



REGIONAL
TRANSIT

FY 2017 MARKETING PLAN



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Introduction

The Regional Transit Marketing Plan provides a strategy to provide marketing and communications for the transit services that make up the regional transit system, which includes Sun Tran, Sun Express, Sun Van, Sun Shuttle and the Sun Link streetcar. The plan identifies strategies to address the needs of these transit services, as Sun Tran staff is tasked with handling the marketing for all regional transit systems.

The plan utilizes the information obtained from the Comprehensive Operational Analysis (COA) and on-board surveys completed in FY 2014, as well as the on-board survey completed in FY 2016 for Title VI analysis required by the Federal Transit Administration (FTA). The Marketing team will work closely with the Regional Transportation Authority (RTA) to evaluate route performance and marketing needs for Sun Shuttle. Additionally, the team will continue to partner with City of Tucson and districts along the streetcar alignment, as well as track Sun Link ridership to enhance marketing to continue to grow Sun Link ridership.

The goals of this marketing plan are aligned to serve the mission, vision and goals established by Sun Tran, which provides a baseline for all transit systems in the region. This marketing plan includes Sun Shuttle and Sun Shuttle Dial-a-Ride, but focuses marketing and communications efforts for Sun Tran and Sun Link. Although marketing Sun Van services is not a main focus, communications assistance will be provided regularly for passengers, potential passengers and staff.

MISSION: Working together to improve the community's quality of life by providing safe, efficient, reliable customer-focused public transportation.



FY 2017 Goals

This plan has four main goals, which have been established by Sun Tran staff as areas to focus in FY 2017. Marketing strategies and measurable outcomes to reach these objectives will be described in detail later in this document.

1. Increase ridership on Sun Tran, Sun Express, Sun Link and under-performing Sun Shuttle routes. Systems have experienced a significant decrease in ridership due to the labor strike in the fall of 2015 that lasted 42 days. Although this was a strike of Sun Tran services only, all systems experienced a decrease in ridership due to the challenges of traveling throughout the region.
2. Promote Sun Link streetcar services to maintain excitement around the new transit option and encourage non-transit riders to give transit a try.
3. Improve public and passenger perception of transit through use of communication strategies and marketing campaigns. Specifically, since the work stoppage last year, some individuals still have a negative perception of Sun Tran employees and services.
4. Increase the use of the SunGO fare payment system and the GO Tucson mobile ticketing application to minimize the use of cash to board transit services and improve the ability to travel throughout the region with ease. This includes increasing the number of purchase locations to make the use of SunGO easily accessible to all. This is especially important given the changes to the transfer policy that were approved by City of Tucson Mayor and Council in August 2016. This change requires all passengers to have a SunGO Card or SunGO ID & Card to obtain a free transfer when paying the cash fare.



Transdev Commitment

With the goal to increase ridership, which has dropped significantly due to the 42-day work stoppage in FY 2016, Transdev is committed to working in partnership with the City and staff to help reach this goal. It is important to note that although marketing is an important part of helping increase ridership, it is not the only area Transdev will focus their efforts. Transdev will provide leadership and improvement between May 1, 2016 and April 30, 2017 in the following areas, which will all impact ridership:

- Cleanliness of buses
- Maintaining buses
- On Time Performance
- Customer Service for all frontline staff

- Marketing efforts
- Safety

Transdev representatives will work closely with Sun Tran staff to review systems and procedures, evaluate department functions, efforts and equipment and make recommendations for improvement in the following areas:

- Maintenance procedures and equipment to ensure vehicles are well maintained and clean in an efficient manner
- Operations procedures and implementation to ensure efficient systems are in place for front line employees to be effective at their job
- Review safety and risk management procedures
- Review the schedule and operating statistics to ensure timeliness of the system
- Review marketing efforts and strategies
- Provide input to improve customer service techniques for all employees

Target Markets

Transit systems in the Tucson Metropolitan area, which includes Sun Tran, Sun Express, Sun Shuttle and Sun Link, provide beneficial services to thousands of individuals each day. The following target markets, which were determined from recent on-board survey results, will be addressed when implementing market strategies for FY 2017.

University of Arizona (UA) & Pima Community College (PCC) Students, Faculty & Staff

The City of Tucson approved a free 30-day promotion in FY 2015 and free 14-day promotion in FY 2016 to encourage UA students, faculty and staff to ride transit and utilize the Sun Link system. This year staff is promoting the 50 percent discount provided by the UA Parking & Transportation. Sun Link travels through campus and provides transfer options to/from other regional transit services, so the multiple UA audiences are the primary target group for streetcar promotions. Encouraging individuals to take advantage of the 50 percent subsidy provided by the UA for semester and annual transit passes remains a goal, as well as exceeding the impressive sales from FY 2016, with the ultimate goal of exceeding sales from FY 2015, both of which have exceeded all U-PASS sales historically.



Continued efforts with PCC may result in a promotion to encourage ridership among their students, faculty and staff. Although PCC locations do offer extensive free parking, making transit less beneficial, they do have a desire to encourage students, faculty and staff to ride transit.

Low-Income

According to the results from the on-board survey conducted in FY 2016, 77.65 percent of transit passengers earn \$35,000 annually or less. This market continues to be an important area to continue promoting the transit options available.

Communities Surrounding Underperforming Sun Shuttle Services

Sun Tran's marketing team will work closely with the RTA to evaluate ridership of all Sun Shuttle routes, those deemed as underperforming will continue to be a target segment.



Organizations in the Pass Provider Program

The desire to continue growing the Pass Provider Program and encourage more individuals to take transit to their work, human services provider or school is a continued focus. Staff will enlist businesses, schools, human service providers and miscellaneous organizations to join the Pass Provider Program to mitigate parking challenges and provide a valuable service to their clientele.

Seniors

Ridership of passengers 65 years and older is 5.34 percent. The marketing team will continue developing strategies to promote regional transit ridership amongst this age group to improve the independence of our older population.



Individuals Traveling Along Key Corridors & Frequent Transit Network

There will be a focus on marketing to businesses within a quarter mile along the streetcar route and key Sun Tran routes, especially those routes included in the Frequent Transit Network (FTN). This will encourage the use of public transit, which will have a long-term impact of improving perceptions of public transit and potentially increase the use of other forms of public transportation. Staff will partner with the RTA as they are seeking Mobility on Demand Federal Grant funds to expand transit, specifically focusing in Rita Ranch initially.

Cash Paying Riders

The goal is to reach cash paying customers to encourage the use of the SunGO fare payment system and the GoTucson mobile ticketing app to minimize the need to handle cash and maximize the passenger's ability to transfer throughout the region with ease. With the elimination of the SunGO Transfer Ticket by Mayor and Council in August of 2016, this will require promotions to distribute SunGO Cards to passengers to ensure they can continue to utilize free transfers by loading them on the card if paying cash. Marketing staff will coordinate the distribution of SunGO Cards and provide them at no charge if a pass or minimum of \$1.50 is loaded to the card.

Current Ridership

According to the on-board survey conducted in FY 2016, transit passengers include:



Sun Tran will utilize the existing fleet until FY 2018 when 37 new 40-foot CNG buses are received.



Sun Van introduced 28 replacement and 2 expansion vehicles in FY 2016.

26.3% are 25-34 years of age	79.1% of Sun Tran riders and 90.24% of Sun Shuttle riders are not students; 65.05% of Sun Link riders are students
52.8% are male	92.9% speak English well or very well
67.3% identify as White	53% of riders do not have a working vehicle at home
91.8% do not have a disability that hinders mobility	95% of all passengers access transit by walking
56.8% do not use a transfer during a one-way trip	48.9% of trips start/end from home

Situational Analysis

Environmental Review

A current environmental review identifies several areas that could impact transit through FY 2017.

Sun Tran currently operates 43 fixed routes, which includes 13 express routes, and experienced a significant decrease in ridership due to the 42-day work stoppage in FY 2016 with 15,743,501 passenger trips provided. This represents a decrease of 19.9 percent when compared to FY 2015. Prior to the work stoppage that ran from August 6-September 16, 2015, Sun Tran was budgeted to increase the number passenger trips provided in FY 2016. Ridership projections are being adjusted to reflect the decline caused by the strike, and it is expected to take two years for ridership to fully recover. The active fleet is comprised of 246 buses, with 100 percent utilizing cleaner-burning fuels, including Biodiesel, Compressed Natural Gas (CNG) and hybrid electricity. This enhances the City of Tucson's use of alternative fuels and improving air quality in the community. Sun Van has an active fleet of 135 wheelchair accessible vehicles, of which about 95 percent

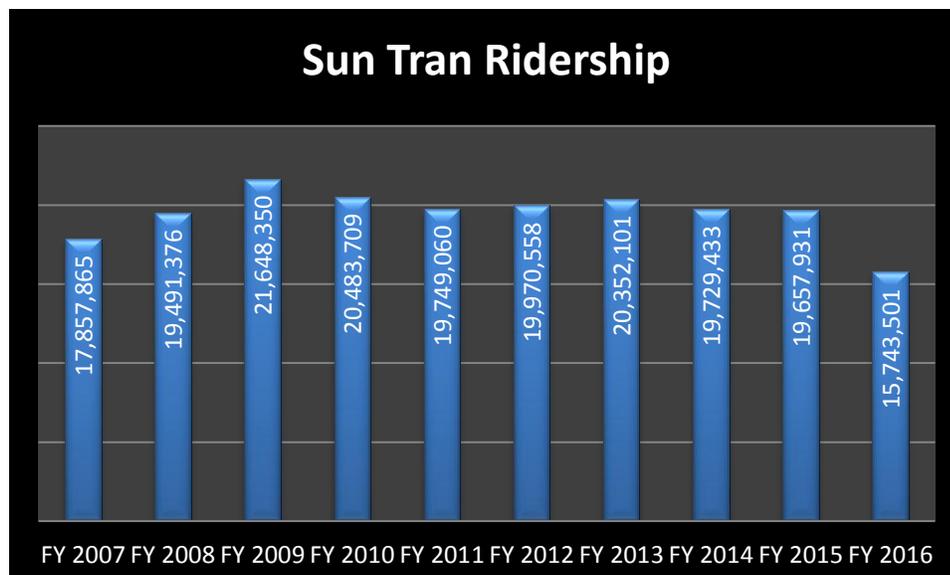
runs on unleaded gasoline with the remainder running on Ultra low Sulfur. Ridership in FY 2016 experienced a 4.4 percent increase, for a total of 577,773 passenger trips.

Sun Shuttle provides service to San Xavier, Tucson Estates, Green Valley, Sahuarita, Southeast Tucson, Rita Ranch, Oro Valley, Catalina, Marana and Ajo. Service is provided by Total Transit and the Town of Oro Valley, who are contracted with the RTA. Ridership for FY 2016 for all routes reached 273,375 passenger trips, which is a decrease of 7.3 percent when compared to the previous year. It is expected that the Sun Tran work stoppage did impact Sun Shuttle ridership due to the number of passengers who transfer between the systems.

The Sun Link streetcar operates eight electric cars that are wheelchair and bicycle accessible. These cars can carry up to 146 passengers to their desired destination. Sun Link celebrated its first anniversary in July of 2015 with a free ride day, on-board concert and activities in each district. Two million riders were recorded prior to the second anniversary, which also celebrated with a free ride day sponsored by Tucson Electric Power, Main Gate Square and the Fourth Avenue Merchant's Association. Additionally, a concert on board was coordinated in partnership with KXCI.

Ridership by System

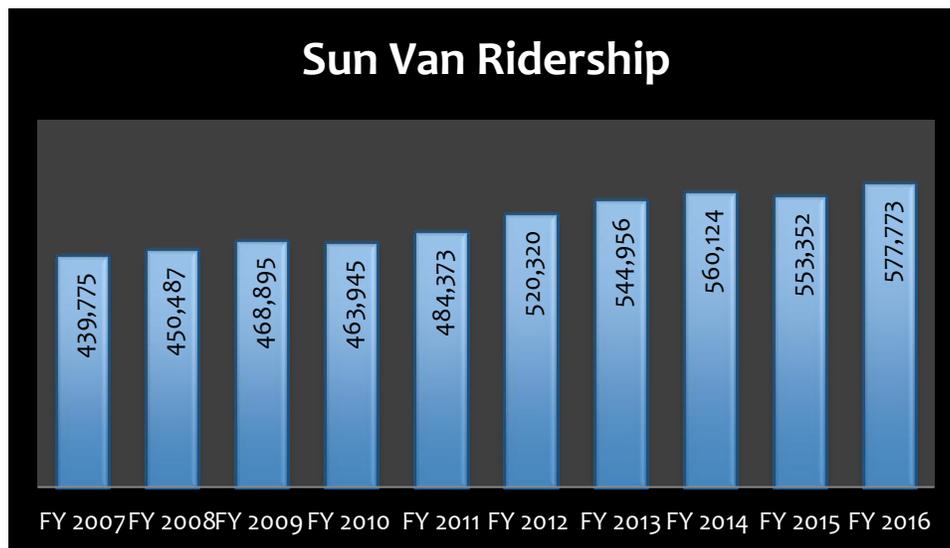
Sun Tran - The system peaked in FY 2009 with ridership reaching 21,648,350 passenger trips. Though ridership on Sun Tran has fluctuated since then, which included a drop to 19,749,060 passenger trips in FY 2011 ridership remained flat with a slight decrease of .3 percent to 19,657,931 passenger trips. FY 2016 ridership, which was 15,743,501 passenger trips, is still 20 percent below pre-strike ridership numbers when comparing to the same timeframe last year due to the 42-day work stoppage in FY 2016 and lower-than-average gas prices over the last 12 months.



No new bus service is being introduced in FY 2017 but the system will experience

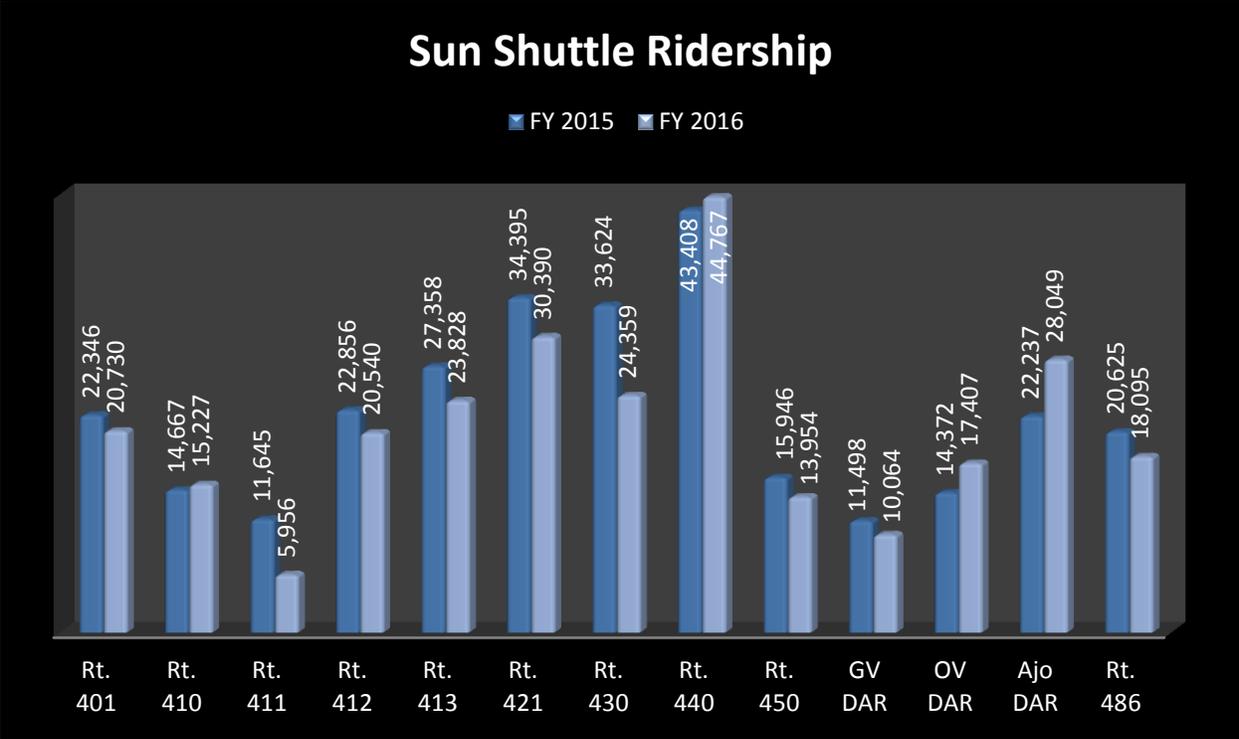
adjustments to existing service to further establish a Frequent Transit Network, better meet passenger demand and improve efficiencies. The regional system expects to continue attracting new riders and expand its discretionary rider base with the Sun Link streetcar system, continued growth in usage of the SunGO smart card fare payment system, and upgraded technologies to help transit users better navigate the system, such as the GoTucson mobile ticketing app. A fare increase will be voted on by Mayor and Council in September 2016, which could impact overall ridership for the year.

Sun Van - Ridership grew by nearly 27 percent between FY 2007 and FY 2014, with FY 2014 ridership at 560,124 passenger trips.



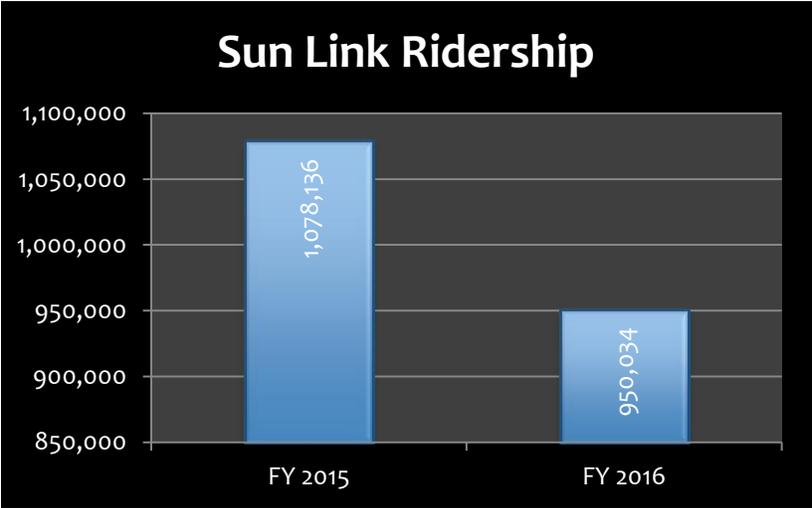
Although ridership decreased slightly in FY 2015, it increased FY 2016 by 4.4 percent to 577,773 passenger trips. Sun Tran/Sun Van encourages paratransit passengers to utilize fixed-route service, which is ADA accessible. However, it is unclear how many have made that transition, even if only for select trips.

Sun Shuttle - Although Sun Shuttle routes regularly experienced ridership growth since service launched in FY 2010, ridership has decreased in FY 2016 by 7.3 percent when compared to FY 2015. This is partially due to the Sun Tran work stoppage in FY 2016, which negatively impacted Sun Shuttle passengers' ability to transfer throughout the region.



When comparing Sun Shuttle ridership in FY 2015 to FY 2016, four routes experienced an increase, which are Routes 410, 440, Oro Valley Dial-a-Ride and Ajo Dial-a-Ride. Ridership on Sun Shuttle has also been impacted by the 42-day work stoppage experienced on Sun Tran last year. Route 411 has experienced the most significant decrease of 48.8 percent while Route 401 has the least percentage of decrease at 7.2 percent.

Sun Link – The Sun Link streetcar, celebrated its first year of service July 25, 2015, exceeded ridership projections. The millionth rider milestone was achieved and celebrated prior to the anticipated date. Sun Link provided 1,078,136 passenger trips in FY 2015, with ridership decreasing slightly in FY 2016 to 950,034, which is a decrease of 11.9.



Comprehensive Operational Analysis (COA) & Impacts

Although the original recommendations from the COA analysis went through the public input process, Mayor and Council requested further analysis by staff and working in partnership with the Transit Task Force (TTF) for further review and new recommendations in October 2014. In FY 2015, public input began on proposed service changes, fare increase and transfer policy change. At the public hearing on August 9, 2016, Mayor and Council voted to approve the proposed service changes and transfer policy change. In September 2016, there will be a public hearing and decision made on the proposed fare increase, of which there are three options that staff took to the public for comment.

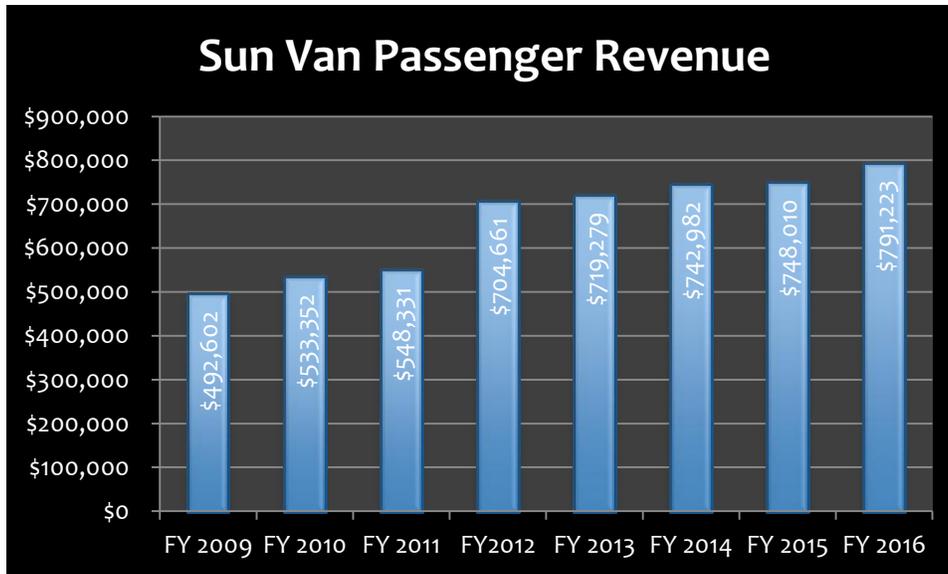
Passenger Revenue

Sun Tran passenger revenue continued to increase through FY 2012, while remaining fairly stable since, until FY 2016.



This growth through FY 2012 was due in part to an internal focus on collection efforts, and fare increases in August 2009 and July 2011. Revenue remained fairly flat FY 2013 through FY 2015. For FY 2016, Sun Tran’s revenue decreased by nearly 23 percent when compared to FY 2015, largely due to the 42-day work stoppage.

Sun Van passenger revenues have increased largely due to the 2009 and 2011 fare increases, with revenues continuing to trend upward in line with ridership. When comparing FY 2015, Sun Van revenues have increased 5.8 percent to \$791,223. The revenue per passenger has increased from \$1.33 in FY 2014 to \$1.37 in FY 2016, which is a 3 percent increase.



Regional Expansion

Regional issues will continue to influence transit in the coming years. The RTA was approved in May 2006, and includes several Sun Tran service enhancements to be implemented over the remainder of the 20-year plan, such as additional frequencies and route extensions. The area surrounding downtown, the University of Arizona, Main Gate Square, San Augustin Mercado and Fourth Avenue has experienced a resurgence of retail, residential and commercial activity, as the Sun Link streetcar began revenue service on July 25, 2014. The City of Tucson’s Mayor and Council have a vested interest in the success of transit, more specifically, successful ridership on Sun Link and possible expansion, which could translate into increased regional development, transit ridership and an improved perception of transit overall.

Shifting Demographics

Population growth and demographic changes are also considerations. According to the U.S. Census interim state population projection for 2000 to 2020, Arizona’s population is projected to grow 64.8 percent, with the most dramatic change anticipated for persons 65 years and older, an increase of 127.7 percent. This could signal an increasing need for older Pima County residents to rely on fixed route public transit services or other special needs transportation.

National Trends

According to the American Public Transportation Association (APTA), Americans took 10.6 billion trips on public transit in 2015, which is the third highest annual ridership in 10 years. However, when compared to 2014, this demonstrates a decline of 1.3 percent. APTA conducted a study of *Millennials & Mobility: Understanding the Millennial Mindset*, which noted the importance of multimodal transportation options, including driving, transit, biking or walking. This study reports that 46 percent look for a cost-effective travel option and convenience. The millennial generation is a growing key target for promoting the transit options in our region, while keeping in mind their desire for improved system

reliability, real-time data, Wi-Fi and a more user-friendly and intuitive travel experience.

Political Landscape

An ongoing working relationship with the City of Tucson and direction from the Tucson Department of Transportation (TDOT) is instrumental in operating the Sun Tran and Sun Van systems. Sun Tran's management team from Professional Transit Management (PTM)/Transdev, along with administrative staff, work in tandem with TDOT to share information with Mayor and Council and other interested parties. This relationship provides guidance for the management of the systems and is the basis to educate the community about the benefits of transit in general.

With Sun Link celebrating its second anniversary July 25, 2016, Sun Tran staff works closely with a select team of City of Tucson, TDOT, RTA and Sun Link staff to implement marketing and communication strategies to continue to expand ridership. Additionally, Sun Tran staff provides call center functions for RTA-funded transit services, information technology assistance and scheduling assistance to ensure all services inter-connect to enable passengers to transfer throughout the region with ease.

TDOT, Sun Tran and Sun Van continue to work with the City of Tucson's Transit Task Force (TTF) on local transit issues. The TTF, with the assistance of Sun Tran and Sun Van staff, continue to evaluate transit services with a long-term view. They evaluate the needs of the community, working to improve system efficiencies and suggesting ways to increase ridership and revenue through evaluating pass options and promotional opportunities.

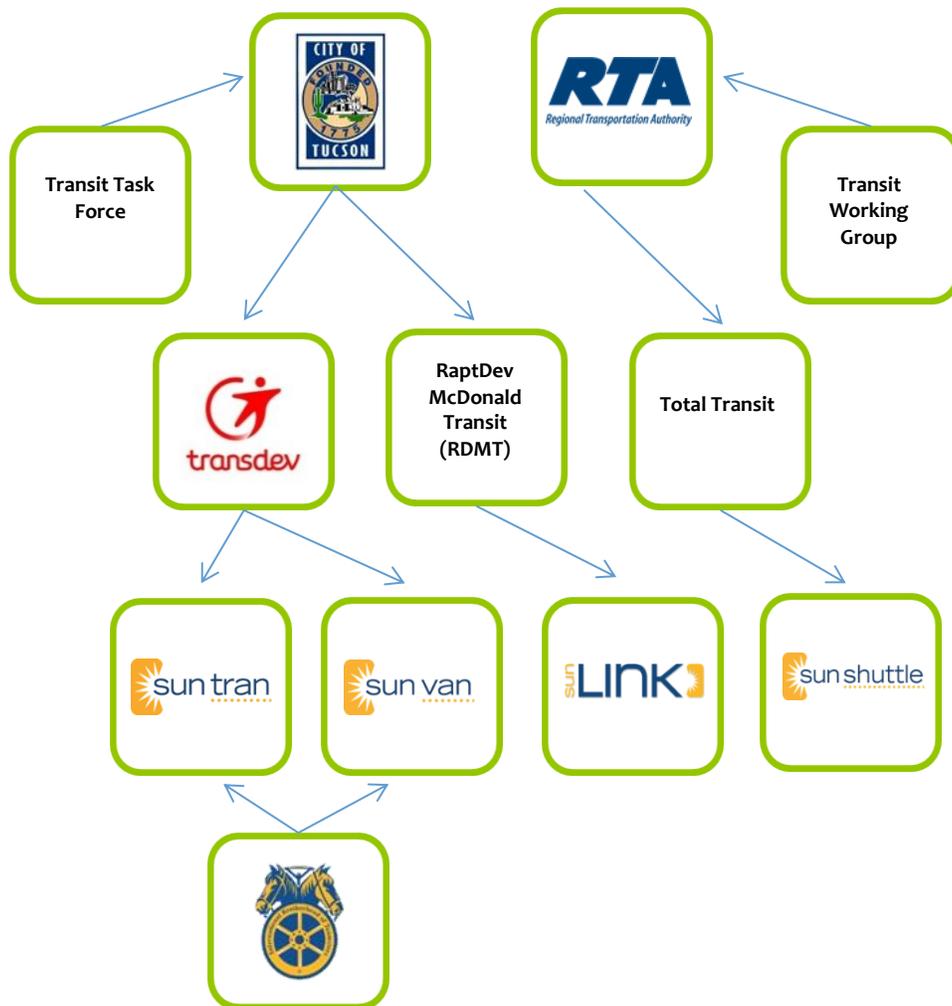
On a regional level, Sun Tran works in close partnership with Pima Association of Governments (PAG), the regional planning organization. PAG was instrumental in facilitating the passage of the RTA's Regional Transportation Plan, the 20 year, \$2.1 billion regional transportation plan voters approved in May 2006. The goals of the RTA are to build consensus among regional jurisdictions on transportation-related issues and implement transportation improvements specified in the RTA Plan.

The Tucson Bus Riders' Union (BRU) is a group of individuals focused on keeping local transit-related issues in the forefront with the public and elected officials to ensure transit remains a viable benefit to the community. Staff works with BRU members and regularly provides information to members as they consider new ideas and initiatives.

Though at times there are struggles as to the nature of local vs. regional transit services (and vice versa), Sun Tran's marketing and customer satisfaction departments work cooperatively with the RTA and its transit contractors to provide an integrated, seamless transit system from the passenger's perspective. Though this concept does not require the single governance of regional transit, it does aspire to deliver improved customer convenience and regional connectivity via consistent policies, rider information, fare structure, fare media, and customer services. Sun Tran and Sun Van attend the RTA's Transit Working Group (TWG) meetings, which has representation from each jurisdiction, to remain informed on issues affecting the various jurisdictions and provide answers to

transit-related questions.

Finally, two year contracts between Teamsters Local 104 members for both Sun Tran and Sun Van were signed last year. That means negotiations will not begin until late FY 2017, for a new contract to be in place in the fall of FY 2018 for both systems. Marketing staff will prepare in advance to ensure internal and external customers are informed as this process moves forward, as many will be sensitive to the potential outcome because of the 42-day work stoppage last year.



Customer Trends

While economic conditions and budget shortfalls make it a struggle to maintain the core system to meet the needs of dependent riders, the goal during FY 2017 is to increase ridership and revenue. Ridership has experienced a significant decrease due to the strike last year with an expectation for two years to recover. Marketing will work to help ridership recover prior to the estimated two year schedule. The keys to achieving ridership growth are to attract more riders through:

- 1) Excellent customer service (all staff)
- 2) The use of new technology that make transit more convenient, such as social media and mobile phone applications (Google Transit, GoTucson Mobile App and Transit Now)
- 3) Promotion of the regional transit system to all potential rider demographics
- 4) Enhanced perception of security, making transit a safe option for travelers

The Marketing Department has conducted various research projects to determine customer demographics, attitudes, image and awareness of Sun Tran and its services. Methodologies have included telephone surveys, focus groups, and on-board studies. The following is a brief description of significant findings from the major studies conducted since 2004, which provides historical perspective for determining trends.

Major Regional Transit Findings from the 2016 City of Tucson On Board Survey

- *Just over half (53%) of riders do not have a working vehicle in their household.*
- *Riders who are not a student (76.3%)*
- *63.1% of riders are employed (either full-time or part-time)*
- *46.8% indicate they do have a valid driver's license.*
- *The highest frequency riders are between the ages of 25-34 years of age (26.3%), while 18-24 years old are the second highest age range (21.8%).*
- *77.7% of riders make less than \$35,000 annually for their overall household income.*
- *52.8% of riders are male.*
- *91.8% indicate they do not have a disability that limits their mobility.*
- *70.9% reported their ethnicity as "white"*
- *94.6% of riders walk from their origin to the bus stop.*
- *95.5% prefer walking to get from where they exit the bus to their final destination.*
- *73.7% used no additional transfers for their one-way trip.*
- *89.1% either started or ended their trip from home.*

Major Findings from October 2013 On-Board Survey

- *The profile transit rider is female (51.4%), between 19 and 44 years of age (61.5%), has a household income of less than \$20,000 (36.5%) and speaks English at home (76.0%). The profile transit rider rides the bus because she does not have access to a personal vehicle (60.8%).*
- *57.3% of riders cited being employed at least part-time (in this study, students are listed as unemployed)*
- *39.1% of transit riders indicated being a part-time or full-time student*

- 49% of passengers transfer to/from Sun Tran
- 61% indicated they lack access to a car as the reason for riding transit
- 59% indicated they ride 5 or more times per week
- 27% indicate cell/mobile device is how they access transit information
- Transit services ranked “fair” to “good” on overall satisfaction, availability of service, reliability, cost, safety, comfort and frequency to name a few. Operating hours ranked the lowest at 2.7 (2 being “fair” and 3 being “good”).

Major Findings from 2004 On Board Survey

- All riders - Average age 31.1 (only 43% of those surveyed provided age)
- (Express riders - Average age 44.3)
- 4/5 of all riders were dependent riders
- 64% of riders on Sun Tran routes agreed or strongly agreed that services operate on time
- 75 % of Sun Tran riders agreed or strongly agreed with the statement “I feel safe when riding the bus”
- 71% of Sun Tran riders agreed or strongly agreed that drivers are friendly
- 82% of Sun Tran riders agreed or strongly agreed that route and schedule information is easy to use
- 53% of Sun Tran riders agreed or strongly agreed that buses are clean and well maintained, however, 24% disagreed or strongly disagreed.
- 67% of all Sun Tran riders rated the service as very good or good. Only 5% of riders rated Sun Tran routes as poor or very poor. Twenty-five percent of riders rated Sun Tran service as fair. The highest Sun Tran ratings were reported for Express routes. 81% of Express riders reported very good or good ratings.

Major Findings from Customer Satisfaction Study & Current Status

The first ever in-depth research to gauge customer satisfaction of Sun Tran was conducted in 2005. This research did establish a benchmark that identified the importance of individual factors and Sun Tran’s performance related to these factors. This resulted in a “Key Driver Quadrant” Analysis providing Sun Tran direction on areas to focus efforts. Listed below are the key findings and what has been accomplished the last fiscal year in these areas. It is important to note the need to conduct another customer satisfaction survey to determine how the system has improved in these areas from the passenger perspective.

Key Driver #1:

Sun Tran should work to improve “Driver Friendliness” and improve the system so “Buses arrive and depart on time”. These benchmarks are both high in importance, but demonstrated lower performance scores.

- Sun Tran has implemented improved training to coach operators to enhance customer service skills. It will take time after the 42-day strike last year for passengers to experience less frustration with coach operators, so focus in this area will be important. Adjustments to schedules continue each bid change to improve system efficiencies. In FY 2017, service changes will be implemented as a result of a public hearing on August 9, 2016. The changes reflect recommendations made by Jarrett Walker & Associated (JWA) to improve the Frequent Transit Network idea.

Key Driver #2:



Attention should also be paid to the benchmarks “Comes frequently enough to meet needs” (moderately important) and “Bus shelter info” (highly important), which both showed low performance scores. While these attributes are less important they were still drivers of overall rider satisfaction.

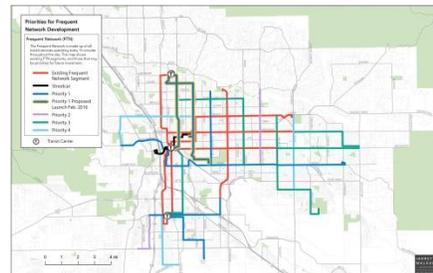
- Since this study, RTA funds have improved frequencies on select routes since 2009, as well as providing later weekday and weekend service. As noted in *Key Driver #1*, Sun Tran continues to adjust schedules to improve on-time performance per the JWA recommendations. In FY 2016 marketing staff did improve the design of the bus stop signs, which are slowly replacing signs with the older design. The new signs direct passengers to suntran.com, where improved information about the many passenger tools are listed and the bus stop number is displayed for easier access to next bus arrival times. FY 2017 should focus on securing funding to replace every sign throughout the region.



Key Driver #3:

The benchmarks of “Overall value” and “Goes where you need it” are both highly important and perform well.

- Staff evaluated actual usage of the system during the COA process and developed recommendations to improve efficiencies and better meet passenger needs. Although recommendations were originally submitted to City of Tucson in FY 2015, service changes



were still not implemented until FY 2016, with more of the original changes to be implemented in FY 2017.

Operational Trends

The regional transit systems face new challenges and opportunities as a result of a significant ridership decrease in FY 2016 due to an extended strike situation.

- Returning to pre-strike ridership numbers prior to the expected two year recovery time.
- Maintaining high output with the challenges of being a blended organization with separate management companies for Sun Tran/Sun Van, Sun Shuttle, Sun Shuttle Dial-a-Ride and Sun Link.
- Managing priorities to ensure all regional transit services' needs are met.
- Use of new technologies (web, mobile, social media, apps, etc.)
- Passenger information with parallel messaging throughout the regional system.
- Prioritizing marketing services to multiple systems.
- Attitudes and abilities of new drivers vs. veteran drivers and post-strike.
- Benefits/challenges of an aging workforce and loss of historical knowledge.
- System security for employees and passengers
- Balancing efficiency and cost-effectiveness with the ability to attract/retain workforce and provide services that attract choice riders (more convenience via increased frequency, enhanced amenities, etc.)
- Develop a people-centered environment.
- Focus on environmental stewardship and sustainability.
- Increase the number of seniors and persons with disabilities riding transit by continuing to provide mobility training to help these individuals utilize the services and travel independently throughout the region.
- Encourage the millennial generation to utilize transit services.

Factors Impacting Ridership

There are factors that impact ridership regardless of the marketing efforts in place.

- Gas prices – Gas prices have continued to drop from July 2015 through July 2016 to as low as \$1.50 a gallon.
- Weather
- Work stoppage – Sun Tran experienced a 36 percent decrease in ridership immediately following the work stoppage in the Fall of 2015.
- Increased fares
- Service Planning – having a service that goes where people need to frequent.
- Population Density
- Safety
- Service Intensity

Transit Market Segments

<p>Internal Customers</p> <p>PTM/Transdev staff Sun Tran Admin/non-union Sun Tran bargaining unit Sun Van staff/non-union Sun Van bargaining unit Special Services staff Garage 1 staff Garage 2 staff Staff of management companies for Sun Shuttle, Sun Link RTA (for Sun Shuttle) Total Transit staff Town of Oro Valley transit staff</p>	<p>Stakeholders</p> <p>City of Tucson (COT) Tucson Department of Transportation (TDOT) Regional Transportation Authority (RTA) Pima Association of Governments (PAG) Partner jurisdictions University of Arizona (UA) University of Arizona – Parking & Transportation Services (UAPTS) Commission on Disability Issues (CODI) Bus Riders Union (BRU) Transit Task Force (TTF) Transit Working Group (TWG)</p>
<p>External Customers</p> <p>Sun Link passengers Sun Tran passengers Sun Shuttle passengers Sun Shuttle Dial-a-Ride passengers Sun Van passengers Dependent Riders Choice Riders College Students/Millennials Youth/School-aged students Commuters Clients of non-profit organizations Seniors Bicyclists Individuals with Disabilities Get On Board Partners Sales Outlets Nonprofit organizations Schools Special Services clients</p>	<p>Community-at-Large</p> <p>Potential Riders Taxpayers City of Tucson Pima County Communities with Sun Shuttle service Business Associations Chambers of Commerce Outlying communities Local Media Outlets Potential Get On Board/Partners Social Service organizations Residents/businesses along the Sun Link alignment</p>

Marketing Department Team

The Sun Tran marketing department currently consists of seven staff members, with responsibilities as listed below for Sun Tran, Sun Van, Sun Link, Sun Shuttle and Sun Shuttle Dial-a-Ride services:

Marketing & Communications Director – Manages overall departmental planning and administration, media buying, primary media spokesperson, major research studies and more. A new director will be in place early in FY 2017, which will mean a transition in marketing and communications efforts.

Pass Program Manager – Manages pass product development for the SunGO fare payment system and education, including employer, college, and non-profit programs; pass sales outlet development; oversees the partnership with the University of Arizona Parking and Transportation Services Department

Marketing & Communications Specialist – Plans, writes and distributes media releases, acts as deputy media spokesperson, produces customer publications and employee newsletters, manages website content, develops communications plans, implements communication strategies to inform internal and external customers and develops strategic marketing efforts

Community Outreach Manager – Manages public involvement plan, special event management, community and customer outreach/education, public input processes, oversees the newly developed Speaker’s Bureau, conducts customer and employee surveys, START program management, LEP plan

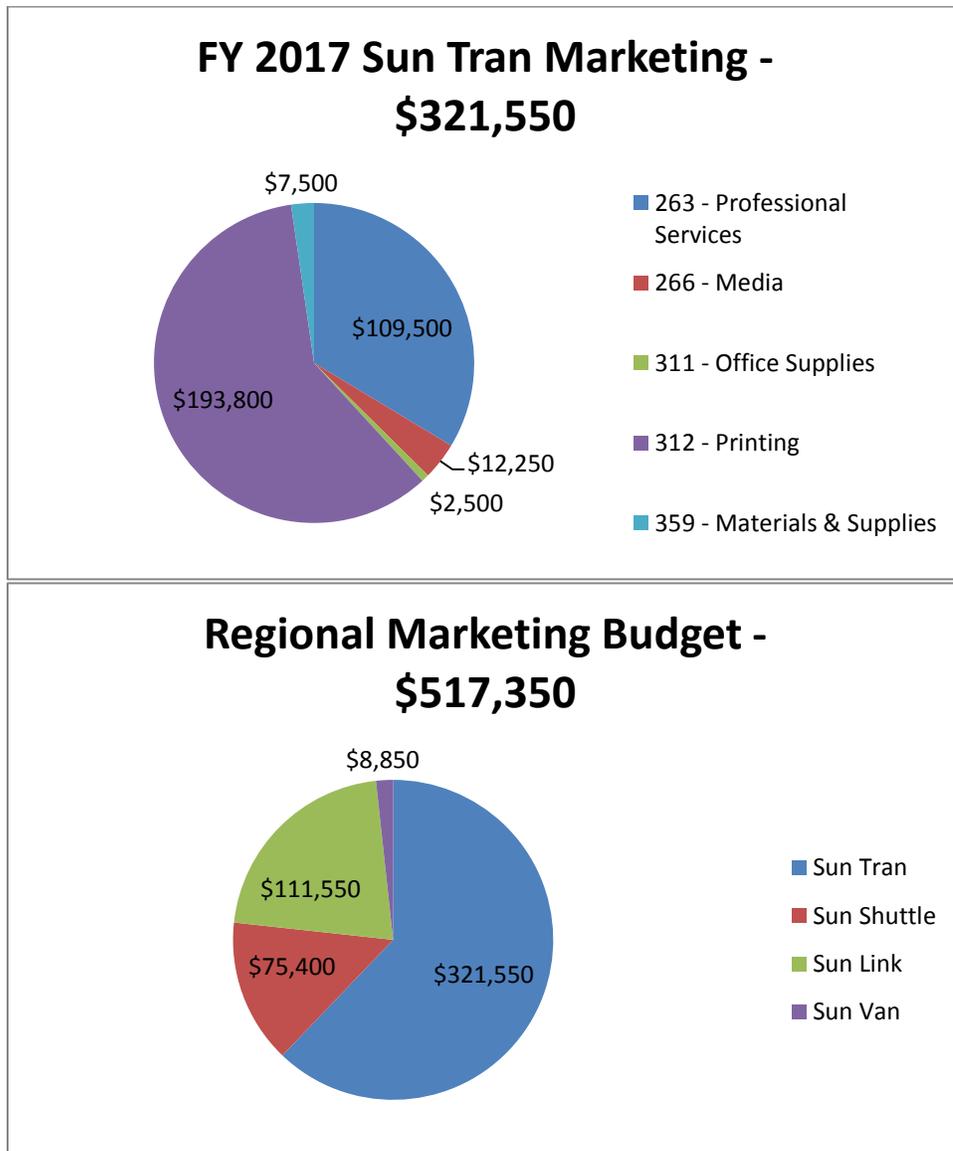
Graphic Artist – Provides art and graphic design for Sun Tran, Sun Van, Sun Link and Sun Shuttle customer materials, internal communications, updates and maintains web site content, photography

Marketing Coordinator – Assists with production of customer and internal marketing and communication materials, supports social media efforts, produces customer collateral materials, ensures posted passenger information is updated and posts new information, generates daily media reports, designs various marketing materials and passenger information, event support, and handles various marketing tasks

Marketing Assistant – Marketing expenditure tracking, purchase requests, bike locker sales and tracking, bus poster coordination, and delivery services coordination for customer publications

Marketing Budget & Advertising Revenues

FY 2017 base marketing budget is \$517,350 to market Sun Tran, Sun Express, Sun Van and Sun Link. Over half of the budget is expended for production and distribution of rider information materials such as the Ride Guide, brochures, etc. The chart below gives an image of approximately how the marketing budget is allocated.



The remainder of the budget will be allocated for advertising, events and other public relations efforts to help increase ridership and revenue, as well as improve passenger information. Advertising agency assistance may be required to implement the necessary campaigns to promote each transit service and the region as a whole.

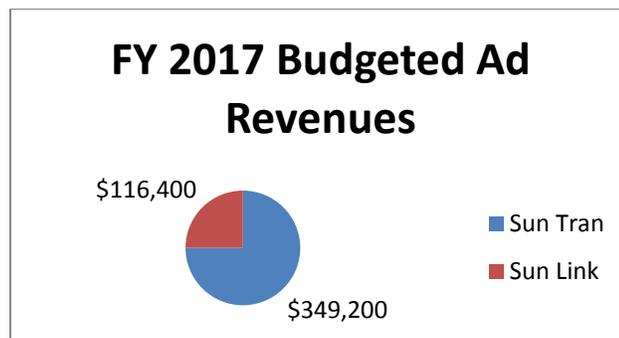
The RTA has budgeted \$75,400 for Sun Tran’s marketing team to promote and market Sun Shuttle, while the RTA has budgeted \$74,100 for customer service and marketing services provided by Sun Tran’s staff, which is paid to Sun Tran. All marketing expenditures directly related to Sun Shuttle are reimbursed to Sun Tran through an IGA between the City of Tucson and the RTA.

Advertising Revenues

The City of Tucson extended the contract with Lamar Transit Advertising to manage the sales of internal and external advertising on Sun Tran and the Sun Link streetcar through 2020. Advertising revenues are generated from the following:

- Sun Tran Interior Ads – posters and Michaelangelo ads
- Sun Tran Exterior Ads – a variety of advertising wraps
- Sun Link Interior Ads – Privacy panel ads and a few other select locations
- Sun Link Exterior Ads – a variety of advertising wraps
- Sun Link Stop Ads – Advertising in the framed 57” x 46” panel at each stop (could be sold once naming rights contract is established and stop ads are made available for sale by the City of Tucson)

Additional advertising projects with community partners by the marketing team could generate additional revenues. Those specific projects are still to be determined. Per the contract with Lamar, there are guaranteed revenues that the City receives for advertising, which is listed in the first chart and the amount budgeted for FY 2017 for both Sun Tran and Sun Link.



FY 2017 Marketing Opportunities

Sun Tran faces many exciting opportunities and challenges in FY 2017. Though no service improvements or expansions are scheduled for Sun Tran or Sun Van, proposed service changes, fare increase and transfer policy change may impact ridership. There are multiple opportunities to promote transit and the benefits it provides to the region:

- Increase interest in the Sun Link streetcar and co-promotion of events/activities along the alignment.
- SunGO fare payment system – ability to travel with ease throughout the region. With the approval of the transfer policy change, staff will heavily promote the need to obtain a SunGO Card to continue receiving a free transfer.
- With a decrease in ridership due to the 42-work stoppage, develop strategies to encourage riders to return to the system.
- Ease of the GO Tucson mobile ticketing app.
- Upgraded bus stop signage with bus stop number and routes serving each stop listed for passenger convenience. The bus stop number ties into mobile app Next Bus information.
- Trapeze upgrades – updated trip planning and live bus tracking.
- Development of “Rider Tools” online giving passengers options to utilize various technologies to enhance their transit travel experience.
- Increased efficiencies due to approved service changes to be implemented in September 2016.

FY 2017 Objectives to Meet Goals - Strategies & Outcomes

The Marketing Department has identified key objectives to help the organization meet its goals for FY 2017. Below are the key objectives, strategies to reach them and expected outcomes and timeline.

Key Objective #1:

Increase ridership on Sun Tran, Sun Express, Sun Link and under-performing Sun Shuttle routes

Marketing Strategies	Outcomes	Timeline
Develop multimedia campaign to showcase the benefits of riding transit throughout the region and promoting the Frequent Transit Network	Measure the success through the ridership numbers each month and realize a 1% increase in ridership in FY 2017 when compared to FY 2016.	FY 2017

Attend community events to promote regional transit; expand the Speaker's Bureau program that presents the regional transit information to neighborhood groups, Rotary, and others.	Attend a minimum of 50 community events to promote transit	FY 2017
Teach passengers how to ride transit to improve the feasibility of choosing transit over driving.	Host 19 learn-to-ride events, which include refugee trainings, START and learn-to-ride for different organizations.	FY 2017
Implement a trial pass program (test of Pima Government and Raytheon) to offer free passes to encourage new employees to ride transit.	Determine if the individuals who received the free passes are consistent transit riders.	FY 2017
Develop an incentive program, which could include selecting winning SunGO Card numbers each month to encourage SunGO usage and ridership.	Do passengers express interest in winning the prize? Have SunGO sales increased?	FY 2017
Evaluate under-performing Sun Shuttle routes and develop a media campaign to improve ridership in those areas	Increased ridership on the select Sun Shuttle routes when evaluating ridership prior to the campaign. Place long-term ads in select communities to keep Sun Shuttle top-of-mind.	Determine campaign time-frame with RTA.
Work with Sun Link Communications Committee to develop Sun Link promotional strategies throughout FY 2017 (<i>see Key Objective #2 for details</i>).	Increased ridership over FY 2017	May 2017

Create a multimedia campaign to promote U-Pass.	Increase U-Pass sales of semester and annual passes by 3% when compared to FY 2016	Jun 30, 2017
Expand use of social media to encourage ridership	Increase the number of followers by 10% when compared to FY 2016	FY 2017
Promote newly aligned express routes to nearby organizations and communities	Increase total number of express riders by 10% when compared to FY 2016	FY 2017
Increase the number of organizations in the Pass Provider Program and the number of sales outlets	<ol style="list-style-type: none"> 1. Add a minimum of 10 new organizations in the Pass Provider Program 2. Add 5 new sales outlets 	FY 2017
Promote ridership to organizations and communities along routes in Frequent Transit Network	Increase ridership by 5% for FTN routes as compared to FY 2016	FY 2017

Key Objective #2:

Promote Sun Link streetcar services to maintain excitement about the new service and increase ridership

Marketing Strategies	Outcomes	Timeline
Through partnership with the UA, promote Sun Link and the 50% discount provided by the UA for semester and annual U-Passes	Increase in sales of semester and annual passes sold when compared to FY 2016	May 2017
	Attend a minimum of 50 community events to promote Sun Link and regional transit	FY 2017
Work with the districts along the Sun Link line to strengthen support and establish additional promotions	<ul style="list-style-type: none"> • Anniversary • Summer events and concerts on Sun Link • Holiday event(s) 	<ul style="list-style-type: none"> • July 25, 2016 • June, July, August 2016 • November/December 2016
Expand the usage of social media to promote Sun Link	Increase Facebook and Twitter followers by 10% when compared to FY 2016	FY 2017

Key Objective #3:

Improve passenger information and communication for all transit services to enhance the regional transit experience

Marketing Strategies	Outcomes	Timeline
Establish an e-blast system for Sun Tran passengers to subscribe to	Establish the system and promote to subscribe passengers	FY 2017
Expand the use of technology	1. GO Tucson and Sun Tran (Transit Now) mobile apps 2. Expand the number of Twitter and Facebook followers by 10%.	1. June 30 2017 2. June 30, 2017
Finalize the new Sun Tran bus stop sign project	Determine funding and install new signs throughout the system	June 30, 2017

Key Objective #4:

Increase the use of the SunGO fare payment system to minimize the use of cash to board transit services and improve upon the ability to travel throughout the region with ease. Critical to this end is the SunGO Card promotion in light of the approved transfer policy change and eliminate of SunGO Transfer Tickets.

Marketing Strategies	Outcomes	Timeline
Develop marketing campaigns to educate riders on the transfer policy change and promote the SunGO system	Increased number of SunGO product users and GO Tucson mobile app users.	Throughout FY 2017

Key Objective #5:

Improve internal relations throughout Sun Tran and Sun Van

Marketing Strategies	Outcomes	Timeline
Work with HR to develop a strategy to improve internal relations post-strike	Meet with HR staff to determine what activities might be beneficial. This could include highlighting birthdays and anniversaries, developing activities to get employees interacting with each other more.	FY 2017
Feature different employees in the employee newsletter to draw attention to the positive things various employees are doing.	Include a story in each newsletter featuring an employee or group of employees.	FY 2017

FY 2016 Results - Strategies & Outcomes to Meet Goals

The Marketing Department identified key objectives to help the organization meet its goals for FY 2016. Below are the key objectives, expected outcomes and results from staff's efforts.

FY 2016 - Key Objective #1:

Increase ridership on Sun Tran, Sun Express and under-performing Sun Shuttle routes

Marketing Strategies	Outcomes	Results
Develop multimedia campaign to showcase GO Tucson mobile ticketing app and the Sun Tran app for trip planning/next bus	Measure the success through the usage of the mobile apps and the number of sales transactions completed on the GO Tucson app.	GoTucson mobile app was included in all marketing campaigns. In FY 2016, 4,633 users downloaded the app. In its first year, 30% of all U-Pass sales in 2016 were loaded to the app.
Attend community events to promote regional transit; expand the Speaker's Bureau program that presents the regional transit information to neighborhood groups, Rotary, and others.	Attend a minimum of 30 community events to promote transit	Attended 60 community events
Pursue new organizations to join the Pass Provider Program to promote the use of regional transit to employees, students, clients, etc.	Increase the number of <i>organizations</i> in the Pass Provider Program by 10%	Added 7 organizations in the program, which represents a 3% increase.

<p>Promote 14-Day free promotional pass and promote all regional transit services and discount for semester and annual passes sold through UA Parking & Transportation and Go Tucson mobile app for students, faculty and staff.</p>	<p>Increase the number of semester and annual passes sold by 10% over FY 2014</p>	<p>Compared to FY 2014, with no promotion, the number of semester and annual passes in FY 2016 increased by 30%. Because a free 30-day pass was provided in FY 2015, the number of semester and annual passes sold was a record high. As a result, sales actually decreased by 3% in FY 2016 from the previous year. But, FY 2016 sales exceeded all other years prior to the streetcar launch.</p>
<p>Presentations to schools, businesses and organizations to market transit services and how to ride</p>	<p>Provide presentations/trainings to at least 15 schools, businesses and organizations</p>	<p>Gave presentations to 20 schools, businesses and organizations</p>
<p>Evaluate under-performing Sun Shuttle routes and develop a media campaign to improve ridership in those areas</p>	<p>Increased ridership on the select Sun Shuttle routes when evaluating ridership prior to the campaign. Place long-term ads in select communities to keep Sun Shuttle top-of-mind.</p>	<p>Although ridership is increasing, it is still below the previous fiscal year.</p>
<p>Work with Sun Link Communications Committee to develop Sun Link promotional strategies throughout FY 2016 (<i>see Key Objective #2 for details</i>).</p>	<p>Increased ridership over FY 2015</p>	<p>Ridership has decreased when compared to FY 2015 by 11.9%</p>
<p>Provide useful support materials to Transit Coordinators to boost ridership.</p>	<p>6 times per year</p>	<p>A total of 7 different <i>Why Commute by Transit</i> communications were sent out to Get On Board and TRP organizations in FY 2016</p>

FY 2016 Key Objective #2:

Promote Sun Link streetcar services to maintain excitement about the service and expand ridership

Marketing Strategies	Outcomes	Results
Through partnership with the UA, promote Sun Link and free 14-day promotion for all students, faculty and staff using the GO Tucson app	<ol style="list-style-type: none"> 2,000 or more individuals signed up for the free 14-day promotion; 10% increase in sales of semester and annual passes sold when compared to FY 2015 	<ol style="list-style-type: none"> 1,311 individuals signed up for the free 14-day promotion. 31% increase in sales of semester and annual passes sold when compared to FY 2014.
	Attend at least 30 community events to promote Sun Link and regional transit	60 community events attended
Work with the districts along the Sun Link line to strengthen support and establish additional promotions	<ol style="list-style-type: none"> 2nd Anniversary Summer events and concerts on Sun Link Evaluate possible holiday promotion 	<ol style="list-style-type: none"> Sponsor hosted free rides and other hosted concert on board. Ridership exceeded 4,000. Partnership with KXCI not established, so only one concert was held. Worked with KDCI on "Santa on Sun Link" event
Utilize social media campaigns to promote Sun Link	Increase Facebook and Twitter followers by 10%	Facebook followers increased by 11.1%, while Twitter grew by 18.6%.

FY 2016 - Key Objective #3:

Improve passenger information and communication for all transit services to enhance the regional transit experience

Marketing Strategies	Outcomes	Results
Develop and install updated kiosks at Tohono Transit Center to enhance passenger information at this location	Installation complete and information installed	All kiosks have been installed at TTC, improving the look of the center and allowing staff to post information much faster.
Expand the use of technology	<ol style="list-style-type: none"> 1. GoTucson and Sun Tran (Transit Now) mobile apps 2. Expand the number of Twitter and Facebook followers by 10%. 	<ol style="list-style-type: none"> 1. GoTucson has been widely promoted throughout the fiscal year in paid ads, social media website and printed posters. Sun Tran app has been promoted through social media and website. 2. Twitter followers increased by 43% while Facebook audience grew by 75.2%.
Finalize the new Sun Tran bus stop sign project	Determine funding and install new signs throughout the system	Funding has not been available to replace all 2,200 bus stop signs throughout the region.

FY 2016 - Key Objective #4:

Increase the use of the SunGO fare payment system to minimize the use of cash to board transit services and improve upon the ability to travel throughout the region with ease

Marketing Strategies	Outcomes	Results
Develop marketing campaigns to promote the regional SunGO system and mobile apps as rider tools	Increased number of SunGO product users and GO Tucson mobile app users.	

FY 2016 - Key Objective #5:

Improve internal communications throughout Sun Tran and Sun Van

Marketing Strategies	Outcomes	Results
Host informational meetings at Sun Tran and attend required Safety Meetings at Sun Van to hear important issues and provide information.	Host two meetings at Sun Tran; attend 2 meetings at Sun Van	Meetings are held quarterly at Sun Van on various safety-related topics. At Sun Tran, meetings were held in June of FY 2015 and February of FY 2016.
Once a new contract is reached between Sun Tran and Teamsters Local 104, provide internal communications to improve labor relations.	Completion and distribution of newsletters, memos, etc. Possibly work with HR on an “event” or activity to build the partnership between departments.	Positive stories about union personnel have been included in the employee newsletter.
With the continuous integration of pilot programs and potential adjustments to the fare structure (such as 30-Day pass to a 31-Day pass), keep employees updated.	Distribution of scripts and collateral materials to inform staff on the service and help frontline employees answer questions.	Scripts and details were provided to front-line staff to ensure they are informed about the SummerGO Youth Pass pilot program. There was no change from a 30-day to a 31-day pass.
With the launch of the GoTucson mobile ticketing app, ensure front-line employees have accurate and timely information to answer questions about the service.	Distribute scripts and collateral materials to inform staff on the service and help frontline employees answer questions.	Details were issued to front-line staff to ensure they were informed and could answer questions about the GoTucson mobile app.