

## **CHAPTER 8: GOALS, OBJECTIVES, STANDARDS AND THEIR USE IN EVALUATING THE CURRENT TRANSIT OPERATION**

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### **INTRODUCTION**

The mission statement, goals, objectives and standards proposed in this chapter are based on consultation with the review committee for this Transit Development Program (TDP), as well as on consultation with the ridership of the transit system, transit driver leaders, and with the general public, as well as based on review of community characteristics. This mission statement indicates what transit should strive to achieve during the period covered by this TDP. In addition to the mission statement, goals, objectives and standards have been developed to guide implementation of this plan. It should be noted that some objectives and standards (e.g.: some objectives related to funding) appeared in the *2012-2016 TDP*. This does not indicate that these objectives and standards were not met, but it does indicate that they require ongoing attention. Furthermore, many of the objectives and standards in this chapter are long-range visions of ideal transit service, and can be achieved only as resources and support permit. Some of these long-range objectives and standards were recommended by members of the review committee, are in line with “best practices” endorsed by professional transportation associations, and are in use in other transit systems; these practices could be well-suited for transit in the Sheboygan area as it continues to grow.

### **MISSION STATEMENT**

Transit service in the Sheboygan area is an essential community service, and many current and future residents and visitors will need transit service in the future. Current users of public transportation include those who are either unable to drive or those who do not have a vehicle available for their own transportation. As the population ages, the number of transit riders in these groups is anticipated to grow. Current users also include a limited number of choice riders. All of these constituencies are expected to remain an integral part of the transit system in the future, and transit should maximize mobility within the Sheboygan area for these groups while remaining productive and efficient.

However, transit should also strive to attract riders from groups that could increase ridership while improving the community image of transit. The community image of transit in general, and various attitudes toward transit services in Sheboygan in particular, are increasingly important as ride-sharing services become more popular despite their higher cost per trip. To increase ridership, specific groups to target include employees from various sectors of the economy, young professionals and families who relocated to the Sheboygan area for work, as well as students in post-secondary educational institutions. Shoreline Metro has at its disposal multiple models of success for increasing ridership, including the bulk rider contract with the Sheboygan Area School District. In addition to these models, mutually beneficial creative solutions exist for increasing ridership from other groups. These include employer subsidies for employees to ride transit, bulk rider contracts with major employers and post-secondary educational institutions, and public-private partnerships. In the ongoing process of increasing ridership, all of these options should be explored and tailored to match the needs of transit, riders, employers and post-secondary educational institutions.

Transit service should be affordable to riders and to taxpayers (including affordability for participating units of government). A balance must be maintained between raising property tax

levies (or other local taxes) and raising fares beyond the affordability range of the ridership. With this balance in mind, Shoreline Metro should continue to aggressively demonstrate to federal, state and local decision makers the need for their funding and support of transit. Such demonstrations should also tout the benefits transit offers current and future residents and visitors, especially as Sheboygan positions itself as an increasingly attractive destination for young professionals and families. Shoreline Metro can safeguard the future of transit in the Sheboygan area by sustaining ongoing dialogues with federal, state and local entities. This ongoing communication can ensure that in the event that funding from one sources decreases, other established funding sources can be tapped to sustain transit operations. In addition, the transit system should strive for even higher levels of efficiency and sustainability, both of which have the potential to decrease operational costs. Some methods to meet these objectives (such as signal timing efforts) will require cooperation across units of government and departments within those units of government, which will strengthen working relationships into the future.

Accessibility for all potential riders remains a key goal for transit. Shoreline Metro has already achieved full accessibility through ADA-compliant revenue service vehicles and its Metro Connection program, yet the potential exists for future progress. Accessibility includes such aims as allowing riders to seamlessly integrate Shoreline Metro trips with other modes of transportation, which can serve as both a marketing tool and as a tool to increase ridership. Accessibility can also be conceptualized in terms of access to information, which Shoreline Metro can increase by more widely distributing educational materials and carrying out more demonstrations of how to use transit.

Expansion of the transit service area should also be considered. By continuing to build support among neighboring units of government, Shoreline Metro can undertake a fiscally sustainable expansion into adjacent communities. In addition to being grounded in cooperation and communication with local units of government, any potential expansion of the service area should also ensure that new or expanded routes meet productivity standards. This service area expansion will allow Shoreline Metro to remain the transportation option of choice within the Sheboygan area while also offering enhanced mobility around the metropolitan area and possibly around the county.

It is important to identify key transit service areas and transit corridors. Geographic areas of the transit service area which should receive the highest level of transit service include census block groups with relatively high levels of youth, senior citizens, persons with disabilities, persons commuting by bus, low income households, zero- and one-vehicle households, as well as key activity centers. Key activity centers include: health care facilities; educational facilities; retail and shopping centers; governmental, social service and non-profit facilities; entertainment and recreation facilities; major employers; mobile home parks; major apartment complexes; and major parks.

It will also be important to influence land use decisions, particularly concerning the location of key transit trip generators. The Sheboygan Transit and Parking Utility (either as staff or acting through the Transit Commission) should make recommendations to the City Redevelopment Authority, the City Plan Commission and to the Common Council regarding proposed locations for such facilities. Higher quality transit service will be possible for these facilities only if these are located within the transit service area and if transit access is spatially integrated into their design.

Based on input from the review committee for the TDP, transit driver leaders, and from the general public, as well as based on review of community characteristics, the following consensus-based mission statement indicates the proposed direction of Shoreline Metro over the short-term future:

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

**GOALS, OBJECTIVES AND STANDARDS**

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

**OBJECTIVE 1.1:** By continually advocating for the needs of transit (including transit capital needs) with federal and state legislators pertinent to transit operations.

**Standard 1.1.1:** Shoreline Metro staff should continue to participate in all activities of the Wisconsin Public Transit Association (WIPTA) in which federal and state funding issues are addressed.

**Standard 1.1.2:** Shoreline Metro staff should make direct, in-person contact with federal and state legislators in Madison, in Washington, and when these legislators return home during legislative recesses or at other times.

**Standard 1.1.3:** Shoreline Metro staff should host state and federal legislators for tours of the transit operation and brief “town hall” meetings with passengers, drivers and management at least once each year; this event could precede or follow “town hall” meetings held by these legislators in the Sheboygan area.

**Standard 1.1.4:** Shoreline Metro staff should continue to participate in meetings in which elected local officials and local interest groups discuss transportation funding issues, acting as an advocate for transit funding at all levels of government while promoting the benefits of transit.

**Standard 1.1.5:** Through advocacy, meeting with state and federal legislators, and promoting the benefits of transit, work to ensure that a combination of FTA Section 5307 funding and WisDOT Section 85.20 funding accounts for at least 53 percent of operational funding each year throughout the period covered by this TDP.

**OBJECTIVE 1.2:** By assuring a state-local operational funding floor of at least 48 percent each year throughout the period covered by this TDP.

**Standard 1.2.1:** The Director of Transit and Parking should work with the Sheboygan Transit Commission and with the Common Council to maintain sufficient local funding to meet this objective throughout the period covered by this TDP.

**OBJECTIVE 1.3:** By assuring that 15 percent or more of operational funding comes from users of the transit operation, while the fare structure continues to include discounts for veterans, elderly persons, students and vulnerable populations.

**Standard 1.3.1:** Fares should be established so that farebox revenues cover between 15 percent and 20 percent of operational funding in any given year. If state, local or federal funding fluctuates and fares must be altered for farebox revenues to remain in this range, adequate public notice should be given of any changes to the fare

structure.

Standard 1.3.2: The fare structure, including discounts and special pricing, should be monitored so that it remains affordable for all groups.

Standard 1.3.3: Revenue from bulk rider contracts should be monitored. When renegotiated, these contracts should produce adequate revenue to sustain the projected number of riders while remaining advantageous to the employer or other entity signing the contract.

OBJECTIVE 1.4: By maximizing revenues received from vehicle advertising and other proprietary opportunities, thereby offsetting the costs to users of the transit operation.

Standard 1.4.1: Advertising should be permitted on transit buses, and, where feasible, at passenger shelters. Such advertising should be allowed only within the parameters of an established policy concerning advertising on buses and other transit facilities (i.e.: no tobacco or alcohol advertising). Advertising opportunities should continue to be publicized on the Shoreline Metro website and through other means.

Standard 1.4.2: The transit information center should be maintained at the transfer point and should include personnel able to sell fare media. Businesses that would desire to appear on the transit location map (identified in Standard 5.6.1) could pay for the service.

OBJECTIVE 1.5: By advocating for outside funding, greater flexibility and more autonomy on transit issues with federal, state and local legislators.

Standard 1.5.1: Advocate for stable federal (FTA Section 5307) and state (Sections 85.20 and 85.205) mass transit operating assistance.

Standard 1.5.2: Advocate for stable federal (FTA Section 5339) and state mass transit capital assistance.

Standard 1.5.3: Advocate for more dedicated funding sources, such as motor fuel tax indexing and alternatives to the motor fuel tax.

Standard 1.5.4: Work to persuade local decision makers to consider removing human service needs (including transit) from locally imposed spending caps, or to list transit as a separate levy rather than grouping it with all other city general purposes.

Standard 1.5.5: Work to expand Shoreline Metro's service area and revenue base to surrounding towns, particularly the Town of Sheboygan, as well as to other communities near the service area which may desire the expansion of transit service into their communities.

Standard 1.5.6: If an RTA is authorized by the state legislature for Sheboygan County and/or the Sheboygan Metropolitan Area, work with local decision makers and with the public to consider seeking approval of a revenue source to implement the RTA.

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

**OBJECTIVE 2.1:** By assuring that the combination of revenues received from passenger fares as well as from vehicle advertising and other proprietary opportunities does not exceed 25 percent of total expenses of the transit operation.

**Standard 2.1.1:** Revenues received from vehicle advertising and other proprietary opportunities should be used to offset total revenues required of passengers.

**Standard 2.1.2:** Produce additional non-fare, non-governmental revenues, including, but not limited to, advertising revenue.

**OBJECTIVE 2.2:** By having adequate commitment on the part of local governments in the transit system service area to maintaining a viable transit system by accepting the responsibility of providing sufficient financial support.

**Standard 2.2.1:** Shoreline Metro staff should continue to educate local decision makers concerning transit finances and revenue sources, and should work with decision makers toward a multi-year staging of increased local commitment toward the transit operation that keeps up with increases in total operational expenses and compensates for possible losses in federal and state operating revenues (adjusted for inflation) each year.

**Standard 2.2.2:** Keep transit affordable for current and potential participating local units of government.

**Standard 2.2.3:** Consider sharing of certain services between Shoreline Metro and nearby transit operations (or between Shoreline Metro and other departments of the City of Sheboygan) in cases where “economies of scale” can lead to cost savings.

**Standard 2.2.4:** Consider moving away from the property tax as the appropriate mechanism to fund the local share of transit (when legally authorized by the state legislature); possible alternatives may include local option sales or motor fuel taxes.

**Standard 2.2.5:** Work to rebut the opinions of the “vocal minority” opposed to transit.

**OBJECTIVE 2.3:** By maintaining the passenger fare structure at a reasonable level through the period covered by the TDP.

**Standard 2.3.1:** Passenger fares in select categories can be lowered in periodic well-publicized marketing campaigns and offers.

**Standard 2.3.2:** The fare structure of the transit operation should be reexamined in this planning effort, and recommendations for simplification of the fare structure should be made where feasible.

**Standard 2.3.3:** Institute a pass for post-secondary students (per year or per semester) to make transit more affordable to students and their families.

**Standard 2.3.4:** Institution of weekly passes for adults and for students outside the Sheboygan Area School District should be examined as part of this planning effort.

**Standard 2.3.5:** A discounted monthly pass should be offered to certified low income passengers if grants are obtained to subsidize such a program.

Standard 2.3.6: Encourage employers to subsidize monthly transit passes for their employees; such subsidization is deductible from federal corporate income taxes.

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

OBJECTIVE 3.1: By addressing noise, comfort, cleanliness and seating capacity issues on (and otherwise making improvements to) all revenue service vehicles in the transit fleet.

Standard 3.1.1: Shoreline Metro management should ensure that new revenue service vehicles that are added to the fleet meet internal benchmarks for comfort and to assure that lack of a smooth ride is caused by factors external to the vehicle; pre-award demonstration of the candidate vehicle for these attributes should occur.

Standard 3.1.2: Vehicles which are being considered for purchase by Shoreline Metro should first be tested at transit operations elsewhere in Wisconsin which have experience with these vehicles in revenue service.

Standard 3.1.3: Continue to ensure that all revenue service vehicles are kept clean at all times.

Standard 3.1.4: Consider adding various onboard amenities for riders, including Wi-Fi. Such amenities should be most strongly considered for routes with longer average passenger riding times.

OBJECTIVE 3.2: By continuing efforts to coordinate the timing and arrival of transit service with the arrival of intercity mass transportation services.

Standard 3.2.1: Aggressive efforts should be made to retain Jefferson Lines, Indian Trails and Lamers Connect bus service at the downtown transfer point, as well as to attract other intercity mass transportation services to the downtown transfer point. Tickets for intercity bus service should be sold at the transfer point.

Standard 3.2.2: In the event that it is not possible to retain or attract intercity mass transportation services at the downtown transfer point, the transit operation should provide timely service to the locations which these services select as their pick-up and drop-off points in Sheboygan.

OBJECTIVE 3.3: By providing expanded and customized transit service to areas dominated by manufacturing and other large economic activity.

Standard 3.3.1: Transit management should continuously monitor starting and ending times for shifts of manufacturing and other large firms in the service area through an ongoing dialogue, and consider minor adjustments to the timing of routes to better coordinate with these starting and ending times.

Standard 3.3.2: Consider expanding the hours of weekday transit service operation to make transit more accessible for shift workers. Additional transit service should be marketed and tested on a trial basis; if such service meets the provisions of Standard 4.1.1, then such service should be instituted on a long-term basis.

Standard 3.3.3: Consider expanding the hours and increasing the frequency of Saturday transit service operation (including operating routes every half hour) to make transit

more accessible for shift workers on Saturdays. Additional transit service should be marketed and tested on a trial basis; if such service meets the provisions of Standard 4.1.1, then such service should be instituted on a long-term basis.

Standard 3.3.4: Fixed-route transit service should run as close as practical to manufacturing and other large firms with greater than 100 employees and all industrial parks in the transit system service area.

Standard 3.3.5: Continue serving industrial and other large employment centers in Kohler and Sheboygan Falls, and consider expansion of service to larger employers if they develop in surrounding towns and can be justified by projected ridership levels. Expansion should be marketed and tested on a trial basis and should meet the criteria in Standard 4.1.1. Encourage such firms to subsidize monthly passes and educate them on the tax benefits of subsidization.

OBJECTIVE 3.4: By providing timely, direct service to the University of Wisconsin - Green Bay, Sheboygan campus and by providing service to post-secondary educational institutions outside the transit service area, including Lakeshore Technical College and Lakeland University.

Standard 3.4.1: The LTC Express route between Sheboygan and the Lakeshore Technical College campus in Cleveland, sustained in partnership with LTC and GO Riteway, should be maintained.

Standard 3.4.2: Students who live in the transit service area and who attend the Lakeland University main campus west of Howards Grove should be surveyed concerning their willingness to use a transit shuttle to get to and from class, and, if willing to use the service, the best times for arrival and departure on the campus which fit their schedule. If survey results appear promising, intermittent service to the campus could be instituted on a trial basis. If the service meets the provisions of Standard 4.1.1 during the trial period, the changes should be instituted on a permanent basis. This service could be either demand-response or could be fixed-route with its origin at the transfer point at a time compatible with connections to other routes.

Standard 3.4.3: Continue to ensure that Lakeshore Technical College and Lakeland University satellite campuses within the transit service area are adequately served by Shoreline Metro. (Lakeshore Technical College's LTC Sheboygan campus is located at 1320 Niagara Avenue in Sheboygan, while Lakeland University offers select classes at the Kohler Company).

OBJECTIVE 3.5: By implementing a public education campaign to promote transit being an accessible option for all demographics.

Standard 3.5.1: Feature employees from various sectors of the economy giving testimonials concerning how transit is a useful service in getting them to and from their jobs, particularly in contrast to ride-sharing services. These testimonials should be developed into persuasive advertising by a professional agency, and used in newspaper ads, radio spots and on social media platforms as part of the transit operation's advertising budget.

Standard 3.5.2: Have regular newspaper and radio advertising educating the public concerning

the environmental benefits of using transit, the real total costs of operating an automobile, ease-of-use and technological integration (described in Standard 5.6.2) and educational materials (described in Standards 5.7.2 and 5.7.3).

Standard 3.5.3: Continue marketing of the transit operation to individuals in the transit service area who communicate in languages other than English, with special emphasis on marketing in Spanish, Hmong and Braille. Remain prepared to translate such marketing into other languages if limited English proficient (LEP) groups move to the transit service area. Such marketing should be placed in media that reach these target groups, including newsletters, posters in places of worship and stores, or special radio programs.

Standard 3.5.4: Participate in presentations to various interest groups as part of the transit system's public relations and community outreach program.

OBJECTIVE 3.6: By implementing targeted marketing of identifiable passenger groups as a means of supporting transit, through development of community involvement and partnerships.

Standard 3.6.1: All new services should be marketed through newspaper, radio and social media advertising toward affected populations (students and employees).

Standard 3.6.2: Continue to utilize bus signage to market special offers or new services of the transit system.

Standard 3.6.3: Continue to increase the availability of transit schedules (including connections to intercity passenger services) and informational fliers at key locations throughout the service area, including banks, credit unions, hotel and motel lobbies, shopping centers, schools, libraries, and various public buildings throughout the service area and in communities which might soon be added to the service area.

Standard 3.6.4: Publish maps of individual routes, and have these available to the public at informational kiosks at the transfer point and other locations, on the Shoreline Metro website, as well as in a pamphlet format.

Standard 3.6.5: Develop partnerships with local non-profit, business and industry groups, increase community support through marketing and/or chamber of commerce groups (including the Sheboygan County Economic Development Corporation), and integrate transit marketing with economic development initiatives, including the Sheboygan County Economic Development Corporation's "Someplace Better" campaign.

Standard 3.6.6: Shoreline Metro should participate in statewide marketing campaigns when they occur.

Standard 3.6.7: Shoreline Metro should consider targeted marketing in specific portions of the transit service area during street construction periods.

Standard 3.6.8: Shoreline Metro should market its services at community events.

Standard 3.6.9: Shoreline Metro should update its route and schedule map and other media in the primary non-English languages of the service area (Spanish, Hmong, etc.) as well



as in Braille.

Standard 3.6.10: Offer special days for prospective riders to educate them about they can benefit from transit services (discount day, learn how to use the bus day, etc.). Such events should be heavily publicized for maximum effect.

OBJECTIVE 3.7: By providing service to meet published schedules.

Standard 3.7.1: No vehicles in fixed-route service will operate ahead of schedule.

Standard 3.7.2: At least 95 percent of vehicles in fixed-route service will operate no more than 5 minutes behind schedule.

Standard 3.7.3: Demand-response service will exceed 95 percent of trips within 30 minutes of the requested time for pickup for ADA paratransit service.

Standard 3.7.4: Missed trips (as defined by 30 or more minutes late for fixed-route service, and requests which cannot be served for demand-response service) should be kept to a minimum.

Standard 3.7.5: Exceptions to Standards 3.7.2 through 3.7.4 can be made under unusual circumstances (poor weather conditions, rail or boat traffic, mechanical breakdowns, etc.). Monitoring of whether the transit system meets these standards should exclude trips made which involve these circumstances in order to ensure a safe transit operation. Any such change in routes or times should continue to be accompanied by public notice on the Shoreline Metro website and through social media and mobile applications to the extent possible.

Standard 3.7.6: Minimum standards for fixed-route service (with the exception of the Kohler/Sheboygan Falls Route) should be 30 to 45 minute headways during peak periods, and 60 minute headways during non-peak periods.

OBJECTIVE 3.8: By utilizing better planning to offer transit service that is quick and convenient for riders in order to improve ridership.

Standard 3.8.1: Better connect residents and other riders to key destination points in the transit service area.

Standard 3.8.2: Continually examine restructuring of passenger pick-up points.

Standard 3.8.3: Continually examine changing demographics in the service area, including low population growth and smaller households, and their potential impacts on ridership.

Standard 3.8.4: Work to continually improve the continuity of route timing and structuring.

Standard 3.8.5: More effectively plan routes so that bus drop-off points are positioned on the same side of the street as trip generators (businesses, agencies, etc.). When this is not possible, position transit stops where there are accessible crossings.

OBJECTIVE 3.9: By aggressively pursuing more bulk rider contracts to replicate the success of the Sheboygan Area School District contract, and by pursuing employer subsidies for monthly passes.

Standard 3.9.1: Communicate with schools and medium and large sized firms within the transit service area about the benefits of bulk contracts and subsidies.

Standard 3.9.2: Communicate with large firms within the transit service area about the benefits of subsidizing monthly passes; these benefits may be tax deductible for the employer.

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

OBJECTIVE 4.1: Maintain schedules and routes to best serve the ridership that are cost effective and efficient.

Standard 4.1.1: Overall fixed-route service should meet productivity levels of 15 passengers per revenue hour and 1.0 passengers per revenue mile. Individual routes should achieve a productivity of 12 passengers per revenue hour and 0.8 passengers per revenue mile. Fixed-route service which does not meet a minimum productivity of 12 passengers per revenue hour or meet a minimum productivity of 0.8 passengers per revenue mile will be evaluated for reconfiguration or for conversion to demand-response service.

Standard 4.1.2: Transit service on regular fixed routes also should be evaluated by time of day to determine if the above productivity levels are being met. If such productivity levels are not being met, policy options include hourly service, reconfiguration or conversion to demand-response service.

Standard 4.1.3: Actions taken to implement Standards 4.1.1 and 4.1.2 should in no way violate Title VI of the Civil Rights Act of 1964; Shoreline Metro staff should evaluate whether service changes resulting from Standards 4.4.1 and 4.4.2 violate Title VI in its triennial Civil Rights Program Updates, and if violations are observed, corrective actions should be taken.

Standard 4.1.4: Before any routes or other services are adjusted, examine if these actions comply with Title VI of the Civil Rights Act of 1964.

Standard 4.1.5: Requests for new service will be evaluated to ensure that productivity objectives noted in Standard 4.1.1 are met. Estimates of ridership for any new service will be used to determine the expected productivity of the proposed service. Proposed new services should be projected to meet the minimum productivity standards.

Standard 4.1.6: Expand the looping of routes so that more of the City of Sheboygan and overall transit service area is covered by the route structure.

Standard 4.1.7: Offer more seamless transportation between Shoreline Metro's fixed-route service and its Metro Connection service.

OBJECTIVE 4.2: By continually monitoring the efficiency of the transit system and by pursuing new methods for increased efficiency, including increasing average bus speed and reducing idling time.

Standard 4.2.1: In partnership with the Transit Commission, city leadership, and department heads, Shoreline Metro staff should conduct a study to determine the increased efficiency and average bus speed provided by controlled intersection signal installation, which would sense and give priority to buses.

Standard 4.2.2: Shoreline Metro staff should conduct a study to determine the increased

efficiency and average bus speed provided by implementing off-board fare payment. This off-board fare payment scenario might include installing fare media vending machines at higher volume transit stops.

Standard 4.2.3: Pending the completion and results of the above studies, Shoreline Metro management should consider phasing the implementation of efficiency measures or reserving them for routes with the highest ridership and/or at hours of peak use.

OBJECTIVE 4.3: By continually monitoring the energy consumption, sustainability and negative environmental externalities of all transit facilities and operations, and decreasing energy consumption and improving sustainability where room for such improvement exists.

Standard 4.3.1: Shoreline Metro should monitor the energy consumption of capital assets (including facilities and vehicles) and identify areas where a lower level of energy consumption or a higher level of energy efficiency could be obtained.

Standard 4.3.2: Shoreline Metro should implement energy reduction methods in the areas identified for decreased energy consumption and increased energy efficiency.

Standard 4.3.3: Shoreline Metro should pursue alternative energy sources where these sources would lower the cost of energy consumption and are feasible in the local area.

Standard 4.3.4: Shoreline Metro staff should conduct a study monitoring the negative environmental externalities of its operations.

Standard 4.3.5: Shoreline Metro staff should implement policies and methods designed to achieve sustainability for all its operations.

OBJECTIVE 4.4: By ensuring that capital assets (including revenue service vehicles) can be used for the duration of their useful life.

Standard 4.4.1: Ensure that all capital assets and revenue service vehicles continue to be well-maintained.

OBJECTIVE 4.5: By continuing to offer safe transit service through the monitoring of operator and rider safety, on buses and at bus stops, and at the transfer point, and improve safety where room for such improvement exists.

Standard 4.5.1: Shoreline Metro management should continue to monitor driver safety and implement new crash prevention policies and techniques as necessary.

Standard 4.5.2: Shoreline Metro staff should continue to monitor rider safety and implement new transit policies as necessary.

Standard 4.5.3: Shoreline Metro staff should continue to monitor decorum aboard buses. This is of particular importance as ridership increases and buses carry large volumes of riders during peak times. With the implementation of off-board fare payment described in Standard 4.2.2, drivers would spend less time monitoring fares and would be able to maintain a high degree of decorum.

Standard 4.5.4: Shoreline Metro staff should continue to monitor behavior at the transfer center and ensure that unacceptable behavior is not tolerated. This is of particular

importance as ridership continues to increase due in part to contracts with key trip generators.

**OBJECTIVE 4.6:** By maintaining adequate staffing levels of qualified and licensed transit operators despite increasingly stringent Commercial Driver License (CDL) requirements.

**Standard 4.6.1:** Shoreline Metro staff should make direct, in-person contact with WisDOT management and with state and federal legislators in Madison, in Washington, and when these legislators return home during legislative recesses or at other times, with the goal of discussing CDL requirements and how these requirements affect Shoreline Metro's ability to hire qualified operators from a contracting labor pool.

**Standard 4.6.2:** Shoreline Metro staff should continue to communicate with its transit operators and with their union (Amalgamated Transit Union Local 998) about the requirements and ongoing certifications for maintaining CDL status and any necessary endorsements.

**Standard 4.6.3:** When staffing needs for additional operators are anticipated, Shoreline Metro should proactively seek out qualified and licensed operators through partnerships with local and regional career preparation and training agencies.

**Standard 4.6.4:** Shoreline Metro should maintain the partnerships recommended in Standard 3.6.5 and Standard 4.6.3 so that the process of hiring drivers remains stable and predictable into the future.

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

**OBJECTIVE 5.1:** By adequately serving residential concentrations of and facilities frequented by transit dependent population groups.

**Standard 5.1.1:** Census block groups with disproportionate racial minority and Hispanic origin populations should be well served by the transit system in accordance with Title VI of the Civil Rights Act of 1964.

**Standard 5.1.2:** Key activity centers should be served by the transit system (i.e.: be as close as practical to those activity centers), including: health care facilities; educational facilities; retail and shopping centers; governmental, social service and non-profit facilities; entertainment and recreation facilities; major employers; mobile home parks; major apartment complexes; and major parks.

**Standard 5.1.3:** Passenger shelters should be considered at important loading points, and all transit stops and shelters should be adequately and frequently maintained.

**Standard 5.1.4:** As funds become available, or whenever a transit stop is significantly altered, consider the construction of a passenger shelter, with priority given to stops with the largest number of boarding passengers.

**Standard 5.1.5:** Ensure that shelters are accessible to people with disabilities and that a general level of comfort is built into shelters.

**Standard 5.1.6:** Shoreline Metro should continue to provide service to low income housing

facilities and to mobile home parks at the periphery of the transit service area.

**OBJECTIVE 5.2:** By cooperating with human service and social service agencies such that locations of employment placement are adequately served by the transit system both in terms of walking distance as well as in terms of work start and end times.

**Standard 5.2.1:** Work with these human service and social service agencies so that new employees or others are surveyed as to any need for transit services and are educated as to the existence of the transit operation.

**Standard 5.2.2:** Shoreline Metro staff should be available at these human service and social service agencies to promote the transit system and answer questions concerning how individuals can use the system.

**Standard 5.2.3:** Encourage employers of W-2 participants (and other employers in general), as well as W-2 contract administrators, to subsidize monthly transit passes; such subsidization is deductible from federal corporate income taxes, and is a qualifying expense for W-2 contract administrators.

**OBJECTIVE 5.3:** By locating transit routes within reasonable walking distance of larger child care facilities and facilities that care for elderly individuals or persons with disabilities, particularly as the transit service area involves an increasingly older population.

**Standard 5.3.1:** Transit service (in particular tripper routes) should be as close as practical to licensed child care facilities with a licensed capacity of 50 children or greater.

**Standard 5.3.2:** Transit service should be as close as practical to facilities that care for elderly individuals or persons with disabilities.

**OBJECTIVE 5.4:** By having transit service continue to comply with the requirements of the Americans with Disabilities Act of 1990 (ADA) and exceed such requirements wherever possible.

**Standard 5.4.1:** Continue complementary ADA paratransit service for qualified individuals, with the anticipation that more individuals might need this service as the number of accessible private options declines.

**Standard 5.4.2:** Continue to upgrade all transit revenue service vehicles so that they are accessible to persons with disabilities, either through replacement or through rehabilitation, with a preference for using low-floor vehicles.

**OBJECTIVE 5.5:** By continuing to offer Shoreline Metro's "Metro Connection" service, and by building upon this service to offer more services to communities within Sheboygan County.

**Standard 5.5.1:** Better communicate the offerings of Metro Connection to the public and to decision makers in Sheboygan County.

**Standard 5.5.2:** Offer a "one stop" call center (i.e., one that performs the tasks of a mobility manager) for transportation/mobility issues in the Sheboygan metropolitan area and throughout Sheboygan County.

**OBJECTIVE 5.6:** By quickly disseminating relevant information and maintaining open communication with riders and members of the public through traditional means and through emerging forms of social media and mobile applications.

**Standard 5.6.1:** The transit information center should be maintained at the transfer point. This center should continue to include a fare media vending machine and personnel able to answer questions concerning the transit operation. A detailed location map indicating destinations served by the transit system should be available at the transit information center.

**Standard 5.6.2:** Shoreline Metro should continue to publicize events (particularly closures or route alterations) on its website and through traditional print media, existing and emerging social media platforms and mobile applications.

**Standard 5.6.3:** Shoreline Metro management should monitor emerging technologies (particularly mobile applications) that would better allow riders to track the location of buses and to better plan their trips. If the transition from the existing mobile application to a new one is deemed feasible or necessary, such a transition should occur with ample public notice.

**OBJECTIVE 5.7:** By maintaining a high level of accessibility for riders of all abilities and by improving accessibility where room for such improvement exists.

**Standard 5.7.1:** Shoreline Metro should maintain its “Bus Buddy” program to continue to allow new riders or riders of any ability level to increase their confidence with using transit services.

**Standard 5.7.2:** Shoreline Metro should continue and expand its program of educational demonstrations at facilities which host elderly residents, residents with disabilities, low-income residents and other groups in need of transit service.

**Standard 5.7.3:** Shoreline Metro should continue production of educational and informational videos to be posted online, including demonstrations of how to use transit and answering frequently asked questions.

**OBJECTIVE 5.8:** By maintaining and improving the transition to and from Shoreline Metro buses for riders who use other modes of transportation.

**Standard 5.8.1:** Continue to ensure that all Shoreline Metro buses are equipped with bicycle racks.

**Standard 5.8.2:** Consider allowing riders to secure battery-powered scooters on the bus’s bicycle rack, provided the scooter meets existing size and weight requirements for bicycles.

**Standard 5.8.3:** Consider a pilot program whereby foldable battery-powered scooters or similar devices may be brought aboard Shoreline Metro buses at the discretion of the operator. Such discretion should take into account the bus’s occupancy level and anticipated occupancy for the duration of the route, as well as whether or not the scooter can be safely secured within the rider’s personal space.

**GOAL 6:** **To actively influence land use planning decisions regarding land use patterns in the transit service area and adjacent areas into which the transit service**

**area could potentially expand, as well as the location of major transit trip generators, in order to assure that future land use development is compatible with transit service as part of the planning process.**

**OBJECTIVE 6.1:** By having the Sheboygan Transit Commission comment as appropriate on land use proposals which are located within the transit service area.

**Standard 6.1.1:** Work to ensure that the design of subdivisions, offices and commercial/industrial centers within the transit service area will include access for transit vehicles and accessible walkways from potential bus stops.

**Standard 6.1.2:** Advocate for city zoning and subdivision codes to be revised to include maximum parking stall requirements (as opposed to minimum parking stall requirements) in an effort to encourage transportation via transit and other non-single occupant vehicle modes of transportation.

**Standard 6.1.3:** The Director of Transit and Parking should be afforded an ex-officio position on the City of Sheboygan Plan Commission.

**OBJECTIVE 6.2:** By having the Sheboygan Transit Commission comment on proposed locations of major trip generators. For major transit trip generators which are located outside the transit service area, comments will note that transit service might not be provided to meet the needs of the proposed facility.

**Standard 6.2.1** Key trip generators should be located within the transit service area.

**Standard 6.2.2** Transit service to key generators outside the transit service area will be evaluated based on the system productivity thresholds identified in Standard 4.1.1, and will be subject to the local governmental unit financing its share of such service.

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

**OBJECTIVE 7.1:** By considering evidence-based expansion of the coverage of the service area.

**Standard 7.1.1:** Consider expansion of routes to new and emerging services and businesses while continuing to maintain a high level of system-wide efficiency.

**Standard 7.1.2:** Consider expansion of routes as urban development expands.

**Standard 7.1.3:** Consider expansion of Shoreline Metro fixed-route services to serve other communities in Sheboygan County and locations immediately adjacent to the county, which would offer more diverse transportation options to all county residents.

**Standard 7.1.4:** Consider meeting with the governing bodies of other communities in Sheboygan County to educate them on the benefits of expanded transit service and make them aware of what their local share would be to finance such service.

**Standard 7.1.5:** All proposals for expanding the service area will be subject to the local governmental unit benefiting from the expanded service financing its local share of such service. Public-private partnerships may be considered as an alternative model for funding such service expansions.

