

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, March 7, 2016 at 4:00 p.m.

Location: 149 N. Stone, 2nd Floor
Tucson, AZ 85701

TOPICS	SUGGESTED TIME ALLOTTED
1. Call to Order	
2. Introductions / Roll Call	2 Minutes
3. Approval of February 8, 2016 Minutes	3 Minutes
4. Call to the Audience	10 Minutes
5. Update on Transit/Announcements	10 Minutes
6. March 8 Mayor and Council Meeting	30 Minutes
7. Next Steps: JWA Transit Workshop Report Policy Ideas	20 Minutes
8. U of A Urban Design Studio: High Capacity Transit Practicum Project	20 Minutes
9. Transit Management Contract: Performance Incentives	10 Minutes
10. Call to the Audience	10 Minutes
11. Next meeting date and time/Meeting schedule	3 Minutes
12. Agenda items future meeting	2 Minutes
• Sun Tran Marketing Plan: Key Objectives	
• Five-Year Strategic Transit Plan: Goals and Objectives	
13. Adjourn	

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, February 8, 2016, 4:00 p.m.

Location: 149 N. Stone, 2nd Floor
Tucson, AZ 85701

1. Call to Order

Meeting was called to order at 4:08 p.m. with seven (7) of the eleven (11) members present which established a quorum.

2. Introductions / Roll Call

*Members Present: Eugene Caywood, Chair (Ward 5)
Suzanne Schafer, Vice Chair (Ward 3)
Brian Flagg (Ward 2)
Margot Garcia, (Ward 6)
Sami Hamed (CTAC)
Peggy Hutchison (Ward 1)
Linda Dobbyn (CTAC)
David Heineking, U of A Advisory Member*

*Members Absent: Vacant (Mayor)
Vacant (Ward 4)
Vacant (CTAC)
Vacant (CTAC)*

*Staff Present: Nicholas Scherer, Transit Services Coordinator
Kate Riley, General Manager of Sun Tran/Sun Van
Jared Forte, Assistant General Manager of Sun Tran/Sun Van
Kandi Young, Marketing & Communications Director for Sun Tran/Sun Van
Bob McGee, Scheduling Manager
Davita Mueller, Sun Tran Planning Analyst
John Zukas, Transit Services Coordinator*

3. Approval of January 11, 2016 Minutes

Motion: *Sami Hamed made a motion to approve the minutes as submitted.*

Seconded

Motion Passed: *Unanimously*

4. Call to the Audience

Joy Herr-Cardillo – Ms. Cardillo is a member of the Southern Arizona Transit Advocates (SATA) Group. Ms. Cardillo stated that the Group has talked to some of the City staff about Transit Management Contract incentives. Ms. Cardillo said that if increased ridership is a shared goal, as it should be, making sure that there are some incentives in the contract for the management company is really crucial for making that happen. She stated that she is not suggesting that the current management team isn't marketing and doing things to increase ridership, but she feels that if you incentivize the increased ridership it would maybe focus the attention more and increase the efforts on ridership. Increased ridership not only means increased fare box but also increased constituency supporting transit. If we get more people riding transit, more people will want to make sure the transit system works for everybody. We would like to build those incentives in. Increasing ridership is a better measure of the quality of service than a lack of complaints.

5. Update on Transit/Announcements

Nicholas Scherer gave an update on the Ronstadt Transit Center - We will have a predevelopment agreement by spring 2016.

2045 RMAP – A draft document will be sent to PAG by February 27. The Plan will be posted online by the end of March which will start a 30 day public comment period.

The 2017 Budget will be submitted to the Mayor and Council by April 19.

M & C – Study Session – Alternative Model for Transportation presented by Parsons Brinckerhoff.

High Capacity Transit – HDR Engineering will be doing studies in the area to make recommendations concerning High Capacity Transit.

SunGo Program – Contacted the vendor concerning problems with the SunGo cards.

Smoking at Transit Centers – City Attorney stated that there must be an enclosed area for smoking. Kate Riley stated that the problem was with the enforcement of the No Smoking areas. Discussion followed.

Kate Riley stated that the City Manager asked that the restrooms at the transit centers remain open 24 hours a day. She asked that if anyone has any issues with this, they should let her know.

Liz Burden commented on the Performance Indicators - Even though our City continues to be in a fiscal crisis, a structural fiscal crisis, eventually I think our common goal is to create a world class bus transit system. If that is the case, then

performance indicators, and having good ones, are a central part of that process. We know that in theory, the private contract is supposed to do two or three things. It's supposed to give a higher quality of service at a lower cost than the City could do internally. Therefore, again, if those are a couple of measures, we need to have good performance based incentives to do that. This requires a definition of quality that, in my mind, should be set by the City, not the contractor, be based on community input and values, consider baseline and benchmark as well as trends, in terms of the data that is being looked at and collected and have community oversight in terms of the reporting and accountability for the measures.

You know that effective indicators of success have three or four different parts who or what is being measured, how many or how much is good and by when. I would encourage us to be as specific as possible when writing those performance metrics for the contract. The way to think about it in addition to those data that are required by the National Transit Data Base, that Sun Tran reports, that we should also be measuring things that matter to the community and to bus riders and to other community members. Examples of those might be not just the economic things about revenue and cost, but things like Jarret Walker talked about: mobility, accessibility, service equity - all dimensions that are in best practice around the country when we look at what transit systems are measuring but that don't seem to be necessarily the ones that we are looking at here. Connectivity would be another one, passenger environment, customer information – all of these are kinds of performance indicators that other systems have in terms of metrics that they are looking at on a regular basis.

To do this well means that we need to institute, in my mind, a Performance Measurement System that puts extra on the contractor in order to hold the contractor accountable, that has a variety of measures, realistic goals and targets, and is used in decision making by this Task Force as well as the Mayor and Council. Have specific standards about meeting improvements, approaching the standards, meeting the standards, exceeding the standards, and with penalties for falling below the standards, and incentives for attaining the standards that pertain to those kinds of things.

Lastly, I think a good Performance Measure System lets the community know through a report card, or I'd love to see a real-time dashboard on the Sun Tran site, that I could go to at any point in time and see how my bus system is doing in view of the performance metrics that are being measured.

Peggy Hutchison moved to include previous comments made by Liz Burden in the Minutes. The motion was seconded and passed unanimously.

6. Next Steps: JWA Transit Workshop Report Policy Ideas

Nicholas Scherer gave a PowerPoint presentation outlining the progress on the Jarrett Walker & Associates Transit Choices Report. He stated that the goal was to create a new policy that will establish the minimum criteria for defining the Frequent Transit

Network route. The presentation compared Tucson's Frequent Transit Network Policy with peer groups. Discussion followed.

Motion: *Suzanne Schafer moved that the Transit Task Force advise Mayor and Council to adopt a policy to define and protect our High Frequency Network and to prioritize expansion of that network and set a minimum standard for routes that would be included in that network and that minimum standard shall be weekdays from 6 a.m. to 6 p.m., with no greater than 15 minute headway, five days a week or better.*

Seconded

Motion: *Margot Garcia moved to amend the previous motion to direct staff to draft a policy defining the present High Frequency Network and bring it back to the Transit Task Force.*

Seconded

Amended Motion Passed: *Unanimously*

7. Transit Management Contract Performance Incentives

John Zukas explained how the City's contract with Transdev works, how performance is measured and what types of incentives exist. Mr. Zukas stated that rather than have incentives for going above and beyond standards; the contract includes deducts for not achieving the four performance indicators that are monitored monthly relevant to Sun Tran and Sun Van. Discussion followed.

Suzanne Schafer moved to direct staff to draft a proposal with goal to increase ridership by 10% over the next 2 years. The motion was seconded and passed unanimously.

8. SummerGO Youth Pass: Year One

Kandi Young gave a presentation on the SummerGO Youth Pass Pilot. The program was offered to High School students. Only four high schools committed to selling the pass on campus. During the pilot program, the 30-day passes decreased. There was more interest in children ages 6 and up. Discussion followed.

Margot Garcia moved to change the age for the SummerGO Youth Pass to include ages 6 -18 years and follow staff recommendations. The motion was seconded and passed unanimously.

9. Annual Pass Pilot Program

The cost for the Annual Pass was \$413, giving customers an 18% discount. There were 16 passes sold for total revenue of \$16,500. Based on the sales during the Pilot Program, staff recommended that the program not be continued. Discussion followed.

Sami Hamed moved to discontinue the sale of the Annual Pass. The motion was not seconded.

Margot Garcia moved to continue the Annual Pass for another year. The motion was seconded and passed unanimously.

10. Call to the Audience

Barbara Brookhart – Ms. Brookhart expressed her concern with having the restrooms at the transit centers open 24 hours a day. She wanted to know how often they are being serviced. Ms. Brookhart was concerned about whether there is going to be someone in there in case there is some kind of misbehavior.

Richard Mayers – Commented about the GoTucson App. He stated that passengers should be clearly informed as to how their on-ride purchase is going to work. Currently, it seems to work differently between the app and the SunGO card, but there's no documentation of that. Also, if someone using the app receives a higher value (i.e., no limit on boardings or direction of travel for the two hours), that represents a fare inequity that should be corrected. Mr. Mayers recommended making the one-ride pass function a two-hour period pass throughout the system.

Mr. Mayers also commented on smoking at the transit centers. He wanted to know would be considered the policy on smoking. If you look at how close you can be to the door of the bus, no one should be smoking at the transit center.

Camille Kershner – Ms. Kershner commented that she has an Annual Pass and she is very happy that she does not have to deal with the Customer Service Center.

Ms. Kershner also mentioned that the Transit Surveys are not on the bus, only on the streetcar.

11. Next meeting date and time/Meeting schedule

The next meeting will be March 7, 2016.

12. Agenda items upcoming meeting

Some items of topic for the next meeting included: The Five-year Transit Plan, Marketing Plan, Update on High Capacity Transit, Presentation by Student Group at the U of A, 2017 Budget.

13. Adjourn

The meeting adjourned at 6:14 p.m.



TRANSIT TASK FORCE MEMORANDUM

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 to the questions from the last meeting are provided below:

Barbara Brookhart

1. Service to restrooms at the transit centers?

The transit center janitorial service hours are noted in the table below. The Ronstadt Transit Center (RTC) is currently the only transit center with restrooms open 24 hours a day.

Transit Center	Janitor Service Days of Week	Janitor Service Hours
Ronstadt Transit Center (RTC)	Monday - Friday	6:30 am- 11:30 pm
	Saturday- Sunday & Holidays	9:00 am - 5:30 pm
Roy Laos Transit Center (LTC)	Monday - Friday	7:00 am- 9:30 pm
	Saturday- Sunday & Holidays	9:00 am - 5:30 pm
Tohono T'adai Transit Center (TTC)	Monday - Friday	7:00 am- 7:30 pm
	Saturday- Sunday & Holidays	10:00 am - 5:30 pm

Richard Mayers

2. GoTucson mobile application single boarding fare with transfers in any direction?

The transit phone payment application is an extension of the GoTucson parking application with a transit component. The buses currently do not have any way to read the quick response (QR) code generated by the application. It was designed so that a single (individual) boarding fare could be purchased, as well as period pass. The fare enforcement officer and the transit

operator are not able to tell in what direction the individual using the application is traveling when the QR code is activated. This is a limitation of the application.

All period passes and single boarding fares have a convenience fee, which pay for the use of the application without additional costs affecting the transit budget or changing the transit fare structure. These convenience fees are fixed costs added to the price of the single boarding fare or period pass depending on the fare type.

At this time, the only reports we have on transit fares or passes sold through the application is on sales amounts. We are unable to tell where or when they are used.

3. Smoking at the transit centers follow up:

Sun Tran Management is currently looking into placement locations and the costs for designing and production of signage that could be placed at the transit centers, advising that smoking is not allowed near the vehicle doors. There are concerns for enforcement of a policy when Tucson Police Department (TPD) and/or G4 Security Officers are not present at the transit centers.

Camille Kershner:

4. Transit Survey distribution among transit modes?

The On-Board Survey Team have a target number of surveys that need to be collected during each period of the day, early morning, AM Peak, midday, PM Peak, and evening, on each of the 43 Sun Tran routes, including express routes, the Sun Link, and 12 Sun Shuttle routes. As of February 19, 2016, there had been transit surveys collected on all of the regional transit systems with over half of the expected sample being collected. Interviewers had completed 4,582 surveys on Sun Tran, 584 surveys on Sun Link, and 56 surveys on the Sun Shuttle system.

Financial Considerations – None

Attachments – None



TRANSIT TASK FORCE MEMORANDUM

Item 5: Update on Transit/Announcements

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.

Projects:

Ronstadt Transit Center Redevelopment
2045 RMAP Process
Mayor and Council
High Capacity Transit
SunGo Program
Smoking at Transit Centers

Committees:

RTA Transit Working Group

Stakeholder Groups:

Bus Riders Union
Bus Friends Forever
Friends of the Streetcar
Living Streets Alliance
Old Pueblo Trolley
Southern Arizona Transit Advocates

Financial Considerations – None

Attachments – None



TRANSIT TASK FORCE MEMORANDUM

Item 6: March 8 Mayor and Council Meeting

Issue – This agenda item is to inform task force members on the information that will be presented to Mayor and Council during their March 8, 2016 Study Session.

Staff Recommendation – None. This is an information item.

Background – Budget items will be discussed at the upcoming Mayor and Council Study Session. Therefore, in response to requests from the task force, and the relevance of these budget items to transit, a presentation will be given to the Transit Task Force.

Present Consideration – None.

Financial Considerations – None.

Attachments – Mayor and Council March 8, 2016 Study Session Meeting Materials:
Agenda Item 3



TRANSIT TASK FORCE MEMORANDUM

Item 7: Next Steps: JWA Transit Choices Report Policy Ideas

Issue – This is an agenda item to discuss the Jarrett Walker and Associates (JWA) Transit Choices Report and how it relates to guiding transit planning decision-making.

Staff Recommendation – None at this time, this is a discussion item.

Background – The Pima Association of Governments (PAG) completed a regional transit visioning exercise intended to provide the framework for the development of a transit vision to be included in their 2045 Regional Mobility and Accessibility Plan (RMAP). A Transit Choices Workshop was conducted with the goal of collecting input from a variety of stakeholders and members of the public. Participants took part in three primary activities that included - answering transit specific questions using silent polling devices, playing a transit planning game with a fictional city to learn basic concepts of transit planning, and lastly performing the same transit planning activity using the City of Tucson. The primary outcomes of the session were a prioritized list of future frequent network improvements, a set of potential study corridors for future High Capacity Transit investment and several study areas for future coverage expansion.

Present Consideration – The JWA Transit Choices Report includes a prioritized list of future frequent network improvements. The prioritized list developed by JWA is based on the information that was collected in the stakeholder workshop that were evaluated based on five criteria:

1. **Stakeholder Prevalence** – Did many stakeholders agree on a particular segment on their maps?
2. **Development and Street Pattern** – Is there density? Does the street network allow easy access to people?
3. **Current Ridership** – Is there already strong ridership on existing service or corridors?
4. **Network Continuity** – Is the segment important to the usefulness of the network?
5. **Major Destinations** – Does the segment provide service to a major regional destination?

A similar agenda item to this was discussed at the July 13, 2015 Transit Task Force (TTF) meeting. TTF members have asked staff to bring the item back to the table for discussion to evaluate the routes included in the prioritized list of Frequent Transit Network (FTN) improvements and their ranking in greater detail. Also the TTF has indicated a discussion around policies for frequent network routes once they are identified and implemented.

At the November 9, 2015 TTF meeting it was indicated the TTF would like to discuss potential FTN policies prior to the evaluation and reprioritization of the identified FTN prioritized list.

During the January 11, 2016 TTF meeting staff presented the goal to create a new policy that will establish minimum criteria for the FTN through three objectives:

1. Define Service Requirements.
2. Identify Performance Measures.
3. Determine Requirements to Change FTN.

Examples of other FTN's were presented to illustrate how these objectives were met within other transit systems. The TTF requested staff provide a matrix outlining current ridership data and operating schedules to better illustrate how the Sun Tran bus system is operated now. Task Force members Suzanne Schafer and Eugene Caywood also presented their goals, objectives, discussion points and possible approach to a FTN to the TTF and staff.

At the February 8, 2016 TTF meeting, task force members instructed staff to draft a policy for Objective #1 (Service Requirements), to be brought back for comment during the next meeting.

Included in your packet today is a draft policy for review and comment by TTF members. A short discussion of policy will be followed by a discussion of objectives 2 and 3, as well as current and future proposed FTN routes in the Sun Tran system.

Financial Considerations – None

Attachments – 'Draft Frequent Network Goals and Objectives' memorandum from Jared Forte, Sun Tran Assistant General Manager.

Item 7: Next Steps: Jarrett Walker + Associates Transit Choices Report Policy Ideas

Transit Task Force
March 7, 2016



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Presentation Overview

1. Review
2. Goals and Objectives
3. Frequent Transit Network (FTN) Policy
 - Objective 1: Service Requirements
 - A- Frequency
 - B- Hours of Service
 - C- Day of Week
 - Objective 2- Performance Requirements
 - Objective 3 -Change Policy
 - Grades
 - Weekday, Weekend, and Night Service
4. Next Steps



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Review

- July 13th TTF Meeting:
 - Initial meeting with this agenda item
 - Reviewed JWA outcomes
- November 9th TTF Meeting
 - Created topics to process for future meetings
- January 11th TTF Meeting
 - Discussed FTN goals, objectives, policies, and recommendations
 - TTF requested current route and ridership information



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Review

- February 8th TTF Meeting
 - TTF directed staff to draft a policy for Objective #1
- March 7th TTF Meeting
 - Review Objective #1 Policy.
 - Discuss Objective #2 & 3 Policies.
 - Discuss FTN Routes.



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Goals and Objectives

- Goal:
 - Create a **new policy** that will establish the minimum criteria for **defining** the FTN route.
- Objectives:
 1. Define Service Requirements:
 - A. Frequency
 - B. Hours of Service
 - C. Days of the Week
 2. Identify Performance Measures that Routes Must Meet as Part of the FTN
 3. Determine Requirements that Must be Met to Change the FTN Once Established



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FTN Policy Objective #1: Service Requirements

- A. Frequency:
 - 15 Minutes or Better
- B. Hours of Service:
 - 6:00 am – 6:00 pm (or later)
- C. Days of the Week:
 - Phase 1 - Monday thru Friday
 - Phase 2 - Seven Days per week



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FTN Policy Objective #2: Performance Requirements

1. Consistent Overcrowding.
2. A Main Corridor.
3. Serves Major Employers and Employment Centers.
4. Transit Infrastructure in Place.
5. Has a grade of at least 'M' in 4 out of 5 metrics.



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FTN Policy Objective #3: Change Policy

1. Routes are Reviewed Annually.
2. Routes Must Grade with at Least a 'M' in 3 Categories.
3. If #2 is Not Met, Routes will be "Under Review".
 - Will be given 2 years to meet expectations.
4. After 2 Years of Noncompliance, Routes will be:
 - Augmented to Improve the Route.
 - And/Or
 - Extended 1 more year.
5. If Still Failing After 3 Years, the Route will be Reduced in Frequency.
6. Routes not Currently in the FTN can Transition in After the Review.



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FTN Policy: Grades

Passengers per Mile/Passenger per Hour/Farebox Recovery

- A = at or above the High Frequency average
- M = 75% of the High Frequency average up to the average
- U = Falls below 75% of the High Frequency average for regular routes

Cost per Passenger/Subsidy per Passenger

- A = at or below the High Frequency average
- M = 1.33% of the High Frequency average down to the average
- U = above 1.33% of the High Frequency average for regular routes



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High Frequency System Performance Metrics															
Existing High Frequency Routes - 15 Minutes or Greater - YTD November 2015															
Route	Passengers	Total Hours	Total Miles	Passenger Revenue	Total Cost	Pass/Mile	Grade	Pass/Hour	Grade	Cost/Pass	Grade	Recovery	Grade	Sub/Pass	Grade
4	112,844	4,112	52,336	\$ 56,635	\$ 320,305	2.16	M	27.44	M	\$ 2.84	M	17.7%	M	\$ 2.34	M
8	126,000	4,159	51,880	62,045	321,193	2.43	M	30.30	M	\$ 2.55	M	19.3%	M	\$ 2.06	M
11	99,643	2,919	37,321	48,682	227,799	2.67	M	34.14	M	\$ 2.29	A	21.4%	M	\$ 1.80	M
12	44,704	1,840	19,063	18,790	131,928	2.35	M	24.30	M	\$ 2.95	M	14.2%	U	\$ 2.53	M
16	114,186	3,827	43,681	57,717	284,933	2.61	M	29.84	M	\$ 2.50	M	20.3%	A	\$ 1.99	M
18	106,922	2,421	23,866	42,439	170,404	4.48	A	44.17	A	\$ 1.59	A	24.9%	A	\$ 1.20	A
604,299		19,278	228,147	286,307	1,456,562	2.65		31.35		\$ 2.41		19.7%		\$ 1.94	
Base portions of the routes 4, 8, 11 and 16 are all considered frequent routes for weekdays. Routes 8, 16 and 18 have a frequent service on both weekdays and weekends.															
Potential High Frequency Routes - Currently Not 15 Minutes or Greater															
Route	Passengers	Total Hours	Total Miles	Passenger Revenue	Total Cost	Pass/Mile	Grade	Pass/Hour	Grade	Cost/Pass	Grade	Recovery	Grade	Sub/Pass	Grade
3	68,712	3,096	43,482	\$ 33,993	\$ 251,827	1.58	U	22.19	U	\$ 3.66	U	13.5%	U	\$ 3.17	U
6	48,935	1,659	15,415	24,541	114,297	3.17	A	29.51	M	\$ 2.34	A	21.5%	A	\$ 1.83	A
7	63,330	2,253	31,916	32,163	183,944	1.98	U	28.11	M	\$ 2.90	M	17.5%	M	\$ 2.40	M
9	51,790	2,039	23,644	24,794	152,782	2.19	M	25.40	M	\$ 2.95	M	16.2%	M	\$ 2.47	M
15	28,414	1,744	20,023	14,025	130,178	1.42	U	16.29	U	\$ 4.58	U	10.8%	U	\$ 4.09	U
34	48,213	1,952	22,681	25,499	146,373	2.13	M	24.70	M	\$ 3.04	M	17.4%	M	\$ 2.51	M
309,395		12,742	157,161	155,015	979,401	1.97		24.28		\$ 3.17		15.8%		\$ 2.66	
Based on the grades as defined below and the frequent route definition also shown below route six would be the next candidate to move to a frequent network															
Route 19 - For Consideration (Example of application of metrics)															
Route	Passengers	Total Hours	Total Miles	Passenger Revenue	Total Cost	Pass/Mile	Grade	Pass/Hour	Grade	Cost/Pass	Grade	Recovery	Grade	Sub/Pass	Grade
19	32,712	1,001	9,464	16,155	69,410	3.46	A	32.68	A	\$ 2.12	A	23.3%	A	\$ 1.63	A
Route 19 would be candidate based on grades but not on the definition of High Frequency based on the demand metric															
Regular Sun Tran Routes															
Route	Passengers	Total Hours	Total Miles	Passenger Revenue	Total Cost	Pass/Mile	Grade	Pass/Hour	Grade	Cost/Pass	Grade	Recovery	Grade	Sub/Pass	Grade
1	37,512	1,540	18,890	19,747	118,091	1.99	U	24.36	M	\$ 3.15	M	16.7%	M	\$ 2.62	U
2	24,740	1,453	19,580	12,676	116,010	1.26	U	17.63	U	\$ 4.69	U	10.9%	U	\$ 4.18	U
5	21,760	1,403	19,164	10,581	112,685	1.14	U	15.51	U	\$ 5.18	U	9.4%	U	\$ 4.69	U
10	29,085	1,154	14,342	14,836	88,969	2.03	M	25.21	M	\$ 3.06	M	16.7%	M	\$ 2.55	M
17	71,730	2,706	38,157	39,662	220,478	1.88	U	26.51	M	\$ 3.07	M	18.0%	M	\$ 2.52	M
20	8,560	606	7,699	4,398	47,163	1.11	U	14.13	U	\$ 5.51	U	9.3%	U	\$ 5.00	U
21	14,452	868	10,233	6,401	65,479	1.41	U	16.65	U	\$ 4.53	U	9.8%	U	\$ 4.09	U
22	14,278	773	9,982	6,489	60,566	1.43	U	18.48	U	\$ 4.24	U	10.7%	U	\$ 3.79	U
23	33,265	1,614	19,401	16,963	122,744	1.71	U	20.61	U	\$ 3.69	U	13.8%	U	\$ 3.18	U
24	14,654	586	7,155	7,721	44,848	2.05	M	25.01	M	\$ 3.06	M	17.2%	M	\$ 2.53	M
25	43,098	1,708	21,058	22,132	131,241	2.05	M	25.24	M	\$ 3.05	M	16.9%	M	\$ 2.53	M
26	22,294	976	16,255	12,442	86,025	1.37	U	22.85	U	\$ 3.86	U	14.5%	U	\$ 3.30	U
27	28,891	1,906	30,135	15,140	163,803	0.96	U	15.16	U	\$ 5.67	U	9.2%	U	\$ 5.15	U
29	37,129	1,566	20,030	21,771	122,239	1.85	U	23.71	M	\$ 3.29	U	17.8%	M	\$ 2.71	U
37	15,957	1,045	17,314	9,077	91,912	0.92	U	15.26	U	\$ 5.76	U	9.9%	U	\$ 5.19	U
50	8,275	641	5,872	4,364	43,950	1.41	U	12.91	U	\$ 5.31	U	9.9%	U	\$ 4.78	U
61	10,101	791	11,287	5,869	64,729	0.89	U	12.78	U	\$ 6.41	U	9.1%	U	\$ 5.83	U
435,781		21,333	286,553	230,268	1,700,982	1.52		20.43		\$ 3.90		11.5%		\$ 3.37	

FTN Policy: Weekday, Weekend, and Night Service

- The Grading System will Help Determine When to Move a Route to the FTN During the:
 - Weekday (Monday thru Friday)
 - Weekend (Saturday and/or Sunday)
 - Night
- Route 4 Example:
 - Currently has a 30 Minute Frequency on Saturday.
 - Has a Grade of 'A' in Almost Every Category.
 - Candidate to Move to the FTN on Saturdays.
 - Scores Better on this Day than Other Routes do During the Weekday.



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Next Steps

TTF 3/7/16:

Review
Objective #1
Policy
&
Discuss
Objective
2 & 3 Policies
&
Discuss FTN
Routes

Staff:

Update Draft of
all Policies
&
Compile
Feedback FTN
Routes

TTF 4/4/16:

Review
Objective #2 & 3
Policies
&
Finalize All
Policies
&
Review Draft of
FTN Routes

Staff:

Update Draft of
FTN Routes



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MEMORANDUM



To: Transit Task Force
From: Jared Forte
Date: 3/7/16
Re: Draft Frequent Network Goals and Objectives

Please find below the goals and objectives regarding the establishment and operation of an ongoing frequent transit network (FTN).

Goal:

Create a new policy that will establish the minimum criteria for defining the FTN route
A frequent network for Sun Tran to defined as:

Phase I

Service that operates from 6:00 am – 6:00 pm (or later), Monday thru Friday, with routes operating at a frequency of 15 minutes or better

Phase II

Service that operates from 6:00 am – 6:00 pm (or later), seven days per week, with routes operating at a frequency of 15 minutes or better.
(The or later refers to select routes that may continue to provide frequent service later in the day.)

Objectives:

1. Define service requirements:
 - a. Frequency: 15 minutes or better
 - b. Hours of Service: 6:00 am – 6:00 pm (or later)
 - c. Days of the Week :
 - i. Phase 1 - Monday thru Friday
 - ii. Phase 2 - Seven Days per week

2. Identify performance measures that route must meet as part of the FTN:
 - a. The regular occurrence and or consistent overcrowding throughout the day on weekdays (demand).
 - b. A main corridor of the city with the following characteristics:
 - i. The corridor has high traffic volumes that exceed 20,000 vehicles (PAG Traffic Count Map)
<http://www.pagnet.org/documents/rdc/gis/maptrafficcount2012.pdf>

- ii. Strong land use mix of commercial, office, public services, retail and residential (determined via land use maps).
https://www.tucsonaz.gov/files/integrated-planning/Chapter3-The_Built_Environment_11-13-13.pdf (Existing Land Uses, 2013, page 32)
 - c. Serves major employers and employment centers.
 - i. Serves major employers (defined as 2,900 or more employees)
 - ii. Serves major employment centers (defined as 1,000 or more employees)
 - d. Transit Infrastructure in place or able to be put in place.
 - e. Has a grade of at least 'M' in 4 Performance Indicators.
3. Determine requirements that must be met to change the FTN once established:
- a. All routes are to be reviewed annually.
 - b. Routes graded with "M" or better in 3 categories are deemed to be meeting expectations.
 - c. Routes not meeting expectations will be considered, "under review" and will be given 2 years to meet expectations.
 - d. After 2 years of not meeting expectations, routes will either be augmented to improve the route or extended 1 more year.
 - e. If still failing to meet FTN expectations after 3 years, the route may be reduced in frequency to better meet demand.
 - f. Routes not currently in the FTN for can transition to the FTN after the annual review.

Grades:

Passengers per Mile/Passenger per Hour/Farebox Recovery

A = at or above the High Frequency average

M = 75% of the High Frequency average up to the average

U = Falls below 75% of the High Frequency average for regular routes

Cost per Passenger/Subsidy per Passenger

A = at or below the High Frequency average

M = 1.33% of the High Frequency average down to the average

U = above 1.33% of the High Frequency average for regular routes

Weekday, Saturday, Sunday, and Night Service:

The grading system will also help in the determination of when to move a route to the frequent network on the weekend, weekday or adding additional service at night.

For example 'Route 4' is currently at 30 minutes on Saturday has a grade of 'A' in every category, with the exception of passenger per mile, where it has a grade of 'M'. This route is a candidate to move to the frequent network on Saturdays because it scores better on this day than other routes do during the weekday.

High Frequency System Performance Metrics

Existing High Frequency Routes - 15 Minutes or Greater - YTD November 2015

Route	Passengers	Total Hours	Total Miles	Passenger Revenue	Total Cost	Performance Indicators									
						Pass/Mile	Grade	Pass/Hour	Grade	Cost/Pass	Grade	Recovery	Grade	Sub/Pass	Grade
4	112,844	4,112	52,336	\$ 56,635	\$ 320,305	2.16	M	27.44	M	\$ 2.84	M	17.7%	M	\$ 2.34	M
8	126,000	4,159	51,880	62,045	321,193	2.43	M	30.30	M	\$ 2.55	M	19.3%	M	\$ 2.06	M
11	99,643	2,919	37,321	48,682	227,799	2.67	A	34.14	A	\$ 2.29	A	21.4%	A	\$ 1.80	A
12	44,704	1,840	19,063	18,790	131,928	2.35	M	24.30	M	\$ 2.95	M	14.2%	U	\$ 2.53	M
16	114,186	3,827	43,681	57,717	284,933	2.61	M	29.84	M	\$ 2.50	M	20.3%	A	\$ 1.99	M
18	106,922	2,421	23,866	42,439	170,404	4.48	A	44.17	A	\$ 1.59	A	24.9%	A	\$ 1.20	A
604,299	19,278	228,147	286,307	1,456,562		2.65		31.35		\$ 2.41		19.7%		\$ 1.94	

Base portions of the routes 4, 8, 11 and 16 are all considered frequent routes for weekdays.

Routes 8, 16 and 18 have a frequent service on both weekdays and weekends.

Potential High Frequency Routes - Currently **Not** 15 Minutes or Greater

Route	Passengers	Total Hours	Total Miles	Passenger Revenue	Total Cost	Performance Indicators									
						Pass/Mile	Grade	Pass/Hour	Grade	Cost/Pass	Grade	Recovery	Grade	Sub/Pass	Grade
3	68,712	3,096	43,482	\$ 33,993	\$ 251,827	1.58	U	22.19	U	\$ 3.66	U	13.5%	U	\$ 3.17	U
6	48,935	1,659	15,415	24,541	114,297	3.17	A	29.51	M	\$ 2.34	A	21.5%	A	\$ 1.83	A
7	63,330	2,253	31,916	32,163	183,944	1.98	U	28.11	M	\$ 2.90	M	17.5%	M	\$ 2.40	M
9	51,790	2,039	23,644	24,794	152,782	2.19	M	25.40	M	\$ 2.95	M	16.2%	M	\$ 2.47	M
15	28,414	1,744	20,023	14,025	130,178	1.42	U	16.29	U	\$ 4.58	U	10.8%	U	\$ 4.09	U
34	48,213	1,952	22,681	25,499	146,373	2.13	M	24.70	M	\$ 3.04	M	17.4%	M	\$ 2.51	M
309,395	12,742	157,161	155,015	979,401		1.97		24.28		3.17		15.8%		2.66	

Based on the grades as defined below and the frequent route definition also shown below route six would be the next candidate to move to a frequent network

Route 19 - For Consideration (Example of application of metrics)

Route	Passengers	Total Hours	Total Miles	Passenger Revenue	Total Cost	Performance Indicators									
						Pass/Mile	Grade	Pass/Hour	Grade	Cost/Pass	Grade	Recovery	Grade	Sub/Pass	Grade
19	32,712	1,001	9,464	16,155	69,410	3.46	A	32.68	A	2.12	A	23.3%	A	1.63	A

Route 19 would be candidate based on grades but not on the definition of High frequency based on the demand metric

Regular Sun Tran Routes

Route	Passengers	Total Hours	Total Miles	Passenger Revenue	Total Cost	Performance Indicators									
						Pass/Mile	Grade	Pass/Hour	Grade	Cost/Pass	Grade	Recovery	Grade	Sub/Pass	Grade
1	37,512	1,540	18,890	19,747	118,091	1.99	U	24.36	M	\$ 3.15	M	16.7%	M	\$ 2.62	U
2	24,740	1,453	19,580	12,676	116,010	1.26	U	17.03	U	\$ 4.69	U	10.9%	U	\$ 4.18	U
5	21,760	1,403	19,164	10,581	112,685	1.14	U	15.51	U	\$ 5.18	U	9.4%	U	\$ 4.69	U
10	29,085	1,154	14,342	14,836	88,969	2.03	M	25.21	M	\$ 3.06	M	16.7%	M	\$ 2.55	M
17	71,730	2,706	38,157	39,662	220,478	1.88	U	26.51	M	\$ 3.07	M	18.0%	M	\$ 2.52	M
20	8,560	606	7,699	4,398	47,163	1.11	U	14.13	U	\$ 5.51	U	9.3%	U	\$ 5.00	U
21	14,452	868	10,233	6,401	65,479	1.41	U	16.65	U	\$ 4.53	U	9.8%	U	\$ 4.09	U
22	14,278	773	9,982	6,489	60,566	1.43	U	18.48	U	\$ 4.24	U	10.7%	U	\$ 3.79	U
23	33,265	1,614	19,401	16,963	122,744	1.71	U	20.61	U	\$ 3.69	U	13.8%	U	\$ 3.18	U
24	14,654	586	7,155	7,721	44,848	2.05	M	25.01	M	\$ 3.06	M	17.2%	M	\$ 2.53	M
25	43,098	1,708	21,058	22,132	131,241	2.05	M	25.24	M	\$ 3.05	M	16.9%	M	\$ 2.53	M
26	22,294	976	16,255	12,442	86,025	1.37	U	22.85	U	\$ 3.86	U	14.5%	U	\$ 3.30	U
27	28,891	1,906	30,135	15,140	163,803	0.96	U	15.16	U	\$ 5.67	U	9.2%	U	\$ 5.15	U
29	37,129	1,566	20,030	21,771	122,239	1.85	U	23.71	M	\$ 3.29	U	17.8%	M	\$ 2.71	U
37	15,957	1,045	17,314	9,077	91,912	0.92	U	15.26	U	\$ 5.76	U	9.9%	U	\$ 5.19	U
50	8,275	641	5,872	4,364	43,950	1.41	U	12.91	U	\$ 5.31	U	9.9%	U	\$ 4.78	U
61	10,101	791	11,287	5,869	64,779	0.89	U	12.78	U	\$ 6.41	U	9.1%	U	\$ 5.83	U
435,781	21,333	286,553	230,268	1,700,982		1.52		20.43		\$ 3.90		13.5%		\$ 3.37	



TRANSIT TASK FORCE MEMORANDUM

Item 8: U of A Urban Design Studio: High Capacity Transit Practicum Project

Issue – This agenda item is to inform members of the University of Arizona Urban Design Studio class’s High Capacity Transit Practicum Project.

Staff Recommendation – None. This is an information item.

Background – The High Capacity Transit Practicum Project selects one of the four potential high capacity transit corridors identified by Jarrett Walker & Associates, and develops policies and designs for land use and stations along the corridor.

The selected corridor will be presented, with draft policies for incentives and zoning. Preliminary designs will also be available for at least one station along the route.

Present Consideration – The practicum class is looking for feedback from the Task Force on their proposed plans for future high capacity transit expansion in Tucson.

Financial Considerations – None.

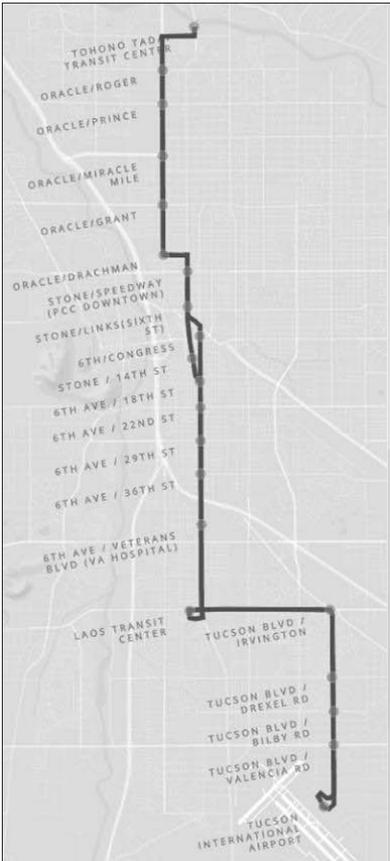
Attachments – None.



HIGH CAPACITY TRANSIT STUDY PLANNING TUCSON'S NEXT CORRIDOR

THE UNIVERSITY OF ARIZONA | INTEGRATED DESIGN STUDIO

By Domenic Martinelli, Ryan Fagan, Felicia Farrante, Daniel Martin, Minette Mahoney,
Alena Fast, Tai An, and Yanan Liu



THE PROJECT

BASIS:

- PAG and Jarrett Walker + Associates studies

GOALS:

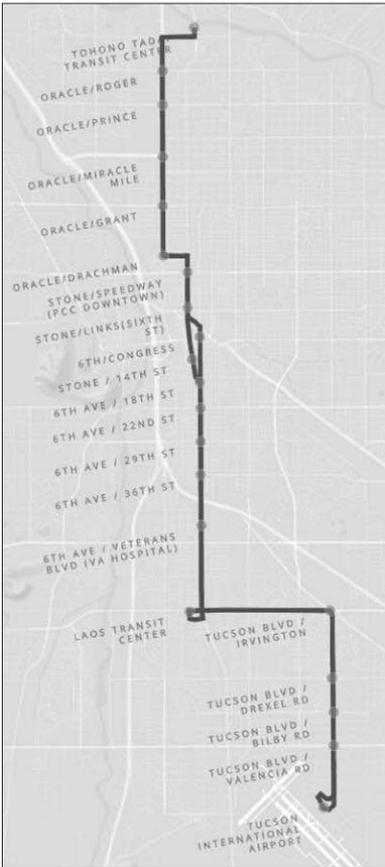
- Public transit improvements
- Economic development
- Environmental sustainability
- Social justice
- Planning for population growth

OBJECTIVES:

- New High Capacity Transit Line(s)
- Redevelopment of vacant/underutilized property

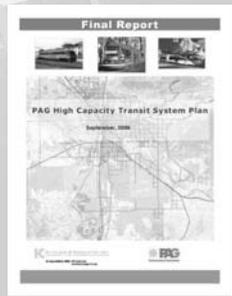
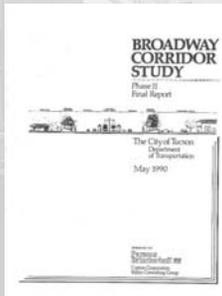
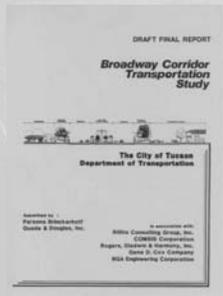
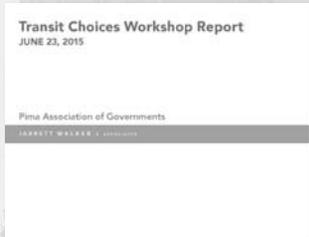
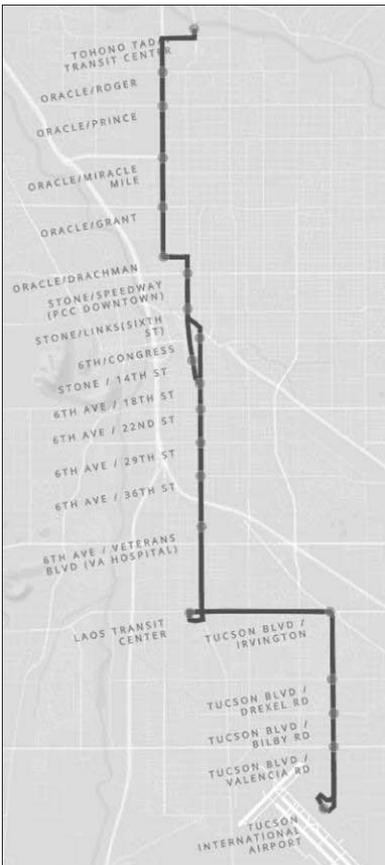
PROJECT OUTLINE

- Explore previously proposed routes
- Select route(s) for further study
- Study precedent projects
- Select mode and station stops
- Interview stakeholders
- Develop land use policies and incentives to encourage responsible TOD
- Develop designs for TOD, streetscapes, and transit stops at key locations
- Propose capital and operations funding mechanisms

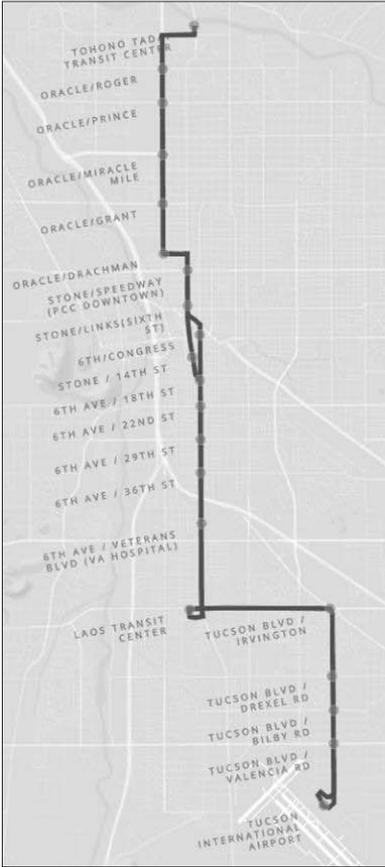


LOCAL PRECEDENTS

- 1987-1990: Broadway Corridor Transportation Study
- 2003: CFASTS "TucsonLink" Proposal
- 2009: PAG HCT Study
- 2004-2014: Tucson Streetcar
- 2015: Jarrett Walker + Associates Report



PAG 2009 REPORT

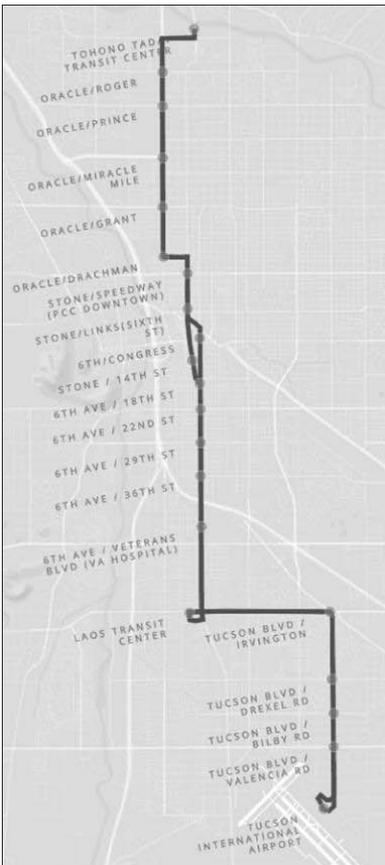


RECOMMENDED IMPROVEMENTS (10-20yrs.)



- 1) U of A / Rio Nuevo
- 2) Broadway / Speedway
- 3) Campbell Ave
- 4) Oracle / Stone
- 5) 6th Ave
- 6) I-19
- 7) I-10
- 8) Houghton Rd
- 9) Anklam / 6th
- 10) Tangerine Rd
- 11) Grant Rd
- 12) S Campbell / Kino Pkwy
- 13) S 6th to Airport
- 14) Valencia Rd
- 15) Ajo Way
- 16) Kolb Road

PAG 2009 REPORT



RECOMMENDED IMPROVEMENTS (>20yrs.)

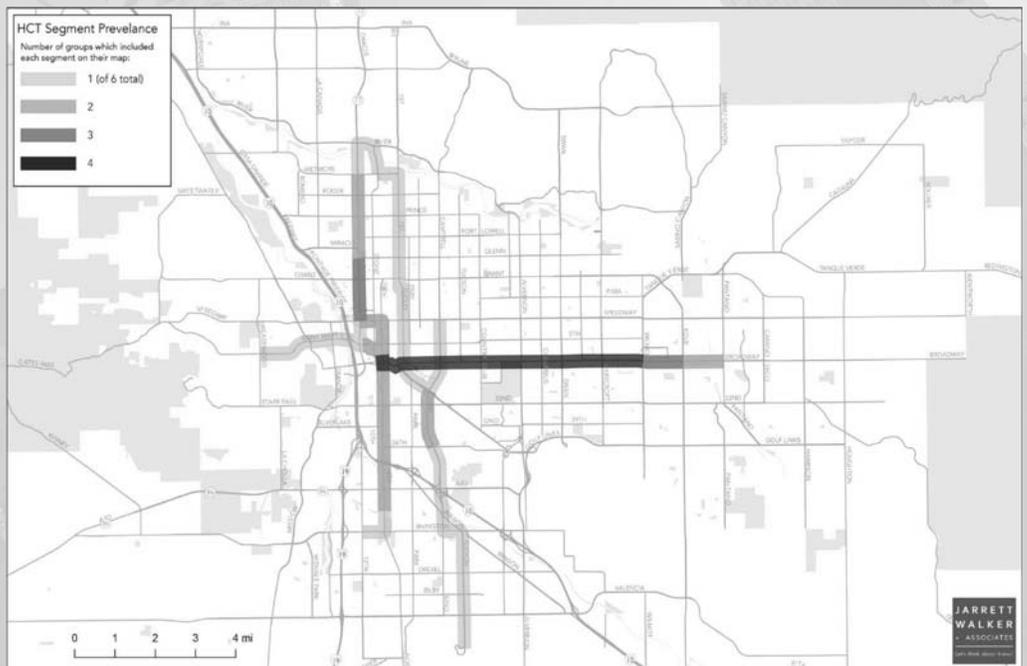


- 1) U of A / Rio Nuevo
- 2) Broadway / Speedway
- 3) Campbell Ave
- 4) Oracle / Stone
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- 16) Kolb Road

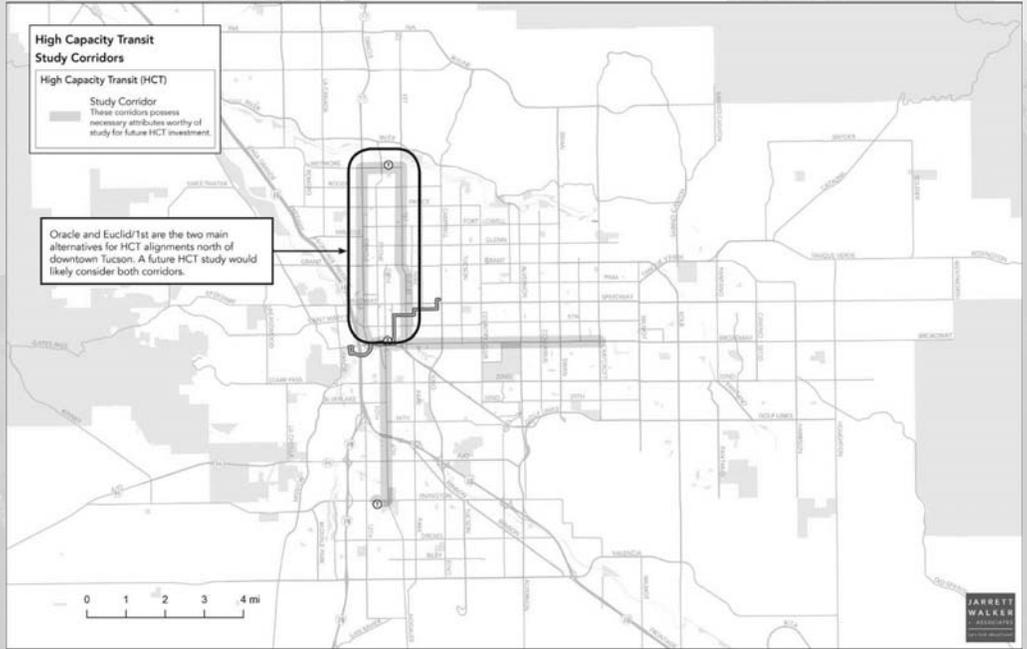
JWA 2015 REPORT



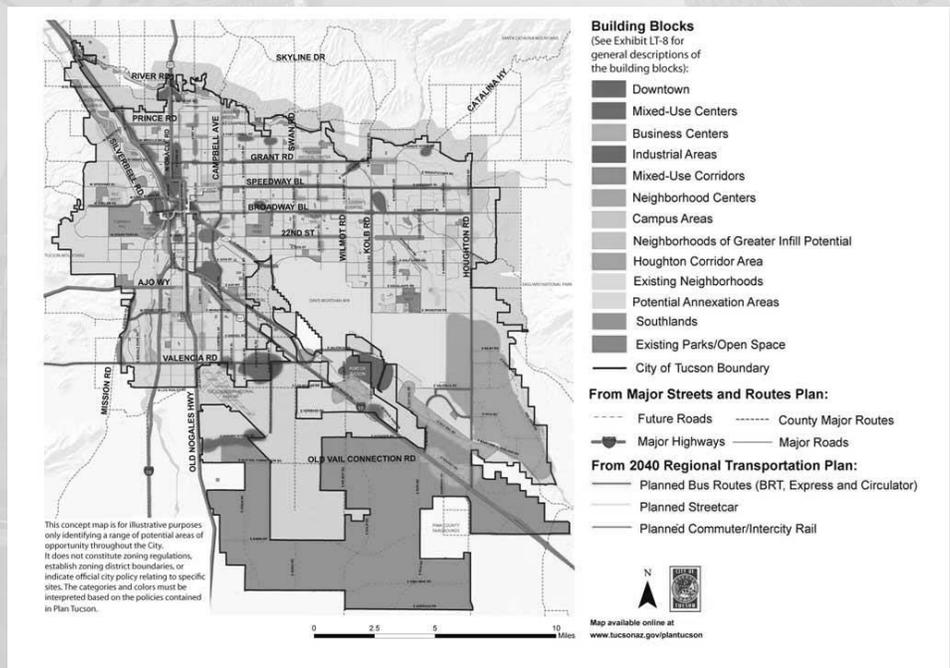
JWA 2015 REPORT



JWA 2015 REPORT

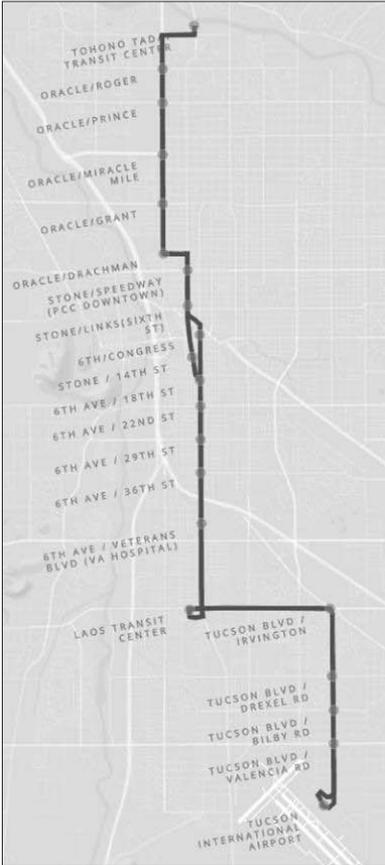
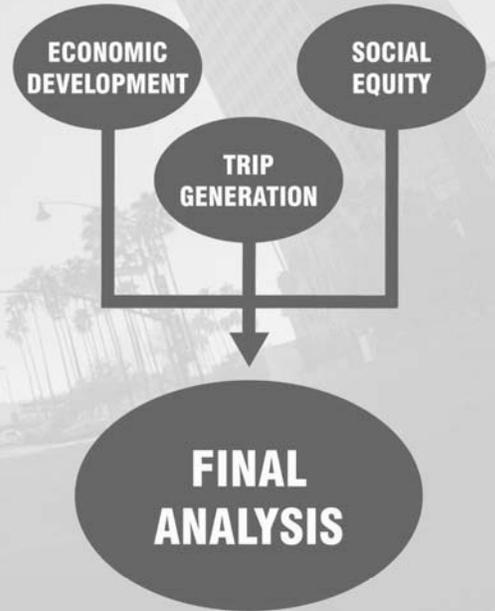


PLAN TUCSON future growth scenario

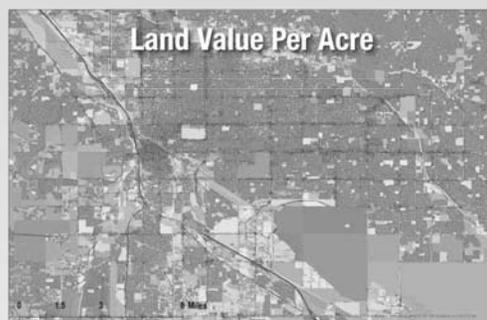
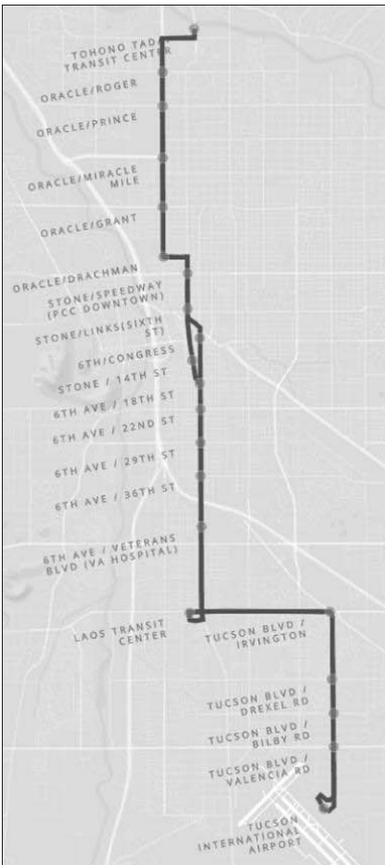


GIS ANALYSIS process

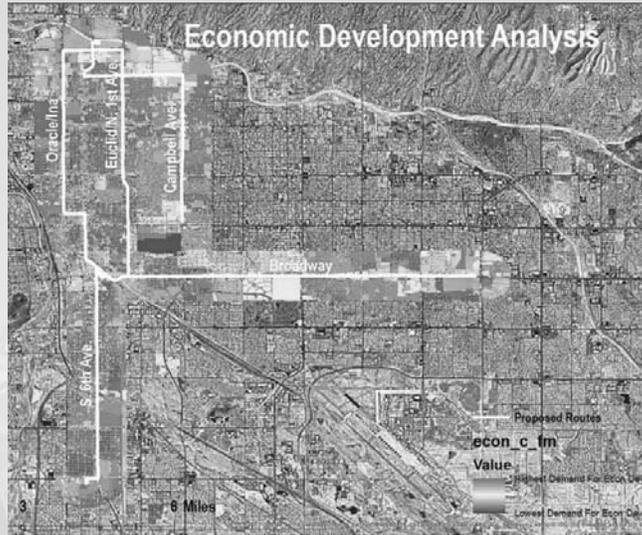
- Routes analyzed:
 - Oracle, First/Euclid, Campbell, Broadway, South Sixth
- Mode-Neutral
- Data Sources:
 - ACS 5-year (2009-2014)
 - EPA Smart Location DB
 - Longitudinal Emp-HH Dynamics (US Census)
 - Housing +Transp. Index
 - Pima County Parcel Data
 - Sun Tran Ridership Data
- Three analyses completed and combined in Excel



GIS ANALYSIS sample input data (red = higher values)

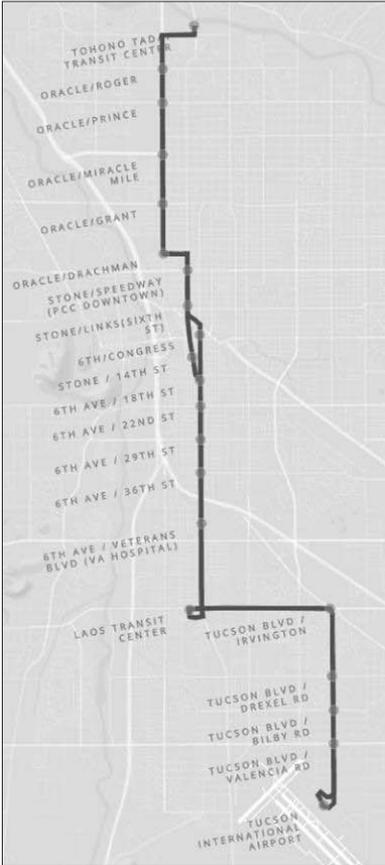


GIS ANALYSIS economic development

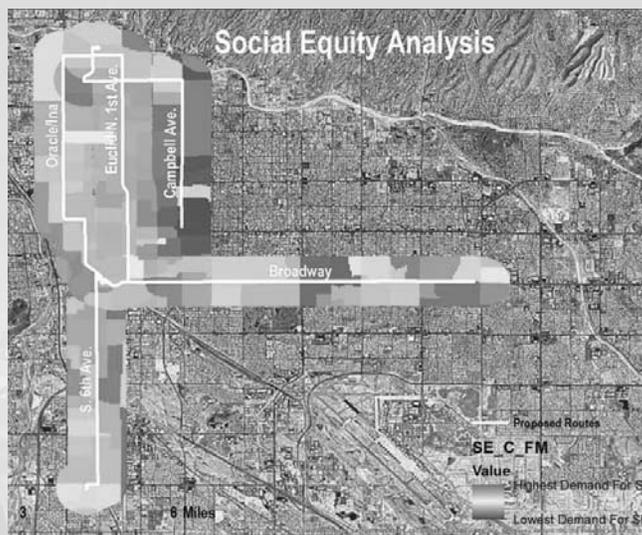


Factors analyzed:

- Vacant Parcels
- Median Rent
- Redevelopment Potential
- Land Value
- Median Household Income
- % retail jobs
- % entertainment jobs



GIS ANALYSIS social equity

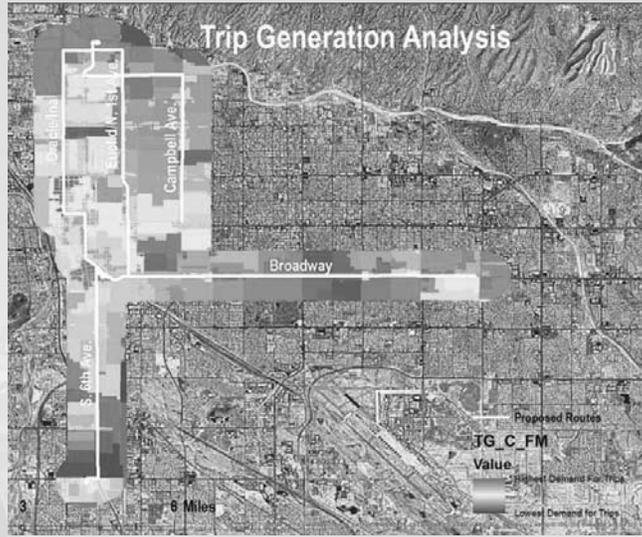


Factors analyzed:

- % 65 and older
- % workers in bottom 1/3 of income
- Zero Car Households
- Housing + Transportation Costs
- Current Bus Ridership
- % service jobs



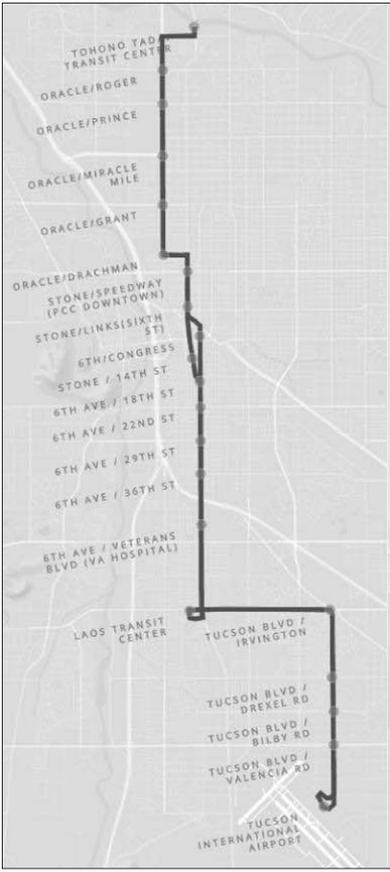
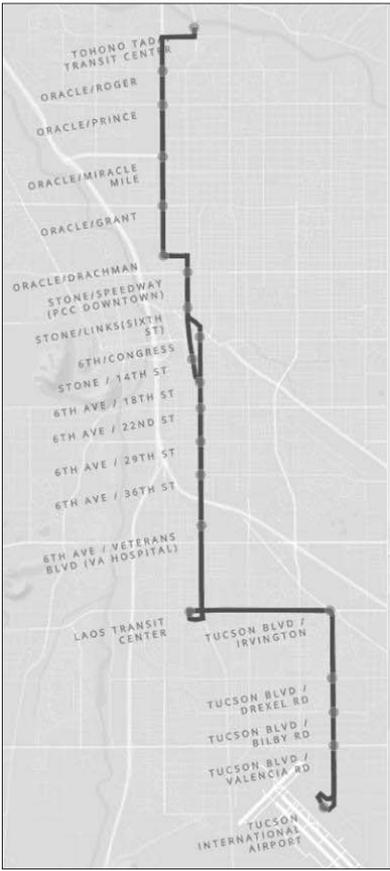
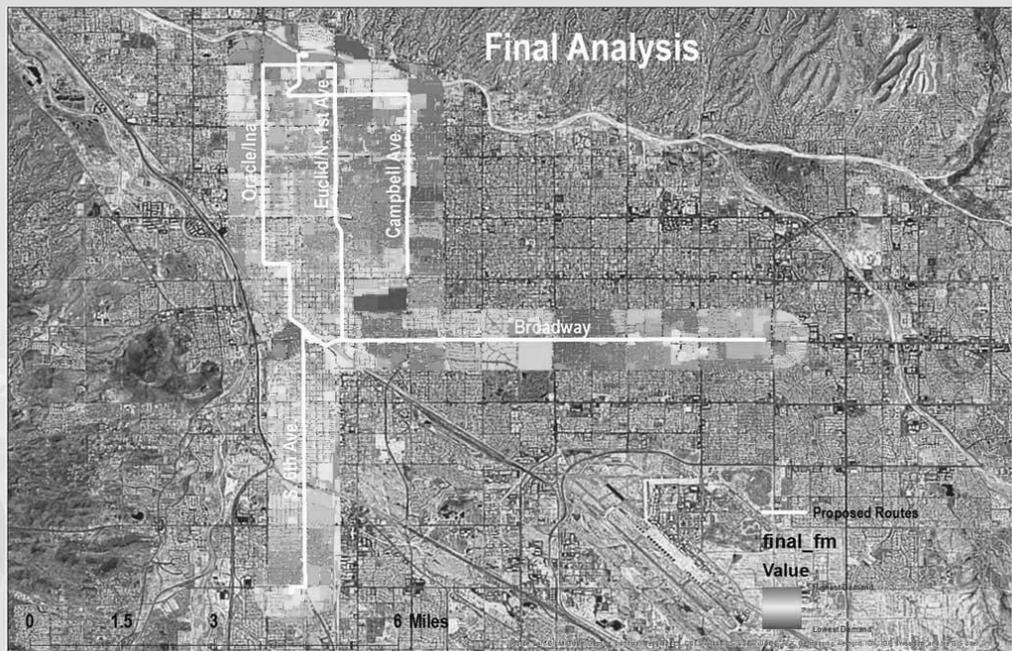
GIS ANALYSIS trip generation



Factors analyzed:

- Total # of jobs & locations
- Multimodal Density Network
- Pedestrian Density Network
- Trip Equality
- Vehicle Miles Traveled
- Residential Density
- Transportation Costs as a % of Income
- Intersection Density

GIS ANALYSIS final model

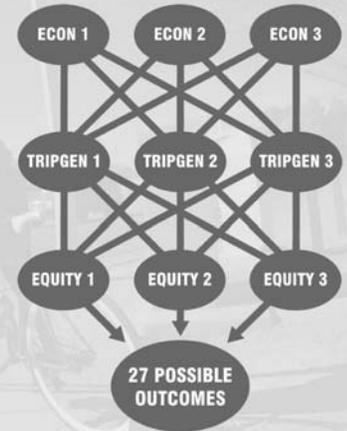


SUITABILITY ANALYSIS

- How to weight the three analyses for final suitability model?
- How to weight factors within each analysis?
- Variants of each analysis were combined with different weights to test how the outcome would change
- Oracle, Euclid/First, and Sixth consistently emerged as top-scoring routes

ECON_A		ECON_B		ECON_C	
Econ Dev	Percentage	Econ Dev	Percentage	Econ Dev	Percentage
entjobs	5	entjobs	15	entjobs	10
retjobs	5	retjobs	15	retjobs	10
vac parcels	25	vac parcels	10	vac parcels	15
medrent	5	medrent	20	medrent	15
redevpot	20	redevpot	10	redevpot	15
landval	35	landval	15	landval	25
mhhinc	5	mhhinc	15	mhhinc	10
TOTAL	100	TOTAL	100	TOTAL	100

*Emphasis on vacant parcels, land values, and redev pot *Emphasis on job mix, and census based data *More Even Balance



TRIANGULATION STUDY



FINAL ROUTE SELECTION

Three Phases:

- Sixth Avenue - Oracle Road - Laos TC to Airport

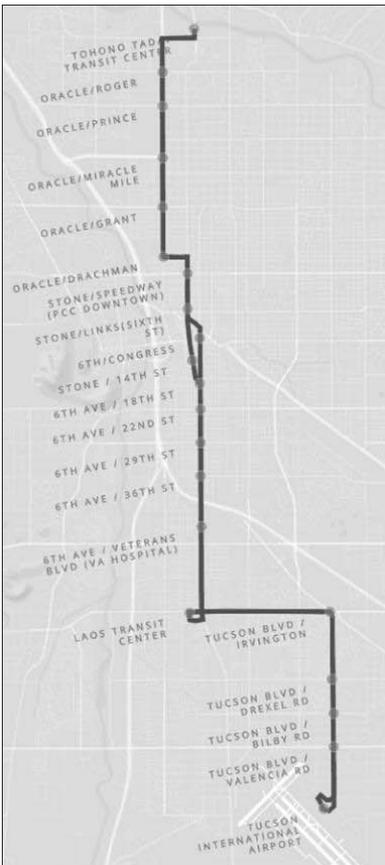


MODE CASE STUDIES



Tucson Streetcar

- Length of route: 3.9 miles
- Ridership: 4,000/day
- Cost: \$50MM / mile
- Frequency: 10 min. peak, 15-30 min. off-peak
- Vehicle capacity: 156
- Vehicles operate on city streets in mixed traffic
- TOD ROI: \$196MM cost, \$360MM private investment

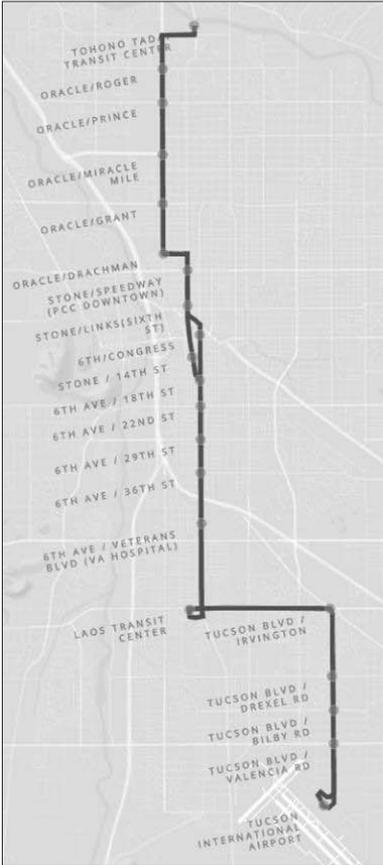


MODE CASE STUDIES



Phoenix Light Rail

- Length of route: 23 miles
- Ridership: 43,000/day (weekday)
- Cost: \$70MM / mile
- Frequency: 12 min. peak, 20 min. off-peak
- Vehicle capacity: 226 (can operate as multi-car trains)
- Trains operate on city streets in a "center reservation"
- TOD ROI: \$1.4BN cost, \$6.0BN private investment

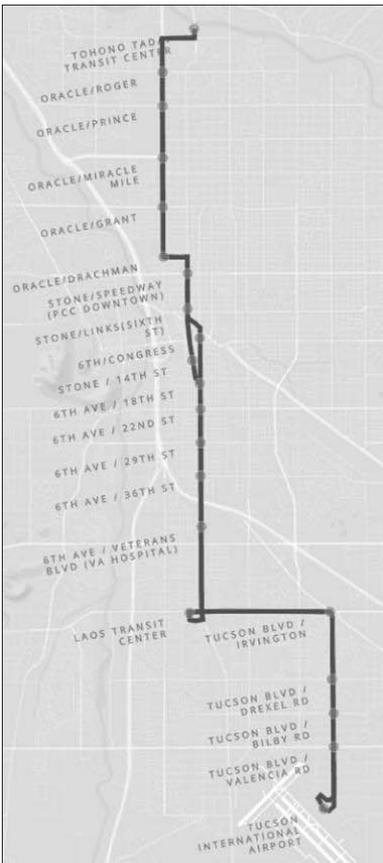


MODE CASE STUDIES



Albuquerque BRT

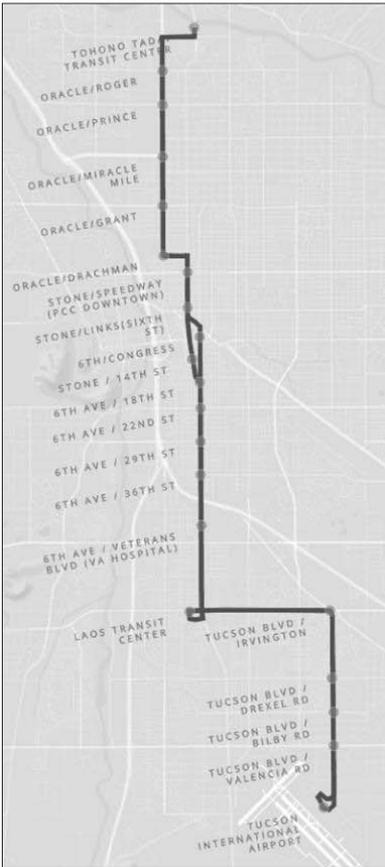
- Length of route: 10 miles
- Ridership (2019 proj.): 22,500/day
- Cost: \$12MM / mile
- Frequency: 7 min. peak
- Vehicles will operate on dedicated road or lane, or in mixed traffic w/signal priority
- TOD ROI (Eugene, OR): \$25MM cost, \$100MM private investment (4 miles)



MODE COMPARISON PAG 2009 REPORT

HCT TECHNOLOGIES: COST ESTIMATES

Mode	Capital Cost (per mile)	Operating Cost (per passenger mile)
Express Bus	N/A	\$0.28 to \$8.93
Bus Rapid Transit	\$200,000 to \$31 million	\$0.56 to \$0.75
Commuter Rail	\$5 million to \$28 million	\$0.28 to \$1.24
Streetcar	\$3.5 Million to \$30 million	\$0.82 to \$8.97
Light Rail Transit	\$17 million to \$73 million	\$0.24 to \$2.95



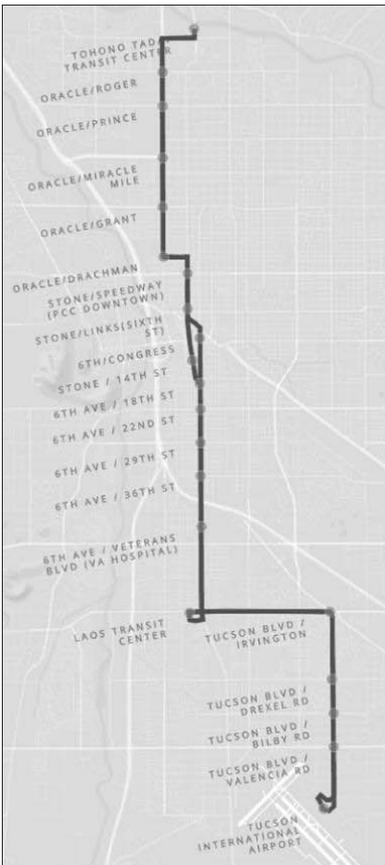
MODE SELECTION

Modes eliminated:

- Heavy Rail (cost)
- Streetcar (speed)
- Bus running in mixed traffic (speed)
- Exotics – monorail, gondola, etc. (unproven)

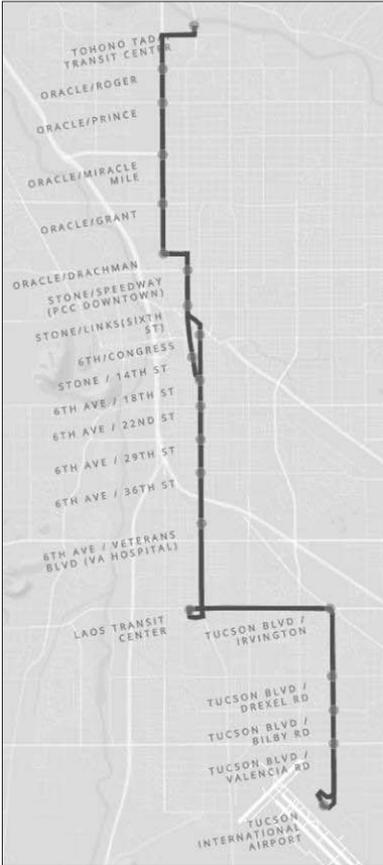
Modes considered:

- Bus Rapid Transit
- Light Rail
- “Rapid Streetcar”



MODE SELECTION

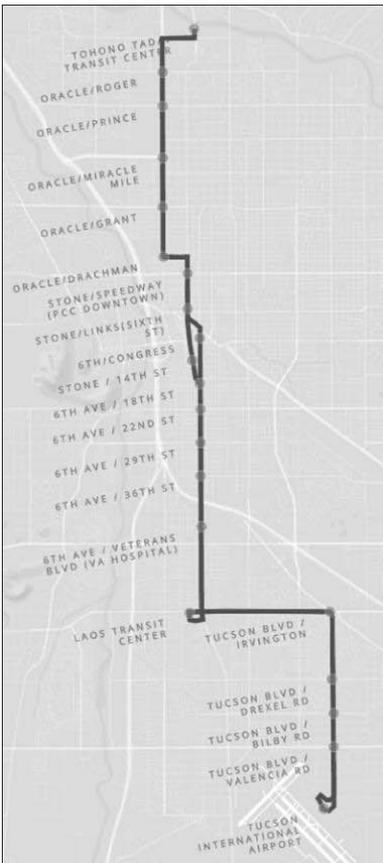
- Capital and operating cost outside scope of this project
- Goals achievable with all three modes
- Main focus is developing policies & designs for TOD to:
 - Encourage investment
 - Enhance mobility
 - Improve social equity



MODE SELECTION

Rapid Streetcar

- Smaller, cheaper vehicles than LRT
- Can achieve similar speeds to LRT
- May run in dedicated ROW or mixed traffic with signal priority
- Interoperability with existing vehicles & infrastructure
- Smaller capacity, but streetcars can be joined in multi-car trains for future expansion
- **Policies and designs will be adaptable to BRT and LRT**



NEXT STEPS

Community Involvement

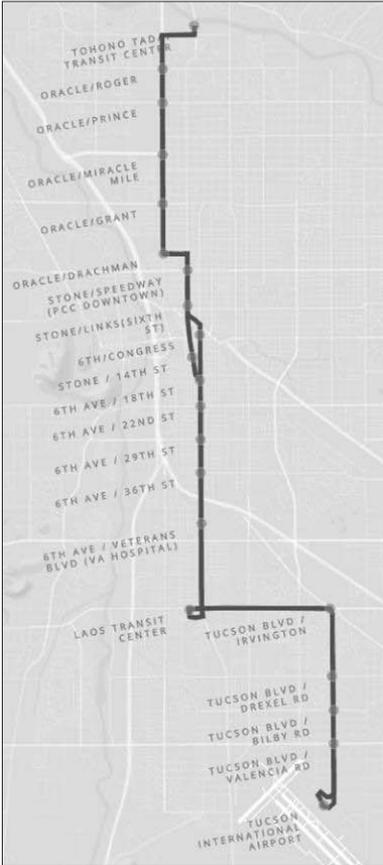
- Stakeholder Input

Studies

- Frameworks + Mitigation
- Gentrification Impact Studies & Guidelines
- Potential Zoning Changes / Form Based Code Development

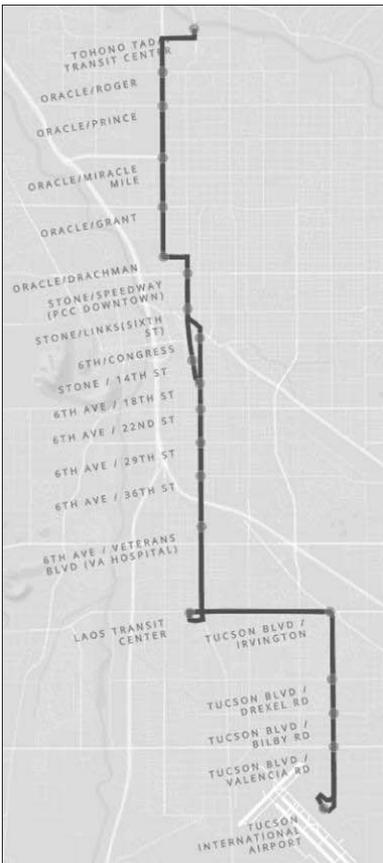
Designs

- Streetscape design
- Station design
- TOD example designs
- Connectivity to other modes

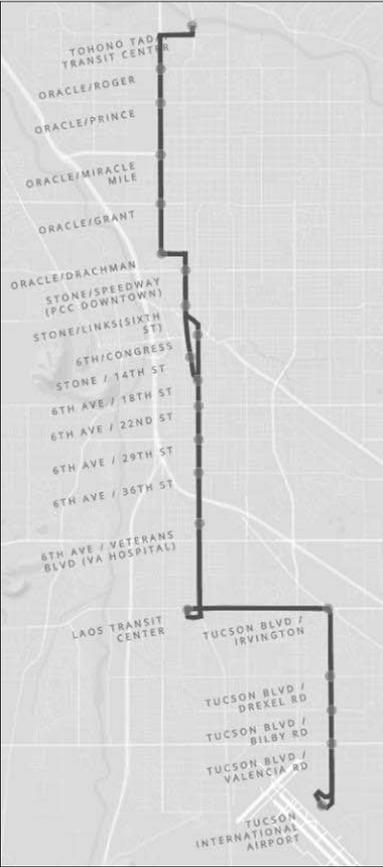


QUESTIONS?

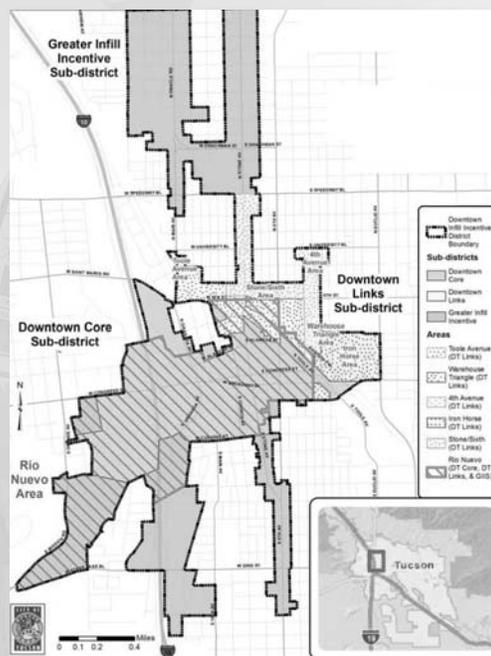
Contact Ryan Fagan at:
fagan@email.arizona.edu
(520) 302-4624



BUT WAIT, THERE'S MORE!



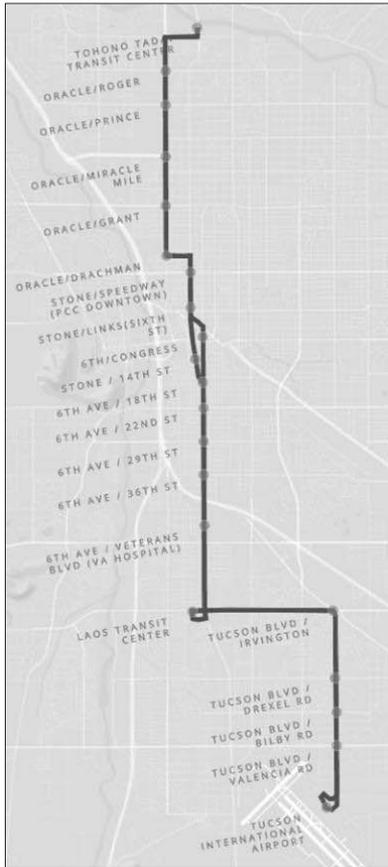
INCENTIVES FOR TOD existing



Downtown Infill Incentive District

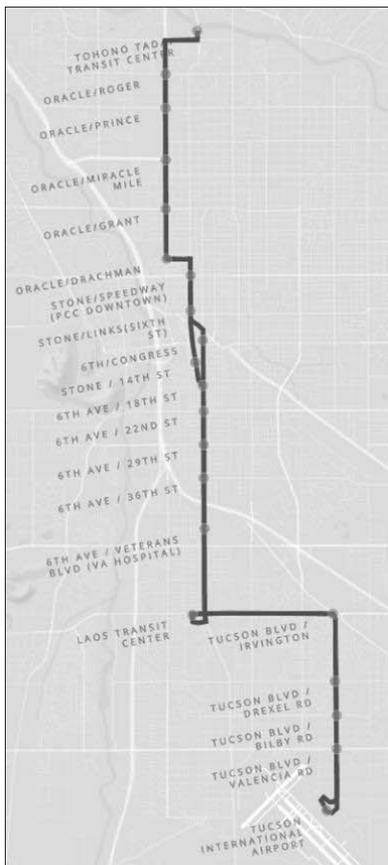
- Flexible development standards for parking, loading, landscaping & dimensional requirements
- Height increases of up to 60 feet possible
- Streamlined PAD rezoning process
- Downtown core subdistrict: eligible for 100% reduction in parking requirements & additional loading, setback, & landscaping requirements

INCENTIVES FOR TOD existing



- Government Property Lease Excise Tax (GPLET)
- Site specific sales tax incentive
- Tucson Community Development Loan Fund
- New Market Tax Credit Program
- Downtown Financial Incentive District

INCENTIVES FOR TOD precedents and tools



Precedents

- Atlanta Streetcar
 - Tax credits for new jobs
- Kansas City Streetcar
 - Branded districts with strong identity aligned with new investment
 - Streamlined support and permitting
- Fruitvale BART
 - Formation of a Community Development Corporation to catalyze community involvement

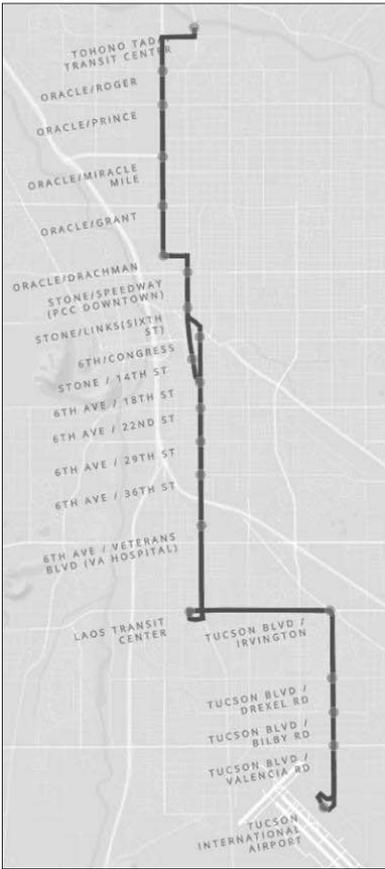
Tools for TOD

- Livable Communities
- Station Area Planning
- Community Effort
- Right-sizing Parking
- Shared Parking
- Aesthetic Zoning
- Collaboration (Public/Private Partnerships)
- Joint Development
- Land Assembly
- Housing Trust Funds

TOD FINANCING

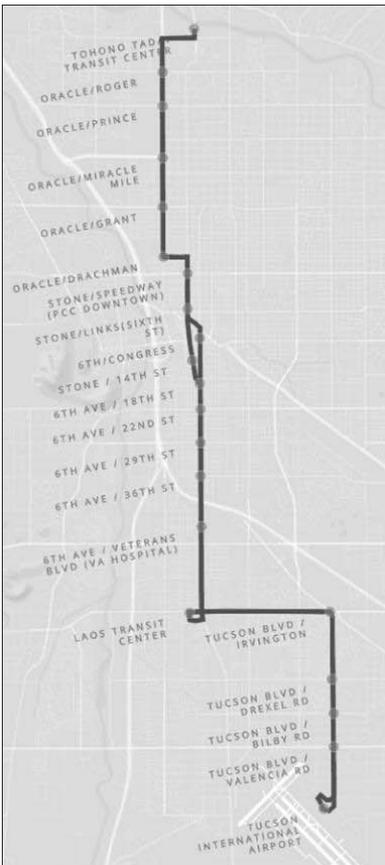
Public Leveraging Tools

- Tax Increment Financing (TIF) districts
- Land or Building Write Downs
- Low/Moderate Income Housing Tax Credit
- Historic Preservation Tax Credit
- Surface Transportation Program funds for station-area improvements
- Property Acquisition Funds to acquire sites for the development and/or preservation of affordable housing before property values rise



TRANSIT SYSTEM FINANCING

- Federal legislation: New Starts and TIGER
- New federal legislation: Fixing America's Surface Transportation (FAST) Act
- US DOT's Transportation Infrastructure Finance and Innovation Act (TIFIA) program: Credit assistance for large-scale, surface transportation projects, now includes TOD & infrastructure, lowered project cost requirements & application fees
- TOD planning grant program
- Bond package through PAG (RTA)
- Separate bond or sales tax measure (like TucsonLink or MovePHX)





TRANSIT TASK FORCE MEMORANDUM

Item 9: Transit Management Contract: Performance Incentives

Issue – This agenda item is to inform task force members of the types of performance measures and incentives that exist in Transdev’s contract with the City of Tucson.

Staff Recommendation – None. This is an information item.

Background – During the Transit Task Force (TTF) meeting on November 9, 2015 a discussion about Transdev’s contract with the City of Tucson was brought up. Inquiries into how Transdev’s performance was measured, and what types of incentives exist were questioned.

At the January 11, 2016 TTF meeting an initial discussion took place surrounding the attached memo, and the conversation was continued to the February 8 meeting.

At the February 8, 2016 TTF meeting, task force members instructed staff to draft a proposal with a goal to increase ridership by 10% over the next two years.

Present Consideration – A review of contract incentives will be outlined.

Financial Considerations – None.

Attachments – November 24, 2015 memorandum from John Zukas, TDOT Transit Services Coordinator.



MEMORANDUM

DATE: November 24, 2015

TO: Transit Task Force

FROM: John Zukas
Transit Services Coordinator

SUBJECT: Transit Task Force Meeting – Item 9:
Transit Management Contract –
Transdev- Performance Indicators/Liquidated Damages

Background - During the Transit Task Force meeting on November 9, 2015 there was a discussion about the contract between the City of Tucson and Transdev. This discussion included inquiries into how Transdev's performance is measured, and what types of performance incentives exist within Transdev's current contract.

For Sun Tran and Sun Van, the City of Tucson's contract with Transdev is what is considered in the transit industry as a "management contract". Per this management contract, there are only three (3) actual Transdev employees that are assigned to this contract. Those employees are one (1) General Manager and two (2) Assistant General Managers (one at Sun Tran and one at Sun Van). All other employees of Sun Tran and Sun Van are employees of Sun Tran of Tucson, Inc. or PTM Paratransit of Tucson, Inc., respectively.

Transdev's contract term is in effect for two year period and includes renewal options for three additional two-year periods. The total term of the contract is eight years (May 2012 – April 2020). Any termination of the contract requires thirty days written notice. The current annual contract amount: \$566,316.

The City's contract with Transdev includes numerous roles and responsibilities within the contract's scope of work (see Attachment A with bullet points). This particular memo focuses only on the section of the contract titled, "Performance Indicators/Liquidated Damages". It should be noted, in future transit contracts, this term will be designated as, "Pay for Performance" and the term "liquidated damages" will be removed.

Currently, there are four (4) standards that are monitored on a monthly basis and each can have a direct impact on the amount of monthly revenue Transdev receives on this contract. Those standards are included in Table 1.

TO: Transit Task Force
SUBJECT: Transit Task Force Meeting - Item 9:
Transit Management Contract -
Transdev - Performance Indicators/Liquidated Damages

Page 2

Table 1

Performance Indicators/Liquidated Damages	Measure:
1. Total preventable accidents	Per 100,000 revenue miles.
2. Passenger complaints	Per 100,000 passenger boarding (Sun Tran); and Per 1,000 passenger trips (Sun Van)
3. On-time performance – Preventative Maintenance Plans	On-time performance of maintenance per adopted preventative maintenance plans must be at least 90% on time.
4. Traffic citations	Per each occurrence.

It should be noted that previous transit management contracts had no *pay for performance* measures included, therefore, there was no basis from which to develop a starting point for measures and associated reductions in contractor revenues.

Future transit management contracts will include more specificity on pay for performance, document control, and the inclusion of Safety Management System (SMS) principles.

I. Contractor Responsibilities

1. Management of the System
General Manager and Assistant General Managers
- Respond to specific requests, Key Personnel assignment, Right to remove GM or AGMs (30-day written notice), Approval of replacement
2. Availability
Discusses time Key Personnel are to be available

II. General Operations

1. Goals and Objectives Relating to Continual Improvement
2. Development of a System-Wide Five-Year Operational Plan
3. System Personnel, Records, Background Screening and Training
4. System Route, Schedule Improvements/Adjustments, Planning, Budgeting, and Reporting
5. Customer Service
6. Information Technology (IT)
7. Marketing Plan/Program
8. Fleet Maintenance Plans
9. Fleet Management Plans
10. Facilities Maintenance Plans
11. SmartCard Fare Collection Maintenance Plan
12. System-Wide Standard Operating Procedures (SOPs)
13. Wheelchair/Mobility Device Rescues
14. Labor Relations and Labor Negotiating
15. System Safety and Security Plan
16. Disadvantaged Business Enterprise (DBE)
17. Title VI
18. Procedures for Transportation Workplace Drug & Alcohol Testing Programs and Prevention of Alcohol Misuse and Prohibited Drug Use in Transit Operations
19. National Transit Database (NTD) Reports
20. Seamless Regional Fare System
21. Special Services Office
22. Monthly Operations Report
23. Monthly Compliance Report
24. Sun Tran Accessible Rider Training (START)
25. Environmental Management
26. Maintain a self-insurance program as required by the City for the System
27. EEO Reports
28. Warranty Recovery
29. Management Fee/Operating Expenses
30. Sun Van ADA Performance Standards
31. Contractor's Vehicles

III. Performance Indicators/Liquidated Damages

1. Total preventable accidents per 100,000 revenue vehicle miles
2. Passenger complaints
3. On-time performance – Preventative Maintenance Plans
4. Traffic citations

IV. Fleet Maintenance Requirements

V. Responsibilities of the City of Tucson

VI. Revenues

VII. Operating Expenses and Method of Payment

VIII. Operating Personnel

IX. Management Fee

X. Accounting Procedures

XI. Road Supervision

XII. Bus, Shelter, and Bench Advertising Policy

XIII. Documents