



MEMO

August 14, 2026 Board Work-session Packet

To: GVRTA Board of Directors

From Scott Truex, Executive Director

Re: Work-session Packet

Board Members,

The following information is for the work-session following the August 14th meeting. All of these documents have been created to fulfill your requests for information from the April Board retreat. At the end of the last meeting some questions came up regarding medical trips and paratransit services and we can discuss these items as well.

Here is a list of documents included in this packet. **New items** highlighted are in yellow. Please note one correction (redlined) in the Contracting vs. In-House memo on page 32.

- Takeaways from the April Retreat Page 2
- Powers of the GVRTA under Colorado state statutes, voter approved ballot questions, and the current IGA Page 5
- Core Commuter Bus Service Levels Page 8
- **Core Bus Service Performance Standards Page 10**
- Cost-per-passenger analysis comparing current costs to the costs if we charge nominal fares for the commuter bus service Page 13
- Service Hour Analysis Page 15
- Pro-Formas & Discussion regarding future potential service Page 16
- **Commuter Bus and Separate Circulator Bus Option Page 30**
- Cost of providing service through contracting vs bringing the service in house Page 32
- Report on Western Slope Transportation Agencies Page 35
- Senior Transportation Service Description Page 37
- Core Air Service Requirements at GUC Page 39
- **Thoughts and Correspondence regarding Core Air Service Page 41**
- MRG Payments vs Sales Tax Revenues over time Page 44

Please let me know if there is anything else I can provide before the work-session.

Thank you,
Scott Truex
Executive Director



MEMO

May 22, 2026 Board Meeting Packet

To: GVRTA Board of Directors

From Scott Truex, Executive Director

Re: Takeaways from the April Retreat

Board Members,

Below is a draft list of items that are the takeaways that Leia and I noted during the retreat. Please review this list and we will make any amendments at the board meeting. I would request that you approve the list by motion after any necessary changes have been made.

Additionally, in order to address some of these right away, I have included some takeaways in separate memos and they are part of the agenda for this meeting.

Thank you,
Scott Truex,
Executive Director,
Gunnison Valley RTA

Draft Takeaways from April 3, 2026 retreat of the GVRTA Board of Directors:

General

- The Board may identify new strategic goals across all of the RTA programs. These could be referenced for agenda items to identify why specific items are on the agenda and how they apply to the strategic goals.
- Scott Truex will create a document that includes
 - What the state statutes allows RTAs to do
 - What voters approved in the ballot questions
 - What the IGA that forms the RTA allows the RTA to do
 - The new mission statement.
 - A proposed new mission statement could be: “The mission of the Gunnison Valley Transportation Authority (RTA) is to provide and improve air transportation to and from the Gunnison-Crested Butte Regional Airport on a year-round basis, to provide a long term and energy efficient public transit system between the north and south ends of the Highway 135 corridor along with other mass transit options for the community, and to provide senior and human services transportation to the Gunnison Valley community.”

Bus Service

- Scott Truex will identify core bus service needs... what is the minimum required commuter bus service necessary to be effective and viable.
- Scott Truex will create Pro-Forma cost estimates for the following possible future services:
 - Gunnison City Circulator
 - Airport service (could be several options)
 - ADA/Paratransit service (required if we provide fixed route service)
 - Expansion of current service to West Gunnison and/or the Airport
 - This will include potential impacts to the quality of the current service.
 - Montrose bus service.
- Scott Truex will provide a cost-per-passenger analysis of what could happen if we decided to charge nominal fares.
- In order to better understand the magnitude of the costs for potential new service, Scott Truex will provide an analysis of service hours and costs for:
 - The current RTA service
 - The current Mt. Express service
 - Potential new Gunnison Circulator service
 - Potential new airport service
- Scott Truex will provide an analysis of the cost of providing service through contracting the service as we currently do vs bringing the service in house at some point in the future.
 - This analysis will include purchasing the necessary rolling stock.
- Scott Truex will provide a report on what other western slope transportation entities are doing to provide service (in-house, contracting for service, relationships among entities in the same region, etc.)
- We will create a statement on why we own and provide housing.
- We will create a policy statement on energy efficiency in our transit system.

Senior & Human Services Transportation

- We will look into the possibility of expanding the medical trip component of our senior transportation program to include people other than seniors to be more of a health and human services transportation system than just a senior transportation system.
- Scott Truex will provide a narrative of how the current senior programs work and if necessary, the board may ask for a presentation from the providers.

Air Service

- Identified goals for air service are:
 - Maintain current service levels
 - Specifically, the three daily flights to Denver are important to have on a nearly year-round basis.

- o Continue to selectively and slowly grow service to Houston in the summer without MRG contracts and in the winter (potentially with MRG contracts.)
 - o Build out the Chicago service in the winter (potentially using the SCASD grant)
 - o Continue to reduce leakage
 - o Expand service for locals.
- The air service program is changing and our mission can change to reflect the fact that more locals are using the airport. This means that we can begin to develop future air programs for locals, which will also work for tourists, as opposed to our previous method of solely developing programs for tourist which also worked for locals.
- The Board would like to identify what the core service requirements are for the airport to succeed and the Board asked Bill to work with Rick to identify core airport service levels.
- The Board will develop strategic goals for air service and the Air Command will use those goals to make recommendations regarding future air programs (including potential new MRG contracts)
- Scott Truex will develop a chart showing MRG payments by the RTA over time as a percentage of the annual RTA budget.



MEMO

May 22, 2026 Board Meeting Packet

To: GVRTA Board of Directors

From Scott Truex, Executive Director

Re: Powers of the GVRTA under Colorado state statutes, voter approved ballot questions, and the current IGA

Board Members,

At the April Board Retreat, you asked me to provide you with information regarding the powers and limitations of the GVRTA. In order to do this, I've pulled information from the Colorado state statutes, CDOT's RTA Best Practices Report which was just published last month, language from our ballots, and from the current Intergovernmental Agreement that forms the GVRTA.

Colorado RTA Law:

In Colorado, an RTA is an independent organization, enabled by Colorado state statute, formed with clearly defined geographic boundaries and governed by a board of elected officials representing each member community. Under Colorado law (Colorado Statutes 43-4 Part 6), municipalities, counties, and special districts can form a single, independent regional authority with governmental and funding powers to address transportation needs within a specific geographic region.

Colorado RTAs have several mechanisms available through which operation and capital transportation activities may be funded. These include sales tax of up to 2%, mill levies, annual motor vehicle registration fee of up to \$10, visitor benefit tax on those purchasing overnight rooms or accommodations within the RTA's boundaries of up to 2%, bonds, and enterprises owned by the RTA. The exercise of any funding power must be approved by voters within the RTA. State and federal grants may also fund projects or operations.

Colorado RTAs may exercise the following powers, which are enabled by CRS §§ 43-4-601, Part 6:

- To finance, construct, operate, or maintain regional transportation systems within or without the boundaries of the authority; except that the authority shall not construct regional transportation systems in any territory located outside the boundaries of the authority and within the boundaries of a municipality as the boundaries of the municipality exist on the date the authority is created without the consent of the governing body of the municipality; outside the boundaries of the authority and within the unincorporated boundaries of a county as the unincorporated boundaries of the county exist on the date the authority is created without the consent of the governing body of the county.
- Exist indefinitely unless the IGA says otherwise.
- Sue and be sued.
- Enter into contracts and agreements.

- Set and change fees, tolls, and charges for using transportation facilities it builds or operates.
- Pledge revenues to repay bonds.
- Buy, sell, lease, exchange, or encumber property.
- Acquire easements and rights-of-way.
- Accept donated property or gifts under terms approved by the board.

GVRTA Ballot Questions:

In November, 2002 the Gunnison Valley RTA was authorized by the voters of the precincts which would form the district. This ballot authorized the RTA to collect sales tax of .35% in the City of Gunnison and .6% across the rest of the district for the purpose of funding and providing expanded mass transit and other transportation services including expanded air service in accordance with the IGA.

In 2008, the ballot question removed the sunset on the tax and the purpose did not change.

In 2015, the ballot increased the sales tax to 1% across the entire district for the purpose of funding senior transportation within the district with the first \$250,000.00 raised, for expanded public bus service along the highway 135 corridor, for funding air service, and for other purposes consistent with the mission of the RTA.

Mission Statement:

In 2016, the RTA adopted the following mission statement:

The mission of the Gunnison Valley Transportation Authority (RTA) is to provide and improve air transportation to and from the Gunnison-Crested Butte Regional Airport on a year-round basis, to provide a long term and energy efficient public transit system between the north and south ends of the Highway 135 corridor, and to provide senior and human services transportation in Gunnison County.

The IGA that forms the RTA:

In 2025, the four entities that make up the RTA amended the IGA. The IGA states that the purpose of the Authority is to finance, construct, operate and maintain an efficient, sustainable and regional multi-modal transportation system at any location or locations within or without the Boundaries of the Authority, subject to compliance with the title 43, article 4, part 6, Colorado Revised Statutes, as amended.

The IGA specifically states that in addition to the general powers described granted by State statute, the RTA shall have the responsibilities described below and shall have all powers necessary or convenient to carry out such responsibilities, subject to the availability of funds and, to the extent required by law, annual appropriation of funds by the Board:

(a) **Regional Transit Services.** The Authority shall use reasonable efforts to provide a long term and energy efficient public transit system between the north and

south ends of the Highway 135 corridor and to provide senior and human services transportation in Gunnison County. Additional transit services may be planned for and implemented as determined by the Board.

(b) **Contract Air Services.** The Authority may enter into contracts with commercial air carriers for the provision of air services in the manner and subject to the terms of such contracts.

(c) **Contract Transit Services.** The Authority may enter into contracts with any Member or other Person for the provision of transit services in the manner and subject to the terms of such contracts.

(d) **Regional Transportation Planning.** The Authority shall provide regional transportation planning services needed to plan and direct the Authorized Transportation Projects, pursue federal funding and coordinate overall transportation policy within the area in which it provides Regional Transit Services. Regional transportation planning shall, as determined by the Board, include short range service planning as well as long range planning, corridor investment studies and related environmental impact analysis.

(e) **Funding for Construction and Maintenance of Regional Trails.** The Authority shall provide funding for the construction of regional public trails in cooperation with Members, or other Persons.

(f) **Local Service.** The Authority may fund Authorized Transportation Projects that serve the residents and businesses of a Member (as distinguished from regional services) but, except as otherwise specifically provided herein, only pursuant to an agreement pursuant to which such Member pays the Authority for the services provided on the same fully allocated cost basis used to determine costs of Authority services throughout the Authority's service area.

I hope that this memo clarifies the powers that the GVRTA has, provides some insight into how the GVRTA evolved and helps to inform your decisions going forward.

Thank you,
Scott Truex
Executive Director



MEMO

June 26, 2026 Board Meeting Packet

To: GVRTA Board of Directors

From Scott Truex, Executive Director

Re: Core Commuter Bus Service Levels

Board Members,

At the retreat in April, you asked me to identify and share what I believe are the core commuter bus service needs of the community. I took this request as essentially asking the question “What is the minimum required bus service necessary to be effective and viable for the community?”

After analyzing the data, discussing this with you and with other community members, and thinking through what our bus service means to the community, I’ve concluded that the definition of core bus service levels for the RTA Commuter Bus include:

- Being able to meet the community’s expectations.
- Making sure our passengers’ can get to and from their destinations when they need to.
- Keeping the service viable from an operations perspective.

Using these metrics, I believe that the core commuter bus service levels that we need to provide are running the bus on half-hour headways year-round and decreasing the headways to fifteen minutes during peak times in the winter season. This also happens to be the current level of service that we are providing.

It is possible to reduce the service to less than half-hour headways in the spring and fall, but that means restaffing at the beginning of both the summer and winter seasons. This has proven difficult in the past and that is one of the reasons that we currently have only two schedule changes.

Almost every season when we have had to increase the schedule, we have had hiccups in the new schedule due to struggles with finding enough drivers. Adding consistency to the schedule allows for more stable employment and decreases uncertainty for both our passengers and drivers.

Another option I’ve considered was running the same half-hour schedule year-round. However, this just doesn’t provide enough service in the winter to accommodate our passengers getting to and from work.

I analyzed the raw data from January, 2024 to determine how many people would not have been able to board the bus if we not run the 15-minute headways during peak times. I chose

January, 2024 since this was our peak month for ridership while we were running the fifteen-minute peak headway schedule.

If we had not provided peak-time 15-minute headways in January, 2024, we would have left approximately 4,557 passengers at our bus stops during that month. There was not a single day where we would have been able to accommodate everyone who wanted to board the bus. On January 24th, we would have disrupted the least amount of people by only leaving 71 passengers behind. The worst performing day under this metric would have been on January 14th when over 470 passengers wouldn't have been able to board the bus when it arrived.

The concept of providing free bus service includes attempting to capture passengers who have options for travel besides using the bus. These are called "choice riders". If the option of riding the bus is not easy, predictable, safe, and convenient, then choice riders will most often choose other options.

The numbers above show that 15-minute service is imperative during the peak times in the winter. Every time a choice passenger is unable to board the bus, they have a negative experience and are less likely to use the system in the future.

Therefore, in my opinion, the core minimum commuter bus service level required by the community to be effective and viable is half-hour headways year-round with the addition of 15-minute headways during peak times in the winter.

This level of service will cost approximately \$4.85 million to provide in 2026, so this should be the minimum amount budgeted for bus operations (management, fuel, R&M, and purchased services) annually.

I would like to note that we are planning to increase service beyond these levels in the near future and as we do so, the core service level may well ramp up to the new levels that we provide. As we provide more service, more people will likely count on the GVRTA's commuter bus service, expectations will increase, more choice riders will choose the bus, and we will likely be held to higher standards for service going forward.

I look forward to hearing your questions and to our discussion regarding core bus service levels at the meeting on Friday.

Thank you,
Scott Truex
Executive Director



MEMO

August 14, 2026 Board Work-session Packet

To: GVRTA Board of Directors

From Scott Truex, Executive Director

Re: Core Bus Service Performance Standards

Board Members,

In response to your request to develop some standardized performance measures that we can use to define core bus service requirements, I did some research into other agencies performance and cancellation rates. Most available statistics are from major transit agencies and I wasn't able to find much information regarding rural agencies. I found that commuter and fixed-route bus cancellation rates vary by region – primarily due to weather, mechanical and staffing issues. Cancellation rates are typically between 3% to 5% for major metropolitan agencies, though severe driver shortages and maintenance issues can push these cancellations up to 20% to 25% on certain routes.

I discovered that cancellation rates vary significantly depending upon the specific transit authority. For example:

- MARTA in Atlanta currently has a bus cancellation rate of about 3%.
- LA Metro bus cancellation rates stabilized between 3% and 5% in the last year or so, though this was a significant improvement from higher rates earlier in the decade. Their goal is less than 2%.
- Cancellation rates for the Regional Transportation District (RTD) in Denver aren't available, but on-time performance (less than 5 minutes late) for their local and regional routes is about 84%. For their Bus Rapid Transit Routes, 82.5% are on-time.
- The Roaring Fork Transportation Authority (RFTA) doesn't report specific cancellations, but their on-time performance (zero to five minutes late) for commuter bus and regional transit services ranges between 72.5% and 78%. Much of their issues are due to road construction on Hwy 82.
- CTA (Chicago) had an elevated cancellation rate of roughly 20% of scheduled bus trips in recent years, largely driven by operator staffing shortfalls.
- NYC Transit (New York City) has lower traditional cancellations, however roughly 37% of express bus trips and 30% of local buses miss their stops at their scheduled times, resulting in significant "ghost bus" gaps.

For Comparison purposes, the GVRTA has the following statistics:

GVRTA Historical Performance Data		Cancelled Trips	On-Time Performance	
			0-5 minutes	0-10 minutes
November 27, 2024 – November 25, 2025	12 months	1.1%	90.9%	96.7%
December 1, 2024 – May 31, 2025	6 months	1.6%	92.7%	96.9%
June 1, 2025 – November 25, 2025	6 months	0.5%	89.1%	96.7%
December 1, 2025 – May 31, 2026	6 months	2.3%	88.8%	95.3%

Based upon our data and this research, I recommend the following standards for core bus service performance levels. If you agree, I will be including these in your reports going forward.

	Percentage of Missed Trips	Percentage of Actual Trips			
		Zero to 5 minutes late	Zero to 10 minutes late	Zero to 15 minutes late	More than 15 minutes
Excellent (as expected)	< 2.0%	> 85%	> 90%	> 95%	< 1%
Needs Improvement	2.0%-4.0%	80%-85%	85%-90%	90%-95%	1% - 2%
Not Acceptable	> 4.0%	< 80%	< 85.0%	< 90%	> 2%

For this metric, I've used the Los Angeles goal of less than 2% for cancellations since that is something that we have proven that we are able to accomplish. This would mean an average of less than one round trip cancelled per day. The metric for performance standards for late buses comes from our historical performance record.

Part of my reasoning for the fairly lenient goal of 85% for being less than five minutes late and 90% for being less than 10 minutes late is that we have worked very hard to impress upon the drivers that leaving early is unacceptable. Therefore, we have encouraged them to start their routes 2-3 minutes late so that they don't get ahead of schedule. We would much rather have them a few minutes behind schedule rather than one minute early. Also, there are many factors such as traffic, weather, accidents on the highway, road construction, etc. that we cannot control that directly impact this performance measure.

I have also drawn from our current Title VI policy for the 15-minute late standard of 95% which has the following On-Time Performance Standard:

RTA vehicles are considered on time if it departs the first scheduled timepoint on the route at or after the scheduled departure and no more than 15 minutes late. RTA's on-time performance objective is 95% or greater.

We saw our canceled trip performance drop last winter and if we dig into the data a bit more, it is apparent that the cancellation rate increased significantly in March which affected the whole winter's average. Unless you have any changes, these are the reports that I will include in your packet going forward.

Winter 2025-26 GVRTA On-Time Performance

Southbound - From Crested Butte 4-Way										
	# of Days	Planned # of Trips	Missed Trips	Actual # of Trips	Percentage of Missed Trips	Percentage of Actual Trips				
						Zero to 5 minutes late	Zero to 10 minutes late	Zero to 15 minutes late	More than 15 minutes	Not Tracked
November	5	205	3	202	1.5%	84.2%	92.6%	96.5%	1.0%	2.5%
December	31	1,271	15	1,256	1.2%	83.6%	92.9%	94.5%	1.1%	4.4%
January	31	1,271	17	1,254	1.3%	88.8%	93.0%	94.3%	0.5%	5.2%
February	28	1,148	22	1,126	1.9%	84.4%	95.6%	97.8%	1.9%	0.4%
March	31	1,271	62	1,209	4.9%	93.9%	98.6%	99.0%	0.3%	0.7%
April	5	205	3	202	1.5%	93.6%	97.0%	98.5%	0.0%	1.5%
Total	131	5,371	122	5,249	2.3%	87.8%	95.0%	96.4%	0.9%	2.7%

Northbound - From Spencer and Hwy 135										
	# of Days	Planned # of Trips	Missed Trips	Actual # of Trips	Percentage of Missed Trips	Percentage of Actual Trips				
						Zero to 5 minutes late	Zero to 10 minutes late	Zero to 15 minutes late	More than 15 minutes	Not Tracked
November	5	205	3	202	1.5%	86.1%	91.1%	92.1%	3.5%	4.5%
December	31	1,271	16	1,255	1.3%	83.0%	89.7%	92.7%	1.4%	5.9%
January	31	1,271	23	1,248	1.8%	86.9%	93.3%	94.6%	0.4%	5.0%
February	28	1,148	18	1,130	1.6%	85.8%	93.6%	96.0%	1.9%	2.1%
March	31	1,271	57	1,214	4.5%	90.1%	97.0%	97.9%	0.6%	1.5%
April	5	205	3	202	1.5%	91.1%	97.0%	98.0%	0.0%	2.0%
Total	131	5,371	120	5,251	2.2%	86.6%	93.4%	95.3%	1.1%	3.6%
Average:						2.3%	87.2%	94.2%	95.8%	3.2%

Performance Measures

Excellent (as expected)	< 2.0%	> 85%	> 90%	> 95%	< 1%
Needs Improvement	2.0%-4.0%	80%-85%	85%-90%	90%-95%	1% - 2%
Not Acceptable	> 4.0%	< 80%	< 85.0%	< 90%	> 2%

Spring, Summer, Fall - 2026 GVRTA On-Time Performance

Southbound - From Crested Butte 4-Way										
	# of Days	Planned # of Trips	Missed Trips	Actual # of Trips	Percentage of Missed Trips	Percentage of Actual Trips				
						Zero to 5 minutes late	Zero to 10 minutes late	Zero to 15 minutes late	More than 15 minutes	Not Tracked
April	25	825	22	803	2.7%	95.9%	99.1%	99.4%	0.1%	0.5%
May	31	1,023	23	1,000	2.2%	95.2%	98.9%	99.3%	0.2%	0.5%
June										
July										
August										
September										
October										
November										
Total	56	1,848	45	1,803	2.4%	95.5%	99.0%	99.3%	0.2%	0.5%

Northbound - From Spencer and Hwy 135										
	# of Days	Planned # of Trips	Missed Trips	Actual # of Trips	Percentage of Missed Trips	Percentage of Actual Trips				
						Zero to 5 minutes late	Zero to 10 minutes late	Zero to 15 minutes late	More than 15 minutes	Not Tracked
April	25	825	21	804	2.5%	90.2%	97.4%	98.0%	0.4%	1.6%
May	31	1,023	22	1,001	2.2%	90.5%	96.8%	97.7%	0.4%	1.9%
June										
July										
August										
September										
October										
November										
Total	56	1,848	43	1,805	2.3%	90.4%	97.1%	97.8%	0.4%	1.8%
Average:						2.4%	92.9%	98.0%	98.6%	1.1%

Performance Measures

Excellent (as expected)	< 2.0%	> 85%	> 90%	> 95%	< 1%
Needs Improvement	2.0%-4.0%	80%-85%	85%-90%	90%-95%	1% - 2%
Not Acceptable	> 4.0%	< 80%	< 85.0%	< 90%	> 2%

Thank you,
Scott Truex
Executive Director



MEMO

June 26, 2026 Board Meeting Packet

To: GVRTA Board of Directors

From Scott Truex, Executive Director

Re: Cost-per-passenger analysis comparing current costs to the costs if we charge nominal fares for the commuter bus service

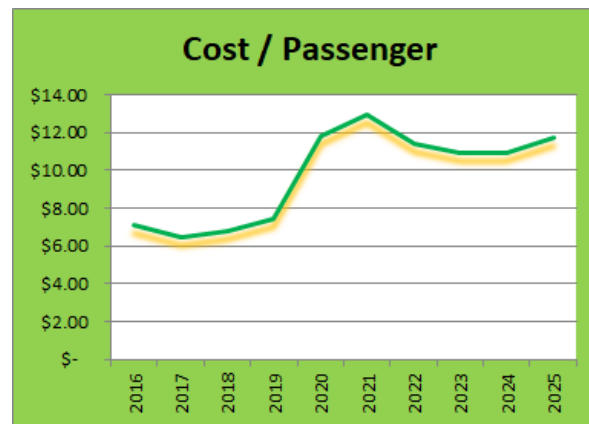
Board Members,

At the retreat in April, you asked me to provide a cost-per-passenger analysis of what could happen if we decided to charge nominal fares.

To start, I would like to share the charts below which show the cost-per-passenger of the current commuter bus service for the past ten years.



	Operating Costs	Annual Passengers	Cost per Passenger
2016	\$ 1,019,857	144,194	\$ 7.07
2017	\$ 1,131,624	174,839	\$ 6.47
2018	\$ 1,230,886	180,996	\$ 6.80
2019	\$ 1,664,263	224,718	\$ 7.41
2020	\$ 1,653,880	139,679	\$ 11.84
2021	\$ 2,241,755	173,550	\$ 12.92
2022	\$ 2,846,370	249,945	\$ 11.39
2023	\$ 3,583,182	327,692	\$ 10.93
2024	\$ 4,287,560	393,006	\$ 10.91
2025	\$ 4,355,023	370,599	\$ 11.75



When deciding whether or not to collect fares, the first thing to consider is that collecting a fare takes time at each bus stop. Estimates show that collecting fares adds about 12% to 15% to the time it takes to run a bus route. This is called “dwell time.” Since we are a commuter bus with long distances between stops, we can hypothesize that our dwell time would be less and only add about 10% to our time to complete each lap on the route. With respect to costs for this additional dwell time, only a portion of our costs would increase because fuel, R&M, and management would not be impacted. The increase in our costs in 2025 due to dwell time would have been about \$340,000, which is less than 8% of the total operating costs that year.

Next, we need to consider the capital and administrative costs to collect fares. We would need to add fare boxes to the buses and develop a payment system (either cash, credit card, or some sort of fare card.) We would also need to consider the cost of accounting for the revenues. Cash revenues are more expensive to process than card revenues, but cash fare boxes are cheaper than electronic ones. There are also infrastructure costs if we choose to sell bus passes, which would include the passes themselves and machines to add fares to them. If we choose

the least expensive system, we could still expect to pay \$80,000 annually for administrative costs of staffing and to amortize about \$15,000 per year for the capital costs. So, conservatively, it would cost at least \$95,000 per year to collect the fares on top of the dwell time costs.

Research shows that on average, charging a nominal fare of \$2.00 would reduce ridership by between 14% and 35%. For this analysis I've used 25%. From this point, due to the elasticity of bus fares being about -0.4, each increase of 10% would result in another 4% reduction in ridership. In 2011 when we reduced service and charged a \$2.00 fare, our passengers per vehicle trip dropped by 36.6 percent.

With 2025 as the baseline for this analysis, the cost-per-passenger is \$11.75. All dollar amounts are in 2025 dollars.

If we had charged a nominal fare for the service, then we would have raised revenue, but we would also have increased costs and reduced the number of passengers on board our bus service.

This chart shows the theoretical cost-per-passenger in 2025 for various fare levels. I believe that this analysis shows the best-case scenario (least passengers lost due to fare increases) possible.

Fare	Annual Operating Costs	Dwelling Time Costs	Fare Collection Costs	Total Costs	Fare Revenues	Annual Program Cost	Annual Passengers	Cost per Passenger
\$ -	\$ 4,355,023	\$ -	\$ -	\$ 4,355,023	\$ -	\$ 4,355,023	370,599	\$ 11.75
\$ 2.00	\$ 4,355,023	\$ 340,000	\$ 95,000	\$ 4,790,023	\$ 555,899	\$ 4,234,125	277,949	\$ 15.23
\$ 2.20	\$ 4,355,023	\$ 340,000	\$ 95,000	\$ 4,790,023	\$ 587,029	\$ 4,202,994	266,831	\$ 15.75
\$ 2.42	\$ 4,355,023	\$ 340,000	\$ 95,000	\$ 4,790,023	\$ 619,902	\$ 4,170,121	256,158	\$ 16.28
\$ 2.66	\$ 4,355,023	\$ 340,000	\$ 95,000	\$ 4,790,023	\$ 654,617	\$ 4,135,406	245,912	\$ 16.82
\$ 2.93	\$ 4,355,023	\$ 340,000	\$ 95,000	\$ 4,790,023	\$ 691,276	\$ 4,098,747	236,075	\$ 17.36
\$ 3.22	\$ 4,355,023	\$ 340,000	\$ 95,000	\$ 4,790,023	\$ 729,987	\$ 4,060,036	226,632	\$ 17.91
\$ 3.54	\$ 4,355,023	\$ 340,000	\$ 95,000	\$ 4,790,023	\$ 770,866	\$ 4,019,157	217,567	\$ 18.47
\$ 3.90	\$ 4,355,023	\$ 340,000	\$ 95,000	\$ 4,790,023	\$ 814,035	\$ 3,975,988	208,864	\$ 19.04
\$ 4.29	\$ 4,355,023	\$ 340,000	\$ 95,000	\$ 4,790,023	\$ 859,621	\$ 3,930,402	200,510	\$ 19.60
\$ 4.72	\$ 4,355,023	\$ 340,000	\$ 95,000	\$ 4,790,023	\$ 907,759	\$ 3,882,264	192,489	\$ 20.17
\$ 5.19	\$ 4,355,023	\$ 340,000	\$ 95,000	\$ 4,790,023	\$ 958,594	\$ 3,831,429	184,790	\$ 20.73

While the annual program costs are reduced when charging fares, the resulting decrease in ridership is concerning and increases the cost-per-passenger. This lessens the efficiency of the system since there are less passengers on each bus.

I believe that this analysis shows why keeping the system fare free makes sense and I look forward to discussing this with you at the June Board Meeting.

Thank you,
Scott Truex
Executive Director



MEMO

June 26, 2026 Board Meeting Packet

To: GVRTA Board of Directors

From Scott Truex, Executive Director

Re: Service Hour Analysis

Board Members,

This memo is in response to your request from the April retreat where you asked me to provide an analysis of our current service hours with a comparison of them, Mountain Express's service hours and the potential new services you wanted to explore. Hopefully this gives you a good understanding of the costs associated with and the scale of our service vs the potential new services we discussed.

This memo focuses on the existing services in the valley and the data derived from this memo will inform the Pro-Forma costs of potential new service, which is the next item on your agenda.

For both the Mountain Express and the GVRTA service analyses, we will use 2025 data.

For the GVRTA Commuter Bus Service, in 2025, we ran a total of 29,778 service hours and 861,434 service miles. The total operating cost to provide this service was \$4,355,000. Therefore, the cost per service hour was \$146.25 and the cost per service mile was \$5.06.

The Mountain Express ran a total of 14,662 service hours and 164,133 service miles on their fixed route services in 2025. Their total operating cost to provide the service was \$2,865,000. Therefore, their cost per service hour was \$195.32 and the cost per service mile was \$17.45.

These numbers do not include capital costs.

I look forward to discussing this and the next agenda item with you all on Friday.

Thank you,
Scott Truex
Executive Director



MEMO

June 26, 2026 Board Meeting Packet

To: GVRTA Board of Directors

From Scott Truex, Executive Director

Re: Pro-Formas & Discussion regarding future potential service

Board Members,

At the retreat in April, you asked me to provide Pro-Formas for various options of service expansion. These included service to West Gunnison, the Airport, a City Circulator (with ADA paratransit service) and service to Montrose.

As in the previous service analysis of the RTA and Mountain Express, all of this data will use 2025 numbers and costs.

Maps with example routes and bus stops for all of the Gunnison services are at the end of this memo. Please keep in mind that these routes are examples only and solely for the purpose of this study to determine costs, miles, and service hours associated with providing these services. Routes and stops would need to be studied much more vigorously and go through a multifaceted public process before any service is implemented.

When considering expansion, it is important to consider the impacts to our current service and the planned expansion of our schedule over the next eighteen months.

The current RTA Commuter Bus route is scheduled to take 125 minutes to complete each lap. This includes approximately 13 minutes of wait time at the Mt. CB Transit Center. This wait time is important for drivers to get a quick break, but also equally important so that buses can get back on schedule during times of heavy traffic or weather. In an ideal world, this trip would only be 120 minutes (2 hours) so that we could easily provide fifteen-minute headways. However, due to the extra five minutes on the route, when we go to a (mostly) fifteen-minute headway schedule in the winter of 2027-28, we will need to run a twenty-minute headway every eighth trip to make the schedule work. I mention this because any additional time/stops that we add to the route would increase the challenge of providing 15-minute headways and also increase the number of buses needed on the route at any one time.

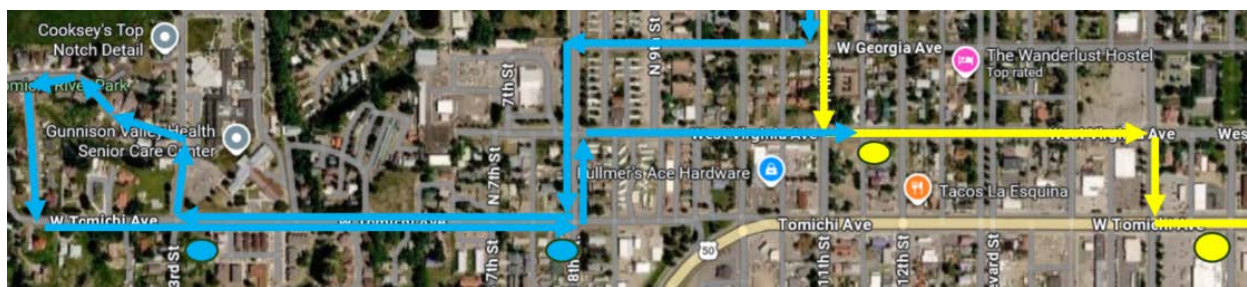
Example GVRTA Route Expansions in the City of Gunnison:

West Gunnison Service Example

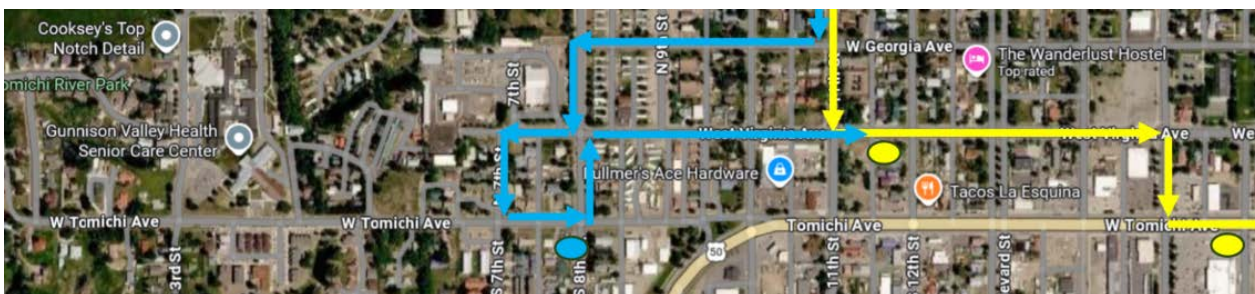
For service to West Gunnison, I've considered two example bus stops for the purposes of this analysis. The first is located at the corner of 8th Street and Tomichi Avenue and the second is at

3rd Street and Tomichi Avenue. Option A includes both stops and Option B only includes the 3rd and Tomichi stop. These example routes are shown in **blue** on the maps.

For Option A, which serves both intersections, there are a couple of possible obstacles. The first is that GVRTA buses are very large and may not be appropriate for the residential streets near 3rd and Tomichi. Since the buses are large, they cannot turn around easily and therefore a loop needs to be included in the route to make an out and back scenario like this work. Second, the route would need to be extended by 1.9 miles and 11 minutes which would add about 10% to the overall trip time. Third, this example would require an extra bus or two to be on the route at the same time to maintain the 15-minute headways. While making the trip more convenient for West Gunnison residents, this option would inconvenience other passengers commuting between Gunnison and CB/Mt. CB.



Option B serves only the 8th and Tomichi intersection and has less impact on the overall route, but the same concerns apply. While Option B only adds 0.9 miles and five minutes to the total time, it would still make it more difficult to keep to fifteen-minute headways and again, we would need to add an extra bus on the route.



South Gunnison (Airport) Service Example

The other example of an expansion you requested is service to South Gunnison and the Airport. The **red** route on the maps shows an example of how this could work.

This example has the same scheduling and passenger convenience issues as the West Gunnison service and would extend the route by 1.9 miles and 11 minutes.

For this particular example, other factors would need to be discussed that would impact the route time such as loading and unloading with luggage and amendments to the RTA baggage policy. Therefore, there may be additional route time needed to make this expansion fit into the Commuter Bus Schedule.



Pro Forms for example extensions of GRTA route expansions

The costs below use the GVRTA 2025 cost of \$146.25 per service hour to run the Commuter Bus Service. All of these assume 41 round-trips. (A reminder that we will be expanding to 53 round-trips in the winter of 27-28.)

Impact of Example Route Extensions on Route Miles and Schedule

	Additional Miles on Route	Additional Time on Route
West End service to 3rd and Tomichi (Option A)	1.93 miles	11 minutes
West End service to 8th and Tomichi (Option B)	0.9 miles	5 minutes
South End Service to Airport	1.36 miles	8 minutes

Additional Hours Analysis

	Per Trip	Per Day (Based upon 41 Trips)	Per Year
West End service to 3rd and Tomichi (Option A)	11 minutes	7.5 hours	2,744 hours
West End service to 8th and Tomichi (Option B)	5 minutes	3.4 hours	1,247 hours
South End Service to Airport	8 minutes	5.5 hours	1,995 hours

Additional Miles Analysis			
	Per Trip	Per Day (Based upon 41 Trips)	Per Year
West End service to 3rd and Tomichi (Option A)	1.93 miles	79 miles	28,882 miles
West End service to 8th and Tomichi (Option B)	0.9 miles	37 miles	13,468 miles
South End Service to Airport	1.36 miles	56 miles	20,352 miles

Pro Forma Cost of Example Route Extensions			
	Per Trip	Per Day (Based upon 41 Trips)	Per Year
West End service to 3rd and Tomichi (Option A)	\$27.82	\$1,141	\$416,326
West End service to 8th and Tomichi (Option B)	\$12.93	\$530	\$193,497
South End Service to Airport	\$19.52	\$800	\$292,117

Capital costs in this analysis assume that the cost of an RTA commuter coach is \$900,000 and that 80% of the costs are covered by grant funding. These costs are amortized over the useful life of the vehicles.

Pro Forma Capital Costs of Example Route Extensions (Assuming grants for 80% of cost)			
	Miles per Year	Cost Per Mile	Amortized Cost per year
West End service to 3rd and Tomichi (Option A)	28,882	\$0.26	\$7,509
West End service to 8th and Tomichi (Option B)	13,468	\$0.26	\$3,502
South End Service to Airport	20,352	\$0.26	\$5,292

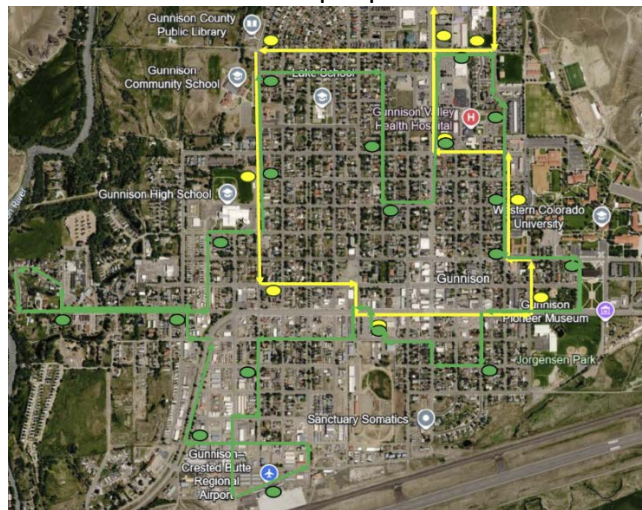
Bus Cost: \$900,000 Local Cost: \$180,000 Useful Life: 700,000 miles Local Cost per mile: \$0.26

Examples of Gunnison City Circulator Options

Single-route example

The example on the map for a single route shows one route in **green** circulating through the entire city. Again, this is just one example to show the feasibility of operating a Circulator Bus in Gunnison. This example route is approximately 7.4 miles long and would take approximately 43 minutes to complete a lap. In order to provide 30-minute service, we would need to have two buses on the route at a time. Each bus would run the lap and then take a break at the transit center. We could provide shorter headways by having more buses on the route, but for

this example, I have used 30-minute headways to determine costs, hours, and miles. The primary direction of the loop through the city is clockwise to complement the counter-clockwise direction of the RTA route and allow people to travel both directions through the city.



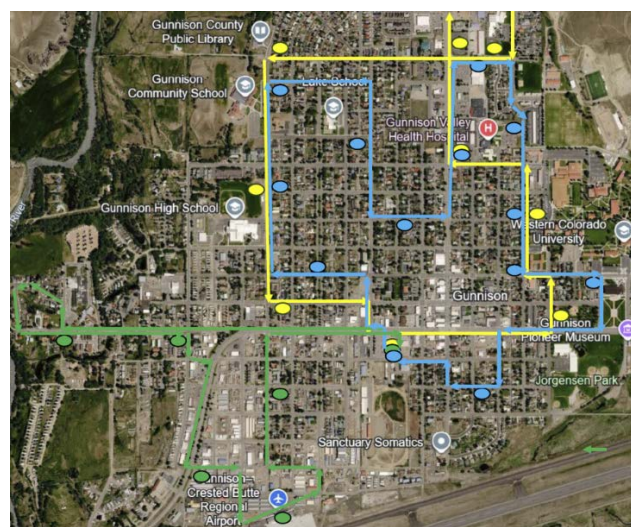
Two-route example

The example of two routes shows a **green** route serving West and South Gunnison (including the airport) and a **blue** route serving the Central and Eastern part of the city.

The **green** route is 3.6 miles long and would take approximately 21 minutes to run a lap. The **blue** route is 4.4 miles and about 26 minutes long.

Each lap can be run on 30-minute headways with one bus assigned to each route. Again, the **blue** route is designed to complement the RTA route to help people travel both directions through the city.

All routes in these scenarios would connect with the RTA and Bustang buses at the new transit center.



Pro Formas for example City of Gunnison Circulator Options

The costs below use the Mountain Express 2025 cost of \$195.32 per service hour to run their Fixed Route Service. All of these assume 32 round-trips, which allows for 30-minute headways from 7:00 a.m. until 11:00 p.m.

Pro Forma Cost of Example Gunnison Circulators			
Single Circulator Route	Per Trip	Per Day (Based upon 32 Trips)	Per Year
One Route Option (7.4 miles and 43 minutes per trip)	\$140.00	\$4,480	\$1,635,200
Two Circulator Routes			
Two Route Option (3.6 miles and 21 minutes per Green trip)	\$68.36	\$2,188	\$798,445
Two Route Option (4.4 miles and 26 minutes per Blue trip)	\$84.64	\$2,708	\$988,595
Two Route Option - Total Cost		\$4,896	\$1,787,040
Estimated cost of 2 buses providing 30 minute service from 7:30 a.m. until 11:00 p.m. Cost per service hour based upon Mt. Express fixed route cost of \$195.32 per hour			

Annual capital costs assume using 30 passenger cutaway buses which cost \$340,000 each with 80% of the costs covered by grant funding. Costs are amortized over the useful life of the vehicles.

Pro Forma Capital Costs of Gunnison Circulators (Assuming grants for 80% of cost)			
Single Circulator Route	Miles per Year	Cost Per Mile	Ammortized Cost per year
One Route Option	86,432	\$0.23	\$19,879
Two Circulator Routes			
Two Route Option	93,440	\$0.23	\$21,491
Bus Cost: \$340,000 Local Cost: \$68,000 Useful Life: 300,000 miles Local Cost per mile: \$0.23			

Examples of Airport Service Options

Example service described in previous options includes

- The example South Gunnison (Airport) service extension.
- The single route example Gunnison Circulator.
- The two-route example Gunnison Circulator.

Example option of Airport Service from the North Valley

Since we are a public entity that accepts federal funding, we are not allowed to provide charter service. This means that we can't provide door-to-door service like Alpine Express, Rocky Rides, Black Canyon Limo, and Dolly's shuttle do.

However, we could serve the airport with fixed route service from the North Valley using a more appropriate (smaller) vehicle than we use on the Commuter Bus route. A route could be designed to start at Mt. Crested Butte and Stop in Crested Butte, CB South, Almont, and a couple of places in Gunnison before going to the Airport and then returning along the same route. The cost per hour of this service would be similar to the service we provide on our Commuter Bus. It would take approximately 2 hours and be about 65 miles round-trip.

In this example, we could run six round trips per day and schedule them as best as possible to coincide with air service connections.

Pro Forma for Example of North Valley – Airport Service

The costs below use the GVRTA 2025 cost of \$146.25 per service hour to run the service. This assumes running six round-trips per day.

Pro Forma Cost of Example Airport - North Valley Service			
	Per Trip	Per Day (Based upon 6 Trips)	Per Year
North Valley - Airport Service	\$292.50	\$1,755	\$640,575
Route includes Starting at Mt. CB, then to CB, CB South, Almont, and two stops in Gunnison before going to the Airport and then reversing the route back to Mt. CB.			

Pro Forma Capital Cost Airport - North Valley Service			
	Miles per Year	Cost Per Mile	Ammortized Cost per year
North Valley - Airport Service	284,700	\$0.23	\$65,481
Bus Cost: \$340,000 Local Cost: \$68,000 Useful Life: 300,000 miles Local Cost per mile: \$0.23			

Annual capital costs assume using 30 passenger cutaway buses which cost \$340,000 with 80% of the costs covered by grant funding. Costs are amortized over the useful life of the vehicle.

ADA Paratransit requirements due to providing fixed route service

The GVRTA bus service is considered Commuter Bus service and is therefore exempt from the ADA requirements to provide Paratransit service in addition to our regular service. We do however subsidize the senior transportation services – which are ADA accessible – in the valley which helps a lot of people who are unable to use our Commuter Bus service.

Commuter Bus is defined as "fixed-route bus systems that are primarily connecting outlying areas with a central city through bus service that operates with at least five miles of continuous closed-door service." Furthermore, under Federal Transit Law (e.g., [49 CFR 37.3](#)), they are distinguished from intercity transit by operating wholly within distances typically no more than 100 airline miles apart.

Commuter bus service means fixed route bus service, characterized by service predominantly in one direction during peak periods, limited stops, use of multi-ride tickets, and routes of extended length, usually between the central business district and outlying suburbs. Commuter bus service may also include other service, characterized by a limited route structure, limited stops, and a coordinated relationship to another mode of transportation.

Fixed route bus service is defined as a system of transporting individuals (other than by aircraft), including the provision of designated public transportation service by public entities and the provision of transportation service by private entities, including, but not limited to, specified public transportation service, on which a vehicle is operated along a prescribed route according to a fixed schedule.

While Commuter Bus service is exempt from Paratransit requirements, Fixed Route service is required to provide Paratransit service.

FTA rules mandate that agencies running fixed route service offer complementary paratransit services for riders whose disabilities prevent them from using fixed-route buses independently. The service must be provided within a ¾ mile radius of the fixed route and must be available during the scheduled hours of the fixed route service. Rides must be able to be scheduled by certified passengers the day before the requested ride. Paratransit service is typically provided in smaller wheelchair accessible vehicles.

The costs of providing Paratransit services will depend entirely upon the demand for the service. Often, smaller agencies are able to have a supervisor provide the service for very little additional cost, but if full time employees are needed, then the cost could be hundreds of thousands of dollars. More study would be needed in Gunnison to determine the cost to provide this service.

Extending the RTA Commuter Bus service such that it becomes more of a circulator bus in the city could at some point cause the route to be defined as fixed route service. The lines are not

clear, but it is possible that at some point, an argument could be made that the RTA would need to provide Paratransit service.

Pro Forma of Montrose Service Option

For this analysis, I've used the service levels proposed by All Points Transit which may be funded by a CTE grant. The idea is to either use Ford Transit vans or Cutaway buses for the service. The smaller Ford Transits are used in this example for the Pro-Forma.

The service would run four round-trips per day and times are to be determined. If the service runs 365 days per year, here are the estimated costs:

Pro Forma Cost of Example Montrose Service			
	Per Trip	Per Day (Based upon 4 Trips)	Per Year
Montrose	\$375.00	\$1,500	\$547,500

Cost per service hour estimated at \$125 per hour

Annual capital costs assume using Ford Transit Vans costing \$125,000 with 80% of the costs covered by grant funding. Costs are amortized over the useful life of the vehicle.

Pro Forma Capital Cost of Montrose Service			
	Miles per Year	Cost Per Mile	Ammortized Cost per year
Montrose	284,700	\$0.15	\$42,705

Bus Cost: \$120,000 Local Cost: \$24,000 Useful Life: 200,000 miles Local Cost per mile: \$0.12

Comparison of Example Pro Formas

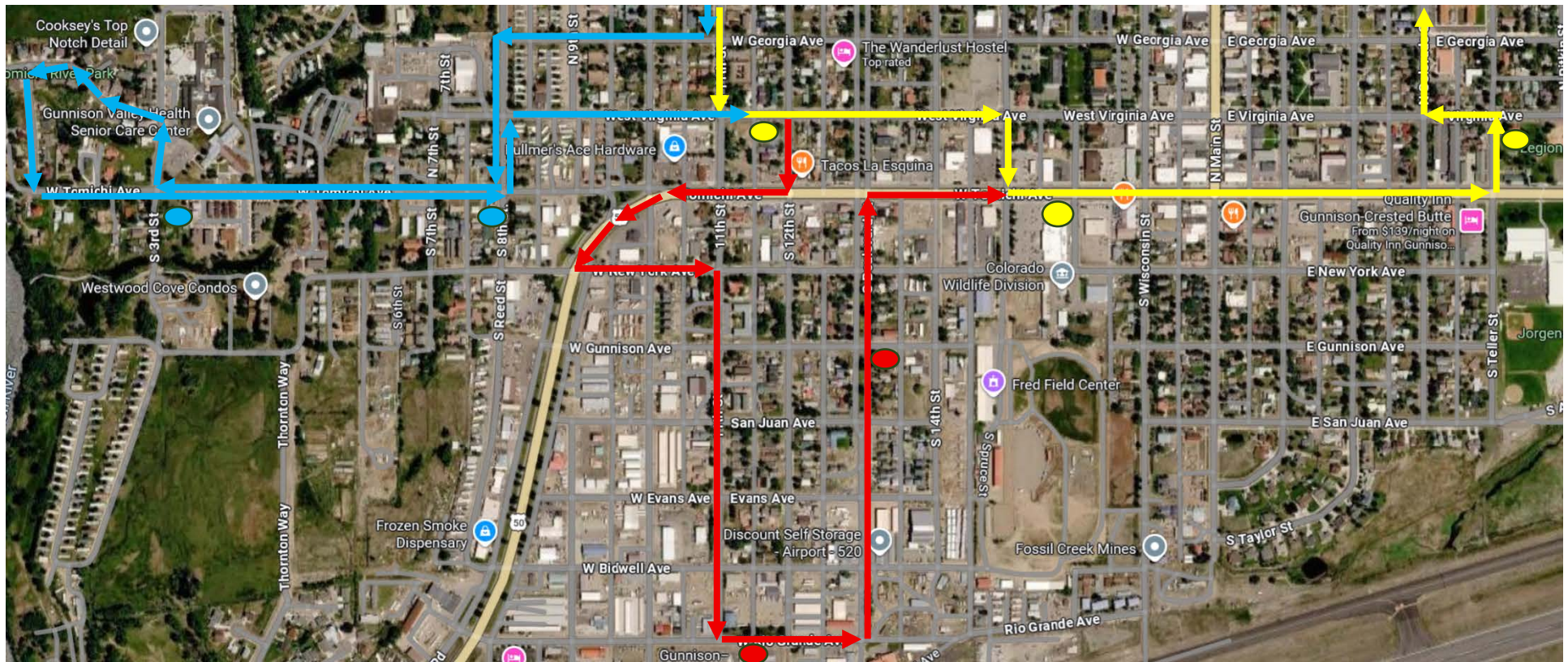
All of the examples studied are shown in the chart below. The current GVRTA Commuter Bus and Mt. Express Fixed Routes are included for comparison.

Pro Forma Costs of All Services and Examples					
Annual Data (2025 Dollars)					
	Service Hours	Service Miles	Operating Cost	Local Annual Capital Costs*	Total Annual Cost
GVRTA Commuter Bus	29,778	861,434	\$4,355,000	\$224,000	\$4,579,000
Mt. Express fixed Route	14,662	164,133	\$2,865,000	\$60,200	\$2,925,200
West End Service Extension Option A	2,744	28,882	\$416,326	\$7,509	\$423,836
West End Service Extension Option B	1,247	13,468	\$193,497	\$3,502	\$196,999
Airport Extention of GVRTA Route	1,995	20,352	\$292,117	\$5,292	\$297,408
Gunnison Circulator - Single Route	8,372	86,432	\$1,635,200	\$19,879	\$1,655,079
Gunnison Circulator - Two Routes	9,149	93,440	\$1,787,040	\$21,491	\$1,808,531
Airport Service From the North Valley	4,380	284,700	\$640,575	\$65,481	\$706,056
Montrose Service	4,380	204,400	\$547,500	\$42,705	\$590,205

*Assumes capital grants of 80% for all bus purchases in all examples.

I hope that this analysis helps to inform your decisions going forward. Larger maps of the various examples discussed within the City of Gunnison are on the following pages.

Thank you,
Scott Truex
Executive Director



Current Bus Route →

Current Bus Stops ●

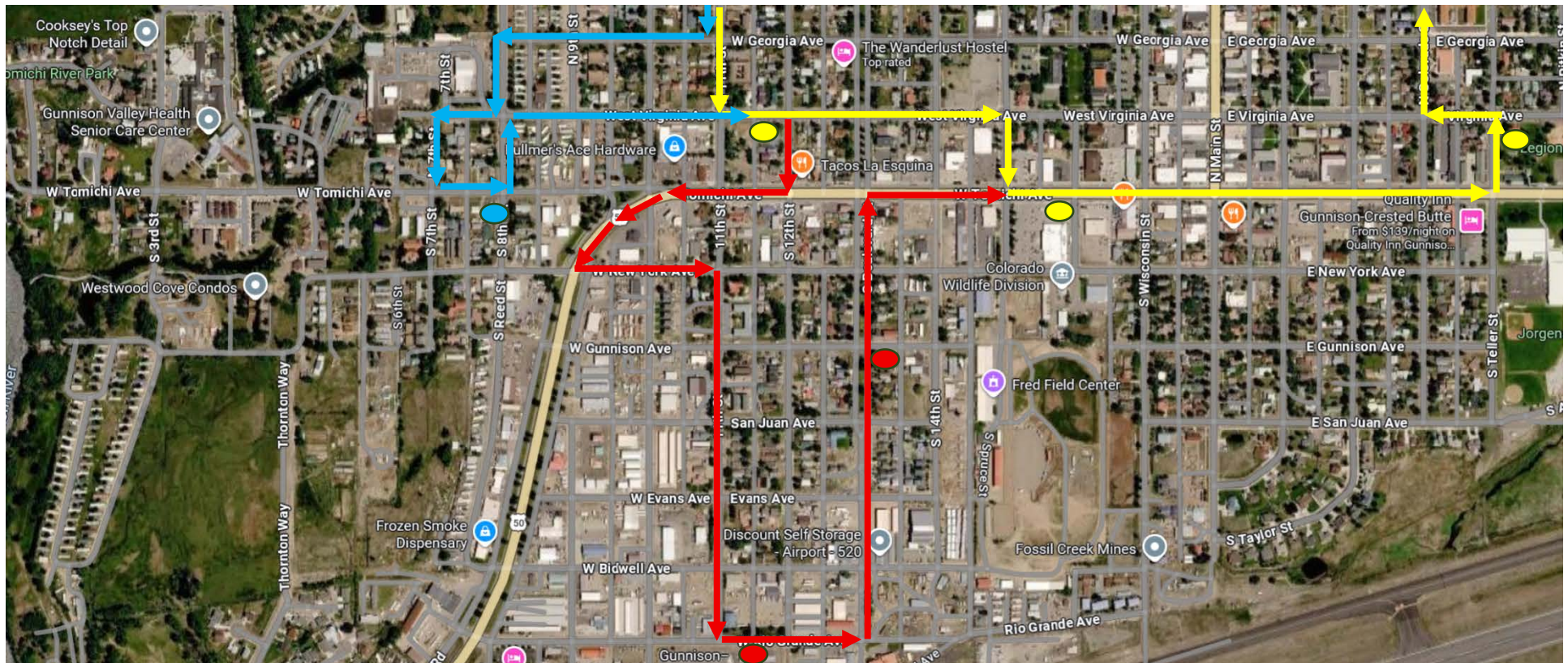
Example West End Addition To Route (Option A) →

Example Additional West End Bus Stops ●

Example South End (Airport) Addition To Route →

Example Additional South End (Airport) Bus Stops ●

Important: This map is for study purposes only to determine costs associated with potentially providing bus service in the City of Gunnison. The route has not been thoroughly studied and this document is only to be used as an example.



Current Bus Route →

Current Bus Stops ●

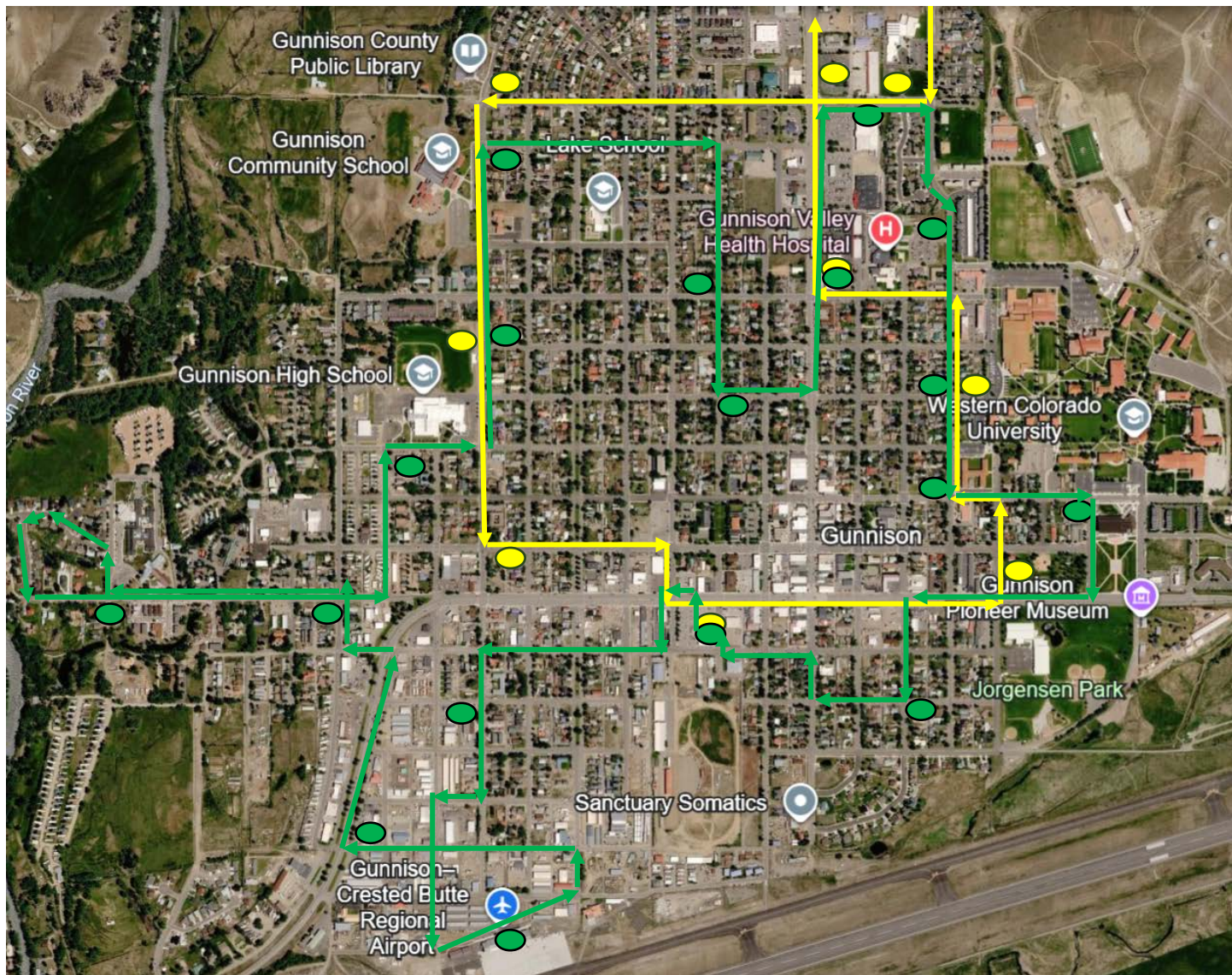
Potential West End Addition To Route (Option B) →

Possible Additional West End Bus Stop ●

Potential South End (Airport) Addition To Route →

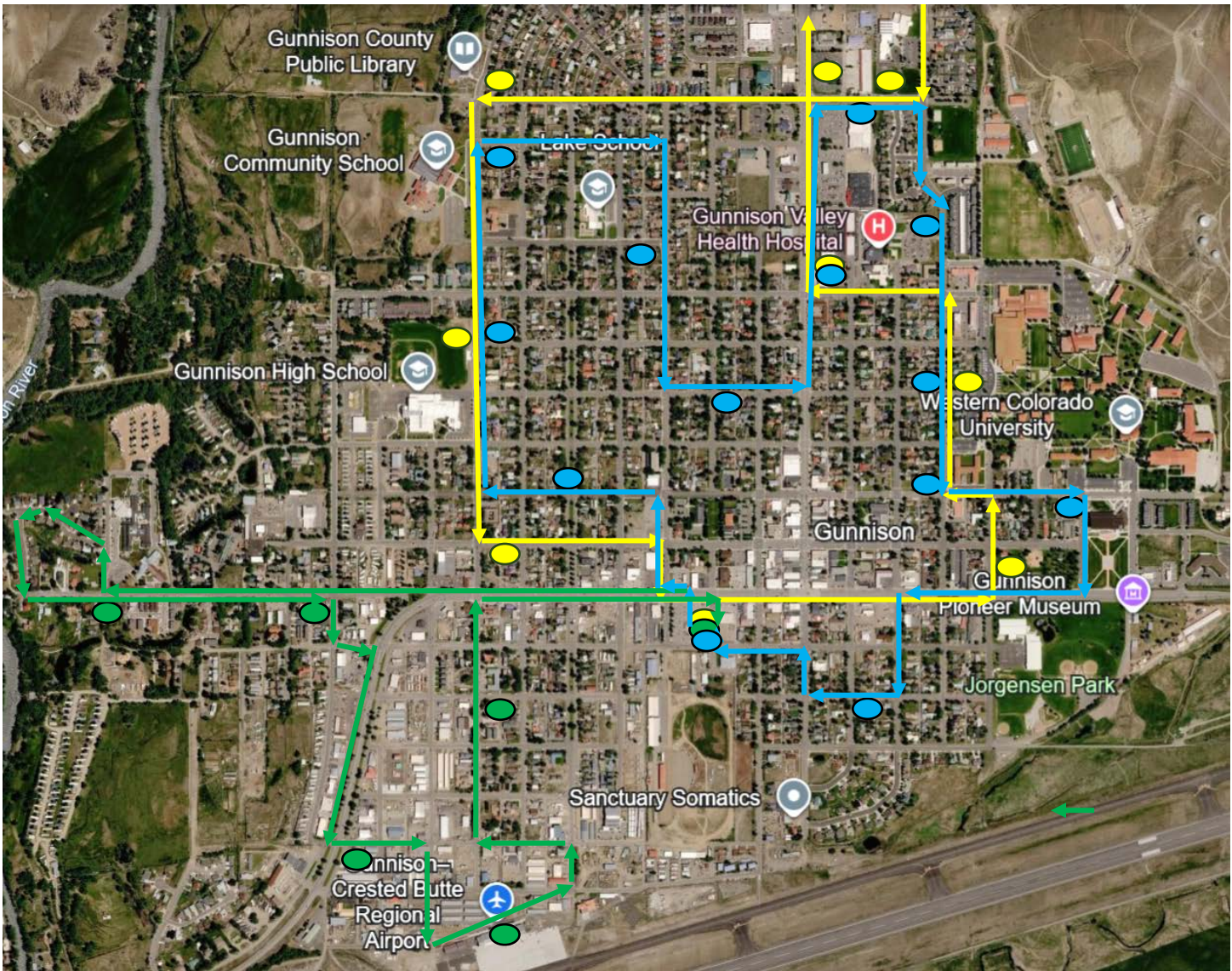
Possible Additional South End Bus Stops ●

Important: This map is for study purposes only to determine costs associated with potentially providing bus service in the City of Gunnison. The route has not been thoroughly studied and this document is only to be used as an example.



- Current GVRTA Commuter Bus Route →
- Current GVRTA Bus Stops ●
- Example Gunnison City Circulator Route →
- Example City Circulator Bus Stops ●

Important: This map is for study purposes only to determine costs associated with potentially providing bus service in the City of Gunnison. The route has not been thoroughly studied and this document is only to be used as an example.



- Current GVRTA Commuter Bus Route →
- Current GVRTA Bus Stops ●
- Example Gunnison City Circulator Routes → →
- Example City Circulator Bus Stops ● ●

Important: This map is for study purposes only to determine costs associated with potentially providing bus service in the City of Gunnison. The route has not been thoroughly studied and this document is only to be used as an example.



MEMO

August 14, 2026 Board Work-session Packet

To: GVRTA Board of Directors

From Scott Truex, Executive Director

Re: Commuter Bus and Separate Circulator Bus Option

Board Members,

In response to your request to examine the possibility of having the Commuter Bus serve only the new transit center when a separate circulator system within the City of Gunnison is created, I've created with the following analysis.

There are two components to be considered when looking at this possibility. The first is the time and cost savings to the Commuter Bus service and the second is the impact on ridership on the RTA service by requiring passengers to transfer between buses.

If we were to have the transit center as the primary destination for the Commuter Bus, I would suggest that we would still want to serve the bus stops at 135 and Denver (Mocha's) and 135 and Spencer (Community Banks.) To make this work, we would also want to add southbound stops across the street from the current stops. This would shorten the route by about 1.6 miles and that would shave about 8-11 minutes off of the route. Taking into account the Hwy 135 stops and the traffic lights, I have used nine minutes for this discussion. Taking nine minutes off of the route would be a very good thing for scheduling our Commuter Bus because we could then get back to easy 15-minute headways and provide a more consistent schedule all day long.

Reducing the time on the route by nine minutes per lap could result in potential savings for the RTA of about \$325k per year. However, since we would want bring a scheduled lap from 125 minutes to 120 minutes and not 116 minutes to make the schedule work, the driver would still be on the clock for five of those nine minutes.

A reduction of four minutes per lap could potentially still result in a savings of \$144k or so if we could negotiate that savings with our contractor. At the very least, we could save the fuel and maintenance costs from reduced mileage, which would be about \$30k and at the same time make the schedule more intuitive by having the bus arrive at the same time every hour all day long. (i.e. The bus would always leave the Gunnison Schools at :05, :20, :35, and/or :50 past the hour.)

What I've described above is the positive side of not running the service to all of the bus stops in the city.

The downside is that over 60% of our passengers would need to transfer between buses and that would likely reduce the chances of choice riders using the system. Google AI reports that

transferring between buses significantly decreases transit ridership compared to direct, single-vehicle trips. The "transfer penalty"—the psychological and actual time cost of waiting, walking between stops, and paying again—can reduce a route's ridership by 10% to 30%, depending on the quality of the connection.

This makes intuitive sense, but since our passengers wouldn't have to walk between stops nor pay a fare, I've used a 10% reduction for this analysis.

Here is a breakdown of northbound passenger boardings in Gunnison by bus stop in from November '24 to November '25 and how a transfer could affect our ridership if 10% chose not to ride due to a transfer being required. About 38% of our passengers would not be affected because they would still use the bus stops along Hwy 135 or at the transit center.

	Gunnison Rec Center	Gunnison County Library	Gunnison Comm. Schools	11th & Virginia	Safeway Spruce & Hwy50	Teller & Hwy50	WCU Colorado & Ohio	Denver & Hwy135	Spencer & Hwy135	Total
2025 Passenger Boardings	18,946	5,719	12,442	21,529	19,793	21,739	13,492	14,766	23,912	152,338
Still Served by Commuter Bus					19,793			14,766	23,912	58,471
Need Transfer to Connect	18,946	5,719	12,442	21,529		21,739	13,492			93,867
Potential Lost (10% reduction due to transfer)	1,895	572	1,244	2,153	-	2,174	1,349	-	-	9,387
Passengers at 10% reduction	17,051	5,147	11,198	19,376	19,793	19,565	12,143	14,766	23,912	142,951

Using these assumptions, we could expect to see an overall reduction in passengers using the RTA Commuter Bus of about 6%. While this is not as bad as I would have thought, it does go against our goal of getting as many people to ride the bus as possible.

I look forward to hearing your questions and thoughts.

Thank you,
Scott Truex
Executive Director



MEMO

June 26, 2026 Board Meeting Packet

To: GVRTA Board of Directors

From Scott Truex, Executive Director

Re: Cost of providing service through contracting vs bringing the service in house

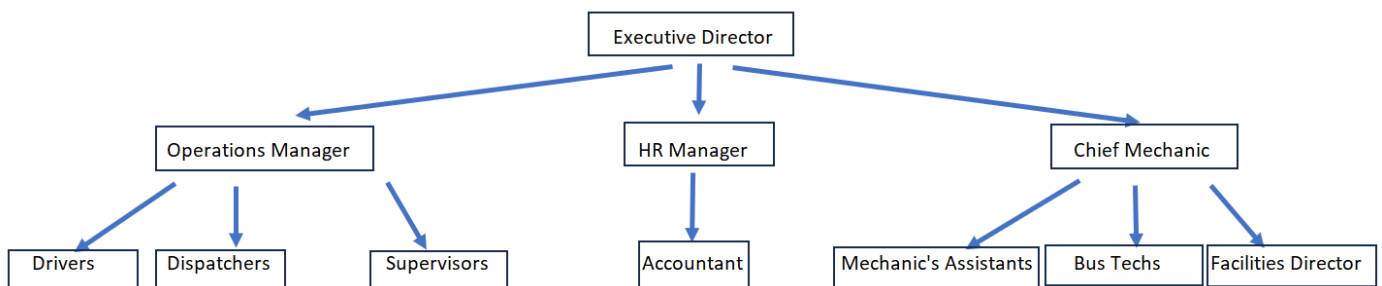
Board Members,

This memo is in response to your request from the April retreat to create an analysis of the costs associated with providing our Commuter Bus service through a contract with the private sector (as we do now) vs. the cost of bringing the service in house.

For the analysis below, I've used the current contract with Destination Systems for the contracting cost and used average salaries for the management positions while rounding up due to cost of living in the valley in order to ensure that the positions would get filled. Wages for drivers are averaged at \$35 per hour which would allow for two employees to earn ~~106~~ 141% of the Area Median Income for a household in Gunnison County. All estimates are in 2026 dollars.

In 2026, the cost of contracting the bus service will be approximately \$3,509,000. This is broken down in your budget as \$3,400,000 in purchased transportation services line item and \$109,000 for the hourly charges for mechanics in the repair and maintenance line item.

If we were to bring the service in house, here is a simple org chart showing the employees that would be needed to provide the currently contracted services:



I've estimated wages for each position, the number of positions for salaried personnel, and the number of hours needed for hourly positions. These estimates are based upon my experience at the RTA and formerly at the Mountain Express.

This analysis shows that we would need approximately 31 full-time and 16 part- time personnel to operate the system.

Here is a breakdown of the calculated number of employees needed.

	Notes	FT	PT	
Executive Director	1 full time	1.00	-	
Operations Manager	1 full time	1.00	-	
HR Manager	1 full time	1.00	-	
Accountant (CPA)	1 full time	1.00	-	
Facilities Manager - maintenance of buildings	Maintains Shops, Housing, and Bus Stops	1.00	-	
Dispatch/Reception/Data entry	6-midnight - 18 hours per day	2.00	2.00	FT = four nines PT = three nines
Supervisors	5:30 - 12:30 x2 - 19 hours per day x 2	4.00	4.00	FT = four 9.5 hour shifts PT = three 9.5 hr shifts
Drivers	41 RT (133 days x 105 hrs) and 33 RT (232 days x 85 hrs)	15.00	10.00	FT = 30 hours or more
Chief Mechanic	1 full time	1.00	-	
Mechanic's Assistant x2	2 full time	2.00	-	
Bus Technicians	2 full time	2.00	-	
Total Employees		31.00	16.00	

For consistency purposes, the estimated cost of wages and benefits below is for 2026 and assumes that we run the current bus schedule. It does not take into account the planned expansion of service.

	Hours	Hourly Wage	Annual Wage
Executive Director			\$ 250,000
Operations Manager			\$ 140,000
HR Manager			\$ 180,000
Accountant (CPA)			\$ 120,000
Facilities Manager - maintenance of buildings			\$ 108,000
Dispatch/Reception/Data entry	6,570	\$ 35.00	\$ 229,950
Supervisors	13,870	\$ 45.00	\$ 624,150
Drivers	33,685	\$ 35.00	\$ 1,178,975
Chief Mechanic			\$ 185,000
Mechanic's Assistant x2			\$ 120,000
Bus Technicians			\$ 120,000
Total Wages			\$ 3,256,075
Benefits (add 31%)			\$ 1,009,383
Total Wages and Benefits			\$ 4,265,458

Beyond these expenses, there are additional costs that the current contractor takes on such as vehicle insurance, snowplowing, utilities, and supplies. If we were to bring the service in-house, these additional costs are estimated at \$220,000 for insurance and \$90,000 for the other costs. There would also be an additional cost for office space of about \$24,000 per year. This would bring the total cost of the service to approximately \$4,599,000 to run the service in-house.

Taking into consideration our current combined costs of \$420,000 for the Executive Director, the Bus Ops Manager, the county finance department, and the mechanics, the total cost of operating the service in-house would be \$4,179,000. This comparison shows the in-house service would cost approximately \$670,000 more than the cost of contracting the service.

In addition, per your request, I've estimated of the costs of purchasing additional rolling stock to ensure consistent service. Since we will be using CTE funding to purchase three new 30 passenger Body on Chassis (BOC) buses in the next year, I suggest that we could purchase two more of them to use as backup spare buses.

We would also need to purchase support vehicles for supervisors and other staff to move around the route and a roadside assistance truck for the mechanics.

Based upon all of these needs, I estimate that we would need the following vehicles to operate the system.

- Two supervisor vehicles
- One mechanic's response truck with equipment
- Two extra 30 passenger BOC buses to use as backup spare buses.

If we were to purchase these vehicles new, the estimated cost would be about \$860,000 (assuming \$40k for supervisor vehicles, \$100k for the truck and \$340k for the BOC buses.)

In conclusion, under these assumptions, it could cost \$860,000 in one-time capital costs and \$670,000 additional per year for operations to bring the service in house.

I hope you find this comparison helps inform your decisions going forward.

Thank you,
Scott Truex
Executive Director



MEMO

June 26, 2026 Board Meeting Packet

To: GVRTA Board of Directors

From Scott Truex, Executive Director

Re: Report on Western Slope Transportation Agencies

Board Members,

At the retreat in April, you asked for a report on how other Western Slope transit agencies provide their services. To this end, I've created the table on the next page and considered four main regions in the Western Slope which have multiple agencies. I've also included the Gunnison Valley and other agencies that provide the only transit service for their region. The regions with multiple agencies are the Roaring Fork, the Vail Valley, the Telluride area, and Summit County.

In the Roaring Fork Valley, transit is dominated by RFTA in terms of size and trips provided. RFTA is also the contractor for the Cities of Aspen and Glenwood Springs. The Town of Snowmass Village operates their own transit service.

In the Vail Valley, CORE Transit (an RTA) has been formed recently and has taken over the operations of ECO Transit. They work in collaboration with the Towns of Avon and Vail, which each operate their own transit service.

Telluride has the San Miguel Authority for Regional Transit (SMART), the Galloping Goose, and Town of Mt. Village Gondola. The Gondola service is replaced under contract with SMART to provide bus service during off-seasons and I believe that this is contracted to the private sector.

In Summit County, the Summit Stage and the Town of Breckenridge each operate their own systems.

Four of the systems are run via a contract for service to the private sector (GVRTA, SMART, Grand Valley Transit, and Winter Park Transit.) Two are operated by a contract for service with RFTA (City of Aspen and Ride Glenwood Springs.) Fourteen systems are run primarily in-house. Several of the agencies that run their systems in-house do contract some of their services out (usually micro-transit and or paratransit services.)

Please see the table on the next page which describes the agencies on the Western Slope in more detail.

Thank you,
Scott Truex
Executive Director

Western Slope Transit Agencies by Region:

	Fixed Route	Commuter Bus	2024 Annual Passengers	2024 Annual Miles	Contracted or In-House
Roaring Fork Valley					
Roaring Fork Transportation Authority (RTA)	X	X	4,765,034	4,713,454	Mostly In-House
City of Aspen Transit	X		Included above		Contracted - RFTA
Snowmass Village Shuttle	X		488,671	356,088	In-House
Ride Glenwood Springs	X		266,588	116,048	Contracted - RFTA
Vail Valley					
Vail Transit	X		2,623,594	794,272	In-House
CORE Transit (RTA) - formerly ECO Transit	X	X	1,027,297	973,285	Mostly In-House
Town of Avon Transit	X		541,155	196,994	Mostly In-House
Telluride Area					
Town of Mountain Village Gondola-Chondola	X		3,179,406	4,174,307	In-House (contracted - off seasons)
Town of Telluride Galloping Goose	X		137,932	76,414	In-House
San Miguel Authority for Regional Transportation (RTA)	X	X	91,120	424,150	Contracted - Destination Systems
Summit County					
Summit Stage	X	X	1,371,582	1,608,148	In-House
Town of Breckenridge Free Ride	X		1,208,760	571,608	In-House
Gunnison Valley					
Crested Butte Mountain Express	X		665,410	269,035	Mostly In-House
Gunnison Valley Regional Transportation Authority (RTA)		X	405,327	897,044	Contracted - Destination Systems
Others					
City of Steamboat Springs	X	X	1,167,813	534,110	Mostly In-House
Grand Valley Transit	X		631,275	956,078	Contracted - MV Transportation
Winter Park Transit	X	X	517,176	542,479	Contracted - Transdev
Durango Transit	X		458,016	556,483	In-House
All points Transit	Flex Route		54,401	596,285	In-House
Archuleta Mt. Express	X	X	9,377	79,769	In-House



MEMO

May 22, 2026 Board Meeting Packet

To: GVRTA Board of Directors

From Scott Truex, Executive Director

Re: Senior transportation service description

Board Members,

At the retreat in April, you asked for a narrative describing how the two senior transportation systems in the valley provide their services to our community. With the passage of the 2015 RTA ballot question, the voters approved a tax increase for the RTA with a requirement that at least \$250,000 be used for senior transportation. Over time the cost of the programs has increased along with inflation and we will fund the senior transportation with \$464,000 this year.

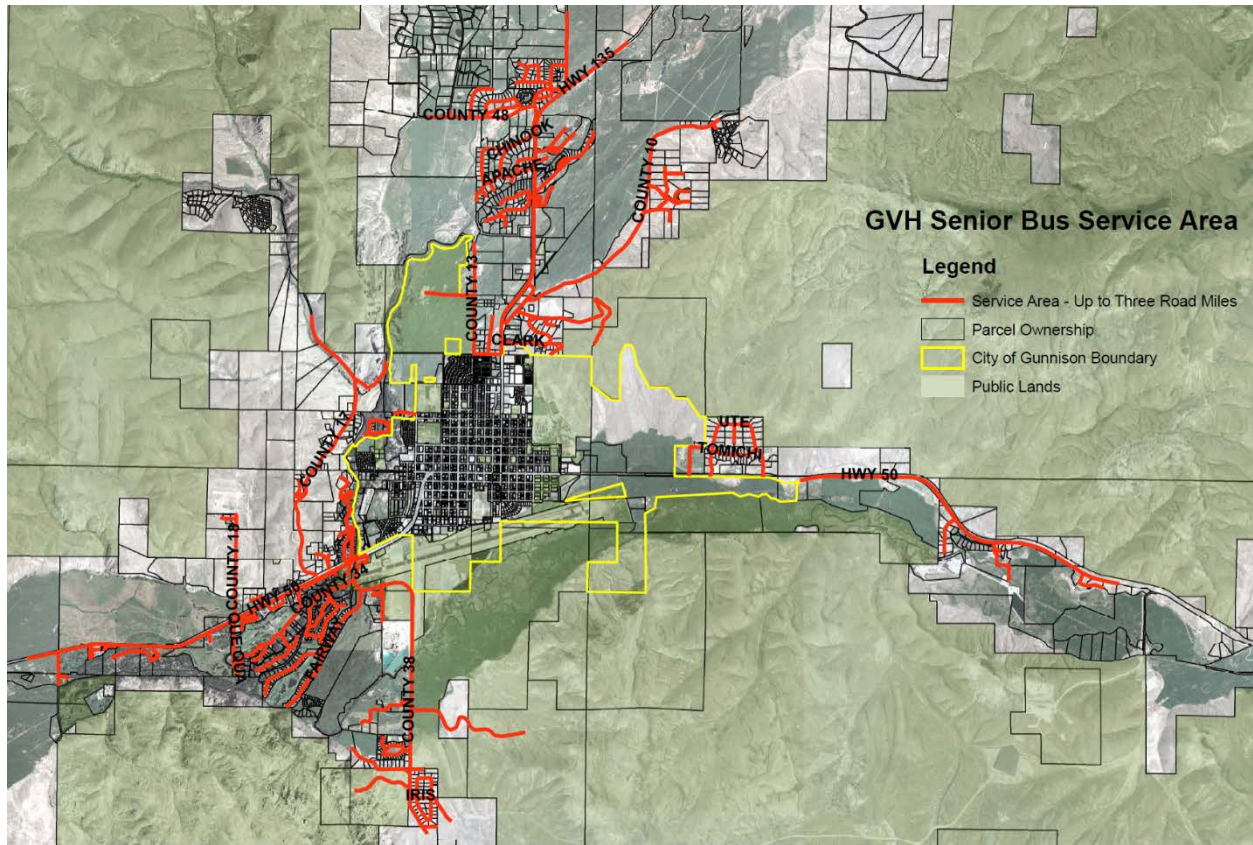
While the service is provided by Gunnison Valley Health through the Senior Care Center and by Mountain Express, the RTA funds the programs which has allowed the two senior transportation systems to expand substantially since the ballot question was approved.

We have a contract with Mt. Express to provide medical trips to anyone over the age of 60 residing in the GVRTA district. These trips must be scheduled a week in advance and people can go to Gunnison, Montrose or Grand Junction for medical purposes. They also offer group social/community outings on occasion and take seniors from the north end of the valley to City Market on a scheduled basis. This service has grown substantially over the years and currently provides approximately 300 trips per month on average.

Our contract with GVH provides service in and around the City of Gunnison. This service is free and available to anyone 55 and over and to anyone who is permanently disabled. The service runs every day from 8:30 a.m. until 4 p.m. and will take people to/from anywhere in the City of Gunnison and within three road miles of the city. A map of the service area is on the next page. Passengers are required to reserve a ride at least 2 hours in advance and the trip can be for any reason. GVH also provides medical trips for their Senior Care Center residents. On average, this service provides just under 1,000 trips per month.

These contracts are reviewed and renewed annually during budget time.

Thank you,
Scott Truex
Executive Director





MEMO

June 26, 2026 Board Meeting Packet

To: GVRTA Board of Directors

From Scott Truex, Executive Director

Re: Core Air Service Requirements at GUC

Board Members,

At the retreat in April, you asked our team to identify and share the core air service requirements for the airport to succeed, which we have done to the best of our ability and we have included multiple ways to define core air service.

For your information, and though we are currently at much higher levels, the FAA requires 10,000 passenger boardings for the airport to be classified as a Primary Airport and receive FAA Airport Improvement Program (AIP) entitlement funds. This is an important threshold since the airport has certified that it will perform to certain levels under grant assurances associated with prior funding and continued funding is essential to the operation and success of the airport.

According to the 2025 Colorado Aviation Economic Impact Study, the Gunnison-Crested Butte Regional Airport contributes \$154.9 million and 958 jobs to the local economy. Of this, approximately \$84 million is generated by visitor spending. The results from the studies across all Colorado airports show that airports with more air service have more passenger enplanements, which results in more economic benefit to the community. The airport is currently operating at about 68,000 enplanements per year.

Rick Lamport is in the process of updating the Airport Master Plan and part of that process will include a new passenger leakage study. Reducing the leakage of our passengers to other airports can be a good metric to use to define success and we expect this new study to show that these numbers are improving significantly as compared with all previous studies.

The core service necessary for the airport to be vibrant and healthy and to serve the Gunnison community could be defined as the United Airlines service between Denver and Gunnison. The goal of three round-trips per day between DEN and GUC on a year-round basis is achievable and is currently in place for about 40 weeks in the year (with two trips per day in the spring and fall seasons – which are becoming shorter each year.) Three round-trips per day provides service levels high enough to provide connectivity and redundancy for people flying in and out of the airport to and from anywhere in the world.

Another definition of core service levels could include adding seasonal service to other hubs to the year-round Denver service. Maintaining multiple hub service is a key strategy to keeping the airport viable. It improves redundancy in the case of a weather event in Denver and vastly improves connectivity by providing options for passengers to connect through airports like

Houston, Dallas, and Chicago. Seasonal service to the Texas hubs is also vital to our second homeowner and visitor travelers.

United service to Houston and Chicago complements the Denver service by adding more options for connecting flights along with backup options for travelers. While these services may never expand to year-round, these seasonal flights should be considered part of our core service requirements to make the airport viable.

DFW service on American Airlines accounts for approximately one-third of the winter enplanements at our airport. This summer, American will begin flying daily between Gunnison and DFW for the first time. That winter service to American's largest hub is essential both for the airport and for our community. We may find that the summer service becomes essential as well. Having multiple airlines serve the airport puts downward pressure on ticket prices which decreases passenger leakage to other airports and increases the success of our airport.

To summarize, the core airport service requirements we have identified for the airport to be successful, vibrant, and healthy include:

- Year-round three-times daily service between Gunnison and Denver with seasonal multi-hub and multi-airline service during winter and summer.
 - These services provide convenience, connectivity, redundancy, competition, and options for our community and our guests.
 - The result is a reduction in passenger leakage to other airports which makes our airport more successful.
 - As passenger demand increases due to all of the factors above, the airlines further increase service, which further increases passenger convenience and options.

We are currently in an upward trajectory of service and demand, and the RTA should work to continue this trend by selectively providing incentives to airlines to continue to invest in service to our airport.

I look forward to hearing your questions and to our discussion regarding core air service levels at the meeting on Friday.

Thank you,
Scott Truex
Executive Director



MEMO

August 14, 2026 Board Work-session Packet

To: GVRTA Board of Directors

From Scott Truex, Executive Director

Re: Thoughts and Correspondence regarding Core Air Service

Board Members,

After the last Board meeting, Jeff, Andrew, Bill and I had a discussion regarding the impact of tourists and locals on our air program. In the end, Bill summarized our thoughts as follows:

“All flights at GUC travel in both directions. For every inbound flight, there’s a corresponding outbound flight. Peak travel patterns for inbound visitors are often different than those for locals traveling outbound, and they usually tend to complement one another very well. There’s no way we could offer the strong schedules for inbound visitors during the winter and summer without local support, and the locals would never enjoy the levels of service enjoyed year-round were it not for inbound visitors. Offering additional peak season flights from other hubs, both winter and summer, benefits both locals and visitors alike.”

We hope that this helps you to understand where we were coming from when we developed the Core Air Service memo in your last meeting packet.

For further insight, I’ve included the email conversation below between Ian, Bill, and me which occurred just before the last Board meeting.

Thank you,
Scott Truex
Executive Director

Core Air Service Correspondence:

6/19 – From Ian

For core services on the planes, I don't think I'm seeing a compelling argument that anything beyond 2 Denver flights/day should be part of the core.

My definition of core is the level we should operate at and if we aren't, we need to do everything we can to get there because things don't work below it. So, I find it hard to think that a core level should be 3 Denver flights/day.

But is there something about how ski season travel works where if we don't have 3 flights, things really start breaking down?

I'm also not compelled to think that non-Denver flights are critical to operation of the airport. My limited experience of trying to book through Chicago has made me leery, given how fragile things get when the one flight doesn't go. I look for earlier flights through Denver with the hope that I can catch a later Denver flight if the original is canceled. Maybe that works for Chicago and other stops, but it hasn't for me when it has come up.

How bad would things be if we just had 2 Denver flights?

6/20 – From Scott

I'm looping Bill into this conversation. I think he will have a lot to offer on this.

At the last meeting, we attempted to get an understanding for what the board meant by core service and I think there are still a lot of definitions on the table.

We used notes from that meeting and conversations with Rick to create the document in your packet. Our understanding of what the Board was looking for was a definition of what the core service requirements are for the airport to succeed. So, I guess the question is "what is success?".

The concern I would have with excluding the expanded winter service in the definition of core service would be the lack of ability to meet demand, and therefore increased costs for passengers. I suppose that the only reason for reducing to the two round trips from Denver would be a large economic event that reduced demand... so that might not matter.

In the peak of last winter, we saw 478 passengers per day on United alone, not including the Dallas service.

If we just had the two United flights in the winter, we would not come close to meeting the current demand that has been created by locals, visitors, and second homeowners and it would likely be very detrimental to our economy. We didn't think that would meet the board's definition of success, so we added expanded winter service as part of the core service levels.

Bill, I'd love to hear your thoughts...

6/20 – From Ian

Like with the bus system with level of service dependent upon time of season, could core service for the airline be 3 round trips during peak tourism and 2 round trips the rest of the year? Year-round redundancy that flexes up during high travel periods?

6/20 – From Scott

I think that is an option... Bill knows the number better than me, but my guess is that it would likely take at least four flights daily during peak holiday and high season to make it work. I would want to know more about the lack of competition that this scenario would create and the potential for higher ticket prices.

6/20 – From Ian

Very helpful!!! Understanding how dropping the non-Denver flights affects the number of Denver flights we would need to maintain the existing level of service/costs is illuminating for me.

6/21 – From Bill

Thanks for including me in this email conversation, Scott. Yes, I do have some thoughts.

Ian, I took the time to re-read this thread in its entirety several times, and just keyed in on this carefully-worded key statement you made to Scott on Friday evening: “My definition of core is the level we should operate at and if we aren't, we need to do everything we can to get there because things don't work below it. So, I find it hard to think that a core level should be 3 Denver flights/day.”

I agree 100%... If market conditions were to suddenly change to the point that GUC's year-round service levels should ever be threatened to drop below 2x daily from DEN, I agree we should “do everything we can” to ensure that we do not drop below that level. Fortunately, market forces are such that 3x daily from DEN for ~40 weeks of the year is now being sustained organically, and as Scott noted in his memo, those shoulder seasons during the spring and fall with just 2x daily from DEN only continue to shrink. Barring another “Black Swan” event like the market crash of 2008 or the Global Pandemic of 2020, my confidence has never been higher the GUC market should continue to be able to sustain these current levels of year-round service that just a few years ago seemed unimaginable – all without the need for any subsidies.

Having successfully weaned ourselves from all summer subsidies with more service this summer than GUC could have ever dreamed of, the strategic use of subsidies to top off our winter service is now germane and top of mind. United's non-DEN winter flights from IAH & ORD that remain GUC's only routes supported by MRG agreements. There are a lot of strategic reasons for this. To reiterate a few:

1. 3x daily from DEN only will not satisfy the total winter demand that has now been proven for United.
2. Adding a 4th daily trip from DEN results in lop-sided demand for that 4th daily trip – either light inbound / strong outbound if scheduled into an early AM time channel or strong inbound / weak outbound if slotted into a late afternoon time channel.
3. The timing of the supplemental winter flights from IAH & ORD complements the timing of UA's 3x daily flights from DEN beautifully, adding schedule redundancy to as much of United's global network as possible with a total of no more than five flights daily.
4. From a strategic perspective, nonstop flights from IAH & ORD also offer convenient seasonal nonstop flights from GUC's strongest flow markets, for visitors, 2nd homeowners and locals alike.



MEMO

May 22, 2026 Board Meeting Packet

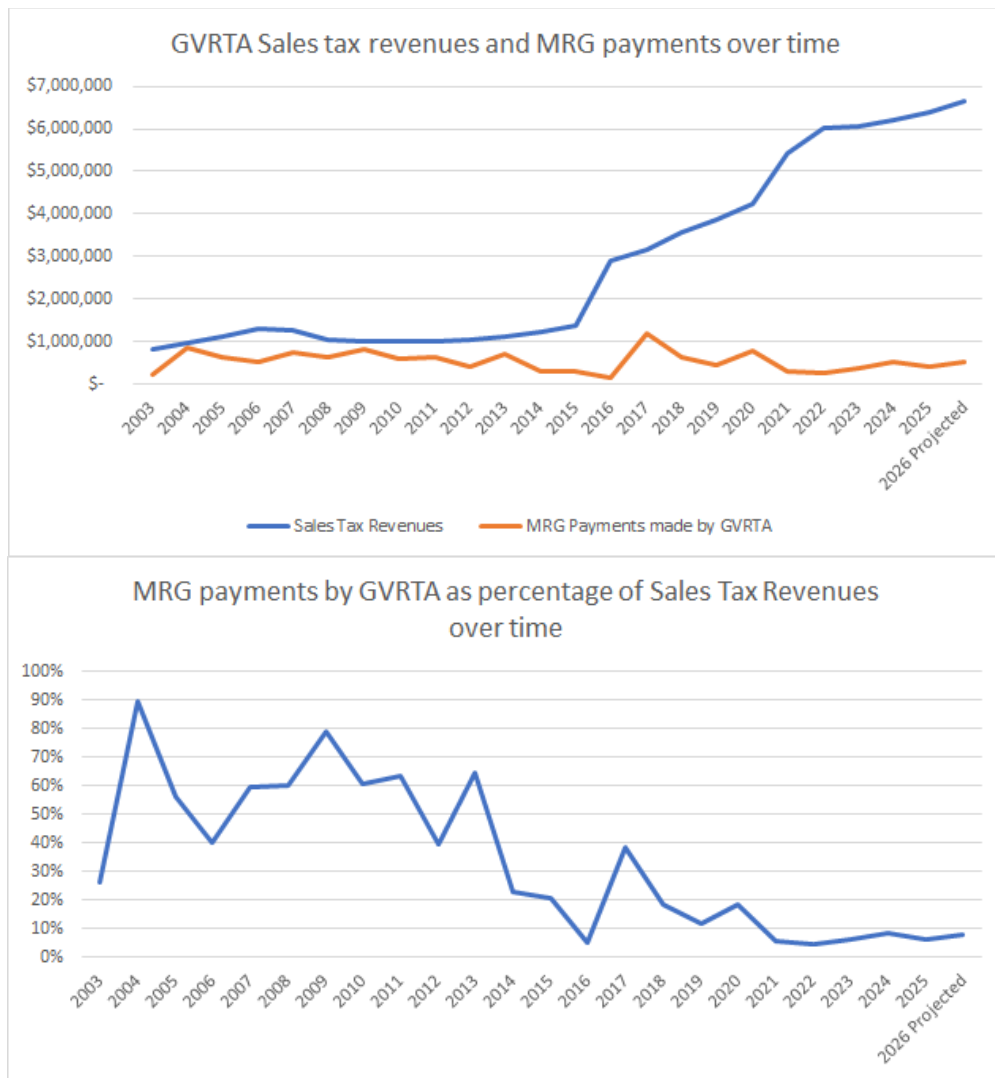
To: GVRTA Board of Directors

From Scott Truex, Executive Director

Re: MRG Payments vs Sales Tax Revenues over time

Board Members,

Here are the charts that you asked for at the retreat regarding MRG payments as a percentage of sales tax revenue.



Please let me know if you have any questions.

Thank you,
Scott Truex
Executive Director