



# Essential Air Service Proposal

Moab, Utah

DOT-OST-1997-2827

Corporate Flight Management Inc. d/b/a Contour Airlines  
A Tennessee Corporation  
808 Blue Angel Way, Smyrna, TN 37167



Dear Mr. Raggio,

Contour Airlines is pleased to submit this proposal to continue providing Essential Air Service to Moab, Utah (CNY). As part of our proposal, we are offering the community 12-weekly nonstop flights, including options for Denver (DEN), Salt Lake City (SLC), and Phoenix (PHX). Contour prefers a 48-month term for the award.

Contour Airlines will continue to utilize twin-engine regional jet aircraft, comfortably configured with 30 seats. Passengers will be able to connect to Contour partners Alaska, American, Delta, JetBlue, and United Airlines. We believe that this proposal well positions the community to continue to see enplanement growth and the corresponding economic growth that means for the community.

Furthermore, Contour will complement EAS flights with additional at-risk services in peak visitation seasons for Moab in a manner to maximize service utility, efficiency, and not increase subsidy cost.

We are confident that Contour's continued service to Moab would be beneficial to the region, and we hope to continue our important partnership with this community.

Thank you for your consideration.



Ben Munson  
President



# Company History & Overview



## Corporate History

- Founded in 1982 in Nashville, Tennessee
- New management team introduced airline growth strategy in 2015

## The Platform

- Diversified Platform
  - *Airline, charter, FBO, and MRO operations*
- Optimized for regional market connectivity
  - *Commercial platform and operations optimized for EAS*
  - *Multiple major airline partners*
  - *Strong community engagement at all levels*



**35 Cities**  
in Network



**40**  
Regional Jets



**800+**  
Employees

# Our Fleet



Bombardier CRJ Aircraft



Embraer ERJ Aircraft

**Contour Exclusively Operates Twin-Engine Regional Jet Aircraft  
in Our Essential Air Service (EAS) Network**



## Contour Amenities



Flight Attendant  
on every flight



36" pitch  
at every seat



Food & Beverage on  
every flight



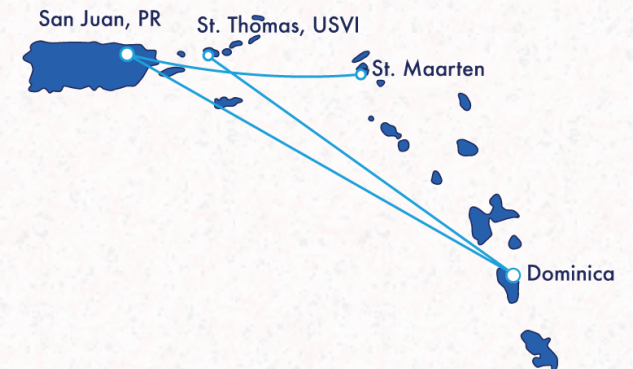
Free Carry-On &  
Free Checked Bag



# Our Network



- Contour has significantly scaled into the **largest independently branded airline in EAS**
- Commercial platform purpose built to **optimize for EAS markets**
- Connecting EAS communities with **most relevant hubs** for business and leisure travel
- Serving **multiple hubs** proving successful in multiple markets



## Notes

El Dorado, AR and Carlsbad, NM service starting in March 2026

# Safety and Security

## Safety Accreditations



CARB CERTIFIED CARRIER



WINGMAN

Contour Is One of Few Part 135 Carriers with a FAA Approved Safety Management System

## Leading Safety Culture

- Contour holds the **highest-level accreditations** that an airline can receive for safety. Of note, Contour also undergoes audits from its major partner airlines.
- **U.S. Department of Defense (DoD)** Civilian Airlift Review Board (CARB)–certified carrier, enabling use by U.S. government travelers.
- Works with regulatory bodies and industry groups to ensure **best practices** across safety & security disciplines
- Contour is one of the few Part 135 carriers with a **FAA approved Safety Management System (SMS)**.

# Partner Portfolio

## Five Major Connecting Airline Partners



- Contour currently has active partnership agreements with **Alaska, American, JetBlue, and United**
- **Delta Air Lines** moving forward with interline agreement with Contour in 2026
- Contour **continuously expanding interline portfolio** to maximize service options for our communities

## Distribution Strategy

- Contour tickets, regardless of connecting carrier, are distributed across all traditional channels.
- Both Contour and connecting flights will be displayed on all major OTAs and metasearch platforms, as well as partner airline sites.
- Passengers connect seamlessly, not having to re-clear security or re-check their baggage.

# Promoting Traffic Growth

## Contour Marketing Difference

- Independent brand supported by professional agencies to build awareness
- Contour has included a proposed marketing budget of \$75,000 to work collaboratively with community to promote service and grow passenger traffic to and from Moab
- Promotional fares with discounted price point relative to most regional travel options
- Emphasis on traffic stimulation in partnership with community to maximize service value

**Contour Airlines**  
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Beginning April 1st, Contour is proud to announce that Moab, UT and Vernal, UT will be adding an additional route to Denver, CO!!

While both locations will still be flying to/from Phoenix, AZ, Moab will offer 7 weekly flights and Vernal will offer 5 weekly flights to Denver. Plus, connect beyond Denver with our newest partner, United Airlines.

Hurry, tickets start at \$69 one way\*. Book now at [www.contourairlines.com](http://www.contourairlines.com).

\*Terms and Conditions Apply. Please see [www.contouraviation.com/fare-sales](http://www.contouraviation.com/fare-sales) for details.

**Fly Denver**  
nonstop to — ✈️  
**Moab and Vernal, UT**

Fares starting at **\$69** one way\*

**CONTOUR** Connections available worldwide with our partner, **UNITED**  
\*Terms and Conditions Apply

CONTOURAIRLINES.COM  
**Home** Corporate Flight Management d.b.a Contour Airlines. **Book now**

Fares starting at **\$49** one way\*

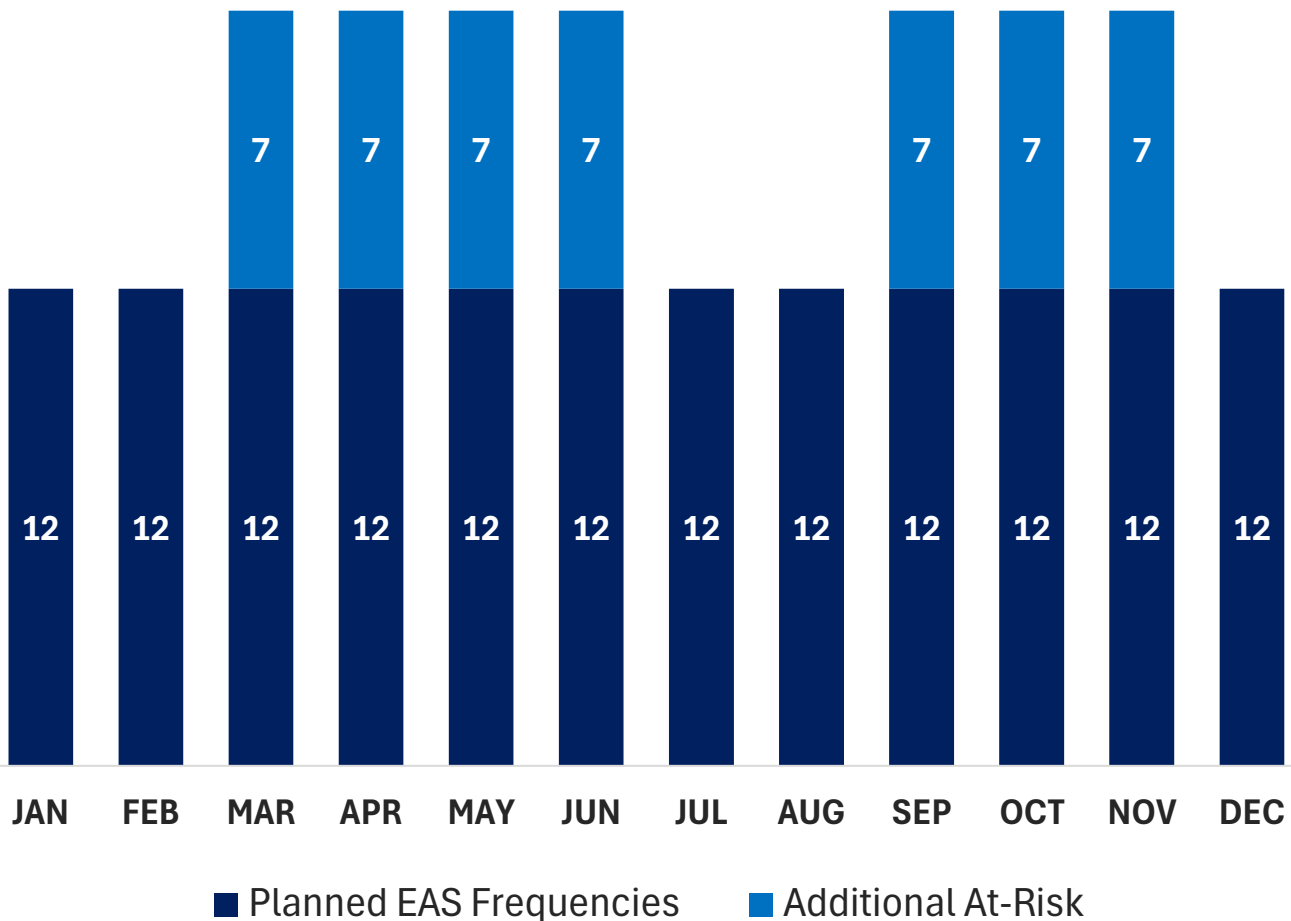
New jet service from **Show Low** to **Phoenix** begins October 1<sup>st</sup>.

**CONTOUR** Connections available worldwide with our partner, **American Airlines**  
\*Terms and Conditions Apply

CONTOURAIRLINES.COM  
**Home** Corporate Flight Management d.b.a Contour Airlines. **Book now**

# Optimizing Service for Moab's Demand

Contour Planned Frequencies Per Week – Moab (CNY)



## Maximizing Seasonality

- **Plan for 12 weekly EAS flights year-round** in Moab, while maintaining flexibility to adjust flights throughout the year as desired by community.
- **Commitment for 420 additional at-risk segments annually**, concentrated in the Spring and Fall months to align with peak visitor demand.
- These flights will **increase service utility and community awareness** during peak periods without increasing the annual EAS subsidy requirement.
- Additional at-risk flights will operate to either **Denver (DEN), Phoenix (PHX), or Salt Lake City (SLC).**

# Contour Bid (Option A)

## Bid Overview

Essential Air Service Market	Moab, UT
Frequency*	12 weekly Round-Trips
Hub(s)	DEN (7) + PHX (5)
Aircraft Type	30-Seat Regional Jet
Term	48 months preferred
Annual Escalation	5% Year over Year

### Notes:

All flights to be conducted as 14 CFR Part 380 public charters. Accordingly, service is contingent on community waiving its rights to scheduled air transportation or submitting a proposal for Alternate Essential Air Service (AEAS).

\*Represents annual average of 12-weekly flights. Subject to the community's waiver of 49 U.S.C. § 41732(b)(1)(A), Contour Airlines to make seasonal adjustments based on monthly requested frequencies by hub from the community.

## Operations

Scheduled R/Ts Per Week	12
Completion Factor	97%
Annual Departures	1,211
Seats per Departure	30

## Revenue

Forecast Passengers	27,500
Average Fare	\$95
<b>Total Revenue</b>	<b>\$2,612,500</b>

## Expenses

Departure Costs	\$1,599,870
Aircraft Operating Costs	\$4,623,405
Overhead and Ownership	\$1,364,049
Marketing	\$75,000
<b>Total Expenses</b>	<b>\$7,662,324</b>
Profit Component (5%)	\$383,116

<b>Proposed Subsidy Year 1</b>	<b>\$5,432,940</b>
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Proposed Subsidy Year 2	\$5,704,587
Proposed Subsidy Year 3	\$5,989,817
Proposed Subsidy Year 4	\$6,289,307

# Contour Bid (Option B)

## Bid Overview

Essential Air Service Market	Moab, UT
Frequency*	12 weekly Round-Trips
Hub(s)	DEN (7) + SLC (5)
Aircraft Type	30-Seat Regional Jet
Term	48 months preferred
Annual Escalation	5% Year over Year

### Notes:

All flights to be conducted as 14 CFR Part 380 public charters. Accordingly, service is contingent on community waiving its rights to scheduled air transportation or submitting a proposal for Alternate Essential Air Service (AEAS).

\*Represents annual average of 12-weekly flights. Subject to the community's waiver of 49 U.S.C. § 41732(b)(1)(A), Contour Airlines to make seasonal adjustments based on monthly requested frequencies by hub from the community.

## Operations

Scheduled R/Ts Per Week	12
Completion Factor	97%
Annual Departures	1,211
Seats per Departure	30

## Revenue

Forecast Passengers	25,000
Average Fare	\$100
<b>Total Revenue</b>	<b>\$2,500,000</b>

## Expenses

Departure Costs	\$2,148,834
Aircraft Operating Costs	\$4,005,329
Overhead and Ownership	\$1,364,049
Marketing	\$75,000
<b>Total Expenses</b>	<b>\$7,593,213</b>
Profit Component (5%)	\$379,661

## Proposed Subsidy Year 1

**\$5,472,873**

Proposed Subsidy Year 2	\$5,746,517
Proposed Subsidy Year 3	\$6,033,843
Proposed Subsidy Year 4	\$6,335,535

# Contour Bid (Option C)

## Bid Overview

Essential Air Service Market	Moab, UT
Frequency*	12 weekly Round-Trips
Hub(s)	PHX (7) + SLC (5)
Aircraft Type	30-Seat Regional Jet
Term	48 months preferred
Annual Escalation	5% Year over Year

### Notes:

All flights to be conducted as 14 CFR Part 380 public charters. Accordingly, service is contingent on community waiving its rights to scheduled air transportation or submitting a proposal for Alternate Essential Air Service (AEAS).

\*Represents annual average of 12-weekly flights. Subject to the community's waiver of 49 U.S.C. § 41732(b)(1)(A), Contour Airlines to make seasonal adjustments based on monthly requested frequencies by hub from the community.

## Operations

Scheduled R/Ts Per Week	12
Completion Factor	97%
Annual Departures	1,211
Seats per Departure	30

## Revenue

Forecast Passengers	25,000
Average Fare	\$100
<b>Total Revenue</b>	<b>\$2,500,000</b>

## Expenses

Departure Costs	\$1,916,776
Aircraft Operating Costs	\$4,218,459
Overhead and Ownership	\$1,364,049
Marketing	\$75,000
<b>Total Expenses</b>	<b>\$7,574,284</b>
Profit Component (5%)	\$378,714

## Proposed Subsidy Year 1

**\$5,452,999**

Proposed Subsidy Year 2	\$5,725,649
Proposed Subsidy Year 3	\$6,011,931
Proposed Subsidy Year 4	\$6,312,528



# CONTOUR

[www.ContourAirlines.com](http://www.ContourAirlines.com)

