

Park County Transit Feasibility Study

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This report does not constitute a standard, specification, or regulation.

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1. EXECUTIVE SUMMARY

As with many rural areas and small communities, Park County, Wyoming is looking for opportunities to address mobility needs in the county that can also encourage economic development. The intersection of these ideas resulted in discussion among Park County and the leading economic development organizations— Powell Economic Partnership, Inc. and Forward Cody, Inc., about the relationship between increased transportation (mobility) options and economic and community development.

To further understand the opportunities, Park County commissioned this study to better comprehend the overall necessity, feasibility, and desirability of a public transportation system in Park County. As the project progressed the scope of the project expanded with a desire to evaluate transportation (modal) options other than public transportation (transit).

Three main tasks were associated with the feasibility study:

1. Conduct a literature/data review and analysis;
2. Engage Park County residents through a public survey, mobility survey, and stakeholder interviews;
3. Identify additional transportation alternatives and potential funding strategies to provide improved transportation options.

Task 1 focused on reviewing demographic information about Park County and the transportation resources that exist in the county. Task 1 also involved compiling information on public transportation systems in other rural counties. The results of the demographic analysis are summarized in Chapter 3, with detailed demographic information provided in Appendix A.

Task 2 focused on gathering data unique to Park County by surveying the citizens of the county, as well as interviewing local stakeholders, including county commissioners, businesses, non-profit organizations, and educational institutions. Key information obtained in this public input process is highlighted in Chapter 4. Detailed results of the stakeholder interviews and surveys are contained in Appendix B, and Appendix C. Chapter 5 provides information on specific mobility challenges identified from the surveys and interviews.

The results of Task 3 are contained in Chapters 6 and Chapter 7. Chapter 6 identifies additional transportation options and highlights the benefits of these options. Chapter 7 contains recommendations that will provide improved transportation options and meet some of the identified mobility challenges.

1.1. BACKGROUND

Park County, with an estimated population of 28,753, is the northwestern most county in Wyoming and is the fifth largest county by land area. Cody, Powell, and Meeteetse are the three largest communities in the county. Clark, Frannie, Garland, Ralston, and Wapiti are smaller and unincorporated towns in the county.

Data from the 2014 American Community Survey (ACS) of the US Census was collected and analyzed. The major industries of Park County are government, tourism, service industries, retail, trade, and construction. The top four employment sectors are: Educational Services, Health Care and Social Assistance (21.7%); Retail Trade (13.2%); Arts, Entertainment, Recreation, Accommodation and Food services (13%); and Agriculture, Forestry, Fishing and Hunting, and

Mining (12.7%). Residents 65 years and older constitute 18.3 percent of the County's population and approximately 15,609 or 67 percent of people over the age of 16 are in the labor force.

Vehicle ownership, age, disability, and financial limitations are the characteristics most likely to result in a reliance on public transit, carpooling, walking, or biking for transportation needs. Based on ACS data, nearly all households in Park County possess a vehicle. Households without access to a personal vehicle, referred to here as no-vehicle households, make up about 2.5 percent of all households. Analysis of ACS data on household size and vehicle ownership indicates that 1,228 households in Park County, including 438 households in Cody and 304 households in Powell, likely need alternate forms of transportation. Young people who are not old enough to drive, students who cannot afford a vehicle, recent college graduates, and seniors are more likely to use public transit. An analysis of age and travel patterns estimates that 675 people in Park County, including 188 in Powell, are potential riders. This number includes people with low incomes and/or people with a disability.

Mobility options other than a private vehicle (automobile) in Park County are limited. The Cody Council on Aging, the Powell Senior Center, Heartland Assisted Living, and the Meeteetse Recreation District provide demand response transit services that primarily serve seniors and people with disabilities. The Cody Town Taxi, Cody Shuttle, and Cody Trolley Tours are options that provide private transportation services in Park County.

1.2. PUBLIC INPUT

A public survey was designed to gather input on the need for a public transit system to serve Park County. The survey utilized the Survey Monkey online survey tool. A total of 437 responses to the survey were analyzed. With regard to existing transportation options and choices, 99.3 percent of respondents own a vehicle (car, pick-up truck, etc.). In response to the question "What form(s) of transportation do you use on a daily basis? (Check all that apply)," 437 respondents (97.8%, N=447) checked personal motor vehicle, 108 (24.2%) checked walk, 38 (8.5%) checked bicycle, and 8 (1.8%) checked carpool/vanpool. When asked about how likely respondents would be to utilize public transit in Park County for various types of trips, most responded that they were either unlikely or very unlikely to use public transit. However, a large majority (74%) of respondents agreed or strongly agreed with the statement that, "providing public transportation options is important for Park County." Further, 88.6 percent of respondents agreed or strongly agreed, that users of the transit system should pay a fare.

Based on the desire to evaluate transportation (modal) options beyond public transportation (transit), a mobility survey was developed. The survey was distributed both in-person and via email, in conjunction with stakeholder meetings conducted in April 2016. A total of 83 responses were received. Respondents were asked about access to a vehicle and if owning a vehicle was a financial burden to them or their family. The majority of respondents agreed that they have access to a vehicle whenever they need it, with 70 percent strongly agreeing. When asked if a temporary loss of vehicle would cause mobility issues for their household, sixty-three percent of respondents generally agreed, with 31% strongly agreeing. A final result from the mobility survey is that nearly one quarter of respondents (23%) feel strongly that they do not have enough money set aside to cover a \$500 repair to their vehicle.

Stakeholders were engaged in a number of ways including: public meetings, phone interviews, email, and personal meetings. Additionally, stakeholders played a key role in distributing the public survey. In general stakeholders expressed support for the idea that increasing transportation

options in Park County would support economic development and improve access to healthcare. Stakeholders noted that while there has been discussion of using a sales tax to support a transit system, Park County (and Park County residents) is generally very tax averse. The stakeholders indicated that the majority of the funding for any public transportation should come from private sources, but seemed to feel that the county might consider contributing if the transit system is shown to be feasible and proves to be well used.

The results of the public input process demonstrate a desire for expanded transportation options, and broad support for public transportation. Enhanced mobility allows improved customer access to businesses, including healthcare facilities, and allows more potential employees access to jobs, both of which support economic development.

1.3. TRANSPORTATION OPTIONS

The initial focus of this study was to look at public transportation options for Park County and to provide information and discussion of ways that public transportation services could enhance economic development and enable workforce sharing between Cody, Powell and Meeteetse. As mentioned previously, in the process of conducting the study additional transportation options were added for evaluation. As a result the following services were evaluated for their potential to improve mobility in Park County:

- Taxi
- Transportation Network Companies (Uber, Lyft, etc.)
- Ride matching
- Car pool
- Van pool
- Volunteer Driver Programs
- Demand Response Transit
- Fixed Route Transit

The report details each of these transportation services and highlights the role each might play in improving mobility for people in Park County.

1.4. CONCLUSIONS AND RECOMMENDATIONS

Establishing the feasibility of public transportation in Park County requires evaluation and understanding of many factors from potential ridership to public support and opportunities for funding. When evaluating the feasibility of public transportation, it is also critical to understand how the success of a system will be measured. The data gathered, the public input solicited, and the stakeholder input gathered during the preparation of this report provided the needed insight into all of these factors. That insight formed the foundation for the evaluation of a broad range of transportation options, from public transportation services such as fixed route transit, to quasi-public services such as van pools and private transportation options (taxis).

Based on the public input, Park County residents have expressed a need and broad support for improved transportation service options. At this time, the development of a public transportation system that includes fixed route transit lacks the support necessary to consider it feasible. Instead, Park County should move forward on the following short-term recommendations:

- Establish a permanent Transportation Advisory Committee (TAC).
- Expand the existing demand response transit system.

- Work with major employers and other stakeholders to establish ride matching services, including car pool and van pool programs.

The establishment of a permanent Transportation Advisory Committee will leverage existing momentum and stakeholder engagement and work toward improving mobility for Park County residents. Expansion of the existing demand response system will ensure that residents who have no other options will have access to transportation for their critical needs. Establishing ride matching services and car pool and van pool programs is an excellent first step to creating more robust transportation options, and will provide opportunities for continued dialogue about how to meet the mobility needs of Park County residents.

2. INTRODUCTION

Park County, Wyoming is fortunate to have two effective economic development agencies. Powell Economic Partnership (PEP) and Forward Cody actively engage in diverse activities to bring opportunities for economic development to Powell, Cody, and Park County. Through various planning activities, PEP and Forward Cody have recognized the need to address county transportation (mobility) needs as a way to encourage new economic development and support the existing businesses, agencies, and institutions that are the backbone of the economy in Park County. With the idea that public transportation has the potential to increase access, for both employees and customers, to workplaces, hospitals, educational institutions, and commercial centers, PEP and Forward Cody partnered with Park County to commission a study to understand how establishing public transportation could:

- Increase the county's base workforce;
- Improve the workforce's financial stability; and
- Provide access to healthcare and educational institutions.

Additionally, there is an understanding that transportation issues impact the intrinsic qualities of the area. The economy of Park County relies on the scenic, cultural, and archeological assets of the region as well as the exceptional access to recreational opportunities. Transportation issues also play a key role in maintaining quality of life and ensuring the safety of residents.

Community and transportation studies and projects, including Powell Valley Healthcare's Community Health Needs Assessment, the US 14A Cody to Powell Corridor Study, and Community Connection-Park County Resource Guide by University of Wyoming Extension, have indicated that conditions are conducive for implementing a public transportation system. Thus, this feasibility study was conducted to answer the question, "How could affordable and accessible local transportation increase opportunities to share workforce among the three communities of Park County, namely, Powell, Cody, and Meeteetse?"

The initial purpose of this feasibility study was to determine the overall necessity, feasibility, and desirability of a public transportation system in Park County and to provide general parameters for a system, including proposed routes and general cost information. As work on the study progressed, a desire emerged to include a much wider range of transportation services. The study expanded to include: public transportation options such as fixed route and demand response, quasi-public options including vanpool and car pool programs, and private transportation options such as taxis and ride matching.

The main tasks for the study were: 1) data collection, review, and analysis; 2) public input; and 3) provide recommendations. This document provides details of the work conducted for this project. Chapter 3 highlights important background information related to community characteristics and transportation resources that currently exist in Park County. Chapter 4 summarizes the results of the public input process which included two surveys as well as stakeholder meetings and interviews. Chapter 5 examines mobility issues in Park County and considers examples that highlight these challenges. Chapter 6 identifies various modal options to address the mobility challenges outlined in Chapter 5. Chapter 7 presents the recommended next steps for improving transportation options in Park County. A series of appendices provide additional detail.

3. BACKGROUND INFORMATION

In order to help determine the necessity, desirability, and feasibility of expanded transportation options in Park County, background data was collected and analyzed. The review included information on general community characteristics, census demographic factors, and information on currently available transportation resources. This section summarizes the results of those efforts. More detailed information can be found in the appendices.

3.1. COMMUNITY CHARACTERISTICS

Park County is the northwestern most county in Wyoming and is the fifth largest by area. In addition to Yellowstone National Park, the county has many tourist attractions such as the Buffalo Bill Center of the West, the Cody Stampede Rodeo, and the western museum—Old Trail Town. According to the U.S. Census Bureau Quick Facts, the county has a total area of 6,967 square miles of which 6,942 square miles is land and the rest is water. A majority of Park County land is held under state or federal control, with only 23 percent privately owned. Most of the Shoshone National Forest, the first national forest, and a large portion of Yellowstone National Park fall within Park County boundaries. The county was established in 1909 with Cody as the county seat. Cody, Powell, and Meeteetse are the three largest communities in the county. Clark, Frannie, Garland, Ralston, and Wapiti are smaller and unincorporated towns in the county. The major industries of Park County are government, tourism, service industries, retail trade, and construction (Park County, 2015). U.S. Highways 14, 16, 20, and 212 are located in the county and the county seat, Cody, is approximately 149 miles away from the nearest interstate - I-90.

Cody

Cody is the largest city in Park County, and is named after William Fredrick Cody, or Buffalo Bill, due to his involvement in the creation of the town. One of the passages into Cody allows access to the eastern most gates to Yellowstone National Park. The Shoshone River runs through Cody, and the use of a bridge is required to travel from one half of the city to the other.

According to the U.S. Census Quick Facts, the city has a total area of 10.43 square miles, of which, 10.20 square miles is land and 0.23 square miles is water. The 2014 population of Cody was estimated at 9,740. The primary industry in Cody is tourism. Hotels, restaurants, and shops cater to travelers coming to Cody and to visit Yellowstone National Park. Cody has several art galleries, with some notable local painters and artists living in the area. SkyWest (Delta Air Lines), connecting through Salt Lake City, Utah, and SkyWest (United Airlines), connecting through Denver, Colorado provide service to Yellowstone Regional Airport (Cody). Cody's largest employers include West Park Hospital, Park County School District 6, Cody Labs, Certainteed Gypsum Inc., Y-Tex, Buffalo Bill Center of the West, Walmart, Blair Hotels, and Marathon Oil (Klessens, 2015).

Powell

Powell, located approximately 24 miles northeast of Cody, is the second largest city in Park County, and is home of Northwest College, the seventh largest college in Wyoming. Powell is located 75 miles east of Yellowstone National Park between the Big Horn Mountains and the Absaroka Range. In 1994 Powell was designated by the National Civic League as an All America City. According to the U.S. Census Quick Fact, Powell has 6,407 people (2014 estimate) and 881 business firms. Powell's land area in square miles is 4.25 and has 1,487 persons per square mile.

Powell Valley Healthcare (427 employees), Northwest College (313 employees), Park County School District #1 (330 employees), and City of Powell (74 employees) are the largest employers in the city (Bekes, 2015).

Meeteetse

Meeteetse's name comes from the Native American term for "meeting place." It is the third largest city in Park County, located about 31 miles south/southeast of Cody, and 53 miles south/southwest of Powell. The Meeteetse area includes amenities such as historical museums, scenic views, and opportunities for fishing and hunting (Park County, 2015). According to the U.S. Census, Meeteetse has a population of 286 people with 151 housing units.

3.2. KEY DEMOGRAPHICS

The US Census Bureau is the primary source of information about population numbers and social, economic, and housing characteristics. The decennial census provides basic information on the nation's population. Beginning with the 2010 census, the decennial survey of all persons is much shorter than in previous censuses. In 2005, the US Census Bureau initiated the American Community Survey (ACS), which provides detailed information, with on-going surveys sent to a random sample of the population. Data are released in one-year, three-year, or five-year cycles depending on population size. With each ACS's estimate, the Census Bureau reports a Margin of Error (MOE), or measure of the variability of the estimate due to sampling error. The MOE enables data users to measure the range of uncertainty around each estimate. The larger the MOE, the lower the accuracy of the estimate—and the less confidence one should have that the estimate is close to the true value. Since the data for Park County and its communities are smaller compared to other urban communities of the United States, and to make the demographic analysis simple and straight forward, the authors have not considered and reported MOE into the analysis. For the Park County Transit Study area, the year 2014 has been used. Data of Park County, Cody, Powell, Frannie Town, and Meeteetse Town are used to study demographic analysis. Note that all data reported here is obtained from the American Fact Finder of the U.S. Census Bureau located at <http://factfinder.census.gov>.

Population and Housing

The overall population demographics, and more specifically the age distribution of the population, can have an effect on transit ridership. In general, senior citizens tend to use general and specialized transit services more than other age groups. Further, youth who have not yet obtained a driver's license may use transit for their mobility needs and college students and recent graduates are more likely to use public transportation.

According to the 2014 ACS, 28,753 people reside in Park County. From 2010 to 2014, the population growth was 2.8 percent. Senior citizens (65 years and older) constitute 18.3 percent of the county population. Workforce age residents (ages 20 to 54) represent 43.9 percent of the population in Cody and 47.5 percent in Powell.

In addition to knowing the age range of the population, it is also valuable to ascertain general housing information. In general, areas of higher density housing are more easily served by public transportation. Large developments of single family homes on individual lots typically see lower ridership and are less favorable for transit service. According to the ACS quick facts, an average of 72 percent of residents in Park County own their homes and the average household size is 2.35 people. Approximately 11 percent of housing is multi-family units such as apartment buildings or

duplexes. Table 3, Table 4, and Table 5 in Appendix A provide additional population and housing data.

Employment

In Park County, 15,609 people over the age of 16, are estimated to be in the workforce. The countywide unemployment rate is reported as 2.6 percent. Among the four largest communities in Park County, Powell has the lowest unemployment rate, estimated at 1.8 percent. The top four employment sectors are reported to be: Educational Services, Health Care and Social Assistance (21.7%); Retail Trade (13.2%); Arts, Entertainment, Recreation, Accommodation and Food Services (13%); and Agriculture, Forestry, Fishing and Hunting, and Mining (12.7%).

It should be noted that those who are unemployed may not be able to afford owning and operating a vehicle, so transit or other mobility options can often be valuable in allowing these people access to training opportunities or jobs that were otherwise not an option due to limited mobility.

Income

People with lower incomes tend to use public transportation for mobility needs because they often lack the financial resources for car ownership. The American Automobile Association (AAA) estimates that the average cost of car ownership in the United States exceeds \$8,000 per vehicle annually. The median household income in Park County is \$53,951. The range of incomes is fairly broad, with approximately 18 percent of household incomes below \$25,000 per year, and approximately 17 percent of annual household incomes exceeding \$100,000. Median annual household incomes in Cody and Powell are \$48,125 and \$45,245 respectively. Further information on household incomes can be found in Table 9 in Appendix A.

Characteristics of Transit-Dependent Population

Particular segments of the population may benefit more from public transportation and are most likely to rely upon transit for much or all of their transportation needs. As noted previously, vehicle ownership, age group, disability, and financial limitations are the characteristics most likely to result in a reliance on public transit, carpooling, walking, or biking for transportation needs. The following sections discuss each of these factors in more detail.

Vehicle Ownership

According to the data from 2015, 97.5 percent of households in Park County possess a vehicle. Households without access to a personal vehicle are referred to as “no-vehicle households.” Powell has the highest number of no-vehicle households with 105. While the most seriously constrained, a zero-vehicle household is not the only household that may benefit from public transportation. Two, three, and four person households with only one vehicle may face constraints with respect to employment and educational opportunities and access to health care. Accounting for households that may face mobility restrictions, 1,228 households in Park County, including 438 households in Cody and 304 households in Powell, likely need alternate forms of transportation to meet all of their mobility needs. Providing additional transportation options for these households can demonstrate tangible economic development benefits.

Age Group and Travel Pattern

The American Community Survey (ACS) data pertaining to travel patterns and age groups indicates how Park County residents travel to work. The data shows that over 75 percent of Park County commuters drive alone to work, with 11 percent carpooling, while the rest either walk, bike, work at home, or use other means of transportation. These travel patterns are consistent among all communities in Park County. The highest rate of carpooling is associated with the 25 to 44 age group.

Young people who are not old enough to drive, students who cannot afford a vehicle, and recent college graduates are more likely to use transit. For purposes of estimating potential transit users, key characteristics were that they identified with using “other means” for transportation and were in the age groups 16 to 19 years (high school and college students) and 20 to 24 years (college students or early in work career). Using these factors, 236 residents fit the profile of likely to utilize public transit. In Powell, there are around 146 potential riders. Table 9 in Appendix A details the ACS estimated population by various age cohorts and modes of travel.

Seniors and elderly residents may be more likely to use public transit for a variety of reasons, including lack of access to a vehicle or inability to drive. From the data, 439 seniors (age 60 years and over) are identified as using other modes and are therefore potential riders in Park County.

If we aggregate these two groups most likely to use transit, 675 people in Park County, including 188 in Powell are potential riders. This number overlaps with the potential ridership identified in the next section based on income limitations or disability.

Income Limitations and People with a Disability

People with income limitations are often reliant on public transportation for their mobility needs. Providing public transportation can offer opportunities for employment that previously did not exist, due to limited mobility. In Park County, ACS data estimates that 1,233 people are living below the poverty level.

Persons with physical or mental disabilities are more likely than the general population to be unable to drive and thus more reliant on public transportation. According to the ACS, Park County has 1,467 people with some level of disability. Of these, 789 individuals are employed and therefore in need of daily transportation. Data on disability includes: sensory disabilities (sight, hearing), physical disabilities, and mental disabilities.

3.3. COMMUTE CHARACTERISTICS

ACS data provides detailed information on when Park County residents reported leaving their home to get to work. The data referenced here is for residents aged 16 and older that work outside of the home. Nearly 50% of Park County residents leave home between 6:30 am and 7:59 am. 7:00 am to 7:29 am, and 7:30 am to 7:59 am are the predominant time-frames for people who drive alone to leave for work. This information helps in determining when transit services should operate to be of use to people for their work commutes. It can also indicate if there are work shifts that may benefit from van pool services.

For many residents of Park County, the travel time to work is less than 14 minutes. This short duration indicates that many residents work only a short distance from their homes. However, for noticeable numbers of Powell residents that either carpool or drive alone, their commute time is

estimated to be 20 to 34 minutes. The mean travel time to work for Powell residents is 21.5 minutes. This indicates that these Powell residents work outside of Powell, most likely in Cody.

3.4. EXISTING TRANSPORTATION RESOURCES

Cody Council on Aging

The Cody Council on Aging offers local demand-response service that typically operates within 10 miles of Cody. The service is primarily for senior citizens and people with a disability, but will also provide rides to the general public. As is with most demand response service, people must call the day prior to when the ride is needed to schedule the ride. The Council has five transit vehicles and averages 1,400 rides per month, totaling approximately 16,800 rides per year. There is no fee for senior citizens, although a one-way donation of \$1 is suggested. For non-senior citizens there is a one-way fee of \$2. The Council feels that the current need for bus service is being met in Park County. The Council indicated that they are not interested in participating in a transit system for Park County at this time (CCA, 2016).

Cody Shuttle

The Cody Shuttle is a private service that offers commuter, intercity, and demand-response service. The shuttle provides local services as well as services for commuters travelling from Cody to Billings on a daily bases (as requested). Cody Shuttle has five vehicles, and charges individuals \$1.75 (Cody Shuttle, 2016).

Cody Trolley Tours

Cody Trolley Tours is a tour bus and charter service. The trolley gives tours in the Cody area and serves the general public with three vehicles making 600 trips per year. The fees for a tour are \$27 per person, \$125 per hour for the trolley, and \$80 per hour for the limo (Cody Trolley Tours, 2016).

Cody Bus

The City of Cody previously operated a shuttle/transit service. Ridership was limited, and opinions were that the shuttle was considered unreliable, as it was often late.

Cody's Town Taxi

Cody's Town Taxi has four vehicles to provide rides within Cody, and in the greater Cody area. The service has both in-town and out-of-town rates, with out-of-town rates based primarily on the mileage of the trip.

Powell Senior Center

The Powell Senior Center, located in Powell, provides demand-response transit service Monday through Friday from 8:15 am to 3:30 pm. This is similar to the Cody Council on Aging service, as it operates no farther than 10 miles from the Powell city limits, although the service recently began providing one trip per month to Cody. While senior citizens are the main priority of the service, people with disabilities and the general public can ride. The center has three mini vans, one bus, and one new 9 passenger van, for a total of five vehicles. The center provides 11,500 rides per year. There is no fee for senior citizens although there is a suggested one-way donation of \$1.50. Non-senior citizens pay a one-way fee of \$5 per ride (PSC, 2016).

Northwest College

In the past, Northwest College provided a student transit service. The service was discontinued due to lack of ridership. The vehicles currently owned by Northwest College are used for sports teams and other student activities of the college.

Meeteetse Recreation District

The Meeteetse Recreation District is a non-profit organization that provides transportation for members of the community for groceries, household supplies, or medical treatment. The District makes a weekly trip to Cody on Thursdays. The District has three vehicles, and provides about 1,500 rides a year. The typical fare is \$5 per ride, however senior citizens can purchase an annual pass for \$100, and the general public (non-seniors) can purchase an annual pass for \$200 (Fernandez, 2016).

3.5. SUMMARY

Data from the 2014 American Community Survey (ACS) of the U.S. Census was collected and analyzed. Residents 65 years and older constitute 18.3 percent of the County's population and approximately 15,609 or 67 percent of people over the age of 16 are in the labor force. Based on ACS data, nearly all households in Park County possess a vehicle. Households without access to a personal vehicle, referred to here as no-vehicle households, make up about 2.5 percent of all households. Analysis of ACS data on household size and vehicle ownership indicates that 1,228 households in Park County, including 438 households in Cody and 304 households in Powell, likely need alternate forms of transportation. Young people who are not old enough to drive, students who cannot afford a vehicle, recent college graduates, and seniors are more likely to use public transit. Analysis of age and travel patterns estimates that 675 people in Park County, including 188 in Powell, are potential riders. This number includes people with low incomes and/or people with a disability.

The existing transportation options in Park County are limited, and focus primarily on senior citizens and persons with a disability. While the senior services are open to the public, they are generally used by their target audience. These existing services do have limited hours and distance-based restrictions. Beyond the senior services, people in Park County are primarily reliant on their own vehicle for mobility purposes, or finding rides through friends or family. There are some private providers, however, that provide transportation options.

4. PUBLIC INPUT

While understanding general demographics and broad community characteristics helps to establish baseline needs, soliciting specific input from local residents is a key to clarifying the transportation needs, and attitudes toward public transportation, and mobility concerns. Two approaches were taken to gather this critical local input: a public survey (two surveys) and stakeholder interviews.

4.1. PUBLIC SURVEY

A public survey was designed to gather input on the need for a public transit system to serve Park County. The survey utilized the Survey Monkey online survey tool. A link to the survey was distributed via email on November 11, 2015 to approximately 130 people identified as stakeholders. The distribution email requested that each stakeholder take the survey and that they help distribute the survey (survey link) further through various avenues. Suggested means for further distribution included: email to friends, family and colleagues, email distribution to employees and mailing lists, posting the link on webpages such as the Chamber of Commerce, and distribution via social media such as Facebook and Twitter. Initial response was low. A second request was sent to the same email list on December 4, 2015. This email was followed by several phone calls as well as individual solicitations for help in distributing the survey. This second request was successful in generating a much stronger response to the survey. A total of 450 survey responses were received. A select number of questions from the survey are highlighted in this section as they provide a foundation for general support of a transit system, and provide information as to characteristics of a transit system respondents believe are most important. The responses to all the questions can be found in Appendix C: Public Survey Results.

Not all respondents answered all questions. The results presented here are based on the total number of responses received for each question. For example, if only 437 answers were provided to a question, the percentage of responses is based on 437 (N=437), not the 450 total surveys analyzed.

In order to understand how the respondents correlate with the collected background data, respondents were requested to provide some basic demographic information such as home and work or school zip code, gender, age, household income, and employment status. The largest number of respondents, 210 or 48%, indicated their home address was in Cody, with the second highest number of respondents, 198 or 45%, indicating that they were from Powell. Other locations represented include: Byron, Lovell, Greybull, Deaver, Ralston, Meeteetse, Cowley, Wapiti, Burlington, and Otto. Respondents were also asked to provide a zip code for their work or school address. Responses to this question were similarly distributed. Of the 431 responses received, 257 (60%) provided a zip code corresponding to Cody and 163 (38%) indicated Powell. Other locations included: Lovell, Greybull, Ralston, Meeteetse, Cowley, and Laramie.

Additional demographics of the respondents include:

- 70% indicated they were female;
- The largest number of respondents (36.7%) were 51-65 year old;
- 54% of respondents indicated a household income between \$50,001 and \$110,000; and
- 78% of respondents identified as employed, full-time, outside the home and 1.6% of respondents identified as students.

Some survey questions were designed to gather information regarding respondents existing transportation choices, as well as their experience with public transit in other locations. Other questions explored respondents’ likelihood of using public transit in Park County, as well as their opinions on the importance of providing public transit.

With regard to existing transportation options and choices, 99.3 percent of respondents indicated that they own a vehicle (car, pick-up truck, etc.). In response to the question “What form(s) of transportation do you use on a daily basis? (Check all that apply),” 437 respondents (97.8%, N=447) checked personal motor vehicle, 108 (24.2%) checked walk, 38 (8.5%) checked bicycle, and 8 (1.8%) checked carpool/vanpool. Of the 449 people that responded to the question, “Have you ever used a public transportation (transit service) before?” 62 percent indicated “yes” and indicated using systems in locations including Billings, Montana, and Jackson Hole, Powder River, and Casper, Wyoming.

When asked about how likely they would be to utilize public transit in Park County for various types of trips, most respondents noted that they were either unlikely or very unlikely to use public transit. Figure 1 shows the responses to the question based on trip type.

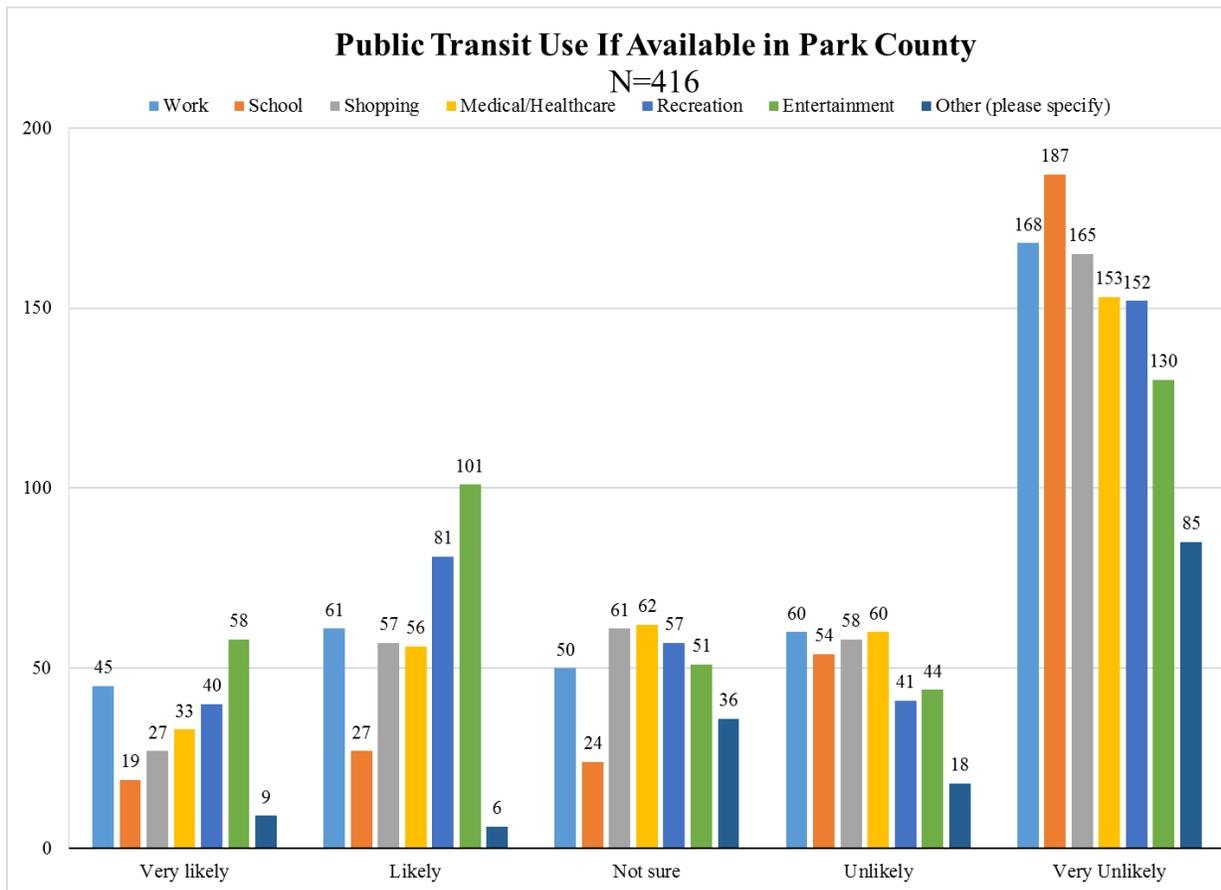


Figure 1: Use of Public Transit for Specific Trips/Purposes

Respondents were asked to provide comments on this question, and fifty comments were collected. Many of the comments could be grouped as expressing similar thoughts. One such grouping represents people that live outside of the town core and therefore did not feel that transit was a viable option for them. Another group of comments expressed that use of a transit system would

be dependent on cost, schedule, and routes. A final group of approximately 10 responses included sentiments such as “I wouldn't but I work with the low income and it is a huge need for them.” This group of comments identified specific groups, including seniors and veterans, for whom the respondents felt that public transit was very important.

Question 13 of the survey asked specifically about whether respondents think that it is important to provide public transit options in Park County. Responses to this question (Figure 2) indicates that a large majority (74%) of respondents agree with or strongly agree with the statement that “providing public transportation options is important for Park County.”

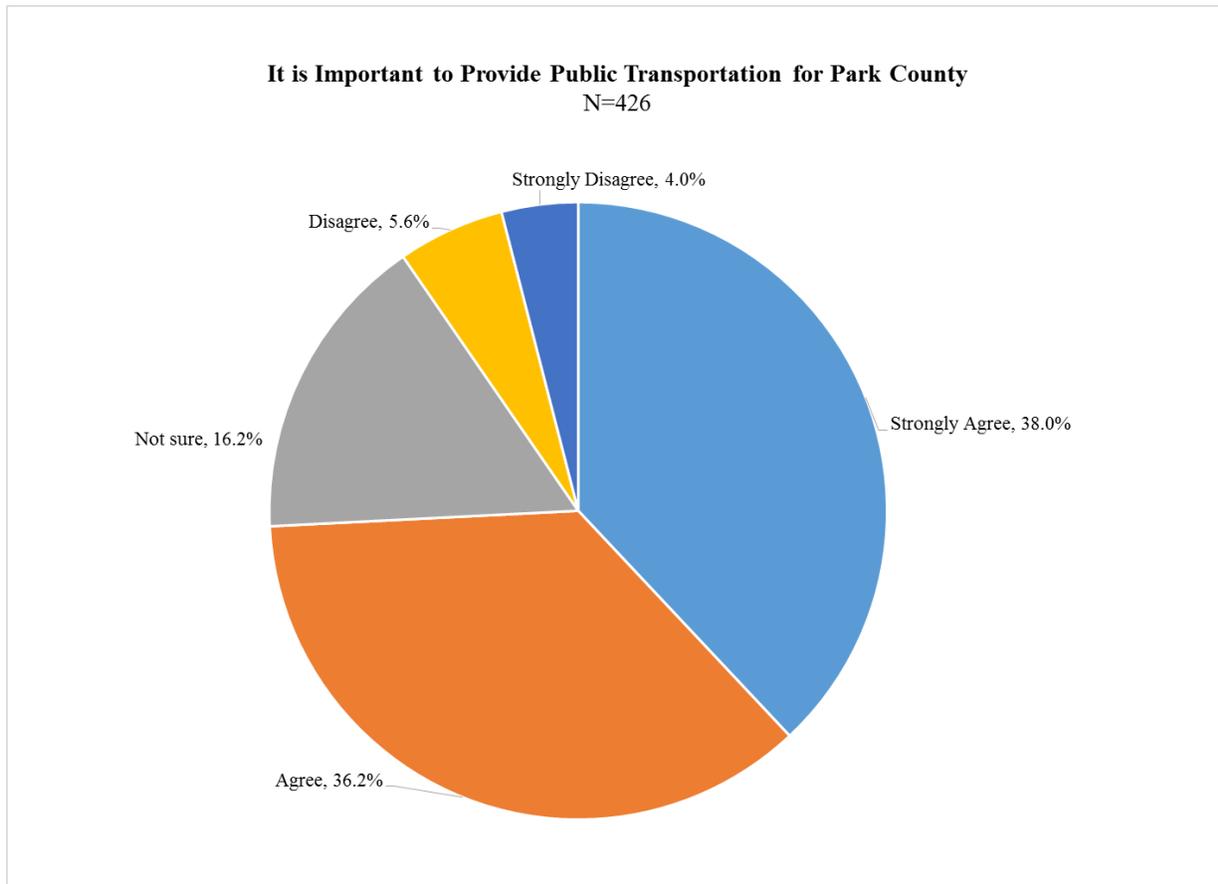


Figure 2: Importance of Providing Public Transportation

The comments of this section provide additional insight into the idea that respondents do not necessarily feel that transit would be useful for them personally, but that there are segments of the population for whom public transportation is needed. The comments also provide insight into the variation of perspective on the question of the importance of public transportation in the area.

Comments regarding the importance of providing public transportation in Park County include:

- “I don't know that I would personally need it, but I could see it as being a help to Powell-Cody commuters and low income or vehicle-less residents who have to travel from one town to the other.”
- “Unite the Powell & Cody communities!”
- “It very well may be for some, but it is not at all beneficial to me personally.”
- “I am in the business of elder care and more options for them would be great.”

- “It has been tried and it is expensive and there is not a big enough ridership to make it worthwhile.”
- “I think that having services for wheelchair patients is vitally underserved in this region. It is sad that the only service available is the senior bus and it stops driving at 3:00 pm.”
- “Only if it will be sustainable, economical, and reliable!”

A complete list of the comments for this and other questions is included in Appendix C: Public Survey Results.

Respondents were asked a question “If public transportation was available in Park County, I think it should provide service...” Figure 3 indicates the strongest support for service between Cody and Powell, with service within Cody having the second highest level of support.

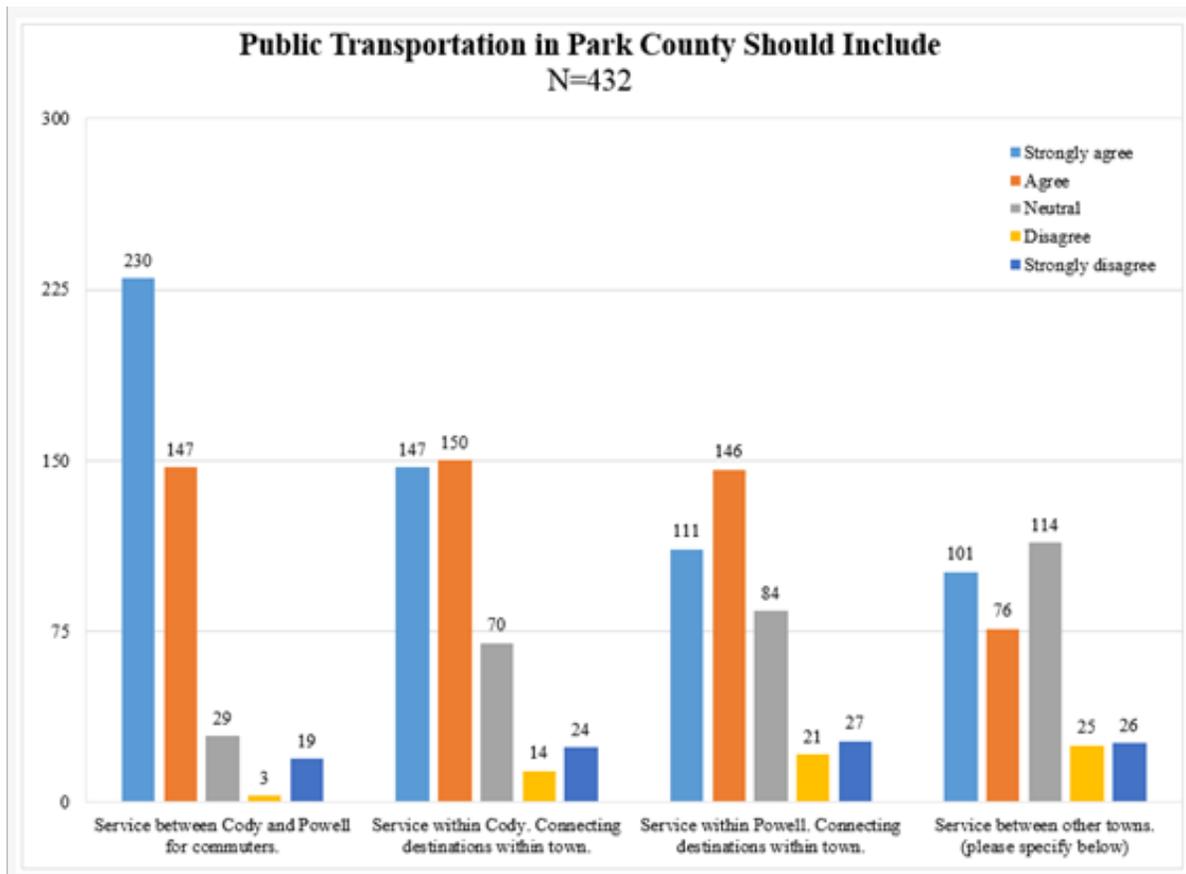


Figure 3: Support for Different Service Areas

Suggestions for additional destinations includes Billings (40 responses), Lovell (35 responses), Meeteetse (19 responses), and Big Horn Basin (7 responses). Other destinations with few responses include Frannie, Greybull, Clark, Casper, Denver, and Worland

An open-ended question about the top destinations for a potential transit service in Cody and Powell yielded 319 responses. The following locations in Cody and Powell are the top destinations as indicated by respondents:

Cody Locations: Holiday Inn, West Park Hospital, Walmart, Cody Downtown, Buffalo Bill Center, Albertson's, Courthouse, West End, Airport, Library and Recreation Center, and Rodeo Grounds.

Powell Locations: Northwest College, Downtown, and Powell Valley Healthcare.

Figure 4 illustrates that 88.6 percent of respondents agree or strongly agree that those riding a transit service should pay a fare.

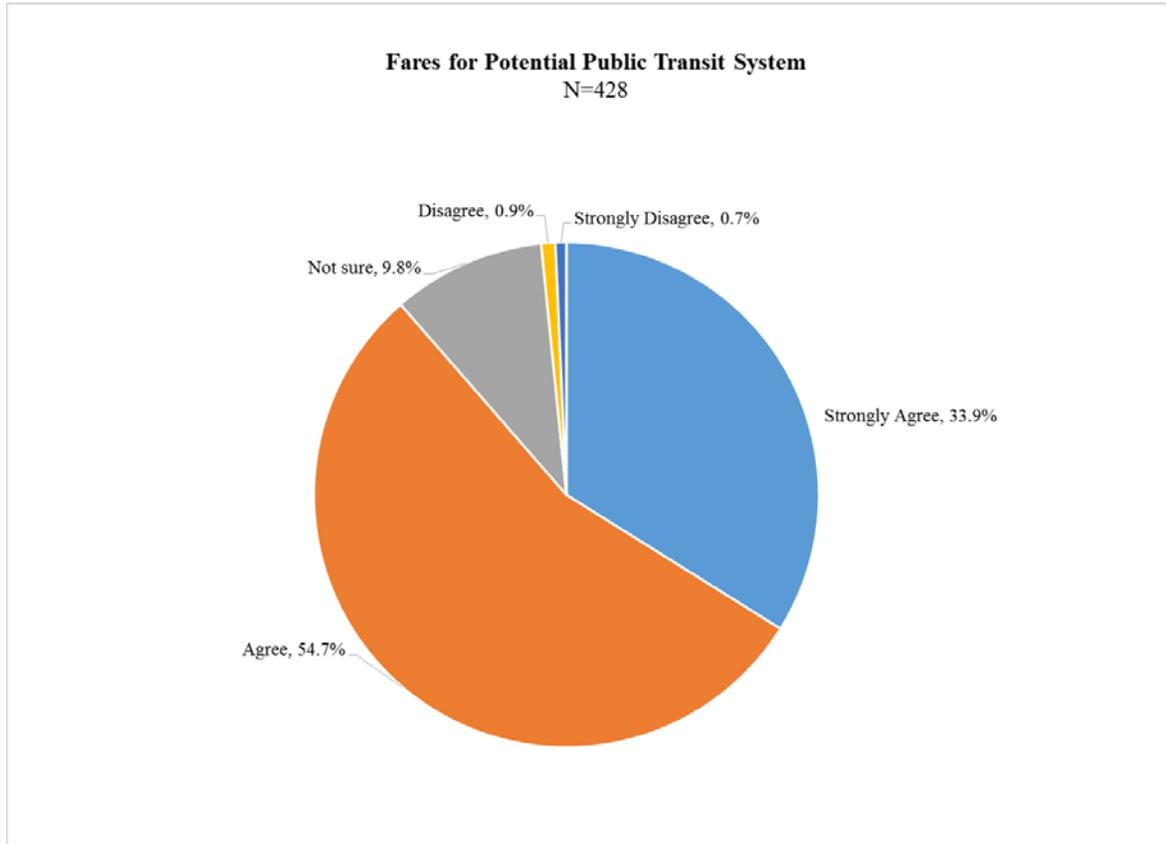


Figure 4: Support for charging a fare for service

4.2. STAKEHOLDER INTERVIEWS

The Powell Economic Partnership (PEP) and Forward Cody were instrumental in developing the list of stakeholders to be interviewed. Christine Bekes of PEP had already assembled a Transportation Steering Committee for the process of commissioning this study. WTI developed an initial list of questions for the stakeholder interviews. This list of questions is included in Appendix B: Stakeholder Interviews. Researchers from WTI were in Cody and Powell in September 2015 and discussed the study with stakeholders at two meetings. The first meeting, in Cody on September 21, was organized by James Klessens of Forward Cody. The second meeting, in Powell on September 22, was the regular meeting of the PEP Advisory Board/Steering Committee. Since most of the identified stakeholders were to be in attendance at one or the other of these meetings, WTI researchers presented the interview questions at the meetings and solicited input from the stakeholders at these meetings. Not all of the questions developed were relevant or

appropriate for a group setting like this. However, input gathered from the groups is summarized here.

- Respondents generally believed that the time was right to further investigate the feasibility of transit within Park County and all were well informed about the transit feasibility study. The stakeholders appreciated the efforts by the Powell Economic Development Inc. and Forward Cody, Inc. to initiate the feasibility study.
- Most indicated that it was a good idea, and agreed that alternate modes of transportation would support economic development and access to healthcare. Based on the previous experience with the City of Cody's bus, for a new service to be successful, reliability and on time service must be priorities. However, the providers of some of the private transportation services in Park County indicated that the transportation needs of the county were being met, and they were not interested in any other new efforts to establish a public transit system.
- Respondents indicated that public transportation is a medium priority in general, however, it could be a high priority for the people who had limited or no vehicle access. A commuting service between Cody and Powell, and in-town services in Cody and Powell for seniors and people with disabilities would be appreciated.
- The respondents believed that the economic development would be a big driver for transit, followed by social integration, environment, road safety, and healthcare access.
- Respondents indicated that commuters and college students were likely to be the biggest users of the transit system, followed by people with disabilities and seniors. Additionally, people from the Big Horn Basin and Lovell who access healthcare facilities in Powell are also potential riders.
- Stakeholders indicated that the Buffalo Bill Museum, rodeo grounds, Y-Tex, Holiday Inn, Cody Labs, Walmart, West Park Hospital, and downtown are the some of the important locations in Cody. In Powell, downtown, Powell Valley Healthcare, Northwest College, and the Northwest College housing were identified as key locations.
- Respondents felt that the morning and evening peak hours, and possibly times that corresponded with class offerings at Northwest College were when service would be most needed.
- The respondents suggested that a seven day a week service would be optimal, as the weekend service could be used by the college students accessing part time work in Cody.
- Respondents preferred regularly scheduled bus service on specific routes within the service area (fixed route service). They also indicated that the carpooling/vanpooling might work.
- Stakeholders indicated that there has been discussion of a sales tax, but that Park County is generally very tax averse. The stakeholder indicated that the majority of the funding should come from private sources, but seemed to indicate that the county might consider contributing if the transit system seems to be feasible and proved to be well used.
- The stakeholders present indicated that the following organizations should be approached directly:

- Northwest College
 - West Park Hospitals
 - School Districts
 - Walmart
 - Albertsons
 - BNSF
 - Powell Valley Healthcare
 - Senior Centers
- The stakeholders mentioned that there used to be an intercity bus service in Park County. They further indicated that it was discontinued due to lack of ridership. The groups felt that limited intercity bus service (2-3 days a week) for medical appoints to Billings would be beneficial.

Some of the identified stakeholders were not in attendance at the meetings in September. In addition to those stakeholders not in attendance, WTI identified several stakeholders with whom to conduct follow up interviews. The list of stakeholders for these follow up interviews included:

- Northwest College – Dr. Stefani Hicswa, President. (interviewed 1/21/16)
- Powell Valley Healthcare (PVHC) - Jennifer Tippets, ED Powell Medical Foundation and Jim Cannon, Marketing Director. (interviewed 12/21/15)
- Heartland Assisted Living - Kaci Dilworth, Director. (interviewed 12/21/15)
- Wyoming DOT - Talbot Hauffe, Transit Program Coordinator. (interviewed via email and phone on numerous occasions)
- Park County School District #1 – Steve Janes, Transportation Supervisor (interviewed 1/26/16)
- Buffalo Bill Center of the West – Bruce Eldredge, Executive Director, CEO (interviewed 2/3/2016)
- West Park Hospital - Doug McMillan, CEO (contacted via email 12/21/15 and phone message 1/26/16)
- City of Cody – Barry Cook, City Administrator (contacted via email)
- Blair Hotels – James Blair, (contacted via email 1/26/16)
- Cody Laboratories – Ryan Osborne, (contacted via email 1/26/16)
- Heritage Health Center – Colette Behrent, CEO. (contacted via visit to HHC 1/27/16 and email 1/28/16)
- Park County – Bucky Hall, County Commissioner (contacted via email 1/26/16)

The follow up interviews were conducted between December 2015 and February 2016 and summaries of those interviews are included below. Not all of the stakeholders were available for follow up interviews. Additional details are provided in Appendix B.

Powell Valley Healthcare - Jennifer Tippetts, Executive Director, PVHC Foundation; Jim Cannon, Marketing Director PVHC

It was noted that PVHC employees have varying work schedules. Nurses generally follow a 7:00am to 7:00pm schedule, while most other employees' schedules are 8:00am – 4:30pm. Mr. Cannon indicated that the Community Health Needs Assessment revealed a need for additional transportation options to provide access to specialty services in locations outside of Powell, particularly Cody and Billings. During the Health Needs Assessment, there was discussion of options for adding a van or bus service utilizing volunteers. There were no solid ideas on how this would be funded or how the operations of this would be handled. Both Jennifer and Jim agreed that to serve the need for increased access to health care, there would need to be a midday option. Locations identified as important included: pharmacies, Shopko, and Walmart. Ms. Tippetts indicated that they had committed funding to support this feasibility study, and that if a system was started and it proved useful to employees, PVHC might consider the idea of helping employees with any associated costs as an employee benefit.

Heartland Assisted Living - Kaci Dillworth, Director

Ms. Dillworth indicated that their residents are by and large independent. Heartland provides a weekday, in-town shuttle for their residents. The cost of this shuttle service is included in the rent that their residents pay. Ms. Dillworth feels that there is a need for additional service that would cover weekday evenings, as well as weekends. She also indicated that veterans have access to a van through the VA, but that other Powell residents with disabilities would also benefit from the availability of transit service. She noted that dentists, eye doctors, pharmacies, church and volunteer activities should be considered for potential service locations.

Northwest College - Dr. Stefani Hicswa, President

Dr. Hicswa was interviewed to improve the understanding of particular needs and opportunities with faculty, staff, and students of the college. Dr. Hicswa shared that she was not able to gather many details about the shuttle that Northwest College used to run. The shuttle operated in 1997 and 1998 and was funded by a grant. The ridership was low and the college decided not to fund the continuation of the service once the grant funding ended.

Dr. Hicswa indicated that she feels that most students have their own truck, often with a horse trailer, and like to use them. This “rural student habit” means that they were not likely to utilize the shuttle with its infrequent schedule.

Dr. Hicswa further indicated that the current vehicles owned by Northwest College (NWC) are used for sports and student activities, and would not be available for use in a transit system. She followed up by saying that maybe there could be some availability for their use in the summer, but that NWC would have to evaluate the benefit to them in such an arrangement. She also indicated that recently the trustees became aware of a vehicle someone was willing to donate to NWC. NWC chose not to accept the donation due to the condition of the vehicle and concerns over maintenance.

The NWC faculty are generally younger and attracted to living in Cody due to social opportunities. Some faculty are from larger areas where they may be used to the idea of transit. Dr. Hicswa indicated that many of their schedules are not very predictable, with meetings, student appointments, and varying class schedules, which might make using transit challenging. She currently only knows of two faculty that carpool, and noted while they live together, even then they do not always carpool. College staff generally follow more of an 8:00am to 5:00pm schedule,

which would seem more conducive to using transit. Dr. Hicswa noted that not many of staff are on the lower end of the pay scale, and therefore may be less likely to use transit.

In a discussion regarding the potential of Northwest College participating in funding transit, Dr. Hicswa indicated that she would not currently be compelled to contribute but that if a system were started and it was shown useful to college community then perhaps it could be brought to the student senate. She indicated that the current board does not want to raise student fees, even to support the programs they have already.

Park County School District #1 – Steve Janes, Transportation Supervisor

- The district runs 48 vehicles.
- They handle most maintenance in house. Particularly routine maintenance such as oil changes, etc. They have done some major items like installing new engines.
- Any warranty work is handled by their dealer, InterState in Billings, MT.
- They trade in all their used vehicles toward new ones because of 100% state reimbursement for vehicles.
- They utilize RTA for maintenance scheduling
- Steve previously worked for Schwann's and they had all their vehicles serviced in Powell at Autoworks.

Buffalo Bill Center of the West – Bruce Eldredge, Executive Director, CEO

- Indicated a need for a Cody bus that would provide circulator service.
- The tour companies that bring large groups to Cody are shuttling customers from hotels to the Museum and other destinations.
- The Cody Stampede operates a shuttle to and from the rodeo grounds to serve the nightly rodeo through the summer season.
- Sees limited utility for a bus between Cody and Powell.

4.3. MOBILITY SURVEY

In conjunction with stakeholder meetings conducted in April 2016, a Mobility Survey was developed. A paper copy of the survey was distributed during the stakeholder meetings at Northwest College, West Park Hospital, Cody Labs, and Y-Tex. In addition, a link to the online survey was distributed by Powell Economic Partnership and Forward Cody. In all, 83 surveys were completed. Results of this survey provided further insight into the mobility challenges faced by the people in Cody and Powell. Respondents were asked to identify how strongly they agreed with a series of statements relating to access to a private vehicle and the financial implications of vehicle ownership to themselves or their family. Most, 70 percent, of the respondents strongly agreed that they have access to a vehicle whenever they need it, and 31 percent strongly agreed that the temporary loss of a vehicle would cause mobility issues for their household. Table 1 provides a further analysis of the responses.

Table 1: Access to Vehicles

	Strongly agree (10)	9	8	7	6	5	4	3	2	Strongly disagree (1)	Total
I have access to a vehicle whenever I need it.	69.88% 58	12.05% 10	3.61% 3	2.41% 2	1.20% 1	4.82% 4	0.00% 0	1.20% 1	0.00% 0	4.82% 4	83
Members of my household have access to a vehicle whenever they need it.	63.75% 51	17.50% 14	6.25% 5	0.00% 0	0.00% 0	1.25% 1	3.75% 3	0.00% 0	0.00% 0	7.50% 6	80
Owning and operating our vehicle(s) is a financial burden to my household.	11.11% 9	7.41% 6	8.64% 7	12.35% 10	11.11% 9	9.88% 8	7.41% 6	8.64% 7	7.41% 6	16.05% 13	81
We have enough money set aside to cover a \$500 repair to our vehicle(s).	33.73% 28	9.64% 8	6.02% 5	2.41% 2	2.41% 2	10.84% 9	3.61% 3	6.02% 5	2.41% 2	22.89% 19	83
The temporary loss of a vehicle would cause mobility issues for our household.	31.33% 26	10.84% 9	9.64% 8	3.61% 3	7.23% 6	8.43% 7	4.82% 4	4.82% 4	3.61% 3	15.66% 13	83

Respondents were asked to identify mobility challenges related to work/employment, medical care, shopping/entertainment, or school/education/training. A large majority (74%) of respondents generally disagreed that they (or someone in their household) faced mobility challenges in accessing work/employment. Table 2 provides a detailed breakdown of the level of agreement or disagreement in response to the statement “I, or someone in my household, faces mobility challenges related to....”

Table 2: Mobility Challenges

	Strongly agree (10)	9	8	7	6	5	4	3	2	Strongly disagree (1)	Total
Work/employment	12.35% 10	2.47% 2	0.00% 0	2.47% 2	8.64% 7	2.47% 2	3.70% 3	8.64% 7	14.81% 12	44.44% 36	81
Medical care	9.88% 8	2.47% 2	1.23% 1	1.23% 1	6.17% 5	11.11% 9	3.70% 3	13.58% 11	11.11% 9	39.51% 32	81
Shopping/entertainment	10.00% 8	1.25% 1	2.50% 2	3.75% 3	3.75% 3	7.50% 6	3.75% 3	15.00% 12	11.25% 9	41.25% 33	80
School/education/training	7.41% 6	1.23% 1	2.47% 2	2.47% 2	3.70% 3	4.94% 4	3.70% 3	13.58% 11	12.35% 10	48.15% 39	81

Survey respondents were asked how frequently they traveled between Cody and Powell. Nearly 25 percent indicated that they make that trip 5-6 times a week. This likely indicates that these people commute for work between Cody and Powell. The results of this questions are shown in Figure 5.

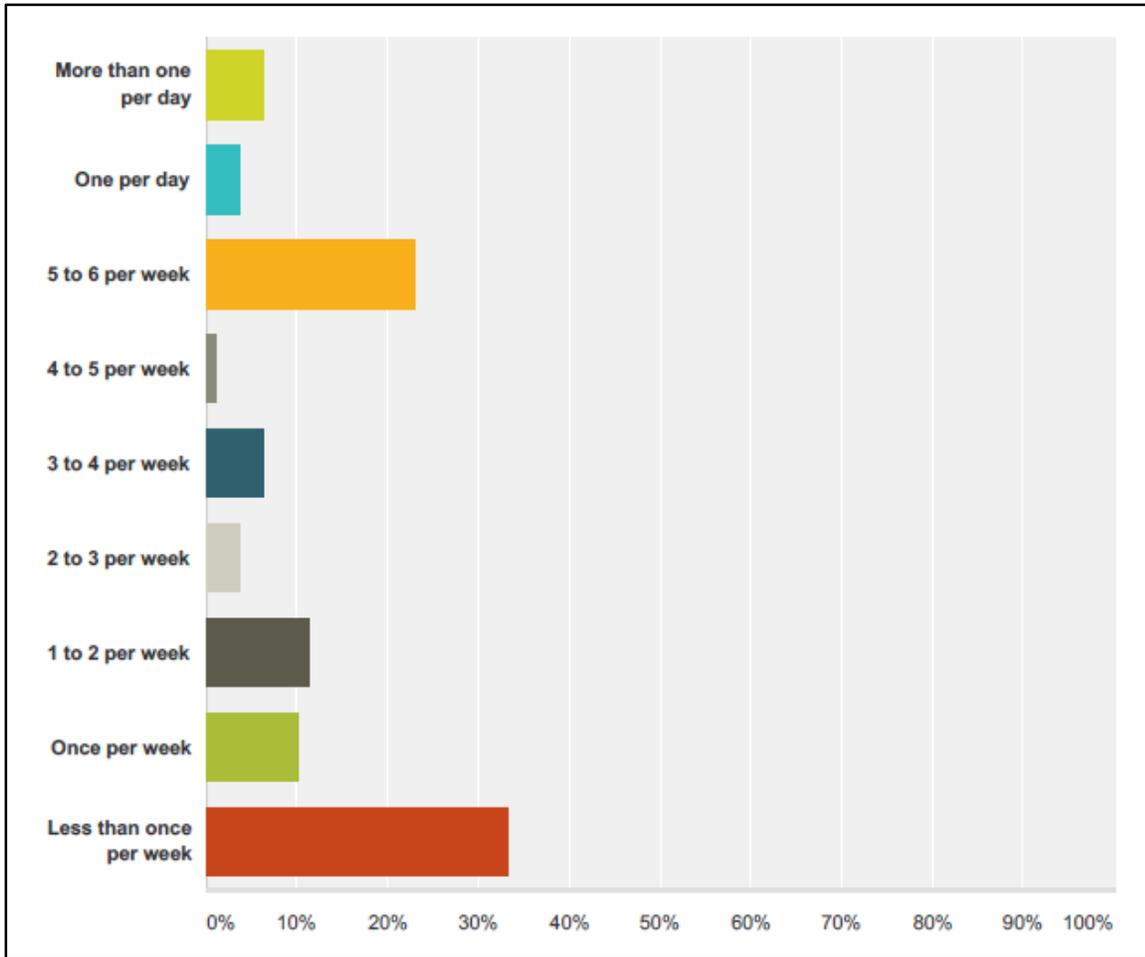


Figure 5: Frequency of Trips between Cody and Powell

In order to help identify what additional transportation options would be useful, respondents were asked to rate the usefulness of a list of potential services. Fixed route transit was the service option that ranked the highest in usefulness to respondents, with 60 percent of respondents generally agreeing that fixed route transit would help the mobility of someone in their household. The results of this question are detailed in Table 3.

Table 3: Usefulness of Various Mode Options

	Extremely useful (10)	9	8	7	6	5	4	3	2	Not at all Useful (1)	Total
Taxi Service	16.00% 12	5.33% 4	4.00% 3	5.33% 4	8.00% 6	10.67% 8	2.67% 2	9.33% 7	9.33% 7	29.33% 22	75
Uber/Lyft	20.00% 15	6.67% 5	9.33% 7	6.67% 5	4.00% 3	9.33% 7	6.67% 5	6.67% 5	5.33% 4	25.33% 19	75
Car Pool	19.48% 15	14.29% 11	12.99% 10	7.79% 6	7.79% 6	9.09% 7	2.60% 2	3.90% 3	3.90% 3	18.18% 14	77
Van Pool	19.48% 15	11.69% 9	10.39% 8	6.49% 5	9.09% 7	9.09% 7	5.19% 4	3.90% 3	3.90% 3	20.78% 16	77
Demand Response Transit	18.06% 13	5.56% 4	4.17% 3	12.50% 9	12.50% 9	5.56% 4	5.56% 4	4.17% 3	5.56% 4	26.39% 19	72
Fixed Route Transit	26.32% 20	10.53% 8	7.89% 6	13.16% 10	2.63% 2	5.26% 4	2.63% 2	7.89% 6	3.95% 3	19.74% 15	76

4.4. SUMMARY

Input gathered through the public survey, stakeholder interviews, stakeholder meetings, and the mobility survey reveal broad support for expanded transportation options in Park County. The results of the surveys and interviews align well with the general data collected from the various Census Bureau data sources. The public input reveals more detail regarding perceptions of need for public transportation options, and likelihood of individual usage. For an increasing number of residents, the cost of owning a vehicle is a financial burden. Stakeholder interviews revealed population groups that may be in need of increased transportation options. As previously highlighted, a large majority (74%) of respondents to the public survey feel that it is important to provide public transportation options. Interestingly, while most people feel it is important to provide service, many indicated that they were not likely to use it personally. This seemingly contradictory result is not uncommon. Until a transit service is actually in place, many people in rural locations have difficulty understanding how the service could work for them. The broad support for providing public transportation options is viewed as an excellent indication of the potential for increasing ridership as individuals come to understand the convenience and benefits of public transportation.

5. MOBILITY AND EXAMPLES

Mobility, defined as the ability to move from one place to another, is critical to residents of Park County to access: work or school, medical care, shopping, or social and recreational events. The following sections outline different examples of mobility challenges faced by residents of Park County.

As was highlighted previously, most people in Park County own a car, and for many their car provides for their mobility needs. However, 49 percent (40 out of 81) respondents to the Mobility Survey generally indicated that vehicle ownership was a financial burden to their household. The American Automobile Association (AAA) estimated that in 2015 the average cost to own and operate a car was \$8,698. Providing increased mobility options to residents of Park County has the potential to increase discretionary spending by reducing the cost of commuting.

By increasing transportation options in Park County some individuals and families could reduce the amount of money spent on fuel and maintenance by using other commuting options even a couple days a week. The roundtrip distance between Powell and Cody is about 50 miles. Therefore, commuting 250 working days per year between these communities would add 12,500 miles to a vehicle. Based on the numbers in Figure 6, the commuting costs would be approximately \$8,362.50. Reducing these commuting costs increases the budget available for other critical needs, or for increased discretionary spending. Not only would those normally commuting using their own car save money, but other individuals, those with limited mobility, would have improved access to: employment, medical care, mental health care, or school/training. By improving overall mobility, Park County can improve economic development through people having more access to work (jobs) and more people having access to businesses.

AAA Average Costs Per Mile

miles per year	10,000	15,000	20,000
small sedan	58.2 cents	44.9 cents	38.0 cents
medium sedan	75.9 cents	58.1 cents	49.0 cents
large sedan	93.3 cents	71.0 cents	59.5 cents
composite average*	75.8 cents	58.0 cents	48.8 cents

Figure 6: Vehicle Ownership Costs (per mile basis)

5.1. ACCESS TO VEHICLES

Through the public input process it became clear that there is a portion of the population in Park County that has no, or limited access to a private vehicle. This population includes many seniors and youth, people with disabilities, families, and students at Northwest College.

As detailed previously the senior centers in Cody, Powell, and Meeteetse, as well as Heartland Assisted Living, all provide transportation for seniors and people with disabilities. During the stakeholder meeting at the Powell Senior Center, a number of seniors indicated that while they greatly appreciated the service and were able to accomplish most things, the limited time of the service meant that they often missed opportunities for social or recreational activities, such the Farmer’s Market in Cody. Additionally, while the Powell Senior Center did provide one trip per month to Cody, several indicated a need to travel to Cody more frequently, or to Billings for

medical care. The current service provided by the senior transportation options does not meet these needs, and the seniors are often reliant on friends or family for transportation to these appointments.

Several Northwest College students, including two students that are married with two children, reported not having access to a vehicle. These students were reliant on friends or searching for a ride to travel beyond Powell. The students indicated a desire for transportation options that would provide mobility to Cody for employment, education, and recreation opportunities that were not available to them in Powell.

During one stakeholder meeting, a story was shared of a person that lost a job due to lack of reliable transportation options. Providing transportation options would allow these families to find employment, benefitting their family and the economy of Park County.

5.2. FINANCIALLY BURDENED BY VEHICLE OWNERSHIP

As previously noted, ownership costs related to vehicles are significant. As highlighted in Figure 7, transportation is the second largest expense (budget category) for most households, with housing being the largest expense.

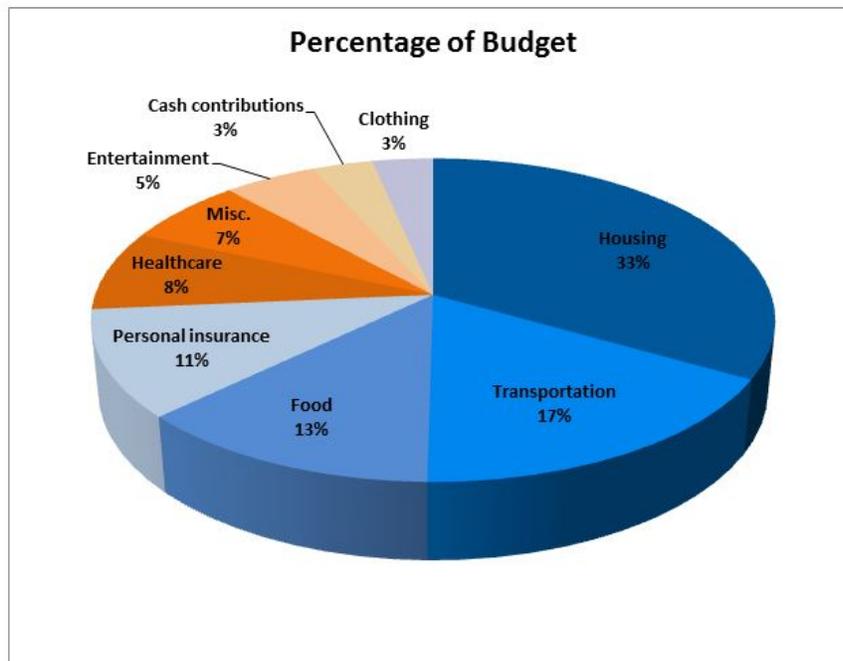


Figure 7: Consumer Spending by Category

Source: Bureau of Labor Statistics, 2014

For many, transportation costs may be a much higher percentage of the budget. In locations such as Park County, some residents find themselves moving to a location distant from work to be able to afford a house (or housing). This decision can create a situation where transportation costs exceed the housing costs, creating even more financial difficulty. Providing public transportation can help to reduce these transportation costs and create opportunity for families to buy homes and invest in Park County.

One theme that emerged from the public input was the idea that a growing number of residents feel as though they are one vehicle expense away from losing their mobility and possibly not being able to keep their current job. Nearly 23percent of respondents to the Mobility Survey strongly disagreed with the statement “We have enough money set aside to cover a \$500 repair to our vehicle.” For 52 (63%) respondents, the temporary loss of a vehicle would cause mobility issues for their family. Providing transit or additional transportation options could relieve these concerns for families and enable them to feel confident in their ability to remain employed.

5.3. SUMMARY

As discussed in this chapter, the cost of owning and operating a car is significant. Further, using the data from AAA, someone driving between Cody and Powell on a daily basis for work is spending approximately \$8,362.50 on their commute. Not only would additional mobility options save commuters money, but those who indicated mobility issues would also benefit from new modal options. Those without the ability to own and operate a vehicle would have increased access to jobs and businesses, and employers could employ people who have limited mobility options.

Despite the noted mobility challenges, many respondents to the surveys and stakeholders who were interviewed, indicated no, or very limited mobility challenges. Those who have their own vehicle but chose other mobility options are referred to as “choice riders.” While indicating on the surveys and through conversations that they are unlikely to use public transportation, experience from other rural settings with similar public input has revealed that given options, many of these people will chose other forms of transportation, for convenience or for cost savings. Providing transportation options to these choice riders has a number of benefits to employers and to the broader community. These benefits are introduced in the next section, Modal Options.

6. MODAL OPTIONS

While this study began with a focus on evaluating public transportation (transit) feasibility, the desire to evaluate other transportation (modal) options was indicated. This chapter provides information on a broad range of transportation services that could play a role in eliminating mobility challenges for residents, while providing economic development opportunities in Park County.

6.1. TAXI

Taxi services are an on demand or as needed transportation service delivered by private providers. Taxi service is fare based, with the fare commonly based on the trip distance with a base minimum fare. Taxi service is generally available 24 hours a day. Cody Town Taxi is the provider in the Cody and Powell area. Based on a phone call with Cody Town Taxi, the estimated fare for a one way trip between Cody and Powell for two people is \$60. Given this cost, using a taxi service for community purposes is not likely. However, taxi services are an important part of the transportation system, providing on demand service to almost any location on short notice. Further, taxi service can be utilized as a guaranteed ride home program (see Supporting Programs) in conjunction with transit, carpools, or vanpools.

6.2. TRANSPORTATION NETWORK COMPANIES

Transportation Network Companies (TNCs) are a growing option in many urban areas. These services resemble taxi services, but the primary difference is that the provider (TNC) does not own a fleet of vehicles. The provider contracts with individuals that use their own vehicle. The most recognized providers are currently Uber and Lyft. While these providers do not currently have service in Park County, there is no statutory barrier to them entering the market. These companies would simply need to register with the Secretary of State in Wyoming. It is estimated that the cost for one-way trip between Cody & Powell would be approximately \$20. Like a taxi, these services are not considered public transportation, nor given the cost are they likely viable commute options. However, the introduction of services such as Uber and Lyft could provide opportunity for individuals that are already driving between Cody and Powell to offset some of their commute costs by becoming a driver for one of these services. Further, these services could also be used as part of a guaranteed ride home program.

Lyft (www.lyft.com)

“Need a ride? Take Lyft for a welcoming, affordable, and memorable ride. Request a ride in the Lyft app, and get picked up by a reliable community driver in minutes.”

Uber (www.uber.com)

“Uber is evolving the way the world moves. By seamlessly connecting riders to drivers through our apps, we make cities more accessible, opening up more possibilities for riders and more business for drivers. From our founding in 2009 to our launches in hundreds of cities today, Uber's rapidly expanding global presence continues to bring people and their cities closer.”

6.3. RIDE MATCHING

Ride matching connects people looking for a ride with people who can provide that ride. This can be used for frequent rides (such as commutes between home and a job), or for a one-time event, such as a medical appointment. Traditionally ride matching was accomplished via bulletin boards

or word of mouth. With the growth of internet access and social media, there are now many different options for matching riders with drivers. This change has introduced two types of ride matching. Static ride matching connects a rider and a driver for a given trip. Currently people in Park County use Facebook groups as well as Craigslist when looking for ride options, particularly for longer trips to locations such as Billings, MT. This would be considered static ride matching. Dynamic ride matching would involve a more immediate connection between rider and driver. This type of ride matching utilizes mobile applications to match rider with driver at the time of the desired ride. With ride matching, any cost for the ride is determined at the time of the transaction and is set by agreement between the parties involved.

A promising opportunity exists to increase opportunities for ridesharing, both dynamic and static, through the use of emerging technology. The growth of the share economy is fostering the growth of websites and mobile applications (apps) focused on ride matching. In Park County promotion of a specific website or Facebook page could increase the availability of ride matching opportunities by creating a specific location (website, or other information portal) where people can go to find rides. Increased opportunities for ride matching would benefit individuals in Park County, as it could enable them to more easily find critical rides to jobs, school, or medical appointments. With the existing limited options, Park County residents that rely on others for transportation may miss critical appointments jeopardizing health outcomes. Additionally, expanded ride matching options would benefit employers in Park County by providing improved chances that employees that have car trouble will be more likely to find a ride and not have to miss work.

Listed below are a sample of existing ridesharing/ride matching businesses and apps.

Zimride (www.zimride.com)

“Backed by Enterprise Rent-A-Car, Zimride offers a complementary solution to our existing car sharing, vanpooling, and car rental services as part of our total transportation solution for universities, companies and organizations.”

Mountain Rideshare (www.mountainrideshare.com)

Mountain Rideshare is a web-based ride board targeted at connecting skiers and snowboarders with others to share rides to various mountain ski resorts. Mountain Rideshare provides an example of how a website can be utilized to facilitate ride matching. There is no mobile app available. The website is mobile friendly, but not optimized for mobile phone use.

6.4. CAR POOL

Carpooling is a ridesharing option that has been used widely in urban and rural areas. Carpooling is often associated with either a work or recreation trip. Carpools utilize private motor vehicles that usually belong to one of the members of the carpool. A carpool is generally a loose arrangement between people that share an origin and destination for the given trip. To distribute the costs of fuel and vehicle maintenance, carpool members may cost share or take turns driving. Carpooling can provide benefit to individuals by significantly reducing the cost of commuting. Participating in a carpool could save an individual several thousand dollars a year. Employers benefit from carpool, as employees that carpool will have additional time for collaboration during the commute time. In addition, employers may be able to save money based on reduced demand for parking.

ErideShare.com is a website that facilitates the development of carpools. In particular, the company has a program specifically supporting employer based carpools. The website lists the following features and benefits.

Features

- Dedicated company / group URL, branded with your company's logo.
- Basic four-step operation: register, place a listing, search for matches, contact the matches.
- Tools for updating listing(s) and registration information such as email address.
- Password-protected listings; employees can optionally include their listings in public carpool searches.
- Optional requirement of organizational email address.
- Easy employee carpool reporting functionality to support incentive programs and corporate environmental benchmarking.
- Mileage, fuel, and emissions reduction calculations.
- Control panel reports: carpooling benchmarks for individual employees and corporate-wide performance statistics.
- Phone and email support by eRideShare.com.

Benefits

- Improve employee morale and retention, reduce commuting stress.
- Promote employee networking.
- Reduce expenses to employees, including fuel and vehicle depreciation.
- Reduce carbon / pollution footprint, corporate fuel consumption footprint.
- Reduce parking requirements and rush hour traffic.

<https://www.erideshare.com/corp.htm>

6.5. VAN POOL

Vanpools are a formal arrangement used for work related commutes. Vanpools would be a good option to start a service that focuses on the commuter population. Vanpools generally operate to serve specific clusters of commuters that have similar origins, destinations, and schedules. Generally, the capital investment of the van is covered by an employer or through a grant. Monthly fees paid by each participant of the vanpool program cover operational expenses such as insurance, maintenance, fuel, and other necessary expenses. These fees would likely range from \$90 to \$150 per month for vans operating between Cody and Powell.

Vanpools are membership arrangements, and are therefore not considered public transportation. Vanpool schedules are set by the members of the vanpool. Local employers such as Cody Laboratories and West Park Hospital that have shift workers could benefit from the establishment of vanpools. Vanpools could also serve the need of hospitality workers who may have hours that do not conform to a 9 am to 5 pm schedule. Vanpools significantly reduce monthly commuting costs for individuals, and using a vanpool could be comparable to a raise of several thousands of dollars per year. Employer benefits include: improved employee attendance and timeliness; added opportunity for employee collaboration; and potential increased productivity from elimination of the social time often associated with morning arrival at the office. To set up a vanpool program, vans could be purchased through the Wyoming Department of Transportation (WYDOT), and local match of 10 to 20 percent would be required for this capital expense. Vans could also be purchased by each employer, by a group of employers, or by a Transportation Management Association (TMA). Further discussion of funding options can be found in Appendix E.

6.6. VOLUNTEER DRIVER PROGRAMS

A large portion of the expense of public transportation is the cost of paying the drivers. Volunteer driver programs can help mitigate these costs by using volunteers. In addition to using volunteer drivers to drive the vehicles owned by an agency or organization, many volunteer driver programs have the drivers use their own vehicle. Volunteer driver programs can be effective for providing a safety net service to riders who have very limited transportation options. Most often they are focused on providing non-emergency medical transportation (NEMT) for seniors and persons with a disability. Some programs will take riders to run errands such as stops at the pharmacy or grocery store in combination with a medical trip. It is easiest to recruit volunteers for NEMT services because the need is so great and so obvious. Because of the great need and the targeted nature of this type of service, it may also be relatively easy to secure funding for this service option.

Most importantly, the program's success will depend greatly on the personality and competence of the people who are hired to run it. A volunteer coordinator must have great skill at recruiting volunteers and providing a positive experience that retains those volunteers. Volunteer drivers can be a good way to explore expanded service hours or additional days while minimizing the costs of a trial period.

More information on volunteer driver programs can be found at the National Volunteer Transportation Center

(<http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=3767&z=132>)

6.7. DEMAND RESPONSE

Demand response transit service is generally provided for seniors and people with disabilities, although it can be open to the general public. These services are typically used only by those who have no other transportation choices. Demand response service is accessed by calling the day before a ride is needed to schedule the ride. While the cost per ride can be two to three times as much as a fixed route ride, demand response works well in rural/frontier areas with low population densities where fixed route transit is likely to see low usage.

Cody Council on Aging, the Powell Senior Center, and Heartland Assisted Living all provide demand response transportation for seniors and people with disabilities in Cody and Powell. As noted previously in the Community Characteristic section, these existing service providers do not offer service more than 10 miles outside of the community (except for the monthly trip from Powell to Cody). Heartland Assisted Living's transportation services are part of the services included for their residents and the costs of the service is included in the rent paid by residents. While these services provide some rides to others (the general public), it is possible that these demand response services could be marketed much more to the general public. The services would still operate on a demand response basis, meaning that rides would have to be scheduled. An additional change could be added to incorporate scheduled trips between Cody and Powell. The agencies could work together to schedule the "intercity services" in such a way that it would best serve the needs of their primary service population, which is seniors. Assuming the use of existing vehicles, there would be little or no startup costs for this option. The Wyoming Department of Transportation (WYDOT) could likely use some of its FTA Section 5311 funds to help fund these additional services. However, even with these additional funds, a local match of approximately 43 percent of the operational costs would still be required.

Providing increased demand response service and further promotion of the existing services to the general public would be a great first step of increasing mobility options, and would greatly benefit Park County residents that do not have other transportation choices. Increasing the range of the service could increase the ability of Powell residents to access medical or mental health care currently available to them only in Cody. Meeteetse will have an increased need to access medical providers, as it is understood that Meeteetse recently lost their sole medical provider. Medical providers like West Park Hospital, Powell Valley Healthcare, and Heritage Health Center would benefit from increased demand response service, as it has the potential to reduce the number of people that do not show up for appointments due to lack of mobility options.

6.8. FIXED ROUTE

The most recognized form of public transportation is a fixed route service, a bus that runs on a fixed schedule with set stops. Fixed route transit is viewed as the truest form of public transportation, and is the transit option most likely to be used by choice riders. Timing, frequency, and reliability are critical to the usefulness of a fixed route system.

The key to fixed route service is providing service that addresses a well-defined and broad based need, such as commuting to work. The bus schedule would be developed to provide for the mobility needs of commuters, but should also work for others who need rides between communities in Park County, or the communities of Cody and Powell. The data from the American Community Survey indicated that many commuters residing in Powell leave for work in the time period between 7:00 and 8:00 am. A very basic fixed route system in Park County could simply provide one run between the two communities in the 7:00 am to 8:00 am hour. A single vehicle could leave from one community (Powell) delivering commuters to the other community (Cody), while picking up commuters in that community (Cody) and returning with them to the other community (Powell). The vehicle would then reverse this service one time in the evening. In some ways this service replicates a vanpool, but with the addition of several stops in each community, and the added benefit of being open to anyone.

A single trip in the morning and evening often does not serve anyone particularly well, and the ridership will generally be limited to those who have very limited options. This type of service would not likely appeal to people who have medical appointments that do not require them to be there all day, and may require commuters to wait at each end depending on when their workday starts. Adding additional trips in the morning and evening and a trip at midday significantly broadens the convenience of the service. If the routes were such that they provided some circulation in each community at the end of the trip, the service would potentially also add value for residents or visitors that are not traveling between the communities but simply looking to get around town.

Fixed route service provides a broad list of benefits to many in the community beyond the riders. A fixed route public transit system has the potential of reducing the costs for the existing on-demand service providers as the fixed route may serve many of the origins and destinations that the on demand riders need. Availability of fixed route transit offers the same benefits from reduced commuting costs that were discussed in the Vanpool section. For businesses, improving mobility will improve access to their business for customers and can potentially open up an increased workforce that will now have access to reliable and affordable transportation.

6.9. SUPPORTING PROGRAMS

A key aspect to the adoption of many of these transportation alternatives are programs that provide increased flexibility. These programs are particularly key to encouraging choice riders.

Car share

Car share is a growing option in more urban areas. Companies such as Zipcar (www.zipcar.com) or Car2Go (www.car2go.com) provide users with access to cars when they are needed. These types of programs enable people that choose to ride a bus or participate in a vanpool with the flexibility to run errands or take care of family emergencies. Potential programs for Park County might include a more loose arrangement between individuals or cars being made available to employees of the larger employers.

Guaranteed ride home

A guaranteed ride home program often utilizes a local taxi service to ensure that employees that choose to ride the bus or join a vanpool can get home if an emergency arises such as a sick child or other family member. The security of knowing that they will have a ride if they need one can be key to encouraging people to utilize alternative modes of transportation.

Park and Ride Lots

Given the rural nature of Park County, the use of Park and Ride lots is a potential solution to provide access to modes such as a van pool program. In this scenario, people from outlying areas would drive or get a ride to a lot, where they could then transfer to a carpool, van pool or transit service. This is not a service per se, but allows for the “consolidation of people” at a specific location who then use various mobility options to get from the Park and Ride lot to where they want to go.

Seasonal options

It was noted that due to tourism and the tourist season, there is potentially a significant difference in the need for some modal options during the year. Many of the options presented here can be scaled up or down to meet the seasonal workforce fluctuations. An excellent example of this is Skyline system serving Big Sky and Bozeman, MT (www.skylinebus.com).

6.10. SUMMARY

The range of transportation services presented in this section provides a varying array of benefits and usefulness, while increasing mobility options within Park County. The optimal solution for improved mobility is likely a combination of many of these options. The overall benefit to economic development comes from the increased ability of more customers to reach businesses, and from employees having affordable transportation options that enable them to enter or remain in the workforce.

7. CONCLUSIONS & RECOMMENDATIONS

The conclusions and recommendations herein are based on the necessity and feasibility of a potential transit system, as well as the potential of other modes to increase mobility in Park County. Necessity was defined as the basis that something is essential, a basic requirement, or a circumstance that creates a need or an obligation. The data indicated that transit is not a necessity at this time in Park County. However, a potential transit system could be feasible, without being necessary. In working on this plan, “feasibility” (for a transit system) was defined as, being desirable by citizens, employees and others who may ride such a system; having a stable source of funding for operations and capital; and identifying a means for the on-going administration, operations and maintenance of a transit system.

7.1. CONCLUSIONS

The data herein indicated a general desirability for transit, but other issues such as the mechanisms for administering, operating and maintaining a potential transit system still need to be finalized before a system would be feasible. Further, as noted within this document, no organization at this time has stepped forward to lead the implementation of a transit system. However, stakeholders indicated that funds could be made available for a transit service, and this document has noted several potential funding sources. Funding is one key issue that would need to be finalized before a transit system could begin.

There are several options available to Park County for making a decision on how to proceed, given the information herein. These options include ending the process for this plan, or continue to gather data and make informed decisions that may lead to implementation of a transit system in Park County. If a lead organization for the administration and operation and funding resources is identified, the information herein does provide a foundation for how a system could be implemented in a phased approach to determine the sustainability of a transit system.

The authors realize the decision of whether or not to implement a transit system within Park County will not necessarily follow an easy or clear path. Stakeholders such as the Powell Economic Partnership Inc., Forward Cody, Inc. and Park County may provide strong support, or support may be limited, based on other priorities that may emerge in the near future. In addition, the funding necessary to begin and sustain the potential transit system may or may not be easy to identify and secure.

While the data herein highlights that a transit system within Park County is clearly not necessary, it is viewed as desirable. This is the typical scenario with rural communities. Once a pilot/demonstration phase of a potential transit system is implemented, the desirability turns into a necessity. While the information herein provides a basis for moving forward, a wider discussion with stakeholders will be critical if Park County decides to continue to explore the possibility of implementing a transit system. Further, as noted herein, there are modal options such as carpools, van pools, and expansion of the existing demand response services that could be implemented rather quickly.

7.2. RECOMMENDATIONS

The following recommendations are made based on all of the data collected, analyzed, and reviewed, including results from the two surveys and stakeholder input.

Short-Range Actions (Year 1):

- Establish a permanent Transportation Advisory Committee (TAC).
 - A permanent TAC will leverage existing momentum and stakeholder engagement to work toward improving mobility for Park County residents.
 - The existing steering committee can form the foundation for the TAC. The membership should be reviewed and adjusted to ensure representation of critical organizations and businesses.
 - The TAC should review and select an appropriate governance structure for transportation efforts in Park County. Governance structures are outlined in Appendix F: Transit Governance & Operations.
 - The Committee should meet once a month to continue ongoing efforts.
- Expand the existing demand response transit system.
 - Work with the existing senior transportation providers to expand the demand response services. Expansion of the existing demand response system will ensure that residents who have no other mobility options will have access to transportation for their critical needs.
 - Expanded service should include weekly trips between Cody and Powell and Meeteetse.
 - Additional consideration should be given to expanding service hours of the demand response services to cover trips within the 8 am to 5 pm timeframe.
 - Promote and advertise the demand response system to the general public. These services are currently available to the general public, but this is not broadly advertised.
 - Explore opportunities to use volunteer drivers in the expansion of services. This will help to mitigate the costs of additional service hours.
 - West Park Hospital, Powell Valley Healthcare, Heritage Health Center, Heartland Assisted Living, and WYDOT should all participate in the conversation to understand funding options.
- Work with major employers to establish vanpool, carpool, and ride matching programs.
 - Establishing ride matching programs, such as car pool and van pool options, is an excellent first step to creating more mobility options, and will provide opportunities for continued dialogue about how to meet the mobility needs of Park County residents.
 - Cody Laboratories, West Park Hospital, Y-Text, and Walmart specifically should be further engaged in conversations about vanpools.
 - The hospitality businesses in Cody should be engaged in the discussion of vanpools to help meet seasonal workforce needs.
 - Identify and implement the appropriate carpool/ride matching technology. This may be a specific Facebook page or group, a webpage or listserv administered

locally, or a pre-existing website or mobile application such as those listed in Modal Options.

Mid-Range Actions (Years 2-3)

- Review and evaluate TAC membership and effectiveness.
- Evaluate expanded demand response service.
- Evaluate van pool, car pool, and ride matching efforts.
- Identify new employers that should be engaged.
- Quantify unmet transit needs by using a variety of survey techniques and conducting a series of public forums regarding mobility challenges and transportation needs.

Long-Range Actions (Years 4-5)

- Prepare a transit development plan.
- Identify potential sources of local match for a fixed route service.
- Establish fixed route transit service to meet commuter needs between Cody and Powell and circulation needs in Cody.

In summary, this report should not be viewed as the end of the process, but rather the beginning of a process that may lead to the implementation of mobility options in Park County. There will be factors and issues that may occur when implementing a transit service that have not been anticipated by this plan, or by anyone involved in the process. Once any service has been planned and implemented, it is important to monitor the service and modify as necessary. In general, transit service (routing, timing, etc.) is only changed on an annual basis. However, if a critical error is detected, it is appropriate to make the necessary changes, and inform the public of the changes. While no transit system is perfect, the best transit systems strive for perfection.

I have been impressed with the urgency of doing.

Knowing is not enough; we must apply.

Being willing is not enough; we must do.

-Leonardo Da Vinci

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9. APPENDIX A: DEMOGRAPHIC INFORMATION

The tables contained in this appendix present the demographic data used in identifying background characteristics for Park County that help to understand the possible need for and potential ridership of a public transportation system. The source for each data set is noted with the data.

Table 4: Estimated Population of Park County

Subject	Park County	Cody	Frannie	Meeteetse	Powell
Total Population	28,735	9,687	153	286	6,365
Age (Percentage)					
Under 5 Years	5.7	6.0	5.9	3.8	7.8
5 To 9 Years	6.2	6.2	3.3	7.0	8.0
10 To 14 Years	5.4	6.8	26.1	3.8	3.7
15 To 19 Years	6.2	6.0	1.3	3.5	8.6
20 To 54 Years	42.1	43.9	30.8	33.0	47.5
55 To 64 Years	16.1	13.5	14.4	24.1	8.0
65 Years And Over	18.3	17.5	18.3	24.4	16.5

Source: ACS, 2015

Table 5: Housing Facts

Housing Attributes	Park County	Wyoming
Housing units, 2014	13,913	268,222
Homeownership rate, 2009-2013	72.10%	70.10%
Housing units in multi-unit structures, percent, 2009-2013	11.20%	16.00%
Median value of owner-occupied housing units, 2009-2013	\$212,100	\$185,900
Number of Households, 2009-2013	11,801	222,846
Persons per household, 2009-2013	2.35	2.5
Persons below poverty level, percent, 2009-2013	8.20%	11.50%

Source: USA Quick Facts, 2015

Table 6: Housing Units, Household Size and Vehicle Ownership (2014 Estimate)

No. of Vehicles	Park County	Cody	Frannie	Meeteetse	Powell
	Estimate	Estimate	Estimate	Estimate	Estimate
Total Housing Units:	11,751	3,905	63	151	2,499
No vehicle available	298	75	2	6	105
1 vehicle available	2,997	1,144	17	64	831
2 vehicles available	4,366	1,497	30	49	986
3 vehicles available	2,667	686	11	23	434
4 or more vehicles available	1,423	503	3	9	143
1-person household:	3,391	1,052	15	70	864
No vehicle available	243	75	2	6	51
1 vehicle available	2,067	736	4	53	632
2 vehicles available	779	142	9	6	150
3 vehicles available	214	63	0	4	31
4 or more vehicles available	88	36	0	1	0

No. of Vehicles	Park County	Cody	Frannie	Meeteetse	Powell
	Estimate	Estimate	Estimate	Estimate	Estimate
2-person household:	5,004	1,678	30	63	795
No vehicle available	55	0	0	0	54
1 vehicle available	671	275	5	8	137
2 vehicles available	2,349	870	15	41	380
3 vehicles available	1,268	322	10	12	177
4 or more vehicles available	661	211	0	2	47
3-person household:	1,532	468	10	2	509
No vehicle available	0	0	0	0	0
1 vehicle available	111	47	8	0	52
2 vehicles available	458	186	2	2	214
3 vehicles available	771	175	0	0	216
4 or more vehicles available	192	60	0	0	27
4-or-more-person household:	1,824	707	8	16	331
No vehicle available	0	0	0	0	0
1 vehicle available	148	86	0	3	10
2 vehicles available	780	299	4	0	242
3 vehicles available	414	126	1	7	10
4 or more vehicles available	482	196	3	6	69

Source: ACS, 2015

Table 7: Estimated Employment Status and Employment by Industry in Park County

Subject	Park County	
	Estimate	Percent
EMPLOYMENT STATUS		
Population 16 years and over	23,197	23,197
In labor force	15,609	67.3%
Civilian labor force	15,609	67.3%
Employed	15,014	64.7%
Unemployed	595	2.6%
INDUSTRY		
Civilian employed population 16 years and over	15,014	15,014
Agriculture, forestry, fishing and hunting, and mining	1,909	12.7%
Construction	1,100	7.3%
Manufacturing	548	3.6%
Wholesale trade	274	1.8%
Retail trade	1,983	13.2%
Transportation and warehousing, and utilities	723	4.8%
Information	287	1.9%
Finance and insurance, and real estate and rental and leasing	675	4.5%
Professional, scientific, and management, and administrative and waste management services	831	5.5%
Educational services, and health care and social assistance	3,262	21.7%
Arts, entertainment, and recreation, and accommodation and food services	1,951	13.0%
Other services, except public administration	699	4.7%
Public administration	772	5.1%

Source: ACS, 2015

Table 8: Employment and Industry Estimate

Subject	Park County		Cody		Frannie		Meeteetse		Powell	
	Estimate	Percent	Estimate	Percent	Estimate	Percent	Estimate	Percent	Estimate	Percent
EMPLOYMENT STATUS										
Population 16 years and over	23,197	23,197	7,893	7,893	109	109	300	300	4,884	4,884
In labor force	15,609	67.3%	5,623	71.2%	62	56.9%	186	62.0%	3,183	65.2%
Civilian labor force	15,609	67.3%	5,623	71.2%	62	56.9%	186	62.0%	3,183	65.2%
Employed	15,014	64.7%	5,423	68.7%	62	56.9%	166	55.3%	3,094	63.3%
Unemployed	595	2.6%	200	2.5%	0	0.0%	20	6.7%	89	1.8%
INDUSTRY										
Civilian employed population 16 years and over	15,014	15,014	5,423	5,423	62	62	166	166	3,094	3,094
Agriculture, forestry, fishing and hunting, and mining	1,909	12.7%	369	6.8%	4	6.5%	16	9.6%	311	10.1%
Construction	1,100	7.3%	378	7.0%	10	16.1%	19	11.4%	232	7.5%
Manufacturing	548	3.6%	374	6.9%	7	11.3%	10	6.0%	4	0.1%
Wholesale trade	274	1.8%	135	2.5%	0	0.0%	0	0.0%	64	2.1%
Retail trade	1,983	13.2%	845	15.6%	7	11.3%	12	7.2%	425	13.7%
Transportation and warehousing, and utilities	723	4.8%	209	3.9%	7	11.3%	4	2.4%	156	5.0%
Information	287	1.9%	188	3.5%	0	0.0%	0	0.0%	57	1.8%

Subject	Park County		Cody		Frannie		Meeteetse		Powell	
	Estimate	Percent	Estimate	Percent	Estimate	Percent	Estimate	Percent	Estimate	Percent
Finance and insurance, and real estate and rental and leasing	675	4.5%	273	5.0%	0	0.0%	12	7.2%	189	6.1%
Professional, scientific, and management, and administrative and waste management services	831	5.5%	188	3.5%	0	0.0%	13	7.8%	210	6.8%
Educational services, and health care and social assistance	3,262	21.7%	1,173	21.6%	12	19.4%	42	25.3%	838	27.1%
Arts, entertainment, and recreation, and accommodation and food services	1,951	13.0%	852	15.7%	3	4.8%	31	18.7%	337	10.9%
Other services, except public administration	699	4.7%	218	4.0%	2	3.2%	0	0.0%	197	6.4%
Public administration	772	5.1%	221	4.1%	10	16.1%	7	4.2%	74	2.4%

Source: ACS, 2015

Table 9: Income Status and Industry Estimate

Subject			Park County		Cody		Frannie		Meeteetse		Powell	
			Estimate	Percent	Estimate	Percent	Estimate	Percent	Estimate	Percent	Estimate	Percent
INCOME AND BENEFITS (IN 2013 INFLATION- ADJUSTED DOLLARS)												
Total households			11,801	11,801	4,147	4,147	71	71	171	171	2,487	2,487
Less than \$10,000			529	4.5%	178	4.3%	11	15.5%	12	7.0%	205	8.2%
\$10,000 to \$14,999			435	3.7%	157	3.8%	12	16.9%	19	11.1%	160	6.4%
\$15,000 to \$24,999			1,227	10.4%	441	10.6%	5	7.0%	19	11.1%	321	12.9%
\$25,000 to \$34,999			1,356	11.5%	612	14.8%	5	7.0%	23	13.5%	146	5.9%
\$35,000 to \$49,999			2,013	17.1%	762	18.4%	14	19.7%	22	12.9%	472	19.0%
\$50,000 to \$74,999			2,316	19.6%	801	19.3%	18	25.4%	46	26.9%	437	17.6%
\$75,000 to \$99,999			1,877	15.9%	592	14.3%	5	7.0%	17	9.9%	329	13.2%
\$100,000 to \$149,999			1,511	12.8%	424	10.2%	0	0.0%	6	3.5%	372	15.0%
\$150,000 to \$199,999			317	2.7%	80	1.9%	1	1.4%	0	0.0%	20	0.8%
\$200,000 or more			220	1.9%	100	2.4%	0	0.0%	7	4.1%	25	1.0%
Median household income (dollars)			53,951	(X)	48,125	(X)	35,781	(X)	37,232	(X)	45,245	(X)
Mean household income (dollars)			65,352	(X)	60,516	(X)	37,255	(X)	50,786	(X)	63,385	(X)
Per capita income (dollars)			27,824	(X)	26,537	(X)	15,335	(X)	22,159	(X)	26,310	(X)

Source: ACS, 2015

Table 10: Labor Force and Modes of Travel

Subject	Park County				Cody				Frannie			Meeteetse				Powell			
	Total	Drove Alone	Carpooled	Other Means	Total	Drove Alone	Carpooled	Other Means	Total	Drove Alone	Other Means	Total	Drove Alone	Carpooled	Other Means	Total	Drove Alone	Carpooled	Other Means
Workers 16 years and over	15,015	11,365	1,725	1925	5,487	4,303	817	367	60	42	18	150	107	9	34	3,207	2,519	307	381
Percentage		76%	11%	13%		78%	15%	7%		70%	30%		71%	6%	23%		78.5%	9.6%	11.9%
AGE																			
16 to 19 years	766	534	116	116	296	189	111	0	0	0	0	8	3	0	5	234	136	4	94
20 to 24 years	1381	1125	136	120	466	361	89	16	4	4	0	1	0	1	0	487	413	22	52
25 to 44 years	5300	3921	940	439	2283	1786	396	101	21	15	6	43	36	1	6	1401	1139	194	69
45 to 54 years	3498	2716	226	556	1021	805	125	91	8	8	0	36	25	4	7	609	499	24	87
55 to 59 years	1787	1352	181	253	543	430	17	96	8	8	0	22	21	0	1	221	139	51	32
60 years and over	2282	1716	128	439	872	736	79	57	19	7	12	40	22	3	15	250	196	12	42
Potential Riders				675				73			12				20				188

Source: ACS, 2015

Table 11: Employment by Age, Poverty Status, and Disability

Subject	Park County				Cody				Frannie				Meetetse				Powell			
	Total	In labor force	Employed	Unemployment	Total	In labor force	Employed	Unemployment	Total	In labor force	Employed	Unemployment	Total	In labor force	Employed	Unemployment	Total	In labor force	Employed	Unemployment
Population 16 years and over	23,453	15,807	15,268	774	7,790	5,663	5,515	203	99	65	63	2	242	160	150	15	5,048	3,311	3,231	126
Below poverty level	1,233	817	727	137	543	378	326	75	11	6	6	0	15	0	0		411	314	282	42
With any disability	1,467	841	789	91	459	297	297	0	7	3	3	0	35	18	11	14	270	137	137	0

Source: ACS, 2015

Table 12: Time Leaving Home to Go to Work, Travel Mode, and Travel Time

	Park County			Cody			Frannie		Meeteetse			Powell		
	Total	Drove Alone	Carpooled	Total	Drove Alone	Carpooled	Total	Drove Alone	Total	Drove Alone	Carpooled	Total	Drove Alone	Carpooled
Workers 16 years and over, who did not work at home	14,069	11,365	1,725	5,375	4,303	817	58	42	142	107	9	3,016	2,519	307
TIME LEAVING HOME TO GO TO WORK														
12:00 a.m. to 4:59 a.m.	3.9%	3.5%	5.2%	3.9%	3.8%	0.0%	17.2%	23.8%	0.0%	0.0%	0.0%	4.5%	3.6%	14.3%
5:00 a.m. to 5:29 a.m.	2.9%	2.6%	2.7%	1.4%	1.2%	0.0%	0.0%	0.0%	3.5%	4.7%	0.0%	4.9%	5.1%	0.0%
5:30 a.m. to 5:59 a.m.	5.4%	5.2%	9.6%	5.1%	3.3%	16.3%	6.9%	7.1%	9.9%	11.2%	0.0%	5.4%	5.5%	7.5%
6:00 a.m. to 6:29 a.m.	5.7%	5.8%	3.8%	4.6%	5.5%	0.0%	5.2%	7.1%	7.7%	5.6%	55.6%	3.2%	2.6%	9.8%
6:30 a.m. to 6:59 a.m.	10.9%	9.8%	15.4%	8.7%	8.3%	12.7%	6.9%	9.5%	14.8%	15.0%	22.2%	11.5%	8.2%	31.6%
7:00 a.m. to 7:29 a.m.	17.6%	18.2%	17.4%	20.7%	21.2%	17.3%	3.4%	4.8%	24.6%	29.9%	0.0%	10.0%	8.9%	18.9%
7:30 a.m. to 7:59 a.m.	20.4%	20.7%	15.7%	19.1%	21.2%	9.8%	12.1%	14.3%	4.2%	0.0%	0.0%	22.3%	26.3%	0.7%
8:00 a.m. to 8:29 a.m.	9.7%	9.4%	11.2%	9.9%	9.6%	13.0%	6.9%	9.5%	6.3%	3.7%	0.0%	11.1%	10.7%	16.0%
8:30 a.m. to 8:59 a.m.	5.1%	5.7%	2.0%	5.0%	5.5%	4.3%	15.5%	14.3%	4.2%	1.9%	0.0%	7.5%	7.9%	0.0%
9:00 a.m. to 11:59 p.m.	18.5%	19.0%	17.2%	21.7%	20.5%	26.7%	25.9%	9.5%	24.6%	28.0%	22.2%	19.5%	21.1%	1.3%

Source: ACS, 2015

TRAVEL TIME TO WORK	Park County			Cody			Frannie		Meeteetse			Powell		
	Total	Drove Alone	Carpooled	Total	Drove Alone	Carpooled	Total	Drove Alone	Total	Drove Alone	Carpooled	Total	Drove Alone	Carpooled
Workers 16 years and over who did not work at home	14,069	11,365	1,725	5,375	4,303	817	58	42	142	107	9	3,016	2,519	307
Less than 10 minutes	40.8%	39.4%	35.8%	48.2%	49.5%	50.7%	53.4%	47.6%	41.5%	41.1%	0.0%	53.5%	51.8%	48.9%
20 to 24 minutes	7.2%	6.4%	14.3%	4.4%	4.8%	0.0%	5.2%	4.8%	1.4%	0.0%	22.2%	5.9%	4.0%	24.4%
25 to 29 minutes	1.8%	2.1%	0.1%	0.7%	0.8%	0.0%	8.6%	11.9%	0.0%	0.0%	0.0%	5.2%	6.2%	0.3%
30 to 34 minutes	7.5%	8.9%	2.1%	2.7%	3.0%	1.7%	12.1%	16.7%	13.4%	15.9%	22.2%	8.7%	9.9%	4.2%
35 to 44 minutes	2.1%	2.2%	2.1%	0.0%	0.0%	0.0%	0.0%	0.0%	10.6%	6.5%	44.4%	4.1%	4.0%	7.5%
45 to 59 minutes	2.0%	1.8%	3.7%	1.8%	1.7%	1.3%	0.0%	0.0%	14.8%	18.7%	11.1%	1.9%	2.0%	2.6%
60 or more minutes	4.7%	4.8%	6.8%	1.1%	1.4%	0.0%	0.0%	0.0%	11.3%	15.0%	0.0%	5.4%	5.9%	4.9%
Mean travel time to work (min)												21.5	22.6	22.7

Source: ACS, 2015

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10. APPENDIX B: STAKEHOLDER INTERVIEWS

10.1. INITIAL STAKEHOLDER QUESTIONS

1. Had you heard about the Transit Feasibility Study? If so, how did you hear?
2. Do you think that Park County, including Cody, Powell and Meeteetse, needs some form of public transportation?
3. Is it a high, medium or low priority? Please elaborate.
4. How do you think public transportation would be beneficial to Park County (socially, economically, environmentally, etc.)?
5. How would you prioritize public transportation service needs for different segments of the population such as?
 - Workers?
 - College students?
 - Shoppers?
 - Seniors?
 - Youth?
 - Persons with disabilities?
6. What locations should be given priority for service? Job sites? Healthcare facilities? Shopping sites? Educational sites? Identify specific locations.
7. At what times during the day do you think transit service is most needed (a.m. and p.m. peak, midday)?
8. Do you think it would be important to provide service in the evenings? On Saturdays? On Sundays?
9. What type(s) of service would you like to see provided in the area? Examples include:
 - Carpooling/vanpooling?
 - Dial-a-ride van service for those with disabilities?
 - Dial-a-ride service for the general public?
 - Regularly scheduled bus service on specific routes within the area?
 - Express bus service connecting the area with surrounding communities?
10. Given that public transportation rarely pays for itself, would you support some form of public financial assistance? Sales tax? Property tax? Business license fees? Other?
11. Would you use the service? Do you believe the people you know and associate with would use the service?
12. If the answer to question #2 is no:
 - What do you think are the most critical transportation problems facing the area?
 - What is the best way to provide transportation for people who do not or cannot drive?
 - Do you think the area will ever need public transit?
13. Are there other organizations or individuals you think we should talk to about this study?

10.2. FOLLOW UP STAKEHOLDER INTERVIEWS

Talbot Houffe, WYDOT, Transit Program Coordinator

“With respect to the Cody- Powell shuttle, we really don't have any un-obligated funds we could contribute to the endeavor this fiscal year. Prior to this, that was part of the Intercity Bus Service that ran from Cody to Lovell to meet the Black Hills coach going to Casper or Billings. However, perhaps we could take a look at possibly reducing our contributions to Cody & Powell Senior Centers for them to make that same run between those two towns. In any event, it will require us to have some really sharp pencils when it comes time to do some cyphering with the 5311 allocation. I wish I could be more definitive. Please let me know what the dollar amounts you are envisioning for the Cody-Powell shuttle and service days and times, and I'll see if we can't shake something loose. I know the demand is there with the College and medical, maybe we can do something.”

We use the federal fiscal year (Oct 1 - Sept 30) for everything EXCEPT Intercity Bus. ICB is run on the calendar year. So for our 5311 projects, we have just begun FY16, and ICB projects for 2016 will commence on January1, 2016.

The following are raw notes from phone calls with stakeholders.

Powell Valley Healthcare Phone Call Notes

December 21, 2015 11:00 am

Jennifer Tippetts – ED Foundation

Jim Cannon – Marketing director

Jennifer

7am-7pm employees – could work schedule around it (nurses)

8-4:30 employees

Midday – for appointments

Locations: pharmacy – Shopko, Walmart

First stop and last stop: shift changes

Senior van – volunteer service w/ grant, on demand

Assisted living adjacent and others

Funding - \$1500 guaranteed to PEP (one payment made) essentially for study, no long term plan had number of employees using, they could potentially institute an employee benefit that would go toward bus pass

Jim

Comm. Health needs assessment – transportation a need, from Powell to other locations (billings, Cody – for specialty service)

Morning/midday for appts

Comm. HNA- initial discussion was to possibly bring on van/bus and volunteers, not sure how exactly that how would work or be funded, that was for individual rides

Kaci Dillworth – Director of Heartland Assisted Living

December 21, 2015 1:30 pm

Residents are by and large independent

Evenings and weekends for her population (after 4:30)

They provide weekday in town on demand van

Need weekday out of town

Vets have access to van through VA

In general there is a need for transportation for people in wheel chairs (knows of several men in particular that travel in wheelchair all times and all weather)

Their van service is included in basic rent

½ block from hospital and yet need ride

Church (weekends)

Pharmacies

Volunteer activities: long term care center is working on a senior/retired volunteer program

Dentists, eye doctors

Kaci would love updates on study

Northwest College – Dr. Stefani Hicswa, President

January 21, 2016

The interview started with asking for details of the previous NW College shuttle.

Dr. Hicswa indicated that Dave Plewt (?) at the physical plant had some files on the grant for the shuttle. The shuttle was run in 1997-98 and funded with a grant. Once the grant ran out, there was not enough ridership to support spending the money to continue the shuttle.

The college services Meeteetse, Cody, Powell with classes offered in Cody which reduces need to travel to Powell. Some students come to Powell for other offerings.

“rural student habits” most students have their own truck and horse trailer and like to use them.

This meant they were not willing to meet the infrequent schedule the previous shuttle could provide.

The next discussion subject was the vehicles currently owned by NWC.

Dr. Hicswa indicated that these vehicles are used for sports and student activities and would not be available for use in a transit system. She followed up by saying that maybe there could be some availability for their use in the summer but that NWC would have to evaluate the benefit to them in such an arrangement. She also indicated that recently the trustees became aware of a vehicle someone was willing to donate to NWC. In the end they decide not to accept it due to the condition of the vehicle and concerns over the expense of up keep.

Discussion then moved to the needs of students, faculty, and staff. Dr. Hicswa summarized her thoughts as follows:

Students – possibly not used to it plus the “rural student habit”

Faculty – generally the faculty are younger and more attracted to living in Cody due to social opportunities, some are from larger areas where they may be used to the idea of transit, their schedules are not very predictable with meetings, students appointments, and varying class schedules, she currently only knows of two faculty that carpool. They live together and even then do not always carpool.

Staff- might be more attractive to them, more of the 8-5 schedules, not a lot of them are on the lower end of the pay scales.

In discussing potential of NWC’s participation in funding transit, Dr. Hicswa indicated that she would not currently be compelled to contribute but that if a system were started and it was shown useful to NWC community then perhaps it could be brought to the students senate. Her current board does not even want to raise student fees to support the programs they have already.

Park County School District #6 – Steve Janes, Transportation Supervisor

January 26, 2016

The district runs 48 vehicles

They handle most maintenance in house. Particularly routine maintenance such as oil changes etc. They have done some major things like new engines.

Any warranty work is handled by their dealer, InterState in Billings, MT.

They trade in all their used vehicles toward new ones because of 100% state reimbursement for vehicles.

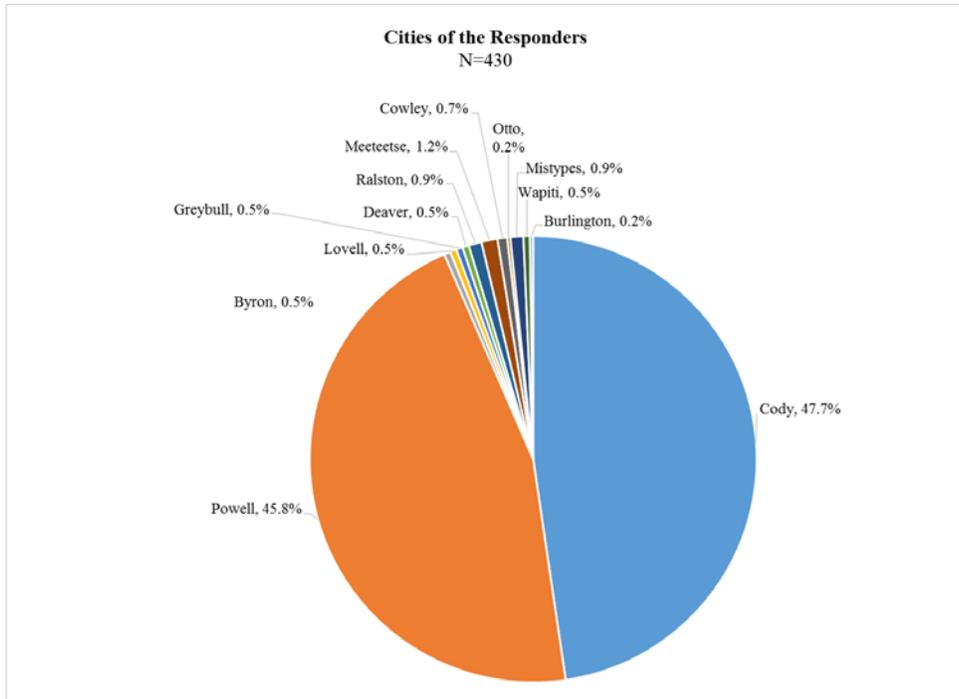
They utilize RTA for maintenance scheduling

Steve previously worked for Schwann's and they had all their vehicles serviced in Powell at Autoworks.

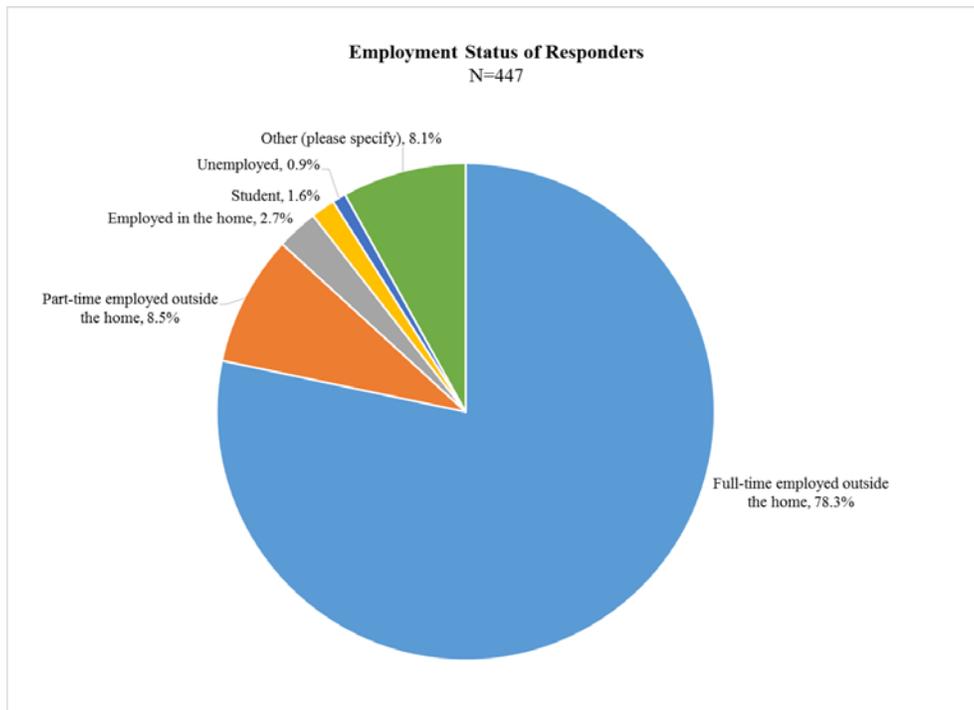
11. APPENDIX C: PUBLIC SURVEY RESULTS

This appendix contains the complete summary of the public survey results including all open response answers.

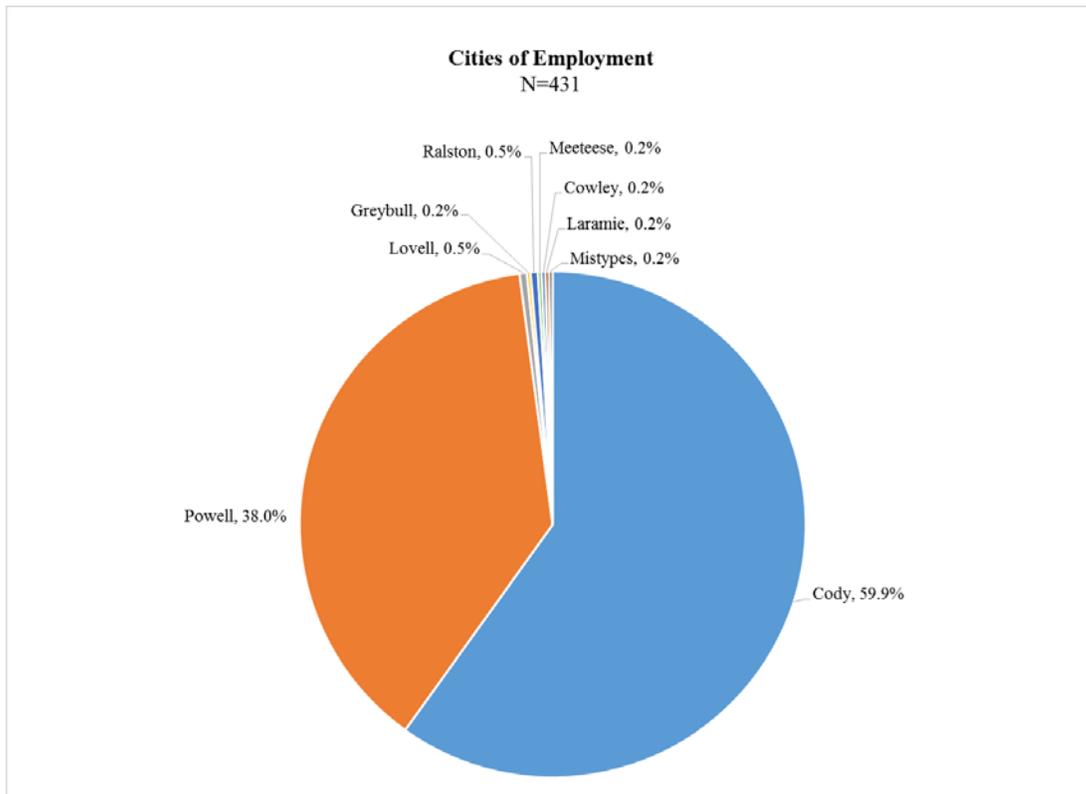
What is the zip code of your current residence?



What is your current employment status?



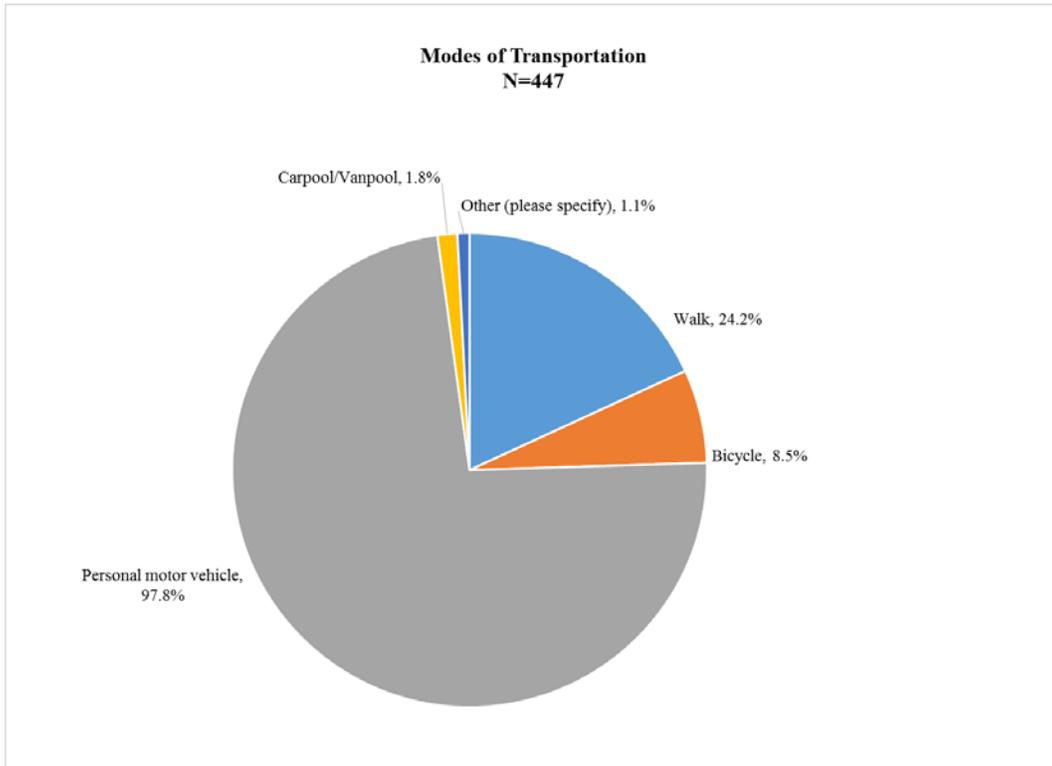
What is the zip code for your employment or school address?



Do you own a vehicle (car, pick-up truck, etc)?

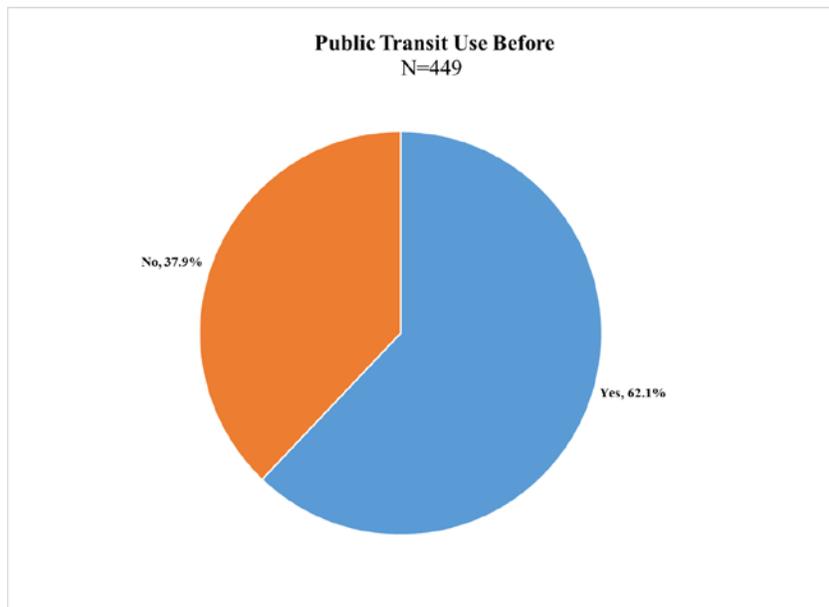
441 out of 444 responses responded 'Yes' to this question. Only three out of 444 answered 'No'.

What form(s) of transportation do you use on a daily basis? (check all that apply)



Note: Other category includes company vehicle, PVHC Wheelchair Van, Work Vehicle, and Truck/Automobile. There may be some overlap in using various modes of transportation.

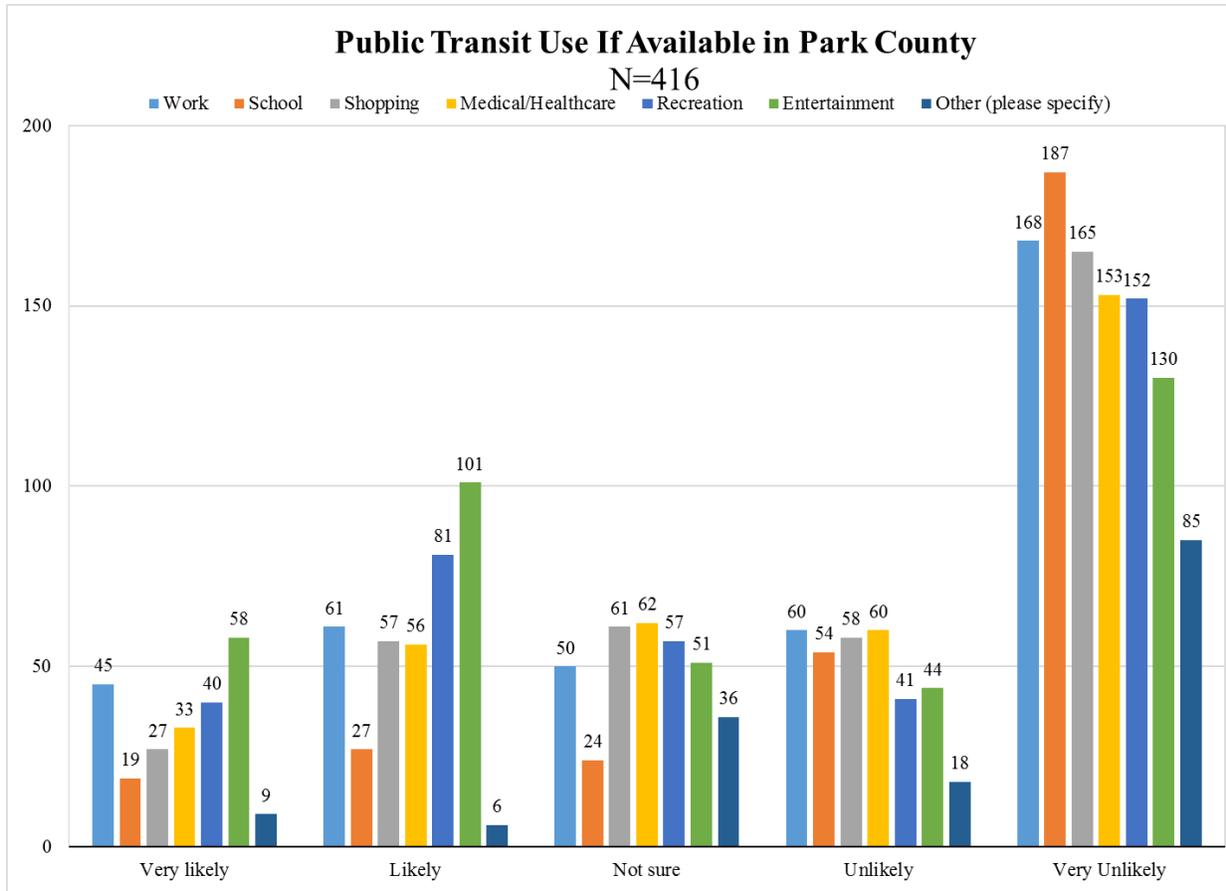
Have you ever used a public transportation (transit service) before?



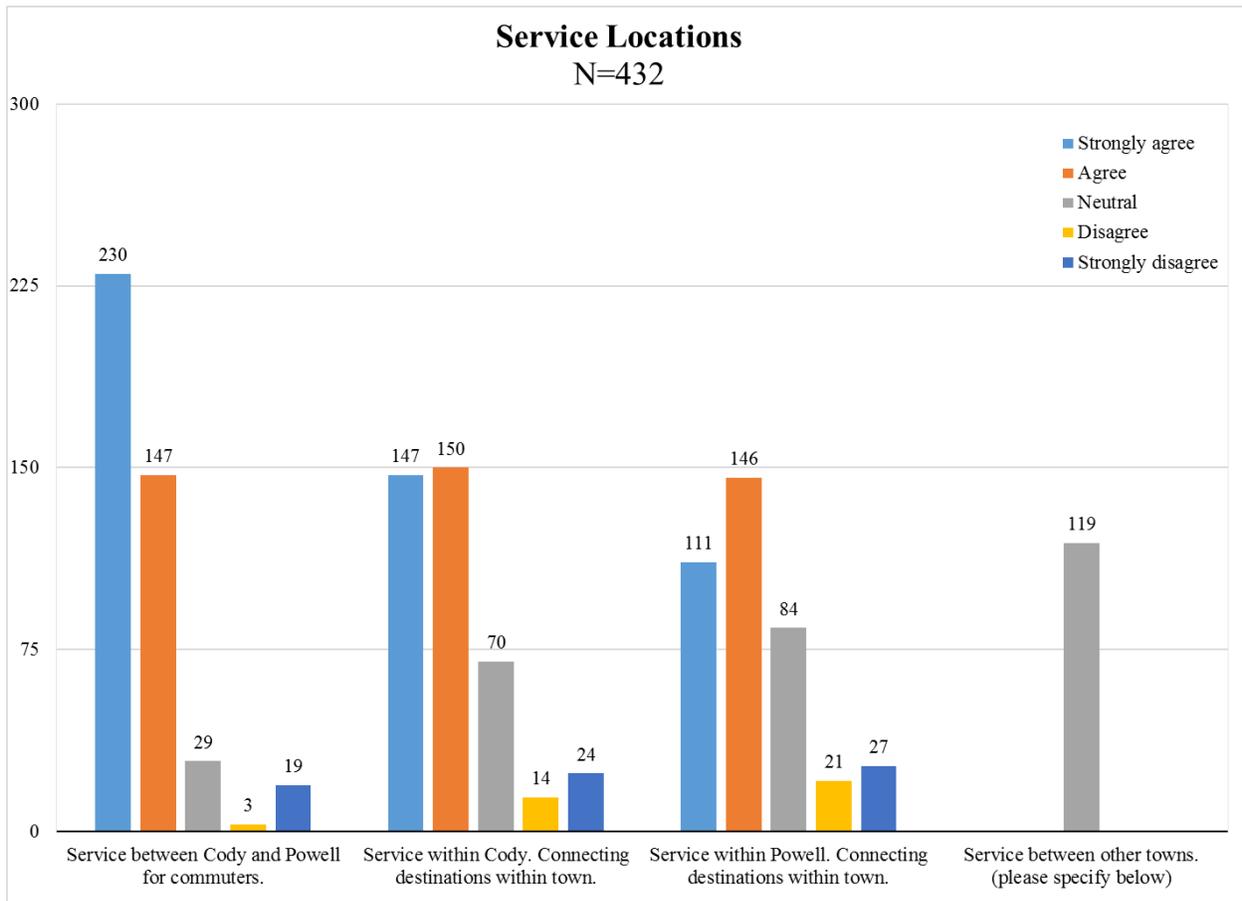
Which specific system(s) did you use (i.e. BART, Denver RTD, DC Metro, etc.)?

This was an open-ended response question, in which 266 people responded to it. The answers received ranged from local transit systems, metro, bus rapid transit systems, to large scale transit systems overseas.

If public transit was available in Park County, I would use it to access:



If public transit was available in Park County, I think it should provide:



Note: Major service suggestions between other town includes Billings (40 responses), Lovell (35 responses), Meeteetse (19 responses), and Big Horn Basin (7 responses). Other destination with few responses include Frannie, Greybull, Clark, Casper, Denver, Worland, etc.

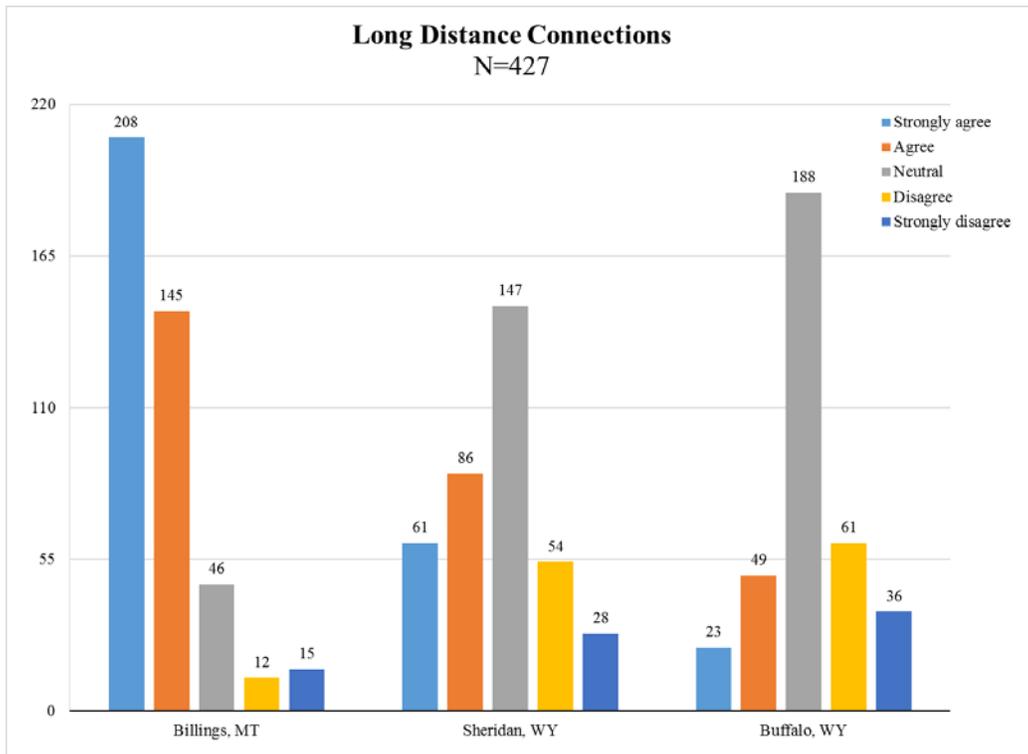
If public transportation was available in Park County, please list the top three destinations you would like it to serve.

This was an open-ended response question that was answered by 319 people. About half of the responses included a desire for public transportation in Cody and Powell, individually and connecting them with a transit service. The following locations in Cody and Powell are suggested by the survey respondents.

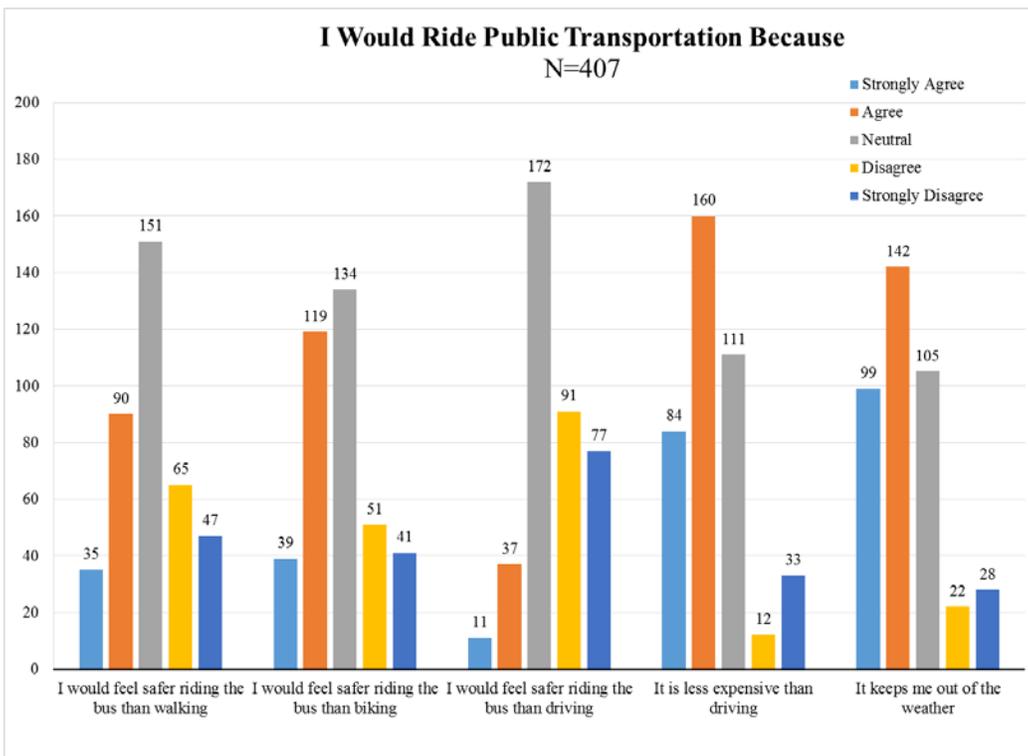
Cody Locations: Holiday Inn, West Park Hospital, Walmart, Cody Downtown, Buffalo Bill Center, Albertson’s, Courthouse, West End, Airport, Library and Recreation Center, and Rodeo Grounds.

Powell Locations: Northwest College, Downtown, Powell Valley Healthcare

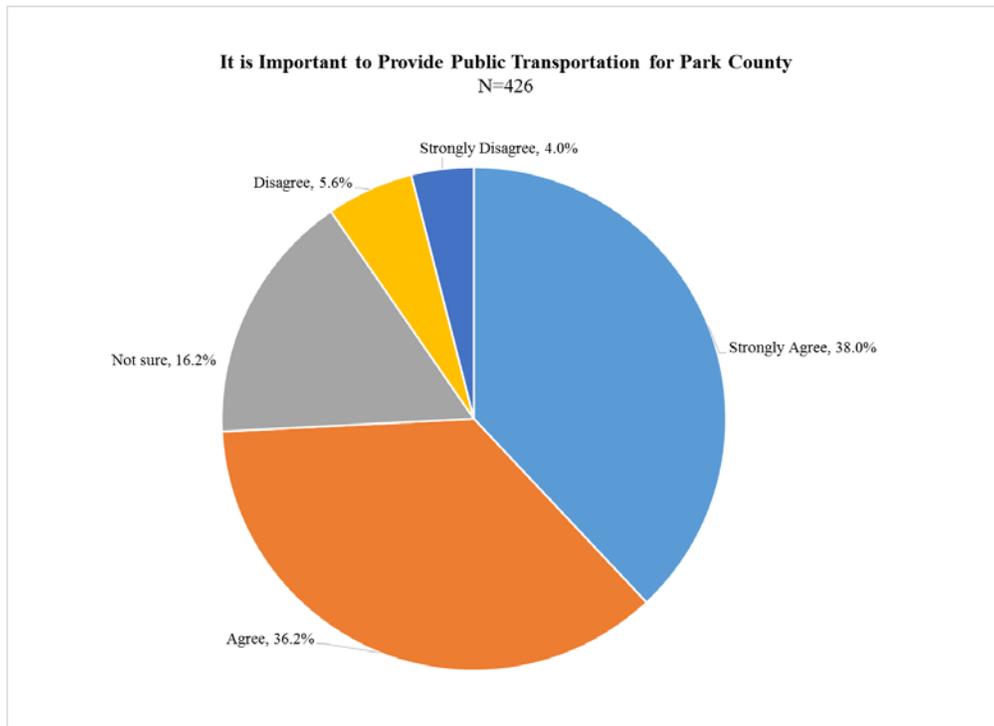
I think that it is important to offer a connection to long distance bus service in:



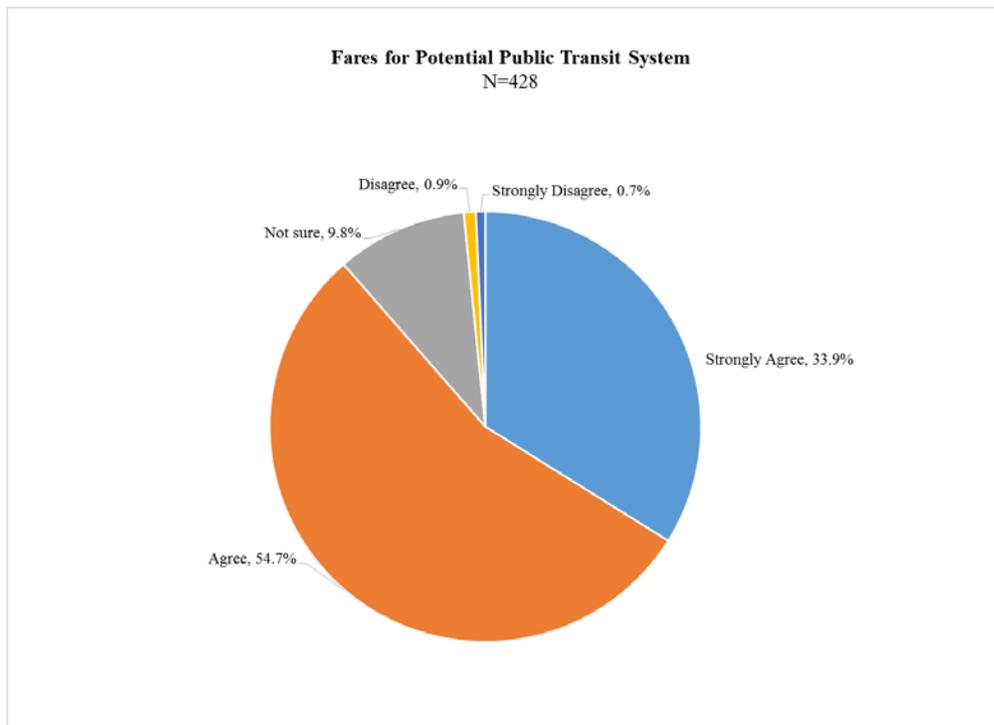
If transit service was available in Park County, I would ride it because:



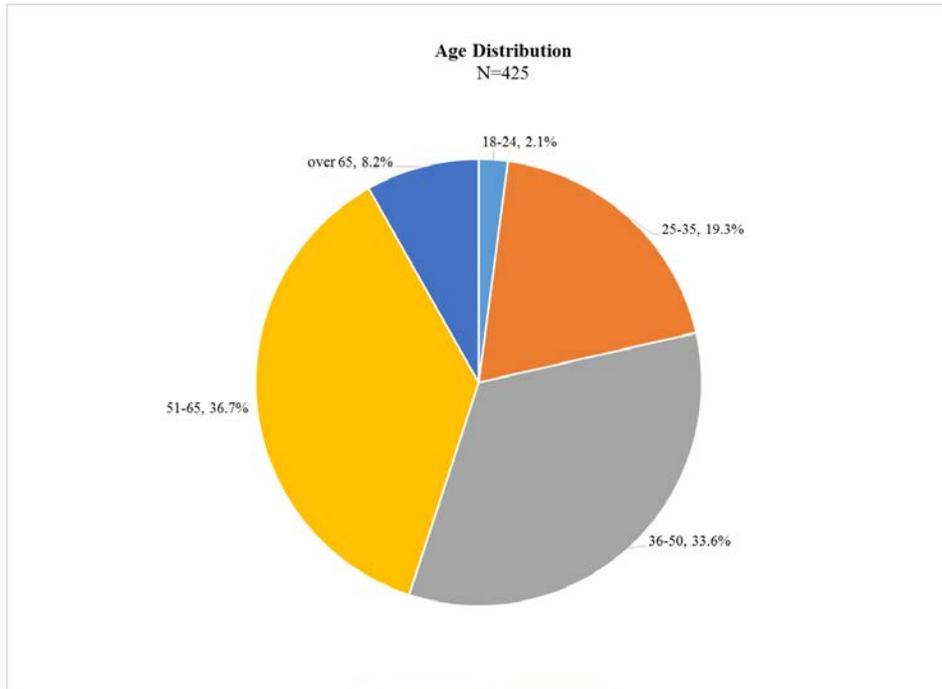
I think providing public transportation options is important for Park County.



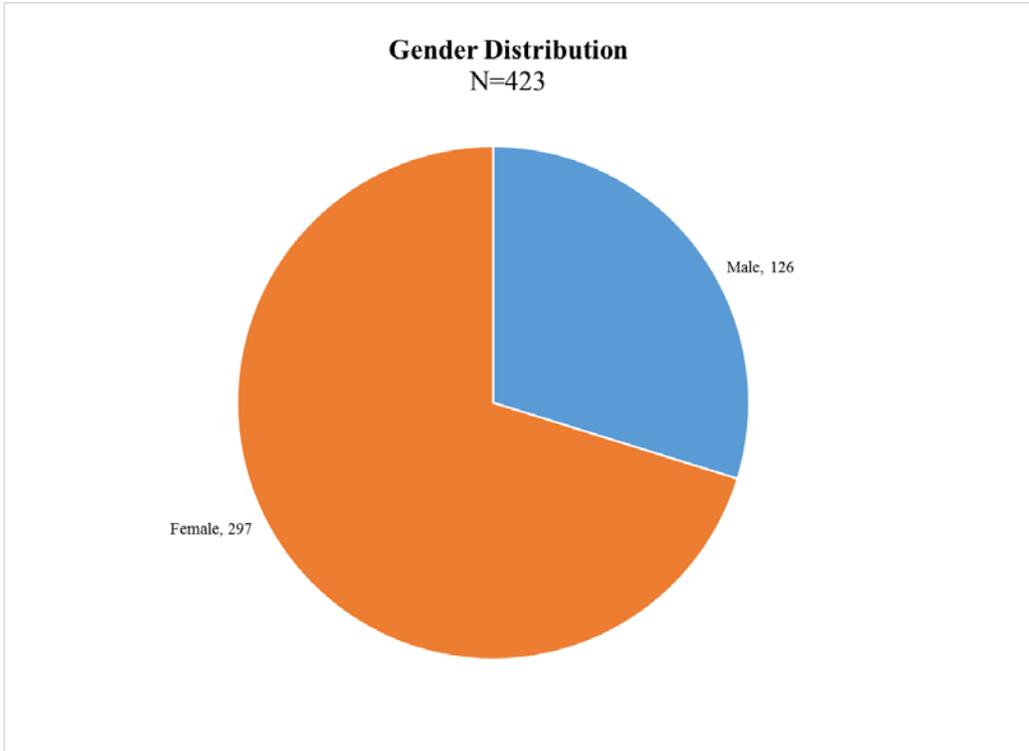
I think that people using the transit system should have to pay a fare.



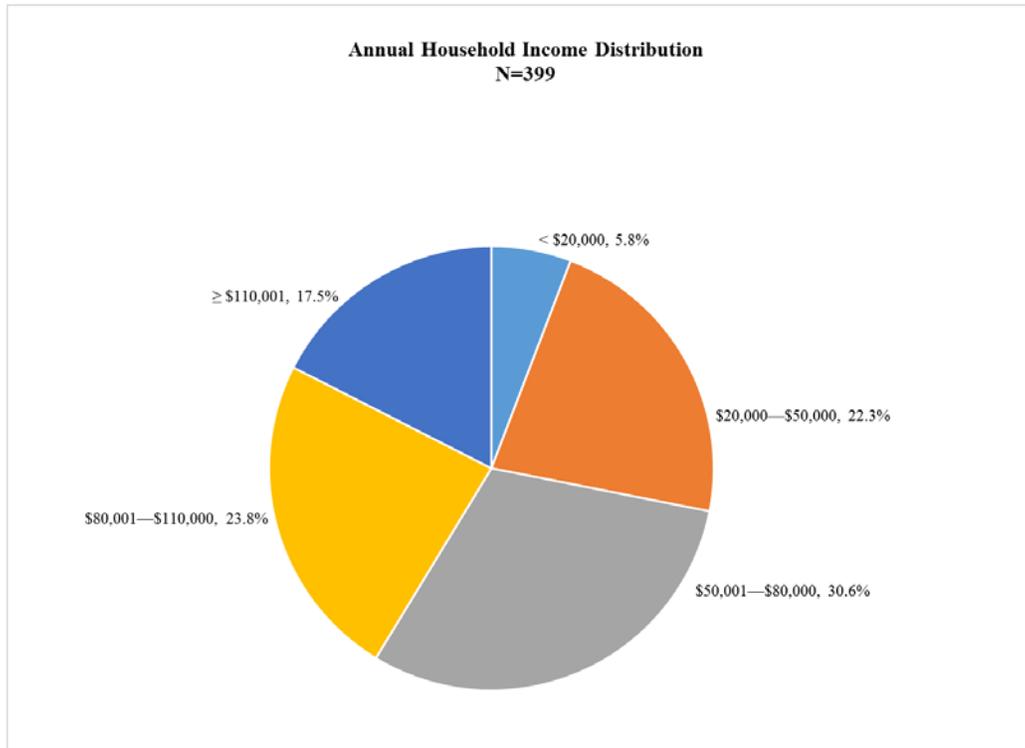
What is your age?



What is your gender?



What range best describes your annual household income?



Please provide any other comments or ideas that you have regarding potential public transportation (transit) services in Park County?

This was an open-ended response question. 70 responses were recorded. The content of these responses:

1	A private entity would better serve so that the service was viable and self sustaining so my suggestion is to solicit for a private vender to supply this service, the tax payers cannot foot another bill for the county, city or state.
2	Public transportation would be nice but I don't think it really has much to do with the terrible workforce here in Cody.
3	We have tried public transport systems in Cody and Park County from time to time over the past years. Public transportation here did not have sufficient users to justify the costs. Sad but true.
4	I do think that public transportation could be helpful all the wat across the Northern Big Horn Basin- across Park county and North Big Horn County. There are a lot of people that live and work in different communities and have to commute across that area from Cody to Powell to Lovell, Byron, and Cowley.

5	Public transit services available through Senior Centers in each individual town are providing adequate services within the town. There is a greater need for transportation to other towns for doctor's visits and such.
6	N/A
7	I live in Cody and would LOVE to commute by bike, but the West strip is terribly unsafe for bicyclists. The west strip expansion project was poorly done in terms of bike safety. Such a shame.
8	If Park County intends to offer the service and be taxpayer funded, then it needs to be inclusive of all communities in Park County, including Meeteetsee and Wapiti. This would require central parking lots in those communities and multiple parking lots in Powell/Cody. Outlying communities could have a morning/late afternoon schedule to accommodate commuters. Could also then accommodate people for doctor appointments, etc., if there is additional transportation services when they get to Cody/Powell so they can shop/lunch/ etc. while waiting for the late afternoon shuttle.
9	Convenient and economical transportation would be great. I also believe it should be handicapped accessible. There are a few gentleman in town that does all over in his motorized wheelchair. I feel this is dangerous for them due to ice, snow and traffic. Additionally low income families without cars need transportation. Powell is not a large town but it gets very cold.
10	I think the most significant challenge with this is trying to coordinate different pick-up and drop-off schedules to accommodate different peoples' needs.
11	If there is a mass transit system implemented in Park County, especially between the towns (Powell and Cody in particular), what little small business exists in Powell will decline. Everyone would use the system to travel even more frequently to Cody for all their shopping. It would not draw anybody from Cody over to Powell except for the few who attend Northwest College. Even more dollars would flow away from Powell than already leave the town, county, and state due to the ease to get to other places.
12	I have worked in this area or 16 years and find that transportation is the top issue that needs to be addressed amount the elderly and low income.
13	If buses are used there should be out of town pick up also as I live off of Lane 11. I am pretty sure my son would like to have use of a bus to get from our house to town or even over to Cody once in a while. (Bus stops should include store, movie theaters, restaurants, post offices, etc.
14	BRING IT ON!!!! Love the idea of bus service from Powell to Cody. Our students have a terrible time scratching together gas money for each semester. Each semester, I see students missing class because they are out of gas money until the next paycheck arrives. PLEASE PLEASE PLEASE!!
15	Public transportation within the Big Horn Basin and to and from Billings is essential especially for those with no private vehicle, those who cannot drive, or those on limited income

16	Buses wouldn't have to run between towns all the time; even a once or twice a day service would be better than nothing.
17	Public transportation is nonexistent in Park County since the bus lines stopped. Public transportation is needed in Park County since we do tend to get transients and for the seniors who do not drive or are uncomfortable driving long distances. Bus service between Cody and Powell would be helpful for seniors, especially between medical facilities and shopping areas
18	I worked with Veterans in this area for a previous job and I couldn't believe how difficult it was for Vets to access medical care. Mandy of them would have received free services if they had traveled to Casper or Sheridan, but the travel was too much trouble so they purchased different insurance instead so they could get care locally. There is a DAV that provides transport, but under very specific conditions, times/days and distances. If the county could partner with other organizations who provide transportation that may be a way to provide more services especially at first, but with lower costs.
19	An in-town bus route will help many residents here in Cody and Powell to just be able to get to their employment easier...plus public transit will provide additional employment opportunities here in Park County and I believe it'll pay for itself via the tourist season. Maybe also provide a route that goes to Yellowstone and picks up at a couple of the hotels during the summer. This could reduce an accidents that have occurred because the driver is taking in the awesome scenery we have vs paying attention to the roads and animals.
20	I think it is pretty easy to walk or ride a bike around town. Perhaps shuttles between low income housing areas to the grocery store could fill a need. Perhaps money should be spent on a bike share program instead.
21	In addition to the idea of public transit, redesigning city streets to include a bicycle lane would enable for safer bike riding in small communities like Cody.
22	During the course of this process to assess feasibility, please be sure the relevant agencies and local government are forced to consider the extent to which we already heavily subsidize airline passenger service in Park County at YRA...million\$ over the years. Also recall that Northwest College in recent times ran a 3X daily bus between Cody and Powell ...it was mainly to shuttle students, but anyone could ride it for a ridiculously small fee...\$ 1.50 . It was a subsidized service. yet the residents made little use of it. (I used it.) It went away. I believe that Wyoming has been socially conditioned to be adverse to public transit, and that is the greatest obstacle to having it.
23	This survey brings up things I hadn't thought about. Many things I am unsure about..Thx
24	The results of this survey could be published in our local newspapers.
25	Light rail service between Powell & Cody!!!
26	Great idea!
27	I think public transportation options would be beneficial for Northwest College students and residents who cannot afford a vehicle.

28	I think the concept is a good idea, I also think riders need to pay for the service. That being said, people (elderly) on a fixed income should have a reduced rate for riding, especially if for medical services. While I would not use the service, I can see the benefits of having a commuter service between Powell and Cody. Students who do not drive could use the service to find jobs in either community, enjoy a day at the Rec Center, or participate in town activities.
29	We don't need it
30	I think it's a great idea! I was raised around transit systems and they were well used for all types of reasons. The bus fair was reasonable. We could travel from the very coast of WA to far past Seattle. A lot of buses in between, but if people needed it. It was there. And I've also lived in area's that they only had two trips a day. But that would at least get somebody there and back. So college students would stay and study or whatever till the last buss.
31	chging is a must. Those less fortunate or handicap could apply for assistance.
32	I would like to add service to Billings airport could be an option too
33	I think it is a good idea for many people. It may also keep people from drinking and driving!
34	This is a good idea but like everything else once the see how well it is doing, someone will jack up the prices to were low income family's can't afford it and blame it on gas prices or maintenance etc. so they can pocket more money cause they are creedy!!!!
35	instead of asking for top 3 "destinations" for the one question - maybe it should have listed examples like: Walmart Northwest Cody My job at _____ Rec College Center
36	There should be a bus that leaves both Powell and Cody at 6.30-7 in the morning and have the buses return at 5-5.30 pm. That would help a lot of people out that live in one city and work in the other. The devil in the details would be how to get them to their workplaces once they've reached town.
37	No bus only rail...between Powell & Cody then one bus in each city.
38	Good luck finding a cost effective way of providing it. It has been tried before without much success, but I am all for trying again with our growing and aging population.
39	Use the existing railroad between Cody and Powell, with local shuttles (mini vans, small buses, Uber)
40	Public transportation is essential to our health care and economic growth.
41	Most people here are independent, and depend upon a car/truck and would not choose to use public transportation. They like their vehicles.
42	I believe affordable mass transit could be a valuable resource for employers/employees, as well as the underserved.

43	We did have a van that connected people to Lovell and Billings bus depots, which was convenient. Miss it!!
44	Need more bike racks and possible bike rental/borrow stations. Need more sidewalks to make walking safer.
45	I frequently see public transportation at businesses at cities in eastern Wyoming i.e. Gillette and Sheridan, and think it would be a good idea here.
46	I don't support anything that will take my \$ and use it or give it to someone else for free!
47	More bike racks in town and perhaps allowing bikes on the sidewalks providing they follow rules. Riding a bike in downtown Cody is akin to holding a low value of ones life. :)
48	A passenger train going back and forth between Powell and Cody would be really cool.
49	transport in the evening for concerts powell/cody
50	Some of the smaller towns outside of Park County would also be an asset. A lot of older people can't not get a ride from Lovell/Cowley/Byron/Deaver or Frannie to Powell or Cody to the doctors or shopping.
51	If there was transportation for some of the outside area on the Greybull hwy. I would rather ride a bus then drive the slick roads.
52	I work at Cedar Mountain Center. Many of our patients do not have a driver's license. Sometimes they do not have a ride home. If they live in Sheridan, for example, we use a private taxi service that costs several hundred dollars. We really miss the bus line.
53	My main concern is who would pay for all of this or would it be another increase in fees or taxes?
54	Although, my answers to this survey do not indicate that I, myself, have much need for public transportation, I do believe that there is a great need to for this service in our community and I strongly support this effort.
55	This is an excellent idea. Public transportation might not be used as much by the Park County residents (at first) during the winter months, but I think public transportation would be facilitated by the tourists as long as a Park and Ride station was provided.
56	I relocated here from Minneapolis/St. Paul, where they have a very strong public transit system that is very well utilized. I would be great to have something similar in Park country.
57	Thanks for considering this project~!
58	Many people work shiftwork so it would be important that public transportation decisions should take that into account.
59	The hospital in Cody employees the most people in park county and I am employed by them as well. I know when it snows and the weather is bad I would rather pay a fee to ride to work than run the chance of wrecking my vehicle. I leave in the dark and Come home in the dark and the probability of me hitting a deer is high. If the public transportation ran at regular intervals then I would use it for sure.

60	This would be a great service to offer and would be beneficial to residents and businesses of Park County.
61	Should only exist if it is completely funded by those who use it.
62	I think the only needed transportation would be a trolley that runs from one end of town to theater.
63	Between cities would be especially helpful for older and disabled people
64	NO MORE TAXES... period
65	Public transportation has to pay for itself. NO TAXPAYER DOLLARS.
66	If public transportation becomes a reality in Park County it should be entirely self sustaining. No tax payer funds should ever be expended in support.
67	Just another feel good welfare project that spends taxpayer money that's already in short supply.
68	Who is going to pay for this????????????????????
69	I believe this service would be an asset for those who need transportation. I work at a health care facility and I have a number of patients who would benefit from this.

12. APPENDIX D: FIXED ROUTE TRANSIT SERVICE

Based on the idea of a basic commuter service with limited in-town circulation at each end, some potential stop locations and travel times are provided in Table 12. In addition to set stops, many fixed route systems have unscheduled or whistle stop locations along the route where riders can be dropped off as needed.

Table 13: Sample Route Details

Sample Route Details			
<i>Stop Location</i>	<i>Distance</i>	<i>Travel Time</i>	<i>Total Time</i>
1. Powell Valley Health Care	Start location		0 minutes
2. Northwest College	0.5 miles	6 minutes	6 minutes
3. Powell Senior Center	0.5 miles	5 minutes	11 minutes
4. PVHC	0.1 miles	5 minutes	16 minutes
5. Walgreens, Cody	24 miles	27 minutes	43 minutes
6. West Park Hospital\ Buffalo Bill Center of the West	1 mile	2 minutes	45 minutes
8. Cody Labs	1 mile	2 minutes	47 minutes
9. Walmart	0.5 miles	3 minutes	50 minutes
10. Post Office/Rec Center	2.0 miles	8 minutes	58 minutes
11. East Gate Shopping Center	0.5 miles	2 minutes	60 minutes

The information in Table 13 is based on estimated operational costs of \$70 per hour, and service operating Monday-Friday. Actual costs are likely to be different, based on final operating details. Further, given the seasonality of activity in the area, it is likely that service would operate seven days per week during the summer (perhaps with a higher level of service), and service levels and days of service would likely be reduced during non-summer months. To support the transit program in Park County, financial resources such as Federal Transit Administration (administered by WYDOT); State, County, Local & Private Funds; and Self-sustained funds (fares, user fees, etc.) would be used.

Table 14: Annual Operating Costs for Potential Service Frequencies

Service Costs			
<i>Frequency</i>	<i>Annual Hours*</i>	<i>Annual Cost*</i>	<i>No. of vehicles</i>
3 trips/day	1560	\$109,200	2
4 trips/day	2080	\$145,600	2
5 trips/day	2600	\$182,000	2
6 trips/day	3120	\$218,400	2

13. APPENDIX E: FINANCIAL RESOURCES

Secure and stable funding is a crucial part of providing public transit services. This chapter presents information about financial resources for Park County. In general, there are four possible sources for the Park County transit to obtain revenue to invest in a transit system:

- Federal Transit Administration (administered by WYDOT);
- State, County, Local & Private Funds;
- Self-sustained funds (fares, user fees, etc.); and,
- Partnerships (a combination of the above).

Detailed information on each of these sources is provided in the remainder of this chapter.

13.1. FEDERAL TRANSIT ADMINISTRATION (FTA)

A public transit system in Park County should be able to receive grants from the Federal Transit Administration (FTA), which are administered by the Wyoming Department of Transportation. The FTA administers the following sections of the Fixing America's Surface Transportation Act (FAST) grant program for transit. The authorization of these funds is from FY 15 through FY 20.

Special Needs for Seniors and Individuals with Disabilities (Section 5310)

This program provides funds through a formula to increase mobility for the elderly and persons with disabilities. Private agencies and non-profit organizations that provide elderly services are also eligible for this fund. At least 55 percent of program funds must be used on capital or "traditional" 5310 projects such as buses, vans, wheelchair lifts, ramps, technology, and acquisition of transportation services. The remaining 45 percent is for other "nontraditional" projects such as travel training; volunteer driver programs; building an accessible path to a bus stop including curb-cuts, sidewalks, accessible pedestrian signals or other accessible features; improving signage, or way-finding technology, etc.

Rural Area Formula Program (Section 5311)

This program provides funds for transportation projects that are included in a state program of mass transportation service projects for non-urbanized areas. The eligible activities under this program are planning and marketing for intercity bus systems, capital funds for intercity bus stop facilities, bus depots, operating grants through purchase-of-service agreements, user-side subsidies and demonstration projects. This funding is administered by the Wyoming Department of Transportation (WYDOT). Applications for funding open April 1st of each year. Applicants are notified of funding award in June and funds are available October 1st. A local match is required for these funds. The amount of the local match varies depending on the type of expenditure. The local match is 43.4% for operating expenses and 20% for administration, maintenance, and capital investments.

Grants for Bus and Bus Facilities Program (Section 5339)

This program fund is for replacing, rehabilitating and purchasing buses and related equipment and to construct bus-related facilities including technological changes or innovations to modify low or no emission vehicles or facilities.

13.2. STATE, COUNTY, AND LOCAL FUNDS

It is understood that Park County is generally tax averse. This section outlines options that could help to establish transportation options that would improve economic development in Park County and potentially offset the effects of the increase in taxes.

Generally, states, counties and local jurisdictions may generate tax revenues through general sales taxes that can be used to support public transit systems. Particularly in Cody, a sales tax would generate revenue from the influx of tourists. Surcharges or targeted taxes on tourism-related expenditures are another option that would enable Park County to collect revenue from tourists to help offset the costs of accommodating the increased demand on county services from the large number of tourists that visit the county in the summer. A hotel bedroom tax is another option for financing increased transportation options that has tourists helping to offset their impact.

Property tax is a source of potential revenue to support public transportation. The following summary of property taxes is based on information obtained from the Wyoming Taxpayers Association website (<http://www.wyotax.org>), specifically a document titled Wyoming Property Taxation 2015.

(<http://www.wyotax.org/pdfs/2016/March/34364%20%202015%20Wyoming%20PropertyTax%20Book.pdf>)

COUNTY LEVIES (12.000 mill limitation) - Counties are limited to a maximum of 12 mills for county operations. Levies for bond redemption and interest payments are in addition to the 12-mill maximum. Counties may specify that funding for certain programs be guaranteed by a specific levy so long as the total levy does not exceed 12 mills. Levies for principal and interest on voter-approved bonded debt are in addition to the county 12-mill limit. (Page 12) Currently, Park County is using all 12 mills of county operation levy.

CITY AND TOWN LEVIES (8.000 mill limitation) - Cities and towns must operate within an 8-mill constitutional limit. The city mill levy is in addition to other levies. Municipalities within a fire district must contribute the amount of the fire district levy from their 8-mill limit. Levies for principal and interest on voter-approved bonded debt are in addition to the city and town 8-mill limit. (Page 12) Cody, Powell, and Meeteetse all currently have 5 mill levies leaving room for a transportation levy.

SPECIAL DISTRICT LEVIES (2.000 mill limitation) - These property tax levies are made by special purpose districts as the result of voter approval for a myriad of purposes within statutory limitations. Voter-approved debt is in addition to the limits shown below. (Page 12) Senior Citizen special districts provide programs and services that may include senior citizen centers and programs of nutrition, health and/or transit. WS 18-15-111. They may also contract out these services if the provider meets several requirements. The Senior Citizen special districts' powers are provided for under WS 18-15-104 and are limited to a 2 mill levy under WS 18-15-110. (Page 53)

Together Cody, Powell and Meeteetse could generate \$84,022.03 with a 0.5 mill Senior Citizen Special District. These funds could be used to expand the existing demand response services in these three communities.

13.3. SELF-SUSTAINING FUNDS

Self-sustaining funds may be generated by the transit system. Four possible ways to create self-sustained funding are: a transit fee (user fee), private sponsorships, advertisement and business contributions, and fundraising events.

Fares/Transit User Fee

This kind of fee/fair is charged to the rider/user of a transit facility. The purpose of charging fees is to cover operating costs and sometimes also capital costs. In the case of rural transit services, whether to charge fares, and how much to charge is a complex and difficult decision for transit systems throughout the nation due to often conflicting concerns of administrative requirements, higher costs of fare collection systems, and political climate. For many rural transit systems, charging fares is not a viable tool for generating significant revenue. The four important issues to be considered while deciding on the fares.

1. A transit system may lose money by collecting fares. – The project team estimate that the cost of collecting fares is as much as \$2 for every \$1 fare collected. The team believes the Park County transit system would do better financially by operating a fare-free service and accepting donations from riders who can afford to contribute. Note that the survey results shows 88.6% either agree or strongly agree that users should pay a fare. Thus, a transit implementing society should take a final call on this aspect.
2. Collecting fares has negative impacts on operational and administrative efficiency. Collecting fares and the administrative work required to process them is an inconvenience and reduces efficiency of a transit system.
3. Fares are a hardship for low income riders. – Lack of reliable and affordable transportation is a significant factor in chronic unemployment in low income populations. In many communities, fares can undermine the safety net that transit helps to provide for the most vulnerable citizens – low income riders who have no other reliable transportation options and receive little or no support from social service programs.
4. FTA funding policies create disincentives for charging fares. – A fare from passengers and cannot use that money for local match for any FTA grants. Moreover, the formula for Federal matching funds subtracts fare box revenue before applying match ratios. For transit providers that are not over-matched, struggling with limited or no local and state taxes to leverage every possible federal dollar, the formula creates a disincentive to charging fares.

The results of the public survey show that overwhelmingly, Park County residents feel that transit users should pay a fee. As Park County moves toward a fixed route transit service, consideration will need to be given to the balance of this public input with the potential drawbacks of charging a fare.

Private Contribution

Private contribution is a means of raising funds for public transportation facilities, and can range from individual sponsorships to large corporate donations. Donations or sponsorships can be attached to specific facilities such as a bus stop or bus terminal. By giving donations or sponsorships, companies or individuals have the opportunity to:

- Increase thier visibility and project a positive image of the donor;
- Receive tax credits or other tax benefits;
- Advertise;
- Demonstrate support for the goals and objectives of the recipient organization.

Advertising revenue and business contributions

Advertisements on transit vehicles, bus stops and transit websites can raise significant revenue. Interest in this kind of advertising may be highest among local business owners. Opposition to commercialization in the public transportation system and the benefits of ad revenue are important considerations that need to be balanced.

Fundraising events

Fundraising events can be an effective way to generate revenue as community members typically donate generously at events. For most non-profit organizations fundraising is a secondary objective of most events. Events are typically most effective when they are not advertised primarily as fundraisers, but when the primary goal is education and engagement of the public or a specific group. Typically, an event should not be expected to generate significant (or any) revenue in its first year. However, in some cases, over several years a popular and well-run event can evolve into an effective fundraiser that generates significant revenue.

13.4. PARTNERSHIPS

Partnerships may be established among public-public or public-private entities for the purpose of sharing transit resources. There are a wide variety of models that can be considered when designing such a partnership. In public to public entities, a transit system may partner with other local public agencies such as gateway communities, tribal governments, or universities. One of the agencies may take on the responsibility of purchasing capital facilities for the transit system and another may take on the operation and maintenance activities of the system. Another option might be that the agencies form a joint venture. For example, Glacier National Park's eastern route transit service buses are operated by the park while its maintenance is assisted by the Blackfeet Nation tribal community.

Common partners for contracts and direct contributions include:

- Universities, Colleges and other Educational Institutions – In many communities around the nation students, faculty and staff ride fare-free on local transit through contracts or contributions. In many cases these agreements provide significant funding to local transit providers. Funding may come directly from the college, from a fee approved by the students or a combination of both sources.
- Social Service Agencies and Non-Profit Organizations – Many clients have great transportation needs. Transit service can provide significant savings to these organizations and their clients, and can greatly improve clients' quality of life.
- Large Employers – In many communities around the country, large employers contribute or contract with local transit providers for service for their employees.
- Commercial Centers – Large commercial centers such as malls may be willing to enter into contracts for employee transportation service. Additionally, they may be willing to contribute toward increased frequency of service that will benefit their customers and potentially increase business.
- Human Service Agencies – Including Vocational Rehabilitation, Salvation Army, Seniors Organizations, Office of Public Assistance (OPA) and Human Resources Development Council.

13.5. FINANCIAL RESOURCES SUMMARY

There are a variety of funding sources that Park County can use to implement a transit system. There are a variety of federal funding programs available, one of the most promising is the FTA's Section 5311 program, which provides operational and capital funds for rural, general public transportation programs.

No matter what federal funds are used, there is typically a requirement for "local match" or local funding, as well. Local funds may come from a variety of sources, as noted herein, these could include a lodging or "bed" tax; private donations; a sales tax, or a combination of these sources.

Establishment of secure and sustainable funding is a major consideration for Park County in moving forward with establishing a public transit system or other transportation options. While this chapter provides a list of potential sources, ultimately Park County will need to determine the appropriate mix of funding for the selected transportation system improvements.

14. APPENDIX F: TRANSIT GOVERNANCE & OPERATIONS

This chapter presents information about governance options for potential transit services for Park County, as well as operational elements based on information from the previous chapters. It is important to note that the entity that provides the governance of a transit system may not be the same entity that operates the service. There are numerous examples of transit systems where a “contractor” handles all or most of the operations of a transit system, with oversight by the administrative agency/organization.

14.1. GOVERNANCE OPTIONS

Three organizational alternatives exist under FTA regulations and Wyoming law for the provision of non-urbanized public transportation: a private non-profit organization, a local, county or city government, or a Regional Transportation Authority (RTA). The advantages and disadvantages for each of these alternatives are discussed below and summarized in Table 14.

Nonprofit Organization

A non-profit enjoys considerable freedom to make its own decisions without governmental interference and can more easily adapt services to market demands. Generally, non-profits are governed by a board of directors who are chosen to represent the area served by the agency. Potentially, these board members could include local government officials in addition to private citizens. Because non-profits are 501 (c) (3) corporations, they require no enabling legislation to start a transit system. To obtain public transportation grants (§§5307, 5309-5311, etc.), the lead agency may need to make modifications in organization, management, and administration. Since most non-profits have evolved from human service agencies, this is rarely an issue in terms of an agency’s mission and they can easily make any necessary changes. Often times, private non-profit human service agencies developed transportation services based on their clientele’s unmet needs for access to employment, medical treatment, developmental services, or the grocery store. Over time, many of these agencies have taken the logical next step and have begun to provide services to the general public to meet a community need and as a means of developing a supplemental income stream. The Human Resources Development Council (HRDC) of Bozeman, MT and Opportunity Link, Inc. in Havre, MT are successful examples of this.

Local Government

A Park County Transit system could become a department of Park County, or the City of Powell, or the City of Cody. Many transit systems in various parts of the country are operated by local governments – in most cases counties (Councils on Aging) rather than cities. This option would only make sense if a local government is willing to provide substantial, long term funding and staffing for a transit system, and if productive working relationships could be maintained with key stakeholders and partners.

Regional Transportation Authority

The scope of this project includes providing guidance and assessing the feasibility of establishing a transportation authority to support the Park County Transit long-term. This would involve creating a Regional Transportation Authority (RTA) which would require creating a new governance structure for the transit system. The governing body would represent the area within the Transportation Authority. As explained below, Wyoming law allows great flexibility in drawing the authority’s boundaries.

Wyoming Codes Annotated 18-14-101, et seq. authorizes the establishment of a regional transportation authority to... “promote and develop regional air and ground transportation for residents under jurisdiction of the authority.” A RTA potentially offers significant benefits for Park County:

- It could achieve Powell Economic Partnership’s original vision of being a catalyst for transit in the region while not being fully responsible for governing and operating the service.
- It could provide a substantial sustainable funding source.

The details of establishing a RTA is based on the following Wyoming code:

“18-14-101. Establishment; appointment; terms; officers; meetings; compensation; establishment under joint powers agreement.

(a) A regional transportation authority may be established by resolution of any board of county commissioners or by joint powers agreement entered into by any two (2) or more boards of county commissioners and governing bodies of municipalities.

(b) A regional transportation authority established by resolution of any board of county commissioners shall be comprised of not less than five (5) nor more than nine (9) residents of the county appointed by the board. Appointees shall serve a term of three (3) years and may be appointed for one (1) additional term. Terms of office shall be staggered. The board of county commissioners shall appoint a county resident to fill the unexpired term of any vacancy occurring on the authority. The authority shall elect from its membership a chairman, secretary and a treasurer and shall meet at least once every three (3) months at the call of the chairman or upon the request of a majority of the membership. Members shall serve without compensation but shall be reimbursed for necessary travel and per diem expenses in the manner and amount provided state employees.

(c) A regional transportation authority created under a joint powers agreement between two (2) or more boards of county commissioners and governing bodies of municipalities shall be established as a joint powers board in accordance with W.S. 16-1-106.

18-14-102. Powers and duties.

(a) A regional transportation authority established under W.S. 18-14-101 shall promote and develop regional air and ground transportation for residents under jurisdiction of the authority. In promoting and developing regional transportation, the authority may:

(i) Conduct studies to plan for the development of regional transportation centers providing air transportation and served by sufficient ground transportation to enable use of air services by residents within the jurisdiction of the authority;

(ii) Conduct studies to plan for the development of intracity transportation services;

(iii) Enter into contract with private air and ground transportation carriers for provision of transportation services;

(iv) Negotiate air and ground transportation fares under any contract entered into pursuant to paragraph (a)(iii) of this section;

(v) *Receive grants and loans from state or federal agencies and from private sources for purposes of developing transportation within the region;*

(vi) *Enter into agreement with any other regional transportation authority;*

(vii) *Employ technical, legal and administrative assistance and engage the services of research and consulting services as necessary to carry out duties prescribed by this section.*

18-14-103. Taxation; limitation; submission to voters; disposition of revenue.

(a) Upon adoption of any resolution by a regional transportation authority for any county or of any resolution by the board of county commissioners for each participating county and of any ordinance by the governing body of a municipality participating in a joint powers agreement pursuant to W.S. 18-14-101 and in accordance with an agreement on the contribution of funds by each participating county and municipality, the appropriate board of county commissioners shall submit to the qualified electors of the county or municipality, as appropriate, the question of whether the board shall annually levy not to exceed one-half (1/2) mill on the dollar of assessed valuation of the county or municipality. Revenues collected under the levy authorized by this subsection shall be used solely for planning, developing and providing regional transportation in the manner specified under W.S. 18-14-102. The question may be submitted by the county clerk at an election called, conducted, canvassed and returned in the manner provided for bond elections by the Political Subdivision Bond Election Law, W.S. 22-21-101 through 22-21-112, as specified by the board of county commissioners upon request of the regional transportation authority.

(b) If the proposition is approved, the levy shall expire four (4) years from the date of initial imposition and the same proposition shall be submitted at the general election held four (4) years from the date the proposition is approved and until the proposition is defeated. If the proposition to impose or continue the levy is defeated, it shall not again be submitted to the electors for at least twenty-three (23) months.

(c) If approved by the qualified electors, the board of county commissioners shall certify the levy authorized under subsection (a) of this section and the levy shall be imposed upon the taxable property of the county or municipality. Revenues collected under this levy shall be deposited by the county treasurer into an account certified by the board and used solely for the purpose for which the levy was imposed.”

Source: Wyoming Statutes. 2016. <http://law.justia.com/codes/wyoming/2010/Title18/chapter14.html>

In Wyoming, Wind River Transportation Authority is a regional transportation authority. In Montana, the RTA are known as Urban Transportation Districts (UTD) and existing UTD's in Montana include Great Falls, Missoula, Big Sky, and Dawson County (Glendive). Bozeman has made some efforts towards forming a UTD. To create an RTA/UTD, transit supporters would need to circulate a petition and collect signatures from 20% of registered voters within the proposed district. The RTA/UTD petition with millage would then be placed on the ballot. A successful signature gathering and ballot measure campaign would require building a strong coalition of stakeholders and working with the county and one or both cities as well as an experienced campaign strategist. Funding from private sources would need to be raised to fund the campaign. For the Bozeman area the cost to run a campaign was estimated at \$30,000 to \$40,000. Federal law prohibits using any federal funds for this purpose.

Table 14 provides a summary of some the advantages and disadvantages of the various governance alternatives.

Table 15: Governance Alternatives

Alternative	Advantages	Disadvantages
Non-Profit Organization	<ul style="list-style-type: none"> • Nonprofit usually has good working relationships with a broad range of stakeholders including both county, city, and other agencies and organizations. • Structure is in place to support Park Country’s transit business needs. • Organizational culture may be well-suited for partnerships and mobility management strategies. 	<ul style="list-style-type: none"> • Unable to directly raise millage • Collaboration with city and county departments such as planning, GIS, street maintenance, and vehicle maintenance more difficult as an outside organization.
Local Government Department	<ul style="list-style-type: none"> • Can leverage a small millage. • Organizational support for administrative needs. • Opportunity for better integration with other community infrastructure and related departments (streets, planning, engineering, economic development, GIS, vehicle maintenance). 	<ul style="list-style-type: none"> • The governing board is the city or county commission, which cannot focus on the specific needs or issues related to a transit system. • Non-dedicated contributions from the general fund can be unstable. • Service outside city or county boundaries can be politically challenging. • Innovative partnerships and mobility management strategies can be challenging in a local government environment.
Regional Transportation Authority	<ul style="list-style-type: none"> • Dedicated funding. • Establish service area boundaries to match demand. • Levying authority “sufficient to operate the system” (upon voter approval). • Dedicated board that can be expected to be better versed on transportation matters than a local government commission. 	<ul style="list-style-type: none"> • Cost of implementation: requires petition of the proposed district to put on the ballot. • Potentially no administrative support from a larger entity. • Collaboration with city and county departments such as planning, GIS, street maintenance, and vehicle maintenance more difficult as an outside organization.

While it is important to select the governance model that will work best for Park County, it is also important to make sure all operational elements are considered. The next section discusses: Transit Systems Elements, Management, and Marketing.

14.2. TRANSIT SYSTEM ELEMENTS

Generally a transit system has three elements: (1) Operating Elements; (2) Administrative Elements; and (3) Capital Elements (Figure 8). The operating element is comprised of five basic variables (1) Fuel cost, (2) Bus Maintenance, (3) Utilities, (4) Bus Insurance and (5) Drivers and cleaners' salary. This element consumes 65% of the total cost (Chaudhari, 2007). A proper

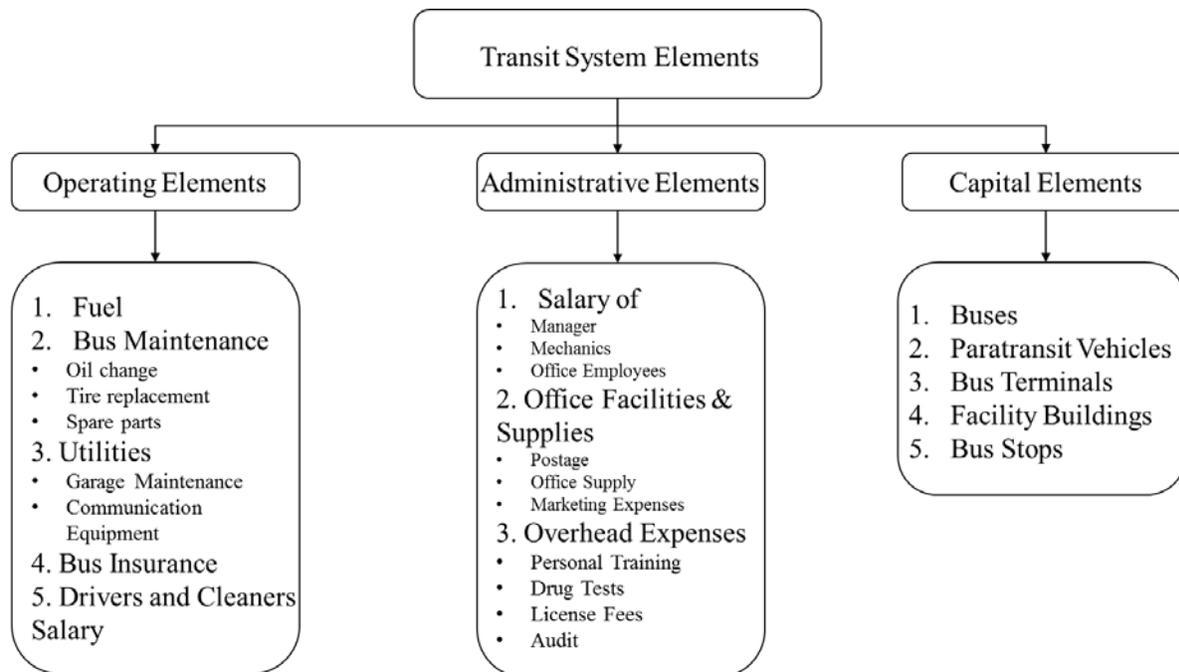


Figure 8: Transit System Elements

utilization of this element in providing effective and efficient transit service is an art as well as science of management as it consumes a substantial amount of the cost. Transit management is the crucial part of an organization's administration. A general administration is inclusive of a transit manager, office assistant, and other personnel depending upon the type of management system and administrative structure established by the organization. A successful transit service's manager must be knowledgeable in a wide array of management components including: maintenance, insurance, marketing, route planning and scheduling, finance, accounting, personnel training, and safety.

Three main capital components are required for a typical transit system: (1) transit vehicles (buses and paratransit vehicles); (2) bus stops, terminals, and shelters; and (3) operations and maintenance facilities. These three components are discussed in detail below.

Transit Vehicles

Vehicle selection plays an important role in visitor experience, ridership capacity, aesthetic values, cost, system reliability, and fuel efficiency. For the trial phase of the transit system, it may be

necessary to purchase or lease some vehicles. During the summer/tourist season, a 35-40 passenger bus and vans with 13-passenger capacity may be leased or purchased. A typical 35-40 passenger bus is shown in Figure 9. The buses can have a “bus wrap” or “advertisement film” on them, which can contribute some revenue as a local match.



Source: www.startbus.com/

Figure 9: Start Bus, Teton County Public Bus Service, Jackson, Wyoming

Larger buses would likely be used for the commuter run between Cody and Powell, and for a potential tourist/visitor service within Cody during the summer.

A typical 13 passenger vehicle (Dodge Van) is shown in Figure 10. This vehicle is the most likely to be used for the potential van pool program, and can also be used for off-peak or other services that wouldn't require a high capacity vehicle.



Source: <http://www.mrtma.org>

Figure 10: 13 Passenger Van of MRTMA, Missoula

Bus Stops and Shelters

Bus stops are important as they provide visibility to a bus system, and can provide information to those using the system. Bus stops and shelters typically provide useful information to riders such as schedules, route maps, and other transit system information. In recent trends, bus stops are often equipped with “next bus signs,” which display in real time when the next bus will arrive. There are several different types of bus stops, including designated, identification, and flag stops.

- *Designated Stop:* This kind of stop has an assigned space that serves as a rider's access point to the transit system. Designated stops typically include street furniture (a bench), a shelter, and information about the transit system (routes and schedules). An example of a designated stop from a federal land transit system is shown in Figure 11.



Source: Christopher MacKechnie

Figure 11: Bus Stop, Santa Monica Mountains NRA

- *Identified Stop:* At this kind of stop, riders would typically see a “bus stop” sign but usually no street furniture. This is considered a “minimum” stop.
- *Flag Stops:* In this case, a transit bus would stop upon a signal request (a wave or flag) by a rider. This type of stop is used in areas with infrequent ridership, or that lack suitable locations for an identified or designated stop.

Initially, the identified and flag stops should suffice until a decision is made on the permanence of the bus system. Information such as route maps, schedules and contact information should be available at all the bus stops (Kack & Chaudhari, 2009).

Operational and Maintenance Facilities

Operational facilities include space for the operational (and management) personnel of the system. Depending upon the system that is implemented, no new facilities may need to be constructed. Further, the maintenance and storage of vehicles associated with a Park County public transit system could likely be accomplished with existing facilities with Park County (including those owned by Park County or the cities of Cody and Powell).

Transit Management

Management of the transit system is obviously a critical item, as the public transportation service (the organization) must deal with management issues such as: government grants (finance and accounting); safety; transit planning; marketing; and personnel. As shown in Figure 12, options for managing a transit system include: In House; Partially Outsourced; and Totally Outsourced. While a management system that is totally outsourced system is likely the most expensive option, it can offer benefits such as being able to hire experienced staff that a contractor could offer. While it may be possible to hire someone with previous transit experience within which ever agency/organization is selected through the governance process, it is more likely that an outside consultant can offer that person. It is also likely that a contract with experience can anticipate issues, and ensure that the transit system has a positive implementation. Another option is to have a partially outsourced system, whereby the manager may be an in-house person, but the drivers and supervisors may be employees of a contractor. The opposite may be true, where the General Manager is a contract employee, and the drivers and mechanics are in-house employees. As discussion continues on the possible implementation of a public transit system in Park County, it will need to be determined on how to structure the organization and its management.

Marketing

A broad, community-based marketing approach would be necessary to help ensure the success of a transit system in Park County. Marketing efforts should also emphasize partnerships between Park County transit and the broader community. Marketing should be viewed much more broadly than merely advertising. It includes anything a transit agency does to create public awareness of transit services, help people use those services, and provide an overall positive experience for riders and prospective customers. All transit systems should budget for marketing, and should have a marketing plan that includes a broad range of strategies.

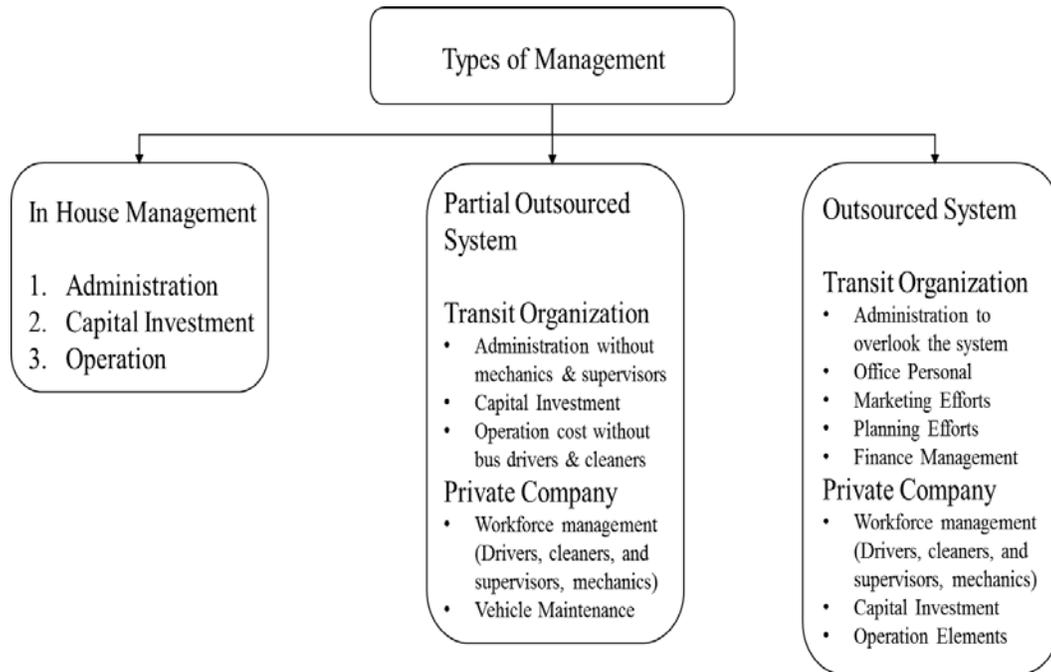


Figure 12: Transit Management System

Fortunately, many effective marketing strategies are very low cost. Marketing should not be viewed as an annual or occasional investment, but rather as an ongoing day-to-day practice that includes basic but necessary tasks such as maintaining an up-to-date website, keeping human service agencies stocked with hard copy brochures, sending press releases to local media whenever an opportunity for news coverage arises, and attending to all the operational details that provide customers with a positive experience.

To achieve effective marketing, promotional strategies must go hand-in-hand with a high quality product that is convenient to use. Marketing goals include:

- Ensuring that the public is aware of transit services.
- Making it convenient for people to use transit by making it easy to access accurate information, including how to buy bus passes, where bus stops are located, and the bus schedules.
- Providing a positive experience for anyone who interacts with the transit system, because word of mouth is one of the most effective forms of marketing.

Following is a brief summary of the strategies that should be included in a marketing plan. An effective marketing plan can be developed internally. Ideally however, a transit agency would work with an experienced and successful local marketing firm to develop a comprehensive, ongoing branding and promotional campaign. Some of the following marketing components are discussed in more detail below:

Branding and Visibility

Buses, facilities, as well as hard copy and electronic information should use an easily recognized logo and other branding elements. Buses and any shelters or buildings should have branding that is highly visible. Branding and visibility of buses and facilities is of dubious value unless they are attractive, inviting, clean, and well maintained.

Hard Copy Materials

In most cases a brochure and sometimes postcards are used. There should be a written plan for strategically distributing these materials to locations such as human service agencies and keeping supplies maintained over time. Hard copy materials should be reviewed annually and updated if necessary. They should also be updated any time significant service changes are made.

Technology

Marketing and technology are closely interrelated because many of the most significant marketing strategies depend on technology. Well planned investments in technology are essential for achieving marketing goals. At a minimum, this should include a reliably maintained website that is easy to navigate and has a good mobile device interface. Ideally, technology investments should also include real-time bus arrival information and an interactive trip planner on the website. Moreover, social media tools such as Facebook, What's up, Twitter, Google Plus, etc. should be widely used.

Customer Service

Convenience and user-friendliness includes on-time performance, well-planned routes, and ensuring that it is convenient for customers to purchase bus passes. It is also essential that

personnel who interact with the public in person or over the phone are friendly, knowledgeable and trained to work with people with disabilities.

Free Media Coverage

Transit providers should always take advantage of opportunities for positive print and TV media coverage, as well as PSAs on local radio stations. Local radio stations are an effective means of getting information out.

Events

Events can be an effective way to increase community awareness and engagement with a transit system. Transit providers can hold their own events with key partners, such as travel training workshops for people with disabilities. Additionally, if major service changes are being planned, it can be effective to hold a well-publicized public event to collect public comments and create awareness of the planning process.

Transit agency representatives can also participate in events organized by others. For example, a bus could be parked at a prominent location at a county fair with transit agency representatives on hand to distribute hard copy information and answer questions about the transit service. Many transit agencies put buses in parades to increase public awareness.

Website

The website is a transit system's primary technology application. Besides the printed schedule, this is an essential tool for information dissemination. In fact, many riders and potential riders will look for information on the website before they look at a printed schedule. Therefore a transit website should be attractive, easy to use, designed with ADA compliance, and compatible with a mobile interface.

Good website design for transit follows a few simple principles. The information that is most important to the rider should be "above the fold" at the top of the page. This can include a trip planner, a map of services, time tables, real-time bus location, and any special announcements about route or schedule changes. A final website should be assessed based on the following elements: Stand-alone website; Content Management System (CMS); Trip Planner; Real Time Bus Tracking; Mobile Interface; Riders Guide: How to ride information; and ADA Compliant Design.