

*****ATTACHMENTS*****

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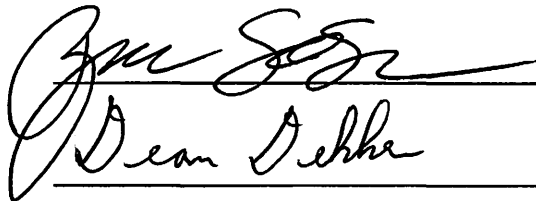
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Res. No. 143 - 20 - 21. By Alderpersons Sorenson and Dekker.
January 4, 2021.

A RESOLUTION authorizing the Mayor to execute the 2021 General Contract between Sheboygan County Health & Human Services Department and Shoreline Metro regarding transportation for elderly and disabled individuals.

RESOLVED: That the Mayor is hereby authorized to execute said 2021 General Contract, a copy of which is attached hereto.

Transit



Dean Dekker

I HEREBY CERTIFY that the foregoing Resolution was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the _____ day of _____, 20____.

Dated _____ 20____. _____, City Clerk

Approved _____ 20____. _____, Mayor

2021 GENERAL CONTRACT

I. Parties and Contract Period

This contract is made and entered into for the period of January 1, 2021 through December 31, 2021 by and between Sheboygan County Health & Human Services Department, hereinafter referred to as County, and Shoreline Metro, hereinafter referred to as Provider.

Nothing in this contract shall create a partnership or joint venture between the County and the Provider. The Provider is at all times acting as an independent contractor and is in no sense an employee, agent or volunteer of the County.

In consideration of the mutual covenants herein, it is hereby agreed as follows.

County's Contract Administrator of this contract will be Michelle Acevedo/Jaclyn Moglowsky, whose principal business address is 1011 North 8th Street, Sheboygan, Wisconsin 53081. In the event that the Contract Administrator is unable to administer this Agreement, the County will contact the Provider and designate a new Contract Administrator. Provider's Contract Administrator of this contract will be Derek Muench, whose principal business address is 608 Commerce Street, Sheboygan, WI 53081. Provider's fiscal year end is _____, and Employer Identification Number is _____.

II. Services to Be Provided

This contract is subject to terms and conditions set forth in the State/County Contract covering Administration of Income Maintenance Programs, Children and Families Programs, Social Services, and Community Programs, Community Youth, and Family Aids Programs. County agrees to purchase for and Provider agrees to provide to eligible clients the services as described in detail in this contract (see Section XIII).

III. Payment for Services

County and Provider agrees:

- A. The total amount to be paid to Provider by County for services provided in accordance with this Contract may be less, but shall not exceed the following contracted dollar amount. Actual total payment will be based upon the amount of service authorized by the County and the amount of service performed by the Provider. Unless otherwise stipulated, it is understood and agreed by all parties that the County assumes no obligation to purchase from the Provider any minimum amount of services as defined in the terms of this contract.

Payments for services covered by this contract shall be based on allowable costs with limited profit or reserve. Monthly payments will be made on a unit-times-unit price basis and in accordance with the "order of payment" requirements for the funding program, less client fees and other collections made by the Provider for services covered by this contract. Final settlement of the contract will be based on audit (see Section XII Audit Requirements).

The Provider agrees with the total cost for each service/program provided, and the rate (per hour, day, month, or year) and the number of clients and/or units of provided services. The County shall determine the type of services provided and the number of units of services provided for each client. The County will not reimburse the Provider for any unit of service not previously authorized by the County.

The Provider shall retain all documentation necessary to adequately demonstrate the named personnel providing the service, the credentials of named personnel providing the service, the date of service, time, duration, location, scope, quality and effectiveness of services rendered under the contract. The County reserves the right to not pay for units of services reported by the Provider that are not supported by documentation required under this contract.

Documentation must meet the billable requirements for the program the client is served in (i.e. CCS, CRS, etc.). If documentation does not comply with those requirements, the Provider may be required to reimburse County for those services.

<u>Service/Program</u>	<u>Rate</u>	<u># of Units</u>	<u>Units of Measure</u>	<u>Total Cost of Service</u>
Specialized Transport - Bus Pass	\$48.00	225	each	\$10,800.00
Specialized Transport - Punch Card (bundle of 10 passes)	\$35.00	18	each	\$630.00
Elderly/Disabled Transportation. Final amount subject to 85.21 - grant award from State of Wisconsin	\$368,392.00	1	year	\$368,392.00
			Total:	\$379,822.00

For children served through the Children's Waiver program:

**The rate paid will be determined by the acuity level for each child. Outlier rates (for higher needs children) that do not fall within the rate schedule must be approved by Sheboygan County and the State prior to providing the service.*

***Transportation is "per trip" per the State Children's Waiver rate schedule.*

**** Counseling and Therapeutic services will be paid at 85% of usual and customary up to \$170 per the State rate schedule.*

When applicable, the Provider shall bill clients for a portion of the cost of care, in conformance with the requirements of Chapter DHS 1, Wisconsin Administrative Code and using the uniform schedule of fees and policies supplied by the County.

The Provider shall also bill any responsible third parties for the cost of care.

All amounts collected from clients and third parties shall be supported by the Provider's records and shall be reported to the County within 90 days.

Invoices can be sent to the HHS e-mail address: hhs.provider@SheboyganCounty.com.

- B. The county will make payments for costs that are consistent with the State Departments Allowable Cost Policy Manual and applicable Federal allowable cost policies. Program expenditures and descriptions of allowable costs are further described in 2 CFR Part 225 (formerly OMB Circular A-87) and Part 230 (formerly OMB Circular A-122) or the program policy manual. See Office of Management and Budget website for links to Code of Federal Regulations (CFR) sections: <https://www.whitehouse.gov/omb/information-for-agencies/circulars/>.

Wisconsin Statutes require that Purchase of Service rates be based on actual allowable costs. These costs have been identified in the Allowable Cost Policy Manual for each Department (online at <https://www.dhs.wisconsin.gov/business/allow-cost-manual.htm> or <https://dcf.wisconsin.gov/files/finance/fias/pdf/dcfallowablecostmanual.pdf> .

For-Profit Providers

Annual allowable profit is determined by applying a percentage equal to 7.5 percent (7.5%) of net allowable operating costs plus 15 percent (15%) applied to the average net equity, the sum of which may not exceed ten percent (10%) of net allowable operating costs. All other profit is unallowable.

Non-Profit Providers

Annual allowable retention is determined by applying a percentage equal to 5 percent (5%) of revenue received under the contract. The retained surplus is property of the provider.

Upon written request to the Provider received no later than 6 months after the date of the audit, Provider shall return to County funds paid per 46.036(5) Wis. Stats. If the Provider fails to return funds paid in excess of the allowable costs of the services provided, County shall recover from Provider any money paid in excess of the allowable costs from subsequent payments made to the Provider.

- C. The County payment terms are net 60 days, and, while payment may be made in less than 60 days, there is no requirement and should be no expectation that this will occur.
- D. The Provider will submit monthly invoices that detail the type of service provided, the number of units (i.e. days, hours, miles, etc.) provided per client, date of service, the rate per unit, the authorization number, and any amounts collected from other resources. The invoice must be submitted by the 7th business day of each month for the prior month services and the December invoice must be submitted to the county for payment by January 10th of the next year.
- E. All billings for this contract period shall be received by the Purchaser no later than 90 days from date of service and all invoices for this contract year must be submitted no later than January 10th of the following year. Delinquent billings from this date will not be paid by the County.

IV. Billing and Collection Procedures

Invoices/Billing submitted to Sheboygan County Health & Human Services must be supported by client service information to include: name personnel providing the service, the credentials of named personnel providing the service, date of service, service provided, duration, unit of measure and units provided, rate, authorization number (issued by Sheboygan County), and client identification. Client services must be identified by date of service versus consolidated period billing. Invoices that do not contain an authorization number (per service/client) after January 1, 2018 may not be able to be processed for payment.

Fees collected on behalf of a client from any source will be treated as an adjustment to the costs and will be deducted from the amount paid under this contract.

V. Eligibility Standards for Recipients of Services

The Provider shall provide services only to those individuals who are eligible for services. Provider and County agree that the eligibility of individuals to receive the services to be purchased under this Agreement from Provider will be determined by County. An individual has a right to an administrative hearing concerning eligibility and the County shall inform individuals of this right. The Provider shall provide clients with information concerning their eligibility rights and how to appeal actions affecting those rights.

VI. Indemnity and Insurance

- A. Provider agrees that it will at all times during the existence of this Contract indemnify County against any and all loss, damages, and costs or expenses which County may sustain, incur, or be required to pay by reason of any eligible client's suffering, personal injury, death or property loss resulting from participating in or receiving the care and services to be furnished by the Provider under this Agreement; however, the provisions of this paragraph shall not apply to liabilities, losses, charges, costs, or expenses caused by County.

- B. Provider agrees that, in order to protect itself as well as the County under the indemnity provision set forth in the above paragraph, Provider will at all times during the terms of this contract keep in force a liability insurance policy issued by a company authorized to do business in the State of Wisconsin and licensed by the Office of the Commissioner of Insurance. The types of insurance coverage and minimum amounts shall be as follows (as applicable):

- Comprehensive General Liability: minimum of \$1,000,000
- Auto Liability (if applicable): minimum of \$1,000,000
- Professional Liability (if applicable): minimum of \$1,000,000 per occurrence and \$3,000,000 for all occurrences in one (1) year;
- Umbrella Liability (as necessary): minimum of \$1,000,000

Provider acknowledges that its indemnification liability to Purchaser is not limited by the limits of this insurance coverage.

Upon the execution of this Contract, Provider will furnish County with a “Certificate of Insurance” verifying the existence of such insurance. In the event of any action, suit, or proceedings against County upon any matter herein indemnified against, County shall, within five (5) working days, cause notice in writing thereof to be given to Provider by registered mail, addressed to its post office address. The Provider agrees to provide the County notice of cancellation or non-renewal of the policy within five (5) working days, by registered mail addressed to the County’s post office address.

Provider agrees to provide the Purchaser with written verification of the existence of Worker’s Compensation Insurance.

VII. Civil Rights Compliance/Assurances

All primary recipients and sub-recipients of Federal financial assistance must comply with all State and Federal Civil Rights laws and regulations. All Providers were required to submit a new Civil Rights Compliance (CRC) Letter of Assurance (LOA) by January 15, 2018 or within 15 working days from the date the grant, contract, or agreement was signed, if signed after January 1, 2018. All new Providers must submit LOA to be compliant for the CRC period of January 1, 2018 - December 31, 2021.

The provider agrees to meet state and federal Civil Rights Compliance (CRC) laws, requirements, rules, and regulations, as they pertain to the services covered by this contract. The website with instruction and templates necessary to complete both your CRC LOA and CRC plan to meet civil rights requirements is located at: <http://www.dhs.wisconsin.gov/civilrights/CRC/Requirements.htm>.

Additional resources and training information are available at:
<https://dcf.wisconsin.gov/civilrights/plans>

All primary recipients and sub-recipients are obligated to meet the following requirements:

1. Provide civil rights and cultural awareness training to all agency employees.
2. Submit a Civil Rights Compliance Letter of Assurance (CRC LOA) to the appropriate state department. (Sub-recipients must submit the CRC LOA to the entity issuing the grant or contract.)
3. Providers that have more than fifty (50) employees and receive more than fifty thousand dollars (\$50,000) must develop and attach a Civil Rights Compliance Plan to this contract.
4. Providers that have more than fifty (50) employees and receive more than fifty thousand dollars (\$50,000) must develop and submit an Affirmative Action Plan to ensure equal access and equal opportunity in employment and service delivery to all applicants and participants. Additional information can be found at <http://vendornet.state.wi.us/vendornet/procman/prod3.pdf>
5. Provide oral language assistance and/or written translation to all limited English proficient (LEP) individuals requesting or applying for services to ensure equal access to programs, services and activities according to the LEP requirements and the recipient's or sub-recipient's LEP plan.

VIII. Contract Revisions and/or Terminations

- A. The County will monitor the Provider's performance and will use the results of this monitoring to evaluate the Provider's ability to provide adequate services to clients.
- B. Revisions of this contract must be agreed to by County and Provider by an addendum signed by the authorized representative of both parties.
- C. Provider shall notify County in writing delivered in person or by registered mail whenever it is unable to provide the required quality or quantity of services or as required by Section XIII L. of this contract. Upon such notification or if it is otherwise determined by the County that the Provider is not fulfilling the terms of the contract, the County may at its option immediately terminate the contract for cause, or seek a revision or suspension of its terms. If the County terminates the contract for cause, the Provider shall be liable to the County for any additional costs the County incurs for replacement services.
- D. This contract, or any part thereof, may be terminated immediately by either party for just cause, including, but not limited to, health and safety issues, fraud, criminal activity, violations of license or certification standards.
- E. This contract, or any part thereof, can be terminated by a 60-day written notice by either party without cause. Upon termination, the County's liability shall be limited to the costs incurred by the Provider up to the date of termination. If the County terminates the contract for reasons other than non-performance by the Provider, the County may compensate the Provider for its actual allowable costs in an amount determined by mutual agreement of both parties.

IX. Resolution of Disputes

The Provider may appeal decisions of the County in accordance with the terms and conditions of the contract and Chapter 68, Wis. Stats.

X. Records

- A. Provider shall maintain any records and financial statements as required by state and federal laws, rules and regulations.
- B. Provider will allow inspection of records and programs, insofar as it is permitted by state and federal laws, by representatives of the County, the Department of Health Services, Children and Families, Workforce Development or Department of Corrections and their authorized agents, and Federal agencies, in order to confirm Provider's compliance with the specifications of this contract.
- C. The use or disclosure by any party of any information concerning eligible clients who receive services from Provider for any purpose not connected with the administration of Provider's or County's responsibilities under this contract is prohibited except with the informed, written consent of the eligible client or the client's legal guardian.
- D. Under s.19.36 (3) Wis. Stats., all records of the Provider that are produced or collected under this contract are subject to disclosure pursuant to a public records request.

The Provider shall maintain such records (in either written or electronic form) as required by State and Federal Law and as required by program policies. The Provider shall retain records in a secure environment for no less than the retention period specified in law or policy, or as otherwise stated within the Scope of Service. Records for periods which are under audit or subject to dispute or litigation must be retained until the audit/dispute/litigation, and any associated appeal periods, have ended.

Upon the County's request, at the expiration of the contract, the Provider will transfer at no cost to the County records regarding individual recipients who received services from Provider under this agreement. The transfer of records includes transfer of any record, regardless of media, if that is the only method which records were maintained.

The Provider shall make all records and any written and/or electronic case information available to the County or the State of Wisconsin upon request, and will allow inspection of records and programs, insofar as is permitted under State and Federal law.

XI. Reporting

Provider shall comply with the reporting requirements of the County and applicable State Departments. Client services shall be reported by service date and service provided. All reports shall be in writing and, when applicable, in the format specified by the County. All reports shall be supported by the Provider's records.

XII. Provider Audit Responsibilities

Provider agrees to adhere to the following audit requirements:

- A. Cooperate with the County in establishing costs for reimbursement purposes per s.46.036(4)(b), Wis. Stats.
- B. Adhere to the following audit requirements:

Wis. Stat. 46.036(4)(c) and 49.34(4)(c), requires Providers to provide an annual audit in accordance with the requirements of 2 CFR Part 200-Uniform Administrative Requirements, Cost Principals, and Audit Requirements for Federal Awards to County if the total amount of annual funding provided by Sheboygan County, as well as other Wisconsin counties, through this and other contracts is \$100,000 or more (**cumulative across all Wisconsin counties**), unless the audit requirement is waived by the State of Wisconsin or the County. The audit shall also be in accordance with the applicable State Department Audit Guide. Providers receiving less than \$100,000 are required to provide annual Financial Statements (Profit and Loss, Balance Sheet and Cash Flow Statements) to the County in place of Audit. This includes providing supplemental schedules, below in sub section E.

Sites of reference:

CFR Part 200 is available online at <https://www.ecfr.gov>

State Single Audit Guidelines is available at

<https://doa.wi.gov/Pages/StateFinances/State-Single-Audit-Guidelines.aspx>

Provider Agency Audit Guide is available at

<https://dcf.wisconsin.gov/files/finance/fias/pdf/paag.pdf>

Provider is to submit a copy of the certified financial and compliance audit to the County within 180 days of the end of the Provider's fiscal year. If available, digital copies are preferred. If Provider has approved IRS extensions on their corporate tax returns, this extension will also apply to the submissions requirement deadline stated above and Provider will notify the County of this extension. The standards for the provider agency annual audits vary by type of agency as shown below.

1. Non-Profit Providers: Audits must be completed pursuant to the applicable State Department's Audit Guide and, if the vendor expends more than \$750,000 annually in federal financial assistance, to 2 CFR 200. See OMB 2 CFR 200 §200.330 for the distinction between contractors and sub recipients. The audit documentation must include a Reserve Supplemental Schedule in the audit report, and this schedule shall also be by contract or service category.
 2. For Profit Providers: Audits must be completed pursuant to the purchase contract language, the applicable State Department's Audit Guide, and the current applicable State Department's Allowable Costs Policy Manual. The audit documentation must include reports showing total allowable costs and the calculations of the allowable profit by contract or by service category.
- C. Source of funding information shall be provided at time of audit confirmation.
 - D. The Provider shall submit to the County a reporting package that includes: (a) all audit schedules and reports required for the type of audit applicable to the agency; (b) a summary schedule of prior year findings and the status of addressing these findings; (c) a Management Letter (or similar document conveying auditor's comments issued as a result of the audit); (d) management responses/corrective action plan for each audit issue identified in the audit; and (e) a copy of the financial auditor's most recent peer review report.

- E. In addition to the supplemental schedules listed under D., the reporting package shall include a supplemental schedule showing revenue and expenses for this Contract.
- F. The Provider shall send the required reporting package to the County within 180 days of the end of the Provider's fiscal year.
- G. When contracting with an audit firm, the Provider shall authorize its auditor to provide access to work papers, reports, and other materials generated during the audit to the appropriate representatives of the County. Such access shall include the right to obtain copies of the work papers and computer disks, or other electronic media, upon which audit work is documented.
- H. Failure to comply with the requirements of this section: If the Provider fails to have an appropriate audit performed or fails to provide a complete audit reporting package to the County within the specified time frames, the County may:
 1. Conduct an audit or arrange for an independent audit of the Provider and charge the cost of completing the audit to the Provider;
 2. Charge the Provider for all loss of Federal or State aid and for penalties assessed to the County because the Provider did not submit a complete audit report within the required time frame;
 3. Disallow the cost of audits that do not meet these standards; and/or
 4. Withhold payment, cancel the Contract, or take other actions deemed by the County to be necessary to protect the County's interests;
 5. Require modified monitoring and/or reporting provisions;
 6. Assess financial sanctions or penalties;
 7. Discontinue contracting with the Provider;
 8. Take other action that Purchaser determines is necessary to protect Federal or State pass through funding
- I. Providers wishing to request an audit waiver must do so at the time of contracting.

XIII. Provider Responsibilities and Performance of Service

The County retains sole authority to determine whether the Provider's performance under this contract is adequate. The Provider agrees to the following:

- A. The Provider shall allow the County's staff and authorized agents to visit the Provider's facility or work site at any time for the purposes of ensuring that services are being provided as specified in the service plan and the contract.
- B. Upon request by the County or its designee, the Provider shall make available to the County all documentation necessary to adequately assess Provider performance.
- C. The Provider will cooperate with the County in its efforts to implement any quality improvement and quality assurance program.

- D. The Provider shall develop and implement a process for assessing client satisfaction with services provided. The Provider shall report in a timely manner the results of its client satisfaction assessment effort to the County. The County reserves the right to review and approve the Provider's client satisfaction assessment process and to require Provider to submit a corrective action plan to address concerns identified in the review.
- E. The Provider shall cooperate with the County in implementing any County program for assessing client satisfaction with services. The County reserves the right to require the Provider to submit a corrective action plan to address concerns identified in review.
- F. The Provider shall have a formal written grievance procedure that is approved by the licensing or certification authority, if applicable, and by the County. The Provider shall, prior to or at the time of admission to the Program, provide oral and written notification to each client of his or her rights and the grievance procedure. The Provider shall post the client rights and the grievance procedure.

At least once a year, or more frequently when requested by the County, the Provider shall give the County a written summary report of all grievances that have been filed with the Program by clients or their guardians since the period covered by the previous summary report and of the resolution of each grievance. The Provider shall deliver the annual summary report to the County in person or via registered mail within 30 days of the end of the contract period.

Additional summary reports requested by the County shall be due within 10 days of the County's request for the reports and shall be delivered to the County in person or via registered mail.

- G. The Purchaser and the Provider agree that the protection of the clients served under this contract is paramount to the intent of this contract. In order to protect the clients served, the Provider shall comply with the provisions of DHS 12, Wis. Admin. Code (online at http://docs.legis.wi.gov/code/admin_code/dhs/001/12). The Provider shall conduct caregiver background checks at its own expense of all employees assigned to do work for the County under this contract as well as any other persons under control of the Provider having direct contact with the clients of the County. The Provider shall retain in its Personnel Files all pertinent information, to include a Background Information Disclosure Form and/or search results from the Department of Justice, the Department of Health Services, Department of Children and Families, and the Department of Safety and Professional Services, as well as out of state records, tribal court proceedings and military records, if applicable.

After the initial background check, the Provider must conduct a new caregiver background search every four (4) years, or more frequently, as required for some provider types, or at any time within that period when the Provider has reason to believe a new check should be obtained. The Provider shall maintain the results of background checks on its own premises for at least the duration of the contract. The County may audit the Provider's personnel files to assure compliance with the State of Wisconsin Caregiver Background Check Law.

The Provider shall not assign any individual to conduct work under this contract who does not meet the requirement of this law.

Prior to the commencement of any services under this contract, the County may request a background or criminal history investigation of any of the Provider's employees, contracted

personnel, and subcontracted employees, who will be providing services to the County under the contract. If any of the stated personnel providing services to the County under this contract is not acceptable to the County in its sole opinion as a result of the background or criminal history investigation, the County may either request immediate replacement of the person in question, or immediately terminate this Contract and any related service agreement. The Provider shall notify the County in writing via certified mail within one business day if an employee has an allegation filed regarding a barring offense or has been charged with or convicted of any crime specified in DHS 12.07(2).

With regards to DHS 13.05, the provider has a responsibility to protect clients upon learning of an incident of alleged misconduct; the provider shall take whatever steps are necessary to ensure that clients are protected from subsequent episodes of misconduct while a determination on the matter is pending. In addition, the provider has a responsibility to report allegations of caregiver misconduct immediately, by telephone or personally, to the county department of human services the facts and circumstances contributing to a suspicion that abuse or neglect has occurred or to a belief that it will occur. In addition, the entity shall notify the department in writing or by phone within 7 calendar days that the report has been made.

- H. The Provider shall not use or disclose any information concerning eligible clients who receive services from Provider for any purpose not connected with the administration of Provider's or County's responsibilities under this contract, except with the informed, written consent of the eligible client or the client's legal guardian. Except for documents identifying specific clients, the contract and related documents are not confidential.
- I. The Provider shall ensure the establishment of safeguards to prevent employees, consultants, or members of the board from using their positions for purposes that are, or give the appearance of being, motivated by a desire for private gain for themselves or others, such as those with whom they have family, business or other ties.
- J. The Provider shall meet state and federal service standards and applicable state training, licensure and certification requirements as expressed by state and federal rules and regulations applicable to the services covered by this contract. The Provider shall attach copies of its license or certification document and the most recent training, licensing or certification report concerning the Provider to this contract when returning the signed contract to the County. During the contract period, the Provider shall also send the County copies of any licensing inspection reports within 5 days of receipt of such reports.
- K. The Provider shall ensure that staff providing services are properly supervised and trained and that they meet all of the applicable licensing and certification requirements.
- L. The Provider shall submit any performance and other program reports required by the County.
- M. All property, equipment, software, or services used by multiple programs or for multiple purposes are subject to cost allocation procedures. The Provider will appropriately adjust claimed expenditures under a cost-sharing allocation plan if automation equipment, software or other services, including staff services, are used for any purpose other than child support program administration.

The provider shall submit a copy of their cost allocation plan to the County upon request. Costs must be allocated in a manner consistent with these plans. The plans must be in accordance with the requirements of applicable Federal cost policies.

XIV. Debarment and Suspension

The Provider certifies through signing this contract that neither the Provider nor any of its principals are debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participating in federal assistance programs by any federal department or agency. In addition, the Provider shall notify the County within five business days in writing and sent by registered mail if the Provider or its principals receive a designation from the federal government that they are debarred, suspended, proposed for debarment or declared ineligible by a federal agency or whenever the Provider determines it is unable to provide the quality or quantity of services required under this contract. The County may consider suspension or debarment to be a cause for revising or terminating the contract.

XV. Health Insurance Portability and Accountability Act of 1996 (HIPAA) Applicability

The Provider agrees to comply with the federal regulations implementing the Health Insurance Portability and Accountability Act of 1996 (HIPAA) to the extent those regulations apply to the services the Provider provides or purchases with funds provided under this contract.

In addition, certain functions included in this agreement are covered by HIPAA rules. As such the County must comply with all provisions of the law and has determined that Provider is a “Business Associate” within the context of the law. As a result, the Purchaser requires Provider to sign and return with this contract the Business Associate Agreement, which will be included and made part of this agreement.

XVI. Privacy and Confidential Information

- A. All case information, paper records, written information, and any electronic data shall remain confidential, as required by law and applicable to this policy. All records pertaining to services provided under this contract are the sole property of the County. Provider shall comply with all State and Federal confidentiality laws concerning information in both the records it maintains and in any other confidential records the Provider accesses to provide services under this contract.
- B. Except as otherwise authorized by law, the Provider may not disclose confidential information for any purpose other than the purposes associated with the administration of services under this contract. “Confidential Information” means all tangible and intangible information and materials accessed or disclosed in connection with this Agreement, in any form or medium (and without regard to whether the information is owned by the State of Wisconsin, the County Agency, or by a third party), that satisfy at least one of the following criteria:
 - 1. Personally Identifiable Information;
 - 2. Individually Identifiable Health Information;
 - 3. Non-Public information related to the County’s employees, customers, technology (including data bases, data processing and communications networking systems), schematics, specifications, and all information or materials derived there from or based thereon; or
 - 4. Information designated as confidential in writing by the County.
- C. “Individually Identifiable Health Information” means information that relates to the past, present, or future physical or mental health or condition of the individual, or that relates to the provision of health care in the past, present or future, and that is combined with or linked to any

information that identifies the individual or with respect to which there is a reasonable basis to believe the information can be used to identify the individual.

- D. “Personally Identifiable Information” means an individual’s last name and the individual’s first name or first initial, in combination with and linked to any of the following elements, if the element is not publicly available information and is not encrypted, redacted, or altered in any manner that renders the element unreadable:
1. The individual’s Social Security Number;
 2. The individual’s driver’s license number or state identification number;
 3. The number of the individual’s financial account, including a credit or debit account number, or any security code, access code, or password that would permit access to the individual’s financial account;
 4. The individual’s DNA profile; or
 5. The individual unique biometric data, including fingerprint, voice print, retina or iris image, or any other unique physical representation, and any other information protected by State or Federal law.
- E. “Indemnification” means in the event of a breach of this Section by the Provider, the Provider shall indemnify and hold harmless the County and any of its officers, employees, or agents from any claims arising from the acts or omissions of the Provider and its employees and agents, in violation of this Section, including but not limited to costs of monitoring the credit of all persons whose Confidential Information was disclosed, disallowances or penalties from Federal oversight agencies, and any court costs, expenses, and reasonable attorney fees, incurred by the County in the enforcement of this Section.
- F. “Equitable relief” means the provider acknowledges and agrees that the unauthorized use, disclosure, or loss of Confidential Information may cause immediate and irreparable injury to the individuals whose information is disclosed and to both the State of Wisconsin and the County, which injury will not be compensable by money damages and for which there is not an adequate remedy available at law. Accordingly, the parties specifically agree that the State and/or County, on their own behalf or on the behalf of the affected individuals, may seek injunctive or other equitable relief to prevent or curtail any such breach, threatened or actual, without posting security and without prejudice to such other rights as may be available under this Agreement or under applicable law.
- G. Confidential Information does not include information which is required to be disclosed by operation of law.
- H. Provider is responsible for reviewing the Technology and HIPAA Addendum with each employee annually at the time of contracting, and as new employees are hired, to ensure understanding of the proper use of county issued technology (where applicable) and their responsibility to safeguard confidential information. A signed and dated acknowledgment for each employee shall be retained in Provider’s personnel files and be available as requested by the County.

XVII. Conditions of the Parties' Obligations

- A. This contract is contingent upon authorization of Wisconsin and United States laws and any material amendment or repeal of the same affecting relevant funding or authority of any applicable State Department shall serve to terminate this Agreement, except as further agreed to by the parties hereto.
- B. It is understood and agreed that the entire contract between the parties is contained herein, except for those matters incorporated herein by reference, and that this Agreement supersedes all oral agreements and negotiations between the parties relating to the subject matter thereof.
- C. County shall be notified in writing of all complaints filed in writing against the Provider. County shall inform the Provider in writing with their understanding of the resolution of the complaint.
- D. The Provider certifies that, for the duration of this contract, no Sheboygan County Health and Human Services staff will be utilized to staff Provider's services. Violation will result in the contract being null and void. The Provider will provide a list of staff upon request.

XVIII. Legal Status

Provider warrants that it has complied with all necessary requirements to do business in the State of Wisconsin, that the persons executing this contract on its behalf are authorized to do so. Provider shall notify the County immediately, in writing, of any change in its legal status.

XIX. Addendums

The following checked addendums are incorporated through reference as inclusive documents to the body of the contract:

- | | |
|---|--|
| <input type="checkbox"/> CBRF Adult Family Home | <input type="checkbox"/> Supported Employment Addendum |
| <input type="checkbox"/> CCS Provider Responsibilities | <input type="checkbox"/> Treatment Foster Home Addendum |
| <input type="checkbox"/> CRS Provider Responsibilities | <input type="checkbox"/> Embedded Contract Staff and/or "Full Cost Contract" Addendum |
| <input type="checkbox"/> Daily Living Skills | <input checked="" type="checkbox"/> Technology and HIPAA Agreement – signed and dated acknowledgement for each employee shall be <u>retained in Provider's personnel files</u> and be available as requested by the County |
| <input type="checkbox"/> Guardianship Addendum | Other: _____ |
| <input type="checkbox"/> RCC Addendum | |
| <input checked="" type="checkbox"/> Safety Assurances | |
| <input type="checkbox"/> Representative Payee Addendum | |
| <input type="checkbox"/> SHC Respite | |
| <input type="checkbox"/> Sheboygan Senior Dining Program Requirements | |

XX. Signatures

This contract is agreed upon and approved by the authorized representatives of Sheboygan County and Shoreline Metro (Provider) as indicated below. This Contract becomes null and void if the time between the County's authorized representative signature and the Provider's authorized representative signature on this Contract exceeds sixty (60) days.

For County:

Matthew Strittmater, Director
County's Authorized Representative
Sheboygan County Health & Human Services

Date

For Provider:

Provider's Authorized Representative

Date

Title:

CITY OF SHEBOYGAN

REQUEST FOR TRANSIT COMMISSION CONSIDERATION

ITEM DESCRIPTION: 3.1 Res. No. 143-20-21 – A Resolution authorizing the Mayor to execute the 2021 General Contract between Sheboygan County Health & Human Services Department and City of Sheboygan regarding transportation for elderly and disabled individuals.

REPORT PREPARED BY: Derek Muench, Director of Transit & Parking

REPORT DATE: 2/9/21

MEETING DATE: 2/16/21

FISCAL SUMMARY:

Budget Line Item: N/A
Budget Summary: N/A
Budgeted Expenditure: N/A
Budgeted Revenue: N/A

STATUTORY REFERENCE:

Wisconsin Statutes: N/A
Municipal Code: N/A

BACKGROUND / ANALYSIS:

Shoreline Metro provides service annually on behalf of Sheboygan County Health & Human Services for elderly and disabled individuals living in Sheboygan County. This longstanding relationship between the two municipalities allows for a more coordinated, cost-effective delivery of transportation services and is the recognized preferred transportation model by the Wisconsin Department of Transportation. Shoreline Metro provides roughly 25,000 trips annually through this program.

STAFF COMMENTS:

This agreement is an annual formality authorizing Shoreline Metro and the City of Sheboygan to provide transportation service as outlined in the agreement on behalf of Sheboygan County. This longstanding partnership allows for efficient and cost-effective delivery of services. Shoreline Metro staff and Sheboygan County staff has had an upstanding relationship and continue to work very positively and effectively together. The original agreement was approved in December of 2019 with this version being a revision submitted by Sheboygan County in early 2020.

ACTION REQUESTED:

Staff recommends the support of Res. No. 143-20-21 and presenting to the Common Council for consideration and approval authorizing the Mayor to execute the 2021 General Contract between Sheboygan County Health & Human Services Department and City of Sheboygan regarding transportation for elderly and disabled individuals.

ATTACHMENTS:

- I. Res. No. 143-20-21;
- II. 2021 General Contract;

III

Res. No. 173 - 20 - 21. By Alderpersons Sorenson and Dekker.
February 15, 2021.

A RESOLUTION authorizing the appropriate City Officials to enter into a Grant Agreement with the State of Wisconsin and to make necessary expenditures under that Grant Agreement in order to take advantage of the State of Wisconsin's Volkswagen Mitigation Transit Capital Assistance Grant Program.

WHEREAS, in the first round of the State of Wisconsin's Volkswagen Mitigation Grant Program, the City of Sheboygan and Shoreline Metro were able to replace a 2005 thirty-foot long Gillig bus ("Bus #502"); and

WHEREAS, in Res. No. 172-19-20, the Sheboygan Transit Commission and the Common Council for the City of Sheboygan directed and authorized Shoreline Metro to apply for a second State of Wisconsin Volkswagen Mitigation Program Grant; and

WHEREAS, the State of Wisconsin has approved an initial award in this second round of funding in an amount not to exceed One Million Eight Hundred Forty Six Thousand Dollars (\$1,846,000) (the "Grant Funds") to be used to purchase up to four (4) new thirty-five foot long Gillig buses ("New Buses"), which will: (a) replace Buses #201 and #202 (two 2002 thirty-five foot long Gillig buses), (b) replace Buses #323 and #324 (two 2003 thirty-five foot long Gillig buses), and (c) pay for costs associated with disposing of Buses #201, #202, #323, and #324; and

WHEREAS, one requirement of receiving the Grant Funds is entering into a Grant Agreement, a copy of which is attached to this Resolution; and

WHEREAS, the Grant Agreement imposes certain obligations on the City, including reporting requirements and the requirement to obtain permission from the State of Wisconsin if the City desires to dispose of any New Bus before the end of its useful life; and

WHEREAS, the Grant Agreement also requires the City to purchase the New Buses and seek reimbursement from the State of Wisconsin; and

WHEREAS, entering into the Grant Agreement and obtaining the New Buses through the Grant Program is in the best interests of the City.

NOW, THEREFORE, BE IT RESOLVED: That the Director of Parking and Transit is authorized to execute the Grant Agreement on behalf of the City, to submit the Grant Agreement to the appropriate State of Wisconsin officials, and to submit all necessary documents to the State of Wisconsin as directed by the Grant Agreement.

Transit

BE IT FURTHER RESOLVED: That upon receipt of a fully executed Grant Agreement, the Director of Parking and Transit is authorized to draw funds in the amount of One Million Eight Hundred Forty Six Thousand Dollars (\$1,846,000) from the Capital Projects Fund - Transit - Vehicles (Account No. 40093000-641100) in order to purchase the New Buses and to pay for eligible costs associated with scrapping Buses #201, #202, #323, and #324.

BE IT FURTHER RESOLVED: That pursuant to the Grant Agreement, no more than One Million Eight Hundred Forty Thousand Dollars (\$1,840,000) shall be spent on the purchase of the New Buses, and no more than Six Thousand Dollars (\$6,000) shall be spent on costs associated with scrapping Buses #201, #202, #323, and #324. In no event shall the total amount expended pursuant to this Resolution exceed One Million Eight Hundred Forty Six Thousand Dollars (\$1,846,000).

BE IT FURTHER RESOLVED: That the Director of Parking and Transit is instructed to submit all necessary documentation in order to receive reimbursement from the Grant Program as soon as is practicable.

I HEREBY CERTIFY that the foregoing Resolution was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the _____ day of _____, 20____.

Dated _____ 20____. _____, City Clerk

Approved _____ 20____. _____, Mayor

**GRANT AGREEMENT
BETWEEN THE

STATE OF WISCONSIN
DEPARTMENT OF ADMINISTRATION

DIVISION OF ENTERPRISE OPERATIONS
VOLKSWAGEN MITIGATION TRANSIT CAPITAL ASSISTANCE GRANT PROGRAM

AND

CITY OF SHEBOYGAN**

THIS AGREEMENT is made and entered into by and between the Division of Enterprise Operations (“Division”), Department of Administration (“Department”), representing the State of Wisconsin (collectively “State”), and the City of Sheboygan (“Grantee”).

WHEREAS, §16.047(4m), Wis. Stats., provides that the Department shall establish a program to competitively award grants of Volkswagen (“VW”) settlement funds from the appropriation under §20.855(4)(h), Wis. Stats. to eligible applicants for the replacement of eligible public transit vehicles; and

WHEREAS, on behalf of the State, the Department administers the Volkswagen Mitigation Transit Capital Assistance Grant Program (“Program”) through the Division to provide funds for eligible activities; and

WHEREAS, the City of Sheboygan is an eligible applicant under §16.047(4m), Wis. Stats.; and

WHEREAS, it is the intention of the parties to this Agreement that all activities described herein shall be for their mutual benefit; and

WHEREAS, the State has approved an initial award to Grantee in an amount not to exceed \$1,846,000 for eligible activities herein described; and

WHEREAS, the terms and conditions herein shall survive the Performance Period and shall continue in full force and effect until Grantee has completed and is in compliance with all the requirements of this Agreement; and

WHEREAS, this Agreement is mutually exclusive and is distinguished from all previous Agreements between Grantee and the State and contains the entire understanding between the parties;

NOW, THEREFORE, in consideration of the mutual promises and dependent documents, the parties hereto agree as follows:

The following documents are part of this Agreement:

- 1) Attachment A – Statement(s) of Work (most recent version)
- 2) Attachment B – Reimbursement Request
- 3) Attachment C – Eligible and Ineligible Activities
- 4) Attachment D – Budget
- 5) Attachment E – Reporting Form

The following documents are made part of this Agreement by reference:

- 1) Completed Grant Application (including Appendix A)
- 2) Volkswagen Diesel Emissions Environmental Mitigation Trust Agreement for State Beneficiaries, Puerto Rico, and the District of Columbia (the “State Trust Agreement”) (most recent version)
- 3) Grant Announcement - VW Mitigation Program Transit Capital Assistance Grant Program - Round 2

CITY OF SHEBOYGAN

**STATE OF WISCONSIN
DEPARTMENT OF ADMINISTRATION**

BY: _____

Name:

TITLE: _____

DATE: _____

BY: _____

Joel T. Brennan

TITLE: Secretary _____

DATE: _____

GENERAL TERMS AND CONDITIONS

ARTICLE 1. AGREEMENT ADMINISTRATION

The Division employee responsible for the administration of this Agreement shall be Benjamin Vondra, VW Mitigation Program Administrator, Division of Enterprise Operations and who shall represent the Department's interest in review of quality, quantity, rate of progress, timeliness of services, and related considerations as outlined in this Agreement.

Grantee's employee responsible for the administration of this Agreement shall be Derek Muench, Director of Transit & Parking, who shall represent Grantee's interest regarding Agreement performance, financial records and related considerations. The Division shall be immediately notified of any change of this designee.

ARTICLE 2. APPLICABLE LAW

This Agreement shall be governed by the Laws of the State of Wisconsin and the United States. In addition, Grantee pledges to abide by and comply with the following requirements:

1. Agreement funds shall not be used to supplant existing funding otherwise budgeted or planned for projects outside of this program whether under local, state or federal law, without the consent of the State.
2. Grantee, its agents and employees shall observe all relevant provisions of the Ethics Code for Public Officials under §19.41, Wis. Stats. *et seq* and §19.59, Wis. Stats. *et seq*.

ARTICLE 3. LEGAL RELATIONS AND INDEMNIFICATION

Grantee shall at all times comply with and observe all federal and state laws and published circulars, local laws, ordinances, and regulations which are in effect during the Performance Period of this Agreement and which in any manner affect the work or its conduct.

In carrying out any provisions of this Agreement or in exercising any power or authority contracted to Grantee thereby, there shall be no personal liability upon the State, it being understood that in such matters the Division and the Department act as agents and representatives of the State.

Grantee shall indemnify and hold harmless the State and all of its officers, agents and employees from all suits, actions or claims of any character brought for or on account of any injuries or damages received by any persons or property resulting from the operations of Grantee, or of any of its agents or subrecipients, in performing work under this Agreement.

Grantee shall indemnify and hold harmless the State and all of its officers, agents and employees from all suits, actions or claims of any character brought for or on account of any obligations arising out of agreements between Grantee and subrecipient(s) to perform services or otherwise supply products or services. Grantee shall also hold the State harmless for any audit disallowance related to the allocation of administrative costs under this Agreement, irrespective of whether the audit is ordered by federal or state agencies or by the courts.

ARTICLE 4. STATEMENT OF WORK

1. Grantee shall supply or provide for all the necessary personnel, equipment, and materials (except as may be otherwise provided herein) to accomplish the tasks set forth on any Statement of Work approved by the Division. Changes to any Statement of Work may be made only by written agreement of both the Division and Grantee.
2. Grantee shall complete all work tasks that it commits to in any approved Statement of Work. Failure to meet this requirement may result in termination of this contract under ARTICLE 11 of this contract.

3. All Statements of Work shall constitute a written amendment to this Agreement setting forth the nature and scope thereof. The State reserves the right to determine whether the scope or expenses provided in a Statement of Work are eligible under §16.047(4m), Wis. Stats. and the State Trust Agreement. Any such continuance of service which would cause compensation to exceed the total amount of this Agreement shall be contingent upon the above provision and the appropriation of necessary funds by the Legislature.
4. The Department maintains responsibility for the interpretation of terms, conditions and costs listed in the Statement of Work.
5. In the event of conflict between the provisions of the Terms and Conditions and the Statement of Work and Budget, the provisions of the Statement of Work and Budget shall prevail.

ARTICLE 5. PERIOD OF PERFORMANCE

Grantee may only incur eligible project expenses during the time period between **the date of Agreement execution by the Department and June 30, 2025** (the "Performance Period"). All reimbursement requests must be received by the Department during the Performance Period.

ARTICLE 6. STANDARDS OF PERFORMANCE

Grantee shall perform activities as set forth in any approved Statement of Work and described herein in accordance with those standards established by statute, administrative rule, the Division, and any applicable professional standards.

ARTICLE 7. SUBLET OR ASSIGNMENT OF AGREEMENT

Grantee, its agents, subgrantees or subcontractors shall not sublet or assign all or any part of the work under this Agreement without prior written approval of the Division. The Division reserves the right to reject any subcontractor or subgrantee after notification. Grantee shall be responsible for all matters involving any subcontractor or subgrantee engaged under this Agreement, including grant compliance, performance, and dispute resolution between itself and a subcontractor or subgrantee. The State or Division bears no responsibility for subcontractor or subgrantee compliance, performance, or dispute resolution hereunder.

ARTICLE 8. DISCLOSURE: STATE PUBLIC OFFICIALS AND EMPLOYEES

If a State public official (as defined in §19.42, Wis. Stats.) or an organization in which a State public official holds at least a 10% interest is a party to this Agreement, this Agreement shall be voided by the State unless timely, appropriate disclosure is made to the State of Wisconsin Ethics Commission, P.O. Box 7125, Madison, Wisconsin 53707-7125.

Grantee shall not engage the services of any person or persons now employed by the State, including any department, commission or board thereof, to provide services relating to this Agreement without the prior written consent of the State and the employer of such person or persons.

ARTICLE 9. NONDISCRIMINATION IN EMPLOYMENT

Grantee shall not discriminate against any employee or applicant for employment because of age, race, religion, color, handicap, sex, physical condition, developmental disability as defined in §51.01(5), Wis. Stats., sexual orientation as defined in §111.32(13m), Wis. Stats., or national origin. This includes, but is not limited to, employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. Except with respect to sexual orientation, Grantee shall take affirmative action to ensure equal employment opportunities. Grantee shall post in conspicuous places, available for employees and applicants for employment, notices to be provided by the State setting forth the provisions of the nondiscrimination clause.

Failure to comply with the conditions of this clause may result in the declaration of Grantee ineligibility, the termination of this Agreement, or the withholding of funds.

ARTICLE 10. SMALL BUSINESS AND MINORITY-OWNED BUSINESSES

Grantee shall make positive efforts to utilize small business and minority-owned business sources of supplies and services. Such efforts shall allow these sources the maximum feasible opportunity to compete for contracts or subcontracts to be performed utilizing state or federal funds.

ARTICLE 11. TERMINATION AT WILL

The Division may terminate this Agreement at any time with or without cause by delivering written notice to Grantee by Certified Mail, Return Receipt Requested, not less than 30 days prior to the effective date of termination. Date of receipt as indicated on the Return Receipt shall be the effective date of notice of termination. Upon termination, the State's liability shall be limited to the actual costs incurred in carrying out the project as of the date of termination plus any termination expenses having prior written approval of the State.

Grantee may terminate this Agreement with or without cause by delivering written notice to the Division by Certified Mail, Return Receipt Requested, not less than 30 days prior to effective date of termination. Date of receipt, as indicated on the Return Receipt, shall be the effective date of notice of termination. Upon receipt of termination notice, Grantee shall make available to the Division program records, equipment, and any other programmatic materials. In the event the Agreement is terminated by either party, for any reason whatsoever, Grantee shall refund to the Division within forty-five (45) days of the effective date of notice of termination any payment made by the Division to Grantee which exceeds actual approved costs incurred in carrying out the project as of the date of termination.

ARTICLE 12. TERMINATION FOR NONAPPROPRIATION

The State reserves the right to terminate this Agreement in whole or in part without penalty due to nonappropriation of necessary funds by the Legislature.

ARTICLE 13. FAILURE TO PERFORM

The State reserves the right to suspend payment of funds if required reports are not provided to the State on a timely basis or if performance of grant activities is not evidenced. The State further reserves the right to suspend payment of funds under this Agreement if there are deficiencies related to the required reports or if performance of contracted activities is not evidenced on other contracts between the State and Grantee in whole or in part.

Grantee's management and financial capability including, but not limited to, audit results and performance may be taken into consideration in any or all future determinations by the State and may be a factor in a decision to withhold payment and may be cause for termination of this Agreement.

ARTICLE 14. PUBLICATIONS

Grantee may, but is not required to, acknowledge the financial assistance provided by the Department in any report, study, video, website or other document resulting from this contract.

ARTICLE 15. AMENDMENT

This Agreement may be amended at any time by mutual consent of the parties hereto. Amendments shall be documented by written, signed and data addenda.

ARTICLE 16. SEVERABILITY

If any provision of this Agreement shall be adjudged to be unlawful or contrary to public policy, then that provision shall be deemed null and void and severable from the remaining provisions and shall in no way affect the validity of this Agreement.

ARTICLE 17. WAIVER

Failure or delay on the part of either party to exercise any right, power, privilege or remedy hereunder shall not constitute a waiver thereof. A waiver of any default shall not operate as a waiver of any other default or of the same type of default on a future occasion.

ARTICLE 18. FORCE MAJEURE

Either party's performance of any part of this Agreement shall be excused to the extent that it is hindered, delayed or otherwise made impractical by reason of flood, riot, fire, explosion, war, acts or omissions of the other party or any other cause, whether similar or dissimilar to those listed, beyond the reasonable control of that party. If any such event occurs, the nonperforming party shall make reasonable efforts to notify the other party of the nature of such condition and the extent of the delay and shall make reasonable, good faith efforts to resume performance as soon as possible.

ARTICLE 19. CHOICE OF LAW AND VENUE

In the event of a dispute this Agreement shall be interpreted in accordance with the laws of the State of Wisconsin, to the extent that there is no conflict with Federal law or applicable program requirements. The venue for any dispute shall be Dane County, Wisconsin.

FISCAL TERMS AND CONDITIONS

ARTICLE 20. SOURCE AND AVAILABILITY OF FUNDS

Funds have been appropriated by the Wisconsin Legislature for the eligible expenses covered under this Agreement. Funds awarded under this Agreement have been encumbered and are subject to the continued availability of funding from the State of Wisconsin. Funds are also subject to continued availability from the Volkswagen Diesel Emissions Environmental Mitigation Trust.

ARTICLE 21. VARIANCES

Certain variances to the budget outlined in the Statement of Work may be permissible. The changes shall be agreed to by both parties and approved by the Division in writing. A variance shall not be used to authorize a revision of the amount awarded or a change in the performance period. Such changes shall be made by amendment to the Agreement.

ARTICLE 22. ELIGIBLE COSTS

Eligible Costs are those costs which can be audited, and which are directly attributable to grant activities and identified and approved in any Statement of Work, Budget and/or Eligible and Ineligible Activity List.

1. Eligible Costs subject to reimbursement by this Grant may not be incurred prior to the execution of this Agreement by the State.
2. Costs only as identified in the Budget and described in the Statement of Work are allowed.
3. All methods of charging expenses against this Agreement shall be submitted for review and approval by the State.

ARTICLE 23. REIMBURSEMENT OF FUNDS

Grantee shall return to the State or other appropriate governmental agency or entity any funds paid to Grantee in excess of the allowable eligible costs under this Agreement. If Grantee fails to return excess funds, the State may deduct the appropriate amount from subsequent payments due to Grantee from the State. The State also reserves the right to recover such funds by any other legal means including litigation if necessary.

Grantee shall be responsible for reimbursement to the State for any disbursed funds, which are determined by the State to have been misused or misappropriated. The State may also require reimbursement of funds if the State determines that any provision of this Agreement has been violated. Any reimbursement of funds which is required by the State, with or without termination, shall be due within forty-five (45) days after giving written notice to Grantee.

ARTICLE 24. LIMITED USE OF PROGRAM FUNDS

This Agreement is a mutually exclusive Agreement. Grantee shall not apply funds authorized pursuant to other agreements toward the activities for which funding is authorized by this Agreement nor shall funding authorized by this Agreement be used toward the activities authorized pursuant to other Program Agreements. The word "funds" as used in this Article does not include Program Income.

ARTICLE 25. FINANCIAL MANAGEMENT

Grantee agrees to maintain a financial management system to assure funds are spent in accordance with applicable laws and regulations and to assure that accounts and accounting records for funds received under this Agreement are segregated from other Agreements, programs, and/or projects.

ARTICLE 26. METHOD OF PAYMENT

The Department shall make payment via electronic funds transfer/check to Grantee. Payment shall only be made after the Department confirms reimbursement materials are complete and accurate, Grantee activities are compliant with all program requirements, and all program expenses are eligible and occurred within the period of performance.

The Department will not make payments during the final two weeks of June.

ARTICLE 27. GRANTEE REQUESTS FOR REIMBURSEMENT

This is a reimbursement program. Grantee must adhere to the requirements found in Attachment C (Reimbursement Request) in order for payment to be made.

The Department shall make payment if it determines that expenses provided in a Statement of Work are eligible under §16.297, Wis. Stats. and eligible under the “State Trust Agreement.” Reimbursement requests shall be accepted by the Department throughout the Period of Performance. Grantee shall submit reimbursement materials as electronic files to the following email address:

vwsettlement@wisconsin.gov

Hardcopies of materials, only when requested by the Division, shall be sent to the following address:

Volkswagen Mitigation Program
Department of Administration
Division of Enterprise Operations
101 East Wilson Street, 6th Floor
PO Box 7867
Madison, WI 53707-7867

All reimbursement requests must be received by the Department during the Performance Period.

ARTICLE 28. SHARED REVENUE REDUCTION

Grantee agrees that the receipt of agreement funds under this program will result in a reduction of future shared revenue payments pursuant to §79.035(7), Wis. Stats. Payment reductions shall be calculated by the Department in accordance with §79.035(7), Wis. Stats and processed by the Department of Revenue. Shared revenue reductions shall begin with the shared revenue payment following the first grant reimbursement payment to Grantee and continue for 10 consecutive annual payments by equal amounts. If in any year the reduction exceeds the shared revenue payment under §79.035(7), Wis. Stats the excess amount of the reduction will be applied to the payment under §79.04, Wis. Stats.

Grantee’s total shared revenue payment reduction shall be equal to 20 percent of the total amount of agreement funds received under §16.047 (4m), Wis. Stats. The Department shall calculate each shared revenue reduction based on the percentage listed above and each grant reimbursement payment made to Grantee.

The resulting shared revenue reduction(s) shall be processed by the Department of Revenue pursuant to §79.035(7), Wis. Stats.

Grantee may receive reductions in both the July and November shared revenue payments if a reduction exceeds the total shared revenue payment for July. Reductions split between July and November shared revenue payments shall constitute one consecutive annual payment reduction.

ADMINISTRATIVE TERMS AND CONDITIONS

ARTICLE 29. SINGLE AUDIT REQUIREMENT

Grantee shall have a certified annual audit performed utilizing Generally Accepted Accounting Principles and Generally Accepted Auditing Standards.

Grantees which received state funds during their fiscal year shall comply with the requirements set forth in the State Single Audit Guidelines issued by the Department. Audit reports are due to the State within the earlier of 30 calendar days after receipt of the auditor's report(s), or nine months after the end of the audit period.

Please review the Department of Administration's Single Audit Compliance Supplement for details on submission of the reporting package (<https://doa.wi.gov/Pages/StateFinances/State-Single-Audit-Guidelines.aspx>).

ARTICLE 30. EXAMINATION OF RECORDS

The Department and any of its authorized representatives shall have access to and the right at any time to examine, audit, excerpt, transcribe and copy on Grantee's premises any directly pertinent records and computer files of Grantee involving transactions relating to this Agreement. Similarly, the State shall have access at any time to examine, audit, test and analyze any and all physical projects subject to this Agreement. If the material is held in an automated format, Grantee shall provide copies of these materials in the automated format or such computer file as may be requested by the State. Such material shall be retained for three years by Grantee following final payment on the Agreement.

This provision shall also apply in the event of cancellation or termination of this Agreement. Grantee shall notify the State in writing of any planned conversion or destruction of these materials at least 90 days prior to such action. Any charges for copies provided by Grantee of books, documents, papers, records, computer files or computer printouts shall not exceed the actual cost thereof to Grantee and shall be reimbursed by the State.

The minimum acceptable financial records for the project consist of: 1) Inventory records and supporting documentation for allowable equipment and services purchased to carry out the project scope; 2) Documentation of Agreement Services and Materials; and 3) Any other records which support charges to project funds. Grantee shall maintain sufficient segregation of project accounting records from other projects or programs.

ARTICLE 31. PROJECT ID

The Agreement shall include a unique Project ID number assigned by the Department for purposes of project administration. Grantee shall refer to the Project ID when requesting reimbursement.

ARTICLE 32. COUNTERPARTS, ELECTRONIC SIGNATURE AND DELIVERY

This Contract may be signed in counterparts, each of which shall be taken together as a whole to comprise a single document. Signatures on this Contract may be exchanged between the parties online through DocuSign, electronic scanned copy (.pdf) or similar technology and shall be as valid as original; and this Contract may be converted into electronic format and signed or given effect with one or more electronic signature(s) if the electronic signature(s) meets all requirements of Wis. Stat. ch. 137 or other applicable Wisconsin or Federal law. Executed copies or counterparts of this Contract may be delivered online through DocuSign or email and upon receipt will be deemed original and binding upon the parties hereto, whether or not a hard copy is also delivered. Copies of this Contract, fully executed, shall be as valid as an original.

SPECIAL TERMS AND CONDITIONS

ARTICLE 33. COMPETATIVE PROCUREMENT PRACTICES

Grantee shall utilize competitive procurement practices for products and services purchased as a result of this award. Procurement practices shall follow applicable local and state law. Grantee is responsible for providing proof that competitive procurement practices and applicable state and local law were followed. If Grantee elects to purchase products or services from a cooperative purchasing contract where Grantee was not the primary procurement agent, Grantee is responsible for providing proof that competitive procurement practices were followed.

ARTICLE 34. REASONABLE COSTS

Grantee shall make reasonable efforts to control unit costs for products and services procured as a result of this Agreement. For purposes of this Article 33, whether Grantee's efforts to control unit costs are reasonable is subject to review by the Department as part of an Agreed Upon Procedures Audit as set forth in Article 34, and the Department's determination as to the reasonableness of such efforts shall be conclusive.

ARTICLE 35. AUDITS

Grantee shall perform an "Agreed Upon Procedures Audit" on request. This audit shall consist of procedures and questions agreed upon by the State and the Auditor and shall expand beyond the scope of that provided for under the Wisconsin State Single Audit Guideline requirements.

ARTICLE 36. EQUIPMENT ACCOUNTABILITY

Title to equipment purchased with funds provided under this Agreement shall vest in Grantee's name, unless otherwise specified by an attachment. Disposition of any eligible buses shall be in accordance with the scrappage requirements of the program in Attachment A – Statement of Work. Disposition of any other equipment shall be in accordance with applicable law. The Department reserves the right to restrict disposal, transfer or use of all equipment in order to maintain compliance with the "State Trust Agreement."

ARTICLE 37. PATENT INFRINGEMENT

Grantee covenants that it shall, at its own expense, defend every suit which shall be brought against the State of Wisconsin (provided that such Grantee is promptly notified of such suit, and all papers therein are delivered to it) for any alleged infringement of any patent by reason of the sale or use of such articles and agrees that it shall pay all costs, damages, and profits recoverable in any such suit.

ARTICLE 38. PROGRAM INCOME

Program Income means gross income received by Grantee that is directly generated from the use of the Agreement award, including but not limited to repayments of funds that had been previously paid for eligible expenses; interest earned on any or all Agreement funds obtained from the State; proceeds derived after the Agreement close out from the disposition of real property acquired with any or all funds provided under this Agreement or interest earned on Program Income pending its disposition.

All Program Income shall be recorded and shall be provided to the Department upon request.

ARTICLE 39. CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY, AND VOLUNTARY EXCLUSION

Grantee certifies that to the best of its knowledge and belief, that it and its principals:

- (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;

- (b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statement, or receiving stolen property;
- (c) Are not presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (b); and
- (d) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State, or local) terminated for cause or default.

Where the prospective primary participant is unable to certify to any of the statements in this article, such prospective participant shall attach an explanation to this proposal.

ARTICLE 40. INFORMATION SHARING REQUIREMENTS

The Department may periodically request specific information from Grantee to comply with legislative inquiry, state statute, federal law, State Trust Agreement requirements or for other reasons. Grantee agrees to provide the requested information to the Department within 21 calendar days in a form and format determined by the Department. This section is in addition to Grantee's reporting requirements as specified in Attachment E – Reporting Form.

ARTICLE 41. USE OF ASSETS PURCHASED WITH AGREEMENT FUNDS

Grantee must use assets purchased with agreement funds for public mass transit service for the entire useful life of the asset. The Department adopts the useful life definition and minimum useful life standards for buses and equipment set forth by the Federal Transit Administration (FTA) in FTA Award Management Circular (5010.1E), revised 7-16-2018, except when noted. Grantee must notify the Department when the asset is permanently withdrawn from revenue service or experiences a casualty loss. The Department relinquishes any interest in the asset(s) when the asset(s) reaches its useful life standard or the asset's fair market value falls below 10 percent of its original purchase price.

Grantee shall pay all fuel, taxes, fees, maintenance, administrative and other operating costs associated with the asset(s) purchased with agreement funds. Grantee agrees to maintain the asset(s) in accordance with manufacturer recommendations and keep the asset(s) in a state of good repair. Grantee confirms that financial capacity exists to operate and maintain the asset(s) throughout the useful life of the asset(s).

In the event Grantee receives insurance proceeds resulting from the asset's total loss, Grantee shall use proceeds towards a replacement asset of similar kind or, if Grantee and the Department jointly determine the replacement of the asset to be burdensome or otherwise counter to program objectives, proceeds may be used for other means mutually agreed to by both parties in writing.

Grantee agrees that it will not transfer title, lease, lien, pledge, mortgage, or any other similar action prior to reaching the minimum the useful life standard of the asset(s) without written approval of the Department.

ARTICLE 42. COMPLIANCE MONITORING

The Department may conduct on-site compliance checks during the Period of Performance to ensure Program objectives are being met and Grantee activities are compliant with State Trust Agreement and Grant Agreement requirements. Grantee agrees to make personnel, documents, sites, assets and other records available for immediate inspection by an authorized representative of the Department.

ARTICLE 43. LOBBYING

Program funds may not be used to influence federal contracts or financial transactions.

ARTICLE 44. TRAINING-WORKSHOPS-SEMINARS-EXHIBIT SPACE

If any portion of the funds shall be used to support training, workshops, seminars, exhibit space, etc., the Department shall receive complimentary registration and/or exhibit/booth space, if requested.

ARTICLE 45. NONDISCRIMINATION IN CONTRACTING

Pursuant to 2019 Wisconsin Executive Order 1, grantee agrees it will hire only on the basis of merit and will not discriminate against any persons performing a contract, subcontract or grant because of military or veteran status, gender identity or expression, marital or familial status, genetic information or political affiliation.

**ATTACHMENT A
STATEMENT OF WORK**

VOLKSWAGEN MITIGATION TRANSIT CAPITAL ASSISTANCE GRANT PROGRAM

ROUND 2

**For the Grant Agreement Between the
State of Wisconsin, Department of Administration, Division of Enterprise Operations
And
CITY OF SHEBOYGAN**

PROJECT ID: WIS-BUS-SHEB-02

February 3, 2021

Summary

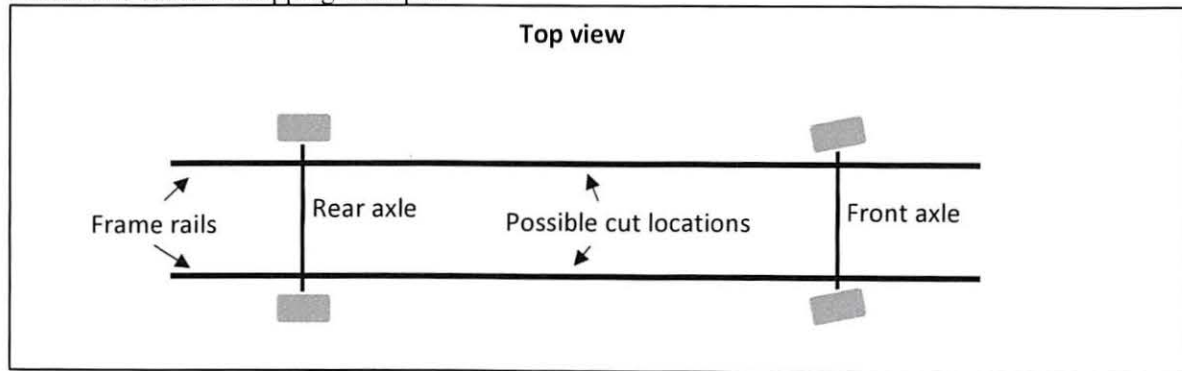
Grantee shall replace eligible buses identified in the Project Budget by purchasing, owning and operating a new bus as identified in the Project Budget. Grantee shall scrap all eligible old buses as identified in the Project Budget.

Scrap eligible old buses

Grantee shall replace eligible old buses identified in the Project Budget by scrapping and making them available for recycle, in accordance with the State Trust Agreement and this Grant Agreement. Scrapping shall mean to render inoperable and available for recycle, and, at a minimum, to specifically cut a 3-inch hole in the engine block for all engines. Scrapped shall also include the disabling of the chassis by cutting the vehicle's frame rails completely in half in at least two locations on separate sides of the vehicle between the front and rear axles. Scrapping shall be completed within 90 days of accepting delivery of the replacement bus(es). Per Grantee's request, the Department may grant approval for alternative scrapping methods in writing. Such approval must be obtained prior to the scrapping activity.

Grantee shall provide notification to the Department between 5 and 20 business days prior to commencing scrapping activities. Upon the Department's request Grantee shall allow a Department representative to attend the scrapping activities in-person, should such in-person attendance be allowed by the scrapping contractor's applicable safety protocols and/or applicable COVID-19 pandemic public health guidance.

Illustrative chassis scrapping example:



Purchase eligible new buses

Grantee shall purchase, own and operate eligible new heavy-duty public transit buses for the purposes of carrying passengers in a public mass transit system operating in the State of Wisconsin.

- 1) New buses must be eligible under the State Trust Agreement and under §16.047(4m), Wis. Stats.
 - a) Eligible new buses must be owned by the Grantee and titled in the Grantee's name or Grantee's Governmental Agent (e.g. Transit Authority) or Department.
 - b) All vendors must be selected in accordance with local public contracting law. If no local public contracting law or regulations exist, the Grantee shall utilize state public contracting law and procurement processes. If the Grantee elects to purchase products or services from a cooperative purchasing contract where the Grantee was not the primary procurement agent, the Grantee is responsible for providing proof that competitive procurement practices were followed.
 - c) New buses must have an engine model year the same year as when the replacement occurs or one engine model year prior. For example, if bus replacement occurs in 2021, the engine model year of the new bus must be 2021 or 2020. A bus with an engine model year of 2019 or older would not be eligible for reimbursement under this example.
 - d) Grantee shall provide cost estimate documentation to the Department, and to the satisfaction of the Department, for all purchases over \$25,000. For example, cost estimate documentation may be a vendor's quote, bid price sheet or similar document.
- 2) The Grantee shall submit draft Purchase Order(s) (PO) and itemized equipment lists to the Department for review prior to sending any POs to a vendor. Any expenses ineligible for reimbursement shall be on a separate PO, such as extras, add-ons, special order, or additional equipment. This will help ensure the Department is aware of project activities and has an opportunity to review and prepare for project reimbursement.
- 3) The Department will not work directly with a Grantee's vendor, except at the discretion of the Department, and will not accept reimbursement requests from a vendor.

Reporting

Grantee shall submit reports to the Department as specified in Attachment E – Reporting Form.

Reimbursement

This is a reimbursement program. Grantee must incur eligible project costs and pay for all project costs before requesting reimbursement. Grantee must complete reimbursement requests as specified in Attachment B – Reimbursement Request. All documents must be completed to the Department's satisfaction and all supporting documentation must be submitted. Reimbursement requests shall be submitted to the Department within 60 calendar days of completing each individual transit bus replacement project and associated scrapping. All reimbursement requests must be received by the Department during the Performance Period.



**ATTACHMENT B: REIMBURSEMENT REQUEST
TRANSIT CAPITAL ASSISTANCE GRANT PROGRAM - **ROUND 2****

INSTRUCTIONS

This Excel workbook is available electronically at <https://doa.wi.gov/Pages/vwsettlementwisconsin.aspx>

Complete this Excel workbook to request reimbursement of eligible expenses under the Volkswagen Mitigation Transit Capital Assistance Grant Program administered by the Department of Administration (DOA). This program is funded from Volkswagen Diesel Emissions Environmental Mitigation Trust for State Beneficiaries, Puerto Rico, and the District of Columbia. Incomplete forms may not be considered. Personal information collected will be used for grant administration and may be provided to requesters to the extent required by Wisconsin's Open Record law.

Before completing this workbook, carefully review your grant agreement!

BUS REPLACEMENT REIMBURSEMENT REQUEST

- This workbook contains seven (7) worksheets. Review and complete all worksheets.
- Entry fields with light blue background color must be completed unless otherwise noted.
- Complete a separate workbook for each replacement bus project.
- Send the final, completed workbook to DOA via email to request reimbursement. Ensure all supporting documentation is included in your reimbursement request email. Multiple emails are acceptable.
- Reimbursement requests shall be submitted to the Department within 60 calendar days of completing each individual transit bus replacement project and associated scrapping. All reimbursement requests must be received by the Department during the Performance Period shown in the Grant Agreement.
- Email all documents to DOA at vwsettlement@wisconsin.gov

INFRASTRUCTURE REIMBURSEMENT REQUEST

Contact DOA VW Mitigation Program Administrator for instructions on requesting reimbursement for non-vehicle, infrastructure expenses, if allowed by your Grant Agreement.

Benjamin Vondra

benjaminh.vondra@wisconsin.gov

608-261-6262



ATTACHMENT B: REIMBURSEMENT REQUEST
TRANSIT CAPITAL ASSISTANCE GRANT PROGRAM - ROUND 2

REIMBURSEMENT CHECKLIST

GRANTEE:

PROJECT ID # (from grant agreement)

This documentation was completed and submitted by:

Name:

Date:

Title:

Phone:

Email:

Check off all items included with the reimbursement request. All items are REQUIRED.

Workbook items:

- Reimbursement Checklist
- Reimbursement Cover Page
- Vehicle Inspection Form
- Procurement Certification & Supporting Documents
- Certificate of Engine and Chassis Destruction
- NOx Air Quality Data

Additional items:

- Reimbursement Request Letter on Grantee Letterhead
- Copy of Purchase Order(s) (for bus purchase and for scrapping services)
- Copy of Vendor Invoice(s) (for bus purchase and for scrapping services)
- Proof of Payment From Grantee to Vendor (e.g. copy of check, accounting sheet)
- Before and After Scrapping Photographs (details on Certificate of Destruction in workbook)
- Copy of MV1 Title/License Plate Application for Replaced Bus (provides proof of ownership)
- Copy of MV1 Title/License Plate Application for New Bus
- Any additional materials if specified in the grant agreement
- Cost documentation for all purchases over \$25,000 (bid price sheet, vendor quote, etc.)



**ATTACHMENT B: REIMBURSEMENT REQUEST
TRANSIT CAPITAL ASSISTANCE GRANT PROGRAM - ROUND 2**

COVER PAGE

Statement: The Grantee formally requests reimbursement for eligible expenses outlined in the attached documentation and in accordance with the Agreement.

GRANTEE: 0

TOTAL REIMBURSEMENT REQUEST (\$): \$

REIMBURSEMENT REQUEST #: (sequential)

Grantee Address

Street 1: City:
Street 2: Zip:

Scrapped Bus

Vehicle Make: <input type="text"/>	Vehicle Model Year: <input type="text"/>
Vehicle Model: <input type="text"/>	VIN: <input type="text"/>
Engine Make: <input type="text"/>	Engine Model Year: <input type="text"/>
Engine Model: <input type="text"/>	Engine Serial No: <input type="text"/>
	Engine Family No: <input type="text"/>
Fleet ID #: <input type="text"/>	Scraping Cost: \$ <input type="text" value="-"/>
Scraping Date: <input type="text"/>	Scraping Income: \$ <input type="text" value="-"/>
Maximum Eligible Scraping Reimbursement (calculated):	\$ <input type="text" value="-"/>

New Bus

Vehicle Make: <input type="text"/>	Vehicle Model Year: <input type="text"/>
Vehicle Model: <input type="text"/>	VIN: <input type="text"/>
Engine Make: <input type="text"/>	Engine Model Year: <input type="text"/>
Engine Model: <input type="text"/>	Engine Serial No: <input type="text"/>
	Engine Family No: <input type="text"/>
Fleet ID #: <input type="text"/>	
Delivery Date: <input type="text"/>	New Bus Expenses
Date Placed in Service: <input type="text"/>	Eligible for
	Reimbursement: \$ <input type="text" value="-"/>



ATTACHMENT B: REIMBURSEMENT REQUEST
TRANSIT CAPITAL ASSISTANCE GRANT PROGRAM - ROUND 2
NEW VEHICLE INSPECTION FORM

Grantee:

TOPIC	REQUIREMENT	PASS / FAIL	NOTES
FMVSS Sticker	Affixed to vehicle		
Interior Finish	Clean and adheres to contract specs		
Exterior Finish	Clean and adheres to contract specs		
Interior Lighting	Operable and adheres to contract specs		
Exterior Lighting	Operable and adheres to contract specs		
Accessible Lift / Ramp	Operable and adheres to contract specs		
Chassis / Frame	Inspect for leaks, damage, etc.		
Electrical	Inspect electrical system where applicable, including battery(ies)		
HVAC	Run heater, AC, fan and inspect compressor / condenser		
Engine	Inspect for leaks, loose components and noises. Operates as expected, gauges read normal		
Brakes / Parking brake	Tested and operates as expected		
Speed	Vehicle tested at varying speeds and on a roadway with posted speed limit at least 50mph		
Wipers / Windows / Seats	Tested and operates as expected		
Safety	Vehicle equipped with first aid kit, fire extinguisher and orange triangles		
Other	Report other tests or issues		

Mechanic / Authorized Representative Signature:
(typed electronic signatures acceptable)

Print:

Date:



**ATTACHMENT B: REIMBURSEMENT REQUEST
TRANSIT CAPITAL ASSISTANCE GRANT PROGRAM - ROUND 2**

PROCUREMENT & CONTRACTING CERTIFICATION

Grantee:

Certification Statements (check all, sign and date) :

- I certify that the purchase of the products and/or services presented for reimbursement were procured and contracted in a manner compliant with applicable state and local procurement and contracting law.*
- I understand that if all or part of the products and/or service expenses presented for reimbursement were not procured or contracted in a manner compliant with applicable state and local procurement and contracting law, those products and/or services are ineligible for reimbursement from DOA and the VW Environmental Mitigation Trust Fund.*
- I certify that supporting documentation showing compliance with applicable state and local procurement and contracting law is included with this reimbursement request.*

This certification MUST be accompanied by supporting documentation showing applicable state and local procurement and contracting laws have been followed. Examples of supporting documentation may include:

- copy of contract with vendor showing quoted prices
- screenshot of online procurement materials
- narrative of procurement process followed, including timeline
- procurement documents, showing products and services
- emails or other communications of procurement processes

Signature of Authorized Representative:

Signature:
(typed electronic signatures acceptable)

Date:

Print:



**ATTACHMENT B: REIMBURSEMENT REQUEST
TRANSIT CAPITAL ASSISTANCE GRANT PROGRAM - ROUND 2**

CERTIFICATE OF ENGINE & CHASSIS DESTRUCTION

This form must be completed for each scrapped bus. Carefully review your grant agreement and statement of work for detailed scrapping requirements. Improperly scrapped vehicles will result in the Department withholding reimbursement of eligible new vehicle costs. Contact the VW Program Administrator with questions.

Grantee:

Scrapping Company (if not scrapped in-house)

Company Name:

Scrapping Company Representative:

Phone:

Street 1: City:

Street 2: Zip:

Scrapped Vehicle Information

Scrapping Date:

Vehicle Make: Vehicle Model Year:

Vehicle Model: VIN:

Engine Make: Engine Model Year:

Engine Model: Engine Serial No:

Engine Family No:

Submit the following photographs to the Department.

- Photos must be submitted via email as .jpeg images to vwsettlement@wisconsin.gov.
- Filenames of photos must clearly describe what is in the photo.
- Submit the following photographs:
 - a) side-profile of vehicle
 - b) VIN label, etching or stamp
 - c) Engine label(s) showing manufacturer name and engine serial number
 - d) Chassis rails cut in half
 - e) Engine block, prior to hole, with measurement markings
 - f) Engine block, after hole, with measurement
 - g) Others, as requested by the Department

Grantee Certification Statement

I certify that within 90 days of receiving delivery of the replacement vehicle, the replaced vehicle was rendered inoperable and available for recycle. At a minimum, the engine has been disabled by causing a 3-inch hole to be cut in the engine block. In addition, at a minimum, the chassis of the vehicle was disabled by cutting the vehicle's frame rails completely in half in not less than two places between the front and rear axles. Required photographs have been included with the request for reimbursement.

Grantee Authorized Signature:

(typed electronic signatures acceptable)

Name:

Date:



ATTACHMENT B: REIMBURSEMENT REQUEST
TRANSIT CAPITAL ASSISTANCE GRANT PROGRAM - ROUND 2

NOx DATA (for EPA DEQ Final Calculations)

SCRAPPED BUS

Engine Model Year:	0	
Fuel Type:		
Annual Fuel Gallons:	0	<input type="checkbox"/> Check if estimated
Annual Miles Traveled:	0	<input type="checkbox"/> Check if estimated
Avg. Daily Idling Hours:	0.0	<input type="checkbox"/> Check if estimated
Avg. Days Used Per Year:	0	<input type="checkbox"/> Check if estimated
Avg. Idling Hours Per Year:	0	calculated
Scrapping Year:		
Estimated Life Remaining (years):	0	

NEW BUS

Fuel Type:		
New Engine Model Year:	0	
Annual Diesel Gallons Reduced*:	0	<input type="checkbox"/> Check if estimated

*If the new bus will have the same MPG rating and be used in a similar way to the old bus, enter "0".

**ATTACHMENT C
ELIGIBLE AND INELIGIBLE ACTIVITIES**

VOLKSWAGEN MITIGATION TRANSIT CAPITAL ASSISTANCE GRANT PROGRAM

ROUND 2

**For the Grant Agreement Between the
State of Wisconsin, Department of Administration, Division of Enterprise Operations
And
CITY OF SHEBOYGAN**

PROJECT ID: WIS-BUS-SHEB-02

February 3, 2021

The Department maintains responsibility for the interpretation of terms, conditions and costs listed. The Department reserves the right to alter the list of eligible and ineligible activities at any time to maintain consistency with the Beneficiary State Trust, Trustee guidance, State Statute and the Department's interpretation of program rules. The list of ineligible activities is provided as a courtesy to Grantee and is not exhaustive.

Scrapping Activities		Eligible	Ineligible
1.	Activities directly related to the scrapping expense of a contractor.	X	
2.	Activities directly related to the labor and material expenses of conducting scrapping in-house.	X	
3.	Towing of a vehicle to a scrapping contractor.		X
4.	Grantee expenses related to preparing a vehicle for scrapping (i.e. draining fluids).		X
5.	Any expenses to disable, remove or transfer equipment except activities explicitly called for by the Agreement's scrapping requirement.		X
6.	Vehicle storage fees.		X
7.	Bad debts, late payment fees, finance charges or contingency funds, interest, and investment management fees. Liens or other interests on any replaced bus.		X

New Vehicle Activities		Eligible	Ineligible
1.	Base chassis, drivetrain, and body components (i.e. engine, frame, body, windows, tires, etc.).	X	
2.	Basic fit and finish only when installed by the vendor and incorporated into the vehicle prior to vehicle delivery to Grantee. (i.e. seating, flooring, ADA securement, lighting, etc.).	X	

3.	Trim, customary interior and exterior product packages, certain drivetrain options, accessibility features, life-safety equipment required by law and similar equipment customarily ordered by the Grantee or in order to maintain consistency with the Grantee's existing fleet or as an improvement to the Grantee's existing fleet as documented in planning materials (i.e. LED lighting, window upgrades, driver seating upgrades, heating and cooling equipment) and only when installed by the vendor and incorporated into the vehicle prior to vehicle delivery to Grantee.	X	
4.	Customary manufacturer vehicle delivery charges.	X	
5.	Purchase or installation of new farebox or fare collection equipment only when installed by vendor during assembly and prior to vehicle delivery to Grantee.	X	
6.	Decals, vehicle wraps, signage, bike racks or other similar exterior accessories customarily ordered by the Grantee or in order to maintain consistency with the Grantee's existing fleet or as an improvement to the Grantee's existing fleet as documented in planning materials, only when installed by vendor during assembly and prior to vehicle delivery to Grantee.	X	
7.	Communication equipment (i.e. two-way radio) only when installed by vendor during assembly and prior to vehicle delivery to Grantee.	X	
8.	Title, license and other vehicle registration fees.		X
9.	Training, training materials, workshops and travel of Grantee staff or contractors that is beyond what is included in the base vehicle cost.		X
10.	Operating expenses (i.e. data service plans, maintenance packages, operating software, fuel, insurance, wages, fringe, etc.).		X
11.	Grantee administrative expenses associated with the ordering, procurement, delivery, registration or other start-up costs of the vehicle.		X
12.	Extensive technology upgrades (hardware or software), as determined by the Department, unless explicitly authorized by the Department in writing prior to issuance of a purchase order.		X
13.	Attorney fees. Engineering/consultant fees. Taxes, except sales tax on eligible equipment and expenses.		X
14.	Extensive or uncustomary upfit, upgrades or extras, as determined by the Department.		X
15.	Transfer or installation of equipment from any vehicle into a new vehicle.		X
16.	Maintenance tools, repair equipment, spare parts or similar items.		X

**ATTACHMENT D
BUDGET**

VOLKSWAGEN MITIGATION TRANSIT CAPITAL ASSISTANCE GRANT PROGRAM

ROUND 2

**For the Grant Agreement Between the
State of Wisconsin, Department of Administration, Division of Enterprise Operations
And
CITY OF SHEBOYGAN**

PROJECT ID: WIS-BUS-SHEB-02

February 3, 2021

1) 100% of eligible expenses to scrap the following bus(es) and engine(s).

VIN	Vehicle Make	Vehicle Model	Engine Model Year	Engine Serial Number	Fleet ID #	Scrapping Allowance
15GGB271821073044	Gillig	35'	2002	46187011	201	\$1,500.00
15GGB271321073047	Gillig	35'	2002	46186472	202	\$1,500.00
15GGB291831073589	Gillig	35'	2003	46343087	323	\$1,500.00
15GGB291431073590	Gillig	35'	2003	46342959	324	\$1,500.00

2) 100% of eligible expenses to purchase the following new bus(es).

Anticipated PO Date (MM/YYYY)	Vehicle Make	Vehicle Model	Engine Model Year	Engine Type	Reimbursement not to exceed
03/2021	Gillig	35'	Calendar year in which replacement occurs or one model year prior	Diesel	\$460,000
03/2021	Gillig	35'	Calendar year in which replacement occurs or one model year prior	Diesel	\$460,000
03/2021	Gillig	35'	Calendar year in which replacement occurs or one model year prior	Diesel	\$460,000
03/2021	Gillig	35'	Calendar year in which replacement occurs or one model year prior	Diesel	\$460,000

**ATTACHMENT E
REPORTING FORM**

VOLKSWAGEN MITIGATION TRANSIT CAPITAL ASSISTANCE GRANT PROGRAM

ROUND 2

**For the Grant Agreement Between the
State of Wisconsin, Department of Administration, Division of Enterprise Operations
And
CITY OF SHEBOYGAN**

PROJECT ID: WIS-BUS-SHEB-02

February 3, 2021

The Department must meet Trustee reporting requirements, including semi-annual reports describing the progress in implementing each project. The Department must collect information from the Grantee in order to create these reports. The Department must also collect information to track project implementation in accordance with program terms and conditions.

Grantee shall report twice annually on program activities. Grantee shall report on the period beginning when the Grant Agreement is fully executed and terminating when the recipient has received final payment for all projects as shown in Attachment D – Budget. Failure to submit complete and accurate reports prior to the reporting deadline may constitute cause for suspension of payments or agreement termination.

Submission due dates:

Reporting Period	Due Date
January 1 through June 30	July 15
July 1 through December 31	January 15

INSTRUCTIONS

- 1) Complete all fields.
- 2) Sign and date
- 3) Save form, keep a copy for your records
- 4) Submit the completed, electronic copy of this form to vwsettlement@wisconsin.gov



VOLKSWAGEN MITIGATION TRANSIT CAPITAL ASSISTANCE GRANT PROGRAM
Semi-annual Report – Round 2

Section 1 REQUIRED			
Grantee			
Date		Project ID No. <i>(from grant agreement)</i>	
Contact Person <i>(name, title, phone, email)</i>			
Reporting Period <i>(check one)</i>	<input type="checkbox"/> January through June <input type="checkbox"/> July through December		

Section 2 REQUIRED. TOTAL FOR ALL VEHICLE REPLACEMENT PROJECTS			
Total Eligible Project Costs Incurred During Reporting Period*	\$	Total Eligible Project Costs Paid During Reporting Period	\$
Detailed Description of Project Activities During Reporting Period. Include Dates.			
Detailed Description of Planned Project Activities for Upcoming Reporting Period (6 months).			

**incurred costs include any expenses Grantee has assumed liability for and intends to seek reimbursement from the VW Mitigation Program.*

Authorized Representative Signature <i>(typed signature acceptable)</i>	
Print Name	
Title	
Date	

CITY OF SHEBOYGAN

REQUEST FOR TRANSIT COMMISSION CONSIDERATION

ITEM DESCRIPTION: 3.2 Resolution No. 173-20-21 and Agreement for Volkswagen Mitigation Program Grant for Four Buses

REPORT PREPARED BY: Derek Muench, Director of Transit & Parking

REPORT DATE: 2/19/21

MEETING DATE: 2/16/21

FISCAL SUMMARY:

Budget Line Item: N/A
Budget Summary: N/A
Budgeted Expenditure: N/A
Budgeted Revenue: N/A

STATUTORY REFERENCE:

Wisconsin Statutes: N/A
Municipal Code: N/A

BACKGROUND / ANALYSIS:

The Director of Transit & Parking applied for VW Mitigation Program funds in Round 2 of funding eligibility in 2020 to replace up to 6 five fixed-route revenue buses. The program awards funds to municipalities to replace eligible public transit vehicles that meet criteria as setup in the program fund. VW Mitigation Program vehicles are funded through a reduction in shared-revenue from the state to the municipality. The City of Sheboygan was awarded one (1) bus through this program in 2019 and was awarded six (6) buses in 2020 as part of Round 2. The City of Sheboygan and Shoreline Metro, in conjunction with other grants, is requesting that four (4) buses be funded through this program.

The award agreement is for \$1,846,000 with \$460,000 allotted per bus purchase and \$1,500 designed for scrapping costs per bus. The City’s responsibility for these vehicles is 20%, or roughly \$368,000. As part of the requirement of the program, the eligible buses that are being replaced must be destroyed and cannot be sold or used in public transit services. It must be completely disabled. Scrapping the vehicle is acceptable under the program.

STAFF COMMENTS:

The Director of Transit & Parking has worked with city staff including the City Administrator, City Attorney’s Office and the Finance Director on this application and agreement. The agreement has been reviewed by the City’s Attorney’s office. City staff is in support of funding these buses through a reduction of shared-revenue of \$368,000 over the next ten years (\$36,800 annually for 10 years). The buses will be purchased off the State of Wisconsin contract with the intent to purchase be issued to Gillig, Inc. as soon as the agreements are fully executed. Shoreline Metro expects to purchase the same buses as was purchased earlier in 2019 with minor modifications.

ACTION REQUESTED:

Staff recommends the support of Res. No. 173-20-21 and recommends approval to the Common Council. Staff further recommends the authorization of the appropriate officials to sign and execute the agreement with the State of Wisconsin Department of Administration upon approval by the Common Council.

ATTACHMENTS:

- I. Resolution No. 173-20-21;
- II. VW Transit Capital Grant Agreement;

OPERATING STATISTICS FOR SHORELINE METRO & METRO CONNECTION - 2019 to 2020

	JANUARY				FEBRUARY				MARCH				APRIL				MAY				JUNE			
REVENUES	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change
Metro Connection	\$25,763	\$21,901	\$3,862	17.6%	\$25,026	\$22,191	\$2,835	12.8%	\$14,626	\$25,279	(\$10,653)	-42.1%	\$2,921	\$23,786	(\$20,865)	-87.7%	\$3,282	\$24,593	(\$21,311)	-86.7%	\$7,029	\$21,607	(\$14,578)	-67.5%
Shoreline Metro	\$27,958	\$29,868	(\$1,910)	-6.4%	\$27,543	\$26,156	\$1,387	5.3%	\$18,411	\$24,218	(\$5,807)	-24.0%	\$3,510	\$37,571	(\$34,061)	-90.7%	\$1,728	\$31,129	(\$29,401)	-94.4%	\$2,385	\$27,231	(\$24,846)	-91.2%
MONTH TOTALS	\$53,721	\$51,769	\$1,952	3.8%	\$52,569	\$48,347	\$4,222	8.7%	\$33,037	\$49,497	(\$16,460)	-33.3%	\$6,431	\$61,357	(\$54,926)	-89.5%	\$5,010	\$55,722	(\$50,712)	-91.0%	\$9,414	\$48,838	(\$39,424)	-80.7%
RIDERSHIP	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change
Metro Connection	3,079	2,747	332	12.1%	2,941	2,643	298	11.3%	1,865	3,000	(1,135)	-37.8%	549	2,903	(2,354)	-81.1%	663	2,887	(2,224)	-77.0%	1,126	2,541	(1,415)	-55.7%
Trips/Revenue Hour	2.73	2.72	0.01	0.4%	2.83	2.66	0.17	6.4%	2.29	2.83	(0.54)	-19.1%	1.30	2.70	(1.40)	-51.9%	1.45	2.59	(1.14)	-44.0%	1.70	2.59	(0.89)	-34.4%
Shoreline Metro	65,815	53,062	12,753	24.0%	62,203	52,706	9,497	18.0%	43,108	60,899	(17,791)	-29.2%	13,950	67,310	(53,360)	-79.3%	14,280	65,087	(50,807)	-78.1%	23,179	47,223	(24,044)	-50.9%
Trips/Revenue Hour	19.69	17.35	2.34	13.5%	19.50	17.98	1.52	8.5%	13.27	19.79	(6.52)	-32.9%	4.95	19.77	(14.82)	-75.0%	5.98	20.41	(14.43)	-70.7%	7.21	16.00	(8.79)	-54.9%
MONTH TOTALS	68,894	55,809	13,085	23.4%	65,144	55,349	9,795	17.7%	44,973	63,899	(18,926)	-29.6%	14,499	70,213	(55,714)	-79.3%	14,943	67,974	(53,031)	-78.0%	24,305	49,764	(25,459)	-51.2%
	JULY				AUGUST				SEPTEMBER				OCTOBER				NOVEMBER				DECEMBER			
REVENUES	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change
Metro Connection	\$8,979	\$23,155	(\$14,176)	-61.2%	\$8,644	\$22,825	(\$14,181)	-62.1%	\$8,891	\$22,204	(\$13,313)	-60.0%	\$10,251	\$26,410	(\$16,159)	-61.2%	\$8,924	\$22,598	(\$13,674)	-60.5%	\$9,404	\$22,835	(\$13,431)	-58.8%
Shoreline Metro	\$10,692	\$34,210	(\$23,518)	-68.7%	\$14,629	\$30,593	(\$15,964)	-52.2%	\$17,355	\$24,414	(\$7,059)	-28.9%	\$21,709	\$27,430	(\$5,721)	-20.9%	\$15,399	\$24,961	(\$9,562)	-38.3%	\$13,066	\$26,974	(\$13,908)	-51.6%
MONTH TOTALS	\$19,671	\$57,365	(\$37,694)	-65.7%	\$23,273	\$53,418	(\$30,145)	-56.4%	\$26,246	\$46,618	(\$20,372)	-43.7%	\$31,960	\$53,840	(\$21,880)	-40.6%	\$24,323	\$47,559	(\$23,236)	-48.9%	\$22,470	\$49,809	(\$27,339)	-54.9%
RIDERSHIP	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change
Metro Connection	1,264	2,766	(1,502)	-54.3%	1,303	2,676	(1,373)	-51.3%	1,366	2,688	(1,322)	-49.2%	1,486	3,116	(1,630)	-52.3%	1,396	2,671	(1,275)	-47.7%	1,526	2,676	(1,150)	-43.0%
Trips/Revenue Hour	1.97	2.57	(0.60)	-23.3%	2.21	2.51	(0.30)	-12.0%	2.29	2.69	(0.40)	-14.9%	2.36	2.70	(0.34)	-12.6%	2.31	2.68	(0.37)	-13.8%	2.21	2.69	(0.48)	-17.8%
Shoreline Metro	26,048	46,088	(20,040)	-43.5%	25,484	45,532	(20,048)	-44.0%	30,411	58,744	(28,333)	-48.2%	27,513	69,370	(41,857)	-60.3%	19,973	57,147	(37,174)	-65.0%	21,057	56,098	(35,041)	-62.5%
Trips/Revenue Hour	7.43	14.41	(6.98)	-48.4%	7.71	14.19	(6.48)	-45.7%	9.59	18.49	(8.90)	-48.1%	8.40	20.13	(11.73)	-58.3%	7.33	18.73	(11.40)	-60.9%	7.52	18.88	(11.36)	-60.2%
MONTH TOTALS	27,312	48,854	(21,542)	-44.1%	26,787	48,208	(21,421)	-44.4%	31,777	61,432	(29,655)	-48.3%	28,999	72,486	(43,487)	-60.0%	21,369	59,818	(38,449)	-64.3%	22,583	58,774	(36,191)	-61.6%
REVENUE COMPARISON BY YEAR					RIDERSHIP COMPARISON BY YEAR					TRIPS/REV HOUR		REVENUE HOURS		REVENUE MILES										
ANNUAL TOTALS	2019 YTD		2020 YTD		Difference		% Change		ANNUAL TOTALS	2019 YTD		2020 YTD		Difference		% Change		2019 YTD	2020 YTD	2019 YTD	2020 YTD	2019 YTD	2020 YTD	
Metro Connection	\$279,384		\$133,740		(\$145,644)		-52%		Metro Connection	33,314		18,564		-14,750		-44%		2.66	2.14	12,521	8,272	161,684	98,040	
Shoreline Metro	\$344,755		\$174,385		(\$170,370)		-49%		Shoreline Metro	679,266		373,021		-306,245		-45%		17.92	9.88	37,847	36,986	537,066	478,994	

3rd and 4th Quarter Report - 2020



Prepared by Shoreline Metro for the Transit Commission.

OPERATING STATISTICS FOR THE PARKING UTILITY - 2019 to 2020

	JANUARY				FEBRUARY				MARCH				APRIL				MAY				JUNE			
REVENUES	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change
Meters	\$14,921	\$8,424	6,497.32	77.1%	\$9,406	\$7,983	1,423.04	17.8%	\$5,029	\$12,491	(7,462.00)	-59.7%	\$6,730	\$13,944	(7,214.00)	-51.7%	\$0	\$11,973	(11,973.00)	-100.0%	\$7,143	\$16,615	(9,472.08)	-57.0%
Stall Rentals	\$19,606	\$20,179	(573.00)	-2.8%	\$33,639	\$1,980	31,659.00	1598.9%	\$17,202	\$31,155	(13,953.00)	-44.8%	\$6,477	\$8,193	(1,715.83)	-20.9%	\$1,288	\$2,285	(997.00)	-43.6%	\$20,630	\$40,641	(20,011.00)	-49.2%
MONTH TOTALS	\$34,527	\$28,603	5,924.32	20.7%	\$43,045	\$9,963	33,082.04	332.1%	\$22,231	\$43,646	(21,415.00)	-49.1%	\$13,207	\$22,137	(8,929.83)	-40.3%	\$1,288	\$14,258	(12,970.00)	-91.0%	\$27,773	\$57,256	(29,483.08)	-51.5%

	JULY				AUGUST				SEPTEMBER				OCTOBER				NOVEMBER				DECEMBER			
REVENUES	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change
Meters	\$10,745	\$15,638	(4,893.06)	-31.3%	\$8,079	\$12,410	(4,331.33)	-34.9%	\$7,076	\$12,706	(5,630.00)	-44.3%	\$6,081	\$11,899	(5,818.00)	-48.9%	\$6,566	\$10,715	(4,149.00)	-38.7%	\$9,317	\$13,168	(3,851.00)	-29.2%
Stall Rentals	\$10,583	\$11,997	(1,413.74)	-11.8%	\$5,200	\$2,032	3,168.00	155.9%	\$24,031	\$18,811	5,220.00	27.7%	\$5,710	\$6,394	(684.00)	-10.7%	\$579	\$2,728	(2,149.00)	-78.8%	\$29,900	\$21,182	8,718.00	41.2%
MONTH TOTALS	\$21,328	\$27,635	(6,306.80)	-22.8%	\$13,279	\$14,442	(1,163.33)	-8.1%	\$31,107	\$31,517	(410.00)	-1.3%	\$11,791	\$18,293	(6,502.00)	-35.5%	\$7,145	\$13,443	(6,298.00)	-46.8%	\$39,217	\$34,350	4,867.00	14.2%

REVENUE COMPARISON BY YEAR					REVENUE COMPARISON BY QUARTER							
ANNUAL TOTALS	2019 YTD	2020 YTD	Difference	% Change	FIRST QUARTER		SECOND QUARTER		THIRD QUARTER		FOURTH QUARTER	
					2019	2020	2019	2020	2019	2020	2019	2020
<i>Meters</i>	\$147,966	\$91,093	(56,873.11)	-38.4%	\$28,898	\$29,356	\$42,532	\$13,873	\$40,754	\$25,900	\$35,782	\$21,964
<i>Stall Rentals</i>	\$167,577	\$174,845	7,268.43	4.3%	\$53,314	\$70,447	\$51,119	\$28,395	\$32,840	\$39,814	\$30,304	\$36,189
TOTAL REVENUE	\$315,543	\$265,938	(49,604.68)	-15.7%	\$82,212	\$99,803	\$93,651	\$42,268	\$73,594	\$65,714	\$66,086	\$58,153

Prepared by Shoreline Metro for the Transit Commission.

2020 ANNUAL BENCHMARKS

PARKING UTILITY BENCHMARKS	JANUARY		FEBRUARY		MARCH		APRIL		MAY		JUNE		JULY		AUGUST		SEPTEMBER		OCTOBER		NOVEMBER		DECEMBER	
	Revenue	Permits	Revenue	Permits	Revenue	Permits	Revenue	Permits	Revenue	Permits	Revenue	Permits	Revenue	Permits	Revenue	Permits	Revenue	Permits	Revenue	Permits	Revenue	Permits	Revenue	Permits
Lot 2	\$1,919.43	16	\$0.00	16	\$0.00	16	\$639.81	16	\$0.00	16	\$355.45	16	\$284.36	16	\$0.00	16	\$568.72	16	\$71.09	16	\$0.00	16	\$1,990.52	15
Lot 3	\$497.63	10	\$127.01	10	\$426.54	10	\$0.00	2	\$0.00	2	\$0.00	2	\$142.18	2	\$71.09	2	\$295.73	2	\$0.00	4	\$45.50	4	\$142.18	4
Lot 3 METERS	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$89.32		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$12.40	
Lot 4 METERS	\$2,547.87		\$2,049.75		\$0.00		\$600.13		\$0.00		\$516.87		\$1,229.76		\$793.81		\$809.10		\$790.72		\$1,232.36		\$749.08	
Lot 5	\$0.00	37	\$11,254.91	38	\$383.89	38	\$0.00	38	\$0.00	40	\$109.01	40	\$325.12	40	\$0.00	40	\$85.31	40	\$130.80	40	\$0.00	40	\$1,364.93	41
Lot 7	\$8,243.61	40	\$1,194.30	40	\$668.25	40	\$372.52	39	\$39.00	39	\$2,141.24	39	\$99.53	39	\$0.00	39	\$1,492.91	39	\$597.16	39	\$0.00	43	\$8,857.84	43
Lot 7 METERS	\$176.86		\$0.00		\$188.59		\$46.46		\$0.00		\$80.02		\$171.56		\$83.28		\$86.75		\$72.33		\$0.00		\$214.50	
Lot 8	\$85.31	22	\$3,753.53	22	\$767.79	22	\$85.31	24	\$142.18	24	\$797.79	24	\$169.06	23	\$46.45	23	\$853.10	23	\$170.62	23	\$82.46	25	\$995.28	25
Lot 9	\$1,066.35	46	\$71.09	44	\$1,990.52	44	\$90.05	42	\$32.23	42	\$2,517.65	43	\$47.39	44	\$47.39	44	\$2,153.49	44	\$284.36	40	\$181.04	40	\$1,632.22	40
Lot 9 METERS	\$376.58		\$194.30		\$0.00		\$204.64		\$0.00		\$250.87		\$197.02		\$233.50		\$128.08		\$150.58		\$0.00		\$396.93	
Lot 10	\$0.00	10	\$0.00	10	\$710.90	10	\$0.00	10	\$0.00	10	\$0.00	10	\$710.90	10	\$0.00	10	\$710.90	10	\$0.00	10	\$0.00	10	\$0.00	10
Lot 11	\$341.24	6	\$0.00	6	\$341.24	6	\$85.31	6	\$0.00	6	\$255.93	6	\$85.31	6	\$0.00	6	\$597.17	6	\$94.79	4	\$32.23	4	\$85.31	4
Lot 13	\$1,592.44	50	\$364.94	49	\$3,284.41	49	\$398.11	47	\$145.03	47	\$4,230.15	47	\$298.59	46	\$0.00	46	\$3,565.93	46	\$848.35	35	\$0.00	35	\$2,985.81	35
Lot 14	\$99.53	67	\$4,567.40	65	\$5,219.92	65	\$99.53	66	\$99.53	66	\$2,488.17	66	\$4,379.16	59	\$4,180.10	59	\$5,507.12	59	\$597.18	57	\$54.98	57	\$4,834.15	57
Lot 14 METERS	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	
LOT 17	\$0.00	17	\$1,891.00	16	\$1,087.91	16	\$199.06	15	\$246.44	15	\$1,061.61	29	\$2,123.22	29	\$598.10	29	\$1,094.79	29	\$1,619.79	26	\$77.73	26	\$520.26	26
Lot 18	\$3,497.71	41	\$0.00	41	\$0.00	41	\$3,497.71	41	\$0.00	41	\$3,497.71	41	\$0.00	41	\$0.00	41	\$3,497.71	41	\$0.00	41	\$0.00	41	\$3,497.71	41
On-Street Meters	\$11,820.01		\$7,161.73		\$3,745.27		\$5,818.71		\$0.00		\$6,205.84		\$9,146.60		\$6,968.08		\$6,051.93		\$5,067.25		\$5,333.45		\$7,944.19	
On-Street Permits	\$2,256.81	147	\$8,367.81	139	\$2,270.47	139	\$1,009.76	125	\$622.74	125	\$3,175.25	122	\$1,918.46	120	\$256.86	118	\$3,609.41	116	\$1,295.71	110	\$105.22	103	\$2,994.25	103

City of Sheboygan
Department of Transit and Parking
REPORT OF BENCHMARK MEASUREMENTS

3/31/2020

TRANSIT									
	2019 Actual	2019 Goals	2020 YTD	2020 Goals	2020 Q1	2020 Q2	2020 Q3	2020 Q4	2020 TOTAL
REVENUES									
Metro Connection	\$282,197	\$300,000	\$133,740	\$300,000	\$65,415	\$13,232	\$26,514	\$28,579	\$133,740
Shoreline Metro	<u>\$436,730</u>	<u>\$450,000</u>	<u>\$174,385</u>	<u>\$450,000</u>	<u>\$73,912</u>	<u>\$7,623</u>	<u>\$42,676</u>	<u>\$50,174</u>	<u>\$174,385</u>
Totals	\$718,927	\$750,000	\$308,125	\$750,000	\$139,327	\$20,855	\$69,190	\$78,753	\$308,125
TRANSIT RIDERSHIP & BENCHMARKS									
Metro Connection	35,589	34,000	7,885	34,000	7,885	2,338	3,933	4,408	18,564
Trip/Revenue Hour	2.84	2.75	2.14	2.75	2.62	1.48	2.16	2.29	2.14
Shoreline Metro	529,726	530,000	171,126	530,000	171,126	51,409	81,943	68,543	373,021
Trip/Revenue Hour	<u>14.11</u>	<u>13.00</u>	<u>9.88</u>	<u>13.00</u>	<u>17.48666667</u>	<u>6.05</u>	<u>8.24</u>	<u>7.75</u>	<u>9.88</u>
Totals	565,315	564,000	179,011	564,000	179,011	53,747	85,876	72,951	391,585
PARKING UTILITY									
	2019 Actual	2019 Goals	2020 YTD	2020 Goals	2020 Q1	2020 Q2	2020 Q3	2020 Q4	2020 TOTAL
REVENUES									
Meters	\$147,966	\$127,950	\$91,093	\$127,950	\$29,356	\$13,873	\$25,900	\$21,964	\$91,093
Stall Rentals	<u>\$167,577</u>	<u>\$122,200</u>	<u>\$174,845</u>	<u>\$122,200</u>	<u>\$70,447</u>	<u>\$28,395</u>	<u>\$39,814</u>	<u>\$36,189</u>	<u>\$174,845</u>
Totals	\$315,543	\$250,150	\$265,938	\$250,150	\$99,803	\$42,268	\$65,714	\$58,153	\$265,938

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PARKING UTILITY BENCHMARKS	2020 Q1		2020 Q2		2020 Q3		2020 Q4		ANNUAL TOTAL	
	Revenue	Permits	Revenue	Permits	Revenue	Permits	Revenue	Permits	Revenue	Permits
Lot 2	\$1,919.43	48	\$995.26	48	\$853.08	48	\$2,061.61	47	\$5,829.38	191
Lot 3	\$1,051.18	30	\$89.32	6	\$509.00	6	\$200.08	12	\$1,849.58	54
Lot 4	\$4,597.62	N/A	\$1,117.00	N/A	\$2,832.67	N/A	\$2,772.16	N/A	\$11,319.45	N/A
Lot 5	\$11,638.80	113	\$109.01	118	\$410.43	120	\$1,495.73	121	\$13,653.97	472
Lot 7	\$10,106.16	120	\$2,552.76	117	\$1,592.44	117	\$9,455.00	125	\$23,706.36	479
Lot 8	\$4,606.63	66	\$1,151.76	0	\$1,410.20	0	\$1,535.19	0	\$8,703.78	66
Lot 9	\$3,698.84	134	\$2,639.93	127	\$2,248.27	132	\$2,097.62	120	\$10,684.66	513
Lot 10	\$710.90	30	\$455.51	0	\$1,980.40	0	\$547.51	0	\$3,694.32	30
Lot 11	\$682.48	18	\$341.24	18	\$682.48	18	\$212.33	12	\$1,918.53	66
Lot 13	\$5,241.79	148	\$4,773.29	141	\$3,864.52	138	\$3,834.16	105	\$17,713.76	532
Lot 14	\$9,886.85	197	\$2,687.23	198	\$14,066.38	177	\$5,486.31	171	\$32,126.77	743
Lot 17	\$2,978.91	49	\$1,507.11	0	\$3,816.11	0	\$2,217.78	0	\$10,519.91	49
Lot 18	\$3,497.71	123	\$6,995.42	123	\$3,497.71	123	\$3,497.71	123	\$17,488.55	492
On-Street Meters	\$22,727.01	N/A	\$12,024.55	N/A	\$22,166.61	N/A	\$18,344.89	N/A	\$75,263.06	N/A
On-Street Permits	\$12,895.09	425	\$4,807.75	372	\$5,784.73	354	\$4,395.18	316	\$27,882.75	1467

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CITY OF SHEBOYGAN

REQUEST FOR TRANSIT COMMISSION CONSIDERATION

ITEM DESCRIPTION: 3.3 Transit & Parking Third and Fourth Quarter Reports for 2021

REPORT PREPARED BY: Derek Muench, Director of Transit & Parking

REPORT DATE: 2/9/21

MEETING DATE: 2/16/21

FISCAL SUMMARY:

STATUTORY REFERENCE:

Budget Line Item: N/A
Budget Summary: N/A
Budgeted Expenditure: N/A
Budgeted Revenue: N/A

Wisconsin Statutes: N/A
Municipal Code: N/A

BACKGROUND / ANALYSIS:

The reports for the third and fourth quarters of 2020 are presented for Shoreline Metro, Metro Connection and the Parking Utility for review and approval.

STAFF COMMENTS:

The Director of Transit & Parking has reviewed the reports as submitted.

Here is a summary of the third and fourth quarter reports:

- Shoreline Metro ridership was down substantially in each quarter with revenue down around 50%. Overall, ridership is down for the year by 45% with revenue down 49% for the year.
 - COVID-19 pandemic started to impact ridership in late March (January and February had significant increases over 2019). Revenue was down significantly starting in March due to free trips for customers on all services. This trend continued into the second quarter and still impacts Shoreline Metro today. Fares were free until reinstated on July 6, 2020 for all services.
 - CARES Act funds will be used to offset the loss of revenues and potential increase in expenses due to the pandemic (applies to loss of revenue with Metro Connection as well).
 - Revenue trips for the year were 9.88 trips per revenue hour. This is a decrease over 2019 (17.92).
 - Saturday service was provided via demand response using Metro Connection April through June and October through December (no fixed route service during these months).
- Metro Connection ridership was down substantially in each quarter with revenue down as well. Overall ridership is down 44% with revenue down about 52% for the year.

- COVID-19 pandemic started to impact ridership in late March (January and February had significant increases over 2019). Revenue was down significantly starting in March due to free trips for customers on all services. This trend continued into the second quarter and still impacts Shoreline Metro today. Fares were free until reinstated on July 6, 2020 for all services.
- Revenue trips for the year were 2.14 per hour. This marks a decrease in productivity from 2019 (2.66).
- Parking Utility revenue was down significantly in the third and fourth quarters over the same period in 2019. Overall, revenue is down roughly 16% from 2019.
 - Increase in meter revenue is attributed to increase in the per hour rate implemented in fall 2018 from \$0.30 per hour to \$0.50 per hour.
 - Increase in Stall Rentals is attributed to the change from assigned parking to permit parking, increase in permit fees (minus the tier C lots) and the increase purchases of permits in general. The increase in permits is due in large part to the requirement to have a permit.
 - Revenue is going to be a concern for the second quarter as meter revenue has dropped significantly and parking permits were returned or not renewed by customers. It's too early to forecast the damage to revenue due to the pandemic but it could be as high as 25% reduction in meter and parking permit revenues.

ACTION REQUESTED:

Staff recommends approval of the Transit and Parking Utility 2020 Third and Fourth Quarter Reports and placing on file.

ATTACHMENTS:

- I. 2020 Third and Fourth Quarter Reports for Transit;
- II. 2020 Third and Fourth Quarter Report for Parking Utility;

CITY OF SHEBOYGAN

REQUEST FOR TRANSIT COMMISSION CONSIDERATION

ITEM DESCRIPTION: 3.4 Presentation of 2020 Annual Reports for Transit and Parking

REPORT PREPARED BY: Derek Muench, Director of Transit & Parking

REPORT DATE: 2/9/21

MEETING DATE: 2/16/21

FISCAL SUMMARY:

Budget Line Item: N/A
Budget Summary: N/A
Budgeted Expenditure: N/A
Budgeted Revenue: N/A

STATUTORY REFERENCE:

Wisconsin Statutes: N/A
Municipal Code: N/A

BACKGROUND / ANALYSIS:

Shoreline Metro and the Parking Utility have released annual reports the past several years highlighting and reviewing the year in review. The 2020 annual reports are attached for the Transit Commission’s review.

STAFF COMMENTS:

Shoreline Metro and the Parking Utility had very challenging years in response to the coronavirus pandemic which impacted operations and budgets significantly. Ridership and revenue fell drastically from 2019 to 2020. In a matter of one year, ridership went from an 18-year high to 20 plus year low.

For each of these reports, City Administrator Todd Wolf required five-years of data as a “look back” on trends as comparison to the years without the coronavirus pandemic. The reports focus on the most critical data for this five-year look back.

The annual reports are attached for the Transit Commission’s review and approval.

ACTION REQUESTED:

Staff recommends approval of the Transit and Parking Utility 2020 Annual Reports and placing on file.

ATTACHMENTS:

- I. 2020 Annual Shoreline Metro Report;
- II. 2020 Annual Parking Utility Report;

City of Sheboygan
Parking Utility
YEAR IN REVIEW

Winter Weather: Safety Always Comes First

The beginning of 2019 introduced Sheboygan to the meteorological phenomena called the Polar Vortex. During this same week, Sheboygan experienced a major snowstorm on Monday, followed by a rainstorm on Saturday. Changes in precipitation, especially over a short period of time, create serious problems. Safety continues to be the most important factor in when deciding to clear snow and ice. During the first four months of 2019, there were a significant number of snow events. During a snow event, crews begin plowing and, salting operations, or both if necessary, to maintain safe and accessible parking for customers and businesses.

These snow events were budget breakers. Contracted snow removal costs alone exceeded \$145,000. Total snow removal costs were estimated at \$160,000, or 30% of total expenses.

In contrast, 2020 didn't experience nearly the same types of snow events. However 2020 presented many different challenges including constant thawing and freezing. 2020 budget impacts were not nearly as drastic as 2019.

The City of Sheboygan's Parking Utility is dedicated to safety and timely and effective removal of snow and ice during snow events. Parking lots, sidewalks and walk paths are cleared according to a predetermined route. Unfortunately, some areas are first, and others last. In order to achieve efficient and cost-effective snow removal, this process must be maintained.

Parking lots are maintained by a third-party contractor, while sidewalks, walkways and some snow hauling are maintained by the Parking Utility. After all contractor work is complete, the Parking Utility crew performs touch up work including salting and plowing lots, and additional hauling of snow piles to ensure safety.

An average snowstorm which is about three inches requires four hours to complete all snow removal activities in Downtown, Riverfront, South Pier and Heritage Square areas. Please remember, safety is priority and always comes first.

Fresh New Parking Permits

The Parking Utility issued new parking permits in late 2020 in a fresh new blue color. Lot permits are navy blue while street permits are sky blue.



Parking Utility Team

- | | |
|---|---|
| Derek Muench
Parking Director | Todd Wolf
City Administrator |
| Patrick Moehring
Lead Worker | Michael Kirchmeier
Maintenance Worker |
| Ann Koeller
Customer Service | Alderson Ryan Sorenson
Commission Chair |

Beautiful Flowers Turn Heads (Again)!

The Parking Utility showcased another year of beautiful flowers in the parking districts in 2020. The year marked the Parking Utility's three year partnership with Otter Creek Landscape for stunning and fragrant flowers.

2020 also marked another great year with our community partners, Town & Country Garden Club. The club members joined us once again for a fun-filled morning of planting flowers. Thank you for once again partnering with the Parking Utility and beautifying the City's parking districts.



Operating Statistics

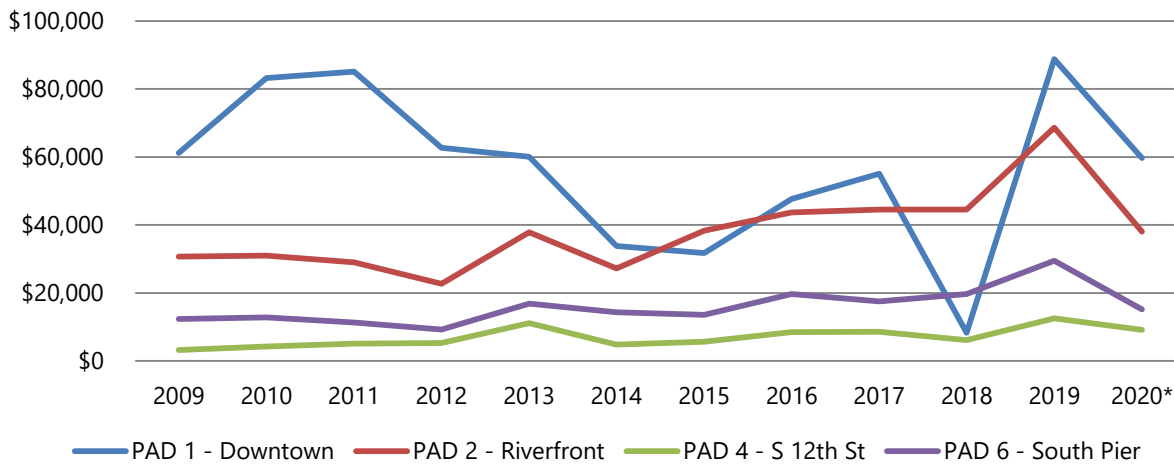
2020
YEAR IN REVIEW

Assessments

The Parking Utility relies on funding from property owners, or assessments, to offset the costs of maintaining public parking. Assessments are calculated by taking total expenses for the parking district and subtracting any revenues collected (permits, meters, stall rentals, etc.) Assessments are the balance remaining, which represent the required amount to make the parking district "whole". In other words, it represents a subsidy paid by property owners to allow public parking to remain affordable for customers, employees and visitors. Each district has its own distinct ordinance and policy on collecting revenue. Riverfront and South Pier, for example, specify that parking remains free. Therefore, these districts' assessments are based on total expenses.

In 2020, the Parking Utility and City Development funded a parking study to evaluate the current assessments and determine whether this arrangement remains practical today. Results of the parking study will be available sometime in 2021.

Assessments by Year per District



Average assessments over the same period:

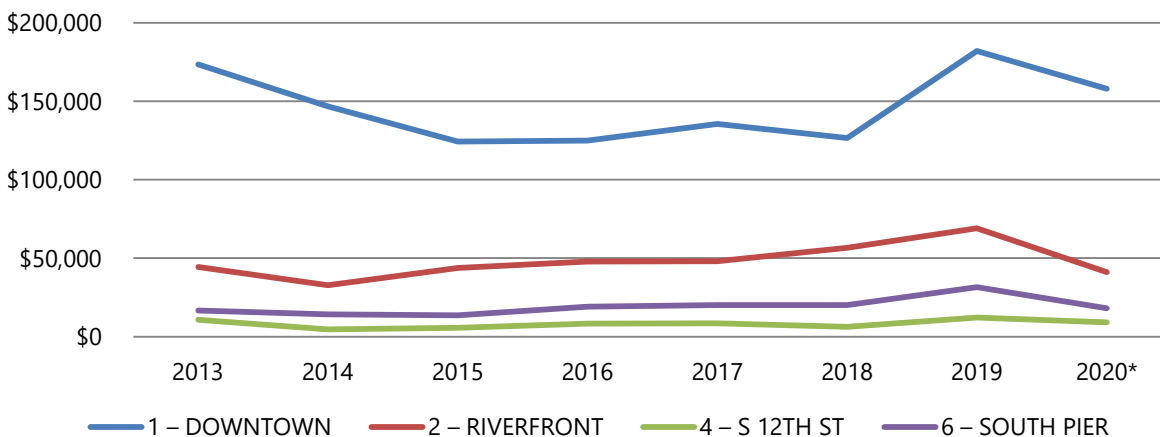
- PAD 1** - \$56,146
- PAD 2** - \$37,987
- PAD 4** - \$6,816
- PAD 6** - \$16,058

In 2018, parking rates increased for the first time in over a decade resulting in increased revenue to help offset expenses in PAD 1.

Expenses

Annual expenses in each district differ slightly. However, the main expenses related to snow plowing, lawn maintenance, flowers and beautification, and equipment maintenance are consistent for all districts. Expenses are directly impacted by weather and play a significant role in the fluctuation of expenses over the years.

Expenses by Year per District



The Parking Utility employs two full-time maintenance workers and several seasonal staff in the summer months. Labor expenses, as well as vehicle usage expenses are allocated based on work hours performed in each district. This is referred to as "cost-sharing"

2020 YEAR IN REVIEW



Fixed Route Stats

373,021

Total passenger trips provided in 2020 - a 45 percent decrease from 2019. Average daily trips decreased to 1,289. Passenger trips per revenue hour decreased from 17.92 in 2019 to 10.10 in 2020.

Paratransit Stats

18,464

Total passenger trips provided in 2020 - a 45 percent decrease from 2019. Passenger trips per revenue mile decreased from 2.66 in 2019 to 2.10 in 2020.

Leadership Team

Derek Muench
Transit Director

Alderman Ryan Sorenson
Commission Chair

Todd Wolf
City Administrator

Michael Vandersteen
Mayor

Alderman Ryan Sorenson
Council President

A Year of Re-Invention: Providing Essential Public Transit Services during COVID-19

As the calendar transitioned from December 2019 to January 2020, Shoreline Metro, like so many individuals, was excited for the New Year. After all, Shoreline Metro was building on its highest ridership levels in nearly two decades. In 2019 after many years of fine-tuning operations, building a new culture and identity, and re-evaluating customer preferences and needs, Shoreline Metro was poised to experience a strong 2020. In fact, Shoreline Metro, excited, rolled out more features with its Bus Tracker app and its Transportation Development Plan, with considerations to revise service hours, fare offerings and customer convenience items.

2020 was "masked" as the year that many wished never occurred. A year wrought with stress, confusion, loneliness, depression, illness, complications, and hardship. For Shoreline Metro staff, it was no different.

Ridership on both fixed route and paratransit decreased by 45 percent, and service became unpredictable and uncertain at times in April and May, and again in late fall and winter. Annual ridership fell to its lowest levels in well over 20 years. In stark contrast, Shoreline Metro reported its highest ridership in nearly 20 years in 2019. This unprecedented growth rate building over the past five years was unmatched by any other transit agency in the state. Supervisors became amateur health professionals while bus drivers, scared and fearful, became consolors and enforcers –

Shoreline Metro staff proved their contributions as essential service providers.

Was there any good? Can we look back and remember positive, things that happened? Yes, absolutely! We can and do!

The team at Shoreline Metro came together and rallied behind supervisors, reactive policies and unproven procedures. Team members trusted leadership. Several team members stepped up and became leaders in exploring and promoting cleaning and sanitizing, dispatching, emotional support and inspiration. It was an incredible scene. The Shoreline Metro staff exceeded expectations to support the public and provide critical services.

2020 threw curveballs, screwballs and blazing fast balls. But with each pitch, someone was always at the plate ready to swing for the fences. Safety came to the forefront and was the focus on daily operations. In 2020, safer and more convenient fares and fare media were introduced. (Continued on the back side.)



Photos: Shoreline Metro bus with a new customer notice decal on handrail.



“We have Excellent city bus services. Keep the services. No more cuts.”
Community Survey 2019

Welcome to the Shoreline Metro Team in 2020

Margaret Myers joins our team as a Transit Coordinator. In her new role, she will fill the role of ADA Coordinator.

Noah Wilterdink joins our team as a Transit Mechanic. In his new role, he will perform essential duties related to the maintenance of Shoreline Metro’s fleet and facilities.

Walt Gager joins our team as a fixed route bus driver.

Michael McElligott joins our team as a fixed route bus driver.

“Capitalizing” on Grants in 2020

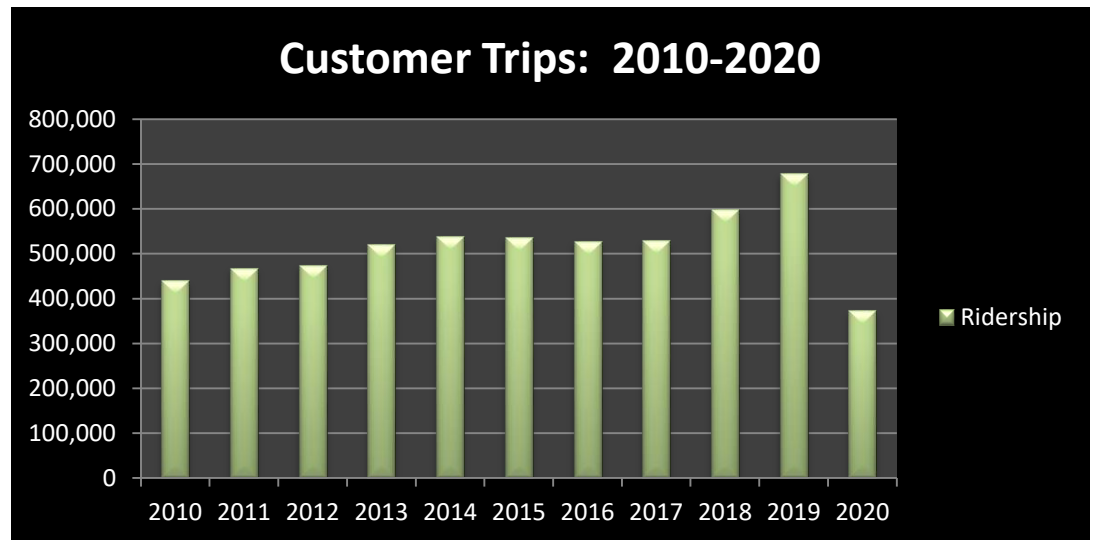
VW Transit Capital Assistance Grant Program -
1 Fixed Route Bus

5339 / CARES Act -
Roof Replacement on Admin Facility

CARES Act -
Funds to offset revenue losses due to COVID-19

Timeline & Statistics:

SHORELINE METRO



Average Revenue Miles per Year- 560,865	Average Revenue Hours per Year- 39,147	Average Customer Trips per Year- 517,385
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Inside the Numbers: In 2016, Route 30 was eliminated and all southbound routes including Route 20, were adjusted. In 2018, Shoreline Metro partnered with SASD for transit service for students. In 2019, Bus Tracker was launched allowing customers to locate their bus en-route in real-time. Ridership in 2019 surged to a near 20-year high. In 2020, Shoreline Metro was significantly impacted by the coronavirus pandemic and ridership dropped significantly.

METRO CONNECTION		2010-2020
Average Revenue Miles per Year- 173,562	Average Revenue Hours per Year- 14,949	Average Customer Trips per Year- 39,941

Inside the Numbers: In 2015, Metro Connection implemented new scheduling and dispatching software improving efficiency and lowering operational costs. In 2020, Metro Connection implemented a “token-less” fare media system and premium services, including same-day trip reservations. Fixed route service on several Saturdays was adopted as demand response by Metro Connection. However, Metro Connection was significantly impacted by the coronavirus pandemic and ridership dipped noticeably in 2020.

Shoreline Metro eliminated transfers and tokens, encouraging customers to use Day Passes by offering a new “6-pack”. Metro Connection eliminated physical fare media and moved to a “token-less” process (customers make payments to their account and trips are deducted automatically) and started offering premium services including same-day trip reservations. Sanitizing fogging machines were purchased for buses and facilities significantly improving cleaning operations. Drivers dedicated countless hours to cleaning buses, offices and waiting areas, bagging masks, and assisting with other projects around the facilities. The list of contributions and positive changes, initiated by staff, goes on and on. The effort will last forever. Thank you to all our customers, team members and community leaders for extra support provided through this challenging year. For these reasons, Shoreline Metro shall never forget 2020.

CITY OF SHEBOYGAN

REQUEST FOR TRANSIT COMMISSION CONSIDERATION

ITEM DESCRIPTION: 3.5 Res. No. 171-20-21. A Resolution to accept and approve the revised Public Transit Agency Safety Plan (PTASP) for Shoreline Metro

REPORT PREPARED BY: Derek Muench, Director of Transit & Parking

REPORT DATE: 2/9/21

MEETING DATE: 2/16/21

FISCAL SUMMARY:

STATUTORY REFERENCE:

Budget Line Item: N/A
Budget Summary: N/A
Budgeted Expenditure: N/A
Budgeted Revenue: N/A

Wisconsin Statutes: N/A
Municipal Code: N/A

BACKGROUND / ANALYSIS:

The Public Transportation Agency Safety Plan (PTASP) final rule (49 C.F.R. Part 673) requires certain operators of public transportation systems that are recipients or subrecipients of FTA grant funds to develop safety plans that include the processes and procedures necessary for implementing Safety Management Systems (SMS). As a recipient of Section 5307 funds, Shoreline Metro is required to meet the requirements of the final rule on The Public Transportation Agency Safety Plan. Shoreline Metro, in accordance with the final rule, opted to create its own plan rather than have the Wisconsin Department of Transportation draft the plan on our behalf. Bay-Lake Regional Planning Commission assisted with the creation of Shoreline Metro’s Public Transportation Agency Safety Plan.

STAFF COMMENTS:

Staff submitted the previous approved PTASP to the Federal Transit Administration (FTA) for review. FTA reviewed the document three times making recommendations and providing observations. In cooperation with Bay-Lake Regional Planning Commission staff, the plan was revised to incorporate the recommendations and observations provided by FTA.

Shoreline Metro is required to have this plan in place by July 2021 (effective date was pushed back due to COVID-19).

Due to the significant changes incorporated from the previously approved version of the PTASP, staff felt having it approved with the revisions was necessary.

ACTION REQUESTED:

Staff recommends the acceptance and approval of resolution 171-20-21 regarding the Public Transportation Agency Safety Plan for Shoreline Metro and place the document on file.

ATTACHMENTS:

- I. Resolution No. 171-20-21
- II. 2020 Public Transportation Agency Safety Plan for Shoreline Metro;

III

Res. No. 171 - 20 - 21. By Alderpersons Sorenson and Dekker.
February 15, 2021.

A RESOLUTION accepting and approving the Public Transportation Agency Safety Plan (February 2021).

WHEREAS, the Public Transportation Agency Safety Plan final rule (49 C.F.R. Part 673) requires certain operators of public transportation systems that are recipients or subrecipients of Federal Transit Administration grant funds to develop safety plans that include the processes and procedures necessary for implementing safety management systems; and

WHEREAS, Shoreline Metro is required to develop a safety plan in order to comply with 49 C.F.R. Part 673; and

WHEREAS, the Transit Commission has accepted and approved the attached Public Transportation Agency Safety Plan (February 2021) (the "Safety Plan").

NOW, THEREFORE, BE IT RESOLVED: That the City of Sheboygan Common Council hereby accepts and approves the attached Safety Plan.

Transit

I HEREBY CERTIFY that the foregoing Resolution was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the _____ day of _____, 20____.

Dated _____ 20____. _____, City Clerk

Approved _____ 20____. _____, Mayor



Public Transportation Agency
Safety Plan
February 2021



49 CFR 673.11(d)

A State must draft and certify a Public Transportation Agency Safety Plan on behalf of any small public transportation provider that is located in that State. A State is not required to draft a Public Transportation Agency Safety Plan for a small public transportation provider if that agency notifies the State that it will draft its own plan. In each instance, the Transit Agency must carry out the plan. If a State drafts and certifies a Public Transportation Agency Safety Plan on behalf of a Transit Agency, and the Transit Agency later opts to draft and certify its own Public Transportation Agency Safety Plan, then the Transit Agency must notify the State. The Transit Agency has one year from the date of the notification to draft and certify a Public Transportation Agency Safety Plan that is compliant with this part. The Public Transportation Agency Safety Plan drafted by the State will remain in effect until the Transit Agency drafts its own Public Transportation Agency Safety Plan.

TRANSIT AGENCY INFORMATION

Transit Agency	Name		Address	
	Shoreline Metro		608 S Commerce St Sheboygan, WI 53081	
Accountable Executive/ Chief Safety Officer	Name		Title	
	Derek Muench		Director of Transit & Parking	
Mode(s) of Service Covered by This Plan:		List All FTA Funding Types (e.g., 5307, 5337, 5339):		
Fixed Route and Paratransit Service		5307, 5310, 5339, CMAQ		
Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)				
Fixed Route - Directly Operated				
Paratransit - Directly Operated				
Does the agency provide transit services on behalf of another Transit Agency or entity?	Yes	No	Description of Arrangement(s)	
		X		
Transit Agency(ies) or Entity(ies) for which Service Is Provided	Name		Address	

PLAN DEVELOPMENT, APPROVAL, AND UPDATES


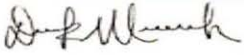
Signature by the Accountable Executive	Signature		Date of Signature	
			2/16/2021	
Approval by Board of Directors (or Equivalent)	Approving Entity		Date of Approval	
	Sheboygan Transit Commission		2/16/2021	
	Members			
	Aldersperson Dean Dekker			
	Aldersperson Ryan Sorenson			
	Aldersperson Trey Mitchell			
	Mayor Mike Vandersteen			
	Ryan Zinkel, Citizen Member			
	Charles Windsor, Citizen Member			
	Roy Kluss, Citizen Member			
	Chris Domagalski, Sheboygan Chief of Police			
Chad Pelishek, Director of Planning & Development Dept.				
Certification by Accountable Executive of Compliance with Part 673	Signature		Date of Signature	
			2/16/2021	

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Definitions and Acronyms

The following definitions may be used throughout the document, and correspond to the definitions provided in 49 CFR 673.5:

Accident means an “event,” as defined below, that involves any of the following:

1. A loss of life;
2. A report of a serious injury to a person;
3. A collision of public transportation vehicles; or
4. An evacuation for life safety reasons.

Accountable Executive means a single, identifiable individual who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan (as defined below) of a public transportation agency; responsibility for carrying out the agency’s Transit Asset Management Plan (as defined below); and control or direction over the human and capital resources needed to develop and maintain both the agency’s Public Transit Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the agency’s Transit Asset Management Plan in accordance with 49 U.S.C. 5326.

Chief Safety Officer means an adequately trained individual who has responsibility for safety and reports directly to a transit agency’s chief executive officer, general manager, president, or equivalent officer. A Chief Safety Officer may not serve in other operational or maintenance capacities, unless the Chief Safety Officer is employed by a transit agency that is a small public transportation provider as defined in this part, or a public transportation provider that does not operate a rail fixed guideway public transportation system.

Equivalent Authority means an entity that carries out duties similar to a Board of Directors, for a recipient or subrecipient of FTA funds under 49 U.S.C. Chapter 53, including sufficient authority to review and approve a recipient or subrecipient’s Public Transportation Agency Safety Plan.

Event means an “accident,” as defined above, or “incident” or “occurrence” (each as defined below).

FTA means the Federal Transit Administration, an agency within the United States Department of Transportation.

Hazard means any real or potential condition that can cause injury, illness or death; damage to or loss of the facilities, equipment, rolling stock or infrastructure of a public transportation system; or damage to the environment (as defined below).

Incident means an “event” (as defined above) that involves any of the following:

1. A personal injury that is not a serious injury;
2. One or more injuries requiring medical transport; or
3. Damage to facilities, equipment, rolling stock or infrastructure that disrupts the operations of a transit agency.

Investigation means the process of determining the causal and contributing factors of an “accident,” “incident” or “hazard” (each as defined here), for the purpose of preventing recurrence and mitigating risk.

National Public Transportation Safety Plan means the plan to improve the safety of all public transportation systems that receive federal financial assistance under 49 U.S.C. Chapter 53.

Occurrence means an “event” (as defined above), without any personal injury in which any damage

to facilities, equipment, rolling stock or infrastructure does not disrupt the operations of a transit agency.

Operator of a public transportation system means a provider of public transportation as defined under 49 U.S.C. 5302(14).

Performance Measure means an expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets.

Performance Target means a quantifiable level of performance or condition, expressed as a value for the measure, to be achieved within a time period required by the FTA.

Public Transportation Agency Safety Plan means the documented comprehensive agency safety plan for a transit agency that is required by 49 U.S.C. 5329 and this part.

Risk means the composite of predicted severity and likelihood of the potential effect of a hazard.

Risk Mitigation means a method or methods to eliminate or reduce the effects of hazards.

Safety Assurance means processes within a transit agency's Safety Management System that function to ensure the implementation and effectiveness of safety risk mitigation, and to ensure that the transit agency meets or exceeds its safety objectives through the collection, analysis and assessment of information.

Safety Management Policy means a transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities of its employees in regard to safety.

Safety Management System (SMS) means the formal, top-down, organization-wide approach to managing safety risk and assuring the effectiveness of a transit agency's safety risk mitigation. SMS includes systematic procedures, practices and policies for managing risks and hazards.

Safety Performance Target means a performance target related to safety management activities.

Safety Promotion means a combination of training and communication of safety information to support SMS as applied to the transit agency's public transportation system.

Safety Risk Assessment means the formal activity whereby a transit agency determines Safety Risk Management priorities by establishing the significance or value of its safety risks.

Safety Risk Management means a process within the transit agency's Public Transportation Agency Safety Plan for identifying hazards and analyzing, assessing and mitigating safety risk.

Serious Injury means any injury which:

1. Requires hospitalization for more than 48 hours, commencing within seven days from the date of the injury that was received;
2. Results in a fracture of any bone (except simple fractures of fingers, toes or noses);
3. Causes severe hemorrhages, nerve, muscle or tendon damage;
4. Involves any internal organ; or
5. Involves second- or third-degree burns, or any burns affecting more than five percent of the body surface.

Small Public Transportation Provider means a recipient or subrecipient of federal financial assistance under 49 U.S.C. 5307 that has one hundred (100) or fewer vehicles in peak revenue service and does not operate a rail fixed guideway public transportation system.

Shoreline Metro

State means a State of the United States, the District of Columbia, Puerto Rico, the Northern Mariana Islands, Guam, American Samoa, and the Virgin Islands.

State of Good Repair means the condition in which a capital asset is able to operate at a full level of performance.

Transit Agency means an operator of a public transportation system.

Transit Asset Management Plan means the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating and replacing transit capital assets to manage their performance, risks and costs over their life cycles, for the purpose of providing safe, cost-effective and reliable public transportation, as required by 49 U.S.C. 5326 and 49 CFR Part 625.

In addition, the following acronyms may be used throughout the document:

CFR	-	Code of Federal Regulations
CSO	-	Chief Safety Officer
FTA	-	Federal Transit Administration
MAP-21	-	Moving Ahead for Progress in the 21st Century Act
NTD	-	National Transit Database
PTASP	-	Public Transit Agency Safety Plan
SGR	-	State of Good Repair
SMS	-	Safety Management System
SOP	-	Standard Operating Procedure
TAM	-	Transit Asset Management
U.S.C.	-	United States Code

Background

The Moving Ahead for Progress in the 21st Century Act (MAP-21) grants the Federal Transit Administration (FTA) the authority to establish and enforce a comprehensive regulatory framework to oversee the safety of public transportation throughout the United States. As a component of this safety oversight framework, MAP-21 requires certain recipients of FTA Chapter 53 funding to develop and implement a Public Transportation Agency Safety Plan (PTASP).

In addition to greater safety oversight responsibilities, MAP-21's grant of expanded regulatory authority puts FTA in a position to provide guidance to transit agencies that strengthens the use of safety data to support management decisions, improves the commitment of transit leadership to safety, and fosters a culture of safety that promotes awareness and responsiveness to safety risks. The framework to this approach is called a safety management system (SMS), which moves the transit industry toward a more holistic, performance-based approach to safety. The SMS framework has been adopted by FTA in its National Public Transportation Safety Plan ("national safety plan").

The PTASP for Shoreline Metro supports and is consistent with an SMS approach to safety risk management. SMS is an integrated collection of policies, processes and behaviors meant to ensure a formalized, proactive and data-driven approach to safety risk management. The aim of an SMS is to increase the safety performance of transit systems by proactively identifying, assessing and controlling safety risks. The approach is meant to be flexible and scalable, so that transit agencies of all types and sizes can efficiently meet the basic requirements of MAP-21. The PTASP for Shoreline Metro addresses the following elements, outlined in Table 1 (below):

Table 1: Elements of a Public Transportation Agency Safety Plan (PTASP)

Element	Definition
Safety Management Policy Statement	A policy statement establishing senior management commitment to continual safety improvement, signed by the executive accountable for the operation of the agency and the board of directors.
Document Control	A description of the regular annual process used to review and update the plan, including a timeline for implementation of the process.
Core Safety Responsibilities	A description of the responsibilities, accountabilities, and authority of the accountable executive, the key safety officers, and key members of the safety management team.
Safety Training Program	A description of the comprehensive safety training program for agency staff that ensures that staff are trained and competent to perform their safety duties.
Safety Risk Management	A description of the formal processes the agency uses to identify hazards, analyze and assess safety risks, and develop, implement and evaluate risk controls.
Safety Risks	A description of the most serious safety risks to the public, personnel, and property.
Risk Control	A description of the risk control strategies and actions that the agency will undertake to minimize exposure of the public, personnel, and property to hazards, including a schedule for implementing the risk control strategies and the primary entity responsible for each strategy.
Safety Assurance	A list of defined safety performance indicators for reaching priority risk and associated targets the agency will use to determine if it is achieving the specified safety goals.
Desired Safety Outcomes	A description of desired safety outcomes for each risk using the measurable safety performance indicators established.

Chapter 1: Safety Policies and Procedures

Section 1.1 Commitment to Safety

Safety is a core value of Shoreline Metro, and managing safety is a core business function of the transit system. Shoreline Metro is committed to developing, implementing, maintaining and continuously improving processes to ensure the safety of its customers, employees and the public. Shoreline Metro will use safety management processes to direct the prioritization of safety and allocate its organizational resources (people, processes and technology) in balance with its other core business functions. Shoreline Metro aims to support a robust safety culture and achieve the highest level of safety performance, meeting all established safety standards.

All levels of management and all frontline employees are accountable for the delivery of the highest level of safety performance, starting with the Director of Shoreline Metro.

Shoreline Metro is committed to:

Executive Commitment to Safety: Executive Management will lead the development of an organizational culture that promotes safe operations and provides appropriate resources to supporting this core management function through fostering and ensuring safe practices, improving safety when needed, and encouraging effective employee safety reporting and communication. Shoreline Metro will hold executives, managers and all employees accountable for safety performance.

Communication and Training: Employee engagement is crucial to a functioning safety management system (SMS). Communication systems will be put in place to enable greater awareness of Shoreline Metro's safety objectives and safety performance targets as well as to provide ongoing safety communication up, down and across the organization. All levels of management must proactively engage employees and work to keep the lines of safety communication honest and open. All employees will be made aware of Shoreline Metro's SMS and will be trained in safety reporting procedures.

Responsibility and Accountability: All levels of management will be responsible for delivering safe and quality transit services that represent Shoreline Metro's performance of its SMS. Managers will take an active role in the Safety Risk Management (SRM) process and ensure that Safety Assurance (SA) functions are supported. Managers are responsible for ensuring that SRM is being performed in their operational areas of control to assure that the safety risk associated with safety hazards is assessed and mitigated. Safety performance will be an important part of performance evaluations for Shoreline Metro managers and employees.

Responsibility of Employees and Contractors: All employees and contractors will support safety management by ensuring that hazards are identified and reported.

Employee Reporting: Executive management will establish a safety reporting program as a viable tool for employees to voice their safety concerns. All frontline employees will be responsible for utilizing this program as part of the SMS. No action will be taken against any employee who communicates a safety condition through the Shoreline Metro safety reporting program unless such disclosure indicates the following: an illegal act, gross misconduct or negligence, or a deliberate or willful disregard of Shoreline Metro rules, policies and procedures.

Performance Monitoring and Measuring: Shoreline Metro will establish realistic measures of safety performance and will establish safety performance targets to ensure continual improvement in safety performance. Managers will verify that the safety risk mitigations put in place are appropriate and effective.

Shoreline Metro

Review and Evaluation: Shoreline Metro will measure SMS performance by: analyzing key safety performance indicators; reviewing inspections, investigations and corrective action reports; and auditing the processes that support the SMS. These activities will become the basis for revising or developing safety objectives, safety performance targets and plans with the goal of continuous safety improvement.

Other policies and plans that detail specific safety related topics at Shoreline Metro are listed below. These are in addition to any measures implemented in the PTASP. When policies are updated, all employees will receive a new written copy of the policy.

- Transit Employees Approach Manual (T.E.A.M.) on Departmental Policies, Procedures and Best Practices
- City Emergency Operations Plan
- City Anti-Harassment
- Drug & Alcohol Policy
- Prescription Drug Policy
- Drug-Free Workplace Policy
- Preventative Maintenance Program
- Paratransit Program
- Labor Agreement

Section 1.2 Annual PTASP Review and Update

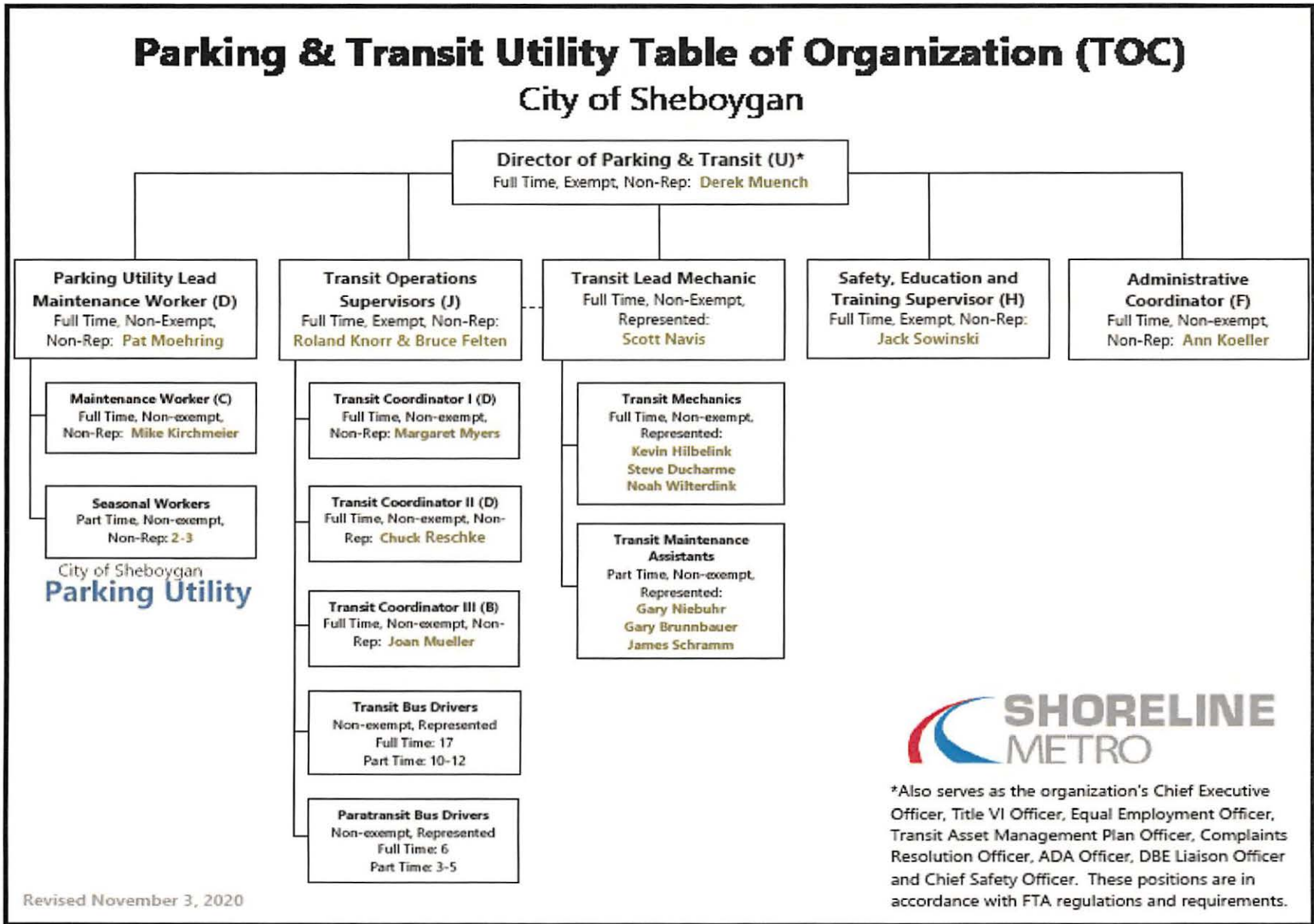
Shoreline Metro management (including the Safety Manager) will review the PTASP annually by June 15 and update the document as necessary. Any updates made will be presented to the Accountable Executive for review who will then forward the document to the Sheboygan Transit Commission for approval at its meeting the third Tuesday in July to allow the agency to timely submit to any annual or other periodic reviews, including its annual self-certification of compliance. At a minimum, annual self-certification will consist of both the Accountable Executive and Board of Directors (Sheboygan Transit Commission) signing and dating this document.

Section 1.3 Organization Structure and System Safety Responsibilities

While the Accountable Executive has the ultimate responsibility for Shoreline Metro's implementation of its PTASP, Shoreline Metro's executive management has the overall responsibility of safe and secure operations of Shoreline Metro and contract service operators. Each employee is required to carry out specific safety responsibilities, depending on the employee's position, in compliance with the PTASP.

The information provided in the Staff Safety Roles and Responsibilities table (Appendix A) describes each position and general system safety responsibilities, and the agency's reporting structure.

Table 2: Transit & Parking Utility Table of Organization (TOC)



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Chapter 2: Safety Risk Management

Section 2.1 Hazard Identification

Establishing an effective hazard identification program is fundamental to safety management at Shoreline Metro. Hazard identification can come from many sources, including FTA, manufacturers, safety bulletins, and public reports on safety information. Hazard identification can be reactive or proactive in nature: safety event reporting, incident investigation, and trend monitoring are essentially reactive; other hazard identification methods proactively seek feedback through data collection, observation and day-to-day operations analysis. Common hazard identification activities include:

- Safety assessments
 - Assessments are conducted in collaboration with the City of Sheboygan Human Resources department, Shoreline Metro, and Transit Mutual Insurance (TMI)
 - TMI safety audit
 - TMI mystery riders approximately 20 times per year
 - Lead Mechanic monitors the facility and rolling stock preventative maintenance schedules to ensure compliance.
- Trend monitoring
 - Shoreline Metro receives reports from TMI regarding trends within our system as well as all the transit systems in the state of Wisconsin.
 - Shoreline Metro receives reports from the City of Sheboygan Human Resources department in regards to current safety trends within City departments.
 - Shoreline Metro also analyzes Worker's Comp claims to look for similarities and trends in causes.
 - The Safety Supervisor tracks and categorizes every incident and accident that occurs and trends are discussed quarterly at Safety Meetings. Information is also shared via the Safety Team which is made up of representatives from each division within Shoreline Metro.
- Hazard and safety event reporting (with causal factor analysis)
 - Hazards will be monitored by utilizing Appendices D through F which are updated frequently.
- Safety surveys
 - Employees can report safety concerns, such as poor road conditions or communication issues, either by email, phone or in-person. Suggestions can also be submitted by writing concerns on a piece of paper and placing them in the safety suggestion box located in the break room which will be checked periodically by a Supervisor. Suggestions will then be evaluated by the Safety Team. If a suggestion is approved by the Safety Team, it will be brought to the Transit Director for final approval and implementation.
- Safety audits
 - Route qualification audits, which ensure that all operators are qualified to drive all routes.
 - Recertification on safe driving techniques.
 - Observation audits conducted by an Operations Supervisor riding along with an

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operator to evaluate their adherence to policy. Observation audits are also done by reviewing video from the bus. Checks are done on the Operator's adherence to safety policies, their uniforms, their customer relation skills and the general operation of the bus. Upon conclusion of the ride along, time is scheduled with the Operator to go over the results and discuss what was done well and what areas could be improved upon.

- Hours of service audits conducted daily when creating Operators driving schedules to ensure no driver is allowed to drive for more than 12.0 hours per day in accordance with department policy.
- The department monitors all applicable employees with a Commercial Driving License (CDL) to ensure up to date and accurate information. Shoreline Metro is in compliance with the Federal Highway Administration's Commercial Driver Licensing Standards. All Bus Operators and Maintenance personal are required to have a CDL in the class required by the state issuing the license.
- Evaluating customer suggestions and complaints.
 - Customer suggestions and complaints can be submitted in one of three ways. Passengers can call the customer service line at (920) 459-3281, by emailing contact@shorelinemetro.com, by requesting to speak with an Operations Supervisor when at the Transfer Station or by calling the Transit Director directly on the Shoreline Metro phone tree at (920) 459-3281.

The number of near-misses, known as accident precursor data, is significantly greater than the number of accidents for comparable types of events. The practice of reporting and learning from accident precursor data is a valuable complement to other hazard identification practices. To be successful, hazard identification must take place within a non-punitive and just safety culture. Shoreline Metro employs systematic safety improvements by discovering and learning of potential weaknesses in the system's safety.

Shoreline Metro has also collaborated with the Transportation Safety Administration (TSA) to conduct an evaluation of the system's security and identify any hazards that may need to be addressed.

Subsection 2.1.1 Non-Punitive Reporting Policy

Shoreline Metro is committed to the safest transit operating standards practicable. To achieve this, it is imperative that Shoreline Metro has uninhibited reporting of all safety events that may compromise safe operations. To this end, every employee is responsible for the communication of any information that may affect the integrity of transit safety. Such communication must be completely free of any form of reprisal.

Shoreline Metro will not take disciplinary action against any employee who discloses a safety event. This policy shall not apply to information received by Shoreline Metro from a source other than the employee, or that involves an illegal act, or a deliberate or willful disregard of rules, regulations, or agency policies or procedures.

Shoreline Metro's method of collection, recording, and dissemination of information obtained from transit safety reports has been developed to protect, to the extent permissible by law, the identity of any employee who provides transit safety information.

Section 2.2 Safety Risk Assessment

Once a hazard has been identified, Shoreline Metro will conduct an assessment, using the Risk Assessment Matrix (Appendix D), to determine the potential consequences. Factors to be considered include the likelihood of occurrence, the severity of the consequences (should there be an occurrence),

the level of exposure to the hazard, and the existing mitigation efforts in place. Shoreline Metro will assess risks subjectively by experienced personnel using a risk assessment matrix. Results of the risk assessment process will help determine whether the risk is being appropriately managed or controlled. If the risks are acceptable, the hazard will continue to be monitored. If the risks are unacceptable, steps will be taken by Shoreline Metro to lower the risk to an acceptable or tolerable level, or to remove, avoid, or otherwise eliminate the hazard.

Section 2.3 Safety Risk Mitigation

The assessment process may indicate that certain hazards have an acceptable level of risk, while others require mitigation to an acceptable or tolerable level. Shoreline Metro will further mitigate risk by completing a hazard assessment log (Appendix E) that can help prioritize safety risks. The level of risk can be lowered by reducing the severity of the potential consequences, likelihood of occurrence, exposure to that risk, or by some combination.

In general, Shoreline Metro will take the following safety actions to mitigate risk – these actions can be categorized into three broad categories, including:

1. Physical Defenses:

These include objects and technologies that are engineered to discourage, or warn against, or prevent inappropriate action or mitigate the consequences of events (e.g.: traffic control devices, fences, safety restraining systems, transit controls/signals, transit monitoring systems, etc.).

2. Administrative Defenses:

These include procedures and practices that mitigate the likelihood of accidents/incidents (e.g.: safety regulations, standard operating procedures, personnel proficiency, supervision inspection, training, etc.).

3. Behavioral Defenses:

These include behavioral interventions through education and public awareness campaigns aimed at reducing risky and reckless behavior of motorists, passengers and pedestrians; factors outside the control of the agency (e.g.: the Zero in Wisconsin campaign).

Section 2.4 Safety Risk Prioritization

Once a hazard has been identified and the risk level assessed, Shoreline Metro will prioritize safety risks. Appendix E will be used to analyze the transit system as a whole and identify hazards. After hazards have been identified, Appendix F will prioritize these hazards and identify a timeline for corrective action.

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Chapter 3: Safety Assurance

Safety assurance provides the necessary feedback to ensure that the SMS is functioning effectively, and that Shoreline Metro is meeting or exceeding its safety objectives. Safety assurance requires a clear understanding of how safety performance will be evaluated, or in other words, what metrics will be used to assess system safety and determine whether the SMS is working properly. Having decided on the metrics by which success will be measured, safety management requires embedding these metrics in the organizational culture and encouraging their use for ongoing performance improvement.

Section 3.1 Defining Safety Goals and Objectives/Outcomes

Setting safety goals and objectives is part of strategic planning and establishment of safety policy for Shoreline Metro. Clearly defining safety goals is the first part in creating a safety performance measurement system.

Safety goals are general descriptions of desirable long-term impacts. Safety goals for Shoreline Metro include the following:

1. Shoreline Metro will utilize a safety management systems framework to identify safety hazards, mitigate risk and reduce casualties and occurrences resulting from transit operations.
2. Shoreline Metro will foster agency-wide support for transit safety by establishing a culture where management is held accountable for safety and everyone in the organization takes an active role in securing transit safety.
3. Shoreline Metro will provide a safe and efficient transit operation by ensuring that all vehicles, equipment and facilities are regularly inspected, maintained and serviced as needed.

Safety objectives or outcomes are more specific statements that define measurable results. Safety objectives or outcomes for Shoreline Metro include the following:

1. Reduce the number of reportable fatalities
2. Reduce the number of reportable injuries
3. Reduce the number of reportable safety events
4. Reduce mean distance between major mechanical failures
5. Increase assessment and analysis of existing personnel, equipment, and procedures to identify and mitigate any potential safety hazards
6. Develop a corrective action plan and mitigation strategies to address identified hazards
7. Maintain a dedicated staff person as the Transit Agency Safety Officer to manage the agency's transit safety program
8. Continue to hold regular transit safety meetings comprised of staff at varying levels, including executives, officers, managers, operators, and maintenance personnel
9. Increase the reporting of near miss occurrences and incidents that would otherwise go unreported
10. Continue to provide employee safety training opportunities and attendance
11. Continue distribution of safety material amongst employees and the general public
12. Continue scheduled preventative maintenance on revenue vehicles
13. Continue scheduled preventative maintenance on equipment
14. Continue scheduled preventative maintenance on ADA equipment
15. Continue scheduled preventative maintenance on facilities

The safety objective or outcome will then be measured by defining specific performance metrics, including a baseline and target, that Shoreline Metro will determine is reasonable.

Section 3.2 Defining Safety Performance Measures

Performance measurement is the regular systematic collection, analysis and reporting of data that track resources used, work produced, and whether specific outcomes were achieved. In other words, it is a tool to quantify and improve performance, and engage and communicate with Shoreline Metro staff and external stakeholders.

The two core functions of performance measurement include monitoring and evaluating progress. Performance can be measured in terms of inputs, outputs, outcomes and efficiency, among other criteria.

Shoreline Metro will utilize these basic principles of performance management, including:

- Stakeholder involvement and acceptance
- Focus on agency goals and activities
- Clarity and precision
- Creditability and robustness
- Variety of measures
- Number of measures
- Hierarchy of measures
- Forward-looking measures
- Integration into agency decision making
- Timely reporting
- Understand agency specifics, including context and scale of operations
- Realism of goals and targets

Subsection 3.2.1 Metrics

System safety data can be collected through a variety of sources, including:

- Near miss information
- Accident investigation reports (with causal factor analysis)
- Internal safety audits (or reviews)
- Safety committee meetings
- Injury reports (including occupational injuries)
- Safety event reports (including accidents, incidents and occurrences)
- System monitoring (including testing and inspection records)
- Hazard management program

These safety data will be analyzed and used for development of key safety performance indicators and targets.

Shoreline Metro will initially focus on areas based on data delivered to the National Transit Database (NTD), including the following:

- **Fatalities**
 1. Total number of reportable crashes
 2. Rate of reportable fatalities per total vehicle revenue miles

- **Injuries**
 3. Total number of reportable injuries
 4. Rate of reportable injuries per total vehicle revenue miles
- **Safety Events**
 5. Total number of reportable safety events
 6. Rate of reportable safety events per total vehicle revenue miles
- **System Reliability**
 7. Mean distance between major mechanical failures

These safety performance measures are used to select improvement targets for these four measures and for each mode of transit, in order to encourage improvements and monitor the safety performance of delivering transit services. In addition, Shoreline Metro will select additional performance measures and targets, both leading and lagging, to ensure continual improvement of its SMS.

Shoreline Metro will make its safety performance measure improvement targets available to applicable state agencies and metropolitan planning organizations (MPOs), and, to the maximum extent practicable, will coordinate with both in the selection of safety performance targets. Targets were submitted to the MPO on September 22nd and were transmitted to WisDOT on November 19th. Targets will be approved and included in local Transportation Improvement Programs (TIPs) and TIP amendments that will be submitted to the state by November 30th of each year.

Shoreline Metro and the Sheboygan MPO (Bay-Lake Regional Planning Commission) work very closely on various transportation planning activities. The Sheboygan MPO includes Shoreline Metro operations and projects in the MPO long-range transportation plan and TIP, and assists Shoreline Metro with the PTASP and the TAM Plan. The Sheboygan MPO also provides frequent technical assistance to Shoreline Metro, and occasional completes transit development programs (TDPs, including transit surveys) for Shoreline Metro.

The safety data collected from the above sources will be analyzed for potential safety impacts. Identified areas of concern are reported to appropriate personnel in the form of specific project reports, memoranda, and recommendations from the safety committee.

Records of system safety data are maintained for a minimum of three years. Certain information, such as safety certification backup documentation, is maintained by Shoreline Metro's document control process. In addition to safety data, Shoreline Metro maintains other data and documentation of activities required by the PTASP. Distribution of safety-related reports and data is accomplished through the Shoreline Metro safety committee. Shoreline Metro will ensure that required SMS documentation is available upon request to FTA and other oversight agencies.

Section 3.3 Monitoring Performance and Evaluating Results

Once safety goals, objectives/outcomes and measures have been defined, they can be organized into a Safety Performance Matrix (Appendix G) or a Safety Performance Outline (Appendix H). Organizing information (particularly in a matrix) will allow Shoreline Metro to continuously monitor safety performance and update documentation at least semi-annually.

Shoreline Metro will monitor the system for safety assurance using the following procedures:

1. Monitor Safety Risks

- a. Procedures to mitigate the safety risk, such as educating the public about a safety hazard
- b. Create and install signage on vehicles
- c. Train operators and staff to communicate the hazard to customers and make them

- aware of the mitigation to reduce future risk.
- d. Monitor the educational efforts and determine the effectiveness of communication.
- e. Safety audits and safety surveys
- f. Quarterly and as-needed Safety Meetings
- g. Safety Committee consisting of drivers, maintenance staff and admin staff
- h. Informal inspections of vehicles and facilities
 - i. Review Pre-trip and Post-trip inspection cards and comments
 - ii. Periodic inspection observation by the Safety Officer or his/her designee
- i. Safety review and inspection of new or modified service(s)
- j. Regular vehicle and facility inspections and preventative maintenance
- k. Daily operations log sheet used by dispatchers and operations supervisors to monitor and document daily activities
 - i. Reviewed by the Safety Officer for safety items and accuracy

2. Benchmarks

- a. Create benchmarks for continuous monitoring for performance improvement.
 - i. Valid complaints received
 - ii. Accidents per 100,000 vehicle revenue miles operated
 - iii. Preventable accidents per year
 - iv. Non-preventable accidents per year
 - v. Number of claims submitted by type per year

3. Monitor the Effects of Safety Promotion

- a. Is the promotion/message working to improve safety performance? Use feedback to determine if the promotion or procedure should be adjusted for improvement.

Operations and maintenance supervisors report on these activities monthly to the Safety Officer who works with supervisors to review and investigate findings with implications for agency-wide compliance with and sufficiency of operations and maintenance procedures and determine the root cause and contributing factors for any issues.

Subsection 3.3.1 Conducting Investigations of Safety Events

Shoreline Metro utilizes an Accident Review Committee (as outlined as part of the labor agreement) that reviews and investigates accidents, incidents, and occurrences that take place on board a bus or at a facility. The group is two-tiered comprised of the Safety Supervisor (Safety Officer) and Union Steward in the first round review and additionally an Operations Supervisor, Lead Mechanic, and Transit Director (Accountable Executive) in the second round review. The second round is only required if there isn't consensus in the first round with preventability and accountability. The group is tasked with the following items:

- a. Review and investigation of accidents, incidents, and occurrences
- b. Interview drivers, staff, and witnesses (if applicable)
- c. Determine preventability
 - i. The accident, incident, or occurrence was preventable or non-preventable
- d. Carry out causal analysis by identifying any potential causal factors
- e. Determine accountability

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- i. The employee was accountable for the accident, incident, or occurrence
 - ii. The employee requires corrective action and/or training (retraining)
 - iii. Observe the employee's behavior as the lone or contributing cause of the accident, incident, or occurrence
- f. Recommend appropriate level of corrective action
 - g. Provide a summary of the Accident Review Committee's determinations and recommend level of corrective action (if applicable) to Operations Supervisors and the Director of Transit

In the event a deficiency is found through the review process, the Accident Review Committee will conduct steps b. through f. listed above. The Committee meets monthly and reviews accidents, incidents, and occurrences from the previous month.

The Safety Officer maintains documentation of Shoreline Metro's investigation policies and procedures as well as the Accident Review Committee's activities and results.

Following the Accident Review Committee's determinations, the Safety Officer works with an Operations Supervisor to follow up to coordinate corrective action and additional training for employees.

Shoreline Metro staff, including Transit Operations Supervisors, Safety Officer, mechanics, and the Director of Transit will monitor the system for compliance and sufficiency using the following procedures:

1. Safety Performance Monitoring

- a. Maintenance records, including repairs, inspections, road calls and training
- b. Operations records, including new employee training, refresher training, supervisor training, complaint logs, accident records and accident logs, TMI monthly loss runs and daily operation logs.
- c. One-on-one conversations, ride checks, suggestions from employees, video from on-board security cameras and checklists.

2. Monitor Compliance with and Sufficiency of Operations and Maintenance Procedures

- a. Rules compliance programs
- b. Internal audits
- c. Records reviews
- d. Observations
- e. Ride alongs

3. Review Findings

- a. Review of policies, procedures and mitigations should be conducted periodically by the Chief Safety Officer and the Safety Manager and share such reviews and findings with the Accountable Executive and other appropriate team members.

The Hazard Identification and Risk Assessment Log (Appendix E) and all information collected and tracked from the procedures listed above will be reviewed quarterly to identify safety risk mitigations and assess their effectiveness. At that time, if needed, risk mitigations will be adjusted to better serve a safe environment.

Subsection 3.3.2 Monitoring Safety Risk Mitigations

Shoreline Metro's Safety Officer along with the Safety Committee, Operations Supervisors, and Director (Accountable Executive) will conduct all monitoring activities including Shoreline Metro's

operations to identify mitigations that may be ineffective, inappropriate, outdated, or not implemented correctly by:

- Reviewing results from accident, incident and occurrence investigations
- Completing and reviewing of the daily operations report
- Monitoring employee safety reporting
- Reviewing results of internal safety audits, surveys and inspections
- Analyzing operational and safety data and trends to identify emerging or problematic safety concerns

Subsection 3.3.3 Monitoring Information Through Internal Safety Programs

The Safety Officer routinely reviews safety data and information captured in employee safety reports, safety meeting minutes, customer complaints, and other safety communication channels. When necessary, the SO ensures that the issues and concerns are investigated or analyzed through the SRM process. Information and documentation from employee safety reporting will be collected and maintained by the Safety Officer and will be reviewed quarterly.

Section 3.4 Integrating Results Into Agency Decision-Making Process

Shoreline Metro is committed to using the data collected and information learned to inform decision making and instill positive change. The main objective is the continuous improvement of transit system safety. When performance goals are not met, Shoreline Metro will work to identify why such goals were not met and what actions can be taken to minimize the gap in achieving defined goals. However, when goals are easily achieved, action will be taken to exceed expectations and reestablish a reasonable baseline.

Uses of performance results include:

- Focus attention on performance gaps and trigger in-depth investigations of what performance problems exist
- Help make informed resource allocation decisions
- Identify needs for staff training or technical assistance
- Help motivate employees to continue making program improvements
- Support strategic planning efforts by providing baseline information for tracking progress
- Identify best practices through benchmarking
- Respond to elected officials and the public's demand for accountability

Section 3.5 Sustaining a Safety Management System

In order to sustain the SMS, Shoreline Metro will ensure that particular processes are employed to instill an organizational foundation. Examples of actions taken to sustain the SMS include:

- **Create a measurement-friendly culture:**
All staff, including senior managers, should be actively engaged in creating a measurement-friendly culture by promoting performance measurement as a means of continuous improvement. Senior managers will also lead by example and utilize performance metrics in decision making processes.
- **Build organizational capacity:**
Investment in developing skilled human resources capacity is essential to sustaining an SMS. Both technical and managerial skills will be needed for data collection and analysis, as well as for setting goals. Managing staff and the governing board will commit the financial resources

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required for organizational capacity and maintaining an SMS on a continuous basis.

- **Reliability and transparency of performance results:**

The SMS will be able to produce and report its results, both good and bad. Performance information should be transparent and made available to all stakeholders. Messengers should be protected to preserve the integrity of the measurement system. The focus should be on opportunities for improvement rather than allocating blame.

- **Demonstrate continuous commitment to measurement:**

Visible commitment to using metrics is a long-term initiative. Shoreline Metro will demonstrate a commitment to performance measurement by establishing a formal process of reporting performance results, such as including transit safety and performance measurement as a standing agenda item at meetings of the Sheboygan Transit Commission.

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Chapter 4: Safety Promotion

Section 4.1 Safety Promotion, Culture, and Training

Shoreline Metro believes that safety promotion is critical to the success of an SMS by ensuring that the entire organization fully understands and trusts its safety policies, procedures and structure. Further, safety promotion involves establishing an organizational and workplace culture that recognizes safety as a core value, training employees in safety principles, and allowing open communication of safety issues.

Shoreline Metro's comprehensive safety training program applies to all safety-sensitive employees directly responsible for safety including:

- Bus operators
- Dispatchers /Transit Coordinators
- Mechanics /Mechanic Assistants
- Transit Operation Supervisors
- Safety Supervisor (Safety Officer)
- Transit Director (Accountable Executive)

Subsection 4.1.1 Safety Culture

Positive safety culture must be generated from the top. The actions, attitudes and decisions at the policy-making level must demonstrate a genuine commitment to safety. Safety must be recognized as the responsibility of each employee, with the ultimate responsibility for safety resting with the Accountable Executive. Employees must trust that they will have management support for decisions made in the interest of safety, while also recognizing that intentional breaches of safety will not be tolerated.

The primary goal of safety promotion at Shoreline Metro is to develop a positive safety culture that allows the SMS to succeed. A positive safety culture is defined as one which is:

A. An Informed Culture

- Employees understand the hazards and risks involved in their areas of operation.
- Employees are provided with the necessary knowledge, training and resources.
- Employees work continuously to identify and overcome threats to safety.

B. A Just Culture

- Employees know and agree on what is acceptable and unacceptable behavior.
- Human errors must be understood, but negligence and willful violations cannot be tolerated.

C. A Reporting Culture

- Employees are encouraged to voice safety concerns and to share critical safety information without the threat of punitive action.
- When safety concerns are reported, they are analyzed, and appropriate action is taken.

D. A Learning Culture

- Learning is valued as a lifetime process beyond basic skills training.
- Employees are encouraged to develop and apply their own skills and knowledge to enhance safety.

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- Employees are updated on safety issues by management, and safety reports are communicated back to staff so that everyone learns the pertinent lessons.

Shoreline Metro Safety Promotion activities and processes include steps and processes for identifying safety hazards, risk assessment and risk mitigation.

A. Hazard Identification

1. Safety Committee: Group comprised of transit operators, maintenance staff and supervisors. The group meets quarterly to discuss safety items, such as potential hazards, risks and employee suggestions. The group is tasked with the following items:
 - a. Review of historical safety records
 - b. Accident trends
 - c. Employee safety complaints and suggestions
 - d. Past accidents/incidents
 - e. Near misses
 - f. Other safety items
2. Critical Safety Behaviors: A system to help with identifying and recording unsafe situations or behaviors.
 - a. Work area/site inspections
 - i. Pre-trip inspections for vehicles
 - ii. Preventative maintenance
 - b. Brainstorming/observations
 - c. Employee input
 - i. Suggestion/comment box
 - d. Daily facility walkthrough checklist
 - e. Safety culture
 - i. Quarterly team training and safety meetings
 - ii. Serious about Annual Safety Recognition
 - iii. Quarterly Employee Recognition program

B. Risk Assessment

1. Risk Management Assessment (RMA): Platform for determining risk associated with certain types of actions including:
 - a. Training for such tasks
 - b. Requirement of assistance to perform tasks
 - c. Severity of risk
 - d. Return-on-investment
 - e. Actions to control the risk
 - f. Contributing factors
 - g. Frequency of task
 - h. Adequacy of control measures

C. Safety Risk Mitigation

1. Training: Platform for educating and equipping personnel with the knowledge, skills and resources to perform a task. This is considered the first and primary step to mitigating

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risk. Sometimes, this includes retraining personnel once a hazard is identified to further reduce the risk. Examples of such training include:

- a. New hire
 - i. Classroom training, including defensive driving, distracted driving, ADA, customer service, policies and procedures, and expectations
 - ii. Behind the wheel training, including traffic laws, backing, railroad crossings, bus stop procedures, security, emergency management, onboard incidents, etc.
 - iii. CDL (for individuals requiring proper license to operator a vehicle)
- b. Forklift training/certification
 - i. Maintenance staff
- c. Accidents and Incidents
 - i. Refresher training for personnel
 - ii. Near miss reporting
- d. Quarterly meetings and as-needed meetings
 - i. Training and safety awareness for personnel
- e. Bloodborne Pathogen
- f. City Policies
 - i. Harassment
 - ii. Information Technology
 - iii. FLSA, FMLA
 - iv. Workman's Compensation

Subsection 4.1.2 Training

During the initial implementation of an SMS, specific training will be required for all employees and contract staff, to explain the agency's safety culture and describe how Shoreline Metro's SMS works. The Chief Safety Officer is the resource person for providing a corporate perspective on Shoreline Metro's approach to safety management.

All newly hired employees' training is documented using the Shoreline Metro Team Member Onboarding and Training Checklist form. The form documents an employee's progress through the training program and documents hours dedicated to training in the classroom and onboard the bus.

Shoreline Metro provides employees with CDL Training for those employees required to possess a CDL that do not already hold a CDL. Training includes all the necessary tools to pass the CDL driver's test and to become a fixed route or paratransit bus operator. All initial classroom preparation and behind-the-wheel training is conducted by the Safety, Training and Education Supervisor. Once the individual has obtained the CDL and has shown proficiency in operating a transit bus, the employee is moved into driving in service with an experienced and trained bus operator. Evaluations are conducted by the bus operator on the new driver during each training session. These evaluations are then reviewed by the Safety, Training and Education Supervisor to determine if additional training is required or if the employee may be moved into revenue service and thus starting the employee's probation period.

Employees already possessing a CDL upon hire are provided with initial classroom preparation and behind-the-wheel training by the Safety, Training and Education Supervisor. Once the individual

has shown proficiency in operating a transit bus, the employee is moved into driving in service with an experienced and trained bus operator. Evaluations are conducted by the bus operator on the new driver during each training session. These evaluations are then reviewed by the Safety, Training and Education Supervisor to determine if additional training is required or if the employee may be moved into revenue service and thus starting the employee's probation period.

Employees involved in an accident during their probation period are evaluated with additional training typically provided as to reduce future hazards and mitigate risks.

Current employees periodically participate in refresher training either via classroom, onboard, post-accident or post-incident. Employees who are off of work for a significant amount of time (30 days or more) participate in refresher training.

Maintenance staff is provided training on-the-job through vendors or manufacturers of products/equipment/services by Shoreline Metro. Additional training includes forklift, lockout/tag out, fire extinguisher, etc.

Safety Management training topics may include:

A. Initial Safety Training for All Staff

1. Basic principles of safety management, including the integrated nature of SMS, risk management, safety culture, etc.
2. Corporate safety philosophy, safety goals and objectives, safety policy, and safety standards
3. Importance of complying with the safety policy and SMS procedures, and the approach to disciplinary actions for different safety issues
4. Organizational structure, roles and responsibilities of staff in relation to safety
5. Transit agency's safety record, including areas of systemic weakness
6. Requirement for ongoing internal assessment of organizational safety performance (e.g.: employee surveys, safety audits, and assessments)
7. Reporting accidents, incidents and perceived hazards
8. Lines of communication for safety managers
9. Feedback and communication methods for the dissemination of safety information
10. Safety promotion and information dissemination

B. Safety Training for Operations Personnel

1. Unique hazards facing operational personnel
2. Seasonal safety hazards and procedures (e.g.: winter operations)
3. Procedures for hazard reporting
4. Procedures for reporting safety events (accidents and incidents)
5. Emergency procedures

C. Safety Training for Management

1. Principles of the SMS
2. Management responsibilities and accountabilities for safety
3. Legal issues (i.e.: liability)

D. Training for the Safety Officer

1. Familiarization with different transit modes, types of operation, routes, etc.

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2. Understanding the role of human performance in safety event causation and prevention
3. Operation of the SMS
4. Investigating safety events
5. Crisis management and emergency response planning
6. Safety promotion
7. Communication skills
8. Performing safety audits and assessments
9. Monitoring safety performance
10. National Transit Database (NTD) safety event reporting requirements

Subsection 4.1.3 Communication

Shoreline Metro's communication on safety policies, procedures and observations is critical to promoting safety and ensuring a safety culture. Communicating safety to employees is performed through the following:

- The Safety Officer maintains a Safety Board for employees as a means of keeping safety on the minds of employees, and this board includes safety tips from Transit Mutual Insurance. Additional safety messages and information are provided with a focus on engaging employee participation. Cities and Villages Mutual Insurance Company (CVMIC) also provides safety messages and awareness for employees.
- Shoreline Metro maintains a departmental policies and procedures manual (called T.E.A.M.) for employees that outlines the expectations and accountabilities of the driver positions. Supplemental policies include Drug and Alcohol Policy, Drug-Free Workplace, Harassment, Information Technology, ADA, and Social Media.
- The labor agreement identifies specifically key safety items that must be followed by Shoreline Metro at all times targeted at keeping employees safe and reducing risk.
- Shoreline Metro has a standing section at each of its quarterly Safety Meetings dedicated to safety training, safety review and policy and procedure review.
- Safety Officer communicates findings in the Accident Review back to key officials and uses these findings to retrain all team members at safety meetings or in memos.
- Accountable Executive and Safety Officer maintain digital communication boards for employees and customers that promote safety and risk reduction especially during winter months when issues seem to rise due to weather.
- Safety Officer follows up directly with the reporter if they self-identified to let them know what actions were taken to address their report and also communicates the results to the entire agency through its digital communication boards

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Appendices



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Appendix A: Staff Safety Roles and Responsibilities

Completed by: Derek Muench/Jack Sowinski		Date: September 22, 2020	
Position Title	Name of Staff Member	Position Description	Safety Responsibilities
Accountable Executive	Derek Muench, Transit Director	<p>49 CFR § 673.5 -</p> <p><i>Accountable Executive</i> means a single, identifiable person who has ultimate responsibility for carrying out the PTASP; responsibility for carrying out the agency's TAM Plan; and control or direction over the human and capital resources needed to develop and maintain both the agency's PTASP, in accordance with 49 U.S.C. § 5329(d), and the agency's TAM Plan, in accordance with 49 U.S.C. § 5326.</p>	<ul style="list-style-type: none"> • Ultimate responsibility for carrying out the PTASP • Responsibility for carrying out the TAM Plan • Control or direction over the human and capital resources needed to develop and maintain both plans • Ensuring the agency's SMS is effectively implemented throughout the system • May delegate specific responsibilities, except ultimate accountability for the agency's safety performance, which always rests with the Accountable Executive • Ensuring action is taken, as necessary, to address substandard performance in the agency's SMS
Chief Safety Officer	Jack Sowinski, Safety and Training Supervisor	<p>49 CFR § 673.5 -</p> <p><i>Chief Safety Officer</i> means an adequately trained individual who has responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president, or equivalent officer.</p> <p>A Chief Safety Officer (CSO) for a small public transportation provider (as defined in Part 673) may serve in capacities (operational or maintenance) unless the agency ceases to be a small public transportation provider or operates a rail transit system.</p>	<ul style="list-style-type: none"> • Is adequately trained • Responsibility for safety • Reports directly to agency's Accountable Executive • Authority and responsibility for day-to-day implementation and operation of agency's SMS
Safety Manager (Is the same as/merged with CSO position)	Jack Sowinski, Safety and Training Supervisor	<p>Ensure coordinated development and implementation of the PTASP (is the same as/merged with CSO position)</p>	<ul style="list-style-type: none"> • Is the same as/merged with CSO position • Maintains a safe working environment • Adheres to all safety policies and procedures • Promotes safety awareness throughout the organization • Ensures safety documentation is current and accessible to all employees • Communicates changes in safety documents to all personnel • Monitors effectiveness of corrective actions • Provides periodic reports on safety performance • Renders independent advice to the CEO, senior managers, and other personnel on safety-related matters • Ensures that safety management has a high priority throughout the organization

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<p>Transit Supervisors</p>	<p>Roland Knorr and Bruce Felten, Operations Supervisors</p>	<p>Supervisors are responsible for communicating the transit agency's safety policies to all employees.</p>	<ul style="list-style-type: none"> • Maintains a safe working environment • Adheres to all safety policies and procedures • Full knowledge of all standard and safety operating procedures • Ensures that drivers make safety a primary concern when on the job • Listens and acts upon any safety concerns raised • Immediately reports safety concerns to the CSO/SM • Provides leadership and direction to employees during security incidents • Handles minor non-threatening rule violations • Defuses minor arguments • Determines when to call for assistance • Responds to fare disputes and service complaints • Responds to security related calls with police officers when required, rendering assistance with crowd control, victim/witness information gathering, and general on-scene assistance • Completes necessary security related reports • Takes photographs of damage and injuries • Coordinates with all outside agencies at incident scenes
<p>Bus Operators</p>	<p>17 Full-Time Fixed-Route Drivers 8 Part-Time Fixed-Route Drivers 6 Full-Time Paratransit Drivers 3 Part-Time Paratransit Drivers</p>	<p>Drivers are responsible for exercising maximum care and good judgment in identifying and reporting suspicious activities, in managing security incidents, and in responding to emergencies.</p>	<ul style="list-style-type: none"> • Maintains a safe working environment • Adheres to all safety policies and procedures • Takes charge of a hazard incident scene until the arrival of supervisory or emergency personnel • Collects fares in accordance with agency policy • Familiar with Shoreline Metro Employee Manual and Procedures • Attempts to handle minor non-threatening rule violations • Responds verbally to complaints • Attempts to defuse minor arguments • Determines when to call for assistance • Maintains control of the vehicle • Reports all safety incidents to Supervisor on duty • Completes all necessary safety related reports
<p>Maintenance Staff</p>	<p>4 Full-Time Mechanics</p>	<p>Mechanic performs major running repairs of buses. Fully qualified and completely capable of repairing, maintaining, and rebuilding all parts of all equipment.</p>	<ul style="list-style-type: none"> • Maintains a safe working environment • Adheres to all safety policies and procedures • Responsible for repair of vehicle components, including engine and transmission rebuilds • Conducts all levels of inspections • Assists in all aspects of repair and maintenance work • Makes bus assignments (if needed) • Maintains a safe working environment and adheres to all safety policies and procedures • Makes road calls • Tire changes and repairs • Brake relines • Driver reported defects • Supervises bus-washing activities

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Appendix B: Safety Assessment and System Review

Completed by: Derek Muench/Jack Sowinski

Last Updated: September 22, 2020

SECTION	REVIEW QUESTIONS	YES	NO	N/A
Safety Policies:	• Are all safety policies up to date and reviewed?	X		
	• Is a Public Transit Agency Safety Plan (PTASP) or any other System Safety Plan written for the transit system?	X		
	• Is the Drug and Alcohol Policy current and up to date?	X		
New Hire Employee Files:	• Was there a structured interview conducted and documented?	X		
	• Is the applicant asked questions relating to previous experience with drug and alcohol testing?	X		
	• Is the offer of employment documented in writing?	X		
	• Is there a pre-employment drug screen?	X		
	• Is there a pre-employment physical exam?	X		
	• Are safety sensitive responsibilities outlined in the job description?	X		
	• Is there a completed Substance Abuse Policy and Drug Free Workplace Policy Acknowledgment form?	X		
Post Hire Employee Files:	• Is a current employee roster available?	X		
	• Are the employee files maintained by the transit system?	X		
	• Do existing employee files contain:			
	• Background check?	X		
	• Previous employer request form?	X		
	• Verification of current driver's license and CDL?	X		
	• Current MVR?	X		
	• PARS Reports?	X		
	• Current copy of physical exam certificate?	X		
	• Signed Substance Abuse Policy Acknowledgment?	X		
Education and Training:	• Are operator certifications current and up to date?	X		
	• Have managers completed Safety Management Systems (SMS) training?		X	
	• Are employees familiar with OSHA topics, including:			
	• Hazard Communication?	X		
	• Emergency Action Planning?	X		
	• Bloodborne Pathogens?	X		

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	• Lockout/Tagout?	X		
	• Personal Protective Equipment (PPE)?	X		
	• Injury Prevention Planning?	X		
	• Have all safety sensitive employees received Drug and Alcohol Training?	X		
	• Do new mechanics receive classroom training?	X		
	• Do existing mechanics receive ongoing training?	X		
Safety Meetings:				
	• Is there an active Safety Committee at the transit agency?	X		
	• Are safety meetings held on a regular basis?	X		
	• Are safety meetings and sign in sheets documented, with publicly posted agendas and minutes?	X		
	• Do senior managers attend safety meetings?	X		
	• Do vehicle operators attend safety meetings?	X		
	• Do mechanics attend safety meetings?	X		
Incident and Accident Investigation Procedures:				
	• Are policies in place dictating which incidents are reported and which are not?	X		
	• Are incident report forms kept on board the vehicle?	X		
	• Are accident reports completed for all situations?	X		
	• Are incident/accident reports used as pre-accident training material?	X		
	• Are incident/accident reports used as post-accident training material?	X		
	• Are incident/accident reports used to identify potential hazards and analyzed in a Risk Assessment Matrix (RAM)?	X		
	• Are complaint forms kept on all vehicles?*		X	
	• Are all operators provided with safety vests on their vehicles?*		X	
	• Are incident/accident photos taken?	X		
Substance Abuse:				
	• Is there a current and updated Drug and Alcohol Policy?	X		
	• Do all staff members understand the Drug and Alcohol Policy?	X		
	• Is random testing being completed?	X		
	• Is reasonable suspicion testing being completed?	X		
Facility and Shop Inspections:				
	• Are monthly facility inspections conducted as scheduled?	X		
	• Are facility inspection forms completed properly?	X		
	• Are unsafe conditions or acts, regarding the facility corrected and documented?	X		
	• Are fire extinguishers up to date with annual servicing requirements?	X		
	• Are fire extinguishers inspected on a monthly basis?	X		
	• Are routine inspections of the fire extinguishers documented?	X		
	• Are eye wash stations available with unobstructed access?	X		
	• Are eye wash stations inspected on a scheduled basis?	X		

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	• Is machine guarding in place?	X		
	• Are batteries stored safely?	X		
	• Are all containers marked with the contents clearly identified?	X		
	• Are floors clear of tripping hazards?	X		
	• Are hazardous materials stored safely?	X		
	• Are emergency exits clearly marked?	X		
	• Are lights out?			X
	• Are jack stands available for use?	X		
	• Are jack stands used whenever a vehicle is elevated on a lift?		X	
	• Is a lock out tag out program in place?	X		
Asset Management (Vehicles):	• Is a current and updated list of vehicles readily available?	X		
	• Is all maintenance activity completed on vehicles tracked?	X		
	• Is a regular maintenance schedule written and followed?	X		
	• Are work order forms, service order forms and parts requested documented?	X		
	• Are vehicle inspection forms completed on a regular basis and available?	X		
	• Are habitual maintenance issues reported to WisDOT?	X		
	• Are maintenance issues analyzed and used to forecast future vehicle needs?			X
	• Are maintenance issues analyzed and used to identify potential hazards and evaluated in a Risk Assessment Matrix (RAM)?	X		
	• Are pre-trip inspection forms completed daily?	X		
	• Are post-trip inspection forms completed daily?	X		

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Appendix C: Facility Safety and Security Assessment

Completed by: Derek Muench/Jack Sowinski

Last Updated: September 22, 2020

SECTION	REVIEW QUESTIONS	YES	NO	N/A
Buildings and Facility Grounds:	• Are facility grounds randomly and frequently patrolled?	X		
	• Are daily security sweeps conducted?	X		
	• Are smoke/fire/carbon monoxide detectors provided and working?	X		
	• Are distribution and number of keys known and controlled?	X		
	• Are all keys labeled as "DO NOT DUPLICATE"? (Fob system is used)			
	• Are all unoccupied areas locked and secured?	X		
Lighting:	• Is entire perimeter of facility properly illuminated?	X		
	• Is lighting mounted at approximately second story level?	X		
	• Are lights provided over all entrance doors?	X		
	• Is lighting provided in staff parking areas?	X		
Entrance Doors and Windows:	• Are all doors:			
	• Built of commercial grade with metal framing?	X		
	• Outside hinges hidden and protected from vandalism?	X		
	• Provided with a commercial grade, one-sided lock? (Fob system is used)	X		
	• Provided with push "panic" bar releases?		X	
	• In case of breakage or opening are all windows and doors connected to a central station alarm?	X		
Electronic Surveillance:	• Is the entire perimeter of facility protected by a CCTV system? (Transfer station yes, garage no)		X	
	• Is this system monitored by management and/or a security company?	X		
	• Is this system always on or activated by motion sensors?	X		
Non-Employee Access:	• Is access restricted to persons without proper credentials and clearance?	X		
	• Are supply deliverers required to show proper I.D. and sign-in a log book?		X	
	• Are all non-employees accompanied and/or observable at all times?	X		
Surrounding Environment:	• Are there other non-City/County buildings connected to the facility that may be vulnerable to unauthorized entry to City/County property?		X	
	• Are all utility components (power transformers, back-up generators) protected and secured from vandalism or attack?	X		
	• Are all outdoor storage areas adequately lighted and secured?	X		

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Material Storage:	• Are all hazardous and flammable materials properly identified?	X		
	• Are all materials properly labeled, stored, and secured?	X		
Forms and Written Plans:	• Are emergency numbers (police, fire, ambulance, FBI) current and prominently displayed at each phone? (911)		X	
	• Is a Chain of Command and emergency call list prominently displayed?	X		
	• Are employees trained and checklists provided on how to handle a physical threat or incident called in on the phone?	X		
Evacuation Plan/ Procedures:	• Are there evacuation plans for this facility?	X		
	• Are staff members trained on this plan?	X		
	• Are primary & alternate assembly areas identified, validated, and coordinated with the County Emergency Management Office?	X		
	• Have primary & alternate assembly areas and evacuation sites/routes been verified & coordinated with appropriate agencies?	X		
	• Has the Emergency Evacuation Plan been reviewed, coordinated, and briefed to staff as appropriate?	X		
Training:	• Is an orientation program in place for each new staff member?	X		
	• Do all staff members receive safety and security training appropriate to their position and level of responsibility?	X		
	• Are periodic safety and security training and briefings completed with staff?	X		
	• Do all new staff members receive briefings on the City/County Evacuation Plan, the Disaster Preparedness Plan, and other security policies and procedures?	X		
Administrative Procedures:	• Is a record of emergency data on file for each staff?	X		
	• Have incident reporting format and procedures been established and staff briefed on them?	X		
	• Are all incident reports treated with confidentiality and transmitted by secure means to the appropriate City/County department?	X		
	• Are background checks conducted and verified on all prospective new hires?	X		
Cash Handling and Transfer:	• Has a secure method for cash receipt, transfer, and storage been established and have appropriate staff members been trained?	X		
	• Is cash transported by at least two individuals with cash divided between them?		X	
	• Do all staff members understand that in the event of a robbery they should never risk their lives to protect cash or other valuables?	X		
Fire and Electrical Safety:	• Are fire extinguishers installed in all appropriate locations?	X		
	• Are smoke and heat detectors installed, at least one on each floor?	X		
	• Is a first aid kit present and maintained?	X		
	• Are all electrical devices, outlets, circuit breakers and cords free of damage that may pose a shock hazard?	X		
	• Are all electrical circuit, gas, and telephone boxes, if accessible from the outside, locked to prevent tampering?	X		
	• Do any non-employees have access from outside the building to any fire escapes, stairways, and/or the roof?		X	
	• Are all outdoor trash containers and storage bins located away from the building in the event of a fire?	X		

Appendix D: Risk Assessment Matrix

Appendix D included as an attachment to this document.

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Appendix E: Hazard Identification and Risk Assessment Log

SHORELINE METRO HAZARD ASSESSMENT LOG

This form can be used to provide a record of identified hazards and actions taken to eliminate or mitigate the risks associated with it. The recommended action should be associated with a specified individual (i.e. a supervisor, manager, or front-line personnel), and must include a target date for completion. As a rolling log, entries for identified hazards and their associated mitigations should never be removed, even after required action(s) is completed. Any related forms, logs, or records should be retained permanently. [Blue text is a sample entry]

Completed by: Derek Muench/Jack Sowinski	Last Updated: September 22, 2020
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Risk Type	Risk Description	Current Measures to Reduce Risk	Risk Rating Likelihood	Risk Rating Severity	Risk Rating Value (Likelihood x Severity)	Further Action Required to Reduce Risk	Staff Responsibility
Human Error (SAMPLE)	Non-compliance with agency maintenance protocol	<ul style="list-style-type: none"> • Minimum competency requirements • Effective safety culture in agency (maintenance department) • Effective task planning • Availability of procedures • Procedure reviews and simplification into tasks • Recurrent training 	5	4	20	<ul style="list-style-type: none"> • Introduce compliance monitoring • Effective supervision including work compliance assessment • Competency assessments • Maintenance policy to reinforce need for compliance 	<ul style="list-style-type: none"> • Safety Assurance • Line Manager • Maintenance Manager
		•				•	•
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Appendix F: Prioritized Safety Risk Log

SHORELINE METRO PRIORITIZED SAFETY RISK LOG

This form is used to organize identified safety risks facing Shoreline Metro. The log should be updated frequently to demonstrate continual progress towards risk reduction through mitigation strategies. A timeline is used to highlight projected completion dates. [Blue text is a sample entry]

Completed by: Derek Muench/Jack Sowinski | Last Updated: September 22, 2020

Priority	Risk Description	Planned Mitigation Strategies	Outcomes of Planned Mitigation Strategies	Responsible Staff	Timeline	Status
1 [SAMPLE]	Non-compliance with agency maintenance protocol	<ul style="list-style-type: none"> • Introduce compliance monitoring • Effective supervision including work compliance assessment • Competency assessments • Maintenance policy to reinforce need for compliance 	•	<ul style="list-style-type: none"> • Safety Assurance • Line Manger • Maintenance Manager 	<ul style="list-style-type: none"> • Begin January 2020 • Complete August 2020 	Open
2		•	•	•	•	
3		•	•	•	•	
4		•	•	•	•	
5		•	•	•	•	
6		•	•	•	•	
7		•	•	•	•	
8		•	•	•	•	
9		•	•	•	•	
10		•	•	•	•	

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Appendix G: Safety Performance Matrix

Completed by: Derek Muench/Jack Sowinski

Last Updated: September 22, 2020

GOAL 1: SMS TO REDUCE CASUALTIES/OCCURRENCES

Shoreline Metro will utilize a safety management systems framework to identify safety hazards, mitigate risk and reduce casualties and occurrences resulting from transit operations.

OBJECTIVE/OUTCOME	METRICS	BASELINES	TARGETS
Reduce the number of reportable fatalities	Total number of reportable fatalities	Average Reportable Fatalities: 2015 – 2019: Fixed-Route = 0.0 Paratransit = 0.0	2020 number of reportable fatalities targets: Fixed-Route = 0.0 Paratransit = 0.0
	Rate of reportable fatalities per 100,000 vehicle revenue miles	Rate of Reportable Fatalities: 2015 – 2019: Fixed-Route = 0.000 Paratransit = 0.000	2020 rate of reportable fatalities targets: Fixed-Route = 0.000 Paratransit = 0.000
Reduce the number of reportable injuries	Total number of reportable injuries	Average Reportable Injuries: 2015 – 2019: Fixed-Route = 0.2 Paratransit = 0.0	2020 number of reportable injuries targets: Fixed-Route = 0.2 Paratransit = 0.0
	Rate of reportable injuries per 100,000 vehicle revenue miles	Rate of Reportable Injuries: 2015 – 2019: Fixed-Route < 0.001 Paratransit = 0.000	2020 rate of reportable injuries targets: Fixed-Route < 0.001 Paratransit = 0.000
Reduce the number of reportable safety events	Total number of reportable safety events	Average Reportable Safety Events: 2015 – 2019: Fixed-Route = 25.4 Paratransit = 6.0	2020 number of reportable safety event targets: Fixed-Route = 24.1 Paratransit = 5.7
	Rate of reportable safety events per 100,000 vehicle revenue miles	Rate of Reportable Safety Events: 2015 – 2019: Fixed-Route = < 0.001 Paratransit < 0.001	2020 rate of reportable safety event targets: Fixed-Route < 0.001 Paratransit < 0.001
Reduce mean distance between major mechanical failures	Average distance between major mechanical failures (Miles)	Average Distance Between Major Mechanical Failures: 2015 – 2019 (Miles): Fixed-Route = 349,348 Paratransit = 392,429	2020 average distance between major mechanical failures: Fixed-Route = 366,815 Paratransit = 412,050
Increase assessment and analysis of existing personnel, equipment and procedures to identify and mitigate any potential safety hazards	Number of safety audits, inspections or assessments completed per specified period of time	Some 63 safety audits, inspections or assessments were completed in 2019	Complete an average of two safety audits, inspections, or assessments per driver in 2021
Develop a corrective action plan and mitigation strategies to address identified hazards	Percent of corrective action strategies completed per specified period of time	Develop a corrective action plan and mitigation strategies to address identified hazards in the previous objective/outcome in 2021	Beginning in 2022, complete all preventable corrective action strategies identified in the plan each year

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GOAL 2: CULTURE
 Shoreline Metro will foster agency-wide support for transit safety by establishing a culture where management is held accountable for safety and everyone in the organization takes an active role in securing transit safety.

OBJECTIVE/OUTCOME	METRICS	BASELINES	TARGETS
Maintain a dedicated staff person as the Transit Agency Safety Officer to manage the agency's transit safety program	Number of years of transit safety experience	Have a Transit Agency Safety Officer with at least eight years of overall transit experience and at least two years of transit safety experience manage Shoreline Metro's transit safety program	Have a Transit Agency Safety Officer with at least eight years of overall transit experience and at least two years of transit safety experience manage Shoreline Metro's transit safety program
Continue to hold regular transit safety meetings comprised of staff at varying levels, including executives, officers, managers, operators and maintenance personnel	Number of meetings per specified period of time or number of additional meetings following each incident/occurrence	Hold meetings quarterly (or more frequently as needed)	Hold meetings quarterly (or more frequently as needed)
Increase the reporting of near miss occurrences and incidents that would otherwise go unreported	Number of near miss occurrences/incidents reported per specified passenger-miles traveled or per specified period of time	Not collected at this time; will be collected for the first time over calendar year 2021 and will be reported in a future PTASP	Target will be established beginning with the 2022 PTASP
Continue to provide employee safety training opportunities and attendance	Number of employee safety training sessions completed per specified period of time	Training sessions were held quarterly (or more frequently as needed) in 2019	Hold training sessions quarterly (or more frequently as needed)
Continue distribution of safety material amongst employees and the general public	Number of manuals, newsletters, brochures, posters or campaigns distributed per specified period of time	Safety materials are evaluated and provided as needed	Safety materials to be provided will be evaluated on an annual basis

GOAL 3: SYSTEMS/EQUIPMENT:
 Shoreline Metro will provide a safe and efficient transit operation by ensuring that all vehicles, equipment, and facilities are regularly inspected, maintained and serviced as needed.

OBJECTIVE/OUTCOME	METRICS	BASELINES	TARGETS
Continue scheduled preventative maintenance on revenue vehicles	Timeliness of preventative maintenance inspections on revenue vehicles completed per Federal Transit Administration (FTA) standards	Preventative maintenance inspections on revenue vehicles will be completed in accordance with FTA standards	Meet or exceed the FTA standards for preventative maintenance inspections on revenue vehicles
Continue scheduled preventative maintenance on equipment	Timeliness of preventative maintenance inspections on equipment per FTA standards	Preventative maintenance inspections on equipment will be completed in accordance with FTA standards	Meet or exceed the FTA standards for preventative maintenance inspections on equipment
Continue scheduled preventative maintenance on ADA equipment	Timeliness of preventative maintenance inspections on ADA equipment per FTA standards	Preventative maintenance inspections on ADA equipment will be completed in accordance with FTA standards	Meet or exceed the FTA standards for preventative maintenance inspections on ADA equipment
Continue scheduled preventative maintenance on facilities	Timeliness of preventative maintenance inspections and repairs on facilities	Preventative maintenance inspections will be completed regularly, with repairs made timely and in accordance with all FTA requirements	Preventative maintenance inspections will be completed regularly, with repairs made timely and in accordance with all FTA requirements

Appendix H: Safety Performance Outline

This form allows Shoreline Metro to organize, monitor, and evaluate identified safety goals and objectives/outcomes.

Completed by: Derek Muench/Jack Sowinski

Last Updated: September 22, 2020

GOAL 1: SMS TO REDUCE CASUALTIES/OCCURRENCES

Shoreline Metro will utilize a safety management systems framework to identify safety hazards, mitigate risk and reduce casualties and occurrences resulting from transit operations.

1. Objective/Outcome:

Reduce the number of reportable fatalities

- a. Metric: Number and rate (per 100,000 vehicle revenue miles) of reportable fatalities
- b. Baseline: Average reportable fatalities: 2015 – 2019: Fixed-Route = 0.0, Paratransit = 0.0
Rate of reportable fatalities: 2015 – 2019: Fixed-Route = 0.000, Paratransit = 0.000
- c. Targets: Maintain average reportable fatalities for both fixed-route and paratransit at 0.0, and maintain the rate of reportable fatalities for both fixed-route and paratransit at 0.000

2. Objective/Outcome:

Reduce the number of reportable injuries

- a. Metric: Number and rate (per 100,000 vehicle revenue miles) of reportable injuries
- b. Baseline: Average reportable injuries: 2015 – 2019: Fixed-Route = 0.2, Paratransit = 0.0
Rate of reportable injuries: 2015 – 2019: Fixed-Route = < 0.001, Paratransit = 0.000
- c. Targets: Maintain average reportable injuries and the rate of reportable injuries at the low 2015 – 2019 levels for both fixed-route and paratransit.

3. Objective/Outcome:

Reduce the number of reportable safety events

- a. Metric: Number and rate (per 100,000 vehicle revenue miles) of reportable safety events
- b. Baseline: Average reportable safety events: 2015 – 2019: Fixed-Route = 25.4, Paratransit = 6.0
Rate of reportable safety events: 2015 – 2019: Fixed-Route < 0.001, Paratransit < 0.001
- c. Targets: Reduce average reportable safety events by 5 percent over 2015 – 2019 levels (Fixed-Route = 24.1, Paratransit = 5.7), but maintain the rate of reportable safety events at the low 2015 – 2019 levels for both fixed-route and paratransit.

4. Objective/Outcome:

Reduce mean distance between major mechanical failures

- a. Metric: Average distance between major mechanical failures (Miles)
- b. Baseline: Average distance between major mechanical failures: 2015 – 2019 (Miles):
Fixed Route = 349,348, Paratransit = 392,429
- c. Targets: Increase the average distance between major mechanical failures by 5 percent over 2015 – 2019 levels (Fixed-Route = 366,815, Paratransit = 412,050)

5. Objective/Outcome:

Increase assessment and analysis of existing personnel, equipment and procedures to identify and mitigate any potential safety hazards

- a. Metric: Number of safety audits, inspections or assessments completed per specified period
- b. Baseline: Some 63 safety audits, inspections or assessments were completed in 2019
- c. Target: Complete an average of two (2) safety audits, inspections or assessments per driver in 2021

6. Objective/Outcome

Develop a corrective action plan and mitigation strategies to address identified hazards

- a. *Metric: Percent of corrective action strategies completed per specified period of time*
- b. *Baseline: Develop a corrective action plan and mitigation strategies to address identified hazards in the previous objective/outcome in 2021*
- c. *Target: Beginning in 2022, complete all preventable corrective action strategies identified in the plan each year*

GOAL 2: CULTURE

Shoreline Metro will foster agency-wide support for transit safety by establishing a culture where management is held accountable for safety and everyone in the organization takes an active role in securing transit safety.

1. Objective/Outcome:

Maintain a dedicated staff person as the Transit Agency Safety Officer to manage the agency's transit safety program

- a. *Metric: Number of years of transit safety experience*
- b. *Baseline: Have a Transit Agency Safety Officer with at least eight years of overall transit experience and at least two years of transit safety experience manage Shoreline Metro's transit safety program*
- c. *Target: Have a Transit Agency Safety Officer with at least eight years of overall transit experience and at least two years of transit safety experience manage Shoreline Metro's transit safety program*

2. Objective/Outcome:

Continue to hold regular transit safety meetings comprised of staff at varying levels, including executives, officers, managers, operators and maintenance personnel

- a. *Metric: Number of meetings per specified period of time or number of additional meetings following each incident/occurrence*
- b. *Baseline: Hold meetings quarterly (or more frequently as needed)*
- c. *Target: Hold meetings quarterly (or more frequently as needed)*

3. Objective/Outcome:

Increase the reporting of near miss occurrences and incidents that would otherwise go unreported

- a. *Metric: Number of near miss occurrences/incidents reported per specified passenger-miles traveled or per specified period of time*
- b. *Baseline: Not collected at this time; will be collected for the first time over calendar year 2021 and will be reported in a future PTASP*
- c. *Target: Target will be established beginning with the 2022 PTASP*

4. Objective/Outcome:

Continue to provide employee safety training opportunities and attendance

- a. *Metric: Number of employee safety training sessions completed per specified period of time*
- b. *Baseline: Training sessions were held quarterly (or more frequently as needed) in 2019*
- c. *Target: Hold training sessions quarterly (or more frequently as needed)*

5. Objective/Outcome:

Continue distribution of safety material amongst employees and the general public

- a. *Metric: Number of manuals, newsletters, brochures, posters or campaigns distributed per specified period of time*
- b. *Baseline: Safety materials are evaluated and provided as needed.*
- c. *Target: Safety materials to be provided will be evaluated on an annual basis.*

GOAL 3: SYSTEMS/EQUIPMENT:

Shoreline Metro will provide a safe and efficient transit operation by ensuring that all vehicles, equipment and facilities are regularly inspected, maintained and serviced as needed.

1. Objective/Outcome:

Continue scheduled preventative maintenance on revenue vehicles

- a. *Metric: Timeliness of preventative maintenance inspections on revenue vehicles completed per Federal Transit Administration (FTA) standards*
- b. *Baseline: Preventative maintenance inspections on revenue vehicles will be completed in accordance with FTA standards*
- c. *Target: Meet or exceed the FTA standards for preventative maintenance inspections on revenue vehicles*

2. Objective/Outcome

Continue scheduled preventative maintenance on equipment

- a. *Metric: Timeliness of preventive maintenance inspections on equipment per FTA standards*
- b. *Baseline: Preventative maintenance inspections on equipment will be completed in accordance with FTA standards*
- c. *Target: Meet or exceed the FTA standards for preventative maintenance inspections on equipment*

3. Objective/Outcome

Continue scheduled preventative maintenance on ADA equipment

- a. *Metric: Timeliness of preventative maintenance inspections on ADA equipment per FTA standards*
- b. *Baseline: Preventative maintenance inspections on ADA equipment will be completed in accordance with FTA standards*
- c. *Target: Meet or exceed the FTA standards for preventative maintenance inspections on ADA equipment*

4. Objective/Outcome

Continued scheduled preventative maintenance on facilities

- a. *Metric: Timeliness of preventative maintenance inspections and repairs on facilities*
- b. *Baseline: Preventative maintenance inspections will be completed regularly, with repairs made timely and in accordance with all FTA requirements*
- c. *Target: Preventative maintenance inspections will be completed regularly, with repairs made timely and in accordance with all FTA requirements*

PTASP Acknowledgment Form

I acknowledge that I have received a copy of the Shoreline Metro Public Transportation Agency Safety Plan on the date indicated below. I understand that I am responsible for being familiar with and complying with the policies of the City of Sheboygan and Shoreline Metro.

I agree it is my responsibility to speak to a Supervisor immediately, if I have questions or need clarification.

Print Employee Name

Signature of Employee

Date

Prepared by:
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**Chairperson

***Vice-Chairperson

****Secretary/Treasurer





CITY OF SHEBOYGAN

REQUEST FOR TRANSIT COMMISSION CONSIDERATION

ITEM DESCRIPTION: 3.6 Res. No. 172-20-21 A Resolution to accept the 2021-2025 Sheboygan Transit Development Program (TDP)

REPORT PREPARED BY: Derek Muench, Director of Transit & Parking

REPORT DATE: 2/9/21

MEETING DATE: 2/16/21

FISCAL SUMMARY:

Budget Line Item: N/A
Budget Summary: N/A
Budgeted Expenditure: N/A
Budgeted Revenue: N/A

STATUTORY REFERENCE:

Wisconsin Statutes: N/A
Municipal Code: N/A

BACKGROUND / ANALYSIS:

The Bay-Lake Regional Planning Commission prepared a Transit Development Program (TDP) for the Sheboygan Parking and Transit Utility. The study area for the TDP included the Cities of Sheboygan and Sheboygan Falls and the Village of Kohler, all within the Sheboygan Urbanized Area in Wisconsin.

The TDP addressed several issues. The primary purpose of the TDP was to determine short-term future needs for public transportation services, and the best transit system configuration that should be provided to meet these needs. Throughout the planning process, the Bay-Lake Regional Planning Commission staff worked closely with the Sheboygan Parking and Transit Utility (Shoreline Metro) staff and the TDP Review Committee to develop the Sheboygan TDP.

As part of the transit planning process, the TDP Review Committee developed the following mission statement for public transportation services in the Sheboygan area:

To provide customers with professional and accessible transportation solutions that are affordable, efficient, reliable, safe and courteous.

Specific goals, objectives and performance standards were developed which support this mission statement, and provide a means of evaluating how well service is being provided in the Shoreline Metro service area.

STAFF COMMENTS:

Shoreline Metro worked with Bay-Lake Regional Planning Commission to complete the latest version of the TDP during difficult and uncertain times (coronavirus pandemic). Several items including the elimination of transfers, elimination of tokens, implementation of premium services (Metro

Connection) and the offering of 6-pack Day Passes were all a direct result of the pandemic and specific recommendations within the plan. Due to safety concerns and Shoreline Metro's ability to keep customers and team members safe, these initiatives were implemented in advance of the approval of the TDP. The Director of Transit and Parking was entrusted to carry out these items in the best interest of the department and the City and has kept the Transit Commission up-to-date on changes as they occurred.

ACTION REQUESTED:

Staff recommends the acceptance of resolution 172-20-21 regarding the 2021-2025 Transit Development Program (TDP) for Shoreline Metro and place the document on file.

ATTACHMENTS:

- I. Resolution No. 172-20-21
- II. 2021-2025 Transit Development Program

III

Res. No. 172 - 20 - 21. By Alderpersons Sorenson and Dekker.
February 15, 2021.

A RESOLUTION accepting and approving the Sheboygan Transit Development Program (TDP) 2021-2025.

WHEREAS, the Transit Commission has accepted and approved the attached Sheboygan Transit Development Program (TDP) 2021-2025 (the "Development Plan").

NOW, THEREFORE, BE IT RESOLVED: That the City of Sheboygan Common Council hereby accepts and approves the attached Development Plan.

Transit

I HEREBY CERTIFY that the foregoing Resolution was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the _____ day of _____, 20____.

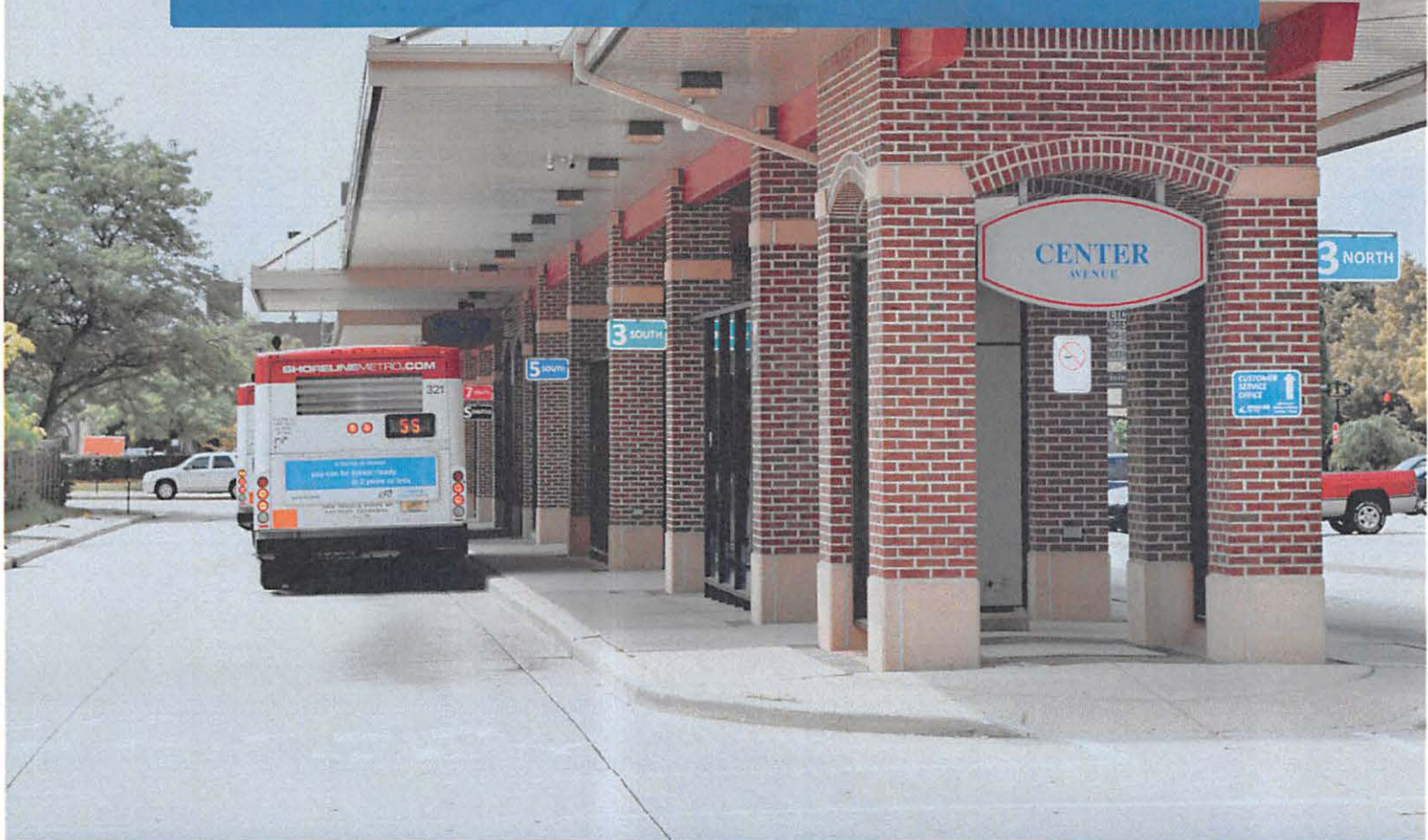
Dated _____ 20____. _____, City Clerk

Approved _____ 20____. _____, Mayor

Sheboygan Transit Development Program (TDP)

2021 – 2025

December 2020



Sheboygan Transit Development Program (TDP)
2021-2025

Prepared By:
Bay-Lake Regional Planning Commission
December 2020

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The preparation of this report was financed in part through a Section 5304 transit planning grant from the U.S. Department of Transportation, Federal Transit Administration, which was administered by the Wisconsin Department of Transportation. Local funding was provided by the Sheboygan Parking and Transit Utility.

The contents of this report reflect the views of the Bay-Lake Regional Planning Commission, which is responsible for the facts and accuracy of the data presented herein. The contents do not necessarily reflect the office views or policies of the U.S. Department of Transportation. This report does not constitute a standard, specification, or regulation.



U.S. Department
of Transportation
**Federal Transit
Administration**



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Chapter 1: Executive Summary

The Bay-Lake Regional Planning Commission prepared a Transit Development Program (TDP) for the Sheboygan Parking and Transit Utility. The study area for the TDP included the Cities of Sheboygan and Sheboygan Falls and the Village of Kohler, all within the Sheboygan Urbanized Area in Wisconsin.

The TDP addressed several issues. The primary purpose of the TDP was to determine short-term future needs for public transportation services, and the best transit system configuration that should be provided to meet these needs. Throughout the planning process, the Bay-Lake Regional Planning Commission staff worked closely with the Sheboygan Parking and Transit Utility (Shoreline Metro) staff and the TDP Review Committee to develop the Sheboygan TDP.

As part of the transit planning process, the TDP Review Committee developed the following mission statement for public transportation services in the Sheboygan area:

To provide customers with professional and accessible transportation solutions that are affordable, efficient, reliable, safe and courteous.

Specific goals, objectives and performance standards were developed which support this mission statement, and provide a means of evaluating how well service is being provided in the Shoreline Metro service area.

Community Research

Several community research projects were completed for this TDP in an effort to evaluate the need for public transportation services in the Sheboygan area.

Transit System Overview

The TDP includes an overview of the transit operation in Chapter 3. This overview includes: the history of transit service in the Sheboygan area; organization and management of Shoreline Metro; service characteristics of Shoreline Metro; a vehicle fleet inventory; an inventory of other capital facilities; a description of the fare structure when the TDP was prepared; extensive documentation of systemwide ridership and revenue mile trends; funding sources; an expense breakdown; and an inventory of other area transit and paratransit providers.

Community Profile

The TDP includes a community profile in Chapter 4. This community profile includes: a description of the Shoreline Metro service area location; the economy of the service area (including employment); population and household trends in the service area (including total population trends, trends of transit dependent population groups, and transit dependent households); potential trip generators; land use patterns; and motor vehicle travel patterns.

Ridership Opinion

The TDP includes documentation of ridership opinion in Chapter 5. A survey was conducted onboard on January 23, 2020, and online in late January and early February of 2020, and focused on the characteristics of transit riders, the rating of attributes of Shoreline Metro, and on the rating of several transit usage influence factors. Key findings from the on-board ridership survey included the following:

Shoreline Metro

- The most common trip purposes were work related, shopping, medical and personal business. School and social/recreational trip purposes were also common among the ridership.
- Respondents were asked how they would make their trip if Shoreline Metro bus service were not available. The top responses to this question were: walking, riding as a passenger in someone else's vehicle, or not making the trip at all. Other common responses to this question included: taking a taxi, bicycling, and driving a vehicle to their destination.
- Nearly 23 percent of survey respondents rode Shoreline Metro more than ten times per week. Nearly 19 percent of survey respondents rode Shoreline Metro seven to ten times per week. Over 40 percent of survey respondents rode Shoreline Metro three to six times per week, and nearly 14 percent of survey respondents had a habit of using Shoreline Metro one to two times per week.
- Over 51 percent of respondents lived within one block of a Shoreline Metro bus stop, while over 81 percent of respondents lived within three blocks of a bus stop.
- Transit service was a factor in residence location for over 56 percent of survey respondents.
- Over 91 percent of respondents did not have a vehicle available for the trip they were making on the transit system, and over 75 percent of the respondents were not licensed drivers.
- Over 53 percent of respondents lived in households with no vehicle available, while an additional 29 percent of respondents lived in households with only one vehicle available.
- Over 12 percent of the respondents stated that they had some type of disability which impacted their use of transit service.
- Nearly 57 percent of respondents to the on-board ridership survey were female.
- Generally, there was a fairly even age distribution among the ridership. However, older riders tended to be underrepresented among the respondents.
- Larger numbers of minority riders are utilizing Shoreline Metro services.
- The majority of survey respondents reside either in a single person household or in a large (five or more person) household.
- Over 30 percent of respondents were employed full-time. Over 28 percent of respondents were employed part time, and a nearly 15 percent of respondents were unemployed at the time of the survey. Nearly 17 percent of respondents stated that they were retired, and more than 13 percent of respondents were students. Some respondents had more than one occupational status at the time the survey was administered.
- Over 56 percent of respondents to the on-board ridership survey had an annual household income of less than \$20,000.
- Users of the system generally rated Shoreline Metro well. Eight of the eleven attributes of transit service that were measured received positive mean ratings, while three additional attributes received neutral to slightly positive mean ratings. Passenger safety, ease of understanding bus routes and driver courtesy were rated the highest, while hours of service, the bus buddy program, and buses running on schedule were rated lowest among the eleven attributes.
- Respondents were asked how several factors would influence their usage of transit. Eight of the thirteen factors had potential to increase ridership, while survey respondents were more neutral toward three of the factors. There were two factors which survey respondents indicated would decrease the amount of transit usage: (1) a 25-cent fare increase; and (2) moving the bus 7 to 8 blocks from one's house.

Chapter 5 also documents changes in responses by transit riders over time between the 2005, 2009, 2015 and 2020 ridership surveys.

Route Ridership Patterns

The TDP includes documentation of route ridership patterns in Chapter 6. Boarding and alighting data collection was conducted by Shoreline Metro to assess the amount of usage in detail along standard routes of Shoreline Metro during weekdays and a Saturday over a week in August 2020. Chapter 6 includes: total weekly boardings and alightings; a peak and off-peak boarding and alighting comparison (systemwide and by route); and detailed boarding and alighting information for each trip on each route. Special emphasis was placed on identifying the number of boardings and alightings by location, as well as on identifying bus stops with 20 or more weekly boardings for consideration in the placement of passenger shelters. Since the data in Chapter 6 are detailed and quantitative, interested readers are referred to that chapter for more specific information on route ridership patterns.

Transit System Performance

The TDP also documents the performance of Shoreline Metro in Chapter 7. This chapter begins with a peer system analysis which compared transit performance measures for five similarly sized transit operations to Shoreline Metro. The other transit operations included in the analysis were: Wausau, Janesville and Beloit, Wisconsin; and Dubuque and Waterloo, Iowa. Efficiency measures examined in this peer system analysis included: passengers per revenue hour; passengers per revenue mile; cost per revenue hour; and cost per passenger trip. This analysis was conducted for 2016 and 2017 with data provided by the Federal Transit Administration's National Transit Database (NTD) Agency Profiles. Shoreline Metro had the fourth highest passenger per revenue hour ratio of the six peer transit operations in 2016, and had the third highest such ratio in 2017. Shoreline Metro had the fourth highest passenger per revenue mile ratio of the six peer transit operations in 2016 and in 2017. Shoreline Metro had the fifth highest cost per revenue hour of the six peer transit operations in both 2016 and 2017. Shoreline Metro had the fourth highest cost per passenger trip ratio of the six peer transit operations in 2016 and in 2017.

Chapter 7 also includes a cost allocation model used to evaluate the productivity of individual routes as well as to forecast the impacts of potential service changes evaluated in the alternatives analysis. In addition, Chapter 5 examines the productivity of regular and school routes for all periods of operation in 2018 (including Saturdays for all regular routes); efficiency measures examined in this route-level analysis included: passengers per hour; passengers per mile; and cost per passenger. Weekday and Saturday system performance are also evaluated in general terms in Chapter 7.

Goals, Objectives And Standards

Chapter 8 consists of the goals, objectives and standards developed for this TDP. These goals, objectives and standards were developed by the TDP Review Committee in November 2019, and were refined by the TDP Review Committee over portions of three meetings in December 2019 and January and February of 2020.

The following general goals were developed for the TDP and for Shoreline Metro:

GOAL 1: To assure that quality transit service continues to be available, financed through fares and through federal, state, local and non-governmental funding sources.

GOAL 2: To assure that the transit operation remains affordable to passengers and to participating local units of government.

GOAL 3: To maintain high ridership levels and to increase ridership above levels observed in the past decade as part of an effort to improve community support of the transit operation.

GOAL 4: To assure that transit operations remain efficient, sustainable, and safe, and to continually pursue improvements.

GOAL 5: To maintain and increase access to transit and transportation choices for all riders, particularly those most in need of transit services.

GOAL 6: To actively influence land use planning decisions regarding land use patterns in the transit service area and adjacent areas into which the transit service area could potentially expand, as well as the location of major transit trip generators, in order to assure that future land use development is compatible with transit service as part of the planning process.

GOAL 7: To consider expanded service where warranted, and to consider staffing adjustments in instances in which service expansions occur.

Several objectives were developed to support each goal. In addition, several standards were developed to support each objective. Interested readers are referred to Chapter 8 to examine the detailed objectives and standards which support each of the above goals.

Alternatives Analysis

Chapter 9 of the TDP outlines the alternatives analysis process used in the completion of this document. From April through July of 2020, the Bay-Lake Regional Planning Commission developed and analyzed four alternatives that were to be considered in the completion of the Sheboygan TDP.

This process developed policy assumptions for each alternative, and examined measures such as revenue miles, revenue hours, ridership, cost per passenger, cost per revenue mile, cost per revenue hour, passengers per revenue mile, passengers per revenue hour, farebox revenue per passenger and funding sources under each alternative. Each of the alternatives were examined as though they were implemented in the 2018 base year used in the completion of the TDP.

The alternatives examined in the TDP were as follows:

- **Alternative A: Continuation of Status Quo Fixed-Route Transit Service;**
- **Alternative B: Elimination of Transfers;**
- **Alternative C: Service Day from 5:00 a.m. to 8:00 p.m., and Having Routes Leave at the Top (:00) and Bottom (:30) of the Hour; and**
- **Alternative D: Demand Response Service During Weeknights and Saturdays.**

Other ideas that were not advanced as alternatives for consideration included: restoration of 30 minute service on Saturdays; service to outlying communities that currently do not receive service (such as the Town of Sheboygan); and restructuring or minor changes to existing routes. Sheboygan MPO staff with the Bay-Lake Regional Planning Commission are prepared to examine these and other service considerations for Shoreline Metro upon request of the transit operation in the future.

The Shoreline Metro TDP Review Committee selected a combination of Alternatives B and C as the “preferred” alternative at their July 2020 meeting. This discussion began at the June 2020, meeting, but the committee asked Shoreline Metro management to survey the ridership regarding the alternatives seriously being considered in this TDP. Alternative B was selected due to sanitary considerations, while Alternative C was selected due to the need to get passengers to employment that begins early in the morning, along with tremendous support for this alternative in the survey of the ridership. Committee members unanimously selected a combination of Alternatives B and C as the package of transit policies that should be implemented in the TDP; this does not preclude selection of other service parameters (such as features that increase service and implementation of

portions of Alternative D) in later years of the period covered by the TDP. In addition, there was a slight adjustment to Alternative C in that Saturday service would run from 7:00 a.m. to 5:00 p.m.

Recommended Plan

Chapter 10 of the TDP is the recommended plan. Highlights of the recommended plan are as follows:

Recommended Changes to General Service

Two systemic service changes are recommended. One of these involves shifting the service day so that it runs from 5:00 a.m. to 8:00 p.m. on weekdays and from 7:00 a.m. to 5:00 p.m. on Saturdays. The second change involves having buses on the main City of Sheboygan fixed routes leave at the top (:00) and at the bottom (:30) of the hour.

Changing service hours on weekdays would involve the following:

- Service hours would be from 5:00 a.m. to 8:00 p.m. Monday through Friday on numbered City of Sheboygan routes (3 North through 10 South). Service would be provided every half hour from 5:00 a.m. to 5:00 p.m., and would be provided hourly (with alternating North and South Shuttles) from 5:00 p.m. to 8:00 p.m. North and South Shuttles would also operate at the end of the service day at 8:00 p.m. on weekdays.
- Route 20 North would run at the following times on weekdays: 5:30 a.m., 6:30 a.m., 7:00 a.m., 11:00 a.m., and 7:00 p.m. Route 20 South would run at the following times on weekdays: 9:00 a.m., 1:00 p.m., 3:30 p.m., and 6:00 p.m. With the exception of the half hour Kohler Company Special run at 6:30 a.m., all other trips on Route 20 would be one hour in length.
- Route 40 would run every half hour from 12:15 p.m. to 8:15 p.m. on weekdays between mid-June and Labor Day weekend.

Changing service hours on Saturdays would involve the following:

- Service hours would be from 7:00 a.m. to 5:00 p.m. on Saturdays on numbered City of Sheboygan routes. Service would be provided once every hour (leaving at the bottom of the hour on the “north” routes, and leaving at the top of the hour on the “south” routes). Alternating North and South Shuttles would be provided throughout the service day on Saturdays. North and South Shuttles would also operate at the end of the service day at 5:00 p.m. on Saturdays.
- Route 20 North would run at the following times on Saturdays: 9:00 a.m., 12:00 noon, and 3:00 p.m. Route 20 South would run at the following times on Saturdays: 11:00 a.m. and 1:00 p.m. All of these trips would be one hour in length.
- Route 40 would run every half hour from 11:15 a.m. to 5:15 p.m. on Saturdays between mid-June and Labor Day weekend.

Buses for Routes 3, 5, 7 and 10 North and South would leave at the top (:00) and at the bottom (:30) of the hour, as opposed to leaving at 15 minutes and 45 minutes after the hour as they do now. Route 20 would leave at times similar to the times it leaves now (within the framework of the new service hours), but departure times would be adjusted so that they are consistent with the City of Sheboygan routes. Seasonal Route 40 will continue to leave at 15 and 45 minutes after the hour for two reasons (1) avoiding congestion with all other buses leaving at the top and bottom of the hour; and (2) Route 40 focuses on tourism, and does not involve many connections to other Shoreline Metro routes.

Shoreline Metro

Recommended Route-Specific Service Changes

No route-specific service changes were recommended at this time. Shoreline Metro management believes that routes (which were adjusted not long ago) are operating satisfactorily, and opted against changes for the time being, especially given the situation with COVID-19. The route structure will be examined at a later date, and adjustments will be made if necessary.

Map 10.1 shows the current route structure, which continues to be recommended at this time.

As far as school tripper routes are concerned, each year, parents of children who will be students in the Sheboygan Area School District and who reside in the City of Sheboygan portion of the transit service area will be surveyed to plan for school tripper routes in the upcoming school year. Surveys will be sent out in April, and are due back at the end of the school year in early June. Shoreline Metro staff will plan the school tripper routes based on survey feedback in the remainder of June and throughout the month of July. A guide to the school tripper routes for the upcoming school year will be published in August.

Recommended Changes to ADA Paratransit Service

Shoreline Metro began operation of Metro Connection (previously known as Regional Transit Connection) at the beginning of 2007. Metro Connection provides ADA paratransit service for residents of the Shoreline Metro service area (Cities of Sheboygan and Sheboygan Falls and the Village of Kohler) residing within 0.75 miles of any Shoreline Metro route. Passengers need to go through a certification process in order to be eligible for this service. ADA paratransit service hours are the same as regular fixed-route service hours (5:00 a.m. to 8:00 p.m. on weekdays and 7:00 a.m. to 5:00 p.m. on Saturdays). For disabled persons deemed ineligible to utilize ADA paratransit service, buses on the fixed routes of Shoreline Metro are fully accessible.

The TDP recommends that Shoreline Metro continue to directly provide ADA paratransit service within its service area as well as elderly and disabled paratransit services throughout Sheboygan County.

Map 10.2 shows the recommended ADA paratransit service area for Shoreline Metro.

Financial Plan

A preliminary financial plan has been prepared which identifies projected operating costs and revenue sources. Operating costs for all transit services (including fixed-route service, ADA paratransit service and elderly and disabled paratransit service provided to Sheboygan County) were projected using the cost allocation model identified in Chapter 7 of the TDP (adjusted for increases in costs in future years) and the estimated operating characteristics of transit service from 2021 to 2025.

Costs have been projected for all transit and paratransit operations. All of these cost elements are shown in Table 1.1. The costs of all services (including fixed-route service, ADA paratransit service and elderly and disabled paratransit service provided to Sheboygan County) are assumed to increase at a rate of one percent per year between 2021 and 2025. Costs shown in Table 1.1 assumed that route changes for the fixed-route transit service will be implemented at the beginning of any given calendar year.

Projected revenues are also shown in Table 1.1. Combined Federal Section 5307 revenues and State Section 85.20 (general operating) revenues are assumed to be approximately 52.8 percent of WisDOT recognized base service level costs for all years covered by this TDP.

A portion of the City of Sheboygan's Community Development Block Grant (CDBG) entitlement

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funding is assumed to be utilized for transit operations in every year covered by this TDP. This amount is assumed to be \$42,493 each year, which is the same as it has been for several years.

Municipal funding of transit begins at a base level of \$519,515 for the City of Sheboygan, \$38,696 for the City of Sheboygan Falls, \$13,366 for the Village of Kohler, and \$90,000 for the Sheboygan Area School District in 2021. Municipal funding of transit is assumed to increase by 2.97 percent between 2021 and 2022, by 2.91 percent between 2022 and 2023, by 2.86 percent between 2023 and 2024, and by 2.81 percent between 2024 and 2025. Municipal funding of transit is expected to cover 15.89 percent of total expenses in 2021, 16.20 percent of total expenses in 2022, 16.50 percent of total expenses in 2023, 16.81 percent of total expenses in 2024, and 17.11 percent of total expenses in 2025.

Revenue which Sheboygan County directly provides for the Metro Connection (countywide paratransit service for the elderly and disabled) begins at a base level of \$363,233 in 2021, an increase of 9.6 percent over the 2020 level of \$331,421. This level is expected to remain flat over the period covered by this TDP.

Farebox revenues used to finance regular fixed-route transit service amount to \$380,000 in 2021, then are expected to stay flat each year throughout the period covered by this TDP. Fixed-route farebox funding of transit covers 9.12 percent of total expenses in 2021, 9.03 percent of total expenses in 2022, 8.94 percent of total expenses in 2023, 8.86 percent of total expenses in 2024, and 8.77 percent of total expenses in 2025.

Farebox revenues from Metro Connection/paratransit passengers begin at a base level of \$292,000 in 2021, then are expected to stay flat each year throughout the period covered by this TDP.

Other revenues (advertising services, recycled materials, damage fees, interest on investments, rental income, sale of equipment, insurance rebates, etc.) are expected to remain flat over the period covered by this TDP.

Table 1.1: Proposed Financial Plan

Item	Expenses					
	2020	2021	2022	2023	2024	2025
Total Transit and Paratransit Operations	\$3,902,191	\$4,164,622	\$4,206,268	\$4,248,331	\$4,290,814	\$4,333,722
	Revenues					
Source	2020	2021	2022	2023	2024	2025
Federal and State Funds	\$2,197,921	\$2,246,717	\$2,268,715	\$2,290,933	\$2,313,374	\$2,336,038
HUD CDBG Entitlement Funds	\$42,493	\$42,493	\$42,493	\$42,493	\$42,493	\$42,493
City of Sheboygan	\$519,515	\$519,515	\$534,944	\$550,528	\$566,267	\$582,164
City of Sheboygan Falls	\$38,696	\$38,696	\$39,845	\$41,006	\$42,178	\$43,362
Village of Kohler	\$13,366	\$13,366	\$13,763	\$14,164	\$14,569	\$14,978
Sheboygan Area School District	\$90,000	\$90,000	\$92,673	\$95,372	\$98,099	\$100,853
Sheboygan County (Paratransit)	\$331,421	\$363,233	\$363,233	\$363,233	\$363,233	\$363,233
Farebox - General Operating	\$255,000	\$380,000	\$380,000	\$380,000	\$380,000	\$380,000
Farebox - Metro Connection/Paratransit	\$204,000	\$292,000	\$292,000	\$292,000	\$292,000	\$292,000
Other Revenue	\$187,376	\$178,602	\$178,602	\$178,602	\$178,602	\$178,602
Total Revenues	\$3,879,788	\$4,164,622	\$4,206,268	\$4,248,331	\$4,290,814	\$4,333,723
Balance*	(\$22,403)	\$0	-\$0	\$0	\$0	\$0

*The negative balance in 2020 is expected to be made up with special federal funding provided through the "Coronavirus Aid, Relief, and Economic Security" (CARES) Act.

Source: Shoreline Metro, 2020 (for 2020 and 2021 expenses and revenues); and Bay-Lake Regional Planning Commission, 2020.

Fare Policy

A fare policy has been recommended for Shoreline Metro to provide multi-year guidance to the staff, the Transit Commission and the Common Council for setting and changing fares. The fare policy has considered goals and objectives established for the TDP, where feasible. The fare policy also is cognizant of sentiment that fares should remain reasonable for passengers throughout the period covered by this TDP.

The recommended fares are indicated in Table 1.2, along with the existing 2020 fare structure. Full cash fares are recommended to increase from \$1.75 in 2020 to \$2.00 in 2021, then will remain at \$2.00 throughout the period covered by this TDP. Adult and student tokens are recommended to be eliminated for three reasons: (1) simplification of the fare structure; (2) the majority of students (who attend Sheboygan Area School District schools) now ride free of charge; and (3) there will be a move toward more “contactless” payment systems post-COVID 19.

Sheboygan Area School District (SASD) students will ride free of charge with proper student identification; this is pursuant to an agreement between Shoreline Metro and the SASD that started in July 2018 in which the SASD pays Shoreline Metro an agreed amount in exchange for providing free rides for its students regardless of trip purpose or time of the day or year. However, student punch cards are recommended to continue to be offered at the cost of \$13.00 for 20 trips for those students who are not enrolled in the SASD.

The monthly pass should remain at \$48.00, and the day pass should continue to be offered for \$3.00 throughout the period covered by this TDP; one incentive that is recommended is offering six day passes (an \$18 value) for the price of five day passes (\$15). Fares should continue to be established in five-cent increments so that providing correct change remains as convenient as possible.

Table 1.2 also indicates that children under the age of 5 should continue to ride free of charge with appropriate supervision. On the other hand, transfers are recommended to be eliminated for two reasons: (1) moving riders to day and monthly passes; and (2) again, there will be a move toward more “contactless” payment systems post-COVID 19, including a decrease in drivers accepting paper from passengers.

Shoreline Metro will maintain discounted fares for senior citizens (defined for Shoreline Metro as persons age 65 and older), individuals with disabilities and veterans at all times of operation, in accordance with federal law in the case of senior citizens and individuals with disabilities. The discounted fare for these passengers will be 50 percent of the full cash fare. The elderly, disabled and veteran half fare is recommended to be \$1.00 over the period covered by this TDP. Elderly, disabled and veteran riders also have the option to purchase a half fare 20-ride pass for \$10.00; this fare option should also be continued throughout the period covered by this TDP.

Other special fare categories include “group fares” and the Harbor Centre Express day pass. “Group fares” apply to groups of ten or more passengers traveling together and having the same origin and destination. The “group fare” will increase from 85 cents to \$1.00 in 2021, then will remain at \$1.00 over the period covered by this TDP. The Harbor Center Express day pass (good on Route 40 only, in season) will remain at \$1.00 over the period covered by this TDP.

The ADA paratransit cash fare is recommended to decrease from \$3.50 to \$3.00 in 2021, then will remain at \$3.00 throughout the period covered by this TDP. This is being done so that the ADA paratransit cash fare matches Sheboygan County’s elderly and disabled transportation cash fare (which is expected to increase to \$3.00 in 2021). Premium services will be provided at double the ADA regular fare (\$6.00). Premium services include the following:

- Same Day Reservation – Customers will be able to call and schedule a trip on the same day.

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Trips will only be permitted based on availability. Customers are still encouraged to make trip reservations in advance.

- Same Day Changes – Customers will be able to call and modify a trip on the same day the trip is to be provided.
- Second Bus – Customers that “no show” on their return trip home will be able to call and request a second bus to pick up the customer.

Table 1.2: Recommended Fare Structure

Fare Category	Actual Fare	Recommended Fare				
	2020	2021	2022	2023	2024	2025
Full Cash Fare	\$1.75	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00
Adult Tokens - each*	\$1.30	Eliminated	Eliminated	Eliminated	Eliminated	Eliminated
Student Tokens - each* (K - 12)	\$1.10	Eliminated	Eliminated	Eliminated	Eliminated	Eliminated
Student Punch Cards (Good for 20 Rides)	\$11.00	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00
Sheboygan Area School District (SASD) Students**	Free	Free	Free	Free	Free	Free
Elderly/Disabled/Veteran Half Fare***	\$0.85	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Elderly/Disabled/Veteran Half Fare 20-Ride Punch Card***	\$8.50	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Group Fares	\$0.85	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Children Under Age 5 (with appropriate supervision)	Free	Free	Free	Free	Free	Free
Transfers (with fare payment)	Free	Eliminated	Eliminated	Eliminated	Eliminated	Eliminated
Day Pass****	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00
Monthly Pass	\$48.00	\$48.00	\$48.00	\$48.00	\$48.00	\$48.00
Harbor Centre Express Day Pass	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
ADA Paratransit Cash Fare*****	\$3.50	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00
*All tokens have been sold in packages of ten.						
**With proper student identification. Free rides are provided per an agreement between Shoreline Metro and the SASD, which pays a fixed amount for these rides each year.						
***With proper identification (Medicare card or Wisconsin driver license/identification card for elderly, Shoreline Metro identification card or ADA paratransit certification for disabled, and VA identification card or other evidence of status for veterans) as proof of eligibility. Half fare is valid on all days and at all times of service. “Elderly” is defined as age 65 and older.						
****A six-pack of day passes can also be purchased for \$15.						
*****Premium services are also available, and are described in the narrative.						

Source: Shoreline Metro, 2020; and Bay-Lake Regional Planning Commission, 2020.

Capital Improvements

Table 1.3 lists capital projects for Shoreline Metro for the period covered by this TDP. Of these projects, four capital items are recommended for 2021, four capital items are recommended for 2022, one capital item is recommended for 2023, one capital item is recommended for 2024, and no capital items are recommended for 2025.

In most cases, the FTA would provide 80 percent of transit capital funds for each purchase, while the City of Sheboygan (or Sheboygan County in the case of county paratransit vehicles) would

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provide the remaining 20 percent of funding for these capital purchases. For the project funded by the Volkswagen Diesel Emissions Environmental Mitigation Trust, 80 percent of funding will come from this source, with the 20 percent “local match” coming from a reduction in state shared revenues provided to the City of Sheboygan. For the two projects funded by special FTA Section 5307 funding (provided through the CARES Act), 100 percent of funding would come from this source.

Table 1.3: 2021 – 2025 Capital Improvements Program: Shoreline Metro

Project Description	Quantity	Funding Source	Total Cost	Year
Replacement of County Paratransit Vehicle	1	FTA Section 5310	\$80,000	2021
Replacement of Paratransit Vehicle	1	FTA Section 5339	\$80,000	2021
Transit Administrative and Maintenance Facility Improvements	1	FTA Section 5307/CARES Act	\$200,000	2021
Replacement of Paratransit Vehicles	2	FTA Section 5307/CARES Act	\$180,000	2021
Replacement of County Paratransit Vehicle	1	FTA Section 5310	\$80,000	2022
Replacement of 35-Foot Fixed-Route Buses	5	CMAQ	\$2,300,000	2022
Replacement of 35-Foot Fixed-Route Bus	1	FTA Section 5339	\$460,000	2022
Replacement of 35-Foot Fixed-Route Buses*	6	Volkswagen Mitigation Settlement	\$2,769,000	2022
Replacement of County Paratransit Vehicle	1	FTA Section 5310	\$80,000	2023
Replacement of County Paratransit Vehicle	1	FTA Section 5310	\$80,000	2024
*Up to six (6) vehicles will be obtained by Shoreline Metro. The award from the Wisconsin Department of Administration is for six (6) vehicles.				

Source: Shoreline Metro, 2020; and Bay-Lake Regional Planning Commission, 2020

Marketing Recommendations

Chapter 10 includes narrative describing various marketing recommendations for Shoreline Metro. These recommendations come from the Shoreline Metro Marketing Plan prepared by Brecon Hill Consulting. Recommendations from that plan in the following four categories were included in Chapter 10: (1) build adult ridership; (2) promote current fare pre-payment options and research potential changes that could be used to increase ridership; (3) create ongoing evaluation tools for Shoreline Metro and its marketing programs (including market research activities); and (4) research and structure potential partnership and sponsorship opportunities.

Monitoring Program

Chapter 10 includes narrative describing a monitoring program for Shoreline Metro. Fixed-route buses should be no more than five minutes behind schedule at least 95 percent of the time. In addition, fixed-route buses should never be ahead of schedule. For the paratransit operation, vehicles should be within 30 minutes of requested pickup times at least 95 percent of the time. Exceptions to these standards can be made under unusual circumstances.

Passenger ridership data should be collected on a continuous basis. Finally, boarding and alighting and passenger opinion surveys should be conducted on a biennial basis (boarding and alighting

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surveys or similar analyses in odd-numbered years and passenger opinion surveys in even-numbered years) to gather more frequent data and perceptions concerning Shoreline Metro.

Land Use Planning Recommendations

Chapter 10 includes narrative describing land use planning recommendations concerning Shoreline Metro. The Sheboygan Transit Commission should have a greater role in land use decisions and should have an opportunity to comment as appropriate on land use proposals located within the transit service area. In addition, the Director of the Sheboygan Parking and Transit Utility should work with representatives of all communities in the transit service area on planning and development issues that impact transit. City of Sheboygan development codes should be reviewed to ensure appropriate incentives are provided to promote transit use. Several transit-friendly land use and design guidelines are incorporated into the land use planning recommendations narrative.

Other Recommendations – Mid-Course Review

A “mid-course review” of the TDP should be conducted in 2023. This will allow the TDP to be a more flexible document in terms of being open to potential opportunities that may present themselves before the next TDP is prepared. Such a “mid-course review” could include additional routing revisions to respond to land use and transportation changes in the transit service area or changed economic circumstances that warrant reexamination of the fare structure. Of course, the TDP can be amended at any time as changing conditions warrant.

Other Recommendations - Employment Transportation Study

For several years, there have been issues with employment transportation in Sheboygan County. Some of the issues are more temporal (shift changes occurring outside regular Shoreline Metro operation hours), while others are more spatial (getting employees from the Fond du Lac and Manitowoc-Two Rivers areas to employers in Sheboygan County, and getting Sheboygan area employees to employers in Plymouth). The Bay-Lake Regional Planning Commission will partner with the Sheboygan County Economic Development Corporation (EDC) and Shoreline Metro to study and make recommendations for employment transportation in 2021 and beyond. This study is not a formal part of this TDP, but has been included in the 2021 Sheboygan Metropolitan Planning Area Transportation Planning Work Program. The Sheboygan County EDC has also included these efforts in its 2021 work plan.

Implementation Strategy

The following is a recommended implementation strategy for elements in this TDP:

2020

- Elimination of transfers and adult and student tokens.
- Implementation of selling “six packs” of day passes for \$15.
- Implement ADA premium services for double the cash fare.

2021

- Continue to apply for CDBG funding for transit operations.
- Adjust service hours to 5:00 a.m. to 8:00 p.m. on weekdays and 7:00 a.m. to 5:00 p.m. on Saturdays.
- Having all routes leave at either the top (:00) or at the bottom (:30) of the hour, with the exception of the seasonal Route 40.
- Increase the following fares (as shown in Table 10.2): full cash fare, student 20-ride punch cards,

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elderly/disabled/veteran half fare, elderly/disabled/veteran half fare 20-ride punch cards, and group fares.

- Decrease the ADA paratransit cash fare to match the county elderly and disabled transportation fare.
- Replacement of four paratransit vehicles (one for Sheboygan County funded by FTA Section 5310 and three for Shoreline Metro - one funded by FTA Section 5339 and two financed by special FTA Section 5307 funding from the CARES Act).
- Implement improvements at the transit administrative and maintenance facility (financed by special FTA Section 5310 funding from the CARES Act).
- Initiate implementation of marketing recommendations.
- Conduct boarding and alighting survey.
- Begin employment transportation study (may continue beyond 2021)

2022

- Continue to apply for CDBG funding for transit operations.
- Replacement of one (1) paratransit vehicle for Sheboygan County (funded by FTA Section 5310).
- Replacement of up to twelve (12) fixed-route buses (Five buses funded by the Congestion Mitigation and Air Quality program, one bus funded by FTA Section 5339, and up to six buses funded by the Volkswagen Mitigation Settlement).
- Continue to implement marketing recommendations.
- Conduct passenger opinion survey.

2023

- Continue to apply for CDBG funding for transit operations.
- Replacement of one (1) paratransit vehicle for Sheboygan County (funded by FTA Section 5310).
- Continue to implement marketing recommendations.
- Conduct “mid-course review” of the TDP.
- Conduct boarding and alighting survey.

2024

- Continue to apply for CDBG funding for transit operations.
- Replacement of one (1) paratransit vehicle for Sheboygan County (funded by FTA Section 5310).
- Continue to implement marketing recommendations.
- Conduct passenger opinion survey.
- Begin work on a TDP Update.

2025

- Continue to apply for CDBG funding for transit operations.
- Continue to implement marketing recommendations.
- Conduct boarding and alighting survey.
- Complete updated TDP.

Fare and service changes for 2021 through 2025 and financial items should be implemented by January 1 of the year in question. Other activities will be implemented at some point during the year in question at the discretion of the transit operator and/or the Bay-Lake Regional Planning Commission (for surveys and studies).

Chapter 2: Introduction

Study Purpose

The Bay-Lake Regional Planning Commission (BLRPC) completed a Transit Development Program (TDP) for Shoreline Metro for the period between 2021 and 2025. The area considered in this study consists of the Cities of Sheboygan and Sheboygan Falls and the Village of Kohler, located within the Sheboygan Urbanized Area in Wisconsin.

Public transit services have been provided for decades in Sheboygan. Similar to several other communities, the City of Sheboygan had to assume operation of the public transportation system when that system was no longer profitable for a private operator in the early 1970s. The City of Sheboygan has continued to operate Shoreline Metro as a service to the community and area.

With the increased scrutiny of transit funding at all levels of government and increased public demands for improved transit services, it is appropriate to develop a short-range plan for public transportation services in the community and area. This planning process permits careful consideration of factors expected to impact transit services (including the need for such services) over the next five years, as well as the development of a strategy to optimize the use of capital and operational funding to meet the needs of the service area. This plan involves careful consideration of the appropriate future direction for public transportation services in the Sheboygan area, as well as the appropriate manner in which such services should be provided.

Issues To Be Addressed

- Specific issues addressed in the TDP planning process included the following:
- What do passengers think of Shoreline Metro? (See Chapter 5).
- At what locations do passengers board the bus the most in the transit service area? (Chapter 6).
- What are the most productive and least productive routes and route segments of Shoreline Metro? (Chapters 6 and 7).
- How does Shoreline Metro compare to peer transit operations around the Midwest in terms of various performance measures? (Chapter 7).
- What goals, objectives and standards are appropriate for the future of Shoreline Metro? (Chapter 8).
- Are fixed-route transit operations the most appropriate strategy for the Sheboygan area, or should other operational strategies be pursued? (Chapter 9).
- What types of transit service (fixed-route, demand response, route deviation, or a combination of these) are appropriate for the many individual transit markets in the Sheboygan area? (Chapter 9).
- If fixed-route service is appropriate for the transit service area, then does fixed-route service need radical reform, or are minor modifications to routes adequate? (Chapter 9).
- What additions and deletions to transit service are appropriate? (Chapter 10).
- What is the short-term outlook for operating revenues from federal and state sources? (Chapter 10).
- Should communities in the service area be willing to assume an increased local funding responsibility for transit services? (Chapter 10).
- What appropriate fare policy should be implemented by Shoreline Metro? (Chapter 10).

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- What capital projects should be pursued to achieve transit goals? (Chapter 10).
- How should Shoreline Metro market itself over the next five years? (Chapter 10).
- How can changing demographics and land use patterns best be accommodated by Shoreline Metro? (Chapter 10).
- What methods should Shoreline Metro utilize to internally monitor its performance? (Chapter 10).
- What land use policies should be established to facilitate public transportation service? (Chapter 10).
- How can transit be used to achieve mobility and land use goals? (Chapter 10).
- What is the appropriate implementation sequence for recommendations made in this plan? (Chapter 10).

Planning Process

The development of this Sheboygan TDP involved a substantial amount of research in the service area and the analysis of four alternative service configurations for the provision of transit service in the Sheboygan area. The Bay-Lake Regional Planning Commission and Shoreline Metro collected and analyzed data concerning current characteristics of the transit system and of the service area. Two separate data collection efforts were conducted to obtain: (1) the opinions of transit riders; and (2) a sense of route ridership patterns. Other items developed in the planning process included: a peer system analysis; a cost allocation model; analysis of productivity by route; and goals, objectives and standards for the TDP. All of this information was used to develop alternative service configurations which were analyzed in the process of developing a recommended plan for public transportation in the Sheboygan area. The “implementation strategy” section of the recommended plan establishes the direction for achieving key recommendations in this TDP.

The TDP Review Committee met on 13 occasions to review TDP elements from August 2018 to September 2020. This TDP is a joint effort of the Sheboygan Transit Commission, local citizens, the Bay-Lake Regional Planning Commission, the affected local governmental bodies, and the Wisconsin Department of Transportation.

Chapter 3: Transit System Overview

History Of Transit Service In The Area

Shoreline Metro was acquired in the early 1970s from a private operator. Similar to other privately owned and operated bus companies, the rising costs of maintaining a quality public service resulted in a significant profit loss. Despite the provision of subsidies in 1971, the privately owned Sheboygan Bus Lines continued to absorb increasing deficits. By the summer of 1972, the owners of the bus system filed an application to discontinue service in the Sheboygan area, a request that was granted by the Public Service Commission of Wisconsin. Continuation of the bus service was assured as the City of Sheboygan was given temporary authority to operate the service. A city referendum vote in April 1973 was supported by a 3 to 1 margin, allowing the city to acquire and operate a municipal bus transportation system. The results of the change in ownership provided not only immediate financial stability, but also the opportunity for evaluation and implementation of operating and service improvements. Items such as routing and level of service have generally been preserved in their underlying form, and provide the foundation of Shoreline Metro today.

Organization And Management

Shoreline Metro is one of many services provided by the City of Sheboygan. Shoreline Metro is a component of the Sheboygan Parking and Transit Utility, a semi-autonomous utility operated by the City of Sheboygan. The Director of Transit and Parking is directly responsible for the coordination and administration of the planning, development and operation of Shoreline Metro. Shoreline Metro's service is a fixed-route, fixed-schedule bus system. Demand response service for the disabled, or Americans with Disabilities Act (ADA) paratransit service, is provided by Shoreline Metro through its Metro Connection service.

The City of Sheboygan is organized under a Mayor/Council form of government. The Common Council is comprised of ten (10) members, one representing each district in the city. The mayor is popularly elected, and acts as chief elected officer of the city, presiding at all Common Council meetings. The Common Council is advised by several boards, commissions and committees. One of those commissions, the Sheboygan Transit Commission, develops goals and objectives, monitors ridership and revenue, engages in transit planning, and establishes policy for Shoreline Metro. The Sheboygan Transit Commission is composed of nine (9) members, including: the mayor, the Director of Planning and Development, the Police Chief, three alderpersons and three citizen members. The Director of Transit and Parking serves the commission in an ex-officio capacity and does not vote. Aldermanic and citizen appointments to the Sheboygan Transit Commission are made by the mayor and are confirmed by the Common Council.

Service Characteristics

Current regular fixed-route transit services provided in the Shoreline Metro service area are depicted in Map 3.1. As Map 3.1 indicates, routes converge in Sheboygan's central business district. The downtown serves as the main transfer point between routes, and schedules are designed so that transfers are easily accommodated. The transfer point is located in the central portion of the block bordered by North 9th Street, Center Avenue, North 8th Street and Pennsylvania Avenue.

Service is generally provided six days a week, Monday through Saturday. No transit service is offered on Sundays. It should also be noted that Shoreline Metro does not offer service on the following holidays: New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving and Christmas. The following is a summary of the nature of transit service for each route:

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Weekday Service

- For Routes 3 North, 5 North, 7 North and 10 North, the service day starts at 5:45 a.m. and runs until 8:15 p.m. Half-hour service is generally provided between 5:45 a.m. and 5:45 p.m., departing the downtown transfer point at 15 and 45 minutes past the hour, the only exception being between 3:45 p.m. and 4:45 p.m., where there is a 60 minute run at 3:45 p.m. and no 4:15 p.m. trip. Hourly service is provided in the evening after 5:45 p.m., leaving the downtown transfer point at 45 minutes past the hour.
- For Routes 3 South, 5 South, 7 South and 10 South, the service day starts at 5:45 a.m. and runs until 8:45 p.m. Half-hour service is provided between 5:45 a.m. and 5:15 p.m., departing the downtown transfer point at 15 and 45 minutes past the hour, the only exception being between 3:45 p.m. and 4:45 p.m., where there is a 60 minute run at 3:45 p.m. and no 4:15 p.m. trip. Hourly service is provided in the evening after 5:15 p.m. and leaves the downtown transfer point at 15 minutes past the hour.
- For Route 20 North, there are four one hour trips that leave at 5:45 a.m., 7:15 a.m., 11:15 a.m. and 5:45 p.m. In addition, a half hour Kohler Special run operates from 6:45 a.m. to 7:15 a.m.
- For Route 20 South, there are four one hour trips that leave at 9:15 a.m., 1:15 p.m., 3:45 p.m. and 7:45 p.m.
- For Route 40 (a seasonal route that operates from mid-June to the Saturday before Labor Day), service runs every half-hour from 12:00 noon to 8:00 p.m. Monday through Wednesday and from 12:00 noon to 9:00 p.m. on Thursdays and Fridays, departing the downtown transfer point on the hour and 30 minutes past the hour.
- Shuttle service runs from 5:15 a.m. to 5:45 a.m., from 2:45 p.m. to 4:45 p.m. (2:15 p.m. to 4:15 p.m. on Wednesdays), and from 8:45 p.m. to 9:15 p.m. Shuttle service also operates from 5:45 p.m. to 8:45 p.m. opposite north side or south side routes that operate within any given half hour.
- Two school tripper routes operate in the morning and two additional school tripper routes operate in the afternoon when school is in session.

Saturday Service

- For Routes 3 North, 5 North, 7 North and 10 North, the service day starts at 7:45 a.m. and runs until 5:15 p.m. Service is provided once each hour throughout the day and leaves the downtown transfer point at 45 minutes past the hour.
- For Routes 3 South, 5 South, 7 South and 10 South, the service day starts at 8:15 a.m. and runs until 5:45 p.m. Service is provided once each hour throughout the day and leaves the downtown transfer point at 15 minutes past the hour.
- For Route 20 North, there are three one hour trips that leave at 9:15 a.m., 12:15 p.m. and 3:15 p.m.
- For Route 20 South, there are two one hour trips that leave at 11:15 a.m. and 1:15 p.m.
- For Route 40, service runs every half-hour from 12:00 noon to 6:00 p.m., departing the downtown transfer point on the hour and 30 minutes past the hour.
- Shuttle service runs from 7:15 a.m. to 7:45 a.m. and from 5:45 p.m. to 6:15 p.m. Shuttle service also operates throughout the service day (7:45 a.m. to 5:45 p.m.) opposite north side or south side routes that operate within any given half hour.

Route Descriptions

The following is a description of the Shoreline Metro transit routes:

- Route 3 North serves the north central portion of the City of Sheboygan. Major trip generators

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served by Route 3 North include the north side Piggly Wiggly supermarket, Plastics Engineering Company (PLENCO), Pigeon River/Etude and Cooper public elementary schools, the Sheboygan Leadership Academy charter school, St. Dominic's and St. Paul's parochial elementary schools, the Walgreen's pharmacy on Calumet Drive, the McDonald's restaurant on North Avenue, RCS, and Locate Staffing. Michigan Avenue is also served by Route 3 North from North 10th Street to North 13th Street (outbound and inbound) and from North 14th Street to North 13th Street (outbound only).

- Route 3 South serves the south central portion of the City of Sheboygan. Major trip generators served by Route 3 South include the South Pier District (on certain trips, including Blue Harbor Resort), Georgia Avenue Apartments, Bio Life plasma center, the University of Wisconsin Green Bay – Sheboygan Campus, Bookworm Gardens, Lutheran high school, Horace Mann public middle school, Old Wisconsin, James Madison and Sheridan public elementary schools, and Immanuel Lutheran School.
- Route 5 North serves the northeast portion of the City of Sheboygan. Major trip generators served by Route 5 North include Here We Grow Child Care Center, Urban public middle school, the north side Piggly Wiggly supermarket, Ridge Court apartments, North public high school, Aurora Sheboygan Memorial Medical Center, Vollrath Park, Grant public elementary school, Sheboygan County Christian elementary school, St. Elizabeth Ann Seton Catholic school, the Sheboygan County YMCA, Deland Park and Marina, and the Sheboygan Senior Activity Center. Eisner Avenue is also served between North 13th Street and North 10th Street.
- Route 5 South serves the south central portion of the City of Sheboygan. Major trip generators served by Route 5 South include the Shoreline Metro offices and garage, Rockline Industries, Heritage Square, Indian Meadows Mobile Home Park, Lakeshore Display, Wilson public elementary school, Bethlehem Lutheran School, and Christ Child Academy.
- Route 7 North serves the northwest portion of the City of Sheboygan. Major trip generators served by Route 7 North include the Mead Public Library, the Sheboygan Police Department, the Aurora Sheboygan Clinic, Pick and Save supermarket, St. Nicholas Hospital, Field of Dreams, Lakeshore Community Health Care clinic, St. Nicholas Apartments, Jefferson public elementary school, and Trinity Lutheran school. North Taylor Drive is also served between Superior Avenue and Main Avenue.
- Route 7 South serves the southeast portion of the City of Sheboygan. Major trip generators served by Route 7 South include Longfellow and Jackson public elementary schools, Farnsworth public middle school, South public high school, Sheboygan County Christian high school, the Boys' and Girls' Club, Lakeshore CAP, Country Village Apartments, and Lakeshore Display. Route 7 South also serves the Industrial Park during deviated service runs.
- Route 10 North serves the west central portion of the City of Sheboygan. Major trip generators served by Route 10 North include the Aurora Sheboygan Clinic, the Sheboygan County Job Center, Memorial Plaza (including the Marcus Cinema), Meijer superstore, Kohl's, Bed, Bath and Beyond, Taylor Heights Shopping Center (including Festival Foods), Tamarack Apartments, Wasserman Apartments, the Salvation Army Daycare, and the Sheboygan Leadership Academy charter school. Much of Erie Avenue is also served by Route 10 North.
- Route 10 South serves the southwest portion of the City of Sheboygan. Major trip generators served by Route 10 South include the City of Sheboygan Municipal Service Building, Wildwood Park, Aldi supermarket, Acuity Insurance, Nematik, the Sheboygan County Detention Center, the south side Walmart supercenter, the Goodwill store, Washington Square shopping center (including the south side Piggly Wiggly supermarket), and Sheridan public elementary school. Pennsylvania Avenue is also served between 15th and 9th Streets.

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- Route 20 serves the City of Sheboygan Falls and the Village of Kohler, and connects those communities to the various City of Sheboygan routes operated by Shoreline Metro. Major trip generators served by Route 20 in the City of Sheboygan Falls include the Sheboygan County Aging and Disability Resource Center (ADRC), Forest Avenue Mobile Home Park, the Sheboygan Falls Piggly Wiggly supermarket, Sheboygan Falls City Hall, Sheboygan Falls public high school, and Rochester Park. Major trip generators served by Route 20 in the Village of Kohler include Woodlake Market, the Kohler Company, and Deer Trace Shopping Center (including Target). The one major trip generator served by Route 20 in the City of Sheboygan is the south side Walmart Supercenter. It should be noted that Route 20 North travels in a counterclockwise fashion, while Route 20 South travels in a clockwise fashion; both routes serve the same destinations. The Kohler Special run (6:45 a.m. to 7:15 a.m. on weekdays) has the Kohler Company as its only destination, but all other trips serve all of the above noted destinations.
- Route 40 is a seasonal route (mid-June through the Saturday before Labor Day) that operates in downtown Sheboygan, South Pier, the Riverfront and a portion of the Lakefront. Major trip generators served by Route 40 include South Pier (including Blue Harbor Resort and Harbor Pointe Mini Golf), the Riverfront, John Michael Kohler Arts Center, Deland Park and Marina, the beach adjacent to Broughton Drive, and various destinations in downtown Sheboygan off North 8th Street (including City Green). Michigan Avenue is also served between North 3rd Street and North 8th Street.
- Shuttle Routes operate on weekdays between 5:15 a.m. and 5:45 a.m., between 2:45 p.m. and 4:45 p.m. (between 2:15 p.m. and 4:15 p.m. on Wednesdays), between 8:45 p.m. and 9:15 p.m., and in the evening hours (after 5:45 p.m.) opposite the north side or south side routes that are operating in any given half hour. Shuttle routes also operate on Saturdays between 7:15 a.m. and 7:45 a.m., between 5:45 p.m. and 6:15 p.m., and all day opposite the north side or south side routes that are operating in any given half hour. Both North Shuttles and South Shuttles exist. North Shuttles operate at the beginning and end of the service day, and leave at 15 minutes after the hour at times when there is hourly service. South Shuttles operate at the beginning and end of the service day, and leave at 45 minutes after the hour at times when there is hourly service. Shuttle service only operates within the City of Sheboygan.
- School Tripper Routes operate on weekdays when school is in session. For the 2019 - 2020 school year, two school tripper routes operated in the morning (Routes 101 and 102), while two school tripper routes operated in the afternoon (Routes 201 and 202). Eight public elementary schools, three parochial or charter schools, and five daycare facilities are served by school tripper routes. It should be noted that a wider range of schools (including middle and high schools) is served by the regular fixed route structure. School tripper routes only operate within the City of Sheboygan. School tripper routes are open to the public, including non-students.

Vehicle Fleet

As illustrated in Table 3.1, Shoreline Metro operated a fleet of 22 transit coaches in 2019. In addition to the 22 transit coaches, Shoreline Metro had five service vehicles. Another ten vehicles are used by Shoreline Metro and its Metro Connection division for ADA paratransit in the transit service area and for transportation under Sheboygan County's Section 85.21 elderly and disabled transportation program; five of the vehicles were purchased by Sheboygan County, while five other vehicles were purchased by the City of Sheboygan but are titled to Sheboygan County.

Shoreline Metro rotates its vehicles on a daily basis.

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Table 3.1: Shoreline Metro Bus Fleet, 2019

Make	Bus Number	Year	Seating Capacity
DuPont Trolley	TR2	1999	24
DuPont Trolley	TR3	1999	24
Gillig	201	2002	32
Gillig	202	2002	32
Gillig	321	2003	32
Gillig	322	2003	32
Gillig	323	2003	32
Gillig	324	2003	32
Gillig	325	2003	32
Gillig	326	2003	32
Gillig	506	2005	32
Gillig	507	2005	32
Gillig	1031	2010	32
Gillig	1032	2010	32
Gillig	1033	2010	32
Gillig	1034	2010	32
Gillig	1035	2010	32
Gillig	1911	2019	31
Gillig	1912	2019	31
Gillig	1913	2019	31
Gillig	1914	2019	31
Gillig	1915	2019	31

Source: Shoreline Metro, 2019; and Bay-Lake Regional Planning Commission, 2020.

Other Facilities

Shoreline Metro has an air conditioned (heated in winter and cooled in summer) transfer center that involves a significant portion of a city block in the central business district (across from city hall, and near the post office, some small businesses and several banks), and is well lit during evening hours, providing safe shelter for Shoreline Metro passengers. In addition to being a transfer point for all Shoreline Metro fixed routes, the transfer center is the location in the City of Sheboygan where passengers can access various intercity bus services, including Indian Trails, Jefferson Lines, Lamers Connect (on weekends), and the transportation service to and from Lakeshore Technical College’s Cleveland Campus (which is operated by GO Riteway). Amenities at the transfer center include a vending machine selling Shoreline Metro fare media, Wi-Fi, a customer service office that is staffed during the daytime on weekdays, and bike racks. Transferring is made easier for passengers, as the individual routes have assigned bus stalls.

Other facilities maintained by Shoreline Metro include 28 passenger shelters at various bus stops with traditionally high ridership levels, 25 of which are owned by Shoreline Metro, with three others (Tamarack Apartments, Aurora Sheboygan Memorial Medical Center and Meijer) being privately owned. These shelters are located at main passenger loading intersections, as well as at the following locations: Geele Avenue near RCS; Georgia Avenue near Horace Mann Middle School; North 8th Street across from Lincoln Avenue; South Business Drive adjacent to the Indian Meadows Trailer Park; the Aurora Sheboygan Clinic off North 25th Street; Saemann Avenue near

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Lakeshore Community Health Care Clinic; South 12th Street and Weeden Creek Road; Country Village Apartments; Tamarack Apartments (privately owned); Aurora Sheboygan Memorial Medical Center (privately owned); and near the south side Walmart Supercenter.

The transit office houses administrative staff, maintenance and storage. Due to the cold winter months in the Shoreline Metro service area, the storage for buses is indoors.

Fare Structure

The fare structure for Shoreline Metro as of 2019 and for the first several months of 2020 is indicated in Table 3.2. The fare structure mostly implemented what was recommended in the Sheboygan Transit Development Program (TDP): 2012 - 2016. There are five basic fare categories: Adult, Student (grades K - 12, generally ages 5 - 17), Seniors/Disabled/Veterans, Groups, and Children age 4 and under. A reduced summer fare for K-12 students (called the "freedom pass") was historically offered from June until August. However, in 2019, this fare medium is no longer offered. Instead, students attending a Sheboygan Area School District (SASD) school may ride at no charge year round with a proper school or district issued ID. Faculty and staff of SASD may also ride at no charge year round with proper school or district issued ID.

There are multiple payment options. First, fares may be paid in cash with exact change. Second, passes (the day pass and the monthly pass) are good for an unlimited number of rides during the day or calendar month in which they are issued. Finally, tokens and punch cards have been made available for the occasional rider at a cost below the standard cash fare; these fare media do not expire and therefore may be used at any time, but must be purchased in groups of ten. Most adults could purchase tokens, while students could purchase either tokens or punch cards, and senior, disabled and veteran riders may purchase half fare punch cards. Groups of 10 or more may ride for half fare when traveling together and having the same origin and destination (with some exclusions). Preschool age children who are properly supervised ride free. Transfers from one Shoreline Metro bus to another when making a single one-way trip are free.

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Table 3.2: Shoreline Metro Fare Structure, 2019 & the First Several Months of 2020

Payment Type	Cost
Adults (18 - 64 years)	
Cash Fare	\$1.75
Adult Tokens (10)	\$13.00
Day Pass	\$3.00
Monthly Pass	\$48.00
Students (Grades K - 12, Generally Ages 5 - 17)	
Cash Fare	\$1.75
Student Punch Card (Good for 10 Rides)	\$11.00
Student Tokens (10)	\$11.00
Students of SASD ¹	Free
Day Pass	\$3.00
Monthly Pass	\$48.00
Seniors (65 and older)/Disabled and Veterans (all ages)	
Cash Fare ²	\$0.85
Half Fare Punch Card (Good for 10 Rides) ²	\$8.50
Day Pass	\$3.00
Monthly Pass	\$48.00
Group Fares (Valid for Groups of 10 or More) ³	\$0.85
Children (5 years and under) ⁴	Free
Transfers (With Fare Payment)	Free
ADA Paratransit Fare (Curb-to-Curb)	\$3.50

¹With a proper school or district issued ID. Faculty and staff of SASD may also ride at no charge with proper school or district issued ID.

²For seniors, a Medicare card must be presented to the driver to qualify for half fare. For the disabled, a Shoreline Metro disabled identification card must be presented to qualify for half fare. For veterans, proper identification may be required. Additional proof of identity may be required. Half fares for seniors, the disabled and veterans are valid during all hours in which Shoreline Metro operates.

³In the case of group fares, all individuals in the group must travel together and have the same origin and same destination to qualify for the reduced rate. Some exclusions may apply.

⁴Children 5 years and under must be properly supervised when riding Shoreline Metro buses.

Source: Shoreline Metro, 2019; and Bay-Lake Regional Planning Commission, 2019.

Fare media may be purchased at several sales outlets in the transit service area. In the City of Sheboygan, fare media may be purchased at the downtown transfer point (either from staff during business hours or from a vending machine at all times of operation), the Shoreline Metro office, both Piggly Wiggly supermarkets, the Pick and Save supermarket, and the Festival Foods supermarket. In the City of Sheboygan Falls, fare media may be purchased at the Sheboygan Falls Piggly Wiggly supermarket. In addition, day passes may be purchased from any Shoreline Metro driver, while student tokens may be purchased from any Shoreline Metro school tripper route driver.

Curb-to-curb Americans with Disabilities Act (ADA) paratransit service involved a cash fare of \$3.50 a ride (\$7.00 round trip). Punch cards (good for ten curb-to-curb ADA paratransit rides for \$35.00) were available for purchase at the Shoreline Metro office or from the drivers. Shoreline Metro also proposed several premium forms of ADA paratransit service that would cost customers a fare of \$7.00 a ride (\$14.00 round trip); these premium services are likely to include (1) same day reservations/trips (when available); (2) requesting a second bus pickup after a “no show;” and (3) requesting additional assistance from drivers (including door-to-door service).

Systemwide Ridership And Revenue Mile Trends

Annual Revenue Passengers

Annual revenue passenger ridership data for the period between 2009 and 2018 are presented in Table 3.3 and Figure 3.1.

Overall total ridership ranged between 500,000 and 640,000 trips between 2009 and 2018. Total ridership (fixed-route and paratransit combined trips) peaked in 2018 at 634,372 trips. Total ridership reached its low point of 505,039 in 2010, decreasing by over 3.4 percent from 2009 to 2010. Total ridership increased in 2011, decreased slightly in 2012, increased in 2013 and 2014, and then decreased slightly between 2014 and 2015. Total ridership also decreased from 2015 to 2016. Both fixed route and paratransit trips increased from 2016 to 2017, resulting in a nearly 0.6 percent increase in total ridership (565,315 trips). Ridership increased by over 12.2 percent from 2017 to 2018, largely due to a contract between Shoreline Metro and the Sheboygan Area School District (SASD) that allowed SASD students and employees to ride free of charge.

Overall fixed-route ridership ranged between 440,000 and 600,000 between 2009 and 2018. In this period, fixed-route ridership peaked in 2018 at 599,714 trips and hit the lowest point in 2010 (440,780 trips). Fixed-route ridership decreased by about 3.6 percent between 2009 and 2010, largely due to the lingering effects of the recession. Fixed-route ridership increased by nearly 6.3 percent between 2010 and 2011, partially due to increased fare options, including the new \$3 day pass. Fixed-route ridership increased by nearly 1.5 percent between 2011 and 2012; while there was elimination of one hour of transit service each weeknight coupled with consolidation of two routes on the northeast side of the City of Sheboygan, many other routes were improved around the city, and this, along with the popularity of the day pass and improvement in the economy, led to some increased ridership. Fixed-route ridership increased by about 9.6 percent between 2012 and 2013; this was due to many of the factors that caused the ridership increase from 2011 to 2012. Fixed-route ridership increased by over 3.4 percent between 2013 and 2014. Fixed-route ridership decreased by 0.2 percent between 2014 and 2015, and decreased by another 1.9 percent between 2015 and 2016. Fixed route ridership increased by nearly 0.4 percent between 2016 and 2017. Fixed-route ridership increased by over 13.2 percent between 2017 and 2018, again largely due to a contract between Shoreline Metro and the SASD that allowed students and employees to ride free of charge.

Paratransit ridership peaked in 2009 at 65,708 trips. Paratransit ridership has decreased in all subsequent years, except for 2017. Paratransit ridership was between 60,000 and 70,000 in 2009 and 2010, and was between 50,000 and 60,000 in 2011. Paratransit ridership was between 40,000 and 50,000 in 2012 and 2013. Paratransit ridership has been between 30,000 and 40,000 in more recent years (2014 through 2018). Paratransit ridership in 2018 (34,658) was just over half of what it was at its peak in 2009 (65,708). Notably, paratransit ridership increased slightly from 2016 to 2017, marking the first increase since consistent decline dating back to 2009. There were two factors that led to this long-term decline. First, the emergence of managed care organizations (MCOs, such as Family Care) led to greater management of paratransit trips, which led to ridership decreases. Second, in regard to the ADA component of paratransit, the acquisition of lift equipped fixed-route buses generally led to a decreased number of ADA paratransit trips because disabled riders who were unable to utilize fixed-route service previously could now use that service provided that they were able to reach a bus stop. It should be noted that both ADA paratransit and Sheboygan County elderly and disabled paratransit trips were combined in this discussion of paratransit ridership, as Shoreline Metro staff was unable to break out ridership data on these two forms of paratransit that they offer.

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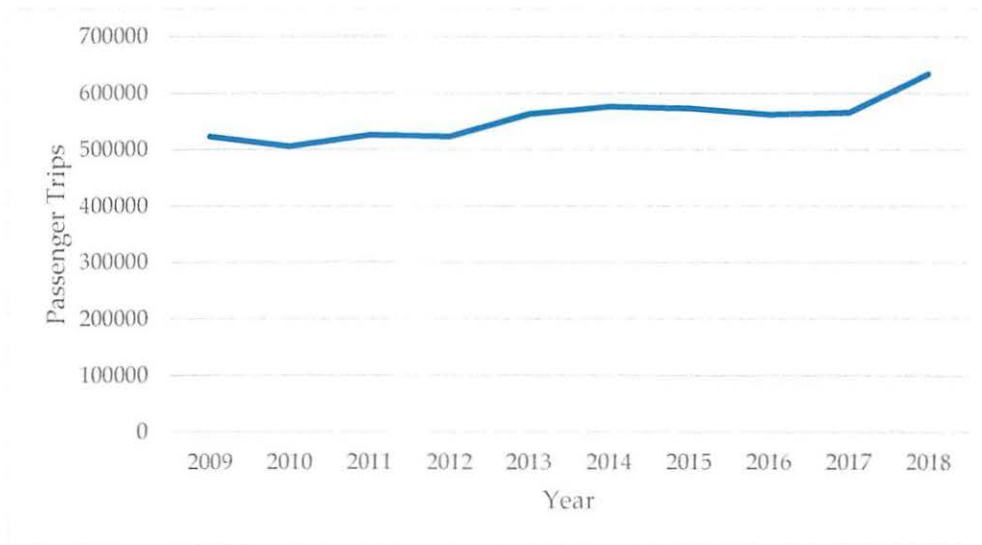
Table 3.3: Annual Revenue Passenger Trips

Year	Fixed Route Trips	Paratransit Trips ¹	Total Passenger Trips
2009	457,183	65,708	522,891
2010	440,780	64,259	505,039
2011	468,361	56,737	525,098
2012	475,173	47,565	522,738
2013	520,860	41,892	562,752
2014	538,802	37,062	575,864
2015	537,765	35,492	573,257
2016	527,775	34,317	562,092
2017	529,726	35,589	565,315
2018	599,714	34,658	634,372

¹Includes both ADA paratransit and Sheboygan County elderly and disabled paratransit trips.

Source: Shoreline Metro (for all years listed); and Bay-Lake Regional Planning Commission, 2020.

Figure 3.1: Annual Revenue Passenger Trips



Source: Shoreline Metro (for all years listed); and Bay-Lake Regional Planning Commission, 2019.

Annual Revenue Miles

Annual fixed-route revenue mileage data for the period between 2009 and 2018 are presented in Table 3.4 and Figure 3.2.

Fixed-route revenue miles increased by 2.5 percent between 2009 and 2010, by 1.1 percent between 2010 and 2011, by 0.5 percent between 2011 and 2012, by 2.2 percent between 2012 and 2013, and by 2.8 percent between 2013 and 2014. Between 2011 and 2012, there was elimination of one hour of transit service each weeknight coupled with consolidation of two routes on the northeast side of the City of Sheboygan; however, many other routes were improved around the city. Fixed-route revenue miles decreased by nearly 0.4 percent between 2014 and 2015. Fixed-route revenue miles decreased by nearly 3.7 percent between 2015 and 2016; this was largely due to the elimination of Route 30 (the former Industrial Park Route) and modifications to several other routes that took effect in mid-2016. Fixed-route revenue miles decreased by 5.9 percent from 2016 to 2017, in large part due to route consolidation and elimination of the morning and afternoon school tripper routes.

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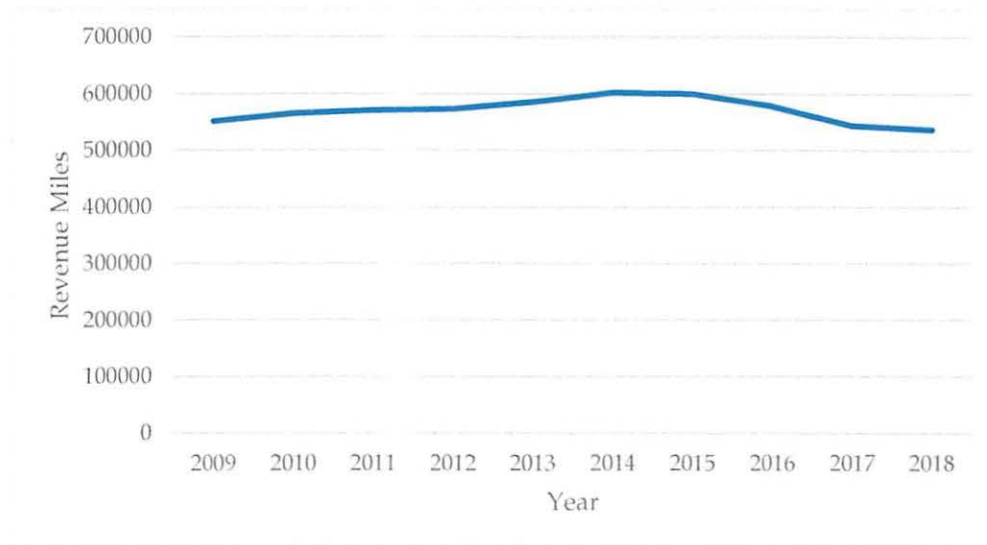
Fixed-route revenue miles decreased by over 1.3 percent between 2017 and 2018.

Table 3.4: Annual Fixed-Route Revenue Miles

Year	Revenue Miles
2009	550,532
2010	564,242
2011	570,415
2012	573,236
2013	585,749
2014	602,100
2015	599,904
2016	577,826
2017	543,561
2018	536,426

Source: Shoreline Metro (for all years listed); and Bay-Lake Regional Planning Commission, 2020.

Figure 3.2: Annual Fixed-Route Revenue Miles



Source: Shoreline Metro (for all years listed); and Bay-Lake Regional Planning Commission, 2019.

Monthly Fixed-Route Ridership: 2017 - 2018

The monthly fixed-route ridership pattern is illustrated in Figure 3.3.

In 2017, the highest ridership months were May, October and November, while the lowest ridership months were July and August. The months of March and September were other above average ridership months. The months of January, February, April and June were other below average ridership months. December was the month closest to the monthly average ridership for 2017.

In 2018, the highest ridership months were October and November, while the lowest ridership months were June and July. The months of September and December were other above average ridership months. The months of January, February, March, April and August were other below average ridership months. May was the month closest to the monthly average ridership for 2018.

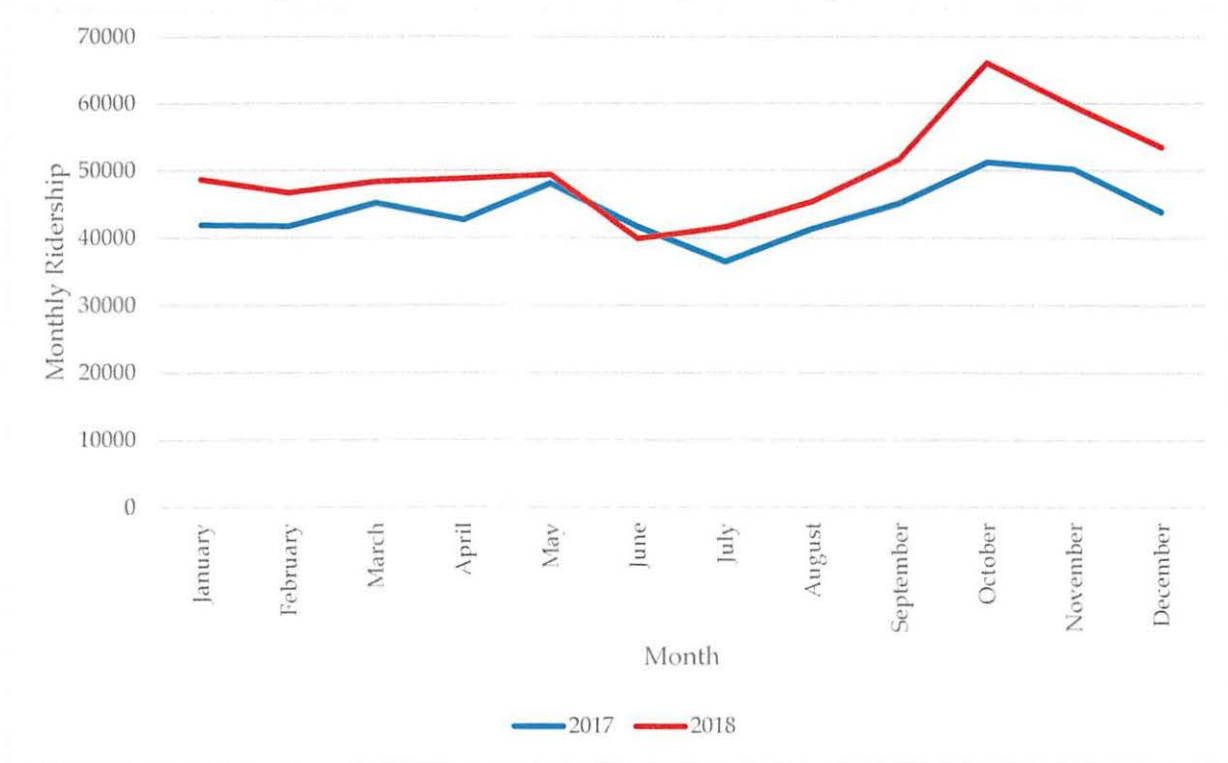
The highest ridership levels tend to occur in spring and fall months, while the lowest ridership levels occurred during summer months. Figure 3.3 also implies that persons traveling to and from school constitute a significant portion of the total ridership, a fact confirmed in numerous ridership

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opinion surveys conducted in recent years (see Chapter Five: Ridership Opinion for more details).

Figure 3.3 indicates that with the exception of the month of June, ridership grew in 2018 in comparison to the same month in 2017; this was especially the case in the second half of the year, because the contract between Shoreline Metro and the SASD took effect in July of 2018. Provision of “free” rides to SASD students and employees greatly increased ridership in the second half of 2018, especially once the 2018 – 2019 school year started in September.

Figure 3.3: Fixed-Route Monthly Ridership, 2017 - 2018



Source: Shoreline Metro, 2017 and 2018; and Bay-Lake Regional Planning Commission, 2019.

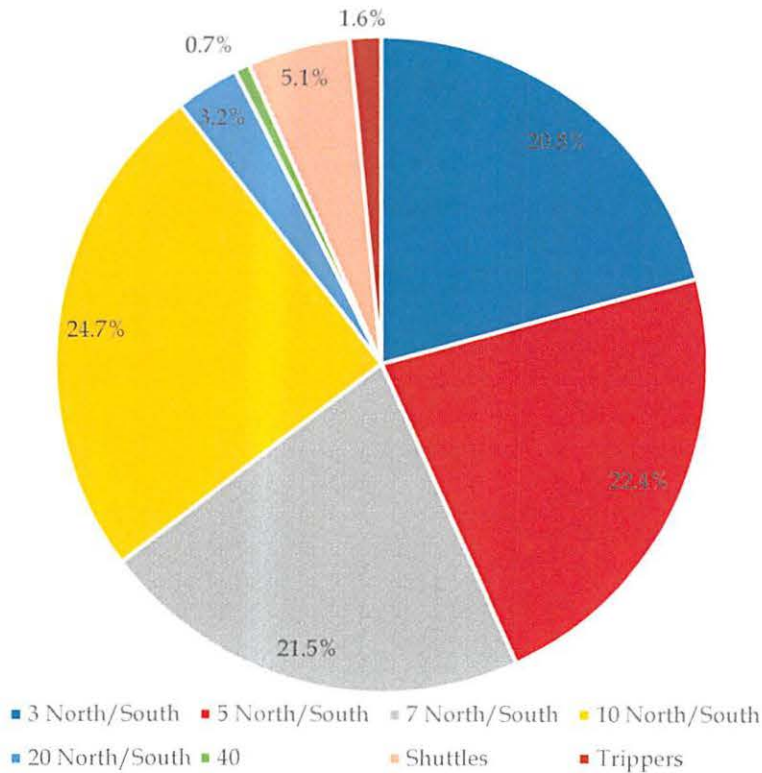
Fixed-Route Ridership by Route: 2018

Fixed-route ridership by route for 2018 is presented in Figure 3.4. Unfortunately, regular data collection mechanisms are unable to discern between the north and south route components of Routes 3, 5, 7, 10 and 20; Chapter 6 examines fixed-route ridership by route at this greater level of detail. The most commonly used route pair in 2018 was Routes 10 North and South, with 24.7 percent of riders using these routes. This was followed by Routes 5 North and South, with 22.4 percent of riders using these routes. Other commonly used route pairs included Routes 7 North and South (21.5 percent of all ridership), and Routes 3 North and South (20.8 percent of all ridership). Routes which exhibited low ridership levels included: the North and South Shuttles (5.1 percent of all ridership); Route 20 (the Kohler-Sheboygan Falls Route, 3.2 percent of all ridership); the four school tripper routes (1.6 percent of all ridership); and Route 40 (0.7 percent of all ridership). Rides that were not coded to an existing route involved less than 0.1 percent of all ridership.

It should also be noted that Route 40 is a seasonal route that runs from mid-June to right before Labor Day; and is primarily designed for tourists, and therefore, exhibited relatively low ridership in 2018.

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Figure 3.4: Fixed-Route Ridership by Route, 2018



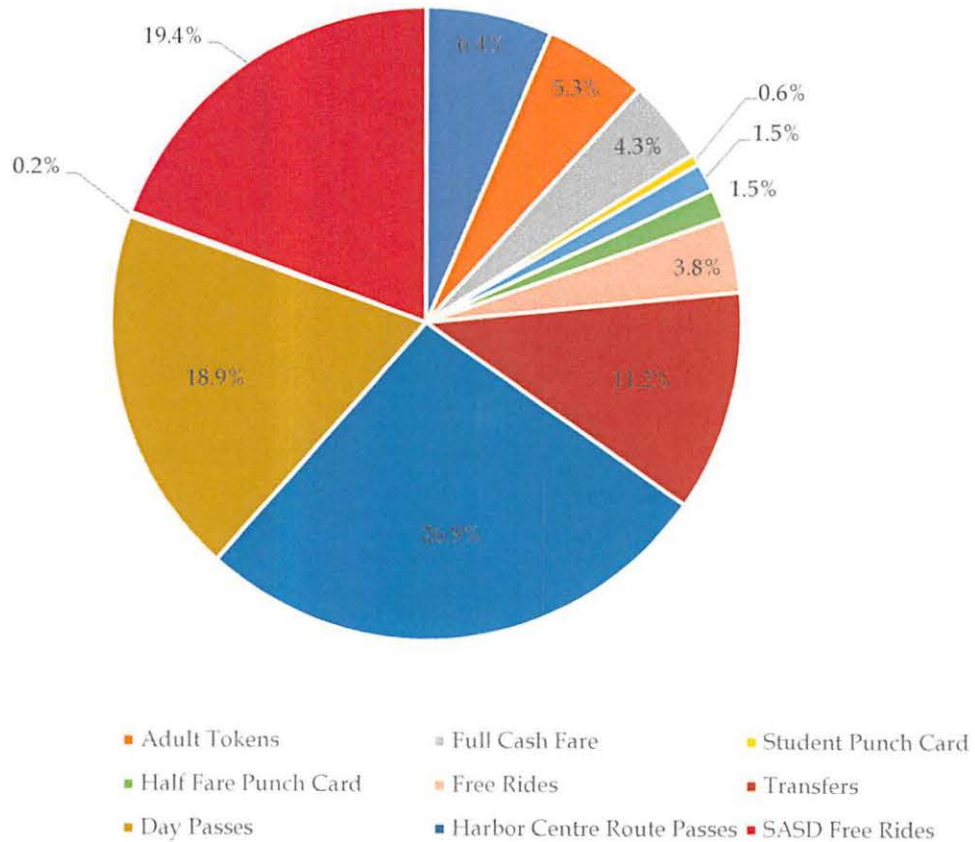
Source: Shoreline Metro, 2018; and Bay-Lake Regional Planning Commission, 2019.

Fixed-Route Ridership by Fare Category: 2018

Shoreline Metro maintains records of fixed-route ridership by fare category. Fixed-route ridership by fare category for 2018 is indicated in Figure 3.5. The most popular payment method among Shoreline Metro fixed-route riders is the monthly pass, which accounted for 26.9 percent of all rides given by the transit operation in 2018. Other popular payment methods among Shoreline Metro fixed-route riders included Sheboygan Area School District (SASD) free rides (19.4 percent of riders, used in the second half of 2018), and day passes (18.9 percent of riders). Only 4.3 percent of all fixed-route riders paid full cash fare for rides in 2018, indicative of a certain thriftiness among the Shoreline Metro ridership. Less common fare payments were: student tokens (used by 6.4 percent of the fixed-route ridership, and mostly in early 2018); adult tokens (used by 5.3 percent of the fixed-route ridership); the elderly and disabled half cash fare (used by 1.5 percent of the fixed-route ridership); the elderly and disabled half fare punch card (used by 1.5 percent of the fixed-route ridership); the student punch card (used by 0.6 percent of the fixed-route ridership, and mostly in early 2018); and the Harbor Centre \$1 Day Pass (used by 0.2 percent of the fixed-route ridership). Student summer “freedom passes” were not offered in 2018. Non-payment documentation of fixed-route ridership included: transfers (11.2 percent of ridership); and free rides (3.8 percent of all rides in 2018).

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Figure 3.5: Fixed-Route Ridership by Fare Category, 2018



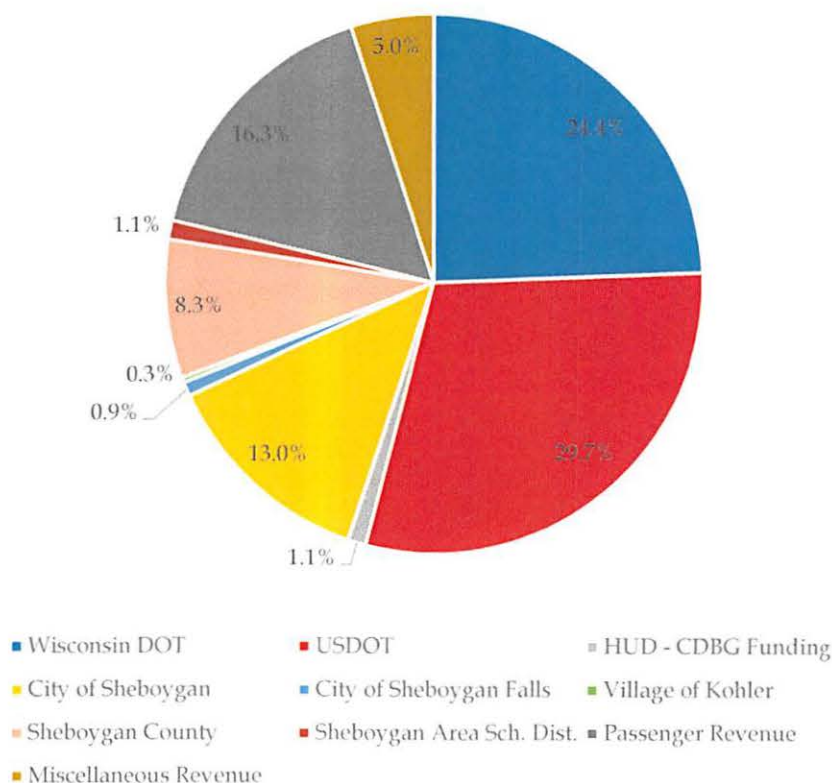
Source: Shoreline Metro, 2018; and Bay-Lake Regional Planning Commission, 2019.

Funding Sources: 2015 - 2018

The funding sources for Shoreline Metro in 2018 are indicated in Figure 3.6. In 2018, the largest contributor to the transit operation was the U.S. Department of Transportation (USDOT), which contributed \$1,170,891, or about 29.7 percent of the transit budget. The second largest contributor to the transit budget was the Wisconsin Department of Transportation (WisDOT), which contributed \$960,399, or about 24.4 percent of the transit budget. Other significant contributors to the transit budget included: the ridership through fares (\$642,283, or about 16.3 percent of the transit budget); the City of Sheboygan (\$511,547, or about 13.0 percent of the transit budget); Sheboygan County (\$326,474 through the county’s Section 85.21 grant and local match, or about 8.3 percent of the transit budget); and miscellaneous revenues (\$197,018, or about 5.0 percent of the transit budget). Less significant (but nonetheless important) contributors to the transit budget include: the Sheboygan Area School District (which started providing funding for a “free fare” program for its students and employees in the second half of 2018, \$45,000, or about 1.1 percent of the transit budget); Community Development Block Grant (CDBG) funding from the U.S. Department of Housing and Urban Development (\$42,493, or about 1.1 percent of the transit budget); the City of Sheboygan Falls (\$33,503, or about 0.9 percent of the transit budget); and the Village of Kohler (\$11,572, or about 0.3 percent of the transit budget).

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Figure 3.6: Funding Sources for Shoreline Metro, 2018



Source: Shoreline Metro, 2018; and Bay-Lake Regional Planning Commission, 2019.

Table 3.5 indicates funding sources for Shoreline Metro over the four year period between 2015 and 2018. Table 3.5 indicates that in absolute dollar terms, state financial participation in Shoreline Metro increased by about 6.2 percent between 2015 and 2016, decreased by about 10.1 percent between 2016 and 2017, and increased by nearly 7.5 percent between 2017 and 2018. State participation in Shoreline Metro in percentage terms increased between 2015 and 2016, decreased between 2016 and 2017, and increased between 2017 and 2018.

Table 3.5 also indicates that in absolute dollar terms, Federal (FTA Section 5307) financial participation in Shoreline Metro decreased by about 1.9 percent between 2015 and 2016, decreased by about 1.4 percent between 2016 and 2017, and decreased by nearly 3.0 percent between 2017 and 2018. Federal participation in Shoreline Metro in percentage terms decreased each year between 2015 and 2018.

Table 3.5 shows that in absolute dollar terms, CDBG funding from the U.S. Department of Housing and Urban Development stayed the same over the period from 2015 through 2018. CDBG funding in percentage terms stayed about the same between 2015 and 2018.

Table 3.5 also shows that in absolute dollar terms, City of Sheboygan financial participation in Shoreline Metro stayed the same over the period from 2015 through 2018. City of Sheboygan financial participation in Shoreline Metro in percentage terms decreased slightly between 2015 and 2016, increased slightly between 2016 and 2017, and increased between 2017 and 2018.

Table 3.5 indicates that in absolute dollar terms, City of Sheboygan Falls financial participation in Shoreline Metro increased by about 5.0 percent between 2015 and 2016, decreased by nearly 4.8 percent between 2016 and 2017, and stayed the same between 2017 and 2018. City of Sheboygan

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Falls financial participation in Shoreline Metro in percentage terms increased slightly between 2015 and 2016, decreased slightly between 2016 and 2017, and increased slightly between 2017 and 2018.

Table 3.5 also indicates that in absolute dollar terms, Village of Kohler financial participation in Shoreline Metro increased by about 5.0 percent between 2015 and 2016, decreased by nearly 4.8 percent between 2016 and 2017, and stayed the same between 2017 and 2018. Village of Kohler financial participation in Shoreline Metro in percentage terms stayed about the same each year between 2015 and 2018.

In addition, Table 3.5 indicates that in absolute dollar terms, Sheboygan County's financial participation in Shoreline Metro increased by nearly 3.6 percent between 2015 and 2016, decreased by about 0.9 percent between 2016 and 2017, and increased by nearly 2.8 percent between 2017 and 2018. Sheboygan County's financial participation in Shoreline Metro in percentage terms increased between 2015 and 2016, remained stable between 2016 and 2017, and increased between 2017 and 2018. Sheboygan County's financial participation in Shoreline Metro is dependent on a state Section 85.21 grant, which includes required local matching funds.

Table 3.5 shows that in 2018, Shoreline Metro started receiving funding from the Sheboygan Area School District (SASD) to transport its students and interested employees fare free. The \$45,000 received in 2018 represents half a year of funding, as this program began in early July. This program is anticipated to continue into the future.

Table 3.5 shows that in absolute dollar terms, passenger revenue decreased by nearly 4.3 percent between 2015 and 2016, increased by over 5.8 percent between 2016 and 2017, and decreased by 13.2 percent between 2017 and 2018. In percentage terms, passenger revenue decreased between 2015 and 2016, increased between 2016 and 2017, and decreased between 2017 and 2018.

Finally, Table 3.5 shows that in absolute dollar terms, miscellaneous revenue (insurance recoveries, advertising revenue, etc.) increased by about 11.1 percent between 2015 and 2016, increased by about 32.4 percent between 2016 and 2017, and decreased by about 16.4 percent between 2017 and 2018. In percentage terms, miscellaneous revenue increased between 2015 and 2016, increased again between 2016 and 2017, and decreased between 2017 and 2018.

Table 3.5: Funding Sources for Shoreline Metro, 2015 - 2018

Funding Source	2015		2016		2017		2018	
	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage
Wisconsin DOT	\$936,055	23.5%	\$994,311	24.8%	\$893,775	22.4%	\$960,399	24.4%
USDOT	\$1,247,519	31.3%	\$1,223,238	30.5%	\$1,206,561	30.2%	\$1,170,891	29.7%
HUD - CDBG Funding	\$42,493	1.1%	\$42,493	1.1%	\$42,493	1.1%	\$42,493	1.1%
City of Sheboygan	\$511,547	12.8%	\$511,547	12.7%	\$511,547	12.8%	\$511,547	13.0%
City of Sheboygan Falls	\$33,503	0.8%	\$35,178	0.9%	\$33,503	0.8%	\$33,503	0.9%
Village of Kohler	\$11,572	0.3%	\$12,151	0.3%	\$11,572	0.3%	\$11,572	0.3%
Sheboygan County	\$309,461	7.8%	\$320,500	8.0%	\$317,646	8.0%	\$326,474	8.3%
Sheboygan Area School Dist.	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$45,000	1.1%
Passenger Revenue	\$730,625	18.3%	\$699,253	17.4%	\$740,110	18.5%	\$642,283	16.3%
Miscellaneous Revenue	\$160,219	4.0%	\$178,006	4.4%	\$235,642	5.9%	\$197,018	5.0%
TOTAL	\$3,982,994	100.0%	\$4,016,676	100.0%	\$3,992,849	100.0%	\$3,941,180	100.0%

Source: Shoreline Metro (for all years listed); and Bay-Lake Regional Planning Commission, 2020.

Expense Breakdown: 2015 - 2018

Operating expense budgets for Shoreline Metro from 2015 to 2018 are depicted in Table 3.6. The overall budget increased by nearly 2.9 percent from 2015 to 2016, increased by nearly 0.9 percent between 2016 and 2017, and decreased by over 3.7 percent between 2017 and 2018. Administrative expenses increased by nearly 32.8 percent from 2015 to 2016, decreased by nearly 0.8 percent between 2016 and 2017, and decreased by 8.7 percent between 2017 and 2018. Maintenance expenses decreased by over 2.5 percent from 2015 to 2016, increased by about 9.4 percent from 2016 to 2017, and decreased by nearly 3.1 percent from 2017 to 2018. Bus operations expenses (including paratransit) decreased by nearly 4.8 percent from 2015 to 2016, decreased by about 3.1 percent between 2016 and 2017, and decreased by nearly 1.7 percent between 2017 and 2018.

In 2015, 52.3 cents of every transit dollar was allocated to bus operations (including paratransit), while 29.0 cents of every transit dollar was allocated to bus and facilities maintenance, and 18.7 cents of every transit dollar was spent on administrative activities. In 2018, 47.5 cents of every transit dollar was allocated to bus operations, while 30.0 cents of every transit dollar was allocated to bus and facilities maintenance, and 22.5 cents of every transit dollar was spent on administrative activities.

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Table 3.6: Shoreline Metro Expense Breakdown, 2015 – 2018

Expenses	2015	2016	2017	2018
ADMINISTRATION				
Salaries and Benefits	\$444,354	\$565,744	\$635,659	\$566,776
Personal Services	\$70,654	\$88,172	\$93,901	\$123,052
Commodities	\$188,949	\$280,831	\$197,944	\$156,991
Subtotal	\$703,957	\$934,747	\$927,504	\$846,819
MAINTENANCE				
Salaries and Benefits	\$500,960	\$503,322	\$497,102	\$471,293
Personal Services	\$115,315	\$22,597	\$96,130	\$86,613
Commodities	\$475,925	\$538,490	\$570,829	\$570,647
Subtotal	\$1,092,200	\$1,064,408	\$1,164,062	\$1,128,553
BUS OPERATIONS (INCLUDING PARATRANSIT)				
Salaries and Benefits	\$1,969,682	\$1,875,243	\$1,817,071	\$1,786,881
Personal Services	\$0	\$0	\$0	\$0
Commodities	\$0	\$0	\$0	\$0
Subtotal	\$1,969,682	\$1,875,243	\$1,817,071	\$1,786,881
TOTAL	\$3,765,839	\$3,874,398	\$3,908,636	\$3,762,253

Source: Shoreline Metro (for all years listed); and Bay-Lake Regional Planning Commission, 2020.

Other Area Transit/Paratransit Providers

In addition to Shoreline Metro, transportation services in the transit service area are provided by several other sources.

Indian Trails Bus Lines provides intercity bus service between Sheboygan and other cities in the region, with transfer connections in Green Bay and Milwaukee. Passengers can travel to Appleton and to various destinations in central Wisconsin (via Lamers Bus Lines) and to the Upper Peninsula of Michigan (via Indian Trails) from Green Bay. Passengers can travel to various destinations throughout Wisconsin, the Midwest and the United States from Milwaukee using various bus lines as well as Amtrak. The negative aspects of the Indian Trails bus service are that it is infrequent (one trip north and one trip south each day), and one of these trips leaves at a time of the day when transit service does not operate (6:35 a.m. southbound and 9:15 p.m. northbound). The Indian Trails stop in Sheboygan is at Shoreline Metro’s downtown transfer point.

Jefferson Lines also operates intercity bus service between Milwaukee and Green Bay. Southbound service (to Milwaukee) leaves at 6:15 p.m. Northbound service (to Green Bay) leaves at 9:50 a.m. The same connections that are available through Indian Trails are available through Jefferson Lines in Green Bay and in Milwaukee. In addition, Jefferson Lines offers service along the State Highway 29 and Interstate Highway 94 corridors from Green Bay to Wausau, Eau Claire and Minneapolis-St. Paul. The Jefferson Lines stop in Sheboygan is also at Shoreline Metro’s downtown transfer point.

Lamers Bus Lines offers a “Lamers Connect” service that specializes in transporting college students between their campuses and major communities across Wisconsin. The “Lamers Connect” route that serves Sheboygan connects Green Bay and Milwaukee, and only provides service on weekends (Fridays and Sundays), as well as a limited number of other weekdays that involve

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longer holiday weekends. Destinations in Green Bay that are served by “Lamers Connect” include UW Green Bay (excluding the summer months) and the Green Bay Metro transfer point (which also serves as a stop for Indian Trails and Jefferson in Green Bay). Destinations in Milwaukee that are served by “Lamers Connect” include UW Milwaukee, the Milwaukee Intermodal Station (including Amtrak), and General Mitchell International Airport. Southbound service leaves at 10:45 a.m., while northbound service leaves at 4:20 p.m. The “Lamers Connect” stop is also at Shoreline Metro’s downtown transfer point.

Lakeshore Technical College (LTC) Express is a transportation service for LTC students operated by GO Riteway. The service operates on weekdays when LTC classes are in session. The LTC Express picks passengers up at LTC’s Lakeshore Culinary Institute at 7:15 a.m. and 12:30 p.m. and at the Shoreline Metro transfer point at 7:25 p.m. and 12:35 p.m., then travels to LTC’s main campus in Cleveland. The LTC Express returns students from the main campus to Sheboygan at 12:05 p.m., 1:05 p.m., and 4:40 p.m. The cost for a one-way ride is \$2, with ten-ride passes also available for a discounted rate of \$18. A semester pass is also available for \$225, and the pass is eligible for financial aid.

In addition to the above noted services, the following transportation options are available to residents of the transit service area; these services are presumed to be wheelchair accessible unless otherwise noted:

- Sheboygan County Health and Human Services Department Elderly and Disabled Transportation is a cooperative service of Sheboygan County and Shoreline Metro, which operates on weekdays from 7:30 a.m. to 3:30 p.m., excluding holidays. All persons age 60 and older and individuals under the age of 60 with a qualifying disability are eligible. This is a demand-based door-to-door service, and costs \$2.50 per one-way trip for most trip purposes, or \$2.50 per round trip to and from nutrition sites only. Customers must pay for service with tokens, sold in packs of ten for \$25. Premium services may be offered in the future for additional fees, and agency rates are charged for certain trips. There is an eligibility determination process for disabled customers under the age of 60.
- The Sheboygan County Health and Human Services Department, through its Aging and Disability Resource Center (ADRC), also coordinates a volunteer driver service. Trips are restricted to individuals age 60 and over; while this was originally a medical transportation program, Sheboygan County received FTA Section 5310 funding to operate an enhanced volunteer driver program that would include additional trip purposes. This service is provided by volunteers using their own vehicles. Volunteers receive mileage reimbursement. Services are available throughout Sheboygan County (including the transit service area), and occasionally, passengers are transported outside the county for specialized medical services. Persons using this service must be ambulatory and have no other means of transportation. Service is door-to-door. Donations are requested to defray the costs involved with this service. Persons using this service are asked to call at least 24 hours in advance for in-county trips and at least 48 hours in advance for out-of-county trips. Interested parties should call (920) 467-4100, or toll-free at 800-596-1919 for more information.
- Medical Transportation Management, Inc. (MTM) is the non-emergency medical transportation manager for the state of Wisconsin. “MTM arranges transportation for eligible Medicaid and Badger Care Plus members throughout Wisconsin to get them to their covered preventative and life-sustaining medical appointments.” It is recommended that members (customers) call at least two days in advance to determine eligibility and/or to make a reservation for rides. Routine ride requests can be made by calling 866-907-1493 or online at MTM’s service management portal. If scheduled transportation is not arriving in a timely manner, MTM’s “Where’s My Ride” can

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be contacted at 866-907-1494. TTY services can be reached at 800-855-2880. Concerns regarding rides can be reported by dialing 866-436-0457. MTM's website can be found at: <https://www.mtm-inc.net/Wisconsin/>(.)

- The American Cancer Society Road to Recovery program provides transportation to and from treatment for individuals who have cancer who do not have any other means of transportation. The American Cancer Society's Wisconsin Chapter can be contacted at 800-227-2345 with questions or for additional information.
- The Vince Lombardi Cancer Clinic in Sheboygan sponsors a small volunteer driver program for its patients.
- The Disabled American Veterans (DAV) is a non-profit veterans' service organization. The "Wisconsin DAV offers free rides to all veterans who need help getting to and from scheduled VA medical appointments." The DAV has "36 vans serving more than 30,000 veterans annually across more than half the state. These vans serve major VA medical facilities in Madison, Milwaukee, Tomah and Minneapolis, and VA outpatient clinics in Appleton, Green Bay, Superior, Union Grove, Wausau and Wisconsin Rapids. These vans are paid for as a result of donations from individuals, corporations and organizations, and are operated by volunteer drivers." Locally, one van that originates in Green Bay transports veterans to and from the Zablocki VA Medical Center in Milwaukee each weekday. Local veterans who wish to use this service can board the van at the McDonald's Restaurant near the Interstate Highway 43/State Highway 28 interchange on the south side of the City of Sheboygan. Advance reservations are required for these trips.
- RCS Empowers provides some transportation services to its clients.
- Several nursing homes in the transit service area provide limited transportation to their residents, primarily to and from medical appointments.
- In addition to the LTC Express discussed above, GO Riteway operates an "Airport Connection" service. This is an airport limousine service to and from Mitchell International Airport in Milwaukee and to and from Chicago's O'Hare International and Midway Airports.
- Taxi services operating within the transit service area include All Star Taxi, Blue Cab, The Best Taxi, and Yellow Cab.
- Accessible transportation services operating within the transit service area include Custom Care and Transport Service, Lakeshore Transportation, and Transtar Medical Ltd.
- Discovery Coach offers charter and tour bus services, and is located in the transit service area.
- School bus services operating within the transit service area include Prigge's School Bus Service (serving rural portions of the Sheboygan Area School District) and Heidenreiter Bus Service (serving the Sheboygan Falls School District).
- Limousine services operating within the transit service area include Santana's Limousine and Stardust Limousine.
- Orange Cross Ambulance provides ambulance service to portions of the transit service area outside the City of Sheboygan, while the Sheboygan Fire Department provides ambulance service within the City of Sheboygan.

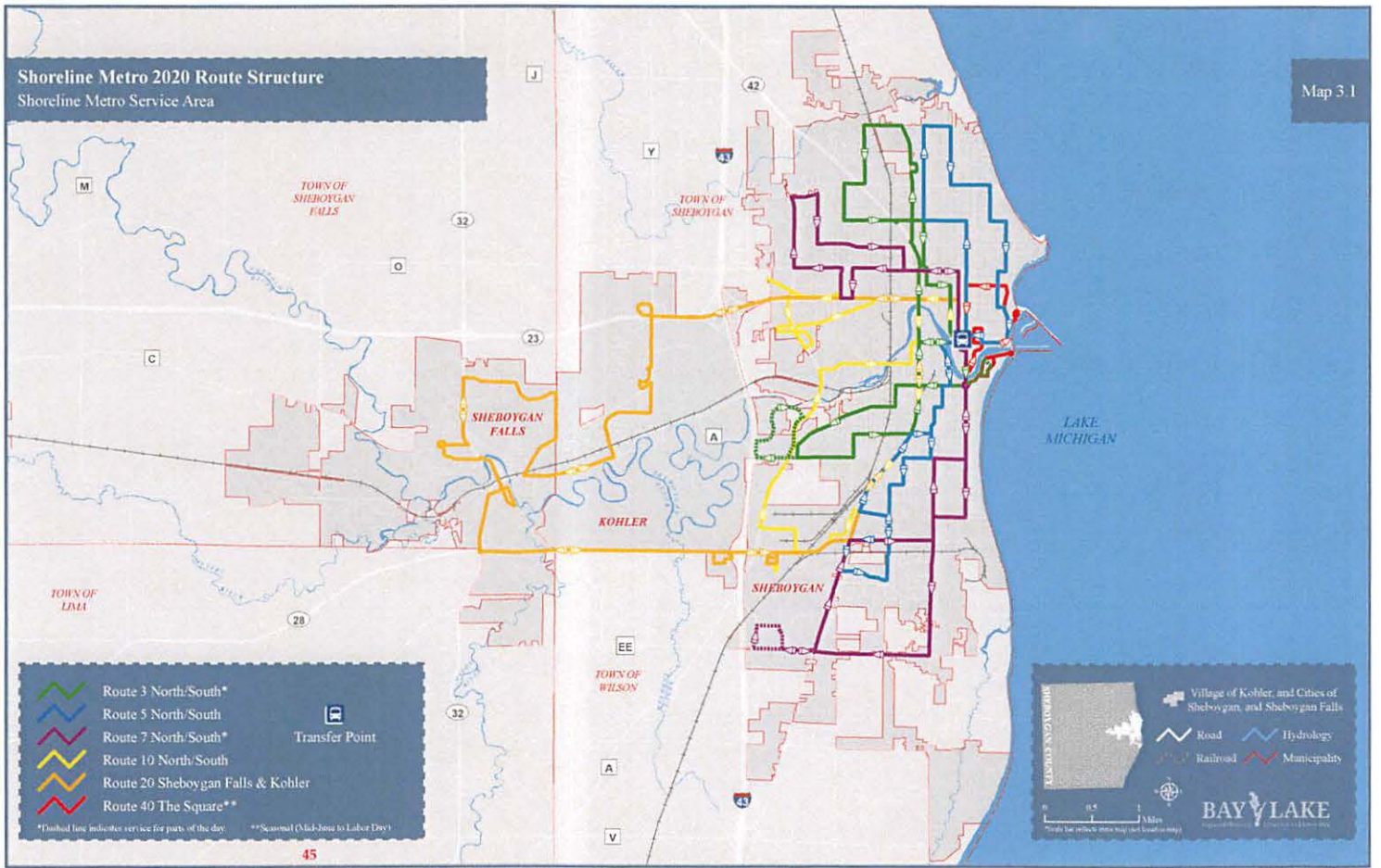
Shoreline Metro provides ADA paratransit service with internal resources. Shoreline Metro handles the entire operation, including call taking, service delivery, dispatching and record keeping. These services are door-to-door, and are for persons who, due to physical circumstances, are not able to make use of the fixed-route service. As of 2019 and for the first several months of 2020, the cash fare for door-to-door transportation was \$3.50 per ride (\$7.00 per round trip). Premium services (including door-through-door service and assistance with bringing items into a passenger's home)

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will be available for an additional fee in the future. Reservations for service must be made no later than the day before the needed trip (same day reservations will be able to be made in the future on a space available basis when paying for premium service). Service is available on weekdays from 5:45 a.m. to 8:45 p.m. and on Saturdays from 7:45 a.m. to 5:45 p.m. ADA paratransit service is not available on Sundays or on the same major holidays in which regular fixed-route service does not operate.

Shoreline Metro 2020 Route Structure
Shoreline Metro Service Area

Map 3.1



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Chapter 4: Community Profile

Location

The Shoreline Metro service area, including the Cities of Sheboygan and Sheboygan Falls and the Village of Kohler, is located approximately 65 miles south-southeast of Green Bay and 55 miles north of Milwaukee. The City of Sheboygan is where the Sheboygan River meets Lake Michigan. A large amount of manufacturing activity has traditionally occurred in the Shoreline Metro service area, although retail commerce and tourism dominate the local economy in certain areas as well. Much of the territory surrounding the Shoreline Metro service area in Sheboygan County consists of small villages, fertile agricultural land, forests, and several scenic lakes and rivers. Regional transportation facilities include Interstate Highway 43, as well as State Highways 23, 28, 32 and 42. The Shoreline Metro service area also includes or is near the Sheboygan County Memorial Airport, rail service and a marina. Characteristics of the community which are important for transit planning include the economy, population and household characteristics, major potential trip generators, land use patterns, and motor vehicle travel patterns. This chapter contains a summary of these important community characteristics.

Economy

The rural area surrounding the Shoreline Metro service area is primarily agricultural. The City of Sheboygan is a center for health and professional services, education, retail trade and industry in Sheboygan County as well as in adjacent portions of surrounding counties.

The 2013 - 2017 American Community Survey data indicated that the City of Sheboygan had 24,037 persons 16 years and older who were employed, while the City of Sheboygan Falls had 4,097 persons employed who were 16 years of age and older, the Village of Kohler had 997 persons employed who were 16 years of age and older, and the Town of Sheboygan had 3,920 persons employed who were 16 years of age and older. Table 4.1 shows the distribution of employment by category in the Shoreline Metro service area. Manufacturing is the largest category of employment, representing over 11,600 employees in the Shoreline Metro service area, or 35.3 percent of total employment in the area. Other significant employment sectors include: educational services, health care and social assistance (nearly 5,700 employees, or 17.2 percent of total employment); retail trade (over 3,900 employees, or 11.9 percent of total employment); and arts, entertainment and recreation, and accommodation and food service (nearly 2,900 employees, or 8.7 percent of total employment). The construction, manufacturing and public administration sectors have decreased in employment since 2000, while the agricultural, forestry, fishing, hunting and mining sector and most of the service sector have increased modestly in employment since 2000. Wholesale and retail trade and the finance, insurance, real estate, rental and leasing sector have had relatively stable employment since 2000.

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Table 4.1: Employment in the Shoreline Metro Service Area, 2013 - 2017 American Community Survey Estimates Survey

Employment Category	Number Employed	Percentage Employed
Agriculture, Forestry, Fishing and Hunting, and Mining	267	0.8%
Construction	1,030	3.1%
Manufacturing	11,651	35.3%
Wholesale Trade	587	1.8%
Retail Trade	3,943	11.9%
Transportation and Warehousing, and Utilities	886	2.7%
Information	290	0.9%
Finance and Insurance, and Real Estate and Rental and Leasing	1,820	5.5%
Professional, Scientific, and Management, and Administrative and Waste Management Services	1,984	6.0%
Educational Services, and Health Care and Social Assistance	5,699	17.2%
Arts, Entertainment, and Recreation, and Accommodation and Food Services	2,882	8.7%
Other Services, Except Public Administration	1,261	3.8%
Public Administration	751	2.3%
TOTAL	33,051	100.0%

Source: U.S. Bureau of the Census, 2013 - 2017 American Community Survey 5-Year Estimates (Table S2405: Industry by Occupation for the Civilian Employed Population 16 Years and Over); and Bay-Lake Regional Planning Commission, 2019.

Population And Households

Total Population Trends

The total population of the City of Sheboygan in 2010 was 49,288, which represented a 3.0 percent decrease from 2000. The total 2010 population for the City of Sheboygan Falls was 7,775, representing a 14.8 percent increase in population from 2000. The total 2010 population for the Village of Kohler was 2,120, representing a 10.1 percent increase in population from 2000. The total

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population of the Town of Sheboygan in 2010 was 7,271, representing a 23.8 percent increase in population from 2000. The change in population from 2000 to 2010 in the Shoreline Metro service area represented a combined increase of 1.7 percent.

In addition, according to Wisconsin Department of Administration population estimates, the population of the transit service area is estimated to have increased by about 0.6 percent between 2010 and 2019. The City of Sheboygan is estimated to have decreased in population by about 1.2 percent over the period from 2010 to 2019, while the City of Sheboygan Falls is estimated to have increased in population by about 4.4 percent, the Village of Kohler is estimated to have decreased in population by about 1.2 percent, and the Town of Sheboygan is estimated to have increased in population by about 9.6 percent over this same period.

Table 4.2 shows the total population of the communities in the transit service area in 1990, 2000 and 2010 (according to the U.S. Bureau of the Census), as well as population estimates for 2019 (produced by the Wisconsin Department of Administration’s Demographic Services Center). Table 4.2 also shows actual and estimated population changes for the transit service area and its communities from 1990 to 2000, 2000 to 2010, and from 2010 to 2019.

Table 4.2: Population in the Transit Service Area, 1990, 2000 and 2010 Census, 2019 Estimates

	Census			Estimate	Percent Change		
	1990	2000	2010	2019	1990 - 2000	2000 - 2010	2010 - 2019
City of Sheboygan	49,676	50,792	49,288	48,697	2.2%	-3.0%	-1.2%
City of Sheboygan Falls	5,823	6,772	7,775	8,115	16.3%	14.8%	4.4%
Village of Kohler	1,817	1,926	2,120	2,094	6.0%	10.1%	-1.2%
Town of Sheboygan	3,866	5,874	7,271	7,969	51.9%	23.8%	9.6%
Transit Service Area	61,182	65,364	66,454	66,875	6.8%	1.7%	0.6%

Source: U.S. Bureau of the Census, 1990, 2000 and 2010; Wisconsin Department of Administration, Official Population Estimates, 2019; and Bay-Lake Regional Planning Commission, 2019.

According to Table 4.3, Wisconsin Department of Administration population projections for the period from 2010 through 2040 indicate that the population of the City of Sheboygan is projected to decrease by 2.2 percent, while the population of the City of Sheboygan Falls is projected to increase by 29.1 percent, the population of the Village of Kohler is projected to increase by 16.5 percent, and the population of the Town of Sheboygan is projected to increase by 31.4 percent. The combined population of all four communities (the transit service area) is projected to increase by 5.7 percent between 2010 and 2040.

Table 4.3: Population Projections in the Transit Service Area, 2010 - 2040

	Census	Census	Census	Projection	Projection	Projection	Projection	Projection	Projection	Number Change	Percent Change
	1990	2000	2010	2015	2020	2025	2030	2035	2040	2010 - 2040	2010 - 2040
City of Sheboygan	49,676	50,792	49,288	48,800	49,580	50,150	50,350	49,720	48,190	-1,098	-2.2%
City of Sheboygan Falls	5,823	6,772	7,775	8,015	8,565	9,085	9,575	9,900	10,040	2,265	29.1%
Village of Kohler	1,817	1,926	2,120	2,140	2,245	2,345	2,430	2,470	2,470	350	16.5%
Town of Sheboygan	3,866	5,874	7,271	7,545	8,085	8,600	9,075	9,405	9,555	2,284	31.4%
Transit Service Area	61,182	65,364	66,454	66,500	68,475	70,180	71,430	71,495	70,255	3,801	5.7%

Source: Wisconsin Department of Administration, Demographic Services Center, Wisconsin Minor Civil Division Projections, 2010 - 2040; and Bay-Lake Regional Planning Commission, 2019.

Racial Minority Population

Map 4.1 indicates the percentage of total population in each census block group in the Shoreline Metro service area which belongs to a minority racial category. These include Black or African American, American Indian and Alaska Native, Asian, Native Hawaiian and Other Pacific Islander, other non-Caucasian minority racial categories, and all persons of two or more races. As Map 4.1 indicates, the largest concentrations of individuals belonging to racial minority categories (30 percent of the population or greater) can be found in several block groups in the City of Sheboygan, including: one census block group immediately northwest of the central business district (5.3); one census block group further northwest of the central business district (5.1); and one census block group southwest of the central business district (8.1). Moderately high concentrations of individuals belonging to racial minority categories (20 to 29.999 percent of the population) can be found around the City of Sheboygan, including: two census block groups north of the central business district (2.01.1 and 2.01.2); two census block groups immediately south of the central business district (8.2 and 8.3); and one census block group on the far south side (10.4). The lowest numbers of individuals belonging to racial minority categories can generally be found in outlying portions of the City of Sheboygan as well as in the City of Sheboygan Falls and the Village of Kohler.

Population of Hispanic Origin

Map 4.2 indicates the percentage of population in each census block group in the Shoreline Metro service area which is of Hispanic origin. As Map 4.2 indicates, the largest concentrations of individuals of Hispanic origin (20 percent of the population or greater) can be found in two block groups in the City of Sheboygan, located immediately south and southwest of the central business district (8.1 and 8.2). Moderately high concentrations of individuals of Hispanic origin (15 to 19.999 percent of the population) can be found in several parts of the city of Sheboygan, including: one block group in the near north central portion of the city (2.01.1); three census block groups immediately west of the central business district (5.1, 5.2 and 5.3); and two census block groups on the near south and southwest side (8.3 and 9.1). The lowest numbers of individuals of Hispanic origin can generally be found in outlying portions of the City of Sheboygan as well as in the City of Sheboygan Falls and the Village of Kohler.

It is important to note that “minority racial category” and “Hispanic origin” are not mutually exclusive definitions, as there are Caucasian Hispanics as well as Hispanics who belong to several minority groups.

Transit Dependent Population and Households

Throughout the United States, transit system ridership is drawn in large part by the “transit dependent” population, which includes youth under the age of 16, the elderly (65 years of age and older), households with an income at or less than 80 percent of the county median household income, the mobility impaired, and members of households with zero or one available vehicles. Table 4.4 presents the 2010 population of youth under the age of 16 and persons 65 years of age and older by census block group in the Shoreline Metro service area. Table 4.5 presents the 2013 - 2017 American Community Survey (ACS) population of mobility impaired persons and individuals commuting by bus, as well as households at 80 percent or less of the county median household income, zero vehicle households and one vehicle households by census tract in the Shoreline Metro service area.

Maps 4.3 and 4.4 indicate the population under age 16 and the elderly population by census block group in 2010. Maps 4.5 and 4.6 indicate the mobility impaired population and the population commuting by bus by census tract according to the 2013 - 2017 ACS. Map 4.7 indicates the number of households at 80 percent or less of the county median household income by census tract according to the 2013 - 2017 ACS. Maps 4.8 and 4.9 indicate the number of zero vehicle and one vehicle households by census tract according to the 2013 - 2017 ACS. All of these maps portray information for the Cities of Sheboygan and Sheboygan Falls and the Village of Kohler, which constitute the transit system service area.

Population Under Age 16

Map 4.3 shows the population under the age of 16 in each census block group of the Shoreline Metro service area in 2010. In 2010, 21.4 percent of the service area population was under the age of 16. Large numbers of youth can be found in various census block groups scattered throughout the Shoreline Metro service area. Map 4.3 indicates that the largest concentrations of youth population (25 percent of the population or greater) can be found in twelve census block groups in the City of Sheboygan, including: two census block groups on the northeast side (1.1 and 1.2); two block groups on the near north side (2.01.1 and 2.01.2); one census block group on the northwest side (3.2); two census block groups immediately west of the central business district (5.1 and 5.3); and four census block groups located south and southwest of the central business district (8.1, 8.2, 8.3 and 9.1). In addition, large numbers of youth can be found in one census block group in the Village of Kohler (107.3).

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Table 4.4: Youth and Elderly Populations, 2010: Shoreline Metro Service Area (By Census Block Group)

Census Tract	Block Group	Persons	Under 16		Elderly ¹	
			Number	Percentage	Number	Percentage
1	1	2,256	596	26.4%	217	9.6%
1	2	1,571	393	25.0%	237	15.1%
2.0	1	1,568	447	28.5%	95	6.1%
2.0	2	1,344	387	28.8%	89	6.6%
2.0	1	1,984	407	20.5%	432	21.8%
2.0	2	2,165	491	22.7%	213	9.8%
3	1	1,037	243	23.4%	138	13.3%
3	2	2,613	649	24.8%	276	10.6%
3	3	1,955	377	19.3%	369	18.9%
3	4	1,506	199	13.2%	520	34.5%
4	1	2,681	556	20.7%	475	17.7%
4	2	1,731	262	15.1%	443	25.6%
5	1	1,578	462	29.3%	99	6.3%
5	2	1,203	238	19.8%	270	22.4%
5	3	1,117	280	25.1%	111	9.9%
8	1	1,419	405	28.5%	91	6.4%
8	2	1,529	426	27.9%	107	7.0%
8	3	2,449	652	26.6%	218	8.9%
9	1	1,544	389	25.2%	140	9.1%
9	2	1,713	344	20.1%	244	14.2%
9	3	1,869	247	13.2%	288	15.4%
10	1	2,414	496	20.5%	451	18.7%
10	2	961	187	19.5%	193	20.1%
10	3	1,975	366	18.5%	354	17.9%
10	4	2,065	448	21.7%	281	13.6%
11	1	1,979	430	21.7%	259	13.1%
11	2	1,648	313	19.0%	290	17.6%
107	1	2,294	471	20.5%	277	12.1%
108	1	1,414	282	19.9%	168	11.9%
108	2	2,093	401	19.2%	315	15.1%
114	1	1,376	187	13.6%	354	25.7%
114	2	1,048	263	25.1%	101	9.6%
C. Sheboygan Total		56,099	12,294	21.9%	8,115	14.5%
106.0	1	2,247	440	19.6%	320	14.2%
106.0	2	1,284	247	19.2%	209	16.3%
106.0	3	2,063	427	20.7%	447	21.7%
106.0	1	2,573	451	17.5%	480	18.7%
106.0	2	1,220	243	19.9%	194	15.9%
109	1	1,297	199	15.3%	169	13.0%
109	2	1,911	261	13.7%	244	12.8%
C. Sheboygan Falls Total		12,595	2,268	18.0%	2,063	16.4%

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Table 4.4: Youth and Elderly Populations, 2010: Shoreline Metro Service Area (By Census Block Group) (cont.)

Census Tract	Block Group	Persons	Under 16		Elderly ¹	
			Number	Percentage	Number	Percentage
107	2	3,443	784	22.8%	406	11.8%
107	3	2,465	627	25.4%	390	15.8%
V. Kohler Total		5,908	1,411	23.9%	796	13.5%
Service Area Total		74,602	15,973	21.4%	10,974	14.7%

¹"Elderly" is defined as age 65 and older.

Source: U.S. Bureau of the Census, 2010 (Summary File 1, Tables P12 and P14); and Bay-Lake Regional Planning Commission, 2019.

Elderly Population

The elderly population is defined as those who are age 65 and older. Map 4.4 shows the elderly population in each census block group of the Shoreline Metro service area in 2010. In 2010, 14.7 percent of the service area population was considered elderly. Large numbers of elderly persons can be found in various census block groups scattered throughout the Shoreline Metro service area. Map 4.4 indicates that the largest concentrations of elderly population (25 percent of the total population or greater) can be found in three census block groups in the City of Sheboygan, including: one census block group on the northwest side (3.4); one census block group on the west side (4.2); and the census block group comprising the central business district (114.1). Additionally, moderately high concentrations of elderly persons (20 to 24.999 of the total population) can be found in four census block groups in the Shoreline Metro service area, including: three census block groups in the City of Sheboygan (2.02.1, 5.2, and 10.2); and one census block group in the City of Sheboygan Falls (106.01.3).

Mobility Impaired Population

The "mobility impaired" population is currently defined as persons age 5 and older who reported having an "ambulatory difficulty" in the 2013 - 2017 American Community Survey, adjusted for the population age 5 and older as a whole. This is different from the "mobility impaired population" definition in previous TDPs. Map 4.5 shows the mobility impaired population in each census tract of the Shoreline Metro service area. Nearly 4.9 percent of the service area population (of all ages) involved mobility impaired persons who were age 5 and older. Mobility impaired persons age 5 and older can be found in all census tracts within the Shoreline Metro service area. Map 4.5 indicates that the largest concentrations of mobility impaired population (8 percent of the total population or greater) can be found in two census tracts in the Shoreline Metro service area: one on the City of Sheboygan's west side (census tract 4); and one immediately west of downtown Sheboygan (census tract 5). Additionally, moderately high concentrations of mobility impaired individuals (6 to 7.999 percent) can be found in two census tracts in the Shoreline Metro service area, including: one census tract in and adjacent to the City of Sheboygan's central business district (114); and the census tract containing the southern portion of the City of Sheboygan Falls (106.01).

Population Commuting by Bus

The population commuting by bus is defined as workers age 16 and older who reported taking a bus or trolley to work in the 2013 - 2017 American Community Survey, adjusted for the working population age 16 and older as a whole. Map 4.6 shows the population reporting that it commuted by bus in each census tract of the Shoreline Metro service area in the 2013 - 2017 American Community Survey. Just over 0.2 percent of the service area population (of all ages)

Shoreline Metro

involved workers age 16 and older commuting by bus. Map 4.6 indicates that persons who reported commuting by bus can be found in several census tracts throughout the Shoreline Metro service area. The most active census tracts in the transit service area for commuting by bus (0.6 percent to 0.999 percent of the total population) can be found in the two census tracts on the north side of the City of Sheboygan (census tracts 1 and 2.01). These census tract saw an estimated 26 and 19 people commuting by bus, respectively. Another active census tract for commuting by bus is census tract 109, which includes the southeastern portion of the City of Sheboygan Falls and the Town of Lima; this census tract had 24 people commuting by bus. Moderate concentrations of bus commuters (0.4 to 0.599 percent of the total population) can be found in two additional census tracts in the City of Sheboygan (census tracts 8 and 10); these census tracts had an estimated 21 and 30 people commuting by bus, respectively.

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Table 4.5: Transit Dependent Population and Households, 2013 – 2017 American Community Survey, Shoreline Metro Service Area, by Census Tract

Census Tract	Persons	Households	Mobility Impaired ¹		Commute by Bus ²		80% or Less of County MHI ³		Zero Vehicle Households		One Vehicle Households	
			#	%	#	%	#	%	#	%	#	%
1	3,768	1,457	130	3.5%	26	0.7%	538	36.9%	67	4.6%	439	30.1%
2.0	2,837	989	124	4.4%	19	0.7%	503	50.9%	35	3.5%	403	40.7%
2.0	4,000	1,843	233	5.8%	0	0.0%	909	49.3%	203	11.0%	722	39.2%
3	7,116	2,917	280	3.9%	0	0.0%	1,114	38.2%	151	5.2%	1,151	39.5%
4	4,495	1,957	380	8.5%	0	0.0%	1,044	53.4%	325	16.6%	633	32.3%
5	3,507	1,761	363	10.4%	7	0.2%	1,245	70.7%	421	23.9%	796	45.2%
8	5,372	2,268	304	5.7%	21	0.4%	1,476	65.1%	233	10.3%	1,140	50.3%
9	4,945	2,191	226	4.6%	8	0.2%	1,102	50.3%	107	4.9%	877	40.0%
10	7,142	2,935	260	3.6%	30	0.4%	1,149	39.1%	159	5.4%	890	30.3%
11	3,728	1,628	184	4.9%	6	0.2%	687	42.2%	44	2.7%	728	44.7%
108	3,187	1,287	99	3.1%	0	0.0%	327	25.4%	0	0.0%	229	17.8%
114	2,677	1,259	169	6.3%	3	0.1%	661	52.5%	105	8.3%	690	54.8%
C. Sheboygan Total	52,774	22,492	2,752	5.2%	120	0.2%	10,756	47.8%	1,850	8.2%	8,698	38.7%
106.0	5,499	2,510	342	6.2%	0	0.0%	1,036	41.3%	179	7.1%	798	31.8%
106.0	3,869	1,781	226	5.8%	0	0.0%	684	38.4%	72	4.0%	631	35.4%
109	3,177	1,188	59	1.9%	24	0.8%	280	23.6%	13	0.4%	162	13.6%
C. Sheboygan Falls Total	12,545	5,479	627	5.0%	24	0.2%	2,000	36.5%	264	4.8%	1,591	29.0%
107	8,650	3,292	210	2.4%	7	0.1%	705	21.4%	82	2.5%	680	20.7%
V. Kohler Total	8,650	3,292	210	2.4%	7	0.1%	705	21.4%	82	2.5%	680	20.7%
Service Area Total	73,969	31,263	3,589	4.9%	151	0.2%	13,460	43.1%	2,196	7.0%	10,969	35.1%

¹“Mobility impaired” is defined as persons age 5 and older that reported having an “ambulatory difficulty” in the 2013 - 2017 American Community Survey, adjusted for the population age 5 and older as a whole.

²“Commute by bus” is defined as workers age 16 and older that reported taking a bus or trolley bus to work in the 2013 - 2017 American Community Survey, adjusted for the working population age 16 and older as a whole.

³Obtained from the 2013 - 2017 American Community Survey 5-Year Estimates. Households with 80 percent and less of the county median household income (MHI). The MHI for Sheboygan County was \$56,114 according to the 2013 - 2017 American Community Survey.

Source: Source: U.S. Bureau of the Census, 2013 - 2017 American Community Survey 5-Year Estimates (Tables B08201, B08301, B18105 and S1901; and Bay-Lake Regional Planning Commission, 2019.

Households with 80 Percent or Less of the County Median Household Income (MHI)

Map 4.7 shows the percentage of households with 80 percent or less of the county median household income (MHI) in each census tract of the Shoreline Metro service area in the 2013 - 2017 American Community Survey. Concentrations of households with 80 percent or less of the county MHI can be found in census tracts around the Shoreline Metro service area. Eighty percent or less of the county’s MHI (which was \$56,114 in the 2013 - 2017 American Community Survey) is the definition of a “low-to-moderate income” household. Eighty percent of the county MHI in the 2013 - 2017 American Community Survey was \$44,891. Therefore, Map 4.7 displays the percentage

Shoreline Metro

of households which had a “low-to-moderate” household income in the 2013 – 2017 American Community Survey. According to the 2013 – 2017 American Community Survey, nearly 43.1 percent of households in the Shoreline Metro service area were at 80 percent or less of the county MHI.

Map 4.7 indicates that the largest concentrations of households at 80 percent or less of the county MHI (65 percent or more of all households) can be found in two census tracts in the City of Sheboygan, including: immediately west of the central business district (census tract 5); and immediately south and southwest of the central business district (census tract 8). Map 4.7 also indicates that four census tracts in the City of Sheboygan had moderately high concentrations of households at 80 percent or less of county MHI (between 50 and 64.999 percent of all households); these include: the central business district and area east of downtown (census tract 114); the near north central portion of the city (census tract 2.01); the west side (census tract 4); and the southwest side (census tract 9). In general, moderate concentrations of households at 80 percent or less of the county MHI (35 to 49.999 percent of all households) can be found in the remaining census tracts in the City of Sheboygan and in two of three census tracts in the City of Sheboygan Falls (106.01 and 106.02).

Zero Vehicle Households

Map 4.8 shows the percentage of zero vehicle households in the Shoreline Metro service area in the 2013 – 2017 American Community Survey. Concentrations of zero vehicle households can be found in the vast majority of the Shoreline Metro service area. According to the 2013 – 2017 American Community Survey, just over 7.0 percent of households in the service area had no vehicle. Map 4.8 indicates that the largest concentrations of zero vehicle households (20 percent of households or greater) can be found in census tract 5, immediately west of the City of Sheboygan’s central business district. Census tract 5 had an especially large number of zero vehicle households (421 households, or nearly 24 percent of all households in that census tract). In addition, three census tracts in the City of Sheboygan had moderately high concentrations of zero vehicle households (10 to 19.999 percent of all households), including: one census tract immediately south and southwest of the central business district (8); one census tract comprising north central Sheboygan (2.02); and one census tract on the west side (4).

One Vehicle Households

Map 4.9 shows the percentage of one vehicle households in the Shoreline Metro service area in the 2013 – 2017 American Community Survey. Concentrations of one vehicle households can be found throughout the transit service area. According to the 2013 – 2017 American Community Survey, nearly 35.1 percent of households within the service area had only one vehicle. Map 4.9 indicates that the largest concentrations of one vehicle households (50 percent of all households or greater) can be found in two census tracts in the City of Sheboygan, including: the central business district and the area immediately east (census tract 114); and immediately south and southwest of the central business district (census tract 8). In addition, four census tracts in the City of Sheboygan had moderately high percentages of households with one vehicle (between 40 and 49.999 percent of all households), including: two census tracts west and northwest of the central business district (census tracts 2.01 and 5); one census tract on the southwest side (census tract 9); and one census tract on the south side along the lakeshore (census tract 11).

Potential Trip Generators

Map 4.10 indicates potential trip generators in the Shoreline Metro service area. These activity centers are distributed throughout the transit service area, and include: health care facilities; educational facilities (such as middle schools, high schools, and post-secondary educational

Shoreline Metro

institutions); and shopping centers (including Sheboygan's central business district, Washington Square, Taylor Heights, Memorial Plaza, the Riverfront, Deer Trace, and downtown Sheboygan Falls, as well as "big box" stores and smaller shopping centers scattered throughout the service area). Also considered potential trip generators are governmental, social services and non-profit facilities (including post offices, libraries, the Sheboygan County Courthouse, the offices of municipal governments and of Sheboygan County government, RCS, the Sheboygan County YMCA, and the Sheboygan Senior Activity Center). Several entertainment and recreation facilities are considered major potential trip generators (including a movie theater, a bowling alley, the Boys' and Girls' Clubs, YMCAs, and the John Michael Kohler Arts Center). Finally, major employers, mobile home parks, major apartment complexes and major parks are also considered potential trip generators.

Notable destinations outside the transit service area include Lakeshore Technical College in Cleveland and Lakeland University just to the west of Howards Grove.

Map 4.10 only shows existing potential trip generators in 2020. Map 4.10 does not show potential trip generators that are likely to emerge over the period covered by the TDP. These include moving the City of Sheboygan Senior Activity Center from just east of downtown to the former Save A Lot supermarket on North 8th Street, as well as moving Aurora Sheboygan Memorial Medical Center from North Avenue to just south of the UW Green Bay - Sheboygan campus in the Village of Kohler. Both of these trip generators are expected to change location in 2022.

Land Use Patterns

Map 4.11 depicts land use in the Shoreline Metro service area in 2015. The overall density of residential development is quite low. The vast majority of residential development continues to be single-family or two-family housing. Multifamily residential areas and mobile home parks are less common, but do exist in concentration along Eisner Avenue on the north side of the City of Sheboygan, from downtown Sheboygan westward to the Sheboygan River, along portions of Union and Georgia Avenues, along South Business Drive/County Highway OK and Carmen Avenue on the south side of the City of Sheboygan, in the Sunnyside Townhouses and near the junction of South 12th Street and Weeden Creek Road on the south side of the City of Sheboygan, at the intersection of North 40th Street, Superior Avenue/County Highway O and Wilgus Road in the town of Sheboygan, along Forest Avenue in the City of Sheboygan Falls, and in various other scattered portions of the transit service area. Industrial and commercial development is located throughout the transit service area. Outdoor recreation and preserved natural areas cover a large amount of land throughout the transit service area, particularly along Lake Michigan and portions of the Sheboygan, Pigeon, Black, Onion, and Mullet Rivers.

Motor Vehicle Travel Patterns

Similar to other small urbanized areas in the United States, the vast majority of travel occurring in the Shoreline Metro service area is by private automobile. Therefore, an assessment of street and highway traffic volumes provides some understanding of the travel desires of the population as a whole. The most traveled streets and highways in the Shoreline Metro service area include portions of Interstate Highway 43 and State Highway 23 located within that service area.

The most traveled streets and highways in the Shoreline Metro service area also include the following thoroughfares in the City of Sheboygan:

- State Highway 28/Washington Avenue from Interstate Highway 43 to South Business Drive;
- State Highway 28/South Business Drive from Washington Avenue to State Highway 23/Erie Avenue;

Shoreline Metro

- State Highway 23 (Kohler Memorial Drive and Erie Avenue) from Interstate Highway 43 to State Highways 28/42 (North 14th Street);
- State Highway 42 from State Highway 23/Erie Avenue to Interstate Highway 43;
- Taylor Drive from Crocker Avenue to Superior Avenue;
- South 8th Street at the Sheboygan River bridge;
- Erie Avenue east of North 14th Street;
- Wilgus Avenue in the vicinity of Memorial Plaza;
- North Avenue east of State Highway 42/Calumet Drive; and
- Indiana Avenue from South Taylor Drive to South 8th Street.

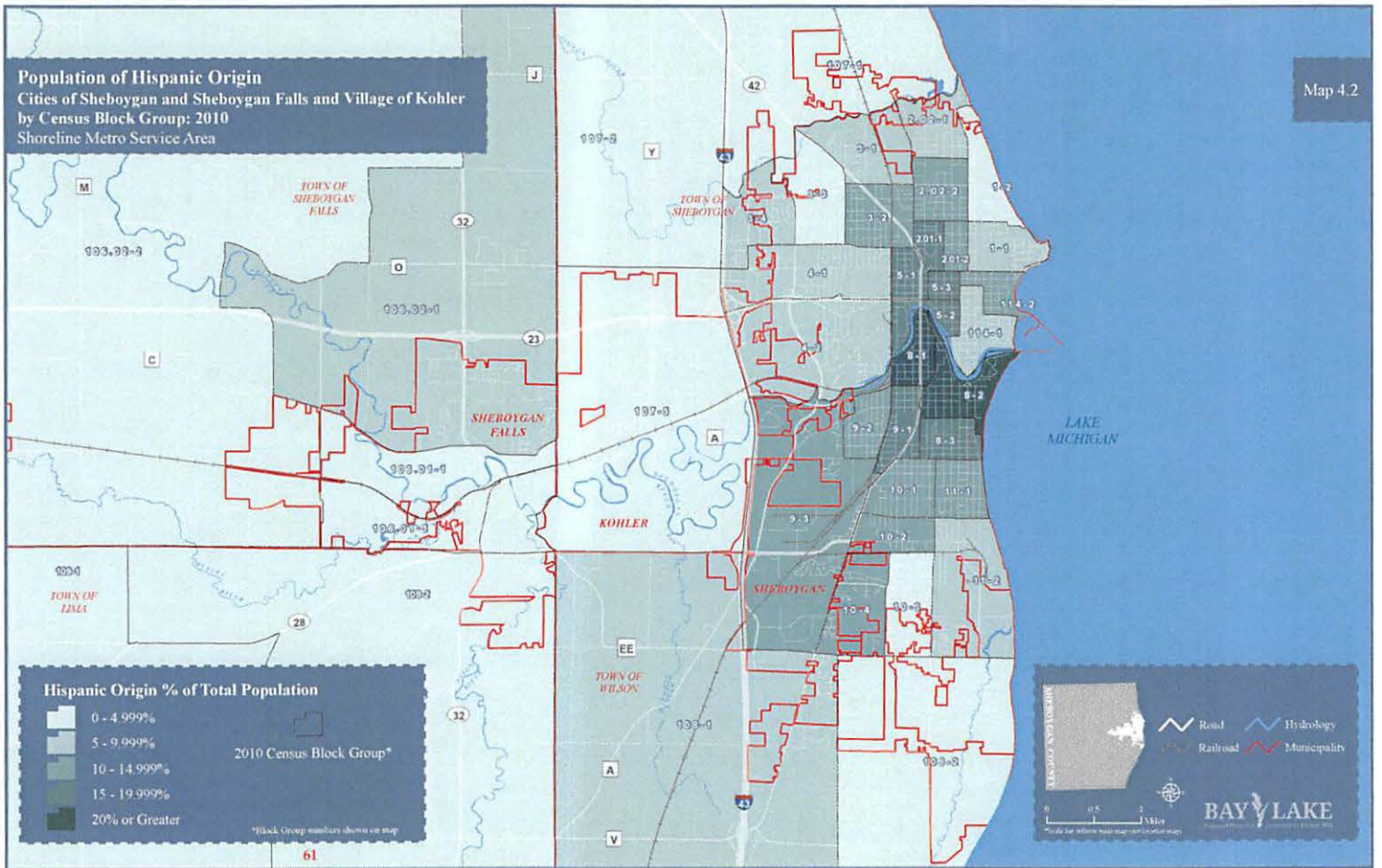
The most traveled streets and highways in the Shoreline Metro service area also include State Highway 32/Main Street south of State Highway 23 in the City of Sheboygan Falls, as well as Highland Drive from State Highway 23 to the Kohler Company Entrance in the Village of Kohler.

All of the above noted thoroughfares generally had annual average daily traffic levels in excess of 10,000 vehicles in 2017. Several additional minor arterial and collector facilities had annual average daily traffic levels between 5,000 and 10,000 vehicles in 2017.

In general, street and highway congestion in the Shoreline Metro service area is not significant (in fact virtually nonexistent), and does not serve to substantially reduce the attractiveness of the private automobile. Similarly, parking availability and cost are not significant issues which would encourage the use of transit.

Population of Hispanic Origin
Cities of Sheboygan and Sheboygan Falls and Village of Kohler
by Census Block Group: 2010
 Shoreline Metro Service Area

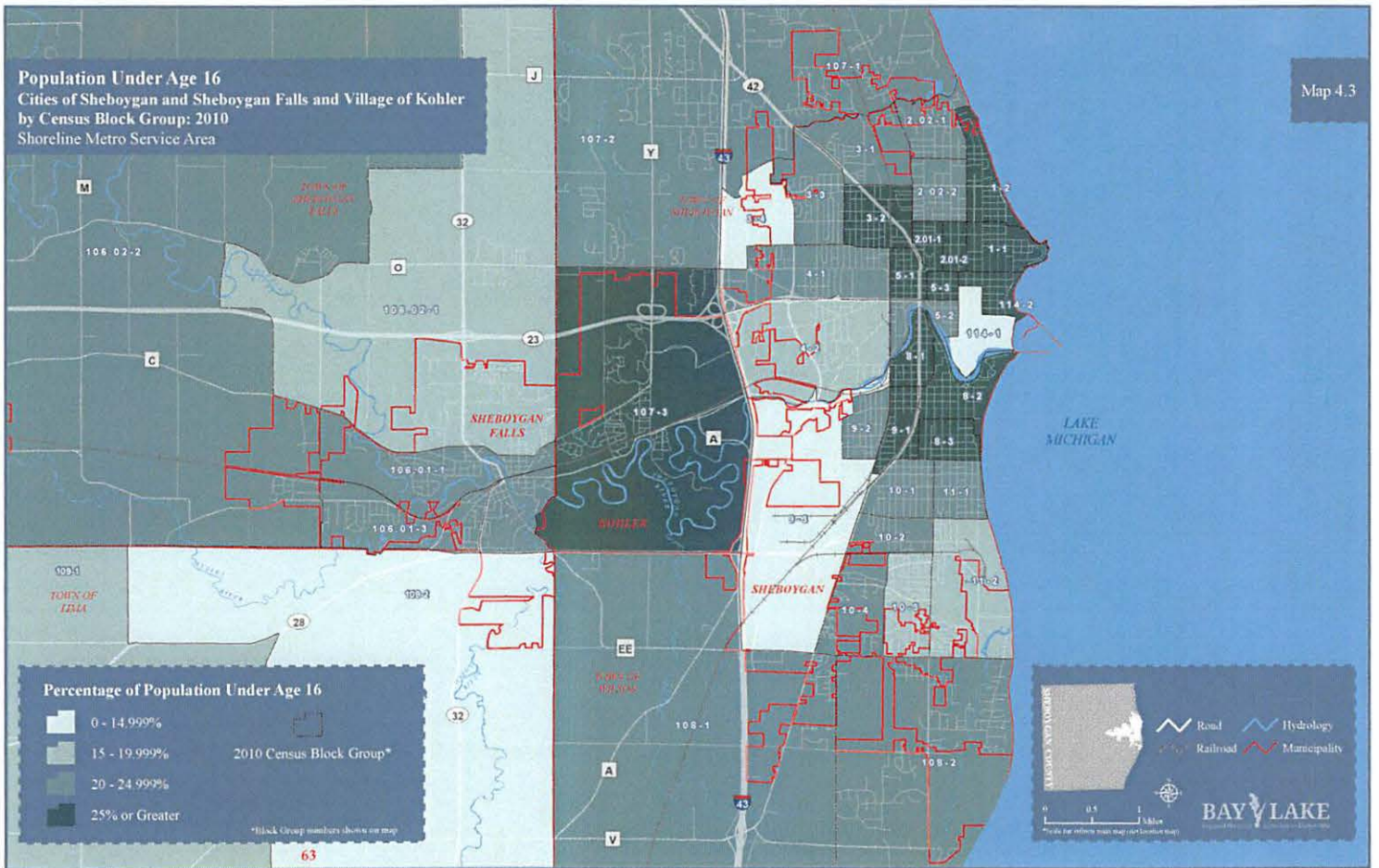
Map 4.2



Source: U.S. Census Bureau, Census 2010. Data derived from the 2010 Census of Population and Housing, Census 2010 Summary File 1. The information contained on this map is for informational purposes only and is not intended to be used for any other purpose. The information on this map is not intended to be used for any other purpose. The information on this map is not intended to be used for any other purpose. The information on this map is not intended to be used for any other purpose.

Population Under Age 16
Cities of Sheboygan and Sheboygan Falls and Village of Kohler
by Census Block Group: 2010
Shoreline Metro Service Area

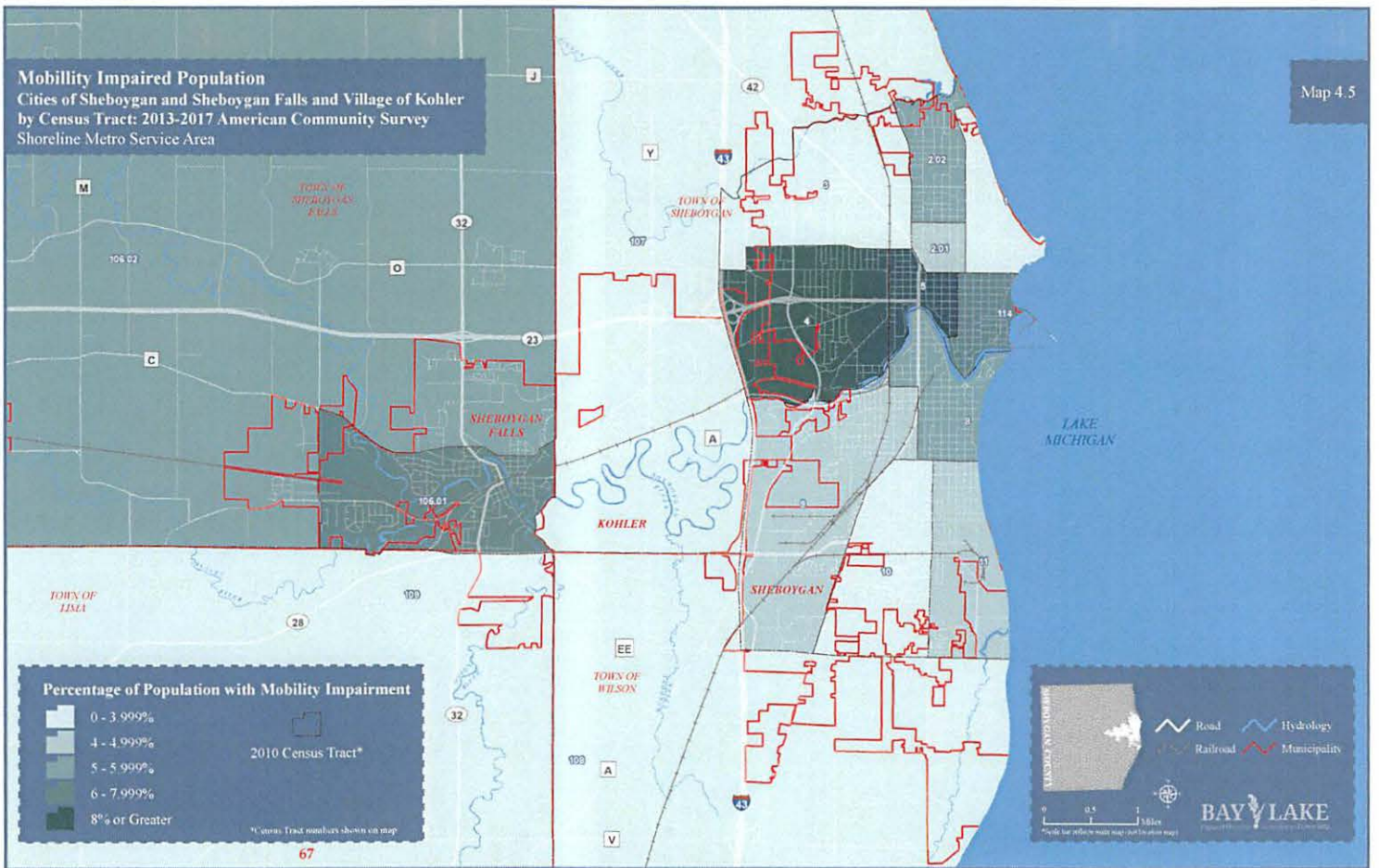
Map 4.3



Map 4.3: Population Under Age 16 by Census Block Group, 2010. Data source: U.S. Census Bureau, 2010 Census. Map prepared by Bay Lake Regional Planning & Development, 2011. Scale: 1:50,000. Date: 11/15/2011.

Mobility Impaired Population
 Cities of Sheboygan and Sheboygan Falls and Village of Kohler
 by Census Tract: 2013-2017 American Community Survey
 Shoreline Metro Service Area

Map 4.5



Percentage of Population with Mobility Impairment

Lightest Green	0 - 3.999%
Light Green	4 - 4.999%
Medium Green	5 - 5.999%
Dark Green	6 - 7.999%
Darkest Green	8% or Greater

2010 Census Tract*

*Census Tract numbers shown on map

Map Legend:

- Road
- Hydrology
- Railroad
- Municipality

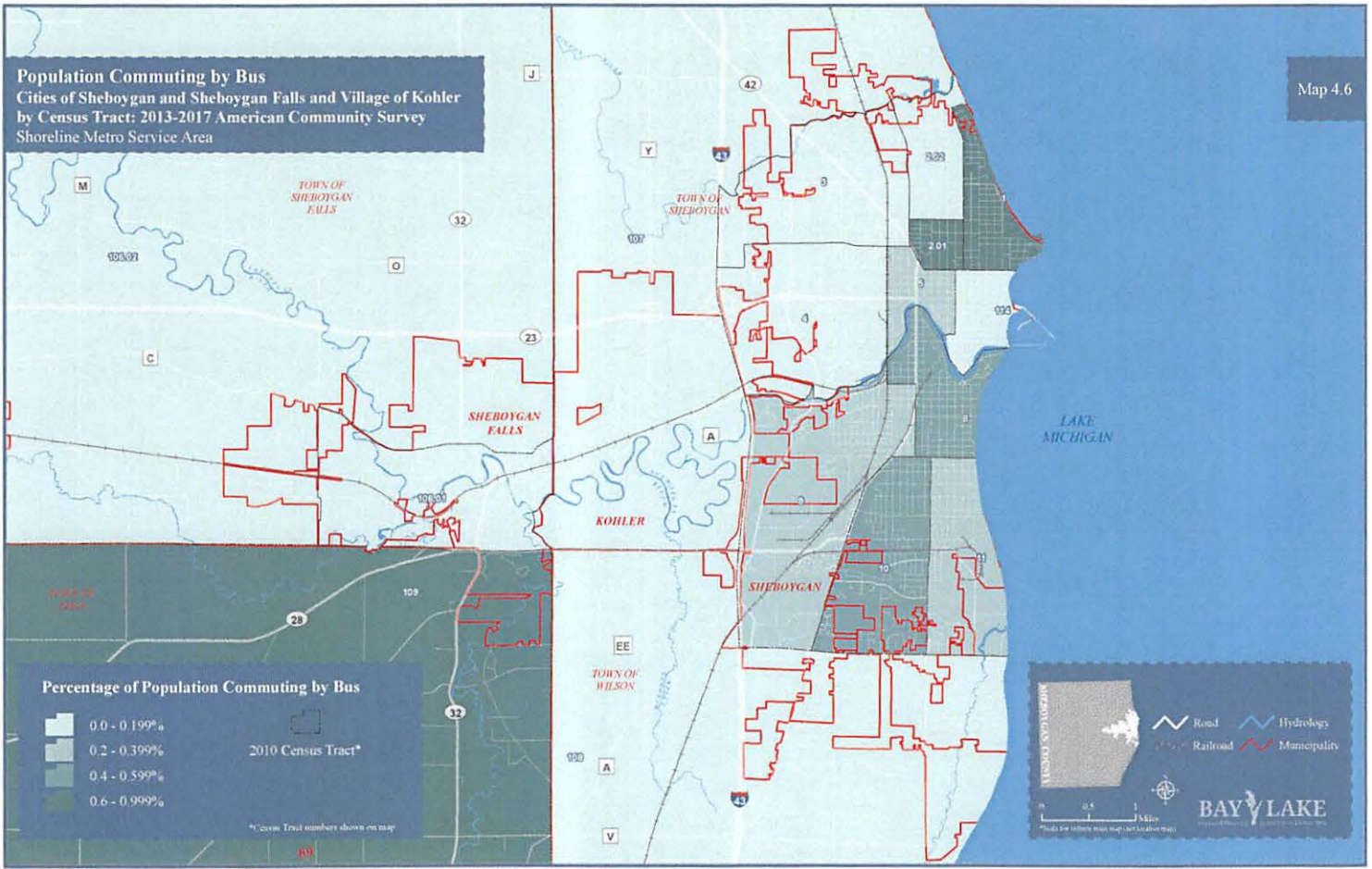
Scale: 0, 0.5, 1 Miles

BAY LAKE
 Planning & Economic Development

Source: U.S. Census Bureau, American Community Survey, 2013-2017. The graphic is a computer-generated image and does not represent an official map of the State of Wisconsin. Bay Lake Planning & Economic Development is not responsible for errors or for any consequences arising from the use of the information contained herein. © 2018 Bay Lake Planning & Economic Development. All rights reserved. Map Date: 10/15/2018

Population Commuting by Bus
Cities of Sheboygan and Sheboygan Falls and Village of Kohler
by Census Tract: 2013-2017 American Community Survey
Shoreline Metro Service Area

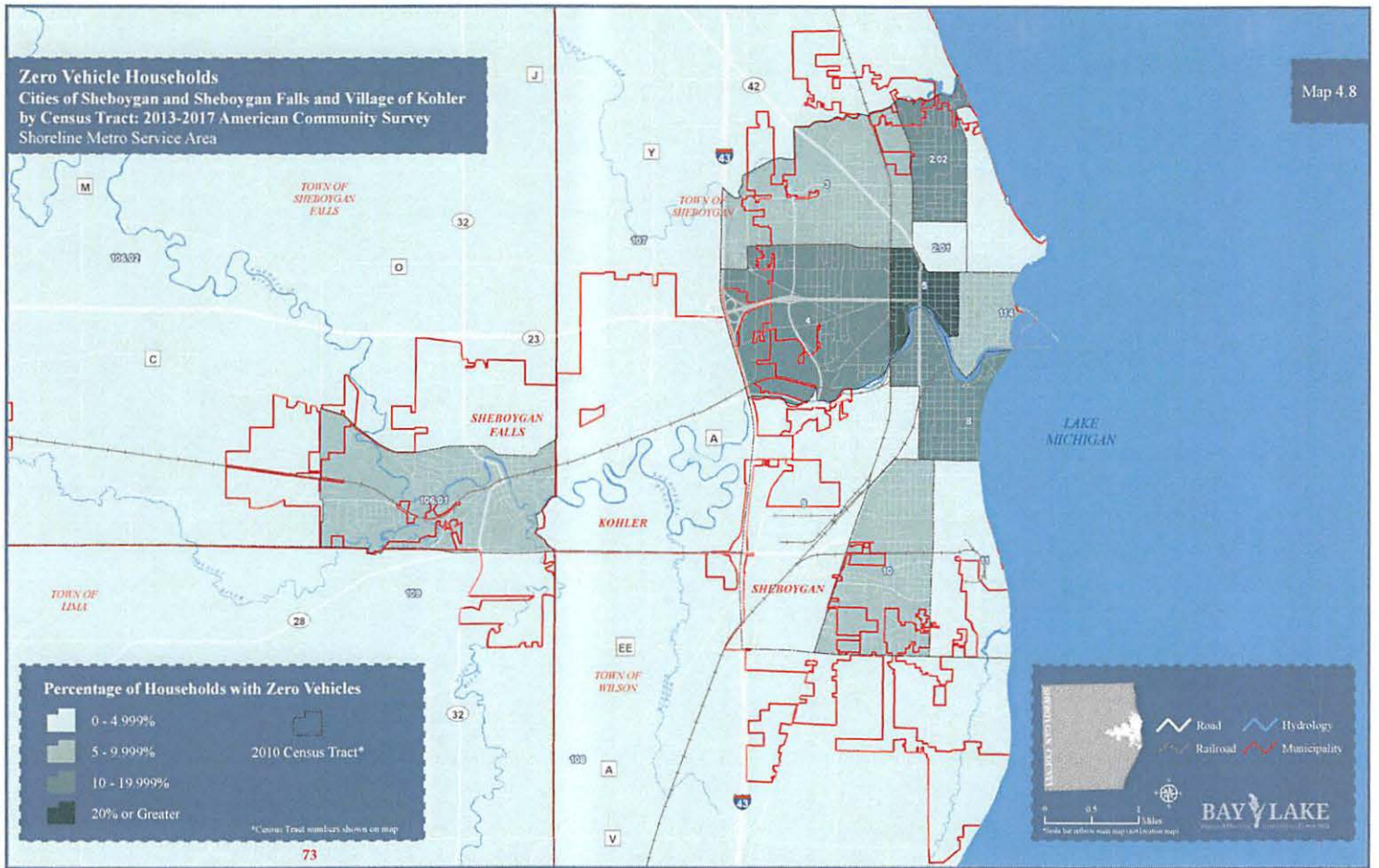
Map 4.6



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Zero Vehicle Households
 Cities of Sheboygan and Sheboygan Falls and Village of Kohler
 by Census Tract: 2013-2017 American Community Survey
 Shoreline Metro Service Area

Map 4.8



Disclaimer: This map is neither a plan nor a warranty and is not intended to be used as such. The data is for informational purposes only and is not intended to be used for any other purpose. The data is for informational purposes only and is not intended to be used for any other purpose. The data is for informational purposes only and is not intended to be used for any other purpose. The data is for informational purposes only and is not intended to be used for any other purpose.

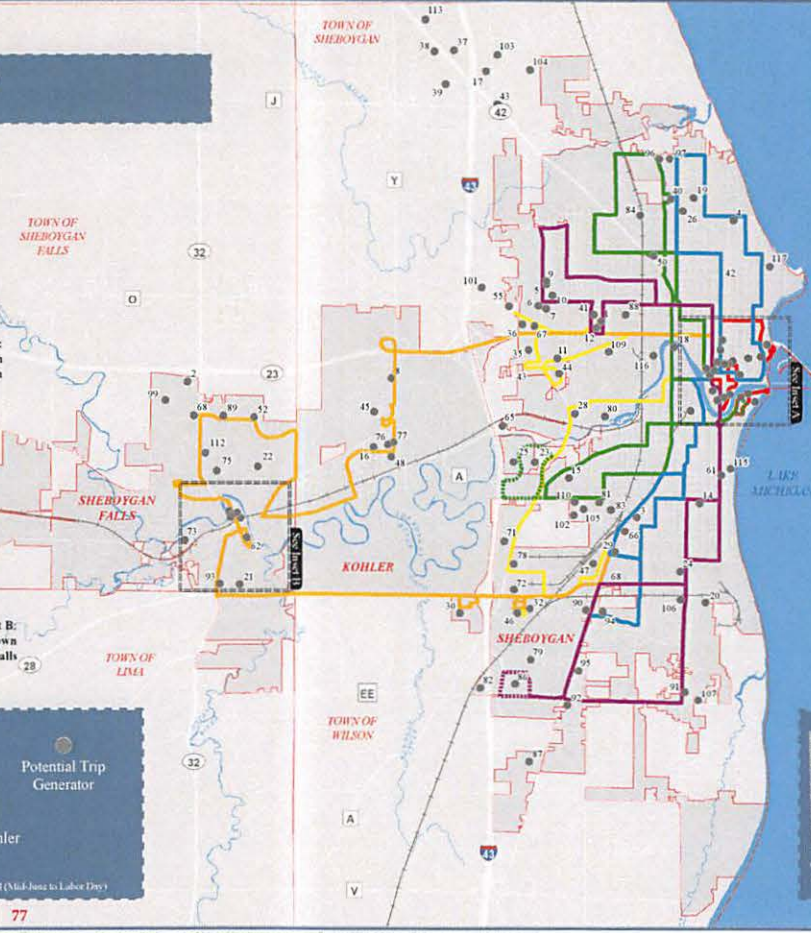
Potential Trip Generators in 2020 Shoreline Metro Service Area



— Route 3 North/South*
— Route 5 North/South*
— Route 7 North/South*
— Route 10 North/South*
— Route 20 Sheboygan Falls & Kohler
— Route 40 The Square**

● Potential Trip Generator

*Dashed line indicates service for parts of the day
 **Seasonal (Mid-June to Labor Day)



Map 4.10

HEALTH CARE FACILITIES

1. Aurora Sheboygan Clinic - South
2. Aurora Sheboygan Clinic - Sheboygan Falls
3. Aurora Sheboygan Clinic - North
4. Aurora Sheboygan Memorial Ambulatory Center
5. Children's Home of Sheboygan County
6. Sheboygan County Hospital - Inpatient Center
7. Sheboygan County Hospital - Outpatient Center
8. Sheboygan County Hospital - Emergency
9. Sheboygan County Hospital - Imaging
10. Sheboygan County Hospital - Lab
11. Sheboygan County Hospital - Pharmacy
12. Sheboygan County Hospital - Radiology
13. Sheboygan County Hospital - Surgery
14. Sheboygan County Hospital - Trauma
15. Sheboygan County Hospital - Urgent Care
16. Sheboygan County Hospital - Women's Health
17. Sheboygan County Hospital - Pediatric
18. Sheboygan County Hospital - Geriatrics
19. Sheboygan County Hospital - Rehabilitation
20. Sheboygan County Hospital - Hospice
21. Sheboygan County Hospital - Palliative Care
22. Sheboygan County Hospital - Behavioral Health
23. Sheboygan County Hospital - Substance Abuse
24. Sheboygan County Hospital - Mental Health
25. Sheboygan County Hospital - Dementia Care
26. Sheboygan County Hospital - Palliative Care
27. Sheboygan County Hospital - End-of-Life Care
28. Sheboygan County Hospital - Organ Donation
29. Sheboygan County Hospital - Transplant
30. Sheboygan County Hospital - Organ Procurement
31. Sheboygan County Hospital - Organ Transplant
32. Sheboygan County Hospital - Organ Transplant
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50. Sheboygan County Hospital - Organ Transplant

RECREATIONAL FACILITIES

1. Central High School Trade School
2. Sheboygan County Public Library
3. Sheboygan County Public Library - Children's
4. Sheboygan County Public Library - Adult
5. Sheboygan County Public Library - Teen
6. Sheboygan County Public Library - Senior
7. Sheboygan County Public Library - Community
8. Sheboygan County Public Library - Digital
9. Sheboygan County Public Library - Outreach
10. Sheboygan County Public Library - Events
11. Sheboygan County Public Library - Collections
12. Sheboygan County Public Library - Services
13. Sheboygan County Public Library - Programs
14. Sheboygan County Public Library - Partnerships
15. Sheboygan County Public Library - Fundraising
16. Sheboygan County Public Library - Marketing
17. Sheboygan County Public Library - Technology
18. Sheboygan County Public Library - Innovation
19. Sheboygan County Public Library - Sustainability
20. Sheboygan County Public Library - Accessibility
21. Sheboygan County Public Library - Inclusivity
22. Sheboygan County Public Library - Diversity
23. Sheboygan County Public Library - Equity
24. Sheboygan County Public Library - Social Justice
25. Sheboygan County Public Library - Civic Engagement
26. Sheboygan County Public Library - Community Development
27. Sheboygan County Public Library - Economic Development
28. Sheboygan County Public Library - Workforce Development
29. Sheboygan County Public Library - Entrepreneurship
30. Sheboygan County Public Library - Small Business
31. Sheboygan County Public Library - Job Training
32. Sheboygan County Public Library - Career Counseling
33. Sheboygan County Public Library - Resume Writing
34. Sheboygan County Public Library - Interview Preparation
35. Sheboygan County Public Library - Job Search
36. Sheboygan County Public Library - Networking
37. Sheboygan County Public Library - Professional Development
38. Sheboygan County Public Library - Industry Connections
39. Sheboygan County Public Library - Industry Events
40. Sheboygan County Public Library - Industry Reports
41. Sheboygan County Public Library - Industry News
42. Sheboygan County Public Library - Industry Analysis
43. Sheboygan County Public Library - Industry Trends
44. Sheboygan County Public Library - Industry Outlook
45. Sheboygan County Public Library - Industry Forecast
46. Sheboygan County Public Library - Industry Research
47. Sheboygan County Public Library - Industry Data
48. Sheboygan County Public Library - Industry Statistics
49. Sheboygan County Public Library - Industry Benchmarks
50. Sheboygan County Public Library - Industry Best Practices

MANUFACTURING

1. Aurora Sheboygan
2. Aurora Sheboygan
3. Aurora Sheboygan
4. Aurora Sheboygan
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Map 4.10: Potential Trip Generators in 2020 Shoreline Metro Service Area. Prepared by Bay Lake Transportation Solutions, Inc. for the Village of Kohler and the Cities of Sheboygan and Sheboygan Falls. Map Date: 10/2023

Chapter 5: Ridership Opinion

Introduction

A survey was jointly administered by Shoreline Metro staff and by the Bay-Lake Regional Planning Commission to assess ridership opinion concerning Shoreline Metro transit services. The first section of this report discusses findings from the 2020 passenger opinion survey. The second section of this report compares the results of the 2020 passenger opinion survey to previous passenger opinion surveys; all of these previous surveys were conducted by the Bay-Lake Regional Planning Commission.

2020 On-Board & Online Ridership Opinion Survey

Methodology

The ridership opinion survey was conducted to gather data from users of Shoreline Metro. The survey was conducted on Thursday, January 23, 2020, both using traditional paper copies onboard buses and online using a Google Forms survey. The online survey was made available on the same day that the on-board surveys were conducted; online responses were accepted until the morning of Monday, February 10, 2020. Shoreline Metro staff administered paper copies of the survey onboard buses. Bay-Lake Regional Planning Commission staff administered the online survey, which Shoreline Metro marketed using a clickable pop-up link on the Shoreline Metro website and on posts from the Shoreline Metro Facebook page. These posts were boosted twice: once at the beginning of the online survey period, and once in early February.

Riders on all regular (non-school tripper) transit routes were surveyed for the span of one day of typical weekday service. Wednesdays were ruled out, because Sheboygan Area School District (SASD) students are released early on this day, which influences the timing and duration of peak times.

The objectives of the survey were to identify the profile of existing transit users, to determine how current users rate Shoreline Metro, and to determine how various factors would influence riders' use of the transit system. A total of 228 questionnaires was collected, including 123 paper copies and 105 online responses. One online questionnaire was removed from the sample because several questions were answered in a joking and vulgar manner. This removal brought the total usable questionnaires to 227.

The questionnaire for the ridership opinion survey was designed to rate Shoreline Metro on eleven attributes of transit service. The attributes included: (1) riding comfort of buses; (2) interior and exterior cleanliness of buses; (3) timeliness of buses; (4) courtesy of drivers; (5) ease of understanding bus routes; (6) cost of service; (7) the time it takes to reach one's destination using bus service; (8) passenger safety; (9) hours of service; (10) the Bus Buddy program; and (11) modern amenities, such as the Bus Tracker app, social media presence, and onboard USB chargers.

Attributes 1 through 9 were also measured on previous passenger opinion surveys, making direct comparisons possible. Attributes 10 and 11 appeared on the passenger opinion survey for the first time in 2020.

The paper copy passenger opinion survey consisted of 18 questions, with a free response section at the end. These questions were designed to be brief and easily completed in a short period of time. The survey was presented to riders as a single two-sided sheet, and alternative formats of the survey were available in large print for the visually impaired as well as in Spanish. First-time riders

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were asked to complete the entire questionnaire, while repeat riders were asked to complete only the first two questions of the survey.

The online passenger opinion survey contained all the same questions as the paper version. Just as with the paper version, first-time riders were asked to complete the entire questionnaire, while repeat riders were asked to complete only the first two questions and submit their responses.

Paper copies were entered online into the Google Forms survey by Bay-Lake staff to merge the two datasets. A note indicating “paper copy” in the free response question allowed staff to determine how each questionnaire was administered.

Characteristics of Transit Riders

Trip Purpose

The most common trip purposes were: work related (106 responses, or 47.3 percent); shopping (103 responses, or 46.0 percent); medical (80 responses, or 35.7 percent) and personal business (59 responses, or 26.3 percent). Other common trip purposes were: school (49 responses, or 21.9 percent) and social/recreational (43 responses, or 19.2 percent). Some 16 respondents (or 7.1 percent of all respondents) listed a human service agency visit as their trip purpose, while only 10 respondents (or 4.5 percent of all respondents) listed “other” as their trip purpose. Some responses in the “other” category could reasonably be assigned to existing categories, but this was not done so as not to change existing results. Percentages in this category added to over 100 percent because respondents were encouraged to check all responses that applied, and some individuals had multiple purpose trips. Some 224 respondents answered this question, for a 98.7 percent response rate.

Method of Travel if the Bus Were Not Available

Respondents were asked how they would get to their destinations if the bus were not available. Some 67 respondents (30.2 percent) stated that they would walk to their destinations if the bus were not available. Another 44 respondents (19.8 percent) indicated that they would ride as a passenger in someone’s vehicle if transit service were not available. Another 42 respondents (18.9 percent) stated that they would not make their trip if transit service were not available. Another 37 respondents (16.7 percent) indicated that they would utilize taxi service if transit service were not available. In addition, 12 respondents (5.4 percent) stated that they would travel by bicycle to their destinations if transit service were not available. Some 11 respondents (5.0 percent) noted that they would drive a vehicle to their destinations if transit service were not available. Finally, nine respondents (4.1 percent) gave other responses to this question. Percentages in this category added to slightly over 100 percent because respondents were encouraged to check all responses that applied, and some individuals had more than one travel option if the bus were not available. Some 222 respondents answered this question, for a 97.8 percent response rate.

Frequency of Ridership

The highest percentage of respondents (40.2 percent) rode Shoreline Metro 3 to 6 times per week, with 22.8 percent riding more than 10 times per week, and with 18.8 percent riding 7 to 10 times per week. Some 13.8 percent of respondents rode Shoreline Metro 1 to 2 times per week, and only about 4.5 percent of respondents rode Shoreline Metro less than once per week. Some 224 respondents answered this question, for a 98.7 percent response rate.

Residential Distance from Nearest Bus Stop

Some 51.1 percent of the respondents stated that they lived within one block of a Shoreline Metro bus stop, with 81.1 percent of the respondents living within three blocks of a Shoreline Metro bus

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stop, the traditional service area standard. Some 7.1 percent of respondents lived 4 to 5 blocks from a Shoreline Metro bus stop, and 11.7 percent lived 6 or more blocks from a Shoreline Metro bus stop. Some 223 respondents answered this question, for a 98.2 percent response rate.

Availability of Public Transportation as a Factor in Choice of Housing Location

Some 56.2 percent of the respondents stated that the availability of public transportation was a factor in where they chose to reside. Some 219 respondents answered this question, for a 96.5 percent response rate.

Possession of Driver's License

Some 75.2 percent of the respondents did not possess a driver's license. Some 222 respondents answered this question, for a 97.8 percent response rate.

Vehicle Availability for This Trip

Some 91.4 percent of the respondents did not have a personal vehicle available for the transit trip which they were making. Some 220 respondents answered this question, for a 96.9 percent response rate.

Number of Vehicles in Household

Some 52.9 percent of the respondents had no vehicle in their household, with an additional 29.1 percent of respondents having only one vehicle in their household. Some 223 respondents answered this question, for a 98.2 percent response rate.

Disability Which Impacts Use of Transit Service

Approximately 12.3 percent of the respondents stated that they had some type of disability which impacted their use of transit service. Some 219 respondents answered this question, for a 96.5 percent response rate.

Gender of Respondents

The majority of respondents were female (56.8 percent), while males comprised 38.3 percent of respondents. The remainder preferred not to say or stated a different gender identity. Some 206 respondents answered this question, for a 90.7 percent response rate.

Age of Respondents

Some 14.5 percent of respondents were under 18 years of age; of these, 6.8 percent were under age 16, while 7.7 percent were age 16 or 17. Other frequent age categories among respondents included: 18 to 24 (13.5 percent); 25 to 34 (13.5 percent); 35 to 44 (15.5 percent); and 45 to 54 (14.5 percent). Only 11.1 percent of respondents were 65 or older. Some 207 respondents answered this question, for a 91.2 percent response rate.

Ethnic Background of Respondents

Some 80.7 percent of respondents were Caucasian, 12.4 percent were African American, 5.9 percent were Hispanic/Latino, 4.5 percent were Native American, 2.5 percent were Asian, and 1.0 percent were of "other" ethnic background. Percentages in this category added to over 100 percent because respondents were encouraged to check all responses that applied, and some individuals had more than one ethnic background. Some 202 respondents answered this question, for an 89.0 percent response rate.

Number of Persons in Household

Some 31.1 percent of respondents resided in a one person household, while an additional 21.8 percent of respondents lived in a two person household. In addition, some 14.1 percent of respondents resided in a three person household, while another 11.2 percent of respondents had four persons in their household. Finally, 21.8 percent of respondents had five or more persons in their household. Some 206 respondents answered this question, for a 90.7 percent response rate.

Occupational Status of Respondents

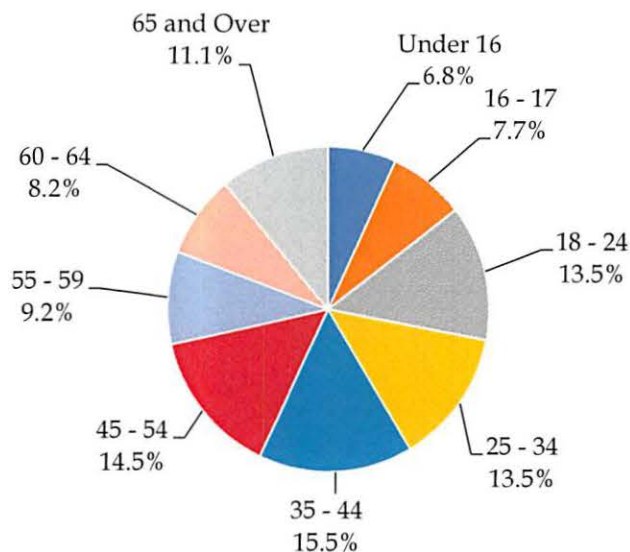
Some 30.2 percent of respondents stated that they were employed full-time. Another 28.2 percent of respondents indicated that they were employed part-time. Some 14.9 percent of respondents noted that they were unemployed, with another 16.8 percent of respondents reporting that they were retired, and 13.4 percent of respondents indicating that they were students. An additional 3.5 percent of respondents commented that they were homemakers. Some 0.5 percent of respondents stated that they were temporary laid off. Finally, 6.5 percent of respondents indicated “other” as their employment status, with “disabled” or a variant thereof being given by far as the most common response in this category. Percentages in this category added to over 100 percent because respondents were encouraged to check all responses that applied, and some individuals had more than one occupational status at the time the survey was administered. Some 202 respondents answered this question, for an 89.0 percent response rate.

Household Income Levels of Respondents

The largest annual household income group represented among respondents was the under \$10,000 income group (32.8 percent), with the second highest being the \$10,000 to \$19,999 income group (23.3 percent), and with the third highest being the \$20,000 to \$29,999 income group (21.1 percent). Generally, as annual household income increases, the percentage of respondents in the income category decreases. Some 180 respondents answered this question, for a 79.3 percent response rate. This is the highest response rate for this question to date, far surpassing the previous record, which was the 69.1 percent response rate obtained in 2015.

These and other demographic characteristics are shown in Figures 5.1 and 5.2, as well as in Tables 5.1 through 5.4.

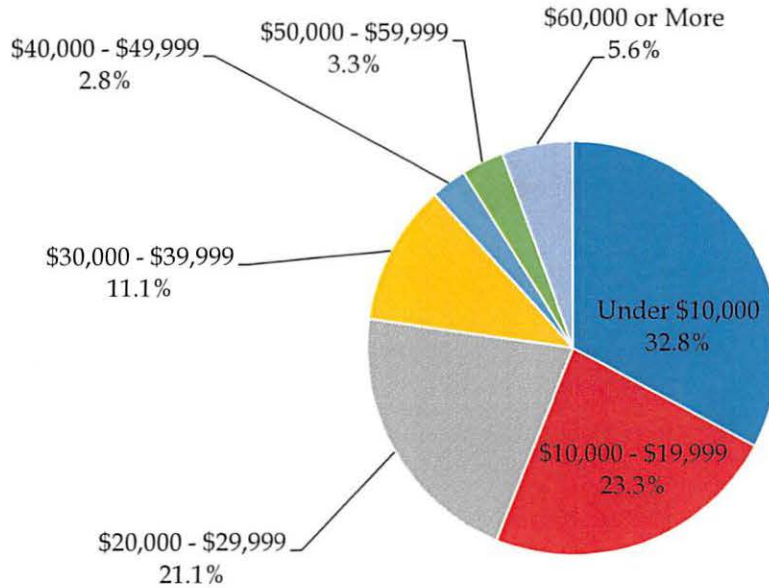
Figure 5.1: Ages of 2020 Ridership Opinion Survey Respondents



Source: Bay-Lake Regional Planning Commission, 2020.

Shoreline Metro

Figure 5.2: Annual Household Income Levels of 2020 Ridership Opinion Survey Respondents



Source: Bay-Lake Regional Planning Commission, 2020.

Table 5.1: Employment Status of 2020 Ridership Opinion Survey Respondents

Employment Status	Percentage
Part-Time Employment	30.2%
Full-Time Employment	28.2%
Unemployed	14.9%
Student	13.4%
Retired	16.8%
Homemaker	3.5%
Temporarily Laid Off	0.5%
Other	6.5%

Source: Bay-Lake Regional Planning Commission, 2020.

NOTE: Percentages in this category added to over 100 percent because respondents were encouraged to check all responses that applied, and some individuals had more than one occupational status at the time the survey was administered.

Table 5.2: Ages of 2020 Ridership Opinion Survey Respondents

Age Category	Percentage
Under 16	6.8%
16 - 17	7.7%
18 - 24	13.5%
25 - 34	13.5%
35 - 44	15.5%
45 - 54	14.5%
55 - 59	9.2%
60 - 64	8.2%
65 and Over	11.1%

Source: Bay-Lake Regional Planning Commission, 2020.

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Table 5.3: Household Income Levels of 2020 Ridership Opinion Survey Respondents

Household Income Level	Percentage
Under \$10,000 Annually	32.8%
\$10,000 to \$19,999 Annually	23.3%
\$20,000 to \$29,999 Annually	21.1%
\$30,000 to \$39,999 Annually	11.1%
\$40,000 to \$49,999 Annually	2.8%
\$50,000 to \$59,999 Annually	3.3%
\$60,000 or More Annually	5.6%

Source: Bay-Lake Regional Planning Commission, 2020.

Table 5.4: Trip Purposes of 2020 Ridership Opinion Survey Respondents

Trip Purpose	Percentage
Work Related	47.3%
Shopping	46.0%
School	35.7%
Personal Business	26.3%
Medical	21.9%
Social/Recreational	19.2%
Human Service Agency Visit	7.1%
Other	4.5%

Source: Bay-Lake Regional Planning Commission, 2020.

NOTE: Percentages in this category added to over 100 percent because respondents were encouraged to check all responses that applied, and some individuals were making a trip with more than one purpose.

Rating of Shoreline Metro Attributes

Overall, respondents to the passenger opinion survey rated Shoreline Metro very well. Most characteristics received strongly positive mean ratings. There were no characteristics which had a mean rating of less than 2.00 on a scale with “1” being poor and with “3” being good. The rated attributes of Shoreline Metro are shown in Table 5.5, with the most positively rated attribute appearing first.

Using the scale for rating attributes, any attribute rated above 2.50 overall is considered to have a positive rating. An attribute with a mean rating between 2.00 and 2.50 is considered to have neutral to slightly positive rating. Eight attributes received positive mean ratings. Three attributes (buses run on schedule, Bus Buddy program, and hours of service) received a mean rating in the neutral to slightly positive range.

The relatively low ranking of the Bus Buddy program could reflect a lack of knowledge about the program. While it had the lowest number of responses (202), its response rate was still a robust 89.0 percent. This attribute was the only one with more neutral rankings than poor or good. Taken together, these facts could indicate that some respondents could have assigned it a neutral ranking without having detailed knowledge of the program.

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Table 5.5: Ranked Attributes of Shoreline Metro According to 2020 Ridership Opinion Survey Respondents

Rank	Attribute	Mean Rating
1	Passenger Safety	2.72
2	Ease of Understanding Bus Routes	2.69
3	Courtesy of Driver	2.67
4	Cost of Service	2.62
5	Interior/Exterior Cleanliness of Bus	2.61
6	Riding Comfort of Buses	2.60
7	Modern Amenities (Bus Tracker App, Facebook Page, and USB Chargers on Buses)	2.57
8	Length of Ride Time	2.51
9	Buses Run on Schedule	2.41
10	Bus Buddy Program	2.33
11	Hours of Service	2.20

Source: Bay-Lake Regional Planning Commission, 2020.

For further analysis of the data collected from Shoreline Metro users, the respondents were divided into subcategories. The categories of age, trip purpose and gender of the respondents were analyzed separately. The age classification divided respondents into two categories: under age 18 and age 18 and over. The trip purpose classification was based on work trips and non-work trips. Table 5.6 shows the rating of the Shoreline Metro attributes by age category.

As seen by the responses in Table 5.6, passengers 18 years of age and older gave higher ratings for eight of eleven attributes of the Shoreline Metro operation when compared to passengers under 18 years of age. The exceptions were ease of understanding bus routes, hours of service, and modern amenities.

Both groups came closest in their ratings regarding driver courtesy; both age groups were within one one-hundredth of a point of one another for this attribute. Both groups differed by one tenth of a point or less for five other attributes: ease of understanding bus routes; cost of service; length of ride time; hours of service; and the Bus Buddy program. The two groups came within one and two tenths of a point of each other in regard to two attributes: riding comfort of buses and passenger safety. The two groups came within two and three tenths of a point of one another in regard to the following attributes: buses running on schedule and modern amenities. Both groups were furthest in their ratings regarding bus cleanliness, with a greater than five tenths of a point difference between the age groups.

Respondents age 18 and over ranked passenger safety as their highest attribute, with the single highest rating across the two groups. Driver courtesy was ranked third for both groups. Ease of understanding bus routes ranked first for respondents under age 18 and fourth for respondents age 18 and over. Both groups ranked cost of service and riding comfort of buses between fourth and sixth. For both groups, hours of service and buses running on schedule ranked ninth or lower. The two groups' ratings were most divergent for bus cleanliness, which was ranked second for respondents age 18 and over and was ranked eleventh (last) for respondents under age 18. For respondents under age 18, the average ratings for riding comfort of buses and length of ride time are identical, at 2.50 points for each. For respondents over age 18, the average rating for modern amenities (2.524) is slightly higher than for length of ride time (2.520).

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Table 5.6: Ranking and Rating of Attributes of Shoreline Metro by Age of Respondent

Respondents Under Age 18			Respondents Age 18 and Over		
Rank	Attribute	Average Rating	Rank	Attribute	Average Rating
1	Ease of Understanding Bus Routes	2.73	1	Passenger Safety	2.75
2	Modern Amenities	2.73	2	Interior/Exterior Cleanliness of Bus	2.71
3	Courtesy of Driver	2.67	3	Courtesy of Driver	2.68
4	Cost of Service	2.60	4	Ease of Understanding Bus Routes	2.67
5	Passenger Safety	2.57	5	Riding Comfort of Buses	2.64
6	Riding Comfort of Buses	2.50	6	Cost of Service	2.62
7	Length of Ride Time	2.50	7	Modern Amenities	2.52
8	Bus Buddy Program	2.29	8	Length of Ride Time	2.52
9	Hours of Service	2.23	9	Buses Run on Schedule	2.44
10	Buses Run on Schedule	2.21	10	Bus Buddy Program	2.33
11	Interior/Exterior Cleanliness of Bus	2.13	11	Hours of Service	2.17

Source: Bay-Lake Regional Planning Commission, 2020.

NOTE: Numbers in parentheses are the weighted averages for respondents under each of the above categories.

Table 5.7 indicates the ratings and rankings of transit system attributes for respondents with a work or non-work trip purpose. Respondents with a work trip purpose rated eight out of eleven attributes lower than respondents with a non-work trip purpose. The three exceptions were: riding comfort of buses, interior/exterior cleanliness of buses, and passenger safety, for which both groups' ratings were within two tenths of a point of each other. Of the other eight attributes, the ratings diverged by less than one tenth of a point for four attributes: buses running on schedule, ease of understanding bus routes, the Bus Buddy program, and modern amenities. An additional three attributes diverged between one and two tenths of a point of each other: driver courtesy, cost of service, and length of ride time. The notable exception was hours of service, which was rated more than three tenths of a point lower by respondents with a work trip purpose than by respondents with a non-work trip purpose. However, even this attribute was rated above 2.00 points and remained in the "neutral" to "good" range in both groups.

Table 5.7: Ranking and Rating of Attributes of Shoreline Metro by Trip Purpose of Respondent

Respondents with a Non-Work Trip Purpose			Respondents with a Work Trip Purpose		
Rank	Attribute	Average Rating	Rank	Attribute	Average Rating
1	Courtesy of Driver	2.78	1	Passenger Safety	2.75
2	Ease of Understanding Bus Routes	2.72	2	Interior/Exterior Cleanliness of Bus	2.69
3	Passenger Safety	2.70	3	Riding Comfort of Buses	2.69
4	Cost of Service	2.69	4	Ease of Understanding Bus Routes	2.66
5	Modern Amenities	2.59	5	Courtesy of Driver	2.60
6	Length of Ride Time	2.58	6	Modern Amenities	2.55
7	Interior/Exterior Cleanliness of Bus	2.55	7	Cost of Service	2.55
8	Riding Comfort of Buses	2.53	8	Length of Ride Time	2.43
9	Buses Run on Schedule	2.45	9	Buses Run on Schedule	2.37
10	Hours of Service	2.35	10	Bus Buddy Program	2.31
11	Bus Buddy Program	2.34	11	Hours of Service	2.04

Source: Bay-Lake Regional Planning Commission, 2020.

NOTE: Numbers in parentheses are the weighted averages for respondents under each of the above categories.

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The responses of male passengers and female passengers also have been compared. Table 5.8 indicates the relationship between these two classifications of respondents. Ratings between male and female respondents were less than one tenth of a point apart for nine of the eleven attributes. However, male and female respondents were more than two tenths of a point apart for the remaining two attributes: hours of service and modern amenities. Male respondents rated hours of service higher, while female respondents rated modern amenities higher. For eight of the eleven attributes, males rated the attributes slightly higher than females. The three attributes females rated higher were driver courtesy, ease of understanding bus routes, and modern amenities. While males and females rated driver courtesy at 2.71 points and rated length of ride time at 2.54 points, both are due to rounding. For driver courtesy, the average rating for females was slightly higher than it was for males. For length of ride time, the average rating for females was slightly lower than it was for males.

Table 5.8: Ranking and Rating of Attributes of Shoreline Metro by Gender

Male Respondents			Female Respondents		
Rank	Attribute	Average Rating	Rank	Attribute	Average Rating
1	Passenger Safety	2.76	1	Ease of Understanding Bus Routes	2.74
2	Courtesy of Driver	2.71	2	Passenger Safety	2.74
3	Interior/Exterior Cleanliness of Bus	2.69	3	Courtesy of Driver	2.71
4	Ease of Understanding Bus Routes	2.68	4	Modern Amenities	2.68
5	Riding Comfort of Buses	2.66	5	Cost of Service	2.63
6	Cost of Service	2.66	6	Riding Comfort of Buses	2.62
7	Length of Ride Time	2.54	7	Interior/Exterior Cleanliness of Bus	2.62
8	Buses Run on Schedule	2.44	8	Length of Ride Time	2.54
9	Modern Amenities	2.40	9	Buses Run on Schedule	2.42
10	Bus Buddy Program	2.38	10	Bus Buddy Program	2.33
11	Hours of Service	2.33	11	Hours of Service	2.08

Source: Bay-Lake Regional Planning Commission, 2020.

NOTE: Numbers are the weighted averages for respondents for each of the above attributes.

Online responses and onboard paper survey responses have also been compared. These two groups presented by far the most divergent responses out of any pair of survey subgroups examined in this chapter. For each of the eleven attributes, the average rating was higher among on-board paper survey respondents than among online respondents. Two attributes had ratings less than one tenth of a point apart: bus cleanliness and modern amenities. No attributes were between one tenth and two tenths of a point apart. Five attributes had average ratings between two and three tenths of a point apart: riding comfort of buses, ease of understanding bus routes, cost of service, passenger safety, and the Bus Buddy program. Two attributes were between three tenths and four tenths of a point apart: driver courtesy and length of ride time. Finally, two attributes had differences between four tenths and five tenths of a point: buses running on schedule and hours of service. Hours of service stands out for two reasons. First, with a difference of 0.49 points (almost half a point), this attribute has the largest difference in average rating between any two groups which were analyzed. Second, its average rating of 1.94 points among online respondents is the single lowest rating of any group analyzed, and the only rating from any group below 2.00 points.

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Table 5.9: Ranking and Rating of Attributes of Shoreline Metro by Survey Method

On-Board Paper Survey Respondents			Online Respondents		
Rank	Attribute	Average Rating	Rank	Attribute	Average Rating
1	Courtesy of Driver	2.83	1	Interior/Exterior Cleanliness of Bus	2.60
2	Passenger Safety	2.83	2	Passenger Safety	2.59
3	Ease of Understanding Bus Routes	2.82	3	Ease of Understanding Bus Routes	2.54
4	Cost of Service	2.74	4	Modern Amenities	2.52
5	Riding Comfort of Buses	2.70	5	Courtesy of Driver	2.51
6	Length of Ride Time	2.68	6	Cost of Service	2.49
7	Buses Run on Schedule	2.65	7	Riding Comfort of Buses	2.49
8	Interior/Exterior Cleanliness of Bus	2.63	8	Length of Ride Time	2.31
9	Modern Amenities	2.61	9	Buses Run on Schedule	2.24
10	Bus Buddy Program	2.44	10	Bus Buddy Program	2.21
11	Hours of Service	2.43	11	Hours of Service	1.94

Source: Bay-Lake Regional Planning Commission, 2020.

NOTE: Numbers are the weighted averages for respondents for each of the above attributes.

Transit Usage Influence Factors

In addition to the rating of Shoreline Metro attributes, respondents were asked to indicate how a series of factors would influence their usage of transit. The rating scale for these factors ranges from “1,” indicating that the respondent would ride less often, to “2,” having no effect, to “3,” indicating that the respondent would ride more often.

Table 5.10 indicates influences which would increase or decrease the amount of usage by existing weekday transit riders. Factors which had the greatest potential to increase ridership according to survey respondents included: (1) more frequent bus travel; (2) building better waiting areas (passenger shelters); (3) making transfers easier; (4) having the bus stop at the nearest corner to one’s house; (5) increasing the availability of modern amenities; (6) making it easier to know all of the routes and schedules; (7) implementing a weekly bus pass; and (8) having special discounts to ride the bus offered through one’s employer. Factors in which survey respondents were more neutral as to the factor’s ability to attract or decrease ridership included: (1) having transit maps and schedules available in one’s language; (2) expanding the Bus Buddy program; and (3) providing training on how to use the bus. There were two factors which survey respondents indicated would decrease the amount of transit usage: (1) a 25-cent fare increase; and (2) moving the bus route 7 to 8 blocks from one’s house. Tabulations in Table 5.10 are for the entire survey sample.

Table 5.10: Transit Usage Influence Factor Ratings According to 2015 Ridership Opinion Survey

Rank	Factor	Mean Rating
1	Buses Travel More Frequently	2.72
2	Better Waiting Areas are Built	2.53
3	Transfers Become Much Easier	2.49
4	The Bus Stops on the Nearest Corner to One's House	2.48
5	Availability of Modern Amenities (Bus Tracker App, Facebook Page, and USB Chargers on Buses) Increases	2.47
6	It Becomes Easier to Know All the Routes and Schedules	2.45
7	A Weekly Bus Pass is Implemented	2.35
8	Special Discounts are Offered Through One's Employer	2.33
9	Transit Maps and Schedules Become Available in One's Language	2.22
10	Bus Buddy Program is Expanded	2.18
11	Training is Provided on How to Use the Bus	2.13
12	Fares Increase 25 Cents	1.74
13	The Bus Route is Moved 7 to 8 Blocks from One's House	1.40

Source: Bay-Lake Regional Planning Commission, 2020.

NOTE: Numbers are the weighted averages for respondents under each of the above categories.

Table 5.11 indicates transit usage influence factors based on the age category and work or non-work trip purpose of the respondent. Table 5.11 indicates that the top transit usage influence factor for both respondents under age 18 and respondents age 18 and over was having buses travel more frequently. Other leading (top five) transit usage influence factors in both age groups included: (1) building better waiting areas; (2) making transfers much easier; (3) having the bus stop on the nearest corner to one's house; and (4) increasing the availability of modern amenities. Table 5.11 also indicates that the two factors that would drive respondents away from transit usage in both age groups were: (1) having the bus route moved 7 to 8 blocks from the home of the respondent; and (2) a 25-cent fare increase.

Table 5.11 indicates that respondents under age 18 rated (gave an average numerical rating to) ten of thirteen transit usage influence factors higher than respondents age 18 and over. Respondents age 18 and over ranked the following factors higher than respondents under age 18: (1) implementing a weekly bus pass; and (2) having special discounts offered through one's employer. Having transit maps and schedules become available in one's language was ranked the same by both age groups. All other usage factors were ranked higher by respondents under age 18.

Table 5.11 indicates that the top transit usage influence factor for both respondents with a non-work trip purpose and respondents with a work trip purpose was having buses travel more frequently. Two factors were ranked higher for respondents with a work trip purpose: (1) increasing the availability of modern amenities; and (2) having special discounts offered through one's employer. The following factors were ranked higher for respondents with a non-work trip purpose: (1) building better waiting areas; (2) making transfers much easier; (3) making it easier to know all the routes and schedules; and (4) implementing a weekly bus pass. The top-ranked, the fourth-ranked, and the five lowest ranked factors were ranked the same by both respondents with a work trip purpose and respondents with a non-work trip purpose.

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Table 5.11: Transit Usage Influence Factors by Age and Trip Purpose of Respondent

Rank	Respondents Under Age 18	Respondents Age 18 and Over	Respondents With a Non-Work Trip Purpose	Respondents With a Work Trip Purpose
1	Buses Travel More Frequently: (2.90)	Buses Travel More Frequently: (2.69)	Buses Travel More Frequently: (2.65)	Buses Travel More Frequently: (2.78)
2	Better Waiting Areas are Built: (2.90)	Better Waiting Areas are Built: (2.51)	Better Waiting Areas are Built: (2.51)	Availability of Modern Amenities Increases: (2.58)
3	Transfers Become Much Easier: (2.72)	The Bus Stops on the Nearest Corner to One's House: (2.47)	Transfers Become Much Easier: (2.50)	Better Waiting Areas are Built: (2.53)
4	Availability of Modern Amenities Increases: (2.69)	Transfers Become Much Easier: (2.46)	The Bus Stops on the Nearest Corner to One's House: (2.46)	The Bus Stops on the Nearest Corner to One's House: (2.51)
5	The Bus Stops on the Nearest Corner to One's House: (2.55)	Availability of Modern Amenities Increases: (2.45)	It Becomes Easier to Know All the Routes and Schedules: (2.45)	Transfers Become Much Easier: (2.49)
6	It Becomes Easier to Know All the Routes and Schedules: (2.53)	It Becomes Easier to Know All the Routes and Schedules: (2.44)	Availability of Modern Amenities Increases: (2.37)	It Becomes Easier to Know All the Routes and Schedules: (2.45)
7	Bus Buddy Program is Expanded: (2.28)	A Weekly Bus Pass is Implemented: (2.38)	A Weekly Bus Pass is Implemented: (2.30)	Special Discounts are Offered Through One's Employer: (2.40)
8	Transit Maps and Schedules Become Available in One's Language: (2.21)	Special Discounts are Offered Through One's Employer: (2.38)	Special Discounts are Offered Through One's Employer: (2.27)	A Weekly Bus Pass is Implemented: (2.39)
9	A Weekly Bus Pass is Implemented: (2.21)	Transit Maps and Schedules Become Available in One's Language: (2.21)	Transit Maps and Schedules Become Available in One's Language: (2.25)	Transit Maps and Schedules Become Available in One's Language: (2.19)
10	Training is Provided on How to Use the Bus: (2.17)	Bus Buddy Program is Expanded: (2.17)	Bus Buddy Program is Expanded: (2.19)	Bus Buddy Program is Expanded: (2.17)
11	Special Discounts are Offered Through One's Employer: (2.17)	Training is Provided on How to Use the Bus: (2.13)	Training is Provided on How to Use the Bus: (2.13)	Training is Provided on How to Use the Bus: (2.13)
12	Fares Increase 25 Cents: (1.77)	Fares Increase 25 Cents: (1.74)	Fares Increase 25 Cents: (1.79)	Fares Increase 25 Cents: (1.70)
13	The Bus Route is Moved 7 to 8 Blocks from One's House: (1.41)	The Bus Route is Moved 7 to 8 Blocks from One's House: (1.40)	The Bus Route is Moved 7 to 8 Blocks from One's House: (1.44)	The Bus Route is Moved 7 to 8 Blocks from One's House: (1.37)

Source: Bay-Lake Regional Planning Commission, 2020.

NOTE: Numbers in parentheses are the weighted averages for respondents under each of the above categories.

Table 5.12 indicates transit usage influence factors based on the sex of the respondent. For both male and female respondents, buses traveling more frequently was the top-ranked factor and a 25-cen fare increase and moving the bus route 7 to 8 blocks from one's house were ranked at the bottom. Building better waiting areas, making transfers much easier, and increasing the availability of modern amenities appear in the top five factors for both groups.

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Male respondents ranked five of the thirteen transit usage influence factors higher than female respondents: (1) making transfers much easier; (2) making it easier to know all the routes and schedules; (3) having special discounts offered through one’s employer; (4) expanding the Bus Buddy program; and (5) providing training on how to use the bus. Female respondents ranked four factors higher than male respondents: (1) having the bus stop on the nearest corner to one’s house; (2) increasing the availability of modern amenities; (3) implementing a weekly bus pass; and (4) having transit maps and schedules available in one’s language. The remaining four factors were ranked the same by both groups.

Table 5.12: Transit Usage Influence Factors by Sex of Respondent

Male Respondents			Female Respondents		
Rank	Factor	Average Rating	Rank	Factor	Average Rating
1	Buses Travel More Frequently	2.65	1	Buses Travel More Frequently	2.76
2	Transfers Become Much Easier	2.46	2	The Bus Stops on the Nearest Corner to One’s House	2.59
3	Better Waiting Areas are Built	2.43	3	Better Waiting Areas are Built	2.58
4	It Becomes Easier to Know All the Routes and Schedules	2.42	4	Availability of Modern Amenities Increases	2.56
5	Availability of Modern Amenities Increases	2.41	5	Transfers Become Much Easier	2.51
6	The Bus Stops on the Nearest Corner to One’s House	2.34	6	It Becomes Easier to Know All the Routes and Schedules	2.46
7	Special Discounts are Offered Through One’s Employer	2.33	7	A Weekly Bus Pass is Implemented	2.37
8	A Weekly Bus Pass is Implemented	2.32	8	Special Discounts are Offered Through One’s Employer	2.34
9	Bus Buddy Program is Expanded	2.20	9	Transit Maps and Schedules Become Available in One’s Language	2.30
10	Training is Provided on How to Use the Bus	2.10	10	Bus Buddy Program is Expanded	2.19
11	Transit Maps and Schedules Become Available in One’s Language	2.10	11	Training is Provided on How to Use the Bus	2.14
12	Fares Increase 25 Cents	1.81	12	Fares Increase 25 Cents	1.72
13	The Bus Route is Moved 7 to 8 Blocks from One’s House	1.44	13	The Bus Route is Moved 7 to 8 Blocks from One’s House	1.37

Source: Bay-Lake Regional Planning Commission, 2020.

NOTE: Numbers are the weighted averages for respondents under each of the above categories.

Table 5.13 indicates transit usage influence factors based on the survey method used: either on-board paper surveys or online surveys. Both groups ranked having buses travel more frequently as the top factor. Building better waiting areas, making transfers easier, and increasing the availability of modern amenities appear in the top five factors for both groups. Online respondents ranked

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four factors higher: (1) building better waiting areas; (2) having the bus stop on the nearest corner to one’s house; (3) having special discounts offered through one’s employer; and (4) having transit maps and schedules available in one’s language. The two groups ranked their top factor the same, as well as their fourth-ranked factor, increasing the availability of modern amenities. Both groups also shared rankings for their bottom three factors: (1) providing training on how to use the bus; (2) a 25-cent fare increase; and (3) moving the bus route 7 to 8 blocks from one’s house. The remaining four factors were ranked higher by respondents using paper survey forms.

Table 5.13: Transit Usage Influence Factors by Survey Method

On-Board Paper Survey Respondents			Online Respondents		
Rank	Factor	Average Rating	Rank	Factor	Average Rating
1	Buses Travel More Frequently	2.66	1	Buses Travel More Frequently	2.77
2	Transfers Become Much Easier	2.47	2	Better Waiting Areas are Built	2.62
3	Better Waiting Areas are Built	2.44	3	The Bus Stops on the Nearest Corner to One’s House	2.57
4	Availability of Modern Amenities Increases	2.42	4	Availability of Modern Amenities Increases	2.52
5	It Becomes Easier to Know All the Routes and Schedules	2.41	5	Transfers Become Much Easier	2.51
6	The Bus Stops on the Nearest Corner to One’s House	2.38	6	It Becomes Easier to Know All the Routes and Schedules	2.49
7	A Weekly Bus Pass is Implemented	2.31	7	Special Discounts are Offered Through One’s Employer	2.45
8	Special Discounts are Offered Through One’s Employer	2.22	8	A Weekly Bus Pass is Implemented	2.38
9	Bus Buddy Program is Expanded	2.21	9	Transit Maps and Schedules Become Available in One’s Language	2.25
10	Transit Maps and Schedules Become Available in One’s Language	2.20	10	Bus Buddy Program is Expanded	2.15
11	Training is Provided on How to Use the Bus	2.15	11	Training is Provided on How to Use the Bus	2.11
12	Fares Increase 25 Cents	1.83	12	Fares Increase 25 Cents	1.65
13	The Bus Route is Moved 7 to 8 Blocks from One’s House	1.50	13	The Bus Route is Moved 7 to 8 Blocks from One’s House	1.31

Source: Bay-Lake Regional Planning Commission, 2020.

NOTE: Numbers are the weighted averages for respondents under each of the above categories.

Opinion on Whether Bus Service Hours Should be Adjusted

Some 203 survey respondents answered the question “Should the bus service hours be adjusted?” Of these, 123 (60.6 percent) responded affirmatively. Of the 123 affirmative responses, 107 individuals took the time to explain their affirmative response. Of these respondents:

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- Some 28 respondents asked for some form of late-night transit service, including comments specifically referencing second or third shift workers;
- Some 24 respondents wanted a combination of expanded services (any combination of early morning service, late night service, longer or more frequent Saturday service, and/or reinstatement of some form of Sunday service, with two or more of these listed in the response);
- Some 13 respondents asked for reinstatement of Sunday service;
- Some 12 respondents asked for improved transit service on Saturday (a longer service day and/or more frequent service); and
- Some nine respondents asked for improved transit service on weekends (expanded Saturday service and reinstatement of Sunday service).

In addition, smaller numbers of respondents requested that (1) there be some form of more frequent service (five responses); (2) there be earlier transit service in the morning on weekdays (three responses); (3) there be route-specific service improvements be made (with Routes 10 and 20 each mentioned once); and (4) there be improved or expanded service to areas already receiving transit service (with the City of Sheboygan Falls mentioned twice and the Village of Kohler, Georgia Avenue, the UW Green Bay Sheboygan campus, and Deer Trace Shopping Center each mentioned once). One respondent requested separate buses for Sheboygan Area School District (SASD) students, and one respondent requested improvements to scheduling so that SASD students have a shorter waiting period for transit. There was also a small number of written responses that did not specify a form of expanded service.

Comparison Of Passenger Opinion Survey Findings

Demographics Compared

Age, gender and household income statistics were compared to better establish the relationship between the various populations being discussed in this analysis. The following analyses contain data from the four most recent passenger opinion surveys conducted for Shoreline Metro. In Table 5.14, Shoreline Metro's 2005, 2009, 2015, and 2020 passenger opinion surveys and 2014 - 2018 American Community Survey (ACS) demographic data are presented. These comparisons are important in assessing the strengths and weaknesses of each type of data discussed.

Table 5.14: Comparison of Survey Respondent Groups

Characteristic	2005 Ridership Opinion Survey	2009 Ridership Opinion Survey	2015 Ridership Opinion Survey	2020 Ridership Opinion Survey	2014 - 2018 ACS
Age					
Under 18	24%	26%	19%	15%	24%
18 - 24	16%	14%	11%	14%	8%
25 - 34	12%	12%	14%	14%	14%
35 - 44	16%	12%	18%	16%	12%
45 - 54	15%	14%	16%	15%	12%
55 - 64	11%	13%	15%	17%	13%
65 and over	6%	9%	7%	11%	17%
Sex					
Male	44%	43%	49%	38%*	50%
Female	56%	57%	51%	57%*	50%
Annual Household Income					
Under \$10,000	33%	47%	49%	33%	4%
\$10,000 - \$19,999	28%	24%	29%	23%	12%
\$20,000 - \$29,999	14%	12%	11%	21%	12%
\$30,000 or More	25%	16%	11%	23%	72%

Source: U.S. Bureau of the Census, 2014 - 2018 American Community Survey 5-Year Estimates, Table S0101 (Age and Sex) and S1901 (Income in the Past 12 Months, in 2018 Inflation-Adjusted Dollars); and Bay-Lake Regional Planning Commission, 2005, 2009, 2015 and 2020.

*Percentage by sex does not sum to one hundred percent because some respondents chose not to answer or did not identify as male or female.

As Table 5.14 illustrates, the proportion of individuals under the age of 18 utilizing regular routes of the transit operation and responding to the survey has declined since previous survey efforts, and was lower than the share of the population in this age group in the transit service area according to the 2014 - 2018 American Community Survey (ACS). The proportion of young adults (ages 18 to 24) responding to the survey rebounded from its low point in 2015 and was higher than the share of the population in this age group in the transit service area according to the 2014 - 2018 ACS. The proportion of persons in the 25 to 34 age group responding to this survey was similar to what it was in previous survey efforts, and was similar to the share of the population in this age group in the transit service area according to the 2014 - 2018 ACS.

Table 5.14 also indicates that the proportion of persons in the 35 to 44 age group responding to this survey was about the same as it was in 2005, was higher than it was in 2009, was lower than it was in 2015, and was higher than the share of the population in this age group in the transit service area according to the 2014 - 2018 ACS. The proportion of persons in the 45 to 54 age group responding to this survey was similar to this proportion in previous surveys, but was higher than the share of the population in this age group in the transit service area according to the 2014 - 2018 ACS. The proportion of persons in the 55 to 64 age group responding to this survey is higher than it was in previous surveys, and was higher than the share of the population in this age group in the transit service area according to the 2014 - 2018 ACS. Finally, the proportion of persons age 65 and over responding to this survey was higher than what was observed in previous surveys, but was lower than the share of the population in this age group in the transit service area according to the 2014 - 2018 ACS.

In the four passenger opinion surveys that have been conducted for Shoreline Metro for which

data are presented, the percentage of females responding to the survey exceeded the proportion of females in the transit service area according to the 2014 - 2018 ACS, and has consistently exceeded the number of male respondents in every survey period. The percentage of respondents identifying as female in 2020 was similar to the percentages set in 2009 and 2015, while the percentage of respondents identifying as male in 2020 reached its lowest point. Some respondents to the 2020 survey either chose not to answer this question or stated that they identified as nonbinary individuals.

In all four of the most recent passenger opinion surveys that have been conducted for Shoreline Metro, a higher percentage of respondents reported lower annual household incomes (less than \$20,000) than what was observed for the service area in the 2014 - 2018 ACS. In fact, a majority of survey respondents reported an annual household income of less than \$20,000 in all four survey years. The proportion of respondents reporting an annual household income of less than \$20,000 steadily increased from 2005 to 2015, but then declined from 78 percent in 2015 to 56 percent in 2020. The economic segment of respondents which grew the most between the 2015 and 2020 surveys was the group with annual household incomes between \$20,000 and \$29,999. The 2008 economic crisis (which lingered for several years) was a contributing factor to the increased percentage of transit rider households making less than \$20,000 per year between the 2005 and 2009 surveys, and may have also been responsible for the increased percentage of transit rider households making less than \$20,000 per year between the 2009 and 2015 surveys. Still, survey respondents reported generally lower household incomes than the population of the transit service area as a whole. While 56 percent of respondents to the 2020 survey lived in a household with an income of less than \$20,000, only about 16 percent of households in the transit service area were at this income level according to the 2014 - 2018 ACS. It should also be noted that the real "buying power" of the dollar decreases over time, so a gradual shift toward higher household income should be expected under normal circumstances of economic growth.

Comparison of Transportation Characteristics of Respondents

Transportation characteristics of respondents to the passenger opinion survey were compared for the four most recent years in which the survey was administered. In Table 5.15, transportation characteristics of ridership opinion survey respondents are compared for 2005, 2009, 2015 and 2020.

In 2020, over 75 percent of survey respondents did not possess a driver's license; this statistic is lower than what was observed in the 2005 and 2009 surveys, but is fairly similar to what was observed in the 2015 survey.

In 2020, almost 53 percent of survey respondents did not have a motor vehicle available in their household, which is lower than what was observed in 2015 but is higher than what was observed in 2005 and in 2009. Also in 2015, about 82 percent of survey respondents had either no vehicle or one vehicle available in their household; this was higher than what was observed in the 2005 and 2009 survey efforts, but was slightly lower than what was observed in 2015.

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Table 5.15: Transportation Characteristics of Ridership Opinion Survey Respondents: 2005, 2009, 2015 and 2020

Characteristic	2005 Results	2009 Results	2015 Results	2020 Results
Licensed Driver				
Yes	24%	18%	25%	25%
No	76%	82%	75%	75%
Household Motor vehicles				
None Available	44%	51%	61%	53%
One Available	28%	25%	23%	29%
Two Available	21%	17%	9%	15%
Three or More Available	7%	8%	6%	3%
Distance from Bus Stop				
One Block	52%	54%	50%	51%
Two Blocks	18%	17%	16%	20%
Three Blocks	10%	9%	9%	10%
Four Blocks	4%	4%	5%	3%
Five or More Blocks	16%	16%	19%	16%
Trips Made Per Week				
Less Than One Trip	4%	4%	2%	5%
1 - 2 Trips	10%	11%	10%	14%
3 - 6 Trips	43%	37%	42%	40%
7 - 10 Trips	19%	19%	23%	19%
More Than 10 Trips	24%	29%	23%	23%

Source: Bay-Lake Regional Planning Commission, 2005, 2009, 2015 and 2020.

Some 80 percent of survey respondents lived within three blocks of a bus stop in 2005; this proportion remained at 80 percent in 2009, decreased to around 75 percent in 2015, and rebounded to 81 percent in 2020. The decrease from 2009 to 2015 could reflect the continued decentralization of the urban area population even at its core, the transit service area. The increase from 2015 to 2020 could reflect an increased transit service area and better-planned routes and stops in recent years.

The proportion of survey respondents who are “frequent riders” (three or more trips per week) has remained in the 80 to 90 percent range since 2005. The most dependent sector of the ridership (those who ride ten or more times per week) was 23 percent in 2020, which was similar to what was observed in 2015, but was lower than what was observed in 2005 and 2009. The percentage of “infrequent riders” (those riders who make two or fewer trips per week, which is one round trip or fewer) reached a peak of over 18 percent in 2020. Interestingly, this peak of infrequent ridership follows the lowest observed percentage of infrequent ridership, which was 12 percent in 2015.

Comparison of Passenger Opinions

Opinions of respondents to the survey in 2005, 2009, 2015 and 2020 were compared. As was stated previously, a rating of “1” is “poor,” “2” is “neutral,” and “3” is “good” for purposes of this survey over the 2009, 2015 and 2020 survey periods. Since the rating system was less elaborate than what was used in 2005 (a scale of 1 to 5 was used in that year in which “1” was “very poor,” “3” was “neutral,” and “5” was “very good”), average ratings from the previous years were converted to the scale used for the 2009 through 2020 survey efforts so that scores could be directly compared.

Table 5.16 shows how passengers rated various attributes of Shoreline Metro in the 2005, 2009, 2015

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and 2020 opinion surveys. Six of eleven attributes rated in 2020 were also rated in 2005, 2009 and 2015, and are compared in Table 5.16. The 2009, 2015 and 2020 surveys asked passengers to rate interior and exterior cleanliness of buses as one rating, while interior and exterior bus cleanliness were rated separately in the 2005 survey; therefore, these ratings were not directly comparable. In addition, the 2009, 2015 and 2020 surveys asked passengers to rate two attributes that were not rated in the 2005 survey; these attributes were: (1) riding comfort of buses; and (2) hours of service. The 2020 survey added two new attributes: (1) the Bus Buddy program; and (2) modern amenities, such as the Bus Tracker app, Shoreline Metro’s Facebook page, and USB chargers on buses.

Table 5.16: Comparison of Rated Attributes of Shoreline Metro According to Ridership Opinion Survey Respondents: 2005, 2009, 2015 and 2020

Attribute	2005 Mean Rating	2009 Mean Rating	2015 Mean Rating	2020 Mean Rating
Courtesy of Driver	2.67	2.79	2.80	2.67
Length of Ride Time	2.53	2.60	2.63	2.51
Bus Service Information/Ease of Understanding Bus Routes	2.64	2.66	2.71	2.69
Passenger Safety	2.63	2.75	2.75	2.72
Timeliness of the Bus/Buses Run on Schedule	2.55	2.59	2.53	2.41
Cost of Service	2.36	2.32	2.59	2.62

Source: Bay-Lake Regional Planning Commission, 2005, 2009, 2015 and 2020.

According to Table 5.16:

- The cost of service was rated higher in 2020 than it was rated in all previous survey years, even above the previous high in 2015;
- Length of ride time reached its lowest rating in 2020, which was significantly lower than 2009 and 2015, but was only slightly lower than in 2005;
- Bus service information/ease of understanding bus routes was rated lower in 2020 than in 2015, yet was rated higher than in 2005 and 2009;
- Driver courtesy in 2020 was rated lower than in 2009 and 2015, but was rated the same as it was in 2005;
- Passenger safety was rated lower than it was in 2009 and 2015, yet was rated higher than it was in 2005;
- Timeliness of the bus/buses run on schedule reached its lowest rating in 2020, dropping below 2.50 points for the first time;
- For the first time in 2020, the highest rated attribute was not driver courtesy, but passenger safety, with bus service information/ease of understanding bus routes also being rated higher than driver courtesy; and
- The cost of service was the lowest rated attribute in 2005 and in 2009, while timeliness of the bus/buses run on schedule was the lowest rated attribute in 2015 and in 2020.

Comparison of Transit Usage Influence Factors

Eleven of thirteen transit usage influence factors in the 2020 survey were addressed in three or more previous survey efforts (although the wording was slightly different in one case between survey years). Two new factors were new in 2020, and correspond to the two new attributes. These two new usage factors are: (1) expanding the Bus Buddy program; and (2) increasing the availability of modern amenities. As was stated previously, a rating of “1” meant “ride less often,” “2” meant

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“have no effect,” and “3” meant “ride more often” for purposes of the 2009, 2015 and 2020 surveys. Since the rating system was less elaborate than what was used in 2005 (a scale of 1 to 5 was used in that year where “1” meant “definitely ride less often,” “3” meant “have no effect,” and “5” meant “definitely ride more often”), average ratings from the previous years were converted to the scale used for the 2009, 2015, and 2020 survey efforts so that scores could be directly compared.

Table 5.17 shows how passengers rated transit usage influence factors for Shoreline Metro in the 2005, 2009, 2015 and 2020 opinion surveys; eleven of the thirteen transit usage influence factors were rated for all four years, while two new transit usage influence factors were introduced in 2020.

Table 5.17: Comparison of Transit Usage Influence Factor Ratings According to Ridership Opinion Survey Respondents: 2005, 2009, 2015 and 2020

Factor	2005 Mean Rating	2009 Mean Rating	2015 Mean Rating	2020 Mean Rating
Fares Increase 25 Cents	1.80	1.71	1.74	1.74
Transfers Become Much Easier	2.30	2.42	2.36	2.49
Better Waiting Areas are Built	2.40	2.45	2.41	2.53
Bus Stops on Nearest Corner to House	2.35	2.42	2.34	2.48
Buses Travel More Frequently	2.46	2.55	2.57	2.72
Special Discounts Offered Through Employer	2.35	2.35	2.30	2.33
Easier to Know All Routes and Schedules	2.34	2.38	2.36	2.45
Bus Route Moved 7 to 8 Blocks from House	1.68	1.51	1.52	1.40
Training Provided on How to Use the Bus	2.14	2.17	2.13	2.13
Transit Maps/Schedules in One’s Language	2.20	2.22	2.18	2.22
Weekly Bus Pass is Implemented	2.27	2.32	2.37	2.35
Bus Buddy Program Expanded	NA	NA	NA	2.18
Increased Availability of Modern Amenities	NA	NA	NA	2.47

Source: Bay-Lake Regional Planning Commission, 2005, 2009, 2015 and 2020.

For transit usage influence factors that appeared in all four survey years (see Table 5.17):

- Having the fare increase 25 cents was rated the same in 2020 as in 2015, which was lower than in 2005 but higher than in 2009. Not surprisingly, fare increases made riders less likely to use transit in all four surveys, and was consistently the second lowest ranked factor;
- Moving the bus route 7 to 8 blocks from one’s home was rated significantly lower in 2020 than in any preceding survey. Not surprisingly, this was the lowest rated factor in each survey period;
- Making transfers easier, building better waiting areas, having the bus stop at the nearest corner to one’s house, and making it easier to know all the routes and schedules were all rated higher in 2020 than in the three preceding surveys. The previous highest ratings for each of these factors were reached in 2009;
- Having buses travel more frequently was rated significantly higher in 2020 than in the three preceding surveys;
- Having special discounts offered through one’s employer was rated lower in 2020 than in 2005 and 2009, but was rated higher than in 2015;

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- Providing training on how to use the bus tied for its lowest rating in 2020, although the ratings were similar across all four survey periods;
- Making transit maps and schedules available in one's language tied for its highest rating in 2020, although the ratings were similar across all four survey periods; and
- Implementing a weekly bus pass was rated higher in 2020 than it was rated in 2005 and 2009, but was rated lower than it was rated in 2015.

For transit usage influence factors that appeared for the first time in the 2020 survey (see Table 5.17):

- Expanding the Bus Buddy program was rated relatively low. This factor had a reasonably high response rate, yet a significant portion of respondents rated it as neutral, and it is likely that many respondents answered this question without having familiarity with the program; and
- Increasing the availability of modern amenities was the fifth-highest rated attribute in 2020.

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Chapter 6: Route Ridership Patterns

Boarding And Alighting Data Collection Methodology

Boarding and alighting data collection was conducted by Shoreline Metro to assess the amount of usage in detail along standard routes of Shoreline Metro during weekdays and a Saturday over one week of service. The boarding and alighting data were collected the week of August 17 – 22, 2020. Only regular (fixed) routes were examined in this analysis.

The objectives of the analysis were to: examine total weekly boardings and alightings; examine boardings and alightings on individual routes by broad time period on weekdays and overall on Saturdays; and provide route specific boarding and alighting information. Data were collected by Shoreline Metro drivers and were processed by Shoreline Metro management before being turned over to Bay-Lake Regional Planning Commission staff for analysis.

Total Weekly Boardings And Alightings

Table 6.1 indicates boardings and alightings for all regular (fixed) routes of Shoreline Metro during the week of August 17 – 22, 2020.

Table 6.1: Boardings and Alightings: All Regular Routes: Shoreline Metro: August 17 – 22, 2020

Boardings*	Alightings*
5,858	5,850

Source: Shoreline Metro, 2020; and Bay-Lake Regional Planning Commission, 2020.

*New software was used to collect the data, and there were glitches in the initial collection of the data that led to an imbalance in boardings and alightings.

Throughout the transit system on regular routes, there were 5,858 boardings and 5,850 alightings during the week of August 17 – 22, 2020. This is lower than typical for two reasons: (1) there was no school in session during the week that data were collected; and (2) COVID-19 had led to less travel demand (regardless of mode) since mid-March of 2020. As Table 6.1 indicates, new software was used to collect the data used to produce this chapter, and there were glitches in the initial collection of the data that led to an imbalance in boardings and alightings.

Peak And Off-Peak Boarding And Alighting Comparison

Weekdays

Table 6.2 indicates boardings and alightings by generalized time period on weekdays for Shoreline Metro routes. The following are generalized time periods on weekdays for Shoreline Metro routes:

Pre-AM Peak: Before 6:15 a.m.
 AM Peak: 6:15 to 8:45 a.m.
 Mid-Day Off-Peak: 8:45 a.m. to 2:15 p.m.
 PM Peak: 2:15 to 5:45 p.m.
 Night: After 5:45 p.m.

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Table 6.2: Boardings and Alightings by Generalized Time Period: Shoreline Metro: Weekdays: August 17 – 21, 2020

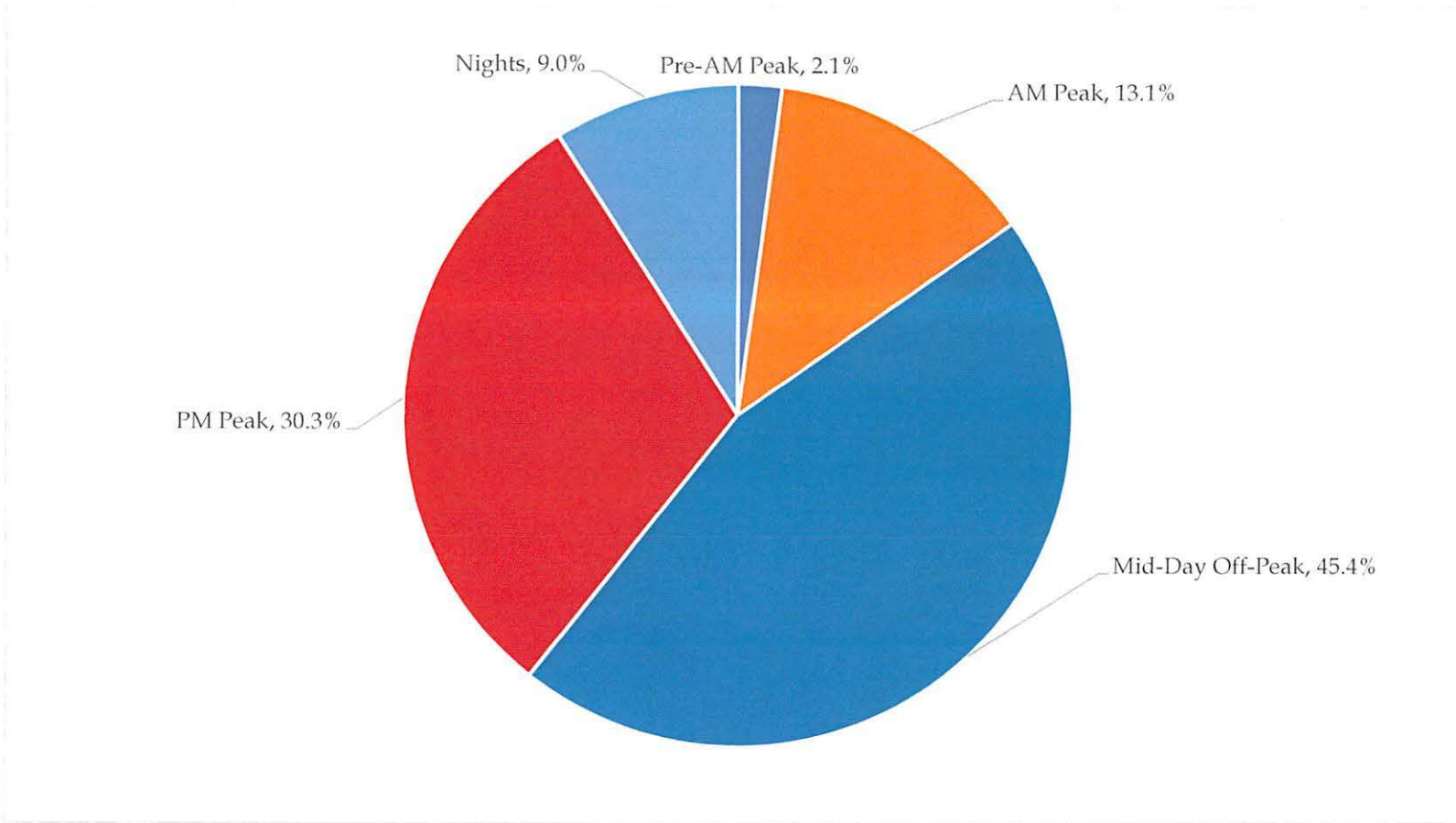
Route	Generalized Time Period									
	Pre-AM Peak		AM Peak		Mid-Day Off-Peak		PM Peak		Nights	
	Boardings	Alightings	Boardings	Alightings	Boardings	Alightings	Boardings	Alightings	Boardings	Alightings
3 North	7	1	127	120	296	281	221	240	49	55
3 South	8	4	43	46	111	121	84	93	10	12
5 North	19	13	64	63	297	292	201	214	51	55
5 South	16	7	76	66	241	250	158	164	37	34
7 North	10	7	52	58	332	324	158	181	32	36
7 South	9	3	69	47	260	254	187	189	36	43
10 North	6	3	101	101	368	365	294	289	68	77
10 South	9	6	145	136	483	466	271	280	63	80
20 - Kohler Special	NA	NA	10	10	NA	NA	NA	NA	NA	NA
20 North	16	11	22	26	15	15	NA	NA	1	1
20 South	NA	NA	NA	NA	46	38	50	58	19	23
40 - The Square	NA	NA	NA	NA	15	14	21	21	6	6
North and South Shuttles	14	12	NA	NA	NA	NA	NA	NA	118	117
TOTALS	114	67	709	673	2,464	2,420	1,645	1,729	490	539

Source: Shoreline Metro, 2020; and Bay-Lake Regional Planning Commission, 2020.

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Figure 6.1 indicates the distribution of boardings by generalized time period on weekdays. Some 114 boardings occurred during the pre-AM peak period (2.1 percent), while 709 boardings occurred during the AM peak period (13.1 percent), 2,464 boardings occurred during the mid-day off-peak period (45.4 percent), 1,645 boardings occurred during the PM peak period (30.3 percent), and 490 boardings occurred during nights (9.0 percent).

Figure 6.1 Boardings by Generalized Time Period – Weekdays

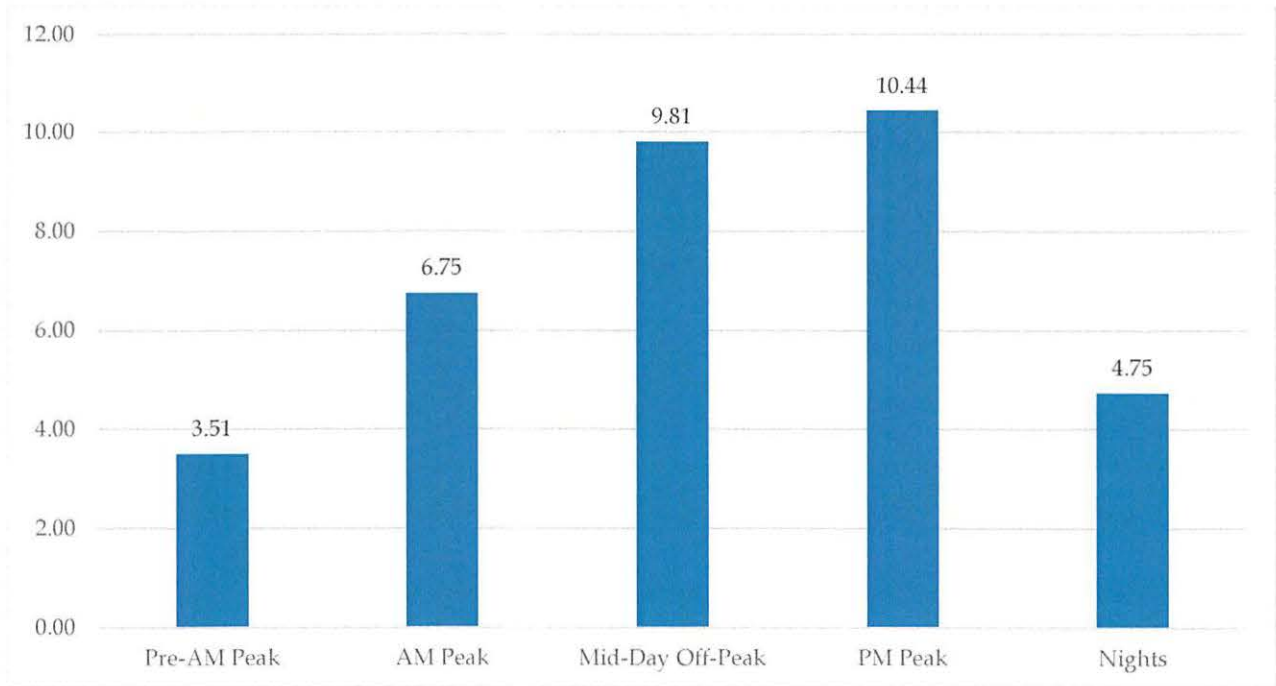


Source: Shoreline Metro, 2020; and Bay-Lake Regional Planning Commission, 2020.

Shoreline Metro

Figure 6.2 indicates the average number of boardings per revenue hour of service during each of the five generalized time periods on weekdays. The average number of boardings per revenue hour of service was 3.51 during the pre-AM peak period, 6.75 during the AM peak period, 9.81 during the mid-day-off-peak period, 10.44 during the PM peak period, and was 4.75 during nights.

Figure 6.2 Average Number of Boardings per Revenue Hour by Generalized Time Period – Weekdays

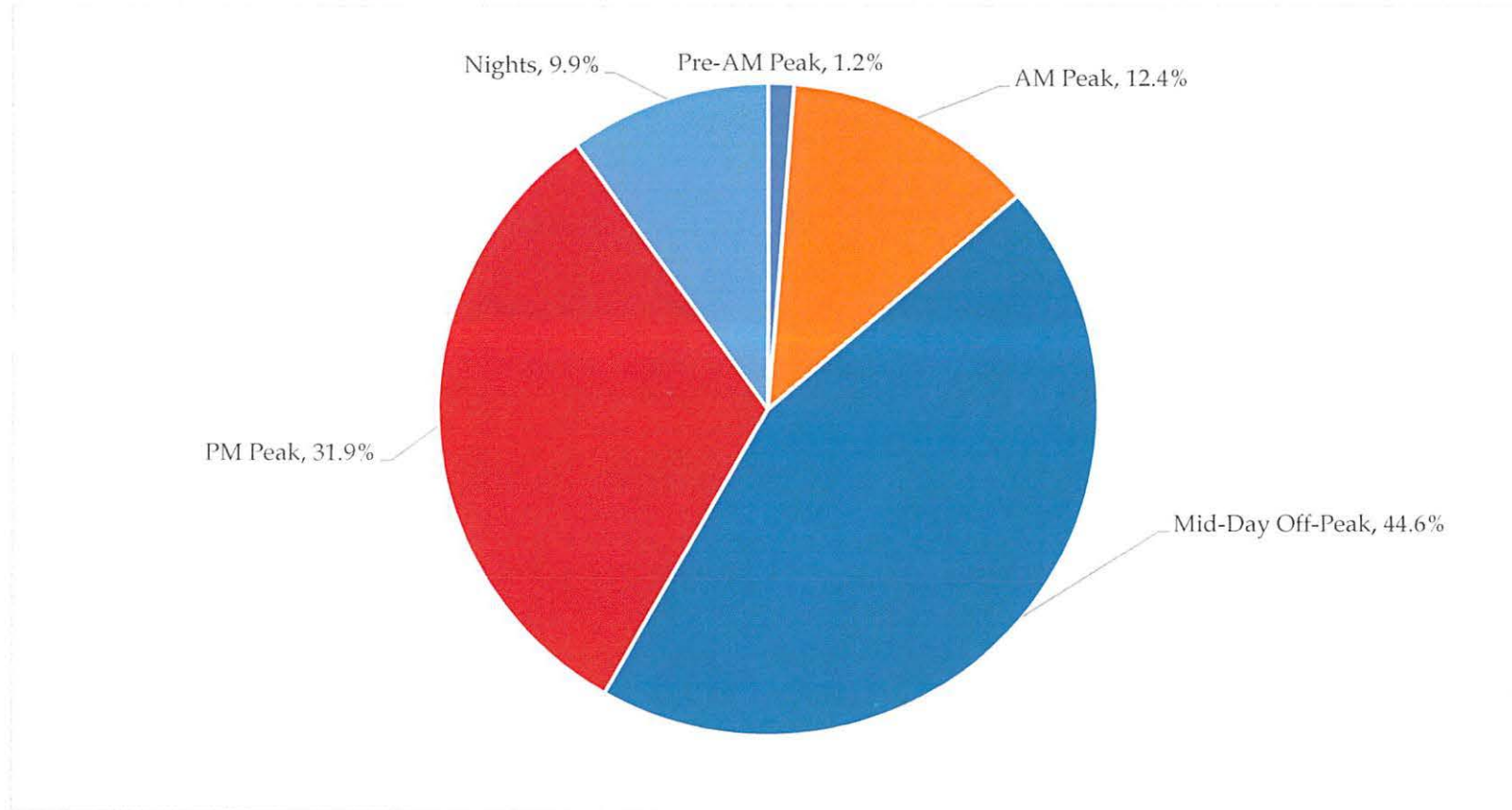


Source: Shoreline Metro, 2020; and Bay-Lake Regional Planning Commission, 2020.

Shoreline Metro

Figure 6.3 indicates the distribution of alightings by generalized time period on weekdays. Some 67 alightings occurred during the pre-AM peak period (1.2 percent), while 673 alightings occurred during the AM peak period (12.4 percent), 2,420 alightings occurred during the mid-day off-peak period (44.6 percent), 1,729 alightings occurred during the PM peak period (31.9 percent), and 539 alightings occurred during nights (9.9 percent).

Figure 6.3 Alightings by Generalized Time Period – Weekdays

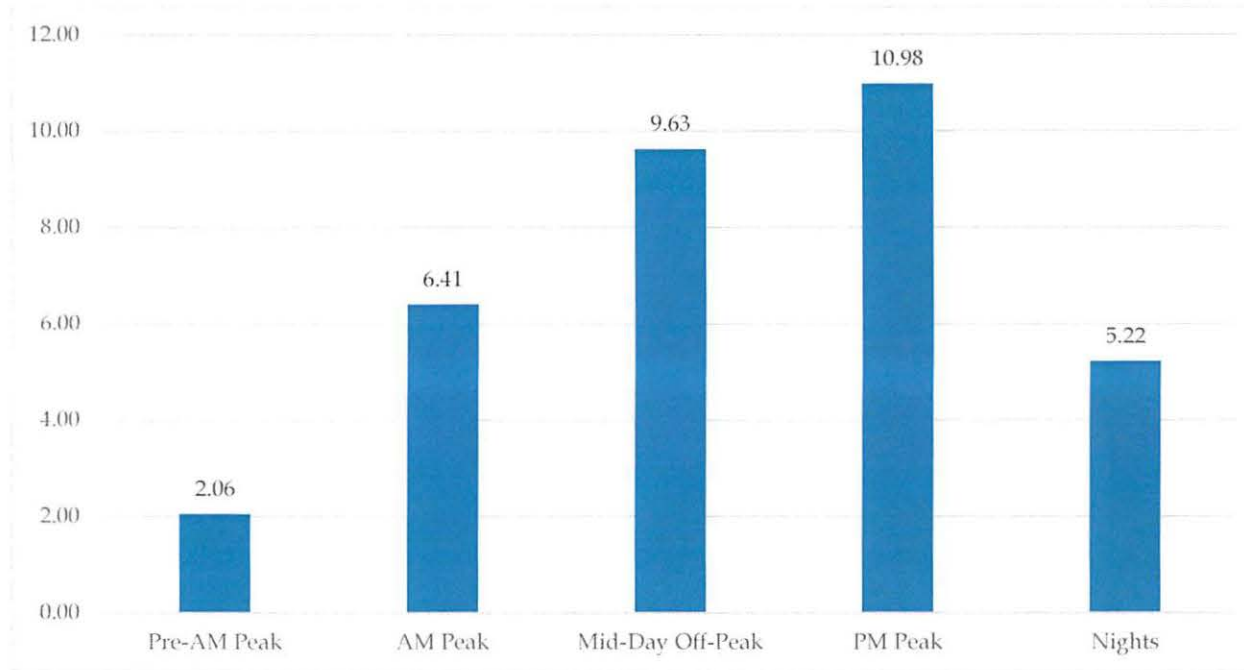


Source: Shoreline Metro, 2020; and Bay-Lake Regional Planning Commission, 2020.

Shoreline Metro

Figure 6.4 indicates the average number of alightings per revenue hour of service during each of the five generalized time periods on weekdays. The average number of alightings per revenue hour of service was 2.06 during the pre-AM peak period, 6.41 during the AM peak period, 9.63 during the mid-day off-peak period, 10.98 during the PM peak period, and was 5.22 during nights.

Figure 6.4 Average Number of Alightings per Revenue Hour by Generalized Time Period – Weekdays



Source: Shoreline Metro, 2020; and Bay-Lake Regional Planning Commission, 2020.

Saturday

Due to its relatively low level of ridership and shorter service day, Saturday was not divided into time periods.

There were 436 boardings and 436 alightings on Saturday. This equated to 7.52 boardings and 7.52 alightings per revenue hour of service on Saturday.

Detailed Route Boarding And Alighting Information

Various tables indicate in detail boardings and alightings for the various trips of the individual routes of Shoreline Metro.

Table 6.3 indicates detailed boardings and alightings for all trips on the eight standard City of Sheboygan routes of Shoreline Metro on weekdays.

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Table 6.3: Boardings and Alightings for Standard City Routes: Shoreline Metro: Weekdays: August 17 - 21, 2020

Time of Day	Route							
	3 North		3 South		5 North		5 South	
	Boardings	Alightings	Boardings	Alightings	Boardings	Alightings	Boardings	Alightings
5:45 - 6:15 a.m.	8	7	8	5	19	19	16	18
6:15 - 6:45 a.m.	15	18	13	10	21	20	4	3
6:45 - 7:15 a.m.	25	22	6	11	3	5	9	9
7:15 - 7:45 a.m.	10	10	11	11	7	6	16	16
7:45 - 8:15 a.m.	32	27	7	10	14	13	14	14
8:15 - 8:45 a.m.	47	42	6	7	19	21	38	31
8:45 - 9:15 a.m.	24	33	8	7	24	23	14	20
9:15 - 9:45 a.m.	26	23	10	14	22	22	23	18
9:45 - 10:15 a.m.	31	28	8	11	18	19	30	32
10:15 - 10:45 a.m.	25	24	11	14	21	19	25	25
10:45 - 11:15 a.m.	23	24	10	11	27	29	17	18
11:15 - 11:45 a.m.	30	26	5	11	36	36	20	15
11:45 a.m. - 12:15 p.m.	27	26	6	6	20	19	17	22
12:15 - 12:45 p.m.	22	22	19	19	37	36	26	26
12:45 - 1:15 p.m.	45	36	17	16	18	22	26	27
1:15 - 1:45 p.m.	16	20	6	5	33	33	25	24
1:45 - 2:15 p.m.	29	23	11	10	44	44	14	12
2:15 - 2:45 p.m.	40	55	7	6	36	40	24	23
2:45 - 3:15 p.m.	56	48	17	10	35	35	23	20
3:15 - 3:45 p.m.	52	54	16	16	22	28	31	22
3:45 - 4:15 p.m.	24	33	14	9	25	23	12	16
4:15 - 4:45 p.m.	15	16	16	18	28	22	21	27
4:45 - 5:15 p.m.	14	14	7	8	28	28	31	35
5:15 - 5:45 p.m.	15	16	7	7	24	25	16	16
5:45 - 6:15 p.m.	12	13	NA	NA	19	18	NA	NA
6:15 - 6:45 p.m.	NA	NA	3	3	NA	NA	9	10
6:45 - 7:15 p.m.	16	16	NA	NA	14	14	NA	NA
7:15 - 7:45 p.m.	NA	NA	4	4	NA	NA	15	13
7:45 - 8:15 p.m.	21	21	NA	NA	18	18	NA	NA
8:15 - 8:45 p.m.	NA	NA	3	3	NA	NA	12	9
TOTALS	700	697	256	262	632	637	528	521

Shoreline Metro

Table 6.3: Boardings and Alightings for Standard City Routes: Shoreline Metro: Weekdays: August 17 - 21, 2020 (cont.)

Time of Day	Route							
	7 North		7 South		10 North		10 South	
	Boardings	Alightings	Boardings	Alightings	Boardings	Alightings	Boardings	Alightings
5:45 - 6:15 a.m.	10	13	9	6	6	5	11	9
6:15 - 6:45 a.m.	4	2	5	7	23	24	19	19
6:45 - 7:15 a.m.	4	9	13	8	9	11	33	29
7:15 - 7:45 a.m.	8	5	11	13	23	24	35	32
7:45 - 8:15 a.m.	17	23	19	12	20	20	37	36
8:15 - 8:45 a.m.	20	18	21	19	26	25	20	25
8:45 - 9:15 a.m.	26	20	18	21	24	25	41	37
9:15 - 9:45 a.m.	28	26	26	33	47	44	53	57
9:45 - 10:15 a.m.	27	28	16	19	31	33	47	32
10:15 - 10:45 a.m.	26	25	18	17	37	37	28	38
10:45 - 11:15 a.m.	44	43	14	13	27	27	46	43
11:15 - 11:45 a.m.	30	27	23	23	24	26	39	42
11:45 a.m. - 12:15 p.m.	32	31	23	17	24	25	40	35
12:15 - 12:45 p.m.	26	27	24	30	35	42	40	34
12:45 - 1:15 p.m.	45	50	28	26	31	33	44	41
1:15 - 1:45 p.m.	21	26	39	24	46	46	68	68
1:45 - 2:15 p.m.	30	34	31	33	42	39	36	42
2:15 - 2:45 p.m.	31	40	25	22	53	42	57	53
2:45 - 3:15 p.m.	19	19	29	26	53	57	36	34
3:15 - 3:45 p.m.	28	25	27	26	48	40	41	57
3:45 - 4:15 p.m.	27	33	19	17	39	50	53	31
4:15 - 4:45 p.m.	15	16	19	20	49	49	33	45
4:45 - 5:15 p.m.	15	9	46	37	26	22	32	36
5:15 - 5:45 p.m.	19	25	21	31	26	21	29	29
5:45 - 6:15 p.m.	14	14	NA	NA	24	25	NA	NA
6:15 - 6:45 p.m.	NA	NA	8	8	NA	NA	23	24
6:45 - 7:15 p.m.	7	7	NA	NA	24	24	NA	NA
7:15 - 7:45 p.m.	NA	NA	18	18	NA	NA	10	10
7:45 - 8:15 p.m.	11	11	NA	NA	20	20	NA	NA
8:15 - 8:45 p.m.	NA	NA	10	10	NA	NA	20	20
TOTALS	584	606	560	536	837	836	971	958

Source: Shoreline Metro, 2020; and Bay-Lake Regional Planning Commission, 2020.

Shoreline Metro

Table 6.4 indicates detailed boardings and alightings for all trips of Route 20 (the Kohler/Sheboygan Falls Route) on weekdays.

Table 6.4: Boardings and Alightings on Route 20: Shoreline Metro: Weekdays: August 17 - 21, 2020

Time of Day	Boardings	Alightings
5:45 - 6:45 a.m. (20 North)	16	16
6:45 a.m. (Kohler Company Special Run)	10	10
7:15 - 8:15 a.m. (20 North)	22	21
9:15 - 10:15 a.m. (20 South)	14	14
11:15 a.m. - 12:15 p.m. (20 North)	15	15
1:15 - 2:15 p.m. (20 South)	32	30
3:45 - 4:45 p.m. (20 South)	40	52
5:45 - 6:45 p.m. (20 South)	19	23
7:45 - 8:45 p.m. (20 North)	1	1
TOTALS	169	182

Source: Shoreline Metro, 2020; and Bay-Lake Regional Planning Commission, 2020.

Shoreline Metro

Table 6.5 indicates detailed boardings and alightings for all trips of Route 40 (the Harbor Centre Express Trolley, also known as the Square) on weekdays.

Table 6.5: Boardings and Alightings on Route 40: Shoreline Metro: Weekdays: August 17-21, 2020

Time of Day	Boardings	Alightings
11:00 a.m.	2	2
11:30 a.m.	0	0
12:00 p.m.	6	6
12:30 p.m.	0	0
1:00 p.m.	5	5
1:30 p.m.	1	1
2:00 p.m.	1	0
2:30 p.m.	1	0
3:00 p.m.	8	14
3:30 p.m.	6	1
4:00 p.m.	1	1
4:30 p.m.	1	1
5:00 p.m.	4	1
5:30 p.m.	0	3
6:00 p.m.	1	1
6:30 p.m.	1	1
7:00 p.m.	1	1
7:30 p.m.	0	0
8:00 p.m. (Thursday/Friday)	3	3
8:30 p.m. (Thursday/Friday)	0	0
TOTALS	42	41

Source: Shoreline Metro, 2020; and Bay-Lake Regional Planning Commission, 2020.

Table 6.6 indicates detailed boardings and alightings for all trips of the North and South Shuttles on weekdays.

Table 6.6: Boardings and Alightings for Shuttle Routes: Shoreline Metro: Weekdays: August 17-21, 2020

Time of Day	Boardings	Alightings
5:15 - 5:45 a.m. (Both)	14	12
5:45 - 6:15 p.m. (South)	17	17
6:15 - 6:45 p.m. (North)	21	21
6:45 - 7:15 p.m. (South)	13	13
7:15 - 7:45 p.m. (North)	10	9
7:45 - 8:15 p.m. (South)	11	12
8:15 - 8:45 p.m. (North)	11	10
8:45 - 9:15 p.m. (Both)	34	35
TOTALS	131	129

Source: Shoreline Metro, 2020; and Bay-Lake Regional Planning Commission, 2020.

Shoreline Metro

Table 6.7 indicates detailed boardings and alightings for all trips on the eight standard City of Sheboygan routes of Shoreline Metro on Saturday.

Table 6.7: Boardings and Alightings for Standard City Routes: Shoreline Metro: Saturday: August 22, 2020

Time of Day	Route							
	3 North		3 South		5 North		5 South	
	Boardings	Alightings	Boardings	Alightings	Boardings	Alightings	Boardings	Alightings
7:45 - 8:15 a.m.	3	3	NA	NA	4	4	NA	NA
8:15 - 8:45 a.m.	NA	NA	6	6	NA	NA	3	3
8:45 - 9:15 a.m.	5	5	NA	NA	6	6	NA	NA
9:15 - 9:45 a.m.	NA	NA	2	2	NA	NA	2	2
9:45 - 10:15 a.m.	8	8	NA	NA	3	3	NA	NA
10:15 - 10:45 a.m.	NA	NA	4	4	NA	NA	4	2
10:45 - 11:15 a.m.	2	2	NA	NA	3	5	NA	NA
11:15 - 11:45 a.m.	NA	NA	2	2	NA	NA	2	2
11:45 a.m. - 12:15 p.m.	0	0	NA	NA	5	5	NA	NA
12:15 - 12:45 p.m.	NA	NA	4	4	NA	NA	5	5
12:45 - 1:15 p.m.	2	2	NA	NA	4	4	NA	NA
1:15 - 1:45 p.m.	NA	NA	0	0	NA	NA	4	4
1:45 - 2:15 p.m.	3	3	NA	NA	1	1	NA	NA
2:15 - 2:45 p.m.	NA	NA	0	0	NA	NA	5	5
2:45 - 3:15 p.m.	0	0	NA	NA	6	6	NA	NA
3:15 - 3:45 p.m.	NA	NA	1	1	NA	NA	4	4
3:45 - 4:15 p.m.	3	3	NA	NA	0	0	NA	NA
4:15 - 4:45 p.m.	NA	NA	0	0	NA	NA	6	6
4:45 - 5:15 p.m.	0	0	NA	NA	0	0	NA	NA
5:15 - 5:45 p.m.	NA	NA	0	0	NA	NA	0	0
TOTALS	26	26	19	19	32	34	35	33

Shoreline Metro

Table 6.7: Boardings and Alightings for Standard City Routes: Shoreline Metro: Saturday August 22, 2020 (cont.)

Time of Day	Route							
	7 North		7 South		10 North		10 South	
	Boardings	Alightings	Boardings	Alightings	Boardings	Alightings	Boardings	Alightings
7:45 - 8:15 a.m.	3	3	NA	NA	1	1	NA	NA
8:15 - 8:45 a.m.	NA	NA	5	1	NA	NA	1	5
8:45 - 9:15 a.m.	0	0	NA	NA	11	7	NA	NA
9:15 - 9:45 a.m.	NA	NA	5	9	NA	NA	8	8
9:45 - 10:15 a.m.	1	1	NA	NA	3	3	NA	NA
10:15 - 10:45 a.m.	NA	NA	7	7	NA	NA	8	17
10:45 - 11:15 a.m.	8	2	NA	NA	8	8	NA	NA
11:15 - 11:45 a.m.	NA	NA	3	9	NA	NA	10	10
11:45 a.m. - 12:15 p.m.	2	2	NA	NA	11	11	NA	NA
12:15 - 12:45 p.m.	NA	NA	4	0	NA	NA	12	12
12:45 - 1:15 p.m.	7	9	NA	NA	13	13	NA	NA
1:15 - 1:45 p.m.	NA	NA	9	11	NA	NA	3	3
1:45 - 2:15 p.m.	7	2	NA	NA	10	10	NA	NA
2:15 - 2:45 p.m.	NA	NA	1	1	NA	NA	9	9
2:45 - 3:15 p.m.	3	4	NA	NA	4	4	NA	NA
3:15 - 3:45 p.m.	NA	NA	2	2	NA	NA	14	14
3:45 - 4:15 p.m.	3	3	NA	NA	0	0	NA	NA
4:15 - 4:45 p.m.	NA	NA	8	7	NA	NA	7	7
4:45 - 5:15 p.m.	2	3	NA	NA	5	5	NA	NA
5:15 - 5:45 p.m.	NA	NA	0	0	NA	NA	2	2
TOTALS	36	29	44	47	66	62	74	87

Source: Shoreline Metro, 2020; and Bay-Lake Regional Planning Commission, 2020.

Shoreline Metro

Table 6.8 indicates detailed boardings and alightings for all trips of Route 20 (the Kohler/Sheboygan Falls Route) on Saturday.

Table 6.8: Boardings and Alightings on Route 20: Shoreline Metro: Saturday: August 22, 2020

Time of Day	Boardings	Alightings
9:15 - 10:15 a.m. (20 North)	7	2
11:15 a.m. - 12:15 p.m. (20 South)	6	6
12:15 - 1:15 p.m. (20 North)	3	3
1:15 - 2:15 p.m. (20 South)	1	1
3:15 - 4:15 p.m. (20 North)	3	3
TOTALS	20	15

Source: Shoreline Metro, 2020; and Bay-Lake Regional Planning Commission, 2020.

Table 6.9 indicates detailed boardings and alightings for all trips of Route 40 (the Harbor Centre Express Trolley, also known as the Square) on Saturday.

Table 6.9: Boardings and Alightings on Route 40: Shoreline Metro: Saturdays: August 22, 2020

Time of Day	Boardings	Alightings
11:00 a.m.	1	1
11:30 a.m.	2	1
12:00 p.m.	1	1
12:30 p.m.	2	2
1:00 p.m.	4	3
1:30 p.m.	0	1
2:00 p.m.	0	0
2:30 p.m.	0	0
3:00 p.m.	1	1
3:30 p.m.	1	0
4:00 p.m.	0	1
4:30 p.m.	1	1
5:00 p.m.	0	0
5:30 p.m.	0	0
TOTALS	13	12

Source: Shoreline Metro, 2020; and Bay-Lake Regional Planning Commission, 2020.

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Finally, Table 6.10 indicates detailed boardings and alightings for all trips of the North and South Shuttles on Saturday.

Table 6.10: Boardings and Alightings for Shuttle Routes: Shoreline Metro: Saturday: August 22, 2020

Time of Day	Boardings	Alightings
7:15 - 7:45 a.m. (Both)	1	1
7:45 - 8:15 p.m. (South)	0	0
8:15 - 8:45 p.m. (North)	1	1
8:45 - 9:15 p.m. (South)	3	3
9:15 - 9:45 p.m. (North)	4	4
9:45 - 10:15 p.m. (South)	4	4
10:15 - 10:45 p.m. (North)	7	7
10:45 - 11:15 a.m. (South)	6	6
11:15 - 11:45 a.m. (North)	1	1
11:45 a.m. - 12:15 p.m. (South)	2	2
12:15 - 12:45 p.m. (North)	3	3
12:45 - 1:15 p.m. (South)	6	6
1:15 - 1:45 p.m. (North)	6	5
1:45 - 2:15 p.m. (South)	0	1
2:15 - 2:45 p.m. (North)	3	0
2:45 - 3:15 p.m. (South)	3	6
3:15 - 3:45 p.m. (North)	3	3
3:45 - 4:15 p.m. (South)	1	0
4:15 - 4:45 p.m. (North)	3	0
4:45 - 5:15 p.m. (South)	4	8
5:15 - 5:45 p.m. (North)	3	3
5:45 - 6:15 p.m. (Both)	5	5
TOTALS	69	69

Source: Shoreline Metro, 2020; and Bay-Lake Regional Planning Commission, 2020.

Number Of Boardings And Alightings By Location

Map 6.1 indicates the number range of boardings and alightings by location along all routes during the August 2020 data collection period. Locations in red had one to five boardings and alightings over the entire week in which data were collected. Locations in yellow had six to ten boardings and alightings over that same period. Locations in orange had between 11 and 50 boardings, while locations in green had between 51 and 100 boardings and alightings. Finally, locations in blue had 100 or more boardings and alightings over the week in which data were collected.

Map 6.1 indicates that locations that had 100 or more boardings and alightings included: the downtown transfer point; the south side Walmart supercenter; and the Meijer supermarket and neighboring stores. Map 6.1 also indicates that locations that had between 51 and 100 boardings and alightings were mainly along Route 10 North, and included: the Aurora Sheboygan Clinic and neighboring businesses; the Sheboygan County Job Center; Festival Foods and neighboring businesses; and Tamarack Apartments. Locations on other routes that had between 51 and 100 boardings included Washington Square Shopping Center (including the south side Piggly Wiggly

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supermarket); the north side Piggly Wiggly supermarket; Indian Meadows Trailer Park; and RCS Empowers.

Map 6.1 indicates locations that had between 11 and 50 boardings and alightings over the analysis period, all of which were located in the City of Sheboygan. Map 6.1 also shows locations that had between six and ten boardings and alightings over the analysis period, with three of these in the Village of Kohler (Woodlake Market area, the Kohler Company, and the Deer Trace Shopping Center area), and with the remainder in the City of Sheboygan. Finally, Map 6.1 shows locations that had between one and five boardings and alightings over the analysis period, with eight of these in the City of Sheboygan Falls, three in the Village of Kohler, and the remainder in the City of Sheboygan.

All routes had segments that included locations with zero boardings and alightings. These tended to be at end points of routes, where population density may not be as conducive to productive transit demand. In addition, these tended to be in areas where barriers (such as rivers and rail lines) or other circumstances (such as high speed highways where safe boarding and alighting are not feasible) exist; this was particularly the case with Route 20, which travels over large stretches of State Highways 23 and 28.

Shoreline Metro management was consulted in the development of Map 6.1. Some boarding and/or alighting locations were distant from actual routes. In the case of north side routes, this was due to route detours in most cases, particularly in the cases of Routes 3 North and 7 North. In the case of south side routes, the software coded the boarding or alighting to an incorrect location, such that boardings and alightings were recoded to the nearest loading point on a route.

High Demand Loading Points For Individual Routes

Map 6.2 shows bus stops with 20 or more boardings over the data collection period, as well as existing public passenger shelters.

Map 6.2 indicates that the following bus stops had 20 or more boardings over the data collection period, and are located at or near an existing public passenger shelter:

- Geele Avenue near North 15th Street (serving RCS Empowers – Route 3 North);
- North 24th Street and North Avenue near Walgreen’s (Route 3 North);
- North 13th Street and Eisner Avenue near Eisner Avenue Apartments (Route 5 North);
- North 9th Street and Superior Avenue near St. Nicholas Apartments (Route 7 North);
- North 25th Street near Kohler Memorial Drive Frontage Road between Pick & Save and the Aurora Sheboygan Clinic (Route 7 North);
- South Business Drive and Wilson Avenue (Route 5 South);
- South Business Drive near Carmen Avenue (serving Indian Meadows Mobile Home Park – Route 5 South);
- South 12th Street and Clara Avenue (Route 5 South);
- South 12th Street near the former Sunnyside Mall (Route 7 South); and
- South Side Walmart Supercenter (Route 10 South).

Map 6.2 indicates that the following public passenger shelters had fewer than 20 boardings over the data collection period:

- North 14th Street and Niagara Avenue near the Lakeshore Technical College Sheboygan campus (Route 3 North);

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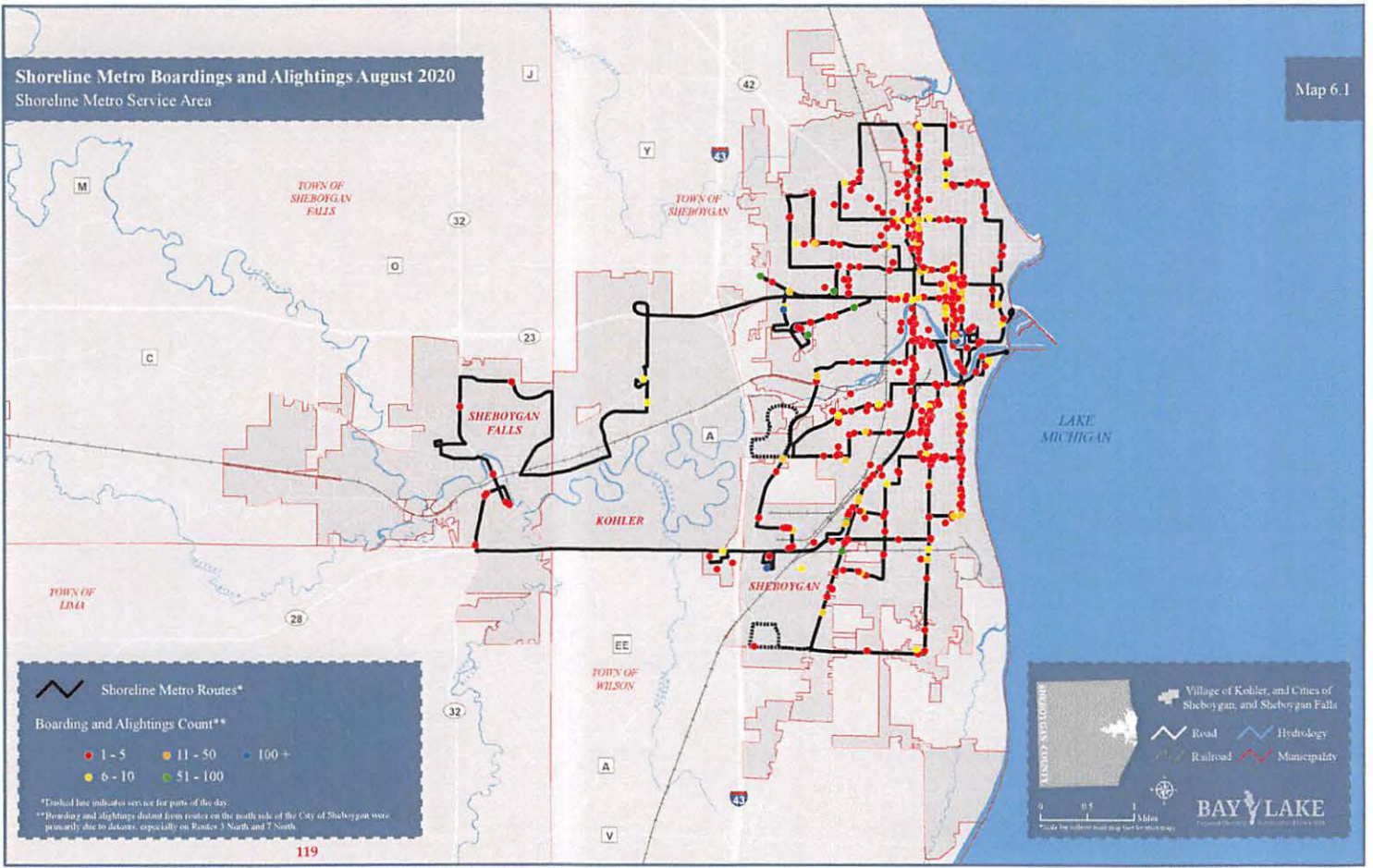
- North 8th Street and Lincoln Avenue near the former Save-A-Lot supermarket (Route 5 North);
- North 10th Street and Eisner Avenue (Route 5 North);
- North 13th Street and Geele Avenue (Route 5 North);
- North 10th Street and North Avenue near North High School (Route 5 North);
- North 3rd Street and Prospect Avenue (Route 5 North);
- North 9th Street and Wisconsin Avenue near the Mead Public Library (Route 7 North);
- North 13th Street and Superior Avenue (Route 7 North);
- Saemann and Wiemann Avenues near the Lakeshore Community Health Care Clinic (Route 7 North);
- North 31st Street and Superior near St. Nicholas Hospital (Route 7 North);
- North 8th Street and Ontario Avenue (Route 40);
- South 14th Street and Virginia Avenue near Sheridan Park (Route 3 South);
- Georgia Avenue near Union Avenue near Biolife (Route 3 South);
- South 18th Street and Mead Avenue (Route 5 South);
- South Business Drive and Behrens Parkway near Country Village Apartments (Route 7 South);
- South 22nd Street and New Jersey Avenue near Wildwood Park (Route 10 South); and
- South 32nd Street and Crocker Avenue near the Sheboygan County Detention Center (Route 10 South).

Finally, Map 6.2 indicates that the following locations had 20 or more boardings over the data collection period but do not currently have a passenger shelter in place:

- North Side Piggly Wiggly supermarket (Route 3 North);
- North 10th Street and Niagara Avenue (Route 3 North);
- North Taylor Drive and Saemann Avenue (Route 7 North);
- Erie Avenue and North 16th Street (Route 10 North);
- Sheboygan County Job Center (Route 10 North);
- Meijer Supermarket and adjacent stores (although a private shelter is provided, Route 10 North);
- Festival Foods/Taylor Heights Shopping Center (Route 10 North);
- Tamarack Apartments (although a private shelter is provided, Route 10 North);
- Georgia Avenue and South 19th Street (Route 3 South);
- South 12th Street and Broadway Avenue (Route 5 South);
- South 8th Street and Clara Avenue (Route 7 South);
- Washington Square Shopping Center/South Side Piggly Wiggly Supermarket (Route 10 South); and
- Deer Trace Shopping Center (Route 20 North/South).

Shoreline Metro Boardings and Alightings August 2020
 Shoreline Metro Service Area

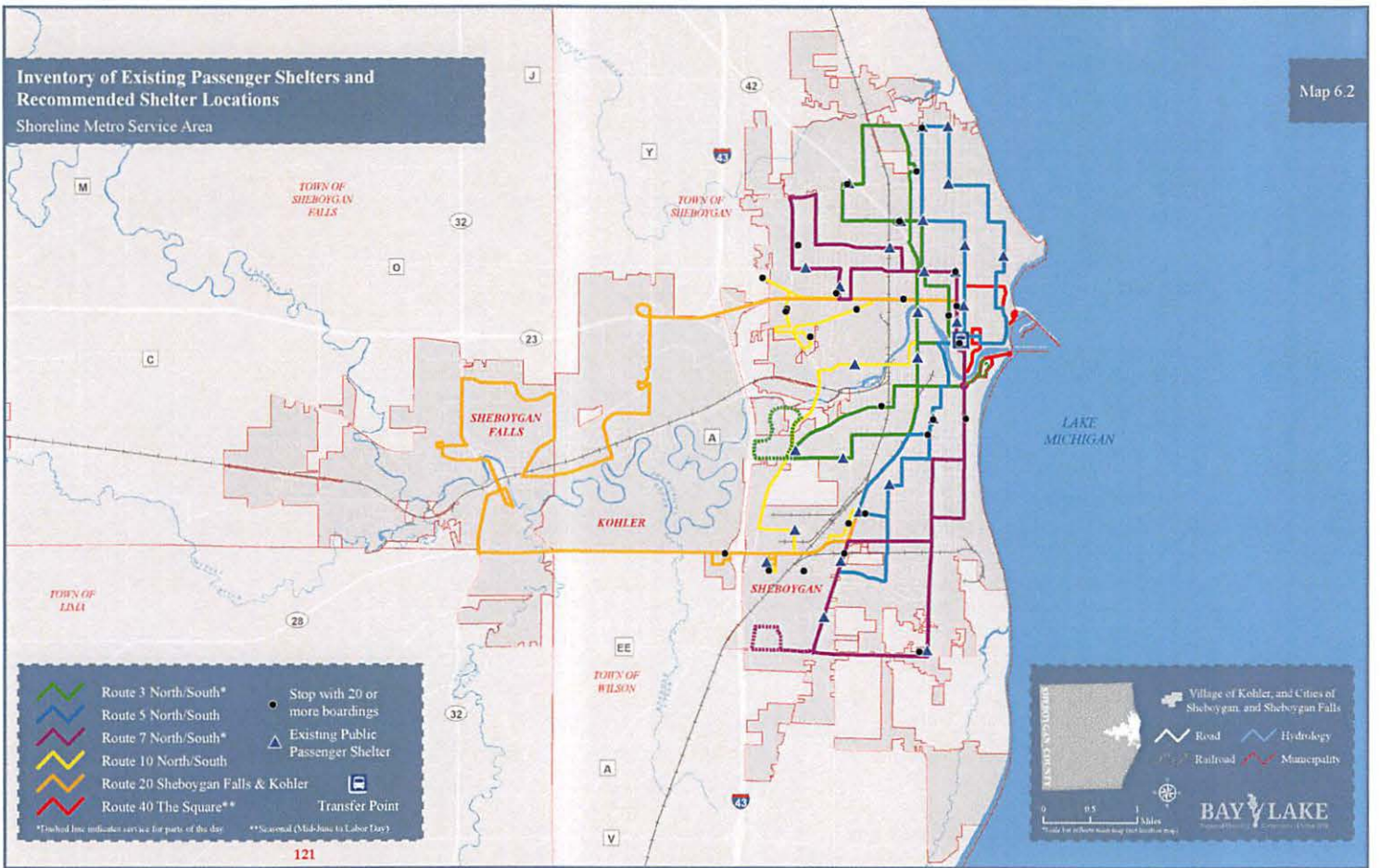
Map 6.1



Disclaimer: This map is a service map and is not intended to be used for legal purposes. It is provided for informational purposes only. The information on this map is not intended to be used for legal purposes. The information on this map is not intended to be used for legal purposes. The information on this map is not intended to be used for legal purposes.

Inventory of Existing Passenger Shelters and Recommended Shelter Locations
Shoreline Metro Service Area

Map 6.2



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Chapter 7: Transit System Performance

Peer System Analysis

A useful way to measure the productivity of a transit operation is to compare it to transit operations in other cities. Although few transit operations are directly comparable, there are transit operations serving small urbanized areas with similar densities and other demographic characteristics to the Shoreline Metro service area (Sheboygan) which are useful to analyze for comparative purposes. Five other small urbanized transit operations were selected for use in the comparison. Three of the transit operations are located in Wisconsin and two are located in neighboring Iowa. All of the transit operations are of similar size. The transit operations are located in Wausau, Janesville and Beloit, Wisconsin, and in Dubuque and Waterloo, Iowa. Data for comparison were published in the “agency profiles” section of the National Transit Database (NTD) for 2016 and 2017, published by the Federal Transit Administration (FTA).

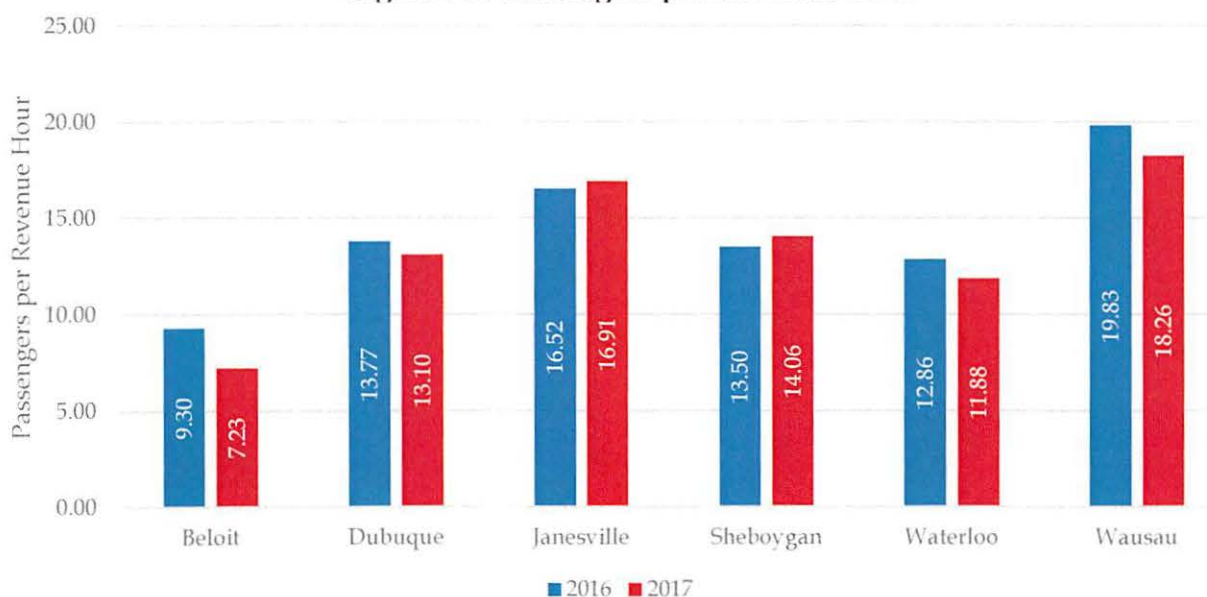
Four measures were selected for comparison of these systems. These are cost and productivity measures which are widely accepted in the public transit industry. These measures include: passengers per revenue hour; passengers per revenue mile; cost per revenue hour; and cost per passenger trip.

Please note that this peer system analysis only includes the fixed-route transit component at each transit operation, and typically does not include paratransit services.

Passengers per Revenue Hour

Figure 7.1 shows productivity in terms of passengers per revenue hour. Shoreline Metro, at 13.50 passengers per revenue hour, was the fourth highest of the six transit systems in the comparison in 2016. Utilization of Shoreline Metro increased to 14.06 passengers per revenue hour in 2017, an increase of about 4.1 percent; this compared to a decrease of over 22 percent in Beloit, decreases of 10 percent or less in Dubuque, Waterloo and Wausau, and an increase of 2.4 percent in Janesville from 2016 to 2017. The 2017 passenger per revenue hour statistic for Shoreline Metro was the third highest of the peer systems.

Figure 7.1: Passengers per Revenue Hour



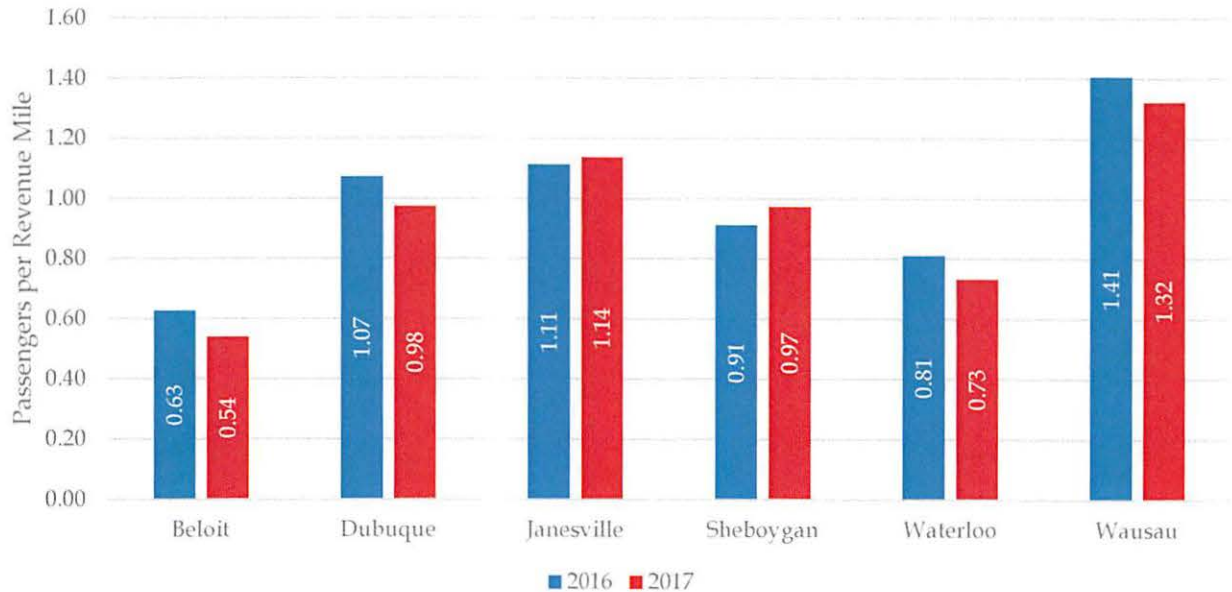
Source: 2016 and 2017 National Transit Database Agency Profiles, Federal Transit Administration; and Bay-Lake Regional Planning Commission, 2019.

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Passengers per Revenue Mile

The number of passengers per revenue mile is shown in Figure 7.2. Shoreline Metro, at 0.91 passengers per revenue mile, was the fourth highest of the six transit systems in the comparison in 2016. Utilization of Shoreline Metro increased to 0.97 passengers per revenue mile in 2017, an increase of nearly 6.6 percent; this compared to decreases of between 6 and 15 percent in Beloit, Dubuque, Waterloo and Wausau, and an increase of 2.7 percent in Janesville from 2016 to 2017. The 2017 passenger per revenue mile statistic for Shoreline Metro was also the fourth highest of the peer systems.

Figure 7.2: Passengers per Revenue Mile



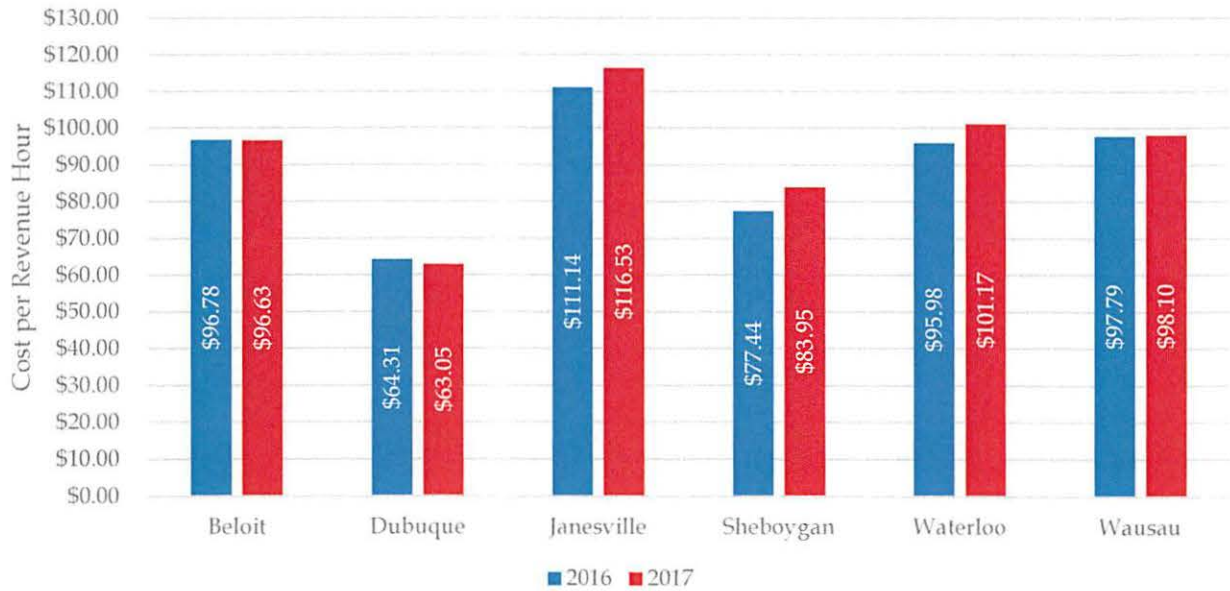
Source: 2016 and 2017 National Transit Database Agency Profiles, Federal Transit Administration; and Bay-Lake Regional Planning Commission, 2019.

Cost per Revenue Hour

The cost per revenue hour reflecting vehicle operating costs is shown for the various transit systems in Figure 7.3. These data indicate that Shoreline Metro had the second lowest cost per revenue hour of the six systems in the comparison in both 2016 and 2017. Shoreline Metro saw an increase in its cost per revenue hour of 8.4 percent between 2016 and 2017. Three of the remaining five peer systems also saw increases in their cost per revenue hour between 2016 and 2017 (Janesville, Waterloo and Wausau). Beloit saw its cost per revenue hour decrease by 0.2 percent, while Dubuque saw its cost per revenue hour decrease by about 2.0 percent.

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Figure 7.3: Cost per Revenue Hour

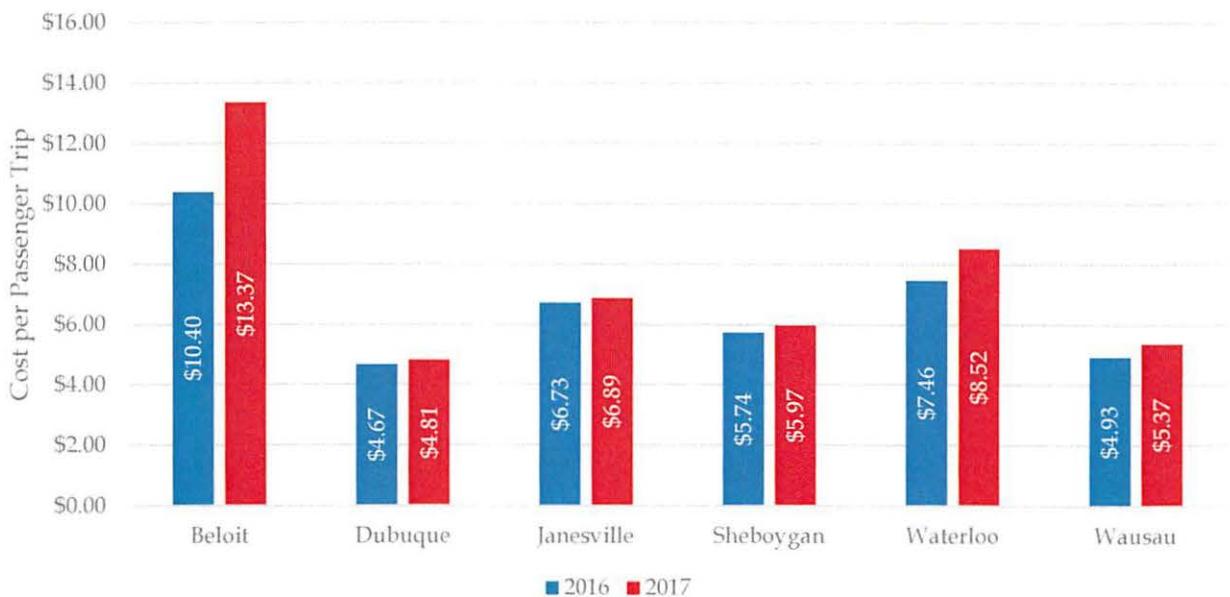


Source: 2016 and 2017 National Transit Database Agency Profiles, Federal Transit Administration; and Bay-Lake Regional Planning Commission, 2019.

Cost per Passenger Trip

The cost per unlinked passenger trip is compared in Figure 7.4. Shoreline Metro was the third lowest of the six transit systems in the comparison in both 2016 and 2017. The cost per passenger trip for Shoreline Metro increased to \$5.97 in 2017, an increase of 4.0 percent from 2016. All of the peer transit systems had increases in their cost per passenger trip between 2016 and 2017, ranging from 2.4 percent (Janesville) to 28.6 percent (Beloit).

Figure 7.4: Cost per Passenger Trip



Source: 2016 and 2017 National Transit Database Agency Profiles, Federal Transit Administration; and Bay-Lake Regional Planning Commission, 2019.

Cost Allocation Model

Cost information from 2018 was used to develop a three factor cost allocation model of current Shoreline Metro operations. Such a model is useful in estimating the costs of various individual routes, as well as in estimating the cost ramifications of any proposed service alternatives. In order to develop such a model, each estimate of cost is allocated to one of two service variables. The two service variables used to allocate costs are the number of revenue hours and the number of revenue miles. In addition, fixed costs are identified as being constant. This is a valid assumption for the short-term future, although fixed costs could change over the long-term future.

Examples of the cost allocation methodology include: allocating fuel costs to revenue miles; allocating operator wages to revenue hours; and allocating training and liability insurance expenses to fixed costs. Total costs allocated to each variable are then divided by the total route services quantity (i.e.: total revenue hours or total revenue miles in 2018) to determine a cost rate for each variable.

The allocation of cost for the 2018 Shoreline Metro operation is presented in Table 7.1. This cost allocation has been applied to fixed-route services only. Paratransit services provided by the Metro Connection division of Shoreline Metro have been excluded from the cost allocation methodology in order to focus on the productivity of Shoreline Metro's fixed-route service. The cost allocation shown in Table 7.1 yields the following cost equation for fixed-route services:

Total Cost = (\$36.48 X Revenue Hours) + (\$2.10 X Revenue Miles) + \$846,819

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Table 7.1: Shoreline Metro Cost Allocation Model, 2018

Annual Expenses	Cost Factor			
	Revenue Hours	Revenue Miles	Fixed Cost	
Expenses - Operations				
Salaries and Wages	\$1,083,509	\$1,083,509		
Employer Paid Benefits	\$435,262	\$435,262		
Uniforms	\$12,478	\$12,478		
Total Expenses - Operations	\$1,531,249	\$1,531,249	\$0	\$0
Expenses - Maintenance				
Salaries and Wages	\$327,464		\$327,464	
Employer Paid Benefits	\$151,113		\$151,113	
Tires and Tubes	\$30,639		\$30,639	
Vehicle Maintenance	\$8,118		\$8,118	
Facilities Maintenance	\$24,627		\$24,627	
Fuel, Oils and Lubricants	\$266,959		\$266,959	
Tools and Small Equipment	\$15,083		\$15,083	
Parts	\$223,419		\$223,419	
Fire Fighting Supplies	\$554		\$554	
Total Expenses - Maintenance	\$1,047,976	\$0	\$1,047,976	\$0
Expenses - Administration				
Salaries and Wages	\$449,143			\$449,143
Employer Paid Benefits	\$193,620			\$193,620
Financial Services Fees	\$4,000			\$4,000
Advertising and Marketing	\$25,600			\$25,600
Medical Services	\$3,930			\$3,930
Security Services	\$276			\$276
Contracted Services	\$26,425			\$26,425
Office Equipment Maintenance	\$24,730			\$24,730
Utilities	\$59,774			\$59,774
Publications and Professional Organizations	\$4,844			\$4,844
Training and Education	\$5,788			\$5,788
Travel	\$0			\$0
Equipment and Supplies	\$12,733			\$12,733
Liability Insurance	\$108,282			\$108,282
Total Expenses - Administration	\$919,145	\$0	\$0	\$919,145
TOTAL EXPENSES	\$3,498,370	\$1,531,249	\$1,047,976	\$919,145
Service Variable Quantities	---	37,847	537,066	1
Cost Equation Factor	---	\$40.5	\$2.0	\$919,145

Source: Shoreline Metro, 2018; and Bay-Lake Regional Planning Commission, 2020.

Route Productivity

Each individual route has been evaluated to determine its productivity in terms of passengers

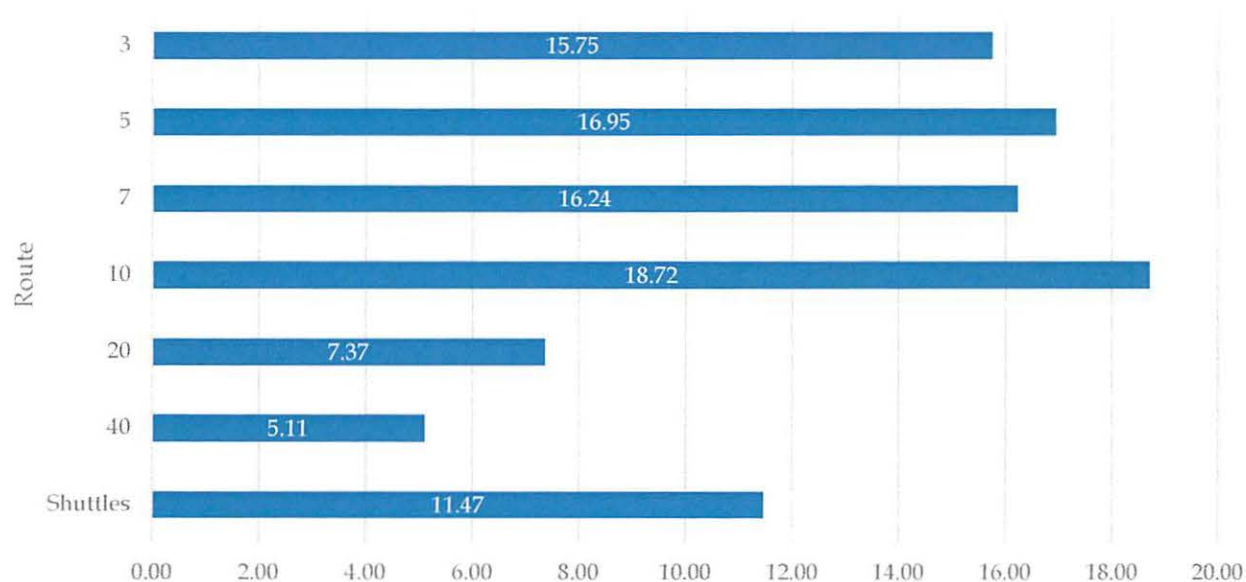
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per hour, passengers per mile, and cost per passenger. Individual route productivity is shown in Table 7.2. Table 7.2 and its accompanying narrative measure productivity for each route for all periods of operation for that route in 2018, including Saturdays for all regular routes.

Passengers per Hour – Regular Routes

The route productivity in passengers per hour for regular routes is shown in Figure 7.5. There was significant variation in the number of passengers per hour, ranging from over 5.1 passengers per hour to over 18.7 passengers per hour. Route 10 had the highest productivity using this measure among regular routes, followed by Route 5, Route 7 and Route 3. The route which exhibited the lowest productivity using this measure was Route 40 (a seasonal route catering to tourism). The North and South Shuttles also had a robust passenger per hour ratio, while Route 20 had a lower passenger per hour ratio in comparison to other routes. The passenger per hour ratio for regular routes was calculated for all days of service operation in 2018. It should be noted that weekday productivity would be higher than Saturday productivity for most regular routes.

Figure 7.5: Passengers per Hour: Regular Routes



Source: Shoreline Metro, 2018; and Bay-Lake Regional Planning Commission, 2019.

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Table 7.2: Route Productivity

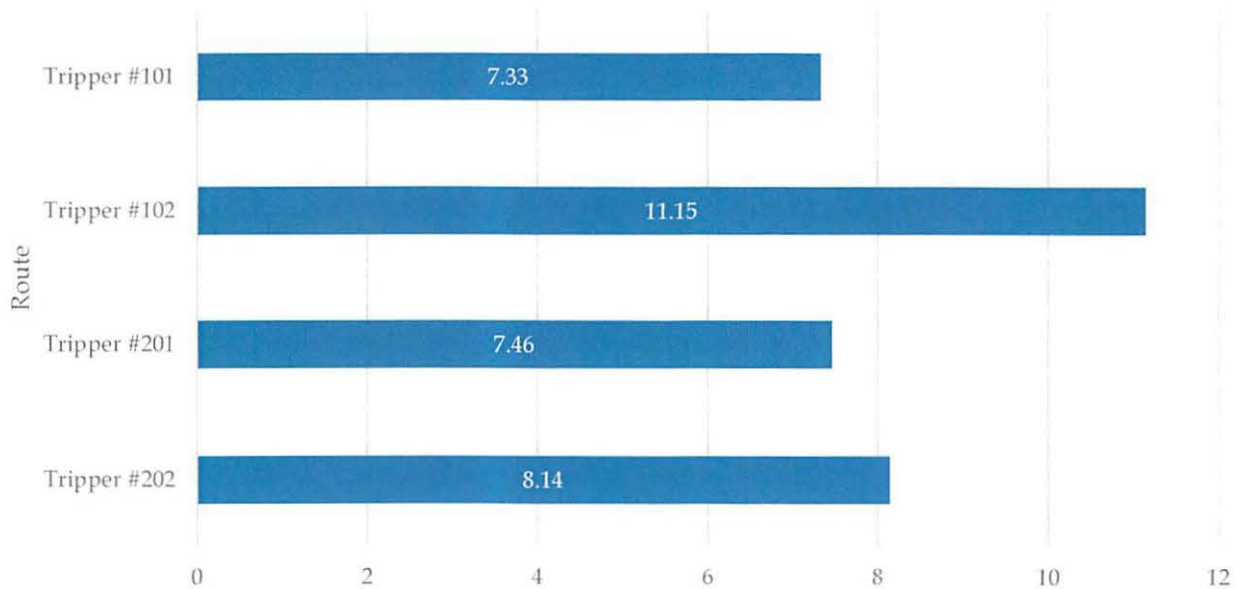
Route	Passengers per Day	Annual Passengers	Trips per Weekday	Trips per Saturday	Trip Hours	Miles per Trip	Passengers per Hour	Passengers per Mile	Cost per Passenger	Annual Cost per Route
3	406	124,786	54.00	20	0.50	6.9	15.75	1.28	\$5.27	\$657,549
5	437	134,310	54.00	20	0.50	7.4	16.95	1.29	\$5.04	\$677,293
7	419	128,684	54.00	20	0.50	8.5	16.24	1.07	\$5.60	\$720,729
10	483	148,298	54.00	20	0.50	8.1	18.72	1.30	\$4.75	\$704,934
20	62	19,156	8.50	5	1.00	21.4	7.37	0.39	\$13.82	\$264,747
40*	53	4,385	20.00	16	0.50	4.6	5.11	0.62	\$14.00	\$61,380
Tripper #101**	8	1,396	1.00	0	1.00	24.6	7.33	0.34	\$14.99	\$20,932
Tripper #102**	12	2,123	1.00	0	1.00	21.7	11.15	0.58	\$9.21	\$19,555
Tripper #201**	16	2,840	1.00	0	2.00	19.3	7.46	0.87	\$9.74	\$27,673
Tripper #202**	17	3,100	1.00	0	2.00	15.9	8.14	1.15	\$8.41	\$26,059
North and South Shuttles	100	30,578	14.64	24	0.50	6.5	11.47	0.99	\$7.06	\$215,848
Annual Total Cost										\$3,396,699
*Route 40 is a seasonal route that (in 2018) began operating the day after Memorial Day and ran through the Saturday before Labor Day. Route 40 serves several attractions in downtown Sheboygan, the Riverfront, the Lakefront and South Pier. Route 3 also serves the South Pier area.										
**The tripper routes primarily serve students traveling to and from school. Routes 101 through 102 were morning routes, while Routes 201 through 202 were afternoon routes. All routes were in operation throughout the 2018 portion of the 2017 - 2018 and 2018 - 2019 school years.										

Source: Shoreline Metro, 2018; and Bay-Lake Regional Planning Commission, 2020.

Passengers per Hour – School Tripper Routes

The route productivity in passengers per hour for school tripper routes is shown in Figure 7.6. The variation in the number of passengers per hour among school tripper routes ranged from over 7.3 passengers per hour to nearly 11.2 passengers per hour. Tripper 102 had the highest productivity using this measure among school tripper routes, followed by Tripper 202. School tripper routes which exhibited the lowest productivity using this measure included Trippers 101 and 201. All trippers in this analysis operated during all school days in 2018 (178 days).

Figure 7.6: Passengers per Hour: School Tripper Routes



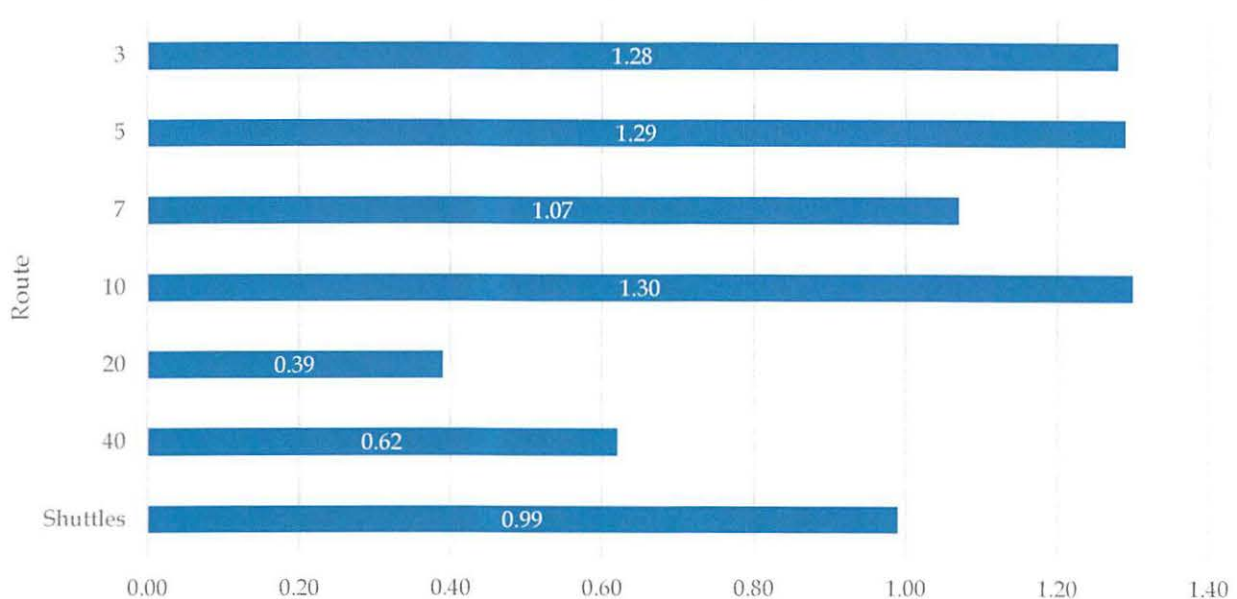
Source: Shoreline Metro, 2018; and Bay-Lake Regional Planning Commission, 2019.

Passengers per Mile – Regular Routes

The route productivity in passengers per mile for regular routes is shown in Figure 7.7. As is evident in Figure 7.7, there was significant variation in the number of passengers per mile, ranging from 0.39 passengers per mile to 1.30 passengers per mile. Route 10 had the highest productivity using this measure among regular routes. Other high productivity routes using this measure (in order of the most productivity) include Routes 5, 3 and 7, and the North and South Shuttles. Route 20 had the lowest productivity using this measure among regular routes, followed by Route 40.

With the exception Route 40 (which is a seasonal route), the passenger per mile ratio for regular routes was calculated for all days of service operation in 2018. It should be noted that weekday productivity would be higher than Saturday productivity for most regular routes.

Figure 7.7: Passengers per Mile: Regular Routes

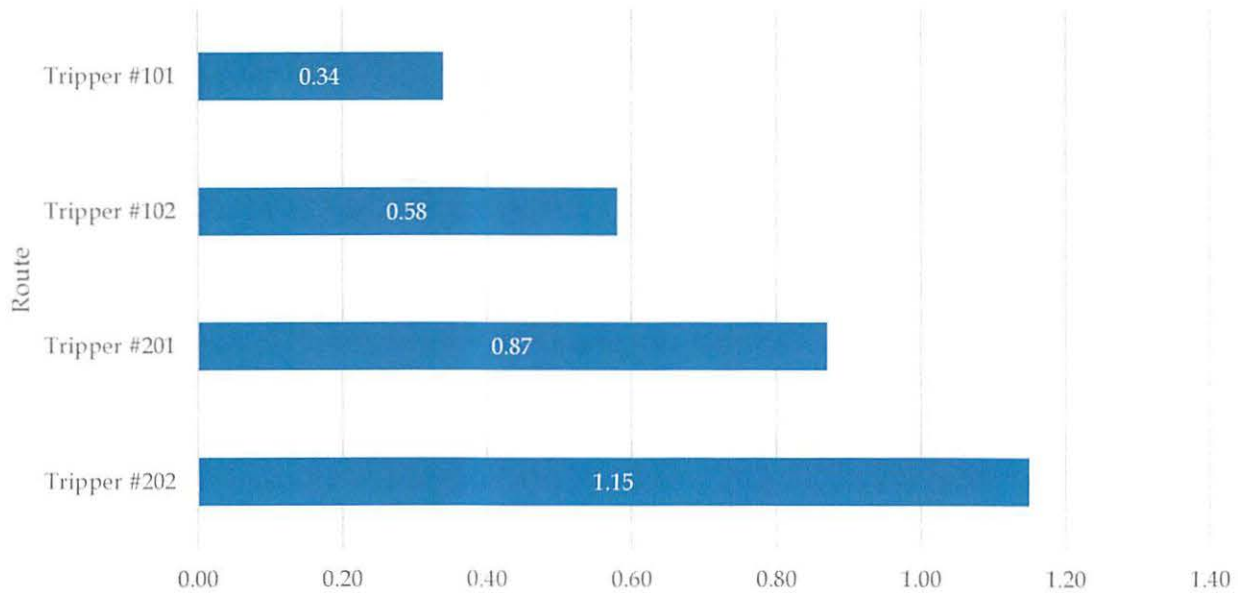


Source: Shoreline Metro, 2018; and Bay-Lake Regional Planning Commission, 2019.

Passengers per Mile – School Tripper Routes

The route productivity in passengers per mile for school tripper routes is shown in Figure 7.8. The variation in the number of passengers per mile among trippers ranged from 0.34 passengers per mile to 1.15 passengers per mile. Tripper 202 had the highest productivity using this measure among school tripper routes. Another high productivity school tripper route was Tripper 201. It should be noted that both of these high productivity routes run in the afternoon. The school tripper route which exhibited the lowest productivity using this measure was Tripper 101, followed by Tripper 102. All trippers operated during all school days in 2018 (178 days).

Figure 7.8: Passengers per Mile: School Tripper Routes



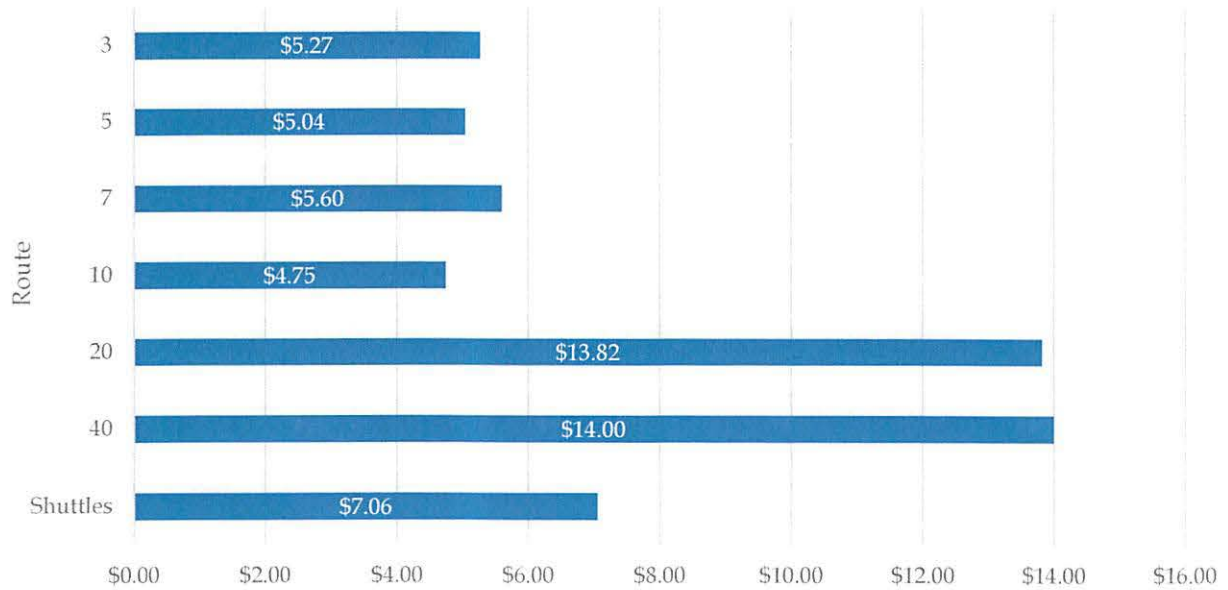
Source: Shoreline Metro, 2018; and Bay-Lake Regional Planning Commission, 2019.

Cost per Passenger – Regular Routes

The route productivity in terms of cost per passenger for regular routes is shown in Figure 7.9. There was significant variation in the cost per passenger among the regular routes, ranging from \$4.75 to \$14.00. A majority of the regular routes were operating in the range of a \$4.75 to \$5.60 cost per passenger trip. At \$4.75 per passenger, Route 10 had the highest productivity using this measure among regular routes, followed by Route 5 (\$5.04), Route 3 (\$5.27), and Route 7 (\$5.60). Regular routes which exhibited lowest productivity using this measure included Route 40 (\$14.00), followed by Route 20 (\$13.82). The North and South Shuttles had a cost per passenger of \$7.06.

Again, with the exception of Route 40 (which is a seasonal route), the cost per passenger ratio for regular routes was calculated for all days of service operation in 2018. It should be noted that weekday productivity would be higher than Saturday productivity for most regular routes.

Figure 7.9: Cost per Passenger: Regular Routes

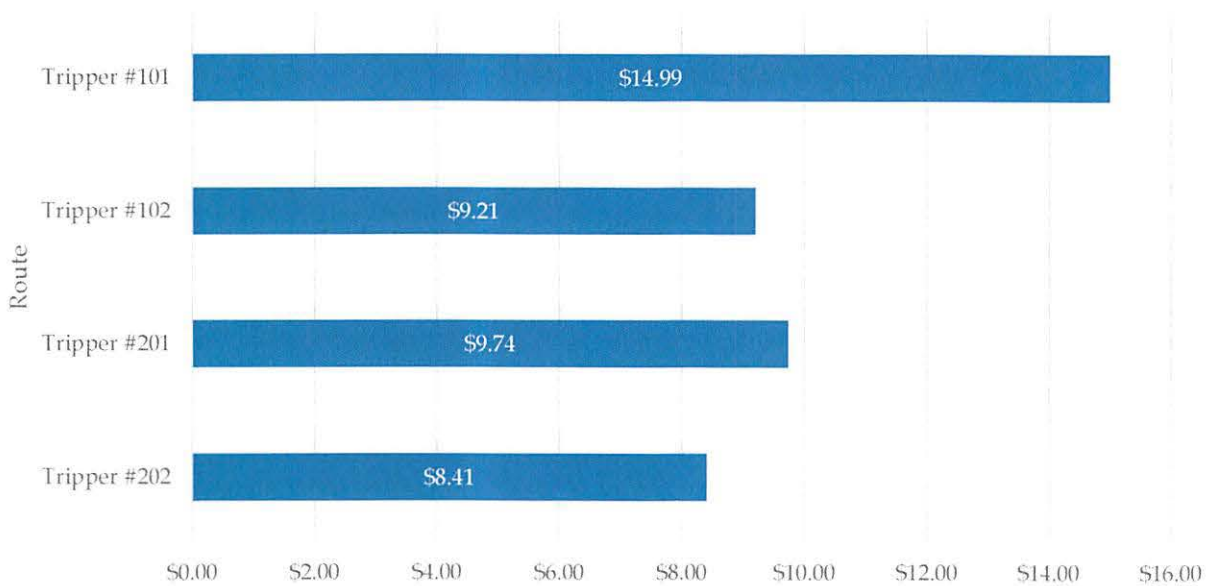


Source: Shoreline Metro, 2018; and Bay-Lake Regional Planning Commission, 2019.

Cost per Passenger - School Tripper Routes

The route productivity in terms of cost per passenger for school tripper routes is shown in Figure 7.10. Variation in the cost per passenger ranged from \$8.41 to \$14.99. At \$8.41 per passenger, Tripper 202 had the highest productivity using this measure among school tripper routes. At the other end of the spectrum, at \$14.99 per passenger, Tripper 101 had the lowest productivity using this measure among school tripper routes. In between these two extremes were Tripper 102 (\$9.21 per passenger) and Tripper 201 (\$9.74 per passenger). Again, all tripper routes operated during all school days in 2018 (178 days).

Figure 7.10: Cost per Passenger: School Tripper Routes



Source: Shoreline Metro, 2018; and Bay-Lake Regional Planning Commission, 2019.

Overall System Performance By Day Of The Week

Weekdays

There were a total of 566,208 weekday trips made in 2018, or an average of over 2,220 trips per weekday of service. On an “average” weekday in 2018, there were 1.15 passengers per revenue mile, 15.88 passengers per revenue hour, and 8.96 passengers per route run. “Average” weekday statistics are higher than “average” Saturday statistics to a great extent because of school tripper route activity and large numbers of passengers traveling to and from work or other activities that occur primarily on weekdays.

Saturdays

There were a total of 33,506 Saturday trips made in 2018, or an average of over 644 trips per Saturday of service. On an “average” Saturday in 2018, there were 0.75 passengers per revenue mile, 10.18 passengers per revenue hour, and 5.69 passengers per route run.

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Chapter 8: Goals, Objectives, and Standards

Introduction

The mission statement, goals, objectives and standards proposed in this chapter are based on consultation with the review committee for this Transit Development Program (TDP), as well as on consultation with the ridership of the transit system, transit driver leaders, and with the general public, as well as based on review of community characteristics. This mission statement indicates what transit should strive to achieve during the period covered by this TDP. In addition to the mission statement, goals, objectives and standards have been developed to guide implementation of this plan. It should be noted that some objectives and standards (e.g.: some objectives related to funding) appeared in the 2012-2016 TDP. This does not indicate that these objectives and standards were not met, but it does indicate that they require ongoing attention. Furthermore, many of the objectives and standards in this chapter are long-range visions of ideal transit service, and can be achieved only as resources and support permit. Some of these long-range objectives and standards were recommended by members of the review committee, are in line with “best practices” endorsed by professional transportation associations, and are in use in other transit systems; these practices could be well-suited for transit in the Sheboygan area as it continues to grow.

Mission Statement

Transit service in the Sheboygan area is an essential community service, and many current and future residents and visitors will need transit service in the future. Current users of public transportation include those who are either unable to drive or those who do not have a vehicle available for their own transportation. As the population ages, the number of transit riders in these groups is anticipated to grow. Current users also include a limited number of choice riders. All of these constituencies are expected to remain an integral part of the transit system in the future, and transit should maximize mobility within the Sheboygan area for these groups while remaining productive and efficient.

However, transit should also strive to attract riders from groups that could increase ridership while improving the community image of transit. The community image of transit in general, and various attitudes toward transit services in Sheboygan in particular, are increasingly important as ride-sharing services become more popular despite their higher cost per trip. To increase ridership, specific groups to target include employees from various sectors of the economy, young professionals and families who relocated to the Sheboygan area for work, as well as students in post-secondary educational institutions. Shoreline Metro has at its disposal multiple models of success for increasing ridership, including the bulk rider contract with the Sheboygan Area School District. In addition to these models, mutually beneficial creative solutions exist for increasing ridership from other groups. These include employer subsidies for employees to ride transit, bulk rider contracts with major employers and post-secondary educational institutions, and public-private partnerships. In the ongoing process of increasing ridership, all of these options should be explored and tailored to match the needs of transit, riders, employers and post-secondary educational institutions.

Transit service should be affordable to riders and to taxpayers (including affordability for participating units of government). A balance must be maintained between raising property tax levies (or other local taxes) and raising fares beyond the affordability range of the ridership. With this balance in mind, Shoreline Metro should continue to aggressively demonstrate to federal, state and local decision makers the need for their funding and support of transit. Such demonstrations

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should also tout the benefits transit offers current and future residents and visitors, especially as Sheboygan positions itself as an increasingly attractive destination for young professionals and families. Shoreline Metro can safeguard the future of transit in the Sheboygan area by sustaining ongoing dialogues with federal, state and local entities. This ongoing communication can ensure that in the event that funding from one source decreases, other established funding sources can be tapped to sustain transit operations. In addition, the transit system should strive for even higher levels of efficiency and sustainability, both of which have the potential to decrease operational costs. Some methods to meet these objectives (such as signal timing efforts) will require cooperation across units of government and departments within those units of government, which will strengthen working relationships into the future.

Accessibility for all potential riders remains a key goal for transit. Shoreline Metro has already achieved full accessibility through ADA-compliant revenue service vehicles and its Metro Connection program, yet the potential exists for future progress. Accessibility includes such aims as allowing riders to seamlessly integrate Shoreline Metro trips with other modes of transportation, which can serve as both a marketing tool and as a tool to increase ridership. Accessibility can also be conceptualized in terms of access to information, which Shoreline Metro can increase by more widely distributing educational materials and carrying out more demonstrations of how to use transit.

Expansion of the transit service area should also be considered. By continuing to build support among neighboring units of government, Shoreline Metro can undertake a fiscally sustainable expansion into adjacent communities. In addition to being grounded in cooperation and communication with local units of government, any potential expansion of the service area should also ensure that new or expanded routes meet productivity standards. This service area expansion will allow Shoreline Metro to remain the transportation option of choice within the Sheboygan area while also offering enhanced mobility around the metropolitan area and possibly around the county.

It is important to identify key transit service areas and transit corridors. Geographic areas of the transit service area which should receive the highest level of transit service include census block groups with relatively high levels of youth, senior citizens, persons with disabilities, persons commuting by bus, low income households, zero- and one-vehicle households, as well as key activity centers. Key activity centers include: health care facilities; educational facilities; retail and shopping centers; governmental, social service and non-profit facilities; entertainment and recreation facilities; major employers; mobile home parks; major apartment complexes; and major parks.

It will also be important to influence land use decisions, particularly concerning the location of key transit trip generators. The Sheboygan Transit and Parking Utility (either as staff or acting through the Transit Commission) should make recommendations to the City Redevelopment Authority, the City Plan Commission and to the Common Council regarding proposed locations for such facilities. Higher quality transit service will be possible for these facilities only if these are located within the transit service area and if transit access is spatially integrated into their design.

Based on input from the review committee for the TDP, transit driver leaders, and from the general public, as well as based on review of community characteristics, the following consensus-based mission statement indicates the proposed direction of Shoreline Metro over the short-term future:

To provide customers with professional and accessible transportation solutions that are affordable, efficient, reliable, safe and courteous.

Goals, Objectives And Standards

GOAL 1: To assure that quality transit service continues to be available, financed through fares and through federal, state, local and non-governmental funding sources.

OBJECTIVE 1.1: By continually advocating for the needs of transit (including transit capital needs) with federal and state legislators pertinent to transit operations.

Standard 1.1.1: Shoreline Metro staff should continue to participate in all activities of the Wisconsin Public Transit Association (WIPTA) in which federal and state funding issues are addressed.

Standard 1.1.2: Shoreline Metro staff should make direct, in-person contact with federal and state legislators in Madison, in Washington, and when these legislators return home during legislative recesses or at other times.

Standard 1.1.3: Shoreline Metro staff should host state and federal legislators for tours of the transit operation and brief “town hall” meetings with passengers, drivers and management at least once each year; this event could precede or follow “town hall” meetings held by these legislators in the Sheboygan area.

Standard 1.1.4: Shoreline Metro staff should continue to participate in meetings in which elected local officials and local interest groups discuss transportation funding issues, acting as an advocate for transit funding at all levels of government while promoting the benefits of transit.

Standard 1.1.5: Through advocacy, meeting with state and federal legislators, and promoting the benefits of transit, work to ensure that a combination of FTA Section 5307 funding and WisDOT Section 85.20 funding accounts for at least 53 percent of operational funding each year throughout the period covered by this TDP.

OBJECTIVE 1.2: By assuring a state-local operational funding floor of at least 48 percent each year throughout the period covered by this TDP.

Standard 1.2.1: The Director of Transit and Parking should work with the Sheboygan Transit Commission and with the Common Council to maintain sufficient local funding to meet this objective throughout the period covered by this TDP.

OBJECTIVE 1.3: By assuring that 15 percent or more of operational funding comes from users of the transit operation, while the fare structure continues to include discounts for veterans, elderly persons, students and vulnerable populations.

Standard 1.3.1: Fares should be established so that farebox revenues cover between 15 percent and 20 percent of operational funding in any given year. If state, local or federal funding fluctuates and fares must be altered for farebox revenues to remain in this range, adequate public notice should be given of any changes to the fare structure.

Standard 1.3.2: The fare structure, including discounts and special pricing, should be monitored so that it remains affordable for all groups.

Standard 1.3.3: Revenue from bulk rider contracts should be monitored. When renegotiated, these contracts should produce adequate revenue to sustain the projected number of riders while remaining advantageous to the employer or other entity signing the contract.

OBJECTIVE 1.4: By maximizing revenues received from vehicle advertising and other proprietary opportunities, thereby offsetting the costs to users of the transit operation.

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Standard 1.4.1: Advertising should be permitted on transit buses, and, where feasible, at passenger shelters. Such advertising should be allowed only within the parameters of an established policy concerning advertising on buses and other transit facilities (i.e.: no tobacco or alcohol advertising). Advertising opportunities should continue to be publicized on the Shoreline Metro website and through other means.

Standard 1.4.2: The transit information center should be maintained at the transfer point and should include personnel able to sell fare media. Businesses that would desire to appear on the transit location map (identified in Standard 5.6.1) could pay for the service.

OBJECTIVE 1.5: By advocating for outside funding, greater flexibility and more autonomy on transit issues with federal, state and local legislators.

Standard 1.5.1: Advocate for stable federal (FTA Section 5307) and state (Sections 85.20 and 85.205) mass transit operating assistance.

Standard 1.5.2: Advocate for stable federal (FTA Section 5339) and state mass transit capital assistance.

Standard 1.5.3: Advocate for more dedicated funding sources, such as motor fuel tax indexing and alternatives to the motor fuel tax.

Standard 1.5.4: Work to persuade local decision makers to consider removing human service needs (including transit) from locally imposed spending caps, or to list transit as a separate levy rather than grouping it with all other city general purposes.

Standard 1.5.5: Work to expand Shoreline Metro's service area and revenue base to surrounding towns, particularly the Town of Sheboygan, as well as to other communities near the service area which may desire the expansion of transit service into their communities.

Standard 1.5.6: If an RTA is authorized by the state legislature for Sheboygan County and/or the Sheboygan Metropolitan Area, work with local decision makers and with the public to consider seeking approval of a revenue source to implement the RTA.

GOAL 2: To assure that the transit operation remains affordable to passengers and to participating local units of government.

OBJECTIVE 2.1: By assuring that the combination of revenues received from passenger fares as well as from vehicle advertising and other proprietary opportunities does not exceed 25 percent of total expenses of the transit operation.

Standard 2.1.1: Revenues received from vehicle advertising and other proprietary opportunities should be used to offset total revenues required of passengers.

Standard 2.1.2: Produce additional non-fare, non-governmental revenues, including, but not limited to, advertising revenue.

OBJECTIVE 2.2: By having adequate commitment on the part of local governments in the transit system service area to maintaining a viable transit system by accepting the responsibility of providing sufficient financial support.

Standard 2.2.1: Shoreline Metro staff should continue to educate local decision makers concerning transit finances and revenue sources, and should work with decision makers toward a multi-year staging of increased local commitment toward the transit operation that keeps up with increases in total operational expenses and compensates for possible losses in

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federal and state operating revenues (adjusted for inflation) each year.

Standard 2.2.2: Keep transit affordable for current and potential participating local units of government.

Standard 2.2.3: Consider sharing of certain services between Shoreline Metro and nearby transit operations (or between Shoreline Metro and other departments of the City of Sheboygan) in cases where “economies of scale” can lead to cost savings.

Standard 2.2.4: Consider moving away from the property tax as the appropriate mechanism to fund the local share of transit (when legally authorized by the state legislature); possible alternatives may include local option sales or motor fuel taxes.

Standard 2.2.5: Work to rebut the opinions of the “vocal minority” opposed to transit.

OBJECTIVE 2.3: By maintaining the passenger fare structure at a reasonable level through the period covered by the TDP.

Standard 2.3.1: Passenger fares in select categories can be lowered in periodic well-publicized marketing campaigns and offers.

Standard 2.3.2: The fare structure of the transit operation should be reexamined in this planning effort, and recommendations for simplification of the fare structure should be made where feasible.

Standard 2.3.3: Institute a pass for post-secondary students (per year or per semester) to make transit more affordable to students and their families.

Standard 2.3.4: Institution of weekly passes for adults and for students outside the Sheboygan Area School District should be examined as part of this planning effort.

Standard 2.3.5: A discounted monthly pass should be offered to certified low income passengers if grants are obtained to subsidize such a program.

Standard 2.3.6: Encourage employers to subsidize monthly transit passes for their employees; such subsidization is deductible from federal corporate income taxes.

GOAL 3: To maintain high ridership levels and to increase ridership above levels observed in the past decade as part of an effort to improve community support of the transit operation.

OBJECTIVE 3.1: By addressing noise, comfort, cleanliness and seating capacity issues on (and otherwise making improvements to) all revenue service vehicles in the transit fleet.

Standard 3.1.1: Shoreline Metro management should ensure that new revenue service vehicles that are added to the fleet meet internal benchmarks for comfort and to assure that lack of a smooth ride is caused by factors external to the vehicle; pre-award demonstration of the candidate vehicle for these attributes should occur.

Standard 3.1.2: Vehicles which are being considered for purchase by Shoreline Metro should first be tested at transit operations elsewhere in Wisconsin which have experience with these vehicles in revenue service.

Standard 3.1.3: Continue to ensure that all revenue service vehicles are kept clean at all times.

Standard 3.1.4: Consider adding various onboard amenities for riders, including Wi-Fi. Such amenities should be most strongly considered for routes with longer average passenger riding times.

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OBJECTIVE 3.2: By continuing efforts to coordinate the timing and arrival of transit service with the arrival of intercity mass transportation services.

Standard 3.2.1: Aggressive efforts should be made to retain Jefferson Lines, Indian Trails and Lamers Connect bus service at the downtown transfer point, as well as to attract other intercity mass transportation services to the downtown transfer point. Tickets for intercity bus service should be sold at the transfer point.

Standard 3.2.2: In the event that it is not possible to retain or attract intercity mass transportation services at the downtown transfer point, the transit operation should provide timely service to the locations which these services select as their pick-up and drop-off points in Sheboygan.

OBJECTIVE 3.3: By providing expanded and customized transit service to areas dominated by manufacturing and other large economic activity.

Standard 3.3.1: Transit management should continuously monitor starting and ending times for shifts of manufacturing and other large firms in the service area through an ongoing dialogue, and consider minor adjustments to the timing of routes to better coordinate with these starting and ending times.

Standard 3.3.2: Consider expanding the hours of weekday transit service operation to make transit more accessible for shift workers. Additional transit service should be marketed and tested on a trial basis; if such service meets the provisions of Standard 4.1.1, then such service should be instituted on a long-term basis.

Standard 3.3.3: Consider expanding the hours and increasing the frequency of Saturday transit service operation (including operating routes every half hour) to make transit more accessible for shift workers on Saturdays. Additional transit service should be marketed and tested on a trial basis; if such service meets the provisions of Standard 4.1.1, then such service should be instituted on a long-term basis.

Standard 3.3.4: Fixed-route transit service should run as close as practical to manufacturing and other large firms with greater than 100 employees and all industrial parks in the transit system service area.

Standard 3.3.5: Continue serving industrial and other large employment centers in Kohler and Sheboygan Falls, and consider expansion of service to larger employers if they develop in surrounding towns and can be justified by projected ridership levels. Expansion should be marketed and tested on a trial basis and should meet the criteria in Standard 4.1.1. Encourage such firms to subsidize monthly passes and educate them on the tax benefits of subsidization.

OBJECTIVE 3.4: By providing timely, direct service to the University of Wisconsin - Green Bay, Sheboygan campus and by providing service to post-secondary educational institutions outside the transit service area, including Lakeshore Technical College and Lakeland University.

Standard 3.4.1: The LTC Express route between Sheboygan and the Lakeshore Technical College campus in Cleveland, sustained in partnership with LTC and GO Riteway, should be maintained.

Standard 3.4.2: Students who live in the transit service area and who attend the Lakeland University main campus west of Howards Grove should be surveyed concerning their willingness to use a transit shuttle to get to and from class, and, if willing to use the service, the best times for arrival and departure on the campus which fit their schedule. If survey

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results appear promising, intermittent service to the campus could be instituted on a trial basis. If the service meets the provisions of Standard 4.1.1 during the trial period, the changes should be instituted on a permanent basis. This service could be either demand-response or could be fixed-route with its origin at the transfer point at a time compatible with connections to other routes.

Standard 3.4.3: Continue to ensure that Lakeshore Technical College and Lakeland University satellite campuses within the transit service area are adequately served by Shoreline Metro. (Lakeshore Technical College's LTC Sheboygan campus is located at 1320 Niagara Avenue in Sheboygan, while Lakeland University offers select classes at the Kohler Company).

OBJECTIVE 3.5: By implementing a public education campaign to promote transit being an accessible option for all demographics.

Standard 3.5.1: Feature employees from various sectors of the economy giving testimonials concerning how transit is a useful service in getting them to and from their jobs, particularly in contrast to ride-sharing services. These testimonials should be developed into persuasive advertising by a professional agency, and used in newspaper ads, radio spots and on social media platforms as part of the transit operation's advertising budget.

Standard 3.5.2: Have regular newspaper and radio advertising educating the public concerning the environmental benefits of using transit, the real total costs of operating an automobile, ease-of-use and technological integration (described in Standard 5.6.2) and educational materials (described in Standards 5.7.2 and 5.7.3).

Standard 3.5.3: Continue marketing of the transit operation to individuals in the transit service area who communicate in languages other than English, with special emphasis on marketing in Spanish, Hmong and Braille. Remain prepared to translate such marketing into other languages if limited English proficient (LEP) groups move to the transit service area. Such marketing should be placed in media that reach these target groups, including newsletters, posters in places of worship and stores, or special radio programs.

Standard 3.5.4: Participate in presentations to various interest groups as part of the transit system's public relations and community outreach program.

OBJECTIVE 3.6: By implementing targeted marketing of identifiable passenger groups as a means of supporting transit, through development of community involvement and partnerships.

Standard 3.6.1: All new services should be marketed through newspaper, radio and social media advertising toward affected populations (students and employees).

Standard 3.6.2: Continue to utilize bus signage to market special offers or new services of the transit system.

Standard 3.6.3: Continue to increase the availability of transit schedules (including connections to intercity passenger services) and informational fliers at key locations throughout the service area, including banks, credit unions, hotel and motel lobbies, shopping centers, schools, libraries, and various public buildings throughout the service area and in communities which might soon be added to the service area.

Standard 3.6.4: Publish maps of individual routes, and have these available to the public at informational kiosks at the transfer point and other locations, on the Shoreline Metro website, as well as in a pamphlet format.

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Standard 3.6.5: Develop partnerships with local non-profit, business and industry groups, increase community support through marketing and/or chamber of commerce groups (including the Sheboygan County Economic Development Corporation), and integrate transit marketing with economic development initiatives, including the Sheboygan County Economic Development Corporation's "Someplace Better" campaign.

Standard 3.6.6: Shoreline Metro should participate in statewide marketing campaigns when they occur.

Standard 3.6.7: Shoreline Metro should consider targeted marketing in specific portions of the transit service area during street construction periods.

Standard 3.6.8: Shoreline Metro should market its services at community events.

Standard 3.6.9: Shoreline Metro should update its route and schedule map and other media in the primary non-English languages of the service area (Spanish, Hmong, etc.) as well as in Braille.

Standard 3.6.10: Offer special days for prospective riders to educate them about they can benefit from transit services (discount day, learn how to use the bus day, etc.). Such events should be heavily publicized for maximum effect.

OBJECTIVE 3.7: By providing service to meet published schedules.

Standard 3.7.1: No vehicles in fixed-route service will operate ahead of schedule.

Standard 3.7.2: At least 95 percent of vehicles in fixed-route service will operate no more than 5 minutes behind schedule.

Standard 3.7.3: Demand-response service will exceed 95 percent of trips within 30 minutes of the requested time for pickup for ADA paratransit service.

Standard 3.7.4: Missed trips (as defined by 30 or more minutes late for fixed-route service, and requests which cannot be served for demand-response service) should be kept to a minimum.

Standard 3.7.5: Exceptions to Standards 3.7.2 through 3.7.4 can be made under unusual circumstances (poor weather conditions, rail or boat traffic, mechanical breakdowns, etc.). Monitoring of whether the transit system meets these standards should exclude trips made which involve these circumstances in order to ensure a safe transit operation. Any such change in routes or times should continue to be accompanied by public notice on the Shoreline Metro website and through social media and mobile applications to the extent possible.

Standard 3.7.6: Minimum standards for fixed-route service (with the exception of the Kohler/Sheboygan Falls Route) should be 30 to 45 minute headways during peak periods, and 60 minute headways during non-peak periods.

OBJECTIVE 3.8: By utilizing better planning to offer transit service that is quick and convenient for riders in order to improve ridership.

Standard 3.8.1: Better connect residents and other riders to key destination points in the transit service area.

Standard 3.8.2: Continually examine restructuring of passenger pick-up points.

Standard 3.8.3: Continually examine changing demographics in the service area, including

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low population growth and smaller households, and their potential impacts on ridership.

Standard 3.8.4: Work to continually improve the continuity of route timing and structuring.

Standard 3.8.5: More effectively plan routes so that bus drop-off points are positioned on the same side of the street as trip generators (businesses, agencies, etc.). When this is not possible, position transit stops where there are accessible crossings.

OBJECTIVE 3.9: By aggressively pursuing more bulk rider contracts to replicate the success of the Sheboygan Area School District contract, and by pursuing employer subsidies for monthly passes.

Standard 3.9.1: Communicate with schools and medium and large sized firms within the transit service area about the benefits of bulk contracts and subsidies.

Standard 3.9.2: Communicate with large firms within the transit service area about the benefits of subsidizing monthly passes; these benefits may be tax deductible for the employer.

GOAL 4: To assure that transit operations remain efficient, sustainable, and safe, and to continually pursue improvements.

OBJECTIVE 4.1: Maintain schedules and routes to best serve the ridership that are cost effective and efficient.

Standard 4.1.1: Overall fixed-route service should meet productivity levels of 15 passengers per revenue hour and 1.0 passengers per revenue mile. Individual routes should achieve a productivity of 12 passengers per revenue hour and 0.8 passengers per revenue mile. Fixed-route service which does not meet a minimum productivity of 12 passengers per revenue hour or meet a minimum productivity of 0.8 passengers per revenue mile will be evaluated for reconfiguration or for conversion to demand-response service.

Standard 4.1.2: Transit service on regular fixed routes also should be evaluated by time of day to determine if the above productivity levels are being met. If such productivity levels are not being met, policy options include hourly service, reconfiguration or conversion to demand-response service.

Standard 4.1.3: Actions taken to implement Standards 4.1.1 and 4.1.2 should in no way violate Title VI of the Civil Rights Act of 1964; Shoreline Metro staff should evaluate whether service changes resulting from Standards 4.4.1 and 4.4.2 violate Title VI in its triennial Civil Rights Program Updates, and if violations are observed, corrective actions should be taken.

Standard 4.1.4: Before any routes or other services are adjusted, examine if these actions comply with Title VI of the Civil Rights Act of 1964.

Standard 4.1.5: Requests for new service will be evaluated to ensure that productivity objectives noted in Standard 4.1.1 are met. Estimates of ridership for any new service will be used to determine the expected productivity of the proposed service. Proposed new services should be projected to meet the minimum productivity standards.

Standard 4.1.6: Expand the looping of routes so that more of the City of Sheboygan and overall transit service area is covered by the route structure.

Standard 4.1.7: Offer more seamless transportation between Shoreline Metro's fixed-route service and its Metro Connection service.

OBJECTIVE 4.2: By continually monitoring the efficiency of the transit system and by pursuing

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new methods for increased efficiency, including increasing average bus speed and reducing idling time.

Standard 4.2.1: In partnership with the Transit Commission, city leadership, and department heads, Shoreline Metro staff should conduct a study to determine the increased efficiency and average bus speed provided by controlled intersection signal installation, which would sense and give priority to buses.

Standard 4.2.2: Shoreline Metro staff should conduct a study to determine the increased efficiency and average bus speed provided by implementing off-board fare payment. This off-board fare payment scenario might include installing fare media vending machines at higher volume transit stops.

Standard 4.2.3: Pending the completion and results of the above studies, Shoreline Metro management should consider phasing the implementation of efficiency measures or reserving them for routes with the highest ridership and/or at hours of peak use.

OBJECTIVE 4.3: By continually monitoring the energy consumption, sustainability and negative environmental externalities of all transit facilities and operations, and decreasing energy consumption and improving sustainability where room for such improvement exists.

Standard 4.3.1: Shoreline Metro should monitor the energy consumption of capital assets (including facilities and vehicles) and identify areas where a lower level of energy consumption or a higher level of energy efficiency could be obtained.

Standard 4.3.2: Shoreline Metro should implement energy reduction methods in the areas identified for decreased energy consumption and increased energy efficiency.

Standard 4.3.3: Shoreline Metro should pursue alternative energy sources where these sources would lower the cost of energy consumption and are feasible in the local area.

Standard 4.3.4: Shoreline Metro staff should conduct a study monitoring the negative environmental externalities of its operations.

Standard 4.3.5: Shoreline Metro staff should implement policies and methods designed to achieve sustainability for all its operations.

OBJECTIVE 4.4: By ensuring that capital assets (including revenue service vehicles) can be used for the duration of their useful life.

Standard 4.4.1: Ensure that all capital assets and revenue service vehicles continue to be well-maintained.

OBJECTIVE 4.5: By continuing to offer safe transit service through the monitoring of operator and rider safety, on buses and at bus stops, and at the transfer point, and improve safety where room for such improvement exists.

Standard 4.5.1: Shoreline Metro management should continue to monitor driver safety and implement new crash prevention policies and techniques as necessary.

Standard 4.5.2: Shoreline Metro staff should continue to monitor rider safety and implement new transit policies as necessary.

Standard 4.5.3: Shoreline Metro staff should continue to monitor decorum aboard buses. This is of particular importance as ridership increases and buses carry large volumes of riders during peak times. With the implementation of off-board fare payment described in Standard 4.2.2, drivers would spend less time monitoring fares and would be able to

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maintain a high degree of decorum.

Standard 4.5.4: Shoreline Metro staff should continue to monitor behavior at the transfer center and ensure that unacceptable behavior is not tolerated. This is of particular importance as ridership continues to increase due in part to contracts with key trip generators.

OBJECTIVE 4.6: By maintaining adequate staffing levels of qualified and licensed transit operators despite increasingly stringent Commercial Driver License (CDL) requirements.

Standard 4.6.1: Shoreline Metro staff should make direct, in-person contact with WisDOT management and with state and federal legislators in Madison, in Washington, and when these legislators return home during legislative recesses or at other times, with the goal of discussing CDL requirements and how these requirements affect Shoreline Metro's ability to hire qualified operators from a contracting labor pool.

Standard 4.6.2: Shoreline Metro staff should continue to communicate with its transit operators and with their union (Amalgamated Transit Union Local 998) about the requirements and ongoing certifications for maintaining CDL status and any necessary endorsements.

Standard 4.6.3: When staffing needs for additional operators are anticipated, Shoreline Metro should proactively seek out qualified and licensed operators through partnerships with local and regional career preparation and training agencies.

Standard 4.6.4: Shoreline Metro should maintain the partnerships recommended in Standard 3.6.5 and Standard 4.6.3 so that the process of hiring drivers remains stable and predictable into the future.

GOAL 5: To maintain and increase access to transit and transportation choices for all riders, particularly those most in need of transit services.

OBJECTIVE 5.1: By adequately serving residential concentrations of and facilities frequented by transit dependent population groups.

Standard 5.1.1: Census block groups with disproportionate racial minority and Hispanic origin populations should be well served by the transit system in accordance with Title VI of the Civil Rights Act of 1964.

Standard 5.1.2: Key activity centers should be served by the transit system (i.e.: be as close as practical to those activity centers), including: health care facilities; educational facilities; retail and shopping centers; governmental, social service and non-profit facilities; entertainment and recreation facilities; major employers; mobile home parks; major apartment complexes; and major parks.

Standard 5.1.3: Passenger shelters should be considered at important loading points, and all transit stops and shelters should be adequately and frequently maintained.

Standard 5.1.4: As funds become available, or whenever a transit stop is significantly altered, consider the construction of a passenger shelter, with priority given to stops with the largest number of boarding passengers.

Standard 5.1.5: Ensure that shelters are accessible to people with disabilities and that a general level of comfort is built into shelters.

Standard 5.1.6: Shoreline Metro should continue to provide service to low income housing

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facilities and to mobile home parks at the periphery of the transit service area.

OBJECTIVE 5.2: By cooperating with human service and social service agencies such that locations of employment placement are adequately served by the transit system both in terms of walking distance as well as in terms of work start and end times.

Standard 5.2.1: Work with these human service and social service agencies so that new employees or others are surveyed as to any need for transit services and are educated as to the existence of the transit operation.

Standard 5.2.2: Shoreline Metro staff should be available at these human service and social service agencies to promote the transit system and answer questions concerning how individuals can use the system.

Standard 5.2.3: Encourage employers of W-2 participants (and other employers in general), as well as W-2 contract administrators, to subsidize monthly transit passes; such subsidization is deductible from federal corporate income taxes, and is a qualifying expense for W-2 contract administrators.

OBJECTIVE 5.3: By locating transit routes within reasonable walking distance of larger child care facilities and facilities that care for elderly individuals or persons with disabilities, particularly as the transit service area involves an increasingly older population.

Standard 5.3.1: Transit service (in particular tripper routes) should be as close as practical to licensed child care facilities with a licensed capacity of 50 children or greater.

Standard 5.3.2: Transit service should be as close as practical to facilities that care for elderly individuals or persons with disabilities.

OBJECTIVE 5.4: By having transit service continue to comply with the requirements of the Americans with Disabilities Act of 1990 (ADA) and exceed such requirements wherever possible.

Standard 5.4.1: Continue complementary ADA paratransit service for qualified individuals, with the anticipation that more individuals might need this service as the number of accessible private options declines.

Standard 5.4.2: Continue to upgrade all transit revenue service vehicles so that they are accessible to persons with disabilities, either through replacement or through rehabilitation, with a preference for using low-floor vehicles.

OBJECTIVE 5.5: By continuing to offer Shoreline Metro's "Metro Connection" service, and by building upon this service to offer more services to communities within Sheboygan County.

Standard 5.5.1: Better communicate the offerings of Metro Connection to the public and to decision makers in Sheboygan County.

Standard 5.5.2: Offer a "one stop" call center (i.e., one that performs the tasks of a mobility manager) for transportation/mobility issues in the Sheboygan metropolitan area and throughout Sheboygan County.

OBJECTIVE 5.6: By quickly disseminating relevant information and maintaining open communication with riders and members of the public through traditional means and through emerging forms of social media and mobile applications.

Standard 5.6.1: The transit information center should be maintained at the transfer point. This center should continue to include a fare media vending machine and personnel able

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to answer questions concerning the transit operation. A detailed location map indicating destinations served by the transit system should be available at the transit information center.

Standard 5.6.2: Shoreline Metro should continue to publicize events (particularly closures or route alterations) on its website and through traditional print media, existing and emerging social media platforms and mobile applications.

Standard 5.6.3: Shoreline Metro management should monitor emerging technologies (particularly mobile applications) that would better allow riders to track the location of buses and to better plan their trips. If the transition from the existing mobile application to a new one is deemed feasible or necessary, such a transition should occur with ample public notice.

OBJECTIVE 5.7: By maintaining a high level of accessibility for riders of all abilities and by improving accessibility where room for such improvement exists.

Standard 5.7.1: Shoreline Metro should maintain its “Bus Buddy” program to continue to allow new riders or riders of any ability level to increase their confidence with using transit services.

Standard 5.7.2: Shoreline Metro should continue and expand its program of educational demonstrations at facilities which host elderly residents, residents with disabilities, low-income residents and other groups in need of transit service.

Standard 5.7.3: Shoreline Metro should continue production of educational and informational videos to be posted online, including demonstrations of how to use transit and answering frequently asked questions.

OBJECTIVE 5.8: By maintaining and improving the transition to and from Shoreline Metro buses for riders who use other modes of transportation.

Standard 5.8.1: Continue to ensure that all Shoreline Metro buses are equipped with bicycle racks.

Standard 5.8.2: Consider allowing riders to secure battery-powered scooters on the bus’s bicycle rack, provided the scooter meets existing size and weight requirements for bicycles.

Standard 5.8.3: Consider a pilot program whereby foldable battery-powered scooters or similar devices may be brought aboard Shoreline Metro buses at the discretion of the operator. Such discretion should take into account the bus’s occupancy level and anticipated occupancy for the duration of the route, as well as whether or not the scooter can be safely secured within the rider’s personal space.

GOAL 6: To actively influence land use planning decisions regarding land use patterns in the transit service area and adjacent areas into which the transit service area could potentially expand, as well as the location of major transit trip generators, in order to assure that future land use development is compatible with transit service as part of the planning process.

OBJECTIVE 6.1: By having the Sheboygan Transit Commission comment as appropriate on land use proposals which are located within the transit service area.

Standard 6.1.1: Work to ensure that the design of subdivisions, offices and commercial/ industrial centers within the transit service area will include access for transit vehicles and accessible walkways from potential bus stops.

Standard 6.1.2: Advocate for city zoning and subdivision codes to be revised to include

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maximum parking stall requirements (as opposed to minimum parking stall requirements) in an effort to encourage transportation via transit and other non-single occupant vehicle modes of transportation.

Standard 6.1.3: The Director of Transit and Parking should be afforded an ex-officio position on the City of Sheboygan Plan Commission.

OBJECTIVE 6.2: By having the Sheboygan Transit Commission comment on proposed locations of major trip generators. For major transit trip generators which are located outside the transit service area, comments will note that transit service might not be provided to meet the needs of the proposed facility.

Standard 6.2.1: Key trip generators should be located within the transit service area.

Standard 6.2.2: Transit service to key generators outside the transit service area will be evaluated based on the system productivity thresholds identified in Standard 4.1.1, and will be subject to the local governmental unit financing its share of such service.

GOAL 7: To consider expanded service where warranted, and to consider staffing adjustments in instances in which service expansions occur.

OBJECTIVE 7.1: By considering evidence-based expansion of the coverage of the service area.

Standard 7.1.1: Consider expansion of routes to new and emerging services and businesses while continuing to maintain a high level of system-wide efficiency.

Standard 7.1.2: Consider expansion of routes as urban development expands.

Standard 7.1.3: Consider expansion of Shoreline Metro fixed-route services to serve other communities in Sheboygan County and locations immediately adjacent to the county, which would offer more diverse transportation options to all county residents.

Standard 7.1.4: Consider meeting with the governing bodies of other communities in Sheboygan County to educate them on the benefits of expanded transit service and make them aware of what their local share would be to finance such service.

Standard 7.1.5: All proposals for expanding the service area will be subject to the local governmental unit benefiting from the expanded service financing its local share of such service. Public-private partnerships may be considered as an alternative model for funding such service expansions.

Chapter 9: Alternatives Analysis

Introduction

In the completion process for the Sheboygan TDP, several issues have been identified concerning the services of Shoreline Metro. The process used in completing the TDP included discussions with Shoreline Metro staff, meetings with the TDP review committee, and a ridership opinion survey. Based on issues that were identified and input from various sources regarding the services of Shoreline Metro, several alternative configurations of the transit system were developed and analyzed. Based on review of the initial alternative configurations of the transit system, such configurations were refined, and the analysis described in this chapter was conducted.

The alternative configurations of the transit system ranged from maintaining status quo fixed-route service, to elimination of transfers, to modifying the service day so that it runs from 5:00 a.m. to 8:00 p.m. on weekdays, to having routes leave at the top (:00) and the bottom (:30) of the hour, to offering demand response service during weeknights. Other alternatives that will be briefly discussed but not fully analyzed include limited restoration of 30 minute service on Saturdays (could be considered for busier routes, such as Routes 10 North and 10 South), offering transit service to outlying communities that currently do not have such service, and restructuring or minor changes to existing routes; these alternatives are considered outside the scope of this TDP, but may be considered in the future. Each of the alternative configurations of the transit system has been evaluated based on the goals for transit service in the area, projected productivity, number of passengers, and cost of operation.

Alternatives Examined In May 2020

Alternative A: Continuation of Status Quo Fixed-Route Transit Service

This alternative would maintain existing fixed-route transit service throughout the area with no changes. In 2018, the service averaged 15.53 non-ADA passengers per revenue hour at a cost per passenger (fixed-route service costs only) of \$4.84. Several assumptions were made in the development of this alternative, including the following:

1. There would be no changes to existing fixed-route service throughout the service area, including route miles and service hours.
2. There would be no changes in fares.
3. Revenue miles, revenue hours and ridership all came from the fixed-route component of the National Transit Database (NTD) report for Shoreline Metro in 2018.
4. Revenues and expenses account for fixed-route and ADA paratransit services (no county paratransit services were included). This assumption applies to all of the alternatives examined in this analysis.
5. "Other non-subsidy revenues" exclude parking utility revenues. This assumption applies to all of the alternatives examined in this analysis.
6. The federal, state and local shares financing transit service under this alternative were proportioned to fixed-route plus ADA paratransit service, with the combined federal and state share being 53.9 percent of expenses. This assumption applies to all of the alternatives examined in this analysis.
7. The costs per passenger, revenue mile and revenue hour all excluded ADA paratransit expenses

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(covered fixed-route operations only). This assumption applies to all of the alternatives examined in this analysis.

8. The numbers of passengers per revenue mile and revenue hour are for fixed-route operations only. This assumption applies to all of the alternatives examined in this analysis.
9. The farebox revenue per passenger involved fixed-route (non-ADA) revenue divided by fixed-route ridership. This assumption applies to all of the alternatives examined in this analysis.

The route structure was indicated on Map 3.1 of this TDP, and represents the existing route structure. Table 7.2 of this TDP indicates individual 2018 costs by route for this “no change” alternative. Table 9.1 indicates the service, ridership and financial implications of this alternative in the base year of 2018.

Alternative B: Elimination of Transfers

This alternative would eliminate transfers for a variety of reasons. One of these would be to encourage use of the day pass (along with the monthly pass and other payment methods that no longer involve depositing money or tokens in the farebox or giving the driver a paper transfer slip) as the preferred method of payment for trips. This would allow for a “cleaner” way to utilize transit in the era of COVID-19. Several assumptions were made in the development of this alternative, including the following:

1. Increase the fixed-route cash fare slightly, from \$1.75 to \$2.00. This would make paying the cash fare easier in that passengers would not need to scramble to find exact change.
2. Increase the ADA cash fare slightly, from \$3.50 to \$4.00.
3. Increase the elderly and disabled half fare slightly, from 85 cents to \$1.00.
4. Tokens would be eliminated as a fare media option. Few student tokens are now sold, since most K - 12 students who use Shoreline Metro attend the Sheboygan Area School District (SASD) and ride free of charge through an agreement between the SASD and Shoreline Metro. However, this would mainly impact adults who currently use tokens.
5. Riders would now need to pay every time they boarded a bus, even if changing buses at the downtown transfer point or elsewhere. Additional fares could be avoided through use of a day pass, monthly pass, or by being a student or employee of the SASD.
6. Revenue miles and revenue hours would remain unchanged from Alternative A.
7. For this alternative, a fare elasticity of -0.43 was applied to the portions of the fixed-route ridership that utilize cash fares. Shoreline Metro staff instructed Bay-Lake Regional Planning Commission staff to apply the fare increase to all cash fare categories for purposes of the alternatives analysis; this essentially meant a 14.3 percent increase in the cash fare and a 17.6 percent increase in the elderly and disabled half fare. These cash fare increases are predicted to lead to a decrease in ridership for this alternative in comparison to Alternative A. These calculations affected ridership, farebox revenues and ADA revenues. In addition, fixed-route “ridership” would decrease due to the elimination of transfers under this alternative. The total amount of decrease in fixed-route ridership would be just over 1.2 percent. However, fixed-route farebox revenues would increase by 4.1 percent under this alternative.
8. ADA ridership would decrease by about 6.1 percent under this alternative, due to the ADA cash fare increasing by 14.3 percent. However, ADA paratransit farebox revenues would increase by 7.3 percent under this alternative.

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9. Other non-subsidy revenues, federal and state funding, Community Development Block Grant (CDBG) funding, and local governmental funding for Shoreline Metro would all remain unchanged under this alternative.

Table 9.1 indicates the service, ridership and financial implications of this alternative in the base year of 2018.

Alternative C: Service Day from 5:00 a.m. to 8:00 p.m. and Having Routes Leave at the Top (:00) and Bottom (:30) of the Hour

This alternative was proposed for several reasons. First, it has been difficult for Shoreline Metro to get everyone to work at “first shift” jobs by 6:00 a.m. the way things are currently set up. Leaving at the top and at the bottom of the hour also makes sense for many employers in the Sheboygan area. Later evening transit service does not serve many passengers at this point. The City of Sheboygan’s new industrial park would also be better served by these changes. Several assumptions were made in the development of this alternative, including the following:

1. Service hours would be from 5:00 a.m. to 8:00 p.m. Monday through Friday on numbered City of Sheboygan routes (3 North through 10 South). Service would be provided every half hour from 5:00 a.m. to 5:00 p.m., and would be provided hourly (with alternating North and South Shuttles) from 5:00 p.m. to 8:00 p.m. North and South Shuttles would also operate at the end of the service day at 8:00 p.m. on weekdays.
2. Route 20 North would run at the following times on weekdays: 5:30 a.m., 6:30 a.m., 7:00 a.m., 11:00 a.m., and 7:00 p.m. Route 20 South would run at the following times on weekdays: 9:00 a.m., 1:00 p.m., 3:30 p.m., and 6:00 p.m. With the exception of the half hour Kohler Company Special run at 6:30 a.m., all other trips on Route 20 would be one hour in length.
3. Route 40 would run every half hour on weekdays from 12:15 p.m. to 8:15 p.m. on weekdays between mid-June and Labor Day weekend.
4. Service hours would be from 7:30 a.m. to 5:30 p.m. on Saturdays on numbered City of Sheboygan routes. Service would be provided once every hour (leaving at the bottom of the hour on the “north” routes, and leaving at the top of the hour on the “south” routes). Alternating North and South Shuttles would be provided throughout the service day on Saturdays. North and South Shuttles would also operate at the end of the service day at 5:30 p.m. on Saturdays.
5. Route 20 North would run at the following times on Saturdays: 9:00 a.m., 12:00 noon, and 3:00 p.m. Route 20 South would run at the following times on Saturdays: 11:00 a.m. and 1:00 p.m. All of these trips would be one hour in length.
6. Route 40 would run every half hour from 11:45 a.m. to 5:45 p.m. on Saturdays between mid-June and Labor Day weekend.
7. Adjustments to the service day led to a decrease in revenue miles compared with the baseline of more than 0.6 percent. These adjustments also led to a decrease in revenue hours compared with the baseline of nearly 0.8 percent. This was due to the elimination of two North and South Shuttle trips on weekdays, cutting the last hour of Route 40 on Thursdays and Fridays, and elimination of two North and South Shuttle trips on Saturdays.
8. Fixed-route ridership is projected to decrease by about 0.8 percent under this alternative. Elimination of the last hour of evening service on weekdays would lead to a 2.76 percent decrease in ridership. However, adding service at the beginning of the service day would lead to a 1.94 percent increase in ridership.

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9. The cost allocation model in Chapter 7 (Table 7.1) was used to estimate expenses under this alternative. These expenses were \$3,376,214, or a 0.6 percent decrease over the baseline.
10. Farebox revenues were projected to decrease in proportion to the decrease in ridership. On the other hand, ADA revenues (and ridership) were projected to remain stable, as most ADA trips take place during daytime hours.
11. Other non-subsidy revenues were projected to remain unchanged from the baseline.
12. The federal and state shares decreased in proportion to the decreased overall expenses.
13. The HUD subsidy remained unchanged from the baseline.
14. The local share remained unchanged from the baseline.

Table 9.1 indicates the service, ridership and financial implications of this alternative in the base year of 2018.

Alternative D: Demand Response Service During Weeknights and Saturdays

This alternative would replace fixed-route transit service with demand-response paratransit service on weekdays after 5:45 p.m. and all day on Saturdays. Several assumptions were made in the development of this alternative, including the following:

1. It was assumed that 9.0 percent of weekday riders utilized transit at night (after 5:45 p.m.); this translated to 50,959 riders. In addition, some 33,506 Saturday riders were assumed.
2. The rate of 2.72 passengers per hour was used to develop the portion of service hours attributable to weeknight and Saturday demand response service. This was done following the subtraction of lost service hours from the fixed-route component of the alternative.
3. The rate of 4.71 miles per passenger trip was used to develop the portion of route miles attributable to weeknight and Saturday demand response service. This was done following the subtraction of lost route miles from the fixed-route component of the alternative.
4. The fare assumptions listed under Assumptions 1 through 5 in Alternative B would also apply to this alternative on all days and times of service. This will lead to a non-ADA ridership decrease and fare revenue increase similar to what was seen in Alternative B. The ridership decreases were applied to the weekday daytime fixed-route service as well as to the weekday evening and Saturday demand-response paratransit service.
5. The ADA ridership and revenue impacts under this alternative (ridership decrease and revenue increase) are expected to be similar to Alternative B. Other impacts to ADA ridership or revenue could not be measured. If this alternative receives more serious consideration, the ADA paratransit impacts will be examined in greater detail.
6. Total expenses were developed using two separate cost allocation models: the regular model for the fixed-route service component, and a special "mini" cost allocation model for paratransit. The fixed-route and paratransit expenses were calculated separately, then were combined to arrive at total expenses. No additional fixed costs were assumed for the paratransit component above and beyond existing fixed costs, since it was assumed that administration of both services would be absorbed by the same managerial staff. Total expenses were \$3,505,192, or a 3.2 percent increase over the baseline.
7. Due to a loss in fixed-route system service hours of over 21.6 percent, the advertising portion of other non-subsidy revenues (\$32,400) was reduced accordingly, leaving a decrease in such revenues of about \$7,011 when compared to the 2018 baseline.
8. The federal and state shares increased in proportion to the decreased overall expenses.

9. The HUD subsidy remained unchanged from the baseline.

10. The local share remained unchanged from the baseline.

Table 9.1 indicates the service, ridership and financial implications of this pair of alternatives in the base year of 2018.

Other Considerations

Restoration of 30 minute service on Saturdays was not generally advanced as an alternative. However, 30 minute service may be considered for busier routes (such as Routes 10 North and 10 South) in the future.

Service to outlying communities that currently do not receive service (such as the Town of Sheboygan) was not advanced as an alternative at this time, but will be considered if Shoreline Metro and outlying communities reach an agreement regarding service.

Restructuring/ minor changes to existing routes was not advanced as an alternative at this time, but may be examined once Shoreline Metro emerges from the COVID-19 pandemic.

Sheboygan MPO staff with the Bay-Lake Regional Planning Commission are prepared to examine these and other service considerations for Shoreline Metro upon request of the transit operation in the future.

Selection, Approval And Implementation Of The Final “Preferred” Alternative

The Shoreline Metro TDP Review Committee selected a combination of Alternatives B and C as the “preferred” alternative at their meeting on July 15, 2020. This discussion began at the June 17, 2020, meeting, but the committee asked Shoreline Metro management to survey the ridership regarding the alternatives seriously being considered in this TDP. Alternative B was selected due to sanitary considerations, while Alternative C was selected due to the need to get passengers to employment that begins early in the morning, along with tremendous support for this alternative in the survey of the ridership. Committee members unanimously selected a combination of Alternatives B and C as the package of transit policies that should be implemented in the TDP; this does not preclude selection of other service parameters (such as features that increase service and implementation of portions of Alternative D) in later years of the period covered by the TDP. In addition, there was a slight adjustment to Alternative C in that Saturday service would run from 7:00 a.m. to 5:00 p.m.

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Table 9.1: Impacts of the Alternate Configurations for Shoreline Metro: Shoreline Metro Transit Development Program (For the 2018 Base Year)

	Alternative A: Continuation of Status Quo Fixed- Route Transit Service	Alternative B: Elimination of Transfers	Alternative C: Service Day from 5:00 a.m. to 8:00 p.m., and Having Routes Leave at the Top (:00) and Bottom (:30) of the Hour	Alternative D: Demand Response Service During Weeknights and Saturdays
Revenue Miles	536,426	536,426	533,001	814,889
Revenue Hours	38,611	38,611	38,307	60,922
Ridership	599,714	592,238	594,796	592,238
Cost per Passenger	\$4.84	\$4.90	\$4.85	\$5.09
Cost per Revenue Mile	\$5.41	\$5.41	\$5.41	\$3.70
Cost per Revenue Hour	\$75.19	\$75.19	\$75.33	\$49.43
Passengers per Revenue Mile	1.12	1.10	1.12	0.73
Passengers per Revenue Hour	15.53	15.34	15.53	9.72
Farebox Revenue per Passenger	\$0.67	\$0.71	\$0.67	\$0.71
Expenses	\$3,396,699	\$3,396,699	\$3,376,214	\$3,505,192
Farebox Revenues	\$401,128	\$417,657	\$397,838	\$417,657
ADA Revenues	\$203,071	\$217,916	\$203,071	\$217,916
Other Non-Subsidy Revenues	\$197,005	\$197,005	\$197,005	\$189,994
Deficit	\$2,595,495	\$2,564,121	\$2,578,299	\$2,679,625
Federal Share	\$1,170,891	\$1,170,891	\$1,163,829	\$1,208,290
HUD Subsidy	\$42,493	\$42,493	\$42,493	\$42,493
State Share	\$826,485	\$826,485	\$821,500	\$852,884
Local Share	\$601,622	\$601,622	\$601,622	\$601,622
Balance	\$45,996	\$77,370	\$51,146	\$25,664

Source: Shoreline Metro, 2018, 2019 and 2020; and Bay-Lake Regional Planning Commission, 2020.

Chapter 10: Recommended Plan

Recommended Service Changes

General Service

Two systemic service changes are recommended. One of these involves shifting the service day so that it runs from 5:00 a.m. to 8:00 p.m. on weekdays and from 7:00 a.m. to 5:00 p.m. on Saturdays. The second change involves having buses on the main City of Sheboygan fixed routes leave at the top (:00) and at the bottom (:30) of the hour.

Changing Service Hours on Weekdays and Saturdays

Changing service hours on weekdays would involve the following:

- Service hours would be from 5:00 a.m. to 8:00 p.m. Monday through Friday on numbered City of Sheboygan routes (3 North through 10 South). Service would be provided every half hour from 5:00 a.m. to 5:00 p.m., and would be provided hourly (with alternating North and South Shuttles) from 5:00 p.m. to 8:00 p.m. North and South Shuttles would also operate at the end of the service day at 8:00 p.m. on weekdays.
- Route 20 North would run at the following times on weekdays: 5:30 a.m., 6:30 a.m., 7:00 a.m., 11:00 a.m., and 7:00 p.m. Route 20 South would run at the following times on weekdays: 9:00 a.m., 1:00 p.m., 3:30 p.m., and 6:00 p.m. With the exception of the half hour Kohler Company Special run at 6:30 a.m., all other trips on Route 20 would be one hour in length.
- Route 40 would run every half hour from 12:15 p.m. to 8:15 p.m. on weekdays between mid-June and Labor Day weekend.

Changing service hours on Saturdays would involve the following:

- Service hours would be from 7:00 a.m. to 5:00 p.m. on Saturdays on numbered City of Sheboygan routes. Service would be provided once every hour (leaving at the bottom of the hour on the “north” routes, and leaving at the top of the hour on the “south” routes). Alternating North and South Shuttles would be provided throughout the service day on Saturdays. North and South Shuttles would also operate at the end of the service day at 5:00 p.m. on Saturdays.
- Route 20 North would run at the following times on Saturdays: 9:00 a.m., 12:00 noon, and 3:00 p.m. Route 20 South would run at the following times on Saturdays: 11:00 a.m. and 1:00 p.m. All of these trips would be one hour in length.
- Route 40 would run every half hour from 11:15 a.m. to 5:15 p.m. on Saturdays between mid-June and Labor Day weekend.

Having Buses on the Main City of Sheboygan Fixed Routes Leave at the Top (:00) and at the Bottom (:30) of the Hour

Buses for Routes 3, 5, 7 and 10 North and South would leave at the top (:00) and at the bottom (:30) of the hour, as opposed to leaving at 15 minutes and 45 minutes after the hour as they do now. Route 20 would leave at times similar to the times it leaves now (within the framework of the new service hours), but departure times would be adjusted so that they are consistent with the City of Sheboygan routes. Seasonal Route 40 will continue to leave at 15 and 45 minutes after the hour for two reasons (1) avoiding congestion with all other buses leaving at the top and bottom of the hour; and (2) Route 40 focuses on tourism, and does not involve many connections to other Shoreline Metro routes.

Route-Specific Service Changes

Regular Routes and Shuttle Routes

No route-specific service changes are being recommended at this time. Shoreline Metro management believes that routes (which were adjusted not long ago) are operating satisfactorily, and opted against changes for the time being, especially given the situation with COVID-19. The route structure will be examined at a later date, and adjustments will be made if necessary.

Map 10.1 shows the current route structure, which continues to be recommended at this time.

School Tripper Routes

Each year, parents of children who will be students in the Sheboygan Area School District and who reside in the City of Sheboygan portion of the transit service area will be surveyed to plan for school tripper routes in the upcoming school year. Surveys will be sent out in April, and are due back at the end of the school year in early June. Shoreline Metro staff will plan the school tripper routes based on survey feedback in the remainder of June and throughout the month of July. A guide to the school tripper routes for the upcoming school year will be published in August.

ADA Paratransit Service

Shoreline Metro began operation of Metro Connection (previously known as Regional Transit Connection) at the beginning of 2007. Metro Connection provides ADA paratransit service for residents of the Shoreline Metro service area (Cities of Sheboygan and Sheboygan Falls and the Village of Kohler) residing within 0.75 miles of any Shoreline Metro route. Passengers need to go through a certification process in order to be eligible for this service. ADA paratransit service hours are the same as regular fixed-route service hours (5:00 a.m. to 8:00 p.m. on weekdays and 7:00 a.m. to 5:00 p.m. on Saturdays).

For disabled persons deemed ineligible to utilize ADA paratransit service, buses on the fixed routes of Shoreline Metro are fully accessible.

Shoreline Metro also operates Metro Connection throughout Sheboygan County as a transportation service for elderly (60+) and disabled county residents. Shoreline Metro and the Sheboygan County Health and Human Services Department entered into a contract for the provision of this service in early 2007.

The TDP recommends that Shoreline Metro continue to directly provide ADA paratransit service within its service area as well as elderly and disabled paratransit services throughout Sheboygan County.

Map 10.2 shows the recommended ADA paratransit service area for Shoreline Metro.

Financial Plan

A preliminary financial plan has been prepared which identifies projected operating costs and revenue sources. Operating costs for all transit services (including fixed-route service, ADA paratransit service and elderly and disabled paratransit service provided to Sheboygan County) were projected using the cost allocation model identified in Chapter 7 of the TDP (adjusted for increases in costs in future years) and the estimated operating characteristics of transit service from 2021 to 2025.

Costs have been projected for all transit and paratransit operations. All of these cost elements are shown in Table 10.1. The costs of all services (including fixed-route service, ADA paratransit service and elderly and disabled paratransit service provided to Sheboygan County) are assumed

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to increase at a rate of one percent per year between 2021 and 2025. Costs shown in Table 10.1 assumed that route changes for the fixed-route transit service will be implemented at the beginning of any given calendar year.

Projected revenues are also shown in Table 10.1. Combined Federal Section 5307 revenues and State Section 85.20 (general operating) revenues are assumed to be approximately 52.8 percent of WisDOT recognized base service level costs for all years covered by this TDP.

A portion of the City of Sheboygan's Community Development Block Grant (CDBG) entitlement funding is assumed to be utilized for transit operations in every year covered by this TDP. This amount is assumed to be \$42,493 each year, which is the same as it has been for several years.

Municipal funding of transit begins at a base level of \$519,515 for the City of Sheboygan, \$38,696 for the City of Sheboygan Falls, \$13,366 for the Village of Kohler, and \$90,000 for the Sheboygan Area School District in 2021. Municipal funding of transit is assumed to increase by 2.97 percent between 2021 and 2022, by 2.91 percent between 2022 and 2023, by 2.86 percent between 2023 and 2024, and by 2.81 percent between 2024 and 2025. Municipal funding of transit is expected to cover 15.89 percent of total expenses in 2021, 16.20 percent of total expenses in 2022, 16.50 percent of total expenses in 2023, 16.81 percent of total expenses in 2024, and 17.11 percent of total expenses in 2025.

Revenue which Sheboygan County directly provides for the Metro Connection (countywide paratransit service for the elderly and disabled) begins at a base level of \$363,233 in 2021, an increase of 9.6 percent over the 2020 level of \$331,421. This level is expected to remain flat over the period covered by this TDP.

Farebox revenues used to finance regular fixed-route transit service amount to \$380,000 in 2021, then are expected to stay flat each year throughout the period covered by this TDP. Fixed-route farebox funding of transit covers 9.12 percent of total expenses in 2021, 9.03 percent of total expenses in 2022, 8.94 percent of total expenses in 2023, 8.86 percent of total expenses in 2024, and 8.77 percent of total expenses in 2025.

Farebox revenues from Metro Connection/paratransit passengers begin at a base level of \$292,000 in 2021, then are expected to stay flat each year throughout the period covered by this TDP.

Other revenues (advertising services, recycled materials, damage fees, interest on investments, rental income, sale of equipment, insurance rebates, etc.) are expected to remain flat over the period covered by this TDP.

Capital expenditures are identified in Table 10.3. Federal grants (generally covering 80 percent of the cost of capital items) and City of Sheboygan matching funds (generally covering the remaining 20 percent of the cost of capital items) will cover capital costs.

Table 10.1: Proposed Financial Plan

Item	Expenses					
	2020	2021	2022	2023	2024	2025
Total Transit and Paratransit Operations	\$3,902,191	\$4,164,622	\$4,206,268	\$4,248,331	\$4,290,814	\$4,333,722
	Revenues					
Source	2020	2021	2022	2023	2024	2025
Federal and State Funds	\$2,197,921	\$2,246,717	\$2,268,715	\$2,290,933	\$2,313,374	\$2,336,038
HUD CDBG Entitlement Funds	\$42,493	\$42,493	\$42,493	\$42,493	\$42,493	\$42,493
City of Sheboygan	\$519,515	\$519,515	\$534,944	\$550,528	\$566,267	\$582,164
City of Sheboygan Falls	\$38,696	\$38,696	\$39,845	\$41,006	\$42,178	\$43,362
Village of Kohler	\$13,366	\$13,366	\$13,763	\$14,164	\$14,569	\$14,978
Sheboygan Area School District	\$90,000	\$90,000	\$92,673	\$95,372	\$98,099	\$100,853
Sheboygan County (Paratransit)	\$331,421	\$363,233	\$363,233	\$363,233	\$363,233	\$363,233
Farebox - General Operating	\$255,000	\$380,000	\$380,000	\$380,000	\$380,000	\$380,000
Farebox - Metro Connection/Paratransit	\$204,000	\$292,000	\$292,000	\$292,000	\$292,000	\$292,000
Other Revenue	\$187,376	\$178,602	\$178,602	\$178,602	\$178,602	\$178,602
Total Revenues	\$3,879,788	\$4,164,622	\$4,206,268	\$4,248,331	\$4,290,814	\$4,333,723
Balance*	(\$22,403)	\$0	-\$0	\$0	\$0	\$0
*The negative balance in 2020 is expected to be made up with special federal funding provided through the "Coronavirus Aid, Relief, and Economic Security" (CARES) Act.						

Source: Shoreline Metro, 2020 (for 2020 and 2021 expenses and revenues); and Bay-Lake Regional Planning Commission, 2020.

Fare Policy

A fare policy has been recommended for Shoreline Metro to provide multi-year guidance to the staff, the Transit Commission and the Common Council for setting and changing fares. The fare policy has considered goals and objectives established for the TDP, where feasible. The fare policy also is cognizant of sentiment that fares should remain reasonable for passengers throughout the period covered by this TDP.

The recommended fares are indicated in Table 10.2, along with the existing 2020 fare structure. Full cash fares are recommended to increase from \$1.75 in 2020 to \$2.00 in 2021, then will remain at \$2.00 throughout the period covered by this TDP. Adult and student tokens are recommended to be eliminated for three reasons: (1) simplification of the fare structure; (2) the majority of students (who attend Sheboygan Area School District schools) now ride free of charge; and (3) there will be a move toward more "contactless" payment systems post-COVID 19.

Sheboygan Area School District (SASD) students will ride free of charge with proper student identification; this is pursuant to an agreement between Shoreline Metro and the SASD that started in July 2018 in which the SASD pays Shoreline Metro an agreed amount in exchange for providing free rides for its students regardless of trip purpose or time of the day or year. However, student punch cards are recommended to continue to be offered at the cost of \$13.00 for 20 trips for those students who are not enrolled in the SASD.

The monthly pass should remain at \$48.00, and the day pass should continue to be offered for \$3.00 throughout the period covered by this TDP; one incentive that is recommended is offering six day passes (an \$18 value) for the price of five day passes (\$15). Fares should continue to be established in five-cent increments so that providing correct change remains as convenient as possible.

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Table 10.2 also indicates that children under the age of 5 should continue to ride free of charge with appropriate supervision. On the other hand, transfers are recommended to be eliminated for two reasons: (1) moving riders to day and monthly passes; and (2) again, there will be a move toward more “contactless” payment systems post-COVID 19, including a decrease in drivers accepting paper from passengers.

Shoreline Metro will maintain discounted fares for senior citizens (defined for Shoreline Metro as persons age 65 and older), individuals with disabilities and veterans at all times of operation, in accordance with federal law in the case of senior citizens and individuals with disabilities. The discounted fare for these passengers will be 50 percent of the full cash fare. The elderly, disabled and veteran half fare is recommended to be \$1.00 over the period covered by this TDP. Elderly, disabled and veteran riders also have the option to purchase a half fare 20-ride pass for \$10.00; this fare option should also be continued throughout the period covered by this TDP.

Other special fare categories include “group fares” and the Harbor Centre Express day pass. “Group fares” apply to groups of ten or more passengers traveling together and having the same origin and destination. The “group fare” will increase from 85 cents to \$1.00 in 2021, then will remain at \$1.00 over the period covered by this TDP. The Harbor Center Express day pass (good on Route 40 only, in season) will remain at \$1.00 over the period covered by this TDP.

The ADA paratransit cash fare is recommended to decrease from \$3.50 to \$3.00 in 2021, then will remain at \$3.00 throughout the period covered by this TDP. This is being done so that the ADA paratransit cash fare matches Sheboygan County’s elderly and disabled transportation cash fare (which is expected to increase to \$3.00 in 2021). Premium services will be provided at double the ADA regular fare (\$6.00). Premium services include the following:

- Same Day Reservation - Customers will be able to call and schedule a trip on the same day. Trips will only be permitted based on availability. Customers are still encouraged to make trip reservations in advance.
- Same Day Changes - Customers will be able to call and modify a trip on the same day the trip is to be provided.
- Second Bus - Customers that “no show” on their return trip home will be able to call and request a second bus to pick up the customer.

Table 10.2: Recommended Fare Structure

Fare Category	Actual Fare	Recommended Fare				
	2020	2021	2022	2023	2024	2025
Full Cash Fare	\$1.75	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00
Adult Tokens - each*	\$1.30	Eliminated	Eliminated	Eliminated	Eliminated	Eliminated
Student Tokens - each* (K - 12)	\$1.10	Eliminated	Eliminated	Eliminated	Eliminated	Eliminated
Student Punch Cards (Good for 20 Rides)	\$11.00	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00
Sheboygan Area School District (SASD) Students**	Free	Free	Free	Free	Free	Free
Elderly/Disabled/Veteran Half Fare***	\$0.85	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Elderly/Disabled/Veteran Half Fare 20-Ride Punch Card***	\$8.50	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Group Fares	\$0.85	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Children Under Age 5 (with appropriate supervision)	Free	Free	Free	Free	Free	Free
Transfers (with fare payment)	Free	Eliminated	Eliminated	Eliminated	Eliminated	Eliminated
Day Pass****	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00
Monthly Pass	\$48.00	\$48.00	\$48.00	\$48.00	\$48.00	\$48.00
Harbor Centre Express Day Pass	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
ADA Paratransit Cash Fare*****	\$3.50	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00
*All tokens have been sold in packages of ten.						
**With proper student identification. Free rides are provided per an agreement between Shoreline Metro and the SASD, which pays a fixed amount for these rides each year.						
***With proper identification (Medicare card or Wisconsin driver license/identification card for elderly, Shoreline Metro identification card or ADA paratransit certification for disabled, and VA identification card or other evidence of status for veterans) as proof of eligibility. Half fare is valid on all days and at all times of service. "Elderly" is defined as age 65 and older.						
****A six-pack of day passes can also be purchased for \$15.						
*****Premium services are also available, and are described in the narrative.						

Source: Shoreline Metro, 2020; and Bay-Lake Regional Planning Commission, 2020.

Discounted fares are offered through the purchase of day passes and monthly passes. Discounts for these fare mechanisms are approximately:

- Day passes: 25 percent of the corresponding full cash fare (if purchasers ride twice in a day); and
- Monthly passes: 40 percent of the corresponding full cash fare (if purchasers ride 40 times per month).

The monthly pass benefits the most frequent users of the transit system.

Transit management should continue to approach business and industry leaders in the community to promote giving employees monthly passes or tokens as a tax-deductible benefit of employment.

Capital Improvements

Table 10.3 lists capital projects for Shoreline Metro for the period covered by this TDP. Of these projects, four capital items are recommended for 2021, four capital items are recommended for 2022, one capital item is recommended for 2023, one capital item is recommended for 2024, and no capital items are recommended for 2025.

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Table 10.3: 2021 – 2025 Capital Improvements Program: Shoreline Metro

Project Description	Quantity	Funding Source	Total Cost	Year
Replacement of County Paratransit Vehicle	1	FTA Section 5310	\$80,000	2021
Replacement of Paratransit Vehicle	1	FTA Section 5339	\$80,000	2021
Transit Administrative and Maintenance Facility Improvements	1	FTA Section 5307/CARES Act	\$200,000	2021
Replacement of Paratransit Vehicles	2	FTA Section 5307/CARES Act	\$180,000	2021
Replacement of County Paratransit Vehicle	1	FTA Section 5310	\$80,000	2022
Replacement of 35-Foot Fixed-Route Buses	5	CMAQ	\$2,300,000	2022
Replacement of 35-Foot Fixed-Route Bus	1	FTA Section 5339	\$460,000	2022
Replacement of 35-Foot Fixed-Route Buses*	6	Volkswagen Mitigation Settlement	\$2,769,000	2022
Replacement of County Paratransit Vehicle	1	FTA Section 5310	\$80,000	2023
Replacement of County Paratransit Vehicle	1	FTA Section 5310	\$80,000	2024
*Up to six (6) vehicles will be obtained by Shoreline Metro. The award from the Wisconsin Department of Administration is for six (6) vehicles.				

Source: Shoreline Metro, 2020; and Bay-Lake Regional Planning Commission, 2020

2021 Capital Improvements

Four capital expenditures are recommended for calendar year 2021:

- A county paratransit vehicle is expected to be replaced in 2021. This vehicle will be used for Sheboygan County’s elderly and disabled transportation program, which is operated by Metro Connection. The cost of this 2021 project is \$80,000. Federal Transit Administration (FTA) Section 5310 funding will be the federal funding source for this project.
- A Shoreline Metro paratransit vehicle is expected to be replaced in 2021. This vehicle will be used for Shoreline Metro’s ADA paratransit program, which is operated by Metro Connection. The cost of this 2021 project is \$80,000. FTA Section 5339 will be the federal funding source for this project.
- Improvements at the Transit Administrative and Maintenance Facility are expected to take place in 2021. The cost of this 2021 project is \$200,000. Special FTA Section 5307 funding (provided through the “Coronavirus Aid, Relief, and Economic Security” (CARES) Act) will be the federal funding source for this project.
- Two Shoreline Metro paratransit vehicles are expected to be replaced in 2021. These vehicles will be used for Shoreline Metro’s ADA paratransit program. The cost of this 2021 project is \$180,000. Special FTA Section 5307 funding (provided through the CARES Act) will be the federal funding source for this project.

2022 Capital Improvements

Four capital expenditures are recommended for calendar year 2022:

- A county paratransit vehicle is expected to be replaced in 2022. This vehicle will be used for Sheboygan County’s elderly and disabled transportation program. The cost of this 2021 project

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is \$80,000. FTA Section 5310 funding will be the federal funding source for this project.

- Five (5) Shoreline Metro 35-foot fixed-route buses are expected to be replaced in 2022. The cost of this 2022 project is \$2,300,000. The Congestion Mitigation and Air Quality (CMAQ) improvement program will be the federal funding source for this project.
- One (1) Shoreline Metro 35-foot fixed-route bus is expected to be replaced in 2022. The cost of this 2022 project is \$460,000. FTA Section 5339 will be the federal funding source for this project.
- Up to six (6) Shoreline Metro 35-foot fixed-route buses are expected to be replaced in 2022. The cost of this 2022 project will be \$2,769,000 (if all six buses are accepted and awarded). The Volkswagen Diesel Emissions Environmental Mitigation Trust will be the main funding source for this project.

2023 Capital Improvements

One capital expenditure is recommended for calendar year 2023:

- A county paratransit vehicle is expected to be replaced in 2023. This vehicle will be used for Sheboygan County's elderly and disabled transportation program. The cost of this 2023 project is \$80,000. FTA Section 5310 funding will be the federal funding source for this project.

2024 Capital Improvements

One capital expenditure is recommended for calendar year 2024:

- A county paratransit vehicle is expected to be replaced in 2024. This vehicle will be used for Sheboygan County's elderly and disabled transportation program. The cost of this 2024 project is \$80,000. FTA Section 5310 funding will be the federal funding source for this project.

2025 Capital Improvements

No capital expenditures are recommended for calendar year 2025.

In most cases, the FTA would provide 80 percent of transit capital funds for each purchase, while the City of Sheboygan (or Sheboygan County in the case of county paratransit vehicles) would provide the remaining 20 percent of funding for these capital purchases. For the project funded by the Volkswagen Diesel Emissions Environmental Mitigation Trust, 80 percent of funding will come from this source, with the 20 percent "local match" coming from a reduction in state shared revenues provided to the City of Sheboygan. For the two projects funded by special FTA Section 5307 funding (provided through the CARES Act), 100 percent of funding would come from this source.

Marketing Recommendations

The monitoring program discussed in this chapter supports marketing because on-time performance is an important characteristic of good service. In order to provide good service, it is essential to have information that may be used to evaluate the service and continuously improve it. The Sheboygan Transit Commission and the Shoreline Metro management and staff must maintain a customer orientation in every implementation activity. Some individual promotional activities have been identified that will enhance these implementation and marketing efforts.

The following marketing recommendations come from the Shoreline Metro Marketing Plan prepared by Brecon Hill Consulting. Some of the recommendations in the original marketing plan have been excluded from the TDP because they have already been implemented.

Build Adult Ridership

Some of Shoreline Metro's ridership losses are because of an increased unemployment level in recent months. Nearly three-fourths of Shoreline Metro's riders are between the ages of 18 and 64. The following strategies are recommended to market to potential adult riders:

- Institute a fall adult ridership campaign using an appropriate mix of paid media. The campaign should normally last from mid-September through mid-November. However, if election advertising makes advertising cost prohibitive, then this campaign should be rescheduled for the following spring.
- Devise one or more standard incentives to use in ridership promotions.
- Conduct a "shop by bus" promotion between November and Christmas that would help residents of the service area to become more aware of the major retailers and popular shopping areas served by Shoreline Metro. This promotion could have a general shopping theme or it could involve a special offer (like a family shopping pass, sponsored free rides, etc.). After evaluating this promotion, it could also be run at one other non-holiday time, such as spring, or in August as a "Do your back-to-school shopping by bus" promotion. Some of these promotions could have a component directed to senior citizens.
- Create an overall method of promoting individual routes or selected groups of routes through direct mail promotions.
- Assess potential sources for acquiring contacts for those who are unemployed, and design an appropriate marketing effort for this group. Through a direct promotion of the transit system, but ideally in conjunction with a corporate sponsor, Shoreline Metro could offer a special discount, a subsidized pass or multi-ride ticket, or some other form of assistance. With a sponsor involved, this program could have a title that would include their name.

Promote Current Fare Pre-Payment Options/Research Potential Changes That Could be Used to Increase Ridership

A significant number of Shoreline Metro passengers are using monthly and daily passes. This is to Shoreline Metro's advantage, since it also implies a high level of customer loyalty. It also implies that the customers using pre-payment options are also the system's most frequent riders. However, there should be increased promotion as well as additional research and discussion regarding the advancement of pre-payment options in order to increase ridership. The following strategies are recommended in the areas of promoting current fare pre-payment options and research of potential changes that could be used to increase ridership:

- Conduct a broader promotion of monthly passes, day passes and other pre-payment options about twice each year.
- Continue to use special messages on destination signs promoting pre-payment options.
- Utilize unused curbside exterior advertising space as well as permanent interior signage.
- Explore new pre-paid and other fare instruments.

Create Ongoing Evaluation Tools for Shoreline Metro and its Marketing Programs (Including Market Research Activities)

There are several ways to evaluate marketing efforts. The first of these is ridership, which is already being regularly tracked and reported on. As Shoreline Metro uses more paid media, those media should be evaluated to assure that their performance matches the targeted market, especially when it comes to reach and frequency. Finally, more is needed to be known about Shoreline Metro's customers such that use of both system-wide and limited scope market research is appropriate. The following strategies are recommended in the area of creating ongoing evaluation tools for Shoreline

Metro and its marketing programs:

- As paid media purchases are developed with electronic media, Shoreline Metro should develop target market and reach and frequency standards. For example, in a radio campaign targeted at young adults, a standard needs to be set that assures an appropriate percentage of the available target market is reached by the commercials purchased a minimum number of times.
- Website statistics should be tracked monthly using Google Analytics (assuming that advertising will point to the website as a source for more information).
- Create and conduct an annual customer satisfaction survey using relatively small samples.
- Seek out community-wide surveys by local government planning departments, the news media, colleges and universities, etc., to request that questions about transit be included so as to help guide service and policy initiatives.
- Conduct a limited scope survey of monthly pass users to best understand who they are and their ridership habits; this survey should be conducted every other year.
- Create limited scope surveys online or among riders when needs “quick reads” on opinions and attitudes about a particular subject.

Research and Structure Potential Partnership and Sponsorship Opportunities

Partnerships and sponsorships provide transit systems with de facto endorsements from media outlets, influential businesses and institutions, and from other community entities. They also help create and extend the marketing of transit services beyond the resources of the transit system itself, and help to augment traditional marketing. The following strategies are recommended in the area of researching and structuring potential partnership and sponsorship opportunities:

- Structure a special program for helping unemployed people ride transit to job interviews at no cost or at a reduced cost, and use a sponsorship to help subsidize the cost of the program. Businesses and civic organizations that are concerned about this problem may be likely sponsors.
- Design a way for businesses to sell monthly passes to employees using pre-tax income. Part of this program could be a dollar-for-dollar discount. For example, if an employer pledges to provide a \$2 discount for their employees purchasing a monthly pass, then the transit system would match this pledge; the result would be selling the pass to the employer for \$46, and the employer in turn would sell the pass to their employee for \$44 pre-tax. It is suggested that an initial group of 10 to 12 employers be approached for such a program. Typically, larger private sector and public sector employers would be most likely to participate in such a program.
- Seek out service-related partnerships in which shift-related trips or extended service could be provided to unserved or underserved areas. For example, there is no service to Lakeland University, which is outside the current transit service area. An entity such as Lakeland University may be willing to pay the remaining cost gap after revenues and available public (federal and state) funding are applied to incremental operating expenses.

Monitoring Program

A monitoring program is essential to determining the efficiency and effectiveness of the service that is being provided. In the ridership opinion survey conducted for this TDP, respondents emphasized the need for a transit system to run on time, but not ahead of schedule. Shoreline Metro received slightly below average ratings for its on-time performance, so there is definitely room for improvement.

Shoreline Metro should continue its formal program to monitor and track on-time performance.

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If the transit system's on-time performance (defined by trips running no later than five minutes behind the scheduled time) is less than 95 percent, then operational changes should be considered. Similar tracking should be instituted to arrive at a standard of 0 percent of all trips being ahead of schedule. Additional monitoring is needed for the paratransit operation to assure that at least 95 percent of trips are within 30 minutes of the requested time for pickup for ADA paratransit service. Exceptions to these standards should be made under unusual circumstances, such as poor weather conditions, rail or boat traffic, mechanical breakdowns, full loads, etc. Monitoring of whether the transit system meets these standards should exclude trips made which involve these circumstances in order to ensure a safe transit operation.

In order to monitor productivity for individual routes, passenger ridership data should be collected on a continuous basis. This involves continuing to equip buses and/or drivers with the appropriate equipment to record this information. The data which are collected will continue to help the Shoreline Metro staff to better understand detailed ridership patterns and characteristics over long periods of time.

Finally, boarding and alighting and passenger opinion surveys should be conducted on a biennial basis (boarding and alighting surveys or similar analyses in odd-numbered years and passenger opinion surveys in even-numbered years) to gather more frequent data and perceptions. Riders on both fixed-route and paratransit services should be surveyed in regard to their opinions toward various aspects of Shoreline Metro's services. Questions for the passenger opinion survey should be similar to questions used in previous surveys so that changes in opinion over time can be monitored.

Land Use Planning Recommendations

Land use has a strong relationship with transportation demand and travel patterns. Land use planning and design play an important role in determining the viability of public transportation and the feasibility of serving portions of the service area.

As stated in Goal 6 (and its supporting objectives and standards) in Chapter 8 of this TDP, the Sheboygan Transit Commission should have a greater role in land use decisions. The Sheboygan Transit Commission should have an opportunity to comment as appropriate on land use proposals which are located within the transit service area. Design of subdivisions, offices and commercial centers within the transit service area should include access for transit vehicles and accessible walkways from potential bus stops. In addition, the Director of the Sheboygan Parking and Transit Utility should work with representatives of all communities in the transit service area on planning and development issues that impact transit.

The Sheboygan Transit Commission should comment on proposed locations of major trip generators. For major transit trip generators that are located outside the transit service area, comments will note that transit service might not be provided to meet the needs of the proposed facility. Key transit trip generators should be located within the transit service area. Any transit service to key generators outside the transit service area shall be evaluated based on the system productivity thresholds identified in Standard 4.1.1 of the Goals, Objectives and Standards for this TDP (Chapter 8), and will be subject to the local governmental unit financing its share of such service.

The development codes of the City of Sheboygan should be reviewed to ensure that appropriate incentives are provided to promote transit use. Development requirements and incentives for alternate modes of transportation are major policy issues that must be addressed in the City of Sheboygan and elsewhere in the transit service area. Design requirements are related to incentives

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for alternate modes of transportation. Design of new buildings should incorporate needs associated with good transit service. These are not limited to dimensions to provide easy access for buses, but also space for bus stops and easy pedestrian access to the facility from the transit stop. In many cases, street design has created a barrier between transit service and the facilities that are meant to be served. Frequently, good pedestrian access is overlooked. It is important to note that in most cases, each transit patron is a pedestrian at both ends of the transit trip.

One of the best land use strategies that can be implemented to support public transit systems is the encouragement of creation of sufficient densities of people to use the system. Transit service runs most efficiently when places of employment and residences are located in proximity, creating a concentration of people at both origins and destinations. The Shoreline Metro service area has both employment and residential developments that are dispersed throughout the community. Other communities have found that recommended minimum densities of development to support public transportation are seven dwelling units per acre for residential development, and a floor area ratio of 1.0 for commercial and office development. Mixed-use activity centers also support the use of public transportation. If several opportunities are available for people to shop, eat and conduct personal business near their place of employment, private automobile need will reduce. This need may be further reduced by including residential development as part of high-density, mixed-use activity centers. If a person is able to walk to a neighborhood store, there is no longer a need to drive a car to work and make a stop on the way home. Therefore, public transportation may become more attractive as a means of traveling to and from work.

One of the first considerations for design of developments is location. Transit service should be a primary consideration for the location of developments. Residential development would ideally be located within public transportation corridors. These corridors may or may not have existing service, but residential development should be located and designed to support the extension of service where it does not exist. The other consideration of location is proximity to activity centers. Mixed-use activity centers both support the use of public transportation and reduce the dependence on private automobiles.

Developments along public transportation corridors should have a transit-oriented design rather than an automobile-oriented design. Since each transit customer is usually a pedestrian as soon as he or she leaves the bus, pedestrian facilities should be emphasized. A transit-oriented design would have a relatively small setback from the transit corridor, in contrast to automobile-oriented designs, which frequently have large parking lots between the street and the building. Large parking lots and lack of pedestrian walkways often discourage the use of public transportation. In addition to minimum setbacks, the city ordinance should specify a maximum setback within the public transportation corridor. The location of parking facilities within the public transportation corridor should also be addressed. Where feasible, the city ordinance should require that parking be provided at the rear and possibly at the side of the building. The front of the building should be oriented to the street with a maximum setback that is close to the street and is oriented to public transportation and pedestrians.

Pedestrian access is very important for users of public transportation. This is particularly true in residential developments, where subdivisions are often designed with circuitous streets. A bus stop on a collector or arterial street may be very close to residences within a subdivision, but the walking distance may be excessive because there is no direct access. Pedestrian access should be provided in the proximity of bus stops to residential developments. One strategy that can be used to promote such access is through the use of paths that are shortcuts between blocks. These paths may also be combined with bicycle facilities, which further reduce dependence on private automobiles for travel. The alternative to providing convenient pedestrian access to arterial and collector streets is to

operate transit service through neighborhood streets. The transit route then becomes circuitous and inefficient; this issue has been faced by residents of certain peripheral neighborhoods in Sheboygan in the past when complaints concerning transit routing have arisen.

Finally, design considerations to support public transportation should be incorporated into the construction of any development. Streets that will be designed as transit routes must have adequate turning radii at intersections, sidewalks, and bus stops. The bus stops may or may not have shelters, depending on the demand at any particular stop. The bus stops and sidewalks should connect with other walkways or paths to provide easy access to residential and commercial developments. The objective in establishing these design features is to provide efficient circulation patterns, both for transit routes and for pedestrians who are walking to and from the transit route.

Other Recommendations

Mid-Course Review

A “mid-course review” of the TDP should be conducted in 2023. This will allow the TDP to be a more flexible document in terms of being open to potential opportunities that may present themselves before the next TDP is prepared. Such a “mid-course review” could include additional routing revisions to respond to land use and transportation changes in the transit service area or changed economic circumstances that warrant reexamination of the fare structure. Of course, the TDP can be amended at any time as changing conditions warrant.

Employment Transportation Study

For several years, there have been issues with employment transportation in Sheboygan County. Some of the issues are more temporal (shift changes occurring outside regular Shoreline Metro operation hours), while others are more spatial (getting employees from the Fond du Lac and Manitowoc-Two Rivers areas to employers in Sheboygan County, and getting Sheboygan area employees to employers in Plymouth). The Bay-Lake Regional Planning Commission will partner with the Sheboygan County Economic Development Corporation (EDC) and Shoreline Metro to study and make recommendations for employment transportation in 2021 and beyond. This study is not a formal part of this TDP, but has been included in the 2021 Sheboygan Metropolitan Planning Area Transportation Planning Work Program. The Sheboygan County EDC has also included these efforts in its 2021 work plan.

Implementation Strategy

The following is a recommended implementation strategy for elements in this TDP:

2020

- Elimination of transfers and adult and student tokens.
- Implementation of selling “six packs” of day passes for \$15.
- Implement ADA premium services for double the cash fare.

2021

- Continue to apply for CDBG funding for transit operations.
- Adjust service hours to 5:00 a.m. to 8:00 p.m. on weekdays and 7:00 a.m. to 5:00 p.m. on Saturdays.
- Having all routes leave at either the top (:00) or at the bottom (:30) of the hour, with the exception of the seasonal Route 40.
- Increase the following fares (as shown in Table 10.2): full cash fare, student 20-ride punch cards,

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elderly/disabled/veteran half fare, elderly/disabled/veteran half fare 20-ride punch cards, and group fares.

- Decrease the ADA paratransit cash fare to match the county elderly and disabled transportation fare.
- Replacement of four paratransit vehicles (one for Sheboygan County funded by FTA Section 5310 and three for Shoreline Metro - one funded by FTA Section 5339 and two financed by special FTA Section 5307 funding from the CARES Act).
- Implement improvements at the transit administrative and maintenance facility (financed by special FTA Section 5310 funding from the CARES Act).
- Initiate implementation of marketing recommendations.
- Conduct boarding and alighting survey.
- Begin employment transportation study (may continue beyond 2021)

2022

- Continue to apply for CDBG funding for transit operations.
- Replacement of one (1) paratransit vehicle for Sheboygan County (funded by FTA Section 5310).
- Replacement of up to twelve (12) fixed-route buses (Five buses funded by the Congestion Mitigation and Air Quality program, one bus funded by FTA Section 5339, and up to six buses funded by the Volkswagen Mitigation Settlement).
- Continue to implement marketing recommendations.
- Conduct passenger opinion survey.

2023

- Continue to apply for CDBG funding for transit operations.
- Replacement of one (1) paratransit vehicle for Sheboygan County (funded by FTA Section 5310).
- Continue to implement marketing recommendations.
- Conduct “mid-course review” of the TDP.
- Conduct boarding and alighting survey.

2024

- Continue to apply for CDBG funding for transit operations.
- Replacement of one (1) paratransit vehicle for Sheboygan County (funded by FTA Section 5310).
- Continue to implement marketing recommendations.
- Conduct passenger opinion survey.
- Begin work on a TDP Update.

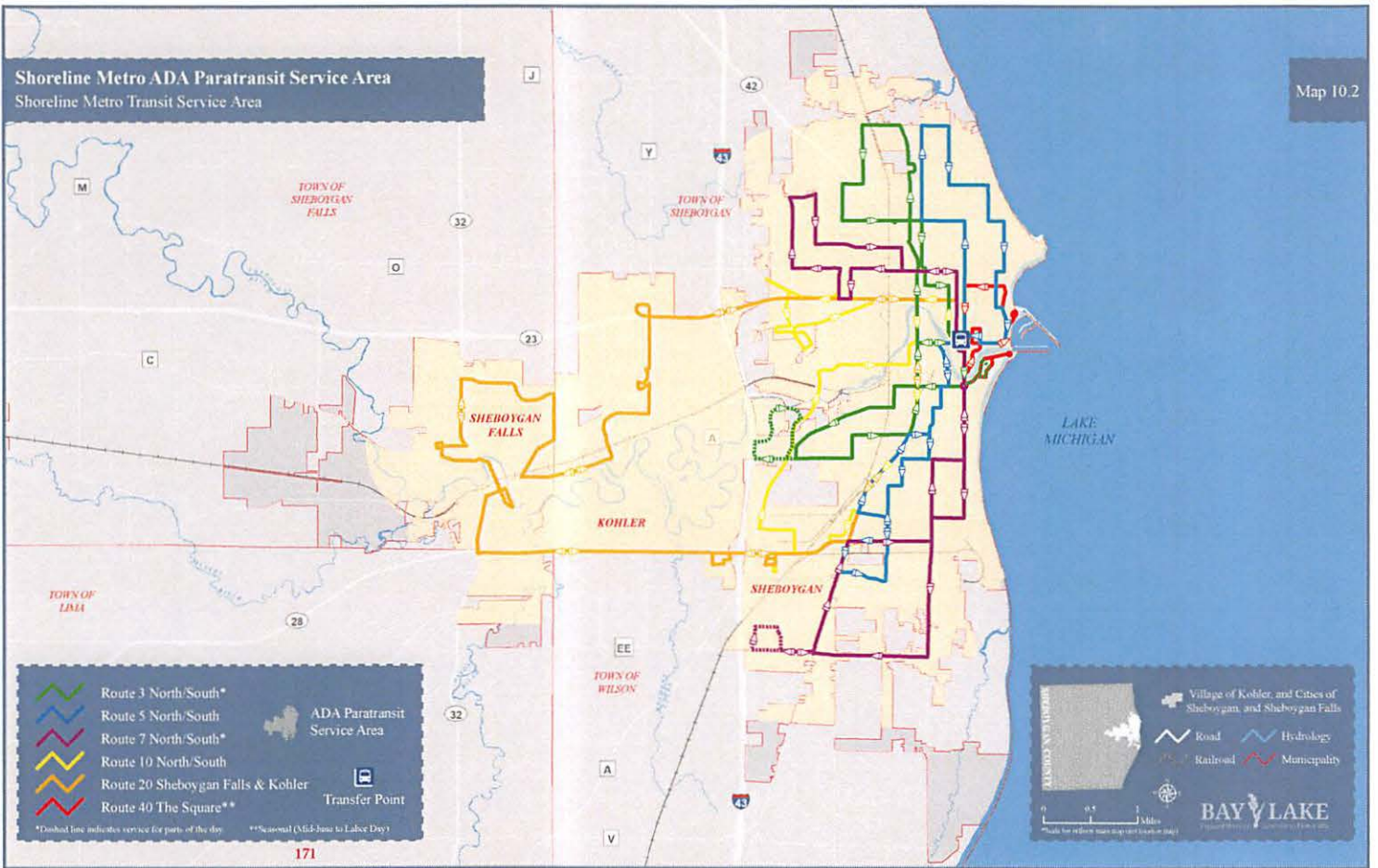
2025

- Continue to apply for CDBG funding for transit operations.
- Continue to implement marketing recommendations.
- Conduct boarding and alighting survey.
- Complete updated TDP.

Fare and service changes for 2021 through 2025 and financial items should be implemented by January 1 of the year in question. Other activities will be implemented at some point during the year in question at the discretion of the transit operator and/or the Bay-Lake Regional Planning Commission (for surveys and studies).

Shoreline Metro ADA Paratransit Service Area
 Shoreline Metro Transit Service Area

Map 10.2



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Appendices



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Appendix A: Shoreline Metro Passenger Opinion Survey Results

SHORELINE METRO PASSENGER OPINION SURVEY

Shoreline Metro is conducting this survey to learn about your travel on the bus and your attitudes toward bus service. Please take a few minutes to answer the following survey questions. Your input is very important and all responses are completely confidential.

1. What is the reason for your trip? (Check all that apply)

<u>46.0%</u> Shopping	<u>19.2%</u> Social/Recreational	<u>35.7%</u> Medical
<u>26.3%</u> Personal Business	<u>7.1%</u> Human Service Agency Visit	<u>47.3%</u> Work Related
<u>21.9%</u> School	<u>4.5%</u> Other	

2. How would you have made this trip if the bus were not available?

<u>5.0%</u> Drive a Vehicle	<u>30.2%</u> Walk	<u>5.4%</u> Bicycle
<u>16.7%</u> Taxi	<u>18.9%</u> Would Not Make Trip	<u>19.8%</u> As a Passenger in Someone's Vehicle
<u>4.1%</u> Other		

If you filled out one of these surveys earlier, stop at this point. Thank you for your cooperation.

3. How many times per week do you ride the bus? (a round trip equals 2 times)

<u>4.5%</u> Less Than Once	<u>13.8%</u> 1 – 2 Times	<u>40.2%</u> 3 – 6 Times
<u>18.8%</u> 7 – 10 Times	<u>22.8%</u> More Than 10 Times	

4. How many blocks do you live from a bus stop?

<u>51.1%</u> 1	<u>19.7%</u> 2	<u>10.3%</u> 3	<u>3.1%</u> 4	<u>4.0%</u> 5	<u>11.7%</u> 6 or More
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5. Was the availability of public transportation a factor in your choice of housing location?

<u>56.2%</u> Yes	<u>43.8%</u> No
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6. Do you have a driver's license?

<u>24.8%</u> Yes	<u>75.2%</u> No
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7. Did you have a vehicle available for this trip?

<u>8.6%</u> Yes	<u>91.4%</u> No
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8. How many vehicles do you have in your household?

52.9% 0 29.1% 1 14.8% 2 3.1% 3 or More

9. Do you have a disability that impacts your ability to use the bus?

87.7% None 0.9% Vision 6.8% Mobility 0.0% Hearing
4.6% Other Disability

10. How would you rate the following factors about Shoreline Metro?

1 = Poor 2 = Neutral 3 = Good

Riding comfort of buses	<u>2.60</u>
Interior/exterior cleanliness of bus	<u>2.62</u>
Buses run on schedule	<u>2.41</u>
Courtesy of driver	<u>2.67</u>
Ease of understanding bus routes	<u>2.69</u>
Cost of service	<u>2.62</u>
Length of ride time	<u>2.51</u>
Passenger safety	<u>2.72</u>
Hours of service	<u>2.20</u>
Bus Buddy program	<u>2.33</u>
Modern amenities	<u>2.57</u>

11. How would the following things or events affect your current bus riding habits?

1 = Ride Less Often 2 = Have No Effect 3 = Ride More Often

Special discounts are offered through your employer	<u>2.33</u>
It becomes easier to know all the routes and schedules	<u>2.45</u>
Better waiting areas are built	<u>2.53</u>
Fares increase 25 cents	<u>1.74</u>
Training is provided on how to use the bus	<u>2.13</u>
The bus stops on the nearest corner to your house	<u>2.48</u>
Transit maps and schedules become available in your language	<u>2.22</u>
Buses travel more frequently	<u>2.72</u>
Transfers become much easier	<u>2.49</u>
The bus route is moved 7 – 8 blocks from your house	<u>1.40</u>
A weekly bus pass is implemented	<u>2.35</u>
Bus Buddy program is expanded	<u>2.18</u>
Availability of modern amenities increased	<u>2.47</u>

12. Should the bus service hours be adjusted?

60.6% Yes 39.4% No

If yes, explain how (where and when): (107 of 123 who responded “yes” provided a written response to this question).

13. Are you:

38.3% Male 56.8% Female 4.9% Other/No Response

14. What is your age category?

6.8% Under 16 7.7% 16 – 17 13.5% 18 – 24 13.5% 25 – 34
15.5% 35 – 44 14.5% 45 – 54 9.2% 55 – 59 8.2% 60 – 64
11.1% 65 and Over

15. What is your ethnic background? (Check all that apply)

80.7% White 4.5% American Indian 5.9% Hispanic/Latino
2.5% Asian 12.4% Black 1.0% Other

16. How many persons live in your household, including you?

31.1% 1 21.8% 2 14.1% 3 11.2% 4 21.8% 5 or More

17. What is your current employment status? (Check all that apply)

14.9% Unemployed 30.2% Full-Time Employment
28.2% Part-Time Employment 13.4% Student
16.8% Retired 3.5% Homemaker
0.5% Temporarily Laid Off 6.5% Other

18. What is your annual household income category?

32.8% Under \$10,000 23.3% \$10,000 - \$19,999 21.1% \$20,000 - \$29,999
11.1% \$30,000 - \$39,999 2.8% \$40,000 - \$49,999 3.3% \$50,000 - \$59,999
5.6% \$60,000 or More

Additional comments:

43 Written Responses – Summary is available upon request.

Please return survey and pencil to survey taker on the bus. Thank you for your cooperation!

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Appendix B: Shoreline Metro TDP Update Review Committee Members

Members Of The Sheboygan Transit Development Program (TDP) Update Review Committee

Chief Christopher Domagalski
Sheboygan Police Department

Aldersperson Trey Mitchell
City of Sheboygan

Aldersperson Ryan Sorenson
City of Sheboygan

Chad Pelishek
Planning and Development Department
City of Sheboygan

Mayor Mike Vandersteen
City of Sheboygan

Charles Windsor
Sheboygan Transit Commission

Aldersperson Dean Dekker
City of Sheboygan

Ryan Zinkel
Sheboygan Transit Commission

Roy Kluss
Sheboygan Transit Commission

Traci Robinson
Sheboygan County Aging and Disability Resource Center

Matt Halada
WisDOT Northeast Region

Bill Blashka
Town of Sheboygan

James Schwinn
Town of Sheboygan

Shoreline Metro

Members Of The Sheboygan Transit Development Program (TDP) Update Review Committee (Continued)

Mark Boehlke
Sheboygan Area School District

Derek Muench, Director
Shoreline Metro

Jack Sowinski
Shoreline Metro

Scott Navis
Shoreline Metro

Edward Procek
Shoreline Metro

Steve Hirshfeld
Transit Section
WisDOT Bureau of Transit, Local Roads, Railroads & Harbors

Brett Edgerle
Village of Kohler

Shad Tenpas
City of Sheboygan Falls

Angie Buechel
RCS Empowers, Inc.

Joe Schoenemann
Transit Customer

Mark Hermann
Transit Customer

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Staff

Cindy Wojtczak,
Executive Director

Brandon Robinson,
Assistant Director

*Jeffrey Agee-Aguayo,
Transportation Planner

Nicole Barbiaux,
GIS Specialist

*Chris Garcia,
Transportation Planner

Emily Pierquet,
Administrative Assistant

Sydney Swan,
Economic Development Planner

Jeffrey Witte,
Community Assistance Planner



Commissioners

Brown County

Vacant

Door County

Vacant

Florence County

Larry Neuens

Edwin Kelley

Rich Wolosyn

Kewaunee County

Tom Romdenne

Mary Ellen Dobbins

Donna Thomas

Manitowoc County

James Falkowski

**Daniel Koski

Vacant

Marinette County

Ann Hartnell

Thomas Mandli

Michael Kunesh

Oconto County

Dennis Kroll

****Terry Brazeau

Karl Ballestad

Sheboygan County

Ed Procek

***Mike Hotz

Vacant

*Project Contributors

**Chairperson

***Vice-Chairperson

****Secretary/Treasurer



CITY OF SHEBOYGAN

REQUEST FOR TRANSIT COMMISSION CONSIDERATION

ITEM DESCRIPTION: 3.7 Director's Report

REPORT PREPARED BY: Derek Muench, Director of Transit & Parking

REPORT DATE: 2/11/21

MEETING DATE: 2/16/21

FISCAL SUMMARY:

STATUTORY REFERENCE:

Budget Line Item: N/A
Budget Summary: N/A
Budgeted Expenditure: N/A
Budgeted Revenue: N/A

Wisconsin Statutes: N/A
Municipal Code: N/A

BACKGROUND / ANALYSIS:

The Director of Transit & Parking presents to the Transit Commission a report of operations for the Transit and Parking Utilities.

STAFF COMMENTS:

The Director of Transit & Parking presents the following items as advisory and information only:

1) COVID-19 Update:

- Shoreline Metro is currently operating regular hours of service on weekdays and demand response only service on Saturdays (for both fixed route and paratransit customers). Saturday service has been in place since October 2020.
- Shoreline Metro continues to collect fares (since July 2020). The discontinuation of transfers and tokens hasn't impacted service. Customers have responded well to purchasing Day Passes and the new 6-pack Day Passes. Metro Connection customers have embraced and enjoy the "token-less" feature implemented in August 2020.
- Premium services have been received well by Metro Connection customers. Customers have been taken advantage of the service in particular same-day reservations.
- Federal mask order (CDC) requiring all customers and employees to wear a mask while on the bus or at the Transfer Station. Signage was revised and updated to reflect the federal order. Customers have responded well with very limited issues.
- Currently we do not have any team members out because of COVID-19. Staffing has stayed minimally impacted since October 2020 (peak of cases for Shoreline Metro).
- Drivers continue to assist with cleaning and sanitizing buses daily including fogging vehicles weekly.

- 2) Annual Reports** – Leadership has drafted the annual reports for Shoreline Metro and the Parking Utility. These reports were submitted to City Administrator Wolf for inclusion in his annual report. Reports are included in the packet for review and approval at this meeting.
- 3) Parking Assessments for 2020:**
- Assessments have decreased from the previous year, and in some cases, drastically. The Parking Utility made every effort to reduce expenses and postpone maintenance projects during the year knowing that revenues would be impacted by the coronavirus pandemic. Please remember the word “postpone” means deferring or temporarily suspending these projects. Routine maintenance is required annually on parking lots to maintain longevity and quality. This means these projects will be required in future years.
 - PAD 1 was assessed over \$80,000 in 2020 based on 2019 figures. PAD 1 will be assessed around \$23,000 in 2021 based on 2020 figures.
 - Revenues from meters and parking permits were less than budgeted. However, revenues were better than forecasted due to the pandemic. Thank you to customers, visitors and employees for continuing to use the parking services provided during the year. Revenues are a critical part of maintaining and managing parking for all users in downtown, Riverfront, South Pier and Heritage Square.
 - The Parking Utility was able to provide the same great service and parking solutions during 2020. Downtown, Riverfront and South Pier saw more beautiful flowers once again from Otter Creek Landscape with the help of our planting friends at Town & Country Garden Club.
- 4) Roof Project** – Shoreline Metro has a brand-new roof including new decking. The new roof should last the life of the current building and will ensure the safe storage of vehicles and protection of staff. The total project cost was \$712,000 for the roof replacement (Project 1) funded using about 50 percent federal 5339 funds and \$225,000 for the decking (Project 2) funded using 100 percent CARES Act funds.
- 5) Federal Triennial Review** – Shoreline Metro was notified in 2020 that its triennial review scheduled for August 6-7 would be postponed until 2021. We have been working diligently with FTA and the reviewer in preparation of the review. Leadership received notice that the review will take place May 17-21 with the review closeout meeting scheduled for June 3. Shoreline Metro has performed well during these reviews in years past including zero findings during the 2017 review.
- 6) Bus Purchases** – Shoreline Metro is currently working on bus procurements for two paratransit buses and ten (YES 10) fixed route buses. These buses will be funded through Section 5339 and 5310 for paratransit and CMAQ, 5339 and VW Mitigation Program for fixed route. Shoreline Metro has received six buses in the last two years. These new buses are expected in 2022.

- 7) **Town of Sheboygan Service** – Officials from the Town of Sheboygan have reached out to leadership at Shoreline Metro about the possible expansion of service to the Town of Sheboygan. Staff have been working on solutions for service and hope to present these options in the near future.
- 8) **Parking Utility Team** – Last October, the Parking Utility said goodbye to Phillip Sneller and wished him well on his retirement. Patrick Moehring, then Maintenance Worker, was promoted to the Lead Parking Utility Maintenance Worker position. In November 2020, Michael Kirchmeier was hired to join the team and fill Pat’s vacated position. Pat and Michael look forward to serving the City of Sheboygan in their new positions and both are a great fit to the team.
- 9) **Thank you** – On behalf of everyone at Shoreline Metro, the Director wishes to thank the Transit Commission and City Administrator, Todd Wolf for the ongoing support and direction especially through this pandemic. Without the support and trust to manage the day-to-day activities and the ability to make timely, effective decisions, this pandemic may have caused much more hardship and disruption to the services of the department.

City staff has also been tremendously supportive of the department and deserve a thank you for their ongoing support and trust. Shoreline Metro really has the best team in the industry and that includes its Transit Commission!

ACTION REQUESTED:

Staff recommends placing the Director’s Report provided by the Director of Transit & Parking on file.

ATTACHMENTS:

- I. None.