San Miguel Authority for Regional Transportation
Board of Directors Meeting Agenda
Thursday February 13th, 2025
3 p.m.

Join Zoom Meeting
https://us02web.zoom.us/j/83813252007?pwd=HwjPjxAs1gaJxRy7PJCHlSidrdJgYW.1
Meeting ID: 838 1325 2007
Passcode: 827659

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+16694449171,,83813252007#,,,,*827659# US

Item 1: Public Comment on non-agendized items

Item 2: Resolution 2025-2, Part 1a and 1b, regarding the Review and Approval of the February 13th, 2025 Agenda and Consent Items, and regarding the Review and Approval of the January 9th, 2025 Meeting Minutes.
Presented By: Board Chair
Item Type: Action
Packet Page: 5
Allotted Time: 5 minutes

Item 3: Resolution 2025-3, Extension of Lease for Telluride Crossfit and Gymnastics Academy
Presented By: D.Averill
Item Type: Action
Packet Page: 6
Allotted Time: 5 minutes

Item 4: Resolution 2025-4, Emergency Services MOU with San Miguel County
Presented By: K.Distefano
Item Type: Action
Packet Page: 10
Allotted Time: 5 minutes

Item 5: Resolution 2025-5, Gondola Project Development IGA Amendment
Presented By: A.Kyle-Blake/D.Averill

Item Type: Action
Packet Page: 15
Allotted Time: 20 minutes

Item 6: Resolution 2025-6, SMART Strategic Operating Plan Adoption
Presented By: K.Distefano/S.Provan/D.Averill
Item Type: Action
Packet Page: 28
Allotted Time: 30 minutes

Item 7: 4th Quarter 2024 Operations Report and 2024 Annual Performance Summary
Presented By: K.Distefano
Item Type: Action
Packet Page: 100
Allotted Time: 10 minutes

Item 8: January 2025 Operations report
Presented By: K.Distefano
Item Type: Action
Packet Page: 113
Allotted Time: 10 minutes

Item 9: Executive Session pursuant to C.R.S. 24-6-402 4(a) and 4(e) (I), (Open Meetings Law) and Sections 6.09 (a) (1) and (a) (5) of the SMART Bylaws for the purpose of: determining positions that may be subject to negotiations, developing strategy for negotiations and instructing negotiators.

Item 10: Round Table Updates and Reports

GLOSSARY

5304	FTA program funding for multimodal transportation planning (jointly administered with FHWA) in metropolitan areas and States
5311	FTA program funding for rural and small Urban Areas (Non-Urbanized Areas)
5339	FTA program funding for buses and bus facilities
AAC	SMART Administrative Advisory Committee
ADA	Americans with Disabilities Act of 1990
AIS	Agenda Item Summary
CAAA	Clean Air Act Amendments of 1990 (federal)
CAC	SMART Community Advisory Committee
CDOT	Colorado Department of Transportation
CMAQ	Congestion Mitigation and Air Quality (a FHWA funding program)
DBE	Disadvantaged Business Enterprise
DOT	(United States) Department of Transportation
DTR	CDOT Division of Transit & Rail
FAST ACT	Fixing America's Surface Transportation Act (federal legislation, December 2015
FASTER	Funding Advancements for Surface Transportation and Economic Recovery (Colorado's S.B. 09-108)
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
FY	Fiscal Year (October – September for federal funds; July to June for state funds; January to December for local funds)
FFY	Federal Fiscal Year
HOV	High Occupancy Vehicle
HUTF	Highway Users Tax Fund (the State's primary funding source for highways)
IGA	Inter-Governmental Agreement
ITS	Intelligent Transportation Systems
LRP or LRTP	Long Range Plan or Long Range Transportation Plan
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NAA	Non-Attainment Area (for certain air pollutants)
NAAQS	National Ambient Air Quality Standards
NEPA	National Environmental Policy Act
PPP (also P3)	Public Private Partnership
R3 or R5	Region 3 or Region 5 of the Colorado Department of Transportation
RPP	Regional Priority Program (a funding program of the Colorado Transportation Commission)
RSH	Revenue Service Hour
RSM	Revenue Service Mile
RTP	Regional Transportation Plan
SOV	Single Occupant Vehicle
STAC	State Transportation Advisory Committee
STIP	Statewide Transportation Improvement Program
TA (previously TAP)	Transportation Alternatives program (a FHWA funding program)
TC	Transportation Commission of Colorado
TIP	Transportation Improvement Program
Title VI	U.S. Civil Rights Act of 1964, prohibiting discrimination in connection with programs and activities receiving federal financial assistance
TPR	Transportation Planning Region (state-designated)
TRAC	Transit & Rail Advisory Committee (for CDOT)
VMT	Vehicle Miles Traveled

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Item 10: Round Table Updates and Reports

San Miguel Authority for Regional Transportation
Board of Directors Meeting January 9th, 2025 Regular Meeting
Virtual meeting minutes

Member Directors Present: San Miguel County – Lance Waring. Town of Telluride – J. Meehan Fee, Ashley Story Von Spreecken. Town of Rico – Joe Dillsworth, Town of Mountain Village – Harvey Mogenson, Tucker Magid, Huascar (Rick) Gomez (alternate).

Staff Present: David Averill, Kari Distefano, Amber Blake (SMART).
Others: Kelly Kronenberg (Telluride Express), Anon Benitez (TMVOA)

The meeting was called to order at 3:01 p.m.

Item 1: Public Comment
Lee Zeller offered public comment on the lodging tax implementation and to request a special meeting on the subject.

Item 2: Resolution 2025-1, Part 1a, regarding the Review and Approval of the January 9th, 2025 Agenda and Consent Items and Part 1b, regarding the Review and Approval of December 12th, 2024 Meeting Minutes.

No changes were suggested to the minutes or Agenda and the Resolution was passed as presented

Item 3: Resolution 2025-2 Emergency Services Agreement with San Miguel County
Distefano gave background on the item explaining the Emergency Services Agreement content and history. The resolution of this item was tabled pending some minor changes that needed to be made at the request of the County. It was determined that the item would be brought back to the Board at the February meeting for approval.

Item 4: Discussion of potential SMART Financial Participation in Gondola Project Development Funding Blake introduced the item and gave background on the request to consider SMART participating financially in the Gondola Project Development IGA. After discussion, the Board agreed that SMART should take a role in the project funding. Based on this direction Staff agreed to modify the IGA Amendment to reflect SMARTs financial participation moving forward. It was further decided that the IGA amendment with this financial participation would be considered at the February SMART Board meeting.

Item 5: December 2024 Operations Report
Distefano presented the December 2024 Operations report. No significant questions or concerns were expressed by the Board.

Board member Dillsworth requested that the order of the Executive Sessions on the Agenda be switched, and the Board agreed to this change.

Item 6: Executive Session: at 4:35 p.m. the Board entered an Executive Session pursuant to C.R.S. 24-6-402 4(f) for the purpose of: to Discuss Personnel Matters for Which the Employee has Consented: Executive Director Performance Review

This Executive Session was closed at 5:31 p.m.

Item 7: Executive Session: The Board elected to table an agendized Executive Session pursuant to C.R.S. 24-6-402 4(a) and 4(e) (I),(Open Meetings Law) and Sections 6.09 (a) (1) and (a) (5) of the SMART Bylaws for the purpose of: determining positions that may be subject to negotiations, developing strategy for negotiations and instructing negotiators.

Item 8: Round Table Updates and Reports
No updates or reports were offered by any meeting participants.

The meeting was adjourned at 5:32 p.m.

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE SAN MIGUEL AUTHORITY FOR REGIONAL TRANSPORTATION EVIDENCING ACTIONS TAKEN AT ITS FEBRUARY 13TH, 2025 REGULAR MEETING

RESOLUTION NO. 2025-2

RECITALS:

WHEREAS, the San Miguel Authority for Regional Transportation ("SMART") was approved by the registered electors of the Town of Telluride, Town of Mountain Village, Town of Rico and that portion of the SMART combination that are within that part of the SMART boundaries located within unincorporated San Miguel County, pursuant to the Colorado Regional Transportation Authority Law, C.R.S. Title 43, Article 4, Part 6; and

WHEREAS, SMART is governed by the Colorado Regional Transportation Authority Law and SMART Intergovernmental Agreement ("SMART IGA") conditionally approved by each of the governing bodies of the Town of Telluride, Town of Mountain Village, San Miguel County and the Town of Rico, and with the approval of the registered electors of those jurisdictions; and

WHEREAS, the Board held a regular meeting on February 13th, 2025; and

WHEREAS, Section 3.09 of the SMART IGA requires all actions of the Board to be taken by written resolution; and

WHEREAS, the Board desires to take action on certain items set forth below in accordance with the SMART IGA.

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE SAN MIGUEL AUTHORITY FOR REGIONAL TRANSPORTATION AS FOLLOWS:

1. At its February 13th, 2025 regular meeting the Board took action on the following:
    a. Approval of the February 13th, 2025 meeting agenda (Exhibit A)
    b. Approval of the Board meeting minutes for the January 9th, 2025 regular meeting (Exhibit B)

ADOPTED AND APPROVED BY THE BOARD OF DIRECTORS OF THE SAN MIGUEL AUTHORITY FOR REGIONAL TRANSPORTATION AT A REGULAR PUBLIC MEETING THIS FEBRUARY 13TH, 2025.

_____

Harvey Mogenson, Board Chair

ATTEST:

_____

David Averill, Executive Director

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AGENDA ITEM SUMMARY (AIS)

San Miguel Authority for Regional Transportation

MEETING DATE: February 13th, 2025
AGENDA ITEM: 3, Extension of Lease for 137 Society Drive with Telluride Crossfit and Gymnastics Academy
ACTION REQUESTED: Approval of Resolution
SUBMITTED BY: D. Averill

BACKGROUND INFORMATION/KEY POINTS: At the time of its purchase of 137 Society Dr. SMART assumed the existing lease with Telluride Crossfit and Gymnastics Academy. SMART and Telluride Crossfit and Gymnastics Academy have subsequently executed a series of Amendment(s) to the lease that has ultimately extended the term of the lease until June 30th, 2025. The Amendment being considered by the Board today further extends the lease for one additional year to June 30th, 2026, and is included as Exhibit A. It is important to note that CDOT has approved the extension of this lease amendment with the Tenant.

COMMITTEE DISCUSSION: NA

SUPPORTING INFORMATION: NA

FISCAL IMPACT: This action will have a net positive fiscal benefit for SMART.

ADVANTAGES: Revenue generated from 137 Society Drive helps to offset ongoing maintenance and capital repairs of the facility.

DISADVANTAGES: None noted.

ANALYSIS/RECOMMENDATION: Staff recommends that the Board approve the extension of the lease for 137 Society Dr. with Telluride Crossfit.

ATTACHMENTS: Exhibit B – Amendment to extend the term of the Lease until June 30th, 2026.

AMENDMENT TO LEASE AGREEMENT

This AMENDMENT TO LEASE AGREEMENT ("Amendment") is made and entered into effective _____ 2025 by and among the **SAN MIGUEL AUTHORITY FOR REGIONAL TRANSPORTATION, ("SMART")** and Colorado Department of Transportation acting through SMART(collectively "Landlord") and **TELLURIDE GYMNASTICS AND CROSSFIT, LLC**, a Colorado limited liability company ("Tenant").

RECITALS

A. At the time of its purchase of 137 Society Dr. Landlord assumed that Lease with Tenant dated August 24 2009, as amended, a copy of which is attached hereto as Exhibit "A" (the "Lease").

B. SMART executed an amendment to the Lease with the Tenant in December of 2020 to adjust rent pricing during the COVID pandemic and to extend the term of the Lease to June 30th, 2022.

C. In June of 2022 SMART executed an amendment to the lease with the Tenant extending the term of this lease to June 30th 2024.

C. In March of 2023 SMART executed an amendment to the lease with the Tenant in March of 2023 extending the term of the Lease to June 30th 2025.

D. Landlord and Tenant desire to further amend the Lease as hereinafter provided.

COVENANTS AND AGREEMENTS

NOW, THEREFORE, Landlord and Tenant agree as follows:

I. **Term:** The Lease shall be extended to June 30th, 2026. Landlord also agrees that Tenant may terminate the Lease without penalty upon Sixty (60) days advance written notice if Tenant secures a new location to relocate its business.

2. **Effect of Amendment:** Except as expressly modified herein, the Lease is unmodified, is hereby ratified and affirmed, will remain in full force and effect in accordance with its terms and will apply to the Premises. If there is any inconsistency between the terms of the Lease and the terns of this Amendment, provisions of this Amendment will govern and control the rights and obligations of Landlord and Tenant.

3. **Counterparts:** This Amendment may be executed in one or more counterparts, each of which will be deemed to be an original, and all such counterparts taken together will constitute one and the same instrument. This Amendment may be executed and delivered by one party to the other by facsimile or e-mail (PDF) transmission, and counterparts executed and delivered in such manner will be fully binding and enforceable to the same effect as if an original had been executed and delivered instead.
In all other respects, the Lease Agreement remains in full force and effect.

"LANDLORD" SAN MIGUEL AUTHORITY FOR REGIONAL TRANSPORTATION

By: _____
Printed Name: David Averill
Title: Executive Director, San Miguel Authority for Regional Transportation

"TENANT" TELLURIDE GYMNASTICS AND CROSSFIT, LLC
By: _____
Printed Name: _____
Title: _____

RESOLUTION 2025-3

**RESOLUTION OF THE BOARD OF DIRECTORS
OF THE SAN MIGUEL AUTHORITY FOR REGIONAL TRANSPORTATION (SMART)
APPROVING A LEASE AMENDMENT WITH TELLURIDE CROSSFIT LLC FOR 137 SOCIETY DRIVE**

WHEREAS, the San Miguel Authority for Regional Transportation ("SMART") purchased 135 and 137 Society Drive in Lawson Hill in October of 2020; and

WHEREAS, At the time of its purchase of 137 Society Dr. SMART assumed the existing lease with Telluride Crossfit LLC, dated August 24th 2009, as amended, and

WHEREAS, SMART and Telluride Crossfit LLC subsequently executed an Amendment to the lease in December of 2020 which, in addition to other changes, extended the term of the lease to June 30th, 2023; and

WHEREAS, SMART and Telluride Crossfit LLC subsequently executed an Amendment to the lease in June of 2022 which extended the term of the lease to June 30th, 2024; and

WHEREAS, SMART and Telluride Crossfit LLC subsequently executed an Amendment to the lease in March of 2023 which extended the term of the lease to June 30th, 2025; and

WHERAS, the Board of Directors desires to execute an amendment to the existing amended lease agreement with Telluride Crossfit LLC, to extend the term of the lease to June 30th, 2026, a copy of which is attached hereto as Exhibit "A"; and

NOW, THEREFORE, be it resolved by the Board of Directors of SMART as follows:

THAT, the Board of Directors hereby approves the lease amendment with Telluride Crossfit LLC and attached hereto as Exhibit "A"; and

THAT, the Board of Directors hereby authorizes and directs the SMART Executive Director to execute Exhibit "A" on behalf of SMART and take all actions necessary and appropriate to effectuate this Resolution.

INTRODUCED, READ AND PASSED by the Board of Directors of the San Miguel Authority for Regional Transportation, Telluride, Colorado, at its regular meeting held on February 13th, 2025.

SAN MIGUEL AUTHORITY FOR REGIONAL
TRANSPORTATION

_____
Harvey Mogenson,
Chairman, Board of Directors

Date: _____

WITNESS my hand this _____ day of _____, 2025.

_____
Executive Director

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AGENDA ITEM SUMMARY (AIS)

San Miguel Authority for Regional Transportation

MEETING DATE: February 13th 2025
AGENDA ITEM: 4
ACTION REQUESTED: Adoption of the Memorandum of Understanding (MOU) with San Miguel County to aid and assist San Miguel County in the event of a declared emergency or disaster
SUBMITTED BY: Kari Distefano

BACKGROUND INFORMATION/KEY POINTS:
In 2018, the San Miguel Authority for Regional Transportation (SMART) entered into an agreement with the San Miguel County Sheriff's Office (SMCSO) to provide additional resources and assistance as necessary to the SMCSO in the execution of the Emergency Operations Plan.

In November of 2023, SMART entered into a contract with Telluride Express (TEX) that includes the following language:

> *Declared Emergencies:*
>
> *A. Upon the declaration of an emergency by an Authority Having Jurisdiction, Telluride Express shall immediately modify or suspend service as directed by the SMART Project Manager.*
>
> *B. Payment for service provided during emergency operations shall be at the rate per Revenue Service Hour listed in the "Transportation Service Agreement".*
>
> *C. During times of a declared emergency, Telluride Express shall separately account for expenses incurred specifically related to the emergency. Telluride Express shall cooperate with SMART in submitting records for reimbursement by an emergency management agency.*
>
> *D. Telluride Express shall deploy vehicles in a manner described by SMART as part of any transportation emergency operations plan. In the case of a declared medical emergency (such as a pandemic), Telluride Express will implement the applicable approved Standard Opera□ng Procedures to mi□gate and protect their staff, SMART staff, and the customers. Telluride Express will comply with State and Federal health guidelines as issued. SMART will adjust service level requirements as needed for the dura□on of the emergency.*

Following a fire last summer in Nucla, SMART Staff contacted the SMCSO. The purpose of the meeting was to discuss the existing MOU between SMART and the SMCSO that obligates SMART to provide assistance to the degree of their ability in the event of an emergency. SMART owns their vehicles but

TEX supplies drivers so any assistance that SMART could provide would be dependent of the availability of drivers other necessary TEX resources.

In the event of an emergency that would benefit from SMART resources, SMART would be notified by the SMCSO and they in turn would notify TEX. Regular SMART services would not be disrupted unless the disruptions were unavoidable.

SMART and TEX staff will be familiar with Standard Operating Procedures and communication protocols to ensure a consistent response during emergencies. This would include understanding of the chain of command and tasks associated with the evacuation that they may be called upon to perform.

As per the contract; during times of a declared emergency, TEX shall separately account for expenses incurred specifically related to the emergency. TEX shall also cooperate with SMART in submitting records for reimbursement by an emergency management agency.

DISCUSSION:

SUPPORTING INFORMATION:
NA

FISCAL IMPACT:
NA

ADVANTAGES:
In the event of an emergency, there will be a clear, coordinated effort between the SMCSO, SMART and TEX.

DISADVANTAGES:
None

ANALYSIS/RECOMMENDATION:
Staff recommends Board Approval of the attached Resolution.

ATTACHMENTS:
Emergency response MOU with San Miguel County

MEMORANDUM OF UNDERSTANDING (MOU)

San Miguel County (the County) and San Miguel Authority for Regional Transport (Vendor) on this ____ day _____, 2025 agree to the terms of this Memorandum of Understanding (MOU), to aid and assist San Miguel County, State of Colorado, in the event of an emergency or disaster.

Purpose

To identify respective roles and responsibilities of the parties as they relate to the establishment of mutual aid and assistance in the event of an emergency or disaster in San Miguel County, Colorado.

Background

In the event of an emergency or disaster, the County will initiate the San Miguel County Emergency Operations Plan. In response to this emergency plan protocol, additional resources may be required (e.g. high priority supplies and/or equipment including those necessary for humanitarian support). In accordance with this MOU, and in response to contact by the Sheriff's Office, or a San Miguel County official, the Vendor will be notified and hereto agrees to immediately respond.

RESPONSIBILITIES

The County

1. Notify Vendor of the actual unit(s) needed and staging area and/or delivery site.
2. Notify Vendor when services are no longer required.
3. Facilitate compensation to Vendor for services rendered, as required.
4. Provide standardized radio channel and protocol to vendor.
5. Provide protocol on chain of command per incident.

Vendor:

1. Delivery of resources to staging area and/or designated site as soon as possible.
2. Provide support of incident needs by adequately maintaining the resources as needed.
3. Provide transportation services from locations determined by the Incident Commander.
4. Utilize forms to track passengers, as needed.
5. Upon notification, retrieve and remove resources as needed;
6. Provide accurate and timely invoices for services rendered and email to payabes@sanmiguelcountyco.gov.

Activation:

1. County to contact SMART Rep (Distefano).
2. Vendor confirms their ability to provide the service.

Effective Date and Signature

This MOU shall be effective upon the full execution by authorized representatives of San Miguel County, Colorado and Vendor. It shall be in full force and effect commencing _____, 2025 and shall have no end date without the written consent of the parties hereto.

County Representative Signature	Printed Name	Date
Vendor Representative Signature	Printed Name	Date

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE SAN MIGUEL AUTHORITY FOR REGIONAL TRANSPORTATION ENTERING INTO A MEMORANDUM OF UNDERSTANDING FOR DISASTER RESPONSE WITH SAN MIGUEL COUNTY COLORADO

RESOLUTION NO. 2025-4

RECITALS:

WHEREAS, the threat of emergencies and disasters from natural, technology-based and human-induced events is more evident today and has been experienced in many of the San Miguel Authority for Regional Transportations (SMART) neighboring jurisdictions; and

WHEREAS, enhanced cooperation and collaboration is particularly important during major events that may threaten the reliability of the regional transportation systems that serve towns and counties; and

WHEREAS, the San Miguel County Sheriff's Office (SMCSO) has formulated an Emergency Operations Plan in order to react to emergencies and disasters, both human and naturally caused; and

WHEREAS, in order to execute the Emergency Operations Plan protocol, it may be necessary for the SMCSO to muster additional resources; and

WHEREAS, the SMCSO, through Memorandums of Understanding (MOU), has entered into mutual aid arrangements with neighboring local municipalities and counties in order to execute the protocols of the Emergency Operations Plan; and

WHEREAS, the request for or provision of mutual aid assistance involves complex logistical, legal, financial and administrative components; and

WHEREAS, the SMCSO has developed a standardized MOU outlining the roles and responsibilities of all parties to the MOU in emergency situations; and

WHEREAS, the MOU shall not cause or constitute a multiple fiscal year debt or financial obligation of SMART and, to the extent it does, it shall be subject to annual appropriation; and

WHEREAS, SMART endeavors to serve the greater community in emergency situations by assisting the SMCSO in its execution of its Emergency Operations Plan by entering into the MOU.

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE SAN MIGUEL AUTHORITY FOR REGIONAL TRANSPORTATION AS FOLLOWS:

1. The Board of Directors of SMART affirms its commitment to provide assistance as necessary to the SMCSO in execution of its Emergency Operations Plan by entering into the attached Memorandum of Understanding (Exhibit A);

ADOPTED AND APPROVED BY THE BOARD OF DIRECTORS OF THE SAN MIGUEL AUTHORITY FOR REGIONAL TRANSPORTATION AT A REGULAR PUBLIC MEETING THIS 13TH DAY OF FEBRUARY, 2025.

_____

Harvey Mogenson, Board Chair

ATTEST:

_____

David Averill, Executive Director

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AGENDA ITEM SUMMARY (AIS)

San Miguel Authority for Regional Transportation

MEETING DATE: February 13, 2025
AGENDA ITEM: 5 – Amendment to the Gondola Project Development IGA
ACTION REQUESTED: Action
SUBMITTED BY: D. Averill, and A. Kyle-Blake

BACKGROUND INFORMATION/KEY POINTS:
This is an action item for the Board to consider and adopt a resolution to approve an Amendment to the Intergovernmental Agreement with the Town of Telluride, Town of Mountain Village, San Miguel County, Telluride Ski and Golf (TSG), and the Telluride Mountain Village Owners Association (TMVOA) for long range planning activities related to the Gondola Project. The IGA amendment also establishes the Town of Telluride, Town of Mountain Village, TMVOA and SMART as the "Funding Partners" for cost sharing of activities related to long range gondola project development. This amendment changes a number of items discussed in the Key Points Section below.

The purpose of this amendment is to supplement and amend the cost-sharing budget for the year 2025, to provide clarification on funding partners vs. project participants, to update participant roles and responsibilities related to station area planning, to define Project A and Project B for the purposes of station area planning, and to clarify the roles of the Gondola Advisory and Leadership Committees.

Changes to the IGA have been reviewed and approved by the entities and their legal teams. Amendments to the 2024 IGA include:

Section 3. Cooperation, Roles of the Gondola Advisory and Leadership Committees, and Leadership Committee Voting Structure for the purposes of Phase I. Addition of language in section 3 (a) to define the role and membership of the Gondola Advisory Committee and cite SMART Resolution 2023-25, and 3 (b) to define role and membership of Leadership Committee.

Section 5. Scope of Gondola Project; Planning and Development Phase Responsibilities of the Participants. Addition of new section 5 (c) d establishing responsibilities of participants regarding station area planning, including definitions of project A (Base Gondola Project) and project B (station area planning beyond basic transit function).

Section 5. Scope of Gondola Project; Planning and Development Phase Responsibilities of the Participants. Updated cost-sharing budget for 2025.

2025 Gondola Project Development Budget	
	2025
Gondola Sr. Project Management	$160,782.19
Legal Counsel	$45,000.00
Financial Advisor Services	$24,000.00
Community/Government Affairs Consultant Services	$50,000.00
Project Development Services (SME)	$580,000.00
Subtotal	$859,782.19
Contingency (10%)	$85,978.22
TOTAL	**$945,760.41**

Cost Share Distribution	**2025**
Mountain Village Entity* (25%)	$239,208.90
Town of Telluride (25%)	$239,208.90
SMART (50%)	$478,417.80
Total Budget	**$956,835.60**

*The Mountain Village entity contributes 25%, split equally between the Town of Mountain Village at 12.5%, and the Telluride Mountain Village Owners Association at 12.5%.

COMMITTEE DISCUSSION:
The partner entities, the Gondola Advisory Committee, and the Gondola Leadership Committee are in agreement with the IGA Amendment for 2025.

SUPPORTING INFORMATION:
N/A

FISCAL IMPACT:
As the long-range gondola planning process continues through the project development phase, the governance and cost-sharing structure will be split across three participating entities in 2025:

- The Town of Telluride (25%)
- The Mountain Village Entity (The Town of Mountain Village/TMVOA) (25%)
- SMART (50%)

As project sponsor, SMART will continue to administer the project development funding on a reimbursement basis. Payment by the Funding Partners on a prorated basis will continue to be made to SMART upon written invoice with supporting documents of any incurred expenses.

The estimated project development budget for 2025 is as follows:

2025 Gondola Project Development Budget	
	2025
Gondola Sr. Project Management	$160,782.19
Legal Counsel	$45,000.00
Financial Advisor Services	$24,000.00
Community/Government Affairs Consultant Services	$50,000.00
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Total Budget	**$956,835.60**

*The Mountain Village entity contributes 25%, split equally between the Town of Mountain Village at 12.5%, and the Telluride Mountain Village Owners Association at 12.5%.

Any additional costs and expenses that exceed the estimated budget shall be considered by the Participants on a case-by-case basis and must be approved by each participating entity, in accordance with the cost-sharing provisions of the Project Development IGA.

ADVANTAGES:
The continuation of a formalized regional funding partnership clearly demonstrates local commitment to the project and reflects the Leadership Committee's shared priorities:

- Effective pursuit of grant funding (and the local match cost-sharing it requires)
- Conceptual station planning
- Minimized system downtime during construction
- Interim transportation plan during construction

DISADVANTAGES:
The Project Development IGA provides essential clarity to the long-range planning process, but it is not a universal remedy to future challenges. The complexity of this multi-jurisdictional and multi-dimensional effort cannot be overstated. The primary disadvantages to this cost-sharing agreement are:

- Collective acknowledgment that significant local match cost-sharing is required for effective grant pursuits
- There is a potential for increased annual financial contribution from each planning entity
- Uncertainty/risk subject to local appropriations and number of funding partners

ANALYSIS/RECOMMENDATION:
Under the continued direction of the Gondola Leadership Committee (and the participating governing bodies that compose it), it is recommended by the project management team that the Gondola Project Development IGA – 2025 Amendment be executed.

The agreement continues to represent a formalized regional partnership that clearly demonstrates shared priorities and continued local commitment to the project and the pursuit of related state/federal grant funding opportunities.

ATTACHMENTS:

1. Executed Intergovernmental Agreement for Cost-Sharing of the Planning and Gondola Project Development Phase for the Gondola Project

2. Gondola IGA Amendment 2 (2025)

SECOND SUPPLEMENT AND AMENDMENT TO THE INTERGOVERNMENTAL AGREEMENT FOR COST-SHARING OF THE PLANNING AND GONDOLA PROJECT DEVELOPMENT PHASE OF THE GONDOLA PROJECT

This Agreement is made and entered into by the following five entities effective as of _____, 2025:

1. The Town of Mountain Village ("TMV") and Telluride Mountain Village Owners Association ("TMVOA") (collectively "Mountain Village Entity")
2. the Town of Telluride ("ToT")
3. San Miguel County ("the County")
4. TSG Ski & Golf, LLC ("TSG"), and
5. the San Miguel Authority for Regional Transportation ("SMART")

The above entities who have approved and executed this Agreement (the "Participants") for the purposes set forth below agree as follows:

RECITALS:

WHEREAS, pursuant to title 29, article 1, part 2, C.R.S., as amended, and Article XIV, section 18 of the Colorado Constitution, governments may contract with one another to provide any function, service, or facility lawfully authorized to each of the contracting units and any such contract may provide for the joint exercise of the function, service or facility, including the establishment of a separate legal entity to do so; and

WHEREAS, SMART is legally authorized to provide mass transportation services and to contract with other entities to provide such services pursuant to §43-4-605, C.R.S.; and

WHEREAS, each of the Participants has an interest in the construction, operation, maintenance, and funding for the Telluride-Mountain Village Gondola after the current operating agreement expires on December 31, 2027 (the "Gondola Project"); and

WHEREAS, the Participants have previously entered into the Intergovernmental Agreement for Cost-Sharing of the Planning and Gondola Project Development Phase for the Gondola Project dated November 14, 2023 (the "2023 IGA"); and

WHEREAS, the Participants have previously entered into a 2024 Funding Supplement to the 2023 IGA dated May 1, 2024 (the "2024 First Supplement"); and

WHEREAS, the Participants of the 2023 IGA and 2024 First Supplement also included San Miguel County and Telluride Ski and Golf Company as funding participants, this 2025 Second Supplement and Amendment includes the Mountain Village Entity and the Town of Telluride as the two "Funding Partners" and SMART as the one Lead Project Participant; and

WHEREAS, the Town of Mountain Village, Town of Telluride, Telluride Mountain Village Owners Association, San Miguel County, Telluride Ski and Golf Company, and SMART intend to build and operate facilities in connection with the Gondola and, as such, are referred to herein as the Project Participants; and

WHEREAS, the Gondola Project as presently envisioned by the Participants will include multiple loading and unloading stations (each a "Station") including Station 1 at Oak Street in downtown Telluride, Station 2/3 at the top of San Sophia Ridge, and Station 4/5 in the Mountain Village Core, and Station 6 at the current terminus of the Gondola in the Mountain Village Center.

WHEREAS, the Participants desire to supplement and amend the Gondola Cost Sharing IGA for the purpose of amending the funding partners, clarifying their intentions and responsibilities for station area planning at each of the station locations, and establishing the cost-sharing budget for the year 2025, as set forth in the 2025 Budget attached hereto and made a part hereof as Exhibit 1.

NOW, THEREFORE, in consideration of the mutual agreements, obligations, and covenants set forth in this Agreement, and upon the further consideration stated in the foregoing Recitals, it is agreed by the Participants as follows:

Section 1. Incorporation of Recitals. The Participants confirm the statements set forth in the above Recitals and incorporate such recitals herein as an integral part of this Agreement. The provisions of the 2023 IGA and the 2024 First Supplement are ratified and incorporated by reference herein.

Section 2. Cooperation and GAC Voting Structure for the purposes of Phase I. The Gondola Cost Sharing IGA is hereby supplemented and amended by including the definition and role of the Gondola Advisory Committee (an advisory committee of SMART) and the Leadership Committee attached hereto and made a part hereof as Exhibit 1.

Section 3. Cooperation and GAC Voting Structure for the purposes of Phase I. The Gondola Cost Sharing IGA is hereby supplemented and amended by clarifying the Leadership Committee voting representation attached hereto and made a part hereof as Exhibit 1.

Section 4. Scope of Gondola Project; Planning and Development Phase Responsibilities of the Participants. The Gondola Cost Sharing IGA is hereby supplemented and amended by the participant responsibilities regarding stations and station area planning attached hereto and made a part hereof as Exhibit 1.

Section 5. Scope of Gondola Project; Planning and Development Phase Responsibilities of the Participants. The Gondola Cost Sharing IGA is hereby supplemented and amended by the cost-sharing budget for the year 2025 attached hereto and made a part hereof as Exhibit 1.

IN WITNESS WHEREOF, the corporate authorities of the Participants have approved this Agreement and have directed that this Agreement be signed on their behalf by their respective Mayor or Board Chair and Clerk, on the days and year written below.

Approved as to Form by:
San Miguel Authority for Regional Transportation

By: _____
Name: Harvey Mogenson
Title: SMART Board Chair
Date: _____, 2025

By: _____
Name: David Averill
Title: SMART Executive Director
Date: _____, 2025.

Approved as to Form by:
Mountain Village Entity

Town of Mountain Village:

By: _____
Name: Marti Prohaska
Title: Mayor
Date: _____, 2025.

By: _____
Name: Susan Johnston
Title: Clerk
Date: _____, 2025

Town of Mountain Village Owners Association:

By: _____

Name: James R. Royer

Title: Vice-Chairman

Date: _____, 2025

Approved as to Form by:
Town of Telluride

By: _____
Name: Teddy Erico
Title: Mayor
Date: _____, 2025.

By: _____
Name: Tiffany Kavanaugh
Title: Clerk
Date: _____, 202.

Approved as to Form by:
San Miguel County

By: _____
Name: Lance Waring
Title: Chair, Board of County Commissioners
Date: _____, 2025.

By: _____
Name: Carmen Warfield
Title: Clerk to the Board of County Commissioners
Date: _____, 2025

Approved as to Form by:
TSG Ski & Golf, LLC

By: _____
Name: Chad Horning

Title:

Date: _____, 2025.

By: _____

Name:

Title:
Date: _____, 2025.

Exhibit 1

Section 3. **Cooperation, Roles of the Gondola Advisory and Leadership Committees and Leadership Committee Voting Structure for the purposes of Phase I.** The Participants agree to cooperate and perform their respective obligations regarding Phase I as required by this Agreement and with respect to the role of the Gondola Advisory and Leadership Committees.

a. The Gondola Advisory Committee has been established by SMART through Resolution 2023-25 for the purpose of advising the SMART Board on items related to transfer of the operation, maintenance and funding of the existing Telluride Mountain Village Gondola from the Town of Mountain Village after the expiration of various operating agreements that expire on December 31, 2027 planning for the design and construction of a new gondola system to replace the existing Telluride-Mountain Village Gondola, planning for capital funding for the replacement gondola system, and ongoing Gondola services provisions. The Gondola Advisory Committee reviews technical information and makes recommendations to the Gondola Leadership Committee, which then submits approved plans to the SMART Board of Directors for formal adoption. The committee is managed by SMART and comprised of the following representatives:

    Mountain Village Entity (2)
    Town of Telluride (2)
    San Miguel County (2)
    Telluride Ski & Golf Company (2)
    SMART Board (1)

b. The Gondola Leadership Committee is comprised of representatives of the Funding Partners and SMART as the Lead Project Participant. The purpose of the Gondola Leadership Committee is to consider recommendations from the Gondola Advisory Committee, receive regular planning updates and establish consensus. Once consensus is reached on any formal adoption of Leadership Committee approvals are conducted by the SMART Board. The Leadership Committee is comprised of the following members:

    - Mountain Village Entity: 3 Town Council members + 4 TMVOA Appointed Representatives
    - Town of Telluride: 7 Town Council members
    - SMART: SMART Board members

    One entity = one vote = 3 votes.

Section 5. Scope of Gondola Project; Planning and Development Phase Responsibilities of the Participants. c. Responsibilities of the Participants regarding station area planning.

a. **Coordination with SMART Project Team.** The Participants agree to include the SMART Project Team in the station area planning to ensure that the planning and design of the stations align with the primary Gondola Project (Project A) and meet or exceed all minimum criteria required by the Department of Transportation, Federal Transit Administration or criteria agreed to by the Leadership Committee.

b. **Joint Design and Planning Costs.** The Participants have already agreed to make certain capital contributions toward the design and planning of the new gondola system, including towers, cables,

motors, etc., the gondola cabins, and the costs of a "base model" (Project A) for each of the six proposed Stations (the "Primary Facilities"). Nothing herein is intended to change the Participants' obligations for such Primary Facilities. However, to the extent that certain Participant(s) responsible for the costs of each Station "beyond the base model" (Project B) desires to have something other than the base model for such station, the Participants' responsibilities are set forth below.

c. Definitions of Project A and Project B.

i. Project A. Is the Gondola Project as defined in the 2023 IGA and includes project development for replacing the gondola system as it is today, increasing the gondola capacity based on direction from the Leadership Committee at the July 22, 2024 meeting of an initial build capacity for the new system of 1,800 to 2,000 people per hour and a design capacity of 2,500-3,000 people per hour at maximum full buildout/theoretical capacity, including station replacements that are similar to those that exist today.

ii. Project B. Includes station area planning and design above and beyond what exists for stations today.

d. Station 1 (Oak Street). The Town of Telluride shall be responsible for and pay the station area planning and design costs relating to Station 1 beyond the base model costs.

e. **Station 2/3 (San Sophia).** Telluride Ski and Golf (TSG) shall be responsible for and pay the station area planning and design costs relating to Station 2/3 beyond the base model costs. The Participants agree and acknowledge that TSG intends to seek input and contribution from the owners' association for the Ridge Building where Station 2 is located in this regard. TSG shall be solely responsible for negotiating with the owners' association for any such contributions and collecting such contributions for itself.

f. **Stations 4, 5, and 6 (Village Plaza and Market Stations).** The Mountain Village Entity shall be responsible for and pay the station area planning and design costs relating to Stations 4, 5, and 6 beyond the base model costs.

Section 5. Scope of Gondola Project; Planning and Development Phase Responsibilities of the Participants.

2025 Gondola Project Development Budget	
	2025
Gondola Sr. Project Management	$160,782.19
Legal Counsel	$45,000.00
Financial Advisor Services	$24,000.00
Community/Government Affairs Consultant Services	$50,000.00
Project Development Services (SME)	$580,000.00
Subtotal	$859,782.19
Contingency (10%)	$85,978.22
TOTAL	**$945,760.41**

Cost Share Distribution	**2025**
Mountain Village Entity* (25%)	$239,208.90
Town of Telluride (25%)	$239,208.90
SMART (50%)	$478,417.80
Total Budget	**$956,835.60**

*The Mountain Village entity contributes 25%, split equally between the Town of Mountain Village at 12.5%, and the Telluride Mountain Village Owners Association at 12.5%.

RESOLUTION OF THE BOARD OF DIRECTORS OF THE SAN MIGUEL AUTHORITY FOR REGIONAL TRANSPORTATION AMENDING AN INTERGOVERNMENTAL AGREEMENT WITH THE TOWN OF TELLURIDE, TOWN OF MOUNTAIN VILLAGE, SAN MIGUEL COUNTY, TELLURIDE SKI & GOLF, LLC, AND THE TELLURIDE MOUNTAIN VILLAGE OWNERS ASSOCATION FOR PURPOSES OF COST-SHARING OF THE PLANNING AND GONDOLA PROJECT DEVELOPMENT PHASE OF THE GONDOLA PROJECT

RESOLUTION 2025-5

RECITALS:

WHEREAS, the San Miguel Authority for Regional Transportation (SMART) was created to help local governments achieve their goals of improving regional mobility, improving air quality, reducing greenhouse gas emissions, reducing traffic and congestion, and enhancing safety on area highways; and

WHEREAS, SMART was also created for the purpose of coordinating, planning, financing, constructing, operating and maintaining a regional multi-modal transportation system; and

WHEREAS, the SMART Board of Directors recognizes that the Mountain Village Gondola ("the Gondola") is a key regional transportation asset and that its ongoing operations and maintenance are critical to the regional transportation system; and

WHEREAS, the current funding agreement for operations and maintenance of the Gondola sunsets on December 31st, 2027; and

WHEREAS, the Gondola is nearing the end of its service life and will require significant capital upgrades in the coming years; and

WHEREAS, the SMART Board of Directors strongly supports the ongoing regional dialogue regarding the future of the Gondola, and believes it is in the best interest of the region to collaborate in an effort to identify ongoing operations and maintenance funding for the Gondola, as well as develop a financing and/or grant strategy to address the future capital needs of the Gondola system; and

WHEREAS, at its November 2023 meeting the Board subsequently passed Resolution 2023-24 entering into an Intergovernmental Agreement (IGA) with the project partners to further develop the gondola project, with the understanding that the IGA would be amended from time to time as conditions and needs warrant.

WHEREAS, at its April 11, 2024 meeting the Board subsequently passed Resolution 2024-7 entering into an Intergovernmental Agreement (IGA) with the project partners to further develop the gondola project, with the understanding that the IGA would be amended from time to time as conditions and needs warrant.

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE SAN MIGUEL AUTHORITY FOR REGIONAL TRANSPORTATION:

1. **THAT**, the attached Amendment to the aforementioned Intergovernmental Agreement, titled "INTERGOVERNMENTAL AGREEMENT FOR COST-SHARING OF THE PLANNING AND GONDOLA PROJECT DEVELOPMENT PHASE OF THE GONDOLA PROJECT " be approved.

ADOPTED AND APPROVED by the Board of Directors at a regular public meeting held on the 13th day of February, 2025.

By:_____

Harvey Mogenson, SMART Board Chair

Attest:

_____

David Averill

SMART Executive Director

Click here to return to Agenda

AGENDA ITEM SUMMARY (AIS)

San Miguel Authority for Regional Transportation

SMART
SAN MIGUEL AUTHORITY for REGIONAL TRANSPORTATION

MEETING DATE:	February 13th, 2025
AGENDA ITEM:	6
ACTION REQUESTED:	Adoption of the San Miguel Authority for Regional Transportation Strategic Operating Plan.
SUBMITTED BY:	Kari Distefano

BACKGROUND INFORMATION/KEY POINTS:

Building on SMART's success in implementing most of the recommendations in the 2019 Strategic Operating Plan, the SMART Board determined that an update to the plan was necessary to guide SMART's operations moving forward.

To that end, in 2022, SMART applied for and was awarded a grant through the Federal Transit Administration's Section 5304 grant program (administered by the Colorado Department of Transportation). This grant specifically funds transit planning and technical studies to update Strategic Operating Plans.

Following confirmation that the grant would proceed, SMART released RFP 2023-1 on March 13, 2023, seeking an external consultant to assist in updating the Strategic Operating Plan. Through the bidding process, Fehr and Peers was selected as the consulting firm for this initiative. After CDOT reviewed the RFP and bid process, SMART received a notice to proceed and subsequently entered into a contract with Fehr and Peers in August 2023.

The Strategic Operating Plan (SOP) project officially commenced in October 2023, when Fehr and Peers launched a survey to gather public feedback on existing transit opportunities and challenges, as well as desired improvements to the SMART bus and vanpool system. The plan has since been developed through regular meetings with the Board, stakeholder committees, and public input from across the region.

Key milestones to-date include:

January 22nd 2024 – release of Demographic Analysis of SMART's Service Area: This report provided an overview of the population, income distribution, age demographics, racial and ethnic composition, and information about individuals with disabilities within SMART's service area. It also analyzed population trends and commuting patterns.

Late April and Early May – public open houses and stakeholder committee meetings. Public open houses were held in Mountain Village, Telluride, Placerville, Norwood, and Rico to discuss existing SMART services and what could be done to improve them.

April 29th 2024 – Draft Project List Evaluation – Based on survey results, public input from the open houses and discussions with the Citizens Advisory Committee, Fehr and Peers generated a draft project list. This evaluation of the projects on the list was based on:

- Estimated Operating Cost
- Improvements to Passenger Ease of Use
- Estimated Capital Costs
- Potential Impacts to Ridership
- Impacts to Transit Travel Times

May 13th 2024 – release of Overview of Existing SMART Bus and Vanpool Services: This report analyzed the SMART system. It included descriptions of other transit services in the area. It assessed bus and vanpool ridership by route, peak usage times, and the most frequently used stops.

June 2nd 2024 – release of Fare Structure Analysis: The Fare Structure Analysis provided an analysis of SMART's current fare structure and level of subsidies for each service, summary of fare structures of peer agencies, and the benefits and drawbacks of different alternatives for structuring SMART's fares in the future.

June 13th 2024 - Fehr and Peers Staff presents Fare Structure recommendations to the SMART Board: The Fare Structure recommendations included the following options:

- Fare free bus service within the SMART District: The Lawson Hill Route, the Lawson/Hill Mountain Village Routes and Offseason Routes are currently free. This option would make the Down Valley Route and the Rico Route free as well.
- Fare free bus service for all fixed routes: This would include Norwood, Nucla/Naturita and the upcoming Montrose/Ridgway routes as fare free.
- Use of route mileage and peer agency information to help determine appropriate fares: This option proposes standardizing fares based on distance and peer agency price comparisons.
- Standard rate of subsidy to determine fares. This would determine a percent subsidy deemed appropriate for each route and apply that subsidy to the route.

July 11th 2024 – Fehr and Peers Staff presents Draft Project Recommendations to the SMART Board: Fehr and Peer staff presented draft recommendations for the project list refinement. The list included:

- Combining Lawson, Mountain Village and Offseason Routes
- Combining Down Valley and Norwood Routes
- Improvements on the Rico Route
- Implement Montrose/Ridgway Route
- Vanpool Service to Ophir

October 7th 2024 – SMART Board Discussion of Draft Project List: The Board reviewed the draft bus and vanpool project list and potential implementation strategies, contingent on the results of the November 5th election.

December 12th - 2024 SMART Board Discussion of Fare Structure Recommendations: The Board approved fare-free service within the SMART District but opted not to make further fare modifications at this time. Montrose and Ridgway fares were set at $5.00 and $4.00 respectively.

February 2025 – Production and release of the Final Plan: Based on input from the public and Board feedback, the final Strategic Operating Plan builds on the growth achieved following the 2019 Strategic Operating Plan and charts a path for the continued development of SMART bus and vanpool service into the next five years and beyond.

Key Points:

- The document under consideration represents the culmination of extensive work over the past year. It outlines service improvement recommendations and infrastructure development plans to support the bus an vanpool programs.
- The plan proposes a standardized fare structure based on mileage for routes outside the SMART District, with periodic fare reevaluations to account for rising operating costs.
- A Microtransit Feasibility Assessment is included.
- Public input, demographic data, and transportation trends informed recommendations for system improvements and expansion.
- The plan provides a structured roadmap for capital investments and service expansions related to SMART bus and vanpool services over the next five years, with specific improvements categorized as:
    - Near-Term (1–3 years)
    - Mid-Term (3–5 years)
    - Long-Term (Beyond 5 years)
- While the plan provides clear guidance, it remains flexible, allowing SMART to adapt to new opportunities and evolving circumstances.
- Staff will provide annual progress updates to the Board and stakeholders. As recommended in the first SOP iteration, the plan will likely be updated on a five-year cycle moving forward.

COMMITTEE DISCUSSION:

The Community Advisory Committee met to discuss the plan at draft stage on April 4th 2024 and at final stage on January 23rd 2025.

SUPPORTING INFORMATION:

NA

FISCAL IMPACT:

The financial impact of this plan will vary yearly as different elements are implemented. Operational and capital costs are projected to align with SMART's current and anticipated budgets. Bus and vanpool

service expansions and enhancements outlined in the plan are conservatively estimated to remain within SMART's financial and organizational capacity over the next five years.

ADVANTAGES:

Adopting the updated Strategic Operating Plan:

- Provides a clear roadmap for bus and vanpool service expansion and organizational growth.
- Establishes a stakeholder consensus on where and when SMART should expand bus and vanpool services.
- Outlines a concise and achievable implementation strategy.

DISADVANTAGES:

None

ANALYSIS/RECOMMENDATION:

Staff recommends that the Board adopt the Strategic Operating Plan Update as submitted.

ATTACHMENTS:

San Miguel Authority for Regional Transportation Strategic Operating Plan Update.

SAN MIGUEL AUTHORITY FOR REGIONAL TRANSPORTATION

STRATEGIC OPERATING PLAN

DECEMBER 2024

Table of Contents

Executive Summary

Since the agency's formation in late 2016, San Miguel Authority for Regional Transportation (SMART) has been delivering integrated regional transit services across eastern San Miguel County and has since expanded to serve communities outside of the original service area including Rico, Nula, Naturita, Montrose, and Ridgeway. This Strategic Operating Plan builds off of all of the growth achieved following the 2018 plan and charts a path for the continued development of SMART's services into the next 5-years and beyond. Below is a summary of the phased service, capital, and fare structure improvements recommended by this plan. The rest of the Strategic Operating Plan provides more details on these recommendations and the process to develop them.

Improving Service

Route	Improvement
Phase 1 (1-3 Years)	
Lawson Hill Route	Increase to 45-minute Frequency All Day.
Mountain Village Route	Add Two Midday Runs
Rico Route	Add Stop at Lawson Hill Park n' Ride.
Rico Route	Provide Weekend Service.
Rico Route	Fare free service.
Rico Route	Add an additional afternoon round trip per day on weekdays.
Norwood Route	Additional Evening Run from Telluride (9:00 PM) to Norwood (10:10 PM) and Norwood (10:10 PM) to Telluride (11:25 PM). Requires 1 additional vehicle.
Down Valley Route	Add One Round Trip of Down Valley Weekend Service.
Down Valley Route	Fare free service.
Phase 2 (3-5 Years)	
Lawson Hill Route	Add an additional run at night to expand the service hours.
Mountain Village Route	Provide Weekend Service.
Nucla/Naturita Route	Extend Weekend Norwood Service to Nucla/Naturita.
New Route	New Vanpool Service to Ophir.
Phase 3 (5+ Years)	
Combination of Lawson Hill & Mountain Village Routes	Make the "off-season" route year-round by combining the existing Lawson Hill and Mountain Village Routes. Requires 2 additional vehicles.
Combination of Down Valley & Norwood Routes	Combine Down Valley & Norwood Routes. Requires 1 additional vehicle.
Combination of Down Valley & Norwood Routes	Increase combined Down Valley & Norwood Route to 10 round trips/day. Requires 1 additional vehicle.
Nucla/Naturita Route	Additional Weekday Roundtrip.

Building Needed Infrastructure

Route	Capital Improvement	Phase	Estimated Cost
All	Bus stop improvements program	Incremental Across Phases 1-3	$2 million - $2.5 million
Norwood/ Nucla/ Naturita	Partner to expand bus barn in Norwood	Phase 2 (4-5 years)	$2 million - $2.5 million
All	Lawson Hill Facility Renovations	Phase 2 (4-5 years)	$3 million – $5 million
All	New Ilium Bus Maintenance Facility	Phase 3 (5+ years)	$15 million - $20 million

Creating a Consistent Fare Structure

Fare Free Service within the District

For fixed-route services, it is recommended that all routes within the RTA district are fare free. This is likely to have positive impacts on increasing ridership and only creates a small loss in revenue.

Fares Based on Mileage for Out of District Routes

For fixed route services outside of the district, it is recommended that fares are set based on mileage of the route. This allows SMART to continue to collect fares that support service to communities that are not paying into the RTA and based on the mileage of the route allows for transparency and equality of the fare structure. Fixed route fares should be reevaluated on regular intervals to account for increases in operating costs and other factors that may impact the appropriate rates. Vanpools fares are recommended to be set using a mileage-based formula to account for differences in the lengths of routes and therefore the differences in operating costs for each route.

Service Area Demographics

The San Miguel Authority for Regional Transportation (SMART) provides regional transit services across San Miguel County, CO and connects to a few communities outside of San Miguel County including Rico, Montrose, Nucla, and Naturita. SMART strives to deliver safe and reliable transit services to the communities in their service area. This demographic analysis serves as a snapshot of the population within SMART's service area and helped inform improvements to existing services and expansions of SMART's current services in the final Strategic Operating Plan.

Population Overview

The current population of San Miguel county is just over 8,000 people and is forecasted to increase roughly 10% by 2030 and 31% by 2050 (**Table 1**). **Table 2** displays the population of each census tract in San Miguel County as well as the single census tract for Dolores County, which includes Rico) and the part of Montrose County that includes Redvale, Nucla, and Naturita. The densest parts of San Miguel County are Census Tracts 9681.01 and 9681.02 which include the towns of Telluride and Mountain Village, respectively. These two census tracts account for 57% of San Miguel County's Population.

Table 1: Population Over Time San Miguel County

2021 Population	2022 Population	2023 Population	2030 Forecasted Population	2050 Forecasted Population
8,085	8,000	8,057	8,829	10,571

Source: Colorado Department of Local Affairs, State Demography Office

Table 2: Population of SMART's Service Area by Census Tract

Census Tract	County	Total Population
Tract 9681.01 (includes Telluride)	San Miguel County	2,540
Tract 9681.02 (includes Mountain Village)	San Miguel County	1,807
Tract 9681.03 (Includes Sawpit & Placerville)	San Miguel County	2,050
Tract 9682 (Includes Norwood)	San Miguel County	1,687
Tract 1 (includes Rico)	Dolores County	952
Tract 9661 (includes Redvale, Nucla, & Naturita)	Montrose County	2,288

Source: 2021 American Community Survey (ACS) 5-Year Estimates

Income

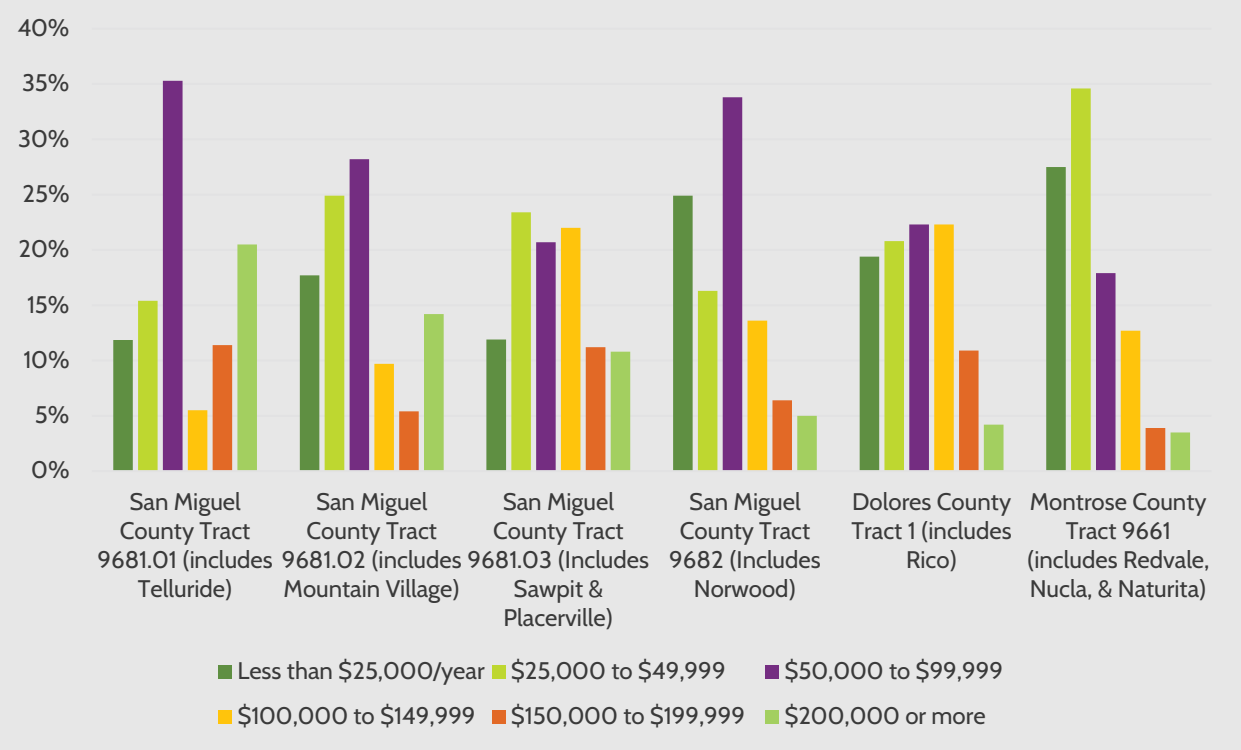
Income distribution varies widely across SMART's service area (**Figure 1**). Within San Miguel County, median household income ranges from $59,000/year in the western side of the county (Census Tract 9682 which includes Norwood) to $83,000/year in Census Tract 9681.03 (which includes Sawpit and Placerville). The median household income in Tract 9661 of Montrose County (includes Redvale, Nucla, & Naturita) is significantly lower at $39,000/year. Median household income is shown in **Table 3**. The western part of San Miguel County has a more low-income households compared to the rest of the county. Households with limited internet access mirror the geographic distribution of low-income households.

Table 3: Median Household Income by Census Tract

Census Tract	County	Median Household Income
Tract 9681.01 (includes Telluride)	San Miguel County	$82,455
Tract 9681.02 (includes Mountain Village)	San Miguel County	$63,488
Tract 9681.03 (Includes Sawpit & Placerville)	San Miguel County	$83,409
Tract 9682 (Includes Norwood)	San Miguel County	$59,931
Tract 1 (includes Rico)	Dolores County	$75,149
Tract 9661 (includes Redvale, Nucla, & Naturita)	Montrose County	$39,250

Source: 2022 American Community Survey (ACS) 5-Year Estimates

Figure 1: Income Distribution Across SMART's Service Area by Census Tract

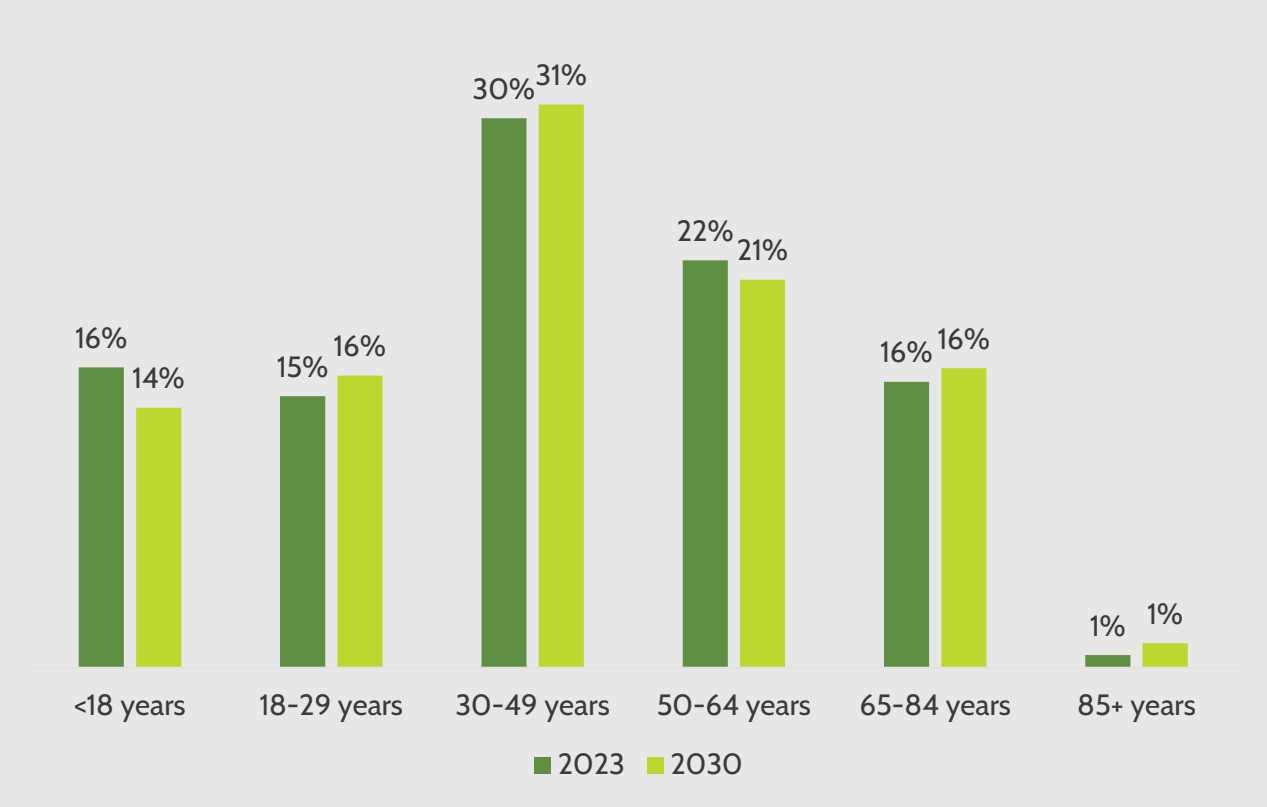


Source: 2022 American Community Survey (ACS) 5-Year Estimates

Age Distribution

Figure 2 displays the age distribution of San Miguel County's population today, as well as forecasts of the County's age distribution in 2030. Currently a sizable portion of San Miguel's population are under 18 years old (16%) or 65 years and older (17%). These two age groups tend to be more likely to rely on transit. Younger people may not be old enough to drive or may not have access to a private vehicle. Some older adults no longer feel comfortable driving or are no longer able to drive themselves. Both of these age cohorts disproportionately rely on public transit or rides from friends and family to get around. Access to public transit can provide people in these age groups with greater independence to get where they need to go. Age distribution is forecasted to remain relatively the same in San Miguel County over the next 7 years.

Figure 2: Age Distribution of San Miguel County Population (2023 estimates, 2030 & 2050 forecasted)

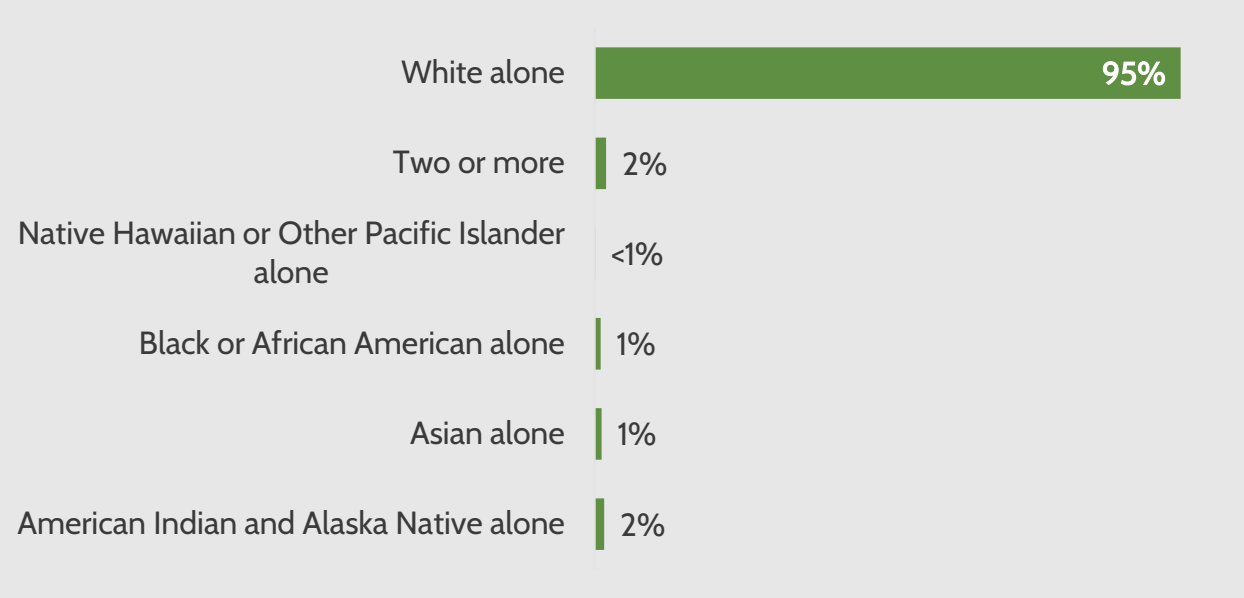


Source: Colorado Department of Local Affairs, State Demography Office

Race & Ethnicity

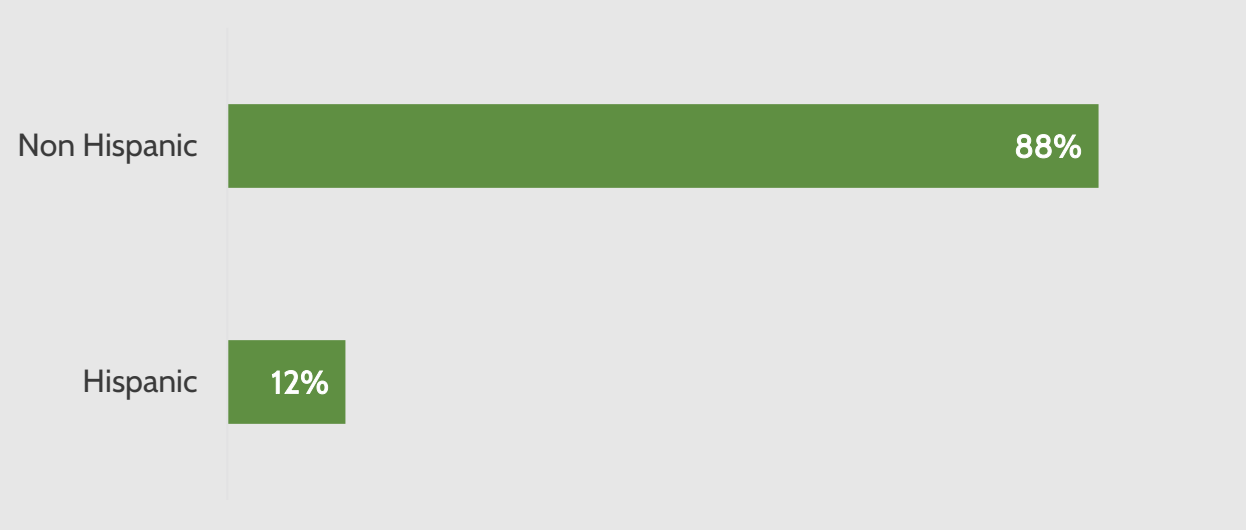
Figure 3 displays the distribution of San Miguel's population by race. **Figure 4** displays San Miguel County's population by ethnicity. The majority of San Miguel County's population identifies as white (95%). The majority of the county's population identifies as non-Hispanic (88%) but still a significant portion of people (12%) identify as Hispanic.

Figure 3: Figure 8: San Miguel County Population by Race



Source: Colorado Department of Local Affairs, State Demography Office 2020 Population Estimates

Figure 4: San Miguel County Population by Ethnicity

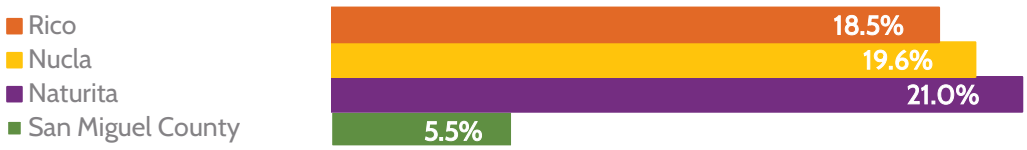


Source: Colorado Department of Local Affairs, State Demography Office 2020 Population Estimates

People with Disabilities

In 2022 SMART developed a Specialized Transit Roadmap that documents the need for transit services that are designed to serve older adults and people with disabilities. This study found that the communities outside of San Miguel County that SMART currently serves have much higher rates of people with a disability than San Miguel County as a whole. **Figure 5** displays one of the charts from the specialized transit roadmap. This chart shows, of San Miguel County's population 5.5% of people report having a disability. Comparatively, the rates of people with a disability are about 4 times higher in Rico, Nucla, and Naturita than they are in San Miguel County. Many disabilities can affect people's ability to drive and therefore people with disabilities tend to ride transit or rely on friends and family for transportation at higher rates than people without disabilities.

Figure 5: Percentage of Residents with a Disability across SMART's Service Area



Data: US Census Bureau, American Communities Survey 2019 5-year Estimates;
Chart: SMART Specialized Transit Roadmap 2022

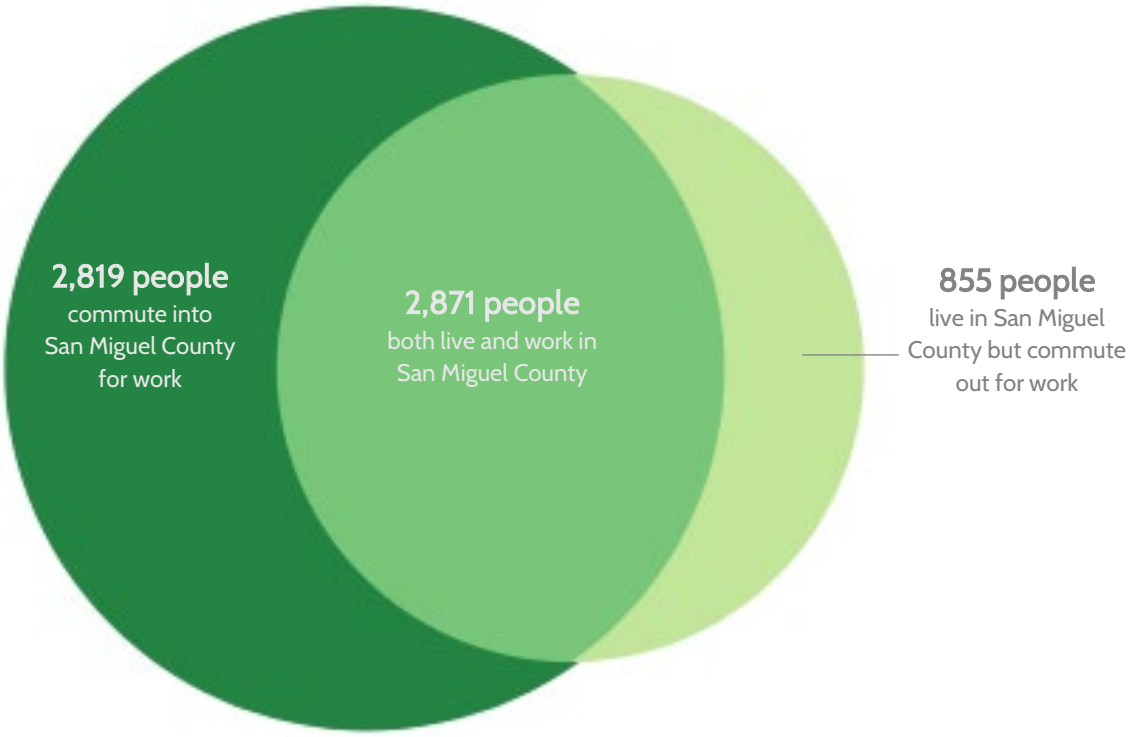
Existing Transportation Trends

Commute Flows

Figure 6 displays the commute trends into and out of San Miguel County for workers who live and/or work in the County. Of people who work in San Miguel County, about 50% live and work in the County and the other 50% commute in from other places. Of employed people who live in San Miguel County, about 23% commute out of the county for work.

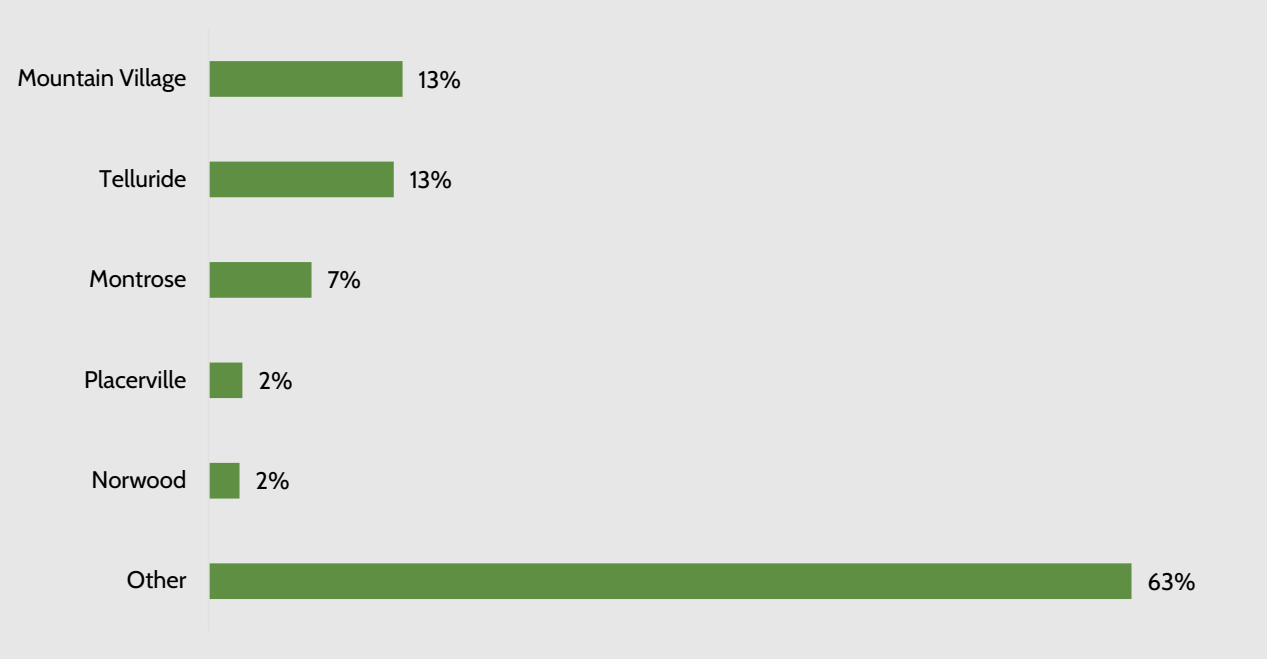
Figure 7 and **Figure 8** display the most common locations where San Miguel County workers live and where San Miguel County residents work, respectively. As the two biggest population centers in the County, Telluride and Mountain Village are at the top for places where workers live. The next most common locations for workers to live are Montrose, Placerville, and Norwood. Similarly, the majority (63%) of San Miguel County residents who are employed work either in Telluride or Mountain Village. The next most common work locations are Norwood (3%), Grand Junction (2%), and Denver (2%). The jobs located in Denver and Grand Junction may be remote or partially remote.

Figure 6: Commute Flows of Workers in and out of San Miguel County



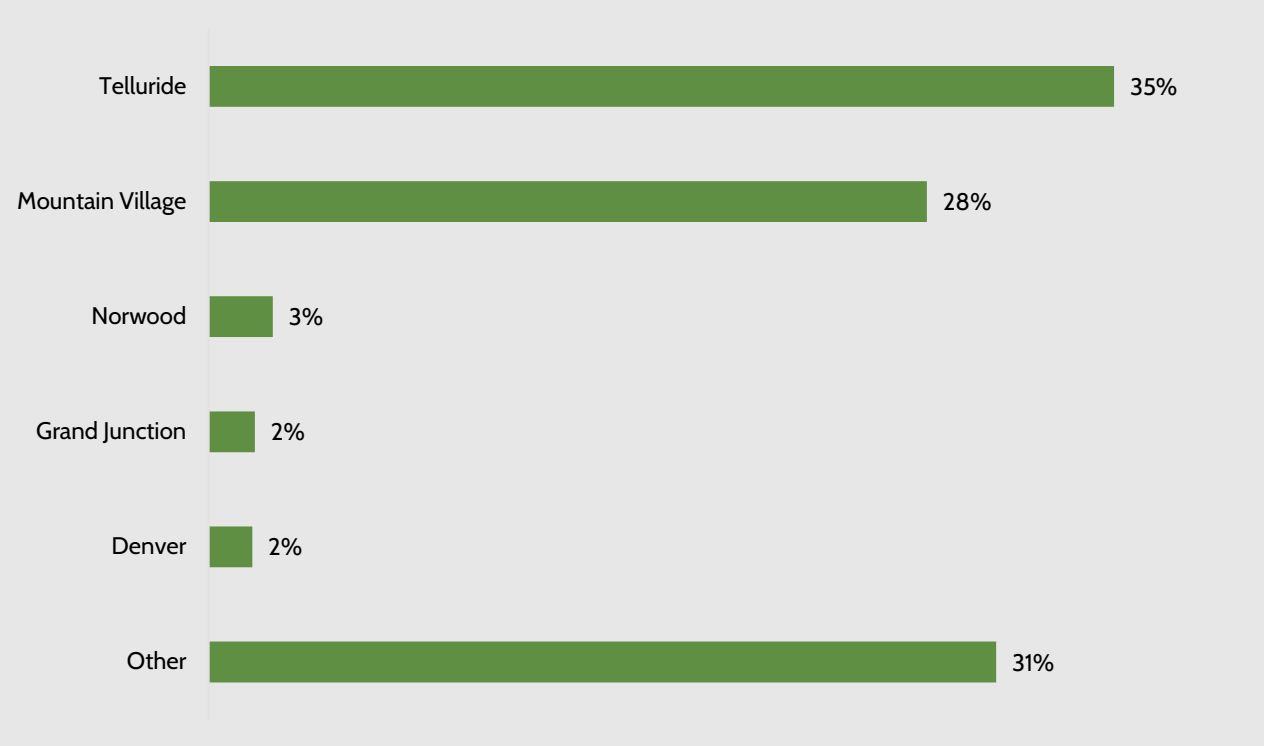
Data: US Census Bureau, 2021 Longitudinal Employer-Household Dynamics

Figure 7: Places Where People Who Work in San Miguel County Live



Data: US Census Bureau, 2021 Longitudinal Employer-Household Dynamics

Figure 8: Places Where San Miguel County Residents are Employed



Data: US Census Bureau, 2021 Longitudinal Employer-Household Dynamics

Mode Share – Commute to Work

SMART analyzed the US Census Bureau's 2021 American Community Survey (ACS) to understand commuting modes for San Miguel County. For all census tracts in San Miguel County but one, driving alone is the most common mode of commuting. The one exception is a census tract that includes Telluride (9681.01), where walking is the most common mode for traveling to work. For most census tracts in San Miguel County, commuting to work on public transportation is small share of mode choice for all commuters. Census Tract 9681.02, which is part of Mountain Village, has the highest percentage of workers commuting via public transit at 14.7%. In all other census tract areas, less than 5% of commuters use public transportation to travel to work.

Access to a Private Vehicle

The share of the population with access to a private vehicle is higher in SMART's service area than Colorado overall. The 2021 American Community Survey 5-year estimates show that San Miguel County and Rico have 3.3% and 2.9% of their population with no access to a vehicle. For comparison, in the State of Colorado 5.1% of the population does not have access to a personal vehicle. However, Naturita and Nucla have a greater share than the state as a whole of their populations at 5.7% and 5.8%, respectively, do not have access to a personal vehicle. The area with the highest percentage of households without access to a private vehicle is in the census tract containing Mountain Village (8.7%). This is likely because public transit is abundant, and destinations are very walkable around Mountain Village which limits the necessity of a private vehicle.

Access to Transit

In census tracts 9681.03 and 9682, both on the West End of San Miguel County, less than 40% of developed parcels are within a quarter mile of a bus stop or gondola terminal. In census tract 9681.02, 78.3% of developed parcels are within a quarter mile of a bus stop or gondola terminal. Additionally, 8.7% of this census tract has no access to a private vehicle. This census tract is where Mountain Village is located, and the low vehicle access could be because people are able to use the gondola and other local transit services and do not need to own a personal vehicle.

Transit Propensity & Transit Need

Transit Propensity Analysis

SMART conducted a transit propensity analysis to predict the likelihood that people will utilize public transit services if they are available in different areas not currently served by transit. Factors used to determine transit propensity include population density, travel time to work, location of jobs in the region, household income, number of cars per household, and prevalence of disabilities.

Based on the transit propensity analysis, Pioneer Village and Hillside of Norwood are both locations with high transit propensity and are not currently served directly by existing transit. However, while

these locations have high transit propensity, they both pose challenges to service. Creating a safe stopping area for a bus in Pioneer Village may be difficult due to its location adjacent to Highway 145. Adding a bus stop in Hillside of Norwood would require a mile-and-a-half detour off of Highway 145. Both the high transit propensity and the obstacles to serving these areas were considered in the development of this Strategic Operating Plan.

Known Transit Needs Based on Transit Dependent Demographics

In 2022 SMART developed the Specialized Transit Roadmap, to identify the transportation needs of older adults and people with disabilities in SMART's service area. This section summarized the high-level findings from the existing conditions and public input analyzed for the roadmap. The West End communities, Naturita, Nucla, and Rico all have at least 20% of their population in the age range of 65 years and over. In San Miguel County there are 14% of those aged 65 years and over. Seniors living in the West End communities are likely in greater need of transit routes to connect them to services, especially because of the disparity of those living with a disability.

Naturita, Nucla, and Rico have a larger share of the overall population living with a disability and seniors living with a disability compared to San Miguel County. This impacts the need for greater transportation choices for those needing assistance to access appointments, shopping, recreation, and other services. These communities also have a larger share of families living in poverty and households that make twenty to thirty thousand dollars less than the state median income.

From the data analyzed and the input from stakeholders in the SMART Senior and Disabled Transit Service Roadmap, a few key transportation needs rose to the top as most pressing for older adults and people with disabilities in the study area:

- Need for more service to the West End (Nucla, Naturita, Norwood)
- Desire for expansion of Tri-County health medical shuttle
- Growing numbers of people needing supportive services
- Lack of awareness about existing transit options

For a more detailed report on transportation needs, please see the SMART Senior and Disabled Transit Service Roadmap: Existing Conditions Assessment.

Existing Transit Operations

This section describes the existing transportation services that SMART currently operates as well as other transportation providers that operate in the region.

Fixed-Route Bus Service

Table 4 displays summary information for each of the five bus routes SMART currently operates. In addition to these existing routes SMART will begin a new bus route between Telluride and Montrose.

Table 4: Summary of SMART's Fixed-Route Bus Service

		Weekday			Weekend		
Route	**Extents**	**Span of Service**	**Frequency**	**Round Trips per Day**	**Span of Service**	**Frequency**	**Round Trips per Day**
Nucla/ Naturita	Nucla – Telluride	6:45 AM – 6:45 PM	N/A	1	N/A	N/A	0
Norwood	Norwood – Telluride	6:55 AM – 12:45 AM	2 EB per AM, 3 WB per PM	2.5	7:25 AM – 6:05 PM	24h	1
Down Valley	Placerville – Telluride	7:05 AM – 7:10 PM	EB: 2 AM, 1 MD, 1 PM; WB: 1 AM, 1 MD, 2 PM	4	N/A	N/A	0
Lawson Hill	Upper Lawson Hill – Telluride	6:25 AM – 10:40 PM	45m	18	6:25 AM – 10:40 PM	45m	18
Mountain Village	Upper Lawson Hill – Centrum Building	7:35 AM – 9:35 AM, 4:40 PM - 6:40 PM	40m	6	N/A	N/A	0
Off-season Route (Gondola Replacement)	Upper Lawson Hill – Telluride – Mountain Village	5:55 AM – 11:53 PM	45m	24	6:05 AM – 11:53 PM	90m	12
Off-Season Express	Telluride – Mountain Village	6:15AM - 7:10PM	55m	14	N/A	N/A	0
Rico	Rico - Telluride	7:00 AM – 6:10 PM	N/A	1	N/A	N/A	0

Vanpools

In addition to fixed-route bus services, SMART also facilitates a van pool program for commuters. Vanpools are available between Montrose and Telluride, Montrose and Mountain Village, Norwood and Mountain Village, and Ridgeway and Mountain Village. Vans, fuel, maintenance, and insurance are supplied by SMART, driven by a volunteer, and serve three or more individuals from one central location. The current cost to participate is $40 per month. The vanpool program had an average of 48 active subscribers/month in 2023 across the different vanpools.

Other Transportation Services

Telluride and the surrounding region is served by several other public transit agencies in addition to SMART and some private transportation companies. Below is a list of the public transportation providers.

All Points Transit

All Points Transit is a transit provider based out of Montrose. In SMART's service area All Points provides a medical shuttle to regional medical centers and also operates a dial-a-ride system in Norwood, Nucla, and Naturita. SMART contributes annually to both of these All Points Transit services.

Local Transit

The town of Mountain Village operates the gondola between Mountain Village and Telluride and the Chondola between Mountain Village and the Meadows in the winter season, and these services are both replaced by a SMART bus service in the off-season. Additionally, Mountain Village offers a shuttle between the Meadows Area and the Village Center, and the Telluride Mountain Village Owners Association operates a dial-a-ride service.

The Town operates a fixed-route circulator bus service in the Town of Telluride called the Galloping Goose.

Bustang Outrider

The Bustang Outrider is an Interregional Express Bus Service that is administered by the Colorado Department of Transportation and operated by the Southern Colorado Community Action Agency (SoCoCaa). It operates two routes through the SMART's service area:

The Durango – Grand Junction route stops at Rico, Telluride and Placerville within SMART's service area. It operates one round trip daily, going from Durango to Grand Junction in the morning and returning to Durango in the afternoon. **The Telluride – Grand Junction route** stops in Telluride and Placerville within SMART's service area. This route makes one round trip on weekdays leaving Telluride in the morning and returning in the evening.

Ridership of All Services Overtime

Table 5 displays ridership over time for the three types of services SMART provides as defined by the National Transit Database. Ridership decreased by more than 50% in 2020 due to the COVID-19 pandemic but has recovered to similar levels than were seen in 2019. Ridership over recent years shows that the vanpool service has grown in popularity since SMART took over operations of the vanpools implementation in 2020.

Table 5: Summary of SMART's Ridership by Service Type

Mode	Annual Unlinked Passenger Trips				
	2019	2020	2021	2022	2023
Commuter Bus (Norwood/Nucla/Naturita, Down Valley, Rico, Mountain Village)	45,579	20,051	24,684	31,395	35,093
Bus (Lawson Hill)	32,557	16,848	24,687	30,448	42,873
Vanpool	N/A	2,620	2,792	6,837	7,664

Source: National Transit Database 2022 TS2.1 and SMART 2023 Ridership Logs

Table 6 shows the monthly ridership for each of SMART's fixed-route bus services. Norwood & Lawson Hill are the two highest ridership routes accounting for 46% and 39% of all ridership for SMART's regular season routes. Lawson Hill and Mountain Village routes do not operate in the off-season and are instead replaced by the Off-season route which operated when the Gondola is shut down for maintenance in the spring and fall. Most routes experience the highest ridership during peak ski season (December – March) with the exception of the Rico routes whose highest ridership months are September – November.

The relatively low ridership of the Down Valley route paired with its overlap with both the Norwood Route and Lawson Hill indicate it could be beneficial to consolidate into a single route that serves Norwood and Down Valley and increase service on both the Norwood/Down Valley Route and the Lawson Hill Route. Similarly, there could be efficiencies found in rethinking the Lawson Hill, Mountain Village, and off-season routes and study if there is a more efficient way to provide these routes at a higher level of service.

Public input from the survey indicated that many riders of the Rico Route are students or staff heading to schools in Telluride. The summer drop in ridership for this route may be due to this high school-oriented ridership and it may be beneficial to look at adjustments to the route's schedule that accommodate these school type trips.

Table 6: Summary of SMART's Ridership by Month

Route	2023 Ridership by Month												Annual Total
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Norwood (Including Nucla/Naturita)	3,167	2,820	3,224	1,602	2,064	1,876	1,826	2,213	2,134	2,240	1,816	2,248	**27,230**
Down Valley	723	763	737	298	488	535	421	530	411	366	306	445	**6,023**
Lawson Hill	2,896	2,720	2,716	131	468	2,479	1,955	1,992	2,490	1,587	814	2,805	**23,053**
Mountain Village	208	180	198	1	11	166	132	170	74	152	59	272	**1,623**
Rico	3,167	2,820	3,224	1,602	2,064	1,876	1,826	2,213	2,134	2,240	1,816	2,248	**1,840**
Off-Season Route	-	-	-	5,531	6,012	-	-	-	-	2,562	4,062	-	**18,167**
Monthly Total (Excluding off-season route)	**7,127**	**6,613**	**7,026**	**2,032**	**3,031**	**5,082**	**4,351**	**5,052**	**5,365**	**4,345**	**2,995**	**5,922**	**57,929**
Monthly Total (Including off-season route)	**7,127**	**6,613**	**7,026**	**7,651**	**9,185**	**5,082**	**4,351**	**5,052**	**5,365**	**7,224**	**7,338**	**5,922**	**77,936**

Source: SMART 2023 Ridership Logs

Fixed-Route Bus Ridership by Stop

The following tables and charts display the annual boardings by stops for each of SMART's fixed route bus services.

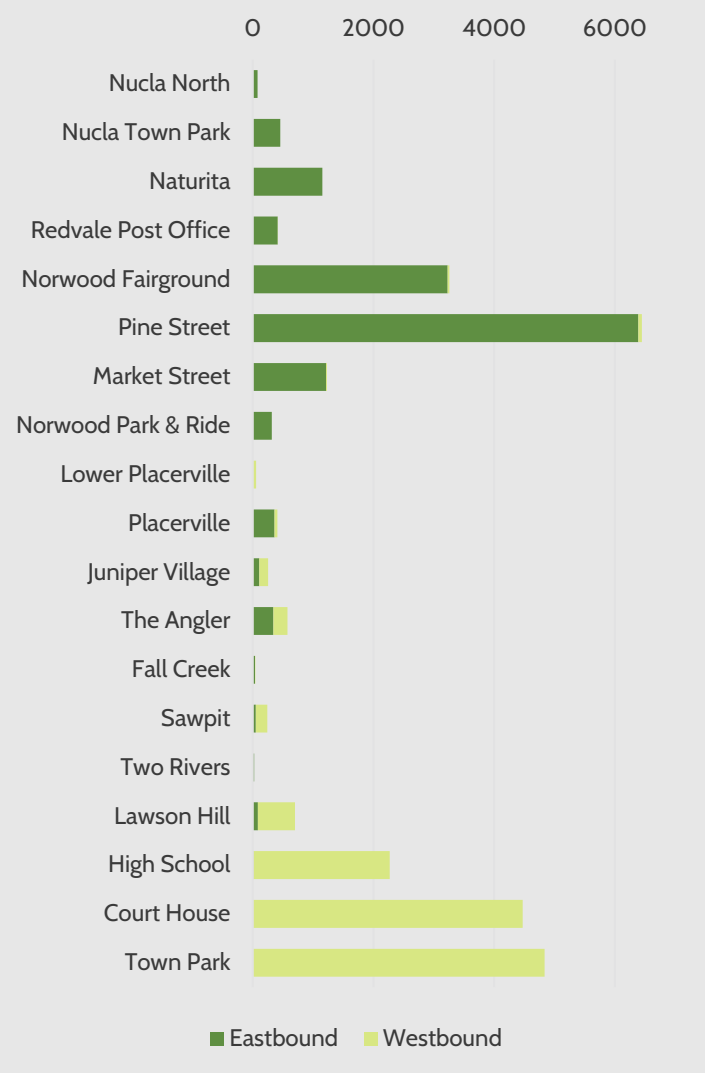
Norwood Route

Table 7: Norwood Route – Annual Boardings by Stop

Norwood Route			
Stop	**Eastbound**	**Westbound**	**Total**
Nucla North	80	0	80
Nucla Town Park	455	0	455
Naturita	1154	0	1154
Redvale Post Office	414	2	416
Norwood Fairground	3228	31	3259
Pine Street	6389	58	6447
Market Street	1214	15	1229
Norwood Park & Ride	316	0	316
Lower Placerville	1	53	57
Placerville	361	47	408
Juniper Village	109	145	254
The Angler	341	235	576
Fall Creek	37	5	42
Sawpit	49	191	240
Two Rivers	24	0	24
Lawson Hill	85	614	699
High School	9	2259	2268
Court House	5	4466	4471
Town Park/Pine St	0	4835	4835

Source: SMART 2023 Ridership Logs

Figure 9: Norwood Route Annual Boardings by Stop



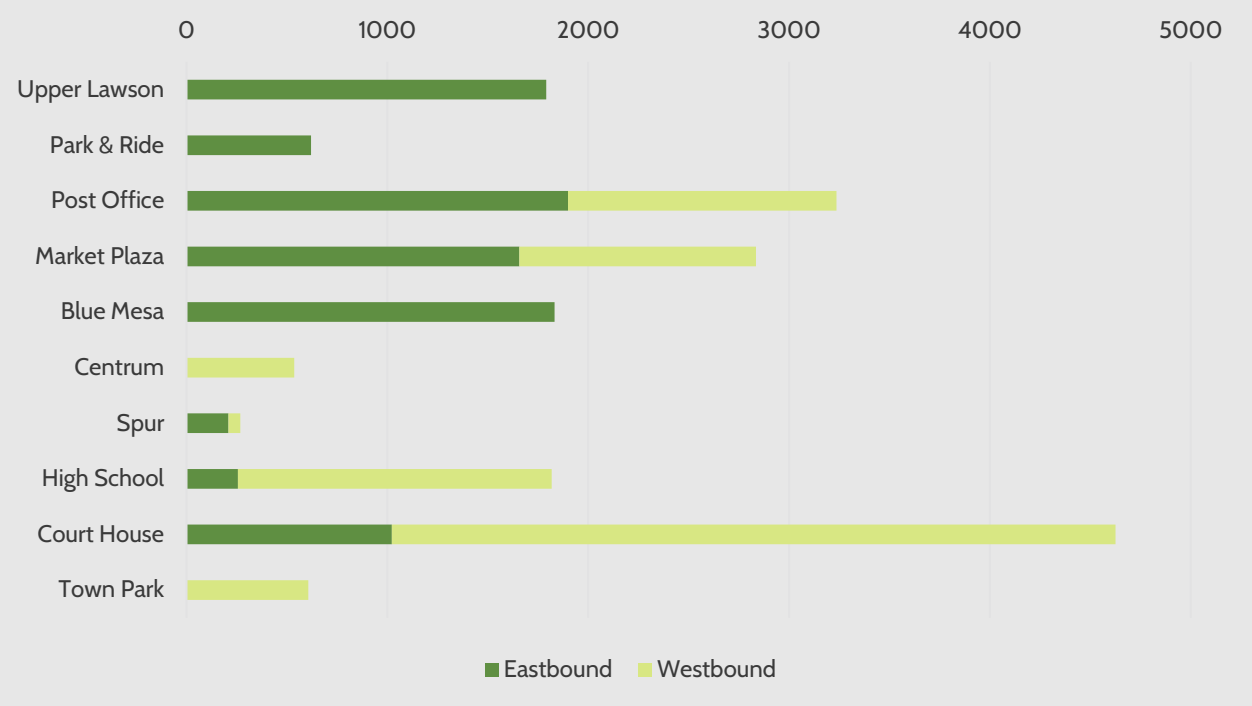
Off-Season Route

Table 8: Off-Season Route - Annual Boardings by Stop

Off-Season Route			
Stop	Eastbound	Westbound	Total
Upper Lawson	1791	0	1791
Park & Ride	620	0	620
Post Office	1899	1337	3236
Market Plaza	1657	1178	2835
Blue Mesa	1832	0	1832
Centrum	0	536	536
Spur	209	59	268
High School	256	1562	1818
Court House	1022	3603	4625
Town Park	0	606	606

Source: SMART 2023 Ridership Logs

Figure 10: Off-Season Route - Annual Boardings by Stop



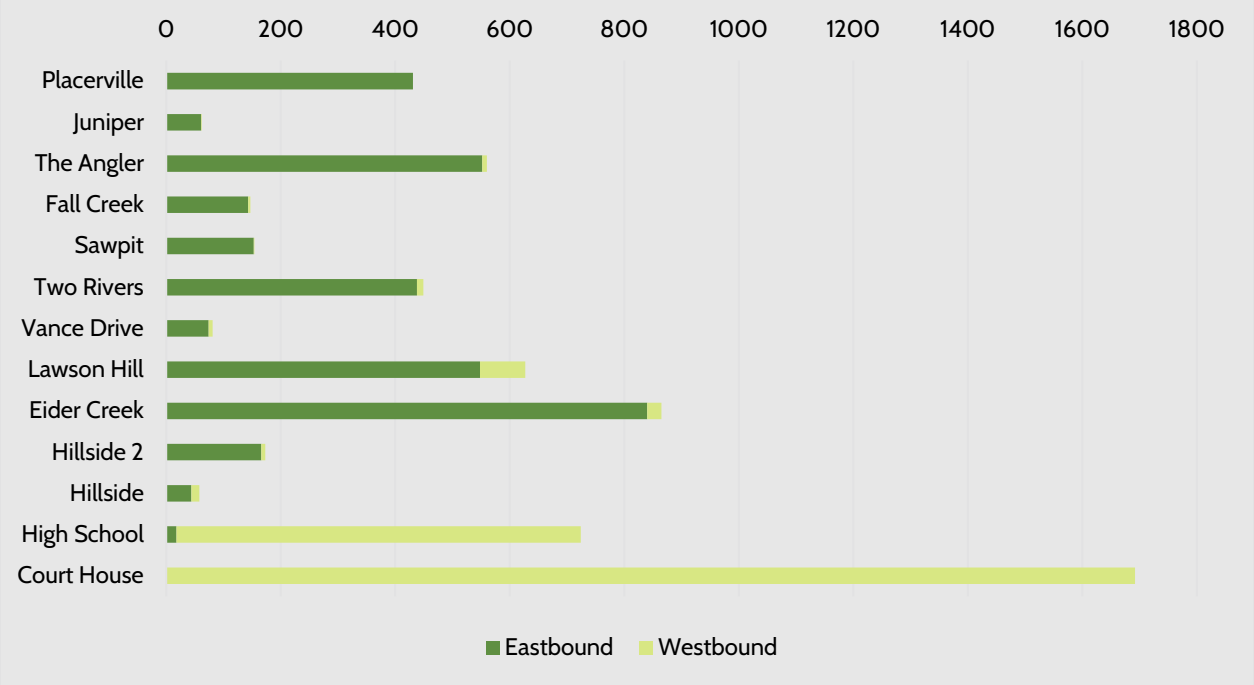
Down Valley Route

Table 9: Down Valley Route - Annual Boardings by Stop

Down Valley Route			
Stop	**Eastbound**	**Westbound**	**Total**
Placerville	431	0	431
Juniper	61	1	62
The Angler	552	8	560
Fall Creek	143	4	147
Sawpit	153	1	154
Two Rivers	438	11	449
Vance Drive	74	7	81
Lawson Hill	548	79	627
Eider Creek	840	25	865
Hillside 2	166	7	173
Hillside	44	14	58
High School	18	706	724
Court House	0	1692	1692

Source: SMART 2023 Ridership Logs

Figure 11: Down Valley Route - Annual Boardings by Stop



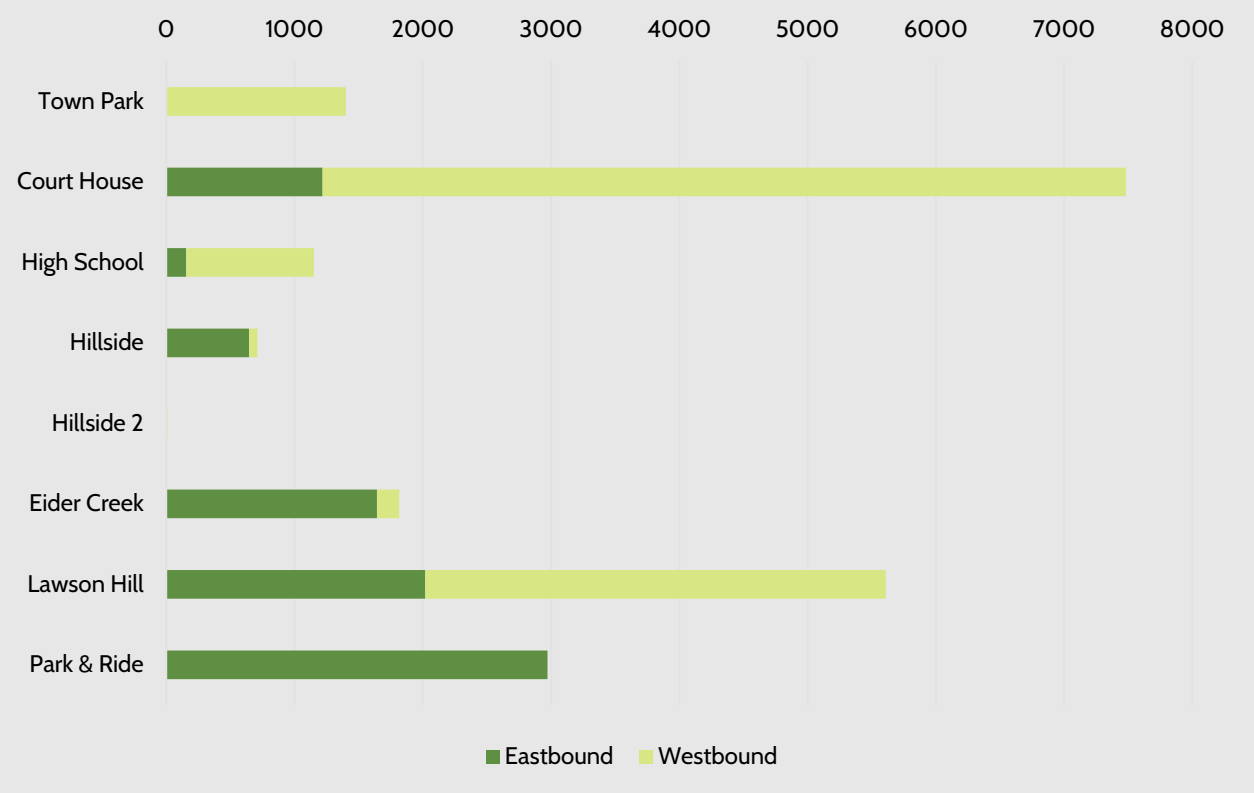
Lawson Hill Route

Table 10: Lawson Hill Route -Annual Boardings by Stop

Lawson Hill Route			
Stop	**Eastbound**	**Westbound**	**Total**
Town Park	0	1401	1401
Court House	1219	6263	7482
High School	312	2639	2951
Hillside	646	65	711
Hillside 2	N/A	10	10
Eider Creek	1643	173	1807
Lawson Hill	2019	3591	5610
Park & Ride	3081	0	3081

Source: SMART 2023 Ridership Logs

Figure 12: Lawson Hill Route – Annual Boardings by Stop



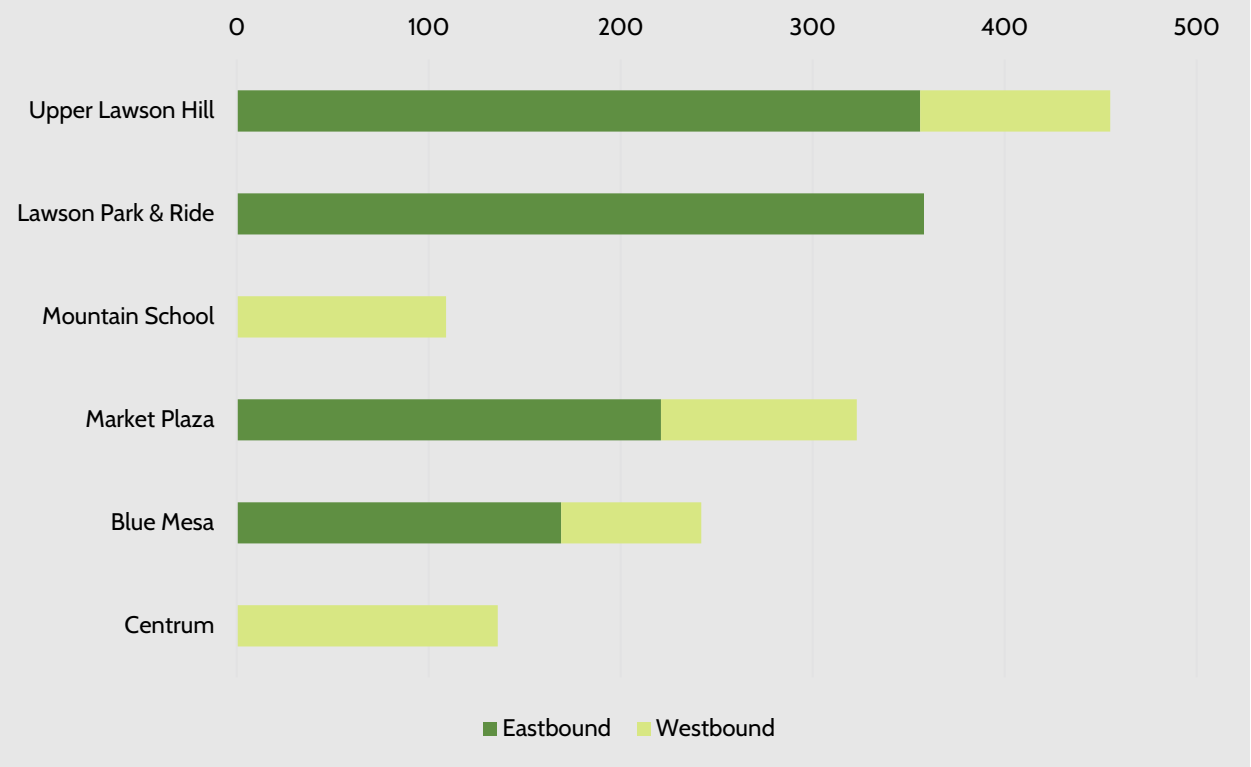
Mountain Village Route

Table 11: Mountain Village Route – Annual Boardings by Stop

Mountain Village Route			
Stop	**Eastbound**	**Westbound**	**Total**
Upper Lawson Hill	356	99	455
Lawson Park & Ride	358	0	358
Mountain School	0	109	109
Market Plaza	221	102	323
Blue Mesa	169	73	242
Centrum	0	136	136

Source: SMART 2023 Ridership Logs

Figure 13: Mountain Village Route - Annual Boardings by Stop



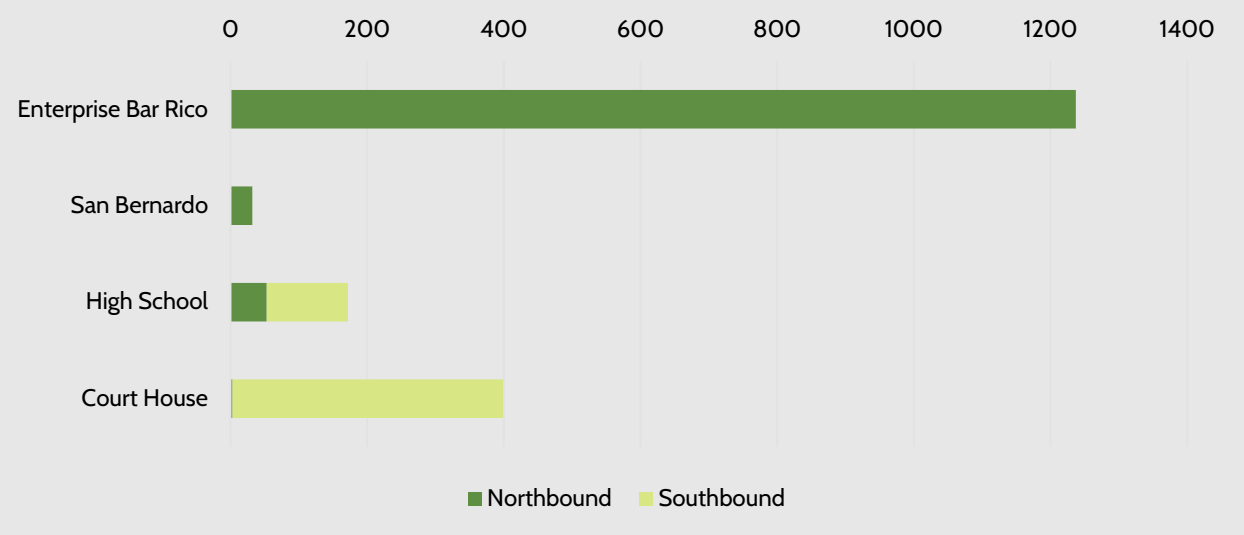
Rico Route

Table 12: Rico Route - Annual Boardings by Stop

Rico Route			
Stop	**Northbound**	**Southbound**	**Total**
Enterprise Bar Rico	1237	0	1237
San Bernardo	32	0	32
High School	53	119	172
Court House	3	396	399

Source: SMART 2023 Ridership Logs

Figure 14: Rico Route - Annual Boardings by Stop



Ridership by Time of Day

Table 13 displays the number of boardings for each route by time of day and direction of route. Unsurprisingly, morning riders tend to be eastbound towards Telluride, while most evening riders tend to be westbound on all routes except for Lawson Hill. Lawson Hill's highest ridership period is between 2:25PM – 8:25 PM due both to students taking the bus home after school and because there are more trips in this period than the other time periods.. Currently the Mountain Village Route operates in a way that caters to commute trips, and the ridership is low compared to the other SMART routes. Although lower ridership is common on newer routes like Mountain Village accommodating non-commute trips by adding midday service on this route may have benefits to ridership based on patterns seen on the Lawson Hill route. On Norwood and Down Valley routes, the midday busses showed heavier eastbound traffic, while the Lawson Hill midday ridership was more balanced with slightly heavier westbound traffic.

Table 13: SMART's Ridership by Time of Day

Annual Ridership by Time of Day					
Route	Time Period		Eastbound	Westbound	Total
Norwood	6:55 AM	8:30 AM	10587	N/A	10587
	9:45 AM	12:15 PM	1956	255	2211
	5:00 AM	6:45 AM	N/A	9905	9905
	11:30 AM	12:45 PM	N/A	1074	1074
	7:30 AM	8:30 AM	1728	N/A	1728
	5:05 PM	6:10 PM	N/A	1725	1725
Off-Season	6:05 AM	11:51 AM	3444	4256	5900
	12:10 PM	5:56 PM	4433	4447	8880
	6:15 PM	12:01 AM	1409	1978	3387
Down Valley	7:05 AM	9:10 AM	2498	244	2742
	11:30 AM	1:00 PM	816	237	1053
	5:10 PM	7:10 PM	154	2074	2228
Lawson Hill	6:25 AM	11:20 AM	2004	5440	7444
	2:25 PM	8:25 PM	5984	6905	12889
	8:25 PM	10:40 PM	923	1797	2720
Mountain Village	7:35 AM	9:35 AM	620	209	829
	4:40 PM	6:40 PM	484	310	794
Rico	7:00 AM	7:45 AM	1325	N/A	1325
	5:15 PM	6:10 PM	N/A	515	515

Source: SMART 2023 Ridership Logs

Route Performance

Table 14 displays the annual ridership, service hours, and service miles for the regular SMART routes. The Norwood and Lawson Hill routes have by far the highest ridership and the Down Valley route has considerably higher service milage compared to its ridership. The Norwood Route also has the highest number of service miles because of the length of the route. Lawson Hill has the most annual vehicle hours even though it is one of the shorter routes due to its frequent schedule in comparison to the other routes in the system.

Table 14: Ridership, Vehicle Hours, and Vehicle Miles

	Ridership		Vehicle Service Hours		Vehicle Service Miles	
Routes	Total 2023 Ridership	% of total system	Total 2023 Hours	% of total system	Total 2023 Miles	% of total system
Norwood	27,230	34.94%	2,642	21.94%	84,296	33.57%
Down Valley	6,023	7.73%	1,423	11.81%	40,040	15.95%
Lawson Hill	23,053	29.58%	3,701	30.74%	47,212	18.80%
Mountain Village	1,623	2.08%	798	6.63%	11,693	4.66%
Off-Season	18,167	23.31%	3,041	25.25%	53,495	21.31%
Rico	1,840	2.36%	436	3.62%	14,352	5.72%
System Total	**77,936**	**100%**	**12,041**	**100%**	**251,088**	**100%**

Source: SMART 2023 Ridership Logs and 2023 Annual Report

Table 15 displays the comparative productivity metrics of each of the regular SMART routes. The average cost per passenger trip (vanpools excluded) is nearly $25 and the average cost per mile (vanpools excluded) is nearly $5. Mountain Village has a high cost per passenger trip based on 2023 data at almost $50 per passenger trip due to its lower ridership compared with the other services in the system. Lower ridership is common for new routes like Mountain Village, but there may be improvements that can be made to the route's schedule or in combination with other routes to increase ridership for this route.

Table 15: Summary of SMART's Route Productivity

Route Productivity				
Routes	Passenger trips per hour	Passenger trips per mile	Cost per passenger trip	Cost per mile
Norwood	10.3	0.32	$10	$3
Down Valley	4.2	0.15	$24	$4
Lawson Hill	6.2	0.49	$15	$7
Mountain Village	2.0	0.14	$48	$7
Off-Season	6.0	0.34	$15	$5
Rico	4.2	0.13	$26	$3
System Average	**5.5**	**0.26**	**$23**	**$5**

Source: SMART 2023 Ridership Logs and 2023 Annual Report

Operational Analysis of Vanpool Service

For 2023, based on available data and estimates, the SMART vanpool services operated with:

- 7,664 one-way rides
- 3,234 hours
- 2,691 miles
- $47,529 in direct costs

Based on these 2023 data and using the 2023 reported ridership, the system performance metrics are calculated as:

- Passengers per hour = 42.4
- Cost per passenger trip = $6.20
- Cost per mile = $17.66

Source: SMART 2023 Ridership Logs and 2023 Annual Report

Progress Since Previous Strategic Operating Plan

Table 16 displays the service recommendations from the previous strategic operating plan and their status as of March 2024. Seven of the ten recommendations have either been implemented or are currently in progress. The remaining recommendations were carried forward as recommendations in the 2024 Strategic Operating Plan.

Table 16: Status of Recommendations from Previous Strategic Operating Plan

ID	Route	Project	Status
1	Rico Route	Add a new bus stop at Ophir Road on the southern route (now Rico route).	Incomplete – Carried forward as a long-term recommendation as the area develops.
2	Down Valley Route	Add a new stop at Ilium/Two Rivers.	**Complete**
3	Norwood Route	Extend route to Naturita (one bus in phase 1, two buses in phase 2)	**Partially Complete -** Only one bus extends on the Norwood Route to Nucla/Naturita.
4	Norwood Route	Additional weekday, midday trip.	**Complete**
5	Montrose Vanpool	Add an additional van.	**Complete**
6	Montrose Fixed-route Bus	A new fixed route bus between Montrose and Telluride with a stop in Ridgeway.	**In Progress** - Montrose to Telluride bus service planned to start in 2025.
7	Lawson Hill Route	Expand Lawson Hill service to be year round.	**Complete**
8	Mountain Village Route	New year round service between Lawson Hill intercept lot and the Town of Mountain Village.	**Complete -** New Mountain village bus route began service in 2022.
9	Lawson Hill	Fill-in midday service gap to provide 30-minute frequencies all day.	Incomplete – Carried forward into this plan.
10	Off-Season Route	Eliminate Off-season II (Express) route and replace it with the new Lawson Hill tripper route (now the Mountain Village route).	**Partially Complete -** Express off-season route still operating but the new Mountain Village route has also begun operations.

Public Input

As part of this update to the Strategic Operating Plan, San Miguel Authority for Regional Transportation conducted an initial phase of public outreach to understand how community members use SMART's services today, what challenges they encounter, and what improvements they would like to see made to SMART's services in the future. For this initial phase of outreach, a survey was available online between December 18, 2023, and February 3, 2024. It was advertised to community members via the SMART websites, local email lists, local radio station, and a demonstration in the local library. A total of 193 responses were collected online. Select questions were also available for community input via a physical board located in the Wilkinson Public Library during the period the online survey was open.

In addition to the initial survey, the project team also held public open houses in the spring of 2024 to solicit feedback on potential service improvements. The results from these public open houses helped the project team refine and prioritize their recommendations. The sentiment from these public open houses is captured in the Operating Improvements Evaluation section of this report.

The following section includes the results of a few key questions asked in the survey. The details of the survey results can be found in Appendix A - Public Survey Results.

Figure 15: When you ride the bus, where do you typically go?

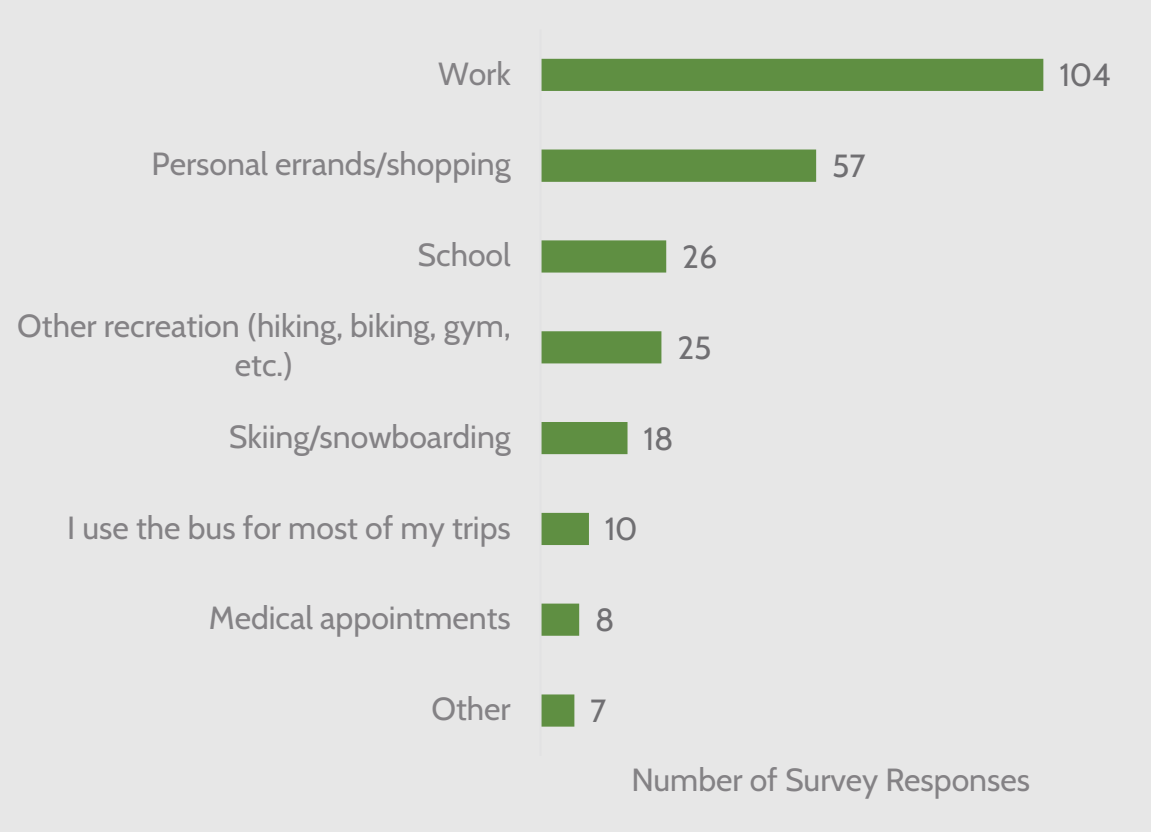


Figure 16: What are the barriers that stop you from riding the bus more or riding the bus at all?

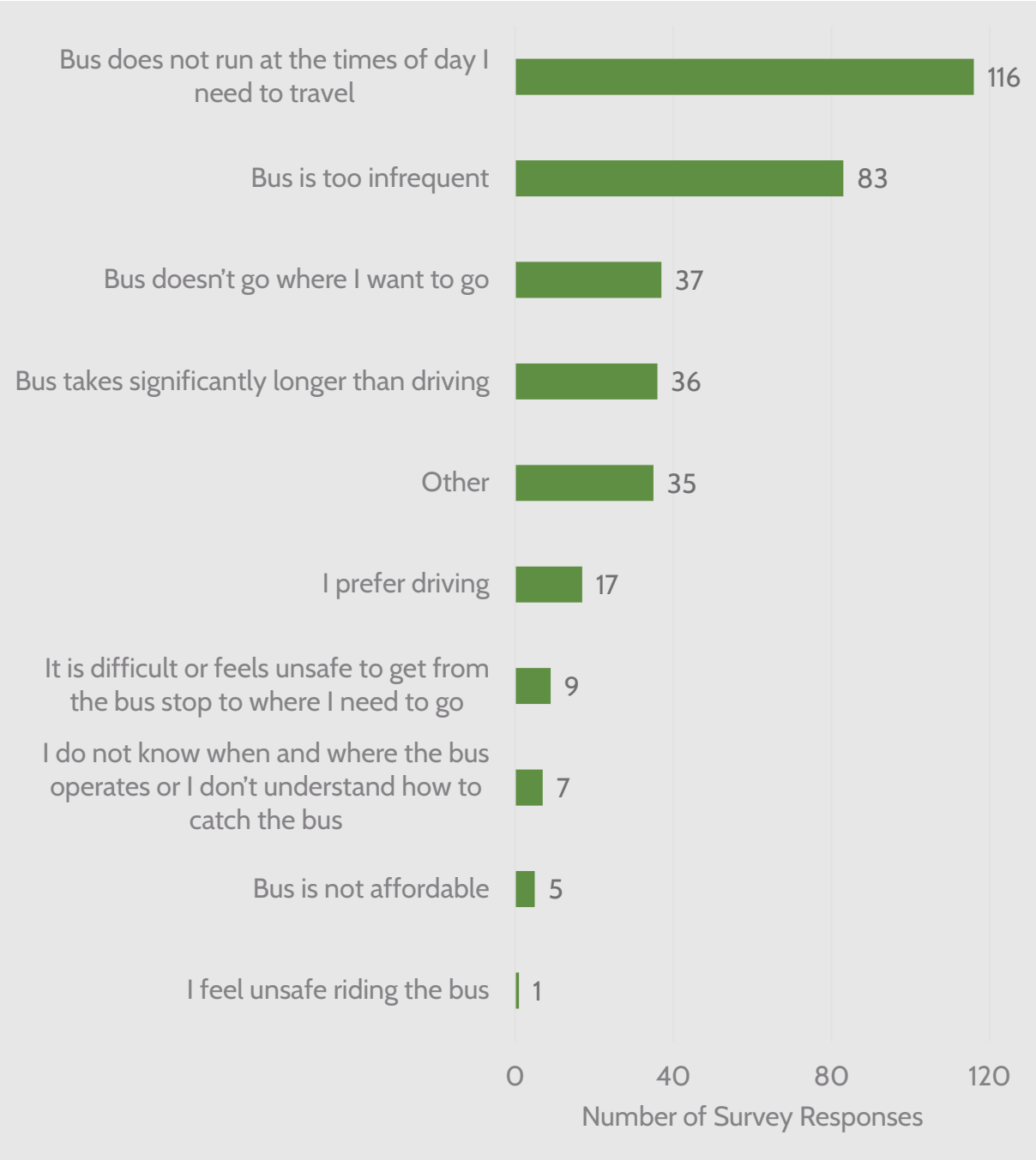


Figure 17: Rank your priorities for potential improvements to SMART's existing bus routes.

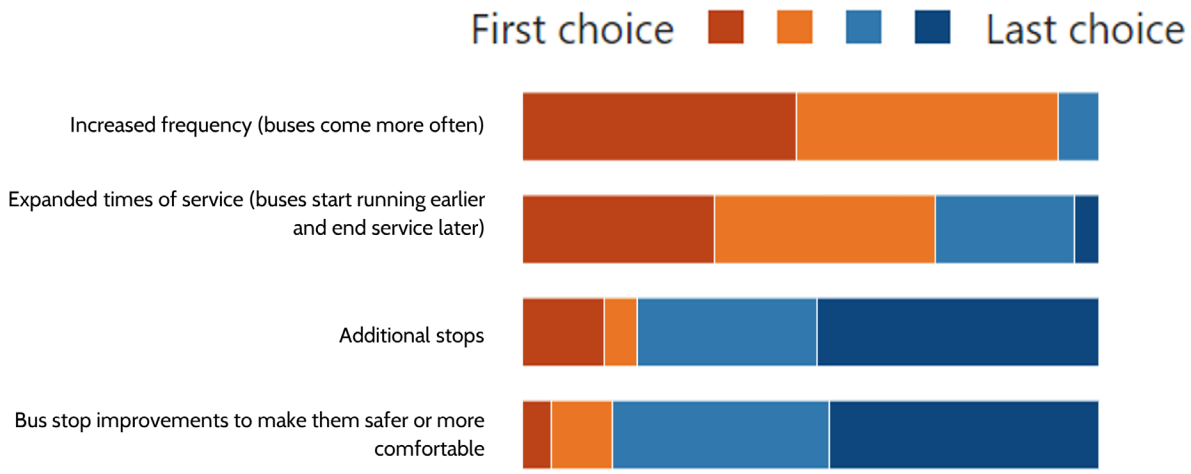
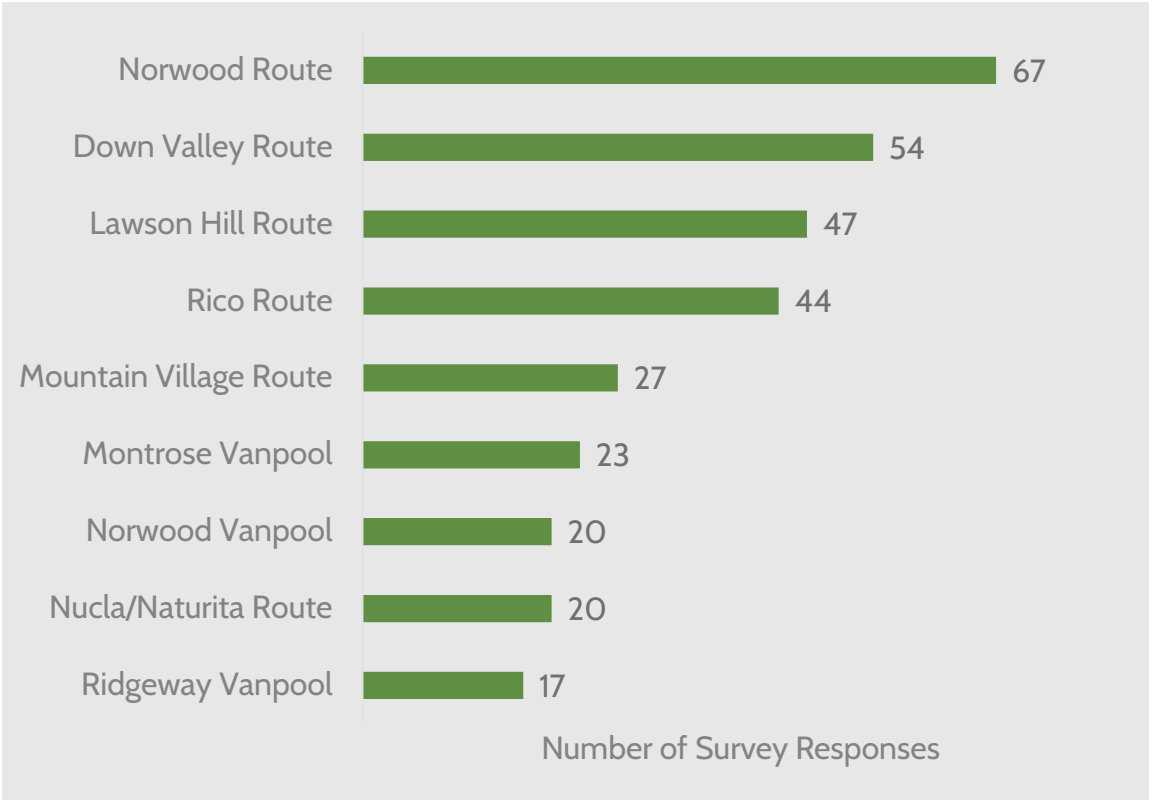


Figure 18: Which routes are your top priority for greater frequency of service?



Fare Structure Evaluation

This section provides an analysis of SMART's current fare structure and level of subsidies for each service, summary of fare structures of peer agencies, and the benefits and drawbacks of different alternatives for structuring SMART's fares in the future. **Table 17** displays SMART's current fares by route and how these fares compare to operating costs, revenue, and mileage. **Table 18** displays the fares of peer agencies across the state of Colorado and a summary of hoe these fares compare to mileage and whether or not the service is within the agency's funding district.

Table 17: SMART's Current Fares by Route

Route	One-Way Length of Route (miles)	Fare (per one-way trip unless otherwise noted)	2023 Revenue from Route	2023 Operating Cost of Route	Net Farebox Recovery	% Farebox Recovery	Fare/10 Miles (Average one-way Trip Distance)
Norwood Route	34 miles	$2	$26,681	$215,857	$ 25,276	12%	$0.60
Nucla/Naturita/Redvale	57 miles	$3	$18,759	$106,537	$ 18,024	17%	$0.52
Down Valley Route	16 miles	$1	$3,175	$166,348	$ 2,023	1%	$0.64
Rico Route	28 miles	$3	$4,074	$52,991	$ 3,721	7%	$1.09
Lawson Hill Route	5 miles	Fare Free	$0	$399,658	$ 0	0%	$0
Mountain Village Route	8 miles	Fare Free	$0	$88,587	$ 0	0%	$0
Off-Season Route	25 miles (complete loop)	Fare Free	$0	$306,229	$ 0	0%	$0
Off-Season Express Route	8 miles	Fare Free	$0		$ 0	0%	$0

Table 18: Peer Agency Fare Structures

Agency	Overall Approach to Fare Structure	Service Type	Inside or Outside of Funding District	Range of Trip Lengths (One-way)	Fare	Fare/10 Miles (Average one-way Trip Distance)
Eagle Valley Regional Transportation Authority (ECO Transit)	Fare free service within RTA Outside of RTA riders pay a fare per ride or through purchase of 24-hr or 30-day unlimited passes Discounts available for youth, seniors, military members, and through bulk purchase from employers	Regular Routes	Inside	15-30 miles	Free	$ 0
		Regular Routes (Gypsum Stops Only)	Outside (10-mile extension of an in-district route)	40 miles	$3/trip $6 for 24-hr unlimited pass $63 for 30-day unlimited pass	$ 0.75
		Premium Route (Leadville Stops Only)	Outside	40 miles	$7/trip $14 for 24-hr unlimited pass $200 for 30-day unlimited pass	$ 1.75
Roaring Fork Transportation Authority	Zone based fares where local trips within one zone (on both regional and local services) are free	Local	Inside (with additional local subsidy)	1-10 miles	Free	$ 0
		Regional	Inside	25-45 miles	Ranging from free (within zone) to $8 (extend of two regional routes combined)	$ 1.78

Agency	Overall Approach to Fare Structure	Service Type	Inside or Outside of Funding District	Range of Trip Lengths (One-way)	Fare	Fare/10 Miles (Average one-way Trip Distance)
Gunnison Valley Transportation Authority	Free	Regional	Inside	30 miles	Free	$ 0
Summit Stage	Free Transit Service on All Routes	Local (within Summit County)	Inside	4-20 miles	Free	$ 0
		Regional (connections to Lake County & Park County)	Terminate outside with some stops inside.	20-35 miles	Free (Fares used to be collected on commuter routes outside of Summit County but this was suspended in 2020, and fare free regional service continues today)	$ 0
Steamboat Springs Transit	Free local bus service and zone based fares for the regional route	Local	Inside	1-5 miles	Free	$ 0
		Regional	Outside	45 miles	Ranging from $1 - $6 based on length of trip	$ 1.33

Fixed Route Bus Fare Structure Alternatives

The following section details different alternatives for fare structure that were considered and the likely benefits and drawbacks of each alternative based on a set of evaluation criteria.

Evaluation Criteria

What are the considerations for each of these topics (most agencies lead decisions with one of these criteria):

- Equitable for taxpayers in district
- Equitable for low-income populations with the fewest transportation options and who experience the greatest cost burden from transportation
- Maximize farebox recovery
- Potential to increase ridership
- Transparency to the public

Fare Free Bus Service within District

This alternative includes making the Rico Route and Down Valley Route Fare Free and retaining fares on the Norwood/Nucla/Naturita Route, the new Montrose/Ridgeway Route.

Benefits

- Improve experience for riders on regional routes within the district.
- Potential increase to ridership on Down Valley and Rico routes, especially if fare free service is combined with increases in frequency.
- Benefits riders traveling within the district by eliminating fares.

Costs/Drawbacks

- Loss of revenue from Down Valley and Rico routes ($5,744 in 2023).
- Retain administration and financial costs for fare collection and tracking on out of district routes.
- Does not provide benefits to riders traveling outside of the district, where a significant portion of the workforce lives, particularly low- to middle-income workers commuting into the district daily.

Fare Free for All Fixed-Route Services

In this alternative, all fixed-route bus services would be free, and fares would only continue to be collected on the vanpool routes.

Benefits

- Improve experience for riders on all reginal bus routes.
- Potential increase in ridership from fare free service, especially if combined with increases in frequency of routes.
- Eliminate the administrative and financial cost of collecting and tracking fares.

Costs/Drawbacks

- Loss of revenue from all existing fixed route services ($49,044).
- Provides full subsidy of transit for communities outside of the district who are not currently paying into the system. SMART could consider service agreements with those communities to offset this subsidy.

Use of Mileage & Peer Agencies to Determine Fares

Currently SMART's fares are about $0.71/10 miles, roughly half the average of the cost of peer agency fares ($1.40/10 miles) on similar routes. SMART could standardize fares by the length of each route and increase fares to be more in line with those of peer agencies across the state.

This methodology, using $1.40/10 miles, would result in the following fare prices for the various destinations on each route that currently has or is planned to have a fare:

- Rico (28 miles): $3.86 (round to $4)
- Down Valley (16 miles): $2.18 (round to $2)
- Norwood (34 miles): $4.70 (round to $5)
- Nucla/Naturita (57 miles): $8.02 (round to $8)
- Montrose (67 miles): $9.38 (round to $9)
- Ridgeway (39 miles): $5.46 (round to $5)
- Vanpools (550 miles/month): $77/month
- (This is the average monthly mileage across all vanpools but could be adapted vanpool to vanpool based on distance traveled.)

Benefits

- Creates a consistent and transparent formula across all service types for fares to be determined.
- A periodic review of peer agency fares could be conducted to establish when raising the rate/10 miles is appropriate.
- Would generate additional revenue for SMART's services assuming current ridership trends continue.
- Provides a case for the need to increase fares on SMART's services.
- Can be combined with fare free service within the district if desired.

Costs/Drawbacks

- Could have negative impacts to ridership, particularly if fare increases are introduced too suddenly.
- Using a fare by distance model put the greatest cost burden on riders traveling the furthest, many of whom are likely to be low- to middle-income workers relying on the bus daily to and from work.

Standard Rate of Subsidy to Determine Fares

In this alternative all routes would receive standard rates of subsidy based on the type of route and whether they are within SMART's district. Fares would be determined by the amount needed to cover the unsubsidized portion of the route's expenses. Below is one an example of how this model of fare structure could look:

Table 19: Example of Structuring Fares Based on Subsidy Level

Fare Subsidy Calcs	% Subsidy	$ Amount Subsidized	$ Amount Covered by Fares	Annual Ridership (Vanpools show average monthly subscribers)	Fare	Rounded
Norwood Route	80%	$172,685.60	$43,171.40	22294	$1.94	$2/ride
Nucla/Naturita/Redvale	80%	$85,229.60	$21,307.40	4210	$5.06	$5/ride
Down Valley Route	95%	$158,030.60	$8,317.40	8065	$1.03	$1/ride
Rico Route	95%	$50,341.45	$2,649.55	1840	$1.44	$1/ride
Vanpools	80%	$38,023.52	$9,505.88	48	$16.50	$17/month

Note: This example assumes:

- *Currently free routes remain free (100% subsidized)*
- *Nucla/Naturita/Redvale Ridership was estimated by doubling the number of boardings that occur in this fare zone on the Norwood route.*
- *Norwood ridership is twice the number of boardings that occur at stops in Norwood fare zone on the Norwood route.*
- *Down Valley ridership is twice the number of boardings in the Down Valley fare zone of the Norwood route plus the total annual ridership of the Down Valley route.*

Benefits

- Allows for clear decisions around route subsidies to be set where in-district routes can have higher levels of subsidy.
- Determines fares directly based on the cost to operate the route in relation to the ridership of that route.
- Fares not as directly tied to the lengths of routes may provide the benefit of lower fares for riders on popular routes that are longer.

Costs/Drawbacks

- This method of fare setting may be less transparent to the general public.
- Setting fares based on fluctuating factors like operating cost and ridership may require SMART to change fares more often to remain true to the fare structure method or determine appropriate intervals for reassessing fares and accept that the level of subsidy may not be exact through longer intervals.

Vanpool Fare Analysis

Peer Agency Vanpool Pricing

We compared five peer transit agencies with vanpool programs to understand their pricing structures of their vanpools. The three programs that charge for their vanpools all very their pricing by route either using mileage, operating cost, or ridership to determine each fare. Two agencies fully subsidize their vanpools with Cascades East Transit fully subsidizing all vanpool in the district and Park City fully subsidizing vanpools for their employees.

Table 20: Vanpool Fare Comparison of Peer Agencies

Agency	Overall Approach to Vanpool Fare Structure	Inside or Outside of Funding District	Average Miles/Month (estimates)	Average Fare	Average Fare/ 10 miles
SMART	**One flat monthly fee across all vanpools**	**Outside**	**1816 miles/month**	**$40/month**	**$0.22**
Mountain Metro Transit	Rate per person based on miles traveled per month and van type	Inside	2,000 miles/month	$198/month	$0.99
				$130/month	$0.65
Missoula Ravalli Transportation Management Association	Monthly fare varies by route	Both	1130 miles/month	$100/month	$0.88
North Front Range Metropolitan Planning Organization	All costs are split between riders	Inside	2400 miles/month	$200/month	$0.83
Cascades East Transit	Subsidized entirely within the funding region	Inside (outside is organized separately and not subsidized)	6-60 miles	N/A	N/A
Park City Municipal	Free for Park City Municipal Employees	Inside	34 miles	N/A	N/A

Vanpool Pricing Alternatives

The following section details the different alternatives for pricing vanpools that were considered and likely benefits and drawbacks of each.

Standard Monthly Rate Across All Vanpools (Current Model)

This alternative involves setting a standard monthly rate across all vanpools regardless of route length. This rate could be set by dividing the cost of operating all of the vanpools (minus the desired amount of subsidization) by the typical number of monthly subscribers.

Benefits

- Simple to calculate and communicate across all vanpools.
- All riders pay the same rate which benefits riders coming from further away where housing prices are lower and where more of the service workers tend to commute from.

Costs/Drawbacks

- Riders of shorter vanpools that cost less to operate are helping to subsidize the longer vanpool routes that cost more to operate.

Standard Rate Based on Miles Traveled

This alternative involves setting a monthly rate for various ranges of maximum miles traveled per month and dividing the rate equally amongst riders of each van.

Benefits

- Allows for greater revenue from vans that see higher mileage and use.
- Could increase ridership for shorter commutes because the cost is proportionally lower.

Costs/Drawbacks

- Requires more detailed organization of costs across the vanpool system.

Standard Rate Based on Defined Route

This alternative involves setting a monthly rate for each route established by riders and dividing the rate equally amongst riders of each van.

Benefits

- Allows for greater revenue from vans that see higher mileage and use.
- Could increase ridership for shorter commutes because the cost is proportionally lower.
- Allows for variables other than mileage to be incorporated into rider cost, just as vehicle storage, average ridership, etc.

Costs/Drawbacks

- Requires more detailed organization of costs across the vanpool system.

Riders Share Monthly Expenses

This alternative involves the riders of each van documenting and splitting the cost of the van, fuel, maintenance, and insurance. (This alternative could also be adjusted with SMART covering a subsidized portion of the costs and fares being set to recoup the remaining cost.)

Benefits

- Removes the cost burden of vehicle maintenance and insurance from SMART.

Costs/Drawbacks

- Variable cost could detract ridership.
- Riders receive the burden of tracking cost and van maintenance.

Cost Covered by Employer

This alternative involves incentivizing employers within the region to cover the cost of vanpooling for their employees.

Benefits

- Could help employers retain employees by subsidizing their commute if they have to live outside of Telluride or in employee housing.

Costs/Drawbacks

- Requires employer buy-in.
- Requires riders to group themselves by employer instead of by desired route.

Fare Structure Recommendations

Based on the analysis of SMART's current fare structure for fixed-route buses and vanpool services, it is recommended that SMART consider adopting a new fare structure to make the systems fares more consistent, easy to understand, and considerate of the investment already made by communities within the RTA district.

A mileage-based approach to pricing vanpools is recommended to better align with the pricing rational for fixed route buses and account for longer routes costing more money to operate.

For more details on the recommendations for SMART's fare structure see the Updated Fare Structure section of this report.

Microtransit Feasibility Assessment

As part of the strategic operating plan, the project team evaluated the feasibility of microtransit as a tool to employ in SMART's service areas. This section provides information on the basics of microtransit (what it is, where it works best, and what transportation gaps it can help solve) and an assessment of whether or not microtransit is a reasonable service within SMART's service area.

Overview of Microtransit

What is Microtransit?

Microtransit is a form of on-demand response transit using a smartphone app to match trip requests in real-time. Microtransit typically uses small vans or shuttle buses and can be contracted turn-key or operated by an agency with purchased ride-matching technology. Microtransit operates dynamically providing point-to-point connections within a defined area (zone) in response to real-time rider trip requests. Microtransit connects low to medium density areas to key destinations where origin/destination pairs are too spread out to be served well by a fixed route bus.

Figure 19: Photo of High Valley Microtransit in Park City, UT (Source: High Valley Transit)

For users, it is similar to using ride hailing services such as Uber or Lyft with the ability to request a trip within a short timeframe (typically 15 minutes or less) and be picked up and dropped off within a short distance of the destination.

Where Does Microtransit Make Sense?

In recent years microtransit has proven as a successful tool to meet certain transportation needs in areas with characteristics including:

- Low to mid density (<15 residents/acre or <10 jobs/acre)
- A mix of housing, jobs, shopping, and services within 1-2 miles of each other
- Desired origin/destination patterns are scattered rather than linear, therefore not served well by a fixed-route bus
- Communities where many people do not have access to private vehicles or cannot easily afford gas or transit passes
- First/last-mile gaps to high frequency transit
- A service area close to six square miles is ideal for efficiency of the service (although larger and smaller service areas have proven successful in certain circumstances)

Even in an ideal service area, microtransit may not always be the best solution to providing transportation depending on an agency's goals for a new service. Microtransit has potential benefits and common trade-offs:

Potential Benefits

- Popular with users/community members.
- Provides an affordable transportation option (if free or at a low fare).
- Increased transit ridership on fixed-route buses when used as a fist/last-mile tool.
- Provides a safe transportation option in areas where walking or biking is unsafe.
- Helps with parking management.
- This can be implemented quickly through turn-key operator contracts with little infrastructure required.

Common Trade-offs

- Cost per passenger on microtransit is typically significantly higher than on other fixed-route services.
- Can add to traffic and vehicle miles traveled due to dead-head distances between trips.
- Requires purchasing technology and on-demand dispatch services.
- The larger the service area the more vehicles required to serve that area, or the longer response times are for requested rides.
- The more demand grows, the more operating resources (drivers, vehicles, and associated costs) are required to meet that demand.
- Some microtransit trips replace what would otherwise have been a bike or walk trip.

Types of Microtransit Service

There are several different ways microtransit can operate. Each model has advantages and disadvantages – the best choice is usually determined by which service best achieves community goals and serves the target populations.

Zonal

In a zonal model, any two points within a defined microtransit zone can be connected. The points are typically connected door-to-door or street corner to street corner. Passengers enjoy the advantage of getting picked up and dropped off where they are and where they want to go with minimal walking required, as well as being able to use the service for a variety of trip purposes within the zone. This model works best for areas that are about six square miles in size and contain a mix of housing, services, and employment with no dominant origin/destination patterns. This model is the most flexible and convenient for riders but is the least efficient to operate since it is more challenging to combine trips efficiently when they do not share a common origin or destination.

Zone to Point

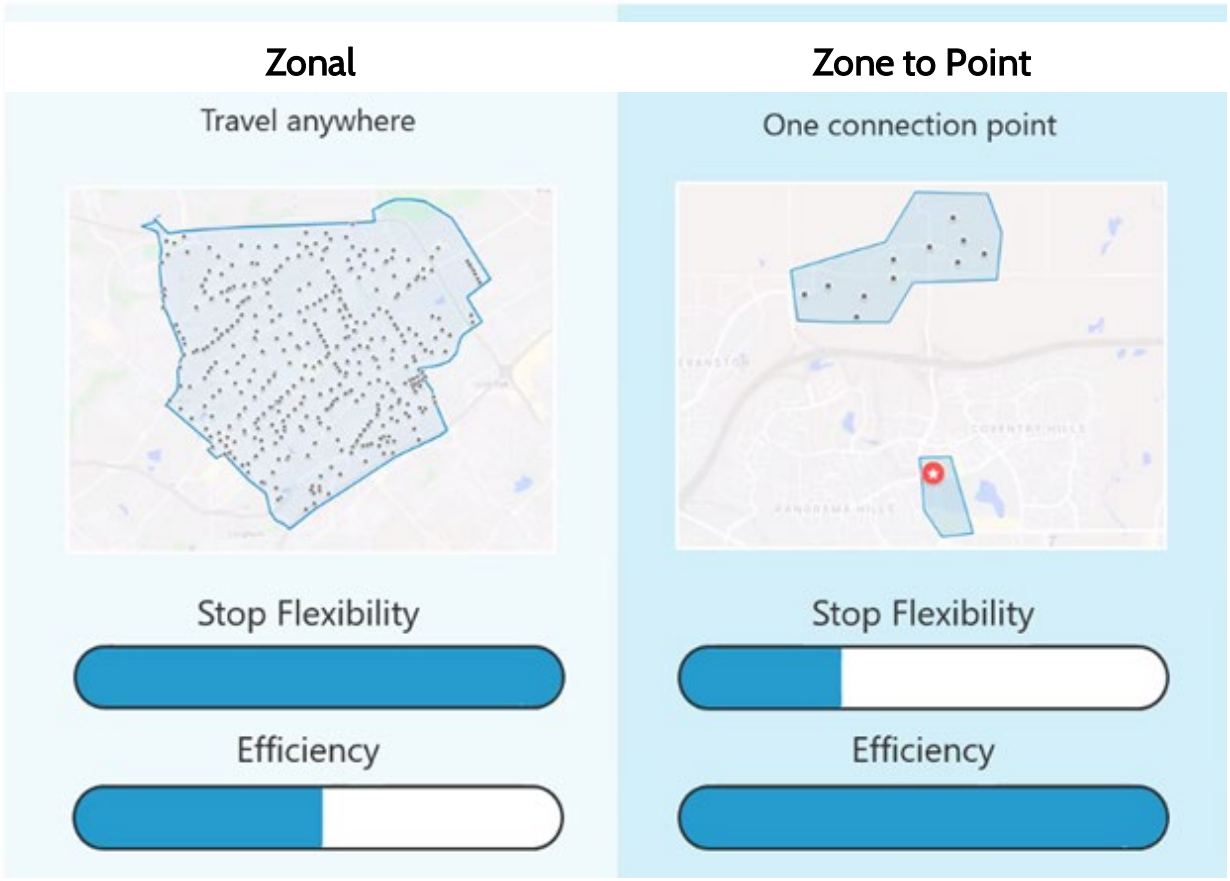
In a zone to point model, a microtransit zone is defined in combination with a specific destination point, usually a bus or rail station, outside of the zone. In this model, passengers can only go from the microtransit zone to the defined point. Passengers can get picked up or dropped off door-to-door or corner-to-corner in the microtransit zone, but the trip typically needs to start or end at the defined point. This type of service often departs and arrives at the defined point at times that correlate to bus or train departure or arrival times. A zone to point model usually has high ridership but is primarily used by commuters (or other specific user groups) as a first and final mile connection to rapid transit.

Flex Route

A microtransit flex route model operates more like a fixed route bus with pre-determined bus stops and time points, but a flex route has the ability to go off-route within a specific zone between stops to pick up and drop off passengers who request real-time trips. This allows passengers to use defined stops at a scheduled time (like a traditional bus) or to request a trip in real-time within the flex route zone. This model is more efficient than the two previously described models since many passengers will elect to use the scheduled route. However, in combining both types of services, both trips taken on the scheduled route and through on-demand requests are less convenient than they would be independently. This is because on-demand trips are served in a way that provides the least disruption to the scheduled route, making response times longer than the on-demand only services, and the scheduled route has to build in extra time for deviations into the schedule. This model of microtransit service works best where the majority of desired origins and destinations fall along a linear route and requested deviations are infrequent and primarily provide a paratransit like service for people unable to easily reach the designated stops. This option allows smaller agencies to provide local bus routes and paratransit service with a single vehicle.

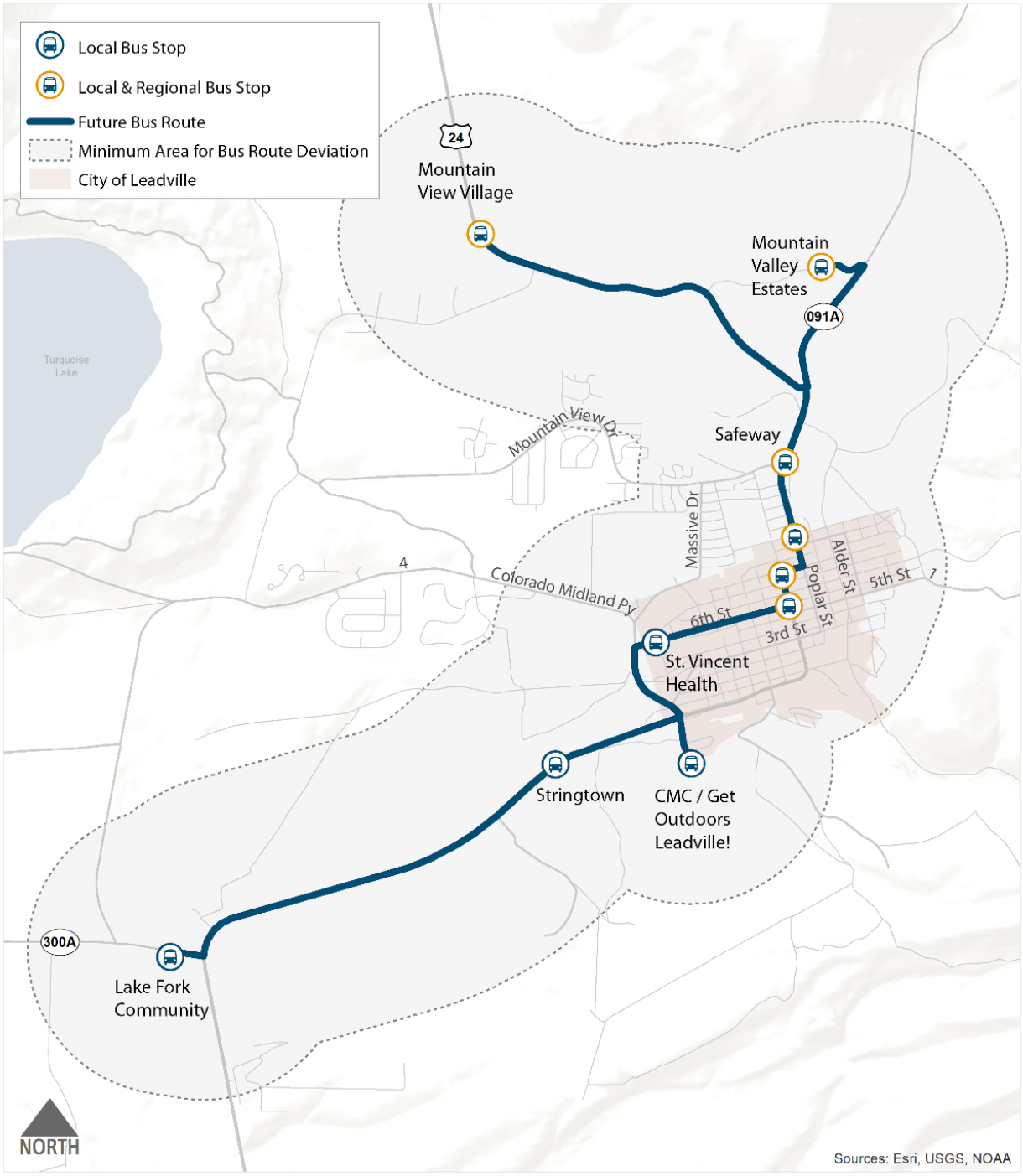
Examples of microtransit applications and microtransit service models are shown in **Figure 20 & Figure 21**.

Figure 20. Zonal & Zone-to-Point Microtransit Service Model Examples



Source: RideCo, Inc.

Figure 21: Example Map of a Flex Route Microtransit System

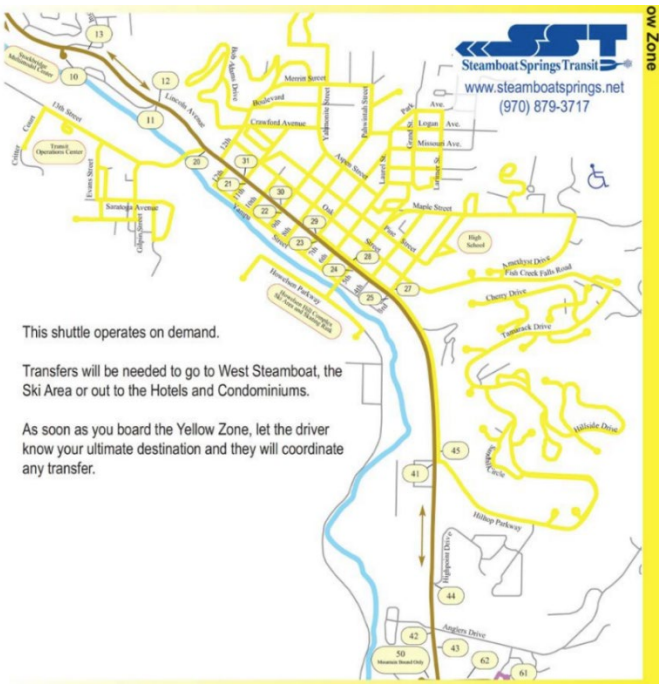


Examples of Peer Communities with Microtransit

Yellow Zone Microtransit – Steamboat Springs, CO

The Yellow Zone microtransit serves downtown Steamboat Springs and surrounding neighborhoods, recreation center, and multimodal center shown in **Figure 27.** It replaced an underutilized transit route that previously served the downtown area. The service area is approximately 3.2 square miles, and the "Yellow Zone" is a small part of the Steamboat Springs Transit service area that contains schools, high density areas, low income residential areas, the historic downtown, and remote parking. Rides on the Yellow Zone service can be between any two points within the service area. Wait times for a ride can be up to 15-minutes, but many rides are responded to in seven minutes or less.

Figure 22: Yellow Zone Service Area



Source: SST, City of Steamboat Springs, 2023.

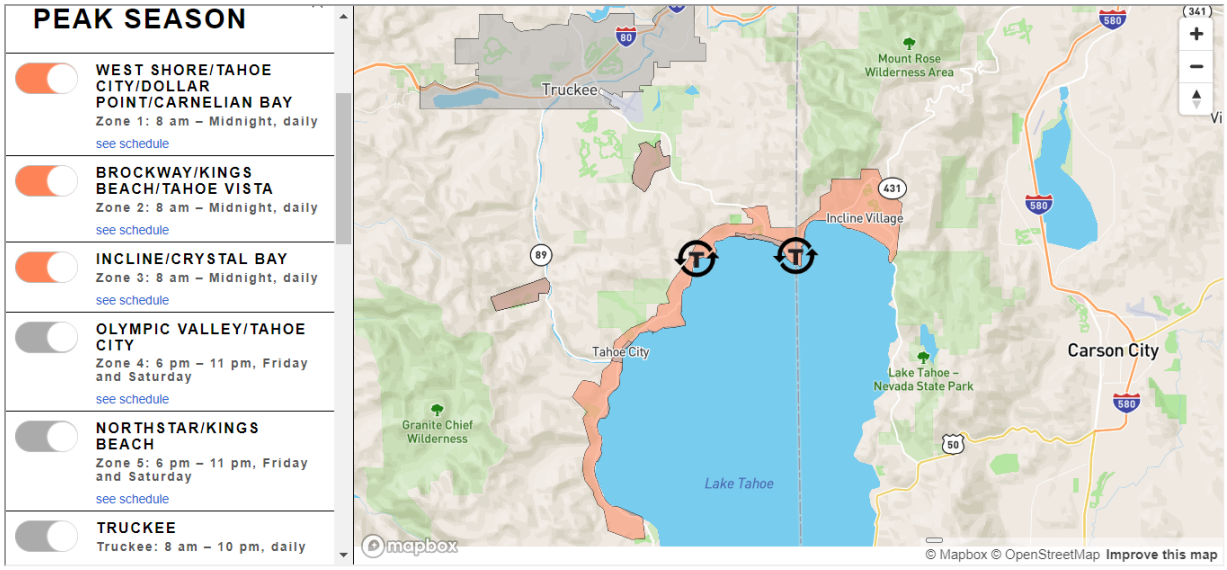
Steamboat Springs uses one to two battery electric vans to support the service in addition to one gasoline-powered ADA-compliant van (to be converted to battery/electric van soon). Each van is equipped with bike racks and only service animals are allowed in the vehicle.

TART Connect – Placer County, CA

The Tahoe Truckee Area Regional Transit (TART) Connect offers free, on-demand microtransit service that operates in Placer County, California and Washoe County, Nevada. TART Connect operates six different geographical zones surrounding Lake Tahoe, neighborhoods along two state highways, and the adjacent city, Truckee, as shown in **Figure 23**. During the peak season there are a total of six zones and during the off-peak season, there are four.

There are 11 vehicles that operate within the Placer County zones and a total of six in the Washoe County zones. The North Lake Tahoe TART Connect allows service animals only while Truckee TART Connect allows all well-behaved pets. There are two service vehicles that are ADA accessible that riders may request. The vehicles are gasoline-powered vans equipped with bike racks in the summer. Due to the high demand for the service and the large service area, the response time for a ride can take up to 40 minutes in some zones.

Figure 23. TART Connect Zones



Source: TART, 2023.

Micro by High Valley Transit – Summit County, UT

High Valley Transit provides free microtransit service in three distinct zones in northern Summit County, Park City, and Heber Valley, Utah shown in **Figure 29.** The service connects to high-frequency microtransit and fixed-route buses, providing seamless travel throughout the region. Initially launched with one zone, approximately 30 square miles in size, and 14 vehicles at peak time, the service has expanded to include two additional zones due to its popularity. High Valley Transit uses approximately 20 branded sedans, minivans, and SUVs equipped with bike racks and ski racks in the winter, making it a convenient and sustainable option for residents and visitors alike to get around. There was a 41% increase in total fixed route rides and a 113% increase in micro rides between July 2022 and July 2023.

Figure 24: High Valley Transit Service Map

Source: High Valley Transit, 2023.

Does Microtransit Help Achieve SMART's Goals?

Microtransit can be an effective tool for filling transportation gaps for areas that cannot be better served by a fixed route bus service. However, microtransit is not always the best solution, depending on an agency's goals. The following section lists SMART's goals as an agency and describes whether or not microtransit serves each.

Efficiency

Regional transit can better coordinate planning, service, and infrastructure to deliver coordinated transportation services.

Microtransit is likely to have a negative impact on the efficiency of SMART's operations. Microtransit is a less efficient service from a cost per passenger perspective than SMART's existing services (fixed route bus and vanpool) and requires purchasing new technology from a provider for the SMART phone app and call-in dispatch service. The management of a microtransit system would likely require an additional staff member to manage the microtransit service as at least part of their role. The additional cost and administrative time could be worth it if a significant need is identified that is best served by microtransit. However, if the need could be served by vanpool or a fixed-route bus instead, then these services are more efficient options.

Economy

Improved services will give businesses, employees, and guests more reliable transit options.

Microtransit could have a positive impact to local economic activity if it is designed in a way that allows people to take trips they were not already taking by improving convenient access to more jobs, services, shopping, or recreation. This would be most relevant to the populations who do not have access to a private vehicle, in areas not currently well served by existing transit, or during times bus routes are not operating (i.e. late at night when bars close).

Reduced Traffic

A convenient, affordable transit system reduces traffic and parking impacts.

Microtransit is likely to have a negative impact to traffic. Although microtransit trips may convert some single-occupancy car trips to shared microtransit trips, overall microtransit has been shown not to reduce (and in many cases increase) vehicle miles traveled due the deadhead miles that occur between trips, which are typically not sequential and not shared, and the fact that some microtransit trips may replace trips that were previously taken by walking or biking.

Microtransit could have a positive impact to parking demands if paired with a park-n-ride lot or if service is sufficient to replace trips that would otherwise be taken by car by residents, visitors, or employees.

Green Choice

Fewer vehicles on the roads mean improved air quality.

If the microtransit were operated with gasoline-powered vehicles, it is likely to have a neutral to negative impact to air quality because microtransit does not reduce vehicle miles traveled as explained under the previous goal.

If the microtransit vehicles are battery electric and are shown to replace gasoline-powered vehicle trips, this could have a positive effect on local air quality, but this outcome cannot be guaranteed considering the extra vehicle miles microtransit typically generates.

Grants

Offers more leverage for our region to obtain expanded funding from grants.

There may be additional grants available outside of SMART's current funding sources that SMART could pursue to fund a new microtransit service. However, overall adding a microtransit service is likely to neither improve nor hinder SMART's ability to apply for additional grants or other new funding streams. Other transit agencies have found that microtransit competes with existing resources for fixed route transit and have had to develop new local funding sources to sustain ongoing microtransit operations.

Access

Increases mobility for everyone in our region.

Microtransit could have a positive impact on access if designed to address the travel needs of people with limited transportation options in areas not currently well served by existing transit, walking or biking routes. Of SMART's goals, access is the one that microtransit could provide the most benefit to if an appropriate service area were identified.

In summary, a microtransit system (if designed to serve an existing gap in services) has the potential to help SMART achieve its goals of improved **economy** and **access**. Adding a microtransit service may negatively impact SMART's goals for improving **efficiency** and **reducing traffic**. The impacts of a microtransit service to SMART's goals of acquiring more **grant funding** and providing **green transportation choices** are less clear but likely impacts would be neutral to slightly negative.

Suitability of Microtransit in Select Locations

Microtransit Suitability Criteria

The project team chose four suitability assessment factors for consideration of how microtransit could serve identified geographic areas.

- **Sufficient mix and density of land uses:** There is a mix of low and medium development in the areas (apartments or single family homes on small lots) and there is both residential and commercial/employment in the area that people want to connect between.
- **Lack of existing transit access:** No transit stops within a quarter-mile
- **Dispersed trip pairs:** Likely origin and destination pairs are hard to define and hard to serve with a fixed route bus.
- **Identified equity need:** There has been a need identified for improving transportation equity to a particular population in the areas.

Microtransit Suitability Comparison of Select Locations

These currently unserved or underserved areas are included based on past community requests for new or improved service in areas where running a fixed route bus does not currently make sense. Each location was evaluated for microtransit feasibility, and the findings are detailed in the following section, organized by location.

Ski Ranches

Sufficient Mix and Density Of Land Uses	No – The Ski Ranches is only low density residential properties and demand for connecting into an outside point (like Mountain Village Town Center) is likely too low to support a microtransit service.
Lack of Existing Transit Service	Yes – there is currently no bus stops within ¼ mile of most properties within the ski ranches.
Dispersed Trip Pairs	No - Although the homes in the Ski Ranches are quite spread out, the area is small, and most trips would likely be taken from the subdivision to either Telluride or Mountain Village. These trips could be more efficiently served with vanpool or a fixed route bus (though demand is likely inefficient for either).
Identified Equity Need	None
Suitability	The Ski Ranches are **not suitable** for microtransit service because the very low density development of the areas would not generate sufficient demand to justify a microtransit service.

Meadows

Sufficient Mix and Density Of Land Uses	Yes – The Meadows has a mix of single family homes, apartments, and condos. The proximity to Mountain Village Town Center would allow for a mix of land use type in a microtransit zone.
Lack of Existing Transit Service	No - the meadows is served by the Chondola in the winter season and the Off-Season SMART route in the spring and fall when the gondola is closed. In the summer, the Meadows does not have direct transit service as the Chondola remains closed through the summer due to conflicts with the operations of the golf course.
Dispersed Trip Pairs	No - Although residences in The Meadows are spread out, the area is small, and most trips would likely be taken from the neighborhood to either Telluride or Mountain Village. These trips could be more efficiently served with a fixed route in the summer.
Identified Equity Need	None
Suitability	The Meadows is not suitable for microtransit due to its connectivity to existing transit services most of the year. Service to this area in the summer is better served by a fixed-route bus than a new microtransit service.

Aldasoro & Telluride Airport

Sufficient Mix and Density Of Land Uses	No – Aldasoro is only low density residential properties and demand for connecting into an outside point (like Telluride or the Telluride Airport is likely too low to support a microtransit service.
Lack of Existing Transit Service	Yes – there is currently no bus stops within ¼ mile of the properties in Aldasoro or the Telluride Airport.
Dispersed Trip Pairs	No - Although the homes in the Aldasoro are quite spread out, most trips would likely be taken from the subdivision to either Telluride or Mountain Village. These trips could be more efficiently served with vanpool or a fixed route bus (though demand is likely inefficient for either). Trips to and from the Telluride airport would likely be fairly dispersed across different areas, but the demand for this service is likely too low to support a microtransit service or a fixed-route bus.
Identified Equity Need	None
Suitability	Adlasoro and the Telluride Airport are not suitable for microtransit service because the very low density development of the areas would not generate sufficient demand to justify a microtransit service.

Two Rivers & Ilium

Sufficient Mix and Density Of Land Uses	No – Currently there is only a small amount of residential development in this area and some industrial uses. However, with planned developments this area is anticipated to grow significantly – mostly with residential development. The suitability of a microtransit service can be reevaluated as additional development is constructed in the area.
Lack of Existing Transit Service	Yes – There is currently a bus stop on the Down Valley and Norwood routes that is within ¼ mile of most of the residences in this area.
Dispersed Trip Pairs	No - Current trips to and from the area are most likely terminating in the nearby populations centers of Telluride, Mountain Village, and Norwood. There is not a sufficient density or mix of land uses to create a demand for internal trips within the area and these regional trips are already served by existing transit. As new development is built in the area it is likely these trip patters will remain similar. Therefore, new development in the area is likely better served by a new fixed route bus connecting into Telluride or Mountain Village than a microtransit service for shorter trips.
Identified Equity Need	Not currently, but this is likely to change with the development of additional affordable housing in the area.
Suitability	Two Rivers & Ilium are currently not suitable to serve with microtransit due to the small population in the area today. As the area grows with new development it is likely the area could be better served by a new fixed-route bus rather than microtransit due to the more linear nature of likely trips to and from the area.

Conclusion of Microtransit Feasibility

After compiling the benefits and tradeoffs of microtransit and assessing candidate locations in the SMART service area, the project team recommends that SMART does not pursue developing microtransit at this time for the following reasons:

- None of the candidate areas are well suited for microtransit.
- There is not a clear opportunity to improve transportation equity with a new microtransit service.
- It may negatively impact some of SMART's goals of improving efficiency and reducing the number of cars on the road.

Operating Improvements Evaluation

This section provides an evaluation of the initial draft list of projects for SMART's 2024 Strategic Operating Plan. Draft projects were developed from public input from a community survey and direct community communication with SMART as well as from findings from an analysis of SMART's current operations. This evaluation helped the project team narrow down the list of recommended improvements and prioritize them into implementation phases.

Project Evaluation Criteria

Draft projects were evaluated based on the following 5 criteria:

- **Estimated Operating Cost**
  For applicable projects, the additional annual operating cost for a new service or improvement of an existing service were calculated based on additional hours and days of operation based on the specific improvement and an assumption of $100.75/hour operating cost for fixed-route buses and $20/hour operating cost for vanpool.
- **Improvements to Passenger Ease of Use**
  Passenger ease of use serves as a qualitative measure, indicating whether a project enhances a service to be more intuitive for riders, minimizes the need for transfers during a trip, responds to common requests from the community, or provides other qualitative enhancements to the rider experience.
- **Estimated Capital Costs**
  For applicable projects, planning level capital cost estimates were developed for needed additional buses, stop and bus turn around improvements, and other eventual capital costs.
- **Potential Impacts to Ridership**
  Potential impacts to ridership is a high-level assessment of the likelihood that a particular project will increase ridership based on increased frequency of buses, new connections
- **Impacts to Transit Travel Times**
  For applicable projects, the estimated impact to travel times of the relevant transit trips were calculated.

This section includes the complete tables of the improvements considered to operations, their associated operating and capital costs and likely impacts to the evaluation criteria described above. The tables are separated by routes.

Evaluation Summaries of Potential Improvements

Note: All cost estimates are in 2024 dollars and do not account for inflation.

Lawson Hill, Mountain Village, and Off-Season Routes

ID	Potential Improvement	Current Annual Operating Cost	Additional Annual Operating Cost	Improvements to Passenger Ease of Use	Estimated Capital Costs	Potential Increase to Ridership	Impacts to Transit Travel Times
1	Make the "off-season" route year-round by combining the existing Lawson Hill and Mountain Village Routes	$795,000	$228,000	Streamlining of schedules and services Major increase in frequency	Additional Bus	High	-
2	Increase to 45-minute Frequency All Day	$400,000	$129,000	Major increase in frequency	-	High	-
3	Increase to 30-minute Frequency	$400,000	$560,000	Major increase in frequency	Additional Bus	High	-
4	Route to Stop at Gondola instead of Court House	$400,000	$146,000	Creates direct transfer to Gondola	$15-20K	Medium	11 additional minutes/round trip
5	Add an additional run at night to expand the service hours from 6:25 AM-10:40 PM to 6:25 AM-11:25 PM	$400,000	$31,000	Minor increase in frequency	-	Low	-
6	Extend Lawson Hill Route on the weekend Bridal Veil Trailhead in the summer	$400,000	$7,000	New stop	$1 million+	Low	-
7	Provide Weekend Service (Improvement already covered if routes are combined.)	$89,000	$48,000	New weekend service	-	Medium	-

ID	Potential Improvement	Current Annual Operating Cost	Additional Annual Operating Cost	Improvements to Passenger Ease of Use	Estimated Capital Costs	Potential Increase to Ridership	Impacts to Transit Travel Times
8	Add Two Midday Runs (Improvement already covered if routes are combined.)	$89,000	$56,000	Major increase in frequency	-	Medium	-

Rico Route

ID	Potential Improvement	Current Annual Operating Cost	Additional Annual Operating Cost	Improvements to Passenger Ease of Use	Estimated Capital Costs	Potential Increase to Ridership	Impacts to Transit Travel Times
9	Route to Stop at Gondola instead of Court House	$53,000	$2,000	Creates direct transfer to Gondola	$15-20K	Medium	5 additional minutes/round trip
10	Add an additional run from Telluride (3:30 PM) to Rico (4:15 PM) and from Rico (4:30 PM) to Telluride (5:15 PM)	$53,000	$45,000	Major increase in frequency	-	Medium	-
11	Add Stop at Lawson Hill Park n' Ride for and align with Mountain Village Route for a timed transfer	$53,000	$10,000	New stop	-	Low	20 additional minutes/round trip
12	Provide Weekend Service	$53,000	$18,000	New weekend service	-	Low	-
13	Add two stops at Ski Ranches	$53,000	$15,000	New stops	$50-100K	Low	30 additional minutes/round trip

Down Valley & Norwood Routes

ID	Potential Improvement	Current Annual Operating Cost	Additional Annual Operating Cost	Improvements to Passenger Ease of Use	Estimated Capital Costs	Potential Increase to Ridership	Impacts to Transit Travel Times
14	Combine Down Valley & Norwood Routes	$382,000	$135,000	Streamlining of schedules and services Major increase in frequency	-	High	-
15	Increase combined Down Valley & Norwood Route to 10 Round Trips/Day	$382,000	$224,000	Major increase in frequency	-	High	-
16	Add One Round Trip of Down Valley Weekend Service (If routes are combined, increase weekend service of combined route from 1 trip [existing] to 2 trips per day.)	$166,000	$16,000	Minor increase in frequency	-	Low	-
17	Extend one round trip of Down Valley Route to Norwood (Improvement already covered if routes are combined.) Norwood (7:50 AM) to Telluride (9:10 AM) and Telluride (6:30 PM) to Norwood (7:40 PM)	$216,000	$35,000	Minor increase in frequency	Additional Bus	High	-

ID	Potential Improvement	Current Annual Operating Cost	Additional Annual Operating Cost	Improvements to Passenger Ease of Use	Estimated Capital Costs	Potential Increase to Ridership	Impacts to Transit Travel Times
18	Add a from Norwood (6:35 AM) to Telluride (7:45 AM) (Improvement already covered if routes are combined.)	$216,000	$17,000	Minor increase in frequency	Additional Bus	Medium	-
19	Additional Evening Run Telluride (9:00 PM) to Norwood (10:10 PM) and Norwood (10:10 PM) to Telluride (11:25 PM)	$216,000	$75,000	Minor increase in frequency	-	Medium	-
20	Additional Afternoon Run Telluride (4:00 PM) to Norwood (5:10 PM) and Norwood (5:10 PM) to Telluride (6:20 PM)	$216,000	$75,000	Minor increase in frequency	-	Medium	-
21	Adjust 5:15 PM Run to Leave Telluride Town Park at 6:00 PM instead	216000	N/A	Greater spacing in time between similar trips	-	Low	-
22	Add Two Rivers Stop on Weekend Norwood Runs	$216,000	$4,000	New weekend service	-	Low	10 additional minutes/round trip
23	Add a Midday Run to Weekend Service	$216,000	$30,000	Minor increase in frequency	-	Low	-
24	Additional Weekday Roundtrip	$107,000	$16,000	Major increase in frequency	-	Medium	-

ID	Potential Improvement	Current Annual Operating Cost	Additional Annual Operating Cost	Improvements to Passenger Ease of Use	Estimated Capital Costs	Potential Increase to Ridership	Impacts to Transit Travel Times
25	Extend Weekend Norwood Service to Nucla/Naturita	$107,000	$16,000	New weekend service	-	Low	-
26	Add Stop on Nucla/Naturita Runs at the Pioneer Village Subdivision	$107,000	$10,000	New stop	$1 million+	Low	20 additional minutes/round trip

Other Operating Improvements

These other operating improvements include new routes and a new stop that impacts multiple routes.

ID	Potential Improvement	Estimated Annual Operating Cost	Improvements to Passenger Ease of Use	Estimated Capital Costs	Potential Increase to Ridership
27	All routes to Terminate at Gondola instead of Court House	Long-term - Evaluate operating cost closer to implementation of necessary capital improvements	Creates direct transfer to Gondola	$300k-400k	Medium
28	New Vanpool Service to Ophir	$5,000	New service	Additional Bus	Low
29	New bus route between Norwood and Mountain Village	$70,000	New service	Additional Bus	Low
30	New Route to Telluride Airport and Aldasoro Ranches	$84,000	New service	Additional Bus	Low
31	Add Stop at Future Medical Center at Society Turn	Long-term - Evaluate operating cost closer to implementation of necessary capital improvements	New stop	35-50k	Medium

Final Strategic Operating Plan

The following section details the final strategic operating plan to help guide San Miguel Authority for Regional Transportation into the future. This section is broken into three phases based on the years after adoption of this plan: phase 1 (1-3 years), phase 2 (3-5 years), and phase 3 (5+ years). Also included in this section are potential long-term improvements (10+ years) for SMART to consider as the agency continues to evolve.

Note: All cost estimates are in 2024 dollars and have not been adjusted to account for inflation.

Phase 1 (1-3 Years)

Phase 1 - Transit Service Improvements

Route	Improvement	Benefits	Current Annual Operating Cost	Additional Annual Operating Cost	Total Annual Operating Cost
Lawson Hill Route	Increase to 45-minute Frequency All Day	Provides a higher level of service for riders all day and missing midday service to make the route function better as a local circulator for non-commute type trips.	$400,000	$129,000	$529,000
Mountain Village Route	Add Two Midday Runs	Provides missing midday service to make the route function better as a local circulator for non-commute type trips.	$89,000	$56,000	$145,000
Rico Route	Add Stop at Lawson Hill Park n' Ride for and align with Mountain Village Route for a timed transfer	Provides a more direct route to for Rico riders to Mountain Village.	$53,000	$10,000	$63,000
Rico Route	Provide Weekend Service	Provides for non-traditional commutes and other non-work trips between Rico and Telluride.	$53,000	$18,000	$71,000
Rico Route	Fare free service	All in-district routes become free.	$53,000	$4,000	$57,000

Route	Improvement	Benefits	Current Annual Operating Cost	Additional Annual Operating Cost	Total Annual Operating Cost
Rico Route	Add an additional roundtrip per day on weekdays that brings people from Telluride to Rico in the afternoon.	Provides earlier service back to Rico to accommodate teachers, staff, students and others with a non-traditional commute schedule.	$53,000	$45,000	$98,000
Norwood Route	Additional Evening Run Telluride (9:00 PM) to Norwood (10:10 PM) and Norwood (10:10 PM) to Telluride (11:25 PM)	Accommodates people with later work schedules and people who wish to stay in town later. Requires 1 additional vehicle.	$216,000	$75,000	$291,000
Down Valley Route	Add One Round Trip of Down Valley Weekend Service (If routes are combined, increase weekend service of combined route from 1 trip [existing] to 2 trips per day.)	Accommodates shift and service work commute trips and non-work trips on weekends.	$166,000	$16,000	$182,000
Down Valley Route	Fare free service.	All in-district routes become fare-free.	$166,000	$2,000	$168,000

Phase 1 - Capital Improvements

Route	Improvement	Phase	Estimated Cost
All	Bus stop improvements program	Phases 1-3	$2 million - $2.5 million
Norwood Route	1 Additional Vehicle	Phase 1	$500,000

Phase 1 - Other Improvements

Route	Improvement	Notes	Estimated Implementation Cost
All	Improve & Standardize Bus Schedules	Simplifying and standardizing route schedules can make riding the bus more intuitive, especially for new or infrequent riders.	$10,000
All	Improve & Advertise Trip Planning App	Improvements and greater marketing of the app will help riders plan their trips and feel confident riding the bus.	$20,000

Phase 2 (3-5 Years)

Phase 2 - Transit Service Improvements

Route	Improvement	Benefits	Current Annual Operating Cost	Additional Annual Operating Cost	Total Annual Operating Cost
Lawson Hill Route	Add an additional run at night to expand the service hours from 6:25 AM-10:40 PM to 6:25 AM-11:25 PM	Provides an additional late-night service.	$400,000	$31,000	$431,000
Mountain Village Route	Provide Weekend Service	Provided new weekend service to accommodate shift and service worker schedules and non-commute type trips.	$89,000	$48,000	$137,000
Nucla/Naturita Route	Extend Weekend Norwood Service to Nucla/Naturita	Provides additional trip options for riders coming from Nucla & Naturita.	$107,000	$16,000	$123,000
New Route	New Vanpool Service to Ophir	Provides a service for commuters into Telluride or Mountain Village from Ophir.	NA	$5,000	$5,000

Phase 2 - Capital Improvements

Route	Improvement	Phase	Estimated Cost
All	Bus stop improvements program	Incremental Across Phases 1-3	$2 million - $2.5 million
Norwood/ Nucla/ Naturita	Partner to expand bus barn in Norwood	Phase 2 (4-5 years)	$2 million - $2.5 million
All	Lawson Hill Facility Renovations	Phase 2 (4-5 years)	$3 million – $5 million
All	New Ilium Bus Maintenance Facility	Phase 3 (5+ years)	$15 million - $20 million

Phase 3 (5+ years)

Phase 3 - Transit Service Improvements

Route	Improvement	Benefits	Current Annual Operating Cost	Additional Annual Operating Cost	Total Annual Operating Cost
Combination of Lawson Hill & Mountain Village Routes	Make the "off-season" route year-round by combining the existing Lawson Hill and Mountain Village Routes.	Provides a more intuitive experience for riders and streamlines operations. The Off-season Express route would still operate during Gondola closures to provide additional replacement service. Requires 2 additional vehicles.	$795,000	$228,000	$1,023,000
Combination of Down Valley & Norwood Routes	Combine Down Valley & Norwood Routes.	Makes route planning more intuitive for riders of both routes, doubles the frequency of buses to Norwood, simplifies operations by eliminating coordinating the two routes separately, and adjusts the timing of trips to provide more options for all riders. Requires 1 additional vehicle.	$382,000	$135,000	$517,000
Combination of Down Valley & Norwood Routes	Increase combined Down Valley & Norwood Route to 10 Round Trips/Day.	Increases the number of round trips from 7 (existing runs of Down Valley & Norwood Routes combined) and provides additional midday and evening service requested through community input. Requires 1 additional vehicle.	$382,000	$224,000	$606,000
Nucla/Naturita Route	Additional Weekday Roundtrip.	Provides additional trip options for riders coming from Nucla & Naturita.	$107,000	$16,000	$147,000

Phase 3 – Capital Improvements

Route	Improvement	Phase	Estimated Cost
All	Bus stop improvements program	Incremental Across Phases 1-3	$2 million - $2.5 million
All	New Ilium Bus Maintenance Facility	Phase 3 (5+ years)	$15 million - $20 million
Combined Lawson Hill & Mountain Village Route	2 Additional Vehicles	Phase 3 (5+ years)	$1 million
Combined of Down Valley & Norwood Route	2 Additional Vehicles	Phase 3 (5+ years)	$1 million

Long-term Considerations for Future Improvements (10+ years)

Gondola Station Area Reconstruction

Evaluate the feasibility and efficiency of all routes stopping at the Gondola in Telluride when the station area is rebuilt in order to better align different transit services and enhance the Gondola station's role as a mobility hub for the region.

Two Rivers/Ilium Development

Additional service to Two Rivers/Ilium once planned development is built in order to serve that future demand. Our assessment found that the current service works well now but may be insufficient as the area develops.

Ophir Curves Development

Evaluate the potential feasibility of adding service to the planned development near the Ophir curves once development occurs.

Updated Fare Structure

Based on the analysis of SMART's current fare structure for fixed-route buses and vanpool services, it is recommended that SMART consider adopting a new fare structure to make the systems fares more consistent, easy to understand, and considerate of the investment already made by communities within the RTA district.

Fixed Route Bus Service Fare

Fare Free Service within SMART District

It is recommended that SMART move to make all routes within the RTA district fare free. Currently some of the routes within the district are fare free while others have a fare. Making all in district trips

free provides significant benefits to all community members in the RTA, is likely to have positive impacts to ridership, and results only in a minor loss in revenue compared to SMART's overall costs ($5,744 in 2023).

Simplified Distance Based Fare Structure Out of District

It is also recommended that for bus routes outside of the RTA district that fares still be collected since these communities are not paying into the RTA and these routes are long making them more costly to operate than the in-district routes. Currently SMART's fares average $0.71/10 miles across all routes ($0.59/10 miles across out of district routes). The average fare for peer agencies that charge fares is $1.40/mile. An intermediate increase in fares to $1/10 miles could be made for out of district routes to bring them closer to peer agency fares without making a huge jump in fares that riders have come to expect.

Below is a breakdown of what $1/10 miles would equal in fares for each route:

- Norwood - $3/ride
- Nucla/Naturita/Redvale - $6/ride
- Ridgeway - $4/ride
- Montrose - $7/ride

SMART should also adopt regular intervals where fares are reevaluated and adjusted as necessary to account for increased operating costs and other factors that may impact on the appropriate rate for fares.

This alternative could also be compatible with future funding agreements with municipalities or other agencies outside of the SMART district that wish to contribute into the system and perhaps subsidize fares additionally on top of SMART's subsidy.

Vanpool Pricing

A mileage-based approach to pricing vanpools is recommended to better align with the pricing rational for fixed route buses and account for longer routes costing more money to operate. The average fare on the vanpools today is $0.22/10 miles (monthly) compared $0.84/10 miles for the average across the peer agencies.

Below are the monthly fares for the different vanpools if SMART were to implement mileage based fares using the current fare of $0.22/10 miles the fares for the different routes would be (rounded to the nearest dollar):

- **Montrose to Telluride** (2,847 miles/month average) - $63/month
- **Montrose to Mountain Village** (2,860 miles/month average) - $63/month
- **Norwood to Mountain Village** (1,443 miles/month average) - $32/month
- **Telluride to Ridgeway** (1,694 miles/month average) - $37/month

The fare rate could be determined in a variety of ways, either increasing it at the rate of increasing operating costs or choosing a desired level of fare recovery and setting the fare rate to achieve that fare recovery.

Appendix A - Public Survey Results

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE SAN MIGUEL AUTHORITY FOR REGIONAL TRANSPORTATION ADOPTING A STRATEGIC OPERATING PLAN

RESOLUTION 2025-6

RECITALS:

WHEREAS, in 2019, SMART adopted a Strategic Operating Plan intended to guide the growth of transit services throughout its service area since its inception; and

WHEREAS, in 2022 building on SMART's success implementing most of the recommendations in the 2019 Strategic Operating Plan, the SMART Board determined that an update to the plan was necessary to guide SMART's operations moving forward; and

WHEREAS, in August of 2023, SMART retained Fehr and Peers, a transit consulting firm, to work with SMART to prepare a Strategic Operating Plan to provide further guidance to SMART with respect to transit service and associated capital improvements throughout the region; and

WHEREAS, SMART Staff and the Board of Directors worked with Fehr and Peers through a process that included extensive community outreach to update the Strategic Operating Plan for SMART; and

WHEREAS, the SMART Board of Directors has determined that the proposed, updated Strategic Operating Plan respects and advances the stated goals and mission of SMART; and

WHEREAS, the SMART Board of Directors has determined that the proposed updated Strategic Operating Plan recommends bus and vanpool service improvements that are in the best interest of the citizens of the region.

NOW THEREFORE, BE IT RESOLVED, by the Board of Directors of the San Miguel Authority for Regional Transportation as follows:

1. **THAT,** the Board approves and adopts the direction set forth in the Strategic Operating Plan.

ADOPTED AND APPROVED by the Board of Directors at a regular public meeting held on the 13th day of February 2025.

SAN MIGUEL AUTHORITY FOR REGIONAL TRANSPORTATION

By: _____
Harvey Mogenson, Chair

Attest:

By: _____
David Averill, Executive Director

Click here to return to Agenda

AGENDA ITEM SUMMARY (AIS)

San Miguel Authority for Regional Transportation

SMART
SAN MIGUEL AUTHORITY for REGIONAL TRANSPORTATION

MEETING DATE: February 13th, 2025
AGENDA ITEM: 7, 2024 4th Quarter and Annual Performance Report
ACTION REQUESTED: Report
SUBMITTED BY: Kari Distefano

BACKGROUND INFORMATION/KEY POINTS:
Highlights and comparisons to 2023 and Q1, Q2 and Q3.

Ridership and Cost Effectiveness:

Ridership on the Down Valley Route was down from 2023 in all quarters. In 2024, Q4 ridership was up from Q2 but down from Q1 and Q3. 2023 had 6,051 passenger trips and 2024 had 4,599. Cost per passenger trip in 2023 on the Down Valley Route was $27.49 in 2023 and $40.35 in 2024. That disparity was driven not only by lower ridership but also an increase in the hourly rate to Telluride Express and more use of Telluride Express vehicles in 2024.

Ridership on the Lawson Hill Route was strongest in Q1 of 2024 (9,240) and stronger than all quarters in 2023 except Q4. Cost per passenger trip on the Lawson Hill Route was $17.21 in 2023 and $17.02 in 2024.

Ridership on the Lawson Hill / Mountain Village Route was significantly higher in 2024 than 2023 with Q1 2024 ridership being the highest (962), followed by Q3 (738). Cost per passenger trip on the Lawson Hill / Mountain Village Route was $53.43 in 2023 and $36.52 in 2024.

Ridership on the Norwood Route was strongest in Q1 with 4,405 riders and weakest in Q2 with 2,900 riders. Overall, ridership on the Norwood Route was stronger in 2023. Total ridership on the Norwood Route in 2023 was 17,300 and 13,865. Cost per passenger trip on the Norwood Route in 2023 was $12.48. It was $14.10 in 2024.

Ridership on the Nucla/Naturita Route was strongest in Q1 of 2024 with 3412 riders followed by Q3 with 3269. Ridership overall was stronger in 2024 (12,306) than 2023 (10,014). Cost per passenger trip on the Nucla / Naturita Route was $10.64 in 2023 and $8.36 in 2024.

Ridership on the Rico Route was strongest in Q1 with 1,035 riders followed by Q4 with 923 riders. Ridership was higher on the Rico Route in all quarters of 2024 than 2023. Total ridership

on the Rico Route was 1,970 in 2023 and 3,210 in 2024. Cost per passenger trip on the Rico Route was $26.90 in 2023 and $16.17 in 2024.

Ridership on the Offseason Routes can vary depending on how long the season goes. Ridership on the combination of the Offseason and the Offseason Express Routes in 2023 was 18,644 and 21,893 in 2024. Cost per passenger trip on the Offseason Route in 2023 was $16.00. The 2023 Offseason Express Route cost per passenger trip was $18.04. Cost per passenger trip on the Offseason Route in 2024 was $14.34. The 2024 Offseason Express Route cost per passenger trip was $17.84.

Incidents, Complaints and Accidents:

There were no accidents in Q4. There were several incidents. Three were mechanical issues that required the use of different buses than on the routes to which they had been assigned and there was a semi-truck accident that caused delays on the AM Offseason Route. There were two missed routes. Both due to drivers not showing up. One driver was at fault the other was a communication breakdown with dispatch. There were four complaints about drivers not seeing passengers at flag stops. There was one complaint about a bus cutting off a driver and there was one complaint about an abusive passenger.

Performance:

Performance continues to stay well below the 5% fault threshold. Most of the lates were on the Offseason Route. Weather contributed to late arrivals but congestion in the Village center and Meadows area can cause buses to be late. Adding five minutes to the Offseason Loop would solve the problem of late arrivals but would cause difficulties in the overall timing of the route and the desire to keep arrival times consistent from season to season.

COMMITTEE DISCUSSION: NA

SUPPORTING INFORMATION: NA

FISCAL IMPACT: NA

ADVANTAGES: None noted.

DISADVANTAGES: None noted.

ANALYSIS/RECOMMENDATION: NA

ATTACHMENTS: SMART
Performance Report for 4th Quarter, 2024
Performance Report for 2023
Performance Report for 2024

SMART Quarterly Report

4th Quarter 2024	Cost Allocation						Trips			Service Measures				
	Operational Cost by Transit Function					Total Allocated Cost	Revenue Hours Miles per Passenger Trip			Service Effectiveness Measures		Cost Efficiency Measures		Cost Effectiveness Measure
Route / Service Name	Cost Using SMART Vehicles	Cost Using TEX Vehicles	Extra Costs (bus washing, storage, towing, admin)	Maintenance - Not Included in Contract	Fuel		Revenue Hours	Revenue Miles	Pass. Trips	Pass. per Revenue Hour	Pass. per Revenue Mile	Cost per Revenue Service Hour	Cost per Revenue Service Mile	Cost per Pass. Trip
Down Valley Route	$31,143	$9,419	$183	$0	$3,023	$43,768	369	10,164	1,058	2.86	0.10	$118.48	$4.31	$41.37
Lawson Hill Route	$78,996	$937	$0	$0	$6,867	$86,799	790	9,870	4,270	5.41	0.43	$109.87	$8.79	$20.33
Lawson Hill/Mountain Village Route	$13,300	$5,620	$0	$0	$1,464	$20,384	168	2,362	535	3.18	0.23	$121.33	$8.63	$38.10
Norwood Route	$38,708	$8,586	$317	$0	$3,596	$51,207	439	13,626	3,104	7.07	0.23	$116.60	$3.76	$16.50
Nucla/Naturita Route	$23,276	$0	$168	$0	$1,891	$25,334	231	7,735	2,731	11.82	0.35	$109.67	$3.28	$9.28
Rico Route	$12,369	$612	$55	$0	$1,061	$14,097	127	3,643	923	7.29	0.25	$111.29	$3.87	$15.27
Offseason	$95,256	$2,719	$0	$0	$6,991	$104,967	963	16,632	10,505	10.91	0.63	$109.02	$6.31	$9.99
Offseason Express	$29,901	$1,132	$0	$0	$2,210	$33,242	304	5,638	2,376	7.82	0.42	$109.35	$5.90	$13.99
Montrose	$0	$0	$0	$0	$0	$0	0	0	0	0.00	0.00	$0.00	$0.00	$0.00
Vanpool Montrose/Telluride 1	$0	$0	$0	$150	$1,418	$1,568	189	7,300	701	3.71	0.10	$8.30	$0.21	$2.24
Vanpool Montrose/Telluride 2	$0	$0	$0	$150	$1,340	$1,490	162	7,619	671	4.14	0.09	$9.18	$0.20	$2.22
Vanpool Montrose/Mountain Village	$0	$0	$0	$233	$566	$799	178	7,540	228	1.28	0.03	$4.48	$0.11	$3.51
Vanpool Norwood/Mountain Village 1	$0	$0	$0	$974	$566	$1,540	71	7,458	174	2.47	0.02	$21.85	$0.21	$8.85
Vanpool Norwood/Mountain Village 2	$0	$0	$0	$927	$566	$1,494	65	4,351	181	2.81	0.04	$23.16	$0.34	$8.25
Vanpool Norwood/Mountain Village 3	$0	$0	$0	$382	$884	$1,266	93	6,339	195	2.10	0.03	$13.61	$0.20	$6.49
Vanpool Telluride/Ridgway/Dolores	$0	$0	$0	$150	$566	$716	101	6,347	227	2.24	0.04	$7.07	$0.11	$3.15
Total	**$322,949**	**$29,024**	**$723**	**$2,967**	**$33,009**	**$388,672**	**4,250**	**116,624**	**27,879**	**6.56**	**0.24**	**$91.46**	**$3.33**	**$13.94**

	Fare Capture		Safety and Comfort			Performance						
	Fare Recovery	Operating Farebox Ratio	Accidents	Incidents	Complaints	Route	Total Scheduled Stops	Late	Early	Missed	Total Faults	Percent Faults
Route / Service Name												
Down Valley Route	$202	0.46%	0	1	1	Down Valley Route	1716	24	1	1	26	1.52%
Lawson Hill Route	$0	0.00%	0	0	2	Lawson Hill Route	3564	12	4	0	16	0.45%
Lawson Hill/Mountain Village Route	$0	0.00%	0	0	0	Lawson Hill/Mountain Village Route	1104	1	0	0	1	0.09%
Norwood Route	$5,352	10.45%	0	1	0	Norwood Route	1358	10	6	0	16	1.18%
Nucla/Naturita Route	$5,331	21.04%	0	1	0	Nucla/Naturita Route	858	3	0	0	3	0.35%
Rico Route	$1,063	7.54%	0	1	1	Rico Route	132	0	1	2	3	2.27%
Offseason	$0	0.00%	0	2	3	Offseason	4263	45	15	0	60	1.41%
Offseason Express	$0	0.00%	0	0	1	Offseason Express	1083	4	0	0	4	0.37%
Montrose	$0	0.00%	0	0	0	Montrose	0	0	0	0	0	0.00%
Vanpool Montrose/Telluride 1	$1,560	99.51%	0	0	1							
Vanpool Montrose/Telluride 2	$1,320	88.59%	0	0	0							
Vanpool Montrose/Mountain Village	$430	53.81%	0	0	0							
Vanpool Norwood/Mountain Village 1	$640	41.55%	0	0	0							
Vanpool Norwood/Mountain Village 2	$560	37.49%	0	0	0							
Vanpool Norwood/Mountain Village 3	$720	56.86%	0	0	0							
Vanpool Telluride/Ridgway	$520	72.61%	0	0	0							
Total	**$17,698**		**0**	**6**	**9**							

Down Valley Route - Service Delivery

	Revenue Hours				Ridership				Passenger per Revenue Hour			
Quarter	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Total	**363**	**363**	**369**	**369**	**1353**	**948**	**1240**	**1058**	**3.73**	**2.61**	**3.36**	**2.86**
Down Valley AM	135	135	137	137	664	544	679	581	4.90	4.02	4.94	4.24
Down Valley Midday	98	98	99	99	331	198	331	181	3.39	2.03	3.34	1.83
Down Valley PM	130	130	132	132	358	206	230	296	2.75	1.58	1.74	2.24

Down Valley Route - Performance

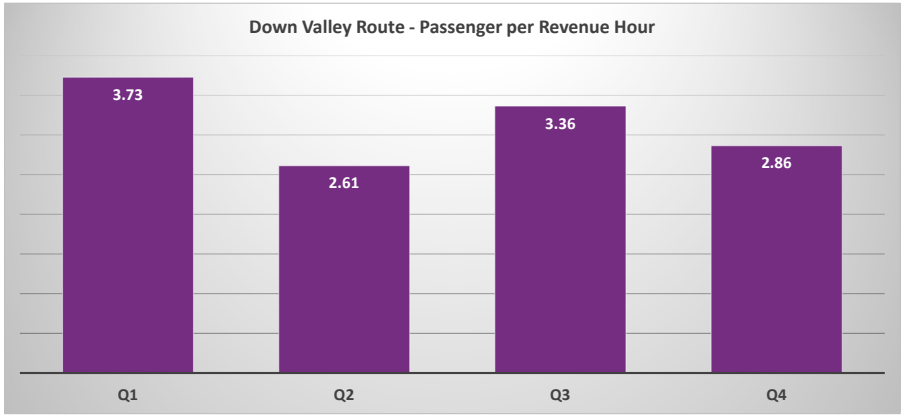
	Late				Early				Missed			
Quarter	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Percent Fault	**1.48%**	**0.00%**	**0.99%**	**1.40%**	**0.18%**	**0.00%**	**0.29%**	**0.06%**	**0.00%**	**0.00%**	**0.17%**	**0.06%**
Total	**25**	**0**	**17**	**24**	**3**	**0**	**5**	**1**	**0**	**0**	**3**	**1**
Down Valley AM	3	0	7	17	1	0	0	0	0	0	2	0
Down Valley Midday	2	0	0	2	0	0	0	1	0	0	0	1
Down Valley PM	20	0	10	5	2	0	5	0	0	0	1	0

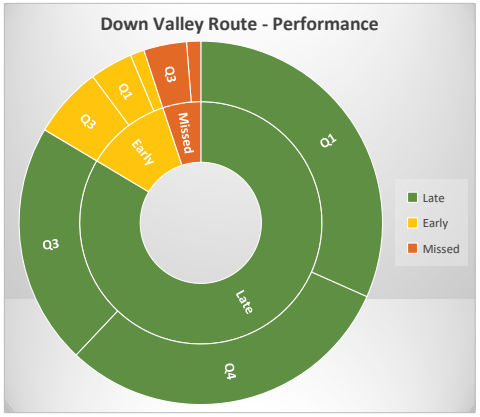
Down Valley Route - Safety, Security and Passenger Comfort

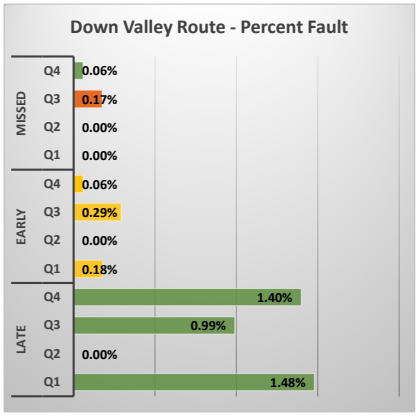
	Accidents				Incidents				Complaints			
Quarter	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Total	**0**	**0**	**0**	**0**	**1**	**1**	**2**	**1**	**1**	**0**	**0**	**1**

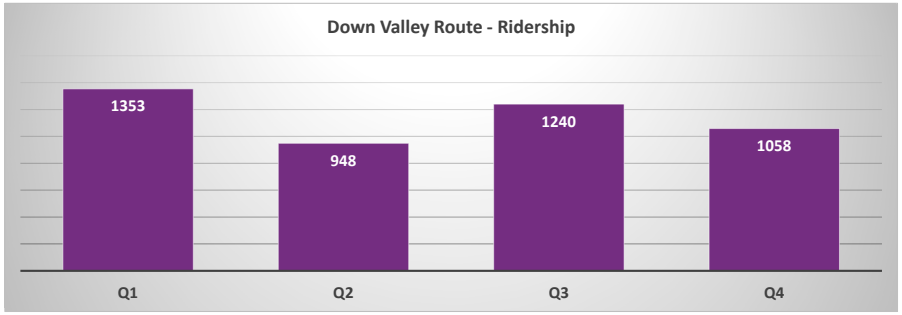
Down Valley Route - Economic

	Cost per Passenger Trip				Fare Recovery				Operating Farebox Ratio (fares/expenditures)			
Quarter	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Total	**$30.09**	**$58.46**	**$36.87**	**$41.37**	**$729**	**$440**	**$189**	**$202**	**1.79%**	**0.79%**	**0.41%**	**0.46%**









Lawson Hill Route - Service Delivery

	Revenue Hours				Ridership				Passenger per Revenue Hour			
Quarter	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Total	**1198**	**606**	**1205**	**790**	**9240**	**3718**	**7432**	**4270**	**7.71**	**6.14**	**6.17**	**5.41**
Lawson Hill AM	447	226	450	295	2823	1126	2431	1339	6.31	4.98	5.40	4.54
Lawson Hill Midday	546	276	549	360	5478	2129	4209	2497	10.03	7.71	7.66	6.94
Lawson Hill PM	205	104	206	135	939	463	792	434	4.59	4.47	3.84	3.21

Lawson Hill Route - Performance

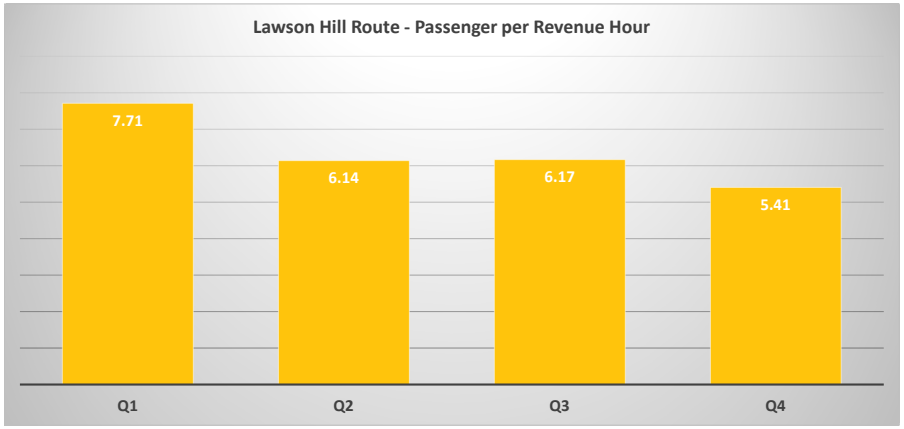
	Late				Early				Missed			
Quarter	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Percent Fault	**1.12%**	**0.52%**	**0.42%**	**0.34%**	**0.10%**	**0.19%**	**0.60%**	**0.11%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**
Total	**55**	**11**	**21**	**12**	**5**	**4**	**30**	**4**	**0**	**0**	**0**	**0**
Lawson Hill AM	16	0	3	3	1	4	14	3	0	0	0	0
Lawson Hill Midday	27	7	14	8	1	0	7	1	0	0	0	0
Lawson Hill PM	12	4	4	1	3	0	9	0	0	0	0	0

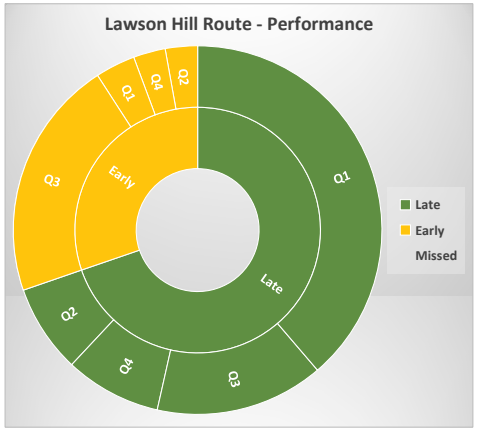
Lawson Hill Route - Safety, Security and Passenger Comfort

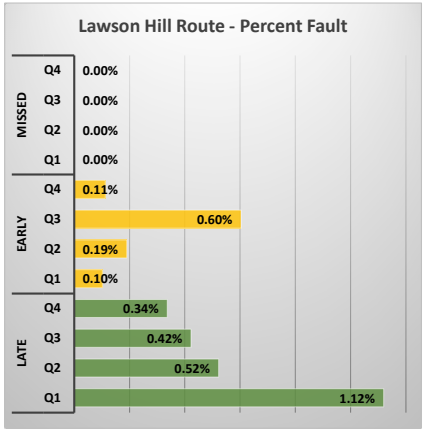
	Accidents				Incidents				Complaints			
Quarter	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Total	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**1**	**1**	**2**

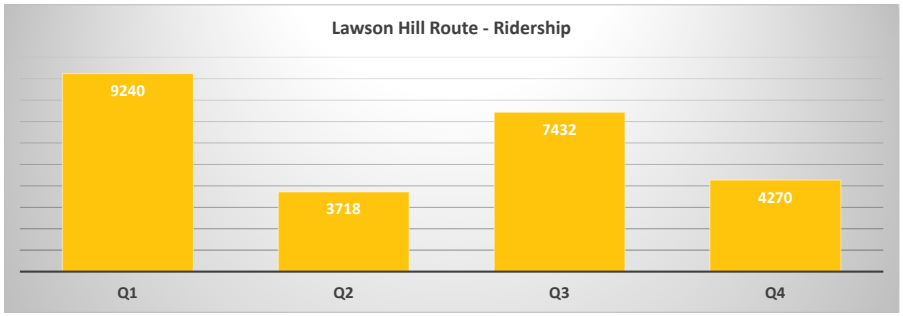
Lawson Hill Route - Economic

	Cost per Passenger Trip				Fare Recovery				Operating Farebox Ratio			
Quarter	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Total	**$14.35**	**$15.43**	**$17.99**	**$20.33**	**$0**	**$0**	**$0**	**$0**	**0.00%**	**0.00%**	**0.00%**	**0.00%**









Lawson Hill/Mountain Village Route- Service Delivery

	Revenue Hours				Ridership				Passenger per Revenue Hour			
Quarter	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total	260	128	264	168	962	314	738	535	3.70	2.45	2.80	3.18
Lawson Hill/Mountain Village AM	130	64	132	84	649	200	480	352	4.99	3.13	3.64	4.19
Lawson Hill/Mountain Village PM	130	64	132	84	313	114	258	183	2.41	1.78	1.95	2.18

Lawson Hill/Mountain Village Route - Performance

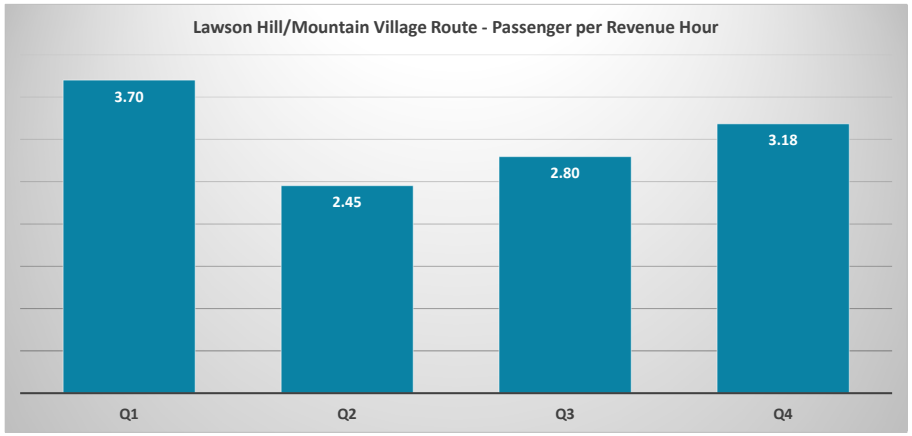
	Late				Early				Missed			
Quarter	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Percent Fault	0.13%	0.00%	0.25%	0.09%	0.19%	0.52%	0.76%	0.00%	0.06%	0.00%	0.00%	0.00%
Total	2	0	4	1	3	3	12	0	1	0	0	0
Lawson Hill/Mountain Village AM	2	0	2	0	2	0	4	0	1	0	0	0
Lawson Hill/Mountain Village PM	0	0	2	1	1	3	8	0	0	0	0	0

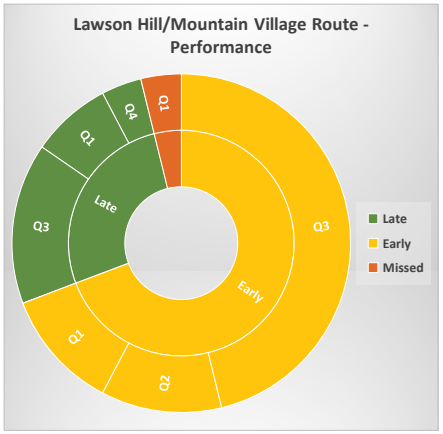
Lawson Hill/Mountain Village Route - Safety, Security and Passenger Comfort

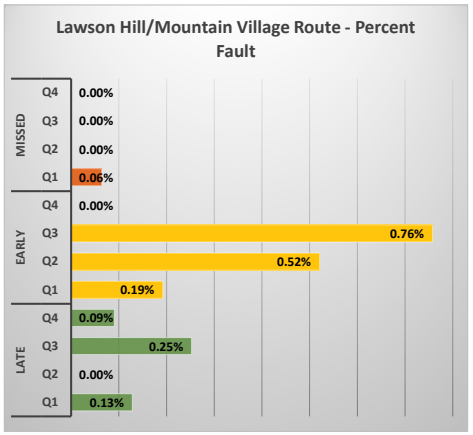
	Accidents				Incidents				Complaints			
Quarter	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total	0	0	0	0	1	0	0	0	0	0	1	0

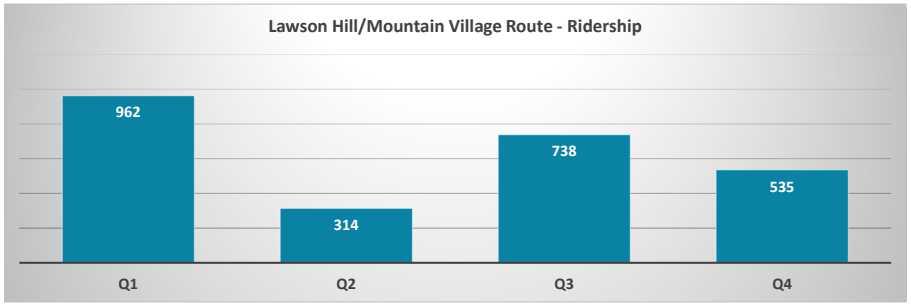
Lawson Hill/Mountain Village Route - Economic

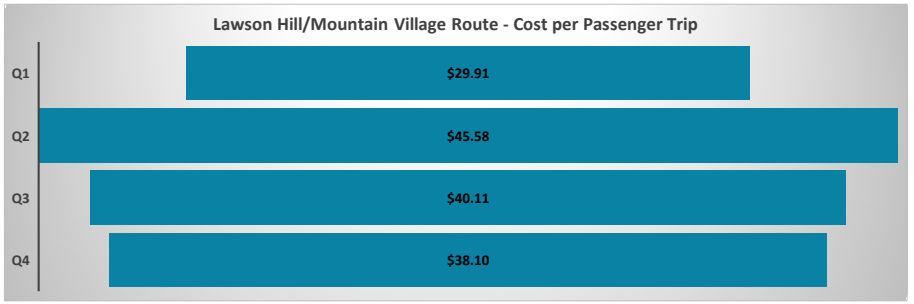
	Cost per Passenger Trip				Fare Recovery				Operating Farebox Ratio			
Quarter	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total	$29.91	$45.58	$40.11	$38.10	$0	$0	$0	$0	0.00%	0.00%	0.00%	0.00%











Norwood Route- Service Delivery

	Revenue Hours				Ridership				Passenger per Revenue Hour			
Quarter	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total	433	433	398	439	4405	2900	3456	3104	10.17	6.69	8.68	7.07
Norwood AM M-F	76	76	70	77	1606	917	873	1192	21.13	12.06	12.50	15.47
Norwood PM M-F	57	57	52	58	914	629	750	552	16.03	11.03	14.31	9.55
Norwood Midday M-F	165	165	152	168	531	521	672	437	3.21	3.15	4.42	2.61
Norwood Late M-F	83	83	76	84	218	186	290	222	2.64	2.25	3.81	2.65
Norwood AM S-S	26	26	24	26	560	326	425	366	21.15	12.31	17.47	14.08
Norwood PM S-S	26	26	24	26	576	321	446	335	22.49	12.53	18.95	

Norwood Route - Performance

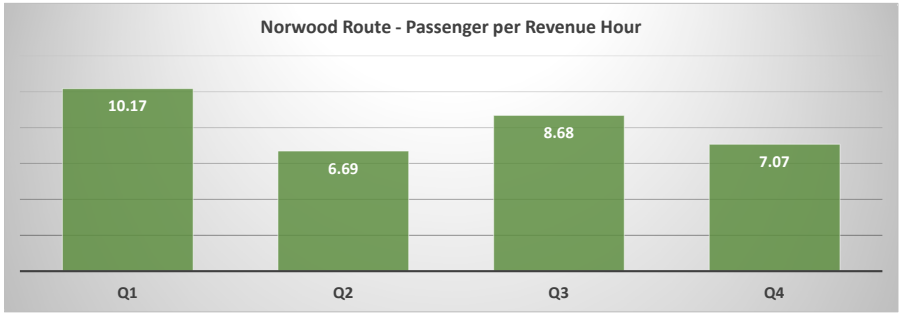
	Late				Early				Missed			
Quarter	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Percent Fault	0.22%	0.00%	0.44%	0.74%	0.90%	0.60%	0.81%	0.44%	0.07%	0.00%	0.07%	0.00%
Total	3	0	6	10	12	8	11	6	1	0	1	0
Norwood AM M-F	0	0	0	1	0	0	1	1	0	0	1	0
Norwood PM M-F	1	0	1	1	11	8	4	5	1	0	0	0
Norwood Midday M-F	2	0	5	8	1	0	6	0	0	0	0	0
Norwood Late M-F	0	0	0	0	0	0	0	0	0	0	0	0
Norwood AM S-S	0	0	0	0	0	0	0	0	0	0	0	0
Norwood PM S-S	0	0	0	0	0	0	0	0	0	0	0	0

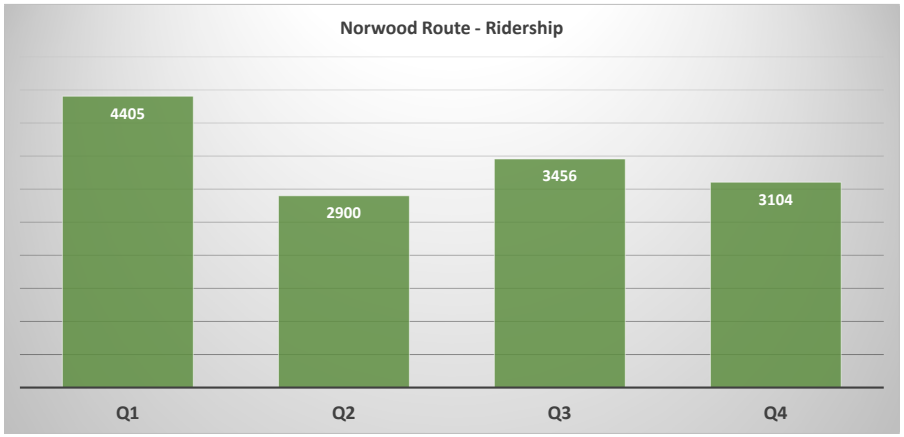
Norwood Route - Safety, Security and Passenger Comfort

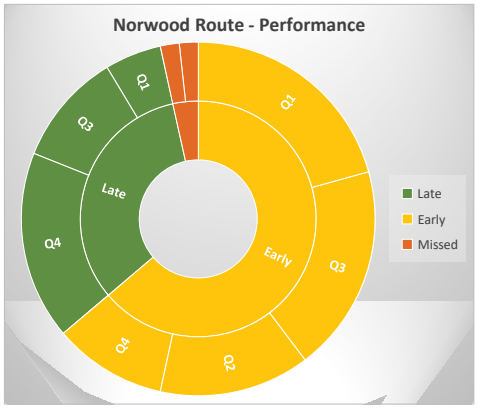
	Accidents				Incidents				Complaints			
Quarter	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total	0	0	0	0	4	0	4	1	0	5	0	0

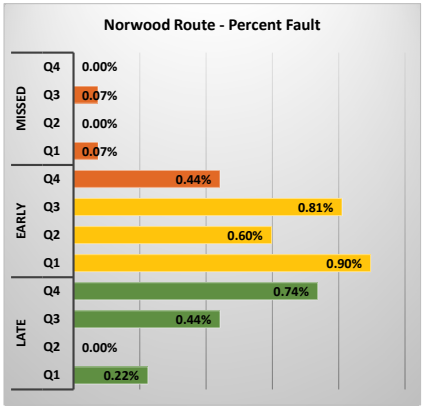
Norwood Route - Economic

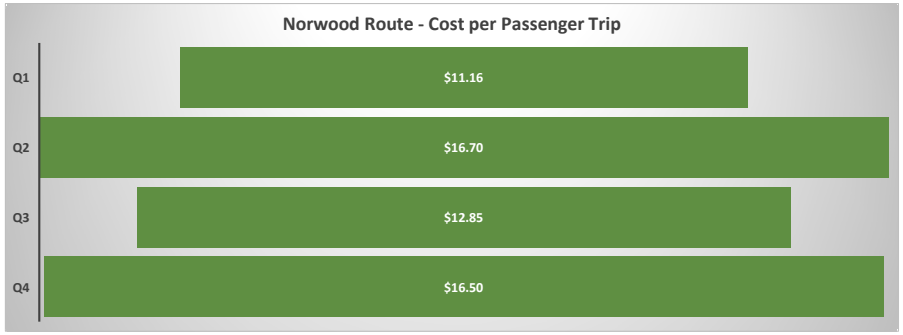
	Cost per Passenger Trip				Fare Recovery				Operating Farebox Ratio			
Quarter	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total	$11.16	$16.70	$12.85	$16.50	$7,151	$4,525	$2,059	$5,352	13.89%	9.35%	4.63%	10.45%











Nucla/Naturita Route- Service Delivery

	Revenue Hours				Ridership				Passenger per Revenue Hour			
Quarter	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Total	**228**	**228**	**232**	**231**	**3412**	**2894**	**3269**	**2731**	**15.00**	**12.72**	**14.07**	**11.82**
Nucla/Naturita AM M-F	114	114	116	116	1475	1375	1576	1219	12.97	12.09	13.57	10.55
Nucla/Naturita PM M-F	114	114	116	115	1937	1519	1693	1512	17.03	13.35	14.57	13.15

Nucla/Naturita Route - Performance

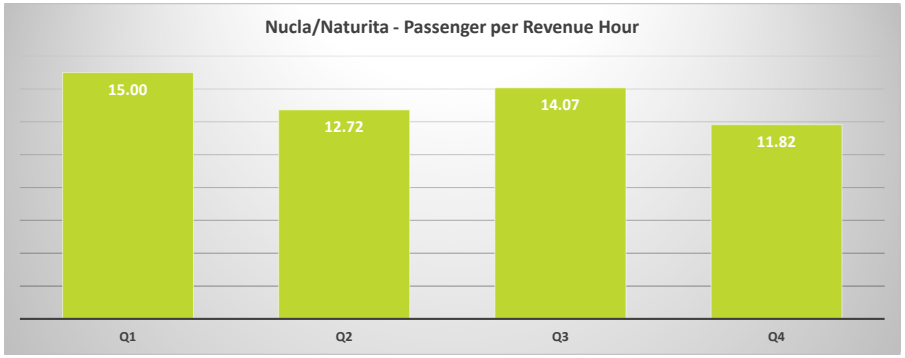
	Late				Early				Missed			
Quarter	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Percent Fault	**0.36%**	**0.00%**	**1.52%**	**0.35%**	**0.36%**	**1.30%**	**1.28%**	**0.00%**	**0.00%**	**0.24%**	**0.00%**	**0.00%**
Total	**3**	**0**	**13**	**3**	**3**	**11**	**11**	**0**	**0**	**2**	**0**	**0**
Nucla/Naturita AM M-F	1	0	0	0	3	5	11	0	0	0	0	0
Nucla/Naturita PM M-F	2	0	13	3	0	6	0	0	0	2	0	0

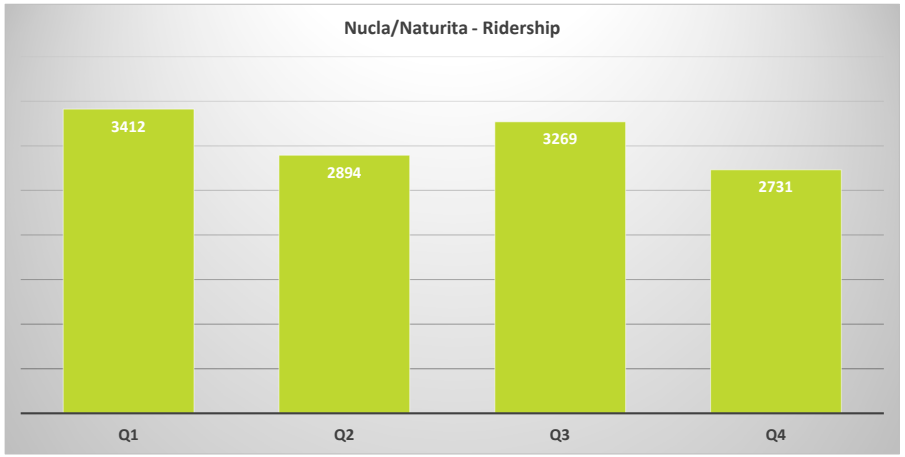
Nucla/Naturita - Safety, Security and Passenger Comfort

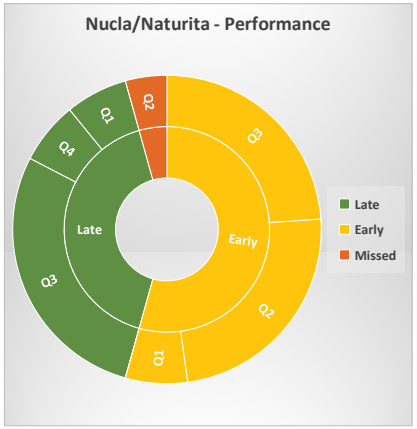
Quarter	Accidents				Incidents				Complaints			
Total	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
	0	**0**	**0**	**0**	**1**	**0**	**0**	**1**	**0**	**2**	**3**	**0**

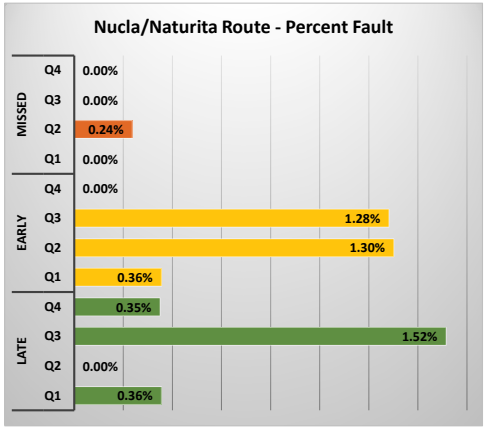
Nucla/Naturita Route - Economic

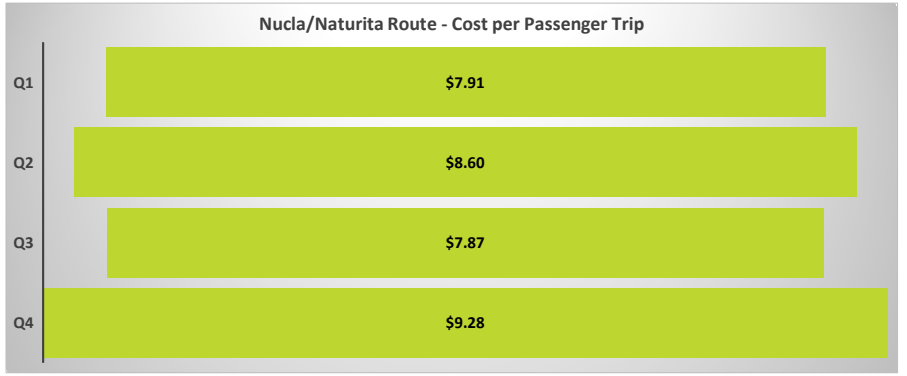
Quarter	Cost per Passenger Trip				Fare Recovery				Operating Farebox Ratio			
Total	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
	$7.91	**$8.60**	**$7.87**	**$9.28**	**$7,226**	**$6,060**	**$2,211**	**$5,331**	**26.79%**	**24.35%**	**8.59%**	**21.04%**











Rico Route - Service Delivery

	Revenue Hours				Ridership				Passenger per Revenue Hour			
Quarter	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total	108	108	111	127	1035	552	700	923	9.55	5.10	6.29	7.29
Rico AM M-F	49	49	50	62	649	328	421	601	13.31	6.73	8.40	9.69
Rico PM M-F	60	60	61	63	386	224	279	322	6.48	3.76	4.56	5.08

Rico Route - Performance

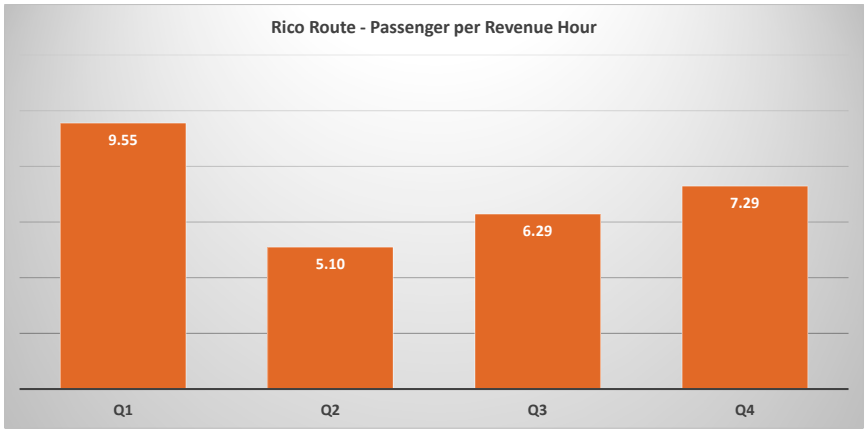
	Late				Early				Missed			
Quarter	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Percent Fault	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.76%	0.00%	0.00%	0.00%	1.52%
Total	0	0	0	0	0	0	0	1	0	0	0	2
Rico AM M-F	0	0	0	0	0	0	0	1	0	0	0	2
Rico PM M-F	0	0	0	0	0	0	0	0	0	0	0	0

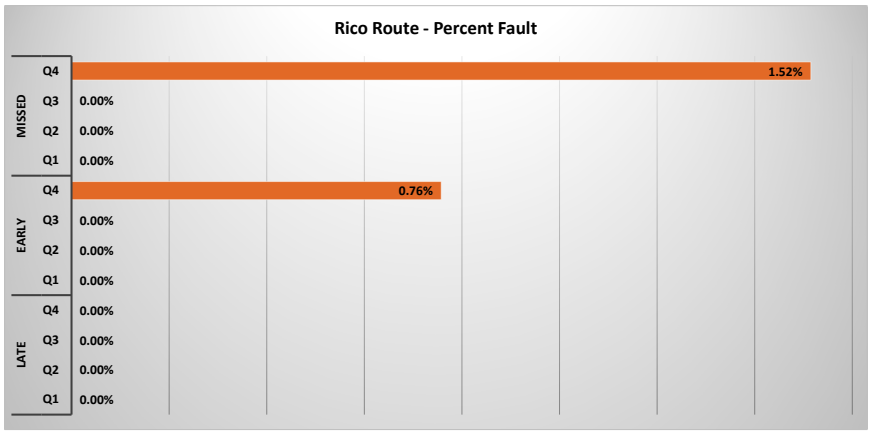
Rico Route - Safety, Security and Passenger Comfort

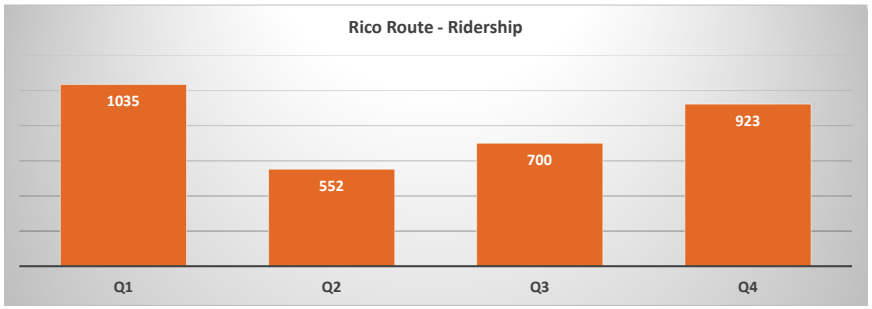
	Accidents				Incidents				Complaints			
Quarter	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total	0	0	0	0	1	0	0	1	0	0	0	1

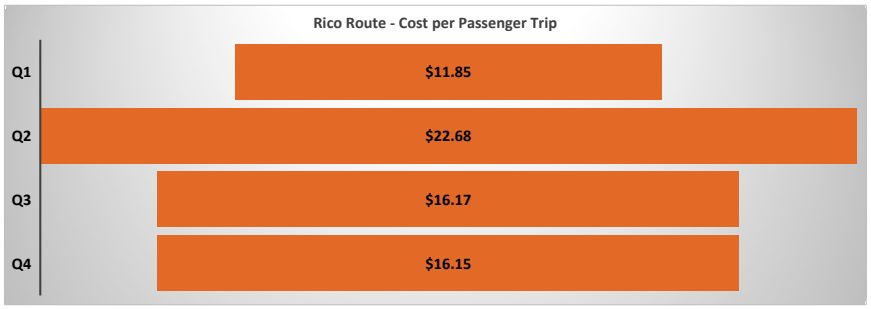
Rico Route - Economic

	Cost per Passenger Trip				Fare Recovery				Operating Farebox Ratio			
Quarter	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total	$11.85	$22.68	$16.17	$16.15	$2,388	$1,263	$584	$1,063	19.47%	10.09%	4.62%	7.54%









Offseason Express - Service Delivery

	Revenue Hours				Ridership				Passenger per Revenue Hour			
Quarter	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total	0	418	0	304	0	2029	0	2376	0.00	4.85	0.00	7.82
Offseason Local Express	0	418	0	304	0	2029	0	2376	0.00	4.85	0.00	7.82

Offseason Express Route - Performance

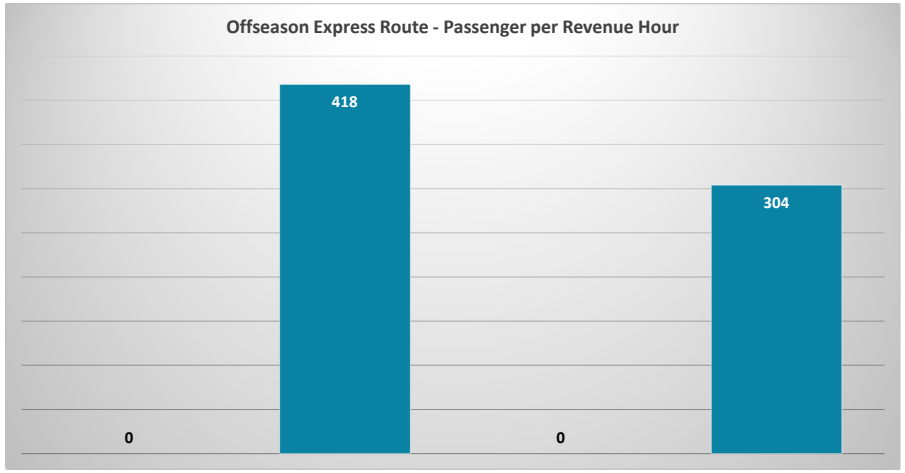
	Late				Early				Missed			
Quarter	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Percent Fault	0.00%	1.11%	0.00%	0.37%	0.00%	1.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total	0	0	0	4	0	34	0	0	0	0	0	0
Offseason Express	0	0	0	4	0	34	0	0	0	0	0	0

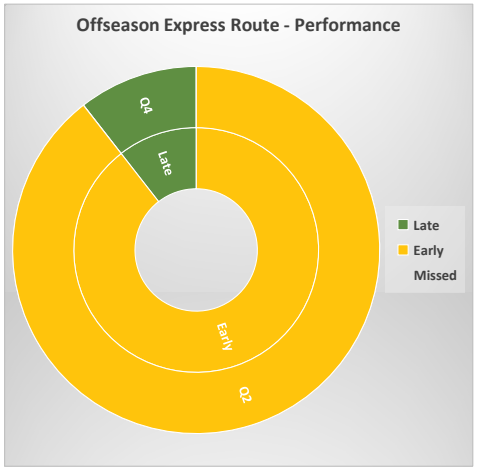
Offseason Express Route - Safety, Security and Passenger Comfort

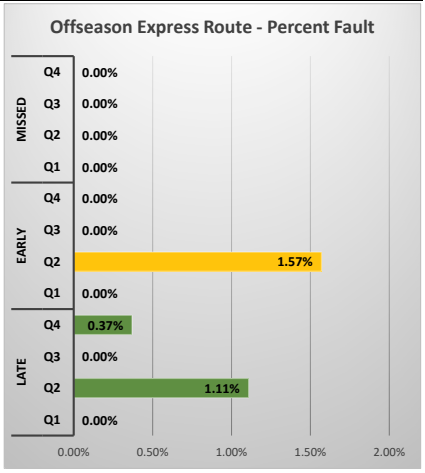
	Accidents				Incidents				Complaints			
Quarter	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total	0	0	0	0	0	0	0	0	0	1	0	1

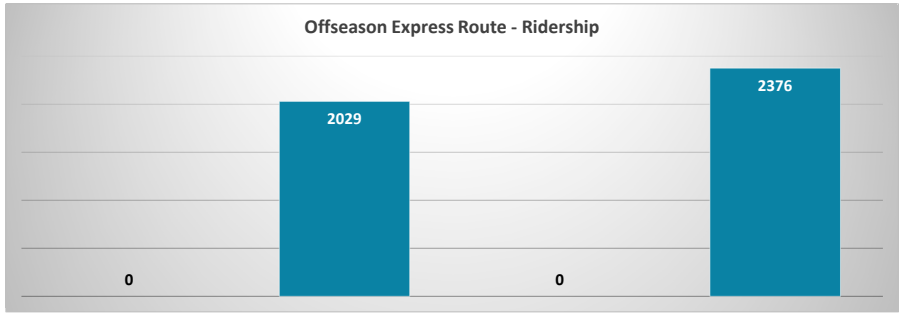
Offseason Express Route - Economic

	Cost per Passenger Trip				Fare Recovery				Operating Farebox Ratio			
Quarter	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total	$0.00	$22.35	$0.00	$13.99	$0	$0	$0	$0	0.00%	0.00%	0.00%	0.00%









Offseason Route - Service Delivery

	Revenue Hours				Ridership				Passenger per Revenue Hour			
Quarter	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Total	**0**	**1341**	**0**	**963**	**0**	**6983**	**0**	**10505**	**0.00**	**5.21**	**0.00**	**10.91**
Offseason Local M-F	0	573	0	411	0	2610	0	3458	0.00	4.56	0.00	8.41
Offseason Local 7 Day	0	769	0	552	0	4373	0	7047	0.00	5.69	0.00	12.77

Offseason Route - Performance

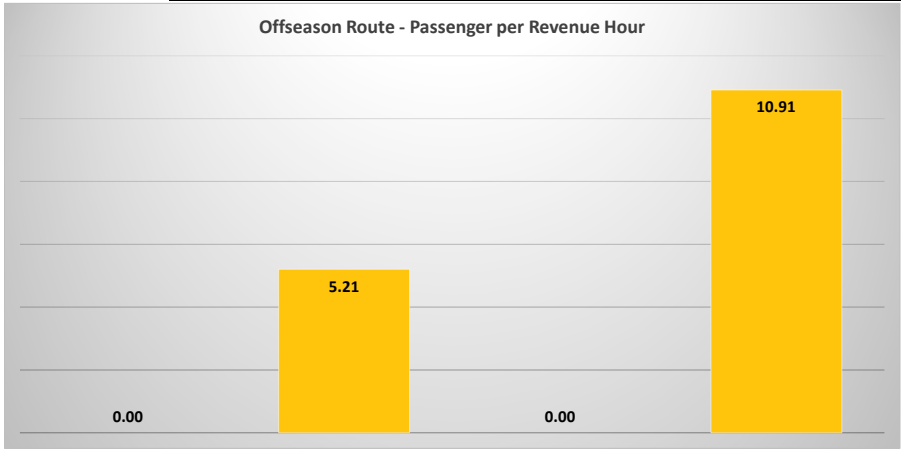
	Late				Early				Missed			
Quarter	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Percent Fault	**0.00%**	**0.14%**	**0.00%**	**1.06%**	**0.00%**	**0.72%**	**0.00%**	**0.35%**	**0.00%**	**0.01%**	**0.00%**	**0.00%**
Total	**0**	**12**	**0**	**45**	**0**	**61**	**0**	**15**	**0**	**1**	**0**	**0**
Offseason Local M-F	0	5	0	17	0	29	0	9	0	0	0	0
Offseason Local 7 Day	0	7	0	28	0	32	0	6	0	1	0	0

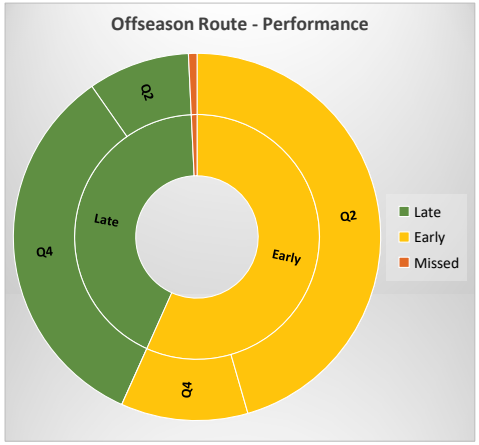
Offseason Local Route - Safety, Security and Passenger Comfort

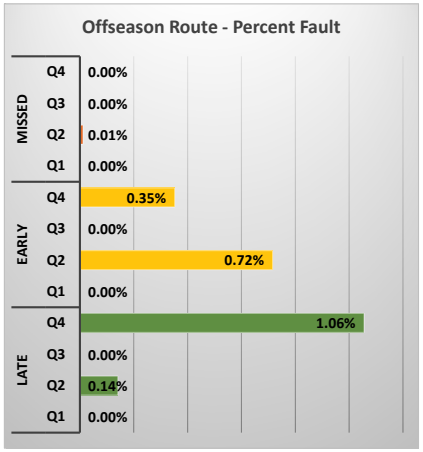
	Accidents				Incidents				Complaints			
Quarter	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Total	**0**	**0**	**0**	**0**	**0**	**2**	**0**	**2**	**0**	**5**	**0**	**3**

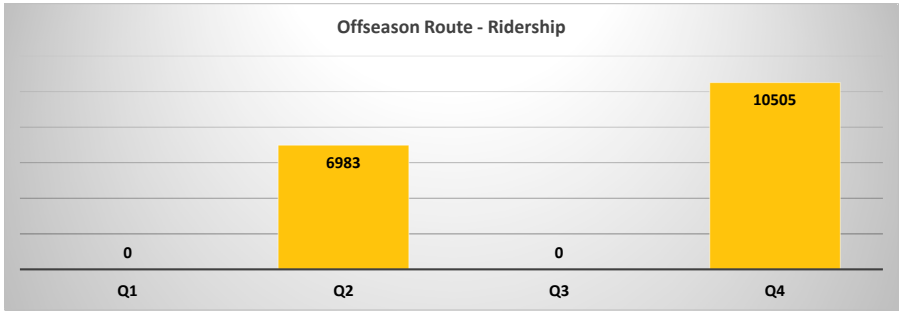
Offseason Route - Economic

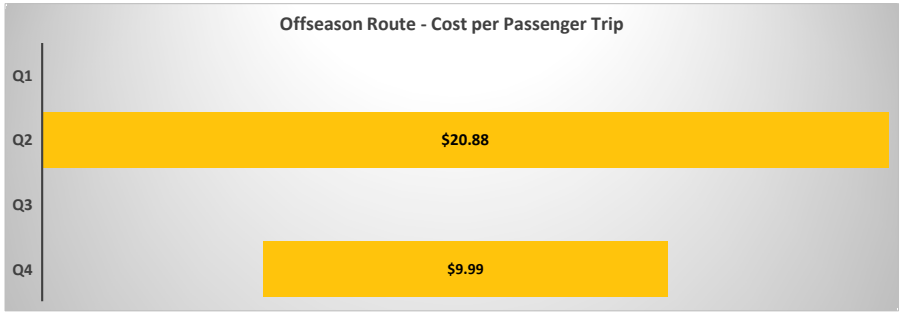
	Cost per Passenger Trip				Fare Recovery				Operating Farebox Ratio			
Quarter	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Total	**$0.00**	**$20.88**	**$0.00**	**$9.99**	**$0**	**$0**	**$0**	**$0**	**0.00%**	**0.00%**	**0.00%**	**0.00%**











SMART Quarterly Report

Annual 2024	Cost Allocation						Trips			Service Measures				
	Operational Cost by Transit Function					Total Allocated Cost	Revenue Hours Miles per Passenger Trip			Service Effectiveness Measures		Cost Efficiency Measures		Cost Effectiveness Measure
Route / Service Name	Cost Using SMART Vehicles	Cost Using TEX Vehicles	Extra Costs (bus washing, storage, towing, admin)	Maintenance - Not Included in Contract	Fuel		Revenue Hours	Revenue Miles	Pass. Trips	Pass. per Revenue Hour	Pass. per Revenue Mile	Cost per Revenue Service Hour	Cost per Revenue Service Mile	Cost per Pass. Trip
Down Valley Route	$117,856	$53,928	$536	$0	$13,266	$185,586	1,464	40,348	4,599	3.14	0.11	$126.79	$4.60	$40.35
Lawson Hill Route	$381,747	$1,639	$0	$215	$36,084	$419,686	3,799	47,541	24,660	6.49	0.52	$110.47	$8.83	$17.02
Lawson Hill/Mountain Village Route	$77,787	$7,493	$0	$0	$7,802	$93,081	820	11,693	2,549	3.11	0.22	$113.51	$7.96	$36.52
Norwood Route	$162,431	$14,591	$738	$2,300	$15,438	$195,499	1,704	54,147	13,865	8.14	0.26	$114.73	$3.61	$14.10
Nucla/Naturita Route	$90,591	$3,610	$389	$0	$8,310	$102,900	918	30,706	12,306	13.40	0.40	$112.05	$3.35	$8.36
Rico Route	$43,267	$3,964	$160	$386	$4,132	$51,910	455	14,462	3,210	7.06	0.22	$114.17	$3.59	$16.17
Offseason	$229,809	$3,620	$0	$0	$17,350	$250,779	2,304	36,238	17,488	7.59	0.48	$108.85	$6.92	$14.34
Offseason Express	$72,018	$1,132	$0	$0	$5,439	$78,589	722	12,215	4,405	6.10	0.36	$108.85	$6.43	$17.84
Montrose	$0	$0	$0	$0	$0	$0	0	0	0	0.00	0.00	$0.00	$0.00	$0.00
Vanpool Montrose/Telluride 1	$0	$0	$0	$2,321	$5,217	$7,539	633	27,356	2,341	3.70	0.09	$11.91	$0.28	$3.22
Vanpool Montrose/Telluride 2	$0	$0	$0	$150	$5,548	$5,698	617	31,448	1,895	3.07	0.06	$9.23	$0.18	$3.01
Vanpool Montrose/Mountain Village	$0	$0	$0	$233	$2,349	$2,582	814	38,673	750	0.92	0.02	$3.17	$0.07	$3.44
Vanpool Norwood/Mountain Village 1	$0	$0	$0	$2,281	$2,349	$4,630	348	21,417	905	2.60	0.04	$13.31	$0.22	$5.12
Vanpool Norwood/Mountain Village 2	$0	$0	$0	$2,504	$2,349	$4,853	377	24,574	888	2.36	0.04	$12.89	$0.20	$5.47
Vanpool Norwood/Mountain Village 3	$0	$0	$0	$537	$2,441	$2,978	366	18,487	627	1.71	0.03	$8.14	$0.16	$4.75
Vanpool Telluride/Ridgway/Dolores	$0	$0	$0	$171	$1,677	$1,848	239	14,845	632	2.64	0.04	$7.73	$0.12	$2.92
Total	**$1,175,507**	**$89,976**	**$1,823**	**$11,099**	**$129,751**	**$1,408,157**	**15,580**	**424,150**	**91,120**	**5.85**	**0.21**	**$90.38**	**$3.32**	**$15.45**

	Fare Capture		Safety and Comfort			Performance						
	Fare Recovery	Operating Farebox Ratio	Accidents	Incidents	Complaints	Route	Total Scheduled Stops	Late	Early	Missed	Total Faults	Percent Faults
Route / Service Name												
Down Valley Route	$1,560	0.84%	0	5	2	Down Valley Route	6812	66	9	4	79	1.16%
Lawson Hill Route	$0	0.00%	1	0	5	Lawson Hill Route	15552	99	43	0	142	0.91%
Lawson Hill/Mountain Village Route	$0	0.00%	0	1	1	Lawson Hill/Mountain Village Route	4824	7	18	1	26	0.54%
Norwood Route	$19,087	9.76%	0	9	5	Norwood Route	5394	19	37	2	58	1.08%
Nucla/Naturita Route	$20,828	20.24%	0	2	5	Nucla/Naturita Route	3406	19	25	2	46	1.35%
Rico Route	$5,298	10.21%	0	2	1	Rico Route	524	0	1	2	3	0.57%
Offseason	$0	0.00%	0	4	8	Offseason	12789	57	76	1	134	1.05%
Offseason Express	$0	0.00%	0	0	2	Offseason Express	3249	28	34	0	62	1.91%
Montrose	$0	0.00%	0	0	0	Montrose	0	0	0	0	0	0.00%
Vanpool Montrose/Telluride 1	$6,220	82.51%	0	0	2							
Vanpool Montrose/Telluride 2	$5,480	96.17%	0	0	0							
Vanpool Montrose/Mountain Village	$1,950	75.52%	0	0	0							
Vanpool Norwood/Mountain Village 1	$2,280	49.24%	0	1	0							
Vanpool Norwood/Mountain Village 2	$2,080	42.86%	0	0	0							
Vanpool Norwood/Mountain Village 3	$2,120	71.19%	0	0	0							
Vanpool Telluride/Ridgway	$1,880	101.74%	0	0	0							
Total	**$68,783**		**1**	**24**	**31**							

SMART Quarterly Report

Annual

Cost Allocation

Operational Cost by Transit Function

Route / Service Name	Revenue Hours - SMART Vehicles	Revenue Hours - TEX Vehicles	Extra Costs (bus washing, storage, towing, admin)	Maintenance	Fuel	Total Allocated Cost
Down Valley Route	$111,108	$27,864	$8,449	$3,540	$15,404	$166,366
Lawson Hill Route	$325,716	$351	$23,358	$8,177	$42,057	$399,659
Lawson Hill/Mountain Village Route	$67,642	$4,722	$5,094	$2,014	$9,115	$88,587
Norwood Route	$133,922	$32,679	$10,235	$20,294	$18,725	$215,856
Nucla/Naturita Route	$79,986	$0	$5,344	$11,432	$9,776	$106,538
Rico Route	$30,146	$15,107	$2,570	$471	$4,698	$52,991
Offseason	$206,651	$1,801	$5,451	$2,361	$19,463	$235,728
Offseason Express	$62,227	$0	$1,613	$780	$5,882	$70,502
Montrose	$0	$0	$0	$0	$0	$0
Montrose/Telluride 1	$0	$0	$0	$490	$7,694	$8,185
Montrose/Telluride 2	$0	$0	$0	$1,366	$8,595	$9,961
Montrose/Mountain Village	$0	$0	$0	$1,768	$7,351	$9,119
Norwood/Mountain Village 1	$0	$0	$0	$1,401	$7,351	$8,752
Norwood/Mountain Village 2	$0	$0	$0	$3,945	$7,351	$11,296
Norwood/Mountain Village 3	$0	$0	$0	$1,429	$4,876	$6,305
Telluride/Ridgway	$0	$0	$0	$225	$4,714	$4,939
Total	**$1,017,398**	**$82,525**	**$62,114**	**$59,693**	**$173,052**	**$1,394,783**

Trips

Revenue Hours/Miles per Passenger Trip

Route / Service Name	Revenue Hours	Revenue Miles	Pass. Trips
Down Valley Route	1,423	40,040	6,051
Lawson Hill Route	3,701	47,212	23,221
Lawson Hill/Mountain Village Route	798	11,693	1,658
Norwood Route	1,735	53,824	17,300
Nucla/Naturita Route	908	30,472	10,014
Rico Route	436	14,352	1,970
Offseason	2,335	40,106	14,737
Offseason Express	706	13,389	3,907
Montrose	0	0	0
Montrose/Telluride 1	551	27,200	1,775
Montrose/Telluride 2	649	32,062	2,172
Montrose/Mountain Village	708	35,112	733
Norwood/Mountain Village 1	302	13,387	670
Norwood/Mountain Village 2	345	15,318	673
Norwood/Mountain Village 3	326	14,785	812
Telluride/Ridgway	355	14,702	829
Total	**15,275**	**403,652**	**86,522**

Service Measures

Service Effectiveness Measures

Cost Efficiency Measures

Cost Effectiveness Measure

Route / Service Name	Pass. per Revenue Hour	Pass. per Revenue Mile	Cost per Revenue Service Hour	Cost per Revenue Service Mile	Cost per Pass. Trip
Down Valley Route	4.25	0.15	$116.95	$4.16	$27.49
Lawson Hill Route	6.27	0.49	$107.98	$8.47	$17.21
Lawson Hill/Mountain Village Route	2.08	0.14	$110.97	$7.58	$53.43
Norwood Route	9.97	0.32	$124.43	$4.01	$12.48
Nucla/Naturita Route	11.03	0.33	$117.40	$3.50	$10.64
Rico Route	4.52	0.14	$121.59	$3.69	$26.90
Offseason	6.31	0.37	$100.95	$5.88	$16.00
Offseason Express	5.54	0.29	$99.92	$5.27	$18.04
Montrose	0.00	0.00	$0.00	$0.00	$0.00
Montrose/Telluride 1	3.22	0.07	$14.86	$0.30	$4.61
Montrose/Telluride 2	3.35	0.07	$15.35	$0.31	$4.59
Montrose/Mountain Village	1.04	0.02	$12.89	$0.26	$12.44
Norwood/Mountain Village 1	2.22	0.05	$29.03	$0.65	$13.06
Norwood/Mountain Village 2	1.95	0.04	$32.74	$0.74	$16.78
Norwood/Mountain Village 3	2.49	0.05	$19.37	$0.43	$7.76
Telluride/Ridgway	2.33	0.06	$13.90	$0.34	$5.96
Total	**5.66**	**0.21**	**$91.31**	**$3.46**	**$16.12**

Fare Capture

Route / Service Name	Fare Recovery	Operating Farebox Ratio
Down Valley Route	$3,175	1.91%
Lawson Hill Route	$0	0.00%
Lawson Hill/Mountain Village Route	$0	0.00%
Norwood Route	$26,681	12.36%
Nucla/Naturita Route	$18,759	17.61%
Rico Route	$4,074	7.69%
Offseason	$0	0.00%
Offseason Express	$0	0.00%
Montrose	$0	0.00%
Montrose/Telluride 1	$5,480	66.95%
Montrose/Telluride 2	$5,400	54.21%
Montrose/Mountain Village	$2,080	22.81%
Norwood/Mountain Village 1	$2,320	26.51%
Norwood/Mountain Village 2	$2,040	18.06%
Norwood/Mountain Village 3	$2,490	39.49%
Telluride/Ridgway	$3,000	60.74%
Total	**$75,499**	

Safety and Comfort

Route / Service Name	Accidents	Incidents	Complaints
Down Valley Route	0	2	1
Lawson Hill Route	0	2	7
Lawson Hill/Mountain Village Route	0	2	0
Norwood Route	0	10	3
Nucla/Naturita Route	0	3	5
Rico Route	0	3	0
Offseason	0	2	8
Offseason Express	1	0	0
Montrose	0	0	0
Montrose/Telluride 1	0	2	1
Montrose/Telluride 2	1	1	2
Montrose/Mountain Village	0	1	2
Norwood/Mountain Village 1	0	1	1
Norwood/Mountain Village 2	0	1	1
Norwood/Mountain Village 3	0	1	1
Telluride/Ridgway	0	1	1
Total	**2**	**32**	**1**

Performance

Route	Total Scheduled Stops	Late	Early	Missed	Total Faults	Percent Faults
Down Valley Route	6760	53	90	22	165	2.44%
Lawson Hill Route	15498	201	291	16	508	3.28%
Lawson Hill/Mountain Village Route	4740	46	60	50	156	3.29%
Norwood Route	5352	48	312	80	440	8.22%
Nucla/Naturita Route	3380	66	40	26	132	3.91%
Rico Route	520	0	0	0	0	0.00%
Offseason	12789	607	415	38	1060	8.29%
Offseason Express	3249	57	125	1	183	5.63%
Montrose	0	0	0	0	0	0.00%

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SAN MIGUEL AUTHORITY FOR REGIONAL TRANSPORTATION

Operation's Manager's Report, February 2025
February 5th , 2025

- **Update on the Montrose Route**

Our target start date has been revised to February 17th. The decision to push this back was based on Studio Six (our marketing firm) recommending a two-week rollout to maximize the impact of their advertising campaign. They will promote the new service through regional radio stations, newspapers, a billboard, and social media. Additionally, I have sent copies of the route information to a list of stakeholders.

- **Automated Fare Collection**

I tested the Token Transit app in the western parts of Montrose and San Miguel Counties to assess its functionality given the variable cell service in our region. I used my personal AT&T phone and my work Verizon phone. I also asked one of our drivers, who has T-Mobile, about T-Mobile connectivity at the bus stops.

  - In Nucla, Naturita, and Redvale, both AT&T and Verizon had adequate internet access to deploy the app.
  - In Norwood, only AT&T worked.
  - T-Mobile does not work anywhere along the route.
  - All services should work in Montrose and Ridgway.

If SMART proceeds with this app, we must clearly inform users that cell service is required to both purchase tickets and to display proof of purchase at the stop where they board. Most users will likely have a compatible cell provider where they live and board the bus, but issues may still arise. If a passenger cannot access the app due to lack of service when boarding, we can request that they pay in cash and, if they later regain enough service to successfully deploy the app, the driver can issue a refund.

If we decide to sell pass products, another potential issue is the assumption that passholders are guaranteed a seat. While this is unlikely to be a concern on the Nucla, Naturita, or Norwood buses, Montrose buses could experience higher demand, as suggested by inquiries from prospective riders. If we move forward with this app, we must clearly communicate that a pass purchase does not guarantee a seat. Seats will be distributed on a first come first serve basis.

While offering online ticket and pass purchases would be beneficial, we should be mindful of these limitations and potential issues.

- **Rider Satisfaction Survey**

While SMART staff and Fehr & Peers consultants have previously surveyed riders and stakeholders regarding service expansion, we have not conducted a formal rider satisfaction survey during my tenure at SMART. I have attached a set of survey questions designed to evaluate rider satisfaction. The survey results will help us enhance our services in key areas, including:

  - Safety and Courtesy
  - Performance
  - Fare Costs
  - Information Dissemination

Once we finalize the questions, we will distribute the survey through our website, QR codes, and paper surveys available on the buses. The Citizens Advisory Committee is also reviewing the draft, and we welcome comments and suggestions from the Board.

SAN MIGUEL AUTHORITY FOR REGIONAL TRANSPORTATION
SMART

Operation's Manager's Report, February 2025
February 5th , 2025

- **Summary San Miguel Authority for Regional Transportation (SMART) Transit Policies and Procedures**

The SMART Board adopted the San Miguel Authority for Regional Transportation (SMART) Transit Policies and Procedures on February 17th, 2019. This document outlines the regulations, procedures, and policies governing transit operations in the SMART service area. Our partners at Telluride Express are familiar with and adhere to this document. The following is a summary by section:

Section I. Statement of Purpose

- SMART strives to provide safe, courteous public transit in the Telluride region.
- Safety is the top priority for employees and passengers. Telluride Express is contractually obligated to operate and maintain vehicles in a manner that promotes safety.
- Drivers are required be alert to adverse weather conditions, pedestrian and passenger safety, and bus stop conditions.
- Drivers are expected to be courteous and helpful.

Section II. Emergency and Legal Procedures - Drivers

- Accidents must be reported immediately, and detailed accident reports must be submitted within 24 hours.
- Emergency Procedures: Drivers must call 911, aid the injured, and cooperate with law enforcement.
- Passenger Incidents: All incidents, including medical emergencies and violent disturbances must be documented.
- Accident Reporting: Drivers must collect witness statements and avoid making statements of fault.

Section III. Passenger Relations and Customer Service

- Drivers must be courteous, helpful, and professional.
- When handling difficult situations, driver must maintain calmness, empathy, and cooperation.
- Passengers are considered guests of SMART, and grievances must be properly addressed.

Section IV. Service for Passengers with Disabilities

- ADA compliance: Equal access for wheelchair users and disabled passengers must be provided on all routes.
- Drivers must assist passengers with mobility impairments and ensure safety when boarding/disembarking.
- Service animals are allowed.

Section V. Operating Procedures

- Accident Prevention: Defensive driving and adherence to safety rules must be utilized.
- Winter Driving: While driving in ice, snow, and adverse conditions driver must use additional caution.
- Passenger Safety: Drivers must follow rules to ensure passenger safety while on the bus.
- Mechanical Failures: Reporting bus breakdowns and following protocols for disabled buses are required.
- Emergency Vehicles: Protocol for operating buses while emergency vehicles are on the road must be observed.

Section VI. Radio Procedures

- Two-way radios must be used for emergency communication and operational updates.
- Drivers should keep radio use brief and avoid unnecessary chatter.
- FCC regulations apply to radio communications.

SAN MIGUEL AUTHORITY FOR REGIONAL TRANSPORTATION

Operation's Manager's Report, February 2025
February 5th , 2025

- **Summary San Miguel Authority for Regional Transportation (SMART) Transit Policies and Procedures Continued**

Section VII. Employment Practices between Contractors and their Employees

- Equal Employment Opportunity (EEO): No discrimination is allowed based on race, sex, age, disability, or other protected characteristics.
- Drug & Alcohol Testing: Federal Transit Administration (FTA) guidelines require pre-employment, random, post-accident, and reasonable suspicion testing.
- Professionalism: No offensive language, harassment, or misconduct.
- Grooming Standards: Employees must maintain a professional appearance.

Section VIII. Exposure Control Plan/Infection Control Practice

- Employees must follow infection control protocols when exposed to bloodborne pathogens.
- Use of protective gear, proper disposal of contaminated materials, and strict hygiene practices are required.

Section IX. Limited English Proficiency (LEP) Policy

- SMART provides language assistance to non-English speakers as per Title VI of the Civil Rights Act.

Section X. Federal Employment Mandate Policies

- SMART prohibits discrimination and harassment in employment.
- ADA accommodations are provided for employees with disabilities.
- Sexual harassment and workplace misconduct are strictly prohibited.

Appendices

- Appendix A: SMART's ADA Policy statement.
- Appendix B: Forms for incident and accident reporting, detailing investigation procedures and drug/alcohol testing requirements.

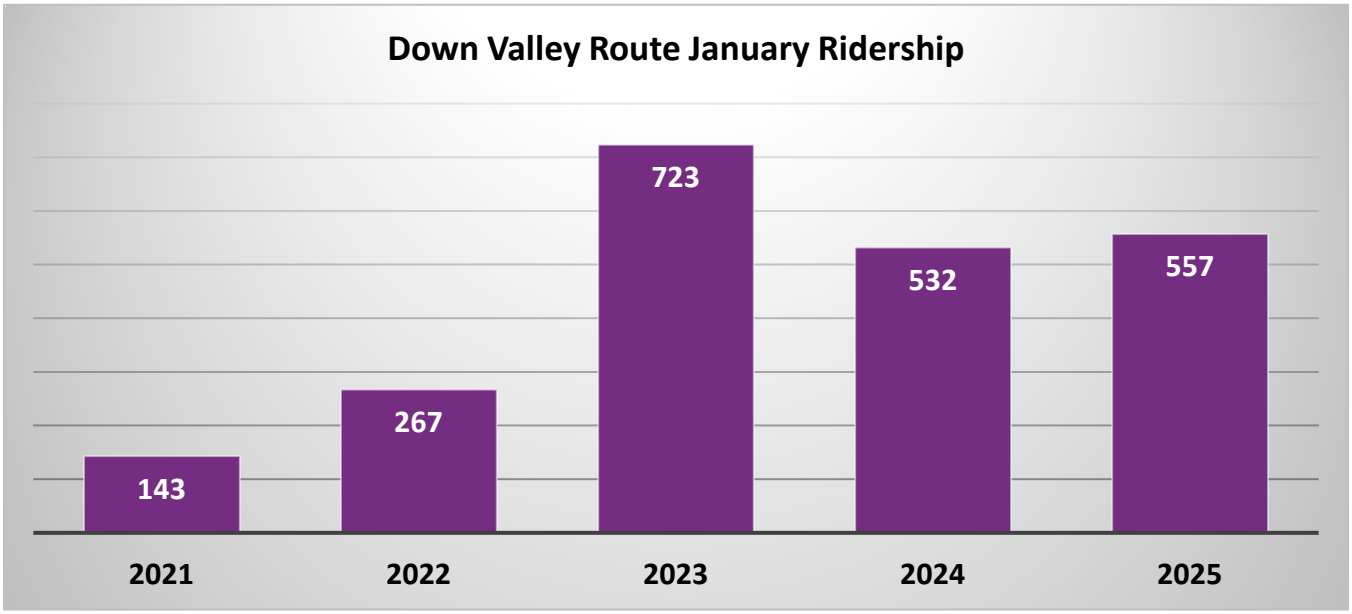
This document serves as a comprehensive guide for SMART transit employees, ensuring safety, professionalism, and compliance with federal and state laws.

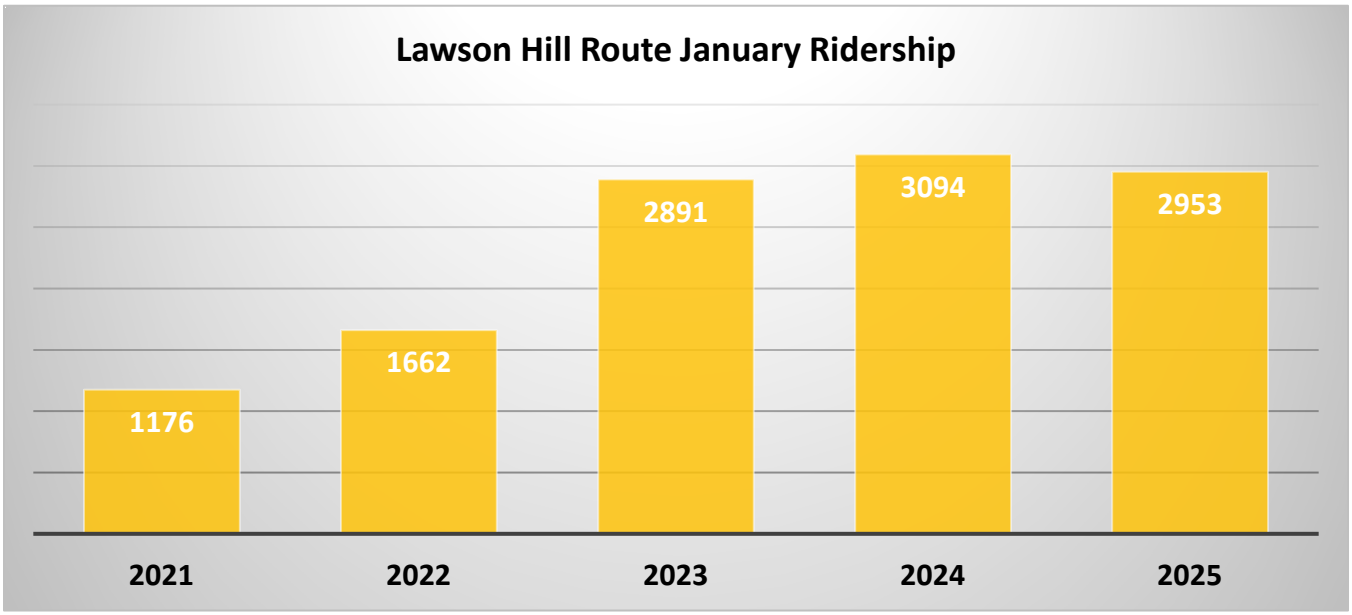
- **Rico Weekend Ridership Update**

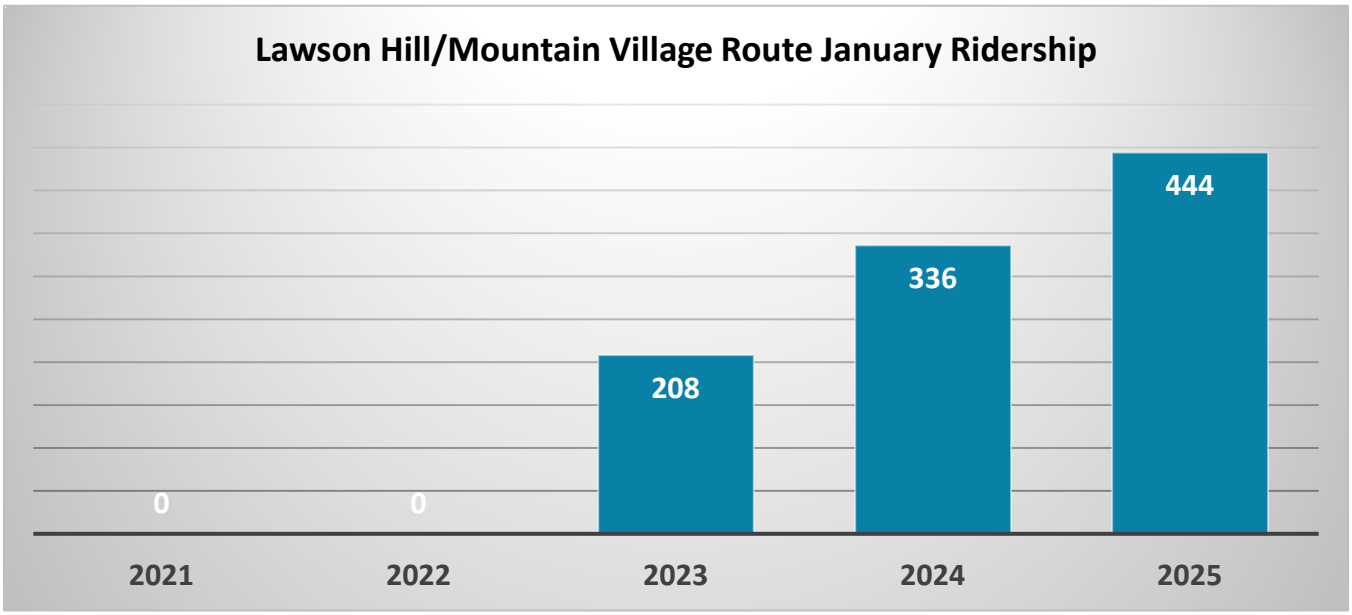
The weekend Rico Route has been operational since late November. Weekend ridership in December, while not as robust as weekday ridership was steady. Ridership in December on the weekend AM route was 27, with an average of three riders per day. There were fewer riders on the weekend PM route (12). In January, ridership picked up substantially – from 27 AM riders in December to 61 in January. PM Ridership went from 12 in December to 42 in January. The Rico Route typically has fewer riders in the afternoon than in the morning.

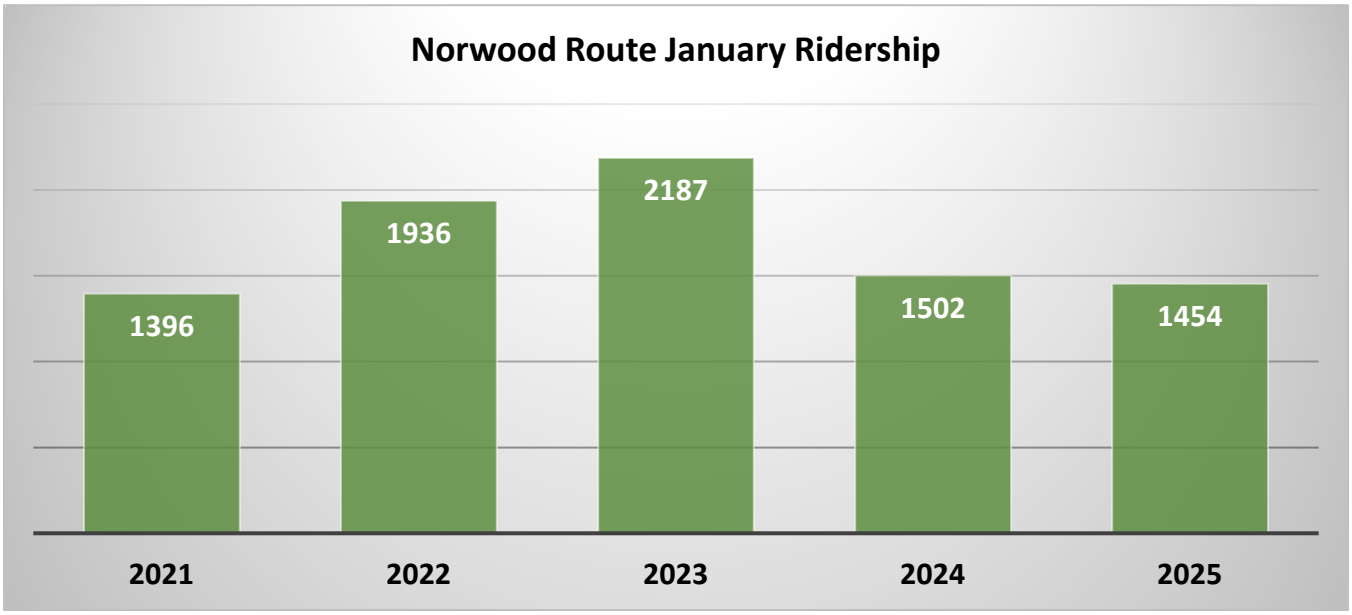
- **January Ridership 2021 - 2025**

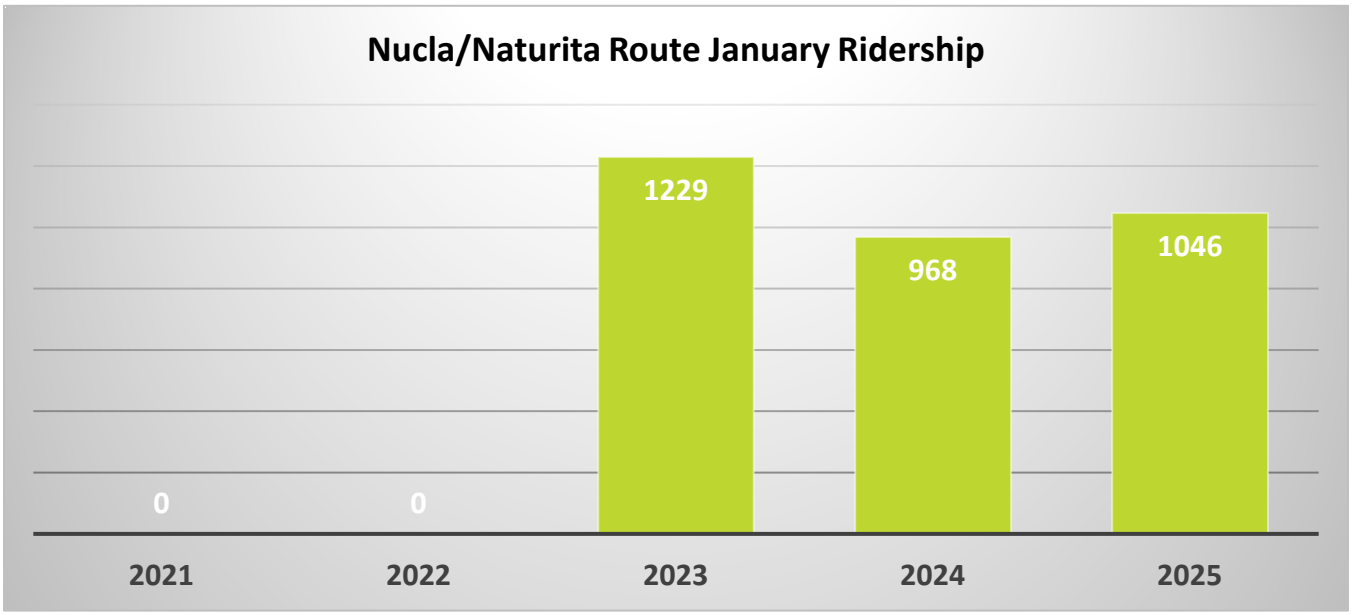
The following are graphs of January ridership from 2021 – 2025. In January, ridership in 2023 was stronger than all other years on the Down Valley Route, the Norwood Route and the Nucla/Naturita Route. Ridership on the Lawson Hill Route has remained fairly consistent since we added routes in the middle of the day. Ridership on both the Rico Route and the Mountain Village has increased substantially.

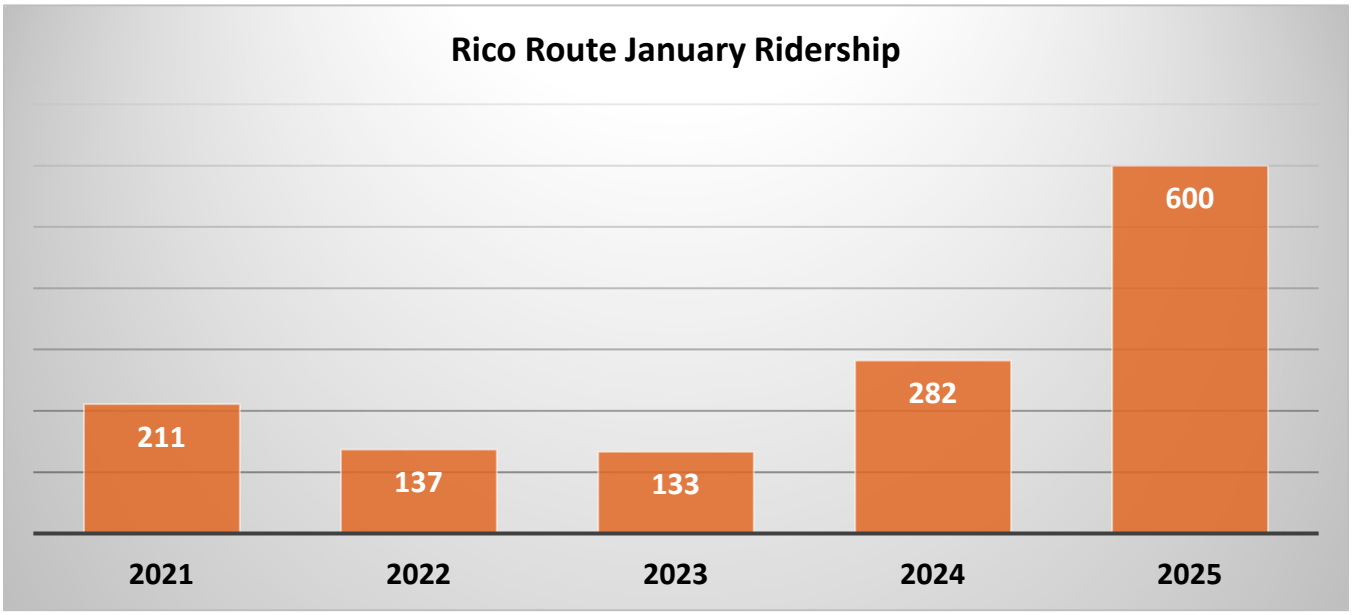

Down Valley Route January Ridership
143
267
723
532
557
2021
2022
2023
2024
2025


Lawson Hill Route January Ridership
1176
1662
2891
3094
2953
2021
2022
2023
2024
2025


Lawson Hill/Mountain Village Route January Ridership
0
0
208
336
444
2021
2022
2023
2024
2025







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