

Transit Safety and Security Action Plan

12/1/2025



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Executive Summary

The Transit Safety and Security Action Plan (“Safety and Security Plan”) provides a coordinated, system-wide roadmap to strengthen safety for bus operators, riders, and the broader community. Developed in response to Mayor and Council direction, the Plan reflects a comprehensive and ongoing engagement process, a structured set of actionable strategies, and an implementation approach designed to deliver immediate improvements while building toward long-term, sustainable safety outcomes.

The Safety and Security Plan was shaped through inclusive stakeholder engagement designed to bring all key voices to the table, from transit operators and union leadership to advisory committee members and public-safety and social-service partners. Throughout fall 2025, staff met with Teamsters Local 104, conducted labor-management sessions with Sun Tran operators, and began ongoing discussions with the Tucson Transit Advisory Committee (TTAC), ensuring that operator experience and community perspectives directly informed the Plan’s recommendations. Regular planning meetings among the Department of Transportation and Mobility (DTM), Sun Tran, Tucson Police Department (TPD), and Community Safety, Health and Wellness (CSHW) aligned operational expertise with public-safety and outreach strategies, ensuring that the Plan reflects lived experience on the system, real-time safety challenges, and the City’s commitment to a coordinated, safety and service-first approach.

The Plan Framework organizes Mayor and Council’s seven areas of direction into actionable elements that work together to improve system safety. These include strengthening safety partnerships and aligned presence across TPD, contracted security, and Sun Tran; deploying targeted safety interventions based on hot spot analyses and environmental design improvements; expanding Transit Ambassador and outreach capacity to provide non-enforcement support across the system; enhancing operator safety through improved infrastructure, technology, and training; formally integrating safety protocols into operator training; expanding stakeholder feedback channels; and building a modern, real-time rider feedback and communication system through the Sun Tran Transit App. Collectively, these elements establish a unified, data-driven strategy for improving safety conditions and building public trust.

Implementation and monitoring of the Safety and Security Plan follow a phased approach that prioritizes immediate, no-cost actions while preparing for more substantial future investments. Several improvements, including deployment coordination, communication protocol development, hot-spot data consolidation, operator safety assessments, and expanded engagement channels, are already underway using existing resources. Near-term actions funded within a proposed \$500,000 budget allocation focus on high-impact needs such as lighting upgrades, targeted environmental interventions, and off-duty officer deployments. Looking ahead, if RTA Next is approved by voters, the Plan outlines long-range systemwide enhancements supported by a potential \$2 million annual regional safety investment, enabling expanded patrols, fleet-wide camera and enclosure modernization, outreach staffing, analytics integration, and broader environmental safety upgrades. Progress on all initiatives will be tracked and reported through ongoing TTAC and stakeholder engagements, and updates to the Mayor and Council.

Together, these coordinated actions establish a clear pathway for delivering a safer, more responsive, and more welcoming transit system that reflects the needs and experiences of operators and riders alike. This Safety and Security Plan is intended to be guided and approved by Mayor and Council and will function as a living document, evolving as conditions change and as City departments and partners continue working to improve safety throughout Tucson’s transit network.

Background

In response to direction from Mayor and Council, the City of Tucson is developing a comprehensive Transit Safety and Security Action Plan (“Safety and Security Plan”) to enhance safety and security across the City’s public transit network. The Safety and Security Plan will serve as a coordinated framework to improve conditions for transit operators, riders, and the surrounding community through targeted actions, interdepartmental collaboration, and data-informed decision making.

On October 8, 2025, Mayor and Council approved a motion directing the City Manager to prepare a Transit Safety and Security Action Plan addressing seven areas of focus that reflect the City’s commitment to a safe, accessible, and equitable transit system. These seven elements form the foundation of this document and define the scope of work that follows:

October 8, 2025, Motion by Mayor and Council:

Move that the City Manager include the following considerations in the Transit Safety and Security Action Plan that returns to Mayor and Council in 60 days:

- Coordinate the presence of TPD and contracted security
- Prioritize hot spot stops and corridors
- Deploy Transit Ambassador/Outreach teams
- Consult with Sun Tran operators to identify safety infrastructure and operator protections (lighting, CCTV, operator enclosures, panic/duress systems) and evaluate opportunities to better protect Sun Tran operators
- Require written operator safety protocols and training for Sun Tran operators
- Review and provide input on the Action Plan with the TTAC and Sun Tran operators
- Adopt and actively promote the use of the free Transit app, widely used by transit systems nationwide, to enable real-time rider feedback.

We further move that the City Manager work with relevant and appropriate state and local jurisdictions for the provision of mental, substance abuse and behavioral health resources for impacted individuals.

The need for a dedicated Safety and Security Plan emerged during the August 6, 2025, Mayor and Council Study Session. While the initial focus of that discussion was on system-wide efficiencies, fare equity analysis, and funding strategies for the City’s transit network, the conversation pivoted to safety and security concerns expressed by Mayor and Council, Sun Tran operators, and members of the public. The August 6, 2025, Mayor and Council memorandum largely addressed cost-saving measures and operational adjustments; however, it became clear that underlying issues related to safety, security, and enforcement were affecting both the experience of transit users and the working environment for operators. As a result, Mayor and Council directed staff to return with a focused plan addressing these challenges throughout the Sun Tran system.

On October 8, 2025, staff presented a follow-up Mayor and Council memorandum focused on transit safety, which provided a detailed overview of existing conditions, stakeholder perspectives, and

opportunities for improvement. As a brief background, the transit system covers approximately 323 square miles with more than 2,200 bus stops and three major transit centers, serving as vital infrastructure for mobility across Tucson. Through May 2025, the most common security incidents reported across the system involved open-air drug use or possession, loitering, vandalism, and assaults, more than eighty percent of which occurred outside transit centers. Operator feedback underscored that these challenges, combined with limited enforcement and poor nighttime visibility, were affecting safety and morale. Riders echoed similar concerns, identifying drug activity, loitering, and cleanliness as key issues influencing their sense of security. Despite these challenges, both operators and passengers expressed strong support for Sun Tran services and recognized the professionalism and commitment of transit staff.

The October 8 memorandum also described the City's existing safety resources and coordination efforts. Sun Tran contracts with private security, providing approximately 972 hours of weekly coverage at an annual cost of \$1.56 million. Cleaning crews maintain over two thousand stops, with priority corridors receiving attention multiple times per week. The Tucson Police Department supplements these efforts through random and directed patrols, hot spot operations, and recommendations for environmental design improvements based on observed activity, such as enhanced lighting and removal of obstructions, which are evaluated and implemented in collaboration with Sun Tran and DTM. However, both transit staff and law enforcement noted persistent challenges tied to resource limitations, data integration, and the transient nature of enforcement impacts.

Beyond enforcement and infrastructure, the October 8 presentation highlighted the growing role of social service and outreach coordination in addressing root causes of safety concerns. The City's Community Safety, Health & Wellness (CSHW) program and the Primavera Foundation's Transit Outreach Pilot Program have provided service-first engagement by connecting riders experiencing homelessness or behavioral health challenges with resources such as shelter, food, and treatment. The pilot demonstrated the value of consistent, compassionate outreach on the transit system, with early results showing hundreds of riders successfully referred to essential services.

Collectively, the findings presented to Mayor and Council on October 8 established a clear need for a more coordinated and strategic approach to transit safety. Staff recommendations emphasized targeting high-incident locations, expanding de-escalation training for operators, recalibrating security deployments, improving lighting and visibility at problem stops, enhancing data sharing between Sun Tran and the Tucson Police Department, and deepening partnerships with outreach providers. The memo also identified long-term opportunities through the Regional Transportation Authority's RTA Next plan, which would allocate approximately \$43 million over twenty years for transit safety and security investments within the City of Tucson. If approved by voters in 2026, this funding could provide over \$2 million annually for additional security personnel, cleaning crews, and focused law enforcement deployments.

The Safety and Security Plan builds upon this foundation. It represents the City's commitment to align policy direction, operational expertise, and community partnerships toward a common goal: ensuring a safer, more welcoming transit experience for all users. By translating Mayor and Council's policy direction into clear actions and measurable outcomes, the Safety and Security Plan will guide implementation efforts that strengthen public safety, support operators, and foster confidence in the transit system as a vital part of Tucson's mobility network.

Stakeholder Engagement

DTM, in partnership with TPD and Sun Tran, developed the Transit Safety and Security Action Plan through a coordinated, inclusive engagement process that brought together the perspectives of bus operators, labor partners, community representatives, and multiple City departments. From the outset, the intent was to ensure that those who work on the system every day, as well as those who rely on it, had meaningful opportunities to inform the Plan's priorities and actions. Engagement with Sun Tran operators, union leadership, advisory committee members, and partners from TPD, CSHW, and Sun Tran ensured the process blended frontline operational insights with public-safety and social-service expertise. This approach ensured that the resulting Transit Safety and Security Action Plan reflects both the lived realities on the transit system and the shared commitment across departments and stakeholders to improve safety outcomes for operators and riders alike.

Meeting with Teamsters Local 104

Date: 10/28/2025

Union leadership from Teamsters Local 104, including the Treasurer-Secretary and Business Agent, met with DTM and Sun Tran leadership staff to discuss security concerns and the need to develop a Safety and Security Plan as outlined by the Mayor and Council. Union representatives emphasized the need for more reliable and effective tools for operators to report safety concerns, including updated radio systems, discreet reporting options, functional panic-alert mechanisms, and clearer protocols such as code-word procedures. They underscored the importance of ensuring operators are not placed in enforcement roles and expressed support for measures that would provide additional on-bus or rapid-response support, particularly at transit centers where safety challenges are most acute. Representatives also discussed the need to improve the security model overall, including assigning response zones for supervisors and guards, increasing law enforcement presence, and reassessing the effectiveness of contracted security personnel.

Union leadership also highlighted the importance of clear and enforceable rider conduct and suspension policies, noting that without timely enforcement, signage and policy changes will have limited impact. They emphasized that investments in front-end safety measures such as enhanced supervision, meaningful enforcement partnerships, and improvements to security posture at transit centers, would have the greatest immediate effect. Concerns were raised about broader system conditions such as open-air drug use, loitering, and the lack of deterrence for repeat offenders. Overall, the union's feedback reinforced the need to strengthen operator safety infrastructure, improve response capacity, enhance enforcement consistency, and ensure that any adopted policies are supported with the staffing and resources necessary to uphold them.

Transit Safety and Security Action Plan Development Working Group

Date: 10/28/2025 (ongoing weekly meetings though Plan development)

DTM, Sun Tran, TPD, and Community Safety, Health & Wellness (CSHW) initiated a dedicated series of planning meetings to support the development of the Transit Safety and Security Action Plan. Beginning on October 28, 2025, the group met once or twice weekly to collaboratively shape the Safety and Security Plan's structure, proposed actions, and implementation framework, ensuring operational, enforcement, and social-service perspectives were fully reflected. These sessions allowed staff to coordinate across agencies and departments, align recommended strategies with Mayor and Council direction, and identify

near- and long-term opportunities for systemwide safety improvements. Following completion of the Safety and Security Plan, the group anticipates shifting to an as-needed meeting cadence to review progress, exchange updates, and evaluate whether refinements or additions to the Plan are warranted, recognizing that the Safety and Security Plan is intended to function as a living document.

Labor Management Meetings

Date: 10/30/2025

Sun Tran Operations leadership, union stewards, and union representatives provided critical firsthand insight into safety challenges across the transit system. Union representatives emphasized concerns regarding inadequate lighting at transit centers and bus stops, limited enforcement presence, and inconsistent responsiveness from contracted security staff. They described frequent exposure experienced by operators—particularly at high-incident stops—to open-air drug use, smoking, alcohol consumption, and other prohibited behaviors that undermine operator safety and contribute to a deteriorating environment for riders. Stewards also expressed strong frustration about the lack of consequences for chronic rule violators and called for clearer enforcement protocols, stronger coordination with TPD, and a process to ban repeat offenders from the system when warranted.

Union representatives also raised infrastructure and communication needs, including improved radio systems, consistent application of the “Ask Once” policy, updated operator training, better integration of outreach teams, and caution around expanded onboard camera monitoring. Several proactive recommendations emerged, such as adjusting lighting schedules at transit centers, expanding CPTED interventions at hot-spot stops, exploring transit-specific CSO or officer assignments, and ensuring contracted security is onsite during the full span of operating hours. Overall, union representatives conveyed a deep commitment to supporting operator safety but stressed the urgency for tangible, visible improvements and more consistent support from City departments and contracted partners.

Tucson Transit Advisory Committee (TTAC)

Date: November 3, 2025, December 8, 2025 (*planned for updates at future meetings*)

DTM leadership opened the meeting by reviewing the Mayor and Council motion from the October 8 Study Session. DTM emphasized the need to use existing security resources more efficiently through coordinated deployment based on a collaboration between Sun Tran, DTM staff, and TPD, with a focus on high-incident locations. TTAC members supported expanding outreach partnerships, such as the Primavera pilot and potential CSHW involvement, to ensure that safety interventions include service connections rather than relying solely on enforcement. They also highlighted the importance of improving bus stop visibility and lighting, while acknowledging challenges like copper wire and solar component theft, while encouraging continued evaluation of solar lighting, use of existing poles, and selective installation of cameras. Additional operator-related improvements, including enclosure updates and enhanced alert or panic systems, were viewed as worthwhile areas for further review.

Committee members also encouraged clearer communication with riders through improved signage and policies, additional tools for reporting concerns, and stronger connections between operators, riders, and City departments. They acknowledged the need to refine rider suspension procedures, continue discussions with operators, and maintain focus on broader roadway safety issues that affect transit users. Overall, TTAC’s feedback aligned with the Mayor and Council’s direction and identified several actionable

areas including targeted resource deployment, enhanced lighting and visibility, expanded outreach partnerships, operator safety improvements, and clearer communication, that can be advanced in the near term. The TTAC has committed to following up on this item at future meetings as the Transit Safety and Security Action Plan advances.

Sun Tran / Tucson Police Department Collaboration Meetings

Date: November 18, 2025 (*planned monthly recurrence*)

DTM, Sun Tran, and TPD have initiated monthly coordination meetings to strengthen operational alignment and support implementation of the Mayor and Council motion and the Transit Safety and Security Action Plan. This meeting series includes DTM staff, Sun Tran management, and TPD leadership from each of the four Operations Divisions (East, West/Downtown, South, and Midtown) ensuring full geographic coverage of the transit network. DTM outlined the purpose of the group during the initial session, emphasizing joint planning around resource deployment and the need to proactively address ongoing and emerging crime hot spots. Sun Tran provided an overview of its current operations and collaboration with contracted security, including workflows, communication practices, and the limitations of contracted security staff. The group will continue to meet monthly to share information, review incident trends, and coordinate response strategies, with Sun Tran relaying critical updates to contracted security to ensure systemwide alignment.

Transit Safety and Security Action Plan Framework

Coordinate the presence of TPD and contracted security

Element 1 – Safety Partnerships and Presence (E1)

Current Conditions and Challenges:

- *Fragmented Coordination:* Security coverage is currently split between Sun Tran's contracted security provider and the Tucson Police Department (TPD), with each operating under separate deployment schedules. Coordination primarily occurs through quarterly meetings between Sun Tran and contracted security; TPD is not yet a standing participant in those discussions.
- *Limited Real-Time Communication:* While contracted security and Sun Tran share incident information, there is no formal protocol for immediate coordination or rapid response between TPD field officers and Sun Tran dispatch.
- *Missing Data, Data Silos and Evaluation Gaps:* Security and police data are collected separately by Sun Tran, contracted security, and TPD, making system-wide analysis and trend monitoring difficult. Information gathering by each entity related to incident locations and types are inconsistent and there is no standardized incident database or dashboard to support analysis. Regular evaluation of patrol effectiveness is not yet standardized.
- *Limited Technology Integration:* While Sun Tran buses are currently equipped with on-board cameras, they are not connected for real-time access by law enforcement and are only used in post-incident investigations. A pilot program is under consideration which would connect existing cameras on select Sun Tran buses and/or fixed-pole cameras at priority intersections/bus stop locations to the City's Community Safety Awareness and Response Center (CSARC). If advanced, the system would allow for periodic remote check-ins on priority routes (proactive) and improved access to real-time footage during ongoing incidents after they have been reported (reactive).
- *Limited authority of contracted security guards:* Sun Tran contracted security services is currently limited in their authority and ability to effectively respond to critical situations. Contracted security guards are not currently armed, and do not have the authority to remove passengers physically from buses or detain people while waiting for law enforcement to arrive.

Proposed Actions:

- **E1.A – Develop a joint deployment plan between TPD, Sun Tran and its security contactor to align coverage during peak service hours and at identified hot spot locations.**
 - Integrate deployment planning with contracted security's existing weekly schedules and TPD's data-driven patrol strategies and seek to expand deployments as resources permit.
 - Consider adding a Transit-specific TPD POPP (Problem-Oriented Precision Policing) check-out to disrupt problematic behavior around priority transit stops on a regular interval.
 - Use quarterly data reviews to reallocate resources based on new incident patterns.
- **E1.B – Formalize Regular Coordination Meetings among TPD, Sun Tran leadership, and contracted security.**

- Add TPD representation to existing Sun Tran security coordination meetings.
- Use meetings to share incident data, review emerging trends, and adjust joint operations.
- **E1.C – Establish Clear Communication Protocols for Incident Response.**
 - Identify and assign dedicated TPD points of contact for each patrol division.
 - Define standard operating procedures (SOPs) for rapid notification and information sharing during transit-related incidents.
- **E1.D – Integrate with and Expand CSARC Monitoring Capabilities.**
 - Implement TPD's Pilot Camera Program: 12 Sun Tran buses on high-incident routes equipped with IP-enabled cameras that stream live to CSARC.
 - Support TPD's plan to install fixed-pole cameras at 15 identified high-priority transit locations.
 - Coordinate installation of the remaining nine planned camera sites
 - Evaluate expansion potential based on pilot results
- **E1.E – Enhance Dispatch and Triage Efficiency.**
 - Review existing incident routing processes between Sun Tran dispatch, contracted security, Public Safety Communications Department (PSCD) and TPD.
 - Identify system improvements that could enable faster triage and field deployment.
- **E1.F – Enhance Police Presence and Enforcement Opportunities**
 - Identify funding for overtime deployments or the hiring of off-duty officers through TPD's Special Duty Program.
 - Evaluate impact on criminal activity associated to the transit system and repeat offenders.
- **E1.G – Explore opportunities to increase the quantity and authority of contracted security guards.**
 - Evaluate the legal, procedural, and cost implications of allowing contracted security guards to remove and detain unruly passengers.
 - Explore opportunities to add to the total number of deployed contracted security guards on roving patrols and at transit centers.

Lead and Partner Agencies:

Lead Department	Role / Responsibility
Sun Tran Operations Division	Lead coordination and oversight of contracted security; facilitate joint deployment planning; maintain dispatch and incident communication protocols.
Tucson Police Department (TPD)	Law enforcement coordination, patrol deployment, response to high-incident locations, and participation in joint safety meetings.
Contracted Security	Security coverage at transit centers and on routes; daily reporting; participation in data-collection, data-sharing and deployment planning.
Department of Transportation and Mobility (DTM) Transit Division / City Manager's Office	Policy oversight, interdepartmental coordination, and progress reporting to Mayor and Council.

Element 2 – Targeted Safety Interventions (E2)

Current Conditions and Challenges:

- **Concentration of Incidents:** Sun Tran, contracted security, and police data show that a majority of safety and quality-of-life incidents occur along a limited number of high-activity corridors and transit centers. These hot spot areas, identified through TPD's Research and Analysis Division, include segments of Grant Road, Speedway Boulevard, S 6th Avenue, and S 12th Avenue.
- **Non-Integrated Reporting Systems:** Sun Tran, contracted security, and TPD each track incidents separately, using different coding methods for location and incident type.
- **Environmental Conditions:** Many hot spot stops lack optimal lighting, clear sightlines, or defensible space, creating opportunities for loitering and illicit activity. Some recent improvements (e.g., landscape rocks, lighting, relocating electrical cabinets, etc.) have shown measurable benefits but are not yet system-wide.
- **Resource Distribution:** Enforcement, maintenance, and outreach presence are not consistently concentrated in the same high-priority areas. This limits the cumulative impact of coordinated interventions.

Proposed Actions:

- **E2.A – Develop and Maintain a Comprehensive Incident Hot Spot Database and Map.**
 - Combine TPD incident data, contracted security reports, operator observations, and rider feedback into a single GIS-based map updated on a regular schedule.
 - Cross-reference with CSARC camera coverage (*if applicable*) and Sun Tran ridership data to confirm priority locations.
 - Fine-tune TPD data layers to distinguish between “stop,” “on-bus,” and “center” incidents.
 - Update contracted security reporting templates to mirror TPD categories for seamless data sharing.
- **E2.B – Focus Deployments in High-Priority Areas.**
 - Direct TPD patrols, contracted security coverage, and Transit Ambassador/Outreach team assignments to identified hot spots.
 - Schedule cleaning and maintenance crews to coincide with peak-use periods in these same corridors to reinforce visible system care.
 - Evaluate whether targeted presence yields measurable reductions in incidents or operator complaints.
- **E2.C – Implement Environmental Design (CPTED) Improvements.**
 - Conduct Crime Prevention Through Environmental Design (CPTED) reviews at all high-incident locations in coordination with TPD and Sun Tran Facilities staff.
 - Prioritize enhancements such as increased lighting, clear sightlines, improved signage, and landscaping treatments (e.g. removal of visual obstructions, and deterrent rocks).
 - Document before-and-after site conditions and track incident changes to measure effectiveness.
- **E2.D – Review and Update the Hot Spot List.**

- Convene a data review group including Sun Tran Operations, TPD Research & Analysis Division, DTM's Transit Division, and contracted security management to validate and reprioritize corridors.
- Publish updated lists internally to guide enforcement, cleaning, and outreach schedules.
- **E2.E - Engage Adjacent Property and Business Owners.**
 - Encourage shared responsibility for environmental improvements, lighting, and activity monitoring adjacent to transit stops.
 - Coordinate through Ward offices or neighborhood associations for joint problem-solving and reporting.

Lead and Partner Agencies:

Lead Department	Role / Responsibility
Sun Tran Operations and Service Planning Divisions	Lead development of GIS hot spot map; coordinate maintenance and environmental design improvements.
Tucson Police Department	Provide incident data and analysis; conduct CPTED assessments; support enforcement in hot spot corridors.
Contracted Security	Supply daily incident data by location and category; adjust patrol coverage to align with updated hot spot priorities.
Department of Transportation and Mobility (DTM) Transit Division / City Manager's Office	Oversight, policy alignment, and reporting to Mayor and Council.
Private Businesses / Adjacent Property Owners	Participate in joint safety and environmental improvement efforts near transit stops.

Deploy Transit Ambassador/Outreach teams

Element 3 – Transit Ambassadors and Outreach Teams (E3)

Current Conditions and Challenges:

- *Limited Non-Enforcement Presence:* The current safety and security model relies primarily on contracted security and law enforcement, with limited non-enforcement personnel available to provide direct rider assistance, de-escalation, or outreach. Operators frequently encounter individuals in crisis or experiencing homelessness but lack immediate support from trained outreach professionals.
- *Proven Impact of Pilot Program:* The Primavera Foundation's Transit Outreach Pilot Program, conducted in partnership with the City of Tucson and Sun Tran, has shown measurable success in addressing behavioral health and welfare concerns on the transit system. Since implementation, outreach staff have engaged hundreds of individuals across high-incident stops and routes,

providing service referrals, connections to specialized resources, and allowed opportunities for feedback related to transit operations. Feedback from operators and riders indicates that the pilot improved perceptions of safety and reduced calls for enforcement at pilot locations. Cumulatively (as of 10/8/2025), since program inception, the team has reached 454 individuals and provided 882 total service referrals.

- *Coverage Limitations:* Despite these successes, the pilot operates with limited staffing and service hours. Outreach teams currently serve select high-priority stops and corridors, leaving large portions of the system without consistent coverage or response capability.
- *Coordination and Communication Gaps:* Outreach teams, security staff, and Sun Tran dispatch currently work from separate communication systems, which limits real-time coordination. Formal protocols for shared response or data reporting between CSHW, Sun Tran, and TPD have not yet been developed.
- *Staffing Constraints:* The CSHW team has proposed adding one to three dedicated outreach staff focused exclusively on transit engagement. Reallocation existing personnel would require deprioritizing other ongoing initiatives, including encampment outreach, follow-up case coordination, and community response.

Proposed Actions:

- **E3.A – Deploy Dedicated Transit Ambassador and Outreach Teams.**
 - Pursue dedicated funding for ambassador and outreach positions to maintain consistent coverage and prevent burnout among existing CSHW staff.
 - Evaluate the feasibility of integrating the ambassador program into existing community safety funding streams, partnerships, or future RTA Next allocations.
 - Establish a visible, service-first presence at high-traffic transfer points, hot spot stops, and along major routes.
 - Ambassadors will serve as an early-intervention layer to reduce operator exposure to escalating incidents.
 - Assign ambassadors to engage with riders, assist with navigation, address minor behavioral or welfare concerns, and provide real-time support to operators.
 - Integrate ambassadors into Sun Tran's communications network for quick reporting of safety issues or requests for assistance.
 - Empower ambassadors to connect individuals directly to available services, such as shelter beds, mental health providers, or substance-use support programs.
 - Equip staff with printed resource guides and mobile technology to facilitate same-day referrals.
 - Track outcomes of outreach contacts to measure program effectiveness and identify emerging needs.
- **E3.B – Expand Coordination Between Ambassadors, Security, and Social Service Providers.**
 - Align deployment of ambassadors and outreach teams with Sun Tran and TPD presence to ensure complementary coverage.
 - Create formal response protocols for referrals to behavioral health, shelter, and social-service partners through CSHW.
 - Coordinate outreach coverage with data from Elements 1 and 2 to focus on identified hot spot corridors.
- **E3.C – Leverage Existing Personnel for Initial Deployment.**

- Use existing CSHW or care coordination staff to launch a pilot phase, modeling best practices in field engagement and data tracking.
- This approach allows for immediate implementation while long-term staffing and funding are developed.

Lead and Partner Agencies:

Lead Department	Role / Responsibility
Community Safety, Health & Wellness (CSHW)	Lead coordination and staffing of outreach and ambassador personnel; manage service connections and behavioral-health partnerships.
Department of Transportation & Mobility (DTM) – Transit Division	Oversee program implementation; ensure coordination with Sun Tran Operations and contracted security; integrate ambassador communication into system operations.
Sun Tran Operations	Provide daily coordination support for ambassadors; manage operator communication and field response integration.
Primavera Foundation / Contracted Outreach Partner	Deliver on-the-ground outreach and service connection; collect and share data on engagements and referrals.
Tucson Police Department (TPD)	Collaborate on coordinated response and de-escalation support; share relevant incident data to guide deployment.
DTM Administration / City Manager's Office	Policy oversight, funding strategy, and reporting to Mayor and Council.

Consult with Sun Tran operators for safety infrastructure/protections and evaluate opportunities to better protect Sun Tran operators

Element 4 – Operator Safety Enhancements (E4)

Current Conditions and Challenges:

- *Operator Safety Concerns:* Operators consistently report incidents involving verbal harassment, disorderly conduct, and, in some cases, physical assaults. These events contribute to elevated stress levels, increased absenteeism, and staff turnover. Feedback from Sun Tran's operator surveys and engagement sessions have consistently identified the need for enhanced protective infrastructure and more visible safety measures.
- *Existing Safety Features:* All buses are currently equipped with operator shields and CCTV cameras. Panic and duress systems (covert and overt alarms) are present but inconsistently used or understood among operators.

- *Infrastructure Gaps at Stops and Transit Centers:* Poor lighting, obstructed sightlines, and inadequate visibility at some bus stops and centers increase operator and rider vulnerability, particularly during early morning and late-night operating hours.
- *Communication and Training Needs:* Operators have requested additional training on de-escalation techniques, use of panic systems, and coordination with security or law enforcement. Opportunities exist to improve communications between operators, Sun Tran dispatch, and the City of Tucson's Public Safety and Communications Department (PSCD) during active incidents.

Proposed Actions:

- **E4.A – Conduct a Comprehensive Operator Safety Assessment.**
 - Engage operators directly through surveys, focus groups, and ride-along to identify safety concerns and infrastructure priorities.
 - Document existing protective measures across the fleet, ensure that features are uniform and consistent among all revenue vehicles.
 - Coordinate with Sun Tran and TPD to integrate operator perspectives into deployment and enforcement planning.
- **E4.B – Evaluate and Prioritize Infrastructure and Process Enhancements.**
 - Lighting Improvements:
 - Continue expanding lighting coverage at stops, centers, and along corridors.
 - Incorporate solar lighting where feasible, with an estimated cost of \$2,800 per installation.
 - The 2024 Federal Transit Administration Buses & Bus Facilities Competitive Program Grant will add solar light poles at 80 locations, though construction is expected to begin in late 2026.
 - CCTV Expansion:
 - Assess current camera coverage on buses and at facilities.
 - Identify priority routes and facilities for expanded coverage, including potential integration with the City's Community Safety Awareness and Response Center (CSARC).
 - Operator Enclosures and Barriers:
 - Review current fleet inventory for installed operator barriers and evaluate design effectiveness.
 - Explore upgrades to new shield models with improved durability, visibility, and ease of operator entry/exit.
 - Review policies for barrier use during service and identify potential standard operating procedures (SOPs).
 - Panic and Duress Systems:
 - Evaluate current duress alert (overt & covert alarm) systems and operator familiarity with activation protocols.
 - Update procedures for system testing, maintenance, and operator training.
- **E4.C – Develop and Implement an Operator Safety Improvement Plan.**
 - Compile findings from operator feedback into a prioritized list of recommendations for improvements.
 - Identify funding opportunities through federal safety grants (FTA), RTA Next allocations, and City capital programs.

Lead and Partner Agencies:

Lead Department	Role / Responsibility
Sun Tran Operations	Lead assessment and implementation of operator safety improvements; coordinate with operators, contracted security, and TPD.
Department of Transportation & Mobility (DTM)	Support planning, funding identification, and policy alignment for safety infrastructure investments.
Tucson Police Department (TPD) & Public Safety Communications (PSCD)	Provide response coordination, safety training input, and integration with duress alert protocols (<i>if feasible</i>).
Contracted Security	Support safety presence and report operator-related incidents for trend tracking and deployment planning.
DTM Administration / City Manager's Office	Oversight, funding strategy, and reporting to Mayor and Council.

Require written operator safety protocols and training for Sun Tran operators

Element 5 – Operator Safety Policies and Training (E5)

Current Conditions and Challenges:

- *Policy Framework Gaps:* Sun Tran has an Operator Safety and Security section within the Operator Information Guide (OIG) .
- *Training Variability:* Operator training includes safety and customer-service components; however, emphasis and frequency vary by tenure, division, and instructor. All senior operators have received the Transit and Paratransit Company (TAPTCO) refresher training. All Operators are now trained in the TAPTCO processes, which include de-escalation and conflict management.
- *Incident Reporting and Follow-Up:* Reporting systems for operator-related incidents (e.g., assaults, threats, or fare disputes) are not always used consistently. Operators have reported uncertainty regarding when and how to escalate incidents to dispatch, contracted security, PSCD, or TPD.
- *Ask Once Policy:* Originally introduced to guide fare collection interactions, the “Ask Once” policy has evolved into a broader behavioral management tool. The intent is for operators to ask once for compliance with fare payment or minor conduct infractions and, if ignored, continue service while contacting dispatch for assistance. However, the policy’s application varies across the system, and many operators are unsure when or how to use it outside of fare disputes. Operators have in the Code of Conduct Major Work Rules (7) how to apply the “ask once” policy. If they have questions, Operators are directed to their supervisor or management.
- *Operator Role Boundaries:* Feedback from both management and operators underscores the need for clearer boundaries between operator responsibilities and enforcement actions.

Proposed Actions:

- **E5.A – Review and Update Written Operator Safety Protocols.**
 - Confirm Operator Safety and Security Manual includes prevention, de-escalation, reporting, and response procedures and/or revise as needed.
 - Clarify operator expectations during incidents involving aggressive or disruptive passengers, including adherence to the “Ask Once” policy.
 - Include clear escalation steps for contacting dispatch, security, and TPD, ensuring operators are not placed in enforcement roles.
- **E5.B – Integrate Safety Protocols into Operator Training Programs.**
 - Incorporate safety and de-escalation modules into new-hire onboarding and annual refresher training.
 - Standardize delivery across training cohorts to ensure all operators receive consistent, up-to-date instruction.
 - Embed scenario-based exercises addressing real-world situations, such as non-compliant passengers, medical emergencies, or threatening behavior.
- **E5.C – Institutionalize Regular Safety Briefings and Debriefs.**
 - Conduct periodic safety briefings, especially following significant incidents or operational changes.
 - Establish structured incident debriefs for operators, supervisors, and security staff to identify lessons learned and share best practices.
 - Track follow-up actions and integrate insights into future training cycles.
- **E5.D – Monitor and Enforce Training Compliance.**
 - Implement a centralized system to track completion of required safety courses and certifications.
 - Require supervisors to verify that all operators have completed annual safety refreshers.
 - Conduct periodic audits to ensure adherence to policies and consistent field application.
- **E5.E – Clarify and Reinforce the “Ask Once” Policy.**
 - Develop formal written guidance outlining when and how to apply the “Ask Once” principle.
 - Ensure alignment between policy language and operator safety procedures, emphasizing that operators must never forcibly remove riders or engage physically.
 - Provide refresher sessions and communications to reinforce consistent understanding systemwide.

Lead and Partner Agencies:

Lead Department	Role / Responsibility
Sun Tran Operations and Training	Lead development and delivery of operator safety training; manage policy updates and compliance tracking.
Department of Transportation & Mobility (DTM) – Transit Division	Oversee policy alignment, ensure training program integration, and provide oversight for ongoing safety reporting.
Tucson Police Department (TPD)	Support development of de-escalation and response training; provide coordination for enforcement protocols and emergency response.
Contracted Security	Participate in debriefs and joint training to ensure consistent safety procedures between contracted security and operators.
DTM Administration / City Manager's Office	Oversight, funding, and coordination of policy adoption; reporting to Mayor and Council.

Review and provide input on the Action Plan with the TTAC and Sun Tran operators

Element 6 – Stakeholder and Operator Engagement (E6)

Current Conditions and Challenges:

- *Existing Engagement Channels:* The Tucson Transit Advisory Committee (TTAC) currently serves as the City's formal advisory body on transit-related matters, providing a structured forum for public input and stakeholder review. However, safety and security discussions have typically occurred on an ad hoc basis rather than as a standing agenda item.
- *Operator Input:* Sun Tran operators have consistently expressed a desire for more structured opportunities to share safety concerns and recommendations outside of incident reporting or union channels. While management meetings and safety briefings exist, operator input into broader policy and infrastructure decisions remains limited.
- *Public Perception and Community Feedback:* Rider confidence and perceptions of safety are critical indicators of system success. Existing community sentiment is primarily captured through Sun Tran surveys and isolated feedback campaigns. There is currently no continuous mechanism for capturing safety-related feedback from riders or the broader community.
- *Data and Accountability:* While various departments track operational performance, formal cross-department reporting on safety outcomes, stakeholder engagement, or response follow-up is not yet institutionalized. A consistent reporting process would enhance transparency, build public trust, and guide data-informed adjustments to the Safety and Security Plan.

Proposed Actions:

- **E6.A – Formalize Review by the Tucson Transit Advisory Committee (TTAC) and Operators.**
 - Present the full Transit Safety and Security Action Plan (Safety and Security Plan) to TTAC and Sun Tran operators for feedback prior to final adoption.
 - Incorporate feedback from both groups into the final plan.
 - Establish Safety and Security Plan review as a regular TTAC agenda item.
- **E6.B – Institutionalize Ongoing Reporting and Communication.**
 - Provide progress reports to TTAC and DTM leadership summarizing key accomplishments, implementation milestones, and outcome metrics.
 - Include highlights of data trends, enforcement and outreach outcomes, and stakeholder feedback received during the reporting period.
- **E6.C – Enhance Operator Engagement Channels.**
 - Create a formal feedback loop between Sun Tran operators, supervisors, and DTM's Transit Division for policy and infrastructure recommendations.
 - Integrate operator insights gathered from incident reports, safety briefings, and post-event debriefs into quarterly safety reviews.
 - Explore use of anonymous surveys or focus groups to encourage candid feedback on operator safety conditions.
- **E6.D – Expand Community and Rider Feedback Opportunities.**
 - Explore potential collaboration with the University of Arizona (UA) and TPD's Research and Analysis Division to design a community sentiment and safety perception survey for transit users.
 - Evaluate integration of rider feedback tools such as the Transit App's real-time reporting feature (as identified in the Mayor and Council motion).
 - Use collected data to identify geographic or thematic areas of concern to inform future Plan updates.

<i>Lead and Partner Agencies:</i>	<i>Role / Responsibility</i>
Department of Transportation & Mobility (DTM) – Transit Division	Lead coordination of stakeholder engagement, TTAC reporting, and plan updates.
Sun Tran Operations and Marketing Divisions	Facilitate operator engagement, collect feedback, and integrate operator insights into safety and security planning.
Tucson Transit Advisory Committee (TTAC)	Review and provide input on Safety and Security Plan implementation and progress.
Tucson Police Department (TPD) – Research & Analysis Division	Support data analysis, survey design, and evaluation of safety metrics.
DTM Administration / City Manager's Office	Oversight, accountability, and formal reporting to Mayor and Council.
University of Arizona (UA)	Potential research partner for public safety perception surveys and evaluation of engagement effectiveness.

Adopt and actively promote the use of the free Transit app, widely used by transit systems nationwide, to enable real-time rider feedback

Element 7 – Rider Feedback and Communication Systems (E7)

Current Conditions and Challenges:

- *Limited Real-Time Feedback Channels:* Currently, rider input on safety, cleanliness, or service issues is primarily collected through Sun Tran's customer service line, email submissions, or periodic surveys. These methods do not allow for immediate or location-specific reporting, limiting the City's ability to respond quickly to emerging issues.
- *Underutilized Technology Platforms:* Although Sun Tran maintains an active website and social media presence, existing tools do not offer a structured mechanism for real-time, in-route communication between riders and transit staff. This gap has been noted in both rider feedback and operator reports, especially regarding safety or maintenance issues at specific stops.
- *Growing Expectation for Digital Access:* Many peer transit systems nationwide have adopted mobile applications that allow riders to receive live service updates and report concerns directly from their smartphones. The City of Tucson's adoption of the Transit App as Sun Tran's official rider app represents a key step toward aligning with best practices for transparency, responsiveness, and community trust.
- *Data Integration Needs:* While the Transit App offers real-time reporting capabilities, processes for routing, reviewing, and responding to incoming feedback have not yet been fully established. A coordinated system for monitoring and actioning rider input will be critical to ensure the tool delivers measurable safety and service benefits.

Proposed Actions:

- **E7.A – Adopt and Actively Promote the Transit App.**
 - Launch the City's official rollout of the new Sun Tran app using Transit Royale on December 1, 2025, introducing riders to its safety and feedback features.
 - Ensure Sun Tran, DTM, and Mayor and Council messaging emphasize the app's accessibility, cost-free use, and integration with system-wide service updates.
 - Provide multilingual materials and ADA-accessible instructions for broad user reach.
- **E7.B – Enable Real-Time Rider Feedback.**
 - The app allows riders to submit reports on safety concerns, cleanliness, service issues, or operator commendations directly from their mobile device under "get support".
 - Establish a centralized process within Sun Tran's dispatch or communications division to triage incoming reports and route them to the appropriate department (e.g., maintenance, contracted security, or safety).
 - Develop internal response protocols with defined timeframes for acknowledgment and resolution of reported issues.
- **E7.C – Promote Awareness Through Systemwide Outreach.**
 - Display promotional materials inside buses, at transit centers, and on digital platforms (e.g., social media, website, and community newsletters).

- Partner with community organizations, libraries, and senior centers to demonstrate app features and encourage adoption among all rider demographics.
- Track downloads, user submissions, and engagement rates to measure outreach effectiveness.
- **E7.D – Integrate Feedback into Safety Monitoring.**
 - Review app feedback monthly to identify recurring concerns, such as lighting, loitering, or facility maintenance needs.
 - Incorporate findings into quarterly safety reports and deployment planning for contracted security, outreach, and maintenance crews.
 - Cross-reference rider feedback with TPD data and contracted security to identify geographic clusters of reported issues.

Lead and Partner Agencies:

Lead Department	Role / Responsibility
Sun Tran Operations & Customer Satisfaction Departments	Manage app configuration, feedback review, and routing of safety or service reports.
Department of Transportation & Mobility (DTM) – Transit Division	Oversee implementation, public outreach, and reporting to Mayor and Council.
DTM Administration / City Manager's Office	Policy oversight, media coordination, and interdepartmental communication.
Tucson Police Department (TPD)	Support data-sharing and joint review of rider safety concerns related to law enforcement activity.
Community Partners / Sun Tran Marketing	Assist in outreach, education, and promotion of app awareness throughout the community.

Implementation and Monitoring

Implementation of the Transit Safety and Security Action Plan will occur in coordinated phases, allowing the City to take meaningful action immediately while preparing for broader system investments as additional resources become available. Several improvements can be implemented right away through staff coordination, operational adjustments, and existing programs, demonstrating early progress at no additional cost.

Beyond what is immediately achievable using existing resources, staff has identified critical projects that could be completed with an additional one-time \$500,000 investment to support high-impact, visible safety improvements such as enhanced lighting and CPTED improvements at bus stops, increased contracted security guards, and off-duty TPD special deployments. Looking ahead, if RTA Next is approved by voters in spring 2026, approximately \$2 million annually will become available to sustain and expand safety investments across the transit system. The following tables summarize these three tiers of implementation, immediate, near-term, and long-range, to clearly show what can be accomplished now and how these actions could scale with future regional support.

Table 1. Immediate Actions (No Additional Cost)

Actions that can be implemented now using existing staff, programs, and coordination structures.

Plan Element	Action/Improvement	Responsible Party	Status
Element 1 – Safety Partnerships	E1.A – Develop a joint deployment plan: Align deployment across TPD, Sun Tran, and contracted security using existing schedules, incident data, and quarterly reviews to adjust resource allocation.	ST, DTM, TPD	In Progress
Element 1 – Safety Partnerships	E1.B – Formalize regular coordination meetings: Establish recurring meetings between TPD, Sun Tran leadership, and contracted security for data sharing and trend review.	ST, DTM, TPD	Complete; Monthly meetings scheduled
Element 1 – Safety Partnerships	E1.C – Establish clear communication protocols: Define SOPs for incident response, assign TPD points of contact, and streamline notification pathways.	ST, TPD	In Progress
Element 1 – Safety Partnerships	E1.D – Integrate with and expand CSARC monitoring: Implement initiative 1 of TPD's pilot camera program which will equip 12 buses with real-time monitoring capabilities.	ST, DTM, TPD	Planned
Element 1 – Safety Partnerships	E1.E – Enhance dispatch and triage efficiency: Review existing dispatch workflows among Sun Tran, contracted security, and TPD to identify procedural improvements.	ST, TPD, PCSD	In Progress

Plan Element	Action/Improvement	Responsible Party	Status
Element 1 – Safety Partnerships	E1.G – Explore opportunities to increase the quantity and authority of contracted security guards: Evaluate the legal, procedural, and operational implications of granting contracted security staff additional authority to remove or detain unruly passengers.	ST, DTM, CAO	In Progress
Element 2 – Targeted Safety Interventions	E2.A – Develop and maintain a comprehensive incident hot spot database map: Standardize data inputs, aggregate reports into a GIS-based map, and align coding practices across TPD, Sun Tran, and contracted security to support ongoing analysis.	ST, DTM, TPD R&A	In Progress
Element 2 – Targeted Safety Interventions	E2.B – Focus deployments in high-priority areas: Direct TPD, contracted security, and outreach personnel to identified hot spots and coordinate maintenance schedules during peak periods to reinforce system presence.	ST, TPD, CSHW	In Progress
Element 2 – Targeted Safety Interventions	E2.D – Review and update the hot spot list quarterly: Convene cross-agency data review teams to validate priority locations and publish updated internal deployment guidance.	ST, DTM, TPD R&A	Planned
Element 2 – Targeted Safety Interventions	E2.E – Engage adjacent property and business owners: Coordinate with nearby stakeholders, Ward offices, and neighborhood associations to encourage shared responsibility for lighting, environmental upkeep, and activity monitoring.	ST, DTM, Ward Offices	Planned
Element 3 – Transit Ambassadors and Outreach Teams	E3.B – Expand coordination between ambassadors, security, and social service providers: Align deployment and develop referral protocols through coordinated efforts with Sun Tran, TPD, and CSHW.	ST, TPD, CSHW	In Progress
Element 3 – Transit Ambassadors and Outreach Teams	E3.C – Leverage existing personnel for initial deployment: Use existing CSHW or care coordination staff to launch a pilot phase, enabling immediate implementation without new staffing.	ST, CSHW	Planned
Element 4 – Operator Safety Enhancements	E4.A – Conduct a comprehensive operator safety assessment: Engage operators through surveys, focus groups, and ride-along; document existing protections; integrate operator perspectives into safety and security planning.	ST, DTM	In Progress
Element 4 – Operator Safety Enhancements	E4.B – Operator enclosures and barriers (policy review): Review fleet inventory for barriers, evaluate design effectiveness, and identify standard operating procedures for use.	ST	Complete

Plan Element	Action/Improvement	Responsible Party	Status
Element 4 – Operator Safety Enhancements	E4.B – Panic and duress systems (evaluation only): Evaluate current duress alert systems, operator familiarity, and needed SOP refinements.	ST	In Progress
Element 4 – Operator Safety Enhancements	E4.C – Develop and Implement an Operator Safety Improvement Plan: Compile assessment findings, prioritize improvement projects, identify funding sources.	ST, DTM	In Progress
Element 5 – Operator Safety Policies and Training	E5.A – Review and update written operator safety protocols: Confirm the Operator Information Guide (OIG) Operator Safety and Security section includes prevention, de-escalation, reporting, and response procedures; clarify expectations; and ensure operators are not placed in enforcement roles.	ST	Complete; Ongoing
Element 5 – Operator Safety Policies and Training	E5.B – Integrate safety protocols into operator training programs (baseline implementation): Incorporate modules into existing new-hire and refresher training using available staff trainers and established training platforms.	ST	Complete; Ongoing
Element 5 – Operator Safety Policies and Training	E5.C – Institutionalize regular safety briefings and debriefs: Conduct periodic briefings and structured post-incident debriefs; track follow-up actions and lessons learned.	ST	Complete; Ongoing
Element 5 – Operator Safety Policies and Training	E5.D – Monitor and enforce training compliance: Use existing systems and supervisory processes to track training completion and conduct periodic compliance audits.	ST	Complete; Ongoing
Element 5 – Operator Safety Policies and Training	E5.E – Clarify and reinforce the “Ask Once” policy: Update the written policy, align it with safety procedures, and deliver refresher training using existing training channels and staff resources.	ST	Complete; Ongoing
Element 6 – Stakeholder and Operator Engagement	E6.A – Formalize review by TTAC and operators: Present the Safety and Security Plan to TTAC and Sun Tran operators for feedback, incorporate recommendations, and establish periodic update reviews once adopted.	ST, DTM	In Progress
Element 6 – Stakeholder and Operator Engagement	E6.B – Institutionalize ongoing reporting and communication: Provide progress reports to TTAC, DTM leadership, and Mayor and Council.	ST, DTM, TPD	In Progress

Plan Element	Action/Improvement	Responsible Party	Status
Element 6 – Stakeholder and Operator Engagement	E6.C – Enhance operator engagement channels: Create feedback loops with operators and supervisors, integrate operator insights into safety reviews, and use focus groups or surveys where feasible.	ST, DTM	Complete; Ongoing
Element 6 – Stakeholder and Operator Engagement	E6.D – Expand community and rider feedback opportunities (data use): Use feedback and sentiment data to identify geographic or thematic concerns that inform future plan updates.	ST, DTM	In Progress
Element 7 – Rider Feedback and Communication Systems	E7.A – Adopt and actively promote the Transit App: Launch the Transit App rollout, ensure coordinated communications from Sun Tran and DTM, and provide multilingual and ADA-accessible materials for riders.	ST, DTM	Complete; Ongoing
Element 7 – Rider Feedback and Communication Systems	E7.B – Enable real-time rider feedback (technology configuration): Configure the Transit App to allow direct rider submissions for safety concerns, cleanliness, service issues, or recommendations.	ST	In Progress
Element 7 – Rider Feedback and Communication Systems	E7.B – Enable real-time rider feedback (triage system): Establish a centralized process within Sun Tran's dispatch or communications division to triage incoming digital reports.	ST	Planned
Element 7 – Rider Feedback and Communication Systems	E7.B – Enable real-time rider feedback (protocol development): Develop internal response protocols for processing, prioritizing, and resolving rider-submitted reports.	ST	Planned
Element 7 – Rider Feedback and Communication Systems	E7.C – Promote awareness through systemwide outreach: Display promotional materials, partner with community organizations, and track engagement to increase app adoption.	ST, DTM	In Progress
Element 7 – Rider Feedback and Communication Systems	E7.D – Integrate feedback into safety monitoring: Review app feedback monthly, incorporate findings into quarterly safety reports, and cross-reference rider submissions with TPD and contracted security data.	ST, DTM	Planned

Table 2. Near-Term Actions (Within \$500,000 Safety Allocation)

Actions that could be initiated or expanded with additional funding capacity.

Plan Element	Action/Improvement	Responsible Party	Proposed Budget Allocation
Element 1 – Safety Partnerships	E1.F – Enhance police presence and enforcement opportunities: Fund targeted overtime deployments or Special Duty officers to support transit safety enforcement.	ST, DTM, TPD	\$350,000 (~25 weekly hours, 3 officer deployment)
Element 2 – Targeted Safety Interventions	E2.C – Implement Environmental Design (CPTED) improvements: Targeted installations which may include lighting upgrades, placement of deterrent rocks, removal of obstructions, and signage improvements at select high-priority stops.	ST, DTM	\$150,000 (Spot improvement at various locations)
TOTAL			\$500,000

Table 3. Long-Range Actions (Contingent on RTA Next Approval or Other Funding)

Improvements scalable through the potential \$2M+ annual RTA Next allocation for transit safety and security.

Plan Element	Action/Improvement	Responsible Party	Notes
Element 1 – Safety Partnerships	E1.D – Integrate with and expand CSARC monitoring: Expand from pilot to full systemwide camera deployment and continuous monitoring infrastructure.	ST, DTM, TPD	Fund cameras at bus stops and technology to connect existing on-bus cameras to CSARC.
Element 1 – Safety Partnerships	E1.F – Enhance police presence and enforcement opportunities: Establish sustained, ongoing special-duty or dedicated enforcement capacity tied to long-term RTA Next funding.	ST, DTM, TPD	Fund ongoing dedicated law enforcement special deployments.
Element 1 – Safety Partnerships	E1.G – Explore opportunities to increase the quantity and authority of contracted security guards: Assess long-term options for restructuring or enhancing the contracted security model, including the of granting expanded authority to security personnel, and increasing the total number of security guards on roving patrol and at transit centers.	ST, DTM, CAO	Fund additional contracted security guards, possibly with expanded authority.

Plan Element	Action/Improvement	Responsible Party	Notes
Element 2 – Targeted Safety Interventions	E2.C – Implement Environmental Design (CPTED) improvements: Scale environmental design enhancements systemwide, including major lighting upgrades, expanded visibility improvements, and comprehensive site redesigns.	ST, DTM	Provide flexible funding to address CPTED interventions on an ongoing basis as conditions evolve.
Element 3 – Transit Ambassadors and Outreach Teams	E3.A – Deploy dedicated Transit Ambassador and Outreach Teams: Fund initial staffing, training, and equipment needed for ambassador deployment and subsequently seek to expand staffing levels and ensure sustained coverage across high-traffic areas.	ST, DTM, CSHW	Fund dedicated Transit Ambassador program.
Element 4 – Operator Safety Enhancements	E4.B – Lighting improvements (systemwide expansion): Expand lighting coverage across stops, centers, and corridors as part of broader safety infrastructure upgrades.	ST, DTM	Fund comprehensive lighting upgrades across the transit system.
Element 4 – Operator Safety Enhancements	E4.B – Panic and duress systems (fleetwide modernization): Deploy improved duress alert technologies systemwide and integrate with broader safety systems.	ST, DTM	Retrofit transit fleet with improved panic and duress system technology.
Element 4 – Operator Safety Enhancements	E4.C – Develop and implement an Operator Safety Improvement Plan (long-term projects): Execute medium- and long-term capital projects identified through the Operator Safety Improvement Plan.	ST, DTM	Fund ongoing improvements to operator safety as needs evolve.

Conclusion

The Transit Safety and Security Action Plan establishes a coordinated and data-driven framework for improving safety across Tucson's transit network, while remaining flexible enough to evolve as new information, technologies, and partnerships emerge. As a living document, the Plan is intended to be refined through continued engagement with Mayor and Council, Sun Tran operators, advisory committees, public-safety partners, and other key stakeholders. Their ongoing perspectives and insights will ensure that the Plan remains responsive to real-world conditions and grounded in the operational realities of the transit system.

To support the near-term actions identified in this Plan, staff is requesting consideration of a \$500,000 allocation to fund high-impact improvements that can be implemented immediately. These investments, including lighting upgrades, targeted environmental design projects, and off-duty officer support represent the most urgent and feasible steps toward stabilizing safety conditions across the system. With this initial investment, the City can begin executing meaningful improvements while continuing to refine and adapt the Plan in partnership with Mayor and Council and the broader community.

Appendices



SUN TRAN BUS STOPS
STANDARD OPERATING PROCEDURE

TITLE: BUS STOP PROJECT MANAGEMENT

SOP#:	REVISION DATE: 3 DECEMBER 2025	Page 1 of 8
RESPONSIBLE DEPARTMENTS: SERVICE PLANNING & DEVELOPMENT, OPERATIONS, AND TRANSIT FACILITIES	REVIEWED BY: DAVITA MUELLER DATE: SIGNATURE:	APPROVED BY: MIKEL OGLESBY DATE: SIGNATURE:

Bus Stop Project Management

1. Purpose

- 1.1. Identify the standard policies for Sun Tran bus stop placement, amenities & construction.
 - 1.1.a. Identify Sun Tran bus stop accessibility expectations and requirements.
 - 1.1.b. Identify performance and community-based indicators to be considered in the prioritization and evaluation of bus stops amenities
- 1.2. Identify Sun Tran's responsibilities, preferences, & levels of involvement during any construction and/or redevelopment projects.
- 1.3. Set forth guidelines for all projects involving bus stops to be shared with: City of Tucson, Unincorporated Pima County, City of South Tucson, Pascau Yaqui Tribe, Town of Marana, Town of Oro Valley, and project contractors/consultants as deemed necessary.

2. Scope

- 2.1. Sun Tran's Bus Stop Program Coordinator will evaluate all bus stops placements, relocations, and/or removals according to the City of Tucson's policy of maintaining approximately a quarter mile space between all Sun Tran bus stops. When this is not feasible, some exceptions will be made.
- 2.2. Sun Tran's Bus Stop Program Coordinator will evaluate all bus stop amenity placements, relocations, and/or removals according to a standard prioritization system.
- 2.3. City of Tucson Department of Transportation & Mobility (DTM) Lead Planner and Sun Tran Bus Stop Program Coordinator will review all new bus stop construction plans to ensure that the proposed projects agree with established Sun Tran bus stop accessibility standards, pullout preferences, and spacing policies.
- 2.4. When a bus stop location conflicts with a roadway construction or redevelopment project, the DTM Lead Planner, Sun Tran Bus Stop Program Coordinator, and/or Detour & Special Events Operations Supervisor will be in communication with the project team to coordinate the handling



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of bus stop amenities, temporary bus stop placements, and resulting detours.

3. Definitions

- 3.1. *Bus Stop Amenities* are defined as any street furniture placed at a bus stop. This can include, but is not limited to, bus stop signage, trash receptacles, advertising, benches, shelters, landscaping, lighting, or irrigation.
- 3.2. *Public Right of Way (ROW)* is defined as the area where the public is legally allowed to access the land due to an easement. All bus stops are located within the ROW.
- 3.3. *Ridership* is, in this case, measured in terms of the "Unique Daily Trips", or average daily boardings. Bus stop amenities are most used by those waiting for the bus to arrive. Ridership reflects the density of riders using each bus stop which varies by surrounding land use.
- 3.4. *Major Transfer Locations* are defined as intersections with bus stops that are serviced by more than two routes or are serviced by two routes within the Frequent Transit Network. This reflects the greater amount of riders who may be waiting at this stop between transfers relative to Minor Transfer Locations. Transfer points are locations where transit users may be forced to wait longer for timeframes due to transit system & schedule restrictions.
- 3.5. *Minor Transfer Locations* are defined as intersections with bus stops that are serviced by two routes and are not located within the Frequent Transit Network. This reflects the relatively fewer number of riders who may be waiting at this stop between transfers, but also the relatively greater number of people waiting at this stop than at a non-transfer point. Transfer points are locations where transit users may be forced to wait longer for timeframes due to transit system & schedule restrictions.
- 3.6. *Equity Priority Locations* are defined as any bus stop located within an area that disadvantaged as identified by the United States Department of Transportation's Equitable Transportation Community (ETC) Explorer, the City of Tucson's Tucson Equity Priority Index (TEPI), the American Forests' Tree Equity Index, or Sun Tran's Title VI policy.
- 3.7. *Key Service Destinations* are defined as important community resource locations, such as hospitals, grocery stores, schools, and libraries, with a pedestrian connection to a bus stop.
- 3.8. The *Frequent Transit Network (FTN)* is defined as a series of bus routes that offer a higher frequency of services – within 20 minutes or less on weekdays. In the Sun Tran system, the current FTN routes are identified in the Sun Tran Ride Guide.



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- 3.9. The *Sun Tran Bus Stop Accessibility & Inventory Survey* is an internal collection of bus stop accessibility and inventory assessments throughout the Sun Tran system. This is completed through an ESRI Survey 123 application and results in a GIS layer of all bus stop features and their attributes. Upon its completion, this data set can be used by other City of Tucson (COT) Departments.
- 3.10. *Americans with Disabilities Act of 1990 (ADA)* prohibits discrimination against people with disabilities. In short, we must ensure that public transit vehicles and facilities are accessible for all.
- 3.11. *Public Right of Way Accessibility Guidelines (PROWAG)*'s final rule was published by the US Access Board under the ADA and the Architectural Barriers Act (ABA) in August of 2023. PROWAG focuses on access to sidewalks, crosswalks, curb ramps, pedestrian signals, on-street parking, and other components of public right-of-way, including shared use paths.
- 3.12. A *Bus Pullout* is a designated spot on the side of the roadway where buses may pull out of the flow of traffic to service a bus stop. These are useful where in-lane stops would be problematic, but they increase the time required for the bus to service the bus stop as they must reenter the through-moving traffic flow.
- 3.13. A *Bus Pull Through* is a designated spot on the side of the roadway where buses may service a bus stop in a turn lane and be exempt from turning. This allows the bus to remain in the flow of traffic but does not block the main lanes of travel. This eases the reentry of the bus into the main lane of travel and does not hinder the flow of traffic.

4. Coordination Processes

4.1. Bus Stop Infrastructure Standards

- 4.1.a. **Bus Stop Spacing:** Sun Tran Tucson upholds a standard bus stop spacing of approximately 1/4 mile between all bus stops as described in the *City of Tucson Department of Transportation and Mobility Street Design Guide of 2021*. There are current historic bus stops as well as key major transit destinations that do not adhere to this policy. All future bus stop adjustments should work towards supporting the 1/4 mile spacing standard.
- 4.1.b. **Amenity Prioritization:** Bus stop amenities are to be allocated to bus stops across the Sun Tran system based on the attached *City of Tucson and Sun Tran's Bus Stop Amenity Policy (TMD, 2024)*. This policy standardizes the evaluation of amenity placements according to weighted ridership. Prioritization can be applied to all types of amenities



SUN TRAN BUS STOPS
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individually and can be used across all jurisdictions. The daily boarding activity of a stop is the baseline from which additional factors are awarded based on if the stop falls into the following categories: Transfer Points (Major or Minor), Equity Priority Locations, and Key Service Destinations. The sum of all increase factors is applied to the base score. All placement requests will be addressed according to the prioritization matrix outlined below; only after feasibility and accessibility requirements are satisfied. Bus stops with a higher priority score will receive amenities before those with lower scores. In special cases, other considerations may be relevant as well.

Prioritization Factor	Potential Increase
Ridership (Daily Boarding Activity)	Base Score
Transfer Points	Major 50% OR Minor 25%
Equity Priority Areas (as determined by tools below) <i>Identified as Disadvantaged by Tucson Equity Priority Index (TEPI)</i>	Up to 25%
<i>Served by a Minority Route as Identified by Title VI On-Board Survey</i>	20%
Within 1/4 mile of any Key Service Destination	5%
Total score may increase by up to 95% above the ridership score.	

4.1.c. Bus Stop and Amenities Removal/Relocation:

The removal of bus stops / amenities should follow a similar process as its implementation. The following are considered prior to the removal of amenities or relocation of a stop.

- Amenity Prioritization Score – evaluate the stop's amenity prioritization score
 - Ridership – evaluate the recent bus stop daily ridership and determine if it justifies the existing amenities
 - Location – examine and evaluate the surrounding structures i.e. medical centers, educational institutions, grocery stores, parks and recreational facilities, etc.
- Spacing – examine the existing spacing between the surrounding stops and assess if



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relocation or removal will maintain or improve the 1/4 mile standard bus stop spacing

- History – review the history of the bus stop and the documented comments
- R.O.W. and Transit Infrastructure – examine the public R.O.W. and the supportive transit infrastructure (i.e. bus stop pad, bus pull out, crosswalk, etc.). If a stop is relocated, determine who is responsible for the funding and building of the transit infrastructure(s) in accordance to ADA/PROWAG standards as well as the relocation of the amenities.
- Inform adjacent businesses and residents of the plan to remove the bus stop and/or amenities.

The complete removal of a bus stop will be considered only as a last resort. When a project does not fall under Scope Sections 2.3 or 2.4, the City of Tucson's Director of Transportation and Mobility maintains final authority to remove a bus stop shelter, bench, and/or to relocate the bus stop.

4.1.d. **Bus Pullout Preferences:** It is recommended that project teams consult Sun Tran's Bus Stop Program Coordinator in the consideration of bus pullout construction. Bus pullouts present additional challenges and hazards for bus operators and passengers as they often struggle to reenter traffic after servicing bus stops located at a pullout. Each location is unique and must be evaluated on an individual basis, but Sun Tran has outlined the following general preferences:

- Is the proposed location at a signalized intersection?
 - If "yes" and the stop is a time point, this *may be considered* for a pullout.
 - If "no", this location *should not be considered* for the construction of a pullout.
- Is the proposed location on the near- or the far-side of an intersection?
 - If on the far side of a signalized intersection and the stop is a time point, this *may be considered* as a good location for a pullout.
 - If on the near side of a signalized intersection and the bus does **not** have signal priority, then this location *should not* be considered for the construction of a pullout.
 - If the bus stop is on the near side of a signalized intersection, the stop is a time



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point, and the bus does have signal priority, then this *may be considered* as good location for a pull through.

- If approved, see City of Tucson Bus Stop Pad, Shelter, and Pullout Details (Jan 2025).

https://www.tucsonaz.gov/files/sharedassets/public/v1/transportation-and-mobility/engineering/documents/bus_stop_pad_shelter_pullout_detail_jan2025_update.pdf

4.2 Bus Stop Accessibility: All bus stops must adhere to ADA and PROWAG.

- The shelter pad may overlap the ADA & PROWAG areas when under Public Right-of-Way constraints. The minimum distance from back of curb is 9 feet.
- Sheltered Stops: the concrete must be 6 inches thick to support the weight of the shelter.
- Unsheltered Stops: Omit the shelter pad but still include the ADA and PROWAG concrete.
- See the City of Tucson bus stop pad, shelter, and pullout details for additional information.

https://www.tucsonaz.gov/files/sharedassets/public/v1/transportation-and-mobility/engineering/documents/bus_stop_pad_shelter_pullout_detail_jan2025_update.pdf

Bus stop infrastructure accessibility improvements are prioritized in a similar manner as bus stop amenities in order to support efficient & fair funding allocations. When a reasonable modification request is submitted, that request is prioritized. When multiple reasonable modification requests are submitted and resources are unavailable to accommodate all requests immediately, the prioritization metrics below are applied to the situation to determine the order in which requests are to be fulfilled.

Prioritization Factor	Potential Increase
Ridership (Daily Boarding Activity)	Base Score
Transfer Points	Major 50% OR Minor 25%
Equity Priority Areas (as determined by tools below)	Up to 25%
<i>Identified as Disadvantaged by ETC</i>	5%
<i>Identified as Disadvantaged by Tucson Equity Priority Index</i>	10%



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<i>Identified as Disadvantaged by Tree Equity Index</i>	5%
<i>Served by a Minority Route as Identified by Title VI</i>	5%
Within 1/4 mile of any Key Service Destination	20%

4.3. Roadway Construction & Redevelopment Projects

4.3.a. Planning Involvement: City of Tucson Department of Transportation and Mobility's Lead Planner, Sun Tran's Bus Stop Program Coordinator, and Sun Tran's Operations Detour and Special Events Supervisor are to be consulted in all projects that include bus stops in the project area. In these consultations, the Bus Stop Program Coordinator will share the standards and preference of Sun Tran for the affected bus stops. Many of these will require case-by-case consideration as ROW and existing conditions vary throughout the transit system.

4.3.b. Construction Involvement: During construction, Sun Tran's Operations Detour and Special Events Supervisor is responsible for organizing the necessary temporary bus stop signage, tracking signage, and amenity reinstalment, and ensuring the bus detours are provided as needed.

- Bus stop signage is stop specific due to the bus stop ID number and routes being listed on the sign. Bus stop signs must be reused and reinstalled at the same location from which they were taken.
- Construction projects are responsible for uninstalling and reinstalling any bus stop infrastructure that is affected by their project.
- Sun Tran must be notified of construction ahead of time in order to initiate the implementation of the proper detours and temporary bus stops.
- Construction projects that remove and replace bus stops are excellent opportunities to revise bus stop spacing or infrastructure concerns that may be present.
- New construction at bus stops should adhere to ADA, PROWAG, and City of Tucson Traffic Engineering requirements.



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5. Contact Information

Position	Name	Contact
Sun Tran – General Manager	Mikel Oglesby	Mikel.Oglesby@tucsonaz.gov
Sun Tran – Service Planning and Development Bus Stop Program Coordinator	James Tewksbury	520-206-8883 James.Tewksbury@tucsonaz.gov
Sun Tran – Service Planning and Development Director	Davita Mueller	520-206-8825 davita.mueller@tucsonaz.gov
Sun Tran – Maintenance & Facilities Director	Jason Tuttle	520-206-8811 Jason.Tuttle2@tucsonaz.gov
Sun Tran – Facilities Director	Donald Parks	520-206-8839
Sun Tran - Lead Bus Stop Cleaner	Marc Chandler	marc.chandler@tucsonaz.gov
Sun Tran – Operations Detour & Special Events Supervisor	Joe Garcia	jose.garcia@tucsonaz.gov
City of Tucson - Streets	TDOT Concerns	TDOTConcerns@tucsonaz.gov
City of Tucson – Transportation and Mobility Lead Planner	Monica Landgrave-Serrano	Monica.Landgrave@tucsonaz.gov
Unincorporated Pima County – Planner III	Jonathan Crowe	jonathan.crowe@pima.gov
City of South Tucson – Public Works Director	Angel Lopez	alopez@southtucson.org 520-792-2424
Town of Marana	Public Works	520-382-2536
Town of Oro Valley	Public Works	520-229-4850 pw@orovalleyaz.gov

Print

Signature

Date

Last Revised Date
(10-28-2025)

document location:
https://tucson-my.sharepoint.com/personal/andrew_bemis_tucsonaz_gov/Documents/Deputy%20Director/Transit/Safety%20&%20Security%20Action%20Plan/Bus%20Stop%20Project%20Management%20SOP.docx

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DRAFT Public Transit Passenger Service Suspension Policy

Providing safe public transportation service is the responsibility of transit employees and the public. Transit operators, supervisors, and security staff are trained to provide a high level of customer service and with de-escalation skills to use when appropriate. Passengers on Tucson's public transit system including Sun Tran, Sun Link, Sun Van, and Sun On Demand services (hereinafter referred to as 'Sun Tran'), have a responsibility to contribute to a safe environment. Sun Tran already has established expectations for passengers through the "Ride with Respect" program (RWR code of conduct viewable at <https://www.suntran.com/how-to-ride/bus-basics-rider-rules/>). The Public Transit Passenger Service Suspension Policy documents those situations where suspension is already possible through established judicial processes and also establishes a method to document passenger disruptive behavior, steps to mitigate, and consequences for continued disruptive behavior.

Violations of Sun Tran policies, or of the Tucson Code, can vary from minor to serious violations.

- Minor violations can normally be resolved by the operator engaging with the passenger to ask them to correct their behavior.
- Serious Violations – Serious violations may require assistance from a supervisor, security officer or police.

Whether through this Suspension Policy or otherwise, Sun Tran reserves the right to remove, charge with trespass, ban, or criminally prosecute passengers who engage in serious inappropriate conduct, specifically including criminal conduct or significant disruption on transit vehicles or property.

Minor Violations

In the case of minor violations, the operator will utilize the "Ask Once" policy. If the behavior continues, the operator will continue in route, notify dispatch of the behavior, and wait further instructions. At the end of their shift, the operator shall complete an incident report detailing the passenger's behavior and the circumstances surrounding the incident. Along with the incident details the incident report shall include the operator's name and employee number, the bus number, the route and the time the incident occurred. As

discussed below, a series of minor violations by a passenger can constitute a serious violation.

Suspension of Service for Minor Violations

Unless in an extreme emergency, operators are not allowed to physically remove passengers from a bus or Sun Tran property. Supervisors, Transit Enforcement Agents, Security, or Tucson Police Department officers are the only persons authorized to remove a passenger from Sun Tran buses or other property. When a passenger is removed from a bus, they may be informed they can no longer ride with that operator for the rest of the day. The supervisor removing the passenger from the bus will take a photo of the passenger and complete an incident report documenting their knowledge and involvement in the incident. The operator will complete an incident report at the end of their shift. Video will be pulled to assist in identifying the passenger as well as documenting the incident.

- *Drivers are responsible for documenting bad behavior in detail in an incident report. Drivers are responsible for calling into dispatch or reporting to a Road Supervisor passenger's bad behavior.*
- *Sun Tran will maintain all incident reports.*

If the person has a pattern of disruptive behavior a supervisor can suspend for the day the passenger's privilege to ride in Sun Tran vehicles or be on Sun Tran property.

- *Supervisors must document in an incident report the bad behavior and details as to why the passenger's service was suspended.*

Serious Violations

Consistent with Tucson Code § 30-8(c), serious violations are defined as behaviors that pose a serious continuing risk to the public or transit facility. This will include criminal conduct or significant disruption on transit vehicles or property. Serious violations can also arise from minor violations that are repetitive in nature, (either over several days or displaying the same behavior on several different buses during the same day). Serious violations may result in suspension of the privilege to use any of Sun Tran's services.

If a passenger has a pattern of disruptive behavior documented through incident reports or for separate more serious incidents, Sun Tran operations and security staff will review and consider suspending the passenger for an extended period.

Except in cases where the person poses a serious continuing risk to the public or transit facility, Sun Tran may provide passengers who have serious violations with one warning for bad behavior. In that case, a warning letter will be given to the passenger by a supervisor, security personnel or manager. (Two staff members will be present to give the warning).

Suspension of Service for Serious Violations

Any person guilty of assaulting a transit enforcement agent or transit employee acting in the scope of his or her employment may be prohibited from using a transit vehicle for a minimum of one (1) year. T.C. § 30-8(d).

Any person adjudicated responsible for violating any provision of Tucson Code Chapter 30, Article II ("General Provisions Relating to City Transit System) more than two (2) times within a twelve (12) month period may be prohibited from riding a transit vehicle or entering upon a transit facility for ninety (90) calendar days. T.C. § 30-8(b).

Any person who poses a serious continuing risk to the public or transit facility may be immediately removed from a transit vehicle or transit facility and the person may be prohibited from using transit vehicles or entering upon a transit facility for a period not to exceed ninety (90) calendar days. T.C. § 30-8(c). In this situation, notice will be provided to the passenger in the form of an administrative citation in writing issued by Supervisors, Transit Enforcement Agents, or Security. The notice will include the reason for the suspension, and the effective dates of the suspension, and will also include, or have attached to it, contact information and instructions on the 3-day deadline and process to administratively appeal the suspension.

Aside from the situations set forth immediately above continued reports of serious disruptive behavior or other serious violations by the same person may result in an administrative suspension of riding privileges for a period ranging from 1 week to 3 months (90 days) based on the evaluation by Sun Tran operations and security staff. Notice will be provided to the passenger in the form of an administrative citation in writing issued by Supervisors, Transit Enforcement Agents, or Security. The notice will include the reason(s) for the suspension, and the effective dates of the suspension. and will also include, or have attached to it, contact information and instructions on the 3-day deadline and process to administratively appeal the suspension.

A picture of the passenger will be taken by a supervisor or taken from a video of the incident. The picture of suspended passenger will be placed on a board in the operators' room in the north and south yards. Photos and the suspension details will be housed by Sun Tran Administration.

1. As already set forth above, passenger can be banned from riding for one week up to one year based on the nature and severity of the serious violation against Sun Tran, or its operators, supervisors, or security personnel (e.g., one year where guilty of physical assault in violation of T.C. § 30-8(d)). The rule violation must be verified and unprovoked.
2. Independent of any appeal by the passenger, review of any suspension of service based on a serious violation will be conducted and verified by the Risk Management Director, Operations Assistant General Manager, and Security Manager.

Appeal Process

Passengers administratively suspended from service will have the right to administratively appeal their suspension from service. Appeals must be submitted to the Sun Tran Director of Safety and Security within 3 days of the notice of suspension from service.

The appeal process will be attached to, or described in, the administrative citation giving notice of the suspension when provided to the passenger.

Training

Prior to implementation all operators, supervisors, and security staff will attend a training session on the procedures outlined above.

Updates to Policy

This Policy and the procedures described herein may be subject to change by Sun Tran management in consultation with the City of Tucson Department of Transportation and Mobility based on periodic reviews.