




NCRTD Transit Service Plan Update

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Prepared for:
North Central Regional
Transit District (NCRTD)

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Chapter 1: Introduction

The NCRTD Service Plan Update is a seven year plan designed to guide North Central Regional Transit District (NCRTD) into the future. However, in the middle of this study the COVID-19 pandemic struck, and everything changed. NCRTD experienced what virtually all transit systems around the world experienced. Ridership drastically dropped and revenue which was projected to drop significantly ended up slightly dropping. Service levels have been adjusted to reflect best practices in responding to the pandemic and Center for Disease Control and New Mexico Department of Health guidelines related to social distancing. The guidance being developed in this plan for the next seven years immediately provided introspection as to what transit will look like in two years, to say nothing of seven years due to the initial implications of the pandemic and how to reimagine services into the future.

In addition to the changes resulting from COVID-19, the theme for this plan is connectivity. Seamless connections within NCRTD as well as to the six connecting systems, will be the best option for increasing ridership in the future. This theme is discussed throughout the plan.

THE NEW NORMAL

The planning process went from looking seven years into the future to a search for the "new normal." The new normal is something we have never seen before. There are no comparisons to anything else. Basically, the new normal may call for new service designs such as microtransit, or it may call for staying with the tried and true. The new normal may result in a change in ridership levels or it may be similar to pre-pandemic levels. The new normal may be realized six months after the start of the post-COVID phase or it may take two years to reach. The key for NCRTD will be to remain flexible – quick to adapt to changes - until the new normal is reached and beyond.

Planning by year (at this time) is a futile effort. Instead NCRTD should focus on the phases to the plan as COVID (specifically the COVID-19 virus which first struck in 2019) and the anticipation of possibly future pandemics affect ridership. The study team uses the planning phases detailed in a new National Rural Transportation Assistance Program (RTAP) webinar: ***Rural Transit Planning in the Age of COVID and Beyond***. These phases are:

- **During COVID** – Ridership is significantly reduced.
- **Recovery from COVID** – Guided by ridership increases as the public starts to gain confidence in transit again.
- **Post-COVID** – Once NCRTD has reached its new normal ridership – whatever that may be.

NORTH CENTRAL REGIONAL TRANSIT DISTRICT (NCRTD)

> ***The mission of the North Central Regional Transit District is to provide safe, secure and effective public transportation within North Central New Mexico in order to enhance the quality of life of our citizens by providing mobility options and spur economic development throughout the region.***

The NCRTD region is a large complex service area that now stretches over 270 miles from end to end. The service area is comprised of:

- Four counties – Los Alamos, Rio Arriba, Santa Fe and Taos
- Ten cities, towns and villages – with many historically existing unincorporated communities
- Nine tribal entities - Ohkay Owingeh, San Ildefonso, Tesuque, Pojoaque, Santa Clara, Nambé, Picuris and Taos pueblos and the Jicarilla Apache Nation
- Service to Bloomfield and Farmington, both beyond the service area.

Distinctly, NCRTD's governing body is comprised of seventeen members: one publicly appointed representative from each of the seventeen NCRTD member counties, cities, towns, villages and pueblos: the Counties of Los Alamos, Rio Arriba, Santa Fe and Taos; the cities of Española and Santa Fe; the towns of Edgewood and Taos; the villages of Chama, Questa and Taos Ski Valley; and the pueblos of Ohkay Owingeh, Santa Clara, San Ildefonso, Pojoaque, Tesuque and Nambé.

CURRENT SERVICE DESCRIPTION

NCRTD provides public transit in the North Central New Mexico region that includes four counties - Rio Arriba, Santa Fe, Taos and Los Alamos. NCRTD provides local and regional bus service to a population of over 290,000 people across a 10,079 square mile service area in northern New Mexico. NCRTD currently operates a network of three fixed routes, 24 flex routes, ADA complementary paratransit services, demand response services, and dial-a-ride service. All services are fare-free except for two flex routes, the demand response service ($1 a trip) and the flex service ($10 a trip). All routes operate on weekdays only except for four flex routes. NCRTD flex route service extends from Chama and Costilla in the north to Edgewood and Moriarty in the south and westward to Farmington and Bloomfield in the San Juan County.

STUDY PROCESS

The study was conducted in 2019 - 2020 and followed a process that stressed detailed outreach and field observation. Each of the key tasks resulted in a technical memorandum. For those interested in the detailed analyses these memoranda are included in this plan as Appendix A.

1. **Technical Memorandum No. 1**: Review of Demographics, Land Uses and Travel Patterns
2. **Technical Memorandum No. 2**: Review of Outreach Efforts
3. **Technical Memorandum No. 3**: Review of Existing Services
4. **Technical Memorandum No. 4**: NCRTD Needs and Strategies for the Future

Chapter 2 of this plan summarizes the first three technical memoranda, assesses needs and identifies unmet needs. As part of Technical Memorandum No. 3, Appendix A also includes Route Profiles. Chapter 3 is the resulting service plan, identifying changes to take place over the study period. Chapter 4 is the financial and implementation plan.

Chapter 2: Transit Needs Assessment

This chapter is a summary of the full needs assessment completed in four technical memoranda in the early stages of this study (Technical Memoranda Nos. 1 – 4 found in Appendix A). This includes the extensive outreach efforts, review of existing services, demographics, travel patterns and other activities to assess the need (including unmet needs) for transit in the NCRTD service area including the neighboring counties. The transit needs assessment includes:

1. **Review of Demographics, Land Uses, and Travel Patterns** – Identifies where potential transit users live and where people are going.
2. **Review of Existing NCRTD Services** –Documents the current level of service and where it operates.
3. **Overview of Community Outreach – Documents the outreach methodology, meeting synopses, and concerns/findings from stakeholders.**

1. Review of Demographics, Land Uses, and Travel Patterns

The Review of Demographics, Land Uses, and Travel Patterns presented in Technical Memorandum No. 1 includes descriptions of the general population characteristics, major origins and destinations within service area, and travel patterns.

Population Analysis

The following section examines the population trends and projections at the county level and discusses future population projections for the area. Historical, recent and future projections of population in NCRTD region are illustrated in Figure 2-1.

Historical Population

From 2000 to 2010, the total population of the four-county region grew by 7.5 percent for a total of 235,633 people, with a majority of growth in Santa Fe and Taos counties. Los Alamos County has the highest density in the NCRTD service area (164.4 persons per square mile) while Rio Arriba has the lowest density of 6.9 persons per square mile. Overall, the entire service area has a low population density (23.3 persons per square mile).

Much of the growth in Santa Fe County is fueled by Edgewood. Although in Santa Fe County, Edgewood is geographically closer to Albuquerque and in recent years has become a popular bedroom community for commuters. The town's population grew 97 percent between 2000 and 2010, from 1,893 to 3,735 and since 2010 has grown 75 percent to almost 6,500 residents. It is the largest community in the service area that does not receive service throughout the day.

Figure 2-1: NCRTD Region Population Trends



Recent Population Trends and Future Population Projections

To analyze the recent population trends, annual estimates are used to see if there are any year-to-year fluctuations in the population; they are the most recent ACS population estimates available. The NCRTD region's total population slightly grew by 1.12 percent from 2014 to 2018, considerably lower than 2000 to 2010. The population of Los Alamos County increased by 7.27 percent within this period while the population changes in the other counties were negligible.

Population projections through 2030 developed by the University of New Mexico estimate that Santa Fe County will grow significantly (21.6%). Conversely, the population of Los Alamos County will decline by 8.5 percent, while the population of Taos and Rio Arriba Counties will decline slightly over the next twenty years[1].

[1] According to Los Alamos County Comprehensive Plan 2016, it is difficult to project population increase or decrease in Los

Population Density

Population density is an effective indicator of the type of public transit service that is most viable. Typically, an area with a density of 1,000 persons per square mile will be able to sustain some form of daily fixed route transit service. An area with a population density below 1,000 persons per square mile may be better suited for flex route or demand response service. Areas with more than 1500 people per square mile within NCRTD service area are found in Santa Fe, Taos, Los Alamos and Española. Some places outside the service area with a similar population density include Farmington, Aztec, Bloomfield, Las Vegas and Raton. The density analysis is supplemented by a city population map (Figure 2-2). This map shows where population centers are found in the region and where most needs occur. Major places with a populace of more than 500 people that lie outside the service area and have no transit service include (in addition to the small cities listed above) Aztec, Bloomfield, Raton, Springer, Cimarron, Mora, Pecos and Ribera. More population density maps and data can be found in Technical Memorandum No. 1: Review of Demographics in Appendix A.

Analysis of Transit-Dependent Populations

The results of this demographic analysis highlight those parts of the service area with the greatest need for transportation. The need for public transportation is often derived by recognizing the size and location of segments of the population most dependent on transit services. Transit dependency can be a result of many factors. Some of these include no access to a personal vehicle, a disability that prevents a person from operating a personal vehicle, age, and income. For this analysis, KFH uses a Transit Dependence Index (TDI) approach, which is explained in detail (including the basis for development and formula) in Technical Memorandum No. 1 in Appendix A.

Determining the location of transit dependent populations allows for an evaluation of current transit services and the extent to which they meet community needs. These factors make up the TDI calculation: population per square mile, autoless households, senior population (ages 65 and above), youth populations (ages 10 to 17), below poverty populations and individuals with disabilities.

TDI analysis (illustrated in Figure 2-3) shows that the areas with high to very high transit needs are located in the central and southwest Santa Fe City (mostly within Santa Fe Trails service area), and central and southeast Taos. Areas with moderate transit needs are found in Los Alamos, White Rock and Española. Two cities outside the service area include Las Vegas (there is currently a modest demand response service there) and Raton.

Alamos County because most of the jobs in the county are provided by a single employer.

Figure 2-2: NCRTD Study Area City/Town/Community Populations

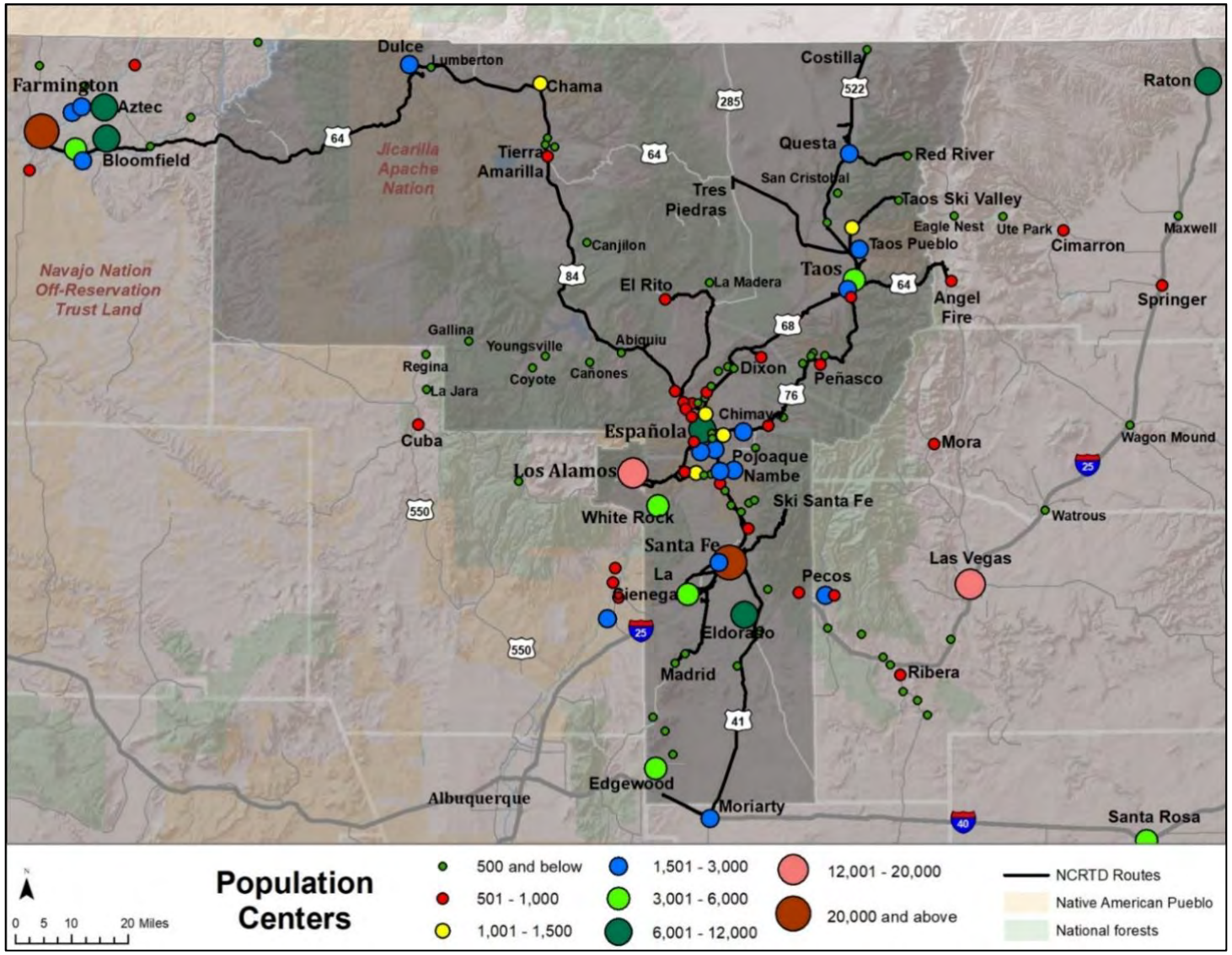
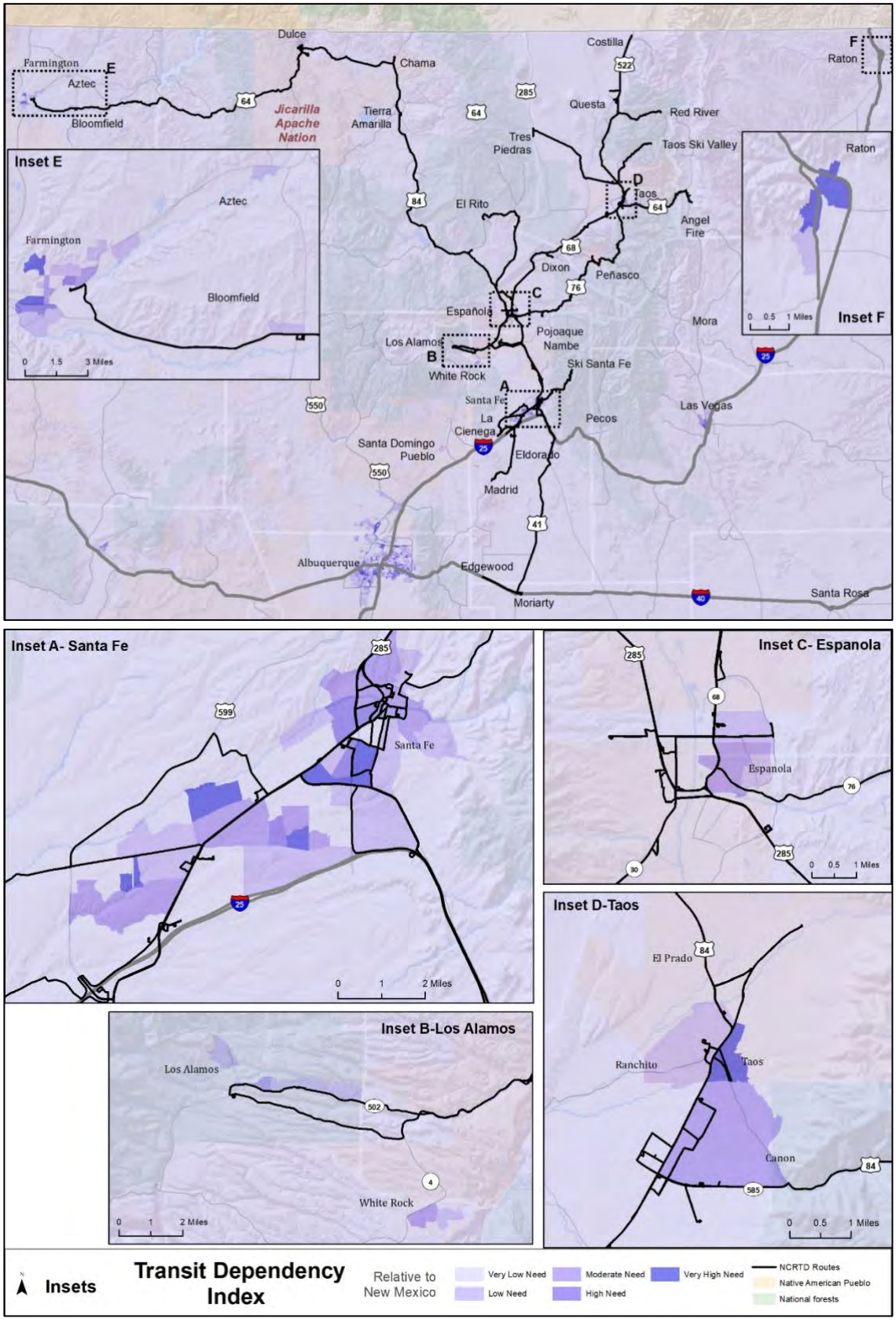


Figure 2-3: NCRTD Study Area Transit Dependency Index



Transit Dependence Index Percentage

The Transit Dependence Index Percent (TDIP) provides a complementary analysis to the TDI measure. The TDIP for each block group in the study area is calculated based on the same factors as the TDI, except for population density. It is the percentage of population that is transit dependent in each census block group. The advantage of TDIP is that it helps in identifying transit needs in areas with smaller populations. For example, certain parts of the study area may have fewer people overall but the percentage of people in that area that belong to one or more of the transit dependency cohorts might be very high.

There are two large census block groups with a high TDIP in the study area. One of them is located in Rio Arriba County, covering over 400 square miles, to the west of US Route 84; population centers of this block group are Gallina, Coyote and Cañones. The other block group is in Santa Fe.

Title VI Demographic Analysis

The Civil Rights Act of 1964, Title VI prohibits discrimination on the basis of race, color, or national origin in programs and activities receiving federal subsidies. This includes agencies providing federally funded public transportation. Service changes should not disproportionately impact these communities. Three population groups-minority and below poverty populations and people with Limited English Proficiency are assessed for this analysis; there findings are reported below:

1. **Minority Population**: Census block groups with very high minority population (5,000 people and above per square mile) are located in the south and southwest areas of the City of Santa Fe. Central and eastern portions of Española, northwest Taos, and northeast Los Alamos contain block groups with minority population above 2000 people per square mile.

2. **Below Poverty Populations**: This group represents those individuals who earn less than the federal poverty level. A majority of the block groups with high concentration of low income population (1000 people and above per square mile) are found in southern and western City of Santa Fe, central and eastern Española and southwest Los Alamos.

3. **Limited English Proficiency (LEP)**: LEP population is a count of people who do not speak English as their primary language and their ability to speak English is less than "very well." Title VI's Safe Harbor Provision stipulates that recipients of federal funding must provide written translations of all "vital documents" for each language group with an LEP population that makes up five percent or 1,000 persons (whichever is less) of the total population of the service area.

LEP analysis shows that 61 percent of the total population speaks English as their primary language as described above; meanwhile the Los Alamos County populace predominantly speaks English (82%). Spanish is the next most prevalent language in the entire region. The total number of Spanish speaking LEP persons (17,637) within the NCRTD service region exceeds the Safe Harbor threshold which makes it mandatory for NCRTD to serve the Spanish speaking LEP populace in the service area and additionally provide all their vital documents in Spanish language. A majority of the Spanish speaking LEP population in the whole region resides in Santa Fe County while Rio Arriba and Taos Counties also contain a significant population of these people.

Maps and tables which display the TDIP and five other TDI factors, and Title VI Analysis, are detailed in Technical Memorandum No. 1 in Appendix A.

Land Use Profile - Major Trip Generators

Identifying land uses and trip generators complements the demographic analysis by indicating where transit services may be most needed. Trip generators attract transit demand and include common origins and destinations, like multi-unit housing, employers, medical facilities, human service agencies, educational facilities, tourist attractions, and shopping centers. A map and a list of all the trip generators by type is provided in Technical Memorandum No. 1 in Appendix A.

The majority of trip generators are located in urbanized areas that include Santa Fe, Taos, Española, and Los Alamos. Areas containing major trip generators outside NCRTD service region include Farmington, Aztec and Bloomfield as well as Las Vegas. Pockets of trip generators are also scattered in the region along highways several of which are located within the Pueblos. These small clusters of trip generators can be found along the following: 1) Route 64 at places like Dulce, Chama and Angel Fire 2) State Route 522 in Questa and 3) Route 84 and State Highway 76 within the Native American Pueblos.

The following are observations regarding major trip generators in the study area:

- **Los Alamos National Laboratory** in Los Alamos is not only the largest employer in the region but also one of the largest science and technology institutions in the world; it employs more than 11,000 employees.

- **Major medical facilities**, classified as regional and general hospitals, represent a significant destination for users of public transportation. These locations are often major employment centers as well and generate commuting transit demand. The major hospitals in the region are located in Santa Fe, Española and Taos. Regional hospitals include CHRISTUS St. Vincent Regional Medical Center in Santa Fe; Presbyterian Santa Fe Medical Center; Holy Cross Hospital in Taos; Los Alamos Medical Center in Los Alamos; San Juan Regional Medical Center in Farmington; Presbyterian Española

Hospital; and Miner' Colfax Medical Center in Raton. Numerous medical facilities/clinics are spread across the region and are located along major highways both in the urban and rural areas.

- Some of **the major educational facilities** in the study area include University of New Mexico branches located in Santa Fe, Los Alamos and Taos; Santa Fe Community College, St John's College, Santa Fe; Northern New Mexico College, Española; and New Mexico State University, Farmington.

- Various **tourist destinations** are found in the study area; Ski Santa Fe and Taos Ski Valley are the most popular ski resorts in the region. A majority of the casinos are located between Española and Santa Fe along US Route 84 within Native American Pueblos, while few of them are also found in Taos and Farmington. Taos and Santa Fe are major visitor destinations, while Chama is a seasonal destination.

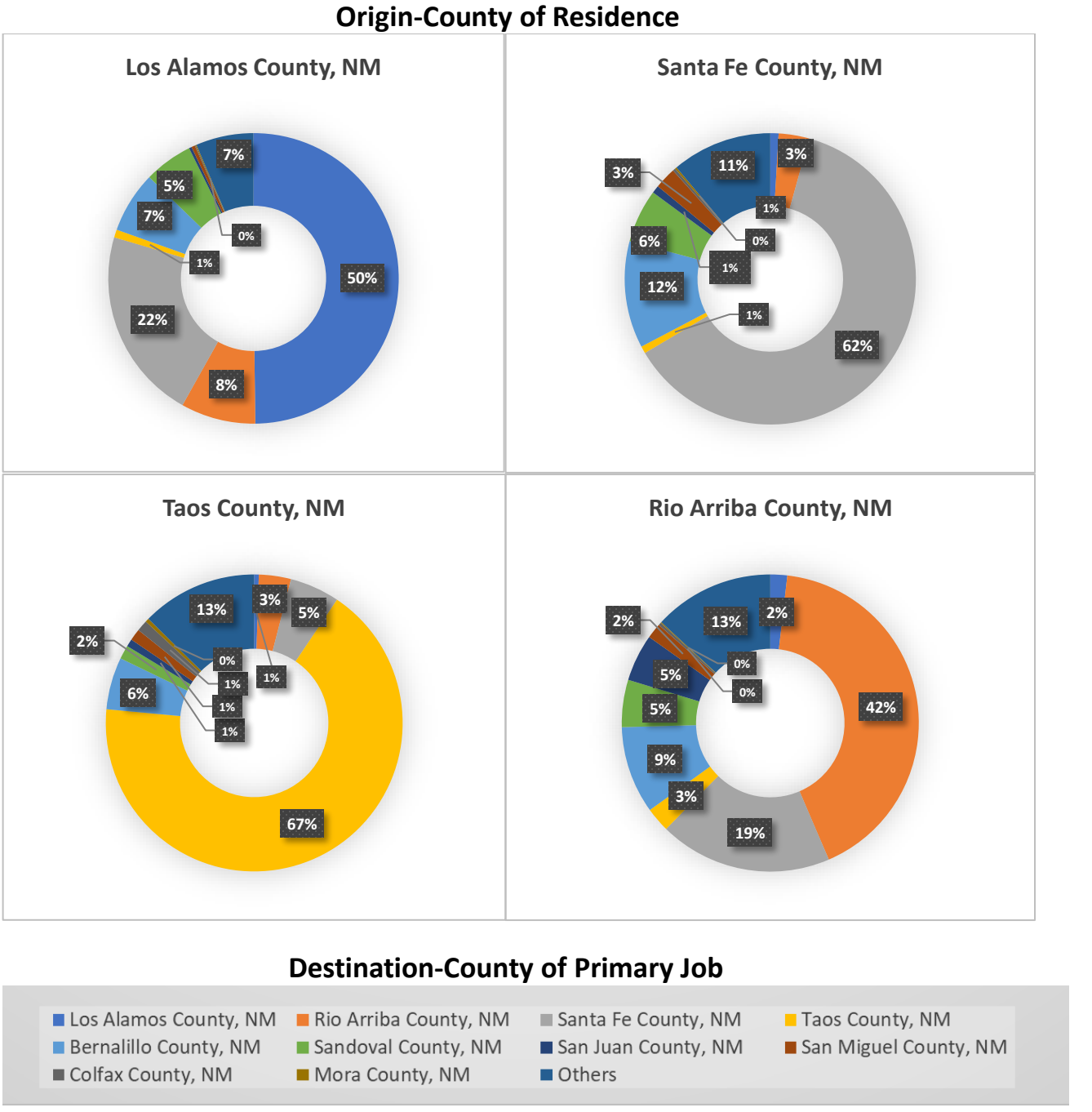
- **Shopping centers, big box stores and grocery stores** of diverse scales are present in almost every city and town within the study area. Popular grocery stores and big boxes include Albertsons Market and Walmart (often the largest trip generator). These are found in Santa Fe, Española, and Taos within the study area. In addition, there are Walmart stores located in Las Vegas and Farmington.

Regional Travel Patterns

This section presents the results of the Census Bureau's Journey to Work data which provides means of transportation to work of the residents in the NCRTD region by each county. A very small percentage of workers, ranging from 0.3 percent (45 workers) in Taos County to 1.4 percent (981 workers) in Santa Fe County, commute by public transportation. Los Alamos County has a somewhat greater number of workers (3.2%) that use public transportation in traveling to work in the NCRTD service area; however, the regional total is very low i.e. 1.4 percent (1,502 workers). Most commuters drove alone to work, with the highest percentages in Rio Arriba and Santa Fe County, at 85 and 78 percent respectively. Regarding those who carpooled to work, Taos County had the highest percentage at 12.2 percent, followed by Los Alamos County at 9.8 percent.

Another source of data that provides an understanding of employee travel patterns is the Census Bureau's Longitudinal Employer-Household Dynamics (LEHD) dataset. Table 2-4 presents county-level data on the location of all jobs for workers aged 16 or older.

Figure 2-4: County-Level Employee Travel Patterns to Primary Jobs



Source: Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2017

As shown in the figure, there is a significant amount of inter-county commuting by residents of the four counties served by NCRTD. The following commuter travel patterns can be derived from this table:

- Los Alamos County residents work predominantly within the same county (50%), with

the next most frequent destination Bernalillo County at 22 percent.

- Rio Arriba County residents are more dispersed in their commuting patterns, with most employed within Rio Arriba (42%), followed by Santa Fe County (19%).

- Santa Fe County residents work predominantly within their county (62%), while Bernalillo County is the next most frequent destination (12%).

- Taos residents work predominantly within their own county (67%). The next most frequent destination is also Bernalillo County (6%).

Summary: Areas of Growth

While growth has slowed over the past ten years, it is anticipated that Santa Fe and Taos Counties will continue to grow moderately, the Town of Edgewood in particular. It is anticipated that job growth will continue at Los Alamos, where many employees will be coming from elsewhere. Without question, the Taos-Española-Santa Fe corridor with Los Alamos will be major areas of growth. These communities will continue to be the focus of service in the region. At the same time there are a few communities in the region that lack service and may benefit from even one day per week service. These include Gallina, Coyote and Canones in Rio Arriba County. Areas outside of the NCRTD service area in need include to the west: Aztec and Bloomfield, both without significant service at this time. To the east/north, Mora, Raton, Las Vegas (with some service) and communities along the I-25 North corridor are the greatest need areas outside the service area.

2. Review Of Existing NCRTD Services

This section provides a review of the current services operated by NCRTD, with particular focus on the twenty-seven fixed and flex routes. This information will also be used to develop options, alternatives, and strategies to improve existing services or to develop new routes where necessary. Readers are directed to Technical Memorandum No. 3 in Appendix A for the detailed route profiles. The section is structured as follows:

- **NCRTD -Overview:** General overview of the organization, its structure and service area.

- **Current Service:** Description of existing services including various routes, major origin and destinations, headways, and service hours.

- **Performance Review:** Performance analysis of fixed routes and demand response that includes system level performance review, funding sources, existing fleet and facilities.

NCRTD – Overview

The NCRTD region is a large complex service area that now stretches over 270 miles from end to end. The service area is comprised of:

- Four counties – Los Alamos, Rio Arriba, Santa Fe and Taos.
- Over sixty cities, towns and villages – with many historically existing unincorporated communities.
- Nine tribal entities - Ohkay Owingeh, San Ildefonso, Tesuque, Pojoaque, Santa Clara, Nambé, Picuris and Taos pueblos and the Jicarilla Apache Nation.
- Service to Bloomfield and Farmington, both beyond the service area.

Distinctly, NCRTD's governing body is comprised of seventeen members: one publicly appointed representative from each of the seventeen NCRTD member counties, cities, towns, villages and pueblos: the counties of Los Alamos, Rio Arriba, Santa Fe and Taos; the cities of Española and Santa Fe; the towns of Edgewood and Taos; the villages of Chama, Questa and Taos Ski Valley; and the pueblos of Ohkay Owingeh, Santa Clara, San Ildefonso, Pojoaque, Tesuque and Nambé.

Current Service Description

NCRTD provides public transit in the North Central New Mexico region that includes four counties - Rio Arriba, Santa Fe, Taos and Los Alamos. NCRTD provides local and regional bus service to a population of over 290,000 people across a 10,079 square mile service area in northern New Mexico. NCRTD currently operates a network of three fixed routes, 24 flex routes, ADA complementary paratransit services, demand response services, and dial-a-ride service. All services are fare-free except for two flex routes, the demand response service ($1 a trip) and the flex service ($10 a trip). All routes operate on weekdays only except for four flex routes. NCRTD flex route service extends from Chama and Costilla in the north to Edgewood and Moriarty in the south and westward to Farmington and Bloomfield in the San Juan County.

Fixed/Flex Route Service

Most of the NCRTD fixed/flex route buses operate Monday through Friday and are fare free. However, there are few routes that provide additional service over weekends. Routes 255 Mountain Trail and 305 Taos Express are premium routes with fare charges between $2 and $5 for the service. Basic route information is provided in the Table 2-1 on the following pages. More information about every route can be found in the detailed route profiles in Technical Memorandum No. 3 in Appendix A.

Figure 2-5: NCRTD Fixed Route Map

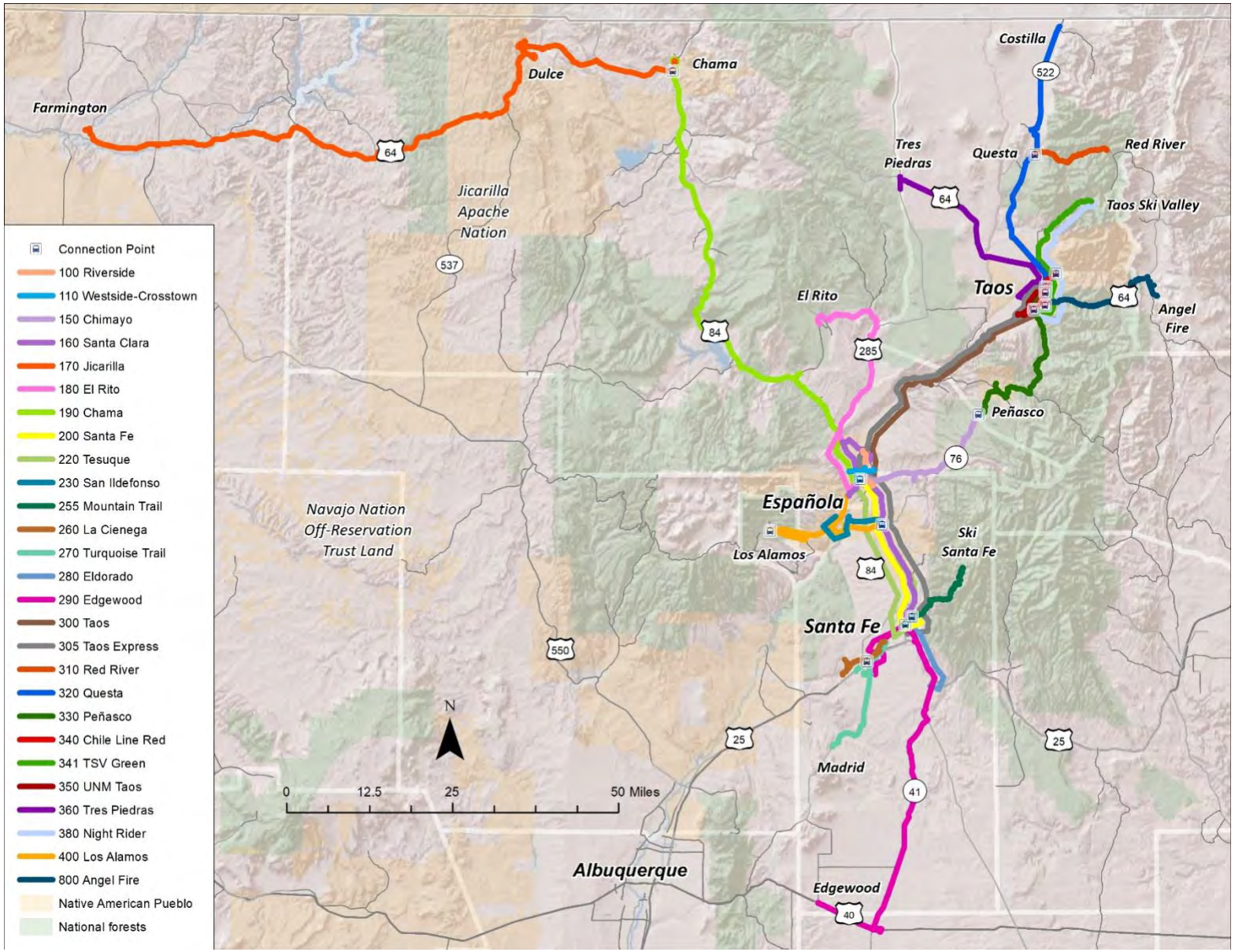


Table 2-1: Summary of NCRTD Fixed Routes

Service areas: Rio Arriba/ Española; Los Alamos; Northern Pueblos; Santa Fe; Taos

Route	Type	Major destinations	Connection Points	Connections	Service Days	Service hours	Headways
100 Riverside	Local	Española Transit Center, Ohkay Owingeh Pueblo, Dreamcatcher Theater, Walmart	Española Transit Center	RTD Routes-110, 150, 160, 180, 190, 200, 220, 300, 400 NMDOT Park & Ride	M T W T F	5:55 a.m.-7:05 p.m. (continuous)	30 min
110 Westside/ Crosstown	Local	Española Valley High School, Española Transit Center, Presbyterian Española Hospital, Northern New Mexico College, Rio Arriba Health Commons	Española Transit Center	RTD Routes- 100, 150, 160, 180, 190, 200, 220, 300, 400 NMDOT Park & Ride	M T W T F	5:45 a.m.-6:41 p.m. (continuous)	1 hr.
150 Chimayo	Regional/ Rural	Las Trampas, Truchas, Cordova, Chimayo, La Puebla, Santa Cruz, and Española Transit Center	San José de Gracia Church, Española Transit Center	RTD Routes- 100, 110, 160, 180, 190, 200, 220, 300, 400, 330 (limited connection) NMDOT Park & Ride	M T W T F	7:00 a.m.-7:09 p.m. (8 round trips and 1 one-way trip)	1 hr.
180 El Rito	Regional/ Rural	El Rito, Ojo Caliente, and Española Transit Center	Española Transit Center	RTD Routes- 100, 110, 150, 160, 190, 200, 300 NMDOT Park & Ride	M T W T F	8:55 a.m.-5:15 p.m. (2 round trips)	6 hr. 24 min
190 Chama	Regional/ Rural	Chama Rail Station, Tierra Amarilla, Canjilon, Ghost Ranch, Abiquiu, and Española Transit Center	Chama Village Hall Española Transit Center	RTD Routes- 100, 110, 150, 160, 180, 200, 220, 300, 400 NMDOT Park & Ride	M T W T F	5:30 a.m.-7:45 p.m. (3 round trips)	Varies
170 Jicarilla	Regional/ Rural/ Local Hybrid	Jicarilla Apache Nation, Chama, Chama Rail Station, Dulce,	Chama Village Hall	RTD Routes-190	M W F: Chama-Dulce	6:30 a.m.-4:59 p.m. (4 round trips)	1 hr. 10 min 4 hr.

Service areas: Rio Arriba/ Española | Los Alamos | Northern Pueblos | Santa Fe | Taos

Route	Type	Major destinations	Connection Points	Connections	Service Days	Service hours	Headways
		Bloomfield and Farmington			T Th: Chama-Farmington	6:30 a.m.-4:42 p.m. (3 round trips)	
400 Los Alamos	Regional/ Rural	Los Alamos, Pojoaque, Santa Clara Pueblo, San Ildefonso, and Española Transit Center	Española Transit Center, Los Alamos Atomic City Transit Hub, Cities of Gold Park and Ride	RTD Routes- 100, 110, 150, 160, 180, 190, 200, 220, 230, 300 NMDOT Park & Ride Atomic City Transit Hub connections	M T W T F	10:00 a.m.-2:30 pm. (1 round trip each clockwise and counterclockwise)	N/A
230 San Ildefonso	Pueblo Feeder Service	San Ildefonso, El Rancho, Jaconita, and Pojoaque	Cities of Gold Park and Ride	RTD Routes- 160, 200, 220, 400 NMDOT Park & Ride	M T W T F	6:45 a.m.-6:20 p.m. (3 round trips and 1 one-way trip)	2 hr.
220 Tesuque	Regional/ Rural	Santa Fe, Tesuque, Pojoaque, and Española Transit Center	Española Transit Center, Cities of Gold Park and Ride, Camel Rock Casino, Sheridan Transit Center, South Capitol Station, Santa Fe Indian Hospital	RTD Routes- 100, 110, 150, 160, 180, 190, 200,230, 255, 280, 290, 300, 400 NMDOT Park & Ride Santa Fe Trails Rail Runner	M T W T F	7:00 a.m.-6:05 p.m. (various route alignments, 5 one-way trips each Northbound and Southbound)	Varies
160 Santa Clara	Local/ Regional/ Rural Hybrid	Santa Clara Pueblo, Chamita, Ohkay Owingeh Pueblo, Española Transit Center, Cities of Gold Park & Ride, and Santa Fe	Española Transit Center, South Capitol Station, Santa Fe Indian Hospital, Cities of Gold Park and Ride, Sheridan Transit Center	RTD Routes- 100, 110, 150, 180, 190, 200, 220, 230, 280, 290, 300, 400 NMDOT Park & Ride Santa Fe Trails Rail Runner	M T W T F	6:50 a.m.-6:20 p.m. (three different route alignments, 7 Southbound and 5 Northbound one-way trips)	Varies
200 Santa Fe	Regional/ Rural	Santa Fe, Tesuque, Pojoaque, and Española Transit Center.	Española Transit Center, South Capitol Station, Cities of Gold	RTD Routes- 100, 110, 150, 160, 180, 190, 220, 230, 255,	M T W T F	6:55 a.m.-6:00 p.m. (4 one-way trips	Varies

Service areas: Rio Arriba/ Española | Los Alamos | Northern Pueblos | Santa Fe | Taos

Route	Type	Major destinations	Connection Points	Connections	Service Days	Service hours	Headways
			Park and Ride, Sheridan Transit Center, Old Santa Fe Trail & Paseo de Peralta	280, 290, 305, 400 NMDOT Park & Ride Santa Fe Trails Rail Runner		each Northbound and Southbound)	
300 Taos	Pueblo/ Local/ Regional Hybrid	Taos, Pilar, Dixon, Velarde, Alcalde, and Española Transit Center	Española Transit Center, Taos Admin Building	RTD Routes- 100, 110, 150, 160, 180, 190, 200, 220,320, 330, 340, 360, 400 NMDOT Park and Ride	M T W T F	5:45 a.m. -7:12 p.m. (4 one-trips each Northbound and Southbound)	Varies
200/300 Taos-Santa Fe Commuter	Regional	Santa Fe, Española, Taos	Española Transit Center, South Capitol Station, Sheridan Transit Center, Taos Admin Building	RTD, Rail Runner, Santa Fe Trails and NMDOT Park and Ride	M T W T F	5:45 a.m.- 7:12 p.m. (2 one-way trips each Northbound and Southbound)	9 hr. 5 min Southbound 8 hr. 5 min Northbound
250/255 Mountain Trail ***Fare: $5***	Regional/ Ski Bus Service	Downtown Santa Fe, Ten Thousand Waves, trailheads in the Santa Fe National Forest and Ski Santa Fe	South Capitol Rail Runner Station	RTD, Rail Runner, Santa Fe Trails and NMDOT Park and Ride	M T W T F S	8:00 a.m.-5:30 p.m. Winter-Weekday (3 round trips) 8:00 a.m.-6:00 pm Winter-Weekend (7 round trips) 9:00 a.m.- 4:00 pm Summer Weekday (2 round trips) 10:30 a.m.-5:45 p.m. Summer Weekend (Continuous)	Varies ~3 hr. 45 min Varies 4 hr. 45 min 2.5 hr.
260 La Cienega	Regional/ Rural	La Cienega Valley, NM 599 Rail Runner Station, Santa Fe	NM 599 Rail Station, Santa Fe Place Mall	Rail Runner, Santa Fe Trails	M T W T F	8:00 a.m.-4:21 p.m. (one one-way morning trip, then continuous)	Varies
270 Turquoise Trail	Regional/ Commuter/ Rural	Santa Fe, Turquoise Trail, Los Cerrillos and Madrid	NM 599 Rail Station, Santa Fe Place Mall, Walmart, Santa Fe Outlet Mall, State Penitentiary	RTD Routes- 260, 290 Rail Runner, Santa Fe Trails and	M T W T F	6:25 a.m.-6:05 p.m. (different route alignments, 5 one-way trips each	Varies

Service areas: Rio Arriba/ Española | Los Alamos | Northern Pueblos | Santa Fe | Taos

Route	Type	Major destinations	Connection Points	Connections	Service Days	Service hours	Headways
			Administration Office	NMDOT Park and Ride		Northbound and Southbound)	
280 Eldorado	Regional/ Rural	Eldorado- Agora Shopping center and Santa Fe- St. Vincent Hospital, South Capitol Station, Sheridan Transit Center	South Capitol Station, Sheridan Transit Center, Old Santa Fe Trail & Paseo de Peralta Capitol,	RTD Routes- 160, 200, 220, 255, 290 Rail Runner, Santa Fe Trails and NMDOT Park and Ride	M T W T F	7:10 a.m.- 6:15 p.m. (5 one-way trips each Northbound and Southbound)	1 hr. 10 min
290 Edgewood	Regional/ Rural/ Commuter	Santa Fe, Eldorado, Galisteo, Stanley, Moriarty, and Edgewood	Moriarty Park & Ride Lot, St. Vincent Hospital, South Capitol Station, Sheridan Transit Center, Capitol	Rail Runner, Santa Fe Trails and NMDOT Park and Ride	M T W T F	5:45 a.m. – 6:38 p.m. (1 Northbound trip in the morning and 1 Southbound trip in the evening)	N/A
305 Taos Express ***Fare: $2, $5***	Regional/ Rural/ Commuter	Taos, Española and Santa Fe	Santa Fe South Capitol Rail Runner Station, Santa Fe Depot	Rail Runner, Santa Fe Trails and NMDOT Park and Ride	S S	8:30 a.m. -8:15 p.m. (2 round trips)	8 hr.
310 Red River	Regional/ Rural/ Commuter	Questa and Red River	Questa Chevron Station	RTD Route- 320 (limited connection)	M T W T F	5:55 a.m.-6:40 p.m. (4 roundtrips each in the morning and in the evening)	50 min
320 Questa	Regional/ Rural	Costilla, Cerro, Questa and Taos	Questa Chevron Station	RTD Route- 310 (limited connection)	M T W T F	6:10 a.m.- 6:25 p.m. (4 one-way trips each Northbound and Southbound)	2 hr.
330 Peñasco	Regional/ Rural	Taos, Las Trampas, Chamisal, Picuris Pueblo, Peñasco, and, Sipapu Ski Resort	Taos County Administration Building, San Jose de Gracia Church	RTD Routes-150 (limited connection), 300, 320, 340, 360	M T W T F	6:03 a.m.- 6:15 p.m. (4 one-way trips each Northbound and Southbound)	Varies
340 Chile Line Red	Local	Taos Pueblo entrance, Taos Mountain Casino, Convention Center, Public Library, Holy Cross Hospital, Taos	Our Lady of Guadalupe Church Parking Lot, Ranchos de Taos Post Office,	RTD Routes- 300, 330, 350, 360	M T W T F	7:30 a.m.-5:31 p.m. (continuous)	Varies 35 min-1 hr.

Service areas: Rio Arriba/ Española | Los Alamos | Northern Pueblos | Santa Fe | Taos

Route	Type	Major destinations	Connection Points	Connections	Service Days	Service hours	Headways
		Plaza, Taos Youth & Family Center, Taos Middle School, RV Park, Post office	Taos County Administration				
341 TSV Green	Regional/ Rural/ Ski Bus Service	Town of Taos, El Prado, Arroyo Seco, Valdez, Taos Ski Valley	Taos County Administration -	-	M T W T F S	Winter M-Th-7:30 a.m.- 6:08 p.m. (6 round trips each Northbound and Southbound) Winter F-Sun- 7:30 a.m.- 6:08 p.m. (3 round trips each morning and evening and 2 midday round trips) Non-Winter-9:00 a.m.-6:06 p.m. (3 round trips)	Varies 30 min/ 1 hr. 40 min 4.5 hr. / 2.5 hr.
350 UNM Taos	Local	UNM Taos Klauer, Ranchos Post Office, Taos County Admin, Guadalupe Parking lot	Taos County Administration -	-	M T W T F	8:30 a.m.-6:25 p.m. (4 round trips)	3 hr.
360 Tres Piedras	Regional/ Rural	Tres Piedras, El Prado and Taos	Holy Cross Hospital, Taos County Admin Building,	RTD Routes- 300, 320, 330, 340	W	7:50 a.m.-4:07 p.m. (2 round trips)	6 hr. 10 min
380 Night Rider	Regional/ Rural/ Seasonal	Town of Taos, El Prado, Arroyo Seco, Valdez to the Taos Ski Valley	-	-	F Sat	6:10 p.m.-10:10 p.m. (continuous)	2 hr.
800 Angel Fire	Regional/ Rural/ Ski Bus Service	Taos County Administration Building, Taos Holy Cross Hospital, Blinking Light park & ride, Moreno Valley High School (Limited Service), Angel Fire Resort	Taos County Administration Building	RTD Routes- 330, 340, 341, 350, 360	M T W T F S	6:50 a.m.-5:50 p.m. Weekday (3 round trips) 8:00 a.m.-5:30 p.m. Weekend (3 round trips)	6 hr. 10 min/2 hr. 45 min 2 hr. / 5 hr. 35 min

Demand Response Services

While the vast majority of the NCRTD services are provided through the fixed routes, NCRTD also provides demand response service including ADA complementary paratransit, and dial-a-ride service. These services are summarized in Table 2-2.

Table 2-2: Various Services Provided by NCRTD other than Fixed Routes

Rio Arriba/ Española | Los Alamos | Northern Pueblos | Santa Fe | Taos

Route	Service Area	Fare	Service Days	Service hours
ADA Complementary Paratransit Service				
Española ***(Figure 2-3)***	• Within ¾ mile of fixed route service and within the core service area. RTD Routes include 100, 110, 150, 160 • Within a 1.5-mile radius of the Española Transit Center located at Paseo de Onate in Española	No Fare	Same days and hours of operation of the fixed route service.	
Town of Taos ***(Figure 2-4)***	Within ¾ mile of fixed route service and within the core service area. RTD Routes include 340	No Fare	Same days and hours of operation of the fixed route service.	
Regional	Fixed route bus will flex up to ¾ of a mile. RTD Routes include: 150, 160, 170, 180, 190, 200, 220, 230, 255, 260, 270, 280, 290, 300, 305, 310, 320, 330, 341, 350, 360, 400	No Fare	Same days and hours of operation of the fixed route service.	
Demand Response Service				
Rio Arriba County/ Española ***(Figure 2-3)***	Within 15 miles of the Española Transit Center in Rio Arriba County	$1 one-way fare	M T W T F	6:00 a.m.- 6:00 p.m.
370 Chile Ride ***(Figure 2-4)***	In the town of Taos within a radius of ¾ mile boundary on either side of the 340 Chile Line Red route	$1 one-way fare	M T W T F	6:00 a.m.- 6:00 p.m.
Dial A Ride				
210 Pojoaque/ Nambé ***(Figure 2-5)***	Within Pojoaque and Nambé serving communities along and to the east of US Route 84 and to the North and South of State Highway 503; also includes Pojoaque High School.	No fare	M T W T F	8:00 a.m.- 4:00 p.m.
Fixed Route Flex				
Fixed Route Flex	3/4-mile flex from any fixed route	$10 (no fare for persons with disabilities	Same days and hours of operation of the fixed route service.	

ADA Paratransit and Fixed Route Flex

For riders whose disabilities prevent them from accessing NCRTD operated fixed routes, NCRTD provides ADA complementary paratransit service inside three quarters of a mile of the fixed route service network and within the core service area of Española and Taos. In addition, Fixed Route Flex is available for the public (including persons with disabilities).

Demand Response

NCRTD provides curb-to-curb demand response service to the residents of Rio Arriba County within 15 miles of Española. Service is available on a first come, first serve basis, requires reservations and is provided Monday through Friday from 6:00 a.m. to 6:00 p.m. Figure 2-6 illustrates demand response service and ADA paratransit service in Española; and Figure 2-7 illustrates ADA paratransit and demand response service in Taos.

Figure 2-6: Demand Response and ADA Paratransit Service within Española Core Area

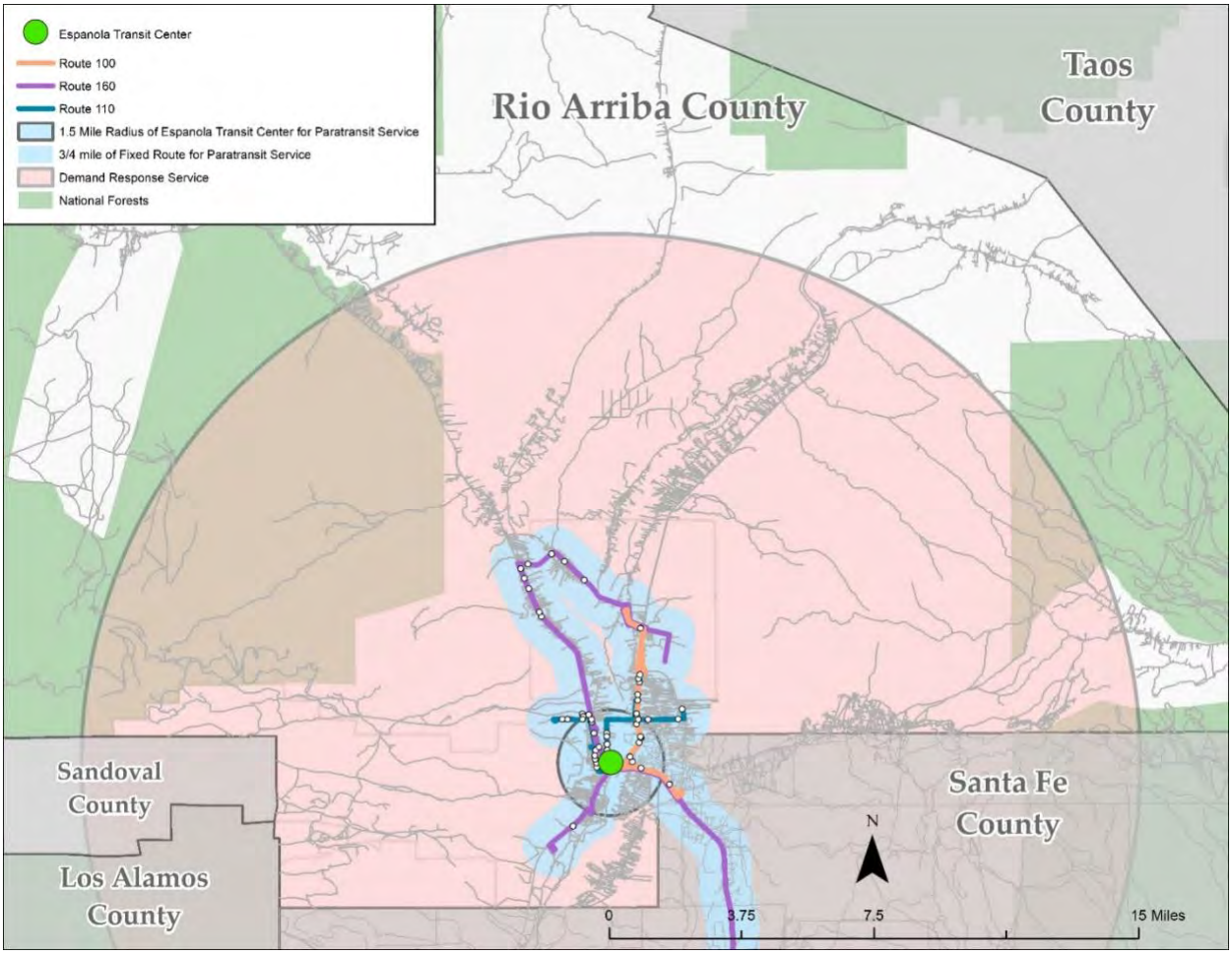
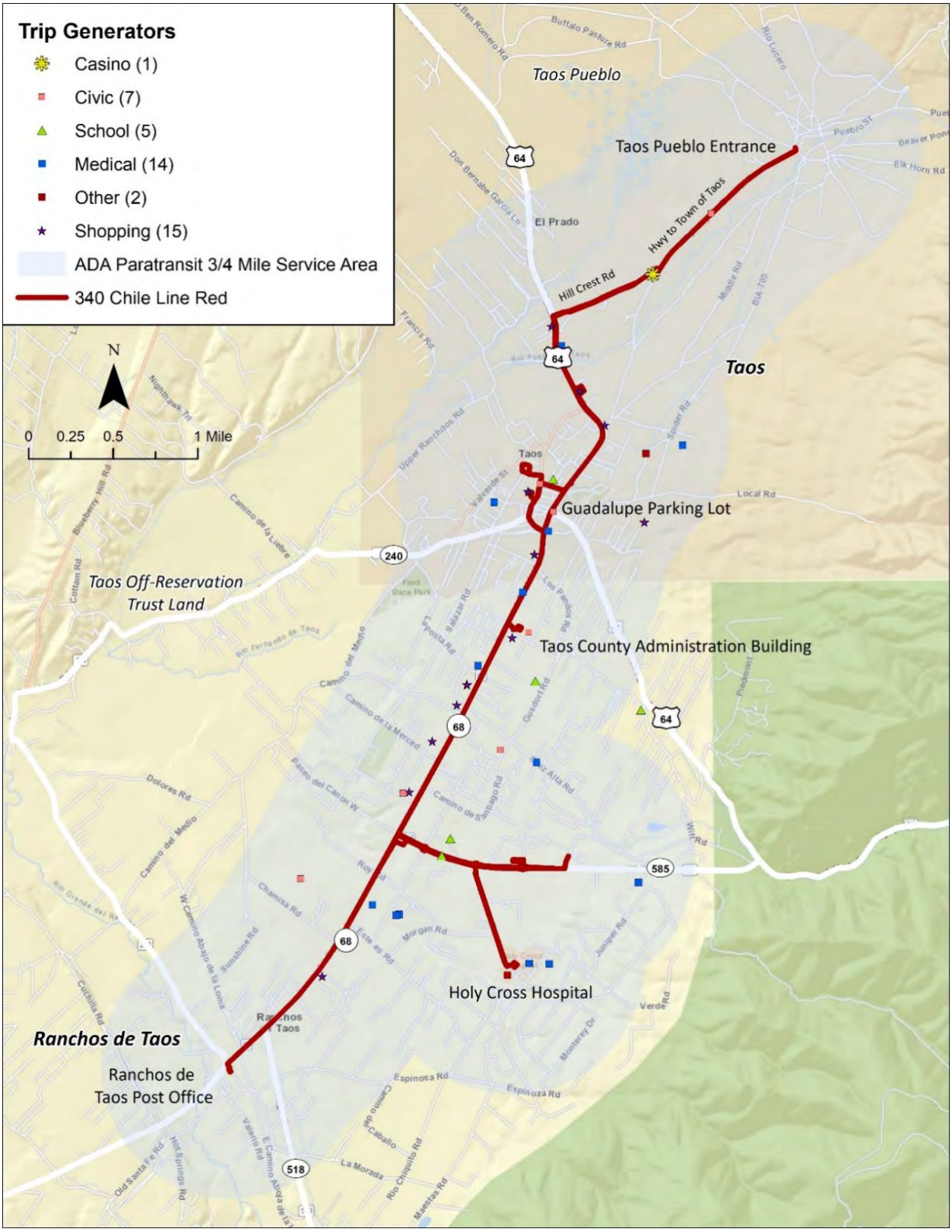


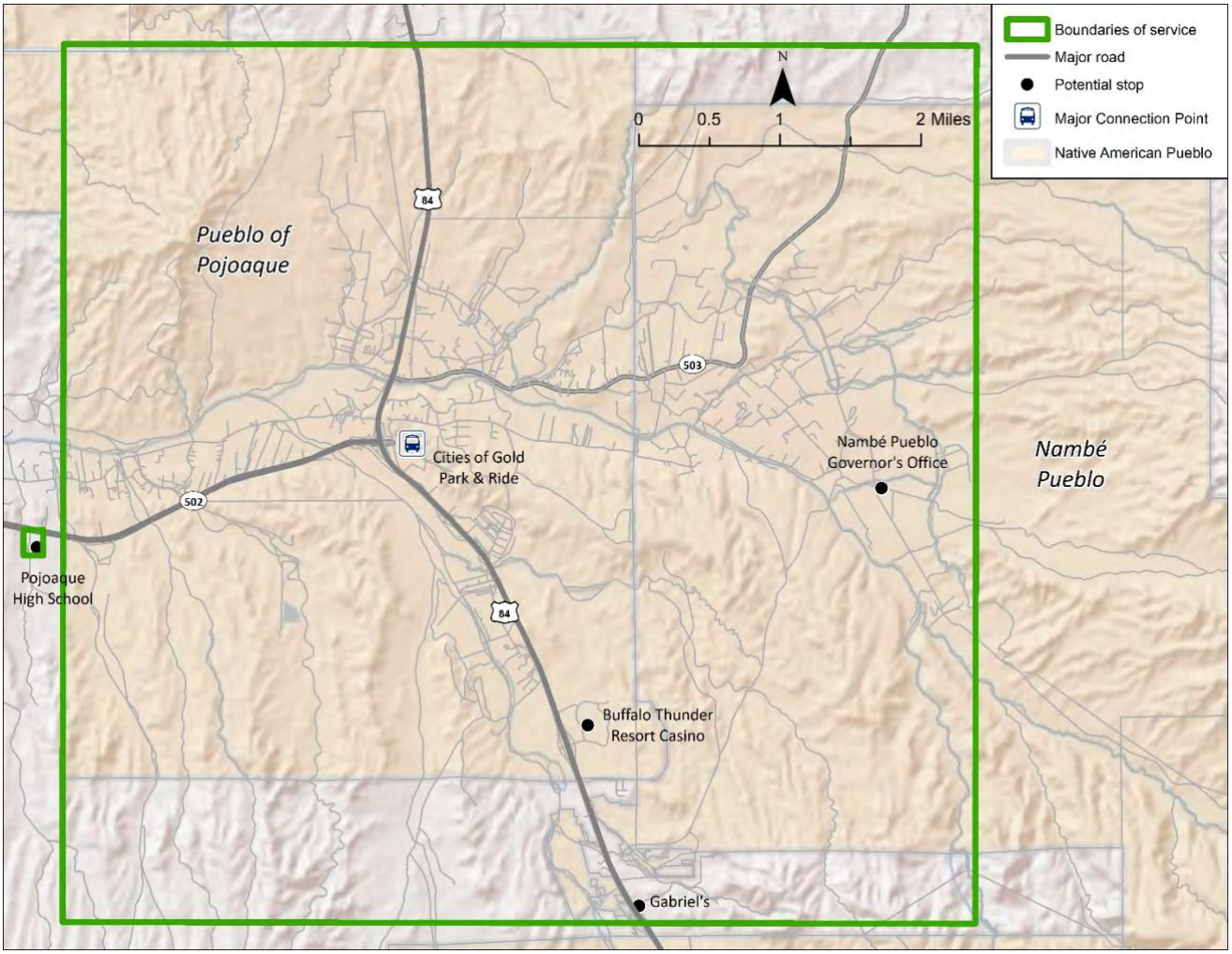
Figure 2-7: 370 ADA Demand Response and Paratransit Service in Taos



210 Pojoaque/Nambé Dial-A-Ride Service

Dial-a-Ride is a curb-to-curb service that is provided to the Pojoaque-Nambé area residents, also called Route 210 Pojoaque/Nambé. It is a fare free service. Riders can book a one-way ride on a first come first serve basis one hour in advance on the same day of the trip. Advance reservations are also available; rides can be booked a day prior to the service day and up to four days in advance for service between 6:00 a.m. and 5:00 p.m. Figure 2-8 illustrates the 210 Pojoaque/Nambé Route.

Figure 2-8: 210 Pojoaque/Nambé Dial-A-Ride



NCRTD Performance Review

The performance review looks at operating data for the study area including fixed routes and demand response/ADA paratransit routes. This data includes ridership (one-way passenger trips), vehicle miles, vehicle hours, and operating expenses by NCRTD's fiscal year (July 1 to June 30). Typically, the most useful single performance measure is passenger trips / Revenue hour, as it reflects usage in relation to the amount of service provided. Generally, most transit operating costs are hourly (wages and benefits), so higher values of trips per hour reflect better use of existing resources and lower costs per trip.

Table 2-3 presents trend data for general operating statistics of fixed routes for the past five fiscal years and the present year followed by graphs showing annual ridership, revenue miles, revenue hours and one-way trips per revenue hours (Figures 2-9 through Figure 2-12).

Table 2-3: NCRTD Fixed Route Transit Operating Statistics, FY 2016- FY 2020

Fixed Route Service	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020+
One-Way Passenger Trips	149,796	165,249	257,225	280,762	212,245
Revenue Miles	459,935	579,438	1,190,858	1,307,880	1,247,385
Revenue Hours	17,144	23,497	43,178	46,965	43,780
Revenue Miles Per Revenue Hour	26.83	24.66	27.58	27.85	28.49
Revenue Miles per One-Way Trips	3.07	3.51	4.63	4.66	5.88
One-Way Trips per Revenue Hour	8.74	7.03	5.96	5.98	4.85
On-Time Performance (percent)	54%	54%	62%	68%	64%

Source: AVAIL, NCRTD's annual vehicle locator/computer aided dispatch (CAD/AVL) software

Figure 2-9: Ridership, FY 2016-FY 2020

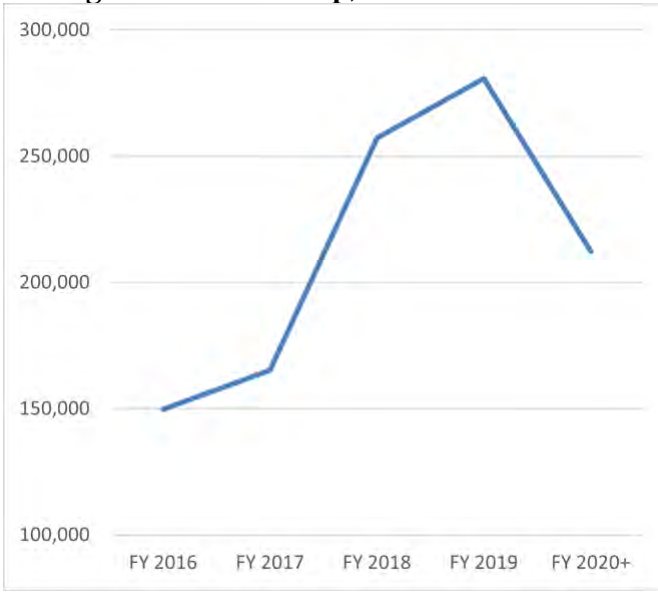


Figure 2-10: Revenue miles, FY 2016-FY 2020

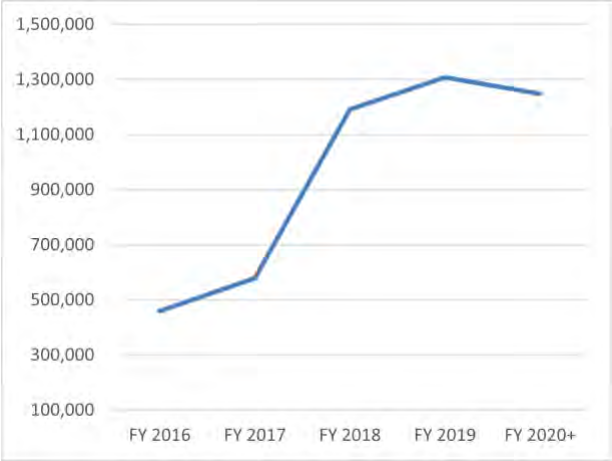


Figure 2-11: Revenue hours, FY 2016-FY 2020



Figure 2-12: Ridership per Revenue hour, FY 2016-FY 2020



Trend data for the past five years for fixed routes show that the ridership almost doubled from 149,796 one-way trips in FY 2016 to 280,762 trips in FY 2019, but dropped 75% to 212,245 in FY 2020. Such a high growth in ridership can be explained by two actions:

- The implementation of a new plan in 2016 increased ridership by almost 50 percent in a year.
- The expansion of service with ski basins, service to Farmington, and the transferring of the Town of Taos Chile Line.

As opposed to the increase in service and ridership of fixed routes, the productivity (measured as one-way trips per revenue hour), of the system declined by 55 percent between FY 2016 and FY 2020 from 8.74 one-way trips per hour to 4.85 one-way trips per hour. Ontime performance of the service increased from 54.8 percent to 64 percent ontime ratio between FY 2016 and FY 2020.

Route Level Performance Review

Ridership varies by route. Some routes will never have high ridership due to the service they provide, other routes could be expected to produce higher numbers. The objective here is not to single out low productivity services but rather to benchmark the service and then seek to improve the performance of every route.

Fixed Route

NCRTD's fixed route ridership is primarily concentrated in its larger communities along two local routes- 100 Riverside with its core service area in Española and 340 Chile Line that serves the Town of Taos with total one-way trips hovering around 60,000 each year. Both the routes have consistently produced a very high number of one-way trips for the past four fiscal years and collectively generated forty three percent of the total system ridership in FY 2019. Other routes that yielded considerable amount of ridership were 200 Santa Fe, 320 Questa and 110 Westside/Crosstown.

Routes that have low ridership in the system are 350 UNM Klauer, 400 Los Alamos, 305 Taos Express, 260 La Cienega and 180 El Rito. These routes generated between 1000 and 2000 one-way trips per year within last four fiscal years. Annual ridership of each route from FY 2017 to FY 2020 is illustrated in Figure 2-13.

Annual and monthly performance data for each fixed route for FY 2017 - FY 2020 is provided in Technical Memorandum No. 3 in Appendix A. Figure 2-14 shows the annual productivity of all routes from FY 2018 to FY 2020. This data shows that the highest performing route in terms of passenger trips per revenue hour (productivity) within past three fiscal years is 340 Chile Line, followed by 100 Riverside and 200 Santa Fe. Productivity of these routes ranged between 11.2 to 14.3 one-way trips per hour. Clearly, 340 Chile Line and 100 Riverside are the highest ridership routes in the system with a very high ridership and productivity. Routes with lowest productivity were 260 La Cienega and 170 Jicarilla with 1.5 one-way trips and below per hour. Detailed performance review of each route can be found in the route profiles in Appendix A.

Figure 2-13: Annual Ridership of all Routes FY 2016-FY 2020

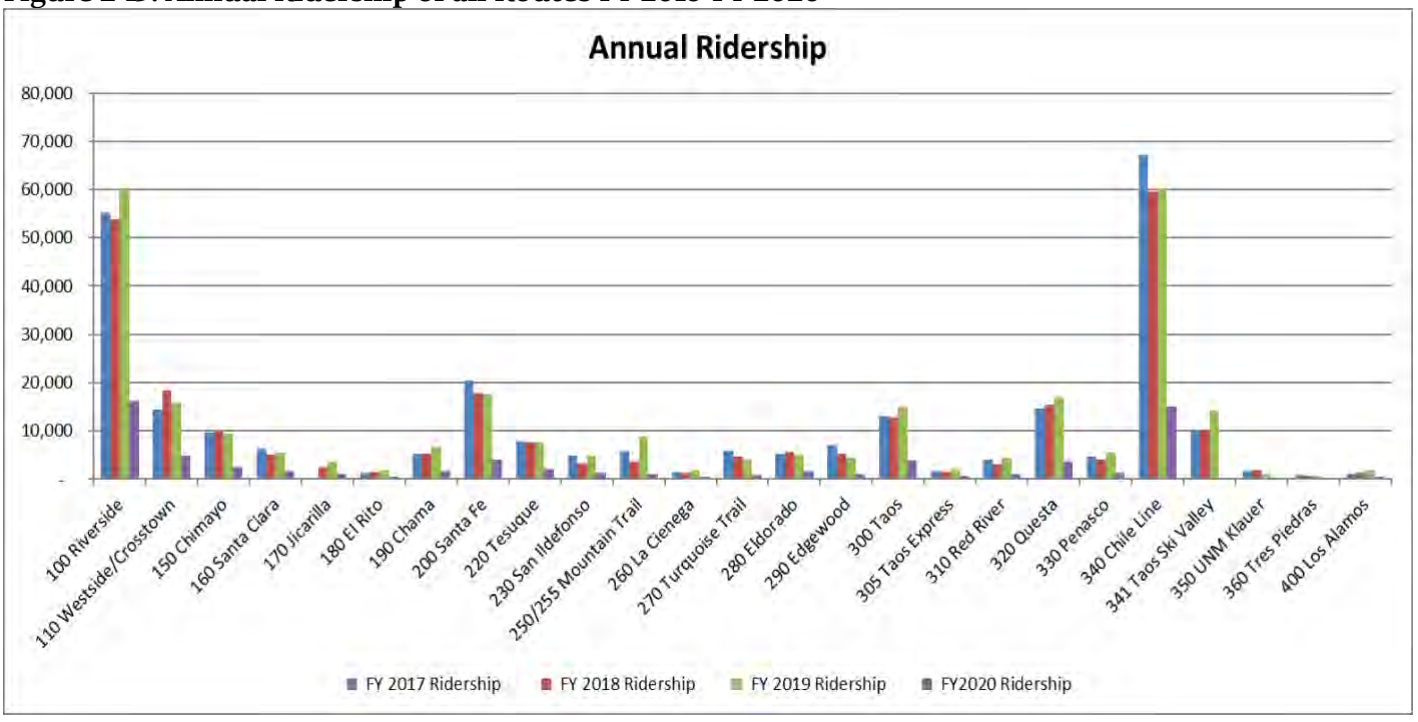
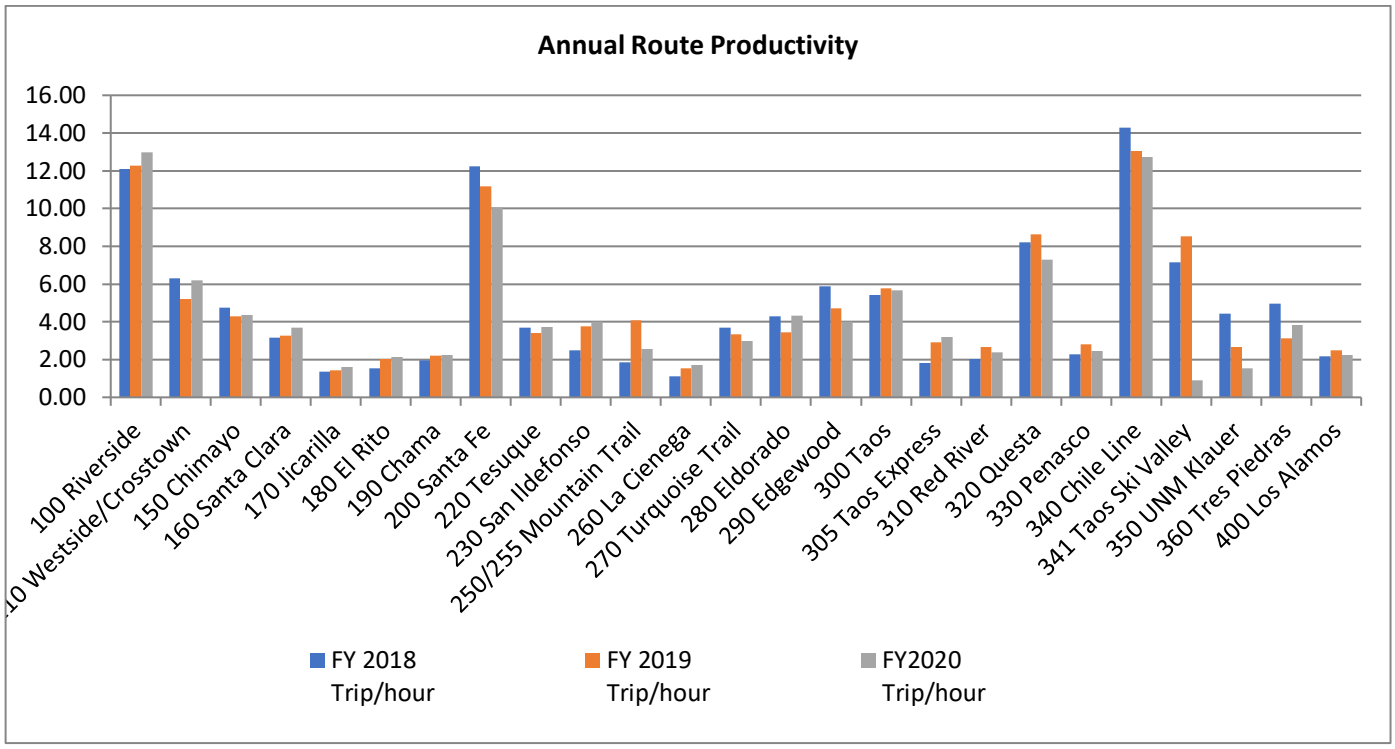


Figure 2-14: Annual Route Productivity, FY 2016-FY 2020



Demand Response / ADA Paratransit

NCRTD operates a variety of demand services including ADA complimentary paratransit in Española and Taos, demand response service surrounding a larger area around Española and Taos, dial-a-ride service in Pojoaque and Nambé Pueblos and flex service (fixed routes that will flex off route as requested) on all routes except 100 Riverside, 110 Westside/Crosstown and 340 Chile Line Red.

Demand Response

Demand response service is not disaggregated by service area, therefore an analysis of each individual service cannot be performed. Table 2-4 and Figure 2-15 depict ridership of this service along with revenue hours which were on an uptrend over the study period until FY 2020. Figure 2-16 depicts productivity which remained stable until FY 2020. Figure 2-17 depicts monthly ridership trends.

Table 2-4: Operational Statistics- Entire Demand Response* FY 2016 - FY 2020

Demand Response	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
One-Way Passenger Trips	10,766	10,447	14,312	15,021	11,959
Total Actual Vehicle Miles	277,531	352,471	318,715	140,682	161,537
Total Actual Vehicle Hours	8,125	8,705	11,603	12,608	14,096
Total Actual Revenue Miles	84,221	297,463	103,302	102,525	106,693
Total Actual Revenue Hours	5,857	5,475	7,554	8,403	9,756
Revenue Miles Per Hour	14.38	54.33	13.68	12.20	10.94
One-Way Trips per Revenue Mile	0.13	0.04	0.14	0.15	0.11
One-Way Trips per Revenue Hour	1.84	1.91	1.89	1.79	1.23
On-Time Performance	95%	96%	96%	94%	97%

Source: ADEPT, NCRTD's paratransit demand response software

Figure 2-15: Total Demand Response One-Way Trips, Revenue Hours and Miles





Figure 2-16: Demand Response One-Way Trips per Revenue Hour

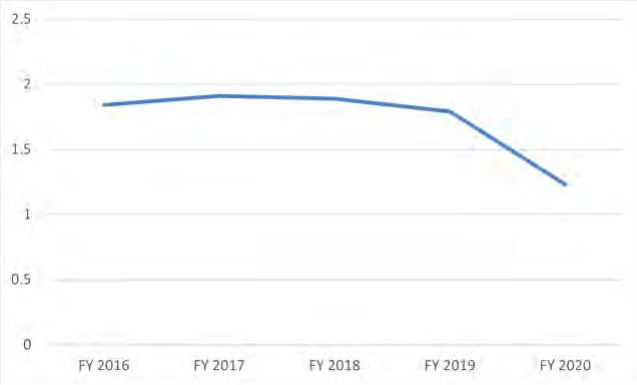
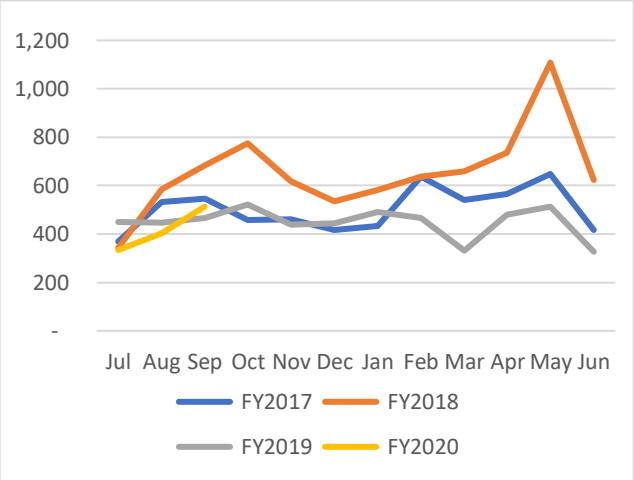


Figure 2-17: Demand Response Monthly Ridership Trend



210 Pojoaque/Nambé Dial-a-Ride

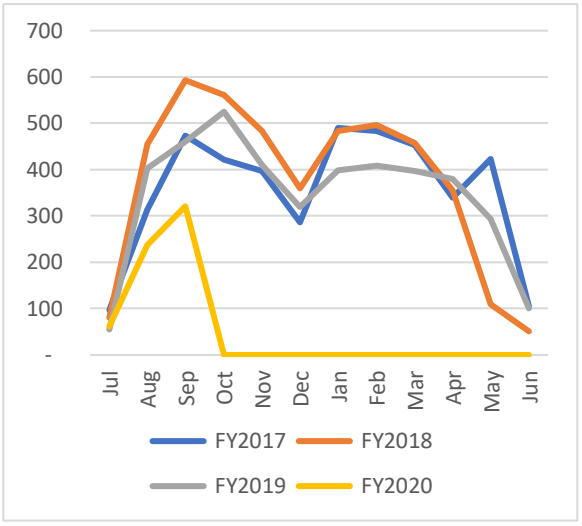
The dial-a-ride service ridership is presneted in Table 2-5 and Figure 2-18. Ridership is very low.

Table 2-5: 210 Pojoaque-Nambé Ridership FY 2017-FY 2020*

Month	FY 2017	FY 2018	FY 2019	FY 2020
Jul	97	81	55	104
Aug	314	455	403	238
Sep	474	593	461	321
Oct	422	561	525	350
Nov	397	484	410	341
Dec	286	360	319	412
Jan	490	484	399	393
Feb	483	497	409	471
Mar	453	458	397	345
Apr	339	355	380	22
May	423	110	293	9
Jun	105	51	100	9
Total	**4,283**	**4,489**	**4,151**	**3,015**

Source: ADEPT, NCRTD's paratransit demand response software
*2016 data not available

Figure 2-18: 210 Pojoaque-Nambé Monthly Ridership Trend



ADA Paratransit and Flex Route

ADA ridership data is aggregated for both Española and Taos and is depicted in Table 2-6 and Figure 2-19. Mileage and hours were not available for these services. Flex route service needs are very low, with only a handful of annual requests as expected (Table 2-7).

Table 2-6: ADA Paratransit Ridership*

Paratransit ADA Ridership				
Month	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**
Jul	147	113	459	368
Aug	160	144	559	392
Sep	152	144	460	398
Oct	151	126	551	345
Nov	142	113	434	298
Dec	151	112	395	294
Jan	148	139	407	284
Feb	148	105	343	253
Mar	138	150	454	200
Apr	133	117	433	118
May	129	143	524	192
Jun	112	126	459	118
Total	**1,711**	**1,532**	**5,478**	**1,441**

Source: ADEPT, NCRTD's paratransit demand response software
*2016 data not available

Figure 2-19: ADA Paratransit Monthly Ridership Trend

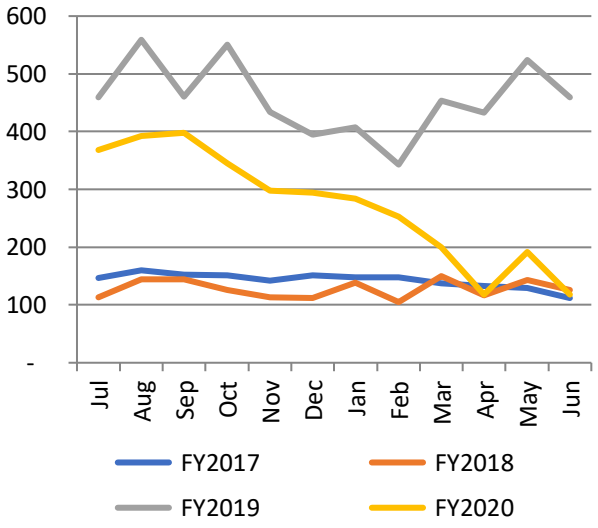


Table 2-7: Flex Route Ridership FY 2016 - FY 2020*

Month	FY 2018	FY 2019	FY 2020
Jul	0	0	2
Aug	0	2	0
Sep	1	6	4
Oct	0	0	1
Nov	0	0	0
Dec	34	0	0
Jan	41	4	0
Feb	45	4	0
Mar	38	0	0
Apr	25	1	0
May	1	0	0
Jun	0	0	0
Total	**185**	**17**	**6**

Source: ADEPT, NCRTD's paratransit demand response software
*2016 and 2017 data not available

Financial

This section looks at the budget, costs and revenue for the service. Recently NCRTD gained permanent status to collect gross receipts tax (GRT), thus assuring the system of sustainability for the long-term future. It should be understood that very few rural transit districts of any size, anywhere in the country have dedicated tax revenue. This sustainability allows the system to serve very low density areas and to meet the needs of the region.

Revenues, Administrative, Operating, and Capital Expenses

As reflected in Table 2-8, the GRT revenue accounts for about 68 percent of the system revenue, a crucial resource. Table 2-9 reflects the administrative and operating expenses. These expenses have remained stable over the past five years with under 5 percent change over that time.

Table 2-8: NCRTD Revenue by Sources

Fiscal Year	Gross Receipt	Fed Grant	State Capital/ Outlay	Local Match	5311c/ Member Contributions	Use of Fund Balance	Misc. Revenues	Total Revenue
Actual FY 2016	$ 7,673,654	$ 3,041,790	$ 301,312	$ 350,000	$ 156,154	$ -	$ 161,238	**$ 11,684,148**
Actual FY 2017	$ 7,568,341	$ 3,623,558	$ 93,000	$ 350,000	$ 146,629	$ 71,687	$ 205,733	**$ 12,058,948**
Actual FY 2018	$ 8,063,102	$ 3,149,703	$ -	$ 483,956	$ 40,952	$ -	$ 137,268	**$ 11,874,981**
Actual FY 2019	$ 8,557,979	$ 2,663,936	$ -	$ 482,142	$ 386,395	$ 416,321	$ 279,731	**$ 12,370,182**
Actual FY 2020	$ 8,690,259	$ 4,286,696	$ 252,000	$390,172	$ 584,598	$ -	$ 221,550	**$ 14,425,275**
Percent Change FY 2016 – FY 2017	-1.4%	19.1%	-69.1%	0.0%	-6.1%	n/a	27.6%	3.2%
Percent Change FY 2017 – FY 2018	6.5%	-13.1%	n/a	38.3%	-72.1%	n/a	-33.3%	-1.5%
Percent Change FY 2018 – FY 2019	6.1%	-15.4%	n/a	-0.4%	843.5%	n/a	103.8%	7.8%
Percent Change FY 2019 – FY 2020	1.6%	60.9%	n/a	-23.6%	51.3%	n/a	-61.0%	11.0%
Percent Change FY 2016 – FY 2020	13.2%	40.9%	-19.6%	11.5%	274.4%	n/a	37.4%	23.5%

Source: NCRTD Comprehensive Annual Financial Report 2020

Table 2-9: NCRTD Expenses by Type

Fiscal Year	Administrative Expenses	Operating Expenses	Capital Expenses
Actual 2016	$ 1,219,644	$ 7,759,932	$ 1,582,637
Actual 2017	$ 1,323,408	$ 8,614,559	$ 2,154,781
Actual 2018	$ 1,390,891	$ 8,844,180	$ 1,084,584
Actual 2019	$ 1,516,264	$ 8,051,802	$ 911,197
Actual 2020	$1,642,370	$7,820,658	$2,551,089
Percent Change 2016-FY 2017	8.5%	11.0%	36.2%
Percent Change 2017-FY 2018	5.1%	2.7%	-49.7%
Percent Change 2018-FY 2019	9.0%	-9.0%	-16.0%
Percent Change 2019-FY 2020	8.3%	-3.0%	180.0%
Percent Change 2016-FY 2020	34.7%	1.0%	61.2%

Source: NCRTD

Cost Performance

Table 2-10 summarizes system wide data and performance measures based on operating costs for the past five fiscal years. Between FY 2016 and FY 2020, the significant decrease in ridership, coupled with a small increase in total operating costs, likely resulted in a 23 percent increase in cost per one-way trip. Most of this increase occurred between FY 2019 and FY 2020, when operating cost/trip increased by 30 percent. Between FY 2018 and FY 2019, operating cost/trip declined by 11 percent.

Table 2-10: Cost Performance FY 2016 - FY 2020

Fiscal Year	Operating Expenses	Total One-Way Trips (systemwide)	Total Revenue Hours	Operating Costs/Trip	Operating Costs/Hour
2016	$7,759,932	267,870	25,268.77	$28.97	$307.10
2017	$8,614,559	284,285	49,382.65	$30.30	$174.45
2018	$8,844,180	289,441	54,780.73	$30.56	$161.45
2019	$8,051,802	294,313	59,572.07	$27.36	$135.16
2020	$7,820,658	219,998	52,246	$35.55	$149.69
% Change 2016 - 2017	11.01%	6.13%	95.43%	4.60%	-43.20%
% Change 2017 - 2018	2.67%	1.81%	10.93%	0.84%	-7.45%
% Change 2018 - 2019	-8.96%	1.68%	8.75%	-10.47%	-16.28%
% Change 2019 - 2020	-3.0%	-33.8%	-14.0%	29.9%	1.1%
% Change 2016 – 2020	0.8%	-21.8%	206.8%	22.7%	10.7%

Data Source: Ridership-Board Packets November 2020, 2019 and 2018; Operating Expenses-Board Packets November 2016, 2017, 2018, 2019, 2020; Revenue Hours- DataPoint for fixed routes and NCRTD for Demand Response system

Facilities, Transfer Centers and Park and Rides

NCRTD uses a variety of facilities, some owned and operated by NCRTD and others owned by local governments and other transit systems. Facilities include transfer centers, park and ride facilities, overnight/weekend bus storage and the operations, maintenance and administrative center in Española. There are 11 transfer centers and park and ride facilities, the largest of which is the Española Transit Center, which has 8 routes. The others are Santa Fe Capitol Station, Santa Fe Sheridan Transit Center, Cities of Gold Transfer and Park and Ride, Taos County Administration, Our Lady of Guadalupe Church Parking Lot, 599 Rail Runner Station and Park and Ride, El Dorado Park and Ride at Agora Shopping Center in Eldorado, Taos KTAO Park and Ride, Chama Senior Center, and Farmington – Red Apple Transit.

Garages and Vehicle Facilities

The far-flung network of services provided by NCRTD, over 270 miles long, requires a number of locations to store buses overnight, where it isn't feasible to return to Española. NCRTD has arranged with local governments to store vehicles at their secure facilities. NCRTD's largest facility is the Jim West Regional Transit Center in Española (owned by NCRTD), which is the NCRTD headquarters and its operations/maintenance hub. It has space for expansion and is where NMDOT stores its Park and Ride buses overnight. The other vehicle storage facilities are: Taos – NCRTD owned (17 vehicles), Cerro – Taos County facility (2 vehicles), Village of Chama Public Works facility (2-3), Town of Edgewood Community Center (1 bus), Peñasco- Taos County facility (1), Santa Fe Trails (3-8). Major needs include a maintenance facility and transfer center in Taos, a new park and ride in Eldorado, and a more expansive transfer center in Española.

Transit Fleet

As of June 30, 2020, NCRTD's fleet consists of 58 revenue vehicles. Of the 58 revenue vehicles, 55 are active (which includes spares) and 3 are inactive. Inactive vehicles are defined as those not readily available for revenue service, such as vehicles that are awaiting disposal, out of service for an extended period of time for major repairs, etc. NCRTD operates a total of 36 vehicles in maximum service. The transit fleet has a mix of passenger buses with seating capacities ranging from 14 to 36 passengers and vans with seating capacities ranging from 3 to 9 passengers. All the vehicles are body-on-chassis style and are lift-equipped except for a 3-passenger van which is a purpose-built model and has an ADA-approved ramp access. 33 of the vehicles use regular gasoline as their fuel, 13 use diesel, 10 use E-85 flex fuel, one uses LPG and one uses CNG. All the buses are equipped with bicycle racks.

More information about transfer points, facilities and the fleet are in Appendix A.

Technology

NCRTD uses a variety of technologies in support of operations. These include: ADEPT paratransit software (limited usefulness since maps are not up to date) and AVAIL software for data intelligence and vehicle tracking and metrics, which incorporates automated passenger counters (by stop, route and time of day), automatic vehicle locators, automatic voice stop annunciators, administrative tools and technologies for recordkeeping and reporting, and a phone app to determine the location of the bus in real-time (Blue Bus Tracker).

3. OVERVIEW OF COMMUNITY OUTREACH

Southwest Planning & Marketing (SWPM) led the outreach effort and conducted twenty-nine community meetings on behalf of the North Central Regional Transit District (NCRTD). SWPM was responsible for working with NCRTD staff in developing and implementing public

community meetings for riders and interested individuals. The scope of work included script development, meeting facilitation and recording and reporting of the meetings. SWPM was also contracted to provide an online survey to provide a way for riders and interested individuals to provide additional input. (More outreach details are provided in Technical Memorandum No. 1 in Appendix A.)

Methodology

SWPM worked with NCRTD staff to schedule and arrange the community meetings. NCRTD communities were invited to provide input through a series of 29 community outreach meetings in 21 communities. The meetings occurred between October 15 and December 10, 2019. A list of the dates and location of these meetings is shown in Table 2-11.

Table 2-11: Community Outreach Meetings

Date	Community	Attendance
10/23/2019	Chama Chamber Meeting – Facilitation	21
10/23/2019	Chama Council Meeting Presentation – Facilitation	12
11/6/2019	Edgewood Council Meeting Presentation – Facilitation	16
11/6/2019	Edgewood Facilitation	4
11/6/2019	Edgewood Senior Center Intercepts – Facilitation	4
11/6/2019	Edgewood Senior Center Facilitation	13
11/14/2019	Eldorado Facilitation	16
11/5/2019	Española Facilitation	-
12/10/2019	Española Focus Group	12
10/15/2019	Jicarilla Apache Reservation Council Presentation – Facilitation	9
11/13/2019	La Cienega Facilitation	2
10/29/2019	Los Alamos Facilitation	2
11/11/2019	Madrid Facilitation	6
10/30/2019	Nambé Pueblo Council Meeting Presentation – Facilitation	12
10/25/2019	Nambé Pueblo Intercept Interview (conducted at Halloween Event)	24
11/5/2019	Ohkay Owingeh Council Presentation – Facilitation	16
10/27/2019	Peñasco Facilitation	11
11/13/2019	Pojoaque Pueblo Division Director Presentation – Facilitation	22
10/22/2019	Questa Council Meeting Presentation – Facilitation	13
10/29/2019	San Ildefonso Pueblo Intercept Interview (conducted at Halloween Event)	25
11/26/2019	Santa Clara Pueblo Council Meeting Presentation – Facilitation	17
11/12/2019	Santa Clara Pueblo Facilitation (Senior Center)	6
11/21/2019	Santa Fe (Downtown) Facilitation (cancelled due to snowstorm)	-
11/19/2019	Santa Fe (Southside) Facilitation	1
11/13/2019	Taos Pueblo Facilitation Governors and Staff	7
11/14/2019	Town of Taos – Facilitation	18
10/22/2019	Town of Taos Council Meeting Presentation – Facilitation	23
10/30/2019	Tesuque Pueblo Facilitation	11
2/6/2020	Santa Fe (Downtown) Facilitation	6
	TOTAL ATTENDANCE	315

Community members and riders were invited to participate in the meetings through the use of rider alerts on buses, the NCRTD website, radio (Taos, Santa Fe, Española, Edgewood), newspaper (Santa Fe, Española, Taos and Edgewood), press releases and public service announcements, social media posts, the NCRTD Facebook page and social media outreach on community Facebook pages in each community.

In some communities, there was very low participation in the outreach initiatives. This is typical of a well-run transit system. Our experience tells us that often attendance at public meetings is driven by the quality of the service. Systems with good or excellent service often have a low turnout at public meetings and systems with poor service virtually always generate the largest attendance. The outreach team provided additional outreach efforts in these communities. SWPM garnered an additional fifty comments from an online link provided for people that could not attend a meeting. Comments were also received via emails forwarded from the NCRTD staff. In Española, a focus group of recruited selected riders was held. In addition, a final Santa Fe Stakeholder focus group was held to ensure extensive outreach in those areas.

Tribal Outreach

The outreach team arranged meetings with eight northern New Mexico tribes (7 Pueblos and Jicarilla Apache Nation). The outreach approach for tribes was customized to meet each specific tribe's outreach request, taking into consideration tribal availability and norms. In some cases, the outreach team conducted more than one meeting per tribe.

The outreach team met with the following tribes through tribal council meetings:

- Jicarilla Apache Nation
- Nambé Pueblo
- Ohkay Owingeh Pueblo
- San Ildefonso Pueblo
- Santa Clara Pueblo

The outreach team used community events for outreach in Nambé Pueblo and San Ildefonso Pueblo (in-person interviews). The team was invited to participate in a staff meeting in Pojoaque Pueblo and community meetings were held in Tesuque Pueblo (senior center) and the Santa Clara Pueblo (senior center). The Taos Pueblo Governor arranged for a meeting with selected tribal leaders and invited individuals.

Major Findings for all Communities

The summary of the public meetings and focus groups is as follows:

Transit Service

- All of the communities were grateful and complimentary of the service and drivers. Participants went out of their way to express their appreciation.

Connectivity

- There are varying connectivity issues in many communities revolving around getting to and from work/school and to medical appointments and shopping.
- In most small communities, better connectivity to Santa Fe and Los Alamos were requested for workers.

Route Days and Times

- There was a need expressed for routes that coincide with school schedules for students (Taos, Los Alamos).
- There is a need for more direct routes to use for work or shopping in a full day.
- Later and more mid-day routes for medical appointments and shopping was needed in most communities.
- Weekend service (particularly Saturday) and later service beyond 6 p.m. was requested.
- Particularly in the tourist towns (Madrid, Taos Ski Valley, Chama), participants requested later routes and weekend routes to motivate tourists to go to their communities.
- Some communities have a shortage of workers and requested schedules that could be used to get workers to work early and back to small communities later (particularly tourist related jobs).
- **Bus Stops** – Many participants provided specific recommendations for more convenient bus stops in most communities.
- **Other** - In some communities there were comments that bus drivers did not wait for riders during scheduled stop times.

Safety and Comfort

- Virtually all of the communities requested covered and heated shelters because of the harsh Northern New Mexico winters.
- The perception of safety issues was raised at most meetings however, there were no major safety or security incidents raised at any meeting.
- There is a perception of safety among non-riders. There is a concern regarding the condition of some riders using the free buses (intoxication was the biggest concern).
- Tribes with casinos reiterated that stops around casinos generate transients and vagrancy.

Communications and Information

- There is a need to have more on-going messaging regarding awareness of the service, routes and ancillary services available (routing app, schedules, on-demand service where available).
- Awareness about the bus service (for people that do not ride the bus) is very low.
- Some communities had issues with bus stop signage that matched schedules and times.

SUMMARY – NEEDS ASSESSMENT

NCRTD does an excellent job of meeting most of the needs of the service area. While there are some pockets of unserved population, by far the largest unserved community (except for commuter service) is Edgewood. Its rapid growth may present opportunities for NCRTD.

A second area not currently served by NCRTD includes Gallina, Coyote and the communities along Route 96. Northern New Mexico College (NNMC) has discussed with NCRTD an opportunity for one day per week service on four routes to El Rito, one which could serve the communities on Route 96.

As detailed in the outreach section of this chapter, there are a number of needs voiced relating to bus stops, more service and revised schedules to meet greater needs.

Chapter 3: Service Plan Activities

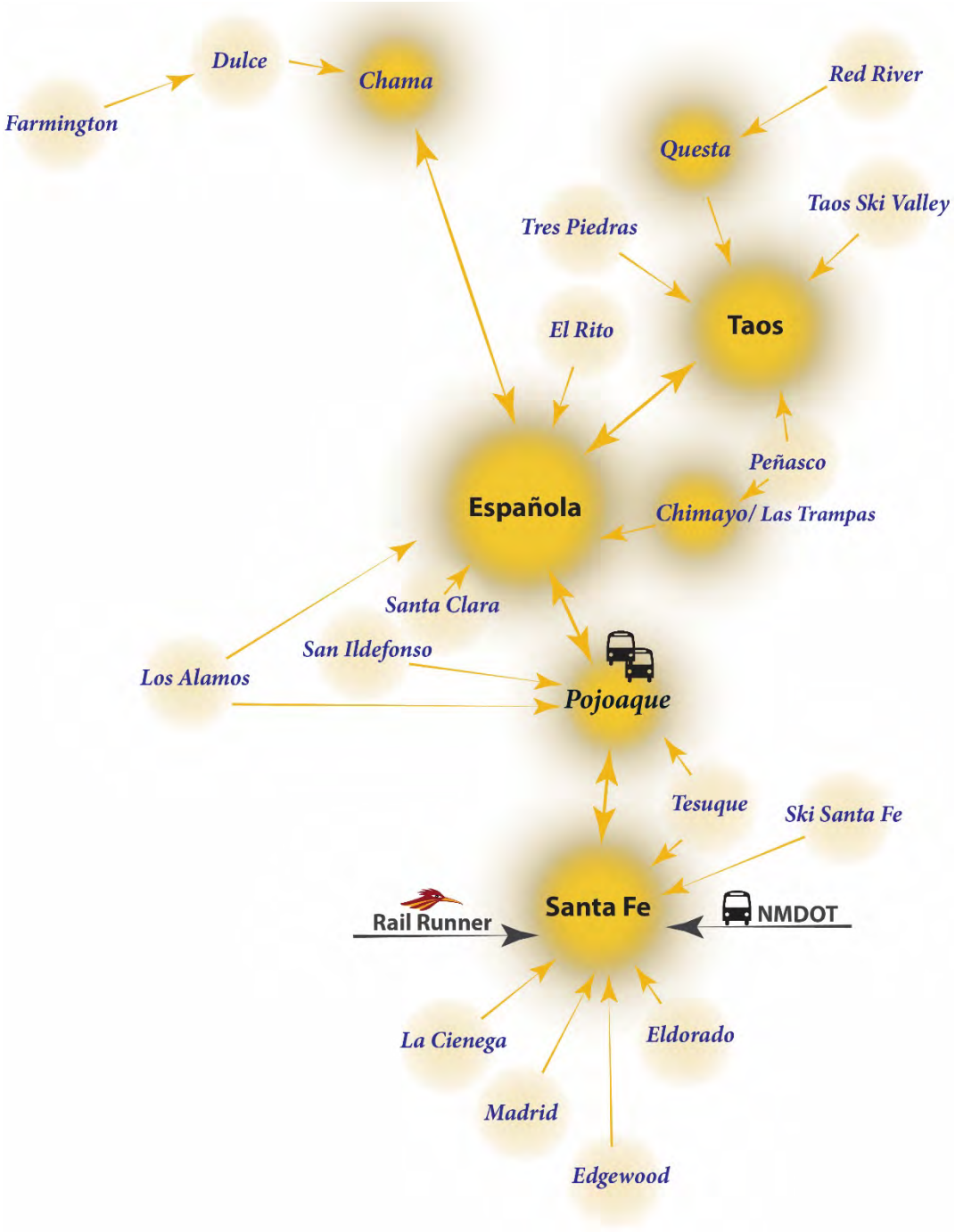
The two final components to this Transit Service Plan Update include this chapter – Chapter 3: Service Plan Activities, and Chapter 4: Financial and Implementation Strategies. These transit service plan activities include all of the service revisions, expansions and new services that at this time are most important for NCRTD and its riders over the next seven years 2020 – 2027. The plan is the result of extensive outreach, analysis of existing services, demographics and geography and the analysis of needs (all of which are outlined in Chapter 2 and detailed in the attached technical memoranda in Appendix A).

INTRODUCTION: SEVEN YEAR SERVICE PLAN

Overall, as discussed in the review of needs, the analysis indicates: Many routes need fine tuning as would be expected in any dynamic transit system as adjustments should be happening on at least an annual basis; there are few communities within NCRTD's service area that do not have at least limited service; and at the same time, beyond the service area there are limited options as much of the surrounding populated areas are served by other systems.

Upon detailed examination of the service and the service area, it is evident that there is some fine tuning, rather than significant changes, needed for the NCRTD service. Much of the focus in the plan is on connectivity. The sheer size of the NCRTD service area necessitates a number of important timed transfer locations from outlying transfers such as Questa and Chama to Santa Fe and Española. Figure 3-1 depicts the connection points where timed transfers should occur in order to ensure connectivity. These connection points or transfer stations are critical to the connectivity and in at least two cases (Taos and Española) will require capital improvements to ensure the stations can meet the demands of connectivity.

Figure 3-1: Major and Minor Connection Points-NCRTD Service Area



Service Activities

The service activities and changes fall into the following categories:

Connectivity	This, to a large extent involves key transfer points, timing of the routes and ensuring timed meets wherever possible.
Existing Service Modifications	There are a variety of modifications that can improve service, many at no or low cost.
New Service within Service Area	There are two completely new services proposed, serving most of the only communities in the service area without service.
Opportunities for New Service beyond NCRTD Service Area	The opportunities are limited.
Infrastructure and Technology	NCRTD currently makes good use of its technology with the exception of its paratransit technology. There are recent developments in the paratransit field that may be advantageous.

The Future

The pandemic has changed everything. No one can predict the future (especially now), yet our job is to look toward a post pandemic future when the problem has stabilized and service is relatively back to pre-COVID levels. Chapter 4 Financial and Implementation Activities is very COVID specific.

- At this time, there are some very low or no cost changes that NCRTD can make related to timing and connectivity, but changes related to additional service on existing routes should wait until normalcy has returned.

- This is an excellent time for NCRTD to conduct the operations planning (developing detailed schedules, timing meets, route changes, marketing materials and other tasks). It may also be worth implementing many of the changes prior to expansion when the pandemic has subsided.

- Post pandemic strategy should be to introduce the new and improved service – putting in the best service possible to draw back riders.

- This may also be a good time to implement pilot microtransit options in existing dial-a-ride service areas.

Service Planning

The service planning activities to follow include the following:

- Key Concepts and Guidelines
- Existing Service Modifications
- New Service within the Service Area
- Beyond the Existing Service Area
- Infrastructure and Technology

KEY CONCEPTS AND GUIDELINES

In this section the reader is offered guidelines on designing fixed route and placement of a transfer center. These guidelines are used in the development of route changes.

Service Design

Proper service design is paramount to any transit system. Improper service typologies and designs often result in lower ridership and lower productivity while applying the right service design can improve performance often at no extra cost.

As an introduction to the service strategies, the study team presents our guidelines for service design. The review of routes included these guidelines and it is important for the reader to understand the context for our recommendations.

Fixed route is generally the least expensive mode of transit on a per trip basis and also the most efficient and effective. Following are the guidelines specifically tailored for NCRTD:

1. **Minimum density** – Fixed route service works best in town with communities of at least 1,000 persons per square mile, as well as areas with major destinations or tourism. Microtransit can function at much lower densities.

2. **Minimum productivity** – Our research indicates that fixed routes with lower than five one-way trips per hour should look to alternative service designs such as microtransit.

3. **Do not compete with yourself** – It is advisable not to operate a competing paratransit service covering the same service area as fixed route. Service should be evaluated closely to ensure little to no overlap within one-half mile of fixed route. Microtransit should complement and feed the fixed route.

4. **When is service provided?** – When the service is provided is as important as where the service goes. It is important to consider that commuters often need to arrive before 8 a.m. and leave after 5 p.m. For in town service the hours in Española – 6 a.m. to 7 p.m. are a good starting point, necessitating an expansion of hours in Taos. Riders typically prefer later hours, particularly for retail employee commuting home at 9 p.m. or later. Saturday service typically generates half the ridership of weekday service and Sunday service usually one-third.

5. **Out and back/avoid the loopers** – Long (over 45 minutes) one-way loop routes kill ridership. Out and back is the normal form of fixed route transit. If there is a stop on one side of the street there should be a stop on the other side (in most cases). Ride time on long loop routes is almost always excessive.

6. **Simplicity in fixed route design** – Avoid connecting the dots and keep the meandering of fixed routes to a minimum.

    a. In most cases let the riders walk or ride their bicycles to the bus stop rather than having the bus go to the riders. Major stops are an exception as are those willing to pay for a meander.

    b. Do not try to do too much with one route.

7. **Timed transfers** – Fixed routes will meet at designated transfer points at the same time. This would include routes coming into Española, Santa Fe and Taos as well as the smaller transfer points. Microtransit buses will also meet at the transfer point (or outlying designated transfer point). These services will also be timed to meet the Rail Runner.

8. **Transfer locations** - Major transfer points should be near major trip generators such as big box stores, downtown, or at a mall, with proper access. This will reduce the number of transfers and decrease travel time. Taos needs one transfer center. This is detailed in the next section.

9. **Frequency and coverage** – Frequency is the time between buses going in the same direction on the same route. Going from a frequency of an hour to ½ hour is great, but it doubles the cost. Service elasticities tell us that when service is doubled ridership will probably increase about 50 percent. While coverage is not good for ridership, as some parts of the service area will never be productive, fairness and politics tell us that sometimes coverage is important. The key here is putting the best service design in place for each part of the service area.

10. **Timing points** - Timing points should be every 7 to 10 minutes. For in-town service, it is best to not have every stop as a timing point as this will result in slow service and the bus sitting around.

11. **Proper streets and turns** - Routing should avoid unprotected left turns on busy streets as well as any other difficult maneuvers. The bus must be able to easily traverse a narrow street without impediment. Never back up as part of a route. Test the route with the bus you will use.

12. **Accessible bus stops and pathways** – The bus stop is transit's front door. Care must be taken in selecting bus stops for location, safety and accessibility.

13. **Vehicles** - Are your vehicles appropriate for your ridership? Size/capacity – is the bus big enough or will you "need a bigger bus?" For fixed route, bigger is usually better unless there are maneuverability issues on the route. Note that in this pandemic, there is a distinct advantage to using bigger buses – the need to social distance as NCRTD has been doing.

14. **Consistency of service** – "Every service day without fail, every time without fail." Customers must have service every day. If they can't count on the bus showing up, then they will only ride if desperate. Try to have the bus come by the same location, in the same direction at the same time every hour (or half hour).

15. **Avoid deadheading where possible** – While some deadhead moves would rarely see ridership, the purpose is to allow for additional options at no additional cost. The otherwise deadhead move should be in service on an expedited schedule (at the speed of a deadhead move).

16. **Sometimes there are exceptions** – These guidelines are not universal. Context dictates the service design and provision.

Transfer Center Locations

The focus here is on the Española and Taos transfer centers that each see multiple routes converging. The focus is on connectivity. The proper placement of a transfer center will minimize bus mileage and travel time for the buses and customers, reduce transfers and provide better service area coverage. Wherever the transfer point is located it should meet most of the critical locational elements described as follows:

1. **At or adjacent to a major destination(s)** – When the transfer center is at a major destination, it reduces the number of transfers required for passengers. This reduces the time on the bus and in turn can improve ridership. Locations such as downtown, a large mall or big box stores are typical, with most transfer centers being in the downtown area.

2. **Excellent access for buses** – Minimal time loss related to entry to the facility is important to customers and the reach of the service. This is particularly important for intercity and regional routes that should stay close to major roads traveled.

3. **Safe and inviting location** – The transfer facility should be located in a well-lit location where people have no concerns about their safety.

4. **Accessible/safe pathways for pedestrians and bicyclists** – Clearly access is critical – care should be taken to avoid inaccessible pathways and parking lots. Pedestrian access should include accessibility for all and appropriate protected crosswalks to ensure safety. Española does not meet this criterion as pedestrians interact with 40 foot over-the-road coaches, NCRTD buses, and personal vehicles all together. Bicycle access should also be protected, with bike racks at major stops and the transfer station.

5. **Adequate space for future expansion** – The space must accommodate all buses that may be onsite at one time, now and for the next 10-20 years. This will include internal service as well as other providers - public and private. Space should be included for passengers dropped off by cars, commonly called "Kiss and Ride" access.

6. **Centrally located to each route** – Where geographically feasible, buses should be able to access the facility from a variety of roads and not have multiple routes travel on the same roads.

7. **Public/private partnership potential** – At larger transfer centers (Española in particular) there may be opportunities for partnerships. This can include advertising at transfer stations all the way to renting of retail or office space.

Bus Stops

NCRTD policy requires that buses only stop for passengers at designated bus stops. In essence a bus can only stop where there is an official stop – a pole and a sign. The bus only stops if there are passengers either boarding or alighting.

It is advantageous to have more stops rather than fewer stops. The cost of placing a pole in the ground is minimal and it can increase ridership. While this plan does not identify stop by stop changes, our observations and extensive outreach has identified a number of potential additions. Appendix B is a list of suggested bus stop changes from the public and the observations of the consultants.

Solar/Battery Powered Lighting of Key Stops

Vehicle operators and riders indicated that driving the mountain and canyon roads under poor weather conditions, and during nighttime, dawn and dusk, is difficult and that some bus stops are hard to see if there is a passenger waiting. Typically at these stops the rider can press a button and a light (solar/battery powered) will indicate to the operator that there is a person that wishes to board. NCRTD initiated this effort shortly after the feedback was received and

will be testing stops with lighting between Alcalde and Velarde (served by 300 Taos, 305 Taos Express).

EXISTING SERVICE MODIFICATIONS

There are a number of changes that can take place to improve existing service and connectivity by revising a schedule or modifying a route. Many of these have no additional operating costs associated with them, most of the others are of minimal cost.

Transfer station improvements in Española and Taos are called for to improve connectivity, and in Española, safety as well. These will require varying amounts of capital funds and possibly revised schedules and routes.

Caveat: Hiring Vehicle Operators

It should be noted, that while the plans will work, the environment that NCRTD operates in (before and after the pandemic) makes execution of the plan problematic at times. Prior to the pandemic, it was difficult to recruit and retain qualified vehicle operators, not just at NCRTD, but nationwide. This problem is exacerbated in remote areas such as Edgewood, Chama, Questa and Peñasco where attracting vehicle operators is always difficult and sometimes the bus timing has to meet the vehicle operator's needs and capabilities.

Continued Need for Connectivity – The Transfer Stations

Connectivity is the key theme of this plan. While NCRTD has made great strides in improving connectivity, there are still both internal and external connections that need improvement. Many of these strategies are at low or no operating cost and can generate improvements in ridership, allowing more persons to access health care, jobs and shopping in a timely manner.

A timed meet requires all buses to meet at the same time so that passengers can easily and quickly transfer to another bus. The timed meets require a transfer location that meets the region's needs. Buses and trains should meet at transfer points to the greatest extent possible. There are a number of changes that should be considered to ensure better connectivity internal to NCRTD and external.

Santa Fe

Santa Fe has two major transfer points in Santa Fe: Sheridan Avenue Transit Center (connections with Santa Fe Trails) and South Capitol Station (connections with Rail Runner and Santa Fe Trails). The focus here should be on South Capitol Station. NCRTD and NMDOT

Park and Ride buses to Española generally do not meet Rail Runner service at South Capitol,

limiting commuter options for residents north of Santa Fe all the way to Española.



It is recommended that at least one bus operating between Santa Fe and Española meet every Rail Runner train with the possible exception of the first and last trains in each direction. This could be any combination of the different routes (Route 200 – Santa Fe, Route 160 – Santa Clara, and Route 220 – Tesuque and Park and Ride Routes) that serve these two cities.

Española – Improve or Move

Española is the key hub for the NCRTD system. The existing facility is small and does not separate buses from pedestrians or other vehicular traffic. It is also not adjacent to a major destination. Its primary advantages are that it is at a major crossroads with access in multiple directions and that there are some meets with the NMDOT Park and Ride service (Park and Ride).

Prior to the pandemic, buses stopped at the station 131 times every weekday, 130 of which occur in a thirteen hour window. This calculates to ten bus arrivals and departures per hour (with most arrivals and departures at the hour and half hour). The most significant problem with the existing facility is: 1) small size and lack of capacity for more than three buses safely at one time, and 2) lack of separation of pedestrians from buses and cars. Table 3-1 details the number of buses going through this transfer station every weekday prior to the pandemic.

With the proposed timed meets on the hour and half hour, there will be at least two or three buses and often five or more NCRTD vehicles meeting at various times of the day at the Española Transit Station. In addition, there are 40 – 45 foot park and ride buses at the same time, making that facility (as currently configured) unacceptable for critical timed meets in the future.



Transfer Station Options

Implementation of the connectivity plan will require one of two approaches. Either revamp and ultimately enlarge the existing facility or move the transfer facility (Figure 3-2).

Table 3-1: Española Transit Station Number of Buses

Routes	# Arrivals Daily
NCRTD	
100 Riverside	40
110 Westside	26
150 Chimayo	9
160 Santa Clara	12
180 El Rito	2
190 Chama	6
200 Santa Fe	4
220 Tesuque	3
300 Taos	4
400 Los Alamos	2
Total NCRTD Arrivals	***108***
NMDOT	
Green Route	17
Red Route	6
Total NMDOT Arrivals	***23***
Grand Total Arrivals	**131**



A crowded Española Transit Center

1. **Improve the Existing Facility** - In this scenario there are a number of relatively low cost changes that can be implemented to make the facility safer and able to accommodate five to seven vehicles at one time. The land that this facility sits on is owned by the City of Española that entered into an agreement with the NMDOT and allows the placement of improvements and its use as Transit Center. Similarly, the District has a usage agreement with NMDOT for its use of the Transit Center and placement of its bus shelters. The recommended changes would require the cooperation of NMDOT and agreement with the NCRTD as to who would be responsible for the proposed changes.

    a. Restripe and sign the facility to have a bus-only entrance and lanes through the facility. Pedestrian access should be guided by crosswalks and signage. Personal vehicles should have a separate entrance and exit.

    b. Develop safe and accessible pathways that protect riders and other pedestrians from buses and personal vehicles.

    c. Size the passenger boarding area to be able to accept 5-6 vehicles at one time with additional shelters, platforms and curbs.

2. **Build a Transfer Station at NCRTD Offices** – In this scenario, NCRTD will build a transfer station at its offices where it will be able to accommodate future growth in a safe manner. NMDOT Park and Ride will be invited to participate in this transfer station (where they store vehicles overnight). Building a transfer station offers the following advantages:

    a. Will allow for short and long term growth.
    b. Location is good in many respects.
    c. If NMDOT is unwilling to meet at the new facility, some routes can still meet at the Park and Ride, at the current facility.
    d. This will give the facility additional safety and security.
    e. Potential waiting room and restroom for passengers.

Taos



There are seven routes both local and regional and at times multiple buses (3 – 5 buses) converge. The local and regional buses should have a timed meet (where feasible). There should be one transfer station where all buses meet in both directions.

Figure 3-3 depicts the two transfer sites as well as two other potential locations with large, paved lots. The map also shows the zone with the most potential to have an appropriate transfer site. In this zone there are numerous other potential locations near the Plaza either in existing parking lots (if properly configured with uninhibited access) or on a vacant property on or within two blocks of Paseo del Pueblo.

Anticipating 3 – 5 vehicles meeting during peak times, any space selected would need improvements. Our Lady of Guadalupe parking lot was selected as the best alternative for the next ten years.

Our Lady of Guadalupe parking lot – This is a crowded and difficult to access location requiring buses to maneuver through a parking lot used by visitors. The northbound vehicles will have to make an unprotected left turn to enter the lot. This lot is feasible but would require an upgrade to meet safety and accessibility standards and to ensure rapid access by buses with limited or no interaction with pedestrians or other vehicles. Safety is the number one focus at this facility.

Figure 3-2: Potential Transfer Station Sites, Española

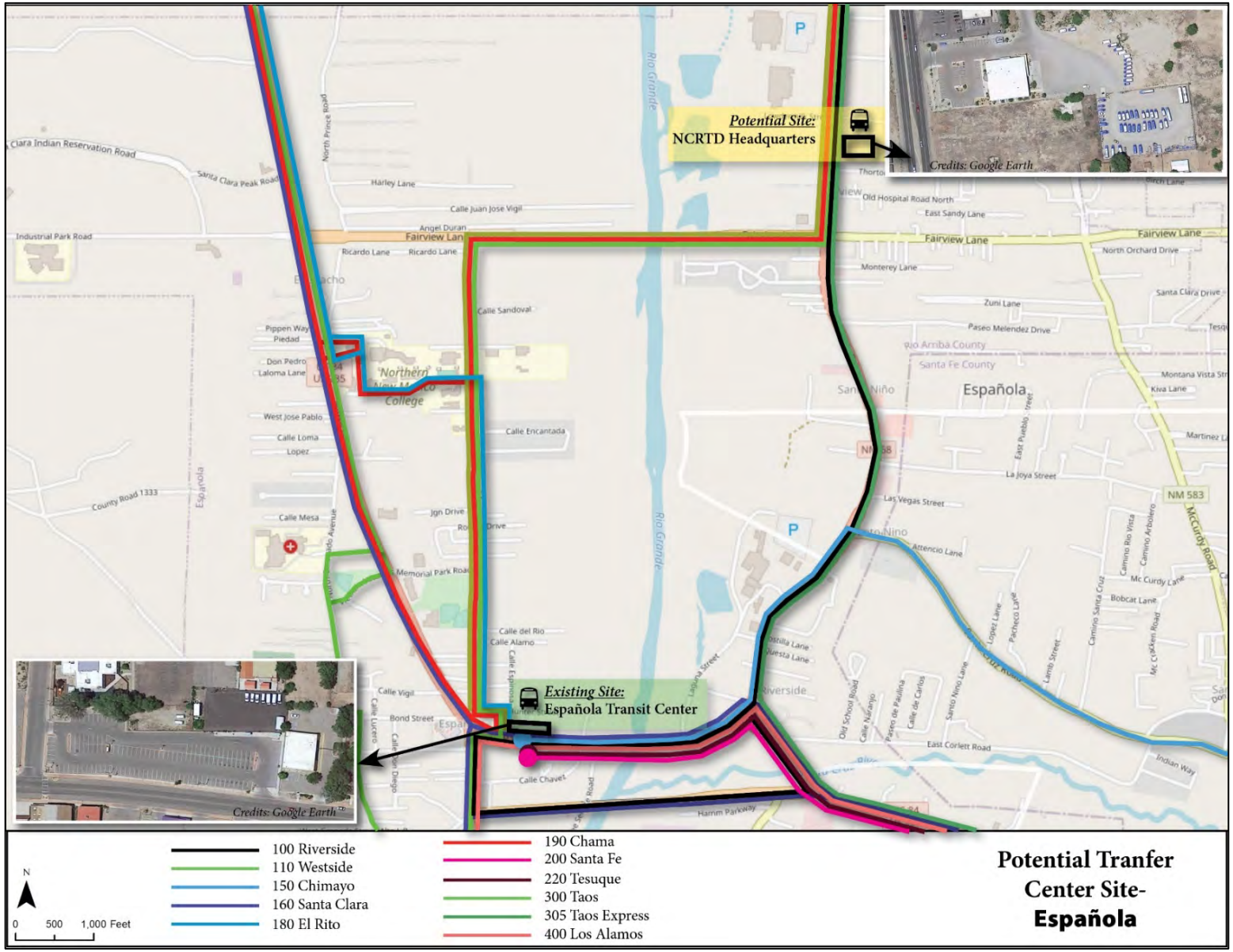
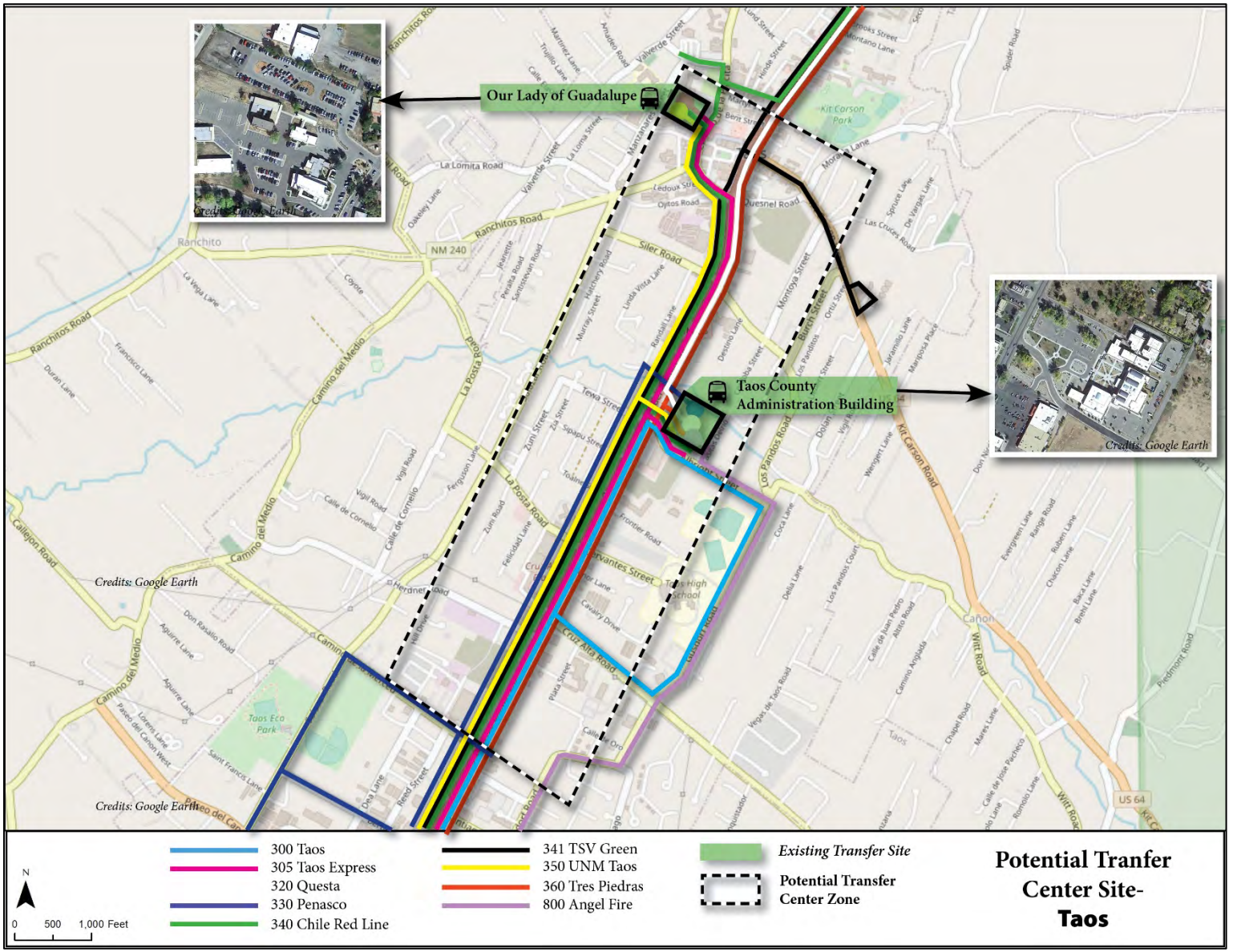


Figure 3-3: Transfer Station Sites and Potential Transfer Station Zone - Taos



Cities of Gold

This is a major stop in the Santa Fe – Española/Los Alamos Corridor. NMDOT Park and Ride operates two routes that stop at Cities of Gold **30 times daily** (Red and Blue Routes). NCRTD operates three corridor routes (Routes 160, 200 and 220) stopping **14 times** and local routes the Nambe/Pojoaque Dial-a-Ride (Route 210), San Ildefonso (Route 230) and Route 400 Los Alamos, stop here about **10 times daily**.



In total, eight routes stop at Cities of Gold a total of **49 times a day**. 44 times a day for corridor buses and about 5 times a day for local buses. ***The bottom line here is that with the abundance of corridor stops, the San Ildefonso bus should consistently meet west, north and south bound buses at the Cities of Gold for all of their round trips. This may require re-timing of some routes to maximize the connectivity.***

Chama/Dulce/Farmington

The Chama and Jicarilla routes should connect where possible. In Farmington, the NCRTD bus needs to stop at the downtown transfer station at W. Animas and S. Orchard as well as the existing stop at Walmart and service to the Regional Hospital. This is detailed below in the discussion of the Jicarilla route.

Modifications and Fine Tuning: Systemwide

In addition to the changes resulting from greater connectivity, there are a number of other modifications that can be undertaken. In some cases, the route timings can be changed and in others a modification or rerouting may be in order.

- **Rerouting** - Often modifying or changing a route will bring additional ridership and in many cases will simply make better sense of the route.
- **Timing for commuters and day trippers** - Sometimes a simple readjustment of the schedule may bring significant ridership benefits. There are a number of opportunities to make trips compatible with commuter needs.
- **Microtransit opportunities** - There are numerous demand response zones and potential demand response zones in the service area. Recent advances in technology make an investment in a microtransit app a viable option. Response time for customers goes from one day to between fifteen minutes and one hour (cost drives this decision), making the service more attractive and generating higher ridership.

Following are route by route modifications and fine-tuning options selected by NCRTD management for inclusion in the plan. The reader is referred to Appendix A - Technical Memorandum No. 3 – Existing Services – Route Profiles, for details related to each route.

In many of the route modifications, the changes consist of minor adjustments to the schedule and may remain cost neutral. In some cases however the minor change may have a slight increase in costs as these changes may affect other routes. There are a number of instances where additional costs are associated with a strategy and they are noted by route.

As stated earlier, to some degree there are limitations to NCRTD's changes, most notably the ability to ensure there will be vehicle operators to meet the new schedule, or in some cases having to hire an additional vehicle operator to meet, for example, an earlier run. While a change in the timing of a route, for example starting at 5 a.m. rather than 5:45 a.m., may seem minor, it becomes a major problem if NCRTD can't recruit a vehicle operator to leave that early.



Route 100 – Riverside

Key issues:

- This route is very productive and well used.
- The two parts of the route often run together or close to each other, duplicating service.
- The section of the route southeast of the transfer station gets virtually no ridership.
- There is no weekend service.

Strategies for Improvement

Operate one version of this route - Maintain arrival at the transfer station on the hour and half hour. All other routes entering the Española Transfer Center should meet this route. This route will continue to operate two buses on a 30-minute headway. Both buses on this route will operate from Okhay Owingeh to Dreamcatcher. This change can be completed as soon as possible. There is no operating costs associated with this change.

The second strategy calls for an expansion to weekend service from 8 a.m. to 6 p.m. Saturday and Sunday.

Costs Associated with Improvements - Weekend Service

Operating two buses on an 8 a.m. to 6 p.m. schedule with half hour headways will require $2,140 per weekend day or $111,000 annually for one weekend day or $222,000 for Saturday and Sunday service.

Route 110: Westside – Crosstown

Key issues:

- Stops at Walmart are only outbound, not inbound.
- Ridership is at the low end of fixed route service.
- Timing issues – Route timing is off on both segments of the route.
- A number of weaknesses:
    - Turning into the Walmart parking lot is problematic.
    - Meandering on the west side of Española.
    - Dead space on Fairview Lane that can't be avoided.

Strategies for Improvement

- Westside Route – Eliminate southern section and turn west on Hill Street to Coronado to the hospital.
- Crosstown Route – Deleting the Walmart extension will improve the timing of the route:
    - Eliminating the maneuver in the Walmart parking lot.
    - Passengers can take Route 100 from the Transit Station directly to the Walmart or walk a half mile on Riverside Drive or transfer to Route 100 northbound.
- Maintain arrival at the transfer station on the hour and half hour.
- Implement weekend service 8 a.m. to 6 p.m.

Figure 3-4 depicts the proposed changes to Route 110 Westside-Crosstown.

Figure 3-4: Proposed Changes to 110 Westside-Crosstown



Costs Associated with Improvements

The route modifications will help maintain on-time performance and provide more direct service for customers. There are no operating costs associated with these changes.

Operating one weekend bus on an 8 a.m. to 6 p.m. schedule with one-hour headways (as currently) will require $1,070 per weekend day or $56,000 annually for one weekend day or $112,000 for Saturday and Sunday service.

Española Demand Service

Currently, demand response service is available within 15 miles of Española Transit Center withing Rio Arriba County Unfortunately there is no data available that separates out these trips from other demand response trips.

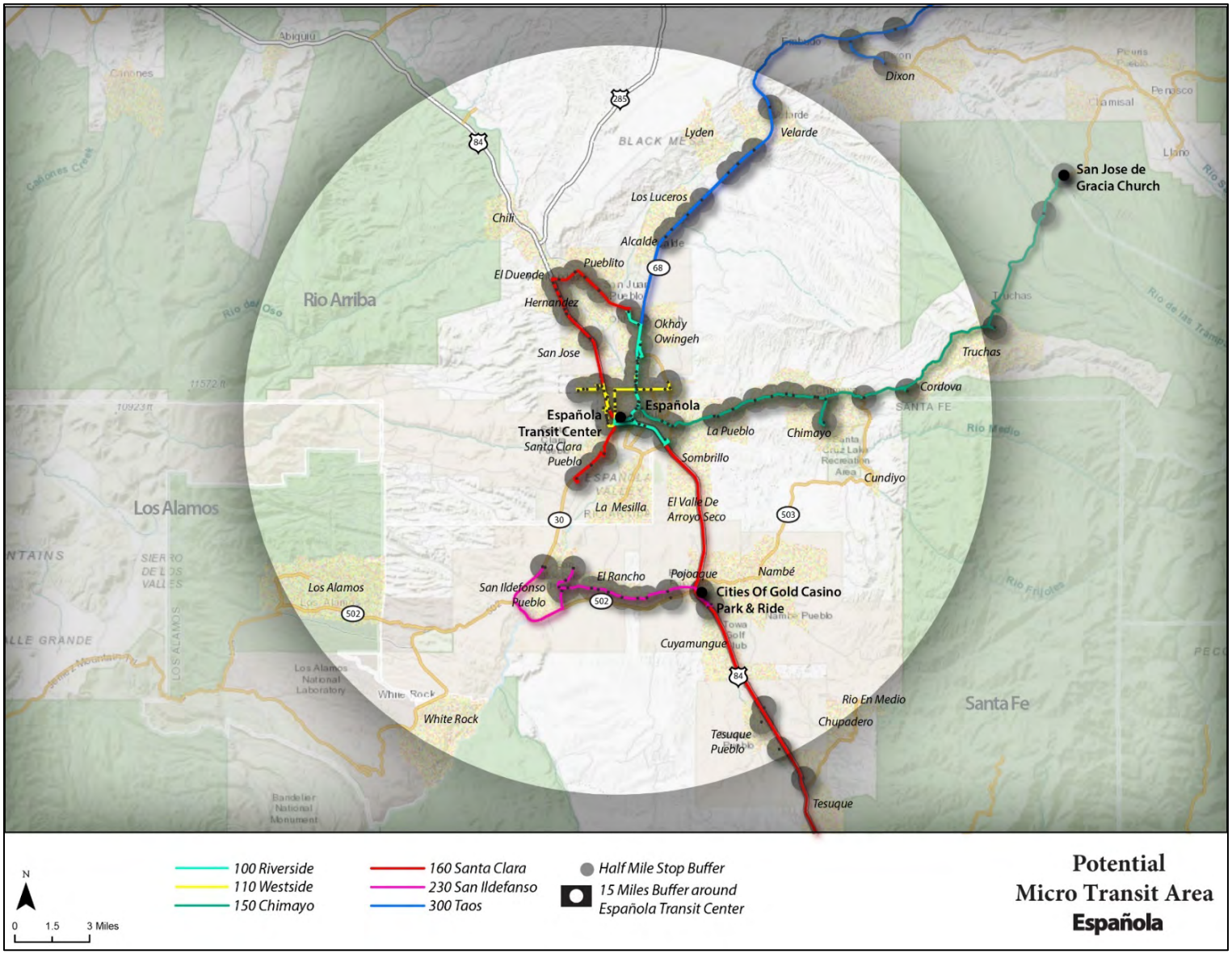
Strategies for Improvement

- Capture ridership and performance data separately for each demand response service.
- Deploy microtransit options throughout areas surrounding Española (15 miles) and more than one-half mile from a fixed route (Figure 3-5). The focus would be on feeding fixed route and providing local service.
    - Areas such as La Mesilla to the south would clearly benefit from at least limited service. Dreamcatcher, currently on Route 100 can be served in this manner as ridership is very low.
    - Days and hours can be limited as appropriate.
    - While microtransit can operate on 15-minute response time, that can be very expensive. One hour response time still gives the riders excellent response for a much lower cost.
    - Service can be to and from anywhere in the designated zone serving the transfer station and other key destinations.

Costs Associated with Improvements

Operating costs should be similar, added costs will be the costs associated with the use of the technology, both one time and monthly.

Figure 3-5: Microtransit Zone- Española



Route 150: Chimayo

Key issues:

- May need more bus stops:
  - On both sides of the street – all stops should have a corresponding stop across the street.
  - Safe and accessible shelters and pathways
- First run from Trampas arrives too late for commuters.

Strategies for Improvement

- Adjust time on the first and last runs of the day: earlier arrival for commuters (25 minutes) and later return (15 minutes). This would allow for a meet with the Española buses at the transfer center, as well as buses going south and northwest. It should be noted that this is one of the times where deploying this change is dependent on the vehicle operators' availability.
- Maintain early and late connection with the Peñasco route.
- Eliminate any deadhead by operating an expedited schedule where there previously was a deadhead move.
- Ensure stops are on both sides of the street.
- Maintain arrival at the Española transfer station on the hour or half hour.

Costs Associated with Improvements

These changes may result in minimal additional hours and costs depending on the availability of vehicle operators.

Route 160: Santa Clara

Key issues:

- This route attempts to do too much and much of what it does is duplicating other services.
- Low ridership due to lack of route focus. Service is not consistent and headways are very long.
- This route makes different stops north and southbound making it very difficult to use.
- Misses connections to the Rail Runner.

Strategies for Improvement

- Separate route into two routes – Santa Clara North (serving Santa Clara and Española area) and Santa Clara South (with service to Santa Fe).
    - Ensure each segment complements other local or Santa Fe service and does not compete.
    - Each bus should arrive at the Española transfer station for timed meets at the top or bottom of the hour, with other buses.
    - Place the Santa Clara South schedule into the overall Santa Fe – Española corridor schedule showing all routes and schedules between these points, including Park and Ride buses (see section on the Road to Española below).
    - There should be the same stops northbound and southbound. For example, the Cities of Gold stop is only served on northbound runs.
    - The Santa Clara North route along US 84/285 should be timed to complement the other two routes on that segment of highway (El Rito and Chama) that has about six miles of consistent residences.
    - Microtransit should not compete with the Santa Clara North schedule.

Costs Associated with Improvements

The hours of service and costs will remain stable as no additional service is proposed.

Route 170: Jicarilla

Key issues:

- Tries to do too much, as a result it is ineffective as structured and timed.
- Dulce service is confusing for passengers.
- An early and late connection to Chama Route and Española was suggested in the outreach.
- Stops needed at the transfer station in downtown Farmington and the hospital. Current structure requires multiple transfers for many needs in Farmington.
- Timing of routes are not conducive to connectivity.
- 2:20 p.m. return does not allow for time in Farmington.
- The Tribal Council has three major issues:
  - Connectivity to Albuquerque and Española,
  - The need for heated covered stops and
  - The need for continued education about service availability.

Strategies for Improvement

This is a low performing route that should see significant change to improve the service. The following changes should occur to improve service:

Timing of Route

- This bus could be timed to meet the Chama Route where possible to ensure connectivity to Tierra Amarilla and points south. This would require a morning meet in Chama and an afternoon meet for the return, allowing enough time for riders to conduct their business. Ridership would be relatively low.

- The Farmington segment should have the last bus leave later than 2:20 p.m., to give riders more time in Farmington.

Stops in Farmington

- Farmington has two transfer centers. The route currently connects to one at Orchard Plaza, east of downtown. The route should also connect to the Farmington Transit Center located downtown so that passengers can access the other routes.
  - The route should continue to the hospital for one-seat service before returning.

Figure 3-6 depicts the proposed changes to Route 170 Jicarilla in Farmington.

Service Design

- Dulce and Chama should be turned into **microtransit zones** for one hour every time the bus arrives. Currently, after the bus arrives in Dulce it circulates through the community on a meandering one-hour route that is difficult to use. It is proposed that this hour be spent as a microtransit service. Figure 3-7 shows possible microtransit zones. Using an app or telephone, a rider can access a pickup within the timeframes the bus is in town. The app or phone call could be used for local service or service to the other communities on the route.

Costs Associated with Improvements

The operating costs associated with the service design and schedule adjustment changes should be minimal depending on vehicle operator availability.

1. The operating costs associated with extending the Farmington Route to the hospital should add 30 minutes to each round trip. There are six round trips per week or an additional three hours. 156 hours of service annually equating to about $16,700.
2. The operating cost associated with microtransit are negligible as no additional time is needed and the schedules do not need to change. The expense is the capital cost of the technology and annual fees.

Figure 3-6: Proposed Changes to Route 170 Jicarilla

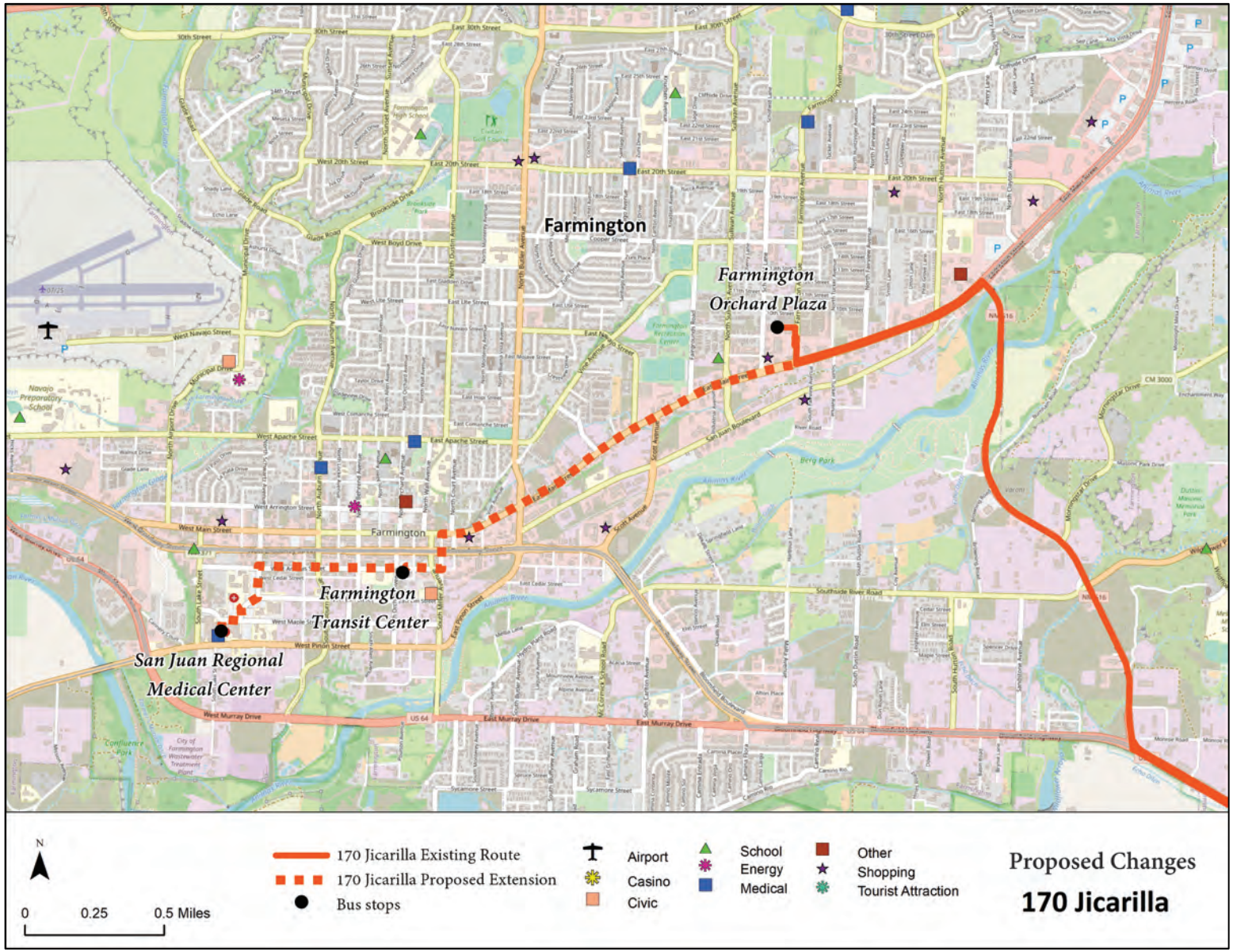
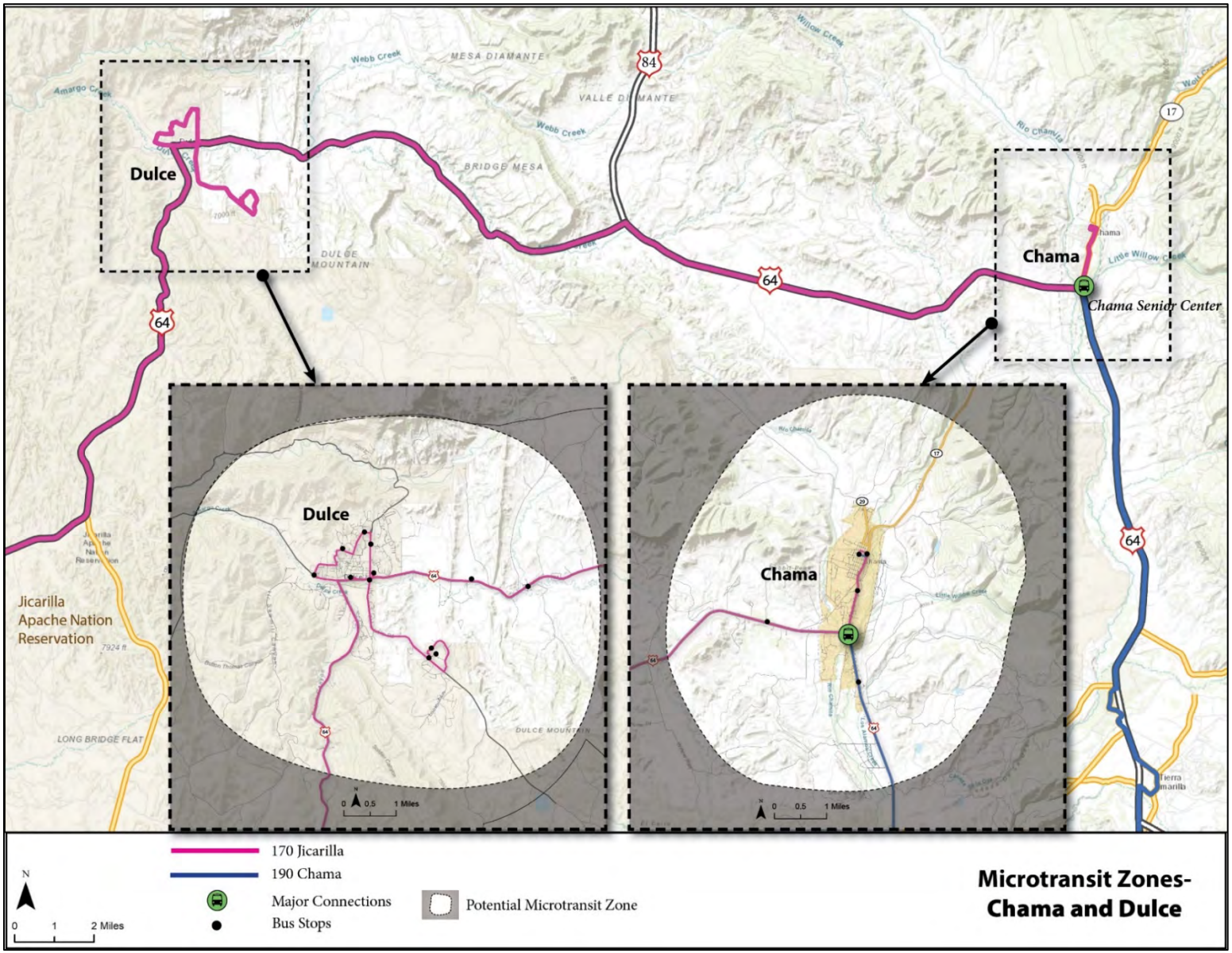


Figure 3-7: Microtransit Zones- Chama and Dulce



Route 180: El Rito

Key issues:

- The route timing limits the usefulness of the route. Allows a three to four hour window in the Española area.
  - There is only one round trip for those with trip origins beyond where US 84 separates from US 285.
  - The route can only be used for limited trip purposes.
  - There is no commuter option, limiting its usefulness.
- There is no connectivity to any other routes in Española. There is no service connectivity to Los Alamos or Santa Fe.

Strategies for Improvement

This route will change into a one day per week service.

- The route will start in Española and travel up to El Rito on its current route.
- There will be three round trips starting and ending in Española. The first round trip will leave Española no later than 7 a.m., and upon reaching El Rito will immediately return to Española the same way. There will be similar mid-day and evening round trips.
- Ensure arrival at the Española transfer station on the hour or half hour.
- If possible it should direct connect with buses to Taos, Santa Fe and Los Alamos.

Savings Associated with Changes

This route currently operates two daily round trips using about four hours daily and 1,000 revenue hours annually. The proposed service suggests three round trips one-day per week for 310 annual hours, a reduction of 690 hours or ($74,000).

Route 190: Chama

Key Issues:

- Provides service along the route to Española for work, medical and school.
- There is limited connectivity in this route. Dulce riders do not have a good connection and those traveling south to Española or Los Alamos can't use it due to timing.
- Low usage due to poor timing

Strategies for Improvement

This is a long and demanding route and may pose a problem in finding vehicle operators as this is a small employee pool, making the maintenance of a very early trip problematic.

- This service should start earlier so that those along the route can use it to commute to the major employment centers of Los Alamos and Santa Fe (and its health care services). This would require service to start 15 - 30 minutes earlier and end about 15 - 30 minutes later. The route should have timed meets in Española.

There should be multiple stops and a small park and ride lot at the intersection of US 84.

Costs Associated with Improvements

This should be cost neutral for operating expenses.



The Road to Española, Los Alamos and Santa Fe - Enhanced Bus Corridor – Routes: 160 – Santa Clara (South), 200 – Santa Fe and 220 – Tesuque

The Santa Fe – Española/Los Alamos corridor is by far the highest ridership corridor of all NCRTD regional services and has the greatest potential for expansion. Efforts to build the brand should start here and include all services (Park and Ride and NCRTD) between the cities of Santa Fe (including the Route 599 Rail Runner station with Park and Ride connections), Española and Los Alamos. Service should also be fully coordinated with Route 300 Taos. The Road to Santa Fe – Española/Los Alamos will be a good opportunity to apply technology for an Enhanced Bus Corridor.

Key issues:

- None of the three routes meet Rail Runner.
- Timing between Routes 200 and 220 needs modification.

Strategies for Improvement

- Branding this corridor should include park and ride service.
- Place each route's schedule (including park and ride) on one brochure with all schedules together in one place.
- Ensure timing of routes does not allow for conflict or duplication.
- Ensure at least one bus on one of these routes meets (where feasible) key Rail Runner trains in each direction.
- Ensure timed meets at Cities of Gold with Route 230.
- Apply technology such as signal prioritization that will hold a traffic light green if a late running bus is coming (for example). Other technology to enhance service can include signage at major stops informing the rider of the time the next bus will arrive. Wi-Fi should also be available on each bus as well.



Route 200: Santa Fe

In addition to the strategies for enhanced bus service (including improved timing of all the corridor routes) in this corridor, this review of Route 200 focuses on issues specific to this route.

Key issues:

- Typically, about one half of the riders connect to the 300 Taos bus.
- Interlined service is good.

Strategies for Improvement

- Interline with Route 300 to the maximum extent (every time if possible).
- Meet at Española transfer station at the top or bottom of the hour (where possible) to ensure connectivity to service to the north/northwest and east.
- This should be an express service with limited stops.

Costs Associated with Improvements

This will result in some shifting of schedules that may require a minimal number of additional hours.



Route 220: Tesuque

In addition to the strategies for enhanced bus service (including improved timing of all the corridor routes) in this corridor, this review of Route 220 focuses on issues specific to this route.

Key issues:

- Low ridership due in part to duplication with Route 200.
- Should be scheduled, marketed and promoted as a "local" version of the routes in the corridor.

Strategies for Improvement

- Market as a local service component of the corridor service.
- Re-time to meet needs and ensure it does not compete with other corridor routes.
- Meet San Ildefonso bus at Cities of Gold.
- Meet at Española transfer station at the top or bottom of the hour (where possible) to ensure connectivity to service to the north/northwest and east.
- Add a stop at the Tesuque casino for service in both directions. Stopping on one direction only would make the stop useless.

Costs Associated with Improvements

The additional time associated with adding the Casino to the route will be 5 – 8 minutes in each direction or 10 – 16 minutes each round trip. For purposes of this estimate, 15 minutes will be used. At this time there are four round trips, for a total daily additional time of one hour or $107 per day and $26,750 annually.



Route 210: Pojoaque - Nambe Dial-a-Ride

Key issues:

- Low density, narrow and/or dirt roads are difficult to serve and will virtually always result in low ridership.

Strategies for Improvement

- This service could be part of a microtransit network, with enhanced service – calling one hour or less in advance.
- Service would be directed to nearby key destinations and bus stops to allow for transfers.

Costs Associated with Improvements

The added costs will be the capital cost of the technology and annual fees.



Route 230: San Ildefonso

Key issues:

- This route does not meet commuter needs to Santa Fe, Española or Los Alamos.
- There is no direct connection from this route to any other of the multiple NCRTD and Park and Ride buses that stop at Cities of Gold.
- It appears that this route has very little value for those that want to go to work, shopping, medical services or school, beyond the route itself.

Strategies for Improvement

- The route needs retiming:
  - Much earlier start to connect to commuter service at Cities of Gold.
- The route has the potential to connect San Ildefonso to Santa Fe, Los Alamos and Española.
  - Every run should include a timed meet at Cities of Gold, with one of the 44 daily Santa Fe – Española/Los Alamos Corridor buses in each direction, if possible.

- A Park and Ride bus stop on Route 502 adjacent to the entrance to San Ildefonso would provide access to Los Alamos, without having to back track to the Cities of Gold.

Costs Associated with Improvements

A shifting of run times may require a minimum of additional hours.



Route 250/255: Mountain Trail

Key issues:

- This service is funded by multiple entities
- The winter service is very productive and the off season is still reasonably productive.
- Makes some connections to Rail Runner and other NCRTD and Santa Fe Trails routes.

Strategies for Improvement

This is a targeted route that meets the requirements of the funding agencies.



Route 260: La Cienega

Key issues:

- Very low ridership on this route as it does not meet commuter needs.
- No connections to other routes.
- The route currently serves the 599 station when there are no trains.
- There may be a need for more stops.

Strategies for Improvement

Management determined that this service should be one day per week microtransit:

- La Cienega is not well suited for fixed route with its low densities and lack of connecting streets. Microtransit may be a good option for this area.

- Ridership is low enough to justify a change to microtransit with a one hour or less response time. This service can provide access to the Walmart and connect to Santa Fe Trails; the 599 station to connect to Rail Runner; or a NCRTD bus.

- Service hours would be 8 a.m. to 6 p.m. one day per week.

Costs Associated with Improvements

Operating costs will be significantly reduced from 1,560 annual revenue hours (currently) to 520 annual hours for the one day per week service. The operating costs are reduced from $167,000 to $56,000, a reduction of two-thirds ($111,000). Additional costs will include the capital expense of the microtransit technology and annual fees.



Route 270: Turquoise Trail

Key issues:

- This route has two separate components: Service to the military and correctional facilities for commuters and one off-peak round-trip service from Madrid into Santa Fe and connections with Santa Fe Trails.
- The route and schedule are very complicated. Currently riders between Santa Fe and Madrid have one mid-day option allowing four hours in Santa Fe or five in Madrid.
- Route can also focus on bringing visitors to the Madrid area for day trips.

Strategies for Improvement

- Separate the two components into two different routes.
  - Provide commuter service from the 599 station to the various state and county facilities south of the station. The extension of Route 290 to the detention facilities in the morning in essence is part of this service. Both should form a new route and market as such.

  - Provide service between Santa Fe and Madrid – can be commuter service (expanded hours) and/or tourist service (mid-day).

Costs Associated with Improvements

The Madrid strategy may have additional hours of service associated with that route if both commuters and visitors are served. This would result in an additional 500 hours annually. The additional cost for a daily commuter round trip will be $54,000 annually.

Route 280: Eldorado

Key issues:

- Boarding in Eldorado requires a six hour stay in Santa Fe, precluding use by persons desiring a short shopping, health care or personal business trip.
- There is no mid-day round trip.
- The last southbound bus is shortly after 5 p.m. There is no later bus.
- Does not meet any Rail Runner trains.
- Needs a new park and ride location in Eldorado
- Need for more stops near Trader Joes, CVS, Whole Foods, and other places to shop (St. Francis and Cerrillos).

Strategies for Improvement

- A mid-day round trip to give residents an opportunity for a less than six hour trip (two – three hours) and multiple choices. This could be done by shifting Trip Nos. 3N and 4S (later and earlier respectively). This pushes back 3S giving riders a mid-morning/noon return option.
- Additional stops can be included, allowing the bus to stop at any NCRTD stop or each Santa Fe Trails stop upon agreement with Santa Fe Trails. This gives riders options at no additional operating costs.

Costs Associated with Improvements

This may have minor cost implications if shifting of vehicle operators is needed.

Route 290: Edgewood

Key issues:

- This route specifically serves commuters from Edgewood to the Santa Fe area.
- It provides a morning trip to the various facilities south and west of the 599 Rail Runner Station. Route 270 provides return service for those commuters.
- A mid-day round trip was operated as a pilot, but did not generate any ridership.
- Finding a vehicle operator and back-up vehicle operators can be problematic.

Strategies for Improvement

- Route 290 service from Santa Fe to the facilities close to the 599 station is a one-way trip, where no PM return trip is offered. The evening return trip is available on Route 270 Turquoise Trail.
    - This is a name and marketing change. This trip should be combined with the similar service on Route 270, renamed and marketed as separate service to the facilities near the 599 Station. The service will remain the same.



Route 300: Taos and Route 305: Taos Express

Key issues Route 300:

- Combine with Route 305, offering weekend service.
- Good ridership and connectivity in Española.
- Interlining with Santa Fe route is good, should be clarified to customers.
- Some stops south of Taos are difficult for the vehicle operator to see.

Key issues Route 305:

- Ridership is low.
- What is this route's purpose?
    - Service for day trippers from Taos to Santa Fe (eight hours), but only four hours for northbound riders in Taos.
    - No Friday service so weekenders arriving Friday can't use it.
- No connections with Chile Line on weekends.
- No service to Taos Pueblo.

Strategies for Improvement

- Operate as a combined Route 200/300 express service (with limited stops) on the weekends to replace the Taos Express. This will result in an increase in costs. For example, the current level of service for the Taos Express is eight hours each weekend day or about $89,000 annually. If two buses operated the combined Route 200/300 for 12 hours each Saturday and Sunday, the costs will result in about 1,668 additional hours annually and cost about $178,500 more than present.

- Look at timing adjustments (may be difficult for vehicle operators).
- Weekday commuter express service could be implemented with limited stops in the morning and evening peaks. This could slightly reduce costs.
- Increase in service to allow for additional daily runs. One additional round trip each weekday would cost about $80,000.
- May be more successful if Route 340 Chile Red was operating on weekends to allow for service to the Pueblo or other destinations in Taos. This should be a timed meet and promoted in this route's schedule.
- Other adjustments are related to other routes meeting this route. These are discussed in each route's strategies and in the section on transfers and connectivity.
- NCRTD has begun a pilot project to implement and evaluate the need for solar powered lights to allow the vehicle operator to see if anyone is at the stop, discussed further in the section on bus stops and technology.

Costs Associated with Improvements

Costs will vary depending on the selection of strategies. Examples of costs include:

- Implementing full weekend service: $178,000 more than presently.
- Additional daily round trips: $80,000 for each daily round trip on an annual basis
- Slight reduction in costs to implement express service. 30 minutes per round trip. At one round trip daily this would produce an annual savings of ($13,000).

Route 310: Red River / Route 320: Questa

Key issues:

- Service to Costilla provides less than one daily rider per day at a very significant cost.
- The Red River Route should either completely interline with the Questa route, on each round trip or call it by one name and number.

Strategies for Improvement

- This route should be combined with the Route 320 Questa using about the same number of service hours.

- Introduce a one day per week service to Costilla connecting to Taos.
- It is essential that this route have a timed meet with the Chile Red and the Red River

routes, every time.

- Expand service to Prado by adding stops.
- Costilla sees less than one rider a day – One day a week service as an extension to the route would be appropriate. This could be accomplished with existing service by routing the 310/320 bus to Costilla one day per week, with a morning and an afternoon round trip, leaving enough time in Taos (at least 4 hours).

Costs Associated with Improvements

By combining these routes, there is cost savings associated with one day per week service to Costilla. This will result in a reduction of service hours due to the elimination of most service to Costilla. Including deadhead, the daily hours used to serve Costilla with two round trips are two hours per day. Eliminating four days per week, or eight hours a week will reduce costs by about $(44,500).

Route 330: Peñasco

Key issues:

- There is a need for more stops in Taos and Peñasco.
- The hospital stop is off the route and is rarely used.
- Need for shelters (see bus stop comments).

Strategies for Improvement

- Eliminate the permanent stop at the hospital. It may be feasible to serve the hospital on request for trips inbound from Peñasco and outbound to Peñasco only. On the inbound trip it could be requested of the vehicle operator as the passenger enters the vehicle and the return could be accessed by telephone or through an app.
- Maintain connection with Route 150 Chimayo.

Route 340: Chile Line Red

Key issues:

- Ridership is very good, even with the limited hours.
- Service hours of 7:30 a.m. to 5:30 p.m. is quite limiting, especially for such a successful route. The route can only accommodate commuters with 8 a.m. to 5 p.m. jobs.
- May be beneficial to combine Route 350 UNM and eliminate duplication.
- Other routes need direct timed connection
- Basic route structure should remain intact
- Transfer location should be revised

Strategies for Improvement

The strategies for improvement on this route all have an impact on costs. Some expansion of service will add cost, but the elimination of two competing services will also reduce some costs.

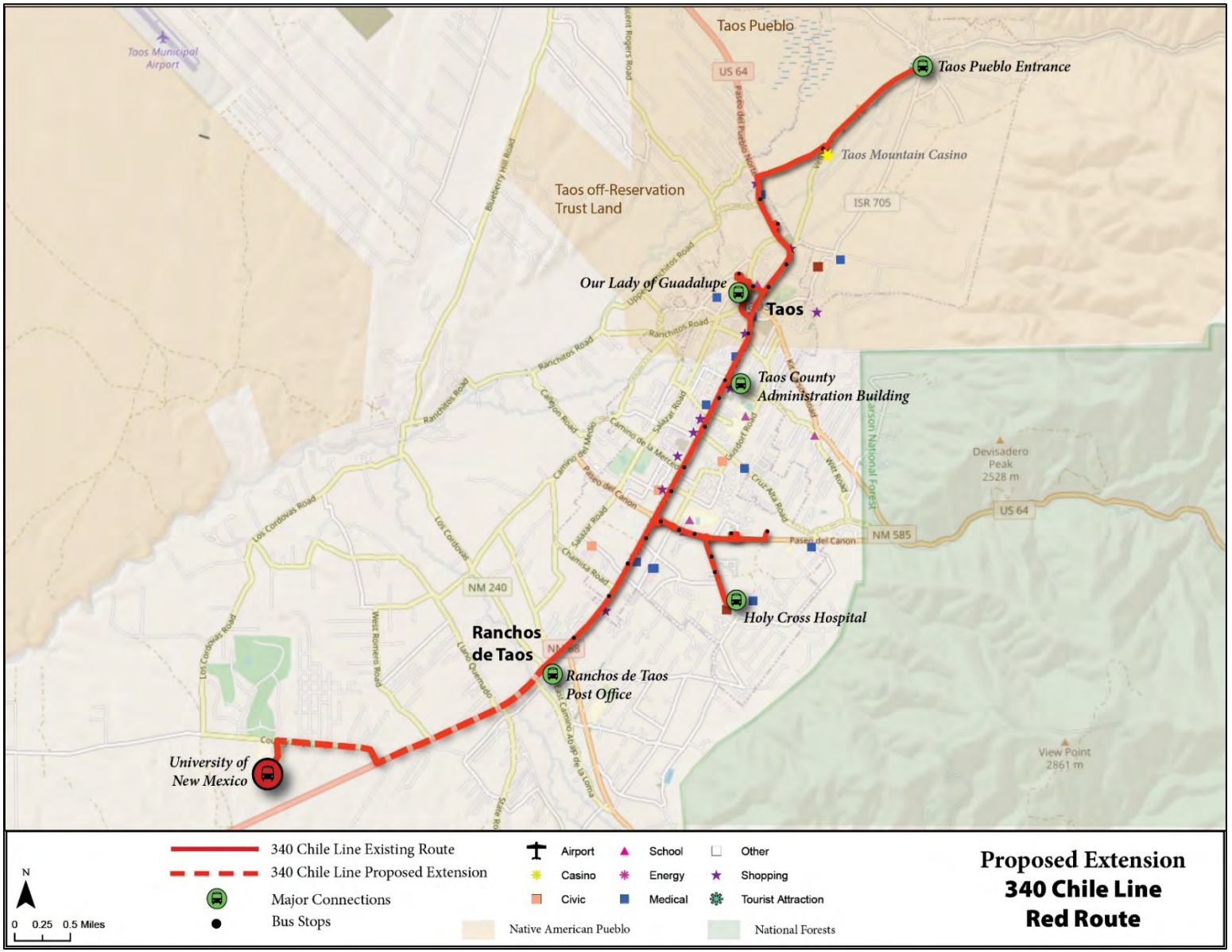
- Extended hours and days:
  - Extend service hours from no later than 7 a.m. and no earlier than 7 p.m. Typically riders prefer later hours.
  - Implement Saturday service – typically 50 – 75 percent of weekday service.
  - Implement Sunday service – typically 25 – 50 percent of weekday ridership using one bus on a one hour headway.

- Eliminate competing non-ADA demand service that is less than one-half mile from fixed route – the savings associated with this can be applied to extended service on this route.
- Combine with UNM route:
  - Extend the Chile Red Route to UNM (Figure 3-8):
    - Limited runs – Service to UNM will operate round trips:
      - Early morning
      - Mid-morning
      - Noon
      - Mid-afternoon
      - Late afternoon
      - Evening (last run)
      - The timing of the routes will have to be worked out to ensure that the routes operate on the hour and half hour schedule consistently. While

this should be a simple matter for the first and last runs of the day, it will require some manipulation for the 4 other round trips.
- Seasonal – School year, approximately 150 days per year.

- NCRTD planners and management should work closely with UNM students and administration to determine the best times for these runs as well as the most appropriate days.

Figure 3-8: 340 Chile Line Extension



Costs Associated with Improvements

Table 3-2 reviews the costs and savings associated with the various potential changes. To some extent, eliminating duplication will reduce the costs. This is particularly true for the elimination of Route 350 and replacing it with either Rt. 340 or microtransit.

Table 3-2: Strategies for Improvement - Routes 340, 350 and 370 - Cost Table

Strategy	Number of Hours Annually	Additional Cost or Savings
Rt. 340 Hours		
1. Extended Hours 7 a.m. 7 p.m.	1000	$ 107,000
2. Implement Saturday service 7 a.m. to 7 p.m.	1248	$ 133,536
3. Implement Sunday service 9 a.m. to 6 p.m. (hour headway)	468	$ 50,076
4. Eliminate competition with Rt. 370*	-500	$ (53,500)
Total expanded hours and days	**2216**	**$ 237,112**
Combine Rt. 350 with Rt. 340		
Eliminate Rt. 350	-560	$ (59,920)
1. Extend Rt. 340 to UNM 4 hours a day	600	$ 64,200
Net Cost to combine Routes 340 and 350:	**40**	**$ 4,280**
2. Require a transfer to Microtransit**	280	$29,960
Net Cost to combine with Microtransit	**-280**	**$ (29,920)**

Assumes operating cost of $107 per revenue hour based on 2019 data
*Assumes a reduction of 2 hour per day of Rt. 370 service would no longer be needed
** Assumes this would add 2 hours per day for 140 days per year

Route 341: TSV Green

Key issues:

- This is a targeted Winter Season only route that fills a significant need for visitors to Village of Taos Ski Valley.
- Provides some support for local residents on a limited basis.
- Geared toward visitors.
- This is a successful targeted service that accomplishes its goal.
- Supported by the Village of Taos Ski Valley.

- Excellent ridership.
- Provides limited weekend service for the northern half of the Town of Taos.

Strategies for Improvement

- Time route so that it doesn't duplicate route 240 Chile Line Red.
- Seek ways of operating limited off-season service at least to Arroyo Seco.



Route 350: UNM Taos

Key issues:

- Route gets very low ridership and duplicates other routes.
- Operates seasonally.

Strategies for Improvement

- This route should be eliminated and its service incorporated into Route 340. See Route 340 for details about its replacement.



Route 360: Tres Piedras

Key issues:

- Provides needed service to Taos for isolated residents.
- A good/affordable way to provide service for isolated areas.
- This route has only one round trip for Tres Piedras residents. The other round trip is in essence a deadhead vehicle move.
- Riders have four hours in Taos
- Connections to Taos bus require a 30 minute wait at each end, reducing time in Taos.

Strategies for Improvement

- This service should start earlier to give riders more time in Taos.
- The service should deadhead or follow a very aggressive schedule to Tres Piedras for its initial morning trip as there are never any riders going to Tres Piedras early in the morning. This should save 10-20 minutes.

- It would be a simple matter to adjust the running times to have a timed meet with Route 340 inbound and outbound.
- A second day of service is recommended.

Costs Associated with Improvements

This route will add an additional day of service. The cost for this additional day would be about $42,000.



Route 370: Chile Ride

Key issues:

- The demand service is available for more hours than fixed route and is an option for before and after-hours service.
- During the day, the demand service competes with Route 340.
- ADA paratransit is required by law.

Strategies for Improvement

- This service should not compete with Route 340. It is recommended that the service area for the general public should not include an area within one-half mile of Route 340. Figure 3-9 depicts the potential service area. Reductions in cost could be used to extend hours later in the night.
- Encourage use as a fixed route feeder. Utilize microtransit technology to allow for trips within one hour (or less). Focusing on transfers to fixed route.



Route 380: Night Rider

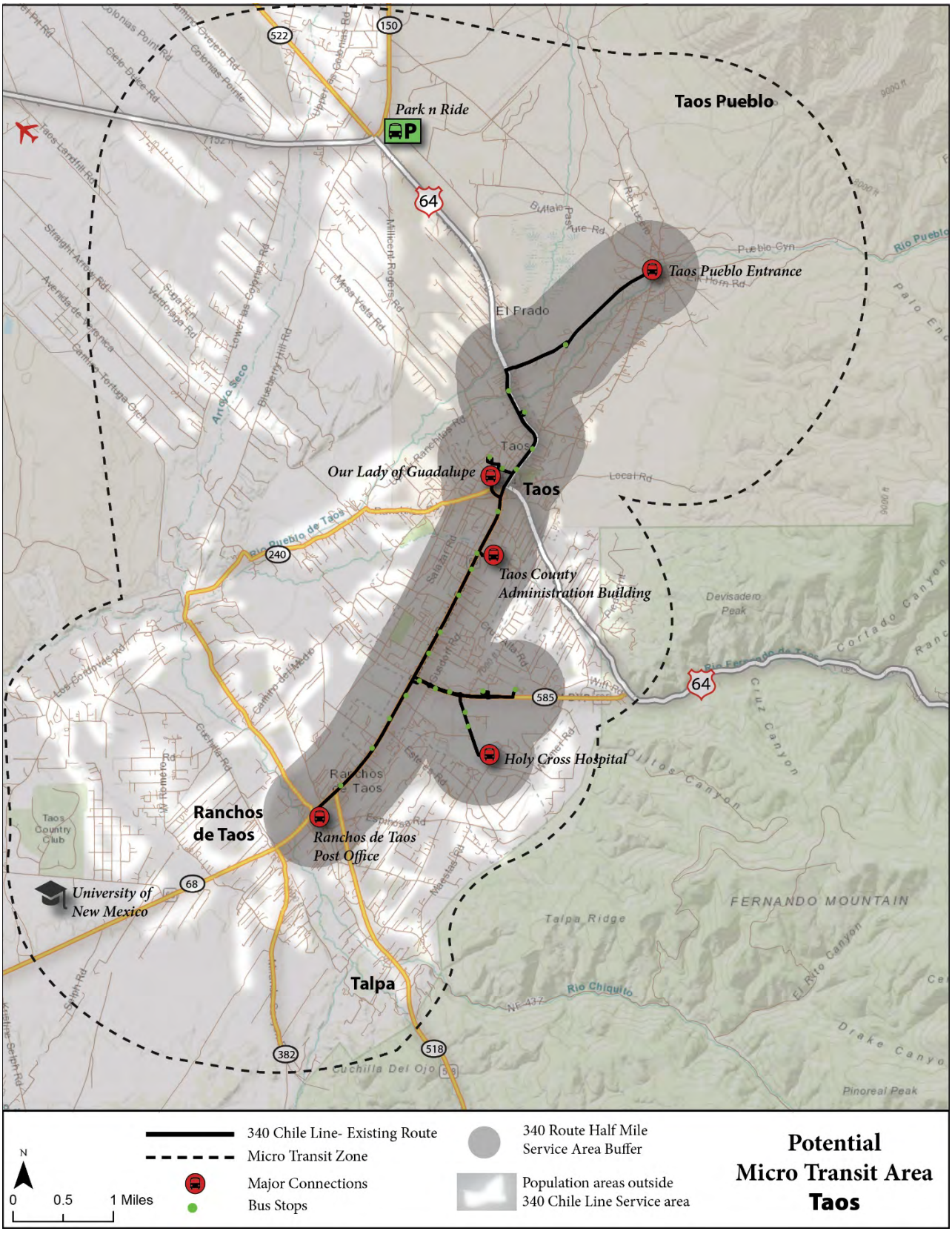
Key issues:

- An evening version of Route 341 TSV Green. This service supports Taos Ski Valley.

Strategies for Improvement

- This service supported by TSV is targeted for visitors at the ski resort and is available for local residents.

Figure 3-9: Microtransit Zone- Taos



Route 400: Los Alamos

Key issues:

- A separate study is examining transportation needs to and from Los Alamos.
- Should provide a midday option to and from Los Alamos.
- Limited service, confusing route.
- The route tries to do too much.
- Very low productivity.
- The route is difficult to use due to the loop nature of the route. For example, while there is a mid-day option for Los Alamos from Española, the only round trip option to Los Alamos for riders from San Ildefonso or Pojoaque is through Española (for 1.5 hours).

Strategies for Improvement

- Wait until Los Alamos study is complete, as that study is looking at the options to Los Alamos, including this route.
- Eliminate the route and coordinate with Park and Ride and perhaps extend San Ildefonso Route.

Costs Associated with Improvements

Any savings from eliminating this route will be used for new service.

NEW SERVICE WITHIN THE SERVICE AREA

There are some opportunities for new services within the service area as either a full service or a pilot program. Edgewood and its rapid growth may present opportunities for NCRTD. Northern New Mexico College (NNMC) has discussed with NCRTD an opportunity for one day per week service on four routes to El Rito. Included is one route that would serve Gallina and the communities along Route 96 that currently receive no service. These and other opportunities are discussed in the following narrative.

1. Lamy Extension from Eldorado

Lamy is about 10 – 12 minutes from El Dorado and can easily be served as part of the El Dorado route, adding about 25 minutes to each round trip (Figure 3-10). It has the potential to add ten trips per day, or up to 2,500 trips annually.

The cost associated with this would add 25 minutes to each of five round trips or about two hours per day. The annual cost for this would be $54,000 for full service. Limited trips perhaps early morning, midday and evening tailored for Lamy riders would cost about $33,400 with little in the way of lower ridership.

2. Edgewood

The Town of Edgewood is a rapidly growing bedroom community of over 6,000 residents. As the fourth largest community in the service area (and growing), it is the largest community without some type of daytime service. Since Edgewood is closer to Albuquerque than Santa Fe it has become a significant sized bedroom community. This area is mostly untapped because of its very rapid growth. While isolated from the rest of the service area and closer to Albuquerque than to Santa Fe, Edgewood has become a destination for local resident needs including shopping and limited health care needs. There are opportunities for NCRTD:

1. Microtransit – This service could be deployed for local service. This service could be available with a 15 minute response time (two - three vehicles) or a one hour response time (one vehicle). Three one-way trips per hour is the estimated productivity.

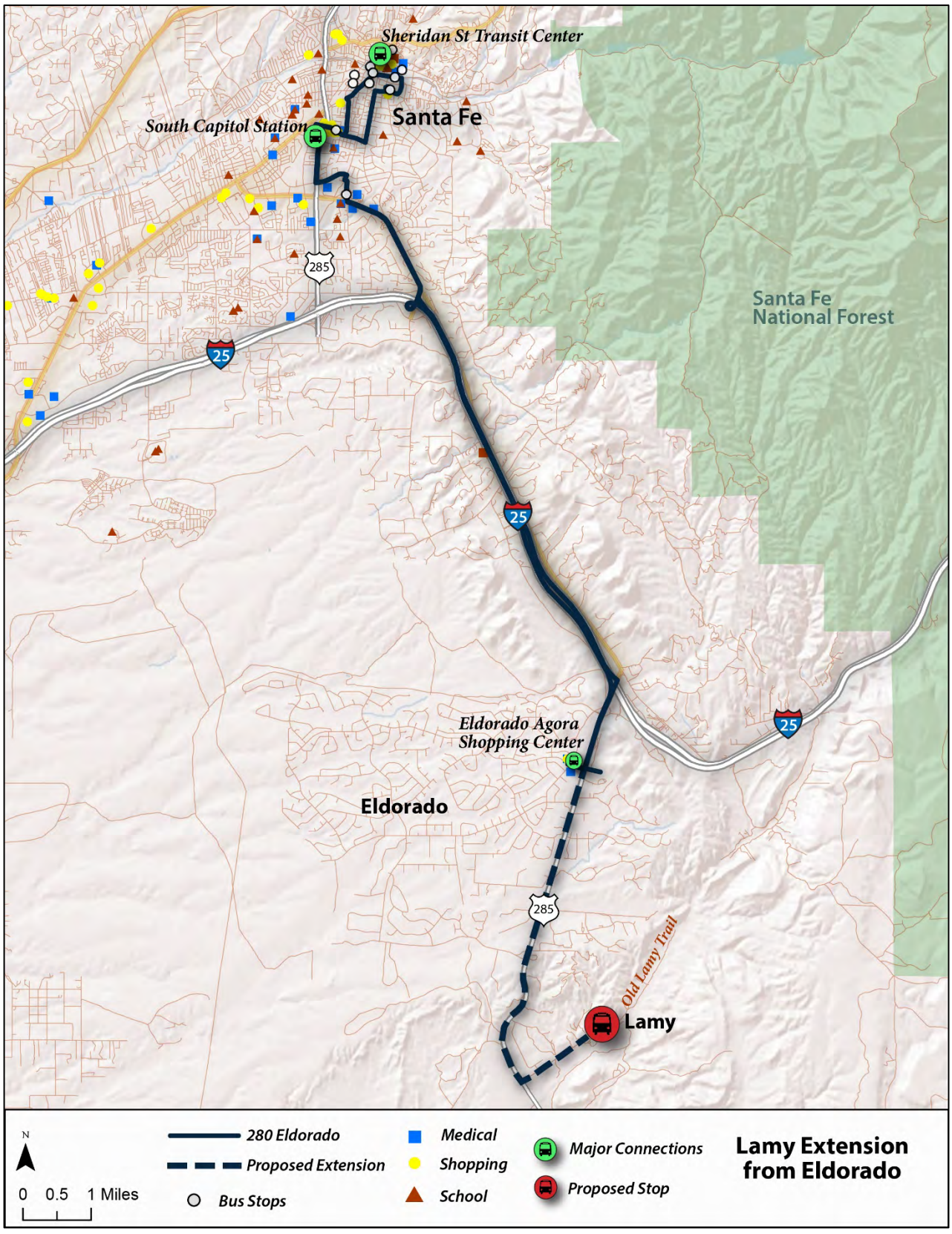
    a. Productivity can be increased with designated supermarket schedules – shopper's shuttles.

    b. Eight hours a day five days a week. This would cost $214,000 annually for one vehicle. It would produce about 16,000 one way trips annually.

    c. Limited number of days - $42,800 annually per vehicle per eight hour day, producing about 3,200 one way trips.

2. Edgewood to ABQ (midday) - Currently those passengers using the Park and Ride service have to be in Albuquerque for 9.5 hours, thereby excluding most health care, shopping and personal business trips. A midday round trip could offer residents of Edgewood access to Albuquerque for the above types of trips without spending nine hours in Albuquerque. It is recommended that this route be combined with microtransit. That way the micro transit vehicle would also be used as the midday shuttle to Albuquerque.

Figure 3-10: Lamy extension from Eldorado



Costs Associated with Improvements

Microtransit

a. Eight hours a day five days a week. This would cost $214,000 annually for one vehicle. It would produce about 16,000 one way trips annually.

b. Limited number of days - $42,800 annually per vehicle per eight-hour day, producing about 3,200 one-way trips.

ABQ – Mid Day

a. As part of microtransit cost.

b. If separate from Microtransit, the cost would be at least $80,000 annually (this may not reflect all of the deadhead costs).

3. Northern New Mexico College (NNMC) Service to El Rito

NNMC has requested service to El Rito one day per week (Friday) from: Chama, Gallina, Ojo Caliente, Española and Pojoaque. Tentatively service would be provided early in the morning to take students from the above high schools to NNMC's center in El Rito. The service would be funded in large part by the college. Figure 3-11 depicts this set of routes.

There are two approaches that can be taken to addressing this need. The first would be to deploy separate vehicles in each of the key communities, with some vehicles being able to pick up at multiple high schools.

The second approach would be to combine services for some routes with the general public. For example, Chama to El Rito – depending on the time required this route may duplicate the existing Route 190 - Chama that gets to Abiquiu at 6:54 a.m. and in the evening at 6:30 p.m. If this schedule fits NNMC's schedule then it may be practical to use that bus for students coming from Chama and Tierra Amarilla who would then transfer to the Gallina – El Rito Route at a timed meet in Abiquiu.

1. In the first scenario (1A and 1B), service would be geared specifically for students. It would require three to four buses (see c. below). The proposed routes are as follows:

    a. Chama to El Rito - A separate run would be set up for students in Chama, Tierra Amarilla and other communities along the route. As an option, this run could be put on the Route 190 schedule and be open to the public.

Figure 3-11: Northern New Mexico College (NNMC) Service to El Rito



These approaches are detailed below.

   b. Pojoaque/Española/Ojo Caliente to El Rito – This could be set up as one route picking students up at each school.

   c. Scenario 1B would separate Ojo Caliente by using a separate bus and thereby provide a faster and more direct ride for Pojoaque and Española students.

   d. Gallina to El Rito – This would be a separate route.

2. Combine NNMC service with existing service where feasible - Gallina and the other communities on Route 96 currently receive no service. A Gallina student route that has a timed meet with the Route 190 Chama bus to Española (and in the afternoon-evening a return trip) can give students access to El Rito with a simple timed transfer and provide access for other residents along Route 96 into Española and Santa Fe on the day selected by NNMC. A timed transfer means that both vehicles will arrive at the same time and physically meet. This service would require two new routes with one bus each.

   a. Chama to El Rito – If the timing of Route 190 works, students would use that bus to Abiquiu where they would transfer to the Gallina – El Rito bus for the final leg.

   b. Gallina to El Rito – This bus would provide direct service to El Rito for students. At the same time, this bus could meet the Route 190 Chama bus in Abiquiu and transfer students from the Chama bus to the Gallina – El Rito bus. This service also gives passengers along State Route 96 an opportunity for access to Española, using the Gallina bus with a transfer in Abiquiu to the Chama – Española bus.

   c. Pojoaque/Española/Ojo Caliente to El Rito – This could be set up as one route picking students up at each school.

Costs Associated with NNMC Service Scenarios

Table 3-3 details the operating and capital costs associated with each approach. The capital cost for Scenario 1A would include three buses if Pojoaque/Española/Ojo Caliente are combined. Scenario 1B would include four buses and Scenario 2 wild require two vehicles. At this time, due to the pandemic, there are an abundance of vehicles available for this service for probably at least a year and maybe longer. If vehicles are procured it will cost about $150,000 for a standard diesel bus. It may also be necessary to secure a backup vehicle either using NCRTD's fleet or purchasing an additional vehicle. In most cases these buses can be procured through a Federal Transit Administration (FTA) grant requiring a 20 percent local match. Often alternative fueled buses are often available at a higher Federal match. These grants should be considered as appropriate.

Table 3-3: NNMC Service to El Rito – Estimated Costs

	Approach	No. of Hours*	Cost to Operate**	Vehicle Costs/ Local Match***	Time taken for one round trip per scenario
1A.	Separate Service - **3 Vehicles**	**375**	**$ 40,125**	**$ 450,000/ $90,000**	Pojoaque – 1 hr. 15 mins. and 45 mins. Deadhead to Española Chama – 1 hr. 30 mins. and 45 mins. deadhead Gallina – 1 hr. 15 mins. and 45 mins. deadhead
1B.	Separate Service - **4 Vehicles**	**495**	**$ 52,965**	**$ 600,000/ $120,000**	Pojoaque - 1 hr. and 45 mins deadhead Ojo - 2 hrs. including deadhead Chama - 1 hr. 30 mins. and 45 mins. deadhead Gallina - 1 hr. 15 mins. and 45 mins. deadhead
2.	Coordinated – **2 Vehicles**	**240**	**$ 25,680**	**$ 300,000/ $60,000**	Pojoaque - Ojo 2 hrs. Gallina 2 hrs.

*Assumes one round trip per week for 30 weeks
**Assumes operating cost of $107 per revenue hour based on 2019 data
***Assumes $150,000 per vehicle and 20 percent local match

BEYOND THE EXISTING SERVICE AREA

NCRTD has, to a great extent, captured most of the needs in its service area and at times has expanded to destinations beyond its jurisdiction. Unfortunately, there are few options for expansion of service, without expanding the service area even further and stretching logistics beyond that seen in any transit system in the country. As these communities are beyond NCRTD's boundaries, these services would require local funding support. During this pandemic, those local funds are unlikely.

Areas of expansion are limited at this time (Figure 3-12). To the southwest there are transit systems in place, to the west, NCRTD has expanded all the way to Farmington, but there may be opportunities in Aztec and Bloomfield. To the north is Colorado and to the east are a variety of limited options, some at great distance. These options are presented as follows:

1. **Pecos and Glorieta** – Pecos is just outside of the service area with a population of about 1,500 persons. Glorieta, a much smaller community of 400 is in NCRTD's service area. There is also a number of communities along the route to Santa Fe (Old Las Vegas

Highway for example) that could be served. If the area was to be served it would be best to serve both or set up a park and ride lot 3 miles from the Pecos crossroads just inside Santa Fe County (Figure 3-13).

2. **Mora** – Limited service for a small community. There is the possibility of a daily commuter bus or vanpool to either Angel Fire and/or Las Vegas. The county population is about 5,000 residents with most living in the six-mile Route 518 corridor between Holman and Mora.

3. **Las Vegas** – Las Vegas, with 13,000 persons operates 2 – 3 demand response vans, with limited hours.

4. **Raton** – There is no public transit in Raton. Routine shopping and health care needs are met in Raton and Trinidad Colorado. Raton does, however, have a multi-modal transit station. With a population of about 8,000 residents it could support a modest service. Raton is 140 miles and almost three hours away from Española, two hours from Taos, making it a significant and costly logistical issue.

5. **Bloomfield/Aztec –** These communities totaling about 15,000 persons currently have no service beyond the one stop by NCRTD on the route to Farmington. Logistics is an issue as the service is 100 miles and about two hours from Chama and 160 miles and about three hours from Española. However, NCRTD already operates in this area (one bus stop in Bloomfield with very limited usage). Local governments would be required to fund the service. There was little interest before the pandemic and probably less now as revenues are reduced.

Figure 3-12: Potential Destination for NCRTD Service Expansion

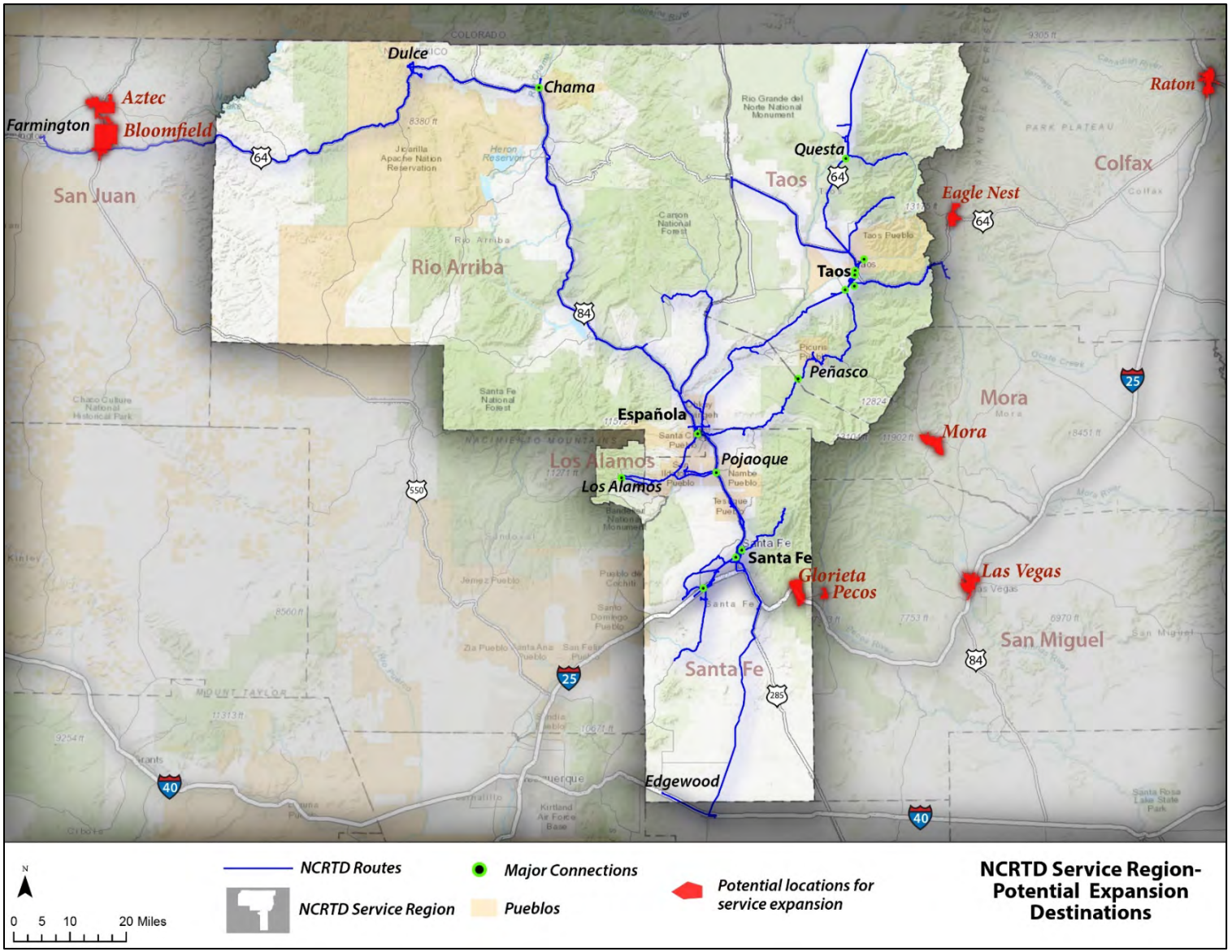
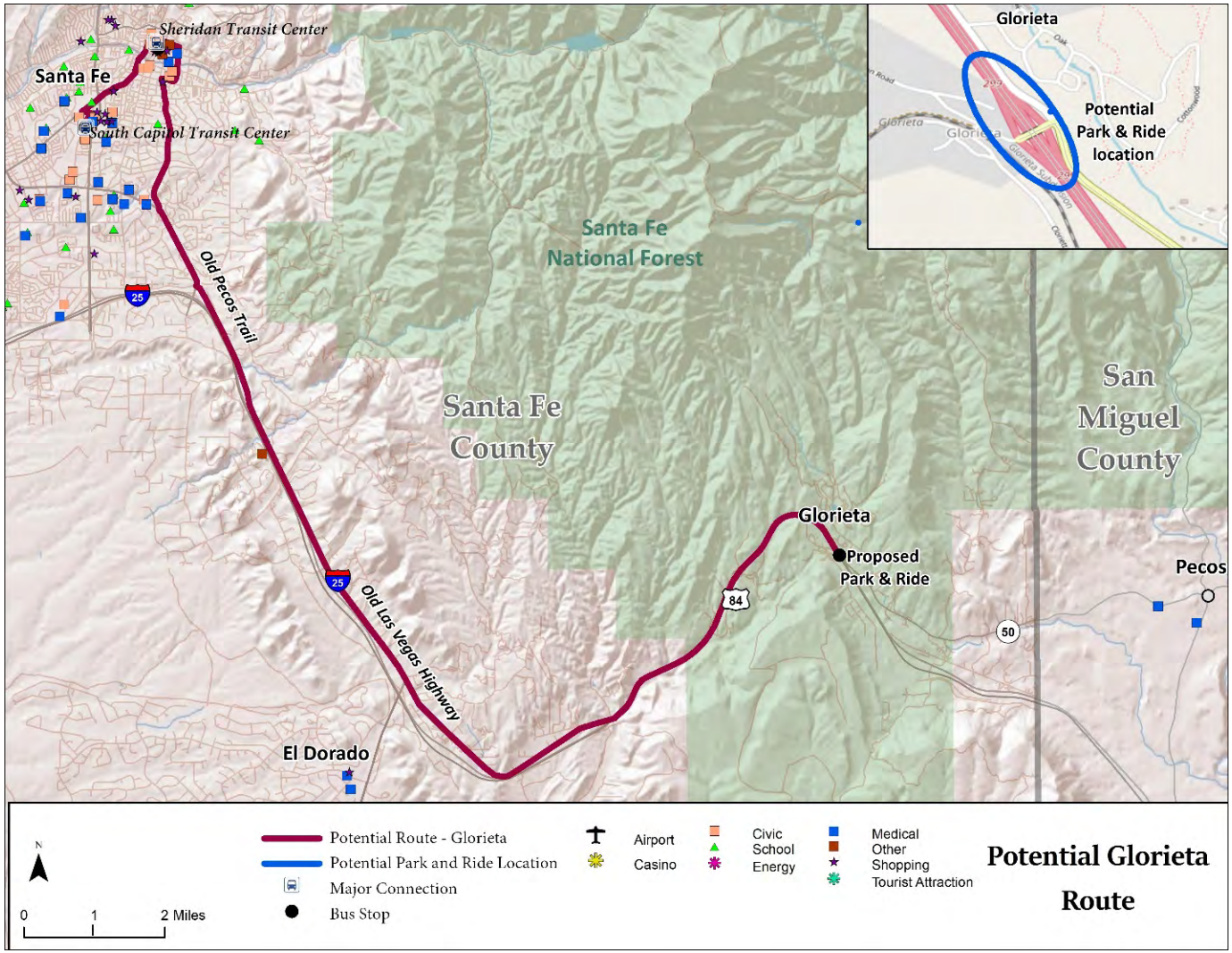


Figure 3-13: Potential Pecos-Glorieta Route



INFRASTRUCTURE AND TECHNOLOGY

Infrastructure - Facilities

At this time infrastructure needs focus on transfer facilities and a new operations facility in Taos, as significant growth in service has occurred there over the past five years. NCRTD was operating seventeen vehicles based in Taos prior to the pandemic and will again at some point in the future.

Transfer Stations

The section on transfer stations (above) discussed the transfer needs in Española and Taos. Both will require changes if the goal of full connectivity is to be met. The key is that NCRTD should maximize the number of buses that can meet at the transfer station as that is the key to connectivity a major theme of this plan. To summarize, both communities needs a transfer station that:

- Can accommodate 4 – 5 vehicles at one time in Taos (including 35-foot electric coaches) and 5 – 7 vehicles in Española (including the 45-foot coaches used by Park and Ride).
- Is safe for pedestrians.
- Will not disrupt the current route structure.
- Provides easy and safe access and egress of buses.
- In the case of Taos, there should be just one transfer station.

Taos Operations Facility

Taos is currently working out of a former Town of Taos facility that is now owned and operated by the NCRTD. The service in Taos has grown considerably over the last five years with ski services, demand response and an increase in vehicles to the point where seventeen vehicles are based there. A small facility would be appropriate to include:

- A vehicle operator ready room.
- A meeting/conference room.
- Offices.
- A 1- 2 bay maintenance center for light repairs and preventive maintenance.
- Secure parking for staff, visitors and buses.

Enhanced Bus Stops

Bus stops should be prioritized by numbers of riders, types of riders and other needs. The highest level of bus stop would include a shelter. NCRTD updated its bus stop inventory that was conducted in 2015 and updated in 2018 and identifies stops where improvements are needed:

- Shelters (accessible)
- Benches (accessible)
- Solar lighting
- Safety issues
- Ensuring stops are on both sides of the road where appropriate.
- Placement (see Appendix B: Bus Stop Comments)

The bus stop inventory/assessment should be updated every five years to ensure relevance.

Technology

NCRTD has and uses an abundance of technology in its system. The paratransit services are most in need of upgrades or changes in technology.

Microtransit Technology

Microtransit technology has come of age. Microtransit technology opportunities have the potential to change the way paratransit service is delivered. Most important would be the ability of a passenger to access a vehicle in an hour or less as opposed to the current 24 hours typical of paratransit services. There are numerous opportunities to deploy microtransit:

- Chama and Dulce – as part of Route 190
- Taos – ADA and general public service
- Española – The surrounding communities
- Edgewood – The largest community in the service area without local service. It is continuing to grow.
- Nambe/Pojoaque – enhance the service with rapid response.

There are a number of firms that specialize in this technology. While the initial costs can be considered a capital expense, there are annual fees associated with the number of vehicles. The technology costs are broken down into three components:

1. Initial cost, licensing and installation

2. Annual fees and support/warranty costs
3. Hardware costs – if any additional computer hardware is required.

At this time, NCRTD is seeking funds to procure this technology.

Chapter 4: Implementation and Funding Activities

INTRODUCTION

This chapter of the transit service plan update details the implementation and funding strategies to address the service plan activities detailed in Chapter 3. This is the final chapter of the NCRTD Transit Service Plan update. This chapter reviews the activities needed to properly plan and implement new service now and in the future.

The first section of this chapter addresses the implementation planning for NCRTD. This implementation plan is different from any other due to the COVID-19 pandemic and to a great extent is a wait and see approach. This chapter uses the recommendations set forth in a new National Rural Transportation Assistance Program (RTAP) Webinar: *Rural Transit Planning in the Time of COVID and Beyond.*

CHANGE WILL BE THE FUTURE – THE NEW NORMAL

The pandemic has changed the near-term future. The ability to predict future ridership and vehicle needs, once reliable, is now impossible until we understand the new normal post-COVID. At the same time, implementation strategies will change to meet the changing transit environment. The timing of a recovery is dependent on when the pandemic restrictions end and more important, when public confidence is regained.

The New Normal

> *No one can predict the future with any degree of certainty; however, it is easy to predict that change will be the future of transit. COVID has changed everything and will have a long term impact on transit well after it is gone. That impact is not due to fear of the virus but rather a reduction in the need to travel as more people go on-line rather than go out.*

The country has changed significantly since COVID. Travel patterns have changed perhaps most of all. For example, when thinking about the new normal, one should include, but not be limited to, the following changes in our travel patterns:

- **Tele-Medicine** – The numbers of persons using tele-medicine is on the rise. Insurance companies are encouraging this in many cases, and it will reduce health care related travel.

- **Tele-Health** – This too has seen an increase in non-medical health care such as counseling or therapy for example. Again, insurance companies are encouraging this in many cases to reduce costs.

- **Tele-Monitoring** – The monitoring of health remotely is gaining traction and will reduce the need for these types of trips.

- **Delivery services** – The delivery industry has exploded in growth. Groceries, dog food, tools, and just about anything else can be delivered to the front door, reducing shopping trips.

- **Working from home** – The pandemic has shown us that many people can and want to work from home and in some cases, businesses are encouraging this.

- **Microtransit and other new modes** – New modes will change the way people travel by bus. We are already seeing this in rural and urban areas.

The key questions, driving the recovery for NCRTD include:

- **Confidence in Transit** – Efforts will be required to ensure the public that the service is safe. After this national trauma it will be difficult to measure this.

- **Will transit ridership return to pre-pandemic levels?** As discussed directly above. Changes are already taking place that may forever alter the landscape of transit.

- **Will new strategies be implemented?** The latest new services include microtransit apps and immediate demand response service.

- **When will tax revenue levels return? Will there be additional Federal funds available for transit?** – The questions of funding will of course be part of the implementation strategy.

Following the Ridership: Close Monitoring of Service

Transit's return to its former levels, is dependent on revenue returning, closely followed by the ridership. This includes a twofold approach.

- First, as major changes occur such as the widespread use of an effective vaccine, service should expand in expectation of the return of riders.

- The second part of this approach – not including major changes, calls for continuing to increase service shortly after ridership starts to return – following the ridership in essence. In order for this approach to work, NCRTD must carefully monitor ridership on a daily basis and increase service as ridership starts to return. Quick responses to ridership increases is critical to success.

Service should be monitored by route and service increases should occur by route as well. NCRTD should monitor these patterns very closely and as ridership returns those routes seeing improvements should see increased service. For this to be most successful, NCRTD should be prepared to monitor service closely and implement increases rapidly when needed.

Monitoring of service should be by route and by time of day. Paratransit services should each be tracked and monitored separately: Taos, Espanola, etc. Ridership and productivity reports should be available to management and key staff no less than weekly to be able to spot trends quickly.

IMPLEMENTATION PLANNING

COVID requires different implementation strategies. At this time planning by year is impossible until the pandemic has subsided, and the public has regained confidence in the service. Planning will be separated into three components:

- **During the pandemic** - The first planning strategies include activities that should be conducted during the COVID-19 pandemic. There are a wide range of low or no-cost changes that should take place as soon as practical – within the first six months of the plan.

- **Recovery from the pandemic** - The second level of activities is where NCRTD closely monitors service on a route-by-route basis and deploys additional service as warranted by ridership.

- **Post-pandemic** - The third set of activities will occur post-pandemic. These include most expansion plans. While it is a good idea to conduct operations planning for new service during the pandemic, implementing service expansion should wait until ridership has returned close to normal, under most circumstances.

Table 4-1 details the implementation activities that should take place both during the pandemic and post-pandemic. During the recovery phase, NCRTD should be focused on returning service back to pre-pandemic levels, with appropriate modifications. Specific changes referred to in the Implementation Activities table are detailed in Chapter 3: Service Plan Activities.

Table 4-1a: Near Term Service Modifications (during the pandemic)

Route	Type of Change	Benefit	Service Hour Changes	Total Added/ Reduced Operating Cost
100- Riverside	Revise route - Ohkay Owingeh to Dreamcatcher	Consistency of service	No added service hours	-
110 - Westside-Crosstown	Revise route - eliminate segments	Improve on-time performance	No added service hours	-
150 - Chimayo	Adjust timing of route, stops on both sides of the street	Enhance commuter options and improve bus stop placement	No added service hours	-
160 - Santa Clara	Change to two routes, service remains the same. A marketing change.	Less confusing for riders as the two components are completely different	No added service hours	-
170 - Jicarilla	Schedule adjustment, route changes in Farmington microtransit in Dulce and Chama	Enhanced service in Farmington and improve bus stop placement in Farmington.	Extending the route to the hospital will add about 160 hours annually	$17,000
180 - El Rito	Reduce service to one day per week	Very low ridership can be channeled into one day	Cost savings from reduced service (about 690 hours)	($74,000)
190 - Chama	Revise timing of route - operate the first run earlier	Potential to attract commuters	No added service hours	-
Santa Fe, Española, Los Alamos Corridor	Coordinate schedules of each route with Park and Ride. Connect where possible to Rail	Enhance access to corridor services	No added service hours	-

Route	Type of Change	Benefit	Service Hour Changes	Total Added/ Reduced Operating Cost
	Runner. Market as Coordinated Corridor			
200 - Santa Fe	Interline to the maximum extent with Rt. 300. Operate with limited stops as an express service.	Enhance the options for riders in the corridor.	No added service hours	-
210 - Pojoaque - Nambe Dial a Ride	Evolve into microtransit using app	Rider ease and reduced staffing needs for NCRTD	No added service hours	-
220 - Tesuque	This route will serve as the local all stops bus serving the corridor. A stop at the Tesuque Casino will be added	Enhance options for riders in the corridor and adding service to the Tesuque Casino	250 additional hours associated with adding the casino stop, which is a 2.2 mile diversion.	$26,750
230 - San Ildefonso	This route should be re-timed to meet corridor buses on every trip to the Cities of Gold	Allow access to Santa Fe and Espanola without waiting for a transfer	No added service hours	-
260 - La Cienega	Reduce service to one day per week and implement microtransit in place of fixed route	This bus usually operates empty - concentrating service to one day will improve performance and lower cost.	Cost savings from reduced service (1040 hours annually).	($110,000)

Route	Type of Change	Benefit	Service Hour Changes	Total Added/ Reduced Operating Cost
270 - Turquoise Trail	This service should be split into two different routes and marketed separately. No added service, simply marketed differently	Easier to understand service. separate 599 service from Madrid service	No added service hours	-
280 - Eldorado	Re-timing of route to allow for a mid-day return. No added service, simply a shift in timing.	Allows riders to go to Santa Fe without having to spend 7 hours there.	No significant added hours.	-
290 - Edgewood	Market the second part of the route with the similar segment for Route 270 to the 599 area. Give it a different name and number	Riders can understand the service between Santa Fe and the government facilities near the 599 station. The service doesn't change.	No significant added hours.	-
300 and 305 - Taos	Combine Route 300 with the weekend 305 service. In essence Route 300 would have weekend service. Timing of the route should allow equal access from Taos or Santa Fe. No additional service at this time.	Can serve as an express route with limited stops and it should be interlined with Route 200 for customer convenience.	No added service hours	-

Route	Type of Change	Benefit	Service Hour Changes	Total Added/ Reduced Operating Cost
310 and 320	Combine these routes into one and reduce service to Costilla to one day per week	Greater convenience for riders in eliminating a transfer. Reduced service to Costilla will have little to no impact on ridership.	Cost savings from reduced service to Costilla (416 hours annually).	($44,500)
330 - Peñasco	Revise stops	More effective and faster service	No added service hours	-
340 - Chile Red and 350 - UNM	Combine routes and have service to UNM throughout the day, although not all runs.	More effective service between UNM and Taos Pueblo	Minor increase in service hours (40 annually).	$4,200
360 - Tres Piedras	Re-time the route and include all timed meets with Route 340 in both directions.	Add time in Taos for Tres Piedras residents.	No additional operating costs	-
370 - Chile Ride	Restrict general public riders within 1/2 mile of fixed route.	Eliminate competition with Route 340.	No additional operating costs	-
Total				**$180,550.00**

Table 4-1b: Post-Pandemic Service Modifications

Route	Type of Change	Benefit	Service Hour Changes	Total Added/ Reduced Operating Cost	Comments
100 - Riverside	Provide service on weekends.	Additional hours and days of service will benefit riders.	Operating two buses on weekends and adding 2100 hours of service.	$220,000	Or $110,000 for each weekend day
110 – Westside	Provide service on weekends.	Additional hours and days of service will benefit riders	Operating two buses on weekends and adding 2100 hours of service.	$220,000	Or $110,000 for each weekend day
170 - Jicarilla	Microtransit in Dulce and Chama.	Expanded and innovative service in Dulce and Chama.	Operating costs will remain the same - no hours added	-	Capital and licensing costs for the technology.
Santa Fe - Española - Los Alamos Corridor	Expansion of service in corridor.	This is a busy corridor with post COVID expansion a real possibility	To be determined.	-	Changes and expansion in this corridor will be dependent on the results of a separate study currently in progress.
270 - Turquoise Trail	Commuter service from Madrid	Provide more options for residents - commuter and half day options and visitors.	A peak hour run in the morning and evening will add about 500 hours annually	$54,000	
300 and 305 - Taos	Expansion of service in corridor. Taos Express would become a	Additional service will benefit riders.	Operating two buses on expanded weekend schedule and an additional round trip on weekdays add about 1,668 hours and 750 hours respectively	$258,500	$178,500 for full weekend service and $80,000 for each additional round trip on weekdays.

Route	Type of Change	Benefit	Service Hour Changes	Total Added/ Reduced Operating Cost	Comments
	weekend Route 300				
340 - Chile Line Red	Expand service to weekends and later hour on weekdays	Additional service will benefit riders.	An additional 1,000 hours will be needed to extend service on weekdays and 1,716 hours will be needed for weekend service. There will be a corresponding reduction in Route 370 hours (500 hours) due to additional Route 340 hours	$237,112	$107,000 for expanded weekday hours, $183,612 for weekend service. Reduction of $53,000 for Route 370.
360 - Tres Piedras	Expand service to a second day	Additional service will benefit riders.	About 390 hours will be needed to provide a second day of service.	$42,000	
Total				**$1,031,612**	

During the Pandemic

As stated previously, expansion plans should wait, as expanding service may not be productive until ridership has returned. However, there are at least a few changes that can be made as soon as practical – these include timing changes, minor route modifications and some changes that while not costing significant sums, will eliminate and consolidate some routes. These route-by-route changes are detailed in Chapter 3 and summarized in Table 4-1.

In fact, during the pandemic it is a good time to:

- Implement low or no-cost changes to improve the service
- Plan service changes as ridership is low, while service is not at the levels it was before COVID-19.

While now is not the time to implement significant changes or service expansion, it is the perfect time to plan for those changes, write grants and be prepared for post-COVID stimulus funding. The following activities should be conducted during the period where service is reduced:

- Write grants
- Deploy new technologies (if available)
- Plan for new facilities

This is an excellent time to deploy new technology or new services as ridership is depressed, making it easier to implement and ensure the service/technology is functioning properly before ridership surges post-pandemic (assuming that happens).

Operations Planning - Steps

This is the time to plan and implement the fine-tuning elements of the plan (Table 4-1) and plan the major changes to the routes as detailed in Chapter 3. It is anticipated that the post-recovery plan will follow these steps in the recovery phase as well. The steps should be as follows:

1. **Analyze changes needed** – Each change is slightly different, and each should have a short plan for implementation as described in Chapter 3. Changes to hours, costs, implications and impact on customers should all be anticipated. Changes that require new run cutting should be planned as well.

2. **Planning** - Maximize meets of all routes at key transfer points as detailed in Chapter 3. This is crucial to the key element of the plan – Connectivity. Simply set the timing from the transfer point and work forward or backward to ensure buses physically meet at the transfer point.

3. **Conduct re-routing and route consolidations where appropriate** – This set of route consolidations will reduce costs without impacting ridership. These activities should be a top priority.

4. **Adjust schedules where appropriate** – In some cases timing adjustments will be needed. Ensure that these timings are "moored" to a time where the route will meet other routes at the transfer center. Reset timing points where needed.

5. **Determine any new stops needed** – As changes are made identify the most appropriate location for a stop. Safety, accessibility, specific location should all be considered.

6. **Test and finalize schedule –** Using a vehicle operator and bus, each route change should be simulated and tested prior to finalization. Does the schedule work? Will it make the appropriate meets? Is it safe for the passengers and vehicle operator?

7. **Market changes** – Once changes have been finalized and schedules and maps have been revised, it will be time to market the service. Connectivity, rapid and comfortable service should be marketed along with the fare-free nature of the service. Market renewed confidence in the service in anticipation of future efforts post-COVID.

8. **Train staff** – Route template for each route with all stops and turns with specific training on each route, prior to being assigned.

Facility Planning

During the pandemic it is an excellent time to prepare plans for a Taos transfer center, operations and maintenance facility and new shelters. First, there may be more staff time available for these efforts and most importantly, there may be future opportunities to secure stimulus funding for facilities. The consultants are of the opinion that there will be very significant levels of funds for rural transit in the coming year. The key to securing funding is having a plan in place and ready to go.

It is recommended that NCRTD secure the services of experienced professional transit facility planners and engineers/architects to devise the plans. This should be a priority.

Major Facilities - Taos

Taos is an important northern hub of the transit system. It is one of the three main transfer stations where it will be very busy (pre- and post-COVID) with perhaps four or more vehicles arriving at a time in some cases. Facility planning should focus on the following:

1. **Taos Transfer Facility** – The proposed transfer site is the public parking lot just north of Our Lady of Guadalupe Church on Cam de la Placita where there is an existing stop. The lot is a busy place (particularly in season), with significant pedestrian and vehicular traffic. Implementing the connectivity plan will require multiple buses to meet regularly throughout the day. This site should be carefully evaluated as a viable transfer facility along with other potential locations and if selected it should be planned to ensure that (as discussed in Chapter 3):

    a. Four to five buses (including the 35-foot electric vehicles) can be at the site at one time to ensure connectivity.
    b. Safe and protected pedestrian access for bus riders and persons parking at the lot.
    c. The unprotected left turn from the northbound Cam De La Placita into the parking lot is a concern during peak season. A study should be conducted to determine if that intersection can have a traffic signal with a left turn arrow.

2. **Taos Offices and Maintenance Facility** – NCRTD, pre-COVID was operating about seventeen vehicles based out of Taos. The current facility is a small office and yard at 32 Dea Lane. NCRTD has selected and purchased six acres of land for a replacement facility and completed the National Environmental Policy Act (NEPA) analysis which has resulted in a concurrence by the Federal Transit Administration that the site meets the criteria for NEPA categorical exclusion. NCRTD will be undertaking a solicitation to select and contract with a qualified architectural and engineering firm to design an appropriate facility.

Española Transfer Station: The Need for Connectivity

Pre-COVID this small facility was already crowded and unsafe as pedestrians mingle with passenger vehicles, NCRTD buses and 45-foot motor coaches all at the same time. Four or more vehicles are on site multiple times throughout the day. This will increase to as many as seven or eight vehicles as the plan for connectivity is fully implemented.

This plan calls for connectivity and that cannot be accomplished if the existing transfer center is too small and does not separate out passenger vehicles and pedestrians from the buses (a safety issue). As the facility is currently configured it will (in all probability) not be able to accommodate the number of vehicles necessary to meet the requirements of connectivity.

Bus Stop Improvements and New Stops

This is an excellent time to make needed changes to bus stops. While bus stops with a simple pole and sign do not have to meet specific ADA guidelines, those with a bench or shelter must meet ADA accessibility requirements. The plan conducted in 2013-2014 indicated that a large number of stops were out of compliance as the shelter or bench was

inaccessible. NCRTD conducted a full bus stop inventory. Using that as a guide, NCRTD should continue to upgrade existing stops with shelters or benches to ensure accessibility (in particular on the Chimayo Route). NCRTD should also reposition existing shelters that are out of compliance.

Recovery from COVID

When it becomes clear that life is coming back to normal, NCRTD should embark on a timely recovery phase that will require careful monitoring. The efforts here will be strictly focused on bringing service back to pre-pandemic levels. The key will be to phase in service as needed based on careful monitoring of service.

Vehicle Planning

Due to COVID, the need for vehicles and plans for procurement have all changed as the vehicle mileage on system vehicles has been drastically reduced. At this time, a vehicle plan would have little meaning. Since COVID, vehicle mileages have changed, and the future remains uncertain. For the purposes of this study any attempt to predict the need for new vehicles is moot. As discussed above, it is impossible to predict future vehicle needs, with even the minimum of confidence.

The best approach for NCRTD will be for the study team to supply NCRTD with a template of a vehicle inventory and future vehicle needs table that can be reliably used once service has returned to a "normal" level and appropriate estimates can be made.

Marketing and Public Information

Marketing efforts will take on a multi-pronged approach until the new normal is reached. This will include working closely with businesses, governments and residents to ensure a smooth implementation. Key areas of concentration include:

- Instilling confidence in transit – This will be a consistent theme until the new normal is reached.
- Informing the public of fine-tuning changes taking place.
- Informing the public of service increases as they are about to occur.
- Schedules should be available online with hard copy on buses to inform the public prior to changes.

Service Monitoring Plan

Much of service monitoring is ensuring the correct and most accurate data is being collected and reported. NCRTD uses an impressive array of reports to the board to inform them of all services. NCRTD is a very transparent organization – that should not change.

During the recovery, daily ridership reports by route should be available to management to allow for a quick reaction to ridership increases. Reports for management and staff should be generated **daily** by route and should focus on the bottom line – ridership - that will be the determining factor as NCRTD considers recovery. Other daily information can include productivity (most particularly for demand response type services) – One-way trips per vehicle hour and on-time performance. If the new service generates confusion or complaints, those should be reported daily.

Changes can occur by route and may be uneven as some routes lag in ridership, while others see increased ridership.

Operations Planning

The major focus during the recovery phase will be the recovery itself. Most of the planning and implementation efforts will be focused on bringing the system back to the new normal. The service monitoring discussed above will be critical to the operations planning activities conducted in this phase.

Planning for the post pandemic period should continue with the recovery. The steps taken will be similar to the efforts during the pandemic and should be as follows:

1. **Analyze changes needed** – Each change is slightly different, and each should have a short plan for implementation as described in Chapter 3. Changes to hours, costs, implications and impact on customers should all be anticipated. Changes that require new run cutting should be planned as well.

2. **Planning** - Maximize meets of all routes at key transfer points as detailed in Chapter 3. This is crucial to the key element of the plan – connectivity. Simply set the timing from the transfer point and work forward or backward to ensure buses physically meet at the transfer point.

3. **Set schedules where appropriate** – Ensure that these schedules are "moored" to a time where the route will meet other routes at the transfer center. Reset timing points where needed.

4. **Determine any new stops needed** – As changes are made identify the most appropriate location for a stop. Safety, accessibility, specific location should all be considered.

5. **Test and finalize schedule** – Using a vehicle operator and bus, each route change should be simulated and tested prior to finalization. Does the schedule work? Will it make the appropriate meets? Is it safe for the passengers and vehicle operator?

6. **Market new services** – Once new routes have been finalized and schedules and maps have been revised, it will be time to market the service. Connectivity, rapid and comfortable service should be marketed along with the fare free nature of the service. Market renewed confidence in the service in anticipation of future efforts post-COVID.

7. **Train staff** – Route template for each route should be developed with all stops and turns with specific training on each route, prior to being assigned.

Post-Pandemic – The New Normal

What will ridership be like post COVID? Will it come back to pre-pandemic levels? Will there be a new normal? If there is a new normal, it will be more important than ever to match the service to the need and to ensure full connectivity. The problem is that no one knows how the public will react to transit. No one knows what the new normal will look like. Post-pandemic activities will focus on bringing the system back to levels similar to pre-pandemic levels.

The new normal? NCRTD planners and operations staff will simply have to wait until service is restored. That may not be evident for six months to one year after the country has reached its new normal and may require efforts to gauge the enthusiasm of the public and riders to use transit. Small vehicles and close quarters will be viewed as a negative. Crowded bus stops and transfer centers will also be viewed unfavorably in the new normal.

Marketing and Public Information

Marketing efforts similar to the recovery phase will be required and will take on a multi-pronged approach until the new normal is reached. Key areas of concentration include:

- Instilling confidence in transit. This will be a consistent theme until the new normal is reached.
- Informing the public of major changes and new service
- Schedules should be available online with hard copy on buses to inform the public prior to changes.

Existing Services

Re-implementing service should continue as justified by ridership and confidence in the service. As discussed elsewhere in this plan, no one knows what the new normal will be. The recommendation is to target the pre-pandemic service levels with the changes summarized in Table 4-1 and detailed in Chapter 3. It is recommended that microtransit be implement in a number of existing demand response locations, including Dulce and existing demand response zones.

Expansion Plans

When? Again, it will depend on the public's enthusiasm for transit and in particular microtransit. Implementation is also dependent on funding, whether it be through CARES, other stimulus funding or an increase in gross receipts tax (GRT). Expansion efforts in Edgewood should be a priority as it has the greatest opportunity for success.

Expansion efforts should include:

1. **Edgewood** – Microtransit provides NCRTD with an opportunity to serve Edgewood in an efficient manner. Edgewood is the largest community in the service area with no daytime service (beyond commuter service).

2. **Northern New Mexico College** – as funding becomes available from the college, this service should be implemented with the opportunity to also serve residents of Gallina and surrounding communities. Chapter 3 offers a number of options for this service.

3. **Lamy Extension** – smaller scale effort, modest ridership.

Plan Timeline – From COVID to Recovery

Planning should be initiated immediately (Table 4-2). Careful consideration should be given to how much change NCRTD and the public can manage at any given time. NCRTD should not try to do too much at one time. Too much change can serve to confuse riders and vehicle operators.

During COVID

- Planning:
  - Minor route changes and fine tuning
  - Post-COVID changes and expansion
  - Facility planning
- Implementing minor route changes
- Grant writing
- Preparing marketing materials for recovery and post-COVID changes

Recovery from COVID

- Monitoring ridership and recovery activities
- Preparing vehicles and operators for expanding service
  - Training
  - Route revisions

- Implement marketing of recovery service
- Implement recovery phase as ridership returns

Post-COVID

- Post-COVID calls for a new normal and expansion will be determined based on ridership and funding in 2 – 3 years.

Table 4-2: Plan Timeline

	During	Recovery	Post
Facility planning			
Planning route fine tuning			
Planning post-pandemic route			
Recovery service			
Revisions			
Expansion			

FUNDING STRATEGIES

NCRTD is one of the few rural transit systems in the country that receives GRT revenue (and now permanent, no longer subject to sunset) and as a result has far more local funds than most rural transit systems. NCRTD is also very adept at securing federal FTA funds from a variety of sources (FTA Section 5311, rural and tribal funds and Section 5339 – funding for capital). NCRTD has been particularly aggressive in securing FTA capital funding and that should continue.

NCRTD has also worked with the private sector – ski resorts in particular to secure funds for specialized service. These efforts should continue as well.

As the COVID pandemic continues and gross receipts tax receipts are depressed, at the same time service levels have been reduced to meet the lower demand (and available revenue). However, NCRTD is in an excellent position to rebound and secure a variety of federal funds with its abundance of local matching funds. As discussed in the planning

efforts, expansion back to pre-pandemic levels should occur as GRT and ridership starts to return.

In the review of funding options, the study team also looked at new areas where service could be provided, however the few options that were identified stand very little chance of funding by the local governments.

Funding Opportunities

NCRTD is able to generate revenue from a wide variety of local, state and federal revenue. With the GRT, NCRTD can maintain a robust service under most circumstances. There are few if any funding opportunities that NCRTD has not pursued. NCRTD's approach to capital grants has netted facilities, technology, and vehicles in the past. This approach should be continued for new technology, transfer facilities and an office and maintenance facility in Taos. It is recommended that management continue doing what it is doing – securing federal grants and privately funded services.

Preparing for Future Stimulus Funding

While predictions are impossible, NCRTD should be prepared for future stimulus or CARES Act funding in the near future. As stated above – those systems with plans in place for facilities, expansion of service and/or vehicles will in most cases jump to the front of the line when grant opportunities are available.

Sponsorship Programs: More than Advertising

In addition to the sources that NCRTD has utilized, the study team recommends pursuing sponsorships. NCRTD already works with the private sector – ski resorts to provide service. The sponsorship program is different. There are a number of business arrangements that can be initiated by transit and private businesses such as a sponsorship program that businesses find attractive.

This program was in the 2014 NCRTD Transit Service Plan Update and it has not been implemented to date. It is worth repeating as it continues to be an additional potential source of revenue for NCRTD in the future if it is needed. Large corporations have been known to participate in sponsorship programs and typically these companies (such as Walmart) have more money than all the cities and counties in the service area.

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, NCRTD 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 Service

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):

1. **Sponsorship services at any level**

    a. Recognized as a sponsor on NCRTD how to ride guide (system map and schedule).
    b. Sponsored by… on all system literature and advertising.
    c. Decal on side or back of the bus.
    d. Dedicated shuttle.
    e. Special promotions sponsorship.

2. **Higher level sponsorship services**

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

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

1. **Large retailers** – Walmart, Target, Smiths and others: 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. **Casinos** – There are a number of casinos, some affiliated with Pueblos that may be interested in this excellent form of advertising.
4. **Ski resorts** – NCRTD has worked with most ski resorts and has had and continues to have some successes and some failures.
5. **Hotels, museums and other tourist attractions** – There are some opportunities here.
6. **Large Local Based Corporations** – Are there any large corporations based in the area?
7. **Small local based companies** – Any local company can participate at a number of levels.
8. **Fast food restaurants** – Wrapped buses are popular with some of the largest chains.

9. **Television, radio stations, and local newspapers** – There are also opportunities with these organizations. They can give NCRTD 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, NCRTD 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:

    - ***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 sponsor's business, and logo on NCRTD map. Each of these services should be worth up to $10,000 per year and more if they are combined.

    - ***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 rider's guide are also available. Other opportunities can include sponsoring special promotions.

    - ***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

NCRTD should set up standards for advertising on NCRTD transit vehicles. Advertising should be tasteful, within the normal bounds of advertising accepted in the community. It is recommended that NCRTD refuse any advertising of a political, religious, or adult oriented content or intent. This will only cause controversy where none is wanted.

Advertising should be of a quality design and application. All advertising should meet quality standards developed through NCRTD. 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 $500 per month per vehicle (after expenses). Assuming ten vehicles are wrapped, this approach can generate $60,000 per year in revenue. Additional sponsorships can generate approximately $10,000 annually for a net revenue of $70,000 annually.

IN SUMMARY

NCRTD is well positioned to recover from the pandemic. This plan details a course of action that allows ridership and GRT revenue to dictate restoring of routes. Under normal time, the study team would have developed a plan by year, but as described elsewhere this is not normal times and the only way to identify time periods now is: during the pandemic; recovery; and post-pandemic. These activities can take 4 –7 years just to complete all of the activities. At this point while assumptions can be made, we can assume that getting back to the new normal will take time and it won't be easy.

Regarding funding for transit - with guaranteed funding and the ability to generate grant revenue, NCRTD should stay the course when it comes to revenue generation. In addition, the best source of new funding may be the private sector. Walmart and others have been known to participate in these types of programs.

Appendix A
Previous Technical Memoranda

- Technical Memorandum No. 1: Review of Demographics, Land Uses and Travel Patterns
- Technical Memorandum No. 2: Community Outreach
- Technical Memorandum No. 3: Review of Existing Services
- Technical Memorandum No. 4: NCRTD Needs and Strategies for the Future

NCRTD Transit Service Plan Update

Technical Memorandum No. 1:

Review of Demographics, Land Uses and Travel Patterns







January, 2020

Prepared for:
North Central Regional Transit District (NCRTD)

Prepared by:
KFH Group, Inc.
Austin, Texas

Technical Memorandum No. 1: Review of Demographics, Land Uses and Travel Patterns

This memorandum analyzes demographic and land use data to assess the need for transit in the NCRTD service area including the neighboring counties. It is the first step in the three-part process of determining needs and most important, unmet needs. The transit needs assessment will include:

1. ***A Review of Demographics, Land Uses, and Travel Patterns*** – it identifies where potential transit users live and where people are going.

2. ***Review of NCRTD services*** – it documents the current level of service and where it operates.

3. ***Identification of Unmet Needs*** – it compares the areas of need to the level of service provided, to assess how the needs are met and where unmet needs may exist.

In this memorandum, historical, current and projected population trends are captured in the following sections along with a description of transit-dependent populations that are socio-economic demographic groups that typically show a propensity to use transit services. This memo provides a Title VI demographic analysis that examines low-income, minority and limited English proficiency populations. Major trip generators in the area are also reviewed. Community and regional travel patterns are examined in this memorandum.

This demographic analysis along with the review of existing services in subsequent technical memoranda will provide a broad transportation needs assessment required for developing service recommendations.

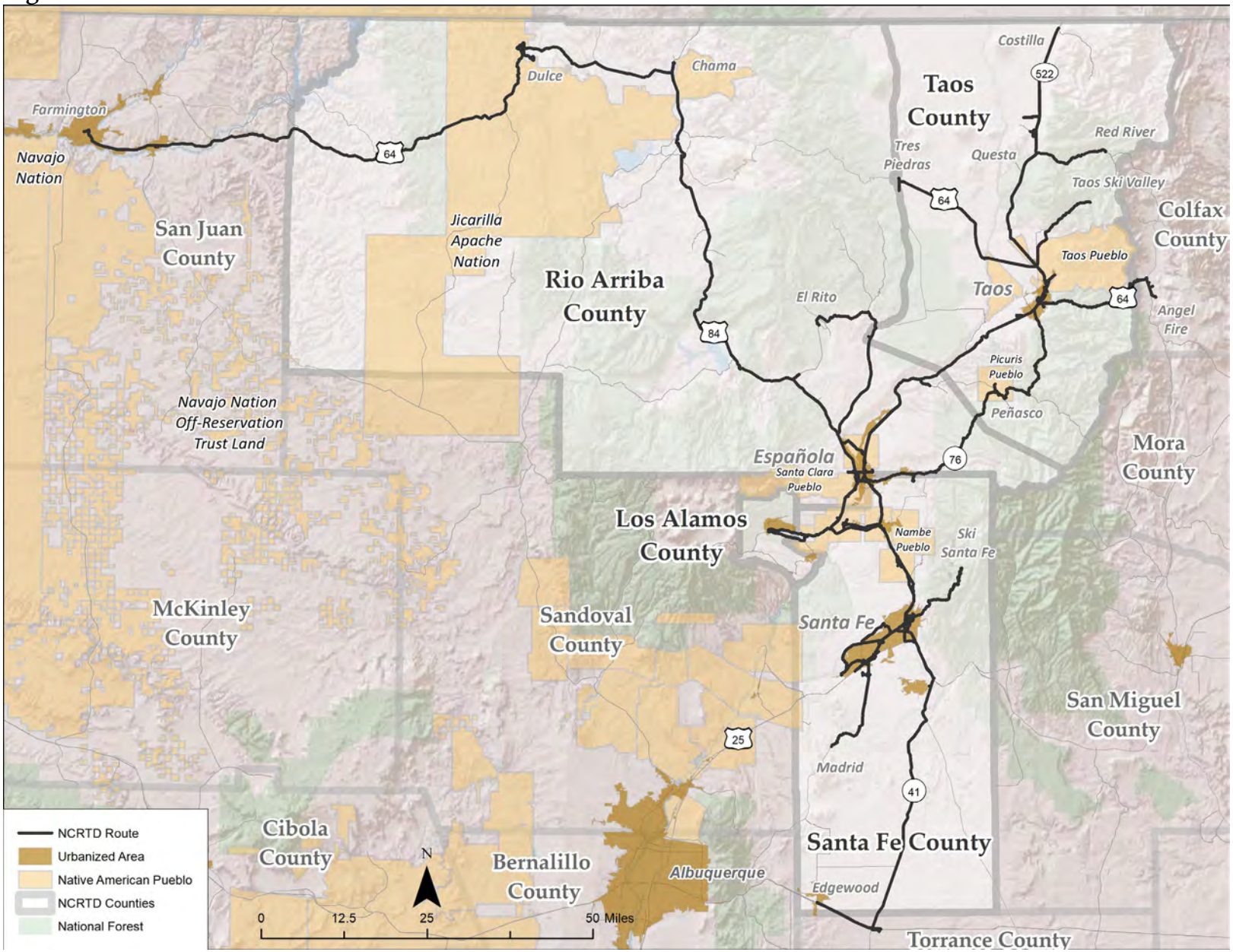
POPULATION ANALYSIS

The following section examines the population trends and projections at the county level and discusses future population projections for the area. Figure 1-1 presents a general map of the NCRTD service area (with routes), which includes the rural counties of Los Alamos, Rio Arriba, Santa Fe, and Taos.

Historical Population

From 2000 to 2010, the total population of the four-county region grew by 17 percent, with a majority of growth in Santa Fe and Taos counties. The population in the NCRTD service area totaled 235,633 in 2010. Los Alamos County has the highest density in the NCRTD service area (164.4 persons per square mile) while Rio Arriba has the lowest density of 6.9 persons

Figure 1-1: NCRTD Service Area



per square mile. Overall the entire service area has a very low population density (23.3 persons per square mile). Total decennial population and population density of the NCRTD service area by counties is presented in Table 1-1.

Table 1-1: Historical Population and Population Density by County

Population Characteristics	Los Alamos	Rio Arriba	Santa Fe	Taos	Total NCRTD Region
2010 Population	17,950	40,220	144,528	32,935	235,633
2000 Population	18,343	41,190	129,292	29,979	218,804
Percent Change, 2000-2010	-2.1%	-2.3%	11.8%	9.8%	17.2%
2010 Land Area (Sq. Mi.)	109.17	5,860.8	1,909.4	2,203.1	10,118
2010 Pop. Density (persons per sq. mi.)	164.4	6.9	75.5	15	23.3

Source: U.S. Census Bureau, Census 2000 & 2010, Summary File 1

Recent Population Trends

To analyze the recent population trends, annual estimates are used to see if there are any year-to-year fluctuations in the population; they are the most recent ACS population estimates available. As shown in the Table 1-2, the total population of the NCRTD region slightly grew by 1.12 percent from 2014 to 2018, considerably lower than 2000 to 2010. The population of Los Alamos County has increased by 7.27 percent within the five year period while the population variations in the other three counties were negligible.

Table 1-2: Recent Population Trends (2014-2018) by County in NCRTD Region

	Los Alamos	Rio Arriba	Santa Fe	Taos	Total NCRTD Region
Projected Population					
2014	17,807	39,739	147,819	32,971	238,336
2015	17,830	39,364	148,206	32,814	238,214
2016	18,239	39,233	148,888	32,960	239,320
2017	18,804	39,191	149,617	32,862	240,474
2018	19,101	39,006	150,056	32,835	240,998
Percent Change					
2014-15	0.13%	-0.94%	0.26%	-0.48%	-0.05%
2015-16	2.29%	-0.33%	0.46%	0.44%	0.46%
2016-17	3.10%	-0.11%	0.49%	-0.30%	0.48%
2017-18	1.58%	-0.47%	0.29%	-0.08%	0.22%
2014-18	**7.27%**	**-1.84%**	**1.51%**	**-0.41%**	**1.12%**

Annual Estimates of the Resident Population
Source: U.S. Census Bureau, Population Division

Future Population Projections

Population projections through 2030 developed by the University of New Mexico estimate that Santa Fe County will grow significantly (21.6 percent) while the population of Los Alamos County will decline (8.5 percent) over the next twenty years. The population of Taos and Rio Arriba Counties will slightly decline over this period (see Table 1-3).

Table 1-3: Future Population Projections by County in NCRTD Region

	Los Alamos	Rio Arriba	Santa Fe	Taos	Total NCRTD Region
Projected Population					
2015	17,905	39,752	148,238	33,287	239,182
2020	17,675	41,212	151,767	33,299	243,953
2025	17,326	40,649	157,104	33,309	248,388
2030	17,092	40,041	162,782	33,172	253,087
2035	16,846	39,332	169,142	32,855	258,175
2040	16,426	38,496	175,242	32,336	262,500
Percent Change					
2015-2020	-1.28%	3.67%	2.38%	0.04%	1.99%
2020-2025	-1.97%	-1.37%	3.52%	0.03%	1.82%
2025-2030	-1.35%	-1.50%	3.61%	-0.41%	1.89%
2030-2035	-1.44%	-1.77%	3.91%	-0.96%	2.01%
2035-2040	-2.49%	-2.13%	3.61%	-1.58%	1.68%
2015-2040	-8.49%	-4.35%	21.55%	-1.82%	9.75%

Source: ***New Mexico County Population Projections July 1, 2015 to July 1, 2040***, Geospatial and Population Studies Group, University of New Mexico. Released February 2017.

Population Density

Population density is often an effective indicator of the type of public transit service that is most viable within a study area. Typically, an area with a density of 1,000 persons per square mile will be able to sustain some form of daily fixed route transit service. An area with a population density below 1,000 persons per square mile may be a better candidate for flex route or demand response service.

Figure 1-2 and Figure 1-3 capture the population density in the entire NCRTD region and of the major cities/towns in the service area respectively at the census block group level. Block groups with more than 1500 people per square mile within NCRTD service area are found in Santa Fe, Taos, Los Alamos and Espanola. Outside the NCRTD service area, Farmington, Aztec, Bloomfield, Las Vegas and Raton are some of the places that contain block groups with more than 1500 persons per square mile.

Figure 1-2: NCRTD Study Area Population Density

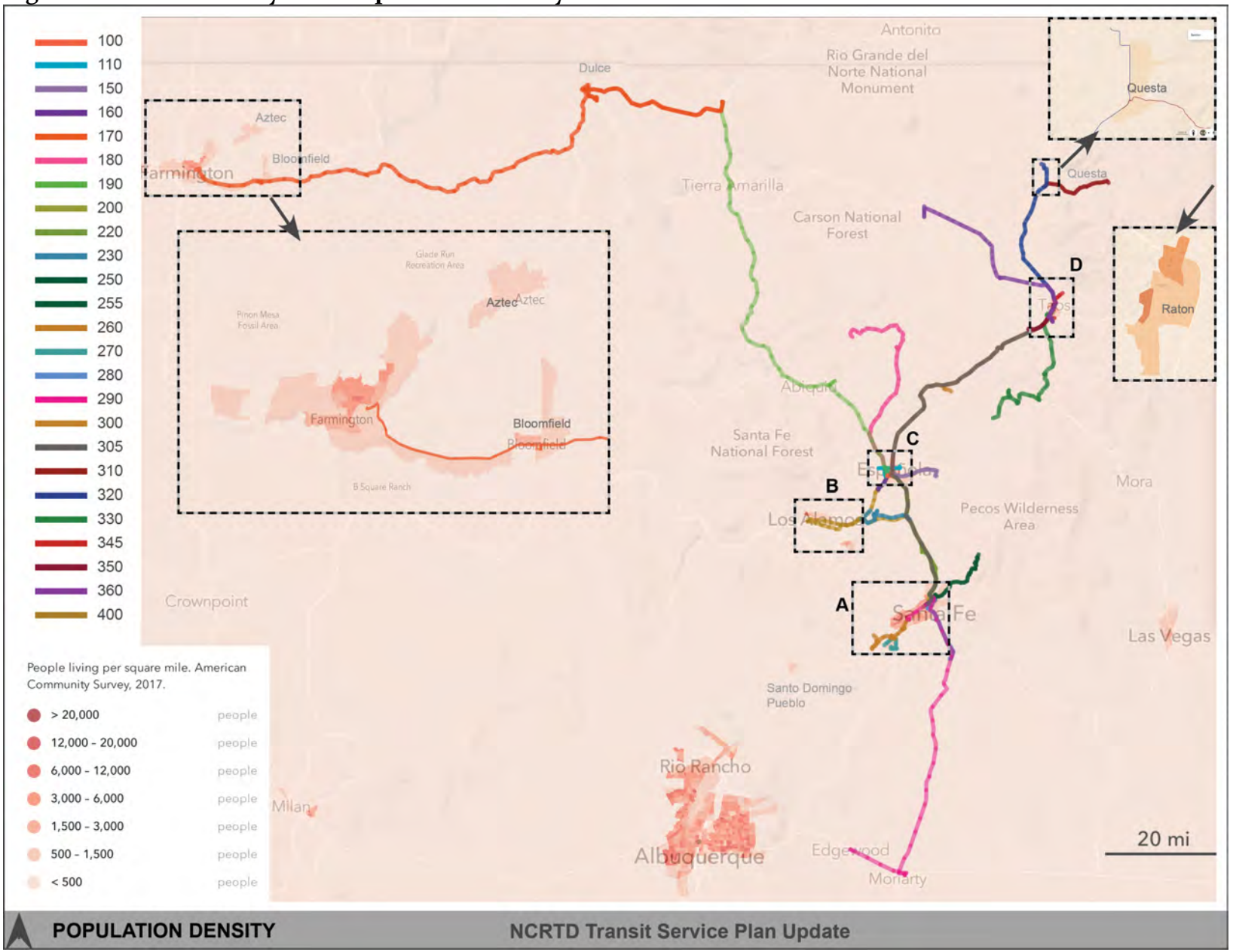
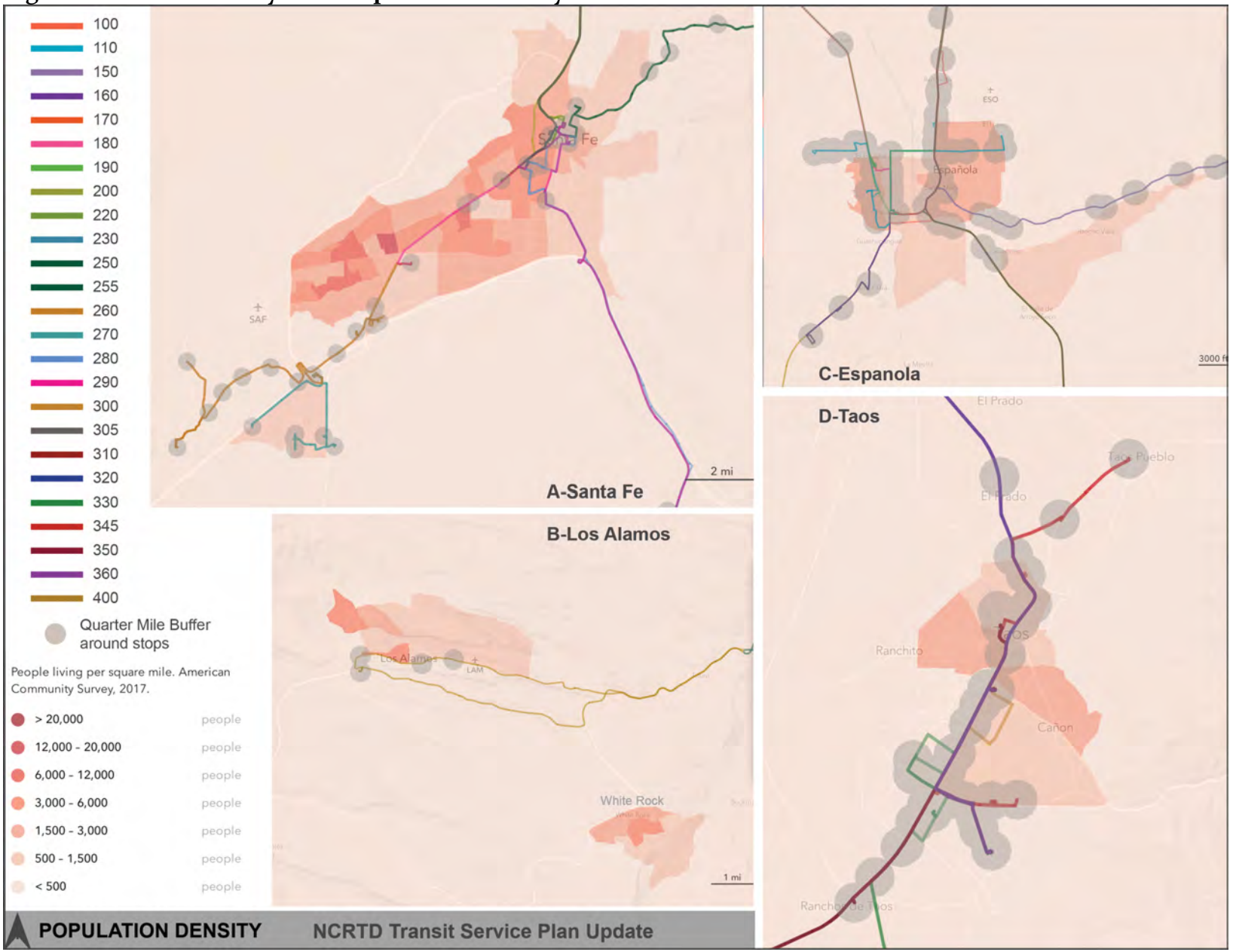


Figure 1-3: NCRTD Study Area Population Density Insets



Since the area is so rural, the density analysis is supplemented by a city population map (Figure 1-4). This map shows where population centers are found in the region and better depicts where people are located and where the majority of the needs occur. Major places with a populace of more than 500 people depicted on the map that lie outside NCRTD service area and have no transit service include Aztec, Bloomfield, Raton, Springer, Cimarron, Mora, Pecos and Ribera.

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 be dependent on transit services. This includes individuals who may not have access to a personal vehicle or are unable to drive themselves due to age or income status. The results of this demographic analysis highlight those geographic areas of the service area with the greatest need for transportation.

The need for public transportation is often derived by recognizing the size and location of segments of the population most dependent on transit services. Transit dependency can be a result of many factors. Some of these include no access to a personal vehicle, a disability that prevents a person from operating a personal vehicle, age, and income. For this analysis, KFH uses a Transit Dependence Index (TDI) approach discussed in the subsequent section. Determining the location of transit dependent populations allows for an evaluation of current transit services and the extent to which they meet community needs.

Transit Dependence Index

The Transit Dependence Index (TDI) is an aggregate measure of need, displaying relative concentrations of transit dependent populations. The TDI aggregates census data of people and households per block group that represents specific socioeconomic characteristics from the American Community Survey's Five-Year Estimates (2013-2017). Five factors make up the TDI calculation:

1. Autoless Households
2. Senior Population (ages 65 and above)
3. Youth Populations (ages 10 to 17)
4. Below Poverty Populations
5. Individuals with Disabilities

For each factor, individual census block groups were classified according to the prevalence of vulnerable populations relative to the study area average. The factors were then put into the TDI equation to determine the relative transit dependence of each block group. Table 1-4 and Figure 1-5 explain what each TDI score means:

Figure 1-4: NCRTD Study Area City/Town/Community Populations

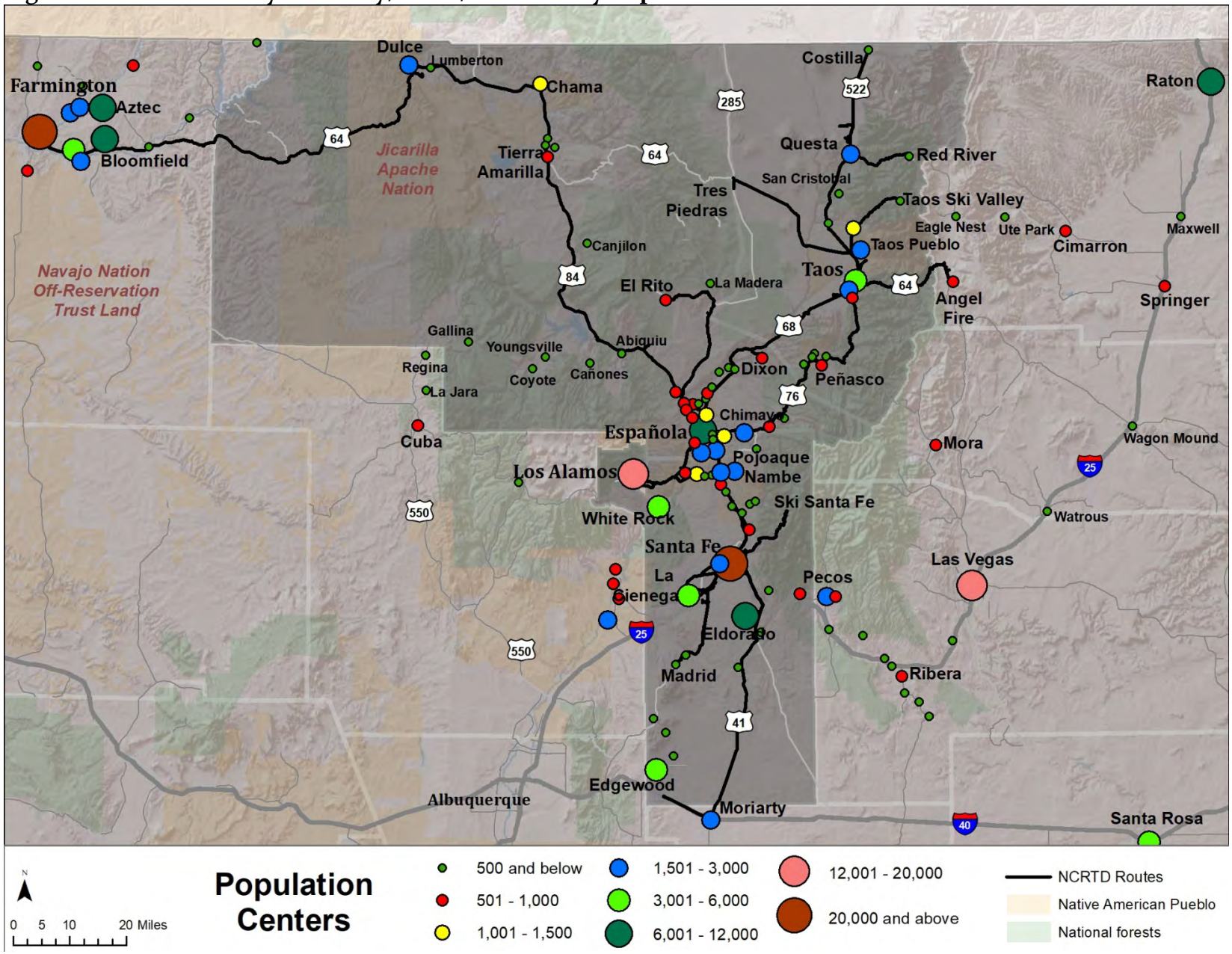
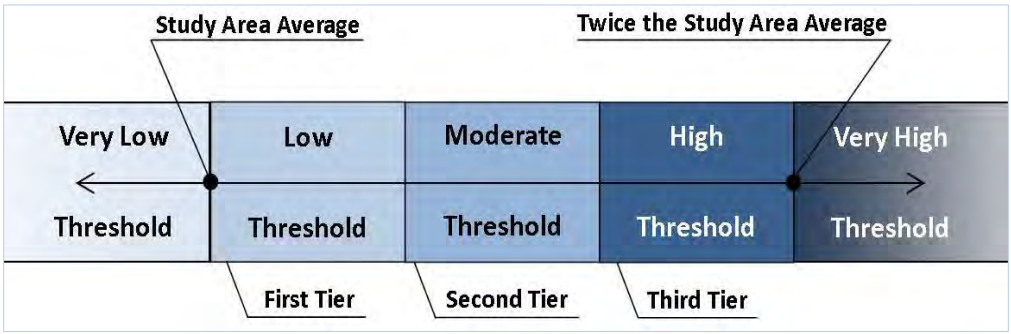


Table 1-4: TDI Score Definitions

TDI Score (Needs)	Meaning
Very Low	Less than and equal to the service area's average
Low	Above the average and up to 1.33 times the average
Moderate	Above 1.33 times the average and up to 1.67 times the average
High	Above 1.67 times the average and up to two times the average
Very High	Above two times the average

Figure 1-5: Transit Dependent Populations Classification System



As illustrated in Figure 1-5, the relative classification system utilizes averages in ranking population needs. For example, areas with less than the average transit dependent population fall into the "very low" classification, whereas areas that are more than twice the average will be classified as "very high." The classifications "low," "moderate," and "high" all fall between the average and twice the average; these classifications are divided into thirds.

Figure 1-6 and Figure 1-7 display the TDI for every block group in the NCRTD study area and at the major places in the region respectively. The TDI, to some extent, matches the population count pattern. Areas with high to very high transit needs are located in the central and southwest Santa Fe City (mostly within Santa Fe Trails service area), and central and southeast Taos. Farmington, Las Vegas (there is currently a modest demand response service there) and Raton also contain very high transit needs areas outside NCRTD service area. Areas with moderate transit needs are found in Los Alamos, White Rock, Española as well as Aztec and Bloomfield, both outside of the NCRTD service area.

Transit Dependence Index Percentage

The Transit Dependence Index Percent (TDIP) provides a complementary analysis to the TDI measure. The TDIP for each block group in the study area is calculated based on autoless households, elderly populations, youth populations, individuals with disabilities, and below poverty populations. It is the percentage of population that is transit dependent in each census block group.

Figure 1-6: NCRTD Study Area Transit Dependency Index

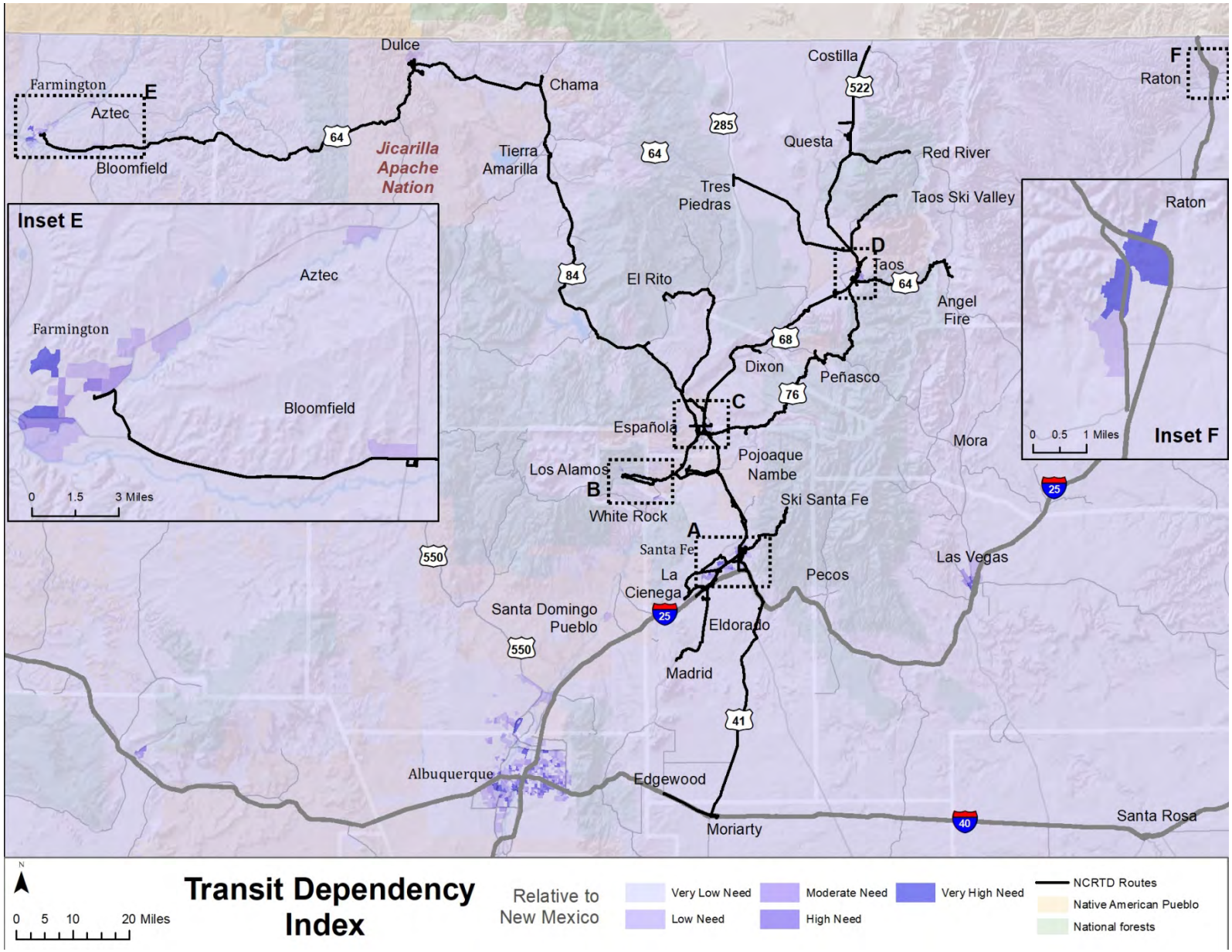
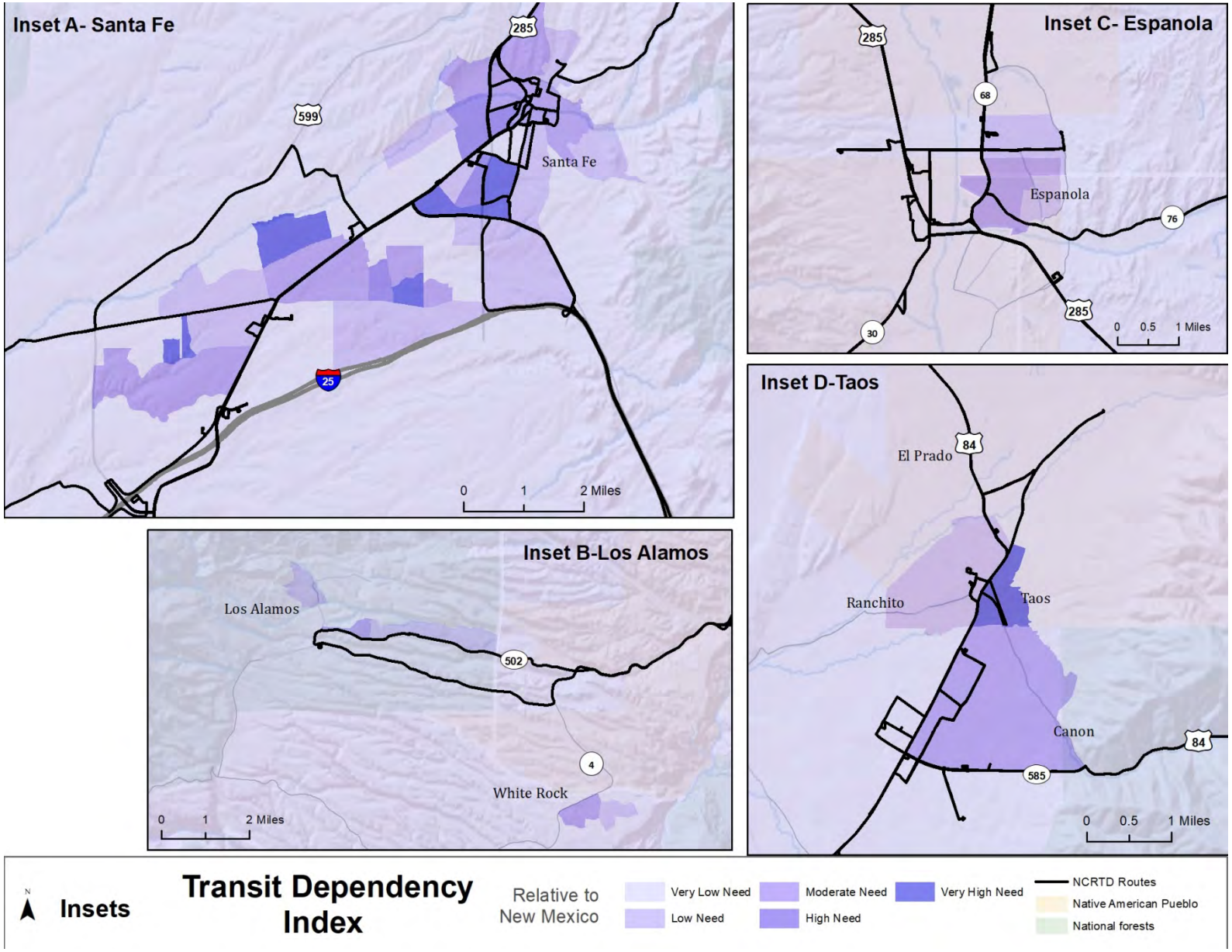


Figure 1-7: NCRTD Study Area Transit Dependency Index Insets



The advantage of TDIP is that it helps in identifying transit needs in areas with smaller populations. For example, certain parts of the study area may have fewer people overall but the percentage of people in that area that belong to one or more of the transit dependency cohorts might be very high.

Figure 1-8 shows transit need based on the percentage by census block groups. As shown, there are two large block groups with a very high TDIP in the study area. One of them is located in the Rio Arriba County, to the west of US Route 84; population centers of this block group are Gallina, Coyote and Canones. The other one is located east of Mora in the Mora County which has Wagon Mound and Watrous as population centers along Interstate-25. Census block groups that demonstrate high TDIP share themselves with places like Aztec, Costilla, Questa, Tres Piedras, Dixon, Pinasco, Raton and Riberra.

Senior Adult Population

One of the socioeconomic groups analyzed by the TDI and TDIP indices is the senior adult population, which includes individuals 65 years and older. Persons in this age group may begin to decrease their use of a personal vehicle leading to greater reliance on public transit. Figures 1-9 and 1-10 show the senior population density per square mile at the block group level. Areas with a very high concentration of senior population (900 or more per square mile) are found in the central portion of the City of Santa Fe. Other areas with relatively high numbers of senior population (400 and above per square mile) are found in Española, Taos, Los Alamos and White Rock.

Individuals with Disabilities

People with disabilities are another key demographic element to consider when gauging transit demand. Individuals with disabilities may be unable to operate a personal vehicle and consequently are more likely to depend upon public transportation. Figures 1-11 and 1-12 map individuals with disabilities per square mile at the block group level. Block groups with significant concentration of individuals with disabilities (more than 600 people per square mile) are found in the central portion of the City of Santa Fe along State Road 14.

Autoless Households

Households without at least one personal vehicle are more likely to depend on the mobility offered by public transit than those households with access to a car. Figures 1-13 and 1-14 display the number of autoless households per square mile. A significant concentration of autoless households is seen in many block groups in Santa Fe within the central part of the city.

Figure 1-8: NCRTD Study Area Transit Dependency Index Percentage

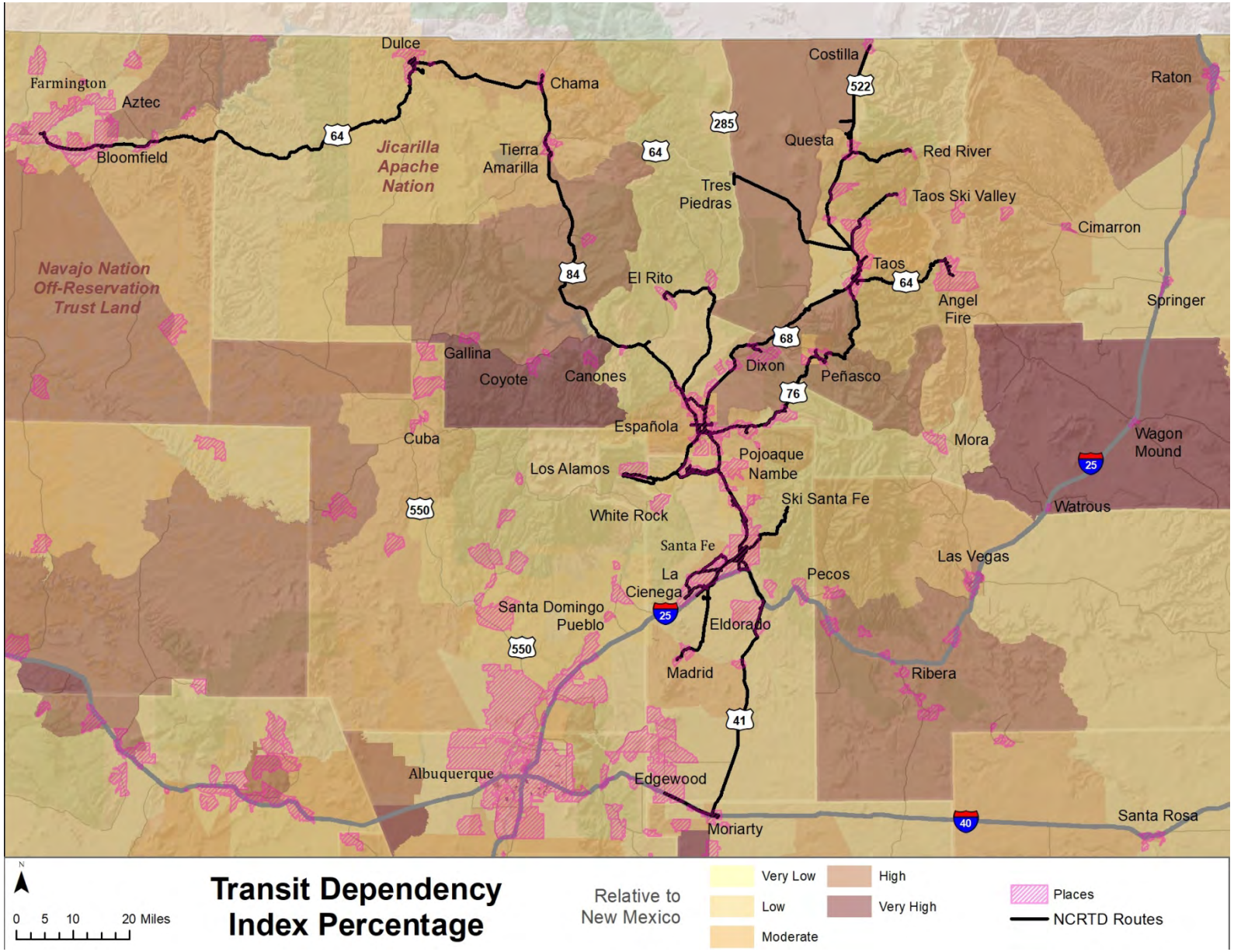


Figure 1-9: NCRTD Study Area Senior Adult Population

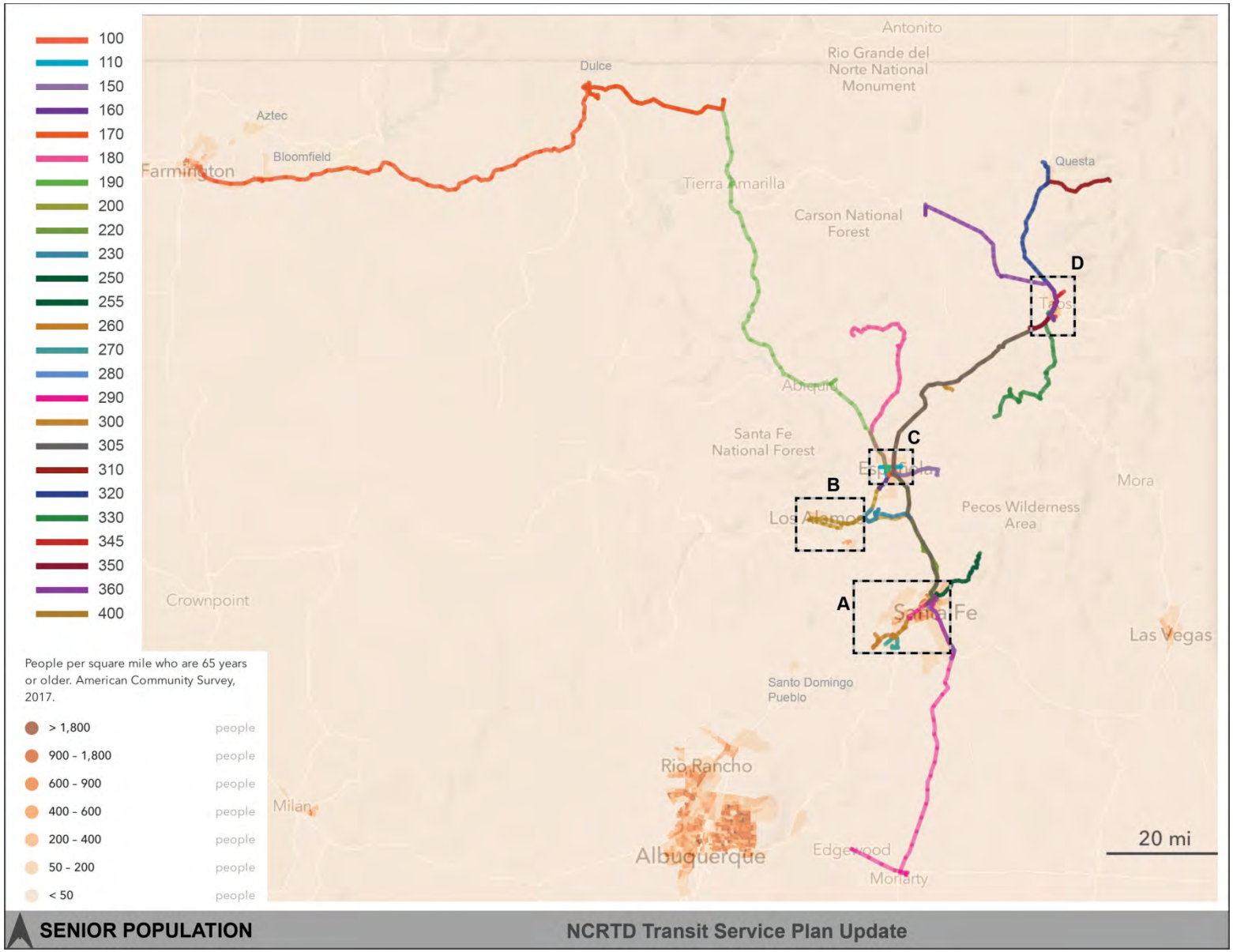


Figure 1-10: NCRTD Study Area Senior Adult Population Insets

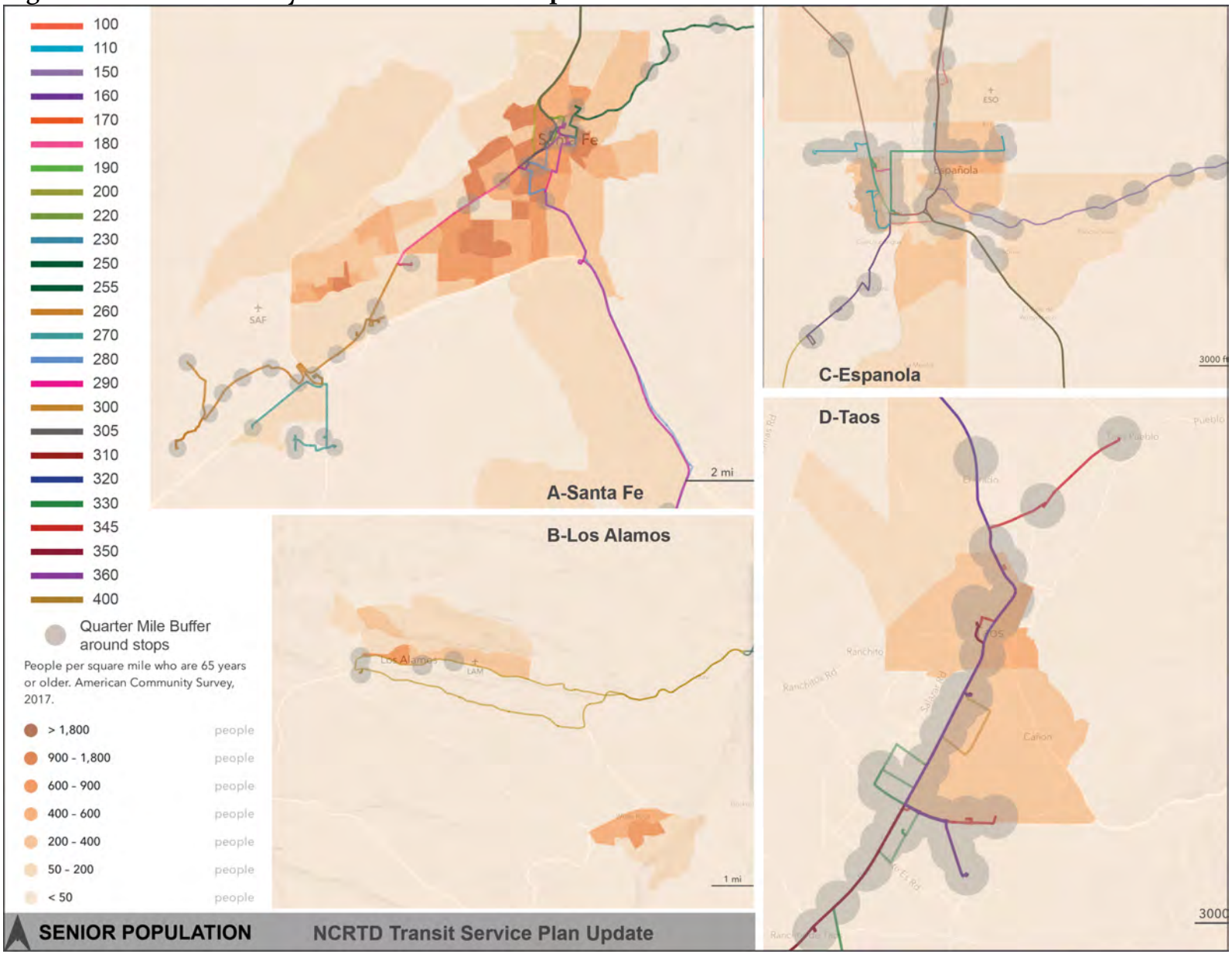


Figure 1-11: NCRTD Study Area Individuals with Disabilities

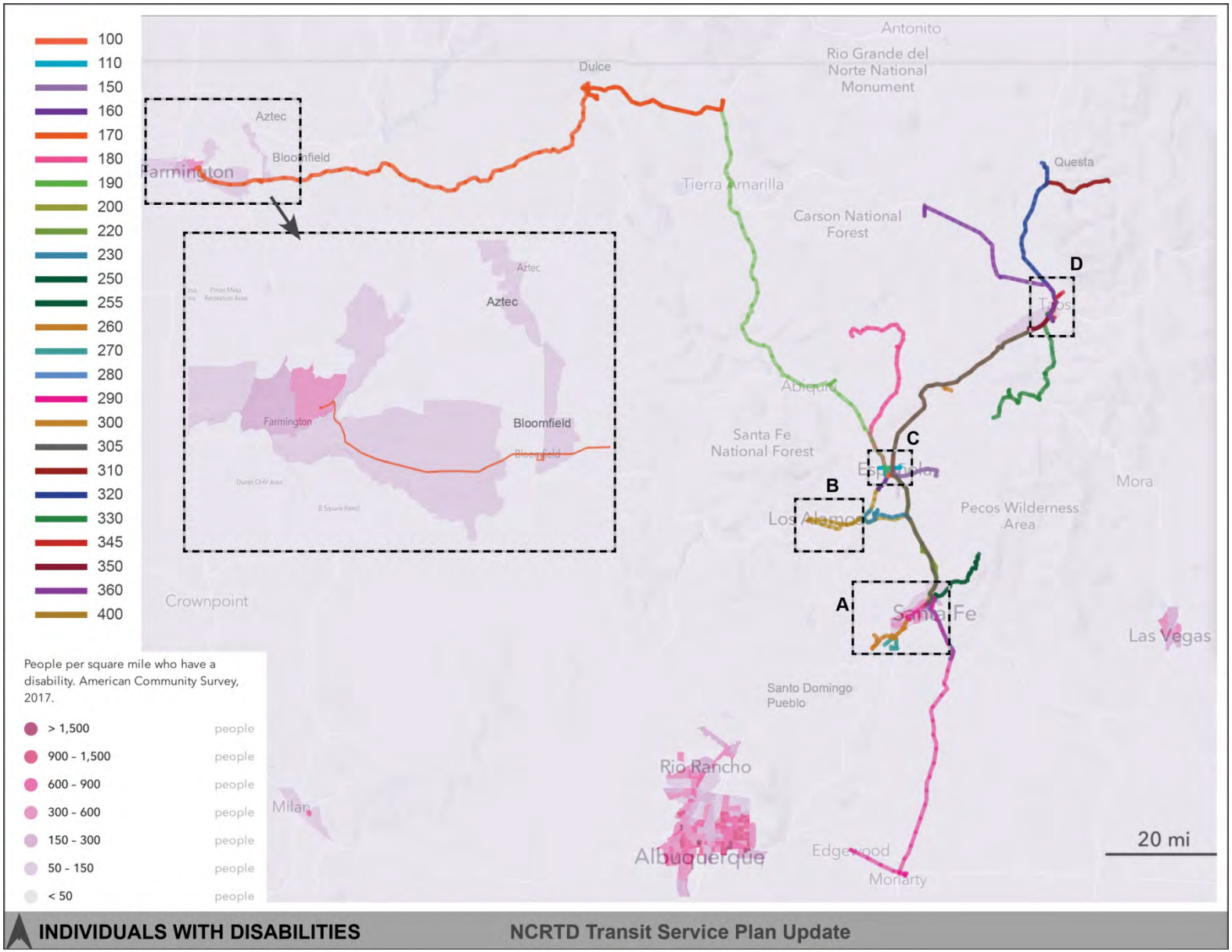


Figure 1-12: NCRTD Study Area Individuals with Disabilities Insets

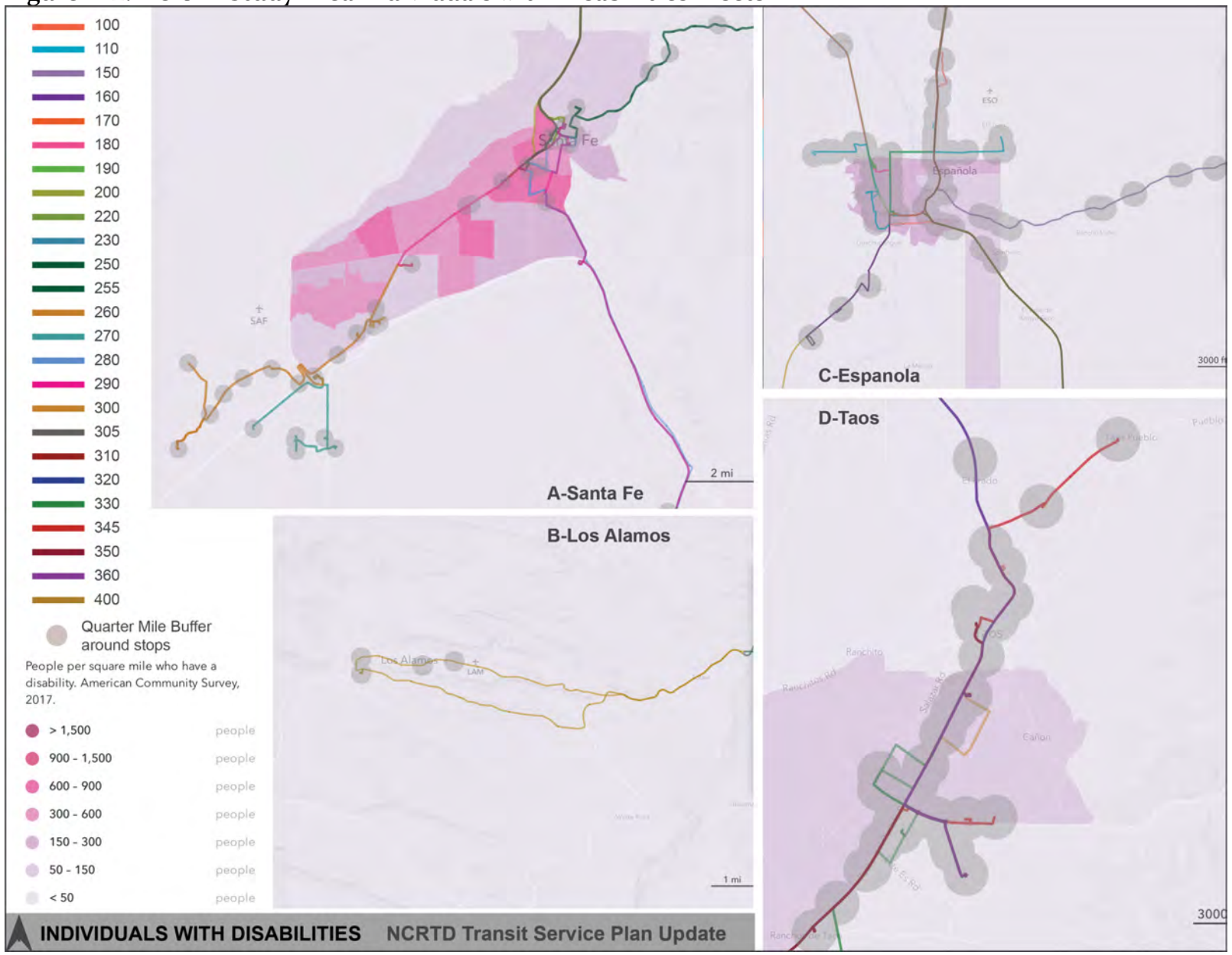


Figure 1-13: NCRTD Study Area Autoless Households

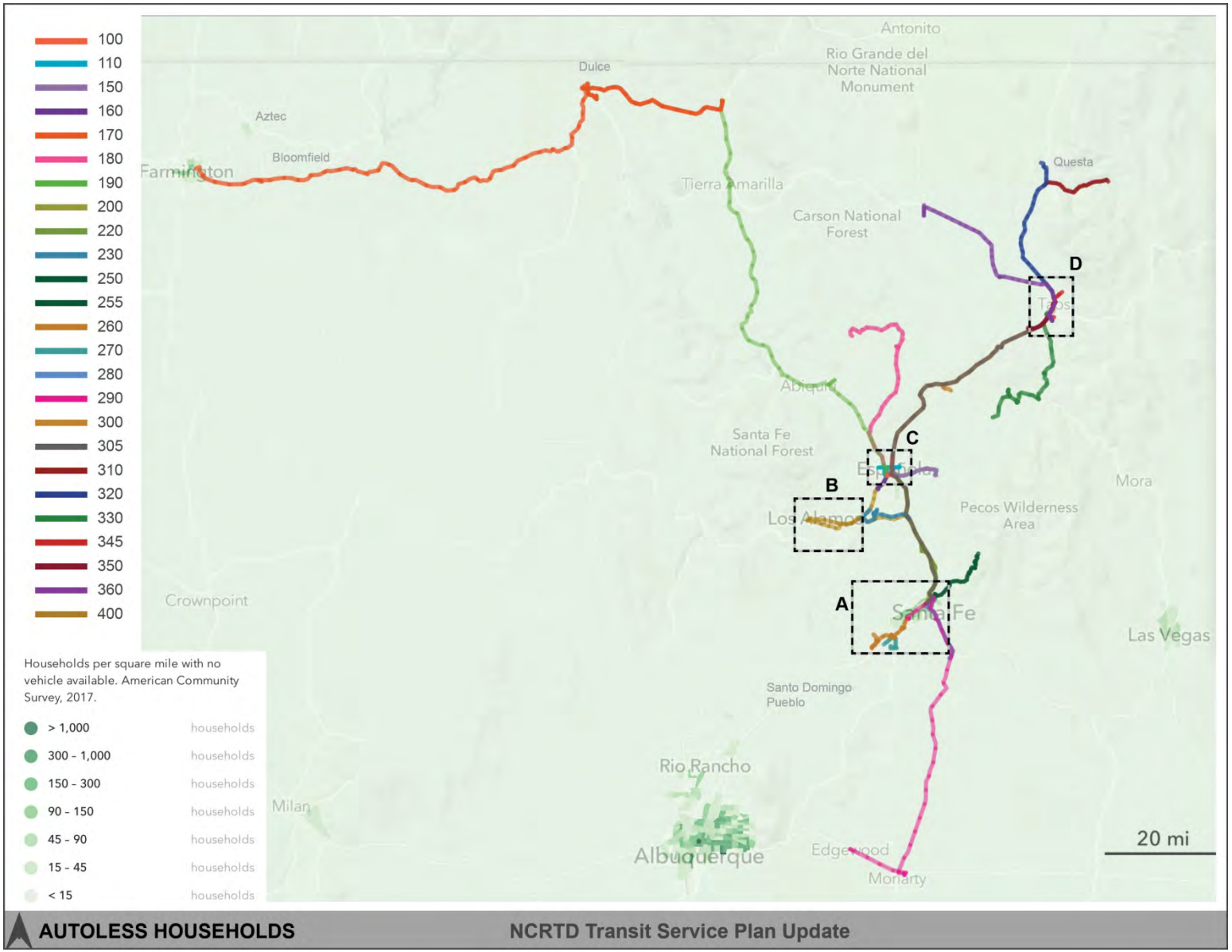
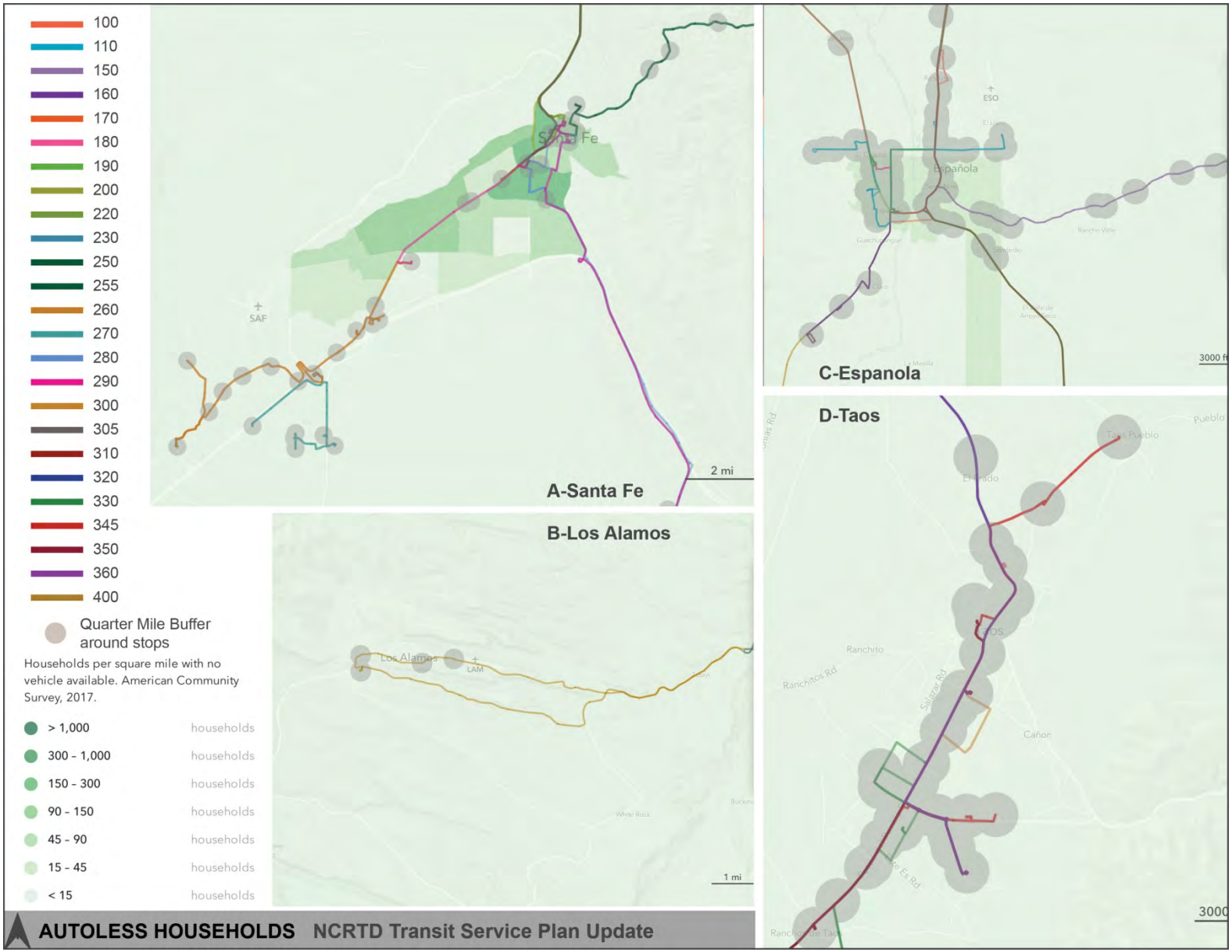


Figure 1-14: NCRTD Study Area Autoless Households Insets



Youth Population

The youth population is often used as an identifier of transit dependent population. Figures 1-15 and 1-16 illustrate the concentration of youth populations (people who are 18 years or younger) per square mile in the region. As displayed in the Figure 1-16, a very high concentration of youth population is found in the southwest portion of the City of Santa Fe; one of the block groups contain more than 3,000 young people per square mile. Other high concentration areas of youth population (700 and above per square mile) are found in Espanola, Los Alamos, White Rock and Farmington.

TITLE VI DEMOGRAPHIC ANALYSIS

The Civil Rights Act of 1964, Title VI prohibits discrimination on the basis of race, color, or national origin in programs and activities receiving federal subsidies. This includes agencies providing federally funded public transportation. Service changes should not disproportionately impact these communities. This section examines the minority and below poverty level populations in the entire NCRTD region.

Minority Population

Figures 1-17 and 1-18 depict the number of people who are non-white or of Hispanic origin per square mile at the block group level in the entire NCRTD region. Majority of block groups with a high concentration of minority population (2,000 people and above per square mile) are found in the south and southwest areas of the City of Santa Fe. Central and eastern portions of Espanola, northwest Taos, and northeast Los Alamos, contain block groups with minority population above 2000 people per square mile; Farmington and Bloomfield also contain few block groups with similar concentration.

Below Poverty Populations

The second group included in the Title VI analysis represents those individuals who earn less than the federal poverty level. This segment of the population may find it a financial burden to own and maintain a personal vehicle, thus relying on public transit as their primary means of transportation. Figures 1-19 and 1-20 depict the concentration of the people who fall below the nation-wide poverty level per square mile at the census block group level in the entire NCRTD region. As shown, majority of the block groups with high concentration of low income population (1000 people and above per square mile) are found in southern and western City of Santa Fe, central and eastern Española and southwest Los Alamos.

Figure 1-15: NCRTD Study Area Youth Population

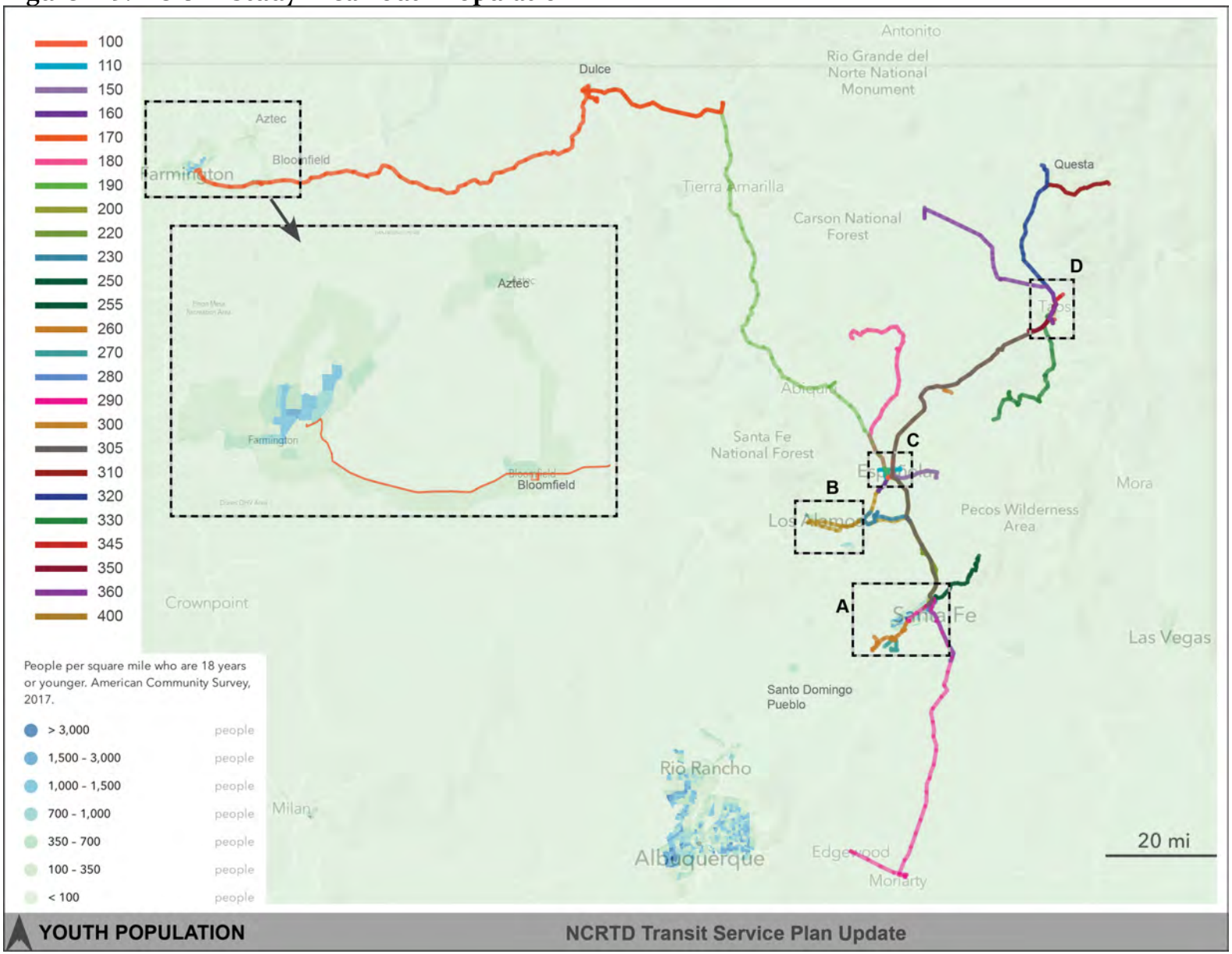


Figure 1-16: NCRTD Study Area Youth Population Insets

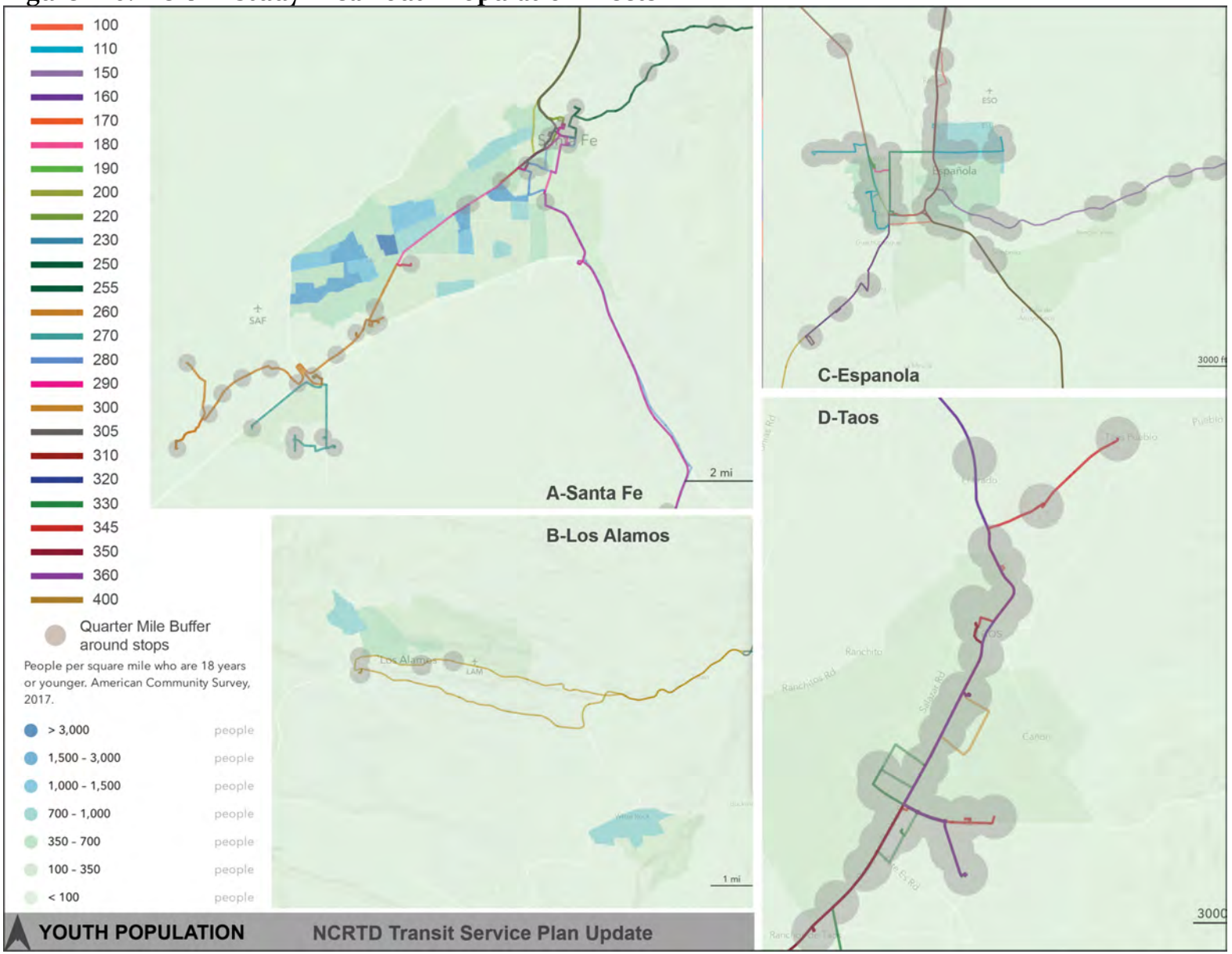


Figure1-17: NCRTD Study Area Minority Population

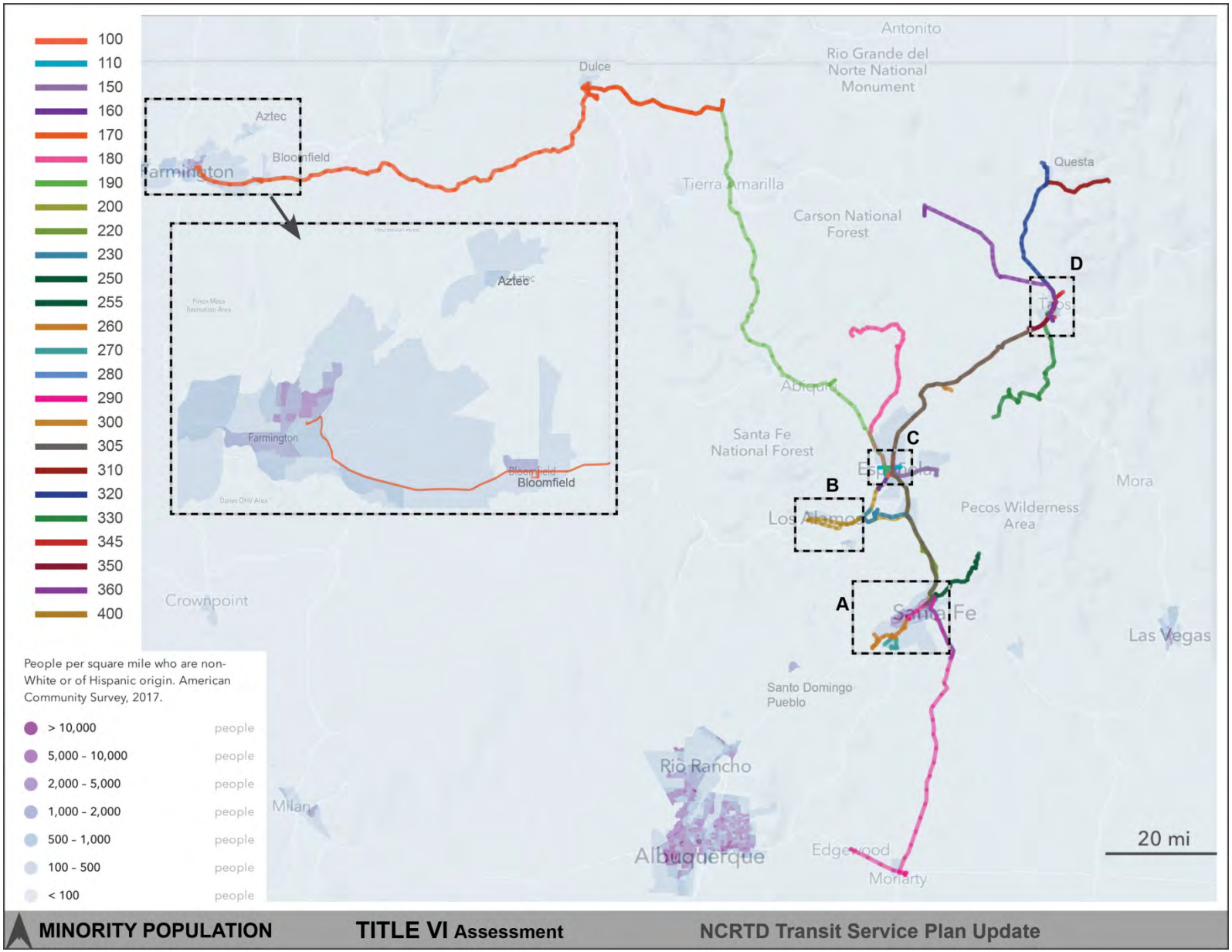


Figure 1-18: NCRTD Study Area Minority Population Insets

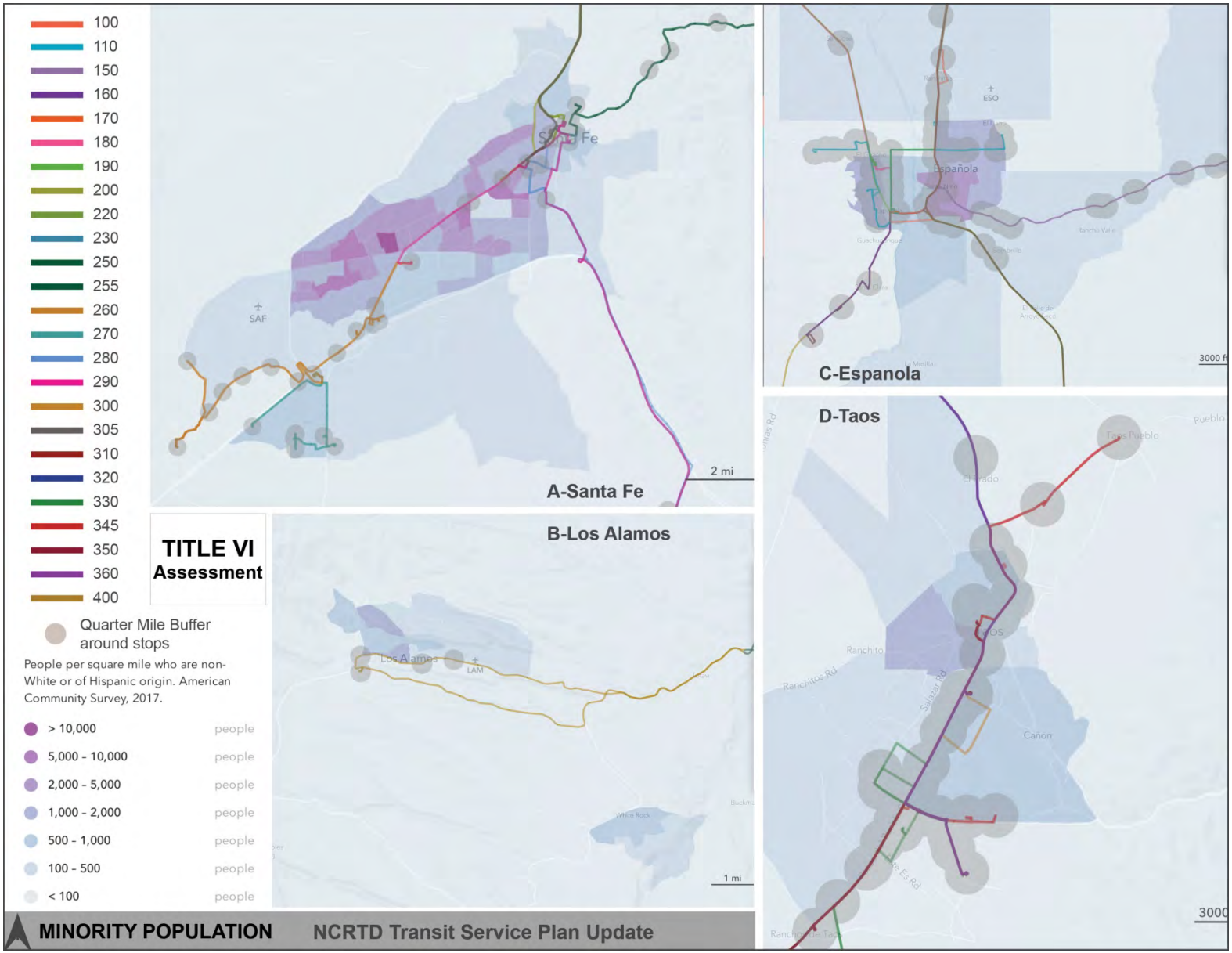


Figure 1-19: NCRTD Study Area below Poverty Population

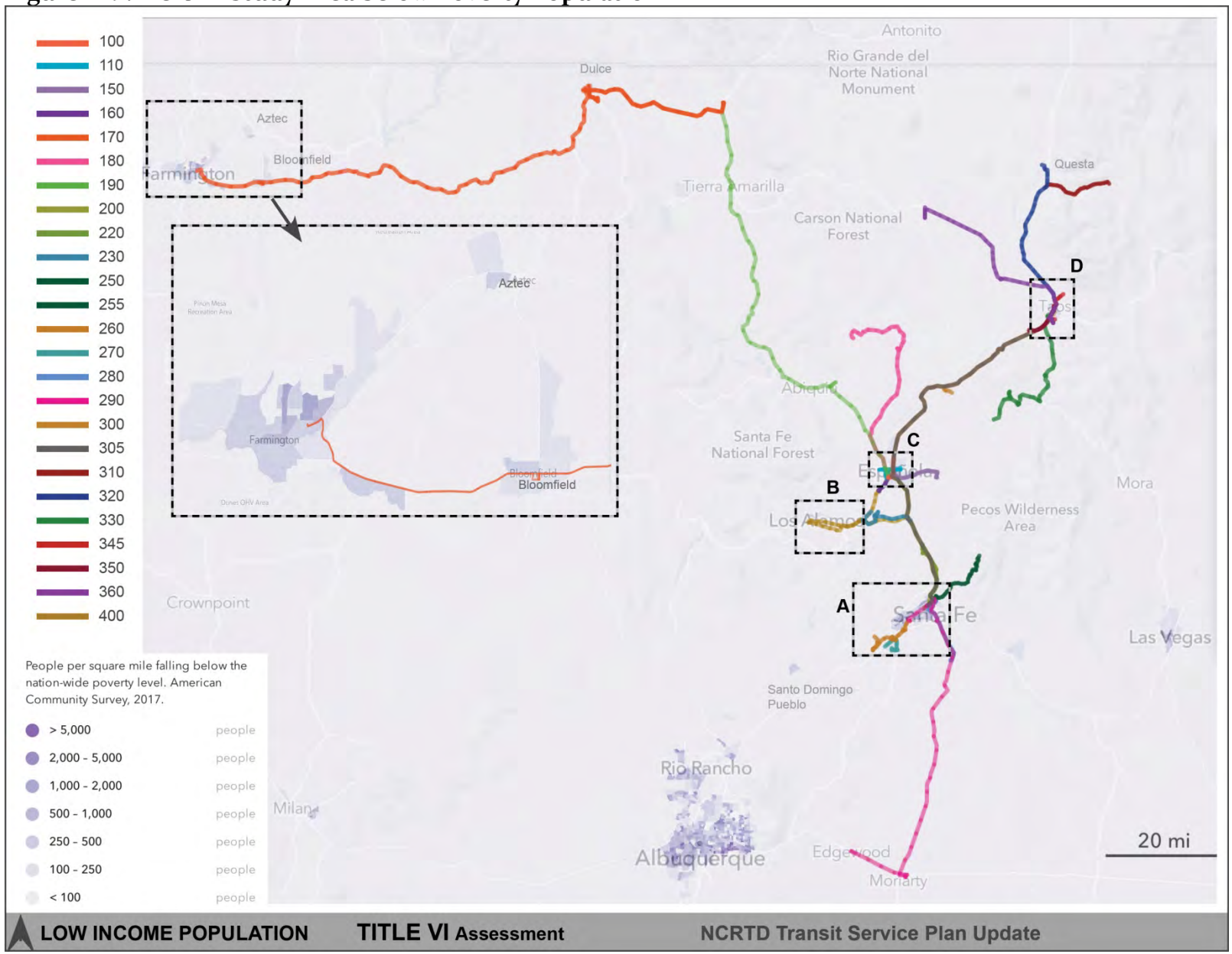


Figure 1-20: NCRTD Study Area below Poverty Population Insets



Limited-English Proficiency

In addition to providing public transportation for a diversity of socioeconomic groups, it is also important to serve and disseminate information to those of different linguistic backgrounds. Limited English Proficiency (LEP) population is a count of people who do not speak English as their primary language and their ability to speak English is less than "very well." Title VI's Safe Harbor Provision stipulates that recipients of federal funding must provide written translations of all "vital documents" for each language group with an LEP population that makes up 5 percent or 1,000 persons (whichever is less) of the total population of the service area. Table 1-5 shows the count and percentage of LEP population in the region that speaks various languages by the four counties.

Table 1-5: Limited English Proficiency by County

County	Los Alamos County		Rio Arriba County		Santa Fe County		Taos County		NCRTD Region	
Speak only English	**13,931**	**82.09%**	**14,398**	**38.74%**	**90,896**	**65.05%**	**18,236**	**58.30%**	**137,461**	**61.05%**
Other Languages	# LEP	% of County Pop.	# LEP	% of County Pop.	# LEP	% of County Pop.	# LEP	% of County Pop.	# LEP	% of County Pop.
Spanish or Spanish Creole	399	2.35%	**2,215**	5.96%	**13,424**	9.61%	**1,599**	5.11%	**17,637**	**7.83%**
Other Native North American languages	-	0.00%	61	0.16%	110	0.08%	42	0.13%	213	0.09%
French (incl. Patois, Cajun)	-	0.00%	-	0.00%	108	0.08%	-	0.00%	108	0.05%
Other Asian languages	-	0.00%	-	0.00%	101	0.07%	-	0.00%	101	0.04%
Chinese	74	0.44%	-	0.00%	52	0.04%	154	0.49%	280	0.12%
Japanese	77	0.45%	-	0.00%	52	0.04%	-	0.00%	129	0.06%
German	-	0.00%	1	0.00%	42	0.03%	-	0.00%	43	0.02%
Vietnamese	82	0.48%	-	0.00%	35	0.03%	-	0.00%	117	0.05%
Navajo	1	0.01%	11	0.03%	30	0.02%	3	0.01%	45	0.02%
Other Indo-European languages	9	0.05%	-	0.00%	26	0.02%	-	0.00%	35	0.02%
Korean	39	0.23%	-	0.00%	26	0.02%	-	0.00%	65	0.03%
African languages	-	0.00%	-	0.00%	26	0.02%	-	0.00%	26	0.01%
Other Indic languages	-	0.00%	-	0.00%	25	0.02%	4	0.01%	29	0.01%
Thai	-	0.00%	-	0.00%	25	0.02%	-	0.00%	25	0.01%
Other and unspecified languages	-	0.00%	-	0.00%	22	0.02%	-	0.00%	22	0.01%
Portuguese or Portuguese Creole	-	0.00%	-	0.00%	21	0.02%	-	0.00%	21	0.01%
Russian	24	0.14%	-	0.00%	12	0.01%	-	0.00%	36	0.02%
Other Slavic languages	-	0.00%	-	0.00%	12	0.01%	1	0.00%	13	0.01%
Armenian	-	0.00%	-	0.00%	7	0.01%	-	0.00%	7	0.00%
Other Pacific Island languages	-	0.00%	-	0.00%	4	0.00%	-	0.00%	4	0.00%
Arabic	-	0.00%	-	0.00%	4	0.00%	-	0.00%	4	0.00%
Tagalog	-	0.00%	13	0.03%	3	0.00%	-	0.00%	16	0.01%
Polish	6	0.04%	-	0.00%	-	0.00%	-	0.00%	6	0.00%
Urdu	-	0.00%	-	0.00%	-	0.00%	3	0.01%	3	0.00%
Total LEP Population	711	4.19%	2,301	6.19%	14,167	10.14%	1,806	5.77%	18,985	8.43%
Total County Population	**16,970**	**100%**	**37,169**	**100%**	**139,731**	**100%**	**31,280**	**100%**	**225,150**	**100%**

Source: ACS 2011-2015, Table B16001

Table 1-5 shows that English is largely spoken in the entire region (61 percent); Los Alamos County populace predominantly speaks English (82 percent). Spanish is the next most prevalent language in the entire region. The total number of Spanish speaking LEP persons (17,637) within the NCRTD service region meets the Safe Harbor threshold which makes it mandatory for NCRTD to serve the Spanish speaking LEP populace in the service area and additionally provide all their vital documents in Spanish language. Majority of the Spanish speaking LEP population in the whole region resides in the Santa Fe County while Rio Arriba and Taos Counties also contain a significant population of these people that meets the Safe Harbor threshold.

LAND USE PROFILE

Major Trip Generators

Identifying land uses and major trip generators serves to complement the previous demographic analysis by indicating where transit services may be most needed. Trip generators attract transit demand and include common origins and destinations, like multi-unit housing, major employers, medical facilities, human service agencies, educational facilities, tourist attractions, and shopping centers. Figure 1-21 shows the location of major trip generators in the entire NCRTD region. A list of all the trip generators by type is provided in Appendix A.

The majority of trip generators are located in urbanized areas that include Santa Fe, Taos, Espanola, and Los Alamos. Areas containing major trip generators outside NCRTD service region include Farmington, Aztec and Bloomfield as well as Las Vegas. Pockets of trip generators are also scattered in the region along highways several of which are located within the Pueblos. These small clusters of trip generators can be found:

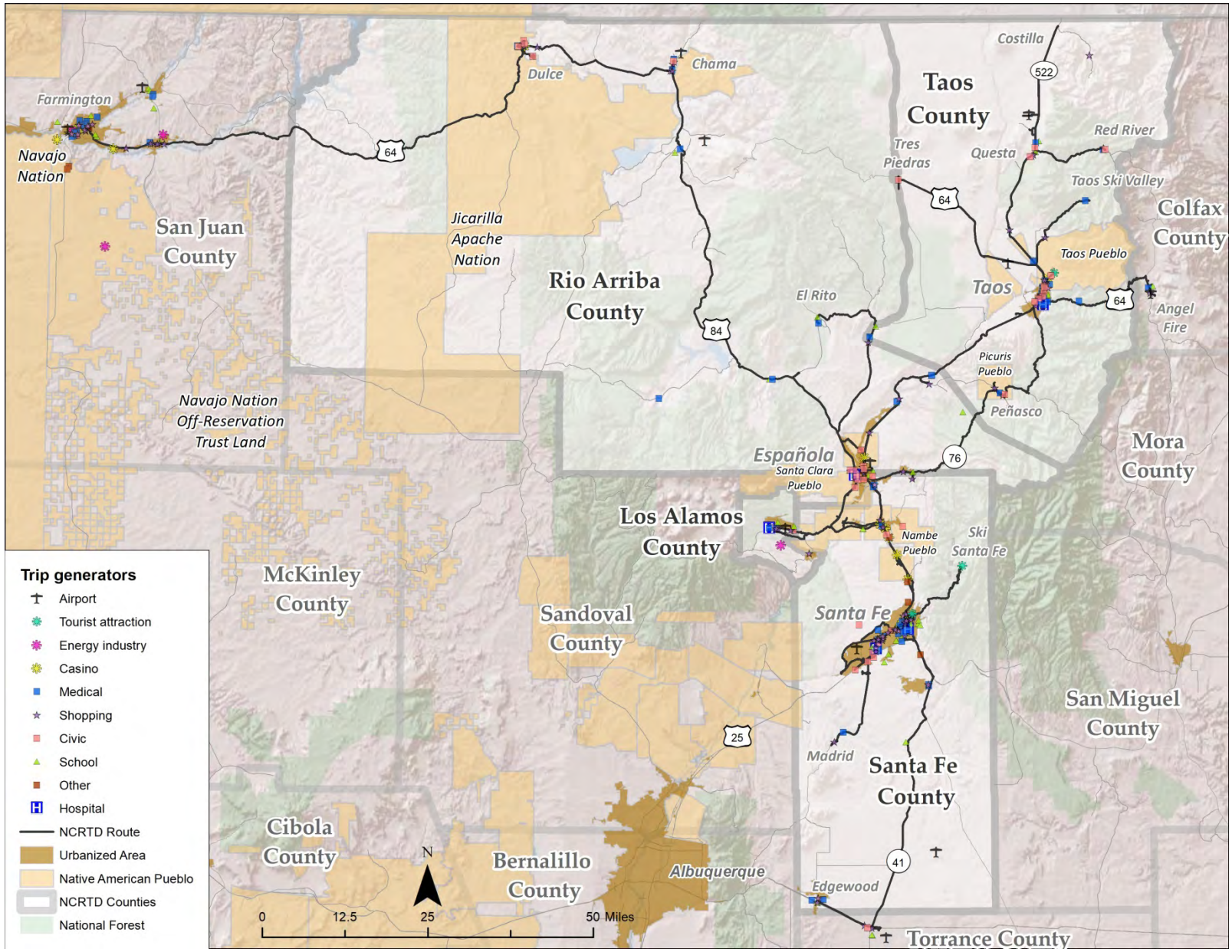
- Along US Route 64 at places like Dulce, Chama and Angel Fire.
- Along State Route 522 in Questa
- Along US Route 84 and State Highway 76 within the Native American Pueblos

The following observations regarding major trip generators in the study area are derived from the land use analysis:

- **Los Alamos National Laboratories** in Los Alamos is not only the topmost employer in the region but also one of the largest science and technology institutions in the world; it employs more than 11,000 employees.

- **Major medical facilities**, classified as regional and general hospitals, represent a significant destination for users of public transportation. These locations are often major employment centers as well and generate commuting transit demand. The major hospitals in the region are located in Santa Fe, Española and Taos. Regional

Figure 1-21: NCRTD Study Area Major Trip Generator



hospitals include CHRISTUS St. Vincent Regional Medical Center in Santa Fe; Holy Cross Hospital in Taos; Los Alamos Medical Center in Los Alamos; San Juan Regional Medical Center in Farmington; Presbyterian Española Hospital; and Miner' Colfax Medical Center in Raton. Numerous medical facilities/clinics are spread across the region and are located along major highways both in the urban and rural areas.

- Some of **the major educational facilities** in the study area include University of New Mexico branches located in Santa Fe, Los Alamos and Taos; Santa Fe Community College, St John's College, Santa Fe; Northern New Mexico College, Española; and New Mexico State University, Farmington.

- Various **tourist destinations** are found in the study area; Ski Santa Fe and Taos Ski Valley are the most popular ski resorts in the region. A majority of the casinos are located between Española and Santa Fe along US Route 84 within Native American Pueblos, while few of them are also found in Taos and Farmington.

- **Shopping centers, big box stores and grocery stores** of diverse scales are present in almost every city and town within the study area. Popular grocery stores and big boxes include Albertsons Market and Walmart Supercenter (often the largest trip generator). These are found in Santa Fe, Espanola, and Taos within the study area. In addition there are Walmart stores located in Las Vegas and Farmington.

Regional Travel Patterns

In addition to considering the locations of major employers in the NCRTD region, it is also important to account for the commuting patterns of residents working inside and outside of the four counties as well as residents commuting for work to these four counties.

Table 1-6 presents the results of the Census Bureau's Journey to Work data which provides means of transportation to work of the residents in the NCRTD region by each county. As shown in the table, a very small percentage of workers, ranging from 0.3 percent (45 workers) in Taos County to 1.4 percent (981 workers) in Santa Fe County, commute by public transportation. Los Alamos County has relatively more number of workers (3.2 percent) that use public transportation to work in the NCRTD service area; however the regional total is very low i.e. 1.4 percent (1,502 workers).

Table 1-6: Journey to Work, NCRTD Service Area

	Los Alamos	Rio Arriba	Santa Fe	Taos	Total NCRTD Region
Total Workers 16 years & over	9,040	13,649	68,945	13,344	104,978
Commuting Mode					
Car, truck, or van – drove alone	6,915	11,609	53,783	9,332	81,639
percent of total	76.5%	85%	78%	69.9%	77.7%
Car, truck, or van -- carpooled	893	1,039	6,135	1,638	9,705
percent of total	9.8%	7.6%	8.9%	12.2%	9.2%
Public transportation (excluding taxicab)	296	180	981	45	1,502
percent of total	3.2%	1.3%	1.4%	0.3%	1.4%

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

Another source of data that provides an understanding of employee travel patterns is the Census Bureau's Longitudinal Employer-Household Dynamics (LEHD) dataset. Table 1-7 presents county-level data on the location of all jobs for workers aged 16 or older, who live in each of the four counties.

Table 1-7: Work Destination Analysis, NCRTD Study Area

Work Destination (where workers work)	Home Destination (where workers live)			
	Los Alamos County, NM	Rio Arriba County, NM	Santa Fe County, NM	Taos County, NM
Los Alamos County, NM	76.30%	11.9%	5.3%	1.40%
Rio Arriba County, NM	1.8%	38.3%	3.0%	2.6%
Santa Fe County, NM	5.9%	**20.3%**	65.2%	5.4%
Taos County, NM	0.5%	3.4%	0.90%	70.4%
Bernalillo County, NM	**9.9%**	12.2%	**16.6%**	**9.5%**
Sandoval County, NM	0.6%	1.5%	1.6%	0.8%
San Juan County, NM	0.30%	2.3%	0.5%	1.0%
San Miguel County, NM	0.4%	1.1%	0.8%	0.8%
Colfax County, NM	NA	0.30%	0.10%	1.0%
Mora County, NM	NA	NA	0.10%	NA
Others	4%	9%	6%	7%

Source: Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2017

As shown on this table, there is a significant amount of inter-county commuting by residents of the four counties served by NCRTD. The following commuter travel patterns can be derived from this table:

- Los Alamos County residents work predominantly within Los Alamos County (76.3

percent), with the next most frequent destination being Bernalillo County (9.9 percent) followed by Santa Fe (5.9 percent) and very small numbers commuting elsewhere.

- Rio Arriba county residents are more dispersed in their commuting patterns, with jobs within their own county (38.3 percent), in Santa Fe County (20.3 percent), Los Alamos County (11.9 percent) and Bernalillo County (12.2 percent); a small percentage of residents work in Taos County (3.4 percent), San Juan County (2.3 percent), and San Miguel County (1.1 percent).

- Santa Fe County residents largely work within their county (65.2 percent). Bernalillo County is the next popular work destination for Santa Fe County residents (16.6 percent). A small percentage of people commute to Los Alamos County (5.3 percent), Rio Arriba County (3 percent) and Sandoval County (1.6 percent).

- Taos residents work predominantly within their own county (70.4 percent) while rest of the residents are scattered in other counties in small numbers. More than 5 percent Taos residents commute to jobs in Santa Fe and nearly 3 percent commute to Rio Arriba County.

Table 1-8 shows the top home destinations of workers that are employed in these four counties- Los Alamos, Rio Arriba, Santa Fe and Taos.

Table 1-8: Home Destination Analysis, NCRTD Study Area

Home Destination (where workers live)	Work Destination (where workers are employed)			
	Los Alamos County, NM	Rio Arriba County, NM	Santa Fe County, NM	Taos County, NM
Los Alamos County, NM	49.80%	1.8%	0.9%	0.50%
Rio Arriba County, NM	8.3%	41.7%	3.4%	3.5%
Santa Fe County, NM	**21.4%**	**18.8%**	62.2%	5.4%
Taos County, NM	0.9%	2.7%	0.80%	67.1%
Bernalillo County, NM	6.8%	9.5%	**11.9%**	**5.7%**
Sandoval County, NM	5.4%	5.1%	5.9%	1.5%
San Juan County, NM	0.30%	5.1%	0.9%	0.8%
San Miguel County, NM	0.4%	1.7%	2.4%	1.3%
Colfax County, NM	0.10%	0.30%	0.30%	1.2%
Mora County, NM	0.10%	0.10%	0.20%	0.40%
Others	6%	13%	11%	13%

Source: Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2017

Following travel patterns can be derived from the table above:

- Half of all the workers that are employed in Los Alamos County are its own residents. 21.4 percent workers commute to Los Alamos County from Santa Fe, 8.3 percent from Rio Arriba County and 7 percent from Bernalillo County.

- Majority of Rio Arriba workers live in Rio Arriba County (41.7 percent). A large number

of workers (18.8 percent) commute from Santa Fe to Rio Arriba County; 9.5 percent from Bernalillo County and 5.1 percent each from Sandoval and San Juan County.

- Workers employed in Santa Fe are largely its own residents (62.2 percent), with the next most frequent home destination being Bernalillo County (11.9 percent). A small number of residents from Sandoval County (5.9 percent), Rio Arriba County (3.4 percent), and San Miguel County (2.4 percent) also commute to Santa Fe County for work.

- Taos County workers predominantly live in Taos County. Few workers commute from Bernalillo County (5.7 percent), Santa Fe County (5.4 percent), and Rio Arriba County (3.5 percent) to Taos County for work.

SUMMARY: AREAS OF GROWTH

While growth has slowed over the past ten years, it is anticipated that Santa Fe and Taos Counties will continue to grow at a moderate rate. It is anticipated that job growth will continue at Los Alamos and that many of those employees will be coming from elsewhere. Without question, the Taos, Espanola to Santa Fe corridor with Los Alamos will be major areas of growth. These four communities will continue to be the focus of much of the service in the region. At the same time there are a few communities in the region that lack service and may benefit from even one day per week service. These include (but are not limited to) the communities of Gallina, Coyote and Canones in Rio Arriba County.

Areas outside of the NCRTD service area in need include to the west: Aztec and Bloomfield, both without service at this time. To the east, Mora, Raton, Las Vegas (with some service) and communities along the I-25 corridor to Santa Fe are the greatest need areas outside the service area.

ATTACHMENT A: MAJOR TRIP GENERATORS

Educational Facilities

Name	County	City
Moreno Valley High School	Colfax	Angel Fire
Los Alamos High School	Los Alamos	Los Alamos
Los Alamos Middle School	Los Alamos	Los Alamos
University of New Mexico Los Alamos Branch**	Los Alamos	Los Alamos
Haqiqah Osrah School	Rio Arriba	Abiquiu
J Hyson Memorial Education Center	Rio Arriba	Chimayo
Dulce High School	Rio Arriba	Dulce
Dulce Middle School	Rio Arriba	Dulce
El Rito Campus	Rio Arriba	El Rito
Carlos F. Vigil Middle School	Rio Arriba	Española
Espanola Middle School East	Rio Arriba	Española
Northern New Mexico Community College	Rio Arriba	Española
Sacred Heart Catholic School	Rio Arriba	Farmington
San Juan College**	Rio Arriba	Farmington
Farmington Municipal Schools***	Rio Arriba	Farmington
Tibbetts Middle School	Rio Arriba	Farmington
Escallante High School	Rio Arriba	Los Ojos
Mesa Vista High School	Rio Arriba	Ojo Caliente
Aztec Municipal Schools Technology	San Juan	Aztec
C V Junior High School	San Juan	Aztec
C.V. Koogler Middle School	San Juan	Aztec
Vista Nueva High School	San Juan	Aztec
Bloomfield High School	San Juan	Bloomfield
Charlie Y. Brown Alternative School	San Juan	Bloomfield
Farmington High School	San Juan	Farmington
Heights Junior High School	San Juan	Farmington
Hermosa Middle School	San Juan	Farmington
Mesa View Middle School	San Juan	Farmington
Navajo Preparatory School	San Juan	Farmington
New Mexico Virtual Academy	San Juan	Farmington
Learning Institute	Santa Fe	Edgewood
Espanola Valley High School	Santa Fe	Española
McCurdy High School	Santa Fe	Española
Nizhoni School	Santa Fe	Galisteo
Nambe Indian School	Santa Fe	Pojoaque
Adventist Academy of Santa Fe	Santa Fe	Santa Fe
Aspen Community Magnet School	Santa Fe	Santa Fe
Capital High School	Santa Fe	Santa Fe

Name	County	City
Christian Life Academy	Santa Fe	Santa Fe
College of Santa Fe	Santa Fe	Santa Fe
Early College Opportunities High School	Santa Fe	Santa Fe
First Baptist Center School	Santa Fe	Santa Fe
Institute of American Indian Arts	Santa Fe	Santa Fe
Larragoite School	Santa Fe	Santa Fe
Mandela International Magnet School	Santa Fe	Santa Fe
Manderfield School	Santa Fe	Santa Fe
Milagro Middle School	Santa Fe	Santa Fe
New Mexico State School for the Deaf	Santa Fe	Santa Fe
Pinon Hills Hospital and Training Center	Santa Fe	Santa Fe
Pojoaque High School	Santa Fe	Santa Fe
Pojoaque Middle High School	Santa Fe	Santa Fe
Remuda Christian School	Santa Fe	Santa Fe
Saint Francis Secondary School	Santa Fe	Santa Fe
Saint Johns College	Santa Fe	Santa Fe
Saint Michaels High School	Santa Fe	Santa Fe
Salazar School	Santa Fe	Santa Fe
Santa Fe Community College**	Santa Fe	Santa Fe
Santa Fe Hebrew Day School	Santa Fe	Santa Fe
Santa Fe High School	Santa Fe	Santa Fe
Santa Fe Indian School	Santa Fe	Santa Fe
Santa Fe Preparatory School	Santa Fe	Santa Fe
Santa Fe Public Schools*	Santa Fe	Santa Fe
Santa Waldorf School	Santa Fe	Santa Fe
Sequoia Preparatory School	Santa Fe	Santa Fe
Temple Baptist School	Santa Fe	Santa Fe
Temple Beth Shalom School	Santa Fe	Santa Fe
The Brunn School	Santa Fe	Santa Fe
The Tutorial School	Santa Fe	Santa Fe
University of New Mexico - Santa Fe**	Santa Fe	Santa Fe
Young Junior High School	Santa Fe	Santa Fe
Penasco Middle School	Taos	Peñasco
Questa High School	Taos	Questa
Questa Middle School	Taos	Questa
University of New Mexico - Taos Campus	Taos	Taos
Taos Christian Academy	Taos	Taos
Taos High School	Taos	Taos
Taos Junior High School	Taos	Taos
Vista Grande High School	Taos	Taos
Moriarty High School	Torrance	Moriarty
Moriarty Middle School	Torrance	Moriarty

Medical Facilities

Name	County	City
Moreno Valley Healthcare Clinic	Colfax	Angel Fire
Gateway Medical Care	Los Alamos	Los Alamos
Infinity Wellness	Los Alamos	Los Alamos
Los Alamos Medical Center	Los Alamos	Los Alamos
Medical Associates of Northern New Mexico	Los Alamos	Los Alamos
Las Clinicas del Norte: Abiquiu	Rio Arriba	Abiquiu
Chama Medical Clinic And Pain Center	Rio Arriba	Chama
Chama-Dunham Clinic	Rio Arriba	Chama
Doctor J I Dunham Memorial Clinic	Rio Arriba	Chama
Health Centers of Northern New Mexico Coyote Clinic	Rio Arriba	Coyote
ECFH Embudo Medical Clinic	Rio Arriba	Dixon
El Centro Family Health Embudo Clinic	Rio Arriba	Dixon
Jicarilla Apache Community Health & Fitness Center	Rio Arriba	Dulce
Jicarilla Apache Health Care	Rio Arriba	Dulce
Las Clinicas del Norte: General Dentistry	Rio Arriba	El Rito
Health Centers of New Mexico Embudo Clinic	Rio Arriba	Embudo
Health Centers of Northern New Mexico: Martinez Laurie MD	Rio Arriba	Embudo
Aspen Medical Center Urgent Care	Rio Arriba	Española
El Centro Family Health - Española Clinic	Rio Arriba	Española
Health Centers of Northern New Mexico Espanola Clinic	Rio Arriba	Española
Presbyterian Española Hospital**	Rio Arriba	Española
Presbyterian Medical Services	Rio Arriba	Española
Santa Clara Indian Health Center	Rio Arriba	Española
Las Clinicas del Norte: Ojo Caliente	Rio Arriba	Ojo Caliente
La Clinica Del Pueblo De Rio Arriba, Inc.	Rio Arriba	Tierra Amarilla
El Centro Family Health - Truchas Medical Clinic	Rio Arriba	Truchas
Aspen Meadows Hospital	Rio Arriba	Velarde
Mercy Diagnostic Services	San Juan	Aztec
San Juan Health Partners	San Juan	Aztec
Presbyterian Medical Services	San Juan	Bloomfield
Mesa Family Practice	San Juan	Farmington
Pinon Family Practice	San Juan	Farmington
Presbyterian Medical Services	San Juan	Farmington
Reliance Medical Group	San Juan	Farmington
Sage Family Medicine	San Juan	Farmington
San Juan IPA	San Juan	Farmington
San Juan Regional Medical Center**	San Juan	Farmington
San Juan Regional Wound Treatment	San Juan	Farmington
Duke City Primary Care	Santa Fe	Edgewood
East Mountain Medical LLC	Santa Fe	Edgewood

Name	County	City
Edgewood Medical & Dental	Santa Fe	Edgewood
First Choice Community Healthcare	Santa Fe	Edgewood
Kundalini Women	Santa Fe	Española
Ortiz Mountain Health Center	Santa Fe	Los Cerrillos
Pecos Mental Health Center	Santa Fe	Pecos
Pecos Valley Medical Center	Santa Fe	Pecos
Aspen Medical Center Urgent Care and Primary Care	Santa Fe	Santa Fe
Christus St. Vincent Entrada Contenta Health Center	Santa Fe	Santa Fe
Christus St. Vincent Pojoaque Primary Care	Santa Fe	Santa Fe
Christus St. Vincent Regional Medical Center**	Santa Fe	Santa Fe
Department of Veterans Affairs - Santa Fe Clinic	Santa Fe	Santa Fe
Eldorado Family Health	Santa Fe	Santa Fe
Eldorado Family Practice	Santa Fe	Santa Fe
Family Medicine Partners of Santa Fe	Santa Fe	Santa Fe
Health Care For the Homeless	Santa Fe	Santa Fe
La Familia Medical Center	Santa Fe	Santa Fe
Lovelace Women's Hospital**	Santa Fe	Santa Fe
MinuteClinic	Santa Fe	Santa Fe
New Mexico Heart Institute	Santa Fe	Santa Fe
Passport Health Santa Fe Travel Clinic	Santa Fe	Santa Fe
Physician's Plaza	Santa Fe	Santa Fe
Pinon Hills Hospital and Training Center	Santa Fe	Santa Fe
Planned Parenthood - Santa Fe Health Center	Santa Fe	Santa Fe
Presbyterian Medical Group	Santa Fe	Santa Fe
Presbyterian Santa Fe Medical Center	Santa Fe	Santa Fe
Saint Vincent Hospital	Santa Fe	Santa Fe
Santa Fe Indian Hospital	Santa Fe	Santa Fe
Southwest CARE Center	Santa Fe	Santa Fe
State Service Medical	Santa Fe	Santa Fe
Stay Well Health Center	Santa Fe	Santa Fe
Teen Health Center-Santa Fe High	Santa Fe	Santa Fe
Ultimed Urgent Medical Care	Santa Fe	Santa Fe
Unity Medical Clinic	Santa Fe	Santa Fe
Villa Therese Catholic Clinic	Santa Fe	Santa Fe
Harbhajan Khalsa	Taos	El Prado
El Centro Family Health - Peñasco Clinic	Taos	Peñasco
Questa Health Center	Taos	Questa
Main Street Medical Center	Taos	Red River
El Center Family Health - Taos Clinic	Taos	Taos
Family Practice Associates of Taos	Taos	Taos
Holy Cross Hospital	Taos	Taos
Rio Grande ATP	Taos	Taos

Name	County	City
Shadow Mountain Recovery at Taos	Taos	Taos
Southwest Care Clinic	Taos	Taos
Taos Chiropractic Health Center	Taos	Taos
Taos Medical Group PA	Taos	Taos
Taos Pain & Allergy Associates	Taos	Taos
Taos Urgent Care	Taos	Taos
Taos Whole Health Integrative Care	Taos	Taos
Taos-Picuris Indian Health Center	Taos	Taos
VA Outpatient Clinic	Taos	Taos
Valle del Sol of New Mexico	Taos	Taos
Women's Health Institute	Taos	Taos
Lynch, Spike MD - Mogul Medical Clinic	Taos	Taos Ski Valley

Shopping Centers/Grocery Stores

Name	County	City
Dollar General	Colfax	Angel Fire
Family Dollar	Colfax	Angel Fire
Lowe's Market	Colfax	Angel Fire
LA Liquor and Indian Groceries	Los Alamos	Los Alamos
Los Alamos Cooperative Market	Los Alamos	Los Alamos
Smith's Marketplace	Los Alamos	Los Alamos
La Tiendita	Rio Arriba	Alcalde
Family Dollar	Rio Arriba	Chama
Lowe's Family Center #18	Rio Arriba	Chama
Lowes Grocery store	Rio Arriba	Chama
Mountainview Mall	Rio Arriba	Chama
Sun Dial Convenience Store	Rio Arriba	Chama
El Potrero Trading Post	Rio Arriba	Chimayo
Family Dollar	Rio Arriba	Chimayo
Dixon's Cooperative Market	Rio Arriba	Dixon
Jicarilla Apache Supermarket	Rio Arriba	Dulce
El Paisano Supermarket	Rio Arriba	Española
Española Community Market	Rio Arriba	Española
Española Farmers Market	Rio Arriba	Española
Food King	Rio Arriba	Española
Grajeda's Produce	Rio Arriba	Española
Triple S Grocery Store	Rio Arriba	Española
Walmart Grocery Pickup	Rio Arriba	Española
Walmart Supercenter**	Rio Arriba	Española
Family Dollar	Rio Arriba	Abiquiu

Name	County	City
Family Dollar	Rio Arriba	Hernandez
Family Dollar	Rio Arriba	Tierra Amarilla
Michael's Mini-Mart	Rio Arriba	Velarde
Big R Stores - Bloomfield	San Juan	Bloomfield
Bloomfield Ace Hardware	San Juan	Bloomfield
Carniceria Sonora Meat Market	San Juan	Bloomfield
Dollar General*	San Juan	Bloomfield
Family Dollar	San Juan	Bloomfield
Farmers Market	San Juan	Bloomfield
Family Dollar	San Juan	Dulce
7211 Food Store	San Juan	Farmington
Albertsons Market	San Juan	Farmington
Dollar General	San Juan	Farmington
Dollar Tree*	San Juan	Farmington
Manila Sunrise Store and Gourmet	San Juan	Farmington
Natural Grocers	San Juan	Farmington
Safeway*	San Juan	Farmington
Smith's Food and Drug	San Juan	Farmington
Walmart Supercenter**	San Juan	Farmington
Wildly Natural Foods	San Juan	Farmington
Center Market	Santa Clara	Española
Smith's Food and Drug	Santa Fe	Edgewood
Walmart Grocery Pickup	Santa Fe	Edgewood
Walmart Supercenter**	Santa Fe	Edgewood
Family Dollar	Santa Fe	Española
Orowest Natural Foods Products	Santa Fe	Española
Old Boarding House Mercantile	Santa Fe	Madrid
Family Dollar	Santa Fe	Pojoaque
Albertsons Market	Santa Fe	Santa Fe
College Plaza South	Santa Fe	Santa Fe
Coronado Center	Santa Fe	Santa Fe
DeVargas Center	Santa Fe	Santa Fe
Dollar Tree	Santa Fe	Santa Fe
El Dorado Supermarket	Santa Fe	Santa Fe
El Paisano Super Market	Santa Fe	Santa Fe
Family Dollar	Santa Fe	Santa Fe
Fashion Outlets	Santa Fe	Santa Fe
Food King Cost Plus Food	Santa Fe	Santa Fe
Kane's Neighborhood Market	Santa Fe	Santa Fe
La Montañita Co-op Food Market - Santa Fe	Santa Fe	Santa Fe
Latinos Unidos Mini Market	Santa Fe	Santa Fe
Laughlin Building	Santa Fe	Santa Fe

Name	County	City
Lowe's	Santa Fe	Santa Fe
Market Street	Santa Fe	Santa Fe
Mini Super Delicias	Santa Fe	Santa Fe
Natural Grocers	Santa Fe	Santa Fe
New Solana Shopping Center	Santa Fe	Santa Fe
Plaza Galeria	Santa Fe	Santa Fe
Plaza Sienna	Santa Fe	Santa Fe
Pojoaque Supermarket	Santa Fe	Santa Fe
Pojoaque True Value	Santa Fe	Santa Fe
Prairie Thyme Ltd	Santa Fe	Santa Fe
San Isidro Plaza	Santa Fe	Santa Fe
Santa Fe Place Mall**	Santa Fe	Santa Fe
Sena Plaza	Santa Fe	Santa Fe
Smith's Food and Drug*	Santa Fe	Santa Fe
Sprouts Farmers Market*	Santa Fe	Santa Fe
St. Michael's Village West	Santa Fe	Santa Fe
Target Grocery	Santa Fe	Santa Fe
The Agora Shopping Mall**	Santa Fe	Santa Fe
Trader Joe's	Santa Fe	Santa Fe
Walmart Grocery Pickup	Santa Fe	Santa Fe
Walmart	Santa Fe	Santa Fe
Walmart Supercenter**	Santa Fe	Santa Fe
Whole Foods	Santa Fe	Santa Fe
Zia Center	Santa Fe	Santa Fe
Sol Food Market and Café	Taos	Arroyo Seco
Costilla Gas and Grocery	Taos	Costilla
Oliver's Store	Taos	Ojo Caliente
Family Dollar	Taos	Peñasco
Garcia's Store	Taos	Peñasco
Family Dollar	Taos	Questa
Questa Center Super Market	Taos	Questa
Supermercado Sedsnos	Taos	Questa
Der Markt Food Store	Taos	Red River
J Griffin Co	Taos	Red River
Albertsons Market	Taos	Taos
Allsup's Convenience Store	Taos	Taos
Cid's Food Market	Taos	Taos
Dollar General	Taos	Taos
Dollar Tree	Taos	Taos
Family Dollar	Taos	Taos
House of Keto	Taos	Taos
Midtown Market & Spirits	Taos	Taos

Name	County	City
Smith's Food and Drug	Taos	Taos
Super Save Discount Foods	Taos	Taos
Taos Food Co-op	Taos	Taos
Taos Market	Taos	Taos
Taos pkg	Taos	Taos
Walmart	Taos	Taos
Dollar General	Torrance	Moriarty
Family Dollar	Torrance	Moriarty
Moriarty Foods	Torrance	Moriarty

Energy Companies

Name	County	City
Los Alamos National Laboratories**	Los Alamos	Los Alamos
Conoco Phillips - Bloomfield Plant**	San Juan	Bloomfield
Enterprise Products Chaco Plant**	San Juan	Bloomfield
Enterprise Products Partners**	San Juan	Bloomfield
BHP Minerals**	San Juan	Farmington

Civic Institutions

Name	County	City
Angel Fire Administration	Colfax	Angel Fire
US Forestry Department	Española	Española
Los Alamos County Government	Los Alamos	Los Alamos
Los Alamos County Office	Los Alamos	Los Alamos
Bureau of Indian Affairs	Rio Arriba	Dulce
Chama City Hall	Rio Arriba	Chama
City of Española Government Office*	Rio Arriba	Española
Department of Transportation District 5 Dulce	Rio Arriba	Dulce
Mid Region Council-Government	Rio Arriba	Rio Arriba
Municipal Court Española	Rio Arriba	Rio Arriba
North Central Regional Transit District	Rio Arriba	Española
Northern NM Benefits Enrollment Center	Rio Arriba	Española
Santa Clara Governor's Office	Rio Arriba	Española
US Health & Human Services Department*	Rio Arriba	Dulce
City of Farmington**	San Juan	Farmington
San Juan County Public Health	San Juan	Farmington
Children Youth and Families Department***	Santa Fe	Santa Fe
Department of Interior	Santa Fe	Santa Fe
Department of Transportation, District 5	Santa Fe	Santa Fe

Name	County	City
Energy Minerals Natural Resources Department	Santa Fe	Santa Fe
Española City Office*	Santa Fe	Santa Fe
Nambe Pueblo Governor's Office	Santa Fe	Santa Fe
New Mexico State Government***	Santa Fe	Santa Fe
NM Attorney General**	Santa Fe	Santa Fe
NM Corrections Department**	Santa Fe	Santa Fe
NM Department of Cultural Affairs**	Santa Fe	Santa Fe
NM Department of Game and Fish**	Santa Fe	Santa Fe
NM Department of Health***	Santa Fe	Santa Fe
NM Department of Information Technology**	Santa Fe	Santa Fe
NM Department of Public Safety**	Santa Fe	Santa Fe
NM Department of Transportation**	Santa Fe	Santa Fe
NM Environment Department**	Santa Fe	Santa Fe
NM General Services Department**	Santa Fe	Santa Fe
NM Human Services Department	Santa Fe	Santa Fe
NM Public Education Department**	Santa Fe	Santa Fe
Ohkay Owingeh Tribal Court	Santa Fe	Santa Fe
Pojoaque Satellite Office	Santa Fe	Santa Fe
Regulation & Licensing Department	Santa Fe	Santa Fe
Santa Fe County Administration Building	Santa Fe	Santa Fe
Santa Fe County Clerk	Santa Fe	Santa Fe
Santa Fe County Health and Human Services	Santa Fe	Santa Fe
Santa Fe General Services Bureau	Santa Fe	Santa Fe
Santa Fe Mayor's Office	Santa Fe	Santa Fe
Santa Fe National Forest Headquarters	Santa Fe	Santa Fe
State Engineer's Office	Santa Fe	Santa Fe
Taxation and Revenue Department	Santa Fe	Santa Fe
US Indian Affairs Bureau	Santa Fe	Santa Fe
US Social Security Administration	Santa Fe	Santa Fe
Vocational Rehabilitation	Santa Fe	Santa Fe
Workforce Solutions Department	Santa Fe	Santa Fe
Bureau of Land Management - Taos Field Office*	Taos	Taos
Camino Real Ranger Station	Taos	Peñasco
New Mexico Magistrate Court	Taos	Taos
Questa City Clerk	Taos	Questa
Red River Clerk	Taos	Red River
State Environmental Department**	Taos	Taos
Taos County Administration Complex**	Taos	Taos
Taos County Extension Agent	Taos	Taos
Taos Pueblo Tribal Court	Taos	Taos
Town of Taos Government Office	Taos	Taos
US Indian Affairs Bureau	Taos	Taos

Name	County	City
Magistrate Court	Torrance	Moriarty

Casinos

Name	County	City
Ohkay Hotel Casino**	Rio Arriba	Ohkay Owingeh
Wild Horse Casino & Hotel	Rio Arriba	Dulce
Northern Edge Navajo Casino**	San Juan	Farmington
SunRay Park & Casino	San Juan	Farmington
Buffalo Thunder Resort Casino**	Santa Fe	Santa Fe
Camel Rock Casino**	Santa Fe	Tesuque Pueblo
Cities of Gold Casino**	Santa Fe	Santa Fe
Santa Claran Hotel Casino**	Santa Fe	Española
Tribal Works	Santa Fe	Santa Fe
Taos Mountain Casino	Taos	Taos
Tesuque Pueblo Casino**	Tesuque Pueblo	Santa Fe

Airports

Name	County	City
Colfax County Airport	Colfax	Angel Fire
Los Alamos Airport	Los Alamos	Los Alamos
Eastside Airport NM24	Rio Arriba	Chama
Esenada Airport	Rio Arriba	Ensenada
Ohkay Owingeh Airport	Rio Arriba	Española
Aztec Municipal Airport	San Juan	Aztec
Davenport Airport-NM39	San Juan	Fruitland
Four Corners Regional Airport	San Juan	Farmington
Patterson Ranch Airport-NM21	Santa Fe	Stanley
Santa Fe Regional Airport	Santa Fe	Santa Fe
Questa Municipal Airport	Taos	Questa
Taos Regional Airport	Taos	Taos
Moriarty Municipal Airport	Torrance	Moriarty

Others

Name	Category	County	City
Center for Physical Health - Angel Fire	Human Service	Colfax	Angel Fire
Angel Fire Resort	Tourist Attraction	Colfax	Angel Fire

VA Primary Care Clinic	Human Service	Rio Arriba	Española
Jicarilla Behavior Health West	Human Service	San Juan	Dulce
Basin Home Health & Hospice	Human Service	San Juan	Farmington
Navajo Agricultural Products Industry**	Agriculture	San Juan	Farmington
Preferred Homecare	Human Service	San Juan	Farmington
Raytheon Diné Facility**	Military	San Juan	Farmington
La Fonda Hotel**	Hospitality	Santa Fe	Santa Fe
Life Healing Center	Human Service	Santa Fe	Santa Fe
Santa Fe Opera**	Entertainment	Santa Fe	Santa Fe
The Peters Corporation**	Art	Santa Fe	Santa Fe
Thornburg Investment Management**	Finance	Santa Fe	Santa Fe
Ski Santa Fe**	Tourist Attraction	Santa Fe	Santa Fe
Butterfly Healing Center	Human Service	Taos	Taos
Center for Physical Health - Taos	Human Service	Taos	Taos
Taos Pueblo	Tourist Attraction	Taos	Taos
Taos Ski Valley**	Tourist Attraction	Taos	Taos Ski Valley

***More than one location in county**
****Major employer. Source: "New Mexico's Largest Employers", nmpartnership.com, 2018**
*****More than one location in county AND a major employer**

NCRTD Transit Service Plan Update

Technical Memorandum No. 2:
Community Outreach







March 4, 2020

Prepared for:
North Central Regional Transit District (NCRTD)

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Southwest Planning & Marketing

Technical Memorandum No. 2:
Community Outreach

INTRODUCTION

Southwest Planning & Marketing (SWPM) led the outreach effort, and conducted twenty nine community meetings on behalf of the North Central Regional Transit District (NCRTD). SWPM was responsible for working with NCRTD staff in developing and implementing public community meetings for riders and interested individuals. The scope of work included script development, meeting facilitation and recording and reporting of the meetings. SWPM was also contracted to provide an online survey to provide a way for riders and interested individuals to provide additional input.

METHODOLOGY

SWPM worked with NCRTD staff to schedule and arrange the community meetings. NCRTD communities were invited to provide input through a series of 29 community outreach meetings in 21 communities. The meetings occurred between October 15 and December 10, 2019. A list of the dates and location of these meetings is shown in Table 2-1.

The outreach team used an array of media outlets to alert riders and interested individuals about the outreach. Community members and riders were invited to participate in the meetings through the use of rider alerts on buses, the NCRTD website, radio (Taos, Santa Fe, Espanola, Edgewood), newspaper (Santa Fe, Espanola, Taos and Edgewood), press releases and public service announcements, social media posts, the NCRTD Facebook page and social media outreach on community Facebook pages in each community.

In some communities, there was very low participation in the outreach initiatives. This is typical of a well-run transit system. Our experience tells us that often attendance at public meetings is driven by the quality of the service. Systems with good or excellent service often have a low turnout at public meetings and systems with poor service virtually always generate the largest attendance. The outreach team provided additional outreach efforts in these communities. SWPM garnered an additional fifty comments from an online link provided for people that could not attend a meeting. Comments were also received via emails forwarded from the NCRTD staff. In Espanola, a focus group of recruited selected riders was held. In addition, a final Santa Fe Stakeholder focus group was held to ensure extensive outreach in those areas.

Tribal Outreach

The outreach team arranged meetings at eight northern New Mexico tribes. The outreach approach for tribes was customized to meet each specific tribe's outreach request, taking into consideration tribal availability and norms. In some cases, the outreach team conducted more than one meeting per tribe.

Table 2-1: Community Outreach Meetings

Date	Community	Attendance
10/23/2019	Chama Chamber Meeting-Facilitation	21
10/23/2019	Chama Council Meeting Presentation-Facilitation	12
11/6/2019	Edgewood Council Meeting Presentation-Facilitation	16
11/6/2019	Edgewood Facilitation	4
11/6/2019	Edgewood Senior Center Intercepts Facilitation	4
11/6/2019	Edgewood Senior Center facilitation	13
11/14/2019	Eldorado Facilitation	16
11/5/2019	Espanola Facilitation	-
12/10/2019	Espanola Focus Group	12
10/15/2019	Jicarilla Apache Reservatiom Council Presentatpion-Facilitation	9
11/13/2019	La Cienega Facilitation	2
10/29/2019	Los Alamos Facilitation	2
11/11/2019	Madrid Facilitation	6
10/30/2019	Nambe Pueblo Council Meeting Presentation-Facilitation	12
10/25/2019	Nambe Pueblo Intrercept Interview (conducted at Halloween Event)	24
11/5/2019	Ohkay Owingee Council Presentatpion-Facilitation	16
10/27/2019	Penasco Facilitation	11
11/13/2019	Pojouque Pueblo Division Director Presentation-Facilitation	22
10/22/2019	Questa Council Meeting Presentation-Facilitation	13
10/29/2019	San Ildefonso Pueblo Intrercept Interview (conducted at Halloween Event)	25
11/26/2019	Santa Clara Pueblo Council Meeting Presentation-Facilitation	17
11/12/2019	Santa Clara Pueblo Facilitation (Senior Center)	6
11/21/2019	Santa Fe (Downtown) Facilitation	-
11/19/2019	Santa Fe (Southside) Facilitation	1
11/13/2019	Taos Pueblo Facilitation Governors and Staff	7
11/14/2019	Taos Ski Valley - Facilitation	13
11/14/2019	Town of Taos - Facilitation	18
10/22/2019	Town of Taos Council Meeting Presentation-Facilitation	23
10/30/2019	Tesuque Pueblo Facilitation	11
	TOTAL ATTENDANCE	315

The outreach team met with the following tribes through tribal council meetings:

- Jicarilla
- Nambe Pueblo
- Ohkay Owingeh Pueblo
- San Ildefonso Pueblo
- Santa Clara Pueblo

The outreach team used community events for outreach in Nambe Pueblo and San Ildefonso Pueblo (in-person interviews). The team was invited to participate in a staff meeting in Pojoaque Pueblo and community meetings were held in Tesuque Pueblo (senior center) and the Santa Clara Pueblo (senior center). The Taos Pueblo Governor arranged for a meeting with selected tribal leaders and invited individuals.

Town Council Outreach

The outreach team was invited to and participated in four Town Council meetings (Taos, Chama, Questa, and Edgewood).

Meeting/Facilitation Format

The interview/facilitation script used a series of questions in four areas:

1. Transit service
2. Safety and comfort
3. Communications and information
4. Open forum that provided participants to provide additional information not covered in the previous three areas

Meetings and interviews were recorded and transcribed and used in developing this report.

MAJOR FINDINGS FOR ALL COMMUNITIES

Transit Service

- All of the communities were grateful and complimentary of the service and drivers. Participants went out of their way to express their appreciation.

Connectivity

- There are varying connectivity issues in many communities revolving around getting to and from work/school and to medical appointments and shopping.
- In most small communities, better connectivity to Santa Fe and Los Alamos were requested for workers.

Route Days and Times

- There was a need expressed for routes that coincide with school schedules for students (Taos, Los Alamos).
- There is a need for more direct routes to use for work or shopping in a full day.
- Later and more mid-day routes for medical appointments and shopping was needed in most communities.
- Weekend service (particularly Saturday) and later service beyond 6 p.m. was requested.
- Particularly in the tourist towns (Madrid, Taos Ski Valley, Chama), participants requested later routes and weekend routes to motivate tourists to go to their communities.
- Some communities have a shortage of workers and requested schedules that could be used to get workers to work early and back to small communities later (particularly tourist related jobs).
- **Bus Stops** – Many participants provided specific recommendations for more convenient bus stops in most communities.
- **Other** - In some communities there were comments that bus drivers did not wait for riders during scheduled stop times.

Safety and Comfort

- Virtually all of the communities requested covered and heated shelters because of the harsh Northern New Mexico winters.
- The perception of safety issues was raised at most meetings however, there were no major safety or security incidents raised at any meeting.

- There is a perception of safety among non-riders. There is a concern regarding the condition of some riders using the free buses (intoxication was the biggest concern).

- Tribes with casinos reiterated that stops around casinos generate transients and vagrancy.

Communications and Information

- There is a need to have more on-going messaging regarding awareness of the service, routes and ancillary services available (routing app, schedules, on-demand service where available).

- Awareness about the bus service (for people that do not ride the bus) is very low.

- Some communities had issues with bus stop signage that matched schedules and times.

NCRTD Outreach Meetings Synopsis

NOTE: Many direct quotes were used in the synopsis to communicate the group issues.

Chama Community Meetings

Overview

SWPM was asked to conduct outreach facilitation for two Chama meetings: one during a Chama Rotary Meeting and a second during the Chama Council Meeting. Both meetings were open to the general public. The meetings were conducted on October 23, 2019.

Synopsis

The Chama meeting was held as part of the Rotary meeting. The only topic on the agenda was the NCRTD issue. There were over twenty people in attendance and over half of the attendees had ridden the bus. The group was highly complementary and discussed some issues with the need for shelters. Discussions regarding allegations about drugs being brought on the bus by a rider and the issue of connectivity and the weather were also discussed.

Community Specific Concerns/Suggestions

Transit Service

- With regard to the route that comes from Dulce to Chama (some people come all the way from Farmington), the timing connection for the Chama route to Espanola is too short. There's a 10 to 15-minute gap. Often the office is called to have the other bus wait.
- People riding to Farmington need more time to be in Farmington to do their business as well as those people who want to come from Farmington to Dulce.
- A lot of people want to go to the casino. You reach Dulce at 11 and have to leave the casino at 12:15 to catch the bus. Extend the time.
- The group saw the need for a stop at the Lucky Dollar Pawn shop.
- Due to inclement weather, there should be additional shelter at bus stops, so those people aren't freezing or caught up in the bad weather.
- There is a need for routes for students going to private schools in Santa Fe and in Farmington.
- There was a request for a bus in Chama to take residents to the store or to pick up medications in town.
- Buses don't always wait for the designated times or stop when people are waiting.
- The Farmington route needs a midday run so people don't have to wait all day to come back to Chama.
- Need more convenient stops so riders can walk less.

Safety and Comfort

- There is a need for security on the bus on a regular basis
- Chama has a problem with people coming on the bus and bringing drugs into Chama.

Communications and Information

- It was suggested that you could do advertising on the buses with bus wraps and possibly billboards.

- There is a need for weekend service for Santa Fe visitors to visit Chama.
- There was a request for the NCRTD to participate in the Chama Christmas parade.
- The detention center is releasing a lot of people at odd hours. They need to be released when the Blue bus can get them and take them to Espanola.
- There is a need for transportation in the summer for summer programs for kids.

Edgewood Community Meetings

Overview

A series of three meetings, plus some in-person interviews were held in Edgewood. In-person interviews and a meeting of seniors was held during the afternoon and a community meeting was held prior to the Edgewood Council meeting. There was also a presentation to the Edgewood Council and feedback was obtained from the Council. The meetings were held on November 06, 2019.

Synopsis

Thirty-seven people participated in one or more of the events. The group was highly complementary. The biggest concern was the need for transportation to Albuquerque. In addition, there was a request for weekend service, for later morning routes, and for mid-day Edgewood routes so people could recreate in Santa Fe without having to get up for the commuter bus and then stay all day in Santa Fe waiting for a return bus.

Community Specific Concerns/Suggestions

Transit Service

- All participants requested service to Albuquerque for shopping a couple of times a week. A route to Tramway would connect with the Albuquerque Bus system.
- There were multiple requests for service on the weekends, starting 8 a.m. or 9 a.m. and coming back around 5 p.m. or 6 p.m., plus a midday run, and a stop in Santa Fe Old Town Public Square where everything is. As one attendee stated: *"A majority of us here who are not commuting to work or are retired; we want to use the bus service for pleasure, and this does not accommodate that."* A suggested schedule was to leave around 9 a.m. and arriving at 10:00 or 10:30 a.m., spend a few hours there, then come back in the late afternoon and maybe have service that was mid-day to Albuquerque and Santa Fe or both.

Safety and Comfort

- There were virtually no concerns about safety on the Edgewood bus. There was one comment: *"I'm hesitant to ride the buses, because I'm worried about wrecks".*

- *"When I go visit my family up in Santa Fe, sometimes I stay overnight, and I don't feel comfortable leaving my car parked just out in the open (current pick up point).* There is a need for a place with some security for your car overnight.

Communications and Information

- Respondents mentioned a need to distribute brochures more widely, *"like in public around town"* where people can get the information about the buses. Areas like the library and the grocery store were suggested.

- There is a need for information about connections once you're dropped off in Santa Fe. *"When I take it from here to Santa Fe; how do I get around Santa Fe? Where does it drop me off to, does it drop you off in the main area or do I have to catch another bus? What do I have access to? "*

Eldorado Community Meetings

Overview

There was one meeting held on November 14, 2019. The meeting was publicized through internal Eldorado newsletters and email blasts as well as rider alerts on buses and social media.

Synopsis

There were sixteen people in attendance. The biggest issue was to provide later morning and evening routes and weekend routes. There was a request for routes to Lamy, Glorieta and Pecos as well as the Santa Fe and the Albuquerque airport.

Community Specific Concerns/Suggestions

Transit Service

- If the bus left Eldorado at 5:30 rather than 5:00 more people could ride it.

- People requested weekend service from Eldorado to Santa Fe.

- There is a need for weekend hours for weekend workers.

- Eldorado has weekend events and weekend service could bring people into the community for the events.
- Weekend service could initially start as an 8:00 a.m. to 5 p.m. or 5:30 p.m. service and offer midday service.
- An early route from the Santa Fe Farmers market was requested.
- An evening bus, even if it was as late as 8 p.m. would be helpful.
- The last bus out of Santa Fe is too early. There is a need for a 6:30 p.m. bus.
.
- We need connectivity to the Santa Fe airport
- The bus parks over in that parking lot, with construction in the next few months we will need an alternative site.
- Offer a demand service, for people to be picked up from their house.
- The group requested service to Lamy, Glorieta, and Pecos.
- People in Eldorado drive to the parking lot, park their car, get to the pickup stop and get on the Blue bus. A stop on both ends would be more convenient.
- There was a request for a bus to the Albuquerque airport as well as the Santa Fe airport.
- The first stop in Santa Fe from Eldorado needs to be more of a hub spot.

Safety and Comfort

- There is no shelter at the Eldorado stop. You have to wait, then you wait in the grocery store and you just kind of watch for it. Or, you wait in your car. There are no benches, no heating, no shelter and I don't know how big of a problem that is, but it goes back to that disability situation. If you don't know the stop is there, then it's hard because it is not visible from the road, it's kind of hidden away.
- At the bus stop locations right now they're going to start construction to the east of where the current stop is onto that parking lot and the stop will need to be moved.
- The bus could pull in by the front right by the hardware store and just give a of couple minutes of time for people who are seeking shelter.
- The bus driver is wonderful, and she knows everyone personally.

Communications and Information

- The published bus schedules online and at the bus stop don't often match. "*I have missed the bus, because the online schedule says one time and the bus stop shows another.*"
- We need to communicate the bus system more effectively through Eldorado's weekly newsletter
- Many people don't know the bus exists. They need to be made more aware.
- The schedules that are published at the bus stop are hard to read, they're faded out, there's too many lines and too many puzzles.
- "*We got on this bus and it said that it was going to Eldorado on the schedule, but we were informed by the bus driver that it was not going to Eldorado*." Under the published schedule, there are buses that drop people off at Eldorado but will not take people back into town and vice versa.
- There's local broadcasting available. We send out letters to 2700 homes. If you touch all of those, you touch every way we must reach out to people.

Espanola Focus Group

Overview

A poorly attended community meeting was held in Espanola and as a follow up. A focus group of Espanola area riders was held.

Synopsis

Twelve people participated in the focus group. Generally, the group liked the service, but they requested extended hours and more stops during the day as well as additional shelters.

Community Specific Concerns/Suggestions

Transit Service

- There was a lot of discussion about late buses. "*Sometimes the bus may just be behind or ahead of schedule, so you just don't know where it is. I've noticed that sometimes the buses are behind schedule. More often than not they're behind schedule by 15 or 20 minutes. When they're late, they're really late and that makes you late for work or an appointment. Fridays especially are the worst; they do run a little late but what do you expect when the traffic gets that bad?*"

- "*We're waiting there at the fire station for a bus that's been scheduled to go there for us. We'll be waiting sometimes up to 30-35 minutes, and that's on demand. There will be times where it's there on time, and then other times we're sitting there for up to 40 minutes.*"

- The group requested shorter waits between stops. "*There's a half hour between stops in town, and it can be a long time to wait. Fifteen minutes between stops would be better.*"

- "*You really can't get anywhere because by the time you get into Espanola, you're only able to go one direction. The bus doesn't come around our house till 10 and when you get to Espanola, when is the return bus?*"

- "*The only place you can use the bus is for going to Espanola because if you say you were going to take the rail runner to Albuquerque or Santa Fe to come back the same day, you have to be back by 3:00 or you're stuck. There is no way to do that.*"

- "*The times just don't line up. It runs up there at 10 a.m. and 3 p.m. once a day. I think earlier in the day would be better that way you could make reservations to go somewhere and come back. Like 7 or 8, then about 5:00 p.m.so we can have time to do what we need to do.*"

- There was a request for later service. "*We need service until 10:00, leaving the casino or anything like that… mostly in town.*"

- "*There's times where I catch the Santa Fe bus and I miss the last bus that runs at 5:00 I believe, and that's Santa Clara, Tesuque, or Santa Fe. They all leave around 5:00 and that's it, that's the last one. It would be nice to have longer hours and more stops.*"

- There's not a bus stop anywhere from the Dreamcatcher to Pojoaque. There are no bus stops in that stretch.

- On the Riverside route there's not a bus stop from Park N Ride until Lovin Oven. There's no bus stop by Dollar General, La Cocina, the Pajarito housing, there's no stops along that area.

- Riverside runs throughout the day, there's routes there that run three times out in the morning through 6:00 a.m., 7:00 a.m., and 8:00 a.m. in the morning along with 4:00 p.m., 5:00 p.m., and 6:00 p.m. in the afternoon. However, throughout the day there's no service to that part of town.

- Coming from Del Norte across the street from Henry Valencia there used to be a bus stop there a long time ago. That would be a good stop.

- Over by the Sacred Heart, you got about 100 feet with two bus stops one after the other. I mean that's very inconvenient going from Del Norte to Lopez Lane.

- "*In Santa Fe, I've noticed at night-time they have a stop across the street from little Caesars; there's no traffic light right there and it's dark. The bus driver passed me because he didn't see me.*"

- "*Where we live in Ojo Caliente, it's a stop but the sign isn't there anymore and the bus passes us. On Ojo, Santa Fe County Road 177. There's three stops there, but the middle one doesn't have the sign, so it gets skipped a lot*."

- "*It would be good to install a notification process to the drivers to let them know that someone is waiting at the stop, so that they don't go by visual only*."

- *"Coming from Chimayo towards the evening I was waving down the bus driver, but he still passed me. Some people leave their trash around the stops too, despite there being a trashcan right there*."

- "*To get to Albuquerque, you have to be there early to catch it, and be there on time." We need a later time*.

- We need a route to Taos that can make it back in one day.

- I want to be able to go to Santa Fe for a day, but I can't make it back in one day. There's not enough time.

- You need an express route to Taos.

- Weekend service would be great.

- They should have another bus stop at the Park N Ride here in Espanola, especially on Saturday and Sunday.

Safety and Comfort

- A lot of the Espanola stops should be fixed up as well. They're very beat up and it makes you feel uncomfortable staying near them. Conduct an inspection of all the signs and make sure they're in good shape?

- We need a shelter at Ohkay Owingeh. There used to be a shelter across the street, but they took that out and it's all open space.

- We need shelters in Ojo Caliente.

- We need a shelter in Chimayo.
- Regarding the shelters, the ones that are the actual shelters with physical things set up don't qualify it as a shelter, those little boxes. They're not very reliable.
- A glass shelter would be good in Ohkay Owingeh by the casino.
- When it snows and they clean the street with salt, the traffic comes by and the salt gets all over the benches at the stops so you can't really sit on them.
- At the Park N Ride, it is usually overflowing with trash by the sides of the trash cans.

Communications and Information

- Have fixed maps at the stops on the wall. A lot of the routes don't have a schedule at all to tell you anything.
- The website needs an entire update overall. It's rather slow and you have to navigate quite a bit to find what you need, like if you want to find a specific route you need to go searching for a while to find that route.
- Add a search bar for the routes so you can easily search, like from here to there and then it gives you the certain times and everything you need to know about the route instead of having to go searching through a list.
- The drivers should memorize their schedules because they'll be looking at a pamphlet often, and sometimes they don't even have the schedule, so they have to call it in.
- Phone service is good. They're helpful and quick, they don't make you hold.
- At the Park N Ride, it's kind of the center where all the buses come through. The information should be displayed there.
- There should be billboard advertisements.
- Generally, participants felt safe on the buses.
- The drivers are super polite. They're very courteous and polite.

Jicarilla Apache Reservation Meetings

Overview

A meeting was held with the Jicarilla Tribal Council and feedback was garnered from the Council.

Synopsis

On October 15, 2019 the outreach team met with the Tribal Council (9 in attendance). Jim Nagle attended. The Councilmen were very open to sharing. The group was generally pleased with the service. Three major issues:

1) Connectivity to get to Albuquerque.
2) The need for heated covered stops.
3) The need to continue to educate the tribal members about the availability of service.

Community Specific Concerns/Suggestions

Transit Service

- A lot of people don't even know what the buses are for, because it's new to the community. People see it every day and those that need it are using it.

Safety and Comfort

- The winters get rough, and there is an additional need for shelters.
- We need a connection to Albuquerque so they can watch the local games and come back at night. Connectivity to Cuba would be helpful.

Communications and Information

- A lot of people think that the bus is only for elderly people. Have a tribal community meeting/program, where you can meet the community people and show them the buses and bus routes.
- Every six months or so, we should have a service reminder to help people understand that there is transportation available.
- Many of the Council members found the route maps difficult to read.
- Bus routes to the east should be added.

- Put pamphlets or signage in the shelters.
- There should be bigger obvious signs.
- People going to go into Farmington on the Blue Bus should be able to see where they could go on the Red Apple as well.

La Cienega Community Meeting

Overview

The original community meeting held in La Cienega in 2014 was well attended as it was prior to service and many people requested the service**.** In 2019, only two people attended.

Community Specific Concerns/Suggestions

Transit Service

- The bus takes you into Santa Fe, but if we could take this the whole way rather than stop and change the bus that would be better.
- We need a stop closer to the town, like maybe next to the railyard without having to transfer.
- We need more options getting to the Rail Runner.
- Now that Jaguar Road is open and there are libraries over there, there are also shops and cafes. Can we have a jaguar stop off of 599?
- Kids that attend ATC (The Academy for Technology and the Classics) catch a bus right in front of their school, but the connection doesn't work at the mall. The timing was off by half an hour.
- We need more times for the 599 station for the Rail Runner and there are only two early in the day.
- We need stops that transfer from the Rail Runner back to La Cienega.
- We need a route to the airport.
- We need a stop to the new Presbyterian hospital.
- We need weekend services.

Communications and Information

- We have a community newsletter that goes out to 1,300 homes. NCRTD should advertise in it to make people aware of the service.

Los Alamos Community Meeting

Overview

The Los Alamos Community meeting was held on October 29, 2019. The meeting was widely advertised both traditionally and on social media.

Synopsis

As in the previous outreach meeting (2014) attendance was poor. Two people showed up for the meeting. Los Alamos was a major topic of discussion in nearly all the other community meetings as rural residents use the service to go to work in Los Alamos. However, Los Alamos residents are less likely to use the service as they have an internal service.

Community Specific Concerns/Suggestions

There were no suggestions. One of the two attendees was interested in getting route information.

Madrid Community Meeting

Overview

The Madrid Community meeting was held November 11, 2019 at the Mineshaft Tavern in Madrid.

Synopsis

There were six people in attendance. The attendees were pleased with the service and stops in Madrid. The biggest issue was to have earlier and later buses for commuters, Santa Fe High School students, and tourists coming from Santa Fe and eating in the local restaurants.

Community Specific Concerns/Suggestions

Transit Service

- The service is very effective service and the group was grateful to have it.

- The people who use the service, need regular transportation such as shopping, or doctor's appointments.

- We need an actual morning bus so that people could do that. Because of the times that we have now, it's not really a true commuter time. It's kind of a weird time to get service like at 11:00 a.m. and 5:00 p.m. So, it's not like you can go for a full workday.

- There are people who work from home. I think that it could open opportunities for us as employers to have people come in to work from Santa Fe.

- We need service every two hours.

- If we had transportation from Albuquerque to Santa Fe, then here, we would have a larger base for employment.

- We need to have the opportunity for commuters to be able to come here. We're not opening at 8:00 a.m. anywhere, at least not now but basically to get here before 11:00 a.m. like around 9:30 or 10 would be better. Also, to be able to come into the evenings would be nice and very beneficial for our restaurants. People want to come here, but they don't want to drive.

- We want to bring tourists into the evenings. It could get here at 5:00 p.m., or 6:00 p.m., then leave at 9:00 p.m. or 10:00 p.m., Friday, Saturday, and Sunday.

- Because of the Turquoise Trail, Albuquerque sends people here once they rent their car. But if they're going to Santa Fe and then they Uber to their hotel, they're at the mercy of the tour guide to wherever the transportation is.

- The current stops are fine.

- There should be transportation for day-time tourists and evening tourists, because we're busy in the day and slow in the evening say 2:00, then they can come in, do afternoon entertainment and head back.

- A lot of people don't often have working vehicles, and they would like some way to get into Santa Fe.

- We have workers that get here at 9:00. It'd be a nice to use buses, but they'd have to be able to get back after their shift. If you had an early bus like that and a late bus like that, then that would pretty much solve the problem about the tourism thing too.

- A stop in Tinkertown would be really good for tourism.

- A lot of residents need health care. They don't want to leave at 11:00 a.m. if their appointment is at 3:00 p.m., and then they can't get back.

- Demand service would be helpful.
- We need transportation for local events.
- Most of the high school students go to Santa Fe High and need transportation.
- If available, people would use the bus to go out to Albuquerque or Santa Fe and shop.

Safety and Comfort

- There were no complaints about safety or comfort.

Communications and Information

- Communication isn't an issue for locals. It's a small town and people are aware of the service.
- Communication can be improved for tourists. The schedules aren't in the hotel rooms.
- NCRTD should talk to tourism about funding the buses.
- The Turquoise Trail has never been eligible for any funding from FHWA because we're three counties. It's still always a constant issue.

Nambe Pueblo Community Meetings

Overview

Two meetings were held in Nambe Pueblo. One was at their annual Halloween event (10/25/2019). In-person interviews were conducted at the event. There was a follow-up meeting with the Nambe Pueblo Council (10/30/2019).

Synopsis

Thirty-six tribal members and Council members participated in the outreach. The Council members had many questions about how the "Dial-A-Ride" buses worked. There were concerns about the use by Espanola riders of the Tesuque Route causing safety and capacity concerns. The Council also had questions about funding and requested that NCRTD employ tribal members as drivers. An "in-person interview" format was conducted during the Nambe Halloween wellness event and SWPM staff conducted oral and written interviews with over twenty people. When someone approached the booth, they were asked if they ever rode the bus or had family members that rode the bus and they were also asked if there was a specific reason that they did not ride the bus. If they had input, they were offered a $2 bill to fill out a brief open-ended questionnaire to go along with the interview.

The Senior Center Director, the Housing Director and the Governor of Nambe Pueblo were interviewed during the evening.

Community Specific Concerns/Suggestions

Transit Service

- The service is good, I have taken it from the Santa Fe Indian School. It's convenient for parents.
- There is a need for weekend hours.
- Regarding Dial-A-Ride: I would like for phone calls to be in a shorter advance notice.
- There needs to be a bus stop with a shelter at the turn off to Nambe.
- We need later hours and weekend service.
- We need direct routes to the Santa Fe Mall or Walmart.
- Connectivity is sometimes an issue. *"I've missed Blue Buses because the driver didn't wait an extra 5 minutes."*
- There should be additional bus stop locations for students that go to Los Alamos schools, so they can get a ride home or even to Pojoaque Valley.
- I have a student who needs a ride to northern college for GED classes on Monday through Friday. He needs to be there every day, but with the current schedule of the buses, he would be late because of the times.

Safety and comfort

- A lot of people were using the Tesuque Route to get to Santa Fe because they felt it was safer than going on the other run from Espanola. So, that's an issue for Nambe Pueblo as the buses are full and not available for Nambe or Tesuque residents.
- There should be shelter at Road 503 right next to the northern Pueblos communities' warehouse, and also at 503 and 101. There is a need for additional shelters at the Wellness Center, the Governor's office, Cities of Gold casino and all the main stops.
- Seat belts for passengers would be appreciated.

Communications and information

- There should be a text messaging system to inform people about delays and cancelled schedules.
- There should be more communication about the service.

Ohkay Owingeh Pueblo Community Meeting

Overview

A facilitation was conducted as part of a regular Council meeting on November 5, 2019.

Synopsis

There were sixteen Council members present. Nearly half of the Council members had used the bus or had family that used the bus. Safety was a concern at the Casino stops regarding transients using the bus.

Community Specific concerns/suggestions

Transit Service

- Tribal members often walk. When asked why they don't ride the bus, their answer is that it depends on what time the buses get here. Some of them have part time jobs and some of them ride all the way to Santa Fe.
- There's a problem at the Eagle Mart. At the stop by the gas station, it is right on the side of where the traffic is visibility pulling into traffic. Traffic is a problem.
- Some people work for the state of New Mexico farther down Cerrillos Road from the Indian hospital. I know some people who ride the bus to Indian hospital. That's where the route ends and some people who work farther down need the Blue Bus would go farther. They get off in front of the hospital in Santa Fe and have to wait for the city bus to get farther onto work.

Safety and Comfort

- Some people who've gotten off the bus need rest rooms. People have to use the area right behind the bus stop area.
- Many people commented on public safety, such as the rowdiness of some of the passengers, the cleanliness of the buses, and reported drug use.

- The fare free aspect has a maybe not so obvious negative aspect, where it moves around people that may be vagrants, so consider a minimum charge to ride to the casino.

- Tribal members have concerns about the stop on McCurdy Road, because we have an abandoned home there. Sometimes the bus stops there, and five or six people will come out of that house doing who knows what, to get on the bus.

- There is a need for shelters installed at all the stops.

Communications and Information

- Make sure the library has schedules.

- We need some kind of electronic screen at the bus stop, where if someone were to walk up to it, they could see the information for the bus at that stop.

Penasco Community Meeting

Overview

The Penasco community meeting was held October 27, 2019 on a Sunday afternoon.

Synopsis

There were more than eleven people in attendance. The group was appreciative of the service. More than half of the attendees regularly ride the bus and were complimentary of the service.

Generally, everyone uses the bus to go to Taos. The group felt like there was a need for more stops in Taos.

Community Specific Concerns/Suggestions

Transit Service

- We need a stop in Rodarte. They closed it. The farthest the bus goes is low income housing.

- Sometimes in Taos, on our bus route, they forget to make stops and you see people waiting.

- The buses aren't waiting long enough at stops.

- Timing is an issue. The bus can be 15 minutes early or 15 minutes late.

- The bus should pause a little longer and look around to see if someone is coming, because when it's too hot or cold and people are waiting for the bus, they may not be right at the bus stop.

- Attendees expressed a need for better connectivity and being able to connect with the times of where you need to stop. They need to have a stop at Kit Carson Cooperative.

- There is a stop problem in Taos. We could use more stops to get to different places where you work.

- We need a stop at 1330 Gustorf in Taos.

- People have to walk all the way to Ranchos de Taos post office; that's about two miles, because the bus driver said he couldn't let them off anywhere else. They should have another bus stop closer to Taos.

- In the evening, the buses stop twice at the hospital unnecessarily.

- There's a stop where they go to the academy, and it's so early that the school doors aren't even open. People will just wait till the next bus so that they don't have to wait in the cold. They shouldn't go twice in the morning, and twice in the evening. Instead of going right there to the academy in the morning, just go straight to the town of Taos administration.

- Pick up in Trampas in the morning. They have a dead run there to get to the Trampas stop.

- There should be a stop made at the Super Save grocery store in Taos.

- Move the stop from across Walgreens to Kit Carson.

- There are a lot of people that want weekend service.

- Please start ten minutes earlier in the morning so we can get to the Taos administration building.

Safety and Comfort

- There's only one bus stop that has a shelter and it's in another smaller community, and it still doesn't even offer that much shelter because it has holes so if it's raining and if someone is sitting there then they're going to get rained on.

- Drivers are driving too fast to make their stops.
- There should be more shelter at the stops in Penasco.

Communications and Information

- The schedules are confusing.
- There should be pamphlets at the bus stops so you can know what time it's there.
- My family wants to go on the Blue Bus, but they don't know the locations, times, or anything. I'm thinking maybe once in a while if you guys were to print it in the paper, the dates for the Penasco, that way in case they happen to buy the paper, they could see that information.
- Schedules can be printed out and they can be put by the post office so that people will have a better idea.
- Sometimes the schedules are different too, like they change the stops and sometimes what you see on the internet isn't where they actually stop.
- People are not aware that an App is available

Pojoaque Community Meeting

Overview

The Pojoaque meeting was November 13, 2019, at Buffalo Thunder as part of a division director meeting. Recording was not allowed so notes were taken during the meeting.

Synopsis

There were 22 people in attendance. There was little awareness of the service among most division directors.

Community Specific Concerns/Suggestions

Transit Service

- There is a bus stop currently at Los Pinos. The tribe would like to move the bus stop as an overpass is going in in the area. The Pueblo has an adjacent piece of land that they will provide to NCRTD to use as a stop. It is safer and buses can turn in to pick up passengers. They suggested working with Jeff on this initiative.

- There was a request to have the demand service extend to Santa Fe rather than just the reservation borders. Many people need to get to Santa Fe.

- There was consensus that they needed a bus stop at the Pojoaque Tribal Courts.

Safety and Comfort

- There was also a discussion about the need for better shelters at the main terminal transfer area in Pojoaque.

- There was a concern about vagrancy and people that get off at Cities of Gold and cause issues and are vagrants. They would like NCRTD to address this issue.

Communications and Information

- There were no communications issues raised.

Questa Community Meeting

Overview

The Questa community meeting was held October 22, 2019. It was part of a regular town council meeting.

Synopsis

There were seven council members including the chairman in attendance. There were fourteen citizens in the audience. The group was very complimentary about the service. There was a suggestion of the need for covered shelters and a need for connectivity with other buses regionally. Several people commented suggesting that if schedules were changed by ten minutes, they could connect regionally. Also, at the end of the day, some people miss the last bus and have to get people in Questa to pick them up. There was a discussion about safety and that there were a few inebriated riders. These people have stopped some citizens from using the bus. One issue that an attendee shared was not related to Questa but to Red River. This person said that she had seen the sheriffs in Red River put inebriated people on the bus to get them out of Red River. This is an issue that scares off riders. If the allegation has merit, this is an issue to be investigated.

Community Specific Concerns/Suggestions

Transit Service

- Many folks work in Red River work on the weekends and they need weekend transportation.

- The visitor center property that's on (number one) Highway 38, which is being utilized to pick up and drop off folks on the Blue Bus is being utilized for structure. We need to move the parking. The community was able to buy some property just to the north that looks like part of it, but it does need some possible parking improvements. That area could be built for parking for RTD. There's a possibility that we might have people who also wait under the porch.

- It's hard to get from Espanola to Questa in a timely manner because the buses offset each other for about ten minutes.

- There's an issue with veterans getting to the hospital in Albuquerque.

- In Red River, they don't tolerate homelessness. They watch them, and if they want to get rid of them then they sit the homeless people down at the visitors' center, then someone watches them until they get on the Blue Bus.

- Locals are upset because they don't want to ride with the homeless.

Safety and Comfort

- Put in a shelter. It can get pretty windy out there.

- In this area of the corridor of 38, especially 40 feet or so on either side of the shoulder, move the bus stops a little further inside and away from the roadway. Because the bus stop is on 38, you part there and then there's cars coming through so it's a safety issue. It would be good if there was something like a pull off.

- The buses have lost ridership because of safety concerns. There are people who have gotten onto the buses intoxicated, and scared folks on the bus, so I think some people here kind of dropped off because it was getting a little rough.

Communications and Information

- People don't really know the routes. That's our communications challenge.

- I think it's important to get the word out to people who are unaware of how the connectivity between the buses work. A lot of them are put off because they are unsure about where the buses go and when they leave.

San Ildefonso Community Meetings

Overview

The San Ildefonso outreach was conducted as part of their Halloween event on October 29, 2019. In-person interviews were conducted.

Synopsis

Twenty-five in-person interviews were conducted. The group was pleased with the service. The biggest request was more direct service to Los Alamos for workers and students. Most people commented on the need for heated shelters because of the cold.

Community Specific Concerns/Suggestions

Transit Service

- There is a bus that comes to San Ildefonso at 7:00 a.m. What would be better is if there was an earlier one at 6:30 a.m. It should meet up with the Tesuque 7 a.m. bus because there are some of us that need to get to Santa Fe from San Ildefonso early. Many of us are having to wait for the 9:45.
- I would like to use the bus more on the weekends.
- Maybe more buses could meet up with the Park n Ride buses to get to Santa Fe for the 8 a.m. to 5:00 p.m., Monday through Friday workers.
- We need a route from San Ildefonso to Los Alamos. Employees and students would use it. High school students could use it to get to Los Alamos schools. Morning and afternoon schedules would be good. It would greatly help parents/grandparents out.
- It would be great if there were more time availability for the Battleship area to get to Santa Fe.
- The shuttle to Los Alamos should be expanded.
- Routes needed to Los Alamos, especially during the morning rush, and in the afternoons 5:30 pm. to 7 p.m.
- The El Rondo Route, takes too long, so we need a direct route to Los Alamos.
- The San Ildefonso Pueblo at Black Mesa needs additional shelter.
- There should be more scheduled times and routes during the day.

- There should be more routes to Los Alamos and Espanola.
- We need more morning and afternoon times.
- We need to get to San Ildefonso by 8:00 a.m. and leave at 5 p.m.
- We need a Blue Bus to Santa Fe by 4:00 p.m.
- We need a stop at the Governor's office.
- There should be more stops throughout the city.
- We need Saturday and Sunday service to Espanola through Ohkay Owingeh.

Safety and Comfort

- The bus stops should have a trash can.
- I think if a rider is intoxicated, they shouldn't be allowed on the bus. The intoxicated people need to be kept off the buses.
- The buses need to be a little cleaner.
- There definitely needs to be shelter and better lighting in San Ildefonso. It's very cold and there's always bad weather. There needs to be more shelter at stations. Benches would be good. Shelters are alright, but they should provide wind protection.
- There should be a bus shelter by the senior center stop with lights.
- There should be additional shelter at the stops by the cluster boxes and the library.
- The shelters at bus stops are needed. Lighting and benches are needed because there are none at this pueblo.
- There needs to be shelter on Saa Paa Po by the mailboxes.
- There needs to be shelter and lighting at the Battleship stop.
- The drivers should make sure to check if there are elderly people waiting before driving away.

Communications and Information

- Most people were satisfied with the communications and used online scheduling.
- Put information about the bus in the community bulletin.

Santa Clara Pueblo Community Meetings

Overview

Two meetings were held at Santa Clara Pueblo. One meeting was held on November 12, 2019 at the senior center. There was a presentation to the council on November 26, 2019.

Synopsis

There were 23 council members and attendees at the meetings. Everyone was pleased with the service. The main issues were a concern that inebriated people were riding the bus and people didn't feel safe, and the need for more direct service to Santa Fe.

Community Specific Concerns/Suggestions

Transit Service

- Respondents voiced a need for more direct service to Santa Fe from Santa Clara. They said there used to be a more direct route and adding stops has made the trip inconvenient. Currently it goes in the morning to the shuttle bus right here in Espanola. It stops there first, and then it stops again at Pojoaque, Cities of Gold. Now, it stops at the DOT (Department of Transportation) in Santa Fe, then it goes to the hospital. The route could be reevaluated to see if there are people who are actually getting on those buses.
- On Tuesdays, it's senior Tuesday at all of the casinos. A lot of times the seniors will go on the Blue Bus so they can ride to all of the casinos.

Safety and Comfort

- A councilor voiced a concern about the bus to the Indian School in Sana Fe and said there were reports of transients riding the bus who were on drugs and alcohol and it would increase the ridership if people felt secure. A suggestion for this was to institute direct routes to the Indian School and that way you wouldn't have transients going to other stops.

Communications and Information

- There was very little awareness of the bus service among the Council members about NCRTD bus service.

Santa Fe Community Meetings

Overview

Two meetings were scheduled for the City of Santa Fe. A meeting was held at Santa Fe Place mall on November 11, 2019. There was a very poor turnout for the November 11 meeting (one person). A second meeting was scheduled for November 21, 2019 at the downtown library and was cancelled as a result of snow. To garner feedback on Santa Fe, a focus group was held on November 7, 2019.

Community Specific Concerns/Suggestions

Transit Service

- One of the complaints was that the scheduling is not conducive to getting to an (medical) appointment on time. They have to get up very early and spend a lot of time here before they can get to the clinic.

- Stakeholders requested more training by NCRTD, our chambers, our visitor centers, and both the state and the city. They said it would be very helpful.

- Students from Taos have to transfer in Espanola. They need a more direct route.

- The service to the ski area is terrific and almost every Saturday so far in the season, the ski area has been sold out because of the limited number of cars that can park there.

- For mountain bikers - the bus at the top of the (Santa Fe Ski area) mountain is extremely convenient with the bike rack. The issue is more of a scheduling issue.

- Regarding Santa Fe Ski area buses, the first bus leaves town at 8:00 a.m. to go to the ski area and that's too late for the people who work there. The people that go there would benefit from getting an earlier bus, and one later in the day.

- Regarding the Taos route, its 9:00 a.m. to 5:00 p.m. You catch a 9 a.m. bus, you get to Taos about 11:30 a.m., you're there for three hours, then you catch the 2:50 p.m. bus then you're back there at the south capitol by 5:00 p.m. It's free for visitors.

- Knowing which buses are running decent loads and which buses aren't could tell us a lot about where people need training.

- Several employees out of the Pecos area drive in daily. Focus should be on additional service for the nearby communities where they are a logical hiring pool for Santa Fe.

- There are NCRTD routes that go right by the Santa Fe airport and Taos airport, why not add a stop at the airports. 900 people a day come into the Santa Fe airport. They've got a parking crisis right now on a good Saturday. That is a huge unserved opportunity.

- I personally come in from Tesuque and that bus, the 2:20, it heads south from Tesuque to Santa Fe three times a day: in the morning, a little before noon, and right before noon. That's pretty good, it works for me and it's very convenient. I have no problem.

- We need to be able to link better to Santa Fe trails. The point being is that if this is predicated on getting workers to Santa Fe, that can't afford to live here, then it would be good to make sure that once they got here, they are able to get around.

- Homewise has a bunch of communities that they've built and sold along 599, and there doesn't seem to be a lot of stops along 599.

- We need a stop at La Tierra recreational area (599).

- An issue is a need for early and late buses for people who work.

Safety and Comfort

- Students do not feel safe on the Taos to Santa Fe routes.

- On this issue of safety, I've heard that complaint lodged when people are on the bus with someone who appears to be homeless or smells like booze. People seem afraid of poor people in this town. And that's where in my experience where I've heard people feel insecure on the buses because of "undesirable" people but they're no real threat.
- (Homeless) people deserve to get around without being accosted. I applaud you for providing services for free.

Communications and Information

- For the non-residents of the smaller communities that are served by the Blue Bus, it's an invisible service. Visitors do not necessarily know how to use it.

- There's a communication issue where RTD should spend more focus on communicating that goes beyond a brochure.

- There should be a training video on your website for a place where people could go to and it gets updated every now and then. That's the kind of stuff that people need to learn that they aren't going to learn from a brochure.

- I walk by the train station, the last stop, and people wait for that little bus. I don't see schedules there or anything.

- If you had hotels telling people that there's a $10 ride up to Taos, then you'd have the buses filled up every day.

- For the record, I just googled how to get to Taos from Santa Fe and there's absolutely no mention of RTD or the Blue Bus that comes up in Google. *Study team note – we also googled the same subject and saw multiple NCRTD options at the top of the list.*

- Regarding tax distribution: It seems to me that there is an equity factor about where the money comes from and where it goes back, and frankly where it has the most impact.

Taos Ski Valley Community Meeting

Overview

The Taos Ski Valley meeting was held on November 14, 2019. There was good feedback and many articulated needs.

Synopsis

There were thirteen people in attendance. There was consensus that there is a need to have routes to all the lodges and motels up and back to the Ski Valley. There was little awareness of the NCRTD App and the summer routes. The group was pleased with the service. There were suggestions for picking up and dropping off hikers.

Community Specific Concerns/Suggestions

Transit Service

- We need service to all the hotels. A stop at Anisette is needed. Add two quick stops to the routes in Taos for lodging. You could have one at the beginning of Anisette and one a little more towards the end of it. That way you cover all the little lodges.

- Extend the bus route out to hiker parking, it's promoted extensively.

- We need a partnership with the village, Ski Corporation, and RTD that would bring people from the base up there as well. It's about two and a half miles.

- We need more frequency of service not once every four hours, but maybe every twenty minutes or something like that.

- We deal with a lot of visitors who are trying to make it up from Santa Fe to here through the bus connections and it is a little tricky, because the services are not that frequent. Trying to get to Taos from Santa Fe to the Ski Valley, and then back, you have to stay until 3:00 p.m. or 4:00 p.m. and make it down to Santa Fe. You could make it to the town of Taos on weekends and one day a week for the people who aren't working.

- Have a Blue Bus meet the Rail Runner by the DOT stop, so that could work for other students who are reluctant because they think they'll be abandoned. Friday evenings would be good.

- I've heard from a number of people that come here for ski week from all over the country, and they can get down into town for visiting, eating and such but they cannot get back up to the ski valley. We need transportation service so visitors can go down into town for dinner or something, then get a reliable ride back to their hotel during the ski season.

- The TSV Green Route (fare free) provides service on the weekends only during the season. The town of Taos is working on becoming a summer tourist destination with their concerts and so on, and I think there would be very good ridership throughout that central core of the town of Taos during the summer. That would also provide access to the resort and valley here in summer and provide a way for the residents that don't have vehicles to get up to these hyper areas.

- A lecture series up here at the ski valley happens right after skiing on Friday at 4:00 p.m. in the season, so not a big issue. But, there's a lot of the retired who love to come to these lectures, and they have asked me about driving to the lectures over the course of the summer, and for those I think it starts at around 6:00 p.m., so I have received requests from the elderly community for transportation to attend the speaker series.
- A lot from the shops in town, and they all seem to share interest in creating more traffic between the ski valley and town, especially with the art galleries and shops. I would definitely keep an eye on Thursday and Friday nights when most of the art receptions are.

Safety and Comfort

- There are stops on Civic Plaza drive and the Placidus parking lot, but during the winter with ice and everything we need to have a quick stop town parking lot. Currently, the visitors are dropped kind of far in not very convenient places to be able to access restaurants and shopping. There's a town parking lot just off Placidus at the John Dunn Shops for a lot of visitors and locals; it should be all year.

- At the Smiths stop, there are no sidewalks, so when they get dropped off it's not an easy walk to the plaza.
- It's important that skis and boards are stored safely on the bus.

Communications and Information

- Put information about NCRTD buses on the Taos app, because a lot of people use that to access schedules.
- Increase the advertising so that it's simpler with a digital link for all of the routes.
- Attendees were not aware of the NCRTD app.
- Attendees were not aware of TSV (Taos Ski Valley) summer routes.

Taos Pueblo Meeting

Overview

A meeting was held on November 13, 2019 in the Governors' office. In attendance was the Governor, Lieutenant Governor, Tribal staff, a tribal member that is a student representing University of New Mexico (UNM) and an NCRTD representative. Recording the meeting was not allowed.

Synopsis

The Governor emphasized that the Pueblo is appreciative of the service. The Tribal Governor agreed to work with NCRTD to identify additional stops and the focus was on getting tribal members from throughout the Pueblo to UNM and Indian Health Service appointments. Getting to and from the Pueblo for tourists was also discussed as was potentially additional routes.

Community Specific Concerns/Suggestions

Transit Service

- Transportation is the biggest obstacle for the Taos Pueblo.
- The Red Line needs better transfer time. Many people must walk from the line. Extend the Red Line to Ranchos de Taos and the UNM Klauer campus.
- There needs to be better collaboration between the Red and Blue bus lines for connectivity.

- There was a request for weekend service.
- There was a request for a Taos Pueblo Express.
- There is a need for summer service to the Klauer campus and 1-2 weeks before and one week after each semester.
- The 350 Blue Line Route timing is good during the day but there needs to be bus service in the evening to get people home from evening classes. (After 8:30 p.m.).
- There was a suggestion that UNM could assist with funding for the Klauer bus (and call it the Lobo Line). They expect additional usage as the Small Business Development Center (SBDC) economic impact programs are implemented at Klauer.
- There is not enough capacity to take people to medical appointments and other services.
- There is a need for weekend workers as many people work on the weekend.
- There was a request for a new stop and the Governor provided a map and bus stop agreement and discussed with Tony (see Volume II for Bus Stop Agreement and picture of the area for the stop).
- There are two routes to UNM North. The Blue Line ends at the Our Lady of Guadalupe Church parking lot, and the Red Chili Line goes from the pueblo to the Ranchos post office, and the problem is that if a student is coming from the pueblo and trying to get to the campus, sometimes the transition between going from one bus to another is difficult. Maybe one bus will be a few minutes early or late, and then they miss the other bus to get to the campus, so they miss class.
- There is no bus to take a student home after the night classes which end at 8:30 p.m.
- The UNM Friday classes are now open to all students, not just the dual-credit high school students, but if there is no means for public transportation for those students to get to class then they would also be deterred from taking important classes.
- The Blue Bus does not go to the Indian Health Service facility which serves elders, children, women; it should go to these places. There are a lot of instances where we see many people walking the residential roads that are not paved, that do not have sidewalks. These people walk through rain and snow, because it's the closest facility where we get free care for our health. Some of the schools on the pueblo also have their immunization shot drives and things like that to get kids enrolled. They are

offered very often at IHS during working hours. I don't see why the Blue Bus could not make a stop there, because it is a paved road. If we're talking a 5-year service plan, the Taos pueblo convenience store is going to go up soon, and that would also be a good place to explore another stop.

- Occasionally the bus doesn't show up as scheduled.

Safety and Comfort

- There was discussion of a need for additional routes and times as many tribal members end up walking to appointments and bus stops.

- Enclose and heat the shelters.

Communications and Information

- Less than 50% of the Pueblo has internet. People are referred to Los Alamos for medical trips. The Governor said to forward announcements to his office, and he would make sure the community was made aware.

- For tourism visitors, get information to the tourism director to post on the Taos web site.

- Put information at the Senior Center, community services offices, and the education building

- The group was not aware that there was a "demand service" available.

- We need information stations for tourists to Taos Pueblo.

- The Governor reiterated that it was important to reintroduce the new Governor and Council by the third week of each new year to the service and agreements.

Town of Taos Council Presentation

Overview

A presentation was made to the Taos Town Council on October 22, 2019.

Synopsis

There were 23 people in attendance. A short presentation was made followed by a short question and answer period. There were three council members and the Mayor in attendance as well as the Town Attorney and Rick Bellis, Town Administrator. There were eighteen

people in the audience. Approximately one-third of the people present had ridden the Blue Bus. The Councilors were very active with suggestions and very complimentary about the service.

Community Specific Concerns/Suggestions

Transit Service

- We are really grateful for the newly added route from Taos to Angel Fire. I know quite a few of our students go over to Moreno Valley High School.
- There is no summer service to UNM. The Chili Line came by, and the rider couldn't get on because it didn't provide service to UNM.
- Some of the smaller schools want to see if they can get access to a bus stop specifically near Anasazi school.

Communications and Information

- We need cards at the buses or the bus stops where people can write down their feedback and maybe deposit those cards on the bus.
- We need another public relations campaign to get the word out. The issue here is about how NCRTD can get the word out to the community so they can get access to the buses.
- I have a lot of students ask me, "Can you tell me what time this bus is coming?" and I didn't know about the app. I knew you could see it online, but I didn't know it was a phone app.

Town of Taos Community Meetings

Overview

A meeting was held for the general Taos population on November 14, 2019. There was a wide variety of participants from students, educators, general Taos population and senior citizens. Ninety percent of the attendees ride the NCRTD bus on a regular basis. There was a very directed education contingent. A quote from an attendee: "*One of the things that we are most concerned with is, especially when it comes to our students, is not only their accessibility to post-secondary education but actually being able to get to the campus so they can engage in those classes*."

Synopsis

There were eighteen people in attendance. There was a major discussion about increasing the routes out to the UNM campus from Taos Pueblo and providing additional routes that serve the tourism community especially on weekends and during holidays.

Community Specific Concerns/Suggestions

Transit Service

- We'd like to see an extension of the RTD Blue Line which is a 350 Route which currently starts at the Our Lady of Guadalupe Church further north to provide service for the Taos Pueblo, so there's no service that runs out to the pueblo.

- We'd like to see the Red Line extended, the 340 Route which currently ends at the Ranchos post office extended further south to provide service to our (UNM) campus. The Blue Line would be more of an express route with fewer stops, then the Red Chili Line would have more stops so in case they miss the Blue Line, they will have another option to get to school.

- We'd like to extend the schedules beyond the start and end of the semesters into the intersession period, perhaps not so much in-between the semesters as classes do end, but certainly during the summer hours.

- We'd like to see a north route line added after 8:30 a.m. (9:00 a.m. to 9:30 a.m.). There's currently no return route. If we needed to adjust that so it can fit the bus schedule, then we would be willing to adjust our current schedules.

- We want to provide service on Friday, because we have a Friday campus and mostly that is high school students who are dual-credit. We are starting off for classes on Friday for people that are not on dual-credit programs. Probably the same times that you would run, if it's a Friday then 8:00 a.m. to 5:00 p.m.
- We'd like to see the buses stop somewhere right in town, like the bus that goes to Questa, and the bus that goes to Penasco. I'd like to have those buses stop in town like in the parking lot for Guadalupe.

- I'd like to see a stop at the Talpa Community Center. There's a parking area where the buses can pull off 518 and be off the traffic area, then pull right back out onto the road.

- With the Penasco bus, you must go to the county administration building. Could you have it stop in town, or both?

- We need a few more stops along like Paseo del Pueblo, somewhere along that route. That would be nice. I would also like to see the Penasco bus stop at the clinic there.

They don't stop at the clinic; instead they stop further down the road at the clinic at Penasco.

- Regarding the bus that goes to the Holy Cross, the only stop there is at 11:33 a.m. and 3:17 p.m., so if you have an appointment for instance then I'd go earlier but then you have to kill a lot of time.

- More frequency is needed.

- I would like to see the Chili Line Red incorporate UNM into it and don't have separate routes, just have one bus.

- On the handicap bus, you're only allowed a quarter mile from the last stop, and for the Santa Clara bus, that's not considered the last one as Ranchos, so the Blue Bus won't go out there.

- Weekend service should be added. Saturday at least.

- There is a need for limited holiday service especially in the tourism communities.

- Three years ago, the Blue Line and the Red Chili Line were extended from the pueblo to the Clara campus but the reason that they cut them short is because no one was riding the buses. The student population has increased over the past three years at UNM Taos.

- We have students that come from El Prado, Arroyo Seco, Arroyo Hondo, and even the Taos Ski Valley.

- There have been meetings like this. There was one at the Kit Carson electric board room, and it was 5:00. I could get there by bus, but there was no way I could get home. We need a bus route running a little later, because we're not always taking the bus regularly.
- In Tres Piedras the buses come out there once a week, but it's a very short day. I think it leaves Tres Piedras at 9:00 a.m., and comes back at 2:00 p.m., because of that there wasn't enough time to do as much as she wanted to and twice a week would be even better.

Safety and Comfort

- The bus drivers are courteous, and the buses are usually on time. The on demand is on time too.

- One thing that has been an issue for me going out to Questa or Penasco is that there have been occasions where they're turning the radio on, and the music is loud and not

at all soothing to listen to. Also, I don't know if it's called a walkie talkie where they're connecting to the office but there was an instance where it was left on pretty much the entire time.

- Just in terms of the benches where the stops are, I know that one time I went to the county administration building and having to wait a fair amount of time. There were several people there, and the bench is small, it could only fit three people and there was a woman her husband and a baby carriage, and there wasn't enough room to fit everybody.

- The wind sometimes can be very cold and especially in the winter, and it's narrow and it's not protected. I think there's grading that's got little holes in it, but it's not something that's useful against the cold of the wind.
- The last time that I came to one of these meetings was in 2016, and I did request some sort of a shelter at the Walmart stop, because when you get done shopping, you have a lot of stuff and you're just standing there with no bench or anything. I was told after the road was fixed, but it's already been fixed and there is not a lot of room for shelter so they would have to build it out.

- Maybe RTD can focus on different areas in town where it's more like a thematic kind of approach to maps for Taos. Because we are a tourism town, if the RTD could map out galleries and show which buses you can take to get where for tourists and locals.

- The schedules are really hard to read. They're also difficult for students to read.

- The presence on social media is so crucial, and that can also include outreach efforts as well. Maybe we can do something with UNM Taos to boost that presence on Facebook or Instagram for students.

- I came across a map of the routes in the form of a lens cleaner, and I really like those.

- It'd be nice if there was a schedule on the wall in the shelters so we'd know how long we must wait.

Tesuque Pueblo Community Meetings

Overview

The Tesuque Pueblo community meeting was held on October 30, 2019 at the Tesuque Pueblo Senior Center. The group was made up of seniors, staff members and general bus riders. Nearly half of the attendees regularly ride the bus.

Synopsis

There were eleven people in attendance. The group requested running routes through the village again. There was an issue of drivers not waiting at stops for the scheduled time and many people missing buses. Weekend service was requested as many people work on the weekend. The group felt like the schedules were confusing and difficult to read.

Community Specific Concerns/Suggestions

- There was mention about issues with buses not waiting for scheduled times. *"My daughter rides it every day and sometimes she misses it, because they aren't there. Sometimes the bus gets there early and then leaves early*."

- There was a request to restart routes through the Pueblo. Recreate the routes that they used to have that goes all the way into the pueblo. "*They used to go way back up into the Pueblo towards the entrance. But now that they're here, and it will be nice when they come around, on the North side, through the plaza and then there is a road to the right, so that's where people are back there."*

- There are a couple of times where the bus arrives at the round-a-bout at 7:30, so I tried to make it by 7:25. And, one time I left the house at 7:25, because I knew I could get there by 7:30 and the bus left early.

- After construction was finished on the round-a-bout, the road that the round-a-bout was on opened, but the Blue Bus did not come around to the stop despite it being a designated stop.

- We need stops on the south side of Santa Fe.

- The Tesuque Bus should stop at DeVargas Mall.

- The Espanola Bus could stop at Cities of Gold.

- Santa Fe, DeVargas Mall, and Espanola are the main stops people want to go.

- Many people said the wait for transfers in Santa Fe were too long. The NCRTD bus doesn't get there on time, it gets there past 11:00 but you have to wait till 11:30 for the transfer.

- A stop at Tesuque market was requested.

- We need a route for getting people from Santa Fe to the new Tesuque casino.

- Weekend service was requested, particularly for people that have to work on the weekends.

- The group requested a stop at the Super Walmart in Santa Fe.

Safety and Comfort

- Many attendees noted that there are new drivers after the old driver retired and the current drivers could be friendlier. They need some customer service training.

- It is reported that the drivers don't wait for people." *I was standing right there by the round-a-bout, at the usual stop. I was standing right there, and the bus still passed right by me, and I had to go and wave at him again and again*."

- The group iterated the need for light and heating at the stops.

- Generally, the rides are nice, the drivers are kind and they look after their customers.

Communications and Information

- People miss the bus because it comes earlier than it is supposed to, or because they are not made aware of new bus routes or they don't know what day they arrive at those times, and that the schedules are very confusing. The afternoon route going south is confusing for him, because the information on the routes is confusing to him. He isn't sure what times the buses leave to where.

- Provide brochures at the senior center and some at the library as well as at the stops.

- The group wasn't aware of the NCRTD App and many people don't have cell phones.

Attachment A:
Meeting Guide

North Central Regional Transit District Community Meeting Discussion Guide

Community Meeting Objective:

Identify the general public's perception, awareness and opinions:

- NCRTD -the services it provides, their opinions about the organization.
- The need for additional services in the NCRTD area.
- Opportunities for improvement of the current services.
- Understand the response for charging additional fees for premium services.
- The best way to communicate with the community.
- On the safety, security and infrastructure of the NCRTD bus lines.

Introductory Comments and questions (10 minutes)

Moderator introductions

Introductions	Introduce public officials, NCRTD staff, and board members
Why we are here	Moderator provides overview of session. *We are here to get your opinion on the NCRTD bus service so that we can better serve your area and the community at large.*
Common Courtesies	Review common courtesies (Appendix B)
Intro Questions	To gauge current involvement with the bus system, how many people ride the bus almost daily? Weekly? Monthly? Not at all? (Show of hands) How many people have close friends, co-workers or relatives that ride the bus regularly? (Show of Hands)

1. Let's first discuss transit service.

Please come forward to address any or all of the following:

a. What is your satisfaction with the current level of service? (e.g. frequency, on-time performance)

b. What is the need for additional services, improvements, route efficiencies, regional connectivity?

c. What is the need for better connections between NCRTD service and local bus service or Rail Runner service?

d. Where would you like to go by bus, but can't currently?

e. When would you want to use the bus service?

2. Next, let's discuss safety and comfort.

Please come forward to address any or all of the following:

a. What needs do you perceive for additional bus shelters and bus benches and for heating and lighting of shelters?

b. Is there a need for more bus stops?

c. Are the bus stops in safe and accessible locations? If no, where?

d. What needs do you perceive for greater safety and comfort on the buses?

3. Next, let's discuss communications and information.

Please come forward to address any or all of the following:

b. Where do you get your route and schedule information? Paper brochures, on-line or call?

c. How hard is it to find out about routes and schedules? How readable is the existing route material?

d. Is it confusing and difficult to read?

e. What information do you need that does not seem to be readily available?

f. Where have you seen or heard promotional information? Where else should there be such information?

g. Ask about head signs? Other signs?

h. Colors perceptions about local flavor or use branding?

i. What do you think of the marketing message(s?)

Attachment B:
Common Courtesies

- One person speaks at a time.
- No interruptions.
- Keep remarks short.
- Do not speak again on topic until all others have had a chance to speak.
- Stick to point.
- Focus on issues, not personalities.
- Seek consensus whenever possible.
- Turn off cell phones.

Attachment C:
Community Meeting Schedule

Date	Community	Time
10/23/2019	Chama Chamber Meeting-Facilitation	11:30am
10/23/20	Chama Council Meeting Presentation-Facilitation	2:00pm
11/6/2019	Edgewood Council Meeting Presentation-Facilitation	6:30pm
11/6/2019	Edgewood Facilitation	5:30pm
11/6/2019	Edgewood Senior Center Intercepts Facilitation	12:00pm
11/6/2019	Edgewood Senior Center facilitation	12:00pm
11/14/2019	Eldorado Facilitation	6:30pm
11/5/2019	Espanola Facilitation	5:30pm
12/10/2019	Espanola Focus Group	5:30pm
10/15/2019	Jicarilla Apache Reservatiom Council Presentatpion-Facilitation	9:00am
11/13/2019	La Cienega Facilitation	6:30pm
10/29/2019	Los Alamos Facilitation	6:00pm
11/11/2019	Madrid Facilitation	5:30pm
10/30/2019	Nambe Pueblo Council Meeting Presentation-Facilitation	5:30pm
10/25/2019	Nambe Pueblo Intrercept Interview (conducted at Halloween Event)	5:30pm
11/5/2019	Ohkay Owingee Council Presentatpion-Facilitation	12:45pm
10/27/2019	Penasco Facilitation	12:00pm
11/13/2019	Pojouque Pueblo Division Director Presentation-Facilitation	10:00am
10/22/2019	Questa Council Meeting Presentation-Facilitation	6:00pm
10/29/2019	San Ildefonso Pueblo Intrercept Interview (conducted at Halloween Event)	5:30pm
11/26/2019	Santa Clara Pueblo Council Meeting Presentation-Facilitation	2:00pm
11/12/2019	Santa Clara Pueblo Facilitation (Senior Center)	2:00pm
11/21/2019	Santa Fe (Downtown) Facilitation	5:30pm
11/19/2019	Santa Fe (Southside) Facilitation	5:00pm
11/13/2019	Taos Pueblo Facilitation Governors and Staff	1:00pm
11/14/2019	Taos Ski Valley - Facilitation	2:30pm
11/14/2019	Town of Taos - Facilitation	5:30pm
10/22/2019	Town of Taos Council Meeting Presentation-Facilitation	4:00pm
10/30/2019	Tesuque Pueblo Facilitation	11:30am

Attachment D:
Community Meeting Transcripts

NCRTD Transit Service Plan Update

Technical Memorandum No. 3:
Review of Existing Services







April, 2020

Prepared for:
North Central Regional Transit District (NCRTD)

Prepared by:
KFH Group, Inc.
Austin, Texas

Technical Memorandum No. 3: Review of Existing Services

This technical memorandum provides a comprehensive view of the public transportation service provided by North Central Regional Transit District (NCRTD). The technical memorandum also serves as a guide to identify any service gaps and areas for improvement in the performance and organizational efficiency of existing transit services.

The technical memorandum is structured as follows:

- **NCRTD:** General overview of the organization, its structure and service area.
- **Current Service:** Description of existing services including various routes, major origin and destinations, headways, and service hours.
- **System Review:** Performance analysis of NCRTD service fixed routes and paratransit that includes system level performance review, funding sources, existing fleet and facilities.
- **Route Profiles:** Detailed description and analysis of each individual fixed route with stop activity, transfer points and issues associated with each route.

NCRTD – General Overview

NCRTD Mission Statement

> ***The mission of the North Central Regional Transit District is to provide safe, secure and effective public transportation within North Central New Mexico in order to enhance the quality of life of our citizens by providing mobility options and spur economic development throughout the region.***

The NCRTD region is a large complex service area that now stretches over 270 miles. The service area is comprised of:

- Four Counties – Los Alamos, Rio Arriba, Santa Fe and Taos
- Seven cities, towns and villages – Chama, Edgewood, Espanola, Questa, Santa Fe, Taos, Taos Ski Valley

- Nine tribal entities - Ohkay Owingeh, San Ildefonso, Tesuque, Pojoaque, Santa Clara, Nambé, Picuris, Taos and Jicarilla Apache Nation
- Service to Bloomfield and Farmington, both beyond the service area.
- Organizational Structure/Governance – Board made up of officials from four counties, seven cities, towns and villages and six tribal entities.

CURRENT SERVICE DESCRIPTION

NCRTD provides free public transit in the North Central New Mexico region that includes four counties- Rio Arriba, Santa Fe, Taos and Los Alamos. It currently operates 27 fixed and flex bus routes, two demand response routes and one dial a ride service in the four-county region which has a service area of 10,079 square miles. NCRTD fixed route service extends from Chama and Costilla in the north to Edgewood and Moriarty in the south and westward to Farmington and Bloomfield in the San Juan County. NCRTD's service area with fixed route service is illustrated in Figure 3-1.

Fixed Route Service

Most of the NCRTD fixed route buses operate Monday through Friday and are fare free. However, there are few routes that provide additional service over weekends. Routes 255 Mountain Trail and 305 Taos Express are premium routes with fare charges between $2 and $5 for the service. Basic route information is provided in the Table 3-1 below and in the route profiles to follow.

Figure 3-1: NCRTD System Map

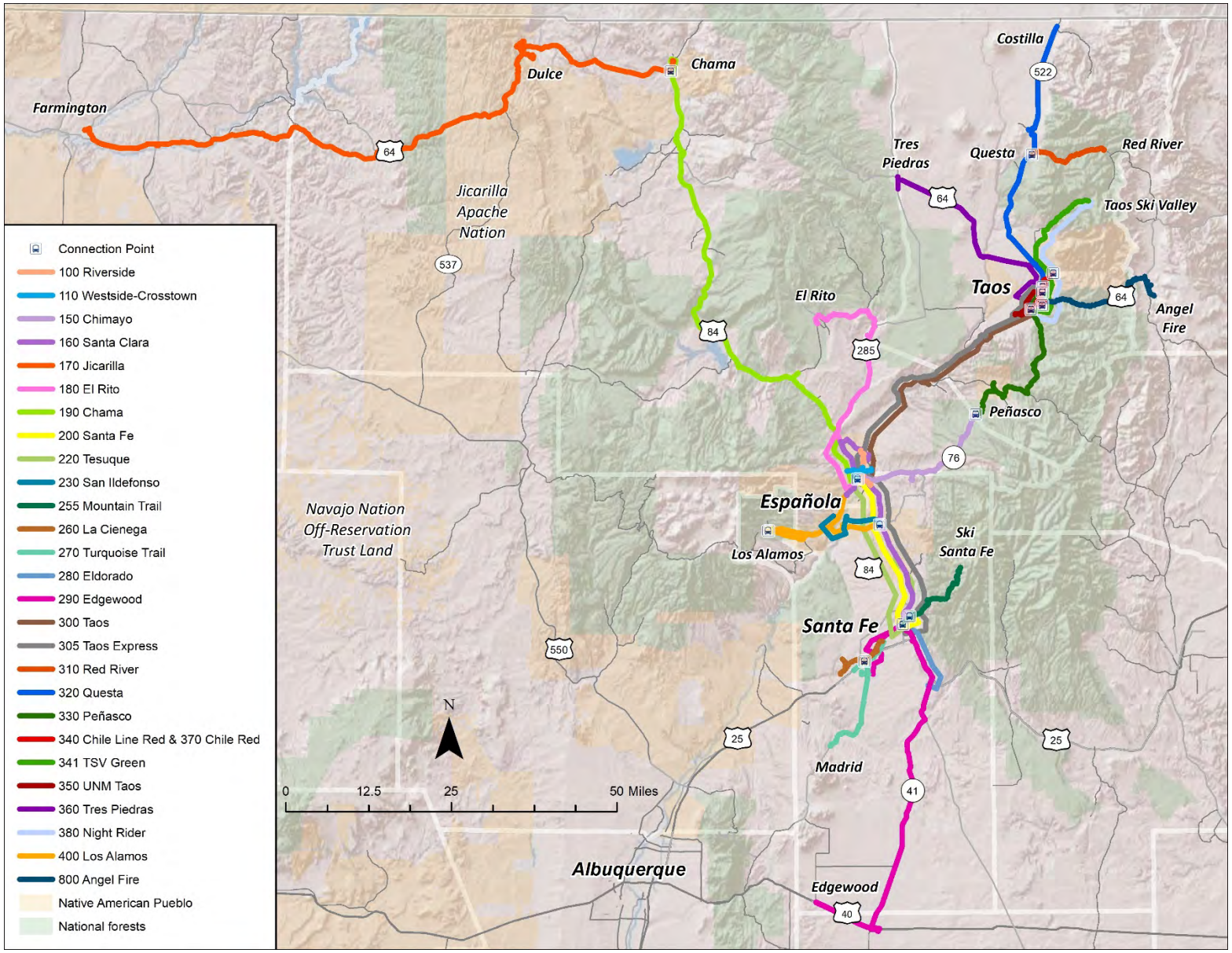


Table 3-1: Summary of NCRTD fixed routes

Service areas: Rio Arriba/ Española; Los Alamos; Northern Pueblos; Santa Fe; Taos

Route	Type	Major destinations	Connection Points	Connections	Service Days	Service hours	Headways
100 Riverside	Local	Española Transit Center, Ohkay Owingeh Pueblo, Dreamcatcher Theater, Walmart	Española Transit Center	RTD Routes-110, 150, 160, 180, 190, 200, 220, 300, 400 NMDOT Park & Ride	M T W T F	5:55 a.m.-7:05 p.m. (continuous)	30 min
110 Westside/ Crosstown	Local	Española Valley High School, Española Transit Center, Presbyterian Española Hospital, Northern New Mexico College, Rio Arriba Health Commons	Española Transit Center	RTD Routes- 100, 150, 160, 180, 190, 200, 220, 300, 400 NMDOT Park & Ride	M T W T F	5:45 a.m.-6:41 p.m. (continuous)	1 hr.
150 Chimayo	Regional/ Rural	Las Trampas, Truchas, Cordova, Chimayo, La Puebla, Santa Cruz, and Española Transit Center	San José de Gracia Church, Española Transit Center	RTD Routes- 100, 110, 160, 180, 190, 200, 220, 300, 400, 330 (limited connection) NMDOT Park & Ride	M T W T F	7:00 a.m.-7:09 p.m. (8 round trips and 1 one-way trip)	1 hr.
180 El Rito	Regional/ Rural	El Rito, Ojo Caliente, and Española Transit Center	Española Transit Center	RTD Routes- 100, 110, 150, 160, 190, 200, 300 NMDOT Park & Ride	M T W T F	8:55 a.m.-5:15 p.m. (2 round trips)	6 hr. 24 min
190 Chama	Regional/ Rural	Chama Rail Station, Tierra Amarilla, Canjilon, Ghost Ranch, Abiquiu, and Española Transit Center	Chama Village Hall Española Transit Center	RTD Routes- 100, 110, 150, 160, 180, 200, 220, 300, 400 NMDOT Park & Ride	M T W T F	5:30 a.m.-7:45 p.m. (3 round trips)	Varies
170 Jicarilla	Regional/ Rural/ Local Hybrid	Jicarilla Apache Nation, Chama, Chama Rail Station, Dulce, Bloomfield and Farmington	Chama Village Hall	RTD Routes-190	M W F: Chama-Dulce T Th: Chama-Farmington	6:30 a.m.-4:59 p.m. (4 round trips) 6:30 a.m.-4:42 p.m. (3 round trips)	1 hr. 10 min 4 hr.

Service areas: Rio Arriba/ Española | Los Alamos | Northern Pueblos | Santa Fe | Taos

Route	Type	Major destinations	Connection Points	Connections	Service Days	Service hours	Headways
400 Los Alamos	Regional/ Rural	Los Alamos, Pojoaque, Santa Clara Pueblo, San Ildefonso, and Española Transit Center	Espanola Transit Center, Los Alamos Atomic City Transit Hub, Cities of Gold Park and Ride	RTD Routes- 100, 110, 150, 160, 180, 190, 200, 220, 230, 300 NMDOT Park & Ride Atomic City Transit Hub connections	M T W T F	10:00a.m.-2:30p.m. (1 round trip each clockwise and counterclockwise)	N/A
230 San Ildefonso	Pueblo Feeder Service	San Ildefonso, El Rancho, Jaconita, and Pojoaque	Cities of Gold Park and Ride	RTD Routes- 160, 200, 220, 400 NMDOT Park & Ride	M T W T F	6:45 a.m.-6:20 p.m. (3 round trips and 1 one-way trip)	2 hr.
220 Tesuque	Regional/ Rural	Santa Fe, Tesuque, Pojoaque, and Española Transit Center	Espanola Transit Center, Cities of Gold Park and Ride, Camel Rock Casino, Sheridan Transit Center, South Capitol Station, Santa Fe Indian Hospital	RTD Routes- 100, 110, 150, 160, 180, 190, 200,230, 255, 280, 290, 300, 400 NMDOT Park & Ride Santa Fe Trails Rail Runner	M T W T F	7:00 a.m.-6:05 p.m. (various route alignments, 5 one-way trips each Northbound and Southbound)	Varies
160 Santa Clara	Local/ Regional/ Rural Hybrid	Santa Clara Pueblo, Chamita, Ohkay Owingeh Pueblo, Española Transit Center, Cities of Gold Park & Ride, and Santa Fe	Espanola Transit Center, South Capitol Station, Santa Fe Indian Hospital, Cities of Gold Park and Ride, Sheridan Transit Center	RTD Routes- 100, 110, 150, 180, 190, 200, 220, 230, 280, 290, 300, 400 NMDOT Park & Ride Santa Fe Trails Rail Runner	M T W T F	6:50 a.m.-6:20p.m. (three different route alignments, 7 Southbound and 5 Northbound one-way trips)	Varies
200 Santa Fe	Regional/ Rural	Santa Fe, Tesuque, Pojoaque, and Española Transit Center.	Espanola Transit Center, South Capitol Station, Cities of Gold Park and Ride, Sheridan Transit	RTD Routes- 100, 110, 150, 160, 180, 190, 220, 230, 255, 280, 290, 305, 400	M T W T F	6:55 a.m.-6:00 p.m. (4 one-way trips each Northbound and Southbound)	Varies

Service areas: Rio Arriba/ Española | Los Alamos | Northern Pueblos | Santa Fe | Taos

Route	Type	Major destinations	Connection Points	Connections	Service Days	Service hours	Headways
			Center, Old Santa Fe Trail & Paseo de Peralta	NMDOT Park & Ride Santa Fe Trails Rail Runner			
300 Taos	Pueblo/ Local/ Regional Hybrid	Taos, Pilar, Dixon, Velarde, Alcalde, and Española Transit Center	Espanola Transit Center, Taos Admin Building	RTD Routes- 100, 110, 150, 160, 180, 190, 200, 220,320, 330, 340, 360, 400 NMDOT Park and Ride	M T W T F	5:45 a.m. -7:12 p.m. (4 one-trips each Northbound and Southbound)	Varies
200/300 Taos-Santa Fe Commuter	Regional	Santa Fe, Española, Taos	Espanola Transit Center, South Capitol Station, Sheridan Transit Center, Taos Admin Building	RTD, Rail Runner, Santa Fe Trails and NMDOT Park and Ride	M T W T F	5:45 a.m.- 7:12 p.m. (2 one-way trips each Northbound and Southbound)	9 hr. 5 min Southbound 8 hr. 5 min Northbound
250/255 Mountain Trail ***Fare: $5***	Regional/ Ski Bus Service	Downtown Santa Fe, Ten Thousand Waves, trailheads in the Santa Fe National Forest and Ski Santa Fe	South Capitol Rail Runner Station	RTD, Rail Runner, Santa Fe Trails and NMDOT Park and Ride	M T W T F S S	8:00 a.m.-5:30p.m. Winter-Weekday (3 round trips) 8:00 a.m.-6:00 pm Winter-Weekend (7 round trips) 9:00 a.m.- 4:00 pm Summer Weekday (2 round trips) 10:30 a.m.-5:45 p.m. Summer Weekend (Continuous)	Varies ~3 hr. 45min Varies 4 hr. 45 min 2.5 hr.
260 La Cienega	Regional/ Rural	La Cienega Valley, NM 599 Rail Runner Station, Santa Fe	NM 599 Rail Station, Santa Fe Place Mall	Rail Runner, Santa Fe Trails	M T W T F	8:00 a.m.-4:21 p.m. (one one-way morning trip, then continuous)	Varies
270 Turquoise Trail	Regional/ Commuter/ Rural	Santa Fe, Turquoise Trail, Los Cerrillos and Madrid	NM 599 Rail Station, Santa Fe Place Mall, Walmart, Santa Fe Outlet Mall, State Penitentiary Administration Office	RTD Routes- 260, 290 Rail Runner, Santa Fe Trails and NMDOT Park and Ride	M T W T F	6:25 a.m.-6:05 p.m. (different route alignments, 5 one-way trips each Northbound and Southbound)	Varies

Service areas: Rio Arriba/ Española | Los Alamos | Northern Pueblos | Santa Fe | Taos

Route	Type	Major destinations	Connection Points	Connections	Service Days	Service hours	Headways
280 Eldorado	Regional/ Rural	Eldorado- Agora Shopping center and Santa Fe- St. Vincent Hospital, South Capitol Station, Sheridan Transit Center	South Capitol Station, Sheridan Transit Center, Old Santa Fe Trail & Paseo de Peralta Capitol,	RTD Routes- 160, 200, 220, 255, 290 Rail Runner, Santa Fe Trails and NMDOT Park and Ride	M T W T F	7:10 a.m.- 6:15 p.m. (5 one-way trips each Northbound and Southbound)	1 hr. 10 min
290 Edgewood	Regional/ Rural/ Commuter	Santa Fe, Eldorado, Galisteo, Stanley, Moriarty, and Edgewood	Moriarty Park & Ride Lot, St. Vincent Hospital, South Capitol Station, Sheridan Transit Center, Capitol	Rail Runner, Santa Fe Trails and NMDOT Park and Ride	M T W T F	5:45 a.m. – 6:38p.m. (1 Northbound trip in the morning and 1 Southbound trip in the evening)	N/A
305 Taos Express ***Fare: $2, $5***	Regional/ Rural/ Commuter	Taos, Española and Santa Fe	Santa Fe South Capitol Rail Runner Station, Santa Fe Depot	Rail Runner, Santa Fe Trails and NMDOT Park and Ride	S	8:30 a.m. -8:15 p.m. (2 round trips)	8 hr.
310 Red River	Regional/ Rural/ Commuter	Questa and Red River	Questa Chevron Station	RTD Route- 320 (limited connection)	M T W T F	5:55 a.m.-6:40 p.m. (4 roundtrips each in the morning and in the evening)	50 min
320 Questa	Regional/ Rural	Costilla, Cerro, Questa and Taos	Questa Chevron Station	RTD Route- 310 (limited connection)	M T W T F	6:10 a.m.- 6:25 p.m. (4 one-way trips each Northbound and Southbound)	2 hr.
330 Peñasco	Regional/ Rural	Taos, Las Trampas, Chamisal, Picuris Pueblo, Peñasco, and, Sipapu Ski Resort	Taos County Administration Building, San Jose de Gracia Church	RTD Routes-150 (limited connection), 300, 320, 340, 360	M T W T F	6:03 a.m.- 6:15 p.m. (4 one-way trips each Northbound and Southbound)	Varies
340 Chile Line Red	Local	Taos Pueblo entrance, Taos Mountain Casino, Convention Center, Public Library, Holy Cross Hospital, Taos Plaza, Taos Youth & Family Center, Taos	Our Lady of Guadalupe Church Parking Lot, Ranchos de Taos Post Office, Taos County Administration	RTD Routes- 300, 330, 350, 360	M T W T F	7:30 a.m.-5:31 p.m. (continuous)	Varies 35 min-1 hr.

Service areas: Rio Arriba/ Española | Los Alamos | Northern Pueblos | Santa Fe | Taos

Route	Type	Major destinations	Connection Points	Connections	Service Days	Service hours	Headways
		Middle School, RV Park, Post office					
341 TSV Green	Regional/ Rural/ Ski Bus Service	Town of Taos, El Prado, Arroyo Seco, Valdez, Taos Ski Valley	Taos County Administration -	-	M T W T F S	Winter M-Th-7:30 a.m.- 6:08 p.m. (6 round trips each Northbound and Southbound) Winter F-Sun- 7:30 a.m.- 6:08 p.m. (3 round trips each morning and evening and 2 midday round trips) Non-Winter-9:00 a.m.-6:06 p.m. (3 round trips)	Varies 30 min/ 1 hr. 40 min 4.5 hr. / 2.5hr.
350 UNM Taos	Local	UNM Taos Klauer, Ranchos Post Office, Taos County Admin, Guadalupe Parking lot	Taos County Administration -	-	W	8:30a.m.-6:25p.m. (4 round trips)	3 hr.
360 Tres Piedras	Regional/ Rural	Tres Piedras, El Prado and Taos	Holy Cross Hospital, Taos County Admin Building,	RTD Routes- 300, 320, 330, 340	M T W T F	7:50 a.m.-4:07 p.m. (2 round trips)	6 hr. 10 min
380 Night Rider	Regional/ Rural/ Seasonal	Town of Taos, El Prado, Arroyo Seco, Valdez to the Taos Ski Valley	-	-	F Sat	6:10 p.m.-10:10 p.m. (continuous)	2 hr.
800 Angel Fire	Regional/ Rural/ Ski Bus Service	Taos County Administration Building, Taos Holy Cross Hospital, Blinking Light park & ride, Moreno Valley High School (Limited Service), Angel Fire Resort	Taos County Administration Building	RTD Routes- 330, 340, 341, 350, 360	M T W T F S S	6:50 a.m.-5:50 p.m. Weekday (3 round trips) 8:00 a.m.-5:30 p.m. Weekend (3 round trips)	6 hr. 10 min/2 hr. 45 min 2 hr./ 5 hr. 35 min

Other Services

While the vast majority of the NCRTD services are provided through the fixed routes, NCRTD also provides ADA complimentary paratransit, demand response service, dial-a-ride service and route flex. These services are summarized in Table 3-2.

Table 3-2- Various services provided by NCRTD other than fixed routes

Rio Arriba/ Española | Los Alamos | Northern Pueblos | Santa Fe | Taos

Route	Service Area	Fare	Service Days	Service hours
ADA complementary Paratransit Service				
Espanola	• Within ¾ mile of fixed route service and within the core service area. RTD Routes include 100, 110, 150, 160 • Within a 1.5-mile radius of the Espanola Transit Center located at Paseo de Onate in Española	No Fare	Same days and hours of operation of the fixed route service.	
Town of Taos	Within ¾ mile of fixed route service and within the core service area. RTD Routes include 340	No Fare	Same days and hours of operation of the fixed route service.	
Regional	Fixed route bus will flex up to ¾ of a mile. RTD Routes include: 150, 160, 170, 180, 190, 200, 220, 230, 255, 260, 270, 280, 290, 300, 305, 310, 320, 330, 341, 350, 360, 400	No Fare	Same days and hours of operation of the fixed route service.	
Demand Response Service				
Rio Arriba County/ Española	Within 15 miles of the Española Transit Center on Paseo Oñate in Española if within Rio Arriba County and county residents with no access to fixed route.	$1 one-way fare	M T W T F	6:00 a.m.- 6:00 p.m.
370 Chile Ride	In the town of Taos within a radius of ¾ mile boundary on either side of the 340 Chile Line Red route	$1 one-way fare	M T W T F	6:00 a.m.- 6:00 p.m.
Dial A Ride				
210 Pojoaque/ Nambé	Within Pojoaque and Nambé serving communities along and to the east of US Route 84 and to the North and South of State Highway 503; also includes Pojoaque High School.	No fare	M T W T F	8:00 a.m.- 4:00 p.m.
Fixed Route Flex				
Fixed Route Flex	3/4-mile flex from any fixed route	$10	Same days and hours of operation of the fixed route service.	

ADA Paratransit and Fixed Route Flex

For riders whose disabilities prevent them from accessing NCRTD operated fixed routes, NCRTD provides ADA complementary paratransit service inside three quarters of a mile of the fixed route service network and within the core service area. In addition to ADA paratransit, Fixed Route Flex is also available for general public (including persons with disabilities). Riders are charged a fare of $10 to flex three quarters mile from any fixed route. Table 3-2 given above provides a detail of areas served by ADA Paratransit and Fixed Flex Route.

To ride ADA paratransit, two types of service are available:

1. Subscription: This service is available for riders who regularly use paratransit service every week at the same hour each day for the same scheduled origin and destination.
2. Reservation: Service is provided on a demand-response basis and riders need to call a day ahead between 6:00 a.m. to 5:00 p.m. to schedule their trips.

ADA paratransit is provided during the same days and hours of service, as required by the Americans with Disabilities Act (ADA). There is no fare for ADA paratransit because the NCRTD fixed routes are fare free. NCRTD requires that riders complete an ADA paratransit application in order to become qualified to use the service. Paratransit trips can be reserved for any trip purpose and are not limited to medical appointments.

Demand Response

NCRTD provides curb-to-curb demand response service to the residents of Rio Arriba County within 15 miles of the City of Espanola that don't have access to the fixed route service. It is also available to the residents of the Town of Taos. Demand Response service area and operation hours is further detailed in Table 3-2. Demand response service in the Town of Taos, also known as 370 Chile Ride, is illustrated in Figure 3-2.

The service is available on a first come, first served basis and requires advanced reservations. A subscription service is also offered. Reservations can be made between 6:00 a.m. to 5:00 p.m. a day prior to the service day. Demand response service is provided Monday through Friday from 6:00 a.m. to 6:00 p.m. There is a $1 charge to ride this service. Door-to Door service is also considered on a case-by-case basis.

Dial-A-Ride Service

Dial-a-Ride is a curb-to-curb service that is provided to the Pojoaque-Nambé area residents, also called Route 210 Pojoaque/Nambé Route. It is a fare free service. Riders can book a one-way ride on first come first basis one hour in advance on the same day of the trip. Subscription and Reservation services are also available; rides can be booked a day prior to the service day

and up to four days in advance between 6:00 a.m. and 5:00 p.m. 210 Pojoaque/Nambé Route is shown in the Figure 3-3.

Figure 3-2: 370 Chile Ride ADA Demand Response

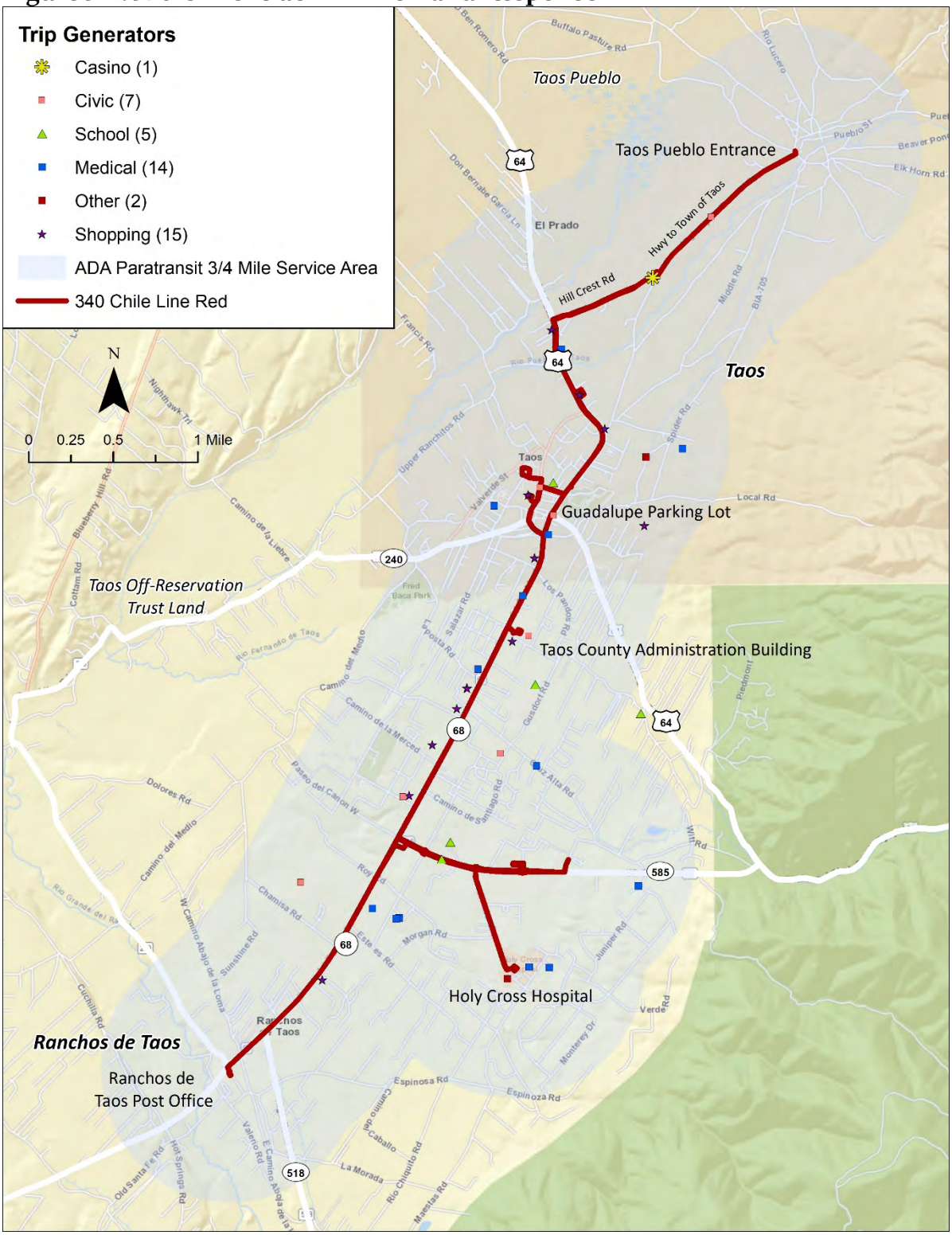


Figure 3-3: 210 Pojoaque/Nambé Dial-A-Ride

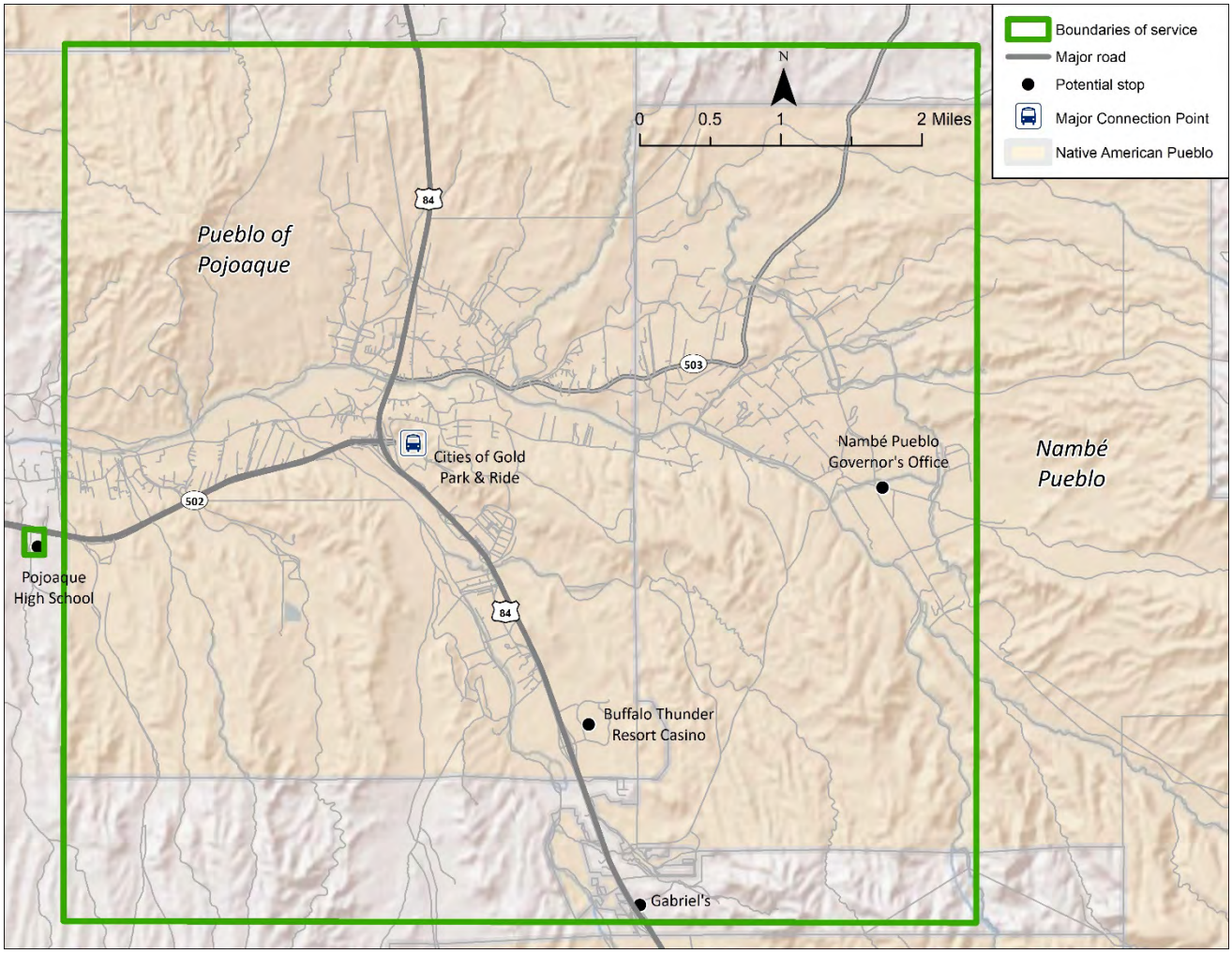
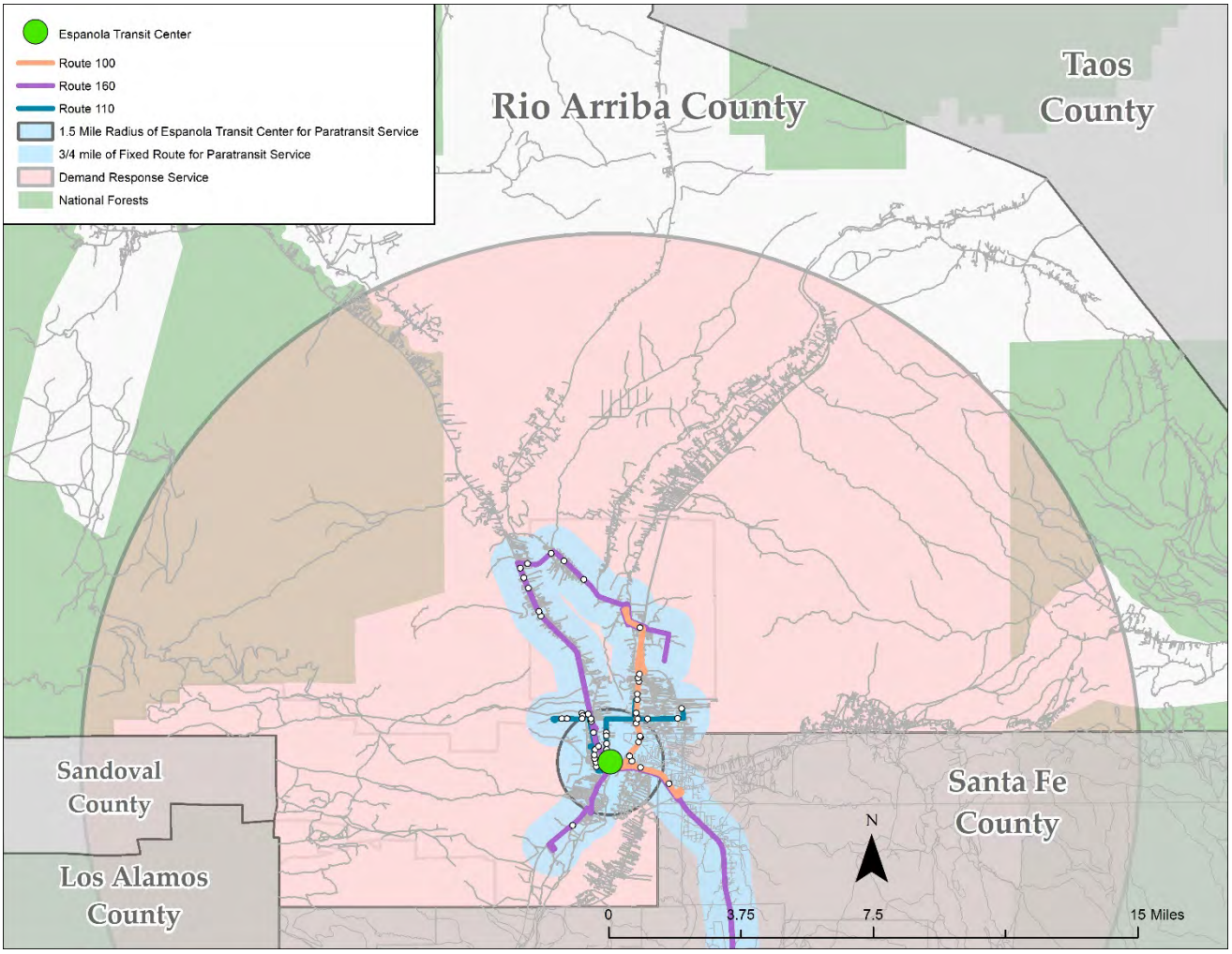


Figure 3-4: Demand Response and ADA Paratransit within Espanola Core Service Area



SYSTEM REVIEW

NCRTD Performance Review

The performance review begins by looking at operating data for the study area. This data includes ridership (one-way passenger trips), vehicle miles, vehicle hours, and operating expenses. While there are many performance indicators, 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 costs per trip.

Table 3-3 presents trend data for general operating statistics of NCRTD fixed routes for the past five fiscal years and the present year followed by graphs showing annual ridership,

revenue miles, revenue hours and one-way trips per revenue hours in the Figure 3-5, Figure 3-6, Figure 3-7 and Figure 3-8 respectively.

Table 3-3: NCRTD Fixed Route Transit Operating Statistics, FY 2015- FY 2020

Fixed Route Service	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020+
One-Way Passenger Trips	142,870	149,796	269,499	257,225	280,762	69,659
Revenue Miles	NA	459,935	1,121,907*	1,190,858	1,307,880	511,202
Revenue Hours	NA	17,144	40,678 *	43,178	46,965	18,137
Revenue Miles Per Hour	NA	26.83	27.58 *	27.58	27.85	28.19
Revenue Miles per One-Way Trips	NA	3.07	4.16	4.63	4.66	7.34
One-Way Trips per Revenue Hour	NA	8.74	6.63	5.96	5.98	NA
On-Time Performance (percent)	NA	53.80	53.90	62.40	67.60	62.50

All data sourced from DataPoint NA=Not Available

+ Ongoing Fiscal year

**Note: Revenue Miles and Revenue hours for FY 2017 were not available and were calculated based on the following calculation:*

It is assumed that the service hours for FY 2017 were similar to FY 2018 minus service hours on holidays (100 hours) since the holiday service started in the year 2017.Revenue hours for FY 2017 were calculated by subtracting 2500 (100x25) service hours from the total revenue hours of FY 2018. Revenue miles for FY 2017 were calculated assuming similar MPH for both the fiscal years i.e. FY 2017 and F 2018.

Figure 3-5: Ridership, FY 2015-FY 2019

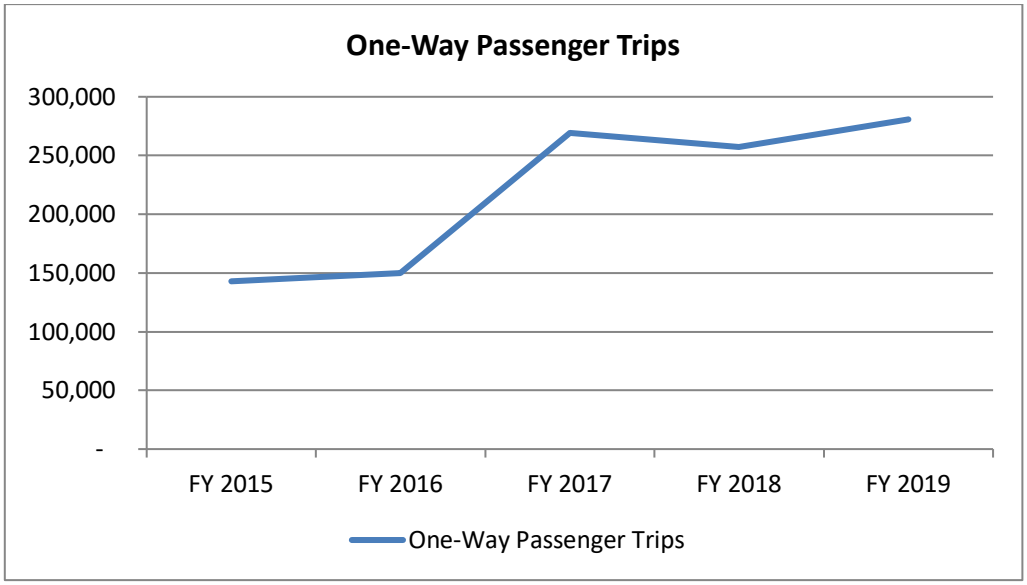
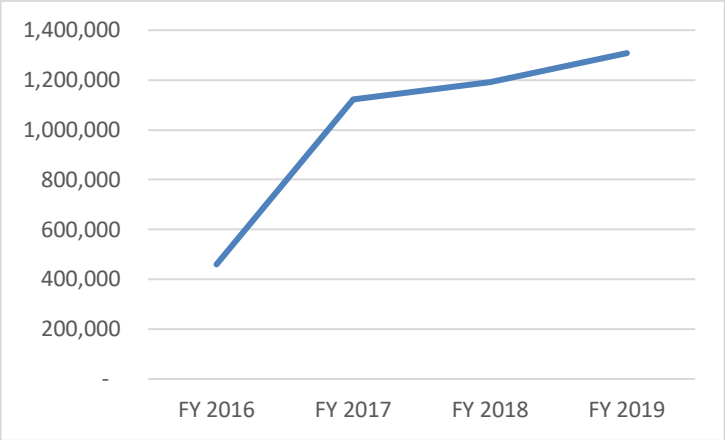
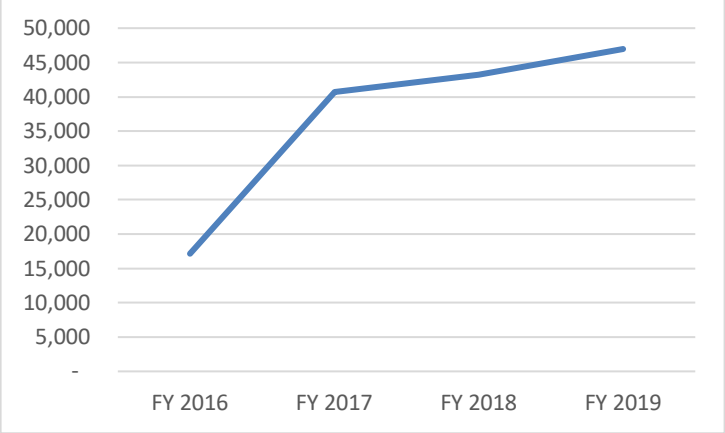


Figure 3-6: Revenue miles, FY 2015*-FY 2019



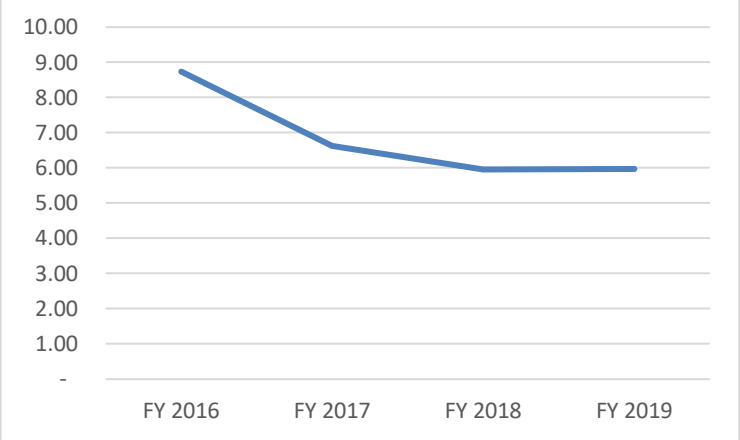
No Data Available

Figure 3-7: Revenue hours, FY 2015*-FY 2019



No Data Available

Figure 3-8: Ridership per Revenue hour, FY 2015*-FY 2020



No Data Available

Trend data for the past five years for fixed routes show that the ridership almost doubled from 142,870 one-way trips in FY 2015 to 280,762 trips in FY 2019. Such a high growth in ridership can be explained by two actions:

- The implementation of a new plan in 2016 increased ridership by almost 50 percent in one year.
- The expansion of service with ski basins, service to Farmington, and the transferring of the Town of Taos Chile Line.

As opposed to increase in service and ridership of fixed routes, the productivity of system declined by 32% between FY 2016 and FY 2019 from 8.74 one-way trips per hour to 5.98 one-way trips per hour. On-time performance of the service increased from 54.8% to 67.6% on-time ratio between FY 2016 and FY 2019.

Route Level Performance Review

Ridership varies by route. Some routes will never have high ridership due to the service they provide, other routes could be expected to produce higher numbers. Given that the objective here is not to single out low productivity services but rather to benchmark the service and then seek to improve the performance of every route.

Fixed Route

This is a summary of performance of the fixed routes. Each route is profiled in detail with performance measures, maps and an analysis in the Route Profile section of this Memorandum.

NCRTD's fixed route ridership is primarily concentrated in its larger communities along two local routes- 100 Riverside with its core service area in Española and 340 Chile Line that serves the Town of Taos with total one-way trips hovering around 60,000 each year. Both the routes have consistently produced a very high number of one-way trips for the past four fiscal years and collectively generated forty three percent of the total system ridership in FY 2019, as shown in Figure 3-9. Other routes that yielded considerable amount of ridership were 200 Santa Fe, 320 Questa and 110 Westside/Crosstown.

Routes that have low ridership in the system are 350 UNM Klauer, 400 Los Alamos, 305 Taos Express, 260 La Cienega and 180 El Rito. These routes generated between 1000 and 2000 one-way trips per year within last four fiscal years. Annual ridership of each route from FY 2017 to FY 2020 is illustrated in Figure 3-10.

Monthly performance data for each fixed route for FY 2017, FY 2018, FY 2019 and FY 2020 is provided in Route Profiles Section of this memorandum. Figure 3-11 shows the annual productivity of all routes from FY 2018 to FY 2020. This data shows that the highest

performing route in terms of passenger trips per revenue hour (productivity) within past three fiscal years is 340 Chile Line, followed by 100 Riverside and 200 Santa Fe. Productivity of these routes ranged between 11.2 to 14.3 one-way trips per hour. Clearly, 340 Chile Line and 100 Riverside are the best routes in the system with a very high ridership and productivity. Routes with lowest productivity were 260 La Cienega and 170 Jicarilla with 1.5 one-way trips and below per hour. Annual performance data for fixed Route from FY 2017-FY 2020 is provided in Appendix A.

Figure 3-9: FY 2019 Annual Ridership by Routes

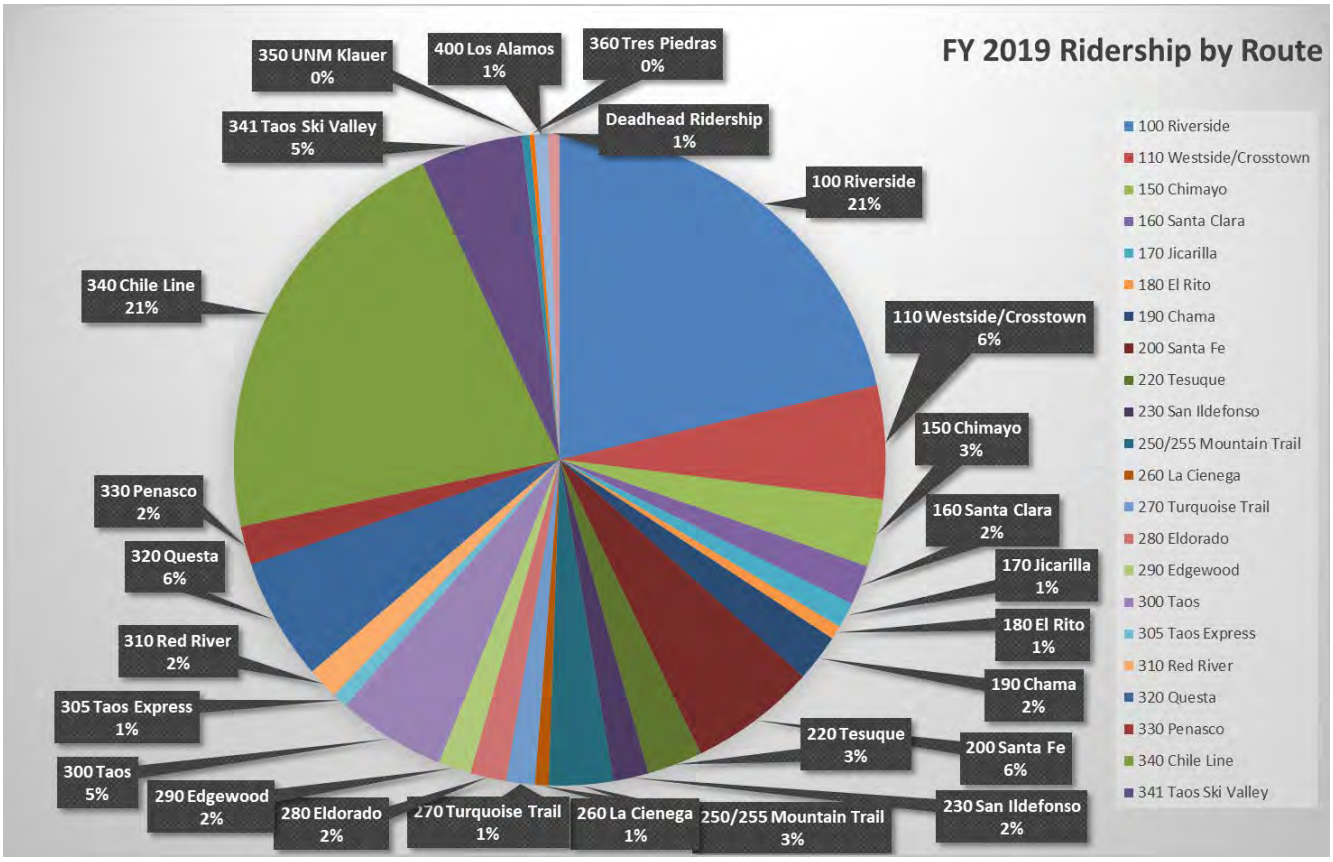


Figure 3-10: Annual Ridership of all routes FY 2017-FY 2020

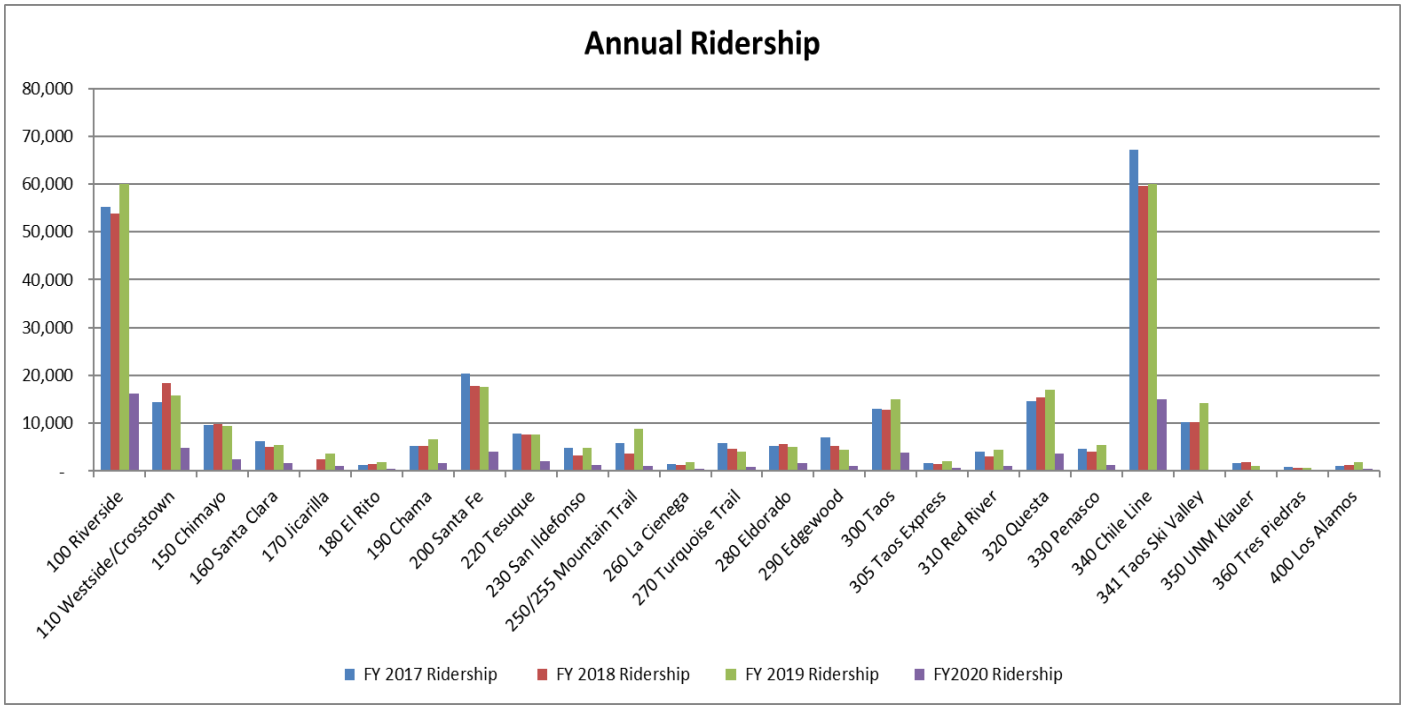
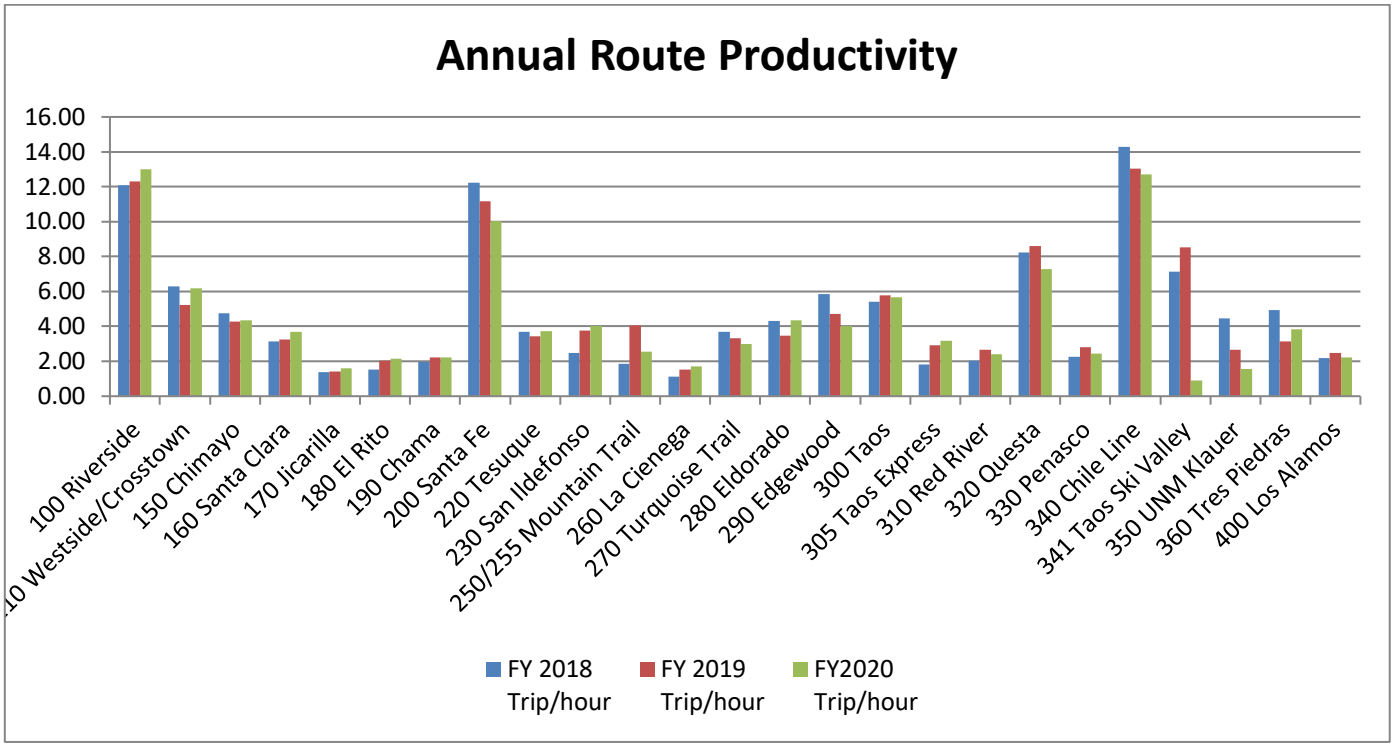


Figure 3-11: Annual Route Productivity, FY 2018-FY 2020



Demand Response / ADA Paratransit

NCRTD operates a variety of demand services including ADA complimentary paratransit in Espanola and Taos, demand response service surrounding a larger area around Espanola and Taos, dial-a-ride service in Pojoaque and Nambe Pueblos and route flex service on all rural routes.

Demand Response

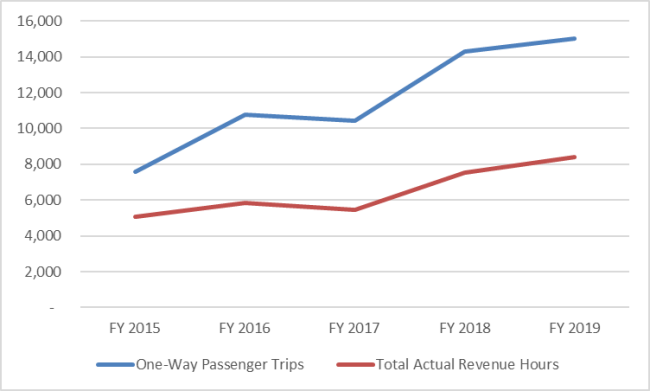
Demand response service is unfortunately not disaggregated by service area, therefore an analysis of each individual service cannot be performed. Table 3-4 and Figure 3-12 depicts ridership in this service and it has remained stable over the study period. Figure 3-13 depicts productivity which has remained stable. Figure 3-14 depicts ridership trends.

Table 3-4: Operational Statistics- Entire Demand Response FY 2015- FY 2019

Demand Response	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
One-Way Passenger Trips	7,582	10,766	10,447	14,312	15,021
Total Actual Vehicle Miles	76,558	277,531	352,471	318,715	140,682
Total Actual Vehicle Hours	6,338	8,125.27	8,704.55	11,602.63	12,607.57
Total Actual Revenue Miles	63,692	84,221	*	103,302	102,525
Total Actual Revenue Hours	5,069.28	5,857.08	5,475.07	7,553.88	8,403.00
Revenue Miles Per Hour	12.56	14.38	*	13.68	12.20
One-Way Trips per Revenue Mile	0.12	0.13	*	0.14	0.15
One-Way Trips per Revenue Hour	1.50	1.84	1.91	1.89	1.79
On-Time Performance	91.43%	94.70%	96.21%	86.06%	90.97%

Source: Board Packet November 2019 and NCRTD
**Reliable data is not available for revenue miles for the FY 2017*

Figure 3-12: Total Demand Response One-Way Trips, Revenue Hours and Miles



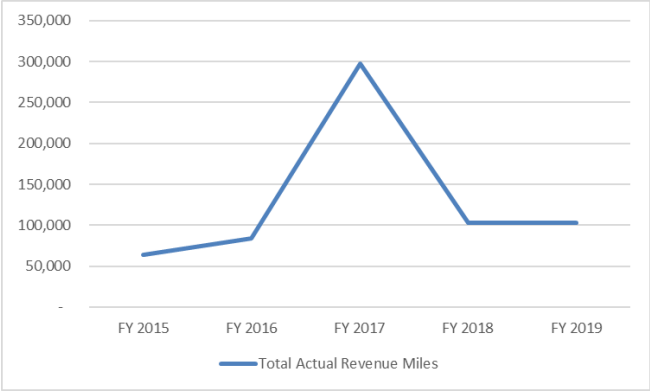


Figure 3-13: Demand Response One-Way Trips per Revenue Hour

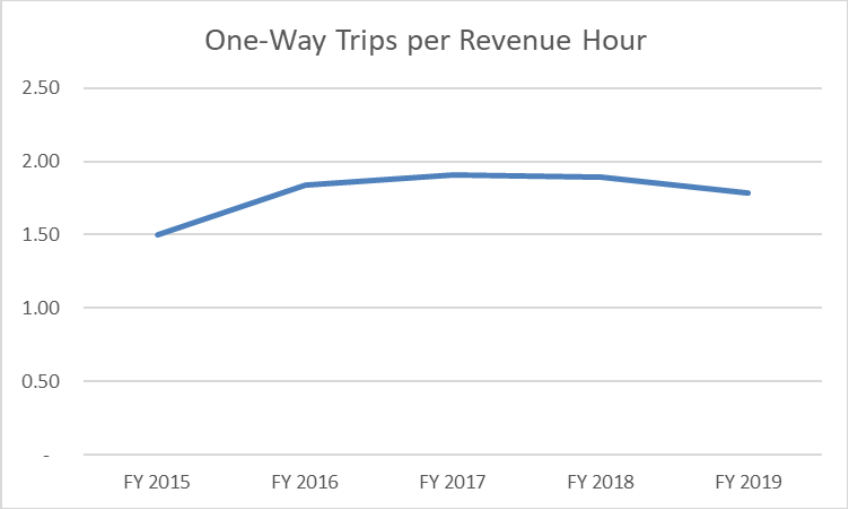
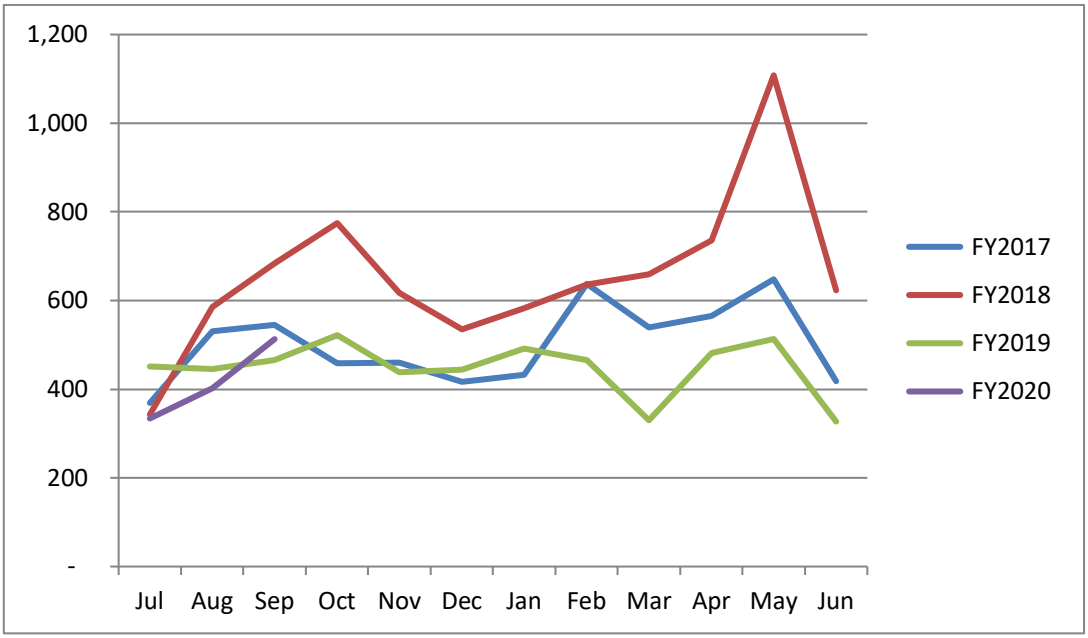


Figure 3-14: Demand Response Monthly Ridership Trend



Dial a Ride

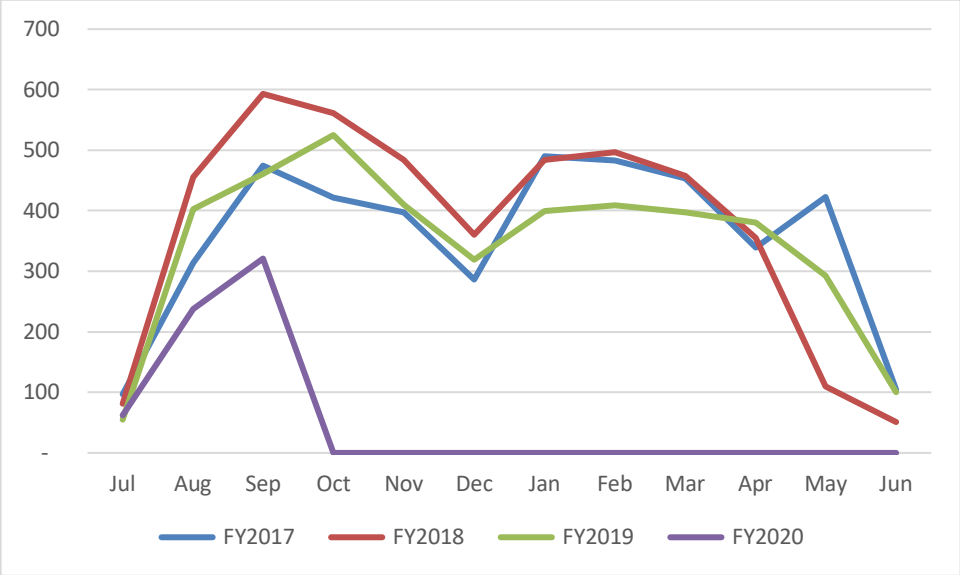
The dial a ride service ridership is in Table 3-5 and Figure 3-15. Service levels are very low.

Table 3-5: 210 Pojoaque-Nambe Ridership FY 2017-FY 2020

Month	FY 2017	FY 2018	FY 2019	FY 2020
Jul	97	81	55	62
Aug	314	455	403	238
Sep	474	593	461	321
Oct	422	561	525	-
Nov	397	484	410	-
Dec	286	360	319	-
Jan	490	484	399	-
Feb	483	497	409	-
Mar	453	458	397	-
Apr	339	355	380	-
May	423	110	293	-
Jun	105	51	100	-
Total	**4,283**	**4,489**	**4,151**	**621**

Source: NCRTD Board Meeting Agenda November 2018 & 2019

Figure 3-15: 210 Pojoaque-Nambe Monthly Ridership Trend



ADA Paratransit

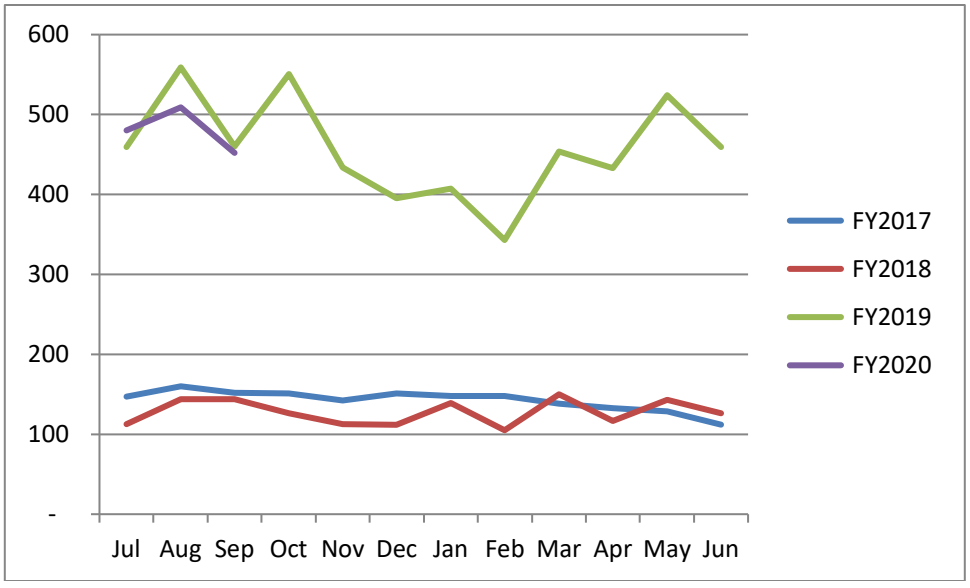
ADA ridership data is aggregated for both Espanola and Taos and is depicted in Table 3-6 and Figure 3-16. Unfortunately mileage and hours were not available for these services.

Table 3-6: ADA Paratransit Ridership FY 2017-FY 2020

Paratransit ADA Ridership				
Month	FY 2017	FY 2018	FY 2019	FY 2020
Jul	147	113	459	480
Aug	160	144	559	509
Sep	152	144	460	452
Oct	151	126	551	
Nov	142	113	434	
Dec	151	112	395	
Jan	148	139	407	
Feb	148	105	343	
Mar	138	150	454	
Apr	133	117	433	
May	129	143	524	
Jun	112	126	459	
Total	**1,711**	**1,532**	**5,478**	**1,441**

Source: NCRTD Board Meeting Agenda November 2018 & 2019

Figure 3-16: Paratransit ADA Monthly Ridership Trend



Flex Route

Flex route service needs are very low, with only a handful of annual requests as expected (Table 3-7).

Table 3-7: Flex Route Ridership FY 2018-FY 2020

Month	FY 2018	FY 2019	FY 2020
Jul	-	-	2
Aug	-	2	-
Sep	1	6	4
Oct	-	-	
Nov	-	-	
Dec	34	-	
Jan	41	4	
Feb	45	4	
Mar	38	-	
Apr	25	1	
May	1	-	
Jun	-	-	
Total	**185**	**17**	**6**

Source: NCRTD Board Meeting Agenda November 2019

Financial

This review looks at the budget, costs and revenue for the service. Recently NCRTD gained permanent status to collect gross receipts tax (GRT), thus assuring the system of sustainability for the long term future.

It should be understood that very few rural transit districts of any size, anywhere in the country have dedicated tax revenue. This sustainability allows the system to serve very low density areas and to meet the needs of the region.

Revenues, Administrative, Operating, and Capital Expenses

As reflected in Table 3-8, the GRT revenue accounts for about 68 percent of the system revenue, a crucial resource. Table 3-9 reflects the administrative and operating expenses. These expenses have remained stable over the past five years with under 5 percent change over that time.

Table 3-8: NCRTD Revenue by Sources

Fiscal Year	Gross Receipt	Fed Grant	State Capital/ Outlay	Local Match	5311c/ Member Contributions	Use of Fund Balance	Misc. Revenues	Total Revenue
Actual FY 2015	$ 7,247,120	$ 1,833,820	$ -	$ 400,000	NA	$ -	$ 92,909	**$ 9,573,849**
Actual FY 2016	$ 7,673,654	$ 3,041,790	$ 301,312	$ 350,000	$ 156,154	$ -	$ 161,238	**$ 11,684,148**
Actual FY 2017	$ 7,568,341	$ 3,623,558	$ 93,000	$ 350,000	$ 146,629	$ 71,687	$ 205,733	**$ 12,058,948**
Actual FY 2018	$ 8,063,102	$ 3,149,703	$ -	$ 483,956	$ 40,952	$ -	$ 137,268	**$ 11,874,981**
Actual FY 2019	$ 8,557,978	$ 2,663,936	$ -	$ 482,142	$ 386,395	$ -	$ 279,731	**$ 12,370,182**
Percent Change FY 2015 to FY 2016	5.89%	65.87%		-12.50%			73.54%	**22.04%**
Percent Change FY 2016 to FY 2017	-1.37%	19.13%	-69.13%	0.00%	-6.10%		27.60%	**3.21%**
Percent Change FY 2017 to FY 2018	6.54%	-13.08%		38.27%	-72.07%		-33.28%	**-1.53%**
Percent Change FY 2018 to FY 2019	6.14%	-15.42%		-0.37%	843.53%		103.78%	**4.17%**
Percent Change FY 2015 to FY 2019								**29.21%**

Source: Board Packets- November 2019 and 2015

Table 3-9: NCRTD Expenses by Type

Year	Administrative Expenses	Operating Expenses	Capital Expenses
Actual FY 2015	$ 1,126,883	$ 7,033,005	$ 374,409
Actual FY 2016	$ 1,219,644	$ 7,759,932	$ 1,582,637
Actual FY 2017	$ 1,323,408	$ 8,614,559	$ 2,154,781
Actual FY 2018	$ 1,390,891	$ 8,844,180	$ 1,084,584
Actual FY 2019	$ 1,516,264	$ 8,051,802	$ 911,197
Percent Change FY 2015-FY 2016	8.23%	10.34%	322.70%
Percent Change FY 2016-FY 2017	8.51%	11.01%	36.15%
Percent Change FY 2017-FY 2018	5.10%	2.67%	-49.67%
Percent Change FY 2018-FY 2019	9.01%	-8.96%	-15.99%
Percent Change FY 2015-FY 2019	34.55%	14.49%	143.37%

Source: Board Packet-November 2017

Cost Performance

Table 3-10 summarizes system wide data and performance measures based on operating costs for the past five fiscal years. A review of this data suggests that the increase in ridership, coupled with a small increase in operating costs, resulted in a 28% decrease in cost per one-way trip between FY 2015 and FY 2019. However, it should be noted that the major drop in this cost (24%) occurred between FY 2015 and FY 2016 after which the cost per one-way trip slightly increased from FY 2016 and FY 2017. It further declined by almost 11% between FY 2018 and FY 2019 to $27.36 per one-way trip.

Table 3-10: Cost Performance FY 2015-FY 2019

Year	Operating Expenses	Total one-way trips (system wide)	Total Revenue Hours	Operating Costs/Trip	Operating Costs/Hour
FY 2015	$7,033,005	184,320	NA	$38.16	NA
FY 2016	$7,759,932	267,870	25,268.77	$28.97	$307.10
FY 2017	$8,614,559	284,285	49,382.65	$30.30	$174.45
FY 2018	$8,844,180	289,441	54,780.73	$30.56	$161.45
FY 2019	$8,051,802	294,313	59,572.07	$27.36	$135.16
% Change FY 2015-FY 2016	10.34%	45.33%	NA	-24.08%	NA
% Change FY 2016-FY 2017	11.01%	6.13%	95.43%	4.60%	-43.20%
% Change FY 2017-FY 2018	2.67%	1.81%	10.93%	0.84%	-7.45%
% Change FY 2018-FY 2019	-8.96%	1.68%	8.75%	-10.47%	-16.28%
% Change FY 2016-FY 2019	3.76%	9.87%	135.75%	-5.56%	-55.99%
% Change FY 2015-FY 2019	14.49%	59.68%	NA	-28.30%	NA

NA= Not available
Data Source: Ridership-Board Packets November 2019 and 2018; Operating Expenses-Board Packets November 2016, 2017, 2018 and 2019; Revenue Hours- DataPoint for fixed routes and NCRTD for Demand Response system

Facilities

NCRTD uses a variety of facilities, some owned and operated by NCRTD and others owned by local governments and other transit systems. These facilities include: transfer centers, park and ride facilities, overnight/weekend bus storage and the operations, maintenance and administrative center in Espanola.

Jim West Regional Transit Center

The Jim West Center is the headquarters for NCRTD and also serves as the operations and maintenance hub for the service. It is centrally located in Espanola on Riverside Drive. It also has additional space for expansion as well as a park and ride/transfer facility.

Transfer Centers and Park and Ride

There are multiple transfer centers and park and ride facilities across the system. These are described below.

Española Transit Center and Park and Ride

- 8 routes and 24 or more times in the day with multiple buses
- Additionally, NMDOT park and ride buses are part of this mix,
- Timed nature of NCRTD routes can include 3 – 4 buses or more at one time, in addition to NMDOT buses
- The facility has difficulty with multiple buses arriving at one time
    - Crowded with no separation of buses from pedestrians and passenger vehicles
    - Pedestrian mingle with buses and other traffic
    - Parking is close to maximum
- City of Espanola property

Santa Fe South Capitol Station

- Some routes meet the Rail Runner trains
- Space for one bus with shelter

Santa Fe Sheridan Transit Center

- Transfers to Santa Fe Trails
- Multiple NCRTD buses stop here throughout the day
- Santa Fe trails buses are timed to meet
- Space for up to two NCRTD buses
- City facility – on the street. A new facility is planned at same location

Cities of Gold Transfer and Park and Ride

- 4 routes and 5 or more times in the day with multiple buses
- Space for park and ride and bus shelter

Taos County Administration – Transfer Point

Our Lady of Guadalupe Church Parking Lot – Transfer Point

- 6 routes and 8 or more times in the day with multiple buses
- The north and south buses stop at different transfer points
- Each only serves as stop/transfer point in one direction.
- At the Taos facility:
    - Unprotected turn
    - Not enough space
    - Pedestrian, passenger cars and buses all mingle

- County wants the transfer site to move

599 Rail Runner Station and Park and Ride

- Multiple NCRTD buses and Rail Runner but no real meets
- All NCRTD service here is local
- Santa Fe Trails also provides service here
- Large parking lot

El Dorado Park and Ride

- Current park and ride to be displaced
- Out of the way currently
- New location is needed.

Taos – KTAO Park and Ride

- Well used transfer facility with buses from Questa, Tres Piedras, Taos Ski Valley, Taos Pueblo and Chile Line.

Chama Senior Center – Transfer

- Chama and Dulce buses meet

Farmington – Red Apple Transit

- Stops at a parking lot where two (of four buses) Red Apple buses stop (but don't meet).
- Bus does not go to the transfer center, downtown

Garages and Vehicle Facilities

The far flung network of services provided by NCRTD, over 270 miles long, requires a number of locations to store buses overnight, where it isn't feasible to return to Espanola. NCRTD has arrangements with local governments to store vehicles at their secure facilities. The primary maintenance facility and central overnight bus lot is in Espanola at the Jim West Facility where the operations and administration of the organization is housed. NMDOT stores Park and Ride buses overnight at this facility

In addition to the Jim West facility, the following are the locations of the vehicle storage facilities:

1. Taos – County Maintenance
    - 17 vehicles are based here
2. Cerro VFW (2 Vehicle)

3. Chama (2-3)
4. Edgewood (1 bus)
5. Penasco (1)
6. Santa Fe Trails (3-4)

Major needs include a maintenance facility in Taos, where 17 vehicles are maintained. At the same time a transfer center is also needed in Taos. El Dorado is in need of a new park and ride location. Espanola is in need of a more expansive transfer center to allow for space for enhanced connections.

Transit Fleet

NCRTD currently owns 75 transit buses, including 41 active vehicles, 17 reserve vehicles out of which seven are new and unused, and 17 older vehicles that have been retired from the fleet. The transit fleet has a mix of passenger buses with seating capacity between 12 and 36 while there are three 9-passenger paratransit vans and one 3-passenger paratransit van. All the vehicles are body-on-chassis style and are lift-equipped except for the 3-passenger van which is a purpose-built model and has an ADA-approved ramp access.

The fleet is owned and maintained by NCRTD. 55 of the vehicles use regular gasoline as their fuel, 17 use diesel while one use E-85 flex fuel that can only be refueled in Nambe, Santa Fe and Taos. Two of the vehicles use LPG and CNG respectively and can only be refueled in Santa Fe. All the buses are equipped with bicycle racks. Table 3-11 on the following page provides the detailed information on the NCRTD fleet as of January 31st, 2020.

Technology

Currently NCRTD uses a variety of technologies in support of the operations. Current technologies in place include:

1. ADEPT paratransit software – This software does not have up to date maps, limiting its usefulness
2. Automated passenger counters – By stop, route and time of day, a valuable planning tool
3. Automatic vehicle locators
4. Administrative tools and technologies for recordkeeping and reporting
5. Passenger App - Blue Bus Tracker: to determine the location of the bus in real time.

Table 3-11: NCRTD Active Vehicle Fleet, January 2020

Bus #	Status	Current Mileage	Year	Years in Service	Chassis Make	Chassis Model	Body Make	Fuel Type	Seating		Lift or Ramp
									Passenger	Wheel-chair	
T-308	In Service	131,487	2013	4.6	FORD	F-550	Eldorado National	Diesel	27	1	Lift
T-309	In Service	127,046	2013	4.6	FORD	F-550	Eldorado National	Diesel	27	1	Lift
T-530	In Service	193,405	2013	4.7	FORD	F-550	Eldorado National	Diesel	26	2	Lift
T-551	In Service	268,753	2011	8.8	FORD	F-550	Glaval Bus	Diesel	28	2	Lift
T-553	In Service	194,614	2011	8.1	FORD	F-550	Glaval Bus	Diesel	28	2	Lift
T-554	Reserve	255,699	2011	8.2	FORD	F-550	Glaval Bus	Diesel	28	2	Lift
T-567	In Service	184,313	2014	6.7	CHEVY	E4500	Glaval Bus	GAS	18	2	Lift
T-568	In Service	208,348	2014	6.7	Freightliner	M2	CHAMPION	Diesel	28	2	Lift
T-570	In Service	223,165	2014	5.6	CHEVY	E4500	Glaval Bus	GAS	18	2	Lift
T-571	Reserve	174,842	2014	6.0	CHEVY	E4500	Glaval Bus	GAS	18	2	Lift
T-574	In Service	190,613	2015	4.9	CHEVY	E4500	Glaval Bus	GAS	14	2	Lift
T-575	In Service	59,044	2014	4.8	MV-1	MV-1	MV-1	GAS	3	1	Ramp
T-579	In Service	164,622	2016	4.2	FORD	E-450	STARTRANS	GAS	14	2	Lift
T-580	In Service	159,629	2016	4.0	FORD	F-550	STARTRANS	Diesel	20	2	Lift
T-581	In Service	92,652	2016	3.4	FORD	E-350	STARTRANS	CNG	18	2	Lift
T-582	In Service	114,162	2016	3.4	FORD	E-350	STARTRANS	LPG	18	2	Lift
T-583	In Service	139,048	2013	3.4	Freightliner	S2C	Freightliner	Diesel	32	2	Lift
T-584	In Service	109,211	2016	3.9	FORD	E-350	STARTRANS	GAS	14	2	Lift
T-585	In Service	167,701	2016	3.7	Freightliner	S2C	Freightliner	Diesel	36	2	Lift
T-586	In Service	130,678	2016	3.8	FORD	E-350	STARCRAFT	Gas/E-85	14	2	Lift
T-587	In Service	136,379	2016	3.8	FORD	E-350	STARCRAFT	GAS	14	2	Lift
T-588	In Service	138,451	2016	3.8	FORD	E-350	STARTRANS	GAS	14	2	Lift
T-589	In Service	124,874	2016	3.8	FORD	E-350	STARCRAFT	GAS	14	2	Lift
SCP-590	In Service	112,849	2017	2.8	FORD	E-450	STARTRANS	GAS	14	2	Lift
N-591	In Service	57,305	2017	2.7	FORD	E-450	STARTRANS	GAS	14	2	Lift
T-592	In Service	48,985	2015	3.6	FORD	Transit	FORD/TRANSIT	GAS	9	1	Lift

Bus #	Status	Current Mileage	Year	Years in Service	Chassis Make	Chassis Model	Body Make	Fuel Type	Seating		Lift or Ramp
									Passenger	Wheel-chair	
T-593	In Service	65,931	2015	3.6	FORD	Transit	FORD/TRANSIT	GAS	9	1	Lift
T-594	In Service	65,621	2015	0.5	FORD	Transit	FORD/TRANSIT	GAS	9	1	Lift
T-595	In Service	595	2015	3.5	FORD	Transit	FORD/TRANSIT	GAS	14	1	Lift
D-596	In Service	57,820	2017	2.8	FORD	E-450	STARCRAFT	GAS	14	2	Lift
D-597	In Service	51,332	2017	2.8	FORD	E-450	STARCRAFT	GAS	14	2	Lift
T-598	In Service	82,901	2016	3.2	FORD	F-550	STARCRAFT	Diesel	28	2	Lift
T-600	In Service	100,804	2017	2.7	FORD	E-450	STARCRAFT	GAS	14	2	Lift
T-601	In Service	99,201	2017	1.7	FORD	E-450	STARCRAFT	GAS	14	2	Lift
T-602	In Service	77,565	2017	2.7	FORD	E-450	STARCRAFT	GAS	14	2	Lift
T-603	Reserve	47,672	2017	1.7	FORD	E-450	STARCRAFT	GAS	14	2	Lift
T-604	In Service	79,987	2017	2.6	FORD	E-450	STARCRAFT	GAS	14	2	Lift
T-605	In Service	128,467	2017	2.6	FORD	E-450	STARCRAFT	GAS	14	2	Lift
T-606	In Service	72,867	2017	2.7	FORD	E-450	STARCRAFT	GAS	14	2	Lift
T-607	In Service	118,158	2017	2.6	FORD	E-450	STARCRAFT	GAS	14	2	Lift
T-608	Reserve	86,280	2017	2.8	FORD	E-450	STARCRAFT	GAS	14	2	Lift
T-609	In Service	69,105	2017	2.6	FORD	E-450	STARTRANS	GAS	14	2	Lift
T-610	In Service	82,389	2017	1.9	FORD	E-450	Glaval Bus	GAS	14	2	Lift
T-616	In Service	31,219	2018	1.3	FORD	E-450	El Dorado	GAS	18	2	Lift
T-617	In Service	31,196	2018	1.3	FORD	E-450	El Dorado	GAS	18	2	Lift
T-619	Reserve	7,772	2018	0.7	FORD	E-450	El Dorado	GAS	14	2	Lift
T-620	Reserve	31,720	2018	1.4	FORD	E-450	El Dorado	GAS	14	2	Lift
T-621	Reserve	10,930	2018	1.0	FORD	E-450	El Dorado	GAS	14	2	Lift
T-622	Reserve	13,234	2018	1.2	FORD	E-450	El Dorado	GAS	14	2	Lift
T-623	Reserve	8,559	2018	0.8	FORD	E-450	El Dorado	GAS	14	2	Lift
T-624	Reserve	9,776	2018	0.9	FORD	E-450	El Dorado	GAS	14	2	Lift
T-626	Reserve	757	2019	0.0	FORD	E-450	El Dorado	GAS	14	2	Lift
T-627	Reserve	766	2019	0.0	FORD	E-450	El Dorado	GAS	14	2	Lift
T-628	Reserve	757	2019	0.0	FORD	E-450	El Dorado	GAS	14	2	Lift

Bus #	Status	Current Mileage	Year	Years in Service	Chassis Make	Chassis Model	Body Make	Fuel Type	Seating		Lift or Ramp
									Passenger	Wheel-chair	
T-629	Reserve	799	2019	0.0	FORD	E-450	El Dorado	GAS	14	2	Lift
TES-630	Reserve	765	2019	0.0	FORD	E-450	El Dorado	GAS	14	2	Lift
LC-631	Reserve	748	2019	0.0	FORD	E-450	El Dorado	GAS	14	2	Lift
T-632	Reserve	751	2020	0.0	FORD	F-550	El Dorado	Diesel	25	2	Lift

ROUTE 100 RIVERSIDE

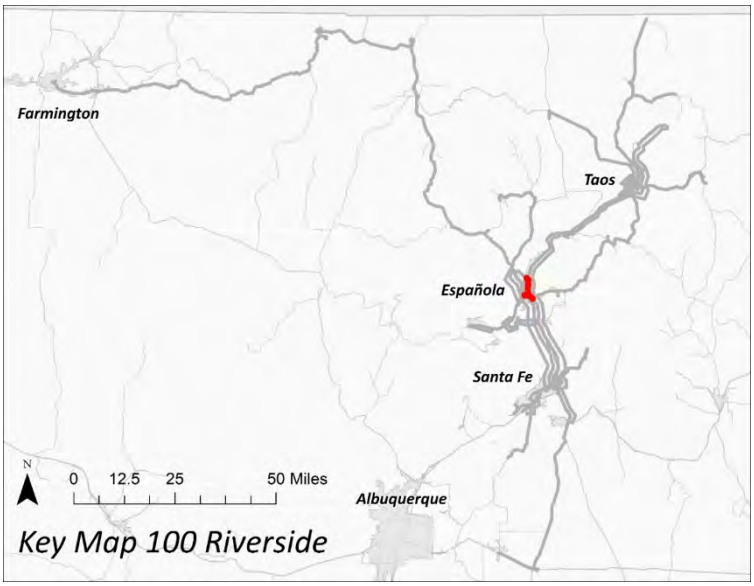


Table RP-1: Route 100 Operating Statistics

Route 100 Riverside	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY17-18	Percent change FY18-19	Percent change FY17-19
One-Way Trips	55,197	53,832	59,923	16,279	-2.47%	11.31%	8.56%
Revenue Miles	NA	77,471	85,007	21,849	NA	9.73%	NA
Revenue Hours	NA	4,456	4,876	1,253	NA	9.42%	NA
One-Way Trips per Revenue Hour	NA	12.08	12.29	12.99	NA	1.73%	NA
MPH	NA	17.39	17.43	17.43	NA	0.28%	NA
OTP	62.8	63.4	68.7	58.9	0.96%	8.36%	9.39%

*Data available for July, August and September 2019 only

Description

Route 100 Riverside (Figure RP-1) primarily operates along Riverside Drive between Ohkay Owingeh Casino RV Lot and Española Transit Center with stops at North Riverside Drive & Lowdermilk Street, and North Riverside Drive and Laguna Street. There is limited service to Dreamcatcher Theater and the Pòe Tsáwä Community Library (designated as Riverside 2).

The route starts at 6:05 AM and ends at 7:00 PM, operating on thirty-minute headways. The primary purpose of the route is to bring people throughout Española for work, shopping needs and to Ohkay Owingeh Pueblo. The busiest stops are Española Transit Center, Ohkay Owingeh Casino RV Lot and North Riverside Drive and Los Trujillo Road.

Connection / Transfers for 100 Riverside

Route 100 operating throughout the day meets a number of buses and in many cases the buses do not meet. Since this route operates every 30 minutes, misses are not as significant a problem as a bus every two hours (for example). Transfer details for this route are in Appendix A. Following is a summary of Route 100's connections in Espanola:

- The 110 bus meets every half hour.
- Good connections with 150 Chimayo all day.
- Some connection with 160 Santa Clara – half of the time the buses meet.
- Route 180, El Rito misses connections to Route 100.
- Route 190, Chama misses Route 100 on each of its two runs.
- Route 220 connects half of the time; two misses and two meets.
- Route 200 to Santa Fe has two direct meets and two misses.
- Route 300 to Taos has two meets and two misses.
- Route 400 Los Alamos connects to Route 100
- Park and Ride Red Route to Santa Fe southbound has three misses and two meets, while northbound has four meets and one miss.
- Park and Ride Green Route to Los Alamos has seven misses and three meets westbound and 10 misses and two meets, eastbound.

Ridership and Productivity

Route 100 Riverside has second highest annual ridership and productivity in the system, next to Chile Line 340 (Table RP-1). Its ridership has increased by 8.6 percent over a span of three years. In FY 2017, the route provided 55,197 one way trips. In FY 2018, 53,832 trips were provided that increased to 59,923 in FY 2019.

The productivity of Route 100 over the last three years has stayed between 12 and 13 one way trips per hour, which is good for a local route. In FY 2018, the productivity was 12.08 one-way trips per hour that slightly increased to 12.29 in the FY 2019. On-time performance of this route is average; it improved from 63.4 percent in FY 2017 to 68.9 percent in FY 2019.

Comments

- Productive and well used.
- The two parts of the route often run together or close to each other, duplicating service.
- The section of the route south of the transfer center gets virtually no ridership.
- Perhaps end this route at the transfer center and connect to micro transit to the south (Dreamcatcher, La Mesilla for example).
- Keep basic route intact.

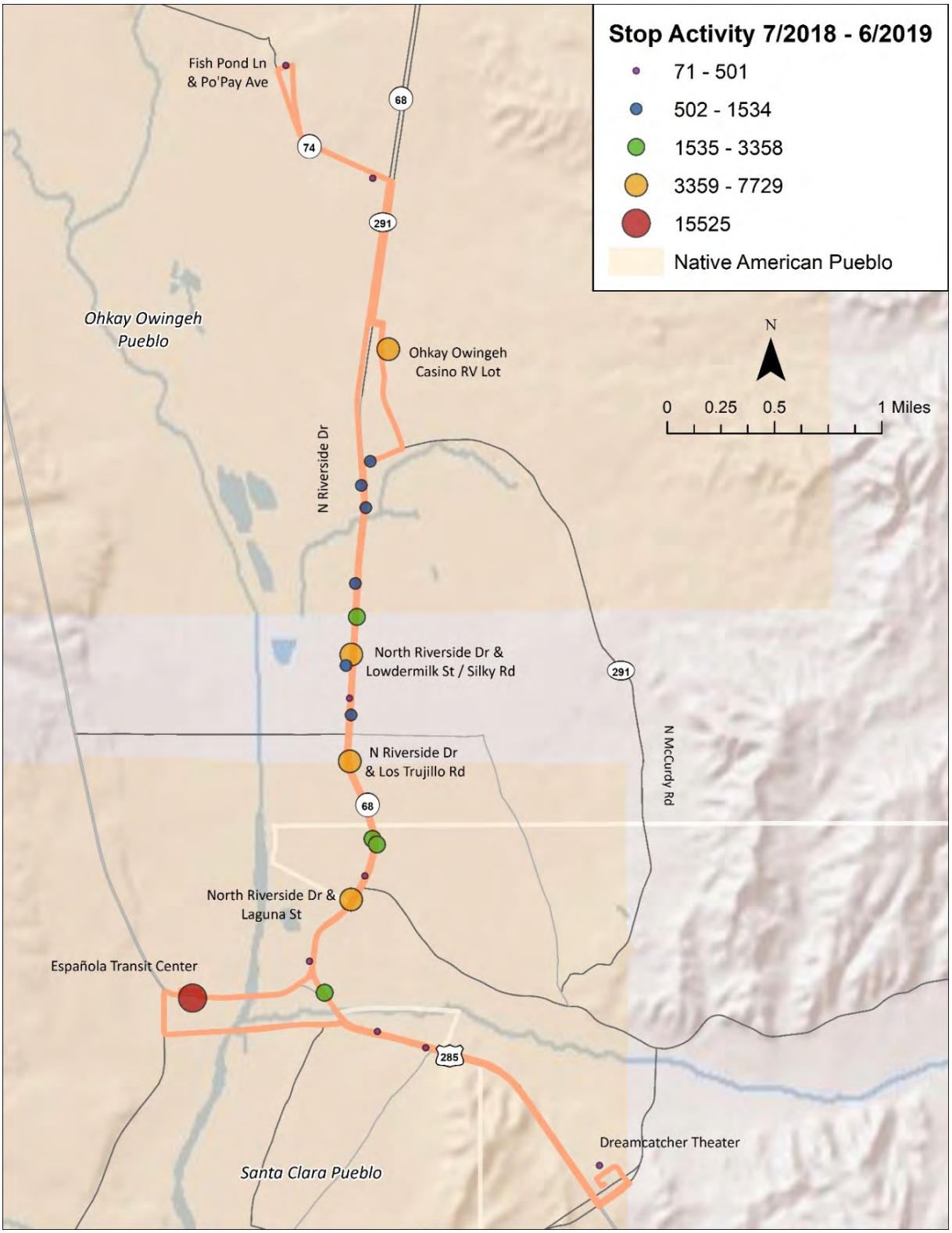
Strengths

- Ridership is good, the route is well used.
- The basic structure from the transfer center to Okhay Owingeh is sound.
- Operating every half hour makes it easy for other buses to connect.

Weaknesses

- On time performance is poor.
- The two sections of the route often run together – the timing does not work.

Figure RP-1: Route 100 Map with Stop Activity



ROUTE 110 WESTSIDE-CROSSTOWN

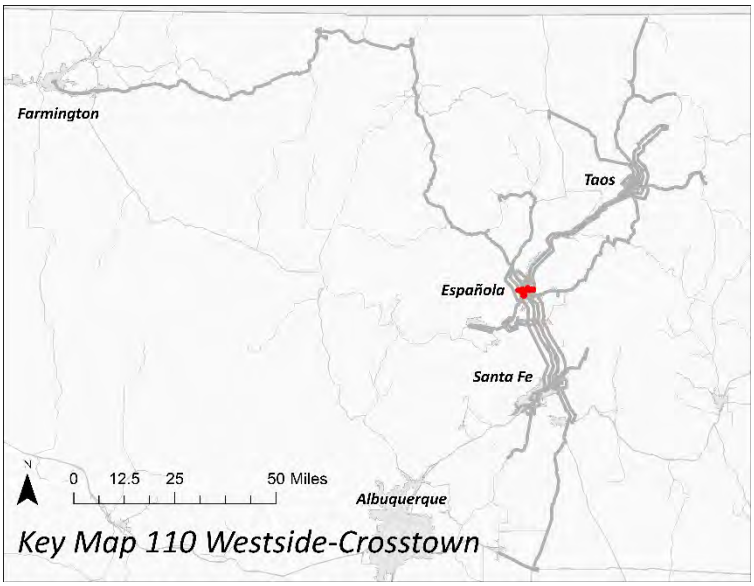


Table RP-2: Route 110 Operating Statistics

Route 110 Westside/ Crosstown	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY17-18	Percent change FY18-19	Percent change FY17-19
One-Way Trips	14,316	18,395	15,782	4,804	28.49%	-14.20%	10.24%
Revenue Miles	NA	52,876	55,662	14,307	NA	5.27%	NA
Revenue Hours	NA	2,926	3,021	777	NA	3.26%	NA
One-Way Trips per Revenue Hour	NA	6.29	5.22	6.19	NA	-16.91%	NA
MPH	NA	18.07	18.42	18.42	NA	1.95%	NA
OTP	44.3	56.4	66.9	69.1	27.31%	18.62%	51.02%

*Data available for July, August and September 2019 only

Description

The new Route 110 Westside/Crosstown (Figure RP-2) primarily operates on Fairview Lane, North Railroad Avenue and Paseo de Oñate, between Española Valley High School and Rio Arriba Health Commons. The route starts at 5:45 AM and ends at 6:41 PM, operating on one-hour headways. The primary purpose of the route is to bring people throughout Española for work, medical needs and school. The busiest stops are Española Transit Center, North Riverside Drive and Lowdermilk Street and Presbyterian Española Hospital.

Connection / Transfers for 110 Westside-Crosstown

Route 110 operating throughout the day has a limited connectivity with very few buses; it misses majority of the buses. Transfer details for this route are in Appendix A. Following is a summary of Route 110's connections in Espanola:

Route 110 Westbound-

- Routes 160, 180, 190, 200, 220, 300 and 400 have several misses all day.

Route 110 Eastbound-

- Good connection with Route 100 every hour all day.
- Misses Route 150 by 30 minutes almost on every run.
- Routes 160 to Santa Clara and Route 200 to Santa Fe have only one transfer to Route 110.
- Route 220 has one meet and four misses.
- Routes 180, 190, 300 and 400 have several misses.

Park and Ride Green and Red Routes-

- Park and Ride Red Route to Santa Fe southbound has three misses and two meets, while northbound has four meets and one miss.
- Park and Ride Green Route to Los Alamos has seven misses and three meets westbound and 10 misses and two meets, eastbound.

Ridership and Productivity

Ridership of this route fluctuated over a three year period with an overall 10.2 percent increase (Table RP-2). In FY 2017, ridership was 14,316 one-way trips that increased to 18,395 in FY 2018. It further declined to 16,279 trips in FY 2019. Decrease in ridership and a small increase in revenue hours from FY 2018 to FY 2019 could be accounted for decline in route productivity from 6.29 trips per hour in FY 2018 to 5.22 trips per hour in FY 2019. From FY 2017 to FY 2019, on-time route performance increased from 44.3 percent to 66.9 percent.

Comments

- Stops at Walmart only outbound, not inbound.
- Timing issues – Route timing is off on both segments of the route. Deleting the Walmart extension may help:
    - Passengers can take Route 100 from the Transit Center directly to the Walmart or walk one-half mile on Riverside Dr. or transfer to Route 100 northbound.

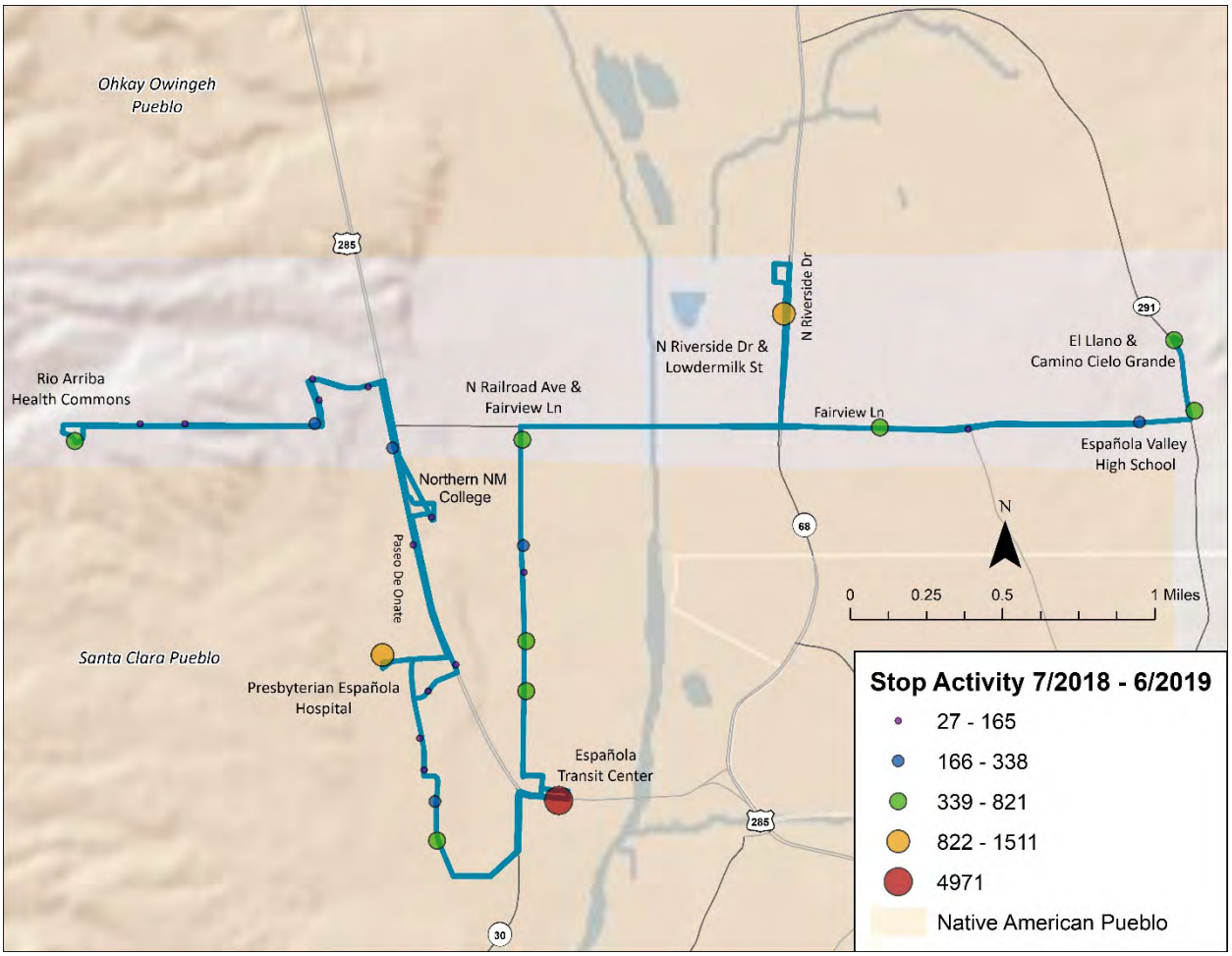
Strengths

- Provides service on the west side of Espanola to a local hospital and clinic as well as Northern New Mexico College.
- Serves the high school and the eastern part of the city.

Weaknesses

- Turning into the Walmart parking lot is problematic.
- Meandering on the west side of Espanola.
- Dead space on Fairview Lane that can't be avoided.
- Ridership is about six one way trips per hour.

Figure RP-2: Route 110 Map with Stop Activity



ROUTE 150 CHIMAYO

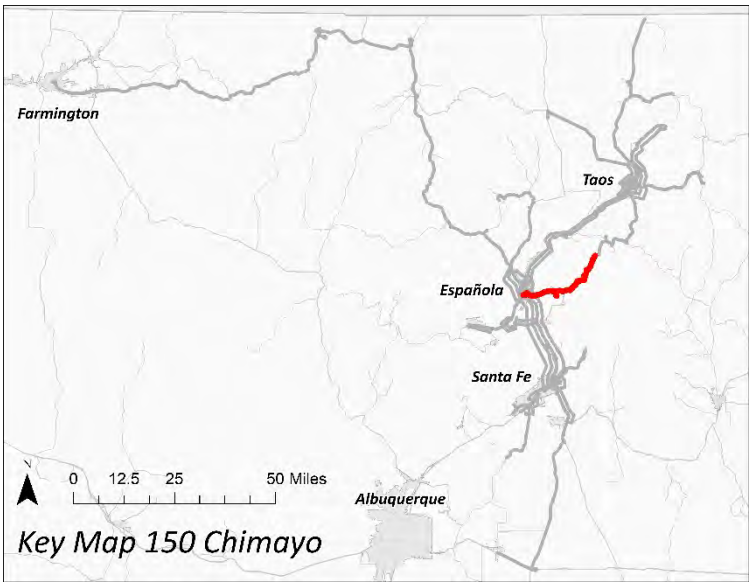


Table RP-3: Route 150 Operating Statistics

Route 150 Chimayo	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY17-18	Percent change FY18-19	Percent change FY17-19
One-Way Trips	9,673	9,821	9,405	2,453	1.53%	-4.24%	-2.77%
Revenue Miles	NA	60,496	64,115	16,479	NA	5.98%	NA
Revenue Hours	NA	2,069	2,191	563	NA	5.92%	NA
One-Way Trips per Revenue Hour	NA	4.75	4.29	4.36	NA	-9.59%	NA
MPH	NA	29.24	29.26	29.26	NA	0.06%	NA
OTP	64.9	69.9	74.6	72.4	7.70%	6.72%	14.95%

*Data available for July, August and September 2019 only

Description

Route 150 Chimayo (Figure RP-3) primarily operates on State Road 76 between Española Transit Center and El Santuario de Chimayo with limited service to/from San Jose de Gracia Church in Las Trampas. The route starts at 7:00 AM at San Jose de Gracia Church and ends at 6:09 PM at the same location. The westbound route operates on one-hour headways beginning at El Santuario de Chimayo between 7:30 AM and 4:30 PM with a final trip at 6:45

PM. The eastbound route operates on one-hour headways beginning at Española Transit Center between 8:00 AM and 4:00 PM with a final trip at 5:15 PM. The primary purpose of the route is to bring people between Española and Chimayo for work and for connection to Route 330 Peñasco at San Jose de Gracia Church. The busiest stops are Española Transit Center, NM-76 & Atencio Lane and NM-76 & Canada Ancha.

Connection / Transfers for 150 Chimayo

Route 150 operating throughout the day meets very few buses and misses a majority of the bus transfers. Transfer details for this route are in Appendix A. Following is a summary of Route 150's connections:

At Española Transit Center Route 150:

- Connects to Route 100 and 110.
- Has one meet with Route 180 to El Rito and one miss.
- Route 190 has two misses each in both directions.
- Route 200 to Santa Fe and 300 to Taos have some connections and some misses.
- Route 400 misses on each of its two runs.
- Park and Ride Red Route to Santa Fe has one connection both north and southbound in the morning, but no connections in the evening.
- Park and Ride Green route to Los Alamos (westbound) has no connections in the morning and one connection in the afternoon. The eastbound park and Ride makes two connections, but not at times appropriate for commuters.

At San Jose de Gracia Church

- Route 150 has two meets with Route 330, one in the morning and the other in the evening.

Ridership and Productivity

Route 150 experienced an overall three percent slight decline in ridership from FY 2017 to FY 2019 (Table RP-3). The route provided 9,673 one-way trips in FY 2017, 9,821 trip sin FY 2018 that declined to 9,405 trips in FY 2019. The route's productivity was 4.75 trips per hour in the FY 2018 which decreased to 4.29 the FY 2019. Being a rural route, 150 Chimayo is an average performing route in the system both in terms of ridership and productivity.

Comments

- May need more bus stops:
  - On both sides of the street
  - Safe and accessible shelters
  - Safe stops with accessible pathways

- On-time issues in the winter
- El Sanctuario de Chimayo is difficult to access on narrow road, particularly during visitor seasons.

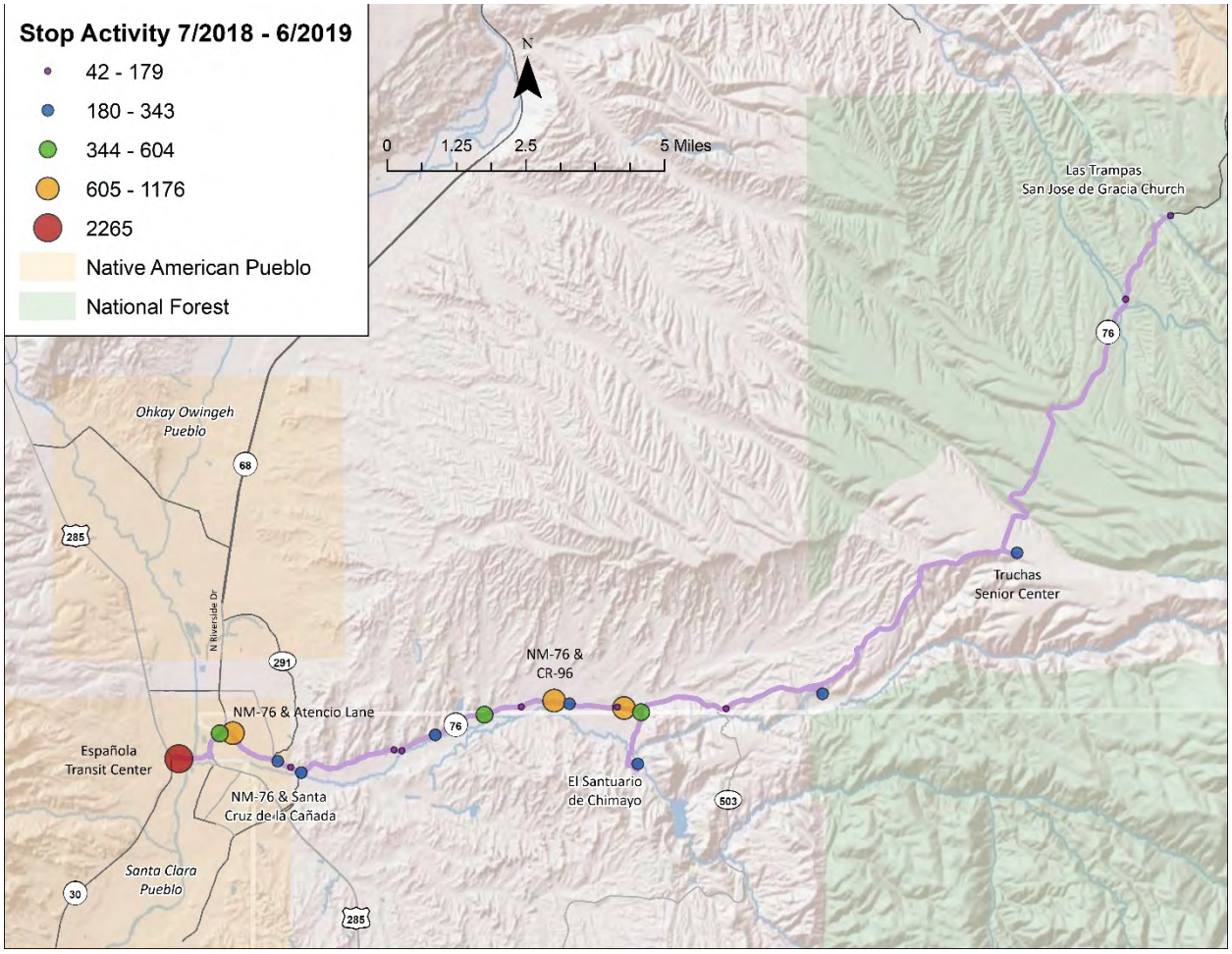
Strengths

- Makes connections with key routes in Espanola.

Weaknesses

- First run from Trampas arrives too late for commuters, should be earlier.
- Ridership on this rural route could be better – earlier arrival for commuters and later return (15 minutes).

Figure RP-3: Route 150 Map with Stop Activity



ROUTE 160 SANTA CLARA



Table RP-4: Route 160 Operating Statistics

Route 160 Santa Clara	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY17-18	Percent change FY18-19	Percent change FY17-19
One-Way Trips	6,317	5,102	5,542	1,620	-19.23%	8.62%	-12.27%
Revenue Miles	NA	45,064	51,221	13,165	NA	13.66%	NA
Revenue Hours	NA	1,622	1,701	437	NA	4.93%	NA
One-Way Trips per Revenue Hour	NA	3.15	3.26	3.70	NA	3.52%	NA
MPH	NA	27.79	30.10	30.11	NA	8.32%	NA
OTP	50.9	67.5	84	70.5	32.61%	24.44%	65.03%

*Data available for July, August and September 2019 only

Description

Route 160 Santa Clara (Figure RP-4) is two routes in one. It serves as a local bus between Okhay Owingeh and Santa Clara Pueblos and also operates into Santa Fe on a limited basis. The route starts at 8:50 AM and ends at 6:10 PM with 2-3 hour headways. There is limited service to Santa Fe Indian Hospital and South Capitol Station. This duplicates the Route 200 bus as well as others. The primary purpose of the route is to bring people from Española to

Santa Fe for work, school and medical needs in Santa Fe. The busiest stops are Española Transit Center, South Capitol Station and Santa Fe Indian Hospital.

Connection / Transfers for 160 Santa Clara

Route 160 operating throughout the day stops at four different transfer points along the route. It misses connections to a number of buses and meets only few buses at the Espanola Transit Center. Transfer details for this route are in Appendix A. Following is a summary of Route 160's connections-

At Espanola Transit Center:

Route 160 Northbound:

- Route 100 bus has two meets and six misses.
- Route 110 has nine misses.
- Routes 150 and 220 have five misses each.
- Route 180 misses Route 160 on each of its two runs.
- Route 190 misses all connections with Route 160.
- Route 300 to Santa Fe has three misses.
- Route 400 Los Alamos misses Route 160 on each of its two runs.

Route 160 Southbound:

- Route 100 has some connection with Route 160; three meets and five misses.
- Route 150 to Chimayo meets only once in the morning; it misses all the remaining runs throughout the day.
- Route 180 has two misses; Route 190 and 300 have three misses; and Route 220 has five misses.
- Route 400 Los Alamos has one direct meet and one miss by 15 minutes.

At Cities of Gold Park and Ride:

- Route 160 fails to make any transfers at this stop and misses Routes 220, 230 and 400.

At Sheridan Transit Center:

- Connects to Santa Fe Trails
- No other connections at this stop; Routes 220 and 290 have two misses and Route 280 has one miss.

At South Capitol Station:

- Route 160 Southbound makes a single connection to Route 280 Eldorado while misses some.
- Misses many transfers to Routes 200, 220 and 290.
- Makes and misses a connection to the northbound Rail Runner.
- Misses Rail Runner connections southbound.

Ridership and Productivity

Ridership for Route 160 has declined by 12.3 percent over the last three year period (Table RP-4). In FY 2017, route provided 6,317 one-way trips. In FY 2018, the ridership dropped by 19.2 percent to 5,107 and then increased to 5,542 in FY 2019. Route productivity stayed around 3.2 trips per hour between FY 2018 and FY 2019 which is low as compared to other routes on the same corridor. In FY 2017, on-time route performance was 50.9 percent. In FY 2019, the OTP increased noticeably to 84 percent, second highest in the system.

Comments

- This route attempts to do too much and much of what it does is duplicating other services.
- Low ridership due to lack of route focus. Service is not consistent and headways are very long.
- Misses connections to the Rail Runner.

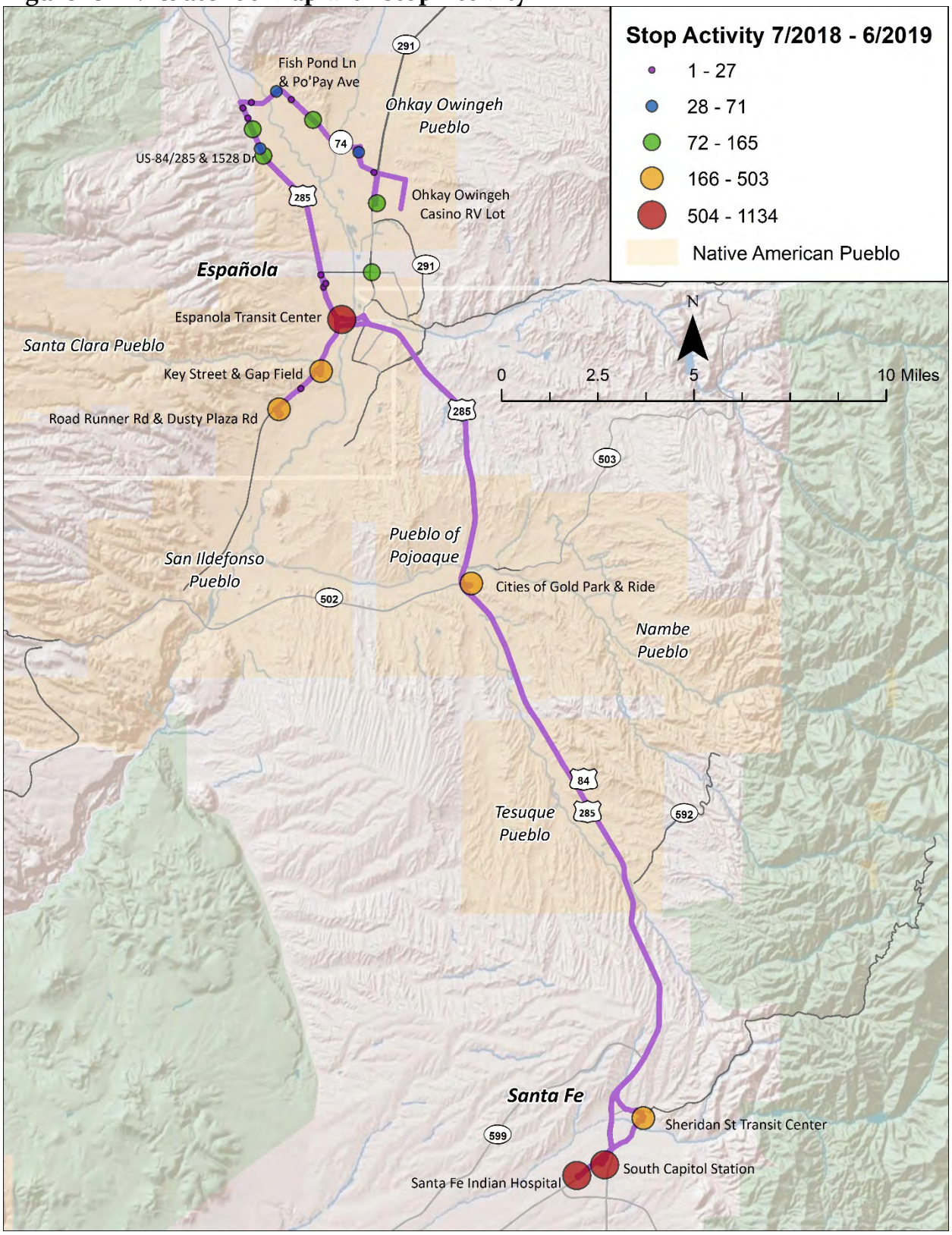
Strengths

- Provides additional local service around Espanola.

Weaknesses

- Most of the service is duplication with Route 200 to Santa Fe and Route 190 Chama.
- Low ridership

Figure RP-4: Route 160 Map with Stop Activity



ROUTE 170 JICARILLA

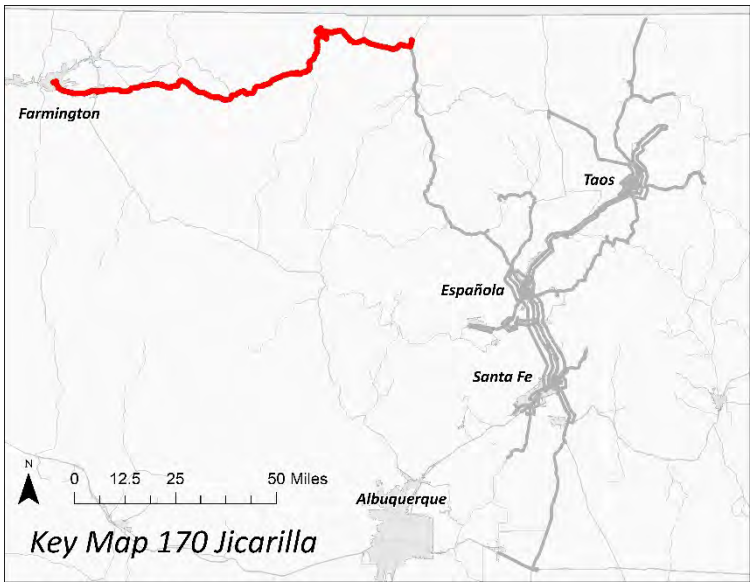


Table RP-5: Route 170 Operating Statistics

Route 170 Jicarilla	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY18-19
One-Way Trips		2,507	3,574	1,019	42.56%
Revenue Miles		77,773	106,303	27,015	36.68%
Revenue Hours		1,839	2,514	641	36.70%
One-Way Trips per Revenue Hour		1.36	1.42	1.59	4.41%
MPH		42.30	42.28	42.14	-0.05%
OTP		61.1	52.7	48.3	-13.75%

*Data available for July, August and September 2019 only

Description

Route 170 Jicarilla (Figure RP-5-1 and Figure RP-5-2) is actually two different routes. It primarily operates on US-84/285 between Chama and Dulce on Monday, Wednesday & Friday and between Chama and Farmington at Orchard Plaza on Tuesday and Thursday.

For Monday, Wednesday and Friday service, the route starts at 6:30 AM and ends at 4:59 PM. There are four roundtrips with stops throughout Chama and Dulce.

For Tuesday and Thursday service, the route starts at 6:30 AM and ends at 4:42 PM. The route begins in the morning in Chama and continues to Dulce with limited stops, Bloomfield

and Farmington. It then returns to Dulce only by midday and departs Dulce to Bloomfield and Farmington. Lastly, it heads back east to Dulce and Chama. The primary purpose of the route is to provide service for residents in Dulce and Chama, to get to Farmington.

For all service, the busiest stops are Wild Horse Casino, Farmington Orchard Plaza and Pine Avenue & 4th Street (Chama Village Hall).

Connection / Transfers for 170 Jicarilla

Route 170 does not provide transfers to any other routes. It misses the 190 Southbound at NM-17 & 3rd street twice a day, on Monday, Wednesday and Friday however the passengers need to walk 4 min. from Pine Ave & 4th St. (Chama Village Hall) to NM-17 & 3rd St. (Chama Rail Station) to make that connection. In Farmington it drops off riders at a transfer location for 2 buses. Details for this route are in Appendix A.

Ridership and Productivity

Route 170 has a low ridership as compared to other long distance rural routes in the system (Table RP-5). In FY 2018, it provided 2,507 annual one way trips that increased to 3,574 trips in FY 2019 by 43 percent. Such a growth in ridership can possibly be explained by an increase in the revenue miles and hours of this route that expanded by almost 37 percent between the two years. However, Jicarilla 170 is the least productive route in the NCRTD system and reported 1.42 one way trips per revenue hour in FY 2019. This route has third highest mileage which stayed around 42.3 in the past two years.

Comments

- The Tribal Council is pleased with the service generally, but three major issues are 1) connectivity to Albuquerque 2) the need for heated covered stops and 3) the need for continued education about service availability.
- Dulce service is confusing for passengers.
- Needs an early and late connection to Chama Route and Espanola.
- Connection needed to the transfer center in downtown Farmington.
- 2:20 PM return does not allow for time in Farmington.

Strengths

- Makes a vital connection for Dulce and allows limited circulation in town.

Weaknesses

- Tries to do too much, as a result it is ineffective as structured and timed.
- This route experiences low ridership
- Farmington service needs a connection at the transfer center and the hospital.
- Timing of routes are not conducive to connectivity.
- Dulce route is confusing to riders.

Figure RP-5-1: Route 170 map (Dulce to Chama) with stop activity

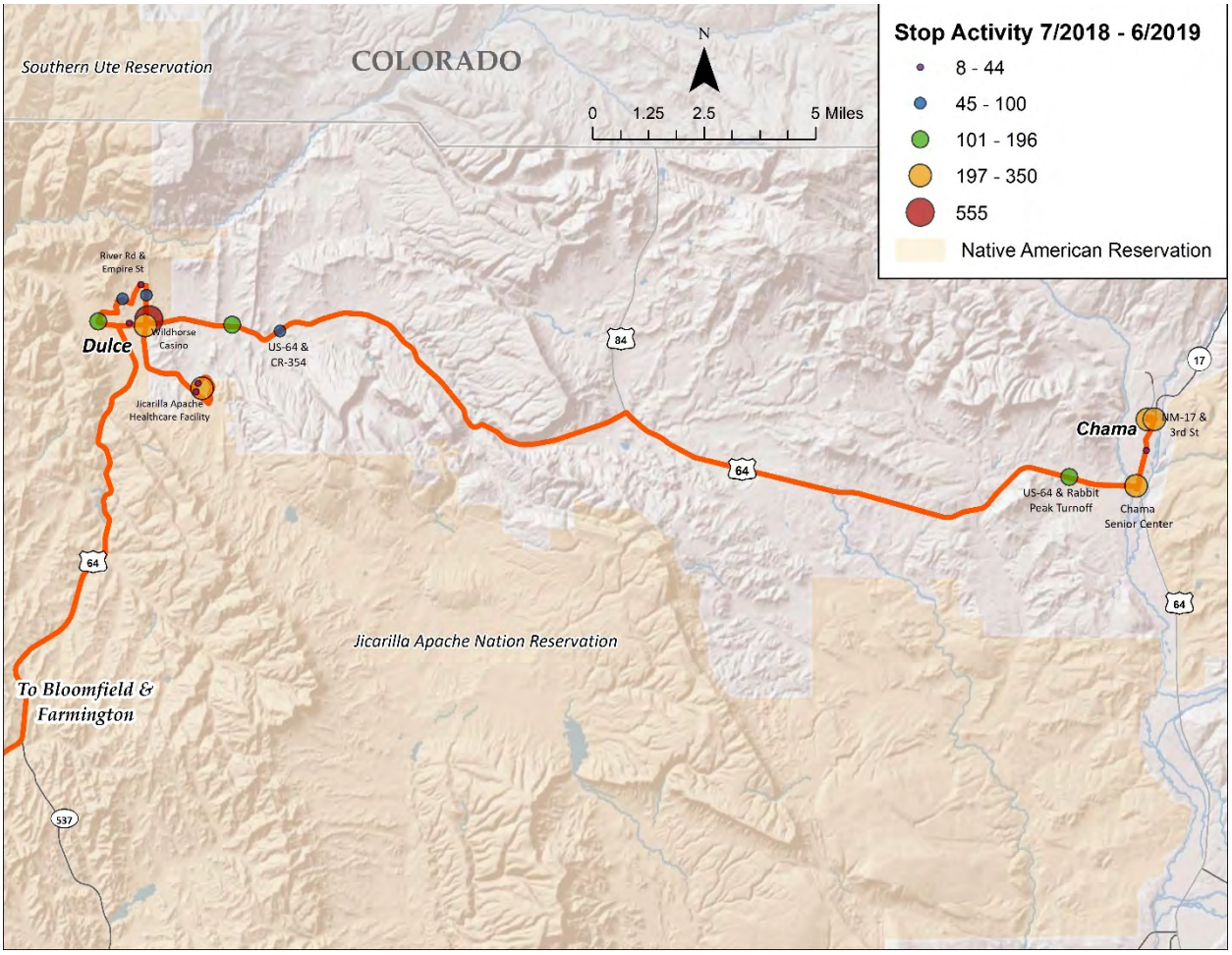


Figure RP-5-2: Route 170 (Dulce to Farmington) with Stop Activity



ROUTE 180 EL RITO

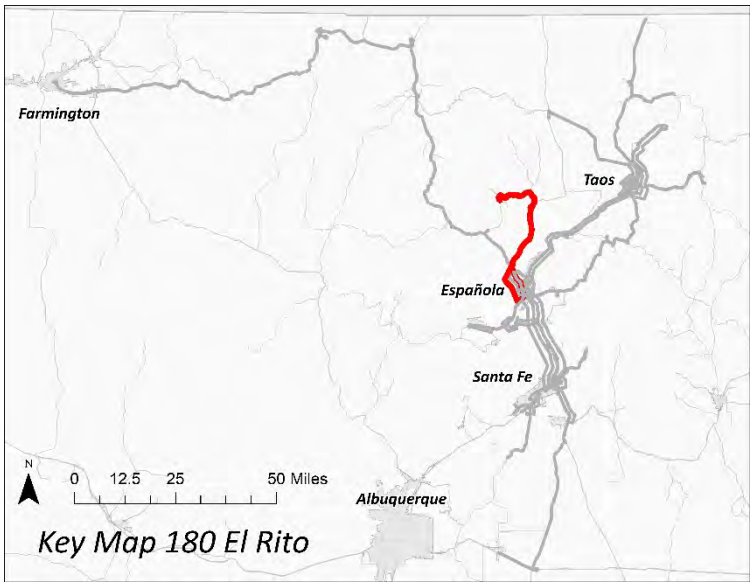


Table RP-6: Route 180 Operating Statistics

Route 160 Santa Clara	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY17-18	Percent change FY18-19	Percent change FY17-19
One-Way Trips	6,317	5,102	5,542	1,620	-19.23%	8.62%	-12.27%
Revenue Miles	NA	45,064	51,221	13,165	NA	13.66%	NA
Revenue Hours	NA	1,622	1,701	437	NA	4.93%	NA
One-Way Trips per Revenue Hour	NA	3.15	3.26	3.70	NA	3.52%	NA
MPH	NA	27.79	30.10	30.11	NA	8.32%	NA
OTP	50.9	67.5	84	70.5	32.61%	24.44%	65.03%

*Data available for July, August and September 2019 only

Description

Route 180 El Rito (Figure RP-6) primarily operates on US-84/285 and State Highway-554 between Española Transit Center and Las Clinicas del Norte in El Rito. The service does not serve work trips due to its hours of service. For residents alongside the route, there is only one round trip available timed to allow about 4 hours for activities in Espanola. This would

exclude work, school and many medical trips. There are no the destinations outside Espanola that can be accommodated by this schedule. The route starts at 8:55 AM and ends at 5:15 PM. There is one morning and one afternoon roundtrip from the Española Transit Center to El Rito. The busiest stops are Española Transit Center, Las Clinicas del Norte in El Rito, and US-285 & CR-175 (Ojo Caliente Housing).

Connection / Transfers for 180 El Rito

Route 180 runs two round trips throughout the day and provides no transfers at the Espanola Transit Center. It misses four connections with Route 100 and 110; five with Route 190, three with Route 160, two with Routes 200, and one with Route 300 to Taos. Transfer details for this route are in Appendix A.

Ridership and Productivity

Ridership of Route El Rito 180 kept increasing over a three-year period, with an overall increase of 47.3 percent (Table RP-6). In FY 2017, the route provided 1,290 trips that increased to 1,471 in FY 2018. In FY 2019, the annual one-way trips totaled 1,907 which were much below the system average. Productivity increased from 1.53 one-way trips per hour in FY 2018 to 2.05 in FY 2019. This route has second highest mileage in the system, next to Chama 190. 43.58 miles per hour were covered by this route in FY 2019. On-time performance of this route is poor which remained around 50 percent in FY 2019.

Comments

- This route, allows riders about four hours in Espanola, it can't be used for most trip purposes.
- There is no connectivity to any other routes. There is no service available to Los Alamos or Santa Fe for any reason.

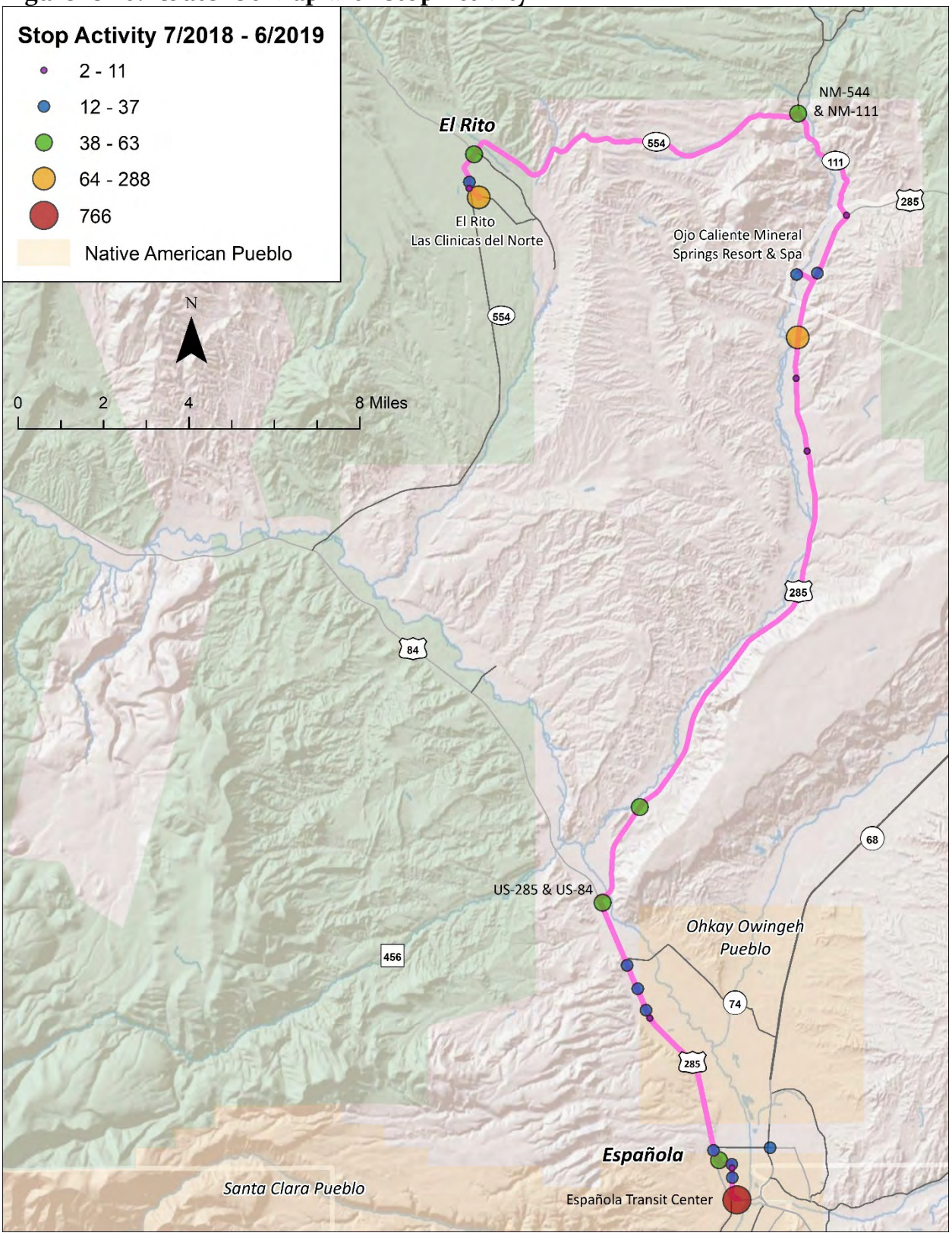
Strengths

- None

Weaknesses

- The route timing limits the usefulness of the route. Allows a 3 – 4 hour window in the Espanola area.
- No commuter option.
- Ridership is very poor due to the route timing.

Figure RP-6: Route 180 Map with Stop Activity



ROUTE 190 CHAMA

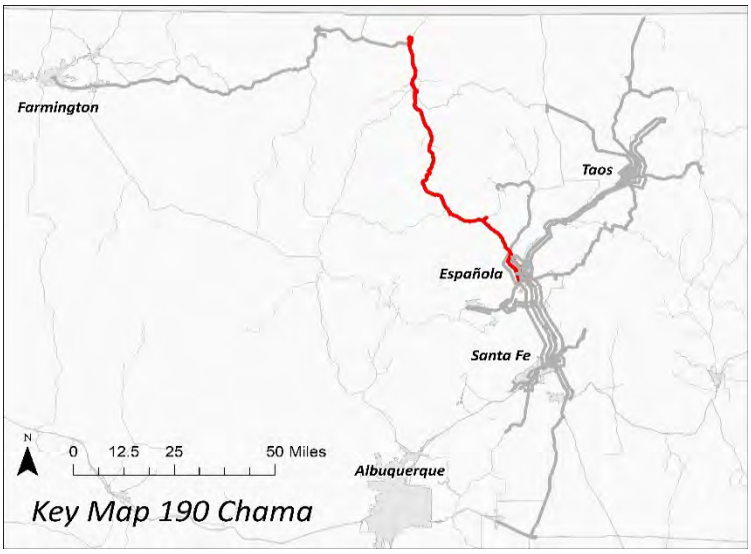


Table RP-7: Route 190 Operating Statistics

Route 190 Chama	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY17-18	Percent change FY18-19	Percent change FY17-19
One-Way Trips	5,190	5,240	6,593	1,714	0.96%	25.82%	27.03%
Revenue Miles	NA	122,023	133,100	34,210	NA	9.08%	NA
Revenue Hours	NA	2,692	2,988	768	NA	11.00%	NA
One-Way Trips per Revenue Hour	NA	1.95	2.21	2.23	NA	13.36%	NA
MPH	NA	45.33	44.54	44.54	NA	-1.73%	NA
OTP	42.2	57	59.3	60.6	35.07%	4.04%	40.52%

*Data available for July, August and September 2019 only

Description

Route 190 Chama (Figure RP-7) primarily operates on US-84/285 between the Chama Rail Station and Española Transit Center. The route starts at 5:30 AM and ends at 7:45 PM. There is one mid-day round trip from Española to Chama. The primary purpose of the route is to bring people from Chama, Tierra Amarilla and communities on U.S.84 to Española for work, health care or shopping. The busiest stops are Española Transit Center, Rio Arriba County Administration Building) and the Chama Senior Center.

Connection / Transfers for 190 Chama

Route 190 provides connection to only Route 100; it meets it once daily in the evening however has five misses at the Espanola Transit Center. In most of the cases Route 190 does not meet most of the buses in Espanola and has:

- four missing connections to Route 150; six with Route 110; and three with 220 bus,
- misses Route 160 all day,
- Route 200 to Santa Fe and 300 to Taos have two misses each,
- Route 400 misses Route 190 on each of its two runs.

Route 190 also misses Route 170 twice a day in Chama, eliminating the opportunity to travel from Dulce to Espanola. Transfer details for this route transfers are in Appendix A.

Ridership and Productivity

Ridership for Chama 190 increased by 26 percent from FY 2018 to 2019, however it remained constant between FY 2017 and FY 2018 (Table RP-7). Annual one-way trips totaled to 5,190 in FY 2017; 5,240 in FY 2017 and 6,593 in FY 2019. Route productivity increased from 1.95 to 2.21 one way trips per revenue hour from FY 2018 to FY 2019. However, compared to other long distance routes, Chama 190 was a low productive route. This route has the highest mileage in the NCRTD system; it covered 44.5 miles per hour in the FY 2019.

Comments

- There is limited connectivity in this route. Dulce riders can't use it and those commuting to Santa Fe or Los Alamos can't use it due to timing.
- This service should start earlier so that those along the route can use it to commute to the major employment centers of Los Alamos and Santa Fe (and its health care services). This would require service to start 30 minutes earlier and end about 30 minutes later.

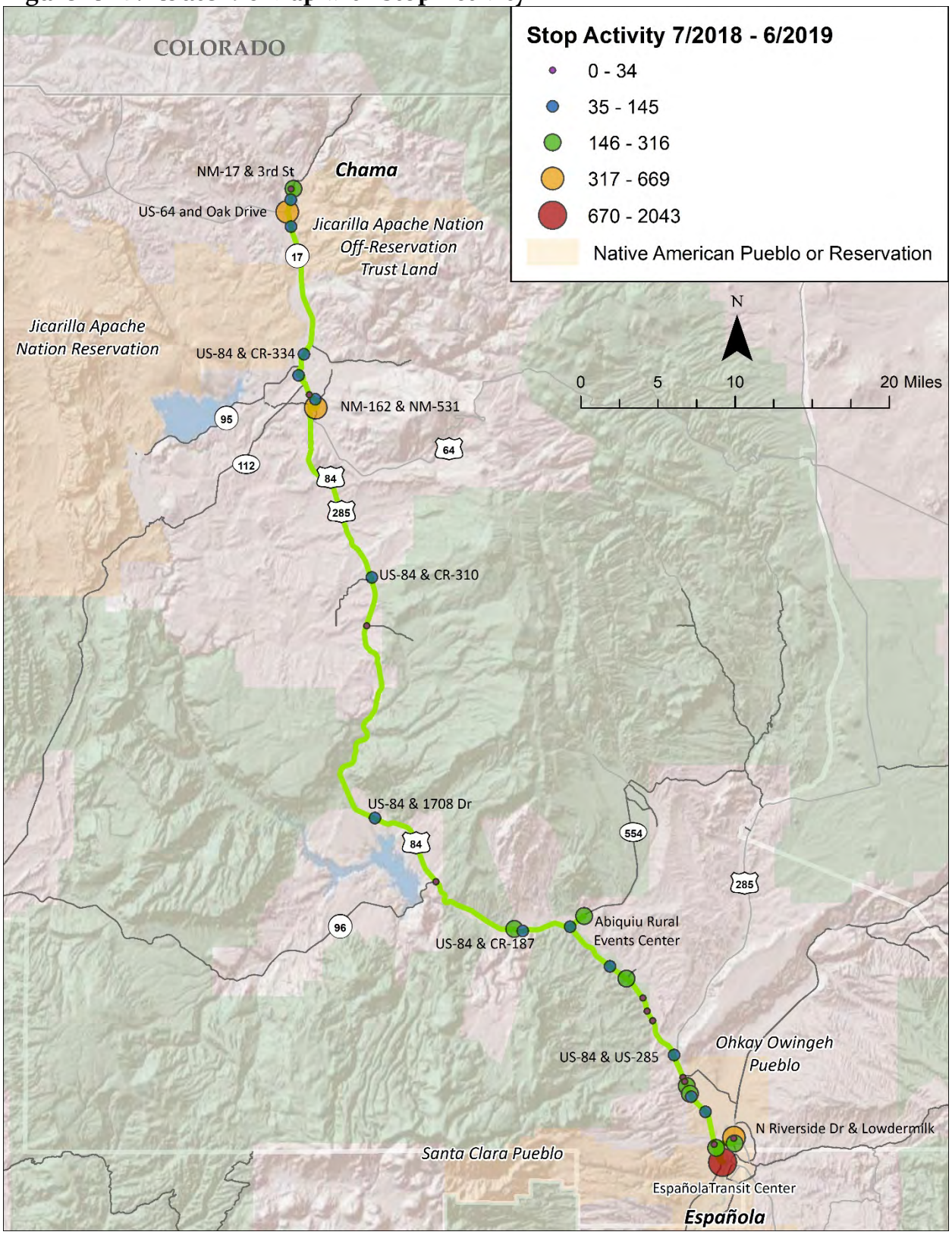
Strengths

- Provides service to Espanola for work, medical and school.

Weaknesses

- Low ridership
- No Connectivity
- Limited uses due to poor timing

Figure RP-7: Route 190 Map with Stop Activity



ROUTE 200 SANTA FE

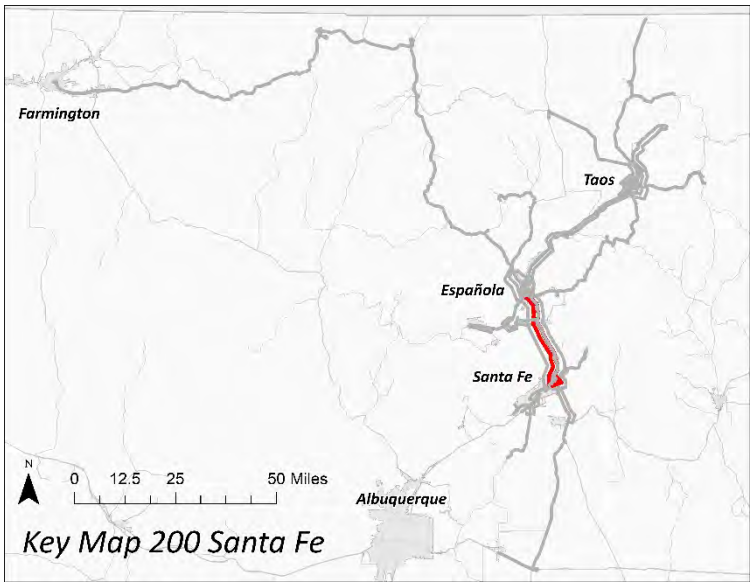


Table RP-8: Route 200 Operating Statistics

Route 200 Santa Fe	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY17-18	Percent change FY18-19	Percent change FY17-19
One-Way Trips	20,381	17,857	17,667	4,079	-12.38%	-1.06%	-13.32%
Revenue Miles	NA	49,528	54,601	14,034	NA	10.24%	NA
Revenue Hours	NA	1,460	1,581	406	NA	8.31%	NA
One-Way Trips per Revenue Hour	NA	12.23	11.17	10.04	NA	-8.65%	NA
MPH	NA	33.93	34.53	34.53	NA	1.79%	NA
OTP	56.5	59.8	61.3	48.8	5.84%	2.51%	8.50%

*Data available for July, August and September 2019 only

Description

Route 200 Santa Fe (Figure RP-8) primarily operates on US-84/285 between Española Transit Center and South Capitol Station. The route starts at 6:55 AM and ends at 6:00 PM. The primary purpose of the route is to bring people throughout Española and Santa Fe to connections with NMDOT Park and Rides, the South Capitol station and the Taos 300 connection at Española. Two southbound trips from Española Transit Center connect with

the Taos 300 in the morning and one connects in the afternoon. One northbound trip connects with the Taos 300 at Española Transit Center and two connect in the afternoon.

The busiest stops are Española Transit Center, South Capitol Station and Sheridan Avenue Transit Center.

Connection / Transfers for 200 Santa Fe

Route 200 is a commuter route operating two morning and two afternoon one-way trips in both directions. It encounters some buses at four different transfer centers and in many cases the buses do not meet. Transfer details for this route are in Appendix A. Following is a summary of Route 200's connections-

At Espanola Transit Center:

- The 100 bus has two direct meets and five misses.
- Route 110 meets once in the morning and misses seven connections.
- Misses Route 150, 190 and 220 throughout the day.
- One afternoon connection to Route 160 and five misses.
- Route 180 has two misses.
- Route 400 has one meet and three misses.

At Cities of Gold Park and Ride:

- No connections at this point; Route 230 and 400 misses two connections with 200 bus.

At Sheridan Transit Center:

- Route 280 to Eldorado has one direct meet and one miss.
- Routes 290 and 220 have two misses each.

At South Capitol Station:

- There is one connection and one miss each with Routes 255 Non Winter Weekday, Route 290 Edgewood and Route 305 Taos Express.
- There are missed connections to Routes 160, 220, 255 Winter Weekday & Weekend, 255 Non Winter Weekend and 280.
- None of the southbound buses meet the southbound Rail Runner and one of four meet the northbound train.

Ridership and Productivity

Santé Fe 200 saw a downward trend in its ridership each year from FY 2017 to FY 2019 (Table RP-8). The route provided 20,381 one-way trips in FY 2017 that declined to 17,667 trips in FY 2019; however total annual ridership stayed above system average. Route 200 has the third highest productivity in the system. In FY 2018, route's productivity was 12.23 trips per hour that dropped to 11.17 in FY 2019. On-time route performance stayed between 56.5 percent and 61.3 percent in the last three years.

Comments

- About one half of the riders connect to the 300 Taos bus, typically.
- Does not consistently meet the Rail Runner.
- Interlined service is good (does not have to be the same vehicle operator).
- The second of three routes that serve between Santa Fe and Espanola, in addition to multiple NCRTD Park and Ride schedules on the same route.
- Timing at Sheridan and South Capital requires more time.

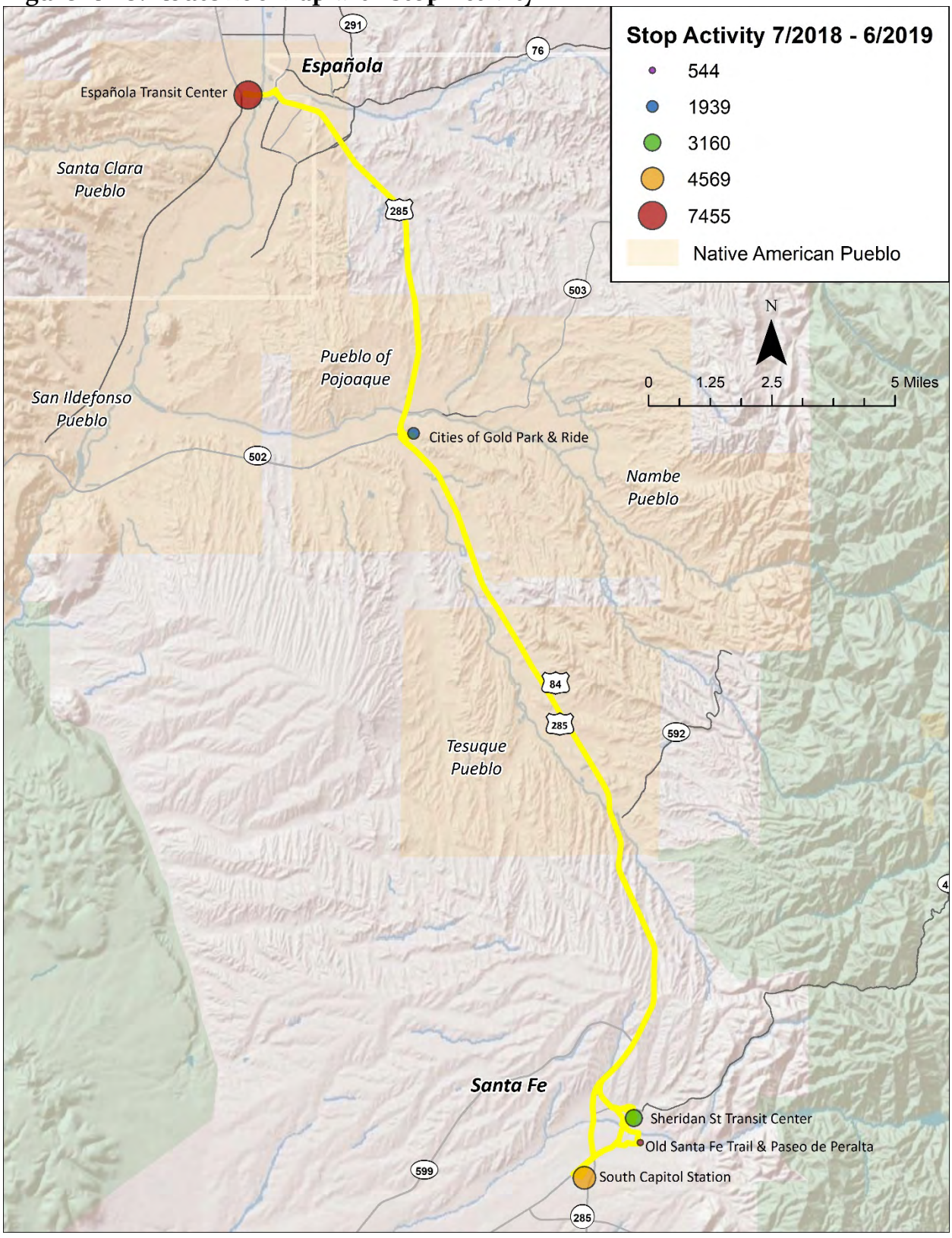
Strengths

- Ridership is good with excellent connectivity to Route 300 Taos.

Weaknesses

- This route duplicates Route 220 Tesuque in its peak hour AM and PM runs. Schedule should be closely coordinated with other Espanola to Santa Fe Services.
- These services should be marketed as one service.

Figure RP-8: Route 200 Map with Stop Activity



ROUTE 210 POJOAQUE-NAMBE (DIAL-A-RIDE)

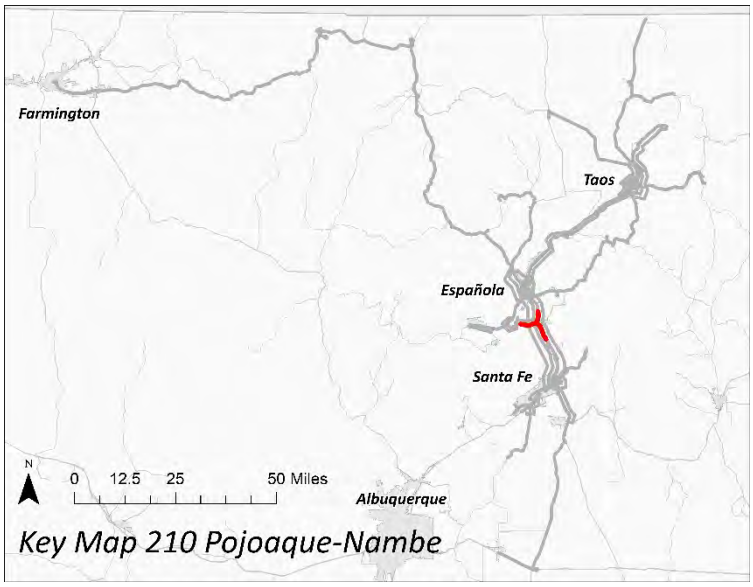


Table RP-9: Route 210 Dial-A-Ride Ridership

210 Pojoaque-Nambe Ridership				
	FY2017	FY2018	FY2019	FY2020
Jul	97	81	55	62
Aug	314	455	403	238
Sep	474	593	461	321
Oct	422	561	525	-
Nov	397	484	410	-
Dec	286	360	319	-
Jan	490	484	399	-
Feb	483	497	409	-
Mar	453	458	397	-
Apr	339	355	380	-
May	423	110	293	-
Jun	105	51	100	-
Total	**4,283**	**4,489**	**4,151**	**621**

Source: NCRTD Board Meeting Agenda November 2018 & 2019

Description

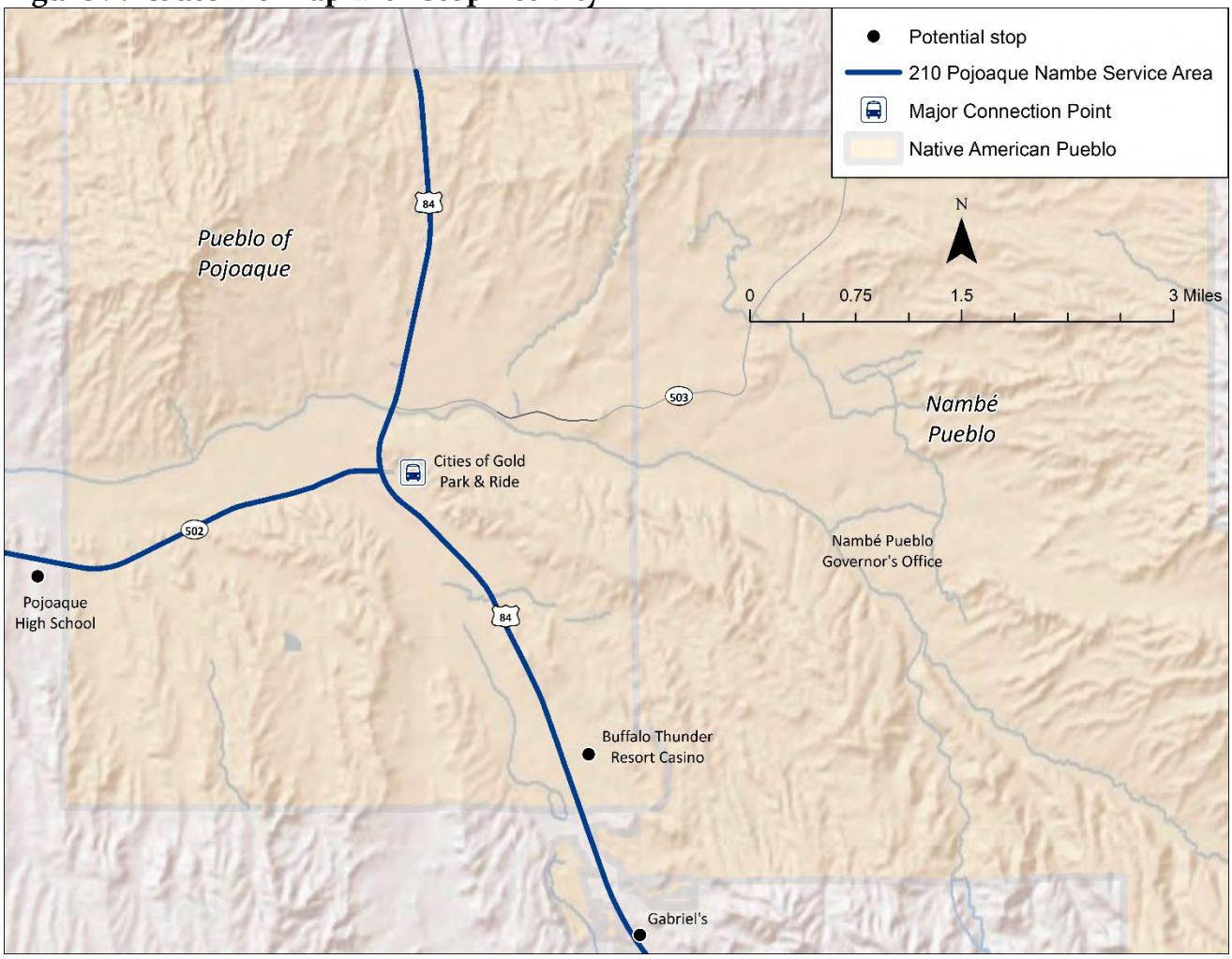
Route 210 Pojoaque-Nambe (Figure RP-9) primarily operates on US-84/285 and NM-502 in Pueblos of Pojoaque and Nambe as a dial-a-ride service. Two types of service are available: subscription (must be made at least 1 day prior and up to 4 days in advance) and reservation

(same policy as subscription service, but reservations may be made up to 1 hour in advance on the same day where space is available.

Comments

- This is a very difficult area to serve using transit. Low density, narrow and/or dirt roads will always result in low ridership.
- This service can be coordinated with other micro transit needs through the use of an app.

Figure 9: Route 210 Map with Stop Activity



ROUTE 220 TESUQUE

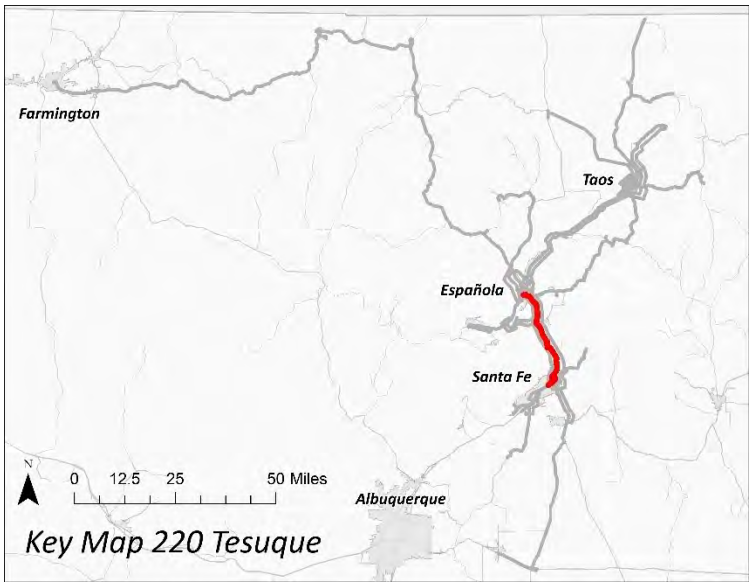


Table RP-10: Route 220 Operating Statistics

Route 220 Tesuque	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY17-18	Percent change FY18-19	Percent change FY17-19
One-Way Trips	7,742	7,641	7,659	2,149	-1.30%	0.24%	-1.07%
Revenue Miles	NA	52,171	58,442	15,021	NA	12.02%	NA
Revenue Hours	NA	2,069	2,241	576	NA	8.29%	NA
One-Way Trips per Revenue Hour	NA	3.69	3.42	3.73	NA	-7.44%	NA
MPH	NA	25.21	26.08	26.08	NA	3.44%	NA
OTP	41.5	65.8	76.7	76.7	58.55%	16.57%	84.82%

*Data available for July, August and September 2019 only

Description

This is the third of three Santa Fe – Espanola services (Figure RP-10). This a local stop service. Route 220 Tesuque primarily operates on US-84/285 between Española Transit Center and Santa Fe Indian Hospital. The route starts at 7:00 AM and ends at 6:05 PM. The primary

purpose of the route is to bring people throughout Santa Fe, Tesuque Pueblo and Española for shopping, medical needs and connections in Santa Fe, Española. The busiest stops are Sheridan Avenue Transit Center, Española Transit Center and Santa Fe Indian Hospital.

Connection / Transfers for 220 Tesuque Northbound

Route 220 provides connections to some buses at five different transfer centers and in many cases the buses do not meet. Transfer details for this route are in Appendix A. Following is a summary of Route 220's connections:

At Espanola Transit Center:

- Route 100 has one meet and four misses
- Route 110 has six misses, Routes 180, 190 and 300 has two misses
- Route 150 has one meet and two misses.
- Route 400 misses connection to Route 220

At Cities of Gold Station:

- Route 400 Los Alamos connects once a day.
- Misses several connections to Routes 160, 200, 230, 160, 200 and 230.

At Sheridan Transit Center:

- There are no meets, other than Santa Fe Trails
- Misses several connections to Routes 160, 200, 280 and 290.

At South Capitol Station

- Route 220 connects with Route 250/255 Winter Weekday and Weekend, and 255 Non Winter Weekend once a day. However, it misses many connections to these buses.
- It misses possible transfers to Routes 160, 200, 280, 290 and 305.
- This route misses the Rail Runner every time.

Ridership and Productivity

Ridership for Route 220 remained below system average, hovering around 7600 annual one way trips (Table RP-10). In FY 2017, route provided 7,742 one way trips; 7,641 in FY 2018 and 7,659 in FY 2019. Route productivity was also low as compared to other similar routes in the system. In FY 2019, route productivity was 3.42 one way trips per revenue hour. On-time performance of this route improved dramatically from 41.5 percent in FY 2017 to 76.7 percent in FY 2019.

Comments

- Low ridership due in part to duplication with Route 200.
- Should be scheduled, marketed and promoted as part of the Santa Fe- Espanola service.

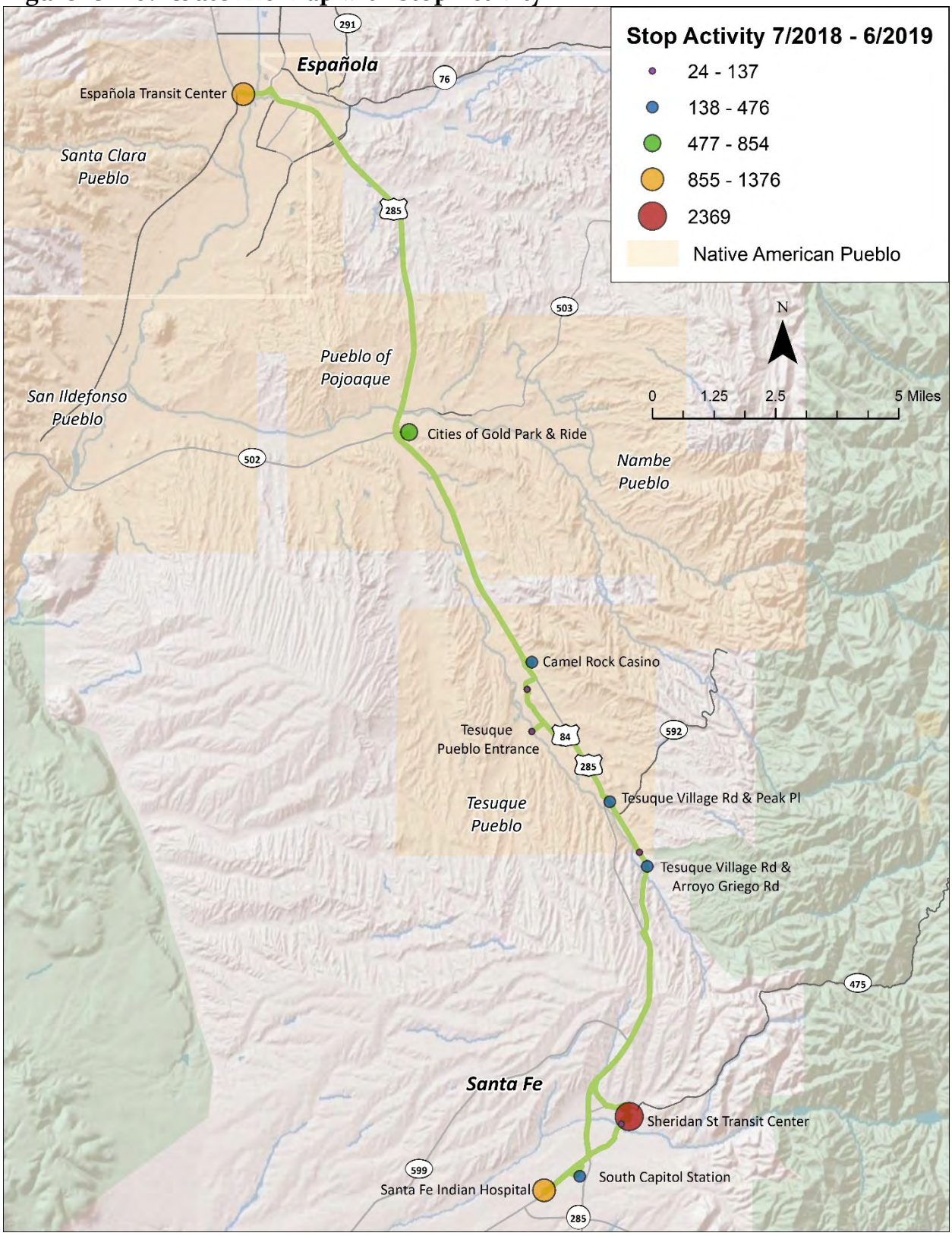
Strengths

- Provides local service along this heavily traveled corridor.

Weaknesses

- The peak hour schedules in the morning and evening are almost identical to Route 200.
- Low ridership.

Figure RP-10: Route 220 Map with Stop Activity



ROUTE 230 SAN ILDEFONSO



Table RP-11: Route 230 Operating Statistics

Route 230 San Ildefonso	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY17-18	Percent change FY18-19	Percent change FY17-19
One-Way Trips	4,861	3,258	4,936	1,348	-32.98%	51.50%	1.54%
Revenue Miles	NA	25,517	27,233	7,000	NA	6.72%	NA
Revenue Hours	NA	1,314	1,307	336	NA	-0.52%	NA
One-Way Trips per Revenue Hour	NA	2.48	3.78	4.01	NA	52.29%	NA
MPH	NA	19.42	20.83	20.83	NA	7.28%	NA
OTP	49.1	53.4	67.5	67	8.76%	26.40%	37.47%

*Data available for July, August and September 2019 only

Description

Route 230 San Ildefonso (Figure RP-11) primarily operates on NM-502 and CR-84 between Phillips 66 in Pojoaque and NM-30 & Battleship View Rd/Avanyu Po. The route starts at 7:50 AM and ends at 5:15 PM. There are three round trips (two in the morning and one in the afternoon) with one additional westbound trip in the evening. The primary purpose of the

route is to bring people throughout San Ildefonso, El Rancho and Pojoaque for shopping and connecting at the Cities of Gold Park & Ride. The busiest stops are Cities of Gold Park & Ride, San Ildefonso Governor's Office and Pojoaque Supermarket.

Connection / Transfers for 230 San Ildefonso

Route 230 provides a total of seven one-way trips throughout the day and misses connections to Routes 160 Santa Clara, 200 Santa Fe, 220 Tesuque and 400 Los Alamos at Cities of Gold Park and Ride. NMDOT service also misses this route at Cities of Gold. Transfer details for this route are in Appendix A.

Ridership and Productivity

Ridership for San Ildefonso 230 has increased 1.5% slightly over a three year span (Table RP-11). In FY 2017 route provided 4,861 one way trips. Ridership dipped to 3,258 one way trips in FY 2018 but then increased significantly in FY 2019 to 4,936. Route productivity is below system average. In FY 2017, 2.48 one way trips per hour were made that increased to 3.78 in FY 2019.

Comments

- This route does not meet commuter needs to Santa Fe, Espanola or Los Alamos.
- There is no direct connection from this route to any other of the multiple NCRTD and NMDOT buses that stop at Cities of Gold.
- It appears that this route has very little value for those that want to go to work, shopping, medical services or school, beyond the route itself.

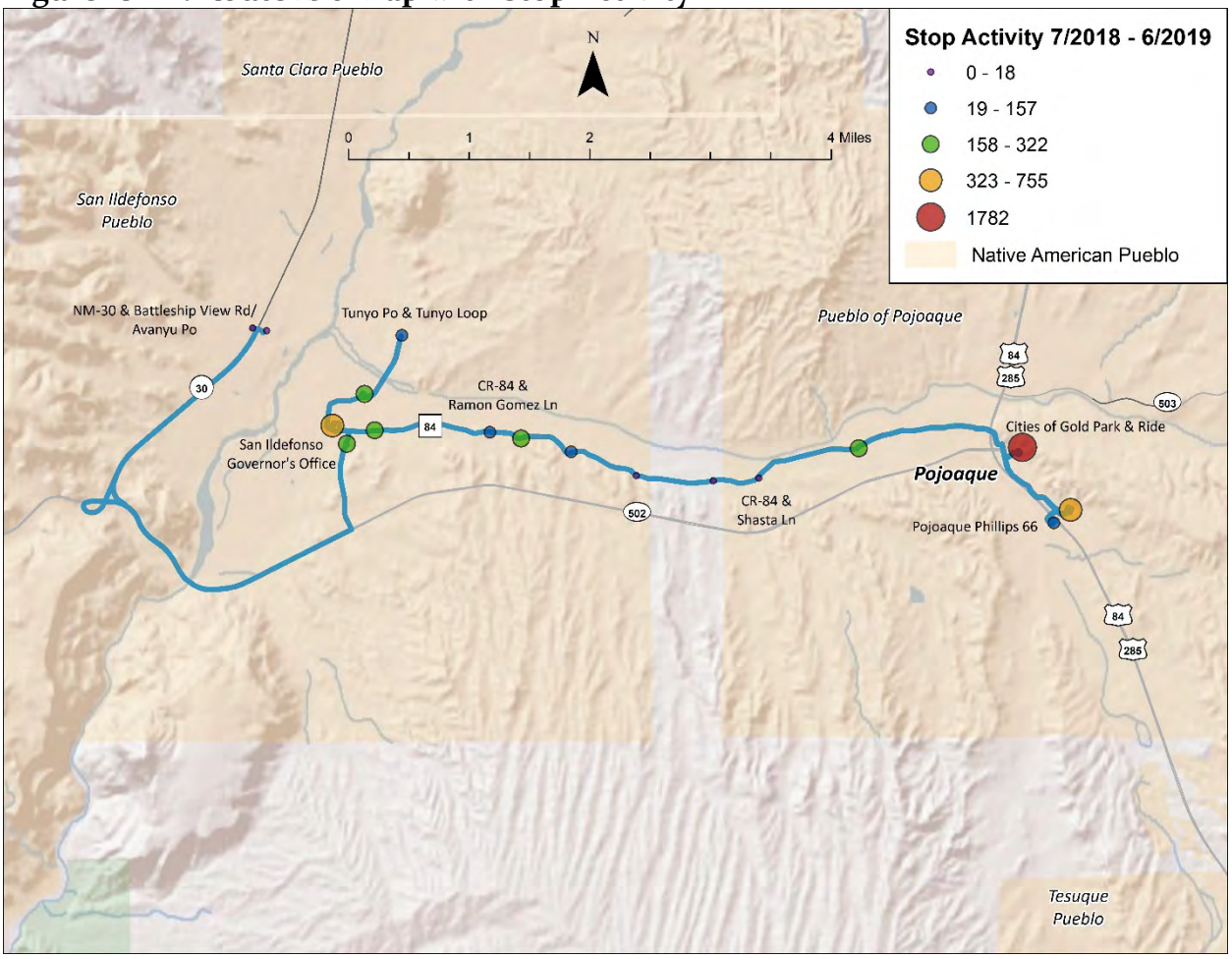
Strengths

- Has the potential to connect San Ildefonso to Santa Fe, Los Alamos and Espanola.

Weaknesses

- Can't be used for commuting due to limited hours in service.
- Misses all connections to other buses, limiting destinations to the Cities of Gold or a long wait for a connecting bus.
- As a result, very poor ridership.

Figure RP-11: Route 230 Map with Stop Activity



ROUTE 250/255 MOUNTAIN TRAIL

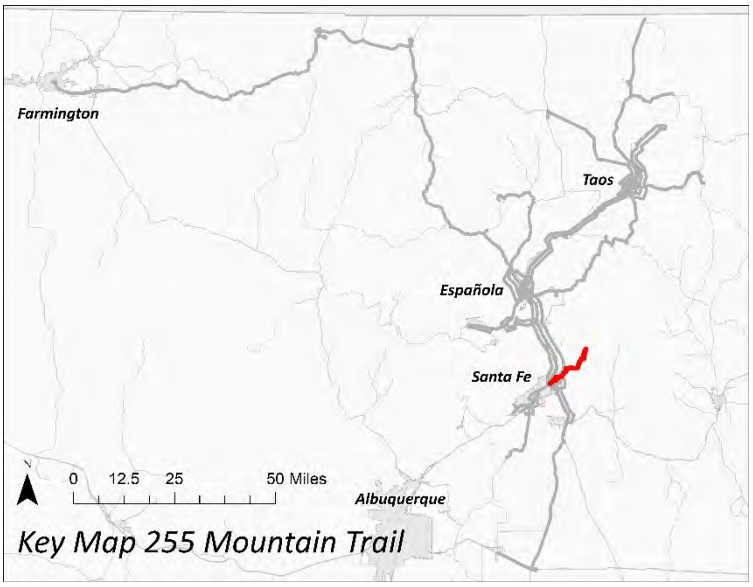


Table RP-12: Route 250/255 Operating Statistics

Route 250/255 Mountain Trail	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY17-18	Percent change FY18-19	Percent change FY17-19
One-Way Trips	5,917	3,587	8,922	1,081	-39.38%	148.73%	50.79%
Revenue Miles	NA	36,163	41,224	7,935	NA	13.99%	NA
Revenue Hours	NA	1,929	2,192	421	NA	13.63%	NA
One-Way Trips per Revenue Hour	NA	1.86	4.07	2.57	NA	118.82%	NA
MPH	NA	18.75	18.81	18.84	NA	0.32%	NA
OTP**	40.1	52.7	55.1	57.9	31.42%	4.55%	37.41%

*Data available for July, August and September 2019 only
**OTP for 255 Mt. Trail

Description

Route 250/255 Mountain Trail (Figure RP-12) primarily operates on NM-475 between South Capitol Station and Ski Santa Fe. There is a winter and non-winter schedule. Both the winter and non-winter fare is $5.00 per trip. However, during the winter schedule, a token will be provided upon boarding the eastbound bus to Ski Santa Fe. This token can be exchanged for a

$5.00 discount to purchase lift tickets, and other items at a number of locations. Park and Ride options are available at South Capitol and Fort Marcy Park.

The primary purpose of the trip is to bring people from Santa Fe to Ski Santa Fe. The busiest stops are Ski Santa Fe, South Capitol Station and Fort Marcy Park Upper Lot.

The winter route starts at 8:00 AM and ends at 6:00 PM. There are three roundtrips during the weekday and 7 roundtrips during the weekend.

This route receives funding from a wide variety of sources including Santa Fe City and County, NCRTD, Rio Metro, FTA, gross receipts tax and previously Ski Santa Fe.

Connection / Transfers for 255 Mountain Trail

Route 250/255 operates all seven days a week with most of its runs on weekends during ski season. It makes few connections to some routes while it misses many buses. Transfer details for this route are in Appendix A. Following is a summary of Route 250/255's connections at the South Capitol Station:

- Some connections to Rail Runner up to 30 minutes apart
- Route 250/255 Winter Weekday:
    - Route 200 has one meet and two misses.
    - Route 220 has six misses throughout the day.
    - Route 280 has four misses; Route 160 has three misses; Route 290 has two misses; and Route 305 has one miss.
- Route 250/255 Winter Weekend:
    - Route 200 connects to Route 250/255 once in the afternoon while it has two misses.
    - Route 280 has five misses and one morning meet.
    - Route 220 has six misses, Route 160 has four misses, Route 290 has two misses and Route 305 has one miss.
- Route 250/255 Non-Winter Weekday
    - Misses several connections to Routes 160, 200, 220, 280, 290 and 305.
- Route 250/255 Non-Winter-Weekend
    - Route 280 to Eldorado has one morning meet and six misses.
    - Several missed connections to Routes 160, 200, 220, 280, 290 and 305.

Ridership and Productivity

Route 250/255 ridership has increased noticeably by almost 51 percent over a span of three years (Table RP-12). 5,917 trips were recorded in FY 2017 that declined to 3,587 trips in FY 2018. In FY 2019, the route provided a ridership of 8,922, 1.5 times higher than the ridership in FY 2018. Such a tremendous rise in ridership could suggest an increase in visitor riders that used public transit during 2019 ski season. Months of December, January, February and March saw ridership double from FY 2018 to FY 2019. Similarly, in terms of productivity, this route performed above average during the winter months; productivity ranged between 6-8 trips per revenue hour. On-time performance of this route needs improvement; FY 2019 noted 55% OTP.

Comments

- The winter service is productive, off season ridership is less productive.
- Makes some connections to Rail Runner and other NCRTD and Santa Fe Trails routes.

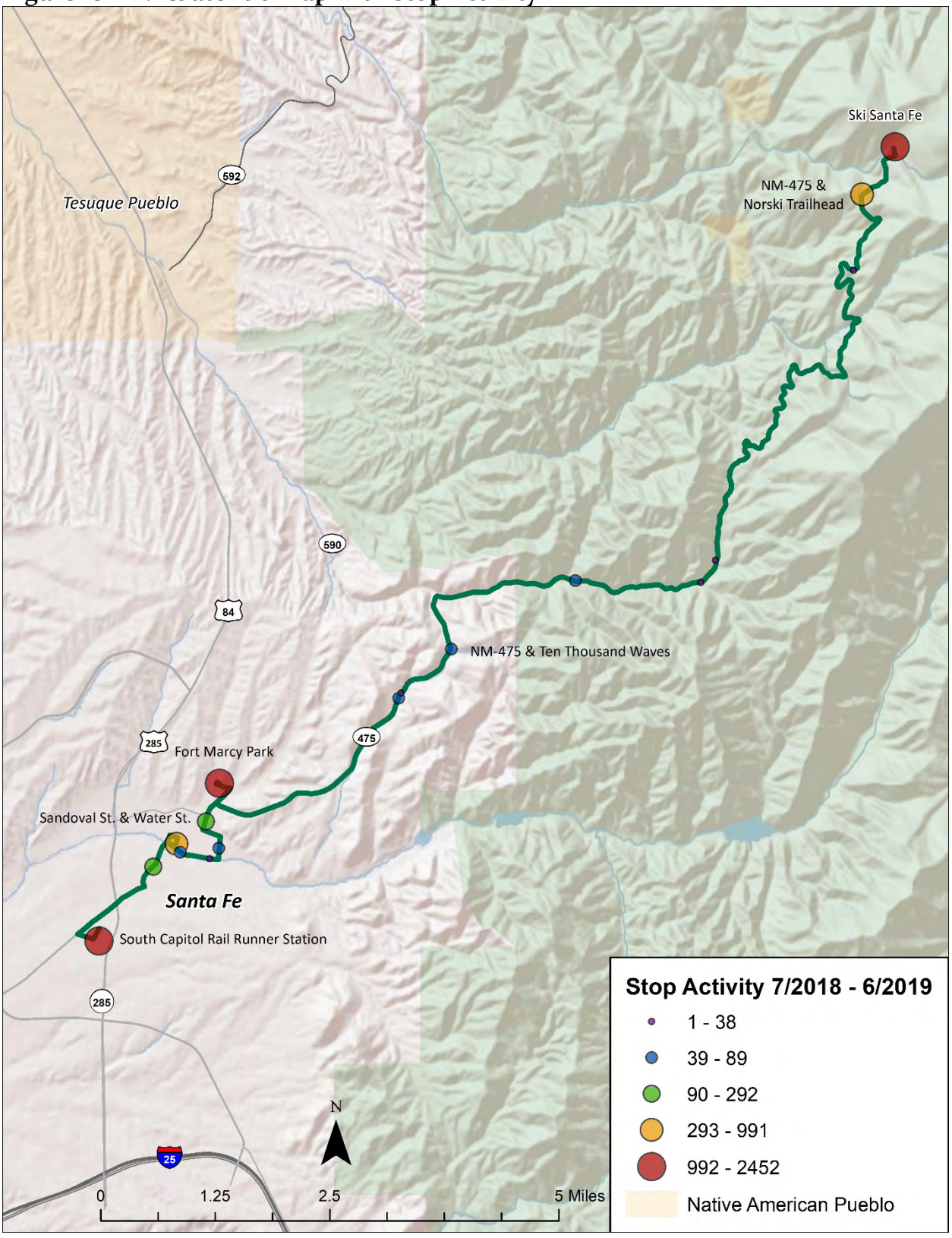
Strengths

- Multiple funding entities.
- Popular during ski season.

Weaknesses

- Offseason ridership is low.

Figure RP-12: Route 250 Map with Stop Activity



ROUTE 260 LA CIENEGA

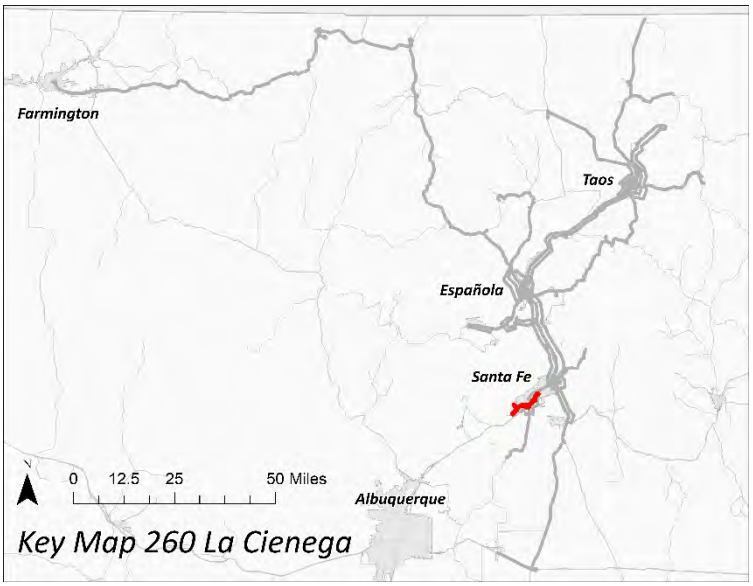


Table RP-13: Route 260 Operating Statistics

Route 260 La Cienega	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY17-18	Percent change FY18-19	Percent change FY17-19
One-Way Trips	1,447	1,263	1,886	541	-12.72%	49.33%	30.34%
Revenue Miles	NA	21,251	23,106	5,939	NA	8.73%	NA
Revenue Hours	NA	1,137	1,237	318	NA	8.74%	NA
One-Way Trips per Revenue Hour	NA	1.11	1.52	1.70	NA	37.33%	NA
MPH	NA	18.68	18.68	18.68	NA	-0.01%	NA
OTP	64.5	60.1	78.8	59.5	-6.82%	31.11%	22.17%

***Data available for July, August and September 2019 only**

Description

Route 260 La Cienega (Figure RP-13) primarily operates on NM-14 (Cerrillos Road) between Santa Fe Place Mall and Interstate 25, then parallels I-25 to La Cienega. The route starts at 8:00 AM and ends at 4:21 PM. Service is limited and there is no commuter option. The primary purpose of the route is to bring people from La Cienega (particularly near La Cienega Community Center) to Santa Fe for social services, shopping, health care and bus

connections. The busiest stops are Plaza la Prensa & New Mexico Plaza, Santa Fe Place Mall and La Cienega Community Center.

Connection / Transfers for 260 La Cienega

Route 260 operates six one-way trips in a day and does not provide connections to any NCRTD buses. Santa Fe Trails routes connect at the mall. It misses one transfer to Route 200 Santa Fe at the Santa Fe Place Mall. Transfer details for this route are in Appendix A.

Ridership and Productivity

In FY 2017, ridership for Route 260 was 1,447. Ridership dropped in FY 2018 to 1,263 one way trips after which it rose to 1,886 trips in FY 2019 (Table RP-13). Route productivity increased from FY 2018 to FY 2019 from 1.11 to 1.7 one way trips per revenue hour. However, this route's productivity has been consistently low in the system over a period of three years that needs attention. On time performance of this route was 78.8 percent in FY 2019 which is much better than many routes in the system.

Comments

- Very low ridership on this route as it does not meet commuter needs.
- No connections to other routes.
- There may be a need for more stops.

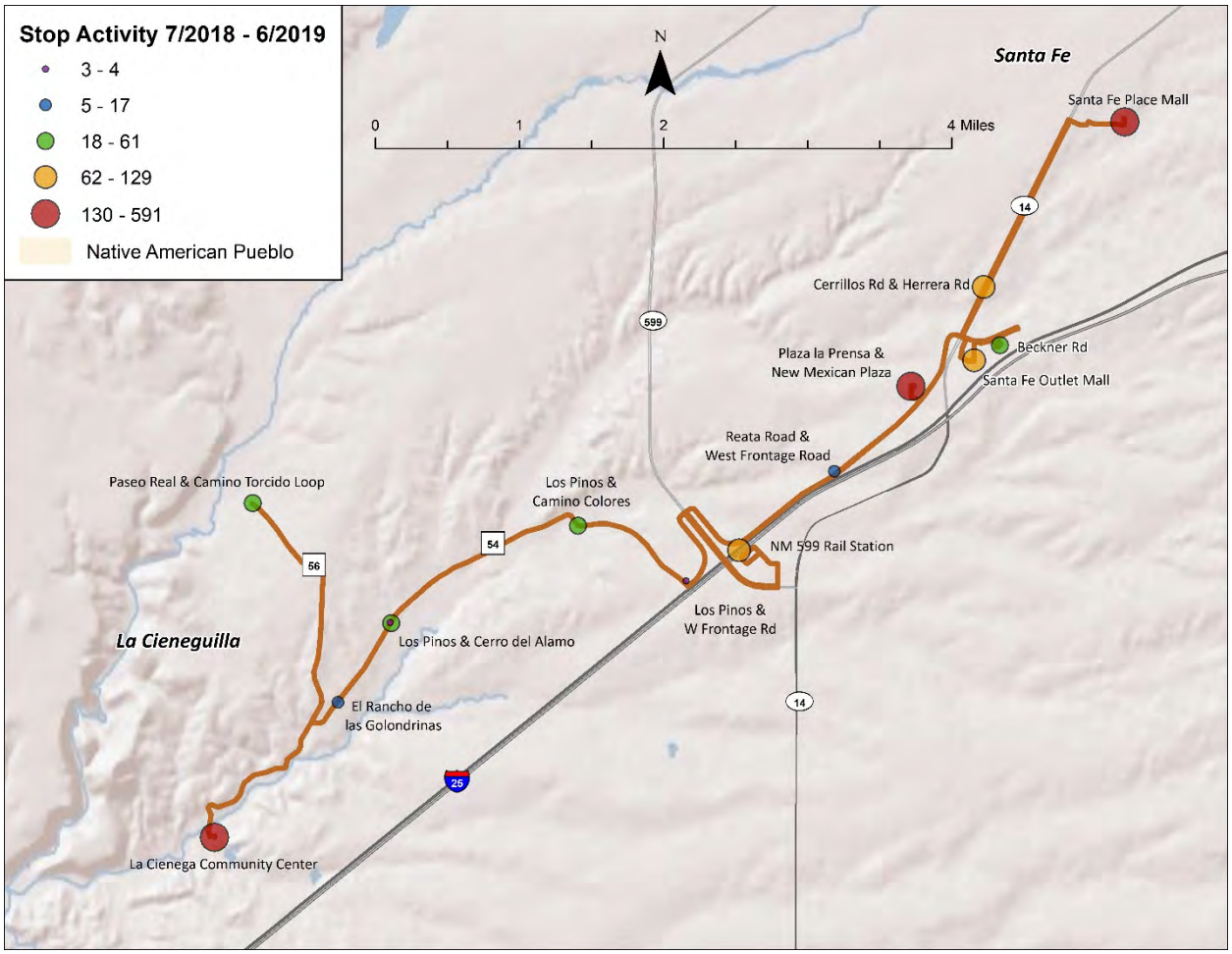
Strengths

- Provides minimal service to the area.

Weaknesses

- Very low ridership.
- Misses connections and does not operate for commuters.

Figure RP-13: Route 260 Map with Stop Activity



ROUTE 270 TURQUOISE TRAIL

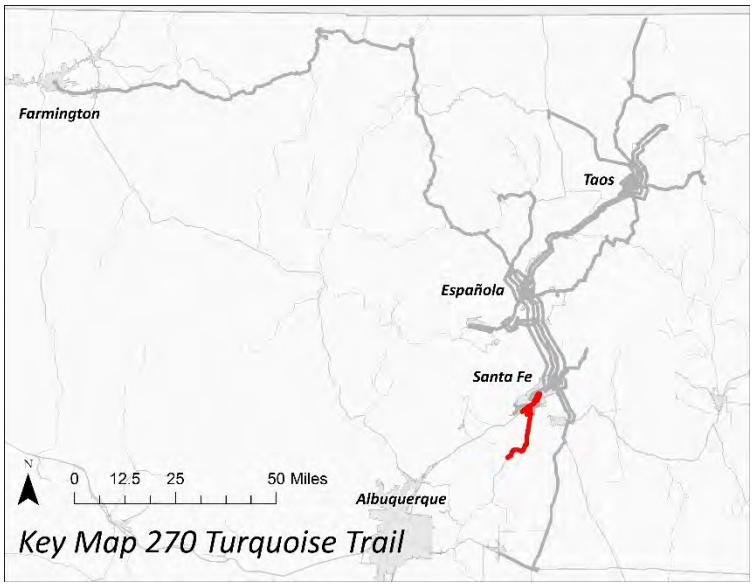


Table RP-14: Route 270 Operating Statistics

Route 270 Turquoise Trail	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY17-18	Percent change FY18-19	Percent change FY17-19
One-Way Trips	5,940	4,735	3,990	925	-20.29%	-15.73%	-32.83%
Revenue Miles	NA	36,592	34,632	8,902	NA	-5.35%	NA
Revenue Hours	NA	1,279	1,200	308	NA	-6.19%	NA
One-Way Trips per Revenue Hour	NA	3.70	3.33	3.00	NA	-10.17%	NA
MPH	NA	28.62	28.87	28.87	NA	0.89%	NA
OTP	52	62.6	67.4	55.5	20.38%	7.67%	29.62%

*Data available for July, August and September 2019 only

Description

Route 270 Turquoise Trail (Figure RP-14) primarily operates on NM-14 (Cerrillos Road) between Santa Fe Place Mall and NM-14 Mine Shaft Tavern. The route starts at 6:25am and ends at 6:05pm. The primary purpose of the route is to bring people from Los Cerrillos and Madrid to Santa Fe and the military base and State Penitentiary. The busiest stops are Oñate Military Complex, NM 599 Rail Station and the State Penitentiary Administrative Office.

Connection / Transfers for 270 Turquoise Trail Northbound (at Santa Fe Place Mall)

Route 270 operates a total of ten one-way trips in a day and stops at three different transfer centers along the route. At Santa Fe Place Mall, it meets Route 290 Edgewood Southbound once in the afternoon and misses two connections with Route 260. It also connects with Santa Fe Trails. It misses connections to Route 290 and Route 260 at State Penitentiary Administration Office and Rail Runner Station respectively. Transfer details for this route are in Appendix A.

Ridership and Productivity

Route 270 has shown a constant decline in its ridership from FY 2017 to FY 2019 (Table RP-14). The ridership in FY 2017 was 5,940 that dropped down to 4,735 in FY 2018. It further declined in FY 2019 to 3,990 one-way trips. Route's productivity also showed a downward trend; it decreased from 3.7 one-way trips per revenue hour in FY 2018 to 3.33 in FY 2019. This route's performance and ridership are much below system average.

Comments

- Route has two components: Service to the Military and Jail facilities for commuters and off peak service into Santa Fe and connections with Santa Fe Trails.
- Route can also focus on bringing visitors to the Madrid area for day trips.

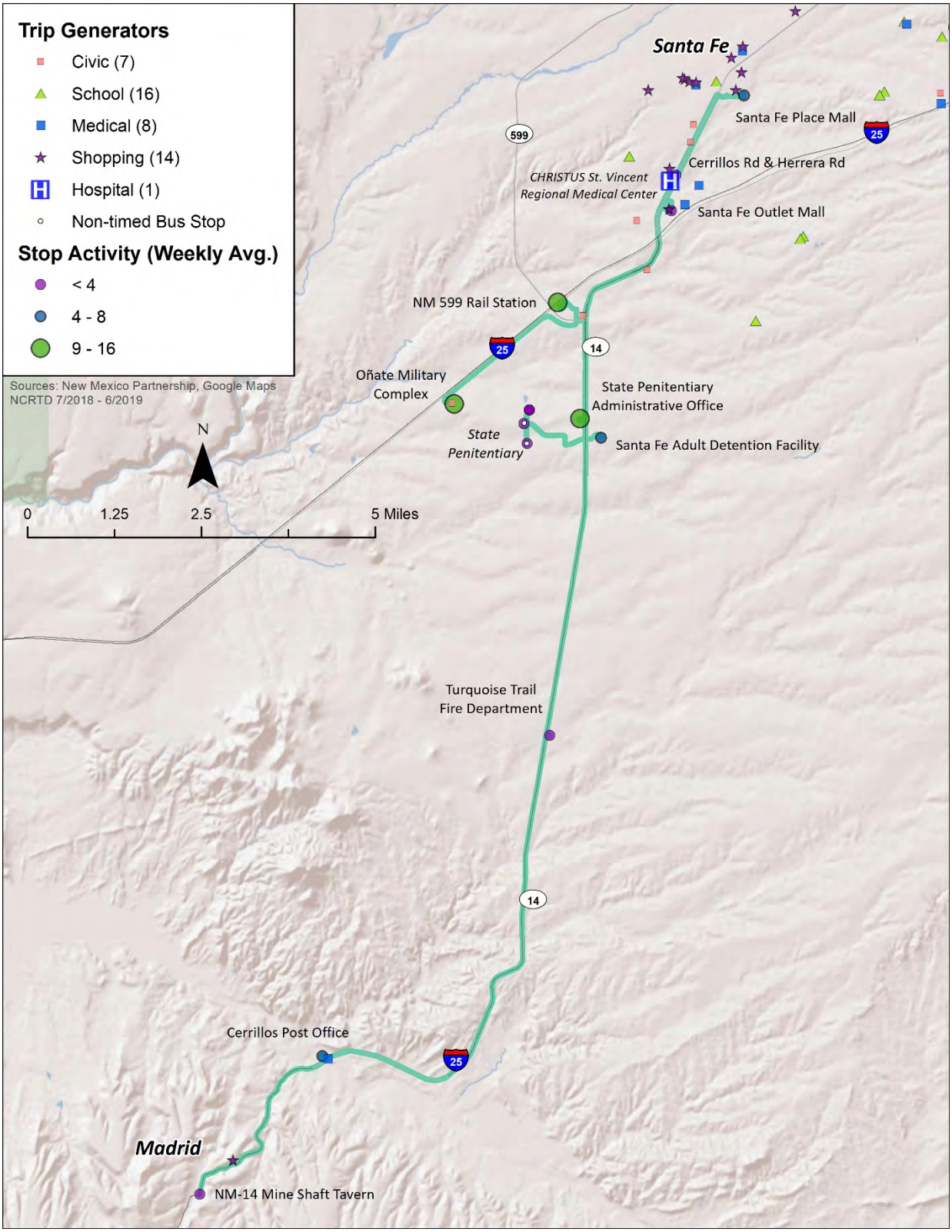
Strengths

- Provides service to and from Madrid

Weaknesses

- The route may be trying to do too much

Figure RP-14: Route 270 Map with Stop Activity and Trip Generators



ROUTE 280 ELDORADO

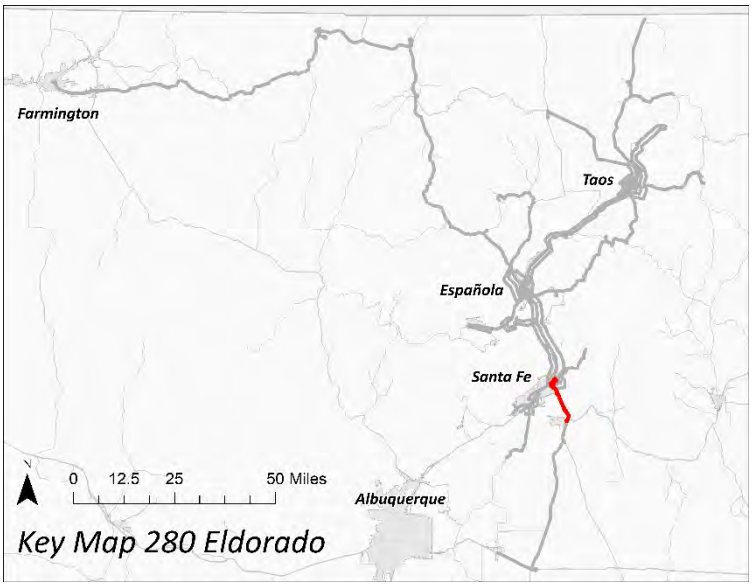


Table RP-15: Route 280 Operating Statistics

Route 280 Eldorado	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY17-18	Percent change FY18-19	Percent change FY17-19
One-Way Trips	5,168	5,738	5,012	1,619	11.03%	-12.65%	-3.02%
Revenue Miles	NA	33,795	37,105	9,537	NA	9.79%	NA
Revenue Hours	NA	1,336	1,452	373	NA	8.73%	NA
One-Way Trips per Revenue Hour	NA	4.30	3.45	4.34	NA	-19.66%	NA
MPH	NA	25.30	25.55	25.55	NA	0.98%	NA
OTP	79.6	82.7	83.8	84.9	3.89%	1.33%	5.28%

*Data available for July, August and September 2019 only

Description

Route 280 Eldorado (Figure RP-15) primarily operates on US-84/285 and NM-466 between Agora Shopping Center in Eldorado and Sheridan Transit Center. The route starts at 7:10 AM and ends at 5:40 PM. There are three roundtrips in the morning and two roundtrips in the afternoon. The schedule requires a minimum of six hours in Santa Fe, precluding a routine

shopping or personal business trip. The primary purpose of the route is to bring people from throughout Santa Fe to work, school, shopping, medical needs, and to Agora Shopping Center.

Connection / Transfers for 280 Eldorado

Route 280 runs three roundtrips in the morning and two in the afternoon making some connections to buses at the South Capitol Station and Sheridan Transit Center. Following is a summary of Route 280's connections-

At South Capitol Station:

280 Eldorado Northbound:

- Route 160 meets once at 4:50 pm and has two misses.
- It misses connections to Route 200 Santa Fe and 220 Tesuque.
- Route 250/255 Winter Weekday has one connection and two misses; Route 250/255 Winter Weekend has one meet and two misses; Route 250/255 Non Winter has two misses everyday throughout the week.
- Route 290 has two misses on each of its two runs and Route 305 has four misses.

280 Eldorado Southbound:

- Route 200 to Espanola has one meet and three misses each with Routes 280 Northbound and Southbound.
- Route 250/255 Winter Weekday has one connection and two misses; Route 250/255 Winter Weekend has one meet and two misses; Route 250/255 Non Winter has two misses everyday throughout the week.
- Route 160 has three misses and Route 290 has two misses.
- Route 305 meets once daily and has three misses.

At Sheridan Transit Center:

- Route 280 Northbound and Southbound connects to Route 200 Santa Fe and Route 220 Tesuque once a day.
- It misses many connections with Routes 160, 200, 220 and 290.
- It meets Santa Fe Trails routes

Ridership and Productivity

Ridership of Route 280 stayed around 5,100 one-way annual trips with a slight increase in FY 2018 (Table RP-15). In FY 2017, the route generated 5,168 annual one-way trips that increased to 5,738 in FY 2018. In FY 2019, the ridership declined to 5,012 trips. With an overall decrease in one-way trips and slight increase in revenue hours and miles of the route within past two

years, route productivity declined by 20 percent from 4.3 trips per hour in FY 2018 to 3.45 trips per hour in FY 2019. This route has a better on-time performance than most of the routes in the system. OTP in FY 2019 was 83.8 percent.

Comments

- Boarding in El Dorado requires a six hour stay in Santa Fe, precluding use by persons desiring a short shopping or personal business trip.
- There is no mid-day round trip.
- The last southbound bus is shortly after 5 PM. There is no later bus.
- Does not meet any Rail Runner trains.
- Need for more stops by Trader Joes, CVS, Whole Foods, and other places to shop nearby (St. Francis and Cerrillos).

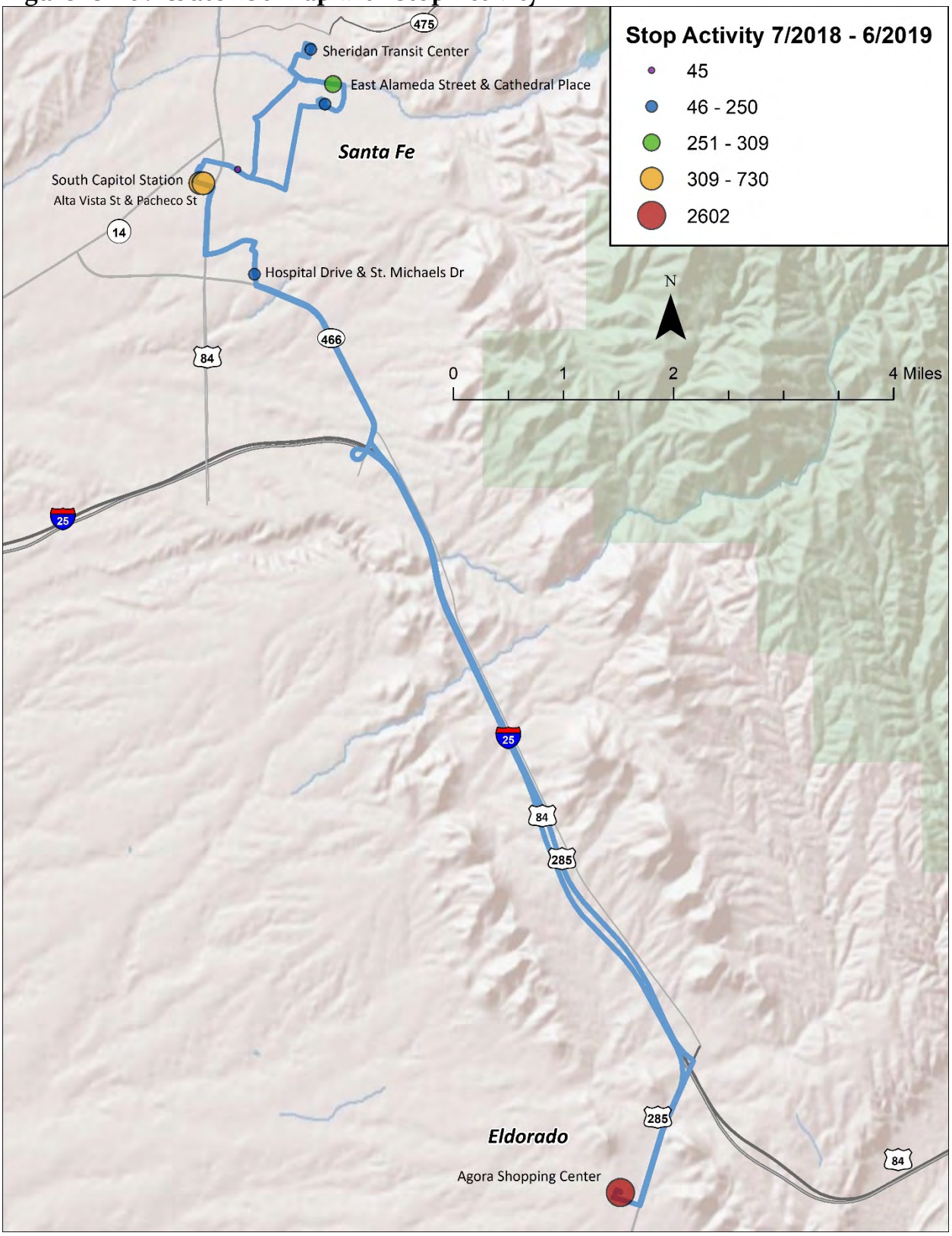
Strengths

- Provides service to El Dorado
- Ridership is reasonable for a route with one way demand

Weaknesses

- Needs a new park and ride location in El Dorado
- No mid-day service, limiting ridership

Figure RP-15: Route 280 Map with Stop Activity



ROUTE 290 EDGEWOOD

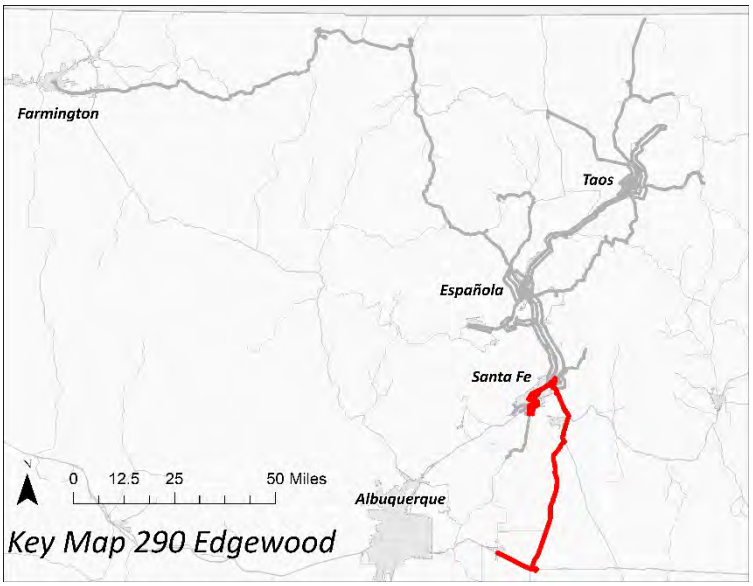


Table RP-16: Route 290 Operating Statistics

Route 290 Edgewood	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY17-18	Percent change FY18-19	Percent change FY17-19
One-Way Trips	6,997	5,324	4,550	998	-23.91%	-14.54%	-34.97%
Revenue Miles	NA	35,527	37,711	9,693	NA	6.15%	NA
Revenue Hours	NA	908	967	249	NA	6.53%	NA
One-Way Trips per Revenue Hour	NA	5.86	4.70	4.02	NA	-19.78%	NA
MPH	NA	39.14	38.99	39.01	NA	-0.36%	NA
OTP	30.3	46.7	66.2	72.8	54.13%	41.76%	118.48%

*Data available for July, August and September 2019 only

Description

Route 290 Edgewood (Figure RP-16) primarily operates on US-85/285 and NM-41 between Edgewood Community Center and Santa Fe where it makes multiple stops. The route then becomes a different route, serving as a shuttle from Santa Fe to the prison/jail and military facilities south of the 599 Rail Runner Station. However, this area is not served in the afternoon return trip. Route 270 Turquoise trail offers return trips from area. The route starts at 5:45 AM and ends at 6:38 PM. There is one northbound trip in the morning and one

southbound trip in the evening. The primary purpose of the route is to bring people to Santa Fe (for school or work). The busiest stops are Cerrillos Road and Camino Carlos Rey, Sheridan Avenue Transit Center and Edgewood Community Center.

Connection / Transfers for 290 Edgewood

Route 290 provides two one-way trips in a day and stops at two transfer points- Sheridan Transit Center and South Capitol Station along the way. However, it only provides one transfer to Route 200 Santa Fe at the South Capitol Station. Transfer details for this route are in Appendix A. The following bus connections are missed by this route:

At the Sheridan Transit Center:

- Routes 200 and 220 misses one connection each to the Route 290 Northbound.
- Routes 160, 200 and 280 has one miss each and Route 220 misses two connections to the Route 290 Southbound.

At the South Capitol Station:

- Route 290 misses connections to Routes 160, 200, 220, 255, 280 and 305.

Ridership and Productivity

Ridership of Route 290 has declined by 35 percent over a period of three years (Table RP-16). The route provided 6,997 trips in the FY 2017 after which it fell to 5,324 trips in FY 2018. The ridership further decreased to 4,550 in FY 2019. Route productivity also decreased from 5.86 one way trips per revenue hour in FY 2018 to 4.7 trips in FY 2019. However, the route's productivity was found above average when compared to other long distance routes as well as the overall system. Productivity of long distance routes ranged between 1.5 and 8.6 trips per hour.

Comments

- This route specifically serves commuters from Edgewood to the Santa Fe area.
- It can also be marketed as a shuttle from Santa Fe to the various facilities south and west of the 599 Rail Runner Station:
    - Route 290 is a one way run, where no return trip is offered.
    - The evening return trip is available on Route 270 Turquoise Trail
    - These two runs should be renamed as a separate route with an AM and PM round trip.

- There is no mid-day run
- It has slowly lost ridership it meets only one travel need (commuter).

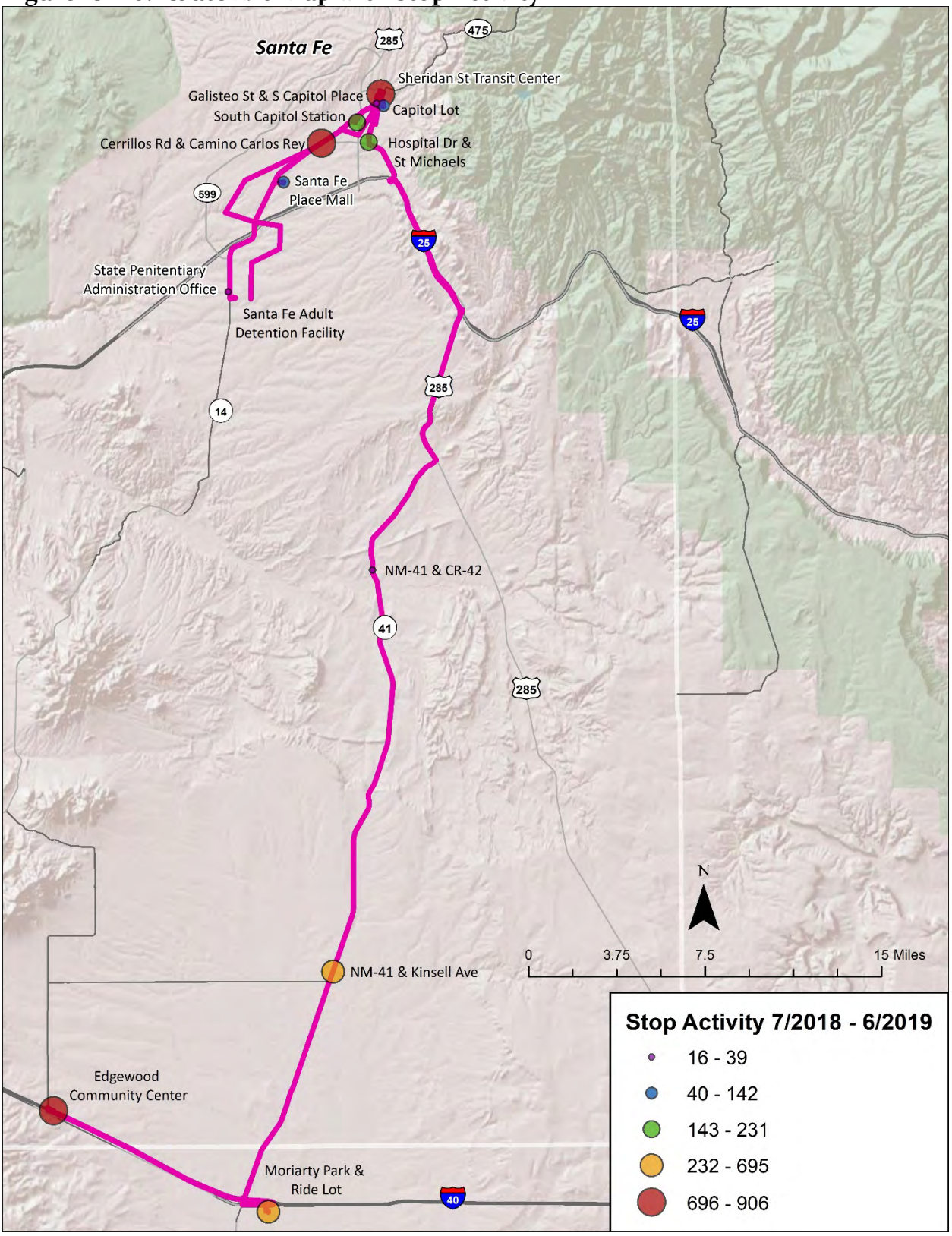
Strengths

- Provides needed service to Edgewood

Weaknesses

- There is no mid-day service for commuters that need to go home early and to serve those in need of transportation but can't spend eight hours there
- Finding a driver and back-up drivers in the Edgewood area can be problematic.
- Not promoted as a shuttle to the detention facilities or military complex.

Figure RP-16: Route 290 Map with Stop Activity



ROUTE 300 TAOS

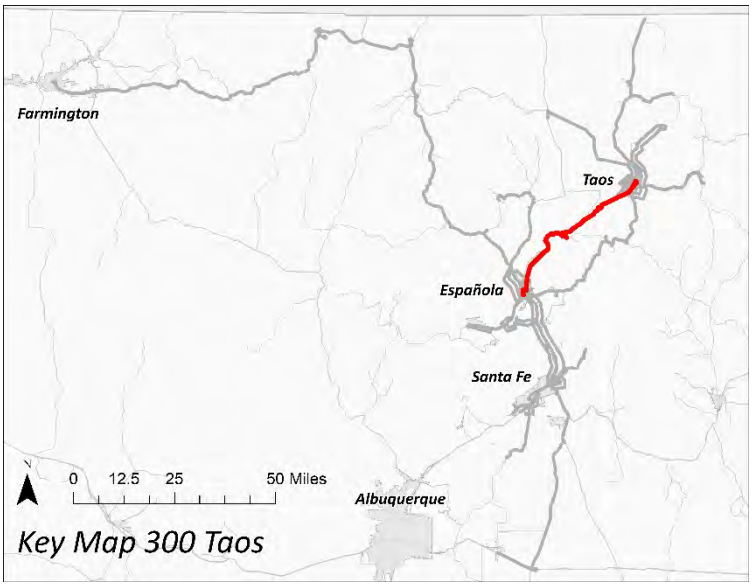


Table RP-17: Route 300 Operating Statistics

Route 300 Taos	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY17-18	Percent change FY18-19	Percent change FY17-19
One-Way Trips	13,004	12,770	15,033	3,792	-1.80%	17.72%	15.60%
Revenue Miles	NA	89,479	97,146	24,969	NA	8.57%	NA
Revenue Hours	NA	2,352	2,606	670	NA	10.81%	NA
One-Way Trips per Revenue Hour	NA	5.43	5.77	5.66	NA	6.24%	NA
MPH	NA	38.04	37.27	37.27	NA	-2.02%	NA
OTP	46.2	49.9	47.9	44.4	8.01%	-4.01%	3.68%

*Data available for July, August and September 2019 only

Description

Route 300 Taos (Figure RP-17) primarily operates on NM-74 and NM-68 from Española Transit Center to Taos County Administration Building. The route starts at 5:45 AM and ends at 7:12 PM. There are two north and southbound trips in the morning, one north and southbound trip in the afternoon, and one north and southbound trip in the evening. The primary purpose of the route is to connect Taos with Española and Santa Fe, for school, shopping and connections in Española. The busiest stops are Taos County Administration, Española Transit Center, NM-68 & San Francisco Road.

Connection / Transfers for 300 Taos

Route 300 operates two morning and two afternoon trips in both directions with stops at the Taos County Administration Building and the Espanola Transit Center. At the Taos County Administration building it does not meet any buses and misses connection to Routes 320, 330, 340, 360 and 800. Transfer details for this route are in Appendix A.

Following is a summary of Route 300's connections in Espanola:

- This route interlines with Route 200 for two inbound and two outbound runs.
- The route also makes a connection with NMDOT Park and Ride service.
- It meets Route 100 to Taos once in the evening.
- Route 110 has three misses.
- Some connections with Routes 150 and 220; one meet and two misses with each of them.
- Route 160 has four misses, Routes 180 and 190 have two misses each, and Route 400 has one miss.

Ridership and Productivity

Ridership for Route 300 has increased by 15.6 percent over the three year period (Table RP-17). In FY 2017, the route provided 13,004 one way trips that slightly decreased to 12,770 in FY 2018. The ridership increased in FY 2019 to 15,033 trips. Route productivity remained constant hovering around 5.5 trips per hour within last two years. Being a weekday commuter route, both the ridership and route productivity is above system average. However, the route has a poor on-time performance. OTP for FY 2019 was 47.9 percent.

Comments

- Interlining with Santa Fe route is good, should be clarified to customers.
- Some stops south of Taos are difficult for the driver to see.
- Good ridership and connectivity in Espanola.

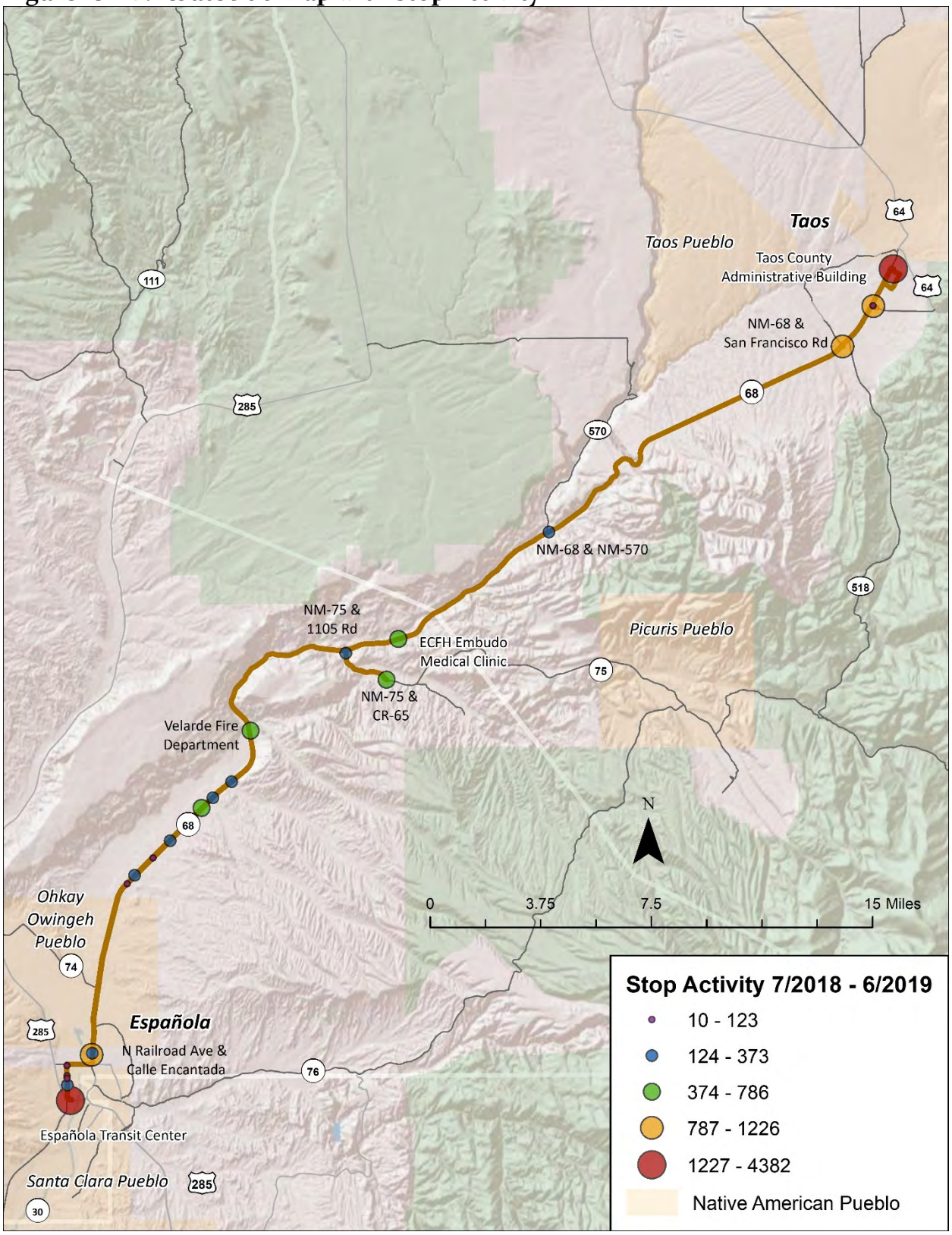
Strengths

- Serves a major corridor.
- Good ridership.
- Good connectivity to Santa Fe.

Weaknesses

- Look at timing adjustments: later southbound evening run, early morning meet with Rail Runner.

Figure RP-17: Route 300 Map with Stop Activity



ROUTE 305 TAOS EXPRESS

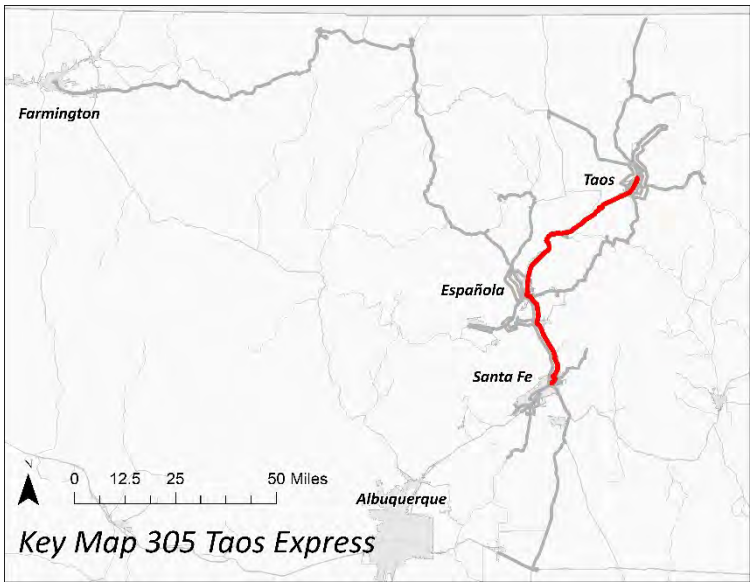


Table RP-18: Route 305 Operating Statistics

Route 305 Taos Express	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY17-18	Percent change FY18-19	Percent change FY17-19
One-Way Trips	1,591	1,377	2,145	583	-13.45%	55.77%	34.82%
Revenue Miles	NA	31,252	30,045	7,440	NA	-3.86%	NA
Revenue Hours	NA	764	737	183	NA	-3.57%	NA
One-Way Trips per Revenue Hour	NA	1.80	2.91	3.19	NA	61.54%	NA
MPH	NA	40.88	40.76	40.74	NA	-0.30%	NA
OTP	59.3	51.8	54.5	46.2	-12.65%	5.21%	-8.09%

*Data available for July, August and September 2019 only

Description

Route 305 Taos Express (Figure RP-18) primarily operates on NM-74 and NM-68 from South Capitol Station to Taos County Administration Building. The route only has weekend service and starts at 8:30 AM and ends at 8:15 PM. There is one roundtrip from Taos to Santa Fe in

the morning and in the late afternoon. The route starts at 5:45 AM and ends at 7:12 PM. Service between Taos and Santa Fe is $5.00 each way. Service between Taos and Española or between Santa Fe and Española is $2.00 per trip. The primary purposes of the route is to connect Taos with Santa Fe and the Rail Runner at South Capitol Station and to provide day-trips for visitors staying in Taos or Santa Fe. The busiest stops are Santa Fe Depot on Montezuma, Taos County Administration Building and Our Lady of Guadalupe Church Parking Lot.

Ridership and Productivity

Route 305 provided 1,591 one-way trips in FY 2017 which declined in FY 2018 to 1,377 trips (Table RP-18). FY 2019 saw an increase in ridership to 2,145 annual one-way trips. Overall, there was a 35 percent increase in ridership over the three year span. Productivity of this route was 1.8 one way trips per revenue hour in FY 2018 that increased to 2.91 in FY 2019; however it is still below system average. This route has a poor on time performance. In FY 2019, the route OTP was 54.5 percent.

Comments

- Ridership is low.
- Needs better connections with Rail Runner.
- No connections with Chile Line on weekends.
- No service to Taos Pueblo.

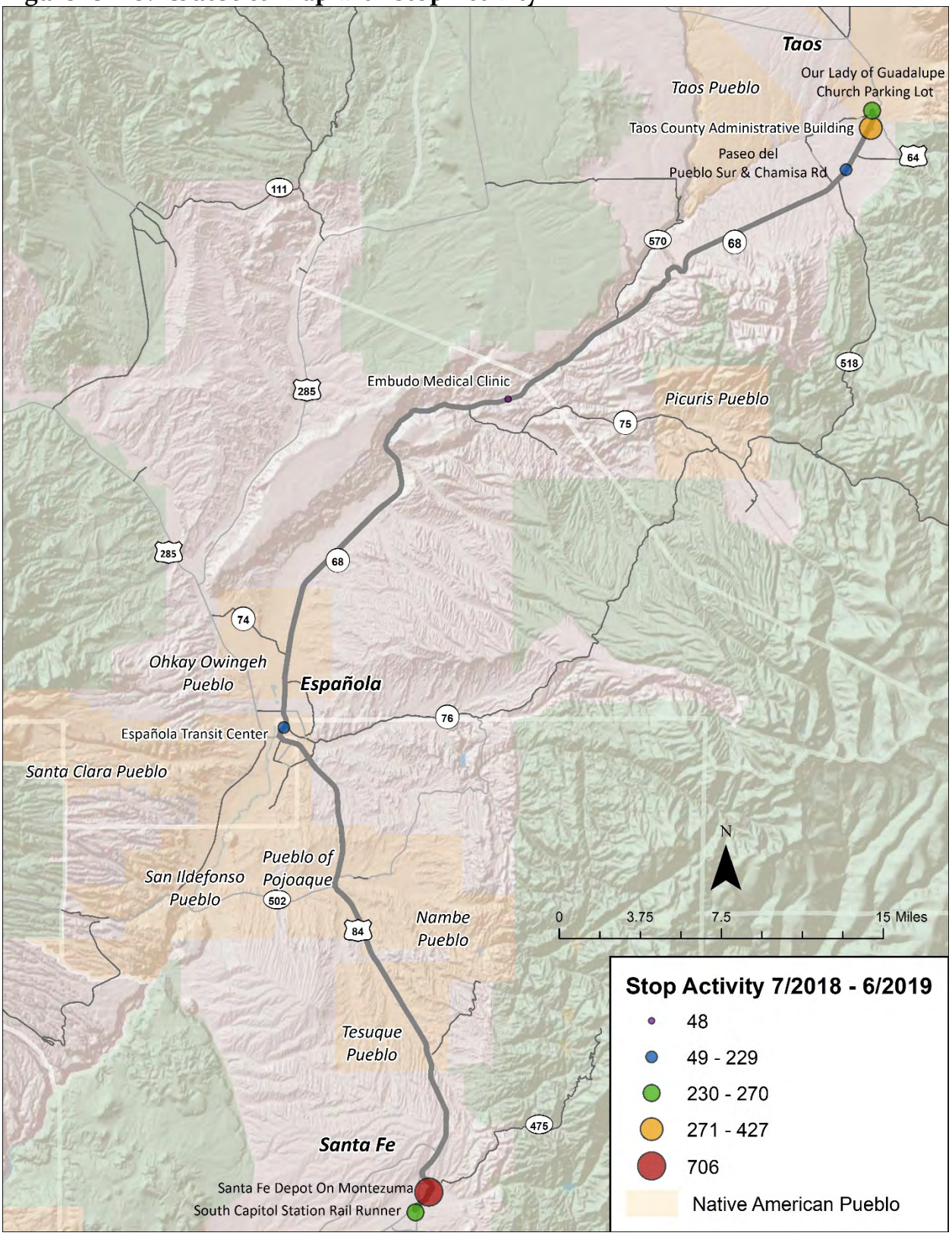
Strengths

- Provides express service for visitors traveling to Taos.

Weaknesses

- No Friday service for weekend visitors.
- No connecting services in Taos and few stops, limiting last mile options.
- Evening return to Santa Fe and transfer to Rail Runner requires a two hour layover.
- Santa Fe to Taos day trip is no longer than 4 hours, while day trip to Santa Fe is 8 hours.
- Need to target day trips with hotels and restaurants.

Figure RP-18: Route 305 Map with Stop Activity



ROUTE 310 RED RIVER

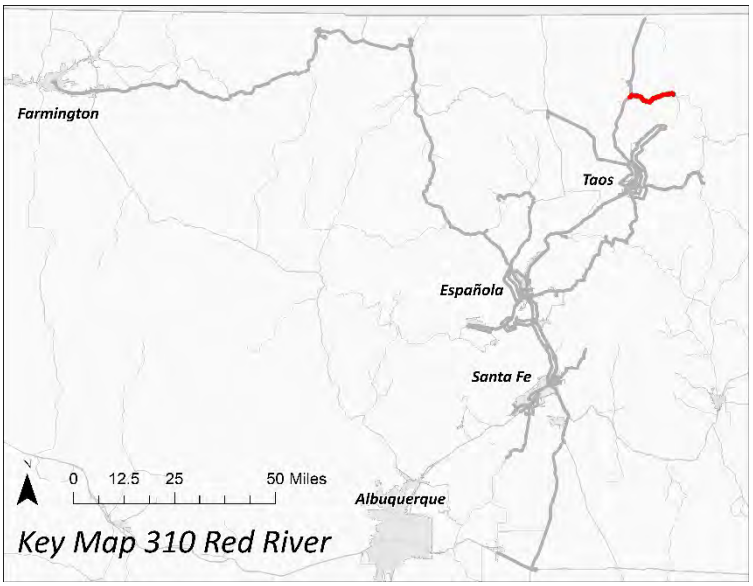


Table RP-19: Route 310 Operating Statistics

Route 310 Red River	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY17-18	Percent change FY18-19	Percent change FY17-19
One-Way Trips	4,058	3,122	4,430	1,021	-23.07%	41.90%	9.17%
Revenue Miles	NA	47,633	51,337	13,195	NA	7.78%	NA
Revenue Hours	NA	1,527	1,660	427	NA	8.74%	NA
One-Way Trips per Revenue Hour	NA	2.04	2.67	2.39	NA	30.49%	NA
MPH	NA	31.20	30.92	30.92	NA	-0.88%	NA
OTP	60.2	80.7	83	78.4	34.05%	2.85%	37.87%

*Data available for July, August and September 2019 only

Description

Route 310 Red River (Figure RP-19) primarily connects Questa with Red River for commuters, where there is a connection to Route 320 Questa to Taos or Costilla. The busiest stops are NM-522 & Supermarket Road, NM-38 and Questa Visitor Center and River Street & Jumping Jack Trail.

Connection / Transfers for 310 Red River

Route 310 provides four morning and four afternoon roundtrips and has good connections with Route 320 Questa at NM-522 and Supermarket Road. Route 320 has four meets, two in the morning and two in the afternoon, and two misses. Transfer details for this route are in Appendix A.

Ridership and Productivity

In FY 2017, ridership for Route 310 was 4,058 annual trips (Table RP-19). Ridership dropped to 3,122 trips in FY 2018 and then rose to 4,430 in FY 2019. Route productivity increased from FY 2018 to FY 2019 from 2.04 to 2.67 one way trips per revenue hour. This route's on-time performance was 85.2 percent in FY 2019 which is much better than many routes in the system. As this is a ski based route, ridership will be affected by the weather.

Comments

- Must ensure adequate connections in Taos for local service.
- Safety and inebriated riders was a concern among some.
- This will always be a low ridership route as it is in a very rural area. However this is a necessary service and is vital to some.

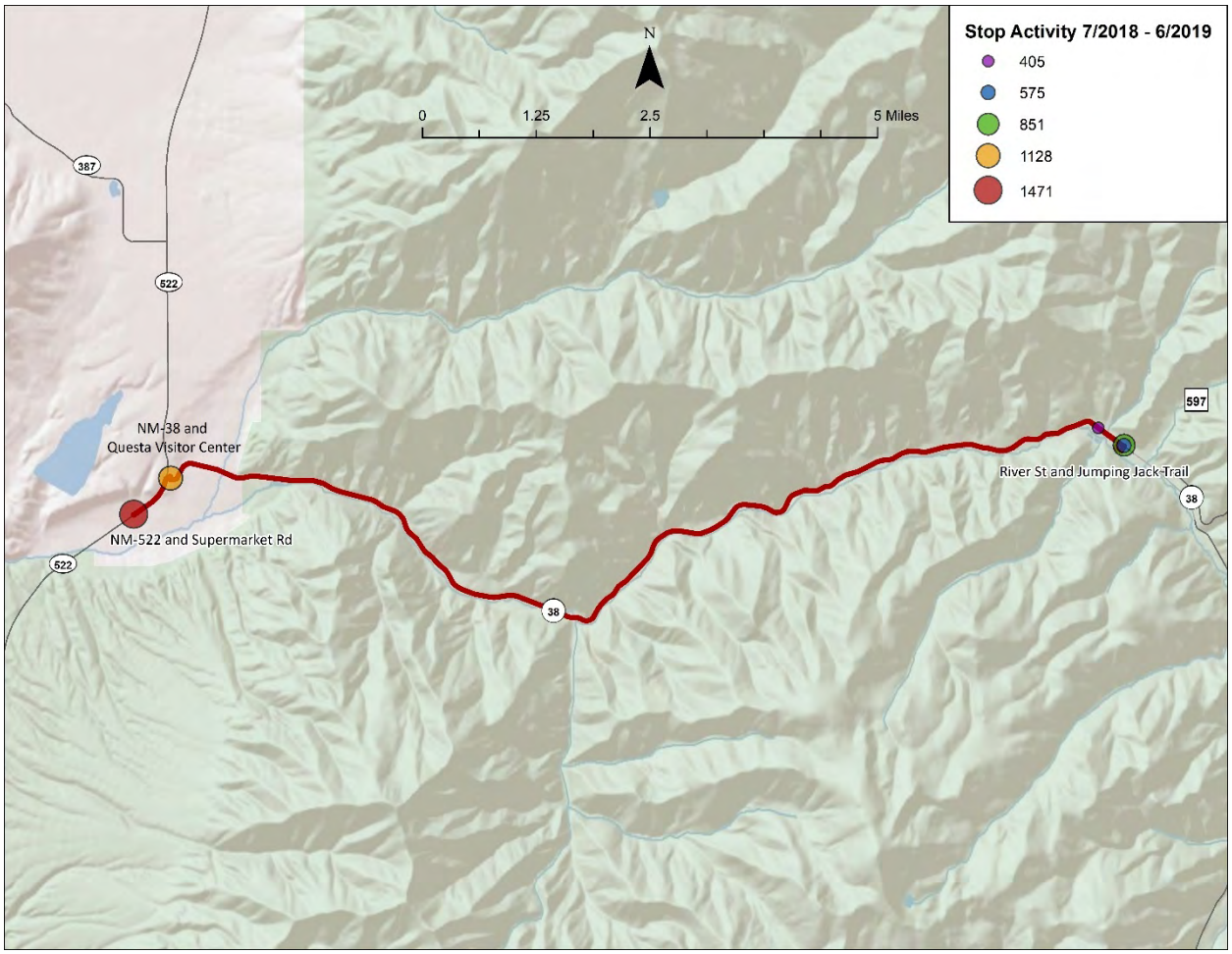
Strengths

- Connects Red River to Taos and Questa.

Weaknesses

- Ridership is seasonal.

Figure RP-19: Route 310 Map with Stop Activity



ROUTE 320 QUESTA

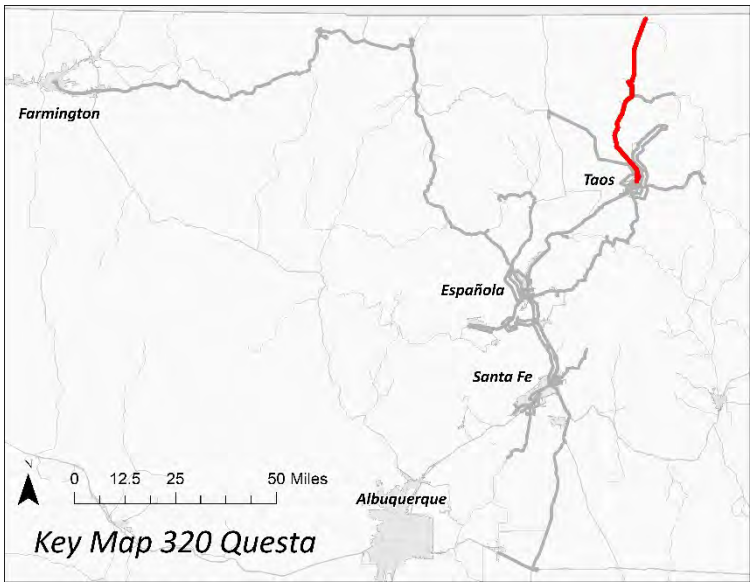


Table RP-20: Route 320 Operating Statistics

Route 320 Questa	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY17-18	Percent change FY18-19	Percent change FY17-19
One-Way Trips	14,701	15,396	16,986	3,697	4.73%	10.33%	15.54%
Revenue Miles	NA	62,941	67,149	17,259	NA	6.69%	NA
Revenue Hours	NA	1,874	1,971	507	NA	5.21%	NA
One-Way Trips per Revenue Hour	NA	8.22	8.62	7.30	NA	4.86%	NA
MPH	NA	33.60	34.07	34.06	NA	1.40%	NA
OTP	48.2	73.9	85.2	75.9	53.32%	15.29%	76.76%

***Data available for July, August and September 2019 only**

Description

Route 320 Questa (Figure RP-20) primarily operates on NM-522 between Taos County Administrative Building and Cerro VFW Post. There is limited service to NM-522 & NM-196 (Duran's Gas and Grocery) in Costilla. The primary purpose of the route is to connect Taos with Questa and Cerro. The busiest stops are Taos County Administration Building and NM-522 & NM-196. The route starts at 6:10 AM and ends at 6:25 PM. There is only one southbound trip from Costilla to Taos in the morning and one northbound trip to Costilla from Taos in the evening.

Connection / Transfers for 320 Questa

Route 320 operates eight one-way trips in a day meeting some buses at two transfer points. In some cases, the buses do not meet. Transfer details for this route are in Appendix A. Following is a summary of Route 320's connections:

At NM-522 and Supermarket Road:

- Route 310 Red River has some connection; buses meet half of the time.

At Taos County Administration Building:

- Route 300 has one meet and three misses southbound; it does not make any connections northbound.
- Route 330 Penasco meets once daily.
- Route 340 meets most of the Questa runs although there is no southbound stop at the Taos County Building on Route 340, where Route 320 stops in Taos

Ridership and Productivity

Route 320 has a good ridership and productivity. The ridership showed a somewhat upward trend over the three year period (Table RP-20). In FY 2017, 14,701 one way trips were recorded. Ridership increased to 15,396 in FY 2018 and reached 16,986 trips in FY 2019. Productivity remained consistent with 8.22 trips per hour in FY 2018 and 8.62 trips per hour in FY 2019. Route 320 is the most productive route among the long distance routes in the system. In FY 2019, on time performance was 85.2 percent, highest in the system.

Comments

- Very good ridership.
- Good connections with Chile Line.

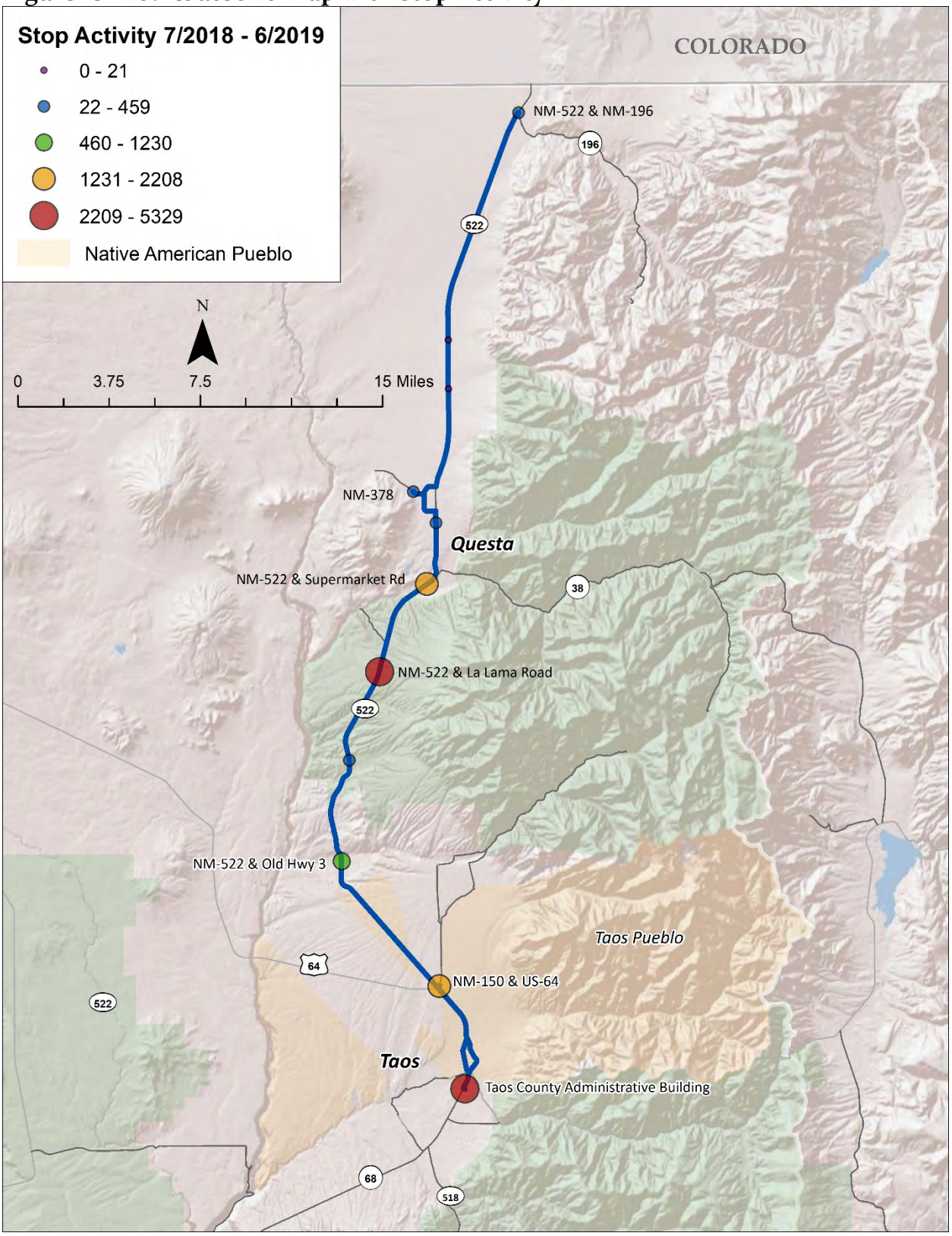
Strengths

- Major need that is served.
- Multiple connections with different services.

Weaknesses

- The major weakness is the semi disconnect for southbound riders wanting to transfer to the Chile Line. While Route 320 has as its one stop in Taos at the County Building, the southbound Route 340 a major transfer need, does not show a stop there at all, making connectivity difficult.
- There should be greater connectivity with Route 300.

Figure RP-20: Route 320 Map with Stop Activity



ROUTE 330 PEÑASCO

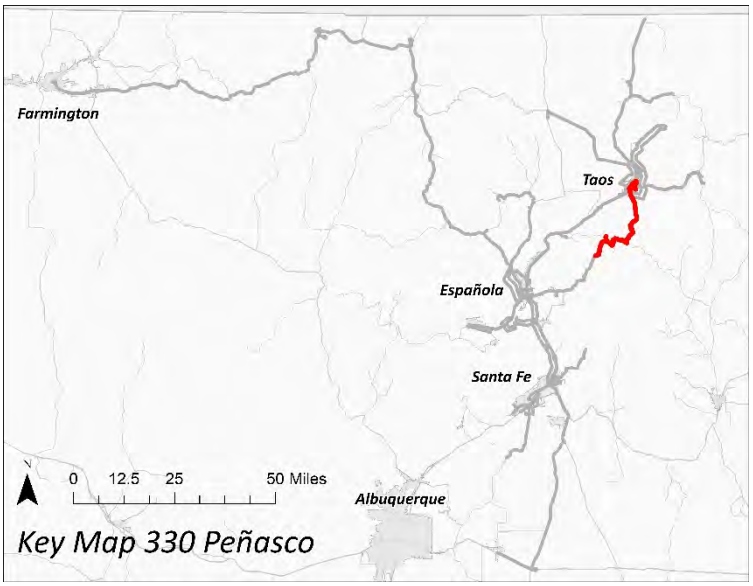


Table RP-21: Route 330 Operating Statistics

Route 330 Peñasco	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY17-18	Percent change FY18-19	Percent change FY17-19
One-Way Trips	4,673	4,011	5,389	1,213	-14.17%	34.36%	15.32%
Revenue Miles	NA	54,701	58,760	15,103	NA	7.42%	NA
Revenue Hours	NA	1,768	1,926	495	NA	8.88%	NA
One-Way Trips per Revenue Hour	NA	2.27	2.80	2.45	NA	23.39%	NA
MPH	NA	30.93	30.52	30.52	NA	-1.34%	NA
OTP	38.4	60.4	64.6	56.3	57.29%	6.95%	68.23%

*Data available for July, August and September 2019 only

Description

Route 330 Peñasco (Figure RP-21) primarily operates on NM-518 between San Jose de Gracia Church and Taos County Administration Building. The route starts at 7:35 AM and ends at 4:55 PM. The primary purpose of the route is to connect people throughout Taos and Peñasco for medical needs and community centers. The busiest stops are Taos County Administration Building, St. Antonio de Padua Catholic Church & NM-75, and Taos Holy Cross Hospital.

Connection / Transfers for 330 Peñasco

Route 330 operates a total of eight one way trips in two directions making some connections with a small number of buses at two transfer centers; however in many cases the buses do not meet. Transfer details for this route are in Appendix A. Following is a summary of Route 330's connections:

At San Jose de Gracia Church:

- Route 150 Chimayo meets once in the morning and has one miss.

At Taos County Administration Building:

- The 300 bus to Taos and Route 320 Questa has two misses each.
- The 340 Chile Line Red Southbound misses the 330 Northbound at 12:13 PM by 1 minute; overall there are five misses.

Ridership and Productivity

Ridership for Route 330 has increased 15.3 percent over a three year span (Table RP-21). In FY 2017, route provided 4,673 one-way trips. In FY 2018 ridership slightly declined to 4,011 one-way trips and then increased to 5,389 in FY 2019. Both the route ridership and productivity are below system average. Productivity remained almost stable with 2.8 trips per hour in FY 2019.

Comments

- There is a need for more stops in Taos and Penasco.
- Need for shelters.

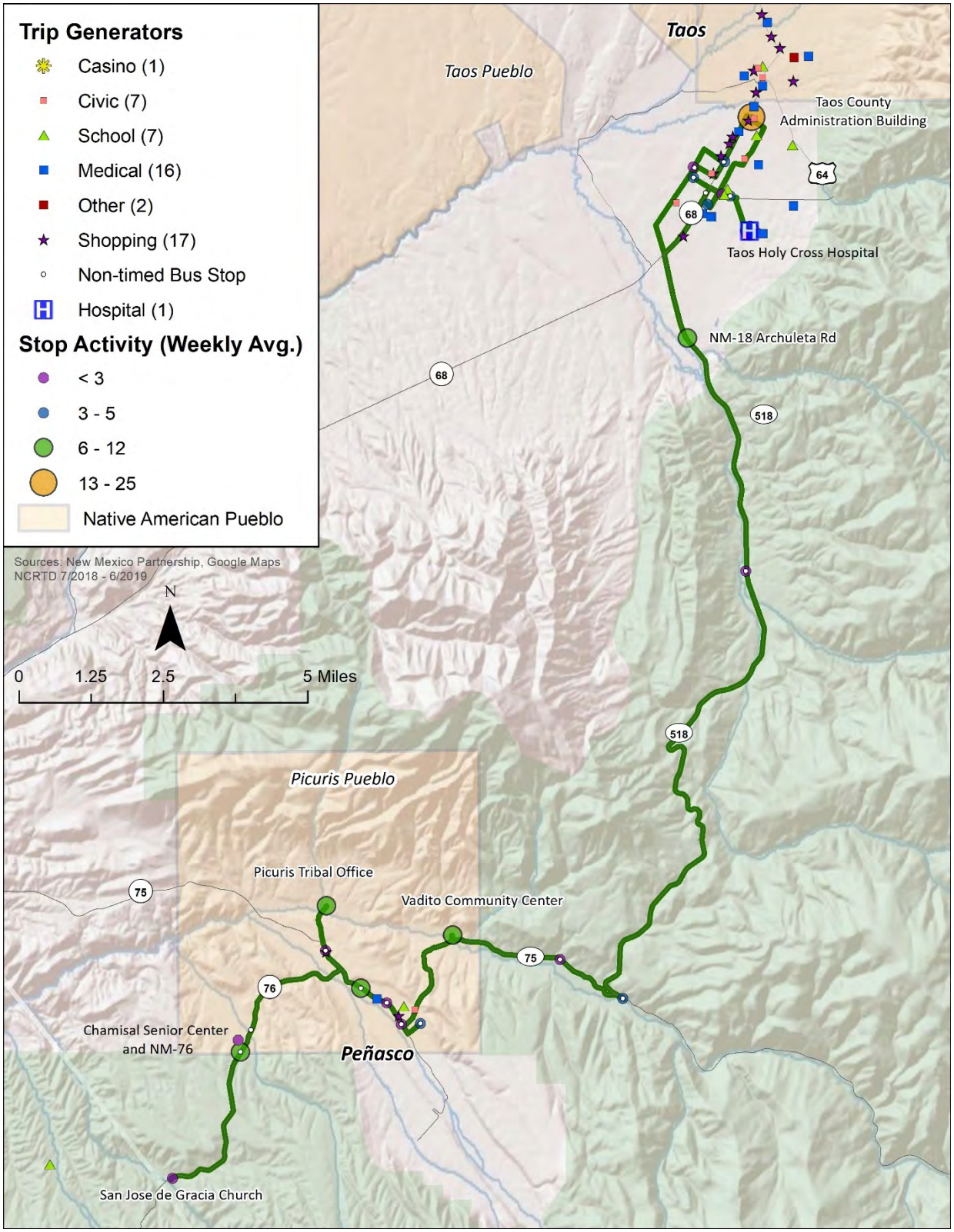
Strengths

- Connects Penasco to both Taos and Espanola

Weaknesses

- Need for more stops along the route
- Does not meet commuter needs

Figure RP-21: Route 330 Map with Stop Activity and trip generators



ROUTE 340 CHILE LINE RED



Table RP-22: Route 340 Operating Statistics

Route 340 Chile Line	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY17-18	Percent change FY18-19	Percent change FY17-19
One-Way Trips	67,161	59,630	60,015	15,047	-11.21%	0.65%	-10.64%
Revenue Miles	NA	69,174	75,776	19,477	NA	9.54%	NA
Revenue Hours	NA	4,173	4,603	1,183	NA	10.29%	NA
One-Way Trips per Revenue Hour	NA	14.29	13.04	12.72	NA	-8.74%	NA
MPH	NA	16.58	16.46	16.47	NA	-0.67%	NA
OTP	67.5	65.6	69.3	64.5	-2.81%	5.64%	2.67%

*Data available for July, August and September 2019 only

Description

Route 340 Chile Line Red (Figure RP-22) primarily operates on NM-68 (Paseo del Pueblo Norte) between Ranchos de Taos Post Office and Taos Pueblo Entrance. The route starts at 7:30 AM and ends at 5:31 PM and has about 30-40 minute headways. There are eight roundtrips in the morning and eight roundtrips in the evening. The primary purpose of the route is to connect people throughout Taos and Taos Pueblo for shopping, school and work. The busiest stops are Paseo del Pueblo & Siler Road, Paseo del Pueblo & Cruz Alta Road, and Taos Pueblo Entrance.

Connection / Transfers for 340 Chile Line Red

Route 340 operating throughout the day misses connections with several buses while stopping at three transfer centers including Taos County Administration, Ranchos de Taos Post Office and Our Lady of Guadalupe Church Public Lot. It however makes one connection to the Route 300 Taos in the morning at the Taos County Administration Building. Transfer details for this route are in Appendix A. Following is a summary of Route 340's connections:

At Taos County Administration Building

Route 340 Northbound:

- Route 300 has one meet and two misses.
- Route 320 has four misses, Route 330 has three misses, Route 305 has one miss, Route 350 has eight misses and Route 800 has five misses.
- Route 330 misses Route 360 twice by 2 minutes and 3 minutes.

At Taos County Administration Building

Route 340 Southbound:

- Routes 330 and 350 have four misses each, Rout 360 has one miss and Route 800 has six misses.

At Ranchos de Taos Post Office

- Route 300 has three misses and Route 350 has four misses.

At Our Lady of Guadalupe Church Parking Lot

- Route 350 has four misses.

Ridership and Productivity

Route 340 is the most productive route with highest ridership in the system. The ridership dropped slightly by 10.7 percent over the three year span (Table RP-22). In FY 2017, the route

provided 67,161 one way trips. In FY 2018, ridership declined to 59,630 trips and then slightly rose to 60,015 trips in FY 2019. This route recorded a significant drop in ridership in the month of July 2017 that could possibly account for the overall annual decline in FY 2018 ridership. Since the beginning of FY 2019, this route has experienced lower ridership than previous years. Route productivity declined from 14.29 trips per hour to 13.04 trips in the last two years. However, this is the highest productivity in the system so far.

Comments

- Service hours of 7:30 AM to 5:30 PM is quite limiting. The route can only accommodate commuters with 8 AM to 5 PM jobs.
- Those with jobs at any other hours can only use the service one way.
- Ridership is very good, even with the limited hours.
- May be beneficial to combine Route 350 UNM.

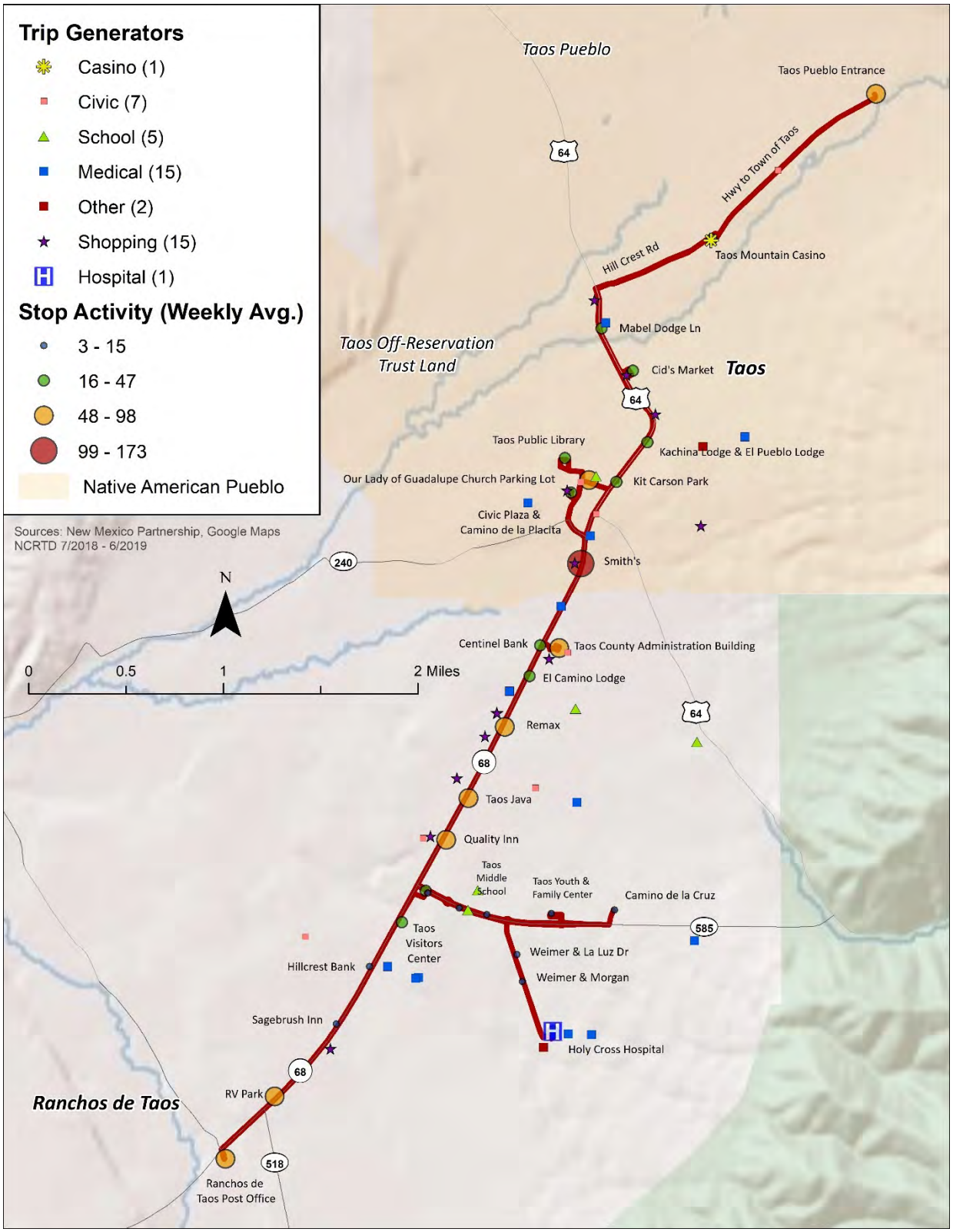
Strengths

- Very good ridership and productivity.

Weaknesses

- Service hours are very limiting.
- Competes with paratransit (demand).
- Competes with Route 350.
- The major transfer point is used in one direction only, making the other leg of the trip problematic. There is a need for consistency of transfers and the transfer point.

Figure RP-22: Route 340 Map with Stop Activity and Trip Generators



ROUTE 341 TSV GREEN

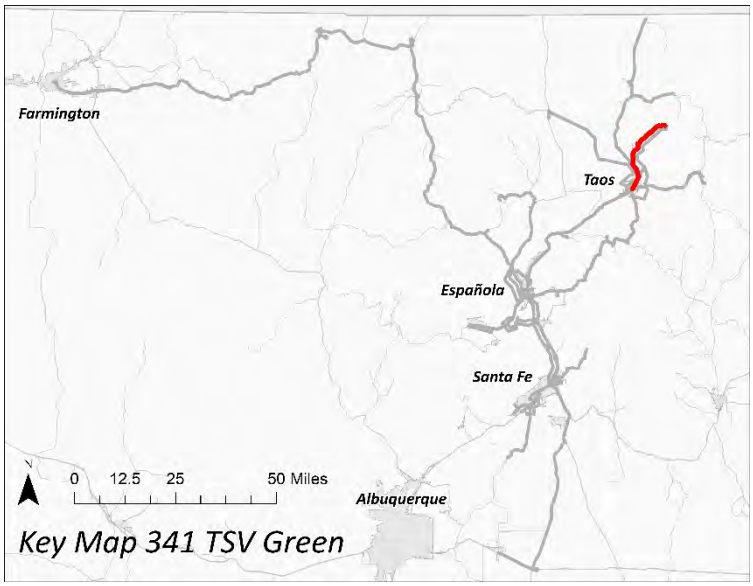


Table RP-23: Route 341 Operating Statistics

Route 341 Taos Ski Valley	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY17-18	Percent change FY18-19	Percent change FY17-19
One-Way Trips	10,208	10,187	14,186	143	-0.21%	39.26%	38.97%
Revenue Miles	NA	31,463	36,515	3,700	NA	16.06%	NA
Revenue Hours	NA	1,428	1,662	157	NA	16.39%	NA
One-Way Trips per Revenue Hour	NA	7.13	8.54	NA	NA	19.78%	NA
MPH	NA	22.03	21.97	23.62	NA	-0.27%	NA
OTP	14.6	61.7	32.1	NA	322.60%	-47.97%	119.86%

***Data available for July, August and September 2019 only**

Description

Route 341 TSV (Taos Ski Valley) Green (Figure RP-23) primarily operates on NM-68 (Paseo de Pueblo Norte and Paseo del Pueblo Sur) between Taos Ski Valley Lot Warming Hut and Chamisa Road (Sagebrush and Hampton Inn). The route has a winter and non-winter schedule.

The winter schedule starts at 7:30 AM and ends at 6:10 PM. For Monday – Thursday service, there are three roundtrips in the morning and three in the afternoon. For Friday – Sunday service, there are four roundtrips in the morning and four in the afternoon. The non-winter schedule starts at 9:00 AM and ends at 6:06 PM for only Friday – Sunday. There is one round trip in the morning and two roundtrips in the afternoon.

The primary purpose of the route is to connect people in Taos, especially visitors, to the Taos Ski Valley resort. The busiest stops are Taos Ski Valley Lot, NM-150 & US-64 (KTAOS Solar Center), and Paseo del Pueblo & Frontier Road (Taos Valley Lodge). Local residents can use the service, although limited, as available.

Ridership and Productivity

RT 341 Taos Ski Valley experiences a very high number of one-way trips in the months of January and February (Table RP-23). This route recorded an overall 40 percent increase in ridership from FY 2017 to FY 2019. The ridership for FY 2017 and FY 2018 stayed around 10,200 trips. In FY 2019, the ridership increased remarkably to 14,186 trips. Route productivity was 7.13 trips per hour in FY 2018 which increased to 8.54 trips per hour in FY 2019. On-time performance of this route is the worst in the system. In FY 2019, OTP was 32.1 percent.

Comments

- This is a targeted route that fills a significant need for visitors to Taos Ski Valley.
- Provides some support for local residents on a limited basis.
- Off season service is limited and much lower ridership.

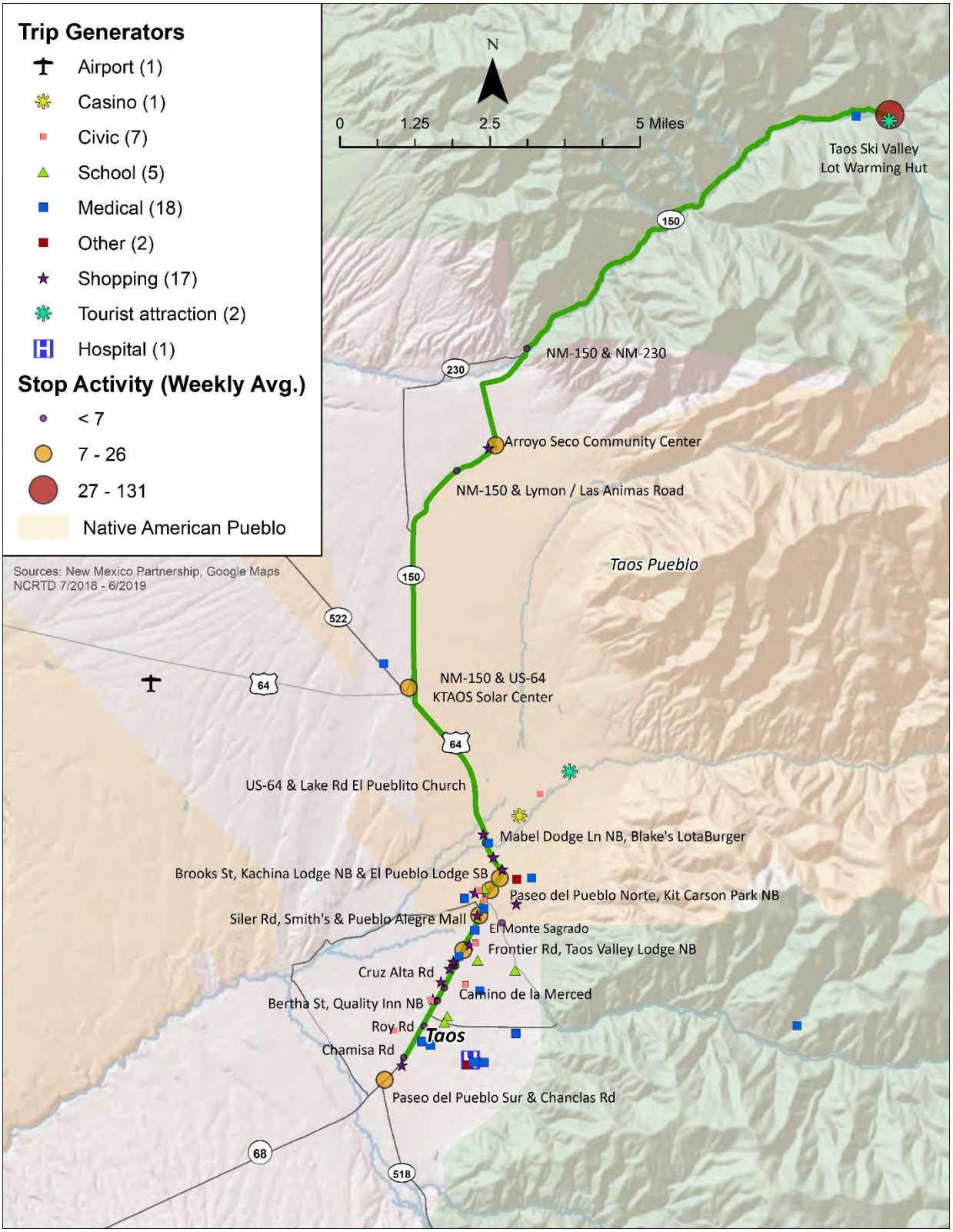
Strengths

- Supported by Taos Ski Valley.
- Excellent ridership.
- Provides limited weekend service for the northern half of the Town of Taos.

Weaknesses

- This is a successful targeted service that accomplishes its goal.

Figure RP-23: Route 341 Map with Stop Activity and Trip Generators



ROUTE 350 UNM TAOS

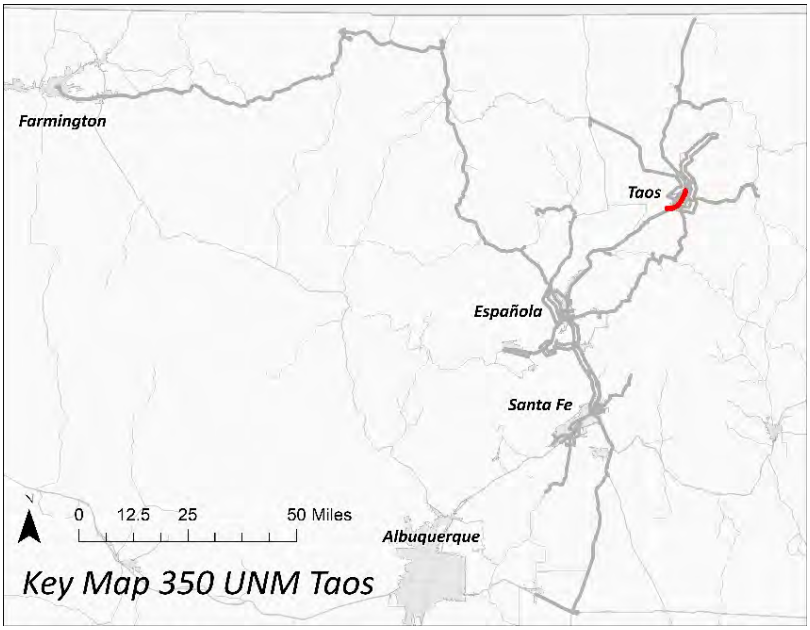


Table RP-24: Route 350 Operating Statistics

Route 350 UNM Taos	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY17-18	Percent change FY18-19	Percent change FY17-19
One-Way Trips	1,707	1,895	1,092	124	11.01%	-42.37%	-36.03%
Revenue Miles	NA	7,325	7,093	1,384	NA	-3.16%	NA
Revenue Hours	NA	427	410	80	NA	-3.91%	NA
One-Way Trips per Revenue Hour	NA	4.44	2.66	1.55	NA	-40.03%	NA
MPH	NA	17.17	17.30	17.30	NA	0.78%	NA
OTP	52.8	82.3	80.7	57.9	55.87%	-1.94%	52.84%

*Data available for July, August and September 2019 only

Description

Route 350 UNM TAOS (Figure RP-24) provides limited service from a few stops in Taos to the UNM Taos campus. This route operates only when UNM is in session.

Connection / Transfers for 350 UNM Taos

Route 350 runs four round trips in a day making a single bus connection at the Ranchos de Taos Post Office. It connects to Route 340 Chile Line Red once in the morning and has three misses. Route 340 also misses all connections with Route 350 at the Taos County Administration Building. Transfer details for this route are in Appendix A.

Ridership and Productivity

Ridership of Route 350 has decreased by 36 percent within the three year period (Table RP-24). In FY 2017, one-way trips totaled to 1,707 which increased slightly to 1,895 in FY 2018. Ridership declined by 42 percent in FY 2019 to 1,092 annual trips. Similarly, productivity declined from 4.44 trips per hour in FY 2018 to 2.66 trips per hour in FY 2019 by almost 40 percent. OTP in FY 2019 was 80.7 percent which is better than many routes in the system.

Comments

- Many commented that this route should be part of Route 340. However when campus isn't open, this would be a very expensive step with little to no ridership.
- Route gets very low ridership and duplicates other routes.

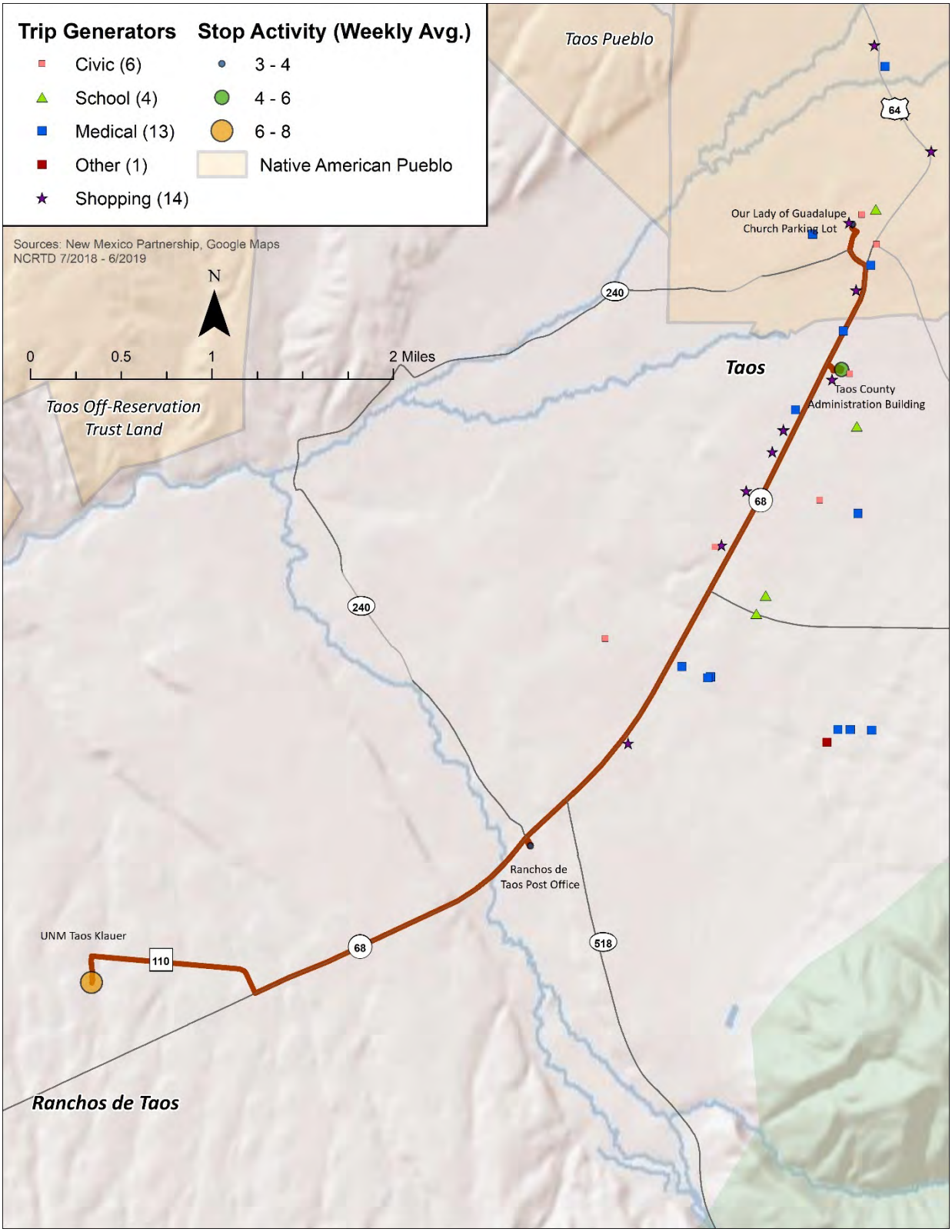
Strengths

- Provides service to UNM

Weaknesses

- Duplicates Route 340 for most of the route
- Lacks connectivity with other routes
- Difficult to serve: well south of most origins and destinations, well off of the highway
- Low ridership

Figure RP-24: Route 350 Map with Stop Activity and trip generators



ROUTE 360 TRES PIEDRAS

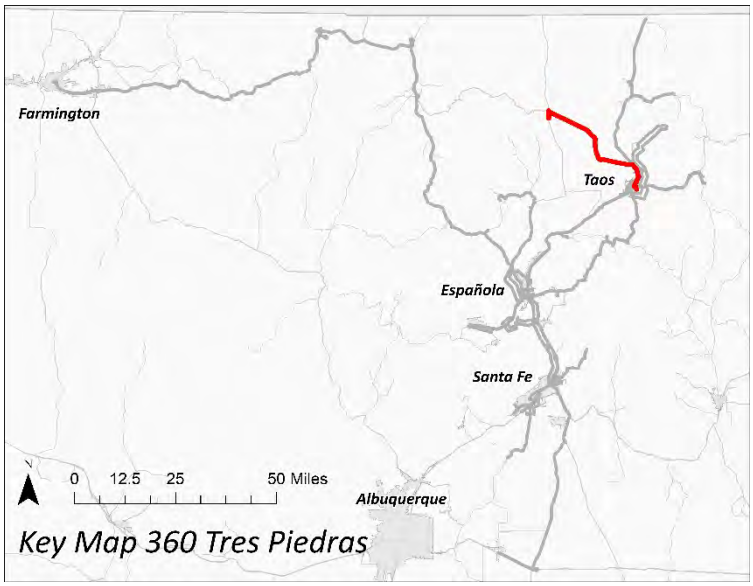


Table RP-25: Route 360 Operating Statistics

Route 360 Tres Piedras	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY17-18	Percent change FY18-19	Percent change FY17-19
One-Way Trips	872	677	668	207	-22.36%	-1.33%	-23.39%
Revenue Miles	NA	5,167	7,780	1,983	NA	50.56%	NA
Revenue Hours	NA	137	213	54	NA	55.41%	NA
One-Way Trips per Revenue Hour	NA	4.95	3.14	3.82	NA	-36.51%	NA
MPH	NA	37.77	36.59	36.59	NA	-3.12%	NA
OTP	37.9	54	59	47.2	42.48%	9.26%	55.67%
***Data available for July, August and September 2019 only**							

Description

Route 360 Tres Piedras (Figure RP-25) primarily operates on US-64 between Tres Piedras Post Office and Taos Holy Cross Hospital on Wednesdays only. The route starts at 7:50 AM on the schedule, but in reality the service starts in Tres Piedras at 8:55 AM and returns at 3:03 pm. As a result riders have four hours in Taos. There is, what looks like two round trips, one morning and one afternoon, however in reality there is only one round trip for Tres Piedras residents. The two round trips would only be relevant for persons starting in Taos and going to Tres Piedras (although that virtually never happens). The primary purpose of the route is to

serve Tres Piedras residents with access to health care, personal business and shopping. Due to the late start on the schedule- 8:55 AM, there is only one round trip. The busiest stops are Taos County Administration Building, US-64 & Colorado Road, and Paseo del Pueblo & Siler Road.

Connection / Transfers for 360 Tres Piedras

Route 360 operates one round trip on Wednesdays. The major transfer stops along its route include Holy Cross Hospital and Taos County Building. Due to the nature of this route – one day per week most if not all transfers will be to Route 340 Chili Line Red for persons who want to go to places in Taos. There is not enough time (four hours) for riders to go anywhere else.

- Route 360 misses its connections with Route 340, requiring about 30 minute wait at both ends of the trip. This reduces the time available in Taos to three hours for those seeking a transfer.

Ridership and Productivity

In FY 2017, ridership for Route 360 was 872 one-way trips (Table RP-25). It declined to 677 trips in FY 2018 and reached at 668 trips in FY 2019. The revenue miles and hours of this route increased over 1.5 times from FY 2018 to FY 2019. This increase in service combined with decrease in ridership could be accounted for a decrease in route productivity from 4.95 trips per hour in FY 2018 to 3.14 trips per hour in FY 2019. OTP was 59 percent in FY 2019.

Comments

- This route has only one round trip for Tres Piedras residents. The other round trip is in essence a deadhead vehicle move.
- It would be a simple matter to adjust the running times to have a timed meet with Route 340
- This service should start earlier and have expedited schedules on the deadhead move.

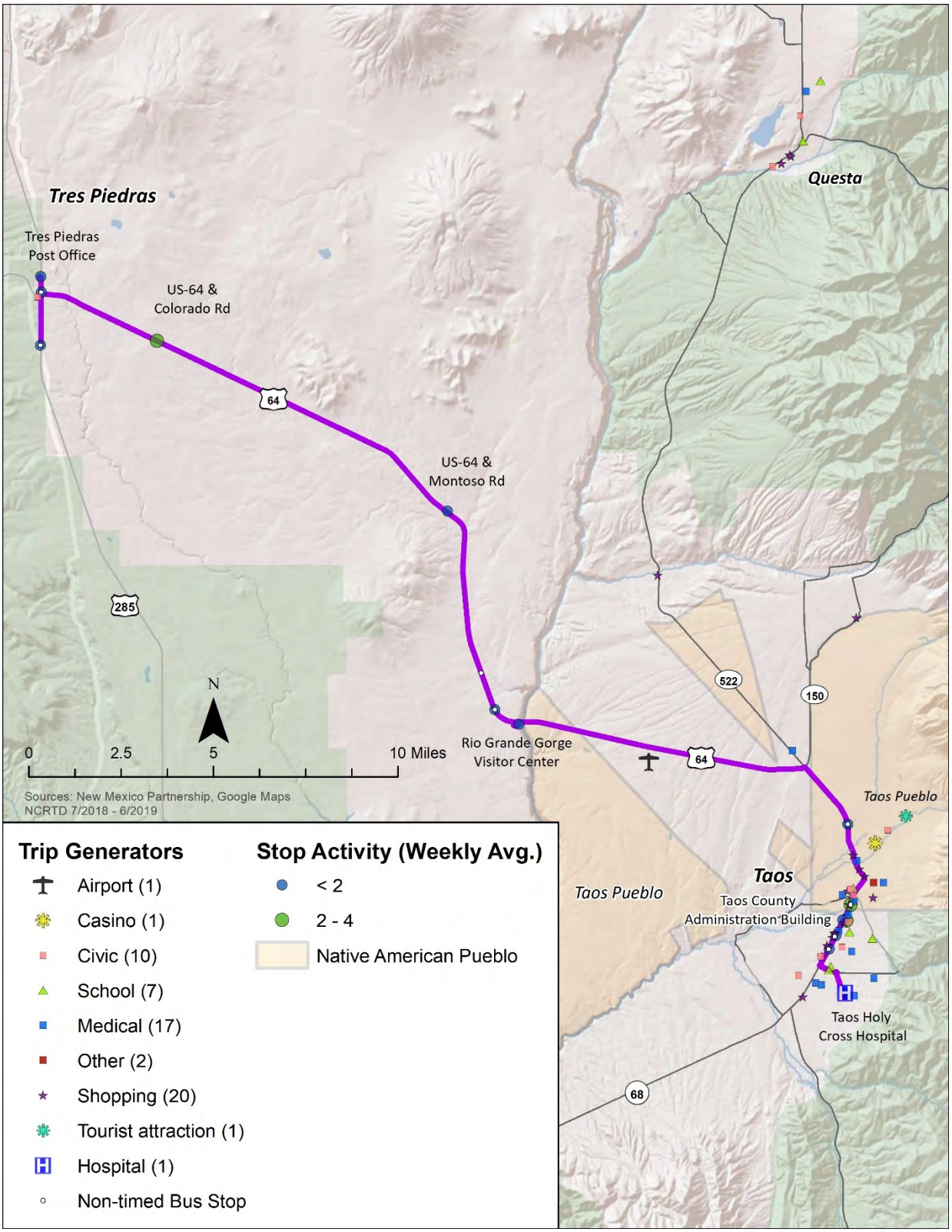
Strengths

- Provides needed service to Taos for isolated residents.
- A good/affordable way to provide service for isolated areas.

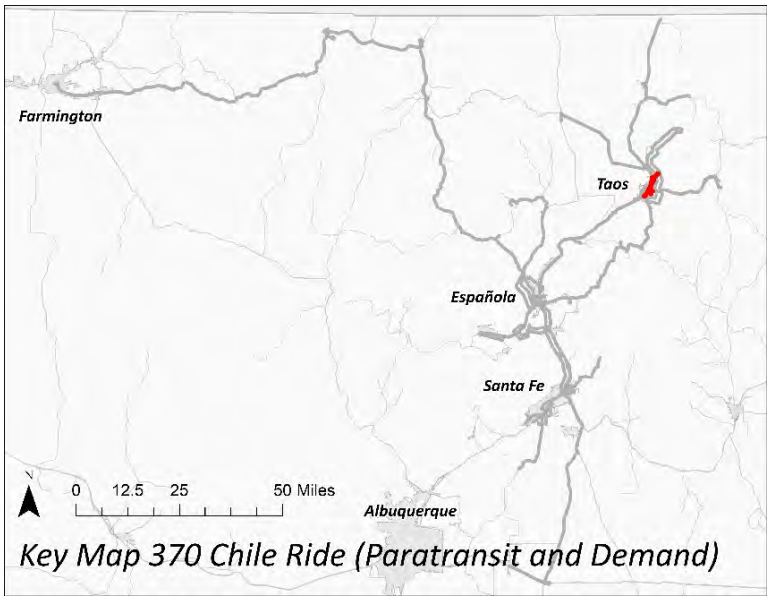
Weaknesses

- There is only one round trip that can be used by Tres Piedras residents.
- Residents have only four hours in Taos.
- Connections to Taos bus require a 30 minute wait at each end.

Figure RP-25: Route 360 Map with Stop Activity and Trip Generators



ROUTE 370 CHILE RIDE (PARATRANSIT)



Description

Route 370 Chile Ride (Figure RP-26) operates as an Americans with Disabilities Act (ADA) paratransit service for riders that are within ¾ mile of NM-68 and Highway to Town of Taos (between Taos Pueblo Entrance and Ranchos de Taos Post Office). The primary purpose of the route is to provide mobility options for residents of Taos that can't use fixed route due to a disability. Two types of ADA complementary paratransit service are available: subscription and reservation. In addition service is available for persons wanting curb to curb service and are willing to pay a fare of $1. This demand service competes with Route 340. Service is 6 AM to 6 PM, more expansive than fixed route. Separate ridership data for this service is not available as it is lumped in with other paratransit data.

Comments

- The demand service is available for more hours than fixed route and is an option for before and after hours service.
- ADA paratransit is required by law.

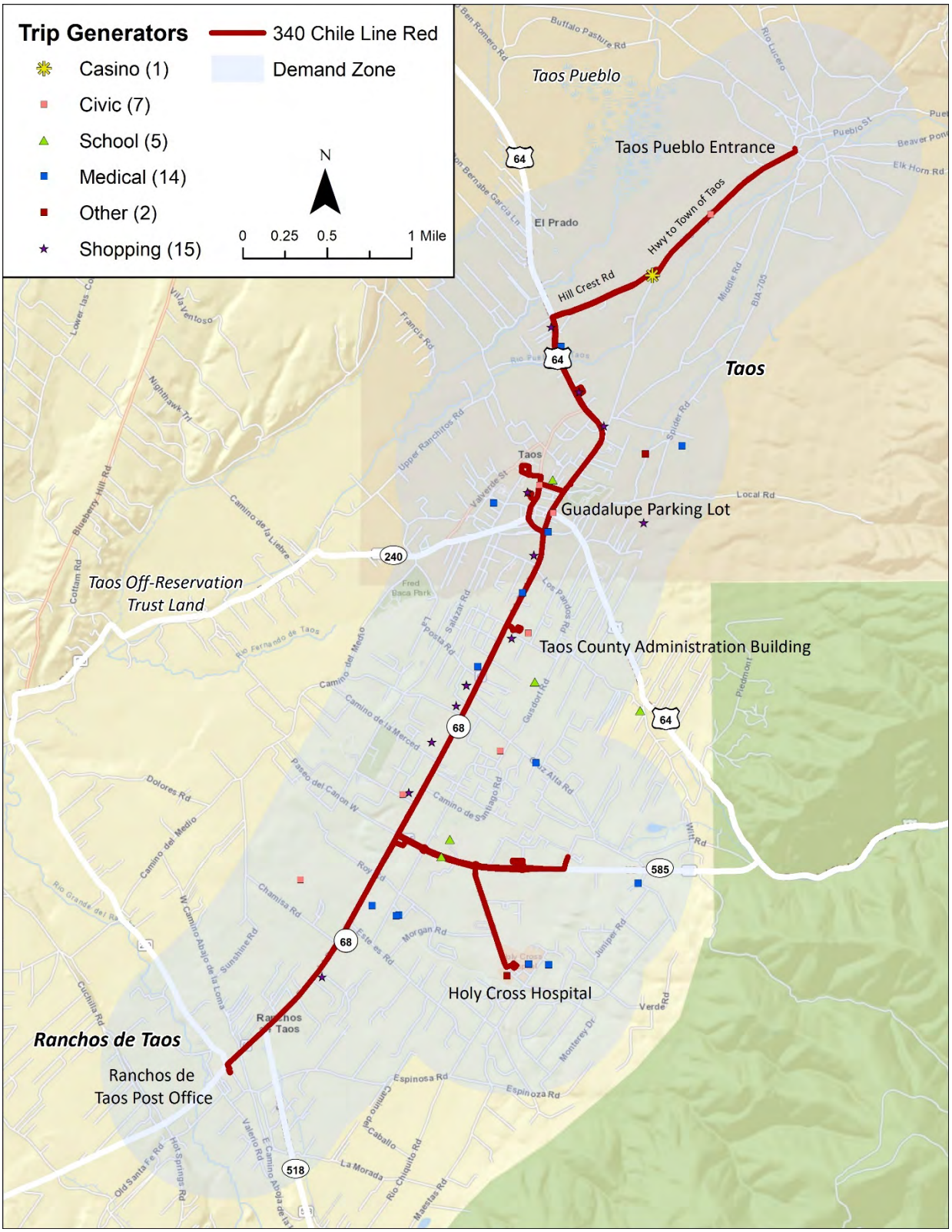
Strengths

- Provides more hours of service than fixed route.
- Meets the needs of persons with disabilities.

Weaknesses

- During the day, the demand service competes with Route 340.

Figure RP-26: Route 370 map with demand zone and trip generators



ROUTE 380 NIGHT RIDER

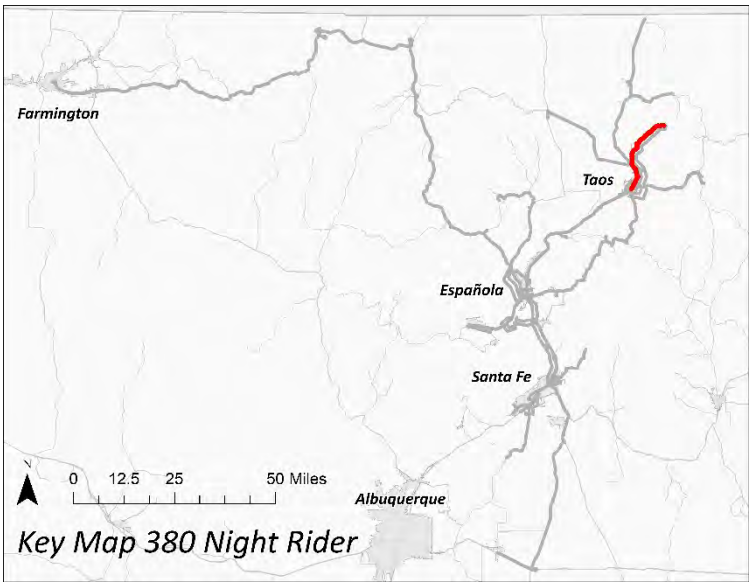


Table RP-26: Route 380 Operating Statistics

Route 380 Night Rider	FY 2019	FY 2020*
One-Way Trips	289	83
Revenue Miles	2,668	2,425
Revenue Hours	112	106
One-Way Trips per Revenue Hour	2.58	NA
MPH	23.84	22.79
OTP		
*Updated data July 1, 2019-Mar 25, 2020 (Source: Data Point)		

Description

Route 380 Night Rider (Figures RP-27-1 and RP-27-2) operates in the evenings from the third Saturday in December to the fourth Saturday in March. It is basically the same as Route 341 TSV Green Line. There is only Friday-Saturday service. The route primarily operates on NM-68 (Paseo de Pueblo Norte and Paseo del Pueblo Sur) between Taos Ski Valley Lot Warming Hut and Chamisa Road (Sagebrush and Hampton Inn). The route starts at 6:10 PM and ends at 10:10 PM. The primary purpose of the route is to connect people from the Taos Ski Valley Lot to Taos and lodges.

Ridership and Productivity

In the first year of service there were 289 one way trips over the three month period that the route is in operation or about 8 one way trips per evening (Table RP-26).

Comments

- This service supports TSV.
- Evening version of Route 341 TSV Green.

Strengths

- Provides a weekend service option.

Weaknesses

- Is not supported by any other service.

Figure RP-27-1: Route 380 map and trip generators

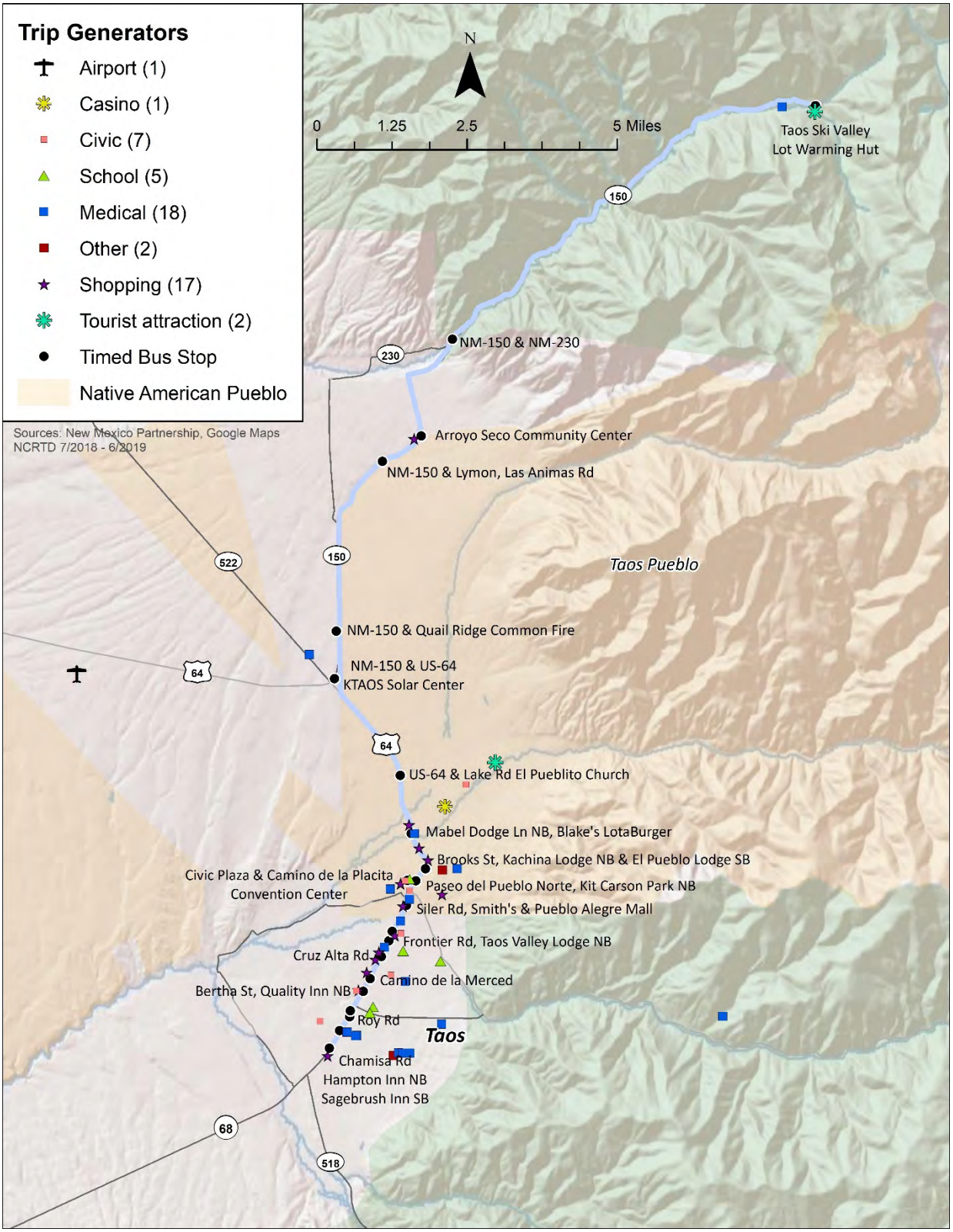
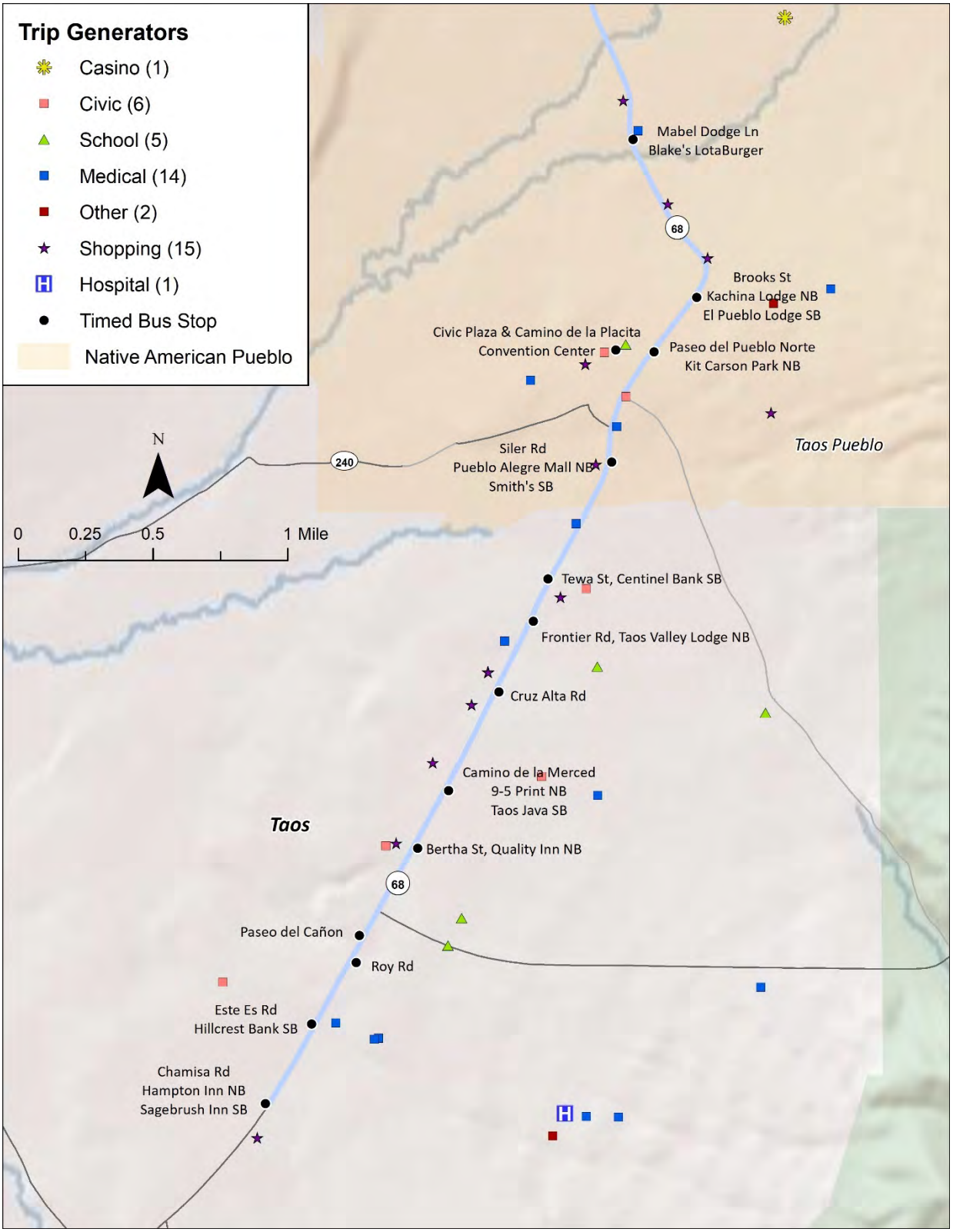


Figure RP-27-2: Route 380 inset map for Taos and trip generators



ROUTE 400 LOS ALAMOS



Table RP-27: Route 400 Operating Statistics

Route 400 Los Alamos	FY 2017	FY 2018	FY 2019	FY 2020*	Percent change FY17-18	Percent change FY18-19	Percent change FY17-19
One-Way Trips	1,088	1,306	1,855	428	20.04%	42.04%	70.50%
Revenue Miles	NA	20,111	25,465	6,545	NA	26.62%	NA
Revenue Hours	NA	602	747	192	NA	24.19%	NA
One-Way Trips per Revenue Hour	NA	2.17	2.48	2.23	NA	14.37%	NA
MPH	NA	33.43	34.09	34.09	NA	1.96%	NA
OTP	40.8	57.8	75.8	68.6	41.67%	31.14%	85.78%

*Data available for July, August and September 2019 only

Description

Route 400 Los Alamos (Figure RP-28) primarily operates on US-84/285, NM-30, NM-502 between Los Alamos City Transit Hub and Española Transit Center. The route starts at 10:00 AM and ends at 2:30 PM. There is only one eastbound trip from Española Transit Center in the morning and one westbound trip from Española Transit Center in the afternoon. The primary purpose of the route is to provide a mid-day option to connect people from Española

to Los Alamos and to park and rides. The busiest stops are Española Transit Center, 7th and Trinity Drive and Cities of Gold Park & Ride.

Connection / Transfers for 400 Los Alamos

Route 400 operates two round trips a day meeting a number of buses and in many cases the buses do not meet. Overall, Route 400 has good connectivity with Route 100 and some connectivity with Routes 110, 160 and 200. Transfer details for this route are in Appendix A. Following is a summary of Route 400's connections:

At Espanola Transit Center, 400 Los Alamos

- Route 100 Riverside connects to Route 400 on each of its two runs.
- Route 110 has two meets and two misses by 30 minutes.

At Cities of Gold Park and Ride, 400 Los Alamos Westbound

- Route 200 Santa Fe has one meet and one miss
- Route 220 Tesuque has one miss and 230 San Ildefonso has two misses.

At Cities of Gold Park and Ride, 400 Los Alamos Westbound

- Route 220 has one meet and one miss
- Route 200 and 230 have two misses each.

Ridership and Productivity

Ridership for Route 400 recorded an upward trend from FY 2017 to FY2019 (Table RP-27). Ridership increased from 1,088 trips to 1,855 trips from FY 2017 to FY 2019, a 70.5 percent increase over a period of three years. In FY 2018, the route provided 1,306 annual trips. Revenue hours and miles of this route has increased by almost 25 percent from FY 2018 to FY 2019. Route productivity is below system average which stayed between 2.17 and 2.48 one-way trips per revenue hour over three year period.

Comments

- Should provide a mid-day option to and from Los Alamos.
- For a round trip with one leg during normal commuting hours, that leg of the trip would have to be on Park and Ride buses.
- Limited service, confusing route.
- The route tries to do too much.
- Very low productivity

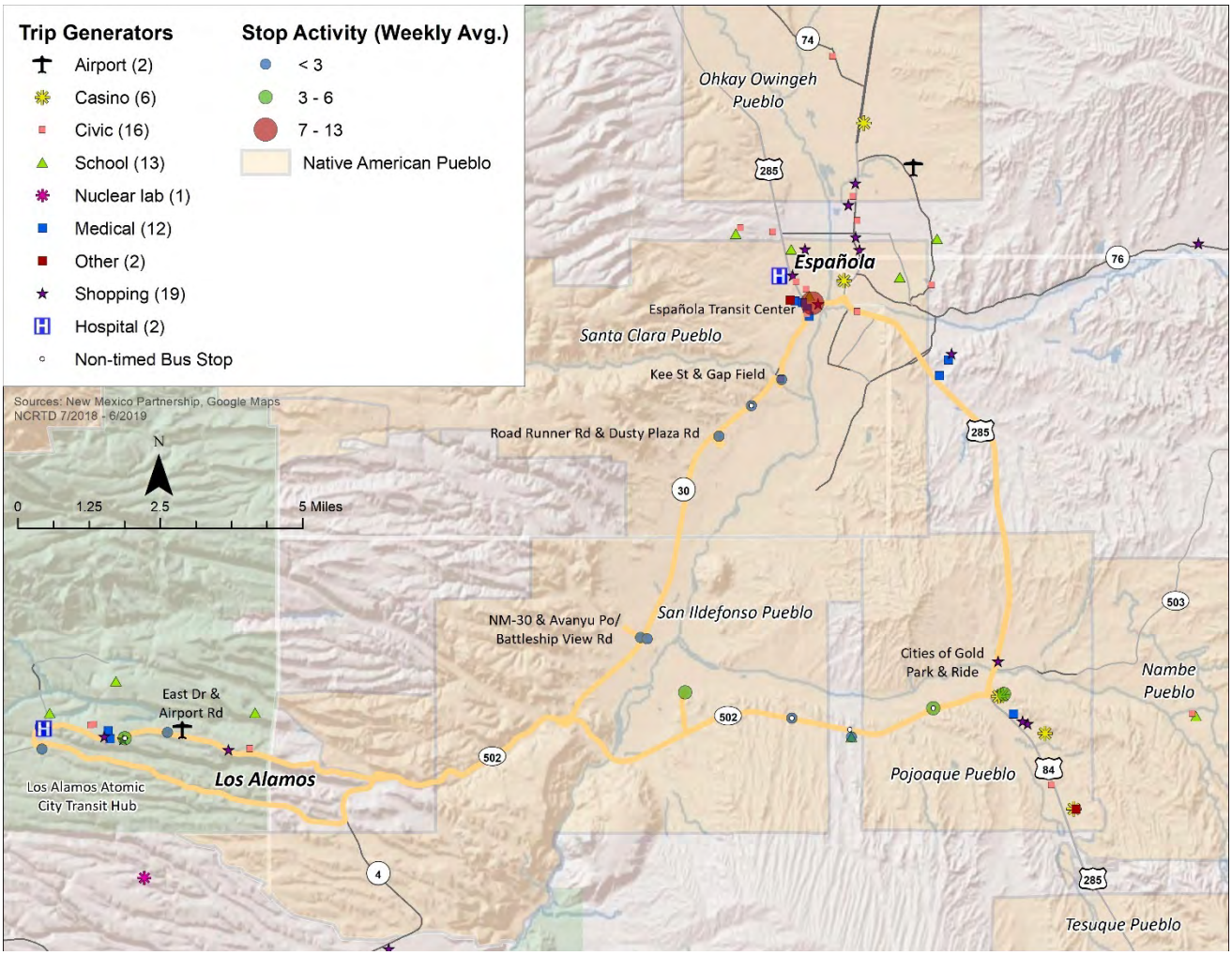
Strengths

- Provides a mid-day option to arrive or return from Los Alamos

Weaknesses

- The route is difficult to use due to the loop nature of the route. For example while there is a mid-day option for Los Alamos from Espanola, the only round trip option for riders from San Ildefonso or Pojoaque is to Espanola (for 1.5 hours).
- Ridership is very low, not practical.

Figure RP-28: Route 400 Map with Stop Activity and trip generators



ROUTE 800 ANGEL FIRE

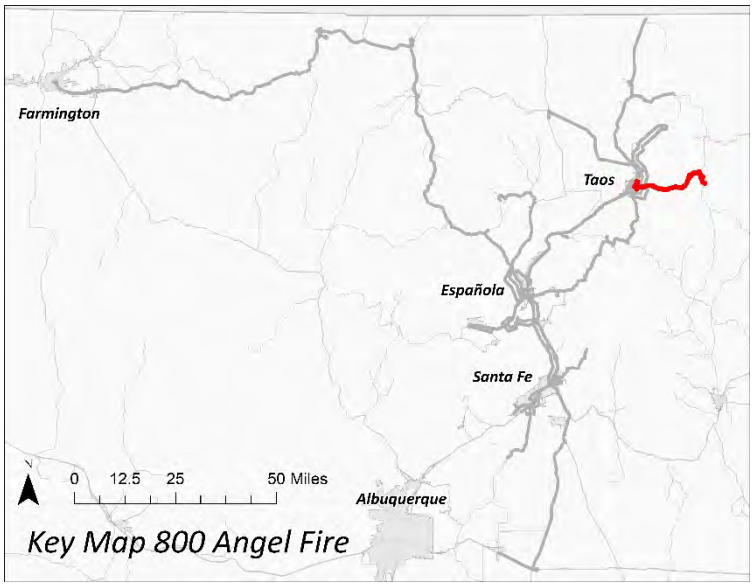


Table RP-28: Route 800 Operating Statistics

Route 800 Angel Fire	FY 2020*
One-Way Trips	1,063
Revenue Miles	30,686
Revenue Hours	1,050
One-Way Trips per Revenue Hour	1.01
MPH	29.23
OTP	77.2
*Updated data July 1, 2019-Mar 25, 2020 (Source: Data Point)	

Description

Route 800 Angel Fire (Figure RP-29) primarily operates on US-64 between Taos County Administration Building and Angel Fire Resort. The route starts at 6:50 AM and ends at 5:30 PM. Service to Moreno Valley High School is provided while school is in session. There is service to Holy Cross Hospital only during the weekday in the morning. Delays due to weather during the winter season should be expected. The primary purpose of the route is to bring people in Taos and Angel Fire for school, medical needs and the Angel Fire resort.

Connection / Transfers for 800 Angel Fire

Route 800 operates three round trips a day throughout the week and misses connections to many bus routes operating in Taos. Transfer details for this route are in Appendix A. Following is a summary of Route 800's connections-

At Taos County Administration Building:

- Route 800 Weekday-
  - misses Route 300 Taos – Espanola bus
  - Route 340 Chile Line often misses the connection
- Route 800 Weekend
  - Route 300 Taos has two misses,
  - Route 340 Chile Line has six misses.

At Holy Cross Hospital (800 Angel Fire Westbound Weekday):

- Route 340 Chile Line has one meet and one miss.
- Routes 330 and 360 miss connections.

Ridership and Productivity

This is a new route and ridership to date is very limited (Table RP-28).

Comments

- Commuter service available from Taos to Angel Fire, but no commuter service from Angel Fire to Taos
- Students can use the service to Moreno Valley High School
- Route needs more stops and riders want to stop at grocery stores and Eagles Nest.
- Can be difficult to drive in bad weather.
- This route is suited for shopping and health care needs

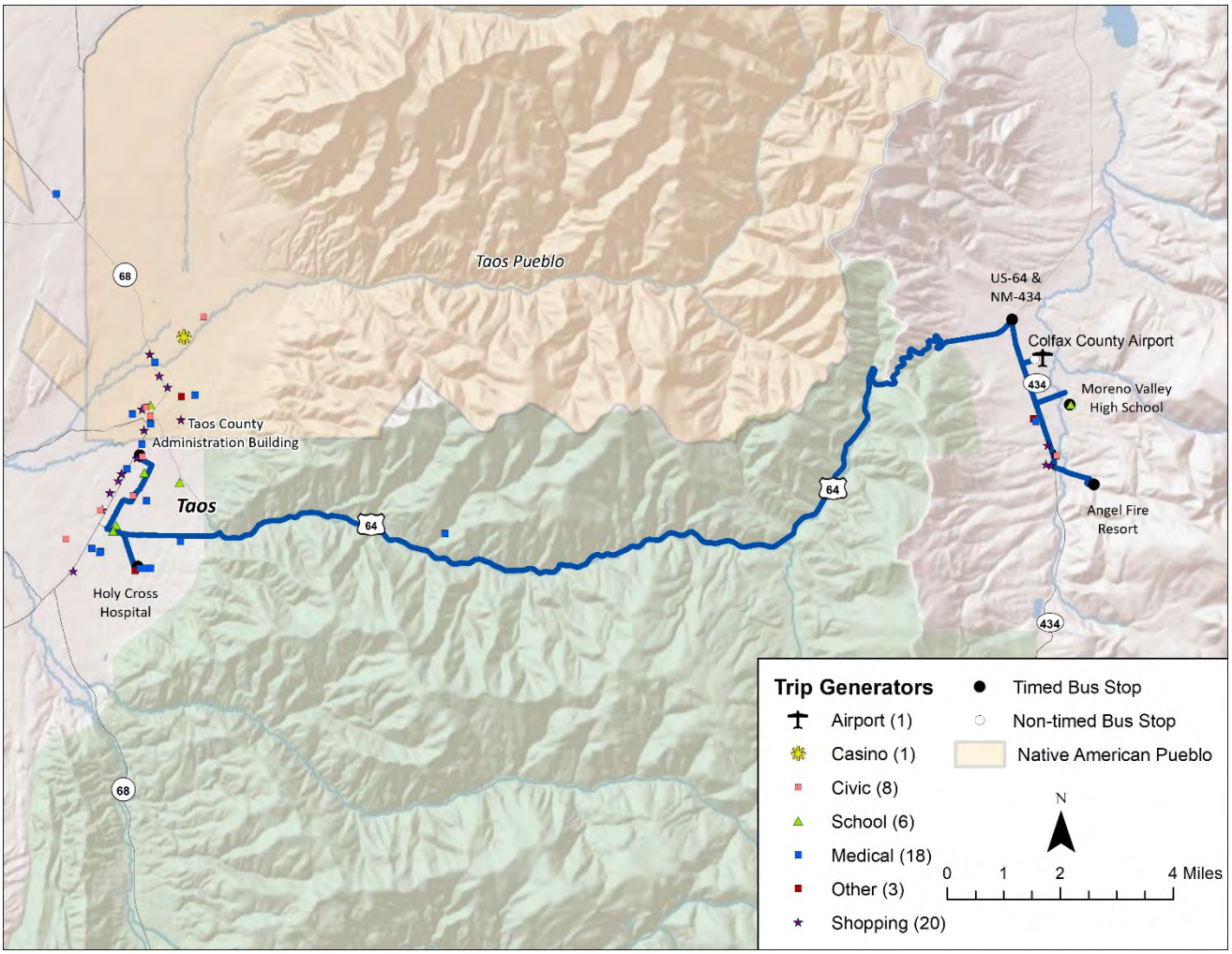
Strengths

- Connects to Route 340 in some cases, but service is frequent so it is feasible
- Students use the service to get to

Weaknesses

- Does not provide commuter service from Angel Fire to Taos

Figure RP-29: Route 800 map and trip generators



ATTACHMENT A

Annual Performance Data for Fixed Route from FY 2017-FY 2020

#	Route	FY 16-17 Ridership	FY 16-17 Trip/hour	FY 16-17 MPH	FY 17-18 Ridership	FY 17-18 Trip/hour	FY 17-18 MPH	FY 18-19 Ridership	FY 18-19 Trip/hour	FY 18-19 MPH	FY19-20 Ridership	FY19-20 Trip/hour	FY 19-20 MPH
100	Riverside	55,197	NA	NA	53,832	12.08	17.39	59,923	12.29	17.43	16,279	12.99	17.43
110	Westside/Crosstown	14,316	NA	NA	18,395	6.29	18.07	15,782	5.22	18.42	4,804	6.19	18.42
150	Chimayo	9,673	NA	NA	9,821	4.75	29.24	9,405	4.29	29.26	2,453	4.36	29.26
160	Santa Clara	6,317	NA	NA	5,102	3.15	27.79	5,542	3.26	30.10	1,620	3.70	30.11
170	Jicarilla	-	0	0	2,507	1.36	42.30	3,574	1.42	42.28	1,019	1.59	42.14
180	El Rito	1,290	NA	NA	1,471	1.53	44.35	1,901	2.05	43.58	514	2.15	43.58
190	Chama	5,190	NA	NA	5,240	1.95	45.33	6,593	2.21	44.54	1,714	2.23	44.54
200	Santa Fe	20,381	NA	NA	17,857	12.23	33.93	17,667	11.17	34.53	4,079	10.04	34.53
220	Tesuque	7,742	NA	NA	7,641	3.69	25.21	7,659	3.42	26.08	2,149	3.73	26.08
230	San Ildefonso	4,861	NA	NA	3,258	2.48	19.42	4,936	3.78	20.83	1,348	4.01	20.83
250/255	Mountain Trail	5,917	NA	NA	3,587	1.86	18.75	8,922	4.07	18.81	1,081	2.57	18.84
260	La Cienega	1,447	NA	NA	1,263	1.11	18.68	1,886	1.52	18.68	541	1.70	18.68
270	Turquoise Trail	5,940	NA	NA	4,735	3.70	28.62	3,990	3.33	28.87	925	3.00	28.87
280	Eldorado	5,168	NA	NA	5,738	4.30	25.30	5,012	3.45	25.55	1,619	4.34	25.55
290	Edgewood	6,997	NA	NA	5,324	5.86	39.14	4,550	4.70	38.99	998	4.02	39.01
300	Taos	13,004	NA	NA	12,770	5.43	38.04	15,033	5.77	37.27	3,792	5.66	37.27
305	Taos Express	1,591	NA	NA	1,377	1.80	40.88	2,145	2.91	40.76	583	3.19	40.74
310	Red River	4,058	NA	NA	3,122	2.04	31.20	4,430	2.67	30.92	1,021	2.39	30.92
320	Questa	14,701	NA	NA	15,396	8.22	33.60	16,986	8.62	34.07	3,697	7.30	34.06
330	Penasco	4,673	NA	NA	4,011	2.27	30.93	5,389	2.80	30.52	1,213	2.45	30.52
340	Chile Line Red	67,161	NA	NA	59,630	14.29	16.58	60,015	13.04	16.46	15,047	12.72	16.47
341	Taos Ski Valley	10,208	NA	NA	10,187	7.13	22.03	14,186	8.54	21.97	143	0.91	23.62
350	UNM Taos	1,707	NA	NA	1,895	4.44	17.17	1,092	2.66	17.30	124	1.55	17.30
360	Tres Piedras	872	NA	NA	677	4.95	37.77	668	3.14	36.59	207	3.82	36.59
400	Los Alamos	1,088	NA	NA	1,306	2.17	33.43	1,855	2.48	34.09	428	2.23	34.09

Source: DataPoint

NCRTD Transit Service Plan Update

Technical Memorandum No. 4:
NCRTD Needs and Strategies for the Future







September, 2020

Prepared for:
North Central Regional Transit District (NCRTD)

Prepared by:
KFH Group, Inc.
Austin, Texas

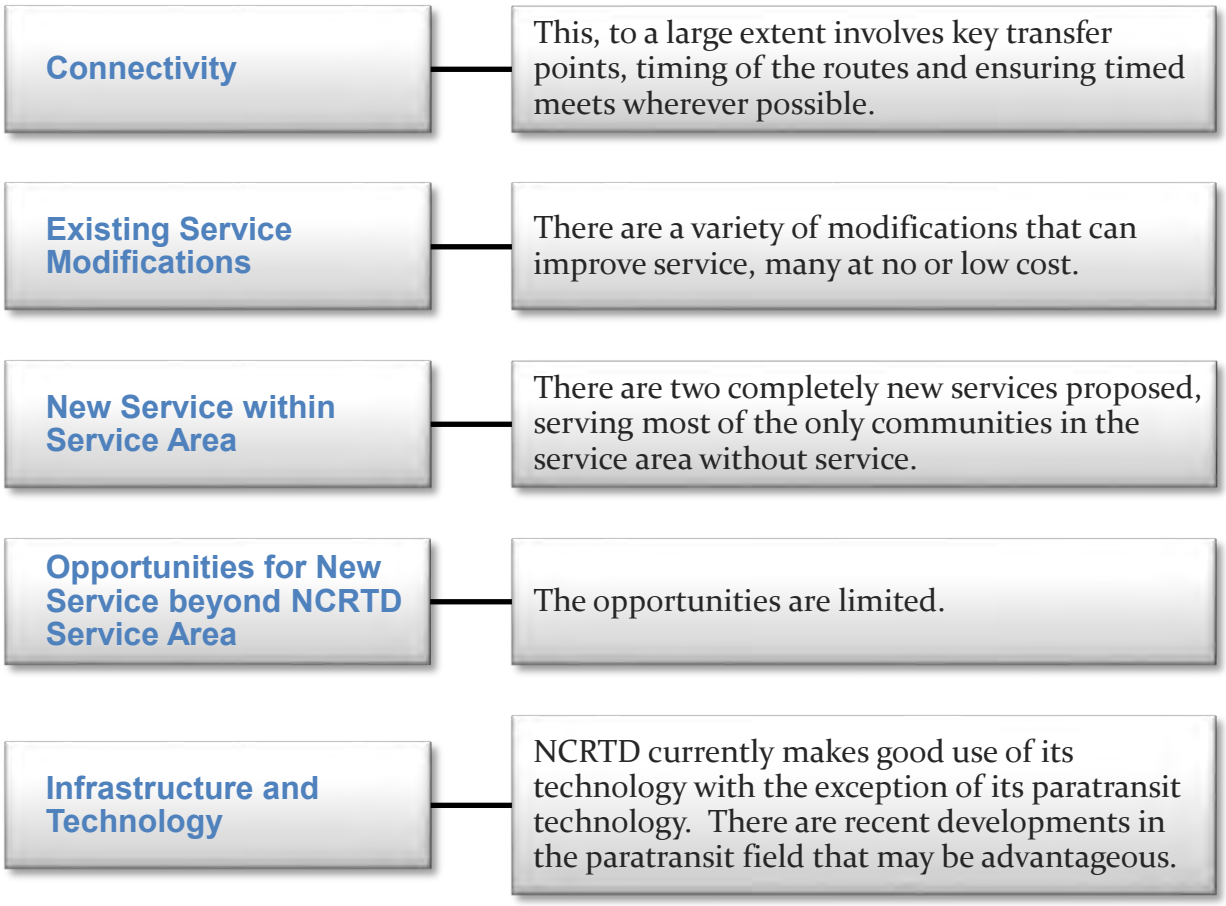
Technical Memorandum No. 4: NCRTD Needs and Strategies for the Future

Upon detailed examination of the service and the service area, it is evident that there is some fine tuning needed for the NCRTD service. Some operational changes may be needed, depending on the strategies chosen. Much of the focus will be on connectivity. The sheer size of the NCRTD service area necessitates a very high number of important timed transfer locations from Questa and Chama to Santa Fe and Española. Figure 4-1 depicts the connection points where timed transfers should occur in order to ensure connectivity. These connection points or transfer stations are critical to the connectivity and in at least two cases (Taos and Española) will require capital improvements to ensure the stations can meet the demands of connectivity.

Figure 4-1: Major and Minor Connection Points-NCRTD Service Area



At this point in the planning process, the NCRTD study team should review the following strategies carefully to determine which ones they want incorporated in the final plan. This should then be communicated to the consultant. The analysis to date indicates that there are few communities within NCRTD's service area that do not have at least limited service. At the same time, beyond the service area there are limited options as much of the surrounding populated areas are served by other systems. This technical memorandum will first review Key Concepts and Guidelines. The strategies will then be introduced, focusing on the following:



The Future

The Pandemic has changed everything. No one can predict the future (especially now), yet our job is to look toward a post pandemic future when the problem has stabilized and service is relatively back to pre-COVID levels.

- At this time, there are some very low or no cost changes that NCRTD can make related to timing and connectivity, but many changes will have to wait until normalcy has returned.

- This is an excellent time to conduct the operations planning (developing detailed schedules, route changes, marketing materials and other tasks) in preparation of the future changes.

- This may also be a good time to implement pilot microtransit options in existing dial a ride service areas.

KEY CONCEPTS AND GUIDELINES

In this section the reader is offered guidelines on designing fixed route and placement of a transfer center. These guidelines are used in the development of route changes.

Service Design

Proper service design is paramount to any transit system. Improper service typologies and designs often result in lower ridership and lower productivity while applying the right service design can improve performance often at no extra cost.
As an introduction to the service strategies, the study team presents our guidelines for service design. The review of routes included these guidelines and it is important for the reader to understand the context for our recommendations.

Fixed route is generally the least expensive mode of transit on a per trip basis and also the most efficient and effective. Following are the guidelines specifically tailored for NCRTD:

1. **Minimum Density** - Fixed-route service works best in-town with communities of at least 1,000 persons per square mile, as well as areas with major destinations or tourism. Microtransit can function at much lower densities

2. **Minimum Productivity** – Our research indicates that fixed routes with lower than five one way trips per hour should look to alternative service designs such as microtransit.

3. **Do Not Compete with Yourself** – It is advisable not to operate a competing paratransit service covering the same service area as fixed route. Service should be evaluated closely to ensure little to no overlap within one-half mile of fixed route. Microtransit should complement and feed the fixed route.

4. **When is Service Provided?** – When the service is provided is as important as where service goes. It is important to consider that commuters often need to arrive before 8 a.m. and leave after 5 p.m. For in town service the hours in Española – 6 AM to 7 PM are a good starting point, necessitating an expansion of hours in Taos. Riders typically prefer later hours, particularly for retail employee commuting home at 9 PM or later. Saturday service typically generates half the ridership of weekday service and Sunday service usually one-third.

5. **Out and Back / Avoid the Loopers** – Long (over 45 minutes) one-way loop routes kill ridership. Out and back is the normal form of fixed-route transit. If there is a stop on one side of the street there should be a stop on the other side (in most cases). Ride time on long loop routes is almost always excessive.

6. **Simplicity in Fixed Route Design** – Avoid connecting the dots and keep the meandering of fixed routes to a minimum.

    a. In most cases let the riders walk or ride their bicycles to the bus stop rather than having the bus go to the riders. Major stops are an exception or those willing to pay for a meander.

    b. Do not try to do too much with one route.

7. **Timed Transfers** – Fixed routes will meet at designated transfer point at the same time. This would include routes coming into Española, Santa Fe and Taos as well as the smaller transfer points. Microtransit buses will also meet at the transfer point (or outlying designated transfer point). These services will also be timed to meet the Rail Runner.

8. **Transfer Locations** - Major transfer points should be near major trip generators such as: big box stores, downtown, at a mall with proper access. This will reduce the number of transfers and decrease travel time. Taos needs one transfer center. This is detailed in the next section.

9. **Frequency and Coverage** – Frequency is the time between buses going in the same direction on the same route. Going from a frequency of an hour to ½ hour is great, but it doubles the cost. Service elasticities tell us that when service is doubled ridership will probably increase about 50 percent. While coverage is not good for ridership, as some parts of the service area will never be productive, fairness and politics tell us that sometimes coverage is important. The key here is putting the best service design in place for each part of the service area.

10. **Timing Points** - Timing points should be every 7 to 10 minutes. For in-town service, it is best to not have every stop as a timing point as this will result is slow service and the bus sitting around.

11. **Proper Streets and Turns** - Routing should avoid unprotected left turns on busy streets as well as any other difficult maneuvers. The bus must be able to easily traverse a narrow street without impediment. Never back up as part of a route. Test the route with the bus you will use.

12. **Accessible Bus Stops and Pathways** – The bus stop is transit's front door. Care must be taken in selecting bus stops for location, safety and accessibility.

13. **Vehicles** - Are your vehicles appropriate for your ridership? Size/capacity – is the bus big enough or will you "need a bigger bus?" For fixed route bigger is usually better (to a point) unless there are maneuverability issues on the route. Note that in this pandemic,

there is a distinct advantage to using bigger buses – the need to social distance as NCRTD has been doing.

14. **Consistency of Service** – "Every weekday without fail, every time without fail." Customers must have service every day. If they can't count on the bus showing up, then they will only ride if desperate. Try to have the bus come by the same location, in the same direction at the same time every hour (or half hour).

15. **Avoid Deadheading where Possible** – While some deadhead moves would rarely see ridership, the purpose is to allow for additional options at no additional cost. The otherwise deadhead move should be in service on an expedited schedule.

16. **Sometimes there are Exceptions** – These guidelines are not universal. Context dictates the service design and provision.

Transfer Center Locations

The focus here is on the Española and Taos transfer centers that each see multiple routes converging. The proper placement of a transfer center will minimize bus mileage and travel time for the buses and customers, reduce transfers and provide better service area coverage. Wherever the transfer point is located it should meet most of the critical locational elements described as follows:

1. **At or adjacent to a major destination(s)** – When the transfer center is at a major destination, it reduces the number of transfers required for passengers. This reduces the time on the bus and in turn can improve ridership. Locations such as downtown, a large mall or big box stores are typical, with most transfer centers being in the downtown area.

2. **Excellent access for buses** – Minimal time loss related to entry to the facility is important to customers and the reach of the service. This is particularly important for intercity and regional routes that should stay close to major roads traveled.

3. **Safe and inviting location** – The transfer facility should be located in a well-lit location where people have no concerns about their safety.

4. **Accessible/safe pathways for pedestrians and bicyclists** – Clearly access is critical - avoiding inaccessible pathways and parking lots. Pedestrian access should include accessibility for all and appropriate protected crosswalks to ensure safety. Española does not meet this criterion as pedestrians interact with 40 foot over the road coaches, NCRTD buses and the personal vehicles all together. Bicycle access should also be protected, with bike racks at major stops and the transfer station.

5. **Adequate space for future expansion** – The space must accommodate all buses that may be on-site at one time, now and for the next 10-20 years. This will include internal service as well as other providers public and private. Space should also be

included for passenger auto access to drop off customers, commonly called "Kiss and Ride" access.

6. **Centrally located to each route** – Where geographically feasible, the buses should be able to access the facility from a variety of roads and not have multiple routes travel on the same roads.

7. **Public/Private Partnership potential** – There are other less tangible factors at play from time to time. NCRTD has had a number of successful partnerships with private ski resorts. In addition there may be opportunities for public/private partnerships and private funding at some locations, such as a big box store, mall or medical center. Further, some locations lend themselves to leasing retail or office

Bus Stops

New Mexico law requires that buses only stop for passengers at designated bus stops. In essence a bus can only stop where there is an official stop – a pole and a sign. The bus only stops if there are passengers either boarding or alighting.

It is advantageous to have more stops rather than fewer stops. The cost of placing a pole in the ground is minimal and it can increase ridership. While this plan does not identify stop by stop changes, our observations and extensive outreach has identified a number of potential additions. Attachment A is a list of suggested bus stop changes from the public and the observations of the consultants.

Solar/Battery Powered Lighting of Key Stops

Vehicle operators and riders indicated that driving the mountain and canyon roads under poor weather conditions, night time, dawn and dusk, is difficult and that some bus stops are hard to see if there is a passenger waiting. At these stops, typically, the rider can press a button and the light (solar/battery powered) will indicate to the operator that there is a person desiring to board. NCRTD will be testing stops with lighting between Alcalde and Velarde (served by 300 Taos, 305 Taos Express).

EXISTING SERVICE MODIFICATIONS

There are a number of changes that can take place to improve existing service and connectivity by revising a schedule or modifying a route. Many of these have no additional operating costs associated with them, most of the others are of minimal cost.

Transfer station improvements in Española and Taos are called for to improve connectivity and in Española, safety as well. These will require varying amounts of capital funds and possibly revised schedules and routes.

Hiring Vehicle Operators

It should be noted, that while the plans will work, the environment that NCRTD operates in (before and after the pandemic) make execution of the plan sometimes problematic. Prior to the pandemic, it was difficult to recruit and retain qualified vehicle operators, not just at NCRTD, but nationwide. This problem is exacerbated in remote rural areas such as Edgewood, Chama, Questa and Peñasco where attracting vehicle operators is always difficult and sometimes the bus timing has to meet the vehicle operator's needs and capabilities.

Continued Need for Connectivity – The Transfer Stations

Connectivity should be one of the themes of this plan. While NCRTD has made great strides in improving connectivity, there are still both internal and external connections that need improvement. Many of these strategies are at low or no operating cost and can generate improvements in ridership, allowing more persons to access health care, jobs and shopping in a timely manner.

Timed Meets

A timed meet requires all buses to meet at the same time so that passengers can easily and quickly transfer to another bus. The timed meets require a transfer location that meets the region's needs. Buses and trains should meet at transfer points to the greatest extent possible. There are a number of changes that should be considered to ensure better connectivity internal to NCRTD and external.

Santa Fe

Santa Fe has two major transfer points in Santa Fe: downtown with Santa Fe Trails (Sheridan Street) and South Capitol Rail Runner Station. The focus here should be on the South Capitol Rail Runner Station. NCRTD and Park and Ride buses to Española generally do not meet Rail Runner service at South Capitol, limiting commuter options for residents north of Santa Fe all the way to Española.



It is recommended that at least one bus operating between Santa Fe and Española meet every Rail Runner train with the possible exception of the first and last trains in each direction. This could be any combination of the different routes (Route 200 – Santa Fe, Route 160 – Santa Clara and Route 220 – Tesuque) that serve these two cities.

Española – Improve or Move

Española is the key hub for the NCRTD system. The existing facility is small and does not separate buses from pedestrians or other vehicular traffic. It is also not adjacent to a major destination. Its primary advantages are that it is at a major crossroads with access in multiple directions and that there are some meets with the NMDOT Park and Ride service (Park and Ride).

Prior to the pandemic, buses stopped at the station 131 times every weekday, 130 of which occur in a 13 hour window. This comes to 10 bus arrivals and departures per hour (with most arrivals and departures at the hour and half hour). The most significant problem with the existing facility is: 1) Its small size and lack of capacity for more than three buses safely at one time, and 2) lack of separation of pedestrians from buses and cars. Table 4-1 details the number of buses going through this transfer station every weekday prior to the pandemic.

Table 4-1: Española Transit Station Number of Buses

Routes	# Buses Daily
NCRTD	
100 Riverside	40
110 Westside	26
150 Chimayo	9
160 Santa Clara	12
180 El Rito	2
190 Chama	6
200 Santa Fe	4
220 Tesuque	3
300 Taos	4
400 Los Alamos	2
Total NCRTD	***108***
NMDOT	
Green Route	17
Red Route	6
Total NMDOT	***23***
Grand Total	**131**





Española Transit Center

With the proposed timed meets on the hour and half hour, there will be at least two or three buses and often five or more NCRTD vehicles meeting at various times of the day. In addition there are 40 – 45 foot Park and Ride buses at the same time, making that facility as currently configured unacceptable for critical timed meets in the future.



Transfer Station Options

Implementation of the connectivity plan will require one of two approaches. Either revamp and ultimately enlarge the existing facility or move the transfer facility (Figure 4-2):

1. **Improve Existing Facility** - In this scenario there are a number of relatively low cost changes that can be implemented to make the facility safer and able to accommodate 5 – 7 vehicles at one time. This facility is owned by the City of Española and would require their cooperation. NMDOT should also be part of this cooperative agreement.

    a. Restripe and sign the facility to have a buses only entrance and lanes through the facility. Pedestrian access should be guided by crosswalks and signage. Personal vehicles should have a separate entrance and exit.

    b. Develop safe and accessible pathways that protect riders and other pedestrians from buses and personal vehicles.

    c. Size the passenger boarding area to be able to accept 5-6 vehicles at one time with additional shelters, platforms and curbs.

2. **Build a Transfer Station at NCRTD Offices** – In this scenario, NCRTD will build a transfer station at its offices where it will be able to accommodate future growth in a safe manner. Park and Ride will be invited to participate in this transfer station (where they store vehicles overnight).

    a. Will allow for short and long term growth

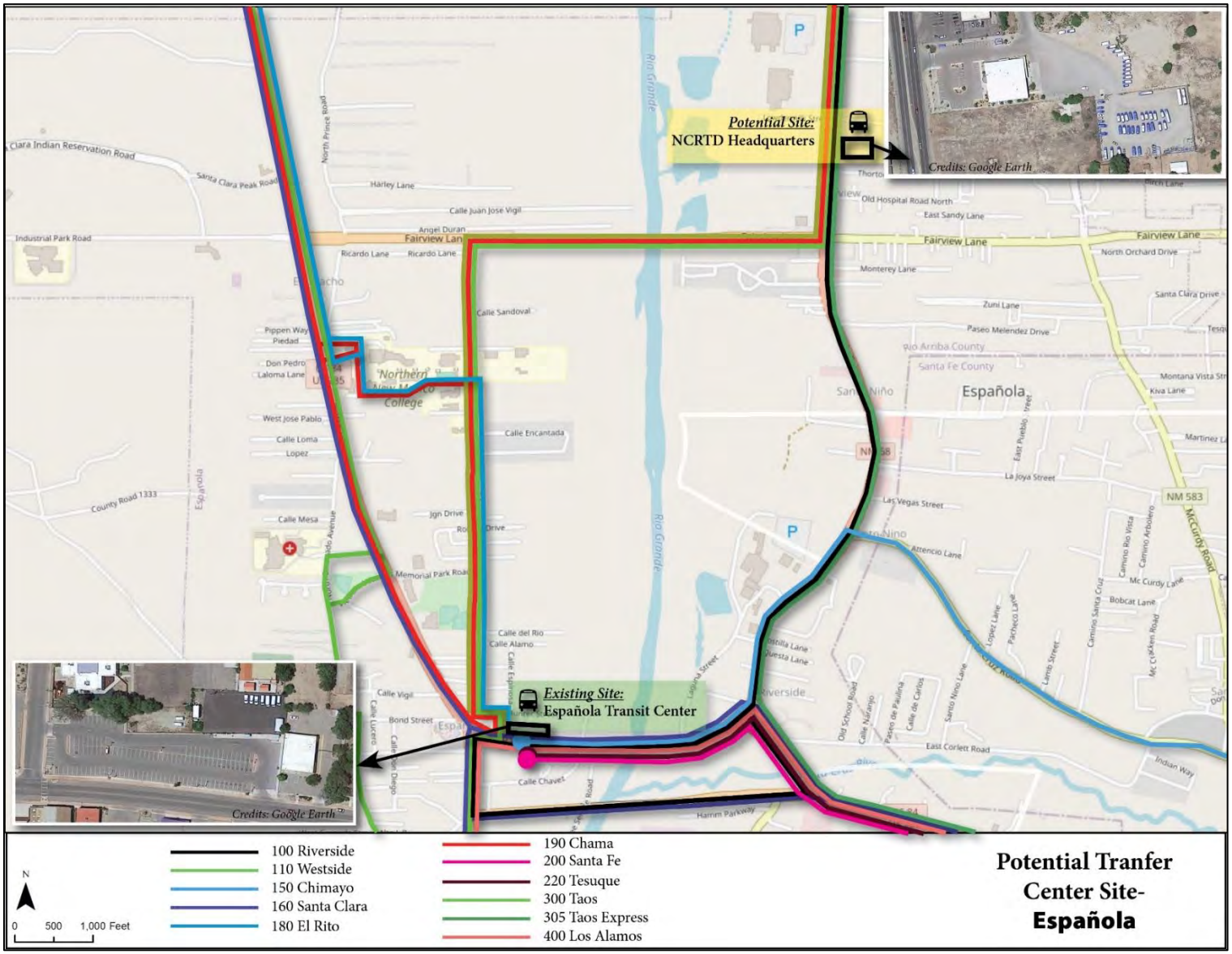
    b. Location is good in many respects.

    c. If NMDOT is unwilling to meet at the new facility some routes can still meet Park and Ride at the current facility.

    d. This will give the facility additional safety and security

    e. Potential waiting room and restroom for passengers

Figure 4-2: Potential Transfer Station Sites, Española



Taos

Taos needs one transfer station – There are seven routes both local and regional and at times multiple buses (3 – 5) will converge. The local and regional buses should always have a timed meet (where feasible). There should be one transfer station where all buses meet.

Figure 4-3 depicts the two transfer sites as well as two other potential locations with large paved lots. The map also shows the zone with the most potential to have an appropriate transfer site. In this zone there are numerous other potential locations near the Plaza either in existing parking lots (if properly configured with uninhibited access) or vacant property on or within two blocks of Paseo del Pueblo.

Anticipating 3 – 5 vehicles meeting during peak times, any space selected would need improvements.

1. **Current Transfer Point – Our Lady of Guadalupe parking lot** – This is a crowded and difficult to access location requiring buses to maneuver through a parking lot used by visitors. The northbound vehicles will have to make an unprotected left turn to enter the lot. This lot is feasible but would require a significant upgrade to meet safety and accessibility standards and to ensure rapid access by buses with no or limited interaction with pedestrians or other vehicles.

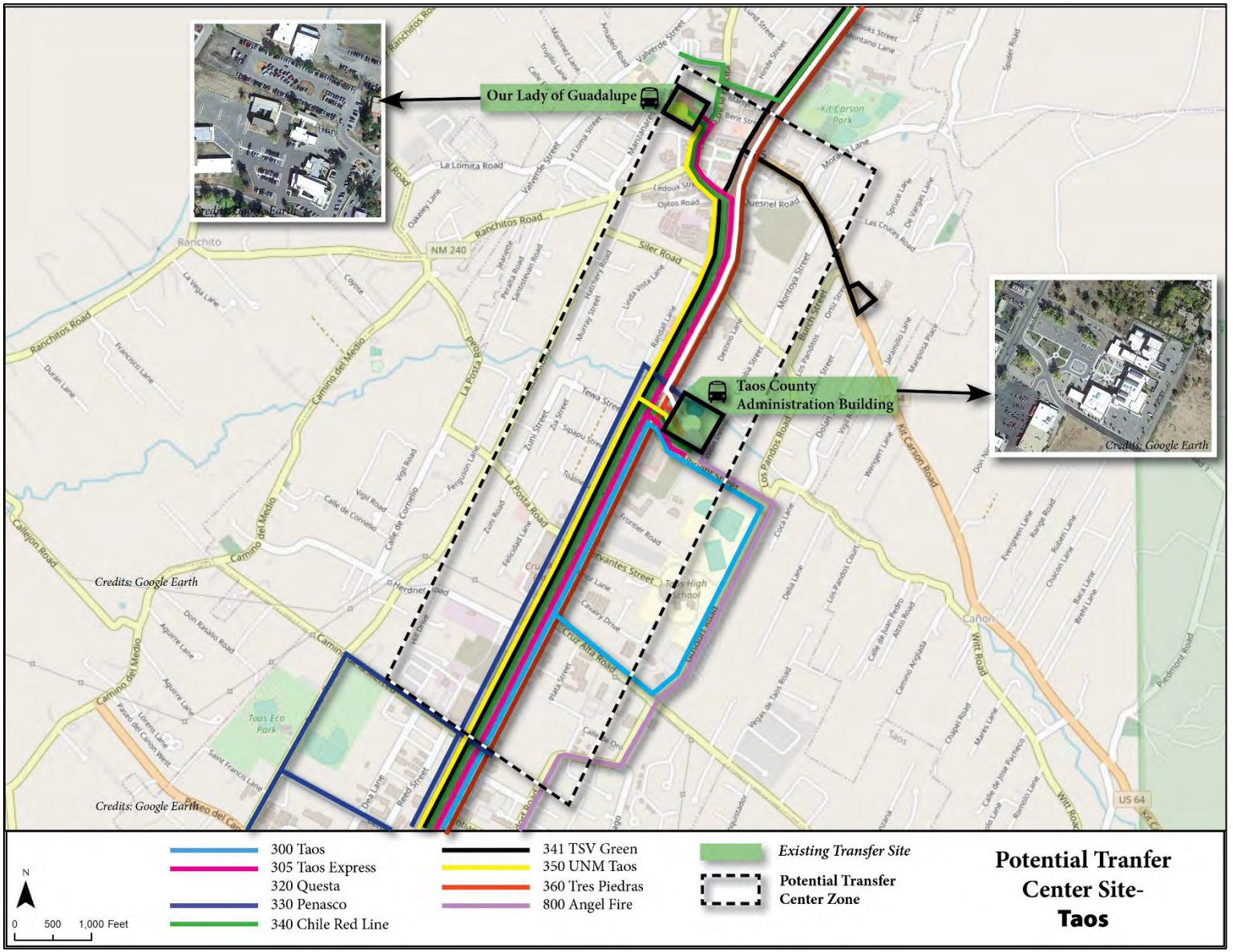
2. **Current Transfer Point – Taos County Administrative Center** –This is also a small area that would not be well suited to 3 – 5 vehicles at one time. According to NCRTD, the County would like NCRTD to vacate that transfer site.

3. NCRTD can look at **other locations** along the central parts of Paseo de Pueblo (Figure 4-3). Existing county or other government owned facilities may be advantageous. Any site selected would likely need improvements: accessible and safe pathways, curbs, platforms and shelters. This can be in an existing parking lot/facility or on vacant property that can be purchased or may be county owned.



Taos County Administrative Center transfer point

Figure 4-3: Transfer Station Sites and Potential Transfer Station Zone - Taos



Cities of Gold

This is a major stop in the Santa Fe – Española/Los Alamos Corridor. Park and Ride operates two routes that stop at Cities of Gold **30 times daily** (Red and Blue Routes). NCRTD operates three corridor routes (Routes 160, 200 and 220) stopping **14 times** and local routes the Nambe-Pojoaque Dial a Ride (Route 210), San Ildefonso (Route 230) and Route 400 Los Alamos, stop here about **10 times daily**.



In total eight routes stop at Cities of Gold a total of **49 times a day**. 44 times a day for corridor buses and about 5 times a day for local buses. ***The bottom line here is that with the abundance of corridor stops, the San Ildefonso bus should consistently meet: west, north and south bound buses at the Cities of Gold for all of their round trips. This may require re-timing of some routes to maximize the meets.***

Chama/Dulce/Farmington

The Chama and Jicarilla routes should connect where possible. In Farmington the NCRTD bus needs to stop at the downtown transfer station at W. Animas and S. Orchard as well as the existing stop at Walmart and service to the Regional Hospital. This is detailed in the discussion of the Jicarilla route below.

Modifications and Fine Tuning: A Route by Route Review

In addition to the changes resulting from greater connectivity, there are a number of other modifications that can be undertaken. In some cases the route timings can be changed and in others a modification or re-routing may be in order.

- **Rerouting** - Often modifying or changing a route will bring additional ridership and in many cases will simply make better sense of the route.
- **Timing for Commuters and Day Trippers** - Sometimes a simple readjustment of the schedule may bring significant ridership benefits. There are a number of opportunities to make trips compatible with commuter needs.
- **Microtransit Opportunities** - There are numerous demand response zones and potential demand response zones in the service area. Recent advances in technology make an investment in a microtransit app a viable option. Response time for customers goes from one day to between 15 minutes and one hour (cost drives this decision), making the service more attractive and generating higher ridership.

Following is a route by route review of modifications and fine tuning options designed to

improve ridership through greater customer convenience. The reader is referred to Technical Memorandum No. 3 – Existing Services – Route Profiles, for details related to each route.

In many of the route modifications the changes consist of minor adjustments to the schedule and may remain cost neutral. In some cases however the minor change may have a slight increase in costs as these changes may affect other routes. There are a number of instances where additional costs are associated with a strategy and they are noted by route.

As stated earlier, to some degree there are limitations to NCRTD's changes, most notably the ability to ensure there will be vehicle operators to meet the new schedule, or in some cases having to hire an additional vehicle operator to meet, for example, an earlier run. While a change in the timing of a route, for example starting at 5 AM rather than 5:45 AM, may seem minor, it becomes a major problem if NCRTD can't recruit a vehicle operator to leave that early.

Route 100 – Riverside

Key issues include:

- This route is very productive and well used.
- The two parts of the route often run together or close to each other, duplicating service.
- The section of the route southeast of the transfer station gets virtually no ridership.

Strategies for Improvement

Operate one version of this route (see two options below). Maintain arrival at the transfer station on the hour and half hour. Operate two buses on a one half hour headway from Okhay Owingeh to:

- The current transfer station and connect to microtransit to the south (Dreamcatcher, La Mesilla for example) – See section on Española demand service for a discussion of microtransit options.
- Dreamcatcher, as is currently served by one bus, noting that ridership is very low southeast of the transfer station.

Route 110: Westside – Crosstown

Key issues include:

- Stops at Walmart only outbound, not inbound.

- Ridership is at the low end of fixed route service.
- Timing issues – Route timing is off on both segments of the route.
- A number of weaknesses:
    - Turning into the Walmart parking lot is problematic.
    - Meandering on the west side of Española.
    - Dead space on Fairview Lane that can't be avoided.

Strategies for Improvement

- Deleting the Walmart extension will improve the timing of the route:
    - Eliminating the maneuver in the Walmart parking lot.
    - Passengers can take Route 100 from the Transit Station directly to the Walmart or walk one-half mile on Riverside Dr. or transfer to Route 100 northbound.
- More direct service in Western segment of the route.
- Maintain arrival at the transfer station on the hour and half hour.



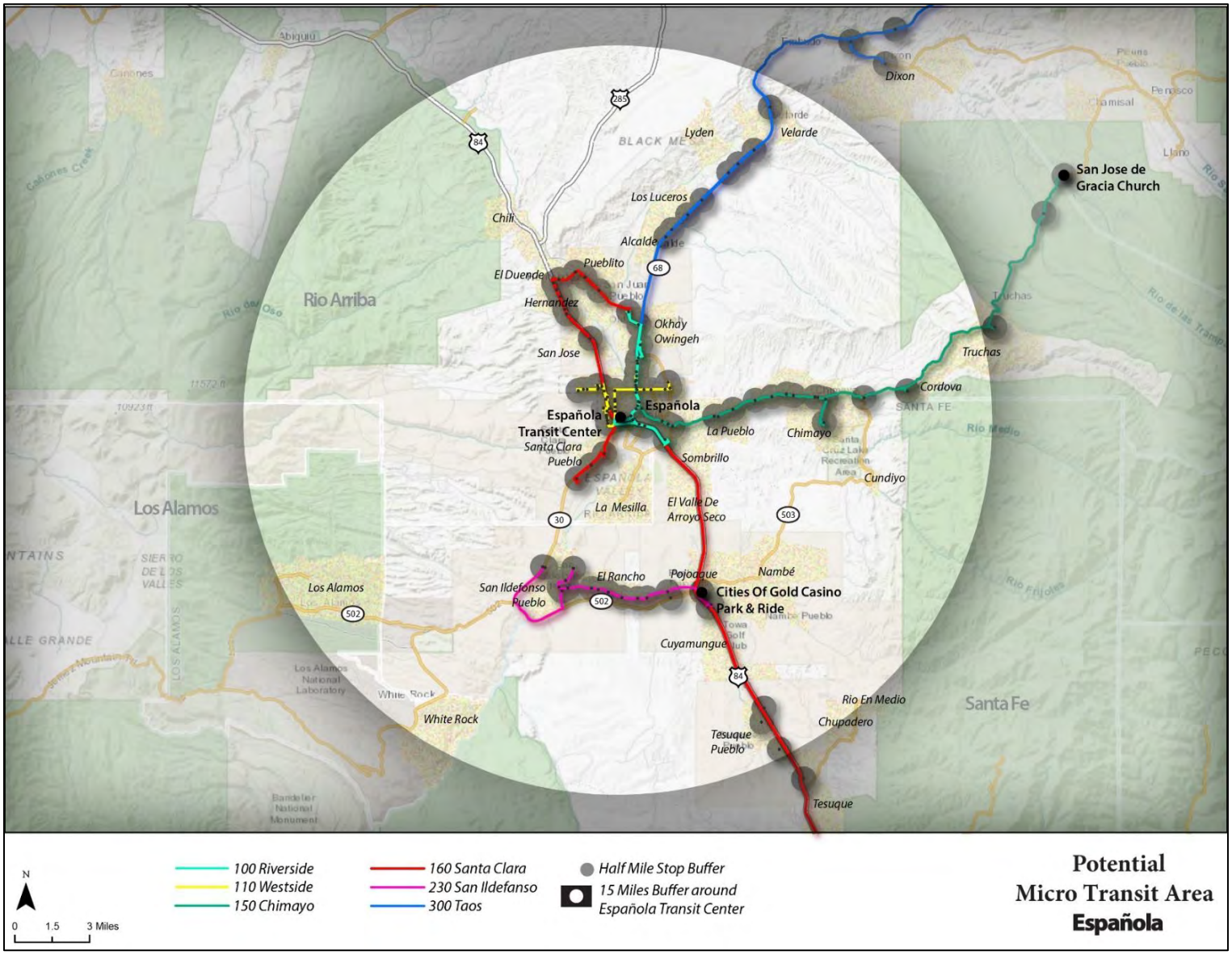
Española Demand Service

Currently demand service is available to residents of Rio Arriba County within 15 miles of Española along Paseo de Onate. Unfortunately there is no data available that separates out these trips from other demand response trips.

Strategies for Improvement

- Deploy microtransit options throughout areas surrounding Española and more than one-half mile from a fixed route (Figure 4-4). The focus would be on feeding fixed route and providing local service.
    - Areas such as La Mesilla to the south would clearly benefit from at least limited service. Dreamcatcher, currently on Route 100 can be served in this manner as ridership is very low
    - Days and hours can be limited as appropriate.
    - While microtransit can operate on 15 minute response time, that can be very expensive. One hour response time still gives the riders excellent response for a much lower cost.
    - Service can be to and from anywhere in the designated zone serving the transfer station and other key destinations.

Figure 4-4: Microtransit Zone- Española



Route 150: Chimayo

Key issues include:

- May need more bus stops:
  - On both sides of the street – all stops should have a corresponding stop across the street
  - Safe and accessible shelters and pathways
- First run from Trampas arrives too late for commuters.

Strategies for Improvement

- Adjust time on the first and last runs of the day: earlier arrival for commuters (25 minutes) and later return (15 minutes). This would allow for a meet with the Española buses as well as buses going south and northwest. It should be noted that this is one of the times where deploying this change is dependent on the vehicle operators' availability.
- Maintain connection with the Peñasco route.
- Eliminate any deadhead by operating an expedited schedule.
- Maintain arrival at the Española transfer station on the hour or half hour.

Route 160: Santa Clara

Key issues include:

- This route attempts to do too much and much of what it does is duplicating other services.
- Low ridership due to lack of route focus. Service is not consistent and headways are very long.
- This route makes different stops north and southbound making it very difficult to use.
- Misses connections to the Rail Runner.

Strategies for Improvement

- Separate route into two routes – Santa Clara North (serving Santa Clara and Española area) and Santa Clara South (with service to Santa Fe).
    - Ensure each segment complements other local or Santa Fe service and does not compete.
    - Place the South schedule into the overall Santa Fe – Española corridor schedule showing all routes and schedules between these points, including Park and Ride buses (see section on the Road to Española below).
    - Each bus should arrive at the transfer station for timed meets at the top or bottom of the hour, with other buses.
    - The northern part of the route along U.S. 84/285 should be timed to complement the other two routes on that segment of highway (El Rito and Chama) that has about 6 miles of consistent residences.
    - Consolidate the North route with Route 180: El Rito.
    - Microtransit should not compete with the North schedule.
    - There should be the same stops northbound and southbound. For example, the Cities of Gold stop is only served on northbound runs.



Route 170: Jicarilla

Key issues

- Tries to do too much, as a result it is ineffective as structured and timed.
- Dulce service is confusing for passengers.
- Needs an early and late connection to Chama Route and Española.
- Stops needed at the transfer station in downtown Farmington and the hospital. Current structure requires multiple transfers for many needs.
- Timing of routes are not conducive to connectivity.
- 2:20 PM return does not allow for time in Farmington.
- The Tribal Council has three major issues: 1) connectivity to Albuquerque (Española is the key there), 2) the need for heated covered stops and 3) the need for continued education about service availability.

Strategies for Improvement

This is a low performing route that should see significant change to improve the service. The

following changes can occur to improve service

Timing of Route

- This bus could be timed to meet the Chama Route regularly to ensure connectivity south to Tierra Amarilla. This would require a morning meet in Chama and an afternoon meet for the return, allowing enough time for riders to conduct their business. Ridership would be relatively low.

- The Farmington segment should have the last bus leave later than 2:20 PM, to give riders more time in Farmington.

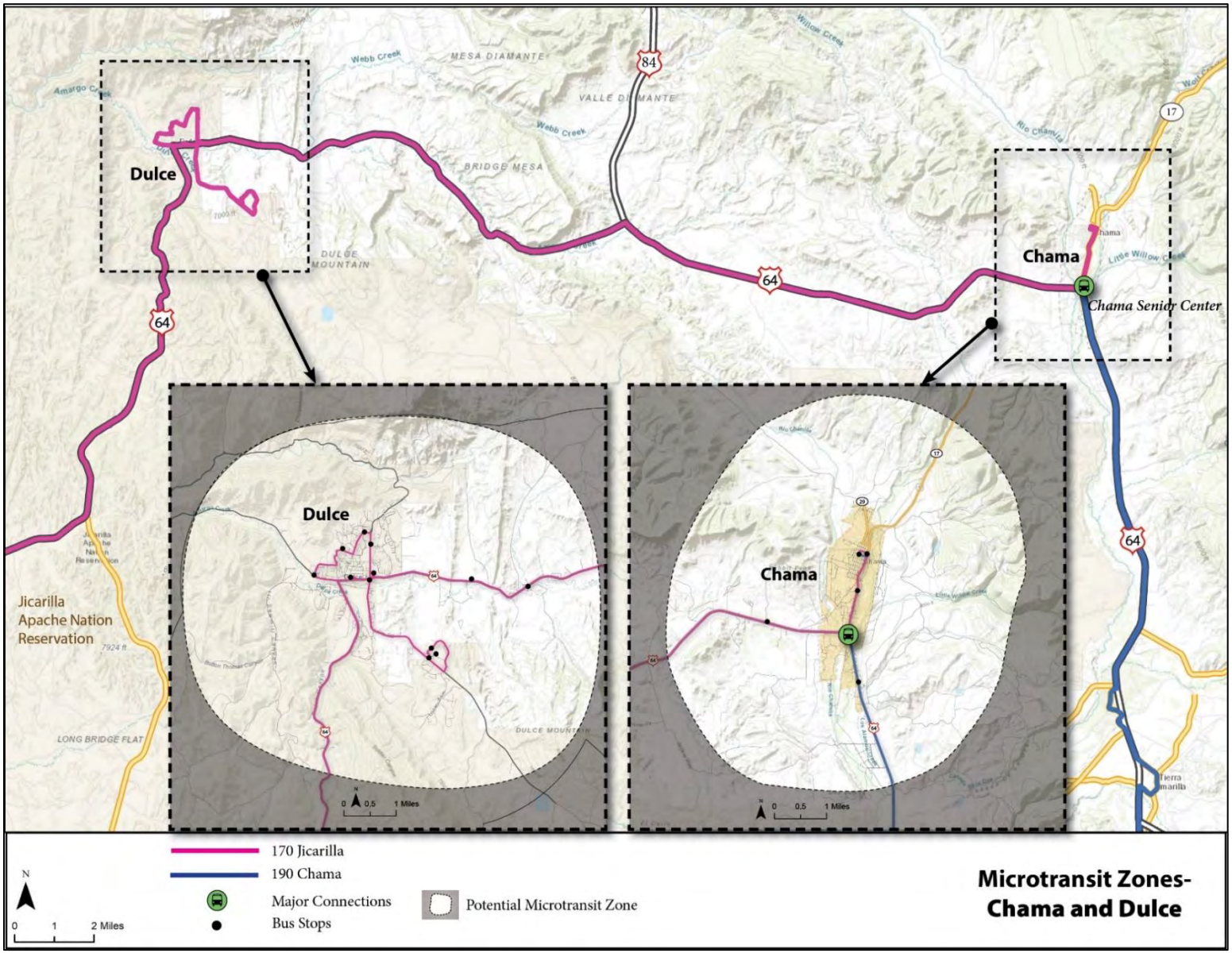
Stops in Farmington

- Farmington has two transfer stations. The route currently connects to one at Orchard Plaza, east of downtown. The route should also connect to the Farmington Transit Center downtown so that passengers can access the other routes.
  - The route should continue to the hospital for one seat service before returning.

Service Design

- Dulce can be turned into a **microtransit zone** for one hour every time the bus arrives. Currently after the bus arrives in Dulce it circulates through the community on a meandering one hour route that is difficult to use. It is proposed that this hour be spent as a microtransit service. Figure 4-5 shows possible microtransit zones. Using an app or telephone, a rider can access a pickup within the timeframes the bus is in town. The app or phone call could be used for local service or service to the other communities on the route. The cost associated with this would be the capital cost of the technology and annual fees as no additional time is needed and the schedules do not need to change.

Figure 4-5: Microtransit Zones- Chama and Dulce



Route 180: El Rito

Key issues:

- The route timing limits the usefulness of the route. Allows a 3 – 4 hour window in the Española area.
  - There is only one round trip for those with trip origins beyond where U.S. Highway 84 separates from U.S.285.
  - The route can only be used for limited trip purposes.
  - There is no commuter option, limiting its usefulness.
- There is no connectivity to any other routes in Española. There is no service connectivity to Los Alamos or Santa Fe.

Strategies for Improvement

This route will never be a strong performer, but it can do better by offering different timings. First if the bus can offer commuter service, it would allow two round trips to Española for the same level of funding.

- Time the route to ensure a 3 – 4 hour window in Española.
- Start early enough to get to Española in time for commuters to transfer to other routes in a timed manner and to depart according to their need. This could include limited commuter service part of the way north on U.S. 285 after it splits from U.S. 84.
- Ensure arrival at the Española transfer station on the hour or half hour.
- If possible it should connect with buses to Taos, Santa Fe and Los Alamos.
- Consolidate with a new Santa Clara North route.

Route 190: Chama

Key Issues:

- Provides service along the route to Española for work, medical and school.
- There is limited connectivity in this route. Dulce riders do not have a good connection and those commuting to Santa Fe or Los Alamos can't use it due to

timing.

- Low usage due to poor timing

Strategies for Improvement

This is a long and demanding route and may pose a problem in finding vehicle operators as this is a small employee pool, making the maintaining of a very early trip problematic.

- This service should start earlier so that those along the route can use it to commute to the major employment centers of Los Alamos and Santa Fe (and its health care services). This would require service to start 30 minutes earlier and end about 30 minutes later.

There should be multiple stops and a small park and ride lot at the intersection of U.S. Highway 84 should be established.



The Road to Española, Los Alamos and Santa Fe - Enhanced Bus Corridor: Santa Fe – Routes: 160 – Santa Clara (South), 200 – Santa Fe and 220 – Tesuque

The Santa Fe – Española/Los Alamos corridor is by far the highest ridership corridor of all NCRTD regional services and has the greatest potential for expansion. Efforts to build the brand should start here and include all services (Park and Ride and NCRTD) between the cities of Santa Fe (including the Rt. 599 Rail Runner station with Park and Ride connections), Española and Los Alamos. Service should also be fully coordinated with Route 300 Taos. The Road to Santa Fe – Española/Los Alamos will be a good opportunity to apply technology for an Enhanced Bus Corridor.

Key issues:

- The three routes do not consistently meet Rail Runner.
- Timing between Routes 200 and 220 needs modification.

Strategies for Improvement

- Branding this corridor should include Park and Ride service and any future expansion of service to Los Alamos.
- Place each route's schedule (including Park and Ride) on one brochure with all

schedules together in one place.

- Ensure at least one bus on one of these routes meets (where feasible) key Rail Runner trains in each direction.
- Ensure timed meets at Cities of Gold with Routes 230 and 210. While Route 210 is a dial a ride service it should meet corridor buses as much as possible.
- Apply technology such as signal prioritization that will hold a traffic light green if a late running bus is coming (for example). Other technology to enhance service can include signage at major stops informing the rider of the time the next bus will arrive. Wi-Fi should also be available on each bus as well.



Route 200: Santa Fe

In addition to the strategies for enhanced bus service (including improved timing of all the corridor routes) in this corridor, this review of Route 200 focuses on issues specific to this route.

Key issues:

- About one half of the riders connect to the 300 Taos bus, typically.
- Interlined service is good.

Strategies for Improvement

- Interline with Route 300 to the maximum extent.
- Meet at Española transfer station at the top or bottom of the hour (where possible) to ensure connectivity to service to the north/northwest and east.



Route 220: Tesuque

In addition to the strategies for enhanced bus service (including improved timing of all the corridor routes) in this corridor, this review of Route 220 focuses on issues specific to this route.

Key issues:

- Low ridership due in part to duplication with Route 200.
- Should be scheduled, marketed and promoted as a "local" version of the routes in the corridor.

Strategies for Improvement

- Market as a local service
- Add a stop at the Tesuque casino. However it is one mile in each direction out of the way.
- Re-time to meet needs
- Meet at Española transfer station at the top or bottom of the hour (where possible) to ensure connectivity to service to the north/northwest and east.



Route 210: Pojoaque – Nambe Dial a Ride

Key issues:

- Low density, narrow and/or dirt roads are difficult to serve and will virtually always result in low ridership.

Strategies for Improvement

- This service could be part of a microtransit network, with enhanced service – calling one hour or less in advance.
- Service would be directed to nearby key destinations and bus stops to allow for transfers.
- The added costs will be the capital cost of the technology and annual fees.



Route 230: San Ildefonso

Key issues:

- This route does not meet commuter needs to Santa Fe, Española or Los Alamos.
- There is no direct connection from this route to any other of the multiple NCRTD and Park and Ride buses that stop at Cities of Gold.
- It appears that this route has very little value for those that want to go to work, shopping, medical services or school, beyond the route itself.

Strategies for Improvement

- The route needs retiming:
  - Much earlier start to connect to commuter service at Cities of Gold.
- Has the potential to connect San Ildefonso to Santa Fe, Los Alamos and Española.
  - Every run should include a timed meet at Cities of Gold, with one of the 44 daily Santa Fe – Española/Los Alamos Corridor buses in each direction, if possible.
  - A Park and Ride bus stop on Rt. 502 adjacent to the entrance to San Ildefonso would provide access to Los Alamos, without having to back track to the Cities of Gold.



Route 250/255: Mountain Trail

Key issues:

- This service is funded by multiple entities
- The winter service is very productive and off season is still reasonably productive.
- Makes some connections to Rail Runner and other NCRTD and Santa Fe Trails routes.

Strategies for Improvement

This is a targeted route that meets the requirements of the funding agencies.



Route 260: La Cienega

Key issues:

- Very low ridership on this route as it does not meet commuter needs.
- No connections to other routes.
- The route currently serves the 599 station when there are no trains.
- There may be a need for more stops.

Strategies for Improvement

There are two options to improve this service. One option would be to change the start and end time of the route so that it will meet appropriate trains at the 599 station. The second would be to turn the area into a microtransit zone with connections to the Rail Runner, Santa Fe Trails and other NCRTD buses.

- Modify Start and End Time:
  - The first and last trips should allow enough time for commuters to and from both Santa Fe (connecting at the mid-town transfer station for Santa Fe Trails) and at the 599 station for southbound Rail Runner service in the morning (7:30 am) and northbound connections in the evening (7 pm).
  - Delete service to 599 if no trains are arriving or departing,

- Microtransit
  - La Cienega is not well suited for fixed route, with its low densities and lack of connecting streets. Microtransit may be a good option for this area.
  - Ridership is low enough to justify a change to microtransit with a one hour or less response time. This service can provide access to: the Walmart and connect there to Santa Fe Trails; the 599 station to connect to Rail Runner; or a NCRTD bus.
  - Service hours could be limited to the same as now, but should start with enough time for commuters to Santa Fe and Albuquerque to use the service.
  - The additional cost will include the capital expense of the microtransit technology and annual fees.



Route 270: Turquoise Trail

Key issues:

- Route has two separate components: Service to the Military and correctional facilities for commuters and one off peak round trip service from Madrid into Santa Fe and connections with Santa Fe Trails.
- The route and schedule are very complicated. Currently riders between Santa Fe and Madrid have one mid-day option allowing four hours in Santa Fe or five in Madrid.
- Route can also focus on bringing visitors to the Madrid area for day trips.

Strategies for Improvement

- Separate the two components into two different routes.
  - Provide commuter service from 599 station to the various state and county facilities south of the station. The extension of Route 290 to the detention facilities in the morning in essence is part of this service. Both should form a new route and marketed as such.
  - Provide service to and from Madrid – can be commuter service (expanded hours) and/or tourist service (mid-day).

- Cost: The Madrid strategy may have additional hours of service associated with that route if both commuters and visitors are served. This would result in additional cost.



Route 280: Eldorado

Key issues

- Boarding in Eldorado requires a six hour stay in Santa Fe, precluding use by persons desiring a short shopping, health care or personal business trip.
- There is no mid-day round trip.
- The last southbound bus is shortly after 5 PM. There is no later bus.
- Does not meet any Rail Runner trains.
- Needs a new park and ride location in Eldorado
- Need for more stops by Trader Joes, CVS, Whole Foods, and other places to shop nearby (St. Francis and Cerrillos).

Strategies for Improvement

- A mid-day round trip to give residents an opportunity for a less than six hour trip (two – three hours) and multiple choices. This could be done by shifting Trip Nos. 3N and 4S (later and earlier respectively). This pushes back 3S giving riders a mid-morning/noon return option. This may have minor cost implications if shifting of vehicle operators is needed.

Route 290: Edgewood

Key issues:

- This route specifically serves commuters from Edgewood to the Santa Fe area.
- It also provides a morning trip to the various facilities south and west of the 599 Rail Runner Station. Route 270 provides return service for those commuters.
- A mid-day round trip was operated as a pilot, but did not generate any ridership.
- Finding a vehicle operator and back-up vehicle operators can be problematic.

Strategies for Improvement

- Route 290 service to the facilities close to the 599 station is a one way trip, where no PM return trip is offered. The evening return trip is available on Route 270 Turquoise Trail.
    - This trip should be combined with the similar service on Route 270, renamed and marketed as separate service to the facilities near the 599 Station.

Route 300: Taos and Route 305: Taos Express

Key issues Route 300:

- Combine with Route 305, offering weekend service.
- Good ridership and connectivity in Española.
- Interlining with Santa Fe route is good, should be clarified to customers.
- Some stops south of Taos are difficult for the vehicle operator to see.

Key issues Route 305:

- Ridership is low.
- What is this route's purpose?
    - Service for day trippers from Taos to Santa Fe (eight hours), but only four hours for northbound riders in Taos.
    - No Friday service so weekenders arriving Friday can't use it.
- No connections with Chile Line on weekends.

- No service to Taos Pueblo.

Strategies for Improvement

- Operate as a combined Route 200/300 express service (with limited stops) on the weekends to replace the Taos Express. This will result in an increase in costs. For example, the current level of service for the Taos Express is 8 hours each weekend day or about $89,000 annually. If two buses operated the combined Route 200/300 for 12 hours each Saturday and Sunday, the costs will result in about 1,668 additional hours annually and cost about $178,500 more than present.
- Look at timing adjustments (may be difficult for vehicle operators)
- Weekday commuter express service could be implemented with limited stops in the morning and evening peaks
- Increase in service to allow for additional daily runs. One additional round trip each weekday would cost about $80,000.
- May be more successful if Route 340 Chile Red was operating on weekends to allow for visits to the Pueblo or other destinations in Taos. This should be a timed meet and promoted in this route's schedule.
- Other adjustments are related to other routes meeting this route. These are discussed in each route's strategies and in the section on transfers and connectivity.
- NCRTD has begun a pilot project to implement and evaluate the need for solar powered lights to allow the vehicle operator to see if anyone is at the stop, discussed further in the section on bus stops and technology.

Route 310: Red River

Key issues:

- Must ensure adequate connections in Taos with local service. May require adjustments to the Questa route, resulting in adjustments to this route.
- Safety was a concern among some.
- This will always be a low ridership route as it is in a very rural area. However this is a necessary service and is vital to some.
- This route feeds the Questa route.

Strategies for Improvement

- This route could be combined with the Route 320 Questa
- Ensure timed meets between this route and the Questa Route connecting to Taos. Include a mid-day connection to Red River.



Route 320: Questa

Key issues:

- Very good ridership due to students in the Taos area
- Should this be combined with the Red River Route (310)?
- Should service start in Costilla?

Strategies for Improvement

- Could be combined with Route 310 on some or all connections. Have a mid-day return connected to Route 310
- It is essential that this route have a timed meet with the Chile Red and the Red River routes, every time.
- Expand service to Prado by adding stops.
- Costilla sees less than one rider a day – attempts should be made to increase ridership. If there are no riders that depend on this route for commuting on a daily basis, perhaps one or two day a week service as an extension to the route would be appropriate.



Route 330: Peñasco

Key issues:

- There is a need for more stops in Taos and Peñasco.
- Need for shelters.

Strategies for Improvement

- No changes to the route at this time.

- Maintain connection with Route 140: Chimayo

Route 340: Chile Line Red

Key issues:

- Ridership is very good, even with the limited hours
- Service hours of 7:30 AM to 5:30 PM is quite limiting, especially for such a successful route. The route can only accommodate commuters with 8 AM to 5 PM jobs.
- May be beneficial to combine Route 350 UNM and eliminate duplication.
- Other routes need direct timed connection
- Basic route structure should remain intact
- Transfer location should be revised

Strategies for Improvement

The strategies for improvement on this route all have an impact on costs. Some expansion of service will add cost, but the elimination of two competing services will also reduce some costs.

- Extended Hours and Days:
  - Extend service hours from no later than 7 am and no earlier than 7 pm. Typically riders prefer later hours
  - Implement Saturday service – typically 50 – 75 percent of weekday service.
  - Implement Sunday service – typically 25 – 50 percent of weekday ridership

- Eliminate competing non ADA demand service that is less than one-half mile from fixed route – the savings associated with this can be applied to extended service on this route.
- Combine with UNM Route:
  - Extend the Chile Red Route to UNM (Figure 4-6):
    - All runs all the time
    - Limited hours – Currently four hours per day selected runs
    - Seasonal – School year, approximately 150 days per year.
    - Or, connect with microtransit at Rancho de Taos. This microtransit would serve the area beyond fixed route (see microtransit options).
    - Connect to micro-transit or the Questa route for service to the KTAO Park and ride.

Figure 4-6: 340 Chile Line Extension

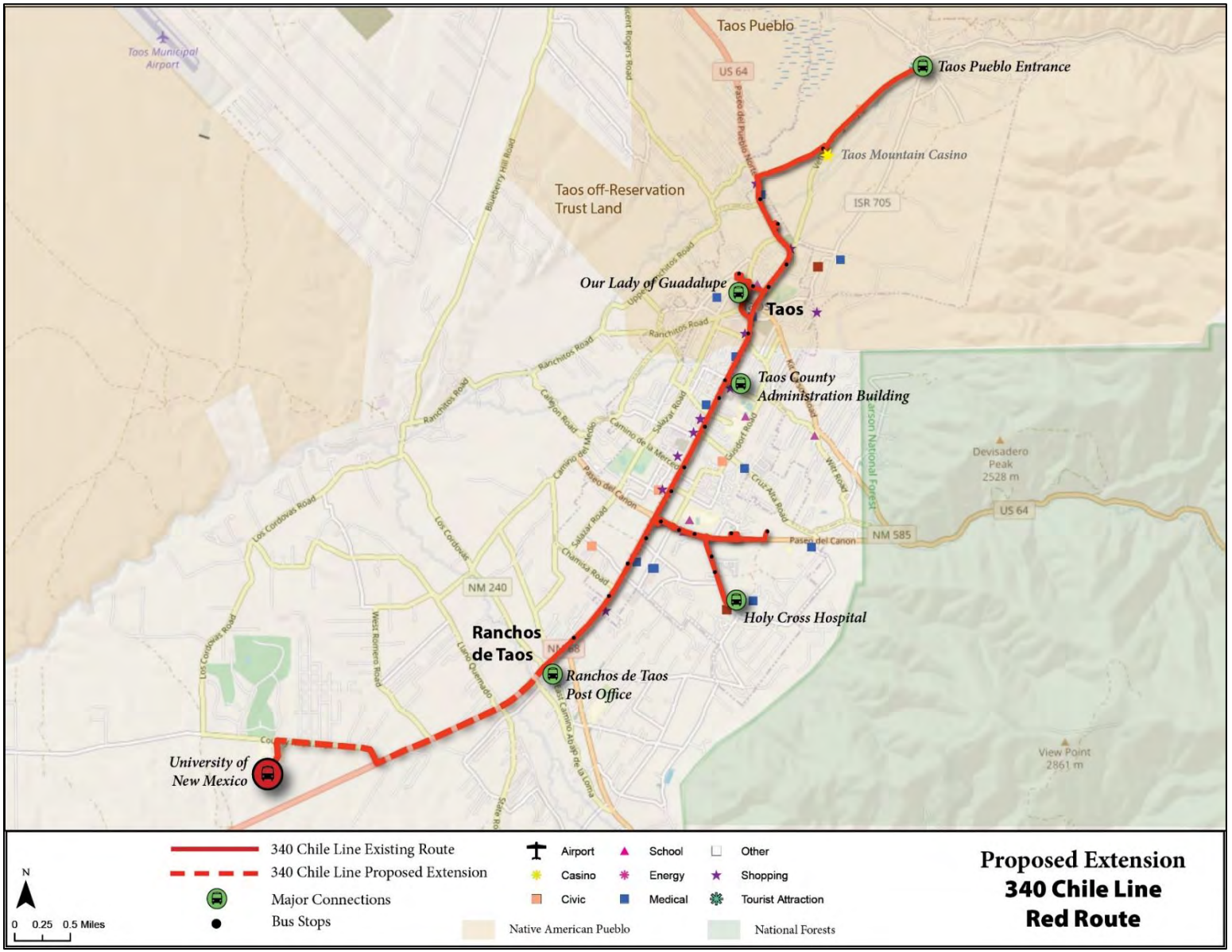


Table 4-2 reviews the costs and savings associated with the various potential changes. To some extent, eliminating duplication will reduce the costs. This particularly true for the elimination of Route 350 and replacing it with either Rt. 340 or microtransit.

Table 4-2: Strategies for Improvement - Routes 340, 350 and 370 - Cost Table

Strategy	Number of Hours Annually	Additional Cost or Savings
Rt. 340 Hours:		
1. Extended Hours 7 a.m. 7 p.m.	1000	$ 107,000
2. Implement Saturday service 7 a.m. to 7 p.m.	1248	$ 133,536
3. Implement Sunday service 9 a.m. to 6 p.m.	468	$ 50,076
4. Eliminate competition with Rt. 370*	-500	$ (53,500)
Total expanded hours and days	**2216**	**$ 237,112**
Combine Rt. 350 with Rt. 340:		
Eliminate Rt. 350	-560	$ (59,920)
1. Extend Rt. 340 to UNM 4 hours a day	600	$ 64,200
Net Cost to combine Routes 340 and 350:	**40**	**$ 4,280**
2. Require a transfer to Microtransit**	280	$29,960
Net Cost to combine with Microtransit	**-280**	**$ (29,920)**

Assumes operating cost of $107 per revenue hour based on 2019 data
**Assumes a reduction of 2 hour per day of Rt. 370 service would no longer be needed*
*** Assumes this would add 2 hours per day for 140 days per year*

Route 341: TSV Green

Key issues:

- This is a targeted winter Season only route that fills a significant need for visitors to Village of Taos Ski Valley.
- Provides some support for local residents on a limited basis.
- Geared toward visitors.
- This is a successful targeted service that accomplishes its goal.
- Supported by the Village of Taos Ski Valley.

- Excellent ridership.
- Provides limited weekend service for the northern half of the Town of Taos.

Strategies for Improvement

- Time route so that it doesn't duplicate the Chile Red bus.
- Seek ways of operating limited off season service at least to Arroyo Seca.

Route 350: UNM Taos

Key issues:

- Route gets very low ridership and duplicates other routes.
- Operates seasonally

Strategies for Improvement

- This route should be eliminated and its service incorporated into Route 340. See Route 340 for details about its replacement.

Route 360: Tres Piedras

Key issues:

- Provides needed service to Taos for isolated residents.
- A good/affordable way to provide service for isolated areas.
- This route has only one round trip for Tres Piedras residents. The other round trip is in essence a deadhead vehicle move.
- Riders have four hours in Taos
- Connections to Taos bus require a 30 minute wait at each end, reducing time in Taos.

Strategies for Improvement

- This service should start earlier to give riders more time in Taos.

- The service should deadhead or follow a very aggressive schedule to Tres Piedras for its initial morning trip as there are never any riders going to Tres Piedras early in the morning. This should save 10-20 minutes.
- It would be a simple matter to adjust the running times to have a timed meet with Route 340 inbound and outbound.
- As an alternative, two round trips from Tres Piedras could be offered. A very early run, followed by a mid-day round trip and an evening return, allowing riders multiple options. The additional two hours per week would cost about $11,128 annually.
- A final option would be to add an additional day of service. This is detailed in the New Service section below.



Route 370: Chile Ride

Key issues:

- The demand service is available for more hours than fixed route and is an option for before and after hour's service.
- During the day, the demand service competes with Route 340.
- ADA paratransit is required by law.

Strategies for Improvement

- This service should not compete with Rt. 340. It is recommended that the service area for the general public should not include an area within one-half mile of Rt. 340. Figure 4-7 depicts the potential service area. Reductions in cost could be used to extend hours later in the night.
- Encourage use as a fixed route feeder. Utilize microtransit technology to allow for trips within one hour (or less). Focusing on transfers to fixed route.

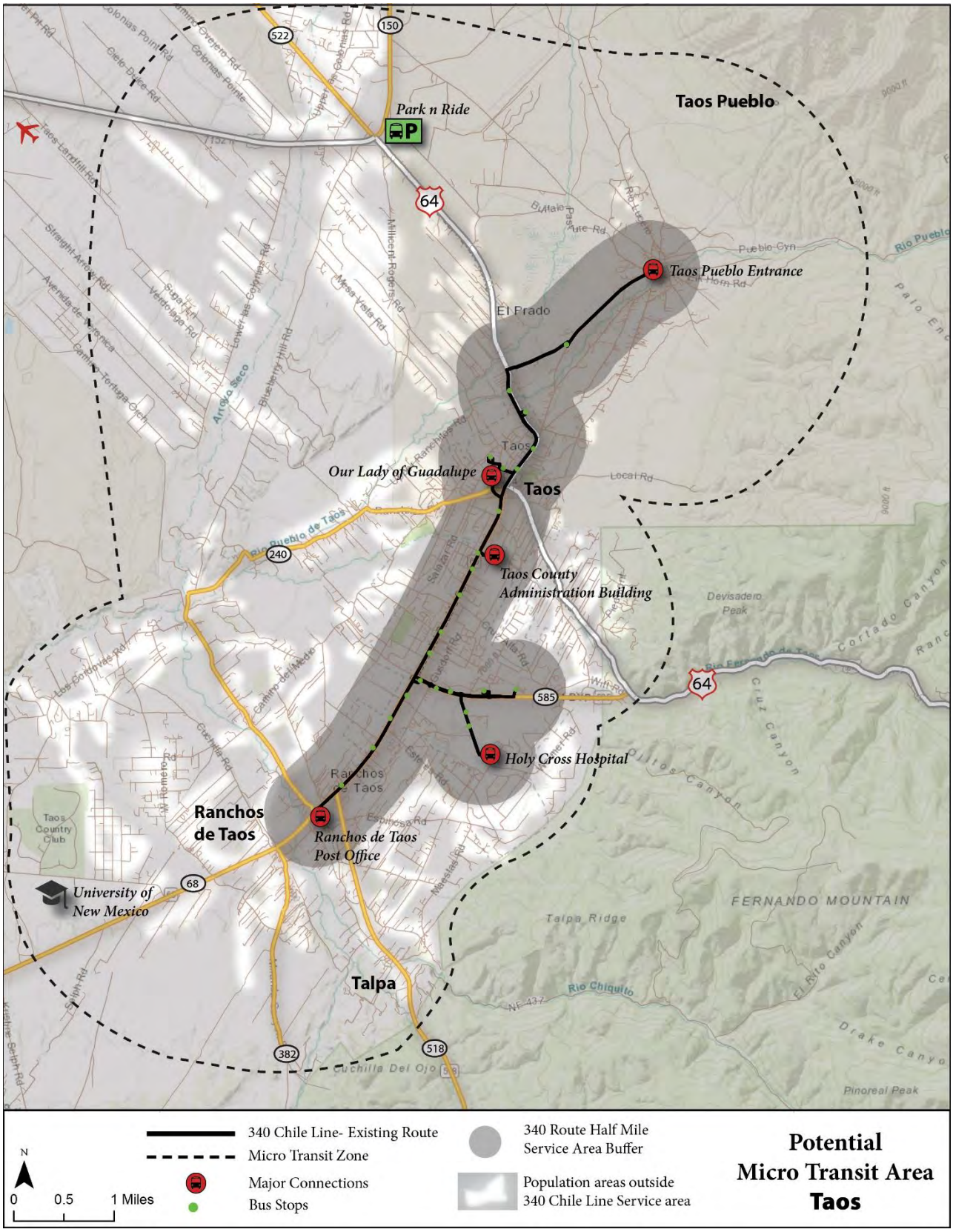


Route 380: Night Rider

Key issues:

- It is an evening version of Route 341 TSV Green. This service supports Taos Ski Valley (TSV).

Figure 4-7: Microtransit Zone- Taos



Strategies for Improvement

- This service supported by TSV is targeted for visitors at the ski resort and is available for local residents.

Route 400: Los Alamos

Key issues:

- Should provide a mid-day option to and from Los Alamos.
- Limited service, confusing route.
- The route tries to do too much.
- Very low productivity
- The route is difficult to use due to the loop nature of the route. For example while there is a mid-day option for Los Alamos from Española, the only round trip option to Los Alamos for riders from San Ildefonso or Pojoaque is through Española (for 1.5 hours).

Strategies for Improvement

- Eliminate the loop nature of the route. This route should provide mid-day round trips: Española - Los Alamos and a second Pojoaque/San Ildefonso - Los Alamos.

NEW SERVICE WITHIN THE SERVICE AREA

There are some opportunities for new services within the service area as either a full service or a pilot program. Edgewood and its rapid growth may present opportunities for NCRTD. Northern New Mexico College (NNMC) has discussed with NCRTD an opportunity for one day per week service on four routes to El Rito. Included is one route that would serve Gallina and the communities along Rt. 96 that currently receive no service. These and other opportunities are discussed in the following narrative.

1. Additional Day for Tres Piedras

The first option, addressed in the review of the Tres Piedras route suggested that a second round trip be added to that route, giving riders additional travel options. One consideration for NCRTD would be to add the round trip to see if that boosts ridership.

A second option would be to offer service on a second day. This would allow for two round trips from Tres Piedras and considering the deadhead three round trips from Taos. The cost for this additional day would be about $42,000.

2. Lamy Extension from Eldorado

Lamy is about 10 – 12 minutes from El Dorado and can easily be served as part of the El Dorado route, adding about 25 minutes to each round trip (Figure 4-8). It has the potential to add 10 trips per day, or up to 2,500 trips annually.

The cost associated with this would add 25 minutes to each of five round trips or about 2 hours per day. The annual cost for this would be **$54,000** for full service. Limited trips perhaps early morning, mid-day and evening tailored for Lamy riders would cost about **$33,400** with little in the way of lower ridership.

3. Edgewood

The Town of Edgewood is a rapidly growing bedroom community of over 6,000 residents and as the fourth largest community in the service area (and growing), it is the largest without some type of daytime service. Since Edgewood is closer to Albuquerque than Santa Fe it has become a significant sized bedroom community. This area is mostly untapped because of its very rapid growth. While isolated from the rest of the service area, Edgewood has become a destination for local resident needs including shopping and limited health care needs. There are opportunities for NCRTD:

1. Microtransit – This service could be deployed for local service. This service could be available with a 15 minute response time (two - three vehicles) or a one hour response time (one vehicle). Three one way trips per hour is the estimated productivity.

    a. Productivity can be increased with designated supermarket schedules – shopper's shuttles.

    b. Eight hours a day five days a week. This would cost **$214,000** annually for one vehicle. It would produce about 16,000 one way trips annually.

    c. Limited number of days - **$42,800** annually per vehicle per eight hour day, producing about 3,200 one way trips.

4. Northern New Mexico College (NNMC) Service to El Rito

NNMC has requested service to El Rito one day per week (Friday) from: Chama, Gallina, Ojo Caliente, Española and Pojoaque. Tentatively service would be provided early in the morning to take students from the above high schools to NNMC's center in El Rito. The service would be funded in large part by the college. Figure 4-9 depicts this set of routes.

Figure 4-8: Lamy extension from Eldorado

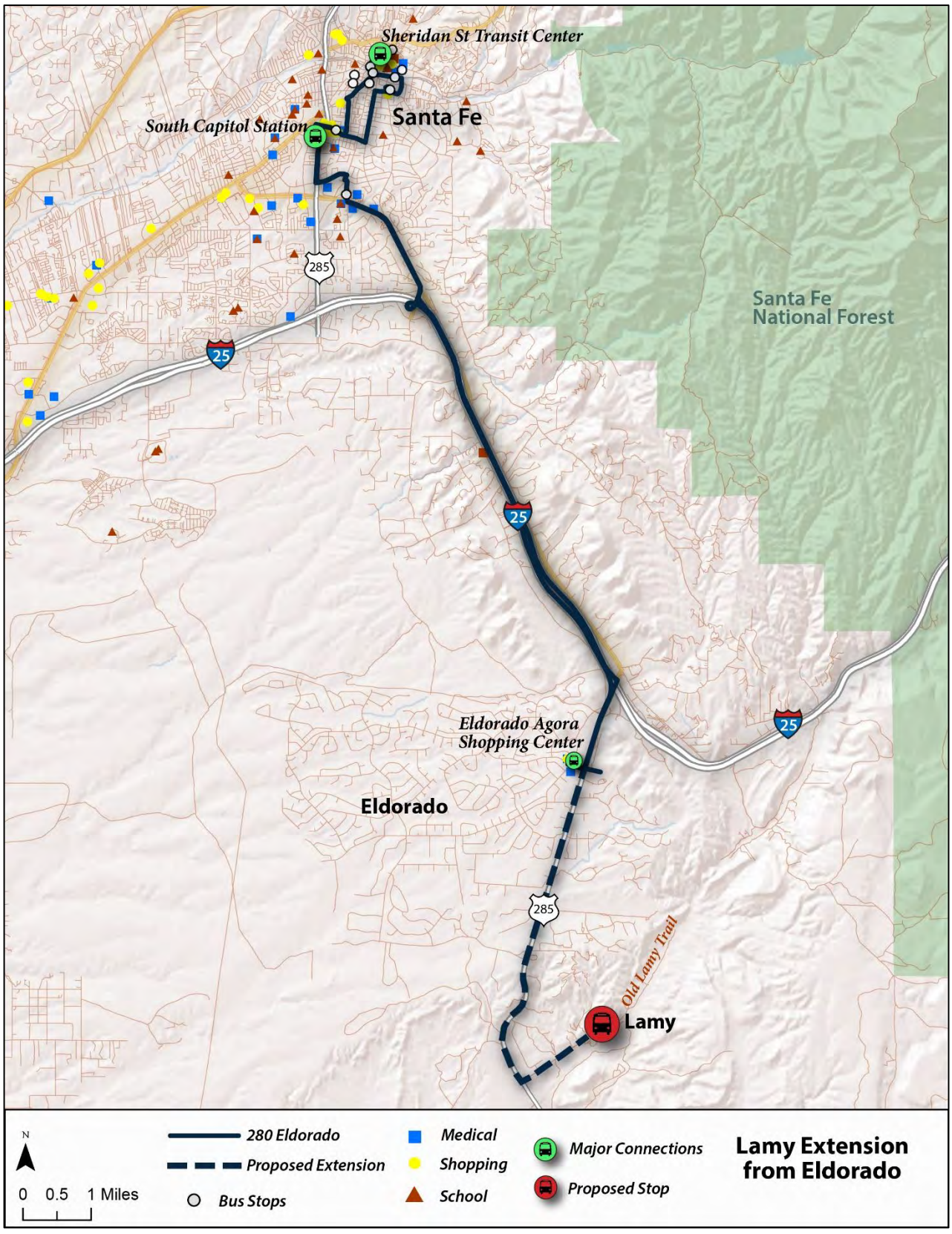


Figure 4-9: Northern New Mexico College (NNMC) Service to El Rito



There are two approaches that can be taken to addressing this need. The first would be to deploy separate vehicles in each of the key communities, with some vehicles being able to pick up at multiple high schools. Scenario 1A would combine Pojoaque/Española/Ojo Caliente into one route and Scenario 1B would separate out Ojo Caliente.

The second approach would be to combine services for some routes with the general public. For example, Chama to El Rito – depending on the time required this route may duplicate the existing Route 190 - Chama that gets to Abiquiu at 6:54 am and in the evening 6:30 pm. If this schedule fits NNMC's schedule then it may be practical to use that bus for students who would then transfer to the Gallina – El Rito Route in Abiquiu.

The costs associated with the three scenarios is in Table 4-3.

1. In the first scenario (1A and 1B), service would be geared specifically for students. It would require three to four buses (see c. below). The proposed routes are as follows:

    a. Chama to El Rito - A separate run would be set up for students in Chama, Tierra Amarilla and other communities along the route. As an option, this run could be put on the Route 190 schedule and open to the public.

    b. Pojoaque/Española/Ojo Caliente to El Rito – This could be set up as one route picking students up at each school.

    c. Scenario 1B would separate Ojo Caliente by using a separate bus and thereby provide a faster ride for Pojoaque and Española students by using a more direct route.

    d. Gallina to El Rito – This would be a separate route.

2. Combine service where feasible - Gallina and the other communities on Rt. 96 currently receive no service. Combining services with a timed meet with the Route 190 Chama can give students access to El Rito with a simple timed transfer and provide access for other residents to Española and Santa Fe on Fridays. A timed transfer means that both vehicles will arrive at the same time and physically meet. This service would require two new routes with one bus each.

    a. Chama to El Rito – If the timing of Route 190 works, students would use that bus to Abiquiu where they would transfer to the Gallina – El Rito bus for the final leg.

    b. Gallina to El Rito – This bus would provide direct service to El Rito for students. At the same time, this bus could meet the Rt. 190 Chama bus in Abiquiu and transfer students from the Chama bus to the Gallina – El Rito bus. This service also gives persons along State Rt. 96 an opportunity for access to Española, using the Gallina bus with a transfer in Abiquiu to the Chama – Española bus.

c. Pojoaque/Española/Ojo Caliente to El Rito – This could be set up as one route picking students up at each school.

The capital cost for Scenario 1A would include three buses if Pojoaque/Española/Ojo Caliente are combined. Scenario 1B would include four buses and Scenario 2 wild require 2 vehicles at a cost of about $150,000 for a standard diesel bus. It may also be necessary to secure a backup vehicle either using NCRTD's fleet or purchasing an additional vehicle. In most cases these buses can be procured through a Federal Transit Administration (FTA) grant requiring a 20 percent local match.

Table 4-3: NNMC Service to El Rito – Estimated Costs

	Scenario	No. of Hours*	Cost to Operate**	Vehicle Costs***	*Time taken for one round trip per scenario*
1A.	Separate Service - ***3 Vehicles***	**375**	**$ 40,125**	**$ 450,000**	Pojoaque – 1 hr. 15 mins. and 45 mins. Deadhead to Española Chama – 1 hr. 30 mins. and 45 mins. deadhead Gallina – 1 hr. 15 mins. and 45 mins. deadhead
1B.	Separate Service - ***4 Vehicles***	**495**	**$ 52,965**	**$ 600,000**	Pojoaque - 1 hr. and 45 mins deadhead Ojo - 2 hrs. including deadhead Chama - 1 hr. 30 mins. and 45 mins. deadhead Gallina - 1 hr. 15 mins. and 45 mins. deadhead
1C.	Coordinated – ***2 Vehicles***	**240**	**$ 25,680**	**$ 300,000**	Pojoaque - Ojo 2 hrs. Gallina 2 hrs.

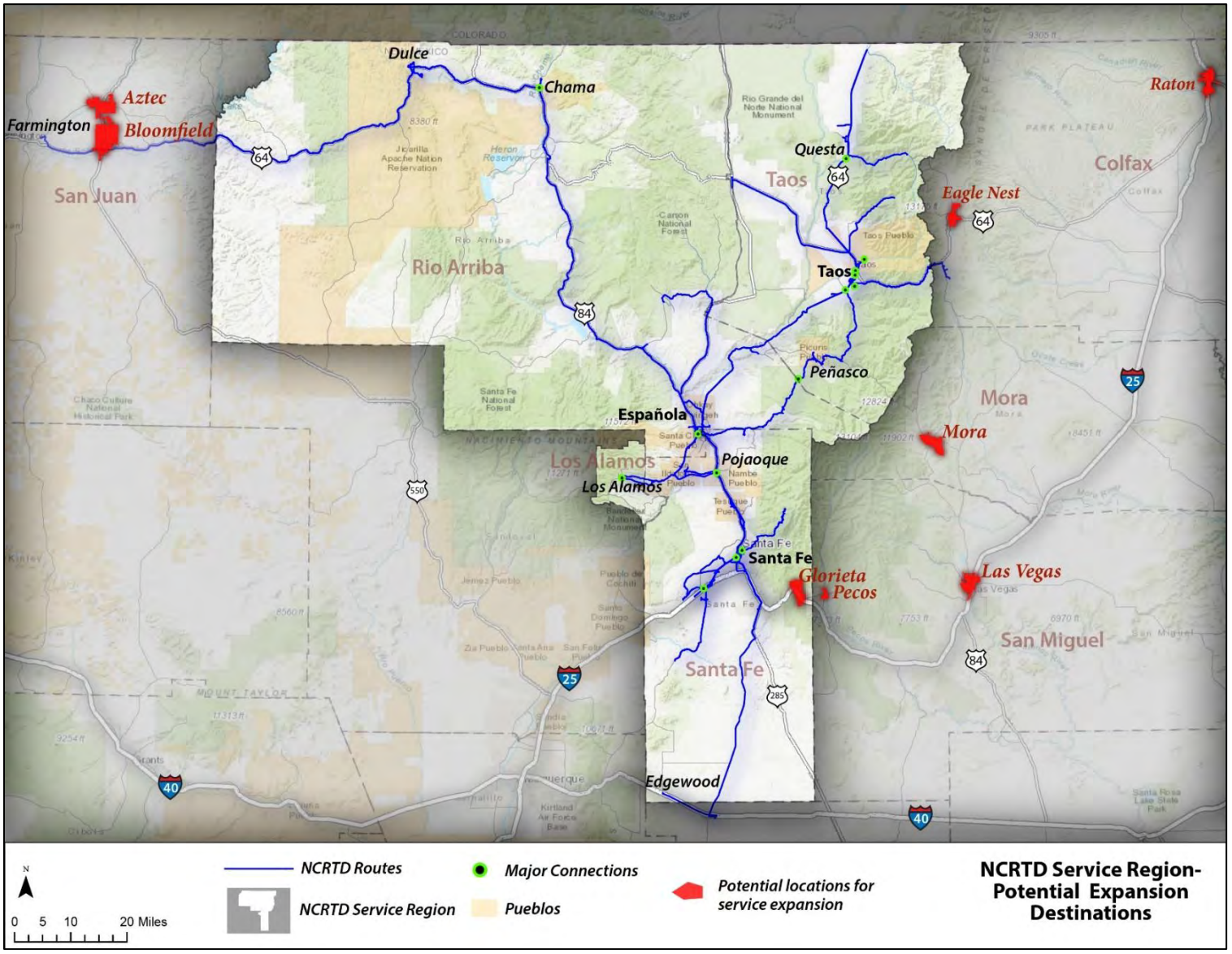
**Assumes one round trip per week for 30 weeks*
***Assumes operating cost of $107 per revenue hour based on 2019 data*
****Assumes $150,000 per vehicle*

BEYOND THE EXISTING SERVICE AREA

NCRTD has, to a great extent, captured most of the needs in its service area and at times has expanded to destinations beyond its jurisdiction. Unfortunately, there are few options for expansion of service, without expanding the service area even further and stretching logistics beyond that seen in any transit system in the country. As these communities are beyond NCRTD's boundaries, these services would require local funding support. During this pandemic, those local funds are unlikely.

Areas of expansion are limited at this time (Figure 4-10). To the southwest there are transit systems in place, to the west, NCRTD has expanded all the way to Farmington, but there may be opportunities in Aztec and Bloomfield. To the north is Colorado and to the east are a variety of limited options, some at great distance. These options are presented as follows:

Figure 4-10: Potential Destination for NCRTD Service Expansion



1. **Pecos and Glorieta** – Pecos is just outside of the service area with a population of about 1,500 persons. Glorieta, a much smaller community of 400 is in NCRTD's service area. There is also a number of communities along the route to Santa Fe (Old Las Vegas Highway for example) that could be served. If the area was to be served it would be best to serve both, or set up a park and ride lot 3 miles from the Pecos crossroads just inside Santa Fe County.

2. **Mora** – limited service for a small community. There is the possibility of a daily commuter bus or vanpool to either Angel Fire and/or Las Vegas. The county population is about 5,000 residents with most living in the six mile Rt. 518 corridor between Holman and Mora.

3. **Las Vegas** – Las Vegas, with 13,000 persons operates 2 – 3 demand response vans, with limited hours.

4. **Raton** – There is no public transit in Raton. Routine shopping and health care needs are met in Raton and Trinidad Colorado. Raton does, however, have a multi-modal transit station. With a population of about 8,000 residents it could support a modest service. Raton is 140 miles and almost three hours away from Española, two hours from Taos, making it a significant and costly logistical issue.

5. **Bloomfield/Aztec** – These communities totaling about 15,000 persons currently have no service beyond the one stop by NCRTD. They are eight miles apart. Logistics is an issue as the service is 100 miles and about 2 hours from Chama and 160 miles and about 3 hours from Española. However NCRTD already operates in this area (one bus stop in Bloomfield with very limited usage). Local governments would be required to fund the service. There was little interest before the pandemic and probably less now as revenues are reduced.

INFRASTRUCTURE AND TECHNOLOGY

Infrastructure - Facilities

At this time infrastructure needs focus on transfer facilities and a new operations facility in Taos, as significant growth in service has occurred there over the past five years and NCRTD is operating 17 vehicles from there.

Transfer Stations

The section on transfer stations (above) discussed the transfer needs in Española and Taos. Both will require changes if the goal of full connectivity is to be met. The key is that NCRTD should maximize the number of buses that can meet at the transfer station. To summarize,

both communities needs a transfer station that:

- Can accommodate 4 – 5 vehicles at one time in Taos and 5 – 7 vehicles in Española (including the 45 foot coaches used by Park and Ride).
- Is safe for pedestrians.
- Will not disrupt the current route structure.
- Easy and safe access and egress of buses
- In the case of Taos, there should be just one transfer station.

Taos Operations Facility

Taos is currently working out of a county facility. The service in Taos has grown considerably over the last five years with ski services, demand response and an increase in vehicles to the point where 17 vehicles are based there. A small facility would be appropriate to include:

- A vehicle operator ready room
- A meeting/conference room
- Offices
- A 1- 2 bay maintenance center for light repairs and preventive maintenance.
- Parking for staff, visitors and buses

Technology

NCRTD has and uses an abundance of technology in its system. The paratransit services are most in need of upgrades or changes in technology.

Microtransit Technology

Microtransit technology has come of age. Microtransit technology opportunities have the potential to change the way paratransit service is delivered. Most important would be the ability of a passenger to access a vehicle in an hour or less as opposed to the current 24 hours typical of paratransit services. There are numerous opportunities to deploy microtransit:

- Chama and Dulce – as part of Route 190
- Taos – ADA and general public service

- Española – The surrounding communities
- Edgewood – The largest community in the service area without local service. It is continuing to grow.
- Nambe/Pojoaque – enhance the service with rapid response.

There are a number of firms that specialize in this technology. While the initial costs can be considered a capital expense, there are annual fees associated with the number of vehicles. The technology costs are broken down into three components:

1. Initial cost, licensing and installation
2. Annual fees and support/warranty costs
3. Hardware costs – if any additional computer hardware is required.

NEXT STEPS

This memorandum has presented NCRTD with a variety of modifications and opportunities for new or enhanced service. As noted throughout the text, the operational challenges of operating a far flung network are real and in the time of COVID are exacerbated. In the end, this study requires us to assume that a reasonable level of normalcy will return and that riders will come back as they gain confidence in the system.

At this time, NCRTD will need to provide direction to the consultant on the selection of strategies to place in the plan. It is anticipated that there will be continued discussion related to the selections and the consultant is available to participate as requested by NCRTD.

Attachment A: Bus Stop Comments Compilation

Throughout the outreach process and the review of routes, it became obvious that there were many comments related to the location of bus stops. This is a detailed compilation of those comments.

Route 100 Riverside:

- On route 100 Riverside, a bus stop is needed between Transit Center (park and ride) and S Riverside Drive & Corlett Road - Stop 95 at Lovin Oven Bakery. (Espanola focus group)
- Service required until 10'o clock at the casino stops in town:
    - Ohkay Owingeh Casino RV Lot; Routes: **100**, 160
    - N Riverside Drive & E Laguna Street; Routes: **100**, 150, 305

  (Espanola focus group)
- Stop on Route 100- N Riverside Drive & Hindi Ave, by the gas station is unsafe due to traffic. (Ohkay Owingeh Pueblo Community Meeting)
- Safety was a concern at the Casino stop- Ohkay Owingeh Casino RV Lot- regarding transients using the bus. This stop is served by Routes 160 and 100. (Ohkay Owingeh Pueblo Community Meeting)
- There is a need for shelters, real time passenger information display installed at all the stops. Restrooms are also desired. (Ohkay Owingeh Pueblo Community Meeting)

Route 110 Westside-Crosstown:

- Stops at Walmart only outbound, needs a stop inbound. (KFH Route observations)
- Suggested good stop across the street from Henry Valencia while coming from Del Norte Credit Union) on bus routes: 110, 190. (Espanola focus group)
- Two stops, near Sacred Heart, are placed only 100 feet apart and are inconvenient to go from Del Norte to Lopez Lane: N Coronado Avenue & W Buena Vista Street - Stop 111 and N Coronado Avenue & W Bond Street - Stop 112. (Espanola focus group)

Route 150 Chimayo:

- May need more bus stops:
  - On both sides of the street
  - Safe and accessible shelters
  - Safe stops with accessible pathways

  (KFH Route observations)
- Service required until 10'o clock at the casino stops in town:
  - N Riverside Drive & E Laguna Street; Routes: 100, **150**, 305

  (Espanola focus group)

Route 160 Santa Clara:

- On bus routes-**160**, 180, 190, bus stop at Socorro's Restaurant in Hernandez is requested. The nearest existing stop from this place is Us-84/285 & CR-1541. (NCRTD 2020 rider survey)
- Sheridan Transit center stop is unsafe on the route 160 Santa Clara. People who board there are intoxicated and a nuisance. (NCRTD 2020 rider survey)
- Please include a stop at Cities of Gold Casino Park & Ride in the afternoon 160 Santa Clara bus. (NCRTD 2020 rider survey)
  Have longer hours and more stops on Santa Fe bus 200, Santa Clara **160**, Tesuque 220. (Espanola focus group)
- Add bus stops between Dreamcatcher and Pojoaque. Bus routes that cover this stretch: **160**, 200, 220, 400 (Espanola focus group)
- Service required until 10'o clock at the casino stops in town:
  - Ohkay Owingeh Casino RV Lot; Route: 100, **160** (Espanola focus group)
- There should be bus stop with a shelter at Road 503 at the turn off to Nambe. (Nambe Pueblo Community Meetings)
- Safety was a concern at the Casino stop- Ohkay Owingeh Casino RV Lot regarding transients using the bus. This stop is served by Routes **160** and 100.
- There is a need for shelters, real time passenger information display installed at all the stops. Restrooms are also desired. (Ohkay Owingeh Pueblo Community Meeting)

Route 170 Jicarilla

- Please put a bus stop at the Navajo City on the route 170 Jicarilla and increase the days per week that it travels to Farmington. (NCRTD 2020 rider survey)

- Need the Navajo City location to become a designated stop on 170 as soon as possible. (NCRTD 2020 rider survey)
- Navajo City is a small community and our only transportation is the blue bus, please put a bus stop for us on Route 170. (NCRTD 2020 rider survey)

  The Tribal Council is pleased with the service generally, but three major issues are 1) connectivity to Albuquerque 2) the need for heated covered stops and 3) the need for continued education about service availability. (KFH Route observations)
- There is a need for heated covered stops. (Jicarilla Apache Reservation Meetings)

Route 180 El Rito

- Us-285 & CR-177 bus stop has no signage and the bus 180 misses it. (Espanola focus group)
- On bus routes-160, **180**, 190, bus stop at Socorro's Restaurant in Hernandez is requested. The nearest existing stop from this place is Us-84/285 & CR-1541 (NCRTD 2020 rider survey)

Route 190 Chama

- On bus routes-160, 180, **190**, bus stop at Socorro's Restaurant in Hernandez is requested. The nearest existing stop from this place is Us-84/285 & CR-1541 (NCRTD 2020 rider survey)
- On bus routes 190, add a stop at Dollar General (410 W Santa Clara Bridge Rd, Española). (NCRTD 2020 rider survey)
- The group saw the need for a stop at the Lucky Dollar Pawn shop. (There is an existing bus stop there: US-84 at Elkhorn Lodge on the route 190.). (Chama Community Meetings)
- Suggested good stop across the street from Henry Valencia (coming from Del Norte Credit Union). Bus route: 110, **190** (Espanola focus group)
- Other comments from the Chama Community Meetings:
  - Due to inclement weather, there should be additional shelter at bus stops, so those people aren't freezing or caught up in the bad weather.
  - Buses don't always wait for the designated times or stop when people are waiting.
  - Need more convenient stops so riders can walk less.

Route 200 Santa Fe

- Have longer hours and more stops on Santa Fe bus 200. (Espanola focus group)
- Add stops between Dreamcatcher and Pojoaque. Bus routes that cover this stretch: 160, **200**, 220, 400 (Espanola focus group)
- There should be bus stop with a shelter at Road 503 at the turn off to Nambe. (Nambe Pueblo Community Meetings)

Route 220 Tesuque

- Have longer hours and more stops on Tesuque 220. (Espanola focus group)
- Add stops between Dreamcatcher and Pojoaque. Bus routes that cover this stretch:
    - 160, 200, 220, 400 (Espanola focus group)
- Notes from the Tesuque Pueblo Community Meetings:
    - There was an issue of drivers not waiting at stops for the scheduled time and many people missing buses.
    - We need stops on the south side of Santa Fe.
    - The Tesuque Bus 220 should stop at DeVargas Mall- Sabino @ Guadalupe.
    - A stop at Tesuque Village market was requested (nearest stop from here is Tesuque Village Rd & Arroyo Griego Rd)
    - The group requested a stop at the Super Walmart in Santa Fe i.e. Cerrillos Road & Herrera Road
    - The group iterated the need for light and heating at the stops.
- There should be bus stop with a shelter at Road 503 at the turn off to Nambe. (Nambe Pueblo Community Meetings)

Route 230 San Ildefonso

- There was consensus that a bus stop was needed at the Pojoaque Tribal Courts, on the route 230. (Pojoaque Community Meeting)
- Notes from an Ildefonso Community Meetings:
    - Bus stop request at the intersection of Saa Paa Po and Povi Kaa Dr on Routes 400 and **230**
    - There should be more stops throughout the city.
    - All the bus stops in Pueblo need shelters, lighting, trash cans and benches.

  - There should be a bus shelter by the senior center stop with lights- San Ildefonso Governor's Office, Route 230 and NM-30 & Battleship View Road on Route 230 and 400
- There should be bus stop with a shelter at Road 503 at the turn off to Nambe. (Nambe Pueblo Community Meetings)

Route 255 Mountain Trail

Route 260 La Cienega

- There may be a need for more stops. (KFH Route observations)
- New Bus stop requests from the La Cienega Community meeting:
  - Santa Fe Train station (Route 260 is requested to be extended into the city)
  - Near the Santa Fe Public Library at the Jaguar Dr
  - Presbyterian Santa Fe Medical Center
- Stop at 260 and 270 at the Santa Fe Regional Airport is a huge opportunity due to parking crisis at the airport. (Santa Fe Community Meetings)
- NM-599 Station stop served by Routes 260 and 270 needs to put up schedule information or a digital display of real time passenger information. (Santa Fe Community Meetings)

Route 270 Turquoise Trail

- On route 270, a stop in Tinker Town museum, Sandia Park would be really good for tourism. (Madrid Community Meeting)
- Stop at 260 and 270 at the Santa Fe Regional Airport is a huge opportunity due to parking crisis at the airport. (Santa Fe Community Meetings)
- NM-599 Station stop served by Routes 260 and 270 needs to put up schedule information or a digital display of real time passenger information. (Santa Fe Community Meetings)

Route 280 Eldorado

- Need for more stops by Trader Joes, CVS, Whole Foods, and other places to shop nearby (St. Francis and Cerrillos). (KFH Route observations)
- Notes from the Eldorado Community Meetings:
    - Shelter, signage and benches requested at the Eldorado Agora Shopping Center, Route 280. Difficult to spot the bus stop and wait there.
    - Due to construction activities going on, the Eldorado Agora Shopping Center needs to be moved.
    - The published bus schedules online and at the bus stop don't often match. "*I have missed the bus, because the online schedule says one time and the bus stop shows another*."
    - The schedules that are published at the bus stop are hard to read, they're faded out, there's too many lines and too many puzzles.

Route 290 Edgewood

- Eliminate Bataan stop- Galisteo Street & S Capitol Place for 290 bus, not needed, no one uses it. (NCRTD 2020 rider survey)
- A stop is requested at the Santa Fe Old Town Public Square, on Route 290 Edgewood as most of the riders are retired and use bus service for pleasure. (Edgewood Community Meetings)

Route 300 Taos

- Some stops south of Taos are difficult for the driver to see. (KFH Route observations)
- Alternative location/setup at the Ranchos de Taos Post Office as the current site is too small and the neighbors are complaining about the passengers vandalizing property. Bus stop serves Routes 300, 340 and 350.

Route 305 Taos Express

- No connecting services in Taos and few stops, limiting last mile options. (KFH Route observations)
- Service required until 10'o clock at the casino stops in town: N Riverside Drive & E Laguna Street; Routes: 100, 150, 305 (Espanola Focus Group)

Route 310 Red River

- Pull stops a little further inside and away from the main road on the Highway 38 corridor because it is a safety issue. (Questa Community Meeting)

Route 320 Questa

- Shelter needed on all stops (Questa Community Meeting)
- For buses- 320, 330 buses should stop somewhere right in town like at the Guadalupe Parking Lot. (Town of Taos Community Meetings)

Route 330 Penasco

- There is a need for more stops in Taos and Penasco and need for shelters. (KFH Route observations)
- Extend Route 330 Penasco up to Llano San Juan (NCRTD 2020 rider survey)
- Would like if bus 330 stopped at Kit Carson Electric Cooperative, Inc. again. (NCRTD 2020 rider survey).
- New bus stop requests from Penasco Community Meeting:
    - Rodarte, beyond Penasco Housing on Castitas Road
    - Kit Carson Electric Cooperative, Inc., Taos
    - 1330 Gusdorf Road, Taos
    - Super Save Discount Foods, Taos
    - Move the stop from Walgreens to Kit Carson Electric Cooperative, Inc., across the road from Walgreens
    - Stop in Trampas in the morning instead of having a dead run to get to the Trampas stop.
- Other comments from Penasco Community Meeting related to Bus 330:
    - The buses aren't waiting long enough at stops.
    - The bus should pause a little longer and look around to see if someone is coming, because when it's too hot or cold and people are waiting for the bus, they may not be right at the bus stop.
    - Sometimes in Taos, on our bus route, they forget to make stops and you see people waiting.
    - People have to walk all the way to Ranchos de Taos post office; that's about two miles, because the bus driver said he couldn't let them off anywhere else. They should have another bus stop closer to Taos.
    - In the evening, the buses stop twice at the Holy Cross Hospital unnecessarily.

  - There should be more shelter at the stops in Penasco.
  - There should be pamphlets at the bus stops so you can know what time it's there.
  - Sometimes the schedules are different too, like they change the stops and sometimes what you see on the internet isn't where they actually stop.
  - There is a stop problem in Taos. We could use more stops to get to different places where you work.
- Stop requests from Town of Taos Community Meetings:
  - For buses- 320, 330 buses should stop somewhere right in town like at the Guadalupe Parking Lot.
  - Add a stop inside the town of Taos for the Penasco bus 330, other than county administration building.
  - More stops are needed along Paseo Del Pueblo Sur along this route.
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Other Notes (not route specific):

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    - "It would be good to install a notification process to the drivers to let them know that someone is waiting at the stop, so that they don't go by visual only."
    - "Coming from Chimayo towards the evening I was waving down the bus driver, but he still passed me. Some people leave their trash around the stops too, despite there being a trashcan right there."
    - A lot of the Espanola stops should be fixed up as well. They're very beat up and it makes you feel uncomfortable staying near them. Conduct an inspection of all the signs and make sure they're in good shape.
    - Have fixed maps at the stops on the wall. A lot of the routes don't have a schedule at all to tell you anything.
    - When it snows and they clean the street with salt, the traffic comes by and the salt gets all over the benches at the stops so you can't really sit on them.
    - "In Santa Fe, I've noticed at night-time they have a stop across the street from little Caesars; there's no traffic light right there and it's dark. The bus driver passed me because he didn't see me."
    - They should have another bus stop at the Park N Ride here in Espanola, especially on Saturday and Sunday.
- There is a need for shelters, real time passenger information display installed at all the stops. Restrooms are also desired. (Ohkay Owingeh Pueblo Community Meeting)
- We need cards at the buses or the bus stops where people can write down their feedback and maybe deposit those cards on the bus. (Town of Taos Presentation)
- Taos County Administration Building Stop needs more benches due to a heavy footfall and Walmart stop need shelter. (Town of Taos Community Meetings)

Appendix B
Technical Memorandum No.4: Attachment A: Bus Stop Comments

Attachment A: Bus Stop Comments Compilation

Throughout the outreach process and the review of routes, it became obvious that there were many comments related to the location of bus stops. This is a detailed compilation of those comments.

Route 100 Riverside

- On Route 100 Riverside, a bus stop is needed between Transit Center (park and ride) and S Riverside Drive & Corlett Road - Stop 95 at Lovin Oven Bakery. (Española focus group)

- Service required until 10'o clock at the casino stops in town:
  - Ohkay Owingeh Casino RV Lot; Routes: **100**, 160
  - N Riverside Drive & E Laguna Street; Routes: **100**, 150, 305

  (Española focus group)

- Stop on Route 100- N Riverside Drive & Hindi Avenue, by the gas station is unsafe due to traffic. (Ohkay Owingeh Pueblo Community Meeting)

- Safety was a concern at the Casino stop- Ohkay Owingeh Casino RV Lot- regarding transients using the bus. This stop is served by Routes 160 and 100. (Ohkay Owingeh Pueblo Community Meeting)

- There is a need for shelters, real time passenger information display installed at all the stops. Restrooms are also desired. (Ohkay Owingeh Pueblo Community Meeting)

Route 110 Westside-Crosstown

- Stops at Walmart only outbound, needs a stop inbound. (KFH Route observations)

- Suggested good stop across the street from Henry Valencia while coming from Del Norte Credit Union) on bus Routes: 110, 190. (Española focus group)

- Two stops, near Sacred Heart, are placed only 100 feet apart and are inconvenient to go from Del Norte to Lopez Lane: N Coronado Avenue & W Buena Vista Street - Stop 111 and N Coronado Avenue & W Bond Street - Stop 112. (Española focus group)

Route 150 Chimayo

- May need more bus stops:
  - On both sides of the street
  - Safe and accessible shelters
  - Safe stops with accessible pathways

  (KFH Route observations)

- Service required until 10:00 at the casino stops in town:
  - N Riverside Drive & E Laguna Street; Routes: 100, **150**, 305

  (Española focus group)

Route 160 Santa Clara

- On bus Routes-**160**, 180, 190, bus stop at Socorro's Restaurant in Hernandez is requested. The nearest existing stop from this place is US-84/285 & CR-1541. (NCRTD 2020 rider survey)

- Sheridan Transit center stop is unsafe on the Route 160 Santa Clara. People who board there are intoxicated and a nuisance. (NCRTD 2020 rider survey)

- Please include a stop at Cities of Gold Casino Park & Ride in the afternoon 160 Santa Clara bus. (NCRTD 2020 rider survey).

- Have longer hours and more stops on Santa Fe bus 200, Santa Clara **160**, Tesuque 220. (Española focus group)

- Add bus stops between Dreamcatcher and Pojoaque. Bus routes that cover this stretch: **160**, 200, 220, 400 (Española focus group).

- Service required until 10'o clock at the casino stops in town:
  - Ohkay Owingeh Casino RV Lot; Route: 100, **160** (Española focus group)

- There should be bus stop with a shelter at Road 503 at the turn off to Nambe. (Nambe Pueblo Community Meetings)

- Safety was a concern at the Casino stop- Ohkay Owingeh Casino RV Lot regarding transients using the bus. This stop is served by Routes **160** and 100.

- There is a need for shelters, real time passenger information display installed at all the stops. Restrooms are also desired. (Ohkay Owingeh Pueblo Community Meeting)

Route 170 Jicarilla

- Please put a bus stop at the Navajo City on the route 170 Jicarilla and increase the days per week that it travels to Farmington. (NCRTD 2020 rider survey)

- Need the Navajo City location to become a designated stop on 170 as soon as possible. (NCRTD 2020 rider survey)

- Navajo City is a small community and our only transportation is the blue bus, please put a bus stop for us on Route 170. (NCRTD 2020 rider survey)

  The Tribal Council is pleased with the service generally, but three major issues are 1) connectivity to Albuquerque 2) the need for heated covered stops and 3) the need for continued education about service availability. (KFH Route observations)

- There is a need for heated covered stops. (Jicarilla Apache Reservation Meetings)

Route 180 El Rito

- US-285 & CR-177 bus stop has no signage and the bus 180 misses it. (Española focus group)

- On bus Routes-160, **180**, 190, bus stop at Socorro's Restaurant in Hernandez is requested. The nearest existing stop from this place is US-84/285 & CR-1541. (NCRTD 2020 rider survey)

Route 190 Chama

- On bus Routes-160, 180, **190**, bus stop at Socorro's Restaurant in Hernandez is requested. The nearest existing stop from this place is US-84/285 & CR-1541. (NCRTD 2020 rider survey)

- On bus Routes 190, add a stop at Dollar General (410 W Santa Clara Bridge Road, Española). (NCRTD 2020 rider survey)

- The group saw the need for a stop at the Lucky Dollar Pawn shop. (There is an existing bus stop there: US-84 at Elkhorn Lodge on the Route 190.). (Chama Community Meetings)

- Suggested good stop across the street from Henry Valencia (coming from Del Norte Credit Union). Bus Route: 110, **190** (Española focus group)

- Other comments from the Chama Community Meetings:
    - Due to inclement weather, there should be additional shelter at bus stops, so those people aren't freezing or caught up in the bad weather.
    - Buses don't always wait for the designated times or stop when people are waiting.
    - Need more convenient stops so riders can walk less.

Route 200 Santa Fe

- Have longer hours and more stops on Santa Fe bus 200. (Española focus group)

- Add stops between Dreamcatcher and Pojoaque. Bus routes that cover this stretch: 160**, 200**, 220, 400. (Española focus group)

- There should be bus stop with a shelter at Road 503 at the turn off to Nambe. (Nambe Pueblo Community Meetings)

Route 220 Tesuque

- Have longer hours and more stops on Tesuque 220. (Española focus group)

- Add stops between Dreamcatcher and Pojoaque. Bus routes that cover this stretch:
  - 160, 200, 220, 400 (Española focus group)

- Notes from the Tesuque Pueblo Community Meetings:
  - There was an issue of vehicle operators not waiting at stops for the scheduled time and many people missing buses.
  - We need stops on the south side of Santa Fe.
  - The Tesuque Bus 220 should stop at DeVargas Mall- Sabino @ Guadalupe.
  - A stop at Tesuque Village market was requested (nearest stop from here is Tesuque Village Road & Arroyo Griego Road)
  - The group requested a stop at the Super Walmart in Santa Fe i.e. Cerrillos Road & Herrera Road
  - The group iterated the need for light and heating at the stops.

- There should be bus stop with a shelter at Road 503 at the turn off to Nambe. (Nambe Pueblo Community Meetings)

Route 230 San Ildefonso

- There was consensus that a bus stop was needed at the Pojoaque Tribal Courts, on the Route 230. (Pojoaque Community Meeting)

- Notes from an Ildefonso Community Meetings:
  - Bus stop request at the intersection of Saa Paa Po and Povi Kaa Drive on Routes 400 and **230.**
  - There should be more stops throughout the city.
  - All the bus stops in Pueblo need shelters, lighting, trash cans and benches.
  - There should be a bus shelter by the senior center stop with lights- San Ildefonso Governor's Office, Route 230 and NM-30 & Battleship View Road on Route 230 and 400.

- There should be bus stop with a shelter at Road 503 at the turn off to Nambe. (Nambe Pueblo Community Meetings)

Route 255 Mountain Trail

Route 260 La Cienega

- There may be a need for more stops. (KFH Route observations)

- New Bus stop requests from the La Cienega Community meeting:
  - Santa Fe Train station (Route 260 is requested to be extended into the city)
  - Near the Santa Fe Public Library at the Jaguar Drive
  - Presbyterian Santa Fe Medical Center

- Stop at 260 and 270 at the Santa Fe Regional Airport is a huge opportunity due to parking crisis at the airport. (Santa Fe Community Meetings).

- NM-599 Station stop served by Routes 260 and 270 needs to put up schedule information or a digital display of real time passenger information. (Santa Fe Community Meetings).

Route 270 Turquoise Trail

- On Route 270, a stop in Tinker Town museum, Sandia Park would be really good for tourism. (Madrid Community Meeting)

- Stop at 260 and 270 at the Santa Fe Regional Airport is a huge opportunity due to parking crisis at the airport. (Santa Fe Community Meetings)

- NM-599 Station stop served by Routes 260 and 270 needs to put up schedule information or a digital display of real time passenger information. (Santa Fe Community Meetings)

Route 280 Eldorado

- Need for more stops by Trader Joes, CVS, Whole Foods, and other places to shop nearby (St. Francis and Cerrillos). (KFH Route observations)

- Notes from the Eldorado Community Meetings:
  - Shelter, signage and benches requested at the Eldorado Agora Shopping Center, Route 280. Difficult to spot the bus stop and wait there.
  - Due to construction activities going on, the Eldorado Agora Shopping Center needs to be moved.
  - The published bus schedules online and at the bus stop don't often match. "*I have missed the bus, because the online schedule says one time and the bus stop shows another*."
  - The schedules that are published at the bus stop are hard to read, they're faded out, there's too many lines and too many puzzles.

Route 290 Edgewood

- Eliminate Bataan stop- Galisteo Street & S Capitol Place for 290 bus, not needed, no one uses it. (NCRTD 2020 rider survey)

- A stop is requested at the Santa Fe Old Town Public Square, on Route 290 Edgewood as most of the riders are retired and use bus service for pleasure. (Edgewood Community Meetings)

Route 300 Taos

- Some stops south of Taos are difficult for the vehicle operator to see. (KFH Route observations)

- Alternative location/setup at the Ranchos de Taos Post Office as the current site is too small and the neighbors are complaining about the passengers vandalizing property. Bus stop serves Routes 300, 340 and 350.

Route 305 Taos Express

- No connecting services in Taos and few stops, limiting last mile options. (KFH Route observations)
- Service required until 10'o clock at the casino stops in town: N Riverside Drive & E Laguna Street; Routes: 100, 150, 305 (Española Focus Group)

Route 310 Red River

- Pull stops a little further inside and away from the main road on the Highway 38 corridor because it is a safety issue. (Questa Community Meeting)

Route 320 Questa

- Shelter needed on all stops (Questa Community Meeting)
- For buses- 320, 330 buses should stop somewhere right in town like at the Guadalupe Parking Lot. (Town of Taos Community Meetings)

Route 330 Penasco

- There is a need for more stops in Taos and Penasco and need for shelters. (KFH Route observations)
- Extend Route 330 Penasco up to Llano San Juan. (NCRTD 2020 rider survey)
- Would like if bus 330 stopped at Kit Carson Electric Cooperative, Inc. again. (NCRTD 2020 rider survey).
- New bus stop requests from Penasco Community Meeting:
    - Rodarte, beyond Penasco Housing on Castitas Road
    - Kit Carson Electric Cooperative, Inc., Taos
    - 1330 Gusdorf Road, Taos
    - Super Save Discount Foods, Taos
    - Move the stop from Walgreens to Kit Carson Electric Cooperative, Inc., across the road from Walgreens

  - Stop in Trampas in the morning instead of having a dead run to get to the Trampas stop.

- Other comments from Penasco Community Meeting related to Bus 330:
  - The buses aren't waiting long enough at stops.
  - The bus should pause a little longer and look around to see if someone is coming, because when it's too hot or cold and people are waiting for the bus, they may not be right at the bus stop.
  - Sometimes in Taos, on our bus route, they forget to make stops and you see people waiting.
  - People have to walk all the way to Ranchos de Taos post office; that's about two miles, because the bus vehicle operator said he couldn't let them off anywhere else. They should have another bus stop closer to Taos.
  - In the evening, the buses stop twice at the Holy Cross Hospital unnecessarily.
  - There should be more shelter at the stops in Penasco.
  - There should be pamphlets at the bus stops so you can know what time it's there.
  - Sometimes the schedules are different too, like they change the stops and sometimes what you see on the internet isn't where they actually stop.
  - There is a stop problem in Taos. We could use more stops to get to different places where you work.

- Stop requests from Town of Taos Community Meetings:
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