

Santa Fe Multimodal Transition Plan

Purpose, Goals, & Objectives Memo

MEMORANDUM

TO: Erick Aune, City of Santa Fe
FROM: Ted Heyd, Alta Planning + Design
DATE: April 8, 2021
RE: Purpose, Goals, & Objectives Memo

INTRODUCTION

This memo identifies the purpose of the **Multimodal Transition Plan** (the Transition Plan) and an accompanying set of goals and objectives. Taken together, these provide a foundation for the project team to analyze existing transportation infrastructure and travel patterns within the three focus areas, engage with the community, and develop actionable and fiscally responsible recommendations. In addition, this memo summarizes goals from several existing planning documents related to active and public transportation in the City of Santa Fe and the surrounding region. These too will be considered and evaluated by the project team as the Transition Plan is developed and plan recommendations take shape.

STUDY PURPOSE, GOALS, AND OBJECTIVES

The following terms are used throughout this memo:

- **Purpose** is a statement of why the Transition Plan matters and ultimately what it intends to achieve.
- **Goals** are broad intention statements that reflect the community's collective vision of the future.
- **Objectives** describe specific conditions that are desirable to attain a given goal.

Purpose

The purpose of the Transition Plan is to examine the transportation network and behaviors (mode choice) within three specific focus areas that share similarities to all neighborhoods in Santa Fe then develop an action plan to more fully transition them to areas where multiple modes (driving, transit, walking, biking) are well-integrated, accessible, and attractive as everyday options for travel.

Goals & Objectives

The primary goals for the Transition Plan are to:

- Move Santa Fe towards a city where all elements of an active life can be achieved without the need for a private automobile.¹
- Leverage the outcomes of the Transition Plan and apply them more broadly (to all areas of the city) to transition Santa Fe to a community offering a truly multimodal transportation system.

The objectives supporting these goals are:

- Quantify and understand the impacts of the number of short trips (a mile or less) that are driven within the three transition areas;
- Conduct robust community engagement to inform and educate the users of the transportation network while seeking to understand existing travel behavior and mode choice needs and expectations within the transition areas (and the greater Santa Fe community);
- Using quantitative and qualitative data collected during the planning process, strategically identify physical improvements, policies, and program to affect travel choice in the three transition areas;
- Identify parking strategies that encourage a shift to a more balanced mobility system;
- Develop transit strategies that improve the competitive advantage of transit service compared to the private automobile and enable connections between transit and non-motorized modes;
- Deliver an actionable framework to shift a significant percent of short trips (a mile or less) from drive trips to trips made by walking, bicycling, transit, skateboard, or scooter;
- Through the Transition Plan's completion, provide a reliable case study or proof of concept that enables Santa Fe to conduct comparable transition plans in other focus areas in the future.

In developing this memo, the project consultant team completed a scan of local and regional transportation planning documents to identify adopted policies, primarily goals, that seek to advance multimodal transportation in Santa Fe and the surrounding region. These have been summarized in the attached addendum. The project team will use them as a guiding framework to ensure that the Transition Plan and the recommended actions therein align with and further existing goals.

¹ The Santa Fe Metropolitan Public Transit Master Plan includes a Transit Dependent Index. This analysis shows varied levels of transit demand / need in the Santa Fe region. As shown in Figure 3-4 and Table 3-2 of the Plan, there are sub-areas within Santa Fe and age groups, especially seniors, among which transit demand is classified as 'Very High'. Demand / need for walking and bicycling will also be considered in the development of the Transition Plan.

SANTA FE METROPOLITAN BICYCLE MASTER PLAN (2019)

The 2019 Bicycle Master Plan (BMP) reflects the latest innovation in approaches and sets a goal of creating an ‘all ages and abilities’ bicycle network. It updates the prioritized list of projects to guide improvements to the bicycle network and recognizes the growing number of bicycle-related events and awareness in the city and region.

Goal 1: Education

Educate motorists and bicyclists about traffic laws and safe operating behavior; integrate bicycle safety education for students of all ages.

Bicycle Education

Offering a lot of ways for people to get the skills and confidence to ride is key to building great places for bicycling.

- Bicycle-safety education should be a routine part of public education.¹
- Communities, businesses and campuses can offer for people looking to improve their biking skills including online tips, brown bag lunch presentations and in-depth on-bike training opportunities.

Motorist Education

It is also vital to make motorists and cyclists aware of their rights and responsibilities on the road through public education campaigns that promote the Share the Road message.

Safe Routes To Schools (SRTS)

Since 2018, Santa Fe Public Schools, through its Sustainability Program, has taken a stronger interest in promoting walking and bicycling to school, including:

- City transportation planning and engineering approaches that address built environment needs and ensure safe conditions for walking and biking
- Tools, guides, and resources to encourage participation in safe and active transportation
- Educational activities for students, parents, and community members about rules of the road and traffic safety
- Enforcement approaches to encourage safety and reduce unsafe behaviors among drivers, bicyclists, and pedestrians
- Evaluation activities to monitor and measure the impact of these programs.

Goal 2: Design Standards

Adopt design standards or a toolkit that meets current AASHTO and NACTO standards to improve both new bicycle facilities and on road retrofits.

¹ *The League of American Bicyclists Smart Cycling program, and more than 2,000 League Cycling Instructors around the country, are a great resource in delivering high quality education programs.*

Goal 3: Connectivity

Provide critical connections for bicyclists and pedestrians of all ages and abilities that link destinations, transit, and neighborhoods.

Goal 4: Encouragement

Create incentives and remove barriers to travel by bicycle to increase mobility, accessibility, ridership, and safety. Creating a strong bike culture that welcomes and celebrates bicycling.

Promotional Events

Communities, businesses and universities play a critical role in encouraging people to ride by giving them a variety of opportunities and incentives to get on their bikes. This can be done through the celebration of National Bike Month and Bike to Work Day, producing community bike maps, route finding signage, bicycle-themed celebrations and rides and commuter challenges.

Bike Share

Many places are investing in public bike sharing systems and internal fleets, which are a convenient, cost effective, and healthy way of encouraging people to make short trips by bike.

Equity and Access

Developing a bicycle network for all ages and abilities while prioritizing short trips is the first step in improving equity and access to bicycle transportation.

- For individuals not accustomed to bicycling, the Bike Buddies program is offered at no cost through the Santa Fe County Sustainability Office as a peer-to-peer service to guide a resident interested in bicycle commuting in the-field along the best routes, outline safety recommendations, and assist with basic maintenance.
- Local educational institutions such as St. John’s College offer a bicycle loan program to students and have a maintenance shop on campus.
- A free and secure bike valet program, developed by Bike Santa Fe, enables car-free access to many popular and crowded local events.

Goal 5: Wayfinding

Provide bicyclists with easily accessible information (signage, maps) on how to use the bicycle network.

Goal 6: Data

Gather data on the current state of bicycling in Santa Fe to serve as a baseline and a tool for analyzing the quality of the bicycle network.

Goal 7: Safety

Create a bicycle network that is safe and comfortable for bicyclists of all ages and abilities, particularly at schools and surrounding neighborhoods.

Implementation Steps/Strategies

Develop a complete bicycle network that is integrated, effective, and improves on existing bicycle facilities.

1. Complete critical network connections for bicyclists and pedestrians
2. Include bicycle facility upgrades as part of roadway retrofits

3. Improve bicycle signage and wayfinding on trails and roads
4. Implement “Complete Streets” policies for all roadway construction and maintenance
5. Adopt engineering guidelines for bicycle facility planning, design, construction, and maintenance
6. Coordinate bikeway facility planning efforts
7. Improve and expand bicycle parking
8. Target investments in new infrastructure that maximizes cost effectiveness toward a better bikeway system
9. Gather data to support and guide bicycle planning
10. Support pro-active maintenance of on-road and off-road facilities while minimizing impact to users
11. Research, consider, promote, and implement best design practices

SANTA FE METROPOLITAN PEDESTRIAN MASTER PLAN (2015)

The Santa Fe Metropolitan Pedestrian Master Plan supports a continued shift in thinking about the street environment that moves us from a car-centric approach to a multi-modal, comprehensive approach where pedestrians are not marginalized but accommodated and encouraged to walk in a safe and pleasing environment.

This Plan presents a set of goals and strategies as well as a framework for improving the pedestrian environment within the Santa Fe Metropolitan Planning Area and will serve to accomplish the following:

- Detail existing sidewalk system conditions, review policies for sidewalk maintenance and reconstruction, assess current design guidelines and policies that serve to enhance and promote Santa Fe as a pedestrian friendly community.
- Provide clear project and policy recommendations that advance the ability of all citizens and visitors to walk throughout the community in a safe, convenient, fun and healthy manner.

Vision

The residents of Santa Fe envision a community that invites people of all ages and abilities to walk for enjoyment, exercise, and daily transportation by providing a safe, convenient, and attractive pedestrian environment.

Goal 1: Safety

Improve pedestrian safety through well-designed facilities along and across roadways, and by promoting safe driving, walking, and bicycling behavior.

- The primary goals for improving safety are to reduce the incidence of pedestrian crashes and to increase the perception of safety for pedestrians. Policy recommendations focus on the design, construction, and maintenance of sidewalks and streets so pedestrians feel comfortable walking.
- Particular attention must be paid to improvements at intersections and crossings, where most pedestrian crashes occur.

- One aspect of safety recommendations is not engineering or design related, but focus on education and enforcement of traffic laws regulating interaction between motorists, bicyclists, and pedestrians. Many people are not aware of how laws apply to pedestrians. Safety education can build awareness and understanding of all users as to their role in the transportation system.

Goal 2: Equity

Provide accessible pedestrian facilities for all through equity in public engagement, service delivery, and capital investment.

Goal 3: Health

Develop a pedestrian network that promotes active, healthy lifestyles and sustains a healthy environment.

- Encouragement recommendations seek to promote physical activity and improve community health through increased levels of walking and bicycling. The “safety in numbers” phenomenon suggests that improved safety will also be a result of growing pedestrian and bicycling activity.

Goal 4: Social

Enhance social interactions by creating inviting public places for people.

Goal 5: Multi-Modal Transportation

Develop high-quality pedestrian facilities that provide access to all other modes of transportation.

Goal 6: Economic Sustainability

Enhance economic vibrancy by creating safe and aesthetically pleasing walking environments with easy connections to commercial centers and attractive and enjoyable public places.

Goal 7: Connectivity

Provide a citywide network of accessible, efficient, and convenient pedestrian infrastructure that connects homes, jobs, shopping, schools, services, and recreation areas using sidewalks, crosswalks, shared-use paths, bridges, tunnels, and signage.

- The major elements of the pedestrian network are sidewalks and street crossings. Sidewalks should provide a well-connected, attractive and safe pedestrian environment separated from cars that includes space for walking and appropriate street amenities.
- Gaps in the sidewalk network should be addressed and driveway intrusions minimized.
- Pedestrian access in parking lots should be provided.
- Street crossings should be provided at intersections and appropriate mid-block locations for increased crossing opportunities.

Goal 8: Land Use and Site Design

Employ land use planning and site design requirements that are conducive to pedestrian travel and result in a mode shift away from automobile trips to walking trips.

- Recent planning and emphasis on sustainability in design has combined the practices of Complete Streets, Great Streets, Green Streets, and the intent of the National Environmental Policy Act (NEPA) into Sustainable Streets. An integrated transportation

approach, sustainable streets not only address transportation modes and users, but also looks at the physical context and environmental aspects of street design.

Goal 9: Environment

Improve the environment with landscaped pedestrian corridors that provide shade, improve air quality, encourage walking, and reduce CO2 emissions.

RESOLUTION NO. 2014 – CARBON NEUTRAL 2040 (2014)

This resolution declares the Governing Body's intent for the City of Santa Fe to become carbon neutral by the year 2040.

Goals Related to Active Transportation

- The City of Santa Fe is committed to protecting the long-term health and viability of our community through strategies designed to reduce greenhouse gas emissions and mitigate the effects of climate change.
- Reducing community-wide greenhouse gas emissions, especially from the transportation sector, can have a positive impact on local air quality and result in a healthier community.
- Best practice for seeking carbon neutral status entails reducing and/or avoiding carbon emissions first so that only unavoidable emissions are offset.

2020-2045 METROPOLITAN TRANSPORTATION PLAN (2020)

The Metropolitan Transportation Plan (MTP) vision is to create and maintain a safe, efficient, and reliable transportation system with viable transportation options accessible to all users.

Goal 1: Safety

A safe and secure transportation system for motorized and non-motorized users.

- The safety of the roadway system is of critical importance for all users, including pedestrians, bicyclists, transit users, and motorists, as it reduces the risk of people being seriously injured or killed in crashes. Safety improvements can range from modifying signal phasing at an intersection to eliminating conflict by providing grade separation.
- ➔ **Evaluation:** How well does the project improve safety for all users? Does it alleviate a known issue?

Goal 2: Public Health

A transportation system that supports healthy lifestyles.

- Encourages reliable, safe, and cost-effective transportation options
- Emphasizes the importance of focusing on the movement of people rather than vehicles
- Increases active and public transportation options for all
- Leverages transportation to connect people to jobs, schools, parks, healthcare, family and friends, healthy food, recreation, and entertainment.
- ➔ **Evaluation:** Does the proposed project encourage active transportation modes like biking and walking, improve air quality, improve safety, and/or improve access to essential services?

Goal 3: Social Equity

Equitable investments in transportation that enable quality of life for all residents.

- An equitable transportation network offers convenient and affordable access to jobs, medical services, education, grocery shopping, and social/recreational activities.
- ➔ **Evaluation:** Would the proposed project contribute to quality of life in an area of the region with concentrations of underserved populations?

Goal 4: Multimodal Mobility & Accessibility

An accessible, connected, and integrated transportation system.

- The MPO also supports other engineering measures for bicycle and general trail traffic, including specific crosswalk improvements, intersection improvements (including bike lanes and signal actuation mechanisms), sharrows or shared lane arrows, and calming or diversion of motor vehicle traffic to create more bicycle and pedestrian-friendly street environments, as found along “bike boulevards” that have been established in some communities. The MPO will continue to examine trail-street crossings to help local governments prioritize improvements to at-grade crossings and potential locations for grade-separated crossings.
- Future construction or reconstruction of MPO-area streets classified at the collector or arterial level should include appropriately paved shoulders or bicycle lanes (preferably buffered or protected) where feasible.
- In coordination with local jurisdictions, the MPO should emphasize education of bicyclists, education of motorists, and encouragement by events (Bike-to-Work Week) and guidance (Bikeways and Trail Map, Bike Route Signage).
- ➔ **Evaluation:** Does the proposed project allow accommodation and/or availability of transportation options using different modes?

Goal 5: Environmental Stewardship

A transportation system that protects and enhances the natural, cultural, and built environment and mitigates climate change.

- Achieve annual reductions in daily vehicle miles traveled (DVMT)
- Achieve annual increases in the total miles of sidewalks, on-road bicycle lanes and multi-use paths
- Increase public transit ridership annually
- Increase the proportion of low and zero emissions City fleet vehicles
- Increase the proportion of low and zero emissions vehicles in the community
- ➔ **Evaluation:** What is the project’s potential for reducing mobile source GHG emissions?

Goal 6: Congestion Relief & System Operations

An efficient and reliable transportation system poised to leverage emerging technologies.

- ➔ **Evaluation:** How does the proposed project impact current or projected congestion or the mobility of the targeted mode(s)?

Goal 7: Economic & Community Vitality

A transportation system that supports economic and community vitality.

- An efficient transportation network provides reduced transit times and reliability of the movement of goods locally, regionally, and nationally.
- ➔ **Evaluation:** How well will the proposed project improve the mobility of freight and access to commerce?

Goal 8: System Preservation

A well-maintained transportation system.

- ➔ **Evaluation:** Does the project improve the condition of the existing transportation system?

Goal 9: Partnership & Funding

Regional collaboration in transportation planning, funding, and implementation.

- ➔ **Evaluation:** Does the project have strong support from partner agencies and present opportunities for collaborative and/or unique funding approaches? Is the project well positioned to be implemented (has the project undergone a planning study and preliminary design)?

Parking Management - Implementation Strategies

- Implement commuter transportation demand management strategies including promotion of teleworking.
- Coordinate public information messages across departments to incorporate green infrastructure and transportation information regarding environmental stewardship and the importance of protecting Santa Fe's ecosystems.
- Support mixed-use development and population and employment density that supports alternative modes of transportation.
- Land use policy reform to promote density and land use flexibility, reduce trips, support MaaS by allowing vending in the ROW, support itinerant vendor permits, etc.
- Support management and pricing strategies that increase tourism spending.
- Look critically at the parking supply; when free or inexpensive parking is offered, it leads to overuse. Parking management is integral to any TDM program.

The MTP identifies the following needs and recommendations to improve transit in Santa Fe and the surrounding region:

- Investments in technology, including websites, real-time GPS tracking, trip planners, and google transit, are occurring but not in a coordinated manner. The need for regionally coordinated efforts for the investment of technology in a manner that allows the rider to enjoy well-connected user-friendly service is identified.
- Each service provider offers detailed but individual website access, marketing materials and strategies, route maps, signage, and more. Each provider recognizes the benefit of having a coordinated information clearinghouse that includes a website that steers riders to access their destination without having to negotiate multiple sites.

- Stakeholder and public input clearly emphasized a desire for increased evening and weekend services throughout the metro area by Santa Fe Trails and the Rail Runner.
- Additional access needs have been identified to include human services, medical facilities, advanced educational institutions, general access around the south side of Santa Fe, and linkages to the Santa Fe Regional Airport and Albuquerque International Sunport Airport.
- Safety and security were identified as hindering ridership, especially along Santa Fe Trails' Cerrillos Road Route 2, where public drunkenness and disorderly conduct were cited multiple times. It is recommended that transit services coordinate efforts to address the issues of safety and security on a regional basis. Some examples include developing a regionwide policy for handling inebriated persons, collective security certification requirements, marketing campaigns, and empowering riders to report incidents in a safe and secure manner.
- Originally operated by the Santa Fe Parking Division, the Santa Fe Pick-Up was developed to assist Rail Runner commuters in achieving their last mile downtown and to provide tourists downtown loop service, including Canyon Road and Museum Hill. There is strong agreement that the rebranding and repurposing of the Santa Fe Pick-Up could better service both commuters and tourists with some significant modifications and investments.
- The often-repeated phrase that every transit rider is a pedestrian rings true in the Santa Fe metro area, including bicyclists. Access to stops, better facilities at each stop, and a critical look at the public linkages between stops need to be considered.
- Similarly, concerns of the "first mile and last mile," or how and where transit stops connect to the beginning or end of a trip, should be addressed and options such as bike-share or e-scooters evaluated.

SUSTAINABLE SANTA FE 25-YEAR PLAN (2018)

This Sustainable Santa Fe 25-Year Plan reflects the City Council commitments to carbon neutrality and sustainability planning and builds on the efforts of the Sustainable Santa Fe Commission (SSFC), dedicated community members, and City staff to provide a roadmap towards a sustainable future. It is a living document, fully intended to evolve as the proposed strategies are implemented, priorities shift, technology changes, and lessons are learned.

The mission of this planning effort was to establish a Plan to guide the citizens and government of Santa Fe toward achieving a sustainable community. Using a Triple Bottom Line framework and carbon neutral aspiration, goals were established to provide guidance for elements of sustainability that were being addressed by specific working groups of the Sustainable Santa Fe Commission.

- ➔ **Santa Fe's Sustainability Vision:** We envision a thriving community where climate impacts are neutralized, natural resources are abundant and clean, and sustainable economic activity is generated through enhancing social equity and the regenerative capacity of the environment.

Goal: Carbon Neutrality

The Sustainable Santa Fe 25-Year Plan addresses the City's goal to achieve carbon neutrality by 2040. This goal will be achieved by reducing greenhouse gas emissions from all sources and sectors, including the challenging issue of lowering transportation related emissions

Goal: Ecological Resilience

An ecologically resilient Santa Fe is one that not only protects and conserves its natural resources, but also seeks to adapt and restore them despite the pressures of climate change and its impacts on the region. Santa Fe must be resilient in its ability to absorb disturbances, anticipate challenges, be prepared to cope with stress, and evolve to adverse climate stressors and risks.

- **Energy:** Establish a clean energy landscape with a secure and diversified portfolio that maintains reliable, low-cost, efficient, low water use, and low air and carbon emissions services.
- **Ecosystems:** Enhancing biodiversity, strengthening wildlife corridors, and further connecting trails and open spaces, will help enhance biodiversity, community resiliency, livability, health, and wellbeing.

Goal: Economic Vitality

An economically vital community provides a systems approach to infrastructure – in the built environment, in the transportation system, and in broadband systems – that reflects community values of affordability, quality of life, and accessibility. It provides economic security for its residents with living wage job opportunities and reinvigorates a sense of community from each neighborhood to the entire city. An economically vital Santa Fe can support the community’s human activities while enhancing other living systems.

- **Community Development:** Achieve long-term sustainable economic growth and improved social cohesion by stimulating a diverse, innovative economy with high-wage, high impact jobs alongside jobs with living wages that enable community reinvestment.
 - **CD7:** Catalyze redevelopment of Opportunity Zones. Leverage Santa Fe’s Opportunity Zones to spur redevelopment and investment activities. Opportunity Zones are a new community development program established by Congress in the Tax Cuts and Jobs Act of 2017 to encourage long-term investments in low-income urban and rural communities nationwide. The Opportunity Zones program provides a tax incentive for investors to re-invest their unrealized capital gains into Opportunity Funds that are dedicated to areas designated by the chief executives of every U.S. state and territory. Five of New Mexico’s Opportunity Zones are in Santa Fe and include Midtown LINC, Siler Road Quarter, Cerrillos and Jaguar Road District, South City Hospital – Rail Runner- Airport Runner.
- **Built Environment:** Adopt building and land use practices that minimize the use of natural resources and enable low carbon and healthy lifestyles for all community members.
 - **BE6:** Updated land use plan. Develop an updated land use plan that encourages vibrant neighborhood gathering places by integrating transit with housing, entertainment, commercial, and open spaces
 - **BE7:** Pilot and incentivize sustainable development practices. Create healthy, safe, and sustainable neighborhoods by encouraging, incentivizing, and piloting development practices that result in higher residential densities, support a mix of uses and mixed incomes, provide access to education and wellness amenities, and are located along major transportation corridors and development nodes. Explore

using the eco-district model to pilot an eco-district approach in Santa Fe. Learn from other vivid examples like East Lake near Atlanta, Georgia.

- **Transportation:** Plan for and invest in a safe, modernized transportation system that supports low-emission, active, and equitable mobility options for all users.
 - **T1: Develop municipal employee alternative transit incentive program.** Develop a program for City employees that provides them with incentives to utilize alternative modes of transportation when commuting to and from work.
 - **T2: Promote healthy and active transportation modes.** Promote healthy and active modes of transportation, such as walking and bicycling, throughout the community.
 - **T4: Adopt transit and EV-supportive zoning and land use regulations.** Implement zoning and land use regulations that support transit use, EV use, and the development of transit and electric vehicle infrastructure.
 - **T5: Increase transit ridership.** Increase ridership of Santa Fe Trails, especially on weekends and evenings, and address first and last mile needs to support transit ridership.
 - **T6: Invest in multi-modal transportation options.** Explore ways to diversify and enhance transportation funding to support investments in public transit, sidewalks, and bike paths to improve access and mobility for all users.
 - **T7: Integrate transit-supporting technology.** Implement technology service solutions such as mobile phone applications that maximize an individual’s real-time access to data and information around transit services, bicycle and walking routes, and efficient roadway travel, such as EV charging and ride share programs.
 - **T8: Employ transportation coordinator.** Create a bicycle, pedestrian, and transit (transportation) coordinator position within the City of Santa Fe to focus on integrating land use and transportation planning, and work closely with City departments and divisions to ensure that best practices are integrated into long-term planning and projects under development, as well as support and promote active transportation events.
 - **T9: Develop smart transportation system and multi-modal network.** Develop a “Smart Cities” plan to improve City of Santa Fe transportation system. This includes smart transportation technologies such as smart parking meters, transit sensors and cameras to collect data, infrastructure that relays real-time transit status, signal priority technology, and system-wide incident detection and reporting. Continue to build high-quality bicycle lanes, sidewalks, crosswalks, and networks of walking and hiking trails accessible to all neighborhoods in the City and build with identified “Smart City” technologies.

Goal: Quality of Life & Social Equity

A socially equitable community with high quality of life is one in which every person has access to resources to successfully meet their basic needs.

- **Health & Well-Being:** Improve community health and well-being by implementing services, programs, and policies that support positive health outcomes for people of all ages and backgrounds.

- **HW1:** Align public health and wellness policies and program. Continue providing health and wellness programs, services and education to the public. Review, align, and publicize wellness policies and programs throughout the Santa Fe region.
- **HW3:** Launch Municipal bike share program. Design and implement a bike-share program for municipal employees.
- **HW4:** Expand Municipal employee health and wellness programs. Continue to provide and expand employee wellness, nutrition, and education programs to municipal employees.
- **Food Systems:** Support and strengthen the connections between and within local food systems by working with producers, processors, marketers, and consumers to enhance sustainable practices, support a thriving local food economy, and ensure food security.
 - **FS8:** Ensure transit service to food outlets Advocate for public transportation routes to food outlets that offer a full range of whole and fresh food options
- **Social Equity:** Empower participation in the implementation of the Sustainable Santa Fe 25-Year Plan while acting to increase equity community-wide by actively engaging and attempting to meet the needs of underserved and underrepresented populations.
 - **SE2:** Develop social equity indicators Develop locally-relevant social equity indicators and use them to inform and guide social equity related sustainability actions going forward. The indicators might draw from some of the performance trends contained in the Sustainable Santa Fe 25-Year Plan, but could also draw upon other local data sources.