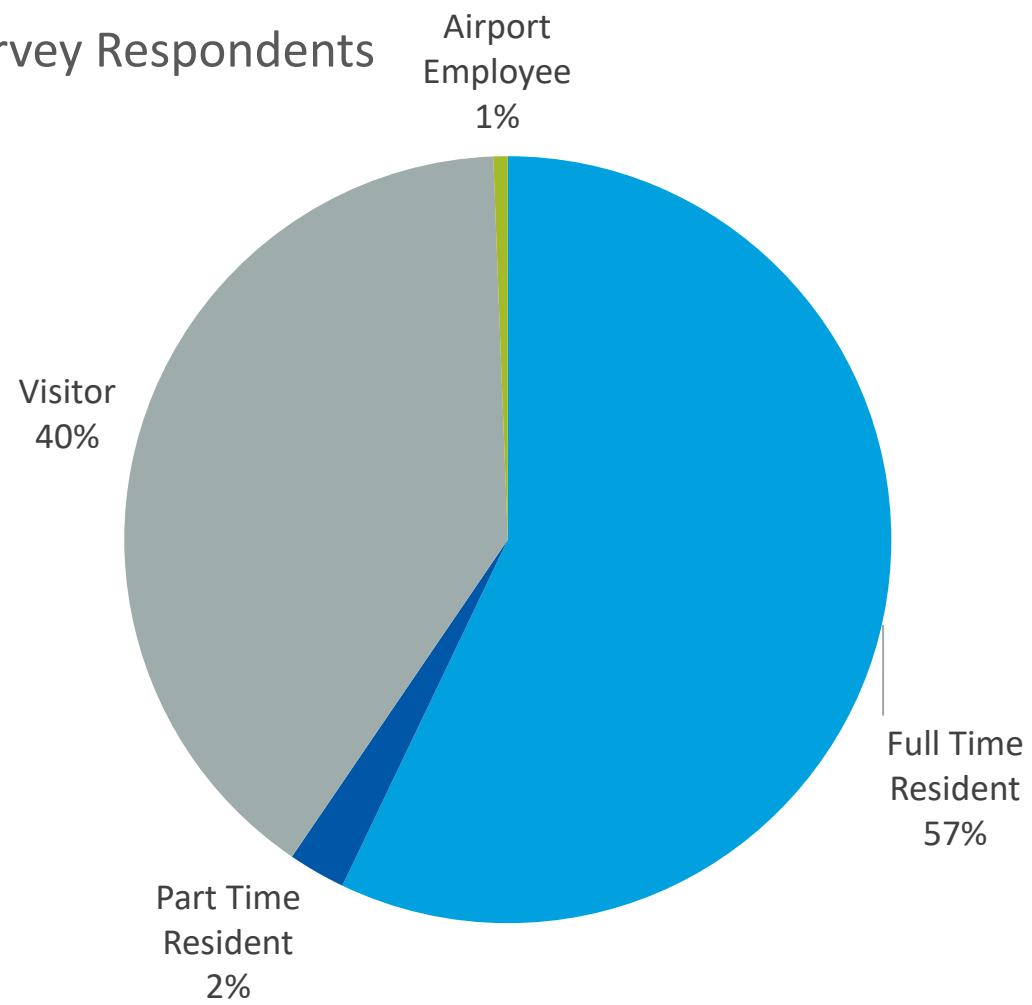
- 69.1 riders/day
- Per day ridership has climbed from 49.2 to 85.7
- Average Fare of \$9.55
- \$38.3 K total fares collected
- \$13.88 net cost/rider

# Parking Occupancy at JAC



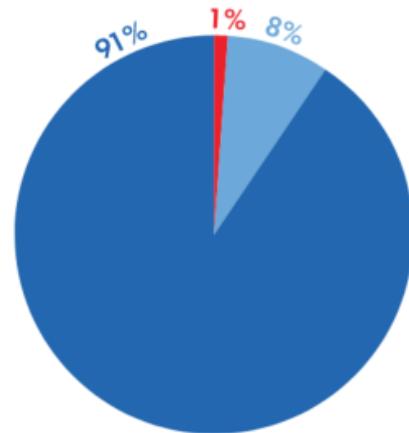
# Survey

Survey Respondents

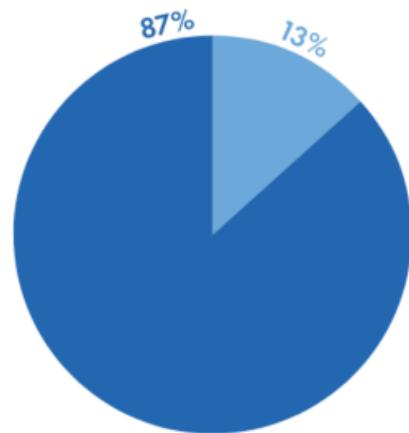


## CUSTOMER SATISFACTION

How satisfied were you with your most recent START airport shuttle ride to Jackson Hole Airport (JAC)?



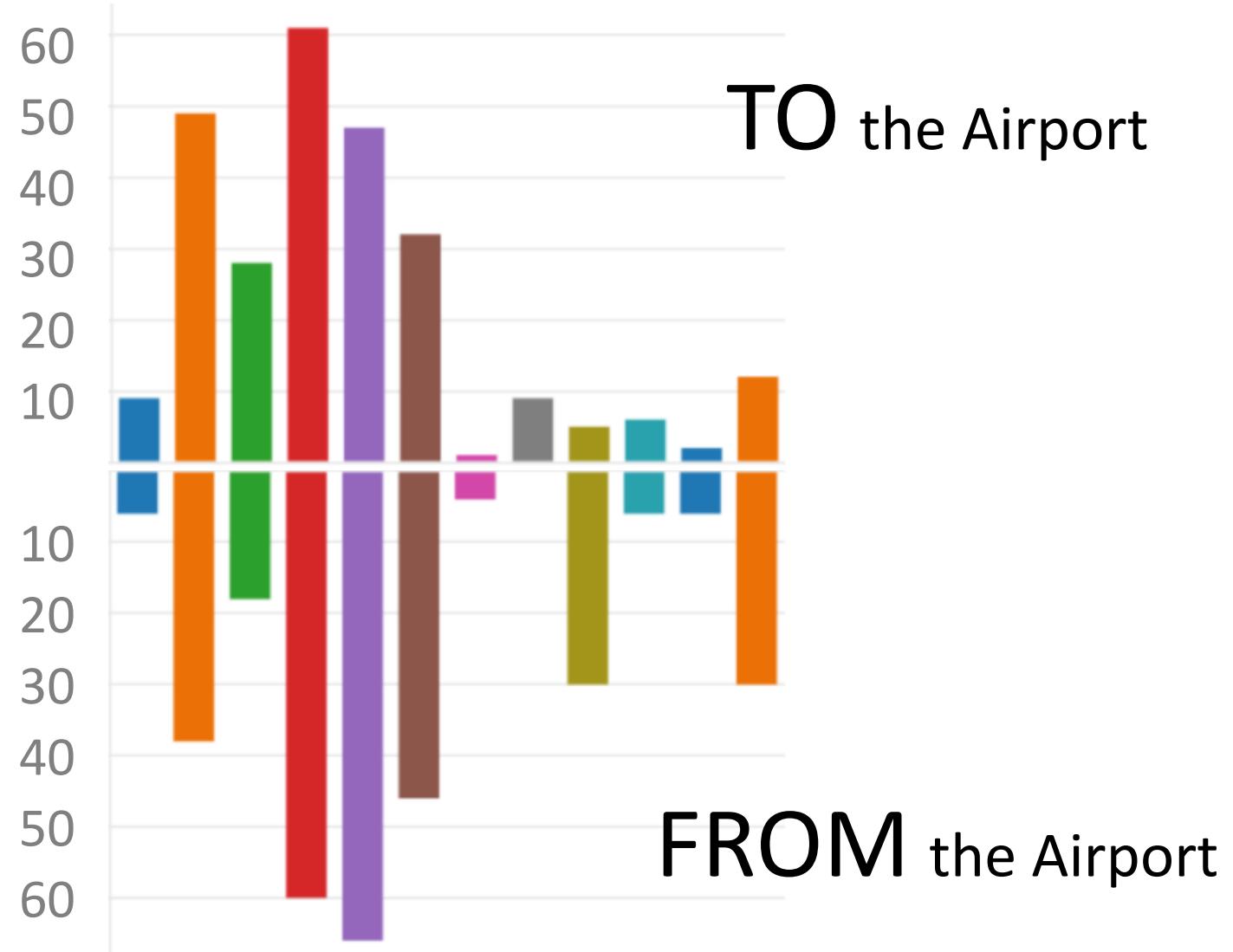
How satisfied were you with your most recent START airport shuttle ride from Jackson Hole Airport (JAC)?



Legend:   
■ Very Satisfied   
■ Satisfied   
■ Unsatisfied   
■ Very Unsatisfied

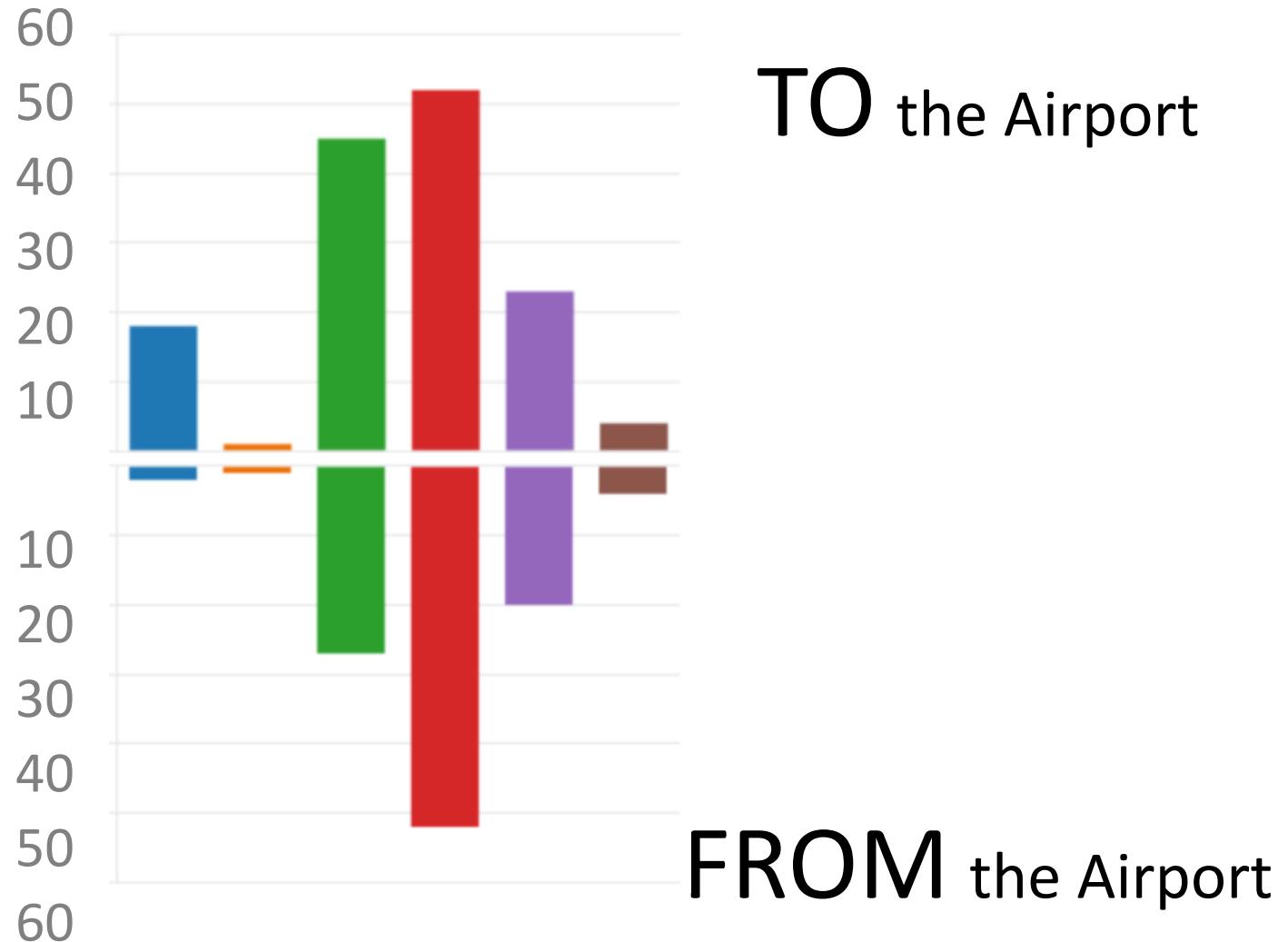
# How did you hear about the Airport Shuttle?

Radio	9
News Article or Advertisement	49
Social Media	28
Word of Mouth	61
Town of Jackson/START Website	47
Jackson Hole Airport (JAC) Webs...	32
Jackson Hole Resort Reservations	1
Information shared by my hotel	9
Video display/signs at Jackson ...	5
JH Travel and Tourism Board We...	6
Visitor Services Team at JH Cha...	2
Other	12



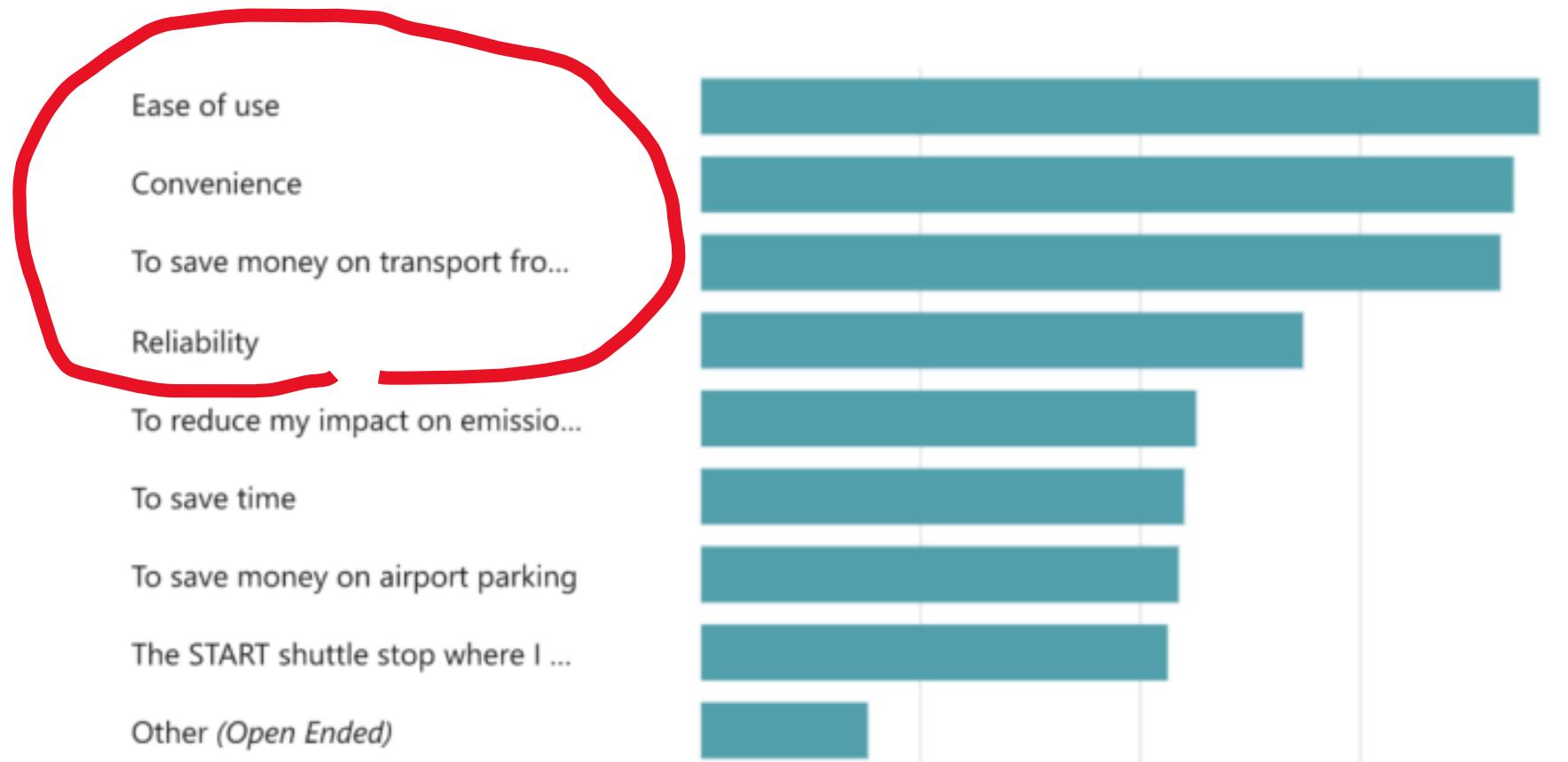
# How else would you have made your trip?

- Drive personal vehicle and park
- Carpool
- Picked up/dropped off by family...
- Rideshare (e.g Uber/Lyft)
- Taxi
- Other



# Factors for using the shuttle

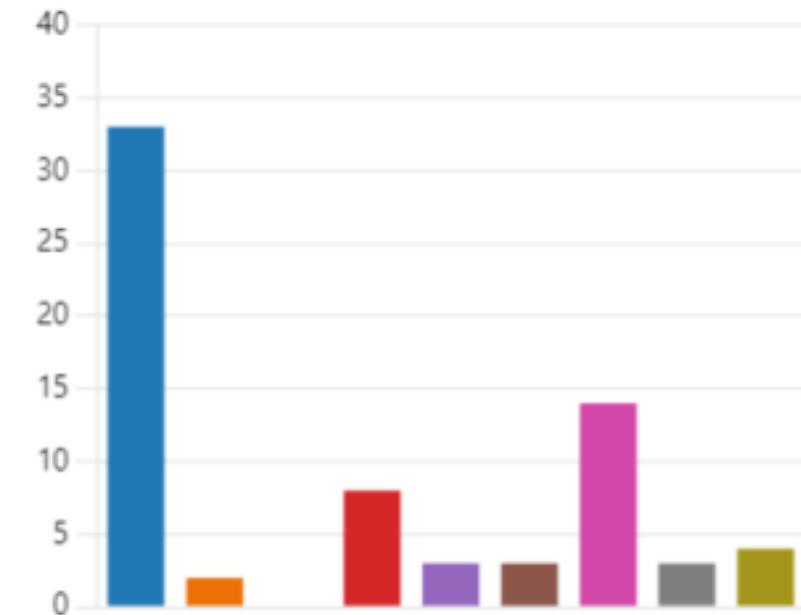
Why did you choose to take the START airport shuttle from Jackson Hole Airport (JAC)?  
*(Rank Your Top 3 Priorities)*



# Factors for not using the shuttle

- Low rates for:
  - Time
  - Inconvenience
  - Cost
- 17 selected “does not stop near pick-up/dropoff
- 26 of 27 answered that they would use it now that they know about it

<span style="color: blue;">●</span>	I did not know it existed	33
<span style="color: orange;">●</span>	I took a shuttle provided by my ...	2
<span style="color: green;">●</span>	The shuttle would take too long	0
<span style="color: red;">●</span>	The shuttle would be too inconv...	8
<span style="color: purple;">●</span>	The shuttle costs too much	3
<span style="color: brown;">●</span>	I prefer to use other forms of tra...	3
<span style="color: pink;">●</span>	The shuttle does not stop near ...	14
<span style="color: gray;">●</span>	The shuttle does not stop near ...	3
<span style="color: olive;">●</span>	I could not get to the START shu...	4



# Feedback – Driver Impressions

- Stays on time
- No issues with route
- Possibly reallocate dwell time
  - More for Airport, Miller Park
- A few trips (6-7 AM; 6-9 PM) have virtually no riders
- Suggest ability to stop between stops, walking radius for stops is short in winter (snow, ice, heavy luggage)
- Hourly schedule cedes some riders to taxis at airport
- Luggage space occasionally exceeded

## ON-TIME PERFORMANCE

Achieved punctuality of all START bus services compared to their scheduled timing



**Airport Pilot Shuttle 88%**

**Town Shuttle 81%**

**Teton Valley Local 74%**

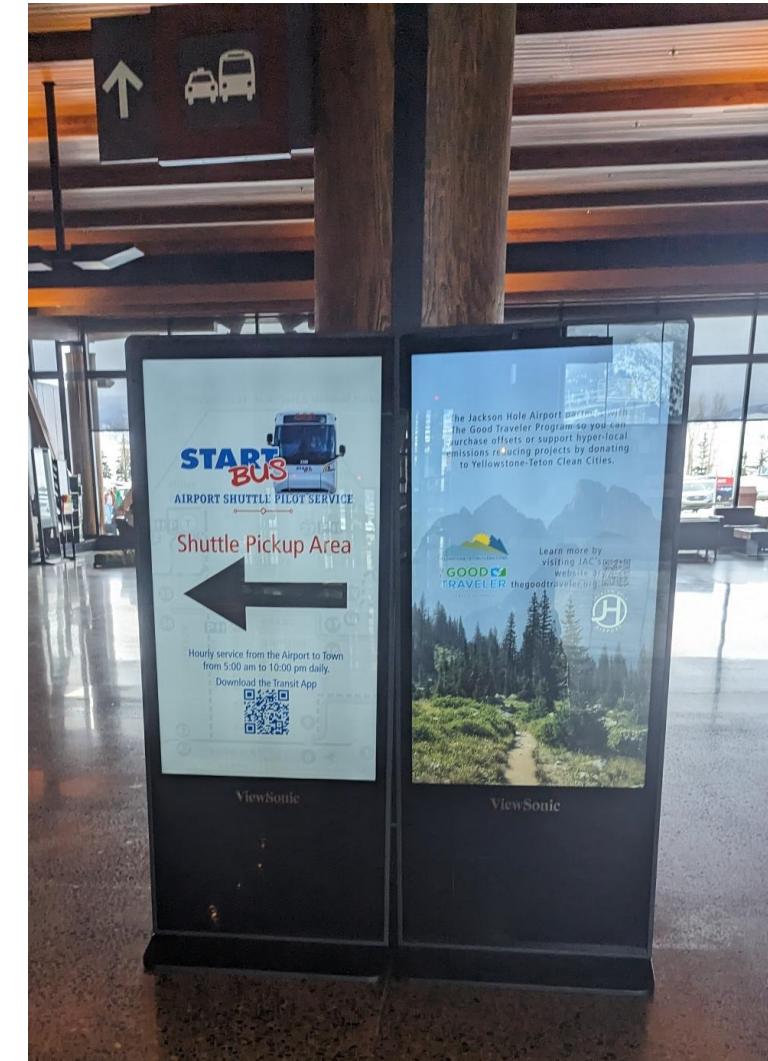
**Teton Valley Express 64%**

**Teton Valley South 61%**



# Feedback – Customer Impressions

- Overwhelmingly positive feedback among riders
- Easier to use going **to** the airport
- Biggest desire for improvement is parking
- Would like to see more frequent trips in midday
- Riders still use creative dropoff arrangements
- Need better signage at airport



FALL 2022

# Jackson Hole Transportation Study

*Considering Wyoming  
Highway 22 Futures*

Abridged by START February 2024

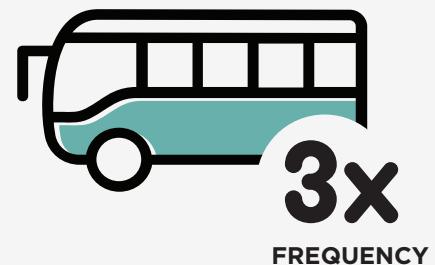


## A SIX-POINT SOLUTION

With these guiding principles in mind, the Alliance is proposing a six-point solution. Our proposal is based on the well-developed science of traffic management and reflects Jackson Hole's aspiration to be an example of best practices for the next generation. It also takes into account many conversations we have had over the last year with community members, stakeholders, and elected leaders.

1

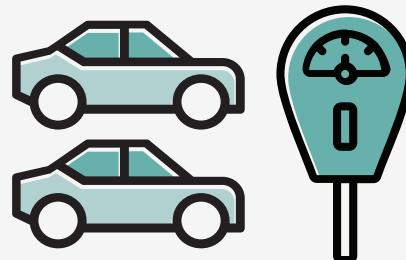
Transit utilization and infrastructure need to be a community priority. **Southern Teton Area Rapid Transit (START) must increase bus service frequency (particularly on commuter routes) and implement a fare-free program.** We will advocate for new and expanded means to pay for transit service expansion, and transit priority must be included in any future roadway and intersection design. This is about moving people not vehicles.



iii

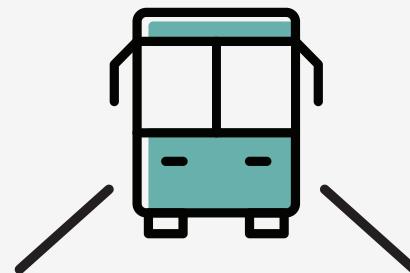
2

The Town of Jackson needs to **implement managed parking** in the downtown area. Mobility pricing is among the most effective tools for managing demand and reducing unnecessary auto trips. Managed well, paid parking can also be a tool to regulate availability, ensuring that space is available for visitors and customers.



3

**A robust regional transit system** is needed to facilitate commuting from Idaho and Star Valley into our valley. A commuter-oriented transit system will provide quality alternatives to driving for long-distance commuter trips, improve safety by putting more travelers in the hands of professional drivers, and help take cars off the road, particularly during the congested rush hour periods.



## 4

Teton County's excellent pathway system has us well positioned to take advantage of the increasing availability and affordability of e-bikes. We will advocate for increased neighborhood connectivity and safe routes to school to incentivize **a shift in travel mode from automobile to bicycle**. Summer congestion could be significantly reduced if more trips were made on our pathways.



## 5

**Hold off on the Tribal Trails connector** until we have a comprehensive plan for the WY-22 corridor. The traffic science shows that Tribal Trails will likely make the congestion problems on WY-22 even worse. We need a holistic approach to the design of our community's primary transportation corridor.



## 6

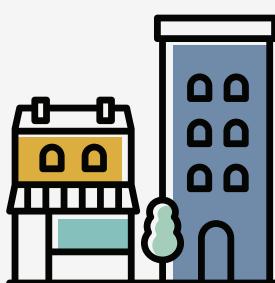
In the coming months, Wyoming Department of Transportation (WYDOT) will begin the corridor alternatives analysis and National Environmental Policy Act (NEPA) process for the reconstruction of WY-22. We will **advocate for the “demand management” techniques** described above as the primary way to solve our traffic congestion problems. We believe these tools, coupled with improvements to the Moose-Wilson intersection, the “Y” intersection and the addition of a traffic circle at the Spring Gulch intersection, are entirely consistent with our community values. If widening WY-22 to four or more lanes becomes a core element of WYDOT's proposal, we believe any additional capacity should be reserved for public transit first, and second, high occupancy vehicles.



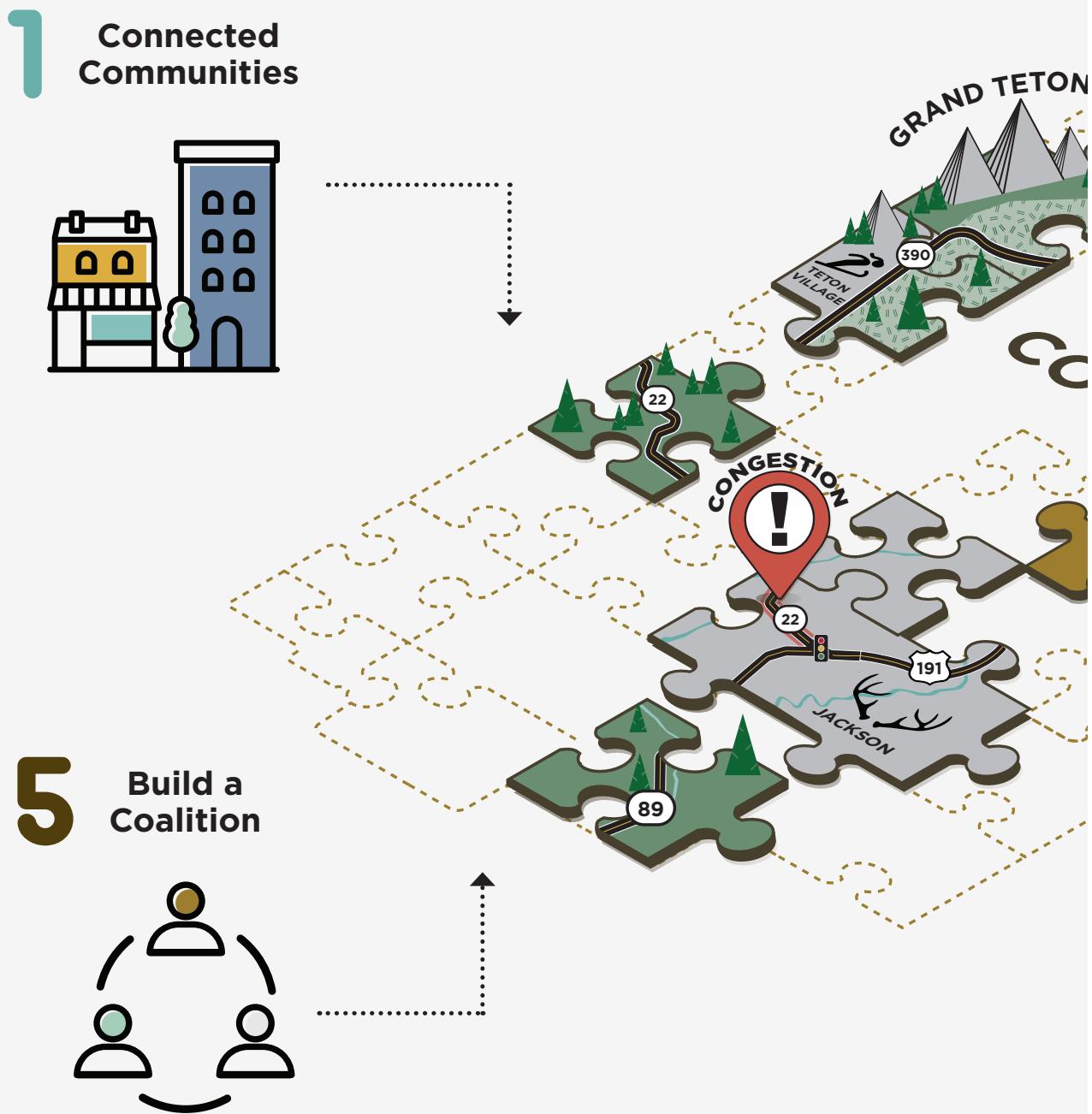
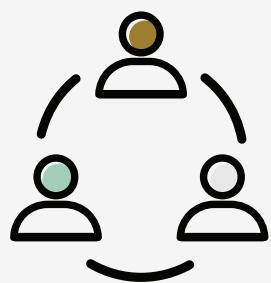
# Key Moves for a Balanced WY-22

16

## 1 Connected Communities



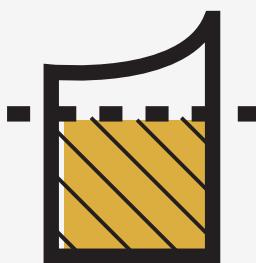
## 5 Build a Coalition



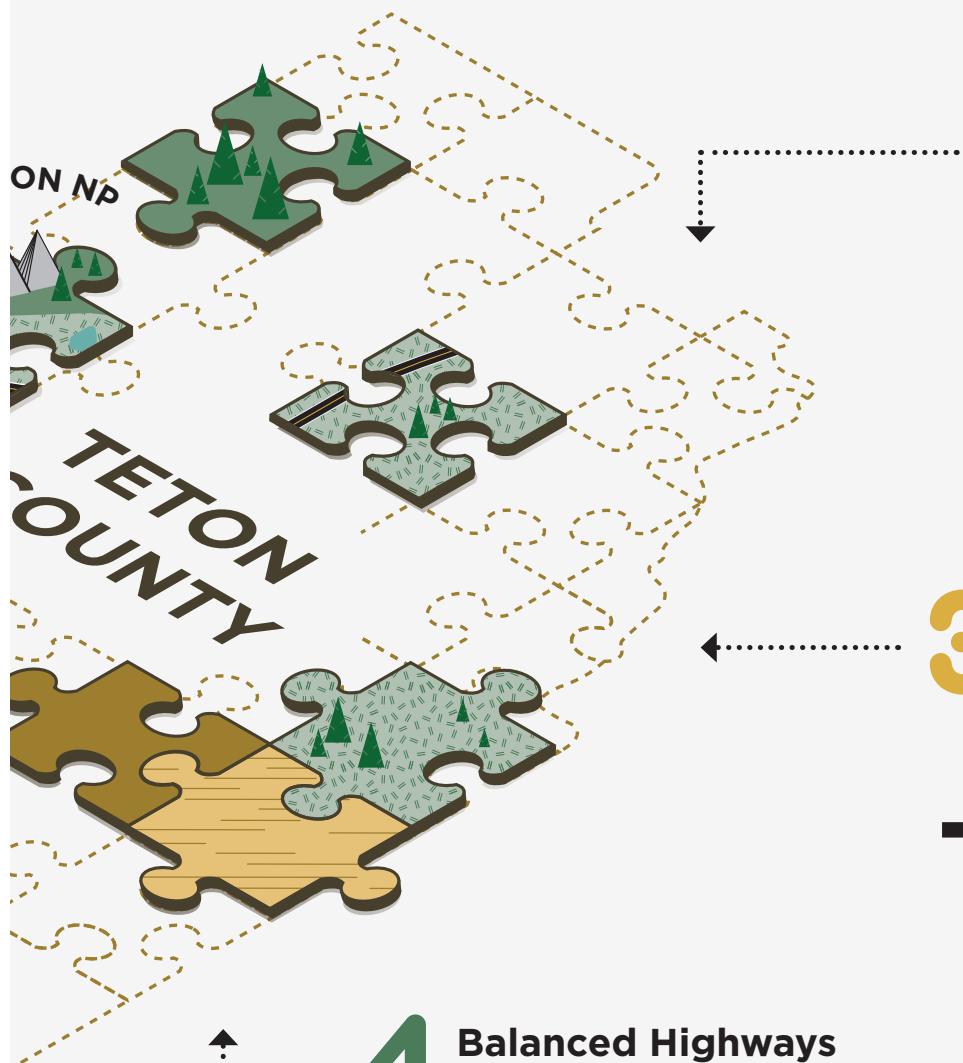
## 2 Grow Transportation Options



## 3 Manage Demand



## 4 Balanced Highways (WY-22 and WY-390)



# Key Actions

## BUS

**B1** – START Bus should develop a long-range (2035 or 2040) service strategy that describes the types and levels of transit service investment needed to realize the level of corridor and system ridership needed to reduce auto reliance. Those include:

- Commuter services to Star Valley and Teton Valley add 8 daily round trips.
- TVA – Stilson – Town service levels tripled during the summer compared to today.
- Grand Teton National Park shuttle or bus service implemented in concert with in-park circulation solutions.
- New trail and recreation services implemented to provide car-free options for visitors.



Continued and strategic expansion of START Bus services is the foundation of a sustainable transportation system for Jackson Hole.

**B2** – Provide either dedicated shoulder-lane capacity or a managed high-occupancy lane between Town and the WY-22/WY-390 interchange to make transit competitive.

**B3** – Provide transit priority at the “Y” interchange (WY-22 and US-89/191). To avoid future grade separated solutions that would harm the small-town character of Jackson, focus on moving more people through this interchange.

## BICYCLE

**C1** – Fund and promote an e-bike distribution program that provides an e-bike to Highway 22 commuters that agree to use a bus-to-bike mode 3 days per week or more. Use the Snake River Bridge mitigation as a trial period.

**C2** – Work with Travel and Tourism and business leaders to develop and launch an E-bikes for Businesses and Lodging Program with intent to provide ubiquitous access to e-bikes for workers and visitors.

**C3** – Bike for Business program.

**C4** – Increase funding for pathways program, particularly to enhance capacity at key junctions and points of constraint along Highway 22.

**C5** – Fund and implement a card accessible bike cage program (phase 1 focus @ Teton Village, Stilson Park-and-Ride, Victor/Driggs Park-and-Rides, and the Airport).



Providing card-accessed, secured shelters with electric charging infrastructure would allow storage of e-bikes and incentivize people to make bus to bike trips. Photo shows Boulder County's Bike-N-Ride shelters.

# Key Actions

## VANPOOL AND SHARED RIDE

**V1** – Develop vanpool services that serve very early morning and later evening trips to Star Valley and Teton Valley.

**V2** – Consider park-and-ride based model for vanpooling similar to that developed in Missoula (Missoula-Ravalli TMA) to provide more flexible options for travelers.

**V3** – Use TMA structure to develop vanpool market by working with employers and developing fare and incentive programs.

26



The Missoula Ravalli TMA has provided daily vanpool service with fixed stops and no-reservation pick-up for over 2 decades.



27

## WALKING

**W1** – Enhance access-to-transit and the transit waiting experience to optimize the investment in Start Bus service.

**W2** – Advocate for new multifamily housing development near high-quality transit. The development of the Stilson site adjacent to the planned park-and-ride will be an important opportunity to build transit-oriented development that can promote walking and transit use.

**W3** – Leverage the newly formed TMA to promote walk, bike, and ride programs that encourage sustainable transportation.

## MOVING TOWARD ITP GOALS REQUIRES MANAGING DEMAND & CAPACITY

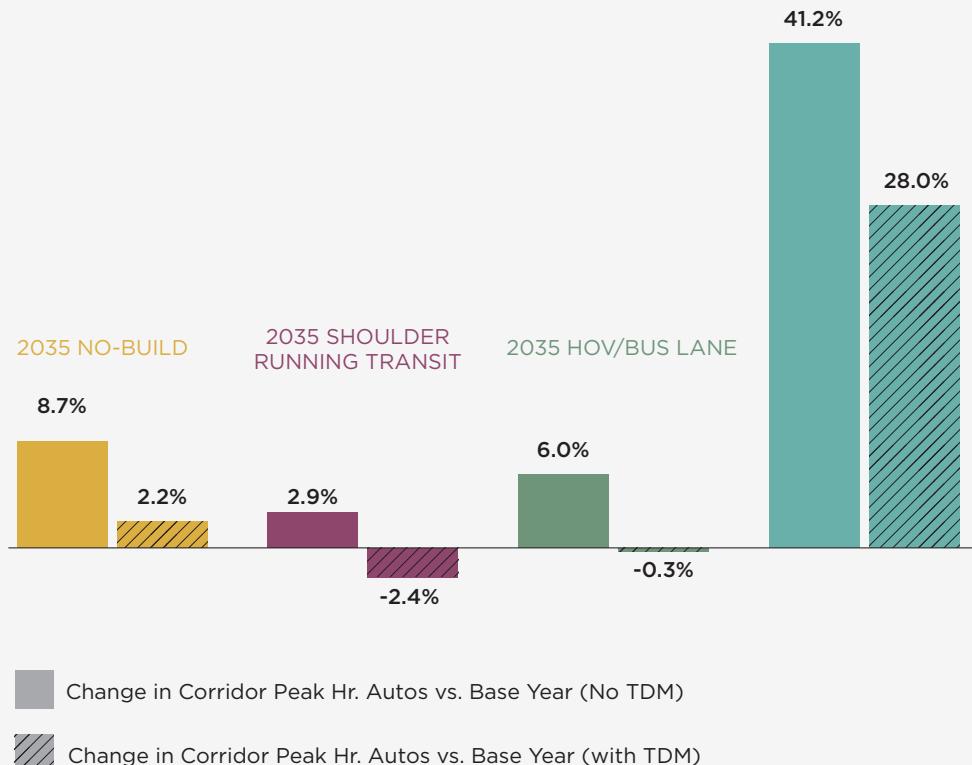
The four tested alternatives marry a range of capacity (providing more road space) and demand (shifting demand to modes other than driving alone) strategies. Modeling makes a few things clear:

- Simply adding a second travel lane per direction induced demand such that vehicle volumes increased by over 41%.
- TDM programming is critical, but when a travel lane is added, vehicle trips still increase by 28%.
- A combination of restrictive capacity additions (shoulder transit or HOV 2+ and Transit) with TDM are expected to modestly reduce vehicle demand compared to today. Shoulder running transit + TDM results in a 3% reduction in vehicle volume.

CHANGE IN DAILY WY-22 AUTO VOLUMES  
COMPARED TO BASE YEAR (WITH AND W/O TDM)

44

2035 4-LANE SECTION





## RECOMMENDED ALTERNATIVE

The most important outcome of this report will be to guide local government and stakeholders in advocating for well developed alternatives in the upcoming WYDOT NEPA process. The NEPA process requires WYDOT to develop and evaluate multiple design and operating alternatives. Focusing on outcome-driven solutions can help to ensure that WYDOT considers alternatives that align with local values and the Teton County Comprehensive Plan.

**Teton County, Jackson, and WYDOT should fully consider the role of transit and transportation demand management** in its evaluation. Travel models often used for these efforts have limited capacity to effectively model transit ridership, the potential for cycling to capture a meaningful share of certain types of trips, or the benefits of a diverse suite of transportation demand management programs. Off-model work, such as was done for this effort, is often eschewed by highway engineers, leading to the cycle of overbuilt highways and continuing the endemic of auto-reliance. To avoid this situation, it is important that:

- START develops a long-range (2035 or 2040) service strategy. An adopted service and capital strategy for START expansion between 2025 and the planning year for WY-22 would help ensure transit's potential is represented in the WY-22 study.
- The Town and County develop and adopt a TDM strategy that includes programmatic elements and supports proper governance and administration of such programs. Again, an adopted document will help to ensure that TDM is given credence in the WYDOT led process.

Analysis shows that both the Shoulder Running Transit and Transit+HOV alternatives improve mobility outcomes, primarily because bus travel is more viable and ridership increases dramatically due to transit speeds, reliability, and complementary TDM programming. A robust alternatives analysis process conducted by WYDOT during the NEPA analysis should include both of these options (shoulder running transit could be replaced with a transit only lane option, which is functionally identical if modeled with the tools used in this report).

## KEY ACTIONS

- 1** The plan for WY-22 should focus on people-movement (not just on moving cars) and wildlife protection. To do this, the WYDOT NEPA process must use measures of performance that go beyond delay for vehicular traffic and consider all the community values delineated in the Teton County Comprehensive Plan.
- 2** All WY-22 corridor alternatives considered in the future WYDOT process should include demand management, high-occupancy vehicle or transit lanes, aggressive transit programs, and pricing.
- 3** Manage speeds for capacity and safety.
- 4** Lobby for state legislative changes that allow for operation of highway lanes as Transit Only, Managed Lanes, or High Occupancy Vehicle lanes.

The current environment of the schools allows students to walk and bike to school safely, noting a grade separated crossing of US-89 and a low traffic environment. Increased vehicular volumes in school zones and lack of awareness from out-of-town drivers should be considered as part of the TTCR assessment.

Teton County should tether decision making about the benefits and impacts of the TTCR to the WY-22 alternatives development process. Introduction of a new intersection requiring merge movements or signalization on an already highly congested WY-22 will likely cause significant additional mainline delay. Teton County's planning for TTCR includes an assumption that WY-22 will be a two-lane per direction cross section at the point where

the roadway intersects. Should TTCR be built prior to WY-22 improvements, which could take six to ten years in planning and design, it would force WYDOT to build an interchange that may require rebuilding in relatively short order or to make a presumptive decision about the future outcome of its WY-22 alternatives analysis. Either would counter the intent of NEPA to consider a broad range of alternatives, environmental impacts, and community input.

Given WYDOT has advanced the timeline for the WY-22 study, Teton County should integrate TTCR planning with the WYDOT study to ensure corridor and transportation system outcomes are evaluated holistically.