NORTH CENTRAL RTD

NCRTD Long-Range Strategic Plan

MAY 2023

Photo Credit: New Mexico Tourism Department

Photo Credit: NCRTD

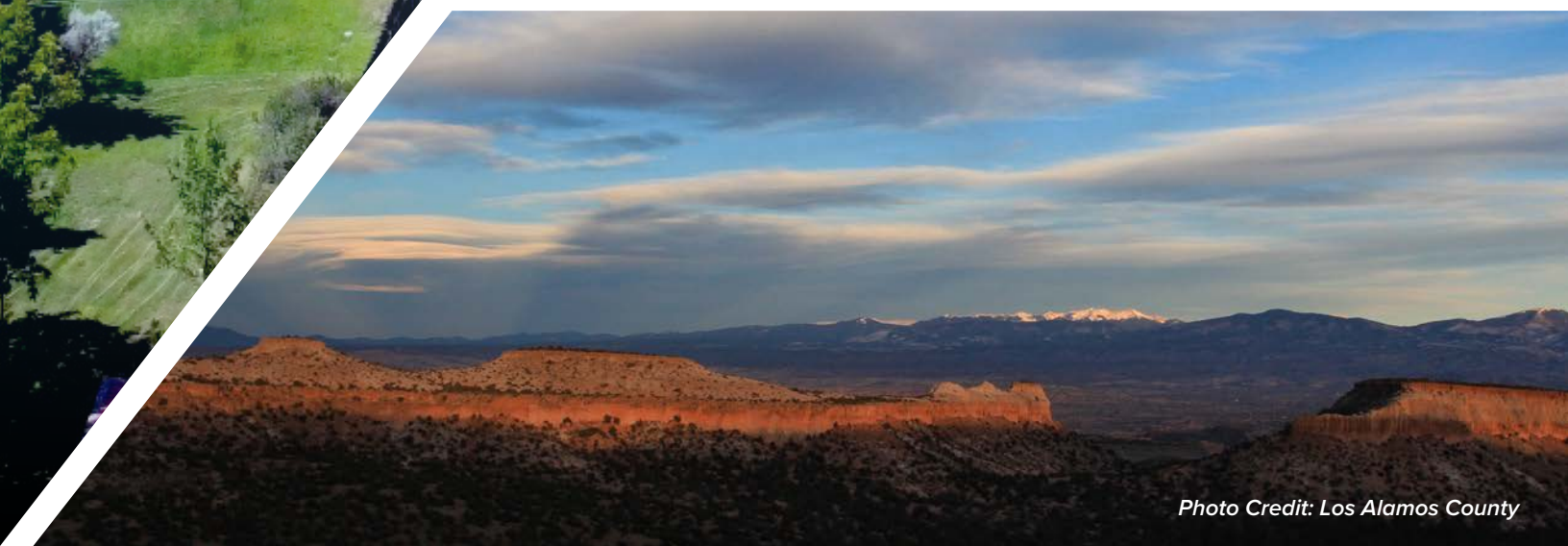

Photo Credit: Los Alamos County

ACKNOWLEDGMENTS

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Contributing NCRTD Staff

Anthony Mortillaro	Executive Director
Bryce Gibson	Planning and Projects Manager
Jim Nagle	Public Information Officer
Delilah Garcia	Transit Operations Director
Tim Mildren	Finance Director

LETTER FROM THE CHAIR AND EXECUTIVE DIRECTOR

Dear District Constituents:

In September 2004, the New Mexico Transportation Commission certified the North Central Regional Transit District (District) as the first Regional Transit District (RTD) to have been created from the legislative adopted Regional Transit District Statute in 2003. The District began providing bus services in 2007. In the sixteen years since initial bus service began, the District has accomplished much to be proud of. Achievements include increasing fixed-route service, maintaining a fare-free bus service, and transitioning to microtransit services known as My Blue (formerly known as demand and para-transit). Other achievements include providing sustained services during the COVID pandemic, constructing, and updating critical transit infrastructure and providing improved access to work, medical and educational opportunities.

In 2015, the District created its first Long-Range Strategic Plan (LRSP) as a result of District leadership's expressed desire to create a 20-year plan and vision that could guide and focus the Executive Board's efforts for the next decade and beyond. The first edition of the strategic plan didn't sit on the shelf—we actively used it. The same applies to this updated version. This 2023 plan establishes the path for a transformational mobility network that improves the strategies and tools we're using to make real progress toward our vision. This plan, like the previous one, represents a collaborative effort that actively involved Board members, staff, numerous public input sessions and other stakeholders to create an updated vision for addressing future transportation. With a focus on developing an efficient, flexible, and fiscally responsible transit network, this plan sets forth a visionary path forward and further establishes the District as a mobility leader connecting people and communities for the betterment of our region.

As the District moves toward implementation of the "Blue Bus" transformational mobility network, we will need broad-based public support to be successful. On behalf of the Board, Staff, and many stakeholders, we respectfully request your continued involvement, support, and use of our transit services during the implementation of this important strategic plan. Together, we can make a difference, making sure our region's transit service continues to effectively meet the growing transportation needs in Northern New Mexico.

Sincerely,
North Central Regional Transit District

Dennis Tim Salazar
Chairman

Anthony J. Mortillaro
Executive Director

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INTRODUCTION

IN THIS UPDATED STRATEGIC PLAN:

The North Central Regional Transit District (NCRTD) has resolved to update the Long-Range Strategic Plan every seven years.

The Long-Range Strategic Plan is intended to identify the direction of the organization over the next 20 years.

The plan is intended to develop a meaningful mission and clear vision for the future of transit service in NCRTD's large geographical service area.

The plan will prioritize investments and set the stage for new performance metrics to better allocate resources in a manner compatible with reaching the organization's goals.

The plan will help guide NCRTD in a post-COVID-19 world and provide a framework that will enable the organization to be responsive to changing community needs.

THROUGH THIS PROCESS, NCRTD STAFF AND THE BOARD HOPE TO:

- Adopt a vision statement for the organization given the current environment
- Update the organization's mission and goals statements
- Identify NCRTD's role in the region's economic development
- Better understand the cost and benefits of transit
- Identify funding strategies for future operations and expansion
- Prioritize capital and facilities infrastructure, including implementation strategies for a zero emission fleet
- Learn more about the connection between transportation and land uses
- Better understand the Housing + Transportation Affordability Index
- Identify policies and investment decisions necessary to ensure an effective transit system producing mobility benefits

REGIONAL CONTEXT

In 2003 New Mexico enacted legislation that authorized the creation of regional transit districts. In 2004 further legislation authorized imposition of Gross Receipts Tax (GRT) increments for regional transit. The purpose of the Regional Transit District Act is to:

- Serve the public by creating regional networks of safe and efficient public transit services;
- Allow multijurisdictional public transit systems to reduce the congestion of single-occupant motor vehicle traffic by providing transportation options for residents;
- Decrease automobile accidents by reducing traffic congestion on freeways and streets;
- Reduce noise and air pollution produced by motor vehicles;
- Prolong and extend the life of New Mexico's existing roadways by easing the traffic burden;
- Provide residents with a choice of transportation alternatives so that older adults, youth, low-income and mobility-impaired residents, and others unable to drive or afford motor vehicles continue to have full access to community goods, services, jobs, and activities;
- Improve the New Mexico economy by increasing workforce and citizen access to education and higher paying jobs; and
- Prolong and extend petroleum resources.

NCRTD HISTORY

2003
Governor Bill Richardson signs into law the Regional Transit District Act, authorizing the creation of regional transit districts in the State of New Mexico.

2004
The New Mexico Transportation Commission certifies the North Central Regional Transit District (NCRTD) as the first RTD .

2006
The Board of Directors approves the District's first Transit Service Plan in July.

2007
The NCRTD adopts its branding and in April begins its first bus service project; consolidates Española and Rio Arriba County transit service.

2008
Public votes to approve regional transit gross receipts tax (1/8 of one percent tax) in all four counties; Taos County joins NCRTD.

2012
New Headquarters completed named, Jim West Regional Transit Center; Edgewood joins NCRTD.

2013
Nambé Pueblo joins NCRTD.

2014
Town of Taos joins NCRTD.

2015
The District acquires the Town of Taos transit system known as the Chile Line and all assets, employees, and facilities.

- Completes its Long Range Service Plan, a blueprint into 2035
- Updates Five-Year Service Plan
- Approves RTD Mountain Trail Route

2018
Voters reauthorize the GRT by 74% yes vote; Chama and Taos Ski Valley join NCRTD.

2019
Service expands permanently to Jicarilla Apache Nation, Dulce, Chama, Farmington, Bloomfield.

2020
COVID-19 pandemic emerges and ridership plummets.

2022
Long-Range Strategic Plan update underway

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REGIONAL CONTEXT & EXISTING CONDITIONS

CURRENT SERVICE AREA

The NCRTD operates in a large mostly rural geographical area and provides service to four counties, several cities, many small towns, eight Pueblos and the Jicarilla Apache Nation. The total service area is 10,079 square miles, with the longest connecting one-way service distance totaling 275+ miles from one end to the other.

Since the last Long-Range Strategic Plan, the NCRTD has extended service beyond its four-county borders and has added three new members to the Board of Directors. The Board is composed of one elected official appointed by each member of the District. Voting strength is assigned to each member based on their representative population.

FACILITIES

NCRTD has a mix of facilities, some of which are owned and operated by NCRTD. Because the NCRTD covers a vast geographical area, some facilities are shared with other government and transit agencies. Owned or shared facilities include transfer centers, park and ride facilities, overnight/weekend bus storage, the Taos maintenance facility, and the headquarters in Española that houses the operations, maintenance, and administration.

FLEET

The NCRTD has a fleet of 58 vehicles that are a mix of 3- to 36-passenger vehicles.

ROUTE SERVICES

The NCRTD operates 29 routes, with a mix of fixed-routes, flex routes, on-demand/ microtransit routes, and paratransit/ADA services. All routes operate on weekdays. In response to the COVID pandemic, NCRTD adjusted their routes and schedules as many other agencies across the country have done. As COVID restrictions have eased more service has been adjusted and reinstated to meet mobility demands in the District.

RIDERSHIP

Ridership is the most valuable performance metric on the effectiveness of an agency's service. City of Santa Fe, Los Alamos County and Rail Runner collect ridership data for all routes funded by the NCRTD. These data are forwarded and combined with the data from the District's operated routes. These numbers are then compiled into a monthly ridership report. The graph below shows historical ridership.

The 2020 pandemic significantly decreased ridership for NCRTD and other transit agencies across the country. Agencies are still feeling the impact of the pandemic and a new way of life post COVID. Ridership has increased on a monthly comparison from 2021 into 2022. The challenge for NCRTD will be the uncertainty of riders returning to use transit and how long it will take for ridership to return to pre-COVID levels.

TECHNOLOGIES

NCRTD uses a handful of helpful technologies for operations and public information. Current technologies include:

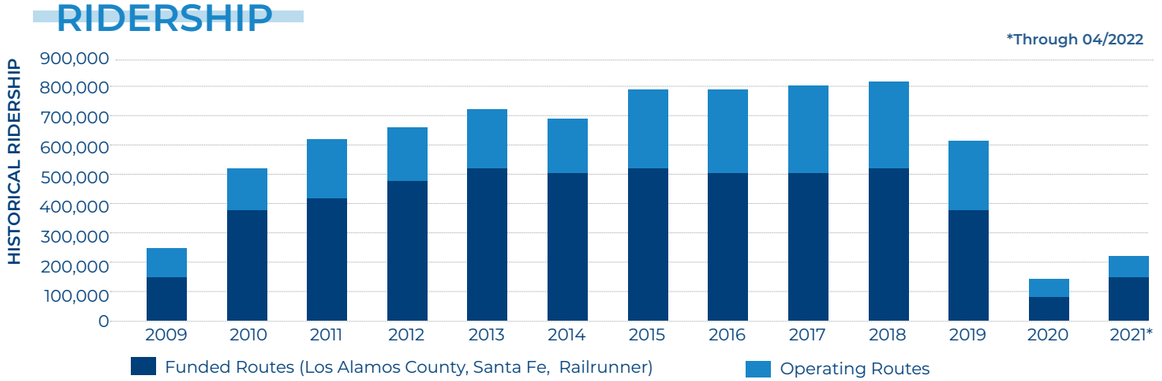
- ADEPT paratransit software
- Automated passenger counters counts boarding passengers by stop, route, time of day
- Automatic vehicle locators
- Administrative tools and technologies for recordkeeping and reporting
- Passenger App that provides the location of a bus in real time
- Automatic stop announcements

PARTNERSHIPS

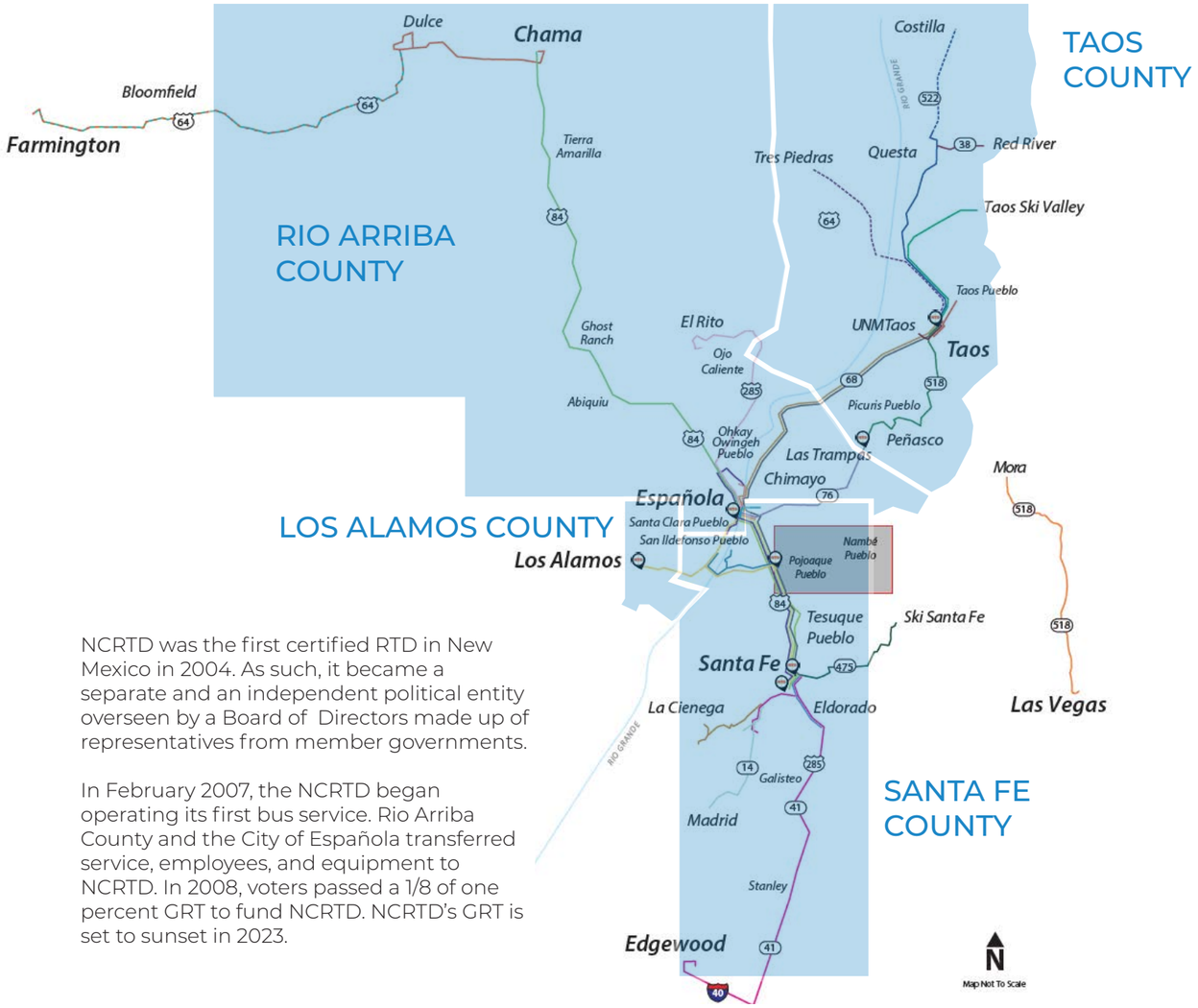
Current partnerships exist with the City of Santa Fe, Los Alamos County, Rail Runner and Village of Taos Ski Valley.

The Transit Service Plan Update provides a detailed description of all routes, ridership, facilities, fleet, and technologies. Readers should reference the update.

RIDERSHIP



NCRTD SERVICE AREA



NCRTD was the first certified RTD in New Mexico in 2004. As such, it became a separate and an independent political entity overseen by a Board of Directors made up of representatives from member governments.

In February 2007, the NCRTD began operating its first bus service. Rio Arriba County and the City of Española transferred service, employees, and equipment to NCRTD. In 2008, voters passed a 1/8 of one percent GRT to fund NCRTD. NCRTD's GRT is set to sunset in 2023.

DEMOGRAPHIC DATA OVERVIEW

The four counties in the NCRTD service area are made up of diverse landscapes and communities. Understanding the demographic characteristics of each county and how they compare to one another is a critical first step in recognizing who uses the many elements of the transportation system and how the system can be adjusted and expanded to better meet the needs of those who live and work in the region.

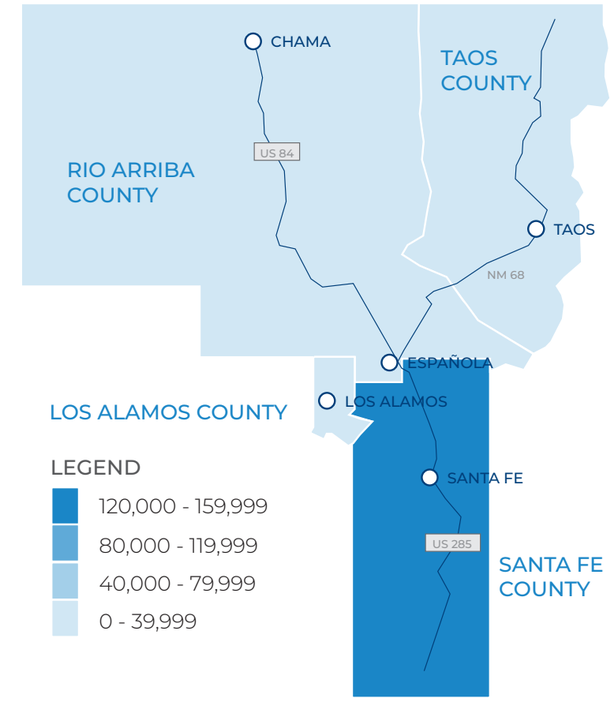
This section provides an overview of population composition, including population counts, populations with low-income, people with disabilities, Communities of Color, age distributions, zero-vehicle households, populations with limited English proficiency (LEP), and housing and transportation (H+T) index scores for Los Alamos, Rio Arriba, Santa Fe, and Taos counties. A demographic snapshot of major villages, towns and cities in the four-county service area is also provided.

POPULATION

Santa Fe has the largest countywide population in the NCRTD service area with a total of 150,319 people, accounting for approximately 7 percent of the state's total population. Rio Arriba and Taos counties are the second and third most populated counties, with 38,962 and 32,759 people, respectively. Los Alamos County, the smallest county in the study area, has a total population of 18,976.

Two of the four counties in the service area (Los Alamos and Santa Fe counties) have experienced minimal to moderate growth over the past decade. The growth rate in both of the counties aligns with the state's growth rate over the past 10 years, averaging approximately a 4 to 6 percent growth rate. Rio Arriba County experienced a slight population decline of approximately 3 percent, and Taos County experienced less than 1 percent of population decline.

POPULATION BY COUNTY



POPULATION BY COUNTY

COUNTY	2010	% CHANGE	2020
Los Alamos County	18,091	+ 4.89%	18,976
Rio Arriba County	40,195	- 3.07%	38,962
Santa Fe County	141,702	+ 6.08%	150,319
Taos County	32,574	+ 0.57%	32,759
New Mexico	2,013,122	+ 4.17%	2,097,021

REGIONAL CHANGES

As communities continue to grow and age in place, it will be important to consider how these changes will shift transportation needs. Projections released by the University of New Mexico show that population totals in both Los Alamos and Santa Fe counties are expected to increase in the next 20 years. It is anticipated that Taos County will decrease in population by 4 percent, while Rio Arriba County will experience a larger decline in population, with an almost 12 percent decrease.

POPULATION BY COUNTY

COUNTY	2020	% CHANGE	2040
Los Alamos County	18,976	+ 5.1%	19,941
Rio Arriba County	38,962	- 11.5%	34,485
Santa Fe County	150,319	+ 5.4%	158,420
Taos County	32,759	- 4.1%	31,412
New Mexico	2,097,021	+1.7%	2,132,755

Source: Geospatial and Population Studies, University of New Mexico, 2021

REFERENCE PLANS & REGIONAL GROWTH

Comprehensive Plans for major activity centers and future development projects were examined further to identify how NCRTD can better serve communities and new projects planned in the district. Focus areas and how growth is envisioned in different communities is summarized below. Additionally, major residential, commercial, and mixed-use development have been highlighted on the following page. Note that the list of projects is intended to be illustrative, not comprehensive. It should not be viewed as an "official" representation of the status/viability of any development project.

Española Comprehensive Plan (2016)

- Interest in defining and revitalizing the Town Center, with an emphasis on live/work housing units, restaurant and entertainment venues, and community center.
- Reinstate Main Street program for Town center
- Interest in annexing Sombrillo, El Llano Road Corridor, and Santa Cruz area.
- Future land use planning focused on rezoning to mixed use through the core spine of the city

Los Alamos Comprehensive Plan (2016)

- Plan for modest growth, with a focus on improving access to retail and tourism-related business
- Revitalize downtown areas of Los Alamos and White Rock
- Enrich vibrancy of business districts

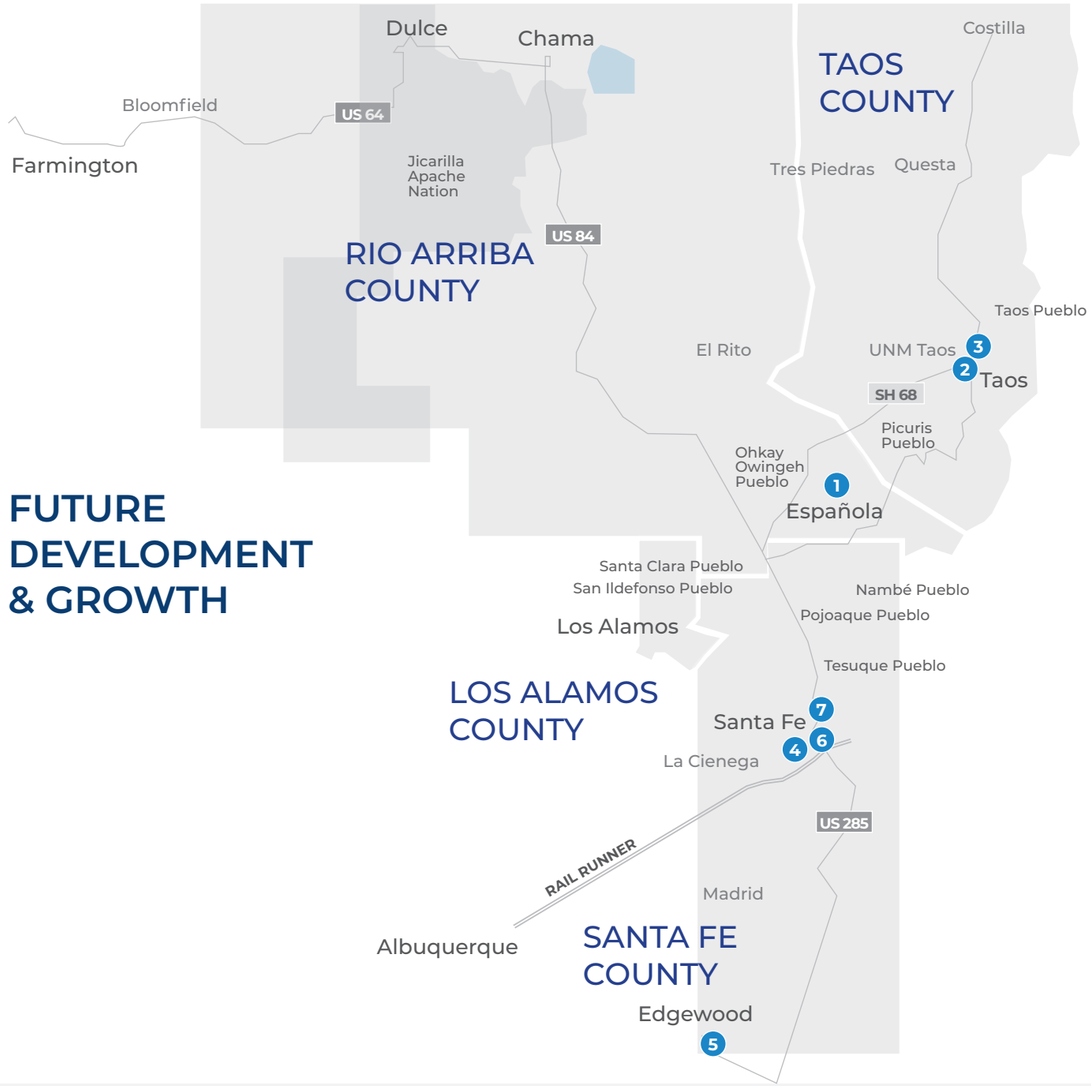
Santa Fe Comprehensive Plan (2016)

- Focus on using urban design, beighborhood-scle blocks, placemaking, and redevelopment of major streets as growth management strategies
- Geographical areas of focus for future development of employment, retail, and other areas of activity include Airport Road Industrial Park, Tierra Contenta, Pavilion Business Park, Southwest Business Park, Las Soleras, Valdes Industrial Park, Santa Fe Place, Zarfarano District, Silver Road Area, Hospital Medical Complex, South Capital State Complex, Downtown, and De Vargas Mall

Taos Comprehensive Plan (2022)

- Future land use changes focused on increased development planned along Paseo del Pueblo and Paseo del Canon with focus on hotels/hospitals, plaza plus land use, commercial, neighborhood, and retail/residential development

FUTURE DEVELOPMENT & GROWTH

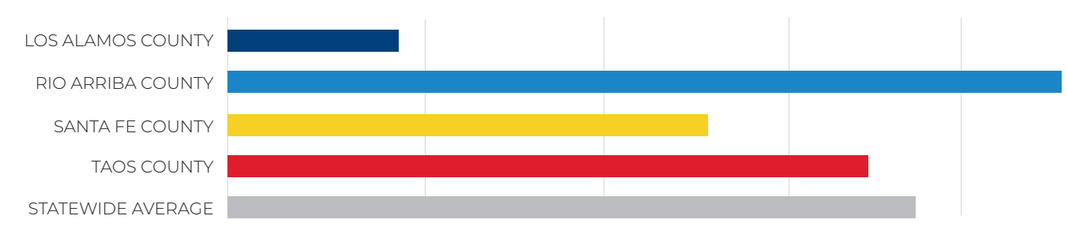


FUTURE DEVELOPMENT

1. Española Housing Development
   Residential development proposed for vacant parcels in the city.
2. Taos Housing Development
   Two new housing developments that would provide over 120 new housing units. Sun God Lodge property will be remodeled to accommodate 38 new apartments.
3. Griegos Farm Housing Development
   New residential housing development designed as cottage court development with 90 detached homes, communcal farm building car ports and small green houses
4. Community College District
   A 277-acre subdivision that would provide 608 single-family homes and community and neighborhood parks. Future transit and retail space is envisioned as phases of development in the coming years
5. Campbell Ranch Plan
   Could potentially bring more than 4,000 new homes and golf course to Edgewood area
6. Tierra Contenta Community
   Residential community near santa Fe Country Club and Meow Wolf
7. 25-Acre NMDOT Property
   Multiple commercial uses and possibly educational institutions

POPULATIONS WITH LOW-INCOME

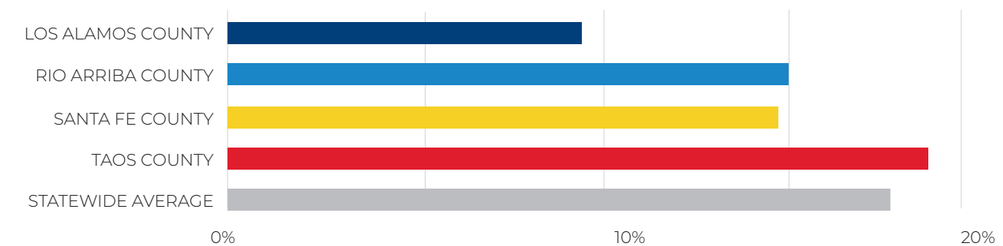
Affordability of transit services plays a significant role in ensuring everyone has freedom of mobility and the means to connect to employment, education, and essential services, shopping, and recreational destinations. Low-income populations include people whose median household income is below federal poverty guidelines. U.S. Census data show that nearly 20 percent of the state's population is below the federal poverty guideline level. Rio Arriba County has the highest share of residents with low incomes at approximately 23 percent. Taos County closely follows, with 17 percent of the population's earnings identified as low-income. Santa Fe County has a recorded low-income rate of 13 percent, and Los Alamos County has the lowest share of population whose earnings are identified as low-income at 4 percent. Understanding the transportation gaps and needs that exist for some community members who may not have reliable access to a vehicle, disposable income, or flexibility in time is vital for developing a more efficient and responsive transit network.



Source: U.S. Census Bureau, American Community Survey 2016-2020

PEOPLE WITH DISABILITIES

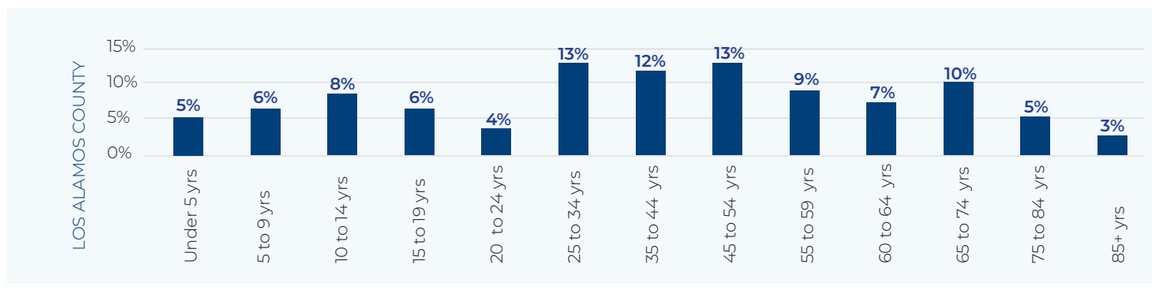
Creating a transit system that has accessible infrastructure and thoughtfully planned connections is vital to ensuring that mobility solutions are inclusive across the NCRTD service area. Disabilities can include a vision or hearing impairment, a cognitive or learning disability, a mobility or physical impairment, or other type of disability. Eighteen percent of Taos County residents have a disability, a slightly higher rate than the statewide average of 16 percent. Rio Arriba and Santa Fe counties follow closely behind with 15 and 14 percent, respectively. Just under 10 percent of the population in Los Alamos County has a disability. .

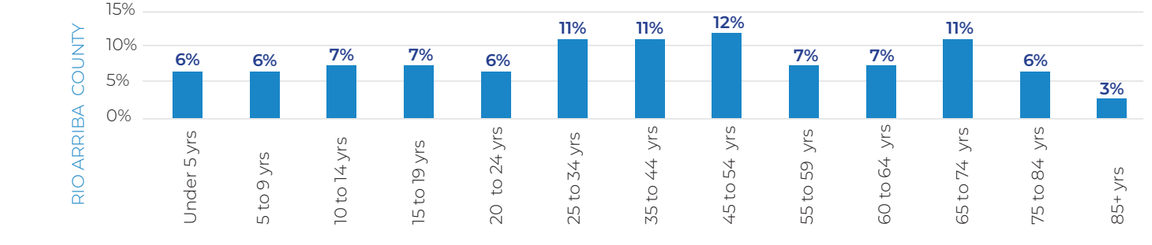


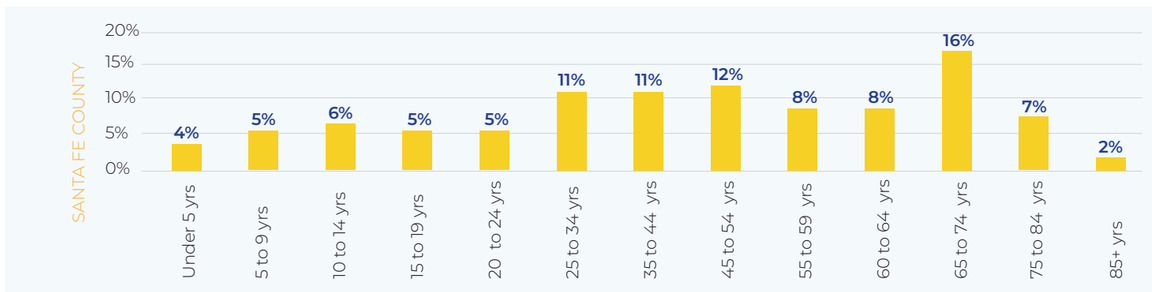
Source: U.S. Census Bureau, American Community Survey 2016-2020

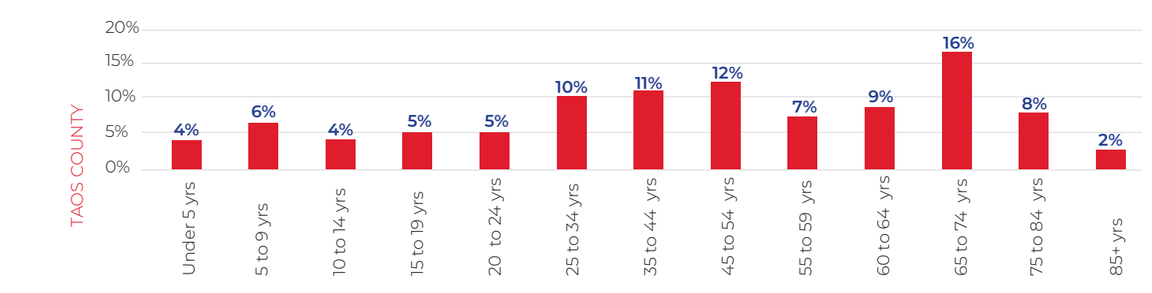
AGE DISTRIBUTION

The number of Older Adults and Young People living in a region is a key factor that determines how transit services may need to change in the short term to meet more immediate mobility needs and how it should develop to ensure accessible and connected transportation options for years to come. Approximately 16 percent of Taos and Santa Fe Counties populations are Older Adults (people over the age of 65). Los Alamos County has a mostly even age distribution, with the highest proportion recorded for people between the ages of 25 to 34 and 45 to 54. Rio Arriba County follows a similar trend with a mostly even age distribution. Santa Fe County has marginally lower proportions of young people (under the age of 18) among all age brackets. Notably, people between the ages of 65 and 74 make up approximately 16 percent of the overall population in the area. Taos County presents a similar age distribution, showing that 16 percent of the population is also between the ages of 65 to 74.



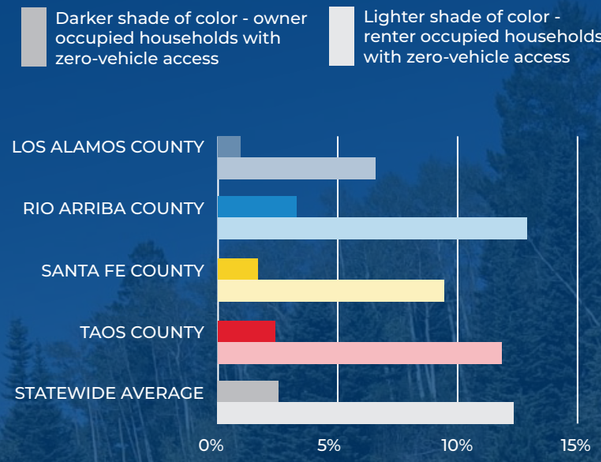






ZERO-VEHICLE HOUSEHOLDS

Information about vehicle accessibility provides a snapshot of how people are traveling and identifies where other modes of transportation may be used at higher frequencies. Zero-vehicle households can encompass a variety of groups, including households that cannot afford a vehicle, choose not to have a vehicle, or have a disability that makes driving inaccessible. It is also critical to understand the nuances between vehicle ownership and household characteristics. The data show that most owner-occupied households have access to at least one vehicle; however, renter occupied households demonstrate a much higher rate of zero-vehicle ownership. The same pattern holds for all four counties and at a statewide level. Information for each county is provided on the right.



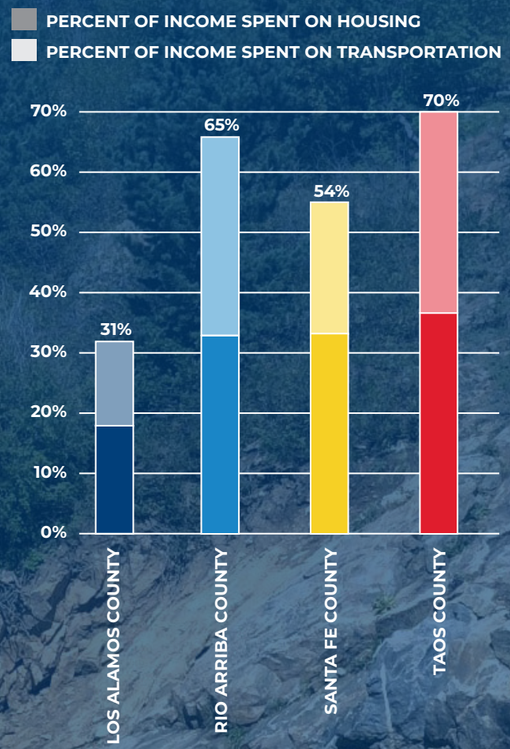
Source: U.S. Census Bureau, American Community Survey 2016-2020

HOUSING & TRANSPORTATION AFFORDABILITY INDEX

The Housing and Transportation (H+T) Affordability Index presents information about the often overlooked expenditures that come with driving and owning a vehicle or using public transportation. This information provides a clearer picture for how housing and transportation interact and ultimately impact the affordability of a community. The H+T Index measure defines affordability as both housing and transportation costs totaling no more than 45 percent of household income. People who reside in the NCRTD service area, on average, spend 55 percent of their household income on housing and transportation, 10 percent higher than what is considered affordable by the Center for Neighborhood Technology (CNT). Residents are spending a considerably higher amount of their earnings on housing and transportation costs.

There are critical differences across the four counties when disaggregating housing and transportation costs. For example, Taos County residents spend 70 percent of their earnings on housing and transportation, 25 percent higher than what is considered affordable. Rio Arriba County has a slightly smaller but equally concerning high H+T Index rate of 65 percent. Santa Fe County has an H+T Index score of 54 percent. Los Alamos County has the lowest H+T Index rate (31 percent) and the only score that is considered affordable in the NCRTD service area.

Source: The Center for Neighborhood Technology H+T Affordability Index, 2017

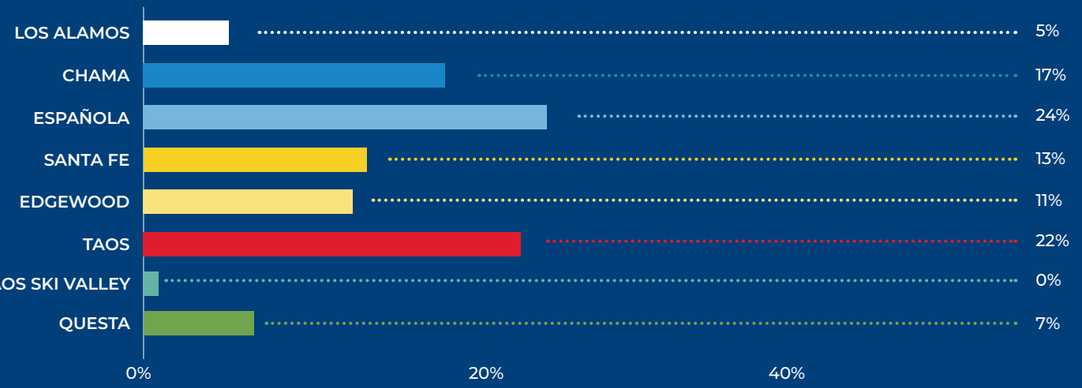


DEMOGRAPHIC OVERVIEW OF VILLAGES, TOWNS, & CITIES

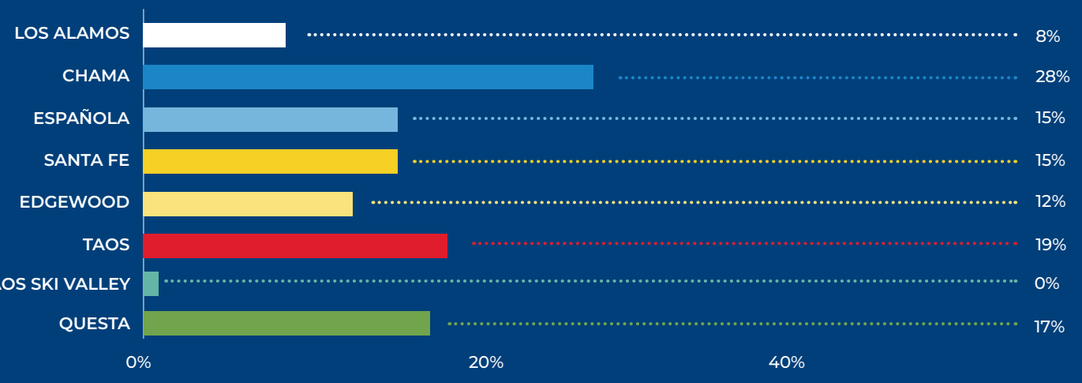
Demographic data regarding population totals, populations with low-income, people with disabilities, age distribution, zero-vehicle households, and H+T Index scores for villages, towns, and cities in the District are provided below.

POPULATION BY VILLAGE/TOWN/CITY

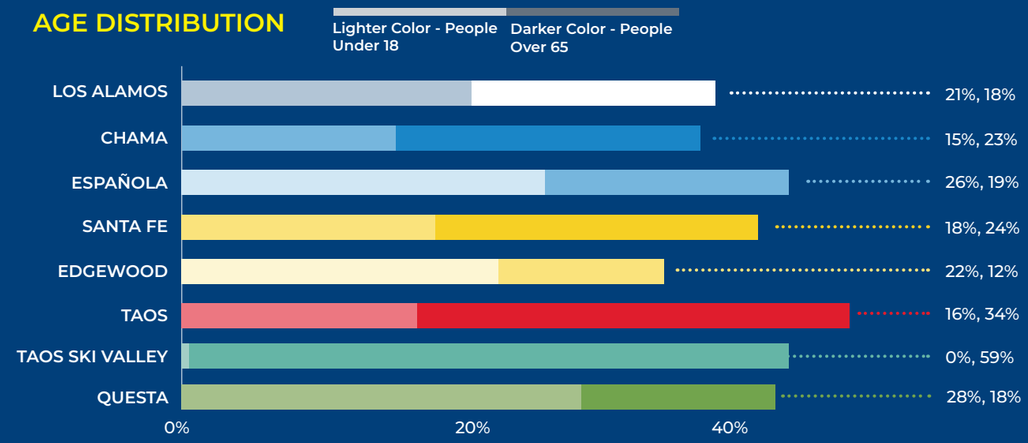
POPULATIONS WITH LOW-INCOMES



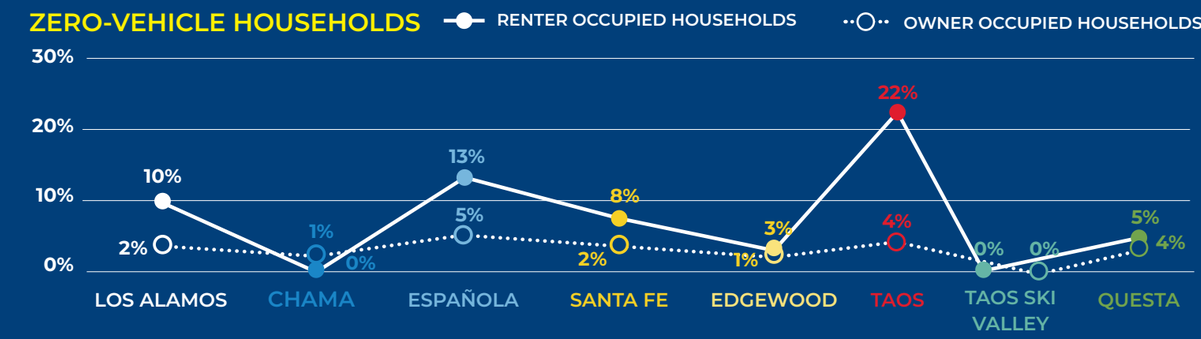
PEOPLE WITH DISABILITIES



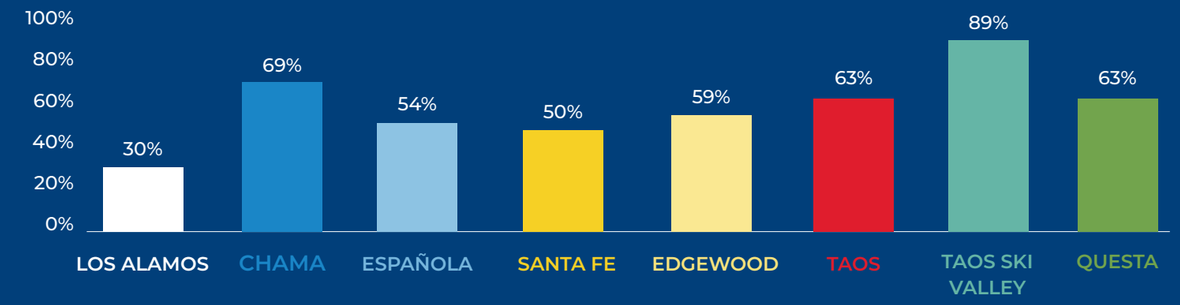
AGE DISTRIBUTION



ZERO-VEHICLE HOUSEHOLDS



HOUSING & TRANSPORTATION AFFORDABILITY INDEX



All data sourced from U.S. Census Bureau, American Community Survey 2016-2020

EMPLOYMENT TRAVEL PATTERN DATA

Community members have different experiences with the transportation system, particularly in how they commute to work, the travel time spent getting to and from destinations, and general travel patterns. These experiences tell an important story about the choices, convenience, and accessibility of mobility options. This section provides an overview of regionwide and county travel pattern data, including information on where residents commute to work, how they travel to these destinations, the amount of time it takes to get work, and other employment travel pattern data.

INFLOW/OUTFLOW PATTERNS

U.S. Census Bureau Longitudinal-Employer Household Dynamics data show that each county has its own patterns. Given its larger population, Santa Fe County has the largest numbers in each category, but Los Alamos County is the only county with inflow being the largest category. The other counties see a mix of inflow and outflow with significant populations also working and living in the same county.

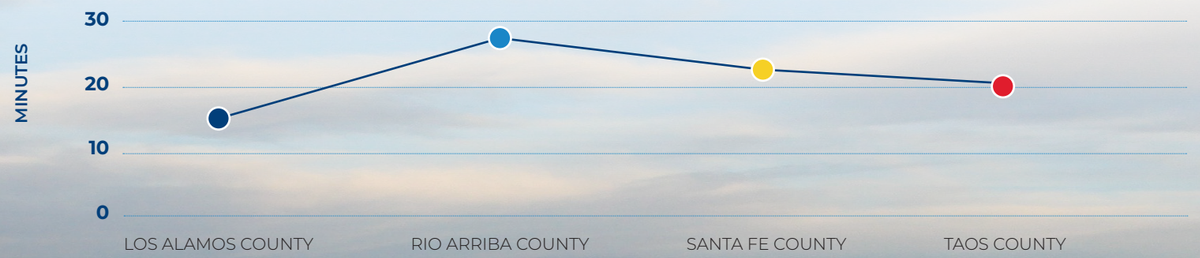
INFLOW/OUTFLOW PATTERNS

	Los Alamos County	Santa Fe County	Rio Arriba County	Taos County
Inflow	8,382	22,988	5,135	3,667
Live & Work in Area	7,820	39,549	3,711	7,193
Outflow	2,493	21,604	6,645	3,183

Source: U.S. Census Bureau, Longitudinal-Employer Household Dynamics Program

MEAN TRAVEL TIME TO WORK

It takes people about 22 minutes to get to work in the NCRTD region. However, these numbers vary by county. Los Alamos County sees the shortest commute at only 16 minutes, whereas Rio Arriba County sees commutes of almost 30 minutes. Santa Fe County, which contains the largest population, has an average commute time of 22 minutes. Taos County residents on average commute for a little over 20 minutes for work.



Source: U.S. Census Bureau, American Community Survey 2016-2020

Source: Los Alamos County Linkedin

MEANS OF TRANSPORTATION TO WORK

Single-occupancy vehicle is the most commonly used mode of commuting across the region. In the NCRTD region, 77 percent of people who travel to work drive alone, far outpacing carpooling at 9 percent. Carpooling is considerably more popular in Taos County, with 14 percent of commuters choosing that option. Overall, the patterns are fairly similar across the four counties, with different levels of remote work representing the small differences. People who work from home represent the third largest category at 7 percent, with public transportation accounting for only about 2 percent of commuters regionwide.

COMMUTER MODE SPLIT

REGIONWIDE

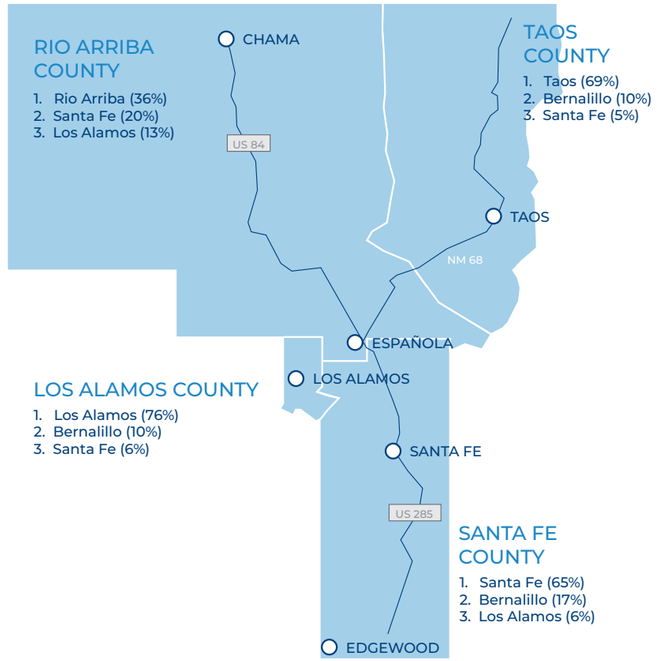
- **77% - Car (Drove Alone)**
- **9% - Carpool**
- **7% - Worked From Home**
- **3% - Walked**
- **2% - Public Transportation**
- **2% - Taxicab, Bike, Or Other Means**

	Los Alamos County	Santa Fe County	Rio Arriba County	Taos County
Total Jobs	10,313	61,153	10,356	10,376
	78%	79%	86%	67%
	7%	9%	7%	14%
	3%	1%	1%	2%
	4%	2%	1%	4%
	4%	1%	1%	2%
	4%	8%	4%	11%

Source: U.S. Census Bureau, American Community Survey 2016-2020

EMPLOYMENT ORIGINS & DESTINATIONS

With multiple population centers in the region, people are often commuting to different areas. Albuquerque, the largest city in the state, located in Bernalillo County appears on most of these counties, list of commute destinations. The top three commute locations for each county in the NCRTD region are shown on the right.



HOW FAR DO PEOPLE TRAVEL FOR WORK?

Rio Arriba is the only county where the plurality of workers are traveling greater than 50 miles, with other counties' commuters mostly traveling less than 10 miles. Los Alamos County sees the largest percentage of people who commute less than 10 miles, with 76 percent of its workers doing so. Taos County sees about a quarter of commuters traveling over 50 miles, which is just above the region average at 22 percent.

COMMUTE DISTANCES BY COUNTY & REGION

	LOS ALAMOS COUNTY	SANTA FE COUNTY	RIO ARRIBA COUNTY	TAOS COUNTY	REGION AVERAGE
Total Jobs	10,313	61,153	10,356	10,376	
< 10 miles	76%	57%	29%	47%	52%
10 – 24 miles	5%	16%	26%	20%	17%
25 – 50 miles	3%	12%	13%	7%	9%
> 50 miles	16%	15%	31%	25%	22%

Source: U.S. Census Bureau, Longitudinal-Employer Household Dynamics Program

3

PUBLIC ENGAGEMENT

APPROACH

To ensure plan objectives of identifying a unified vision for the next 20 years and prioritizing investments is achieved, it was necessary to engage key project stakeholders and a broad cross-section of communities that are encompassed within the NCRTD service area. A public engagement approach was developed to ensure that every step of the planning process provided an opportunity for meaningful engagement.

A multi-pronged approach was developed for the Long-Range Strategic Plan process and included in-person, virtual, and online components to ensure a variety of options to provide feedback. This first phase of engagement focused on listening and understanding how the past few years have changed the way people use transit and what they envision for NCRTD's future in a rapidly changing transportation landscape.

PROJECT AWARENESS STRATEGY

To ensure broad distribution of information and to engage as many people as possible who live, work, and recreate in the NCRTD service area, a project awareness strategy was developed to direct people to learn more about the project and provide input.

The following strategies were used to inform the public about the Long-Range Strategic Plan process:

- Project webpage www.ncrtd-Long-Range Strategic Plan.com
- NCRTD social media platforms
- NCRTD press release
- Stakeholder and contact list email blasts
- Personalized letters to representatives
- Local newspaper ads and flyers

Given that the COVID-19 pandemic is still affecting communities and potentially forever changed the way people engage with planning processes, it was critical to offer a variety of opportunities for people to provide feedback in ways they felt comfortable. In-person and virtual/online options were made available for all public engagement efforts.

ENGAGEMENT TOOLS

The NCRTD Long-Range Strategic Plan project webpage served as the primary repository of information for the planning process and housed all virtual/online engagement tools. The tools used to gather input are summarized below.

4 IN-PERSON PUBLIC MEETINGS

Four in-person public meetings were held over two weeks in early- to mid-August 2022 in Taos, Española, Los Alamos, and Santa Fe.

2 VIRTUAL PUBLIC MEETINGS

Two virtual public meetings were held over one week in late August 2022 via Zoom. Recordings of the virtual public meetings were posted on the project webpage.

PROJECT WEBPAGE

A project webpage was developed at the onset of the project in July 2022.

DIGITAL ENGAGEMENT

Community members were encouraged to provide location specific comments on transportation gaps and needs and mobility opportunities.

SOCIAL MEDIA/PR

In-person meetings were advertised in local newspapers before every public meeting.

SURVEY

Community members were asked to participate in a survey and provide detailed feedback about routes they take, trips they would like to make, and other service-specific input. Physical copies were also provided at in-person meetings.

PUBLIC ENGAGEMENT BY THE NUMBERS

Both in-person and virtual public meetings were moderately attended. The first public meeting held in the Town of Taos had the highest attendance from the public with a total of 12 participants, while the Los Alamos meeting had no attendees. Online engagement, and more largely the project website, did not garner a large amount of public interest throughout the project; however, meeting attendees represented a wide array of interests and needs and provided invaluable feedback that informed the next steps of the project. Public engagement numbers for all meetings and the key themes are provided below and on the following page.

IN-PERSON MEETINGS

Taos	Los Alamos	Española
12 Meeting Attendees	0 Meeting Attendees	4 Meeting Attendees

VIRTUAL MEETINGS

1st Meeting	2nd Meeting	SURVEY RESPONDENTS
7 Meeting Attendees	3 Meeting Attendees	9 Responses

KEY THEMES & FINDINGS

- Expand service days/hours/frequency to be inclusive of different schedules
- Provide travel training to encourage more people to use NCRTD services
- Improve bus shelters and connecting infrastructure
- Expand service to other destinations (e.g., Albuquerque airport, tourist destinations, southern Colorado)
- Provide service to medical services and employment
- Establish a centralized way to book transportation options
- Explore emerging technology/innovative transportation
- Market services to older adults, young people, students, nonprofits, and others

VIRTUAL PUBLIC MEETINGS - COMMUNITY SPECIFIC KEY THEMES

Two virtual public meetings were held to ensure digital options were provided for all community members to provide feedback and learn more about the project. In total, 10 people attended the virtual public meetings. Meeting attendees were either municipal staff or community members who had location-specific information to share. A brief summary of the discussion topics is provided below.

EDGEWOOD

- As the town continues to grow and age in place, housing, land use, transportation to school/work, and other mobility options will need to be aligned and planned together
- It will be important to explore different mobility options, such as microtransit or other pilot programs, as the town is not dense or populated
- Accessing health care services and other facilities is an issue, particularly for older adults

TAOS

- Service should be more accessible to potential students who do not live on/or near campus

LOS ALAMOS

- Lab employees are choice commuters and transit riders, need to be competitive with single-occupancy vehicle travel

SURVEY RESULTS & NEXT STEPS

Despite the minimal response rate for the Transit Service Survey, responses indicated that many of the themes aligned with what was heard during in-person and virtual meetings. Survey respondents, in general, communicated that more service was needed to connect to schools and higher education, increased frequency of service would enable more people to get to and from their destinations more efficiently, and expanded service coverage to new locations would help community members get to where they needed to go.

The feedback gathered through public outreach informed the next task focused on developing a Needs Assessment. This task provided a standardized approach for identifying mobility gaps and transit needs and informed proposed concepts related to routes, service areas, frequencies, and span of service. The analysis examined spatial, temporal, and capital gaps and needs. The project team also assessed how well the current transit system, including recommendations for near-term implementation, would enhance mobility and community needs across the region. This information provided a robust foundation for identifying mobility strategies, as well as the development of larger-scale and more visionary recommendations for the District.

NON-MOBILITY BENEFITS OF TRANSIT

Transit, particularly transit that operates in rural areas, serves as a lifeline for many community members providing the mode of transportation to reach jobs, educational opportunities, health care, recreation, and shopping. Beyond mobility, transit also provides a wealth of other benefits critical to community vitality. Non-mobility benefits that can and are being captured by NCRTD services are outlined in detail below. Specific strategies that NCRTD can undertake to capture these benefits are included in the Project Prioritization & Performance Based Planning section of the plan.

Improved Public Health

Public health benefits of public transit include improved access to healthy foods and health care services and reduced incidence of chronic diseases associated with sedentary lifestyles such as obesity, diabetes, etc. (studies have shown that the calories burned during a 3-mile commute by biking and by transit are about the same). The NCRTD service region, like many other parts of the nation, is facing a public health crisis in the form of high rates of obesity, diabetes, and heart disease. NCRTD's transit services play a role in improving public health and reducing health care expenditures.

Reduced Pollution

Pollution includes direct pollution from vehicle tailpipe emissions (Nitrogen Oxide, Sulfur Dioxide, particulate matter, etc.) and indirect pollution such as impacts to water quality when stormwater runoff is contaminated with vehicle pollutants that accumulate on roads (e.g., motor oil, transmission fluid, brake pad dust, etc.). Vehicle travel accounts for 14 percent of New Mexico's Greenhouse Gas (GHG) emissions (CO_2, etc.), which is the second highest single source of statewide GHG emissions after electricity generation. New Mexico produces more than twice the national average of GHG emissions per capita. NCRTD's services reduce vehicle miles traveled (VMT) and thereby reduce its transportation-related GHG emissions. Additionally, NCRTD will start transitioning its entire fleet to zero emission vehicles in the coming years, aiding in the reduction of pollution.

Source: New Mexico Climate Strategy, 2020

Improved Community Cohesion

Community cohesion refers to how tight-knit a community is, often measured by how well people know and care about their neighbors. Community cohesion creates a form of neighborhood resiliency that can help a region reduce the impacts of ongoing social problems, and help a region recover more quickly after crisis events, such as a recession or natural disasters. Some studies suggest that promoting land use patterns that provide more opportunities to use transit, walk, and bike can improve community cohesion. The location and design of NCRTD bus stops can promote social interactions.

Reduced Energy Use

Regions that have good transit service often see reduced energy usage (normalized on per capita or some other basis) through reduced fuel consumption for transportation. For example, a study of office buildings in California, a state with stringent green building codes, found that the commute to and from the average office building used 57 percent more energy than the energy required for actually operating the building (for example, lighting, heating, cooling, etc.). Providing transit reduces energy used to commute, and this reduction in energy consumption for transportation accrues directly to individual commuters and their households, translating into increased disposable income that can contribute to regional economic growth through expenditures of local goods and services.

Increased Household Disposable Income

Public transit can help reduce household spending on transportation, thereby freeing up disposable income to spend on other goods and services. Because owning and operating a car has a substantial cost, households that can reduce their reliance on automobiles can achieve substantial savings. While this benefit helps all households, it is of particular importance to lower-income households that spend a higher percentage of their incomes on transportation.

More Cost-Effective Economic Development

Investments in public transit can leverage economic development initiatives and help make those initiatives more cost effective. For example, transit can provide improved regional access for workers (especially those with limited transportation options), which, in turn, helps more people take advantage of education and job training opportunities, and to find and keep a job. Access to transit is also a benefit that improves employee recruitment/retention and workforce productivity both for individual firms and the region as a whole, as studies have shown that transit access results in lower rates of tardiness, absenteeism, and turnover.

More Efficient Land Use Patterns

Investment in public transit can help shape more efficient land use patterns by supporting more compact development in areas that can be well served by transit. In addition, investment in public transit can help focus real estate development along corridors with good service because the transit service itself creates added value that incentivizes redevelopment to occur. To the extent that NCRTD transit service can support more compact development patterns in the region, it will also help reduce development pressures on rural and natural lands that have high agricultural, habitat, and/or scenic value. Preserving these kinds of lands has been identified as a critical strategy of the region's economic development efforts.

4

MISSION & VISION

UPDATING THE MISSION & VISION

To continue to be responsive to community needs and long-term challenges and opportunities, NCRTD updated its mission statement and overall vision. These plan elements, along with the six project categories and associated goals and objectives, were carried forward from the previous Long-Range Strategic Plan. These elements will serve as the framework to strategically guide investments for the organization.

PROJECT CATEGORIES

As stated, project categories from the previous Long-Range Strategic Plan were carried through into this plan update to ensure consistent linkages in the way transit and mobility are advanced. Project categories are integrated into the Needs Assessment and Project Prioritization & Performance Based Planning sections of the plan.

MISSION STATEMENT

The mission of the North Central Regional Transit District is to improve communities' quality of life by providing a resilient, equitable, and effective public transportation system.

VISION

To be a mobility leader connecting people, communities, and the region through seamless, integrated, and innovative mobility options for the betterment of our region.

PROJECT CATEGORIES

- SYSTEM PRESERVATION & SAFETY
- MOBILITY
- ECONOMIC OPPORTUNITY
- PARTNERSHIPS
- ENVIRONMENTAL STEWARDSHIP
- COMMUNITY RELATIONS/ CUSTOMER SERVICE

5

NEEDS ASSESSMENT REPORT - MOBILITY SUMMARY SHEETS

PROPOSED MOBILITY OPTION DEFINITIONS

In this chapter a wide array of mobility options are proposed for different areas of the District. Below are several of the transit service types and other terms that are introduced.

TRANSIT SERVICE TYPES

Fixed-route: Transit service that operates on a defined route and set schedule

Flex fixed-route: Transit service that follows a defined route and set schedule but will flex (deviate) off route within a defined area to pick up passengers upon request

Microtransit: Transit service that is provided through small, on-demand shuttles to nearby locations within a designated service area. Trips are typically requested and managed through a smartphone application

On-Demand/Paratransit: Typically, door-to-door service where riders call ahead to schedule a trip (e.g., Dial-a-Ride, Call-n-Ride, Access-a-Ride)

Carpool/Vanpool: Service organized in advance by a group of people who travel to and from similar locations at the same time

OTHER TERMS

First and Final Mile: Typically refers to the distance between an individual's final origin/destination location and where they are dropped off when using transit service

Micromobility: Refers to mobility options such as small shuttles/vehicles, station-based bikes, dockless bikes and e-bikes, and electric scooters that can help to address first- and last-mile connections and short-trip travel

Travel Training Guide: Refers to a guidebook that contains information on transit/mobility options and information about fares, schedules, routes, and connections to regional and interregional service

Example: https://drmac-co.org/wp-content/uploads/2021/10/GTG-English.NOV_.2021.COLOR_.2Final.pdf

Transit Oriented Development (TOD): Refers to land-use policies, placemaking, and a built environment that intentionally centers transit as the primary mode of transportation. This can be seen through dense, mixed-use development, walkable/bikable environments, and other related land use changes

Mobility Hubs/Plazas: Mobility hubs serve as a central space where different transportation modes are stationed to help people complete first- and final-mile travel, reach short-trip destinations, and other similar trip patterns. Mobility hubs can vary in size, programming, and design to provide a context-sensitive and tiered approach in establishing an interconnected mobility hub framework

MOBILITY SUMMARY FRAMEWORK

A general framework was established to organize four types of potential services along with accompanying trip details and supporting programs and policies. Arranged according to community size, these categories helped guide how strategies were determined for the four counties and cities, towns, and villages that make up the District. This framework provided a general guiding structure; however, strategies were ultimately determined by which would be the most responsive for community needs in each mobility summary sheet.

MICRO

Communities of < 2,000

Service Types: Microtransit (curb to curb) to nearest urban destination (i.e., Española, Santa Fe) five times/week, carpool, ridehailing

Trip Purpose: Medical, shopping, commute (limited)

Supporting Programs/Policies: Ridehailing subsidies*, volunteer driver program, micromobility hubs/mobility plazas

MID

Communities of 2,000 - 5,000

Service Types: Microtransit (curb to curb) to nearest urban destination (i.e., Española, Santa Fe) five times/week, carpool/vanpool, ridehailing, microtransit service (within community)

Trip Purpose: Not restricted

Supporting Programs/Policies: Ridehailing subsidies*, volunteer driver program, micromobility hubs

LARGE

Communities of 5,000 - 10,000

Service Types: Fixed-route service (connections to urban destinations), complementary ADA paratransit service, microtransit transit service

Trip Purpose: Not restricted

Supporting Programs/Policies: Ridehailing subsidies*, volunteer driver program, mobility hubs

URBAN

Communities of >10,000

Service Types: Fixed-route service, including high-frequency service such as Bus Rapid Transit (BRT), complementary ADA paratransit service, microtransit service

Trip Purpose: Not restricted

Supporting Programs/Policies: Mobility hubs

* NCRTD should explore partnering opportunities with ride-hailing companies as feasible in smaller communities

REGIONWIDE STRATEGIES

Proposed strategies that span across the region and/or organization are listed below. Definitions and guidance on mobility hubs, microtransit, and other components of recommended mobility improvements are included on the following pages.

SYSTEM PRESERVATION & SAFETY

- Provide a centralized trip planning/booking/payment program and smartphone application for all agencies in the District

MOBILITY

- Implement mobility/micromobility hubs and mobility plazas, as feasible, in major activity centers
- Provide bus rapid transit (BRT) service connecting major urban centers, such as Santa Fe and Española (14 hours/day, 7 days/week)
- Plan for maintenance facility expansion to support expanded services in Española and Taos
- Consolidate existing bus service routes into a single streamlined route with higher frequencies and longer service span
- Provide timed connections between routes at mobility hubs, as feasible
- Develop a mobility hub implementation strategy and coordinate with local and regional transit agencies, as appropriate

ECONOMIC OPPORTUNITY

- Explore potential to make high ridership transfers fare free (NMDOT Park and Ride and New Mexico Rail Runner Express) or subsidized to ensure other service fares are not restrictive to riders

PARTNERSHIPS

- Establish a formal process with other agencies to provide seamless, efficient transfers and coordinated schedules
- Coordinate with local agencies and partners to provide multimodal connections
- Coordinate with local and statewide health and social service programs, non-governmental organizations, and veterans services offices to fill mobility gaps
- Coordinate with county and statewide visitors bureaus, U.S. Forest Service, National Park Service, Bureau of Land Management to provide mobility services for outdoor recreation
- Establish relationships and partnering opportunities with local housing authorities and non-governmental organizations
- Collaborate with local muncipalities on first- and last-mile connections, accessible connecting infrastructure, and transit oriented development
- Coordinate with local school districts and emerging clean fleet grant awards (e.g., Environmental Protection Agency's Clean School Bus Program)

ENVIRONMENTAL STEWARDSHIP

- Implement recommendations from NCRTD Housing Study
- Pursue grant funding for zero emission vehicles and fleets; consider vehicle size and capacity needs for microtransit and BRT service
- Implement NCRTD Zero Emissions Transition Plan
- Collaborate with NMDOT to define a standard approach for measuring GHG emissions and reductions for transit agencies
- Partner with New Mexico Transit Association to share lessons learned during ZEV transition process

COMMUNITY RELATIONS/CUSTOMER SERVICE

- Develop a travel training guide and culturally responsive marketing and educational resources
- Support and collaborate with post-secondary educational institutions, community colleges, and vocational and trade school programs to ensure transportation options are accessible to students and align with workforce training needs
- Host travel training sessions with NCRTD administrative staff to encourage use of services to reach offices
- Host travel training and ride a bus to school/work events throughout the year (similar to bike to work/school days)
- Work with community leaders, non-governmental organizations, and others to develop transit ambassador volunteer opportunities to promote NCRTD services and provide a community resource for mobility issues

MOBILITY HUBS

Creating seamless opportunities for integrated mobility within the District will serve as an innovative transportation solution and enhance economic and community vitality. Mobility hubs are community focal points that seamlessly integrate various transportation modes, provide supportive multimodal infrastructure, and serve as a placemaking strategy to activate the built environment. Mobility hubs can vary in size, programming, and design to respond to the context and function of each location. Factors that influence the investment level in a mobility hub include existing transit service, land use characteristics, and population and employment densities. NCRTD is currently working on a remodeling effort for the Jim West Regional Transit Center and construction of the Blue Bus Park and Ride in Española. The construction of the Blue Bus Park and Ride will help to increase service accessibility, support the integration of workforce housing and transportation, and help activate this area of the city.

The Long-Range Strategic Plan envisions a network of mobility hubs.

Three types of mobility hubs are recommended within the District:

- **TYPE 1: MOBILITY HUB**
- **TYPE 2: MICROMOBILITY HUB**
- **TYPE 3: MOBILITY PLAZA**

The table below summarizes the typical elements of each type based on whether they are “Vital,” “Recommended,” or “Optional.” Mobility hubs should consider charging for personal vehicles, paratransit/ neighborhood circulators, and ride-hailing fleets.

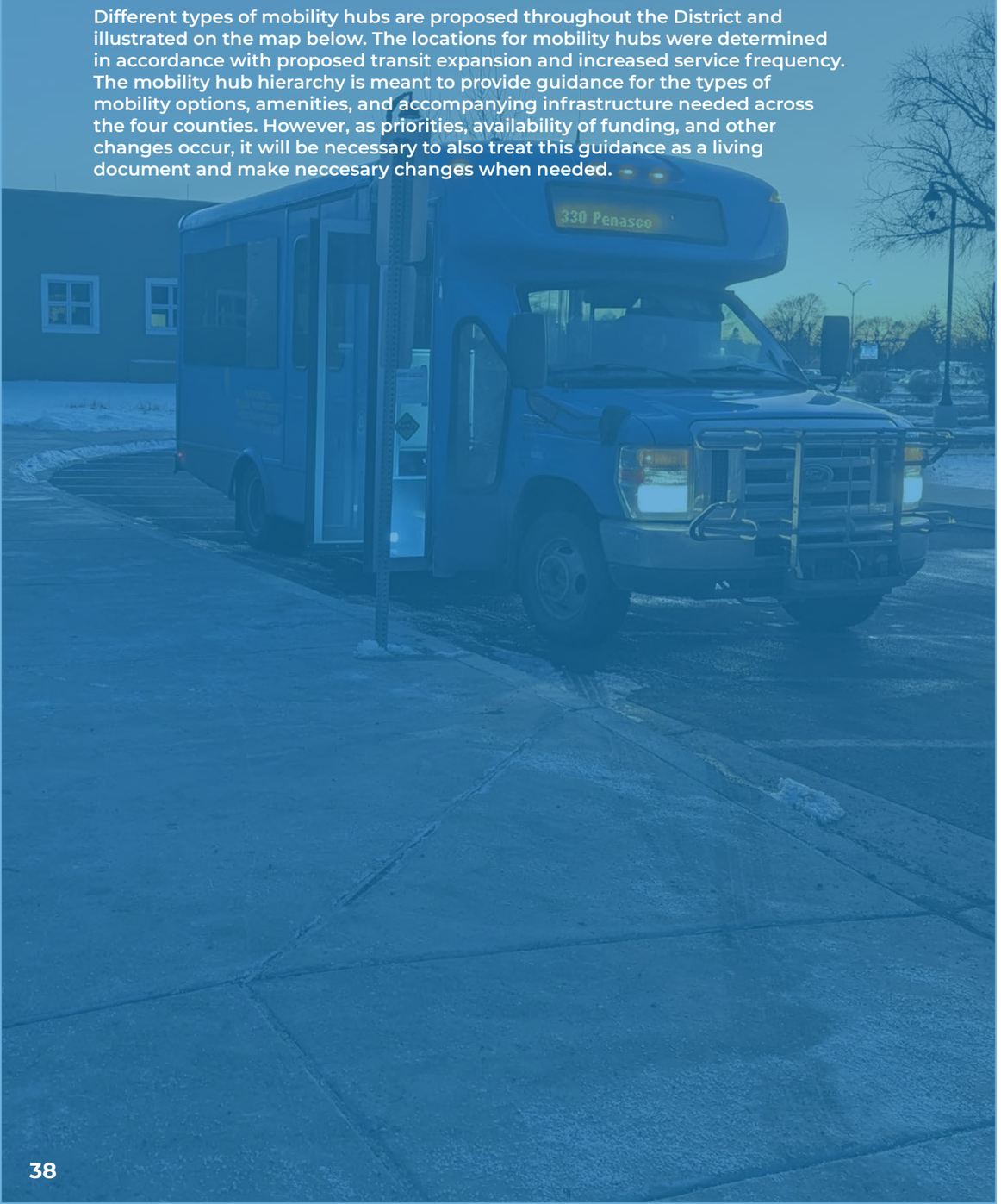
MOBILITY HUB ELEMENTS

	Multimodal Options					Vehicle Connections			Transit Connections & Amenities				Information & Services	
Mobility Hub Element	Bike Share	Bike Parking	Supportive Bicycle Access and Infrastructure	Supportive Pedestrian Access & Infrastructure	Micromobility Options (e.g., electric scooters)	Rideshare/Passenger Loading Zone	Carshare	EV Charging	Bus/Rail Transit Service	Shelters	Benches	Safety & Security	Wayfinding Signage	Wi-Fi /Smartphone Connectivity
Type 1: Mobility Hub	Vital	Vital	Vital	Vital	Vital	Vital	Vital	Vital	Vital	Vital	Vital	Recommended	Vital	Recommended
Type 2: Micromobility Hub	Recommended	Vital	Vital	Vital	Recommended	Recommended	Recommended	Recommended	Vital	Vital	Vital	Recommended	Vital	Optional
Type 3: Mobility Plaza	Recommended	Vital	Vital	Vital	Recommended	Optional	Recommended	Optional	Vital	Recommended	Vital	Recommended	Optional	Optional

Vital · Recommended · Optional

PROPOSED MOBILITY HUB LOCATIONS

Different types of mobility hubs are proposed throughout the District and illustrated on the map below. The locations for mobility hubs were determined in accordance with proposed transit expansion and increased service frequency. The mobility hub hierarchy is meant to provide guidance for the types of mobility options, amenities, and accompanying infrastructure needed across the four counties. However, as priorities, availability of funding, and other changes occur, it will be necessary to also treat this guidance as a living document and make neccesary changes when needed.



PROPOSED MOBILITY HUB NETWORK

GUIDANCE ON MICROTRANSIT

Microtransit is defined as transit service that is provided through small on-demand shuttles to nearby locations within a designated service area. Trips are typically requested and managed through a smartphone application. NCRTD will operate microtransit service in designated zones in the District. The 370 Chile Ride, which serves the Town of Taos, will operate as microtransit service within 2 miles of the route. In Española microtransit service operates within a 15-mile radius of the Española Transit Center. It will be critical for NCRTD to be prepared to gradually deploy microtransit service in communities to meet mobility needs as community demographics change over the next two decades. The information below provides guidance and considerations to note for further deployment of microtransit services.

Communities where Microtransit Can Help Meet Mobility Needs

Communities of < 2,000

As noted in the general framework for the Mobility Summary Sheets, microtransit service is recommended in various parts of the District. It is recommended as a critical component of the mobility vision for communities with populations of less than 2,000 people.

Microtransit has been successfully deployed in various communities that are not densely populated and within a rural context. Case studies from across the country are noted on the right and demonstrate advantages to the deployment of microtransit service as it provides flexible and efficient mobility options for community members.

Advantages to Microtransit in Rural Areas

- Scalable
- Resilient
- Efficiently meets low and fluid demand often found in rural areas

Source: Via, 2020

Trip Types

Engagement with communities that reside in the District and/or use NCRTD services noted the need for transportation that reaches locations such as medical facilities, employment opportunities, higher education and vocational training schools, and larger cities such as Albuquerque and Santa Fe. Micromobility can connect people more efficiently to a variety of destinations.

> “Today, there are more than 100 microtransit deployments across 35 states in America”
>
> Source: Creative ways to fund on-demand public transportation and microtransit, Via, 2021

Vehicle Considerations

Most microtransit deployments work well with one vehicle type. In most cases, an ADA-accessible minivan that accommodates 6 to 8 passengers would be an appropriate selection for microtransit service. Further, as many communities prioritize projects and programs that enable people to age in place, it will be important to have a scalable model to ensure NCRTD is able to address mobility gaps in the District.

Source: Via, 2020

Electric Vehicles

NCRTD is currently working on a Zero Emissions Transition Plan. Guidance and recommendations that emerge from that plan will be critical to integrate within the organization’s microtransit model as it continues to grow. Considerations for ZEVs and charging infrastructure should be examined further.

Marketing & Outreach

A diverse marketing and outreach approach that uses informative and accessible materials helps riders navigate new services. Outreach tools could include local partnerships, webpage updates, focus group trainings, flyers, FAQs, business cards, promotional videos, and social media content.

Source: KFH Group, Service Planning and Implementation of Microtransit Pilot Project, 2022

Key Performance Indicators Considerations

Other considerations in relation to efficiency and key performance indicators include

- More direct routes can be achieved by increasing walking distance parameters. However. depending on the population group that is being served by the microtransit service, this may impact service accessibility
- If Estimated Times of Arrival (ETAs) are increasing at specific times, reallocating driver hours across the day should be considered
- Additionally, if ETAs are increasing, there may be an opportunity to direct drivers to established “terminals” in specific areas of designated zones

Source: Via, 2022

Case Studies & Resources

- Wilson Transit
- Capital Area Rural Transportation System
- Blackfeet Transit

Success Factors in Previous Microtransit Deployments

In the past decade, microtransit has matured into a feasible public transportation service option for many communities. As a result, many lessons have been learned about the factors that contribute to a successful microtransit program.

- Best practice and case studies show that microtransit deployments work best when supported by one vehicle for every 2 to 5 square miles (depending on population density)
- Previous examples show that a mix of population densities within a service area, often matching low to medium density housing with higher density commercial areas, enables microtransit to better serve communities
- Key destinations within the service area, or connections to transit for people to reacg shopping/retail, employment centers, transit hubs or high frequency transit, medical services, and social services are needed within a designated zone
- Ability to group trips to/from key destinations at similar times allows for more efficient service
- Robust marketing and public education are necessary components of any new microtransit service
- ADA accessible vehicles and a call-in option for those without smartphones ensure service is deployed equitably for all community members

LOS ALAMOS COUNTY

PROJECT CATEGORIES

- SYSTEM PRESERVATION & SAFETY
- MOBILITY
- ECONOMIC OPPORTUNITY
- PARTNERSHIPS
- ENVIRONMENTAL STEWARDSHIP
- COMMUNITY RELATIONS/CUSTOMER SERVICE

COMMUNITY NEEDS

- Served by Route 400 (NCRTD),12 fixed-routes operated by Atomic City Transit, and 3 routes operated by NMDOT
- Over the past decade, the county has experienced the second highest increase in population in the District
- 4% of the population is considered low-income
- Nearly 10% of residents have a disability
- 6% of renter-occupied households in the county do not have access to a vehicle
- County residents spend 31% of their income on housing and transportation, the lowest recorded rate in the District
- There is a substantial number of people who commute to and live/work in the county, while outflow numbers are minimal as compared to other counties in the District
- County residents have the shortest commute time, averaging around 15 minutes
- 3% of residents use public transportation to commute to work, the highest rate in the District
- A larger proportion of the population use taxis or another form of ridehailing (4%) than public transportation to commute to work
- Nearly 80% of residents commute less than 10 miles, and approximately 70% of residents earn more than $3,333/month

PUBLIC INPUT

- Recently, housing affordability has become a bigger issue in the county and more coordination to align housing and transportation should be considered

OTHER INFORMATION & CONSIDERATIONS

- Route 400 (Los Alamos): Provide a mid-day option to connect to Los Alamos; however, community members from the Pueblos of San Ildefonso and Pojoaque do not have an efficient way to travel back to their origin destination

POTENTIAL STRATEGIES

ROUTE 400	Coordinate service with NMDOT Park and Ride; explore potential microtransit service with proposed BRT service
	Explore coordination/consolidation of services with ACT to allow commuters and visitors to easily use both services
	Support the implementation of General Transit Feed Specification (GTFS) real-time data for neighboring agencies (ACT) to ensure seamless travel across the District
	Support ongoing efforts to implement a formal carpooling program for Los Alamos National Laboratory
	Work with local community festivals to promote NCRTD services and maintain a visual and informational presence at community events to increase awareness of existing mobility options
	Improve collaboration with Transportation Advisory Board to ensure transportation and affordable housing growth are aligned

RIO ARRIBA COUNTY

COMMUNITY NEEDS

- Served by Routes 100, 110, 150, 160, 170, 180, 190, 200, 300, 400
- Rio Arriba is the only county that saw a population decline in the District, decreasing by approximately 3%
- The county has the highest share of residents with low incomes at approximately 23%
- 15% of county residents have a disability
- The county has the highest rate of zero-vehicle ownership for owner- (5%) and renter-occupied housing (15%)
- County residents spend 65% of their income on housing and transportation, 20 percent higher than what is considered affordable
- Chama residents spend 69% of their income on housing and transportation; nearly every household has a vehicle
- Española residents spend 54% of their income on housing and transportation, 9 points higher than what is considered affordable
- 13% of renter-occupied households do not have access to a vehicle in Española
- Nearly 25% of Española's population and close to 20% of Chama's population are considered low-income
- County residents have the longest commute (30 minutes) in the District
- 86% of county residents drive to work
- One-third of residents travel more than 50 miles for work

PUBLIC INPUT

- Reimplement service to connect to La Mesilla and provide stops at Enchanted Valley Mobile Home Park, The Catholic Church, and Black Mesa Golf Course
- Publicize and increase awareness of NCRTD services through creative and accessible marketing
- Address transportation needs to reach appointments, medical services, and other related health needs without a 24-hour notice
- Add more frequent service on Route 200/300
- Work with Santa Fe Trails to improve schedule alignment/transfers
- Consider adding special service for local community events (e.g., Friday Night Dining)
- Support efforts to align transportation and housing needs

OTHER INFORMATION & CONSIDERATIONS

- NCRTD will deploy microtransit service in replacement of the demand-response zone in Española
- Route 100 (Riverside): Operate two buses on a 30-minute headway from the Ohkay Owingeh to the transfer station and connect to microtransit to the south
- Route 110 (Westside – Crosstown): Eliminate southern section of service and Walmart extension; implement weekend service
- Route 150 (Chimayo): Adjust timing for an earlier arrival/later departure to align with Española buses at transfer center, maintain connection with Peñasco route, and provide stops on both sides of the street
- Route 170 (Jicarilla): Implement earlier and later connections to Chama and Española and prioritize connections to Albuquerque
- Route 180 (El Rito): Operate once a week with three round trips (morning, mid-day, and evening) starting and ending in Española; consider a direct connection with buses to Taos, Santa Fe, and Los Alamos
- Route 190 (Chama): Start earlier for commuting purposes; consider implementation of more stops and a Park and Ride at US 84
- IN DEVELOPMENT: Route 200 (Santa Fe: Interline with Route 300, ensure connectivity with Española transfer station, and convert to an express service with limited stops
- IN DEVELOPMENT: Route 300 (Taos): Operate as a combined service with Route 200 on the weekends to replace the Taos Express, consider implementation of commuter express service, increase service frequency
- Route 400 (Los Alamos): Eliminate route and coordinate with Park and Ride and/or extend the San Ildefonso route

PROJECT CATEGORIES

- SYSTEM PRESERVATION & SAFETY
- MOBILITY
- ECONOMIC OPPORTUNITY
- PARTNERSHIPS
- ENVIRONMENTAL STEWARDSHIP
- COMMUNITY RELATIONS/CUSTOMER SERVICE

POTENTIAL STRATEGIES

	Consider converting Dulce and Chama stops into microtransit zones for one hour every time the bus arrives as a pilot program (SPU)
	ROUTES 100, 200 - Convert Route 100 and 200 to an Española - Santa Fe BRT service
	Develop a hub and spoke model for San Ildefonso, Tesuque, and Santa Fe routes, as a part of phased implementation of Española - Santa Fe BRT service
	ROUTE 150 - Increase hourly service and add weekend service
	ROUTE 160 - Service will be shifted to operate as the original 160 route (Original pre-COVID Santa Clara route with direct service connecting to Española and Santa Fe); explore potential to convert to microtransit service long-term
	ROUTE 170 - Adjust timing for transfers to Chama Route and ensure connectivity to Tierra Amarilla; explore potential to convert to microtransit service long-term
	ROUTE 190 - Expand service span on weekdays and add weekend service
	ROUTE 300 - Increase service to 30-min peak, 60-min off peak and add weekend service; will serve as branch of Española - Santa Fe BRT service
	ROUTE 400 - Coordinate service with NMDOT Park and Ride; explore potential microtransit service with proposed BRT service
	Work with local hospitals and clinics to align medical transportation needs
	Explore potential for ridehailing services to subsidize local trips in Chama and potentially other locations; will serve as pilot program and could be expanded to other small towns and Pueblos
	Consider establishing a volunteer driver program for local ridehailing service
	Work with local municipalities and appropriate partners for the Jim West expansion project and construction of Blue Bus Park and Ride
	Coordinate with human services agencies and organizations that serve older adults in the District to identify mobility needs
	Work with local community festivals to promote NCRTD services and maintain a visual and informational presence at community events to increase awareness of existing mobility options
	Improve collaboration with Transportation Advisory Board to ensure transportation and affordable housing growth are aligned
	Partner with a car-share program for mobility needs in Española and Chama (non-electric vehicle options); pursue grants for charger in Española
	Pursue partnership opportunities with local business activities (Chamber of Commerce activities, etc.) to ensure transit service growth aligns with economic development efforts
	Work with local partners to promote land use development that supports transit service; pursue development projects that support Equitable Transit-Oriented (eTOD) policy in Española
	Provide driver amentities for longer routes, such as a driver relief station in Chama

SANTA FE COUNTY

COMMUNITY NEEDS

- Served by Routes 160, 200, 220, 250/255, 260, 270, 280, 290, 300
- Santa Fe County experienced the highest rate of population growth in the District (6%)
- 13% of county residents are considered low-income
- 14% of county residents have a disability
- 25% of county residents are over the age of 65
- 10% of renter-occupied households do not have access to a vehicle
- County residents spend 54% of their income on housing and transportation, 9 points higher than what is affordable
- Edgewood residents spend a higher proportion of their earnings (59%) on housing and transportation than those who reside in Santa Fe (50%); both are considered unaffordable
- Over 10% of people who reside in the City of Santa Fe and Town of Edgewood are considered low-income
- 15% of Santa Fe residents have a disability; 12% of Edgewood residents have a disability
- 20% of Santa Fe and Edgewood residents are under the age of 18
- County residents commute close to 20 minutes to get to work
- 10% of county residents carpool to work
- Nearly 60% of County residents travel less than 10 miles to work

PUBLIC INPUT

- Provide a connection between Edgewood and the Rio Metro/ABQ Ride service
- Continue to pursue more grant opportunities
- Coordinate with other mobility services to provide seamless, efficient transportation options in the District
- Provide service to connect to medical and healthcare, employment, grocery/shopping, and other opportunities
- Explore sustainable mobility options to integrate into NCRTD service (e.g., zero emission vehicles)
- Provide multilingual and accessible transit resources/materials
- Improve the usability and consistency of the app
- Enhance multimodal and safety features of connecting infrastructure to existing stops
- Support local institutions and transportation options for students; coordinate with UNM and vocational training programs to establish a CDL training and other related programs
- Host travel training/ride a bus to school/work day and market service to older adults, young people, students, and others

OTHER INFORMATION

- Need for regionally coordinated effort for transit technology investment (e.g., website/smartphone application) (2045 Santa Fe Metropolitan Transportation Plan)
- Support efforts to address first- and last-mile mobility options (2045 Santa Fe Metropolitan Transportation Plan)
- IN DEVELOPMENT: Route 200 (Santa Fe): Interline with route 300, connect to Española transfer station
- Route 220 (Tesuque): Market as local component of service; align stops at San Ildefonso, Española, and Tesuque Casino
- Route 250/255 (Mountain Trail): Public feedback communicated a need for increased frequency and additional daily runs
- Route 260 (La Cienega): Convert to microtransit service that operates once a week (8:00 am to 6:00 pm)
- Route 270 (Turquoise Trail): Separate into 2 routes to serve commuter service from 599 station to state facilities (south)
- Route 280 (Eldorado): Provide mid-day trip, coordinate with Santa Fe Trails to enable use of existing Santa Fe Trails stops
- Route 290 (Edgewood): Market the service similar to Route 270, no service changes noted
- Route 300/Taos 305: Taos Express: Operate as a combined express service on weekends to replace the Taos Express; consider limited stops during weekday commuter service; increase service to allow additional daily runs

PROJECT CATEGORIES

- SYSTEM PRESERVATION & SAFETY
- MOBILITY
- ECONOMIC OPPORTUNITY
- PARTNERSHIPS
- ENVIRONMENTAL STEWARDSHIP
- COMMUNITY RELATIONS/CUSTOMER SERVICE

POTENTIAL STRATEGIES

- ROUTE 160 - Service will be shifted to operate as the original 160 route (Original pre-COVID Santa Clara route with direct service connecting to Española and Santa Fe); explore potential to convert to microtransit service long-term
- ROUTE 200 - Convert Route 200 to an Española - Santa Fe BRT service
- ROUTE 220 - Consider coordinating with NMDOT on expanding service on Routes 220 and 230 with an emphasis on morning and late afternoon hours to connect to/return from Los Alamos short-term; consider converting Route 220 to a microtransit service long-term
- ROUTE 260 - Consider converting to microtransit service long-term
- ROUTE 270, 280, 290 - Consider converting to microtransit service with flex route; expand weekday service; coordinate with ABQ Ride on a connection with Edgewood
- ROUTE 300 - Increase service to 30-min peak, 60-min off peak and add weekend service,; will serve as branch of Española - Santa Fe BRT service
- Establish the South Capitol Station as a mobility hub, continue to work on Eldorado Park and Ride
- Explore formalizing carpooling that already takes place to reach employment opportunities, medical appointments, and other needs; encourage the use of electric vehicles for this program
- Explore vanpool options to connect people to high activity centers as a second phase to carpool pilot program; encourage the use of electric vehicles for this program
- Coordinate with Santa Fe Trails for seamless connections and easy transfers; explore feasibility of consolidating other agencies as a part of NCRTD as second phase
- Integrate micromobility options into NCRTD service, as feasible, to allow for seamless travel regionwide
- Improve collaboration with Transportation Advisory Board to ensure transportation and affordable housing growth are aligned
- Coordinate with human services agencies and organizations that serve older adults in the District to identify mobility needs
- Initiate the development of micromobility and mobility hubs as appropriate in Santa Fe, Edgewood, and other towns/cities
- Work with local community festivals to promote NCRTD services and maintain a visual and informational presence at community events to increase awareness of existing mobility options
- Coordinate with schools and other local institutions to hold informational pop-ups to increase visibility of NCRTD services
- Host travel training and ride a bus to school/work events throughout the year (similar to bike to work/school days)
- Coordinate with municipalities to operate seasonal weekend service to local community events and festivals
- Collaborate with Rail Runner to provide seamless transfers between services
- Collaborate with Santa Fe Trails, and local airports to provide transportation options to the Santa Fe Airport
- Coordinate with City of Santa Fe on status of transit service needs for new development, such as the Community College District and others planned in and around city boundaries; initiate discussion on plans for annexation of areas with planned development

TAOS COUNTY

COMMUNITY NEEDS

- Served by Routes 200, 300, 305, 310, 320, 330, 340, 341, 350, 360, 370, 380, 800
- Nearly 20% of county residents in the county are considered low-income
- Nearly 20% of residents have a disability, the highest rate in the District
- Approximately 25% of residents are over the age of 65
- 10% of renter-occupied households in the county do not have a vehicle
- County residents spend 70% of their income on housing and transportation, 25 percent higher than what is affordable
- The Town of Taos has the highest proportion (22%) of residents whose earnings are considered low-income
- Nearly 20% of Taos and Questa residents have a disability
- Nearly two-thirds of residents in Taos Ski Valley are over the age of 65
- One-third of the population in Taos is over the age of 65, while nearly 30% of the population in Questa is under the age of 18
- 22% of renter-occupied households in Taos do not have a vehicle
- The county's three largest towns have the highest H+T indices across the District; Taos (63%), Questa, (63%) and Taos Ski Valley (89%)
- County residents commute 20 minutes to get to work; 14% of commuters carpool, the highest proportion in the District
- Nearly 50% of residents commute less than 10 miles

PUBLIC INPUT

- Improve the usability of the app (add travel planning, etc.)
- Coordinate with UNM and other vocational training programs to establish a CDL training program and other related curricula
- Host travel training and ride a bus to school/work day
- Coordinate with institutions and agencies to serve older adults, young people, and students
- Coordinate with other mobility services to provide seamless and efficient transportation options in the District
- Provide service to connect to medical and healthcare, employment, grocery/shopping, and other opportunities
- Explore more sustainable mobility options (e.g., electric vehicles)
- Collaborate with local businesses to improve service awareness and align transportation options with economic development
- Add weekend service for community members to reach farmers markets, community events, and other festivals
- Improve safety and accessibility of connecting infrastructure at bus stops
- Expand service into the evening to serve students and shift workers
- Add an airport shuttle to connect to the Santa Fe airport
- Add a connection to Rail Runner service

OTHER INFORMATION

- NCRTD will deploy microtransit service in the Town of Taos (370 Chile Ride)
- IN DEVELOPMENT: Route 200 (Santa Fe): Interline with Route 300, connect to Española transfer station, and convert to express service
- IN DEVELOPMENT: Route 300/305 (Taos and Taos Express): Operate as a combined express service on weekends to replace the Taos Express; consider limited stops during weekday commuter service; increase service to allow additional daily runs
- Route 310 (Red River)/Route 320 (Questa): Combine routes and maintain service hours; introduce one day/week service to connect Costilla and Taos, align timing with the Chile Red and Red River line, expand service to connect to Prado
- Route 330 (Peñasco): Maintain transfer connection with Route 150;convert hospital into microtransit stop
- Route 340 (Chile Line Red): Extend service hours and days, add weekend service, eliminate non ADA demand service, and extend service to UNM); two new stops and two improvements to stops are planned
- Route 341 (Taos Ski Valley): Adjust timing of route to not duplicate 240 Chile Line Red; operate limited service to Arroyo Seco
- Route 350 (UNM): Eliminate this route and incorporate into Route 340
- Route 800 (Angel Fire): Implement commuter service (Angel Fire to Taos), add stops (e.g., grocery stores, Eagle Nest)

PROJECT CATEGORIES

- SYSTEM PRESERVATION & SAFETY
- MOBILITY
- ECONOMIC OPPORTUNITY
- PARTNERSHIPS
- ENVIRONMENTAL STEWARDSHIP
- COMMUNITY RELATIONS/CUSTOMER SERVICE

POTENTIAL STRATEGIES

MOBILITY	IN DEVELOPMENT: Provide microtransit service in the Town of Taos as a part of the 370 Chile Ride
MOBILITY	ROUTE 200 - Convert Route 200 to an Española - Santa Fe BRT service
MOBILITY	ROUTE 300 - Increase service to 30-min peak, 60-min off peak and add weekend service; will serve as branch of Española - Santa Fe BRT service
MOBILITY	ROUTE 320 - Consider converting to microtransit service with flex route; expand weekday service
MOBILITY	ROUTE 340 - Increase service to 30-min peak, 60-min off peak and add weekend service
MOBILITY	ROUTE 350 - Convert to an extension of Route 340
MOBILITY	ROUTE 360 - Consider converting to microtransit service with flex route; expand weekday service
MOBILITY	ROUTE 370 - Convert to fixed-route feeder
PARTNERSHIPS	Support efforts for an airport shuttle to connect to Taos Ski Valley and other large visitor destinations (charge for recreational trips similar to Taos Ski Valley, maintain fare free if not recreational)
ECONOMIC OPPORTUNITY	Explore formalizing carpooling that already takes place to reach employment opportunities, medical appointments, and other needs; encourage the use of electric vehicles for this program
ECONOMIC OPPORTUNITY	Explore vanpool options to connect people to high activity centers as a second phase to carpool pilot program; encourage the use ofelectric vehicles for this program
MOBILITY	Integrate micromobility options into NCRTD service, as feasible, to allow seamless travel regionwide
ENVIRONMENTAL STEWARDSHIP	Improve collaboration with Transportation Advisory Board to ensure transportation and affordable housing growth are aligned
PARTNERSHIPS	Coordinate with human services agencies and organizations that serve older adults in the District to identify mobility needs
MOBILITY	Initiate the development of micromobility/mobility hubs as appropriate in Taos and Taos Ski Valley
ECONOMIC OPPORTUNITY	Coordinate with local municipalities to operate seasonal weekend service to local community events and festivals
PARTNERSHIPS	Partner with a car-share program for mobility needs (non-electric and electric)
COMMUNITY RELATIONS/CUSTOMER SERVICE	Coordinate with local institutions to establish CDL, electrification training and maintenance, and other related curricula
MOBILITY	Provide seasonal evening service as a pilot; expand to year-long evening service as appropriate
PARTNERSHIPS	Collaborate with Santa Fe Trails and local airports to provide transportation options to the Santa Fe Airport
PARTNERSHIPS	Collaborate with Rail Runner to provide seamless transfers between services
ECONOMIC OPPORTUNITY	Pursue partnership opportunities with local business activities (Chamber of Commerce activities, etc.) to ensure transit service growth aligns with economic development efforts
MOBILITY, ECONOMIC OPPORTUNITY, ENVIRONMENTAL STEWARDSHIP, PARTNERSHIPS	Work with local partners to promote land use development that supports transit service; pursue development projects that support Equitable Transit-Oriented (eTOD) policy in Taos

6

SERVICE EXPANSION VISION & PLAN

APPROACH

The previous chapter outlined proposed mobility strategies for each county in the District. Included in these strategies were recommendations advanced from the Service Plan Update that occured in 2021, as well as identified service changes through this plan update. Together these service changes encompass a new service expansion vision that will be reviewed in more detail in this chapter.

It is important to note the service plan changes identified are proposed over the course of 20 years and any type of expanded service or increased frequency will need to be phased in and examined further.

SERVICE PLAN OBJECTIVES

- Consolidate service that duplicates routes operated by other agencies
- Expand service span on weekdays and add weekend service where appropriate
- Schedule timed transfer connections at critical timepoints (transit centers/mobility hubs)
- Increase service frequency along the Santa Fe-Española-Taos spine
- Coordinate and adjust service with NMDOT Park and Ride

SERVICE PLAN EXPANSION OVERVIEW

- Introduce microtransit “flex routes”
  - Schedule trips during peak times in addition to microtransit corridor or zone
  - Develop timed transfer connections to other routes at transit centers/mobility hubs
- Increase service for higher performing routes
  - Examples: Routes 110, 150, 340
  - Increase service frequency, span, and add weekend service
- Phase implementation of Bus Rapid Transit (BRT)
  - Streamline Routes 100, 200, 300 into a high-frequency spine

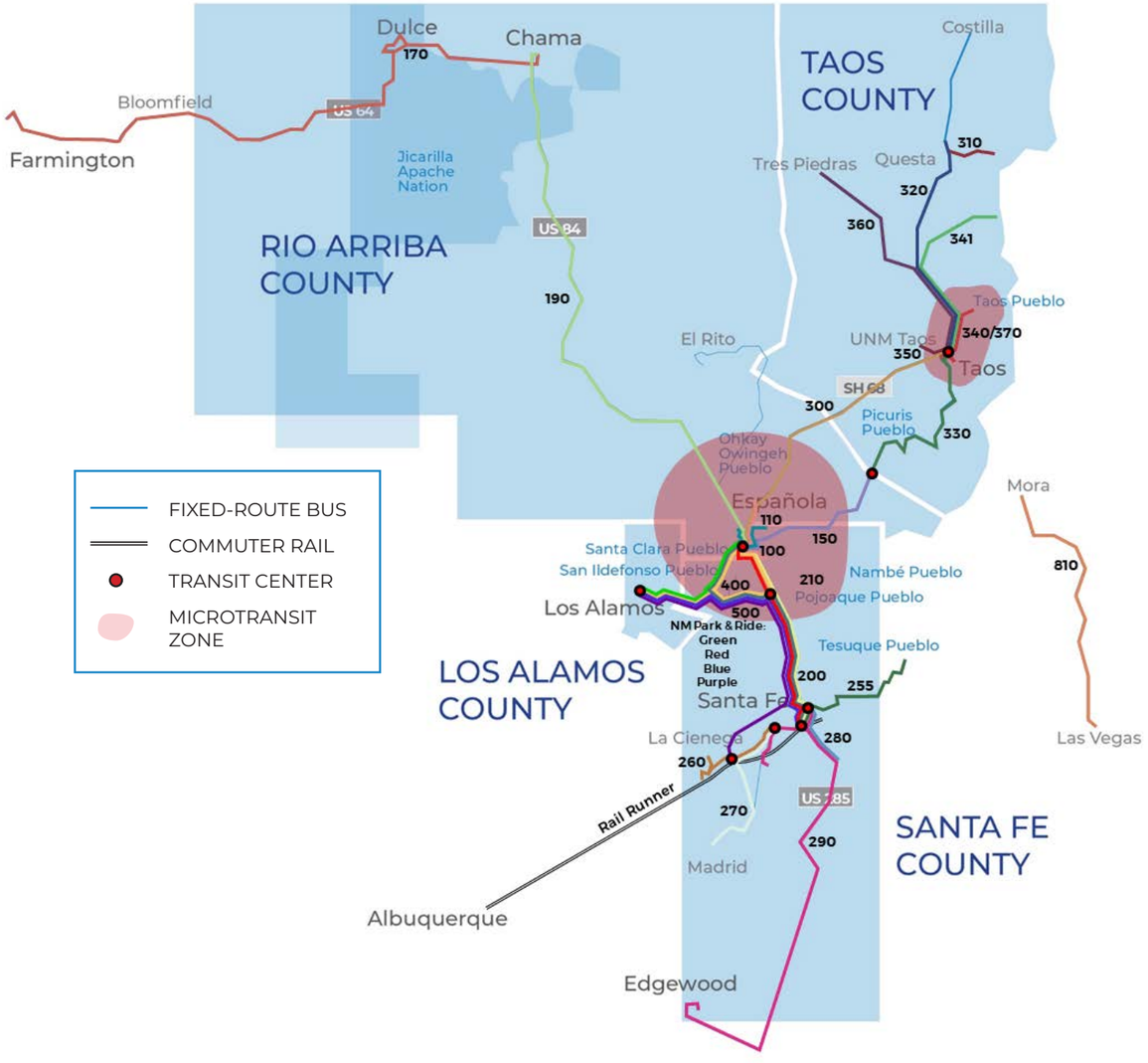
SANTA FE-ESPAÑOLA-TAOS BRT SERVICE CHARACTERISTICS

(20-YEAR GOAL)

- 15-Minute Peak, 30-Minute Off-Peak (Between Santa Fe and Española)
- 30-Minute Peak, 60-Minute Off-Peak (Between Española and Taos)
  - Through trips to/from Santa Fe
- 6 AM-10 PM Weekdays, 8 AM-6 PM Weekends/Holidays
- Speed up run times with transit signal priority
- Connect with Rail Runner, Santa Fe Trails, NMDOT Park and Ride, timed transfers at key timepoints with other NCRTD routes

EXISTING SYSTEM MAP

The map below shows current NCRTD service as of January 2023. This map also shows NM Park and Ride and Rail Runner services that operate in the four-county area. Microtransit service operates in Taos with a 2-mile radius from the Chile Line. In Española, microtransit operates within a 15-mile radius of the Española Transit Center.

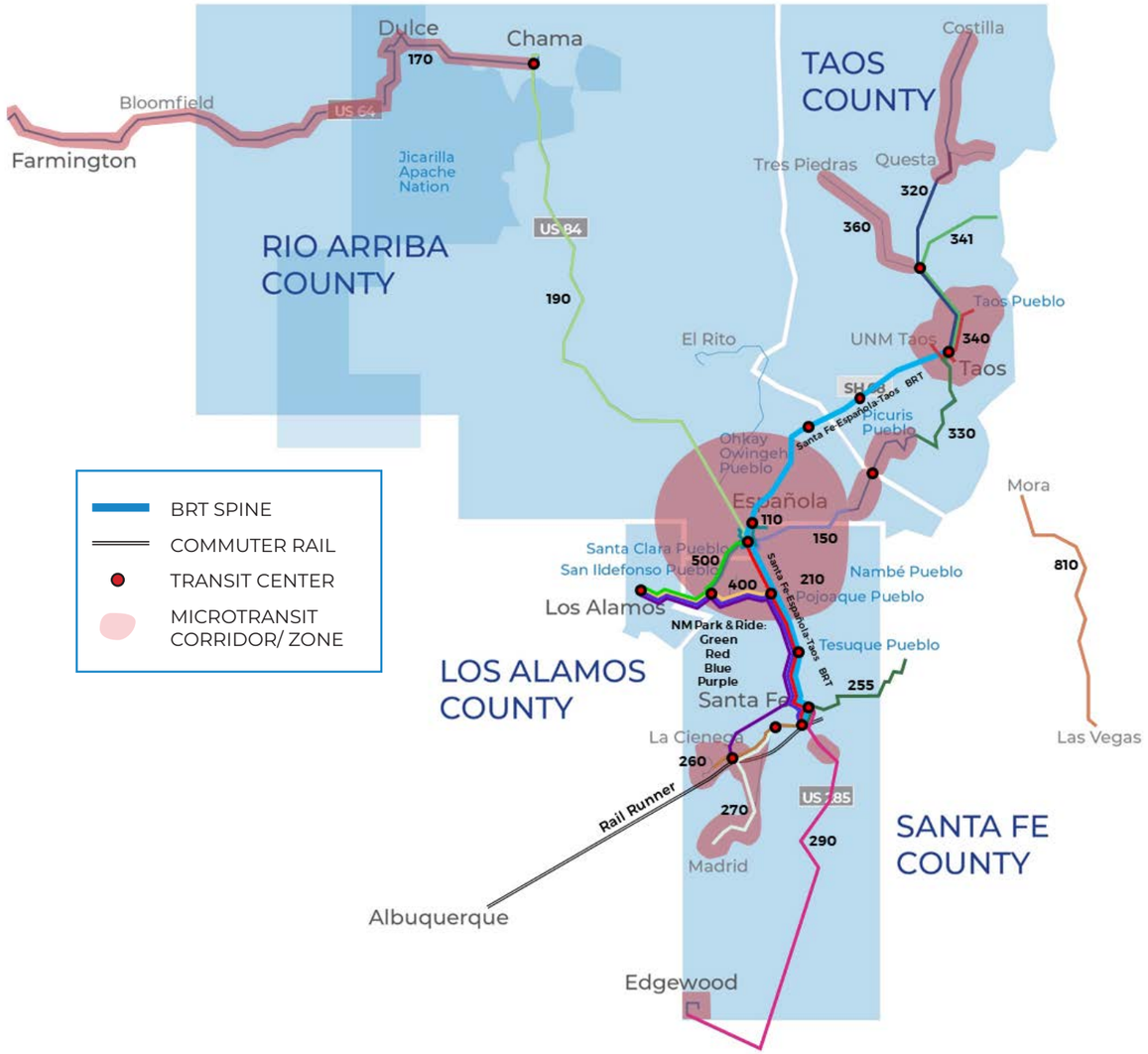


PROPOSED BRT SPINE

The proposed BRT spine would connect Taos, Española, and Santa Fe. Between Taos and Española, 30-minute peak service and 60-minute off-peak service are recommended. Service between Española and Santa Fe is recommended to have 15-minute peak and 30-minute off-peak service. Using the three cities a to anchor BRT service will support interconnected mobility options, promote economic development and placemaking, and equitably distribute transit service in northern New Mexico.

PROPOSED SYSTEM MAP (20-YEAR GOAL)

In 20 years, it is proposed that all routes that overlap and duplicate other NCRTD routes and routes operated by other agencies be combined or consolidated. Doing so will improve ease of navigation and accessibility for riders. Further, standardizing microtransit corridors and zones in the identified areas of the District would enable NCRTD to provide service within a flexible model while improving service efficiency. Microtransit service could be operated similar to that of current service, demand-response or "flexing" (deviating off-route) for routes with up to three scheduled trips within a designated corridor/zone. This, alongside other potential changes, will help establish a standard for service policies across the District.



BRT CONSIDERATIONS

Summarized below are several considerations related to urban design, land use, ideal service area characteristics, and complementary transit policies to plan for BRT service. Two types of BRT service are noted, the first, primarily focused on high operating speeds, reliability, and fewer stops is branded as a premium level service. The second BRT service model requires a more substantial amount of capital investment, and would be recommended for more urban, dense built environments.

Service Guidelines

BRT 1 -
Defined as a premium level service, with higher operating speeds, greater reliability, and fewer stops above local bus service. Buses and stations are brand identified, typically with standard amenities, such as shelters, benches, and real-time passenger information.

BRT 2 -
Requires higher capital investment than BRT 1 due to specialized or dedicated running ways, related infrastructure, such as high-capacity stations with enhanced amenities similar to those for light or heavy rail lines, and passing lanes at stations to allow vehicles the flexibility to bypass stations.

	Urban Design Guidelines	Land Use	Ideal Service Areas	Complementary Transit Policies
BRT 1	• Bus station access/ amenities • Pedestrian access • Street connectivity	• Medium- to high-density residential • Medium-high commercial • Employment nodes • Mixed Use	• Urban areas • Activity nodes (e.g. hospitals, schools, malls)	• Bus station policies • Pedestrian guidelines • Transit priority zones, where a designated area provides operating advantage for transit over other modes (measures could include transit-only lanes or transit signal priority)
BRT 2	• Pedestrian access • Street connectivity • Lane dedication • Station/Station design	• High-density residential • High-density commercial • Employment nodes • Mixed Use	• Dense, established corridors • Dense employment nodes • Dense downtowns	• TOD policies/overlay zones • TOD design guidelines • Specific Plan overlay zones • Station area plans

Source: NACTO Bus Rapid Transit Service Design Guidelines, 2007.

7

CAPITAL & OPERATING PLAN

CAPITAL COST OVERVIEW

The Service Expansion Vision outlines a series of near- and long-term service changes. Capital costs will increase over the next two decades if proposed service changes are implemented. In total, it is projected that capital cost will total $34.8 million. It is important to note that this sum excludes the cost of battery electric bus (BEB) charging stations. More information about changes in capital cost are shown below.

- **$34.8 million (2022 dollars)**
  Total capital cost; excludes cost of BEB charging stations
- **$25.2 million**
  21 new buses for BRT service
  Note: Total encompasses 20% spare vehicles
- **$6.50 million**
  Garage space for 21 vehicles, split among Taos, Española and Santa Fe
  Could include charging infrastructure for BEB fleet (additional cost)
- **$3.10 million**
  Infrastructure for Mobility Hubs
  Includes both new stations and upgrades to existing stops
- **$1-2 million**
  Signal (ITS) upgrades
- **$100,000**
  Estimated annual cost for potential Planning Studies

OPERATING COST OVERVIEW

Operating costs are projected to increase by approximately $6.8 million by the end of the 20-year outlook of the Long-Range Strategic Plan. A brief overview of the operating costs is provided below and the table on the following pages provides a detailed look at specific route changes and associated operating costs.

- **$7.3 million (2022 dollars)**
  Additional annual operating costs for BRT route
  Total of 65,200 annual service hours
- **$6.8 million**
  Additional annual operating costs
- **Approximately $2.0 million**
  Annual operating costs saved in efficiencies from other routes
- **$1.5 million**
  Additional annual operating costs for service increases on other routes

CAPITAL COSTS

Fleet

21 New BEB Buses	Cost Per Each	$1.20 Million
	Total Cost	$24.6 Million

Facilities
(additional garage capacity for BRT fleet)

Taos	4 Buses	$1.50 Million
Española	10 Buses	$3.00 Million
Santa Fe	7 Buses	$2.00 Million
TOTAL		$6.50 Million

Mobility Hubs

Taos County		$0.50 Million
NM-68 & 570		$0.25 Million
NM-68 & 75		$0.25 Million
Española		$0.50 Million
Cities of Gold		$0.25 Million
Tesuque Pueblo		$0.50 Million
South Capitol		$0.25 Million
Stop Upgrades		$1.00 Million
TOTAL		$3.10 Million

ITS Infrastructure

Signal Upgrades		$1.50 Million

Planning Studies & Engineering/Design

Planning Studies & Engineering/Design		$0.10 (Annual Cost)

Note: Cost estimates are based on 2022 dollars

TOTAL ADDITIONAL CAPITAL COSTS ..... $34.8 million

OPERATING COSTS

Route #	Route Name	Description	Service	Suggested Long Range Transit Improvements	Annual Operating Cost Change	Fleet Change
100	Riverside	Ohkay Owingeh Pueblo and Española	30-min, 6 AM to 6 PM Weekdays	Convert to Española-Santa Fe BRT service	-$1,000,000.00	-2
110	Westside	Fairview to the Westside and Española Valley High School	60-min, 8 AM to 5 PM Weekdays	Expand service on weekdays, add weekend service	$300,000.00	0
150	Chimayo	Las Trampas, Truchas, Cordova, Chimayo, La Puebla, Santa Cruz, and Española	1-2 hour frequency, 6 AM to 6 PM Weekdays	Maintain original 160 route (Original pre-COVID Santa Clara route with direct service connecting to Española and Santa Fe); explore potential to convert to microtransit service long-term	$200,000.00	0
160	Santa Clara	Santa Clara Pueblo, Chamita, Ohkay Owingeh Pueblo, Española, Cities of Gold, Santa Fe	4 roundtrips, combined 160, 220, and 230	Convert to on-demand service or BRT pattern	-$200,000.00	0
170	Jicarilla	Jicarilla Apache Nation, Chama, Dulce, Bloomfield, Farmington	4 roundtrips, M-W-F and T-R patterns	Convert to on-demand service	$0.00	0
180	El Rito	Española to El Rito through Ojo Caliente	Suspended		$0.00	0
190	Chama	Chama, Tierra Amarilla, Canjilon, Ghost Ranch, Abiquiu, and Española Transit Center	3 roundtrips Weekdays	Expand service on weekdays, add weekend service	$300,000.00	1
200	Santa Fe	Santa Fe, Tesuque Pueblo, Pojoaque Pueblo, and Española Transit Center	4 roundtrips Weekdays	Convert to Española-Santa Fe BRT service	-$500,000.00	-1
210	Pojoaque-Nambé	On-demand service	On demand, 6 AM to 6 PM	Expand service span on weekdays	$100,000.00	0
220	Tesuque	Santa Fe, Tesuque Pueblo, Pojoaque Pueblo, and Española Transit Center	4 roundtrips, combined 160, 220, and 230	Convert to on-demand service or BRT pattern	-$200,000.00	0
230	San Ildefonso	San Ildefonso, El Rancho, Jaconita, and Pojoaque Pueblo	4 roundtrips, combined 160, 220, and 230	Convert to on-demand service or BRT pattern	-$200,000.00	0
255	Mountain Trail	South Capitol Rail Runner Station to Ski Santa Fe	2 Weekday roundtrips, 3 Weekend roundtrips	No change	$0.00	0
260	La Cienega	La Cienega Valley to 599 Rail Runner Station and Santa Fe	3 Weekday roundtrips	Convert to on-demand service	$0.00	0
270	Turquoise Trail	Santa Fe, Turquoise Trail, Los Cerrillos, Madrid, and Golden	5 Weekday roundtrips	Convert to on-demand service with flex route, expand weekday service	$100,000.00	0
280	Eldorado	Santa Fe, Eldorado, Galisteo, Stanley, Moriarty, and Edgewood	5 Weekday roundtrips	Convert to on-demand service with flex route, expand weekday service	$100,000.00	0
290	Edgewood	Santa Fe, Eldorado, Galisteo, Stanley, Moriarty, and Edgewood	1 Weekday roundtrip	Convert to on-demand service with flex route to connect to communities west of Edgewood, expand weekday service	$100,000.00	0
300	Taos	Taos, Pilar, Dixon, Velarde, Alcalde, and Española Transit Center	4 Weekday roundtrips	Increase to 30-min peak, 60-min off peak and weekends, branch of BRT	-$500,000.00	-1
305	Taos Express	Weekends Only	2 Weekend roundtrips	Discontinue	$0.00	0
310	Red River	Questa and Red River	Suspended	Discontinue	$0.00	0
320	Questa	Costilla, Cerro, Questa and Taos	4 Weekday roundtrips	Convert to on-demand service with flex route, expand Weekday service	$100,000.00	0

OPERATING COSTS

Route #	Route Name	Description	Service	Suggested Long Range Transit Improvements	Annual Operating Cost Change	Fleet Change
330	Peñasco	Taos, Las Trampas, Chamisal, Picuris Pueblo, Peñasco, and, seasonally, Sipapu Ski Resort	3 Weekday roundtrips	No change	$0.00	0
340	Chile Red Line	Taos, Taos Pueblo	45-min, 7 AM to 6 PM	Increase to 30-min service, increase service span, add weekend service	$300,000.00	2
341	TSV Green	Seasonal winter service from Taos to Taos Ski Valley		Increase service to year-round	$200,000.00	1
350	UNM Taos	Taos and UNM campus	4 trips, On-demand 6 AM to 6 PM	Convert to extended Route 340	-$30,000.00	-1
360	Tres Piedras	Tres Piedras to El Prado and Taos	2 M-W roundtrips	Convert to on-demand service, expand weekday service	$150,000.00	0
370	Chile Ride	Chile Line Red route	Microtransit	Convert to fixed-route feeder	$0.00	0
400	Los Alamos	Los Alamos, Pojoaque Pueblo, Santa Clara Pueblo, San Ildefonso, and Española Transit Center	2 Weekday roundtrips	Coordinate service with Park and Ride, possible on-demand service with BRT	$0.00	0
500	Tribal Combined	Combined routes 160, 220, and 230	See other routes	Convert to Española-Santa Fe BRT service	$0.00	0
810	Mora			Convert to on-demand service with flex route, expand Weekday service	$150,000.00	0
BRT	Española-Santa Fe	New frequent service between Española and Santa Fe	15-min peak 30-min off-peak, 6 AM to 10 PM Weekdays, 8 AM to 6 PM Weekends		$7,300,000.00	21

TOTAL ANNUAL OPERATING COSTS FOR BRT SERVICE $7,300,000.00

TOTAL ADDITIONAL ANNUAL OPERATING COSTS $6,770,000.00

8

PROJECT PRIORITIZATION & PERFORMANCE BASED PLANNING

Performance-based planning is a quantitative and strategic approach to transportation planning that analyzes data to determine how effectively transportation investments are working toward achieving the identified transportation goals. The last Long-Range Strategic Plan established performance measures and targets around six major project categories introduced in the Mission and Vision chapter of this plan.

This chapter uses the project categories as a foundation to weave in all mobility strategies developed in previous chapters. The strategies are listed in the following tables alongside one-time cost and project priority information. Specific strategies developed as a part of the previous Long-Range Strategic Plan have also been carried forward into this plan update to ensure recommendations continue to build off of one another.

The information on the following pages is organized according to project goals and associated information highlighted below.

CATEGORY	General classification under which goals, objectives and strategies fit
GOAL	Desired result an organization envisions, plans, and commits to achieve
OBJECTIVE	Statement about what is to be accomplished; used to set performance targets
PERFORMANCE MEASURE	Metric to measure progress toward meeting an objective; requires identification of the baseline and target for success
STRATEGY	Specific action to be taken to meet identified objectives

TRENDING CATEGORIES

identifies how each performance measure should be moving to gauge success in implementing strategies

CATEGORY:
SYSTEM PRESERVATION AND SAFETY

GOAL:
A WELL-MAINTAINED, SAFE, AND RELIABLE TRANSIT SYSTEM

OBJECTIVE 1.1

Maintain existing services and diversify funding sources to adequately meet the future needs of NCRTD

MEASURING SUCCESS:	TRENDING
Identify new state, federal, and private funding sources, hold District-wide election to remove sunset or renew GRT	↑
Work with NMTA to obtain legislation for state transit funds	↑

STRATEGIES	COST*	PRIORITY
1.1.A. Pursue an increase in NCRTD GRT funding	$0.10M	HIGH
1.1.B. Continue advocating for a state transit fund for capital and operations	N/A	HIGH
1.1.C. Pursue a GRT increase to fund the projects and Service Expansion Vision identified in the Long-range Strategic Plan Update	N/A	HIGH

Strategy carried forward from previous Long-Range Strategic Plan
New strategy introduced in the Long-Range Strategic Plan update

*In 2022 dollars
N/A = Included in existing resources

OBJECTIVE 1.2

Improve organizational performance and efficiency, including maximizing service life of fleet and facilities.

MEASURING SUCCESS:	TRENDING
Annual operating cost per boarding	↓
Annual cost per mile	↓
Annual cost per vehicle	↓
Ability to garner resources to implement capital replacement plan	↑
Annual updates to transit asset management plan	↑
Annual vehicle down time per vehicle, annual maintenance cost per vehicle funds	↓

STRATEGIES	COST*	PRIORITY
1.2.A. Work collaboratively with public and private transportation providers in the region to maximize services	N/A	MEDIUM
1.2.B. Implement transit asset management and maintenance plan (fleet and facilities)	$2.00M	HIGH
1.2.C. Support the implementation of GTFS real-time data for partner agencies to ensure seamless travel across the District	N/A	HIGH
1.2.D. Provide a centralized trip planning/booking/payment program and smartphone application for all agencies in the District	Shared cost with other agencies	HIGH

Strategy carried forward from previous Long-Range Strategic Plan
New strategy introduced in the Long-Range Strategic Plan update

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CATEGORY: SYSTEM PRESERVATION AND SAFETY

GOAL: A WELL-MAINTAINED, SAFE, AND RELIABLE TRANSIT SYSTEM

OBJECTIVE 1.3

To provide a safe and secure transportation environment

MEASURING SUCCESS:	TRENDING
Annual reported incidents in relation to annual ridership	↓
Annual major and minor accidents per 100,000 revenue miles	↓
Implementation of safety management system specific to NCRTD needs	↑
Biannual transit safety summit with local law enforcement and other transit agencies	↑
Inclusion of safety and security training as part of quarterly driver training	↑
Customer feedback regarding perception of safety customer surveys and monthly complaints and incident reports	↑

STRATEGIES	COST*	PRIORITY
1.3.A. Identify safety and security issues and implement measures to mitigate risk	$0.62M	HIGH
1.3.B. Coordinate incident response plan with local law enforcement for direct threat on board transit vehicles and in transit facilities	N/A	MEDIUM
1.3.C. Use Intelligent Transport System capabilities to inform drivers and the public of emergency public safety announcements	$.005	MEDIUM
1.3.D. Continue to coordinate with counties on development of disaster management plan	N/A	MEDIUM
1.3.E. Ongoing driver and staff safety and security training	$0.10M	HIGH
1.3.F. Update the Long-Range Strategic Plan and Tribal Transit Service Plan in 5 years	$0.10M	MEDIUM

Strategy carried forward from previous Long-Range Strategic Plan
New strategy introduced in the Long-Range Strategic Plan update

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CATEGORY: MOBILITY

GOAL: A CONNECTED AND ACCESSIBLE TRANSIT SYSTEM

OBJECTIVE 2.1

Provide older adults, youth, people with low-incomes, veterans, and mobility impaired residents with access to goods, services, jobs, and activities through a fare-free service, to the extent it is viable

MEASURING SUCCESS:	TRENDING
Percentage of transit-dependent population served in the four-county area	↑
Ability to host a travel training and ride a bus to school/work event seasonally	↑

STRATEGIES	COST*	PRIORITY
2.1.A. Provide service to all transit supportive areas where there are historically underserved and overburdened communities	Included in other strategies	HIGH
2.1.B. Develop travel training program	$1.50M	MEDIUM
2.1.C. Host travel training and ride a bus to school/work events throughout the year (similar to bike to work/school days)	$0.001M	HIGH

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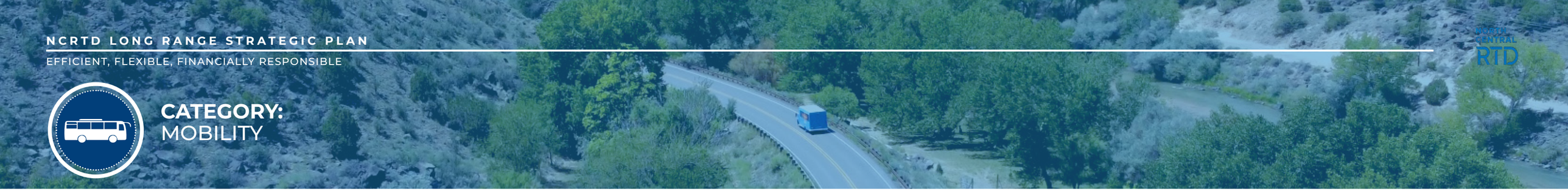

CATEGORY:
MOBILITY

GOAL:
A CONNECTED AND ACCESSIBLE TRANSIT SYSTEM

OBJECTIVE 2.2	MEASURING SUCCESS:	TRENDING
Improve accesibility of stops, facilities, and vehicles	Percentage of ADA Transition Plan implemented	↑
	Percentage of vehicle fleet able to accommodate all user needs	↑

STRATEGIES	COST*	PRIORITY
2.2.A. Conduct a region-wide evaluation of bus stop accessibility, prioritize enhancements, and implement recommendations.	$2.90M	HIGH
2.2.B. Evaluate fleet replacement options to ensure convenient access and comfortable use by mobility impaired users	$0.01M	MEDIUM
2.2.C. Design new stops, stations, and park and rides to accommodate people of all ages and abilities	Included in other strategies	HIGH
2.2.D. Adopt accessibility design standards for stops and facilities	N/A	HIGH
2.2.E. Coordinate with NMDOT and local agencies on regional infrastructure planning to incorporate multimodal accessibility.	N/A	MEDIUM
2.2.F. Provide timed connections between routes at mobility hubs, as feasible	Included in other strategies	HIGH
2.2.G. Work with local partners to promote land use development that supports transit service; pursue development projects that support Equitable Transit-Oriented (eTOD) policy	TBD	HIGH
2.2.H. Work with local municipalities and appropriate partners for the Jim West expansion project and construction of Blue Bus Park and Ride	TBD	HIGH

Strategy carried forward from previous Long-Range Strategic Plan
New strategy introduced in the Long-Range Strategic Plan update

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OBJECTIVE 2.3	MEASURING SUCCESS:	TRENDING
Increase connectivity to key areas within and outside the region to the extent viable	New and enhanced routes identified in service plans implemented, as viable	↑
	Implementation of Google Transit	↑

STRATEGIES	COST*	PRIORITY
2.3.A. Conduct feasibility studies for highly requested new routes and implement those identified as feasible	TBD	HIGH
2.3.B. Continue coordination of NCRTD services to complement and interconnect with other transit systems	N/A	MEDIUM
2.3.C. Develop a mobility hub implementation strategy and coordinate with local and regional transit agencies, as appropriate	$0.20M	MEDIUM
2.3.D. Implement mobility/micromobility hubs and mobility plazas, as feasible, in major activity centers	$6.6M	MEDIUM
2.3.E. Partner with a micromobility provider, as feasible	TBD	LOW
2.3.F. Explore potential for ridehailing services to subsidize local trips; start as pilot program and expand to other communities, as feasible	TBD	LOW
2.3.G. Consider establishing a volunteer driver program for local ridehailing service	TBD	LOW
2.3.H. ROUTES 100, 200 - Convert Routes 100 and 200 to an Española - Santa Fe BRT service	$35.0M	MEDIUM
2.3.I. Develop a hub and spoke model for San Ildefonso, Tesuque, and Santa Fe routes, as a part of phased implementation of Española - Santa Fe BRT service	Included in other strategies	MEDIUM
2.3.J. ROUTE 150 - Increase hourly service and add weekend service	$0.50M	HIGH
2.3.K. ROUTE 160 - Operate as the original 160 route (Original pre-COVID Santa Clara route with direct service connecting to Española and Santa Fe); explore potential to convert to microtransit service long-term	- $0.20M	HIGH

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CATEGORY: MOBILITY

STRATEGIES	COST*	PRIORITY
2.3.L. ROUTE 170 - Adjust timing for transfers to Chama Route and ensure connectivity to Tierra Amarilla; explore potential to convert to microtransit service long-term	$0.00M	HIGH
2.3.M. ROUTE 190 - Expand service on weekdays, add weekend service	$0.30M	HIGH
2.3.N. ROUTE 200 - Convert Route 200 to an Española - Santa Fe BRT service	Included in other strategies	MEDIUM
2.3.O. ROUTE 220 Consider coordinating with NMDOT on expanding service on Routes 220 and 230 with an emphasis on morning and late afternoon hours to connect to/return from Los Alamos short-term; consider converting Route 220 to a microtransit service long-term	- $0.20M	HIGH
2.3.P. ROUTE 260 - Consider converting to microtransit service long-term	$0.00M	HIGH
2.3.Q. ROUTE 270, 280, 290 - Convert to on-demand service with flex route to connect to communities west of Edgewood, expand weekday service	$0.30M	HIGH
2.3.R. ROUTE 300 - Increase service to 30-min peak, 60-min off peak and add weekend service; will serve as branch of Española - Santa Fe BRT service	- $0.50M	MEDIUM
2.3.S. ROUTE 320 - Consider converting to microtransit service with flex route, expand weekday service	$0.10M	HIGH
2.3.T. ROUTE 340 - Increase service to 30-min peak, 60-min off peak and add weekend service	$0.30M	HIGH
2.3.U. ROUTE 350 - Convert to an extension of Route 340	- $0.30M	HIGH
2.3.V. ROUTE 360 - Consider converting to microtransit service with flex route; expand weekday service	$0.15M	HIGH
2.3.W. ROUTE 370 - Convert to fixed-route feeder	$0.00M	HIGH
2.3.X. ROUTE 400 - Coordinate service with NMDOT Park and Ride; explore potential microtransit service with proposed BRT service	$0.00M	MEDIUM
2.3.Y. Continue operating contracted services (e.g., Route 810 Mora, 341 TSV Green)	$0.35M	HIGH

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CATEGORY: ECONOMIC OPPORTUNITY

GOAL:
A TRANSIT SYSTEM THAT ENCOURAGES ECONOMIC DEVELOPMENT & VITALITY

OBJECTIVE 3.1	MEASURING SUCCESS:	TRENDING
Increase workforce and resident access to education and higher paying jobs	Number of educational institutions and jobs served by transit	↑
	Percent of riders who identify their trip purpose as work or education	↑

STRATEGIES	COST*	PRIORITY
3.1.A. Provide daily weekday service to higher education institutions and large employment centers	Included in other strategies	HIGH
3.1.B. Work with higher education institutions to identify the service hours best suited to students' needs and class times	N/A	HIGH
3.1.C. Pursue partnership opportunities with local business activities (Chamber of Commerce activities, etc.) to ensure transit service growth aligns with economic development efforts	N/A	HIGH
3.1.D. Explore formalizing carpooling that already takes place to reach employment opportunities, medical appointments, and other needs; encourage the use of electric vehicles for this program	N/A	LOW
3.1.E. Explore vanpool options to connect people to high activity centers as a second phase to carpool pilot program; encourage the use of electric vehicles for this program	N/A	LOW

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CATEGORY: ECONOMIC OPPORTUNITY

GOAL:
A TRANSIT SYSTEM THAT ENCOURAGES ECONOMIC DEVELOPMENT & VITALITY

OBJECTIVE 3.2

Increase NCRTD's impact on economic development in the region (support transit-oriented development, tourism and access to recreational areas, etc.)

MEASURING SUCCESS:	TRENDING
Percentage of annual boardings identified as having a tourism/recreational trip purpose	↑
Percentage of land use applications received by NCRTD, the percentage reviewed and commented on by NCRTD	↑

STRATEGIES	COST*	PRIORITY
3.2.A. Provide service to major regional tourist attractions for use by employees and visitors	$9.70M	MEDIUM
3.2.B. Enhance and market service between Taos and Santa Fe to accommodate visitors travel	Included in other strategies	MEDIUM
3.2.C. Participate in land use planning and development activities with local municipalities	Included in other strategies	MEDIUM
3.2.D. Coordinate with municipalities to operate seasonal weekend service to local community events and festivals	N/A	MEDIUM
3.2.E. Explore potential to subsidize transfers fare free (when connecting to NMDOT Park and Ride and New Mexico Rail Runner Express)	N/A	MEDIUM
3.2.F. Work with local partners to promote land use development that supports transit service; pursue development projects that support Equitable Transit-Oriented (eTOD) policy	Included in other strategies	HIGH

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OBJECTIVE 3.3

Educate the public about the economic benefits of transit

MEASURING SUCCESS:	TRENDING
Qualitative assessment of the quality and quantity of outreach efforts that educate the public about transit's economic benefits	↑
Annual increase in ridership per capita	↑
Voter renewal of GRT	N/A
Ability to host a travel training and ride a bus to school/work event seasonally	↑

STRATEGIES	COST*	PRIORITY
3.3.A. Create a marketing campaign that illustrates both the mobility and non-mobility benefits of transit	$0.10M	HIGH
3.3.B. Implement travel training program	Included in other strategies	MEDIUM
3.3.C. Host travel training and ride a bus to school/work events throughout the year (similar to bike to work/school days)	Included in other strategies	HIGH

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CATEGORY: PARTNERSHIPS

GOAL:
REGIONAL COLLABORATION ON TRANSIT SERVICE NEEDS AND INVESTMENTS

OBJECTIVE 4.1	MEASURING SUCCESS:	TRENDING
Serve as technical resource for transit supported development throughout the region	Qualitative assessment of NCRTD's participation in local agency land use planning and development review processes	↑
	Percent of land use applications received by NCRTD, the percentage reviewed and commented on by NCRTD	↑
	Participate in and hold informational pop-ups at schools and local institutions	↑

STRATEGIES	COST*	PRIORITY
4.1.A. Evaluate the opportunity to create a new staff position within NCRTD to coordinate with counties, municipalities, Tribal entities, and state on land use planning and review	$1.60M	MEDIUM
4.1.B. Coordinate with schools and other local institutions to hold informational pop-ups to increase visibility of NCRTD services	N/A	HIGH
4.1.C. Partner with a car-share program (non-electric and electric)	TBD	LOW
4.1.D. Work with local hospitals and clinics to align medical transportation needs	N/A	HIGH

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OBJECTIVE 4.2	MEASURING SUCCESS:	TRENDING
Establish stronger working relationships with local municipalities, Tribes, and government agencies	Human service plan that allows the District to pursue additional funding for service	↑
	Implementation of recommendations made in a coordinated human service transportation plan	↑

STRATEGIES	COST*	PRIORITY
4.2.A Conduct a coordinated human service and public transportation plan for the four-county service area	$0.75M	HIGH
4.2.B. Coordinate with Santa Fe Trails for seamless connections and easy transfers; explore feasibility of consolidating other agencies	N/A	MEDIUM
4.2.C. Explore feasibility of consolidating transit service with other agencies	N/A	MEDIUM
4.2.D. Collaborate with Rail Runner to provide seamless transfers between services	N/A	MEDIUM
4.2.E. Explore coordination/consolidation of services with Atomic City Transit to allow commuters and visitors to easily use both services	N/A	MEDIUM
4.2.F. Coordinate with local agencies and partners to provide multimodal connections	Included in other strategies	HIGH
4.2.G. Coordinate with local and state health and social service programs, non-governmental organizations, and veterans services offices to fill mobility gaps	N/A	HIGH
4.2.H. Coordinate with county and statewide visitors bureaus, U.S. Forest Service, Parks and Recreation, Bureau of Land Management to provide mobility services for outdoor recreation	N/A	HIGH
4.2.I. Establish relationships and partnering opportunities with local housing authorities and non-governmental organizations	N/A	HIGH
4.2.J. Collaborate with local municipalities on first- and last-mile connections, accessible connecting infrastructure, and transit oriented development	N/A	HIGH
4.2.K. Coordinate with local school districts and emerging clean fleet grant awards (e.g., EPA's Clean School Bus Program)	N/A	HIGH
4.2.L. Coordinate with City of Santa Fe on status of transit service needs for new development, such as the Community College District and others planned in other parts of the District; initiate discussion on plans for annexation of areas with planned development	N/A	HIGH
4.2.M. Work with local partners to promote land use development that supports transit service; pursue development projects that support Equitable Transit-Oriented (eTOD) policy	Included in other strategies	HIGH

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CATEGORY: PARTNERSHIPS

GOAL:
REGIONAL COLLABORATION ON TRANSIT SERVICE NEEDS AND INVESTMENTS

OBJECTIVE 4.3	MEASURING SUCCESS:	TRENDING
Ensure that the NCRTD Service Plan is consistent with and complementary to regional transportation plans	Participate in development of city, county, Pueblo, RPO, MPO, and state transportation plans	↑
	Work with New Mexico Transit Association and NMDOT to promote transit and increase ridership throughout the state	↑

STRATEGIES	COST*	PRIORITY
4.3.A. Participate in development of city, county, Pueblo, Regional Transportation Planning Organization, Metropolitan Planning Organization, and state transportation plans.	Included in other strategies	MEDIUM
4.3.B. Work with New Mexico Transit Association and NMDOT to promote transit and increase ridership throughout the state.	Included in other strategies	MEDIUM
4.3.C. Support ongoing efforts to implement a formal carpooling program for Los Alamos National Laboratory	N/A	HIGH
4.3.D. Support efforts for an airport shuttle to connect to Taos Ski Valley and other large visitor destinations (charge for recreational trips similar to Taos Ski Valley, maintain fare free if not recreational)	N/A	LOW
4.3.E. Collaborate with Santa Fe Trails and local airports to provide transportation options to the Santa Fe Airport	N/A	HIGH

Strategy carried forward from previous Long-Range Strategic Plan
New strategy introduced in the Long-Range Strategic Plan update

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N/A = Included in existing resources

CATEGORY: ENVIRONMENTAL STEWARDSHIP

GOAL: A TRANSIT SYSTEM THAT PROTECTS AND ENHANCES THE BUILT AND NATURAL ENVIRONMENT

OBJECTIVE 5.1	MEASURING SUCCESS:	TRENDING
Achieve the District's Sustainability Plan	Continued annual review and implementation of adopted Sustainability Plan	↑
	Adoption of NCRTD Zero Emissions Transition Plan; continued annual review and implementation of plan recommendations	↑

STRATEGIES	COST*	PRIORITY
5.1.A. Evaluate and purchase, to the extent viable, low emission, fuel-efficient, and alternative fuel vehicles to replace and expand fleet	$0.01M	MEDIUM
5.1.B. Evaluate and implement, to the extent viable, alternative sources of sustainable energy such as solar and wind for NCRTD facilities	$0.22M	MEDIUM
5.1.C. Implement elements of NCRTD's Sustainability Plan	TBD	MEDIUM
5.1.D. Pursue grant funding for zero emission vehicles and charging infrastructure, with consideration for location-specific needs	N/A	HIGH
5.1.E. Implement NCRTD Zero Emissions Transition Plan	TBD	HIGH

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New strategy introduced in the Long-Range Strategic Plan update

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CATEGORY: ENVIRONMENTAL STEWARDSHIP

GOAL: A TRANSIT SYSTEM THAT PROTECTS AND ENHANCES THE BUILT AND NATURAL ENVIRONMENT

OBJECTIVE 5.2	MEASURING SUCCESS:	TRENDING
Promote mass transit to reduce congestion of single-occupant motor vehicle traffic, to decrease auto accidents, prolong life of road facilities, prolong and extend petroleum resources, and reduce noise and air pollution	Reduction in vehicle miles of travel and carbon emissions as a result of miles traveled by NCRTD customers	↓

STRATEGIES	COST*	PRIORITY
5.2.A. Participate in regional land use planning as regional TOD resource to encourage efficient land use patterns	Included in other strategies	MEDIUM
5.2.B. Improve collaboration with Transportation Advisory Board to ensure transportation and affordable housing growth are aligned	N/A	HIGH
5.2.C. Implement recommendations from NCRTD Housing Study	TBD	HIGH
5.3.D. Collaborate with NMDOT to define a standard approach for measuring GHG emissions and reductions for transit agencies	N/A	HIGH
5.3.E. Partner with New Mexico Transit Association to share lessons learned during ZEV transition process	N/A	MEDIUM
5.3.G. Work with local partners to promote land use development that supports transit service; pursue development projects that support Equitable Transit-Oriented (eTOD) policy	Included in other strategies	HIGH

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CATEGORY: COMMUNITY RELATIONS/CUSTOMER SERVICE

GOAL: A RELIABLE AND RESPONSIVE TRANSIT AGENCY THAT PROVIDES GREAT SERVICE TO ALL CUSTOMERS

OBJECTIVE 6.1	MEASURING SUCCESS:	TRENDING
Provide “Service Excellence” as a team of respectful, qualified professionals and expand “Customers First” principles	Percentage of formal customer inquiries addressed annually	↑
	Customer satisfaction survey results	↑

STRATEGIES	COST*	PRIORITY
6.1.A. Include customer service feedback questions on survey	N/A	HIGH
6.1.B. Respond to information requests, commendations, and complaints within one business day	N/A	HIGH
6.1.C. Provide annual Service Excellence training for all NCRTD staff	$0.10M	HIGH
6.1.D. Achieve and maintain on-time performance of 90 percent at key time points system-wide	$5.50M	HIGH
6.1.E. Coordinate with local institutions to establish CDL, electrification training and maintenance, and other related curricula	TBD	HIGH
6.1.F. Design and implement a driver relief station along Route 170, between Farmington and Chama	$0.20M	HIGH

Strategy carried forward from previous Long-Range Strategic Plan
New strategy introduced in the Long-Range Strategic Plan update

*In 2022 dollars
N/A = Included in existing resources

CATEGORY:
COMMUNITY RELATIONS/CUSTOMER SERVICE

GOAL: A RELIABLE AND RESPONSIVE TRANSIT AGENCY THAT PROVIDES GREAT SERVICE TO ALL CUSTOMERS

OBJECTIVE 6.2	MEASURING SUCCESS:	TRENDING
Expand marketing and promotion efforts to increase new and choice ridership	Portion of annual boardings identified as being new riders and/or choice riders	↑
	Development of new programs and educational opportunities related to CDL and ZEV training	↑

STRATEGIES	COST*	PRIORITY
6.2.A. Expand marketing, education, and travel training to schools and employment centers served	$0.10M	HIGH
6.2.B. Conduct marketing effort to educate and attract visitors and tourists	$0.20M	MEDIUM
6.2.C. Develop, conduct, and participate in initiatives that promote public transit	$0.10M	LOW
6.2.D. Evaluate potential to provide Guaranteed Ride Home program	$.005M	MEDIUM
6.2.E. Work with local community festivals to promote NCRTD services and maintain a visual and informational presence at community events to increase awareness of existing mobility options	N/A	HIGH
6.2.F. Host travel training sessions with NCRTD administrative staff to encourage utilization of services	N/A	HIGH
6.2.G. Work with community leaders, non-governmental organizations, and others to develop transit ambassador volunteer opportunities to promote NCRTD services and provide a community resource for mobility issues	$0.1M	HIGH

Strategy carried forward from previous Long-Range Strategic Plan
New strategy introduced in the Long-Range Strategic Plan update

*In 2022 dollars
N/A = Included in existing resources

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LONG-RANGE FINANCIAL PLAN

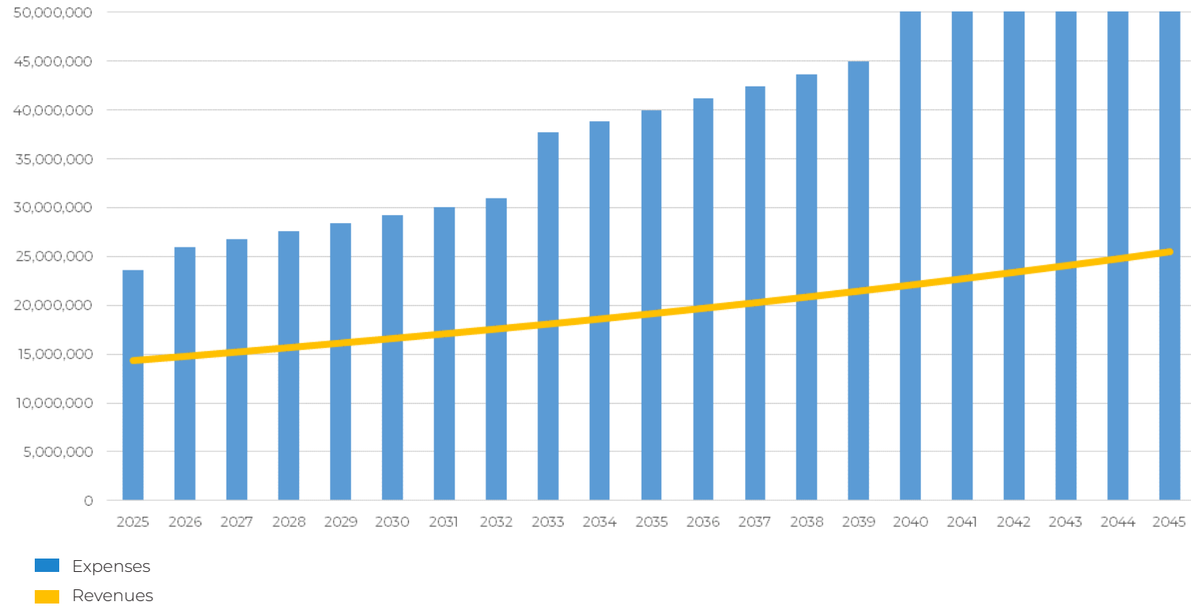
FUNDING SCENARIOS

In collaboration with NCRTD staff, four financial scenarios were developed to evaluate options for funding the Service Expansion Vision and accompanying implementation strategies. The four scenarios are listed below and more information about projected expenses and revenues spanning to 2045 are also provided.

General assumptions that were used for the development of the scenarios align with the typical annual growth rates for NCRTD. Scenario 1 shows a no action projection. Modifications were made to the local match contributions in both scenarios 2.A. and 2.B. And in Scenario 3 a GRT increase from 1/8 cent to 1/4 cent was applied to revenue projections.

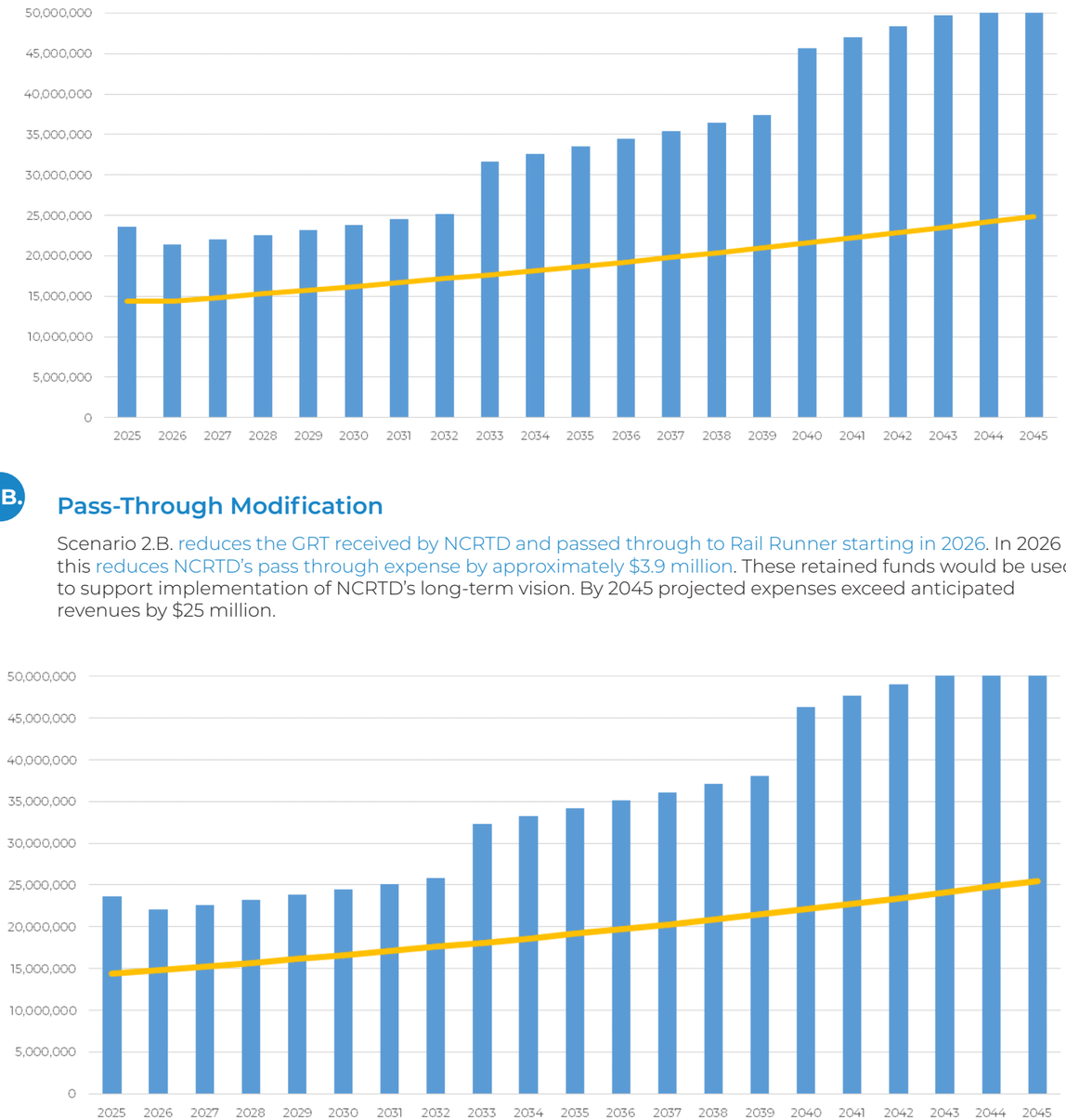
1. No Action

Scenario 1 demonstrates that without an increase in revenue, and no action, implementation of the strategic plan recommendations will not be feasible. Projected expenses exceed revenue projections in 2025, with the gap between both projections growing steadily over the next two decades. By 2045 projected expenses exceed anticipated revenues by $25 million.



2.A. Pass-Through and Local Match Adjustment

Scenario 2.A. reduces the local match contribution and maintains the match amount constant from 2027 through 2045. This scenario reduces local match revenues by $350K in 2026 and throughout the remainder of the financial plan. On the expense side, it reduces the amount of GRT received by NCRTD and passed through to other local agencies. In 2026, the estimate GRT revenue that would be passed through to other transit agencies would be reduced from an estimated $6 million to approximately $1.6 million, retaining $4.4 million. By 2045 projected expenses exceed anticipated revenues by $25 million.

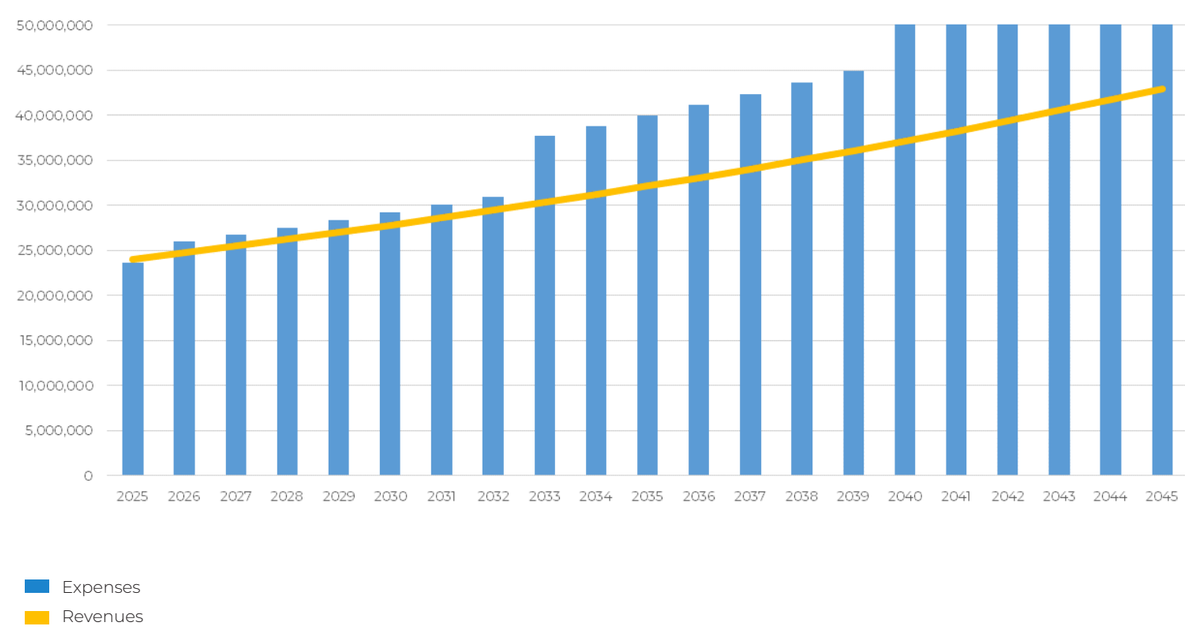


2.B. Pass-Through Modification

Scenario 2.B. reduces the GRT received by NCRTD and passed through to Rail Runner starting in 2026. In 2026 this reduces NCRTD's pass through expense by approximately $3.9 million. These retained funds would be used to support implementation of NCRTD's long-term vision. By 2045 projected expenses exceed anticipated revenues by $25 million.

3. GRT Increase

Scenario 3 would double the GRT from 1/8 cent to 1/4 cent in 2025. This increase would enable NCRTD to implement a majority of the long-term vision through a phased implementation through 2045 without reducing the passthrough funding to other transit agencies in the region. While this option presents the best opportunity formeeting the increasing needs of the region in a reliable manner, it would require a vote of the people. This scenario shows a deficit in the out years, it is anticipated that the full vision could be implemented with moderate financial support provided through grant opportunities at the state and federal level.



The four scenarios present different options for NCRTD's future transit vision. To achieve the mission and vision established by the Board and NCRTD staff, it will be critical that needed funding is planned for and the appropriate partners are active participants in advancing recommendations. It is recommended that NCRTD pursue Scenario 3, a GRT increase, as this will enable NCRTD to continue to be a mobility leader that connects people, communities, and the region for years to come.

NORTH CENTRAL RTD