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Transit System Consolidation Analysis

NORTH CENTRAL REGIONAL TRANSIT DISTRICT AND CITY OF SANTA FE

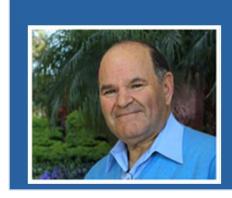
August 2017





Consolidation Analysis Team

 Transportation Management & Design (TMD) with Felsburg, Holt & Ullevig (FHU) and Rosemary Romero Consulting (RRC) conducted a preliminary management study of the opportunities and constraints, advantages and disadvantages of a contemplated consolidation of the North Central Regional Transit District (NCRTD) and Santa Fe Trails (SFT) as part of an enlarged NCRTD regional agency.







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Task Leader

(Task 1 and 2A)



Project Overview

Subject of

Today's Report

Task 1: Study Consensus-Building and Presentations

Task 2: Evaluation of Current Operations

<u>Task 3: Development & Evaluation of Proposed</u> Consolidation Options

Task 4: Final Report to Include Presentation/Outreach Input

Task 3 Overview

Task 3: Development & Evaluation of Proposed Consolidation Options

- 3A: Financial Analysis
- 3B: Physical Assets Analysis
- 3C: Labor Force Alternatives
- 3D: Fixed Route and Paratransit Analysis of Consolidation Option Alternatives
- 3E: Summary Report of Comparisons

Project Overview

Project Goal

 Provide information to policy makers in their consideration of whether to move forward with consolidation.

Study Characteristics

- Not a service design study; all existing services are assumed to be unchanged in orientation or schedule.
- The study is an analysis of the benefits, shortcomings, and associated changes to support a potential consolidation .

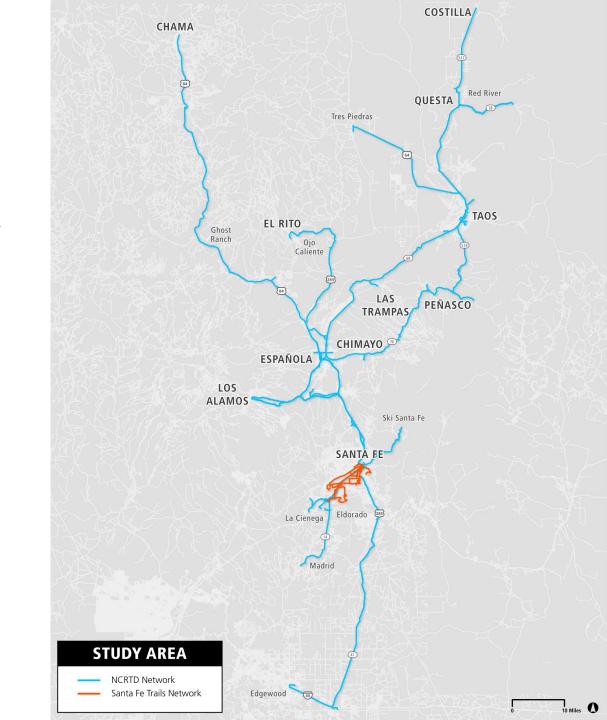
Presentation Overview

- Fixed Route and Paratransit Analysis of Consolidation Option Alternatives
- Physical Assets Analysis of Consolidation Options
- Financial Analysis of Consolidation Options
- Labor Force Alternatives

Fixed Route and Paratransit Analysis of Consolidation Option Alternatives (Task 3D)

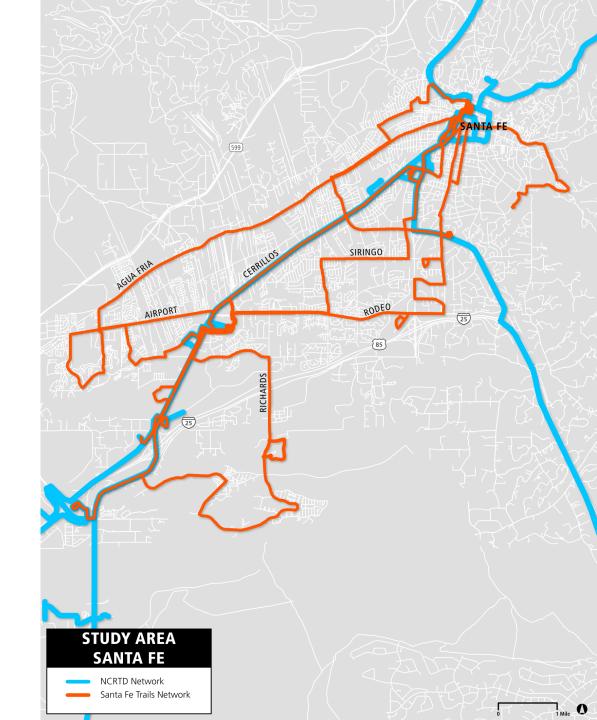
NCRTD Service Area

- NCRTD currently operates in the four counties of Los Alamos, Taos, Rio Arriba, and Santa Fe.
- Serves a very large geographic area encompassing more than 10,000 square miles with a total population of 235,000.
- NCRTD regional services connect distant parts of the large service area via relatively long trip lengths.



Santa Fe Trails Service Area

- SFT operates within the City of Santa Fe and a small portion of Santa Fe County.
- SFT covers 52.5 square miles and serves a population of 83,200. The service area is much denser than NCRTD.
- SFT provides small area urban transit along a fixed route network with complimentary paratransit service throughout its entire territory.



NCRTD Network Overview



NCRTD operates a fleet of 24 fixed and "flexed" routes in addition to demand responsive paratransit service. Complimentary paratransit service on each is offered in conformance with ADA regulations.



9 fixed routes operate within Santa Fe, offering regional connectivity.



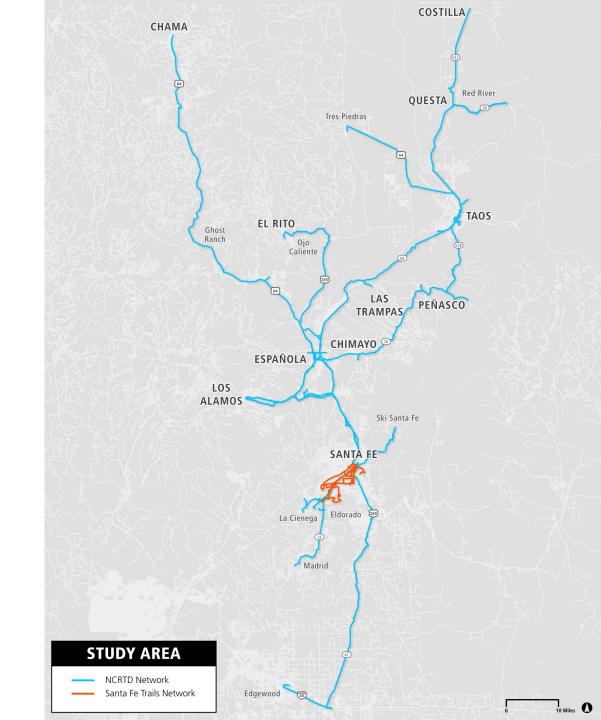
22 routes operate fare free, one premium route operates daily with a fare, and one premium route operates on weekends.



Service is trip based defined by limited frequency and span, as well as long trip length.

NCRTD Network Overview

- NCRTD provides more frequent local service in areas of Taos and Espanola where it is the sole service provider.
- In Santa Fe and Los Alamos, where there are other local service providers, NCRTD provides longer distance regional connections with infrequent trip based service.



Santa Fe Trails Network Overview



SFT operates 10 fixed routes, 2 pick-up shuttle routes, and paratransit. All but two routes operate Monday through Saturday; more than half operate daily, all with scheduled frequency throughout each service day.



Consistent with urban service territory, SFT provides much more frequent service with longer span of service than NCRTD.



SFT has a base adult fare of \$1.00 per trip on fixed route service. SFT charges \$2.00 for eligible paratransit trips and \$5.00 for senior use of paratransit. Pick-up shuttles are fare-free.

NCRTD Network Overview – Route Listing						
Route	Service Type	Regions Served				
100 Riverside	Local	Ohkay Owingeh Pueblo and Española				
110 Westside/ Crosstown	Local	Española				
150 Chimayo	Regional/Rural	Las Trampas, Truchas, Cordova, Chimayo, La Puebla, Santa Cruz, and Española				
160 Santa Clara	Pueblo/Local/Regional Hybrid	Santa Clara Pueblo, Chamita, Ohkay Owingeh Pueblo, Española, Cities of Gold Park & Ride, and Santa Fe				
180 El Rito	Regional/Rural	El Rito, Ojo Caliente, and Española				
190 Chama	Regional/Rural	Chama, Tierra Amarilla, Canjilon, Ghost Ranch, Abiquiu, and Española				
200 Santa Fe	Regional/Rural	Santa Fe, Tesuque, Pojoaque, and Española				
220 Tesuque	Pueblo/Local/Regional Hybrid	Santa Fe, Tesuque, Pojoaque, and Española				
230 San Ildefonso	Pueblo Feeder Service	San Ildefonso, El Rancho, Jaconita, and Pojoaque				
255 Mountain Trail	Regional/Rural	Santa Fe, Santa Fe National Forest, and Ski Santa Fe				
260 La Cienega	Regional/Rural	La Cienega, La Cieneguilla and Santa Fe				
270 Turquoise Trail	Regional/Rural	Santa Fe, Turquoise Trail, Los Cerrillos, Madrid				

NCRTD Network Overview – Route Listing						
Route	Service Type	Regions Served				
280 Eldorado	Regional/Rural	Santa Fe, Eldorado, Galisteo, Stanley, Moriarty, and Edgewood				
290 Edgewood	Regional/Rural	Santa Fe, Eldorado, Galisteo, Stanley, Moriarty, and Edgewood				
300 Taos	Regional/Rural	Taos, Pilar, Dixon, Velarde, Alcalde, and Española				
305 Taos Express	Regional/Rural	Taos, Española and Santa Fe				
310 Red River	Regional/Rural	Questa and Red River				
320 Questa	Regional/Rural	Costilla, Cerro, Questa and Taos				
330 Peñasco	Regional/Rural	Taos, Las Trampas, Chamisal, Picuris Pueblo, Peñasco, (and Sipapu Ski Resort - seasonal)				
340 Chile Line Red	Local	Taos				
341 TSV Green	Regional/Rural	Taos, El Prado, Arroyo Seco, Valdez, and Taos Ski Valley				
350 UNM Taos	Local	Taos				
360 Tres Piedras	Regional/Rural	Tres Piedras, El Prado, and Taos				
400 Los Alamos	Regional/Rural	Los Alamos, Pojoaque, Santa Clara Pueblo, San Ildefonso, and Española				

Santa Fe Trails Routes \$1.00 Local Agua Fria 30; 60 5:56 AM—9:58 PM 1

\$1.00

\$1.00

\$1.00

\$1.00

\$1.00

\$1.00

\$1.00

\$1.00

\$1.00

Free

Free

15; 30

30; 60

60

60

60

60

70

60

10

30

Santa Fe Pick Up Routes

35; 70

Span (Saturday)

8:11 AM—7:53 PM

9:20 AM-5:15 PM

9:11 AM—7:03 PM

8:18 AM—6:48 PM

8:38 AM—6:28 PM

10:20 AM-6:04

8:30AM—5:30 PM

10:00 AM-5:30 PM | 10:00AM-5:30 PM | 10:00AM-5:30 PM

PM

5:30 AM—10:16 PM 8:15 AM—8:10 PM

5:41 AM—10:30 PM 8:03 AM—7:20 PM

6:26 AM—7:51 PM

5:41 AM—8:02 PM

7:09 AM-6:24 PM

5:57 AM—9:30 PM

8:05 AM—7:05 PM

6:50 AM-8:04 PM

6:30 AM—5:30 PM

7:30 AM—10:04 PM —

Span (Sunday)

8:30 AM-6:08 PM

8:30 AM—6:46 PM

9:00 AM-6:18 PM

8:18 AM—5:38PM

8:38 AM-5:18 PM

10:00AM-5:30 PM

10:15 AM—5:59

PM

Route	Service Type	Key Corridors	Fare	Frequency (min.) (AM/PM)	Span (Weekday)

Cerrillos Road

Southside

Crosstown

Rodeo Road

College

Santa Fe Community

HSD/Rancho Viejo

Country Club

Santa Fe Place

Museum Hill

Downtown

Museum Hill

2

4

5

6

21

22

24

26

M

Historic District

shuttle

Museum

shuttle

Local

Local

Local

Local

Local

Local

Local

Local

Local

Downtown

Downtown

circulator

circulator

NCRTD Fleet Operation and Maintenance

Fleet Size

- 53 in-service vehicles and 11 non-revenue vehicles.
- Revenue vehicles vary in size from 3-passenger vans to small buses that can seat 40 passengers, but most vehicles seat 12-14 passengers.

Fueling

Almost all vehicles are gasoline fueled and fueling is done off-site with contracted vendors.

Maintenance and Facilities

- Two current dispatching facilities
 - Jim West Facility in Española capable of storage, dispatching, and light maintenance only.
 - Taos Facility in Taos capable of storage, dispatching, light and some medium level maintenance.
- Most medium duty and heavy duty maintenance is currently outsourced. NCRTD has a future goal to transfer maintenance to an in-house effort pending a planned significant addition to the Jim West Facility.

SFT Fleet Operation and Maintenance

Fleet Size

34 mid-size buses, 18 paratransit vehicles, 16 non-revenue vehicles.

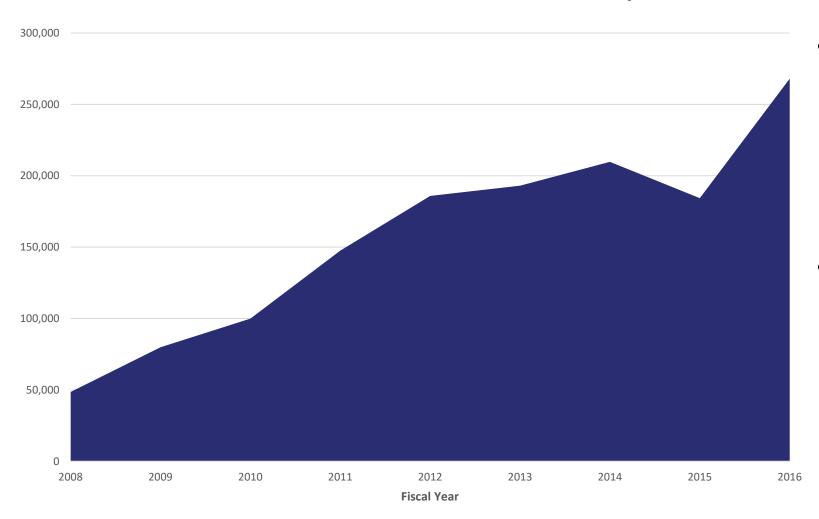
Fueling

 CNG fueled at central Santa Fe maintenance facility. SFT has a contract with Clean Energy to fuel its CNG vehicles on-site and is pursuing efforts to modernize and upgrade the current slow fill capability.

Maintenance and Facilities

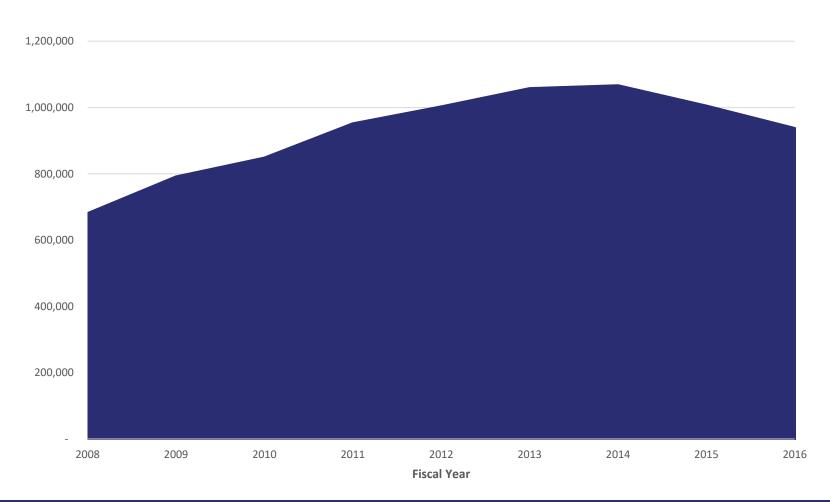
 SFT maintenance facility handles light, medium, heavy duty maintenance, although some unit rebuilds are outsourced.

NCRTD Historic Ridership



- NCRTD ridership has grown significantly since its inception in 2007 and the subsequent consolidations with Los Valles Transit and Taos Chile Line.
- In 2016, annual ridership was 268,000.

Santa Fe Trails Historic Ridership



- SFT ridership grew from 2007 through 2014 with an annual peak of 1,065,000 annual passengers.
- Since then there has been a decline in ridership, with 2016 annual ridership of 937,000.

Service Integration Constraints

Limited opportunities for fixed route service integration

- Large disparity in frequency and span.
- Difference in fare structure precludes service integration within common service territory.

Changes required for future opportunities

- NCRTD increases service frequency and span to closer match SFT's operating characteristics.
- Common fare structure.

Service Integration Opportunities

Service enhancement

 As part of its Long Range Strategic Plan (LRSP) and a potential consolidation, NCRTD could implement selected opportunities for service enhancement that would make service integration viable.

Regional integration opportunities

- Scheduled connections between local and regional services to facilitate improved public mobility.
- Ability to dispatch and maintain small group of vehicles from the current SFT facility to reduce operating cost and enhance reliability.
- Communication of region-wide transit schedules on a single information platform.

Service Integration Opportunities

Improvements to regular planning efforts

- NCRTD utilizes two full time employees dedicated in part to service planning.
- SFT does not currently employ a dedicated planner, and the network has not been changed in recent years. The agency has budgeted a comprehensive service evaluation effort to start later this year.
- In a consolidation, service planning and associated timely service adjustments would become routine. A preliminary assessment of headcount needs for a consolidated agency recommends an additional planner to supplement this vital function.
- Consolidation and resultant larger system would provide a greater impetus for the acquisition of modern scheduling software.

Paratransit Integration Opportunities

Opportunity for integrated paratransit service

- Overlapping service territory provides some potential for efficiencies in this high cost service.
- Unlike fixed route, since it is geographically based and demand responsive, consolidation provides an initial opportunity for integrated paratransit service.
- Both agencies employ full time call center systems, application processes, and reservation systems.

Existing constraints

- As with fixed route service, paratransit service optimization requires a common paratransit fare.
- With a consolidation, opportunity for efficiency exists but requires reconciliation of current difference in processes for handling service requests and dispatching.

Physical Assets Analysis of Consolidation Options (Task 3B)

Fleet

- Fleet sizes are currently comparable, but different in nature.
 - NCRTD operates cut-away buses and vans, fueled by gasoline.
 - SFT operates mid-sized transit buses fueled by compressed natural gas (CNG).
 - Service needs of two current separate operations are vastly different, requiring different types of vehicles.
 - Fleet uniformity in terms of vehicle size and propulsion, in the event of consolidation, not likely. This could be a longer term objective.





Fleet

- Fleet replacement/expansion
 - As identified for NCRTD, approximately \$6 million over a 10-year period for current fixed-route service.
 - As identified for SFT, approximately \$9 million over a 10-year period for current fixed-route service.
 - NCRTD LRSP identifies approximately \$10 million for additional fleet purchases to support service enhancement strategies by 2035.
 - SFT has not identified any fleet expansion through 2035.

Maintenance Facilities

NCRTD Facility Capacity

- NCRTD facility in Espanola is only capable of vehicle storage and light duty maintenance, thus requiring maintenance activities to be outsourced.
- NCRTD plans to upgrade its Espanola facility in FY2021 to handle all levels of maintenance and have most maintenance brought in-house.
- The Taos facility provides light and some medium-duty maintenance.

SFT Facility Capacity

- SFT facility is full service and currently capable of all levels of maintenance.
- Consolidated Opportunities
 - Consideration of optimized and incremental expanded use of SFT's Santa Fe facility to handle a portion of current NCRTD services in Santa Fe.



Capital Plan Overview

- NCRTD's LRSP Plan, currently unfunded, includes associated incremental opportunities for service expansion.
- SFT has no provisions for fleet growth at present.
- Consistent with City of Santa Fe Capital Budget Process, SFT Capital Plan is currently only funded on one-year basis, and specific grant funding for future years is uncertain in key investment categories.



Both agencies' investments include

Replacement vehicles

Maintenance facility upgrades

Bus stop enhancements



Vehicle Technologies and Communications

Vehicle Location and Real Time Information

 Both agencies currently have this technology but on separate platforms, Avail for NCRTD and RouteMatch for SFT. SFT is in process of switching to TransLoc. In the event of consolidation, a common platform should be pursued, but would not be initially required.

Fare Collection

- NCRTD currently does not collect fares, except in a limited number of situations. If under a potential consolidation, a decision was made to charge fares on current free fare elements, NCRTD would have to procure and install a modern fare collection system. This is estimated to cost \$640,000, 80% of which would be eligible for federal funding. This is potentially a future issue, dependent upon fare collection capability being established at the upgraded Espanola facility, and would not be required upon initial consolidation.
- Revenues raised from imposition of fares for existing fare-free NCRTD routes would be offset by current New Mexico DOT policy, which deducts awarded Section 5311 federal funding equivalent to the level of fare revenue generated.

Financial Analysis of Consolidation Options (Task 3A)

Current Budget Profile FY2017*

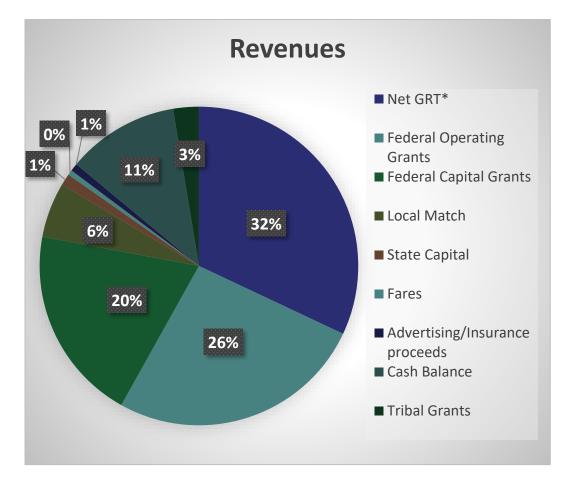
	NCRTD	Santa Fe Trails
Revenues		
Total Revenues	\$12.4	\$13.2
GRT Transfers Out	\$(4.6)	
Net Revenues	\$7.8	\$13.2
Expenses		
Operating Expenses	\$5.4	\$9.7
Capital Expenses	\$2.4	\$3.4
Total Expenses	\$7.8	\$13.1
Surplus/(Deficit)	0	\$0.1

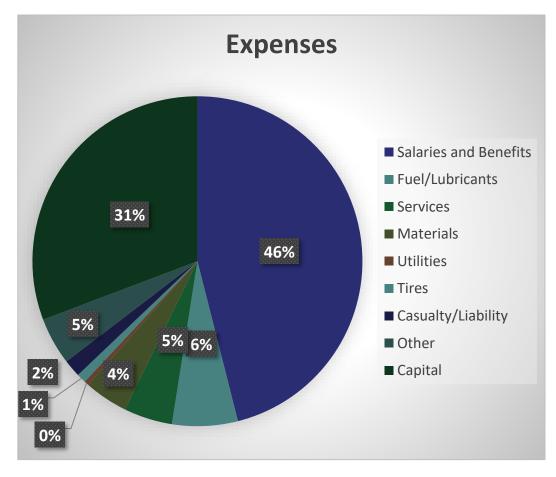
^{*(\$} in millions)

Current Financial Overview

- As a separate entity, Santa Fe Trails (SFT) is projected to have sufficient operating surpluses to support service levels and daily operations through 2022.
- A separate ¼ cent Municipal Gross Receipts Tax (MGRT) levy for Santa Fe transit operations generates over \$7 million per year, and a 2016 local ordinance guaranteed SFT a minimum of 89% of revenues from this ¼ cent levy, enhancing sustainability for this revenue stream.
- The 1/8 cent County Regional Gross Receipts Tax (GRT) generates over \$7 million in gross annual revenues for NCRTD, but 60% of these receipts are distributed to other regional transit providers, including SFT which receives approximately \$1 million from this transfer of funds.
- The NCRTD GRT is the primary source of NCRTD revenues, and will sunset in 2023 unless action is taken and voters in the four county region approve the removal of the sunset provision.
- NCRTD relies on drawdowns from cash reserve balances to sustain a balanced budget, and projects to fall below the existing 25% Board reserve requirement by 2020.

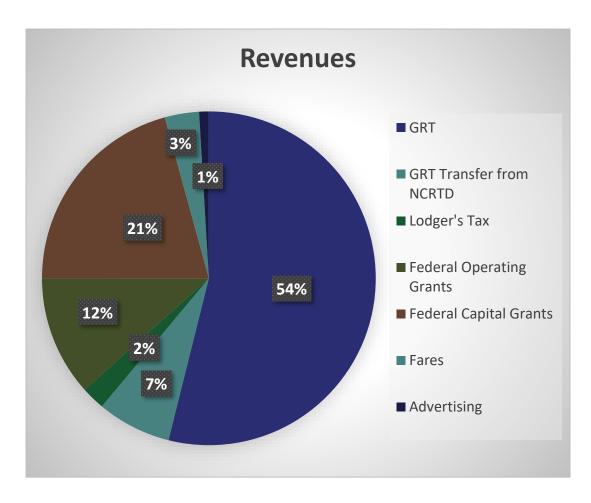
NCRTD Revenues and Expenses FY2017

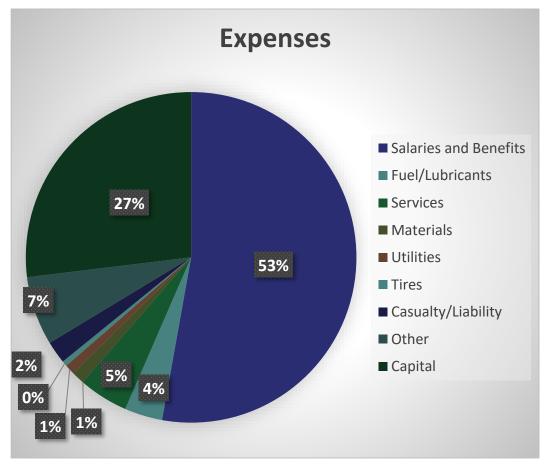




^{*}Net GRT=\$7.095 million received by NCRTD and reduced by \$4.587 for transfers to Rail Runner, Atomic City Transit, and Santa Fe Trails

Santa Fe Trails Revenues and Expenses FY2017





Analysis of Options to Achieve Fiscal Sustainability

Three scenarios were explored to determine potential paths to financial stability (starting FY2019) for a consolidated agency:

- Scenario 1: Consolidation without new revenues or cost savings (Baseline).
- **Scenario 2**: Consolidation with elimination of Lodger's Tax revenues offset by support staff cost savings (net savings based on charges of City of SF departments currently providing support services to SFT, offset by NCRTD increase of nine positions for consolidation at lower cost).
- **Scenario 3**: Consolidation with assumptions from #2, plus removal of Santa Fe ¼ cent MGRT for transit and implementation of voter approved initiative to increase County Regional GRT from 1/8 cent to 1/3 cent.

Key Scenario Assumptions

All Scenarios:

 Revenue and Expense data sources consistent with Task 2A analysis, using NCRTD Fund Balance Analysis, City of Santa Fe FY2017 Budget and National Transit Database (NTD) filing.

Scenarios were evaluated using NCRTD Board reserve requirements over the full evaluation period, as modified with NCRTD concurrence:

- 25% through FY2020
- 20% from FY2021-25
- 15% from FY2026-35

Scenarios also evaluated using the State of New Mexico DFA 8% cash balance reserve requirement.

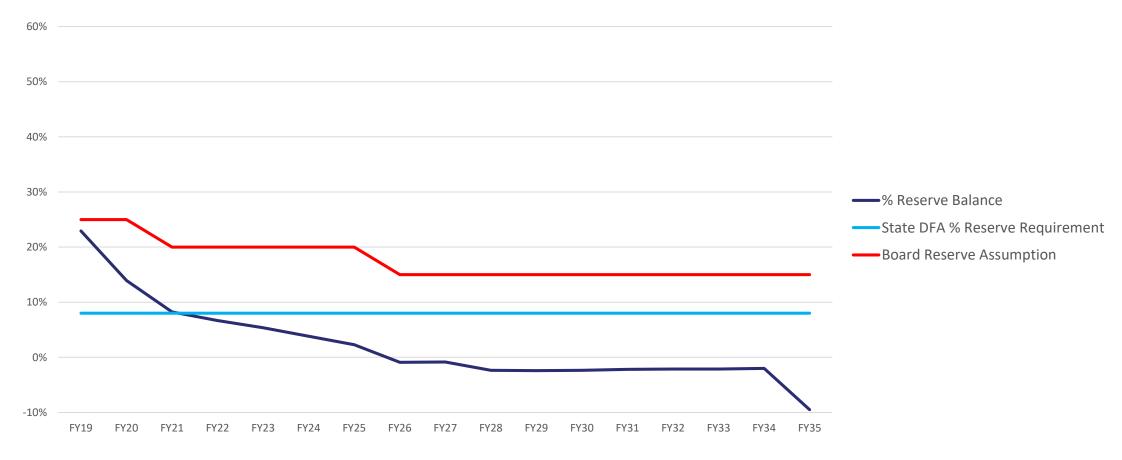
Projected revenues from FTA grants would cover 80% of fleet replacement costs through FY2035.

Scenarios 2 and 3 include annual net operational savings, through NCRTD absorbing City of SF support activities presently performed for SFT.

Scenario 1 Outcomes

Component	Outcome
Overview	Represents base case, with current projected revenues and expenses for NCRTD and SFT, no cost savings, staff additions or new revenue sources resulting from consolidation.
Deficit	Average annual deficit of \$480,000 through FY2035. Consolidated unrestricted fund balance levels reaches a deficit in FY2028 through FY2035.
Long Range Strategic Plan Initiatives	Provides no additional funding for any proposed LRSP initiatives.
Board Reserve Requirements	Does not meet current NCRTD Board Reserve requirements of 25% or assumed modification down to 15% in any year out to FY2035.
State Reserve Requirements	Meets New Mexico Division of Finance and Administration reserve requirement of 8% from FY2019 through FY 2021 only.

Scenario 1 Reserve Balance

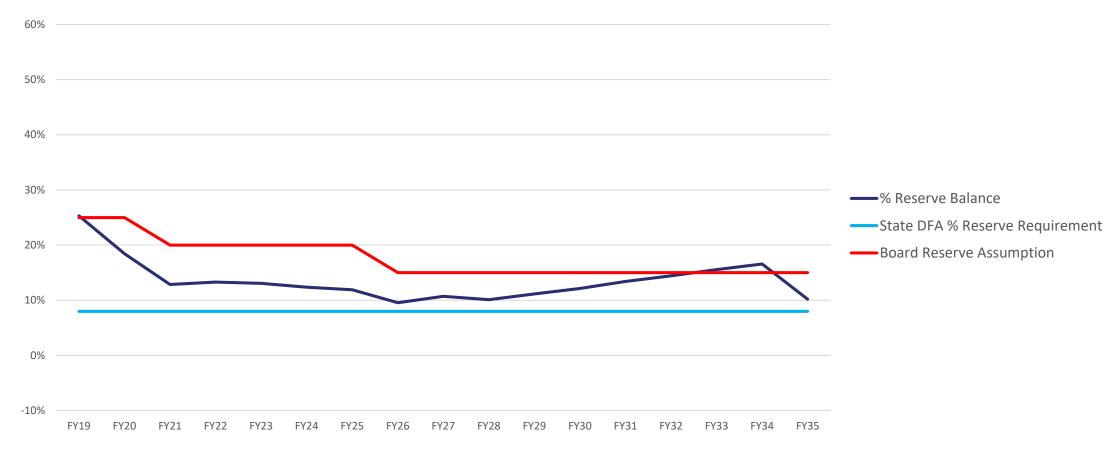


FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35
23%	14%	8%	7%	5%	4%	2%	-1%	-1%	-2%	-2%	-2%	-2%	-2%	-2%	-2%	-9%

Scenario 2 Outcomes

Component	Outcome					
Overview	Incorporates elimination of Lodger's Tax (\$300k) as a revenue stream in FY2021 and consolidation savings (\$500k) beginning in FY2019					
Deficit	Consolidated agency operates with a deficit for period of FY2019-22, requiring use of cash reserves to supplement revenues					
Long Range Strategic Plan Initiatives	Provides no additional funding for proposed LRSP initiatives					
Board Reserve Requirements	Consolidated system falls short of required reserves from FY2020 to FY2025. Reserve levels met from FY2026 forward, except for FY2035 when balance drops to fund a projected \$2.5M CNG Fueling Facility project in Santa Fe					
State Reserve Requirements	Consolidated system meets New Mexico DFA cash reserve balance levels (8%) in all years of plan through FY2035					

Scenario 2 Reserve Balance

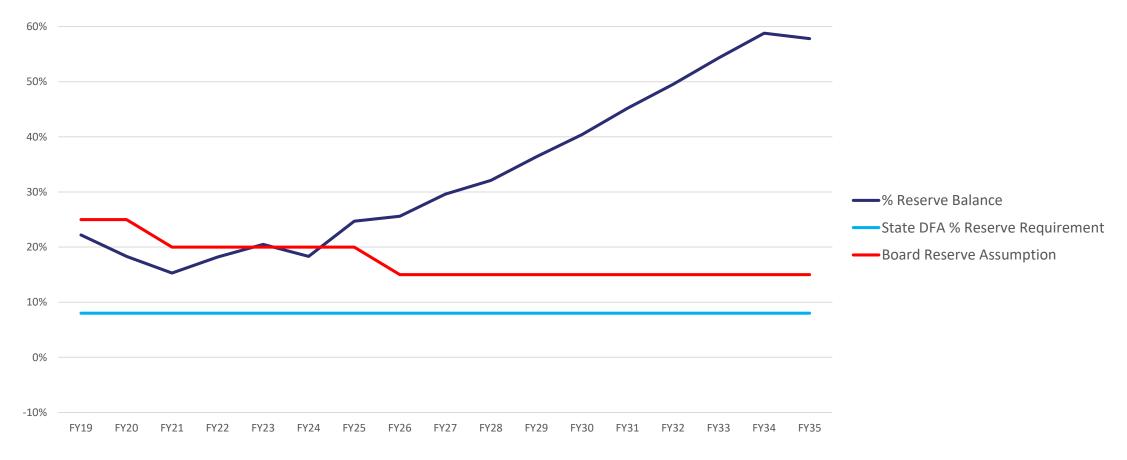


FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35
25%	18%	13%	13%	13%	12%	12%	10%	11%	10%	11%	12%	13%	14%	16%	17%	10%

Scenario 3 Outcomes

Component	Outcome				
Overview	Includes elimination of Santa Fe MGRT (FY2019) and Lodger's Tax (FY2021), support staff cost savings (FY2019), and a voter approved increase in the County Regional GRT within the four county region to 1/3 cent in FY2019 to offset revenue removals and fund LRSP initiatives				
Long Range Strategic Plan Initiatives	All LRSP initiatives funded in a phased implementation through FY2035				
Board Reserve Requirements	Board reserve requirements (current 25% and proposed modified) are not met through FY2022. Beginning in FY2023, reserve levels easily me proposed thresholds				
State Reserve Requirements	New Mexico DFA reserve requirements are met in all years of the plan through FY2035				
GRT Revenue	Elimination of MGRT and Lodger's Tax revenues equates to approximately \$167 million through FY2035, offset by \$265 million in new GRT revenue through the same period.				

Scenario 3 Reserve Balance



FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35
22%	18%	15%	18%	21%	18%	25%	26%	30%	32%	36%	40%	45%	50%	54%	59%	58%

Findings

Establish certainty of permanent revenue streams

- Ensuring financial sustainability for a consolidated transit agency will require more certainty of permanent revenue streams to support operations and expand transit mobility for the region.
- Removal of the NCRTD sunset provision is a necessary step in the process of consolidation, and increasing the existing County Regional GRT rate allows for elimination of some significant current revenue streams as a partial offset.
- Other revenue generating or expense management options, such as dedicated state funding of transit or capping the level of GRT funds transferred to the other regional providers, can possibly serve as viable alternatives to changes in the current regional GRT rate of 1/8 cent.

Cost-effective maintenance of operations

- While operating expenses are carefully contained at present, NCRTD will need to absorb the work currently provided by City of SF departments cost-effectively to generate recurring operating savings in a consolidation. A preliminary assessment indicates a net increase of nine positions for NCRTD may be warranted to handle this work in a consolidation.
- Future additional consolidation savings may be derived from utilizing SFT's maintenance facility for some of NCRTD's fleet maintenance work in place of their current outsourcing approach.

Findings

Capital Program Funding

- Uncertain nature of Federal funding grant levels, particularly for longer term capital investments, can impact necessary asset replacements and implementation of system upgrades and proposed LRSP initiatives.
- Consolidated transit operation would provide a greater rationalization of capital investment planning, as regional priorities would no longer be competing for limited Capital funding against other City of SF capital needs.

Reserve requirement thresholds

• The current NCRTD Board reserve requirement of 25% of operating revenues must be re-evaluated, consistent with a larger consolidated organization. The current 25% level is three times the existing New Mexico DFA requirement for cash reserves, and would limit the new agency's ability in the implementation of the consolidation.

Labor Force Alternatives (Task 3D)

NCRTD Representation



- Operating employees represented by Teamsters Local 42.
- Current contract will end on June 30, 2019.
- Transit-specific contract includes:
 - Transit Drivers wages range from \$13.62 to \$21.33
 - Customer Service Representatives wages range from \$13.91 to \$21.02
 - Transit Software Specialist wages range from \$15.02 to \$21.02
- Wage rates increase by 2.7% on July 1, 2017 and 2.7% on July 1, 2018.



- Operating employees represented by American Federation of State, County, and Municipal Employees (AFSCME).
- Current contract expired on June 30, 2017, new contract negotiations in progress.
- Part of overall city municipal contract that includes:
 - Bus Operators wages range from \$13.96 to \$24.87
 - Bus Mechanics wages range from \$18.42 to \$32.25
 - **Dispatcher** wages range from \$15.31 to \$27.10
- Wage rates include a 50 cent/hour increase in 2014. no increase in 2015 and 2016.

Key Differences Between Labor Contracts

Contract Characteristics

NCRTD transit specific vs. SFT city-wide municipal contract.

Pay Levels

 NCRTD higher at entry level, but SFT rates higher at midpoint and maximum levels.

Grievance Process

Grievance process shorter at NCRTD.

Vehicle Maintenance Process

NCRTD Maintenance function is primarily outsourced.

Pension Contribution

• SFT has a lower level of employee contribution.

Consolidation Option

Critical Constraint

• In the event of consolidation, a review by Labor Attorneys for both NCRTD and City of Santa Fe determined that New Mexico law prohibits two separate unions from representing employees with the same basic job function.

Unified Representation

 In the event of a consolidation, current SFT employees transition to common representation with NCRTD employees.

Labor Considerations for Potential Consolidation

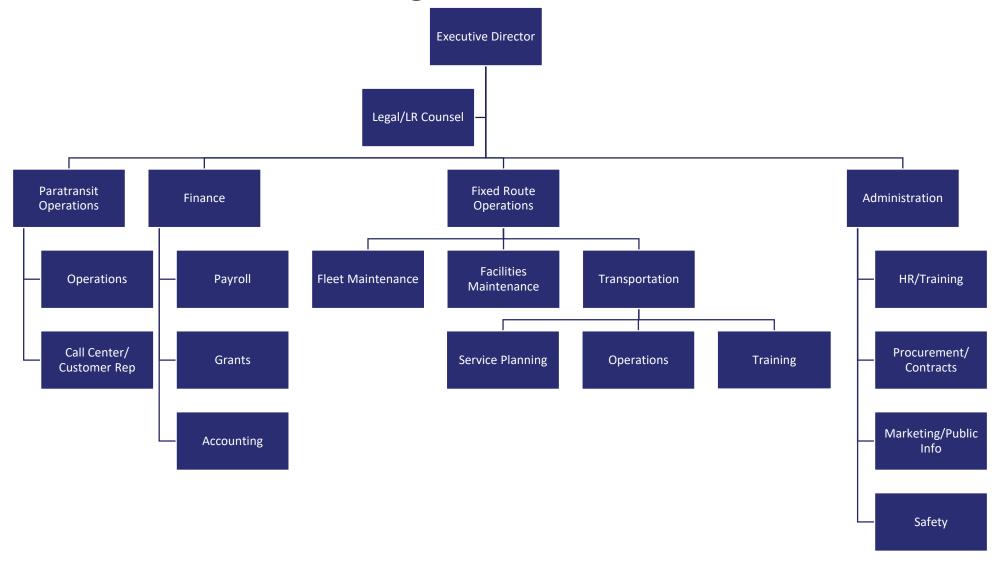
Differences requiring unification

- Current pay rates for similar job functions
- Current pension and health plan contributions by employer/employee.
- Grievance procedures.
- Determination of seniority for represented employees
- Vacation/Sick Leave Balance cost impacts for SFT employees transitioning to NCRTD
 - City would have to cover these expenses, which is an existing cost that would be faced over time by the City regardless of a consolidation. City would have to reference payment to NCRTD for this.
 - Transferring former SFT employees would need to have current Sick Leave and Vacation balances assigned to NCRTD.

• Interchangeable labor forces

• Ability of two separate labor forces to be used interchangeably. This is a longer term issue that may not occur immediately upon consolidation.

Potential Consolidation Organizational Structure*



^{*}The Fixed Route and Paratransit Transportation and Maintenance boxes include all current NCRTD and SFT supervisory, drivers, and maintenance budget positions in a combined structure

Recommended Position Increments

Recommended Position Increments for Consolidated North Central New Mexico Regional Transit District									
Position	Net Change	Annual \$ Cost							
Procurement/Contracts	1	\$61,503							
Human Resources	1.5	\$87,661							
Transit Planner	1	\$73,996							
Payroll	1	\$46,753							
Custodian	1	\$30,385							
Mechanic	3	\$145,628							
Service worker	1	\$41,360							
Marketing specialist	(0.5)	\$(36,685)							
IT Contract	-	\$20,000							
Total	9	\$470,601							

1

Summarize comments from governing bodies and public meetings

2

Complete Task 4 final report addressing study comments, for transmittal to NCRTD and City of Santa Fe

3

Policy makers to determine feasibility of consolidation and associated implementation strategies