

CITY OF TUCSON

FIVE-YEAR STRATEGIC TRANSIT PLAN
FISCAL YEARS 2020 – 2024

[A Guide for Enhancing Service, Increasing Efficiency, and Achieving Sustainability]

COVERSHEET PLACEHOLDER

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Executive Summary

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Community Profile

Tucson Metropolitan Area

Since its incorporation in 1877, Tucson has grown from two square miles to over 227 square miles in area and to a metropolitan area of over 400 square miles. The 2010 Census listed a population of 520,116 for the City of Tucson, making it the 33rd largest city in the nation.

The 2017 American Community Survey (ACS) 5-Year Estimates for the Tucson Metro Area, which includes City of Tucson, Unincorporated Pima County, Town of Marana, Town of Oro Valley, Town of Sahuarita, and the City of South Tucson projects a population of over 1 million residents with a median age for residents as 38.5 years. The ethnicity and race breakdown in the City of Tucson is Hispanic/Latino, 42.9%; White (Not Hispanic), 44.9%; Black or African American, 5.0%; American Indian and Alaska Native 3.2%; or Asian 3.1%.



Figure 1: City of Tucson skyline with snow on Santa Catalina Mountains. Mike Christy / Arizona Daily Star May 21, 2018

Public Transportation is estimated to be used by 3.5 percent of Tucson residents commuting to work. As a primary transportation alternative to the motor vehicle, the public transit system plays a vital role in the reduction of air pollution in the Tucson metropolitan area. In Pima County, motor vehicle emissions are the major human made source of air pollution. Information from Pima Association of Governments illustrates that riding transit can positively affect air pollution levels in our area

Description of Current Transit Services

The transit services in Tucson provide mobility on a regional scale. The community is comprised of residents from the City of Tucson, City of South Tucson, Unincorporated Pima County, the Towns of Marana, Oro Valley, and Sahuarita, Pascua Yaqui Tribe, Tohono O’odham Nation, and the University of Arizona.

Sun Tran – Fixed Route Service

With more than 640 employees and a fleet of 243 buses, Sun Tran provides award-winning fixed route service within the City of Tucson, and through intergovernmental agreements, delivers service to unincorporated Pima County, the City of South Tucson, the Town of Marana, the Town of Oro Valley, the Tohono O’odham Nation, and the Pascua Yaqui Tribe. The system’s 29 fixed routes and 12 express routes cover 296 square miles.

Sun Tran is committed to the environment by using alternative fuels. In 2007, Sun Tran reached a significant milestone with the entire bus fleet running on cleaner-burning fuel technologies. Currently, 133 buses run on B5 biodiesel with an additional 57 using B5/Urea, 45 run on Compressed Natural Gas (CNG), and 11 hybrid biodiesel/electric vehicles. Hybrid technology helps reduce emissions and saves on fuel by combining a conventional internal combustion engine with an electric propulsion system. The current average age of the fleet is just over 6.9 years as of July 2017.

In FY 2009, Sun Tran’s annual ridership peaked at 21.6 million passenger trips. Consistent with national trends, transit ridership has declined in recent years. A number of factors have contributed to the decline including consistently low gas prices, the availability of low-price used cars, high employment, service changes, fare increases, and labor stoppages. Sun Tran provided 16.4 million passenger trips in FY 2017. Despite the decline, transit system productivity remains good. The system averages more than 21 passengers per hour, which is also consistent with national averages.

In February 2012, Sun Tran assumed management of the Special Services Office downtown. The Special Services Office sells bus passes, qualifies individuals for the Economy Pass Program, and adds value to Sun Van passenger accounts. This change provides consistent communication to all transit passengers. With a focus on improving customer service, the average phone, wait time, decreased and abandoned call rates declined dramatically.

On June 30, 2013, Sun Tran launched SunGO, the smart card fare payment technology designed to make travel throughout the region easier. Valid on Sun Tran, Sun Express, Sun Shuttle and Sun Link, SunGO allows transit passengers unlimited transfers in a two hour period between systems. The SunGO smart card serves as the fare payment card that can store cash value or passes for passenger convenience and boarding ease. Additional benefits to users include balance protection for registered cards, allowing for card and value replacement if the card is lost or stolen; and a dramatic increase in the number of locations to purchase economy fare passes.

Frequent Transit Network

Routes that had progressively over time, increased frequencies to 15 minutes or less for most of the weekday initially created the Frequent Transit Network (FTN). Transit Task Force (TTF) and Staff worked together, developing a policy for the FTN in 2016 using the priorities that came out of the Jarrett Walker and Associates workshops and reports. The policy supports the long-term goals of developing and maintaining a frequent transit service grid as a basis for providing high quality service in the more densely populated areas of Tucson and making the most use out of the community’s resources for transit as a viable transportation option. The City of Tucson Mayor and Council, on April 19, 2017

formally adopted the FTN. Sun Tran now has 11 routes that run every 15 minutes or less between 6 a.m. to 6 p.m. on weekdays. These routes and the Sun Link streetcar make up the Frequent Transit Network.

Sun Link – Streetcar

On July 25, 2014, Tucson introduced the Sun Link streetcar to the public, becoming Tucson’s largest and most complex transportation construction project in the City’s history. Construction began in March 2012, and completed in just over 19 months. The Sun Link streetcar consists of eight (8) vehicles and 24 streetcar stops. The 3.9-mile route connects passengers to restaurants, shops, and entertainment venues at Main Gate Square, 4th Avenue, Downtown, and Mercado San Agustin, as well as attractions and medical facilities at the University of Arizona.

The Sun Link streetcar is the first American made streetcar system in the United States in 60 years. The Sun Link streetcar serves roughly one million of Tucson’s population each year.

Sun Van – Paratransit Service

Sun Van provides accessible transportation service to individuals unable to use Sun Tran’s fixed route service due to their disability. Sun Van provides complementary ADA service to the Sun Tran system with 238 employees and a fleet of 125 ADA accessible vehicles. This service, which began operation in 1987, meets the requirements of the Americans with Disabilities Act (ADA) of 1990. To use the service individuals must submit an application to certify their eligibility and obtain an ADA Paratransit Eligibility Letter issued by the City of Tucson. Serving the Tucson Metropolitan area and portions of Pima County in accordance with the ADA, Sun Van provides service to and from points within three quarters of a mile along each, Sun Tran fixed route, excluding express routes, during the days and times that Sun Tran operates. Sun Van also provides optional service, which is paratransit service that goes beyond the stipulations of the ADA regulations. Sun Van’s optional service is provided in areas of the city without fixed route Sun Tran service, the largest area being southeast Tucson.

During FY 2017, Sun Van recorded ridership of 529,426 passenger trips, as well as 4.5 million total system miles. Total passenger ridership transported in FY 2017 was 569,637.

Additional Transportation Services Provided by Jurisdictional Partners

(listed for informational purposes only):

A copy of the system map of the fixed route services, including Sun Tran, Sun Link, and Sun Shuttle provided by jurisdictional partners is provided in [Appendix I](#).

Sun Shuttle

Sun Shuttle is the neighborhood transit service in Marana, Oro Valley, Catalina, Sahuarita, Green Valley, San Xavier, Tucson Estates, and Southeast Tucson/Rita Ranch. Sun Shuttle is part of the regional transit system, but is completely funded by the Regional Transportation Authority (RTA). Since launching the first routes in May 2009, Sun Shuttle added service with increased ridership. More recently, ridership has decreased and some routes have been cut back. RTA service contracts through a private transit operator Total Ride to provide Sun Shuttle service. Sun Tran staff provides integrated marketing, planning, communications, and customer service functions to ensure a seamless regional transit system. The cost to Sun Tran for providing these services is reimbursed to the City of Tucson through an Intergovernmental Agreement with the RTA.

Sun Shuttle ADA Dial-A-Ride

Sun Shuttle ADA Dial-a-Ride provides paratransit Dial-a-Ride services throughout the Tucson Metropolitan Area for individuals with disabilities who begin or end their qualified trip outside of the Sun Van Service Area.

Sun Shuttle Oro Valley Dial-a-Ride provides Dial-a-Ride services for seniors, people with disabilities, and the general public in Oro Valley.

Green Valley/Sahuarita Dial-a-Ride provide Dial-a-Ride services to the general public to travel within those communities.

The RTA contracts the Green Valley/Town of Sahuarita service with other Sun Shuttle services. The residents of Oro Valley have dial-a-ride service provided by the Town.

Ajo Transit Service

Weekday service is provided within the Ajo community via Ajo Dial-a-Ride. Sun Shuttle Route 486 provides connector service from Ajo to Tucson and Ajo to Why to allow persons living in the rural areas improved access to the metropolitan area. All services are currently provided by Ajo Transportation Company and funded through the Federal Transit Administration and the RTA.

Transportation Services in Development:

Transit Expansion

Over the years, Sun Tran and Sun Van's greatest challenge has been to fund service to meet the increasing demand for transit. Transit expansion became a reality in May 2006, when Pima County voters enacted a half-cent sales tax to fund transportation improvements through the RTA. Through 2026, the RTA Plan earmarked nearly \$533 million for transit improvements, including expanded service hours, new service areas, greater weekday frequency, more express service, fleet expansion, and the creation of the Sun Link streetcar. The transit projects are listed in [Appendix II](#).

Need to rewrite ...
PAG / RTA current information
See: James McGinnis
Pat's comments are included

Transit System Vision, Mission, Goals, and Objectives

The Transit Task Force (TTF), City of Tucson, and Sun Tran staff began the effort to update the Five Year Strategic Plan in 2017. The strategic plan serves several purposes:

- Identify guiding principles for the Mayor and Council and staff related to the role of transit in the community
- Identify key goals and activities to support and foster growth of the transit system
- Establish a means to evaluate transit system performance

The TTF conducted two working sessions to discuss and assess the Strengths, Weaknesses, Opportunities, and Threats (SWOT) of the Sun Tran system and review existing goals and objectives in the 2012 Five Year Strategic Plan ([Appendix III](#)). The Transit Task Force created a draft Mission and Vision Statement for the new Five Year Strategic Plan intended to guide future goals and objectives setting discussions. A Strategic Plan subcommittee was formed in August 2017 to work with staff to finalize the Mission and Vision Statements and develop future goals and objectives.

The Mayor and Council tasked the Transit Task Force to establish a plan that would, “evaluate and monitor the city transit system’s finances, expenditures, ridership data and assumptions, and sources of funding”.

Vision: Sun Tran, (Sun Link, and Sun Van) enhance lives through mobility. The Mission and Goals below are intended to support this vision of transit services in the next five years (2020 – 2024).

Our Mission: Sun Tran, Sun Link, and Sun Van is to be a highly used transit system vital to the community as the core of a connected regional transit network that provides access to people, jobs, and communities. This mission is comprised of the following core values:

- **Quality.** Develop a comfortable attractive and convenient transit
- **Performance.** Build and operate a safe and efficient transit system
- **Innovation.** Develop creative public and private partnerships that support a robust transit system.
- **Sustainability.** Maintain an affordable, environmentally friendly, and fiscally viable transit system.
- **Value.** Promote an understanding of the value of transit to the community.

In developing system goals and objectives, the Transit Task Force has utilized the following S.M.A.R.T. model:

Specific: Objectives should be written simply and be clearly defined.

Measurable: Objectives should be measurable such that tangible evidence may indicate the objective was accomplished.

Achievable: Objectives should be achievable; they should stretch the organization slightly such that it is challenged, but defined well enough so the goal may be achieved.

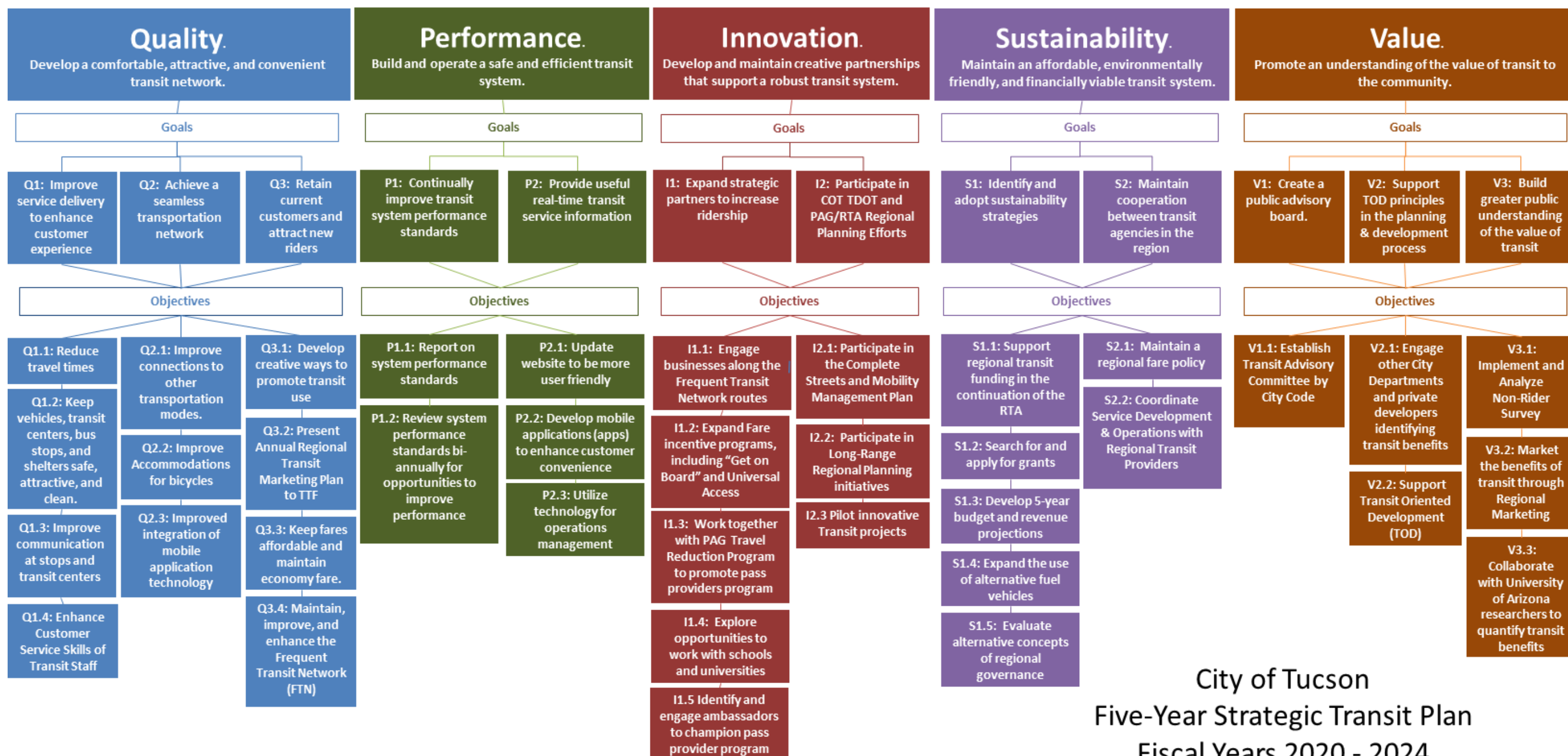
Results-Focused: Objectives should measure outcomes, not activities

Time-Bound: Objectives should be linked to a timeframe that specifies when results will be attained.

Vision: Sun Tran, Sun Link, and Sun Van enhance lives through mobility.

Our Mission: Sun Tran, Sun Link, and Sun Van is a highly used transit system vital to the community as the core of a connected regional transit network that provides access to people, jobs, and communities

We aspire to achieve the mission through the following core values



City of Tucson
Five-Year Strategic Transit Plan
Fiscal Years 2020 - 2024

Goals and Objectives

Goals and objectives were created to support each core value. The goals are intended to describe desired outcomes that support the overarching statement. A series of strategies are included in the Transit Management plan to outline the specific activities to be carried out over the next 24 months. While the core values and goals will remain consistent throughout the five years of the plan, the objectives and strategies should be reviewed and modified annually. The following sections are broken out by core value.

Quality: Develop a comfortable attractive and convenient transit network.

Meeting the expectation of our customers is a key component to improving ridership. Customers expect transit service to meet their basic need to travel but also to do so with high quality. Factors related to service quality include characteristics like route design, travel time, frequency, operating hours, and connectivity. Beyond these service characteristics, quality factors also have an impact on the perception and use of transit. Quality factors include customer service, cleanliness, and safety.

Three goals were established to support quality of the system.

- Q1. Improve service delivery to enhance the customer experience.*
- Q2. Achieve a seamless transportation network*
- Q3. Retain current riders and attract new ones*

Key strategies that support the goals and objectives listed above include:

- Reviewing routes for improvement, expanding the Frequent Transit Network (FTN), making service more convenient by reducing travel time and improved connectivity (Q1.1, Q2.1, and Q3.4)
- Promoting safe habits for drivers and passengers, through training and information which promotes safety and customer service, enhance the cleanliness of the transit centers, bus stops, and on transit vehicles (Q1.2, Q1.4)
- Providing improved communications through public information and encouraging transit usage through creative marketing campaigns (Q1.3, Q2.3, and Q3.1)
- Seeking opportunities to connect transit service with other modes to create a seamless network to improve mobility (Q2.1, Q2.2, and Q2.4)

Each strategy may address more than one objective, goal, or core value. See the flowchart graphic on page 7 for additional objectives.

Performance: Build and operate a safe and efficient transit system.

Because transit is a public service, it is important to ensure efficient allocation of public resources. Additionally, understanding the performance of the system allows for continual improvement. Performance monitoring includes development of performance standards and regular monitoring. Technology is important to gather data properly for performance monitoring but also to provide accurate, accessible information to the public.

Two goals were established to support the growth and operation of the system.

P1. Continually improve transit system performance standards

P2. Provide useful real-time information

Key strategies that support the goals and objectives listed above include:

- Reviewing, documenting, and publishing performance measurements that indicate reliability, effectiveness, and safety. Indicators that may be reported include passengers per revenue hour, on-time performance, vehicle maintenance, safety reports, and financial considerations. A sample copy of the Monthly Operations Report (MOR) can be found in [Appendix V](#) (P1.1 to P1.6 and P1.7).
- Researching and planning for implementation of real-time information to the public and other system improvements to frequency, coverage, or both, as resources become available (P2.1 and P2.2).

Each strategy may address more than one objective, goal, or core value. See the flowchart graphic on page 7 for additional objectives.

Innovation: Develop creative public and private partnerships that support a robust transit system

Public transit role is to meet the mobility needs of the community, including access to work, education, schools, and medical services. To be successful transit must understand the needs of our constituents and develop working relationships. This mission element pursues opportunities to create and promote partnerships with organizations Sun Tran is responsible to serve. Innovative partnerships can include businesses, schools, and civic organizations. Activities can be as simple as promotional efforts or as elaborate as participation in fare subsidy programs.

Two goals was established to support Innovation. Staff seeks innovative solutions, promoting best practices, and creating varied partnerships to meet the needs of the transit system.

- 11. Expand strategic partners to increase ridership through the expansion of the Pass Providers Program.*
- 12. Participate in City of Tucson Transportation Department and Pima Association of Governments (PAG) / Regional Transportation Authority (RTA) Regional Planning Efforts*

Key strategies that support expanding partnerships include:

- Create pilot programs such as the Universal Access Program, working with employers, education providers, housing developments, and visiting conferences (I1.2, I1.3, and I1.4).
- Reviewing innovative ways to provide transit for workforce development and employment opportunities (I1.2, I1.3, and I2.3)
- Introduce innovative urban micro-transit pilot programs that provide circulator service within neighborhoods that would complement the larger fixed-route system (I2.3).

Each strategy may address more than one objective, goal, or core value. See the flowchart graphic on [page 7](#) for additional objectives.

Sustainability: Maintain an affordable, environmentally friendly, and financially viable transit system

Maintaining an affordable and sustainable transit system within the confines of available financial resources is the focus of this mission element. Creating a sustainable system is a core mission of the Transit Task Force. In addition to providing advice of service development, the task force has the opportunity to advocate for support of the long-term stability of the system. This mission focuses on maintaining coordination between the regional transit providers with a seamless fare structure and coordinating schedules between the systems, which also affects Quality. More importantly, the mission focuses efforts to identify long-term predictable funding for the transit system.

Two goals were established to support the growth and operation of the system.

S1. Identify and adopt a sustainable funding strategy

S2. Maintain cooperation between transit agencies in the region

Key strategies that support Sustainability goals and objectives listed above include:

- Supporting efforts extending the Regional Transportation Authority (S1.1)
- Maintain a regional fare policy and coordinated scheduling (S2.1)
- Identifying local, state, and federal grant opportunities to introduce new services and support the stability of existing services (S1.2)
- Coordination with City of Tucson and regional planning efforts including City of Tucson Transit Connections Focus Group, Complete Streets Policy, and Pima Association of Governments/Regional Transportation Authority (PAG/RTA) Long Range Regional Transit Plan (LR RTP). (S2.3 and Q2.4)

Each strategy may address more than one objective, goal, or core value. See the flowchart graphic on page 7 for additional objectives.

Value: Promote an understanding of the value of transit to the community

Public transit provides more benefit to a community than simply moving people. Transit provides access to all that a community provides for those who have no other means of transportation. In addition, transit provides access to jobs supporting the economy, promotes a cleaner environment, and can stimulate economic development. The Sun Link streetcar system has been a contributing factor to the revitalization of the Downtown and Entertainment Districts that include the San Augustin Mercado, Fourth Avenue, and Main Gate developments. Further, most people in a community do not use public transit but benefit from its existence in other ways. For those who do not regularly use transit it is important to promote an understanding of the benefits transit brings to the community, including promoting the economic vitality to the region:

Three goals were established to support understanding the value provided the community.

- V1. Create a public advisory board*
- V2. Support economic development with transit*
- V3. Build greater public understanding of the value of transit*

Key strategies that support Sustainability goals and objectives listed above include:

Key objectives to promote an understanding of transit include:

- Understanding the perceptions of the non-riding members of the community (V3.1)
- Collaborating with the Office of Economic Development, Tucson Chamber of Commerce, University of Arizona, and other decision makers, identifying transit opportunities for relocating businesses both within and new to Tucson (V2.1 and V3.3)
- Developing a public education program to create an understanding of the economic and environmental benefits of supporting transit within the community (V3.2)
- Create partnerships with the City of Tucson and developers better serving new developments such as Target, Home Goods, and Amazon Distribution Centers (V2.1).

Each strategy may address more than one objective, goal, or core value. See the flowchart graphic on page 7 for additional objectives.

Service Management Plan (Strategies)

During fiscal year 2020 (FY 2020), a number of planning initiatives have been undertaken that will shape the role and direction of Sun Tran. As these initiatives continue into FY 2021, participation will define how Sun Tran fits into the transportation infrastructure of our community. These initiatives include the Transit Connections Focus Group, PAG/RTA Long Range Transit Plan (LRRTP), the development of a Complete Streets Policy, and a City of Tucson, Transportation Mobility Master Plan. These policy documents and others that affect transit are found in [Appendix IV](#).

The Transit Connections Focus Group (2018-2019) is composed of stakeholders representing City transportation committees and task forces, bus riders, business organizations, other agencies in the region, advocates, and school districts. These stakeholders work with an interdisciplinary team of staff advisors from City of Tucson Department of Transportation, Planning and Development Services, Police Department, and Sun Tran, meeting throughout 2018. The goal has been to develop a list of recommendations for transit supportive activities for Mayor and Council consideration. The discussions place an emphasis on the Frequent Transit Network enhancements that will improve service delivery, customer experience, connections between the different transportation modes and policy and procedure changes.

Pima Association of Governments hosts the LRRTP process (2018-2019) in partnership with the City of Tucson Department of Transportation, Sun Tran, Sun Link, and Sun Shuttle. Plan objectives include, establish a long-term strategic vision for the regional transit systems, estimate future transit demand, identify service gaps, understand long-term finances and system improvement costs, identify opportunities and optimal conditions for private partnerships and investment, and building on the existing Frequent Transit Network. The planning process has public involvement woven throughout the process as it establishes a vision for the system 20 or more years into the future.

Complete Streets Policy and Guidelines, 2019

Waiting for most current information from Jan. 23 M&C Study Session.

City of Tucson, Transportation Mobility Master Plan, 2019

The SOW is currently under development.

Fiscal years 2020 and 2021 will have dual focus: active participation in the local and regional planning initiatives and service quality evaluation and enhancement. The first year will focus on evaluation of the system, establishment of performance criteria and standard operating procedures (SOP) that build on previous successes and evaluate industry best practice procedures to accomplish new and existing goals. In addition, year one will focus on the completion of planning activities to define the role of transit. Year two (2) will see the development of plans to enhance services over the next 4 years.

Key Strategies include:

Year 1, Fiscal Year (FY) 2020, July 1, 2019 – June 30, 2020

- Participation in the development of local and regional plans outlined above and in [Appendix IV](#). Transit staff will work with City Department of Transportation and PAG/RTA staff to finalize the LRRTP, The City of Tucson Complete Streets Policy and Guidelines, as well as the proposed Transportation Mobility Master Plan, and creation of a five (5) year service improvement plan to connect the regional transit services (Q2.1, I2.1, I2.3, S1.3, V2.1, and V2.2).
- Facilitate a discussion of service characteristics particularly the Frequent Transit Network to develop recommendations for consistent service levels and performance standards (Q3.4)
- Establish performance standards and report to the Transit Task Force, Mayor and Council, and interested community members through a quarterly report. Establish Passengers per Revenue Hour as standard measurements, reviewing routes that are less than 80 percent (80%) of the average transit system for improvements. Improve service reliability, schedule timing, and schedule adherence, designating focus routes and transit corridors (Q1.1, P1.1, and P1.2).
- Review services for efficiencies and effectiveness, reallocating resources in response to limited financial resources (P1.2 and S2.2).
- Identify enhancements based on the Transit Connections Focus Group Recommendations report, PAG Long Range Regional Transit Plan (LRRTP) and public input that will position the system for future growth (I2, I2.2, I2.3, and V2.2).
- Use the Non-Rider Survey to develop education programs for the public, providing information on the benefits of transit economically and environmentally (V3.1 and V3.2).
- Implement public education campaign (Q3.1, I1.5, I1.4, I1.1, and V3.2)
- Implement potential solutions identified in the Safety and Security Analysis (Q1.2 and Q1.4).
- Implement Transit Center upgrades (Q1.2 and Q1.3)
- Demonstrate Electric Bus in revenue service (I2.3 and S1.4)
- Create and develop new integrated web site and mobile application (Q2.3, P2.1, P2.2)
- Implement and analyze Universal Access pilot projects (Q3.1, I1.2, and I1.4)
- Provide Customer Service Skills training to operators, supervisors, and other staff (Q1.4)
- Create a FTA Safety and Security Management Plan

Year 2, FY 2021, July 1, 2020 – June 30, 2021

- Review services for efficiencies and effectiveness, reallocating resources in response to limited financial resources (P1.2, S2.2).
- Implement Transit Center upgrades (Q1.2 and Q1.3)
- Incorporate alternative fuel vehicles into the Fleet Management Plan (S1.4)
- Develop Regional Transit Marketing Plan (Q3.2)
- Implement public education campaign (Q3.1, I1.5, I1.4, I1.1, and V3.2)
- Provide Customer Service Skills training to operators, supervisors, and other staff (Q1.4)
- Create, expand, and modify transit services based upon a dynamic dialogue with the community on the benefits and challenges of providing a strong transit system that meets individuals' needs and opportunities of independence (Q3.1, V3.2).
- Investigate opportunities to improve and install better wayfinding and innovative cost effective communication with both operators and the public (Q1.3, Q2.3, and P2.2).
- Create policies that allow the transit system to adapt to changes in land-use and new developments more quickly, including pilot projects (I2.1, I2.2, I2.3, V2.1 and V2.2)
- Develop a series of Short Range Plans as a road map to growing to meet the vision of the LRTP and Transit Connections Focus Group recommendations (Q3.4, I2.1, I2.2, V2.1, and V3.2). Plans would include:
 - Enhancements to the Frequent Transit Network (Q3.4)
 - Create policy for implementing innovative transit experiments to include neighborhood circulators and micro-transit projects (I2.3).
 - Develop a transit-priority corridor recommendation and implementation strategy to introduce High-Capacity Transit (HCT) solutions within the region (I2.2).

Year 3, FY 2022, July 1, 2021 – June 30, 2022

- Review services for efficiencies and effectiveness, reallocating resources in response to limited financial resources (P1.2, S2.2).
- Implement Transit Center upgrades (Q1.2 and Q1.3)
- Implement public education campaign (Q3.1, I1.5, I1.4, I1.1, and V3.2)
- Provide Customer Service Skills training to operators, supervisors, and other staff (Q1.4)
- Implement a micro-transit and/or neighborhood circulator project (I2.3).
- Implement a HCT recommendation within the region (I2.2).
- Conduct Non-Rider Survey (Q3.1, V3.1, and V3.2).

Year 4, FY 2023, July 1, 2022 – June 30, 2023

- Review services for efficiencies and effectiveness, reallocating resources in response to limited financial resources (P1.2, S2.2).
- Develop Regional Transit Marketing Plan (Q3.2)
- Implement public education campaign (Q3.1, I1.5, I1.4, I1.1, and V3.2)
- Provide Customer Service Skills training to operators, supervisors, and other staff (Q1.4)
-

Year 5, FY 2024, July 1, 2023 – June 30, 2024

- Review services for efficiencies and effectiveness, reallocating resources in response to limited financial resources (P1.2, S2.2).
- Implement public education campaign (Q3.1, I1.5, I1.4, I1.1, and V3.2)
- Provide Customer Service Skills training to operators, supervisors, and other staff (Q1.4)
-

RTA Plan and System Route Expansions

The RTA has for six years funded new and improved upon transit service to the Tucson area. The table in [Appendix II](#) identifies the service frequency and route expansions that have been identified for each fiscal year. These improvements may be reviewed each year to reevaluate the priorities and resources available in coordination with the Pima Association of Governments (PAG) Regional Transportation Planning Committee (TPC) and Transit Working Group (TWG). Additionally these improvements may enhance the core services and increase capabilities for Sun Tran to provide additional services throughout the metropolitan area.

See [Appendix II](#) for Proposed RTA Transit Improvements.

Conclusion:

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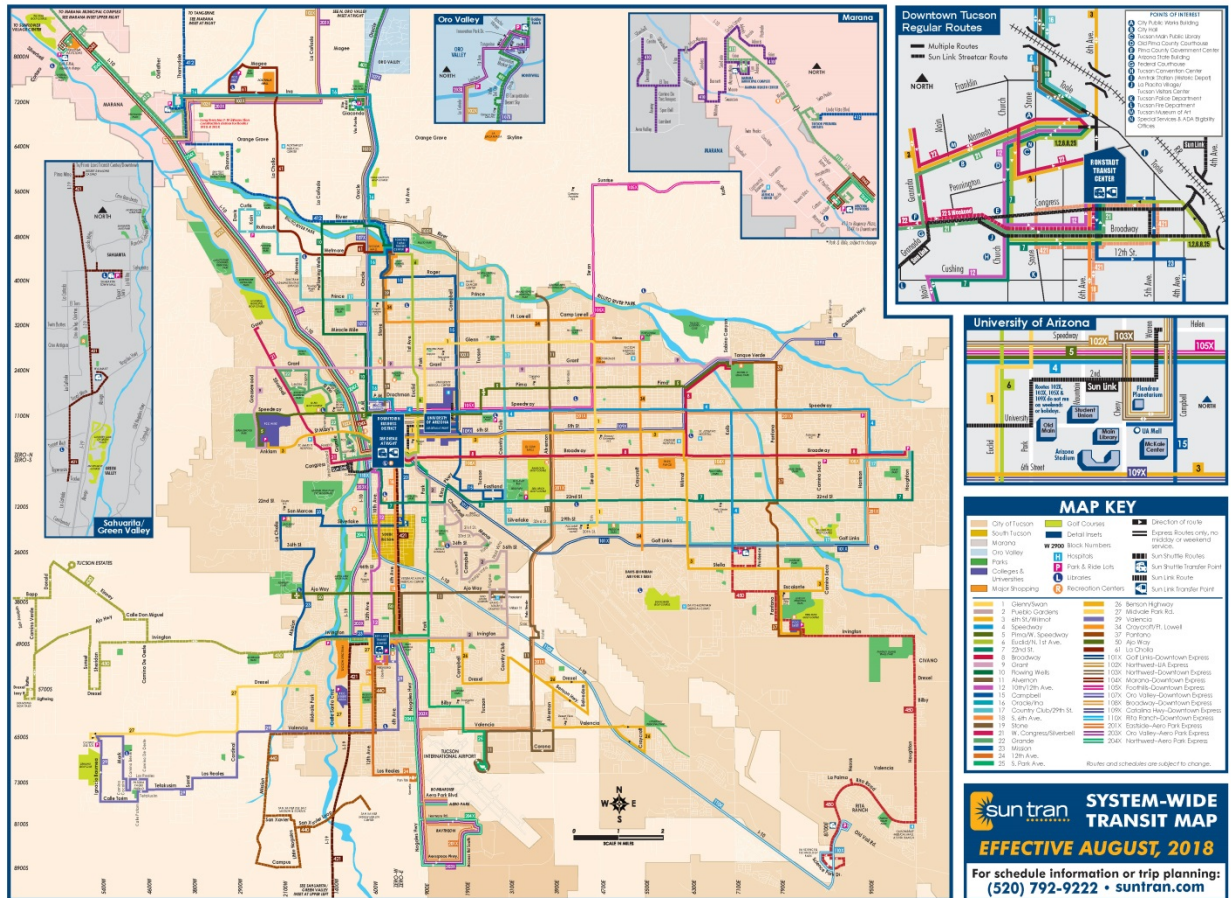
APPENDICES

- Appendix I Maps
- Appendix II Proposed / Future RTA Transit Improvements
- Appendix III Strengths, Weaknesses, Opportunities, and Threats (SWOT)
- Appendix IV Summary of Studies and Policies
- Appendix V Performance Standards – MOR / MCR

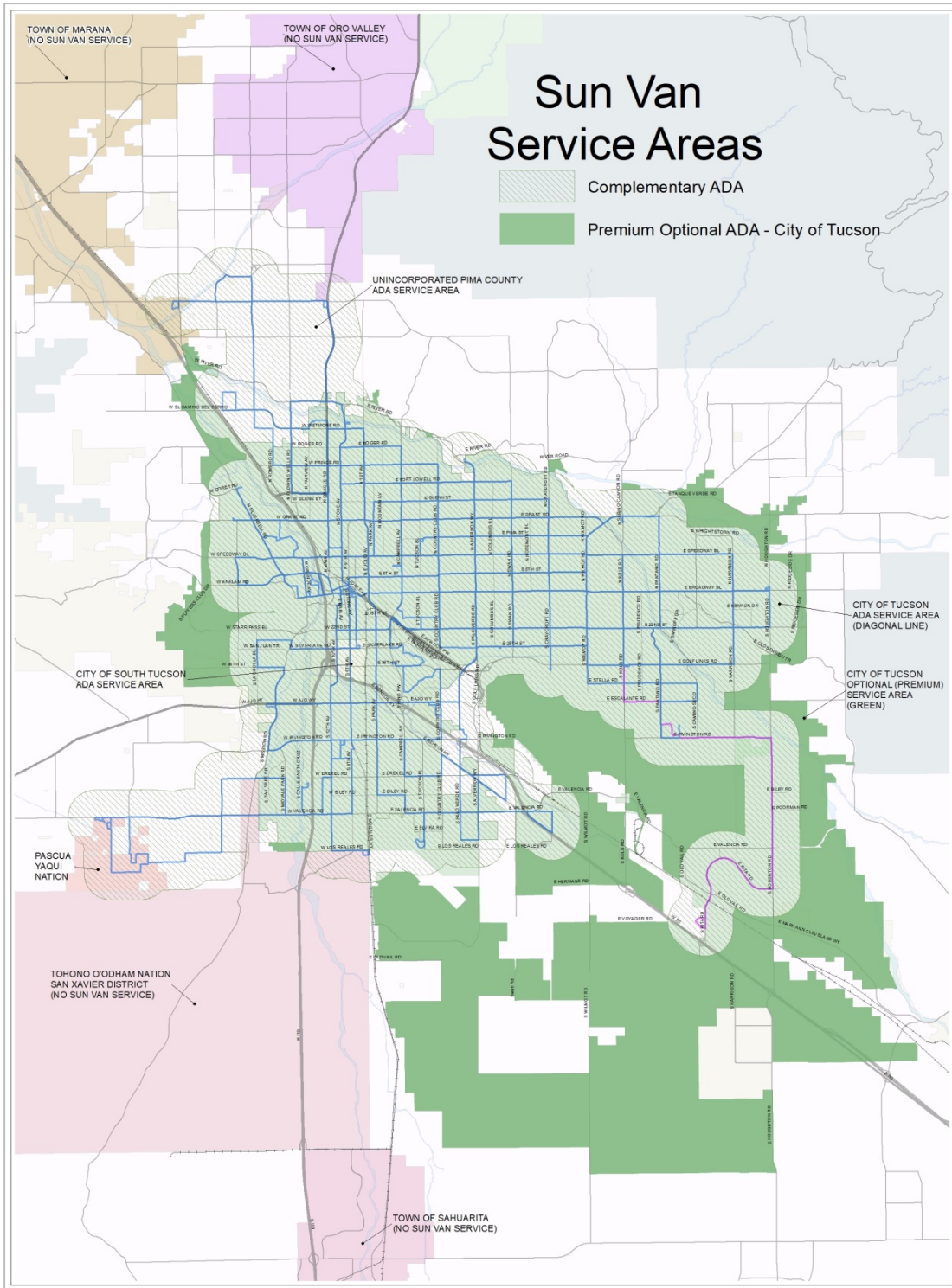
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Appendix I - MAPS

System Map



Sun Van Service Areas



City of Tucson
Sun Van Complementary ADA
Service and Optional Service

For Illustrative Purposes ONLY

Sun Tran / Sun Shuttle Fixed Routes
 — Sun Tran Fixed Routes 1 - 61
 — SunShuttle401_486

Sun Van Service Area
 [Hatched Box] Complementary ADA
 [Green Box] Premium Optional ADA - City of Tucson

Street Network
 — Interstate Hwy
 — State Hwy
 — Major Streets and Routes
 — Pima County stl_maj

Jurisdictions
 [Orange Box] MARANA
 [Purple Box] ORO VALLEY
 [Pink Box] SAHUARITA
 [Light Blue Box] SOUTH TUCSON
 [Light Green Box] TUCSON
 [Light Purple Box] UNINCORPORATED PIMA COUNTY
 [Light Orange Box] PASCUA YAQUI NATION
 [Light Pink Box] TOHONO O'ODHAM NATION SAN XAVIER DISTRICT



As of: March 15, 2018
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Appendix II – PROPOSED / FUTURE RTA TRANSIT IMPROVEMENTS

- Regional Transportation Authority Plan
A \$2.1 billion, 20-year multi-modal transportation plan approved by Pima County voters in 2006, funded by a 1/2-cent excise tax, along with other regional and local dollars, such as developer impact fees.

www.rtamobility.com

Proposed RTA Transit Improvements

Year 7 Budget 12 -13				
P48 - Weekday Frequency and Service Area Enhancements - Feb 2013 (Phase I)				
Route Number-Name	Vehicles	Annual Hours	Annual Miles	Operators
8-Broadway (Improvements/Extension Tanque Verde)	2	15,515	187,294	8
4-Speedway - Frequency	1	8,925	120,309	5
P50 - 4-Kolb/PCE & Speedway/Houghton	1	667	74,419	6
Total Annual Core Service		25,107	382,022	19
P48 - Weekday Frequency and Service Area Enhancements - Feb 2013 (Phase II)				
Route Number-Name	Vehicles	Annual Hours	Annual Miles	Operators
3-6th Street/Wilmot - Frequency	1	8,529	87,529	4
7-22nd Street - Frequency	1	105,035	105,035	8
P50 - 39-Houghton	1	253,581	253,581	8
Total Annual Core Service		367,145	446,144	20
P48 - Weekday Frequency and Service Area Enhancements - August 2013 (Phase III)				
Route Number-Name	Vehicles	Annual Hours	Annual Miles	Operators
3-6th Street/Wilmot - Frequency	5	13,338	171,793	7
7-22nd Street - Frequency	-	12,113	153,351	2
39-Houghton - Frequency	5	9,550	110,685	5
Total Annual Core Service	10	35,001	435,829	14
P48 - Weekday Frequency and Service Area Enhancements - February 2014 (Phase IV)				
Route Number-Name	Vehicles	Annual Hours	Annual Miles	Operators
11-Alvernia - Extension to TTC	3	7,650	98,532	4
9-Grant - Frequency	2	6,034	86,201	2
11-Alvernia - Frequency	3	11,392	115,412	6
Total Annual Core Service	8	25,076	300,145	12
P49 - Weekday Frequency and Service Area Enhancements - May 2014				
Route Number-Name	Vehicles	Annual Hours	Annual Miles	Operators
10-Flowing Wells - Frequency	3	7,013	91,590	4
15-Campbell - Frequency	2	4,463	56,903	3
19-Stone - Frequency	2	6,375	64,579	4
15-Campbell - Extension to TIA along Campbell	5	6,375	64,579	7
Total Annual Essential Service	12	24,226	277,651	18
Year 9 Fiscal Year 14-15 NoTransit Service Improvements Implemented				
Year 10 Fiscal Year 15-16 NoTransit Service Improvements Implemented				
Year 11 Budget 16-17				
P50 - Service Area Enhancements - August 2016				
Route Number-Name	Vehicles	Annual Hours	Annual Miles	Operators
P50 - 40-S. Kolb (10 years of Service)	4	12,690	173,571	7

Work with James McGinnis and Bob –
(1) Identify projects completed and part of the system.
(2) Identify projects still projected to be completed
Redo Table ... designate current (IGA) and future conditions

Appendix III - STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)

The Transit Task Force members worked to develop a vision for the strategic plan. Members distinguished the key Goals and Objectives for the plan. Once the plan was drafted, using a SWOT analysis format, Transit Task Force members, voted on what is now the final plan for the Five Year strategic Plan.

The Transit Task Force completed the SWOT Analysis on May 2018 for the Five Year Strategic Plan. From the analysis, the following was some of key information that was used to define the Goals and Objectives of the strategic plan.

Strengths that were identified were the High Frequency Network, Partnership between Sun Tran, Sun Link with the University of Arizona and Parks & Recreation. Passion for transit from the community and Sun Van’s paratransit coverage ranked high in strengths. Ease of use of the Tucson Transit system and the quality of professional staff were as important during the analysis.

Weaknesses that received the highest percentage of votes during the SWOT analysis were night and weekend service. Travel time, traffic impediments and lack of a long range 10-15 year transit plan were identified as part of the transit system weaknesses. Quality of real-time information and lack of technology as well as the lack of qualified bus drivers and cleaners for the buses ranked as part of the identified weaknesses.

Opportunities that were described during the analysis for the Tucson Transit System were dedicated funding source, transit being an integral part of planning and construction, connecting with younger generations before they make their first car purchase. Incorporate better technology such as real time data and mobile apps for current and potential users.

Threats that were recognized as potential barriers were Federal funding, lack of density, fear, or perception. Fare increases, and strikes ranked high as a threats and the ease and support of cars over other transportation.

Appendix IV - SUMMARY OF STUDIES AND POLICIES

Summary Plans, Programs, and Policies

The following plans, programs, and policies provide guidelines for Sun Tran when planning for transit service changes or improvements.

Insert ... Paragraph for Complete Streets Policy and development & planning process, including next steps

Insert ... Paragraph for Transportation Mobility Plan and planning process

Insert ... Paragraph for Transit Connections Focus Group planning process and Recommendations Report

Frequent Transit Network (FTN) Policy, 2017

The City of Tucson Frequent Transit Network Policy supports the development and growth of a frequent service grid to serve the densely populated areas of Tucson where transit demand is strong. The policy follows criteria for the inclusion of routes to the FTN, as well as performance indicators to measure the success of current routes on the FTN.

The policy states routes currently in the FTN must meet service level expectations, according to the criteria, for a minimum of four years. New routes may be added if they meet the FTN qualifying criteria. The FTN Routes are reviewed annually and routes that do not meet expectations will be placed “under review” to determine if they should remain on the FTN. The policy outlines how the FTN will be marketed to the general public and defines the three tiers of FTN service that a route can offer.

<https://www.tucsonaz.gov/files/transportation/833095902122018082331112.PDF>

Major Service and Fare Changes Policy, 2016

City of Tucson Resolution 15460 defines the City of Tucson’s public participation process in the event of transit fare increases or services changes. The policy defines the situations, which require the City to solicit and consider public comment to determine if any adverse effect would occur as a result of the fare change or major service change. The policy states the City must hold a public hearing and conduct a Fare Equity Analysis if there is a fare change to any of the public transportation modes. In addition, a public hearing must be held and a Service Equity Analysis must be conducted if there is any major service change to any of the public transportation modes. A major service change is defined as any change in service impacting more than twenty-five percent of an individual route’s revenue miles, revenue hours, or ridership.

<https://suntran.com/PDF/Title%20VI%20reports/Policy%20Fare%20&%20Major%20Service%20Changes.PDF>

- Title VI of the Civil Rights Act of 1964: Provides for equitable distribution of public transportation resources http://www.fta.dot.gov/documents/FTA_Title_VI_FINAL.pdf
- Environmental Justice: Provides equal protection for all environmental status and regulations without discrimination http://fta.dot.gov/documents/FTA_EJ_Circular_7.14-12_FINAL.pdf

Jarett Walker Study and Reports, 2015

The City of Tucson conducted a workshop with Jarett Walker & Associates to understand the current state of Tucson’s transit needs and choices. The Framing the Questions Workshop was conducted as part of Pima Association of Government (PAG)’s long range transportation plan development to provide guidance on the regional transit vision and future regional planning processes. The workshop consolidated information about the region including economic factors and transportation demand, and presented a series of questions for stakeholders and the public to consider when planning for future transit needs.

https://www.tucsonaz.gov/files/transit/2015-04-16_Jarrett_Walker_and_Associates_-_Framing_the_Questions_Report.pdf

The Transit Choices Workshop collected input from people, who represented a broad array of organizations and constituencies, about their vision for the future of transit in Tucson. It was intended to form the framework for developing PAG’s 2045 Regional Transportation Plan (RTP).

https://www.tucsonaz.gov/files/transit/2015-06-23_Jarrett_Walker_and_Associates_-_Transit_Choices_Workshop_Report.pdf

Comprehensive Operational Analysis (COA) of January 2015

The Comprehensive Operational Analysis (COA) is an in-depth study of the transit services provided by the City of Tucson and other services provided within the region. The COA identifies strengths and weaknesses of each transit system, and develops specific recommendations toward the continual improvement of transit services. Included in the COA is a Market Assessment, a review of current services and standards, a Recommended Service Plan for Regional Partners, and a Long Range Plan. The COA provides separate sections detailing these topics, along with supporting data and reports.

https://www.tucsonaz.gov/files/transit/COA2014Report_FullwithAppendix_.pdf

Other Policies that may affect the Five Year Strategic Plan

- Insert ... Paragraph for Long Range Regional Transportation Plan and planning process

- Pima Association of Government (PAG)s’ Transit Improvement Program, 2018 - 2022
The Transportation Improvement Program (TIP) is a five-year schedule and budget of proposed transportation improvements within eastern Pima County. The TIP is updated annually in association with PAG's member jurisdictions and other implementing agencies. The goal of the process is to develop a TIP that makes optimum use of available federal, state and local funds and resources to serve the region's multi-modal transportation needs. The TIP implements the long-range transportation plan known as the Regional Mobility and Accessibility Plan (RMAP). All projects included in the TIP must be drawn from the RMAP.
<http://www.pagregion.com/Programs/TransportationPlanning/PlansandPrograms/TransportationImprovementProgram/tabid/172/Default.aspx>
- PAG’s Long-Range Regional Mobility and Accessibility Plan, 2016
Pima Association of Governments (PAG) updates its long-range Regional Mobility and Accessibility Plan (RMAP), formerly referred to as the Regional Transportation Plan or RTP, every four years as mandated by the federal government. PAG’s Regional Council formally adopted the 2045 RMAP in May 2016. The RMAP covers a minimum 20-year planning period. The 2045 RMAP identifies projects, goals, and performance measures for the transportation system of the Tucson metropolitan area for a 30-year period.
<http://www.pagregion.com/Default.aspx?tabid=1133>
- PAG’s Public Transit – Human Services Coordinated Transportation Plan, 2018
Pima Association of Governments (PAG) prepares and adopts a Public Transit-Human Services Coordinated Transportation Plan to guide transportation coordination in the region for older adults and persons with disabilities. The PAG Regional Council adopted the 2018 PAG Public Transit-Human Services Coordinated Transportation Plan in May 2018. Human service agencies are actively involved in identifying regional human service transportation needs and developing strategies to meet these needs through quarterly coordination meetings.
<http://www.pagregion.com/documents/humanservices/2018PAGPublicTransitHumanServicesCoordinatedTransportationPlan.pdf>
- Pima County Air Quality District
Federal law that defines the Environmental Protection Agency’s responsibilities for protecting and improving the nation's air quality and the stratospheric ozone layer. Pima County Air Quality District determines whether we’re meeting the federal standards.
<http://www.epa.gov/air/caa/>

Appendix V – PERFORMANCE STANDARDS – MOR

Sun Tran / Sun Van / Sun Link – Monthly Operations Report (MOR)

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