This technical memorandum contains project goals and objectives based on the discussions held at the kick-off meeting of the study committee. Identified as part of the process are the key issues addressed by the participants. Under separate cover is the expanded scope of work, clarifying the project tasks.

The first part of the memorandum reviews the study committee agenda and participants, followed by a compilation of the key issues identified in the meeting. This is followed by the draft overarching and study goals. At the end of this document we discuss the next steps and activities for the near future.

**STUDY COMMITTEE MEETING**

The Transit Plan Update was initiated with a meeting on May 20, 2014. The agenda for the meeting included:

A. Introductions  
B. Review and discussion of scope of work  
C. Discussion of issues and historical perspective  
D. Setting of goals  
E. Data collection  
F. Next steps

Attendees included transit providers, MPO staff, transit and a Pedestrian Master Plan consultant:

1. Erick Aune – MPO  
2. David Harris – NMDOT  
3. Claudia Horn – Design Office  
4. Rosa Kozub – NMDOT  
5. Anthony Mortillaro – NCRTD  
6. Ken Smithson – Santa Fe Trails  
7. Mark Tibbets – MPO  
8. Greg White – NMDOT  
9. Keith Wilson - MPO
10. Chris Cordova – SWP
11. Ken Hosen – KFH Group

Key Issues

1. **Review and make recommendations for each route:** The main focus of this effort will be on routes wholly internal to the study area. This comprises Santa Fe Trails (including NCRTD funded routes), the Pick-Up Shuttle, one NCRTD operated route and two NMDOT Park and Ride routes.

2. **Ensure connectivity and integration of service modes with other systems:** While there are six systems, including the New Mexico Rail Runner that operates all or in part in Santa Fe, it is essential that they all work together. Passengers do not care about institutional boundaries. Regardless of who operates service, the providers should act as one coordinated network.

3. **Ensure connectivity with bicycle and pedestrian modes:** Transit, pedestrians and bicyclists go hand in hand. It is important to ensure this connectivity between pedestrian and bicycle pathways.

4. **Environmental justice:** Transit needs to reach low income, residents as well as those with limited English skills and otherwise disadvantaged through compliance with Title VI, and Limited English Proficiency (LEP) requirements. This study will attempt to identify key locations where this is an issue.

5. **Infrastructure needs:** The study will review transfer locations and bus stop issues.

6. **Coordinate plan with:**
   a. MPO Metropolitan Transportation Plan
   b. MPO Metropolitan Bicycle Master Plan
   c. MPO Pedestrian Master Plan
   d. NCRTD Transit Plan Update
   e. NMDOT 2015 State Long-Range Multi-Modal Plan
   f. Community Long-Range Plans
   g. Other plans as appropriate

7. **Assess technology, review compatibility and recommend investments:**
   a. Paratransit software
   b. Real time passenger information
   c. Websites and links
   d. Potential for one stop information website for all services

8. **Coordinated operations planning:** In order to perform as one network of services, the management and planning staff of each system should meet in a formal setting on a regular basis.

9. **Economic development, affordable housing and transit oriented development:** These solutions are also developed in conjunction with high capacity service such as bus rapid transit and rail.

10. **Review fare policies:** The key issue here is the coordination of fare medium among the transit systems to ensure ease of use of the network.
11. **Provide for extensive outreach**: Through surveys, interviews, meetings and riding buses. Stakeholders include community, political, business leaders, human service agency advocates as well as other interested persons/organizations.

12. **Highlight successes in transit in Santa Fe**: Santa Fe has undergone a transformation with the introduction of the Rail Runner and the regional network of services.

**GOALS AND OBJECTIVES**

There are two types of goals and objectives that are addressed in this section. The first set of goals is termed overarching goals. These goals are outcome based and will ensure that the focus remains on customer service as well as cost efficiency and effectiveness. Study goals and objectives are intended to guide the study process and encourage and support progress toward seamless travel throughout the MPO area and the region.

**Testing Basic Notions**

The goals for transit in the study area must reflect several overarching notions. These notions should be discussed and confirmed at the outset of the planning process and should be tested and updated as necessary throughout the development of the Plan as well as in implementation. The three basic notions include:

1. A clear customer orientation for planning and operations that is focused on the quality of the travel experience from a customer’s perspective;
2. A mutual recognition that some essential policies, functions and actions should be formulated and carried out on a regional scale, e.g. integrated fare policy, information technology applications, etc., while others must reflect more localized user needs;
3. Recognition that opportunities for additional connectivity and integration of services exist on several levels and that this planning process will identify those opportunities in both the short and long term.

**Overarching Goals: The Guiding Principles**

The overarching goals are in essence the guiding principles for this project. These outcome based goals are directly related to customer needs, service efficiency and effectiveness. These goals represent the intended results of the study process when applied to the MPO study area.

**Overarching Goal 1**: Enhance the quality of the customer’s travel experience.

A. Understand the key elements of quality as customers view them.
B. Measure those elements on a regular basis.
C. Monitor and report changes in performance across those elements.
D. Evaluate and prioritize actions that can enhance key elements.

**Overarching Goal 2:** Expand the availability of services to those who are unserved.

A. Monitor the supply of services and changes in travel markets, particularly the market for specialized transportation services.
B. Identify and prioritize gaps in service.
C. Look at long term solutions.
D. Evaluate and prioritize alternative approaches to expand service to fill gaps.

**Overarching Goal 3:** Increase the cost-effectiveness and efficiency of service delivery.

A. Identify opportunities for enhancing cost-effectiveness and efficiency in operations.
B. Evaluate and prioritize alternative actions to address these opportunities.
C. Identify implementation strategies appropriate to the potential cost and benefit of priority actions, e.g. pilot projects vs. wholesale programmatic change.

**Overarching Goal 4:** Establish and sustain communications and decision-making mechanisms among stakeholders to guide Plan implementation effectively.

A. Assess and consider policy-making roles and responsibilities for various aspects of Plan execution among service sponsors, providers and others.
B. Educate policy-makers and the public on the need for, value of proposed actions and investments, and the costs of not responding (‘doing nothing’).
C. Advocate Plan actions and investments among decision-makers and the public.

**Transit Master Plan Goals and Objectives: Process Oriented**

This section addresses the goals and objectives of the study – those goals that need to be met as part of the study process.

**Vision** – Develop a transit plan that sustains and enhances viable transit options for residents and visitors to the Santa Fe area through greater mobility for public transit riders in the MPO study area. Key elements of the plan will include:

1. **Service Provision** – Continue to improve public transit service. This planning process will examine each route internal to the study area and make recommendations, where appropriate, for change.
2. **Regional Connectivity: Transit** - There are six transit services that operate in the study area. Three organizations provide at least some service wholly within the service area. It will be essential to ensure these systems are appropriately connected for ease of use. All riders and systems gain through improved connectivity.
3. **Regional Connectivity: Pedestrian and Bicycle** - A direct connection between transit, pedestrians and bicycles is a natural fit that can be enhanced through this planning process.

4. **Americans with Disabilities Act (ADA)** - Ensure all of the requirements of the Americans with Disabilities Act are met in order to provide full mobility for persons with disabilities.

5. **Title VI – Environmental Justice** – Enhance service for all residents and visitors by ensuring needs of transit disadvantaged are met.

6. **Appropriate Mix of Solutions** - Apply innovative solutions as well as tried and true solutions. Solutions will address both short term and long term needs.

The following goals are related specifically to the development of the Public Transit Master Plan and represent a process orientation. These goals are related directly to the consultant’s requirements and the study committee’s expectations.

**Goal 1 – Have all Services Function as One Overall Transit Network**

1. Ensure routes are as effective as possible through a detailed review of individual routes:
   a. Determine effectiveness
   b. Meet needs
   c. Modify as needed
   d. Examine transfer sites and bus stops

2. Eliminate duplication where it may exist

3. Enhance connectivity of all services within the study area

4. Examine and enhance technology that can connect each system and operate as one network

**Goal 2 - Conduct an Expansive Outreach Effort**

1. Provide a forum for residents of the service area
   a. Conduct three public meetings throughout the community to receive input from residents and stakeholders

2. Conduct surveys of the general public non-riders and riders

3. Conduct on-board surveys
   a. On-line survey for the public
   b. Intercept surveys at key stops

4. Conduct outreach with key stakeholders:
   a. Human service agencies, community, political and business leaders

5. Develop marketing plan to reach all riders and potential riders as well as businesses.
Goal 3 – Seek Opportunities to Enhance Economic Development, Affordable Housing and Transit Oriented Development

1. Reach out to the business community
2. Seek solutions that will enhance economic development where possible
3. Promote transit oriented development in the design of routes and bus stops
4. Identify opportunities where Affordable Housing policies and Transit polices support each other
5. Identify both short and long range solutions

Goal 4 - Coordinate Transit Planning Efforts

1. Ensure compatibility of the transit plan with other regional and local plans in place and in the study process
2. Meet goals of MPO Metropolitan Transportation Plan:
   a. Safety/Security
   b. Access/Mobility
   c. Environment/Energy
   d. Integration/Connectivity
3. Ensure plan coordinates with the MPO Metropolitan Transportation Plan and Bicycle and Pedestrian Master Plans and the NMDOT 2015 State Long-Range Multi-Modal Plan

NEXT STEPS

The study committee is requested to review these goals to make sure they are compatible with their needs and expectations. As the study progresses, it is possible that some goals and/or objectives may change. This will be an on-going process.

The consultant team is working on a number of tasks at this time. The tasks include:

1. **Outreach** - The outreach efforts included the on-board bus surveys conducted June 20 – 24 and the three public meetings July 8 – 10. Stakeholder interviews took place the week of June 23rd as well. Additional outreach is on-going.
2. **Review of Existing Services** - In addition to the extensive observations of all modes to date, the consultants conducted on-board observations on all routes internal to the MPO study area. We are also producing maps of each route.
3. **Demographics and Land Uses** – The study team is collecting data and developing the maps for this review.

We anticipate that the next meeting of the study committee will be to present the demographic and land use data (Technical Memorandum No. 2) and the findings of the outreach effort and existing services (Technical Memorandum No. 3).