Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Mayor and Council Transit Task Force and to the general public that the Mayor and Council Transit Task Force will hold the following meeting which will be open to the public.

**Mayor and Council Transit Task Force**  
**AGENDA**  
*Monday, June 5, 2017 from 3:00 p.m. to 6:00 p.m.*  
*Location: 201 N. Stone, 4th Floor  
Tucson, AZ 85701*

<table>
<thead>
<tr>
<th>TOPICS</th>
<th>SUGGESTED TIME ALLOTTED</th>
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<tbody>
<tr>
<td>1. Call to Order</td>
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<tr>
<td>2. Introductions / Roll Call</td>
<td>2 Minutes</td>
</tr>
<tr>
<td>3. Approval of April 3, 2017 Minutes</td>
<td>3 Minutes</td>
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<tr>
<td>4. Call to the Audience</td>
<td>5 Minutes</td>
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<tr>
<td>5. Update on Transit/ Announcements/ Chair’s Report</td>
<td>10 Minutes</td>
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<tr>
<td>6. Special Services Office Hours</td>
<td>10 Minutes</td>
</tr>
<tr>
<td>7. Transit Fare Policy</td>
<td>20 Minutes</td>
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<td>8. Five Year Strategic Plan: Goals and Objectives</td>
<td>120 Minutes</td>
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<tr>
<td>9. Call to the Audience</td>
<td>5 Minutes</td>
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<tr>
<td>10. Next meeting Date</td>
<td>3 Minutes</td>
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<tr>
<td>• Monday, July 10th</td>
<td></td>
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<tr>
<td>11. Future Meeting Agenda Items</td>
<td>2 Minutes</td>
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<tr>
<td>12. Adjourn</td>
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</tbody>
</table>

*Action may be taken on any item.*  
*(Material, if available, can be provided by contacting Karen Rahn at 520-837-6584)*
Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Mayor and Council Transit Task Force and to the general public that the Mayor and Council Transit Task Force will hold the following meeting which will be open to the public.

Mayor and Council Transit Task Force
MINUTES
Monday, April 3, 2017, 4:00 p.m.
Location: 201 N. Stone, 4th Floor
Tucson, AZ 85701

1. Call to Order

Meeting was called to order at 4:05 p.m. with seven (7) of the eleven (11) members present which established a quorum.

2. Introductions / Roll Call

Members Present:  Margot Garcia, Chair (Ward 6)
Suzanne Schafer, Vice Chair (Ward 3)
Dale R. Calvert (City Manager)
David Heineking (City Manager)
Lisa Shipek, (Mayor)
Brian Flagg (Ward 2)
Robert Medler (Ward 4)
James McGinnis, (RTA Advisory Member)
Gene Caywood, (Advisory Member)

Members Absent: Vacant (Ward 1)
Vacant (Ward 5)
Vacant (CTAC or City Manager)
Vacant (CTAC or City Manager)

Staff Present:  Sam Credio, Transit Administrator
Nicholas Scherer, Transit Services Coordinator
Claire Spielberg, Interim General Manager of Sun Tran/Sun Van
Jared Forte, Assistant General Manager of Sun Tran/Sun Van
Bob McGee, Scheduling Manager
Pat Richter, Pass Program Manager
Davita Mueller, Sun Tran Planning Analyst
Eric Sitiko, Operations Manager of Sun Link
Bill Davidson, Marketing Director
Todd Noble, Smart Card Program Manager
3. Approval of March 6, 2017 Minutes

The Minutes were approved as submitted.

4. Call to the Audience

Allen Benz – Mr. Benz noted that the number of assaults on bus drivers has increased. He stated that most of the security or safety screens have been removed and he wondered if that was part of a Pilot Project.

Richard Mayers – Mr. Mayers said he wondered why the streetcar interface with SunTran at Church and Broadway is not advertised as a connection. Mr. Mayers also noted that the #15 bus has been re-routed for Spring Fling in a way that brings it very close to the street car and he said he wonders why that isn’t made permanent.

5. Update on Transit/Announcements/Chair’s Report

Sam Credio reported that staff continues to work with the developer and the FTA on plans for the Ronstadt Transit Center.

At the Mayor and Council meeting on Wednesday, April 5, there will be a public hearing on the Summer Go and Annual Pass.

On the Agenda for the Mayor and Council meeting on April 19 is the approval of the Frequent Transit Network Policy and approval of the Summer Go and Annual Pass.

At a future Mayor and Council meeting (probably in June), the Fare Policy will be on the Agenda. The Fare Policy will be reviewed by the TTF before that meeting.

The $25 for $20 has been revised. Council Member Cunningham proposed that the program be front-loaded vs. back-loaded. Mr. Credio said they were working with staff on an implementation plan. It will be rolled out on May 1.

Staff will be giving the Mayor and Council a briefing on the Frequent Transit Network Policy.

Mr. Credio introduced Ms. Claire Spielberg, Interim General Manager of Sun Tran/Sun Van.

Brian Flagg passed out a flyer from the Bus Riders Union expressing their concern that there could be another bus strike since the Teamsters contract expires on July 30. Mr. Flagg stated that after the last strike, there was supposed to be a Stakeholder group that would come up with a new management company. He also expressed his concern that there is no dedicated funding source, while a half-cent sales tax has been proposed for police, fire, and roads.
Jared Forte reported that the Title VI review process costs approximately $6,000. The three-day pass would cost $10.50. Discussion followed.

James McGinnis reported that there is a proposal to cut Federal Funding for Capital Projects in the proposed budget. Mr. McGinnis said that they are working on performance measures for RTA Projects as a result of the ten-year audit.

Broadway Coalition – Margot Garcia stated that People for Public Places was in town and interviewed a wide variety of people regarding the Broadway Corridor Project.

6. SunGo Card Issues

Jared Forte reported that SunGo techs report everyday on calls from constituents concerning SunGo issues. Issues with transfers come up occasionally. Discussion followed.

7. Five Year Strategic Plan

Rebecca Ruopp led the Task Force in a SWOT Analysis of the Five Year Strategic Plan for Transit. The current transit service was analyzed according to:

- Strengths
- Weaknesses
- Opportunities
- Threats

Discussion followed.

8. Call to the Audience

There were no comments made.

9. Next Meeting Date

- The next meeting date will be May 1, 2017

10. Future Meeting Agenda Items

Continuation of Five-Year Strategic Plan Discussion

11. Adjourn

The meeting adjourned at 5:58 p.m.
Item 4: Call to the Audience

Issue – This is a standing agenda item to all members of the audience to make comment to committee members regarding transit.

Staff Recommendation – None. This is an information item.

Background – The memo accompanying this agenda item is intended to provide information to the Transit Task Force regarding the public comments made in front of the task force during the call to the audience agenda item from the previous meeting.

Present Consideration – Staff responses from the questions or comments during the previous Task Force meeting’s Call to the Audience agenda items is provided below:

1st Call to the Audience

Allen Benz:

1. Partitions installation update will be provided.

Richard Mayers:

1. The Streetcar interface with Sun Tran at Church and Broadway is advertised as a connection here: http://www.sunlinkstreetcar.com/how-to-ride/maps. The ‘Route Map’ will display more detail: http://www.sunlinkstreetcar.com/documents/Sun%20Link%20map-summer.pdf

2. This temporary bus stop that is used when the U of A mall is closed. The temporary stop was closer to the Sun Link Stop than the regular bus stop.

2nd Call to the Audience

None

Financial Considerations – None

Attachments – None
Item 5: Update on Transit/Announcements/Chair’s Report

Issue – This is a standing agenda item to inform committee members of relevant transit information within the City of Tucson and around the region.

Staff Recommendation – None. This is an information item.

Background – There are several city departments, interest groups, and committees that are discussing various aspects of public transportation. Committee members as well as staff will have the opportunity to share information with the group and give updates on relevant projects.

Present Consideration – A list of projects, committees and stakeholders is provided below for a possible update to task force members.

City of Tucson Updates:
Ronstadt Transit Center (RTC) Redevelopment
Mayor and Council Meeting(s)

Sun Go, Sun Link, Sun Tran, and Sun Van Updates:
3 Day Pass Fare Analysis
GoTucson Transit - Mobile Application Split
Project Safe Place, Our Family Services, and Finding Missing Children

Regional Updates:
PAG - High Capacity Transit Implementation Plan (HCTIP)
RTA - Transit Project Updates

Committees Updates:
RTA - Transit Working Group (TWG)

Stakeholder Group Updates:
- City Manager’s Transit Stakeholders Group
- Broadway Coalition
- Bus Riders Union
- Bus Friends Forever
- Friends of the Streetcar
- Living Streets Alliance
- Old Pueblo Trolley
- Southern Arizona Transit Advocates
- Boards, Committees, and Commissions Stakeholders

Financial Considerations – None

Attachments – Update on Transit/Announcements/Chair’s Report
A- Letter from City Manager’s Office regrading BCC Review Process
B- Letter from Sun Tran to David Desmond
C- RTA Transit Element Financial Update
City of Tucson Updates:

1) Ronstadt Transit Center (RTC) Redevelopment

2) Mayor and Council Meeting(s)
   a) April 5, 2017
      i) Regular Agenda, Item 8: Public Hearing - SummerGO Youth Pass and Annual Pass
      ii) Study Session, Item 7: Renewal of the Pedestrian Advisory Committee
          (1) Letter from James McAdam, with an update on the BBC review process
          (Attachment A)
   b) April 19, 2017
      i) Regular Agenda, Item 7.i.: Proposed Ordinances – Amending Tucson City Code
         (TCC), Chapter 2, Article I, Sections 2-18, Relating to Transit Fare, Adding
         Annual Pass and SummerGo Youth Pass
      ii) Regular Agenda, Item 7.j.: Approval of City of Tucson Frequent Transit Network
         (FTN) Policy
   c) May 9, 2017
      i) Study Session, Item 1: Submission of the City Manager's Recommended Fiscal Year
         2018 Budget
   d) May 23, 2017
      i) Study Session, Item 7: Discussion of Recommended Fiscal Year 2018 Budget
      ii) Regular Agenda, Item 8: Public Hearing – Recommended Fiscal Year 2017/18 Budget
      iii) Regular Agenda, Item 9: Tentative Adoption of the Fiscal Year 2017/18 Budget
      iv) Regular Agenda, Item 7.k.: Eighth Extension of Term of Service for Council-
         Appointed Transit Task Force
      v) Regular Agenda, Item 7.l.: Authorization for Federal Transit Administration (FTA)
         Surface Transportation Program (STP) Funds Application
   e) Upcoming Meeting Items
      i) June 6, 2017
         (1) Grant Agreement for Section 5310 Operating Funding (Sun Van Operational
             Funding).
         (2) Final Public Hearing of the Fiscal Year 2017/18 Budget
         (3) Final Adoption of the Fiscal Year 2017/18 Budget
Sun Go, Sun Link, Sun Tran, and Sun Van Updates:

1) 3 Day Pass Fare Analysis
   a) This update will be discussed at the meeting

2) Mobile Application Split
   a) This update will be discussed at the meeting

3) Project Safe Place, Our Family Services, and Finding Missing Children
   a) David Desmond correspondence with Mayor Rothschild and Sun Tran (Attachment B)

Regional Updates:

1) PAG - High Capacity Transit Implementation Plan (HCTIP)
   a) This update will be discussed at the meeting

2) RTA - Transit Project Updates
   a) This update will be discussed at the meeting

Committees Updates:

1) PAG/RTA Transit Working Group (TWG)
   a) 5/9/17 Meeting
      i) RTA Transit Element Financial Update Presentation (Attachment C)
Honorable Mayor and Council Members,

In light of the upcoming agenda item regarding the renewal of the Pedestrian Advisory Committee, the City Manager requested that we provide you with a brief update on the ongoing review of boards, committees, and commissions (BCCs).

We have just concluded a productive series of meetings with staff and members of the Climate Change Committee and Metropolitan Energy Commission regarding the creation of the new city Commission on Climate, Energy, and Sustainability. This group has successfully generated a draft ordinance language and transition plan, which we will be bringing to you for your consideration in the next 4-6 weeks.

The next big effort will be moving forward on the review of all BCCs related to transportation. We completed the first phase of this review in fall of 2016, including surveys of and discussions with members of these committees, supporting staff, and departments. From this exercise, we determined that more input from the committees and their stakeholders was needed before we solicited a recommendation from TDOT. To gather this input, we are planning to bring the results of our initial review to a focus group of stakeholders that TDOT is convening to discuss integrated transportation planning beginning in mid-April. The review of transportation-related BCCs would be the first item on this group’s agenda; from this we would plan to be able to return to the BCCs themselves, the City Manager, and ultimately you with recommendations on the structure and function of these BCCs going forward.

TDOT is currently reviewing its plans for this stakeholder group with the City Manager’s Office, and will be providing you with further information as that proceeds.

Please contact me or Elaine Becherer if you have any questions.

Thank you,

James MacAdam, MPA, LEED-AP
Project Manager
City Manager’s Office
City of Tucson
520.837.4068 direct
520.780.9416 mobile
May 3, 2017

David Desmond
6850 E. Golf Links Road #132
Tucson AZ 85730

Dear Mr. Desmond,

The Mayor indicated that he would pass on your suggestion on how to find missing children to Sun Tran. We wanted to let you know that he did and to talk about your idea.

Currently, Sun Tran is helping to keep kids safe through Project Safe Place. This nationally acclaimed youth outreach program creates a network of locations for young people who are in crisis and need immediate help. Every one of Sun Tran's buses proudly displays the Safe Place logo to let kids know they can hop on a bus and ask for help.

Sun Tran partners with Our Family Services, Arizona's oldest non-profit provider for runaway and homeless youth, giving young adults access to immediate help during times of personal crisis. This partnership provides a valuable service to youth in our community.

Additionally, we are open to establishing a process whereby when a dispatcher receives a notice of a missing child an alert is sent out to the Coach Operators. If a photo is provided, we can supply it to our security guards stationed at Transit Centers as well.

We are also interested in sharing this idea with the Tucson Transit Task Force to see if that group can partner with us to develop a plan that will work well with our Transit Community. Please let us know if you have further information to provide.

Sincerely,

[Signature]

Jared Forte
Assistant General Manager

CC: Jonathan Rothschild, Mayor of Tucson
    Sam Credio, Transit Administrator
    Claire Spielberg, Interim General Manager
    File
RTA Transit Element
Financial Update

PROJECTED RTA TRANSIT EXPENSES
PLANNED RTA TRANSIT REVENUE
ACTUAL RTA TRANSIT REVENUE

RTA Transit
Revenue Projections and Expenditures
Projected $11.7M shortfall below anticipated revenue.

Project 44
Weekday Evening Bus Service Expansion
- Projected $14.1M revenue gap

Potential Options:
- Prioritize service using performance standards
- Prioritize above continued system enhancements
- Introduce alternative service delivery model
Project 45
Weekend Bus Service Expansion
- Projected $6.2M revenue gap

Potential Options:
- Prioritize service using performance standards
- Prioritize above continued system enhancements
- Introduce alternative service delivery model

Project 46
Bus Frequency and Area Expansion
- Projected $23.7M revenue for new projects

Potential Options:
- Delay further enhancements until cost containments are identified or revenue forecast changes
- Reallocate funding to other priorities
**Project 47**
Special Needs Transit

- Projected $2.7M revenue gap

**Potential Options:**
- New contract pilot program
- New voucherless payment system should generate more revenue
- Optional service area analysis

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**Project 48**
Neighborhood Circulator Bus System

- Projected $18.3M revenue gap

**Potential Options:**
- Prioritize service using performance standards
- Prioritize above continued system enhancements
- Continue pursuing FTA grant opportunities where available
Project 49
Express Service Expansion
- Projected $19.6M revenue for new projects

Potential Options:
- Delay further enhancements until cost containments are identified or revenue forecast changes
- Reallocate funding to other priorities

Project 50
Sun Link Modern Streetcar
- Project budget will match current IGA
Project 51
Park & Ride Transit Centers
- Projected $3.3M revenue for new projects

Potential Options:
- Marana and Green Valley permanent locations only remaining ballot projects
- Permanent locations may not be necessary allowing fund shifting

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**Future Considerations**

- Reallocate future project funding to meet current service obligations
- Discuss new policies for transferring dollars between projects
- RTA Transit Working Group will continue to develop recommendations for service priorities and funding allocations
Item 6: Special Services Office Hours

Issue – Task Force members suggested extending the Special Services Office hours to accommodate transit passengers who can not make it to the office during current business hours.

Staff Recommendation – None. This is an information item.

Background – At the Special Services Office transit passengers can apply for the economy fare program, buy economy passes, buy full-fare passes, create a Sun Van electronic fare account, add value to a Sun Van electronic fare account, and buy vouchers to ride Sun Shuttle Dial-A-Ride. The Office is in operation from 8:00 a.m. to 4:00 p.m. on weekdays. This is the only location where customers can apply for the economy fare program.

Present Consideration – Staff has developed four options to help improve the ease of obtaining a SunGO ID and Card:

1. Extended Hours for Special Service Office
2. Mobile Sales Units
3. Sun Tran Website Pre-Registration
4. Extension of Senior Expiration period

Financial Considerations – Each option for improving the ease of obtaining a SunGO ID and card has different associated cost.

Attachments –

A. Options For Improving Ease of Obtaining a SunGO ID & Card
<table>
<thead>
<tr>
<th>Option</th>
<th>Description</th>
<th>Staffing Requirements</th>
<th>Equipment Requirements</th>
<th>Misc. Costs</th>
<th>Total Estimated costs</th>
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<tbody>
<tr>
<td>1</td>
<td><strong>Extended Hours for Special Service Office</strong></td>
<td>Extending the hours on weekdays would require an estimated 108 additional overtime hours per month for a cost of $2,600 for twelve (12) weeks or $11,300 per year including fringe benefits. Opening the Special Services Office two Saturdays would cost $1,600 for twelve (12) or $7,000 per year. The total estimated cost is $18,300 per year. The program can be reviewed over the 12 weeks to determine if it should continue.</td>
<td>No additional equipment required</td>
<td>initial 12 weeks: $4,200 Recurring annual cost: $18,300</td>
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<td><strong>Current Hours:</strong> Monday through Friday, 8 a.m. to 5 p.m. Open to public until 4 p.m. <strong>Proposed Extended Hours of Operation</strong> Weekdays: Monday 8 a.m. to 7 p.m. Tuesday - Friday 8 a.m. to 5 p.m. Weekends: Open two Saturday’s per month from 8 a.m. to 12 p.m. Three (3) month trial period to evaluate usage.</td>
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<td>2</td>
<td><strong>Mobile Sales Units</strong></td>
<td>Recurring labor cost of $11,000 based on ten (10) hours including one eight (8) hour remote once a month.</td>
<td>Printer - $5,500</td>
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<td>First year cost: $16,500 Recurring annual cost: $11,000</td>
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<td>Sun Tran has the ability to do remote sales and qualifications of SunGO ID &amp; Cards. This typically is used at non-profits and senior centers as Seniors can qualify easily with basic information and a state-issued ID such as a driver’s license, passport, or military/government/tribal ID. Non-profits can assist in ensuring low income and disabled clients have the necessary documents to qualify for the program.</td>
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### Sun Tran Website Pre-Registration

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<td>3</td>
<td>Utilize Sun Tran website for Senior account pre-registration. Customers 65 years of age or older would complete an online form and attach a picture of an accepted ID. Special Services staff member would review and if approved establish an account. Customer would be notified by email whether or not their application was approved. The customer would have to visit the Specials Services Office or Sun Tran facility per option 2 to show ID, have a picture taken and receive the card. Persons that pre-register would receive preferred access as customer service representatives become available.</td>
<td>No additional staff required. Would require staff time to create online form and establish policies and procedures related to Pre-Registration.</td>
<td>No additional equipment required.</td>
<td>Webpage design: $1,500</td>
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### Extension of Senior Expiration period

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<td>4</td>
<td>Extend the expiration date of the Senior SunGO ID &amp; Cards. Senior cards currently expire at four years. Senior cards would be valid until they need to be replaced due to being lost, stolen or damaged.</td>
<td>No additional staff required. Would require staff time to create online form and establish policies and procedures related to Pre-Registration.</td>
<td>No additional equipment required.</td>
<td>Webpage design: $1,500</td>
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Item 7: Transit Fare Policy

Issue – In November 2014 the City of Tucson Mayor and Council approved the Transit Task Force (TTF) recommended Transit Fare Policy. In September 2016 the City Council voted to change transit fares, and as of January 1, 2017 these new fares went into effect. The updated City of Tucson Transit Fare Policy reflects these changes.

Staff Recommendation – None. This is an information item.

Background – The updated City of Tucson Transit Fare Policy reflects the new transit fares and documents previous action taken by Mayor & Council.

Present Consideration – None. This is an information item.

Financial Considerations – None.

Attachments –

A. Transit Task Force Recommended Transit Fare Policy, November 3, 2014
B. Transit Task Force Recommended Transit Fare Policy, with Tracked Changes
C. City of Tucson Transit Fare Policy, June 5, 2017
Transit Task Force Recommended Transit Fare Policy

Purpose

The City of Tucson’s Transit Fare Policy establishes the guidelines for setting and adjusting fares for the public transit system. Along with predictions about transit use throughout the region, the Fare Policy will facilitate the development of long-range fare revenue projections. The Fare Policy includes goals and objectives to support the guiding principles established by the Mayor and Council as part of the Five-Year Strategic Plan. The Fare Policy includes fare payment options, fare structure, target fare box recovery for Sun Tran, Sun Van and Sun Link, requirements for public notice and solicitation of comment, and guidelines for future fare adjustments.

Guiding Principle

In establishing fare levels and fare structure, it is important to consider the benefit of public transit to the community’s overall quality of life. High-quality transit options throughout the community serve to reduce dependence on automobile travel, which enhances mobility and access to desired destinations for all residents, and supports economic vitality while reducing traffic congestion and providing environmental benefits that are shared by users and non-users alike. Thus the fare policy is intended to encourage and facilitate ridership growth while ensuring that total user fees contribute an appropriate proportion of operating costs.

Goals and Supporting Objectives

A. Support the City of Tucson’s sustainability and livability goals by encouraging widespread and diverse use of public transit.

1. Allow for ease of movement between modes operating throughout the metropolitan area including Sun Tran, Sun Shuttle, Sun Van and Sun Link.
2. Establish an easily understood fare structure, widespread availability of fare media, and convenient options for fare payment.
3. Use creative pricing strategies to encourage new users, frequent ridership, and long-term ridership.
4. Minimize barriers to new, occasional and non-resident users.

B. Maintain the economic viability of the transit system by ensuring that total user fees contribute an appropriate proportion of operating costs.

1. Support the goal, established in the Five-Year Strategic Plan, of achieving a target farebox recovery ratio of 25 percent on the Sun Tran local bus system.
2. Use creative pricing strategies to encourage efficient use of transit services, lower the cost of fare collection and promote predictability in the revenue stream.
C. Promote efficient and effective fare collection and fare pass and media sales.

1. Ensure the financial efficiency and effectiveness of fare collection by minimizing the costs of fare collection and administration, reducing the possibility for fraud and abuse, and expediting the boarding process. Efficiency is defined as the simplest fare payment processes for handling fares and fare media by employees.

D. Provide for citizen input as specified in City of Tucson Resolution No. 22127, City of Tucson Policy and Procedure for Solicitation and consideration of Public Comment on Fare Changes and Major Service Changes on Public Transportation and oversight of fare policy development and implementation. The Mayor and Council’s Transit Task Force shall review the fare structure annually in its public meetings. The review will include:

   1. System performance indicators, such as cost per mile, cost per passenger and ridership for all modes. Additional factors impacting the cost of operating the various modes will be reviewed as required.
   2. Evaluation of marketing and communication strategies to promote and educate members of the community about the public transit system.
   3. Progress in achieving ridership goals as provided in the Five-Year Strategic Plan.
   4. Quality and effectiveness of technology and customer service with respect to fare payment and pass sales.
   5. Cost of living and other economic and demographic variables that could affect price elasticity and thus help to predict the financial and ridership impacts of the current fare policy and any proposed changes.

E. Changes to fare structure and fare strategies shall consider the following customer, community and financial objectives.

1. Establish equitable fares for all transit customer groups, while being mindful of the equity of transit riders and non-riders, all who help support the system.

F. Ensure that the Regional Marketing Plan provides a strategy to market and communicate the services and benefits of the transit agencies that make up the regional transit system.

1. Pass Products
   • Evaluate current pass product usage and determine through research, evaluation and possible focus groups to implement pilot pass programs.

2. Volume Discount
   • Additional evaluation and analysis will be done on group volume discount passes. To increase transit operating revenues and increase ridership, a volume
discount group pass program or unlimited access pass program should be evaluated. An unlimited access pass program would provide larger groups of people with unlimited ride transit passes in exchange for a contractual payment by a group’s employer or other organizing body. Unlimited access pass programs have proven to be an innovative way for increasing transit operating revenues. Establishing an unlimited access pass program would allow larger organizations such as the University of Arizona and Pima Community College to purchase large volumes of passes for their members at a discounted rate. By purchasing passes in volume, these organizations can pass along the discounted rates to their members.

3. Community Outreach
   • Evaluate community outreach efforts to determine possible events/locations to better market the regional transit systems.

4. Organizational Programs
   • Evaluate current employer subsidy programs and develop a strategy to increase awareness and participation in such programs within the metropolitan area.

Fare Pricing Policy and Structure

The following guiding principles will be considered in the development of fare pricing:

• Fares will be consistent between Sun Tran and Sun Link for ease of use.
• Pricing for Sun Express service will account for the premium service being offered.
• Pricing of period passes will be based on multiples of the single-trip fare (base fare) and will be priced so as to:
  o Encourage their use, which reduces transaction costs for the system and the rider;
  o Provide added benefit to regular riders to encourage increased ridership; and
  o Incentivize larger purchases to encourage ridership and secure the revenue stream.

Multipliers (number of single rides used to calculate the price of a period pass) will provide for a discount that increases with the time period of the pass (i.e., greater savings are available to customers who buy passes for use over a longer period of time).

Based upon the above principles, the Base Fare and all other fares will have the following specific pricing relationships:

1. Single Trip Fares
   • Sun Tran/Sun Link One-way Cash Fare (Base Fare)

   The Sun Tran/Sun Link one-way cash fare is used as the Base Fare. All other fares are established as a ratio of the Base Fare. The Base Fare will be periodically adjusted as described in Fare Implementation and Adjustment Guidelines. Multipliers for period passes may be adjusted and are subject to the same public notice requirements as Base Fare adjustments.
- **Sun Express Fare**

  The Sun Express Fare will be 133 percent of the Sun Tran Base Fare. This ratio is based upon the higher value placed upon this premium service.

- **Sun Tran/Sun Link Economy Fare**

  The Sun Tran/Sun Link Economy Fare will be priced at 33 percent of the Base Fare. The Sun Tran/Sun Link economy fare consists of two programs:

  1. **City Low-Income Subsidy Program.** Federal law mandates that seniors and disabled persons be offered a reduced fare not to exceed 50% of the regular fare. In addition, in 1972, the City of Tucson enacted the Low Income Subsidy Program to provide additional subsidy from the General Fund to assist qualified persons with low income. Eligibility requirements can be found at [http://www.suntran.com/fares_reduced.php](http://www.suntran.com/fares_reduced.php).

  2. **Half Fare ADA and Senior Program.** This program exceeds federal requirements for “Half Fare” for eligible disabled persons, persons with Medicare eligibility and seniors over the age of 65. Eligibility requirements can be found at [http://www.suntran.com/fares_reduced.php](http://www.suntran.com/fares_reduced.php).

- **Sun Van Regular Fare**

  Sun Van Regular Fare will be twice the Base Fare, which matches the maximum allowable under federal law. This fare is applied to all Americans with Disabilities Act (ADA) paratransit and Optional paratransit services.

  Additional evaluation and analysis will be done on the pricing for Optional ADA Service. There is currently no additional fare charged for Optional ADA services provided by Sun Van. Federal regulations do not include a limit regarding fares charged for Optional ADA Service (i.e. service that is above and beyond that of the ADA). Consideration could be given to a change in this fare category to be twice that charged for ADA paratransit trips.

- **Sun Van Low-Income Fare**

  The Sun Van Low-Income fare will be twice the Sun Tran Economy Fare. This matches the additional subsidy provided the City of Tucson to persons with low-income who use Sun Tran.

- **Transfers**

  Transfers within and between Sun Tran and Sun Link will be fare free, and are issued to provide the use of up to two additional buses to complete a trip in one direction within a two hour time frame. Transfers from Sun Tran’s regular fixed route buses and Sun Link to Express service buses will require an upcharge of the difference between the Base Fare and the Express Fare for Base Fare customers and the difference between the Economy Fare and the Express Fare for Economy customers. **Children Free Fare**
Children age five and under when accompanied by a paying passenger riding Sun Tran/Sun Link, will be fare free.

2. **Period Passes**

Period passes are offered to provide convenience to customers and represent a savings that encourages additional ridership, as outlined above. Period pass pricing ratios are as follows:

- **Sun Tran/Sun Link 1-Day Pass**

  The Sun Tran/Sun Link 1-Day Pass is priced equivalent to 2.33 trips at the Base Fare.

- **Sun Tran/Sun Link 31-Day Pass**

  The Sun Tran/Sun Link 31-Day Pass is priced equivalent to 28 trips at the Sun Express fare.

- **Sun Express 31-Day Pass**

  The Sun Express 31-Day pass is priced equivalent to 28 trips of Base Fare.

- **Sun Tran/Sun Link Economy 31-Day Pass**

  The Sun Tran/Sun Link Economy 31-Day Pass is priced equivalent to 30 trips at the single trip Sun Tran/Sun Link Economy Fare.

- **University of Arizona (UA)/Pima Community College (PCC) Base Fare Semester Pass**

  Semester pass for UA or PCC is valid for either the Fall or Spring semester and is priced equivalent to five months use based upon the discounted 31-Day pass ratio of 23 trips at the Base Fare. Semester pass holders can ride Sun Tran fixed route bus and Sun Link streetcars but will pay an upcharge of the difference between the Base Fare and the Express Fare if transferring to an Express service bus.

- **UA/PCC Express Fare Semester Pass**

  Semester Pass for UA or PCC Express service is valid for either the Fall or Spring semester and is priced equivalent to five months use based upon the 31-Day pass use ratio of 23 trips at the Sun Tran Express Fare.

- **UA/PCC Annual Base Fare Pass**

  UA/PCC Annual Base Fare Pass is valid for a period beginning August 1 through July 31 and will be priced equivalent to 12 months use based upon the discounted 31-Day Pass use ratio (23 trips) at the Base Fare. UA/PCC annual Base Fare pass holders can ride Sun Tran Fixed Route
bus and Sun Link streetcar but will also pay the upcharge of the difference between the Base Fare and the Express Fare if transferring to an Express service bus.

- **UA/PCC Annual Express Pass***

UA/PCC Annual Express Pass is valid for a period beginning August 1 through July 31 and is priced equivalent to 12 months use based upon the 31-Day pass use ratio (23 trips) at the Sun Tran Express Fare.

  * Pass product is currently offered to University of Arizona (UA) students, faculty and staff, with the UA paying 50 percent of the cost. Staff will work with Pima Community College (PCC) Administration to make the semester and annual passes available to PCC students, faculty and staff.

- **Nonprofit Discount Fares**

Tucson City Code (Sec. 2-18) includes the provision of discount products to organizations in the Nonprofit Program. These discounts would continue with a Nonprofit Day Pass prices should be priced at 50 percent of the Base Fare and Nonprofit 31-Day pass priced equivalent to the Economy 31-Day pass. The Economy ticket should be available only to Nonprofit organizations and is only for reduced fare qualified individuals.

Media for a Nonprofit Two Ride fare is being developed to be priced equivalent to twice the Sun Tran/Sun Link Economy fare, plus any administrative and media fees assessed per the City’s fare ordinance.

### Fare Payment (Fare Payment Options)

Customers can use the following fare payment options on the transit system:

- **Smart Card (SunGO Cards and Tickets)** on board Sun Tran buses, Sun Express buses, Sun Link streetcar and Sun Shuttle vehicles.

- **Cash payment** on board Sun Tran buses, Sun Express buses and select Sun Shuttle vehicles. Cash payment is not available on Sun Link vehicles, however 1-Day passes may be purchased at all Sun Link stops.

- **Sun Van Electronic Voucher system**

- **SunGO Cards and Tickets** can be purchased online at Sun Tran’s website, at sales outlets, and at each transit center throughout the region using credit or debit cards and cash. For a list of sales outlets, visit: [http://www.suntran.com/fares_buy.php](http://www.suntran.com/fares_buy.php).

### Funding Sources

The predominant funding source used to support public transit operations in the Tucson Metropolitan area comes from the City’s General Fund. Additional funding sources include
surrounding jurisdictions, the RTA and corporations through the use of Intergovernmental Agreements (IGA’s).

A portion of funding comes from user fees in the form of fares. Generally expressed as a percentage, farebox recovery is the farebox revenue collected, divided by operating expenditures. Farebox recovery is influenced by several factors including the overall ridership on the system and the fare structure as outlined in the previous section. To ensure consistent decision-making is applied over time, Sun Tran will:

- Monitor the farebox revenue of each mode annually and present this information during the budget development and review process for the City of Tucson
- Monitor efficiency of the operations of each mode
- Establish route productivity (performance) goals such as passengers per hour and cost per mile
- Target the overall farebox recovery ratio to approximately 25 percent for the Sun Tran local bus system. When the rate drops below this level, route level analysis will be performed and area of potential improvement will be identified for possible corrective action.

**Fare Implementation and Adjustment Guidelines**

The following guidelines outline the recommended steps for developing, evaluating and implementing fare adjustments:

- Annual review of usage, farebox recovery and other related data should be conducted and reported, with any recommended fare adjustments being made every two years. The two year cycle is intended to give customers time to adjust to any changes implemented and allow time for a complete system analysis of the impact from such changes.
- In implementing fare adjustments, the Mayor and Council with Transit Task Force’s input may alter the base fare, multipliers, discounts, products available, or a combination of these.
- Decisions on the fare pricing structure are made by the City of Tucson City Council, with advice from its appointed Transit Task Force. Decisions affecting regional fares are coordinated with the RTA for its board approval, per the Intergovernmental Agreement (IGA).
- Fare changes and consideration of public comments will follow the process outlined in Tucson City Code as shown in Appendix C.

**Future Fare Product Considerations**

Future fare products for staff to consider and evaluate include:

- 3/6/12/month pass(es) available to the public
- Youth Summer Fare pass
- Discount on SunGO stored value
Transit Task Force Recommended City of Tucson Transit Fare Policy

Purpose

The City of Tucson’s Transit Fare Policy establishes the guidelines for setting and adjusting fares for the public transit system. Along with predictions about transit use throughout the region, the Fare Policy will facilitate the development of long-range fare revenue projections. The Fare Policy includes goals and objectives to support the guiding principles established by the Mayor and Council as part of the Five-Year Strategic Plan. The Fare Policy includes fare payment options, fare structure, target fare box recovery for Sun Tran, Sun Van and Sun Link, requirements for public notice and solicitation of comment, and guidelines for future fare adjustments.

Guiding Principle

In establishing fare levels and fare structure, it is important to consider the benefit of public transit to the community’s overall quality of life. High-quality transit options throughout the community serve to reduce dependence on automobile travel, which enhances mobility and access to desired destinations for all residents, and supports economic vitality while reducing traffic congestion and providing environmental benefits that are shared by users and non-users alike. Thus the fare policy is intended to encourage and facilitate ridership growth while ensuring that total user fees contribute an appropriate proportion of operating costs.

Goals and Supporting Objectives

A. Support the City of Tucson’s sustainability and livability goals by encouraging widespread and diverse use of public transit.

1. Allow for ease of movement between modes operating throughout the metropolitan area including Sun Tran, Sun Shuttle, Sun Van and Sun Link.
2. Establish an easily understood fare structure, widespread availability of fare media, and convenient options for fare payment.
3. Use creative pricing strategies to encourage new users, frequent ridership, and long-term ridership.
4. Minimize barriers to new, occasional and non-resident users.
B. Maintain the economic viability of the transit system by ensuring that total user fees contribute an appropriate proportion of operating costs.

1. Support the goal, established in the Five-Year Strategic Plan, of achieving a target farebox recovery ratio of 25 percent on the Sun Tran local bus system.
2. Use creative pricing strategies to encourage efficient use of transit services, lower the cost of fare collection and promote predictability in the revenue stream.

C. Promote efficient and effective fare collection and fare pass and media sales.

1. Ensure the financial efficiency and effectiveness of fare collection by minimizing the costs of fare collection and administration, reducing the possibility for fraud and abuse, and expediting the boarding process. Efficiency is defined as the simplest fare payment processes for handling fares and fare media by employees.

D. Provide for citizen input as specified in City of Tucson Resolution No. 22127, City of Tucson Policy and Procedure for Solicitation and consideration of Public Comment on Fare Changes and Major Service Changes on Public Transportation [Appendix A] and oversight of fare policy development and implementation. The Mayor and Council’s Transit Task Force shall review the fare structure annually in its public meetings. The review will include:

1. System performance indicators, such as cost per mile, cost per passenger and ridership for all modes. Additional factors impacting the cost of operating the various modes will be reviewed as required.
2. Evaluation of marketing and communication strategies to promote and educate members of the community about the public transit system.
3. Progress in achieving ridership goals as provided in the Five-Year Strategic Plan.
4. Quality and effectiveness of technology and customer service with respect to fare payment and pass sales.
5. Cost of living and other economic and demographic variables that could affect price elasticity and thus help to predict the financial and ridership impacts of the current fare policy and any proposed changes.
6. Upon completion of the review, if Mayor and Council recommend a fare change, a Title VI and Environmental Justice Fare Equity Analysis process will be initiated. The outreach and implementation process takes approximately three to six months.

E. Changes to fare structure and fare strategies shall consider the following customer, community and financial objectives.
1. Establish equitable fares for all transit customer groups, while being mindful of the equity of transit riders and non-riders, all who help support the system.

F. Ensure that the Regional Marketing Plan provides a strategy to market and communicate the services and benefits of the transit agencies that make up the regional transit system.

1. Pass Products
   Evaluate current pass product usage and determine through research, evaluation and possible focus groups to implement pilot pass programs.

2. Volume Discount
   Additional evaluation and analysis will be done on group volume discount passes. To increase transit operating revenues and increase ridership, a volume discount group pass program or unlimited access pass program should be evaluated. An unlimited access pass program would provide larger groups of people with unlimited ride transit passes in exchange for a contractual payment by a group’s employer or other organizing body. Unlimited access pass programs have proven to be an innovative way for increasing transit operating revenues. Establishing an unlimited access pass program would allow larger organizations such as the University of Arizona and Pima Community College to purchase large volumes of passes for their members at a discounted rate. By purchasing passes in volume, these organizations can pass along the discounted rates to their members.

3. Community Outreach
   Evaluate community outreach efforts to determine possible events/locations to better market the regional transit systems.

4. Organizational Programs
   Evaluate current employer subsidy programs and develop a strategy to increase awareness and participation in such programs within the metropolitan area.

Fare Pricing Policy and Structure

The following guiding principles will be considered in the development of fare pricing:
Fares will be consistent between Sun Tran and Sun Link for ease of use. Staff will coordinate with the RTA to maintain the seamless regional fare.

Pricing for Sun Express service will account for the premium service being offered.

Pricing of period passes will be based on multiples of the single-trip fare (stored value base fare) and will be priced so as to:

○ Encourage their use, which reduces transaction costs for the system and the rider;
○ Provide added benefit to regular riders to encourage increased ridership; and
○ Incentivize larger purchases to encourage ridership and secure the revenue stream.

Multipliers (number of single rides used to calculate the price of a period pass) will provide for a discount that increases with the time period of the pass (i.e., greater savings are available to customers who buy passes for use over a longer period of time).

Based upon the above principles, the Base Fare and all other fares will have the following specific pricing relationships:

1. Single Trip Fares
   - Sun Tran/Sun Link One-way Cash Stored Value Fare (Base Fare)

      The Sun Tran/Sun Link one-way cash stored value fare is used as the Base Fare. All other fares are established as a ratio of the Base Fare. The Base Fare will be periodically adjusted as described in Fare Implementation and Adjustment Guidelines. Multipliers for period passes may be adjusted and are subject to the same public notice requirements as Base Fare adjustments.

      Note: As of 1/1/2017, cash fares include a surcharge over the Base Fare. The cash surcharge will reduce on 1/1/2018.

   - Sun Express Fare

      The Sun Express Fare will be \( \frac{133}{150} \) percent of the Sun Tran Base Fare. This ratio is based upon the higher value placed upon this premium service.

   - Sun Tran/Sun Link Economy Fare

      The Sun Tran/Sun Link Economy Fare will be priced at \( \frac{33}{40} \) percent of the Base Fare in Fiscal Year 2017 and 47 percent of the Base Fare in Fiscal Year 2018. The Sun Tran/Sun Link economy fare consists of two programs:

      1. Half Fare ADA and Senior Program. Federal law mandates that seniors and disabled persons be offered a reduced fare not to exceed 50% of the regular fare. This program exceeds federal requirements for “Half Fare” for eligible disabled persons.
persons with Medicare eligibility and seniors over the age of 65. Eligibility requirements can be found at http://suntran.com/fares_reduced.php.

2. City Low-Income Subsidy Program. In addition, the City of Tucson in 1972 enacted the Low Income Subsidy Program to provide additional subsidy from the General Fund to assist qualified persons with low income. Eligibility requirements can be found at http://suntran.com/fares_reduced.php.

- Sun Van Regular Fare

The Americans with Disabilities Act (ADA) of 1990 requires Complementary ADA service. Sun Van provides the paratransit service as required by the ADA in complement to the fixed-route system. Optional service is service that goes above and beyond the complementary service required by the ADA.

ADA Service includes:

- Trips scheduled within ¾ mile of the following routes:
  - Sun Tran regular routes (excludes express/commuter routes)
  - Sun Link Streetcar
  - Sun Shuttle Route 450 in southeast Tucson
- Trips provided during hours the above routes are in operation.

Sun Van’s Complementary ADA Fare will be twice the Sun Tran Base Fare, which matches the maximum allowable under federal law. This fare is applied to all ADA paratransit services.

Sun Van Regular Fare will be twice the Base Fare, which matches the maximum allowable under federal law. This fare is applied to all Americans with Disabilities Act (ADA) paratransit and Optional paratransit services.

Additional evaluation and analysis will be done on the pricing for Optional ADA Service. There is currently no additional fare charged for Optional ADA services provided by Sun Van. Federal regulations do not include a limit regarding fares charged for Optional ADA Service (i.e. service that is above and beyond that of the ADA). Consideration could be given to a change in this fare category to be twice that charged for ADA paratransit trips.

- Sun Van Low-Income Fare

The Sun Van Low-Income fare for ADA paratransit service will be one-half (1/2) of the Sun Van Fare, as provided under the City of Tucson subsidy for qualifying persons with low-income.
• **Sun Van Optional ADA Service fare**
  
  The Sun Van Optional fare is a set price, chosen to offset additional costs of the Optional Service.

  Federal regulations do not include a limit regarding fare charge for Optional ADA Service. Sun Van Optional ADA Service fare is a set price not based on the Base Fare.

  Optional Service Includes:
  
  • Trips beyond the ¾ mile limit or beyond the hours of operation for nearby fixed route service for Sun Tran, Sun Link and Sun Shuttle Route 450
  • Same day requests
  • Will Call Scheduling

The Sun Van Low-Income fare will be twice the Sun Tran Economy Fare. This matches the additional subsidy provided the City of Tucson to persons with low income who use Sun Tran.

• **Transfers**

  Transfers within and between Sun Tran and Sun Link will be fare free, and are good for two hours, unlimited trips in any direction. A SunGO ID & Card or SunGO Card is required to load transfers. Transfers from Sun Tran's regular fixed route buses, Sun Link and Sun Shuttle to Express Service buses will require an upcharge of the difference between the Base Fare and the Express Fare for full fare customers and the difference between the Economy Fare and the Express Fare for economy customers.

• **Children Free Fare**

  Children, age five and under, will be fare free when accompanied by a paying passenger riding Sun Tran/Sun Link.

  • Transfers within and between Sun Tran and Sun Link will be fare free, and are issued to provide the use of up to two additional buses to complete a trip in one direction within a two hour time frame. Transfers from Sun Tran’s regular fixed route buses and Sun Link to Express service buses will require an upcharge of the difference between the Base Fare and the Express Fare for Base Fare
customers and the difference between the Economy Fare and the Express Fare for Economy customers. **Children Free Fare**

Children age five and under when accompanied by a paying passenger riding Sun Tran/Sun Link, will be fare free.

2. **Period Passes**

Period passes are offered to provide convenience to customers and represent a savings that encourages additional ridership, as outlined above. **Current period pass pricing ratios are as follows:** Period pass pricing ratios are as follows:

- **Sun Tran/Sun Link 1-Day Pass**

  The Sun Tran/Sun Link 1-Day Pass is priced equivalent to 2.332.50 trips at the Base Fare.

- **Sun Tran/Sun Link 30-Day Pass**

  The Sun Tran/Sun Link 30-Day Pass is priced equivalent to 30 trips at the Base Sun Tran/Sun Link 31-Day Pass is priced equivalent to 28 trips at the Sun Express Fare.

- **Sun Express 30-Day Pass**

  The Sun Express 30-Day pass is priced equivalent to 2.40 trips of Base Fare.

- **Sun Tran/Sun Link Economy 30-Day Pass**

  The Sun Tran/Sun Link Economy 30-Day Pass is priced equivalent to 30 trips at the single trip Sun Tran/Sun Link Economy Fare.

- **University of Arizona (UA)/Pima Community College (PCC) Base Fare Semester Pass**

  Semester pass for UA or PCC is valid for either the Fall or Spring semester and is priced equivalent to 120 trips at the Base Fare. Semester pass holders can ride Sun Tran fixed route bus and Sun Link streetcars but will pay an upcharge of the difference between the single trip Base Fare and the Express Fare if transferring to an Express service bus.

  Semester pass for UA or PCC is valid for either the Fall or Spring semester and is priced equivalent to five months use based upon the discounted 31-Day pass ratio of 23 trips at the Base Fare. Semester pass holders can ride Sun Tran fixed route bus and Sun Link...
streetcars but will pay an upcharge of the difference between the Base Fare and the Express Fare if transferring to an Express service bus.

- **UA/PCC Express Fare Semester Pass***

  Semester Pass for UA or PCC Express service is valid for either the Fall or Spring semester and is priced equivalent to 160 trips at the Base Fare.

  Semester Pass for UA or PCC Express service is valid for either the Fall or Spring semester and is priced equivalent to five months use based upon the 31-Day pass use ratio of 23 trips at the Sun Tran Express Fare.

- **UA/PCC Annual Base Fare Pass***

  UA/PCC Annual Base Fare Pass is valid for a period beginning August 1 through July 31 and will be priced equivalent to 300 trips at the Base Fare. UA/PCC annual Base Fare pass holders can ride Sun Tran Fixed Route bus and Sun Link streetcar but will also pay the upcharge of the difference between the single trip Base Fare and the Express Fare if transferring to an Express service bus.

  UA/PCC Annual Base Fare Pass is valid for a period beginning August 1 through July 31 and will be priced equivalent to 12 months use based upon the discounted 31-Day Pass use ratio (23 trips) at the Base Fare. UA/PCC annual Base Fare pass holders can ride Sun Tran Fixed Route bus and Sun Link streetcar but will also pay the upcharge of the difference between the Base Fare and the Express Fare if transferring to an Express service bus.

- **UA/PCC Annual Express Pass***

  UA/PCC Annual Express Pass is valid for a period beginning August 1 through July 31 and is priced equivalent to 380 trips at the Base Fare.

  UA/PCC Annual Express Pass is valid for a period beginning August 1 through July 31 and is priced equivalent to 12 months use based upon the 31-Day pass use ratio (23 trips) at the Sun Tran Express Fare.

  * Pass product is currently offered to University of Arizona (UA) students, faculty and staff, with the UA subsidizing a percentage of the cost. Staff will work with Pima Community College (PCC) Administration to make the semester and annual passes available to PCC students, faculty and staff.
Pass product is currently offered to University of Arizona (UA) students, faculty and staff, with the UA paying 50 percent of the cost. Staff will work with Pima Community College (PCC) Administration to make the semester and annual passes available to PCC students, faculty and staff.

- Nonprofit Discount Fares

The City of Tucson fare ordinance includes the provision of discount products to organizations in the Nonprofit Program. These discounts would continue with a Nonprofit Day Pass priced at 50 percent of the Base Fare Day Pass and Nonprofit 30-Day pass priced equivalent to the Economy 30-Day pass. The Economy ticket is only available to nonprofit organizations and is only for qualified individuals.

3. Limited and Seasonal Passes and Fares

Limited multi-day and Seasonal passes include all current promotional fares.

- SummerGO

The SummerGO Youth Pass is available to students ages 6 to 18. Sales are currently limited to City of Tucson Parks and Recreation or Sun Tran Administrative Office locations. This pass is good for 76 days between the end of May and beginning of August each year, based on the local K-12 academic calendars. The price of the pass has been established by ordinance. The SummerGO Youth Pass is intended to promote the use of transit by youth and therefore is not tied to the base fare.

- Bulk Sales

Bulk sales are available to organizations holding events and/or conferences as well as employers. The program offers passes in quantities of 25 and is offered without the media fee for one-day or multi-day passes.

- Annual Pass

The annual pass is priced equivalent to 300 trips at the Base Fare as the Annual College Pass; however, it will not be tied to the school year calendar. Annual pass holders can ride Sun Tran Fixed Route bus and Sun Link streetcar but will also pay the upcharge of the difference between the single trip Base Fare and the Express Fare if transferring to an Express service bus.

- Stored Value discounted purchase on SunGO cards ($25 for $20 promotion)

The Stored Value discount provides $25 in stored value for a $20 cash purchase. This a promotional program that will be evaluated for permanent adoption at the conclusion of the six-month promotional period.
Tucson City Code (Sec. 2.18) includes the provision of discount products to organizations in the Nonprofit Program. These discounts would continue with a Nonprofit Day Pass priced at 50 percent of the Base Fare and Nonprofit 31-Day pass priced equivalent to the Economy 31-Day pass. The Economy ticket should be available only to Nonprofit organizations and is only for reduced fare qualified individuals.

Media for a Nonprofit Two Ride fare is being developed to be priced equivalent to twice the Sun Tran/Sun Link Economy fare, plus any administrative and media fees assessed per the City’s fare ordinance.

### Fare Payment (Fare Payment Options)

Customers can use the following fare payment options on the transit system:

- **Smart Card (SunGO Cards and Tickets)** on board Sun Tran buses, Sun Express buses, Sun Link streetcar and Sun Shuttle vehicles.
- **Cash payment** on board Sun Tran buses, Sun Express buses and select Sun Shuttle vehicles. Cash payment is not available on Sun Link vehicles, however 1-Day passes may be purchased at all Sun Link stops.
- **Sun Van Electronic Voucher system**: Sun Van passengers pay for fares using the Sun Van Electronic Voucher system through the Special Services Office. Fares are collected electronically at the time of scheduling. Sun Van passengers must have a sufficient balance available in their Sun Van account prior to scheduling a trip. Drivers cannot accept cash.
- **GoTucson (Transit) Mobile Phone Application** on board Sun Tran buses, Sun Express buses, Sun Link streetcar and Sun Shuttle vehicles.

SunGO Cards and Tickets can be purchased online at Sun Tran’s website, at sales outlets, and at each transit center throughout the region using credit or debit cards and cash. For a list of sales outlets, visit [http://www.suntran.com/fares_buy.php](http://www.suntran.com/fares_buy.php).

### Administrative Processing and Product Fees

**Per Tucson City Code, Sec. 2.18, an administrative processing and product fee, to be determined by the city manager in conjunction with the director of the department of transportation, may be added to the cost of each pass type.**

### Funding Sources

The predominant funding source used to support public transit operations in the Tucson Metropolitan area comes from the City's General Fund. Additional funding sources include...
surrounding jurisdictions, the RTA and corporations through the use of Intergovernmental Agreements (IGA’s).

A portion of funding comes from user fees in the form of fares. Generally expressed as a percentage, farebox recovery is the farebox revenue collected, divided by operating expenditures. Farebox recovery is influenced by several factors including the overall ridership on the system and the fare structure as outlined in the previous section. To ensure consistent decision-making is applied over time, Sun Tran will:

- Monitor the farebox revenue of each mode annually and present this information during the budget development and review process for the City of Tucson
- Monitor efficiency of the operations of each mode
- Establish route productivity (performance) goals such as passengers per hour and cost per mile
- Target the overall farebox recovery ratio to approximately 25 percent for the Sun Tran local bus system. When the rate drops below this level, route level analysis will be performed and area of potential improvement will be identified for possible corrective action.

**Fare Implementation and Adjustment Guidelines**

The following guidelines outline the recommended steps for developing, evaluating and implementing fare adjustments:

- Annual review of usage, farebox recovery and other related data should be conducted and reported, with any recommended fare adjustments being made every two years. The two-year cycle is intended to give customers time to adjust to any changes implemented and allow time for a complete system analysis of the impact from such changes.
- In implementing fare adjustments, the Mayor and Council with Transit Task Force’s input may alter the base fare, multipliers, discounts, products available, or a combination of these.
- Decisions on the fare pricing structure are made by the City of Tucson City Council, with advice from its appointed Transit Task Force. Decisions affecting regional fares are coordinated with the RTA for its board approval, per the Intergovernmental Agreement (IGA).
- Fare changes and consideration of public comments will follow the process outlined in Tucson City Code as shown in Appendix C.

**Future Fare Product Considerations**

Staff is currently preparing a promotional fare product that would offer a 3-day pass for transit users. The 3-day pass would be offered for a period of six months beginning in August 2017. Staff will evaluate the success of this promotion fare and make a recommendation for future implementation. Future fare products for staff to consider and evaluate include:
3/6/12/month pass(es) available to the public
Youth Summer Fare pass
Discount on SunGO stored value
City of Tucson Transit Fare Policy

Purpose

The City of Tucson’s Transit Fare Policy establishes the guidelines for setting and adjusting fares for the public transit system. Along with predictions about transit use throughout the region, the Fare Policy will facilitate the development of long-range fare revenue projections. The Fare Policy includes goals and objectives to support the guiding principles established by the Mayor and Council as part of the Five-Year Strategic Plan. The Fare Policy includes fare payment options, fare structure, target fare box recovery for Sun Tran, Sun Van and Sun Link, requirements for public notice and solicitation of comment, and guidelines for future fare adjustments.

Guiding Principle

In establishing fare levels and fare structure, it is important to consider the benefit of public transit to the community’s overall quality of life. High-quality transit options throughout the community serve to reduce dependence on automobile travel, which enhances mobility and access to desired destinations for all residents, and supports economic vitality while reducing traffic congestion and providing environmental benefits that are shared by users and non-users alike. Thus the fare policy is intended to encourage and facilitate ridership growth while ensuring that total user fees contribute an appropriate proportion of operating costs.

Goals and Supporting Objectives

A. Support the City of Tucson’s sustainability and livability goals by encouraging widespread and diverse use of public transit.

1. Allow for ease of movement between modes operating throughout the metropolitan area including Sun Tran, Sun Shuttle, Sun Van and Sun Link.
2. Establish an easily understood fare structure, widespread availability of fare media, and convenient options for fare payment.
3. Use creative pricing strategies to encourage new users, frequent ridership, and long-term ridership.
4. Minimize barriers to new, occasional and non-resident users.
B. Maintain the economic viability of the transit system by ensuring that total user fees contribute an appropriate proportion of operating costs.

1. Support the goal, established in the Five-Year Strategic Plan, of achieving a target farebox recovery ratio of 25 percent on the Sun Tran local bus system.
2. Use creative pricing strategies to encourage efficient use of transit services, lower the cost of fare collection and promote predictability in the revenue stream.

C. Promote efficient and effective fare collection and fare pass and media sales.

1. Ensure the financial efficiency and effectiveness of fare collection by minimizing the costs of fare collection and administration, reducing the possibility for fraud and abuse, and expediting the boarding process. Efficiency is defined as the simplest fare payment processes for handling fares and fare media by employees.

D. Provide for citizen input as specified in City of Tucson Resolution No. 22127, City of Tucson Policy and Procedure for Solicitation and consideration of Public Comment on Fare Changes and Major Service Changes on Public Transportation (Appendix A) and oversight of fare policy development and implementation. The Mayor and Council’s Transit Task Force shall review the fare structure annually in its public meetings. The review will include:

1. System performance indicators, such as cost per mile, cost per passenger and ridership for all modes. Additional factors impacting the cost of operating the various modes will be reviewed as required.
2. Evaluation of marketing and communication strategies to promote and educate members of the community about the public transit system.
3. Progress in achieving ridership goals as provided in the Five-Year Strategic Plan.
4. Quality and effectiveness of technology and customer service with respect to fare payment and pass sales.
5. Cost of living and other economic and demographic variables that could affect price elasticity and thus help to predict the financial and ridership impacts of the current fare policy and any proposed changes.
6. Upon completion of the review, if Mayor and Council recommend a fare change, a Title VI and Environmental Justice Fare Equity Analysis process will be initiated. The outreach and implementation process takes approximately three to six months.

E. Changes to fare structure and fare strategies shall consider the following customer, community and financial objectives.

1. Establish equitable fares for all transit customer groups, while being mindful of the equity of transit riders and non-riders, all who help support the system.
F. Ensure that the Regional Marketing Plan provides a strategy to market and communicate the services and benefits of the transit agencies that make up the regional transit system.

1. Pass Products

   Evaluate current pass product usage and determine through research, evaluation and possible focus groups to implement pilot pass programs.

2. Volume Discount

   Additional evaluation and analysis will be done on group volume discount passes. To increase transit operating revenues and increase ridership, a volume discount group pass program or unlimited access pass program should be evaluated. An unlimited access pass program would provide larger groups of people with unlimited ride transit passes in exchange for a contractual payment by a group’s employer or other organizing body. Unlimited access pass programs have proven to be an innovative way for increasing transit operating revenues. Establishing an unlimited access pass program would allow larger organizations such as the University of Arizona and Pima Community College to purchase large volumes of passes for their members at a discounted rate. By purchasing passes in volume, these organizations can pass along the discounted rates to their members.

3. Community Outreach

   Evaluate community outreach efforts to determine possible events/locations to better market the regional transit systems.

4. Organizational Programs

   Evaluate current employer subsidy programs and develop a strategy to increase awareness and participation in such programs within the metropolitan area.

Fare Pricing Policy and Structure

The following guiding principles will be considered in the development of fare pricing:

- Fares will be consistent between Sun Tran and Sun Link for ease of use. Staff will coordinate with the RTA to maintain the seamless regional fare.
- Pricing for Sun Express service will account for the premium service being offered.
- Pricing of period passes will be based on multiples of the single-trip fare (stored value base fare) and will be priced so as to:
  o Encourage their use, which reduces transaction costs for the system and the rider;
Provide added benefit to regular riders to encourage increased ridership; and
Incentivize larger purchases to encourage ridership and secure the revenue stream.

Multipliers (number of single rides used to calculate the price of a period pass) will provide for a discount that increases with the time period of the pass (i.e., greater savings are available to customers who buy passes for use over a longer period of time).

Based upon the above principles, the Base Fare and all other fares will have the following specific pricing relationships:

1. **Single Trip Fares**
   - Sun Tran/Sun Link One-way Stored Value Fare (Base Fare)
     
The Sun Tran/Sun Link one-way stored value fare is used as the Base Fare. All other fares are established as a ratio of the Base Fare. The Base Fare will be periodically adjusted as described in **Fare Implementation and Adjustment Guidelines**. Multipliers for period passes may be adjusted and are subject to the same public notice requirements as Base Fare adjustments.

   Note: As of 1/1/2017, cash fares include a surcharge over the Base Fare. The cash surcharge will reduce on 1/1/2018.

   - Sun Express Fare
     
The Sun Express Fare will be 150 percent of the Sun Tran Base Fare. This ratio is based upon the higher value placed upon this premium service.

   - Sun Tran/Sun Link Economy Fare
     
The Sun Tran/Sun Link Economy Fare will be priced at 40 percent of the Base Fare in Fiscal Year 2017 and 47 percent of the Base Fare in Fiscal Year 2018. The Sun Tran/Sun Link economy fare consists of two programs:

   1. Half Fare ADA and Senior Program. Federal law mandates that seniors and disabled persons be offered a reduced fare not to exceed 50% of the regular fare. This program exceeds federal requirements for “Half Fare” for eligible disabled persons, persons with Medicare eligibility and seniors over the age of 65. Eligibility requirements can be found at [http://suntran.com/fares_reduced.php](http://suntran.com/fares_reduced.php).

   2. City Low-Income Subsidy Program. In addition, the City of Tucson in 1972 enacted the Low Income Subsidy Program to provide additional subsidy from the General Fund to assist qualified persons with low income. Eligibility requirements can be found at [http://suntran.com/fares_reduced.php](http://suntran.com/fares_reduced.php).
• Sun Van Regular Fare

The Americans with Disabilities Act (ADA) of 1990 requires Complementary ADA service. Sun Van provides the paratransit service as required by the ADA in complement to the fixed-route system. Optional service is service that goes above and beyond the complementary service required by the ADA.

ADA Service includes:

• Trips scheduled within ¾ mile of the following routes:
  o Sun Tran regular routes (excludes express/commuter routes)
  o Sun Link Streetcar
  o Sun Shuttle Route 450 in southeast Tucson
• Trips provided during hours the above routes are in operation.

Sun Van’s Complementary ADA Fare will be twice the Sun Tran Base Fare, which matches the maximum allowable under federal law. This fare is applied to all ADA paratransit services.

• Sun Van Low-Income Fare

The Sun Van Low-Income fare for ADA paratransit service will be one-half (1/2) of the Sun Van Fare, as provided under the City of Tucson subsidy for qualifying persons with low-income.

• Sun Van Optional ADA Service fare

The Sun Van Optional fare is a set price, chosen to offset additional costs of the Optional Service.

Federal regulations do not include a limit regarding fare charge for Optional ADA Service. Sun Van Optional ADA Service fare is a set price not based on the Base Fare.

Optional Service Includes:

• Trips beyond the ¾ mile limit or beyond the hours of operation for nearby fixed route service for Sun Tran, Sun Link and Sun Shuttle Route 450
• Same day requests
• Will Call Scheduling
• Transfers

Transfers within and between Sun Tran and Sun Link will be fare free, and are good for two hours, unlimited trips in any direction. A SunGO ID & Card or SunGO Card is required to load transfers. Transfers from Sun Tran’s regular fixed route buses, Sun Link and Sun Shuttle to Express Service buses will require an upcharge of the difference between the Base Fare and the Express Fare for full fare customers and the difference between the Economy Fare and the Express Fare for economy customers.

• Children Free Fare

Children, age five and under, will be fare free when accompanied by a paying passenger riding Sun Tran/Sun Link.

2. Period Passes

Period passes are offered to provide convenience to customers and represent a savings that encourages additional ridership, as outlined above. Current period pass pricing ratios are as follows:

• Sun Tran/Sun Link 1-Day Pass

The Sun Tran/Sun Link 1-Day Pass is priced equivalent to 2.50 trips at the Base Fare.

• Sun Tran/Sun Link 30-Day Pass

The Sun Tran/Sun Link 30-Day Pass is priced equivalent to 30 trips at the Base Fare.

• Sun Express 30-Day Pass

The Sun Express 30-Day pass is priced equivalent to 40 trips of Base Fare.

• Sun Tran/Sun Link Economy 30-Day Pass

The Sun Tran/Sun Link Economy 30-Day Pass is priced equivalent to 30 trips at the single trip Sun Tran/Sun Link Economy Fare.

• University of Arizona (UA)/Pima Community College (PCC) Base Fare Semester Pass*

Semester pass for UA or PCC is valid for either the Fall or Spring semester and is priced equivalent to 120 trips at the Base Fare. Semester pass holders can ride Sun Tran fixed route bus and Sun Link streetcars but will pay an upcharge of the difference between the single trip Base Fare and the Express Fare if transferring to an Express service bus.
• UA/PCC Express Fare Semester Pass*
  
  Semester Pass for UA or PCC Express service is valid for either the Fall or Spring semester and is priced equivalent to 160 trips at the Base Fare.

• UA/PCC Annual Base Fare Pass*

  UA/PCC Annual Base Fare Pass is valid for a period beginning August 1 through July 31 and will be priced equivalent to 300 trips at the Base Fare. UA/PCC annual Base Fare pass holders can ride Sun Tran Fixed Route bus and Sun Link streetcar but will also pay the upcharge of the difference between the single trip Base Fare and the Express Fare if transferring to an Express service bus.

• UA/PCC Annual Express Pass*

  UA/PCC Annual Express Pass is valid for a period beginning August 1 through July 31 and is priced equivalent to 380 trips at the Base Fare.

  * Pass product is currently offered to University of Arizona (UA) students, faculty and staff, with the UA subsidizing a percentage of the cost. Staff will work with Pima Community College (PCC) Administration to make the semester and annual passes available to PCC students, faculty and staff.

• Nonprofit Discount Fares

  The City of Tucson fare ordinance includes the provision of discount products to organizations in the Nonprofit Program. These discounts would continue with a Nonprofit Day Pass priced at 50 percent of the Base Fare Day Pass and Nonprofit 30-Day pass priced equivalent to the Economy 30-Day pass. The Economy ticket is only available to nonprofit organizations and is only for qualified individuals.

3. Limited and Seasonal Passes and Fares

  Limited multi-day and Seasonal passes include all current promotional fares.

• SummerGO

  The SummerGO Youth Pass is available to students ages 6 to 18. Sales are currently limited to City of Tucson Parks and Recreation or Sun Tran Administrative Office locations. This pass is good for 76 days between the end of May and beginning of August each year, based on the local K-12 academic calendars. The price of the pass has been established by ordinance. The SummerGO Youth Pass is intended to promote the use of transit by youth and therefore is not tied to the base fare.
• Bulk Sales

Bulk sales are available to organizations holding events and/or conferences as well as employers. The program offers passes in quantities of 25 and is offered without the media fee for one-day or multi-day passes.

• Annual Pass

The annual pass is priced equivalent to 300 trips at the Base Fare as the Annual College Pass; however, it will not be tied to the school year calendar. Annual pass holders can ride Sun Tran Fixed Route bus and Sun Link streetcar but will also pay the upcharge of the difference between the single trip Base Fare and the Express Fare if transferring to an Express service bus.

• Stored Value discounted purchase on SunGO cards ($25 for $20 promotion)

The Stored Value discount provides $25 in stored value for a $20 cash purchase. This a promotional program that will be evaluated for permanent adoption at the conclusion of the six-month promotional period.

Fare Payment (Fare Payment Options)

Customers can use the following fare payment options on the transit system:

• Smart Card (SunGO Cards and Tickets) on board Sun Tran buses, Sun Express buses, Sun Link streetcar and Sun Shuttle vehicles.

• Cash payment on board Sun Tran buses, Sun Express buses and select Sun Shuttle vehicles. Cash payment is not available on Sun Link vehicles, however 1-Day passes may be purchased at all Sun Link stops.

• Sun Van Electronic Voucher system: Sun Van passengers pay for fares using the Sun Van Electronic Voucher system through the Special Services Office. Fares are collected electronically at the time of scheduling. Sun Van passengers must have a sufficient balance available in their Sun Van account prior to scheduling a trip. Drivers cannot accept cash.

• GoTucson (Transit) Mobile Phone Application on board Sun Tran buses, Sun Express buses, Sun Link streetcar and Sun Shuttle vehicles.

SunGO Cards and Tickets can be purchased online at Sun Tran’s website, at sales outlets, and at each transit center throughout the region using credit or debit cards and cash. For a list of sales outlets, visit: http://www.suntran.com/fares_buy.php.
Administrative Processing and Product Fees

Per Tucson City Code, Sec. 2.18, an administrative processing and product fee, to be determined by the city manager in conjunction with the director of the department of transportation, may be added to the cost of each pass type.

Funding Sources

The predominant funding source used to support public transit operations in the Tucson Metropolitan area comes from the City’s General Fund. Additional funding sources include surrounding jurisdictions, the RTA and corporations through the use of Intergovernmental Agreements (IGA’s).

A portion of funding comes from user fees in the form of fares. Generally expressed as a percentage, farebox recovery is the farebox revenue collected, divided by operating expenditures. Farebox recovery is influenced by several factors including the overall ridership on the system and the fare structure as outlined in the previous section. To ensure consistent decision-making is applied over time, Sun Tran will:

- Monitor the farebox revenue of each mode annually and present this information during the budget development and review process for the City of Tucson
- Monitor efficiency of the operations of each mode
- Establish route productivity (performance) goals such as passengers per hour and cost per mile
- Target the overall farebox recovery ratio to approximately 25 percent for the Sun Tran local bus system. When the rate drops below this level, route level analysis will be performed and area of potential improvement will be identified for possible corrective action.

Fare Implementation and Adjustment Guidelines

The following guidelines outline the recommended steps for developing, evaluating and implementing fare adjustments:

- Annual review of usage, farebox recovery and other related data should be conducted and reported, with any recommended fare adjustments being made every two years. The two-year cycle is intended to give customers time to adjust to any changes implemented and allow time for a complete system analysis of the impact from such changes.
- In implementing fare adjustments, the Mayor and Council with Transit Task Force’s input may alter the base fare, multipliers, discounts, products available, or a combination of these.
- Decisions on the fare pricing structure are made by the City of Tucson City Council, with advice from its appointed Transit Task Force. Decisions affecting regional fares are coordinated with the RTA for its board approval, per the Intergovernmental Agreement (IGA).
• Fare changes and consideration of public comments will follow the process outlined in Tucson City Code as shown in Appendix C.

Future Fare Product Considerations

Staff is currently preparing a promotional fare product that would offer a 3-day pass for transit users. The 3-day pass would be offered for a period of six months beginning in August 2017. Staff will evaluate the success of this promotion fare and make a recommendation for future implementation.
Item 8: Five Year Strategic Plan: Goals and Objectives

Issue – Staff will update the Transit Task Force (TTF) on the Five Year Strategic Plan.

Staff Recommendation – None. This is an information item.

Background – Staff was tasked with developing a Five Year Strategic Transit Plan. The plan was developed to provide a roadmap for Mayor and Council, while City Staff were provided the means to evaluate the performance of the transit system, determine the direction the community wants to move in the future, and outline a process to achieve set objectives.

The Five Year Strategic plan was drafted by Sun Tran/Sun Van staff and presented, reviewed and revised by the TTF. It was presented to the City Council in November of 2012. Council suggestions were included in the revised plan, released January 28, 2013.

February 6, 2017
Sun Tran presented a review of the Five Year Strategic Plan. It was decided that a few TTF members would meet with staff before the next TTF meeting and discuss the process and timeline for updating the strategic plan.

February 28, 2017
The TTF Chair and staff met to create an outline on how to proceed with updating the strategic plan.

March 6, 2017
Planning for the first steps of the SWOT (strengths, weakness, opportunities and threats) analysis took place. The Task Force also discussed future plans on when to set the goals and objectives of the strategic plan.

April 3, 2017
Suggestions were taken from TTF appointees, staff, and members of the public for each of the four SWOT categories. After this information was compiled each participant selected the top suggestions in each SWOT category. The final selections were tallied and ranked against each other.

June 5, 2017
Begin Goals and Objectives Analysis

Present Consideration – Discussion on the next steps the TTF would like to take on future strategic plans that fall within their purview (as outlined in the TTF Data Page).

Financial Considerations – None

Attachments –
A. 4/3/17 SWOT Analysis Results
B. Five Year Strategic Plan: Goals and Objectives
## SWOT Analysis Results

<table>
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<tr>
<th>Strengths</th>
<th>Votes</th>
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<th>Weaknesses</th>
<th>Votes</th>
<th>%</th>
<th>Opportunities</th>
<th>Votes</th>
<th>%</th>
<th>Threats</th>
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<td>High frequency network</td>
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<td>23.88%</td>
<td>Night/ weekend service, match weekday</td>
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<td>Dedicated funding source</td>
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<td>Federal Funding</td>
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<td>Willingness to partner (Sun Tran/Link), University of Arizona, Parks &amp; Recreation</td>
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<td>11.94%</td>
<td>Travel time, traffic impediments</td>
<td>8</td>
<td>12.31%</td>
<td>Road projects, transit integral part of planning and construction</td>
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<td>Lack of density</td>
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<td>Passion from the community</td>
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<td>Lack of regional long range vision, 10-15 years</td>
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<td>Connect with younger users before car purchase</td>
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<td>Fear, to ride, other people, and perception</td>
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<td>12.31%</td>
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<td>Sun Van (Paratransit coverage)</td>
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<td>Lack of qualified bus drivers, cleaners, and low-level employees</td>
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<td>7.69%</td>
<td>Land-use density, planning TDD streetscape</td>
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<td>Fare increases/ strikes, spiral</td>
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<td>Quality of professional staff</td>
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<td>Bus/rail infrastructure, turn around, layover points</td>
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<td>7.69%</td>
<td>Better marketing, target riders (ex. FTN rt 7 to 22nd street area)</td>
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<td>Support of cars over other transportation</td>
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<td>Ease of use</td>
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<td>Quality of real-time information, technology</td>
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<td>Better real-time information</td>
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<td>Aging facilities, transit centers, park n ride, etc.</td>
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<td>Seamless fare products, fare options, price, fare box recovery</td>
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<td>Budget growth/ funding (none)</td>
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<td>Creative first/last mile transportation options (ex. Ruby Ride/Rita Ranch Project)</td>
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<td>Qualified operators</td>
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<td>Coverage, missing area transit deserts</td>
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<td>Communication, ease of use, website</td>
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<td>Tapping into shared economy, marketing, leveraging the systems (Sun Tran/Link/Shuttle), social/ economic diversity</td>
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<td>Where is funding coming from, innovative options</td>
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<td>Good connection to University of Arizona</td>
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<td>Not integrated enough with other transportation, airport to downtown service</td>
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<td>Technology</td>
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<td>Shared common asset</td>
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<td>SunGo card</td>
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<td>Combine FTN with land-use densification, minimize parking, and increase incentive to ride bus/ street car</td>
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<td>Aging vehicles</td>
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<td>1.54%</td>
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<td>Helpful drivers</td>
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<td>North/south connectivity, routes to other services</td>
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<td>3.08%</td>
<td>Focusing on transit as viable transportation</td>
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<td>3.49%</td>
<td>Not thinking of transit as an essential service</td>
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<td>Lack of sidewalks to bus stops</td>
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<td>Funding for transit, as new development is built</td>
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<td>Uber/ Lyft</td>
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<td>Sun Shuttle, frequency and connection</td>
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<td>Consumer engagement/ partnership</td>
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<td>Worry about ridership levels</td>
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<td>Youth/ young adults, changing perception (The bus/ rail is awesome)</td>
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<td>Car ownership, dream/ need for car ownership</td>
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<td>0.00%</td>
<td>low tech-real time info</td>
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<td>Connecting community, relook at 'passenger per mile/trip'</td>
<td>1</td>
<td>1.16%</td>
<td></td>
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</tbody>
</table>

Total Votes: 67  Total Votes: 65  Total Votes: 86  Total Votes: 65
Five Year Strategic Plan: Goals and Objectives
6/5/17

Background

- **Presented to Mayor & Council**
  - November 14, 2012
- **Update provided to Mayor & Council**
  - March 27, 2013
- **Transit System Goals and Objectives**
  Established by the Transit Task Force on October 4, 2012
Transit System Goals

1. Improve Service Delivery and Enhance Amenities to Retain Current Customers and Attract New Riders.
2. Create a Plan to Capture Markets to Increase Ridership on All Modes of Transit Open to the General Public.
3. Identify a Sustainable Funding Strategy.
4. Develop a System Wide Fare Policy.
5. Maintenance and Monitoring of System Performance Standards.

Transit System Goals: Model

- **Mode**
  - Transit Mode (Fixed or Express Route, Paratransit, or Streetcar).

- **Program**
  - The goal or tactic that has been identified to be accomplished.

- **Lead Responsibility**
  - Entity responsible for taking the lead responsibility.

- **Timeline**
  - Identifies that frequency of reporting, completion of goal or tactic and/or identifies when the goal/tactic will be fully evaluated and recommendation provided to decision making bodies.
Goals and Objectives #1

“Improve Service Delivery and Enhance Amenities to Retain Current Customers and Attract New Riders”

1.1- Expansion of Service Area  
1.2- Enhanced Connectivity  
1.3- Infrastructure Improvements  
1.4- Analyze and Implement Cost Efficiencies

Achievements #1

- Achievements:  
  - Completion of COA – January 2014  
  - Jarrett Walker and Associates Workshop and commitment to a High Frequency Network  
  - Minor service changes implemented – February 2015 (FY 2015), August 2015 (FY 2016) and FY 2017  
  - Major service changes – approved for February 2017  
  - Working with RTA (TWG) on express service changes – launch February, 2017  
  - Frequent Transit Network increases from 11 to 13 om March 5, 2017
Achievements #1 – Frequent Transit Network

System Enhancement & Improvements

- Park & Ride lots
  - Old Vail/Rita Road
  - Houghton/Broadway

- Transit Center upgrades
  - Information kiosks – TTC
  - Paving – TTC
  - Public restrooms – LTC
  - Entrance signage – LTC
  - Sun Shuttle bay/pedestrian access improvement
  - Safety improvements – RTC

- Bus Shelters/Bus Stop Signs
Achievements #1 (continued)

- **Cost Efficiencies**
  - Replaced 2000 series buses (CNG) with buses with improved CNG technology
  - 2500 series buses (diesel) will be replaced in 2019 with CNG buses
  - Elimination of Paper Transfer Tickets and revised Transfer Policy
  - Replaced 47 of the 800 series vehicles (diesel) at Sun Van with gasoline vehicles
    - 27 cutaways/10 sedans/10 minivans
  - Replace 23 of the 900 series vehicles at Sun Van

Goals and Objectives #2

“Create a Plan to Capture Markets to Increase Ridership on All Modes of Transit Open to the General Public”

2.1- Conduct Market Research
2.2- Develop Integrated Marketing Plan
2.3- Promote Use of New Technology
Achievements #2

• **Achievements:**
  – On-board survey – 2013 (COA)
  – On-board survey – 2016 (Title VI/COA)
  – Regional Marketing Plan
    • Outreach
      – Community events – over 80 events in 2016
      – Speaker’s Bureau – business clubs, associations

Achievements #2 (continued)

• **Develop Regional Marketing Plan**
  – Advertising
    • Social media
    • Bus Bench/Bus wrap
    • Print, radio, theatre, video ads
    • Encourage use of public transit to events
  – Promote use of technologies
    • SunGO smart card – July 1, 2013
    • GoTucson mobile app
    • Google Transit (GTFS data)
    • Online/mobile trip planning, real-time information
Achievements #2 (continued)

- Integrated Approach to Marketing
  - Web redesign
  - Web chat Function
  - Mobile and Smart phone interaction and electronic advertisements
  - Analyze social media, email and ad data to make informed data driven decisions
  - Continue expansion of involvement in community activities.

Achievements #2 - SunGo Sales Locations
“Identify a Sustainable Funding Strategy”

3.1- Secure Funding Sources

• **Potential Achievements:**
  – Dedicated funding source
  – Public/private partnerships
  – Evaluation of service improvement districts
  – Advertising opportunities
    • Lamar contract
  – Sun Link revenue opportunities

“Develop a System Wide Fare Policy”

4.1- Establish Regular Reviews of Fare Structure and Policy

• **Achievements:**
  – Approved by Mayor and Council on December 9, 2014
**Goals and Objectives #5**

“Maintenance and Monitoring of System Performance Standards.”

5.1 – Monitor and Report System Standards
5.2 – Establish Route Performance Standards
5.3 – Conduct City of Tucson Independent Audit of Transit System

**Achievements #5**

- **Achievements:**
  - Monthly Operating Report
  - Monthly Compliance Report
  - Establish route performance standards
    - Approved by TTF November 2016
  - City of Tucson Independent Audit and Performance Commission audit
    - Presented to Mayor and Council in 2015