



**BOARD OF COUNTY  
COMMISSIONERS**



**TOWN COUNCIL**

## **JOINT INFORMATION MEETING AGENDA DOCUMENTATION**

**PREPARATION DATE:** November 29, 2017  
**MEETING DATE:** December 4, 2017

**SUBMITTING DEPARTMENT:** START  
**DEPARTMENT DIRECTOR:** Darren R Brugmann  
**PRESENTER:** Darren Brugmann

**SUBJECT:** START Funding Work Group Report

### STATEMENT/PURPOSE

The purpose of this item is to have the START Funding Work Group report out results of the work concluded by the Work Group over a series of meetings this past summer and fall.

### BACKGROUND/ALTERNATIVES

The Town Council and County Commissioners discussed the establishment of this working group at the joint retreat held on April 25, 2017 at the Ranch Inn. At the May 1<sup>st</sup> Joint Information Meeting (JIM) the Work Group was established as follows (persons selected to participate by the respective entity are in parenthesis):

- 2 Town Council Members (Jim Stanford, Pete Muldoon)
- 2 Board of County Commissioners (Smokey Rhea, Greg Epstein)
- 2 START Board Members (Lauren Dickey, Susan Mick)
- 1 Chamber of Commerce Member (Frank Lane)
- 1 Representative from Teton Village Association (Melissa Turley)
- 1 Representative from the Jackson Hole Mountain Resort (Matt McCreedy)

An additional member was added before the first meeting convened to include:

- 1 Representative from Teton Village – Area 2 (Liz Brimmer)
- 1 Representative from the Snow King Resort (Jeff Golightly, Ryan Stanley- alternate)

Frances Van Houten with RainMaker Coaching LLC was selected to facilitate the meetings. In total the Work Group met on the following dates: July 11, August 18, September 8, September 25 and October 26.

The desired outcome was to explore funding sources and provide a comprehensive list of possible revenue sources for START and report this to the Town Council and County Commissioners.

### ATTACHMENTS

Report out to the Town Council and County Commissioners

### FISCAL IMPACT

There is no fiscal impact of presenting this report to the Town Council and County Commission. A facilitator was hired for the meetings and those costs will be presented with the next budget amendment for the Town of Jackson. There may be significant fiscal impact should the Town Council and County Commission choose to pursue individual recommendations in the report and those would be explored at some point in the future should the Council and Commission provide that direction.

### STAFF IMPACT

Time involvement from START Director, Town Manager and County Executive.

### LEGAL REVIEW

No Legal review was required by either Town or County legal staff at this time.

### RECOMMENDATION

Staff recommends the Town Council and County Commission hear the report from the START Funding Working Group, ask clarifying questions, discuss the report and thank the members of the START Funding Working Group for their work on this project. No action is recommended.

### SUGGESTED MOTION

Not applicable.

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Synopsis for PowerPoint (120 words max):

Purpose:

Background:

Fiscal Impact:

## **START Bus Funding Group Recommendations - October, 2017**

### **REPORT TO COMMUNITY ELECTEDS - Jackson and Teton County, WY**

After Teton County voters recently rejected ballot proposals to fund START capital projects, leaders in the town and the county appointed a working group in July 2017 to recommend equitable sources of funding for public transit into the future. The working group was tasked to make recommendations to electeds of potential community solutions for sustainable and recurring public transportation funding. The group members included a broad base of community representatives that recognize public transit as important to the future well-being of our valley. A full list of those working group members is included at the end of this report.

#### **WHAT WAS THE WORKING GROUP CHALLENGED TO INNOVATE?**

The challenge put to working group members was to innovate a range of possible solutions for the community to create sustainable transportation funding in sync with the September 2015-approved Integrated Transportation Plan. The ITP guides the growth of the public transit system and is based on the 2012 Town and County Comprehensive Plan with the goal that:

- “Residents and visitors will safely, efficiently, and economically move within our community and throughout the region using alternative transportation.”

Outlined in this report are possible ways to fund the implementation of the transit policy directives of that plan.

As locals, working group members dedicated their hours to maintaining and improving overall community quality of life with traffic congestion reduction. The high cost to residents and the environment of long traffic lines and overall roadway impacts is an increasing frustration and community problem.

The working group agreed on the goal of increasing START ridership by 2020 by 25% to 1.25 million riders in order to significantly impact traffic congestion in our community and meet the goals and benchmarks as stated in the ITP. This goal requires approximately \$6.4 million per year for operating and capital expenditures to implement. START recognizes the need for service improvements but START needs funding to improve service.

#### **WOULD LOCALS BENEFIT BY ASSESSING NON-LOCALS MORE FOR TRANSIT?**

Assessing non-locals was a clear consensus of the working group members. The group focused especially on initiatives where visitors would pay. Sales, Lodging, and Property taxes are considered the best methods for funding these types of public services, but given the mandate from the last election, the group felt the need to focus on these other initiatives.

## Near-Term Solutions

- Short-Term Residential Rental Fee (town/county) - \$1 million<sup>1</sup>

CAN SHORT TERM RENTAL FEES THAT HAVE PROVEN SUCCESSFUL BE IMPLEMENTED THROUGHOUT THE TOWN AND COUNTY (already in effect in Teton Village Area 2 master plan)?

There currently is a model of success regarding assessing owners of short-term rentals in the community with the Teton Village Area 2 master plan. The working group looked to this model as a means to support public transit county-wide. This would apply to residential properties legally rented on a short-term basis (31 days or less) in the town and county. There would be a recurring annual fee paid by the short term rental owner (from rental revenues collected from non-locals). The working group discussed various ideas for assessing the fee including a tiered program based on square footage or assessed value. The assessment methodology would need to be vetted through the Town and County attorneys and staff.

Master Plans are one particular vehicle for assessing these fees, but others should be sought.

- Demand-Managed Parking - \$1 million<sup>2</sup>

COULD DEMAND-MANAGED PARKING, INCLUDING PAID PARKING, HELP MITIGATE CONGESTION AND BE PART OF THE SOLUTION?

Working group members, which include individual downtown business owners, answered unanimously yes to that question. Parking influences the way cities look, and how people travel around them, more powerfully than almost anything else.

Parking is a major cost to a community, and parking conflicts are among the most common problems facing designers, operators, planners and other officials. Such problems can be often defined either in terms of supply (too few spaces are available, somebody must build more) or in terms of management (available facilities are used inefficiently and should be better managed).

Parking management refers to various policies and programs that result in more efficient use of parking resources. The time has come to implement demand-managed parking. When parking demand is not managed, demand will always grow to outstrip supply. The concept behind demand-managed parking is to charge for parking such that one or two parking spots per block generally remain open. When parking becomes readily available, congestion decreases.

On-street parking should also be regulated and managed in residential areas to encourage better use of the public right of way. By managing parking demand, parking supply can be adjusted to free up existing space along streets for other priority purposes such as sidewalks, protected and on-street bike lanes, and enhanced community streetscapes.

Demand-managed parking will create increased demand and ridership for public transit, reducing cars on the road and traffic congestion; thus a portion of parking revenues will be used for START funding.

## Other Near-Term Potential Sources of Revenue

- Property Tax (town and county)
- Lodging tax

## Current sources of funding that should be maintained and/or increased

- Grants (federal and state) - \$1.3-1.5 million
- Lodging Tax (currently pays for town/county START contribution) - \$811,000 or more
  - This requires voter education and buy-in; the lodging tax has been a major source of START funding (21% of 2016 operations revenue)
- Fares
  - Look at fee structure, including town shuttle

## Mid-Term Solutions

- Employer Transit Pass - \$1 to 1.5 million (in the ITP)<sup>3</sup>

COULD ALL TETON COUNTY EMPLOYERS WITHIN A DEFINED DISTANCE OF THE SERVICE AREA PURCHASE TRANSIT PASSES FOR THEIR EMPLOYEES TO ENCOURAGE PUBLIC TRANSIT RIDERSHIP AND REDUCE TRAFFIC CONGESTION AND EMPLOYEE PARKING COMMUNITY-WIDE (already in effect in Teton Village Area 1 Master Plan)?

The working group discussed the need for an equitable method for town and county businesses to contribute to reducing traffic congestion while also benefiting from the local transit system as a local employer. The group landed on the idea of having employers purchase seasonal transit passes based on number of employees. Employers would be assessed for a standard percentage of total employees per company to account for those that the bus just doesn't work for. Even for those that don't ride the bus, traffic mitigation improves our community by providing wildlife, environmental, and air quality benefits while enhancing the visitor experience by not having to drive a car to move around our scenic valley. What will traffic look like in our community in 10-20 years if we don't start to address traffic congestion?

This is a tax-free employee benefit. The group understands that asking for this increased contribution from employers would require better service for START customers including longer hours as well as additional routes which could include South Park and Wilson (in the ITP). This increased funding would give START the opportunity to better serve the community with the increased funding this would provide for new routes and innovation. Current funding does not allow START to expand service.

- Rental Car Fee - \$500,000

COULD THOSE WHO ARE ADDING TO ROAD CONGESTION BE ASSESSED TO CREATE A MORE ROBUST PUBLIC TRANSPORTATION SYSTEM THAT REDUCES TRAFFIC OVERALL?

Currently, rental cars pay no impact fee locally, even though the high volume of rented cars is a source of road deterioration as well as road congestion and traffic problems. A variety of

mechanisms for financial capture need to be studied for implementation, so this may be an approach that will be collaboratively crafted.

Ideas for financial capture included charging a percentage of the rental fee or a daily fee. Another possibility is to capture the fee through local business license or franchise fees. The group discussed whether this fee could be negotiated with the potential for START to add service to the airport which is called for in the ITP.

### Other Mid-Term Potential Sources of Revenue

- Special Purpose Excise Tax (SPET)
- Local option sales tax
- Local voluntary transportation fee

### Other Potential Sources of Revenue

Assessing non-locals was a key solution point rather than implementing broad taxes for locals but if the above solutions are not explored, potential other sources of revenue include:

- Special assessment districts / Tourism assessment district
  - Needs Legislative Action - Other counties are advocating for this in current legislative session
- Car Registration Fee - Focus on county portion of fee
  - Requires legislative action
- Increasing General Fund Contributions from Town and County separate from lodging tax
- Other surrounding town/county contributions to move toward a regional transportation organization as called for in ITP

### **Appointed Working Group Members**

Liz Brimmer, Lauren Dickey, Greg Epstein, Jeff Golightly, Frank Lane, Matt McCreedy, Susan Mick, Pete Muldoon, Smokey Rhea, Jim Stanford, Ryan Stanley, Melissa Turley

### Notes:

1. 1,300 rentals at approximately \$1000/year
2. 1/3 of \$3 million potential net income at start
3. 70% of 15,000 county employees @ \$75 per season (winter and summer)

### References

- [2015 Teton County Integrated Transportation Plan \(ITP\)](#)
- [2016 Teton Village Area 1 Transportation Demand Management Report](#)
- [U.S. Parking Policies: An Overview of Management Strategies](#)
- [2012 Teton County Comprehensive Plan](#)
- [2009 Town of Jackson Mayor's Parking Study](#)
- START Bus Budget and Ridership Data - Darren Brugmann, [START](#)