

# **REGION 10 TRANSIT IMPLEMENTATION PLAN**

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# Transit Implementation Plan

## LIST OF ACRONYMS

3RRTCC	Three Rivers Regional Transit Coordinating Council
ADA	Americans with Disabilities Act
CASTA	Colorado Association of Transit Agencies
CDBG	Community Development Block Grants
CDOT	Colorado Department of Transportation
CSBG	Community Services Block Grants
FASTER	Funding Advancement for Surface Transportation & Economic Recovery
FTA	Federal Transit Administration
HUTF	Highway Users Tax Fund
LEP	Limited English proficiency
NEMT	Non-Emergency Medical Transportation
NEPA	National Environmental Policy Act
NTD	National Transit Database
OAA	Older Americans Act
RTA	Rural Transportation Authority
RTAP	Rural Transit Assistance Program
SUCAP	Southern Ute Community Action Programs
TAC	Transit Advisory Committee
TANF	Temporary Assistance to Needy Families
TIF	Tax Increment Financing
USDOT	United States Department of Transportation
WIA	Workforce Investment Act



# Transit Implementation Plan

## 1.0 INTRODUCTION

This Transit Implementation Plan builds on the progress made during two past transit planning activities:

- ▶ Four County Transit Study Update (April 2013)
- ▶ Gunnison Valley Transportation Planning Region Regional Coordinated Transit & Human Services Plan (December 2014)

Transit planning has focused on documenting transit network needs within the Three Rivers Regional Transit Coordinating Council (3RRTCC) planning area, which includes the counties of Delta, Gunnison, Hinsdale, Montrose, Ouray, and San Miguel. This Transit Implementation Plan is designed to summarize past studies, assess transit needs, and develop a prioritized project list. The final Transit Implementation Plan identifies strategies for better coordinating existing transit services, along with providing implementation steps for new services within the Region.

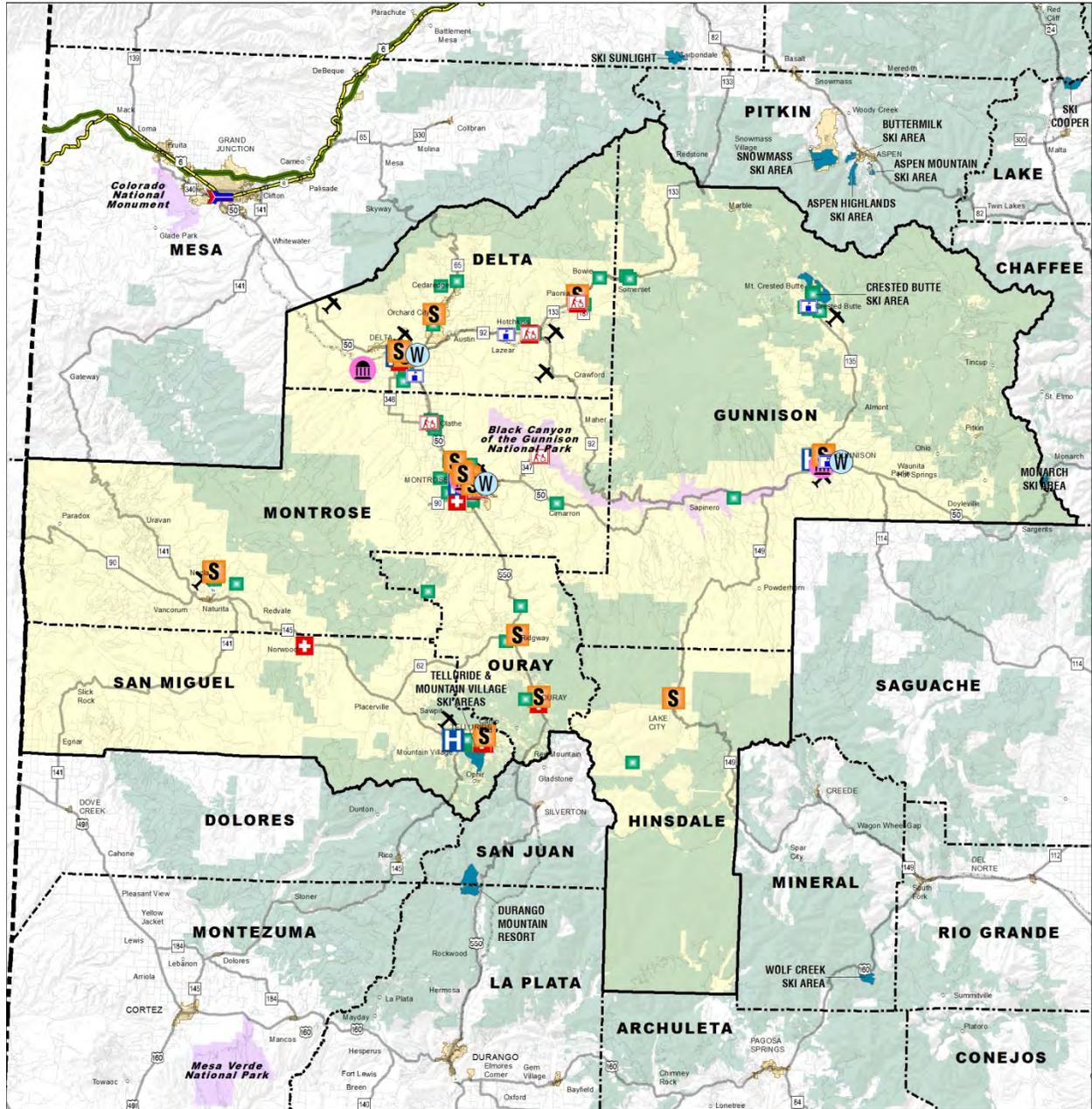
## 2.0 REGIONAL PROFILE

The Gunnison Valley planning region includes six counties: Delta, Gunnison, Hinsdale, Montrose, Ouray, and San Miguel. The Region includes more than 40 incorporated towns and cities, with a few of the largest towns and cities being Delta, Gunnison, Montrose, and Telluride. The approximate population in the Region in 2013 was 103,000, which represents about 2 percent of the state's total population. The Region is 9,612 square miles, and of that, 6,902 square miles is public and forest land. The Gunnison Valley is a major year-round tourist destination for activities such as skiing, hiking, camping, biking, and fishing. There are three resorts in the Region: Crested Butte in Gunnison County, and Mountain Village and Telluride in San Miguel County. The Region is also home to Black Canyon of the Gunnison National Park and Western State Colorado University located in Gunnison County.

**Figure 1** identifies many of the major activity centers and destinations within the Gunnison Valley. Major activity centers for the purpose of this plan include human service agencies, correctional institutions, grocery stores, hospitals, higher education institutions, senior citizens' services, workforce centers, mental health services, employers with 50+ employees, and ski areas. Mapping the selected activity centers listed above provides a general understanding of where people who are using transit and/or are in need of human service transportation are likely to be traveling to and from within the Region.

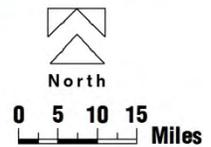
**Figure 1. Major Activity Centers and Destinations Map**

Business locations derived from 2011 ESRI data.



**Legend**

- |                               |                              |                               |                       |
|-------------------------------|------------------------------|-------------------------------|-----------------------|
| Human Service Agencies        | Workforce Centers            | Incorporated Cities and Towns | Interstate Highways   |
| Correctional Institutions     | Mental Health Services       | Airports/Airfields            | County Boundaries     |
| Hospitals                     | Employers with 50+ Employees | Amtrak Stations               | State Boundaries      |
| Higher Education Institutions | Gunnison Valley TPR Boundary | Amtrak Routes                 | U.S. & State Highways |
| Senior Citizens' Services     |                              |                               |                       |



## 2.1 Population Characteristics

An understanding of the distribution and density of population and employment is an integral part of the transportation planning process. Demographics such as population, employment, and age distribution tell a story about the complex travel needs of residents and employees, especially as they relate to the use of transit service. Some population segments are more likely than others to use transit service and depend on it as their primary form of transportation. Typically, the reasons relate to economics, ability, or age, and whether individuals own or have access to a private vehicle. Transit dependency characteristics based on age include both youth (individuals 18 or younger) and older adults (persons age 65 or older). Others who typically rely on public transit include people with disabilities, individuals with low income, zero-vehicle households, veterans, and persons with limited English proficiency (LEP).

The following subsections detail various demographics, as collected from the U.S. Census and from the State Demographer, that are typically aligned with the primary markets for transit ridership and use. Population within the Gunnison Valley Region is heavily aligned with the US Highways 50 and 550 corridor and other spurs of state highways. Thus, higher transit dependent populations are located along these corridors. The key demographic characteristics highlighted in this plan include older adults (persons age 65 or older), households with no vehicle, low-income, race and ethnicity, LEP, persons with disabilities, and veteran populations.

### 2.1.1 Population Growth

**Table 1** and **Figure 2** summarize the growth in population anticipated in each county in the Gunnison Valley Region. Delta and Montrose counties were the counties with the highest overall populations in the Region in 2013. Projections indicate that this will continue into 2040. Each county within the Gunnison Valley Region is anticipated to see substantial growth in population by the year 2040, with the highest growth shown in San Miguel County (101.6 percent), Delta County (86.3 percent), and Montrose County (79.8 percent). The total population in the Region is projected to grow overall by approximately 77,000 or 74.7 percent by 2040 from the base year of 2013. Comparatively, the projected growth from the entire state during the same timeframe is 47.1 percent.

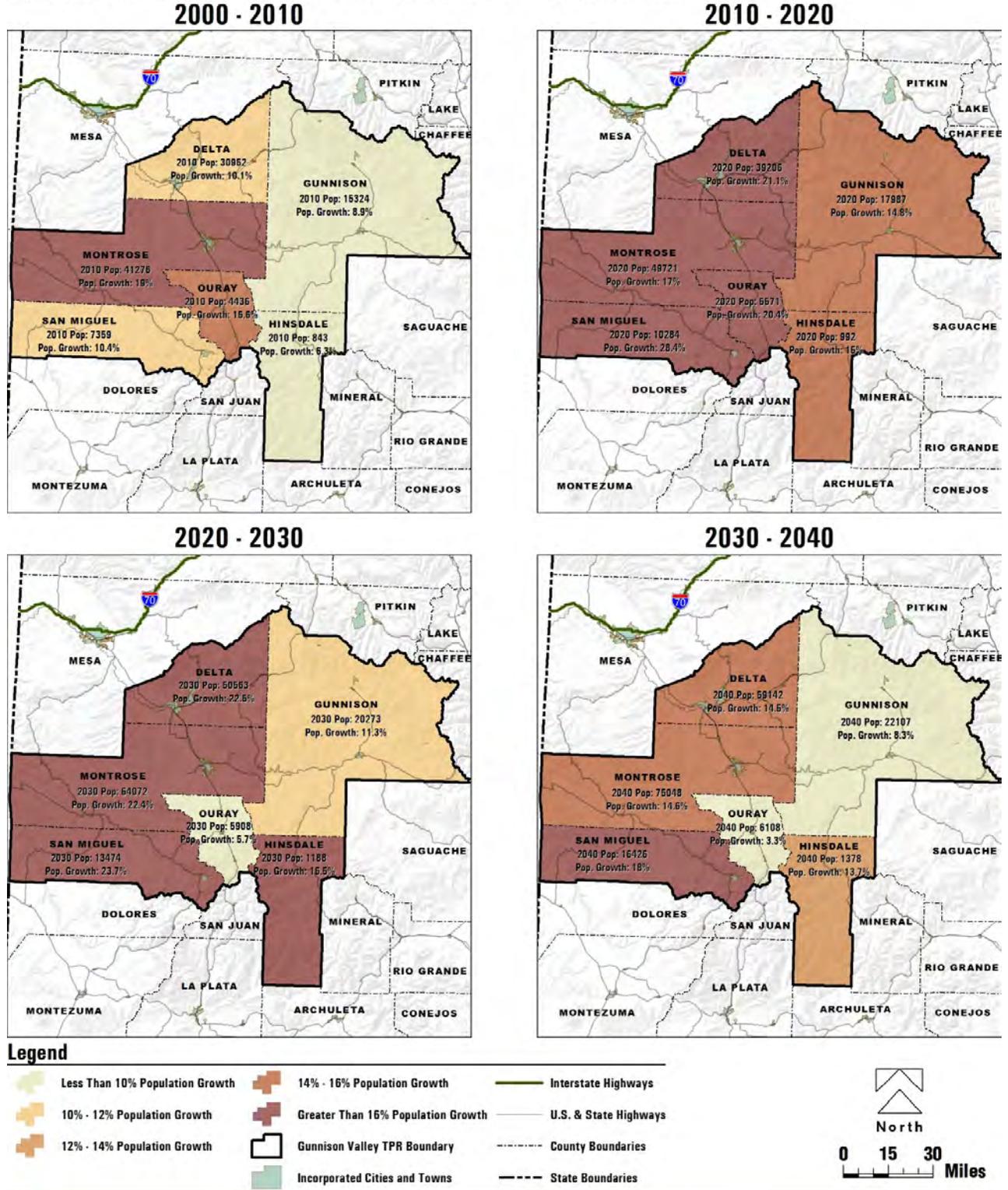
**Table 1. Projected Population Growth by County**

County	2013	2020	2030	2040	Total % Growth from 2013 to 2040
Delta	31,741	39,206	50,563	59,142	86.3%
Gunnison	15,982	17,987	20,273	22,107	38.3%
Hinsdale	853	992	1,188	1,378	61.5%
Montrose	41,751	49,721	64,072	75,048	79.8%
Ouray	4,662	5,571	5,908	6,108	31.0%
San Miguel	8,148	10,284	13,474	16,426	101.6%
<b>Region Overall</b>	<b>103,137</b>	<b>123,761</b>	<b>155,478</b>	<b>180,209</b>	<b>74.7%</b>
Statewide Total	5,267,800	5,915,922	6,888,181	7,749,477	47.1%

Source: Based on 2012 estimates provided by the Colorado State Demographer's Office through the Department of Local Affairs

**Figure 2. Population Growth**

Population growth based on 2012 estimates provided by the State Demographer's Office through the Colorado Department of Local Affairs and 2000 - 2010 U.S. Census Summary File 1 100% Population Count statistics.



## 2.1.2 Population Growth Ages 65 and Older

**Table 2** and **Figure 3** illustrate the anticipated growth in the population over the age of 65 from a base year of 2013 extending out to 2040. The overall anticipated growth of the entire population from 2013 to 2040 is 63.1 percent. The highest anticipated growth in the 65 or older population is in San Miguel County, which projects a growth of 195.6 percent by 2040. **Table 2** shows the growth in ages 65 and older in 10-year increments, with this age population growing continuously in most counties until 2040. The total projected statewide growth of residents age 65 and older is 120.5 percent from 2013 to 2040.

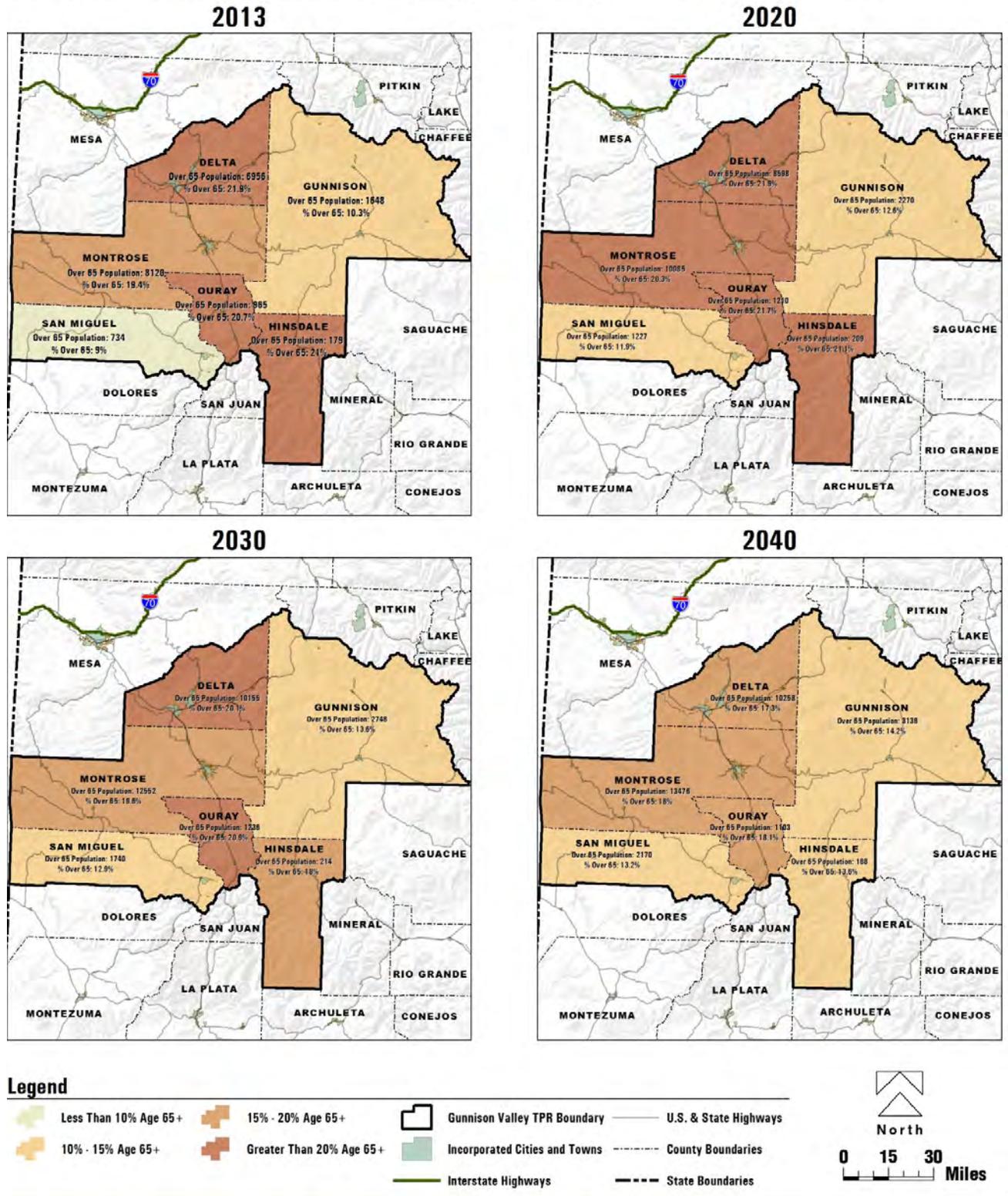
**Table 2. Projected Number of Residents Age 65 and Older**

County	2013	2020	2030	2040	Total % Growth from 2013 to 2040
Delta	6,956	8,598	10,155	10,258	47.5%
Gunnison	1,648	2,270	2,748	3,139	90.5%
Hinsdale	179	209	214	188	5.0%
Montrose	8,120	10,085	12,552	13,476	66.0%
Ouray	965	1,210	1,236	1,103	14.3%
San Miguel	734	1,227	1,740	2,170	195.6%
<b>Region Overall</b>	<b>18,602</b>	<b>23,599</b>	<b>28,645</b>	<b>30,334</b>	<b>63.1%</b>
Statewide Total	645,735	891,805	1,240,944	1,423,691	120.5%

*Source: Based on 2012 estimates provided by the Colorado State Demographer's Office through the Department of Local Affairs*

**Figure 3. Projected Percentage of Residents Age 65 and Older**

Percentage is based on 2012 estimates provided by the State Demographer's Office through the Colorado Department of Local Affairs.



## 2.1.3 Zero Vehicle Households

**Table 3** and **Figure 4** identify the number of households without vehicles in the six-county Gunnison Valley Region. San Miguel County has the highest percentage of households with no vehicle at 6.4 percent, and Gunnison County follows at 5.1 percent. The total number of households without vehicles in the Region is approximately 1,500, which represents 3.7 percent of total households. The Region falls below the statewide average of 5.7 percent of households with no vehicle.

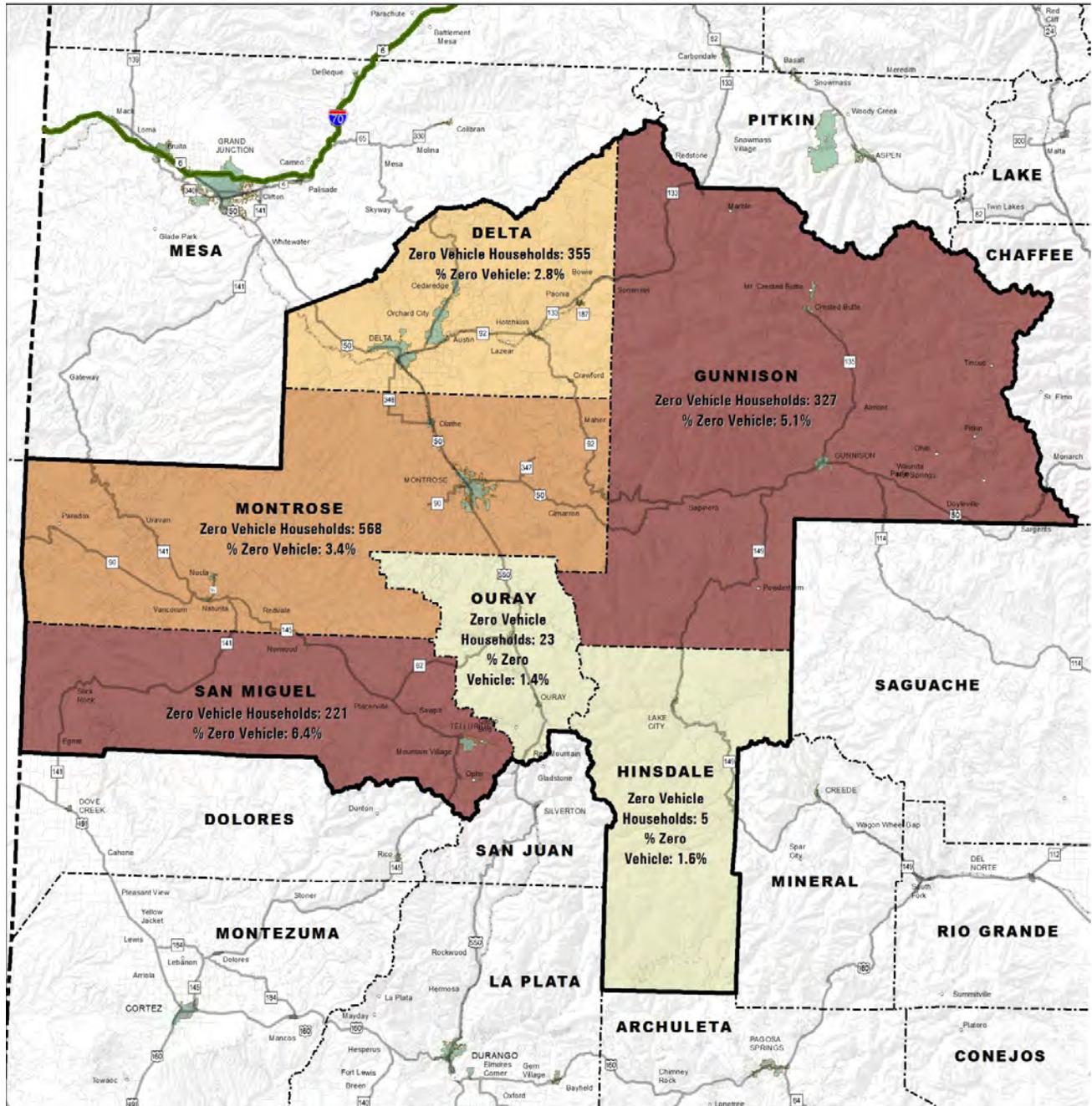
**Table 3. 2011 Households with No Vehicle**

County	2011	% Households with No Vehicle
Delta	355	2.8%
Gunnison	327	5.1%
Hinsdale	5	1.6%
Montrose	568	3.4%
Ouray	23	1.4%
San Miguel	221	6.4%
<b>Region Overall</b>	<b>1,499</b>	<b>3.7%</b>
Statewide Total	111,148	5.7%

*Source: 2011 U.S. Census American Community Survey Five-Year Estimate*

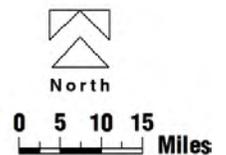
**Figure 4. 2011 Percentage of Households with No Vehicle**

Zero vehicle household data extracted from 2011 U.S. Census American Community Survey Table B08201 - Household Size by Vehicles Available.



**Legend**

- Less Than 2% Zero Vehicle Households
- 2% - 3% Zero Vehicle Households
- 3% - 4% Zero Vehicle Households
- 4% - 5% Zero Vehicle Households
- Greater Than 5% Zero Vehicle Households
- Gunnison Valley TPR Boundary
- Incorporated Cities and Towns
- Interstate Highways
- U.S. & State Highways
- County Boundaries
- State Boundaries



## 2.1.4 Poverty Level in 2011

**Table 4** and **Figure 5** illustrate the number of people who fall below the federal poverty level in the Gunnison Valley Region. Delta County (14.1 percent) has the highest number of people in this category, followed by Gunnison County with 13.8 percent and Montrose County with 12.6 percent below the federal poverty level. The average percent of the population below the federal poverty level is 12.5 percent, which is equal to the statewide average.

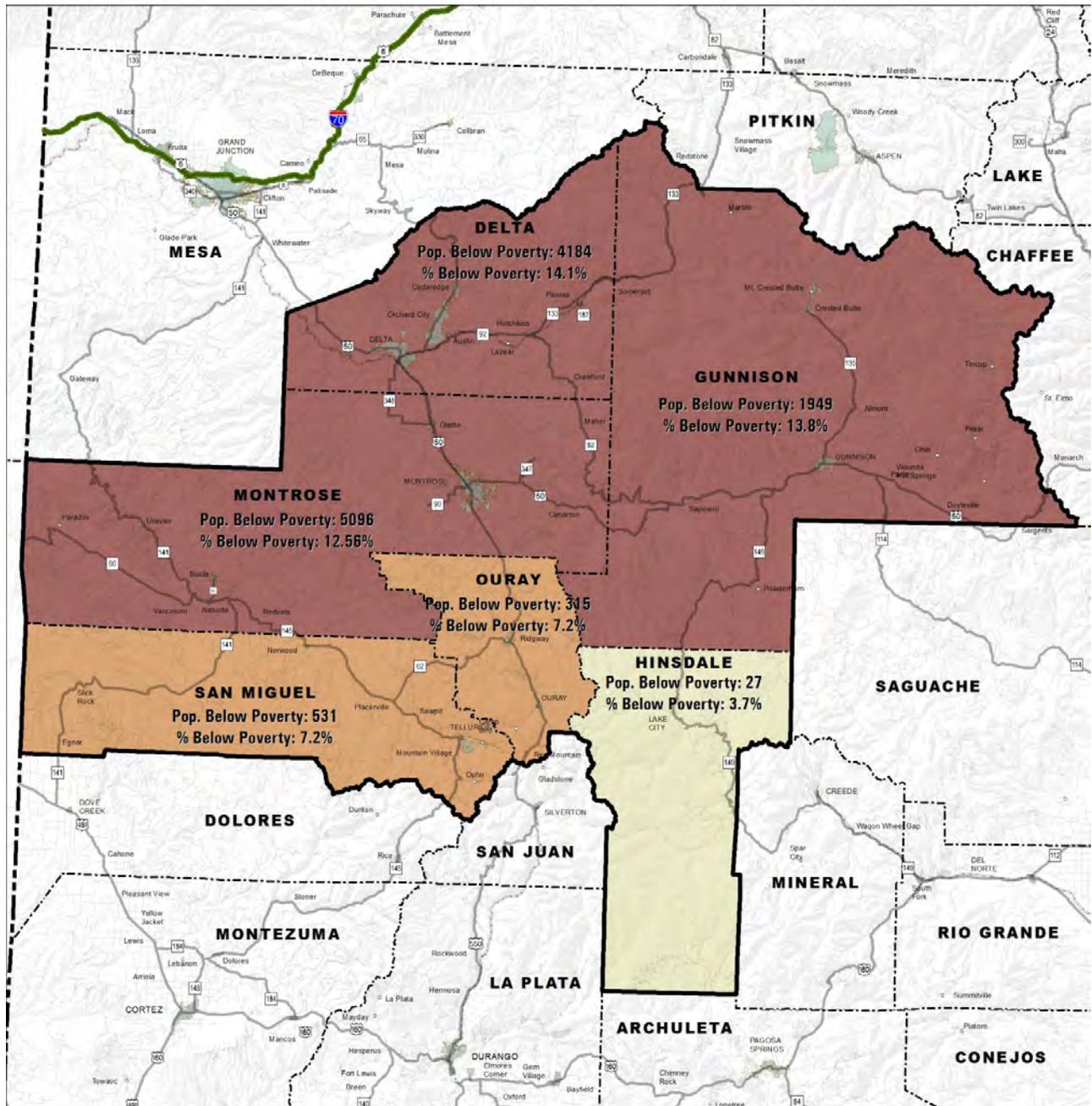
**Table 4. 2011 Population Below Federal Poverty Level**

County	2011	% Below Federal Poverty Level
Delta	4,184	14.1%
Gunnison	1,949	13.8%
Hinsdale	27	3.7%
Montrose	5,096	12.6%
Ouray	315	7.2%
San Miguel	531	7.2%
<b>Region Overall</b>	<b>12,102</b>	<b>12.5%</b>
Statewide Total	607,727	12.5%

*Source: 2011 U.S. Census American Community Survey Five-Year Estimate*

**Figure 5. 2011 Population Below Federal Poverty Level**

Poverty status data extracted from 2011 U.S. Census American Community Survey Table S1701 - Poverty Status in the Past 12 Months



**Legend**

- Less Than 4% of Population Below Poverty Level
- 4% - 6% of Population Below Poverty Level
- 6% - 8% of Population Below Poverty Level
- 8% - 10% of Population Below Poverty Level
- Greater Than 10% of Population Below Poverty Level
- Gunnison Valley TPR Boundary
- Incorporated Cities and Towns
- Interstate Highways
- U.S. & State Highways
- County Boundaries
- State Boundaries

North  
  
 0 5 10 15 Miles

## 2.1.5 Race and Ethnicity

**Table 5** and **Figure 6** provide an indication of the racial composition of the Region and an overall understanding of the distribution of minority populations within the Gunnison Valley area’s six counties. Montrose County has the highest minority (non-white alone) population at 9.1 percent. Every county in the Region falls below the statewide average of 16.1 percent minority population.

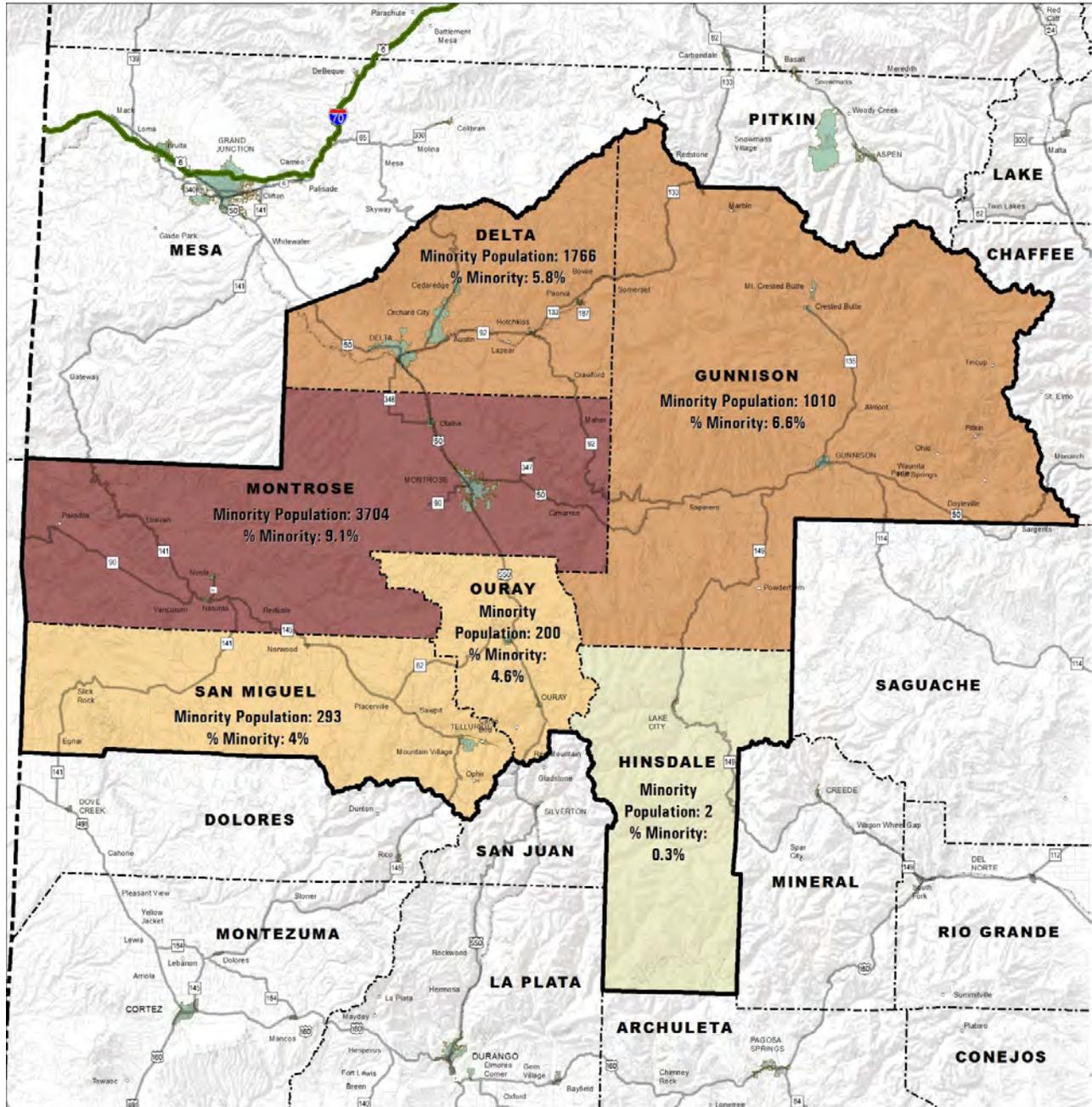
**Table 5. 2011 Race Composition**

County	White Alone	Black or African American Alone	American Indian and Alaska Native Alone	Asian Alone	Native Hawaiian and Other Pacific Islander Alone	Some Other Race Alone	Two or More Races	Minority Percentage (Non-White Alone)
Delta	28,900	375	186	165	0	675	365	5.8%
Gunnison	14,264	94	418	98	0	154	246	6.6%
Hinsdale	729	0	0	0	0	0	2	0.3%
Montrose	37,108	258	277	260	8	1,455	1,446	9.1%
Ouray	4,171	0	16	42	62	0	80	4.6%
San Miguel	7,090	15	34	142	12	17	73	4.0%
<b>Region Overall</b>	<b>92,262</b>	<b>742</b>	<b>931</b>	<b>707</b>	<b>82</b>	<b>2,301</b>	<b>2,212</b>	<b>7.0%</b>
Statewide Total	4,167,044	195,640	48,201	134,228	5,798	255,364	159,786	16.1%

Source: 2011 U.S. Census American Community Survey Five-Year Estimate

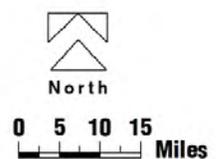
**Figure 6. 2011 Minority Population**

Minority population data extracted from 2011 U.S. Census American Community Survey Table B02001 - Race



**Legend**

- Less Than 1% Minority Population
- 1% - 5% Minority Population
- 5% - 7% Minority Population
- 7% - 9% Minority Population
- Greater Than 9% Minority Population
- Gunnison Valley TPR Boundary
- Incorporated Cities and Towns
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- County Boundaries
- State Boundaries



## 2.1.6 Limited English Proficiency Population

**Table 6** and **Figure 7** illustrate the number of people within the Region who have LEP. The American Community Survey categorizes this information based on how much English people are able to speak. For the purposes of this plan, the portion of the population that is classified as having LEP represents those who speak English “not at all, not well or well but not fluently.” As a percentage of the total population, Montrose County has the highest number of LEP people at 6.1 percent, with San Miguel County following at 4.7 percent. The overall percentage of the LEP population in the Region is 4.7 percent, which is below the overall statewide total of 5.7 percent.

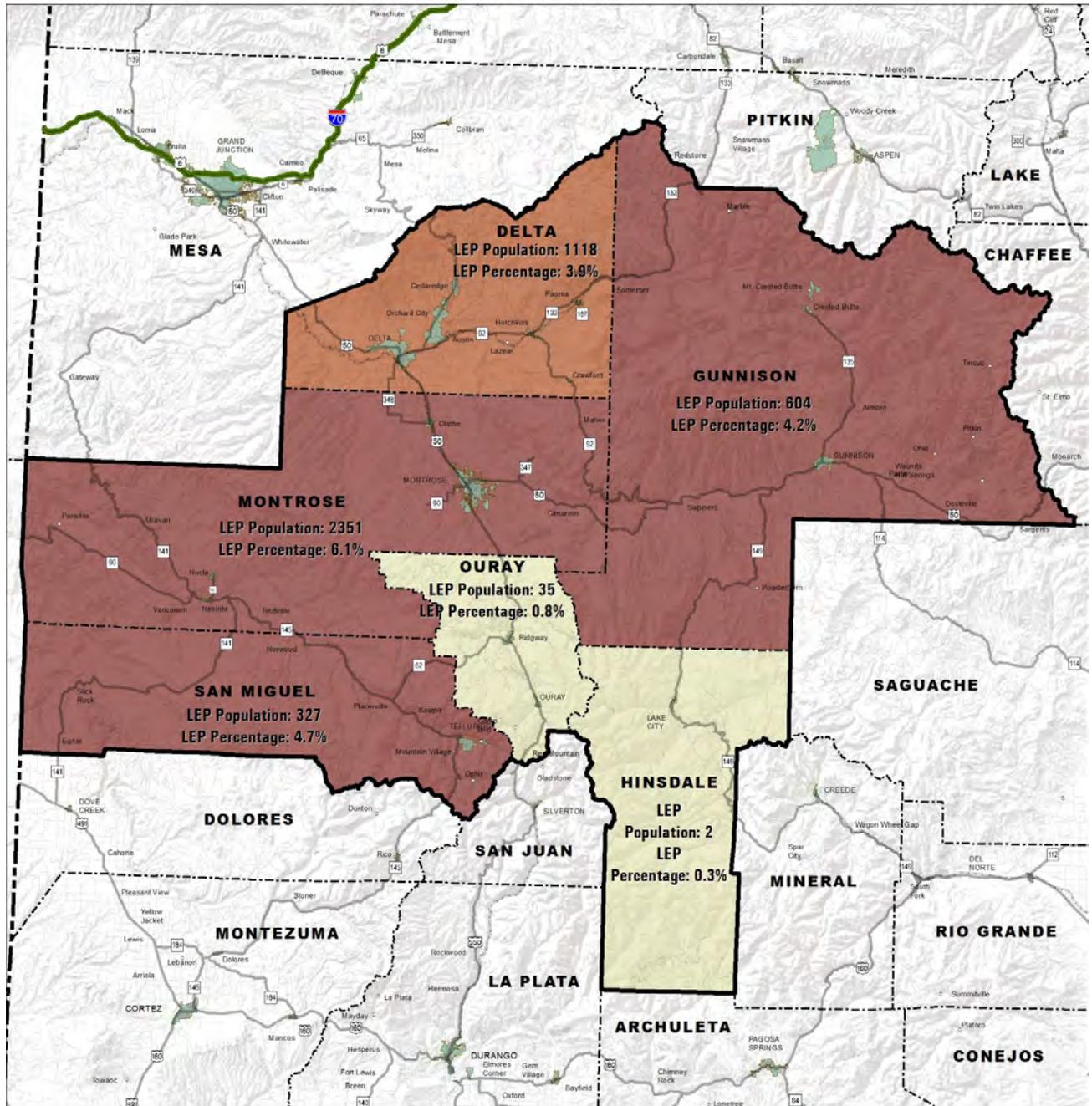
**Table 6. 2011 Limited English Proficiency Population**

County	2011	% Limited English Proficiency
Delta	1,118	3.9%
Gunnison	604	4.2%
Hinsdale	2	0.3%
Montrose	2,351	6.1%
Ouray	35	0.8%
San Miguel	327	4.7%
<b>Region Overall</b>	<b>4,437</b>	<b>4.7%</b>
Statewide Total	264,397	5.7%

Source: 2011 U.S. Census American Community Survey Five-Year Estimate, based on values for “Speak English – not at all, not well or well but not fluently”

**Figure 7. 2011 Limited English Proficiency Population**

Percentage is based on the 2007-2011 American Community Survey Table B16004, and on values for "Speak English - well, not well, or not at all".



**Legend**

- Less than 1% Limited English Proficiency Population
- 1% - 2% Limited English Proficiency Population
- 2% - 3% Limited English Proficiency Population
- 3% - 4% Limited English Proficiency Population
- Greater Than 4% Limited English Proficiency Population
- Gunnison Valley TPR Boundary
- Incorporated Cities and Towns
- Interstate Highways
- U.S. & State Highways
- County Boundaries
- State Boundaries

North  
  
 0 5 10 15 Miles

## 2.1.7 Disabled Population

**Table 7** and **Figure 8** provide information about the percentage of the population that has a disability within the Gunnison Valley Region. The highest number of disabled persons live in Montrose and Delta counties. The highest percentages of disabled persons as a percent of total population are located in Delta and Hinsdale counties with 16.3 percent. Gunnison County is the lowest with 6.3 percent. The percentage of disabled persons as a share of the total population for the entire State of Colorado is 9.8 percent, indicating that the Gunnison Valley Region has a relatively high disabled population.

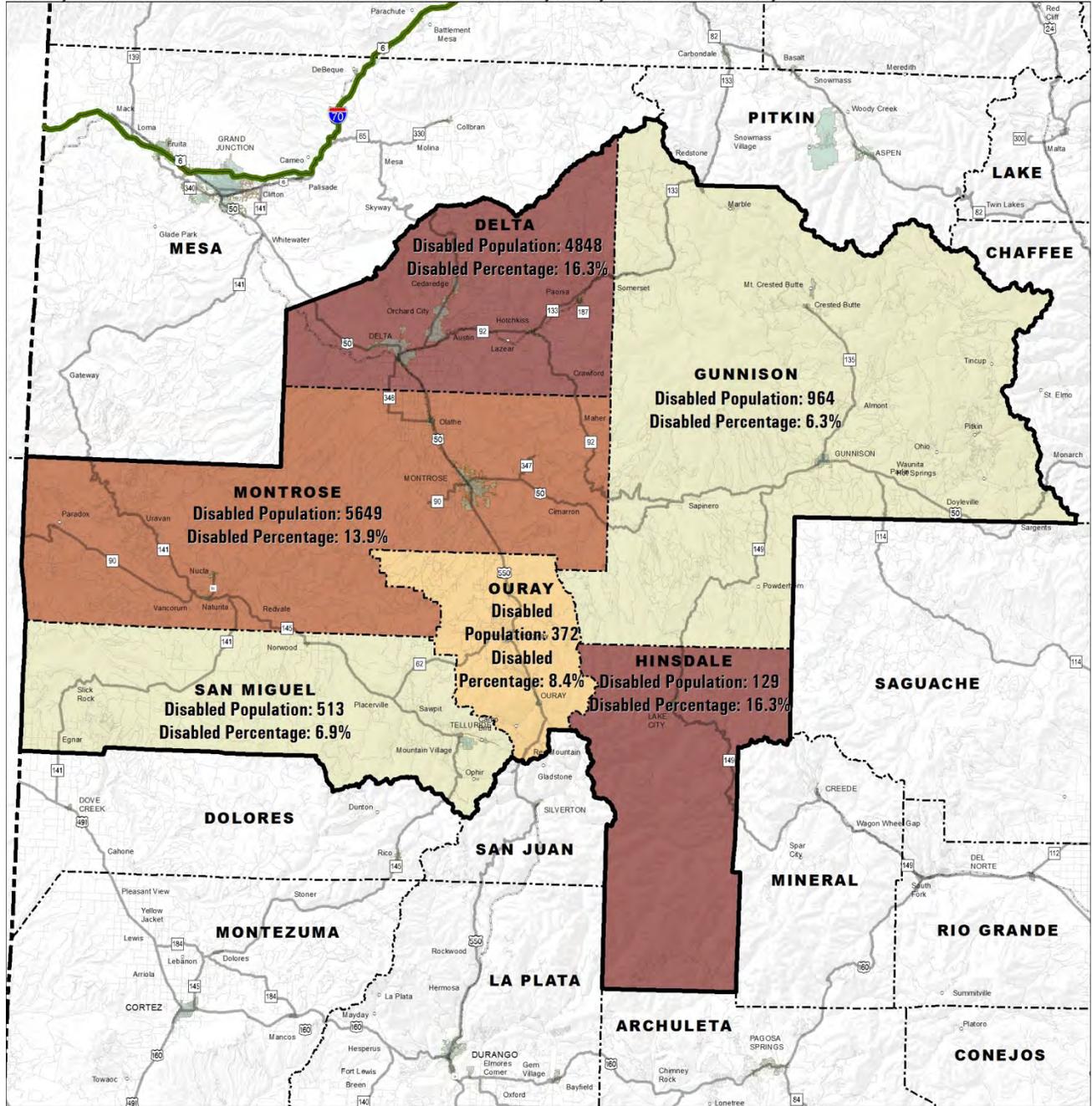
**Table 7. 2012 Disabled Population**

County	2012	% Disabled Population
Delta	4,848	16.3%
Gunnison	964	6.3%
Hinsdale	129	16.3%
Montrose	5,649	13.9%
Ouray	372	8.4%
San Miguel	513	6.9%
<b>Region Overall</b>	<b>12,475</b>	<b>12.7%</b>
Statewide Total	487,297	9.8%

*Source: 2012 U.S. Census American Community Survey Five-Year Estimate*

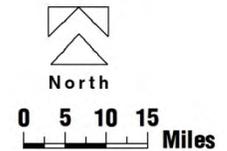
**Figure 8 2012 Disabled Population**

Disability status data extracted from 2012 U.S. Census American Community Survey Table S1810 - Disability Characteristics



**Legend**

- Less Than 8% Disabled Population
- 8% - 10% Disabled Population
- 10% - 12% Disabled Population
- 12% - 14% Disabled Population
- Greater Than 14% Disabled Population
- Gunnison Valley TPR Boundary
- Incorporated Cities and Towns
- Interstate Highways
- U.S. & State Highways
- County Boundaries
- State Boundaries



## 2.1.8 Veteran Population

**Table 8** and **Figure 9** illustrate the veteran population within the Gunnison Valley Region. The highest number of veterans resides in Delta and Montrose counties. However, the highest percentage of veterans as a percent of total population is Hinsdale County with 16.3 percent. The percentage of veterans as a percent of total population for the entire State of Colorado is 8.2 percent, indicating that the Gunnison Valley Region has a relatively high veteran population.

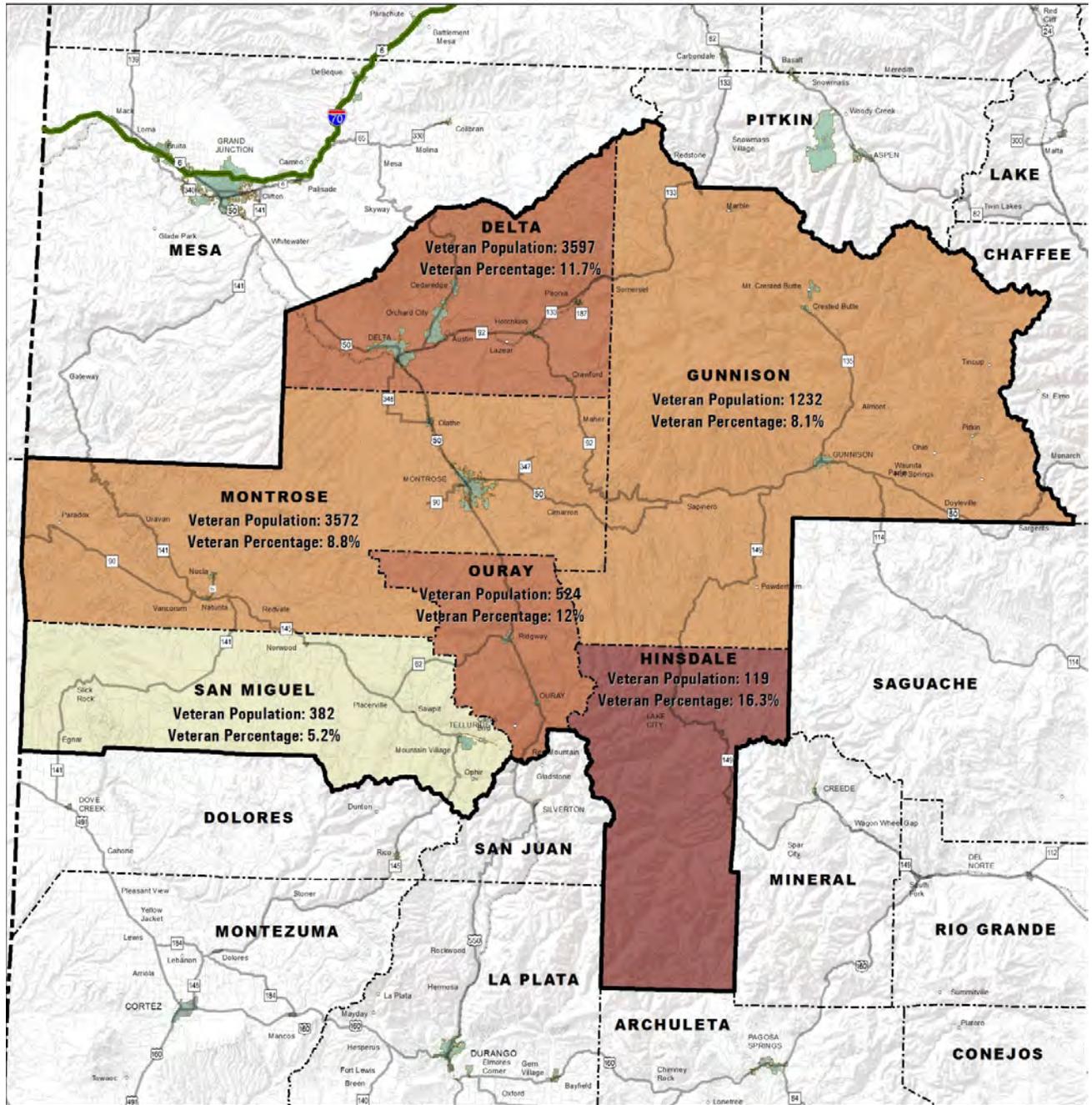
**Table 8. 2011 Veteran Population**

County	2011	% Veteran Population
Delta	3,597	11.7%
Gunnison	1,232	8.1%
Hinsdale	119	16.3%
Montrose	3,572	8.8%
Ouray	524	12.0%
San Miguel	382	5.2%
<b>Region Overall</b>	<b>9,426</b>	<b>9.5%</b>
Statewide Total	405,303	8.2%

*Source: 2011 U.S. Census American Community Survey Five-Year Estimate*

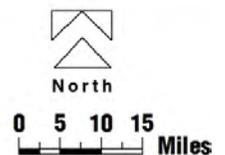
**Figure 9. 2011 Veteran Population**

Veteran status data extracted from 2011 U.S. Census American Community Survey Table S2101 - Veteran Status



**Legend**

- Less Than 6% Veteran Population
- 6% - 8% Veteran Population
- 8% - 10% Veteran Population
- 10% - 12% Veteran Population
- Greater Than 12% Veteran Population
- Gunnison Valley TPR Boundary
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## **2.2 Employment and Job Characteristics**

The major employment base in the Gunnison Valley Region is tourism and recreational activities. Tourism and recreation in the Region require a significant employment base in the resort, lodging, retail, and food service industries. Many of this extensive number of employees may also have transit dependent characteristics. Additionally, Western State Colorado University located in Gunnison provides a significant population interested in using transit.

**Figure 10** illustrates the job growth from a base year of 2000 out to 2040. As the figure shows, the most significant job growth in the Region is projected to occur between 2010 and 2020, at greater than 15 percent. Job growth then levels out between 2030 and 2040. Most counties in the Region see job growth between less than 15 percent.

**Figure 11** provides a snapshot of the commuting patterns in the Region with each line indicating the number of commuter trips taken per day between counties (county-to-county trips with less than 50 commuters are not depicted). The most significant number of commuter trips in the Gunnison Valley Region occurs from Delta County to Gunnison County, from Delta County to Montrose County, and from Montrose County to San Miguel County.

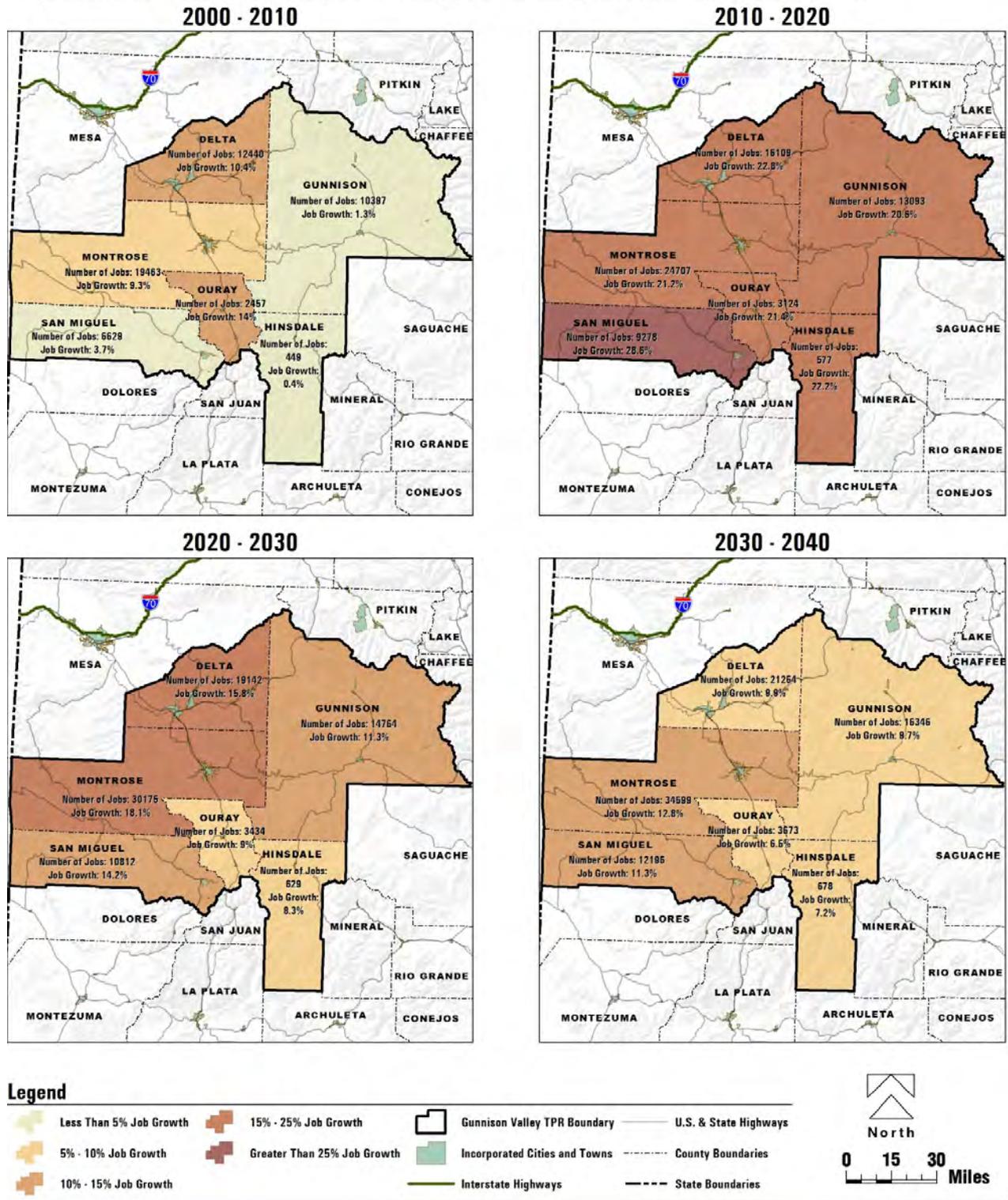
## **2.3 Summary of Community Characteristics**

Overall the Region is expected to experience significant population growth by 2040 with a 74.7 percent increase in population. As the population grows, there is also expected to be a commensurate increase in the number of adults aged 65 and older by 2040, with an increase of 63.1 percent. Montrose County is expected to see the highest population growth and increase in the number of adults aged 65 and older by 2040 in the Gunnison Valley Region.

Job growth is expected to increase significantly in the Gunnison Valley Region until 2020, which will spur the need for additional transit options. After 2020, job growth is expected to plateau until 2040 meaning a need for transit access will continue for the foreseeable future. Due to the high cost of living in the resort communities and the large concentrations of jobs in these areas, increased transit options will be needed to meet the demand of the workforce to get to and from jobs, often over long distances.

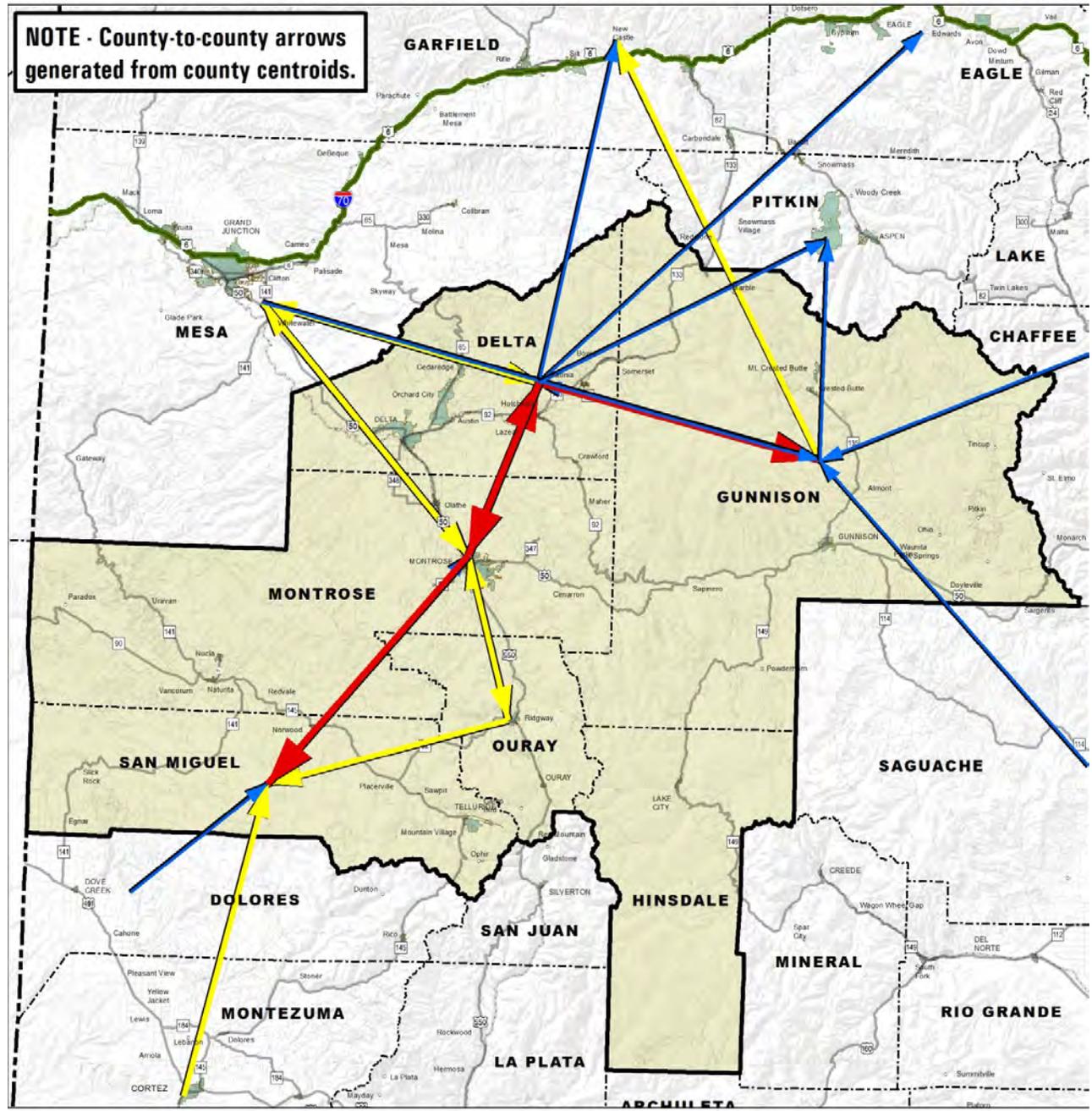
**Figure 10. Job Growth**

Job growth based on 2012 estimates provided by the State Demographer's Office through the Colorado Department of Local Affairs.



**Figure 11. Employed Working Outside County of Residence**

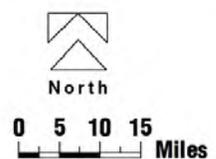
\*Note: Values are based on the 2006-2010 US Census American Community Survey (ACS) Metropolitan and Micropolitan Table 2 - Residence County to Workplace County Flows for the U.S. by Workplace Geography and 2009 ACS Table S0804 - Means of Transportation to Work by Workplace Geography



**NOTE - County-to-county arrows generated from county centroids.**

**Legend**

- Inter-County Commuter Trips**
- 50 - 100 Commuters
- 100 - 500 Commuters
- 500 - 1100 Commuters
- Gunnison Valley TPR Boundary
- Incorporated Cities and Towns
- Interstate Highways
- U.S. & State Highways
- County Boundaries
- State Boundaries

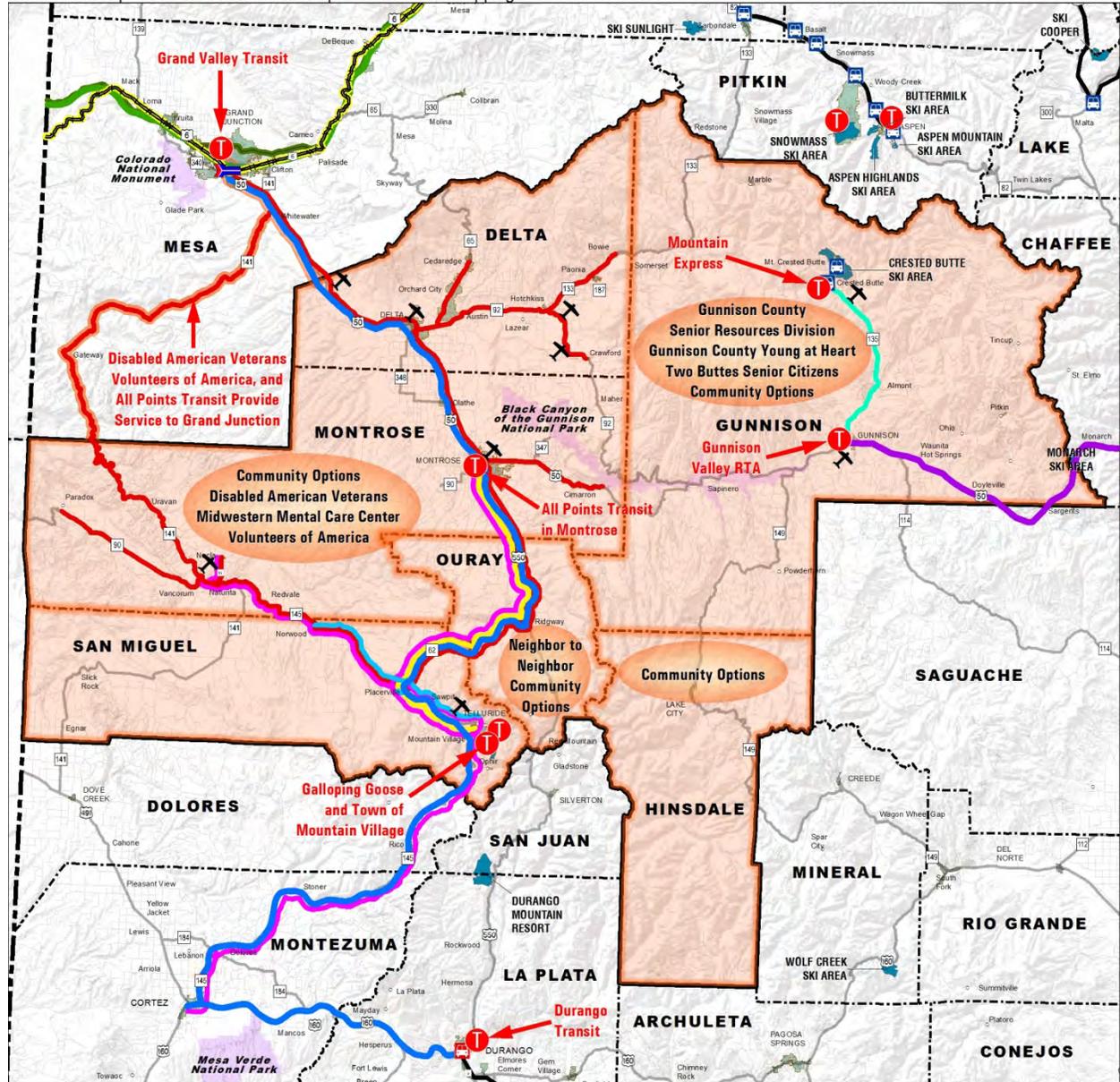


## 3.0 EXISTING TRANSIT PROVIDERS AND HUMAN SERVICE AGENCIES

**Chapter 3** describes existing public transit providers and the human service agencies in the Region. Information in this chapter is based on the Four County Transit Study Update completed in 2013 and the Gunnison Valley Regional Coordinated Transit and Human Services Plan completed in 2014. **Figure 12** provides a snapshot of all of the public transit providers, private resort transit providers, and human service agency transportation services available in the Gunnison Valley Region.

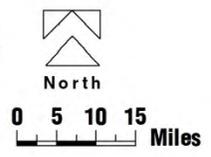
**Figure 12. Public Transit Provider System Map**

Transit service provider information based upon 2012 CDOT mapping.



**Legend**

- |  |   |                               |
|--|---|-------------------------------|
| All Points Transit                     | Local Transit Services                                | Gunnison Valley TPR Boundary  |
| Galloping Goose                        | Southern Ute C.A.P. (Grand Junction - Durango)        | Ski Areas                     |
| Gunnison Valley RTA                    | Greyhound #555 (Denver-Green River-LA)                | Incorporated Cities and Towns |
| San Miguel County                      | Black Hills Stage Lines #879 (Denver-Salida-Gunnison) | Airports/Airfields            |
| Town of Mountain Village               | Inter-City Bus Stations                               | Amtrak Routes                 |
| Regional Bus Routes                    | Regional Bus Stations                                 | Amtrak Stations               |
| Human Service Transportation Providers |   |                               |



## 3.1 Publicly Operated Transit Services

Publicly operated services, funded by local or regional agencies, are open to all members of the public, whereas human service transportation services are limited to clientele who qualify, e.g., people over the age of 65. Public transit providers in the Region serve residents, annual visitors, and employees across the Region. **Table 9** includes key information about each public transit provider in the Region.

**Table 9. Public Transit Provider Services Overview**

Provider	Service Area	Service Type(s)	Span of Service	Days of Service	Adult Fares	2014 Annual Ridership (includes all service types)	2014 Annual Operating & Admin Budget (includes all service types)
All Points Transit	Montrose, Olathe	<ul style="list-style-type: none"> <li>Flex route</li> </ul>	6:00 AM – 7:00 PM	M T W Th F	\$1.00/ride \$3.00/day	80,000	\$1,056,000
Gunnison Valley Rural Transportation Authority (RTA)	Gunnison, Crested Butte, Mount Crested Butte	<ul style="list-style-type: none"> <li>Deviated fixed-route</li> </ul>	7:00 AM – 8:00 PM	S M T W Th F Sa	Free	90,000	\$600,000
Mountain Express – Crested Butte	Crested Butte, Mount Crested Butte, Crested Butte South	<ul style="list-style-type: none"> <li>Fixed-route</li> <li>Complementary Americans with Disabilities Act (ADA)</li> </ul>	7:00 AM – 12:00 AM	S M T W Th F Sa	Free	675,000	\$1,239,000
San Miguel County Vanpool Program	Montrose to Ridgway to Telluride	<ul style="list-style-type: none"> <li>Vanpool</li> </ul>	Morning and Evening	M T W Th F	Varies	10,000–12,000	County – \$8,000 (remaining costs offset by fare revenue)
San Miguel County Fixed Route Service (Service operated by Town of Telluride)	Placerville – Norwood to Telluride Half Lawson	<ul style="list-style-type: none"> <li>Fixed-route</li> </ul>	Morning & Evening One mid-day Placerville trip on weekdays	7 days Schedule varies	\$1.00 to \$2.00/one-way trip	30,000 7,500	\$261,000
Town of Mountain Village	Mountain Village, Telluride to Montrose to Norwood to Cortez	<ul style="list-style-type: none"> <li>Fixed-route</li> <li>Complementary ADA</li> <li>Vanpool</li> <li>Fixed Guideway (Aerial Gondola)</li> </ul>	7:00 AM – 12:00 AM	S M T W Th F Sa	Transit service is free Vanpool - \$2.00/one-way trip	2,582,000	\$4,024,000
Town of Telluride Galloping Goose	Telluride Town Loop, Lawson Hill Subdivision, Placerville, Norwood, & Off Season to Mountain Village	<ul style="list-style-type: none"> <li>Fixed-route</li> </ul>	7:00 AM – 12:00 AM with special event expansions	S M T W Th F Sa	In town free, \$1 to Placerville, \$2 to Norwood	246,000 In town 45,000 Regional	\$729,000

Source: Region 10 Transit Agency Providers, 2015

## 3.2 Human Service Transportation Providers

Human service organizations often provide transportation for program clients to access their services and augment local public transportation services. **Table 10** describes human service organizations that fund or operate transportation service in the Gunnison Valley Region.

**Table 10. Human Service Transportation Provider Overview**

Provider	Service Area	Passenger Eligibility Open/Closed Service*	Service Type(s)	Days of Service
All Points Transit	Montrose, Olathe, Delta, Cedaredge, Crawford, Hotchkiss, Orchard City, Paonia, Nucla, Naturita, Redvale, Norwood, Placerville, Eckert, Paradox, Corey, Telluride, Austin, Ridgway, Colona, to Grand Junction, San Miguel County	<ul style="list-style-type: none"> <li>▪ Seniors</li> <li>▪ Disabled</li> </ul> Open Service	<ul style="list-style-type: none"> <li>▪ Demand Response</li> <li>▪ ADA</li> </ul>	M T W Th F
Community Options	Montrose, Delta, Gunnison, Ouray, Hinsdale counties	<ul style="list-style-type: none"> <li>▪ Disabled</li> </ul> Closed Service	<ul style="list-style-type: none"> <li>▪ Demand Response</li> <li>▪ ADA</li> </ul>	S M T W Th F Sa
Disabled American Veterans	Montrose, Olathe, Delta, to Grand Junction	<ul style="list-style-type: none"> <li>▪ Disabled</li> </ul> Closed Service	<ul style="list-style-type: none"> <li>▪ Demand Response</li> <li>▪ ADA</li> </ul>	M T W Th F
Gunnison Senior Transportation	City of Gunnison, Crested Butte to Gunnison	<ul style="list-style-type: none"> <li>▪ Seniors</li> </ul> Open Service	<ul style="list-style-type: none"> <li>▪ Demand Response</li> <li>▪ ADA</li> </ul>	M W F
Midwestern Mental Care Center	Montrose and Delta counties	<ul style="list-style-type: none"> <li>▪ Cognitive</li> </ul> Closed Service	<ul style="list-style-type: none"> <li>▪ Demand Response</li> <li>▪ ADA</li> </ul>	M T W Th F
Ouray County Neighbor to Neighbor	Ouray, Ridgway, to Montrose	<ul style="list-style-type: none"> <li>▪ Seniors</li> </ul> Open Service	<ul style="list-style-type: none"> <li>▪ Demand Response</li> <li>▪ ADA</li> </ul>	Th
Volunteers of America	Montrose and Delta counties	<ul style="list-style-type: none"> <li>▪ Seniors</li> </ul> Closed Service	<ul style="list-style-type: none"> <li>▪ Demand Response</li> <li>▪ ADA</li> </ul>	M T W Th F
TransCare Ambulance	Western Slope and Across Colorado	<ul style="list-style-type: none"> <li>▪ Medical</li> </ul> Closed Service	<ul style="list-style-type: none"> <li>▪ Medical Transport</li> </ul>	M T W Th F Sa Su

\*Open service indicates that the transportation service is open to the general public whereas closed service is offered only to eligible riders, such as persons with disabilities or adults 60 or older).

### 3.3 Privately Operated Public Transportation Services

**Table 11** provides an overview of the privately operated public transportation services that are available in the Gunnison Valley Region. This includes private resort bus and shuttle operators, taxi services, shuttle services, and intercity bus services.

**Table 11. Privately Operated Public Transportation Services Overview**

Provider	Service Area	Service Type(s)	Passenger Eligibility	Span of Service	Days of Service	Fares
Black Hills Stage Lines	Gunnison to Pueblo to Denver	<ul style="list-style-type: none"> <li>Intercity Bus</li> </ul>	General Public	6:15 AM DEP 6:55 PM ARR	S M T W Th F Sa	Varies
Alpine Express	Crested Butte, Gunnison, Mount Crested Butte	<ul style="list-style-type: none"> <li>Shuttle Service</li> </ul>	General Public	Varies	S M T W Th F Sa	Varies
Montrose Taxi	Montrose	<ul style="list-style-type: none"> <li>Taxi Service</li> </ul>	General Public	Varies	S M T W Th F Sa	Varies
Mountain Limo	Montrose, Telluride	<ul style="list-style-type: none"> <li>Limo Service</li> </ul>	General Public	Varies	S M T W Th F Sa	Varies
Telluride Express	Telluride to Placerville to Norwood	<ul style="list-style-type: none"> <li>Shuttle Service</li> </ul>	General Public	Varies	S M T W Th F Sa	Varies

*Source: Rates and schedules based on stakeholder input and internet information in Q1 2014.*

### 3.4 Provider Fleet Details

A comprehensive inventory of provider fleet information was collected for the development of the Gunnison Valley Regional Coordinated Transit and Human Services Plan completed in 2014. Fleet information for All Points Transit, Gunnison Valley RTA, Mountain Express – Crested Butte, Town of Mountain Village, and Town of Telluride can be found in the Gunnison Valley Coordinated Plan at <http://coloradotransportationmatters.com/other-cdot-plans/transit/plan-documents/>.

## 4.0 PROJECT PRIORITIZATION

The final transit planning step completed for the Gunnison Valley Regional Coordinated Transit and Human Services Plan was the development of a list of High Priority Strategies designed to meet the five Regional Goals developed for the study. This list includes a variety of projects starting with the continued operation of existing services, addition of new or expanded transit services (fixed/flex route and demand response), construction of improved transit facilities, and enhanced service coordination and marketing.

**Section 4.1** identifies the Transit Vision for the Region, followed by a selection of short-term projects to be detailed in specific Operating Plans to include capital needs and a stepped instruction for moving each service forward.

### 4.1 *Transit Vision*

The Transit Vision from the Regional Coordinated Transit and Human Services Plan identifies each new or expanded transit service needed to meet the Region's transit goals. **Table 12** provides the Transit Vision projects and includes each service's operating characteristics along with the benefits. The benefits define the purpose and intended users for each service.

**Table 12. Transit Vision**

Service	Days/Week	Frequency	Benefits
Gunnison to Montrose via US 50 (General Public Fixed-Route)	5	4 one-way trips/day	This service would provide access to Grand Junction from the Gunnison and Crested Butte areas for recreation, human services, and employment.
Montrose to Grand Junction via US 50 (General Public Fixed-Route)	5	8 one-way trips/day	This service would provide access to Grand Junction from Montrose, Delta, and Olathe for human services and employment.
Montrose to Delta via US 50 (General Public Fixed-Route/Flex-Route)	5	8 one-way trips/day	This service would provide employment, human services, and recreational access between both Montrose and Delta.
Montrose to Telluride (General Public Fixed-Route)	7	8 one-way trips/day	This service would provide needed employment transportation access to Telluride, a significant employment hub in the Region, as many workers live outside San Miguel County due to the high cost of living. This service would also provide mobility options for the general public looking to travel between the two communities for recreational purposes.
New Service in City of Delta (General Public Fixed-Route/Flex-Route)	5	8 revenue hours/day	This service would aid in employment access for residents working in Delta and Montrose. The general public would also benefit from increased access to human services and recreational amenities.
Additional Service in City of Montrose (General Public Fixed-Route/Flex-Route)	5	12 revenue hours/day	This service would aid in employment access for residents working in Montrose. The general public would also benefit from increased access to human services and recreational amenities.
Delta to North Fork Valley (General Public Demand Response)	5	8 revenue hours/day	This service would aid in employment access for residents working in both Delta and the North Fork area. The general public would also benefit from increased access to human services and recreational amenities.
Additional Service in Gunnison County* (Human Services Transportation)	5	8 revenue hours/day	This service would provide increased access to human services for older adults, disabled, and low-income populations in the county.
Additional Service in City of Montrose (Human Services Transportation)	5	8 revenue hours/day	This service would provide increased access to human services for older adults, disabled, and low-income populations in the county. There is currently not enough supply to meet the demand for service.
New Service in Hinsdale County (Human Services Transportation)	3	8 revenue hours/day	This service would provide increased access to human services and would connect the small, remote communities within Hinsdale County to Gunnison and Grand Junction.
New Service in Ouray County (General Public/Human Services Transportation)	3	8 revenue hours/day	This service would provide increased access to human services for older adults, disabled, and low-income populations in the county.

\*City of Gunnison and the Gunnison Valley RTA have each committed \$25,000 for 2015 service expansion.

## 4.2 *Service Operating and Capital Costs*

As a basis for discussion, cost estimates for the operating and capital needs for each project contained within the Transit Vision were developed. This planning process defined the capital and operating expenses for each service, along with the operating capacity, to define a cost per passenger for decision-making purposes and to guide discussions about the viability of each service.

The Three Rivers Region Transit Coordinating Council, serving as the advisory committee for this project, participated in a discussion about the general service characteristics and operating costs for the Transit Vision services. The Coordinating Council members identified additional projects during the planning process. Descriptions of these projects have been added to the Transit Vision in **Table 12**. The additional identified projects are:

- ▶ General public fixed-route service from Montrose to Grand Junction via US 50 – 5 days/week with a medium passenger vehicle
- ▶ General public fixed-route service within the City of Delta – 5 days/week using small vehicles (standard body-on-chassis)
- ▶ General public fixed-route service within the City of Montrose – 5 days/week using small vehicles (standard body-on-chassis)

**Table 13** defines the final service characteristics and capital and operating needs.

**Table 13. Service Operating and Capital Costs**

Service	Capital		Operating												
	Number of Vehicles Required	Capital Cost (vehicles)	Days/Week	One-way trips	Max Passengers per Vehicle	Average Passengers per Hour	Revenue Hours/Day	Number of Vehicles Required	Comfortable Carrying Capacity Annual Ridership	Cost per Revenue Mile	Miles Traveled per One-Way Trip	Operating Cost/Revenue Hour	Annual Operating Cost	Operating Cost/Passenger	
Gunnison to Montrose via US 50 (General Public Fixed-Route)	2	\$400,000	5	8	28			2	87,360	3.15	65		\$426,000	\$4.88	
Montrose to Delta via US 50 (General Public Fixed-Route/Flex-Route)	1	\$200,000	5	8	28			1	43,680	3.15	22		\$144,000	\$3.30	
Montrose to Grand Junction via US 50 (General Public Fixed-Route)	1	\$200,000	5	8	28			1	87,360	3.15	63		\$413,000	\$4.73	
Montrose to Telluride (General Public Fixed-Route)	1	\$450,000	7	4	40			1	87,360	3.15	66		\$303,000	\$6.94	
Montrose to Grand Junction via US 50 (General Public Fixed-Route)	1	\$200,000	5	8	28			1	43,680	3.15	63		\$413,000	\$9.46	
New Service in City of Delta (General Public Fixed-Route/Flex-Route)	1	\$75,000	5	12	16			1	37,440	3.15	50		\$328,000	\$8.76	
Additional Service in City of Montrose (General Public Fixed-Route/Flex-Route)	2	\$150,000	5	12	16			2	74,880	3.15	20		\$197,000	\$2.63	
Delta to North Fork Valley (General Public Demand Response)	2	\$150,000	5			3.13	8	2	13,021			\$72.52	\$302,000	\$23.19	
Additional Service in Gunnison County* (Human Services Transportation)	3	\$225,000	7			3.13	8	3	27,344			\$72.52	\$634,000	\$23.19	
Additional Service in City of Montrose (Human Services Transportation)	3	\$225,000	5			3.13	8	3	27,344			\$72.52	\$634,000	\$23.19	

Service	Capital		Operating											
	Number of Vehicles Required	Capital Cost (vehicles)	Days/Week	One-way trips	Max Passengers per Vehicle	Average Passengers per Hour	Revenue Hours/Day	Number of Vehicles Required	Comfortable Carrying Capacity Annual Ridership	Cost per Revenue Mile	Miles Traveled per One-Way Trip	Operating Cost/Revenue Hour	Annual Operating Cost	Operating Cost/Passenger
New Service in Hinsdale County (Human Services Transportation)	1	\$75,000	3			3.13	8	1	3,906			\$72.52	\$91,000	\$23.30
New Service in Ouray County (General Public/Human Services Transportation)	1	\$75,000	7			3.13	8	1	9,115			\$72.52	\$211,000	\$23.15

\*City of Gunnison and the Gunnison Valley RTA have each committed \$25,000 for 2015 service expansion.

*Capital Cost Assumptions*

Average cost of standard body on chassis vehicle (demand response) - \$75,000

Average cost of medium-size bus - \$200,000

Average cost of full-size bus - \$450,000

*Annual Ridership Assumptions:*

Fixed route - 30 feet vehicles with a maximum capacity of 28 passengers per trip

Fixed route - 40 foot vehicles with a maximum capacity of 40 passengers per trip

Fixed route transportation - average cost per mile of \$3.15 (Four County Update - All Points Transit)

Demand response/human service transportation - vehicles carry an average of 3.13 passengers per hour (Transit Cooperative Research Program 136)

Demand response/human service transportation - vehicles cost \$23.17/passenger (which equals \$72.52/hr) (Grand Valley NTD)

Annual Ridership estimates assume 75% of seats are occupied on fixed-route services

## 4.3 Survey

To determine the highest priority projects in the Region for the purposes of developing transit implementation plans, an online survey was developed to obtain input from Coordinating Council members. All 11 proposed services/routes were included in the survey, and each respondent was asked to answer the following questions for each project:

1. *Why does the service not already exist?*
2. *Who should be the service champion?*
3. *Please describe any traditional or creative funding sources for the service.*

At the end of the survey, each respondent was asked to select the top five priority projects. A total of 11 respondents completed the survey, and 10 prioritized their top five projects. **Table 14** includes the priority projects that emerged from this process. **Appendix A** includes a memorandum summarizing the survey findings and the full documentation of survey questions and answers.

**Table 14. Region 10 Prioritized Transit Project List**

Priority	Project	Type of Service
1	Montrose to Telluride via US 550, CO 62, and CO 145	General Public Fixed-Route
2 (tie)	Montrose to Grand Junction via US 50	General Public Fixed-Route
2 (tie)	New Service in Ouray County	General Public/Human Services Transportation
3	Montrose to Delta via US 50	General Public Fixed-Route/Flex-Route
4	New Service in City of Delta	General Public Fixed-Route/Flex-Route
5 (tie)	Gunnison to Montrose via US 50*	General Public Fixed-Route
5 (tie)	Delta to North Fork Valley	General Public Demand Response
6	Additional Service in City of Montrose	General Public Fixed-Route/Flex-Route
7	Additional Service in Gunnison County**	Human Services Transportation
8	Additional Service in City of Montrose	Human Services Transportation

\*Identified as a statewide priority by Colorado Department of Transportation (CDOT).

\*\*Additional funding for this service has been committed by the Gunnison RTA and Gunnison County (\$25,000 each).

**Chapter 5** includes detailed implementation plans for the top five projects identified in **Table 14**.

## 5.0 IMPLEMENTATION PLANS

Implementation plans provide information about how to get transit services up and running. This process includes a multitude of details, such as identifying the proposed route and stop locations, the desired hours and days of operation, the required size and number of vehicles, the funding needed to purchase new vehicles and transit supportive facilities (including bus stops and signs, shelters, benches, bus pads, park and rides), the operations funding (including administrative and personnel costs), marketing strategies, and the potential funding sources.

This chapter includes implementation plans for the top five priority projects that emerged from the survey completed by stakeholders in the Region. Three of the top five projects were consolidated. The resulting three projects are:

- ▶ General Public Service between Telluride and Grand Junction
- ▶ General Public Transit in Ouray
- ▶ General Public Transit in Delta

While not identified in the top five priority projects, the Gunnison to Montrose service has been identified in several past planning studies, including CDOT's Intercity and Regional Bus Network Study. Due to the support CDOT has indicated for this project and the regional nature of the project, regional consideration and discussion of this project should continue. For projects not identified in the top five, **Section 5.1** provides generalized implementation plan concepts for future regional planning.

### Vision for the Region

Existing transit services in the Region do well to serve local areas; the vision for this Transit Implementation Plan is to unite all of the Region's services. This Plan envisions that process through the development of the Region 10 spine service between Telluride and Grand Junction. This service will parallel the existing Southern Ute Community Action Programs (SUCAP) service while providing additional trip availability throughout the day. For Region 10 service and all local services to be successful together, route and service time coordination will be necessary as the system develops. It is as important that residents and visitors can travel within the region and make local connections efficiently. This regional vision is short term and meant to provide guidance for transit development over the next five years. With successful implementation of these services, the Region should reevaluate the transit system to determine how to continue the transit development process providing even better regional connectivity.

### 5.1 *Implementation Plan Considerations*

As the Region moves forward and looks to plan for and implement new or expanded transit service, including all of the projects detailed in this report, there are critical planning factors to be considered. Broadly, these include Operations, Administration and Capital; Governance and Funding; and Marketing and Outreach. It is important to remember that each service may have particular nuances that will require special considerations. **Table 15** provides an overview of items typically considered to guide implementation planning, but is not an exhaustive list.

**Table 15. Implementation Plan Considerations**

Operations, Administration, and Capital	Governance and Funding
<ul style="list-style-type: none"> <li>▶ Service routing and service boundaries</li> <li>▶ Transfer locations and service connections</li> <li>▶ Dispatching software and procedures</li> <li>▶ Bus stop siting and signage with consideration of National Environmental Policy Act (NEPA) process</li> <li>▶ Staffing needs/existing agency capacity               <ul style="list-style-type: none"> <li>▪ Drivers</li> <li>▪ Dispatch</li> <li>▪ Administration</li> <li>▪ Maintenance</li> </ul> </li> <li>▶ Driver training and education</li> <li>▶ Data collection (includes National Transit Database [NTD] and grant reporting requirements)</li> <li>▶ Capital needs               <ul style="list-style-type: none"> <li>▪ Vehicle procurement specifications</li> <li>▪ Fare collection equipment</li> <li>▪ Communication/dispatching equipment</li> <li>▪ Automatic vehicle locator/GPS equipment</li> <li>▪ Bus stop facilities – shelters, benches, signage, etc.</li> <li>▪ Park-and-rides</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▶ Determine who will operate the service and/or champion the service</li> <li>▶ Determine who will serve as the governing body and manage the service operations and/or contracted vendor</li> <li>▶ Establish if there is a need for Intergovernmental Agreements between funding partners or a Rural Transportation Authority</li> <li>▶ Explore the creation of a nonprofit organization as required</li> <li>▶ Identify a board of directors and associated governing bylaws</li> <li>▶ Identify funding options               <ul style="list-style-type: none"> <li>▪ Regional Transportation Authority</li> <li>▪ Sales tax</li> <li>▪ Property tax</li> <li>▪ Room and occupancy tax</li> <li>▪ Utility fee enactment</li> <li>▪ Vehicle fees value capture</li> <li>▪ Corporate sponsorships</li> <li>▪ Public-private partnerships</li> </ul> </li> </ul>

## Marketing and Outreach

### Establish an Identity (design)

- ▶ Logo/branding
- ▶ Vehicle design
- ▶ Bus stop sign design
- ▶ Design route map and schedules
- ▶ Fare media design (passes, ticket books)

### Develop a User-friendly Service/Route

- ▶ Information center/phone number for information about the route/service (bilingual capacity)
- ▶ Information available on web and for mobile devices
- ▶ Locations for distribution of route/service information (libraries, medical clinics, schools, major employers, etc.)
- ▶ Availability of printed materials that include:
  - A service map identifying key destinations/activity centers, stops, transfer points, etc.
  - Easy to understand schedule
  - Contact information (phone/website address)
  - Fares and fare media information
  - Large type for those that are visually impaired
  - Information available in Spanish (if needed)
  - How to ride information

### Build Service/Route Awareness

- ▶ Identify target markets (employees, low-income, older adults, persons with disabilities, etc.)
- ▶ Deploy education campaign informing riders about the service/route and how it connects to other local/regional services
  - Brochures
  - Press releases
  - Social media
  - On-board passenger materials
  - Presentations/outreach to employers/employees and advocacy/interest groups
  - Customer testimonials
  - Print advertising
  - Inclusion of information in community newsletters, government newsletters, etc.
  - Reciprocal links on agency and transit service websites

### Communicate the Value of Transit

- ▶ Mobility for disadvantaged populations
- ▶ Low cost transportation
- ▶ Environmentally friendly
- ▶ Reduces congestion
- ▶ Supports economy

## ***5.2 Telluride to Grand Junction Region 10 Service Implementation Plan***

The Telluride to Grand Junction Region 10 service, identified as a priority by the Three Rivers Coordinating Council during the planning process, is a public transit service focused on providing commuter service between Delta/Montrose and Telluride and human service trips to Grand Junction from across the Region. This section provides guidance on how to implement this new transit service.

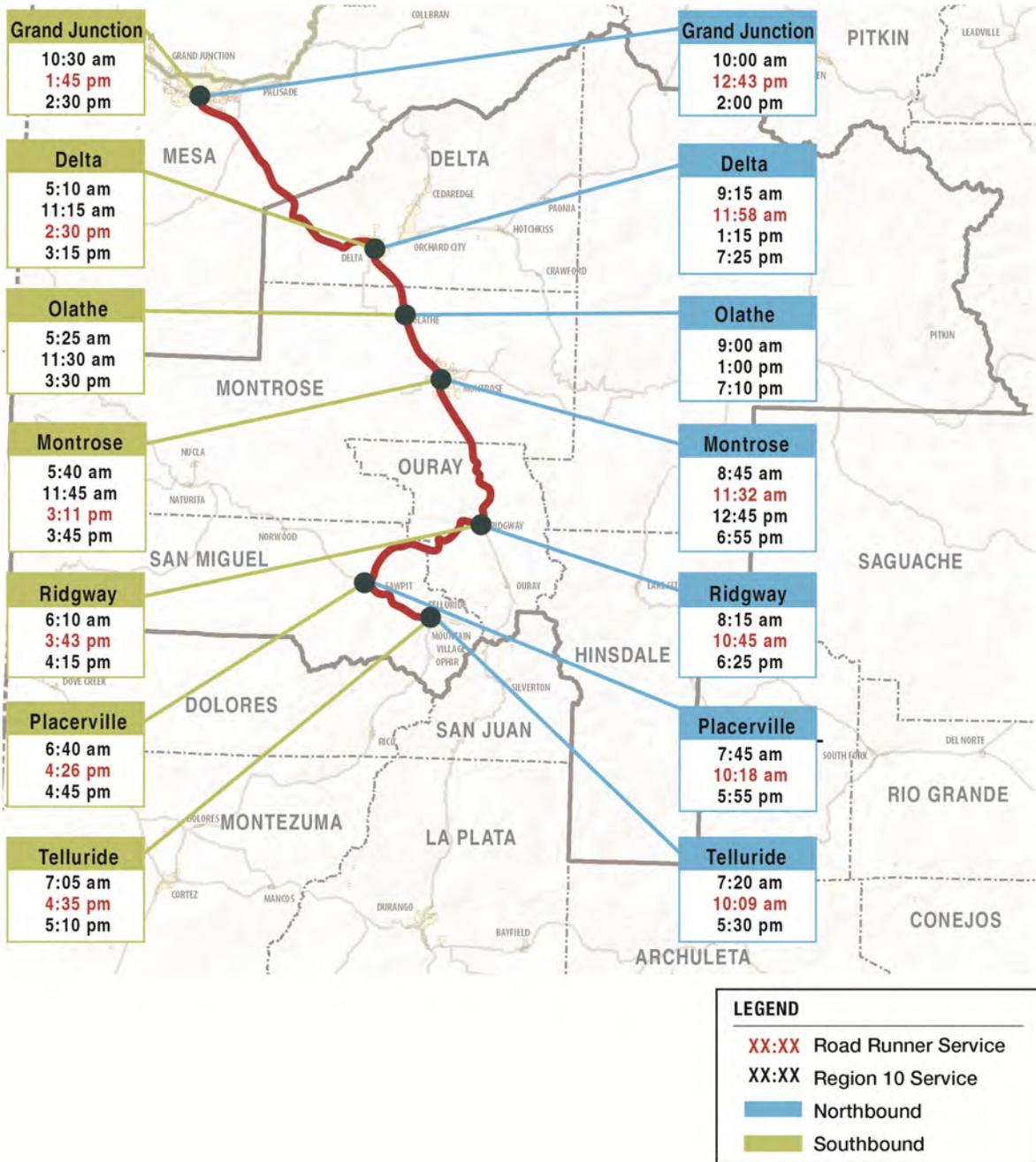
### **5.2.1 Operations and Administration**

The new Region 10 service will need to be coordinated with other local transit services and is designed to enhance the existing SUCAP service by providing additional transit availability in the morning and evening for commuters to Telluride/Mountain Village and enhanced service for mid-day human services trips to Grand Junction.

#### **Service Routing and Schedule**

**Figure 13** shows the identified routing for the new Region 10 transit service. The route has seven stops across five counties.

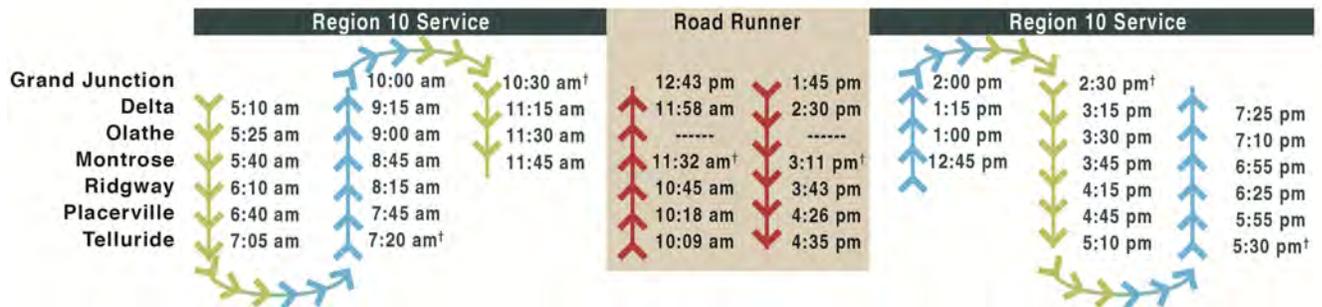
Figure 13. Telluride to Grand Junction Service Map



The Region 10 service starts at 5:10 am in Delta, picks up commuters heading south, and arrives in Telluride at 7:05 am to meet ski resort commuter needs. The service is identified to depart Telluride at 7:20 am to head north to pick up passengers who need to move between communities and those that need to go to Grand Junction for human services trips. The service arrives at 10:00 am in Grand Junction to connect with Grand Valley Transit trips that depart from the Downtown Transfer Center at :15 after each hour. The afternoon trip from Grand Junction departs at 2:30 pm, giving passengers four hours to conduct business in Grand Junction, and eventually returns to Telluride. The final travel leg for the day picks up ski resort commuters at 5:30 pm in Telluride and arrives in Delta at 7:25 pm.

**Figure 14** provides a visual representation of the proposed service operation, along with preliminary stop locations and arrivals/departures along the new route. Road Runner service is identified in the figure to provide context as to how the Region 10 service would complement the existing intercity bus route operated by SUCAP to provide greater options for travelers in the Region.

**Figure 14. Proposed Telluride to Grand Junction Region 10 Service Timetable**

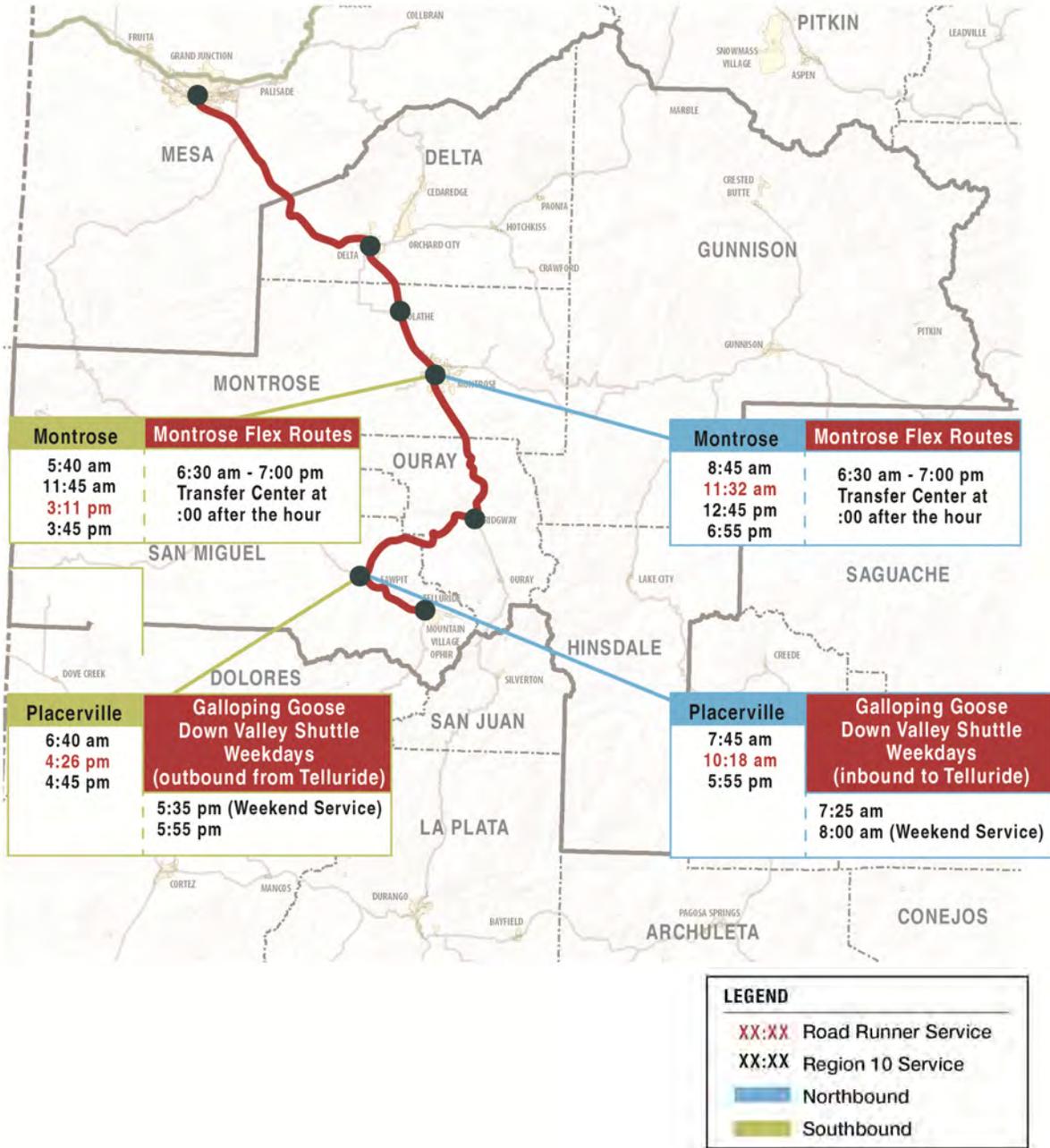


<sup>†</sup> Indicates driver break.

\*Service Hours for New Region 10 Service = 16 hours (7.5hrs each shift +30mins. pre/post-trip)  
 Service Requires one over the road coach = \$450,000  
 Revenue Miles of Service = 575 miles (@ \$3.15/mile with service 365 days/year) = \$660,000/year

The planning process also considered how the Region 10 service would integrate into existing transit services along the route. **Figure 15** depicts how the Region 10 service would connect with existing transit services in Montrose and Placerville.

Figure 15. Region 10 Service Integration



## Service Operations and Administration

The operation of transit service requires substantial planning and coordination before a service is implemented. This section provides an overview of items to be considered, as well as special considerations specific to the new Region 10 service.

### Routing and Stops

Final routing that includes details about where stops will be located, necessary capital improvements for bus stop locations, and how the service will interface with local providers is needed. Specific considerations for the Region 10 service include:

- ▶ *Service Routing Finalization.* This entails driving the route, determining exact driving times, and modifying the service timetable as needed.
- ▶ *Bus Stop Siting.* This entails identifying bus stop locations to ensure that they provide adequate connectivity to local transit providers. Coordination with existing SUCAP service stops will also be critical to make sure the existing stops used by SUCAP maximize connectivity to local services. This process may include recommending separate stop locations for the new Region 10 service to provide continuity among the various service providers. This process should include integration with NEPA considerations (e.g., impacts on habitats, water, and air quality) and as integration into local corridor planning.
- ▶ *Bus Stop Amenities.* This entails determining what amenities are needed at the bus stops to improve the customer experience, such as benches, lighting, trash cans, shelters, etc.
- ▶ *Signage.* The branding of the service will be identified in the marketing plan for the service. Once a brand has been established, bus stop signage will need to be manufactured and installed at each stop.
- ▶ *Park-and-Rides.* Park-and-rides will be important to attract commuter ridership and to support the service as it grows. The Gunnison Valley Regional Coordinated Transit and Human Services Plan identified construction of park-and-rides in Ridgway and within the City of Montrose as priority projects and assumed 100 spaces with a high-level planning cost estimate of \$1 million per park-and-ride.
- ▶ *Transit Provider Service Coordination.* Close coordination between the Region 10 service and local providers will be needed to ensure that timetables provide as much passenger connectivity as possible. This process may include recommendations to alter the Region 10 and/or existing service timetables to coordinate future services. This issue has been noted as especially prudent for San Miguel County services as depicted in **Figure 15**. Additionally, the Region will need to consider how any new services interact with the Region 10 service (e.g., new General Public Service in Ouray and Delta).
- ▶ *Vanpool Coordination.* Because the Region 10 service is not intended to fully replace existing vanpool services, it will be important to consider how the services integrate with one another. The ability for the new Region 10 service to be viable will require encouraging use while recognizing that the vanpool can provide a greater variety in arrival and departure times depending on commuter needs.

## Staffing and Administration

To move forward on a staffing and administration plan, the Region will need to determine who is going to manage and operate the service. It is suggested once the Region has identified who is going to serve as the umbrella agency to manage the service that a Request for Proposals be prepared to obtain bids from transit operators to provide the service through an operating agreement with the umbrella agency. Under this scenario, the vendor that is selected to operate the service could be asked to:

- ▶ Assist with finalizing routing details and service timetables
- ▶ Oversee day-to-day service operations, including staffing of management and drivers, and all training and compliance requirements
- ▶ Provide vehicles, radio/communications equipment and technology, fare equipment, and AVL equipment
- ▶ Provide access to and use of an operations and maintenance facility to enable them to effectively manage and operate the service
- ▶ Provide administration services to ensure adequate data collection efforts are met; these data will be used to identify service performance metrics (e.g., cost/passenger, cost/service mile) and to submit service information to the NTD as required by the Federal Transit Administration (FTA) for services using federal funds to operate

## Fare Structure

The fare that is established for the Region 10 service will be critical to the long-term viability of the service. The existing fares on SUCAP’s service and the existing San Miguel County vanpool program must be considered when determining an appropriate fare level. To inform the suggested fare rate for the Region 10 service, CDOT’s cost model for intercity bus service was used. CDOT uses a cost of \$0.17 per mile to establish intercity fare levels. This model is used for the SUCAP service as it is funded in part by CDOT. CDOT has also used this cost model to establish the fare structure for its new Bustang intercity service.

Using a cost per mile factor of \$0.17, the estimated fares for Region 10 service from Telluride to Grand Junction would be approximately \$21 one-way. **Table 16** provides suggested fares using this cost model for each leg of the new Region 10 service as well as a comparison to the existing SUCAP fares.

**Table 16. Proposed Fare Structure**

Trip	Approximate Distance	Proposed One-Way Region 10 Fares	Existing SUCAP Fares
Telluride to Placerville	17	\$4.00*	\$3.00
Placerville to Ridgway	24	\$4.00	\$4.00
Ridgway to Montrose	30	\$5.00	\$5.00
Montrose Olathe	12	\$2.00	N/A
Olathe to Delta	12	\$2.00	N/A
Montrose to Delta	24	N/A	\$4.00
Delta to Grand Junction	42	\$7.00	\$7.00
<b>Telluride to Grand Junction</b>	<b>126</b>	<b>\$21.00</b>	<b>\$20.00</b>

\*Region 10 cost is more than SUCAP service (stop at Society Conoco) as it is recommended that the service stop in Telluride, which adds 7 miles to the route per one way trip.

Once final fares have been established, the Region will need to begin discussions about the creation of, and funding source(s) for, the subsidization of fares for older adults, persons with disabilities, low-income populations, and students. Funding to pay for fare subsidization could come from colleges/universities, businesses, and/or human services agencies. There a variety of ways that the Region could implement fare subsidization:

- ▶ Create a non-profit pass program where tickets/passes are sold to non-profit agencies for distribution at a discounted rate, typically 50 percent of face value
- ▶ Use existing human services qualification processes (e.g., if someone already qualifies for Medicaid or SNAP, they would also qualify for discounted fares) and allow passengers to use their eligibility to purchase discounted fares on the vehicles and online
- ▶ Develop an income-qualified pass program; the Region would need to determine how individuals would qualify for this, what the subsidization level would be, and what income level qualifies (e.g., Denver’s Regional Transportation District is considering a low-income pass program that would be available for those at 150 percent of the federal poverty level, and Seattle’s King County Metro has a reduced fare program in place for those at 200 percent of the federal poverty level)

SUCAP currently offers a 10 percent discount for seniors (55 and older), students (with proper student identification), and roundtrip fares. Region 10 will need to, at a minimum, provide discounted rates at the same level as SUCAP to ensure passenger fare equity.

It is suggested that when the service structure, routing, and fares are established for the Region 10 service, the managing agency meet with community partners to determine needs and how to best subsidize fares for disadvantaged populations. These discussions will need to include how to fund fare subsidies, qualification processes for reduced fares, and fare collection methodologies.

## 5.2.2 Governance and Funding

Governance and funding are often interrelated as the governance structure often dictates the possible funding mechanisms available to support transit services. This section describes potential governance structures followed by funding needs. The primary governance structures to be considered include additional intergovernmental agreements and/or establishment of a RTA.

*Intergovernmental Agreements* are formal contracts signed by the governing body of multiple entities to agree upon funding commitment and management details. Intergovernmental agreements are a flexible governance model that is easy to implement and familiar to many agencies. All intergovernmental agreements require a lead agency and annual renewals to confirm funding levels and to ensure all partners continue to agree on management details. Typical transit-oriented intergovernmental agreements identify minimum transit service levels. Intergovernmental agreements require that all funding partners participate, as well as any entities that provide access to facilities. Because intergovernmental agreements do not require participation from all entities in a transit service area, a lack of participation can result in a limited transit network or entities receiving service that are not funding partners.

*Rural Transportation Authorities* are legal entities under Colorado law that are empowered to develop and operate a transit system, construct and maintain roadways, and petition the citizens within the authority’s established boundary to tax themselves to fund services. Rural transportation authorities are

instrumental in creating a unified regional vision for transit service and provide a stable and secure funding source. RTAs also help enhance coordination within a region. There are several examples of RTAs in Colorado, including in the Gunnison Valley, Roaring Fork, Baptist Road, and Pikes Peak. To be successful, elected officials must buy-in to the concept, and stakeholders and champions must educate the public about the benefits of an RTA, such as increased economic growth and development, visitor attraction to the region, and expanded transportation options for transportation disadvantaged populations.

For the Region 10 service, further discussion will be required to determine the desired governance structure. This process could be facilitated by using existing intergovernmental organizations, such as Region 10 or the Three Rivers Coordinating Council. Another option would be to establish a new governing body. Regardless of the final governance structure, the managing entity must identify a board of directors, governing bylaws, and operating procedures.

The Region 10 service requires a capital investment of \$2.575 million (2 park-and-rides at \$1 million each, 1 over the road coach at \$450,000, and 5 bus stops at \$25,000 each) and annual operating expenses of \$635,000 (550 miles per day at \$3.15 per mile with service 365 days per year). The Region should account for a farebox recovery ratio of 20 percent, which is the same goal established by CDOT for their Bustang service). The Region must obtain regional buy-in and determine who will contribute funds for the service. **Section 5.5** of this report details funding options that are often used to support transit and discusses other creative solutions.

Identified Regional 10 service challenges include:

- ▶ Ensuring that all four counties participate in and help fund the new regional service
- ▶ Integrating Grand Valley Transit into the service model and specifically the use of Grand Valley Transit facilities; to include the West Transfer Facility and the Downtown Transfer Facility
- ▶ Coordinating with SUCAP to ensure that stop locations are consistent and meet the needs of both services

### 5.2.3 Marketing and Outreach

A critical aspect of successful transit operation is the use of a formal marketing and outreach program to inform the public. Without a carefully thought out marketing and outreach plan, the ridership of a transit service can never reach its full potential. Important aspects of the marketing process include establishing an identity, developing a user-friendly service and route, building service and route awareness, and communicating the value of transit. **Table 15** identifies specific details that should be included in the marketing and outreach effort.

The regional nature of this service requires that a broad user market be reached during the outreach process. This process should include easy-to-find service information on the internet, including access for traditional computers and optimized access for mobile devices. The identification of anticipated user types assists in targeting locations for information distribution and helps the operator understand how to maximize service and route awareness. Due to the relation of this service to other regional and local services, coordination among all service providers should be orchestrated to maximize ridership potential for all of the services and to encourage riders to use all of the services in the Region. This goal may be accomplished by co-marketing service, marketing service among providers, and encouraging regional transit trip making through future single resource websites designed for the entire region

(one-call, one-click). All marketing efforts should communicate the value of transit to build interest in all of the Region's many services.

Specific marketing and outreach efforts for the Region 10 service may include:

- ▶ Establishing a unique logo and branding to advertise the service and its regional trip making potential
- ▶ Targeting outreach to resort employees in Telluride and Mountain Village to use the new commuter service
- ▶ Targeting outreach to low-income, older adults, and persons with disabilities to access the greater transit network
- ▶ Developing a specific marketing plan to inform users about how to access connecting local services along the service route, including services in Grand Junction where users may be unfamiliar with Grand Valley Transit
- ▶ Making specific efforts to advertise the benefits of this service's coordination with the existing SUCAP service and consistent fare structure

### **5.3 General Public Transit in Ouray Implementation Plan**

This general public transit service focuses on providing employment access into Ouray County from areas throughout Delta and Montrose counties. The general vision for this service is to connect to existing and future regional transit in Ridgway and to provide a vanpool or commuter shuttle into Ouray. This future service is designed to integrate fully with the proposed Telluride to Grand Junction Region 10 service to maximize regional connectivity and minimize local costs.

#### **5.3.1 Operations and Administration**

The new Ouray County service would provide service between the Town of Ridgway and City of Ouray with a focus on providing commuter service into Ouray for employees and human services transportation for Ouray County residents wishing to use regional services.

#### **Service Routing and Schedule**

The details of the service routing and schedule are not yet finalized; the following discussion outlines known intentions for the service. Current planning thought anticipates the service would start as a vanpool program and then transition to a commuter shuttle as demand warrants. For this report, vanpool refers to a program where a user of the service also acts as driver. This service structure eliminates much of the operating expense for the service. Commuter shuttle refers to a service where a transit operator provides the service including a paid driver; benefits of this service include the opportunity to provide human services transit for residents of Ouray to access the rest of the Region. Overall, it is expected that for the commuter shuttle service, a common stop location in Ridgway coordinated with the new Telluride to Grand Junction Region 10 service will be used to ensure optimal connectivity to the greater transit network. It is anticipated that the commuter service will operate seven days a week, eight hours a day focusing on the AM and PM peak periods when commuter behavior and connectivity to the regional services is strongest.

#### **Service Operations and Administration**

When the service is initialized as a vanpool program, it will focus on the transport of employees into Ouray. During the planning and implementation of this service, it is suggested that the service

champions meet with San Miguel County representatives to understand how they operate their vanpool program, including how it is managed, how fares are established, how vehicles are procured, and what funds the county uses to fund the program. An additional data source during this planning process is the Four-County Feasibility Study, which includes information about vanpool operations and costs specific to the region.

With the conversion of the vanpool into a commuter shuttle, the operation of transit service requires substantial planning and coordination before service is implemented. The following subsections provide an overview of items to be considered and special considerations specific to the new Ouray Commuter Shuttle service.

### **Routing and Stops**

Final service area determinations, including details about where the Ridgway stop will be located and how the service will interface with local providers, will be needed. Specific considerations for the Ouray service include:

- ▶ *Park-and-Ride.* A park-and-ride located at the Ridgway stop will be important to attract commuter ridership. The Gunnison Valley Regional Coordinated Transit and Human Services Plan identified construction of a park-and-ride in Ridgway as a priority project and assumed 100 spaces with a high-level planning cost estimate of \$1 million. This future service should be coordinated with Telluride to Grand Junction Region 10 service planning effort to maximize efficiency. This park-and-ride is designed to be shared by the proposed Region 10 service and proposed Ouray service. Due to uncertainty in which project will be constructed first, the planning level cost has been included for both services but will effectively be paid only once.
- ▶ *Transit Provider Service Coordination.* Close coordination between this service and the new Region 10 service will be needed to ensure passenger connectivity. This service will rely on the future Telluride to Grand Junction Region 10 service and a Ridgway park-and-ride to provide access for users.

### **Staffing and Administration**

It is recommended that a Request for Proposals be prepared to obtain bids from transit operators to provide the service through a contract with the County. Under this scenario, the vendor that is selected to operate the service could be asked to:

- ▶ Assist with finalizing routing details and service timetables
- ▶ Oversee day-to-day service operations, including staffing of management and drivers, and all training and compliance
- ▶ Provide vehicles, radio/communications equipment and technology, fare equipment, and AVL equipment
- ▶ Provide access to and use of an operations and maintenance facility to enable them to effectively manage and operate the service
- ▶ Provide administration services to ensure adequate data collection efforts are met; these data will be used to identify service performance metrics (e.g., cost/passenger, cost/service mile) and to submit service information to the NTD as required by the FTA for services using federal funds to operate

## Fare Structure

To inform the suggested fare rate for the Ouray commuter shuttle service, CDOT's cost model for intercity bus service was used. CDOT uses a fare cost of \$0.17 per mile to establish intercity fare levels. At \$0.17 per mile, a one-way fare from Ridgway to Ouray would be \$1.75.

### 5.3.2 Governance and Funding

It is anticipated that Ouray County will lead the effort to establish a vanpool program to Ouray and it could be supported by the City of Ouray and Town of Ridgway. If multiple entities are included in the program, an intergovernmental agreement will be required. The county will likely need to contribute some funds to the program (San Miguel County provides \$8,000 per year, with the remaining expenses covered by fare revenue) for program management, vehicle acquisition (depending on what type of vanpool service is used), and other administrative costs. Fare revenues will offset costs but will be limited.

The Ouray commuter shuttle service is anticipated to operate throughout the county with stops identified in the City of Ouray and Town of Ridgway. Governance of this future service has not been determined. It is anticipated that intergovernmental agreements will be required to establish a framework for the service. Due to the unique nature of the tourism-based economy within the County, there is opportunity for the service to be supported by a public-private partnership. This service's champion could pursue participation from local employers to help finance the service.

The Ouray commuter shuttle service requires a capital investment of \$75,000 (1 body-on-chassis vehicle) and annual operating expenses of \$211,000. Local entities must obtain buy-in and determine who will contribute funds for the service. **Section 5.5** of this report details funding options that are often used to support transit and discusses other creative solutions.

### 5.3.3 Marketing and Coordination

A critical aspect of successful transit operation is the use of a formal marketing and outreach program to inform the public. Without a carefully thought out marketing and outreach plan, the ridership of a transit service can never reach its full potential.

Important aspects of the marketing process include:

- ▶ Establishing an identity
- ▶ Developing a user-friendly service and route
- ▶ Building service and route awareness
- ▶ Communicating the value of transit

**Table 15** identifies specific details that should be included in the marketing and outreach effort.

The regional nature of this service requires that a broad user market be reached during the outreach process. This process should include easy-to-find service information on the internet, including access for traditional computers and optimized access for mobile devices. Identifying anticipated user types assists in targeting locations for information distribution and helps the operator understand how to maximize service and route awareness. Due to the relation of this service to other regional and local services, coordination among all service providers should be orchestrated to maximize ridership potential for all of the services and to encourage riders to use all of the services in the Region. This goal may be accomplished by co-marketing service, marketing service among providers, and encouraging

regional transit trip making through future single resource websites designed for the entire Region (one-call, one-click). All marketing efforts should communicate the value of transit to build interest in all of the Region’s many services.

Specific marketing and outreach efforts for the Ouray service may include:

- ▶ Targeted outreach to service employees in Ouray to use the new commuter service
- ▶ If commuter shuttle service is selected, targeted outreach to low-income, older adults, and persons with disabilities to access the greater transit network

## 5.4 General Public Transit in Delta Implementation Plan

This general public transit service focuses on providing local transit within Delta, with an emphasis on supporting the needs of disadvantaged populations by providing access to human services. There is also a need for service between Delta and Montrose to improve access to services in the City of Montrose. The Telluride to Grand Junction Region 10 service will help to meet some of this need, but additional daily trips provided by this new service will increase access to employment, human services, and activity centers.

### 5.4.1 Operations and Administration

The new Delta service is designed to provide flex-route services for a portion of the Region that currently relies on call-and-ride services operated by All Points Transit.

#### Service Routing and Schedule

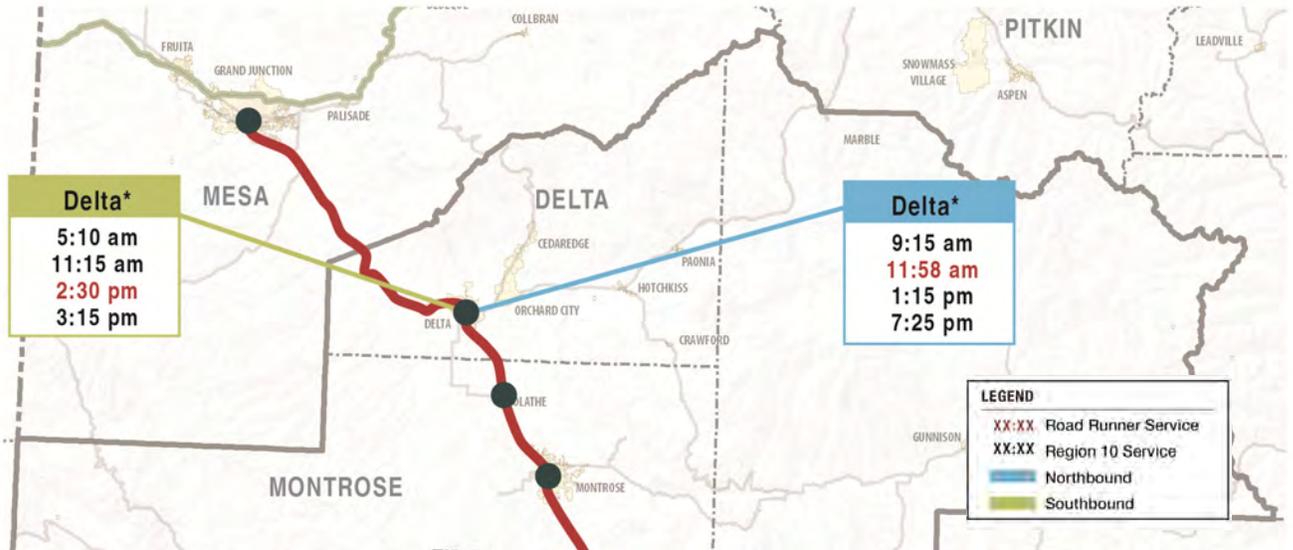
New Delta flex-route service would focus on providing service 12 hours a day (between 7:00 am and 7:00 pm), five days a week (Monday to Friday). Local Delta service would be provided and augmented with daily intercity service between Montrose and Delta to fulfill human services needs and commute trips. Current planning efforts have not detailed the precise route alignment and schedule, but general priorities for the service identified by the Delta Transit Advisory Committee (TAC) include:

- ▶ Combination local fixed-route service with several trips per day between Montrose and Delta
- ▶ Delta service to operate an in-town loop
- ▶ Local Delta service to provide access to high priority sites including the hospital and medical clinics, Walmart/Safeway shopping center, Delta-Montrose Technical College, recreation center, downtown, town hall, library, post office, and City Market shopping center.

While not identified by the Delta TAC, service to the North Fork area was identified in the Gunnison Valley Regional Coordinated Transit and Human Services Plan and should be considered. To move this service forward, specific service boundaries will need to be developed and careful route planning must be undertaken to ensure that adequate local headways are maintained to sustain a meaningful hourly service, while also providing transit access to Montrose and timely connections to the Telluride to Grand Junction Region 10 service.

**Figure 16** identifies the northbound and southbound service connection times with the Region 10 and SUCAP services in Delta. Based on the proposed regional connection times proposed by Region 10 and the current SUCAP service times, the Delta connection to Montrose should depart Delta at approximately 9 am and 1 pm arriving back in Delta at approximately 10 am and 2 pm to provide as much service as possible throughout the day.

**Figure 16. Delta Regional Service Connections**



## Service Operations and Administration

Final routing that includes details about where stops will be located, necessary capital improvements for bus stop locations, and how the service will interface with local providers is needed. Specific considerations for the Delta service include:

- ▶ **Service Routing.** This entails determining the preferred route and exact driving times. The ADA will need to be considered. Any fixed-route service (not including commuter routes) must have complementary paratransit service available within  $\frac{3}{4}$  of a mile of the route.
- ▶ **Bus Stop Siting.** This entails identifying where exactly the bus will stop and ensuring that it provides adequate connectivity to local transit providers. Coordinating with existing SUCAP service and future regional service stops will also be critical to maximize connectivity. This process should include integration with NEPA considerations and integration into local planning.
- ▶ **Bus Stop Amenities.** This entails determining what amenities are needed at the bus stops to improve the customer experience, such as benches, lighting, trash cans, shelters, etc.
- ▶ **Signage.** The marketing plan will identify the branding of the service. Once a brand has been established, bus stop signage will need to be manufactured and installed at each stop.
- ▶ **Transit Provider Service Coordination.** Close coordination among the existing and future regional services will be needed to ensure that timetables provide as much passenger connectivity as possible. This process may include recommendations to alter the Region 10 and/or existing service timetables to coordinate future services.

## Staffing and Administration

To move forward on a staffing and administration plan, the Region must determine who is going to manage and operate the service. It is suggested once the Region has identified who is going to serve as the umbrella agency to manage the service that a Request for Proposals be prepared to obtain bids from

transit operators to provide the service through a contract with the umbrella agency. Under this scenario, the vendor that is selected to operate the service could be asked to:

- ▶ Assist with finalizing routing details and service timetables
- ▶ Oversee day-to-day service operations, including staffing of management and drivers, and all training and compliance
- ▶ Provide vehicles, radio/communications equipment and technology, fare equipment, and AVL equipment
- ▶ Provide access to and use of an operations and maintenance facility to enable them to effectively manage and operate the service
- ▶ Provide administration services to ensure adequate data collection efforts are met; these data will be used to identify service performance metrics (e.g., cost/passenger, cost/service mile) and to submit service information to the NTD as required by the FTA for services using federal funds to operate

## Fare Structure

The fare structure for the local Delta transit service should mirror the current fares in place for local Montrose transit service. The recommended twice daily roundtrips between Delta and Montrose should mirror the final fare established for the Region 10 service, which is \$4.00 per one-way trip. **Table 17** provides current fares for All Points Transit’s Montrose service.

**Table 17. All Points Transit Montrose Fare Structure**

	One Ride**	Day Pass	1 Month Pass	6 Month Pass
Adults	\$1.00	\$3.00	\$25.00	\$125.00
Senior*/ADA/Youth/Student	\$0.50	\$1.50	\$12.50	\$62.50

*\*Senior fare for one ride is a suggested donation.*

*\*\*One ride does not include transfer between routes.*

Once the final service has been established, Delta will need to finalize fares, develop fare media, and determine distribution methods.

## 5.4.2 Governance and Funding

The Delta service is anticipated to operate locally within the City of Delta, with daily trips to Montrose. The service could also provide less frequent service to the North Fork area. Depending on the final service area, regional cooperation and identification of a governing body will be required. Governance of this future service has not been determined. It is anticipated that intergovernmental agreements will be required to establish a framework for the service.

The Delta service requires a capital investment of \$75,000 (1 body-on-chassis vehicle) and annual operating expenses of \$328,000. Local entities must obtain buy-in and determine who will contribute funds for the service. **Section 5.5** of this report details funding options that are often used to support transit and discusses other creative solutions.

## 5.4.3 Marketing and Outreach

A critical aspect of a successful transit operation is the use of a formal marketing and outreach program to inform the public. Without a carefully thought out marketing and outreach plan, the ridership of a transit service can never reach its full potential. Important aspects of the marketing process include:

- ▶ Establishing an identity
- ▶ Developing a user-friendly service and route
- ▶ Building service and route awareness
- ▶ Communicating the value of transit

**Table 15** identifies specific details that should be included in the marketing and outreach effort.

The regional nature of this service requires that a broad user market be reached during the outreach process. This process should include easy-to-find service information on the internet, including access for traditional computers and optimized access for mobile devices. The identification of anticipated user types assists in targeting locations for information distribution and helps the operator understand how to maximize service and route awareness. Due to the relation of this service to other regional and local services, coordination among all service providers should be orchestrated to maximize ridership potential for all of the services and to encourage riders to use all of the services in the Region. This goal may be accomplished by co-marketing service, marketing service among providers, and encouraging regional transit trip making through future single resource websites designed for the entire region (one-call, one-click). All marketing efforts should communicate the value of transit to build interest in all of the Region's many services.

Specific marketing and outreach efforts for the Delta service may include:

- ▶ Targeting outreach to low-income, older adults, and persons with disabilities to access the greater transit network
- ▶ Communicating to users the ability to access future Region 10 and existing SUCAP service for regional trip making

## 5.5 Potential Funding Sources

The following subsection itemizes potential finding sources for transit operations and capital expenses. Included in the discussion are details on existing federal, state, and local revenue sources, followed by potential new funding streams that could be implemented on a local level.

### 5.5.1 Federal Grant Programs – U.S. Department of Transportation

Grant programs administered by the FTA provide the most significant source of ongoing funds to support transit services in rural areas. Colorado conducts a statewide competitive application process to determine awards of FTA grants and to ensure that it and the local grantees follow federal laws and regulations. CDOT contracts with the local grantees once it selects the funding recipients. FTA funds are complex and governed by varying requirements and provisions for use.

Only the 5311 grant programs are specifically intended to support transit in rural areas; however, under certain circumstances and with the discretion of the state, many other programs may be used to support rural services. The following list includes the major FTA and United States Department of Transportation (USDOT) programs that cover grant assistance programs for rural areas.

**FTA Section 5311 Formula Grants for Rural Areas Program** provides formula funding to states to support public transportation in areas with populations of less than 50,000. Funds may be used to support administrative, capital, or operating costs, including planning, job access, and reverse commute programs, for local transportation providers when paired with local matching funds. States may distribute funding to public, private non-profit, or tribal organizations, including Local and Regional Coordinating Councils. The federal share of eligible capital and project administrative expenses may not exceed 80 percent of the net cost of the project. For operating, the federal share may not exceed 50 percent of the net operating cost of the project. For projects that meet the requirements of the ADA, the Clean Air Act, or bicycle access projects, they may be funded at 90 percent federal match.

**FTA Section (5311)(b)(3) Rural Transit Assistance Program (RTAP)** provides a source of funding to assist in the design and implementation of training and technical assistance projects and other support services tailored to meet the needs of transit operators in rural areas. States may use RTAP funds to support non-urbanized transit activities in four categories: training, technical assistance, research, and related support services. Colorado receives a base allocation of \$65,000 annually in RTAP funds. There is no federal requirement for a local match. CDOT provides RTAP funding to the Colorado Association of Transit Agencies (CASTA).

**FTA Section 5304 Statewide and Metropolitan Planning funds** can be used for a wide variety of transit planning activities, including transit technical assistance, planning, research, demonstration projects, special studies, training, and other similar projects. These funds are not available for capital or operating expenses of public transit systems. First priority is given to statewide projects, which includes grant administration; the provision of planning, technical, and management assistance to transit operators; and special planning or technical studies. The second priority is given to updating existing regional transit plans. Third priority is given to requests for new regional transit plans. Fourth priority is given to requests to conduct local activities such as research, local transit operating plans, demonstration projects, training programs, strategic planning, or site development planning.

**FTA Section 5339 Bus and Bus Facilities** program provides capital funding to replace, rehabilitate, and purchase buses, vans, and related equipment and to construct bus-related facilities. Eligible recipients include public agencies or private non-profit organizations engaged in public transportation, including those providing services open to a segment of the general public, as defined by age, disability, or low income. States may transfer funds within this program to supplement urban and rural formula grant programs, including 5307 and 5311 programs. Federal share is 80 percent, with a required 20 percent local match. Because the FTA section 5307 program applies to only urbanized areas, it is not described in detail in this report.

## 5.5.2 Federal Grant Programs – Other

Other federal agencies, including the Department of Health and Human Services, Department of Veterans Affairs, Department of Labor, Department of Education, and others, provide grants or continuing financial assistance to support the needs of aging residents, military veterans, unemployed workers, and other populations. The 2011 Government Accountability Office report found that more than 80 federal programs may be used for some type of transit and transportation assistance. Potential funding sources identified in this document are discussed further below. For a complete inventory of available federal programs, see recent reports from the FTA's Coordinating Council on Access and Mobility (<https://www2.fta.dot.gov/ccam/>). Most federal human services related funding assistances

flow through state or regional organizations and may be used to cover a wide range of services, including, but not dedicated to, transit and transportation assistance. These other federal programs may provide for contracted transportation services or offer reimbursement for transportation services provided to covered individuals, may be used as “non-federal” matches for FTA grants, or may support transportation assistance and coordination positions.

The following section briefly describes current and major federal grant programs that are most frequently used to support transit and transportation services, according to the National Resource Center for Human Service Transportation Coordination.

**Medicaid** is the only program outside the USDOT that requires the provision of transportation. This federal-state partnership for health insurance and medical assistance is provided for low-income individuals. In Colorado, Non-Emergency Medical Transportation (NEMT) is provided for medical appointments and services for clients with no other means of transportation. Medicaid in Colorado provides significant funding for many transit service providers. However, these funds are provided on a reimbursement basis.

**Older Americans Act (OAA), Title III** provides funding to local providers for the transport of seniors and their caregivers. Eligible recipients include transportation services that facilitate access to supportive services or nutrition services, and services provided by an area agency on aging, in conjunction with local transportation service providers, public transportation agencies, and other local government agencies, that result in increased provision of such transportation services for older individuals. Under certain conditions, OAA funds can be used to meet the match requirements for programs administered by the FTA.

**Workforce Investment Act (WIA) funds for Temporary Assistance to Needy Families (TANF)** is a federal program that provides funding to states. State TANF agencies, including Colorado Works, may use TANF funds to provide support services including transportation. States have wide latitude on how this money can be spent, but the purchase of vehicles for the provision of transportation services for TANF-eligible individuals is included. Activities that may be covered under the TANF program include supporting and developing services, such as connector services to mass transit and vanpools; sharing buses with elderly and youth programs; and coordinating with existing human services transportation resources, employer-provided transportation, or guaranteed ride home programs.

**Community Development Block Grants (CDBG)**, administered by the Department of Housing and Urban Development, cover funding for transportation. A portion of CDBG funds are spent directly on operated transit services, transit facilities or transit-related joint facilities, and services for persons with disabilities, low-income populations, youth, and seniors. These grants have statutory authority to be used as the “non-federal” matching funds for FTA formula grants.

**Community Services Block Grants (CSBG)**, administered by the Department of Health and Human Services, cover funding for transportation. CSBG funds are primarily intended to alleviate the causes and conditions of poverty in communities. Eligible transportation activities include programs or projects to transport low-income persons to medical facilities, employment services, and education or healthcare activities.

**Vocational Rehabilitation** grants are from the Department of Education. Often, a portion of these grants is used to provide participating individuals with transportation reimbursements, vouchers, bus passes,

or other purchased transportation service, often from FTA grantees and subrecipients. State vocational rehabilitation agencies are encouraged to cooperate with statewide workforce development activities under the WIA. In Colorado, the Statewide Independent Living Council and State Rehabilitation Council administers these grants.

### 5.5.3 State, Local, and Agency Derived Revenue Sources

**Funding Advancement for Surface Transportation & Economic Recovery (FASTER)** is a CDOT program that provides direct support for transit capital projects. FASTER funds provide \$15 million annually for statewide and local transit projects, such as new bus stops, bike parking, transit maintenance facilities, multimodal transportation centers, and other capital projects. FASTER transit funds are split between local transit grants (\$5 million per year) and statewide projects (\$10 million per year). CDOT Division of Transit and Rail competitively awards the \$5 million in local transit grants and statewide funds. Local recipients are required to provide a minimum 20 percent local match. Among the types of projects that have been awarded are the purchase or replacement of transit vehicles, construction of multimodal stations, and acquisition of equipment for consolidated call centers.

CDOT's Transportation Commission recently approved the use of FASTER funds for operating costs as well as capital costs. From fiscal years 2010 to 2013, more than \$52 million in FASTER funds were invested in transit projects throughout the state. However, while total revenues collected under the overall FASTER program (\$252 million FY 2013) are projected to increase over time, the allocation for transit projects remains at a flat \$15 million per year. Of the FASTER transit funds, \$3 million per year is now allocated to cover the cost of the planned Interregional Express Bus service and another \$1 million is available annually to cover the operating costs of other regional/interregional routes. The remaining \$11 million is currently apportioned for capital expenses.

The \$3 million that CDOT is currently investing toward operations has been allocated to new regional service identified through the Intercity and Regional Bus Network Plan developed in 2014. This service branded as "Bustang," began service in July 2015. Bustang operates three weekday routes: between Fort Collins and Denver, Colorado Springs and Denver, and Glenwood Springs and Denver.

**The Colorado Veterans Trust Fund**, administered by the Colorado Department of Military and Veteran Affairs, supports organizations providing transit and transportation assistance to veterans. The state supports Veterans Service Offices in each county. Grants are awarded to non-profit organizations providing transportation and other services to veterans. An estimated \$200,000 per year is directed to supporting the transportation needs of veterans.

**Highway Users Tax Fund (HUTF)** is funded through revenues raised from the statewide gas tax, vehicle registration fees, license fees, and user fees. These taxes are not indexed to inflation or motor fuel prices. As a result, revenues within this fund do not keep pace with actual construction or program costs over time. Funds are distributed based on a formula to CDOT, counties, and municipalities. Under Senate Bill 13-140, local governments (counties and municipalities) are authorized to flex HUTF dollars to transit-related projects. Transit and other multimodal projects allowed include, but are not limited to, bus purchases, transit and rail station constructions, transfer facilities, maintenance facilities for transit, rolling stock, bus rapid transit lanes, bus stops and pull-outs along roadways, bicycle and pedestrian overpasses, lanes and bridges. Local governments may expend no more than 15 percent of HUTF allocations for transit-related operational purposes.

**Local Governments**, including cities, counties, and special districts, support or directly fund rural transit services. These services are typically funded through a city or county’s general fund, although mass transit districts, metropolitan districts, and rural transportation authorities can levy and collect dedicated funding from sales and use taxes. Local funds flow to public or non-profit transit or transportation service agencies either on a contract basis or in the form of general operating support. Transit agencies also often seek direct local support to provide matching funds to federal grant awards. Local governments in Colorado are most commonly funded through general sales and use taxes or property taxes.

*In 1990, Colorado provided the “authority of counties outside the Regional Transportation District to impose a sales tax for the purpose of funding a mass transportation system.” Eagle, Summit, and Pitkin counties currently employ this Mass Transit District mechanism to support transit services. Unlike a rural transportation authority, this option does not require a geographic boundary separate from the county and does not require the creation of a legal authority.*

*Summit County Mass Transit District – ¾ cent county-wide sales tax*

*Eagle County Transportation Tax – ½ cent county-wide sales tax*

*Pitkin County Transportation Tax – ½ cent county-wide sales and use tax*

*In 1997, Colorado enabled the “Rural Transportation Authority Law” to allow any single or coalition of several local governments to create rural transportation authorities. These authorities are empowered to develop and operate a transit system, construct and maintain roadways, and petition the citizens within the authority boundary to tax themselves for the purpose of funding the authority and the services provided. There are currently five active Rural Transportation Authorities in Colorado (Roaring Fork, Gunnison Valley, Pikes Peak, Baptist Road, and South Platte Valley).*

*Roaring Fork Transportation Authority – ½ cent sales in all member cities/counties*

**Fares** and other revenues (such as advertising) generated by transit agencies are used to offset operating expenses. Farebox recovery varies by agency, but rarely do passenger fares cover more than one-half of total operating and maintenance expenses. Because of this, transit agencies depend on the federal, state, and local revenue sources they receive to continue operating.

**Service contracts** are a way that local agencies fund operations for specific economic or employment centers, such as universities or the campuses of major employers. Service contracts can also be made with neighboring counties or municipalities. In addition to service contracts, another way to partner with local colleges or universities is through a College Pass Program. These programs often involve a student activity fee for transit services administered by the school. This can be paired with a discounted or free pass that students can use to ride the transit system.

**Private support** from major employers within a transit agency service area can be a source of funds. Employers may be willing to help support the cost of vehicles or the operating costs for employee transportation. Individual companies or business groups may also fully fund or subsidize new express routes, dedicated vehicles, or improved transit facilities that specifically serve their employees. Sponsorship opportunities can range from small-scale benefits programs to encourage ridership (such as commuter passes) to service subsidies (such as direct contract payments or on-vehicle advertising) to larger capital investments in new vehicles or facilities serving business centers.

**Charitable contributions** are a source of revenue for many rural transit or service providers. While contributions from individuals are uncommon, community or private foundations may provide ongoing operating support or one-time grants for operating positions or even capital investments.

## 5.5.4 Funding Options

The following section describes options that the Region can consider to fund transit service. These sources include revenue streams commonly used throughout Colorado and across the country. To provide context, potential funding amounts specific to the Region are included as applicable.

### Taxes and Fees

The following section details various taxes and fees options for raising transit revenue within the Region.

**Sales Tax:** Local sales and use taxes are one of the most common sources of revenue used to fund public transit by counties, cities, and special districts. Revenues derived from sales taxes may be dedicated to a transit agency or special district or may be collected by a local government and transferred to a local public provider for ongoing support. Dedicated assessments commonly range from 0.1 to 1 percent of total taxable sales. The use of these revenues is generally flexible, can provide funding for specific capital projects, or can provide dedicated operating revenue to an entire agency. In Colorado, formation of special districts and any tax policy change resulting in net revenue gains requires voter approval under the TABOR constitutional amendment. **Table 18** identifies potential countywide revenue generated within the Region by a 0.1 percent sales tax.

**Table 18. Potential Sales Tax Revenues**

County	Current Countywide Sales Tax (Not Including Local Taxes)	Additional Countywide 0.1% Sales Tax Revenue Generated (Based on 2013 Net Taxable Sales)
Delta	2.00%	\$240,000
Gunnison	1.00%	\$235,000
Hinsdale	5.00%	\$11,000
Montrose	1.00%	\$484,000
Ouray	2.00%	\$48,000
San Miguel	1.00%	\$197,000

**Property Taxes:** Another common funding source for transit agencies is property taxes. Property tax assessments are usually levied as a percentage of assessed residential and commercial value within a transit agency’s service area. Property tax assessments that are levied solely on mineral or natural resource property value are infrequently used, but do exist. As with sales tax assessments, local communities seeking to raise property tax mill rates must seek voter approval and must consider TABOR and Gallagher limits. **Table 19** identifies potential countywide revenue generated within the Region through a one mill increase in property taxes.

**Table 19. Potential Property Tax Revenues**

County	Current Mill Levy	Additional 1.0 Mill Levy Revenue Generated
Delta	16.276	\$308,300
Gunnison	16.0680	\$548,800
Hinsdale	17.5650	\$63,200
Montrose	23.5700	\$493,500
Ouray	13.126	\$155,300
San Miguel	10.120	\$721,300

**Room and Occupancy Taxes:** Currently, Delta, Hinsdale, and San Miguel counties collect lodging taxes. This revenue source is popular in areas with high tourism demand to fund additional needs associated with visitors. The Region could consider creating new and/or increasing existing lodging taxes to support transit.

**Utility Fee Enactment:** Utility fees could be levied on single and multi-family residences, including those for seasonal use or second home ownership. **Table 20** identifies potential countywide revenue generated within the Region through a \$15 per household utility fee.

**Table 20. Potential Utility Fee Revenues**

County	2011 Households	\$15 Utility Fee Revenue Generated
Delta	12,700	\$190,500
Gunnison	6,400	\$96,000
Hinsdale	300	\$4,500
Montrose	16,600	\$249,000
Ouray	1,700	\$25,500
San Miguel	3,500	\$52,500

**Vehicle Fees:** Fees tied to vehicle ownership most commonly include annual registration titling fees and other mechanisms such as vehicle titling or sales fees, rental or lease taxes, or taxi company licensing fees. State collected vehicle-related fees are used to support transit, including the FASTER program in Colorado. Locally collected vehicle-related fees are not in widespread use to directly support transit, though there are a few examples around the country.

## Additional Sources

States and communities across the country have enabled and enacted a wide variety of revenue mechanisms to directly or indirectly support transit services. The following discussion identifies a few of these potential revenue sources.

**Corporate Sponsorship:** Businesses across the country have practiced funding private employee shuttles or vanpool options for decades. Subsidized or fully funded transit passes are a common employee benefit. Individual companies or business groups may also fully fund or subsidize new express routes, dedicated vehicles, or improved transit facilities that specifically serve their employees. Sponsorship opportunities can range from small-scale benefits programs to encourage ridership (such as commuter passes) to service subsidies (such as direct contract payments or on-vehicle advertising) to larger capital investments in new vehicles or facilities serving business centers. Private sponsorship, partnerships, and contracts can provide alternative revenue streams and offer opportunities for increasing system ridership.

**Value Capture:** Value capture describes a range of revenue mechanisms related to residential or commercial development, including impact fees, tax increment financing (TIF), and special assessment districts. Impact fees are based on anticipated traffic and transit volumes of major new developments and are used to offset the costs of new transportation infrastructure. TIF mechanisms seek to capture some portion of the value of redevelopment or new development property value within a certain geographic area and are usually administered by local business improvement or special districts.

**Public-Private Partnerships:** Public-private partnerships, or P3 arrangements, generally refer to a range of project delivery and financing agreements (loans) between a public agency and private business to complete infrastructure projects. P3 arrangements are becoming increasingly common for major public works or infrastructure projects.



# Transit Implementation Plan

## Appendix A. Survey Results



To: Three Rivers Regional Transit Coordinating Council

From: Karla Distel, Regional Transit Coordinator

Date: May 20, 2015

Subject: Results of feedback collected on transit route options under consideration

Thank you all very much for taking the time to provide feedback on the 11 potential transit routes that were discussed at our April 9 Transit Coordinating Council meeting. Following the meeting, we sent you a survey link to solicit input on the proposed route – why the service does not already exist, who should champion or operate the service, and any creative options for funding the service. Respondents were asked to select their top 5 priority projects. We had 11 respondents who completed the online data collection form and provided input. 10 individuals prioritized their top projects, and those results are:

Please select your Top 5 priority projects.								
Answer Options	#1	#2	#3	#4	#5	Score	Response Count	
A-Gunnison to Montrose via US 50 (General Public Fixed-Route)	1	0	1	2	1	0.26	5	
B-Montrose to Grand Junction via US 50 (General Public Fixed-Route)	1	2	2	2	0	0.46	7	tie 2nd
C-Montrose to Delta via US 50 (General Public Fixed-Route/ Flex-Route)	1	2	1	2	1	0.42	7	3rd
D-Montrose to Telluride (General Public Fixed-Route)	3	2	0	1	0	0.50	6	1st
E-Delta to North Fork Valley (General Public Demand Response)	0	1	1	1	4	0.26	7	
F-New Service in City of Delta (General Public Fixed-Route/ Flex-Route)	1	2	1	0	0	0.32	4	
G-Additional Service in City of Montrose (General Public Fixed-Route/ Flex-Route)	0	0	1	2	1	0.16	4	
H-Additional Service in Gunnison County (Human Services Transportation)	0	1	0	0	1	0.10	2	
I-Additional Service in City of Montrose (Human Services Transportation)	0	0	1	0	0	0.06	1	
J-New Service in Hinsdale County (Human Services Transportation)	0	0	0	0	0	-	0	
K-New Service in Ouray County (General Public/ Human Services Transportation)	3	0	2	0	2	0.46	7	tie 2nd
<i>answered question</i>							10	
<i>skipped question</i>							1	

The score was calculated by awarding five points for each #1 priority, four points for #2, three points for #3, two points for #4 and one point for #5, and then dividing that sum by 50 (the maximum potential points).

The responses for each route are summarized in appendix “A” to this report. Based upon the responses received, it appears interest has coalesced around development of fixed routes between Telluride and Montrose, between Montrose and Delta, between Montrose and Grand Junction, and in the addition of new services in Ouray County. It should be noted that with respect to route H-Additional Human Services in Gunnison County, Gunnison RTA and Gunnison County have already committed additional funding for this service, and that CDOT has previously identified Route A-Gunnison to Montrose as a statewide priority.

Some of the proposed routes overlap the current route of the Road Runner Stage Lines motor coach. For some additional background information on the Road Runner program, SUCAP (The Southern Ute Community Action Program, an Ignacio-based not-for-profit) operates daily motor coach service from Durango, Colorado to Grand Junction, Colorado in cooperation with CDOT and Greyhound. The bus leaves Durango each morning at 7 am and arrives in Telluride at 9:39 am. It leaves Telluride at 10:09, stopping in Placerville, Ridgway, Montrose and Delta before arriving in Grand Junction at 12:43 pm. At 1:45 the bus departs Grand Junction, again stopping in Delta, Montrose, Ridgway Placerville and Telluride (the Telluride arrival is 4:35 pm), before returning to Durango and arriving there at 7:44 pm. The service runs 7 days a week. A round trip ticket from Telluride to Grand Junction is \$40, a RT ticket from Delta to Grand Junction is \$14.

Mr. Clayton Richter, the Director of SUCAP Road Runner Stage Lines, provided information that indicates that riders boarding or getting off the bus at Region 10 stops comprise anywhere from one-third to forty-five percent of Road Runner’s overall ridership. For example, during the month of March 2015, there were 81 individuals who boarded the Grand Junction bound bus at a Region 10 stop, and 75 who got off at a Region 10 stop on the southbound route.

In a conversation I had with Mr. Richter, he indicated that they are very pleased with the success of the Road Runner route, and ridership has exceeded their initial projections. I asked Mr. Richter about the potential of adding additional stops within the Region 10 area or increasing turnaround time in Grand Junction, but due to allowable/legal driving hours, the current schedule would not easily permit that.

Our next Three Rivers Transit Coordinating Council meeting is **June 11, 2015 at noon. We are starting earlier to allow time to fully cover the agenda and lunch will be provided.** The meeting will be at the Region 10 offices at 300 North Cascade, Montrose, Colorado. We will have Steven Marfitano and Cady Dawson from Felsburg Holt & Ullevig at our meeting. We will be finalizing the regional transit priorities and begin development of the implementation plan. Steven and Cady have some exciting options to present to the group, so please make sure you put this meeting on your calendar!

## Appendix A - Responses by Proposed Route

### #1 Priority, Route D-Montrose to Telluride:

Why does this service not already exist?		
Answer Options	Response Percent	Response Count
Not a priority	0.0%	0
No driver/champion	40.0%	4
No political will (locally)	30.0%	3
Region can't agree (MOU)	30.0%	3
No public demand	0.0%	0
Lack of capacity by operating agency	20.0%	2
Other	40.0%	4
No opinion	10.0%	1
<i>answered question</i>		<b>10</b>
<i>skipped question</i>		<b>1</b>

### Question- Please provide a written explanation of why the service does not exist:

I am only discussing the feed back I have gotten from residents from the Telluride area that were counted during the 2015 Point In Time [PIT] count. The general feed back was that the town doesn't want to acknowledge the long time homeless population and the need for a line between Telluride and Montrose doesn't exist, although that is disputed by the population that lives above Telluride and cannot afford to rent so with full time jobs they are able to live above the town as some of them have for over three decades.

Perhaps Montrose does not wish to create a new tax at this time.

Funding to cover the cost of service to achieve reasonable ridership costs

Most recently, the Cities of Montrose, Telluride and Mountain Village met on supporting this route and it seemed there was not the political will from Telluride and Mountain Village to move forward.

It does exist but is fragmented with some entities providing service for their individual benefit. Existing service providers include local governments (TMV & SMC) and private entities (Tell Express, hotels, businesses).

it costs money

There is high demand for such a service for commuters and recreational use. A large challenge is in designing a schedule, and pick-up/drop-off locations that are convenient for riders

Funding & champion.

Commuter van pool service does exist and it is operating at capacity with a waiting list. The studies are outlining an even larger and more regularly scheduled set of routes. As far as that goes it will be very costly. That is one of the main obstacles and the question of which agency will operate the service. I believe we have champions but one real or political issue is that many Telluride business owners, citizens and elected officials will worry that the service will drive more of their citizens to shop in Montrose and conversely to bring in labor from farther distances to work in our businesses and the resort jobs instead of housing them locally. There are some positive outcomes that can be emphasized to the service such as bringing in more regional day visitors.

**#1 Priority, Route D-Montrose to Telluride (continued):**

**Question - Who should be the service champion?**

In this case with existing transportation for the resort Telluride.

Telluride, Ridgway & Montrose, San Miguel County, Ouray County, Montrose County

All Points Transit

Not sure

RTA or 3rd party provider.

All points, Montrose, telluride, mt village, etc.

Towns of Telluride and Mountain Village should provide the leadership to encourage All Points to expand their route network to include Telluride.

Telluride?

The Towns of Telluride, Mountain Village and San Miguel County will champion the service, with the concerns raised in the prior response.

**Question – Please describe any traditional or creative funding sources:**

El Pomar is very involved with the Telluride area.

Mill Levy/ Sales tax

RTA, grants, ridership

Counties and individuals currently investing in vanpool services. Cities of Montrose, Ridgway, Telluride, Mountain Village Employers in Telluride / Mountain Village receiving workers, Employers based in Montrose sending employees

Some entities already contribute - it would be good if all entities (Montrose, Ridgway, Telluride, Mtn Village, San Miguel, Montrose and Ouray Counties) contributed on some benefit/return basis. Both the originating and destination communities benefit from providing commuter transit: the localities of the businesses benefit from having workers to operate their businesses and the residential communities benefit by having earned income spent in their communities.

perhaps some from the businesses in Telluride and Mt Village

Telluride Regional Airport, Montrose Airport, Telluride businesses that benefit from the Montrose labor pool, and CDOT should all be financial contributors. The roads between Montrose and Telluride are high in traffic volume. Transit would reduce the number of vehicles on the road.

Unsure. Local Municipalities?

Always the big question. Fares can offset some costs but cannot account for more than 10-15% of operating costs. Federal and state grants of course. Possible annual funding contributions from local governments but would have to be equitably shared even with Montrose City/County contributions and Ridgway, as well as the Town of Telluride, MV and SMC.

**#2 (tie) Priority, Route B-Montrose to Grand Junction:**

Why does this service not already exist?		
Answer Options	Response Percent	Response Count
Not a priority	0.0%	0
No driver/champion	0.0%	0
No political will (locally)	9.1%	1
Region can't agree (MOU)	9.1%	1
No public demand	18.2%	2
Lack of capacity by operating agency	18.2%	2
Other	36.4%	4
No opinion	27.3%	3
<i>answered question</i>		<b>11</b>
<i>skipped question</i>		<b>0</b>

**Question- Please provide a written explanation of why the service does not exist:**

The fixed route was ended with Grey Hound bus lines in 2013 or so and recently the Road Runner Stage lines out of Cortez started offering one stop going north and one going south once a day and there is a stop in Delta. We (the people of Delta) were told that when that service stopped that there was not capacity, but the group out of Cortez looked in to the demand and started that line.

I do not know specifically but I wonder if it is due to a lack of funding and the political desire not to tax Ability to fund, and feasibility

Little need for transporting employees, shoppers or students.

It seems that most people in the region (Montrose and Delta, especially) understand that this is a needed service. It seemed that Road Runner was going to help fill this gap, when the service was planned for 2 round trips per day. Currently, it really only serves those people who are traveling to GJ to connect with another service.

there is no entity set up to run that

People in Montrose are generally unfamiliar with public transportation. To take a bus to GJ and then transfer to the Grand Valley Transit system is intimidating to many. Commuters would use transit between the communities if scheduling was convenient, accommodated peoples schedules, and costs were less expensive than private vehicle

If funding were made available, APT and GVT would work out a MOU or at the least some form of coordination. Delta, Montrose and GJ riders would be served.

**#2 (tie) Priority, Route B-Montrose to Grand Junction (continued):**

**Question - Who should be the service champion?**

Maybe if All Points or even the Road Runner could be part of the general plan that remains the main carrier between Montrose and Grand Jct.

Municipalities involved.

Bus service??

No opinion.

All Points Transit or Road Runner Stage Lines

a transit group that does not yet exist

If not a regional transportation authority, a partnership should be formed between Grand Valley and All Points Transit systems.

APT and/or GVT if funding were available.

**Question – Please describe any traditional or creative funding sources:**

Again ridership and community participation, private donors and city & county entities.

Sales tax/ mil levy

Ridership, transit service with some kind of financial mechanism to help support the cost of service and maintenance

Grants or a small transit tax.

Colorado Mesa University, Cities of Delta, Montrose, Grand Junction Montrose, Delta, Mesa Counties, Medical Community

no idea

Mil levy in Montrose, Delta, and the Grand Junction municipalities would be the most likely, and these are the communities that would benefit.

CMU, Delta/Montrose Technical College, local municipalities and FTA.

**#2 (tie) Priority, Route K-New Service In Ouray County:**

Why does this service not already exist?		
Answer Options	Response Percent	Response Count
Not a priority	10.0%	1
No driver/champion	40.0%	4
No political will (locally)	30.0%	3
Region can't agree (MOU)	0.0%	0
No public demand	0.0%	0
Lack of capacity by operating agency	20.0%	2
Other	30.0%	3
No opinion	20.0%	2
	<i>answered question</i>	<b>10</b>
	<i>skipped question</i>	<b>1</b>

**Question- Please provide a written explanation of why the service does not exist:**

Until recently I don't think Ouray realized how helpful a transportation plan would be. They traditionally send their homeless to Delta to The Abraham Connection Delta counties homeless shelter.

Funding availability

There is currently very limited service in Ouray County. Starting something brand new will always be a challenge and it seems that this idea is just starting to catch on with community members, business owners and local government officials

If Ouray County wanted transit services then it would seem reasonable that they would find funding to accomplish that.

Not sure there is enough demand. no one has funding to do it

This is an important need that will only get bigger. Businesses are having difficulty obtaining help, especially seasonally. Local officials have their heads in the sand about how the high cost of housing is forcing people to live elsewhere. The commute between Montrose and Ouray is long enough to deter people, especially when wages in Ouray are not much higher than in Montrose. There are a significant number of older people, and people with disability in Ouray County who do not drive.

Funding and knowledge of demand.

Costs and logistics again, who will operate? I think there is demand, the businesses in Ouray particularly in the summer months really struggle to get their workers. The services could be very seasonal and could start simple with the van pool shuttle model used by other operators.

**#2 (tie) Priority, Route K-New Service In Ouray County (continued):**

**Question - Who should be the service champion?**

Ouray county & City

All Points Transit

Not sure

3rd party provider

don't know

Ouray, Ridgway, Ouray County, All Points Transit, Region10

APT is a possibility and/or Neighbor to Neighbor.

Don't know

**Question – Please describe any traditional or creative funding sources:**

Ridership

City, Town, County contributions, grants, taxing mechanism

Health and Human Services / County, City of Ouray, City of Ridgway, Employers

Van-pool model has worked for other entities but it is not without drawbacks (management, capital purchase, sense of "entitlement" by users)

don't know

Ask Community Options to step up and provide supports in Ouray County, in all communities of their service area - not just in Montrose and Delta.

Region 10, County, FTA.

Don't know this service is outside our jurisdiction

**#3 Priority, Route C-Montrose to Delta:**

Why does this service not already exist?		
Answer Options	Response Percent	Response Count
Not a priority	0.0%	0
No driver/champion	0.0%	0
No political will (locally)	9.1%	1
Region can't agree (MOU)	0.0%	0
No public demand	9.1%	1
Lack of capacity by operating agency	27.3%	3
Other	27.3%	3
No opinion	36.4%	4
<i>answered question</i>		<b>11</b>
<i>skipped question</i>		<b>0</b>

**Question- Please provide a written explanation of why the service does not exist:**

I just started talking to stakeholders and private sources in December 2014 and the demand is there, we just haven't had the vision or the way to proceed and that is why I jumped on board. I just think with a good plan we can develop a good base to grow a viable transportation district (for lack of a better word to describe).

Financial

Included this in Montrose to Grand Junction. It is important to note that All Points Transit applied for funding for this route for 2 cycles from CDOT and was not awarded dollars for this expansion.

costs money

The elected officials, and regional associations, have not championed public services in general, favoring free market over public services. Transit is not profitable and therefore must have governmental participation, backing, and leadership.

APT could and would provide this service as there is clearly a need. At this time, there isn't fiscal and operation capacity, but with sufficient funding this capacity can be provided.

**#3 Priority, Route C-Montrose to Delta (continued):**

**Question - Who should be the service champion?**

On going discussion and all stakeholders input will be helpful to determine this.

All Points Transit

All Points Transit or Road Runner Stage Lines

perhaps all points

The Cities of Montrose and Delta should cooperate to mutually support All Points Transit in order to expand the routes.

APT

**Question – Please describe any traditional or creative funding sources:**

At present we (Tri-County Resources the agency I work for in Delta) have gotten a small group of Churches to help with the smaller cost of local service to G.J.

Ridership, grants

Cities and Counties of Montrose and Delta, Delta Montrose Technical College

no idea

Mil levy and sales tax. With only two municipalities involves a sale tax might be feasible.

CMU, Delta/Montrose Technical College, Montrose medical clinics, Delta medical clinics, River Valley Family Health Center.

**The following routes were not within the top three rankings:**

**Route A-Gunnison to Montrose:**

<b>Why does this service not already exist?</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Not a priority	0.0%	0
No driver/champion	18.2%	2
No political will (locally)	18.2%	2
Region can't agree (MOU)	0.0%	0
No public demand	18.2%	2
Lack of capacity by operating agency	0.0%	0
Other	36.4%	4
No opinion	27.3%	3
	<i>answered question</i>	<b>11</b>
	<i>skipped question</i>	<b>0</b>

**Question- Please provide a written explanation of why the service does not exist:**

Region 10 has historically had more demand in the Montrose area and Delta until recently has been trying to tag on to All Points. Due to increased numbers of homeless and indigent populations in the area until there was more focus on homeless solutions the transportation issue was generally identified as an issue but not necessarily a priority. As a transitional housing program manager I have identified some of the barriers to work, school and safety as a lack of public transportation. I work closely with the High Schools and the Vocational College in Delta, the Sheriffs Dept. and the Police Department, Social Services both child and adult protection, and the legal system as well as serve as a Delta County Planning Commissioner and all entities agree that if we can design a county regional transportation district (what ever that may entail) then we can also build an inner governmental agreement with the cities in Delta county to help with the services if they want to Opt in as it were.

Ability to fund.

Not a great need for shopping, job commuting, or student commuting.

Lack of funding source.

Seems to me it is just early on in the process and that with the enthusiasm of CDOT, this is one of the routes with the most potential to come to fruition.

there is no one to run it and would need subsidized to be cost effective

Parochialism between Montrose and Gunnison and lack of ridership, I believe, are the two largest barriers. Gunnison is a largely self-sufficient community with medical care, retail, and professional services mostly available within Gunnison County.

I've not heard much request for cross county services.

**Route A-Gunnison to Montrose (continued):**

**Question - Who should be the service champion?**

I believe for Delta County it would be beneficial to meet with the cities to determine their buy in. We also have a train line in Delta that is reported to be a form of transportation in the 1940;s+ to go from Paonia all the way to Grand Junction, so again maybe it is also a cooperative with CDOT.

All Points Transit, Telluride Transit, etc.

No opinion

CDOT Contractor

Western State in partnership with the Cities of Montrose and Gunnison.

the regional transit group and organizations in Montrose and Gunnison

A regional transportation authority, or regional council of governments, should be formed that includes the constituent parties.

Unsure. Not much will from APT.

**Question – Please describe any traditional or creative funding sources:**

Now that is the challenge. I worked to help increase the ridership in Lakewood for the Alameda Parkway bus service in 1988 and that was a lot of talking and selling the increased service to the public, so some of the funds were matched as we were able to conduct surveys and get the people on board that would ride then Lakewood and Jefferson Counties got on board to help supplement the process as we built the service. In 2002 just before we left Lakewood that bus was running every 10 minutes during peak, all of the schools no longer used public busses for the children 3 miles or less distance from the school and those busses were full. I think private and capitol funds are also an option in a city/county plan.

Ridership, grants, voter approved funding for transit??

Grants, devoted revenue stream from a small transit tax.

CDOT has identified this as a statewide priority and may be able to use capital costs by the provider as operating match - as they were able to do with the Gunnison - Denver service.

CDOT, Student Fees, Medical / Health and Human Services, Cities of Montrose and Gunnison (Tourism \$ from City of Montrose?)

no idea. requiring an answer for questions for which we have no answer just adds to the time it takes to take the survey

Mineral and energy severance funds, regional mil levy. Sales tax would be difficult to enact in the region, but should be explored.

N/A

**Route E – Delta to North Fork Valley:**

<b>Why does this service not already exist?</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Not a priority	0.0%	0
No driver/champion	10.0%	1
No political will (locally)	10.0%	1
Region can't agree (MOU)	0.0%	0
No public demand	0.0%	0
Lack of capacity by operating agency	20.0%	2
Other	20.0%	2
No opinion	50.0%	5
	<i>answered question</i>	<b>10</b>
	<i>skipped question</i>	<b>1</b>

**Question- Please provide a written explanation of why the service does not exist:**

I am not sure, I have spoken to dozens of people and that includes the private sector and the Sheriffs office and truly the demand would be there if we had the ride.

I believe this is a new idea and priority area that just has not gained momentum.

no money to run it

This region has many low income households. Political leadership is often opposed to government involvement in their lives and opposed to any and all taxes.

Senior and disabled transportation exists, no public. Lack of funding for public.

**Question - Who should be the service champion?**

City and County

All Points Transit (?) Delta County

thats the problem. there is no one other than possibly all points and they don't have the resources.

Delta County

APT.

**Route E – Delta to North Fork Valley (continued):**

**Question – Please describe any traditional or creative funding sources:**

We have a train already going up and down to the coal mines and elders in the community have stated they have ridden the train in the past. Also we have a great presence with Volunteers of America [VoA] in the county and they have expressed interest in the idea of transportation.

Delta Montrose Technical College Medical Community in Delta / Delta Hospital Delta County Health and Human Services Center for Mental Health Area Agency on Aging Foundations

no idea

Because all of these communities are in the same county a county-wide tax of some form should be assessed to support the service.

Local governments and FTA.

**Route F– Additional Service in City of Delta:**

<b>Why does this service not already exist?</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Not a priority	10.0%	1
No driver/champion	20.0%	2
No political will (locally)	10.0%	1
Region can't agree (MOU)	0.0%	0
No public demand	0.0%	0
Lack of capacity by operating agency	30.0%	3
Other	30.0%	3
No opinion	50.0%	5
	<i>answered question</i>	<b>10</b>
	<i>skipped question</i>	<b>1</b>

**Question- Please provide a written explanation of why the service does not exist:**

This is the reason I have gotten on this planning discussion process. I have many clients that will walk (no vehicles) miles a day just to get grocery's and go to work. Maybe even a daily limited to the Delta township would be a great start.

funding availability

Not sure that there is enough population or demand for a public service in the City of Delta, but if there were a concerted effort to move forward with research, surveys, etc. it could be possible to set up a system that makes sense.

Funding

Funding and unsure of demand.

**Question - Who should be the service champion?**

City County and private stakeholders.

All Points Transit

City of Delta All Points Transit

If there were a regional transit authority they would be the champions. Transportation within and between the communities of Delta County and the City of Montrose would benefit many demographic groups: elderly, low-income, and disabled. Within the region these groups are most highly concentrated in Delta and Montrose. All Points Transit should expand into the Delta area.

APT

**Route F– Additional Service in City of Delta (continued):**

**Question – Please describe any traditional or creative funding sources:**

Ridership.

Grants, RTA, Ridership

Delta Montrose Technical College Delta Hospital Business community City of Delta Delta County

Community Options should be a significant contributor due to the large number of individuals with disabilities they serve.

FTA, State, Local Municipalities.

**Route G – Additional Service in City of Montrose:**

<b>Why does this service not already exist?</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Not a priority	0.0%	0
No driver/champion	0.0%	0
No political will (locally)	0.0%	0
Region can't agree (MOU)	0.0%	0
No public demand	0.0%	0
Lack of capacity by operating agency	40.0%	4
Other	10.0%	1
No opinion	50.0%	5
	<i>answered question</i>	<b>10</b>
	<i>skipped question</i>	<b>1</b>

**Question- Please provide a written explanation of why the service does not exist:**

I don't think we have kept up with the demand and I believe with the right plan All Points will increase their ridership.

All Points Transit cannot significantly expand routes without more funding for the service

lack of capacity

Need improve bus routes, better parking, improved bus stops, fewer needs for transfers to move around town. Need feeder routes from outlying areas (including Ridgway, Nucla, Ouray, etc).

Funding capacity.

**Question - Who should be the service champion?**

All Points

All Points Transit

Montrose and Allpoint andAllpoints

All Points Transit

APT

**Route G – Additional Service in City of Montrose (continued):**

**Question – Please describe any traditional or creative funding sources:**

Ridership.

CDOT City of Montrose / Office of Business and Tourism Colorado Mesa University Businesses  
Rec District

don't know

Community Options for transportation of people with disability

County, City, FTA and State.

**Route H – Additional Service in Gunnison County:**

Why does this service not already exist?		
Answer Options	Response Percent	Response Count
Not a priority	0.0%	0
No driver/champion	0.0%	0
No political will (locally)	0.0%	0
Region can't agree (MOU)	0.0%	0
No public demand	0.0%	0
Lack of capacity by operating agency	10.0%	1
Other	10.0%	1
No opinion	80.0%	8
<i>answered question</i>		<b>10</b>
<i>skipped question</i>		<b>1</b>

**Question- Please provide a written explanation of why the service does not exist:**

I am really not sure about Gunnison.

This service does exist, but needs to be expanded. The need is growing and service levels are not increasing fast enough.

**Question - Who should be the service champion?**

Gunnison/Crested Butte  
 Gunnison County, Gunnison Valley Health, and the Gunnison Valley  
 RTA

**Question – Please describe any traditional or creative funding sources:**

Not sure about this one.  
 The RTA is considering a tax increase to potentially fund this at a greater level.

**Route J – Additional Services In City of Montrose (Human Services Transportation):**

<b>Why does this service not already exist?</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Not a priority	0.0%	0
No driver/champion	10.0%	1
No political will (locally)	20.0%	2
Region can't agree (MOU)	10.0%	1
No public demand	0.0%	0
Lack of capacity by operating agency	30.0%	3
Other	10.0%	1
No opinion	50.0%	5
	<i>answered question</i>	<b>10</b>
	<i>skipped question</i>	<b>1</b>

**Question- Please provide a written explanation of why the service does not exist:**

Growth vs. capacity

funding availability

All Points Transit needs additional capacity on Dial-A-Ride to meet the need. Currently, the funding is not meeting the demand.

There are numerous public and private human service agencies, organizations, and enterprises within the City of Montrose. These groups need to work cooperatively to develop an efficient transportation project that will support their clients (the clients are us, the citizens), will reduce traffic congestion, reduce vehicle emissions, and be more efficient with capital.

Funding capacity.

**Question - Who should be the service champion?**

All Points & MOU with DHS

All Points Transit, Montrose County, City of Montrose

All Points Transit

All Points and Montrose County Human Services should provide the leadership.

APT

**Route J – Additional Services In City of Montrose (Human Services Transportation) continued:**

**Question – Please describe any traditional or creative funding sources:**

Ridership, vouchers for the elderly and disabled.

Grants, Ridership, Agency contributions

Montrose County City of Montrose Health and Human Services Medical Community

Donations Volunteer-powered transportation

Community Options, elder care facilities, County Health Departments should all be participants.

County, county, county and FTA.

**Route J – New Service in Hinsdale County:**

<b>Why does this service not already exist?</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Not a priority	10.0%	1
No driver/champion	10.0%	1
No political will (locally)	10.0%	1
Region can't agree (MOU)	0.0%	0
No public demand	10.0%	1
Lack of capacity by operating agency	10.0%	1
Other	0.0%	0
No opinion	70.0%	7
	<i>answered question</i>	<b>10</b>
	<i>skipped question</i>	<b>1</b>

**Question- Please provide a written explanation of why the service does not exist:**

I don't know enough to say definitively, but am not sure there is enough demand for this service to make it work - if there is, then it would be a small service and would probably need to be run by volunteers.

not enough traffic to justify transit

Unsure, but guessing is funding capacity.

**Question - Who should be the service champion?**

perhaps Hinsdale County?

don't think it needs done.

Unsure.

**Question – Please describe any traditional or creative funding sources:**

Perhaps a local benefactor??

don't know

Unsure.