

*****ATTACHMENTS*****

September 4, 2020

To Whom It May Concern,

For the past seven years, the Metro Connection bus fare rates have disturbed the staff and board of Our Home Christian Ministries greatly. We are thankful there will be a discussion taking place on September 22 regarding the bus fare. It is our hope that all Metro Connection bus fares will be discussed, including the "agency" fares.

For many years, the residents of Our Home Christian Ministries enjoyed the transportation from Metro Connection to get to their day servicing programs and to their community jobs. The bus drivers were prompt, attentive, and friendly. Our Home Christian Ministries is a small, non-profit network of three adult family homes and one supported apartment building located in Oostburg. Several years ago, Metro Connection raised its rates for its customers, our residents and other elderly and disabled peoples in Sheboygan County. This month the bus company considers adjusting the rates by \$0.50, stating that the rates are \$3.50 or \$2.50. However, it must be noted that for Metro Connection customers who live in group homes, the rates are \$17.00. If an agency, such as IRIS or Community Care has placed a client in a residential facility, then Metro Connection charges more than four times the regular bus fare to these individuals. Metro Connection expects IRIS or Community Care to pay these excessive fares for the clients; however, IRIS and Community Care have contracted with adult family homes that the homes must provide transportation for their clients. The Shoreline Metro website states: "Customers that are clients of an agency may have their transportation covered by the agency." Yes, they *may* have their transportation covered by the agency, but they don't. Agencies can't afford these rates any more than our small non-profit could.

Every weekday morning and afternoon, a Metro Connection bus comes to Oostburg. The bus drives right past our adult family homes. Someone who lives a block away from our homes gets a \$2.50 rate, while our residents get a \$17 rate. What is the cost of a bus ride? Is it \$2.50, or is it \$17? Why does it vary according to what home a person lives in? Who benefits from these swollen rates? A small non-profit can't afford these rates. The residents can't afford these rates. If Metro Connection is set on losing business, it can continue its bias toward this vulnerable population. This quote is taken directly from the Metro Connection website: "At Shoreline Metro, we believe you should have access to transportation to get to where you need to go." Metro Connection has done quite the opposite for many Sheboygan County citizens. Shoreline Metro, do you want customers? If yes, give them access.

Sincerely,

Kristin Rozeboom, Office Manager
Our Home Christian Ministries Board

Muench, Derek

From: Jose Coronado <jc5817899@gmail.com>
Sent: Thursday, August 20, 2020 5:52 AM
To: Muench, Derek

Is necessary the increase you guys haven't increase for longtime.

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CITY OF SHEBOYGAN

REQUEST FOR TRANSIT COMMISSION CONSIDERATION

ITEM DESCRIPTION: 4.1 Public Hearing: Proposed Fare Changes for Metro Connection

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

REPORT DATE: 8/20/20

MEETING DATE: 9/22/20

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 is proposing a change to its fares for Metro Connection services including ADA Paratransit and County Elderly and Disabled programs. The current fare structure has been in place for several years with the ADA Paratransit fare being double (\$3.50) the fixed route cash fare (\$1.75) and the County Elderly and Disabled program fare being a dollar less (\$2.50) the ADA Paratransit fare. The ADA Paratransit fare is regulated by 49 C.F.R., Chapter 7 and FTA Circular 4710.1 and cannot be more than double the fixed route cash fare. However, the fare can be less than double the fixed route fare as set by an authorizing governing body. The County Elderly and Disabled Program fare is at the discretion of Sheboygan County and the Transportation Coordinating Committee.

STAFF COMMENTS:

Shoreline Metro has long observed the current fare structure for Metro Connection. During which time the organization has transformed operations from manual and paper manifests to a sophisticated and efficient AVL/MDT dispatch and scheduling system (Ecolane). The incorporation of this system in 2015 resulted in drastic improvements in vehicle revenue miles, vehicle revenue hours, vehicles during peak service and passengers per revenue hour. This system has also allowed Metro Connection to incorporate and implement several strategies not normally practiced or implemented in public transit systems including same-day reservations (premium service) and token-less fare media.

Premium services such as same-day trip reservations allows customers the independence to schedule a trip the same day while allowing Metro Connection to fill voids in the service day and capture more revenue for offsetting operations.

Token-less fare media allows customers the freedom to travel without having to carry tokens or lose their fare media. Customers create a balance on your account and trips are automatically deducted from the account when they ride. It also reduces expenses incurred by Metro Connection for production of punch cards and tokens.

Why Change the Fares?

Many Metro Connection customers are certified to use both the ADA Paratransit service and the County Elderly and Disabled program. This means they meet the criteria and eligibility requirements for both programs. With the implementation of token-less trips, customers find themselves having two different rates being deducted from their accounts depending on the program trip they are taking at that particular moment. This does not always equal clean balances. In the past before token-less fare media, customers had to purchase both punch cards and tokens for their trips. This is cumbersome and not customer friendly.

The goal is to create one uniform fare for both services. This will offer customers a more customer-friendly option as well as streamline the token-less fare media account balances for customers. A flat \$3.00 per trip option for regular service and \$6.00 per trip option for premium service is clean and easy and can be applied evenly and conveniently for all customers.

As a result of these changes, based on 2019 ridership, fare revenue for ADA Paratransit trips may decrease by an estimated \$1,703 while County Elderly and Disabled trips may increase by an estimated \$7,990. The net increase in fare revenue could result in \$6,287. The goal is not necessarily to increase revenue to the programs but it is a good byproduct as customer revenue from these programs hasn't increased in several years.

Metro Connection charges \$17.00 per trip for agency-sponsored trips and that will not change under this proposal.

Documentation of Public Hearing

Shoreline Metro had published the notice for the public hearing in the following locations in compliance with FTA requirements and Shoreline Metro policy:

- Shoreline Metro website on 8/19 (www.shorelinemetro.com);
- Shoreline Metro and Metro Connections bus on 8/19 and 8/20;
- Shoreline Metro Facebook page on 8/20 (www.facebook.com/shorelinemetro);
- Shoreline Metro Customer Service Office on 8/19;
- Sheboygan Press Classified Section on 8/22;

Customers were encouraged to attend in person or submit comments ahead of the public hearing by contacting the Director of Transit.

ACTION REQUESTED:

Staff recommends the support and approval of the Metro Connection fare proposal effective for January 1, 2021 and recommends Sheboygan County's Transportation Coordinating Committee support and approve the Metro Connection fare proposal at their October 2020 meeting.

ATTACHMENTS:

- I. Public Hearing Notice;

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

	JANUARY				FEBRUARY				MARCH				APRIL				MAY				JUNE			
REVENUES	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change
Metro Connection	\$25,763	\$21,901	\$3,862	17.6%	\$25,026	\$22,191	\$2,835	12.8%	\$14,626	\$25,279	(\$10,653)	-42.1%	\$2,921	\$23,786	(\$20,865)	-87.7%	\$3,282	\$24,593	(\$21,311)	-86.7%	\$7,029	\$21,607	(\$14,578)	-67.5%
Shoreline Metro	\$27,958	\$29,868	(\$1,910)	-6.4%	\$27,543	\$26,156	\$1,387	5.3%	\$18,411	\$24,218	(\$5,807)	-24.0%	\$3,510	\$37,571	(\$34,061)	-90.7%	\$1,728	\$31,129	(\$29,401)	-94.4%	\$2,385	\$27,231	(\$24,846)	-91.2%
MONTH TOTALS	\$53,721	\$51,769	\$1,952	3.8%	\$52,569	\$48,347	\$4,222	8.7%	\$33,037	\$49,497	(\$16,460)	-33.3%	\$6,431	\$61,357	(\$54,926)	-89.5%	\$5,010	\$55,722	(\$50,712)	-91.0%	\$9,414	\$48,838	(\$39,424)	-80.7%
RIDERSHIP	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change
Metro Connection	3,079	2,747	332	12.1%	2,941	2,643	298	11.3%	1,865	3,000	(1,135)	-37.8%	549	2,903	(2,354)	-81.1%	663	2,887	(2,224)	-77.0%	1,126	2,541	(1,415)	-55.7%
Trips/Revenue Hour	2.73	2.72	0.01	0.4%	2.83	2.66	0.17	6.4%	2.29	2.83	(0.54)	-19.1%	1.30	2.70	(1.40)	-51.9%	1.45	2.59	(1.14)	-44.0%	1.70	2.59	(0.89)	-34.4%
Shoreline Metro	65,815	53,062	12,753	24.0%	62,203	52,706	9,497	18.0%	43,108	60,899	(17,791)	-29.2%	13,950	67,310	(53,360)	-79.3%	14,280	65,087	(50,807)	-78.1%	23,179	47,223	(24,044)	-50.9%
Trips/Revenue Hour	19.69	17.35	2.34	13.5%	19.50	17.98	1.52	8.5%	13.27	19.79	(6.52)	-32.9%	4.95	19.77	(14.82)	-75.0%	5.98	20.41	(14.43)	-70.7%	7.21	16.00	(8.79)	-54.9%
MONTH TOTALS	68,894	55,809	13,085	23.4%	65,144	55,349	9,795	17.7%	44,973	63,899	(18,926)	-29.6%	14,499	70,213	(55,714)	-79.3%	14,943	67,974	(53,031)	-78.0%	24,305	49,764	(25,459)	-51.2%
	JULY				AUGUST				SEPTEMBER				OCTOBER				NOVEMBER				DECEMBER			
REVENUES	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change
Metro Connection		\$23,155	(\$23,155)	-100.0%		\$22,825	(\$22,825)	-100.0%		\$22,204	(\$22,204)	-100.0%		\$26,410	(\$26,410)	-100.0%		\$22,598	(\$22,598)	-100.0%		\$22,835	(\$22,835)	-100.0%
Shoreline Metro		\$34,210	(\$34,210)	-100.0%		\$30,593	(\$30,593)	-100.0%		\$24,414	(\$24,414)	-100.0%		\$27,430	(\$27,430)	-100.0%		\$24,961	(\$24,961)	-100.0%		\$26,974	(\$26,974)	-100.0%
MONTH TOTALS	\$0	\$57,365	(\$57,365)	-100.0%	\$0	\$53,418	(\$53,418)	-100.0%	\$0	\$46,618	(\$46,618)	-100.0%	\$0	\$53,840	(\$53,840)	-100.0%	\$0	\$47,559	(\$47,559)	-100.0%	\$0	\$49,809	(\$49,809)	-100.0%
RIDERSHIP	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change
Metro Connection		2,766	(2,766)	-100.0%		2,676	(2,676)	-100.0%		2,688	(2,688)	-100.0%		3,116	(3,116)	-100.0%		2,671	(2,671)	-100.0%		2,676	(2,676)	-100.0%
Trips/Revenue Hour		2.57	(2.57)	-100.0%		2.51	(2.51)	-100.0%		2.69	(2.69)	-100.0%		2.70	(2.70)	-100.0%		2.68	(2.68)	-100.0%		2.69	(2.69)	-100.0%
Shoreline Metro		46,088	(46,088)	-100.0%		45,532	(45,532)	-100.0%		58,744	(58,744)	-100.0%		69,370	(69,370)	-100.0%		57,147	(57,147)	-100.0%		56,098	(56,098)	-100.0%
Trips/Revenue Hour		14.41	(14.41)	-100.0%		14.19	(14.19)	-100.0%		18.49	(18.49)	-100.0%		20.13	(20.13)	-100.0%		18.73	(18.73)	-100.0%		18.88	(18.88)	-100.0%
MONTH TOTALS	0	48,854	(48,854)	-100.0%	0	48,208	(48,208)	-100.0%	0	61,432	(61,432)	-100.0%	0	72,486	(72,486)	-100.0%	0	59,818	(59,818)	-100.0%	0	58,774	(58,774)	-100.0%
REVENUE COMPARISON BY YEAR					RIDERSHIP COMPARISON BY YEAR					TRIPS/REV HOUR		REVENUE HOURS		REVENUE MILES										
ANNUAL TOTALS	2019 YTD		2020 YTD		Difference		% Change		ANNUAL TOTALS	2019 YTD		2020 YTD		Difference		% Change		2019 YTD	2020 YTD	2019 YTD	2020 YTD	2019 YTD	2020 YTD	
<i>Metro Connection</i>	\$139,357		\$78,647		(\$60,710)		-44%		<i>Metro Connection</i>	16,721		10,223		-6,498		-39%		2.68	2.05	6,232	4,521	80,557	51,476	
<i>Shoreline Metro</i>	\$176,173		\$81,535		(\$94,638)		-54%		<i>Shoreline Metro</i>	346,287		222,535		-123,752		-36%		18.55	11.77	18,612	18,204	262,430	224,371	

2nd Quarter Report - 2020



Prepared by Shoreline Metro for the Transit Commission.

OPERATING STATISTICS FOR THE PARKING UTILITY - 2019 to 2020

	JANUARY				FEBRUARY				MARCH				APRIL				MAY				JUNE			
REVENUES	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change
Meters	\$14,921	\$8,424	6,497.32	77.1%	\$9,406	\$7,983	1,423.04	17.8%	\$5,029	\$12,491	(7,462.00)	-59.7%	\$6,730	\$13,944	(7,214.00)	-51.7%	\$0	\$11,973	(11,973.00)	-100.0%	\$7,143	\$16,615	(9,472.08)	-57.0%
Stall Rentals	\$19,606	\$20,179	(573.00)	-2.8%	\$33,639	\$1,980	31,659.00	1598.9%	\$17,202	\$31,155	(13,953.00)	-44.8%	\$6,477	\$8,193	(1,715.83)	-20.9%	\$1,288	\$2,285	(997.00)	-43.6%	\$20,630	\$40,641	(20,011.00)	-49.2%
MONTH TOTALS	\$34,527	\$28,603	5,924.32	20.7%	\$43,045	\$9,963	33,082.04	332.1%	\$22,231	\$43,646	(21,415.00)	-49.1%	\$13,207	\$22,137	(8,929.83)	-40.3%	\$1,288	\$14,258	(12,970.00)	-91.0%	\$27,773	\$57,256	(29,483.08)	-51.5%
	JULY				AUGUST				SEPTEMBER				OCTOBER				NOVEMBER				DECEMBER			
REVENUES	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change	2020	2019	Difference	% Change
Meters		\$15,638	(15,638.06)	-100.0%		\$12,410	(12,410.00)	-100.0%		\$12,706	(12,706.00)	-100.0%		\$11,899	(11,899.00)	-100.0%		\$10,715	(10,715.00)	-100.0%		\$13,168	(13,168.00)	-100.0%
Stall Rentals		\$11,997	(11,996.74)	-100.0%		\$2,032	(2,032.00)	-100.0%		\$18,811	(18,811.00)	-100.0%		\$6,394	(6,394.00)	-100.0%		\$2,728	(2,728.00)	-100.0%		\$21,182	(21,182.00)	-100.0%
MONTH TOTALS	\$0	\$27,635	(27,634.80)	-100.0%	\$0	\$14,442	(14,442.00)	-100.0%	\$0	\$31,517	(31,517.00)	-100.0%	\$0	\$18,293	(18,293.00)	-100.0%	\$0	\$13,443	(13,443.00)	-100.0%	\$0	\$34,350	(34,350.00)	-100.0%

REVENUE COMPARISON BY YEAR					REVENUE COMPARISON BY QUARTER							
ANNUAL TOTALS	2019 YTD	2020 YTD	Difference	% Change	FIRST QUARTER		SECOND QUARTER		THIRD QUARTER		FOURTH QUARTER	
					2019	2020	2019	2020	2019	2020	2019	2020
<i>Meters</i>	\$147,966	\$43,229	(104,736.78)	-70.8%	\$28,898	\$29,356	\$42,532	\$13,873	\$40,754	\$0	\$35,782	\$0
<i>Stall Rentals</i>	\$167,577	\$98,842	(68,734.57)	-41.0%	\$53,314	\$70,447	\$51,119	\$28,395	\$32,840	\$0	\$30,304	\$0
TOTAL REVENUE	\$315,543	\$142,071	(173,471.35)	-55.0%	\$82,212	\$99,803	\$93,651	\$42,268	\$73,594	\$0	\$66,086	\$0

Prepared by Shoreline Metro for the Transit Commission.

CITY OF SHEBOYGAN

REQUEST FOR TRANSIT COMMISSION CONSIDERATION

ITEM DESCRIPTION: 4.2 Transit & Parking Second Quarter Reports for 2020

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

REPORT DATE: 8/20/20

MEETING DATE: 9/22/20

FISCAL SUMMARY:

STATUTORY REFERENCE:

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

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

BACKGROUND / ANALYSIS:

The reports for the second quarter of 2020 are presented for Shoreline Metro, Metro Connection and the Parking Utility for review and approval.

STAFF COMMENTS:

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

Here is a summary of the second quarter reports:

- Shoreline Metro ridership was down substantially for the quarter with revenue down around 90%. Overall, ridership is down for the year by 36% with revenue down 55% for the year.
 - COVID-19 pandemic started to impact ridership in late March (January and February had significant increases over 2019). Revenue was down significantly starting in March due to free trips for customers on all services. This trend continued into the second quarter and still impacts Shoreline Metro today. Fares were free until reinstated on July 6, 2020 for all services.
 - CARES Act funds will be used to offset the loss of revenues and potential increase in expenses due to the pandemic (applies to loss of revenue with Metro Connection as well).
 - Revenue trips for the quarter were 6.05 trips per revenue hour. Revenue trips year-to-date are 11.77 trips per revenue hour. This is a decrease over 2019 (18.55 for the first two quarters).
- Metro Connection ridership was down substantially for the quarter with revenue down 80%. Overall ridership is down 39% with revenue down about 44% for the year.
 - COVID-19 pandemic started to impact ridership in late March (January and February had significant increases over 2019). Revenue was down significantly starting in

March due to free trips for customers on all services. This trend continued into the second quarter and still impacts Shoreline Metro today. Fares were free until reinstated on July 6, 2020 for all services.

- Revenue trips for the quarter were 1.49 per hour and 2.05 for the year. This marks a decrease in productivity from 2019 (2.68).
- Parking Utility revenue was down significantly in the quarter over the same period in 2019. Overall, revenue is up 21.4% from 2019.
 - Increase in meter revenue is attributed to increase in the per hour rate implemented in fall 2018 from \$0.30 per hour to \$0.50 per hour.
 - Increase in Stall Rentals is attributed to the change from assigned parking to permit parking, increase in permit fees (minus the tier C lots) and the increase purchases of permits in general. The increase in permits is due in large part to the requirement to have a permit.
 - Revenue is going to be a concern for the second quarter as meter revenue has dropped significantly and parking permits were returned or not renewed by customers. It's too early to forecast the damage to revenue due to the pandemic but it could be as high as 25% reduction in meter and parking permit revenues.

ACTION REQUESTED:

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

ATTACHMENTS:

- I. 2020 Second Quarter Report for Transit;
- II. 2020 Second Quarter Report for Parking Utility;

AGREEMENT
BETWEEN THE CITY OF SHEBOYGAN AND
SHEBOYGAN COUNTY INTERFAITH ORGANIZATION
FOR CDBG FUNDS FOR 2020 PROGRAM YEAR

THIS AGREEMENT made and entered into by and between the City of Sheboygan, Wisconsin, hereinafter called the "**CITY**," and Sheboygan Transit Commission, established within Wisconsin pursuant to sec. 66.1021, Wis. Stats., hereinafter called the "**SUB-RECIPIENT**".

WITNESSETH:

WHEREAS, the **CITY** has applied for, and received, a Community Development Block Grant (CFDA # 14.218) for the 2020 program year, hereinafter called "**CDBG FUNDS**"; and

WHEREAS, the **CITY** is committed to economic development, assisting low- and moderate-income people, and to public health, welfare, and safety; and

WHEREAS, the **SUB-RECIPIENT** operates a comprehensive unified transportation system.; and

WHEREAS, the **SUB-RECIPIENT** submitted a proposal for **CDBG FUNDS** to be utilized to provide these services to low- and moderate income participants; and

WHEREAS, the Common Council for the City of Sheboygan has allocated forty-two thousand four hundred ninety-three and 00/100 (\$42,493.00) dollars of 2020 **CDBG FUNDS** for the **SUB-RECIPIENT**, to be used in accordance with the rules, regulations and objectives of the Community Development Program Grant. The **SUB-RECIPIENT's** submission in response to the **CITY's** 2020-21 Request for Proposals (RFP) shall serve as the basis for the requirements of this Agreement.

NOW, THEREFORE, in consideration of the promises, covenants, agreements and payments herein mentioned, the **CITY** and the **SUB-RECIPIENT** mutually agree as follows:

ARTICLE I - GENERAL DESCRIPTION OF PROJECT

Benefitting low- and moderate-income persons, the project meets the Community Development Block Grant's National

Objectives as established under CFR §570.2. Services provided by the **SUB-RECIPIENT** include transit service with a variety of routes throughout the City of Sheboygan. At least 51% of those served will be of low- or moderate-income.

ARTICLE II - SERVICES PROVIDED BY SUB-RECIPIENT

1. The **SUB-RECIPIENT** shall provide the necessary personnel to carry out the terms of this Agreement.

2. The services of the **SUB-RECIPIENT** or its employee(s) shall be performed in accordance with the United States Department of Housing and Urban Development Handbook 1300.20 (Cost Principles for Non-Profit Organizations), and Office of Management and Budget Circular A-122.

3. The **SUB-RECIPIENT** shall be responsible for the hiring and firing of its employee(s) and their performance of any work in connection with this Agreement. This Agreement shall not abrogate the **SUB-RECIPIENT's** responsibility for keeping in full force and effect worker's compensation and any other insurances as required by federal, state or local law for such employee(s).

ARTICLE III - NONDISCRIMINATION PROVISION

The parties agree not to discriminate against any employees or applicant for employment because of age, race, religion, color, handicap, marital status, sex, physical conditions, disability, developmental disability as defined in §51.01(5), Stats., or national origin, ancestry, arrest record or conviction record subject to §§111.33 to 111.36, Stats. This provision shall include, but not be limited to, the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising, layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The parties further agree to take affirmative action to ensure equal employment opportunities.

ARTICLE IV - CONTRACT PERIOD

This Agreement is entered into for a contract period of 12 months beginning April 1, 2020 and ending March 31, 2021.

ARTICLE V - COMPENSATION

The **SUB-RECIPIENT** shall be compensated for actual costs

incurred on a lump sum basis. Upon written request by the **SUB-RECIPIENT**, the Department of City Development may authorize, in writing, the use of HUD monies for other expenditures. The **CITY** agrees to compensate the **SUB-RECIPIENT** up to, but not exceeding, the total amount of forty-two thousand four hundred ninety-three and 00/100 (\$42,493.00) dollars for the entire contract period.

ARTICLE VI - REQUEST FOR PAYMENT

The **SUB-RECIPIENT** shall submit a written request for payment to the Department of City Development. The **CITY** agrees to make payment within fifteen (15) days of receipt of such request.

ARTICLE VII - QUARTERLY REPORT BY the SUB-RECIPIENT

Any and all expenditures of monies received by the **SUB-RECIPIENT** pursuant to the terms of this Agreement shall be made for the purpose of performing services directly related to improving the quality of housing in targeted areas of the **CITY** or to assist low and moderate-income people residing in such areas. The **SUB-RECIPIENT** shall provide the **CITY** with regular, written reports, including expenditures. These reports will be submitted quarterly, on or before July 20, October 20, January 20 and April 20, and as necessary through the remainder of the year. The report form will be provided electronically to the **SUB-RECIPIENT** and is to be returned to the Department of City Development with the required information for the preceding quarter. **Failure to submit reports by the deadline may result in the withholding of your request for payment and/or will be considered during the allocation of the following year's grant awards.**

ARTICLE VIII - VERIFICATIONS OF EXPENDITURES

The **CITY'S** Finance Director shall have access to all the books and records of the **SUB-RECIPIENT** pertaining to expenditures of monies for the purpose of verifying that such expenditures were for a public purpose inuring to the benefit of the public as provided herein.

ARTICLE IX - WAIVER OF RELOCATION COSTS

In the event this Agreement is amended, modified, terminated, canceled or not renewed, **SUB-RECIPIENT** agrees and fully understands that it shall not be entitled to any relocation

costs, assistance, or payments, any moving expenses, replacement facilities (in money or kind) or any expenses, costs or awards which are directly or indirectly related to such modifications or termination of this Agreement.

ARTICLE X - MODIFICATIONS

This Agreement may be modified or amended when in writing and signed by both parties.

ARTICLE XI - ASSIGNMENT BY the SUB-RECIPIENT

The **SUB-RECIPIENT** shall not assign, transfer, convey, pledge, sublet or otherwise dispose of this Agreement without the prior written consent of the **CITY**.

ARTICLE XII - FINAL PAYMENT ACCEPTANCE

The **SUB-RECIPIENT'S** acceptance of any payment made under this Agreement, or of any final payment due on termination of this Agreement, shall constitute a full and complete release of the **CITY** from any and all claims, demands and causes of action whatsoever which the **SUB-RECIPIENT** may have against the **CITY** under the provisions of this Agreement.

ARTICLE XIII - LIMITATION OF AUTHORITY

The **SUB-RECIPIENT** shall have no power to solicit proposals, bids, or contracts on behalf of the **CITY**. Furthermore, the **SUB-RECIPIENT** shall have no authority to bind the **CITY** or act in the **CITY'S** behalf in any manner whatsoever. The **SUB-RECIPIENT'S** authority is hereby limited to those duties and responsibilities specifically enumerated herein.

ARTICLE XIV - LIABILITY INSURANCE AND HOLD HARMLESS CLAUSE

The **SUB-RECIPIENT** agrees to provide liability protection for its officers, employees and agents while acting within the scope of their employment. The **SUB-RECIPIENT** further agrees to hold harmless the **CITY**, its officers, agents and employees from any and all liability, including claims, demands, lawsuits, costs, damages and expenses of every kind and description (including death), or damages to persons or property arising in connection with, or during the course of, this Agreement where such liability is founded upon or grows out of the acts or omissions of any of the officers, employees or agents of the

SUB-RECIPIENT.

The **SUB-RECIPIENT** shall provide the **CITY** with a certificate of insurance in an amount acceptable to the **CITY**. Such certificate of insurance shall be attached to the original executed Agreement.

ARTICLE XV - CONFLICT OF INTEREST

The **SUB-RECIPIENT** covenants and agrees that no officer or employee of the corporation has any interest, nor shall they acquire any interest, directly or indirectly, which would conflict in any manner or degree with the performance of the project or services to be provided herein. Further, the corporation covenants that in the performance of this Agreement it shall not employ any person having such interest.

ARTICLE XVI - TERMINATION

For breach or violation of any of the conditions of this Agreement, the **CITY** shall have the right to cancel, terminate or suspend this Agreement in whole or in part without liability, giving notice in writing to the organization at its last-known post office address.

IN WITNESS WHEREOF, the City of Sheboygan has caused this instrument to be executed by Michael Vandersteen, Mayor, and Meredith DeBruin, City Clerk, this ____ day of _____, 2020.

FOR CITY OF SHEBOYGAN:

BY: _____
Michael Vandersteen, Mayor

ATTEST: _____
Meredith DeBruin, City Clerk

IN WITNESS WHEREOF, Sheboygan Transit Commission, has caused this Agreement to be signed this ____ day of _____, 2020.

FOR SHEBOYGAN TRANSIT COMMISSION:

BY: _____
Signature

Printed Name and Title

ATTEST: _____
Signature

Printed Name and Title

Examined and Approved as to Form and Execution this ____ day of _____, 2020.

Charles C. Adams
City Attorney
WI State Bar No. 01021454

This Agreement is authorized by and in accordance with Subs. of Res. No. 13-19-20.

CITY OF SHEBOYGAN

REQUEST FOR TRANSIT COMMISSION CONSIDERATION

ITEM DESCRIPTION: 4.3 Community Development Block Grant (CDBG) Agreement - 2020

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

REPORT DATE: 8/20/20

MEETING DATE: 9/22/20

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 annually to receive Community Development Block Grant (CDBG) funding through the federal HUD program. The funding goes to support later evening service hours as part of the service schedule for Shoreline Metro.

STAFF COMMENTS:

The agreement is the formal acceptance of the CDBG funding to support operations as part of the local share match for Shoreline Metro's annual operations budget. The amount is equal to \$42,493.00.

ACTION REQUESTED:

Staff recommends the support and approval of the agreement and further authorizes the Transit Commission Chair to sign the agreement and allow the Director of Transit & Parking to act as the witness.

ATTACHMENTS:

- I. 2020 CDGB Agreement
 - a. Copies will be brought to the meeting for signatures.



Public Transportation Agency
Safety Plan
September 2020



49 CFR 673.11(d)

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

TRANSIT AGENCY INFORMATION

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

PLAN DEVELOPMENT, APPROVAL, AND UPDATES

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

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Definitions and Acronyms

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Serious Injury means any injury which:

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

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

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

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

Transit Agency means an operator of a public transportation system.

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

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

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

Background

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

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

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

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

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

Chapter 1: Safety Policies and Procedures

Section 1.1 Commitment to Safety

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

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

Shoreline Metro is committed to:

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

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

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

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

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

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

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

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

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

Section 1.2 Annual PTASP Review and Update

Shoreline Metro management will review the PTASP annually, update the document as necessary, and implement the changes within a timeframe that will allow the agency to timely submit to any annual or other periodic reviews, including its annual self-certification of compliance. At a minimum, annual self-certification will consist of both the Accountable Executive and Board of Directors (Sheboygan Transit Commission) signing and dating this document.

Section 1.3 Organization Structure and System Safety Responsibilities

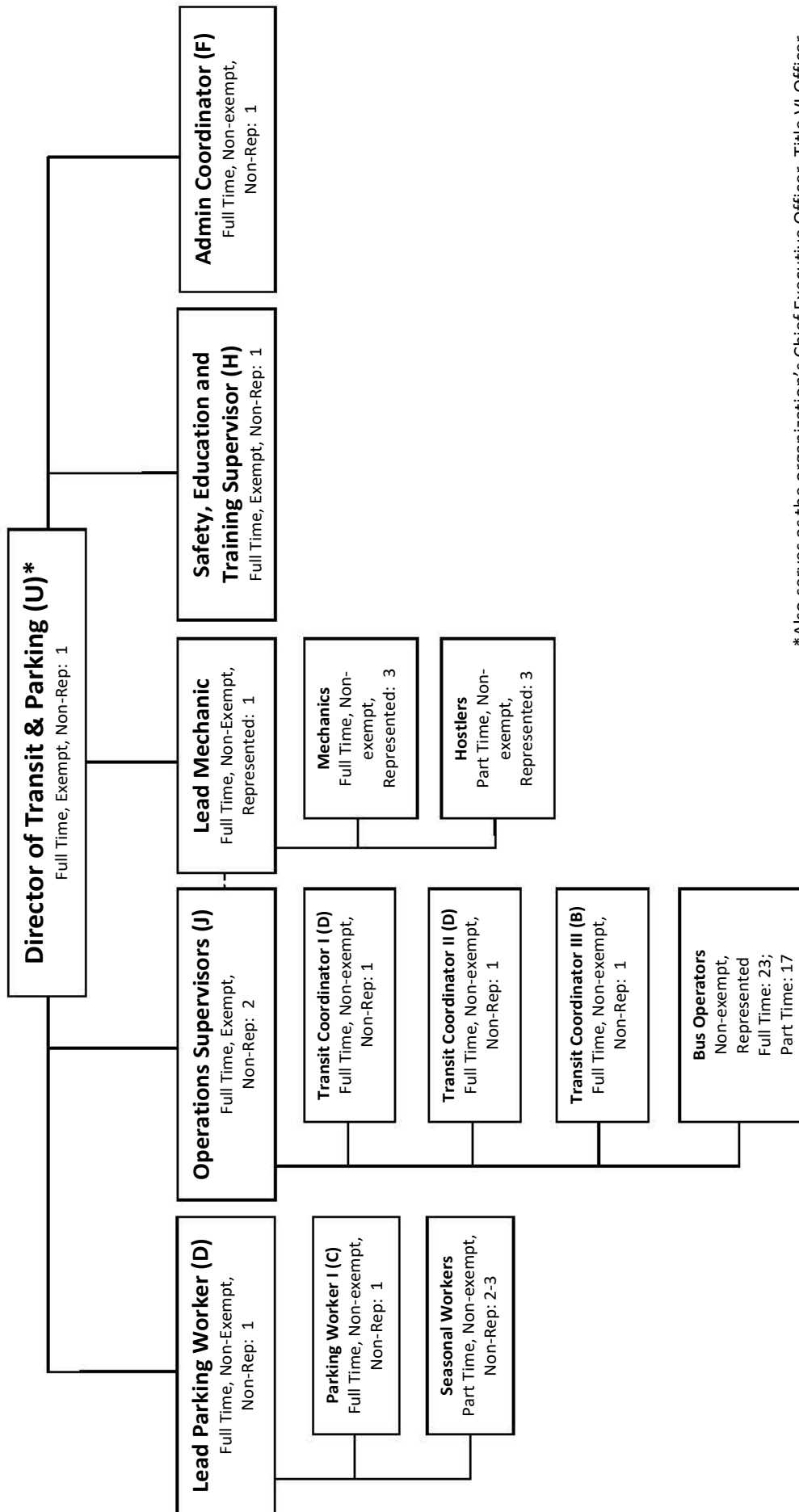
While the Accountable Executive has the ultimate responsibility for Shoreline Metro's implementation of its PTASP, Shoreline Metro's executive management has the overall responsibility of safe and secure operations of Shoreline Metro and contract service operators. Each employee is required to carry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

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

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

Transit & Parking Utility Table of Organization (TOC)

City of Sheboygan



*Also serves as the organization's Chief Executive Officer, Title VI Officer, Equal Employment Officer, Transit Asset Management Plan Officer, Complaints Resolution Officer, ADA Officer and DBE Liaison Officer. These positions are in accordance with FTA regulations and requirements.

Updated February 5, 2020



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Chapter 2: Safety Risk Management

Section 2.1 Hazard Identification

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

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

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

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

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

Subsection 2.1.1 Non-Punitive Reporting Policy

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

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

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

Section 2.2 Safety Risk Assessment

Once a hazard has been identified, Shoreline Metro will conduct an assessment to determine the potential consequences. Factors to be considered are the likelihood of occurrence, the severity of the consequences (should there be an occurrence), and the level of exposure to the hazard. Shoreline Metro will assess risks subjectively by experienced personnel using a risk assessment matrix. Results of the risk assessment process will help determine whether the risk is being appropriately managed or controlled. If the risks are acceptable, the hazard will continue to be monitored. If the risks are unacceptable, steps will be taken by Shoreline Metro to lower the risk to an acceptable or tolerable level, or to remove, avoid, or otherwise eliminate the hazard.

Section 2.3 Safety Risk Management

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

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

1. Physical Defenses:

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

2. Administrative Defenses:

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

3. Behavioral Defenses:

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

Section 2.4 Safety Risk Prioritization

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

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Chapter 3: Safety Assurance

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

Section 3.1 Defining Safety Goals and Objectives/Outcomes

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

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

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

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

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

14. Continue scheduled preventative maintenance on ADA equipment.

15. Continue scheduled preventative maintenance on facilities.

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

Section 3.2 Defining Safety Performance Measures

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

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

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

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

Subsection 3.2.1 Metrics

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

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

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

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

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

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

Shoreline Metro will make its safety performance measure improvement targets available to applicable state agencies and metropolitan planning organizations (MPOs), and, to the maximum extent practicable, will coordinate with both in the selection of safety performance targets. Targets will be approved and included in local Transportation Improvement Programs (TIPs) and TIP amendments.

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

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

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

Section 3.3 Monitoring Performance and Evaluating Results

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

Shoreline Metro will monitor the system for compliance in the following ways:

1. **Safety Performance Monitoring**
 - a. Maintenance records, including repairs, inspections, road calls and training
 - b. Operations records, including new employee training, refresher training, supervisor

training, complaint logs, accident records and accident logs, TMI monthly loss runs and daily operation logs.

c. Communications through safety and accident review committees, one-on-one conversations, ride checks, suggestions from employees, video from on-board security cameras and checklists.

d. Operational changes, including route changes, detours, schedule changes, equipment and vehicle changes, and environmental changes.

2. Monitor Safety Risks

a. Procedures to mitigate the safety risk, such as educating the public about a safety hazard

b. Create and install signage on vehicles

c. Train operators and staff to communicate the hazard to customers and make them aware of the mitigation to reduce future risk.

d. Monitor the educational efforts and determine the effectiveness of communication.

3. Benchmarks

a. Create benchmarks for continuous monitoring for performance improvement.

i. Valid complaints received

ii. Accidents per 100,000 vehicle revenue miles operated

iii. Preventable accidents per year

iv. Non-preventable accidents per year

v. Number of claims submitted by type per year

4. Monitor the Effects of Safety Promotion

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

5. Review Findings

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

Section 3.4 Integrating Results Into Agency Decision-Making Process

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

Uses of performance results include:

- Focus attention on performance gaps and trigger in-depth investigations of what performance problems exist
- Help make informed resource allocation decisions
- Identify needs for staff training or technical assistance
- Help motivate employees to continue making program improvements
- Support strategic planning efforts by providing baseline information for tracking progress

- Identify best practices through benchmarking
- Respond to elected officials and the public's demand for accountability

Section 3.5 Sustaining a Safety Management System

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

- **Create a measurement-friendly culture:**

All staff, including senior managers, should be actively engaged in creating a measurement-friendly culture by promoting performance measurement as a means of continuous improvement. Senior managers will also lead by example and utilize performance metrics in decision making processes.

- **Build organizational capacity:**

Investment in developing skilled human resources capacity is essential to sustaining an SMS. Both technical and managerial skills will be needed for data collection and analysis, as well as for setting goals. Managing staff and the governing board will commit the financial resources required for organizational capacity and maintaining an SMS on a continuous basis.

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

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

- **Demonstrate continuous commitment to measurement:**

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

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Chapter 4: Safety Promotion

Section 4.1 Safety Promotion, Culture, and Training

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

Subsection 4.1.1 Safety Culture

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

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

A. An Informed Culture

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

B. A Just Culture

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

C. A Reporting Culture

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

D. A Learning Culture

- Learning is valued as a lifetime process beyond basic skills training.
- Employees are encouraged to develop and apply their own skills and knowledge to enhance safety.
- Employees are updated on safety issues by management, and safety reports are communicated back to staff so that everyone learns the pertinent lessons.

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

A. Hazard Identification

1. Safety Committee: Group comprised of transit operators, maintenance staff and supervisors. The group meets quarterly to discuss safety items, such as potential hazards, risks and employee suggestions. The group is tasked with the following items:

- a. Review of historical safety records
 - b. Accident trends
 - c. Employee safety complaints and suggestions
 - d. Past accidents/incidents
 - e. Near misses
 - f. Other safety items
2. Accident Review Committee: Group comprised of the Safety Supervisor, Union Steward, Operations Supervisor, Union representative and the Director of Transit. The group meets to review accidents and incidents that have occurred on board a bus or at a facility. The group is tasked with the following items:
- a. Review of accidents/incidents
 - b. Interview drivers and staff
 - c. Determine preventability
 - d. Determine accountability
 - e. Recommend appropriate level of corrective action
3. Critical Safety Behaviors: A system to help with identifying and recording unsafe situations or behaviors.
- a. Work area/site inspections
 - i. Pre-trip inspections for vehicles
 - ii. Preventative maintenance
 - b. Brainstorming/observations
 - c. Employee input
 - i. Suggestion/comment box
 - d. Daily facility walkthrough checklist
 - e. Safety culture
 - i. Quarterly team training and safety meetings
 - ii. Serious about Annual Safety Recognition
 - iii. Quarterly Employee Recognition program

B. Risk Assessment

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

C. Safety Risk Mitigation

1. Training: Platform for educating and equipping personnel with the knowledge, skills

and resources to perform a task. This is considered the first and primary step to mitigating risk. Sometimes, this includes retraining personnel once a hazard is identified to further reduce the risk. Examples of such training include:

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

Subsection 4.1.2 Training

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

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

Employees already possessing a CDL upon hire are provided with initial classroom preparation and behind-the-wheel training by the Safety, Training and Education Supervisor. Once the individual has shown proficiency in operating a transit bus, the employee is moved into driving in service with an experienced and trained bus operator. Evaluations are conducted by the bus operator on the new driver during each training session. These evaluations are then reviewed by the Safety, Training

and Education Supervisor to determine if additional training is required or if the employee may be moved into revenue service and thus starting the employee's probation period.

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

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

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

The Safety, Training and Education Supervisor maintains a Safety Board for employees as a means of keeping safety on the minds of employees, and this board includes safety tips from Transit Mutual Insurance. Additional safety messages and information are provided with a focus on engaging employee participation. Cities and Villages Mutual Insurance Company (CVMIC) also provides safety messages and awareness for employees.

Shoreline Metro maintains a departmental policies and procedures manual (called T.E.A.M.) for employees that outlines the expectations and accountabilities of the driver positions. Supplemental policies include Drug and Alcohol Policy, Drug-Free Workplace, Harassment, Information Technology, ADA, and Social Media.

Safety Management training topics may include:

A. Initial Safety Training for All Staff

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

B. Safety Training for Operations Personnel

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

C. Safety Training for Management

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

D. Training for the Safety Officer

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

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Appendices



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Appendix A: Staff Safety Roles and Responsibilities

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

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

Appendix B: Safety Assessment and System Review

Completed by: Derek Muench/Jack Sowinski

Last Updated: September 22, 2020

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

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

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

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Appendix C: Facility Safety and Security Assessment

Completed by: Derek Muench/Jack Sowinski

Last Updated: September 22, 2020

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

Shoreline Metro

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

Appendix D: Risk Assessment Matrix

Appendix D included as an attachment to this document.

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Appendix E: Hazard Identification and Risk Assessment Log

SHORELINE METRO HAZARD ASSESSMENT LOG

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

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

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

SHORELINE METRO PRIORITIZED SAFETY RISK LOG

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

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

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

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Appendix G: Safety Performance Matrix

Completed by: Derek Muench/Jack Sowinski

Last Updated: September 22, 2020

GOAL 1: SMS TO REDUCE CASUALTIES/OCCURRENCES

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

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

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

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

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

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

Appendix H: Safety Performance Outline

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

Completed by: Derek Muench/Jack Sowinski

Last Updated: September 22, 2020

GOAL 1: SMS TO REDUCE CASUALTIES/OCCURRENCES

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

1. Objective/Outcome:

Reduce the number of reportable fatalities

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

2. Objective/Outcome:

Reduce the number of reportable injuries

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

3. Objective/Outcome:

Reduce the number of reportable safety events

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

4. Objective/Outcome:

Reduce mean distance between major mechanical failures

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

5. Objective/Outcome:

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

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

6. Objective/Outcome

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

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

GOAL 2: CULTURE

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

1. Objective/Outcome:

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

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

2. Objective/Outcome:

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

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

3. Objective/Outcome:

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

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

4. Objective/Outcome:

Continue to provide employee safety training opportunities and attendance

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

5. Objective/Outcome:

Continue distribution of safety material amongst employees and the general public

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

GOAL 3: SYSTEMS/EQUIPMENT:

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

1. Objective/Outcome:

Continue scheduled preventative maintenance on revenue vehicles

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

2. Objective/Outcome

Continue scheduled preventative maintenance on equipment

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

3. Objective/Outcome

Continue scheduled preventative maintenance on ADA equipment

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

4. Objective/Outcome

Continued scheduled preventative maintenance on facilities

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

PTASP Acknowledgement Form

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

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

Print Employee Name

Signature of Employee

Date

Prepared by:
Bay-Lake Regional Planning Commission
425 South Adams Street, Suite 201
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CITY OF SHEBOYGAN

REQUEST FOR TRANSIT COMMISSION CONSIDERATION

ITEM DESCRIPTION: 4.4 Public Transit Agency Safety Plan (PTASP) for Shoreline Metro

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

REPORT DATE: 9/17/20

MEETING DATE: 9/22/20

FISCAL SUMMARY:

STATUTORY REFERENCE:

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

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

BACKGROUND / ANALYSIS:

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

STAFF COMMENTS:

Shoreline Metro is required to have this plan in place by the end of calendar year 2020 (effective date was pushed back due to COVID-19).

Each safety plan must include, at a minimum:

- An approval by the agency’s Accountable Executive and Board of Directors (or an equivalent authority);
- The designation of a Chief Safety Officer;
- The documented processes of the agency’s SMS, including the agency’s Safety Management Policy and processes for Safety Risk Management, Safety Assurance, and Safety Promotion;
- An employee reporting program;
- Performance targets based on the safety performance measures established in FTA’s National Public Transportation Safety Plan (NSP);
- Criteria to address all applicable requirements and standards set forth in FTA’s Public Transportation Safety Program and the NSP; and
- A process and timeline for conducting an annual review and update of the safety plan.

Shoreline Metro's mission is to provide safe transportation services for its customer and has had a longstanding practice of operating a safe transit system. Many of the requirements of the PTASP have already been in place for many years with the entire Shoreline Metro team dedicated to safety and safe policies and procedures.

The key players in the Public Transportation Agency Safety Plan include:

- Director of Transit & Parking
 - Accountable Executive of the Plan
- Safety, Education and Training Supervisor
 - Chief Safety Officer and Safety Manager
- Bus Operators (35)
- Maintenance
 - Mechanics
- Supervisors
 - Operations Supervisors (2)

Upon approval by the Transit Commission, the document will be submitted to the Federal Transit Administration (FTA) for review and acceptance. Implementation of the plan is 1/1/2021.

ACTION REQUESTED:

Staff recommends the approval of the Public Transportation Agency Safety Plan for Shoreline Metro and place on file.

ATTACHMENTS:

- I. 2020 Public Transportation Agency Safety Plan for Shoreline Metro;

CITY OF SHEBOYGAN

REQUEST FOR TRANSIT COMMISSION CONSIDERATION

ITEM DESCRIPTION: 4.5 Transit Asset Management (TAM) Plan for Shoreline Metro

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

REPORT DATE: 8/20/20

MEETING DATE: 9/22/20

FISCAL SUMMARY:

STATUTORY REFERENCE:

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

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

BACKGROUND / ANALYSIS:

The Moving Ahead for Progress in the 21st Century Act of 2012 (MAP-21) required the FTA and the Federal Highway Administration (FHWA) to develop a performance-driven and outcome-based program that provides a greater level of transparency and accountability, improved project decision making and more efficient investment of Federal transportation funds. The Fixing America’s Surface Transportation Act of 2015 (FAST Act) further affirmed the transition to performance management.

STAFF COMMENTS:

Please see the attached Transit Asset Management Plan as assembled by Bay-Lake Regional Planning Commission with the assistance of Shoreline Metro staff as required by FTA under MAP-21 and the FAST Act. This is the first of many performance targets that Bay-Lake and the Metropolitan Planning Organization (MPO) will be involved in over the next several months.

The targets look at vehicles, major equipment and our two facilities. Targets have not been aggressively set this go-around because of the many capital needs at Shoreline Metro and few resources to deal with those needs at this time. We estimated that 27% of the fleet was beyond useful life at this time, but we set the target at 28% because this would be the percentage of the fleet beyond useful life in 2019. All of the major equipment is beyond useful life at this time, so we set this target at 100% – we can assess this more in the TAM plan next year to determine what actually should be replaced based on condition. One of the two major facilities is beyond useful life (the transit garage), so we set this target at 50%.

Buses purchased and received in 2019 for the fixed route service has brought down the average fleet drastically. Grants have already been submitted to replace more vehicles over the next five years to meet the benchmarks of the TAM plan.

ACTION REQUESTED:

Staff recommends the approval of the Transit Asset Management Plan for Shoreline Metro and place on file.

ATTACHMENTS:

- I. 2020 Transit Asset Management Plan for Shoreline Metro;



DRAFT Transit Asset Management Plan

Calendar Year 2020



September 2020



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**SHORELINE METRO
DRAFT TRANSIT ASSET MANAGEMENT PLAN
CALENDAR YEAR 2020**

**Prepared by:
Bay-Lake Regional Planning Commission**

September 2020

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



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



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The preparation of this report was financed in part through a joint planning grant from the U.S. Department of Transportation, Federal Highway Administration, Federal Transit Administration and the Wisconsin Department of Transportation, under the provisions of Section 112 of the Federal Highway Act of 1973 and the Federal Transit Act of 1964 (as amended). Local funding was provided by Sheboygan County and by the Sheboygan Parking and Transit Utility.

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

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TRANSIT ASSET MANAGEMENT PLAN (TAMP) POLICY

Shoreline Metro has developed this TAMP to aid in: (1) assessing the current condition of capital assets; (2) determining what the condition and performance of its assets should be (if they are not currently in a State of Good Repair); (3) identifying unacceptable risks, including safety risks, in continuing to use an asset that is not in a State of Good Repair; and (4) deciding how to best balance and prioritize reasonably anticipated funds (revenues from all sources) towards improving asset condition and achieving a sufficient level of performance within those means.

AGENCY OVERVIEW

Shoreline Metro is a public transit system owned and operated by the City of Sheboygan since 1973. Partnering municipalities include the City of Sheboygan Falls and the Village of Kohler.

Shoreline Metro provided fixed route bus and paratransit services to nearly 680,000 passengers in the Shoreline Metro service area in 2019. Shoreline Metro's inventory of revenue vehicles and capital assets include the following:

- 22 fixed route buses
- 10 paratransit vehicles
- 5 support vehicles
- Various pieces of equipment
- One (1) facility that houses administration, maintenance, and storage (bus garage); and
- One (1) facility that serves as the transfer station.

INTRODUCTION

In accordance with 49 CFR Parts 625 and 630 for Transit Asset Management (TAM), Shoreline Metro is the TAM sponsor for the Section 5307 Formula Grant in the Sheboygan Urbanized Area as well as any Section 5310, Section 5339, Congestion Mitigation and Air Quality (CMAQ) or other federal grants received by that entity. This document presents Shoreline Metro's methodology for its January 1, 2020, performance targets of capital assets.

Shoreline Metro is currently operating as a Federal Transit Administration (FTA)-defined Tier II transit operator in compliance with 49 CFR § 625.45 (b) (1). Tier II transit providers are those transit agencies that do not operate rail fixed-guideway public transportation systems and have either 100 or fewer vehicles in fixed-route revenue service during peak regular service, or have 100 or fewer vehicles in general demand response service during peak regular service hours.

This TAMP provides a strategy of how Shoreline Metro will assess, monitor, and report the physical condition of assets utilized in the operation of the public transportation system.

TAMP ELEMENTS

As a Tier II public transportation provider, Shoreline Metro has developed and implemented a TAMP containing the following elements:

1. Asset Inventory Portfolio: An inventory of the number and type of capital assets to include: Rolling Stock, Facilities, and Equipment

2. Asset Condition Assessment: A condition assessment of those inventoried assets for which Shoreline Metro has direct ownership and capital responsibility
3. Decision Support Tools and Management Approach: A description of the analytical processes and decision-support tools that Shoreline Metro uses to estimate capital investment needs over time and develop its investment prioritization
4. Investment Prioritization: Shoreline Metro's project-based prioritization of investments, developed in accordance with 49 CFR §625.33.

DEFINITIONS

Accountable Executive — A single, identifiable person who has ultimate responsibility for carrying out the safety management system of a public transportation agency; for carrying out transit asset management practices; and for control or direction over the human and capital resources needed to develop and maintain both the agency's public transportation agency safety plan, in accordance with 49 U.S.C. 5329(d), and transit asset management plan, in accordance with 49 U.S.C. 5326.

Asset Category — A grouping of asset classes, such as equipment, rolling stock, infrastructure, and facilities.

Asset Class — A subgroup of capital assets within an asset category. For example, buses, trolleys, and cutaway vans are all asset classes within the rolling stock asset category.

Asset Inventory — A register of capital assets and information about those assets.

Capital Asset — A unit of rolling stock, a facility, a unit of equipment, or an element of infrastructure used for providing public transportation.

Decision Support Tool — An analytic process or methodology used (1) To analyze available condition data and objective criteria to help prioritize projects that improve and maintain the state of good repair of capital assets within a public transportation system; or (2) To assess financial needs for asset investments over time.

Direct Recipient — An entity that receives federal financial assistance directly from the FTA.

Equipment — An article of nonexpendable, tangible property having a useful life of at least one year.

Exclusive-Use Maintenance Facility — A maintenance facility that is not commercial and either owned by a transit provider or used for servicing their vehicles.

Facility — A building or structure that is used in providing public transportation.

Full Level of Performance — The objective standard established by FTA for determining whether a capital asset is in a state of good repair.

Horizon Period — The fixed period within which a transit provider will evaluate the performance of its TAM plan. FTA's standard horizon period is four years.

Implementation Strategy — A transit provider's approach to carrying out TAM practices, including establishing schedules, accountabilities, tasks, dependencies, roles, and responsibilities.

Infrastructure — The underlying framework or structures that support a public transportation system.

Investment Prioritization — A transit provider’s ranking of capital projects or programs to achieve or maintain a state of good repair. This is based on financial resources from all sources a transit provider reasonably anticipates will be available over the TAM plan horizon period.

Key Asset Management Activities — A list of activities that a transit provider determines are critical to achieving its TAM goals.

Life-Cycle Cost — The cost of managing an asset over its whole life.

Participant — A Tier II provider that participates in a group TAM plan.

Performance Measure — An expression based on a quantifiable indicator of performance or condition used to establish targets and assess progress toward meeting the established targets. For example, a measure for on-time performance is the percentage of buses that arrive on time, and a corresponding quantifiable indicator of performance or condition is the difference between scheduled and actual arrival time for each bus).

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

Public Transportation System — The entirety of a transit provider’s operations, including the services provided through contractors.

Public Transportation Agency Safety Plan — A transit provider’s documented comprehensive agency safety plan that is required by 49 U.S.C. 5329.

Recipient — An entity that receives federal financial assistance under 49 U.S.C. Chapter 53, either directly from FTA or as a subrecipient.

Rolling Stock — A revenue vehicle used in providing public transportation, including vehicles used for carrying passengers on fare-free services.

Service Vehicle — A unit of equipment that is used primarily either to support maintenance and repair work for a public transportation system or for delivery of materials, equipment, or tools.

State of Good Repair (SGR) — The condition in which a capital asset is able to operate at a full level of performance.

Subrecipient — An entity that receives federal transit grant funds indirectly through a State or a direct recipient.

TERM Scale — The five (5) category rating system used in the FTA’s Transit Economic Requirements Model (TERM) to describe the condition of an asset: 5.0 = Excellent; 4.0 = Good; 3.0 = Adequate; 2.0 = Marginal; and 1.0 = Poor.

Tier I Provider — A recipient that owns, operates, or manages either (1) one hundred and one (101) or more vehicles in revenue service during peak regular service across all fixed route modes or in any one non-fixed route mode, or (2) rail transit.

Tier II Provider — A recipient that owns, operates, or manages (1) one hundred (100) or fewer vehicles in revenue service during peak regular service across all non-rail fixed route modes or in any one non-fixed route mode, (2) a subrecipient under the 5311 Rural Area Formula Program, or (3) any American Indian tribe.

Transit Asset Management (TAM) — The strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles for the purpose of providing safe, cost-effective, and reliable public transportation.

Transit Asset Management (TAM) Plan — A plan that includes an inventory of capital assets, a condition assessment of inventoried assets, a decision support tool, and a prioritization of investments.

Transit Asset Management (TAM) Policy — A transit provider’s documented commitment to achieving and maintaining a state of good repair for all its capital assets. Defines the transit provider’s TAM objectives and assigns roles and responsibilities for meeting those objectives.

Transit Asset Management (TAM) Strategy — The approach a transit provider takes to carry out its policy for TAM, including its objectives and performance targets.

Transit Asset Management (TAM) System — A strategic and systematic process of operating, maintaining, and improving public transportation capital assets effectively, throughout the life cycles of those assets.

Transit Provider (provider) — A recipient or subrecipient of federal financial assistance under 49 U.S.C. Chapter 53 that owns, operates, or manages capital assets used in providing public transportation.

Useful life — Either the expected life cycle of a capital asset or the acceptable period of use in service determined by FTA.

Useful life benchmark (ULB) — The expected life cycle or the acceptable period of use in service for a capital asset, as determined by a transit provider, or the default benchmark provided by FTA.

STATE OF GOOD REPAIR (SGR) STANDARDS POLICY

The Shoreline Metro SGR policy is as follows:

A capital asset is in a state of good repair (SGR) when each of the following objective standards is met:

- If the asset is in a condition sufficient for the asset to operate at a full level of performance.
An individual capital asset may operate at a full level of performance regardless of if other capital assets within a public transportation system are in a SGR
- The asset is able to perform its manufactured design function
- The use of the asset in its current condition does not pose an identified unacceptable safety risk and/or deny accessibility

- The asset’s life-cycle investment needs have been met or recovered, including all scheduled maintenance and rehabilitation.

The TAMP allows Shoreline Metro to predict the impact of its policies and justify investment decisions on the condition of its assets throughout their life cycles, and enhances Shoreline Metro’s ability to maintain a SGR by proactively investing in an asset before its condition deteriorates to an unacceptable level.

Shoreline Metro shall establish annual TAM goals, which are separate from annual SGR performance goals, based upon tangible criteria related to asset performance. TAM goals include monitoring the following criteria, as well as measuring the goal as it compares to actual performance.

Table 1. 2020 Shoreline Metro Asset Performance

Criteria	Measure	FY2020	
		Goal	Actual
Safety Risks	Number of Accidents per Year	5	5
System Reliability	On Time Performance	95%	95%
Maintenance Resources	Number of Vehicles Out of Service for 30 or More Days	1	1
System Performance	Missed Trips Due to Major Breakdown, as % of Total Trips	<5%	<5%

It is the belief of Shoreline Metro that TAMP implementation and monitoring provides a framework for maintaining a SGR by considering the condition of its assets in relation to the local operating environment. Shoreline Metro has developed its SGR policies to account for the prevention, preservation, maintenance, inspection, rehabilitation, disposal, and replacement of capital assets. The goal of these policies is to allow Shoreline Metro to determine and predict the cost to improve asset condition(s) at various stages of the asset life cycle, while balancing prioritization of capital, operating and expansion needs. The two foundational criteria of SGR performance measures are Useful Life Benchmark (ULB) and Condition.

Useful Life Benchmark

The Useful Life Benchmark (ULB) is defined as the expected lifecycle or the acceptable period of use of a capital asset in service for a transit provider’s operating environment. ULB criteria are user defined, considering a provider’s unique operating environment (service frequency, weather, geography). When developing ULBs, Shoreline Metro recognized and took into account the local operating environment of its assets within the service area, historical maintenance records, manufacturer guidelines, and the default asset ULB derived from the FTA. In most cases, an asset exceeding its ULB is a strong indicator that it may not be in a state of good repair.

For the purposes of this TAMP, all assets (facilities, equipment, and fixed route rolling stock) were assessed using FTA’s Useful Life Age Benchmark (ULB) set in FTA 5010.1D. This guidance (found on page IV-17 of FTA 5010.1D) indicates that typical useful life of the type of heavy duty buses that Shoreline Metro operates is 12 years or 500,000 miles, medium duty buses is seven years or 150,000 miles, and light duty vehicles is ten years or 100,000 miles. Shoreline Metro has defined each of these vehicle ULBs as whichever (years or mileage) comes last.

Condition

Shoreline Metro assesses the condition of its assets on an annual basis by utilizing the FTA TERM (Transit Economic Requirements Model) condition rating assessment scale. This rating scale assigns a numerical value or rank based on the physical condition presented by each individual asset throughout its life cycle. The rating scale is based on numbers from 1 to 5, with five being excellent and one being poor. Assets with a rating of 2.5 or higher are considered to be in a SGR. All completed asset inspection forms are documented, and ratings are recorded on the Shoreline Metro Fixed Asset List.

The inspection process and documentation forms utilized to assess facility and vehicle assets are detailed in the following TAMP companion documents:

- Shoreline Metro Comprehensive Preventative Maintenance Program
 - Mechanical Failures/Inspections
- Shoreline Metro Comprehensive Preventative Maintenance Program
 - Facility/Equipment/Vehicle Preventative Maintenance Inspections
- Shoreline Metro Five Year Capital Needs Plan: 2021 - 2025

Methodology

Shoreline Metro (with assistance of Sheboygan MPO staff with the Bay-Lake Regional Planning Commission) reviewed the inventory of federally funded vehicles, equipment, and facilities and used age to ascertain a starting point for the 2020 TAM targets.

ASSET INVENTORY PORTFOLIO

The following capital asset items that Shoreline Metro owns, operates, and has a direct capital responsibility, are comprised of rolling stock, equipment, and facilities and are included in the TAMP asset inventory. At the time of this writing, Shoreline Metro does not operate passenger rail service. Therefore, Shoreline Metro does not have any associated rail infrastructure in its asset portfolio.

Vehicles

Shoreline Metro evaluated the inventory of its vehicle capital items and divided all vehicle types into three categories: heavy duty bus; medium duty bus (cutaways); and light duty bus (auto, pickup truck, minivan, van, SUV, etc.). Shoreline Metro then used FTA's Useful Life Age Benchmark (ULB) set in FTA 5010.1D, page IV-17. Because useful life is measured by both mileage and age for vehicles, condition was not considered in this inventory.

The chart below shows the results of Shoreline Metro's findings:

Table 2. 2020 Shoreline Metro Vehicle Inventory

Vehicle Type	Vehicle Count	Useful Life Age Benchmark (ULB, in years)	Useful Life Mileage Benchmark (in miles)	Vehicles Beyond ULB - Age	Vehicles Beyond ULB - Mileage ¹	Percent of Fleet Beyond ULB ²
Revenue						
Heavy Duty Bus	22	12	500,000	12	8	36%
Medium Duty Bus	10	7	150,000	3	3	30%
<i>Sub-Total</i>	32			15	11	34%
Non-Revenue						
Light Duty (Support) Vehicles	5	10	100,000	0	0	0%
<i>Sub-Total</i>	5			0	0	0%
Total	37			15	11	30%

¹Mileage as of January 1, 2020

²The lesser of number of vehicles beyond ULB age *or* mileage divided by vehicle count (by type)

Target for Vehicles

Shoreline Metro sets the TAM performance target to allow for 35 percent of revenue vehicles to pass beyond useful life. This target was set slightly higher than the 34 percent listed in the above table due to rounding. Shoreline Metro is aggressively attempting to replace its fleet through various grant programs in order to lower the revenue vehicle performance target percentage over time, and the 2020 – 2023 TIP was recently amended to include several of these bus replacements. In addition, Shoreline Metro sets the TAM performance target to allow for 0 percent of non-revenue vehicles to pass beyond useful life.

Equipment

Shoreline Metro evaluated the inventory of its most significant equipment (items with a replacement cost of \$50,000 or more). These items include a bus wash, a forklift, a hoist, and a scrubber, all located at the Shoreline Metro bus garage. Shoreline Metro then used guidance from the FTA and from various reports that discuss useful life for these types of equipment to determine if these pieces of equipment were beyond their useful life. For the equipment types listed below, scrubbers have a useful life of five years, forklifts have a useful life of seven years, and hoists and bus washes have a useful life of 10 years.

The chart below shows the results of Shoreline Metro’s findings:

Table 3. 2020 Shoreline Metro Equipment Inventory

Equipment Type	Useful Life Age Benchmark (ULB, in years)	Age	Years of Remaining Useful Life
Bus Wash	10	19	-9
Forklift	7	51	-44
Hoist	10	45	-35
Scrubber	5	25	-20

Target for Equipment

All of Shoreline Metro’s most significant equipment is beyond its useful life. For now, Shoreline Metro is setting the TAM performance target to allow for 100 percent of its most significant equipment to pass beyond useful life. Shoreline Metro will examine the condition of this equipment in greater detail in future TAM plans; if the condition of this equipment is deemed beyond its “state of good repair” in future TAM plans, then steps will be taken to get replacement equipment programmed in the Transportation Improvement Program (TIP).

Facilities

Shoreline Metro evaluated the condition of its facilities using the useful life standards outlined in FTA 5010.1D, page IV-18, 2(e) as a guide. The guidance indicated that facilities relevant to Shoreline Metro generally have a useful life of 40 years.

The chart below shows the results of Shoreline Metro’s findings:

Table 4. 2020 Shoreline Metro Facility Inventory

Facility Type	Condition	Condition Description	Useful Life Age Benchmark (ULB, in years)	Age	Years of Remaining Useful Life
Administration, Maintenance, and Storage (Bus Garage)	2	Adequate	40	45	-5
Transfer Station	4	Good	40	28	12

Target for Facilities

One of Shoreline Metro’s two facilities is beyond its useful life of 40 years. Shoreline Metro set the TAM performance target to only allow 50 percent of the facilities to pass beyond useful life. Shoreline Metro will continue to examine the condition of these facilities in greater detail in future TAM plans. A roof replacement for the administration, maintenance and storage facility was programmed for 2020 in the *Sheboygan Metropolitan Planning Area TIP: Calendar Years 2020 – 2023* and is in progress; this project should go a long way toward improving the “adequate” condition of that facility. In addition, various improvements to the administration, maintenance and storage facility are programmed for 2021 in the *2020 – 2023 TIP* (as amended).

DECISION SUPPORT TOOLS AND MANAGEMENT APPROACH

The primary management approach utilized to maintain a SGR is risk mitigation. This management philosophy applies risk mitigation strategies (policies and procedures) throughout the asset’s life cycle, both from a maintenance perspective (breakdowns) and a safety and accessibility perspective (accidents and ADA requirements).

Decision Support Tools

The following tools are used in making investment decisions:

Process/Tool	Brief Description
Inspection Reports	Individual inspection reports documenting the condition of the asset.
Rolling Stock Report	Inventory report that is used to track all rolling stock inventory, including age and mileage. This assists in decisions by providing the ability to compare details about the various rolling stock vehicles.
Fixed Asset Inventory Report	Inventory report that shows rolling stock and all other equipment. Staff is able to utilize this report to see what is surpassing its useful life, the condition rating and the other investment opportunities that Shoreline Metro has.

INVESTMENT PRIORITIZATION

The Lead Mechanic uses his best judgment and experience to prioritize needs and submits a request of priorities to the Director of Transit & Parking. Projects are then ranked based on need. Consideration is given to estimation of funding levels from all sources that are reasonably expected.

The ranking of programs and projects will be expressed as: High Priority, Medium Priority, or Low Priority. Each investment prioritization program or project ranked shall contain a year and/or date in which Shoreline Metro intends to carry out the program or project.

Plan Review

Shoreline Metro shall maintain all supporting TAMP records and documents. Shoreline Metro shall make TAMP records available to federal (FTA), state (WisDOT) and MPO (Bay-Lake Regional Planning Commission) entities that provide(s) funding to Shoreline Metro and/or aid in its planning processes. The TAMP can be considered a “living document” that shall be reviewed at least quarterly, updated, and incorporated into Shoreline Metro’s capital and budget planning and reporting processes. TAMP data shall serve as a “baseline” measure of asset performance management. As more data are collected, additional monitoring categories and goals may be included to support condition and reliability-based decision-making.

NTD Reporting

TAM Targets will be reported to the NTD annually as required.

CONCLUSION

The Sheboygan Transit Commission, management team, staff, and employees of Shoreline Metro firmly believe that by implementing this Transit Asset Management Plan (TAMP), Shoreline Metro will better meet its mission and offer safe, efficient, reliable, and accessible public transportation options to the general public of Shoreline Metro's service area. In addition, Shoreline Metro believes that by implementing this TAMP, the following State of Good Repair (SGR) indicators will be either maintained or improved upon:

- Safety risks
- Investment justifications
- System reliability and accessibility
- Low maintenance costs
- System performance

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Adoption and Revision History

Recommended for approval by the Sheboygan MPO Technical and Policy Advisory Committees on September 3, 2020.

Approved for the MPO by the Bay-Lake Regional Planning Commission on September 11, 2020.

Approved for Shoreline Metro by the Sheboygan Transit Commission on September 22, 2020.

2021 MASTER PARKING BUDGET

650 PARKING UTILITY FUND

 530 PARK DEPARTMENT

5312 PARK DEPARTMENT - HARBOR CENTRE

	2019 ACTUAL EXPENSES	2020 APPROVED BUDGET	2020 YTD - 6/16/20 EXPENSES	2020 PROJECTED EXPENSES	2021 EXECUTIVE REQUESTED	2021 EXECUTIVE APPROVED	DIFFERENCE 2020 vs 2021	2021 BUDGET NOTES
65053120__ 510110__ FULL TIME SALARIES - REGULAR	\$264.34	\$450.00	\$294.42	\$450.00	\$600.00		\$150.00	
65053120__ 510130__ TEMPORARY SALARIES - REGULAR	\$98.25	\$110.00	\$0.00	\$110.00	\$100.00		\$10.00	
65053120__ 510310__ FICA	\$21.73	\$30.00	\$17.51	\$30.00	\$30.00		\$0.00	
65053120__ 510311__ MEDICARE	\$5.07	\$7.00	\$4.09	\$7.00	\$7.00		\$0.00	
65053120__ 510320__ WI RETIREMENT FUND	\$17.32	\$28.00	\$19.88	\$28.00	\$29.00		\$1.00	
65053120__ 510340__ HEALTH INSURANCE	\$110.72	\$160.00	\$111.94	\$160.00	\$160.00		\$0.00	
65053120__ 510350__ DENTAL INSURANCE	\$5.83	\$15.00	\$6.12	\$15.00	\$15.00		\$0.00	
65053120__ 510351__ UNFUNDED PENSION LIABILITY	\$30.00	\$30.00	\$12.50	\$30.00	\$30.00		\$0.00	
65053120__ 524110__ BUILDING EXTERIOR MAINTENANCE	\$500.04	\$500.00	\$208.35	\$500.00	\$500.00		\$0.00	
65053120__ 528150__ VEHICLE RENTAL	\$288.00	\$200.00	\$117.00	\$200.00	\$200.00		\$0.00	
65053120__ 530295__ LANDSCAPING SUPPLIES	\$1,218.00	\$1,500.00	\$1,218.00	\$1,500.00	\$1,350.00		\$150.00	Reconstruct island flower beds
TOTAL PARK DEPARTMENT	\$2,559.30	\$3,030.00	\$2,009.81	\$3,030.00	\$3,021.00	\$0.00	\$3,030.00	
Personal Services	\$1,053.30	\$830.00	\$791.81	\$830.00	\$971.00	\$0.00	\$141.00	
Non-Personal Services	\$1,506.00	\$2,200.00	\$1,218.00	\$2,200.00	\$2,050.00	\$0.00	\$150.00	

 600 CITY DEVELOPMENT

6110 CITY DEVELOPMENT - INDUSTRIAL PARK

	2019 ACTUAL EXPENSES	2020 APPROVED BUDGET	2020 YTD - 6/16/20 EXPENSES	2020 PROJECTED EXPENSES	2021 EXECUTIVE REQUESTED	2021 EXECUTIVE APPROVED	DIFFERENCE 2020 vs 2021	2021 BUDGET NOTES
65061100__ 510110__ FULL TIME SALARIES - REGULAR	\$3,345.43	\$2,800.00	\$1,089.94	\$2,800.00	\$2,800.00		\$0.00	
65061100__ 510130__ TEMPORARY SALARIES - REGULAR	\$1,017.75	\$1,000.00	\$204.00	\$1,000.00	\$1,500.00		\$500.00	
65061100__ 510310__ FICA	\$249.76	\$300.00	\$75.15	\$300.00	\$300.00		\$0.00	
65061100__ 510311__ MEDICARE	\$58.40	\$60.00	\$17.57	\$60.00	\$60.00		\$0.00	
65061100__ 510320__ WI RETIREMENT FUND	\$219.15	\$200.00	\$73.58	\$200.00	\$200.00		\$0.00	
65061100__ 510340__ HEALTH INSURANCE	\$1,900.93	\$1,200.00	\$511.57	\$1,200.00	\$1,000.00		\$200.00	
65061100__ 510350__ DENTAL INSURANCE	\$83.64	\$75.00	\$32.92	\$75.00	\$45.00		\$30.00	
65061100__ 510351__ UNFUNDED PENSION LIABILITY	\$558.96	\$559.00	\$232.90	\$559.00	\$559.00		\$0.00	
65061100__ 510360__ LIFE INSURANCE	\$1.53	\$2.00	\$0.29	\$2.00	\$2.00		\$0.00	
65061100__ 524110__ BUILDING EXTERIOR MAINTENANCE	\$750.00	\$1,000.00	\$312.50	\$1,000.00	\$1,000.00		\$0.00	
65061100__ 528150__ VEHICLE RENTAL	\$418.50	\$450.00	\$220.50	\$450.00	\$450.00		\$0.00	
65061100__ 530295__ LANDSCAPING SUPPLIES	\$0.00	\$350.00	\$0.00	\$0.00	\$350.00		\$0.00	
TOTAL CITY DEVELOPMENT	\$8,604.05	\$7,996.00	\$2,770.92	\$7,646.00	\$8,266.00	\$0.00	\$270.00	
Personal Services	\$7,435.55	\$6,196.00	\$2,237.92	\$6,196.00	\$6,466.00	\$0.00	\$270.00	
Non-Personal Services	\$1,168.50	\$1,800.00	\$533.00	\$1,450.00	\$1,800.00	\$0.00	\$0.00	

			Expenses	\$182,057.80	\$176,400.00	\$67,190.59	\$158,050.00	\$181,275.00	\$0.00	\$4,875.00	
			Revenues	\$187,794.71	\$176,400.00	\$73,247.55	\$158,050.00	\$181,275.00	\$0.00	\$4,875.00	
			Personal Services	\$42,992.10	\$69,900.00	\$14,196.63	\$67,150.00	\$75,825.00	\$0.00	\$5,925.00	
			Non-Personal Services	\$132,584.13	\$98,200.00	\$52,531.74	\$90,900.00	\$101,200.00	\$0.00	\$3,000.00	
950 PARKING UTILITY											
			2019	2020	2020	2020	2021	2021			
9500 PARKING UTILITY - ADMINISTRATION			ACTUAL	APPROVED	YTD - 9/17/20	PROJECTED	EXECUTIVE	EXECUTIVE	DIFFERENCE		
			EXP/REV	BUDGET	EXP/REV	EXP/REV	REQUESTED	APPROVED	2020 vs 2021	2021 BUDGET NOTES	
65095000	443901	HOOD RENTALS	\$1,749.96	\$2,000.00	\$550.00	\$600.00	\$1,000.00		\$1,000.00		
65095000	449201	EQUIPMENT RENTALS	\$26,867.34	\$22,400.00	\$19,892.57	\$20,000.00	\$22,400.00		\$0.00		
65095000	461101	INTEREST	\$0.00	\$1,200.00	\$5,429.96	\$5,500.00	\$5,500.00		\$4,300.00		
65095000	469101	EQUIPMENT SALES	\$26.56	\$1,500.00	\$0.00	\$0.00	\$7,000.00		\$5,500.00		Sale of 2006 GMC Pickup Truck
65095000	510110	FULL TIME SALARIES - REGULAR	\$65,872.80	\$50,700.00	\$32,591.01	\$50,700.00	\$50,623.00		\$77.00		
65095000	510111	FULL TIME SALARIES - OVERTIME	\$61.20	\$0.00	\$167.67	\$200.00	\$0.00		\$0.00		
65095000	510130	TEMPORARY SALARIES - REGULAR	\$3,446.63	\$1,190.00	\$603.00	\$1,200.00	\$5,000.00		\$3,810.00		
65095000	510310	FICA	\$4,098.18	\$2,200.00	\$1,974.20	\$2,200.00	\$2,200.00		\$0.00		
65095000	510311	MEDICARE	\$958.37	\$927.00	\$461.70	\$927.00	\$900.00		\$27.00		
65095000	510320	WI RETIREMENT FUND	\$4,312.52	\$3,553.00	\$2,211.16	\$3,553.00	\$3,553.00		\$0.00		
65095000	510340	HEALTH INSURANCE	\$21,404.48	\$20,538.00	\$11,935.10	\$20,538.00	\$20,538.00		\$0.00		
65095000	510341	RETIREE HEALTH INSURANCE	\$11,140.56	\$10,200.00	\$5,361.40	\$10,200.00	\$10,254.00		\$54.00		Mark on plan through Oct 2021
65095000	510345	HSA CONTRIBTUION	\$0.00	\$0.00	\$0.00	\$0.00	\$2,000.00		\$2,000.00		
65095000	510350	DENTAL INSURANCE	\$1,060.40	\$1,339.00	\$734.75	\$1,339.00	\$1,306.00		\$33.00		
65095000	510351	UNFUNDED PENSION LIABILITY	\$30.00	\$30.00	\$12.50	\$30.00	\$30.00		\$0.00		
65095000	510360	LIFE INSURANCE	\$25.29	\$124.00	\$12.53	\$124.00	\$124.00		\$0.00		
65095000	510400	WORKERS COMPENSATION	\$200.04	\$200.00	\$83.35	\$200.00	\$200.00		\$0.00		
65095000	521110	FINANCIAL SERVICES FEES	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00		\$0.00		
65095000	522110	VEHICLE MAINTENANCE	\$11,957.68	\$6,000.00	\$2,572.33	\$6,000.00	\$6,000.00		\$0.00		
65095000	524110	BUILDING EXTERIOR MAINTENANCE	\$27,381.32	\$29,250.00	\$11,395.85	\$29,250.00	\$29,250.00		\$0.00		
65095000	524220	SNOW REMOVAL SERVICES	\$28,451.01	\$18,000.00	\$12,306.00	\$18,000.00	\$18,000.00		\$0.00		
65095000	525100	ELECTRIC	\$596.17	\$925.00	\$157.58	\$925.00	\$800.00		\$125.00		LED lighting in some lots
65095000	525125	MOBILE PHONE	\$462.01	\$200.00	\$247.51	\$200.00	\$200.00		\$0.00		
65095000	526125	CONFERENCES	\$400.00	\$250.00	\$0.00	\$250.00	\$250.00		\$0.00		
65095000	528150	VEHICLE RENTAL	\$10,306.80	\$8,000.00	\$7,223.40	\$8,000.00	\$8,000.00		\$0.00		
65095000	530100	OFFICE SUPPLIES	\$258.33	\$250.00	\$101.00	\$250.00	\$250.00		\$0.00		
65095000	530210	OPERATING SUPPLIES	\$8,253.01	\$10,000.00	\$2,329.13	\$5,000.00	\$10,000.00		\$0.00		
65095000	530230	GASOLINE	\$1,832.66	\$2,000.00	\$213.31	\$700.00	\$2,000.00		\$0.00		
65095000	530250	SAND & SALT	\$3,328.08	\$3,500.00	\$0.00	\$0.00	\$3,500.00		\$0.00		
65095000	530295	LANDSCAPING SUPPLIES	\$1,398.18	\$2,500.00	\$324.38	\$500.00	\$2,500.00		\$0.00		
65095000	530300	GARDEN SUPPLIES	\$3,000.00	\$4,500.00	\$6,089.00	\$6,100.00	\$6,500.00		\$2,000.00		Otter Creek Flowers/Planters
65095000	540200	INSURANCE	\$232.32	\$275.00	\$284.27	\$300.00	\$275.00		\$0.00		
65095000	540215	GEN. PUB. OFFICIALS & AUTO	\$0.00	\$385.00	\$401.00	\$401.00	\$385.00		\$0.00		
65095000	631200	STREET IMPROVEMENTS	\$2,627.00	\$7,000.00	\$0.00	\$0.00	\$7,000.00		\$0.00		
65095000	641200	LIGHT EQUIPMENT	\$7,991.55	\$20.00	\$33.00	\$33.00	\$35,000.00		\$34,980.00		Replace 2006 GMC Pickup Truck
65095007	443405	LOT METERS - 7	\$1,903.38	\$2,700.00	\$707.84	\$900.00	\$1,000.00		\$1,700.00		Lot 7

65095007__	443705__	MISCELLANEOUS STALL RENTAL - 7	\$16,415.82	\$12,000.00	\$6,597.19	\$10,000.00	\$10,000.00	\$2,000.00	Lot 7
65095008__	443705__	MISCELLANEOUS STALL RENTAL - 8	\$7,599.56	\$8,000.00	\$6,785.83	\$10,000.00	\$10,000.00	\$2,000.00	
65095009__	443405__	LOT METERS - 9	\$3,038.18	\$3,000.00	\$1,380.96	\$1,600.00	\$1,800.00	\$1,200.00	
65095009__	443705__	MISCELLANEOUS STALL RENTAL - 9	\$13,172.54	\$15,000.00	\$7,413.76	\$10,000.00	\$12,000.00	\$3,000.00	
65095010__	443705__	MISCELLANEOUS STALL RENTAL - 10	\$2,843.60	\$3,000.00	\$2,132.70	\$3,000.00	\$3,000.00	\$0.00	
65095011__	443705__	MISCELLANEOUS STALL RENTAL - 11	\$373.81	\$3,200.00	\$1,535.58	\$2,000.00	\$2,200.00	\$1,000.00	Lot 8
65095060__	443705__	MISCELLANEOUS STALL RENTAL - SSA	\$0.00	\$0.00	\$2,047.38	\$2,500.00	\$2,500.00	\$2,500.00	SSA Lot
65095090__	443201__	STREET METERS	\$111,295.63	\$105,000.00	\$50,593.00	\$70,000.00	\$80,000.00	\$25,000.00	Lot 9
65095091__	443201__	STREET METERS	\$28,119.52	\$26,000.00	\$21,793.76	\$24,000.00	\$26,000.00	\$0.00	
TOTAL PARKING UTILITY - CITY LOTS									
		Expenses	\$221,586.59	\$184,556.00	\$100,260.13	\$167,554.00	\$227,138.00	\$0.00	\$42,582.00
		Revenues	\$213,405.90	\$205,000.00	\$126,860.53	\$160,100.00	\$184,400.00	\$0.00	\$20,600.00
		Personal Services	\$112,610.47	\$91,001.00	\$56,148.37	\$91,211.00	\$96,728.00	\$0.00	\$5,727.00
		Non-Personal Services	\$100,984.57	\$86,535.00	\$44,144.76	\$76,343.00	\$88,410.00	\$0.00	\$1,875.00
960 PAD 2 - RIVERFRONT									

9600 PARKING UTILITY - PAD 2 ADMIN									

			2019	2020	2020	2020	2021	2021	DIFFERENCE
			ACTUAL	APPROVED	YTD - 6/16/20	PROJECTED	EXECUTIVE	EXECUTIVE	DIFFERENCE
			EXP/REV	BUDGET	EXP/REV	EXP/REV	REQUESTED	APPROVED	2020 vs 2021
									2021 BUDGET NOTES
65096000__	463301__	PARKING DISTRICT ASSESSMENT	\$68,641.93	\$42,362.00	\$0.00	\$38,062.00	\$46,692.00	\$0.00	\$4,330.00
65096000__	469999__	OTHER MISCELLANEOUS REV	\$2,297.96	\$4,000.00	\$416.44	\$600.00	\$2,000.00	\$0.00	\$2,000.00
65096000__	510110__	FULL TIME SALARIES - REGULAR	\$8,146.81	\$9,250.00	\$3,211.66	\$9,250.00	\$9,250.00	\$0.00	\$0.00
65096000__	510111__	FULL TIME SALARIES - OVERTIME	\$71.74	\$0.00	\$156.70	\$0.00	\$0.00	\$0.00	\$0.00
65096000__	510130__	TEMPORARY SALARIES - REGULAR	\$3,017.63	\$4,300.00	\$480.00	\$2,000.00	\$4,500.00	\$0.00	\$200.00
65096000__	510310__	FICA	\$655.26	\$700.00	\$219.99	\$700.00	\$800.00	\$0.00	\$100.00
65096000__	510311__	MEDICARE	\$153.26	\$170.00	\$51.44	\$170.00	\$200.00	\$0.00	\$30.00
65096000__	510320__	WI RETIREMENT FUND	\$538.63	\$550.00	\$227.36	\$550.00	\$650.00	\$0.00	\$100.00
65096000__	510340__	HEALTH INSURANCE	\$4,326.55	\$4,100.00	\$1,918.94	\$4,100.00	\$6,000.00	\$0.00	\$1,900.00
65096000__	510350__	DENTAL INSURANCE	\$207.27	\$240.00	\$123.90	\$240.00	\$240.00	\$0.00	\$0.00
65096000__	510360__	LIFE INSURANCE	\$2.44	\$2.00	\$1.10	\$2.00	\$2.00	\$0.00	\$0.00
65096000__	510400__	WORKERS COMPENSATION	\$50.04	\$50.00	\$20.85	\$50.00	\$50.00	\$0.00	\$0.00
65096000__	524110__	BUILDING EXTERIOR MAINTENANCE	\$5,278.55	\$5,200.00	\$2,166.65	\$5,200.00	\$5,200.00	\$0.00	\$0.00
65096000__	524220__	SNOW REMOVAL SERVICES	\$30,077.00	\$12,000.00	\$9,941.50	\$12,000.00	\$12,000.00	\$0.00	\$0.00
65096000__	525100__	ELECTRIC	\$830.23	\$800.00	\$701.28	\$800.00	\$800.00	\$0.00	\$0.00
65096000__	528150__	VEHICLE RENTAL	\$4,284.00	\$4,500.00	\$3,272.72	\$4,500.00	\$4,500.00	\$0.00	\$0.00
65096000__	530210__	OPERATING SUPPLIES	\$8,531.00	\$1,000.00	\$883.50	\$1,000.00	\$1,000.00	\$0.00	\$0.00
65096000__	530295__	LANDSCAPING SUPPLIES	\$2,447.98	\$3,000.00	\$0.00	\$0.00	\$2,500.00	\$0.00	\$500.00
65096000__	530300__	GARDEN SUPPLIES	\$500.00	\$500.00	\$500.00	\$500.00	\$1,000.00	\$0.00	\$500.00
TOTAL PARKING UTILITY -RIVERFRONT									
		Expenses	\$69,118.39	\$46,362.00	\$23,877.59	\$41,062.00	\$48,692.00	\$0.00	\$2,330.00
		Revenues	\$70,939.89	\$46,362.00	\$416.44	\$38,662.00	\$48,692.00	\$0.00	\$2,330.00
		Personal Services	\$17,169.63	\$19,362.00	\$6,411.94	\$17,062.00	\$21,692.00	\$0.00	\$2,330.00
		Non-Personal Services	\$51,948.76	\$27,000.00	\$17,465.65	\$24,000.00	\$27,000.00	\$0.00	\$0.00
970 PAD 4 - S 12th STREET									

Boat slip rentals

Otter Creek Flowers/Planters

-----		2019	2020	2020	2020	2021	2021		
9700 PARKING UTILITY - PAD 4 ADMIN		ACTUAL	APPROVED	YTD - 6/16/20	PROJECTED	EXECUTIVE	EXECUTIVE	DIFFERENCE	2021 BUDGET NOTES
-----		EXP/REV	BUDGET	EXP/REV	EXP/REV	REQUESTED	APPROVED	2020 vs 2021	
65097000__	463301__	PARKING DISTRICT ASSESSMENT	\$12,552.65	\$12,046.00	\$0.00	\$9,096.00	\$12,046.00	\$0.00	
65097000__	510110__	FULL TIME SALARIES - REGULAR	\$1,406.48	\$2,500.00	\$791.26	\$2,000.00	\$3,617.00	\$1,117.00	
65097000__	510111__	FULL TIME SALARIES - OVERTIME	\$7.73	\$0.00	\$58.30	\$100.00	\$0.00	\$0.00	
65097000__	510130__	TEMPORARY SALARIES - REGULAR	\$442.88	\$800.00	\$96.00	\$250.00	\$800.00	\$0.00	
65097000__	510310__	FICA	\$108.23	\$110.00	\$54.31	\$110.00	\$175.00	\$65.00	
65097000__	510311__	MEDICARE	\$25.35	\$25.00	\$12.70	\$25.00	\$75.00	\$50.00	
65097000__	510320__	WI RETIREMENT FUND	\$92.62	\$150.00	\$57.34	\$150.00	\$125.00	\$25.00	
65097000__	510340__	HEALTH INSURANCE	\$747.22	\$400.00	\$471.62	\$400.00	\$903.00	\$503.00	
65097000__	510350__	DENTAL INSURANCE	\$36.25	\$60.00	\$29.48	\$60.00	\$100.00	\$40.00	
65097000__	510360__	LIFE INSURANCE	\$0.35	\$1.00	\$0.22	\$1.00	\$1.00	\$0.00	
65097000__	524110__	BUILDING EXTERIOR MAINTENANCE	\$1,500.00	\$1,500.00	\$625.00	\$1,500.00	\$750.00	\$750.00	
65097000__	524220__	SNOW REMOVAL SERVICES	\$6,637.00	\$5,500.00	\$1,878.00	\$3,500.00	\$4,750.00	\$750.00	
65097000__	528150__	VEHICLE RENTAL	\$1,201.50	\$1,000.00	\$751.50	\$1,000.00	\$750.00	\$250.00	
TOTAL PARKING UTILITY - PAD 4 ADMIN									
		Expenses	\$12,205.61	\$12,046.00	\$4,825.73	\$9,096.00	\$12,046.00	\$0.00	\$0.00
		Revenues	\$12,552.65	\$12,046.00	\$0.00	\$9,096.00	\$12,046.00	\$0.00	\$0.00
		Personal Services	\$2,867.11	\$4,046.00	\$1,571.23	\$3,096.00	\$5,796.00	\$0.00	\$1,750.00
		Non-Personal Services	\$9,338.50	\$8,000.00	\$3,254.50	\$6,000.00	\$6,250.00	\$0.00	\$1,750.00
980 P A D - SOUTH PIER									
-----		2019	2020	2020	2020	2021	2021		
9800 PARKING UTILITY - SOUTH PIER ADMIN		ACTUAL	APPROVED	YTD - 6/16/20	PROJECTED	EXECUTIVE	EXECUTIVE	DIFFERENCE	2021 BUDGET NOTES
-----		EXP/REV	BUDGET	EXP/REV	EXP/REV	REQUESTED	APPROVED	2020 vs 2021	
65098000__	463301__	PARKING DISTRICT ASSESSMENT	\$0.00	\$17,325.00	\$0.00	\$15,125.00	\$17,325.00	\$0.00	
65098000__	469999__	MISC REVENUE	\$2,931.92	\$3,000.00	\$3,588.76	\$3,000.00	\$3,000.00	\$0.00	
65098000__	510110__	FULL TIME SALARIES - REGULAR	\$2,618.19	\$3,200.00	\$424.66	\$1,000.00	\$3,200.00	\$0.00	
65098000__	510130__	TEMPORARY SALARIES - REGULAR	\$906.00	\$800.00	\$132.00	\$800.00	\$800.00	\$0.00	
65098000__	510310__	FICA	\$204.54	\$200.00	\$31.77	\$200.00	\$200.00	\$0.00	
65098000__	510311__	MEDICARE	\$47.82	\$50.00	\$7.45	\$50.00	\$50.00	\$0.00	
65098000__	510320__	WI RETIREMENT FUND	\$171.92	\$125.00	\$28.66	\$125.00	\$125.00	\$0.00	
65098000__	510340__	HEALTH INSURANCE	\$1,413.88	\$750.00	\$285.97	\$750.00	\$750.00	\$0.00	
65098000__	510350__	DENTAL INSURANCE	\$66.33	\$100.00	\$18.46	\$100.00	\$100.00	\$0.00	
65098000__	510360__	LIFE INSURANCE	\$0.86	\$0.00	\$0.15	\$0.00	\$0.00	\$0.00	
65098000__	510400__	WORKERS COMPENSATION	\$50.04	\$50.00	\$20.85	\$50.00	\$50.00	\$0.00	
65098000__	524110__	BUILDING EXTERIOR MAINTENANCE	\$2,900.04	\$2,700.00	\$1,208.35	\$2,700.00	\$2,700.00	\$0.00	
65098000__	524220__	SNOW REMOVAL SERVICES	\$18,270.74	\$8,000.00	\$5,760.75	\$8,000.00	\$8,000.00	\$0.00	
65098000__	525100__	ELECTRIC	\$550.97	\$500.00	\$220.35	\$500.00	\$500.00	\$0.00	
65098000__	528150__	VEHICLE RENTAL	\$1,656.00	\$750.00	\$400.50	\$750.00	\$750.00	\$0.00	
65098000__	530295__	LANDSCAPING SUPPLIES	\$0.00	\$500.00	\$0.00	\$500.00	\$500.00	\$0.00	
65098000__	530300__	GARDEN SUPPLIES	\$2,600.00	\$2,600.00	\$2,600.00	\$2,600.00	\$2,600.00	\$0.00	Flowers/Planters

TOTAL PARKING UTILITY - SOUTH PIER ADMIN								
	Expenses	\$31,457.33	\$20,325.00	\$11,139.92	\$18,125.00	\$20,325.00	\$0.00	\$0.00
	Revenues	\$2,931.92	\$20,325.00	\$3,588.76	\$18,125.00	\$20,325.00	\$0.00	\$0.00
	Personal Services	\$5,479.58	\$5,275.00	\$2,158.32	\$3,075.00	\$5,275.00	\$0.00	\$0.00
	Non-Personal Services	\$25,977.75	\$15,050.00	\$8,981.60	\$15,050.00	\$15,050.00	\$0.00	\$0.00
998 DEPRECIATION								

9981 DEPRECIATION		2019	2020	2020	2020	2021	2021	DIFFERENCE
-----		ACTUAL	APPROVED	YTD - 6/16/20	PROJECTED	EXECUTIVE	EXECUTIVE	DIFFERENCE
		EXPENSES	BUDGET	EXPENSES	EXPENSES	REQUESTED	APPROVED	2020 vs 2021
65099810__ 993000__ DEPRECIATION-IMPROVEMENTS		\$0.00	\$10,000.00	\$0.00	\$0.00	\$10,000.00		\$0.00
65099810__ 994000__ DEPRECIATION-MACHINERY		\$0.00	\$12,000.00	\$0.00	\$0.00	\$12,000.00		\$0.00
TOTAL DEPRECIATION		\$0.00	\$22,000.00	\$0.00	\$0.00	\$22,000.00	\$22,000.00	\$0.00
999 CUSTOMER CLEARING								

9999 FUND BALANCE APPLIED		2019	2020	2020	2020	2021	2021	DIFFERENCE
-----		ACTUAL	APPROVED	YTD - 6/16/20	PROJECTED	EXECUTIVE	EXECUTIVE	DIFFERENCE
		EXP/REV	BUDGET	EXP/REV	EXP/REV	REQUESTED	APPROVED	2020 vs 2021
65099990__ 492101__ INTER TRANSFER-GENERAL FUND		\$1,482.00	\$3,030.00	\$2,009.81	\$0.00	\$3,021.00		\$9.00
65099990__ 492407__ INTER TRANSFER-INDUSTRIAL PK		\$6,000.00	\$7,996.00	\$2,770.92	\$0.00	\$8,266.00		\$270.00
65099990__ 499999__ FUND EQUITY		\$0.00	\$0.00	\$0.00	\$0.00	\$42,738.00		\$42,738.00
TOTAL FUND BALANCE APPLIED		\$0.00	\$0.00	\$0.00	\$0.00	\$42,738.00		\$42,738.00
TOTAL CUSTOMER CLEARING		\$7,482.00	\$10,499.00	\$0.00	\$0.00	\$11,287.00		\$788.00
TOTAL PARKING UTILITY FUND		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00
TOTAL REVENUES		\$332,741.78	\$461,656.00	\$0.00	\$0.00	\$500,763.00		
TOTAL EXPENSES		\$536,706.37	\$461,656.00	\$0.00	\$404,563.00	\$500,763.00		\$39,107.00
TOTAL ASSESSMENTS		\$179,723.59	\$137,408.00	\$0.00	\$121,983.00	\$169,525.00		
Personal Services		\$189,607.74	\$196,610.00	\$83,516.22	\$188,620.00	\$212,753.00	\$0.00	\$16,143.00
Non-Personal Services		\$316,226.08	\$240,085.00	\$128,129.25	\$215,976.00	\$242,010.00	\$0.00	\$1,925.00
Capital Outlay		\$24,382.25	\$14,020.00	\$429.22	\$967.00	\$46,000.00	\$0.00	\$31,980.00
Depreciation		\$0.00	\$22,000.00	\$0.00	\$0.00	\$22,000.00	\$0.00	\$0.00
TOTAL EXPENSES		\$530,216.07	\$450,715.00	\$212,074.69	\$405,563.00	\$500,763.00	\$0.00	\$50,048.00

2021 BUDGET NOTES

2021 BUDGET NOTES

Revenue for Harbor Centre

Revenue for Industrial Park

Fund Balance to pay for 65095000

CITY OF SHEBOYGAN

REQUEST FOR TRANSIT COMMISSION CONSIDERATION

ITEM DESCRIPTION: 4.6 Presentation of 2021 Parking Utility Budget

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

REPORT DATE: 9/17/20

MEETING DATE: 9/22/20

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:

The Parking Utility is resubmitting its 2021 budget for Transit Commission review. Upon acceptance and approval, the budget will be submitted to the City of Sheboygan Finance Director and City Administrator for review and incorporation into the City's 2021 Executive Budget.

STAFF COMMENTS:

The Director of Transit & Parking has assembled the parking utility budget for 2021. The budget was revised at the direction of the City Administrator and Finance Director to better account for revenues in 2021 due to COVID-19. The budget that was approved in June 2020 did not include accurate revenue forecasts due to the pandemic only being a couple months old at that point. The budget revision more accurately estimates 2020 expected revenues and better forecasts revenues for 2021.

The most noticeable changes (highlighted in the attached document) are decreases to parking permit and meter revenues and increases to the parking assessments for PAD 1 and PAD 2. The Parking Admin (650-95000) will require a roughly \$42,000 offset from the Parking Utility fund to balance this org in the budget due to significant decreases in revenue forecasts. Please note that parking assessments increased in 2019 and are expected to remain at the 2019 levels for 2020 and 2021 directly related to the impact of COVID-19.

Focus in the budget remains on maximizing revenues, lot maintenance, and continue beautification efforts of the downtown, Riverfront and South Pier districts. Operations and personnel levels will remain the same for 2021 (the Lead Maintenance Worker position will see new leadership in October 2020 due to a retirement and promotion). Lot maintenance was deferred in 2020 to 2021 to help control expenses due to COVID-19 but cannot be deferred for a second year.

Health insurance costs are expected to increase by 5% with wages increasing around 2%.

ACTION REQUESTED:

Staff recommends the support of the revised 2021 parking utility budget as presented by the Director of Transit & Parking and recommends inclusion into the City of Sheboygan 2021 Executive Budget.

ATTACHMENTS:

- I. Revised 2021 Parking Utility Budget;

CITY OF SHEBOYGAN

REQUEST FOR TRANSIT COMMISSION CONSIDERATION

ITEM DESCRIPTION: 4.7 Director's Report

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

REPORT DATE: 9/17/20

MEETING DATE: 9/22/20

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:

The Director of Transit & Parking presents to the Transit Commission a report of operations for the Transit and Parking Utilities.

STAFF COMMENTS:

The Director of Transit & Parking presents the following items as advisory and information only:

- 1) The COVID-19 pandemic – Shoreline Metro has been operating regular transit services since July 6, 2020 including charging customer fares. Shoreline Metro is currently operating in Phase 5 of its Phase-In Plan (currently allowing a maximum capacity of 50% which translates into 30 customers on each fixed route bus and 5-8 customers on each paratransit bus). Shoreline Metro continues to require masks in accordance with the state mandate and city policy. Handwashing stations are still available for customers.

The new fare structure launched in early August for the fixed route with the elimination of free transfers, the discontinuation of adult and student tokens and the introduction of a 6 pack of Day Passes at a special price. Customers have responded really well to the changes with 6 packs being very popular and selling out at the sales outlets! Monthly passes have also been increasing in sales. Drivers do not sell fare media and we continue to look at expanding outlet locations including Meijer.

Changes to fares also occurred on paratransit services with the introduction of “token-less” trips. Early comments by customers suggested this would not be very popular but those concerns have subsided greatly since incorporation. This has streamlined our services provided by Metro Connection and has made us more efficient and productive while taking our services into the new generation of using technology to make services even better!

Metro Connection also introduced Premium Services in August after being approved over four years ago by the Transit Commission. Customers have begun to use this option and are grateful for the option to make same-day trip reservations.

Shoreline Metro purchased two sanitizing fogger machines over the summer (one is on order) and has been able to sanitize and disinfect buses using a hydrogen peroxide-based fogging solution. The goal is to fog each bus twice a week to kill germs and viruses. The unit has increased the efficiency of sanitizing vehicles while minimizing the downtime of vehicles.

Shoreline Metro continues to receive very positive comments and appreciation for the way the system has been run during the pandemic. Staff, drivers and customers alike have expressed their support for the leadership and oversight of the system! Shoreline Metro has taken the pandemic seriously but also remained committed to providing reliable and dependable transit services.

- 2) Ridership – 2019 saw ridership grow to 679,263, the highest since 2001. Unfortunately, due to the pandemic, ridership has dropped off significantly in 2020. The first quarter increased over 2019, but the second quarter was a 70% decrease over second quarter of 2019. Paratransit ridership has also been significantly lower due to the pandemic. Ridership is expected to rebound each month but the actual timeline to reach 2019 levels will take months and even years at this point. Ridership continues to be down around 50-60% compared to the same period in 2019.

Trolley ridership was also significantly less this season over the 2019 season.

Shoreline Metro also started using UniteGPS and tablets to conduct ridership counts on board each bus. Ridership reports not only track ridership by fare media type but also track boarding and alighting locations (GPS) and customer behavior. Trips can be broken down by time of day, day of the week and by route. This technology allowed Bay-Lake Regional Planning Commission to conduct its boarding and alighting survey during the pandemic (formerly the survey was conducted using hired help on board each of the buses during one service day).

- 3) Parking Assessments for 2020 – The Director is advising the Transit Commission of the possibility of a high assessment in 2020 and forecasted for 2021 (based on 2020 expenses and revenues) due to the pandemic. Significantly reduced revenues coming in will be particularly challenging to a couple of districts. The Parking Utility has cut back on seasonal staff and will be reducing expenses such as landscaping, mulching and other purchases to help with the reduction in revenue. Beautification projects such as weeding, flowers and City Green will continue as normal. Lot maintenance was deferred to 2021 and cannot be deferred another year without risking significant long-term pavement issues resulting in higher costs.

- 4) Volkswagen Mitigation Transit Capital Assistance Grant Program – Thank you to the Transit Commission for supporting this application earlier this year for funding of buses during the second round of grant applications and awards. Shoreline Metro was awarded all six buses it had applied for in the application. The City of Sheboygan has approved the funding of two of these buses in the latest Capital Improvements Program for 2021-2025. Discussions have begun on using the funding for an additional two buses with the possibility of declining the last two buses. Shoreline Metro has been awarded a total of twelve fixed route buses this year with a real need for only ten buses. It's a good problem to have after just two years ago the Shoreline Metro fleet was 75% past useful life.

Shoreline Metro also received funding through the CMAQ program for five buses and Section 5339 for one fixed route bus and one paratransit bus. Expected delivery of these buses would be third quarter of 2022.

- 5) Roof Project – Shoreline Metro has started on the roof replacement as part of a grant awarded back in 2018 through the Federal Section 5339 program. However, due to the age of the roof and complete disrepair of the decking, a full decking and roof replacement is required. A second project (known as Project 2) will cost \$225,000 in addition to the estimated \$750,000 as part of Project 1. The second project will be funded 100 percent using CARES Act funding allotted to Shoreline Metro earlier this year. Upon completion, the Shoreline Metro facility will have an entirely new roof that will support the facility for the next 20 plus years.
- 6) Thank you – On behalf of everyone at Shoreline Metro, the Director wishes to thank the Transit Commission and former Chair and current City Administrator, Todd Wolf for the ongoing support and direction especially through this pandemic. Without the support and trust to manage the day-to-day activities and the ability to make timely, effective decisions, this pandemic may have caused much more hardship and disruption to the services of the department.

City staff has also been tremendously supportive of the department and deserve a thank you for their ongoing support and trust. Shoreline Metro really has the best team in the industry and that includes its Transit Commission!

ACTION REQUESTED:

Staff recommends placing the Director's Report provided by the Director of Transit & Parking and on file.

ATTACHMENTS:

- I. None.