



Analysis of the Snow Express Transportation System

by

David Kack
Research Associate

Western Transportation Institute
College of Engineering
Montana State University-Bozeman

A report prepared for the
Gallatin County Big Sky Transportation District
Board Directors
P.O. Box 160099
Big Sky, Montana 59716

May 12, 2004



DISCLAIMER

The opinions, findings and conclusions expressed in this publication are those of the author and not necessarily those of the Western Transportation Institute, Montana State University-Bozeman, or the directors or staff of the Gallatin County Big Sky Transportation District (Snow Express).

Table of Contents

List of Figures	ii
List of Tables	iii
Introduction.....	1
Route/System Analysis	2
Route/Schedule Development.....	4
Fare (Payment) Analysis.....	6
Public Transportation Overview	6
Fares	7
Fare Cost/Benefit Analysis	9
Snow Express Survey	11
Surveys.....	11
Rider/Non-Rider Surveys	11
Driver Surveys.....	19
Five-Year Forecast.....	21
Conclusions and Recommendations	24
Conclusions.....	24
Recommendations.....	25
References.....	27
Appendix A: Ridership/System Analysis	1
Appendix B: Route Schedules	1
Appendix C: Rider/Non-Rider Survey.....	1
Appendix D: Driver Survey	1
Appendix E: Rider/Non-Rider Comments.....	1
Appendix F: Driver Comments.....	1
Appendix G: Summarized Results of the Statements	1
Appendix H: Other Resort Information	1

LIST OF FIGURES

Figure 1: Routing Comparison.....	2
Figure 2: Primary Reason for Being in Big Sky Today.....	12
Figure 3: Normal Mode of Travel in Big Sky.....	12
Figure 4: Level of Familiarity with Big Sky.....	13
Figure 5: Frequency of Use and Knowledge of Snow Express	13
Figure 6: Preferred Frequency of Bus Service.....	14
Figure 7: Fare Respondents are Willing to Pay for a One-Way Ride in Big Sky.....	14
Figure 8: Age of Respondents.....	18
Figure 9: Areas of Development in Big Sky.....	22
Figure G-1: Level of Agreement that the Buses are Attractive	G-1
Figure G-2: Level of Agreement that the Vehicles are Comfortable.....	G-1
Figure G-3: Level of Agreement that the Vehicles Appear Clean and Well Maintained.....	G-2
Figure G-4: Level of Agreement that the Drivers are Courteous	G-2
Figure G-5: Level of Agreement that there is Adequate Information about the Service.....	G-3
Figure G-6: Level of Agreement that the Schedule is Easy to Understand	G-3
Figure G-7: Level of Importance of an Attractive Bus.....	G-4
Figure G-8: Level of Importance of a Smooth Ride.....	G-4
Figure G-9: Level of Importance of a Friendly Driver.....	G-5
Figure G-10: Level of Importance of an Easy to Read Schedule	G-5
Figure G-11: Level of Importance of Frequent Service.....	G-6
Figure G-12: Level of Importance of Service from the Bozeman Airport to Big Sky ...	G-6
Figure G-13: Level of Importance of Service from the City of Bozeman to Big Sky....	G-7

LIST OF TABLES

Table 1: Fares of Montana Transportation Providers	8
Table 2: Fare Analysis	9
Table 3: Fare Break-even Analysis.....	10
Table 4: Level of Satisfaction with Snow Shuttle Characteristics.....	15
Table 5: Level of Importance of Certain Transportation Features	16
Table 6: Respondent’s State of Primary Residence.....	17
Table 7: Community of Primary Residence for Montana Respondents	17
Table 8: Comparison Between Drivers’ and Public’s Responses (2002-2003).....	19
Table 9: Estimated Annual Cost of Year-round Service in Big Sky	23

INTRODUCTION

The Gallatin County Big Sky Transportation District (District) has operated the Snow Express transportation service within Big Sky since 1991. The service provides transportation to and from major destinations within the Big Sky area, such as the Corral and Buck's T-4 (Canyon), the Meadow Village Center and West Fork area (Meadow) and the Mountain Village Center and Moonlight Lodge/Basin (Mountain). The Snow Express operates from mid-December through mid-April, and the service is currently free to riders, with operational funding provided by the Big Sky Resort Tax Board.

The District contracted with the Western Transportation Institute, Montana State University-Bozeman (WTI/MSU) to develop a new schedule and route system for its Snow Express service. In addition to developing a schedule for the 2003-2004 season, WTI was to develop a long-term vision for service for the Snow Express, as well as review the possibility of charging a fare for the Snow Express service.

After an initial meeting between WTI and the District, a contract was executed, and work on the project began. The project had five main tasks, which included:

1. Evaluating past routes and schedules to determine system effectiveness and efficiency;
2. Developing new routes and a schedule for the Snow Express system to serve the needs of the Big Sky community;
3. Developing a reproducible route map including the routes and schedule (timing) of the Snow Express system;
4. Surveying customers of the Snow Express system to determine the level of satisfaction with the new routes and schedule; and,
5. Forecasting the transportation needs of the District for the next five (5) years.

These tasks were slightly modified, as the District utilized the services of Glenniss Indreland to complete the route map, and a component was added to the report to address the impact that charging fares may have on the system.

The remainder of this document details each of the tasks.

ROUTE/SYSTEM ANALYSIS

The first task was to evaluate the past routes and schedules to determine system effectiveness and efficiency. WTI accomplished this task by analyzing ridership figures, and by interviewing selected individuals about the past performance of the Snow Express system. WTI also utilized data from the previous survey collected as part of the Request for Bids project.

The analysis addressed the boardings at various locations in conjunction with the interviews that were conducted. This information was utilized to develop the initial (proposed) routes and schedule. While Appendix A provides the details of this analysis, the trends show a decrease in ridership over the past three seasons. Beginning with a total of 52,131 rides during the 2000-2001 season, ridership declined to 47,929 rides during the 2002-2003 season. During the 2003-2004 season the total ridership was 43,450 rides, which appears to indicate another decline. However, it is important to note that this season's routes provided a more direct routing between the Canyon and Mountain, leading to a reduction in transfers, which may explain the majority of the decline in ridership. Figure 1 illustrates how direct routing has an impact on ridership numbers.

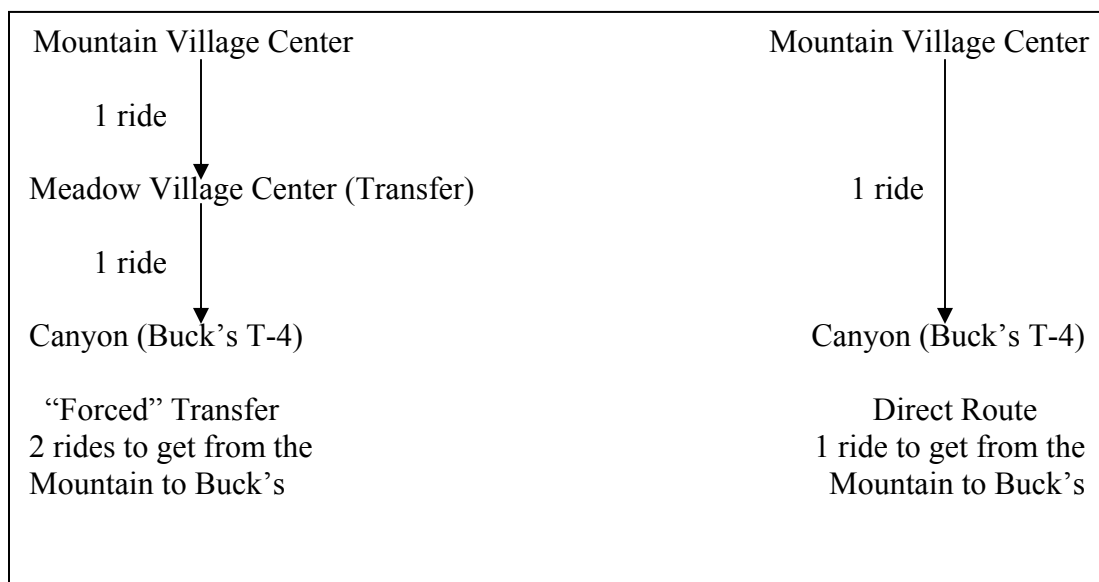


Figure 1: Routing Comparison

Last season's (2002-2003) schedule “forced” riders going from the Mountain to the Canyon to transfer at the Meadow Village. This routing system “inflated” the true number of rides. An analysis in Appendix A shows that a total of 5,003 rides during the 2002-2003 season were likely due to transfers. Therefore, a “true” comparison between this season and last season would show 43,450 rides (2003-2004) vs. 42,926 rides (2002-2003).

Ridership trends and origins were analyzed when the schedule (routes) were developed, as well as at the end of the season for comparative purposes. The next section details how the routes and schedule were developed for the 2003-2004 Snow Express season.

ROUTE/SCHEDULE DEVELOPMENT

The second task was to develop a new schedule, including developing routes and a schedule (timing of the route). After analyzing the data from the three previous years of service, and conducting personal interviews with selected individuals from Big Sky, an initial schedule was drafted.

The initial schedule was presented at an open meeting in Big Sky on October 1, 2003. This meeting was held to get initial feedback based on the preliminary schedule. There were numerous comments, and most focused on the level of service and transfers. The schedule was focused on three main areas of Big Sky, namely the “Canyon”, “Meadow” and the “Mountain”. Most of the comments at the first public meeting were related to the levels of service for each area, and how passengers might move between the areas. It was noted at the first meeting that the schedule was much easier to read than those in the past.

Comments from the first meeting were incorporated into a revision, with a second public meeting on October 23, 2003. Most of the people at the meeting were satisfied with the schedule. Karst Stage, the contractor who would operate the system, notified the District after the public meeting that one part of the schedule would cause Karst an operational conflict. This part of the schedule focused on operating two buses in the morning to “split” the Meadow into two areas. The contract between the District and Karst had a clause that stated that Karst would have to pay a penalty for each route or “scheduled run” that they did not operate according to the schedule. However, at the meeting Karst indicated that they would rather pay a penalty than operate with the split routes. In addition, it was indicated by several individuals that the Canyon route (Route 1) should not stop at both the Meadow Village Center and the Westfork Center.

A decision was made to drop the Meadow Village Center from Route 1, and to combine the Meadow morning service. This “final” schedule was completed, and incorporated into a route map and schedule. The Snow Express system began operation based on the final schedule on December 10, 2003. After the service began operating, several individuals called the District with comments about how the service was working. These calls were passed on to WTI so that the comments and concerns could be evaluated to determine if a change was needed to the schedule.

In past Snow Express seasons, it was generally expected that the schedule might be changed once during the operating season. However, due to the limited operating season (generally mid-December through mid-April), there was hope that a revision during the 2003-2004 season could be avoided. However, based on comments from individuals in the Meadow, and from those on the Mountain, it was decided that adjustments would be made.

The primary adjustment to the first version of the schedule was to “add back” the Meadow Village Center as a stop on Route 1. This stop would allow the general public, as well as employees, to access the Meadow Village Center from the Canyon without having to make a transfer. A change was also made to Route 3 to allow a more direct

route from the Lake Condos to the Mountain Village Center on one of the morning runs. It was concluded that this second version of the schedule would be in place for the remainder of the 2003-2004 operating season.

Appendix B includes the initial “draft” schedule, and versions 1 and 2 of the operating Snow Express schedule.

FARE (PAYMENT) ANALYSIS

After the project began, the District informed WTI that there was a desire to determine the possible impacts of charging a fare to the users of the Snow Express system. This analysis was necessary because the Resort Tax Board, which funds the operation of the Snow Express system, inquired about having the Snow Express collect fares to offset operational expenses. In order to determine if a fare should be implemented, it is helpful to review the basis of public transportation in the United States.

PUBLIC TRANSPORTATION OVERVIEW

Most public transit systems in the United States are subsidized by federal, state and/or local monies. Federal assistance comes primarily from the Federal Transit Administration (FTA) in the form of capital and/or operating assistance. There are four major programs providing this assistance:

FTA Section 5307 funds primarily operating expenses for public transportation systems serving areas with populations between 50,000 and 200,000. Recipients of Section 5307 funds must be municipal bodies, either county or city governments. In Montana, the recipients of Section 5307 funds are Billings, Great Falls, and Missoula. Section 5307 provides for funding 50 % of the operating deficit of a system, or, in general, the total cost of operating a system minus its farebox return (the farebox return being the revenue generated by fares; individual fares, pass sales, etc).

FTA Section 5309 provides funding for capital expenses for 5307 and 5311 providers. While this is a program of the Federal Transit Administration, most of the funds in this program are earmarked in the U.S. Senate, and distributed through the FTA. This program provides for 80% of the cost of capital equipment, with the state and/or local agencies responsible for the remaining 20%.

FTA Section 5310 funds capital expenses for transportation providers that service seniors and/or persons with disabilities. Capital purchases made under Section 5310 are funded 80% through the program with a 20% local match requirement. The three categories of eligible recipients for capital assistance funds are:

1. Private, nonprofit organizations;
2. Public bodies that certify to the state that no nonprofit corporations or associations are readily available in an area to provide the service; and
3. Public bodies approved by the state to coordinate services for seniors and persons with disabilities.

FTA Section 5311 provides funds primarily for operating expenses for transportation systems providing rural (population less than 50,000), general public transportation. Section 5311 funding covers 50% of the operating deficit and 80% of capital expenses. The remaining 50% (operating) and 20% (capital) are covered by local matching funds. However, half of the local match share for operating expenses may come from other, unrestricted federal funds.

Eligible recipients of this funding are local public bodies, private nonprofit organizations, Native American Reservations, and operators of public transportation services. Only one Section 5311 provider may exist in any single service area. Coordination with other transportation providers--public, private, or social service-- is required to the extent possible.

Section 5311 recipients are required to file quarterly reports to MDT with cost and operating data for the vehicles, as well as quarterly drug testing reports. Safety-sensitive employees must be tested for drugs and alcohol on a regular basis. Funding applications are due on the first working day of February of each year and are available through MDT. There are currently eleven Section 5311 recipients in Montana.

In addition to the federal programs, some states have funding programs that mirror the federal programs described above. Currently, however, there is virtually no state funding for general public transportation in Montana.

Local monies must be generated to provide the “match” to the federal and/or state funds. If no state assistance is available, the local share is typically 50% of operating costs and 20% of capital expenses. Local monies are typically generated through general funds, transportation mill levies, or other specialized taxes. In addition to obtaining funding through taxes or other fees, many public transportation (transit) systems charge a fare to help offset the cost of providing the transportation.

FARES

Many transit systems charge a fare to generate funds. These fares are typically set low to encourage individuals to utilize the transit system. Table 1 shows the fares of public transportation systems in Montana, and Appendix H provides information on the fares charged by transit systems in other resort areas/ski towns. As can be seen in these examples, the fares are set low when compared to the actual cost of providing the transit service.

In analyzing whether or not to implement a fare, it is important to review why individuals ride public transportation. Individuals who ride public transportation can be classified in two categories, the transportation disadvantaged or choice riders. The transportation disadvantaged ride public transportation because they typically cannot own or operate vehicles due to age, disabilities, financial limitations, or other self-imposed restrictions.

Table 1: Fares of Montana Transportation Providers

City -Agency	Base Fare	One-day Pass	Monthly Pass	Tokens/Punch Cards
Billings - MET Transit	\$0.75//\$0.25		\$18//\$3	\$6 (10 rides)//NA
Broadus - Powder River Transportation				
Browning - Blackfeet Nation DOT	\$0.75//free			
Butte - Butte Silver Bow Transit	\$0.60//\$0.30		\$18//\$10	NA//\$4.20 (15 rides)
Glasgow - Valley County COA	\$1.00//\$0.75			
Glendive - Dawson County UTD	\$3.00//\$1.00			
Great Falls – Great Falls UTD	\$0.75//\$0.35	\$3.00	\$26//\$17	NA//\$7.00 (21 rides)
Hamilton - Ravalli County COA	\$6.00//\$2.00			
Helena – Helena Dial-a-Ride	\$0.85//\$0.85			\$8.00 (10 rides), \$16.00 (21 rides)
Jordan - Big Dry Transit	\$0.50//\$0.50*			
Kalispell - Eagle Transit	\$1.00//\$0.50			
Lewistown - Fergus County COA	\$4.50//\$1.00*			
Missoula – Mountain Line	\$0.85//\$0.35	\$1.75	\$24//\$12	\$7.50//\$3.00 (11 rides)
Poplar – Fort Peck Transportation	\$0.05/mile//free			

Notes

Fares are noted for the general public, followed by fares for seniors or people with disabilities, such as \$0.75//\$0.35

Fares are for “in-town” services where applicable

NA = Not available

* = Suggested Donation

Providers in communities such as Hamilton and Lewistown are subject to Public Service Commission (PSC) regulations and have higher fares for the general public.

Choice riders are those who could use their own vehicle for a particular trip, but choose to ride public transportation. Choice riders generally use the “lowest cost” analysis to determine if they will use public transportation.

The “least costly” travel choice involves analyzing:

- Travel time – will public transportation save time?
- Convenience – is it “easier” to use public transportation?
- Per-use cost – do parking and other charges make driving more expensive?
- Initial investment – what is the true cost of owning/operating a vehicle?
- Availability – does the transit system operate when I need it to?
- Familiarity – is the transit system easy to learn, easy to use?

Choice riders comprise a significant number of those people who ride Snow Express. These people could use their own vehicle for the trip (to the ski area, to dinner, etc.) but choose to use Snow Express because it is the least costly alternative. However, implementing a fare will change the equation.

Beginning to charge a fare may decrease ridership, because choice riders may decide the “cost” of public transportation is higher than the cost of driving their own vehicle. In an area like Big Sky, where there is relatively abundant free parking, even a minimal fare, such as 25 cents per ride, may have a significant impact on Snow Express ridership, although the survey indicated that respondents would be willing to pay for a ride (see page 8 for survey details).

An additional way to analyze whether or not to charge a fare is to review the revenues and expenses associated with implementing fares. The next section provides such an analysis.

FARE COST/BENEFIT ANALYSIS

While it is unknown what exact impact introducing a fare would have on ridership, a “sensitivity analysis” can be used to determine a break-even point for various fare levels. Table 2 provides an analysis of the possible impacts of introducing three different fares to the Snow Express system.

Table 2: Fare Analysis

Fare Level	Free	\$0.25	\$0.50	\$1.00
Ridership	48,000	45,600	40,800	31,200
Change in Ridership	0	-5%	-15%	-35%
Revenue Generated	\$0	\$11,400	\$21,600	\$31,200
Expenses*	\$0	\$12,360	\$12,360	\$12,360
Gain (Loss)	N/A	(\$960)	\$9,240	\$18,840

* Expenses are based on the cost of hiring someone to account for the fares (money) as well as equipping the buses with a fare collection box (\$3,000, first year only).

In determining what fares to charge, it is also important to look at a break-even point for three possible fare levels. Table 3 provides this information.

Table 3: Fare Break-even Analysis

Fare Level	\$0.25	\$0.50	\$1.00
Expenses ¹	\$9,360	\$9,360	\$9,360
Ridership to B/E	37,440	18,720	9,360
Change From Base Ridership ²	(10,560) 22%	(29,280) 61%	(38,640) 81%

¹Expenses are based on the annual expense of having a person to collect, count and deposit the money (6hrs/day x 130 days x \$12/hr.)

²Based ridership of 48,000 rides per season

Table 3 shows that if a \$0.25 fare was introduced, ridership would have to decline by more than 22% for the system to “lose” money. While the reductions are significant, it is also important to remember that Big Sky has abundant free parking, and that the current Snow Express system provides minimal time savings for riders. Therefore, an introduction of any fare may greatly reduce ridership.

In discussing the possibility of introducing fares into the Snow Express system, it is important for the Transportation District and the Resort Tax Board to be mindful of the goals or purpose of the Snow Express system. If the goal is to reduce traffic in Big Sky and reduce parking at the Mountain, a fare may have a significant impact on these goals.

Many transit/transportation systems use incentives and disincentives to ensure that transit is the least costly way to make a particular trip. For example, if all parking on the Mountain cost at least \$5, then it would be cheaper for many people to ride Snow Express, given that the travel time was approximately the same. However, if a fare is implemented on Snow Express, and most parking on the Mountain remains free, many people who currently use Snow Express may chose to drive their vehicle instead.

Investigating the possibility of beginning a transit service in Bozeman, the author had a conversation with the General Manager from Great Falls Transit. The Manager stated that Great Falls Transit was in a “break-even situation:” the money collected from fares just offset the costs associated with printing passes, collecting the fares, and accounting for the money received from the fares.

As noted above, the possibility of paying fares was included in a survey that was conducted of both riders and non-riders. The next section focuses on the results from the survey.

SNOW EXPRESS SURVEY

WTI surveyed customers and non-customers of the Snow Express system to determine their overall level of satisfaction with the new routes and schedule, and to obtain additional information. Responses were compared to results from the previous survey completed for the District by WTI in March of 2003.

SURVEYS

To determine how the new routes and schedule were perceived, and to provide an overall sense of satisfaction with the Snow Express, WTI created and distributed questionnaires to both riders and non-riders of the Snow Express. In addition, a questionnaire was created and distributed to the drivers of the Snow Express.

The questionnaires were created to understand who was using the Snow Express and why they were using the service. The questionnaire also had questions to determine the level of satisfaction with the service, and any suggestions for improvement. Individuals were also asked what features of a public bus system were important to them, and how much they would be willing to pay for the Snow Express services.

Non-riders were targeted to understand the level of knowledge of the Snow Express service, and to also determine what features are important when choosing to ride a public bus system.

The questionnaire used for the riders and non-riders can be found in Appendix C, and the questionnaire for the drivers is in Appendix D. The results from the survey are discussed in the following sections.

Rider/Non-Rider Surveys

The questionnaires were distributed to individuals on Snow Express vehicles and in various locations around Big Sky on March 5 and 6, 2004. A total of 251 surveys were either partially or fully completed for analysis. The percentages (%) shown in the analysis are based on the number of responses to the question, not the total number of surveys.

Of those who responded to the survey, 19.9% or 50 out of 251 said that they had never used Snow Express or did not know of it. Of the remaining 201 respondents, 199 or 80.1% had used Snow Express, on at least a minimal basis. The responses in this report are categorized as “All,” which includes all respondents who answered the question; “Riders,” who are respondents who answered the question and indicated they ride Snow Express at least minimally; and “Non-Riders” who are respondents who answered the question and indicated that they never ride Snow Express or were not aware of it.

The questionnaire contained a total of twelve questions. The first three questions were asked to determine why individuals were in Big Sky, their normal means of travel when in Big Sky, and their familiarity with the community. The summarized responses to these questions are shown in Figures 1-3.

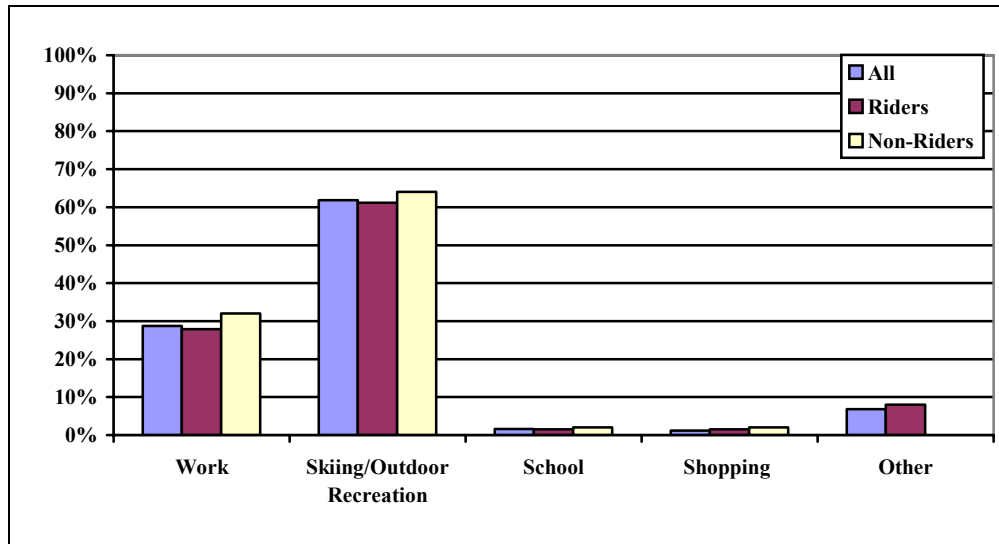


Figure 2: Primary Reason for Being in Big Sky Today

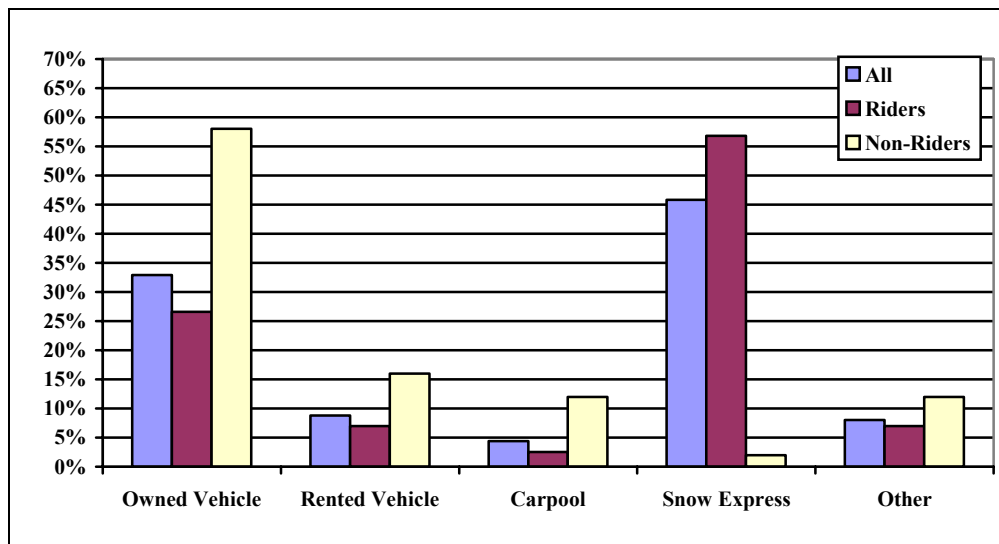


Figure 3: Normal Mode of Travel in Big Sky

As Figure 3 shows, one respondent who indicated that he or she “Never” uses Snow Express and was classified as “Non-Rider” also indicated that he or she normally uses Snow Express for transportation in Big Sky.

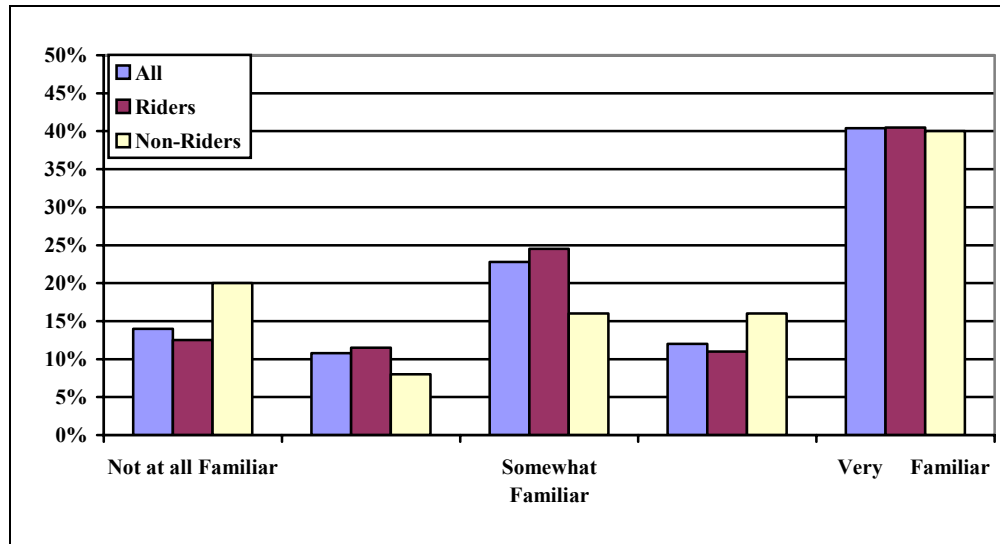


Figure 4: Level of Familiarity with Big Sky

The fourth question of the survey asked how often the respondent used the Snow Express, or if they were aware of it. The summarized results to Question 4 are shown in Figure 5.

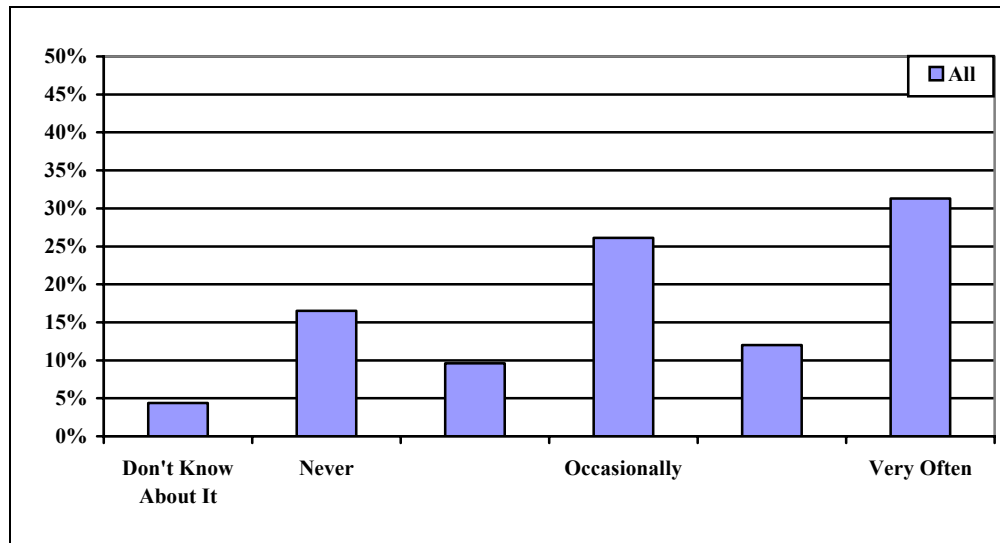


Figure 5: Frequency of Use and Knowledge of Snow Express

To determine if individuals would ride a bus service if it provided frequent enough service, Question 5 asked how frequently a bus would need to pass by a pick-up point for the respondent to consider using the service. As is indicated by the summarized results shown in Figure 6, a 30-minute frequency was the most popular response. Non-riders tended to want more frequent service with nearly 25% indicating a preference for 10-minute frequency. Only about 6% of non-riders indicated that they would not ride the Snow Express, regardless of the frequency.

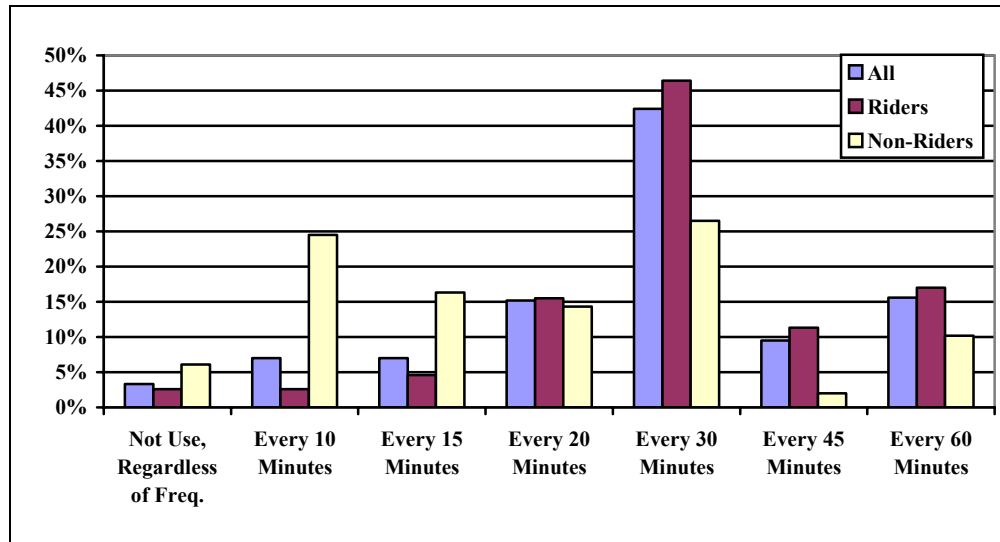


Figure 6: Preferred Frequency of Bus Service

The Snow Express is currently free to those who ride, with the funds for operating the service provided by the Resort Tax Board. To determine if individuals were willing to pay for the service, Question 6 asked how much the respondent would be willing to pay for a one-way ride within Big Sky. While nearly one-third of the respondents indicated that they would not pay for the service, one-third also indicated that they would pay one dollar for a one-way ride. The responses to this question are summarized in Figure 7. Those who ride the Snow Express indicated that they would pay an average of \$1.01 for a one-way ride, while non-riders indicated that they would be willing to pay an average of \$1.70 per ride. Adjusting the amounts for what may be considered outliers, or data outside the normal range, the adjusted amount “riders” would pay for a one-way ride is \$0.91, while the non-rider amount remains the same.

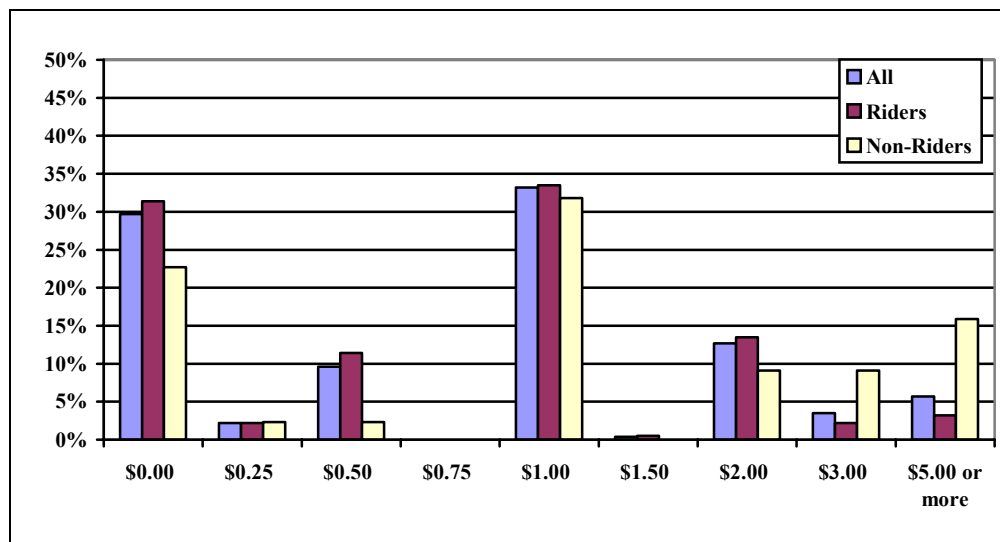


Figure 7: Fare Respondents are Willing to Pay for a One-Way Ride in Big Sky

A focus of the questionnaire was the level of satisfaction with the Snow Express. Question 7 contained six statements about the service. Three of the statements focused on the equipment (buses), one on the drivers, one on the schedule and one on information about the system. The respondents indicated their level of agreement or disagreement with each statement. These statements used a five-point scale where a “5” indicated “Strongly Agree,” a “3” indicated “Neutral,” and a “1” indicated “Strongly Disagree”. For those who were unfamiliar with the Snow Express, a response of “Don’t Know” was available.

Table 4 shows the mean scores relating to the level of agreement with the statements. The mean scores are based on the number of respondents who had an opinion on the statement, and eliminate those respondents who answered “Don’t Know”. The statement that the drivers are courteous generated highest level of agreement. Table 4 also allows for a comparison between data collected during the 2002-2003 season and this year (2003-2004). The means for each year shown, with the current (2003-2004) mean followed by last years (2002-2003) mean (such as 3.3/2.9), allows a comparison of how the system has improved or declined.

Table 4: Level of Satisfaction with Snow Shuttle Characteristics

Statement	Overall Mean	Rider Mean	Non-Rider Mean
	Season 03-04/02-03	Season 03-04/02-03	Season 03-04/02-03
a) The buses are attractive.	2.9/3.3	2.9/3.3	3.0/3.1
b) The drivers are courteous.	4.4/4.6	4.5/4.6	4.1/4.2
c) The vehicles are comfortable.	3.4/3.9	3.4/4.0	3.6/3.3
d) The vehicles appear clean and well maintained.	3.7/3.9	3.7/4.0	3.7/3.6
e) There is adequate information about the service.	3.5/3.5	3.6/3.5	2.9/3.5
f) The schedule is easy to understand.	3.5/3.0	3.5/3.0	3.1/3.1

As indicated by the responses in Table 4, the mean scores of the riders were higher than the mean scores of the non-riders for this season, relating to statements b, d and f. This may imply a positive experience with the Snow Express. For example, a non-rider believes the driver has a certain level of courtesy; however, after riding the person now has an even higher level of agreement that the driver is courteous. However, statements a and c indicate that those who rode Snow Express this season indicated the vehicles were less attractive and comfortable than those who had not used the system.

In addition to the mean scores for the statements listed in Table 4, summarized responses to this season’s survey are shown in Appendix G, Figures G-1 through G-6.

In comparing data from the past two seasons, there are several issues to note. First, it appears that overall satisfaction with the vehicles has declined. The mean scores among the statements pertaining to the vehicles (a, c and d) are lower for this year than last year. Several comments also noted a lack of comfort on the vehicles.

Secondly, non-riders this season indicated that there is not adequate information about the system (a mean score less than 3.0 or neutral). This score dropped significantly from last season, indicating that there was probably not enough information about Snow Express. Several comments echoed this issue. A perceived lack of information about Snow Express may also have an impact on overall ridership, as individuals unfamiliar with the area do not know that the Snow Express option exists.

Finally, the results indicated that the schedule this season was easier to understand than last season's schedule. However, the scores do indicate that there is room for improvement with the schedule, and several comments (Appendix E) did mention the schedule.

After the series of statements, an open-ended question was asked to give respondents input into any perceived changes they believed necessary for the Snow Express. Question 8 asked, "If there was one thing you could change about the Snow Express, what would it be?" The comments received focused primarily on the frequency of service or wanting more service (43 out of 120 comments) and having buses that are more comfortable and/or have better ski racks (27 out of 120 comments). A list of all comments to this question can be found in Appendix E.

The next question in the survey, Question 9, had a series of seven statements that were asked to determine how important certain features were when choosing to ride a public bus (transit) system. The respondents indicated the level of importance by using a five-point scale where a "5" indicated "Very Important," a "3" indicated "Neutral," and a "1" indicated "Not Important".

As indicated by the overall mean scores for each statement as shown in Table 5, the most important feature was frequent service, followed closely by an easy to read schedule, and friendly drivers. The only feature that was rated neutral was an attractive bus. For comparative purposes, the mean scores from last season are shown as well.

Table 5: Level of Importance of Certain Transportation Features

Statement	Overall Mean	Rider Mean	Non-Rider Mean
	Season 03-04/02-03	Season 03-04/02-03	Season 03-04/02-03
a) An attractive bus.	3.0/3.0	3.0/3.0	3.0/2.8
b) A smooth ride.	3.6/3.5	3.6/3.5	3.7/3.5
c) Friendly drivers.	4.4/4.4	4.5/4.5	4.1/4.1
d) Easy to read schedules.	4.5/4.5	4.6/4.6	4.2/4.2
e) Frequent service.	4.5/4.6	4.6/4.7	4.3/4.2
f) Service from the Bozeman Airport to Big Sky.	3.5/3.5	3.5/3.6	3.2/3.2
g) Service from the City of Bozeman to Big Sky.	3.4/3.5	3.4/3.6	3.4/3.3

The scores between the two seasons indicate that there is a consistency in what the respondents view as important features of a bus system. Figures G-7 through G-13 in Appendix G, summarize the responses for each of these statements (9a through 9g).

Question 10 asked for the zip code of the primary residence of the respondent. Table 6 shows the states relating to the zip codes of the respondents. Table 7 shows the communities for those respondents having a zip code within Montana.

Table 6: Respondent's State of Primary Residence

State	Number of Respondents
California	2
Florida	2
Georgia	2
Michigan	5
Minnesota	4
Montana	79
North Dakota	16
Pennsylvania	2
Washington	4
Wisconsin	2

Table 7: Community of Primary Residence for Montana Respondents

Montana Community	Number of Respondents
Belgrade	5
Big Sky	44
Billings	6
Bozeman	16
Gallatin Gateway	2
Helena	2
Laurel	2

The final question of the survey, Question 11, asked the respondents their age. Figure 8 shows the summarized results to this question.

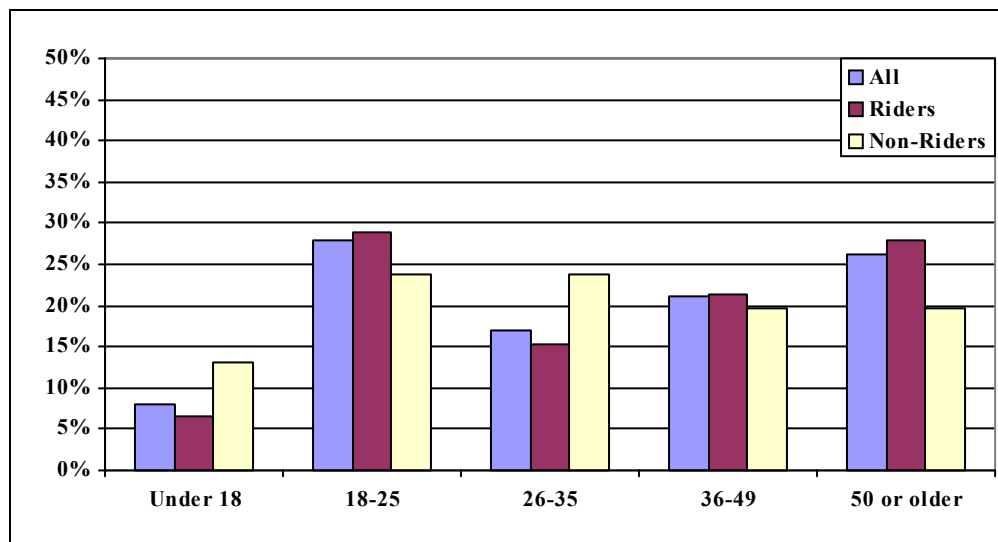


Figure 8: Age of Respondents

At the end of the questionnaire, respondents were given the chance to provide any other comments they had about transit/bus/transportation issues in the Big Sky area. A total of 74 additional comments were received and are listed in Appendix E.

The results from both the 2002-2003 and 2003-2004 rider/non-rider survey indicate that the respondents believe that the most important features of a bus/transit system are frequent service, followed closely by an easy to read schedule and friendly drivers. The results indicate that the respondents believe that when compared to last season's schedule, this season's (2003-2004) schedule is easier to read. The results also indicate that the buses used this season are perceived to be less attractive and comfortable. Comments from this season's survey echo this perception.

The results from this season's survey indicate that non-riders believe that there is not adequate information about the Snow Express service. Survey comments also indicated that people believe more information is necessary to make the system useful. As previously mentioned, a lack of information may reduce the chance of individuals riding Snow Express.

Finally, the rider/non-rider survey results, primarily the comments, noted a desire for more frequency during the current schedule, and service later into the evening. In order to provide later and/or more frequent service, the budget would have to be increased, and additional buses may be required. As for providing more service during peak periods, it may be possible to revise the routes, within the current budget and equipment constraints. This change would likely reduce the amount of service during off-peak periods, however.

Driver Surveys

While riding on the Snow Express vehicles to distribute the surveys, the personnel from WTI found the drivers to be very open with their opinions on how the service could be improved. In order to capture the opinions of the drivers, a separate questionnaire was created and distributed to the drivers. The questionnaire (Appendix D) was distributed through Karst Stage to each of ten drivers who frequently drive for Snow Express. A postage paid return envelope was provided so the drivers could return their survey to WTI.

There was driver turnover this year, and there appeared to be administrative issues between the drivers and management. Although the management of Karst made several requests of the drivers to complete the survey, in the end, only one driver survey was returned. The driver's comments are included in Appendix F. However, no statistical analysis was completed since only one survey was completed.

Eight drivers completed the survey for the 2002-2003 season. The questionnaire had three questions similar to the rider/non-rider survey and three open-ended questions to gain insight into the vehicles, schedule and any other issues with the Snow Express system in Big Sky.

The drivers were asked to rate seven features on their importance for individuals choosing to ride the Snow Express. The features were rated on a five-point scale where a "5" indicated "Very Important," a "3" indicated "Neutral," and a "1" indicated "Not Important". Table 8 provides a mean score for each of these features, and compares them against the responses from the "general public" for the 2002-2003 season. Because only one driver completed the survey for the 2003-2004 season, a comparison for this season is not provided. The drivers' survey for the 2002-2003 season has a very small sample size, so the mean score can be affected by only one response.

Table 8: Comparison Between Drivers' and Public's Responses (2002-2003)

Statement	Drivers'		Public's Overall	
	Mean	Rank	Mean	Rank
a) An attractive bus.	2.5	7	3.0	7
b) A smooth ride.	3.0	4	3.5	4
c) Friendly drivers.	4.8	1	4.4	3
d) Easy to read schedules.	3.8	3	4.5	2
e) Frequent service.	4.3	2	4.6	1
f) Service from the Bozeman Airport to Big Sky.	2.8	5	3.5	4
g) Service from the City of Bozeman to Big Sky.	2.8	5	3.5	4

Three open-ended questions completed the drivers' survey. Question 4 asked, "In your opinion, what issues or problems, if any, exist with the current vehicles used on the Snow Express?" Question 5 asked, "In your opinion, what issues or problems, if any, exist with

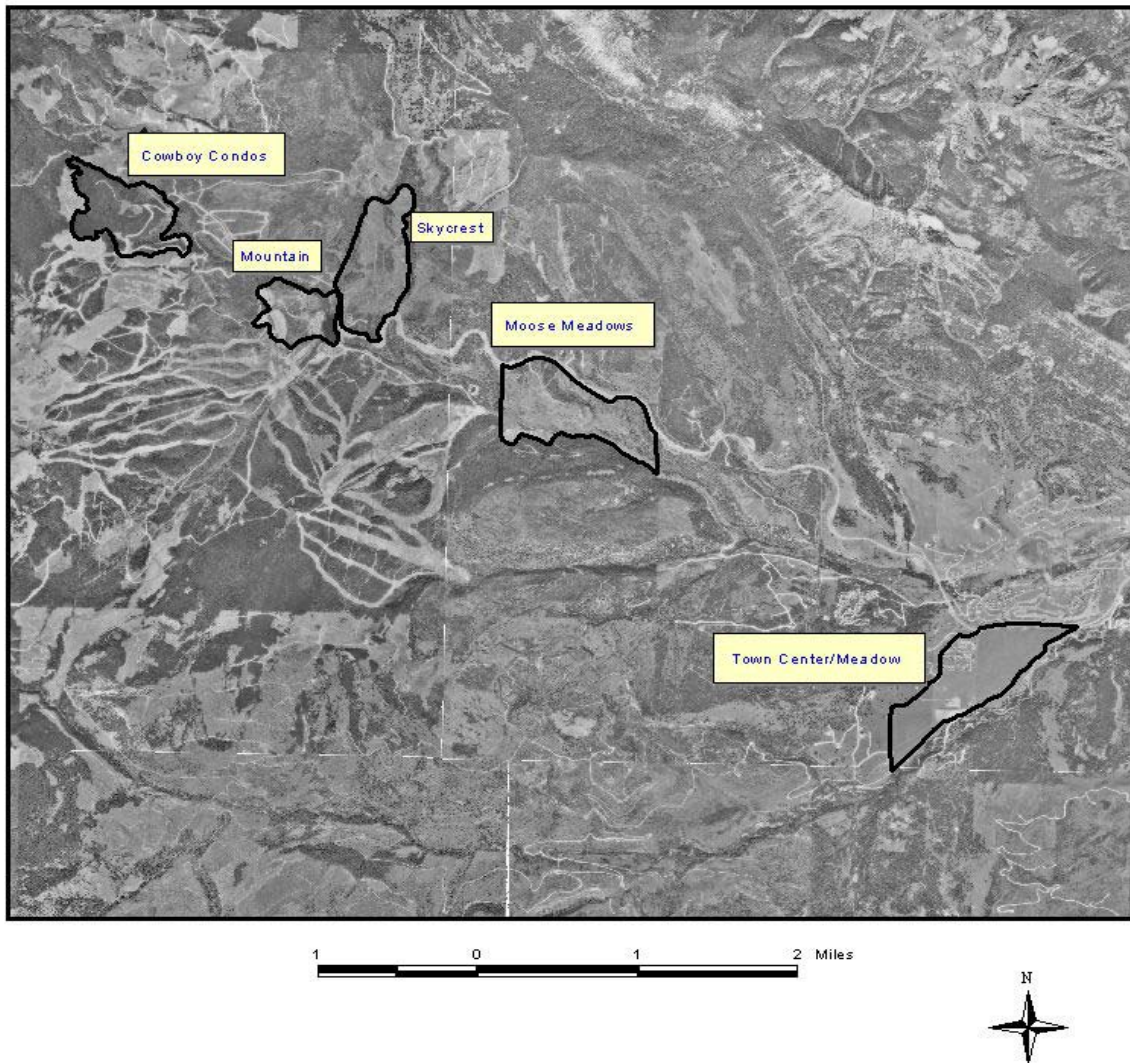
the current Snow Express schedule?” The final question asked the driver to, “Please provide any other comments you may have about the Snow Express system.” The answers to these questions (comments) are listed in Appendix F.

FIVE-YEAR FORECAST

WTI reviewed development and other data to analyze the growth and traffic patterns in the Big Sky community to forecast the transportation needs of the District for the next five years. This forecast is useful to assist in determining the potential growth of the Snow Express system.

It is clear that the Big Sky area will continue to grow. Development is occurring in the Meadow area at the Town Center and elsewhere on Ousel Falls Road, and on the Mountain near Skycrest Condos and near Moonlight Lodge/Basin (Figure 9). No matter where the growth is, new development certainly will have an impact on the Snow Express system.

The areas outlined in Figure 9 indicate areas of current and probable growth. These areas represent those that may be likely to ask for new or additional service from the Snow Express system.



Projected future growth in Big Sky

Figure 9: Areas of Development in Big Sky

As previously discussed, most of the riders in the Big Sky area will base their decision to ride Snow Express based on the “least cost” method. The least cost method not only accounts for the cost of the trip in terms of money, but in terms of time as well. If people want frequent service, as indicated in the survey, then as development occurs, more service (buses) will be needed to maintain a given level of frequency.

For example, if the Cowboy Cabin/Condo area near Moonlight Lodge requires service, this would lengthen the time it takes the bus to get from Moonlight Lodge to the Mountain Village Center. At some point in time, as additional stops are added, bus routes would need to be modified so that they can maintain half-hour or hourly frequencies.

A logical way for Snow Express to add service without new funding from the Resort Tax Board is to become designated as an FTA Section 5311 provider. This would allow Snow Express to receive Federal money from the Federal Transit Administration by leveraging the funding it already receives. However, several steps need to be completed.

First, Snow Express would have to work with the Montana Department of Transportation (MDT) to have a Transit Development Plan created for Big Sky. This plan lays the foundation for general public transit service in Big Sky. Secondly, the Snow Express system would need to become a year-round, general public system. This would mean that although service levels could be modified according to the season, some service would be required throughout the entire year.

As indicated in Appendix H, many resort areas/ski towns have transit systems that operate on a year-round basis, with changes to their schedule based on the season. Further, the majority of these systems are designated as a FTA Section 5311 provider, which allows them to obtain federal money for operating and capital expenses.

It is possible that the Big Sky Transportation District could operate service on a year-round basis without any additional funding from the Resort Tax Board. Table 9 illustrates how \$250,000 in resort tax money could be leveraged with \$250,000 in Federal money to create a total budget of \$500,000.

Table 9: Estimated Annual Cost of Year-round Service in Big Sky

Budget Item	Winter Service	Summer Service	Annual Total
Hours of Service per day	56.6	12	N/A
Days of Service per year	126	239	365
Cost per Hour	\$50	\$50	N/A
Total Cost of Service	\$356,600	\$143,400	\$500,000

A summer route might consist of service from the Mountain Village Center to the Stables, Westfork, Meadow Village Center, Big Horn Center and the Buck's T-4/Geysir Whitewater Rafting area. Again, this concept would allow Snow Express to leverage the money it is currently receiving from the Resort Tax Board.

CONCLUSIONS AND RECOMMENDATIONS

This section provides an overall review of the document, issues to be incorporated into future planning, and recommendations for changes to the system for next season.

Conclusions

This year marked a significant change in the Snow Express system. To begin with, the system operated under a new contract that was based on hours of service, not mileage. This contracting mechanism allowed for an easier transition if changes had to be made to the service.

Another significant change this year was the look of the route map/schedule. The timetable was changed to reflect a format that is more widely used in the transit industry. Many of the comments from the public meetings indicated that the schedule was much easier to read this year than in the past. The results from the rider/non-rider survey also indicate that the schedule is easier to read this year than in the past.

The contractor for the Snow Express system, Karst Stage, operated with school buses. Due to budget constraints, these buses were left in school bus colors, which confused some of the riders and potential riders. Survey results also indicated a general indication that the buses were not as attractive or comfortable as in the past. This is a situation that may need to be addressed before the next operating season begins.

Ridership may have stopped its decline. As shown in Appendix A, the total number of rides decreased from 47,929 in 2002-2003, to 43,450 rides in 2003-2004. However, this may be due to the fact that fewer transfers were required of riders this year. Appendix A provides information on how many rides last year may have been due to transfers. This is not to say that ridership could not be, or should not be higher.

As noted earlier in this document, the decision to ride Snow Express is based on a “formula” a person uses to determine the lowest cost method of traveling. If people believe their time and effort are best served by driving their rental car for transportation in Big Sky, they will. If a person calculates that Snow Express will provide the lowest cost option, he or she will use the bus. For the Snow Express system to remain a viable option, it must provide service that is frequent and serves the destinations that people are interested in. The frequency of the service is directly linked to the budget.

The amount of service that can be provided is tied to how much money is available for operations, and the priority given to the service. This year, as in the past, the priority is getting people from various areas in Big Sky to the ski area and back. This year some service was added (priorities adjusted) to give more service to Moonlight Basin, the newest ski area in Big Sky.

In addition to serving the skiing community, service was also planned to accommodate those who wanted to travel for dining and shopping opportunities. However, the availability of this service was a function of how much service (money) was left after the primary service was planned. This secondary purpose of the Snow Express system will likely remain an issue of much debate unless the budget is increased enough to allow for continuous service throughout the day. As Big Sky continues to grow, the demand for service will grow, and there will be an even greater need to increase the Snow Express budget.

As areas such as the Town Center in the Meadow Village are built, business owners will request new service. This will stretch existing routes to the point that they will not provide timely service between certain origins and destination. Critical service decisions will need to be made. Can the budget be increased to allow for more service? Will point-to-point service need to be modified and cause more transfers? Will parking in and around the Mountain Village Center become so congested that park-and-ride lots will be established within Big Sky?

While these are issues that loom in the future, it is likely that only minimal changes will need to be made to the system for next season (2004-2005). One issue that may impact the service next year is whether or not Snow Express should charge a fare. As shown in Appendix H, many transit systems in ski resort areas do not charge a fare. This report also pointed out that while charging a fare may produce revenue (income) for the Snow Express system, it may lead to more people driving and parking at the Mountain Village Center, which may lead to an increased demand for other services such as snow removal and parking lot shuttles.

Recommendations

In order to leverage the money it receives from the Resort Tax Board, the Big Sky Transportation District should work with the Montana Department of Transportation (MDT) to complete a Transportation (Transit) Development Plan, or TDP. This plan would be a comprehensive review of transportation needs in the Big Sky area, and would help determine if the Snow Express system should become a year-round, general public system (FTA Section 5311).

If Snow Express were to become an FTA 5311 provider, it would be eligible for Federal funding through MDT for operations. This may allow additional funding for service in the winter, as well as having service during the “non-skiing” season. Becoming an FTA 5311 provider would also provide Snow Express with the opportunity to purchase its own vehicles, even though a contractor may operate the vehicles.

The TDP process will likely take at least a year to complete. During this time there may be a temptation to implement a fare on the Snow Express system. It is the opinion of the author that next season is not the time to implement a fare. This is due to the fact that with the new schedule layout, people may be more likely to ride the system. With a few changes to the routes, the system may be able to serve the needs of the business owners

and general public in Big Sky. However, introducing fares could have a significant impact on the service.

If a fare were to be introduced, riders may demand even more service, and expect more comfort on the buses. While some minor changes to the buses should be made, these changes should be able to be completed within the current budget constraints. And as indicated in previous sections, a fare would not likely generate enough revenue to significantly increase service, and may affect the demand for other services, such as more parking spaces in and around the Mountain Village Center. This would cause more resources to be expended, although the Resort Tax Board may not provide the funds.

Finally, some changes should be made to the schedule for next season. If possible, the Meadow should be split in the morning to allow for a more direct (timely) service to get people to the ski hill. This should lead to an increase in ridership from the Meadow to the Mountain. Route 3, the Mountain Loop, should be modified slightly to make the Lake Condos the final stop before the Mountain Village Center. In the evening, it is proposed that Route 2 become a Meadow Circulator, connecting with Route 1 to get people either up to the Mountain or down to the Canyon.

Defining the routes should continue to be as public a process as possible. As with this year's schedule, next year's routes should be defined with an initial meeting to review the proposed routes/schedule, and a second meeting to "agree" on the final routes/schedule. Although the ultimate responsibility on running and managing the Snow Express system lies with the Gallatin County Big Sky Transportation District board, it is important to have as much public input as necessary.

The Western Transportation Institute, and particularly this author, look forward to their continued relationship with the Snow Express system and the Big Sky Transportation District Board.

REFERENCES

- Bader, L., *Managing Transportation Demand in Resort Communities, Aspen, CO*. TDM Review, Summer 2001.
- Kack, David, *Analysis Of The Snow Express Transportation System*, Prepared for the Big Sky Transportation District, March 2003.
- Thrasher, S.A., Hickey, T.R., and Hudome, R.J., *Enhancing Transit Circulation in Resort Areas: Operational and Design Strategies*. Transportation Research Record 1735. Paper number 00-1021.

APPENDIX A: RIDERSHIP/SYSTEM ANALYSIS

AM Route Totals	2003-2004 Season		2002-2003 Season		2001-2002 Season		2000-2001 Season	
	Rides per location	% of total	Rides per location	% of total	Rides per location	% of total	Rides per location	% of total
American Bank\Huckleberry	0	0.0%	0	0.0%	10	0.1%	10	0.1%
Big Horn Center	96	0.6%	33	0.1%	84	0.5%	87	0.5%
Bighorn Condos	147	0.9%	1,210	5.0%	315	1.8%	290	1.6%
Big Sky Stables	12	0.1%	0	0.0%	0	0.0%	0	0.0%
Broadwater Condos	0	0.0%	142	0.6%	128	0.7%	203	1.1%
Buck' s T-4	1,437	8.6%	1,611	6.7%	1,599	9.2%	1,682	9.4%
Cedar Creek Condos	938	5.6%	592	2.4%	869	5.0%	867	4.8%
Chain up @ Spur Road	0	0.0%	0	0.0%	0	0.0%	34	0.2%
Comfort Inn	640	3.8%	416	1.7%	533	3.1%	619	3.5%
Conoco\Big Sky Gallery	0	0.0%	4	0.0%	13	0.1%	15	0.1%
Corral\Rainbow Ranch	150	0.9%	42	0.2%	64	0.4%	54	0.3%
Craik Creek Club	0	0.0%	0	0.0%	85	0.5%	55	0.3%
Exxon\Canyon Square	0	0.0%	1	0.0%	12	0.1%	36	0.2%
Firelight Condos	219	1.3%	359	1.5%	0	0.0%	0	0.0%
Glacier\Craik Creek Condos	203	1.2%	340	1.4%	458	2.6%	248	1.4%
Golden Eagle\Lone Wolf	219	1.3%	73	0.3%	201	1.2%	187	1.0%
Half Moon	0	0.0%	0	0.0%	0	0.0%	12	0.1%
Hidden Village\Pines	369	2.2%	270	1.1%	501	2.9%	545	3.0%
Hill\Black Bear Bar & Grill	793	4.7%	700	2.9%	1,302	7.5%	1,697	9.5%
Hungry Moose\Medical Clinic	0	0.0%	8	0.0%	12	0.1%	2	0.0%
Lake Condos	5,184	31.0%	6,410	26.5%	5,602	32.2%	5,665	31.6%
Lone Mountain Ranch	717	4.3%	1,067	4.4%	341	2.0%	505	2.8%
Mad Wolf\Mtn View Merc.	0	0.0%	1	0.0%	3	0.0%	13	0.1%
Meadow Village Center	790	4.7%	1,086	4.5%	790	4.5%	682	3.8%
Moonlight Lodge	151	0.9%	355	1.5%	118	0.7%	121	0.7%
Moutain Inn	178	1.1%	775	3.2%	111	0.6%	0	0.0%
Mountain Village Center	1,783	10.6%	5,333	22.1%	1,757	10.1%	1,926	10.7%
Ophir School	0	0.0%	5	0.0%	2	0.0%	10	0.1%
Park\Yellowstone Condos	0	0.0%	82	0.3%	17	0.1%	95	0.5%
Ramshorn View	207	1.2%	111	0.5%	327	1.9%	348	1.9%
Silverbow Condos	93	0.6%	301	1.2%	160	0.9%	95	0.5%
Skycrest Condos	1,140	6.8%	1,428	5.9%	1,262	7.3%	1,194	6.7%
West Fork\River Rock Lodge	1,279	7.6%	1,428	5.9%	710	4.1%	622	3.5%
AM Totals	16,745	100.0%	24,183	100.0%	17,386	100.0%	17,919	100.0%

Note: WTI cannot guarantee the accuracy of these figures. The data was provided by Henning, Schwarzkopf & Co.

PM Route Totals	2003-2004 Season		2002-2003 Season		2001-2002 Season		2000-2001 Season	
	Rides per location	% of total	Rides per location	% of total	Rides per location	% of total	Rides per location	% of total
American Bank\Huckleberry	0	0.0%	0	0.0%	3	0.0%	13	0.0%
Bighorn Center	154	0.6%	50	0.2%	134	0.4%	229	0.7%
Big Horn Condos	158	0.6%	681	2.9%	798	2.5%	599	1.8%
Big Sky Stables	229	0.9%	230	1.0%	0	0.0%	0	0.0%
Broadwater Condos	0	0.0%	15	0.1%	2	0.0%	13	0.0%
Buck's T-4	766	2.9%	583	2.5%	785	2.5%	648	1.9%
Cedar Creek\Powder Ridge	125	0.5%	44	0.2%	208	0.7%	185	0.5%
Chain Up @ Spur Road	0	0.0%	0	0.0%	0	0.0%	57	0.2%
Comfort Inn	348	1.3%	217	0.9%	360	1.1%	224	0.7%
Conoco\Big Sky Gallery	0	0.0%	59	0.2%	42	0.1%	24	0.1%
Corral\Rainbow Ranch	1,069	4.0%	527	2.2%	981	3.1%	1,242	3.6%
Craik Creek Club	0	0.0%	0	0.0%	1	0.0%	10	0.0%
Curly Bear\Two Moons Road	0	0.0%	0	0.0%	8	0.0%	9	0.0%
Exxon\Canyon Square	0	0.0%	0	0.0%	44	0.1%	67	0.2%
Firelight Condos	182	0.7%	28	0.1%	0	0.0%	0	0.0%
Glacier\Craik Creek	104	0.4%	114	0.5%	5	0.0%	5	0.0%
Golden Eagle\Roccas	56	0.2%	0	0.0%	62	0.2%	191	0.6%
Half Moon	0	0.0%	0	0.0%	0	0.0%	45	0.1%
Hidden Village\Pine Condos	63	0.2%	16	0.1%	21	0.1%	20	0.1%
Hill Condos\Black Bear Bar	312	1.2%	143	0.6%	398	1.3%	605	1.8%
Hungry Moose\Medical Clinic	0	0.0%	30	0.1%	19	0.1%	0	0.0%
Hungry Moose\Skywood	0	0.0%	0	0.0%	53	0.2%	69	0.2%
Lake Condos	1,029	3.9%	138	0.6%	1,153	3.6%	1,215	3.6%
Lone Mountain Ranch	1,149	4.3%	1,688	7.1%	1,613	5.1%	1,640	4.8%
Lone Wolf	0	0.0%	41	0.2%	0	0.0%	0	0.0%
Mad Wolf\Mtn View Merc.	0	0.0%	0	0.0%	19	0.1%	32	0.1%
Meadow Village Center	1,099	4.1%	2,481	10.4%	3,199	10.1%	3,731	10.9%
Montana Backcountry Adv	0	0.0%	15	0.1%	0	0.0%	0	0.0%
Moonlight Lodge	913	3.4%	501	2.1%	257	0.8%	350	1.0%
Mountain Inn	26	0.1%	1,429	6.0%	39	0.1%	0	0.0%
Mountain Village Center	17,326	64.9%	10,138	42.7%	19,731	62.2%	21,911	64.0%
Ophir	0	0.0%	124	0.5%	87	0.3%	109	0.3%
Park\Yellowstone Condos	0	0.0%	0	0.0%	5	0.0%	4	0.0%
Ramshorn View	138	0.5%	0	0.0%	44	0.1%	7	0.0%
Silverbow Condos	59	0.2%	16	0.1%	4	0.0%	12	0.0%
Skycrest Condos	171	0.6%	109	0.5%	285	0.9%	224	0.7%
West Fork\River Rock Lodge	1,229	4.6%	4,329	18.2%	1,349	4.3%	722	2.1%
PM Totals	26,705	100.0%	23,746	100.0%	31,709	100.0%	34,212	100.0%
Season Totals	43,450 *		47,929		49,095		52,131	
change from previous year	-4,479 **		-1,166		-3,036			
% change previous year	-9.3% **		-2.4%		-5.8%		N/A	

* Difference of 355 rides (2003-2004 season) from figures from Henning, Schwarzkopf & Co.

** Difference may due to "direct" routing, reduction in transfers, see "Ridership Adjustments for the 2002-2003 Season"

Note: WTI cannot guarantee the accuracy of these figures. The data was provided by Henning, Schwarzkopf & Co.

Ridership Adjustments for 2002-2003 Season

Notes:

A **positive** factor indicates that the majority of riders are new and should be counted. (i.e. 80% is the same as 20% transfers)

A **negative** factor indicates that the majority of the riders are transfers and should not be counted. (i.e. -75% is the same as 25% new riders)

For example, a transfer may be adjusted with a positive factor if it appears that the majority are new riders heading to a new destination.

AM Transfers

Route 2 and 1 Transfer - Mountain Village Center

<i>Bus 2 - Meadow/Mountain</i>	Time	Adjustment		Adjusted Ridership	<u>Logic and Justification</u>
		<u>Ridership</u>	<u>Factor</u>		
	8:45 AM	171	-80%	34	Passengers may be going down to Westfork Center or Meadow Village from their condos
	9:45 AM	254	-70%	76	Passengers may be heading down to shop or eat from condos via Bus 2
	10:45 AM	496	-70%	149	Passengers may be heading down to shop or eat from condos via Bus 2
	11:45 AM	481	-60%	192	Passengers may be heading down to shop or eat from condos via Bus 2
	12:45 PM	446	-60%	178	Passengers may be heading down to shop or eat from condos via Bus 2
	1:45 AM	652	-60%	261	Passengers may be heading down to shop or eat from condos via Bus 2
<i>Bus 1 - Mountain Loop</i>					
Making Loops	8:45 AM	14	100%	14	Employees and others may be going home
	9:45 AM	26	100%	26	Employees and others may be going home
	10:45 AM	75	90%	68	People are going back to condos for lunch
	11:45 AM	224	90%	202	People are going back to condos for lunch
	12:45 PM	100	90%	90	People are going back to condos for lunch
	1:45 PM	166	80%	133	People may be coming home from shopping via Bus 2 and going home for lunch

Note: WTI cannot guarantee the accuracy of these figures. Ridership data was provided by Henning, Schwarzkopf & Co.

PM Transfers

Route 1 and 3 Transfer - Westfork Center/River Rock

		Adjustment		Adjusted Ridership	Logic and Justification
		Ridership	Factor		
Bus 1 - Mountain Loop					
Going back Up	3:36 PM	244	75%	183	People may be going up to the condos, Moonlight, etc. from shopping via Bus 3
	4:36 PM	14	75%	11	People are heading down the mountain to the condos, Canyon and Lodging/Food
	5:36 PM	180	60%	108	People are heading down the mountain for dinner or going home to condos via Bus 3
	6:36 PM	182	60%	109	People are heading down the mountain for dinner or going home to condos via Bus 3
	7:36 PM	353	50%	177	People are heading down the mountain for dinner or going home to condos via Bus 3
	8:36 PM	344	-60%	138	Passengers may be heading up the mountain to go home via Bus 3
	9:36 PM	408	-60%	163	Passengers may be heading up the mountain to go home via Bus 3
	10:36 PM	186	-60%	74	Passengers may be heading up the mountain to go home via Bus 3
Bus 3 - Canyon/Meadow					
Going Down	3:36 PM	351	-90%	35	People are heading down to the condos, Canyon and Lodging/Food via Bus 1
	4:36 PM	626	-90%	63	People are heading down to the condos, Canyon and Lodging/Food via Bus 1
	6:36 PM	441	-75%	110	People are heading down to the condos, Canyon and Lodging/Food via Bus 1
	7:36 PM	175	-75%	44	People are heading down to the condos, Canyon and Lodging/Food via Bus 1
	8:36 PM	79	50%	40	People are going home to condos/lodging after dinner
	9:36 PM	88	50%	44	People are going home to condos/lodging after dinner
	10:36 PM	0	100%	0	

Route 2 and 3 Transfer - Meadow Village Center

		Adjustment		Adjusted Ridership	Logic and Justification
		Ridership	Factor		
Bus 2 - Meadow/Mountain					
Going to Condos and back Up	4:46 PM	34	90%	31	People are going home after shopping
	6:46 PM	63	90%	57	People are going home after shopping
	7:46 PM	146	75%	110	Passengers may be going back to Lodging via Bus 3 or up to condos
	8:46 PM	209	75%	157	Passengers may be going back to Lodging via Bus 3 or up to condos
	9:46 PM	145	75%	109	Passengers may be going back to Lodging via Bus 3 or up to condos
Bus 3 - Canyon/Meadow					
Going Down	4:46 PM	643	-95%	32	People are heading down the mountain from shopping and skiing via Bus 2
	6:46 PM	167	-75%	42	People are heading down the mountain from shopping and skiing via Bus 2
	7:46 PM	56	50%	28	Passengers may be going back to Lodging via Bus 2 or up to Condos
	8:46 PM	49	50%	25	Passengers may be going back to Lodging via Bus 2 or up to Condos
	9:46 PM	47	50%	24	Passengers may be going back to Lodging via Bus 2 or up to Condos
Totals (Original and Adjusted)		<u>8,335</u>		<u>3,333</u>	

Ridership Change (# of transf 5,003
Percent Change **-60%**

Note: WTI cannot guarantee the accuracy of these figures. Ridership data was provided by Henning, Schwarzkopf & Co.

APPENDIX B: ROUTE SCHEDULES

Preliminary (Draft) Routes/Schedules

Route 1 Canyon-Mountain Route

Corral/ Rainbow R.	Ramshorn View	Buck's T-4	Comfort Inn	Meadow Village C.	Westfork Center	Mountain Village C.	Westfork Center	Meadow Village C.	Comfort Inn	Buck's T-4	Ramshorn View	Corral/ Rainbow R.
7:00 AM	7:05 AM	7:10 AM	-----	7:20 AM	7:25 AM	T 7:50 AM	→					8:25 AM
7:35 AM	-----	7:45 AM	7:50 AM	-----	-----	T 8:20 AM	-----	8:40 AM	See Route 2a			
8:30 AM	-----	8:40 AM	8:45 AM	-----	-----	T 9:15 AM	See Route 2c					
11:30 AM	-----	11:40 AM	11:45 AM	11:55 AM	12:00 PM	T 12:30 PM	-----	12:55 PM	1:05 PM	1:10 PM		1:20 PM
						4:00 PM	-----	-----	4:25 PM	4:30 PM	4:35 PM	4:40 PM
						4:45 PM	-----	-----	5:10 PM	5:15 PM	5:20 PM	5:25 PM
5:15 PM	-----	5:25 PM	5:30 PM	5:40 PM	5:45 PM	T 6:25 PM	T 6:45 PM	6:50 PM	7:00 PM	7:05 PM	-----	7:15 PM
6:15 PM	-----	6:25 PM	6:30 PM	6:40 PM	T 6:45 PM	T 7:25 PM	T 7:45 PM	7:50 PM	8:00 PM	8:05 PM	-----	8:15 PM
7:15 PM	-----	7:25 PM	7:30 PM	7:40 PM	T 7:45 PM	T 8:25 PM	T 8:45 PM	8:50 PM	9:00 PM	9:05 PM	-----	9:15 PM
8:15 PM	-----	8:25 PM	8:30 PM	8:40 PM	T 8:45 PM	T 9:25 PM	T 9:45 PM	9:50 PM	10:00 PM	10:05 PM	-----	10:15 PM
9:15 PM	-----	9:25 PM	9:30 PM	9:40 PM	T 9:45 PM	10:05 PM						

Note: Times listed are departure times

T=Transfer
 Westfork Center-Transfer to Route 2c
 Mountain Village Center-Transfer to Route 3

Preliminary (Draft) Routes/Schedules

Route 2a Meadow-Mountain Route

Meadow Village C.	Silverbow Condos	Crail Creek Glacier	Lone Mountain R.	Mountain Village C.	Lone Mountain R.	Crail Creek Glacier	Silverbow Condos	Meadow Village C.	Big Horn Center
8:40 AM	8:43 AM	8:50 AM	9:00 AM	T 9:15 AM	See Route 2c				
				3:30 PM	3:45 PM	3:50 PM	3:55 PM	4:00 PM	-----
4:00 PM	→			4:30 PM	4:45 PM	4:50 PM	4:55 PM	5:00 PM	5:05 PM
See Route 2c									

Route 2b Meadow-Mountain Route

Firelight Condos	Westfork Center	Hidden V. The Pines	Mountain Village C.	Hidden V. The Pines	Westfork Center	Firelight Condos
8:30 AM	8:35 AM	8:40 AM	T 9:00 AM	See Route 2c		
			3:30 PM	3:45 PM	3:55 PM	4:00 PM
4:00 PM	→		4:30 PM	4:45 PM	4:55 PM	5:00 PM
See Route 2c						

Note: Times listed are departure times

T=Transfer

Mountain Village Center-Transfer to Route 3

Preliminary (Draft) Routes/Schedules

Route 2c Meadow-Mountain Route

Big Horn Center	Meadow Village C.	Silverbow Condos	Crail Creek Glacier	Firelight Condos	Westfork Center	Hidden V. The Pines	Lone Mtn. Ranch	Big Sky Stables	Mountain Village C.	Big Sky Stables	Lone Mtn. Ranch	Hidden V. The Pines	Westfork Center	Firelight Condos
									9:30 AM	-----	9:40 AM	-----	9:50 AM	-----
10:00 AM	10:05 AM	10:08 AM	10:15 AM	10:25 AM	10:30 AM	10:35 AM	10:40 AM	W	T 11:00 AM	W	11:10 AM	-----	11:15 AM	-----
11:30 AM	11:35 AM	11:38 AM	11:45 AM	11:50 AM	11:55 AM	12:00 PM	12:05 PM	W	T 12:30 PM	W	12:40 PM	12:45 PM	12:50 PM	W
1:00 PM	1:05 PM	-----	-----	-----	1:15 PM	-----	1:20 PM	W	T 1:30 PM	W	1:45 PM	-----	2:15 PM	-----
2:30 PM	2:35 PM	2:38 PM	2:45 PM	2:55 PM	3:00 PM	3:05 PM	3:10 PM	W	T 3:30 PM	See Route 2a or 2b				
									T 6:15 PM	6:20 PM	6:30 PM	6:35 PM	T 6:40 PM	6:45 PM
6:20 PM	6:25 PM	6:28 PM	6:35 PM	6:40 PM	T 6:45 PM	6:50 PM	6:55 PM	7:05 PM	T 7:15 PM	7:20 PM	7:30 PM	7:35 PM	T 7:40 PM	7:45 PM
7:20 PM	7:25 PM	7:28 PM	7:35 PM	7:40 PM	T 7:45 PM	7:50 PM	7:55 PM	8:05 PM	T 8:15 PM	W	8:30 PM	8:35 PM	T 8:40 PM	8:45 PM
8:20 PM	8:25 PM	8:28 PM	8:35 PM	8:40 PM	T 8:45 PM	8:50 PM	8:55 PM	W	T 9:15 PM	W	9:30 PM	9:35 PM	T 9:40 PM	9:45 PM
9:20 PM	9:25 PM	9:28 PM	9:35 PM	9:40 PM	T 9:45 PM	9:50 PM	9:55 PM	W	10:15 PM					

Note: Times listed are departure times

T=Transfer

Mountain Village Center-Transfer to Route 3

Westfork Center-Transfer to Route 1

Preliminary (Draft) Routes/Schedules

Route 3 Mountain Route/Loop

Hidden Village	Mountain Village C.	Big Horn Condos	Lake Condos	Cedar Crk Powder R.	Hill Condos	Skycrest Condos	Moonlight Lodge/Basin	Skycrest Condos	Mountain Inn	Lake Condos	Hill Condos	Cedar Crk Condos	Mountain Village C.
7:30 AM	T 7:45 AM	-----	-----	7:50 AM	7:52 AM	-----	8:00 AM	8:05 AM	-----	8:08 AM	8:10 AM	8:12 AM	8:15 AM
	T 8:15 AM	8:17 AM	8:20 AM	8:23 AM	8:25 AM		8:45 AM	8:50 AM	-----	8:53 AM	8:55 AM	8:57 AM	9:00 AM
	8:30 AM												9:15 AM
	9:00 AM	9:02 AM	9:05 AM	9:08 AM	9:10 AM								9:45 AM
	T 9:15 AM						9:30 AM	9:35 AM	-----	9:38 AM	9:40 AM	9:42 AM	9:45 AM
	T 11:00 AM	11:02 AM	11:05 AM	11:08 AM	11:10 AM	-----	11:15 AM	11:20 AM	-----	11:23 AM	11:25 AM	11:27 AM	11:30 AM
	11:30 AM	11:32 AM	11:35 AM	11:38 AM	11:40 AM	11:42 AM	11:50 AM	-----	-----	-----	-----	-----	12:00 PM
	12:15 PM	12:17 PM	12:20 PM	12:23 PM	12:25 PM								12:30 PM
	T 12:30 PM						12:45 PM	12:50 PM	-----	12:53 PM	12:55 PM	12:57 PM	1:00 PM
	T 1:30 PM	1:32 PM	1:35 PM	1:35 PM	1:40 PM	1:42 PM	1:50 PM	-----	-----	-----	-----	-----	2:00 PM
	2:00 PM	2:02 PM	2:05 PM	2:08 PM	2:10 PM	-----	2:15 PM	2:20 PM	-----	2:23 PM	2:25 PM	2:27 PM	2:30 PM
	T 3:30 PM	3:32 PM	3:35 PM	3:38 PM	3:40 PM	3:42 PM	3:50 PM	-----	-----	-----	-----	-----	4:00 PM
	T 4:00 PM	4:02 PM	4:05 PM	4:08 PM	4:10 PM	4:12 PM	4:20 PM	-----	-----	-----	-----	-----	4:30 PM
	4:30 PM	4:32 PM	4:35 PM	4:38 PM	4:40 PM	4:42 PM	4:50 PM	-----	-----	-----	-----	-----	5:00 PM
	5:00 PM	5:02 PM	5:05 PM	5:08 PM	5:10 PM	5:12 PM	5:20 PM	-----	-----	-----	-----	-----	5:30 PM
	T 6:15 PM	6:17 PM	6:20 PM	6:23 PM	6:25 PM	6:27 PM	6:35 PM	-----	-----	-----	-----	-----	6:45 PM
	6:45 PM	6:47 PM	6:50 PM	6:53 PM	6:55 PM	-----	7:00 PM	7:05 PM	7:10 PM	-----	-----	-----	7:15 PM
	T 7:15 PM	7:17 PM	7:20 PM	7:23 PM	7:25 PM	7:27 PM	7:35 PM	-----	-----	-----	-----	-----	7:45 PM
	7:45 PM	7:47 PM	7:50 PM	7:53 PM	7:55 PM	-----	8:00 PM	8:05 PM	8:10 PM				8:15 PM
	T 8:15 PM	8:17 PM	8:20 PM	8:23 PM	8:25 PM	8:27 PM	8:35 PM	-----	-----	-----	-----	-----	8:45 PM
	T 9:15 PM	9:17 PM	9:20 PM	9:23 PM	9:25 PM	-----	9:30 PM	9:35 PM	9:40 PM	-----	-----	-----	9:45 PM
	9:45 PM	9:47 PM	9:50 PM	9:53 PM	9:55 PM	9:57 PM	10:05 PM	10:10 PM	-----	10:13 PM	10:15 PM	10:17 PM	10:20 PM

Note: Times listed are departure times

T=Transfer
Transfer to Route 1 or Route 2c

Initial Operating Routes/Schedules

Route 1 Canyon-Mountain Route

		Arrive			Depart					Arrive
Corral/ Rainbow R.	Buck's T-4	Comfort Inn	Westfork Center	Mountain Village C.	Mountain Village C.	Westfork Center	Comfort Inn	Buck's T-4	Corral/ Rainbow R.	
8:00 AM	8:10 AM	8:15 AM	8:25 AM	T 8:40 AM	8:45 AM	—————▶				9:15 AM
9:15 AM	9:25 AM	9:30 AM	9:40 AM	T 9:55 AM	11:00 AM	11:15 AM	11:25 AM	11:30 AM	11:40 AM	
11:45 AM	11:55 AM	12:00 PM	12:10 PM	T 12:25 PM	12:30 PM	12:45 PM	12:55 PM	1:00 PM	1:10 PM	
1:15 PM	1:25 PM	1:30 PM	1:40 PM	1:55 PM	2:00 PM	2:15 PM	2:25 PM	2:30 PM	2:40 PM	
3:10 PM	3:20 PM	3:25 PM	3:35 PM	T 3:50 PM	4:00 PM	-----	4:25 PM	4:30 PM	4:40 PM	
					4:45 PM	-----	5:10 PM	5:15 PM	5:25 PM	
5:20 PM	5:30 PM	5:35 PM	5:45 PM	T 6:00 PM	6:30 PM	T 6:45 PM	6:55 PM	7:00 PM	7:10 PM	
6:20 PM	6:30 PM	6:35 PM	T 6:45 PM	T 7:00 PM	7:30 PM	T 7:45 PM	7:55 PM	8:00 PM	8:10 PM	
7:20 PM	7:30 PM	7:35 PM	T 7:45 PM	T 8:00 PM	8:30 PM	T 8:45 PM	8:55 PM	9:00 PM	9:10 PM	
8:20 PM	8:30 PM	8:35 PM	T 8:45 PM	T 9:00 PM	9:30 PM	T 9:45 PM	9:55 PM	10:00 PM	10:10 PM	
9:20 PM	9:30 PM	9:35 PM	T 9:45 PM	10:00 PM						

Note: Times listed are departure times

T=Transfer

Westfork Center-Transfer to Route 2c

Mountain Village Center-Transfer to Route 3

Initial Operating Routes/Schedules

Route 2 Meadow-Mountain Route

Depart								Arrive	Depart						
Big Horn Center	Meadow Village C.	Silverbow Condos	Crail Creek Glacier	Firelight Condos	Westfork Center	Hidden V. The Pines	Lone Mtn. Ranch	Big Sky Stables	Mountain Village C.	Mountain Village C.	Big Sky Stables	Lone Mtn. Ranch	Hidden V. The Pines	Westfork Center	
	8:10 AM	8:13 AM	8:20 AM	8:30 AM	8:35 AM	8:40 AM	-----	-----	T 9:00 AM	9:30 AM	-----	9:40 AM	-----	9:50 AM	
10:00 AM	10:05 AM	10:08 AM	10:15 AM	10:25 AM	10:30 AM	10:35 AM	10:40 AM	W	T 11:00 AM	11:00 AM	W	11:10 AM	W	11:15 AM	
11:30 AM	11:35 AM	11:38 AM	11:45 AM	11:55 AM	12:00 PM	12:05 PM	12:10 PM	W	T 12:30 PM	12:30 PM	W	12:40 PM	12:45 PM	12:50 PM	
1:00 PM	1:05 PM	-----	-----	-----	1:15 PM	-----	1:20 PM	W	1:40 PM	1:45 PM	W	1:55 PM	W	2:05 PM	
2:30 PM	2:35 PM	2:38 PM	2:45 PM	2:55 PM	3:00 PM	3:05 PM	3:10 PM	W	T 3:20 PM	See Route 2a or 2b					
										6:15 PM	6:20 PM	6:30 PM	6:35 PM	T 6:40 PM	
6:15 PM	6:20 PM	6:23 PM	6:30 PM	6:40 PM	T 6:45 PM	6:50 PM	6:55 PM	7:05 PM	T 7:15 PM	7:15 PM	7:20 PM	7:30 PM	7:35 PM	T 7:40 PM	
7:15 PM	7:20 PM	7:23 PM	7:30 PM	7:40 PM	T 7:45 PM	7:50 PM	7:55 PM	8:05 PM	T 8:15 PM	8:15 PM	W	8:30 PM	8:35 PM	T 8:40 PM	
8:15 PM	8:20 PM	8:23 PM	8:30 PM	8:40 PM	T 8:45 PM	8:50 PM	8:55 PM	W	T 9:15 PM	9:15 PM	W	9:30 PM	9:35 PM	T 9:40 PM	
9:15 PM	9:20 PM	9:23 PM	9:30 PM	9:40 PM	T 9:45 PM	9:50 PM	9:55 PM	W	10:15 PM						

Note: Times listed are departure times

T=Transfer

Mountain Village Center-Transfer to Route 3

Westfork Center-Transfer to Route 1

Initial Operating Routes/Schedules

Route 2a Meadow-Mountain Route

Meadow Village C.	Silverbow Condos	Crail Creek Glacier	Lone Mountain R.	Mountain Village C.	Lone Mountain R.	Crail Creek Glacier	Silverbow Condos	Meadow Village C.	Big Horn Center
				3:30 PM	3:45 PM	3:50 PM	3:55 PM	4:00 PM	-----
4:00 PM	→			4:30 PM	4:45 PM	4:50 PM	4:55 PM	5:00 PM	5:05 PM
See Route 2c									

Route 2b Meadow-Mountain Route

Firelight Condos	Westfork Center	Hidden V. The Pines	Mountain Village C.	Hidden V. The Pines	Westfork Center	Firelight Condos
			3:30 PM	3:45 PM	3:55 PM	4:00 PM
4:00 PM	→		4:30 PM	4:45 PM	4:55 PM	5:00 PM
See Route 2c						

Note: Times listed are departure times

Initial Operating Routes/Schedules

Route 3 Mountain Route/Loop

				Arrive	Depart
Meadow Village C.	Firelight Condos	Westfork Center	Hidden V. The Pines	Mountain Village C.	Mountain Village C.
7:05 AM	7:10 AM	7:15 AM	7:20 AM	7:40 AM	See Route #3

Mountain Village C.	Big Horn Condos	Lake Condos	Cedar Crk Powder R.	Hill Condos	Skycrest Condos	Moonlight Lodge/Basin	Skycrest Condos	Mountain Inn	Lake Condos	Hill Condos	Cedar Crk Condos	Mountain Village C.
7:45 AM	-----	-----	7:50 AM	7:52 AM	-----	8:00 AM	8:05 AM	-----	8:08 AM	8:10 AM	8:12 AM	8:15 AM
8:15 AM	8:17 AM	8:20 AM	8:23 AM	8:25 AM	-----	-----	-----	-----	-----	-----	-----	8:30 AM
8:30 AM	8:32 AM	8:35 AM	8:38 AM	8:40 AM	-----	-----	8:45 AM	8:50 AM	-----	-----	-----	8:55 AM
T 9:00 AM	9:02 AM	9:05 AM	9:08 AM	9:10 AM	-----	9:15 AM	9:20 AM	9:25 AM	-----	-----	-----	9:30 AM
9:30 AM	9:32 AM	9:35 AM	9:38 AM	9:40 AM	-----	9:45 AM	9:50 AM	-----	-----	-----	-----	10:00 AM
T 10:00 AM	10:02 AM	-----	-----	-----	-----	10:10 AM	10:15 AM	-----	10:18 AM	10:20 AM	10:22 AM	10:30 AM
T 11:00 AM	11:02 AM	11:05 AM	11:08 AM	11:10 AM	-----	11:15 AM	11:20 AM	-----	11:23 AM	11:25 AM	11:27 AM	11:30 AM
11:30 AM	11:32 AM	11:35 AM	11:38 AM	11:40 AM	11:42 AM	11:50 AM	-----	-----	-----	-----	-----	12:00 PM
12:15 PM	12:17 PM	12:20 PM	12:23 PM	12:25 PM	-----	-----	-----	-----	-----	-----	-----	12:30 PM
T 12:30 PM	-----	-----	-----	-----	-----	12:45 PM	12:50 PM	-----	12:53 PM	12:55 PM	12:57 PM	1:00 PM
T 1:30 PM	1:32 PM	1:35 PM	1:35 PM	1:40 PM	1:42 PM	1:50 PM	-----	-----	-----	-----	-----	2:00 PM
2:00 PM	2:02 PM	2:05 PM	2:08 PM	2:10 PM	-----	2:15 PM	2:20 PM	-----	2:23 PM	2:25 PM	2:27 PM	2:30 PM
T 3:30 PM	3:32 PM	3:35 PM	3:38 PM	3:40 PM	3:42 PM	3:50 PM	-----	-----	-----	-----	-----	4:00 PM
T 4:00 PM	4:02 PM	4:05 PM	4:08 PM	4:10 PM	4:12 PM	4:20 PM	-----	-----	-----	-----	-----	4:30 PM
4:30 PM	4:32 PM	4:35 PM	4:38 PM	4:40 PM	-----	4:50 PM	4:55 PM	-----	4:58 PM	5:00 PM	5:02 PM	5:05 PM
5:05 PM	5:07 PM	5:10 PM	5:13 PM	5:15 PM	5:17 PM	5:25 PM	-----	-----	-----	-----	-----	5:35 PM
T 6:15 PM	6:17 PM	6:20 PM	6:23 PM	6:25 PM	6:27 PM	6:35 PM	-----	-----	-----	-----	-----	6:45 PM
6:45 PM	6:47 PM	6:50 PM	6:53 PM	6:55 PM	-----	7:00 PM	7:05 PM	7:10 PM	-----	-----	-----	7:15 PM
T 7:15 PM	7:17 PM	7:20 PM	7:23 PM	7:25 PM	7:27 PM	7:35 PM	-----	-----	-----	-----	-----	7:45 PM
7:45 PM	7:47 PM	7:50 PM	7:53 PM	7:55 PM	-----	8:00 PM	8:05 PM	8:10 PM	-----	-----	-----	8:15 PM
T 8:15 PM	8:17 PM	8:20 PM	8:23 PM	8:25 PM	8:27 PM	8:35 PM	-----	-----	-----	-----	-----	8:45 PM
T 9:15 PM	9:17 PM	9:20 PM	9:23 PM	9:25 PM	-----	9:30 PM	9:35 PM	9:40 PM	-----	-----	-----	9:45 PM
9:45 PM	9:47 PM	9:50 PM	9:53 PM	9:55 PM	9:57 PM	10:05 PM	10:10 PM	-----	10:13 PM	10:15 PM	10:17 PM	10:20 PM

Note: Times listed are departure times

T=Transfer
Transfer to Route 1 or Route 2c

Revised Operating Routes/Schedules
(Revised January 6, 2004)

Route 1 Canyon-Mountain Route

Corral/ Rainbow R.	Buck's T-4	Comfort Inn	Meadow Village Ctr	Westfork Center	Arrive		Depart		Westfork Center	Meadow Village Ctr	Comfort Inn	Buck's T-4	Corral/ Rainbow R.
					Mountain Village Ctr	Mountain Village Ctr							
8:00 AM	8:10 AM	8:15 AM	→	8:25 AM	T 8:40 AM	8:45 AM	→						9:15 AM
9:15 AM	9:25 AM	9:30 AM	→	9:40 AM	T 9:55 AM	11:00 AM	11:15 AM	11:18 AM	11:25 AM	11:30 AM	11:40 AM	11:40 AM	
11:45 AM	11:55 AM	12:00 PM	12:07 PM	12:10 PM	T 12:25 PM	12:30 PM	12:45 PM	12:48 PM	12:55 PM	1:00 PM	1:10 PM	1:10 PM	
1:15 PM	1:25 PM	1:30 PM	1:37 PM	1:40 PM	1:55 PM	2:00 PM	2:15 PM	2:18 PM	2:25 PM	2:30 PM	2:40 PM	2:40 PM	
3:10 PM	3:20 PM	3:25 PM	3:32 PM	3:35 PM	T 3:50 PM	4:00 PM	→		4:25 PM	4:30 PM	4:40 PM	4:40 PM	
						4:45 PM	→		5:10 PM	5:15 PM	5:25 PM	5:25 PM	
5:20 PM	5:30 PM	5:35 PM	5:42 PM	5:45 PM	T 6:00 PM	6:30 PM	T 6:45 PM	6:48 PM	6:55 PM	7:00 PM	7:10 PM	7:10 PM	
6:20 PM	6:30 PM	6:35 PM	6:42 PM	T 6:45 PM	T 7:00 PM	7:30 PM	T 7:45 PM	7:48 PM	7:55 PM	8:00 PM	8:10 PM	8:10 PM	
7:20 PM	7:30 PM	7:35 PM	7:42 PM	T 7:45 PM	T 8:00 PM	8:30 PM	T 8:45 PM	8:48 PM	8:55 PM	9:00 PM	9:10 PM	9:10 PM	
8:20 PM	8:30 PM	8:35 PM	8:42 PM	T 8:45 PM	T 9:00 PM	9:30 PM	T 9:45 PM	9:48 PM	9:55 PM	10:00 PM	10:10 PM	10:10 PM	
9:20 PM	9:30 PM	9:35 PM	9:42 PM	T 9:45 PM	10:00 PM								

Note: Times listed are departure times

T=Transfer

Westfork Center-Transfer to Route 2c

Mountain Village Center-Transfer to Route 3

Revised Operating Routes/Schedules
(Revised January 6, 2004)

Route 2 Meadow-Mountain Route

Depart										Arrive	Depart				
Big Horn Center	Meadow Village Ctr	Silverbow/Park Condos	Golden Eagle	Crail Creek Glacier	Firelight Condos	Westfork Center	Hidden Vlg The Pines	Lone Mtn. Ranch	Big Sky Stables	Mountain Village Ctr	Mountain Village Ctr	Big Sky Stables	Lone Mtn. Ranch	Hidden Vlg The Pines	
	8:10 AM	8:13 AM	8:15 AM	8:20 AM	8:30 AM	8:35 AM	8:40 AM	8:45 AM	→	T 9:00 AM	9:05 AM	→	9:15 AM	→	
9:30 AM	9:35 AM	9:38 AM	9:40 AM	9:45 AM	9:55 AM	10:00 AM	10:05 AM	10:10 AM	W	T 10:25 AM	11:00 AM	W	11:10 AM	W	
11:30 AM	11:35 AM	11:38 AM	11:40 AM	11:45 AM	11:55 AM	12:00 PM	12:05 PM	12:10 PM	W	T 12:30 PM	12:30 PM	W	12:40 PM	12:45 PM	
1:00 PM	1:05 PM	→				1:15 PM	→		1:20 PM	W	1:40 PM	1:45 PM	W	1:55 PM	W
2:30 PM	2:35 PM	2:38 PM	2:40 PM	2:45 PM	2:55 PM	3:00 PM	3:05 PM	3:10 PM	W	T 3:20 PM	See Route 2a or 2b				
											6:15 PM	6:20 PM	6:30 PM	6:35 PM	
6:15 PM	6:20 PM	6:23 PM	6:25 PM	6:30 PM	6:40 PM	T 6:45 PM	6:50 PM	6:55 PM	7:05 PM	T 7:15 PM	7:15 PM	7:20 PM	7:30 PM	7:35 PM	
7:15 PM	7:20 PM	7:23 PM	7:25 PM	7:30 PM	7:40 PM	T 7:45 PM	7:50 PM	7:55 PM	8:05 PM	T 8:15 PM	8:15 PM	W	8:30 PM	8:35 PM	
8:15 PM	8:20 PM	8:23 PM	8:25 PM	8:30 PM	8:40 PM	T 8:45 PM	8:50 PM	8:55 PM	W	T 9:15 PM	9:15 PM	W	9:30 PM	9:35 PM	
9:15 PM	9:20 PM	9:23 PM	9:25 PM	9:30 PM	9:40 PM	T 9:45 PM	9:50 PM	9:55 PM	W	10:15 PM	END				

Note: Times listed are departure times

T=Transfer

Mountain Village Center-Transfer to Route 3

Westfork Center-Transfer to Route 1

Revised Operating Routes/Schedules
(Revised January 6, 2004)

Route 2a Meadow-Mountain Route

Mountain Village C.	Lone Mountain R.	Craik Creek Glacier	Golden Eagle	Silverbow Condos	Meadow Village C.	Big Horn Center
3:30 PM	3:45 PM	3:50 PM	3:53 PM	3:55 PM	4:00 PM	→
4:30 PM	4:45 PM	4:50 PM	4:53 PM	4:55 PM	5:00 PM	5:05 PM

Route 2b Meadow-Mountain Route

Mountain Village C.	Hidden V. The Pines	Westfork Center	Firelight Condos
3:30 PM	3:45 PM	3:55 PM	4:00 PM
4:30 PM	4:45 PM	4:55 PM	5:00 PM

Note: Times listed are departure times

Revised Operating Routes/Schedules
(Revised January 6, 2004)

Route 3 Mountain Route/Loop

Depart				Arrive
Meadow Village Ctr	Firelight Condos	Westfork Center	Hidden V. The Pines	Mountain Village C.
7:05 AM	7:10 AM	7:15 AM	7:20 AM	7:40 AM

Depart											Arrive	
Mountain Village Ctr	Big Horn Condos	Lake Condos	Cedar Crk/ Powder Rdg	Hill Condos/ Black Bear	Skycrest Condos	Moonlight Lodge/Basin	Skycrest Condos	Lake Condos	Cedar Crk/ Powder Rdg	Hill Condos/ Black Bear	Mountain Inn	Mountain Village Ctr
7:45 AM			7:50 AM	7:52 AM		8:00 AM	8:05 AM	8:08 AM	8:12 AM	8:10 AM		8:15 AM
8:15 AM	8:17 AM	8:20 AM	8:23 AM	8:25 AM								8:30 AM
8:30 AM	8:32 AM	8:35 AM	8:38 AM	8:40 AM			8:45 AM				8:50 AM	8:55 AM
T 9:00 AM	9:02 AM					9:10 AM	9:15 AM	9:18 AM	9:20 AM	9:22 AM	9:25 AM	9:30 AM
9:30 AM	9:32 AM	9:35 AM	9:38 AM	9:40 AM		9:45 AM	9:50 AM					10:00 AM
T 10:00 AM	10:02 AM					10:10 AM	10:15 AM	10:18 AM	10:20 AM	10:22 AM		10:30 AM
T 10:30 AM	10:32 AM					10:40 AM	10:45 AM	10:48 AM	10:50 AM	10:52 AM		11:00 AM
11:30 AM	11:32 AM	11:35 AM	11:38 AM	11:40 AM	11:42 AM	11:50 AM						12:00 PM
12:15 PM	12:17 PM	12:20 PM	12:23 PM	12:25 PM								12:30 PM
T 12:30 PM						12:45 PM	12:50 PM	12:53 PM	12:55 PM	12:57 PM		1:00 PM
T 1:30 PM	1:32 PM	1:35 PM	1:35 PM	1:40 PM	1:42 PM	1:50 PM						2:00 PM
2:00 PM	2:02 PM	2:05 PM	2:08 PM	2:10 PM		2:15 PM	2:20 PM	2:23 PM	2:25 PM	2:27 PM		2:30 PM
T 3:30 PM	3:32 PM	3:35 PM	3:38 PM	3:40 PM	3:42 PM	3:50 PM						4:00 PM
T 4:00 PM	4:02 PM	4:05 PM	4:08 PM	4:10 PM	4:12 PM	4:20 PM						4:30 PM
4:30 PM	4:32 PM	4:35 PM	4:38 PM	4:40 PM		4:50 PM	4:55 PM	4:58 PM	5:00 PM	5:02 PM		5:05 PM
5:05 PM	5:07 PM	5:10 PM	5:13 PM	5:15 PM	5:17 PM	5:25 PM						5:35 PM
T 6:15 PM	6:17 PM	6:20 PM	6:23 PM	6:25 PM	6:27 PM	6:35 PM						6:45 PM
6:45 PM	6:47 PM	6:50 PM	6:53 PM	6:55 PM		7:00 PM	7:05 PM			7:10 PM		7:15 PM
T 7:15 PM	7:17 PM	7:20 PM	7:23 PM	7:25 PM	7:27 PM	7:35 PM						7:45 PM
7:45 PM	7:47 PM	7:50 PM	7:53 PM	7:55 PM		8:00 PM	8:05 PM			8:10 PM		8:15 PM
T 8:15 PM	8:17 PM	8:20 PM	8:23 PM	8:25 PM	8:27 PM	8:35 PM						8:45 PM
T 9:15 PM	9:17 PM	9:20 PM	9:23 PM	9:25 PM		9:30 PM	9:35 PM			9:40 PM		9:45 PM
9:45 PM	9:47 PM	9:50 PM	9:53 PM	9:55 PM	9:57 PM	10:05 PM	10:10 PM	10:13 PM	10:15 PM	10:17 PM		10:20 PM

Note: Times listed are departure times

T=Transfer
Transfer to Route 1 or Route 2c

APPENDIX C: RIDER/NON-RIDER SURVEY

Snow Express Survey

This survey is being conducted by the Western Transportation Institute-Montana State University/Bozeman on behalf of the Big Sky Transportation District. Participation in the survey is strictly voluntary.

Current Date: _____ **Current Time:** _____

1. What is your primary reason for being in Big Sky today? (*check only one*)

- Work
- Skiing/outdoor recreation
- School
- Shopping
- Other (specify) _____

2. How do you normally travel in Big Sky? (*check only one*)

- Owned vehicle
- Rented vehicle
- Carpool
- Snow Shuttle
- Other specify) _____

3. How familiar are you with Big Sky? (*check only one*)

- | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Very Familiar | | Somewhat Familiar | | Not at all Familiar |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |


4. How often do you use the Snow Express in Big Sky? (*check only one*)

- | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Very Often | | Occasionally | | Never | Don't Know
About It |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

5. How frequently would a bus need to pass by a pick-up point for you to consider using the service? (*check only one*)

- Every hour (60 minutes)
- Every 45 minutes
- Every 30 minutes
- Every 20 minutes
- Every 15 minutes
- Every 10 minutes
- I would not use a bus, regardless of the frequency

6. How much you would be willing to pay for a one-way bus ride within Big Sky? \$ _____ per ride

Please continue on other side 

7. To what level do you agree or disagree with the following statements about the Snow Express?
(Please answer even if you are not a user)

	Strongly Agree		Neutral		Strongly Disagree	Don't Know
a) The buses are attractive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) The drivers are courteous.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) The vehicles are comfortable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) The vehicles appear clean and well maintained.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) There is adequate information about the service.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) The schedule is easy to understand.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. If there were one thing you could change about the Snow Express, what would it be?

9. How important are the following features when choosing to ride a public bus system in Big Sky.
(Please answer even if you are not a user)

	Very Important		Neutral		Not Important
a) An attractive bus.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) A smooth ride.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Friendly drivers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Easy to read schedules.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Frequent service.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) Service from the Bozeman Airport to Big Sky.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g) Service from the City of Bozeman to Big Sky.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. What is the zip code of your primary residence: _____

11. How old are you? under 18, 18-25, 26-35, 36-49, 50 or older

Please provide any other comments you may have about transit/bus/transportation issues in the Big Sky area.

Thank you for your time!

APPENDIX D: DRIVER SURVEY

Snow Express Operator Survey

This survey is being conducted by the Western Transportation Institute-Montana State University/Bozeman on behalf of the Big Sky Transportation District. Participation in the survey is strictly voluntary. All responses and comments are anonymous, as no attempt will be made to tie an individual to a particular survey. **When you are completed with the survey, please return it to the Western Transportation Institute in the postage paid return envelope.**

1. How frequently would a bus need to pass by a pick-up point for it to be considered as providing timely service? (*check only one*)

- | | | |
|--|---|---|
| <input type="checkbox"/> Every hour (60 minutes) | <input type="checkbox"/> Every 45 minutes | <input type="checkbox"/> Every 30 minutes |
| <input type="checkbox"/> Every 20 minutes | <input type="checkbox"/> Every 15 minutes | <input type="checkbox"/> Every 10 minutes |

2. How much do you think people would be willing to pay for a one-way bus ride within Big Sky? \$_____ per ride

3. How important do you believe the following features are when individuals choose to ride the Snow Express?

	Very Important		Neutral		Not Important
a) An attractive bus.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) A smooth ride.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Friendly drivers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Easy to read schedules.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Frequent service.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) Service from the Bozeman Airport to Big Sky.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g) Service from the City of Bozeman to Big Sky.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. In your opinion, what issues or problems, if any, exist with the current vehicles used on the Snow Express?

Please continue on the other side

APPENDIX E: RIDER/NON-RIDER COMMENTS

The comments are presented in unedited form. The numbers shown reflect the number of the survey for reference purposes.

Question #1: Reason for being in Big Sky

- 9. Hey, How did I end up here today?
- 20. Conference
- 21. Visitation
- 34. I am living in Big Sky until April
- 38. Work on the mountain.
- 76. I live here
- 78. Returned at big sky
- 87. Live here
- 90. Live here
- 154. IEEE aerospace conf.
- 172. Live here
- 173. Live here
- 174. Live here
- 175. Live here
- 176. Live here
- 180. Live here
- 251. Vacation

Question #2: Normal mode of travel in Big Sky

- 9. Spaceship
- 14. Walk
- 25. Shuttle
- 100. Shuttle driver
- 108. Walk
- 127. Planet Taxi
- 154. IEEE arranged shuttle
- 180. Get a ride
- 182. Bike
- 199. Fly
- 203. School bus
- 212. Karst stage
- 229. Walk
- 241. School bus

Question #8: What would you change about the Snow Express?

2. Nothing
6. Snow Sexpress – Change the name
9. More chickens & illegal immigrants
11. Paint a bus any color but yellow
13. Understand the schedule can be hard some time. You are doing a good job for big sky
14. Pickup every 20 min
16. Later at night
18. More often
20. Easier schedule to follow
21. Limos instead of buses
24. Improve ski racks
26. They should wait a little longer to pick up in the village between 2P & 3:30 it is awful!
28. Go back to this old bus; not school bus. Clean the outside of the windows every night
29. Larger spacing between seats
30. No skis inside bus/more racks?
31. Service every 30 minutes
32. Destructive colors to set the bus apart, making it easier to spot
33. Very happy with this year's service & schedule compared to previous. Fewer stops so shorter time to & from slopes
34. I would change the schedule to have a bus every hour in the afternoons
36. Skis get vary swilled on. Outside of bus (road grit)
37. Have a pick up at comfort inn at 8:15 am, 9:00 am and 9:45.
42. More frequent times leaving mountain from meadow.
43. Bigger signs on buses – can't see from MT mall.
46. Clean windows for sightseeing
47. Better ski holders
49. Easier racks to put skis in.
52. Follow all stops on mountain loop both to and from moonlight.
53. Last years schedule better.
60. Could use schedules in condo (not sure) arrival
64. Mid day more frequent
67. Return bus between 2 & 3:30 pm
68. More free parking close to the ticket office
74. Start the service earlier
75. Just because the bus drivers are having a bad day doesn't mean they have to drive like maniacs
77. Pretzels and refreshments
78. Have the drivers be in charge of the schedule instead of outsourcing it to MSU.
81. Butlers with cocktails up & down aisles.
85. Snow express route 3 has to follow its schedule
86. Some drivers, drive very fast
87. Nice bus and some nice drivers
89. Route 2 has too many stops. Need to split between route 1 & 2. Big horn center needs to be serviced by both buses to give businesses there a fair chance

90. A nice bus and some nicer drivers
91. Not so many stops
95. Free Booze
96. Make routes faster & play loud good music
98. More frequent service and a new route from big sky to Bozeman
100. Buses used & more frequent stops
105. Different colored buses
106. Are smaller buses needed (empty big buses)
107. Frequency of buses
108. List of times at the bus stop at big sky
113. Late night service
115. More schedules available everywhere
116. Easy to read schedules. Time posted on route again
120. More morning runs
121. Run till 1 AM
122. More tips for dinner & evening events
123. Run later
124. Times
127. More often condo service
128. More routes
129. Increase frequency of service
130. Have service later, bar crowd
134. That they do stop at glacier condos
137. The route I stayed at big horn condos and to come to the Huntley lodge you had to travel the entire loop
138. For the bus to move directly to destination if no one else on bus. Run later at night
139. More frequent runs in the evening
140. The late afternoon frequency of service from LMR
143. There needs to be a bus leaving the mountain village going to the meadow at 5:30.
The 4:30 is hard to catch if you ski till 4:00.
147. More frequent & later into the evening
148. Under bus, in a luggage compartment, ski/board rack
149. More-frequent – Midday
150. Free lift tickets, Glasses – I can't see this from.
151. The springs & shocks on the vehicle. Earlier pickups for powder days – First tracks!
152. Get rid school bus theme
153. Frequency every 30 mins
158. Someone should answer the phone and call the bus for whistling. You have just an answer machine. I mean a radio-phone station, cell phones to the drivers.
159. More warm air in the bus
162. Room for snowboards
165. Often late night service
166. New busses
167. Better excused system
168. More frequent stops and pickups
169. The seats, they need to have more cushions.

170. More fuel efficient buses
171. What happened to the buses used last year? I found those are more comfortable
172. I would like bus drivers who drive their route by heart and didn't lie to we who ride the bus.
173. A time at 11:00 am at Westfork, know more about the schedule!
174. The drivers not knowing their schedule
175. The bus drivers to know more about the schedule
176. I'd equip it with NOS & put better shocks on it
177. Pickup late at various points
180. Better colors, those cool seats
181. Knowing for sure when then will come.
182. More stops
184. Take you from Bozeman to Big Sky
186. It works fine
189. Its fine
190. Sometimes the drivers are no so nice
192. Go back to 30 min. route that can be maintained in all weather like 2 years ago.
193. Satisfied with the service
195. The school buses they use
198. Schedule easy to understand
199. More buses
200. Frequency & travel distance, some restaurants were out of your range
201. Post times at bus stop
204. Electric
223. The schedule is so hard to understand & to arrive to work on time (using snow express), I always have to be 45 mins early to work.
224. The entire buses bring in some nice ones not old school buses.
226. Use flying buses
228. I am aware of the existence of the snow express. However, it is a minimal awareness, perhaps this is due to infrequent exposure. Would public service announcement increase the awareness?
233. Club cars
235. Make is as down the canyon
236. Just have a regular schedule, i.e. every 45 mins, 30 mins, hour, whatever – its impossible to remember as is.
238. I hear complaints about stop (times) & being regular – It also seems difficult to get you hands on a schedule.
239. Free alcohol on board (hahaha!)
242. Finding out about it
246. Beer on the way home.
247. The snow express needs to run later. Many Big sky employees work night in the meadow and the bus schedule determines the hours they work. I know 2 people who were fired from their night job because they had to leave early to catch the bus
251. Bus color

General/Other Comments

9. When I first came into this galaxy, I was appalled at the yellowness of the snow coach and I was like hey Vegas is a great place to lose ones mind, I mean I was wasted, like a drunk in some early Irish novel!
11. Music would be nice
14. C ya next year
15. Don't nickel & Dime visitors. Roll fee into comprehensive fee.
16. The bus didn't come by one morning (Feb 28th). Not very reliable if this happens frequently
20. Perhaps the hotel should provide public transportation info in each room just like restaurants, entertainment etc. If I had not asked about, I would not have known about snow express.
21. Thanks for the ride
26. The bus did not wait for us at 2PM route 3
27. We are close enough to walk but it's nicer to ride
28. The service is great; keep it up, try to find an alternate to the school buses
29. Thank you! We use the service every year for a week.
36. Thank you very much for providing!
38. The drivers are all very courteous & helpful.
42. Let get a road from Ennis.
43. Most drivers are very polite & accommodating. Few are rude. Schedule posted at lake office is different then one handed out in bus – which is correct?
46. Easy & convenient.
49. Thanks for a great week
58. We stayed close to main lodge so we did not need to use the system that much. Once a day.
63. The rides are longer than normal by going to Moonlight basin. This makes the schedule tough
66. Be honest about time of trips (length of time)
68. Glad to have a bus
75. Some of the drivers are kind of crazy
77. I think it is great! Thanks for having it!
78. The service is only slightly better than last year which was a disaster-at least the schedule only had to be changed last year. Eliminate the run to Moonlight Basin it has its own shuttles.
80. We are Lake owners so service is very convenient, but we don't need it for long distances.
84. Clean windows make all the differences for those who don't get to see these views everyday
87. If you charge money, people with season passes get in free both ways
89. Have had guests ask about a bus that goes into Bozeman for shopping as they are very disappointed with the size of shopping area here. Going to the mall would be great.
90. If you charge money then offer a free ride for people who have season pass.
96. Cheap bus ride that goes non-stop from Bozeman to the top village of Big sky - 1 hr ride would be ideal leaving Bozeman at 7:30 AM and leave Big sky at 4:00 PM and one at 12:30 PM.

103. Every bit of public transport helps
108. I think the service is very convenient and almost all drivers are friendly. I have never had a problem. Thanks.
109. Awesome service
110. Drivers are very nice!!
113. Later shuttles is critical
115. I wish there was enough rider ship for it to run more frequently
121. Run at least every 15 mins & 30 mins past closing time. (\$2.00)
122. Add night service to Bozeman for dinner
123. Add in flight beverage or movie
127. This is our first visit to big sky better than expected
135. Congratulations/Good service
137. I think the service is wonderful. The drivers were very friendly. It is a great feature and one I will tell others when they ask me about my big sky experience
138. The service is great but it can be improved upon.
151. I look forward to the ride. Drivers are great.
152. Make easier to get ski's on the bus
156. I am working in meadow village, the service that the bus service give at night is not the best.
158. What about special rides for party nights.
165. You are forcing me to drink and drive by not offering late night service. I can't believe you don't stop at buffalo station, where are the bars.
171. I think what you guys have going is great. You really help those who otherwise couldn't get around. It's difficult to find transit if you aren't a guest. **I recently got into an accident and you guys have totally come through my needs.**
172. Drivers need to know where the buses going. There should be bus driver's uniforms.
173. Vending machine because the riders of the bus is always very hungry
174. Listen to my requests and have the radio on at all times other than that the buses are very nice. But they are very squeaky and need more maintenance. You guys do a good job.
176. The drivers need to know where their bus is going
180. Maybe we should get some taxis up inhere? What u think? Other than that good job
181. We took the bus 2X while in Big Sky. #1 - waited 1hr & 20 mins as the scheduled bus did not arrive. #2 – To Lone Mountain sleigh ride dinner & right on time.
186. People are really nice
188. It's good
189. Great job
190. Thank you so much for this service
192. Go back to 30 min. route that can be maintained in all weather like 2 years ago.
195. The drivers are always very friendly, but often come late or not at all. This driver is especially friendly, a little more so than others
197. Keep the ride free
198. Great place you have here, we all had a great time!
204. Condo service would be good, service until midnight, Monorail from meadow to MTN would reduce need for parking at MTN area
206. I thought the buses were school bus. So I did not know they were shuttles

- 207. Should have schedules in all rentals, should be part of the package in rentals
- 215. Thanks
- 227. More airport service
- 228. Easy of access, relatively inexpensive cost/ride, ubiquitousness – all are appropriate concerns
- 229. Nice place
- 232. Run more often, only charge \$1 low fees!
- 237. Not enough info!
- 239. I don't ride the bus around here, but I think its cool that there is bus service in Big Sky. Keep up the good work!
- 246. Do they go to Bozeman?
- 247. I like that the service is free, but their needs to be shuttle running to Bozeman at least hourly. If there is a bus already then needs to be more information about it.

APPENDIX F: DRIVER COMMENTS

In your opinion, what issues or problems, if any, exist with the current vehicles used on the Snow Express?

School buses confuse the traffic, than can eventually cause a problem for real school buses. They do not have a tight enough turn radius. They are noisy. The driver seats like to cripple several drivers; they are not meant for two hours sitting, let alone eight.

In your opinion, what issues or problems, if any, exist with the current Snow Express schedule?

An "A" and "B" division in a route number confused passengers and drivers. The Mountain Loop was the most complex routing in 11 years. Every time more than two buses were at one location, traffic was interfered with; no more than two buses at once, 3 was bad, 4 was worse. The prolonged down time in the evening schedule caused problems; drivers expect to drive. When the ridership (available passengers) increases significantly, then hourly departures will become functional. Five buses did what four could have done with a transfer.

Please provide any other comments you may have about the Snow Express system.

If Beaverhead Condo's guests must walk to the stop, the Mountain Inn's guests can walk 1/3 the distance. With few exceptions, the Mountain Inn drove their own guests to the hill for skiing. They would load their bus while Snow Express was parked in the way. Mountain Inn does not need a stop.

Drivers need written Snow Express instructions that include what is expected service wise, route maps, what a requested stop is and guidelines if to accept the request, were to park, etc., etc., etc.

New drivers need more training. Old drivers need an incentive to return.

APPENDIX G: SUMMARIZED RESULTS OF THE STATEMENTS

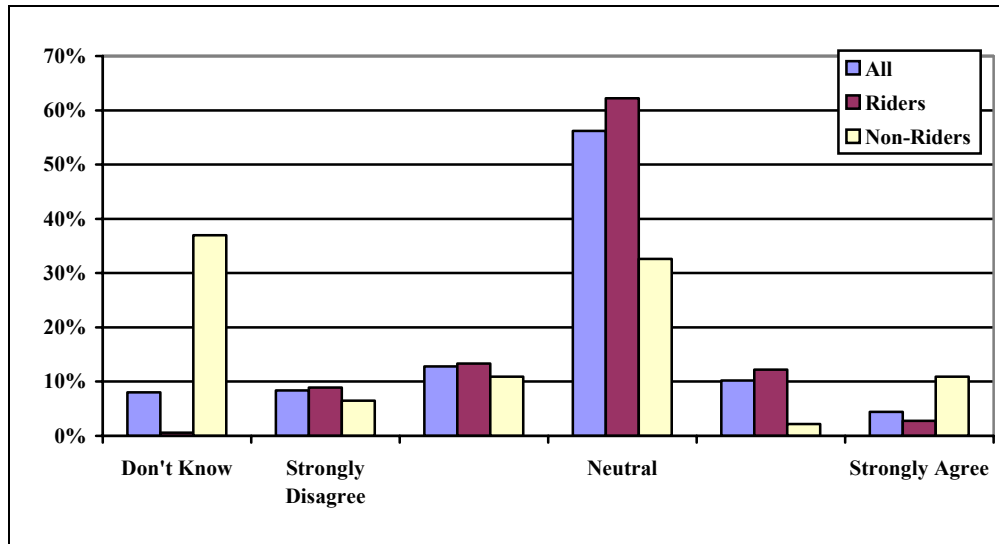


Figure G-1: Level of Agreement that the Buses are Attractive

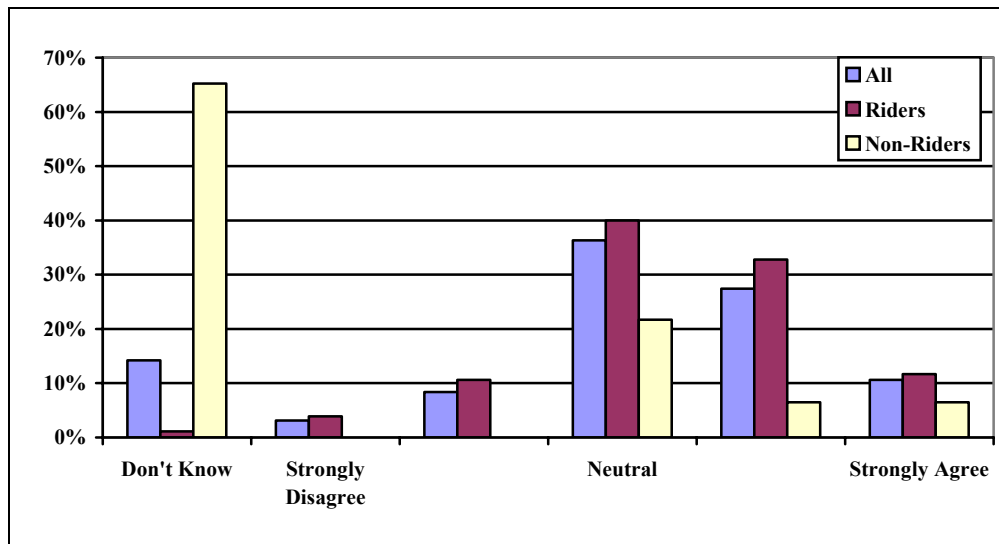


Figure G-2: Level of Agreement that the Vehicles are Comfortable

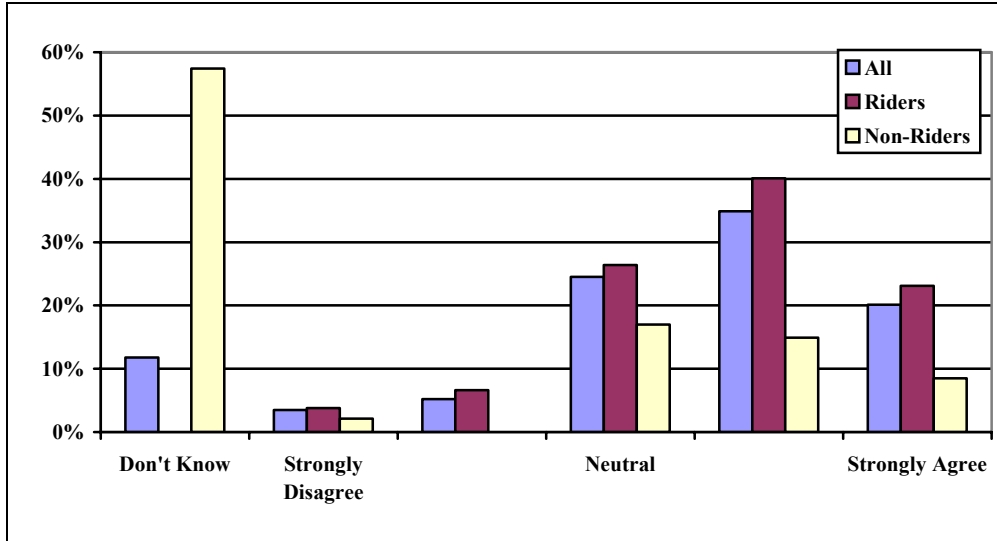


Figure G-3: Level of Agreement that the Vehicles Appear Clean and Well Maintained

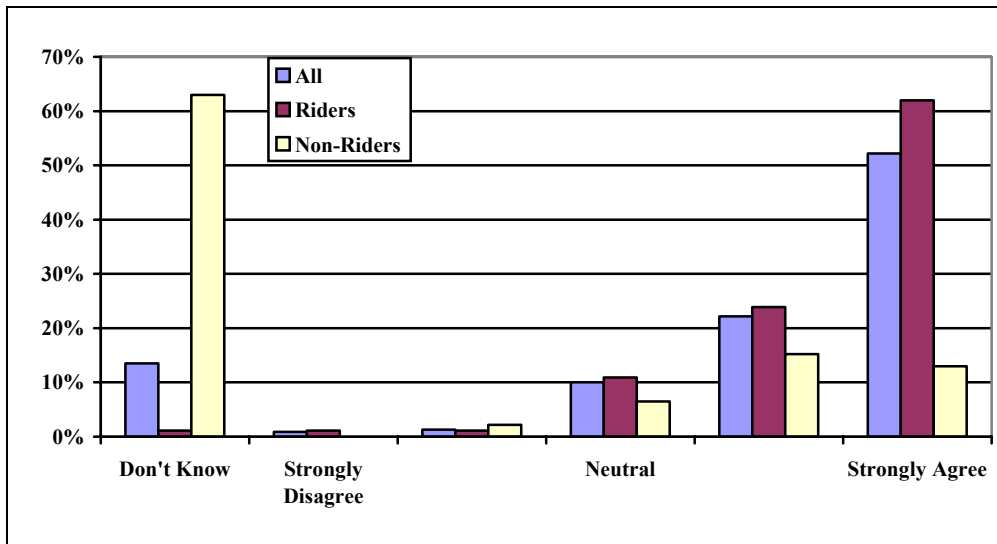


Figure G-4: Level of Agreement that the Drivers are Courteous

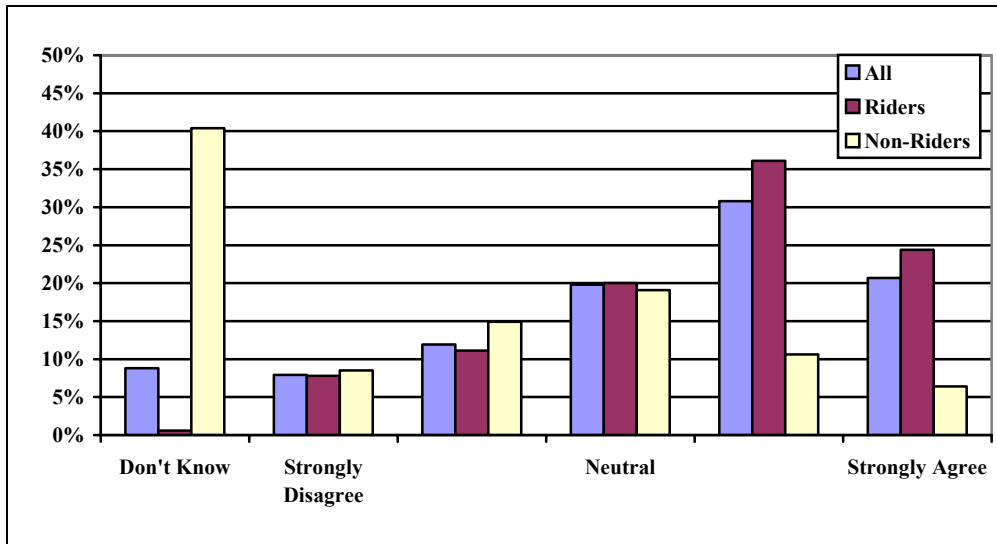


Figure G-5: Level of Agreement that there is Adequate Information about the Service

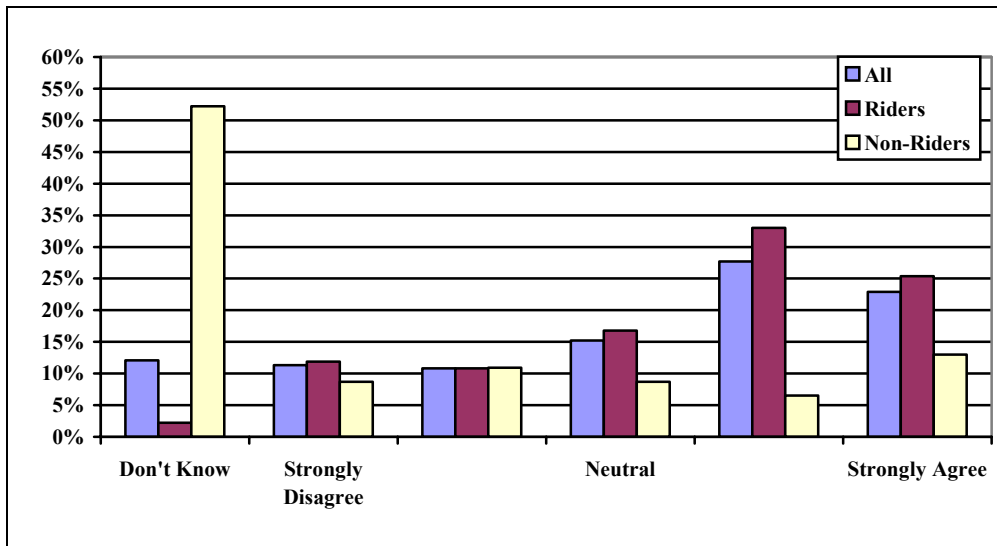


Figure G-6: Level of Agreement that the Schedule is Easy to Understand

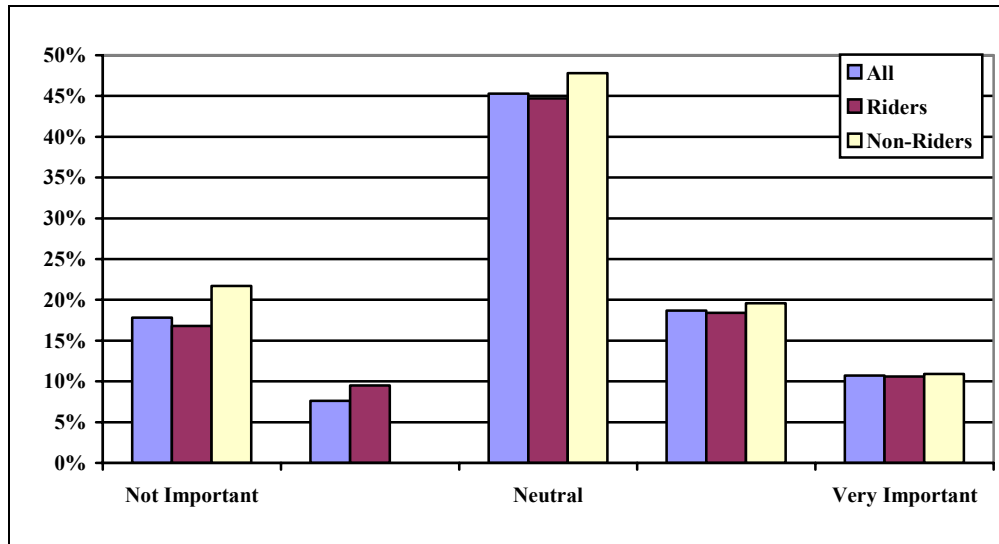


Figure G-7: Level of Importance of an Attractive Bus

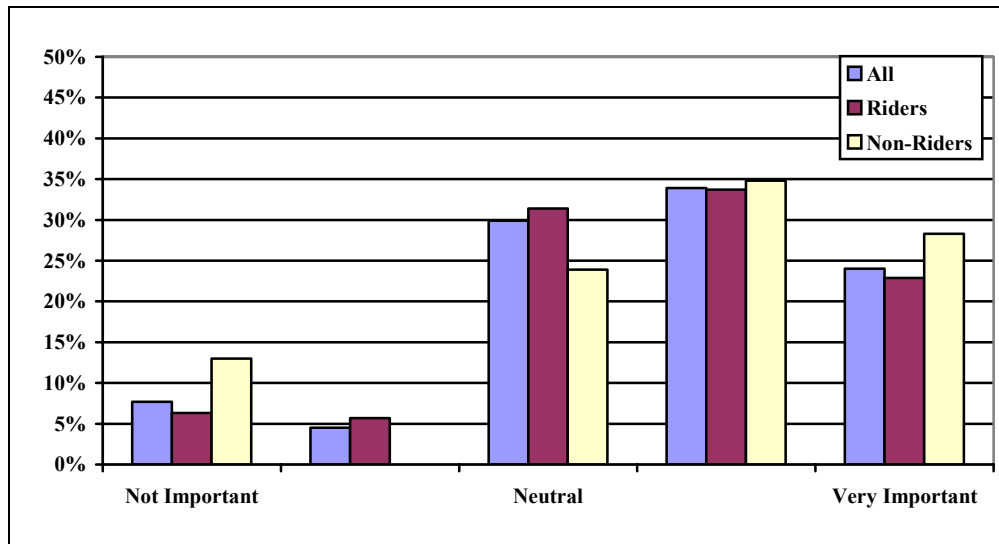


Figure G-8: Level of Importance of a Smooth Ride

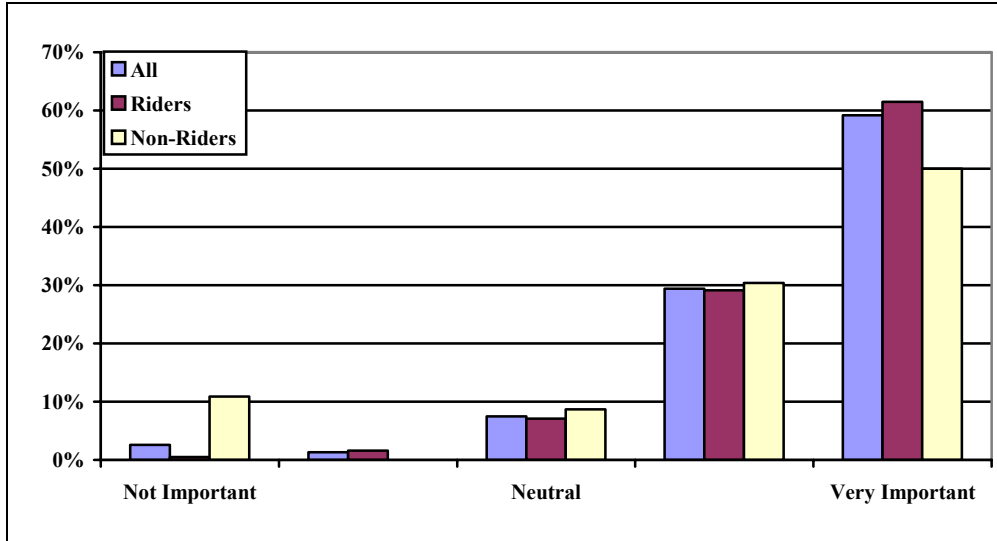


Figure G-9: Level of Importance of a Friendly Driver

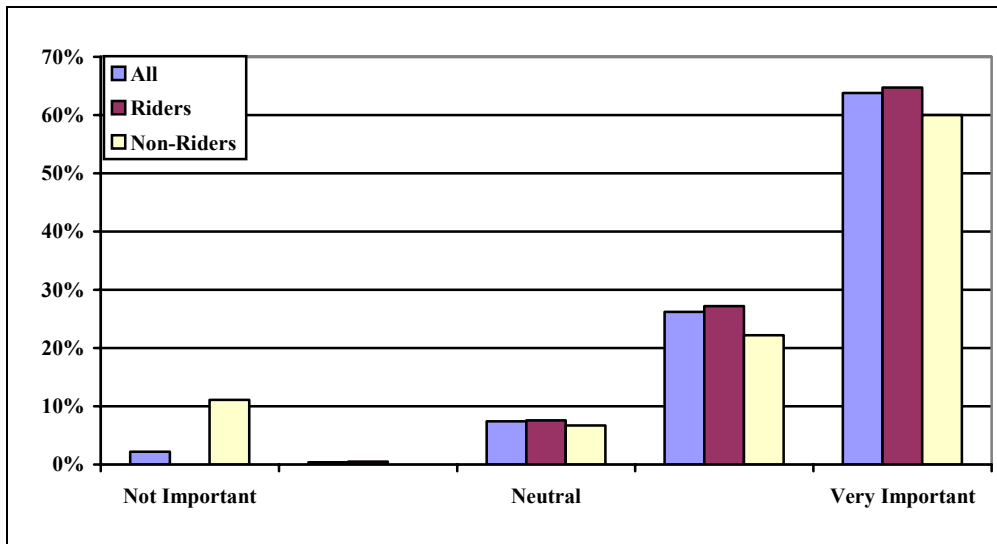


Figure G-10: Level of Importance of an Easy to Read Schedule

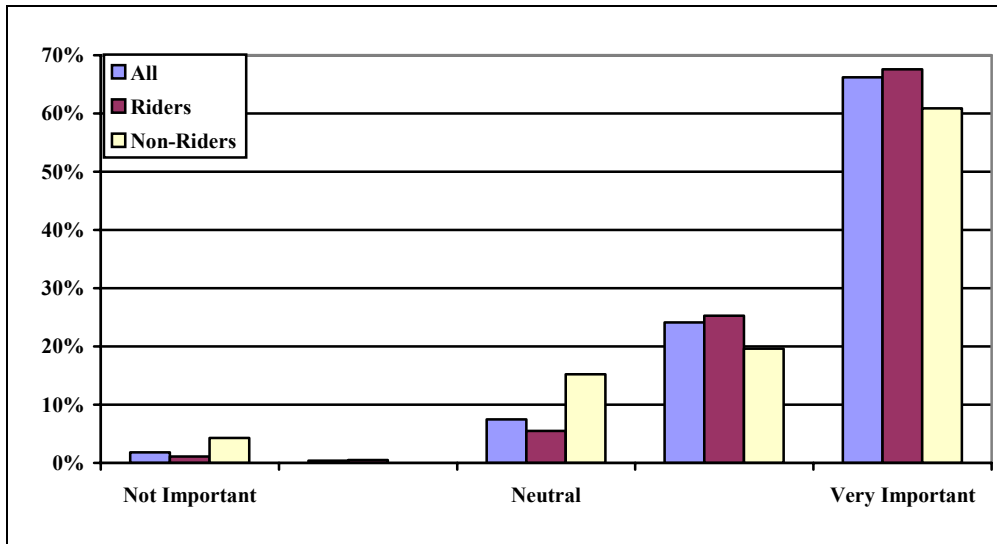


Figure G-11: Level of Importance of Frequent Service

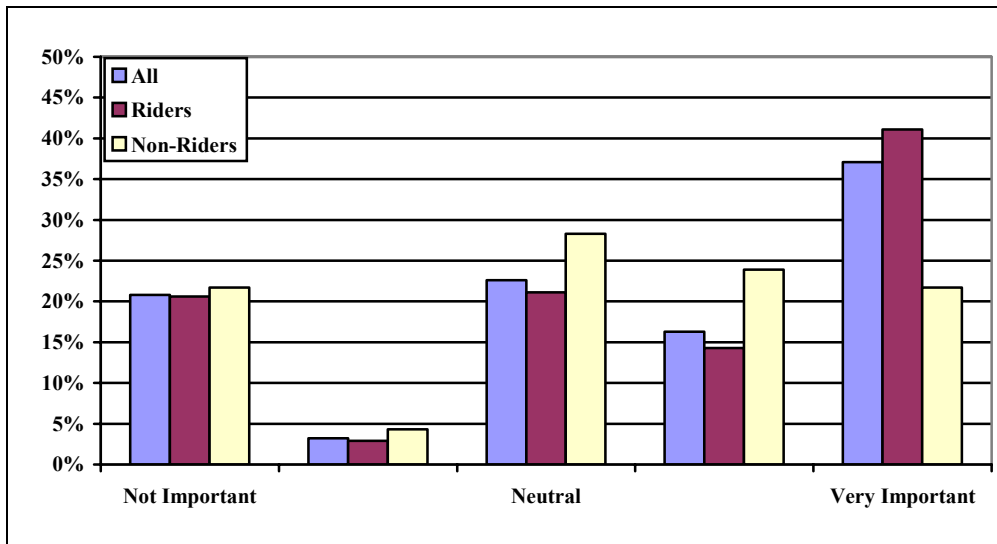


Figure G-12: Level of Importance of Service from the Bozeman Airport to Big Sky

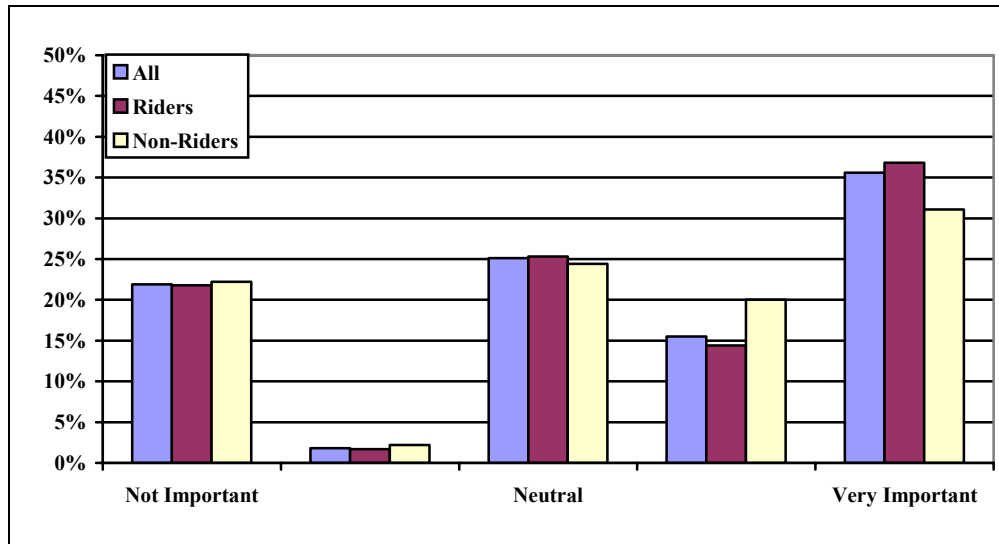


Figure G-13: Level of Importance of Service from the City of Bozeman to Big Sky

APPENDIX H: OTHER RESORT INFORMATION

Ski Resort:	Aspen, CO
Agency/Provider:	City of Aspen Transit
Charge/Fare:	None/Free
Website:	www.aspenpitkin.com/depts/57/
Comments:	Aspen Transit is part of the Roaring Fork Transportation Authority, which contracts with local governments to receive a portion of taxes to pay for the transit system.
Ski Resort:	Steamboat, CO
Agency/Provider:	Steamboat Springs Transit
Charge/Fare:	None/Free
Website:	www.ci.steamboat.co.us/services/transportation.htm
Comments:	The city owns and operates the buses. The system receives money from Federal grants and local sales tax money. It is a year-round system.
Ski Resort:	Telluride, CO
Agency/Provider:	Galloping Goose
Charge/Fare:	None/Free
Website:	www.town.telluride.co.us/settransit.html
Comments:	The City of Telluride (Galloping Goose) provides a free service within Mountain Village. Service to communities further away has a charge. The system is an FTA Section 5311 provider with city, county, state, and federal monies funding the service.
Ski Resort:	Vail, CO
Agency/Provider:	Vail Transit
Charge/Fare:	None/Free
Website:	www.ci.vail.co.us/subpage.asp?dept_id=46
Comments:	Vail Transit receives Federal grants and uses sales tax money for local match. Service is provided year-round, although the schedules change with each season.

Ski Resort: Sun Valley, ID
Agency/Provider: Ketchum Area Regional Transit (KART) and Peak Bus
Charge/Fare: None/Free - Yes
Website: None - None
Comments: KART is a governmental entity, formed by Ketchum, Idaho and Sun Valley, Idaho. KART is an FTA Section 5311 provider. KART receives some funding through the 5311 program, with the remainder coming from sales tax funding from Ketchum and Sun Valley. The system operates year-round, with schedule changes for the summer season. Peak Bus is open to the public, though it is mainly an “employee shuttle” from Bellevue and Hailey to Ketchum and the Sun Valley resort.

Ski Resort: Park City, UT
Agency/Provider: Park City /Summit County Transit
Charge/Fare: None/Free
Website: www.parkcity.org/citydepartements/transportation/index.html
Comments: Park City receives money from a sales tax, resort tax (hotel rooms) and business licensing fees. Park City is an FTA Section 5311 provider.