

Santa Fe Metropolitan Public Transit Master Plan



Final Plan

Adopted June 25, 2015

Santa Fe MPO Transportation Policy Board



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Chapter 1: Introduction

Transit is vibrant in the Santa Fe Metropolitan Area with four transit systems providing at least weekday service and over 2 million annual trips. Three of those systems provide at least some service internal to the planning area. In fact, Santa Fe is the smallest city in the country that serves as a major destination for a commuter rail system. In the end however Santa Fe needs one network of services, using the same technology, the same fare medium, fully coordinated planning and communications even if each entity continues to operate its own share of the service. That is the key planning issue that this plan strives to address.

The Santa Fe Public Transit Master Plan was developed to help guide public transit and its many providers into the future (a 20 year planning horizon). In order to accomplish that overarching theme, the Santa Fe Metropolitan Planning Organization (SFMPO) has conducted a wide range of efforts to develop this Public Transit Master Plan for the SFMPO planning area (Figure 1-1).

Guiding this plan is the commitment to ensuring that the overall transportation system will continue to be accessible, interconnected, sustainable and multimodal.

THE PLANNING PROCESS

This plan was developed over the past eight months and comprised a wide range of efforts including surveys, meetings, field observations, riding of each bus route twice and interviews with stakeholders. The process included the methodical development of a series of technical memoranda that provide extensive detail. They include:

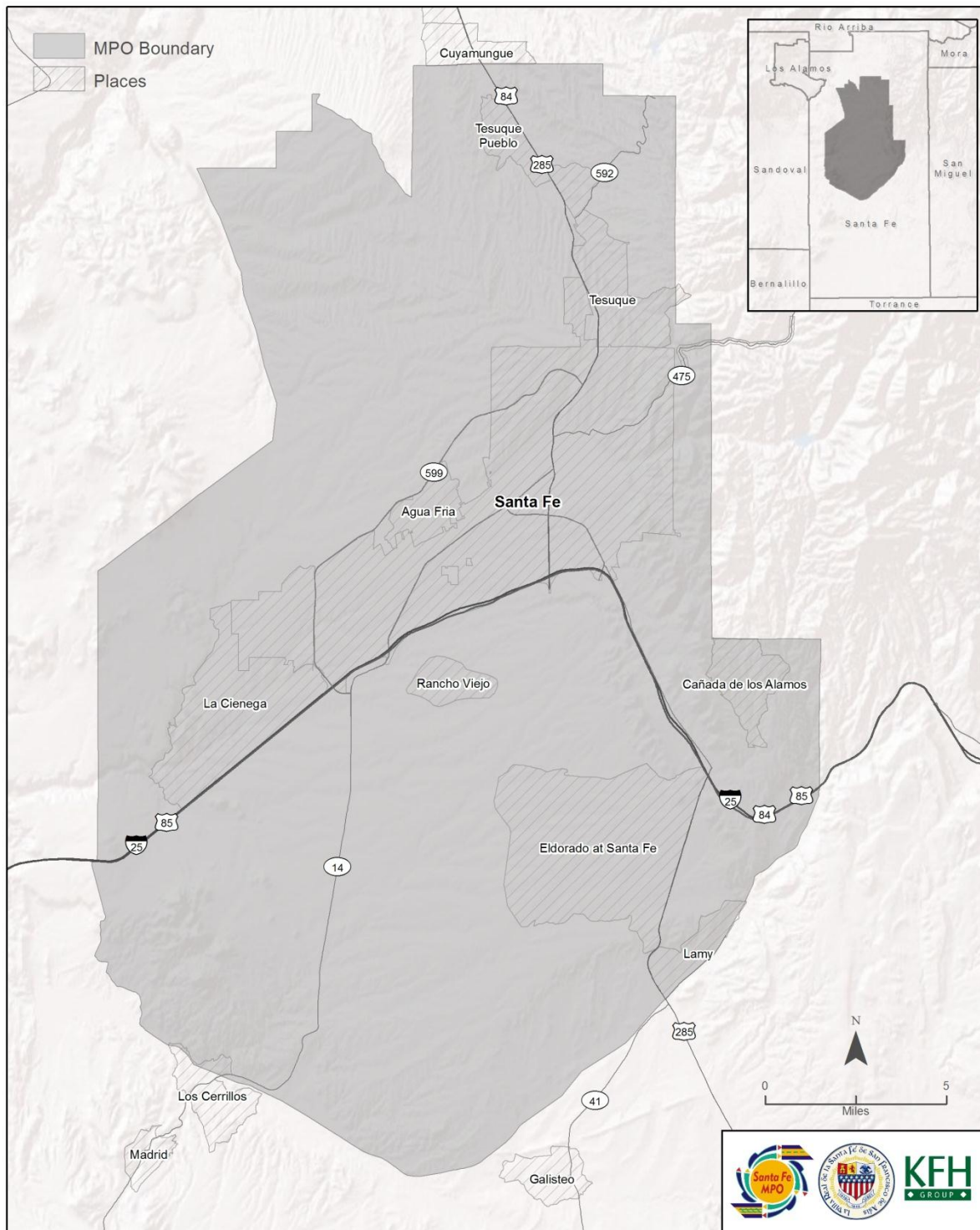
- Technical Memorandum No. 1: Key Issues, Goals and Objectives (Appendix No. 1)
- Technical Memorandum No. 2: Review of Future Growth, Demographics and Land Use (Appendix No. 2)
- Technical Memorandum No. 3: Review of Existing Services and Organizational Structures (Appendix No. 3) Includes full route profiles
- Technical Memorandum No. 4: Public Outreach Efforts (Appendix No. 4)
- Technical memorandum No. 5: Transit Needs and Strategies (Appendix No. 5)

These memoranda are summarized in the following chapters. For those readers interested in the full detailed analysis, the consultants recommend reviewing these technical memoranda.

This plan includes the following chapters:

- Chapter 1: Introduction, Goals and Key Issues
- Chapter 2: Outreach Efforts

Figure 1-1: Service Area



- Chapter 3: Review of Future Growth, Demographics and Land Uses
- Chapter 4: Review of Existing Services
- Chapter 5: Analysis of Needs and Opportunities
- Chapter 6: Transit Strategies
- Chapter 7: Financial Strategies
- Chapter 8: Marketing Plan

Key Themes

Subsequent to the outreach efforts, the analysis of services and the demographics it became evident that there were a variety of themes that resonated throughout the process.



Ensuring seamless connectivity and integration of service modes with other systems is a key theme

1. **Ensure seamless connectivity and integration of service modes with other systems:** While there are four systems, including the New Mexico Rail Runner Express (Rail Runner) that operates all or in part in the Santa Fe metropolitan area, 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.
2. **Ensure connectivity with bicycle and pedestrian modes:** Transit, pedestrians and bicyclists go hand in hand. All bus riders are pedestrians or cyclists. Pedestrians are defined as any person traveling by foot and any mobility impaired person using a wheelchair or other device to assist with mobility. Transit enhances both cycling and walking by allowing people to travel longer distances. It is important to ensure this connectivity between pedestrian and bicycle pathways that consider users with different levels of ability and skills.
3. **Environmental justice:** Transit does a good job in reaching low income residents as well as those with limited English skills and otherwise disadvantaged through compliance with Title VI of the Civil Rights Act, and Limited English Proficiency (LEP) requirements.
4. **Preparing for future growth** – The future growth areas are to the south and southwest of the City. Much of that growth will be low and moderate income families that will be in need of transit service. These growth areas (often outside the City) will be a challenge to serve in the future.
5. **Economic development, affordable housing and transit oriented development:** Understand the relationship between transit and development and plan to seek initiatives that are transit friendly.
6. **Review and make recommendations for each route:** The main focus of this effort was on routes wholly internal to the planning area. This comprises Santa Fe Trails (including

- NCRTD funded routes), the Pick-Up Shuttle, one NCRTD operated route and two NMDOT Park and Ride (Park and Ride) routes.
7. **Infrastructure needs:** A new Southside transfer facility is being designed at this time. Major infrastructure needs include the downtown transfer location and many of the bus stops.
 8. **Coordinated marketing efforts:** Currently each system conducts its own marketing efforts. Much of that effort should be coordinated. One website for all transit needs could be developed in conjunction with a mutually agreed upon strategy for coordinated marketing.
 9. **Coordinate with draft and existing plans:**
 - a. MPO Metropolitan Transportation Plan
 - b. MPO Metropolitan Bicycle Master Plan
 - c. MPO Pedestrian Master Plan
 - d. NCRTD Transit Plan Update
 - e. NMDOT 2040 State Transportation Plan
 - f. Rio Metro RTD NMRX Plans
 - g. NMDOT State Rail Plan
 - h. NMDOT's Northern Pueblos RPO and Santa Fe MPO Coordinated Public Transit – Human Services Transportation Plan
 - i. 2010 New Mexico Statewide Public Transportation Plan
 10. **Assess technology, review compatibility and recommend investments:** While each system uses its own technologies at this time, the long term goal is to coordinate technology throughout the SFMPO.
 - a. Paratransit software
 - b. Real time passenger information
 - c. Websites and links
 - d. Potential for one stop information website for all services
 11. **Coordinated operations planning:** In order to continue improved coordination, cooperation, and planning, the management and planning staff of each system should continue to meet in a formal setting on a regular basis.
 12. **Review fare policies:** At this time three systems have fare structures and each uses their own fare medium. In the future as the systems apply new technology and make changes to their fare structures attempts should be made to coordinate the fare media so that riders can use one medium for all systems.
 13. **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.
 14. **Highlight successes in transit in the Santa Fe Metropolitan Planning Area:** Santa Fe has undergone a transformation with the introduction of the Rail Runner and the regional network of services.



The Rail Runner has been a success in Santa Fe and is part of a 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 SFMPO area and the region.

Testing Basic Notions

The goals for transit in the planning area reflect several basic notions. These notions were discussed and confirmed at the outset of the planning process and were also tested and updated as necessary throughout the development of the Plan. These notions should be tested throughout the implementation process. 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. coordinated fare media, 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 SFMPO planning 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. Look at long term solutions.
- C. Identify, evaluate and prioritize gaps and develop 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 that strive for consent among stakeholders to guide Plan implementation effectively.

- A. Assess and consider decision 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 SFMPO planning 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 planning area and make recommendations, where appropriate, for change.
2. **Regional Connectivity: Seamless Transit** - There are five transit systems that operate in the planning area. Three systems provide at least some service wholly within the planning 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 Seamless 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. Identify duplication where it may exist
3. Enhance connectivity of all services within the planning 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, commuters and visitors of the planning 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 policies 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 SFMPO 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, MPO Metropolitan Bicycle Master Plan, MPO Pedestrian Master Plan, NCRTD Transit Plan Update, NMDOT 2040 State Transportation Plan, Rio Metro RTD NMRX Plans, NMDOT State Rail Plan, NMDOT's Northern Pueblos RPO, Santa Fe MPO Coordinated Public Transit – Human Services Transportation Plan, and New Mexico Statewide Public Transportation Plan.

CHAPTER 2: PUBLIC OUTREACH EFFORTS

INTRODUCTION/GOALS

One of the cornerstones of successful transit planning is to conduct a wide range of outreach activities to help define issues related to the planning process, customer needs and other stakeholder concerns. The KFH Group Team with Southwest Planning leading on the surveys and public meetings conducted an extensive outreach effort that included a variety of approaches to reaching out to the community. The approaches included the following:

1. Conducting a variety of surveys (English and Spanish):
 - a. General public – on-line
 - b. On-board Santa Fe Trails and NMDOT buses
 - c. Reliance of recent on-board surveys for NCRTD and Rail Runner
2. Public meetings and focus groups:
 - a. Three public meetings
 - b. One stakeholder meeting
 - c. Two focus group meetings
3. Meetings and interviews with a variety of organizations and stakeholders

The purpose of the community outreach efforts was to identify the public transportation needs of Santa Fe area residents and visitors. Specifically, the outreach was used to identify:

- The perception, use and satisfaction of transportation in the SFMPO planning area
- Service hours and days service is needed
- The need for additional public transportation services and areas of improvement
- The best way to communicate with Santa Fe public transportation users
- Safety and Security
- Demographics for public transportation users in the SFMPO area

The findings in this chapter are a compilation of data gathered from quantitative and qualitative sources. For more detail, readers are directed to Appendix No. 4

SURVEYS

Southwest Planning (SWP) conducted four transportation surveys in the Santa Fe Metro Area. Over 1,000 surveys were completed:

- Online Surveys – Santa Fe area residents were encouraged to provide feedback by filling out a survey hosted on the Santa Fe Metropolitan Planning Organization website.
- Santa Fe Trails Surveys – Surveys were distributed to riders on Santa Fe Trails buses.
- NMDOT Park and Ride Surveys – Surveys were given to riders on all of the NMDOT Park and Ride buses serving the Santa Fe Metro Area.
- La Familia medical clinic-Spanish Language Surveys – Surveys were distributed to Spanish speaking residents at the La Familia Medical Clinic in Santa Fe.
- Southwest Planning also worked with Rio Metro officials to gather available survey data. Rio Metro officials conducted a major survey in April of 2013 and provided the findings. They also used survey data originally supplied by NCRTD.

Summary of Survey Results

Perceptions, Use and Satisfaction

- Most respondents use public transportation to get to work. The Santa Fe Trails bus riders use the bus for most of their transportation needs.
- If public transportation was not available, the majority of respondents would drive alone and of the Santa Fe Trails riders half would walk.
- Satisfaction for users of public transportation (Santa Fe Trails, Park and Ride) is high in all areas.
- Satisfaction levels were extremely high in all areas and riders feel safe riding the Rail Runner.
- The issue that keeps respondents from riding the Rail Runner is scheduling, “Not enough night service” and travel time is “too long.”
- Respondents would consider using the Rail Runner 1-2 times per week if it were available on Saturday and Sunday at a higher frequency.

Service Hours and Days

- Santa Fe Trails riders reiterated the need for additional evening and weekend service, shorter travel times and more frequent service.
- Respondents would use public transportation more frequently if hours of service and frequency of stops were expanded.
- Park and Ride users felt that signs, shelters, benches and bicycle storage are needed improvements at most stops.

Other Transit Needs

- There is a need for dedicated transportation (tourist bus) to provide regular, frequent service in downtown and to tourist sites in the Santa Fe Metropolitan Planning Area.
- The NCRTD will begin a Santa Fe Ski Basin shuttle pilot route in October of 2015 for a period of eight months to help determine the need for access to both the basin and the mountain area.

Communication with Customers

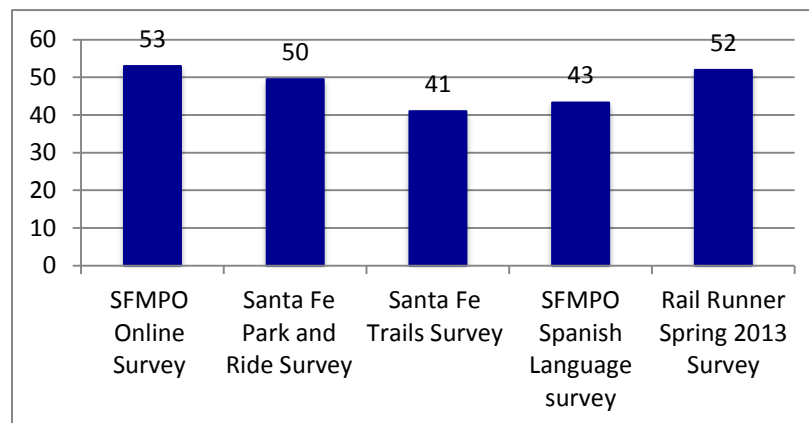
- The best way to communicate with the public about public transportation is with a phone app and the most popular social media. There is a need for a good printed regional transportation map and schedule.
- Facebook is the best social media outlet to reach riders of the Rail Runner (73%)

Safety and Security

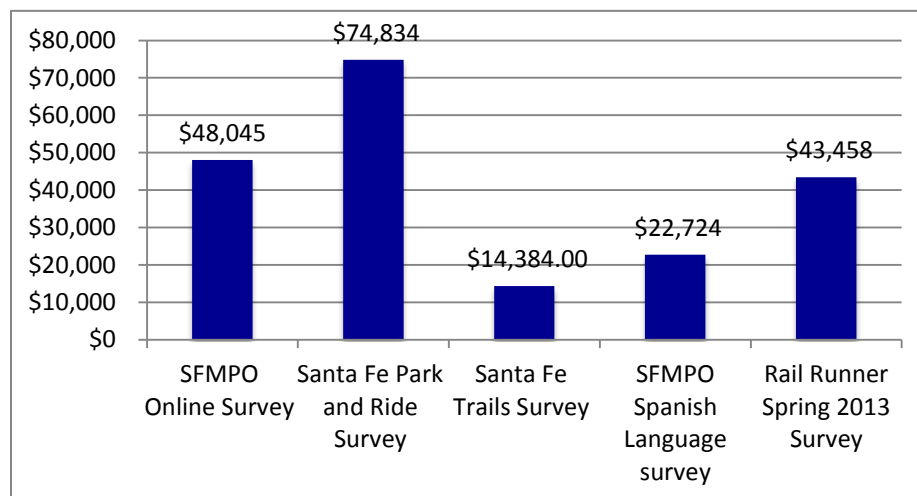
- Respondents in all groups did not raise any major safety or security issues with any public transportation.
- There were numerous mentions of a need for additional benches and lighting at many stops.

Rider Demographics

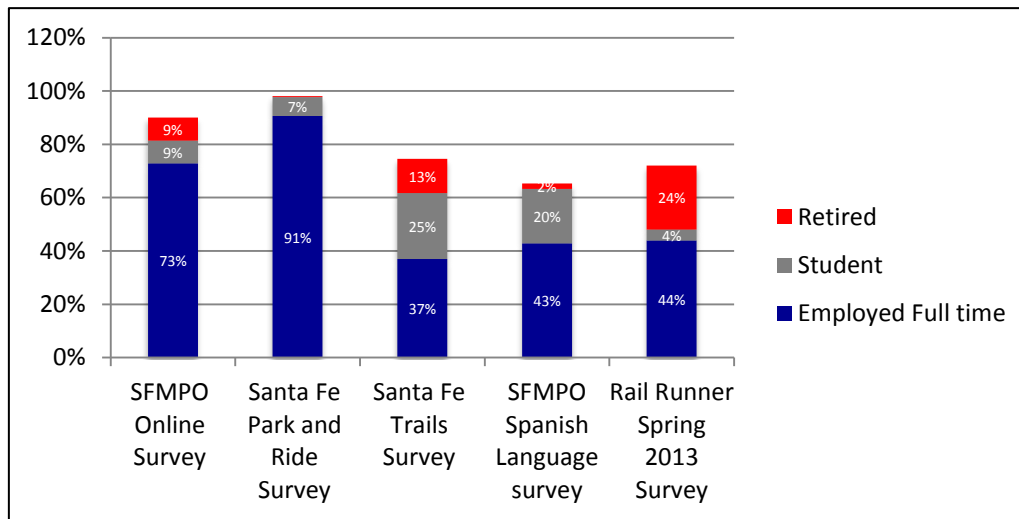
- The youngest survey respondent was 12 and the oldest respondent was 84. The median age of the respondents (Figure 2-1) was relatively similar between groups ranging from 41 for Santa Fe Trails Riders to 53 for the online respondents.

Figure 2-1: Median Age of Survey Respondents

- Median income (Figure 2-2) varied widely from \$14,384 for Santa Fe Trails riders to a high of \$72,834 for Park and Ride users.

Figure 2-2: Median Household Income of Survey Respondents

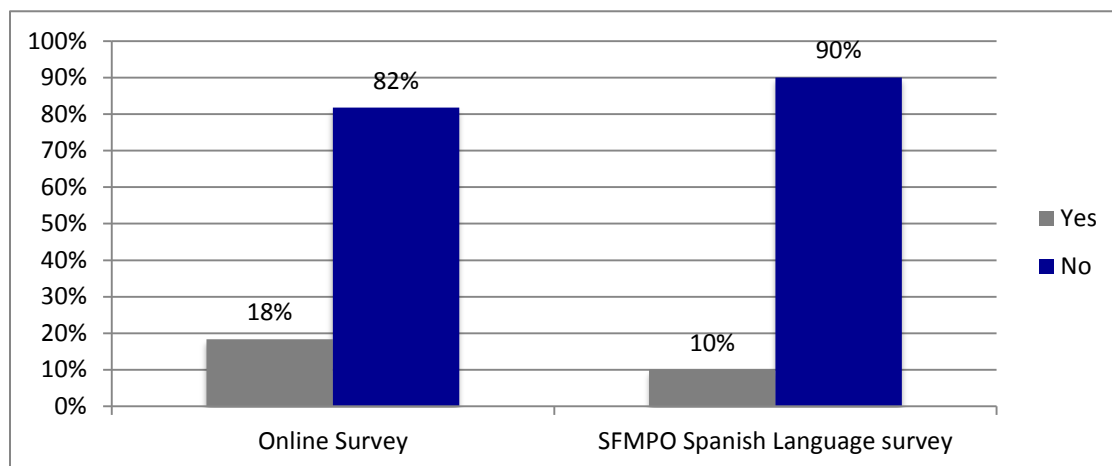
- Employment rates were low for Santa Fe Trails riders and respondents that spoke Spanish as their primary language.
- Students made up 25% of the Santa Fe Trails bus riders and 20% of the respondents that spoke Spanish as their primary language.
- Retired people are more likely to ride the Rail Runner and the Santa Fe Trails. 24% of the Rail Runner respondents were retired and 13% of the Santa Fe Trails bus riders were retired. Figure 2-3 presents employment status of respondents by survey.

Figure 2-3: Employment Status of Survey Respondents

- The respondents were well represented among all age categories including high school students.

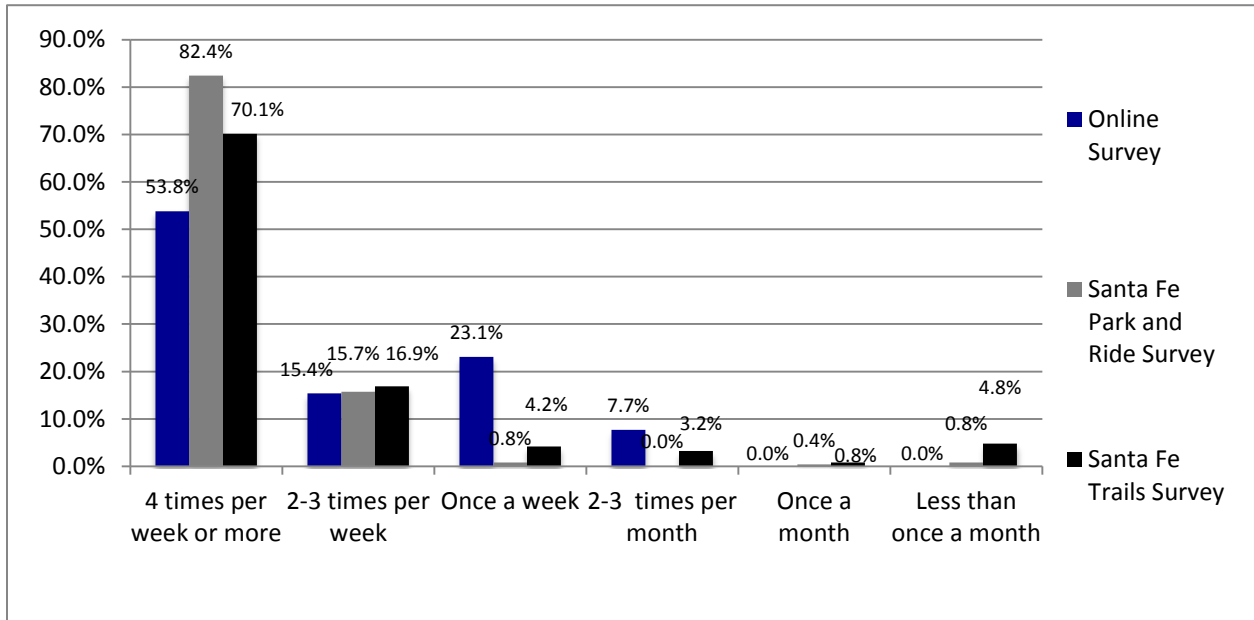
Public Transportation Usage in the Santa Fe Metropolitan Planning Area

- Figure 2-4 indicates the percentages of respondents that currently use public transportation.

Figure 2-4: Percentage of Survey Respondents that Use Public Transportation – General Public Survey

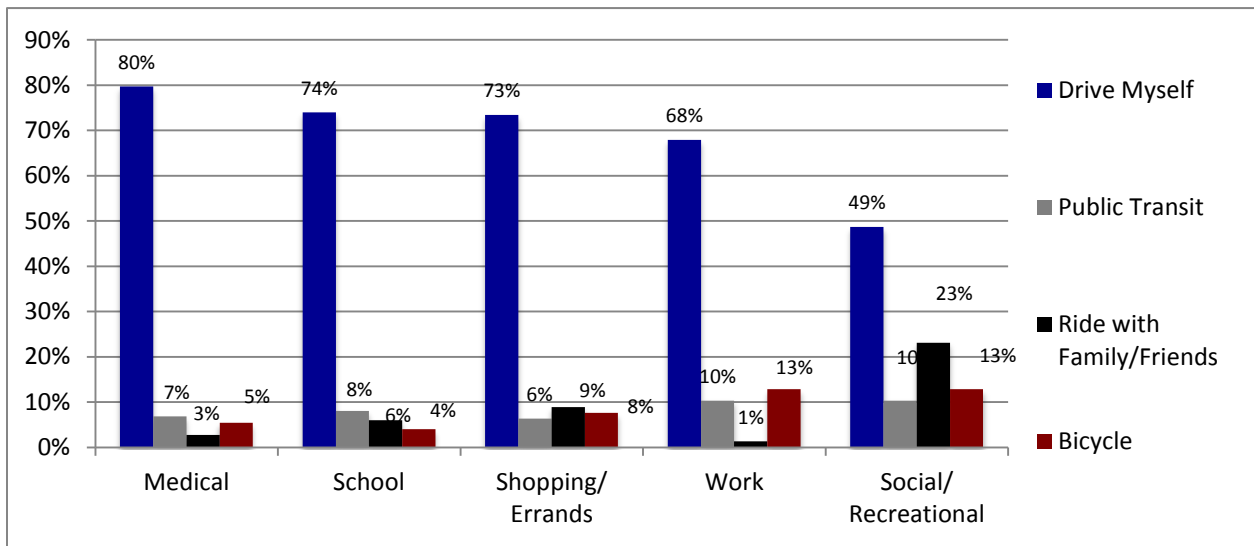
- Many depend on public transportation, using the services four or more times a week (Figure 2-5).

Figure 2-5: Frequency of Public Transportation Usage by Respondents Who Use Public Transportation



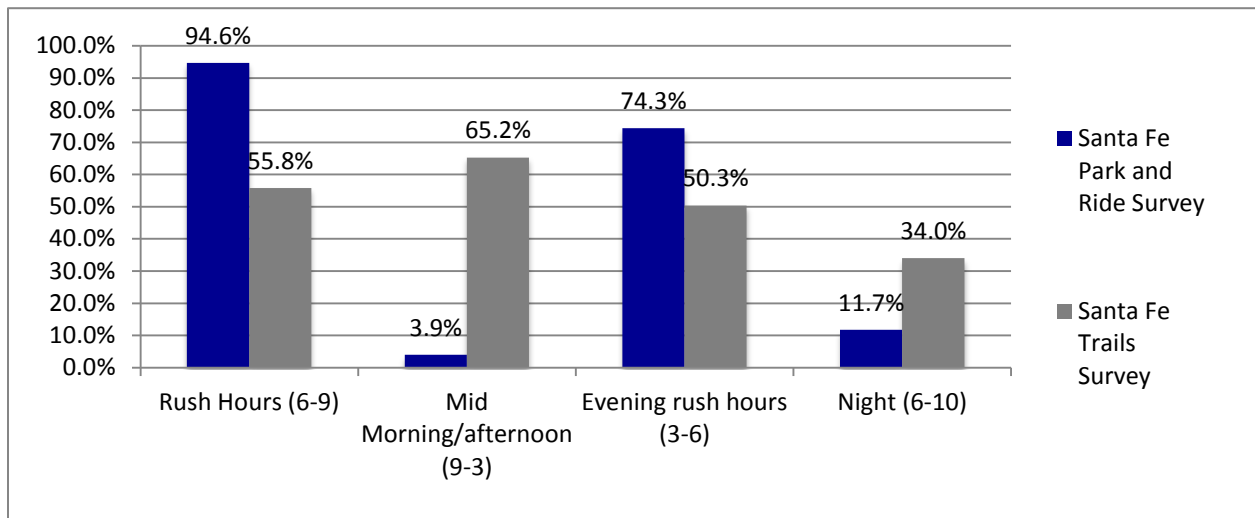
- A personal vehicle is still the primary mode of transportation for most area residents that responded to the survey administered to the general public (Figure 2-6).

Figure 2-6: Primary Mode of Transportation by Trip Purpose – General Public Survey

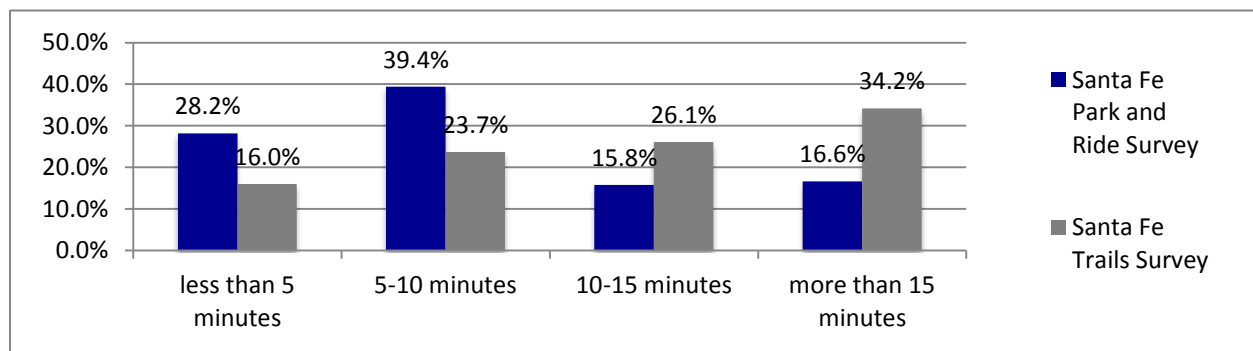


- Figure 2-7 indicates when survey respondents generally ride the bus.

- Half of the Santa Fe Trails riders use the bus in the morning (6-9 A.M.).
- The bus service is utilized at all times of the day and evening by large proportions of the riders.

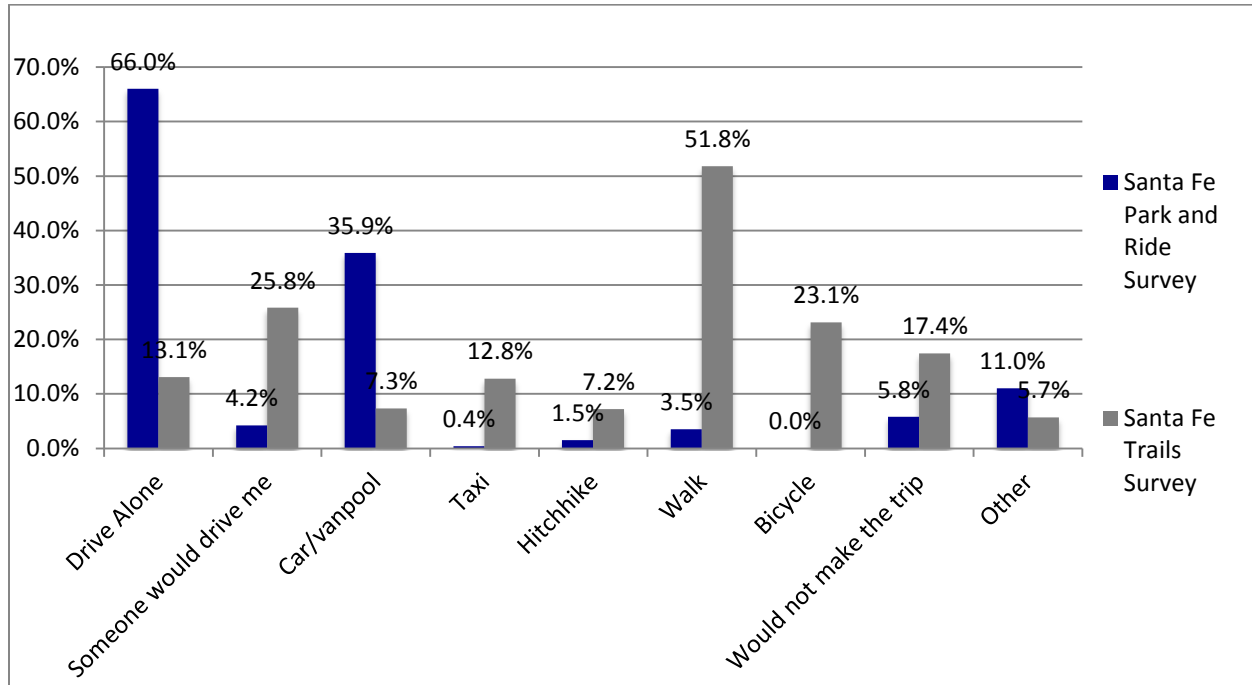
Figure 2-7: Public Transportation Usage by Time of Day

- Travel time for Santa Fe Trails bus riders once they get off the bus is more than 15 minutes for one third of the riders (Figure 2-8).

Figure 2-8: Travel Time from Bus Stop to Destination

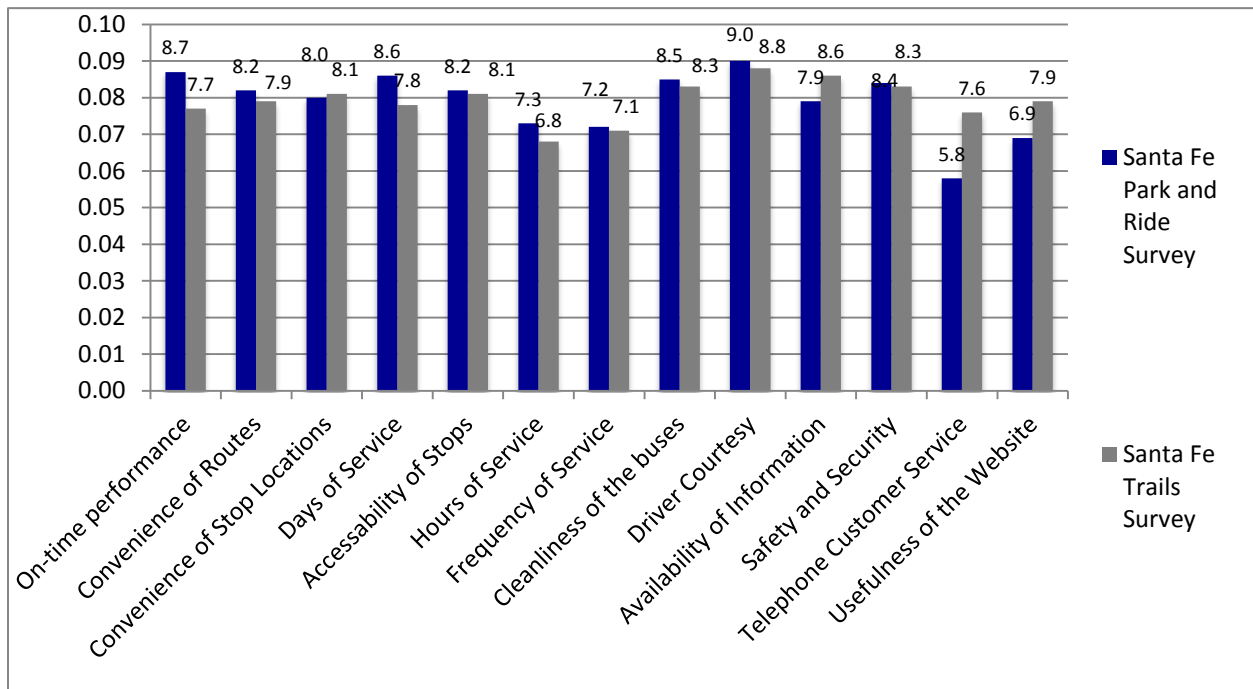
- When asked “If public transportation were not available, how would you make the trip?” (Figure 2-9), 66% of Park and Ride users would drive alone. Over 50% of Santa Fe Trails riders would walk.

Figure 2-9: “If public transportation were not available, how would you make the trip?”



- Satisfaction with Park and Ride and Santa Fe Trails bus service was high by riders (Figure 2-10).

Figure 2-10: Satisfaction with Public Transportation Services



- Surveys also asked about transportation connections upon arrival in Santa Fe. Connections from Rail Runner are shown in Figure 2-11 and connections from NMDOT Park and Ride service are shown in Figure 2-12.

Figure 2-11: Rail Runner Connections upon Arrival in Santa Fe

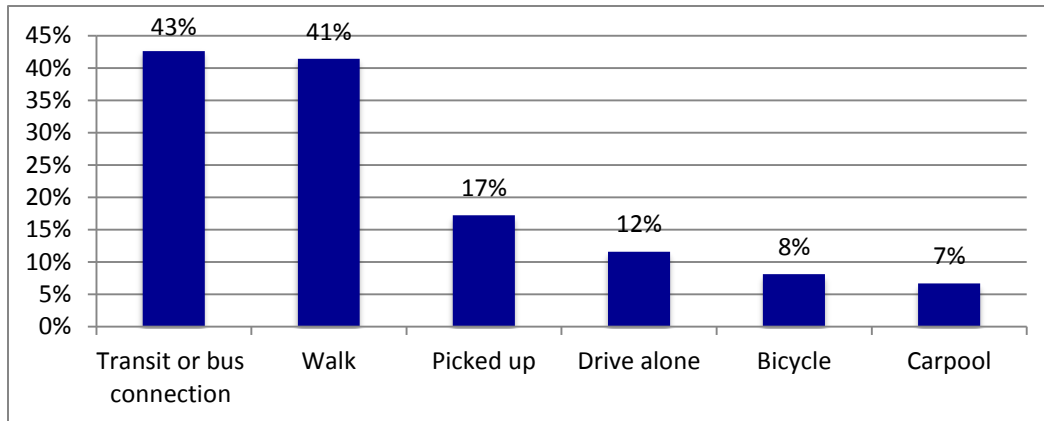
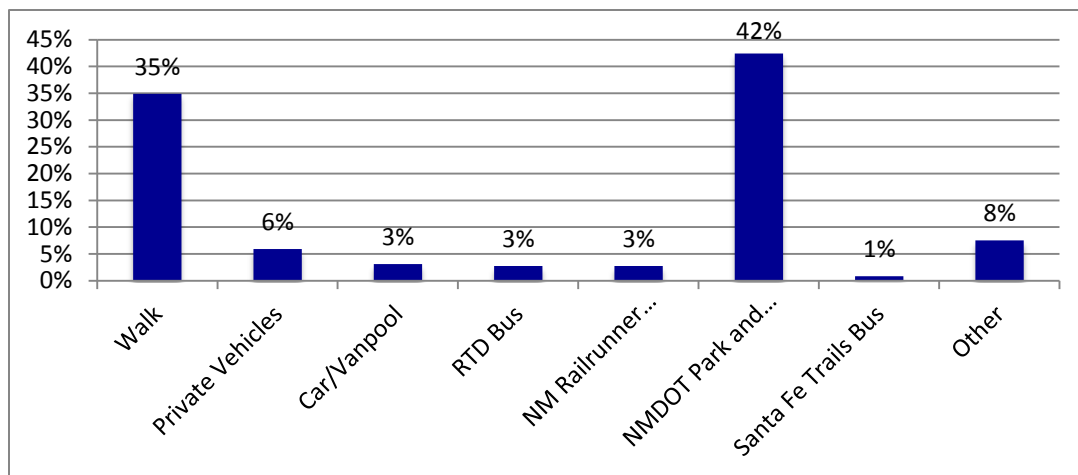


Figure 12: NMDOT Park and Ride Connections upon Arrival in Santa Fe



Public Meetings, Focus Groups and Targeted Meetings

SWP conducted three community meetings and two targeted focus groups in the early stages of the planning effort. In addition, the consultants also conducted a variety of stakeholder meetings early in the process and a stakeholder meeting to review the strategies. Community input meetings were held:

- On July 8th at the Santa Fe Community Convention Center
- On July 9th at the Genoveva Chavez Community Center
- On July 10th at the Santa Fe University of Art and Design
- On December 8th at the Zona Del Sol - Southside

Attendance was poor at the three July meetings. In response to the poor attendance, the consultants offered to conduct two targeted focus groups.

SWP conducted two focus groups:

- Transportation and Tourism Focus Group: August 28th, 9:30 a.m. - 11:00 a.m. This focus group consisted of representatives of the tourist industry as well as regular riders. Participants represented the tourism board, realtors, museums and hotels. The issues were wide ranging and they believe that tourist oriented service will be successful.
- Transportation and Education Focus Group: August 29th, 9:30 a.m. - 11:00 a.m. This focus group consisted of representatives from Santa Fe University of Art and Design, St. Johns College and students (regular riders), Santa Fe Community College (SFCC).

Issues Raised

Service Use and Satisfaction

- No complaints among the riders

Service Hours and Days

- Students cited the need for later hours on weekdays and expanded weekend hours.
- Saturday service to SFCC was an issue and late night service for St. Johns students.

Other Needs

- The tourist group cited the need for improved downtown circulator, access to the ski basin and improved service to Museum Hill.
- A pilot shuttle provided by NCRD will begin servicing the Ski Basin in October of 2015 and the Santa Fe Pick-Up will begin servicing Museum Hill in the summer of 2015.
- Get visitors to park their cars – a better experience for tourists
- Rebranding tourist service
- More space for bicycles
- Park and Ride users wanted more amenities at stops; including lighting , shelters, benches, and bicycle storage
- Connections to SFCC are poor
- Many tourists around the Plaza would benefit from a tourist service
- Attract more millennials

Communicating With Public Transportation Users

- Generally, among the groups, the need for phone apps for real time schedule information and mapping was mentioned. It is critical for this app to be seamless for all forms of public transportation in the region. Customers should not have to look at two different apps when transferring from one system to the other.
- Real time information at the bus stops or on an app is important.
- The use of social media should also be seamless and include a variety of approaches and continue to upgrade to include new media as it evolves.
- Printed material is becoming less important to most public transportation users. However, lower income public bus riders that don't have access to a smart phone will still use printed schedules.
- Rail Runner on board screens should promote connections in the Santa Fe area.
- Transportation information should be available on hotel web sites and among concierge staff.
- Visitors/Tourists-This group felt that the current communication tools were not adequate or useful for visitors. Currently available transit maps were confusing and they should be updated. They should include seamless timetables for using other forms of public transportation including NCRTD, NMDOT buses and the Rail Runner.
- Lack of knowledge of NCRTD services among college students was an issue. Students suggested NCRTD should coordinate a visit at college orientation in conjunction with Santa Fe Trails' current efforts.

Safety, Security and Accessibility

There were a few issues regarding accessibility, safety and security concerns.

- There were comments about Route 2 Cerrillos. It was mentioned that occasionally there were problems with inebriated passengers.
- Safety was perceived as an issue for some women and women students. The need for additional lighting at stops and pathways was expressed.
- Perception of a safety issue among the non-riders – seen as an impediment to use by tourists

- Santa Fe tourists tend to be older; targeted tourism stops should have easy accessibility for the mobility impaired and be close to a major tourism sites.
- There was mention of a lack of adequate access to and from bus stops. The need for additional sidewalks, accessible stops and bicycle trails was expressed.

SUMMARY – OUTREACH EFFORTS

The outreach efforts afforded a wide segment of the riding public, residents and stakeholders to provide meaningful input to the Public Transit Master Plan. Throughout the process there were a number of themes that we discussed repeatedly. They include:

- Key Themes:
 - Service Hours/Frequency
 - Communications and Marketing
 - Safety and Security
 - Bus Stops and Transfer Facilities
 - Tourist Oriented Service
- Issues
 - Overall Connectivity
 - Bicycles and Pedestrians
 - Seniors
 - Use of Technology
 - Environmental Justice
 - Transit and Community Development

These issues are discussed as follows.

Current Public Transit Service

Most riders rated the service good or excellent and stated that it met their needs. Many used the transit service for work.

- Half of the Santa Fe Trails riders use the bus in the morning (6-9 A.M.).
- The bus service is utilized at all times of the day and evening by large proportions of the riders.
- Travel time for Santa Fe Trails bus riders once they get off the bus is more than 15 minutes for one third of the riders.
- 66% of Park and Ride users would drive alone if public transportation was not available.
- Over 50% of Santa Fe Trails riders would walk if the service was not available.
- Satisfaction with Park and Ride and Santa Fe Trails bus service was high by riders.

Key Themes and Issues

There were a number of issues that were brought up by most groups.

Service Hours/Frequency

By far service hours and days brought out the most comments. College students in particular wanted later hours and expanded Saturday service, but so did other riders and in the surveys that was clearly the biggest issue. Service later in the evening and particularly on the weekend as well as more service on Saturdays was a very popular theme.

Communications/Marketing

Many wanted better communication between the transit systems and riders, expressing a desire for apps, websites etc. A one stop website and telephone number for all transit systems was suggested. Both the tourist group and the college group thought all transit systems needed to market the hotels, colleges and other tourist destinations. Human service agency representatives also suggested that transit market services to their clients. One commenter suggested partnering with these entities. A number of stakeholders suggested rebranding Santa Fe Trails.

Safety and Security

While this issue did not register high amongst the survey respondents, it was brought up repeatedly in interviews, focus groups and other meetings. The issues revolved around a perception of a problem with homeless or intoxicated riders or persons loitering by a stop. The other safety issue was bus stop lighting and pedestrian access.

Bus Stops and Transfer Facilities

The Sheridan Avenue Transfer facility was criticized repeatedly as an eyesore to downtown and as a safety issue as discussed above. Many bus stops are excellent, however customers pointed out that some stops are not accessible or are difficult to access. Rt. 1 – Agua Fria was singled out as a problem. The Super Walmart stop was cited as dangerous and unusable as it requires a ¼ mile walk through a very active parking lot, gravel and/or roadway with no sidewalk.



Many Bus Stops are in excellent condition.

Tourist Oriented Service

Many felt that there should be a rebranded service that is oriented toward tourists and focuses on the Plaza and Museum Hill. Ski service was discussed.

Other Issues

There were a number of other themes that were discussed in the outreach, related to the major themes, yet with different perspectives. These issues are summarized here. Operational issues are addressed in Technical Memorandum No. 3.

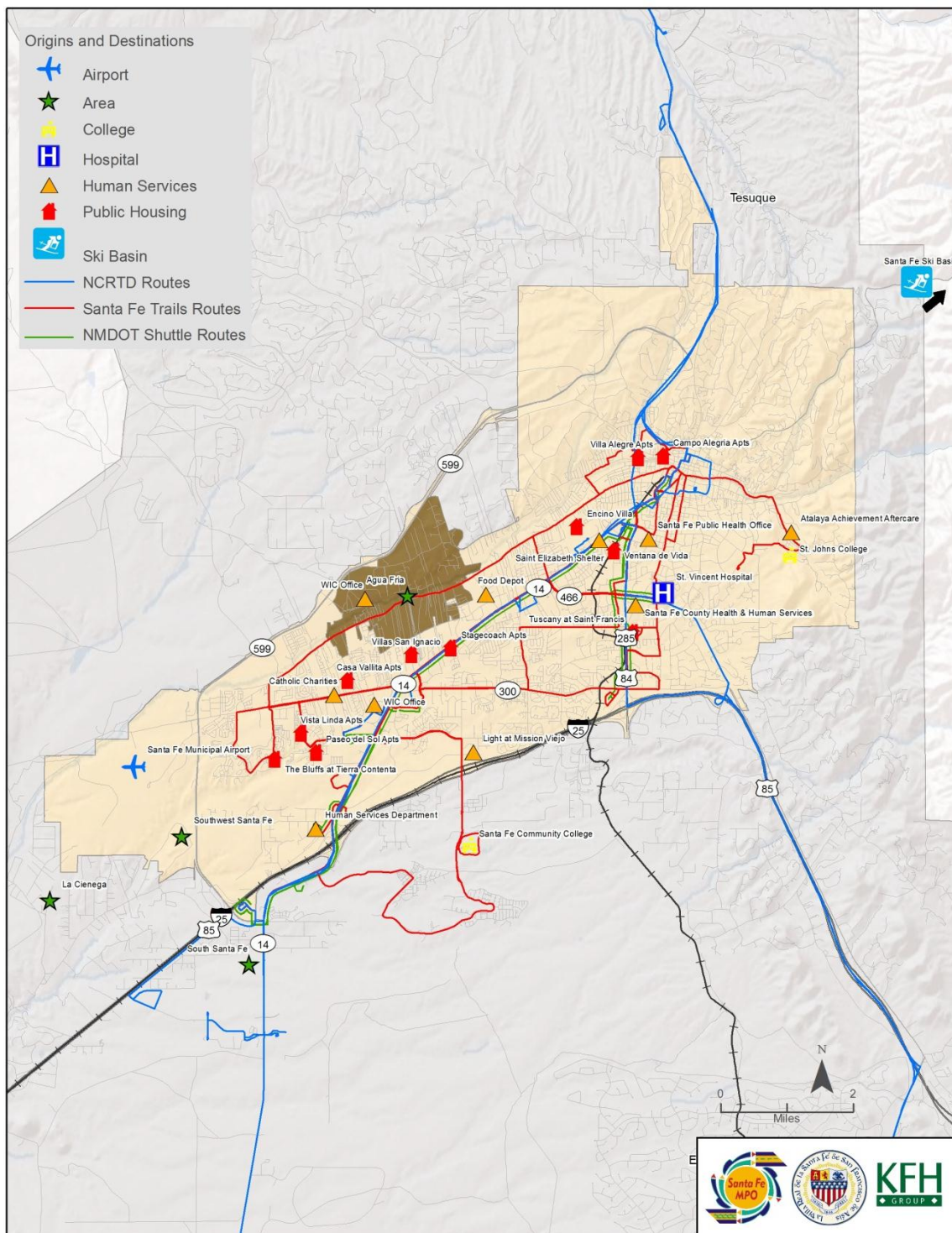
- Overall connectivity – Seamless service between systems, website that shows all systems.
- Bicycle and pedestrians – All transit riders are pedestrians or bicycle riders. Given critical infrastructure improvements such as sidewalks, bicycle lanes, and public parking for accessibility may cross jurisdictional boundaries; transit systems have the opportunity to work with regional partners including local and state governments to invest in the importance of safe, accessible pathways that connect each mode.
- Serving the seniors – as the senior population increases and Santa Fe continues to draw senior citizen visitors; service should be tailored to meet these sometimes unique needs.
- Increased use of technology – Young riders want apps and websites for information. They want to be able to pay using their phones and gather real time information related to the status of the bus or train.
- Environmental justice/transit dependent – The needs of low income persons, non-English speaking residents and other challenged riders must be met in similar manner as others. Some wanted to make sure that the service to these residents continues to be a focus of the system.
- Transit and Community Development – Where possible transit should be used to guide future development or at the very least be prepared to meet the service needs in outlying areas that are now gaining transit dependent riders.

Origins and Destinations

Many commenters suggested origins and destinations in need of service or in need of more service. These are depicted in Figure 2-14 and are listed as follows:

- Santa Fe Community College – Service until after the last classes end at night, extended Saturday service.
- St. John College – later service in the evening.
- Agua Fria – Many expressed a need for more service in the Agua Fria area.
- Medical Facilities - Improved access to the hospital on Sundays.
- Human Services - Health Department, WIC, food pantries and other locations.

Figure 2-14: Survey Origin and Destination Recommendations



- Airport – Some feel there is a need for service to the airport.
- Public Housing – Throughout the city.
- Southwest and South – As the area continues to grow; shopping access is an issue.
- Ski Basin – This came up in this study and the NCRTD study.
- La Cienega –The NCRTD Board agreed to begin the La Cienega route in the spring of 2016 and run for six months as a pilot project.

Chapter 3:

Review of Future Growth, Demographics and Land Use

INTRODUCTION

The Santa Fe Metropolitan Planning Organization (SFMPO) planning area has experienced steady growth and development since its inception in 1982. As demonstrated in this chapter, this growth is projected to continue into the following decades. This chapter provides an overview of future population trends, demographics, transit dependent populations, limited English proficiency, and major land-uses as it relates to transit need. For the complete detailed analysis please see Technical Memorandum No. 2 in Appendix No. 2.

This analysis was one of the many steps used to identify unmet needs and generate future recommendations to improve transit services in the SFMPO planning area. Other key inputs to the identification of needs include the following which are discussed in other chapters:

- Public meetings, focus groups, stakeholder meetings
- Interviews,
- Surveys of riders and the general public,
- On-board and field observations
- Review of other planning documents

This chapter has four major components to it:

1. *Population Trends* – In this section the overall population trends are reviewed including a glimpse into the future.
2. *Demographic Analysis* – This section reviews where people live, focusing on factors such as density and transit dependent population.
3. *Title VI of the Civil Rights Act* – Transit agencies providing federally funded public transportation services have the responsibility to sustain and enhance the social and economic quality of life for the residents or the communities to which they serve.
4. *Major Land Uses* – The last section of this chapter identifies major trip attractors of all kinds.

POPULATION TRENDS

This subsection examines the current population distribution within the SFMPO planning area and future population growth for the region.

Population Forecasts

Future population forecasts for the SFMPO planning area anticipate modest population growth to the year 2040. The SFMPO planning area is expected to experience just over a 19 percent growth rate during the period from 2010 to 2040; or an average annual rate of 0.63 percent. During this period, the SFMPO area is expecting to grow from 116,000 persons to 138,500 persons or an increase of about 22,500 persons. Table 3-1 shows the forecasted population growth and Figure 3-1 provides a visual illustration.

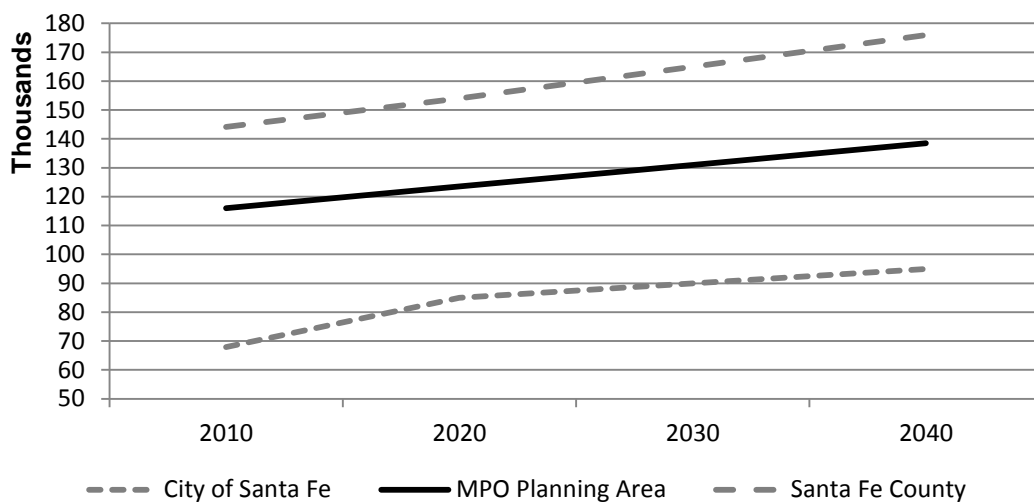
Table 3-1: Population Forecasts

	City of Santa Fe	SFMPO Planning Area	Santa Fe County	State of New Mexico
2010 Population	67,947	116,000	144,171	2,059,179
2020 Forecast	85,000*	123,500	154,000	2,351,724
2030 Forecast	90,000*	131,000	165,000	2,613,332
2040 Forecast	95,000*	138,500	176,000	2,827,692

*Numbers adjusted for 2014 annexation

Sources: United States Census, American Factfinder and City of Santa Fe - Long Range Planning

Figure 3-1: Future Population Growth



Employment Growth

According to the New Mexico Department of Workforce Solutions, Santa Fe County is expected to generate 9,640 new jobs from 2010 to 2020. This represents a growth rate of 14.5 percent or 1.45 percent annually, more than keeping up with the SFMPO planning area growth rate. The New Mexico Department of Workforce Solutions estimates that there are 71,254 jobs in Santa Fe County as of December 2014. The largest employment sectors in Santa Fe County are, in order, retail trade, accommodation and food service, and health care and social assistance. Following decades of growth, total employment began to decline in 2008 as the recession took hold of the economy. From 2008 to 2011, employment declined in Santa Fe County to early 2000 levels. Since 2011 employment has stabilized.

The SFMPO Master Transportation Plan has developed future employment projections for the MPO planning area by incorporating future population projections and the current ratio of residents to jobs. Through this process, employment is forecasted to generate approximately 9,000 new jobs in the planning area by the year 2035.

Future Growth Areas

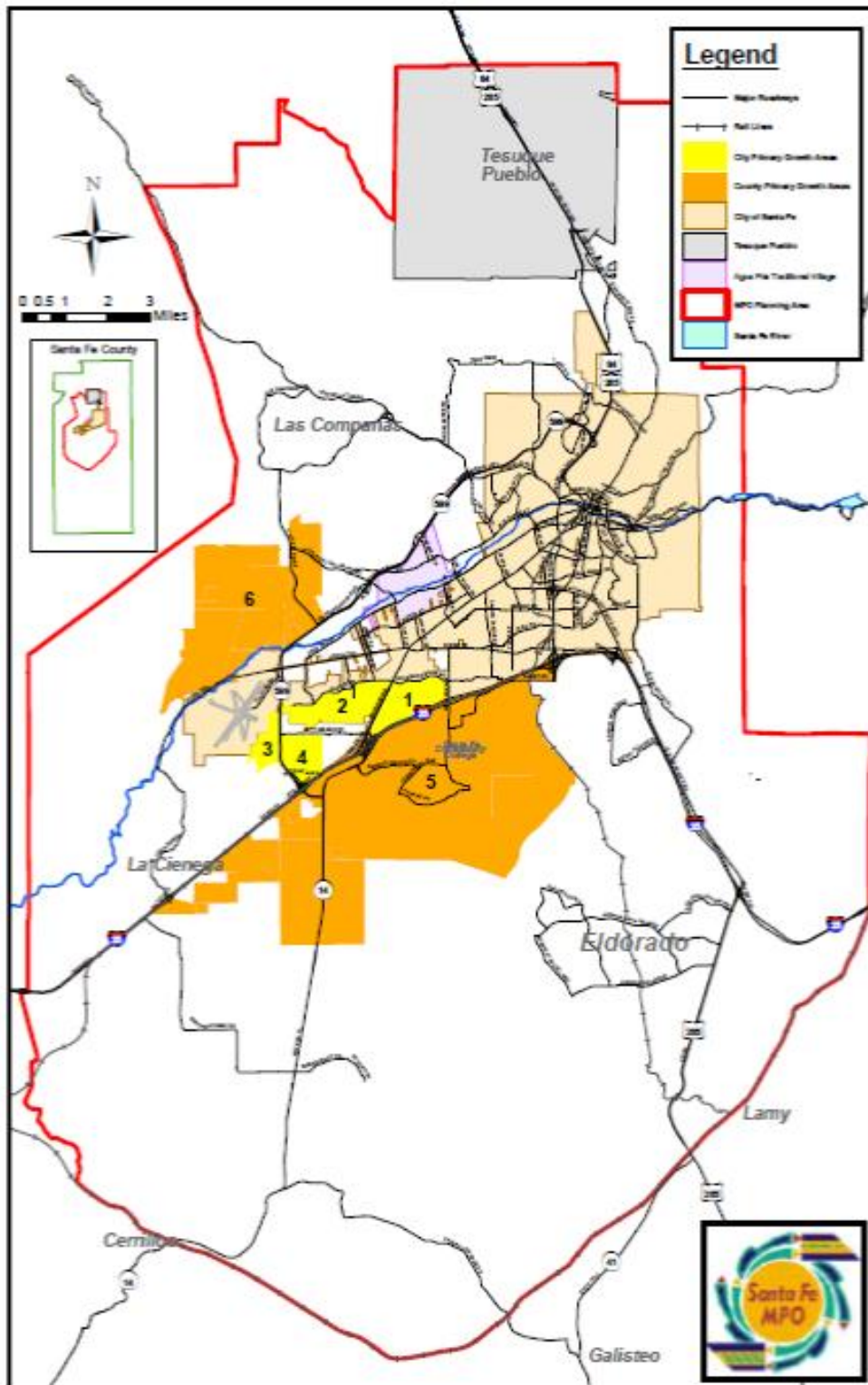
Due to topographical constraints to the north and east, the SFMPO area has experienced much of its recent development in the southwest portion of the City of Santa Fe and south along the Interstate 25 corridor. As noted in the Master Transportation Plan, in the next few decades the city and county are aiming to direct new development to growth zones in and around this area. However, the most recent trends discussed in the Santa Fe County's Population Estimates and Forecasts indicate much of the growth in the City has been through annexation.

Santa Fe County, through the Santa Fe County Sustainable Growth Management Plan, has identified areas south of Interstate 25, along the State Highway 14 corridor, and to the west of State Highway 599 as priority one sustainable development growth areas. In fact the recent County Growth report indicated that while growth is slowing between 2010 and 2020, it should accelerate after 2020. While there will always be an opportunity for infill development within the planning area, the majority of future growth will occur in these growth areas to the south and southwest of the City of Santa Fe unless priorities change.

The Implications of Future Growth

Figure 3-2 shows the location and concentration of future growth areas near the I-25 corridor in the MPO Planning Area. The City growth areas (shown in yellow on the map) include Las Soleras (1), Tierra Contenta (2), The Pavilion Business Park (3) and the Komis Tract (4). The county growth areas (shown in orange on the map) include the Community College District (5) and the Airport Development District (6). All of the areas shown are anticipated to absorb most of the growth in the MPO Planning Area over the next 25 years. As the region enjoys modest growth and development, certain growth dynamics may place additional strains on the transit infrastructure. One of the most

Figure 3-2: Future Growth Map



Source: Santa Fe MPO

important variables in the future of the SFMPO planning area is the aging population. The SFMPO's Master Transportation Plan indicates that Santa Fe County's senior population (65 and above) could more than double, increasing from 15,000 to 35,000* (Extrapolated from UNM-BBER population projections for age 65 and older.) by 2035. As the population ages, transit services must rise to meet the demand for continued mobility. As recommended in the Master Transportation Plan, new land-use policies should encourage dense, mixed-use and Transit Oriented Development where appropriate. This provides city and county officials with an opportunity to encourage sustainable development that will reduce future capital and operational costs for transit providers.

Affordable housing is another important dynamic that is shaping the transit infrastructure for the SFMPO area. According to the Master Transportation Plan, the average home price in the City of Santa Fe is far and above those in the neighboring communities and on the edges of the city. The planning area is already seeing many low income residents move to the outskirts of Santa Fe and to rural areas of Santa Fe County. As those employed in Santa Fe take advantage of the affordable housing stock, the number of commuters in and out of Santa Fe is expected to increase.

Compounding the issue of growth is the matter of connecting the new developments in the south and southwest of the planning area to many of the major employment hubs, such as the retail development along Cerrillos, Plaza area and the Capitol Complex, in the far northern section of the city. These new growth areas are, in many cases, between 10 (City) and 15 miles (County) from the large employment hubs. Serving these areas will prove a challenge to both NCRTD and Santa Fe Trails as the long distances are expensive to operate.

DEMOGRAPHIC ANALYSIS

The analysis within this section draws upon data from the American Community Survey's five-year estimates (2008-2012) and the 2010 Decennial Census. Many of the rural block groups in the planning area are too large to determine a realistic depiction of where the major demographic groups reside. Therefore, it is important to take into consideration that these block groups can be much more diverse than the demographic categorization shown in the maps. The results of the demographic analysis highlight those sections of the planning area with the greatest transportation need. The full detailed review is in Appendix No. 2.

Population Density

Population density is the key factor in determining the type of public transit service that may be most viable. For instance, while exceptions will always exist, an area with a density above 1,000 persons per square mile will generally be able to sustain a frequent, daily fixed-route bus service. Major land uses which also help determine where buses should travel will be discussed in a subsequent section.

Of the 85 census block groups that make up the SFMPO area, there are 50 block groups that meet the 1,000 persons per square mile minimum threshold for fixed-route service. These block groups are located in the City of Santa Fe and portions of Agua Fria. The average population density of the

SFMPO is approximately 282 persons per square mile. The population density for the entire SFMPO area can be viewed in Figure 3-3.

Transit Dependent Populations

Public transportation needs are defined in part by identifying the relative size and location of those segments within the general population that are most likely to depend on transit services. These transit dependent populations include: persons with disabilities, elderly, youth, low income and zero car households. This helps determine the location of transit dependent populations in comparison to current transit services and the extent to which they meet community needs.

For the purpose of developing a transit dependence index, block groups are classified relative to the planning area as a whole using a five-tiered scale of “very low” to “very high.” A block group classified as “very low” can still have a significant number of potentially transit dependent persons; as “very low” means below the planning area’s average. At the other end of the spectrum, “very high” means greater than twice the planning area’s average. The exact specifications for each score are summarized in the table below.

Number/Percentage of Vulnerable Persons or Households	Score Based on Potential Transit Dependence
<= the planning area average	1 (Very Low)
> average and <= 1.33 times the average	2 (Low)
> 1.33 times the average and <= 1.67 times the average	3 (Moderate)
> 1.67 times the average and <= 2 times the average	4 (High)
> 2 times the planning area average	5 (Very High)

Transit Dependence Index

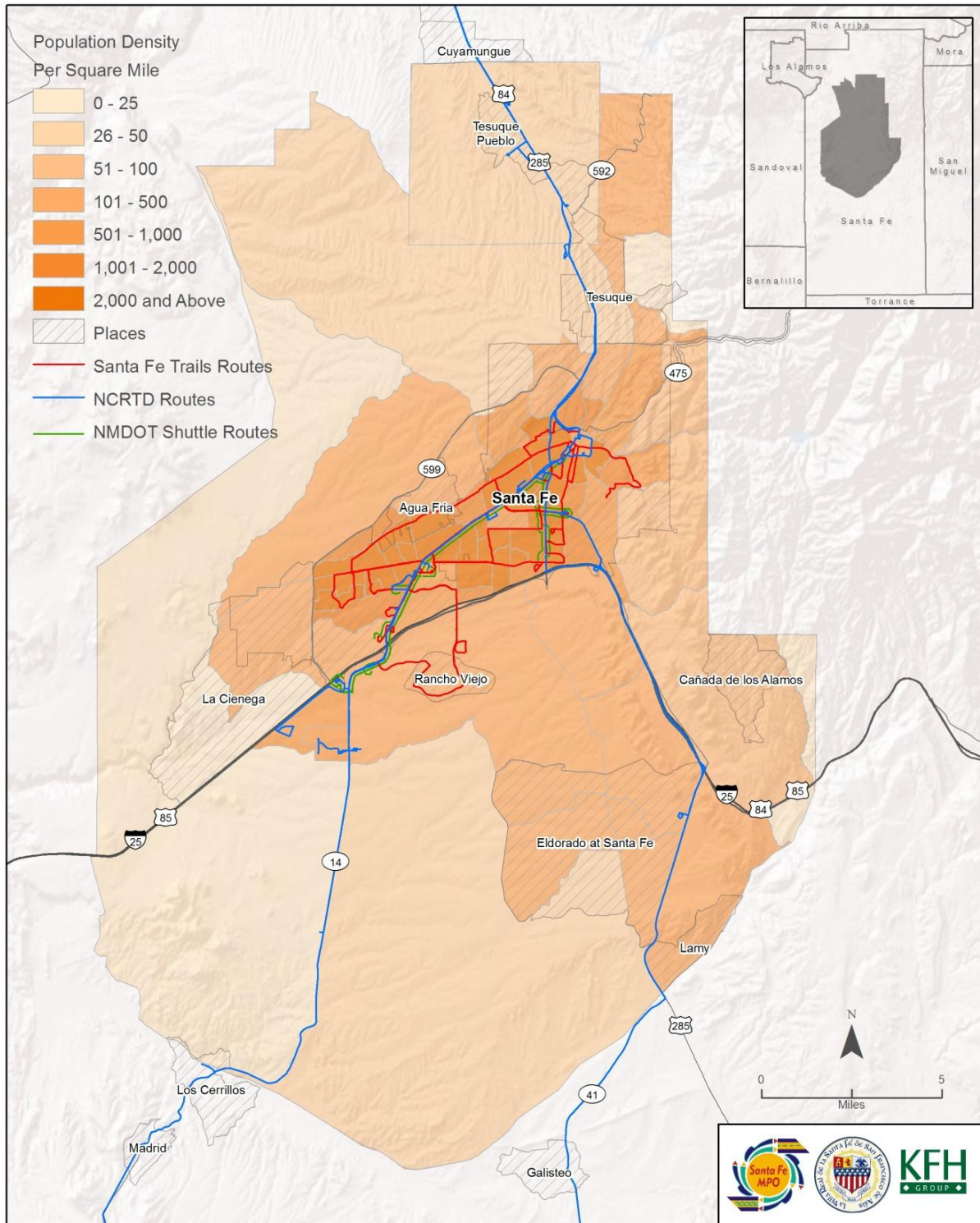
The Transit Dependence Index (TDI) is an aggregate measure that utilizes recent data from the American Community Survey (ACS) five-year estimates and the United States Decennial Census to display relative concentrations of transit dependent populations. Five factors make up the TDI calculation, as shown in the following formula:

$$TDI = PD \times (AVNV + AVE + AVY + AVBP)$$

Where:

- PD = population density per square mile
- AVNV = amount of vulnerability based on no vehicle households
- AVE = amount of vulnerability based on elderly populations
- AVY = amount of vulnerability based on youth populations
- AVBP = amount of vulnerability based on below poverty populations

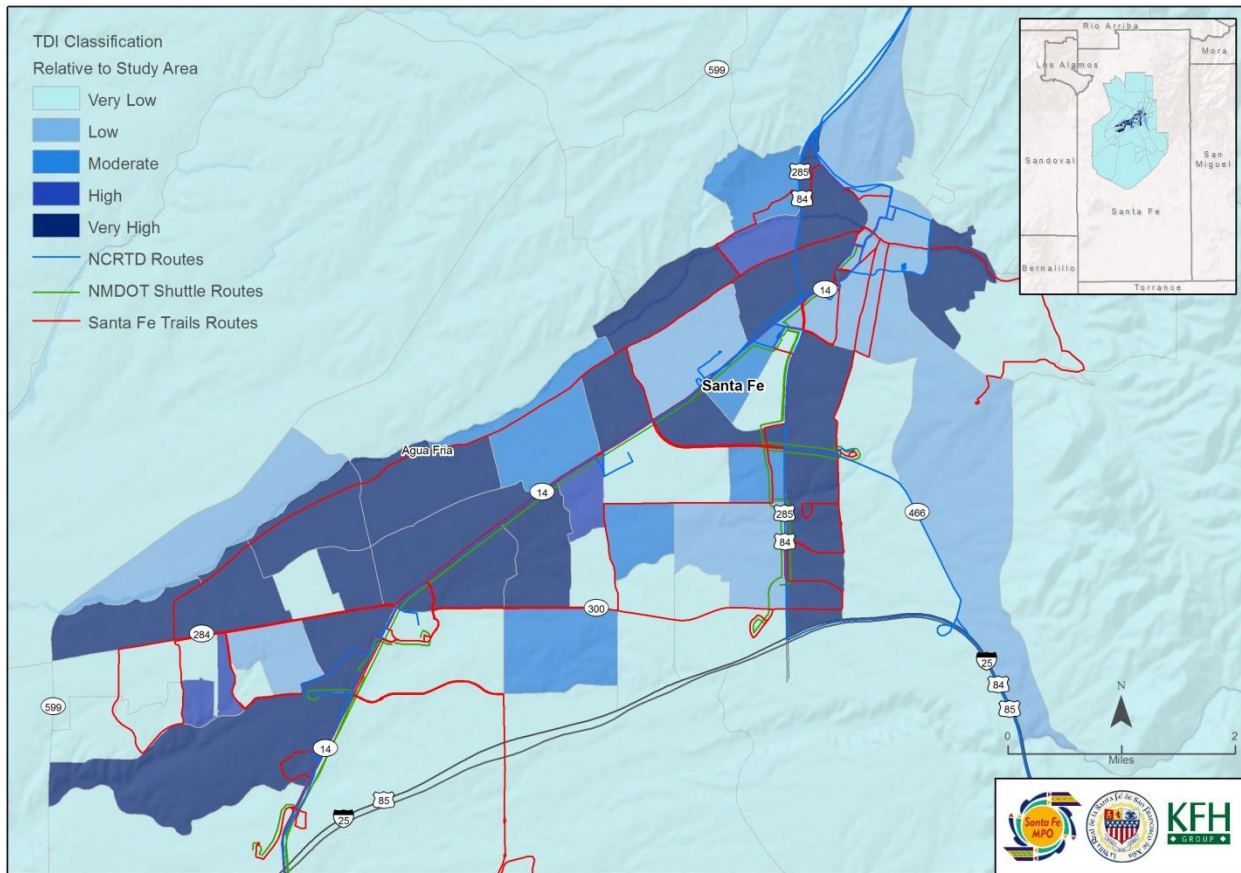
Figure 3-3: study Area Population Density



In addition to population density (PD), the factors above represent specific socioeconomic characteristics of the population in this region. For each factor, individual block groups were classified according to the prevalence of the vulnerable population relative to the planning area average. The factors were then plugged into the TDI equation to determine the relative transit dependence of each block group (very low, low, moderate, high, or very high).

For transit planning purposes, the TDI illustrates the areas of greatest overall need – from a demographic perspective. While some of the block groups show low need, they may in fact include major destinations that may be required to be served by transit. This will be discussed in greater detail in the section on land use. The areas with a concentrated transit demand are Agua Fria and areas throughout Santa Fe with a concentration to the southwest. Figure 3-4 illustrates the concentrations of transit dependent populations in relation to the transit systems.

Figure 3-4: Transit dependence Index



The transit dependent populations used in this analysis are detailed in Table X. Within the SFMPO, seniors make up the largest transit dependent population with almost 15 percent of individuals aged 65 or above. In SFMPO service area, the largest transit dependent population is seniors which represent 14.9% of the population, individuals living below the federal poverty level represent 11.6

percent of the population. While future projections of these socioeconomic groups are not available, the current trend suggests that the region's senior population is poised to double by 2035. Anticipated growth in the older population will increase the need for expanded mobility as the number of autoless households and those living with disabilities begin to rise.

Table 3-2: Overview of Transit Dependent Populations

Jurisdiction		MPO Area	Santa Fe County
2012 Population*		119,794	143,053
2012 Households		51,397	60,594
Autoless Households	Count	2,509	2,890
	Percent	4.9%	4.8%
Individuals Below Poverty	Count	16,543	18,463
	Percent	11.6%	15.4%
Individuals with Disabilities	Count	2,992	7,542
	Percent	2.5%	5.3%
Seniors (Aged 65+)	Count	17,866	20,980
	Percent	14.9%	14.7%
Youth (Aged 10-17)	Count	11,021	13,897
	Percent	9.2%	9.7%

Source: American Community Survey, Five-Year Estimates (2008-2012)

* Population includes persons 5 years and older

TITLE VI ANALYSIS

Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, or national origin in programs and activities that receive financial assistance from the federal government. As such, agencies providing federally funded public transportation services have the responsibility to sustain and enhance the social and economic quality of life for the residents or the communities to which they serve. The following section examines the environmental justice index of SFMPO, which constitutes both racial and/or ethnic minorities and low-income residents, in addition to an overview of the magnitude of residents that possess limited proficiency in their English-speaking ability. Details can be found in Appendix 2.

Environmental Justice Index

The Environmental Justice Index (EJI) is an aggregate measure that may be employed to effectively display relative concentrations of racial and/or ethnic minorities and low-income residents throughout the SFMPO planning area. Similar to the TDI, the data utilized for the EJI was compiled by the American Community Survey's five-year estimates, which allow for analysis at the block group level. The data employed by the EJI is described in the subsequent formula:

$$EJI = PD * DVM * DVBP$$

Where:

- PD = population density per square mile
- DVM = degree of vulnerability based on presence of minority population
- DVBP = degree of vulnerability based on presence of below poverty population

Of the 85 block groups in Santa Fe County, 18 were classified with a very high EJI. Figure 3-5 provides an overview of the EJI classifications. When compared to the TDI analysis above, there are striking similarities to Figure 3-5.

MAJOR LAND USES

Major land uses are identified as origins, from which a concentrated transit demand is generated, and destinations, to which both transit dependent persons and choice riders are attracted. They include major attractions, colleges and universities, human service agencies, medical facilities, schools, and major shopping destinations. This subsection will outline the types of major trip generators within the SFMPO

Cultural Attractions

Cultural attractions can draw significant ridership from visitors and tourists and provide employment opportunities for the local population. Cultural attractions in Santa Fe include the Historic Santa Fe Plaza and downtown area, the New Mexico State Capitol, Museum Hill, the Opera and the Santa Fe Rodeo Center just to name a few.

The majority of the attractions are located in the downtown area and all are easily accessible by public transportation. Figure 3-6 provides the location of major cultural attractions in the SFMPO area.

Major Employers

Providing transit services to major employment locations is advantageous to both the employee, as the individual is provided with direct access to their occupation and subsequent source of income and the employer, as this entity will have assurance that their current or potential workforce will have diverse options of accessing the destination.

The top employers in Santa Fe are the New Mexico State Government (at two major locations), the city and county governments, St. Vincent Hospital, and the universities and colleges. As seen in Figure 3-7, the locations of major employment centers are scattered across the city and south of the 599 station.

Figure 3-5: Environmental Justice Index

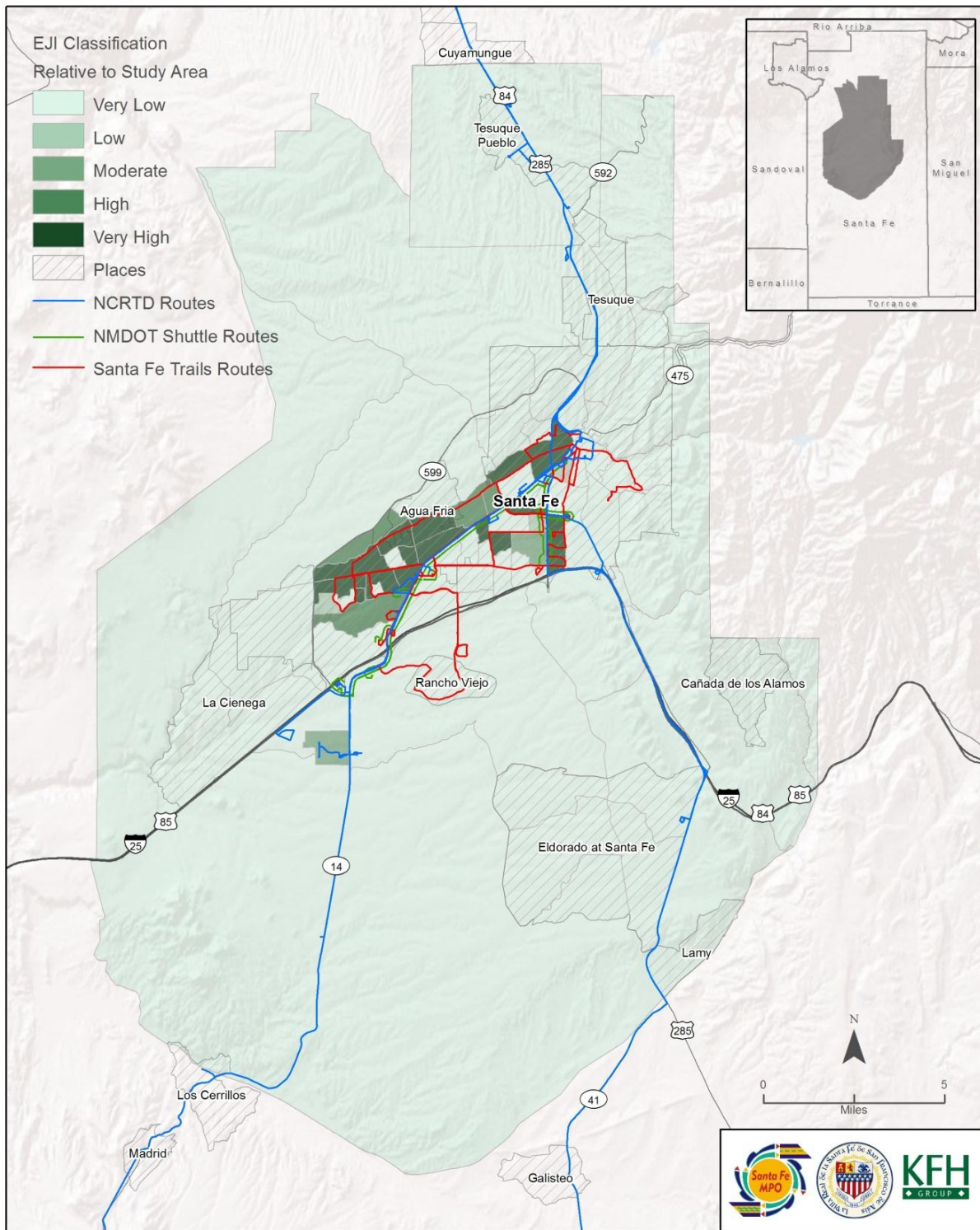


Figure 3-6: Cultural Attractions

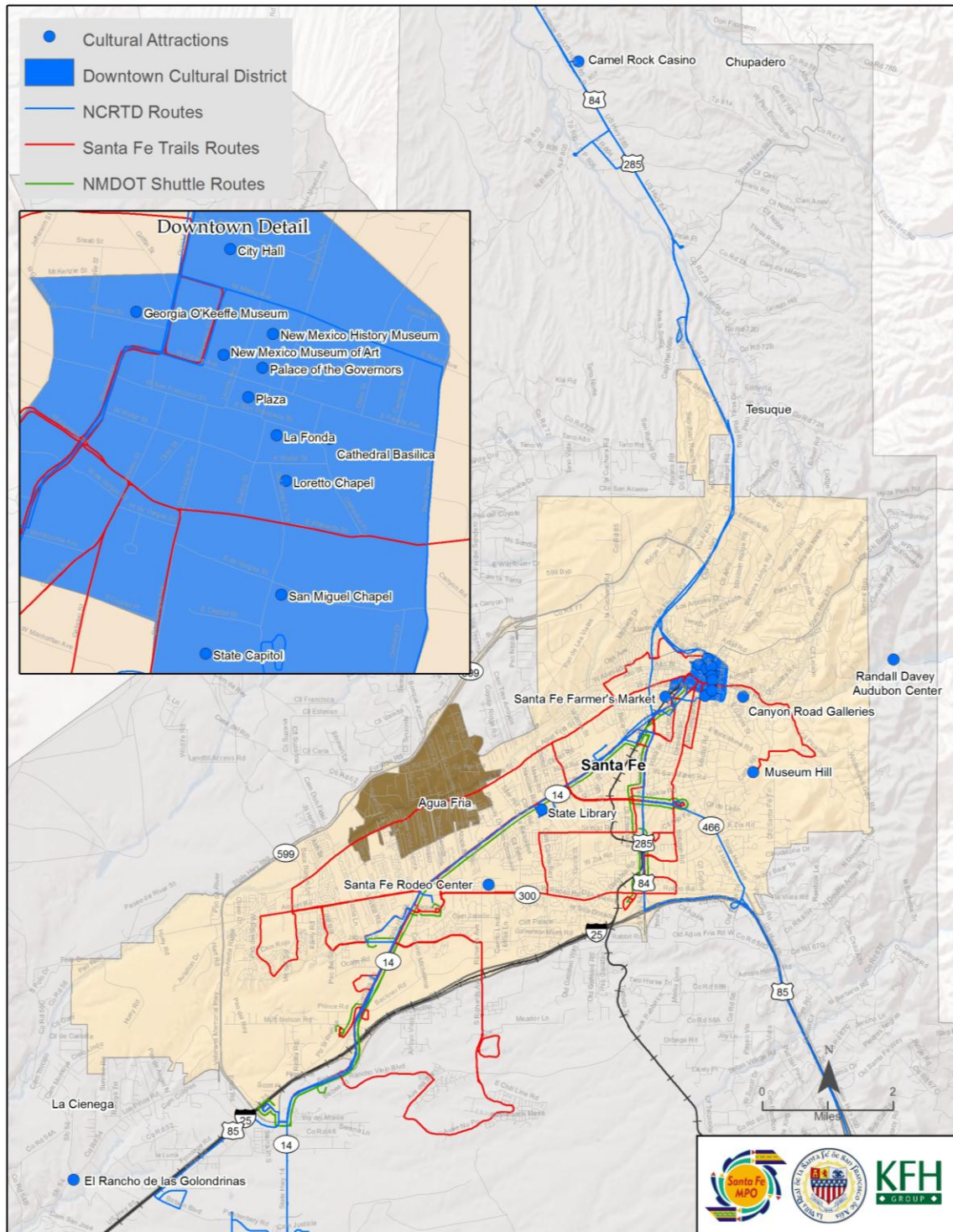
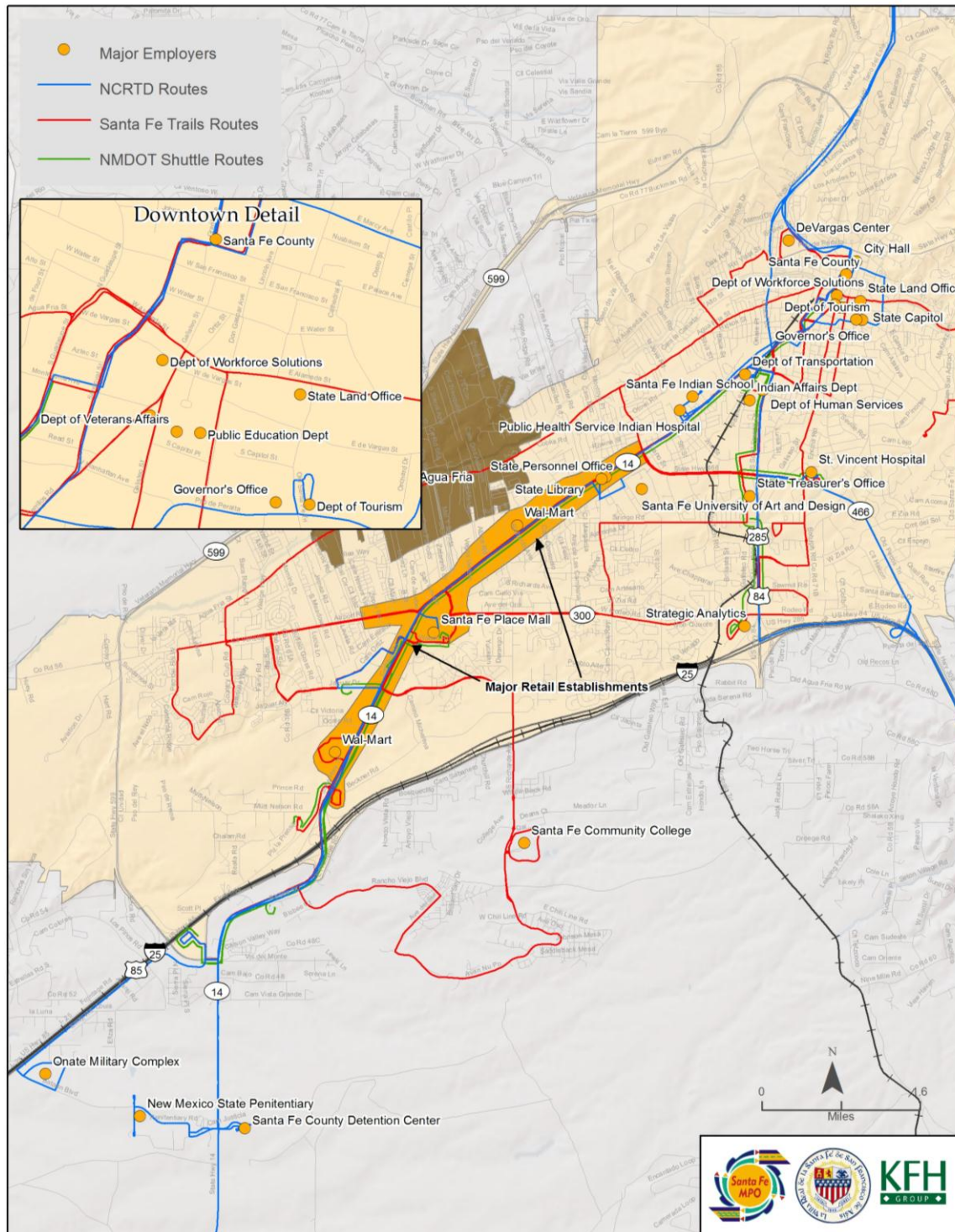


Figure 3-7: Major Employers



High Density Housing

As a complement to the prior analysis of population density, an inventory of high density housing was conducted. This provides another method in determining where concentrations of the population reside. For the purposes of this study, high density housing includes apartments, condominiums, senior and affordable housing.

While higher density housing is spread throughout the city, some clusters exist along Jaguar Drive, Airport Road, and along the US 84/285 corridor. As seen in Figure 3-8, the vast majority of high density housing is served by public transportation.

Medical Facilities

Medical facilities, classified as general hospitals and their immediate network of outpatient services, represent a significant destination for users of public transportation. Older adults and persons with disabilities often rely more heavily upon the services offered by medical facilities compared to other population segments. Since older adults and persons with disabilities represent a large fraction of the transit dependent population it is imperative that these facilities are made accessible through public transit services.

The regional hospital in Santa Fe, St. Vincent, is served by Santa Fe Trails, NCRTD and the Park and Ride Shuttle although not on Sundays. The area surrounding St. Vincent features multiple specialist's offices and medical parks. Other medical facilities in the SFMPO include the DeVargas Health Center, and multiple medical offices along Rodeo Road. The VA clinic just recently opened on the far south side of the City adjacent to the Outlet Mall. Figure 3-9 shows all major medical facilities in the SFMPO planning area.

Human Service Agencies

Human service agencies provide assistance and resources to residents seeking support in a spectrum of issues including, but not limited to, senior health care, childhood development, recreation and nutrition. The range of services offered by these agencies makes them a critical component to any community and in turn they become locations where public transportation will serve as a vital travel option. As Figure 3-10 shows, human service agencies are scattered across the Santa Fe area. One cluster along US 84/285 makes up the New Mexico Department of Health Complex. Other human service locations are along Cerrillos Road and St. Francis Drive. With the exception of the La Cienega Community Center all are served by transit.

Figure 3-8: High Density Housing

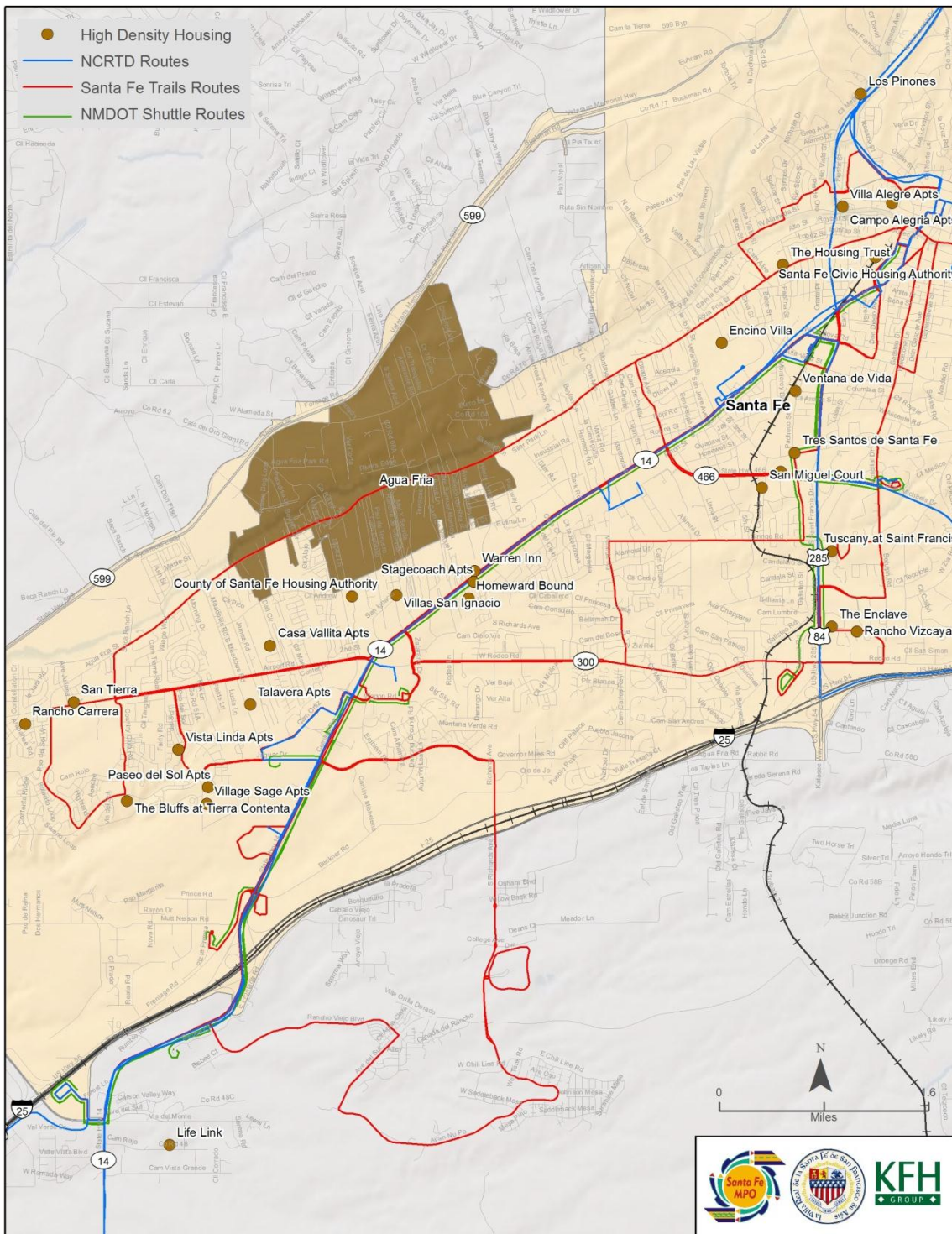


Figure 3-9: Major Medical Facilities

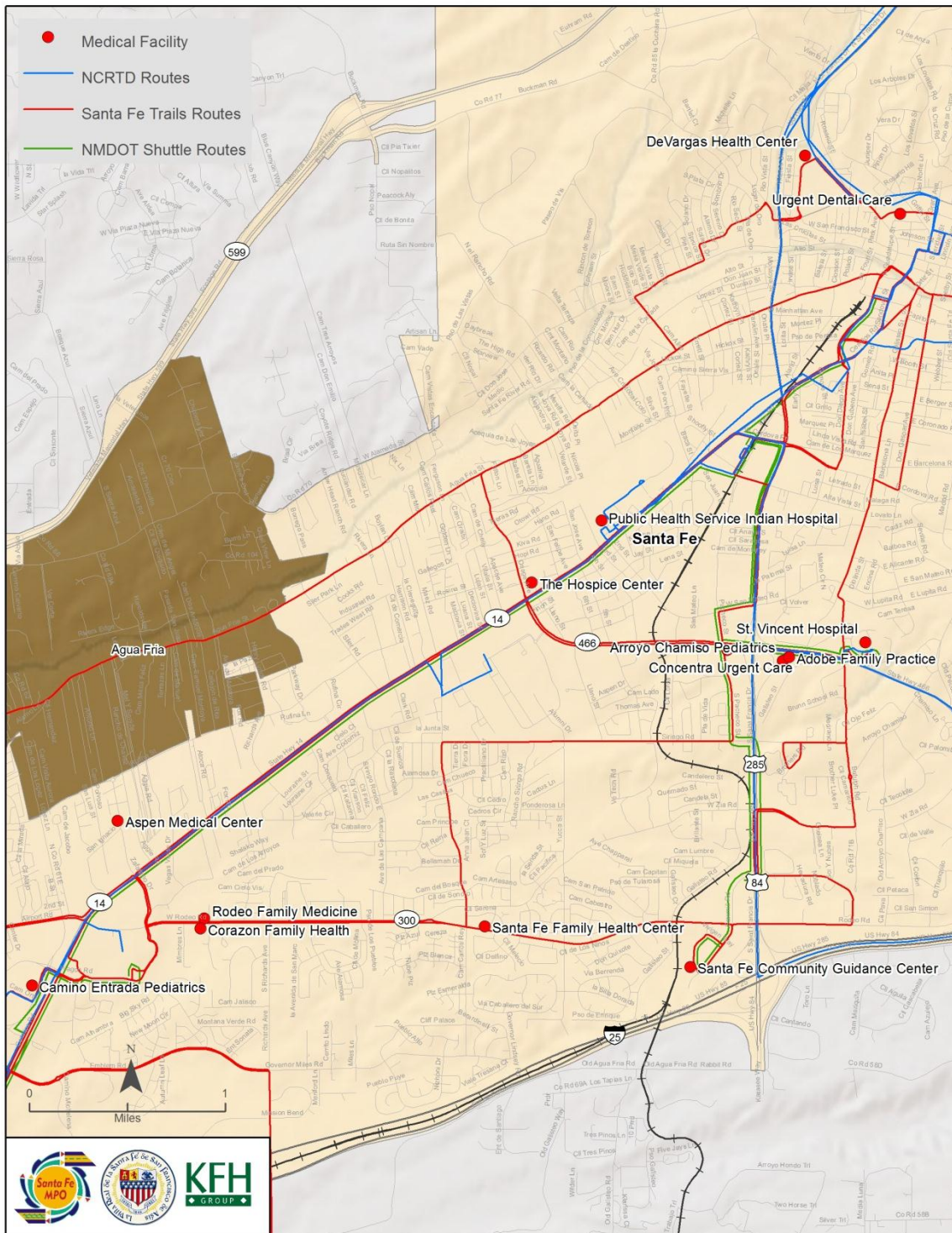
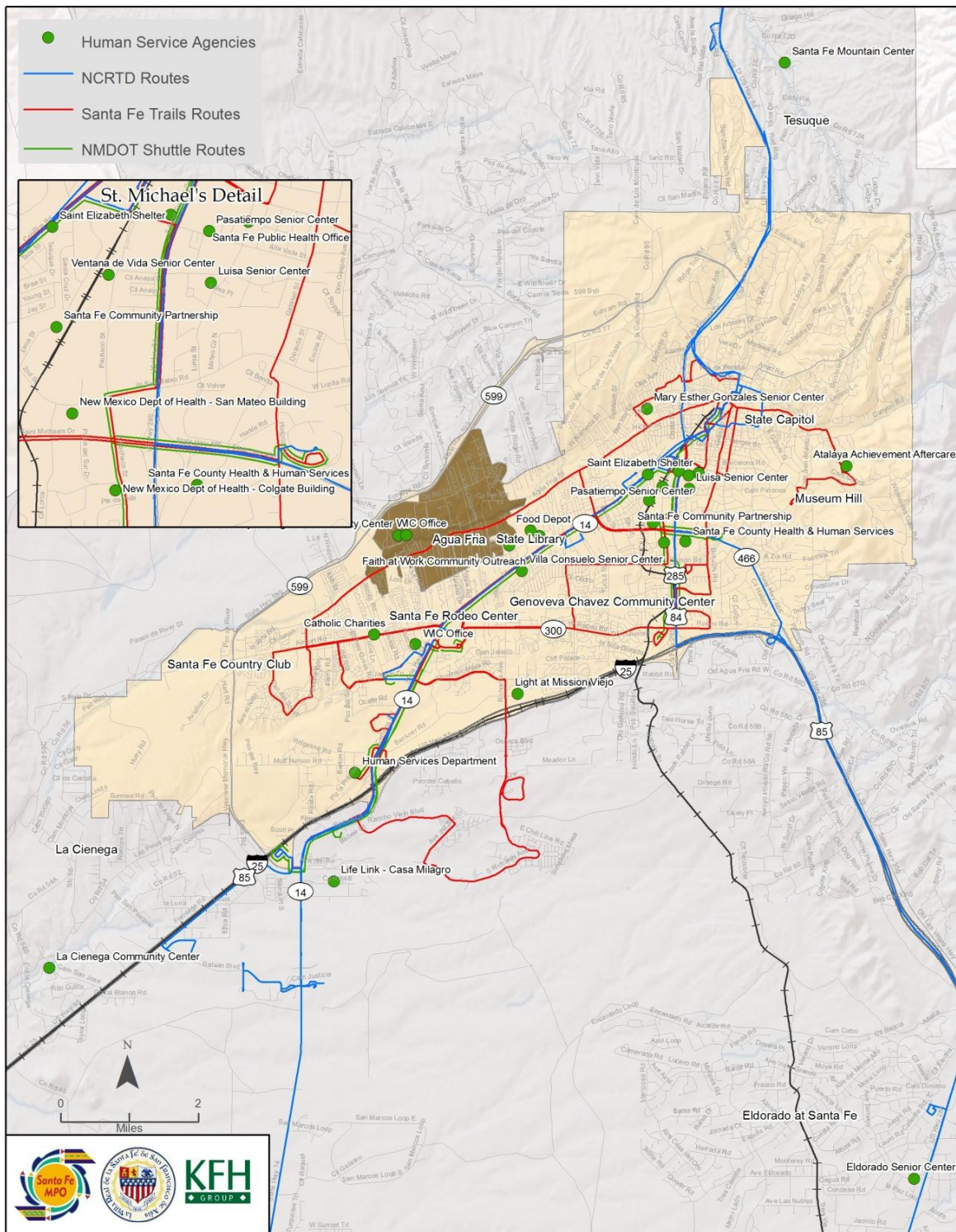


Figure 3-10: Human Service Locations



Education Facilities

Many of the individuals that comprise the school age population are unable to legally operate their own personal vehicle; therefore, it may be assumed that this segment of the population is one that is reliant upon public transportation. Furthermore, the vast majority of the school aged population is enrolled in educational facilities and many adults are associated with these institutions as a place of employment or advanced education.

Santa Fe features a number of schools, libraries, colleges and universities including, the Santa Fe University of Art and Design, St. John's College, Santa Fe Community College, and the Institute of American Indian Arts. All of the educational facilities identified are within a quarter mile of a bus route. Figure 3-11 provides a map of all educational facilities in the Santa Fe region.

Shopping Destinations

Shopping centers are trip destinations in which residents may purchase essential items, such as groceries or general merchandise. These centers are an attractive destination for many residents because they may also serve as a place of employment. For the purposes of this study, a shopping destination is defined as a concentration of stores such as a mall or retail outlet, large retail establishments, and major supermarkets. It is important that the selected shopping destinations do not simply represent recreational shopping locations, but general merchandise and food outlets, as transit dependent persons are more likely to rely on transit services for essential needs.

Some of the major shopping destinations in Santa Fe include the Santa Fe Place Mall, the Fashion Outlet Mall, and multiple big-box shopping centers. As Figure 3-12 shows, Cerrillos Road featuring the largest concentration of shopping centers in the city with the Santa Fe Place Mall, outlet shops, two Walmart locations and multiple other large retailers and shopping centers. Another large concentration of retail outlets can be found around the Santa Fe Plaza and DeVargas Mall.

CONCLUSIONS

The SFMPO planning area will continue to grow at a modest pace, with employment expected to match or exceed that pace. The majority of new development within the SFMPO will occur to the south and southwest of the City of Santa Fe and along the Interstate 25 corridor. Further, due to low housing prices transit dependent populations are moving to these areas, requiring a response from transit. Much of this growth will occur far from the current major origins and destinations. This will result in new challenges as transit dependent riders move to the outskirts of the city. The average trip length will be extended and this will stretch transit's resources. A component of this growth will be an increase in senior and commuter populations, presenting even more challenges. Fortunately the slow growth of the area will allow this to occur over a longer period of time, giving transit time to respond to any changes.

Figure 3-11: Educational Facilities

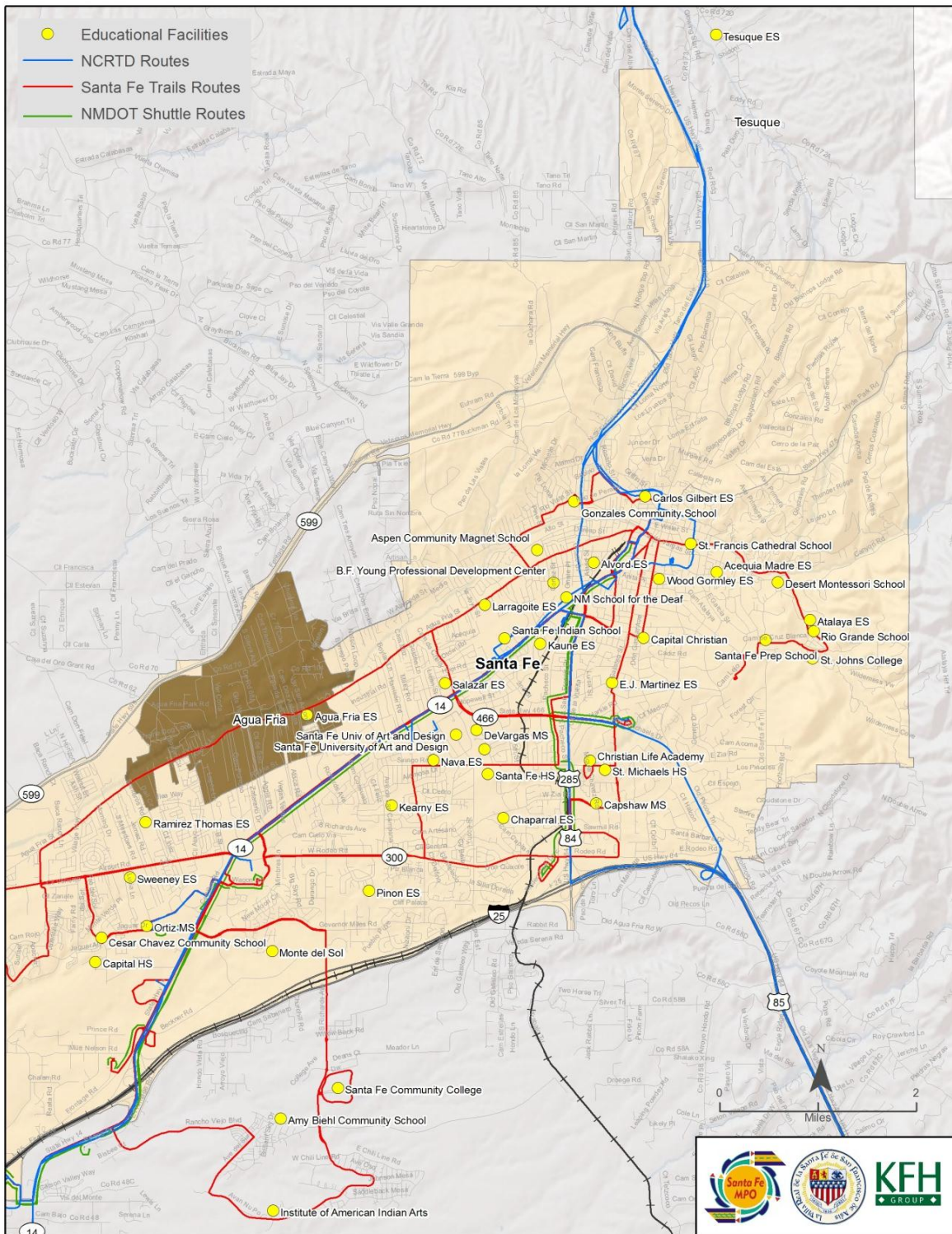
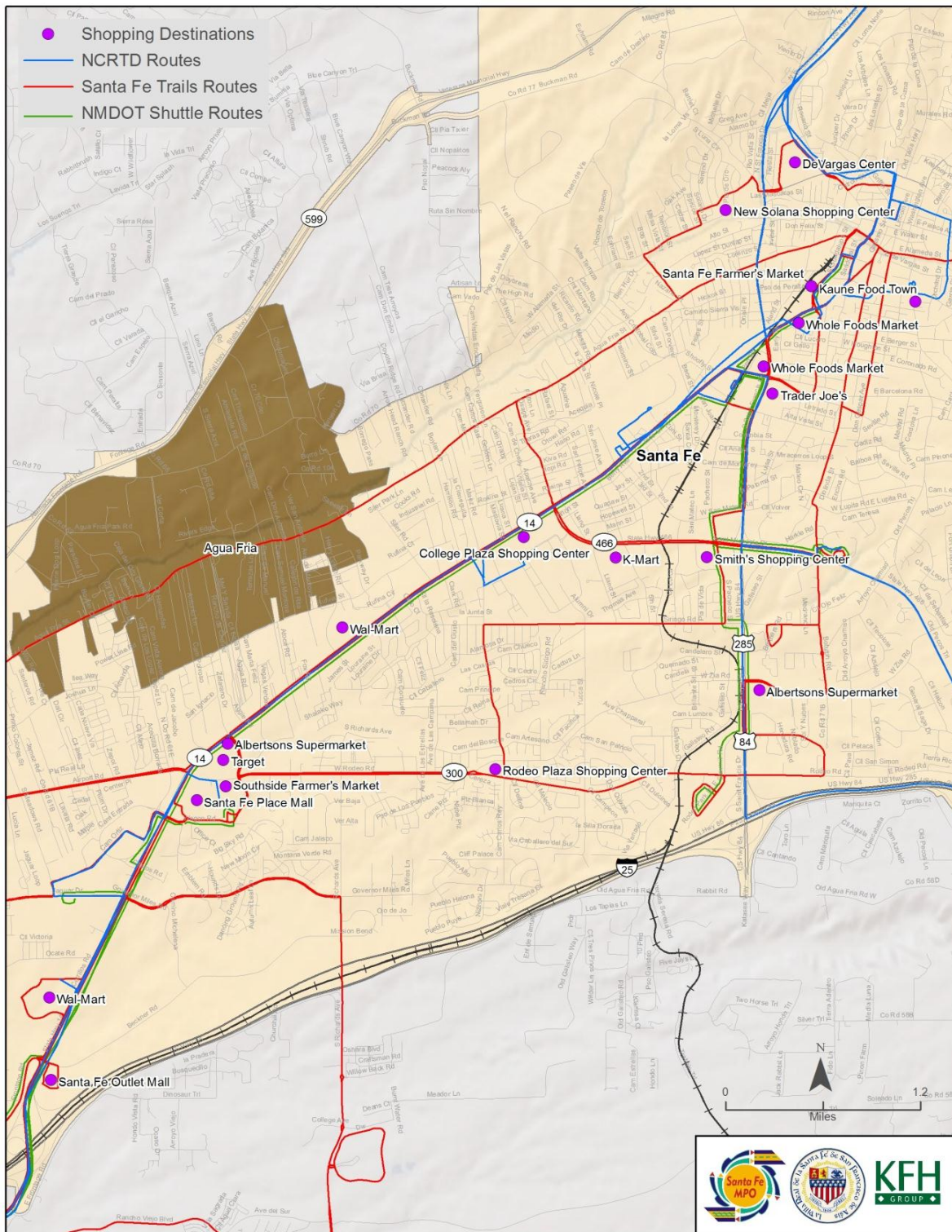


Figure 3-12: Major Shopping Destinations



Chapter 4: Review of Existing Services

In this chapter, the four transit systems serving the planning area are reviewed. The details of the review can be found in Appendix 3 – Review of Existing Services. Additionally as part of that appendix are the detailed route profiles (Appendix 3-A) where each existing route (wholly within the SFMPO planning area) is reviewed and analyzed. This review included collection and analysis of operating data provided by each of the transit systems operating within the city:

- Santa Fe Trails (Santa Fe Trails), including the Pick-Up service,
- New Mexico Department of Transportation Park and Ride Service (Park & Ride),
- North Central Regional Transit District (NCRTD)
- Rail Runner – Rio Metro

In addition to traditional data collection, the review included: discussions with vehicle operators, supervisors and management, observation of services through riding each route, as well as extensive outreach efforts (summarized in Chapter 2). In conjunction with the review of future growth, demographics and land uses documented in Chapter 3, this information will be used to identify unmet needs and to develop short and long range options, alternatives, and strategies to improve existing services or to develop new routes where necessary.

CONTENTS OF THIS CHAPTER

This chapter is presented in the following manner:

1. **Background** – This section introduces each of the transit services operating in Santa Fe, both internally within the city and externally between Santa Fe and other communities, and provides an overview of Santa Fe Trails transit system organizational structure.
2. **Current Services and Overall Performance** – This section provides an overall review of the current services operated in the SFMPO planning area. City-operated service performance is then reviewed in more detail in terms of Key Performance Indicators (KPI) for ridership, operating performance, cost performance, and other measures beyond financial and ridership data. The City’s transit capital assets are also reviewed in this section, including vehicle fleet and facilities.
3. **Route Profiles** – Details about each fixed route wholly within the SFMPO planning area, in the form of route profiles compiled in Appendix 3-A, are introduced following the overall review of services, since the details contained in these profiles provide the basis of the analysis in the rest of the document.

4. **Connecting Transit Services** – This section provides an overview of the services that enter and stop in the planning area. Rail passenger boardings and alightings at each of the three Santa Fe rail stations is also presented in this section. Appendix 3 provides detailed information about each shared stop.
5. **Other Service Issues** – This includes the review of major corridors, duplication of effort, pathways, technology, planning and safety/security.
6. **Summary of Existing Service Review** – This section summarizes the review of existing services and provides an initial analysis of the current system.

BACKGROUND

Overview of Transit Services in the Santa Fe Metropolitan Planning Area

Table 4-1 provides a summary of the numerous transportation services in Santa Fe, including those operating within the city limits, as well as those which connect Santa Fe with other communities in the region. Figure 4-1 depicts all of the routes serving the Santa Fe planning area. Each of these services is introduced below.

Internal Services

There are three public transit systems that provide at least some services completely internal to the SFMPO planning area. NCRTD and Park and Ride operate a small amount of service in this manner. Approximately 94 percent of the service within Santa Fe is provided by Santa Fe Trails. They include:

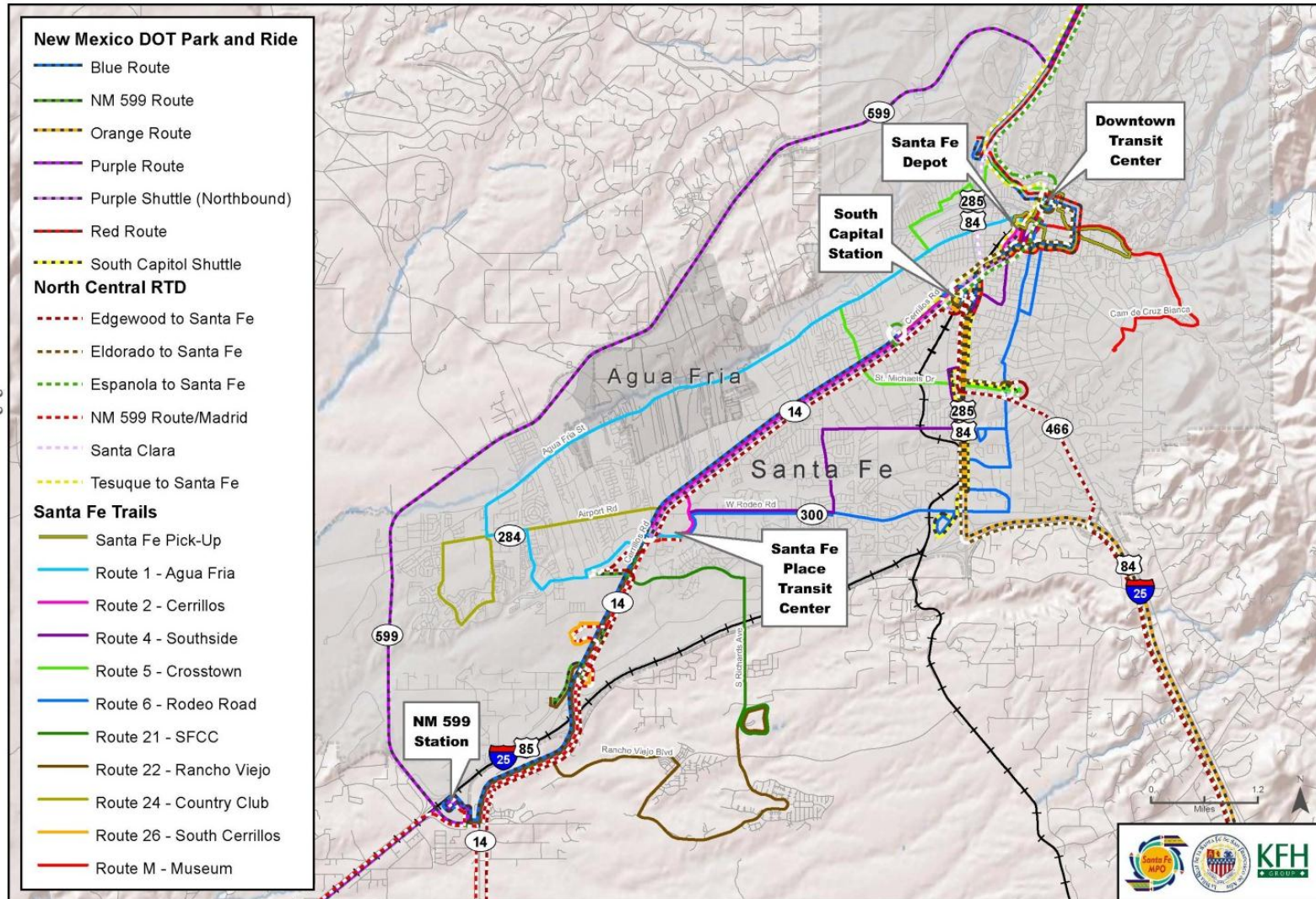
Table 4-1: Transit Services that Serve the Santa Fe Metropolitan Planning Area

Transit Service Name	Organization that Provides	Type of Service	General Coverage Area	Routes that Serve Santa Fe
Santa Fe Trails	City of Santa Fe	Local bus	Primarily within the city	1 – Agua Fria 2 – Cerrillos Road* 4 – Southside* 5 – Crosstown 6 – Roadeo Road 21 – Santa Fe Community College 22 – HSD / Rancho Viejo** 24 – Country Club 26 – Santa Fe Place, South Cerrillos and Fashion Outlets M – Museum Hill <i>*connects with Rail Runner at South Capitol Station</i> <i>**connects with Rail Runner at NM 599 Station</i>

Transit Service Name	Organization that Provides	Type of Service	General Coverage Area	Routes that Serve Santa Fe
Santa Fe Ride	City of Santa Fe	ADA Paratransit	Same as Santa Fe Trails	Demand response curb-to-curb service
Santa Fe Pick-Up	City of Santa Fe – Parking Division (funded by NCRTD)	Local circulator and Rail Runner feeder	Santa Fe Depot Rail Runner Station and downtown	Single route
NMDOT Park & Ride Shuttles	NMDOT	Commuter bus and shuttle services	Santa Fe to Albuquerque, Las Vegas/Highlands University, Pojoaque/Espanola, and Los Alamos	South Capitol Shuttle (internal to planning area) NM 599 Station Shuttle (internal to planning area) Purple Shuttle Route (internal to planning area) Red Shuttle Route Blue Shuttle Route Orange Shuttle Route
New Mexico Rail Runner Express	Rio Metro Regional Transit District	Commuter rail	Belen/Albuquerque to Santa Fe; 3 Santa Fe area stations (NM 599, South Capitol, Santa Fe Depot/ Railyard)	Single route (eight trains each weekday northbound and southbound)
Amtrak Lamy Shuttle Service	Amtrak contracts with Lamy Shuttle & Tours	Shuttle bus connection to intercity rail	Lamy to Santa Fe; connects with Amtrak service between Chicago and Los Angeles	Lamy Shuttle meets Amtrak's Southwest Chief (trains 3 & 4) in between Albuquerque and Las Vegas, NM (single route, eastbound and westbound)
North Central Regional Transit District (NCRTD)	NCRTD	Local bus	North Central NM – connects Santa Fe, Espanola, Taos, Los Alamos, Northern Pueblos	Edgewood to Santa Fe Eldorado to Santa Fe (internal to planning area) Espanola to Santa Fe NM 599 Route (internal to planning area)/Madrid Santa Clara Taos Express Tesuque to Santa Fe

1. **Santa Fe Trails (Santa Fe Trails)** – The City's small urban transit system, which provides fixed route service within the City and to selected areas in SFMPO planning area.
2. **Santa Fe Pick-Up** – This is a local downtown circulator that also serves as a feeder to the last stop of the Rail Runner at the Santa Fe Depot. The service has recently transitioned from the City's Parking Division to the Transit Division.
3. **Santa Fe Ride** – This is the City's complementary paratransit service (and beyond) under the Americans with Disabilities Act (ADA).

Figure 4-1: Transit Routes Serving the Santa Fe Metro Politan Planning



4. **New Mexico Department of Transportation Park and Ride Service (Park and Ride)** – Park and Ride has three routes internal to Santa Fe: the NM 599 Station Shuttle, the South Capitol Station Shuttle, and the Purple Shuttle.
5. **North Central Regional Transit District (NCRTD)** – NCRTD operates one route wholly within the SFMPO planning area (Eldorado) as well as the 599 Station shuttle which operates wholly in the SFMPO area during peak hours. Mid-day service is provided in Madrid as well (just outside the planning area). NCRTD, as of January 1st, 2015, is operating the Taos Express.

External Services

Additionally, there are three other transit services that operate into the Santa Fe Metropolitan Planning Area and make limited stops within the City. These include:

1. **North Central Regional Transit District (NCRTD)** - Based in Espanola, NCRTD service connects with Santa Fe Trails at numerous locations. This system recently underwent a service plan update to improve connectivity and encourage ridership between modes and has begun implementing improvements. NCRTD also provides funding for the Santa Fe Pick-Up shuttle service, the Rail Runner, portions of Santa Fe Trail's Routes 2, 4, 22 and special services for International Folk Art Market, Indian Market, and the Spanish Market. NCRTD has also taken over operation of the Taos Express from the Town of Taos' Chile Line. The Taos Express allows for day trips from Santa Fe to Taos on Fridays, Saturdays and Sundays.
2. **New Mexico Rail Runner Express** – The Rail Runner regional commuter rail services operates between Belen and Santa Fe, serving the Santa Fe area at three stops on its two-way commute. Each stop has connections to multiple systems.
3. **New Mexico DOT Park and Ride Service** – In addition to its routes within Santa Fe, New Mexico DOT operates four routes that connect Santa Fe with Espanola and Los Alamos to the north, Albuquerque to the south, and Las Vegas and Highlands University east of Santa Fe.

The focus is on the City's services as they constitute well over 90 percent of the services internal to the planning area.

CURRENT SERVICES AND OVERALL PERFORMANCE

2 MILLION TRIPS ANNUALLY

The SFMPO planning area has a very high level of transit service within and into the city. This ridership far exceeds the vast majority of peer systems. For a community of about 120,000 persons, over 1,200,000 one way trips (unlinked) were taken on Santa Fe Trails and the Pick-Up service comparing very favorably to similar sized communities. In addition, there are the services that have Santa Fe as an end point and must be counted as well:

- Rail Runner - approximately 60,000 monthly one way trips (into and out of Santa Fe) or about 720,000 one way trips per year.
- NCRTD provides about 57,000 annual one way trips into and out of Santa Fe.
- Park and Ride contributes 185,834 annual one way trips with an end point in Santa Fe. A clear demonstration that transit can make a difference in Santa Fe.

It is interesting to note that the SFMPO planning area generates over 2 million public transit trips annually! This is far beyond peers around the country.

This section provides an overview of the City's routes and paratransit services and a review of overall system performance, with particular focus on operating and ridership data as well as system expenses and revenues. This section also reviews diagnostic measures beyond these data, and provides information on current capital resources. Additionally, this section provides a review of service performance of the seven NMDOT Park & Ride Shuttle routes and the six NCRTD routes that serve the Santa Fe Metropolitan Planning Area.

City of Santa Fe Fixed Routes

Santa Fe Trails currently operates 11 fixed routes (including the Pick-Up service) and ADA/Elderly paratransit service in the Santa Fe region, with services as far north as the Downtown Transit Center on Sheridan Avenue and DeVargas Center and as far south as the NM 599 Station and Santa Fe Community College, over 10 miles.

Basic route information that includes ridership and operating statistics is provided in Table 4-2. All 10 Santa Fe Trails fixed routes operate Monday through Friday; eight operate Saturdays, and six operate on Sundays. The fare for these routes is \$1.00 per boarding (\$0.50 for seniors and people with disabilities), with discounted passes available. Youth up to age 18 ride free. The Santa Fe Pickup operates Monday through Saturday and is fare-free.

Table 4-2: City of Santa Fe Basic Route Information: FY2014

Name	One Way Passenger Trips	Trips Per Day*	Revenue Service Miles	Revenue Service Hours	Trips per Mile	Trips per Hour	Route Length - Round Trip (Miles)	Peak Vehicles	Weekday Scheduled Running Times	Weekday Headways	Saturday Scheduled Running Times	Saturday Headways	Sunday Scheduled Running Times	Sunday Headways
Santa Fe Trails Fixed Routes:														
Route 1	130,244	363	180,594	12,193	0.72	10.68	22	3	5:56 a.m. to 9:58 p.m.	30 mins.	8:11 a.m. to 7:53 p.m.	60 mins.	8:30 a.m. to 6:08 p.m.	60 mins.
Route 2	543,986	1,515	197,572	21,687	2.75	25.08	13	6	5:30 a.m. to 10:16 p.m.	15 mins.	8:15 a.m. to 8:10 p.m.	30 mins.	8:30 a.m. to 6:46 p.m.	30 mins.
Route 4	137,163	382	145,152	13,737	0.94	9.98	17	3	5:41 a.m. to 10:30 p.m.	30 mins.	8:03 a.m. to 7:20 p.m.	60 mins.	9:00 a.m. to 6:18 p.m.	60 mins.
Route 5	48,925	159	64,305	4,801	0.76	10.19	15	3	6:26 a.m. to 7:51 p.m.	60 mins.	9:20 a.m. to 5:15 p.m.	60 mins.	No Service	
Route 6	47,520	155	84,267	6,882	0.56	6.90	22	3	5:41 a.m. to 8:02 p.m.	60 mins.	9:11 a.m. to 7:03 p.m.	60 mins.	No Service	
Route 21	28,067	110	27,561	1,544	1.02	18.18	9	1	7:30 a.m. to 10:04 p.m.	60 mins.	No Service		No Service	
Route 22	24,115	95	57,954	2,790	0.42	8.64	29	1	7:09 a.m. to 6:24 p.m.	60 mins.	No Service		No Service	
Route 24	78,060	217	61,701	3,615	1.27	21.59	9	2	5:57 a.m. to 9:30 p.m.	35 mins.	8:18 a.m. to 6:48 p.m.	70 mins.	8:18 a.m. to 5:38 p.m.	70 mins.
Route 26	10,250	29	19,965	2,016	0.51	5.08	6	1	8:05 a.m. to 7:05 p.m.	70 mins.	8:38 a.m. to 6:28 p.m.	70 mins.	8:38 a.m. to 5:18 p.m.	70 mins.
Route M	18,587	52	36,506	3,658	0.51	5.08	10	1	6:50 a.m. to 8:04 p.m.	60 mins.	10:20 a.m. to 6:04 p.m.	60 mins.	10:15 a.m. to 5:59 p.m.	60 mins.
Total Santa Fe Trails	1,066,917		875,577	72,923	1.22	14.63		24						
The Santa Fe Pick-Up	83,287	271	n/a	3,528	n/a	23.61		4	6:30 a.m. to 6:30 p.m.	15-20 mins.	7:30 a.m. to 4:30 p.m.	15-20 mins.	No Service	

*359 Service Days Total; 307 Days w/o Sunday Service; 255 Days w/o Weekend Service

NMDOT Park and Ride Shuttle Routes

Basic route information for the NMDOT Park and Ride Shuttle Routes that serve the Santa Fe Metropolitan Planning Area is provided in Table 4-3. These routes operate Monday through Friday from 4:30 a.m. to 10:30 a.m. and 2:00 p.m. to 9:00 p.m. It should be noted that the Purple Route as well as the segment of the Purple Route between Albuquerque and Santa Fe are unique as they each operate a single one-way trip per day, while the segment of the Purple Route between Santa Fe and Los Alamos operates multiple trips in both directions.

NCRTD Routes

Basic route information for the NCRTD routes that serve Santa Fe is provided in Table 4-4. These routes operate Monday through Friday. The routes serving Santa Fe include all of the routes on the U.S. Highway 285 corridor – Tesuque, Santa Clara and Espanola buses. The Taos Express operated by NCRTD operates on weekends with a fare. NCRTD also operates routes from Eldorado and Edgewood into Santa Fe on a limited basis.



Passengers boarding a NCRTD bus bound for Tesuque. Park and Ride bus at South Capitol Station

Rail Runner Express

The NM 599 Station, South Capitol Station, and Santa Fe Depot are key stops for multiple routes, including the Rail Runner Express commuter rail service. Rail passenger activity at each of these stations during the month of April 2014 was provided by Rio Metro Regional Transit District (see Appendix No. 3).

The Park and Ride, NCRTD and Santa Fe Trails/Pick-Up do a good job of providing feeder service and a respectable percentage of rail riders are using feeder service as described below. While a detailed on-off count was not performed as part of this planning process, our observations indicated the following:

- 599 Station – Observed 35 - 40 percent of P.M. Rail Runner Riders arriving by the three transit systems.



More than a third of the riders on the Rail Runner platform arrived by bus.

Table 4-3: NMDOT Park and Ride Basic Santa Fe Route Information: FY2014

Name	One Way Passenger Trips	Trips Per Day*	Revenue Service Miles	Revenue Service Hours	Trips per Mile	Trips per Hour	Weekday Scheduled Running Times	Weekday Headways
NMDOT Park and Ride Routes serving Santa Fe:								
South Capitol Shuttle	18,169	72	19,578	1,096	0.93	16.58	Southbound: 6:42 - 9:23 a.m. Northbound: 3:47 - 5:27 p.m.	60-92 min.
NM 599 Station Shuttle	12,555	50	25,351	1,498	0.50	8.38	Northbound: 6:25 - 9:16 a.m. Southbound: 4:02 - 5:47 p.m.	38-76 min.
Purple Shuttle	469	2	2,761	146	0.17	3.20	Northbound: 5:11 - 5:33 a.m.	24 hr.
Purple Route - Albuquerque to Santa Fe	6,705	27	29,367	699	0.23	9.60	Northbound: 3:55 - 5:11 a.m.	24 hr.
Purple Route - Santa Fe to Los Alamos	26,015	104	104,416	2,702	0.25	9.63	Northbound: 5:11 - 8:37 a.m. 7:03 - 8:09 p.m. Southbound: 6:22 - 7:28 a.m. 3:19 - 7:00 p.m.	32 min. - 9 hr.
Red Route	20,035	80	81,324	3,614	0.25	5.54	Southbound: 5:52 - 9:48 a.m. 5:27 - 7:28 p.m. Northbound: 5:25 - 8:45 a.m. 4:24 - 8:31 p.m.	31 min. - 8.5 hr.
Orange Route	26,139	104	114,205	3,133	0.23	8.34	Southbound: 5:00 - 7:32 a.m. 5:42 - 8:11 p.m. Northbound: 4:28 - 5:49 a.m. 4:10 - 6:47 p.m.	60 min. - 12 hr.
Blue Route	75,747	302	291,411	7,752	0.26	9.77	Northbound: 5:25 - 8:52 a.m. 2:08 - 6:12 p.m. Southbound: 6:30 - 10:13 a.m. 3:28 - 9:10 p.m.	14 min. - 6.5 hr.
Total	185,834	740	668,413	20,641	0.28	9.00		

*251 service days total for all above routes

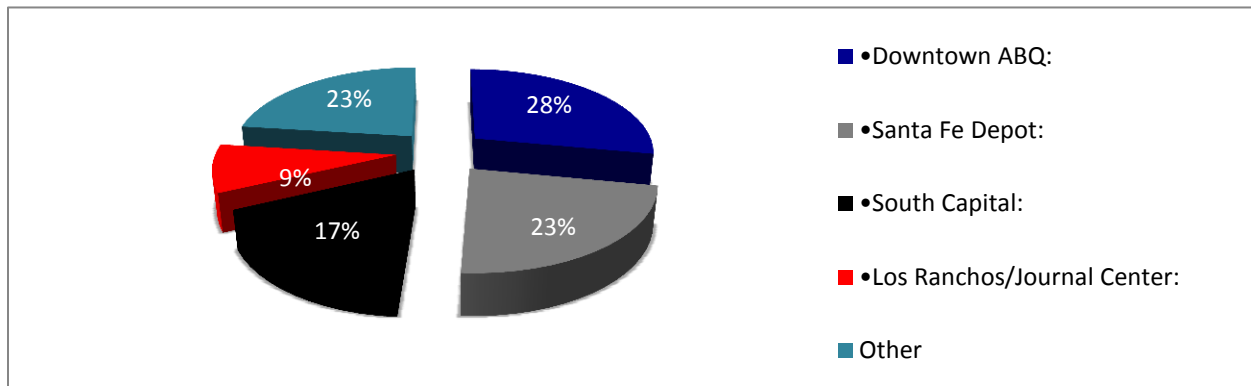
Table 4-4: NCRTD Basic Santa Fe Route Information: FY2014

Name	One Way Passenger Trips	Trips Per Day*	Revenue Service Miles	Revenue Service Hours	Trips per Mile	Trips per Hour	Route Length - Round Trip (Miles)	Scheduled Running Times	Headways
NCRTD Fixed Routes serving Santa Fe:									
Edgewood to Santa Fe	9,612	38	44,346	1,255	0.22	7.66	129.4	Northbound: 5:58 - 7:50 a.m. Southbound: 4:30 - 6:37 p.m.	24 hr.
Eldorado to Santa Fe	6,636	26	37,900	1,250	0.18	5.31	29.8	7:10 - 10:45 a.m. 2:30 - 6:30 p.m.	71 min. - 5.5 hr.
Espanola to Santa Fe	29,643	118	54,385	2,439	0.55	12.15	55.2	7:00 a.m. - 4:00 p.m.	3 hrs.
NM 599 Route / Madrid	7,438	30	41,500	1,625	0.18	4.58	59.6	5:55 - 8:54 a.m. 10:42 a.m. - 12:11 p.m. 3:50 - 6:05 p.m.	43 - 97 min. (timed to meet trains)
Santa Clara	8,027	32	55,423	2,168	0.14	3.70	69.4	7:05 a.m. - 5:55 p.m.	80 min. - 5.33 hr.
Taos Express	-	-	-	-	-	-	-	Fri./Sat./Sun.: 4:30 p.m. - 6:15 p.m. S 6:30 p.m. - 8:15 p.m. N Saturday/Sunday: 8:55 a.m. - 10:40 a.m. S 10:45 a.m. - 12:30 p.m. N	8 - 24 hr.
Tesuque to Santa Fe	10,448	42	44,601	2,710	0.23	3.86	59.6	8:00 a.m. - 6:00 p.m.	2 - 4 hr.
*Assumes 251 service days per year.									

- South Capitol – approximately 10 percent of Rail Runner Riders were transferring. Many simply walk to their state office building
- Santa Fe Depot – Observed 30 percent of Rail Runner riders using the Santa Fe Pick-Up feeder. The number can be higher if the vehicles are larger.

Rio Metro reports that about 38 percent of its riders use transit to get to and from their ultimate destination. This includes trips to Albuquerque where the number of transit users is higher than Santa Fe (Santa Fe's two stops generate a high percentage of pedestrians due to the proximity of many state office buildings). Therefore the observed numbers in the 30 percent range are reasonable.

The most heavily used (boardings and alightings) Rail Runner northbound stops are indicated in Figure 4-2. It is interesting to note that two of the top three Rail Runner stops are in Santa Fe, accounting for 46 percent of the rail Runner activity.

Figure 4-2: Rail Runner Northbound Top Five Stops

Santa Fe Ride Demand–Response Services

The City addresses its ADA paratransit requirements through its demand response Santa Fe Ride service. Santa Fe Ride is a door to door transportation service for persons with disabilities and for seniors who are 60 and over. Service data on Santa Fe Ride service is summarized in Table 4-5.

Table 4-5: Santa Fe Ride - Demand Response Information

	One Way Trips	Revenue Service Miles	Revenue Service Hours	One-Way Trips per Hour	One-Way Trips per Mile	MPH
FY 2013	42,875	259,628	26,223	1.64	0.17	9.90
FY 2014	44,448	270,442	24,606	1.81	0.16	10.99

Source: City of Santa Fe

In order to utilize the service, individuals must be eligible on the basis of age or disability. Santa Fe Rides requires an application, and doctor's verification for a disability, to be ruled eligible for the service. Santa Fe Ride services are offered during the same hours as Santa Fe Trails.

Santa Fe Trails goes well beyond the Federal requirements for ADA services. It is rather unusual for an ADA service to also serve elderly persons. The designated ADA area is larger than the standard ADA service area (3/4 of a mile from fixed route) as it serves anywhere within the Santa Fe city limits as well as Santa Fe Factory Outlets, Santa Fe Community College, and the Santa Fe Municipal Airport.

The fare for the demand-response service is \$2.00 per one-way trip for persons with disabilities, and \$5.00 for seniors without disabilities. Reservations for Santa Fe Ride service are accepted 7:00 a.m. to 7:00 p.m., seven days a week, and trips may be schedule the night before service and up to 14 days in advance. Santa Fe Rides also provides same day service although customers are advised that it may take up to 90 minutes to be picked up.

EXISTING SERVICE PERFORMANCE

The focus of this section is on service operated wholly within the Santa Fe SFMPO. These services will be reviewed in detail. Integral to this technical memorandum is Appendix 3-A which provides detailed reviews and maps of each internal route. Interested readers are encouraged to review the routes in detail.

Overall Performance

Santa Fe Trails, the primary transit service within the SFMPO planning area is providing an essential service as is evident by the ridership figures and performance of over 14 one way trips per vehicle hour, the primary indicator of productivity. For a city of its size it has excellent key performance indicators (KPI) as will be seen in the following discussion.

This performance looks even better when examining performance over time, with fixed route ridership increasing 13 percent over three years, outpacing population growth. Further, considering the other, somewhat competing services provided by NCRTD and NMDOT Park and Ride also within the planning area, Santa Fe Trails KPI looks even better as will be seen in the following narrative.

Santa Fe Trails System Wide Performance Review

The performance review begins by looking at operating data for Santa Fe Trails. This data includes ridership (one-way passenger trips), vehicle miles, vehicle hours, and operating expenses. From this data the following KPI can be determined:

- Cost per Passenger Trip
- Cost per Mile
- Cost per Hour
- Passenger Trips per Mile
- Passenger Trips per Hour

While each of these performance indicators has value, typically the most useful single measure is the passenger trips per hour measure, as it reflects usage in relation to the amount of service provided. Generally speaking, the majority of transit operating costs are hourly (wages and benefits), so higher values of trips per hour reflect better use of existing resources and lower cost per trip.

Ridership

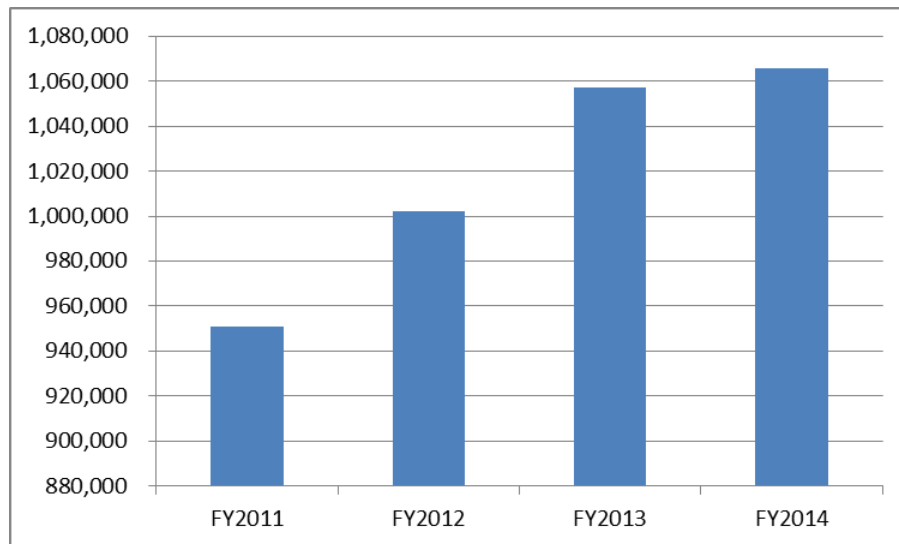
Table 4-6 summarizes the City of Santa Fe's transit ridership trends from FY2011 through FY2014. From FY 2011 to FY2014, Santa Fe Trails ridership grew a total of 12.1 percent, from 950,792 to 1,065,690 one-way passenger trips.

Table 4-6: City of Santa Fe Transit Ridership Trends, FY 2011 - FY 2014

	FY2011	FY2012	FY2013	FY2014	Percent Change, FY2011-2014
Fixed Route	950,792	1,002,144	1,056,970	1,065,690	12.1%
Paratransit	38,613	43,582	42,875	44,448	15.1%
Pick-Up*	44,894	66,221	80,318	58,061	*
Total One-Way Passenger Trips	1,034,299	1,111,947	1,180,163	1,168,199	12.9%

*Pick-Up ridership was unavailable for the following months: July 2010, August 2010, September 2010, July 2013, August 2013, and June 2014. Therefore Pick-Up ridership is incomplete for FY2011 and 2014.

Figure 4-3 displays graphically how fixed-route ridership on Santa Fe Trails has grown in each of the past three years.

Figure 4-3: Santa Fe Trails Fixed Route Ridership Growth

Operating Performance

Table 4-7 summarizes system wide data and KPI for the past two fiscal years. A review of the operating data provides the following observations:

Table 4-7: Santa Fe Trails Fixed Route Data and Key Performance Indicators

	FY2013	FY2014	Percent Change
One-Way Passenger Trips	1,056,970	1,065,690	0.8%
Revenue Vehicle Miles	868,106	875,577	0.9%
Revenue Vehicle Hours	73,208	72,923	-0.4%
Total Operating Costs*	\$8,045,352.11	\$7,913,507.44	-1.6%
Cost per Passenger	\$7.61	\$7.43	-2.4%
Cost per Mile	\$9.27	\$9.04	-2.5%
Cost per Hour	\$109.90	\$108.52	-1.3%
Passenger Trips per Mile	1.22	1.22	0.0%
Passenger Trips per Hour	14.44	14.61	1.2%

*Reflects fully allocated operations costs for Santa Fe Trails fixed routes; includes Bus Ops., Maintenance, Admin., Service Dev., and JARC costs..

- The all-important measure of productivity – one-way passenger trips per revenue hour – increased by nearly 1% between FY2013 and FY2014.
- The increase in ridership, coupled with a drop in operating costs, resulted in an almost 2.4% decrease in cost per passenger trip.
- Revised procedures slightly reduced deadheading and total miles resulting in greater efficiencies

While the system wide review is helpful, it is critical to review individual routes and assess their performance. Table 4-8 provides this assessment. Detailed route profiles are in Appendix 3.

Cost Performance

As is indicated in Table 4-8 overall operating costs for Santa Fe Trails decreased by 1.6% from 2013 to 2014 despite a 0.9% increase in vehicle miles. This resulted in overall system cost per hour and cost per mile decreases between FY2013 and FY2014. The FY2014 cost per hour of \$108.52 is within the normal range for transit peers as is the cost per mile.

Table 4-8: Santa Fe SFMPO Basic Performance Data for Service Provided Within the SFMPO Service Area

Route	One-Way Trips per Revenue Hour	One-Way Trips per Revenue Mile	MPH
INTERNAL SERVICES			
Santa Fe Trails Fixed Routes			
Route 1 - Agua Fria	10.68	0.72	14.81
Route 2 - Cerrillos	25.08	2.75	9.11
Route 4 - Southside	9.98	0.94	10.57
Route 5 - Crosstown	10.19	0.76	13.39
Route 6 - Rodeo Road	6.90	0.56	12.24
Route 21 - SFCC	18.18	1.02	17.85
Route 22 - Rancho Viejo	8.64	0.42	20.77
Route 24 - Country Club	21.59	1.27	17.07
Route 26 - South Cerrillos	5.08	0.51	9.90
Route M - Museum Hill	5.08	0.51	9.98
Santa Fe Trails Auxiliary Services			
Santa Fe Ride (ADA Paratransit)	1.81	0.16	12.04
Santa Fe Pick-Up*	23.61	n/a	5.21
New Mexico Department of Transportation			
NM 599 Station Shuttle	8.38	0.50	16.92
South Capitol Station Shuttle	16.58	0.93	17.86
Purple Shuttle	3.20	0.17	18.86
North Central Regional Transit District			
NM 599 Route	4.58	0.18	25.54
Eldorado to Santa Fe	5.31	0.18	30.32

Sources: City of Santa Fe, New Mexico DOT, NCRTD

*Revenue miles were not available for the Santa Fe Pick-Up.

Review of Other KPI

The KPI/diagnostic measures are used to determine how well the system is performing in areas other than financial, ridership and productivity. Both efficiency measures (doing things right) and effectiveness measures (doing the right things) will be reviewed. These diagnostic measures for Santa Fe Trails are detailed in Table 4-9. These measures include:

Table 4-9: Santa Fe Trails Basic Diagnostic Measures

Year	2010 Population, City of Santa Fe	One Way Trips per Capita, City of Santa Fe	2010 Population, MPO Planning Area	One Way Trips per Capita, MPO Planning Area	Revenue Miles per Hour
FY2013	67,947	15.56	116,000	9.11	11.84
FY2014	67,947	15.70	116,000	9.20	12.01

*Data on preventable accidents are not available.

- One-way trips per capita – This is a measure of the impact Santa Fe Trails has on the community.
- Revenue miles per hour – The average speed of the route will be used for any changes of the route.

One-Way Trips Per Capita - The number of one-way trips per capita is an indicator of the system's footprint in the community. This number was calculated for both the City of Santa Fe (2010 population of 67,947) and the SFMPO planning area (2010 population 116,000). Trips per capital increased slightly in FY2014 (15.70 city/9.2 SFMPO area) from FY2013. This means that, on average, residents of the City and the Santa Fe SFMPO Planning Area are taking more trips on Santa Fe Trails.

Average Speed - The average speed of Santa Fe Trails hovered around 12 miles per hour in both FY2013 and FY2014.

Preventable Accidents and Road Calls - Data on preventable accidents were not available for Santa Fe Trails for FY2013 and FY2014.

Service Area Coverage - The planning area coverage is measured in two ways. First, the ½ mile distance indicates the most likely maximum distance many people will walk to get to the bus (Figure 4-4). This map indicates that there is one small section of the planning area straddling I-25 that is more than ½ mile from a route.

The ¾ mile coverage area Figure 4-5 for ADA purposes shows the area in which complementary paratransit service must be provided. Unless the route is for commuting purposes only and operates only during peak hours, ADA complementary paratransit service is required within ¾ of a mile from the route.

Facilities

There are a wide variety of facilities within the planning area that are used by the variety of transit operators. These include:

Figure 4-4: Santa Fe Trails Routes with ½ Mile Buffer

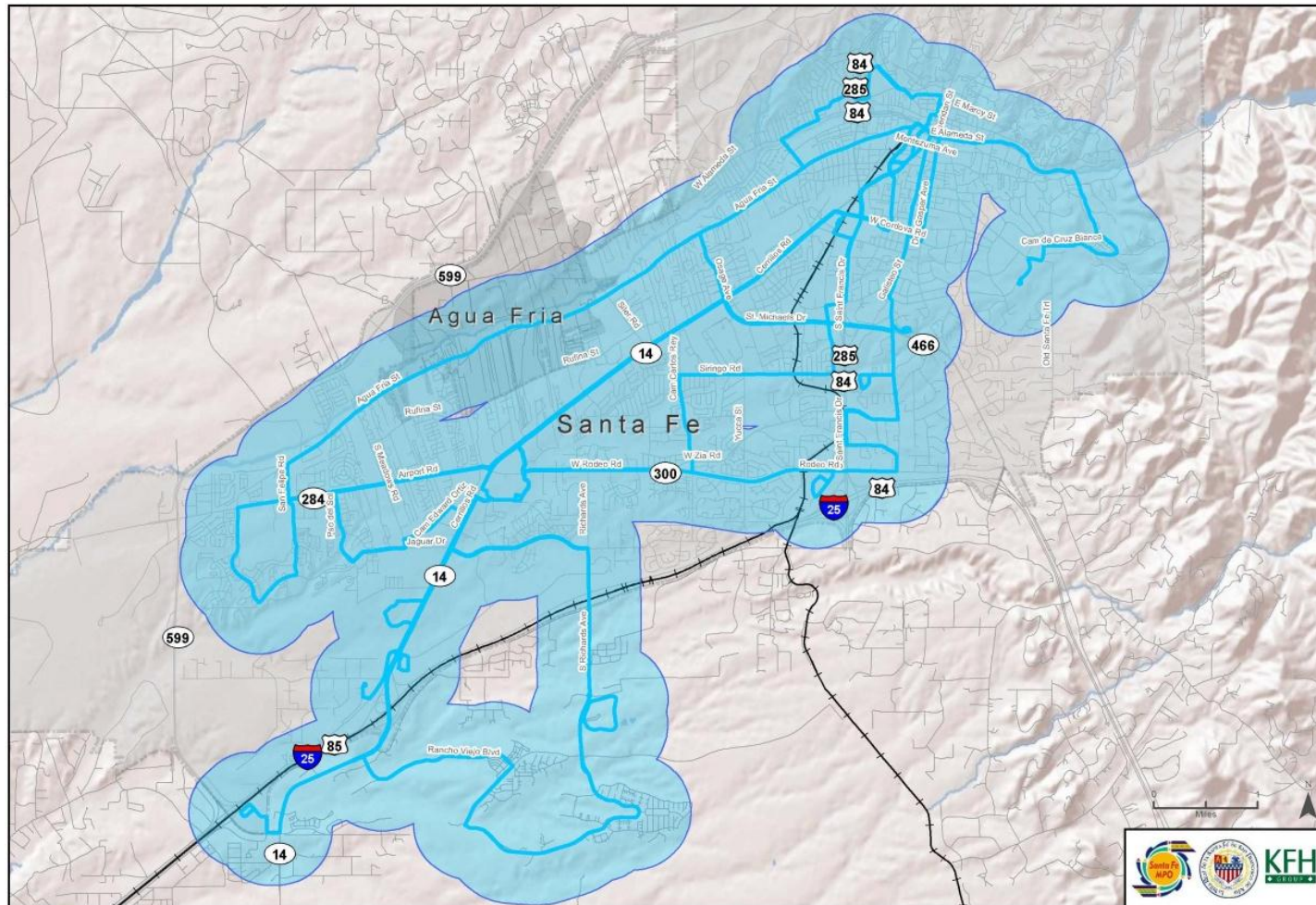
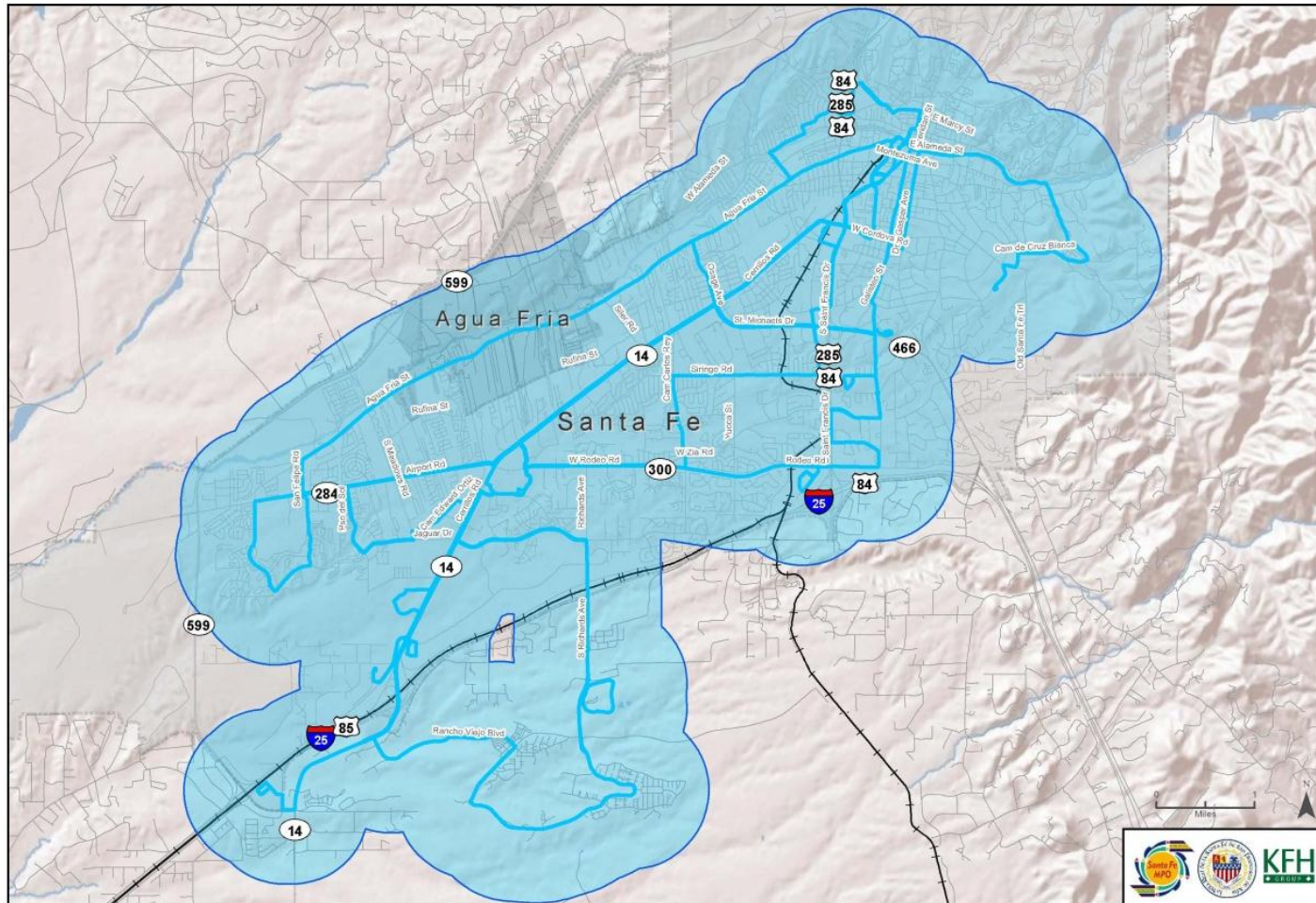


Figure 4-5: Santa Fe Trails Routes with ¾ Mile Buffer



- Transfer facilities:
 1. Sheridan Street (downtown) – Santa Fe Trails, Park and Ride, NCRTD
 2. Santa Fe Place (midtown) – Santa Fe Trails, Park and Ride, NCRTD (Relocating in 2015)
 3. Santa Fe Depot – Rail Runner, Santa Fe Trails, Santa Fe Pick-Up, Taos Express
 4. South Capitol Station – Santa Fe Trails, Park and Ride, NCRTD, Rail Runner
 5. NM 599 Station – Santa Fe Trails, Park and Ride, NCRTD Rail Runner
- Bus stops – throughout the planning area.
- Pathways – Every transit rider is a pedestrian and it is recommended that management and planners work closely with respective local and state governments to connect transit stops to safe, accessible pathways.
- Administrative, operations and maintenance facility for Santa Fe Trails.

Figure 4-6 depicts the locations of the major transit facilities in the planning area. The facilities devoted to rail are for the most part new and support excellent access for the three transit systems that serve them.

The Santa Fe Trails transfer facilities are in a period of transition. Management clearly recognizes this and a downtown transfer center design study is being conducted for Santa Fe Trails. This facility is in need of an upgrade and the consultants believe it inhibits ridership. Capital funding will be needed to build. The Southside facility is moving from Santa Fe Place to a location just west of Cerrillos, yielding far better access for virtually all routes.

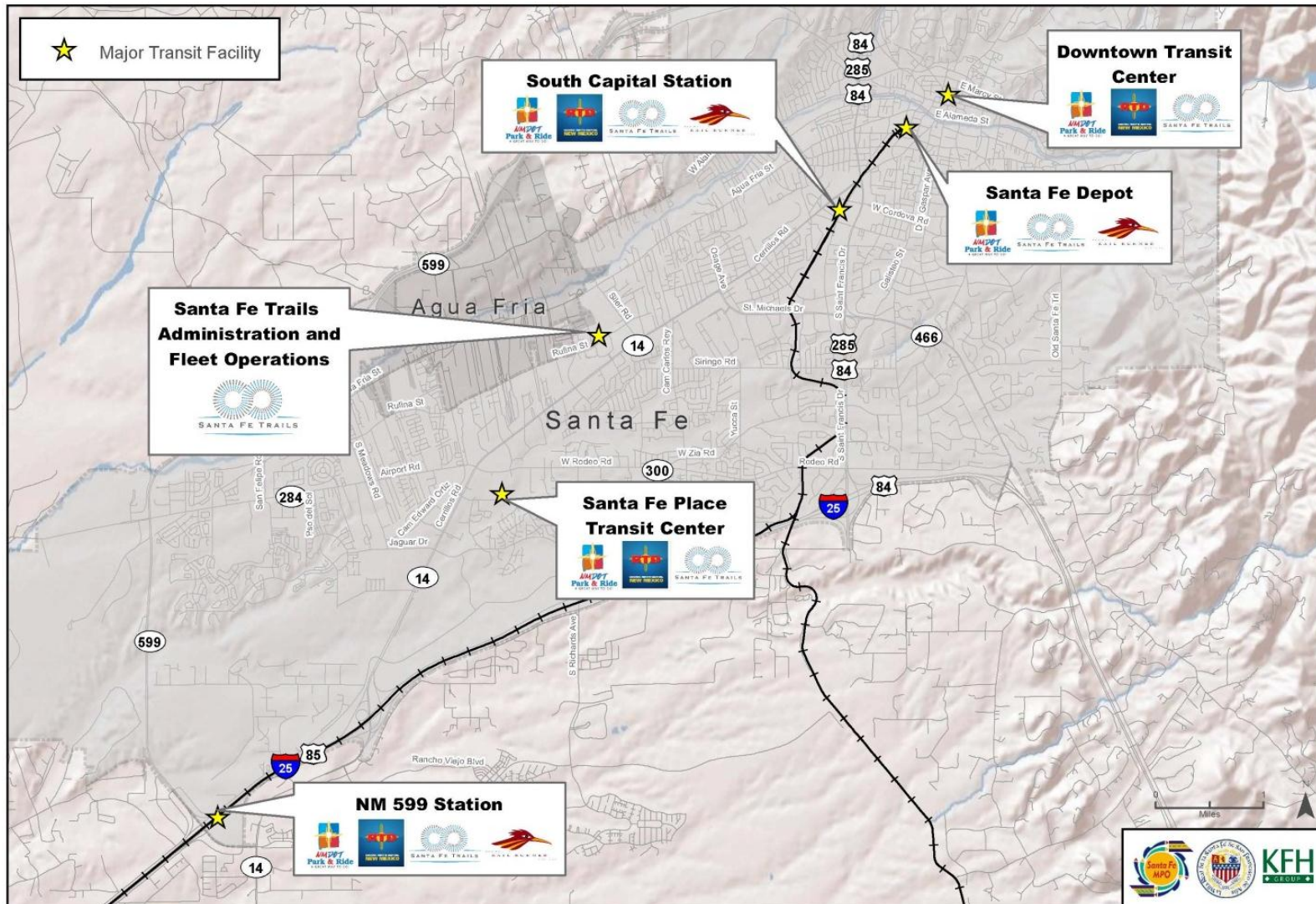
Summary of Existing Services

The public transit services in the Santa Fe Metropolitan Planning Area include the services operated by the City of Santa Fe (ten Santa Fe Trails fixed routes, Santa Fe Ride paratransit system, and the Pick-Up fixed route service), seven NMDOT Park & Ride routes, six NCRTD regional routes, the Taos Express weekend service, Rail Runner commuter rail services, and Amtrak shuttle service to intercity rail in Lamy. This plan focuses



There are a wide variety of transit facilities in Santa Fe including the Santa Fe Depot and the Sheridan Street transfer center.

Figure 4-6: Major facilities



on the services operated by the City of Santa Fe as well as the NMDOT Park & Ride Routes and the NCRTD routes to Santa Fe.

It is evident that based on the overall data and performance measures from FY2013 and FY2014 that ridership is growing at about 3 – 4 percent annually, higher than the population growth rate. The FY2014 performance measures can now serve as benchmarks for the system as a whole. The objective will be to improve service over those benchmarks. The next step is to assess individual routes to identify specific areas to improve performance over time, and to identify opportunities for improved service design and to reduce any duplication.

ROUTE PROFILES

One of the key elements to the Public Transit Master Plan is the review of the current route structure. In this section, each Santa Fe Trails route was analyzed for:

- Basic route description, data, and map,
- Bus stop usage,
- Current operating data and performance measures,
- Connections and shared stops with other Santa Fe Trails routes and other transit services in the region (shared stops are detailed in a later section of this technical memorandum),
- Duplication/competition with other routes (a summary of the duplication with other routes is provided in a later section),
- Facility issues,
- ADA/accessibility considerations and issues,
- Overall strengths and weaknesses based on on-site and other observations when riding the routes and conducting discussions with City of Santa Fe staff and customers.

Route profiles for each fixed route operated by the City of Santa Fe, as well as the Santa Fe routes operated by NMDOT and NCRTD, are found in Appendix No. 3A. These include many of the detailed issues related to each route.

Assessment of Routes

The overall route design for Santa Fe Trails is sound. Routes are primarily “out and back” type routes (almost always the most appropriate route structure) with two transfer hubs. Santa Fe is an asymmetrical city in that the downtown is at the far northern end of the city rather than near the geographic center of the city. This poses problems for transit that are addressed by Santa Fe Trails through a second transfer hub near the geographic center of the City. This is an excellent way to manage long routes and running times.

In essence, most of the routes connecting the Sheridan Street transfer hub with the second hub are trunk routes while the other routes are neighborhood circulators. Ridership is reflective of this in

that the trunk routes (Routes. 1, 2 and 4) generate the most service hours and typically the highest ridership.

OTHER SERVICE ISSUES

Service area issues, both short and long term include development of the major corridors, elimination of duplication of services, technology, transit planning, pathways/bus stops and Safety/security issues.

Major Corridors

Transit corridors are those corridors that: sustain significant transit service or have the potential to sustain significant service levels. Major transit corridors can, but do not necessarily coincide with roadway corridors. For example, of the two major roadway corridors internal to Santa Fe, Cerrillos Road (NM 14) is a major transit corridor, while St. Frances Drive (U.S. 84/285) is a transit corridor only at the very northern end of the City.

There are several major corridors served by the City, NCRTD and NMDOT Park & Ride buses.

1. **Cerrillos Road** – The Cerrillos Road corridor reaches from Downtown to Interstate 25 and beyond. This is clearly the dominant transit corridor in that the Route 2 Cerrillos operates on 15 minute headways with 6 peak vehicles. In addition other routes serve the southern part of this corridor:
 - Santa Fe Trails Routes 22 – Rancho Viejo and Route 26 – South Cerrillos
 - NCRTD – NM 599 and Madrid service,
 - Park and Ride – NM 599 service

Combined, these routes (along Cerrillos Road) include about 33 percent of the total service hours and well over 50 percent of the internal ridership in the study area.

2. **U.S. 84/285 North** – This external corridor extends from the downtown/Capital Complex area through Tesuque and ultimately on to Los Alamos and Espanola. It includes service from Park and Ride as well as NCRTD. This service includes at least 14 round trips within the corridor.
3. **NM 599/14 Corridor** - This corridor is actually an extension of South Cerrillos Road and extends south on NM 14 south of I-25 and directly serving the NM 599 Rail Runner station. This corridor is served by NCRTD, Santa Fe Trails and Park and Ride (two routes).

Potential Duplication of Services

As noted in the individual route profiles and major corridors there is some level of duplication between different City routes and each of the three local service providers (NCRTD, Park and Ride and Santa Fe Trails). While specific duplication is included in the profiles, the following provides an overview of major duplicative services:

- South Cerrillos/NM 599 – Figure 4-7 indicates that there are multiple routes from three systems serving this corridor from the Southside Transfer Facility south (in most cases) to the Rail Runner Station. Each route also serves the area around the station with multiple stops.
- U.S. 84/285 – currently there is a lack of coordination in this extensive level of service between Espanola/Los Alamos and Santa Fe. However in the recent *NCRTD Transit Plan Update* the schedules for this corridor were coordinated to ensure that there were no time/location conflicts. When implemented, this potential conflict will be alleviated.
- Airport and Agua Fria – Route 2 and Route 24 both serve the Airport Rd. Corridor (Figure 4-8). Agua Fria meanders through neighborhoods around Jaguar Drive while the Country Club route travels directly on Airport to the Midtown Transfer Facility.
- Museum Hill – Currently Santa Fe Trails Route M serves the downtown/Plaza area and Museum Hill with a weekday schedule. In theory, this route should generate tourist ridership, but it typically does not. At the same time the Santa Fe Pick-Up service routinely takes tourists to the museums from the Plaza on an ad hoc basis, often abandoning its circulator route to do that. In effect these two services compete with each other.

Technology

The current state of technology has NCRTD implementing Avail Software for fixed route and Strategen Software for paratransit. Santa Fe Trails uses Route Match software for its paratransit functions and as this study progressed they rolled out a trip planning app. Park and Ride recently launched its first real time app, P&RealTime. NMDOT is working towards implementing a region wide real time passenger information platform. At the present time, each provider operates independently and there appears to be little need for coordination of paratransit software, with the exception of the ability to form a user group. Full regional trip planning from Costilla to Albuquerque should be pursued as a goal in the near to mid-term.

Figure 4-7: Public Transit Routes Serving the NM 599 Rail Runner Station

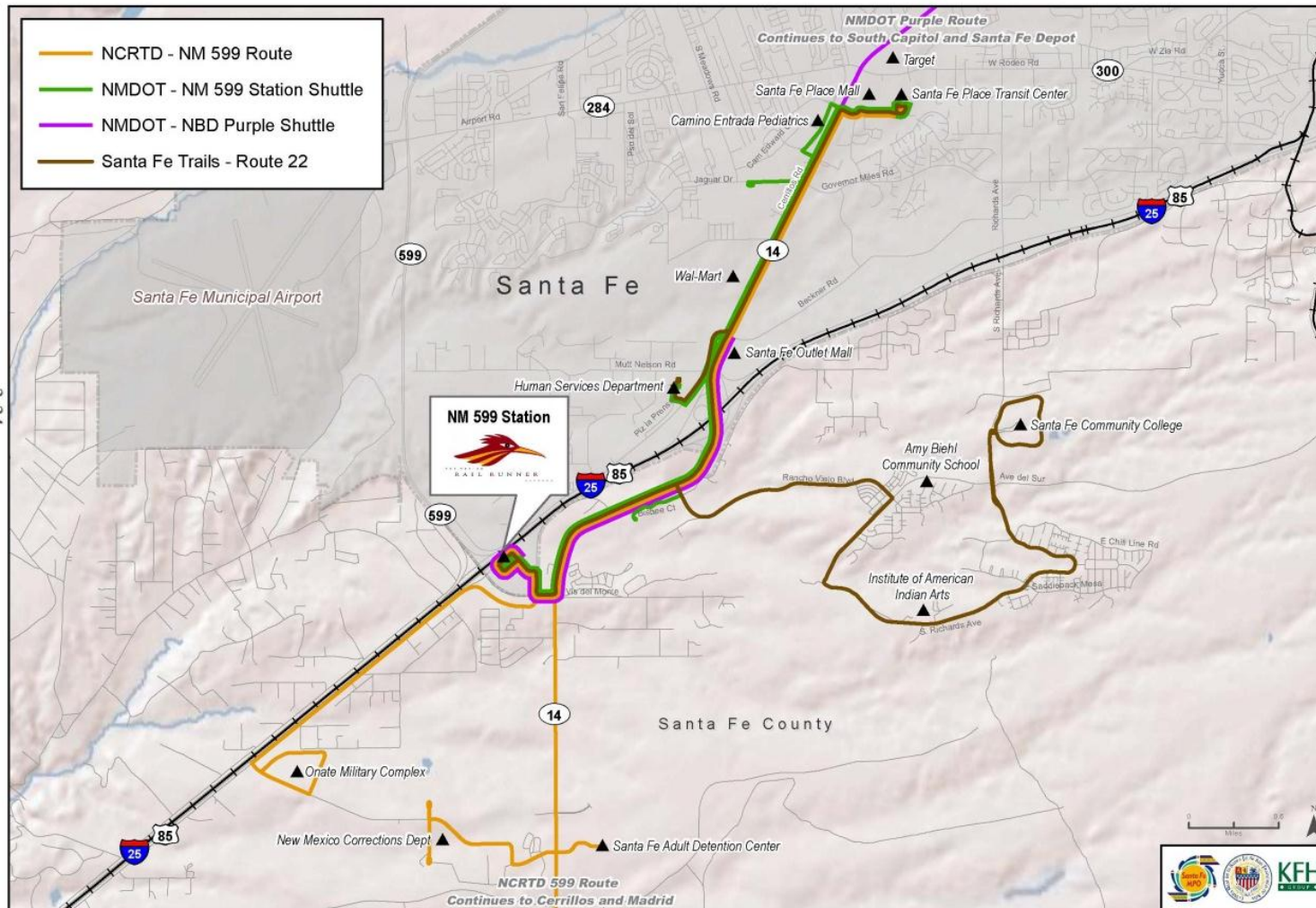
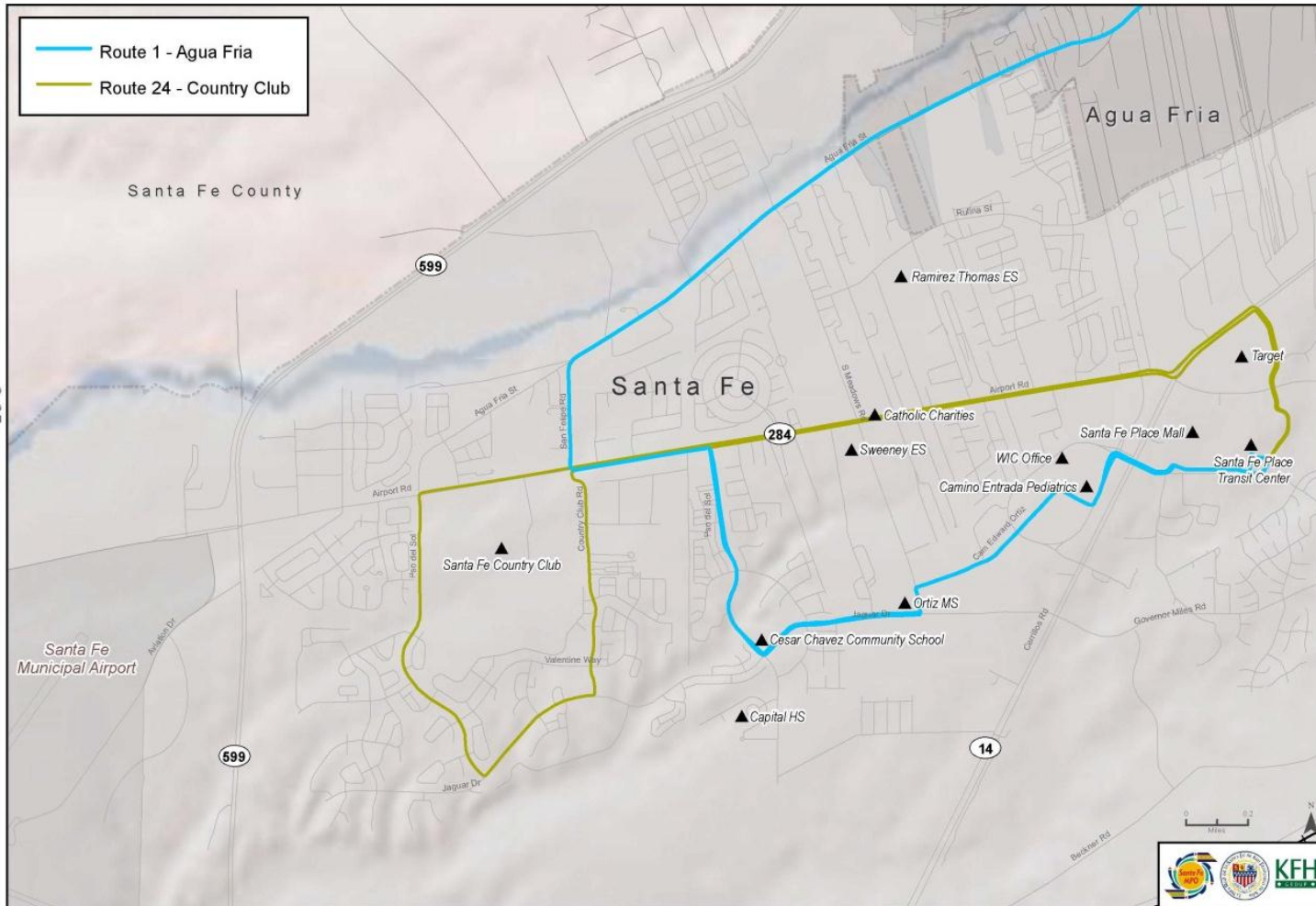


Figure 4-8: Santa Fe Trails Routes Serving Airport Rd.



Transit Planning Efforts

At this time, each transit entity conducts its own planning, with input from other jurisdictions. For example at this time three long range planning projects are in place for Rail Runner, NCRTD and SFMPO. Transit plan updates are also separate with input from other entities. Therefore when the planning and management strategies are developed they will coincide with plans from the other transit systems.

Pathway Considerations

As noted in many of the profiles, publicly-operated fixed routes (except for commuter routes) require ADA complementary paratransit services for eligible customers unable to ride fixed route service, including inability to access a fixed stop. Through the assessment of current services, pathway related issues were noted and some overall accessibility considerations identified. Please note that these issues were noted during observation and ultimately will be tied to the Pedestrian and Bicycle Plans. They are not intended to be all encompassing and are in fact for illustrative purposes only. They are noted in Appendix No. 3. These issues include a lack of sidewalks and many inaccessible bus stops along portions of many routes. Most notable in terms of pathway issues include:

- Route 1 - the majority of Agua Fria Street in Agua Fria.
- Route 6 - Rodeo Road between the intersection with Galisteo Road and Sawmill Road
- Route 22 - many of the more rural areas south of I-25. The Super Wal-Mart stop does not have sidewalks and is inaccessible as all must walk one-quarter mile through a large parking lot with virtually no sidewalks.
- Sheridan Street Transfer Facility – The sidewalk on Sheridan Street is very narrow and the space between the shelters and the buses is very narrow and difficult for a wheelchair to maneuver.



Lack of sidewalks is a notable accessibility issue along Agua Fria Street

Safety and Security

Safety and security issues were regularly brought up by riders, advocates, tourist representatives, management and vehicle operators. In addition, the consultant staff witnessed a number of incidents that would discourage many (especially women) from riding. These safety concerns centered on the following:

- **Inebriated riders** – There are a wide variety of issues associated with these riders from making other customers uncomfortable to genuine safety concerns. Based upon input from NCRTD riders, this is a regional problem on both NCRTD and Santa Fe Trails (almost exclusively on Rt. 2 Cerrillos). This issue clearly has a negative impact on ridership.
- **Sheridan Street Transfer Facility** – This is an intimidating facility. As management knows and is acting on, this facility is a major safety and security issue. Being so close to the Plaza and the convention center, tourists must walk by this or at least see it as an “eyesore.”
- **Poorly Lit Bus Stops** – While a bus stop assessment has not been conducted, the consultants noticed many unlit stops in the system. This was supported by comments from the public during the outreach phase of the project (Technical Memorandum No. 4).

SUMMARY

The review of the current services indicates that some routes are performing well, while other routes are candidates for modifications. The major focus is on areas where service needs to be rationalized.

There are seven primary categories of service related issues for the fixed route services in Santa Fe. They are:

- **Connectivity/Coordination** – with multiple service providers, it is important that they function as one. From marketing and information to connecting routes for different providers, this will require short term efforts to reach mid and long term solutions.
- **Major Corridors** – Over time the Cerrillos corridor may warrant an upgrade of services.
- **Bus Stops and Pathways** – All bus riders are pedestrians. It is essential that this plan address the short term and long term solutions in conjunction with SFMPO Bicycle and Pedestrian Plans.
- **Jurisdictional Coordination/Regional Service Planning** – As recommended in the NCRTD Transit Plan Update, the region’s transit and planning staffs should meet on a quarterly basis to discuss and reach agreement on service changes. Almost invariably a change to one system will have a ripple effect on customers that also ride a second mode. One region – one agreed upon approach.



All transit riders are pedestrians. Connecting buses to pathways is an important part of this plan.

- **Service Duplication** – This should be addressed in the regional service planning process. The northern corridor will soon be addressed and through this planning process the additional areas of duplication will be addressed as well.
- **Service and Route Design** – The appropriate route designs will focus on all types of service including “niche services for residents and/or tourists. This will be especially true in the re-design of the Pick-Up service.
- **Technology Coordination** – Where possible technology coordination should take place. At a minimum, a one stop web site for all transit related information with a regional trip planner. Systems that do their own separate trip planners miss much of the transit need.
- **Safety and Security** – It is recommended that transit services coordinate efforts to address the issues of safety and security on a regional basis. Some examples include collective security certification requirements, shared resources, marketing campaigns, and empowering riders to report incidents in a safe and secure manner.

Chapter 5:

Current and Future Unmet Transit Needs and Opportunities

INTRODUCTION

This chapter addresses the unmet transit needs in the SFMPO planning area. The needs include short term as well as long term issues:

- Address unmet needs now and in the future
- Improve customer service, safety and security
- Ensure sustainability for the future

The needs were compiled and determined through a variety of input and observation. These included:

- Demographic data and analysis of land uses
- Review of other plans and reports
- On board observation of each route
- Direct communication with about 100 of customers
- Meetings with advocates, human service agencies and others
- Extensive field observation
- Extensive surveys of riders and non-riders
- Public meetings and focus groups
- Discussions with the various transit systems

REVIEW OF NEEDS

Stakeholder Needs

The extensive review of needs indicated a wide variety of concerns related to the service, communications, marketing and a variety of other issues. These are as follows:

Service Hours/Frequency

By far service hours and days brought out the most comments. College students in particular wanted later hours, but so did other riders and in the surveys that was clearly the biggest issue. Service later in the evenings and particularly on the weekend as well as more service on Saturdays was a very popular theme. Key concerns:

- Santa Fe Community College needs Saturday service until the evening.
- Christus St. Vincent Regional Medical Center needs Sunday service.
- St. John's students and many others requested later service on weekends for nightlife/entertainment
- Pick-Up service as tourist oriented should operate on Sundays
- In general: expanded evening and weekend service

Origins and Destinations – Unserved and Underserved

While transit systems do a good job of service area coverage, there are some areas that remain unserved at this time. Figure 5-1 depicts the locations where service or improved service is needed.

Unserved

Unserved areas that were identified as areas in need include the following:

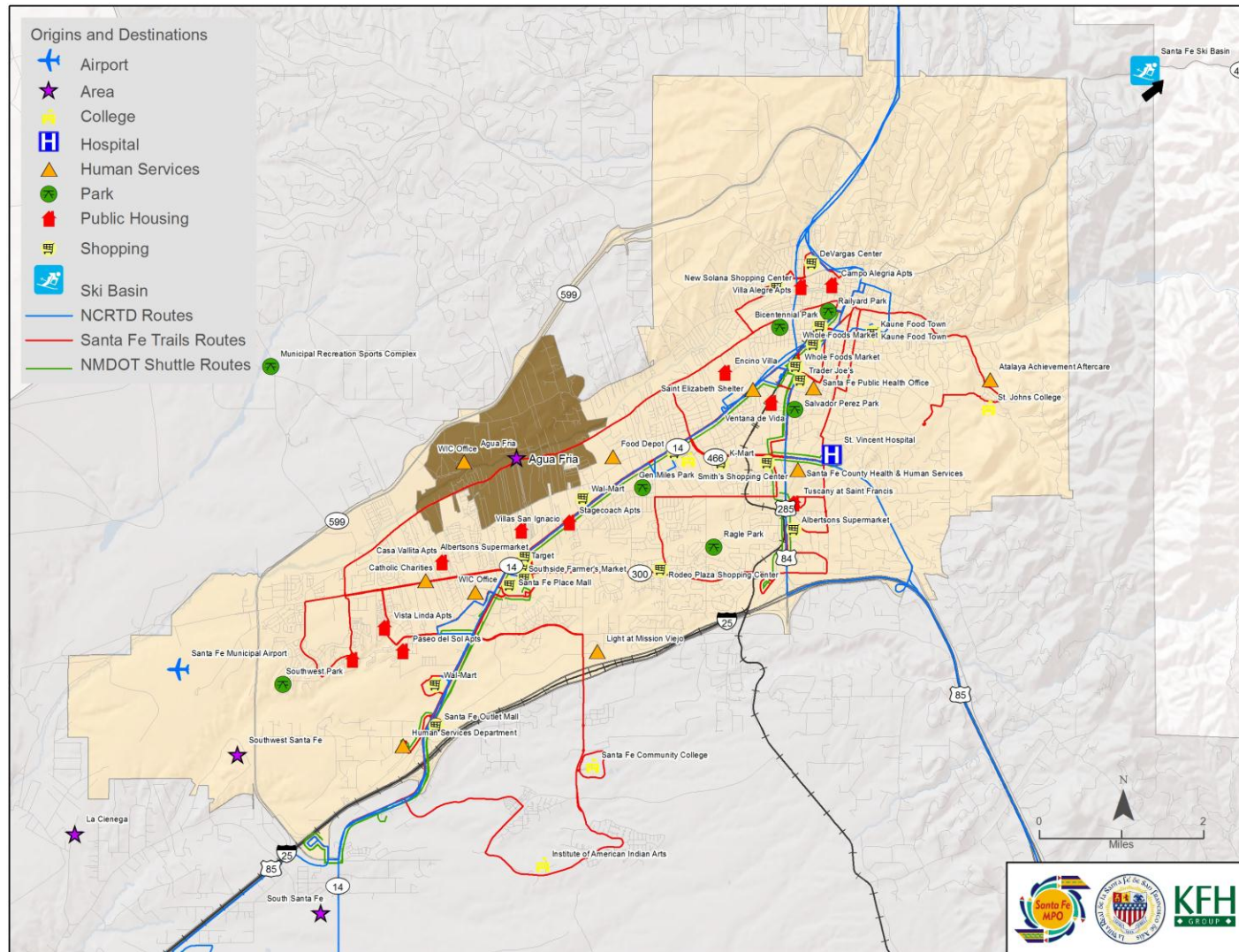
- Santa Fe Ski Basin - The NCRTD will begin a Santa Fe Ski Basin shuttle pilot route in October of 2015 for a period of eight months to help determine the need for access to both the basin and the mountain area.
- La Cienega - The NCRTD Board agreed to begin the La Cienega route in the Spring of 2016 and run for six months as a pilot project.
- New Southwest Area Node (SWAN) Regional Park (potential Santa Fe Trails service)
- Zia Station – At this time the City of Santa Fe, in cooperation with the Santa Fe Metropolitan Planning Organization, and in accordance to conditions set forth by the NMDOT are working toward a strategy to open the station. Details regarding the design and potential transit services when finalized, may then be incorporated into this plan as an amendment.

Underserved or Ineffective

Many participants in the process indicated that there were additional areas that were often underserved based on the time of day or days of service. These include:

- Santa Fe Community College –Night service until the end of evening classes and extended Saturday service.
- St. John's College – Night service until the end of evening classes
- Agua Fria – Many expressed a need for more service in the Agua Fria area. Service on Rufina St. was also suggested. Shopping was often cited as a need.
- Medical Facilities – Improved Sunday access to the hospital.

Figure 5-1: Origins and Destinations in Need of Service or Additional Service



- Human Services – Improved access to the Health Department, WICs, food pantries, and other locations.
- Airport – Some feel that there is a need for service to the Santa Fe Municipal Airport.
- Southside and Southwest – As the area continues to grow services should be expanded both within the city and county.
- Walmart – Inaccessible stop renders this facility virtually inaccessible for transit customers.

Title VI and Environmental Justice

As the city expands outwards and the cost of housing continues to increase, low income residents and other transit dependent populations are being pushed to the outer reaches of the service area where housing prices are lower. As this occurs, both Santa Fe Trails and NCRTD will be tasked with stepping in and providing expanded service, longer commutes and more expensive service in order to meet the needs of these communities.

Communications/Marketing

Many wanted better communication between the transit systems and riders, expressing a desire for apps, real time information and websites etc.

- A one stop website, app and telephone number for all transit systems was suggested.
- Both the tourist group and the college group thought all transit systems needed to market the hotels, colleges and other tourist destinations.
- Human service agency representatives also suggested that transit market services to their clients.
- One commenter suggested partnering with these entities.
- A number of stakeholders suggested rebranding Santa Fe Trails or at least tourist oriented service.

Safety and Security

While safety and security concerns did not register high amongst the survey respondents, issues were brought up repeatedly in interviews, focus groups and other meetings. These issues included/revolved around a perception of:

- a problem with intoxicated riders or persons loitering by a stop
- bus stop lighting and access
- The Sheridan Avenue Transfer facility was unsafe.

Bus Stops and Transfer Facilities

The Sheridan Avenue Transfer facility was criticized repeatedly as an eyesore to downtown and as a safety issue as discussed above. Many bus stops are excellent, however customers pointed out that some stops are not accessible or are difficult to access. Rt. 1 – Agua Fria within Agua Fria in particular, was singled out as a problem. The Super Walmart stop was cited as dangerous and unusable as it requires a ¼ mile walk through a very active parking lot, gravel and/or roadway with no sidewalk.

There were a number of comments regarding the need for better signage and amenities at NMDOT Park and Ride stops.



The Sheridan Avenue Transfer facility has accessibility and safety issues and should be replaced

Pathways - Coordination of Transit, Bicycles and Pedestrians

Pathway accessibility is critical to transit. All transit customers are pedestrians and cyclists. Efforts should be made to ensure safe and accessible access to transit stops. Pedestrians are essential for transit service while cyclists have expanded the range of transit without the need for major costs increases.

Tourist Oriented Service

Many felt that there should be a rebranded service that is oriented toward tourists and focuses on the Plaza and Museum Hill. Ski service was discussed as well.

- Partnering with hotels and other tourist destinations.
- Downtown circulator should focus on circulator service and feeder service to Rail Runner.



A common sight: Tourists inquiring about the Santa Fe Pick Up.

- Full Sunday service.
- Consistent routing that is simple to understand.
- Museum hill should have a separate route

DWI and Transit

The SFMPO and member agencies wanted to acknowledge that driving while under the influence is a significant issue locally and nationally. Santa Fe County hosts the Santa Fe County DWI Program that came to fruition in 1997, with support from the New Mexico Legislature's 1993 "Local DWI Grant Program."

The Santa Fe County DWI Planning Council is a public oversight committee which meets on a monthly basis. The Planning Council works with the staff of the DWI Program on a variety of strategies to combat drunken driving. The DWI Program receives about \$1.1 million annually from liquor excise tax revenues through the state. It also administers a \$300,000 grant to run the Sobering Center and in 2014 another \$45,000 through the state Department of Transportation's Traffic Safety Division for checkpoints and other enforcement actions.

According to information reported to the Santa Fe DWI Program by the 3 largest law enforcement agencies (Santa Fe County Sheriff, Santa Fe Police and New Mexico State Police), in Santa Fe County, there was a 32% increase in DWI crashes, 106 in 2013 and 140 in 2014. Six people died as a result of alcohol involved crashes in both 2013 and 2014. Santa Fe DWI funding for prevention in 2014 amounted to \$647,179.10 and included sponsorship of the following;

- **Cab Ride Home Program** – The Cab Ride Home Program provides an alternate to driving home via Capital City Cab to adults from a liquor establishment or residence/party where alcohol is served. Santa Fe County subsidizes cab fare up to \$25. Cab riders pay \$5 for 1 or 2 riders and \$10 a cab for 3 or more and the difference of the fare if over the \$25. The Cab Ride Home is offered on select holidays that don't fall on a Friday or Saturday, and a reduced rate \$1 Cab Ride Home is offered during certain other holidays such as Fiestas de Santa Fe, St Patrick's Day and 4th of July in 2014.
- **Alcohol & Substance Abuse Prevention** - Evidence-based prevention, based on six criteria identified by the Center For Substance Abuse Prevention Strategies, are in place to address the needs of community members and school students about the risks of drinking and driving, behavior change and underage drinking prevention.
- **DWI Links** – Resources – (Ignition Interlock Information and Financial Aid Application, Download Frequently Called Numbers and envisionyourfuture.org) Funds for these efforts come from the liquor excise taxes administered by the New Mexico Department of Finance and Administration, fees paid by convicted DWI offenders in local courts administered by the NM Traffic Safety Division, and other fees.
- **Enforcement** - Monthly meetings are held to coordinate the efforts of law enforcement agencies in Santa Fe County. Participating agencies include the Santa Fe County Sheriff's Office,

Santa Fe Police Department, New Mexico State Police (Districts 1 and 7), NM Motor Transportation Police Division, NM Special Investigations Division, Edgewood Police Department, Pojoaque Tribal Police, Tesuque Tribal Police, Bureau of Indian Affairs Law Enforcement, and Special Investigations Division of the Department of Public Safety. These agencies collaborate in conducting activities such as DWI checkpoints, DWI saturation patrols, DWI warrant enforcement, public educational events, and underage drinking enforcement efforts.

- **Alternative Sentencing** - The Santa Fe County DWI Program supports alternative sentencing for both minors and young adults. Current programs include Teen Court and the Youth Drinking Driver Visitation Program at St. Vincent Hospital.
- **Screening/Compliance Monitoring** - The Santa Fe County DWI Program conducts screening of DWI Offenders for Magistrate court. The mandatory screening process generates data on DWI offenders for a state-wide database. DWI offenders are closely tracked to ensure compliance with court ordered sanctions.
- **Outpatient Treatment** - DWI Offenders are screened. A Licensed therapist completes a detailed assessment with each offender individually, determines the level of care that is appropriate based upon the severity of the offender's alcohol problems and makes a recommendation for necessary treatment.

The Santa Fe MPO recognizes that it is not a responsibility for transit services to cater to customers who may choose to drink alcohol and need a ride home. The purpose for detailing the program within this Public Transit Master Plan is twofold:

1. Acknowledging Santa Fe County and its partners for striving to mitigate the impacts of DWI and drug-based impaired driving, and
2. Recognizing that public transit provides mobility options that may support the reduction of DWI incidents in the metropolitan area.

The extension of this master planning process as a means to inform the Santa Fe County DWI Council resulted in the following recommendations.

1. Provide access to transit schedules and routes for offenders who are required to attend substance abuse treatment programs. Often, offenders who are in treatment and have had their driving privileges revoked need to find alternative transportation options. The DWI Program Council agreed that providing transit information to offenders may assist with their mobility options.
2. Explore options with transit providers to sponsor transit passes for offenders enrolled in prevention and treatment programs.
3. The DWI Program Council was informed of how the plan acknowledges the need for more transit services during evening and weekend hours. The DWI Program Council supports

increased services as outlined in this plan, specifically Chapter 6 Development of Strategies for the Future: Service Hours and Days (Pg. 6-14-6-15)

4. The Santa Fe MPO submitted that they would work with Santa Fe County DWI Program staff to keep the DWI Planning Council informed of transportation planning initiatives that may support their goals.

PLANNING AND REVIEW OF OTHER PERTINENT PLANS

Any regional coordination and planning initiative should strive to:

- Plan activities that help bring the different systems into one regional network of services
- Determine who will provide which new services to fill gaps
- Eliminate duplication of service
- Coordinate marketing and planning activities
- Ensure no systems are surprised by changes

As there are a variety of transit systems in the SFMPO planning area, there are also a number of service and master plans. While none of these reports and plans specifically detail transit need within the planning area it is essential that the plans are all coordinated and in agreement.

Santa Fe Metropolitan Transportation Plan

The Master Plan, updated in 2012 recognizes the issues related to transit access in outlying areas. The plan states:

“While much of the City and close-in outlying areas have transit access, the outlying areas suffer from infrequent transit service. This service tends to include hourly peak service and less frequent non-peak service. The lack of transit access and service discourages its use as an alternative to driving.”

The plan then goes on to cite needs, which correspond with the needs found in the Transit Master Plan:

- Developing subareas southwest and south of Santa Fe
- Residential growth outside of the MPO area supported by employment growth in the City and County (known as “external-internal” trips).
- Continued infill along the region’s principal and minor arterial system.
- Commuters to jobs within the MPO area that live outside the area will continue to add to demand on I-25 west of Santa Fe and NM 599 north of Santa Fe. In each case, these trips are longer commute trips which are best served by limited stop, frequent longer-distance service including Rail Runner and regional express service.
- Intermodal station at Santa Fe Depot

NCRTD Short Range Transit Service Plan Update and Long Range Transit Service Plan Development

The NCRTD Short Range Transit Plan Update focuses on their four county area, which also includes the SFMPO planning area. NCRTD's responsibilities are to the areas outside of the City of Santa Fe. The plan, updated in 2014 identified La Cienega and the Ski Basin as the areas of greatest unmet need. Services into Santa Fe have been improved with better timing to meet more needs. The new schedule will also eliminate duplication with other services. The NCRTD initiated an eight-month strategic planning process in November 2014. When complete, the Long Range Strategic Plan will provide further guidance about how and when future transit investments should be made to best meet the needs of the traveling public.

Santa Fe Bicycle Master Plan

The focus of this plan is on bicycles and for the most part trails, and improved roadways that could sustain bike-ways. There is recognition that bicycle sharing is an extension of public transit. The plan states that the Railyard is the "nucleus" for transit and bike sharing (Page 86, Bicycle Master Plan). This would fit in well with the existing or future intermodal facility at the Santa Fe Depot, by the Railyard.

Santa Fe Pedestrian Master Plan

The plan has not to this point, focused on transit; however pedestrian access and sidewalk infrastructure are critical to public transit.

OTHER SHORT TERM NEEDS

There were a number of other themes that were discussed in the outreach, related to the major themes, yet with different perspectives. These issues are summarized here. Operational issues are addressed in Chapter 4.

- Overall connectivity – Seamless service between systems, one stop website that show all systems. A number of respondents were unfamiliar with NCRTD service.
- Bicycle and pedestrians – All transit riders are pedestrians or bicycle riders. Transit systems are encouraged to work with local governments and appropriate agencies to ensure access and pathways connect each mode. Potential for transit managed bike sharing opportunities to expand transit's reach.
- Serving the elderly – as the elderly population increases and Santa Fe continues to draw elderly visitors; service should be tailored to meet these sometimes unique needs.

- Increased uses of technology – Many (and a growing number of) riders want apps and websites for information. Using their phones, many want to be able to pay and gather real time information related to the status of the bus or train. There should be one set of technology (one stop web site) for all services in the SFMPO planning area.
- Environmental justice/transit dependent – The needs of low income persons, non-English speaking residents and other challenged riders must be met in similar manner as others. Some wanted to make sure that the service to these residents continues to be a focus of the system.
- Reduce ADA paratransit ridership through incentives - Offer travel training to persons with disabilities to ride fixed route and other incentives to get more riders on the much less expensive and restrictive fixed route.
- Transit and community development – Where possible transit should be used to guide future development or at the very least be prepared to meet the service needs in outlying areas that are now gaining transit dependent riders. Transit oriented development should be encouraged. Policies should be in place to ensure transit friendly development.

LONG TERM NEEDS

Population and economic growth over the next 20 years is predicted to increase at a modest pace of about one percent per year. This allows for modest transit growth where transit does not have to “play catch-up.”

- Continue bus stop and pathway improvements
- Continue seeking funds for capital replacement – rolling stock
- Continue to upgrade technology
- Continue to identify corridors in need of service
- Cerrillos corridor – This corridor has the potential to develop a Bus Rapid Transit (BRT) type service. The United States Department of Transportation, Federal Transit Administration, Federal Transit Administration has a resourceful study, “Characteristics of Bus Rapid Transit for Decision-Making,” compiled in 2009 that outlines the basic characteristics of BRT and a variety of systems that have been developed in the United States. Currently, the City of Albuquerque’s ABQRIDE Transit System is slated to develop the first stages of a BRT along Central Avenue in 2017. This project would be an excellent case study for Santa Fe to follow as it develops.

Major facilities such as the two transfer centers and Rail Runner stations are either complete or are in the planning stages. The only potential long range facility issues include an intermodal facility at the Santa Fe Depot and potential future expansion at the administration and operations facility on Rufina Street.

Chapter 6

Development of Strategies for the Future

The strategies addressed here are designed for the short term, mid-term and long term (20 years). The strategies are based on the variety of needs identified in Chapter 5 and in the various meetings, listening sessions and observations. The variety of strategies address planning, operational, infrastructure and other needs all designed to ensure sustainability and growth over the next 20 years.

REGIONAL PLANNING – FUNCTIONING AS ONE NETWORK

Overarching issues revolve around the opportunity for all transit customers to enjoy a well planned and coordinated regional network of services. The four major systems are intertwined and opportunities exist to establish systems and protocols for the benefits of customers and marketing when planning on getting from point A to point B in safety and comfort. Potential planning strategies include:

- Continue with NMDOT Transit and Rail Division’s quarterly meetings to coordinate services and support the NCRTD’s regional planning responsibility to ensure joint planning efforts and resulting plans take into consideration impacts and opportunities for all transit service providers in the region.
- Recommend which system is responsible for which future services
- Where appropriate, develop region wide standards and/or guidelines for bus stops and pathways.
- Conduct coordinated marketing of services including marketing of service to colleges and universities.

Mobility Management – Serving to Connect

Mobility management can be an excellent way to ensure that the various transit systems within the SFMPO planning area coordinate their services. Under MAP-21, mobility management is considered a capital expense, eligible for 80 percent federal funding. Mobility management consists of activities and projects for improving coordination among public transportation, other transportation providers and agencies that do not provide transportation but serve people who need transportation services. It includes personnel and technology activities. Mobility management continues to be an eligible capital expense in the following Federal Transit Administration (FTA) grant programs including Sections 5310 and 5311, but not 5309. Mobility management activities can include a variety of potential planning, operations and marketing functions. The American Public Transportation Association houses a

resource library that includes details of how mobility management has been embraced in various organizations and states in the past several years. From non-profit social service agencies, regional transit districts, fixed route operators, counties, council of governments and MPOs mobility managers are becoming more common place as the result of federal funding participation.

Mobility management means different things to different people and should be tailored to meet the local community's needs. For the SFMPO planning area there are a number of potential functions, including but not limited to:

- Coordination of planning efforts among transit systems
- Coordination with human service agencies
- Marketing of services as one network
- Management of web site, social media and apps
- Grant writing and revenue generation
- Development of sponsors and partnerships
- Ongoing outreach meetings and surveys

It should be noted that the NCRTD Intergovernmental Contract with its member agencies outlines in Article V "Specific Responsibilities" including regional transit planning. If NCRTD or other agencies desire to pursue mobility management then the option of developing a full time position may become a reality. This position can be funded by FTA at an 80 percent Federal match. The potential cost for a mobility manager would be \$200,000 – \$250,000 including salary, travel, promotional materials and other needs. At an 80 percent Federal match, local costs will be between \$40,000 and \$50,000.

Route Modifications

The consultants were limited in the level of data available to accurately determine route changes. The best way to address these issues is to conduct a full set of on/off counts to determine the exact patterns of ridership by stop and by time of day. That effort was not part of this long range plan. As a substitute for that, the consultants rode each bus, conducted many hours of observation, interviewed hundreds of riders and advocates as well as individual vehicle operators and a group of vehicle operators and supervisors. A number of meetings and focus groups were also conducted and included riders.

Conduct Short Range Transit Plan and Origin Destination Study

As is often done in transit, origin destination studies focus on where riders get on and off the service. This gives planners a valuable tool with which to design and/or evaluate and refine the routes. The value of these efforts is to identify and eliminate unproductive service and allocate resources in the most effective manner. It also serves to understand who and how many people will be affected by a change. This gives Santa Fe Trails the ability to ensure that these riders are not adversely affected by changes.

The short range planning efforts are critical to ensuring that the system is always meeting the needs of the community. The short range plan would not require significant additional work if combined with an origin destination study and this Master Plan.

SHORT TERM ROUTE STRATEGIES

Revise Routes/Eliminate Potential Duplication

There were a number of locations where service needs to be modified due to a need for greater coordination of services. Based on the bottom-line – route productivity (one way trips per revenue hour) changes are recommended.

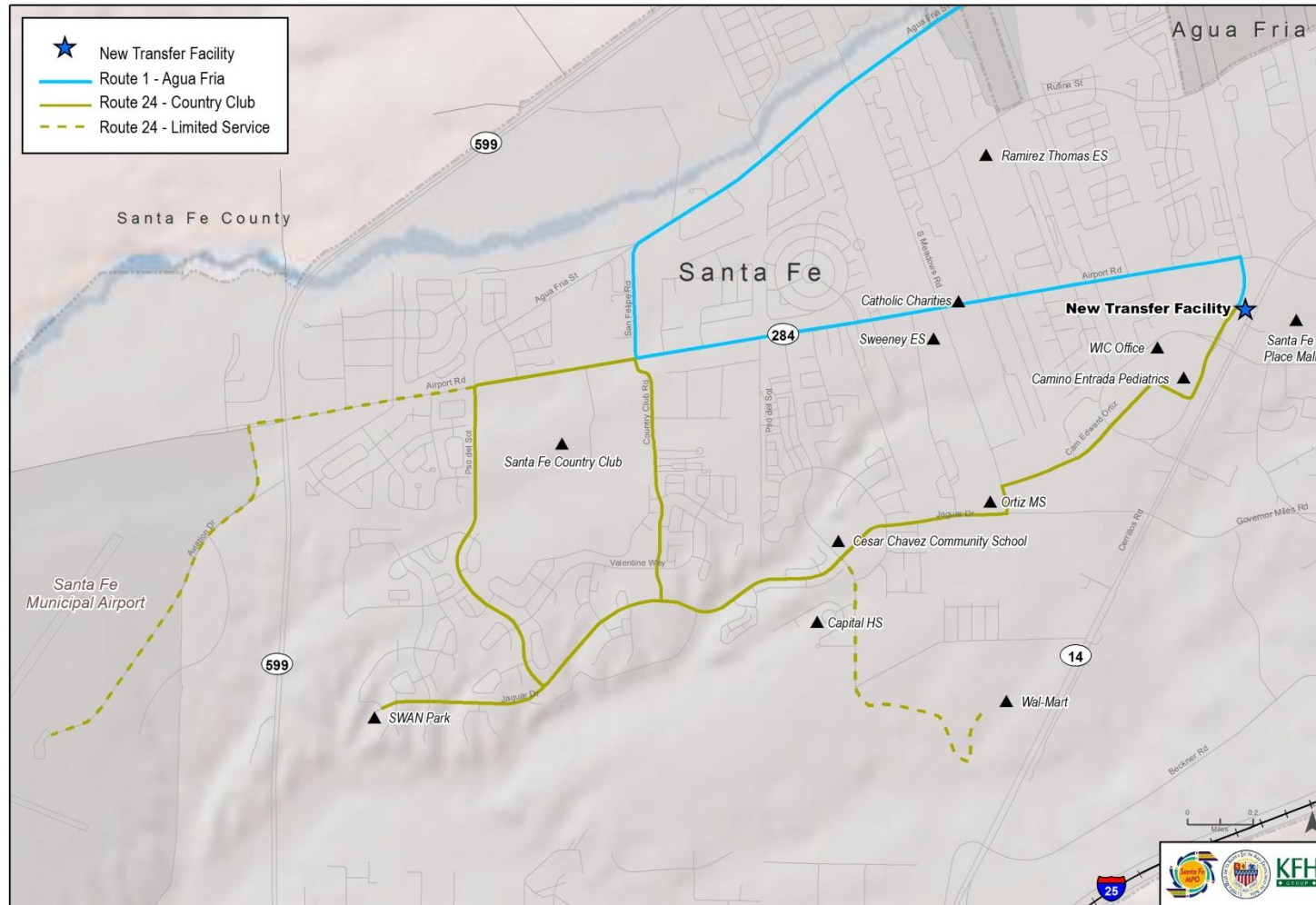
Using a bench mark of 10 one way trips per vehicle hour, four routes were identified as being below that threshold: Route 6 Rodeo Rd., Route 22 Rancho Viejo, Route 26 South Cerrillos and Route M Museum Hill. In addition, as discussed above there are areas of duplication that should be modified. These are all described in the following narrative.

1. Airport Rd/Jaguar – There are two routes serving the Airport Rd area in Southwest Santa Fe. Route 1 – Agua Fria and Route 24 – Airport. The key issues raised about these services are:
 - Route 1 - Agua Fria is slow.
 - Route 1 - Access to shopping is poor.
 - Route 24 - Airport Rd. misses its connection with Route 21 to the Community College.
 - Service is suggested to Walmart using Herrera Dr. allowing greater access to shopping in this part of the planning area.
 - Service to the airport.
 - Route revisions to serve the new Southwest Area Park (SWAN)

To address these issues, the following strategies have been developed and are depicted in Figure 6-1

- This strategy has the Route 1 - Agua Fria going directly to the Southside transfer point traversing Airport Rd. rather than traveling on the much slower Jaguar Dr.
- Another option for Route 1 is to route it to the DeVargas Mall prior to the Plaza for direct shopping access from Agua Fria.
- The Airport Rd Route (24) will assume the service on Jaguar that was part of Route 1. This route will also serve SWAN Park.
- Some stakeholders stated that students traveling on Agua Fria Rd want to go to Ortiz Middle School on Jaguar Dr. If this is the case Route 1 can change its path once in the morning and twice in the afternoon when school is in session.

Figure 6-1: Revised Santa Fe Trails Airport Road Service



- Route 24 - Two possible spurs one to the Airport and one to Walmart via Herrera (only if the bus stop location at Walmart is changed) should be considered either as part of the route or on a limited basis.
 - There are no additional costs associated with these strategies.
2. South Cerrillos Road – The key issue here is that there are two Santa Fe Trails routes serving South Cerrillos that in essence are competing with each other. During peak hours the NMDOT Shuttle also duplicates the other services on Cerrillos. This and the unusable stop at Walmart are why Routes 22 and 26 has poor ridership. Route 22 travels on South Cerrillos and then south to the 599 Station, Rancho Viejo, IAIA and SFCC. Route 26 – South Cerrillos also travels down the same route as far as I-25. These routes should be modified so that they are not duplicating each other.

To address these issues, the following strategies have been developed and are illustrated in Figure 6-2.

- Route 22 should serve as an express route traversing Cerrillos making 1 - 2 stops between the Southside transfer and I-25. Beyond I-25 it should retain its current status. This would serve to speed up Route 22 making it more attractive to potential riders travelling south of I-25.
 - Route 26 should provide all stops service to the Human Service Department.
 - Route 26 requires that the stop at the Walmart be placed next to the store close to Cerrillos. For customers and transit, the Walmart stop would be better off on Cerrillos than its present location if Walmart will not cooperate.
 - Note that for those desiring to travel from the Human Service Department to 599 the peak hour NMDOT Shuttle which is timed for Rail Runner meets can be used.
 - There are no additional costs associated with these strategies.
3. Route 6 - Rodeo Rd. – This route has poor ridership. As the Southside transit center moves from the Santa Fe Place Mall, this route will be the only route that goes into Santa Fe Place Mall. Other routes will have stops adjacent to the mall on Rodeo Rd, or Cerrillos Rd. This could boost ridership on this route. This route can also serve Zia Station (in one direction) also serving to boost ridership. Lastly the current meandering should be minimized (See figure 6-3 for an illustration of these options). These changes will require a complete re-timing of the route. No additional costs are associated with this strategy.

Figure 6-2: Revised Santa Fe Trails South Cerrillos Road Service

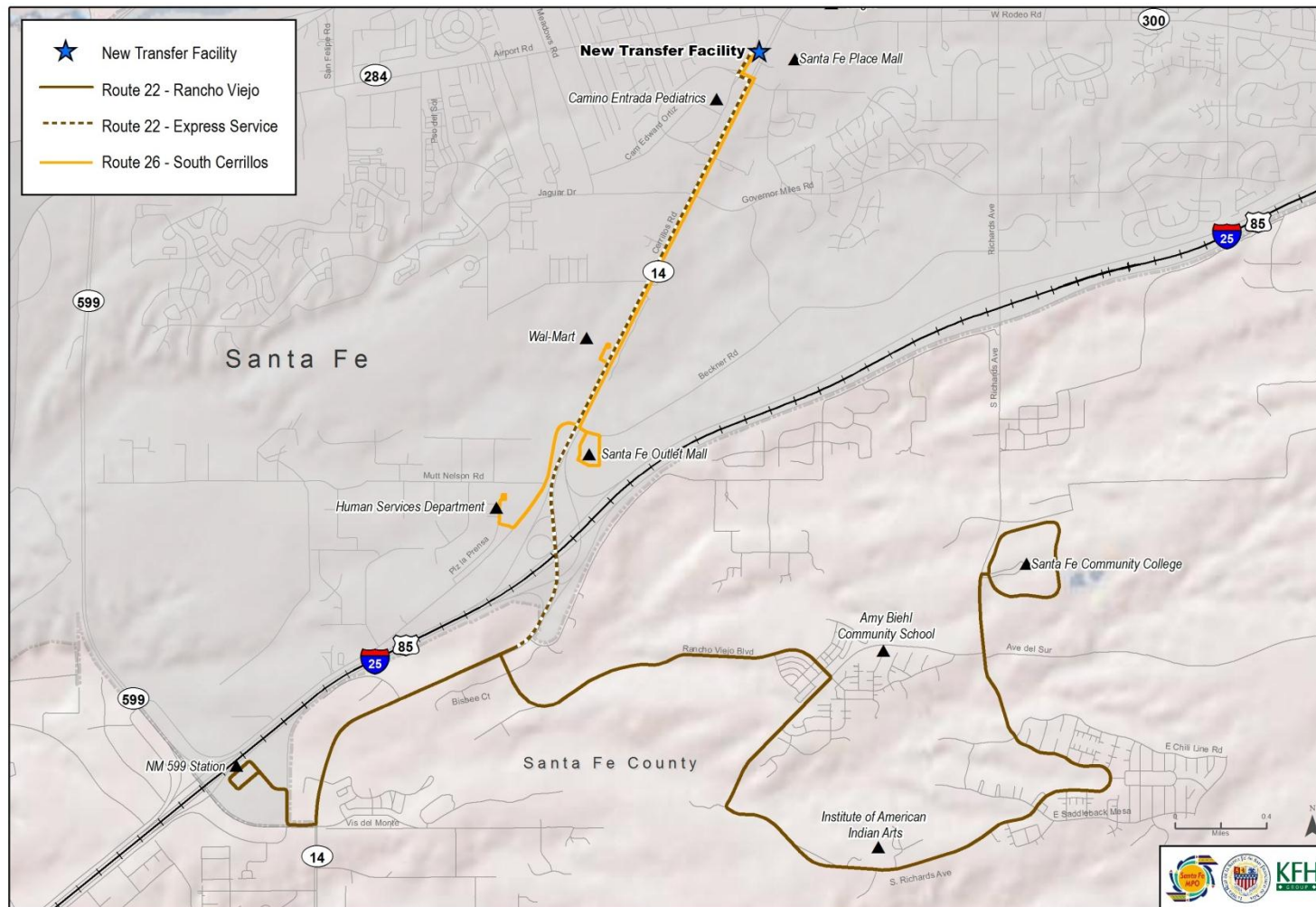


Figure 6-3: Revised Route 6



4. 599 Station Area – As shown in Figure 6-4, there are a variety of routes that serve this area. During peak hours there are three routes: NCRTD 599 Route, NMDOT 599 Station Shuttle and Santa Fe Trails Route 22. Each of these routes travels the same roads during peak hours, but they are each coming from different directions. NCRTD's route primarily serves the government offices and prisons south of the station. The NMDOT route travels north to and from the Southside Transfer Center, while Route 22 comes from the community college to the east. The latter two routes do however serve the same areas at the same time along Bisbee Court and Rancho Viejo Blvd. Each route carries 10 – 12 passengers during peak hours for service to the 599 Rail Runner service.

These routes while serving many of the same areas are coordinated for the most part. With one exception, it is the consultant's recommendation that these routes should remain as is, since they generate good ridership, go in different directions and serve different needs. The one recommendation will be to allow for a Route 22 mid-day meet with the Rail Runner for students who want to travel to the Santa Fe Community College campus in mid-day (currently this would connect with the 10:51 a.m. northbound Rail Runner and the southbound mid-day 1:26 p.m.). There are no additional costs associated with these strategies.

5. Route M Museum Hill/Santa Fe Pick-Up – Route M with very low ridership provides essential service to both Museum Hill and St. John's College. Currently the route meanders around Alameda to the east and south of the Plaza. The Santa Fe Pick Up also serves the Museum Hill area on a sporadic basis. This competition reduces the effectiveness of the service. As noted in the Review of Existing Services, very little ridership is experienced in between the Plaza and the two primary destinations.
 - Rebranding – The Santa Fe Pick-up service and the Museum Hill route should be rebranded (as will be discussed in a subsequent section). The Museum Hill route will now be part of the Santa Fe Pick-Up service.
 - Museum Hill – It is recommended that this route provide direct service to Museum Hill and St. John's College via Old Santa Fe Trail (Figure 6-5). This route should be separate from the revised downtown/plaza circulator.

There are no additional costs associated with these strategies as no additional vehicles or service hours are necessary.

6. Santa Fe Pick-Up Circulator – Redefine and rebrand this service – Beginning in 2015, Santa Fe Trails is investing in larger low floor buses for easy and rapid access for all and will be accessible for persons with disabilities. While the buses will be bigger than the existing vehicles it will have to be able to negotiate narrow streets with tight turns. Designing fixed route services is far more complex than simply connecting the dots. Poor service design will result in lower ridership. Care must be taken in designing routes. It is recommended that the following guidelines for route design be used for this and other route designs.

Figure 6-4: Transit Routes Serving the NM 599 Rail Runner Station

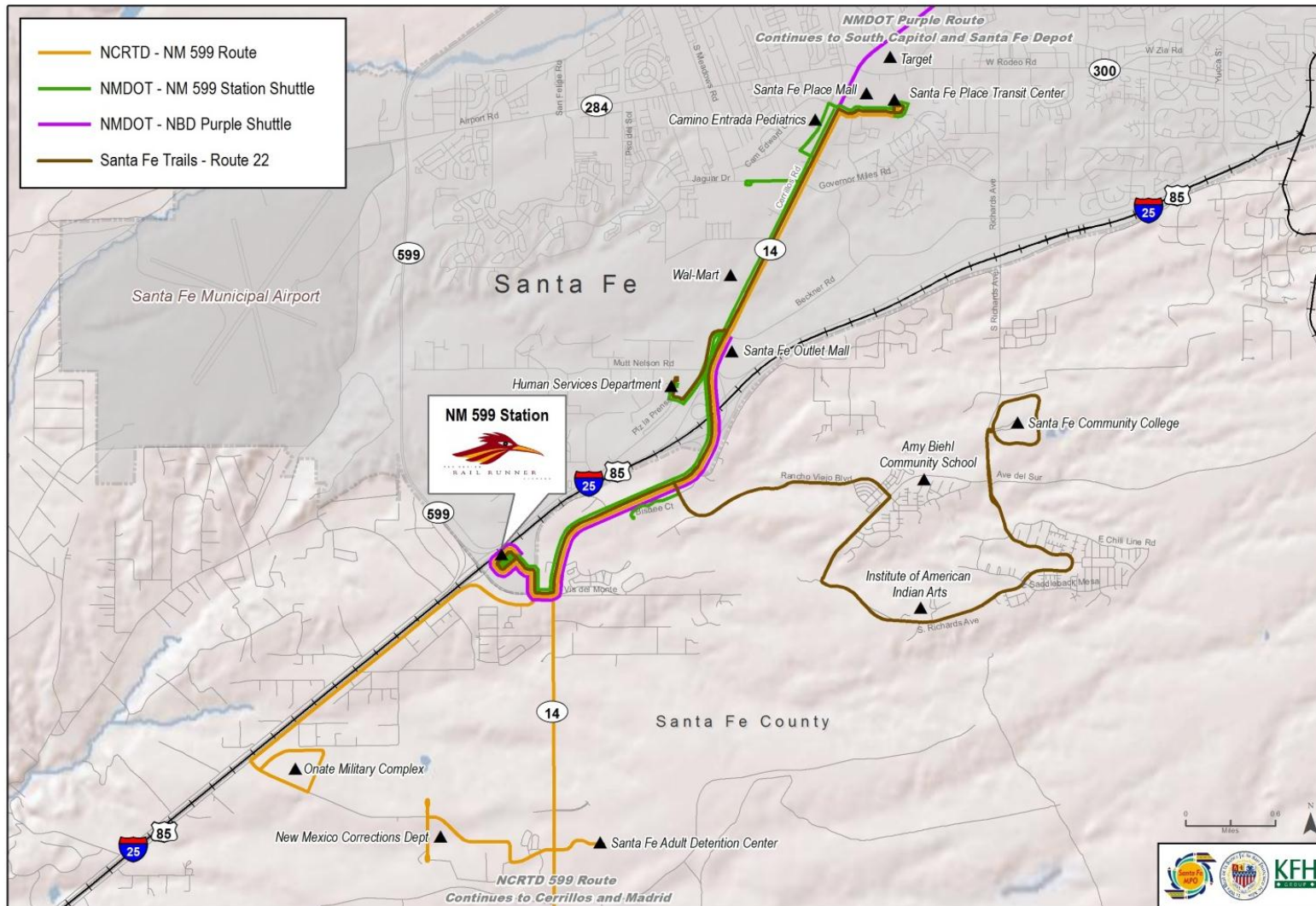
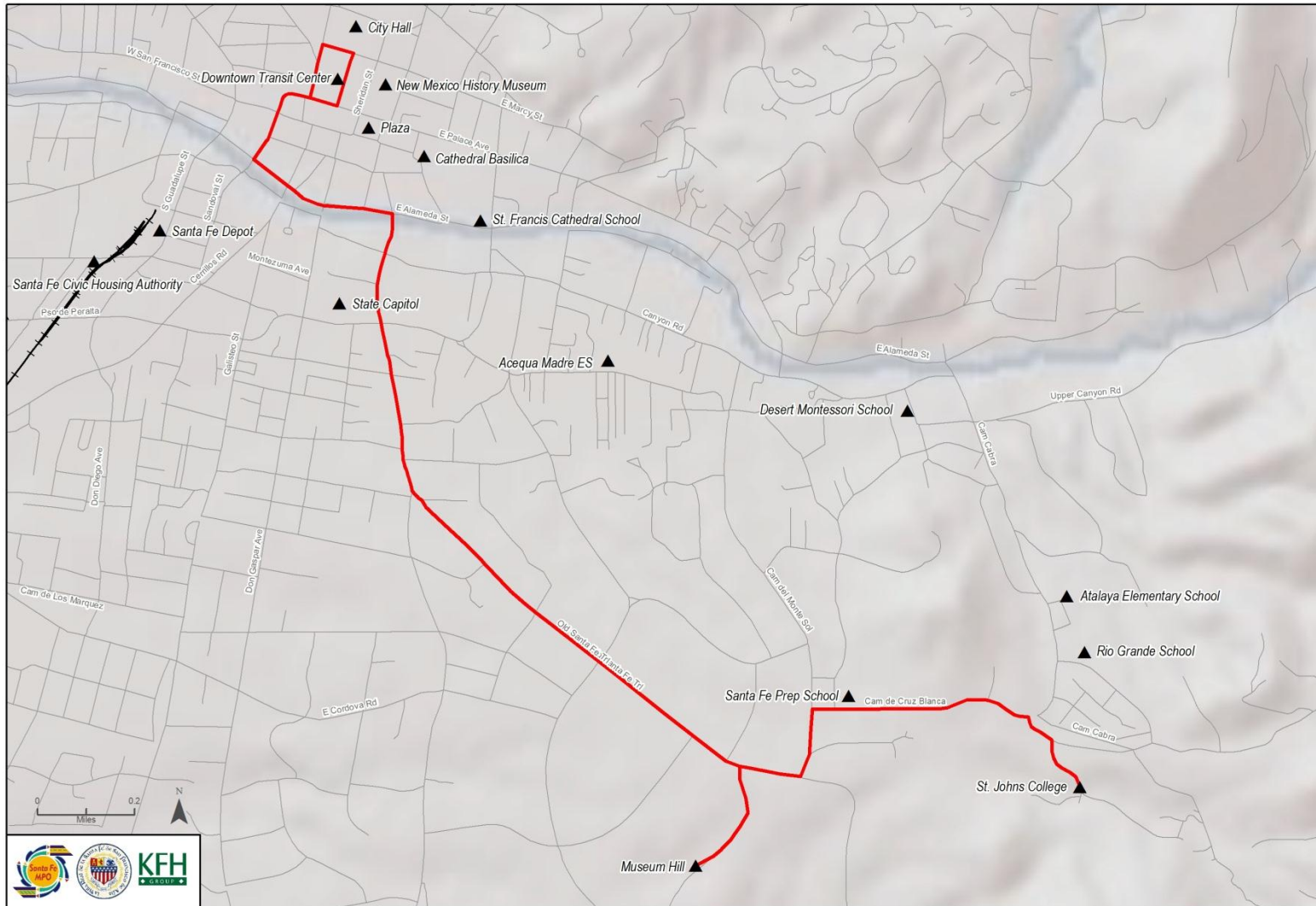


Figure 6-5: Revised Museum Hill Route

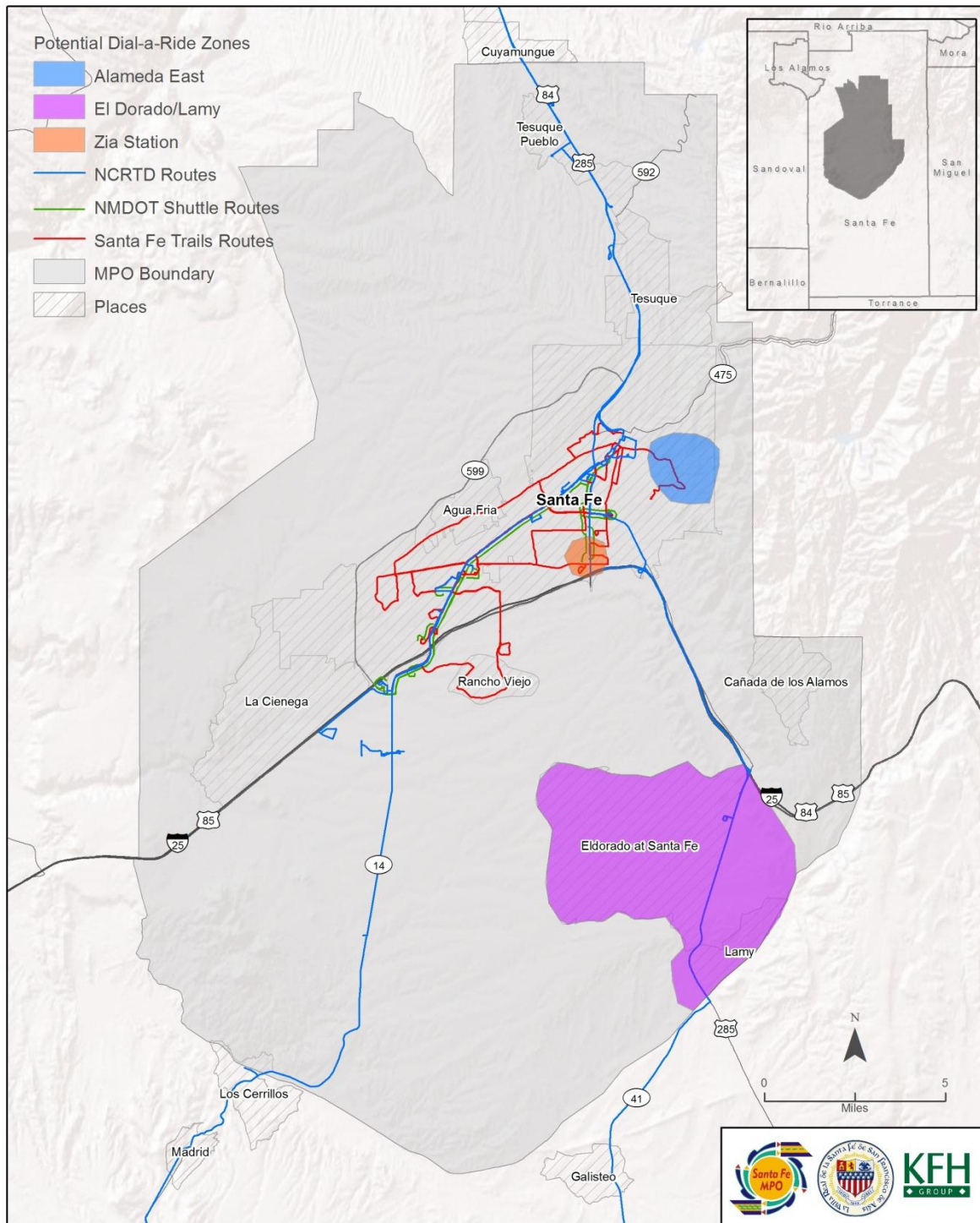


- a. All Bus Riders are Pedestrians – This must be remembered during all elements of the design. Can one get to the bus stops without maneuvering through barriers?
 - b. Keep it Simple – Do not try to do too much with one route – that can be a fatal flaw. The Pick-Up service should serve as a Rail Runner feeder and a tourist oriented service in the downtown/Plaza area and nothing else.
 - c. Service Days and Hours – At a minimum, 6:30 a.m. to 7:00 p.m., Monday through Thursday with late night Friday and Saturday service.
 - d. Avoid Long Loop Routes – Long one way loop style routes are generally ineffective due to long travel times (five minutes to the destination, but 25 minutes or longer to get back to the origin point, for example). 15 or even 20 minute loops are acceptable.
 - e. Keep the Meandering to a Minimum. In most cases let the riders walk to the bus rather than having the bus go to the riders. Major stops are an exception.
 - f. Proper Streets and Turns – Bus must be able to easily traverse a narrow street. Routing should avoid unprotected left turns on busy streets as well as any other difficult maneuvers. Where possible stay on main thoroughfares.
 - g. Headways – The time between buses going in the same direction on the same route. Going from 30 minute headways to 15 minute headways almost doubles the cost, but makes the service more attractive.
 - h. Do Not Compete with Yourself – Do not operate a competing paratransit or other service.
 - b. Looking Good - Marketing – While services need to be professionally marketed and promoted, the best advertising is good looking buses and professional vehicle operators. Consider rebranding this service.
 - c. Accessible Bus Stops and Pathways – Care must be taken in selecting bus stops for safety and accessibility. Issues such as near side or far side stops need to be considered. The bottom line for customers: safety, accessibility and proximity to major trip generators. Pay attention to pathways. Never leave the placement of the stop, shelter or other amenities up to the installation crew.
 - d. Bus Stops and Timing Points – for this type service stops should be between every 2 – 4 blocks. If vehicle headways are 15 minutes apart or less, customers do not need timing points (but vehicle operators do).
 - e. There can be Exceptions – There are times when some of the rules must be broken. Just do it smart and be careful.
7. Provide Service to Zia Station when open – This station, a kiss and ride or bus and ride station will not have space for private auto parking. All riders will walk, bicycle or be dropped off by transit or a personal auto. Currently no routes go directly by the station.
 - a. At this time the City of Santa Fe, in cooperation with the Santa Fe Metropolitan Planning Organization, and in accordance to conditions set forth by the NMDOT are working toward a strategy to open the station. Details regarding the design and potential transit services when finalized, may then be incorporated into this plan as an amendment.

- b. Service from surrounding neighborhoods to transport residents to the station and home in the evening using a dial a ride vehicle would be appropriate. The dial a ride feeder would operate during the hours the Rail Runner is operating (about 8 hours per day or more if the late trains are served).
 - c. Route 6 Rodeo Rd goes close by and may be routed by the station; however it can only serve one side of St. Francis on the outbound or inbound runs. Timing to meet trains may prove difficult with only one bus.
 - d. Route 4 may also be routed to Zia Road to complement Route 6. If timed properly they can feed the station from the east and the west.

- 8. Implement Dial a Ride service where warranted. Dial a Ride is typically used as a low density feeder that connects to a fixed route or train. Longer distance trips are to be avoided.
 - a. These dial a ride services will use existing paratransit software with digital mobile data terminals or tablets to inform vehicle operators of trips.
 - b. Future options include accessing service with a smartphone app.
 - c. The service can be operated internally or through a taxi contractor(s) that can meet the federal, state and local requirements for this service. Potential Dial a Ride zones could include (Figure 6-6):
 - 1. Eldorado/Lamy – A potential new service that would circulate the area and provide feeder service to the Eldorado or Edgewood routes operated by NCRTD
 - 2. Alameda East – The Museum Hill route that currently serves this area will be eliminated and in its place a Dial a Ride service can be put in its place. Service could be provided to the Sheridan Avenue facility for transfers throughout the service area.
 - 3. Zia Station – Specifically to meet Rail Runner service, to complement or in lieu of fixed route, a dial a ride service can be implemented within a limited service area to serve the station. This service is capable of carrying 10 – 15 passengers per run – depending on the vehicle size and using paratransit scheduling technology to assist.
 - 4. Late night service weekdays or weekends – This is an inexpensive way to provide service coverage during low ridership late evening/night service.

Figure 6-6: Potential Dial-a-Ride Zones



Route Timing and Interlining

In this section of the report, route timings and interlining issues are discussed. While the study team was not able to conduct on-off counts and a detailed analysis of transfers, due to the nature of this plan, there are a number of recommendations in this area and these are discussed as follows:

1. **New Southside Transfer Center: Re-Timing Most Routes** – Virtually all routes will require a retiming due to the new Southside Transfer location. This new site will be far more accessible to many routes allowing for rapid ingress and egress. Most routes should be able to reduce travel time to and from the new Transfer Center by 3-4 minutes at least. The Cerrillos Route in particular will need significant retiming.
2. **Revise Timing of Routes with On-Time Issues** – Based on the observations, discussions with vehicle operators and customers there are indications that a number of routes regularly run late or early. These will require additional modification based on current issues. All retiming should be conducted at one time.
3. **Layover Timing** - Observations showed that there were a number of long layovers for routes, reducing their effectiveness. These routes should be tightened to about 5 – 10 minutes per hour of service for layover/recovery time.

The routes that appear to need additional retiming include:

- Route 2 – This route usually operates on 15 minute headways and does not really need a schedule for the public. The schedule and timing points often do not reflect the actual performance as this route often runs very late (according to the schedule). Customers in actuality would see little difference. The vehicle operators however need accurate timing points to serve as a guide. At present this is an issue.
 - Route 4 – This route typically operates early, requiring vehicle operators to sit at some timing points. There is also significant layover time.
 - Route 5 – This route appears to run late during the peak and early off peak.
 - Route 21 and 26 - These routes are interlined and often run late according to observations and vehicle operator comments. This is an issue for those riders connecting at the Southside Transfer Center.
4. **Interlining Routes** – Interlining is a standard practice in systems the size of Santa Fe. While not appropriate for all routes, it has, for the most part many benefits and no negatives if implemented appropriately. These benefits include:
 - Interlining reduces the need for customers to transfers. Transfers are seen as a negative. Reducing transfers is convenient for customers.
 - Reduces travel time.
 - Interlining has no additional costs and no negative effects on service.

A full transfer analysis would indicate which route pairs would maximize transfers. Typically this would include matching an origin based route such as Route 24 with a destination based route such as Route 21.

Some routes however are not suited to interlining. These would include:

- Long routes (or other routes) that may be prone to running late such as Route 1 Agua Fria which has peak hour issues that cannot be helped due to the nature of the route.
- Route 2 Cerrillos should also remain an independent route due to the frequent headways and the need for consistency. This service must operate on time or it will face “bunching” issues.

Service Hours and Days

The need for evening and weekend service was cited consistently by a variety of interests. Earlier morning service was not cited as a need:

- Hours – Later in the evening for work and recreation. Some routes should be extended later than others.
- Operating the Pick-Up service on Sundays – approximately \$ 114,000 to \$137,280 (20 hours of Sunday service or 24)
- Weekend entertainment service - Potential late night dial a ride (see below). This service can partner with efforts to take drunk drivers off the road. The cost would be about \$90,000 annually.
- Extending Saturday service beyond 8 PM on selected routes (six) to 10 PM or Midnight would cost approximately \$66,000 - \$130,000 annually, assuming a per hour cost of \$110 per hour.
- Route 21 to SFCC does not operate on Saturdays even though there are classes all day from 9 AM to 6 PM. Providing this Saturday service coupled with another route would cost about \$25,000 annually.
- Full Sunday service to the hospital, both Routes 5 and 6 - \$50,000.

Fare Policy

Currently fare policy and media are different at each system and there is no single system in place. Santa Fe Trails accepts cash and passes (1 day, 31 day 120 day, semiannual and annual passes as well. Passes can only be purchased on the bus (cash only) or at the Santa Fe Trails Offices and ultimately will be available at the new Southside Transit Center facility. Rail Runner allows one to purchase tickets on-line or on the train. One way, daily, monthly and annual passes are available. NMDOT Park and Ride service allows free transfers to the South Capitol shuttle for those with Santa Fe Trails, Rail Runner or Park and Ride monthly passes. Fares are different by route. Single ride or monthly passes are available. NMDOT accepts combined Rail Runner/Park and Ride monthly passes. NCRTD does not charge a fare.

While fares can be different among each system, it is recommended that, to the extent practicable, transit systems look for opportunities to provide customers shared fare media. This would most probably include a fare card that can be loaded on the group website. All systems should work together when fare collection technology is to be procured. This approach is being used in systems across the country as the technology has simplified this effort. Examples include Chicago (Pace and CTA) and Washington D.C. (Metro and Ride-On).

Future Services

The slow, one percent or less annual growth allows for a measured approach for future growth. Major needs will unfold slowly. They include:

1. Hybrid Bus Rapid Transit (BRT): Cerrillos Road – There are a variety of BRT models available to Santa Fe in the future. While Santa Fe cannot justify the capital investment for a full scale dedicated right of way BRT at this time, there will be potential over the next 10 – 20 years for the far more popular hybrid BRT service. These services such as in Albuquerque and Austin use larger buses with enhanced stops spaced farther apart, premium fares and often permit the bus to hold a green traffic light. Without question, the most likely corridor for BRT service is the Cerrillos Road corridor which now transports virtually one-half of the Santa Fe Trails Ridership; a potential BRT route is shown in Figure 6-7.

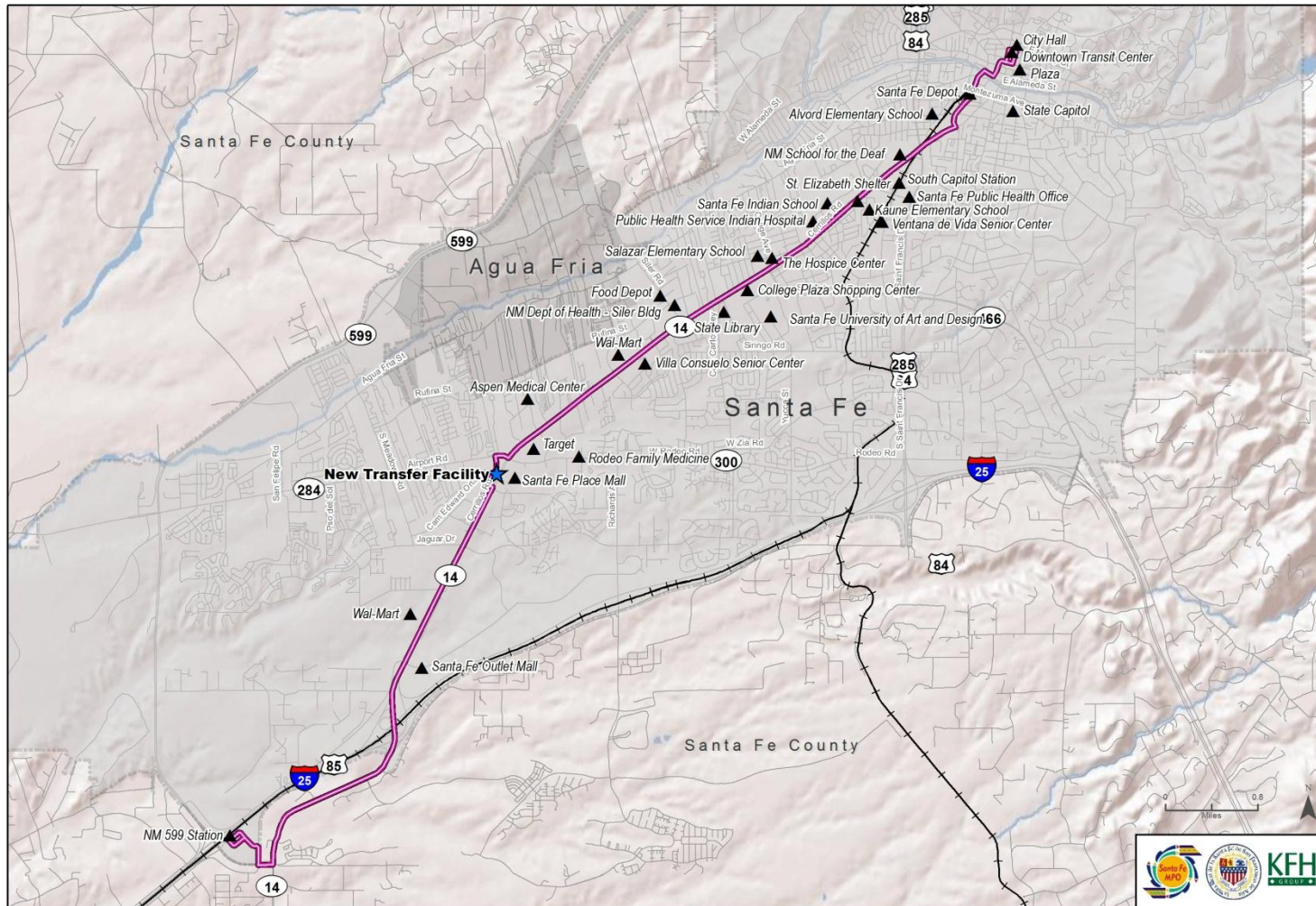
BRT service typically requires: select stops spaced over ½ mile apart, large buses with wide doors for rapid ingress and egress, headways of 15 minutes or less during peak hours and the ability to electronically maintain a green light. Often these buses have dedicated lanes or right of way however that is not a requirement and would not be practical in Santa Fe. Albuquerque's Rapid Ride and Austin's BRT are good examples of a non-dedicated right of way approach that would be effective in Santa Fe. Feeder service can be built into BRT as well.



There is potential to develop BRT over the next 10-20 years as Albuquerque has done.

- The Cerrillos Rd. corridor traverses the entire length of the planning area from the 599 station area to the Plaza area. It connects most of the major destinations in the planning area:
 - Most of the retail districts in the city,
 - Major state office complexes,
 - Each Rail Runner,
 - The Railyard area and the Plaza
 - Potential to serve south to the Rail Runner 599 station

Figure 6-7: Potential Future Bus Rapid Transit Along Cerrillos Road



- While many origins are within walking distance of the corridor, a BRT service will need the support of feeder buses during peak hours. Over the next 20 years as justification for a BRT type service emerges, feeder service can develop either route based and/or through a dial a ride service. These routes would link outlying areas to the BRT for a faster travel time throughout the service area. In addition, the overall route structure of the future may be revised to direct more service to the high capacity corridor.
 - The SFMPO and the City should initiate discussions and attempt to get a Federal grant to conduct a detailed study of the corridor and the costs involved in implementing such a service. Capital needs will have to be addressed: vehicles, bus stops many of which on Cerrillos Rd. are ready to go with minimal upgrade, technology upgrades at stops and on board vehicles and maintenance infrastructure (if needed). Attempts to generate capital funds from Federal, state and local governments and the private sector should begin immediately.
2. Senior Service – The City of Santa Fe has a major commitment to serving the elderly. In addition to fixed route services that will continue to be responsive to senior communities, the ADA complementary paratransit service also serves seniors and the City’s Division of Senior Services also offers a paratransit-like service for all seniors. As these elderly demographics expand, this need will increase in significance. Future senior apartment and retirement communities will be targeted for shopping and Plaza service. Working with the planning department, these communities can be appropriately planned with service tailored for each area as appropriate. It is recommended that seniors be encouraged to ride fixed route.
 - In addition to providing services for seniors, Santa Fe Trails should coordinate where possible with the City’s Division of Senior Services. Activities such as vehicle operator training, safety maintenance and procurement of technology can all be coordinated to gain economies of scale.
 3. Longer Distance Internal Commutes – Population growth patterns over the next 20 years continue to show growth in the southwest and in the south. As affordable housing needs continue to grow in these outlying areas, more commuter and local service will be needed. Service needs will expand beyond Route 599 in the west and Interstate 25 to the south. This can include a number of different service designs. Potential services can include:
 - Express routes to outlying areas – Commuter service could be express, filling the bus in one or two communities and then traveling in express service (with a stop at the Southside Transfer Center) to destinations along Cerrillos, state complexes and the Plaza area.
 - Vanpools – in areas that have a manifested need, but not able to justify a full bus, vanpools can be deployed effectively and at a low cost.
 - Feeder service to BRT on Cerrillos Rd. – See the discussion related to BRT.
 4. Weekend service connecting Santa Fe with Taos – This was called for in the NCRTD plan and has been operational since January 1, 2015. This service should ensure equal service in both

directions with stops at the Sheridan Avenue Transfer facility as well as Santa Fe Depot. Service should be timed to serve riders at both ends of the service.

5. Service in La Cienega – The NCRTD plan calls for Santa Fe service from La Cienega and its major trip attractor El Rancho de Las Golondrinas. This area is still light in population density, but that should change over the next 20 years. A low level of service can be justified now, but in 10 – 15 years there will be greater demand and density. The NCRTD Board agreed to begin the La Cienega route in the Spring of 2016 and run for six months as a pilot project.
6. Ski Santa Fe Service – Calls for at least seasonal service with the possibility of year around service to Ski Santa Fe reflect similar requests during the NCRTD planning process in 2013. Ski Santa Fe is just outside the planning area. The NCRTD will begin a Santa Fe Ski Basin shuttle pilot route in October of 2015 for a period of eight months to help determine the need for access to both the basin and the mountain area.
7. Late Night Service – Dial a ride service could fill a need for late night service on weekends. It is estimated that 2 – 4 vehicles could meet this need. The service could be activated with a smartphone app or by telephone. The service can be operated internally or through a taxi contractor(s) that can meet the federal, state and local requirements for this service.
8. Additional Rail Service – Please note that during the planning process the idea of additional rail service had come up in public input and in previous planning documents. For a city its size, Santa Fe has very significant rail service. Consideration was given to additional/supplemental rail service between the 599 station and the Santa Fe Depot, as well as from Lamy/Eldorado. However for the level of ridership – low, the annual costs of the rail car(s) and operation will be in the millions of dollars. Using a comparable service (for example) in Austin, Texas where a modest rail line using diesel powered rail cars on formerly freight track (that needed considerable upgrade) operates, the cost per rail car hour of operation is about \$1,000. In either situation a bus service is much more flexible/effective and far less costly. The population densities can support a modest bus service.
9. Service to the Canoncito/Glorieta – This portion of the Santa Fe MPO Planning Area should be studied on behalf of Santa Fe County and in accordance with amendments to the NCRTD's five year service plan and pending Long Range Service Plan.

Facilities – Long Term

Facilities include the two Santa Fe Trails transfer centers, Rail Runner stations (Currently 3 but may be adding a 4th station), bus stops and the Santa Fe Trails administrative and operations facility. They are each discussed in the following narrative.

Transfer Facilities

At the initiation of this planning process, the two Santa Fe Trails transfer centers had significant structural issues and both needed change. All stakeholders are aware of this issue and Santa Fe Trails management has made this a priority and is moving forward. As the planning process was progressing, the City decided to move the Southside facility. It is moving to a location with improved access and egress to be designed for Santa Fe Trails. Santa Fe Trails has also begun design on a new Sheridan Avenue Transfer Center near the Plaza.

A new Plaza facility makes sense on every level as the current facility is less than desirable from a transit standpoint and certainly an “eyesore” one block from the Plaza and convention center. Every effort should be made to reach agreement on a design and a site. All parties must work together to secure funding for construction. At the time of this writing, Santa Fe Trails had submitted an application to the State of New Mexico for Transportation Alternatives Program funding for construction of this transit center

A broad coalition should be built to make the case for a proper facility downtown: with the appropriate design esthetics, convenience for customers and allowing for rapid non-intrusive access and egress from the facility. In addition, consideration of future BRT service requiring the accommodation of 40 foot coaches or articulated buses should be factored into the design.

The Transportation Master Plan calls for an upgraded facility at the Santa Fe Depot. Currently Santa Fe Trails and Pick-Up vehicles serve the Depot with the greatest concentration of need centered on Rail Runner. There should be off street access for feeder buses and an easy pull in for Route 2 – Cerrillos buses and future BRT service (including future 40 foot or articulated buses).

Bus Stops

Santa Fe Trails has done a good job in developing many of its bus stops. The varieties of shelters are all accessible and are esthetically pleasing. Many other stops however lack any infrastructure and in many cases lack a sidewalk or accessible sidewalk.



Santa Fe Trails has done a good job in developing many of its bus stops.

Future efforts in improving all bus stops start with a Vision:

1. All bus riders are pedestrians or bicyclists.
2. The bus stop is transit's front door.



Some bus stops are in need of improvements.

Santa Fe Trails, each of the other transit providers, the City and the MPO should work together to:

- Conduct a full assessment of each stop and pathways, inventorying needs and capital requirements.
- Adopt bus stop standards that support the needs of each system and strive for consistency.
- Coordinate planning with the MPO Bicycle Plan and the separate Pedestrian Plan.
- Secure capital funding for improvements at the Federal, state, local government and private sector levels.

This activity should begin immediately.

A second recommendation is to require new private or public development to work with transit and the SFMPO to implement specified infrastructure improvements that would enhance access for transit as part of the development process. This could include bus pull outs large enough to fit at least 40 foot transit coaches, pedestrian access/crossings, shelters, shared bicycles and other transit amenities to enhance service.

Safety and Security

The perception of a safety and security issue inhibits ridership. This is most prevalent on Santa Fe Trails and NCRTD. Many commented on that issue and recommended solutions include the following:

- Developing a region wide policy for handling inebriated persons – Along with advocacy groups, law enforcement, stakeholders, legal staff, and transit management should develop a mutually agreeable region wide policy to ensure all customers’ rights, safety and feeling of security.
- Sheridan Avenue - These issues were discussed in the Facilities section above.
- Bus Stops – Also discussed in detail in the Facilities section. The issues include:
 - Safety and security – lighting at stops would be assessed as part of an inventory.
 - Accessible pathways and stops.

ADA and Elderly Paratransit

Paratransit usage has accelerated in recent years, increasing five percent per year for the past three years. Santa Fe Trails operates paratransit well beyond the requirements of the Americans with Disabilities Act (ADA). The service includes elderly persons without disability (at \$5 per trip) and the service covers an area larger than three-quarters of a mile beyond fixed route.

While this is a laudable policy goal, there should be a variety of activities designed to make it easy to ride fixed route and to assist passengers in doing so. These soft approaches toward fixed route ridership ultimately allow for passenger self-selection of the most appropriate mode. In many cases paratransit riders opt for fixed route due to the convenience.

At the same time, the city, through the Division of Senior Services operates its own paratransit service for a requested \$.50 donation. This has two different divisions of the city operating elderly service. One is \$.50 donation while the other is \$5.00 fare. A long term solution to this duplication would be a merged set of systems operated by Santa Fe Trails. In the short term as discussed earlier, there are many non-threatening activities the two city departments can coordinate: training, safety, maintenance and other activities.

Incentives – Fixed Route

Incentives are considered by many to be the best way to minimize ADA paratransit ridership and maximize use of fixed-route by persons with disabilities. It should be remembered that the cost of a paratransit trip to the City is about \$40 - \$50, while the cost of a fixed-route trip is under \$8, yielding a savings of \$32 - \$42 for every trip diverted to fixed-route. In addition, placing persons with disabilities on fixed-route serves to “mainstream” riders – one of the goals of ADA. Following are some incentives from across the country that have had success over the past 18 years:

- Travel training – teaching people to ride fixed-route (for individual routes or the entire service area). There are many programs available to train persons to ride fixed-route. The cost is low and the benefits very high. The cost of the training is recouped after 3 – 4 paratransit trips have been diverted to fixed-route. For example, the cost of travel training an individual is about \$100. If the person trained takes fixed-route three times, that cost will be offset by the reduction of expensive paratransit trips.

- Fare incentives – free fare for ADA certified riders on fixed-route is a powerful motivator when the alternative is a \$2 one-way trip through the Santa Fe Ride program for persons with disabilities. Again the benefits far outweigh the costs.
- Infrastructure improvements – Many of the system’s bus stops are inaccessible and/or have no accessible pathways. This limits customer’s ability to get to a bus stop and results in more paratransit trips and higher operating costs. Management should assess each stop and determine what infrastructure improvements are most cost effective to help persons with disabilities to ride fixed route.
- Enhanced fixed-route service with less transfers through interlining and more direct service. This by itself should entice some to ride fixed-route.
- Some systems require all applicants to come in for an interview and if necessary an evaluation. Studies have shown that simply requiring people to come down for an interview (Santa Fe Ride will supply the transportation) reduces applications by up to 25%. This is currently being done by Santa Fe Ride. Management is referred to The National Easter Seals Project Action web site for more information on eligibility certification procedures for ADA paratransit.
- Some systems have applicants perform a variety of physical and cognitive tests. This is not recommended for Santa Fe Trails.

Improve Performance/Reduce Costs

The following changes can improve performance of the paratransit system and can reduce costs in the system:

- Enhance productivity through more efficient scheduling and routing – grouping trips where possible. The best way to reduce costs is through improved productivity.
- Maximize subscription service within the parameters allowed by ADA transportation regulations to improve performance.

Technology

The need here is to develop a fully coordinated network to include all systems in the SFMPO study area:

- One stop web site with trip planner and real time updates
- One stop call center
- Telephone aps for ease of use
- Social media
- Real time bus arrival on apps and at key stops
- Other new technologies as they evolve

- Entire SFMPO planning area and all connecting systems
- Conduct group procurements to reduce costs and increase coordination of technologies

A longer term goal will be to integrate each system's technology to work together. While most systems have gone their own way regarding technology, over the course of the next 20 years, there will be new opportunities to coordinate the use of technology.

One Network of Services for the Future

The current system map book delineates each of the Santa Fe Trails routes. NCRTD, NMDOT and Rail Runner each have their own separate sets of schedules. Connecting services are indicated by a logo, but there is no information about actual routes or connections. As discussed previously, while there are four systems operating extensively within Santa Fe, regional and cooperative planning efforts should strive to seek out opportunities where system users enjoy access via one network of services that combine each system's Santa Fe services. Examples may include, but are not limited to:

- Network Map
 - One set of schedules and maps for all services operating wholly or in part within Santa Fe.
 - The map should not have schedule information on it.
 - Schedules for all services should have separate inexpensive three fold brochures with basic rules, fares, a map of the route (and connections) and a schedule for that route.
- One Website and one set of apps for all transit services in the Santa Fe area.
- Santa Fe Trails provides a customer service telephone number for the purpose of regional transit information. Formally integrating all transit route information within the Santa Fe MPO planning area into this service would provide the same level of customer information as an app or website.

Capital Bus Replacement

The three bus systems serving the Santa Fe MPO planning area each have their own vehicle needs. The emphasis in this section is on Santa Fe Trails and its vehicle needs for the future. NCRTD is conducting its own long range planning which should include a vehicle inventory and long term capital replacement plan. Park and Ride conducts vehicle planning with its contractor. Vehicle needs will be broken down into two components:

- Replacement – Looking at simply replacing existing vehicles (Santa Fe Trails)
- Expansion – Dependent on decisions made in the future (includes vehicle needs by service type)

In keeping with existing practice for the short term, it is recommended that all buses should use alternative fuel – CNG or other technologies as they advance. Since Santa Fe Trails currently has CNG facilities, this is the obvious choice of alternative fuels. One should keep in mind that bus technology

has been changing rapidly and that other newer technologies may be introduced over the next 10 – 20 years. All new fixed route vehicles should have two doors for rapid ingress and egress and be large enough to handle up to 30 passengers at one time. All fixed route vehicles must be accessible, however not all paratransit vehicles have to be accessible as long as the service itself is accessible.

Replacement Vehicles

The replacement vehicles are detailed in Table 6-1. They reflect replacement needs over the next 20 years. Included are paratransit vehicles, fixed route and Pick-Up service. Immediate needs include 4 replacement vehicles for Pick-Up service: 25 – 30 foot low-floor buses to meet the feeder needs (at least 30 passenger capacity). The two inaccessible buses currently in Pick-Up service will be replaced by accessible buses. The non-accessible buses can be used in ADA paratransit service or can be given to others to use.

A number of heavy duty transit coaches (Gillig) were recently procured and along with the relatively new Eldorado body on chassis medium duty buses gives Santa Fe Trails 30 buses, none of which will need replacement for at least 5 years and for newer vehicles at least 10 – 12 years of life.

Expansion Vehicles

Future needs include a variety of different vehicle types and of course will be dependent on the activities selected at the time of implementation. The potential vehicle needs are discussed in the following narrative and are focused on the service type rather than the operator.. All of these vehicles should be accessible and should have a 20 percent spare ratio.

- Bus Rapid Transit (BRT) - These vehicles are at a minimum, 40 foot buses with two wide doors. Depending on the findings from a future BRT study the options may also include articulated buses.
- Zia Station Feeder Buses - A dial a ride vehicle (20 – 25 foot low floor vehicle) could be placed in service supporting the Zia station.
- BRT Feeder Buses – In support of BRT a variety of smaller neighborhood feeder buses will be needed. These can be low floor buses under 25 feet.
- Dial a Ride Service - Each dial a ride zone would get one vehicle. These would be 20 – 25 foot low floor buses. Late night service can use an existing vehicle. A spare vehicle should be available.
 - Eldorado/Lamy
 - East Alameda
- Ski Service – Weekend ski service can use existing vehicles. If weekday service is initiated, the entity operating would need new vehicles outfitted for ski service (storage racks for skis for example).
- La Cienega – Service in La Cienega would require a vehicle.

Table 6-1: Santa Fe Trails Vehicle Replacement Plan

Fleet No.	Make	Model	Service Life		In Service Date	Recommended Replacement or Retirement	Year to Budget for Replacement																											
			Year	(Years/ Miles)			2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036							
Fixed Route Fleet:																																		
801	Eldorado	Easy Rider II	2008	12/500K	5/1/2008	5/1/2020					x															x								
802	Eldorado	Easy Rider II	2008	12/500K	5/1/2008	5/1/2020					x															x								
803	Eldorado	Easy Rider II	2008	12/500K	5/1/2008	5/1/2020					x															x								
804	Eldorado	Easy Rider II	2008	12/500K	5/1/2008	5/1/2020					x															x								
805	Eldorado	Easy Rider II	2008	12/500K	5/1/2008	5/1/2020					x															x								
806	Eldorado	Easy Rider II	2008	12/500K	5/1/2008	5/1/2020					x															x								
807	Eldorado	Easy Rider II	2011	12/500K	5/23/2011	5/23/2023							x															x						
808	Eldorado	Easy Rider II	2011	12/500K	5/23/2011	5/23/2023							x															x						
809	Eldorado	Easy Rider II	2011	12/500K	5/23/2011	5/23/2023							x															x						
810	Eldorado	Easy Rider II	2011	12/500K	5/23/2011	5/23/2023							x															x						
811	Eldorado	Easy Rider II	2011	12/500K	6/20/2011	6/20/2023							x															x						
812	Eldorado	Easy Rider II	2011	12/500K	6/15/2011	6/15/2023							x															x						
901	Eldorado	Passport	2009	10/350K	10/30/2009	10/30/2019					x																							
902	Eldorado	Passport	2009	10/350K	10/30/2009	10/30/2019					x																							
903	Eldorado	Passport	2009	10/350K	10/30/2009	10/30/2019					x																							
904	Eldorado	Passport	2009	10/350K	10/30/2009	10/30/2019					x																							
1101	Gillig	29102LFCNG	2011	12/500K	3/2/2012	3/2/2024											x											x						
1102	Gillig	29102LFCNG	2012	12/500K	5/14/2012	5/14/2024											x											x						
1401	Gillig	35102LFCNG	2014	12/500K	12/26/2014	12/26/2026																												
1402	Gillig	35102LFCNG	2014	12/500K	12/26/2014	12/26/2026																												
1403	Gillig	35102LFCNG	2014	12/500K	12/26/2014	12/26/2026																												
1404	Gillig	35102LFCNG	2014	12/500K	12/26/2014	12/26/2026																												
1405	Gillig	35102LFCNG	2014	12/500K	12/26/2014	12/26/2026																												
2101	Bluebird	CSRE3204	2001	10/350K	11/9/2000	To be retired 6/2015																												
2102	Bluebird	CSRE3204	2001	10/350K	11/2/2000	To be retired 6/2015																												
2103	Bluebird	CSRE3204	2001	10/350K	11/2/2000	To be retired 6/2015																												
2104	Bluebird	CSRE3204	2001	10/350K	11/6/2000	Retired 12/2014																												
2105	Bluebird	CSRE3204	2001	10/350K	11/6/2000	Retired 12/2014																												
2106	Bluebird	CSRE3204	2001	10/350K	11/9/2000	Retired 12/2014																												
2107	Bluebird	CSRE3204	2001	10/350K	11/14/2000	Retired 12/2014																												
2108	Bluebird	CSRE3204	2001	10/350K	11/15/2000	To be retired 6/2015																												
2109	Bluebird	CSRE3204	2001	10/350K	11/16/2000	To be retired 6/2015																												
2110	Bluebird	CSRE3204	2001	10/350K	11/27/2000	To be retired 6/2015																												
2112	Bluebird	CSRE3204	2001	10/350K	11/20/2000	Retired 12/2014																												
2113	Bluebird	CSRE3204	2002	10/350K	11/3/2001	To be retired 12/2016	x																					x						
2114	Bluebird	CSRE3204	2002	10/350K	11/3/2001	To be retired 12/2016	x																					x						
2115	Bluebird	CSRE3204	2002	10/350K	11/3/2001	To be retired 12/2016	x																					x						
2116	Bluebird	CSRE3204	2002	10/350K	11/3/2001	To be retired 12/2016	x																					x						
2117	Bluebird	CSRE3204	2002	10/350K	11/3/2001	To be retired 12/2016	x																					x						
2118	Bluebird	CSRE3204	2002	10/350K	11/7/2001	To be retired 12/2016	x																					x						
2119	Bluebird	CSRE3204	2002	10/350K	11/7/2001	To be retired 12/2016	x																					x						
1501	Gillig	35102LFCNG	2015	12/500K	antic. by 6/2015	6/1/2027																												
1502	Gillig	35102LFCNG	2015	12/500K	antic. by 6/2015	6/1/2027																												
1503	Gillig	35102LFCNG	2015	12/500K	antic. by 6/2015	6/1/2027																												
1504	Gillig	35102LFCNG	2015	12/500K	antic. by 6/2015	6/1/2027																												
1505	Gillig	35102LFCNG	2015	12/500K	antic. by 6/2015	6/1/2027																												
1506	Gillig	35102LFCNG	2015	12/500K	antic. by 6/2015	6/1/2027																												
1507	Gillig	35102LFCNG	2015	12/500K	antic. by 6/2015	6/1/2027																												
Subtotal:							7	0	0	4	6	0	0	6	2	0	12	7	0	4	0	0	6	0	0	6	9							

Fleet No.	Make	Model	Year	Service Life (Years/Miles)	In Service Date	Recommended Replacement or Retirement	Year to Budget for Replacement																					
							2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	
Paratransit Fleet:																												
2132	Honda	Civic	2012	5/150K	12/20/2012	12/20/2017		x					x					x					x					
2133	Honda	Civic	2012	5/150K	12/20/2012	12/20/2017		x					x					x					x					
2134	Honda	Civic	2012	5/150K	12/20/2012	12/20/2017		x					x					x					x					
2135	Honda	Civic	2012	5/150K	12/20/2012	12/20/2017		x					x					x					x					
2136	VPG	MV-1	2012	5/150K	2/16/2012	2/16/2017		x					x					x					x					
2137	VPG	MV-1	2012	5/150K	2/16/2012	2/16/2017		x					x					x					x					
2138	Ford	VersaShuttle	2011	5/150K	11/15/2011	11/15/2016	x					x						x					x				x	
2139	Ford	VersaShuttle	2011	5/150K	11/15/2011	11/15/2016	x					x						x					x				x	
2142	Chevrolet	Uplander	2008	4/100K	3/18/2009	To be retired upon delivery of 2015 MV-1s																						
2144	Chevrolet	Uplander	2008	4/100K	3/18/2009	To be retired upon delivery of 2015 MV-1s																						
2145	Arboc	Spirit of Mobility	2013	5/150K	10/2/2013	10/2/2018			x				x					x					x					
2146	VPG		MV-1	2012	5/150K	11/20/2013	11/20/2018			x				x				x					x					
2147	VPG		MV-1	2012	5/150K	11/20/2013	11/20/2018			x				x				x					x					
2154	Ford	E350	2004	5/150K	9/29/2004	As soon as possible	x																					
2155	Ford	E350	2004	5/150K	9/29/2004	As soon as possible	x																					
2165	Honda	Civic	2008	5/150K	2/4/2008	No later than 2017		x					x					x					x					
2167	Honda	Civic	2008	5/150K	2/4/2008	No later than 2017		x					x					x					x					
53330	Ford	E350	2006	5/150K	8/31/2006	To be retired upon delivery of 2015 MV-1s																						
2168	AM	MV-1	2015	5/150K	antic. by 12/2015	12/1/2020						x					x					x				x		
2169	AM	MV-1	2015	5/150K	antic. by 12/2015	12/1/2020						x					x					x				x		
2170	AM	MV-1	2015	5/150K	antic. by 12/2015	12/1/2020						x					x					x				x		
Subtotal:							4	8	3	0	3	2	8	3	0	3	2	8	3	0	3	2	8	3	0	3	2	
Pick-Up Fleet:																												
52059	Ford	E350	2004	5/150K	9/29/2004	As soon as possible	x						x					x					x				x	
52066	Ford	E350	2004	5/150K	9/29/2004	As soon as possible	x						x					x					x				x	
53984	GMC	4500	2008	5/150K	10/1/2008	As soon as possible	x						x					x					x				x	
53985	GMC	4500	2008	5/150K	10/1/2008	As soon as possible	x						x					x					x				x	
Subtotal:							4					4					4					4					4	
Total:							15	8	3	4	9	6	8	9	2	3	18	15	3	4	3	6	14	3	0	9	15	

TIMELINE OF ACTIVITIES

Many of the activities and tasks called for in this plan are cost/revenue neutral. Others such as feeder or dial a ride service will require additional funding. This activity timeline however focuses on when service should be implemented rather than when funding may be available (unconstrained). Table 6-2 details the activities.

Table 6-2 Planned Transit Activities 2015 – 2035

Year	No.	Project	Description of Project	Lead and Partner Agencies	Estimated Cost*	Notes
Years 1 - 5	1	Continue Transit Service Provider Quarterly Meetings and Support NCRTD Region Planning Initiatives	Transit systems in the SFMPO planning area should continue to meet on a regular basis where consultations about regional planning initiatives occur.	NMDOT and all agencies	No added cost	Goal of one seamless network
	2	Preparation for New Southside Center	This includes re-routing, re-timing and interlining of routes affected by new transfer facility	Santa Fe Trails	Consultant cost or in-house	This will require new route maps and schedules
	3	Conduct Bus Stop Assessment	Assess all Santa Fe Trails bus stops and develop a bus stop improvement program	SFMPO and Santa Fe Trails	Consultant cost or in-house	Start the improvement process
	4	Conduct Origin - Destination Study and Short Range Plan	In order to ensure changes are most appropriate, an origin destination study would be necessary, as well as a plan	Santa Fe Trails	Consultant cost or in-house	Necessary to refine routes
	5	Re-Brand Services	The Pick-Up service should be rebranded as the new routes are implemented	Santa Fe Trails, NCRTD	Cost will include new brochures, marketing service and new paint scheme	Branding should be a joint decision

Year	No.	Project	Description of Project	Lead and Partner Agencies	Estimated Cost*	Notes
	6	Routing Revisions	A number of routes should change: Routes 1 and 24, South Cerrillos Routes 22 and 26, Route 6, Museum Hill and Pick-Up	Santa Fe Trails	No added cost	Based on recommendations and origin/destination efforts. NCRTD should be involved.
	7	Revise service hours	Expand hours for: Route 21 all day Saturday, Routes 5 and 6 combined on Sundays	Santa Fe Trails	\$25,000 Annually, \$50,000 Annually	Can be done in conjunction with route changes
	8	Mobility Management	Develop approaches to increase mobility management strategies for transit systems. This may include securing funding for staff.	To be determined	\$150 - 250,000 annually with potential for 80 percent match	Mobility Management may be explored as each system continues to develop and consider options to maximize efficiencies of services.
	9	Zia Station Service	Details regarding the design are currently being negotiated.	To Be Determined.	To Be Determined.	

Year	No.	Project	Description of Project	Lead and Partner Agencies	Estimated Cost*	Notes
	10	Dial a Ride - Local	Determine justification or need for Dial a Ride: Eldorado/Lamy, La Cienega, East Alameda	To be determined	\$330,000 annually per 12 hour vehicle	When funding is available
	11	Determine potential for new routes	Determine potential for funding of Ski service as well as service in La Cienega	NCRTD, Santa Fe County and Santa Fe Trails	To be determined	SFMPO can assist.
	12	Initiate late night daily service	Determine best approach: 4 or fewer dial a ride vehicles, taxis, limited fixed routes or a combination	Santa Fe Trails	To be determined	Can be every day or weekend days
	13	Coordinate with Seniors	Provide support in areas of maintenance, training and hiring.	Santa Fe Trails	Can save money	Economies of scale
	14	Secure funds for Sheridan Ave. facility	After completion of the design, Santa Fe Trails should secure funds for building the facility	Santa Fe Trails/City	In House or contracted	Ongoing
	15	Build New Transfer Facility	Once funding is secured the facility can be built	The City of Santa Fe	To be determined	This should be a priority

Year	No.	Project	Description of Project	Lead and Partner Agencies	Estimated Cost*	Notes
Years 6 - 10	1	Revisit Master Plan and growth	Evaluate needs and determine regional efforts to support transit. Review potential for dial a ride, express commuter routes and other changes	SFMPO, NCRTD and Santa Fe Trails	In House or contracted	Minor changes should occur at least yearly
	2	Evaluate BRT Options	Best conducted in the 10th year to reevaluate the possibility of a BRT or hybrid option	Santa Fe Trails with support from SFMPO	To be determined	Late in this time period
	3	Implement Changes	Annual changes or fine tuning should be made as needs shift	Santa Fe Trails and other systems	To be determined	Ongoing
	4	Continue to Improve Bus Stops	Based on the bus stop improvement plan as funds become available	Santa Fe Trails	To be determined	Ongoing
	5	Implement strategies to increase costumer's ability to negotiate seamlessly between transit systems,	One stop activity for all public transit in the region including the development of an integrated website, use of mobile phone apps and other One Stop Call Center, Web Site and Apps	All systems	To be determined	Ongoing
Years 11 - 20	1	Revisit Transit Master Plan and growth	Evaluate needs and determine route changes, additions and subtractions	Santa Fe Trails, NCRTD	In House or contracted	Every 5 years

Year	No.	Project	Description of Project	Lead and Partner Agencies	Estimated Cost*	Notes
	2	Implement BRT - Cerrillos Rd.	Once the justification is there the service can be initiated. First it will require infrastructure improvements - bus stops, next bus technology, long bus pull outs, etc. and vehicles	SFMPO, Santa Fe Trails	To be determined	In the later years
	3	Implement Changes	Annual changes or fine tuning should be made as needs shift	Santa Fe Trails, NCRTD	To be determined	Ongoing
	4	Continue to Improve Bus Stops	Based on the bus stop improvement plan as funds become available	Santa Fe Trails	To be determined	Ongoing

* Current Dollars

Chapter 7 Potential Funding Sources

Future funding, always the key element to any plan is typically a big question mark. With the changes in FTA funding and the short funding cycles, there are many unknowns in all of the major categories of funding. Current capital and operating funding for transit services in the SFMPO planning area consists of Federal Transit Administration (FTA) Small Urban funds for Santa Fe Trails (Section 5307), and rural funds for NCRTD (Section 5311). NMDOT Park and Ride receives funding from the State of New Mexico and Section 5311. NCRTD Transit Gross Receipts Tax (GRT), and local and funds make up most of the rest of the government funding. Santa Fe Trails, providing the vast majority of the service in the planning area had an operating budget of \$10,441,304 in FY 2014. The largest source of funds was from the City of Santa Fe, followed by Federal Grants, GRT and advertising.

The SFMPO planning area benefits from the gross receipts tax (GRT) collected by NCRTD. 40% of the gross receipts tax goes to Rail Runner (\$2,102,177 in FY 14) and Santa Fe Trails (\$940,921 in FY 14), while 60 percent of the GRT revenue is dedicated to Los Alamos Atomic City Transit and NCRTD service throughout Los Alamos, Rio Arriba Santa Fe and Taos Counties. The NCRTD Transit GRT support for Santa Fe Trails is allocated by route: Route 2, 4, 22 and the Pick-Up Service. NCRTD also receives GRT support for its routes into and within the planning area.

The GRT originally approved by the voters of NCRTD's four county service area in 2008 has a 15 year life span before transit must go back to the voters. While this funding is critical to NCRTD, it is also an important funding source for Rail Runner and Santa Fe Trails.

CURRENT STATUS - FUNDING

In a fiscally unconstrained environment additional funds will be necessary for any new services. While many of the short term needs can be met through revenue neutral strategies, the ability to implement new services: dial a ride, bus rapid transit, expansion to new areas and express commuter service is dependent on additional sustainable funding sources.

The largest funding sources are local government funds (Santa Fe City and County), FTA funding and GRT. Other sources of revenue include advertising, but at a much lower level than the larger sources and at present do not have a significant impact on the service.

Federal Funding

There are many unknowns in Federal funding, now more than ever. Federal funding for the past 10 years has been on a very short funding cycle, making even short term dependability of funds a

problem. Compound that with the current political climate and there is no predicting what will happen to Federal funds in the short or long term. Many systems lost a revenue stream when dedicated funding for Job Access and New Freedom initiatives were eliminated. The most likely scenario is that funding will remain near status quo.

Local Funding

Currently, local governments provide a significant source of funds. The City contributes significant levels of funds to Santa Fe Trails and the Transit Gross Receipts Tax collected within Santa Fe County contributes funding to the City as well as to those services provided by the NCRTD within Santa Fe County. These sources of funds are a major commitment to transit and are evidenced by the large number of riders for a small city.

Gross Receipts Tax

From 2012 – 2014, NCRTD Transit GRT revenue has dropped 2.62 percent, a loss of over \$75,000. A report on NCRTD by the Legislative Finance Committee noted the continued reduction in GRT revenue and the potential for NCRTD to operate at a loss in the near term future. Rail Runner has a guaranteed percentage of funds, while each of the other recipients – Santa Fe City and County may receive funds that fluctuate from year to year.

Fare Revenue

Fare revenue for Santa Fe Trails is under \$500,000 annually or about 5 percent of the operating expense. NCRTD does not change fares, while Rail Runner and Park and Ride have distance based fares. Overall, fare revenue is low, but under any scenario, raising it above 15 percent may be counter-productive to the need for high ridership. The relationship between fares and ridership is direct. At its most basic notion: In any given service the higher the fare, the lower the ridership and the lower the fare, the higher the ridership. It is recommended that Santa Fe Trails wait to see if the new ridership expected generates significant fare revenue. If not, then discussion of fare increases should be considered.

Economic Rebound

At this time, the economic outlook for our nation has changed dramatically. The economy is rebounding and the price of gas has dropped dramatically allowing for more disposable income to spend on taxable items. Further the reduction in fuel costs is improving transit's bottom line. This may improve the economic outlook for the GRT.

FUTURE FINANCIAL SUSTAINABILITY

There is no way one can predict the level of local and federal funding that may be available; however, one can make some assumptions based on three scenarios, each driven by politics and/or the economy, therefore unpredictable. Transit systems would be best served by preparing for all three basic scenarios:

1. *Lower Level of Funding* – In the event of Federal budget cutting and/or GRT reductions, the loss in funds could range from moderate to severe. While some local support could be generated, it would not come near the levels of displaced federal funds.
2. *Status Quo* – The most likely scenario is to maintain the status quo. That is, no real changes to the funding level, which over 5 – 10 years would translate into a decrease in real dollars.
3. *Increases in Funding* – Based on today's political condition, Federal funding increases are unlikely to occur but increases in GRT revenues from a rebounding economy may help increase the level of funds available for transit in the SFMPO planning area.

In addition to the Sections 5307 and 5311 funds available, there is from time to time additional Federal funds that can be used for targeted needs such as vehicles, facilities and technology. For example the recent Ladders of Opportunities program awarded 20 grants out of 400 applicants. These funds are typically very competitive but Santa Fe Trails must continue to apply for these funds in an aggressive manner.

This section looks at those issues that may have a significant impact on the financial aspects of Santa Fe Trails in the next five years. The major issues include:

- **Funding Levels** - Based on the knowledge available for the purposes of this effort, the assumption will be that funding will remain at the current level, without adjustments for inflation. At the same time, the plan will also prepare transit services for decreases and increases in funding.
- **Unique Service Area** – SFMPO planning area is an unusual service area in that the downtown and main transfer center are near the northern edge of the metropolitan area. The real issue related to growth is where the growth is - on the south and southwest parts of the service area. This in turn will raise the cost of these services as the vehicles need to travel farther for its riders.
- **Financial Planning** - Financial planning and the securing of funds is an ongoing effort. It is an essential task that successful systems regularly pursue. This pursuit is what separates the good from great systems. In many larger systems, staff is specifically designated to securing additional funds through a variety of sources. While Santa Fe Trails may not have the resources to do this, when funds are available the systems working with the SFMPO should be aggressively pursuing opportunities.

Funding Strategies – Sustainability for the Future

Sustainability is the key element to future transit success. As service increases to meet the expanding needs, funding must be available to meet those needs. While the population of the service area is increasing at about 1 percent annually, ridership is increasing at 3 – 4 percent. In order to sustain the ridership growth, funds must be made available for expansion over the next 10 to 20 years.

There is no magic formula for funding. Efforts must be on-going with significant resources used to seek funding opportunities. Following are some strategies that can be employed to ensure sustainable services in the future.

Diversify Funding – Future Sustainability

As in any business it is prudent to protect the organization by securing a diverse funding base. The question is consistency – how dependable will the existing funding sources be? How long will these sources last at their present funding level? While the opportunities to generate revenue in addition to Federal and local governments as well as GRT are limited, there are opportunities for the future.

Following are some traditional and innovative approaches to funding diversity. These strategies can be initiated immediately and also be used for the long term. The financial strategies are designed to make the system stronger by either securing additional funding sources or in an emergency reduce service in a practical orderly manner.

Financial Strategy No. 1: Ridership and Recognition

There is no question that increased ridership breeds success, recognition and a willingness to provide more funding for transit. Taxpayers and governments are far more likely to fund a successful, vibrant service. While funding and ridership often go hand in hand, it will be up to transit to continue to increase ridership even without additional funds. At the same time transit is seeking lower ridership on paratransit and the preference should be to divert riders from the very expensive paratransit to the much lower costs for fixed route.

In addition fare revenue will rise from increased ridership. It is recommended that fares be maintained at the existing levels for the near term future. This will help ensure continued growth, which is more important to long term sustainability than a small increase in revenue.

Financial Strategy No. 2: Continue Seeking Grant Opportunities

The transit systems must continue to seek out grant opportunities at all levels. For example, the largest pots of funding come from the Federal government. The American Recovery and Reinvestment Act of 2009 (ARRA) funding of five years ago was a boon to transit and resulted in significant upgrades for many system's infrastructure and rolling stock. More recently the Federal initiative called Ladders of Opportunity provided significant levels of funds to about 20 transit systems across the country.

While it may be difficult to win all of the time, the transit systems should continue their aggressive approach to grant opportunities (both within FTA and other funding sources as appropriate). It is recommended that staff be assigned to monitor and seek out opportunities for grant funds through a variety of sources. This will include staying abreast of potential funding through a variety of sources such as transit associations.

It is recommended that the transit systems continue or become a member of one of the two national associations; the American Public Transit Association (APTA) or Community Transportation Association of America (CTAA), as well as regional entity the Southwest Transit Association (SWTA) and the New Mexico Transit Association (NMTA). The latter two are probably the most important. Each of these organizations disseminates this type of information on a regular basis.

Financial Strategy No. 3: - Prepare for Multiple Funding Scenarios

As stated previously, Federal funding has been consistent for many years, but now anything can happen: Status quo, funding reductions or less likely funding increases. It is incumbent on the transit systems serving Santa Fe to be prepared for any eventuality through a planning process that helps determine how to adjust. Further, with a plan in place there will be less confusion and concern.

This plan details service increases and status quo modifications. In the event of a loss of Federal or GRT funds, it is recommended that the systems have a list of cuts developed based on a number of factors with ridership being the most important. Ridership should be determined based on the KPI – One way trips per revenue hour.

- The poorest performing routes could be eliminated or at least truncated to where they function properly.
- If the poorest performing routes have critical services, it should at least be reduced.
- Increasing headways – an increase of headways on the poorest performing routes can reduce costs, but at a price. This should be avoided if possible, but is better than eliminating a route entirely.
- Reduce service hours – typically the earliest runs in the morning generate the lowest ridership. Starting service one hour later can reduce costs 7 – 8 percent.

Each system should have a system to identify potential cuts ready to be implemented in the event that funding is reduced or eliminated.

Financial Strategy No. 4 - Develop a Sponsorship/Partnership Program

The transit industry has depended on advertising revenue for over 100 years. While advertising revenue can help a transit system, Santa Fe Trails would be best served by developing its own sponsorship program where sponsors would provide funds or services in return for advertising and recognition as a supporter of the community. The opportunities are many and varied and can be tailored for large or small sponsors. Developing a sponsorship program with the private sector is an excellent way to generate revenue in new ways. After all, who has more money – the city of Santa Fe or Walmart (as Walmart is a major beneficiary of Santa Fe Trails service)?

Transit has a long history of providing advertising on and in buses for additional revenue. Many systems have engaged in advertising over the years, but a sponsorship program is more than simply advertising. Instead of the usual selling of just one form of advertising, Santa Fe Trails should sell sponsorship packages. Since sponsorship and advertising funds are an important source of local funding, this program can help expand the service.

Identifying the Sponsorships

As discussed above, the program is designed to sell a service to both public and private sponsors. Possible services for sale can include (but should not be limited to):

Sponsorship Services at Any Level

- Recognized as a sponsor on Santa Fe Trails how to ride guide (system map and schedule).
- Sponsored by... on all system literature and advertising.
- Decal on side or back of the bus.
- Dedicated shuttle.
- Special promotions sponsorship such as free fare day.

Higher Level Sponsorship Services

- Company logo on Santa Fe Trails map.
- Placing of a shelter for customers and/or employees.
- Placing of a stop conducive to customers and/or employees - this could include going into a parking lot and stopping next to the facility.
- Route named for sponsor.
- Bus Wrap.

If properly packaged, these services have considerable value to businesses such as:

1. Large Retailers – Walmart, Target and supermarkets are excellent examples, malls and other big box stores are others.
2. Hospitals – There are a number of examples of wrapped buses for hospitals, medical groups, and pharmacies.
3. Large Local Based Corporations – Are there any large corporations based in the area?
4. Small Local Based Companies – Any local company can participate at a number of levels.
5. Fast Food Restaurants – Wrapped buses are popular with some of the largest chains.
6. Television, Radio Stations, and Local Newspapers – There are also opportunities with these organizations. They can give Santa Fe Trails valuable advertising.

Develop Sponsorship Levels and Packages

After determining what will be for sale, the following activities should be accomplished:

1. Price the Items – Attach value to each item for sale. Check with firms that wrap buses to determine the cost of a wrap. Items should be priced competitively with similar types of advertisements, such as billboards, and television and radio advertising. Think big! Both large and small firms should have opportunities. Set up multi-year packages for semi-permanent advertising such as bus wraps, shelter and bench signs.
2. Develop Sponsorship Packages – After pricing the various services to be provided, Santa Fe Trails should put them in sponsorship packages to maximize revenue. Each level of sponsorship should have a name to it. For example; gold, silver, bronze, etc., or a name to connote transit. Examples can include:
 - a. High End Sponsor (Five star, platinum, etc.) – the value of these services is significant. High end services should only go to those sponsors willing to pay over \$10,000 per year (with 3 year contracts). Various packages can be combined based on a customer/sponsors need. These high end services include, but are not limited to; bus wraps, a shelter in front of facility, with advertising, route named after sponsor (e.g. mall route, Hospital route or College route), routing conducive to the sponsors business, and logo on Santa Fe Trails map. Each of these services should be worth up to \$10,000 per year and more if they are combined.
 - b. Mid-Level Sponsors – These sponsors should have access to a variety of packages that include; advertising on a shelter(s), bench(s), and internal advertising. Decal on back of the bus, and name in the riders guide are also available. Other opportunities can include sponsoring special promotions.
 - c. Entry Level Sponsor – Small local sponsors have a place in sponsorship as well. Packages can include: advertising on benches, and internal advertising. Certain special promotions should be priced for the entry level sponsor, and recognition as a sponsor should be on promotional material

Sponsorship Implementation Tasks

1. Create Promotional Material – Develop materials to sell the sponsorships. The material should be of high quality.
2. Recruit Supporters – Community and political leaders as well as can be recruited to help sell the packages. Attempt to get local media outlets to assist.
3. Sell Sponsorships – After all of the preparation has been completed, the sales can be initiated. Both large and small sponsors should be sought. For larger firms, first attempts should be with local contacts. If attempts with large firms fail at the local level - contact regional or corporate offices.

Limits on Advertising

Santa Fe Trails should set up standards for advertising on Santa Fe Trails transit vehicles. Advertising should be tasteful, within the normal bounds of advertising accepted in the community.

Advertising should be of a quality design and application. All advertising should meet quality standards developed through Santa Fe Trails. It should be professionally designed and installed - it must look good.

Funding Potential

With an aggressive, professional sales approach this program has the potential to generate significant unencumbered cash for the organization. The vehicles serving as rolling billboards can generate more than \$1,000 per month per vehicle (after expenses). Assuming 20 vehicles are wrapped, this approach can generate up to \$250,000 per year in revenue. Additional sponsorships can generate approximately \$100,000 annually for net revenue of \$350,000 annually.

Development and Implementation of the Program

Santa Fe Trails will need to determine if it wants to develop and implement this program in house or work through an advertising/marketing firm to sell the sponsorships on a percentage agreement. Developing and implementing the program is a considerable effort, and therein lays the trade-offs of the two approaches. While the work is harder and time consuming, the potential revenues are greater (if properly implemented).

If Santa Fe Trails chooses to seek outside assistance, they should first meet with a number of firms to determine their interest, and then seek quotes through a competitive procurement.

Developing Partnerships

There are a number of opportunities to develop partnerships where each entity brings something of value to relationship. As with sponsorships it will take creativity and political skill to form these partnerships. Further partnerships can be all encompassing or they can be targeted to specific areas. Following are some examples:

- Hotels – There are a number of promotional activities that can be employed here. Hotels and their concierges are a valuable source of marketing for the service.
- Museums and Cultural Events – Santa Fe has an oversized level of cultural events and museums that can be taken advantage of for transit. Similar to the Opera on the bus program, museums and other cultural organizations can be more engaged by hosting events on buses where actors can dress in period costumes and educate and entertain riders on the bus. This draws attention to transit in a positive way, enhances ridership, and brings new riders to try the service as well as promote the cultural event or museum.
- Showing Up – It may not be quite true that “80 percent of success is showing up” but it certainly matters. The transit systems should work together to “show up” at all types of events from farmers markets to Fiesta. Santa Fe Trails participates in major plaza events by hosting parking shuttles, but the promotion for it should be higher profile.
- Bus stops – Retailers and others can adopt or host a bus stop, doing anything from building a shelter (meeting all Americans with Disabilities Act specifications) to maintaining the structure (including the expensive trash disposal).
- Retail – In other cities some large supermarkets have paid for direct service to their business. These services would be free and open to the public.
- Colleges and Universities – These education facilities can team with transit by ensuring transit is well represented at orientation and special events. Transit can host a forum each semester to

gain feedback from students. One representative from one of the transit systems should represent all of the systems to reduce the cost to transit. Santa Fe Trails currently does this for their system.

- Fare packages with Rail Runner – While Rail Runner passengers with monthly passes can often get free transfers to and from other systems buses; there is no package for day trippers on Saturday or Sunday. Rail Runner to Santa Fe Trails or future NCRTD services on weekends (ski basin or Taos Express for example) should work together to promote packages.

SUMMARY

Seeking funds is an ongoing need for transit that must be focused on every day. Complacency will quickly get a system into financial trouble. This is particularly true in this political climate. While the economy is improving, fuel costs are down and tourism may rebound the loss of Federal funds loom as a distinct possibility. Current estimates show the GRT revenue continuing to drop, however that was estimated prior to current indicators pointing toward economic recovery.

While the possibilities for transit are somewhat limited, there are opportunities that can make a difference. The transit systems in the SFMPO Planning Area would be best served to work together where possible to generate additional revenue. This may start with an investment in mobility management strategies focused on regional coordination including generating sponsors, partners and grant funds.

Chapter 8: Marketing Plan – A Regional Approach

INTRODUCTION

Marketing and all of its components are essential to any business and transit is no exception. This guide provides a series of approaches and ideas that the systems serving the SFMPO Planning Area can use to attract new riders, funds and to simply inform the public about the services.

Many transit system managers have long understood that the best marketing tool is clean sharp looking buses, well dressed, friendly and knowledgeable vehicle operators, accessible and safe stops, shelters and transfer centers. This marketing plan calls for this type of grass roots efforts combined with new social media as well as tried and true traditional approaches to generating interest in transit. Marketing of services should be the combined effort of all transit systems that serve the area, with Santa Fe Trails taking the lead.

One Region of Services

While some marketing efforts will differ for each system, there are many things that can be done to ensure area wide information. Santa Fe Trails provides a customer service telephone number for the purpose of regional transit information. Formally integrating all transit route information within the Santa Fe MPO planning area into this service would provide the same level of customer information as an app or website. When a customer calls or visits the website they will be able to get all of the information they will need to get from their origin and destination.

A Note about Nondiscrimination

In aiming for specific population groups, care must be taken not to forget those protected under Title VI of the Civil Rights Act and the ADA. Particularly with regards to information on how to access and use services, and during the public consultation process for planning projects, information needs to be made available in formats accessible to people with disabilities and languages identified in the transit system's Limited English Proficiency (LEP) plan, as required for Federal Transit Administration grant recipients and sub recipients.

THE MESSAGES

On an ongoing basis, in planning any marketing activities and advocating for community support, it is recommended that transit systems emphasize one or more of following messages:

Messages to attract additional ridership:

- is faster and more direct
- comfortable ride
- is a safe way to get around
- is convenient in bad weather
- is a dependable means of getting to work or school
- is for people like you
- saves you money in comparison to driving
- goes where you want to go
- works great for bicycle riders

Advocacy messages:

- has a direct, positive impact on your life or those of people you know
- gives people more choice in getting around
- helps those who can't afford a car to get around
- improves the quality of life for Santa Fe's residents
- provides mobility to those who can't drive, such as seniors, teens, and people with disabilities
- reduces pollution
- reduces society's energy consumption
- makes America more independent of foreign oil
- reduces congestion on the roads
- makes Santa Fe more attractive to businesses by connecting workers to jobs
- makes more people interested in living in the area
- is a good way to spend tax dollars

TARGET MARKETS – POTENTIAL RIDERS AND PARTNERS

This guide first discusses system attributes – what does the transit systems have to “sell” to the public? While the service is open to all, there are several groups to which recommended marketing efforts are specifically directed as they are in actuality system attributes:

- Students – Teenagers and college students are not only a core market for many transit systems, because they are unable to drive due to age, disability or just do not have a car, they also provide

the foundation for future commuters and senior riders. Public transit is also a viable option for elementary through high school students that do not receive school bus service. Educating them about the mobility transit options offered early in life, can help them become lifelong transit riders. The transit systems staffs may be able to make presentations to students of all ages as part of orientation or a social studies programs, and should provide brochures to transition professionals and vocational counselors so that they will be able to advise students of available transportation services.

- **Commuters** – State government and the tourist industry employment draws large numbers of commuters on three systems outside of Santa Fe. The commuters come in large numbers from outside the city or planning area (Park and Ride, Rail Runner and NCRTD). It is recommended that workers traveling to jobs be targeted for any services linking to employment opportunities. Specific channels for reaching workers are major employers (particularly those which may have limited parking and/or employ low-wage workers), employment centers, temporary agencies, disability program navigators, and vocational rehabilitation programs.
- **Seniors** – Older members of the community already comprise a substantial portion of the transit system's ridership. As the population ages, this demographic group is likely to increase in size with the "baby boom," and new seniors will need educating on the services available to them through the transit systems. Recommended marketing activities for this group include advertisements in community papers, promotional or ongoing reduced fares, and outreach through senior centers and other community organizations.
- **Human Service Agencies and Medical Facilities** – These organizations depend on transit to get clients and patients to their facilities as well as employees. Often these organizations become partners with transit and have a lot to gain from transit. The transit systems should work closely with these organizations.
- **Tourists** – Santa Fe and regional attractions are major tourist destinations. Services that look good, are widely recognized and cater to tourists can generate ridership. Tourists can park their cars and get around town on the easy to ride bus. With the hotels providing complimentary passes to tourists there are many opportunities to generate greater tourist ridership and provide a positive marketing advantage for the transit systems.
- **Other Choice Riders** – While transit must attract those who need the service in order to be successful, it helps to attract some choice riders as well – those persons who do not need transit, but choose to ride anyway. Certainly issues such as parking and traffic lure some choice riders and that is evident from the success of Park and Ride and Rail Runner in attracting choice riders.

Developing Marketing Strategies

Communicating with the public, government officials and businesses takes many forms and is conducted for a variety of reasons: to inform the public about the services, provide information on how to ride, advise of service interruptions, inform about special events and other day to day operational

needs. Recommended strategies introduced in this chapter are designed to market and promote the service among riders and potential riders. Some strategies should be conducted as a consortium of operators and some will be directed at individual systems (most notably Santa Fe Trails). Strategies are grouped into the following categories:

- Electronic Communication
- Print Materials
- Customer Service and Assistance
- Media Relations
- Visual Assets and Design
- Paid Advertising
- Partnerships, Special Events and Community Awareness Enhancement Activities

STRATEGIES: ELECTRONIC COMMUNICATION

It is more than just print media now. With the ability to generate real time information, transit systems are procuring information systems that allow the public to know exactly how to get from point A to point B and exactly when the bus will arrive. It was clear from the surveys and interviews that many people want to use smart phone apps or their computers. Please note that Santa Fe Trails has just implemented this type of app and NCRTD and NMDOT are completing theirs. Customers also stated that they did not want to look at two or three different apps, or call two or three different information numbers or go to two or three web sites to get information to travel the entire SFMPO planning area and beyond.

This strategy should be conducted by all four transit systems as one consortium and should include the following elements:

1. Website – One interactive web site for real time information, trip planning and information purposes. This web site should be able to plan any trip that is within or goes through Santa Fe, from Costilla in the northern reaches of NCRTD's service area to Belen at the southern end of the Rail Runners service area. This website should also allow for real time updates.
2. Call Center – As with electronic media, this call center should also be a consortium of the four transit systems. Many people still prefer telephone communication. In particular many do not have access to a computer or smart phone. The surveys conducted and discussed in Chapter 2 indicate a wide disparity of annual earnings which means that many riders cannot afford electronic technology at this time. The call center should also be able to provide trip planning and real time information.
3. Social Media – Social media is changing rapidly as one approach gains in popularity while another fades out. Many prefer this method of communicating basic system information, promotions, special events, service changes, service disruptions and daily updates. Many prefer a simple email or text to communicate as well (as these are forms of social media). To prepare

for the future, this consortium should select the most popular media and adapt to new media as needed. This is a good way to raise awareness of services and service changes through the growing number of social networking community members. Increasingly, transit systems are using the power of social networking to generate enthusiasm for service changes, resulting in ridership increases.

The transit systems may even wish to consider maintaining a web log (blog) to provide more in-depth news feed of service changes, reports, upcoming events, planning projects, etc. This would require an ongoing effort to develop new content.

If online social networking and/or a web log is pursued, comments posted by readers should be closely monitored. Such comments provide helpful feedback. They can sometimes, however, result in unfavorable and critical public commentary or worse, so the transit systems may want to use controls such as requiring a moderator to review comments and approve them before they become publicly visible if possible.

4. Smartphone Apps – Great for real time information and trip planning. While each system is pursuing its own apps, attention should be paid to an app that allows for regional information. For example traveling from Southside Santa Fe to Los Alamos may require looking at three different apps and then figuring out how they connect. While each individual app has considerable value, the value of one app for all regional needs is far greater.
5. Interactive Voice Response (IVR) – Many transit systems are moving toward an IVR system as a way to inform customers of service changes, interruptions, bulletins, events and other activities. The reverse 911 features allow for transit systems to send out notices over the telephone.
6. Adapting to new media – The rapid rise of new media promises to continue as new technologies and innovative new approaches continue indefinitely. As new media develop (such as Facebook and Twitter) and gain in popularity, transit should follow.
7. Publish an Electronic Newsletter - It is recommended that the transit systems publish an "e-newsletter" that customers and other interested persons can subscribe to online to receive announcements about service changes, special services, upcoming events, plans, public participation activities, frequently asked questions, etc. The newsletter should be issued monthly, with interim updates to alert subscribers to service changes and special services. This would require monthly preparation of the newsletter, which can be brief during months when service remains unchanged and plans are not under way.

STRATEGIES: PRINT MATERIALS

Print media is still popular with many and should include system maps that show all transit in the SFMPO area with a how to ride guide on the back. Having schedules on the map (NCRTD) or having a bound set of schedules and a system map (Santa Fe Trails) are nice but very expensive to produce every time service adjustments are made. It is recommended that the system map be separate

from the schedules (as is now being done by NCRTD). Separate schedules and maps for each route will eliminate the need to replace costly system maps with schedules every time there is a minor service adjustment.

Create and Distribute Attractive Brochures for Each Route, Including a Map and Schedule

Development of a route map for each fixed-route (in addition to the system-wide route map is recommended). It is recommended that a stand-alone brochure be created for each route which includes the schedule as well as the fare policy. The individual route map should indicate major cross streets, time points along the schedule, all connecting services and major destinations and community landmarks. The brochure should be updated each time the route and/or the schedule changes. It should also include the transit system's logo, telephone number, and web address, as well as the date that it goes into effect. These brochures can be changed and printed in house as a simple three fold brochure. In the event of a schedule change the brochure can be changed quickly and inexpensively unlike a full color route map.

These brochures should be widely distributed throughout the community, and made readily available to customers on buses, at the transit systems offices, and upon request by mail. Electronic versions should be created to post online or share via email. These brochures are very inexpensive to reproduce and can even be printed in-house.

Transit systems should develop a delivery list of locations where schedules/brochures are routinely stocked in a public location, such as library branches, visitors centers, the Department of Social Services, shopping malls, one-stop centers, and city and county administrative buildings, with contact and delivery information and the approximate number of brochures they prefer to keep on hand. Whenever a brochure is updated or a new brochure is printed, copies should be delivered to the point of contact at each location, with a request to discard or recycle specific out-of-date brochures, and contact information for requesting refills as needed. The transit systems should also proactively conduct periodic spot checks of the supply and/or call the point of contact at the location to inquire if additional copies are needed.

In addition to stocking brochures at public outlets, the transit systems should also develop a mailing list of organizations who serve customers that are target markets for transit, such as hotels, museums, human service agencies, youth centers, job training centers, senior centers, and assisted living facilities. Whenever a the transit systems brochure is updated or a new brochure is printed, copies should automatically be mailed to the point of contact at each location, with a request to discard or recycle specific out-of-date brochures, and contact information for requesting refills as needed.

Develop a How-to-Ride Guide, with a Full-Color System Map

A full-color overall guide to transit is recommended as both an informative guide to service and as a marketing piece. This brochure should include the overall full color system map as well as general passenger policies and instructions on how to ride each system., including:

- How to ride the transit system
- How to plan a trip
- How to read timetables
- Fares and how to pay them
- Special provisions for people with disabilities (including how to get information on ADA paratransit)
- General rules of rider etiquette
- Where to get additional transit information

Website maps should be updated with each route change. In addition, labeling cross-streets and providing a zoomed-in detail of the downtown area with transfer location(s) are recommended. Inclusion of precise schedule and fare information is not recommended for this brochure, unless the agency is prepared to revise and reprint it frequently (i.e., with each schedule or fare change).

STRATEGIES: CUSTOMER SERVICE AND ASSISTANCE

The objective in this area is to provide easily-accessible, high-quality customer service across the media spectrum. While each transit system strives to provide the highest quality customer service across the media spectrum, this strategy aims to support the systems incorporating guidelines and protocols that are consistent so that they can create either internal or regional benchmarks and performance metrics.

In Person

The communication skills of a transit agency's drivers, and other staff who interact with customers and the public (including dispatchers, schedulers, receptionists, supervisors, and management), are extremely important when it comes to marketing. The drivers are, in effect, the store managers. The transit systems should set high standards for providing customer service, and train all staff to ensure that the entire team is working together to present the agency as customer-friendly and service-oriented to the public.

Over the Telephone

To ensure that customer service is easily accessible, staff should be available to provide information by telephone most of the time that service is available. The transit systems should ensure adequate availability of information by telephone by providing an after-hours announcement indicating

office hours, community locations where brochures are stocked, the website address, and any announcements regarding inclement weather operations and other major service disruptions. As funding becomes available an interactive voice response (IVR) system can be installed through which customers can obtain service and schedule information 24 hours a day. In addition customers can receive a call informing them of service disruptions.

In Writing

Requests for information by text, email, mail, or fax should be responded to promptly and with contact information indicating how to obtain additional information, if desired. The transit systems should develop email protocol and boilerplate language for frequent requests to ensure consistently professional responses.

STRATEGIES: MEDIA RELATIONS

The local news and entertainment media offer excellent opportunities to market and promote transit service. There are a variety of approaches to generating interest from the local media outlets.

1. **Issue Media Releases on All Positive Newsworthy Items** - The transit systems should send news releases to local media (newspapers, radio, and television stations, as well as web-based news sources) whenever the transit systems has a story that would create positive awareness about transit, such as new or improved services, grant awards, delivery of new vehicles, and human interest stories (such as "above and beyond the call of duty" employee service). Include photos, maps, and formatted schedules when appropriate.
For feature stories, a media kit should be prepared with the following items, to give reporters seeking additional information.
 - Fact sheet summarizing important facts in list form about whatever is being announced. (On an ongoing basis, maintaining a fact sheet of basic service and ridership statistics and other noteworthy facts is recommended.)
 - Transit system brochures
 - Print-out of transit agency's website homepage
 - Electronic copy of photos, the transit system logo, and other graphic information
2. **Issue Periodic Public Service Announcements (PSA)** - Brief informational announcements about the availability of services and programs, upcoming service changes, and opportunities for public participation should be sent to broadcast and electronic news media on a periodic basis. New or special services, proposed service changes, public meetings, and outreach to special population groups (for example, seniors who need mobility assistance) are appropriate for PSAs, which should be sent to broadcast news media (radio and television).
3. **Host Celebratory and Awareness-Raising Special Events, and Invite Elected Officials, the News Media, Customers, Partnering Organizations, and the General Public** - The transit systems

should plan to host at least two major media events a year to which elected officials, the news media, customers, partnering organizations, and the general public. This was done for the transit systems transit Center grand opening. These could include:

- Ribbon-cutting ceremonies for new services, vehicles, or facilities
 - Ground-breaking ceremonies for new facilities
 - Mayor(s) or other official(s) speaking
 - Celebration of major ridership milestones (such as the one millionth rider)
 - An annual “Try Transit” or “Dump the Pump” day
 - An annual event that gives back to the community, such as a “Stuff a Bus” day to collect nonperishable foods for a local food bank or help build a home for Habitat for Humanity.
4. Annual Report - A brief annual report could be published on the transit systems website and distributed as part of the media kit. The annual report should include ridership, fleet statistics, funding information (acknowledging and thanking partners), milestones achieved, awards given and received, and an estimate number of jobs to which people were transported and auto emissions saved, and any other achievements and positive news from the past year. Annual reports may also have the opportunity to include links or references to partner reports.

STRATEGIES: VISUAL ASSETS AND DESIGN

Transit’s visual assets are seen by the public every day all over the service area. A transit system’s vehicles themselves are among the most powerful messages presented to the public. It is critical that vehicles should be kept clean and in good repair, not only for the safety and comfort of passengers and staff, but also to present the transit systems “best face” to the entire community. A rebranding may be in order. Further, a colorful and eye-catching paint scheme can draw the community’s attention to the availability of services. This has been proven in the region by NCRTD through their “Blue Buses” which have served to improve the public image of transit.

Customers ride on the assets and not only see them, but ride in them as well. Perhaps one of the best marketing tools a transit system has is eye catching buses with appropriate design and logo. Bus stops are also excellent marketing tools. Another excellent marketing tool is the vehicle operators. The vehicle operators are in effect the store managers. These elements ultimately determine the quality of the trip.

PAID ADVERTISING

Paid advertising has its place in transit and while most systems prefer not to spend significant sums on paid advertising, some ads have value. The transit systems may wish to purchase eye-catching

ads in other publications which are distributed to new residents and visitors to Santa Fe, as well as to targeted population groups.

1. **Purchase Advertisements from Local Media** - The transit systems may wish to purchase advertisements in print or on broadcast media (radio or television), depending on the available budget. Frequent exposure is often more desirable than ad size or length. Television may reach more people than a newspaper ad, but production costs are typically higher.
2. **Billboards** are another other potential means of advertising that can reach a broad general audience, especially if located near large employment centers, major commuter corridors, and retail centers. NCRTD's billboard on U.S. 285 is located on a major travel corridor and is seen by virtually all commuters and day travelers.
3. **Bus Wraps** – Santa Fe Trails can wrap a bus to advertise the various transit services offered in the planning area. If Santa Fe Trails leases advertising space on its own vehicles, these spaces should be filled with the transit systems information or advertising if not used by other advertisers or as PSA opportunities.
4. **Other Advertising** - Key chains, magnets, and other small giveaway items (transit trinkets) imprinted with the transit systems logo and message can raise awareness about transit and be distributed at meetings, special events, and during on-board promotions to the public, especially current and potential riders. The transit systems should set up agreements with major retailers to sell tickets and passes to customers. This is a common practice across the country and helps make it easy for customers of transit and retailers.

The transit systems should pursue local marketing partnerships, such as sponsorships with local radio and television stations, providing advertising for the station on the buses in exchange for broadcast advertisements.

PARTNERSHIPS AND SPECIAL EVENTS

There are opportunities to support other community organizations and programs through sponsorship, volunteering, and partnering.

Partner with Local Businesses for Advertising and Sponsorship

Transit systems may wish to consider selling or exchanging advertising space on printed materials and/or vehicles or in the form of event sponsorships. This could provide a significant source of local revenue and/or help the transit systems obtain needed services on an in-kind or reduced cost basis. In some cases it may be as simple as a retail outlet buying tickets to distribute free to customers. Examples of potential advertising partners include:

- Suppliers of tires, parts, or maintenance services

- Hotels, museums and other attractions
- Ski Basin
- Local news media (radio, television, or newspapers)
- Chambers of Commerce
- Printing companies
- Movie theaters
- The company that hosts the transit systems website
- Sports teams (sponsorship with advertising at games)
- Grocery stores, retail stores, or other destinations which may be interested in sponsoring installation of a shelter for customer and employee use while waiting for the bus.
- Large and small businesses can participate

A remote radio station broadcast and celebration at a special event related to transit, such as the opening of a new facility or rebranding, is another way to raise awareness of transit over the air. This can be effective in a re-branding campaign or when new services are implemented.

Community Awareness Enhancement Activities

There are a wide variety of activities an active transit system can do in the community. Of course when involved in these activities we recommend that transit services strive to include elements of all systems in the planning area, as a courtesy to the riders and each system.

As stated earlier, 80 percent of success is showing up and the four systems should have representation at all significant events. Transit systems should take full advantage of outreach opportunities in the community, including:

- Make educational presentations to community groups and faith-based organizations.
- Conduct public information meetings.
- Conduct outreach in the schools, such as through a civics class, and or even an art project such as a community mural or poster contest.
- Attend all college orientations and represent all transit in area.
- Submit news articles and service updates for newsletters of community organizations.
- Host or share a table/booth at community information fairs.
- Hold a Community Contest to Name New Route(s) or Service(s), Design a New Logo. This would generate community interest in transit in addition to developing artwork for the logo.
- Actively participate in all major Plaza events and make sure all know what transit is doing.

The four systems should have designated staff experienced in acting as a system representative/spokesperson. They should be trained and supplied with presentation material and handouts from each of the systems.

MONITORING AND EVALUATION OF MARKETING EFFORTS

Evaluation of marketing efforts is an important component of a marketing program. Transit systems should track responses to advertising campaigns as well as ongoing statistics related to numbers of brochures distributed, website hits, social media and public requests for information. Also, news media coverage and local financial support can be indicative of success of marketing and advocacy efforts. Transit systems are encouraged to explore a regional marketing strategy that pulls all transit systems into one message or media campaign.

Where direct correlations can be made between marketing activities and customer response, the success of the activity should be evaluated to see what approaches work best. The relative success of marketing and outreach efforts should be assessed to determine which activities are the best investment of time and financial resources. Transit systems can evaluate the relative success of marketing activities through several approaches, including:

- Customer and community feedback - Actively soliciting customer feedback from customers and the community can function as a marketing strategy as well as means of gathering information.
- Ridership trends – The transit systems should be tracking ridership on a monthly basis on each route, and should compare ridership before and after marketing campaigns. While an increase in ridership can be attributed to service improvements, increases in gas prices, decreases in fares, etc., the increase can at least partially be attributed to marketing.
- Fare revenue trends – Fare revenue trends are likely to correspond to ridership trends, except in the case of a fare reduction, in which case fare revenues may decrease while ridership increases. Higher productivity – one way trips per vehicle hour – will yield a higher fare recovery rate.
- Media coverage – News media coverage should be monitored for tone (favorable, neutral, or unfavorable) and frequency of articles. If coverage tends to be unfavorable or infrequent, the transit systems should review its news release practices and relationship to the newspaper or station.
- Local financial support – This is straightforward to measure.
- Other statistics as appropriate - Statistics related to numbers of brochures distributed, website hits, and public requests for information should also be tracked and correlated with marketing activities.

Customer Surveys

The transit systems should periodically survey customers to determine what they like and don't like about services and suggestions they may have. Survey results can be a valuable planning tool, and customers will feel that the transit system is empathic to their concerns. There is also a strategic advantage and opportunity for each provider to actively share survey results in a manner that

emphasizes the added value of regional coordination and planning. Conducting customer satisfaction surveys at least once every year is recommended.

Surveys can be quickly and easily be conducted through online means or by handing out short surveys on the bus. For planning efforts and in consideration of Title VI requirements, the transit systems is advised not to rely solely on electronic surveys, since many customers and potential customers may be unable to afford or lack the skills to use a computer.

Ongoing Customer Feedback

As an overall quality assurance practice, the transit systems solicit and monitor compliments, service requests, and complaints received on an ongoing and incidental basis. This data base should be concise and allow management to quickly identify issues or potential issues. The transit systems should also maintain a log of customer comments received and actions taken in response, and every complaint should receive a written response. There is an opportunity here for providers to share information in a manner that identifies regional trends and provides understanding on how each provider addresses problems and if there is a regional/shared solution. The transit systems should periodically review the log to determine if there are any trends which could be correlated to recent marketing activities.

Each of the transit systems may wish to provide customers with a feedback form, in print format as well as on the website. This type of form not only encourages customer response on an on-going basis, it provides a mechanism to document employee commendations.

OTHER MARKETING ACTIVITIES

The transit systems should create a marketing calendar that includes each of the following:

- Service implementation milestones, to provide the basis for the timing of news releases, advertising, brochure updates, website updates, etc., including seasonal service changes.
- A new release plan – a list of newsworthy activities or events which will occur in the next 12 months, updated quarterly to add new events or adjust dates.
- An advertising plan – based on the available budget, an advertising plan should be developed, with placement at least once each quarter suggested as a baseline, with more intensive advertising when new and improved services are launched.
- A public speaking engagement calendar – the transit systems should seek public opportunities for community education presentations at least once a month
- A PSA plan – PSAs should be updated and sent to local media on a quarterly basis.
- Plans to conduct customer and community surveys (at least every year).
- Brochure update schedule – corresponding to the service implementation schedule.
- Website update schedule – corresponding to the service implementation schedule.
- Newsletter publication schedule – for e-news, including deadlines for submissions from the transit systems staff and transportation partners.

- Special events calendar – at a minimum, at least two special events per year are recommended with a goal of generating news media coverage. If possible, the transit systems should time these events to spread out coverage (for example a spring and fall event, or a summer and winter event) as well as staff time required to prepare and conduct the events.