



Unified Transportation Program Study

Community Transportation Association of America
in partnership with Brown Cab Service, Inc.

January 2014



IN ASSOCIATION WITH
BAY RIDGE CONSULTING (WDBE)

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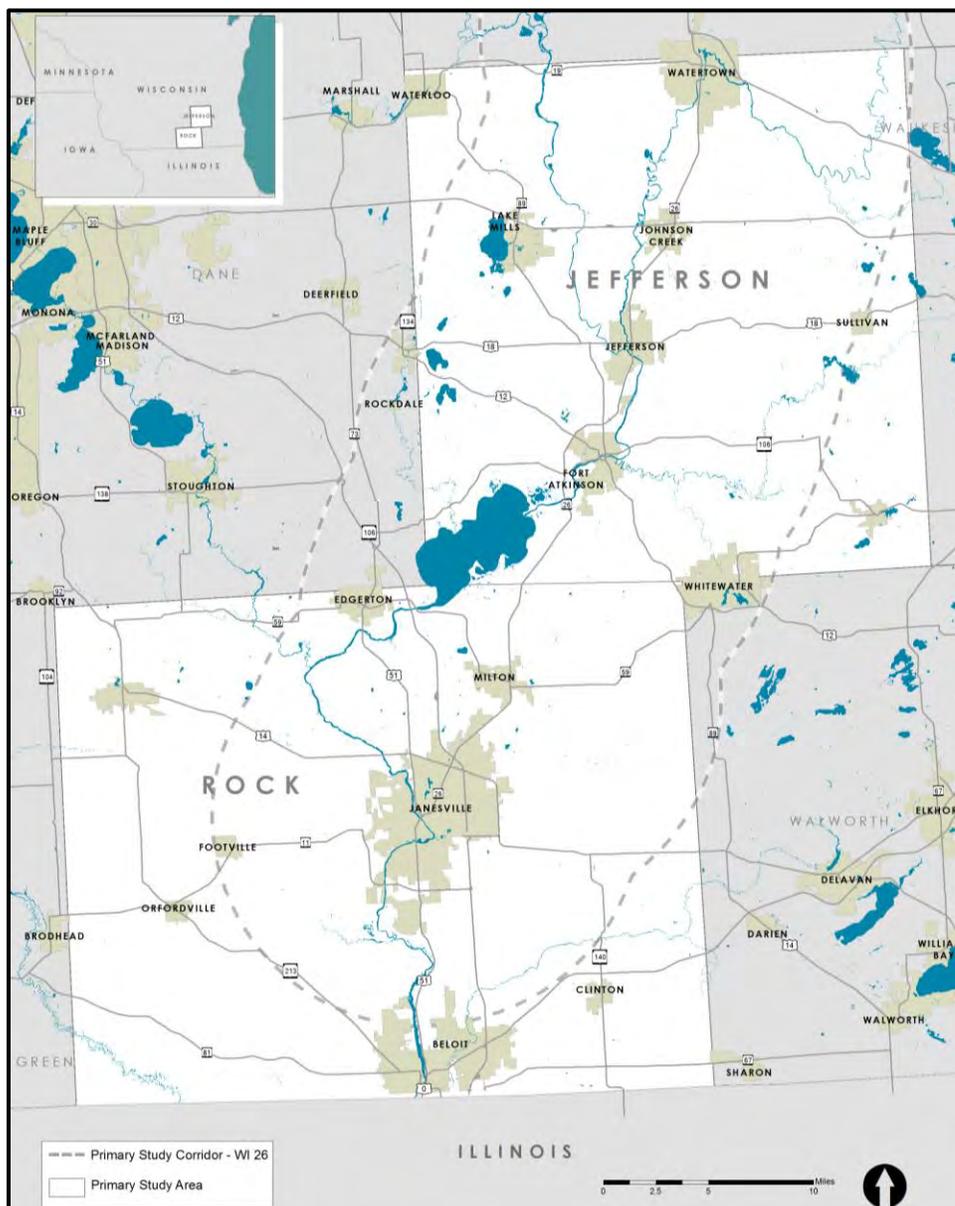
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Introduction

This report documents the Unified Transportation Program Study conducted by SRF Consulting Group, Inc. and Bay Ridge Consulting for the Community Transportation Association of America and Brown Cab Service, Inc. The study area includes rural areas in Jefferson and Rock Counties, Wisconsin, with a focus on a 10 mile radius along the Highway 26 corridor between Janesville and Watertown, including the communities of Milton, Fort Atkinson, Jefferson, Johnson Creek, Lake Mills, Whitewater, and Edgerton.

Figure 1. Study Area: Jefferson and Rock Counties



The goals of the study, established by project stakeholders, are to:

1. Provide stakeholders with a clear understanding of how well existing transportation services are meeting current and future travel needs;
2. Explore a range of transportation delivery options to improve coordination among existing transit services within the study area and expand services to better meet transportation needs; and
3. Identify the alternative(s) that can best address local needs, and develop useful guidance for stakeholders.

To that end, this report lays out the process and results of the study in five parts:

Chapter 1 documents existing transportation services and presents an inventory of transportation funding programs and provider networks in the study area.

Chapter 2 evaluates transit needs, demand, workforce transportation data, and qualitative stakeholder input to determine the local transit market.

Chapter 3 proposes a range of alternatives designed to make transit services easier to use and accessible to new markets, to meet latent demand for transit services, and to resolve the limitations of existing administrative activities and governance.

Chapter 4 identifies a preferred alternative for implementation.

Chapter 5 presents the overall conclusions of the technical study and identifies action steps necessary for implementation.

To assess various options for expanded transportation services in Jefferson and Rock Counties and offer direction on implementation, stakeholders in the region have undertaken this study. A project oversight committee guided the technical analysis activities through the duration of the project; committee members are identified in Appendix K.

This project is supported through a Rural Business Enterprise Grant from the U.S. Department of Agriculture-Rural Development, which is an Equal Opportunity Program.

Chapter 1: Existing Transportation Services

Chapter 1 of the overall study report presents a summary of current transportation services and an inventory of transportation funding programs and provider networks in the study area. The service inventory includes the following data:

- State and federal programs
- Vehicle fleet characteristics
- Vehicle utilization
- Service areas
- Fares
- Service eligibility
- Ridership
- Administrative functions

A master table summarizing all of these components is presented in Appendix A. Appendix B presents an overview of public transit funding distribution within Wisconsin.

Program Inventory

Public Transit

Federal Transit Administration (FTA) Section 5311 and Wisconsin Chapter 85.20 Urban Mass Transit Operating Assistance Programs

The FTA Section 5311 program authorizes capital, administrative, operating assistance, and training grants to state agencies, local governments, Indian tribes, and nonprofit organizations providing rural public transportation services. All projects must benefit residents in non-urbanized areas (under 50,000 in population) of Wisconsin. Section 5311 provides up to 80 percent federal share of the costs for administrative expenses, up to 80 percent for capital costs and up to 50 percent of the net operating deficit for rural transit operations. The Wisconsin Department of Transportation has oversight authority on this funding program, and manages the application process and distribution of these funds through its statutory authority under Wis. Stat. 85.20 and administrative rules Trans 4 and Trans 6. The Rural Transportation Assistance Program (RTAP) is a subset of Section 5311 funding that provides grants for training and technical assistance at 100 percent federal share. Additionally 15 percent of Section 5311 funding (allocated as Section 5311(f)) must be set aside to support intercity bus service unless the State of Wisconsin can certify that all intercity bus needs are met.

Each year eligible local governments can apply for operating aid to support public transit under the Section 5311 program. If the grantee's transit service area includes an "urbanized

area” under the State definition (population of 2,500 or greater), and provides at least 2/3 of the service miles in the urbanized area it is eligible for operating aids in the 85.20 program. 85.20 funds supplement the non-federal share of operating expenses. These State and federal funds are combined and distributed equally to all applicants in four main funding tiers. Tier C is the rural tier, with subsets for rural bus service (which is subject to the 20% local cost sharing requirement of the urban tiers), and rural shared-ride-taxi and pure demand response service, Tier B is the urban bus tier, and Tier A2 and A1 are for Madison and Milwaukee. A sample funding distribution from the 2013 fiscal year is located in Appendix B to show the current state, federal, and local funding levels and share percentages. The State of Wisconsin prioritizes operating assistance under this program, however capital funding for the replacement of vehicles and facilities is also available on a competitive basis each year and falls under the same grant cycle as the operating aids. Section 5311 funding also supports the Department of Transportation’s administrative activities and intercity bus service. Appendix D shows how these aids were distributed among Wisconsin’s public transit providers over calendar year 2013.

FTA Section 5310 Program

The FTA Section 5310 program is intended to enhance mobility for seniors and persons with disabilities by providing funds for programs to serve the special needs of transit dependent populations beyond traditional public transportation services and Americans with Disabilities Act (ADA) complementary paratransit services. Primary eligible recipients of this funding are nonprofit agencies serving older individuals and persons with disabilities, and public bodies approved by WisDOT to coordinate transportation services for older individuals and persons with disabilities. At least 55 percent of program allocations must be used on public transportation capital projects that are planned, designed, and carried out to meet the special needs of seniors and individuals with disabilities when public transportation is insufficient, inappropriate, or unavailable. The remaining 45 percent of program allocations may be used for public transportation projects that exceed the requirements of ADA, public transit projects that improve access to fixed route services and decrease the number of individuals with disabilities on complementary paratransit, and alternatives to public transportation that assist seniors and individuals with disabilities. Under MAP-21 the Section 5310 program has been consolidated with the FTA Section 5317 program, which supported capital and operating projects that are intended to go beyond the minimum requirements of ADA. In Wisconsin, Section 5310 under the previous legislation supported the purchase of human service vehicles, while Section 5317 supported a variety of specialized projects such as transit operations, mobility management, volunteer programs, and capital improvements to facilities. Grantees of these programs are identified in the provider inventory section.

Wisconsin Chapter 85.21 Program (85.21) – Specialized Transportation Assistance for Counties

The 85.21 program is a grant that is made to each county in the State of Wisconsin to support the mobility needs of the elderly and disabled. Generally, each county is allocated a share of the annual state 85.21 appropriation proportionate to its share of the total statewide population of elderly persons and persons with disabilities. However, these amounts are adjusted to ensure that each county receives not less than 0.5 percent of the total annual program appropriation. Each county must provide a 20% match of these funds. Up to \$80,000 of 85.21 funding can be held in a trust for future purposes such as capital purchases or future projects. Typical uses of 85.21 funding include providing transportation to medical activities, nutritional activities, and work-related activities. 85.21 funded projects can serve the general public on a space available basis. The funding can also be used to leverage FTA funds as non-federal share.

Other Programs

Title XIX Non-Emergency Medical Transportation

Non-Emergency Medical Transportation (NEMT) is a passenger transportation benefit of the Medicaid program. States are required in their Title XIX State plans to ensure necessary transportation of Medicaid beneficiaries to and from health care providers. Expenditures for transportation may be claimed as administrative costs of the State plan. Or the State may elect to include transportation as medical assistance under its State Medicaid plan, but use a direct vendor payment system consistent with applicable regulations. There are various ways in which a State can construct the network by which these rides are provided to the users. Statewide, regional, or local provider networks are typical. In Wisconsin, a statewide brokerage is in place to manage a network of local providers. This is managed by MTM, Incorporated and NEMT providers in the study area include Brown Cab, LaVigne Bus Company, K-Town Transportation, among others based in the Milwaukee and Madison areas.

Veterans Transportation Programs

The Veterans' Administration (VA) contracts for services with medical and paratransit providers to provide transportation for veterans that need access to health care. In the study area this typically refers to VA health care facilities in Janesville, Madison, or Milwaukee. Social workers assist clients to refer them to public transit providers, or more specialized transport. In addition to medical transportation, Disabled American Veterans provides volunteer operated rides when available to the VA services, as does Jefferson County Veterans Services. In Jefferson County, the Veterans' Service Office also coordinates a volunteer driver program using a van that it received from the VA.

Provider Inventory

In the study area there are four categories of transportation providers that are addressed in this project:

- 1) Local public transit providers
- 2) County managed transportation programs
- 3) Specialized providers
- 4) Intercity bus carriers

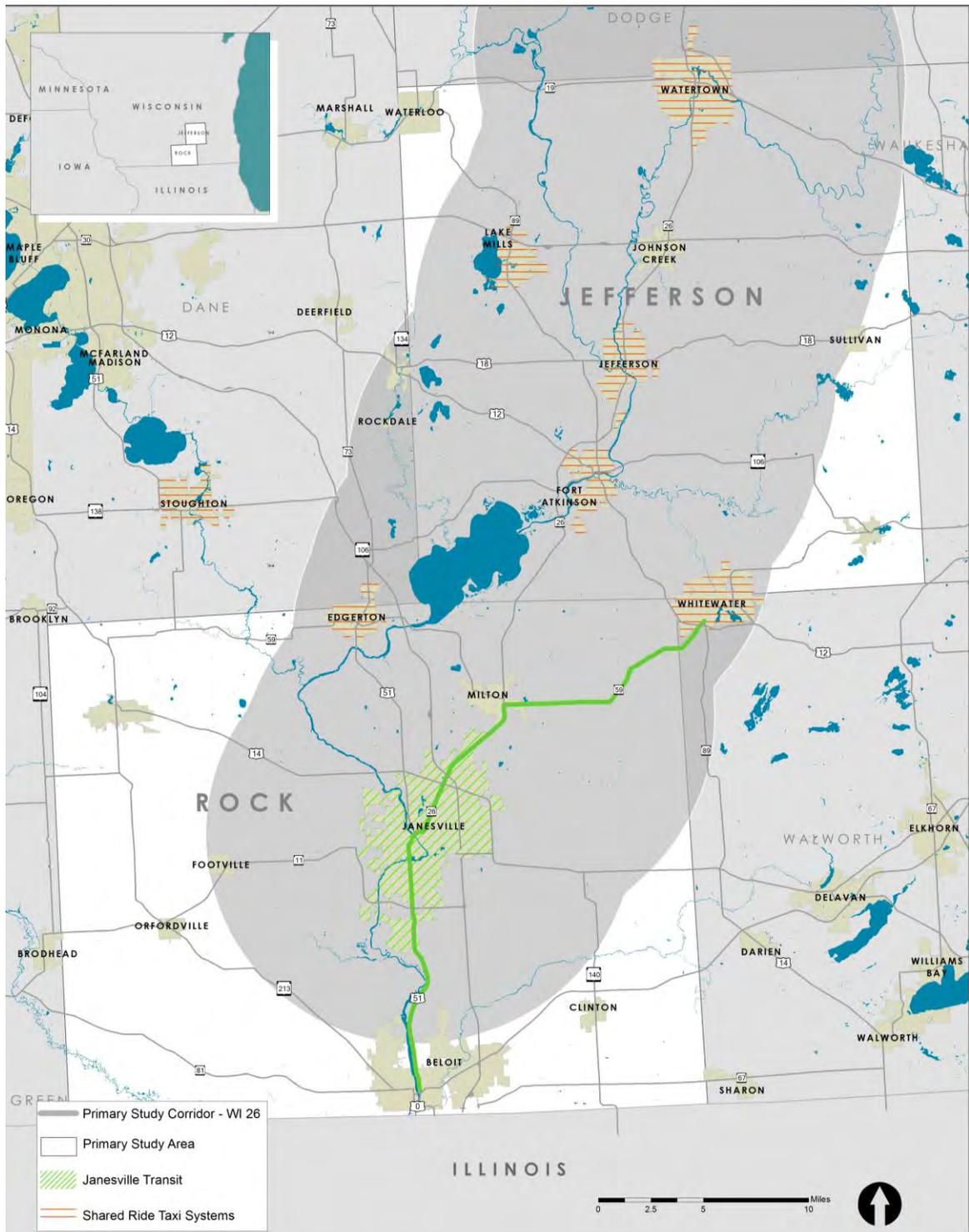
Local Public Transit Providers

The public transit providers in the study area, with the exception of Janesville Transit System, are shared-ride-taxi systems. Shared-ride-taxi services are municipally owned systems where a local government serves as the fiscal agent for the service and assumes responsibility for the local share of the transit project costs as per program regulations. The level of engagement of each municipality varies, however the administration of the transit operations are typically contracted entirely to a private provider, with local government staff managing finances and data reporting. Some of the vehicles in shared-ride-taxi systems are owned by the municipality, the acquisition of which was supported with FTA Section 5311 capital assistance at an 80% share. The remaining vehicles are owned by the contractor. The contractor assumes the duties of maintaining and storing each vehicle. With the exception of Stoughton Cab, which is in the Madison, WI Urbanized Area, the shared-ride-taxi systems receive FTA Section 5311 and 85.20 operating assistance. Stoughton Cab only received 85.20 operating assistance. These are the shared-ride-taxi systems in the study area:

- Lake Mills Taxi
- Whitewater Shared-Ride-Taxi Service
- Stoughton Cab
- Watertown Transit
- Fort Atkinson Shared-Ride-Taxi Service
- Edgerton Shared-Ride-Taxi Service
- Jefferson Shared-Ride-Taxi Service

Janesville Transit System (JTS) is a department of the City of Janesville within the Division of Neighborhood Services. JTS operates fixed route bus service within the City of Janesville, partners with the City of Beloit to operate the Beloit-Janesville Express, and operates the Janesville-Milton-Whitewater Innovation Express. All of its core services and management activities are carried out in-house. The Janesville City Council serves as its governing board and all staff members are employed by the city. For ADA complimentary paratransit service, JTS contracts with the Rock County Council on Aging (Rock County). JTS receives FTA Section 5307 and 85.20 funding to support its operations. Existing public transit service coverage is mapped in Figure 2.

Figure 2. Public Transit Service Area Coverage



County Managed Transportation Programs

Both Jefferson and Rock Counties operate human service transportation. Rock County operates senior transportation some nearby communities, as well as a “shopping shuttle”

connecting Evansville, Edgerton, Milton, Orfordville, and Footville. They also provide contracted service to nursing homes and human service organizations. As mentioned earlier, Rock County is the provider of ADA complimentary paratransit service in the cities of Beloit and Janesville. Rock County receives FTA Section 5307, 5310, and 5317 funding, and 85.21 funding from the State of Wisconsin.

Jefferson County Human Services is a recipient of 85.21 funding and they contract rides for medical transportation with LaVigne Bus Service, as well as provide accessible van service to rural seniors for nutrition and shopping trips. Also, Jefferson County manages a volunteer driver program that provides rides for seniors and individuals with disabilities to medical appointments.

Specialized Providers

In addition to publicly administrated transportation programs, there are several specialized providers that provides transit to a particular client base, make program related trips, or are operated by charitable organizations. The largest of these providers is St. Coletta of Wisconsin. St. Coletta provides an array of services to people with developmental disabilities including residential services, adult day services, vocational training, therapy, and social work. Both in-house and in partnership with other agencies St. Coletta serves communities throughout Southeastern Wisconsin and Northern Illinois. They are currently a recipient of FTA Section 5310 funding which they use to purchase vehicles, 15 of which are active in the study area.

There are various medical transportation providers, including LaVigne Bus Service and K-Town Transportation that provide private pay and Medicaid funded rides in the study area. Veterans' medical transportation, and volunteer operated services coordinated by Disabled American Veterans are also part of the specialized medical transportation network. Two faith based organizations, Your Friends in Action and FISH of Fort Atkinson, also operate volunteer driver programs for medical appointments.

United Migrant Opportunity Services (UMOS) is an agency that serves low income individuals, and has historically provided social and workforce development services for area migrant workforces.

Intercity Bus Carriers

There are two intercity bus carriers that provide over-the-road motorcoach service in the study area, Badger Coaches and Van Galder Bus Lines. Intercity bus service makes long distance trips, and has a fleet with corresponding amenities such as baggage compartments, lavatories, climate control, and more comfortable seating. While neither operator currently receives state or federal operating assistance for intercity operations, they do serve a longer distance travel market from the study area. Van Galder has a terminal and stop location in Janesville, and Badger Coaches stops in Johnson Creek. Connections can be made to

national intercity bus networks from these points, major airports in Chicago and Milwaukee, as well as Amtrak rail service.

Local Public and Specialized Transit Provider Information

City of Lake Mills

The Lake Mills Taxi program is a demand-response, shared-ride taxi service within the city limits of Lake Mills. Regular fare is \$2.75; children, seniors, and persons with disabilities pay \$1.75. Trips outside the city limits incur an additional charge of \$1.75 per mile. The taxi operates seven days a week: Monday – Friday, 7:00 a.m. to 7:00 p.m., Saturday from 8:00 a.m. to 2:00 p.m., and Sunday from 7:00 a.m. to 12:30 p.m. The fleet includes one automobile and one van, which is wheelchair accessible. The City of Lake Mills currently operates this service through a contract with Brown Cab Service, Inc. The City of Lake Mills receives public transit funding from the Wisconsin Department of Transportation.

City of Whitewater

The Whitewater Shared Ride Taxi program is a demand-response, shared-ride taxi service within the Whitewater city limits. Regular fare is \$3.00; seniors and people with disabilities pay \$2.00. Trips outside the city limits incur an additional charge of \$1.75 per mile. The taxi operates seven days a week: Monday – Wednesday, 7:00 a.m. to 7:00 p.m., Thursday - Saturday 7:00 a.m. to 3:00 a.m. (during fall and spring semesters), and Sunday 7:00 a.m. to 4:00 p.m. The fleet includes two automobiles and one bus, which is wheelchair accessible. The City of Whitewater currently operates this service through a contract with Brown Cab Service, Inc. The City of Whitewater receives public transit funding from the Wisconsin Department of Transportation.

City of Stoughton

The Stoughton Cab program is a demand-response, shared-ride taxi service within the Stoughton city limits. The regular fare is \$4.50; seniors and persons with disabilities pay \$3.25. The taxi operates seven days a week: Monday - Thursday 6:00 a.m. to 6:00 p.m., Friday and Saturday 6:00 a.m. to 7:00 p.m., and Sunday 8:00 a.m. to 12:00 p.m. The fleet consists of five vans. Currently, service is contracted to Stoughton Cab, LLC which is a property of FDS Enterprises, Inc. The City of Stoughton receives public transit funding from the Wisconsin Department of Transportation.

City of Watertown

The Watertown Shared Ride Taxi program is a demand-response, shared-ride taxi service within the Watertown city limits. The system also has a flag-stop subscription service to manage peak demand during school days. Regular fare is \$3.00; seniors and people with disabilities pay \$2.00. The taxi operates seven days a week: Monday - Thursday 5:30 a.m. to

12:00 a.m., Friday 5:30 a.m. to 3:15 a.m., Saturday 7:00 a.m. to 3:15 a.m., and Sunday 7:00 a.m. to 6:00 p.m. The fleet consists of sixteen (16) vehicles: eight (8) automobiles, six (6) cutaway chassis buses, and two (2) vans. The City of Watertown currently operates this service through a contract with Passenger Transit, Inc. The City of Watertown receives public transit funding from the Wisconsin Department of Transportation.

City of Janesville

The City of Janesville operates a fixed-route transit and paratransit system, Janesville Transit, using a fleet of 21 wheelchair-accessible buses. "Dial-A-Ride" paratransit van service is available for persons with disabilities who are unable to use regular buses as ADA complimentary paratransit service. In-city regular local bus fares are \$1.50; seniors and people with disabilities pay \$0.75. Single day and monthly passes can be purchased for \$3.50 and \$45.00, respectively. Regional weekday bus service is available to Beloit, Milton, and Whitewater. Within Janesville, buses operate on eight local routes six days a week: Monday-Friday, 6:15 a.m. to 10:15 p.m., and Saturdays from 8:45 a.m. to 6:15 p.m. Service continues until 10:15 p.m. weekdays on three of these local routes. The City of Janesville receives public transit funding from the Wisconsin Department of Transportation and the Federal Transit Administration.

City of Fort Atkinson

The Fort Atkinson Shared Ride Taxi program is a demand-response, shared-ride taxi service within the Fort Atkinson city limits. Regular fare is \$3.00; seniors and people with disabilities pay \$2.00. Trips outside the city limits incur an additional charge of \$1.75 per mile. The taxi operates seven days a week: Monday - Friday 6:30 a.m. to 7:00 p.m., Saturday 7:00 a.m. to 6:30 p.m., and Sunday 7:00 a.m. to 4:00 p.m. The fleet includes four automobiles and six vans, one of which is wheelchair accessible. The City of Fort Atkinson currently operates this service through a contract with Brown Cab Service, Inc. The City of Fort Atkinson receives public transit funding from the Wisconsin Department of Transportation.

City of Edgerton

The Edgerton Shared Ride service is a demand-response, shared-ride taxi service within the Edgerton city limits. Regular fare is \$2.50; seniors, people with disabilities, and students pay \$2.00. Trips outside the city limits incur an additional charge of \$1.75 per mile. The taxi operates six days a week: Monday - Friday 7:15 a.m. to 5:15 p.m. and Saturday 9:00 a.m. to 1:00 p.m. The in-service fleet consists of one wheelchair-accessible van. The City of Edgerton operates this service under contract with Brown Cab Service, Inc. The City of Edgerton receives public transit funding from the Wisconsin Department of Transportation.

City of Jefferson

The Jefferson Shared Ride Taxi Program is a demand-response, shared-ride taxi service within the city limits of Jefferson. Regular fare is \$3.00; seniors and people with disabilities pay \$2.00. Trips outside the city limits incur an additional charge of \$1.75 per mile. The taxi operates seven days a week: Monday - Thursday 6:30 a.m. to 7:00 p.m., Friday 6:30 a.m. to 2:00 a.m., Saturday 7:00 a.m. to 2:00 a.m., and Sunday 7:00 a.m. to 4:00 p.m. The fleet includes two automobiles and one van, which is wheelchair accessible. The City of Jefferson operates this shared ride taxi service through a contract with Brown Cab Service, Inc. The City of Jefferson receives public transit funding from the Wisconsin Department of Transportation.

Rock County Council on Aging

Rock County Council on Aging provides transportation services for elderly (age 55 and older) and disabled persons. Buses are wheelchair accessible and transportation is available Monday through Friday from 8:00 a.m. to 5:00 p.m. to all areas within Rock County. Trips must be scheduled two days in advance. A one-way trip within one city is \$5.00; a one-way trip from one city to another is \$6.00. The County also operates contracted paratransit service for the City of Janesville for a \$3.00 fare, which operates weekdays from 6:15 a.m. to 6:15 p.m. and Saturdays from 8:45 a.m. to 6:15 p.m., as well as a weekly shopping shuttle to Evansville, Edgerton/Milton, and Orfordville/Footville.

Rock County RIDES is a transportation service provided by volunteer drivers in their own vehicles. The service must be scheduled two days in advance and is only for transportation to medical appointments. Fare is \$0.40 per mile, \$0.25 per mile if the ride is shared. Boundaries of the service are Madison, Monroe, and Milwaukee in Wisconsin, and Rockford in Illinois.

Rock County also has a full time mobility manager on staff to coordinate and promote many of these services. Mobility management activities that are ongoing in Rock County include the regular meeting of a transportation stakeholder group, travel training and trip coordination for individuals that use transportation services, driver training and education, and the operation of a one-call resource center for trip planning. Rock County receives FTA Section 5310 and Section 5317 funding from the Wisconsin Department of Transportation, and public transit funding through purchased service agreements with the Cities of Janesville and Beloit.

Jefferson County Human Services

Jefferson County Human Services operates three transportation projects: the Elderly and Disabled Van Transportation Program, the Senior Dining Program Taxi Subsidy, and the Driver Escort Program. The county has one van that it owns and operates to provide shuttle services in several communities within the county. The service is focused on nutrition and medical transportation on a flexible, fixed route basis and the pickup points are primarily at

senior housing complexes. To be eligible for this service one must be over 60 years of age or an adult individual with a disability. Door-to-door pickups are available throughout the county on a space available basis. If necessary, Jefferson County contracts with LaVigne Bus Service to provide rides for medical appointments when volunteer drivers are unavailable to serve this program. A four-day advanced reservation is required if the requested trip deviates from the scheduled pick up point. The department makes every attempt to accommodate individuals wishing to ride the van who do not live within the designated communities. The fare for the van service is \$1.00 each way for in county trips and \$5.00 each way for out-of-county trips.

Jefferson County also provides a user side subsidy of \$1.25 for those that must get to nutrition sites by partnering with the shared-ride-taxi providers in the communities of Jefferson, Fort Atkinson, and Lake Mills. Service is subject to the operating characteristics of the shared-ride-taxi system in each community. Jefferson County also coordinated a volunteer driver program that individuals may use up to twice per week to reach medical appointments.

St. Coletta of Wisconsin

St. Coletta of Wisconsin coordinates appropriate transportation service for their residential and non-residential developmentally disabled client base, traveling to medical appointments, jobs in the community, the St. Coletta main campus, other program sites, and to dining and entertainment outings. Rides are also available to non-clients within Jefferson County for a mileage-based fee. St. Coletta of Wisconsin receives FTA Section 5310 funding from the Wisconsin Department of Transportation for capital assistance.

United Migrant Opportunity Service (UMOS)

UMOS, a non-profit advocacy organization, provides programs and services which improve the employment, educational, health and housing opportunities of under-served populations. Historically UMOS has served migrant workers and their families, but they now offer an array of programs serving all low-income individuals to help them attain economic self-sufficiency. Programs and services provided by UMOS are divided into four major categories: workforce development, child development, education and social services, which include housing, health promotions and domestic violence supportive services. In the City of Whitewater, UMOS operates a subscription based shuttle service that connects clients to jobs. This shuttle service specializes in serving the migrant workforce in the vicinity of Whitewater. Fares are donation based, and the service runs on weekdays.

Your Friends in Action

Your Friends in Action is a non-profit organization that provides services, free of charge, to older adults, the disabled, single parents and children in need, regardless of income, religious belief or ethnic background. Your Friends in Action provides volunteer drivers for various

trips throughout the county and regionally. Your Friends in Action recommends making a reservation a week in advance of a trip, and donations for the service are suggested. Rides are available Monday-Thursday and contingent upon volunteer availability. Your Friends in Action provides service for all trips except medical appointments; these rides are referred to Jefferson County.

FISH Community Volunteers

FISH volunteers provide rides to people living in Jefferson and Lake Mills for local and regional medical appointments. Riders must make request transportation at least two days in advance for this service.

Intercity Providers

Badger Coaches

Badger Coaches operates eight daily non-stop bus routes between Madison and Milwaukee, and weekend service between the University of Wisconsin-Madison and University of Wisconsin-Milwaukee, as well as service to the University of Minnesota-Twin Cities during fall and spring semesters. They also provide human service transportation in Dane County, and they are in the paratransit provider network for Madison Metro Transit. Badger Coaches owns a fleet of motorcoaches, double-decker motorcoaches, 27-passenger mini-coaches, vintage trolley buses, school buses, wheelchair accessible vans, large vans, and mini vans that are available for rental.

Van Galder Bus Company

The Van Galder Bus Company operates daily service between Madison and Janesville to South Beloit, Rockford, Illinois, and Chicago's commercial airports, Chicago O'Hare and Midway. Van Galder Bus Company also operates service to downtown Chicago, and is a contracted operator of Megabus service for its parent company, Stagecoach Group. Van Galder Bus service runs hourly during peak periods and evenings, and every two hours in the off-peak. Van Galder owns a fleet of school buses, motorcoaches, and mini coaches for rental. Its scheduled service is exclusively on motorcoaches.

Initial Observations

The provider network in the study area consists of multiple public and private providers. However, depending upon eligibility, geographic location, or scheduling, it is likely that not all needs can be met by existing services. As demand estimations are developed, and "level of service" measures are evaluated for public transit and human service transportation, the needs and gaps will be better understood. Chapter 2 will quantitatively present transit need and demand estimates, and identify any clear gaps and duplications in service.

Chapter 2: Market Analysis and Estimates of Demand

Prior to producing transit development alternatives for the areas of Jefferson and Rock Counties in the project study area, estimates of demand are important to serve as a guide for the levels of transit service that a community can support, as well informing project stakeholders about gaps and needs that may exist. This chapter presents an evaluation of four separate inputs to gain an understanding of the local transit market. They include the following:

Need:

Transit need encompasses the full universe of unlinked trips that would be taken by a transit reliant population if there were no barriers to mobility.

Demand:

Demand is a figure that estimates how many trips are expected to be made using public transit, or other specific mode. It is not expected that in a rural setting transit can capture a mode-share that would meet 100% of all mobility needs. Instead, demand shows how many trips can be reasonably taken per year via transit.

Workforce Transportation:

In addition to reviewing model-based estimates, Longitudinal Employer-Household Data (LEHD) from the U.S. Census bureau will provide information on commute patterns in the study area by summarizing journeys to work (workplaces and home origins). This data will be used to show general commute patterns in municipalities currently served by transit, as well as the key employment destinations of Jefferson and Rock County residents.

Stakeholder Outreach:

In addition to quantitative analysis, the consultant team has interviewed several community leaders, major employers, and members of the business community to gain input on the overall project direction and their understanding of the transit market. In many cases there are specific markets, community interests, or program details that are not captured by the quantitative analysis. By having regular meetings with the project steering committee, and conducting outreach to those that work in the markets served by rural transit, one can gain a sense of local sentiment toward transit in addition to forecasted demand as a check on how realistic various alternatives will be as they are proposed.

Estimates of Need and Demand

Methodology

The forecasting of need and demand for rural transit is centered on two methodologies. A national model that was developed in *Transit Cooperative Research Program (TCRP) B-36: Methods for Forecasting Demand and Quantifying Need for Rural Passenger Transportation* is used to develop estimates of general transportation need, and demand for general rural passenger transportation. Additionally, a model that builds on TCRP B-36, but has been calibrated to reflect market conditions and trip rates similar to the State of Minnesota is also deployed.

TCRP B-36 Model

TCRP B-36 provides a methodology for developing quantitative estimates of the need for public transportation service within a given geographic area, as well as forecasts of annual ridership (i.e. demand) that a transit service should be expected to carry. The analysis methods prescribed in the report allow one to determine the number of individuals in a community that rely on transit service, and if there was a service with a specific trip purpose (commuters, program trips, etc.) how many daily passenger trips would be served by it.

Need:

For the estimation of need the report uses two factors that are obtained via US Census Data, **population residing in households with income below poverty level** and **the population residing in households having no personal vehicle** and multiplies them by a Mobility Gap. The Mobility Gap is defined as the difference between the daily trip rate for rural households having one personal vehicle and rural households having no personal vehicle. It is specific to regional geographies.

Demand:

When service alternatives are being evaluated, each would be tested for potential demand. TCRP B-36 provides formulas for the following five transit markets:

- General purpose rural passenger transportation
 - Trips Per Year = $(2.20 * \text{Senior Population}) + (5.21 * \text{Population w/ Independent Living Difficulty}) + (1.52 * \text{Zero Vehicle Households})$
- Demand for Rural Public Transportation
 - Trips Per Year = $2.44 * (\text{Need}^{0.028}) * (\text{Annual Vehicle Miles}^{0.749})$
- Program Trips
 - This is trip demand related to specific social service programs, and can be obtained by noting the characteristics of programs in a given area such as meeting frequency, current participants, participants that require transportation.
- Small City Fixed Route

- Trips Per year = (5.77*Revenue Hours) + (1.07*Population) + (7.12* College Enrollment)
- Rural-to-Urban Commuters
 - Rural Commuter Factor¹ * total commuters * 2

For the unified transportation study, the consultant team developed demand forecasts using the first two models for general rural passenger transportation as the current study conditions limited which methodologies could be used in the analysis.

Minnesota Hybrid Passenger Demand Model

In order to respond to legislative direction, the *Greater Minnesota Transit Investment Plan* needed to prepare an estimate of future rural transit demand across Minnesota. To accomplish that the Minnesota Department of Transportation developed its own demand model using methods previously developed in other states around the country. The Minnesota model was developed to be more responsive to the diversity of transit services and service areas found across Greater Minnesota. Referred to as the Minnesota Hybrid Passenger Demand Model, this model has two basic components:

1. All Greater Minnesota counties have a base level of public transit need which can be adequately represented by looking at the transit dependent population. The Arkansas Model², factored to Minnesota trip utilization, is used as the basis for this component.
2. In counties with a large urban center (population above 50,000), an additional component of transit need is present which accounts for expanded markets for commuters, students and general travelers. The Mobility Gap Model³ is used as a starting point for this component, and is then factored to calibrate to current large urban use patterns. In addition, select counties (Stevens, Swift, Pipestone, Rock, Martin, Winona) with special service conditions exhibit a high level of need, exceeding the base level of public transit need represented by the Arkansas Model. Current services in these locations reflect unique operating environments where the county contains a medium-sized community (population 5,000 to 10,000), that represents a significant percentage of the total county population and which operates a dial-a-ride service. In order to account for this need in these select counties, a component of the Mobility Gap Model is included and factored to replicate current utilization patterns.

¹ 0.024 + (0.0000056*workers commuting from rural county to central place) – (0.00029 * distance in miles) + State Capital Factor of 0.015

² Source: SG And Associates and Governor’s Task Force – Arkansas, Arkansas Model, 1992.

³ Source: LSC Transportation Consultants, Montana rural Passenger Needs Study, 2001.

The Minnesota Hybrid Passenger Demand Model was calibrated using year 2009 transit trip rates. The initial information from the Arkansas Model and Mobility Gap Model were factored to represent the 100th percentile passengers per capita rates found across all Greater Minnesota transit systems in 2009. The Mobility Gap Model trip rate was additionally factored so that the combined results represent the levels of need currently being met in large urban areas and select counties with special service conditions, per utilization data from Mn/DOT (2008) and the results of an on-board user survey.

Figure 3. Minnesota Hybrid Demand Model

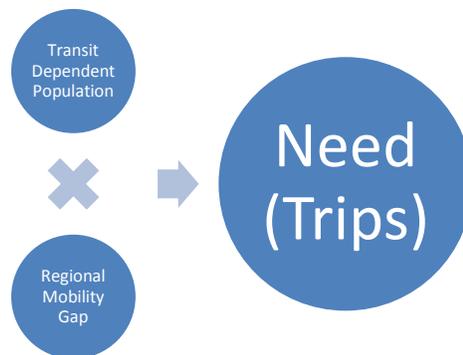
Annual Demand by County	=	Population 65 years or older	X	4.2
	+	Population with disabilities under 65 years	X	15.0
	+	Low-income, non-disabled population under 65 years	X	7.0
	+	Zero-vehicle households in counties with major urban centers and special service conditions counties	X	3 x 365 x P

(P varies by urban center or special service condition county to calibrate to current demand, ranges from 20 to 50%)

Rural Transit Need

Using the methodology in TCRP B-36, a regional trip rate is assigned to demographic categories that are the core market of rural transit. The basis for the calculation were rural areas of Jefferson and Rock Counties, excluding the populations of the City of Beloit and the City of Janesville (the core focus of the study is on assessing the market for rural transit)

Figure 4. : Need Analysis Inputs



The inputs for the transit dependent population in Jefferson County are 704 households with no vehicle, and the inputs for Rock County are 515 households with no vehicle. The regional trip rate for Wisconsin is 1.4 daily one-way passenger trips per household. The results are as follows in Table 1.

Table 1. Estimate of Need

	Rock and Jefferson Counties
Daily	2,610
Annual	783,700

Based on population in zero-vehicle households x State mobility gap (1.4) and an estimated 300 travel days per year

The estimate of need, 783,700 rides per year, represents the theoretical number of trips going unserved on an annual basis in the study area. However, many of these trips are typically made with assistance from friends and relatives, dedicated human service transportation providers, or not taken because they are coordinated with other public transit trips. Public transit is not expected to meet all needs with 100% mode share for the transit dependent population. To determine the appropriate level of transit ridership one must assess the demand for transit service.

Rural Transit Demand

Demand is defined as the number of annual trips that can be supported by rural public transit. Those services typically operate with limited spans of service and often with limited capacity. In this case rural public transit is characterized by demand response services in non-urbanized areas, and demand is assessed at the county level.

Rural areas in the study area are currently served by several municipally owned shared-ride-taxi systems. In Table 2 the operational characteristics of these systems from NTD reporting year 2011 is shown.

Table 2. Existing Shared-Ride-Taxi Systems

Transit System	Svc. Area Pop.	Annual Revenue Miles	Annual Revenue Hours	Annual Trips	Trips per Hour	Trips per Capita	Trips per Revenue Mile	Revenue Miles per Capita	Revenue Hours per Capita	Average Running Speed (mph)
City of Edgerton	5,461	16,420	2,756	3,928	1.4	0.7	0.2	3.0	0.5	6.0
City of Fort Atkinson	12,368	136,470	14,104	48,315	3.4	3.9	0.4	11.0	1.1	9.7
City of Jefferson	7,973	45,784	6,759	15,875	2.3	2.0	0.3	5.7	0.8	6.8
City of Lake Mills	5,708	18,332	3,651	5,592	1.5	1.0	0.3	3.2	0.6	5.0
City of Watertown	23,895	278,338	27,689	96,513	3.5	4.0	0.3	11.6	1.2	10.1
City of Whitewater	14,169	70,133	7,518	27,668	3.7	1.9	0.4	4.7	0.5	9.3
Wisconsin SRT State Averages					2.6	3.6	0.3	13.0	1.3	9.3
TOTALS	69,574	565,477	62,477	197,891						

Watertown provides the most trips per year of the systems at approximately 96,513 rides. The population served by these transit systems is 69,574. This figure is approximate, as outside of the city limits each system runs a per mile rate for passengers with an origin or destination in the shared-ride-taxi municipality, so there is likely a portion of the unincorporated population served by public transit.

Based on their current level of transit utilization, the communities of Fort Atkinson and Watertown may be considered as candidates for assessing demand of small city fixed-route transit demand. Since their operational characteristics did not fall within the parameters of that model, it was not possible to include that component of demand within the TCRP estimates. Also, rural-to-urban commuting to Janesville from points along the Highway 26 corridor, which is located in the study area, was not shown as a significant market for transit by initial indicators and stakeholder input. As a result, no additional component of commuter demand was incorporated in the TCRP estimate.

The basis for the demand estimates is data from the study area, which includes the rural (non-urbanized) portions of Rock and Jefferson Counties. Data is collected from the 2010 US Census.

Figure 5. Demand Estimate Inputs

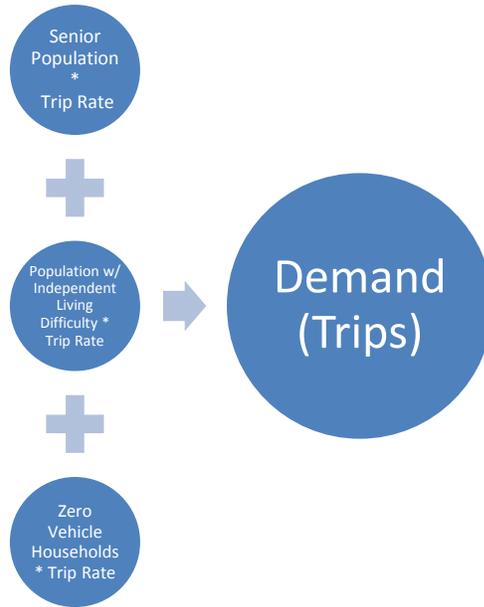


Table 3. Study Area Demographic Inputs

Category	TCRP	MN Hybrid
Total Population	142,996	142,996
Senior Population	27,406	19,283
Disabled Population	2,335	7,995
Low-Income Population	11,325	11,325
Population in Zero-Vehicle Households	2,416	2,416

Definitions:

Senior Population Definition: TCRP = 60+, MN = 65+

Disabled Population Definition: TCRP = Ages 18-64 with Mobility Disability,
MN = Ages 18-64 with Any Disability

In Table 3 the inputs to the demand models are listed. One point of note is that while the population served by the existing shared-ride-taxi systems is around 70,000 people, the entire rural population of the two counties is almost 143,000. Much of these areas are served by modes other than public transit (county human service transportation, private carriers, social service agencies, intercity carriers, etc.) but there is a significant spatial gap in terms of who is served by a general public transit system. As per the system of inputs in Figure 5, trip rates are assigned to each of the core market groups. These are listed in Table 4.

Table 4. Demand Model Trip Rates

Category	TCRP Trip Rate	MN Hybrid Trip Rate
Senior Population	2.2	4.2
Disabled Population	5.21	15.0
Low-Income Population	n/a	7.0
Population in Zero-Vehicle Households	1.52	n/a

The resulting demand estimates for current population characteristics are as shown in Table 5.

Table 5. Demand Estimates

	TCRP Model	MN Hybrid Model
Estimated Demand (Annual Trips)	76,100	280,189
Actual Annual Public Transit Ridership	197,891	

Actual annual ridership for the rural public transit systems in the study area is 197,891 in year 2011. This falls in between the demand forecasted by the nationally calibrated model which estimates annual demand at 76,100 trips, and the model calibrated to the State of Minnesota which estimates demand at 280,189. There is an inherent variability in these models as the trip rates were developed. The TCRP model is derived from a national sample, which includes a variety of States with different approaches and investment strategies that affect the level of available transit. As shown in Figure 6 there is a variation in the model's sample, and no discernible correlation between reported ridership and estimated demand. Also, because of the study area characteristics, the estimate of demand using the TCRP model was not able to incorporate potential demand from small cities that might utilize a fixed route service in place of demand responsive service (Fort Atkinson and Watertown), nor was it able to incorporate any component of commuter travel.

The Minnesota model is calibrated to reflect a State with characteristics and programs more similar to that of Wisconsin and other environments in the Great Lakes Region. The estimates produced by the Minnesota model may be more accurate, especially given the level of service already supported by the current rural transit systems. However, there is variability within this model as shown in the Minnesota operating characteristics in Figure 7. While peer systems and communities are more likely to be found in Minnesota than a state like Arkansas or New Mexico because of a similar program and investment framework, all transit systems are borne out of local contexts and subject to a variety of factors. Rural transit systems have unique identities from place to place, and it is difficult to duplicate the

performance and characteristics from one place to another without taking those identities into account. National Sample of Transit Systems

Figure 6. National Sample of Transit Systems

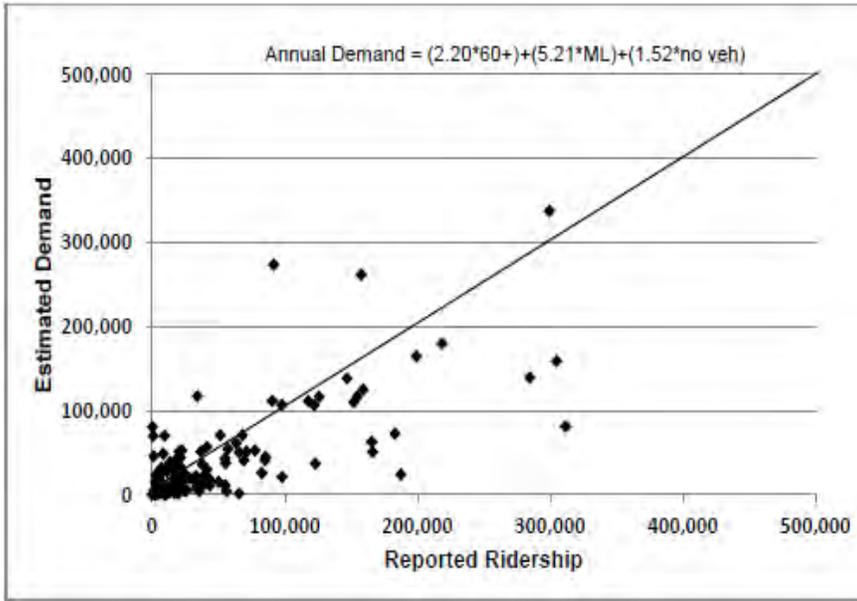
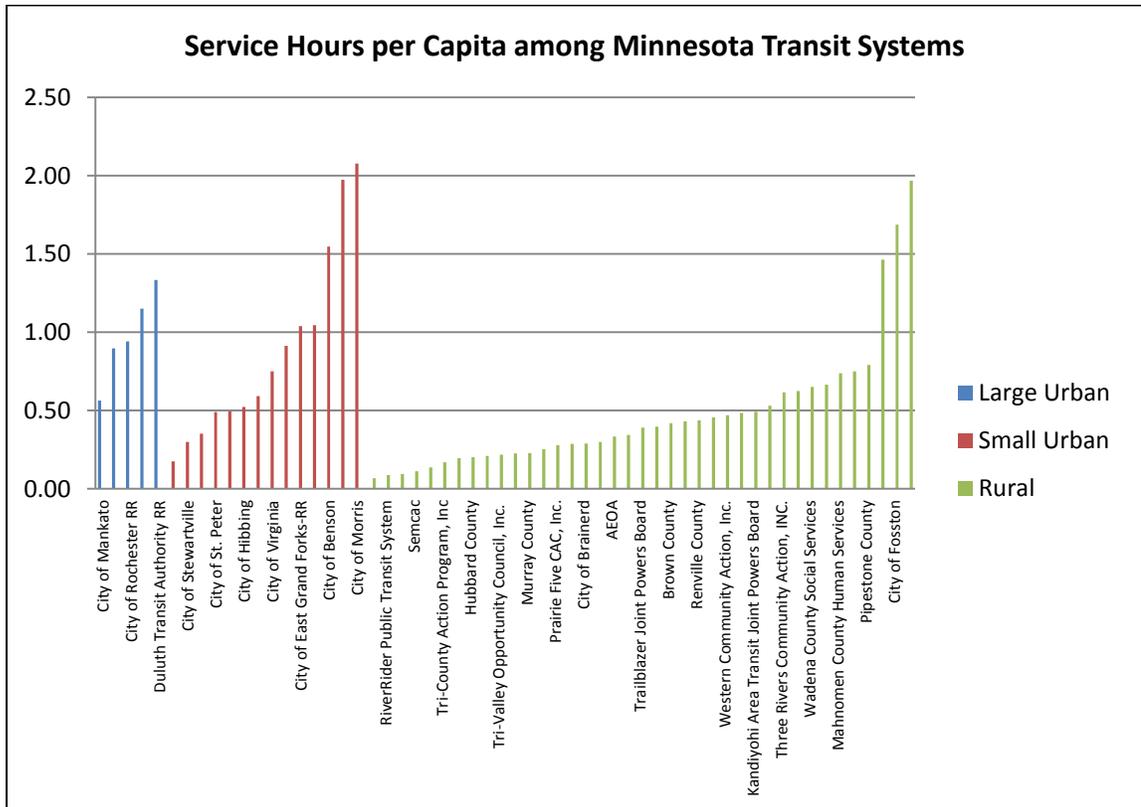


Figure 7. Variability in Minnesota Systems



Summary

Although it is difficult to precisely quantify the anticipated level of demand that correlates to unserved areas and travel markets within the project study area, what is clear is that there is a significant level of population within the study area without reasonable access to public transit services (estimated at about 70,000 persons). If additional public transit services can be provided within the areas not served at levels somewhat comparable to the existing public transit services in the areas served, then a reasonable estimate of potential demand would be in the target area of an additional 80,000 unlined trips per year. Services targeted at special travel markets, such as commuters, could extend the actual utilization well beyond these baseline estimates.

Workforce Transportation

To assist in developing alternatives for further evaluation, workforce transportation information is gathered using LEHD to better understand the market and transportation flows in the study area. In Table 6 a summary of this data is provided. This data originates from the United States Census OnTheMap Tool for collecting the 2013 LEHD dataset, which includes data up to year 2011.

Table 6. Municipal Workforce Flows in the Study Area

City/Village	Inflows	Outflows	Live and Work Within Municipality	Total Jobs in Municipality	Total Employed Workers
Watertown	5,945	7,196	3,503	9,448	10,699
Johnson Creek	737	1,575	60	797	1,635
Jefferson	2,661	3,133	731	3,392	3,864
Lake Mills	1,294	2,303	537	1,831	2,840
Fort Atkinson	5,925	3,968	2,275	8,200	6,243
Whitewater	5,345	3,353	1,394	6,739	4,747
Edgerton	1,676	2,136	388	2,064	2,524
Milton	1,474	3,268	294	1,768	3,562

The “Inflows” category describes the total number of people that commute into the municipality from outside its borders on a daily basis to a primary job. For example, of the workforce in Milton, 1,474 workers commute from outside of Milton. The “Outflows” category represents the number of residents in a municipality that commute to a point outside of its borders. For example, in Milton 3,268 residents commute to a place outside of Milton for their primary job. If one adds the number of inflows, and the number of people that live and work within a city, one arrives at the total number of jobs within the city. If

one adds the number of outflows to the number of people that live and work within a city, one arrives at the city's total number of employed workers. Milton's characteristics are displayed graphically in Figure 8. Similar data for the other communities within the study area is presented in Appendix E.

In the study area Watertown has the greatest number of jobs and the greatest number of employed workers. Fort Atkinson ranks second. All communities, with the exception of Watertown and Fort Atkinson have inflows and outflows of over 70%, meaning that less than 30% of residents live and work in their respective cities.

Among Jefferson County residents Watertown and Fort Atkinson are the top employment destinations, however these patterns are well dispersed to points throughout Southern and Southeastern Wisconsin. Watertown and Fort Atkinson receive 13% and 9% of Jefferson County commuters respectively. The study area's proximity to major urban centers such as Madison, Janesville, Waukesha, and Milwaukee mean that commute patterns have a reach to each of these areas.

Figure 8. Commute Patterns in the City of Milton



At the county level, LEHD data was analyzed to gain a better understanding of these transportation patterns, especially to see if additional dedicated commuter service is needed between Jefferson and Rock Counties.

Table 7. Jefferson County Workforce Destinations

Jefferson County Resident Work Destination	Percent of Workforce
Jefferson County	36.1%
Waukesha County	16.9%
Dane County	10.0%
Milwaukee County	7.5%
Walworth County	4.7%
Dodge County	3.5%
Rock County	3.2%
Cook County (IL)	2.1%
Racine County	1.5%
Kenosha County	1.1%

Reviewing Table 7, approximately 63% of Jefferson County workers have jobs in Jefferson, Waukesha, or Dane Counties. Only 3.2% of Jefferson County workers have jobs in Rock County. In Table 8, approximately 64.4% of Rock County workers commute to a point within Rock County.

Only about 2.4% of Rock County workers commute to Jefferson County.

Table 8. Rock County Workforce Destinations

Rock County Resident Work Destination	Percent of Workforce
Rock County	64.4%
Winnebago County (IL)	5.5%
Dane County	5.4%
Walworth County	3.0%
Milwaukee County	2.5%
Jefferson County	2.4%
Waukesha County	1.5%
Green County	1.3%
Racine County	1.1%
Dodge County	0.9%

Stakeholder Input – Employer Outreach

As a portion of the stakeholder outreach for the CTAA/Brown Cab Unified Transportation Study project, the consultant team contacted major employers and officials working in the field of economic development in the study area. Conversations with these individuals centered on the three following questions:

1. How important is transit for your current workforce? How big of a role does it play?
2. Do you think your workforce would benefit from improved transit options? (better coordinated, easier to understand, altered service)
3. What changes do you envision happening within your business in the near future? Growth? Hiring of new staff? Expanding to new markets?

The following contacts have been made via email and phone, and these are summaries of the stakeholder remarks. The information will assist development of service alternatives to target the most pressing and promising transportation needs.

Mackenzie Masiak – Director of Human Resources, Generac (Whitewater)

1 – Many of their employees come from Whitewater, and transit plays a pretty minor role. There is a bus that drops off near their facility, and the average monthly ridership is 730. People tend to make their own carpools, which is relatively easy to do with shift work. Many workers travel 25-30 minutes from places such as Beloit and Fort Atkinson, making it worthwhile to arrange carpooling.

2 – A service that could be beneficial would be to Jefferson, the site of a relatively new Generac facility (opened in December) in the business park.

3 – Future expansion is planned for the new Jefferson facility. They currently have 140 workers, and plan to add shifts and lines at that location to ultimately mirror the workforce level of Whitewater, which is about 1000.

Frank W. Bartlett – Director of Resident Life, University of Wisconsin – Whitewater

1 – Transit plays a minimal role on campus. Most students live within 60 mile area, and it is a campus with plenty of on-campus parking. It would be beneficial to have fewer cars on campus, just to be “greener.” On weekends, 40-50% of students leave for the weekend. There are very few Friday classes, so it is becoming more and more of a weekend commuter campus. Staff also have vehicles.

2 - It would be nice if there was bus service to/from Madison and Milwaukee. The service to/from Janesville is used pretty well, and he plans to encourage it, especially for international students. Their international students are well-versed in using transit and expect

to be able to use it, and find there is very little available when they get here. A daily service to /from Madison and Milwaukee similar to the Janesville service would be beneficial to students. It also would be a more environmentally friendly.

They have faculty that live in Madison that may take transit if it were available. In winter, it would be safer also.

As a university, UWW would like to be a bit more of a transportation hub. If it were cost-effective, more transit would be beneficial. Even one route would, maybe with stops at Fort Atkinson, Edgerton, etc. [would be sufficient]. The farmers market on Saturday would be a great for students also if they could get there.

3 – No specific plans to change. He plans to encourage use of the Janesville service more this year. Perhaps if more transit was available, it would lead to fewer cars on campus and then more students around on weekend instead of so many always heading out of town for the weekends.

Linda Branson – Opportunities, Inc.

1 - Opportunities Inc. provides employment training and other services to address various barriers to employment, from physical or cognitive disabilities, to dislocated workers. A very real barrier to jobs in the rural area is transportation. Many of their clients have to rely on family members, which limit people's ability to get certain jobs. Some do take cabs, because it is the only option available, and they then have to rely on cab schedules and availability. Sometimes they don't go to every area.

2 -- Absolutely, more options and more availability. Their placements are all over, even coming into Fort Atkinson from rural areas.

3 -- Not aware of any.

Pat Schramm – Executive Director, Workforce Development Board of South Central WI

1 – “Transportation is the deal breaker.” There is a lot of conversation about transit in the city of Madison and in Dane County. The big issue is our population lives somewhere other than where the jobs are. Even people in Madison proper, transfer points in Madison can make bus commutes challenging, and transit is not available for third shift workers.

2 – “The Bus” in Sauk County is an interesting model. 10-12 passenger vans run a designated route organized by the business parks and major companies. For example, there is service from Reedsburg to Baraboo. This summer she used it for student interns to get them from Reedsburg to Baraboo employers. Schedules seem to be tailored to working shifts.

3 – In Jefferson, huge amount of development is occurring along the I-94 corridor, and you can't walk from anywhere to get there. While there have been recent on Highway 26, it is not

conducive to biking or anything but driving by car. Baraboo has bike initiatives, but she can't see anything similar on the I-94 corridor or even along Highway 26; you would never walk there and it is not a bicycle friendly roadway. Watertown growth is headed towards Waukesha and Milwaukee.

Chapter 3: Outline of Proposed Alternatives

This chapter outlines several potential administrative changes, operational improvements, and capital investments in transportation that can be implemented by providers of transportation in the vicinity of the Highway 26 Corridor in Jefferson and Rock Counties. Initial issues that were identified in the study area stemmed from the fragmentation of existing transit services and the lack of centralized resources that limited the utility of transit for its customers. Most rural transit systems in the region are local in nature. Key program investments that are passed to local governments from state and federal agencies are used to support most transit services in the area, and the focus of the service is on areas within a local boundary, be it city, village, or county. However, markets for health care, retail, employment, and longer distance travel have become more regional in nature and the localized transportation services makes providing these trips costly and difficult to coordinate.

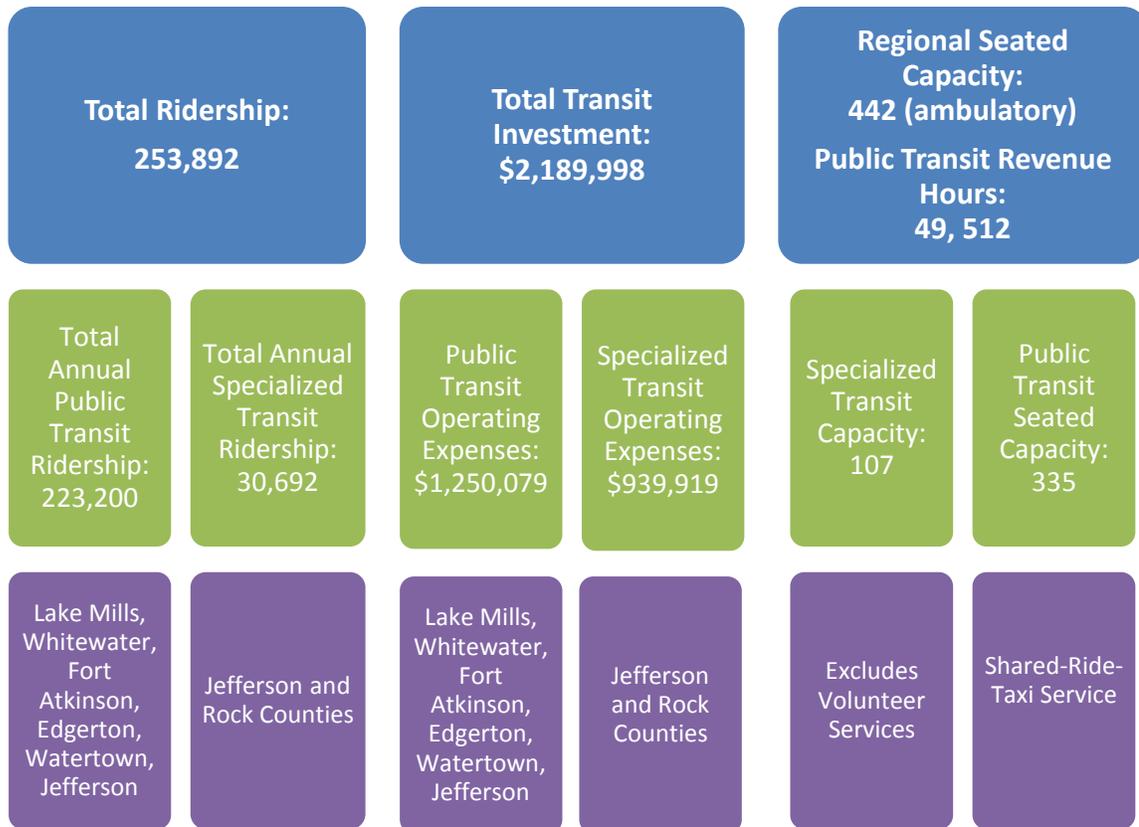
Human service transportation, typically operated by county agencies and non-profits, operates on a span and schedule that is mainly limited to standing rides and program related trips. That public transit service is mainly operated by city governments by contracted providers offer service within those communities. In some cases out-of-town trips are offered with an additional per-mile fee, however those trips are capacity constrained and can lead to increased costs and deadhead miles. For a Jefferson resident that needs to travel to Fort Atkinson for specialized medical care, the van service operated by Jefferson County is capacity constrained (a single minivan) and taking Jefferson Shared-Ride-Taxi service would incur additional fee per mile charges if the vehicle was available. Additionally, depending on the timing of the medical appointment that vehicle would potentially have to return to Jefferson with no return passengers, causing an operational inefficiency during revenue service. Similar issues present themselves for shopping trips, connections to intercity services, and employment transportation.

The following alternatives are oriented to making transit services in these rural areas easier to use, opening these services up to new markets, meeting latent demand for transit services, and resolving the existing limitations of existing administrative activities and governance.

Review of Existing Conditions

As summarized in Chapter 1, there are several transportation service providers in the rural portions of the study area. This includes shared-ride-taxi providers that serve six cities, and elderly and disabled transportation providers that serve Jefferson and Rock Counties through specialized services. Summary data of these public and specialized transit systems is presented in Figure 9. This includes information on capacity, expenses, ridership, and service hours of demand response services.

Figure 9. Aggregated Demand Response Service Data



Additional services in the area include volunteer operated transportation managed by county human service agencies, the Innovation Express corridor service managed by Janesville Transit System, and specialized transportation providers such as UMOS, St. Coletta of Wisconsin, and LaVigne Transportation.

In Chapter 2 demand for rural public transit service was estimated to be approximately 285,000 rides per year in the non-urbanized portion of Jefferson and Rock Counties. Currently there are 223,200 public transit rides provided per year in this area. The proposed alternatives will aim to preserve the level of service as it stands today, and grow ridership through coordination of existing resources and targeted investments in capital assets, promotional materials and programming, and technology.

Level of Service Assessment

To evaluate the utility of each transportation option it is common in the transportation industry to establish metrics for measuring transportation system performance by describing the “level of service” (LOS) provided. This is most frequently done using quantitative measures that are accepted industry standards. The metrics in Table 9 define the parameters. For human service oriented transportation LOS A would be achieved if a provider operated

5 days per week or more and for at least 9 hours per day. This type of service allows for full coverage of time periods where most life sustaining activities (i.e. grocery shopping, medical visits, social service appointments, etc.) take place. LOS B and C represent lesser amounts of service being available for clients, requiring more planning and somewhat fewer opportunities. The level of service offered by a transit agency is usually a product of local decisions, and the defined mission of the transit agency. For public transit services LOS A represents full coverage during each day of the week, with service available for at least 12 hours per day. This allows for coverage beyond the traditional work week to allow transit users to conduct personal business and make social or shopping trips. Lower levels of service reduce transit’s effectiveness as a viable mode.

Table 9. Level of Service Measures

Human Service Transportation		
Level of Service	Amount of Service Provided	Adequacy/Effectiveness
A	5 days/week or more 9 hours/day or more	Excellent
B	4 days/week or more 8 hours/day	Good
C	Less than 4 days/ week Less than 8 hours/day	Inadequate
Public Transit		
Level of Service	Amount of Service Provided	Adequacy/Effectiveness
A	7 days/week 12 hours/day	Excellent
B	6 days/week 10 hours/day	Good
C	Less than 6 days/week Less than 6 hours/day	Inadequate

The level of service for each transit provider is listed in Table 10:

Table 10. Local Transit Levels of Service

Provider	Level of Service
Lake Mills Taxi	LOS A/B
Whitewater Shared-Ride-Taxi	LOS A
Watertown Transit	LOS A
Fort Atkinson Shared-Ride-Taxi	LOS A/B
Edgerton Shared-Ride-Taxi	LOS B
Jefferson Shared-Ride Taxi	LOS A

Provider	Level of Service
Jefferson County Human Services	LOS B/C (Human Service Transportation) LOS C (Public Transit)
Rock County Human Services	LOS A (Human Service Transportation) LOS C (Public Transit)

The level of service indicators show that most of the individual cities in the study area are well served. However, there are inconsistencies in the provision of transit service at the regional level. Very basic needs are met by human service transportation, but there is potential for the deployment of additional public transit services to fill in regional gaps.

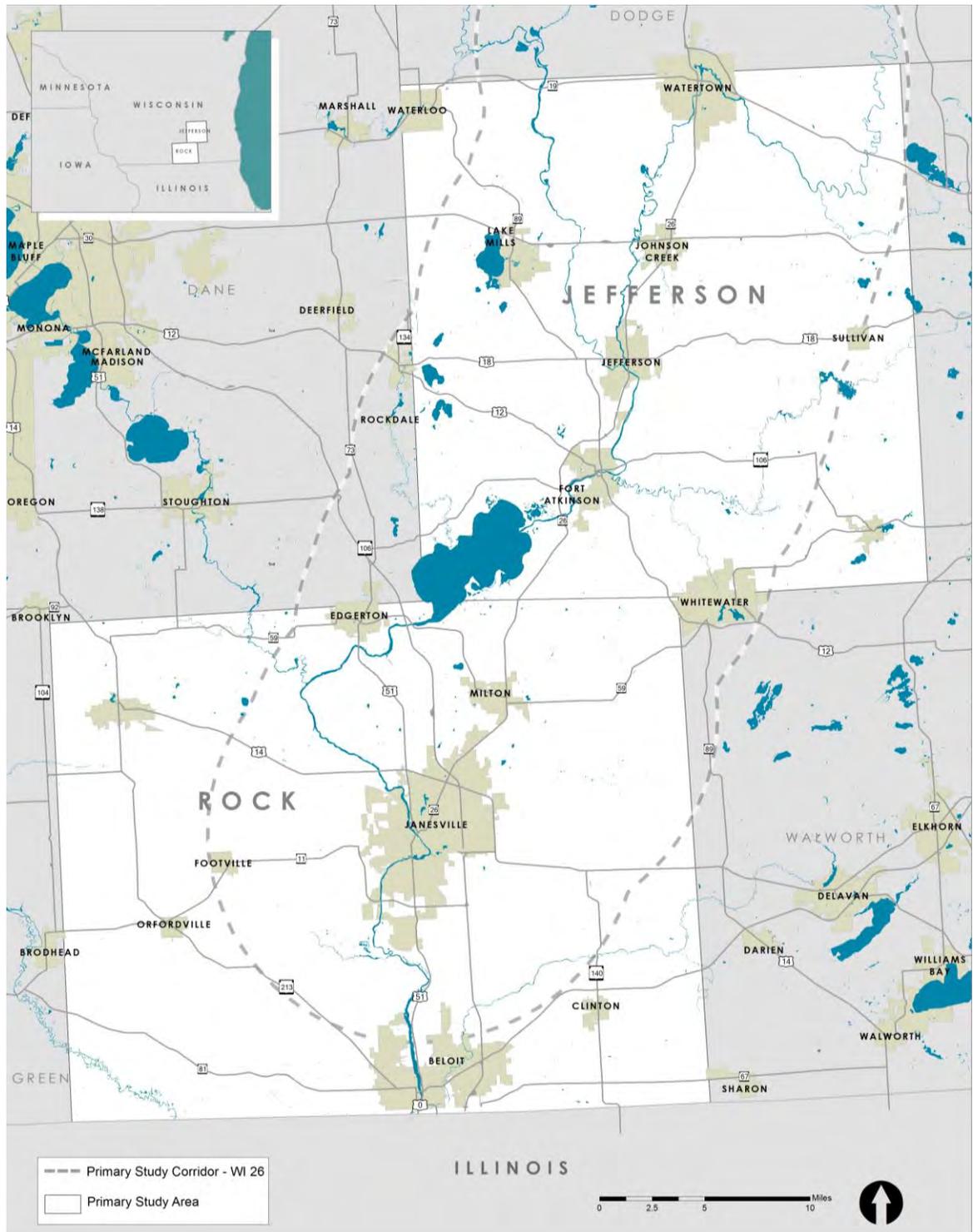
Operations Assumptions

In developing and evaluating each alternative, assumptions were made about the service provision and utilization characteristics of transit services operating in rural areas. These assumptions are based on data collected from peer systems in the Upper Midwest using the National Transit Database. Additionally, Figure 10 below shows the project study area for reference.

Table 11. Transit Operations Assumptions

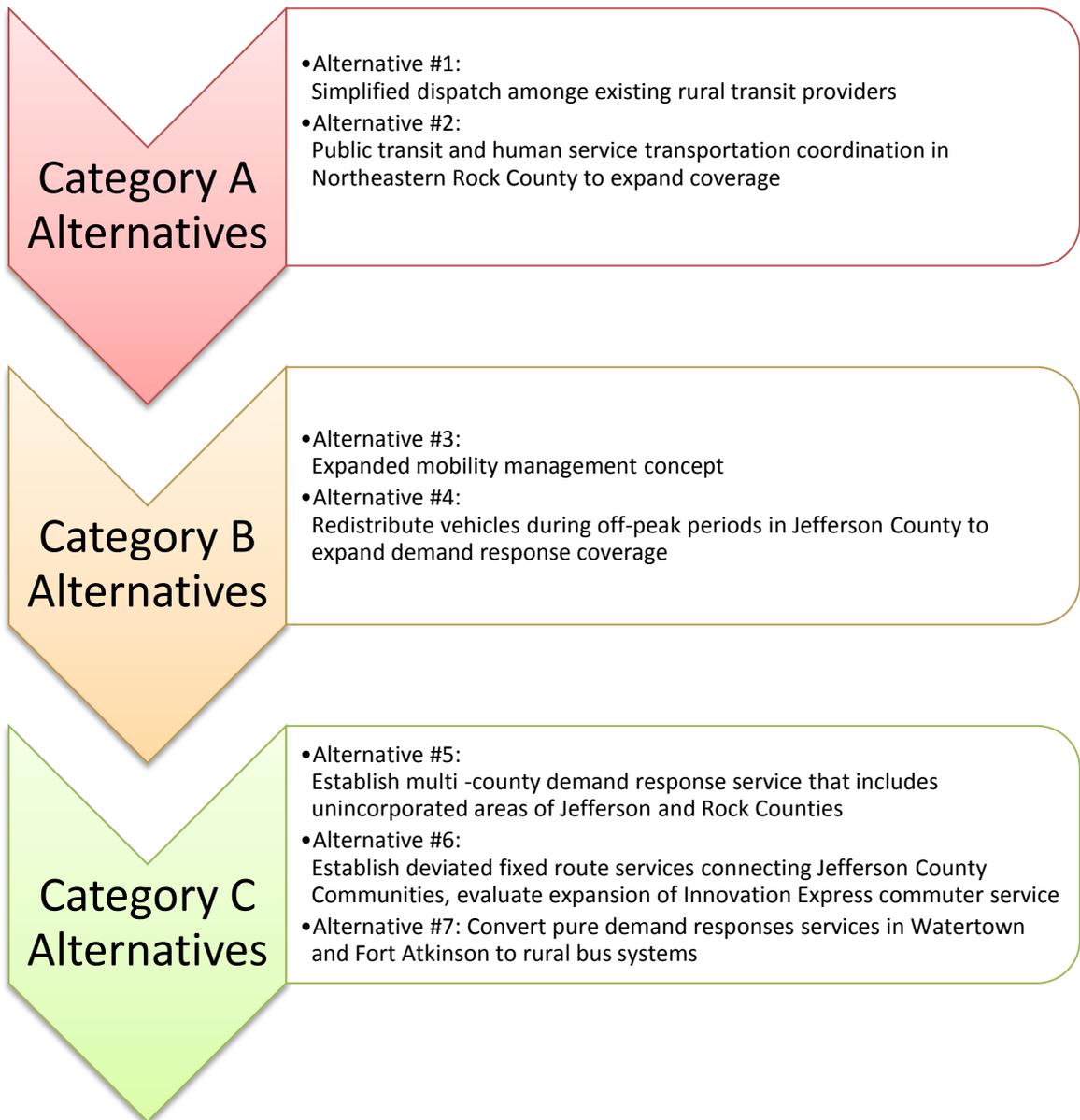
Type of Transit Service	Cost Per Hour	Passengers Per Hour	Revenue Hours per Capita
Rural Demand Response	\$24.00	2.8	0.25-0.5
Urban Demand Response	\$52.00	3.7	0.75-1.0
Rural Deviated Fixed Route	\$75.00	5.9	1.0

Figure 10. Project Study Area



Proposed Alternatives

Based on stakeholder input, estimates of need and demand, and oversight committee guidance on the market conditions in Jefferson and Rock Counties, the consultant team has developed a series of alternatives for preliminary review. Each alternative fit in one of three broad categories that have different levels of complexity. Alternatives in “Category A” are simpler in their overall administrative structure and can likely be implemented in the near term, where as “Category B and C” alternatives will likely require more significant investment and administrative changes that may require implementation in phases over time. An overview of each alternative is shown below.



Each proposed alternative will build on the existing scope of services. No reductions in service are proposed, however some alternatives present a nominal savings in operational costs.

Alternative #1: Simplified Dispatch Concept

Market Need, Coordination Barrier, or Service Gap

In the study area the local shared-ride-taxi systems serve individual communities and offer service to outlying communities for a per-mile fee. While many of the transit systems are operated by Brown Cab and dispatched centrally from the company's Fort Atkinson operations center, Watertown Transit is operated and managed by Passenger Transit Inc. and dispatched separately. This leads to the following inefficiencies:

- Intercity trips are made by individual communities and not coordinated regionally, resulting in trips with higher deadhead miles and placing limitations on lower capacity transit systems.
- Watertown is a destination in Jefferson County that serves as a market for work and medical trips.

Proposed Action

Alternative #1 includes the consolidation of some or all dispatching functions among shared-ride-taxi providers in the study area. This alternative would be implemented when the Watertown Transit system operations are placed out for bid. The bid document would include the stipulation that regional trips and the Watertown fleet would be included in a regional dispatch system. This is the first step, or "pilot phase", of a more robust mobility management concept that is described in Alternative #3 that develops a more detailed brokerage concept and resource network. Gradually other providers could be a part of this dispatching network. A possible candidate for operating this dispatch center would be the Brown Cab operations facility in Fort Atkinson given the level of technology and capacity present.

Outcome

There would be no change to existing service levels for intra-city public transit. The advantage of centralizing dispatch would be to better coordinate intercity trips in the northern half of Jefferson County and expand coverage between Jefferson and Watertown along the Highway 26 corridor. Shared-ride-taxi providers will coordinate trips in these areas, reducing deadhead miles and increasing ridership. Additionally, these trips would pass through Johnson Creek which is an important medical and shopping destination, as well as a stop for intercity bus transportation and the site of a park-and-ride.

Fiscal Impact

- Approximate 5% reduction in Watertown Transit operating costs
- Requires capital investment for communications and mobile data terminals for Watertown Transit fleet.

Alternative #2: Public Transit and Human Service Transportation Coordination in Northeastern Rock County to Expand Coverage

Market Need, Coordination Barrier, or Service Gap

Currently the only public transit option that exists in Northeastern Rock County is the shared-ride-taxi service operated on behalf of the City of Edgerton by Brown Cab. Rock County provides human service transportation services to older adults and individuals with disabilities on a demand response basis. Reported data shows that this service caters to a variety of trip purposes.

Rock County Bus Service Characteristics:

- 14,886 medical trips per year
- 5,089 employment trips per year
- 48 trips per year to senior nutrition sites
- Over 2,000 shopping and recreation trips per year

This service is limited to targeted client bases, and there are gaps in public transit coverage for trips from rural communities to Janesville and Beloit and between these areas.

Edgerton's taxi service is limited to one active vehicle during revenue service, and longer distance trips add deadhead miles and reduce its availability for in-town trips.

Additionally, the funding programs that currently support rural transit in this area are in silos among providers, with Rock County being the recipient of 85.21 and 5310 funding, and Edgerton receiving 85.20 and 5311 funding. These funding sources can be used to leverage one another or be managed by a single grantee or regional entity. Rock County is currently a public transit provider in that it operates ADA complimentary paratransit service in Janesville and Beloit.

Proposed Action

Alternative #2 recommends an expansion of public transit service in Northeastern Rock County. There are two ways to pursue this alternative:

- Rock County could open its existing service to Edgerton and Milton to the general public and access public transit aid to support the service for trips that are not provided to older adults or individuals with disabilities. There would still need to be a local commitment of funds for this service, but it would be considerably less costly

than establishing a new, stand-alone service dedicated to this purpose. The dispatchers in Alternative #1 would schedule the ride, and refer them to Rock County if Edgerton Taxi is unable to dedicate its vehicle to a coordinated trip to Milton or Janesville.

- If opening Rock County's service to public transit passengers is not an acceptable alternative, Edgerton Shared-Ride-Taxi Service could expand its fleet and have a vehicle that would be dedicated to longer distance trips, and add capacity to in-town trips.

The intent of implementing the first option is that it can mainly be accomplished using existing resources.

Outcomes

- Remove existing funding silos (5310, 5311, 85.20, 85.21), and combine funding sources to invest in new services, and obtain a better return on investment with local funds.
- Expand public transit service area coverage.
- Reduce duplication of Rock County service with Edgerton Shared-Ride-Taxi Service.
- Establish a coordinated trip that would provide intercity connections.
- Expand service area to include parts of rural Rock County and Milton.
- Area ridership expands to approximately 227,000 trips per year

Fiscal Impact

The estimated cost for providing expanded demand response transit in Edgerton and Milton is based on provision of 0.5 revenue hours of service per capita. Currently the City of Edgerton offers a service that provides 0.52 revenue hours per capita. The total cost of rural public transit in Northeastern Rock County (inclusive of existing services, meaning that Rock County and Edgerton's operating budgets are a part of this figure) would be projected to be \$144,000 if you cover the entire portion of the county along the Highway 26 Corridor and provide about 6,000 revenue hours. This level of service could be deployed incrementally as demand for the service develops.

Alternative #3: Expanded Mobility Management Concept

Market Need, Coordination Barrier, or Service Gap

In the study area the local shared-ride-taxi systems serve individual communities and offer service to outlying communities for a per-mile fee. While many of the transit systems are operated by Brown Cab and dispatched centrally from the company's Fort Atkinson operations center, Watertown Transit is operated and managed by Passenger Transit Inc. and dispatched separately. While Alternative #1 dealt with addressing dispatching and

coordination inefficiencies among public transit providers in Northern Jefferson County, there is a more expansive provider network in the study area that includes specialized transportation agencies (County agencies, St. Coletta of Wisconsin, etc.). There is some geographic overlap among transportation agency service areas, and there are vehicles that are under-utilized. Another barrier to coordination and increased ridership is the lack of a centralized resource center where people can learn how to use the full array of transportation services and be referred to the appropriate transit provider or organization. Many critical destinations and services are regionalized within Jefferson County, and this concept would efficiently connect transportation users with those services.

Proposed Action

Alternative #3 would expand upon Alternative #1 to establish a transportation resource center for communities in the Highway 26 corridor. Local transit agencies would partner with this resource center to provide the following services:

- Dispatching
- Coordination of rides among providers to develop the most efficient services
- Monitoring of regional transit service, collecting data to determine how to deploy resources
- Promotion and marketing of transportation services
- Travel training
- House resources for commuters
 - Rideshare coordination
 - Informational materials on local and intercity carriers
- Serve as lead agency to work with UW Whitewater on providing alternative transportation options for students staff and faculty

The mobility management agency would be a resource for those looking to connect with intercity transportation, conduct outreach to the business community, coordinate volunteer services, and promote strategies such as ridesharing in the Jefferson County area. Given Brown Cab's capabilities as a transit provider and dispatching entity they could be a candidate to participate in this initiative. Furthermore, Jefferson County's status as an 85.21 grantee and their network of providers and social service agencies, as well as Rock County's existing mobility management projects make them well suited to take part in implementing Alternative #3 in partnership with a transit operator. This alternative falls broadly under the category of Mobility Management (historically funded in Wisconsin via the JARC and New Freedom Programs), but a number of funding sources could be used to support it including Section 5311, Section 5310, and Chapter 85.21.

Outcomes

- Attraction of new riders as a result of effective marketing and promotion.

- More effective use of fleet resources and improved transit coordination for intercity trips.
- Establishment of a “one-call” information center for transportation services.
- Development of ridesharing programs to connect major employers and training sites in Jefferson and Rock Counties
- Area ridership expands to 229,000 trips per year

Fiscal Impact

It is estimated that Alternative #3 will not directly affect existing transit operations, but it would result in some nominal efficiencies in dispatching and administration activities. Additionally there would be increased productivity by increasing passengers per hour on long distance trips. Further investigation of “out-of-town” trips among providers is necessary, but the average rate of passengers per hour among rural demand response systems operated by Brown Cab and Running Incorporated in Wisconsin is 2.8.

Establishing the mobility management center would require an investment in staff, likely beginning with one mobility manager and eventually growing to 2 full time staff to manage these projects as funding becomes available. A comparable mobility management investment exists in Rock County with an annual operating cost of approximately \$110,000.

Alternative #4: Redistribute Vehicles during Off-Peak Periods in Jefferson to Expand Demand Response Service Coverage

Market Need, Coordination Barrier, or Service Gap

Each community-based shared-ride-taxi system has its own dedicated fleet that, in most cases, is municipally owned, and serves local rather than regional trips. There is correspondingly a lack of public transit coverage in the smaller cities and towns in Jefferson and Rock Counties. While there are “peak periods” where demand is very high among the larger transit systems – school schedules, program related trips for special needs passengers, commuting times – there are times of the day where capital assets are not used. Regional seated capacity is shown in Table 12.

Table 12. Transit Capacity

Transit System	Seated Capacity (ambulatory)
Watertown Transit	109
Jefferson Shared-Ride-Taxi	16
Fort Atkinson Shared-Ride-Taxi	53
Edgerton Shared-Ride-Taxi	4
Lake Mills Shared-Ride-Taxi	10
Whitewater Shared-Ride-Taxi	25
Rock County Transit	90
Jefferson County Human Services	17

Human service transportation that is currently coordinated by Jefferson County is managed separately from the public transit systems in the region. Available vehicle capacity is not coordinated with public transit agencies. There is potential for these services to operate on a more flexible basis, and some rides could be shifted to a public transit provider resulting in coverage of a larger service area.

Proposed Action

As an expansion of Alternatives #1 and #3, Alternative #4 proposes that vehicles that currently operate public transit in the study area serve rural areas on a county-wide basis, and are dispatched from a central location. The priority would still be to meet all in-town trips, and each taxi system would remain owned by local governments, however if a vehicle was not in use it could be dispatched to a nearby community to meet demand. Cost centers would be established based on a geographic area and integrated with the dispatch software. A level of service that would fully serve the rural populations of Jefferson and Rock Counties would be a transit system that would eventually develop to provide 57,000 revenue hours of service and generate about 249,000 annual trips. Organizationally this would lay the groundwork for additional regional coordination efforts.

Outcomes

- More effective use of capital resources
- Expanded coverage in rural areas
- More flexibility to serve regional trips
- Greater ability to provide coordinated service (more capacity for coordinated trips that would not displace public transit)
- Total area ridership of 249,000 trips per year

Fiscal Impact

The baseline operating cost of this alternative would be the equivalent of Alternative #3 given the additional staff commitment. However, it is expected that revenue service would gradually increase over time. A fully developed system would offer approximately 57,000 revenue hours of service and have a total operating budget of \$1,703,845 if the service areas included all rural areas of Jefferson and Rock Counties. It is assumed that some human service transportation trips that are currently provided through the 85.21 program would be shifted to the regional system, and that 85.21 funding would comprise a portion of the local share to include the counties as a contributor to the “urbanized area” under Wisconsin Statute.

Alternative #5: Establish Multi-County Demand Response Service that provides more complete coverage in Jefferson and Rock Counties.

Market Need, Coordination Barrier, or Service Gap

In the study area there are townships that are currently unserved by public transit. Local transit systems do make trips outside of service areas for a per-mile user fee; however these trips are only made if in-town trips are not displaced. Additionally, there are some administrative tasks such as fiscal agency, dispatch, etc. that are fragmented among the various transit agencies. Each community-based shared-ride-taxi system has its own dedicated fleet that in most cases is municipally owned, and predominantly serves local rather than regional trips.

Proposed Action

To address these market needs, Alternative #5 builds on Alternative #4 by altering the governance structure of existing rural public transit providers. Instead of multiple grantees operating discrete transit systems, a single grantee would act as the fiscal agent for a coordinated regional system. This could be any local public body eligible for state aid, or a multi-county transit commission that would be established in the future. Municipal agents that wanted to continue to be served by public transit would contribute local share of operating funds to the regional system. It is assumed that in Alternative #5 the service area will be the entirety of Jefferson County and the northeastern portion of Rock County along the Highway 26 Corridor (Edgerton and Milton). This service could adopt a zone-fare model similar to that of Washington and Ozaukee Counties where higher mileage trips have higher fares.

Outcomes

- More effective use of capital resources
- Expanded coverage in rural areas
- More flexibility to serve regional trips

- Greater ability to provide coordinated service (more capacity for coordinated trips that would not displace public transit)
- Reduced administrative burden
- Sets in place a framework and governance structure for regionalized transit service and funding opportunities
- Total area ridership of approximately 259,000 trips per year

Fiscal Impact

Alternative #5 assumes that the hourly rate to provide demand response transit service would increase to match the cost of other systems that have regional coverage in areas with relatively low population densities. However, with this increase in operational costs there comes a reduction in administrative costs by reducing the number of grantees to one. This alternative also assumes ridership levels to grow to approximately 3.65 passengers per hour if 0.75 revenue hours of service per capita are provided. The total operating budget of this system would be approximately \$1,665,000. To meet this demand there would be a peak vehicle requirement of about 29 vehicles of a cutaway or minibus design. The current fleet in the region has a number of sedans and minivans with lower passenger capacities.

Alternative #6: Develop Deviated Fixed-Route Service Connecting Jefferson County Communities

Market Need, Coordination Barrier, or Service Gap

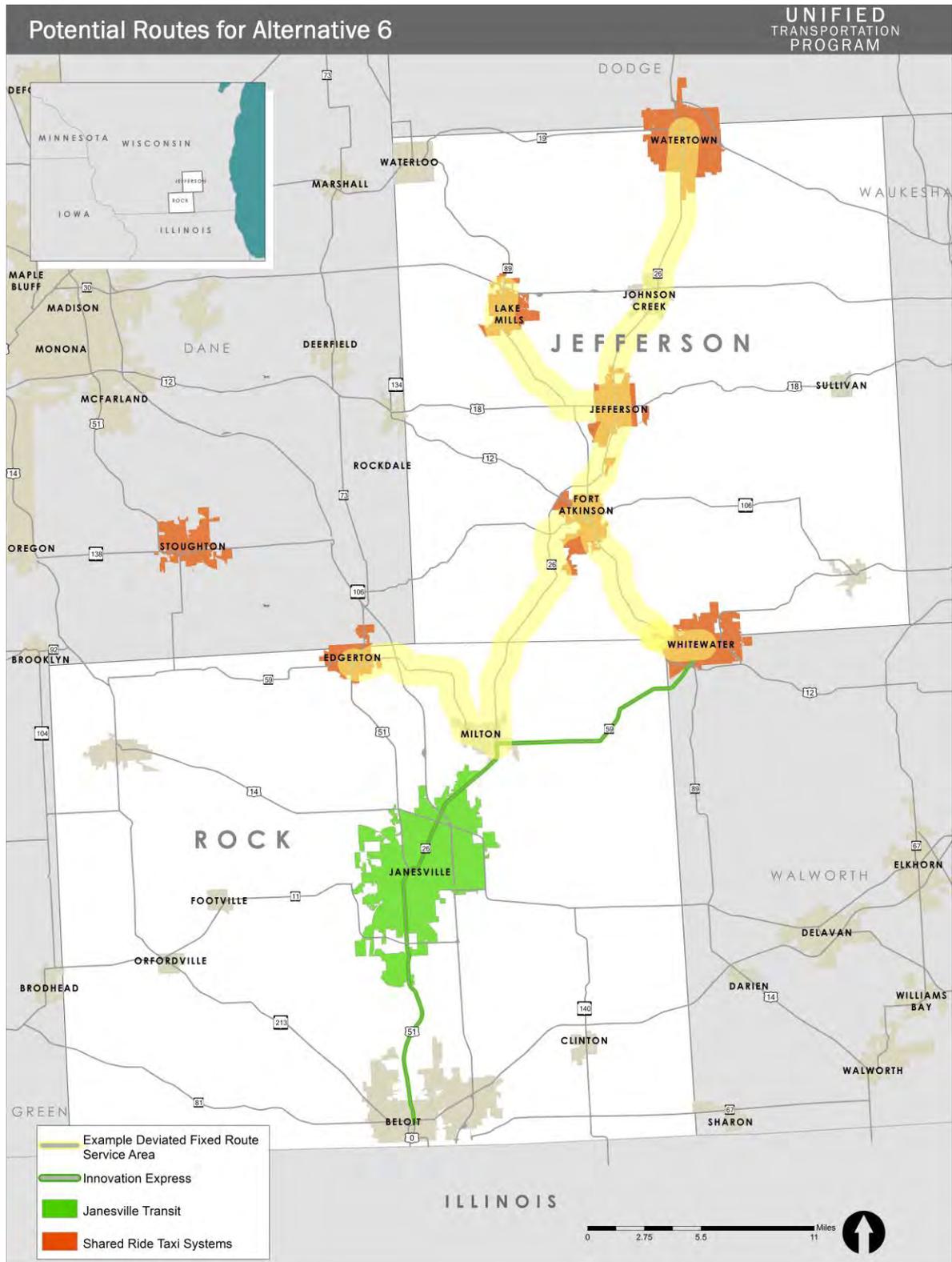
While Alternative #4 would enhance the flexibility of transit and improve coordinated regional trips, it does not meet all of the potential demand for transit services in rural Jefferson and Rock Counties. There are also rural towns in the study area that are currently unserved by any provider, and there is an inability to provide “town to town” transportation to and from locations that do not have an origin or destination in a municipality that owns a shared-ride-taxi service. Many markets and services in Jefferson and Rock Counties are regional in nature, such as medical care, employment, and higher order goods/retail establishments. As these regional markets grow, there are limitations as to how productive a curb-to-curb demand response system can be. A service with a more formalized route structure is easier to understand, and offers a reliable schedule with which riders can plan trips. For this reason a corridor based mode could serve ridership beyond the curb-to-curb service.

Proposed Action

This alternative assumes that Alternatives #1, #2, and #3 have been implemented and would maintain the existing structure of shared-ride-taxi services in each community. However, for intercity or regional trips a new deviated fixed route service would be developed to meet that demand. A deviated fixed route service would travel along a corridor

and connect cities within Jefferson and Rock Counties. Possible routing is shown in Figure 11. The service would have fixed time points along this corridor, but “deviate” a certain distance from the corridor on a demand response basis that would be at or above the minimum required by the Americans with Disabilities Act of $\frac{3}{4}$ mile. Alternative #6 assumes that each community that currently sponsors shared-ride-taxi service would be connected with the corridor based service. A local government would also need to sponsor the service and commit to coordination of the local share of state and federal aids.

Figure 11. Deviated Fixed Route Service



Outcomes

- Assumes Alternative #3 is in effect along with its outcomes
- More intensive mode for regional trips will attract additional ridership
- An estimated annual ridership of 389,000 trips across public transit providers
- Assumes a service level of one revenue hour per capita
- Public transit coverage of areas outside of municipalities that own shared-ride-taxi systems (rural towns)
- 72,000 revenue hours of public transit service would be provided.

Fiscal Impact

Implementing a rural bus mode in addition to pure demand response services has a higher cost of operation than the shared-ride-taxi systems. However, rural bus services with more formalized routes tend to attract more riders than the community based systems and therefore more revenue. This alternative generates the highest ridership of any alternative with 389,000 annual trips as it anticipates new markets being attracted to this type of service. To meet this demand there would be a peak vehicle requirement of about 29 vehicles of a cutaway or minibus type of design. The total operating costs for public transit in the region is estimated to be about \$1,884,000 per year if Alternative #6 is implemented.

Alternative #7: Convert Shared-Ride-Taxi Systems in Fort Atkinson and Watertown to Rural Bus Systems

Market Need, Coordination Barrier, or Service Gap

The cities of Watertown and Fort Atkinson's public transit systems have the highest ridership of any in the study area. Additionally, many transit performance measures for these systems are consistent with those of rural bus systems operating throughout the State of Wisconsin. Eventually, shared-ride-taxi systems that operate passenger sedans or minivans become capacity constrained, and while operating costs increase, ridership per service hour holds flat. It is possible that the communities of Watertown and Fort Atkinson are nearing the point where they could support a fixed route or deviated fixed route bus system for in-town trips. Fort Atkinson and Watertown also have the greatest number of commuters that both live and work in their respective municipalities, suggesting that they could support an in-town commuter market. Also, even if Alternative #4 is implemented the projected ridership is not consistent with meeting all of the unmet demand for rural public transit trips in the study area.

Proposed Action

Alternative #7 begins with Alternative #4 as a baseline and converts the shared-ride-taxi systems in Fort Atkinson and Watertown to rural bus systems. These would likely be

deviated fixed route systems that operate in a manner similar to that of the City of Merrill in northern Wisconsin. This system has a series of scheduled time points in a geographic zone or corridor, and makes curbside pickups within a certain distance of each time point. This would cover at least a $\frac{3}{4}$ mile or greater buffer along a given route to alleviate the need to provide ADA complimentary paratransit service. Shared-ride-taxi service would be preserved in other communities as specified in Alternative #4 and excess taxi vehicles would be distributed to other providers for rural or regional trips to and from Fort Atkinson and Watertown.

Outcomes

- Address any unmet demand for transit in Fort Atkinson and Watertown
- Add passenger capacity in Fort Atkinson and Watertown
- Formalization of existing coordinated “route” service in Watertown
- Systemwide ridership of approximately 283,000 annual trips
- Systemwide revenue hours of approximately 55,000 per year

Fiscal Impact

The total operating costs for this alternative are nearest to Alternative #5, with an annual operating and maintenance cost of \$1,657,000. However, the capital cost estimates are somewhat lower with a peak vehicle requirement of 22 cutaway chassis buses using the estimate of 1 vehicle in the fleet for every 2500 revenue hours. The hourly rate for this service is somewhat higher given the cost of providing a rural bus service in comparison to a shared-ride-taxi service, given the added cost of labor and training for these drivers. This alternative also provides ridership estimates close to the estimated rural transit demand with the ability to provide 283,000 rural public transit rides per year.

Summary

In Chapter 2 demand for rural public transit service was estimated to be approximately 285,000 rides per year in the non-urbanized portion of Jefferson and Rock Counties. Currently there are 223,200 public transit rides provided per year in this area. The proposed alternatives will aim to preserve the level of service as it stands today, and grow ridership through coordination of existing resources and targeted investments in capital assets, promotional materials and programming, and technology.

The Category A alternatives focus on technological improvements and near term coordination strategies to improve efficiency and open transit agency resources to increase ridership. Little change in operating costs or ridership is expected with these alternatives, but their implementation sets the stage for future coordination opportunities.

Category B alternatives promote outreach, coordination, and increased flexibility to access new markets and remove barriers that may currently inhibit access to transit. Implementing

these alternatives will cost about \$210,000 above current levels and would be expected to generate about 26,000 new transit rides per year.

Category C alternatives involve more intensive service improvements, and deployments of new transit modes to cover new geographic areas and dramatically grow ridership. In order to cover the projected public transit demand in the study area, alternatives under Category C would need to be implemented. These require an investment that would support additional operating expenses of \$400,000 to \$630,000 over current levels. The Category A and B alternatives would be implemented in increments, whereas only one of the Category C alternatives would be selected. Table 13 on the following page summarizes each alternative and its projected outcomes.

On October 9, 2013 a meeting of project stakeholders was held. Direction from the oversight committee indicated the following priorities for advancement of alternatives:

- Providing transit access to areas that are currently unserved by transit (rural towns)
- Improving efficiency of existing transit services by reviewing new models for dispatch and mobility management
- Preserving the levels of service that are already in place (community based shared-ride-taxi systems, Innovation Express, productive relationships with municipalities)

Given these priorities, Alternative #4 was selected for advancement as it was deemed most consistent with the stakeholder goals. Alternative #4 involves the maximization of existing resources and builds upon existing partnerships in the region. Additionally, the strategies involved in implementing Alternative #4 can be undertaken in a closer time frame than Alternatives #5-#7, therefore making it a better fit for the key stakeholders than some of the more elaborate options.

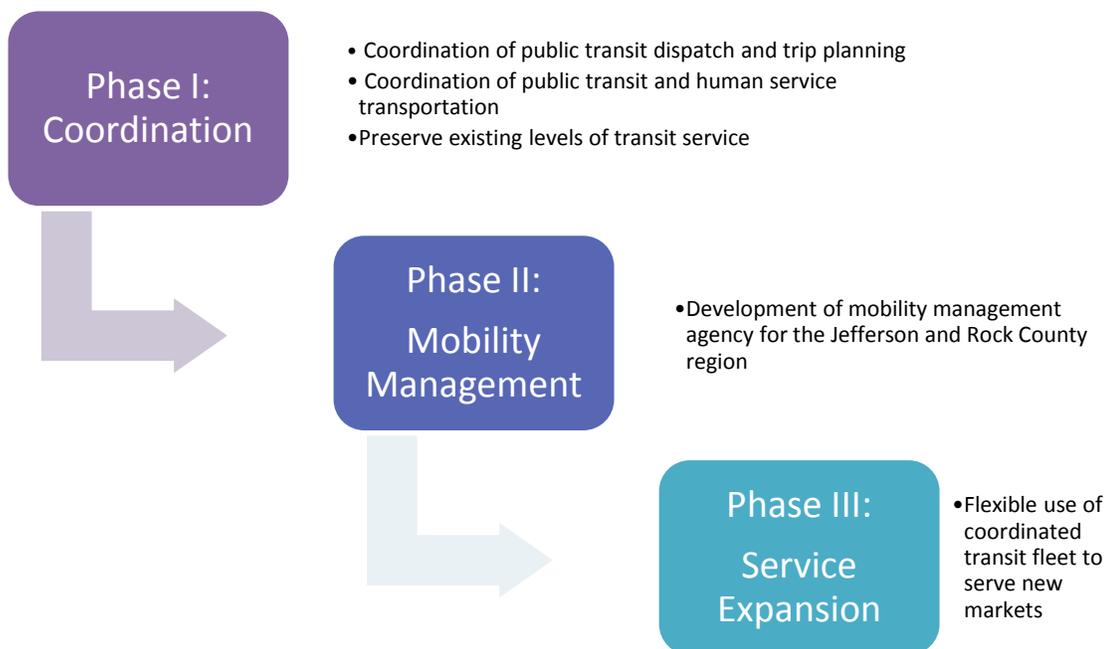
Appendix I includes minutes from this meeting.

Table 13. Summary of Alternatives

Category	Alternative	Preliminary Estimate of Operating/Maintenance Cost	Revenue Hours	Ridership (Initial year)	Capital Requirements	Innovation Express	Notes
Category A Alternatives	Baseline	\$1,250,079	49,512	223,200	None	Add \$380,000 operating costs and 20,000 annual ridership to all alternatives to maintain existing level of service.	Public transit services only
	Alternative #1: Simple Consolidated Dispatch Concept	\$1,180,000 - \$1,220,000	49,512	223,200	Communications equipment and tablet procurement: approx. \$40,000		Capital purchase will be updated to reflect compatible hardware.
	Alternative #2: Rock County Coordination	\$1,246,000	52,000	227,000	Communications equipment and tablet procurement: Approx. \$7,500		Capital purchase will be updated to reflect compatible hardware
Category B Alternative	Alternative #3: Expanded Mobility Management Concept	\$1,356,000	52,000	229,000	Some office and administrative supplies.		Assumes 1% increase in ridership resulting from mobility management project
	Alternative #4: Flexible Dispatch of Vehicles among Shared-Ride-Taxi Systems	\$1,459,000	57,000	249,000	Will require further study to determine current excess capacity.		
Category C Alternative	Alternative #5: Establish Multi-County Shared-Ride-Taxi System	\$1,665,000	71,000	259,000	Total peak fleet requirement of approximately 29 cutaway buses, vehicles required if taxi sedans are a portion of the fleet. Assumption of 1 vehicle for 2500 revenue hours.		
	Alternative #6: Develop Deviated Fixed-Route Services Connecting Jefferson County Communities	\$1,884,000	72,000	389,000	Total peak fleet requirement of approximately 29 cutaway buses, vehicles required if taxi sedans are a portion of the fleet. Assumption of 1 vehicle for 2500 revenue hours.		Needs to be further refined to account for duplicative service.
	Alternative #7: Convert Shared-Ride-Taxi Services in Watertown and Fort Atkinson to Rural Bus Systems	\$1,657,000	55,000	283,000	Total peak fleet requirement of approximately 22 cutaway buses. Assumption of 1 vehicle for every 2500 revenue hours.		

Chapter 4: Implementation of Preferred Alternative

As discussed in Chapter 3, the oversight committee for the Unified Transportation Program project has advanced Alternative #4 as the preferred option to be analyzed for implementation. Given the cumulative nature of the universe of alternatives the adoption of Alternative #4 also includes the policy recommendations associated with Alternatives #1, #2, and #3. Alternative #4 builds on various coordination activities and the implementation of a mobility management project and offers a model for more flexible use of existing demand response transit fleets to gradually increase regional ridership and meet the demand for transit in unserved markets. Alternative #4 can be segmented into three phases of implementation:



For each of these development phases this memo will outline the following items in addition to a synopsis of each component of the preferred alternative:

- Required institutional and staffing changes
- Refined capital and operating cost estimates
- Agency roles and responsibilities
- Funding sources
- A checklist outlining organizational needs to implement the component
- User benefits

In addition to the preferred alternative, the stakeholder committee identified two alternatives and determined they were not top priorities, but were sound long term strategies that could

result from future investments and policy decisions. These included formal expansions of service areas and the addition of other transportation modes beyond rural demand response public transit.

The preferred alternative implements a set of strategies that meet the objective of increasing ridership correspondent with unmet demand in the service area. The preferred alternative also works toward overcoming silos and segmentation of transportation programs, agencies, and transit service products to improve both system efficiency and the experience for the transit user.

Each recommendation is consistent with the overall project goals and objectives, addressing unmet needs that have been identified, offering transportation solutions that work to address those needs, and providing guidance on implementation for local public transit providers and partner agencies.

Review of Assumptions

Each recommendation builds on the existing conditions of public transit service in the study area:

- Total public transit operating expenses: \$1,250,079/year
- Total operating costs of Janesville-Milton-Whitewater commuter service: \$380,000/year
- Total public transit ridership: 223,200 trips/year
- Total public transit revenue hours: 49,512 hours/year
- Total approximate demand for public transit in the study area: 280,000 trips/year

Phase I: Coordination

Component #1: Simplified Dispatch Concept

Component #1 includes the consolidation of some or all dispatching functions among shared-ride-taxi providers in the study area. This component should ideally be implemented when the Watertown Transit system operations are placed out for bid for a new contract term. The bid document should include the stipulation that regional trips and the Watertown fleet would be included in a regional dispatch system. This is the first step, or “pilot phase”, of a more robust mobility management concept that is described in Component #3.

Gradually other providers could be a part of this dispatching network. A possible candidate for operating this dispatch center is the Brown Cab operations facility in Fort Atkinson given the level of technology and capacity present. However, if another municipally owned transportation provider is determined to be operationally better positioned as a regional dispatch center, they could also take on this responsibility.

It is also assumed in all of the implementation components that existing levels of public transit service will be maintained. This includes the community based shared-ride-taxi services, as well as the Innovation Express commuter bus service connecting Janesville,

Milton, and Whitewater. The Innovation Express commuter bus service is currently operated by the Janesville Transit System on behalf of public and private partners along the corridor. The preferred alternative outlines many service coordination options that address rural gaps in Jefferson and Rock Counties, but in the near term do not include a level of coverage that would replace the Innovation Express service. It is currently the only regularly scheduled, fixed-route connection along the Highway 26/Highway 59 corridor. The commuter bus is a critical connection between employment and educational centers in Janesville, Milton, and Whitewater and has experienced steady growth in ridership since its startup period. LEHD data indicates a reverse commute market from Janesville, and transit supportive destinations along the corridor. Continued investment in the Innovation Express service is the preferred manner in which these markets can be served, complimenting the service components outlined in this report. Promotion of the service can be assisted by the agencies outlined in Component #3. Additionally, given the scarcity of funds from state, federal, and local sources, this commuter bus route can potentially serve as a pilot model for private investment in transit services that can be replicated in other settings. The stakeholder committee concurs that the Innovation Express service is included in the baseline assumptions in Component #1.

Institutional Changes and Staffing Requirements

Component #1 should involve minimal institutional changes. The most apparent change will be the shifting of dispatching duties from the City of Watertown to a regionally coordinated dispatch center. The first trips to be shifted here will be intercity trips, and gradually the entire public transit fleet will be managed by a regional dispatch center. Component #1 will involve a change in scope for each transit provider to reflect the incorporation of Watertown into the allocated dispatch and oversight costs of each system.

The major staffing change in Component #1 is the shift of dispatchers from Watertown Transit to the regional dispatch center. While Watertown is the largest rural public transit system in terms of annual ridership, it is assumed that there would be an overall reduction of staffing needs due to the economies of scale achieved by dispatching at the regional center. As the transition is complete, there may eventually be a need to add staff to the regional center, but that would also logically correspond with Component #3.

Capital and Operating Cost Impacts

Component #1 does not anticipate an overall increase in the operating and maintenance cost. Given a typical allocation of dispatching costs within overall transit operational costs, it is expected that the shifting of these resource from a local to a regional provider would result in a cost savings equivalent to 5%-10% of Watertown Transit's operating budget.

To equip Watertown's vehicles in a manner consistent with the regional fleet they would need to have mobile data terminals (typically tablets or smartphones), compatible software, and communications equipment. This would require approximately \$2,500 per vehicle, for a

total of \$40,000. This strategy is also scalable. If another transportation provider such as Jefferson County or St. Coletta would like to participate in the regional dispatch network for public transit services, then they too could equip their fleet in such a manner.

Funding Sources

Component #1 would be funded using existing sources:

- Public Transit Aids
 - o FTA Section 5311 (Capital and Operating Assistance)
 - o WisDOT Chapter 85.20 Urban Mass Transit Operating Assistance (Operating Assistance)
 - o Local share from sponsors of shared-ride-taxi service
 - o Passenger fare revenue
 - o Human service agency fares

Component #2: Coordination of Rock County Oriented Transit Service

This component recommends that Rock County open its existing service to Edgerton and Milton to the general public and access public transit aid to support the service for trips that are not provided to older adults or individuals with disabilities. This would be a cost-neutral way of accessing new markets with rural public transit as the trips are already being made. There is already public transit service in Edgerton; however this transit system consists of one vehicle. If this vehicle makes an out-of-town trip it leaves a gap in service within Edgerton that would be inconsistent with the goal of preserving existing access to public transit. Coordinating efforts among regional providers in the areas of dispatch and service provision will enable residents of Edgerton to have access to Janesville, Beloit, and Milton using existing resources.

There will still need to be a local commitment of funds for this service, but it will be considerably less costly than establishing a new, stand-alone service dedicated to this purpose. The dispatchers in Component #1 will schedule the ride, and refer them to Rock County if Edgerton Taxi is unable to dedicate its vehicle to a coordinated trip to Milton or Janesville.

Institutional Changes and Staffing Requirements

The most significant institutional change will be for Rock County's transit service in that they will need to establish new policies and procedures for serving public transit customers and establish an agreement with a local sponsor of public transit service to secure funding for rural public transit trips. There is no change in staffing requirements for this element of the project.

Capital and Operating Cost Impacts

The estimated cost for providing expanded demand response transit in Edgerton and Milton is based on provision of a target level of 0.5 revenue hours of service per capita. Currently the City of Edgerton offers a service that provides 0.52 revenue hours per capita. The total cost of rural public transit in Northeastern Rock County (inclusive of existing services, meaning that Rock County and Edgerton's operating budgets are a part of this figure) is projected to be \$144,000 to cover the entire portion of the county along the Highway 26 Corridor and provide about 6,000 revenue hours.

The current types of passenger transportation that are offered in Rock County Human Services are the Mini Bus Service and Rock County RIDES. The Mini Bus Service operates within Rock County provides specialized transportation services for elderly or disabled persons. Mini buses are equipped to handle wheelchairs. This service is door-to-door meaning the passenger must be able to use the Mini bus independently or with some assistance. This service is provided weekdays 8 am- 5 pm. Trips are to be scheduled at least 2 days in advance. A rural-to-urban trip has a fare of \$6.00 each way. Rock County RIDES is a volunteer driver escort program that connects individuals with medical appointments outside of Rock County, including places such as Madison, Rockford, Milwaukee, etc. The Mini Bus service is the easiest to deploy as a coordinated operation with public transit.

The capital investment needed for this component is similar to that of the earlier phase in that vehicles that will be dispatched from a regional center would need upgraded communications equipment and mobile data terminals. It is estimated that up to three of Rock County's vehicles will need to be outfitted with this equipment at a total cost of approximately \$7,500.

Funding Sources

Component #1 can be funded using existing sources

- Public Transit Aids
 - o FTA Section 5311 (Capital and Operating Assistance)
 - o WisDOT Chapter 85.20 Urban Mass Transit Operating Assistance (Operating Assistance)
 - o Local share from sponsors of shared-ride-taxi service
 - o Passenger fare revenue
 - o Human service agency fares
- Specialized Transit Aids
 - o WisDOT Chapter 85.21 Specialized Transportation Assistance Program
 - o FTA Section 5310 Capital Assistance (Enhanced Mobility of Seniors and Individuals with Disabilities)
 - o Local share from Rock County and the City of Edgerton
 - o Passenger fare revenue
 - o Human service agency fares

Phase I: Implementation Needs

- ✓ Revised scope of Watertown Transit service
- ✓ Assignment of a regional dispatch center
- ✓ Communications equipment procurement for Watertown and Rock County to be funded at an 80% federal share with FTA Section 5310/5311 and 20% share with local funds (Watertown)
- ✓ Memorandum of understanding indicating that Rock County can provide public transit rides on behalf of a local shared-ride-taxi provider

Phase II: Mobility Management

Component #3: Mobility Management Concept

Building on the simplified dispatch concept that connects the public transit systems in the study area, Component #3 establishes a transportation resource center for communities in the Highway 26 corridor. Local transit agencies would partner with this resource center to provide the following services:

- Dispatching
- Coordination of rides among providers to develop the most efficient services
- Monitoring of regional transit service, collecting data to determine how to deploy resources
- Promotion and marketing of transportation services
- Travel training
- House resources for commuters
 - Rideshare coordination
 - Informational materials on local and intercity carriers
- Serve as lead agency to work with UW Whitewater on providing alternative transportation options for students staff and faculty

The mobility management agency will be a resource for those that intend to connect with intercity transportation, conduct outreach to the business community, coordinate volunteer services, and promote strategies such as ridesharing in the Jefferson County area. Given Brown Cab's capabilities as a transit provider and dispatching entity they are a suitable candidate to participate in this initiative in the areas of dispatching and transit operations. Furthermore, Jefferson County's status as an 85.21 grantee and their network of providers and social service agencies, as well as Rock County's existing mobility management projects make them well suited to take part in implementing this component in partnership with a transit operator. This alternative falls broadly under the category of Mobility Management (historically funded in Wisconsin via the JARC and New Freedom Programs), but a number

of funding sources could be used to support it including Section 5311, Section 5310, and Chapter 85.21.

In Appendix L of this document six case studies of Wisconsin mobility management projects are summarized.

- Rock County Human Services
 - Transportation services
 - Volunteer driver coordination
 - Travel training
 - Marketing
 - Trip planning
 - Rider referrals
 - Advocacy and education
- Dane County
 - One-call center
 - Purchased transportation
 - Rider referrals
 - Volunteer driver coordination
 - Centralized agency for coordinating transportation among 15 providers
- La Crosse County
 - Rider referrals
 - Purchased transportation
 - Call center
- Sheboygan County
 - Coordinated transportation service model
- Fox Valley (Appleton, WI and Vicinity)
 - Coordinated transportation service model
 - Volunteer driver program

- Travel training
 - Purchased transportation
 - Part-time information specialist/call center
- Door County
 - Call center and one-stop resource to provide transportation access to county residents and visitors
 - Travel voucher program
 - Coordinated transportation service model

Providing services to commuters is also an important component of mobility management in addition to critical human services. Major employers, local businesses, educational institutions, and managers of major construction projects that have large commuting workforces will be the subject of outreach for the mobility managers.

In the Minneapolis-St. Paul region there are Transportation Management Organizations (TMO) that educates employers and their employees about transportation options. The mobility manager will perform the same tasks, albeit in a more limited capacity due to the rural nature of the study area. This will include the marketing of transit services to the University of Wisconsin –Whitewater transportation market, referring commuters to the State of Wisconsin Vanpool Service, referring travelers and commuters to public transit connections to intercity bus services, and serving as the point of contact for transit agencies to open dialogues with major employers to build partnerships (meeting with chambers of commerce, economic development agencies, and firms that already support transit such as Generac). The following is a summary of the tasks regularly performed by a TMO (in this case I-494 Commuter Services) in the Minneapolis – St. Paul Region in its work with local businesses; it is anticipated that the mobility manager will perform these tasks regularly in Jefferson County:

Summary of I-494 Commuter Services' Regular Tasks

The I-494 Corridor Commission works with businesses, residents, and agencies to reduce congestion along the I-494 corridor.

Working with Businesses

I-494 is one of the fastest growing economic regions in the Twin Cities Metropolitan area, with 19% of the Metro area's population and 21% of all jobs. While a strong economy is important to all of us, new jobs and developments on our corridor have put increasing pressures on our roads and highways.

Most of the pressures of increasing congestion can be relieved by employers offering commute options to their employees. 494 Commuter Services staff can help businesses:

- Develop a plan to encourage employees to use commute alternatives
- Provide information on carpools, vanpools, buses, biking, and walking to work
- Set up programs for employers to provide incentive to employees, set goals, and track use of commute alternatives
- Foster relationships and public/private partnerships between business and government to improve transportation

1: Source: I-494 Commuter Services; <http://www.494corridor.org/>, 2013

Institutional Changes and Staffing Requirements

Depending on the tasks that are set as local priorities this project component can have varied staff requirements. The key tasks have been identified as promotion of transit service to new markets, the development of agreements between agencies and municipalities, and the development of a one-call or one-click center that will house mobility services and provide appropriate referrals. This requires a minimum of two full time employees with the potential to grow as services develop.

Some mobility management duties are already being performed by Rock County, however to cover the larger geographic scope of the study area there would also need to be a mobility manager that is housed in Jefferson County. It is expected that these two offices would work closely together to implement and coordinate various transportation projects as the transit markets in each area have many shared interests and key destinations. Wisconsin has an extensive network of mobility managers and the agencies at which they are housed vary by context; these include community action agencies, county human service agencies, and public transit providers. In this case the sponsor mobility management agency is yet to be determined as the local sponsor of the program is subject to state and local approvals. However, as there is already a similar example of a mobility management agency in the study area, it is noted that Jefferson County is a suitable candidate to sponsor this entity. Jefferson County is the sole recipient of 85.21 funding in Jefferson County, and already coordinates human service transportation among a network of providers. The County could partner with public transit agencies, private transportation providers, and local non-profits to leverage FTA Section 5310 funding or other local aids to commence the project.

Capital and Operating Cost Impacts

There are two examples of successful mobility management programs that conduct activities similar to those proposed in Component #3. Rock County offers travel training, ride referrals, marketing, and advocacy services. Dane County operates a one-call resource center for a vast transportation provider network, and offers an array of client services to meet transportation needs. These projects are funded through the FTA Section 5317/Section 5310 programs as mobility management projects, as well as WisDOT Chapter 85.21 program funds. The operating budgets for mobility management activities (not including purchased transportation) are as follows:

- Rock County \$113,000/year
- Dane County \$118,000/year

It is estimated that the recommendations in Component #3 would have annual budgets consistent with this, most of which would be dedicated to labor costs and supporting promotional materials and projects.

Funding Sources

Component #3 can be funded using existing sources

- Public Transit Aids
 - FTA Section 5311 (Rural Public Transit Capital Assistance)
 - Passenger fare revenue
 - Human service agency fares
- Specialized Transit Aids
 - WisDOT Chapter 85.21 Specialized Transportation Assistance Program
 - FTA Section 5310 Capital Assistance (Enhanced Mobility of Seniors and Individuals with Disabilities)
 - Local share from municipalities that sponsor public and specialized transit
 - Passenger fare revenue
 - Human service agency fares

Phase II: Implementation Needs

- ✓ Determination of fiscal agent for mobility management project
- ✓ Procurement of equipment and software for one-click/one-call center
- ✓ Interagency agreements for mobility management services (provider referrals and brokerage services)
- ✓ Physical space to house mobility management staff

Phase III: Service Expansion

Component #4: Redistribute Vehicles during Off-Peak Periods in Jefferson to Expand Demand Response Service Coverage

The first phases of the implementation strategy primarily address ways that existing resources can be more efficiently used. Phase III builds upon this by increasing hours of operation and positioning fleets in a manner that service gaps in rural areas can be filled, more trips can be made, and an already well performing regional transit system can move toward meeting all regional public transit demand. Each community-based shared-ride-taxi system has its own dedicated fleet that, in most cases, is municipally owned, and serves local rather than regional trips. While there are “peak periods” where demand is very high among the larger transit systems – school schedules, program related trips for special needs passengers, commuting times – there are times of the day where capital assets are not used.

Human service transportation that is currently coordinated by Jefferson County is managed separately from the public transit systems in the region. Available vehicle capacity is not coordinated with public transit agencies. There is potential for these services to operate on a more flexible basis, and some rides could be shifted to a public transit provider resulting in coverage of a larger service area.

To address these gaps and inefficiencies, Component #4 indicates that vehicles currently operating public transit in the study area serve rural areas on a county-wide basis, and are dispatched from a central location. The priority would still be to meet all in-town trips, and each taxi system would remain owned by local governments, however if a vehicle was not in use it could be dispatched to a nearby community to meet demand. Cost centers would be established based on a geographic area and integrated with the dispatch software. The mobility management agency established as a part of Component #3 would collaborate with the transit operator to conduct outreach to unserved markets. A level of service that would fully serve the rural populations of Jefferson and Rock Counties would be a transit system that would eventually develop to provide 57,000 revenue hours of service and generate about 269,000 annual trips. Organizationally this would lay the groundwork for additional regional coordination efforts.

Institutional Changes and Staffing Requirements

Component #4 does not recommend any major institutional changes to the existing shared-ride-taxi service beyond what has been identified in plan components #1-#3. However, the van service that is currently operated by Jefferson County Human Services could be operated by a contracted provider that is part of the consolidated dispatch network. This vehicle could then be distributed for public transit service at times of peak demand, offer commuter shuttle service, or serve other identified markets.

This component of the action plan involved an anticipated increase of approximately 7500 revenue hours per year. The public transit provider, in this case Brown Cab, would need to add staff in order to cover these hours and it would be built into a revised hourly rate for the service.

Capital and Operating Cost Impact

The baseline operating cost of this alternative would be the equivalent of Component #3 given the additional staff commitment. However, it is expected that revenue service would gradually increase over time. Because of the additional mileage and overhead requirements associated with Component #4 it is assumed that the hourly rate of providing public transit service would increase to a range of \$25.00 to \$29.00 per revenue hour. A fully developed system would offer approximately 57,000 revenue hours of service and have a total operating budget in the range of \$1,425,000 to \$1,653,000. It is assumed that some human service transportation trips that are currently provided through the 85.21 program would be shifted to the regional system, and that 85.21 funding would comprise a portion of the local share to include the counties as a contributor to the “urbanized area” under Wisconsin Statute.

Funding Sources

Component #4 can be funded using existing sources

- Public Transit Aids
 - o FTA Section 5311 (Rural Public Transit Capital and Operating Assistance)
 - o WisDOT Chapter 85.20 Urban Mass Transit Operating Assistance
 - o Passenger fare revenue
 - o Human service agency fares
 - o Local share of project funds from sponsors of public transit service
- Specialized Transit Aids
 - o WisDOT Chapter 85.21 Specialized Transportation Assistance Program
 - o Local share from municipalities that sponsor public and specialized transit
 - o Passenger fare revenue
 - o Human service agency fares

Phase III: Implementation Needs

- ✓ Determination of mileage based zone fares for intercity trips
- ✓ Agreements with local sponsors of transit systems to share fleet resources via lease agreements
- ✓ Commitment of Jefferson County (85.21 or other) funding to support service to and from rural towns
- ✓ Renegotiation or re-bid of service to account for projected increase in revenue hours

Chapter 5: Conclusions & Recommendations

The proposed action plan for the unified transportation program is to be conducted in three phases that reduce barriers to coordination, improve transit system efficiencies, and expand transit service in an effort to satisfy unmet demand and serve new markets. This project could begin implementation as soon as calendar year 2015, with some elements being brought into place over the course of 2014 in terms of educating elected officials and assigning roles and responsibilities. In Table 14 recommended actions and respective responsible agencies are summarized.

Table 14. Recommended Action and Responsible Agencies

Task	Jefferson County Human Services	Rock County Human Services	Brown Cab (or other transit contractor)	Passenger Transit, Inc. (Watertown Transit)	WisDOT	City, Village, Town Governments
Revised scope of Watertown Transit Service to reflect new dispatch arrangement			✓	✓	✓	✓
Assignment of lead agency for regional dispatch center	✓		✓			✓
Communications equipment procurement		✓	✓	✓	✓	✓
Agreement to coordinate Rock County Transit		✓				✓
Determination of fiscal agent for mobility management project	✓		✓			✓
Procurement of software, services, and equipment for one-click/one-call center	✓		✓			✓
Interagency agreements for mobility management services (provider referrals and brokerage)	✓	✓	✓			✓
Physical space to house mobility management staff	✓		✓			
Determination of mileage based zone fares						✓
Agreements among local transit systems to share fleet resources						✓
Commitment of 85.21 funding to support service in rural towns	✓					
Renegotiation or re-bid of transit services			✓	✓		✓

Table 15. Implementation Summary

	Needs Addressed	Est. Fiscal Impact
Project Kick-off - 2014		
<ul style="list-style-type: none"> Educate elected officials 	Positions projects for implementation	Included in baseline
<ul style="list-style-type: none"> Assign individual roles and responsibilities for tasks identified in Table 14 	Positions projects for implementation	Included in baseline
Phase I - 2014-2015		
<ul style="list-style-type: none"> Coordination of public transit dispatch and trip planning 	Increase efficiency of transit operations	Capital: +\$40,000 Operating: -\$30-70,000
<ul style="list-style-type: none"> Coordination of Public Transit and Human Service Transportation in Rock County 	Meeting demand for public transit service in rural areas	Operating: \$144,000 shift to public transit, no net increase Capital: \$7,500
<ul style="list-style-type: none"> Maintain Innovation Express Service, local shared-ride-taxi systems 	Preserves existing levels of service	Operating: \$380,000
Phase II - 2015		
<ul style="list-style-type: none"> Development of mobility management agency that serves Jefferson and Rock Counties 	Access new transit markets, promote the regional transportation network across all modes, improve the user experience,	Mobility Management: \$110,000 - \$120,000
Phase III - 2015-2016		
<ul style="list-style-type: none"> Flexible use of coordinated transit fleet to serve new markets 	Meeting demand for public transit service in rural areas	Operating: +\$175,000-\$403,000

Additional value that was added to this study was the professional networking, knowledge sharing, and troubleshooting that was completed by the project oversight committee. A key part of kicking off this service project in calendar year 2014 is that this stakeholder group continues to meet on a monthly or quarterly basis to keep advancing the conversation about meeting transit needs in Jefferson and Rock Counties. In addition to the tasks outlined in this memo, there are three service alternatives that, while not advanced as the preferred alternative, are recommended for pursuit on a long term basis. In order to meet all demand for transit in the study area, more significant investment in transportation would be required. This would include the consolidation of the local shared-ride-taxi systems in Jefferson County to provide true county-wide service by a single provider, or the addition of more formal transportation modes such as fixed route or deviated fixed route service. It is also affirmed that the Janesville-Milton-Whitewater commuter service be maintained and further promoted to provide meaningful connections along that corridor. The 20,000 in annual ridership generated by this service is included in the ridership estimates in Phase III of the implementation plan. All of the recommendations borne out of this study can be broken into finer increments as policy environments and local needs shift; however they can be carried forward within a 2-3 year time if the appropriate partnerships are formed.

Next Steps

On December 12, 2013 a meeting of the stakeholder advisory group was held, and a key discussion topic was to identify key next steps in carrying out an implementation plan. Notes from this meeting are included in Appendix M. In addition to the tasks identified in Table 14, several important action items were identified as catalysts if the preferred alternative is to be pursued in 2015. They are as follows:

- Engage the City of Watertown
 - Share the study report with City staff and management of Passenger Transit, Inc.
- Promote regional approach to transit to community leaders
- Identify a sponsor/lead public agency to advance regional mobility management efforts.
 - Jefferson County was identified as an ideal candidate
- Coordinate future purchased transportation procurements to be consistent with the objectives of this study
- Use recent financial data to determine allocated dispatch costs
- Continue to meet as a workgroup on a quarterly basis

Appendix A: Provider Inventory

Provider Information					Fleet Information						Service Information				
#	Provider	City	County	Type of Service	Fleet #	Description	Year	Seating & Wheelchair Capacity	Accessible Service	Active Or Spare	Annual Fleet Mileage (2012)	Service Area	Monday - Friday	Saturday	Sunday
1	Lake Mills Taxi	Lake Mills	Jefferson	Demand Response	2	1 Auto, 1 Van	2000 (1 Auto); 2011 (1 Van)	5 (1 Auto); 5 (1 Van)	Yes	2 Active	20,689	City of Lake Mills and surrounding area (per mile fee)	7:00 AM - 7:00 PM	8:00 AM - 2:00 PM	7:00 AM - 12:30 PM
2	Whitewater Shared Ride Taxi Service	Whitewater	Jefferson	Demand Response	3	2 Autos, 1 Bus	2004 (2 Autos); 2007 (1 Bus)	5 (2 Autos); 15 (1 Bus)	Yes	3 Active	21,180	City of Whitewater (surrounding area is per dispatcher's discretion)	7:00 AM - 3:00 AM	7:00 AM - 3:00 AM	7:00 AM - 4:00 PM
3	Stoughton Cab	Stoughton	Dane	Demand Response	5	5 Minivans	-	-	Yes	4 active, 1 spare	52,275	City of Stoughton	6:00 AM - 6:00 PM (M-Th); 6:00 AM - 7:00 PM (F)	13 Hours/Day	4 Hours/Day
4	Watertown Transit	Watertown	Jefferson	Demand Response	16	8 Autos, 5 Buses, 2 Vans, 1 Cutaway	1997 (1 Van); 1998 (1 Bus); 1999 (1 Cutaway, 1 Bus); 2004 (1 Auto); 2005 (1 Van); 2008 (3 Autos); 2009 (1 Auto); 2010 (3 Autos, 3 Buses)	5 (8 Autos); 15 (3 Buses); 14 (1 Cutaway); 24 (2 Buses); 5 (2 Vans)	Yes	16 Active	236,198	City of Watertown and 1 mile outside of city limits	5:30 AM - 12:00 AM (TH)/3:15 AM (F)	7:00 AM - 3:15 AM	7:00 AM - 6:00 PM
5	Janesville Transit	Janesville	Rock	Fixed Route	21	Buses	1995 (2 Buses), 2001 (7 Buses), 2002 (2 Buses), 2006 (8 Buses) Year Unknown (2 Buses)	6 (1 Bus); 8 (1 Bus); 29 (17 Buses); 45 (2 Buses)	Yes	21 Active	402,469	Throughout the City of Janesville, and regional routes to Milton, Whitewater, and Beloit.	6:15 AM - 10:15 PM	8:15 AM - 6:15 PM	None
6	Fort Atkinson Shared Ride Taxi Service	Fort Atkinson	Jefferson	Demand Response	10	4 Autos, 6 Vans	2011 (5 Vans); 2001 (3 Autos); 2000 (1 Van, 1 Auto)	8 (1 Van); 5 (5 Vans); 5 (4 Autos)	Yes	10 Active	143,208	City of Fort Atkinson (surrounding area is per dispatcher's discretion at a per mile fee)	6:30 AM - 7:00 PM	7:00 AM - 6:30 PM	7:00 AM - 4:00 PM
7	Edgerton Shared Ride Taxi Service	Edgerton	Rock/Dane	Demand Response	1	Minivan	2010	4 (1 Van)	Yes	1 Active	17,922	City of Edgerton and surrounding area (per mile fee)	7:15 AM - 5:15 PM	9:00 AM - 1:00 PM	None
8	Jefferson Shared Ride Taxi Service	Jefferson	Jefferson	Demand Response	3	2 Autos, 1 Van	2004 (Autos);	5 (2 Autos); 6 (1 Van)	Yes	3 Active	66,946	City of Jefferson and surrounding area (per mile fee)	6:30 AM - 7:00 PM (M-TH)/2:00 AM (F)	7:00 AM - 2:00 AM	7:00 AM - 4:00 PM

Service Information										Ridership		
#	Provider	Holidays	Additional Service Details	Regular Fares	Elderly/Disabled	Student	Agency	Additional Passenger	Fare Notes	Eligibility Restrictions	Annual Ridership (2012)	Projected Ridership (2013)
1	Lake Mills Taxi	No Service	Service is contracted to Brown Cab	\$2.75	\$1.75	1.75 (ages 3-18)	-	\$1.75	Additional \$1.75 per mile outside of service area	None	5,911	6,600
2	Whitewater Shared Ride Taxi Service	No information	Service contracted to Brown Cab; Non UWW session service hours: 7:00 AM - 7:00 PM (TH), 7:00 AM - 2:30 AM (F, SAT)	\$3.00	\$2.00	\$2.25	\$4.00	-	Additional \$1.75 per mile outside of service area (trip must originate or	None	31,901	32,000
3	Stoughton Cab	No Service	Service contracted to Stoughton Cab, LLC	\$4.50	\$3.25	-	-	-		None	34,458	37,000
4	Watertown Transit	Varies	Service is contracted to Passenger Transit, LLC; Extended Friday service January-June and September-December	\$3.00	\$2.00	\$1.50 - \$2.50 (children)	-	-	\$7.50 for service within one mile outside of City limits	None	107,014	107,000
5	Janesville Transit	No Information	Paratransit service is contracted to Rock County Council on Aging	\$1.50	\$0.75	\$0.75	-	-	One-way fares for regional service range from \$1.50 to \$4.00; senior citizens/disabled are 50% of fares	None	390,000	410,000
6	Fort Atkinson Shared Ride Taxi Service	8:00 AM - 12:00 PM	Service contracted to Brown Cab	\$3.00	\$2.00	\$2.50	\$4.00	\$2.00	Additional \$1.75 per mile outside of service area (trip must originate or terminate within	None	51,745	54,000
7	Edgerton Shared Ride Taxi Service	None	Service contracted to Brown Cab	\$3.00	\$2.00	\$2.25	\$6.25	\$2.00	Additional \$1.75 per mile outside of service area; \$2.00 charge for stop en route	None	4,384	4,600
8	Jefferson Shared Ride Taxi Service	Limited - Easter, Thanksgiving, Christmas, New Years Eve	Service contracted to Brown Cab	\$3.00	\$2.00	\$3.00	\$4.75	\$2.00	Additional \$1.75 per mile outside of City limits; \$2.00 charge for stop en route	None	18,530	19,000

		2013 Projected Service and Performance					Funding						
#	Provider	Expense/ Revenue Hour	Expense/ Passenger	Passengers/ Revenue Hour	Passengers/ Capita	Revenue Hours/ Capita	Total Annual Operating Cost	Annual Passenger Revenue	Service Contracts	Federal Share	State Share	Local Share	Local Share (%) of Operating Cost
1	Lake Mills Taxi	\$ 22.67	\$ 12.55	1.81	1.14	0.63	\$82,800	\$15,600	-	\$33,600	\$16,684	\$16,916	20%
2	Whitewater Shared Ride Taxi Service	\$ 28.82	\$ 6.77	4.26	2.31	0.54	\$210,979	\$73,200	-	\$68,890	\$59,238	\$9,651	5%
3	Stoughton Cab	\$ 21.82	\$ 6.09	2.49	2.98	0.40	\$225,641	\$102,000	-	\$0	\$123,641	\$0	0%
4	Watertown Transit	\$ 24.68	\$ 6.68	3.69	4.62	1.25	\$715,876	\$246,000	-	\$234,938	\$199,813	\$35,125	5%
5	Janesville Transit	\$ 111.02	\$ 7.81	14.6	6	0.46	\$3,205,494	\$530,800	-	\$1,019,350	\$776,018	\$879,326	27%
6	Fort Atkinson Shared Ride Taxi Service	\$ 26.97	\$ 7.27	3.71	4.38	1.21	\$387,664	\$128,800	-	\$129,432	\$105,996	\$23,436	6%
7	Edgerton Shared Ride Taxi Service	\$ 22.01	\$ 14.41	1.7	0.8	0.52	\$60,124	\$10,200	-	\$24,962	\$11,552	\$13,410	22%
8	Jefferson Shared Ride Taxi Service	\$ 25.44	\$ 9.16	2.82	2.4	0.87	\$172,752	\$51,500	-	\$69,101	\$35,811	\$16,340	9%

Provider Information					Fleet Information						Service Information				
#	Provider	City	County	Type of Service	Fleet #	Description	Year	Seating & Wheelchair Capacity	Accessible Service	Active Or Spare	Annual Fleet Mileage (2012)	Service Area	Monday - Friday	Saturday	Sunday
9	St. Coletta of Wisconsin	Jefferson	Jefferson	Demand Response (90% of destinations are "fixed" subscribed program trips)	15	Various buses, vans, and passenger sedans	1995-2008	Various, from 4-20	Yes	15 Active	Unknown	Jefferson and surrounding Counties	6:00AM-9:00PM	6:00AM-9:00PM	8:00AM-6:00PM
10	Rock County Council on Aging	N/A	Rock	Demand Response; Contracted ADA Paratransit, Mobility Management, Volunteer Driver Coordination	10	Buses	2012 (3 buses), 2011 (3 Buses), 2010 (2 buses), 2008 (2 buses)	8 (2 buses), 11 (4 buses), 10 (3 buses)	Yes	7 Active, 3 Spare	325,000	Throughout Rock County with regular trips to Whitewater, Milton, Clinton, Orfordville, Evansville, Edgerton, and Beloit	See details	See details	See details
11	Jefferson County Human Services	N/A	Jefferson	Demand Response, Coordination of Accessible Transportation	1	1 Accessible Van	2011	5	Yes	1 Active	Unknown	Throughout Jefferson County	Varies, 8:30AM-3:00PM	None	None
12	UMOS	Whitewater	Jefferson/Walworth	Fixed Route (subscription service)	1	1 Van	Unknown	Unknown	No	1 Active	Unknown	Whitewater and vicinity	Weekday commuter service	None	None

Service Information										Ridership		
#	Provider	Holidays	Additional Service Details	Regular Fares	Elderly/Disabled	Student	Agency	Additional Passenger	Fare Notes	Eligibility Restrictions	Annual Ridership (2012)	Projected Ridership (2013)
9	St. Coletta of Wisconsin	Varies	-	Fees paid via residential program income, private donation and direct user subsidy depending on passenger. Fare is \$1.75 per mile.						None	176,852	Unavailable
10	Rock County Council on Aging	See details	Paratransit in Janesville runs M-F 6:15 AM - 6:15 PM, SAT 8:45 AM - 6:15 PM; Contracts with 5 area nursing homes, transportation provided to general public on a space basis; runs weekly shopping shuttle to Evansville, Edgerton/Milton, and Orfordville/Footville for a reduced fare	\$5.00	\$3.00 (Paratransit)	-	-	-	Non local fare is \$6.00 per one-way trip	Elderly (55+)	23,019	Unavailable
11	Jefferson County Human Services	None	Scheduled trips in various communities depending on day of week. Locations are updated monthly.	N/A	\$1.00	N/A	N/A	N/A	\$10.00 suggested donation for out of county trips in volunteer program.	Elderly (60+)	2,695 (van program), 3,958 (referral/volunteer services), 1,020 (Vets Program)	5500 (all programs)
12	UMOS	None	Primarily migrant workforce trips	Donation	N/A	N/A	N/A	N/A		UMOS Clients	Unavail-able	Unavailable

		2013 Projected Service and Performance					Funding						
#	Provider	Expense/ Revenue Hour	Expense/ Passenger	Passengers/ Revenue Hour	Passengers/ Capita	Revenue Hours/ Capita	Total Annual Operating Cost	Annual Passenger Revenue	Service Contracts	Federal Share	State Share	Local Share	Local Share (%) of Operating Cost
9	St. Coletta of Wisconsin	Unavailable					\$354,818	\$277,539	-	-	-	\$77,279	22%
10	Rock County Council on Aging	Unavailable					\$652,158	\$100,000	\$64,110	\$400,583	-	\$151,575	23%
11	Jefferson County Human Services	Unavailable					\$236,507	\$5,500	\$12,552	N/A	\$181,606	\$36,278	15%
12	UMOS	Unavailable					N/A	N/A	N/A	N/A	N/A	N/A	N/A

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Appendix B: Calendar Year 2013 Transit Operating Assistance Distribution

WISCONSIN URBAN TRANSIT SYSTEMS PROJECTED PUBLIC FUNDING DISTRIBUTION CY 2013

	<u>OPERATING EXPENSE</u>	<u>* FEDERAL SHARE</u>	<u>% OF EXPENSE</u>	<u>STATE SHARE</u>	<u>% OF EXPENSE</u>	<u>LOCAL SHARE</u>	<u>% OF EXPENSE</u>	<u>FAREBOX REVENUES</u>	<u>% OF EXPENSE</u>	<u>SHARES AS % OF EXPENSE</u>	<u>FEDERAL % OF DEFICIT</u>
TIER A1											
Milwaukee County	\$145,051,516	\$17,579,728	12.1%	\$61,724,900	42.6%	\$17,844,088	12.3%	\$47,902,800	33.0%	54.67%	18.1%
TIER A2											
Madison**	\$51,467,609	\$6,937,153	13.5%	\$16,219,200	31.5%	\$15,620,756	30.4%	\$12,690,500	24.7%	44.99%	17.9%
Subtotal Tier A1 + A2:	\$196,519,125	\$24,516,881	12.5%	\$77,944,100	39.7%	\$33,464,844	17.0%	\$60,593,300	30.8%	52.14%	18.0%
TIER B											
City of Appleton	\$8,203,227	\$2,464,569	30.0%	\$2,129,982	26.0%	\$1,934,745	23.6%	\$1,673,931	20.4%	56.01%	37.7%
City of Beloit	\$1,905,677	\$606,009	31.8%	\$461,344	24.2%	\$400,518	21.0%	\$437,806	23.0%	56.01%	41.3%
City of Chippewa Falls	\$474,905	\$149,052	31.4%	\$116,938	24.6%	\$32,115	6.8%	\$176,800	37.2%	56.01%	50.0%
City of Eau Claire	\$5,539,604	\$1,761,599	31.8%	\$1,341,083	24.2%	\$1,392,122	25.1%	\$1,044,800	18.9%	56.01%	39.2%
City of Fond du Lac	\$1,641,016	\$521,843	31.8%	\$397,275	24.2%	\$424,398	25.9%	\$297,500	18.1%	56.01%	38.8%
City of Green Bay	\$7,681,533	\$2,148,235	28.0%	\$2,154,121	28.0%	\$1,929,114	25.1%	\$1,450,063	18.9%	56.01%	34.5%
City of Hartford	\$228,214	\$72,581	31.8%	\$55,240	24.2%	\$22,845	10.0%	\$77,548	34.0%	56.01%	48.2%
City of Janesville	\$3,205,494	\$1,019,350	31.8%	\$776,018	24.2%	\$879,326	27.4%	\$530,800	16.6%	56.01%	38.1%
City of Kenosha	\$6,667,571	\$2,120,294	31.8%	\$1,614,151	24.2%	\$1,234,172	18.5%	\$1,698,954	25.5%	56.01%	42.7%
City of La Crosse	\$5,671,478	\$1,803,534	31.8%	\$1,373,010	24.2%	\$764,601	13.5%	\$1,730,333	30.5%	56.01%	45.8%
City of Monona	\$200,643	\$0	0.0%	\$112,379	56.0%	\$59,994	29.9%	\$28,270	14.1%	56.01%	0.0%
City of Onalaska	\$834,978	\$265,527	31.8%	\$202,137	24.2%	\$107,314	12.9%	\$260,000	31.1%	56.01%	46.2%
City of Oshkosh	\$4,688,560	\$1,490,963	31.8%	\$1,135,058	24.2%	\$1,031,539	22.0%	\$1,031,000	22.0%	56.01%	40.8%
City of Racine	\$8,499,715	\$2,702,910	31.8%	\$2,057,703	24.2%	\$1,889,922	22.2%	\$1,849,180	21.8%	56.01%	40.6%
City of Sheboygan	\$4,017,384	\$1,277,528	31.8%	\$972,573	24.2%	\$855,537	21.3%	\$911,746	22.7%	56.01%	41.1%
City of Stoughton	\$225,641	\$0	0.0%	\$123,641	54.8%	\$0	0.0%	\$102,000	45.2%	54.80%	0.0%
City of Sun Prairie	\$563,453	\$0	0.0%	\$315,585	56.0%	\$47,868	8.5%	\$200,000	35.5%	56.01%	0.0%
City of Superior	\$1,367,415	\$434,841	31.8%	\$331,036	24.2%	\$346,173	33.7%	\$140,365	10.3%	56.01%	35.4%
City of Verona	\$308,868	\$0	0.0%	\$172,994	56.0%	\$47,624	15.4%	\$88,250	28.6%	56.01%	0.0%
City of Waukesha	\$9,590,173	\$1,027,910	10.7%	\$4,343,456	45.3%	\$2,011,769	21.0%	\$2,207,038	23.0%	56.01%	13.9%
City of Wausau	\$3,254,929	\$1,035,072	31.8%	\$787,985	24.2%	\$859,379	26.4%	\$572,493	17.6%	56.01%	38.6%
City of West Bend	\$863,434	\$238,667	27.6%	\$238,667	27.6%	\$0	0.0%	\$386,100	44.7%	55.28%	50.0%
County of Ozaukee	\$2,894,292	\$480,726	16.6%	\$1,140,341	39.4%	\$722,925	25.0%	\$550,300	19.0%	56.01%	20.5%
County of Washington	\$3,539,573	\$1,067,999	30.2%	\$914,483	25.8%	\$738,541	20.9%	\$818,550	23.1%	56.01%	39.2%
Subtotal Tier B:	\$82,067,777	\$22,689,209	27.6%	\$23,267,200	28.4%	\$17,847,541	21.7%	\$18,263,827	22.3%	56.00%	35.6%

* The federal share for Tiers A1 and A2 is derived from FTA Section 5307 capitalized maintenance funds. The majority of the federal share for tier B systems is derived from Section 5307 operating assistance funds (Governor's Apportionment), with the following exceptions: Monona, Stoughton, Sun Prairie and the Verona systems receive no federal assistance. The City of Waukesha, Ozaukee County, and part of Washington County's federal apportionment is a portion of the Milwaukee urbanized area 5307 funds, which are used to cover capitalized maintenance and capital cost of contracting costs. Appleton and Green Bay receive their own fixed allotment of funds from the FTA under Section 5307

** Madison operating expense is the sum of their total operating expense on their application for state aid plus their federal share.

	<u>OPERATING</u> <u>EXPENSE</u>	<u>* FEDERAL</u> <u>SHARE</u>	<u>% OF</u> <u>EXPENSE</u>	<u>STATE</u> <u>SHARE</u>	<u>% OF</u> <u>EXPENSE</u>	<u>LOCAL</u> <u>SHARE</u>	<u>% OF</u> <u>EXPENSE</u>	<u>FAREBOX</u> <u>REVENUES</u>	<u>% OF</u> <u>EXPENSE</u>	<u>SHARES AS %</u> <u>OF EXPENSE</u>	<u>FEDERAL</u> <u>% OF DEFICIT</u>
TIER C BUS											
Bay Area Rural Transit Ct	\$1,563,450	\$687,852	44.0%	\$261,631	16.7%	\$426,222	27.3%	\$187,745	12.0%	60.73%	50.0%
City of Manitowoc	\$2,096,487	\$939,691	44.8%	\$333,506	15.9%	\$606,185	28.9%	\$217,105	10.4%	60.73%	50.0%
City of Merrill	\$611,323	\$262,656	43.0%	\$108,600	17.8%	\$154,057	25.2%	\$86,010	14.1%	60.73%	50.0%
City of Stevens Point	\$1,681,547	\$776,083	46.2%	\$245,120	14.6%	\$530,963	31.6%	\$129,381	7.7%	60.73%	50.0%
County of Kenosha	\$549,000	\$264,000	48.1%	\$69,408	12.6%	\$194,592	35.4%	\$21,000	3.8%	60.73%	50.0%
County of Rusk	\$950,200	\$404,420	42.6%	\$172,636	18.2%	\$231,784	24.4%	\$141,360	14.9%	60.73%	50.0%
County of Sauk	\$371,144	\$183,360	49.4%	\$42,036	11.3%	\$142,248	38.3%	\$3,500	0.9%	60.73%	49.9%
County of Sawyer	\$2,201,959	\$965,980	43.9%	\$371,270	16.9%	\$594,709	27.0%	\$270,000	12.3%	60.73%	50.0%
Dunn County Transit Com	\$606,597	\$262,589	43.3%	\$105,797	17.4%	\$156,791	25.8%	\$81,420	13.4%	60.73%	50.0%
Menominee Indian Tribe o	\$2,476,227	\$1,185,458	47.9%	\$318,355	12.9%	\$878,488	35.5%	\$93,926	3.8%	60.73%	49.8%
Subtotal Tier C Bus:	\$13,107,934	\$5,932,089	45.3%	\$2,028,359	15.5%	\$3,916,039	29.9%	\$1,231,447	9.4%	60.73%	49.9%
TIER C SHARED RIDE TAXI											
City of Baraboo***	\$423,564	\$135,540	32.0%	\$109,024	25.7%	\$0	0.0%	\$179,000	42.3%	57.74%	55.4%
City of Beaver Dam	\$921,793	\$308,636	33.5%	\$251,169	27.2%	\$57,467	6.2%	\$304,521	33.0%	60.73%	50.0%
City of Berlin	\$245,448	\$73,974	30.1%	\$73,974	30.1%	\$0	0.0%	\$97,500	39.7%	60.28%	50.0%
City of Black River Falls	\$262,465	\$86,233	32.9%	\$73,162	27.9%	\$13,070	5.0%	\$90,000	34.3%	60.73%	50.0%
City of Edgerton	\$60,124	\$24,962	41.5%	\$11,552	19.2%	\$13,410	22.3%	\$10,200	17.0%	60.73%	50.0%
City of Fort Atkinson	\$387,664	\$129,432	33.4%	\$105,996	27.3%	\$23,436	6.0%	\$128,800	33.2%	60.73%	50.0%
City of Jefferson***	\$172,752	\$69,101	40.0%	\$35,811	20.7%	\$16,340	9.5%	\$51,500	29.8%	60.73%	57.0%
City of Lake Mills	\$82,800	\$33,600	40.6%	\$16,684	20.1%	\$16,916	20.4%	\$15,600	18.8%	60.73%	50.0%
City of Marinette	\$373,882	\$146,441	39.2%	\$80,618	21.6%	\$65,823	17.6%	\$81,000	21.7%	60.73%	50.0%
City of Marshfield***	\$636,710	\$203,747	32.0%	\$170,676	26.8%	\$0	0.0%	\$262,287	41.2%	58.81%	54.4%
City of Mauston	\$189,000	\$64,650	34.2%	\$50,130	26.5%	\$14,520	7.7%	\$59,700	31.6%	60.73%	50.0%
City of Medford	\$136,762	\$50,881	37.2%	\$32,175	23.5%	\$18,706	13.7%	\$35,000	25.6%	60.73%	50.0%
City of Monroe***	\$370,752	\$118,641	32.0%	\$103,711	28.0%	\$0	0.0%	\$148,400	40.0%	59.97%	53.4%
City of New Richmond	\$213,932	\$85,328	39.9%	\$44,593	20.8%	\$40,734	19.0%	\$43,277	20.2%	60.73%	50.0%
City of Platteville	\$248,232	\$96,616	38.9%	\$54,135	21.8%	\$42,481	17.1%	\$55,000	22.2%	60.73%	50.0%
City of Portage***	\$1,176,905	\$376,610	32.0%	\$175,495	14.9%	\$0	0.0%	\$624,800	53.1%	46.91%	68.2%
City of Prairie du Chien	\$302,173	\$111,087	36.8%	\$72,423	24.0%	\$38,663	12.8%	\$80,000	26.5%	60.73%	50.0%
City of Reedsburg***	\$308,513	\$98,724	32.0%	\$75,789	24.6%	\$0	0.0%	\$134,000	43.4%	56.57%	56.6%
City of Rhinelander	\$636,959	\$190,204	29.9%	\$190,205	29.9%	\$0	0.0%	\$256,550	40.3%	59.72%	50.0%
City of Rice Lake	\$209,316	\$89,814	42.9%	\$37,304	17.8%	\$52,509	25.1%	\$29,689	14.2%	60.73%	50.0%
City of Richland Center	\$183,191	\$66,096	36.1%	\$45,157	24.7%	\$20,939	11.4%	\$51,000	27.8%	60.73%	50.0%
City of Ripon	\$295,792	\$107,396	36.3%	\$72,238	24.4%	\$35,158	11.9%	\$81,000	27.4%	60.73%	50.0%
City of River Falls	\$257,847	\$101,036	39.2%	\$55,554	21.5%	\$45,483	17.6%	\$55,774	21.6%	60.73%	50.0%
City of Shawano	\$273,860	\$89,506	32.7%	\$76,809	28.0%	\$12,697	4.6%	\$94,848	34.6%	60.73%	50.0%
City of Tomah	\$266,841	\$86,296	32.3%	\$75,757	28.4%	\$10,538	3.9%	\$94,250	35.3%	60.73%	50.0%
City of Viroqua	\$477,356	\$167,178	35.0%	\$122,720	25.7%	\$44,458	9.3%	\$143,000	30.0%	60.73%	50.0%
City of Watertown	\$715,876	\$234,938	32.8%	\$199,813	27.9%	\$35,125	4.9%	\$246,000	34.4%	60.73%	50.0%
City of Wausau	\$459,314	\$151,657	33.0%	\$127,284	27.7%	\$24,373	5.3%	\$156,000	34.0%	60.73%	50.0%
City of Wauson	\$109,134	\$44,567	40.8%	\$21,710	19.9%	\$22,857	20.9%	\$20,000	18.3%	60.73%	50.0%
City of Whitewater	\$210,979	\$68,890	32.7%	\$59,238	28.1%	\$9,651	4.6%	\$73,200	34.7%	60.73%	50.0%
City of Wisconsin Rapids	\$871,212	\$280,106	32.2%	\$248,981	28.6%	\$31,125	3.6%	\$311,000	35.7%	60.73%	50.0%
Clintonville Transit Comm	\$112,828	\$41,414	36.7%	\$27,106	24.0%	\$14,308	12.7%	\$30,000	26.6%	60.73%	50.0%
County of Door	\$901,001	\$323,224	35.9%	\$223,954	24.9%	\$99,270	11.0%	\$254,553	28.3%	60.73%	50.0%
County of Grant	\$83,247	\$35,836	43.0%	\$14,720	17.7%	\$21,116	25.4%	\$11,575	13.9%	60.73%	50.0%
County of La Crosse	\$108,189	\$42,045	38.9%	\$23,659	21.9%	\$18,385	17.0%	\$24,100	22.3%	60.73%	50.0%
Village of Plover	\$202,661	\$73,330	36.2%	\$49,746	24.5%	\$23,585	11.6%	\$56,000	27.6%	60.73%	50.0%
Village of Prairie du Sac	\$126,458	\$47,229	37.3%	\$29,569	23.4%	\$17,660	14.0%	\$32,000	25.3%	60.73%	50.0%
Subtotal Tier C Taxi:	\$13,015,532	\$4,454,965	34.2%	\$3,238,641	24.9%	\$900,803	6.9%	\$4,421,124	34.0%	59.11%	51.8%
Subtotal Tier C:	\$26,123,466	\$10,387,054	39.8%	\$5,267,000	20.2%	\$4,816,842	18.4%	\$5,652,571	21.6%	59.92%	50.7%
STATE TOTALS:	\$304,710,368	\$57,593,144	18.9%	\$106,478,300	34.9%	\$56,129,227	18.4%	\$84,509,698	27.7%	53.85%	26.2%

*** Federal share for these systems is derived from Capital Cost of Contracting instead of conventional 5311 Operating Assistance, allowing the federal percentage of deficit to exceed 50%. State share for these systems equalizes total state/federal percentage of costs, and/or completes the non-federal operating deficit.

TCRP B-36 Rural Transit Demand Model Outputs

Jefferson and Rock County (excluding Janesville and Beloit)

RURAL TRANSIT NEED/DEMAND ESTIMATION - OUTPUT TABLE		
Service Area:	Rock and Jefferson Combined (excluding Janesville, Beloit)	
Analysis Description:		
Additional Description:		
Estimation of Transit Need		
Total need for passenger transportation service:	13,700	Persons
Total households without access to a vehicle:	1,866	Households
State Mobility Gap:	1.4	Daily 1-Way Psgr.-Trips per Household
Total need based on mobility gap:	2,610	Daily 1-Way Passenger-Trips
	783,700	Annual 1-Way Passenger-Trips
General Public Rural Non-Program Demand		
<i>Estimate of demand for general public rural transportation</i>		
Rural transit trips:	76,100	Annual 1-Way Passenger-Trips

Minnesota Hybrid Demand Model Inputs and Outputs

Jefferson County (excluding Watertown)

Population 65 years or older	7,556	x	4.2	31,735
+ Population with disabilities (18-64 years)	3,441	x	15.0	51,615
+ Low-income population (all ages)	5,076	x	7.0	35,532
Total Estimated Demand				118,882

Rock County (excluding Janesville, Beloit)

Population 65 years or older	8,420	x	4.2	35,364
+ Population with disabilities (18-64 years)	3,590	x	15.0	53,850
+ Low-income population (all ages)	3,763	x	7.0	26,341
Total Estimated Demand				115,555

Rock and Jefferson County (excluding Janesville, Beloit)

Population 65 years or older	19,283	x	4.2	80,989
+ Population with disabilities (18-64 years)	7,995	x	15.0	119,925
+ Low-income population (all ages)	11,325	x	7.0	79,275
Total Estimated Demand				280,189

Appendix D: Rural National Transit Database Summary Data

Figure 12. Peer Shared-Ride-Taxi Systems (outside of study area)

SUB-RECIPIENT CODE	SUB-RECIPIENT NAME	Service Area Population	REVENUE MILES	REVENUE HOURS	REGULAR TRIPS	Passengers Per Hour	Passengers Per Capita	Trips Per Service Revenue Mile	Revenue Miles Per Capita	Revenue Hours Per Capita	Running Time
5R06-009	City of Baraboo	12048	120159	12152	33933	2.8	2.8	0.3	10.0	1.0	9.9
5R06-010	City of Beaver Dam	16243	363384	38997	106126	2.7	6.5	0.3	22.4	2.4	9.3
5R06-011	City of Berlin	5524	102992	8746	26211	3.0	4.7	0.3	18.6	1.6	11.8
5R06-012	City of Black River Falls	3622	139577	8853	40318	4.6	11.1	0.3	38.5	2.4	15.8
5R06-013	Clintonville Transit Commission	4559	30462	4024	11084	2.8	2.4	0.4	6.7	0.9	7.6
5R06-016	Grant County	51210	19709	1997	7354	3.7	0.1	0.4	0.4	0.0	9.9
5R06-017	City of Hartford	14223	53503	5262	20645	3.9	1.5	0.4	3.8	0.4	10.2
5R06-022	City of Marinette	10943	135636	10171	35332	3.5	3.2	0.3	12.4	0.9	13.3
5R06-023	City of Marshfield	19129	258246	24722	79421	3.2	4.2	0.3	13.5	1.3	10.4
5R06-024	City of Mauston	4411	60471	6630	18364	2.8	4.2	0.3	13.7	1.5	9.1
5R06-025	City of Medford	4326	43746	6210	15888	2.6	3.7	0.4	10.1	1.4	7.0
5R06-027	City of Monroe	10827	127382	15228	56087	3.7	5.2	0.4	11.8	1.4	8.4
5R06-028	City of Neillsville	2467	72458	7447	11725	1.6	4.8	0.2	29.4	3.0	9.7
5R06-029	City of New Richmond	8375	48987	6861	12755	1.9	1.5	0.3	5.8	0.8	7.1
5R06-030	City of Platteville	11224	66961	9221	15208	1.6	1.4	0.2	6.0	0.8	7.3
5R06-031	Village of Plover	12123	103423	6332	16908	2.7	1.4	0.2	8.5	0.5	16.3
5R06-032	City of Portage	10662	518895	40399	101410	2.5	9.5	0.2	48.7	3.8	12.8
5R06-034	City of Prairie du Chien	5911	115241	10879	28174	2.6	4.8	0.2	19.5	1.8	10.6
5R06-035	Village of Prairie du Sac	3972	34720	5588	11231	2.0	2.8	0.3	8.7	1.4	6.2
5R06-036	City of Reedsburg	10014	95496	11289	25283	2.2	2.5	0.3	9.5	1.1	8.5
5R06-037	City of Rhinelander	7756	266620	24827	73018	2.9	9.4	0.3	34.4	3.2	10.7
5R06-038	City of Ripon	7733	108803	11076	35827	3.2	4.6	0.3	14.1	1.4	9.8
5R06-039	City of River Falls	15000	82939	8046	23414	2.9	1.6	0.3	5.5	0.5	10.3
5R06-040	City of Shawano	9305	78789	9834	19790	2.0	2.1	0.3	8.5	1.1	8.0
5R06-042	City of Viroqua	5079	164134	17776	49327	2.8	9.7	0.3	32.3	3.5	9.2
5R06-043	City of Waterloo	3334	13138	3028	2191	0.7	0.7	0.2	3.9	0.9	4.3
5R06-045	City of Waupaca	6069	137783	16446	47321	2.9	7.8	0.3	22.7	2.7	8.4
5R06-046	City of Waupun	11340	22164	4800	8570	1.8	0.8	0.4	2.0	0.4	4.6
5R06-047	City of West Bend	31078	378351	35891	116439	3.2	3.7	0.3	12.2	1.2	10.5
5R06-049	City of Wisconsin Rapids	18367	418433	39015	89898	2.3	4.9	0.2	22.8	2.1	10.7
5R06-052	City of Rice Lake	8438	41693	4603	12493	2.7	1.5	0.3	4.9	0.5	9.1
5R06-053	Door County Transit	27961	169328	11700	33701	2.9	1.2	0.2	6.1	0.4	14.5
5R06-056	City of Richland Center	5184	6107	1253	667	0.5	0.1	0.1	1.2	0.2	4.9

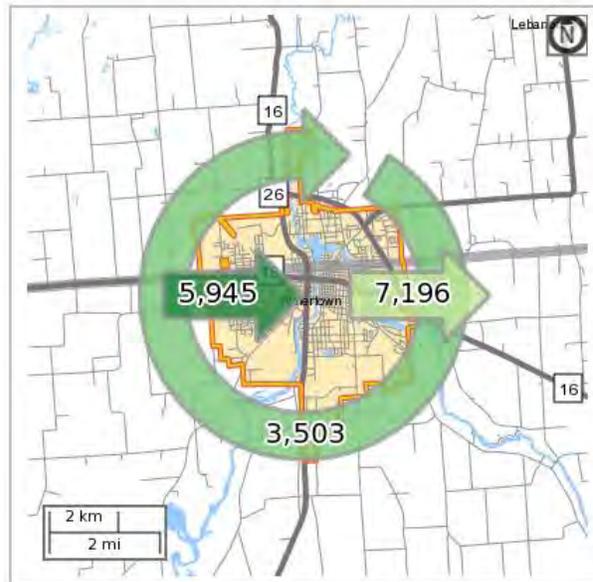
Figure 13. Study Area Shared-Ride-Taxi Systems

SUB-RECIPIENT CODE	SUB-RECIPIENT NAME	Service Area Population	REVENUE MILES	REVENUE HOURS	REGULAR TRIPS	Passengers Per Hour	Passengers Per Capita	Trips Per Service Revenue Mile	Revenue Miles Per Capita	Revenue Hours Per Capita	Running Time
5R06-014	City of Edgerton	5,461	16,420	2,756	3,928	1.43	0.72	0.24	3.01	0.50	5.96
5R06-015	City of Fort Atkinson	12,368	136,470	14,104	48,315	3.43	3.91	0.35	11.03	1.14	9.68
5R06-018	City of Jefferson	7,973	45,784	6,759	15,875	2.35	1.99	0.35	5.74	0.85	6.77
5R06-020	City of Lake Mills	5,708	18,332	3,651	5,592	1.53	0.98	0.31	3.21	0.64	5.02
5R06-044	City of Watertown	23,895	278,338	27,689	96,513	3.49	4.04	0.35	11.65	1.16	10.05
5R06-048	City of Whitewater	14,769	70,133	7,518	27,668	3.68	1.87	0.39	4.75	0.51	9.33

Appendix E: Longitudinal Employer-Household Dynamic Data

Worker Inflows and Outflows (2011)

Figure 14. City of Watertown Inflows and Outflows

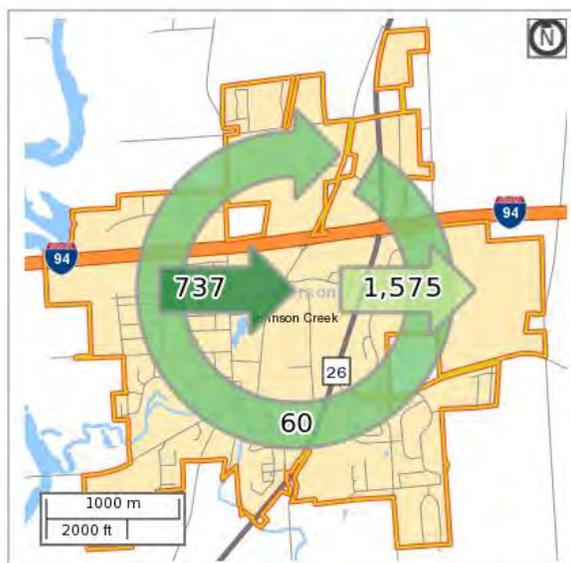


Analysis Selection

Note: Overlay arrows do not indicate directionality of worker flow between home and employment locations.

- ➔ Employed and Live in Selection Area
- ➔ Employed in Selection Area, Live Outside
- ➔ Live in Selection Area, Employed Outside

Figure 15. Village of Johnson Creek Inflows and Outflows



Analysis Selection

Note: Overlay arrows do not indicate directionality of worker flow between home and employment locations.

- ➔ Employed and Live in Selection Area
- ➔ Employed in Selection Area, Live Outside
- ➔ Live in Selection Area, Employed Outside

City of Jefferson Inflows and Outflows



Analysis Selection

Note: Overlay arrows do not indicate directionality of worker flow between home and employment locations.

- Employed and Live in Selection Area
- Employed in Selection Area, Live Outside
- Live in Selection Area, Employed Outside

Figure 16. City of Lake Mills Inflows and Outflows



Analysis Selection

Note: Overlay arrows do not indicate directionality of worker flow between home and employment locations.

- Employed and Live in Selection Area
- Employed in Selection Area, Live Outside
- Live in Selection Area, Employed Outside

Figure 17. City of Fort Atkinson Inflows and Outflows



Figure 18. City of Whitewater Inflows and Outflows

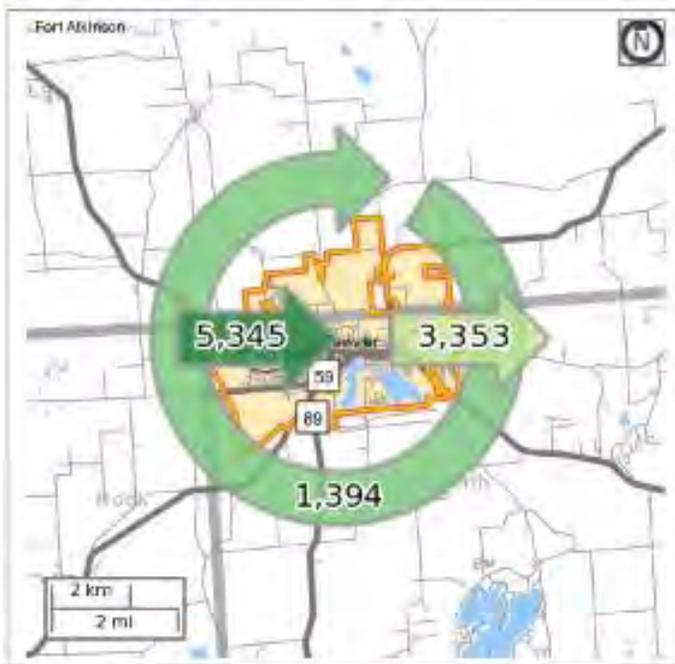


Figure 19. City of Edgerton Inflows and Outflows

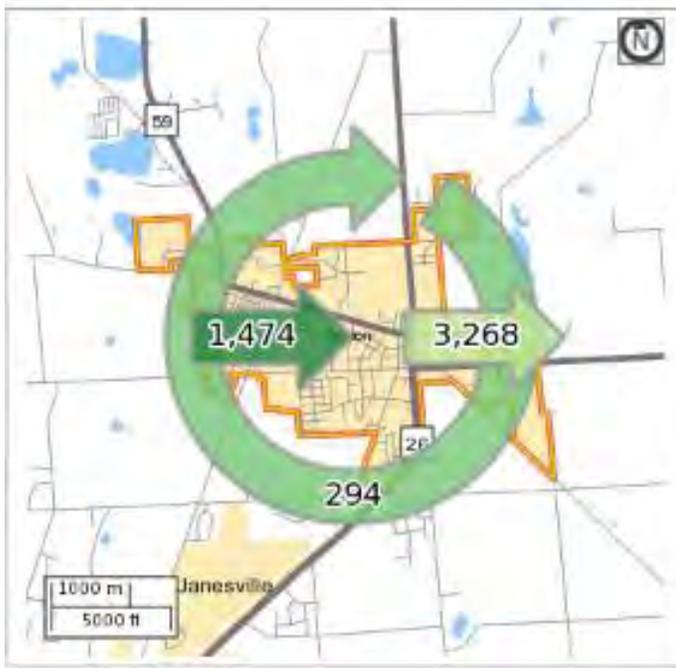


Analysis Selection

Note: Overlay arrows do not indicate directionality of worker flow between home and employment locations.

- ➔ Employed and Live in Selection Area
- ➔ Employed in Selection Area, Live Outside
- ➔ Live in Selection Area, Employed Outside

Figure 20. City of Milton Inflows and Outflows



Analysis Selection

Note: Overlay arrows do not indicate directionality of worker flow between home and employment locations.

- ➔ Employed and Live in Selection Area
- ➔ Employed in Selection Area, Live Outside
- ➔ Live in Selection Area, Employed Outside

Employment Destinations by County

Figure 21. Jefferson County Workplace Locations by County

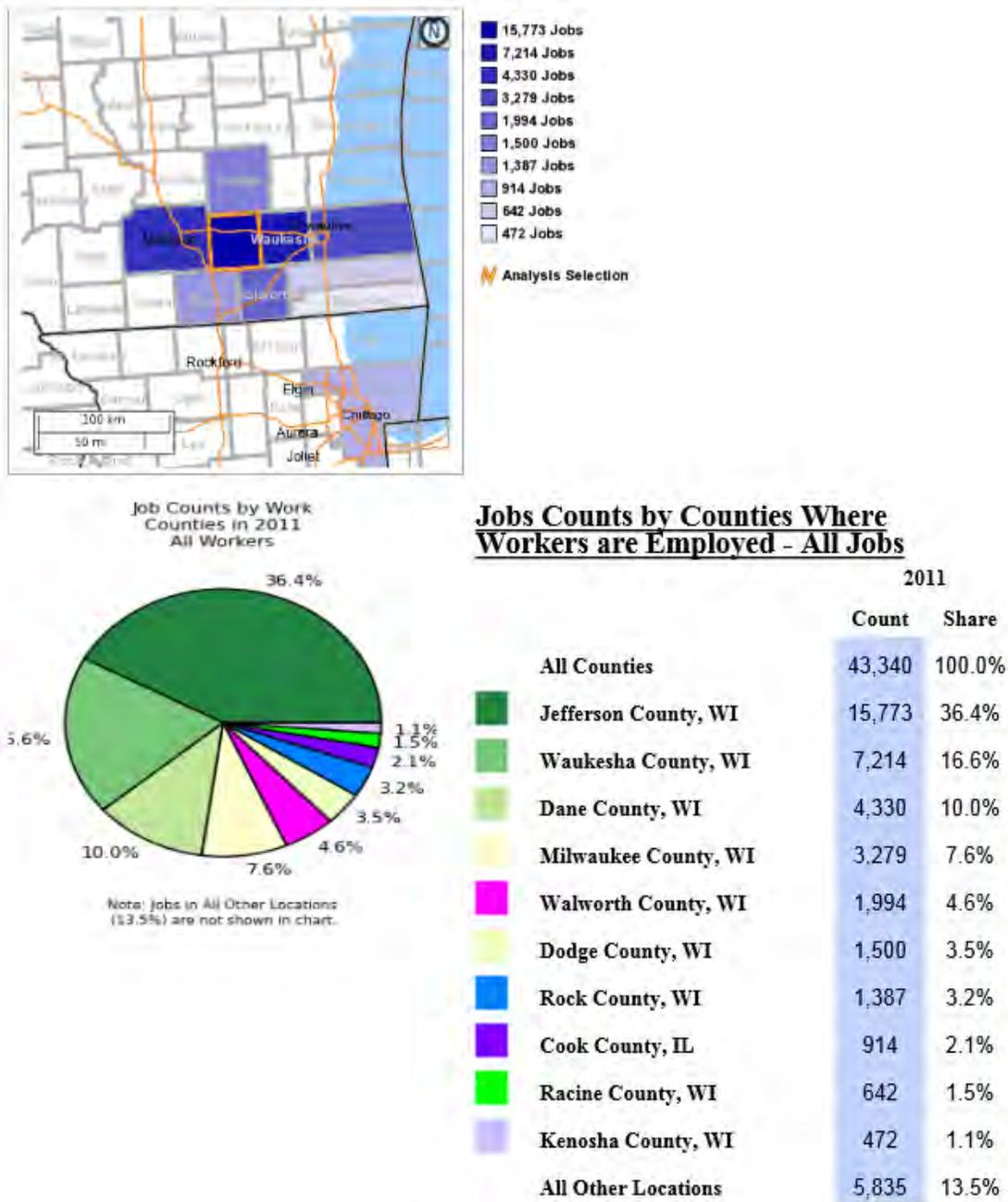
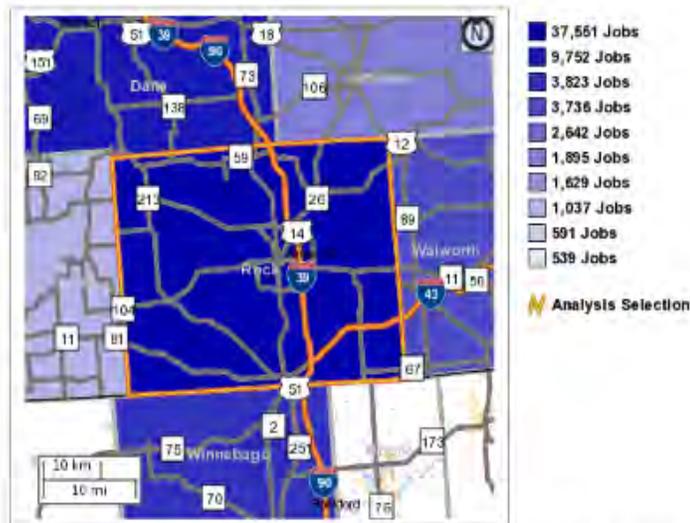
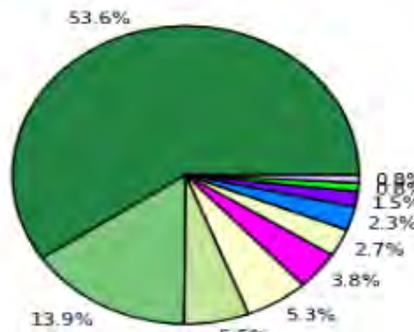


Figure 22. Rock County Workplace Locations



Job Counts by Work Counties in 2011
All Workers



Note: Jobs in All Other Locations (19.8%) are not shown in chart.

Jobs Counts by Counties Where Workers are Employed - All Jobs

2011

	Count	Share
All Counties	70,090	100.0%
Rock County, WI	37,551	53.6%
Dane County, WI	9,752	13.9%
Winnebago County, IL	3,823	5.5%
Walworth County, WI	3,736	5.3%
Milwaukee County, WI	2,642	3.8%
Jefferson County, WI	1,895	2.7%
Waukesha County, WI	1,629	2.3%
Green County, WI	1,037	1.5%
Racine County, WI	591	0.8%
Outagamie County, WI	539	0.8%
All Other Locations	6,895	9.8%

Appendix F: July 2, 2013 Meeting Notes

Location: Edgerton Public Library, Edgerton, WI

Client: Community Transportation Association of America

Date: 7/2/2013

Subject: Unified Taxi Transit Study Project Kickoff

Attendees: Sue Torum	Jefferson County ADRC
Dave Lowe	Brown Cab
Karl Schulte	Brown Cab
Justin Svingen	Rock County
Dave Mumma	Janesville Transit System
Karen Baker	Bay Ridge Consulting
Kelly Shawn	CTAA
Joe Kern	SRF Consulting Group
Joe Kapper	SRF Consulting Group
Stan Milam	State Senator Tim Cullen
Ian Ritz	WisDOT

Purpose of Meeting:

Project Kickoff:

- I. Introductions
- II. Background
- III. Project Intent, Desired Outcome and Proposed Schedule
- IV. Existing Data
- V. Discussion of Current Issues and Goals for the Project
- VI. Next Steps

Summary of Meeting

Introductions of attendees were followed by a brief summary of project activities to date, and the objectives of the grant program. Following this an overview of the consultants' work plan, and proposed methodology for analyzing local transit needs and potential demand (attached).

Summary of discussion:

- Project Study Area:
 - Primarily along Highway 26 corridor; perhaps extend approximately 10 miles on each side of the highway when looking for communities to serve.
 - Reviewing adjacent counties' transportation services is important for the purposes of assessing coordination opportunities and available resources, but the focus of the project is to meet needs in the Highway 26 corridor.
 - All of Jefferson County, plus portions of Rock County
 - Whitewater, Edgerton, Janesville, Watertown, Johnson Creek
 - not Evansville, Madison or Beloit
- Key Attributes of Study Area Cities:
 - Johnson Creek is a destination city; about 2,800 in population serving as area destination for medical, shopping and recreation trips; Badger Bus stops here. It is a key municipality along the I-94 corridor and has a park-and-ride serving commuters.
 - Fort Atkinson is a key destination for dialysis, as well as facilities at Fort Health Care.
 - Janesville is a key destination for dialysis.
 - Milton is opening a new branch of the Blackhawk Technical College next year.
 - Waterloo and Marshall formerly operated a small shared-ride-taxi service
- Background of Existing Transportation Services:
 - Brown Cab operates 5 shared ride taxi services in the area; these are limited to municipal service areas.
 - Janesville Transit (JTS) operates commuter service (actually 7-day service) to Whitewater; primary users are of Generac, funded using STRAP funds. STRAP funding is rapidly reaching its sunset and this service will need to be transitioned to other funding sources.
 - Jefferson County will be dropping its 85.21 service beginning in 2014; those funds may be available to contribute to a new regional-type service envisioned under this project.
- Key Travel Markets to Address within the Study:
 - Medical trips
 - Nutrition site trips

- Needs of the elderly
 - Commuter trips
 - Shopping trips
 - Needs of low income users are important but it is not identified as a huge need at this time even though the number of people seeking public assistance is at an all-time high.
 - Non-emergency medical transportation (NEMT) needs is a market to address but this will not be a key part of the project. The driving forces behind this transportation service are beyond the project scope.
 - Intercity markets are important, as mobility needs have become more regional and transcended the boundaries of small municipalities. For example, an individual who relies on transit that lives in Jefferson may need to travel to Johnson Creek for shopping, or Fort Atkinson for specialized medical care. Currently many shared-ride-taxi services have restrictions on how far outside city limits they must travel.
- Some Key Considerations for the Study:
 - Understand that long-term local funding for a new project will be challenging, although a regional transit authority (RTA) would be a potential solution.
 - Need to consider the timing of state and local funding cycles in the implementation planning.
 - Although current shared-ride taxi services are limited to municipalities, there is no limitation at the WisDOT level on potential County-wide or regional shared-ride systems being developed as long as the responsible local agency can be identified.
 - Will need to address transfer policies within the service design to identify role of regional services in local community circulation/drop-off vs. use of local transit services for that function.
 - Need to incorporate a rational pricing structure for the project for both consumers and service providers.
 - Should strongly consider use of technology to assist with service delivery (one-call centers for reservations, reservation software, map displays) and customer information (provider inventories, trip requests, bulletin boards).
 - For demographic analysis, consider the needs within the townships but OK to focus on towns with a population of 2,500 and above.
 - Should look at LEHD flows to identify journey-to-work patterns.
 - Some Key Stakeholders to Contact:
 - Major employers (Generac, PaceSetters, Freedom Graphics)
 - MATC Fort Atkinson

- Blackhawk Technical College
 - UW – Whitewater
 - Job centers within counties
 - County Economic Development Directors
 - Managed-care organizations within counties (FamilyCare)
 - Opportunities, Inc.
 - Forward Janesville
 - Local Economic Development Authorities
- Next Meeting:
 - August 22 or 21 (TBD), 2013 at 9:30 a.m. in Edgerton (at library)

Actions Needed

Actions Needed	Responsibility
• Collect data on existing conditions for Technical Memo #1 on 7/2	• SRF Team, WisDOT (primary transit system data source)
• Complete Technical Memo #1	• SRF Team, CTAA (reviewer)
• Conduct outreach to refine project goals, stakeholder input	• SRF Team
• Make substantial progress on Technical Memo #2	• SRF Team
• Confirm date of next meeting (8/21 or 8/22)	• CTAA
•	•

Appendix G: August 22, 2013 Meeting Notes

Location: Edgerton City Hall Conference Room,
Edgerton, WI

Client: Community Transportation Association of
America

Date: 8/22/2013

Subject: Unified Transportation Study Project Meeting

Attendees: Sue Torum	Jefferson County ADRC
Dave Lowe	Brown Cab
Karl Schulte	Brown Cab
Justin Svingen	Rock County
Ramona Flanigan	City of Edgerton
Charlie Rutkowski	CTAA
Joe Kern	SRF Consulting Group
Joe Kapper	SRF Consulting Group
Stan Milam	State Senator Tim Cullen
Jake Miller	WisDOT

Agenda:

- VII. Notes from previous meeting
- VIII. Goals and Directions for overall project
- IX. Results of key employer contacts
- X. Tech Memo #1: Existing Transportation Services in the Study Area
- XI. Initial demand estimates/commute patterns
- XII. Next Steps

Summary of Meeting

Notes from previous meeting:

Joe Kapper presented the notes from the previous stakeholder meeting. They were accepted with one minor correction regarding potential changes to Jefferson County service.

Goals and Directions for overall project:

Joe Kern presented the summary of project goals and objectives. A handout with the summary was provided to meeting attendees. The goals and objectives included the following, with supporting text:

- 1) Goal 1: Provide stakeholders with a clear understanding of how well existing transportation services are meeting current and future travel needs.
- 2) Goal 2: Explore a range of transportation delivery options to improve coordination among existing transportation services within the study area and expand services to better meet transportation needs.
- 3) Goal 3: Identify the alternative that can best address local needs, and develop useful guidance for stakeholders.

The stakeholder group concurred with these goals and offered the following additional feedback:

- Preservation of the local transit services and systems is important:
 - The quality and level of the existing service is good, and any recommendation should be mindful of that.
- The group is open to reviewing a range of service models, including both “top-down” and “bottom-up” implementations.
- The consultant team will be presenting a range of alternatives that include qualitative and quantitative assessments and the stakeholder group will provide recommendations and guide the selection of the preferred alternative.

Results of Key Employer Contacts

Joe Kapper presented the employer outreach that was conducted to date. This included Generac, Opportunities, Inc., the Workforce Development Board of South Central WI, and the University of Wisconsin – Whitewater. The stakeholder group provided feedback on the following points:

- The Innovation Express operated by Janesville Transit System is funded in part by Generac in addition to STRAP and public transit aids.
- The I-39/90 reconstruction project will have a workforce training center (possibly via the TrANS program) and a transportation linkage to this center might need to be considered. The center will likely be located in a place accessible to Beloit, and connections for low income individuals to this job center are important.
- The consultant team will follow up to see if there was any discussion of a potential campus circulator route in Whitewater
- Add Trek to the employer contact list.

Presentation of Tech Memo #1

Tech Memo #1 was distributed to the group prior to the meeting. Joe Kapper gave an overview of its content, and explained each category in the program and provider inventory section. The consultant team already received a number of suggested edits from Sue Torum, and Dave Lowe provided some additional comments correcting some errors in Watertown Transit's description. During the meeting the team received the following feedback:

- Add Rock County's volunteer service
- When alternatives are reviewed, the consultant team should address the potential connections to intercity carriers.
- Another potential resource to be examined is a center that offers information and coordination for car-sharing, ridesharing, or vanpooling.

Demand Estimates

Joe Kern provided a detailed overview of the concepts of "need" and "demand", the estimated figures for each as applied to the study area. The consultant team used two models: one that was calibrated using a national sample and one that built on the national model but was calibrated specifically to a state with characteristics like Minnesota. Existing ridership falls between the two demand estimates. Handouts were provided that detailed the methodology, local characteristics, and base data. Joe Kapper provided a preview of the origin and destination information for work-related trips. The demand estimates are preliminary in nature, and will serve as one part of the analysis as the consultant team defines the travel markets and future alternatives.

Discussion

Prior to initiating the alternatives/recommendations phase of the project Joe Kern invited discussion from the group on what some of their initial thoughts were, and if there were some fatal flaws that could be ruled out at the beginning of this process.

- In terms of political sentiment, regional trip purposes make a difference when discussing coordinated transit with elected officials, the business community, and city administrations. Medical trips are well understood and acceptable, whereas shopping trips are met with some resistance.
- A regional service with a zone fare system should be one of the possible approaches.
- It would be interesting to see if the models implemented in Sauk and Door Counties would be applicable here.
- At a minimum, a centralized mobility management resource should be proposed. This would be a one-call center that would serve as a resource for a variety of mobility needs.

Next meetings:

- Conference call in September to present initial alternative concepts
- Project meeting in October, early in the month or concurrent with the WURTA Conference
- CTAA will also schedule a meeting to facilitate the selection of the preferred alternative

Actions Needed

Actions Needed	Responsibility
• Prepare and submit Technical Memo #2	• SRF Team
• Develop initial universe of alternatives for September conference call	• SRF Team
• Prepare Tech Memo #3 – Service Alternatives for October	• SRF Team
• Schedule and confirm date of next meetings: Sep. conference call, Oct. meeting	• CTAA
•	•

Appendix H: September 17, 2013 Call Notes

Location: Conference Call

Client: Community Transportation Association of America

Date: 9/17/2013

Subject: Unified Transportation Study Project Meeting

Attendees:

Sue Torum	Jefferson County ADRC
Karl Schulte	Brown Cab
Dave Mumma	Janesville Transit System
Charlie Rutkowski	CTAA
Joe Kern	SRF Consulting Group
Joe Kapper	SRF Consulting Group
Stan Milam	State Senator Tim Cullen
Ian Ritz	WisDOT
Karen Baker	Bay Ridge Consulting
Carrie Porter	GWAAR

Agenda:

- XIII. Project status update
- XIV. Overview of proposed alternatives

Summary of Meeting

The purpose of the meeting was to present a brief overview of some potential transit service alternatives for client review. The alternatives were divided into “levels” from 1 to 3, with Level 1 alternatives being the most ready for implementation, and Level 3 alternatives requiring greater degrees of administration, and potential investment. Meeting handouts are attached.

Level One Alternatives

- Simplified dispatch concept
- Revise service models in Rock County

Questions and Comments:

- With centralization of services you may lose the local knowledge of each individual provider in the smaller communities.
- Would the services in Rock County include all of Rock County, or just parts of it?
- For alternative #2, you could start by concentrating on Edgerton and using that as a pilot for future coordination projects, possibly a model for other cities.
- The element of coordination could really expand the level of service without significantly raising resources, especially if there is excess capacity.

Responses:

- In response to the concern over the loss of local knowledge, any proposed alternative would preserve existing levels of service in local communities.
- The focus of the project in Rock County will be on the study area (along the Highway 26 Corridor), however if there is excess capacity in the Rock County service or opportunities for improved coordination among human service and public transit providers the consultant team will consider this as well. Recommendations will be limited to rural areas, exclusive of Janesville and Beloit with the exception of origin/destination trips that cater to a specific rural-to-urban market.
- Edgerton is capacity constrained to one vehicle which limits revenue hours and potential ridership. There would need to be some additional fleet resource added (purchase or shared agreement, e.g.) to accommodate additional travel.
- There may need to be a new business model for dispatching and ride coordination that would determine how a mobility manager would arrange trips based on the service capabilities of transit providers.

Level Two Alternative

- Expanded mobility management concept

Questions and Comments:

- What funding sources are you discussing for this project?

Responses:

- This alternative falls broadly under the category of Mobility Management, but a number of funding sources could be used to support it including Section 5311, Section 5310, and Chapter 85.21. Ian Ritz of WisDOT commented that the 5310 rules are evolving under MAP-21, and that there is still funding from the SAFETEA-LU era 5310 and New Freedom programs. In the future these and capital programs may be under one program, and there are no guarantees into the future as there is competition for funds. Access to funds for capital purchases may be available. Joe Kapper confirmed that they were referring to MAP-21 FTA Section 5310 funding which represents the consolidation of the previous 5310 and New Freedom programs.
- Dave Mumma stated that at this level, there is a need to decide what to do with the fringe areas. In level one, they were presumed to be part of the mix. It will be important to consider trip making between these areas, and how will funding deal with trip making beyond county boundaries, i.e., transit that is regional in nature.

- Resources (vehicles, operating resources) will be planned to meet demand for longer distance trips (cross-county, etc.)

Level Three Alternatives

- Deviated fixed-route service connecting Jefferson County communities
- County- wide, zone fare demand response service in Jefferson County with expanded Innovation Express service
- Expansion of county-wide service to Rock County
- Transition demand response services in Fort Atkinson and/or Watertown to rural bus systems
- Sponsorship or new programs in the UW-Whitewater and technical school markets

Questions and Comments:

- What do you mean by ceasing service [in communities with municipal shared-ride-taxi systems]?
- How would the change to the Innovation Express service affect Generac?
- What is the likely cost of expanded Innovation Express service
- What would the deviated route look like? Who would provide the service? What type of vehicle?
- How far can the route deviate?
- Were you aware that the student government funds simcar? It seems to be an online ride matching service?
- Is there a demand for connecting the intercity services on either end of the corridor?

Responses:

- Levels of service would be preserved in the municipalities, however the current contracts and agreements with municipalities would cease to exist and instead the local public agencies would instead invest in a regional system by contributing local share. Similar to the level one alternatives there would be economies of scale by removing duplicative functions.
- Janesville Transit System has already been getting requests for service, but currently would need arrangements with local partners to fund new service. This could include Generac, but it is assumed that 25-30% of the contribution would need to be underwritten by sponsors. The current cost of supporting the Whitewater corridor service is approximately \$350,000. Expansion would have a similar cost per mile. The consultant team will use the current service as a benchmark. The proposal would be for expansion to be an additional branch on the existing route and not be duplicative of existing service.
- STRAP funding will be diminishing in the future.
- The exact form of the deviated fixed route will be a product of further discussion. There are various ways to implement this service project (turn-key contracts, human service provider, regional transit commission, etc.). The routing concepts will serve markets based on demand and stakeholder inputs. At a minimum the route would need to deviate $\frac{3}{4}$ mile from a corridor to meet ADA complimentary paratransit requirements, but that could be expanded. Deviating beyond $\frac{1}{2}$ mile can impact timing and the predictability of schedules, but this is context sensitive (time can be built in when designing the route). There are no “hard and

fast” rules regarding deviation and it depends greatly on the demand, and the time will need to be built into schedules. Vehicle size, also, will be scaled to demand.

- According to Stan Milam, the “simcar” service is not a “roaring success”, but simply put it is an electronic version of a ride share bulletin board. Combining it with number 3, which is a more sophisticated approach, where student would have more access to mobility.
- Several companies provide car sharing component, such as ZipCar. There could be two components is that it could have service as well as a car sharing/hourly car rental. Perhaps this third alternative could also serve as a platform for these ideas.
- Over 20 years ago, Watertown owned and operated a fixed route service, and ultimately decided that shared ride cab service worked better for their needs. Subscription service starts to imply a route, servicing the same market, but possibly more efficient with one driver.
- Connectivity to intercity services will be considered in all of the alternatives.

Recommended changes to alternatives:

- Combine Alternative #7 with Alternative #3

Actions Needed

Actions Needed	Responsibility
<ul style="list-style-type: none"> • Prepare and submit Technical Memo #3 in mid-October 	<ul style="list-style-type: none"> • SRF Team
<ul style="list-style-type: none"> • Schedule and confirm date of next on-site meeting to present refined alternatives: Week of October 7th (CONFIRMED FOR 10/9) 	<ul style="list-style-type: none"> • SRF Team/CTAA

Appendix I: October 9, 2013 Meeting Notes

Location: Edgerton City Hall
Client: Community Transportation Association of America
Date: 10/9/2013
Subject: Unified Transportation Study Project Meeting

Attendees:

Sue Torum	Jefferson County ADRC
Kathi Cauley	Jefferson County
Karl Schulte	Brown Cab
Dave Mumma	Janesville Transit System
Charlie Rutkowski	CTAA
Joe Kern	SRF Consulting Group
Joe Kapper	SRF Consulting Group
Stan Milam	State Senator Tim Cullen
Ian Ritz	WisDOT
Ramona Flanigan	City of Edgerton
Carrie Porter (via phone)	GWAAR

Agenda:

- 1) Introductions
- 2) Summary of action items from previous conference call
- 3) Overview of proposed alternatives
- 4) Discussion / Q & A
- 5) Determine next steps

Meeting Summary

Project update:

- At roughly the 2/3 point of the work program
- Previous visit was in August with a September conference call
- Today's agenda builds on the items discussed in the conference call, and provides more detail in the alternatives
- CTAA intends to make progress toward selecting a preferred alternative

Overview of Alternatives:

Alternative #1: Simplified Dispatch

Recommendation:

- Consolidate dispatching of shared-ride-taxi systems in study area to a single transit agency.

Feedback:

- Ideal time for implementation of this project would be when the Watertown Transit service contract goes out for bid again to keep within scope of existing procurement.
- Would be helpful to identify the existing dispatch arrangement as a barrier to coordination in planning documents.
- Need to evaluate how much capacity there is at Brown Cab's dispatching facility to determine the cost of absorbing Watertown's ridership.

Alternative #2: Northeastern Rock County Coordination

Recommendation:

- Open up existing human service transportation rides in Rock County to the general public and leverage additional public transit aid into an allocated system.

Feedback:

- Would require additional vehicle if this service was to be operated by Edgerton Shared-Ride-Taxi
- Blackhawk Technical College has a campus that is located in Milton
- Need to identify the service levels currently provided by Rock County in this area
- 2009 study looked at potential shared-ride-taxi service in Milton, which is part of the Janesville UZA.
- Need to determine who would secure local share if there was an expansion of public transit service.

Alternative #3: Expanded Mobility Management Concept

Recommendation:

- Establish transportation resource center that will be the primary transit coordination entity in the region, develop and implement TDM strategies, and serve as a one-call/one-click center for transit customers.

Feedback:

- (Stan) Do these resources already exist at Brown Cab and Janesville Transit System? Why add something new?
 - o The center would not be a duplicative effort, but rather it would coordinate existing resources more efficiently

- The coordinator for Jefferson County would benefit from co-locating with the dispatch center.
- Mobility manager in Rock County has been very helpful with transit marketing efforts, which would be a key role of a new mobility manager for the region.
- Initial staff requirement would likely be at least two people.

Alternative #4: Flexible Dispatch of Shared-Ride-Taxi Services

Recommendation:

- Coordinate public transit systems to improve coverage of rural areas in Jefferson and Rock Counties.
- Effectively use technology to deploy vehicles where real-time need exists

Feedback:

- Begins to address the regional market for travel in the study area.
- Ridership estimates assume service to the public transit market and not program or human service transportation trips.
- Mobility management tasks could easily be shared among contractor and Jefferson County; a lot of this involves tasks that are already being performed at a smaller scale.

Alternative #5: Establish Multi-County Shared-Ride-Taxi System

Recommendation:

- Consolidate rural public transit systems into a regional multi-county transit provider.

Feedback/Discussion:

- Begins to address extending the service area to towns.
- Would have fare structure similar to Ozaukee or Washington Counties which are zone fare or mileage based.
- Existing shared-ride-taxi service levels would be preserved
- System would be owned by one governmental agency (likely a city or county)
- Jefferson County would provide a user subsidy to account for human service rides if those are to be folded into a public transit system. This is currently done with some shared-ride-taxi systems, but could be expanded if the existing van service was brought into a county-wide system.

Alternative #6: Establish Deviated Fixed-Route Service

Recommendation:

- Connect communities with shared-ride-taxi service with a deviated fixed-route rural bus service that would meet demand for trips between scheduled time points in two key regional markets:

- City-to-city
- Rural townships to/from cities
- Increase ridership with a more attractive mode than pure demand response

Feedback:

- Could be deployed incrementally based on demand as proof of concept is established, the entire network would not need to be in place in it is initial stage.

Alternative #7: Convert Shared-Ride-Taxis in Fort Atkinson and Watertown to Rural Bus Systems

Recommendation:

- Assume Alternative #4 as a baseline
- As the performance data in Fort Atkinson and Watertown shared-ride-taxis is consistent with some rural bus systems in Wisconsin, additional demand could be met by converting these services into deviated fixed-route local systems

Feedback/Discussion:

- Does not provide additional coverage in rural towns
- Watertown used to have a fixed route bus systems

Additional discussion points:

- Alternatives #1-#4 seem to be the most ready to implement and #5 and #6 make for good long term concepts. Alternative #7 does not address the immediate need of serving lower population rural markets.

Next steps:

- Determine governance structure and timeline for implementation
- Identify bid schedule of contracted transit systems
- Confirm that Jefferson County can have a support role in mobility management
- Advance Alternative #4 to Tech Memo #4 (inclusive of Alternatives #1-#3), provide conceptual details of Alternatives #5 and #6, and do not advance Alternative #7
- Next meeting will be December 11 at 1:30pm in Edgerton
-

Appendix J: Summary of Alternatives

Table 16. Initial Fiscal Estimates for Developing Universe of Alternatives (Dollars)

	Op Costs	Hours	Ridership
Existing Conditions	1250079	49512	223200
Alt 1			
Reduce operating cost of Watertown by 5%	1214285		
Reduce operating cost of Watertown by 10%	1178491		
Average reduction, new base data	1196388	49512	223200
Alt #2			
Add population of Milton to scope of service		52287	
Add operating costs at rate of \$23.83/hour	1245987	52287	
Add ridership at rate of 0.65 rides per capita			226805
Alt 2 Summary	1245987	52287	226805
Alt #3			
Add operating costs of \$110,000 for MM Project	1355987		
Assume 1% increase in ridership			229073
Alt 3 Summary	1355987	52287	229073
Alt #4			
Assume 0.75 Revenue Hours Per Capita (Existing Service Area)		56615	
Assume operating cost of \$23.83/hour	1349141		
Add Mobility Management Project	1459141		
Assume 4.4 passengers per hour across system (current productivity)			249107
Alt 4 summary	1459141	56615	249107
Alt #5			
Assume 0.75 revenue hours per capita			
Coverage of Jefferson County, Edgerton, Milton		71054	
Assume cost per hour of \$24.54 for Jefferson County	1540241		
Assume cost per hour of \$23.83 for Edgerton and Milton	131685		
Aggregate operating cost	1671925		
Assume 3.65 passengers per hour across system			259345
Assume 4.4 passengers per hour across system			312635
Subtract 1% from administrative costs	1655206		

Alt 5 summary	1655206	71054	259345
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Alt #6

Assume baseline of Alternative #3	1355987	52287	229073
Assume revenue hours per capita of 1.0			
Assume population of cities in Jefferson County	1773896	64435	
Add Edgerton/Milton SRT Service	110000	7000	9000
Assume Ridership of 5.9 passengers per hour			380167
Alt 6 Summary	1883896	71435	389167

Alt #7

Assume baseline of alternative #4	1459141	52287	229073
Subtract Watertown and Fort Atkinson rev. hours		18505	
Assume 1 rev hour per capita for rural bus, add Fort/Watertown		54928	
Subtract Watertown and Fort Atkinson costs	654116		
Add rural bus costs at \$27.53 per hour	1656842		
Subtract Watertown and Fort Atkinson Ridership			68073
Add Watertown and Fort Atkinson bus ridership			282969

Appendix K: Project Oversight Committee Members

Name	Representative
Charles Rutkowski	Community Transportation Association of America
Karl Schulte	Brown Cab Service, Inc.
Dave Lowe	Brown Cab Service, Inc.
Sue Torum	Jefferson County
Ramona Flanigan	City of Edgerton
Dave Mumma	Janesville Transit System
Kathi Cauley	Jefferson County
Stan Milam	State Senator Tim Cullen
Justin Svingen	Rock County
Ian Ritz	Wisconsin Department of Transportation
Jeff Woods	City of Fort Atkinson
Timothy Freitag	City of Jefferson

Appendix L: Mobility Management Case Studies

Case Study #1 – Rock County

Size of Area Served: entire county, 726 sq. miles

Population of the County: 160,418 (2012)

The median age of Rock County residents is 38.0 years, which is younger than the state median age of 38.5 years and older than the national median of 37.2 years. There is a gradual increase in the proportion of residents age 65 and over from 12.6% in 1990 to 13.6% in 2010. Also, the proportion of Rock County residents age 45 to 64 increased 27% over the same time period. In contrast the proportion of residents age 25 to 44 decreased nearly 20% from 1990 to 2000 and remained constant through 2010

Disabled population:

The population of disabled persons residing in Rock County has seen an increase from 12,837 persons in 1990 to 22,921 persons in 2010. Disabled residents account for about 14% of the total population of Rock County, highlighting the necessity for an accessible transportation network.

Disabled Population

Year	1990	2000	2010
Disabled Population	12,837	10,205	22,921
Percent of total	9.2%	6.7%	14.3%

Transportation Synopsis:

The transportation network in Rock County consists of Public, Private and Non-Profit providers. In 2013 a series of meetings was held to better coordinate transportation services within the area. From those meetings it was determined that one of the highest priorities was to better educate transportation disadvantaged populations on the options available for transportation. In addition the committee determined that better coordination of resources was a future priority with an interest in exploring how to best use existing resources more efficiently by utilizing some existing services for a broader population. Accessing regional destinations was identified as an issue in the area. At this time Rock County does not utilize a coordinated dispatch center for all services.

Programs:

Rock County Transit services include transit operations by Janesville Transit System (JTS), the Beloit Transit System (BTS) and Rock County Transit (RCT) and additional regional transit operated by Van Galder Bus Company. Specialized services are comprised of accessible fixed route, and paratransit. Beloit and Janesville Transit have contracted with Rock County Specialized Transit to provide “dial-a-ride” paratransit van service which operates on the same days and hours as regular buses.

JTS and BTS offer travel training classes scheduled through the Rock County Mobility Manager. (See attached)

Mini Bus Service within Rock County provides specialized transportation services for elderly or disabled persons. Mini buses are equipped to handle wheelchairs. This service is door-to-door meaning the passenger must be able to use the Mini bus independently or with some assistance. This service is provided weekdays 8 am- 5 pm. Trips are to be scheduled at least 2 days in advance.

Costs:

- **Trips within your own community** (Example: Beloit-to-Beloit or Janesville-to-Janesville)
 - One way trip: \$5.00 / ride
 - or -
 - Purchase a ticket package: \$50.00 (10 rides @ \$5.00 / ride)
- **Trips to another community** (Example: Beloit-to-Janesville or Edgerton-to-Janesville)
 - One way trip: \$6.00 / ride
 - or -
 - Purchase a ticket package: \$60.00 (10 rides @ \$6.00 / ride)

Rock County RIDES is a volunteer driver escort program for transportation outside of Rock County.

- Volunteer drivers offer their time and use of their own vehicles.
- Transportation is for **medical appointments only**.
- Boundaries include Madison, Milwaukee, Monroe, and Rockford.
- Trips are scheduled by calling (608) 757-5054 between 8:00 AM - 5:00 PM.
- Rides should be requested at least two (2) days before the scheduled appointment.
- The charge is 40 cents per mile. If the ride is shared, the cost is 25 cents per mile.

Questions addressed to Justin Svingen, Mobility Manager, Rock County Department on Aging

What projects have you completed as part of your mobility management program this year?

- 2013 Rock County Public Transit-Human Services Coordinated Transportation Plan
- Travel Training classes
- Wednesday Walks
- Travel Training Video
- Public Outreach and Marketing
- Trip planning and referrals
- Transportation advocacy and education

How many and what types of staff are required to complete these projects?

- One mobility manager

What are the funding sources that you use, and what is the operating budget of each project?

- 5317-New Freedom-rollover from previous year
- 85.21-state aid
- 2013 Rock County Public Transit-Human Services Coordinated Transportation Plan
 - \$0
- Travel Training classes
 - \$0
- Wednesday Walks
 - \$0
- Travel Training Video
 - \$5,000
- Public Outreach and Marketing
 - \$3,000
- Trip planning and referrals
 - \$0
- Transportation advocacy and education
 - \$0

Contact Information:

Justin Svingen

Mobility Manager

Rock County Council on Aging

51 S. Main Street

Janesville, WI 53545

Phone: [\(608\) 757-5408](tel:6087575408)

Resources:

- Rock County 2013 HSPT Draft Plan
- Brochure- Wednesday Walks 2013
- Brochure – Logisticare Checklist

- Brochure – Travel Training
- Poster – Travel Training

Case Study #2 – Dane County

Size of Area Served: entire county, 1,238 sq. miles

Population of the County: 503,523 (2012)

In 2010 there were about 50,100 people aged 65 and over and 23,600 aged 75 and over in Dane County, which had a total population of about 488,100. According to the Wisconsin Department of Administration Demographic Services Center, the proportion of seniors aged 65 and over in Dane County is expected to increase from 10% in 2010 to 18% by 2030.

Table 2 – Populations with a Disability

Place	Total			Under 18		18-64		Over 65	
	Total Population	With Disability	Percent of Pop.						
Madison City of	232,633	20,370	8.8%	1,556	3.8%	12,342	7.3%	6,472	30.4%
Sun Prairie City of	29,182	2,477	8.5%	227	2.9%	1,420	7.5%	830	34.9%
Fitchburg City of	24,252	2,620	10.8%	337	5.5%	1,608	10.0%	675	34.1%
Dane County	485,812	43,009	8.9%	3,784	3.6%	24,659	7.4%	14,566	29.8%
Milwaukee County	938,821	117,109	12.5%	13,213	5.6%	64,336	10.8%	39,560	37.7%
Waukesha County	386,699	34,487	8.9%	2,667	2.9%	14,990	6.3%	16,830	31.0%
Brown County	245,466	25,780	10.5%	2,423	3.9%	14,158	9.1%	9,199	33.4%
Wisconsin	5,612,564	613,855	10.9%	55,369	4.2%	312,425	8.8%	246,061	32.8%

Source: American Community Survey 2009-2011 3-Year Estimates

Transportation Synopsis:

Dane County provides an example of a highly coordinated program. Dane County has coordinated all of its specialized transportation programs through its mobility manager and one-call center. Metro Transit and Dane County coordinate funding since many of their services and funding sources overlap. “Dane County shares the State of Wisconsin Section 85.21 funds it receives with Metro Transit to support its paratransit service. Metro Transit, in turn, shares its State of Wisconsin Section 85.20 funds with Dane County to support GAS and RSVP since those programs relieve pressure on paratransit needs. Dane County also passes Medicaid (Community Options Program Waiver and Community Integration Program II Waiver) funding through to Metro Transit to support paratransit service to waiver-eligible clients.

Metro Transit and Dane County coordinate funding since many of their services and funding sources overlap.” (2013 Dane County Coordinated Transportation Plan). Funding and strategic use of resources continues to be an issue of concern within Dane County.

Programs:

In Dane County, transportation services for people with disabilities are provided through contracts with eighteen different private non-profit agencies.

For People with Disabilities:

- **Red Line Service**
The RideLine Service provides rural persons with disabilities with rides to work or volunteer opportunities, education or training, or selected medical trips.
- **The Rural Access Program for Persons with Disabilities**
The Rural Access Program for Persons with Disabilities provides rides on the Rural Senior Group Transportation buses. These are scheduled group trips which include destinations such as community/senior centers, and grocery and general shopping.

Fifteen agencies located throughout Dane County have primary responsibility for programs and services for older adults. Serving designated geographic areas, these focal point agencies provide the entry points through which older persons—and their families—access a broad array of programs and services.

- **Supplemental Medical Transportation Assistance**
The Supplemental Medical Transportation Assistance Program provides rides for persons with medical treatments which are frequent, or of long duration, or more than 25 miles from the patient's home.
- **The Caregiver Transportation Assistance Program**
Provides services for persons caring for older adults, or for grandparents raising children. The caregiver does not have to be over 60 to be eligible.
- **Group Access Service**
These agencies provide transportation services to older adults and persons with disabilities. These are scheduled group trips which include destinations such as congregate meal sites (nutrition sites), community/senior centers, and grocery and general shopping.
- **Older Adult Transportation Assistance**
The Older Adult Transportation Assistance Program serves rural adults aged 60 and over who live in their own homes or apartments.
- **Retired and Senior Volunteer Program (RSVP) Driver Escort Service**
The RSVP Driver Escort Service provides medical rides to adults aged 60 and over. The service is door-through-door, and drivers will assist passengers in getting to the correct location within the clinic or hospital.

- The Rural Senior Group Transportation Program (outside the Madison area) and Group Access Service (Madison, Middleton and Monona)
These agencies provide transportation services to older adults and persons with disabilities.

The questions addressed to Norah Cashin, Transportation Manager, Dane County DHS:

What projects have you completed as part of your mobility management program this year?

We have a One-Call Transportation Information Center, a mobility training program to move people off paratransit (which includes a free bus-pass program for graduates who migrate to mainline buses), a bus buddy program for both public transit and the group shopping and nutrition programs, volunteer driver programs with our local RSVP and local TimeBank, a veterans' transportation program, a car loan program for low-income workers, and a bus-pass program for low-income job-seekers.

How many and what types of staff are required to complete these projects?

We have a full-time Mobility Manager who staffs the call center, and a Transportation Manager who supervises the program and spends approximately a quarter of her time on mobility management activities. In several of these programs, the actual operations are contracted to a provider agency.

What are the funding sources that you use, and what is the operating budget of each project?

New Freedom (this year), 5310 (next year), \$85.21 (state transportation aids to counties), Older Americans Act, Basic Community Aids, General Purpose Revenue, and cost-sharing with the City Of Madison Metro system.

Contact Information:

Norah Cashin
Transportation Manager
Dane County Department of Human Services
1202 Northport Dr
Madison WI 53704
cashin@countyofdane.com

Resources:

- 2013 Coordinated Public Transit - Human Services Transportation Plan for Dane County

Case Study #3 – La Crosse County

Size of Area Served: 408 sq. miles

Population of the County: 116,461 (2012)

Transportation Synopsis:

The La Crosse region is engaged in a process to structure their future transportation system toward a model of regional coordinated transportation services. “Within the La Crosse/La Crescent region there are currently four public entities providing transit service, each of which is funded separately (MTU, OHWSPT, La Crosse County Aging Unit, and S.M.R.T.). This distributed model is a result of a piecemeal approach to transit, wherein local communities and stakeholders have created, funded, and maintained their own transit solutions to their own needs. As the region has grown more interdependent, this model is no longer meeting the needs of residents and businesses. The region should consider consolidating the administration and funding of transit service under a single organization to improve efficiencies and reduce disparities in service within the region. “(Coulee Vision 2050)

Programs:

La Crosse MTU provides transportation services for the City of La Crosse and surrounding areas. The service is owned by the County of La Crosse with additional support coming from private sources. MTU Mobility Plus provides paratransit services for those unable to access the regular bus routes due to disability. MTU contracts with an outside vendor to provide these services. A cooperative agreement with Western Wisconsin Cares allows them to provide services to individuals who qualify throughout the urban area.

Western Wisconsin Cares (WWC), formerly La Crosse County CMO, a locally-based established agency, has provided services to over 4000 members. WWC operates under a contract with the Wisconsin Department of Health Services to provide Long-Term Care Services under the Family Care Program to eligible residents of Buffalo, Clark, Jackson, La Crosse, Monroe, Pepin, Trempealeau and Vernon Counties.

FAMILY CABS- Program description: - Provides transportation from Rockland and Bangor to Sparta and back
- Will assist people with disabilities and older adults
- Are not equipped to accommodate wheelchairs

33 EXPRESS - Program description: - Provides to the general public transportation between Vernon, Monroe, and La Crosse Counties on Mondays and Fridays. Paratransit, Community Ride Programs and Medical Appointment Rides also provided

- 33 Express route is from Hillsboro to La Crosse via Highway 33, with stops in Ontario, Cashton, St. Joseph Ridge, and ending in La Crosse; travelers can then connect with the La Crosse Mini-Bus or the MTU bus system
- The 33 Express will then return to Cashton to assist those with appointments at Scenic Bluffs Clinic; then back to La Crosse and a return trip along Highway 33 to Hillsboro

TRANSPORTATION FOR COUNTY CLIENTS – URBAN- Program description: - Curb to curb transportation services for medical appointments, work, respite care, and other reasons. Services include Disability Related Transportation, General Paratransit/Community Ride Programs, and Medical Appointments Transportation

- Can accommodate walkers and wheelchairs
- Services are provided in the urban areas of La Crosse County (in-town transportation in La Crosse, Onalaska, and Holmen)

Services include Disability Related Transportation, General Paratransit/Community Ride Programs, and Medical Appointments Transportation

Questions addressed to Noreen Holmes, Director, La Crosse County Aging Unit

- What projects have you completed as part of your mobility management program this year?
La Crosse County Aging Unit utilizes s85.21 funds to leverage 5311 funding. S85.21 is Elderly & Disabled Transportation funding (MiniBus). 5311 is public transportation used to fund La Crosse County Rural Public Transit which serves rural areas (Town of Holland, Rockland & Bangor) with Shared Ride service. We connect with Public Transit – shared ride service in Holmen, Onalaska & West Salem.
- How many and what types of staff are required to complete these projects? We have the equivalent of one staff working on these since we contract out for the actual service. Most weeks the time commitment is approximately half time but writing grants, RFPs, filing reports can make it higher at times.
- What are the funding sources that you use, and what is the operating budget of each project?
S85.21 elderly & Disabled is about \$300,000 which includes the match. 5311 is about \$130,000 including the match.

Contact Information:

Noreen Holmes

Director, La Crosse County Aging Unit
400 4th St N, La Crosse WI 54601
608-785-6148

Resources:

LaCrosse MTU 2012 Annual Report

Coulee Vision 2050 – A Vision for the La Crosse La Crescent Area

NEWRAT - Northeastern Wisconsin Regional Access to Transportation Committee

In July of 2013 a transportation summit organized by East Central Wisconsin Regional Planning Commission (ECWRPC) took place that gathered counties from the area of NE Wisconsin and covered a variety of topics: Regional Demographics , Fixed Route Transit , Specialized Transportation, Employment Transportation, creative solutions and a presentation on “Putting a Face to Those in Need.”

Three participants in the summit gave Power Point presentations on their programs and best practices. Those three communities, Door County, The Appleton Valley Area – working as Valley Transit, and Sheboygan Country were each contacted and are Case Studies 4-6.

Chair of NEWRAT:

Sandy Popp, Chair, Options for Independent Living

sandyp@optionsil.org

920-490-8270

ECWRPC – Transportation Planner

Nick Musson

920-886-6819

nmusson@eastcentralrpc.org

Case Study # 4 – Sheboygan County

Size of Area: 1,271 sq. miles

Population: 115,009 (2012)

According to the U.S. Bureau of the Census, Sheboygan County had a population of 115,507 in 2010. According to the Wisconsin Department of Transportation population estimates for 2010, 3,909 are considered elderly disabled and 2,126 are considered non-elderly disabled.

Category	Population	Percent of Population
Elderly Disabled	3,909	3.4%
Non-Elderly Disabled	2,126	1.8%
Total	6,035	5.2%

Source: U.S. Bureau of the Census, 2010; Wisconsin Department of Transportation, 2010; and Bay-Lake Regional Planning Commission, 2012.

Source: U.S. Bureau of the Census, 2010; Wisconsin Department of Transportation, 2010; and Bay-Lake Regional Planning Commission, 2012.

POPULATION BY AGE

Table 3 summarizes the 2010 and future (2035) population of Sheboygan County by age cohort.

In 2010, Sheboygan County had 16,821 people age 65 or older. By 2035, the population age 65 or older is expected to increase by nearly 73 percent to 29,056. As a result, this segment of the population will require additional specialized transportation services.

Transportation Synopsis:

The Sheboygan area is operating a Coordinated Transportation Service Model. They have succeeded in reducing operation costs and streamlining services by sharing resources and utilizing a one-call dispatch center system. Continued areas of concern are educating potential users on resources available and efficiency in light of funding pressures.

Programs:

Coordinated Transportation Service Model

What is Coordinated Services? Coordination among Sheboygan County government, Shoreline Metro and Metro Connection, three agencies with common goals to:

- Increase ridership

- Minimize expenses
- Maximize Revenues
- Build Partnerships
- Share Resources
- Reduce duplication of services
- Maximize impact

They coordinate with a combination of fixed Route and Specialized Transportation Services serving a population of 70,000 individuals with combined trips of 50,000 annually.

An enhanced network of transportation is provided with availability gauged to maximize Federal and State Funding. It is a Fixed Route, ADA Paratransit and 85.21 Program. There is a fleet of 12 ADA vehicles. One call center is utilized for coordinating all specialized trips allowing Metro Connection to leverage more money for operation. Passengers are cross-certified to determine their most appropriate program.

How does Funding Work?

Local share: 45% of Expenses

- Increases in local share allow for increases in Federal and State portions (assuming funding availability)
- Decreases in local share consequently decrease the Federal and State portions.

Federal/State share: 55% of Recognized Expenses

Sheboygan Example:

\$920,000 in local share contribution allows for an operating budget of \$4,000,000

Decrease to \$600,000 would yield approximate \$2,850,000

Loss of both expenses and revenues

Coordination of Benefits utilizing 85.21 Program provides \$450,000 in service for \$320,000. Coordination creates a larger service area, longer hours and inexpensive fares. Coordination offers the convenience of cross-certified passengers to use one provider. Additional County staff will likely be funded out of the program (further reducing \$ spent on actual trips).

Additional Programs:

Volunteer Driver Services

The Sheboygan County Health and Human Services Department, through its ADRC, also coordinates a volunteer driver service. This service is provided by volunteers using their own vehicles. Volunteers receive mileage reimbursement. Services are available throughout Sheboygan County, and occasionally, passengers are transported outside the county for specialized medical services. Trips are restricted to medical appointments.

Disabled American Veterans

The Disabled American Veterans (DAV) is a non-profit veterans' service organization. The Wisconsin Department of the DAV "has 36 vans serving 23,311 patients annually across more than half the state. These vans serve major VA medical facilities in Madison, Milwaukee, Minneapolis and Tomah, and VA outpatient clinics in Appleton, Green Bay, Superior, Union Grove, Wausau and Wisconsin Rapids. These vans are paid for as a result of donations from individuals, corporations and organizations, and are operated by volunteer drivers."

Nursing Homes

Several nursing homes in Sheboygan County provide limited transportation to their residents, primarily to medical appointments.

Contacts:

Bay-Lake Regional
Planning Commission
441 South Jackson Street
Green Bay, WI 54301

Resources:

Shoreline Integrated Services PowerPoint

2012 Coordinated Public Transit - Human Services Transportation Plan for Sheboygan County, Wisconsin

Case Study #5 – Appleton Valley Area (Fox Valley Area)

Size of Area: 24.82 sq. miles

Population: 72, 623 (2010) Residents of Outagamie, Calumet, and Winnebago Counties

Transportation Synopsis:

Valley Transit is owned and operated by the city of Appleton with the cooperation and partnership of 9 municipalities and 3 counties. Additional funding is received from 3 non-profit agencies, 2 private businesses and 3 family care organization for a total of 21 funding partners. Valley Transit II provides special needs transportation within the same service area utilizing existing bus routes. The Connector provides extended hours and expanded routes within the Fox Valley area for special needs transportation. Valley Transit partners with Lutheran Social Services to provide a broad base of transportation services. Lutheran Social Services recently created a central dispatch service.

Programs:

Valley Transit II is specialized paratransit service for residents of the Fox Cities with special needs. This service is administered by Valley Transit, with service provided, under contract, by Running, Inc. Valley Transit II provides transportation in different ways to two groups of people. People with disabilities, who are unable to use the fixed route system, are able to use Valley Transit II under the requirements of the Americans with Disabilities Act (ADA). The services Valley Transit II provides are not identical for these two groups of people. Both groups require special certification in order to use the service.

Seniors who are over 60 and who live in Outagamie or Calumet County, in the Fox Cities, are also able to use the system. Seniors in Winnebago County access services through Winnebago County Aging and Disability Resource Centers.

Valley Transit II service is not meant for emergency or urgent medical care transportation. Passengers eligible for medical assistance reimbursement should use specialized medical transportation. Further, Valley Transit II does not provide same day or unscheduled service. Reservations must be made a day in advance.

Valley Transit II provides two types of services:

- **Basic** - Door-to-Door

- **Premium** - Premium service is required when: the vehicle will be left unattended for a substantial amount of time, the vehicle is out of the driver's sight, or when assistance is requested beyond the first doorway.

Service Areas:

For ADA Cardholders, Valley Transit II provides service in the following areas of the Fox Cities: The Cities of Appleton, Kaukauna, Menasha, and Neenah; the Villages of Combined Locks, Kimberly, and Little Chute; the Town of Menasha; and those parts of the Towns of Buchanan, Grand Chute, Harrison, Kaukauna, Neenah, and Vandebroek that are within 3/4 mile of the fixed route system.

For Older Adults, the service area includes the urbanized area of the Fox Cities, within the boundaries of Calumet and Outagamie Counties, as described above. **Valley Transit II service for Older Adult residents does not include any part of Winnebago County.**

Questions addressed to Holly Keenan, Mobility Manager, LSS in partnership with Valley Transit II

-What projects have you completed as part of your mobility management program this year?

Transportation Information and Assistance call Center located at Thompson Community Center in Appleton WI Serving Outagamie, Calumet, and Winnebago County.

Volunteer Driver program

Travel Training program/Bus Buddy Program for Valley Transit (Appleton) and GO Transit(Oshkosh)

Collaborative agreement with Outagamie County Housing Authority shuttle van with wheelchair lift

- How many and what types of staff are required to complete these projects?

Mobility Manager 40 hrs/week

Transportation Coordinator 35hrs/week

Mobility Information & Assistance Specialist 17hrs/week

-What are the funding sources that you use, and what is the operating budget of each project?

WisDOT New Freedom, Fox Cities United Way Program, Older Americans Act-Outagamie County 85.21 funding-Outagamie County and private donations

Contacts:

Holly Keenan, Mobility Manager, LSS in partnership with Valley Transit II

Phone: 920-225-1740

Holly.keenan@lsswis.org

<http://www.eastcentralrpc.org/MakingTheRideHappen/>

Resources:

Valley Transit Power Point

United Way Fox Cities

Case Study # 6 – Door County

Size of Area Served: entire county, 2370 sq. miles

Population of the County: 27,817 (2012)

Table 3: Elderly and Disabled Population Estimates, Door County, 2012 County	Elderly Ambulatory	Elderly Disabled	Non- Elderly Disabled	Total Elderly and Disabled Population
Door	4,465	1,258	570	6,293
Wisconsin	576,358	168,150	115,646	860,154

Source: Wisconsin Department of Transportation, Section 85.21 Aid Application, 2012

“Per the Door County Workforce Profile 2011, Door County’s average age was 49.4 in 2010, making it the third highest county in the state.

The above statistics indicate Door County has high populations throughout the community who are low-income, disabled, and/or elderly.” - *2012 Coordinated Public Transportation/Human Services Transportation Plan for Door County*

Transportation Synopsis:

Door County has put together a very successful public-private partnership to serve the diverse needs of a scattered population. Door-Tran has recently established a centralized dispatch system and employs one full-time mobility manager to coordinate services and explore funding options.

Program: Door-Tran (Door County Transportation Consortium)

This public-private program began as a result of United Way focus groups that found affordable transportation was an issue that impacted the entire county. The program started with a taxi service that served the 3 mile area surrounding Sturgeon Bay and expanded from there. In July of 2012 Door-Tran began a county-wide volunteer transportation program coordinated with public transportation and VA services.

The Consortium consists of over 43 nonprofit and for-profit providers, nonprofits, businesses and government agencies. The Consortium continues to gather information to design and implement a self-sustaining, accessible and affordable transportation system.

Highlights:

- Door-Tran operates a call center to track unmet needs and provide information and referral services.
- Not all transportation services in Door County are provided by Door-Tran but Door-Tran provides resources on coordination and access to all residents
- A Half-Price Travel Voucher Program is offered
- New Freedom and local funds obtained to subsidize trips with local taxi companies
- Funds also used in partnership with the Washington Island Community Health Program and Door CANcer to subsidize trips with the Ferry as needed
- Partner with the YMCA, Boys and Girls Club, Ministry Medical Center and other organizations to reduce their transportation costs
- Have subsidized more than 16,000 trips since November 2009
- After the Red Cross withdrew support Door-Tran took on the administration of the Veteran Volunteer Transportation Program
- Collaboration between non-profit, Door-Tran, government to include the County Veterans Services Office and the County Senior Resource Center
- County contracts with Door-Tran to market program for volunteer drivers and riders in addition to training drivers, scheduling trips, and maintain mandated reporting
- State 85.21 (Older Americans Act funding) and a Veteran Transportation grant funds support the program
- Have served more than 80 Veterans and provided more than 500 trips since February 2011
- Sunshine House, Inc. indicated a need for a new fleet- County of Door received ARRA funds and were able to lease 6 buses and 1 van to the Sunshine House, Inc. a local 501c3
- If the Consortium wasn't launched, the County would not have known the need of the Sunshine House
- Sunshine House now serves as a Connector for public transit system, Door 2 Door Rides
- Collaboration between non-profit, for-profit, and government to include Abby Vans, Sunshine House Inc., and the County Senior Resource Center
- System has grown from 2 shared ride taxi's in 2010 to 6 shared ride taxi's and 7 buses in 2013
- **Rides have increased from 19,202 to 29,000 in 2012. The first 6 months of 2013 there have been 18,000 rides already provided.**

Answers to Questions posed to Pam Busch, Mobility Manager, Door-Tran:

1. What projects have you completed as part of your mobility management program this year?
We have a half-price taxi voucher program, two volunteer programs: Veteran Volunteer Transportation program and a County-Wide Volunteer Transportation Program. We continue information and referral and trip planning services. In addition, we work closely

with the County of Door on the shared ride taxi public transit system and the Sunshine House and Senior Resource Center on connector for that system. We track unmet needs and provide that information to plan services in the future to meet those needs.

2. How many and what types of staff are required to complete these projects?
I am the only full-time staff and am a Mobility Manager. We have a Volunteer Coordinator who works 20 hours per week in addition to a Mobility Manager Assistant who also works 20 hours/week.
3. What are the funding sources that you use, and what is the operating budget of each project?
New Freedom, United Way, County of Door contract, and a couple foundation grants. We also do fundraising and accept donations.

Contact Information:

Door-Tran
Pam Busch, Mobility Manager
1300 Egg Harbor Road, Suite 124
Sturgeon Bay WI 54235
920/743-9999 or 877/330-6333
Email: info@door-tran.com
Website: www.door-tran.com

Resources:

- 2012 Coordinated Public Transportation/Human Services Transportation Plan for Door County
- Door-Tran Transportation Resource Guide
- Door-Tran Brochure

Appendix M: December 12, 2013 Meeting Notes

Location: Edgerton City Hall
Client: Community Transportation Association of America
Date: 12/12/2013
Subject: Unified Transportation Study Project Meeting

Attendees:

Sue Torum	Jefferson County ADRC
Karl Schulte	Brown Cab
Dave Lowe	Running Inc./Brown Cab
Dave Mumma	Janesville Transit System
Terry Nolan	Janesville MPO
Justin Svingen	Rock County
Charlie Rutkowski	CTAA
Joe Kern	SRF Consulting Group
Joe Kapper	SRF Consulting Group
Stan Milam	State Senator Tim Cullen
Ian Ritz	WisDOT
Ramona Flanigan	City of Edgerton
Jeff Woods	City of Fort Atkinson

Agenda:

- 1) Review content of Technical Memo #4
- 2) Discuss final steps of project
- 3) Identify next steps, roles/responsibilities for project implementation

Meeting Notes:

Joe Kern summarized activities to date indicating that the technical memoranda have all been drafted and are out. The intent is to wrap up the study by the end of the year, and this meeting will include a discussion of our next steps.

Joe Kapper provided an overview of the most recent memo (#4) which provides detail on the preferred alternative, including a discussion of a phased approach.

Comments and questions:

- It was noted that Watertown dispatch will bid next year (Fall 2014); who should take the lead on engaging Watertown? While Watertown has been informed of study progress via email, they have not been represented in these meetings.
- A key early step would be to separate out the dispatch cost from the cost per trip.
- Ian commented that it may be problematic to fund dispatch operations separately due to the regulatory challenges related to 85.21 funding. And perhaps even more challenging when federal funds are used.
- Intergovernmental agreements will be needed,

The case studies are presented as an appendix in the document and there are elements that may be useful as different ideas are considered and pursued. An interactive discussion of next steps and key issues followed.

Next Steps

- Reviews of the study reports may extend into January if needed; particular care with items that may be considered "front line" documents to be shared with those that may be involved in collaborating with implementation.
- An early key element is outreach to Watertown. Several advisory group members have ongoing contact and it was agreed to also make sure to share the study report.
- Articulating the vision and raising awareness of the value of a regional approach was noted. Vision and value statements will be important talking points as other stakeholders are brought into the process.
- Determine who will be the sponsor/lead for a coordinated dispatch. One suggestion was Jefferson County issue a request for proposals and/or a joint procurement may be considered for service. It would be desirable to have one applicant for capital aid.
- Use recent data to determine dispatch costs.
- Coordinate timing of procurements. It was noted that Whitewater, Lake Mills and Fort Atkinson are already on the same cycle.
- The group would like to continue to meet (quarterly was suggested), with the next meeting sometime in February.

Other

- The importance of buy-in and consensus from counties and municipalities is key.
- Continue to use the existing mobility management group as a resource.

- Note that fare changes would require a hearing process.
- Determine how a call center would be inclusive of a volunteer driver program
- Future developments of system could include Dodge or Dane Counties
- What is the role of area planning departments?
- Recall the goals of increasing rides and rural rides and improving efficiencies.
- Consider the use of technology by the passengers, although this may be less relevant for some older users.
- It is important to integrate with Rock County's communications system.
- Regarding staffing, Jefferson County has a scheduler, but not a mobility manager. If that person didn't need to schedule (if and when the dispatch is implemented), those resources could shift to mobility management.
- Note that in 2014, Jefferson County has an inter-county contract with Brown Cab.
- Should there be a unified mobility manager for Northeast Rock County and Jefferson County? Or combine/expand the role of Rock County's mobility manager?
- Important to balance local autonomy with regional approach.
- How to deal with the shared cost of dispatch. Should it be a shared subscription?
- Determine how much is possible within existing funding?
- Ian noted that WisDOT's role is funding and compliance. Transit initiatives are locally driven, and the study helps to show support for these new initiatives. WisDOT is supportive of good ideas that increase ridership and service.