ATTACHMENTS

MEREDITH: PER CHUCK, REFER TO TRANSIT COMMISSION

Res. No. ____ - 20 - 21. By Alderperson Sorenson. November 16, 2020.

A RESOLUTION authorizing the filing of an application with the United States of America Department of Transportation and authorizing the executing of the contract pertaining to grants for calendar year 2021, under former Section 9 (USC 5307) of the Federal Transit Act of 1964, as amended.

WHEREAS, the Secretary of Transportation is authorized to make grants for a mass transportation program of projects; and

WHEREAS, the contract for financial assistance will impose certain obligations upon the applicant, including the provision by it of the local share of the projects costs in the program; and

WHEREAS, it is required by the United States Department of Transportation in accordance with the provisions of Title VI of the Civil Rights Act of 1964 that in connection with the filing of an application for assistance under the Federal Transit Act of 1964, as amended, the applicant gives an assurance that it will comply with Title VI of the Civil Rights Act of 1964 and the United States Department of Transportation requirements thereunder; and

WHEREAS, it is the goal of the applicant that disadvantaged business enterprises be utilized to the fullest extent possible in connection with these projects, and definite procedures shall be established and administered to ensure that disadvantaged businesses shall have the opportunity to participate in construction contracts, supplies, equipment contracts, or consultants and other services.

NOW, THEREFORE, BE IT RESOLVED: That the Director of Parking and Transit is authorized to execute and file an application on behalf of the City of Sheboygan with the United States Department of Transportation to aid in financing of capital and operating assistance projects for calendar year 2021, pursuant to former Section 9 (USC 5307) of the Federal Transit Act of 1964, as amended.

BE IT FURTHER RESOLVED: That the Director of Parking and Transit of the City of Sheboygan is authorized to execute the contract pertaining to the City of Sheboygan's application for 2021 operating and capital assistance grants under former Section 9 (USC 5307) of the Federal Transit Act of 1964, as amended.

BE IT FURTHER RESOLVED: That the Director of Parking and Transit is authorized to execute and file with such applications all assurances or any other documents required by the United States Department of Transportation effectuating the purposes of Title VI of the Civil Rights Act of 1964 and other legally mandated requirements of the United States Department of Transportation.

BE IT FURTHER RESOLVED: That the Director of Parking and Transit is authorized to furnish such additional information as the United States Department of Transportation may require in connection with the application for the program of projects.

BE IT FURTHER RESOLVED: That the Director of Parking and Transit is authorized to execute grant agreements on behalf of the City of Sheboygan with the United States Department of Transportation for aid in the financing of the capital and operating assistance program of projects.

_____

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

CITY OF SHEBOYGAN

REQUEST FOR TRANSIT COMMISSION CONSIDERATION

ITEM DESCRIPTION: 3.1 2021 Operating Assistance Grant & Resolution

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

REPORT DATE: 11/12/20 **MEETING DATE:** 11/17/20

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 applies for Section 5307 Federal Mass Transit Operating Assistance and State 85.20 Mass Transit Operating Assistance funds each year to subsidize the costs of operating Shoreline Metro for the City of Sheboygan and participating communities. The grant is due by December 15th. As a matter of formality, Shoreline Metro requests approval to apply for these funds through the attached authorizing resolution.

STAFF COMMENTS:

Shoreline Metro has applied for funding to subsidize operations for many years. In 2021, combined Section 5307 and State 85.20 funds are expected to cover about 54.00% of eligible expenses. Funding levels continue to decrease year-after-year which puts more pressure on local shares to cover the difference. No changes in route service or fare structure are expected for calendar year 2021.

ACTION REQUESTED:

Motion to accept and adopt the resolution and send resolution to the Sheboygan Common Council for consideration, acceptance and adoption at the next meeting.

ATTACHMENTS:

I. Resolution No. 118-20-21

CITY OF SHEBOYGAN

REQUEST FOR TRANSIT COMMISSION CONSIDERATION

ITEM DESCRIPTION: 3.2 2019 Draft WisDOT Management Performance Review

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

REPORT DATE: 11/12/20 **MEETING DATE:** 11/17/20

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:

Section 85.20 of the Wisconsin Statutes requires the Wisconsin Department of Transportation (WisDOT) to conduct a transit system management performance review (MPR) of all urban mass transit systems receiving state aid at least once every five years. This report summarizes the 2019 MPR for the City of Sheboygan's public transit system, doing business as Shoreline Metro. The City's previous MPR was conducted in 2011.

The 2019 MPR process consisted of three main activities: performance analysis, review of completed written MPR questionnaire and provided documentation, and an on-site interview and facility review. In June, an electronic MPR questionnaire form was sent to the City's Director of Transit and Parking ("transit director"), who leads Shoreline Metro. The review team then conducted a quantitative performance analysis to inform the areas of focus for the on-site review. The on-site review was conducted on August 7, 2019.

This report consists of five sections: System Overview; Analysis of System Performance; Policy- and Decision-Making Processes; Functional Area Review; and Conclusions. The Functional Area Review focuses on transportation operations, vehicle and facility maintenance, finance, planning and scheduling, and marketing aspects of the transit system.

STAFF COMMENTS:

Shoreline Metro is a high performing system with many progressive policies and practices. Compared to its Wisconsin and national peer systems, Shoreline Metro performs better than average or within satisfactory range in most performance measures (Table 17). Performance trends are largely positive and do not reveal any areas of concern. Importantly, Shoreline Metro ridership has grown notably since 2017, due in large part to students transitioning to riding the regular routes.

The transit director is actively involved in service delivery and is aware of the many nuances of high-quality service delivery. He has cultivated a supportive workplace environment where employees are recognized for their achievements. Shoreline Metro staff are close to their customers. They take care to ensure quality service is delivered. Meanwhile, City of Sheboygan administrators are actively engaged in system oversight recognize the value of Shoreline Metro's service to the community.

In fact, Shoreline Metro and the City of Sheboygan employ several exemplary practices that are uncommon for small and mid-sized urban fixed route systems in Wisconsin. A few of these practices are:

- **Shuttle service operation during early morning, afternoon peak, and late evening hours.** Shoreline Metro's shuttle service not only improves customer relations but establishes transit as a feasible, reliable transportation option and thus promotes its use.
- **Routine supervisor and upper management interaction with customers.** Shoreline Metro's ridership and reputation benefit from the positive, productive relationship with customers fostered through supervisor presence at the transfer station and regular community outreach.
- **Regular staff safety and information meetings.** Shoreline Metro's quarterly meetings are inclusive experiences used for fostering an organizational safety culture, recognition, education, and team building. Such meetings are a key element of the SMS requirements contained in FTA's PTASP rule, which becomes effective July 2020.
- **Openness to modifying transit services to improve system efficiency, customer convenience or other service objectives.** In redesigning its school day tripper routes, for instance, Shoreline Metro continued to meet a transportation need, while making more efficient use of existing resources, normalizing regular transit use and, ultimately, fostering ridership growth.
- **Local prioritization for transit capital funding.** Recognizing the value of Shoreline Metro's service, the City of Sheboygan places transit bus replacements among prioritized capital projects along with those from other essential City services, resulting in greater availability and stability of local funding contributions for transit capital projects.
- **Embracing technology-driven operations improvements.** Shoreline Metro has adopted scheduling and tracking software (Ecolane and UniteGPS), has deployed trip planning tools, and uses social media to better serve and reach customer experience (i.e., trip planning tools and social media).

Despite these and other exemplary practices, Shoreline Metro still has areas for improvement, summarized in Table 22. In summary, Shoreline Metro should better document its practices and procedures in certain areas to ensure near- and long-term continuity. Furthermore, it should implement practices to more proactively ensure service reliability throughout the fixed route service area – not just at the transfer station.

This document is only the draft report. The Director has submitted some comments on the report but does not see the report changing from its draft format. Once the report is reviewed by WisDOT,

Shoreline Metro expects to receive the final copy for its records. The final copy will be shared with the Transit Commission upon receipt.

ACTION REQUESTED:

Motion to accept and file the draft Shoreline Metro Management Performance Review.

ATTACHMENTS:

I. 2019 WisDOT MPR Sheboygan Draft Report

City of Sheboygan

Shoreline Metro

Wisconsin Department of Transportation
2019 Transit System Management Performance Review

Draft Report | July 2020

Prepared for the Wisconsin Department of Transportation by SRF Consulting Group and Bourne Transit Consulting

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Introduction

Section 85.20 of the Wisconsin Statutes requires the Wisconsin Department of Transportation (WisDOT) to conduct a transit system management performance review (MPR) of all urban mass transit systems receiving state aid at least once every five years. This report summarizes the 2019 MPR for the City of Sheboygan's public transit system, doing business as Shoreline Metro. The City's previous MPR was conducted in 2011.

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Status of Previous Recommendations

Most recommendations from the previous MPR – conducted in 2011 – have been completed or adequately addressed, as summarized below.

Table i: Summary of Recommendations from Previous Management Performance Review (2011)

Functional Area	Recommendation	Status (Presented as Reported by Shoreline Metro Staff)
Accounting, Finance, and Purchasing	Improve vault key security.	We installed key fob access to the facilities entrances and key offices and rooms to control access.
	Install security cameras in revenue counting room to improve loss prevention.	Incomplete.
	Make bank deposits 2-3 times a week instead of daily to better match amounts of cash collected and free up staff time for other activities.	We continue to make daily deposits consistent with City policy.
Personnel and Labor Relations	No recommendations	--
Transportation Operations	No recommendations	--
ADA Paratransit Service	Explore new paratransit software package to replace outdated software and relieve capacity constraints.	We upgraded to Ecolane DRT in 2015 which has greatly improved efficiency and reduced costs.
Safety Management and Training	No recommendations	--
Planning	Participate in local site plan reviews to ensure that new developments can be served effectively and efficiently by transit services.	The transit director is proactively notified by the Planning Department and actively participates in site plan reviews for accessible bus routes and stops.
Scheduling	No recommendations	--
Marketing	Add Google Translate functionality to website to offer multilingual information.	This was added with the complete refresh of the website in 2016.

Functional Area	Recommendation	Status (Presented as Reported by Shoreline Metro Staff)
	Maintain a record of complaints by type and other relevant information to track areas for improvement.	--
Vehicle and Facility Maintenance	Improve cleanliness and orderliness of storage areas in maintenance facility.	This has been drastically improved over the past 2-3 years by the maintenance staff.
	Replace bus washer.	Incomplete.
Information Technology	Install GPS/AVL hardware on fixed route buses to improve on-road supervision.	This was completed in 2016 and then enhanced in 2019 through UniteGPS. (transit.unitegps.com/sm)
	In concert with AVL installation on fixed route fleet, explore options for providing next-bus arrival information to customers via web/mobile apps, such as Google Transit.	We have trip planning capabilities through Google Transit available on the Shoreline Metro website as well as GPS access (Bus Tracker) for customers that displays bus location in real-time for customers.

Summary Tables

Below are summary tables that highlight the findings and recommendations of Shoreline Metro's 2019 MPR Final Report. Detailed descriptions and analysis accompany these throughout this report.

Table ii: Summary of Shoreline Metro Performance Relative to Peers

Performance Objective	Performance Measure	Single Year: 2017		Trend Analysis: 2013-2017	
		WI Peer Comparison	US Peer Comparison	WI Peer Comparison	US Peer Comparison
Cost Effectiveness	Operating Expenses Per Passenger Trip	●	▲	▲	▲
Cost Efficiency	Operating Expenses Per Revenue Hour	▲	●	▼	●
Service Effectiveness	Passenger Trips Per Revenue Hour	●	▲	▲	▲
Market Penetration	Passenger Trips Per Capita	●	▲	▲	▲
	Revenue Hours Per Capita	▲	▲	▼	●
Passenger Revenue Effectiveness	Average Fare Per Passenger Trip	▲	▲	●	●
	Operating Ratio	▲	▲	▲	▲
	Subsidy Per Passenger Trip	●	▲	▲	▲

Key to Symbols	
▲	Better than peer average
●	Worse than peer average, but within satisfactory range (+/- one standard deviation)
▼	Outside satisfactory range

Table iii: Summary Assessment of Policy- and Decision-Making Processes

Criterion	Rating
The manager has sufficient authority and control to manage in an efficient manner.	▲
The lines of authority, responsibility, and accountability are well defined and appropriate.	▲
The lines of communication provide for sufficient exchange of information to ensure decision makers are knowledgeable on issues.	▲
The current organizational structure is conducive to effective and efficient operation.	▲

Key to Symbols	▲	Structures and procedures are conducive to effective operations
	●	Structures and procedures are adequate with room for improvement
	▼	Structures and procedures are insufficient

Table iv: Summary Assessment of Functional Areas

Functional Area	Rating
Transportation Operations	▲
Vehicle and Facility Maintenance	▲
Finance	▲
Planning and Scheduling	▲
Marketing	▲

Key to Symbols	▲	Structures and procedures are conducive to effective operations
	●	Structures and procedures are adequate with room for improvement
	▼	Structures and procedures are insufficient

Table v: Summary of Recommendations – 2019 Management Performance Review

Functional Area		Recommendation	Priority
Policy- and Decision-Making Processes	-	No recommendations	-
Transportation Operations	1	Improve documentation of the driver training program to ensure continuity of training provided; make use of standard transit industry materials and programs.	Medium
	2	Ensure all drivers undergo annual ride checks with a transit supervisor or an experienced driver; new drivers should have three ride checks in their first year.	Medium
Vehicle and Facility Maintenance	3	Transition from paper records to electronic records using TransitFleet maintenance software for all fleet maintenance.	Medium
Finance	4	After exploring standard utility financial practices, consider establishing an annual transit fund balance goal.	Low
	5	Consider improving documentation of cost methodology in service contracts with partner organizations to minimize potential for contract disputes.	Low
	6	Document off-board cash handling and counting procedures.	High
Planning and Scheduling	7	Leverage the UniteGPS platform and onboard tablets to collect departure times at all scheduled timepoints along fixed routes for all trips. Using these data, develop a process for systematically monitoring on-time performance in comparison to Shoreline Metro's established on-time performance goal.	Medium
Marketing	-	No recommendations	-

Part I: System Overview

A service of the City of Sheboygan, Shoreline Metro provided over 630,000 passenger trips in 2018. Shoreline Metro operates fixed route bus service, Americans with Disabilities Act (ADA) complementary paratransit, and specialized demand response service for older adults and people with disabilities. The Shoreline Metro fleet includes 23 heavy-duty buses.

Fixed-Route Service

Shoreline Metro operates ten regular fixed routes, from approximately 5:45 a.m. to 8:45 p.m. weekdays, and 7:45 a.m. to 5:45 p.m. on Saturdays (Table 1, Figure 1). Routes operate on 30-minute headways during most of the week and 60-minute headways on Saturdays. There is no service on Sundays. All Shoreline Metro fixed routes meet for timed transfers at the Shoreline Metro Transfer Station.

Table 1. Fixed Route Service Summary (Regular Routes)

Service Days	Service Period (Approx.)	Routes	Frequency
Monday-Friday	5:45 am – 8:45 pm	3N, 3S, 5N, 5S, 7N, 7S, 10N, 10S	30-60-minute
		20N, 20S	4-5 daily trips at shift times
Saturday	7:45 am – 5:45 pm	3N, 3S, 5N, 5S, 7N, 7S, 10N, 10S	60-minute
	9:15 am – 4:15 pm	20N, 20S	2-3 daily trips at shift times

*60-minute starting at 5:15/5:45 pm.

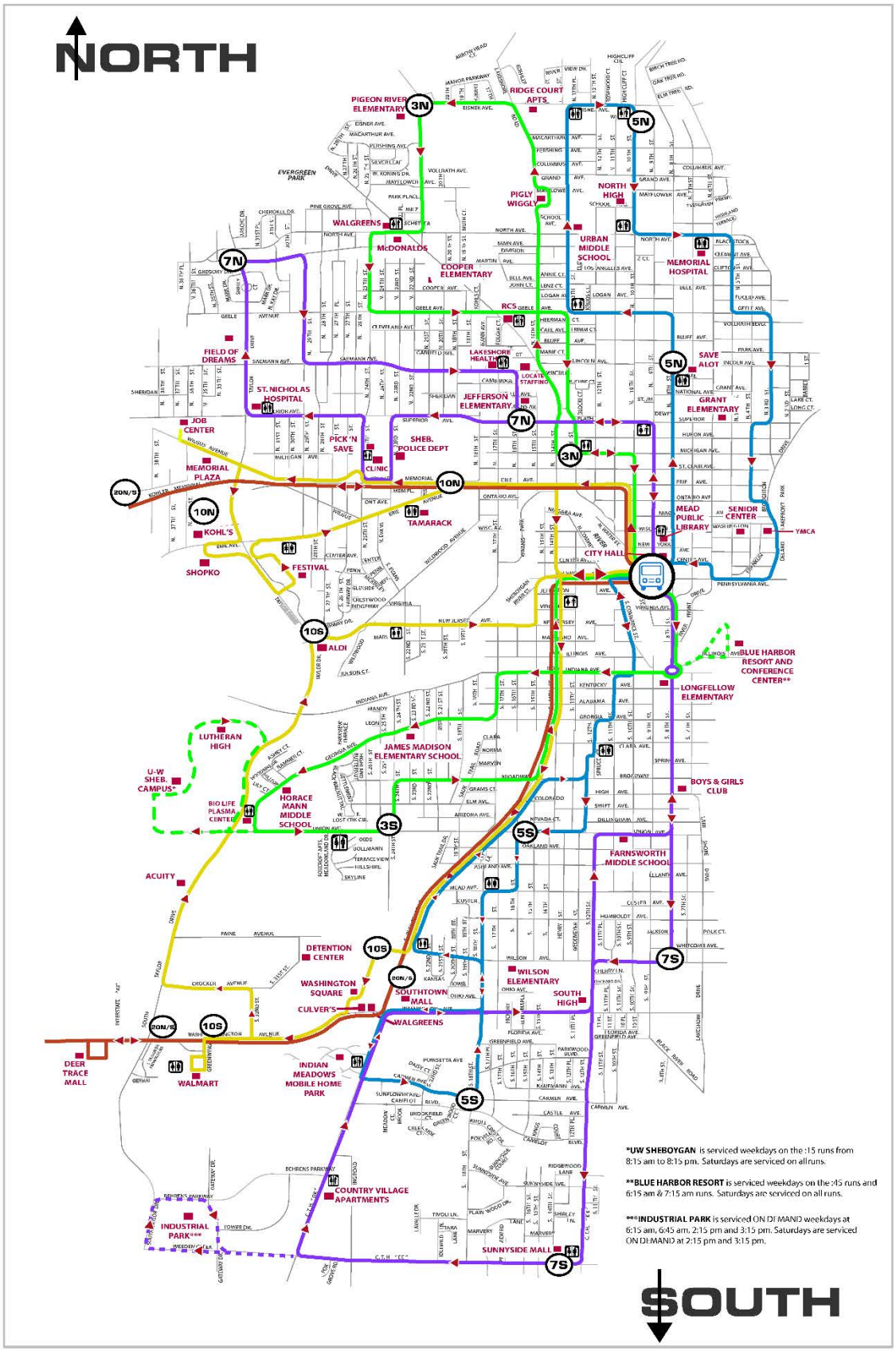
Shoreline Metro operates seasonal services in addition to those listed in Table 1. Route 40, the Harbor Express Trolley, operates Monday through Saturday during the summer months, for six to nine hours per day. School day tripper Routes 101, 102, 201, and 202 are fixed, coverage-oriented routes serving public schools during the Sheboygan Area School District (SASD) school year. All school day tripper routes are open to the public.

Shoreline Metro operates shuttle service to supplement fixed route service during times of peak demand and just outside of fixed route service times. The service is available along most regular fixed routes, with the same fare.

Afternoon peak shuttle service operates 2:45 to 4:45 p.m. on weekdays as a shared-ride drop-off service. It enables fixed routes to run more smoothly by minimizing the "hold" time spent waiting for late buses at the transfer station to facilitate transfers. Instead~~, Shoreline Metro offers the Shuttle Service to~~ passengers who miss their connections can travel from the transfer station to their destination using the shuttle service (drop off must be at a regular bus stop). Metro staff refer to this practice as "drop-and-go" service. Two shuttles (north and south) operate in the peak period.

Early morning shuttles (north and south) are available starting at 5:15 a.m. to pick up passengers along fixed routes that are not yet operating and drop them off at the transfer station for the first fixed route trips departing at 5:45 a.m. Shuttles also are available from 5:45 to 8:45 p.m., to transport riders from the transfer station to their destination stops after the final fixed route arrivals at the transfer station at 8:45 p.m.

Figure 1. System Map



Source: Shoreline Metro

Demand Response

Shoreline Metro provides two specialized demand response services for its customers under the Metro Connection brand. Door-to-door ADA complementary paratransit is available to certified riders within ¾-mile of fixed routes during all fixed route service hours.

The County Elderly and Disabled program is available to individuals 60 years and older and those with a qualifying disability. The service is available throughout much of Sheboygan County on weekdays from 7:30 to 3:30 p.m. The county program is made available through partnership with the Sheboygan County Aging and Disability Resource Center (ADRC).

Fares

In addition to cash fares, Metro sells 10-packs of tokens, and unlimited ride day and monthly passes (Table 2). Discounted fixed-route service fares are available for seniors, people with disabilities, and active military members and military veterans. The ADA paratransit fare is $3.50, double the regular fixed-route base fare. Those using the County Elderly and Disabled service may purchase token 10-packs.

Table 2. Fares

Group	Cash	Token (10 Pack)	Day Pass	Monthly Pass
Adult	$1.75	$13.00	$3.00	$48.00
Student	--	$11.00		
Senior (+65), Disabled, Veteran	$0.85	$8.50		
ADA Paratransit	$3.50	$35.00	--	--
County Elderly & Disabled	--	$25.00	--	--

Per formal agreement between the City of Sheboygan and SASD, SASD students (K-12), faculty, and staff may ride fixed routes for free throughout the school year with a valid ID. All service days and all routes are eligible. Under this agreement the City of Sheboygan received $90,000 for the 2018-2019 SASD school year,.

Fleet

Summarized in Table 3, the Shoreline Metro revenue fleet consists of 23 heavy-duty buses for fixed-route service and 10 medium duty cutaway buses for Metro Connection demand response service.[1] Fifteen of the 23 heavy-duty buses are operated in peak service – a spare ratio of 53 percent. Six of the 10 cutaway buses are operated in peak service – a spare ratio of 67 percent.

Per Federal Transit Administration (FTA) useful life benchmarks (ULB), heavy-duty buses have a default useful life of 14 years and cutaway buses have a default useful life 10 years.[2] Thirteen (57 percent) of Shoreline Metro's fixed-route buses are at or beyond the ULB of 14 years. Currently, none of the cutaways used for Metro Connection service area beyond the ULB of 10 years.

[1] Half of the cutaway buses were purchased by Sheboygan County, and half were purchased by the City of Sheboygan but titled to the county (the model year 2017 and 2018 cutaways , and one of the model year 2014 cutaways).

[2] Federal Transit Administration. National Transit Database 2019 Policy Manual, Full Reporting. Page 188. (n.d.). Available at: https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/ntd/133146/2019-ntd-reporting-policy-manual-v1-2.pdf.

Table 3. Revenue Fleet

Service	Year	Vehicle Type	Make/Model	Funding Source	Quantity	Age
Fixed	2002	Large, Heavy Duty	Gillig 35' Low Floor	Local	2	17
Fixed	2003	Large, Heavy Duty	Gillig 35' Low Floor	FTA 5309	6	16
Fixed	2005	Large, Heavy Duty	Gillig 30' Low Floor	FTA 5309	5	14
Fixed	2010	Large, Heavy Duty	Gillig 35' Low Floor	ARRA	5	9
Fixed	2019	Large, Heavy Duty	Gillig 35' Low Floor	CMAQ*	5	<1
Demand Response	2010	Medium Duty Bus	Ford Elkhart	FTA 5310	1	9
Demand Response	2011	Medium Duty Bus	Eldorado	FTA 5310	1	8
Demand Response	2013	Medium Duty Bus	Duramax	FTA 5310	1	6
Demand Response	2014	Medium Duty Bus	Starcraft	FTA 5310	2	5
Demand Response	2016	Medium Duty Bus	Starcraft	FTA 5310	1	3
Demand Response	2017	Medium Duty Bus	Starcraft	FTA 5310	2	2
Demand Response	2018	Medium Duty Bus	Starcraft	FTA 5310	2	1
Fixed					**23**	
Demand Response					**10**	

*One of the five purchased with FTA Section 5339 funds
As of April 2019

Facilities

Shoreline Metro has two primary facilities: its transfer station located on the southern edge of downtown Sheboygan and the nearby administration and maintenance facility, just across the Sheboygan River.

All fixed routes serve the transfer station, which features sheltered waiting areas, benches, maps and route information, a self-service fare media kiosk, a mobile device charging station, a bike repair stand, and a customer service office with a staffed public counter. Constructed in 1992, the facility is well-maintained. The public counter and waiting areas have been upgraded over the last several years.

The administration and maintenance facility was constructed in 1975. This facility houses Shoreline Metro's operations, administrative, maintenance, and bus storage functions; it's where all staff report to work.

Transfer station in downtown Sheboygan.

Part II: Analysis of System Performance

Part II of this report examines, quantitatively, Shoreline Metro performance over the last several years. Since there are no recognized industry standards for most measures of transit system performance, widespread practice is to compare the performance of a system to the average values of a peer group of systems.

The following peer analysis compares Shoreline Metro *fixed-route bus* performance to a Wisconsin peer group and a national peer group in five categories using eight specific measures (Table 4). As part of its Cost Efficiency Report and MPR initiatives, WisDOT measures transit system performance using at least six core measures, (Table 4), in accordance with section 85.20 of the Wisconsin Statutes.

Table 4. Performance Objectives and Performance Measures

Performance Objective	Performance Measure	WisDOT Core Measure
Cost Effectiveness	Operating Expenses Per Passenger Trip	X
Cost Efficiency	Operating Expenses Per Revenue Hour	X
Service Effectiveness	Passenger Trips Per Revenue Hour	X
Market Penetration	Passenger Trips Per Capita	X
	Revenue Hours Per Capita	X
Passenger Revenue Effectiveness	Average Fare Per Passenger Trip	
	Operating Ratio (Passenger Revenues Per Operating Expenses)	X
	Subsidy Per Passenger Trip	

This peer performance analysis excludes data from demand response or other modes; analyzing Shoreline Metro fixed-route bus data alone allows for a more direct comparison with peer transit systems in Wisconsin and around the Midwest.

Each measure in Table 4 is used to assess Shoreline Metro fixed-route performance in two ways:

- **Single Year: Comparison to peer average for most the current year.** Year 2017 National Transit Database (NTD) data are used. This is the most recent year for which NTD data were available for all peer systems at the time of analysis. Consistent with the WisDOT approach, performance is considered "satisfactory" within one standard deviation of the peer average. The system's performance is considered "outside the satisfactory range" (unsatisfactory) if it falls more than one standard deviation from the peer average.
- **Multi-Year Trend Analysis: Comparison to peer average for annual rate of change.** NTD data from 2013 to 2017 are used. The annual rate of change from 2013 to 2017 is calculated as follows:

$$\text{Annual rate of change} = (\text{Value}_{2017}/\text{Value}_{2013})^{¼} - 1$$

For the trend analysis, the system's annual rate of change is compared to that of the average of the peer group. Again, the system's trend performance is considered "satisfactory" within one standard deviation of the peer group average. Beyond one standard deviation from the peer group average, the system's trend performance is considered "outside the satisfactory range."

Peer Groups

The selection of the peer groups for Shoreline Metro was based on a review of small urban bus systems in NTD. NTD was used because its data are readily available and consistently reported. Two peer groups were selected for comparison: a Wisconsin peer group and a national peer group (Table 5, Table 6). Systems' fixed-route bus data (excluding any other modes operated) were used in the selection of peers and the subsequent analyses.

Table 5 contains 2017 operating statistics for Shoreline Metro and the selected Wisconsin peer systems. This review recognizes the limitations of using other Wisconsin bus systems for peer comparison. Each system operates in a different environment, serves different markets, and has a unique management structure. However, Wisconsin peer systems also provide context for operating conditions within the state. Because it is customary in this review to compare medium bus systems to others in Wisconsin, the Wisconsin peer comparison is included in this review.

Table 5. 2017 Operating Statistics – Wisconsin Peer Group

System Name	City	Revenue Hours	Passenger Trips	Operating Expenses	Passenger Revenues	Service Area Population
Eau Claire Transit	Eau Claire	48,127	865,260	$4,261,637	$803,452	75,828
Fond du Lac Area Transit	Fond du Lac	13,047	157,952	$1,148,987	$128,047	49,167
Janesville Transit System	Janesville	28,899	488,726	$3,367,524	$485,956	64,159
MTU	La Crosse	58,801	999,955	$5,153,871	$610,973	71,201
Maritime Metro Transit	Manitowoc	18,608	311,715	$1,471,046	$227,614	45,392
GO Transit	Oshkosh	37,514	901,710	$3,438,057	$476,005	66,083
Metro Ride	Wausau	27,324	498,902	$2,680,463	$391,313	39,302
Shoreline Metro	**Sheboygan**	**37,679**	**529,726**	**$3,163,112**	**$463,324**	**59,490**
Average		33,750	594,243	$3,085,587	$448,336	58,828
Shoreline Metro as Percent of Average		**112%**	**89%**	**103%**	**103%**	**101%**

Source: National Transit Database, 2017.

In the development of the national peer group, an attempt was made to select peer systems in cold-weather states in the Midwest; specifically, those with relatively similar service area and transit service mix provided. The Urban Integrated National Transit Database (Urban iNTD) was used to develop an initial list of national peers.[3] This initial list was filtered to include only the most applicable peers, based on the criteria listed above and previous MPR peer analyses.

The national peer group includes systems in Indiana, Iowa, Kansas, Michigan, and Montana. Table 6 contains 2017 operating statistics for Shoreline Metro and the selected national peer systems.

Table 6. 2017 Operating Statistics – National Peer Group

System Name	City, State	Revenue	Passenger	Operating	Passenger	Service Area

[3] Urban iNTD is a tool developed by the Florida Department of Transportation (FDOT), based on Transit Cooperative Research Program (TCRP) research. http://www.ftis.org/urban_iNTD.aspx.

		Hours	Trips	Expenses	Revenues	Population
MET Transit	Billings, MT	34,925	455,583	$3,497,440	$360,464	109,869
The Jule	Dubuque, IA	34,814	455,959	$2,194,916	$224,941	60,140
Macatawa Area Express	Holland, MI	33,046	340,161	$1,994,035	$142,696	71,572
Muskegon Area Transit	Muskegon Heights, MI	45,245	528,635	$3,584,845	$328,255	172,188
Sioux City Transit System	Sioux City, IA	44,585	901,989	$4,057,320	$724,877	122,128
Terre Haute Transit Utility	Terre Haute, IN	32,108	259,015	$2,029,210	$130,589	59,614
Topeka MTA	Topeka, KS	60,116	1,197,319	$5,866,545	$960,567	127,473
Shoreline Metro	**Sheboygan**	**37,679**	**529,726**	**$3,163,112**	**$463,324**	**59,490**
Average		40,315	583,548	$3,298,428	$416,964	97,809
Shoreline Metro as Percent of Average		**93%**	**91%**	**96%**	**111%**	**61%**

Source: National Transit Database, 2017.

Performance Measures: Results

This section summarizes Shoreline Metro service relative to peer groups over the five-year period, as well as the results of the single-year (2017) and multi-year (2013-2017) analyses for each of the eight performance measures reviewed in this MPR. Table 17 summarizes Shoreline Metro's performance relative to peer systems across all measures.

Shoreline Metro Five-Year Summary

Table 7 and Table 8 show Shoreline Metro operating statistics and performance measures, respectively, for 2013 through 2017. The average annual rate of change for the five-year period is calculated for each statistic and measure.

Table 7. Operating Statistics – Shoreline Metro, 2013-2017

Operating Statistic	2013	2014	2015	2016	2017	Annual Rate of Change
Revenue Hours	43,568	41,729	41,742	39,092	37,679	-3.6%

Passenger Trips	520,860	538,802	537,765	527,775	529,726	0.4%
Operating Expenses	$2,975,042	$3,160,187	$2,950,870	$3,027,184	$3,163,112	1.5%
Passenger Revenue	$425,240	$449,551	$451,950	$436,301	$463,324	2.2%
Service Area Population	59,490	59,490	59,490	59,490	59,490	0.0%

Source: National Transit Database, 2013-2017.

Table 8. Performance Measures – Shoreline Metro, 2013-2017

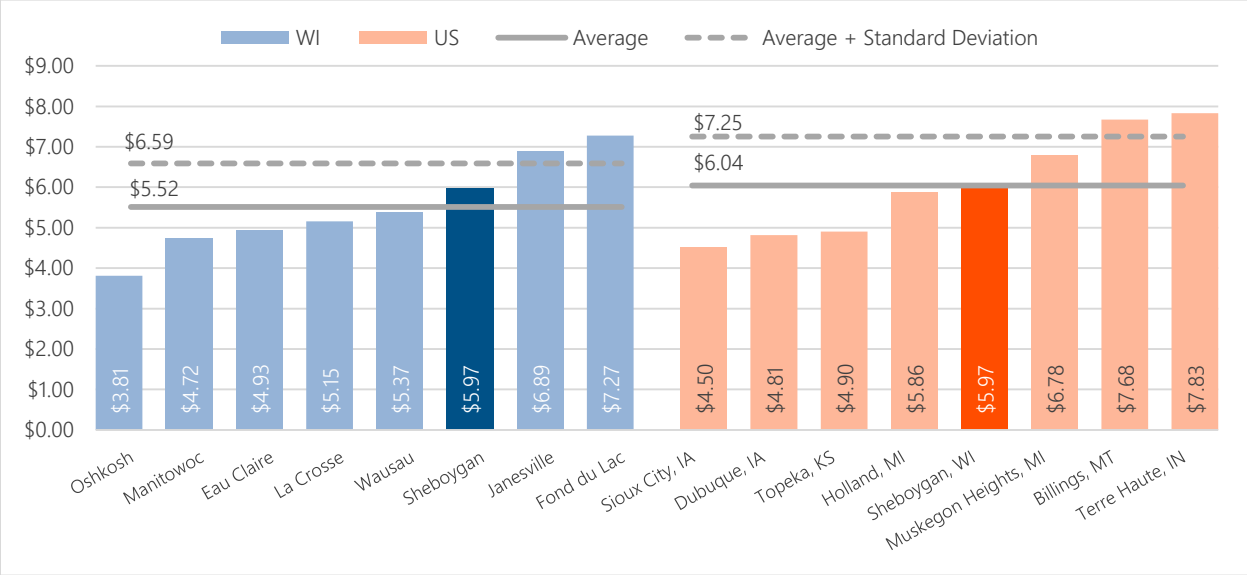
Performance Measure	2013	2014	2015	2016	2017	Annual Rate of Change
Operating Expense Per Passenger Trip	$5.71	$5.87	$5.49	$5.74	$5.97	1.1%
Operating Expense Per Revenue Hour	$68.29	$75.73	$70.69	$77.44	$83.95	5.3%
Passenger Trips Per Revenue Hour	12.0	12.9	12.9	13.5	14.1	4.1%
Passenger Trips Per Capita	8.8	9.1	9.0	8.9	8.9	0.4%
Revenue Hours Per Capita	0.73	0.70	0.70	0.66	0.63	-3.6%
Average Fare Per Passenger Trip	$0.82	$0.83	$0.84	$0.83	$0.87	1.7%
Operating Ratio	14.3%	14.2%	15.3%	14.4%	14.6%	0.6%
Subsidy Per Passenger Trip	$4.90	$5.03	$4.65	$4.91	$5.10	1.0%

Source: National Transit Database, 2013-2017.

Cost Effectiveness

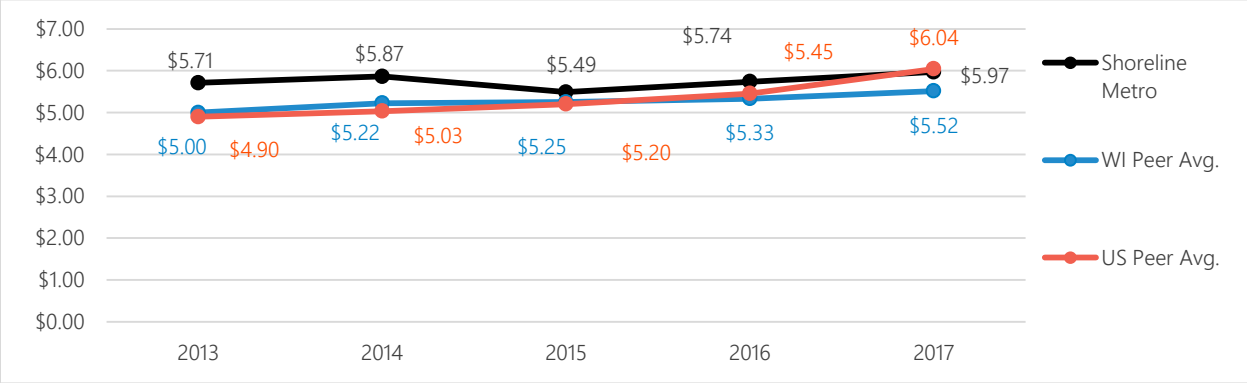
Cost effectiveness addresses transit use in relation to the level of resources expended. The primary measure for comparison under this area is *operating expenses per passenger trip*. The lower the cost per passenger trip, the more cost effective the service.

Figure 2. Operating Expenses Per Passenger Trip, 2017 Peers



Source: National Transit Database, 2017.

Figure 3. Operating Expenses Per Passenger Trip Compared to Peer Averages, 2013-2017



Source: National Transit Database, 2013-2017.

Table 9. Operating Expenses Per Passenger Trip, 2013-2017 Trend Performance

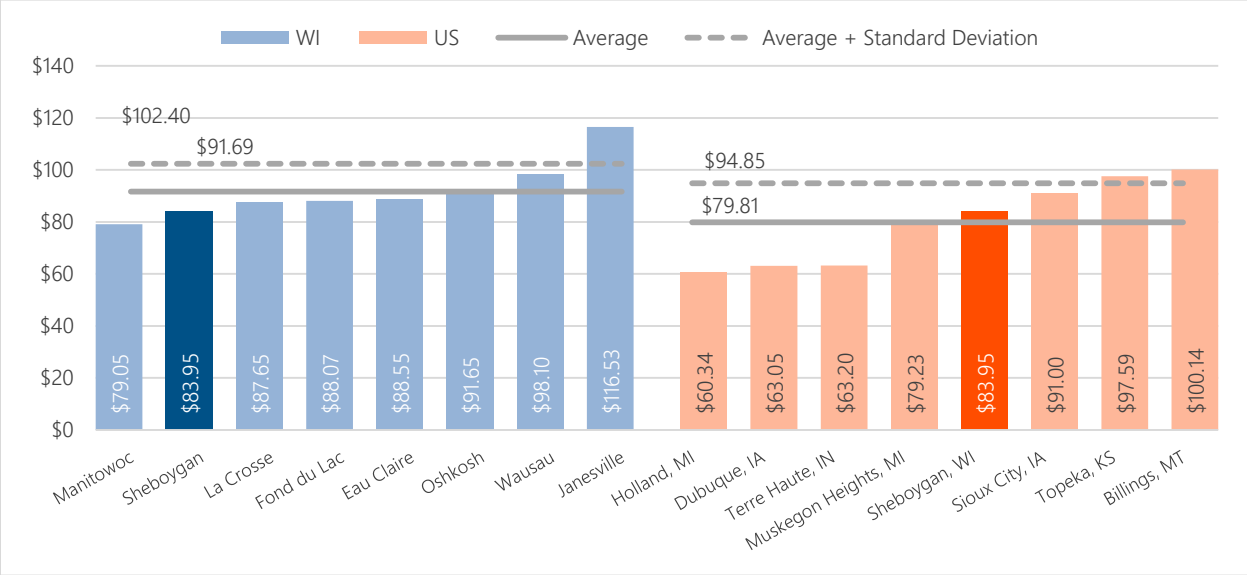
Peer Group	Annual Rate of Change			
	Average	Std. Dev.	Satisfactory Range	Shoreline Metro Relative to Peer Group
Shoreline Metro	1.1%	--	--	--
Wisconsin Peer Group	2.9%	4.4%	≤ 7.4%	Better than average
National Peer Group	5.4%	4.6%	≤ 10.0%	Better than average

Source: National Transit Database, 2013-2017. Note: Any differences in satisfactory range numbers are due to rounding.

Cost Efficiency

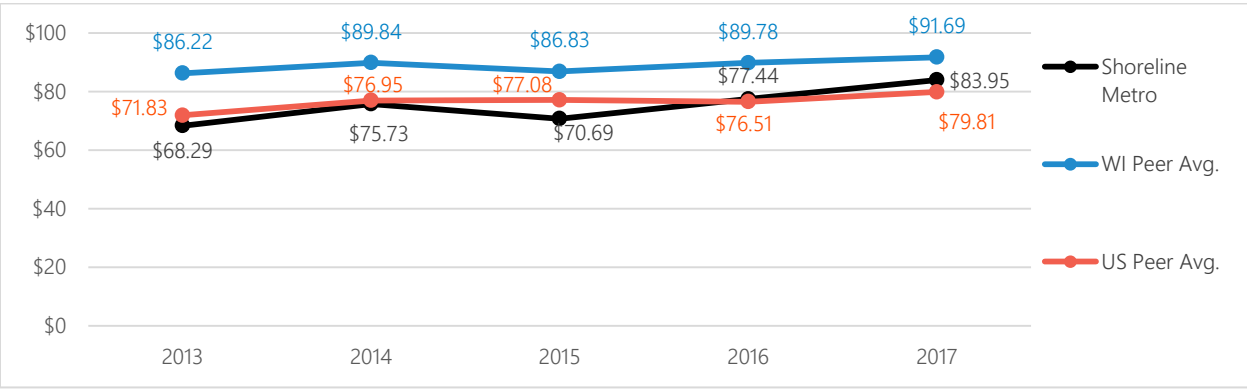
Cost efficiency examines the amount of service produced in relation to the amount of resources expended. *Operating expenses per revenue hour* is the measure used to assess service efficiency.

Figure 4. Operating Expenses per Revenue Hour, 2017 Peers



Source: National Transit Database, 2017.

Figure 5. Operating Expenses per Revenue Hour Compared to Peer Averages, 2013-2017



Source: National Transit Database, 2013-2017.

Table 10. Operating Expenses per Revenue Hour, 2013-2017 Trend Performance

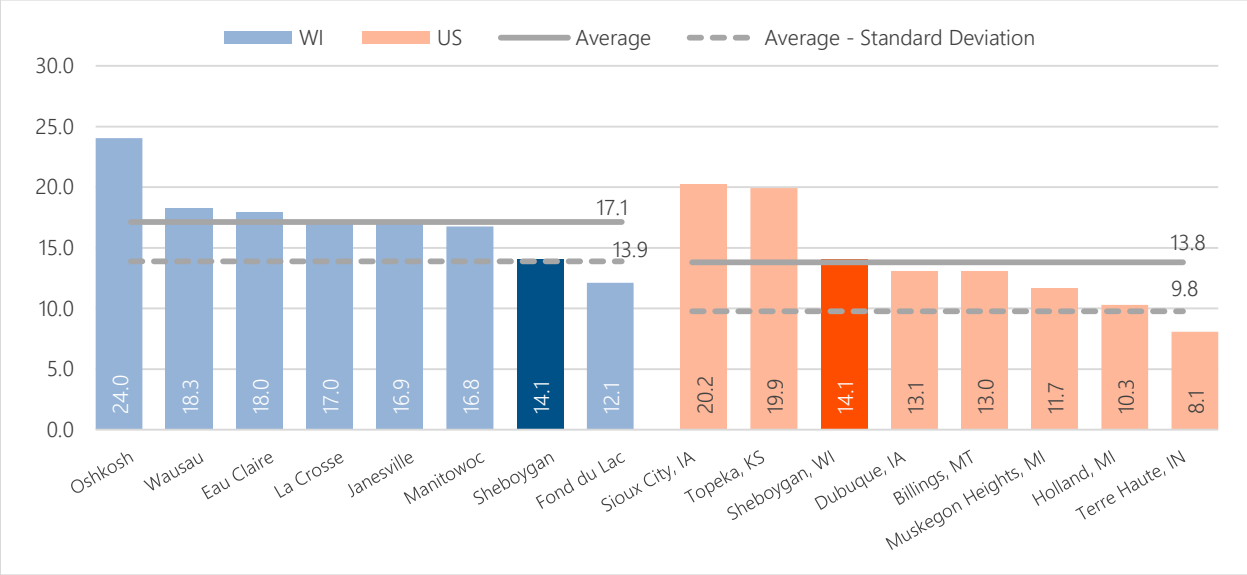
Peer Group	Annual Rate of Change			
	Average	Std. Dev.	Satisfactory Range	Shoreline Metro Relative to Peer Group
Shoreline Metro	5.3%	--	--	--
Wisconsin Peer Group	1.6%	2.4%	≤ 4.0%	Outside satisfactory range
National Peer Group	2.9%	2.6%	≤ 5.5%	Worse, but within satisfactory range

Source: National Transit Database, 2013-2017.

Service Effectiveness

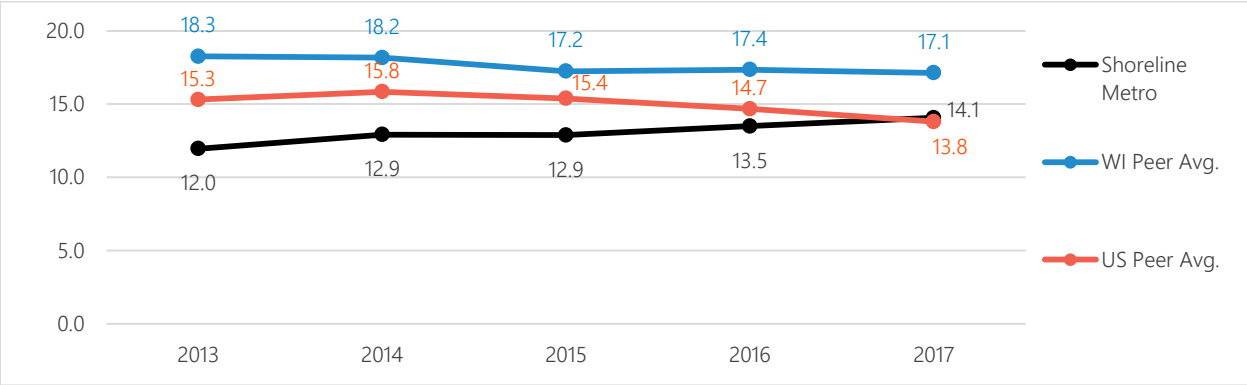
Service effectiveness is a measure of the consumption of public transportation service in relation to the amount of service available. *Passenger trips per revenue hour* is the measure used to assess service effectiveness.

Figure 6. Passenger Trips per Revenue Hour, 2017 Peers



Source: National Transit Database, 2017.

Figure 7. Passenger Trips per Revenue Hour Compared to Peer Averages, 2013-2017



Source: National Transit Database, 2013-2017.

Table 11. Passenger Trips per Revenue Hour, 2013-2017 Trend Performance

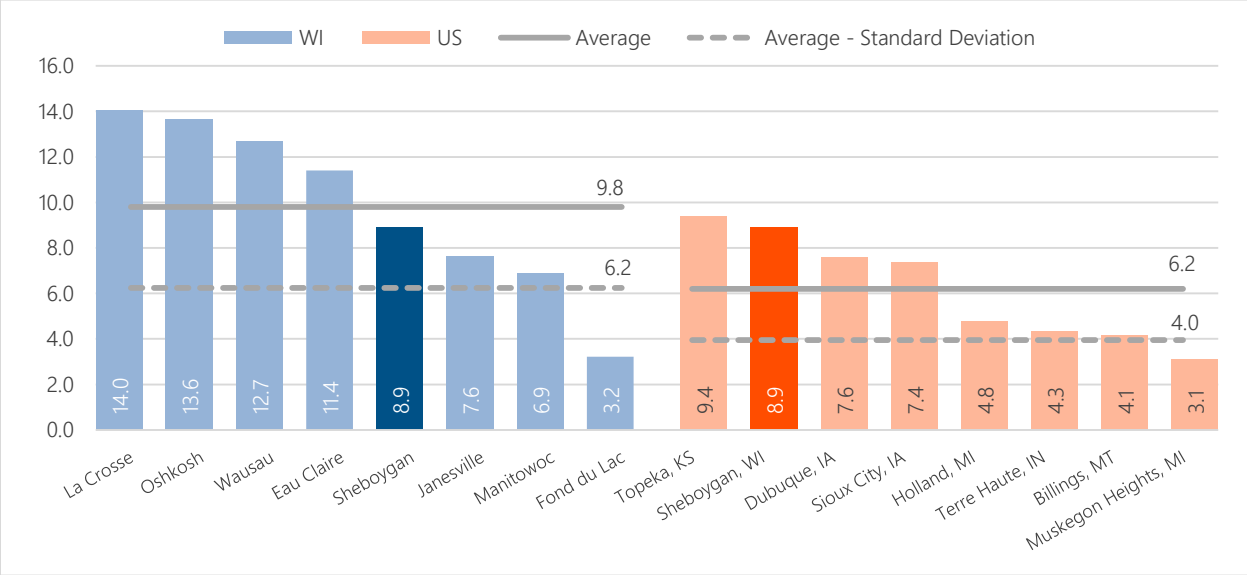
Peer Group	Annual Rate of Change			
	Average	Std. Dev.	Satisfactory Range	Shoreline Metro Relative to Peer Group
Shoreline Metro	4.1%	--	--	--
Wisconsin Peer Group	-1.1%	4.4%	≥ -5.6%	Better than average
National Peer Group	-2.2%	4.0%	≥ -6.2%	Better than average

Source: National Transit Database, 2013-2017. Note: Any differences in satisfactory range numbers are due to rounding.

Market Penetration

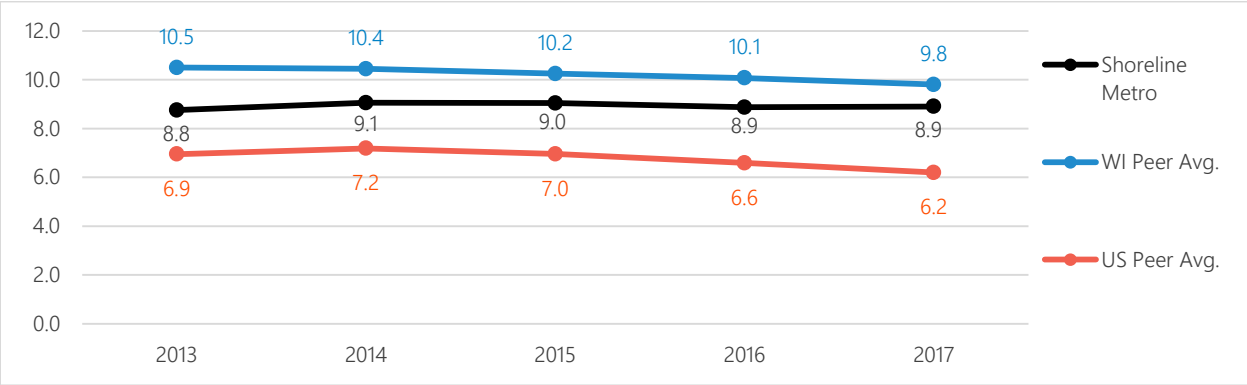
Passenger trips per capita is an indicator of overall usage of the transit system in the service area. This measure can be interpreted as the average number of times each service area resident uses the transit service each year.

Figure 8. Passenger Trips Per Capita, 2017 Peers



Source: National Transit Database, 2017.

Figure 9. Passenger Trips Per Capita Compared to Peer Averages, 2013-2017



Source: National Transit Database, 2013-2017.

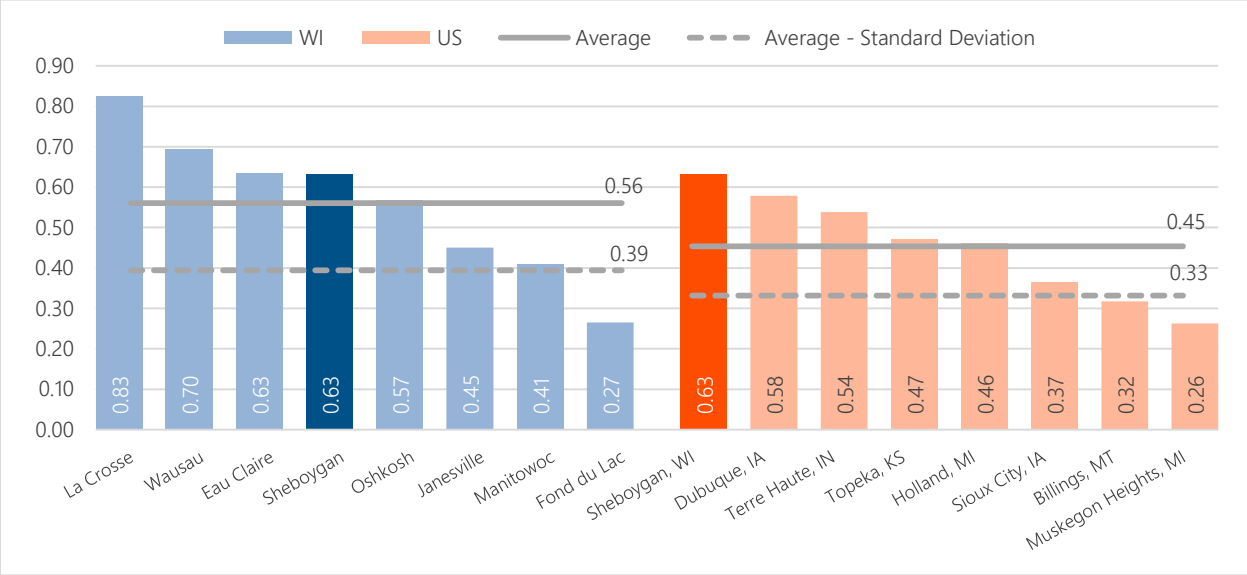
Table 12. Passenger Trips Per Capita, 2013-2017 Trend Performance

Peer Group	Annual Rate of Change			
	Average	Std. Dev.	Satisfactory Range	Shoreline Metro Relative to Peer Group
Shoreline Metro	0.4%	--	--	--
Wisconsin Peer Group	-1.3%	1.9%	≥ -3.2%	Better than average
National Peer Group	-3.4%	4.7%	≥ -8.1%	Better than average

Source: National Transit Database, 2013-2017.

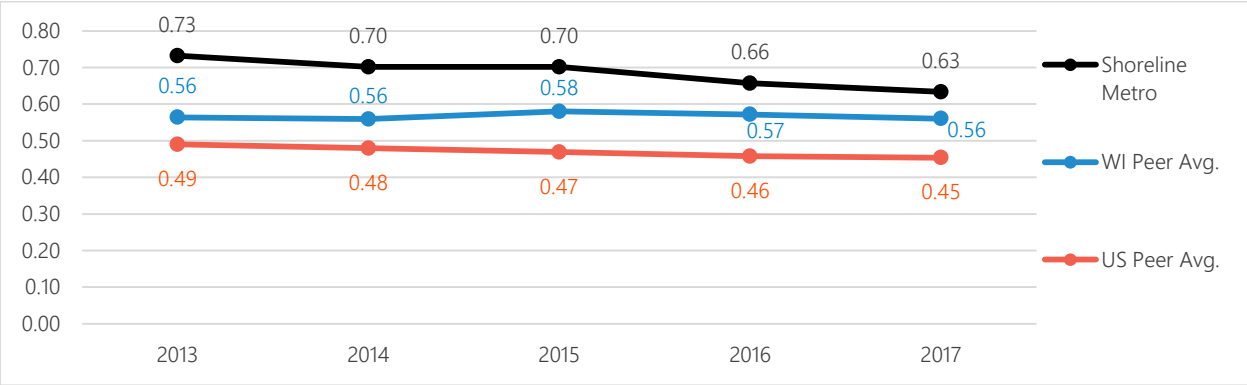
Revenue hours per capita is the performance measure used to assess service availability, and the second of three measures of market penetration.

Figure 10. Revenue Hours Per Capita, 2017 Peers



Source: National Transit Database, 2017.

Figure 11. Revenue Hours Per Capita Compared to Peer Averages, 2013-2017



Source: National Transit Database, 2013-2017.

Table 13. Revenue Hours Per Capita, 2013-2017 Trend Performance

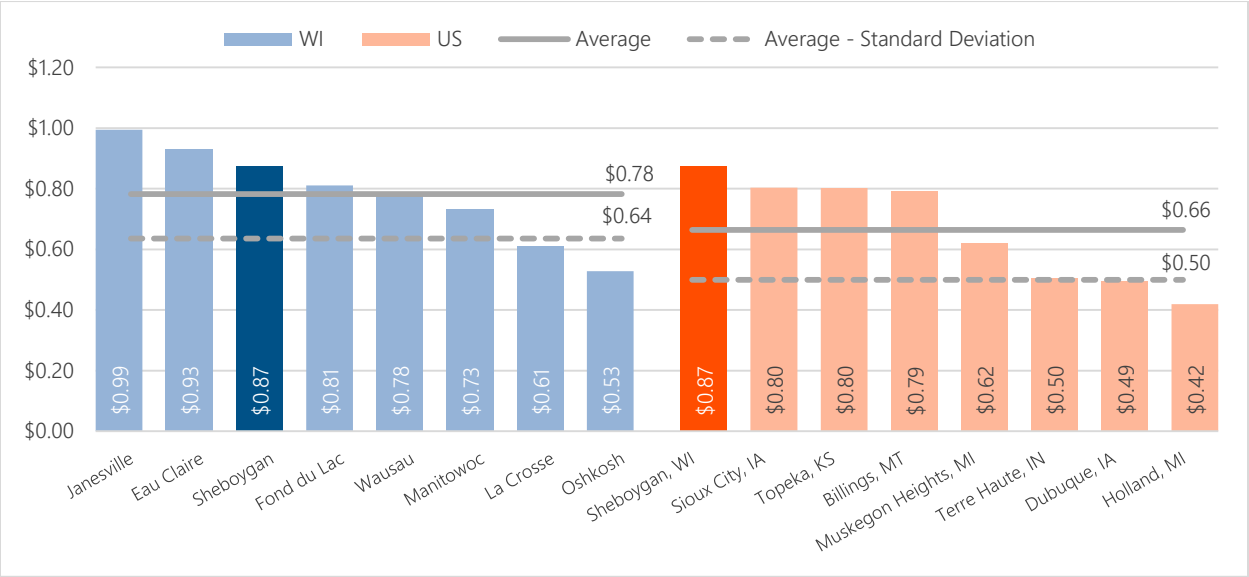
Peer Group	Annual Rate of Change			
	Average	Std. Dev.	Satisfactory Range	Shoreline Metro Relative to Peer Group
Shoreline Metro	-3.6%	--	--	--
Wisconsin Peer Group	0.0%	3.2%	≥ -3.2%	Outside satisfactory range
National Peer Group	-1.2%	3.7%	≥ -4.9%	Worse, but within satisfactory range

Source: National Transit Database, 2013-2017.

Passenger Revenue Effectiveness

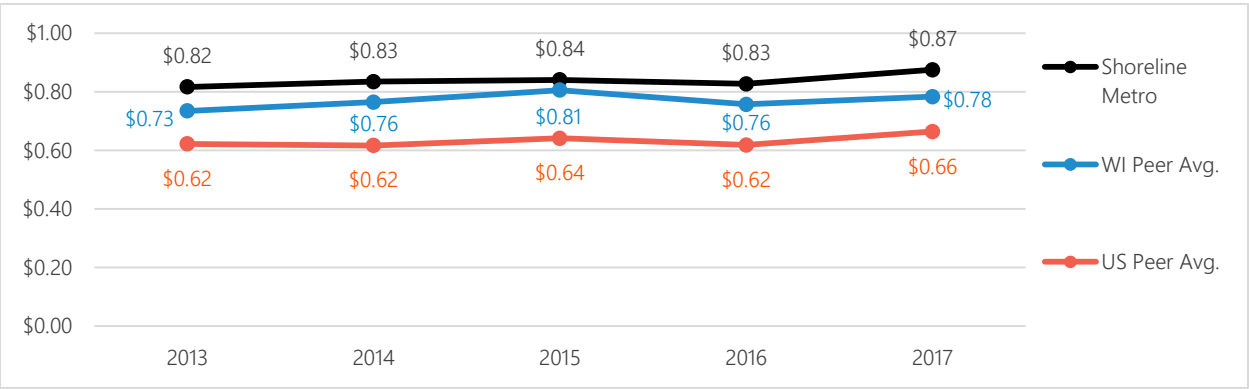
Passenger revenue per passenger trip, or *average fare per passenger trip*, measures the amount each passenger is paying to use the service. The higher the average fare, the more cost is being borne by the passenger. Generally, a higher average fare – within certain limitations – is a positive finding for a public transit system.

Figure 12. Average Fare per Passenger Trip, 2017 Peers



Source: National Transit Database, 2017.

Figure 13. Average Fare per Passenger Trip Compared to Peer Averages, 2013-2017



Source: National Transit Database, 2013-2017.

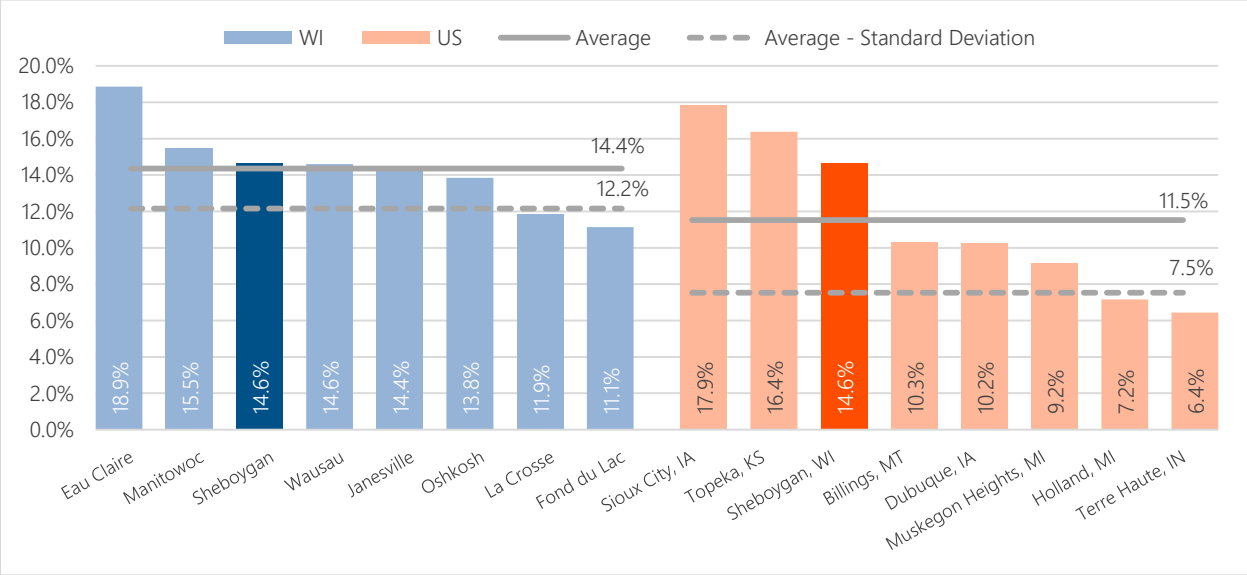
Table 14. Average Fare per Passenger Trip, 2013-2017 Trend Performance

Peer Group	Annual Rate of Change			
	Average	Std. Dev.	Satisfactory Range	Shoreline Metro Relative to Peer Group
Shoreline Metro	1.7%	--	--	--
Wisconsin Peer Group	1.9%	3.2%	≥ -1.3%	Worse, but within satisfactory range
National Peer Group	3.6%	6.7%	≥ -3.1%	Worse, but within satisfactory range

Source: National Transit Database, 2013-2017.

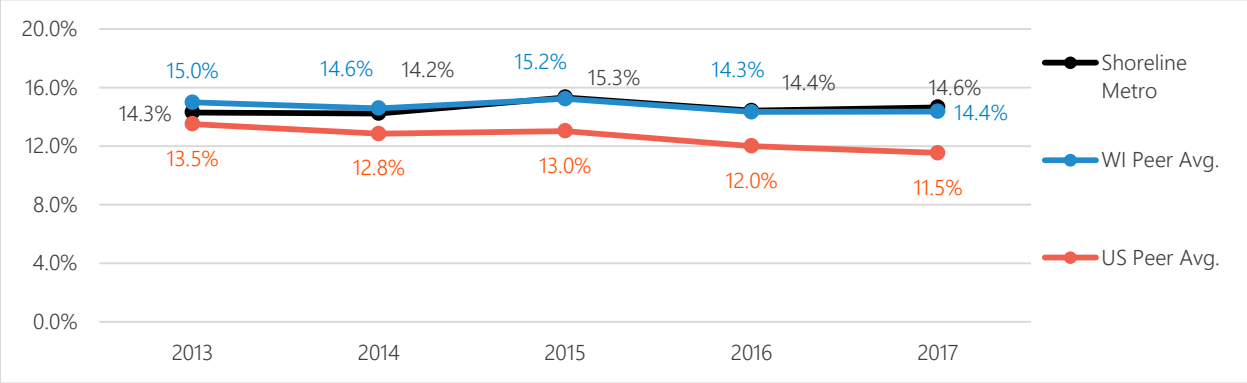
The ratio of revenues to operating expenses measures the level of operating expenses that are recovered through passenger fare payment. This measure is also simply referred to as the *operating ratio* or *farebox recovery*.

Figure 14. Operating Ratio, 2017 Peers



Source: National Transit Database, 2017.

Figure 15. Operating Ratio Compared to Peer Averages, 2013-2017



Source: National Transit Database, 2013-2017.

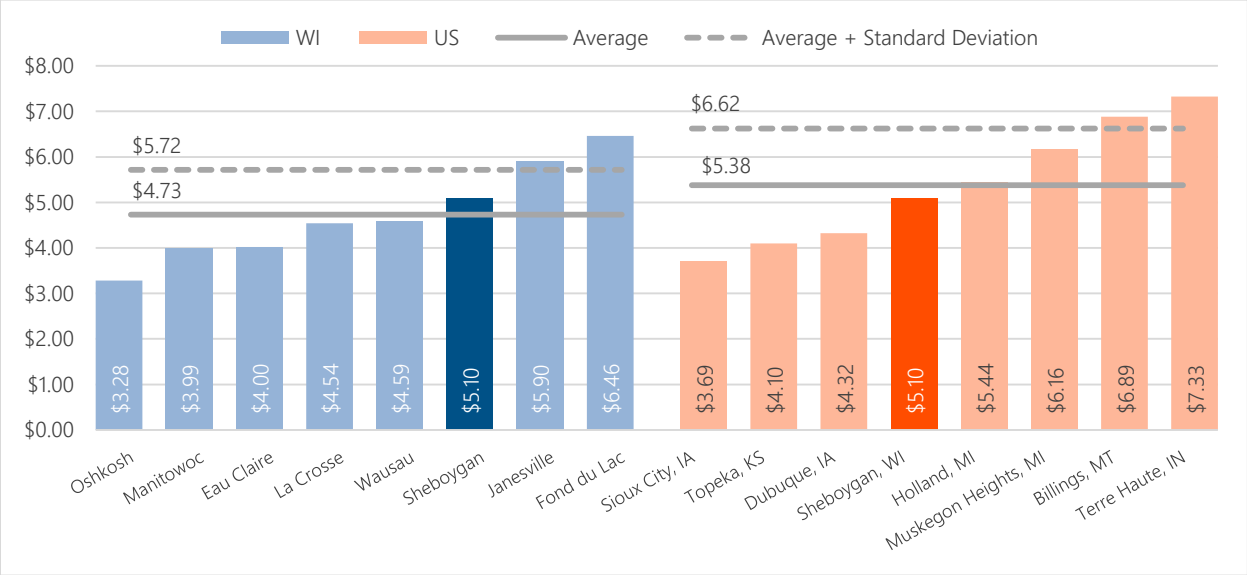
Table 15. Operating Ratio, 2013-2017 Trend Performance

Peer Group	Annual Rate of Change			
	Average	Std. Dev.	Satisfactory Range	Shoreline Metro Relative to Peer Group
Shoreline Metro	0.6%	--	--	--
Wisconsin Peer Group	-0.8%	5.3%	≥ -6.1%	Better than average
National Peer Group	-1.5%	8.5%	≥ -10.0%	Better than average

Source: National Transit Database, 2013-2017.

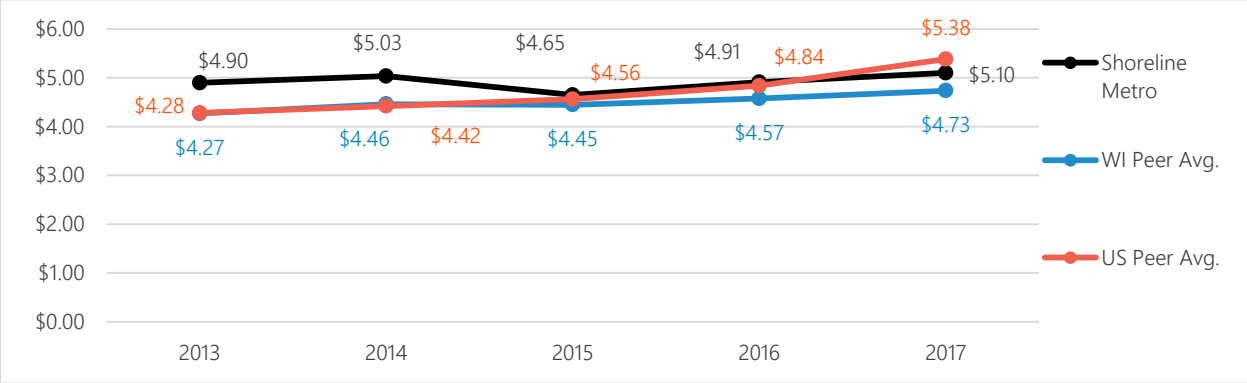
Net expense (subsidy) per passenger trip is used to measure the cost of each passenger trip that is paid for by public operating subsidy. *Subsidy per passenger trip* is calculated by subtracting passenger revenues from total operating expenses and dividing by total trips. The higher the operating subsidy, the more local, state, and federal resources are required to cover expenses.

Figure 16. Subsidy per Passenger Trip, 2017 Peers



Source: National Transit Database, 2017.

Figure 17. Subsidy per Passenger Trip Compared to Peer Averages, 2013-2017



Source: National Transit Database, 2013-2017.

Table 16. Subsidy per Passenger Trip, 2013-2017 Trend Performance

Peer Group	Annual Rate of Change			
	Average	Std. Dev.	Satisfactory Range	Shoreline Metro Relative to Peer Group
Shoreline Metro	1.0%	--	--	--
Wisconsin Peer Group	3.2%	5.0%	≤ 8.2%	Better than average
National Peer Group	6.1%	5.4%	≤ 11.5%	Better than average

Source: National Transit Database, 2013-2017.

Performance Summary

Table 17 indicates the measures for which Shoreline Metro was better than average, worse than average but satisfactory, or outside the satisfactory range. Table 18 and Table 19 display Shoreline Metro's 2017 performance measure results relative to all Wisconsin and national peers in greater detail.

Table 17. Summary of Shoreline Metro Performance Relative to Peers

Performance Objective	Performance Measure	Single Year: 2017		Trend Analysis: 2013-2017	
		WI Peer Comparison	US Peer Comparison	WI Peer Comparison	US Peer Comparison
Cost Effectiveness	Operating Expenses Per Passenger Trip	●	▲	▲	▲
Cost Efficiency	Operating Expenses Per Revenue Hour	▲	●	▼	●
Service Effectiveness	Passenger Trips Per Revenue Hour	●	▲	▲	▲
Market Penetration	Passenger Trips Per Capita	●	▲	▲	▲
	Revenue Hours Per Capita	▲	▲	▼	●
Passenger Revenue Effectiveness	Average Fare Per Passenger Trip	▲	▲	●	●
	Operating Ratio	▲	▲	▲	▲
	Subsidy Per Passenger Trip	●	▲	▲	▲

Key to Symbols	
▲	Better than peer average
●	Worse than peer average, but within satisfactory range (+/- one standard deviation)
▼	Outside satisfactory range

In 2017, Shoreline Metro performed better than average or within satisfactory range in all eight measures compared to Wisconsin and national peer groups (Table 17). In most measures, Shoreline Metro outperformed its national peers in 2017 (Table 19), while it remained about average compared to its Wisconsin peers (Table 18). Shoreline Metro performed particularly well in 2017 in revenue hours per capita (Figure 10) and two measures of passenger revenue effectiveness: average fare per passenger trip (Figure 12) and operating ratio (Figure 14).

Over the five-year period from 2013 through 2017, Shoreline Metro's annual ridership remained stable, while operating expenses and passenger revenue increased on average 1.5 and 2.2 percent annually, respectively (Table 7); this combination is reflected in Shoreline Metro's better than average trend analysis for operating expenses per passenger trip, operating ratio, and subsidy per passenger trip (Table 17).

Between 2013 and 2017, Metro's annual revenue hours (the amount of service provided) decreased by 3.6 percent annually, on average (Table 7). Despite this decrease in service, Shoreline Metro bus ridership increased during this period and has remained steady, resulting in increased service effectiveness; this is contrary to the trends of its national and Wisconsin peers (Figure 7, Table 11). Conversely, the decrease in revenue hours has negatively impacted Shoreline Metro's cost efficiency and market penetration. In the trend analysis, Shoreline Metro fared poorer than peers in operating expenses per revenue hour and revenue hours per capita (Table 17); however, this is not yet cause for concern, given where Shoreline Metro sits among its peer in 2017.

Of all measures for 2017, Shoreline Metro's worst performance relative to either peer group was in passenger trips per revenue hour with 14.1, which was just 82 percent of the Wisconsin peer average of 17.1 (Table 18) and second lowest in the Wisconsin peer group (Figure 6). However, this performance has improved markedly recently: Metro's latest data showed a large ridership increase thus far in 2019 that has resulted in 18.6 passenger trips per revenue hour.

Table 18. Performance Measures, 2017 – Wisconsin Peer Group

System Name	City	Operating Expense Per Passenger Trip	Operating Expense Per Revenue Hour	Passenger Trips Per Revenue Hour	Passenger Trips Per Capita	Revenue Hours Per Capita	Average Fare Per Passenger Trip	Operating Ratio	Subsidy Per Passenger Trip
Eau Claire Transit	Eau Claire	$4.93	$88.55	18.0	11.4	0.63	$0.93	18.9%	$4.00
Fond du Lac Area Transit	Fond du Lac	$7.27	$88.07	12.1	3.2	0.27	$0.81	11.1%	$6.46
Janesville Transit System	Janesville	$6.89	$116.53	16.9	7.6	0.45	$0.99	14.4%	$5.90
MTU	La Crosse	$5.15	$87.65	17.0	14.0	0.83	$0.61	11.9%	$4.54
Maritime Metro Transit	Manitowoc	$4.72	$79.05	16.8	6.9	0.41	$0.73	15.5%	$3.99
GO Transit	Oshkosh	$3.81	$91.65	24.0	13.6	0.57	$0.53	13.8%	$3.28
Metro Ride	Wausau	$5.37	$98.10	18.3	12.7	0.70	$0.78	14.6%	$4.59
Shoreline Metro	**Sheboygan**	**$5.97**	**$83.95**	**14.1**	**8.9**	**0.63**	**$0.87**	**14.6%**	**$5.10**
Average		$5.52	$91.69	17.1	9.8	0.56	$0.78	14.4%	$4.73
Standard Deviation		$1.07	$10.71	3.3	3.6	0.17	$0.15	2.2%	$0.98
Satisfactory Range		≤ $6.59	≤ $102.40	≥ 13.9	≥ 6.2	≥ 0.39	≥ $0.64	≥ 12.2%	≤ $5.72
Shoreline Metro Relative to Peer Group		●	▲	●	●	▲	▲	▲	●
Shoreline Metro as a Percent of Average		108%	92%	82%	91%	113%	112%	102%	108%

Key to Symbols

▲ Better than peer average

● Worse than peer average, but within satisfactory range (+/- one standard deviation)

▼ Outside satisfactory range

Source: National Transit Database, 2017.

Table 19. Performance Measures, 2017 – National Peer Group

System Name	City, State	Operating Expense Per Passenger Trip	Operating Expense Per Revenue Hour	Passenger Trips Per Revenue Hour	Passenger Trips Per Capita	Revenue Hours Per Capita	Average Fare Per Passenger Trip	Operating Ratio	Subsidy Per Passenger Trip
MET Transit	Billings, MT	$7.68	$100.14	13.0	4.1	0.32	$0.79	10.3%	$6.89
The Jule	Dubuque, IA	$4.81	$63.05	13.1	7.6	0.58	$0.49	10.2%	$4.32
Macatawa Area Express	Holland, MI	$5.86	$60.34	10.3	4.8	0.46	$0.42	7.2%	$5.44
Muskegon Area Transit	Muskegon, MI	$6.78	$79.23	11.7	3.1	0.26	$0.62	9.2%	$6.16
Sioux City Transit System	Sioux City, IA	$4.50	$91.00	20.2	7.4	0.37	$0.80	17.9%	$3.69
Terre Haute Transit Utility	Terre Haute, IN	$7.83	$63.20	8.1	4.3	0.54	$0.50	6.4%	$7.33
Topeka MTA	Topeka, KS	$4.90	$97.59	19.9	9.4	0.47	$0.80	16.4%	$4.10
Shoreline Metro	**Sheboygan, WI**	**$5.97**	**$83.95**	**14.1**	**8.9**	**0.63**	**$0.87**	**14.6%**	**$5.10**
Average		$6.04	$79.81	13.8	6.2	0.45	$0.66	11.5%	$5.38
Standard Deviation		$1.21	$15.03	4.0	2.2	0.12	$0.16	4.0%	$1.24
Satisfactory Range		≤ $7.25	≤ $94.85	≥ 9.8	≥ 4.0	≥ 0.33	≥ $0.50	≥ 7.5%	≤ $6.62
Shoreline Metro Relative to Peer Group		▲	●	▲	▲	▲	▲	▲	▲
Shoreline Metro as a Percent of Average		99%	105%	102%	144%	140%	132%	127%	95%

Key to Symbols

▲	Better than peer average
●	Worse than peer average, but within satisfactory range (+/- one standard deviation)
▼	Outside satisfactory range

Source: National Transit Database, 2017.

Part III: Policy- and Decision-Making Processes

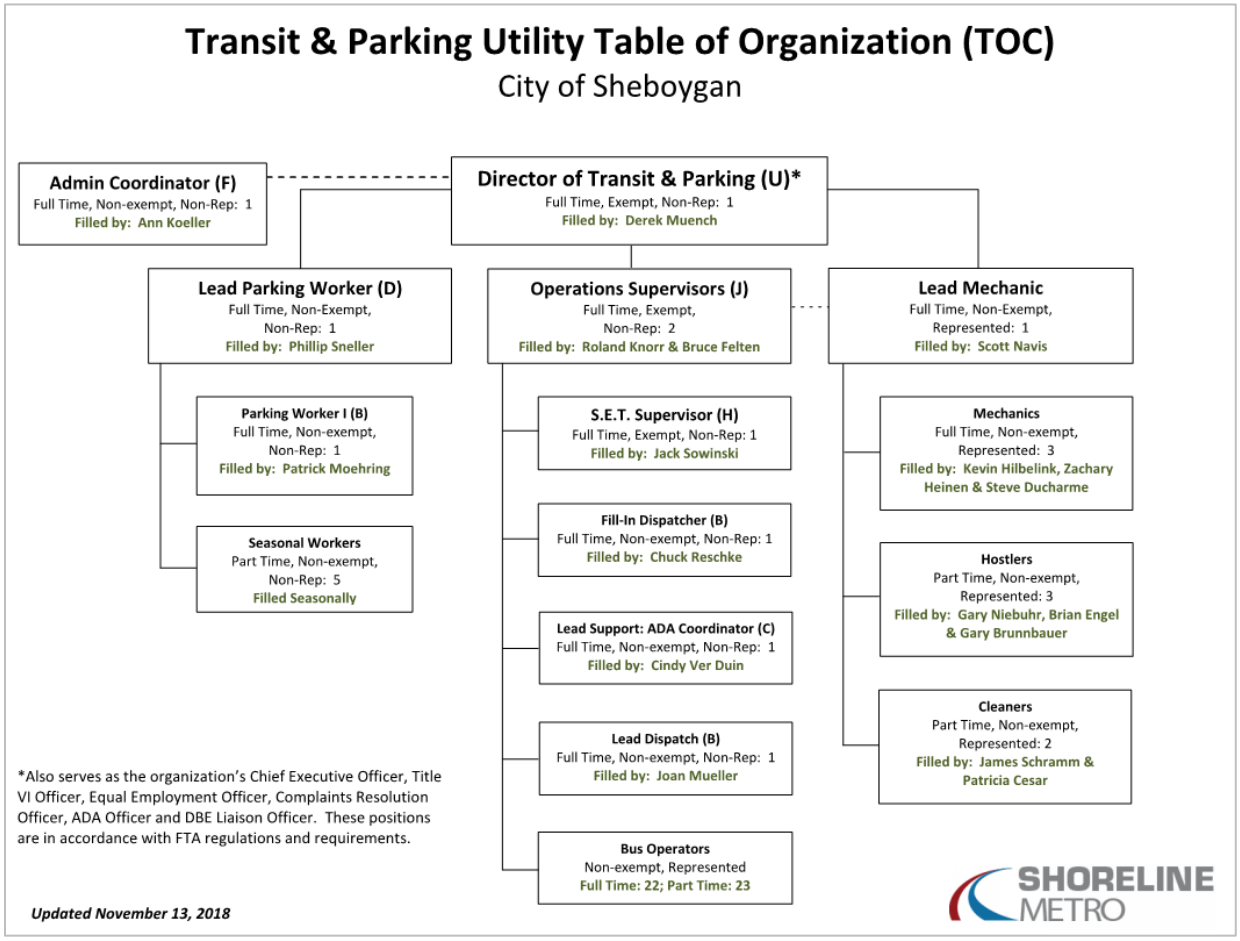
This section describes the transit service policy- and decision-making processes in place at Shoreline Metro and the City of Sheboygan.

Organizational Structure

Shoreline Metro is within the City of Sheboygan's Transit and Parking Utilities Department . The transit director, Derek Muench, manages day-to-day operations of Shoreline Metro and leads decision-making processes. He reports directly to the city administrator and the Sheboygan Transit & Parking Commission. Mr. Muench joined Shoreline Metro in 2012 and became transit director in 2014.

The Transit and Parking Utility organizational chart is shown in Figure 18. The transit director is supported by an administrative coordinator, two operations supervisors, a safety and training supervisor, and a lead mechanic, all of whom aid in management and supervisory duties. When fully-staffed, Shoreline Metro employs about 60 people, including 22 full-time and 23 part-time bus drivers, two dispatchers, and four full-time mechanics. The current organizational structure is conducive to effective and efficient operation.

Figure 18. Shoreline Metro Organization Chart



Source: City of Sheboygan

The review team believes that Shoreline Metro exemplifies an open and constructive team environment; one that seemingly results in high employee satisfaction. This culture contributes to a positive workplace, which leads to customer-oriented and effective transit service for Shoreline Metro passengers.

Policy Environment

The transit director is Shoreline Metro's primary decision-maker, playing a critical role in developing policy and setting strategic direction. The transit commission, the Sheboygan Metropolitan Planning Organization (MPO), and Sheboygan Common Council all supplement and oversee the transit director's administration. The transit director has sufficient authority and control to manage Shoreline Metro in an efficient manner.

Overall, the lines of communication provide for sufficient exchange of information to ensure decision-makers are knowledgeable on issues. The transit commission oversees grants and approves fare changes and significant service and policy changes. Commission meetings are held bi-monthly, for which the transit director submits operating statistics and a detailed written report that includes updates on major initiatives, operational issues/improvements, and partner engagement and coordination. The MPO's Policy and Technical Advisory committees, which meet jointly about once every month, review and approve significant service and policy changes and strategic plans.

The transit director proactively engages decision-makers and other city departments, and has developed long-standing relationships. In doing so, he has been able to garner support from across the city enterprise and ensure Shoreline Metro service and passengers are never an afterthought.

Conclusions

The policy- and decision-making processes in place at the City of Sheboygan and Shoreline Metro appear to be functioning well. Table 20 summarizes the review team's assessment of Shoreline Metro based on the four criteria used to measure the effectiveness of its policy- and decision-making processes. Overall, the structures and processes in place at Shoreline Metro and the City of Sheboygan support the effective provision of transit services.

Table 20. Summary Assessment of Policy- and Decision-Making Processes

Criterion	Rating
The manager has sufficient authority and control to manage in an efficient manner.	▲
The lines of authority, responsibility, and accountability are well defined and appropriate.	▲
The lines of communication provide for sufficient exchange of information to ensure decision makers are knowledgeable on issues.	▲
The current organizational structure is conducive to effective and efficient operation.	▲

Key to Symbols	
▲	Structures and procedures are conducive to effective operations
●	Structures and procedures are adequate with room for improvement
▼	Structures and procedures are insufficient

Part IV: Functional Area Review

Part IV of this report contains a review of the following functional areas:

- Transportation Operations
- Vehicle and Facility Maintenance
- Finance
- Planning and Scheduling
- Marketing

These areas were chosen because they have an impact on long-term capital requirements as well as short-term financial resources needed for daily operations and short-term capital planning.

The transit director completed a detailed MPR questionnaire prior to the on-site review, conducted on August 7, 2019. Shoreline Metro staff answered all questions and provided extensive supporting material, as requested by the review team. The on-site review process consisted of discussions with the transit director and other Shoreline Metro staff responsible for specific functional areas.

Transportation Operations

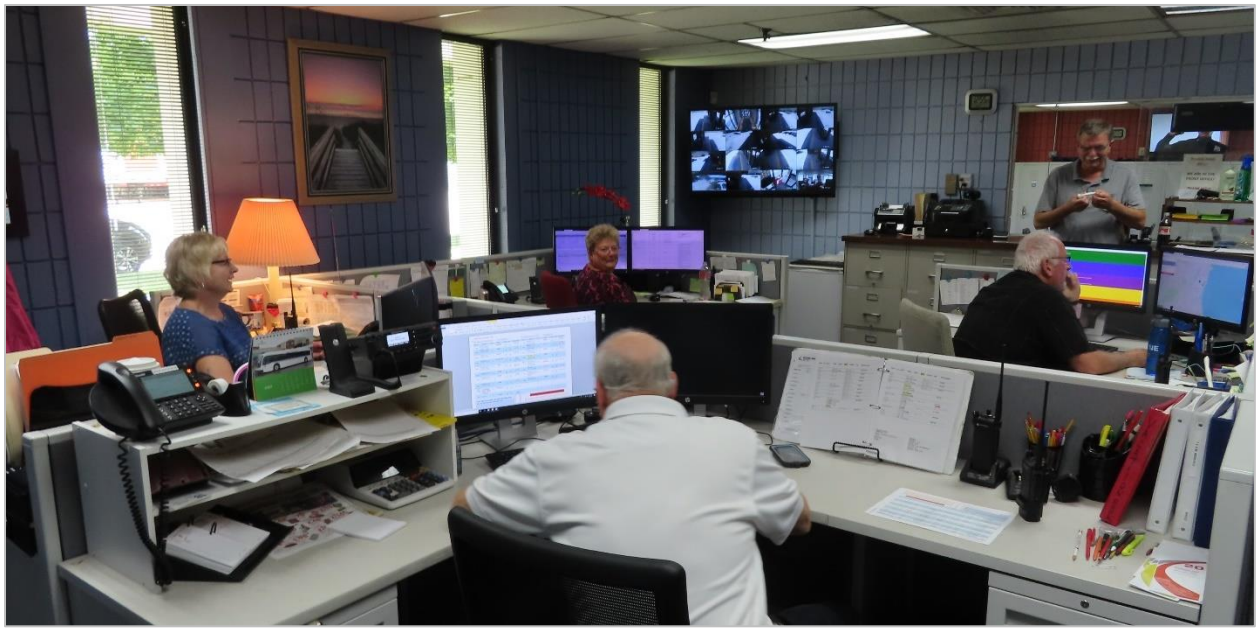
The structures and procedures pertaining to the transportation operations function at Shoreline Metro are conducive to effective operations. Despite several exemplary practices described in the following section, the review team has identified recommendations that would improve transportation operations in the long term. For more details about this function, see Appendix A for staff's full response to the review team's MPR questionnaire.

Supervision and Communications

Shoreline Metro senior staff have proven successful at establishing and communicating operations procedures and expectations with front-line employees that translate into effective service delivery. Policies and procedures are well-documented in an employee handbook – the *Transit Employee's Approach Manual (T.E.A.M.)* – which outlines expectations and seeks to "eliminate the 'gray' areas, and establish consistency, direction and uniformity for employees." Separate versions of the *T.E.A.M.* document are kept up-to-date for fixed route and Metro Connection services.

Supervisory staffing level is adequate and Shoreline Metro has no desire to increase the staffing level for the current level of service, nor plans for any initiatives in the next five years that would require additional supervisory staff.

At least one staff member is dedicated to driver supervision during all hours of operation. Depending on the time of day and day of week, supervision is handled by an operations supervisor, the lead dispatcher, or the transit director. All drivers report to a supervisor on duty at the dispatch window of the administration and maintenance facility at the start of their shifts;. The administration and maintenance facility has a driver break room where drivers check in with a supervisor on duty and report their time worked, and where assignments and bulletins and posted. The office and break room areas of the facility were renovated over the last several years to improve work flow, increase employee interaction, and decrease the use of paper.



Administrative, dispatch, and operations supervisory staff at the Shoreline Metro administrative and maintenance facility. The driver reporting window and driver break room can be seen in the background.

Service Procedures and Tools

Fixed-route and Metro Connection drivers complete appropriate pre- and post-trip procedures. All Shoreline Metro revenue vehicles have tablets mounted near the driver, which are used to collect ridership information and improve service efficiency. The location information provided by the in-vehicle tablets connects to the operations software programs used by Shoreline Metro for fixed route and Metro Connection services: UniteGPS and Ecolane, respectively.

For fixed route service, drivers use tablets to enter passenger boardings and special fares by stop. The transit director has found that manual driver entry of stop-level ridership data via tablets is more cost-effective and accurate than similar data captured by Shoreline Metro's Genfare registering fareboxes. These fareboxes have posed significant maintenance issues. Meanwhile, the tablets provide real-time vehicle location information that interfaces with the UniteGPS system. Supervisors monitor UniteGPS to evaluate service in real-time and more efficiently address any service issues. A public-facing version of UniteGPS is available to Shoreline Metro customers through a mobile-friendly website, allowing real-time bus tracking and schedule information.[4] In the coming years, the transit director hopes to introduce an automated voice annunciation (AVA) system and passenger alightings tracking add-ons to the UniteGPS system.

Metro Connection service is dispatched and tracked using Ecolane computer-aided dispatch/automatic vehicle location (CAD/AVL) software. The dispatcher(s) on duty use the software to book trips and monitor service. Shoreline Metro reported seeing significant cost savings upon switching to Ecolane's software from another provider's software. The cloud-based Ecolane software enabled Shoreline Metro to provide the same level of service with two fewer buses operating during peak periods (six rather than eight); and yielded a return on investment within nine months.

[4] https://transit.unitegps.com/sm

Safety and Training

The success of a good driver training and continuing education program is measured in low driver turnover; few complaints; and few accident claims. Based on the review team's initial impressions, the Shoreline Metro training program is successful in all three categories. The safety and training supervisor leads the several-week new driver training program, which consists of an appropriate mix of classroom, out-of-service, and in-service training. In addition to the *T.E.A.M.*, this training employs videos from Transit Mutual Insurance (TMI). Typical new driver training lasts 160 to 180 hours, depending on the skills and competence of a trainee.

The management team is also proactive regarding safety issues and accident analysis. Shoreline Metro's disciplinary policies are focused on corrective, rather than disciplinary, actions. Corrective action tends to be an effective manner of resolving employee performance problems. Quarterly employee meetings highlight safety and set aside time to reinforce training elements and address employee questions. Management develops meeting agendas with staff input and keeps meeting notes. Safety meetings are a key element of the new FTA Public Transit Agency Safety Plan (PTASP) requirements, which become effective in July 2020.

Despite this success, the review team has concerns about the future viability of the driver training program. The program is an "apprentice" type of program that largely relies on the skills of one individual – the safety and training supervisor – who provides most of the technical training. Despite the strength of the existing driver training program, documentation is lacking and should be improved. Extensive personnel policies and procedures exist in the *T.E.A.M.*, but these do not adequately address the complexities of operating a heavy-duty bus.

Shoreline Metro would benefit from incorporating additional training materials offered by organizations such as TMI, Transportation Safety Institute (TSI), TAPTCO, and/or the Community Transportation Association of America (CTAA). These materials will help in Metro's training program documentation and augment the current safety and training supervisor's expertise. Further standardizing the driver training program will help Shoreline Metro continue its safety record into the future.

Recommendation 1: Improve documentation of the driver training program to ensure continuity of training provided; make use of standard transit industry materials and programs. Priority: Medium.

Shoreline Metro requires ride checks within 90 days of completion of training. TMI conducts unannounced ride checks, Shoreline Metro administrative staff occasionally conduct follow-up ride checks, and supervisors conduct random trailing checks (following the bus in a separate vehicle). However, these efforts are relatively sporadic; no formal ride check program exists after the 90-day probation period. Ride checks should be performed several times in a driver's first year, with yearly performance rides and evaluations thereafter.

Recommendation 2: Ensure all drivers undergo annual ride checks with a transit supervisor or an experienced driver; new drivers should have three ride checks in their first year. Priority: Medium.

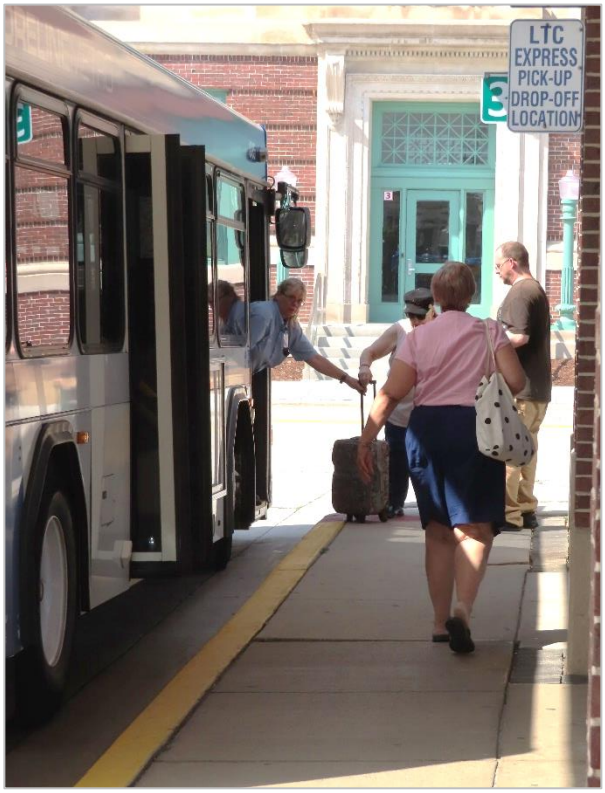
The new FTA PTASP rule – which requires transit systems to develop and implement safety plans that include Safety Management Systems (SMS) processes and procedures – will impact Shoreline Metro's training needs. Luckily, Shoreline Metro, has already adopted several of the key SMS elements . However, the PTASP rule will result in additional staff training and reporting requirements – the extent and time commitment for which are not yet known. Therefore, Shoreline Metro should allocate additional funding for training Metro employees, at least in the short term.

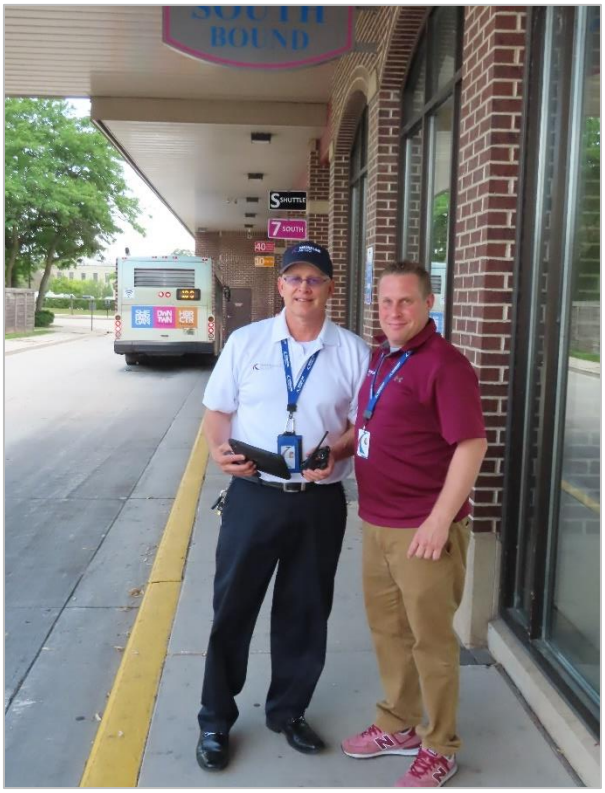
Service Reliability

Shoreline Metro staff take great care to provide high-quality, reliable service on a day-to-day basis. Equipped with tools like UniteGPS and Ecolane, staff are able to observe operations in real time. Shoreline Metro's shuttle service exemplifies the system's commitment to customer satisfaction. Events beyond the control of the transit system (police, fire, drawbridge, traffic signal malfunction, road blockage due to accidents, etc.) may cause late buses and missed transfers. When one bus is running late to a timed-transfer point, common practice is to hold one or more buses that have already arrived at the transfer point in order to facilitate a transfer(s) from the late bus. However, holding a bus at a transfer point results in a second late bus and passes the problem to many other passengers. The shuttle service eliminates the need to hold buses at transfer points, while providing a better level of service for all passengers, including those riding a late-running bus. This practice also is easier on bus drivers.

In conjunction with the shuttle service, operations supervisors work from the transfer station to manage drivers and aid passengers during peak periods. By working there, supervisors can interact more effectively with passengers who may be waiting excessive periods of time for a bus. Moreover, staff indicated the increased supervisory presence at the transfer station has reduced loitering and poor passenger behavior there. Shuttle buses and supervisory transportation of passengers are excellent practices that ensure passengers can reliably reach their destination.

The review team's impression is that Shoreline Metro's fixed route and demand response services are reliable. However, as discussed later in the Planning and Scheduling functional area, there are opportunities to improve the documentation of fixed route on-time performance.





Left: Driver helps a passenger boarding the bus. Right: Operations supervisor and transit director overseeing service at the transfer station.

Vehicle and Facility Maintenance

The structures and procedures pertaining to the vehicle and facility maintenance functions at Shoreline Metro are conducive to effective operations. For more details about this function at Shoreline Metro, see Appendix A for staff's response to the review team's MPR questionnaire.

Vehicle Maintenance

During its site visit, the review team examined Shoreline Metro vehicle and facility maintenance procedures and toured its administration and maintenance facility. All Shoreline Metro vehicles are owned by the City or County, and are stored indoors and maintained at the facility. The vehicle maintenance function at Shoreline Metro is overseen by its lead mechanic, who manages three full-time mechanics, three part-time service personnel, and two part-time cleaners.

Based on its review of Shoreline Metro's *Comprehensive Preventative Maintenance Program*, the review team concludes that, overall, maintenance staff are guided by well-documented policies and procedures. Repairs are completed both in-house and with outside vendors. Staff shared and demonstrated maintenance records, standard procedures, and parts inventories upon the review team's request. The team judged the facilities to be reasonably clean and orderly.

Shoreline Metro tracks fleet maintenance activities and parts inventory using TransitFleet software. However, sample maintenance logs provided to the review team were completed using pen and paper, rather than recorded electronically. For purposes of accuracy, productivity, and record retention, maintenance staff should explore using the TransitFleet software package's full capabilities, including its paperless work order management functions.

> **Recommendation 3**: Transition from paper records to electronic records using TransitFleet maintenance software for all fleet maintenance activities. Priority: Medium.

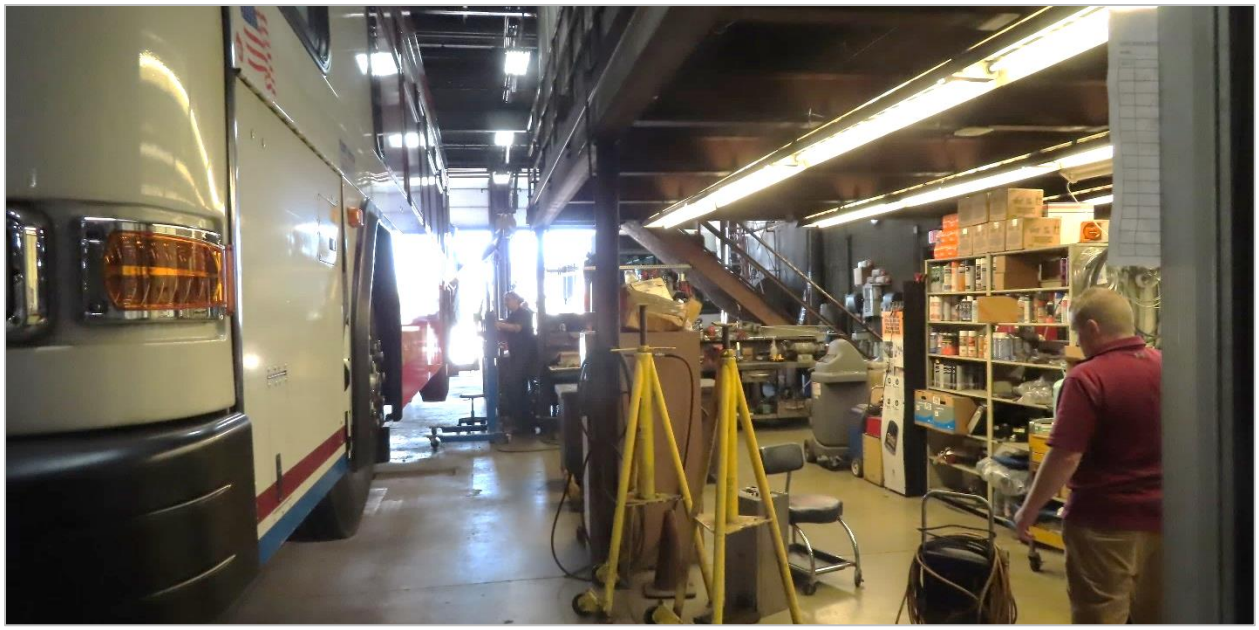
The lead mechanic oversees all parts purchasing and inventory for the transit system. Parts withdrawals are documented on paper work order forms and again later in the TransitFleet software. Shoreline Metro has established targeted inventory and reorder levels for common and high-usage items.

Facilities Maintenance

Part-time maintenance staff are charged with maintaining Shoreline Metro's two facilities. The administration and maintenance facility was constructed in 1975. Recent improvements to the facility include a key fob door access system; garage concrete improvements; new garage doors; and renovated office and breakroom spaces.

Shoreline Metro's 2018 Transit Asset Management Plan lists the facility's condition as "marginal." The Sheboygan MPO 2020-2023 Transportation Improvement Program (TIP) programs roof replacement in 2020 at a cost of $750,000, with $350,000 from FTA Section 5339 program funds. The TIP also lists bus wash replacement as an illustrative project.

The city plans to commission a comprehensive structural assessment of the administration and maintenance facility in 2020 or 2021 and has already committed $200,000 – the total project cost – for the project. This study will inform Shoreline Metro's future facility strategies. The review team observed no obvious issues with the facility, but the detailed study will determine if there are structural or HVAC issues that need to be addressed. The current building footprint appears to be adequate for the current and planned service levels.



Maintenance bay at the Shoreline Metro facility.

Heavy-duty buses stored indoors at the Shoreline Metro garage.

Finance

The structures and procedures pertaining to the finance function at Shoreline Metro are conducive to effective operations. The administrative coordinator and transit director work collaboratively with the city's Finance Department and purchasing agent to complete day-to-day finance functions. The city does not charge Shoreline Metro an administrative fee for its support services. The transit director develops operating and capital budgets with support and input from the city Finance Department and the Transit Commission. See Appendix A for staff's full response to the review team's MPR questionnaire, which includes more details about the finance function.

Utility Structure

Shoreline Metro is part of the City of Sheboygan's Transit and Parking Utilities Department, making it one of the few transit utilities in Wisconsin. A transit utility functions as an independent municipal financial unit for its operations, similar to the more common municipal water, sewer and electric utilities. Given the utility structure, the transit system is responsible for its own financial performance. In a "good" year revenues exceed expenses and the surplus may be saved for future use. In a "bad" year expenses exceed revenues and the utility fund balance is drawn down. This structure affords the local government some cost certainty, because it need not draw down its general fund to address a transit system financial challenge. Municipal tax levies that support transit tend to be stable with minimal variation from year to year.

Utilities and other local independent financial units commonly set an end-of-year fund balance goal of 10 to 15 percent of annual operating expenses. The Transit and Parking Utilities Department does not have a fund balance goal for Shoreline Metro. Researching the practices of cities, counties, and other transit utilities in Wisconsin will provide comparative information to decide on an appropriate fund balance goal.

Recommendation 4: After exploring standard utility financial practices, consider establishing an annual transit fund balance goal. Priority: Low.

Capital Funding

Shoreline Metro has no dedicated fund for large capital purchases such as buses. However, the transit director has proven resourceful in securing state and federal grants through, e.g., FTA Section 5339, FTA Section 5339 (b), Volkswagen Transit Capital Assistance Grant, and Congestion Mitigation and Air Quality (CMAQ) programs to apply towards the purchase of replacement buses and other capital needs. For local capital funds, Shoreline Metro leadership have worked with city leaders to establish a formal policy wherein transit buses are considered "mandated projects," elevating bus replacement over "non-mandated" projects. This policy has lasted two city administrators. Transit is now institutionally embedded as an essential service in Sheboygan, which has made the process of gathering local funds significantly easier for Sheboygan Metro. The current capital funding process is effective and has become an integral part of the city Capital Improvement Program (CIP).

Partner Agreements

Shoreline Metro serves more than just the City of Sheboygan. The City of Sheboygan Falls and Village of Kohler are served by a fixed route, and the Metro Connection County Elderly and Disabled program operates throughout much of Sheboygan County. Further, the morning and afternoon school day tripper routes are designed specifically to serve SASD schools, some of which are located outside the city.

Collectively, the City of Sheboygan Falls, the Village of Kohler, Sheboygan County and SASD provide about half of the annual local share required to receive state and federal operating funds. The other half comes from the City of Sheboygan tax levy. The City of Sheboygan had developed informal service agreements with these funding partners over several decades. But 2019 marked the first year in which service agreements were documented in writing. This effort, led by the transit director, should provide Shoreline Metro with greater funding stability in the coming years.

Shoreline Metro's service contract with Sheboygan County exchanges the county's annual Wisconsin s. 85.21 County Elderly and Disabled Transportation Assistance Program allocation (and its required local match) for operation of the Metro Connection County Elderly and Disabled Program service.

The costs for service specified in the City of Sheboygan Falls, Village of Kohler, and SASD contracts represent Shoreline Metro's estimates of the annual local share of service, after accounting for fare revenues and state and federal aids. This is a common and appropriate basis for cost-setting in a transit service agreement. However, Shoreline Metro's contracts do not specify the underlying assumptions about service operating expenses and revenues. Shoreline Metro should consider documenting its cost methodology in future contracts. Doing so would increase transparency and reduce the potential for future contractual disputes.

Recommendation 5: Consider improving documentation of cost methodology in service contracts with partner organizations to minimize potential for contract disputes. Priority: Low.

The review team encourages transit providers to factor both operating and capital costs into service contracts. Currently, no capital local share compensation is included in the service agreements with partner entities – only operating local share. But as of the review team's on-site visit, the transit director expected that Shoreline Metro's year 2020 contracts with the City of Sheboygan and Village of Kohler would include local share payments for a heavy-duty bus purchase, prorated based on a 15-year replacement schedule and the shares of vehicle revenue miles associated with their transit service. These funds would be reserved to purchase future replacement vehicles used for these services. Consistent with the above recommendation, Shoreline Metro should explicitly state in future contracts the methodology used for calculating prorated capital costs.

Revenue Control

Shoreline Metro has appropriate revenue control procedures in place, which were explained to the review team while on site. However, it has not yet documented off-board cash handling and counting procedures. FTA requires recipients to have policies and procedures in place that address internal control practices to prevent waste, loss, and misuse of federal funds; in most instances, FTA expects recipients to have written documentation of such.

Recommendation 6: Document off-board cash handling and counting procedures. Priority: High.

Planning and Scheduling

The structures and procedures pertaining to the planning and scheduling functions at Shoreline Metro are conducive to effective operations. Shoreline Metro's transit director leads the planning function, but all operations and dispatch staff are involved in planning efforts. Shoreline Metro has a good working relationship with Bay-Lake Regional Planning Commission (RPC), which houses the Sheboygan MPO. Bay-Lake RPC's transportation planner provides ongoing support to Shoreline Metro and plays a large role in long-range and strategic planning efforts. See Appendix A for staff's full response to the review team's MPR questionnaire, which includes more details about the planning and scheduling functions at Shoreline Metro.

Strategic Planning

As of this writing, Bay-Lake RPC is working with Shoreline Metro staff to update the Shoreline Metro Transit Development Program (TDP). The TDP update, which is expected to be completed by mid-2020, is unlikely to recommend any significant service changes. Instead, it will emphasize that Shoreline Metro focus in the near future on properly capitalizing the system and delivering high quality service on the existing route network within the existing span of service.

Performance Monitoring

Shoreline Metro's administrative coordinator and lead dispatcher generate daily reports for fixed route and Metro Connection services, respectively. Staff track ridership, fare revenue, vehicle mileage, and vehicle hours, incidents, and passenger trips per revenue hour on a monthly basis. The transit director reports these statistics to the Transit Commission on a quarterly basis, alongside annual performance goals.

Service reliability and on-time performance are essential to maintaining an effective transit system. Shoreline Metro's performance standards, including on-time performance, are outlined in its Title VI Plan. Shoreline Metro tracks Metro Connection service on-time performance using Ecolane software, but it does not systematically track fixed route on-time performance . As discussed above under "Transportation Operations", Shoreline Metro dedicates operators and supervisor staff time to its shuttle service during peak periods. This helps ensure reliable, customer-focused service and keep routes running on time, but it is a reactive practice that focuses on just one bus stop: the transfer station. While the transfer station is arguably the most important bus stop in Shoreline Metro's transit network, it has dozens of other bus stops that are designated timepoints in its fixed route network. Passengers expect reliable transit service at these timepoints, too.

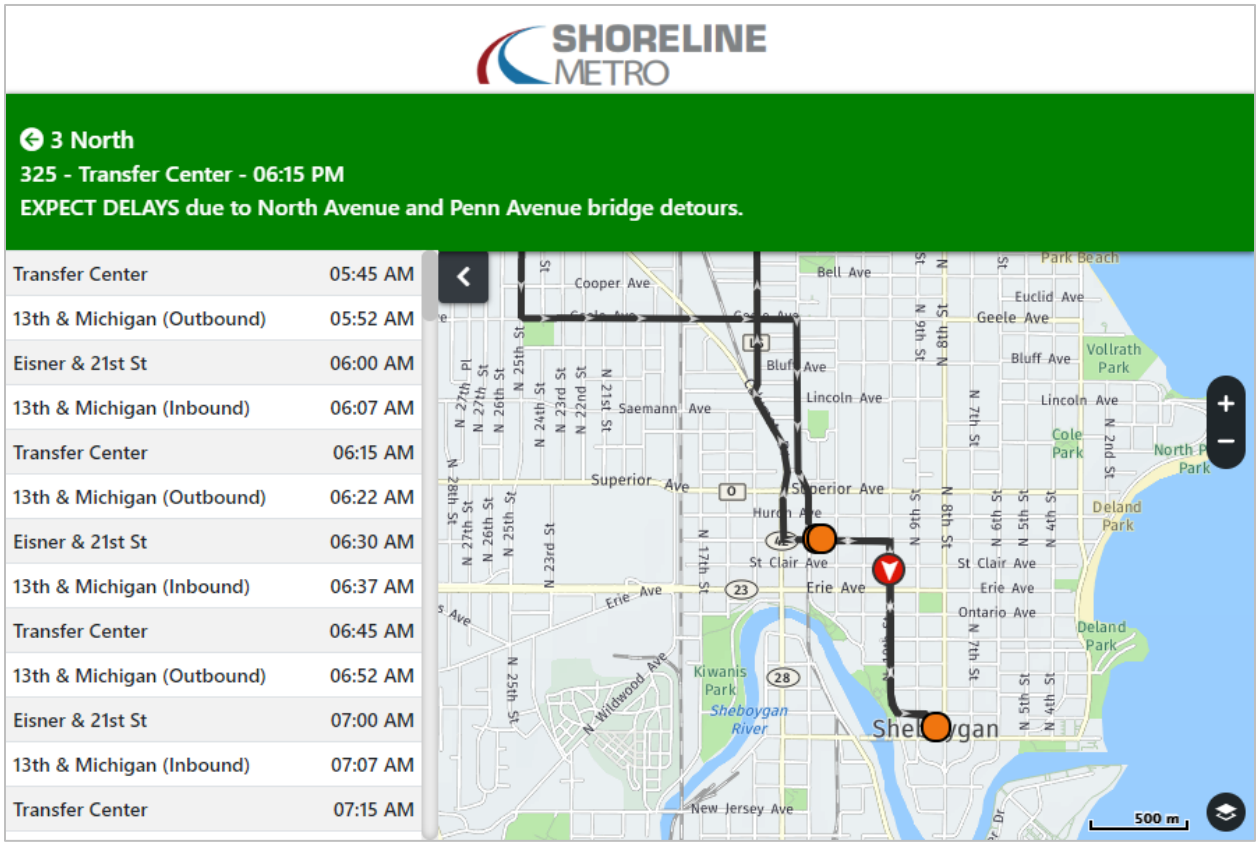
Currently, Shoreline Metro largely relies on anecdotal driver and supervisor information to assess on-time performance at non-transfer station timepoints. Instead, it should leverage the existing UniteGPS vehicle location software and onboard tablets to capture timepoint arrival and departure data. The UniteGPS software may already be collecting these timepoint data. Shoreline Metro also could collect these data through the timestamps associated with fixed route drivers documenting passenger boardings using their onboard tablets.

After collection, Shoreline Metro management should analyze these data by time and location across its fixed routes periodically. This would enable the system to identify any fixed route (or trip) that consistently runs late – especially at intermediate points – relative to the published schedule. Monitoring on-time performance will help Shoreline Metro ensure it consistently provides high-quality service and maintains customer trust, both of which are critical for system sustainability and growth.

Recommendation 7: Leverage the UniteGPS platform and onboard tablets to collect departure times at all scheduled timepoints along fixed routes for all trips. Using these data, develop a process for systematically monitoring on-time performance in comparison to Shoreline Metro's established on-time performance goal. Priority: Medium.

Student Ridership

Shoreline Metro redesigned its school day tripper service in 2016. Today, it operates four tripper routes (two in the morning and two in the afternoon), down from seven in 2016. Changes to the tripper program, plus the agreement struck between the City and SASD that enables students, facility, and staff to ride fare-free, have resulted in notable annual ridership increases. The redesigned service is more efficient, while continuing to serve SASD riders well, normalizing transit use and growing Shoreline Metro's customer base. Total fixed route ridership in 2019 is expected to surpass 600,000, representing an increase of over 13 percent from 2016 ridership. Much of this growth is attributable to student ridership.



Screenshot of the UniteGPS bus tracker map including route, timepoints and schedule, and real-time bus location.

Marketing

The structures and procedures pertaining to the marketing function of Shoreline Metro are conducive to effective operations. Shoreline Metro emphasizes customer interaction in its marketing program. Management is close to its customers, with frequent interaction and conversations about service delivery. Shoreline Metro's online and printed materials are clear and informative. Staff conduct occasional outreach with area schools, businesses, and transportation advocates. Shoreline Metro uses printed advertisements, radio advertisements, and social media to reach new customers. Customer contacts and complaints are logged and addressed in a systematic and appropriate manner. Overall, the marketing function is another area in which Shoreline Metro excels.

Materials and Website

Shoreline Metro has a consistent brand identity that is reflected on its buses and in all of its materials. The system website contains the essential information about its transit services and all pages on the site can be translated to non-English languages. The website includes a useful system map; individual route maps and schedules; a general transit feed specification (GTFS)-enabled trip planner; and a mobile device-friendly real-time bus tracking map. Few transit systems of Shoreline Metro's size have real-time bus tracking tools, including just two of the Wisconsin peer systems listed in Table 5 (Eau Claire and Fond du Lac).

Social Media

Shoreline Metro uses social media more effectively and with greater consistency than most of its peers. Maintaining an effective social media presence requires time and effort, which can be difficult with a small administrative team. To overcome this common barrier, Shoreline Metro hires a third-party social media manager to oversee the its Facebook account. The Facebook account is used to communicate time-sensitive service alerts and updates, share information about initiatives and events, highlight the good work of Shoreline Metro employees, and promote the benefits of transit service in the community through posts, pictures, and videos. Shoreline Metro also invests in Facebook targeted advertisements and boosted posts.

Coordination and Travel Training

Neither Shoreline Metro nor Sheboygan County has a mobility manager. Instead, several Shoreline Metro staff – including the ADA coordinator and administrative coordinator – collectively perform mobility manager-type duties today. This arrangement, coupled with Shoreline Metro's provision of Sheboygan County's County Elderly and Disabled Program service, results in the Sheboygan MPO, Shoreline Metro, and the Sheboygan County ADRC working closely and collaboratively.

Shoreline Metro's "Bus Buddy" program serves as a travel training program and is an effective method of keeping the management team close to the needs of new customers. Staff have conducted travel training with large groups, including day training and habilitation programs. Additionally, Shoreline Metro staff have trained community partners (e.g., social service agencies, non-profits) to provide travel training services and promote the use of Shoreline Metro fixed routes and Metro Connection services. This arrangement helps create brand loyalty and creates mutually beneficial partnerships at minimal cost.

Summary

Table 21 summarizes the review team's assessment of Shoreline Metro in each functional area. Ratings are based on the degree to which the function's structures and procedures are conducive to continued effective operations. Part V summarizes the review team's conclusions and specific recommendations for each functional area.

Table 21. Summary Assessment of Functional Areas

Functional Area	Rating
Transportation Operations	▲
Vehicle and Facility Maintenance	▲
Finance	▲
Planning and Scheduling	▲
Marketing	▲

Key to Symbols	
▲	Structures and procedures are conducive to effective operations
●	Structures and procedures are adequate with room for improvement
▼	Structures and procedures are insufficient

Part V: Conclusions

Shoreline Metro is a high performing system with many progressive policies and practices. Compared to its Wisconsin and national peer systems, Shoreline Metro performs better than average or within satisfactory range in most performance measures (Table 17). Performance trends are largely positive and do not reveal any areas of concern. Importantly, Shoreline Metro ridership has grown notably since 2017, due in large part to students transitioning to riding the regular routes.

The transit director is actively involved in service delivery and is aware of the many nuances of high-quality service delivery. He has cultivated a supportive workplace environment where employees are recognized for their achievements. Shoreline Metro staff are close to their customers. They take care to ensure quality service is delivered. Meanwhile, City of Sheboygan administrators are actively engaged in system oversight recognize the value of Shoreline Metro's service to the community.

In fact, Shoreline Metro and the City of Sheboygan employ several exemplary practices that are uncommon for small and mid-sized urban fixed route systems in Wisconsin. A few of these practices are:.

- **Shuttle service operation during early morning, afternoon peak, and late evening hours.** Shoreline Metro's shuttle service not only improves customer relations but establishes transit as a feasible, reliable transportation option and thus promotes its use.
- **Routine supervisor and upper management interaction with customers.** Shoreline Metro's ridership and reputation benefit from the positive, productive relationship with customers fostered through supervisor presence at the transfer station and regular community outreach.
- **Regular staff safety and information meetings.** Shoreline Metro's quarterly meetings are inclusive experiences used for fostering an organizational safety culture, recognition, education, and team building. Such meetings are a key element of the SMS requirements contained in FTA's PTASP rule, which becomes effective July 2020.
- **Openness to modifying transit services to improve system efficiency, customer convenience or other service objectives.** In redesigning its school day tripper routes, for instance, Shoreline Metro continued to meet a transportation need, while making more efficient use of existing resources, normalizing regular transit use and, ultimately, fostering ridership growth.
- **Local prioritization for transit capital funding.** Recognizing the value of Shoreline Metro's service, the City of Sheboygan places transit bus replacements among prioritized capital projects along with those from other essential City services, resulting in greater availability and stability of local funding contributions for transit capital projects.
- **Embracing technology-driven operations improvements.** Shoreline Metro has adopted scheduling and tracking software (Ecolane and UniteGPS), has deployed trip planning tools, and uses social media to better serve and reach customer experience (i.e., trip planning tools and social media).

Despite these and other exemplary practices, Shoreline Metro still has areas for improvement, summarized in Table 22. In summary, Shoreline Metro should better document its practices and procedures in certain areas to ensure near- and long-term continuity. Furthermore, it should implement practices to more proactively ensure service reliability throughout the fixed route service area – not just at the transfer station.

Table 22. Summary of Recommendations

Functional Area		Recommendation	Priority
Policy- and Decision-Making Processes	-	No recommendations	-
Transportation Operations	1	Improve documentation of the driver training program to ensure continuity of training provided; make use of standard transit industry materials and programs.	Medium
	2	Ensure all drivers undergo annual ride checks with a transit supervisor or an experienced driver; new drivers should have three ride checks in their first year.	Medium
Vehicle and Facility Maintenance	3	Transition from paper records to electronic records using TransitFleet maintenance software for all fleet maintenance.	Medium
Finance	4	After exploring standard utility financial practices, consider establishing an annual transit fund balance goal.	Low
	5	Consider improving documentation of cost methodology in service contracts with partner organizations to minimize potential for contract disputes.	Low
	6	Document off-board cash handling and counting procedures.	High
Planning and Scheduling	7	Leverage the UniteGPS platform and onboard tablets to collect departure times at all scheduled timepoints along fixed routes for all trips. Using these data, develop a process for systematically monitoring on-time performance in comparison to Shoreline Metro's established on-time performance goal.	Medium
Marketing	-	No recommendations	-

Appendix A: Completed Questionnaire

The following are sheets from the completed MPR questionnaire, as submitted by Shoreline Metro staff. These responses were reviewed and used to develop discussion items for the August 7, 2019 on-site review and this MPR final report.