**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

# A G E N D A

***Monday, April 6, 2015 at 4:00 p.m.***

**Location: 149 N. Stone, Second Floor**
**Tucson, AZ 85701**

| TOPICS | SUGGESTED TIME ALLOTTED |
|---|---|
| 1. Call to Order | |
| 2. Introductions / Roll Call | 5 Minutes |
| 3. Approval of March 2, 2015 Minutes | 5 Minutes |
| 4. Call to the Audience | 10 Minutes |
| 5. Update on Transit/Announcements | 10 Minutes |
| 6. Five Year Financial Forecast Presentation | 30 Minutes |
| 7. Pass Product Discussion: Potential Changes to Transfer Policy | 20 Minutes |
| 8. Bus Stop Signage Presentation | 10 Minutes |
| 9. Broadway-Houghton Park and Ride | 10 Minutes |
| 10. Call to the Audience | 10 Minutes |
| 11. Next meeting date and time/Meeting schedule | 5 Minutes |
| 12. Agenda items upcoming meeting | 5 Minutes |
| 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, March 2, 2015, 4:00 p.m.

**Location 201 N. Stone, 6th Floor, Public Works Building**
**Tucson, AZ 85701**

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1. **Call to Order**

   *Meeting was called to order at 4:08 p.m. with eight (8) of the eleven (11) members present which established a quorum.*

2. **Introductions / Roll Call**

| | |
|---|---|
| *Members Present:* | *Eugene Caywood, Chair (Ward 5)*<br>*Suzanne Schafer, Vice Chair (Ward 3)*<br>*Margot Garcia, (Ward 6)*<br>*Michael Wall (Mayor)*<br>*Sami Hamed (CTAC)*<br>*Brian Flagg (Ward 2)*<br>*Linda Dobbyn (CTAC)*<br>*Peggy Hutchison (Ward 1)*<br>*David Heineking, U of A Advisory Member* |
| *Members Absent:* | *Vacant (Ward 4)*<br>*Vacant (CTAC)*<br>*Vacant (CTAC)* |
| *Staff Present:* | *Jeremy Papuga, Transit Administrator*<br>*Jared Forte, Assistant General Manager of Sun Tran/Sun Van*<br>*Kandi Young, Marketing & Communications Director for Sun Tran/Sun Van*<br>*Davita Mueller, Sun Tran Planning Analyst*<br>*Tisha Bruce, Assistant Finance Director/Sun Tran*<br>*Todd Noble, Smart Card Manager*<br>*Sabrina Herrera, Assistant General Manager/Sun Van* |

3. **Approval of February 2, 2015 Minutes**

   **Motion:** *A motion was made to approve the minutes as submitted.*

   **Seconded**

**Motion Passed:** *Unanimously*

**4. Call to the Audience**

*Jim Thomas – Mr. Thomas talked about the Peace Fare and how nice it was to share a table with the Southern Arizona Transit Advocates. He mentioned that it would be nice if there was information at the bus stops to indicate which routes stop there and maybe the bus stop number or route name could be included. Mr. Thomas also noted that while riding the streetcar, he noticed that the streetcar announces the Convention Center when passing but does not announce the Greyhound Bus Depot which is across the street. He also thought it would be nice if the streetcar announced what bus it could connect to.*

*Richard Mayers – Mr. Mayers stated that when buying value on the SunGo card at the transit center, there is no way to add a discrete amount to the card. He suggested that there should be a way to add less than $10.*

*Camille Kershner – Ms. Kershner mentioned that when she goes to work in the morning, four buses are at the park-and-ride at the same time. Some idle for a half hour. She questioned the logic of having a bus come in at 6:30 when it doesn't leave until 6:50 a.m. A new park-and-ride is being built on Broadway and Houghton and there is no service planned to go there. Ms. Kershner also stated that the signage needs to be updated at the park-and-ride. She also questioned having overlapping routes; she sees the Route 9 and Route 20 right behind each other and also the Route 9 and Route 15 behind each other.*

**5. Update on Transit/Announcements**

*The Mayor and Council will be reviewing the final Ronstadt Transit Center (RTC) requests for proposals (RFP) regarding the development process at tomorrow's meeting in executive session.*

*Margot Garcia is now the Transit Task Force representative for the Pima Association of Government (PAG) 2045 Regional Transportation Plan (RTP) process. PAG will be spending the spring doing traffic modeling with 12 model runs; there are four different transportation scenarios using three different land-use patterns. The next committee meeting is in April.*

*Jarrett Walker, consultant stakeholder meeting is planned for Saturday, April 25. Jeremy Papuga will be talking to the Walker Group next week about their data request needs in advance of the meeting.*

*The RTA Transit Working Group will be discussing performance measures planned for RTA funded routes. With limited budget and reduction in revenues, they want to make sure allocated dollars to routes are meeting some level of productivity.*

*Margot Garcia expressed her concerns regarding the transit center redevelopment proposal. The TTF asked to be named as a specific group in the Ronstadt Transit Center Request for Proposal. The TTF was not specifically named. Rebecca Ruopp from the Office of Integrated Planning discussed the process. There are TTF representatives on both the voting and non-voting side of the evaluation committee. The process of the Procurement Department is that the evaluation committee goes to the Mayor and Council and cannot go to the TTF before the Mayor and Council. The proposers will be asked to make a presentation to the public with an opportunity to make revisions to their proposed plans and forward to Procurement. Ms. Ruopp stated that there will be a variety of places within the process for the public, including the TTF, to provide input. Discussion followed.*

**Motion:** *A motion was made to request the OIP and Mayor & Council to allow the Transit Task Force to have significant input into the RTC RFP Process.*

**Seconded**

**Motion Passed:** *6-2*

**Motion:** *A motion was made to request information from TDOT as to why deliberations for this item are being done in executive session.*

**Seconded**

**Motion Passed:** *Unanimously*

*Suzanne Schafer reported on the Peace Fare and made the following points:*

- *We need to get more information out about night and weekend service.*
- *People still do not know that they can use their economy SunGo card and ID on the streetcar.*
- *People like getting information from bus riders; partnering with other groups for peer-to-peer information was suggested.*

**6. New Fare Product Marketing Strategies and Implementation**

*Jeremy Papuga gave a quick introduction and asked the TTF to give direction after the presentation for the Summer Youth Pass and Annual Pass. The Summer Youth Pass is on the agenda for the Mayor & Council meeting.*

*Kandi Young gave a PowerPoint presentation on the new pilot pass program, marketing, and implementation. Discussion took place.*

**Motion:** *A motion was made that the TTF approve the pilot programs for SummerGo (student pass) and the Annual Pass.*

**Seconded**

**Motion Passed:** *Unanimously*

**7. Broadway Corridor Improvements and Transit Services**

*Gene Caywood started the discussion and stated that it is important for the TTF to discuss the Broadway Corridor to make sure that the alignment accommodates transit. Margot then talked about the two kinds of bus stops that are proposed. One is a traditional pullout at the major intersections and the second is an improved in-lane bus stop. This second design has the bicycle path going behind the bus stop and bus pullout to assist in removing the conflict between cyclist and buses. Discussion took place.*

**Motion:** *A motion was made to have the Transit Task Force support the two types of bus stops proposed by the Broadway Corridor Project both the in-lane bus stops and pullouts only at major intersections.*

**Motion Seconded**

**Motion Passed:** *Unanimously*

**8. Sun Van Payment System and Reporting**

*Jeremy Papuga mentioned that this was an information-gathering session and introduced Todd Noble, Smart Card Manager for Sun Tran/Sun Van. Mr. Noble passed out and discussed a flow chart regarding Sun Van payments. Tisha Bruce, Assistant Finance Director for Sun Tran explained that they are presently working with the vendors to get the two systems to talk to each other – the accounting and the database software. Sabrina Herrera, Sun Van, discussed how the Trapeze system for dispatch and rides are linked together. Discussion followed.*

**9. Update on DDD/DES Funding**

*Jeremy Papuga said they are still working on the qualification process with the State to be a qualified vendor.*

**10. Call to the Audience**

*Allen Benz – Mr. Benz stated that State Farm is in the process of locating their corporate headquarters in Tempe. One of the reasons they chose Tempe was due to the very good transit system.*

**11. Next meeting date and time/Meeting schedule**

*The next meeting is scheduled for Monday, April 6, 2015 at 4:00 p.m.*

**12. Agenda items upcoming meeting**

*Jeremy Papuga asked that the Five (5) Year Transit Financial Forecast be included in the Agenda for the next meeting.*

**13. Adjourn**

*The meeting adjourned at 6:03 p.m.*

# TRANSIT TASK FORCE MEMORANDUM

**Item 5: Update on Transit/Announcements** 

April 6, 2015

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 RTP Process
Transit Visioning Process
ADOT Intercity Rail Study
Mobile Payment App
Summer Youth Pass

***Committees:***
RTA Transit Working Group

***Stakeholder Groups:***
Bus Riders Union
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: Five Year Financial Forecast** 

Issue – This is an agenda item to update Transit Task Force members on the development and presentation of the Five Year Financial Forecast to Mayor and Council.

Staff Recommendation – None. This is an information item.

Background – The Five Year Financial Forecast is a working document providing a picture of projected revenues and expenditures based on current service. Fiscal Year projections for FY 2016 through FY 2020 were built using the FY 2015 adopted budget. This includes costs associated with providing transit services, ridership and subsequent passenger revenues, Federal Transit Authority (FTA) funds, Regional Transportation Authority (RTA) funds and other revenues including advertising; which is balanced by the City of Tucson's general fund.

The Independent Audit and Performance Commission (IAPC) was directed by Mayor and Council to review the Five Year Transit Financial Forecast. That review was completed and a copy of the report provided to Mayor and Council in January of 2015. A copy of the review is attached.

Present Consideration – Staff has provided information on the Five Year Forecast and IAPC review. Staff would like feedback from task force members on the documents as presented.

Financial Considerations – None

Attachments: Five Year Financial Forecast FY 2016 through FY 2020
Review of Transit Financial Forecast by the Independent Audit and Performance Commission dated January 7, 2015

# City of Tucson
## Department of Transportation
## Mass Transit System
## Five Year Financial Forecast
## Summary

| | FY 2014 Actuals | FY 2015 Budget | FY 2015 Projection | FY 2016 Forecast | FY 2017 Forecast | FY 2018 Forecast | FY 2019 Forecast | FY 2020 Forecast |
|---|---|---|---|---|---|---|---|---|
| **Revenue Sources:** | | | | | | | | |
| **Farebox** | 12,709,371 | 15,505,090 | 13,350,220 | 13,566,230 | 13,788,030 | 14,087,348 | 14,393,156 | 14,705,612 |
| **Regional Transportation Authority** | 43,697,442 | 15,818,710 | 16,462,300 | 15,758,920 | 15,337,410 | 15,621,410 | 15,911,140 | 16,206,690 |
| **Mass Transit Fund - General Fund** | 39,870,325 | 44,279,140 | 44,208,813 | 48,458,380 | 48,679,290 | 54,104,560 | 54,010,450 | 56,459,370 |
| **Mass Transit-Sun Link - General Fund** | 85,489 | 905,170 | 2,271,490 | 3,136,950 | 3,245,350 | 3,347,362 | 3,464,064 | 3,583,758 |
| **Federal Funding** | 15,566,845 | 26,292,740 | 26,891,267 | 26,600,570 | 11,547,840 | 20,689,200 | 18,264,200 | 16,831,200 |
| 1 **Other Funding Sources** | 9,740,561 | 1,739,580 | 1,047,600 | 1,428,740 | 1,351,270 | 1,434,100 | 1,501,690 | 1,572,340 |
| **Total** | **121,670,033** | **104,540,430** | **104,231,690** | **108,949,790** | **93,949,190** | **109,283,980** | **107,544,700** | **109,358,970** |
| **Expenditures by Mode:** | | | | | | | | |
| **Sun Tran Fixed & Express Routes** | 64,639,410 | 77,420,400 | 76,471,990 | 76,638,950 | 68,403,650 | 82,632,090 | 80,135,060 | 79,848,630 |
| **Sun Van Paratransit** | 16,648,310 | 20,274,200 | 19,658,630 | 21,613,930 | 17,865,010 | 18,793,490 | 19,361,060 | 21,266,350 |
| **Transit Services** | 2,290,743 | 2,644,270 | 2,644,270 | 4,988,860 | 1,830,150 | 1,864,050 | 1,898,970 | 1,934,950 |
| **Sun Link Streetcar** | 38,091,570 | 4,201,560 | 5,456,800 | 5,708,050 | 5,850,380 | 5,994,350 | 6,149,610 | 6,309,040 |
| **Total** | **121,670,033** | **104,540,430** | **104,231,690** | **108,949,790** | **93,949,190** | **109,283,980** | **107,544,700** | **109,358,970** |
| **Expenditures by Type:** | | | | | | | | |
| **System Total Operating Expenditures** | 78,071,379 | 82,156,830 | 81,848,090 | 85,867,790 | 87,063,590 | 90,156,380 | 93,122,100 | 96,182,370 |
| **System Total Capital Expenditures** | 43,598,654 | 22,383,600 | 22,383,600 | 23,082,000 | 6,885,600 | 19,127,600 | 14,422,600 | 13,176,600 |
| **Total** | **121,670,033** | **104,540,430** | **104,231,690** | **108,949,790** | **93,949,190** | **109,283,980** | **107,544,700** | **109,358,970** |
| **General Fund Detail:** | | | | | | | | |
| **General Fund - Sun Tran, Sun Van, Transit Services** | 39,093,295 | 41,759,100 | 41,688,773 | **44,168,380** | **46,788,890** | **50,130,160** | **51,232,050** | **53,573,970** |
| **General Fund - CIP** | 777,030 | 2,520,040 | 2,520,040 | 4,290,000 | 1,890,400 | 3,974,400 | 2,778,400 | 2,885,400 |
| **Sub-Total Mass Transit** | **39,870,325** | **44,279,140** | **44,208,813** | **48,458,380** | **48,679,290** | **54,104,560** | **54,010,450** | **56,459,370** |
| **General Fund - Sun Link, Transit Services** | 85,489 | 905,170 | 2,271,490 | 3,136,950 | 3,245,350 | 3,347,362 | 3,464,064 | 3,583,758 |
| **Total Mass Transit & Sun Link Funds** | **39,955,814** | **45,184,310** | **46,480,303** | **51,595,330** | **51,924,640** | **57,451,922** | **57,474,514** | **60,043,128** |
| **GF Operating Only** | 39,178,784 | 42,664,270 | 43,960,263 | 47,305,330 | 50,034,240 | 53,477,522 | 54,696,114 | 57,157,728 |
| **General Fund - CIP** | 777,030 | 2,520,040 | 2,520,040 | 4,290,000 | 1,890,400 | 3,974,400 | 2,778,400 | 2,885,400 |
| | **39,955,814** | **45,184,310** | **46,480,303** | **51,595,330** | **51,924,640** | **57,451,922** | **57,474,514** | **60,043,128** |

*Combined Operating & CIP Expenses by Mode*

# City of Tucson
## Department of Transportation
## Mass Transit System
## Five Year Financial Forecast
## Revenue Sources by Mode

| | FY 2014 Actuals | FY 2015 Budget | FY 2015 Projection | FY 2016 Forecast | FY 2017 Forecast | FY 2018 Forecast | FY 2019 Forecast | FY 2020 Forecast |
|---|---|---|---|---|---|---|---|---|
| **Operating Revenue Sources:** | | | | | | | | |
| **Sun Tran Regular & Express Fixed Routes:** | | | | | | | | |
| Farebox | 11,966,389 | 13,588,800 | 11,400,000 | 11,590,000 | 11,772,300 | 12,031,300 | 12,296,000 | 12,566,500 |
| Regional Transportation Authority | 7,265,913 | 6,504,790 | 7,449,590 | 7,254,710 | 7,399,810 | 7,547,800 | 7,698,770 | 7,852,740 |
| Regional Transportation Authority: | | | | | | | | |
| Pass-thru funding from Other Jurisdictions | 3,490,338 | 3,769,480 | 3,655,750 | 4,183,690 | 4,267,360 | 4,352,710 | 4,439,760 | 4,528,560 |
| General Fund | 28,149,354 | 29,453,150 | 29,894,851 | 32,335,910 | 34,310,940 | 37,118,480 | 37,800,120 | 39,669,670 |
| Federal Funding | | | | | | | | |
| FTA Grant Preventive Maintenance | 5,884,720 | 3,600,000 | 3,662,847 | 4,640,000 | 4,640,000 | 3,640,000 | 4,640,000 | 4,640,000 |
| FTA Funding | 391,828 | 1,048,800 | 1,214,552 | 502,240 | 92,640 | 76,000 | 120,000 | 80,000 |
| Other Federal Funding | 21,166 | 150,000 | 230,000 | - | | | | |
| Advertising | 353,521 | 390,000 | 250,000 | 253,750 | 276,940 | 322,500 | 356,250 | 391,880 |
| [1] Other Funding Sources | 863,263 | 645,980 | 445,000 | 570,650 | 582,060 | 593,700 | 605,560 | 617,680 |
| **Sun Tran Regular & Express Routes Total Revenues** | **58,386,492** | **59,151,000** | **58,202,590** | **61,330,950** | **63,342,050** | **65,682,490** | **67,956,460** | **70,347,030** |
| | | 1.3% | -1.6% | 5.4% | 3.3% | 3.7% | 3.5% | 3.5% |
| **Sun Van Paratransit:** | | | | | | | | |
| Farebox | 742,982 | 719,900 | 764,910 | 780,230 | 795,810 | 811,730 | 827,950 | 844,520 |
| Regional Transportation Authority | 775,204 | 940,210 | 866,900 | 940,210 | 959,010 | 978,190 | 997,750 | 1,017,710 |
| Regional Transportation Authority: | | | | | | | | |
| Pass-thru funding from Other Jurisdictions | 1,240,780 | 1,482,030 | 1,367,860 | 1,358,610 | 1,385,780 | 1,413,500 | 1,441,770 | 1,470,600 |
| General Fund | 10,576,005 | 11,723,460 | 11,211,432 | 11,318,720 | 11,703,690 | 12,214,620 | 12,611,390 | 13,059,560 |
| Federal Funding | | | | | | | | |
| FTA Grant Preventive Maintenance | 1,008,000 | 500,000 | 500,000 | 960,000 | 960,000 | 960,000 | 960,000 | 960,000 |
| FTA Grant Capital Purchases | 128,605 | 242,000 | 588,328 | 44,000 | - | - | 40,000 | - |
| [2] FTA 5310 Program | 256,386 | 256,400 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| [3] State Funding (DDD/DES Program) | | 258,000 | - | - | - | - | - | - |
| [1] Other Funding Sources | 42,487 | 38,000 | 45,000 | 38,160 | 36,720 | 37,450 | 38,200 | 38,960 |
| **Sun Van Total Revenues** | **14,770,449** | **16,160,000** | **15,544,430** | **15,639,930** | **16,041,010** | **16,615,490** | **17,117,060** | **17,591,350** |
| | | 9.4% | -3.8% | 0.6% | 2.6% | 3.6% | 3.0% | 2.8% |

# City of Tucson
## Department of Transportation
## Mass Transit System
## Five Year Financial Forecast
## Revenue Sources by Mode

| | FY 2014 Actuals | FY 2015 Budget | FY 2015 Projection | FY 2016 Forecast | FY 2017 Forecast | FY 2018 Forecast | FY 2019 Forecast | FY 2020 Forecast |
|---|---|---|---|---|---|---|---|---|
| **Operating Revenue Sources (Continued):** | | | | | | | | |
| **Transit Services:** | | | | | | | | |
| General Fund (Fund 095) | 367,936 | 582,490 | 582,490 | 513,750 | 774,260 | 797,060 | 820,540 | 844,740 |
| General Fund (Fund 096) | | | | 25,180 | 25,810 | 25,810 | 25,810 | 25,810 |
| Regional Transportation Authority | 73,565 | 120,000 | 120,000 | 121,800 | 125,450 | 129,210 | 133,090 | 137,080 |
| Federal Funding | | | | | | | | |
| 4 FTA Grant Projects & Administration (5307) | 107,583 | 261,920 | 261,920 | 465,190 | 160,000 | 160,000 | 160,000 | 160,000 |
| 5 FTA JARC & New Freedom Programs | 87,035 | - | - | 127,640 | | | | |
| FTA Pass-thru funding to Other Jurisdictions | 800,255 | 1,372,260 | 1,372,260 | 1,569,400 | 500,000 | 500,000 | 500,000 | 500,000 |
| 1 Other Funding Sources | 461,091 | 307,600 | 307,600 | 365,900 | 244,630 | 251,970 | 259,530 | 267,320 |
| **Transit Services Total Revenues** | **1,897,465** | **2,644,270** | **2,644,270** | **3,188,860** | **1,830,150** | **1,864,050** | **1,898,970** | **1,934,950** |
| | | 39.4% | 0.0% | 20.6% | -42.6% | 1.9% | 1.9% | 1.9% |
| **Sun Link Streetcar:** | | | | | | | | |
| 6 Farebox | - | 1,196,390 | 1,185,310 | 1,196,000 | 1,219,920 | 1,244,318 | 1,269,206 | 1,294,592 |
| 7 Regional Transportation Authority | 874,841 | 2,000,000 | 2,000,000 | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 |
| 8 Sun Link - General Fund | 85,489 | 905,170 | 2,271,490 | 3,111,770 | 3,219,540 | 3,321,552 | 3,438,254 | 3,557,948 |
| Federal Funding | | | | | | | | |
| Other Funding Sources | 2,056,643 | | | 116,280 | 118,610 | 120,980 | 123,400 | 125,870 |
| Advertising | - | 100,000 | - | 84,000 | 92,310 | 107,500 | 118,750 | 130,630 |
| **Sun Link Total Revenues** | **3,016,973** | **4,201,560** | **5,456,800** | **5,708,050** | **5,850,380** | **5,994,350** | **6,149,610** | **6,309,040** |
| **System Total Operating Revenues** | **78,071,379** | **82,156,830** | **81,848,090** | **85,867,790** | **87,063,590** | **90,156,380** | **93,122,100** | **96,182,370** |
| | | 5.2% | -0.4% | 4.9% | 1.4% | 3.6% | 3.3% | 3.3% |

# City of Tucson
## Department of Transportation
## Mass Transit System
## Five Year Financial Forecast
## Revenue Sources by Mode

| | FY 2014 Actuals | FY 2015 Budget | FY 2015 Projection | FY 2016 Forecast | FY 2017 Forecast | FY 2018 Forecast | FY 2019 Forecast | FY 2020 Forecast |
|---|---|---|---|---|---|---|---|---|
| **Capital Revenue Sources:** | | | | | | | | |
| **Sun Tran:** | | | | | | | | |
| Regional Transportation Authority | 1,700,720 | 969,900 | 969,900 | 699,900 | - | - | - | - |
| General Fund | 457,793 | 1,922,440 | 1,922,440 | 3,283,100 | 1,588,400 | 3,612,400 | 2,405,400 | 2,269,400 |
| Federal Funding (FTA) | 4,094,405 | 13,362,860 | 13,362,860 | 11,325,000 | 3,473,200 | 13,337,200 | 9,773,200 | 7,232,200 |
| **Sun Tran Total Capital Revenues** | **6,252,918** | **16,255,200** | **16,255,200** | **15,308,000** | **5,061,600** | **16,949,600** | **12,178,600** | **9,501,600** |
| | | 160.0% | 0.0% | -5.8% | -66.9% | 234.9% | -28.1% | -22.0% |
| **Sun Van:** | | | | | | | | |
| Regional Transportation Authority | - | 32,300 | 32,300 | - | - | - | - | - |
| General Fund | 319,237 | 597,600 | 597,600 | 1,006,900 | 302,000 | 362,000 | 373,000 | 616,000 |
| Federal Funding (FTA) | 1,558,624 | 3,484,300 | 3,484,300 | 4,967,100 | 1,522,000 | 1,816,000 | 1,871,000 | 3,059,000 |
| **Sun Van Total Capital Revenues** | **1,877,861** | **4,114,200** | **4,114,200** | **5,974,000** | **1,824,000** | **2,178,000** | **2,244,000** | **3,675,000** |
| | | 119.1% | 0.0% | 45.2% | -69.5% | 19.4% | 3.0% | 63.8% |
| **Transit Services:** | | | | | | | | |
| Federal Funding (FTA) | 393,278 | 2,014,200 | 2,014,200 | 1,800,000 | - | - | - | - |
| FTA Federal Funding: | | | | - | - | - | - | - |
| Pass-thru funding to Other Jurisdictions | - | - | - | - | - | - | - | - |
| **Transit Services Total Capital Revenues** | **393,278** | **2,014,200** | **2,014,200** | **1,800,000** | **-** | **-** | **-** | **-** |
| | | 412.2% | 0.0% | -10.6% | | | | |
| **Sun Link Streetcar:** | | | | | | | | |
| Regional Transportation Authority | 28,276,081 | | | - | - | - | - | - |
| Federal Funding (FTA) | 834,960 | | | - | - | - | - | - |
| Other Funding Sources | 23,313 | | | - | - | - | - | - |
| Certificates of Participation Funding | 5,940,243 | | | | | | | |
| **Sun Link Total Capital Revenues** | **35,074,597** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| **System Total Capital Revenues** | **43,598,654** | **22,383,600** | **22,383,600** | **23,082,000** | **6,885,600** | **19,127,600** | **14,422,600** | **13,176,600** |
| **System Total Operating & Capital Revenues** | **121,670,033** | **104,540,430** | **104,231,690** | **108,949,790** | **93,949,190** | **109,283,980** | **107,544,700** | **109,358,970** |
| | | -14.1% | -0.3% | 4.5% | -13.8% | 16.3% | -1.6% | 1.7% |
| General Fund | 777,030 | 2,520,040 | 2,520,040 | 4,290,000 | 1,890,400 | 3,974,400 | 2,778,400 | 2,885,400 |
| FTA | 5,653,029 | 16,847,160 | 16,847,160 | 16,292,100 | 4,995,200 | 15,153,200 | 11,644,200 | 10,291,200 |
| RTA | 1,700,720 | 969,900 | 969,900 | 699,900 | - | - | - | - |
| Total for Sun Tran & Sun Van only | **8,130,779** | **20,337,100** | **20,337,100** | **21,282,000** | **6,885,600** | **19,127,600** | **14,422,600** | **13,176,600** |
| | | 150.1% | 0.0% | 4.6% | -67.6% | 177.8% | -24.6% | -8.6% |

[1] Other Funding Sources: Shuttle service, Charter service, auxiliary transit revenues (SunGO cards, administrative fees, product fees, concessions sales at Transit Centers), recovered expenditures (CNG Rebate (ended12/2014), TEP solar rebate, recycled oil), rentals/leases and other miscellaneous revenue and advertising (in the summary rollup section).

[2] FTA 5310 Transportation for Elderly Persons and Persons with Disabilities Grant provides reimbursement to offset the cost of non-ADA service provided by Sun Van up to grant award.

[3] Arizona Department of Economic Security/Division of Developmental Disabilities program provides funding for specific trips for clients eligible through the state. Sun Van is currently in the application process to become a qualified provider through this program.

[4] Grants Administration and Training are programmed in the Transit Services Operating Budget.

[5] JARC Grant includes funding for the Downtown Loop Service. Since Sun Van provides this service, beginning in FY15, the budget has been moved to Sun Van's budget. New Freedom Grant includes funding for the START Training Program. Since Sun Van provides this service, beginning in FY15, the budget has been moved to Sun Van's budget.

[6] Sun Link service began revenue operations service in July 2014.

[7] RTA total contribution of $12.7 million for operations and maintenance requested to fund operations and maintenance costs during pre-revenue and revenue service through FY 2016. At the Mayor & Council's request, the RTA Board approved the $2 million in FY15 and remaining years at $1.2 million each year through FY 2024.

[8] Sun Link General Fund includes repayment of debt service for the construction project and vehicles beginning in FY 2015 year end projections.

# City of Tucson
## Department of Transportation
## Mass Transit System
## Five Year Financial Forecast
## Operating & Capital Expenditures by Mode

| | FY 2014 Actuals | FY 2015 Budget | FY 2015 Projection | FY 2016 Forecast | FY 2017 Forecast | FY 2018 Forecast | FY 2019 Forecast | FY 2020 Forecast |
|---|---|---|---|---|---|---|---|---|
| **Operating Expenditures:** | | | | | | | | |
| **Sun Tran Regular & Express Fixed Routes:** | | | | | | | | |
| Personnel Services: | | | | | | | | |
| Salaries | 24,478,609 | 25,070,240 | 25,227,480 | 26,508,720 | 27,307,420 | 28,160,920 | 29,008,370 | 29,881,170 |
| Benefits | 11,196,288 | 11,809,940 | 11,253,360 | 12,586,420 | 13,592,700 | 14,705,170 | 15,936,180 | 17,299,460 |
| Services: | | | | | | | | |
| Management Contract | 354,946 | 373,750 | 373,750 | 392,450 | 404,220 | 416,350 | 428,840 | 441,710 |
| Other Services | 4,349,788 | 4,914,740 | 5,200,010 | 5,098,590 | 5,329,380 | 5,262,310 | 5,460,290 | 5,501,760 |
| Supplies: | | | | | | | | |
| Fuel | 8,216,111 | 8,739,400 | 7,175,600 | 7,670,800 | 7,951,900 | 8,182,800 | 7,982,100 | 7,915,100 |
| Vehicle Maintenance | 5,037,766 | 4,333,540 | 4,642,340 | 4,658,780 | 4,743,690 | 4,838,710 | 4,874,880 | 4,967,210 |
| Other Supplies | 1,270,840 | 1,580,040 | 2,041,980 | 2,403,190 | 1,922,890 | 1,966,140 | 2,007,960 | 2,077,390 |
| Equipment: | | | | | | | | |
| Non-Revenue Vehicles/Other Equipment | 153,302 | 240,000 | 218,330 | 55,000 | 85,000 | 95,000 | 150,000 | 100,000 |
| Transit Security/Training FEMA Grant | - | | - | - | | | | |
| | - | - | - | | | | | |
| Liability Insurance | 842,842 | 889,350 | 869,740 | 957,000 | 1,004,850 | 1,055,090 | 1,107,840 | 1,163,230 |
| Liability Reserve Contribution | 2,486,000 | 1,200,000 | 1,200,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| **Total Sun Tran Operating Expenditures** | **58,386,492** | **59,151,000** | **58,202,590** | **61,330,950** | **63,342,050** | **65,682,490** | **67,956,460** | **70,347,030** |
| | | 1.3% | -1.6% | 5.4% | 3.3% | 3.7% | 3.5% | 3.5% |
| **Sun Van Paratransit:** | | | | | | | | |
| Personnel Services: | | | | | | | | |
| Salaries | 7,163,854 | 7,482,330 | 7,304,140 | 7,648,800 | 7,878,200 | 8,114,570 | 8,358,020 | 8,608,780 |
| Benefits | 2,039,953 | 2,337,540 | 2,236,450 | 2,483,790 | 2,552,730 | 2,623,700 | 2,696,730 | 2,771,970 |
| Services: | | | | | | | | |
| Management Contract (Veolia) | 175,973 | 187,090 | 166,800 | 196,400 | 202,290 | 208,360 | 214,610 | 221,050 |
| Other Services | 684,465 | 1,125,060 | 809,150 | 902,060 | 968,590 | 1,121,920 | 1,128,980 | 1,179,990 |
| Vehicle Maintenance | 2,175,682 | 2,441,000 | 2,200,000 | 2,310,000 | 2,379,300 | 2,450,680 | 2,524,200 | 2,599,930 |
| Supplies: | | | | | | | | |
| Fuel | 1,924,890 | 2,051,320 | 1,644,260 | 1,488,100 | 1,488,000 | 1,507,500 | 1,538,100 | 1,584,700 |
| Other Supplies | 97,862 | 75,840 | 655,990 | 72,280 | 74,220 | 76,200 | 78,230 | 80,330 |
| Equipment: | | | | | | | | |
| Non-Revenue Vehicles/Other Equipment | 26,372 | - | 28,430 | 55,000 | - | - | 50,000 | - |
| Liability Insurance | 231,398 | 259,820 | 249,210 | 283,500 | 297,680 | 312,560 | 328,190 | 344,600 |
| Liability Reserve Contribution | 250,000 | 200,000 | 250,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| **Sun Van Paratransit Total Operating Expenditures** | **14,770,449** | **16,160,000** | **15,544,430** | **15,639,930** | **16,041,010** | **16,615,490** | **17,117,060** | **17,591,350** |
| | | 9.4% | -3.8% | 0.6% | 2.6% | 3.6% | 3.0% | 2.8% |

# City of Tucson
## Department of Transportation
## Mass Transit System
## Five Year Financial Forecast
## Operating & Capital Expenditures by Mode

| | FY 2014 Actuals | FY 2015 Budget | FY 2015 Projection | FY 2016 Forecast | FY 2017 Forecast | FY 2018 Forecast | FY 2019 Forecast | FY 2020 Forecast |
|---|---|---|---|---|---|---|---|---|
| **Operating Expenditures (Continued):** | | | | | | | | |
| **Transit Services:** | | | | | | | | |
| Personnel Services: | | | | | | | | |
| Salaries | 445,264 | 307,420 | 307,420 | 372,400 | 383,570 | 395,080 | 406,930 | 419,140 |
| Labor Credits | (181,680) | (51,710) | (51,710) | (25,850) | (26,630) | (27,430) | (28,250) | (29,100) |
| Benefits | 237,198 | 162,780 | 162,780 | 183,600 | 189,110 | 194,780 | 200,620 | 206,640 |
| Services | 535,308 | 476,320 | 476,320 | 527,580 | 543,410 | 559,710 | 576,500 | 593,800 |
| Supplies | 21,287 | 37,500 | 37,500 | 39,500 | 40,690 | 41,910 | 43,170 | 44,470 |
| FTA Grant Projects | 39,833 | 309,700 | 309,700 | 492,230 | 200,000 | 200,000 | 200,000 | 200,000 |
| FTA Sub-Recipient Pass-Through Projects | 800,255 | 1,402,260 | 1,402,260 | 1,599,400 | 500,000 | 500,000 | 500,000 | 500,000 |
| **Transit Services Total Operating Expenditures** | **1,897,465** | **2,644,270** | **2,644,270** | **3,188,860** | **1,830,150** | **1,864,050** | **1,898,970** | **1,934,950** |
| Excludes Pass-Through Projects | 1,097,210 | 1,242,010 | 1,242,010 | 1,589,460 | 1,330,150 | 1,364,050 | 1,398,970 | 1,434,950 |
| | Excludes Grants | 13.2% | 0.0% | 28.0% | -16.3% | 2.5% | 2.6% | 2.6% |
| **Sun Link Streetcar:** | | | | | | | | |
| Personnel Services: | | | | | | | | |
| Salaries | 803,714 | 1,387,140 | 1,386,990 | 1,547,510 | 1,611,500 | 1,659,850 | 1,709,650 | 1,760,940 |
| Benefits | 101,158 | 450,350 | 297,300 | 429,160 | 473,450 | 507,670 | 545,040 | 585,860 |
| Services: | | | | | | | | |
| Management Contract (RDMT) | 847,047 | 776,450 | 776,450 | 787,920 | 811,560 | 835,910 | 860,990 | 886,820 |
| Facilities Utilities | 76,051 | 328,290 | 196,460 | 110,500 | 129,270 | 133,150 | 137,140 | 141,250 |
| Other Services | 406,753 | 689,330 | 602,060 | 678,630 | 685,020 | 707,100 | 729,940 | 753,540 |
| Electricity for Revenue Vehicles (Fuel) | | | 56,660 | 160,000 | 164,800 | 169,740 | 174,830 | 180,070 |
| Supplies: | | | | | | | | |
| Fuel for Non Revenue Vehicles | 3,792 | 18,000 | 10,220 | 10,000 | 10,300 | 10,610 | 10,930 | 11,260 |
| Vehicle Maintenance | 10,039 | 125,000 | 163,280 | 190,000 | 195,700 | 201,580 | 207,620 | 213,840 |
| Other Supplies | 168,509 | 177,000 | 32,220 | 91,900 | 94,660 | 97,490 | 100,410 | 103,440 |
| Other Equipment | 145,443 | - | - | - | - | - | - | - |
| Debt Service | | | 1,511,780 | 1,512,430 | 1,514,120 | 1,511,250 | 1,513,060 | 1,512,020 |
| Liability Insurance | 454,467 | 250,000 | 173,380 | - | - | - | - | - |
| Liability Reserve Contribution | | - | 250,000 | 190,000 | 160,000 | 160,000 | 160,000 | 160,000 |
| **Sun Link Total Operating Expenditures** | **3,016,973** | **4,201,560** | **5,456,800** | **5,708,050** | **5,850,380** | **5,994,350** | **6,149,610** | **6,309,040** |
| **System Total Operating Expenditures** | **78,071,379** | **82,156,830** | **81,848,090** | **85,867,790** | **87,063,590** | **90,156,380** | **93,122,100** | **96,182,370** |

**City of Tucson**
**Department of Transportation**
**Mass Transit System**
**Five Year Financial Forecast**
**Operating & Capital Expenditures by Mode**

| | FY 2014 Actuals | FY 2015 Budget | FY 2015 Projection | FY 2016 Forecast | FY 2017 Forecast | FY 2018 Forecast | FY 2019 Forecast | FY 2020 Forecast |
|---|---|---|---|---|---|---|---|---|
| **Capital Expenditures:** | | | | | | | | |
| **Sun Tran:** | | | | | | | | |
| Capital Equipment: | | | | | | | | |
| Replacement Buses | 4,113,029 | 15,222,600 | 15,222,600 | 8,400,000 | - | 11,696,000 | 10,907,000 | 8,280,000 |
| Expansion Buses | - | | | | | | | |
| Security | - | - | - | 170,800 | 170,800 | 170,800 | 170,800 | 170,800 |
| Construction | 2,033,534 | 3,046,800 | 3,046,800 | 6,074,900 | 4,720,000 | 4,912,000 | 930,000 | 880,000 |
| ADA Enhancements | 106,355 | - | - | 662,300 | 170,800 | 170,800 | 170,800 | 170,800 |
| **Sun Tran Total Capital Expenditures** | **6,252,918** | **18,269,400** | **18,269,400** | **15,308,000** | **5,061,600** | **16,949,600** | **12,178,600** | **9,501,600** |
| **Sun Van:** | | | | | | | | |
| Capital Equipment: | | | | | | | | |
| Replacement Vans | 1,877,861 | 3,924,200 | 3,924,200 | 5,784,000 | 1,824,000 | 2,178,000 | 2,244,000 | 3,675,000 |
| Expansion Vans | - | 190,000 | 190,000 | 190,000 | - | - | - | - |
| **Sun Van Total Capital Expenditures** | **1,877,861** | **4,114,200** | **4,114,200** | **5,974,000** | **1,824,000** | **2,178,000** | **2,244,000** | **3,675,000** |
| **Transit Services:** | | | | | | | | |
| Capital Equipment: | | | | | | | | |
| Construction | 393,278 | - | - | 1,800,000 | - | - | - | - |
| FTA Sub-Recipient Pass-Through Projects | - | - | - | - | - | - | - | - |
| **Transit Services Total Capital Expenditures** | **393,278** | **-** | **-** | **1,800,000** | **-** | **-** | **-** | **-** |
| **Sun Link Streetcar:** | | | | | | | | |
| Construction | 35,074,597 | - | - | | - | - | - | - |
| **Sun Link Total Capital Expenditures** | **35,074,597** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| **System Total Capital Expenditures** | **43,598,654** | **22,383,600** | **22,383,600** | **23,082,000** | **6,885,600** | **19,127,600** | **14,422,600** | **13,176,600** |
| **System Total Operating & Capital Expenditures** | **121,670,033** | **104,540,430** | **104,231,690** | **108,949,790** | **93,949,190** | **109,283,980** | **107,544,700** | **109,358,970** |

* The amounts in this schedule are supported by the City of Tucson's FY 2015 Adopted Capital Improvement Plan.

# *City of Tucson Independent Audit and Performance Commission*

## Review of Transit Financial Forecast by the Independent Audit and Performance Commission

January 7, 2015

Honorable Mayor and Council:

### Executive Summary

This is the fourth report to Mayor and Council by the Independent Audit and Performance Commission (IAPC) pertaining to its review of the Transit System's Five Year Financial Forecast, including its underlying assumptions and projections. Support of the Transit System comprises nearly 10 percent of the General Fund's 2015 budget, competing with all General Fund supported City activities for the use of increasingly scarce financial resources. The IAPC's review focused on the forecast of the annual General Fund's contribution/investment in the transit system.

The Five Year Financial Forecast attempts to provide what it will annually cost the General Fund to maintain the Transit System's current routes and operations assuming no fare increases and modest levels of increased ridership.

The forecast's expenditures and revenues were discussed in detail, including built in increases to expenditures and revenues, including increases in ridership levels. IAPC recommended modifications to the Five Year Financial Forecast, including removal of included fare increases, removal of savings associated with system changes not yet approved by Mayor and Council, and a scaled back projection of the annual increase in ridership.[1] See Attachment A for a more detailed presentation of the suggested adjustments.

**Revised Forecast of General Fund Contribution/Investment in Transit System**
**$$s in Millions**

| | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
|---|---|---|---|---|---|
| General Fund Contribution/Investment Per Five Year Forecast Presented to Mayor and Council in June 2014 | $ 45.2 | $ 44.4 | $ 43.8 | $ 44.8 | $ 48.8 |
| IAPC Recommended Adjustments - NET | 4.0 | 4.8 | 4.8 | 5.2 | 5.2 |
| Adjusted General Fund Contrib/Investment | $ 49.2 | $ 49.2 | $ 48.6 | $ 50.0 | $ 54.0 |

[1] Forecast includes an increase in ridership levels of approximately 2% annually. Increasing ridership is an ongoing priority of the system; however, based on recent years, achievement of a 2% increase may be an elusive goal.

In addition to recommending adjustments to the forecast, the IAPC made the following recommendations:

1. Continue to refine and improve the data and analytics used in the preparation of the forecast.

2. Establish formal policies for both the minimum level of General Fund Contribution/Investment (and criteria for increasing funding), and for the timing and acceptable levels of future fare increases.

3. Schedule Mayor and Council review of the forecast in January or February, with focus on Year One of the plan. The review would include setting fare adjustment levels and the General Fund Contribution/Investment.

4. For all three transit modes, consider the presentation of cost effectiveness performance measures as part of the five year forecast reviewed by Mayor and Council.

5. Utilize the recently completed Comprehensive Operational Analysis as a tool for staff to make recommendations for additional system improvements.

A more detailed discussion of recommendations appears on page 8.

## Background

In the Draft Five Year Strategic Transit Plan document (dated October 5, 2012), the Transit Task Force (TTF) recommended to Mayor and Council that the Independent Audit and Performance Commission (IAPC) perform "an independent review of the system during fiscal year 2013 to ensure sound fiscal management, and then as often as deemed necessary. This review would include an examination of financial and system performance data in addition to external audit reports, findings, and corrective actions."

The IAPC identified three potential areas of interest relative to an independent review of the transit system which could add value to its operation, financial management and planning, and ensure compliance with guidelines and regulations. On November 27, 2012 an IAPC subcommittee met to discuss what audit/review processes are currently in place (by whom and how), the formulation of the transit system's annual budgets, and information included in the Five Year Financial Forecast as included in the draft *Five Year Strategic Transit Plan* dated October 5, 2012. The subcommittee's findings and observations were reported to the full IAPC on December 5, 2012, and on January 9, 2013 the full Commission issued a report to Mayor and Council. A copy of that report is attached (see Attachment D).

The report included the following recommendation:

*"The IAPC recommends that it undertake a detailed review of the Five Year Financial Forecast, and its underlying assumptions and projections, once the City and Veolia have generated a more solid forecast that clearly indicates its relationship to short-term goals and objectives established in the Five Year Strategic Transit Plan. The IAPC believes that to begin a review at this time, while that forecast is still under development, would be more disruptive than beneficial."*

Since that time, the IAPC has issued two additional reports on the progress of the review of the *Five Year Financial Forecast.* Those reports can be viewed on the City of Tucson's website:

- The December 2013 report at:
  http://www.tucsonaz.gov/files/clerks/uploads/bccfiles/15086.pdf
- The May 2014 report at:
  http://www.tucsonaz.gov/files/clerks/uploads/bccfiles/16296.pdf

## The *Five Year Financial Forecast* for Tucson's Mass Transit Systems

The forecast includes projected revenues and expenditures for the City's three transportation modes and two administrative units.

***Transdev*** provides complete management oversight and coordination, under contract with the COT, activities that include coordination of ADA paratransit eligibility, and special services functions for:

- **Sun Tran** which operates the fixed-route public bus service within the City of Tucson metropolitan area and unincorporated Pima County

- **Sun Van which** operates the paratransit service for persons with disabilities within the City of Tucson metropolitan area and unincorporated Pima County

***RDMT*** provides management oversight and coordinates the activities of the **Sun Link Streetcar.**

*Transdev* and *RDMT* staff provides a wide range of services: scheduling, dispatching, accounting, payroll, human resources, risk management, labor relations, marketing, regulatory compliance, customer service, information technology, operations management and supervision, on-the-road supervision, training, safety management, fleet maintenance, and cleaning. The management firms work closely with the City of Tucson Transportation Department, to provide safe and convenient transportation services.

Expenditures –

The forecast is intended to include all costs (operating and capital) incurred to provide transit services, including salaries and wages, services and contracts, commodities (including fuel). Also included are related capital outlays (i.e. buses, vans and maintenance facilities). Labor, fuel and parts (i.e., moving the buses) continue to be approximately 84% of the Mass Transit budget. It was reported that: "Future increases to GF investment are primarily driven by federal funds used for capital expenditures such [as] transit buses and the growth of paratransit service."

Revenues/Funding Sources –

The forecast includes projections for the following sources:

- Farebox: All fares for Sun Tran, Sun Van and Sun Link services, the city employee bus subsidy, sponsorship operating assistance from Raytheon, and shuttle service.
- Other Agencies: Operating and capital assistance from Pima County, Oro Valley, and South Tucson, and, the Regional Transportation Authority (RTA).
- Federal Grants and Contributions: Federal operating and capital grant funds from the Department of Transportation and Federal Transit Administration. Federal grant revenues are earned on a reimbursable basis.
- Miscellaneous/Other: Miscellaneous revenues include the sale of capital assets, advertising revenues, rental income, and minor sundry revenues.

General Fund Contribution/Investment –

Since Transit revenues do not cover all the costs of the system, funds are transferred annually from the General Fund to provide financial support to cover any fiscal year deficit. The actual General Fund contribution will be whatever is needed to cover the fund's revenue shortfall during a fiscal year, regardless of the amount indicated in the

City's Adopted Budget. At year end the total shortfall of revenues under expenditures will be covered with General Fund monies.

The Transit System, comprising nearly 10 percent of the General Fund's 2015 budget, competes with all General Fund supported City activities for the use of increasingly scarce financial resources. The system's *Five Year Financial Forecast,* therefore plays a key role in constructing the larger five year plan for the General Fund.

**Preparation of *Five Year Financial Forecast***

Sun Tran staff, with input from the management team (General Manager, Assistant General Manager, and Sun Tran department directors), prepares the annual budget and five year financial forecast. When preparing the budget and five year forecast, staff utilizes historical financials, year-end projections, estimated increases or decreases to costs and revenues, anticipated service levels and ridership and any other known outside factors which may impact revenue or costs. Staff works with City of Tucson's Budget Department to assess and refine the projections.

As directed by Mayor and Council specific goals were included in the five-year plan:

- Maintains a 25% farebox recovery ratio.
- Includes identified system efficiencies that do not reduce service or raise fares.
- Achieves a target level for Fiscal Year 2015's General Fund Contribution/Investment.

The five year forecast is reviewed by senior management of Sun Tran and the City of Tucson's Transportation Department. Once a draft forecast is developed the draft is shared with TDOT and the City of Tucson Budget department. TDOT and COT budget staff review by line item and ensure that parameters as stated above are met. In addition to line item expenditures, projected revenues are reviewed and adjusted as appropriate. City staff and transit staff discuss significant variances and the reasoning for the variances between the current year budget, the upcoming fiscal year budget and outlying budget years prior to finalizing the document. The reviewed five year forecast has been presented to the Transit Task Force before being submitted to Mayor and Council.

***Review of the Five Year Financial Forecast:***

The IAPC Subcommittee held ten meetings between August and December of 2014 to review the updated Five Year Financial Forecast (fiscal years 2015 to 2019). This forecast was presented by staff to Mayor and Council during June of 2014.

During meetings the forecast elements and information was provided to the Subcommittee by staff: Kate Riley (Sun Tran/Sun Van General Manager), Ronda Lugo (Sun Tran/Sun Van Finance Director), Jeremy Papuga (TDOT Transit Administrator),

Debbie Carroll (Sun Link Accountant), and Joyce Garland (Budget and Internal Audit Program Director). Robert Kulze (Interim Internal Audit Manager), assisted by Diane Link (Administrative Assistant), provided meeting planning support and overall coordination efforts to the Subcommittee.

The Subcommittee reviewed the revenues and expenditure elements of the forecast by mode (Sun Tran, Sun Van, and Sun Link) and by expenditure category (operating and capital).

*Challenges Faced in Preparing the Revenue Forecast* - Staff encountered a major uncertainty issue in farebox revenue forecasting. Numerous factors contribute to uncertainty including:

- Unpredictable ridership levels - Transit ridership is affected by many factors including the City's overall economy, gasoline prices, fare prices, service levels and routes, and weather.
- Numerous transit fare types - Predicting revenues is also complicated by the more than twenty fares available to the community.
- The addition of the modern streetcar has required allocation of projected shared SunGo revenues (monthly and semester passes) in advance of any actual data.

*Modeling and Assumptions* – For both revenue and expenditure forecast, the Subcommittee reviewed both the modeling and underlying assumptions. In certain situations, staff was requested by the Subcommittee to revise forecast amounts.

*Major Focus Areas* – Since the General Fund's support of transit services is a significant part of the Fund's budget (9.5% for FY 2015), the Subcommittee focused on using the forecast as a planning tool for the City's budgetary planning requirements. Additionally, focus was placed on operating revenues and expenditures as capital costs are largely federally funded[2] and projects delays would merely push General Fund matching fund costs from one year into the next.

*Documentation* – As part of meeting presentations staff provided significant documentation. Additional documentation was provided when requested by the Subcommittee. Internal Audit has a documentation notebook that is available for review upon request.

*Review* – Prior to release of this final report, the draft was shared with staff for review and discussion.

[2] The City match on federally funded capital projects is typically set at 20 percent of project costs.

## Findings

Upon completion of the review of the Five Year Financial Forecast, the IAPC makes the following findings:

1. The Five Year Financial Forecast was constructed in a manner that enabled timely review and analysis of the underlying data, trends, assumptions, and the resulting projections. The forecast was adequately documented and inputs to the planning model were available for review. The forecast includes savings resulting from the anticipated February 2015 implementation of some of the route changes recommended in the Comprehensive Operational Analysis (COA). These changes are estimated to reduce expenditures by approximately $1 million in FY 2015 and $2 million annually in later years.

2. Data, assumptions and trends used in the development of forecasted revenues and expenditure were reasonable, with the exception of the adjustments discussed below.

3. The present and future forecasts for General Fund Contribution/Investment should be adjusted for the following (see Attachment A):

    a. Debt service (Attachment B) on the Certificates of Participation issued for the purchase of five (5) modern streetcars should be reflected in the forecast (increase to General Fund contribution/investment).

    b. The value of General City land used as match for federally funded transit projects should be considered additional General Fund contribution/investment. [3]

    c. Based on analysis of FY 2015 revenues through October 31, 2014, it is recommended that farebox revenues be lowered for the current and future plan years.[4]

    d. Based on staff projections of FY 2015 expenditures at October 31, 2014, it is recommended that fare operating revenues be modestly lowered for the current and future plan years

    e. The forecast includes revenues from fare increases of approximately $1.5 million in FY 2016 and FY 2017, and by approximately $1.8 million in FY 2018 and FY 2019. Since fare increases have not been approved by Mayor and Council and no policy regarding fare increases exists, they have been removed from the forecast.

    f. Forecast anticipates savings via implementation in February 2015 of route changes recommended in the Comprehensive Operational Analysis

[3] Use of land as match for federal grants will not appear in the City's annual budget as it is a non-cash transaction.

[4] The adjusted revenue growth resulting from increase in ridership for FYs 2016-2019 is 2% annually. Ridership growth below 2% will increase the required General Fund Contribution/Investment; growth above 2% will reduce it.

(COA). These changes were not approved by Mayor and Council and have been removed from the forecast.

4. Development of the Five Year Financial Forecast, and potentially the operation of the transit system, is hindered by lack of formal policies and timely decisions regarding the level of General Fund Contribution/Investment and acceptable transit system fare increases.

**Recommendations**

1. Continue to refine and improve the data and analytics used in the preparation of the forecast.

2. The General Fund Contribution/Investment and potential fare increases are critical elements in the preparation of the five year financial forecast, impact transit system operations, and are driving factors, along with ridership level, in meeting the target 25% farebox recovery ratio. Formal policies are recommended for:

    a. The minimum level of General Fund Contribution/Investment, and criteria for increasing funding.

    b. Timing and acceptable level of future fare increases.

*Note: The Transit Task Force (TTF) Recommended Transit Fare Policy (Attachment C) adopted by Mayor and Council on December 9, 2014, establishes the guidelines for setting and adjusting fares for the public transit system. The Fare Policy includes fare payment options, fare structure, target farebox recovery for the various modes, requirements for public notice and solicitation of comment, and guidelines for future fare adjustments. It is the understanding of the Independent Audit Commission that staff and TTF members will review system performance, farebox recovery and other related data on an annual basis with any recommended fare adjustments being made every two years.*

3. Schedule Mayor and Council review of the forecast in January or February, with focus on Year One of the plan. Review would include setting fare adjustments and the General Fund Contribution/Investment. This allows adequate time for the required public process for fare increases, if needed, or for revisions to the transit system operations (expenditure reductions) well in advance of the City's budget adoption in June.

4. For all three transit modes, consider the presentation of cost effectiveness performance measures as part of the five year forecast (such as percent change in cost per boarding, percent change in cost per passenger mile, and comparisons to peer transit systems). Staff concurs that periodic system reviews help to ensure that performance standards are being met.

5. The recently completed Comprehensive Operational Analysis provides a baseline and tools for staff to review and evaluate overall system performance by route and make recommendations for system improvements.

## Future Issues and Concerns

During review of the forecast numerous issues were discussed briefly that impact transit system operations and finances, but that were outside of the IAPC's current project scope. Topics included competition from the private sector, technology, marketing, security, and additional ridership analytics. The IAPC may visit some of these issues in the future.

## Acknowledgments

The IAPC wishes to thank staff of *Transdev, RDMT*, and the City of Tucson Departments of Transportation and Budget for time spent in meetings, for providing all requested information and data, and for performing additional analysis when requested by the Subcommittee.

Respectfully Submitted,

Kevin Oberg
IAPC Chair

Attachments:
A – Revised Forecast of General Fund Support of Transit System
B – Summary of Bond Sale
C – Transit Fare Policy
D – IAPC Report to Mayor and Council dated January 9, 2013

c: Martha Durkin, Interim City Manager
Kelly Gottschalk, Deputy City Manager
Albert Elias, Assistant City Manager
Ron Lewis, Assistant City Manager
Daryl Cole, Transportation Director
Joyce Garland, Budget and Internal Audit Program Director
Kate Riley, Sun Tran / Sun Van General Manager
Steve Bethel, Sun Link General Manager

## Revised Forecast of General Fund Contribution/Investment in Transit System

| | *$$ in Millions* | | | | |
|---|---|---|---|---|---|
| | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| **Per Five Year Forecast Presented to Mayor and Council June 2014** | | | | | |
| **Operating:** | | | | | |
| General Fund Contribution/Investment of Sun Tran/Van Tran/Transit Services | 41.8 | 39.6 | 41.1 | 42.0 | 42.8 |
| Sun Link | 0.9 | 2.1 | 2.3 | 2.3 | 2.5 |
| Total Operating | 42.7 | 41.7 | 43.4 | 44.3 | 45.3 |
| Capital - Sun Tran | 2.5 | 2.7 | 0.4 | 0.5 | 3.5 |
| Total per Forecast | 45.2 | 44.4 | 43.8 | 44.8 | 48.8 |
| **Recommended Adjustments** | | | | | |
| Add Debt Service - Certificates of Particpation (Street Car Purchases) [1] | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 |
| Add Land Used as Local Match on Federal Grant - CIP [2] | 1.5 | | | | |
| Reduce (Increase) Farebox Revenue [3] | | | | | |
| Sun Tran | 1.1 | 1.1 | 1.1 | 1.1 | 1.1 |
| Sun Link | -0.1 | | | | |
| Remove Fare Increases [4] | | 1.5 | 1.5 | 1.8 | 1.8 |
| Remove COA savings [5] | 0.4 | 1.0 | 1.0 | 1.1 | 1.1 |
| Adjust for Projected Expenditure Savings [6] | -0.4 | -0.3 | -0.3 | -0.3 | -0.3 |
| **Adjusted Five Year General Fund Contribution/Investment in Transit Services** | 49.2 | 49.2 | 48.6 | 50.0 | 54.0 |

*(1) Debt Service on five streetcars. Payment occurs over twenty years. Included in General Fund in FY 2015.*
*(2) Appraised value of land for federally funded capital project (not a cash or budgetary requirement).*
*(3) Adjust farebox revenues based on actual revenues through October 2014.*
*(4) Remove future year fare increases.*
*(5) Forecast anticipated savings via February 2015 implementation of route changes recommended in the Comprehensive Operational Anaysis (COA). These changes were not aproved by Mayor and Council.*
*(6) October 2015 projected reduction in operating expenditure for FY 2015. Future years reduced by .3 M.*

Attachment A

# CITY OF TUCSON, ARIZONA

## SUMMARY OF BOND SALE

**$20,00,000**
**CITY OF TUCSON, ARIZONA**
**TAXABLE CERTIFICATES OF PARTICIPATION**
**SERIES 2014**

---

| | |
|---|---|
| Purpose of Financing: | The proceeds of the Taxable 2014 Certificates is to (i) pay rent due to the City pursuant to the Series 2014 Equipment Lease comprised of five (5) streetcars that will be used in connection with operation of the City's Streetcar Project (ii) to pay the expenses incurred in connection with the execution and delivery of the 2014 Refunding Certificates, including payment of the premiums for the financial guaranty insurance policy with respect to the Taxable 2014 Certificates. |
| Dated Date: | June 25, 2014 |
| Delivery Date: | June 25, 2014 |
| Principal Maturities: | July 1, 2017 to July 1, 2028 |
| True Interest Cost: | 4.417484% |
| Average Life (Years): | 11.733 |

Bond Ratings:

| | Fitch | Moody's | Standard & Poor's |
|---|---|---|---|
| Insured: | N/A | "A2" | "AA" |
| Underlying: | "AA-" | "A1" | "A+" |

| | |
|---|---|
| Insurance: | Assured Guaranty Municipal |
| Redemption: | The Taxable 2014 Certificates are subject to optional prepayment prior to their respective scheduled principal payment dates on July 1, 2024. |
| Bond Registrar and Paying Agent: | Wells Fargo Bank, N.A.<br>Phoenix, Arizona |
| Bond Counsel: | Ballard Spahr Andrews & Ingersoll L.L.P.<br>Tucson, Arizona |
| Underwriters: | R.W. Baird<br>(Negotiated) |
| Financial Advisor: | Piper Jaffray & Co.<br>Phoenix, Arizona |

**$20,000,000**
**CITY OF TUCSON, ARIZONA**
**Taxable Certificates of Participation**
**Series 2014**

| Payment Date | Principal | Coupon | Interest | Total Debt Service | Fiscal Debt Service |
|---|---|---|---|---|---|
| 1/1/2015 | | | $394,758.91 | $394,758.91 | |
| 7/1/2015 | $735,000 | 0.901% | 382,024.75 | 1,117,024.75 | $1,511,783.66 |
| 1/1/2016 | | | 378,713.58 | 378,713.58 | |
| 7/1/2016 | 755,000 | 1.101% | 378,713.58 | 1,133,713.58 | 1,512,427.16 |
| 1/1/2017 | | | 374,557.30 | 374,557.30 | |
| 7/1/2017 | 765,000 | 1.682% | 374,557.30 | 1,139,557.30 | 1,514,114.60 |
| 1/1/2018 | | | 368,123.65 | 368,123.65 | |
| 7/1/2018 | 775,000 | 2.347% | 368,123.65 | 1,143,123.65 | 1,511,247.30 |
| 1/1/2019 | | | 359,029.03 | 359,029.03 | |
| 7/1/2019 | 795,000 | 2.647% | 359,029.03 | 1,154,029.03 | 1,513,058.06 |
| 1/1/2020 | | | 348,507.20 | 348,507.20 | |
| 7/1/2020 | 815,000 | 2.994% | 348,507.20 | 1,163,507.20 | 1,512,014.40 |
| 1/1/2021 | | | 336,306.65 | 336,306.65 | |
| 7/1/2021 | 840,000 | 3.344% | 336,306.65 | 1,176,306.65 | 1,512,613.30 |
| 1/1/2022 | | | 322,261.85 | 322,261.85 | |
| 7/1/2022 | 865,000 | 3.556% | 322,261.85 | 1,187,261.85 | 1,509,523.70 |
| 1/1/2023 | | | 306,882.15 | 306,882.15 | |
| 7/1/2023 | 900,000 | 3.756% | 306,882.15 | 1,206,882.15 | 1,513,764.30 |
| 1/1/2024 | | | 289,980.15 | 289,980.15 | |
| 7/1/2024 | 930,000 | 3.906% | 289,980.15 | 1,219,980.15 | 1,509,960.30 |
| 1/1/2025 | | | 271,817.25 | 271,817.25 | |
| 7/1/2025 | 965,000 | 4.056% | 271,817.25 | 1,236,817.25 | 1,508,634.50 |
| 1/1/2026 | | | 252,247.05 | 252,247.05 | |
| 7/1/2026 | 1,005,000 | 4.206% | 252,247.05 | 1,257,247.05 | 1,509,494.10 |
| 1/1/2027 | | | 231,111.90 | 231,111.90 | |
| 7/1/2027 | 1,050,000 | 4.306% | 231,111.90 | 1,281,111.90 | 1,512,223.80 |
| 1/1/2028 | | | 208,505.40 | 208,505.40 | |
| 7/1/2028 | 1,095,000 | 4.406% | 208,505.40 | 1,303,505.40 | 1,512,010.80 |
| 1/1/2029 | | | 184,382.55 | 184,382.55 | |
| 7/1/2029 | 1,140,000 | 4.506% | 184,382.55 | 1,324,382.55 | 1,508,765.10 |
| 1/1/2030 | | | 158,698.35 | 158,698.35 | |
| 7/1/2030 | 1,195,000 | 4.831% | 158,698.35 | 1,353,698.35 | 1,512,396.70 |
| 1/1/2031 | | | 129,833.13 | 129,833.13 | |
| 7/1/2031 | 1,250,000 | 4.831% | 129,833.13 | 1,379,833.13 | 1,509,666.26 |
| 1/1/2032 | | | 99,639.38 | 99,639.38 | |
| 7/1/2032 | 1,310,000 | 4.831% | 99,639.38 | 1,409,639.38 | 1,509,278.76 |
| 1/1/2033 | | | 67,996.33 | 67,996.33 | |
| 7/1/2033 | 1,375,000 | 4.831% | 67,996.33 | 1,442,996.33 | 1,510,992.66 |
| 1/1/2034 | | | 34,783.20 | 34,783.20 | |
| 7/1/2034 | 1,440,000 | 4.831% | 34,783.20 | 1,474,783.20 | 1,509,566.40 |
| **Totals** | $20,000,000 | | $10,223,535.86 | $30,223,535.86 | $30,223,535.86 |

Attachment C
~~Attachment F~~

DATE: November 10, 2014
TO: Mayor and City Council
FROM: Transit Task Force
SUBJECT: Transit Fare Policy

Your appointed Transit Task Force (TTF) has spent the last 18 months discussing your requested transit fare policy. We sent you a draft in January 2014. A number of things have changed since that draft.

- Start up of the SunLink System has generated a new enthusiasm for public transit and new ridership
- Recognition of the possibilities for managing fare options with the SunGO card
- SunTran and SunLink's information on Google Transit
- New members have joined the task force and have changed the direction of the discussion. They think the TTF should be focusing on how to expand ridership as a way to increase revenue rather than increasing fares.

On November 3, 3014, the Transit Task Force approved the attached transit fare policy as our recommendation to the Mayor and Council. Both the fare policy proposed by the staff and TTF contain revised and clarified goals in accord with the Five-Year Strategic Transit Plan. Chief among them are to support the City's sustainability and livability goals by encouraging widespread use of public transit, and to support the economic viability of the transit system. The TTF agrees with the concept of setting an objective 25% fare box recovery, but sees the path to achieving the 25% goal as a combination of three strategies;

1. Maintaining efficient operations;
2. Increasing ridership; and
3. Adjusting fares.

Adjusting fares should happen only when the first two strategies have achieved full potential. The staff proposed policy would raise the base fare, which would trigger a cascading increase in passes as outlined in their proposal. In contrast to the staff's recommend fare policy, which increases the number of rides used to set the price of period passes and then applies a discount, the TTF proposal essentially codifies the fare structure now in place and recommends that when fare adjustments are called for they may be made via changes to any of the following:

1. Base fare (i.e. price of a single ride);
2. The multipliers (i.e. how many rides are used to calculate the price of each period pass); and
3. Any discounts applied to longer-term passes.

The TTF has a number of ideas for new products that they will be discussing in the future and that we think will increase ridership and reward loyal transit users:

- 3 month, 6 month, 9 month and 12 month passes should be available to all customers, not just the University of Arizona faculty, staff, and students.
- Encourage Pima Community College to activate its program to sell semester and yearly passes to its students, faculty and staff.
- A summer youth pass.

- A weekly pass.
- We think that the transfer might be re-envisioned as a 2-hour pass, available for short trips in any direction as well as a way to connect without additional fees between buses/streetcar going in the same direction. This idea needs a fiscal impact analysis.
- A system of multi-ride discounts or bonus value for SunGO customers using stored value (e.g. 10 rides can be purchased for the price of 9 rides, or a $50 purchase could yield $55 worth of rides).

We will continue to work on these ideas for improving our transit system so that it contributes to the quality of life in our community as well as is an important driver for economic development.

Thank you for the opportunity to recommend a policy for your consideration.

Sincerely

Gene Caywood
Chair, TTF

Margot Garcia
Vice Chair, TTF

Copies: Members of TTF

# Transit Task Force Recommended Transit Fare Policy

## Purpose

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

## Guiding Principle

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

## Goals and Supporting Objectives

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

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

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

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

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

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

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

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

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

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

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

1. Pass Products
    - Evaluate current pass product usage and determine through research, evaluation and possible focus groups to implement pilot pass programs.
2. Volume Discount
    - Additional evaluation and analysis will be done on group volume discount passes. To increase transit operating revenues and increase ridership, a volume

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

3. Community Outreach
    - Evaluate community outreach efforts to determine possible events/locations to better market the regional transit systems.
4. Organizational Programs
    - Evaluate current employer subsidy programs and develop a strategy to increase awareness and participation in such programs within the metropolitan area.

**Fare Pricing Policy and Structure**

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

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

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

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

1. **Single Trip Fares**

- Sun Tran/Sun Link One-way Cash Fare (Base Fare)

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

- Sun Express Fare

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

- Sun Tran/Sun Link Economy Fare

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

1. City Low-Income Subsidy Program. Federal law mandates that seniors and disabled persons be offered a reduced fare not to exceed 50% of the regular fare. In addition, in 1972, the City of Tucson enacted the Low Income Subsidy Program to provide additional subsidy from the General Fund to assist qualified persons with low income. Eligibility requirements can be found at http://www.suntran.com/fares reduced.php.
2. Half Fare ADA and Senior Program. This program exceeds federal requirements for "Half Fare" for eligible disabled persons, persons with Medicare eligibility and seniors over the age of 65. Eligibility requirements can be found at http://www.suntran.com/fares reduced.php.

- Sun Van Regular Fare

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

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

- Sun Van Low-Income Fare

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

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

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

**2. Period Passes**

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

- Sun Tran/Sun Link 1-Day Pass

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

- Sun Tran/Sun Link 31-Day Pass

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

- Sun Express 31-Day Pass

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

- Sun Tran/Sun Link Economy 31-Day Pass

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

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

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

- UA/PCC Express Fare Semester Pass*

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

- UA/PCC Annual Base Fare Pass*

UA/PCC Annual Base Fare Pass is valid for a period beginning August 1 through July 31 and will be priced equivalent to 12 months use based upon the discounted 31-Day Pass use ratio (23 trips) at the Base Fare. UA/PCC annual Base Fare pass holders can ride Sun Tran Fixed Route

bus and Sun Link streetcar but will also pay the upcharge of the difference between the Base Fare and the Express Fare if transferring to an Express service bus.

- UA/PCC Annual Express Pass*

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

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

- Nonprofit Discount Fares

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

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

**Fare Payment (Fare Payment Options)**

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

- Smart Card (SunGO Cards and Tickets) on board Sun Tran buses, Sun Express buses, Sun Link streetcar and Sun Shuttle vehicles.
- Cash payment on board Sun Tran buses, Sun Express buses and select Sun Shuttle vehicles. Cash payment is not available on Sun Link vehicles, however 1-Day passes may be purchased at all Sun Link stops.
- Sun Van Electronic Voucher system
- SunGO Cards and Tickets can be purchased online at Sun Tran's website, at sales outlets, and at each transit center throughout the region using credit or debit cards and cash. For a list of sales outlets, visit: http://www.suntran.com/fares_buy.php.

**Funding Sources**

The predominant funding source used to support public transit operations in the Tucson Metropolitan area comes from the City's General Fund. Additional funding sources include

surrounding jurisdictions, the RTA and corporations through the use of Intergovernmental Agreements (IGA's).

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

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

**Fare Implementation and Adjustment Guidelines**

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

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

**Future Fare Product Considerations**

Future fare products for staff to consider and evaluate include:

- 3/6/12/month pass(es) available to the public
- Youth Summer Fare pass
- Discount on SunGO stored value

## *City of Tucson Independent Audit and Performance Commission*

January 9, 2013

Subject: Report to Mayor and Council - Independent Audit and Performance Commission Review of the Sun Tran/Sun Van Transit System

Honorable Mayor and Council:

In the draft Five Year Strategic Transit Plan document (dated October 5, 2012), the Transit Task Force (TTF) recommends to Mayor and Council that the Independent Audit and Performance Commission (IAPC) "perform an independent review of the system during fiscal year 2013 to ensure sound fiscal management, and then as often as deemed necessary. This review would include an examination of financial and system performance data in addition to external audit reports, findings, and corrective actions." The TTF recommendation also lists IAPC with the lead responsibility for the review of fixed route, express, paratransit and streetcar modes.

The IAPC identified three potential areas of interest relative to an independent review of the transit system which could add value to its operation, financial management and planning, and ensure compliance with guidelines and regulations. Therefore, on November 27, 2012 an IAPC subcommittee met to discuss what audit/review processes are currently in place (by whom and how), the formulation of the transit system's annual budgets, and information included in the Five Year Financial Forecast ("working document") as included in the draft *Five Year Strategic Transit Plan* dated October 5, 2012. The following subcommittees' findings and observations were reported to the full IAPC on December 5, 2012.

### 1. Audits and Reviews

The City's mass transit system is already subject to a large and extensive number of regularly recurring audits/reviews conducted by external auditors for the Federal Transit Administration (FTA) and internal audits/reviews conducted by Sun Tran/Van Tran staff and City Internal Audit staff.

The IAPC Subcommittee conducted a cursory review of the following significant audits/reviews conducted in fiscal year 2011 by FTA contracted auditors: Financial Management Oversight Review, Procurement System Review, and a Triennial Review. The Subcommittee also reviewed the City's responses for corrective action. The Transportation Department monitors the implementation of the City's corrective action and provides progress reports to the FTA. Accordingly, the IAPC does not believe that it could add value to what has already been performed by those professional auditors.

### 2. Annual Budgets (Operating and Capital)

The budget development process is a collaborative effort between Sun Tran/Sun Van, the Department of Transportation (TDOT), and City staff. Sun Tran/Sun Van staff develop the budget following the City of Tucson's budget process. Staff develops and recommends a budget based on anticipated service levels, ridership, and operating and capital costs and revenues. This information is presented and discussed in detail with TDOT management before it is included as a component of the overall TDOT budget for consideration by the City Manager, Budget Office, and Mayor and Council prior to budget adoption.

It appears that the Sun Tran/Sun Van budget is subject to appropriate scrutiny before submission for final approval and the IAPC has no recommendations at this time for strengthening the process.

3. **Five Year Financial Forecast**

The IAPC Subcommittee reviewed the *Five Year Strategic Transit Plan* document which contained the Five Year Financial Forecast (Appendix IV). After discussions with City and Veolia staff, the Subcommittee identified several important aspects of the Forecast:

- The Five Year Financial Forecast "working document" included in the *Five Year Strategic Transit Plan* basically reflects status quo transit operations, with the exception of the addition of projected financials for the Sun Link Streetcar. Operational services are maintained at current levels over the years of the Forecast with varying yearly assumptions generating changes to revenues and expenses. While the *Five Year Strategic Transit Plan* identifies *Goals and Objectives*, such as expansion of the service area, details as to how they will be met and the resulting additional costs (or savings) have yet to be determined and therefore are not reflected in the Five Year Financial Forecast.
- City staff considers the Five Year Financial Forecast to be a draft and an on-going working document. Staff anticipates continuing to revise the projections as updated information becomes available over the next 4-6 months. Information related to the streetcar operation, both revenues and expenses, is expected to become more solid in the coming months.
- Discussion and agreement between Veolia and City staff regarding the recommended budget of potential annual General Fund investment in transit operations (which is projected in the Five Year Financial Forecast as increasing from $40.5 million in FY 2013 to $61.6 million in FY 2018) had not yet occurred prior to issuing the Five Year Financial Forecast (dated October 5, 2012).
- To date, it is our understanding that a *detailed* review of the Five Year Financial Forecast by the Transit Task Force has not taken place.

The IAPC recommends that it will undertake a detailed review of the Five Year Financial Forecast, and its underlying assumptions and projections, once the City and Veolia have generated a more solid forecast that clearly indicates its relationship to short-term goals and objectives established in the *Five Year Strategic Transit Plan.* The IAPC believes that to begin a review at this time, while that forecast is still under development, would be more disruptive than beneficial.

**Conclusion**

The IAPC would like to inform the Mayor and Council that, after due consideration, the IAPC believes that the TTF recommendation exceeds the IAPC's capabilities. IAPC members are all volunteers with limited time available for projects of this magnitude, and while their diverse backgrounds include various types of financial expertise they do not include professional audit experience. The IAPC will, however, undertake a detailed review of the Five Year Financial Forecast (i.e., projected revenues and expenditures) at a later date and provide a report to Mayor and Council of its findings and recommendations.

Respectfully Submitted,

Michael McDonald
IAPC Chair

c: Richard Miranda, City Manager
Kelly Gottschalk, Assistant City Manager
Albert Elias, Assistant City Manager
Daryl Cole, Transportation Director
Carlos de Leon, Deputy Transportation Director
George Caria, Transportation Transit Administrator
Kate Riley, Sun Tran and Sun Van General Manager

# TRANSIT TASK FORCE MEMORANDUM

**Item 7: Pass Product Discussion: Potential Changes to Transfer Policy** 

Issue – It is the goal of both the Transit Task Force (TTF) and staff to increase transit ridership and revenue in our community. Two ways in which staff and Transit Task Force members have identified to increase ridership and revenue are to evaluate the implementation of new pass products and current pass products to ensure that they meet the following goals:

- Increase ridership
- Increase revenue
- Ensure customer convenience
- Limit passenger confusion
- Work within the limitations of the SunGO System

At today's meeting staff would like to discuss our current transfer policy to determine how the current policy supports or does not support the above-mentioned goals.

Staff Recommendation – Simplify the transfer policy, improve customer convenience and encourage the use of SunGO fare products by:

1. Eliminating the issuance of SunGO ransfer tickets on board the bus with cash fare payment.

2. Removing the transfer restriction for one direction of travel to unlimited directional travel over the two hour period for all SunGO card transactions.

3. Allowing customers paying cash on board the bus to load a transfer (good for two hours, bi-directional) on to their existing SunGO card.

Background – The SunGO smartcard program implementation was designed to eliminate the use of the transfer tickets. The new technology allowed the user to request a transfer that would be loaded automatically onto an individual's card. The new fareboxes cannot print on-board paper transfer tickets due to the elimination of the PERC units with the SunGO system launch. The goal was to use the electronic features to improve passenger, route and revenue data collection, as well as increase efficiencies and reduce costs associated with SunGO Transfer Tickets.

Due to their concern for cash paying customers, Mayor and Council provided direction, that transfers be made available to all full fare cash customers. Without the ability to print transfers at the farebox, paper transfer tickets were produced and incorporated into the fare policy and boarding procedures.

An estimate was made based on historical ridership that a supply of 1.2 million transfers (50,000)/ month) would meet the demand for two years. The actual number of paper transfers issued since

the conversion to the Smartcard system July 1, 2013 has been approximately 146,000 per month, necessitating the purchase of 2.63 million additional transfers.

Currently 27% of all requested transfers go unused (approximately 683,000 annually).

Present Consideration – Staff has drafted a transfer policy that will reduce expenditures on fare media while providing additional benefits to customers that will not have a negative impact on the budget. In general the proposed transfer policy does three things:

1. Eliminates the issuance of SunGO transfer tickets
2. Allows SunGO card holders free transfers in either direction for 2-hours (including those paying with cash)
3. Requires that the customer have a SunGO card on which to load the transfer

Currently our transfer policy states that a transfer is good for 2-hours or two trips in the same direction.

At a cost of $0.20 per ticket there are significant expenditures being dedicated to the purchase of transfer fare media. The elimination of the transfer tickets provides an opportunity for staff to reduce expenditures and offer additional benefit to our customers that may reduce revenues without having a negative impact on the budget. This consideration meets four of the five goals stated in the issue section of this memo that have been supported by Transit Task Force members.

They are:

- Increase ridership
- Ensure Customer Convenience
- Limit passenger confusion
- Work within the limitations of the SunGO System

Staff analysis to-date indicates that there is a potential loss in revenue associated with the proposed policy change. That loss of revenue will be offset by the cost savings associated with not having to issue transfer tickets and will not have a negative impact on the budget.

Financial Considerations – Estimates indicate that this will be a budget neutral change.

Attachments: None

# TRANSIT TASK FORCE MEMORANDUM

**Item 8: Bus Stop Signage Presentation** 

Issue – This is an agenda item to update Transit Task Force members of the status of Bus Stop signage.

Staff Recommendation – None. This is an information item.

Background – Sun Tran has approximately 2,300 stops and shelters. In 2009 Sun Tran, Sun Van and Sun Shuttle began a re-branding project. Bus stop signs were to have been re-designed and replaced as part of the re-image. Staff has been working on the re-design and have taken suggestions made by the task force and task force meeting attendees into consideration.

Present Consideration – Staff has provided information on the Bus Stop Design for review, discussion and comment.

Financial Considerations – Estimate of materials, production and installation is $185,000.00.

Attachments: None.

# TRANSIT TASK FORCE MEMORANDUM



Issue – This is an agenda item to update Transit Task Force members of the status of the Broadway-Houghton Park and Ride.

Staff Recommendation – None. This is an information item.

Background – The City of Tucson Department of Transportation (TDOT) designed a Park and Ride lot in conjunction with the Houghton Road Corridor improvements. The Houghton Road Corridor improvements were made possible by the voter-approved Regional Transportation Authority (RTA) Plan and funding. Construction of the Park and Ride began in July of 2013 and is scheduled for completion in May of 2015.

Due to the initial construction schedule, Sun Tran did not anticipate beginning service to the Houghton Park and Ride until August of 2015; however, due to the revised completion date, Sun Tran is considering beginning service to the Houghton Park and Ride lot in conjunction with the May 2015 bid.

It is proposed that the Houghton Park and Ride will be serviced by Routes 4 - Speedway, 8 - Broadway and 108X – Broadway/Downtown Express. The current routes 8 and 108X turn north onto Harrison from Broadway Blvd., travel northbound and service the Speedway/Harrison Park and Ride lot. Routes 8 and 108X then travel southbound to Broadway Blvd., turn right onto Broadway Blvd. and head westbound.

The current Route 4 travels eastbound on Speedway Blvd. The route services the Speedway/ Harrison Park and Ride lot and then travels westbound on Speedway Blvd.

Effective May 24,2015 Routes 8 and 108X will travel eastbound on Broadway Blvd., service the Houghton Park and Ride and then travel westbound on Broadway Blvd. The segment between Speedway Blvd. and Broadway Blvd. will be discontinued.

Route 4 will service the Speedway/Harrison Park and Ride lot, travel southbound on Harrison, turn left on Broadway Blvd., travel eastbound, service the Broadway Houghton Park and Ride lot, travel westbound on BroadwayBlvd., turn right on Harrison, turn left on SpeedwayBlvd. and travel westbound on Speedway Blvd. Route 4 buses will not enter the Speedway/Harrison Park and Ride lot but will service the Park and Ride via bus stops on Harrison and Speedway.

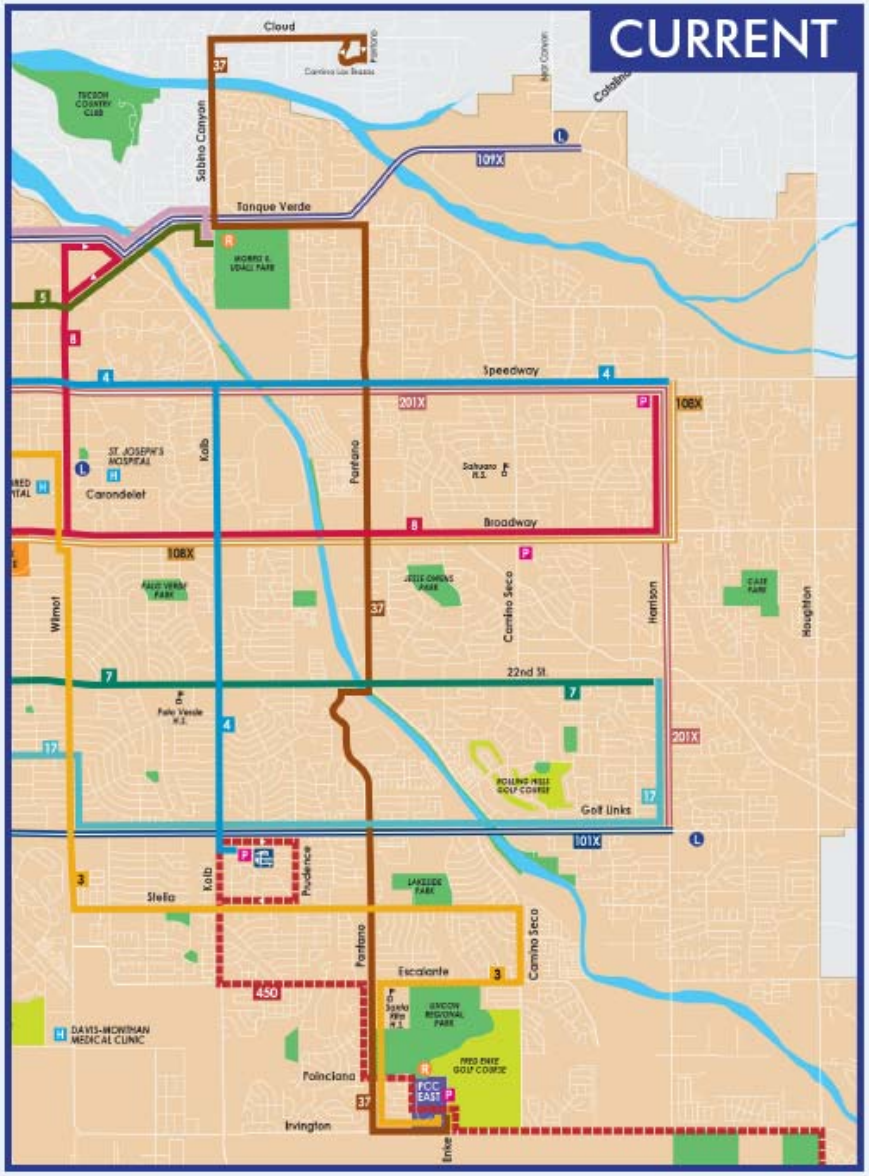
Changes to the Route 4, 8 and 108X will be communicated to the public through local media outlets, online, information posted on Route 4, 8 and 108X buses, as well as at transit centers and the Special Services office. Additionally, drivers of these routes will be encouraged to make announcements leading up to and after the routing changes go into effect to ensure passengers are

aware. Customer Service will be well-versed on these changes in order to answer passenger questions.

Present Considerations - Staff would like feedback from task force members on the proposed changes to the Route 4, 8 and 108X.

Financial Considerations – There are no additional costs for the changes to the Route 8 and 108X. Implementing the change to the Route 4 with the May 2015 bid represents an additional cost of $35,000, during May and June of FY 2015.

Attachments: Current and Proposed Route 8, 108X and 4 maps


CURRENT
Cloud
Sabino Canyon
Tanque Verde
101X
Speedway
201X
108X
Broadway
Kolb
Pantano
Carondelet
Wilmot
Camino Seco
Harrison
Houghton
22nd St.
Golf Links
Stella
Prudence
Escalante
450
Poinciana
Irvington
Irvine
DAVIS-MONTHAN MEDICAL CLINIC
PCC EAST

PROPOSED
Cloud
Sabino Canyon
Tanque Verde
109X
Speedway
201X
108X
Broadway
PROPOSED PARK & RIDE
Kolb
Pantano
Carondelet
Wilmot
Camino Seco
Harrison
Houghton
22nd St.
Golf Links
Stella
Prudence
Escalante
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Poinciana
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DAVIS-MONTHAN MEDICAL CLINIC
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