

PUBLIC TRANSIT-HUMAN SERVICES TRANSPORTATION COORDINATION PLAN FOR MILWAUKEE COUNTY: 2021



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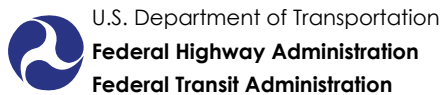
MEMORANDUM REPORT
NUMBER 251

**PUBLIC TRANSIT-HUMAN SERVICES
TRANSPORTATION COORDINATION PLAN
FOR MILWAUKEE COUNTY: 2021**

Prepared for Milwaukee County by the
Southeastern Wisconsin Regional Planning Commission

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1. INTRODUCTION	1
Federal and State Coordination Planning Requirements.....	1
Role of the Southeastern Wisconsin Regional Planning Commission.....	1
2. TRANSPORTATION NEEDS OF SENIORS, PEOPLE WITH DISABILITIES, AND PEOPLE WITH LOW INCOMES.....	2
General Population Characteristics.....	2
Transit-Dependent Population Characteristics.....	2
Employment Characteristics.....	5
Major Activity Centers	5
3. CURRENT TRANSPORTATION SERVICES	5
Transit Services for the General Public.....	13
Human Services Transportation.....	13
4. ASSESSMENT OF TRANSPORTATION SERVICES AND IDENTIFICATION OF UNMET TRANSPORTATION NEEDS.....	14
Unmet Needs for Travel Within Milwaukee County.....	14
Unmet Needs for Travel Between Counties.....	16
5. STRATEGIES TO ADDRESS UNMET NEEDS	17
Financial Strategies: Federal and State Funding Programs.....	17
Prioritized Strategies to Address Unmet Needs.....	17
Strategies for Addressing Unmet Travel Needs Within Milwaukee County	20
Strategies for Addressing Unmet Travel Needs Between Counties.....	21
6. PLAN IMPLEMENTATION	23
Milwaukee County.....	23
Mobility Managers.....	23
All Transportation Providers.....	23
All Parties	23
APPENDIX A	
AGENCIES AND INDIVIDUALS INVITED TO ATTEND THE COORDINATION PLANNING VIRTUAL MEETING AND COMPLETE THE ONLINE SURVEY	27
APPENDIX B	
RECORD OF REGIONAL PUBLIC MEETING 2021 COORDINATION PLANNING IN SOUTHEASTERN WISCONSIN.....	37
PARTICIPANTS.....	39
STAFF AND GUESTS	40
WELCOME AND INTRODUCTIONS.....	40
OVERVIEW OF THE COORDINATION PROCESS.....	40
INFORMATION ON FUNDING PROGRAMS.....	40
QUESTION AND ANSWER SESSION ON THE COORDINATION PLANS	40
WRAP-UP	41
APPENDIX C	
SUMMARY OF THE ONLINE SURVEY	43
OVERVIEW OF THE ONLINE SURVEY	45
SURVEY RESPONSE SUMMARY.....	45

1. INTRODUCTION

The Public Transit – Human Services Transportation Coordination Plan for Milwaukee County: 2021, hereafter referred to as the Coordination Plan, is intended to provide a framework to assist community leaders, human services agencies, and public transit agencies in improving public transit and human services transportation in Milwaukee County and the County’s connections to the Southeastern Wisconsin Region. The Coordination Plan assesses the existing public transit and human services transportation services and needs in the County, identifies unmet needs or service gaps, and presents a prioritized list of strategies to address those needs. By focusing on coordination strategies that use existing resources, the Coordination Plan aims to improve the access of County residents to transportation in a cost-effective manner.

Federal and State Coordination Planning Requirements

The coordination planning process was first undertaken in 2008 in response to the Federal requirements in the Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). The Coordination Plan was renewed and updated in 2012 under the requirements of the Moving Ahead for Progress in the 21st Century Act (MAP-21), and was updated under the requirements of the Fixing America’s Surface Transportation Act (FAST Act) starting in 2016. All three Federal transportation acts have required that a locally-developed public transit-human services coordination plan be developed every four years. The FAST Act mandates that projects selected for funding under the Enhanced Mobility of Seniors and Individuals with Disabilities program (Section 5310) be included in the coordinated planning process.

Under the provisions of the FAST Act, project eligibility for the Section 5310 program includes the purchase of specialized transit vehicles used to serve seniors and people with disabilities, mobility management, non-vehicle capital purchases, operating expenses for transportation projects that exceed the requirements of the Americans with Disabilities Act of 1990 (ADA), improving access to fixed route transit service to decrease reliance by people with disabilities on paratransit, and providing alternatives to public transportation that assist seniors and people with disabilities. In addition, though not required by the FAST Act, the Wisconsin Department of Transportation utilizes the Coordination Plans to determine project eligibility for Wisconsin Employment Transportation Assistance Program (WETAP) funding.

Several agencies and organizations in Milwaukee County have received funding under the Section 5310 and WETAP programs in the past. The Coordination Plan will help ensure the eligibility of current and future transit projects funded through those programs. The Coordination Plan includes the following elements required under Federal regulations.

- An assessment of transportation needs for seniors, people with disabilities, and people with low incomes
- An assessment of available transportation services
- Strategies to address the identified gaps between current services and needs, as well as opportunities to improve efficiencies in service delivery
- Priorities for implementing these strategies

Role of the Southeastern Wisconsin Regional Planning Commission

The Commission staff, at the request of WisDOT, and with guidance and input from human services agencies and public and private transit operators in each county, has facilitated the planning process and prepared the maps, tables, and inventories for the Coordination Plans for each of the seven counties in the Region. For the Milwaukee County Coordination Plan, Commission staff invited a wide range of stakeholders from Milwaukee County and the Region to a virtual meeting and to fill out a survey to identify the unmet transportation needs in the Region and in each of the seven counties, and develop strategies to address these needs. The invitation list, meeting record, and attendance list for this meeting are documented in Appendices A and B.

In addition to this Coordination Plan, the Commission also periodically prepares the long-range (20-35 year) transportation system plan for the seven-county Southeastern Wisconsin Region and short-range (5 year) transit development plans for each of the Region's public transit systems. The year 2050 regional land use and transportation plan for Southeastern Wisconsin (VISION 2050), adopted in 2016 and updated in 2020, is intended to provide a vision for, and guide to, future transportation system development in the Region. The short-range transit service plans address current transit service issues and needs, and represent an initial stage of implementation of the recommendations of VISION 2050. A transit system development plan for the Milwaukee County Transit System (MCTS) was prepared in 2010 and provided a five-year plan for transit service improvement and expansion. The plan evaluated the existing operations of MCTS; identified unmet transit travel needs for Milwaukee County residents, and recommended transit service and capital improvements for the County transit system should funding become available.

2. TRANSPORTATION NEEDS OF SENIORS, PEOPLE WITH DISABILITIES, AND PEOPLE WITH LOW INCOMES

General Population Characteristics

Milwaukee County is located along Lake Michigan, in southeastern Wisconsin, and is bordered by Waukesha County to the west, Racine County to the south, Lake Michigan to the east, and Ozaukee County to the north. The County is mostly urban but has some rural and undeveloped areas in the southern portion of the County, in the Cities of Oak Creek and Franklin. Milwaukee County's population in 2019 was 937,100, according to the U.S. Census Bureau. Of that total, the population of the City of Milwaukee made up 590,200, or about 63 percent. Map 1 shows the population density in 2010 by U.S. Public Land Survey quarter-section.

Between 2010 and 2019, the Milwaukee County population declined by approximately 1.0 percent from approximately 947,700 to 937,100 people, respectively. Following that slight decrease, population is expected to increase gradually through 2040. As Figure 1 displays, the Milwaukee County population is projected to grow to 1,010,600 by the year 2040.

Transit-Dependent Population Characteristics

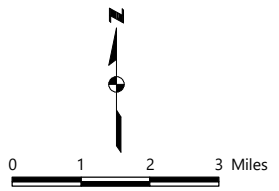
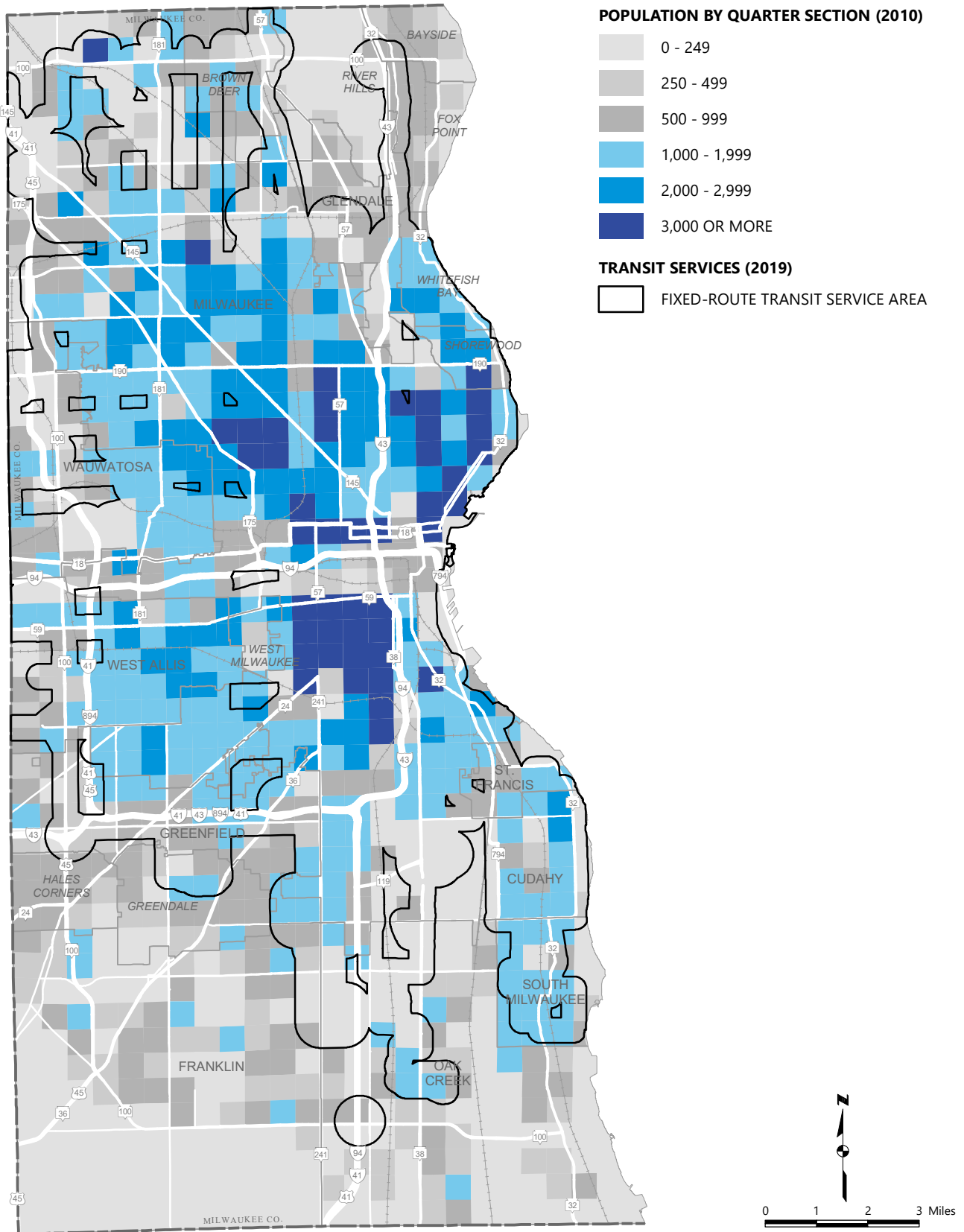
Certain segments of the population may be expected to have a greater dependence on, and make more extensive use of, public transit than the population as a whole because they have historically had more limited access to the automobile as a mode of travel than the population in general. Four such "transit-dependent" population groups were identified for this plan:

- Seniors (aged 75 and older)
- People in low-income households
- People with disabilities
- Households with no vehicle available

Table 1 displays the historic population of these groups in the study area in 2000, 2010, and 2019. The information in the table leads to the following observations:

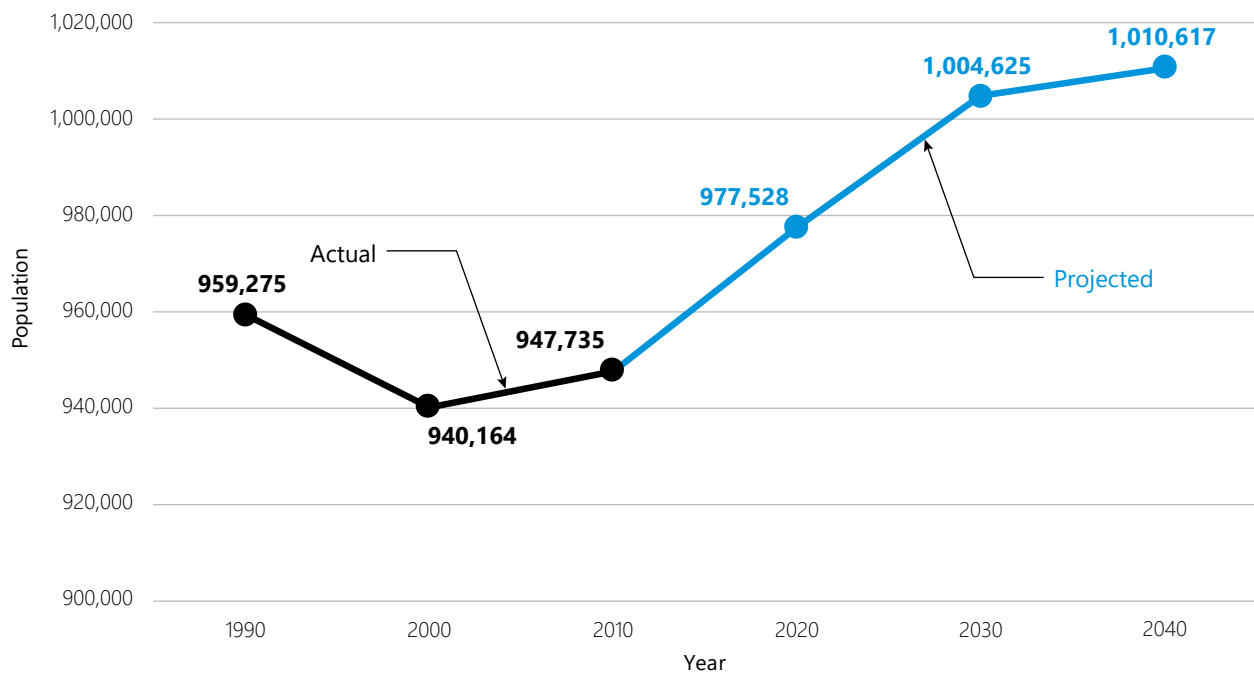
- In 2019, people in low-income households accounted for the largest share of the transit-dependent population in the County at about 36 percent of the total population.
- People with disabilities also make up a significant portion of the population (12 percent), and households with no vehicle available accounted for about 13 percent of all households in 2019.
- Seniors are the smallest transit-dependent population group at approximately 6 percent of the County's population.
- Between 2000 and 2010, and between 2010 and 2019, people with disabilities increased in absolute number and in the share of the total population.

Map 1
Population Density by Quarter Section in Milwaukee County: 2010



Source: SEWRPC

Figure 1
Milwaukee County Actual and Projected Total Population



Source: U.S. Census Bureau and SEWRPC

Table 1
Trends in Transit-Dependent Population Groups in Milwaukee County

Transit-Dependent Population Group	2000		2010		2019	
	Number ^a	Percent of Total Population/ Households	Number ^a	Percent of Total Population/ Households	Number ^a	Percent of Total Population/ Households
Seniors (75 and older)	61,765	7	57,249	6	54,278	6
People in Low-Income Households ^b	297,565	32	396,939	42	336,153	36
People with Disabilities ^c	64,166	7	100,721	11	109,255	12
Households with No Vehicle Available	61,631	16	51,500	13	49,594	13
Total County Population	940,164	--	947,735	--	937,080	--
Total Number of Households	377,729	--	383,591	--	383,665	--

^a An individual, such as someone who is a senior and lives in a low-income household, may be represented in more than one population group.

^b Includes people residing in households with a total family income less than 200 percent of the Federal poverty level.

^c The definition of "people with disabilities" used by the U.S. Census Bureau for the 2000 Census changed for the 2010 Census and 2019 American Community Survey (ACS). For the 2000 Census, "people with disabilities" included those people age 16 and older having a physical, mental, or emotional condition that made it difficult to go outside the home to shop or visit a doctor's office. For the 2010 Census and the 2019 ACS, "people with disabilities" included those people age 18 and older who had serious difficulty living independently or a serious sensory, cognitive, or ambulatory disability.

Source: U.S. Census Bureau and SEWRPC

- Between 2000 and 2010 people in low-income households increased in absolute number and share of the total population but decreased between 2010 and 2019 for each measure. Between 2010 and 2019 seniors and zero-auto households decreased in absolute numbers while their percent of total population and households, respectively, remained the same.

Data from the 2015-2019 American Community Survey were used to identify areas in Milwaukee County where transit needs are highest. Map 2 displays Census block groups within the County with the highest concentration of transit-dependent populations. These may be considered as potential priority areas for the provision of transit service.

In 2019, residential populations with transit needs were spread through much of the county, with the highest transit-dependent population concentrations in the central part of the County.

Employment Characteristics

Map 3 displays employment density in 2010 by U. S. Public Land Survey quarter-section. The highest employment concentrations in the County are in the center of the City of Milwaukee, including the central business district. Significant portions of the county have high employment density, with only the southern quarter of the County being sparsely developed.

Major Activity Centers

Transportation needs must also consider the local travel demand generated by major activity centers. Major activity centers can be land uses or facilities that currently attract, or have the potential to attract, significant total person or transit person trips. Eight types of major activity centers were considered for this Coordination Plan:

- Hospitals, Medical Centers, or Clinics with 10 or more physicians
- Job Resource Centers
- Major Commercial Areas (areas with more than 3,500 jobs in the office or service sectors, or more than 2,000 jobs in the retail trade sector)
- Major Employers with 100 or More Employees
- Major Institutions of Higher Education (the main campus of all traditional four-year colleges and universities, and the main location of public technical colleges)
- Nursing Homes
- Residential Facilities for Seniors, People with Disabilities, and Low-Income Households
- Senior Centers, Senior Meal Sites, and Adult Day Centers

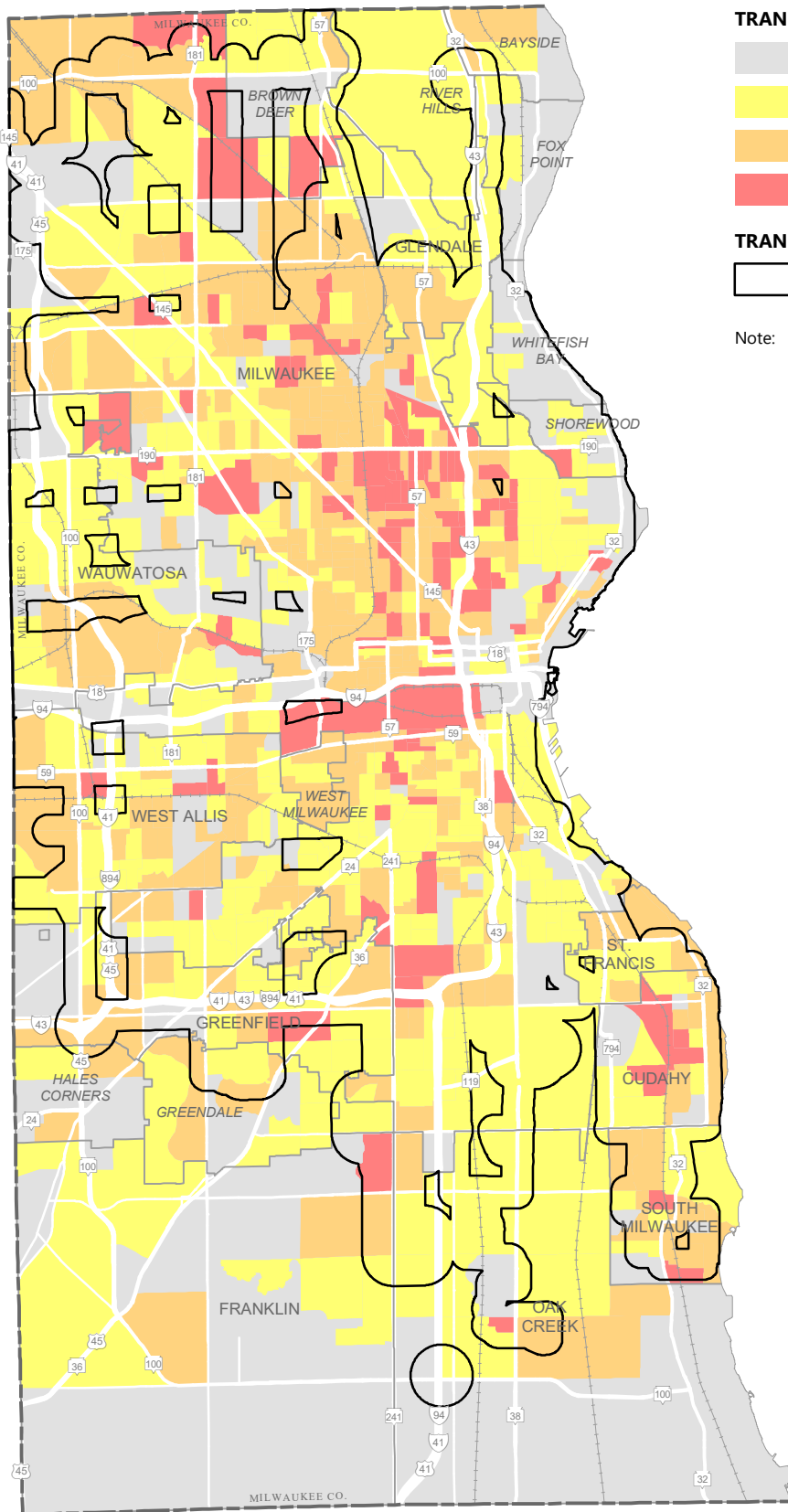
Map 4 shows their locations. There is a high concentration of these facilities in close proximity to the City of Milwaukee central business district, with many major employers, residential facilities, and commercial areas also located throughout the County. It is important to note that people with disabilities reside throughout Milwaukee County and many live independently, not just in special housing facilities.

3. CURRENT TRANSPORTATION SERVICES

Milwaukee County is served by a number of transportation providers, ranging in size from the Milwaukee County Transit System (MCTS), a traditional urban public transit system with large buses operating over fixed routes, to volunteer organizations that serve individuals by providing rides in private automobiles.

Table 2 lists the major transportation providers currently serving Milwaukee County, and identifies the type of service they provide, their service area, their hours of operation, and their funding sources in

Map 2
Transit Needs Index for Milwaukee County: 2019



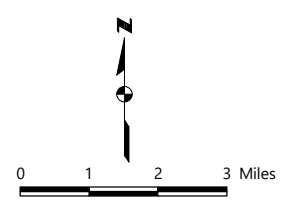
TRANSIT NEEDS INDEX LEVEL

- LOW (4 to 7)
- MARGINAL (8 TO 10)
- MODERATE (11 TO 13)
- HIGH (14 TO 16)

TRANSIT SERVICES (2019)

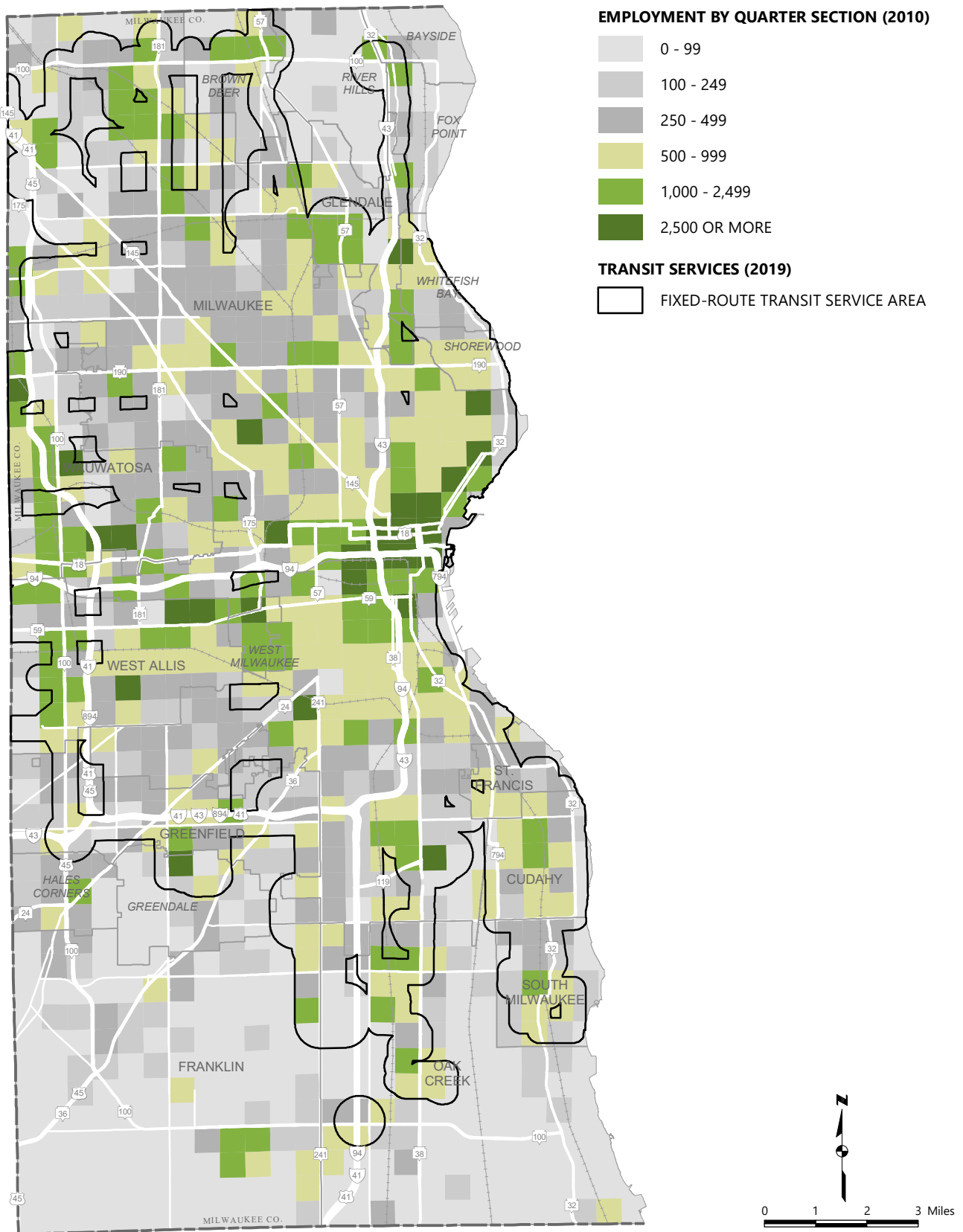
- FIXED-ROUTE TRANSIT SERVICE AREA

Note: The Transit Needs Index is calculated by ranking census block groups based on the percent of total population or households in four categories, seniors (75 and older), persons in low-income households, people with disabilities, and households with no vehicle available. Each ranked block group is assigned a score from 1 to 4, in each category, with a 1 for the lowest percentages and a 4 for the highest percentages. The Transit Need Index is equal to the sum of the scores for all four categories.

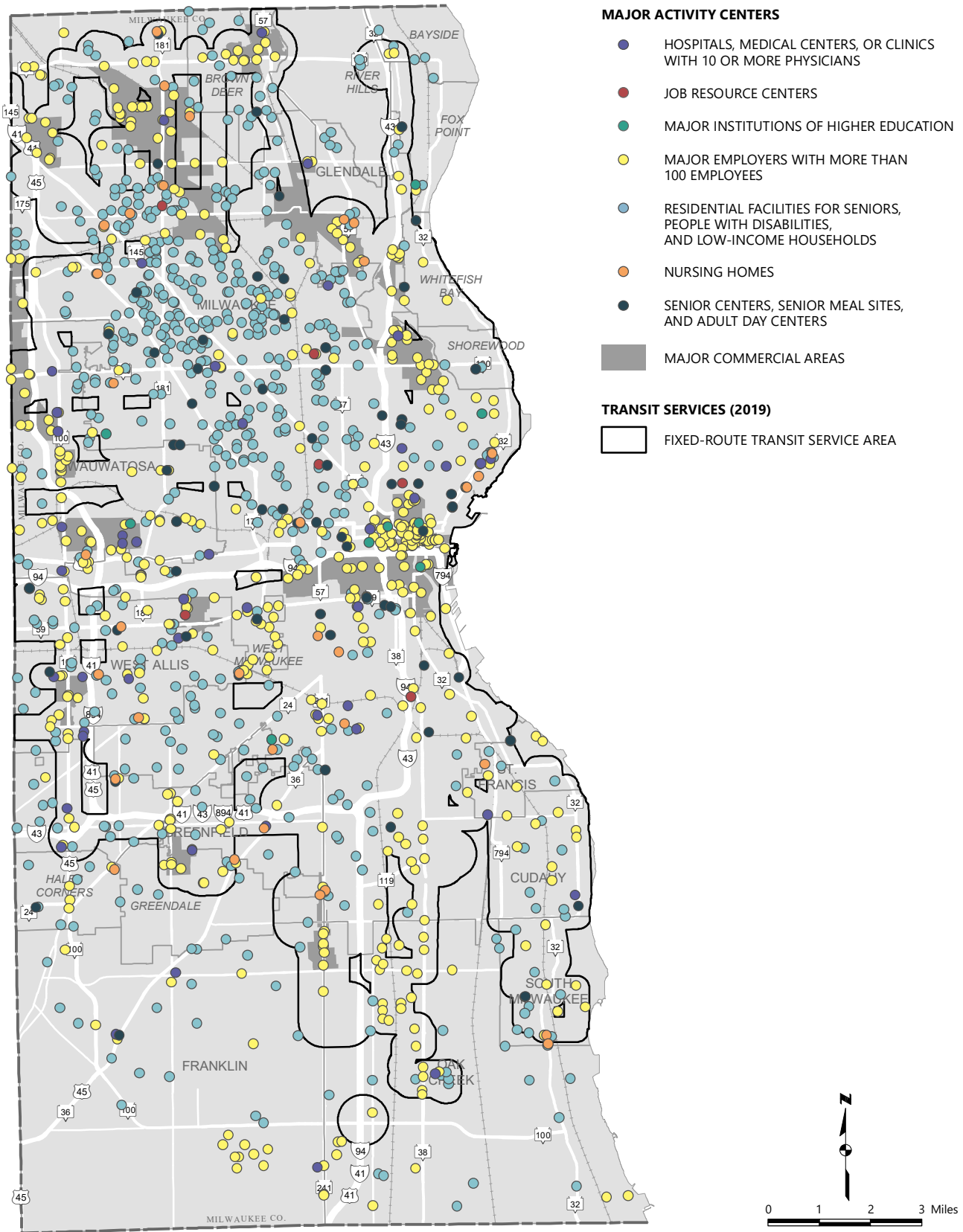


Source: U.S. Census American Community Survey and SEWRPC

Map 3
Employment Density by Quarter Section in Milwaukee County: 2010



Map 4
Major Activity Centers in Milwaukee County: 2020



Source: SEWRPC

**Table 2
Inventory of Local, Intercity, and Human Services Transit Providers in Milwaukee County: 2020**

Name of Service Provider	Type of Provider	Type of Service	Service Area	Eligible Users	Days and Hours of Operation	Fare Per Trip	Vehicles Used	Funding Sources in Addition to Fares
Milwaukee County Transit System Fixed-route Bus Service (414) 344-6711	Public	Fixed-route	Most of Milwaukee County, except parts of Franklin, Hales Corners, Oak Creek, and River Hills Small portions of Waukesha County in Brookfield, and Menomonee Falls are also served under contract with Waukesha County	General public	Regular local: Monday-Friday: 4:00 a.m. to 3:15 a.m. Saturday: 4:00 a.m. to 3:15 a.m. Sunday: 4:30 a.m. to 2:45 a.m. Freeway Flyer: Monday-Friday: 5:30 a.m. to 9:15 a.m. 3:00 p.m. to 7:00 p.m. UBUS: Monday-Friday: 6:00 a.m. to 9:30 p.m. (school year only)	Adults: Cash: \$2.25 M-Card: \$2.00 1-Day Pass: \$4.00 7-Day Pass: \$19.50 31-Day Pass: \$72.00 Seniors, Children (6-11), or People with Disabilities: M-Card/Cash: \$1.10 1-day pass: \$2.00 7-day pass: \$11.00 31-day pass: \$32.00 Transit Plus pass (1-day) \$2.00 Premium: Adults: Cash: \$3.50 M-Card: \$2.50 1-Day Pass: \$6.00 7-day pass: \$27.00 31-day pass: \$96.00 Seniors, Children (6-11), or people with disabilities M-Card/Cash: \$1.60 1-Day Pass: \$3.00 7-Day Pass: \$15.00 31-Day Pass: \$45.00	358 buses equipped with wheelchair ramps and bike racks	State \$85.20 Federal \$5307 Federal \$5339 Milwaukee County Federal CMAQ
TransitPlus Paratransit Service (414) 343-1700	Public ^a	Advance reservation, door-to-door van service; on-demand, curb-to-curb taxi service	Milwaukee County and small parts of Ozaukee and Waukesha Counties	Qualified people with disabilities	Every day: Mirrors MCTS fixed-route service hours	\$4.00 one way	Vehicles and drivers provided by First Transit Services, Inc.; Transit Express, Inc.; and American United and American United Taxicab Services	State \$85.20 State \$85.21 Federal \$5307 Milwaukee County State Family Care (through partial ride subsidy by Department on Aging) Title 19 Medicaid reimbursement

Table continued on next page.

Table 2 (Continued)

Name of Service Provider	Type of Provider	Type of Service	Service Area	Eligible Users	Days and Hours of Operation	Fare Per Trip	Vehicles Used	Funding Sources in Addition to Fares
Kenosha-Racine- Milwaukee Commuter Bus (262) 542-8861 (Coach USA number)	Public ^b	Fixed-route	Service between the Cities of Kenosha, Racine, and Milwaukee	General public	Monday-Friday: 6:10 a.m. to 10:32 p.m. Saturday: 6:58 a.m. to 10:45 p.m. Sundays/Holidays 6:58 a.m. to 7:51 p.m.	Distance-based: Adults: \$2.25 - \$4.50 Students: \$1.25 - \$3.50 Seniors, children 5 to 12, and people with disabilities: \$1.10 - \$2.25 Children under 5 free Adults: Cash: \$3.50 Seniors/People with Disabilities: Cash: \$1.60	Vehicles and drivers provided by Wisconsin Coach Lines, Inc.	State \$85.20
Ozaukee County Express (414) 344-6711	Public ^c	Fixed-route	Stops in Grafton, Port Washington, Saukville, into Milwaukee County	General public	Monday-Friday: 5:26 a.m. to 9:15 a.m. 1:41 p.m. to 6:53 p.m.	Adults: Cash: \$3.50 Seniors/People with Disabilities: Cash: \$1.60	Vehicles and drivers provided by Milwaukee Transport Services, Inc.	State \$85.20 Federal \$5307 Federal \$5339 Ozaukee County
Washington County Commuter Express (262) 677-3445	Public ^d	Fixed-route	Service from park- and-ride lots in Richfield, West Bend, and Germantown into Milwaukee County.	General public	Monday-Friday: 5:16 a.m. to 9:43 a.m. 11:55 a.m. to 7:12 p.m.	One Way: \$3.75 10 tickets: \$32.50	Vehicles and drivers provided by Go Riteway Transportation Group, Inc.	State \$85.20 Federal \$5307 Federal \$5339 Washington County
Waukesha County Transit System (262) 524-3636	Public ^e	Fixed-route freeway flyer service on four routes between Waukesha County and Milwaukee County	Oconomowoc- Milwaukee Mukwonago- Milwaukee Waukesha-Milwaukee	General public	Memomonee Falls-Milwaukee Monday-Friday: 5:46 a.m. to 8:49 a.m. 3:42 p.m. to 6:22 p.m. Oconomowoc- and Mukwonago- Milwaukee Monday-Friday: 6:00 a.m. to 9:17 a.m. 3:35 p.m. to 7:38 p.m. Waukesha-Milwaukee Monday-Friday: 5:15 a.m. to 7:18 p.m.	Memomonee Falls-Milwaukee: MCTS fare Oconomowoc-, Waukesha-, and Mukwonago-Milwaukee Adults: \$3.75-\$4.50 Student/Children (5-17): \$2.75-\$3.50 Seniors/People with Disabilities: \$1.75-\$2.25 10% discount with Commuter Book, \$0.50 discount with MCTS transfer	Vehicles and drivers provided by Milwaukee Transport Services, Inc. Vehicles and drivers for other Waukesha County freeway flyers provided by Wisconsin Coach Lines, Inc.	State \$85.20 Federal \$5307 Federal \$5339 Waukesha County
American Cancer Society (800) 227-2345	Private, non-profit	Advance reservation, door-to-door	Throughout Southeastern Wisconsin	Cancer patients	Monday- Thursday: 8:00 a.m. to 5:30 p.m. Friday: 8:00 a.m. to 4:30 p.m. Every day, 24 hours a day	No fare within service area	Volunteers	--
Community Care (414) 385-6600 (866) 992-6600	Private, non-profit	Advance reservation, door-to-door van service;	Southeastern Wisconsin	Family Care eligible persons, partnered with P.A.C.E.	Every day, 24 hours a day	No fare	Vehicles and drivers provided by private vendors contracted for service	State Family Care (through partial ride subsidy by Department on Aging CMO) Title 19 Medicaid reimbursement

Table continued on next page.

Table 2 (Continued)

Name of Service Provider	Type of Provider	Type of Service	Service Area	Eligible Users	Days and Hours of Operation	Fare Per Trip	Vehicles Used	Funding Sources in Addition to Fares
Goodwill Industries (414) 847-4200 ERAS Senior Network (414) 488-6500	Private, non-profit Private, non-profit	Transportation for clients Advance reservation, door-to-door and door-through-door	Milwaukee and Waukesha Counties Milwaukee county	Participants in Day/Work Programs Residents of Milwaukee County who are 60 years and older or people with disabilities	Monday-Saturday: 8:00 a.m. to 4:30 p.m. Dependent on demand and availability of volunteer drivers	No fare No charge	6 Accessible mini-bus 2 Accessible min-vans Volunteers provide their own vehicles	Federal \$5310 Donations Federal Older Americans Act Private donations United Way Community Development Block Grant
Jewish Community Center (414) 964-4444	Private non-profit	Transportation for clients	Milwaukee County	Adults with developmental disabilities who are clients of JCC programs	Monday-Friday: 5:00 a.m. to 10:00 p.m. Sunday: As required	No fare	4 14-passenger buses 3 10-passenger accessible buses	Federal \$5310 Private donations United Way
Milwaukee Area JobRide Collaborative (414) 937-8260 x33	Private non-profit	Subscription employment transportation	Southeastern Wisconsin	Employees of participating employers	Every day: As needed by employers	From \$0 to \$2.50 one way	4 17-passenger vans 8 14-passenger vans; additional vehicles and drivers provided by contracted vendors	WETAP Private Donations Foundation grants WIA, W-2, TJ, and WP
Milwaukee County Department on Aging (414) 289-6874	Public	Door-through-door	Milwaukee County	Milwaukee County residents who are age 60 years and older, ambulatory, unable to provide their own transportation, and unable to use MCTS	Monday-Friday: 8:00 a.m. to 5:00 p.m.	\$3.00 each way for rides to medical/dental appointments. Other rides free	Vehicles and drivers provided by First Transit	Federal Older Americans Act, Title III B Federal Older Americans Act, Title III C-1 State \$85.21
My Choice Family Care (414) 287-7600	Private non-profit	Advance reservation, door-to-door van service;	Milwaukee, Racine, Kenosha	Family Care eligible persons	Every day, 24 hours a day	No fare	Vehicles and drivers provided by private vendors contracted for service	State Family Care (through partial ride subsidy by Department on Aging CMO) Title 19 Medicaid reimbursement

Table continued on next page.

Table 2 (Continued)

^a Service provided by First Transit, Inc.; Transit Express, Inc.; and American United Taxicab Services.

^b Service provided by Wisconsin Coach Lines, Inc.

^c Service provided by Milwaukee County Transit System

^d Service provided by Go RiteWay Transportation Group, Inc.

^e Service provided by Milwaukee County Transit System and Wisconsin Coach Lines, Inc.

^f Service provided by Transit Express, Inc.

Additional Private For-Profit Transportation Service Providers in Milwaukee County:

American United Transportation	Hope Transport	Our Destiny LLC	Transistar Medical Transport
Bell Therapy, Inc	JW Transportation	Oxford Care Transport	Trumed Transport Services
Blessed & Qualified Transportation	Lavell's Transportation	Personalized Transport Services	Uber Technologies Inc
Countryview Transport, Inc	Let it Ride Transport, Inc	Phoenix Transportation LLC	Unity Transportation
Dependable Express Inc	Lyft Inc	Quality of Life Services, Inc	
Go-Kay Care Transport	Med Group Transportation LLC	S J Transportation	
Hollmans Elite Express	Nash Transportation, LLC	The Only Way Transport	

Source: SEWRPC

addition to passenger fares. The first section of the table lists services that are open to the general public, while the second section lists services intended to serve a particular part of the population including seniors, people with disabilities, low-income people, or veterans. These services are generally called “human services transportation.”

Transit Services for the General Public

The principal transit services for the general public provided in Milwaukee County include:

- MCTS, operated by Milwaukee County, is a publicly-funded urban bus operation that runs fixed routes serving Milwaukee County and portions of adjacent counties. MCTS also provides paratransit service to serve the travel needs of people with disabilities through the Transit Plus paratransit system.
- The Ozaukee County Express—operated by MCTS, under contract with Ozaukee County—is a publicly-funded bus service that serves Ozaukee County residents commuting to jobs in the Milwaukee Central Business District and Milwaukee County residents commuting to jobs in Ozaukee County.
- The Washington County Commuter Express—operated by a private transit company, Go Riteway Transportation Group, Inc., under contract with Washington County—is a publicly-funded bus service that serves Washington County residents commuting to jobs in the Milwaukee Central Business District.
- Waukesha County Transit System provides a publicly-funded bus service primarily to serve people commuting between Waukesha and Milwaukee Counties. The County contracts with one public transit operator, MCTS, and one private transit company, Wisconsin Coach Lines, Inc., to operate the bus services connecting Milwaukee County and Waukesha County.
- Wisconsin Coach Lines, Inc. operates one publicly-funded route which provides commuter-oriented express bus service between downtown Milwaukee and the Cities of Racine and Kenosha. The City of Racine contracts for the service and acts as the public applicant and grantee for the State urban transit operating assistance funds used to subsidize the service.

Several private-for-profit companies serve the general public in Milwaukee County, including taxicab service and airport shuttle or limousine service provided by several private companies, and transportation network companies such as Uber or Lyft. In addition, several transportation companies provide intercity rail or bus services to the general public, including Amtrak, Coach USA, and Greyhound Lines.

Human Services Transportation

Other transportation services in the County are primarily aimed at serving the transportation needs of special population groups, including seniors, people with disabilities, low-income people, or veterans. Some of the major human services transportation providers include:

- The Milwaukee Area JobRide Collaborative provides transportation to and from jobs on a subscription basis for the employees of participating employers.
- The Milwaukee County Department on Aging provides three types of door-to-door transportation services—group transportation services, meal site transportation services, and individualized transportation services—for ambulatory seniors who are unable to provide their own transportation, or use the County’s TransitPlus paratransit or fixed-route bus services.
- There are several other private-non-profit organizations that provide transportation to individuals that participate in their programs or attend activities or appointments at their centers.
- The remaining transportation services operated within the County are private-for-profit services that mostly focus on providing transportation for medical appointments within Milwaukee County and to surrounding counties.

4. ASSESSMENT OF TRANSPORTATION SERVICES AND IDENTIFICATION OF UNMET TRANSPORTATION NEEDS

Although some transportation needs can be understood by examining how current transportation providers meet the needs identified in Census data, maps, and other sources of demographic data, many of the needs can only be understood through dialogue and communication with agencies and individuals that provide or rely on transportation services. Due to the COVID-19 pandemic, Commission staff were unable to conduct a full day, in-person workshop to gather input to assist in the development of the Coordination Plan. In lieu of an in-person meeting, an online survey was prepared for each County to gather direct feedback. In addition, a virtual meeting provided an overview of the planning process, a summary of existing strategies and needs, and a preview of the online survey. A wide range of individuals and agencies with an interest in transportation in the Region and County were invited to participate in the online survey and the virtual meeting to assist in the development of the Coordination Plan (see Appendices A through C).

The online survey went through an evaluation exercise in which participants assessed how well current transportation services meet the need of residents to travel within Milwaukee County. This evaluation of existing services was based on: area served; days and hours of operation; fares; eligibility requirements for the service; vehicle accessibility for wheelchairs; customer service; reservation wait time; and ease of finding information on services. Next, the survey participants were asked to review the existing list of unmet transportation needs and identify if any edits or additions were needed. A summary of the key findings of the assessment and the identification of unmet transportation needs for traveling within Milwaukee County appears below in no particular order.

Unmet Needs for Travel Within Milwaukee County

- There is a need for State approval of dedicated local funding for transit and increased funding for transit from the State. In recent years, there has been a lack of a dedicated funding source separate from the property tax levy to provide the level of financial assistance necessary to address existing and future public transportation needs in the County. Additionally, State and Federal funding, which provides the majority of subsidy for transit services, has been decreasing or not keeping pace with inflation. All of these funding limitations have placed significant pressure on the County transit system.
- Need for improving coordination and communications.
 - Lack of communication among transportation providers.
 - Lack of coordination in the distribution of information on the available transportation services. There is no directory or single point of contact that can provide the public with comprehensive information on all available transportation options.
 - Need more convenient ways for users to obtain information on available transportation services, including options for individuals without access to a smartphone.
 - Lack of public education on the available transportation options, including how to use them.
 - Need an increased focus on communication with the clients who use transit services to identify opportunities for improving these services.
 - Need for increased coordination between social service providers and transportation providers.
- Need for improving the availability, convenience, safety, and security of using existing public transit services. Areas of need include:
 - Higher frequency of service for MCTS routes and human service providers to reduce wait times.
 - Reducing reservation times for human services providers to be less than 24 hours.

- More accessible bus stops (e.g. curb cuts, sidewalks) and more transit amenities (e.g. shelters and benches at bus stops).
- Clearing snow and ice from MCTS bus stops and sidewalks.
- Expanding the service areas of transit and human services providers.
- Ensuring services provided by public transit, human services providers, Amtrak, and transportation network companies such as Uber and Lyft are all wheelchair accessible.
- Improving transportation accommodations for bariatric clients.
- Improving customer service and driver education relating to awareness of people with disabilities.
- Need to coordinate fares between multiple transit systems and providers.
- Need for accessible on-demand transportation options.
- Continue the efforts of MCTS NEXT to enhance transit connections between where low-income residents live and jobs in the County, including establishing transit services that decrease the amount of travel time to reach employment opportunities.
- Continue to address the need to provide robust transportation services at all times in the County.
 - Need for additional higher speed transit service in the County. Transit travel times are generally two to four times longer than automobile travel times.
 - Need more transportation services during weekday evenings and nights.
 - Weekend service frequency needs to be improved.
 - Need routes to be available 24 hours per day, seven days a week.
 - Need more transit options for underserved areas.
 - Need more transportation services to senior living facilities and for non-medical activities.
- Continue to enhance the Title 19 Non-Emergency Medical Transportation program.
 - Need for more Title 19 medical transportation service providers and coordination to serve the entire county.
 - Need for higher reimbursement rates to encourage more service to be provided, including on evenings and weekends.
 - Provide more assistance and training to access the services, particularly for those with Limited English Proficiency
- Need for more advocacy for making improvements in transportation policy.
- Need to increase the affordability of transit and human services providers for low-income individuals and families.
- Need to update the current transportation system for seniors to community meal sites to increase reliability and allow for enhanced socialization among participants.
- Ensure higher diversity of transportation providers to ensure greater coverage, particularly in areas that have a high percentage of people of color.

The online survey and virtual meeting also addressed travel needs between the counties in the Region by assessing how well current regional services meet the needs of residents. Survey participants were asked to provide edits or additions to the existing list of unmet regional transportation needs. A summary of the key findings of the regional assessment and the identification of unmet regional transportation needs appears below in no particular order.

Unmet Needs for Travel Between Counties

- Lack of mechanisms to provide and coordinate transit and paratransit services across county borders and establish procedures for funding these services
- Transportation Options
 - Limited transportation options between counties—especially for seniors, people with disabilities, low-income residents, and households with no vehicle available—for travel to jobs, medical facilities, veterans services, and social and recreational activities
 - Need for more transportation services to provide inter-county and interstate transit trips in the Region
 - Lack of transportation services for travel from community to community, especially between adjacent communities that are in different counties
- Coordination and Communication
 - Lack of coordination in the distribution of information related to existing services throughout the Region
 - Lack of coordination between transit agencies on fares, service hours, and days of operation, which causes inconveniences for transit users
 - Lack of coordination between paratransit services in the Region
 - Lack of coordination among county leaders on providing public transit and human services transportation across the Region
 - Lack of transit operations that provide bilingual services
 - Need for identifying additional opportunities for gathering citizen input on regional transportation
 - Need to include grassroots efforts in decision-making processes relating to transit communications that cross county lines
- Transit and Job Access
 - Need to increase public transit and other transit services that connect workers to jobs between counties
 - Need for investing in new opportunities for organizations to facilitate access to jobs programs
 - Need for job seekers and places of employment to be informed about job-ride programs that would connect workers to jobs in other counties
 - Need for first mile/last mile connections and on-demand options where transit services are not available

- Convenience of Transit
 - Need to make transit services between counties more affordable by reducing fares
 - Need to make transit services more convenient by increasing the frequency of transit services or reducing the amount of time needed for making reservations
 - Need to provide shelters at transfer points to protect waiting transit users from inclement weather
 - Lack of regional partnerships among healthcare providers to reduce fares for rides to medical facilities in the Region
 - Lack of transit services during evening and weekend hours
 - Need for all transportation services, including Uber and Lyft, to be accessible to people with disabilities
- Additional Needs
 - There is a need to broaden the categories of individuals who are eligible to use human services transportation
 - There is a need to remove stipulations that make it difficult for some transit providers to obtain liability insurance for trips that cross county borders
 - There is a need to research and disseminate information regarding new and innovative alternatives to current transit services that address service gaps that transit operators are currently unable to meet
 - There is a need to develop and implement a centralized call center that provides information about and better coordinates a network of transportation providers.

5. STRATEGIES TO ADDRESS UNMET NEEDS

This Coordination Plan presents two types of strategies for Milwaukee County to consider in addressing the identified transportation needs in the County. The first section is a list of Federal and State funding programs that support public transportation services. The second section includes strategies that were identified in the online survey for the development of the Coordination Plan.

Financial Strategies: Federal and State Funding Programs

Descriptions of the Federal and State programs that provide financial assistance for public transportation services and which could be used in Milwaukee County are illustrated in Tables 3 and 4. More information on Federal and State funding programs can be found on WisDOT's website (wisconsindot.gov/Pages/doing-bus/local-gov/astnce-pgms/transit/default.aspx). In addition to the Federal and State programs shown in Tables 3 and 4, which are aimed primarily at providing transportation services, various human-service funding programs and block grant programs can be used for transportation services.

Prioritized Strategies to Address Unmet Needs

Coordination Plan online survey participants were asked to consider changes to the list of strategies to address the unmet needs, including if they should be reprioritized, edited, or if new strategies should be included.

That process resulted in the following prioritized list of strategies that the participants believed were appropriate for Milwaukee County.

**Table 3
Federal Transit Administration Funding Programs Administered by the Wisconsin
Department of Transportation That Could Be Used in Milwaukee County**

Program	Type	Target rider	Eligible Applicants	Local Share (approx.)	Statewide Funding Level (approx.)	Application Cycle	Notes
Section 5307	Operating and Capital	Public in urbanized areas (>50,000)	Local public bodies	20 percent for capital projects 50 percent of deficit for operating projects	\$51.8 million	Annual (application released in summer)	Combined with State aid (s. 85.20) to cover approximately 55 percent of operating expenses in urbanized areas. Job Access and Reverse Commute activities are eligible projects.
Section 5309	Capital	Public	Local public bodies with Urban Public Transit Systems	20 percent of total costs	N/A	Capital requests are competitively granted by the FTA	For fixed guideway transit capital investments
Section 5310	Capital	Seniors and People with Disabilities	Primarily non-profits, but can be local public bodies, if non-profit is not readily available	20 percent for capital projects 50 percent of deficit for operating projects	\$5.1 million	Annual (application released in summer)	Combined with State funds (s.85.22). Expanded to include non-traditional projects such as mobility management, operating, and non-vehicle capital previously authorized under the Section 5317 New Freedom program.
Section 5311	Operating and Capital	Public in areas <50,000 in population	Local public bodies	Operating – 50 percent of project deficit Capital – 20 percent of total costs	\$18.7 million	Annual (application released in early fall)	Combined with State aid (s. 85.20), to cover approximately 60 percent of operating expenses in non-urbanized areas. Job Access and Reverse Commute activities are eligible projects.
Section 5337	Capital	Public	Local Public Bodies	20 percent of total costs	\$1.4 million	Annual (application released in early fall)	Capital funds for the maintenance of fixed guideway transit and transit that operates in HOV lanes
Section 5339	Capital	Public	Local Public Bodies	20 percent of total costs	\$9.5 million	Annual (application released in early fall)	Capital funds for the replacement and repair of buses and bus facilities

Source: Wisconsin Department of Transportation and SEWRPC

Table 4
State of Wisconsin Funding Programs Administered by the Wisconsin Department of Transportation

Program	Type	Target rider	Eligible Applicants	Local Share (approx.)	Annual Statewide Funding Level (approx.)	Application Cycle	Notes
\$.85.20	Operating	Public in areas with at least 2,500 in population	Local public bodies	Rural 35 percent of total cost Urban 42 percent of total cost	\$113.0 million	Annual (application due in fall)	Combined with Federal transit operating assistance funds (5311 and 5307)
\$.85.205	Operating	People with Disabilities	Local public bodies	Varies (no explicit matching requirement)	\$3.03 million	Annual	Provided as supplement to \$.85.20 urban mass transit aids for systems that provide paratransit service
\$.85.21	Operating and Capital	Seniors and People with Disabilities	Counties	20 percent of project costs	\$16.0 million	Annual (application released in fall)	Can be used as match for Federal programs
\$.85.22	Capital	Seniors and People with Disabilities	Primarily non-profits, but can be local public bodies	20 percent of total costs	\$0.9 million	Annual (application released in summer)	Blended with Federal Section 5310 funds
WETAP ^a	Operating and Capital	Low-income workers	Local public bodies, non-profits, metropolitan planning organizations	20 percent capital costs 50 percent operating costs	\$1.7 million	Annual (WETAP application released in early fall)	Combined with FTA 5311 and \$.85.24 Transportation Employment and Mobility (TEAM) program

^a Wisconsin Employment and Transportation Program

Source: Wisconsin Department of Transportation and SEWRPC

Strategies for Addressing Unmet Travel Needs Within Milwaukee County

1. Pursue dedicated and sustainable sources of funding for public transportation services from all levels of government. Promote increases for public transportation services to make improvements to service availability, convenience, safety, and lower fares. Continue to develop strategies to obtain funding for projects that would improve or increase the transportation services available in the County.
2. Create new or expand upon existing partnerships with municipal governments and human services providers to create more transportation options, increase capacity, improve access to currently underserved areas in the County.
3. Improve access to information on the available transportation services. Some ways to improve the dissemination of information and determination of eligibility requirements include:
 - a. Support and expand travel training programs for potential users of transportation services relating to available services and information on free or reduced fares.
 - b. Develop a coordinated call center that provides information on all transportation services within the County. This centralized source for information could also include 211 community information or 511 traveler information services.
 - c. Create an online directory of transportation providers.
 - d. Explore using smart technology and/or apps to improve access to transportation information, including real-time travel updates.
4. Pursue a greater reimbursement rate for medical transportation services from State and Federal governments.
5. Continue to improve the availability, convenience, safety, and security of transportation services. Some of the improvements that were identified include:
 - a. Extend the service area and days and hours of operation for transportation services.
 - b. Continue to consider opportunities to provide more frequent service on MCTS bus routes.
 - c. Provide customer service training to bus drivers, human services providers, and taxicab drivers to better meet the needs of users of these services.
 - d. Improve the accessibility of transportation services to seniors and people with disabilities by using more accessible vehicles, removing physical barriers that impede access to transportation, and making accessibility improvements at bus stops.
 - e. Support bus rapid transit and other express transit services that reduce transit travel time.
 - f. Improve snow removal at bus stops and at nearby sidewalks and pedestrian crossings. Establish 'adopt-a-stop' programs for maintenance and snow removal at bus stops.
 - g. Support the implementation of 'complete streets' concepts into road design and construction related to infrastructure that provides safe and convenient travel for all roadway users, including transit users, bicyclists, and pedestrians.
 - h. Support and maintain an automated bus stop announcement system.
 - i. Create an integrated fare structure that allows individuals to pay for various public transportation systems with one payment method, ensuring that the platform is accessible to those who are unbanked or do not have a smart phone.

6. Prioritize investment in new or expanded routes and in service improvements to provide seniors, people with disabilities, and low-income residents of the County with better access to employment opportunities, medical facilities, and social activities.
7. Continue to analyze transit routes to identify gaps in transit service and areas not served by public bus routes. Transit agencies should implement new routes or modify existing routes to address these gaps and underserved areas. Transit agencies should also identify changes to routes that would improve connections for seniors and other transit users to medical facilities, jobs, and other essential services.
8. Support community planning by local governments within the County that integrates public transit routes and stops into new residential and commercial developments.
9. Expand reverse commute bus services for connecting low-income people within the County to jobs in other counties.
10. Continue to fund a mobility manager position with MCTS or the County whose duties could include, but would not be limited to:
 - a. Assisting in coordinating transportation services.
 - b. Promoting the availability of transportation services.
 - c. Gathering and analyzing data to evaluate a variety of transportation options for seniors, people with disabilities, and low-income residents.
11. Support auto purchase and repair programs and driver's license recovery programs directed at low-income workers who cannot use public transportation to get to jobs.
12. Provide transportation services for low-income and disabled job seekers enrolled in job skills training or transitional jobs programs.
13. Engage local businesses to develop funding partnerships for transit services.
14. Promote and expand childcare transportation services within the County to enable parents in low-income families to obtain and retain employment.

Survey participants were also asked to use the previously created list of unmet transportation needs for the Region to guide the development of regional strategies. Specifically, the survey requested participants to review the prioritization of the regional strategies and recommend edits or additions. The following prioritized list of strategies summarizes the preferred strategies to address the Region's unmet transportation needs.

Strategies for Addressing Unmet Travel Needs Between Counties

1. Encourage transit agencies to create memorandums of agreement or understanding that create transit connections between counties and establish procedures for funding these services. These agreements could also encourage municipalities not involved in providing transit to participate in these services and could create a coalition or task force that implements a partnership plan among transit providers. Local municipalities should research additional funding opportunities, such as private funding options, to increase transportation options for employment and medical trips and to address first mile/last mile connections.
2. Pursue strategies independent of establishing a regional transit authority that, improve and strengthen services that cross county lines to increase transportation access to jobs, medical facilities, and other social and recreational activities. Develop new inter-county services that connect areas of high unemployment to large companies within the Region who are unable to meet their workforce needs. Leverage existing transit services to address first mile/last mile gaps and develop flexible or on-demand services for areas that have high demand for transit but cannot be feasibly served by

- fixed route transit. Encourage employers to offer transit passes or other benefits to their employees as an incentive for taking the inter-county transit services. Consider subsidizing extended service hours on existing taxi services to provide employment and medical trips. Encourage coordination between large employers and medical providers to better assess transportation needs of employees and patients. Encourage transit providers to serve more senior centers and nursing homes.
3. Establish mechanisms to allow dedicated funding sources or increase State financial assistance to transit.
 4. Create a staffed call center for information about all public transit and human services transportation in the Region. The call center could coordinate either a one-call, one-click service or a shared transportation website that would work in cooperation with the statewide 211 service to increase public awareness of these services. This call center could also provide a shared regional transportation website that utilizes a database of available transportation options in which each county is responsible for maintaining and updating its information and for compiling data regarding transportation use and needs.
 5. Increase funding for mobility managers to assist them in coordinating transportation services across county lines. Funded activities conducted by mobility managers could include coordinating community engagement in the transportation planning process, dispersing information on transit services to the public, and coordinating with local non-profit agencies to increase the number of volunteer driver programs in the Region. A regional mobility manager responsible for coordinating with all mobility managers in the Region should also be considered.
 6. Continue to purchase new accessible vehicles, vans, and buses for all transportation services. Incentivize for-profit transit providers to purchase new accessible vehicles including Uber and Lyft.
 7. Establish consistent fare structures, eligibility requirements, and service hours for similar types of service in all counties. A standard fee structure should be considered for travel between counties. A regionally recognized transportation pass, that could be integrated into a smartphone app, for transit dependent populations should be considered that is accepted by all transit providers. Standardized transportation passes should be accessible to those without a smartphone or who do not have a bank account. Consistent service hours should be established for transit providers that cross county lines. These efforts will increase clarity and understanding by the public concerning services and how to use them.
 8. In lieu of a regional transit authority, the State should develop rules, policies, and procedures to guide the development and operation of local transit systems. Legislation by the State should also encourage transit systems that serve multiple counties to collaborate on the identification and achievement of shared goals.
 9. Increase non-urgent medical transportation options for individuals not eligible for Medicaid.
 10. Increase the availability of demand response services outside of Milwaukee, Ozaukee, Walworth, and Washington Counties.
 11. Develop partnerships among human services providers for sharing and distributing resources across counties.
 12. Research and develop new and innovative alternatives to current transit services that address service gaps that transit operators are currently unable to meet.

6. PLAN IMPLEMENTATION

Based on previous Coordination Plans, potential responsible parties that could implement the identified strategies are listed below.

Milwaukee County

- Milwaukee County would be responsible for improving the availability, convenience, safety, and security of the fixed-route and paratransit services offered by MCTS or the services provided by the Department on Aging
- Milwaukee County would implement new routes or modify existing routes to address gaps in transit service and areas not served by transit
- A transportation coordinating committee could be established to guide the implementation of the proposed coordination strategies

Mobility Managers

- The County's mobility managers could facilitate the communication and coordination necessary to consider how transportation providers and agencies in Milwaukee County and the Region might share resources
- The County's mobility managers would continue to coordinate with the community and other MCTS staff to identify changes to bus routes that address existing gaps in service
- The County's mobility managers would help develop a common eligibility determination for services or reciprocity agreement for transportation services both within Milwaukee County and between the County and surrounding counties
- The County's mobility managers would improve access to information on the available transportation services and continue work on a travel training program

All Transportation Providers

- Transportation providers would improve access to information on the transportation services provided
- Transportation providers would work to create new or expand upon partnerships that provide more transit options to underserved areas

All Parties

- All interested parties, including the County and its municipalities, should advocate for increased transit funding, including additional State funding and the establishment of dedicated local funding for public transportation

APPENDICES

**AGENCIES AND INDIVIDUALS INVITED TO ATTEND THE COORDINATION
PLANNING VIRTUAL MEETING AND COMPLETE THE ONLINE SURVEY**

APPENDIX A

Note: In addition to those listed below the County Executive, Chair of the County Board, Mayor, Village President, and Town Chair of each county and municipality in the Region were also invited to the virtual meeting and sent the online survey.

KENOSHA COUNTY

Dr. Bryan Albrecht..... President, Gateway Technical College
Mr. Doug Bartz.....Manager, Kenosha County Job Center
Ms. Bethany Berning.....Therapeutic Recreation Specialist, RecPlex
Ms. Rebecca DutterDirector, Kenosha County Aging and Disability Resource Center
Ms. Carolyn FeldtElder & Disability Services Manager,
Kenosha County Aging and Disability Resource Center
Ms. Julie Ferraro Counselor, Division of Vocational Rehabilitation
Ms. Adelene Greene.....Founder, Kenosha Coalition for Dismantling Racism (Kenosha CFDR)
Ms. Elizabeth GridleyDisability Support Specialist, Gateway Technical College
Ms. Lori Hawkins Organizer, Congregations United to Save Humanity (CUSH)
Mr. Mark Hinrichs Transportation Manager, Kenosha Achievement Center, Inc.
Ms. Denise Jacob.....Program Director, Kenosha Senior Center
Mr. John JansenDirector, Kenosha County Department of Human Services
Ms. Dawn Lingo.....Organizer, Congregations United to Serve Humanity
Ms. Amy May.....Supervisor, Division of Vocational Rehabilitation
Mr. Aloysius NelsonKenosha County Division Director of Veterans Services,
Kenosha County Veterans Services
Ms. Katie Oatsvall..... Executive Director, Kenosha Area Family and Aging Services Inc.
Mr. Nelson Ogbuagu.....Director, Transit Department, City of Kenosha
Ms. Lynda Orsburn Owner, Ktown Transportation
Ms. Shanon Page..... Director, Westosha Senior Community Center
Mr. Jack Ray.....Volunteer Transportation Coordinator, Kenosha Area Family and Aging Services, Inc
Mr. Jim Truchan..... Mental Health Manager, Kenosha County Aging and Disability Resource Center
Ms. Christine Weyker.....CEO, Kenosha Achievement Center, Inc.
Ms. Erin Winch Aquatics Therapist, RecPlex
Ms. Lauren ZielsdorfMobility Manager, ADRC Kenosha County
Representative.....Kenosha County Division of Workforce Development

MILWAUKEE COUNTY

Mr. Hal AckermanSupervisor, Division of Vocational Rehabilitation
Ms. Barbara Beckert Milwaukee Office Director, Disability Rights Wisconsin
Ms. Marci Boucher.....President & CEO, IndependenceFirst
Ms. Donna Brown-Martin Director, Milwaukee County Department of Transportation
Ms. Chakarlis Buckley-Marshall Executive Assistant, Center for Veterans Issues
Ms. Sandi Callaghan.....Jewish Home and Care Center
Ms. Marisol CerveraDirector of Human Services & Elderly Programs, United Community Center
Ms. Kasey ChardAssociate Director of Grants, Milwaukee Center For Independence
Ms. Elyse Cohn..... Chief Development Officer, Jewish Community Center

MILWAUKEE COUNTY (Continued)

Ms. Lea Collins-Worachek WDA Director - Area 2, Division of Vocational Rehabilitation
Mr. Randall Daut.....Community Representative, Wauwatosa Senior Commission
Ms. Terri Davis Executive Director, Vision Forward Association
Ms. Ella Dunbar.....Health, Wellness & Supportive Services Manager, Social Development Commission
Ms. Ginny Finn.....President & CEO, YWCA of Southeast Wisconsin
Mr. Dan Fleischman..... Vice President of Housing and Residential Services, Jewish Family Services
Mr. Rick Flowers..... Director, Veterans Service Office
Mr. Chris Fox..... Mobility Manager, Milwaukee County Transit System
Ms. Teresa FreundPhilanthropy Manager, Vision Forward
Mr. Anthony Geiger.....Grants Manager, Milwaukee County
Mr. Mark Geronime.....Vice President of Operations, Milwaukee Regional Medical Center
Ms. Catherine Girard..... Vice President of Development, Goodwill Industries of Southeastern Wisconsin
Ms. Laura Gutiérrez Executive Director, United Community Center
Ms. Jackie Hallberg.....President & CEO, Goodwill Industries of Southeastern Wisconsin
Mr. Dan Haney Transportation Manager, Community Care
Ms. Deb Heim..... Nurse Consultant,
Division of Public Health - Southeastern Region Wisconsin Department of Health Services
Ms. Tanya Henry Executive Director, Milwaukee Careers Cooperative
Mr. Hector Hernandez.....Program Director, United Community Center
Ms. LaPricia Hooks..... CEO, Kady's Transportation
Ms. Paula Houston..... President, Choice Care Transport
Mr. Daniel Idzikowski.....Program and Policy Coordinator, Milwaukee County Department of Aging
Mr. Jon Janowski Executive Director, Milwaukee County Department of Aging
Ms. Kirsten JohnsonCommissioner of Health, City of Milwaukee Health Department
Mr. Tom Kenney..... Mobility Manager, Milwaukee County Transit System
Ms. Jane Kirchhoff..... Director of Day Services, Goodwill Industries of Southeastern Wisconsin
Mr. Maudwella Kirkendoll.....Chief Operating Officer, Community Advocates
Ms. Elsa KnysakCurative Care Network
Ms. Krystina Kohler..... Income Portfolio Manager,
United Way of Greater Milwaukee & Waukesha County
Ms. Shakita LaGrant-McClain Director, Milwaukee County Health and Human Services
Ms. Deb Langham..... Chief Operating Officer, Independence First
Ms. Amy Lindner CEO, United Way of Greater Milwaukee and Waukesha County
Mr. Patrick Linnane Chair, Combined Community Services Board of Milwaukee County
Ms. Mary Lou Young President & CEO, United Way of Greater Milwaukee & Waukesha County
Mr. Lupe MartinezPresident & CEO, United Migrant Opportunity Services
Ms. Tanya Mazor-PosnerVice President of Development, Jewish Home and Care Center
Mr. Kevin Meagher Transportation Manager, Milwaukee Center for Independence
Ms. Kathleen Meisner-Altman Director of Independent Living Services, IndependenceFirst
Ms. Dawn Mumaw Regional Director,
Wisconsin Department of Health and Human Services - Milwaukee Region

MILWAUKEE COUNTY (Continued)

Mr. Kenneth Munson..... Chief Executive Officer, Community Care, Inc.
Ms. Katherine Murphy..... Aurora Healthcare - Transportation Services
Ms. Fran Musci..... Director of Paratransit, Milwaukee County Transit System
Ms. Kristin Nordness..... Director of Patient Amenities and Family Services,
Children’s Hospital of Wisconsin
Ms. Tiffany Payne..... Coordinator, Independence First
Mr. Brian Peters..... Community Access & Policy Specialist, IndependenceFirst
Ms. Linda Ragland..... Durable Contract Services Inc Transport
Mr. Elijah Reaves..... Project Hope, Inc
Mr. John Rodgers..... Senior Manager Grants Compliance,
Milwaukee County Department of Transportation
Mr. Paul Sanfelippo..... General Manager, American United Transportation Group
Ms. Krista Scheel..... Program Director, Alzheimer’s Association
Ms. Mary Schinkowitch..... Executive Director, Broadscope
Ms. Sheri Schmit..... Vice President of Transportation & Parking Services,
Milwaukee Regional Medical Center
Ms. Mark Shapiro..... President, Jewish Community Center
Mr. Robert Simi..... Executive Director, Milwaukee Regional Medical Center
Ms. Karen Sotak..... Regional Project Director & Director of Quality Systems,
Maximus Adult and Dislocated Worker Program
Ms. Meg Steimle..... Project Manager, Children’s Hospital of Wisconsin - Family Services
Ms. Laura Stephens..... Health Officer, City of Wauwatosa Health Department
Ms. Vicki Wachniak..... Executive Director, Life Navigators
Mr. David Windsor, PE..... Streetcar System Manager, City of Milwaukee Department of Public Works
Mr. Chris Witzlib..... President, Away We Go
Mr. John Yingling..... President & CEO, Centro Hispano & Council for the Spanish Speaking

OZAUKEE COUNTY

Ms. Huda Alkaff..... Founder & Director, Wisconsin Green Muslims
Mr. R.J. Bast..... Director of Operations, GoRiteway Transportation Group
Ms. Kay-Ella Dee..... Director, Aging and Disability Resource Center of Ozaukee County
Ms. Kari Dombrowski..... Aging Services Manager,
Aging and Disability Resource Center of Ozaukee County
Mr. Jon E. Edgren, P.E..... Director of Public Works/Highway Commissioner, Ozaukee County
Ms. Patricia Fabian..... Director of Assisted Living at Lasata Crossings, Lasata Senior Living Campus
Ms. Barbara Fischer..... Executive Director, Advocates of Ozaukee
Ms. Lisa Holtebeck..... Executive Director, Ozaukee Family Services
Ms. Julie Hoover..... Executive Director, Family Sharing of Ozaukee County
Ms. Amber Koehler..... Manager, Ozaukee County Shared-Ride Taxi Services
Mr. Matt Manes..... Mobility Manager, Interfaith Caregivers of Ozaukee County
Ms. Joy Neilson-Loomis..... Transit Superintendent, Ozaukee and Washington County Transit Services

OZAUKEE COUNTY (Continued)

Mr. Paul Schultz..... Executive Director, Interfaith Caregivers of Ozaukee County
Ms. Carole Stuebe.....Executive Director, Portal, Inc.

RACINE COUNTY

Ms. Michelle Bradley Glenn.....Director, Southern Wisconsin Center for the Developmentally Disabled
Ms. Sarah Brossard..... Mobility Manager, Racine County Human Services
Ms. Susan Chandek..... WDA Director - Area 1, Division of Vocational Rehabilitation
Ms. Jenni Chap.....Transportation Coordinator, Volunteer Center of Racine
Ms. Peggy Foreman..... Executive Director, The ARC of Racine
Ms. Ninna Frank..... Assistant Director, Aging and Disability Resource Center of Racine County
Ms. Michelle Gehring..... Executive Director, NAMI Racine County
Ms. Michelle Goggins.....Manager, Aging & Disability Services Division, Racine County
Ms. Sheryl Hamilton.....Executive Director, Racine County Opportunity Center
Ms. Tricia Lewis.....Director, Independent Living Services Society's Assets, Inc.
Mr. Michael J. Maierle.....Transit and Parking System Manager, City of Racine
Mr. Willie McDonald Jr.....General Manager, RYDE Racine
Ms. Hope M. Otto..... Director, Racine County Human Services Department
Mr. Joe Povkovich.....Financial Administrator, Volunteer Center of Racine
Mr. Zachary Zdroik..... Veterans Services Officer, Racine County Veterans Services Office

WALWORTH COUNTY

Mr. Nathan Bond.....Veterans Service Officer, Veterans Service Office
Ms. Linda Cheney.....HR Director, VIP Services, Inc.
Ms. Natasha Gantenbein.....Senior Accountant, Walworth County
Ms. Nicole Hill.....Office Supervisor/Mobility Manager, Walworth County Administrator's Office
Ms. Mary Hinkse.....Finance Manager, Walworth County
Ms. Bernadette Janiszewski.....Nursing Home Administrator,
Lakeland Health Care Center - Walworth County
Ms. Lisa Kadlec..... Administrative Analyst, Walworth County Health and Human Services
Ms. Colleen Lesniak.....Volunteer Services Coordinator, Walworth County Volunteer Resource Center
Mr. Sheldon Rock..... Delavan Taxi
Ms. Cindy Simonsen..... Executive Director, VIP Services, Inc.
Ms. Susanne Stokes-Nelson.....Disability Support Specialist, Gateway Technical College Elkhorn Campus
Representative..... Walworth County Health & Human Services
Representative.....ADRC of Walworth County

WASHINGTON COUNTY

Ms. Tammy Anderson.....Aging and Disability Resource Center Director, Washington County
Mr. John Beisbier.....President, ARC of Washington County
Ms. Mari Beth Borek.....Campus Administrator, Samaritan Health Center

WASHINGTON COUNTY (Continued)

Mr. John Bloor.....Executive Director, The Threshold, Inc.
Ms. Janean BrudvigExecutive Director, Interfaith Caregivers of Washington County
Mr. Gary CardarelleTransportation Superintendent, Hartford City Taxi
Ms. Corie DejnoMobility Manager, Interfaith Caregivers of Washington County
Mr. Andrew Dresang..... Director, Community Engagement,
Froedtert & the Medical College of Wisconsin
Ms. Julie Driscoll..... Director, Washington County Human Services Department
Ms. Mary Fiegel..... Senior Coordinator, Germantown Senior Center
Ms. Jessica Frederick..... Executive Director and Youth Program Coordinator,
Citizen Advocates of Washington County
Mr. Mike HermannDirector of Parks and Recreation,
City of Hartford - Department of Parks & Recreation
Ms. Deb Holtan..... Executive Director, Medical Center Foundation of Hartford
Ms. Amy Maurer Program Specialist, Froedtert/St. Joseph’s Health Center
Ms. Lynn Nettesheim.....Director, Hartford Senior Center
Mr. Lynn Olson.....Chief Executive Officer, Cedar Community
Ms. Monica Rakowski.....Administrator, Wellington Place at Hartford
Ms. Angela Rosenberg.....City of West Bend Taxi
Mr. Kurt Rusch..... Veterans Service Officer, Washington County Veterans Service Office
Ms. Mary Russell..... Director, Senior Citizens Activities Inc
Mr. Laury Schwartz.....Chairman, Interfaith Caregivers of Washington County
Ms. Joy Tarkowski.....Shared Ride Taxi Manager, Washington County Shared Ride Taxi

WAUKESHA COUNTY

Ms. Elizabeth Aldred.....Director, Waukesha County Department of Health and Human Services
Ms. Maureen Atwell Executive Director, Hebron Housing Services
Ms. Lisa Bucheger Assistant Director, Adaptive Community Approach Program (ACAP)
Ms. Laura Catherman..... President, WOW Workforce Development
Ms. Mary Check SmithManager, Aging and Disability Resource Center
Mr. Paul L. DeckerCounty Board Chair, Waukesha County
Mr. Thomas Dieckelman..... President, Wisconsin Coach Lines
Ms. Amber Duddy..... Executive Director, Community Action Coalition of South Central Wisconsin
Mr. John Engelhardt.....Alderman - District 5, City of Muskego
Mr. Brian M. Engelking..... Transit Director, Waukesha Metro Transit
Ms. Kathy GaleExecutive Director, ERAs Senior Network
Ms. Sandra Gines..... Executive Director, Adaptive Community Approach Program (ACAP)
Mr. Mike GlasgowTransportation Services Supervisor,
Waukesha County Aging and Disability Resource Center
Ms. Kelly Goetsch.....Care Management Supervisor, Ascension Elmbrook & Ascension St Joseph’s
Mr. Raymond Grosch..... Treasurer, Lake Country Cares Cab
Ms. Sarah Harvey Mobility Manager, ERAs Senior Network

WAUKESHA COUNTY (Continued)

Ms. Lori Hayes.....Volunteer Director, Volunteer Center Of Waukesha County
Ms. Jennifer Horth Executive Director, Association for the Rights of Citizens with handicaps (ARCH)
Mr. Michael Johannes.....Veterans Service Officer, Veterans Service Office
Ms. Sharon Johnson.....Director, Homes for Independent Living
Ms. Carol Ann Kay..... Executive Director, Adaptive Community Approach Program (ACAP)
Mr. Jeff Kohlhapp.....Production Manager, QuadGraphics
Ms. Marj Kozlowski.....Board President, Elmbrook Senior Taxi
Ms. Deanna Krell WDA Director - Area 3, Division of Vocational Rehabilitation
Mr. Roger Lemke..... Supervisor, Oconomowoc Silver Streak
Ms. Sarah Matson Catholic Charities
Mr. Rob McCommons Director of Business Development, Community Care
Ms. Kara Moore Volunteer Services Coordinator,
Waukesha County Department of Health and Human Services
Ms. Karin Nickel.....Executive Director, Muskego Senior Taxi
Ms. Barbara Pfarr.....Acting Director, Stewards of Prophetic Hopeful Intentional Action (SOPHIA)
Ms. Stephanie Phillips.....President, Comfort Transport
Mr. Tim Pritzlaff Logistics Manager, Seniors on the Go! Taxi Service
Mr. Tom Rust.....Waukesha Cab
Ms. Debbie Salmons Public Relations, Seniors on the Go! Taxi Service
Ms. Karen Schmiechen..... Member, Stewards of Prophetic Hopeful Intentional Action (SOPHIA)
Mr. John Schnabl.....OAA Programs and Special Projects Manager,
Greater Wisconsin Agency on Aging Resources, Inc.
Ms. Cindy Simons..... President, Forward Careers
Mr. Tom Slavinsky Executive Director, Elmbrook Senior Taxi
Ms. Dawn Smith.....Program Manager, My Choice Wisconsin
Ms. Jenna Wampole.....VP of Administration, Easterseals Southeast Wisconsin
Ms. Diane Wickstrom.....Coordinator, New Berlin Senior Taxi
Mr. Jack WieberProgram Director, Mukwonago Seniors on the Go
Mr. Ralph Zick.....Executive Director, Hope Center
Representative.....Student Accessibility Office, Waukesha Area Technical College
Representative..... Executive Vice President,
ProHealth Care Special Transportation Prepaid Voucher Program

AGENCIES IN THE CITY OF MADISON

Mr. Stephen Hirshfeld, P.E.Rural Public Transit Program Manager,
Wisconsin Department of Transportation

Mr. Kevin Lange Wisconsin Department of Transportation

Mr. Patrick MissallWisconsin Department of Health Services - Division of Long Term Care

Ms. Lorrie Olson Wisconsin Department of Transportation

Ms. Katie Patterson..... Transit Section Lead Worker – Compliance and Oversight,
Wisconsin Department of Transportation

Mr. Kurt RoskopfVice Chair, Wisconsin Council on Physical Disabilities
Representative.....Executive Director, Independent Living Council of Wisconsin

**RECORD OF REGIONAL PUBLIC MEETING
2021 COORDINATION PLANNING IN SOUTHEASTERN WISCONSIN**

APPENDIX B

DATE: April 7, 2021

TIME: 1:00 p.m.

PLACE: Meeting Occurred Virtually via GoToWebinar

PARTICIPANTS

Maureen Atwell..... Executive Director, Hebron Housing Services
Janean Brudvig..... Executive Director, Interfaith Caregivers of Washington County
Gary Cardarelle Transportation Superintendent, Hartford City Taxi, City of Hartford
Marisol Cervera..... Director of Human Services and Elderly Programs, United Community Center
Corie Dejno..... Mobility Manager, Interfaith Caregivers of Washington County
Brian Engelking..... Transit Manager, Waukesha Metro Transit
Matt Fineour Village Engineer, Village of Pleasant Prairie
Chris Fox..... Mobility Manager, Milwaukee County Transit System
Ninna Frank..... Transportation Coordinator, Aging and Disability Resource Center, Racine County
Kathy Gale..... Executive Director, Eras Senior Network, Inc.
Natasha Gantenbein..... Senior Accountant, Walworth County
Mike Glasgow..... Nutrition and Transportation Services Supervisor,
Aging and Disability Resource Center, Waukesha County
Paula Hader Executive Director, Senior Citizens Activities, Inc
Daniel Haney..... Transportation Manager, Community Care, Inc.
Sarah Harvey..... Mobility Manager, Eras Senior Network, Inc.
Marjorie Kozlowski Board President, Elmbrook Senior Taxi
Matthew Manes..... Mobility Manager, Interfaith Caregivers of Ozaukee County
Amy Maurer Community Engagement Coordinator, Froedtert Health Center
Willie McDonald General Manager, RYDE Transit System, City of Racine
Joy Neilson-Loomis..... Transit Superintendent, Ozaukee and Washington County Transit
Amy O'Brien Director, Aging and Disability Resource Center, Racine County
Elijah Reaves..... Chief Operations Officer, Project Hope, Inc.
Angela Rosenberg Transit Assistant, West Bend Taxi, City of West Bend
Debbie Salmons..... Public Relations, Seniors on the Go!
Karen Schmiechen..... Member, Stewards of Prophetic Hopeful International
Paul Schultz Executive Director, Interfaith Caregivers of Ozaukee County
Cynthia Simonsen Executive Director, VIP Services, Inc.
Mary Smith..... Manager, Aging and Disability Resource Center, Waukesha County
Christine Weyker Chief Executive Officer, Kenosha Achievement Center, Inc.
Jack Wieber Program Director, Seniors on the Go!

STAFF AND GUESTS

Kevin Muhs..... Executive Director, SEWRPC
Carrie CooperPrincipal Planner, SEWRPC
Joseph Delmagori.....Senior Transportation Planner, SEWRPC
Christopher Hiebert.....Chief Transportation Engineer, SEWRPC
Tracy Kleppe.....Sign Language Interpreter, Professional Interpreting Enterprise
Montre Moore.....Public Involvement and Outreach Specialist, SEWRPC
Katie Patterson..... Transit Section Lead Worker, Wisconsin Department of Transportation
Xylia Rueda.....Transportation Planner, SEWRPC
Jennifer Sarnecki Principal Transportation Planner, SEWRPC
Amy SimonsenSign Language Interpreter, Professional Interpreting Enterprise

WELCOME AND INTRODUCTIONS

Mr. Muhs welcomed participants and introduced the Commission staff, staff from the Wisconsin Department of Transportation (WisDOT), and sign language interpreters. Mr. Muhs explained that the meeting was being recorded and would be posted to the Commission website. He reminded participants that Commission staff had developed a survey that would be used to assess the transportation needs, services, and strategies and update the coordination plans. Mr. Muhs indicated that the surveys should be completed by Friday, April 23.

OVERVIEW OF THE COORDINATION PROCESS

Mr. Delmagori gave a presentation that summarized the coordination plans and the coordination process. He explained that the coordination plans are a framework for improving public transit and human services transportation in all seven counties and for the Region. The plans identify both the unmet transportation needs and the strategies that address gaps between current services and the unmet needs. He described the Federal requirements for the coordination plans and the various stakeholders who participate in the process. He also described the role of the Commission within this process and the need for a regional planning approach.

INFORMATION ON FUNDING PROGRAMS

Ms. Patterson presented the public transit funding programs and the grant programs for specialized transit managed by the Wisconsin Department of Transportation (WisDOT) that provide funding assistance to public and non-profit operators. She showed a map displaying the fixed route systems, shared-ride taxis, commuter bus routes, and other transit services in southeastern Wisconsin. She described several Federal and State funding opportunities and highlighted the Federal Transit Administration’s Enhanced Mobility of Seniors and Individuals with Disabilities (Section 5310) Program, the State of Wisconsin’s County Elderly and Disabled Transportation Assistance Program (s. 85.21, *Wisconsin Statutes*), the Tribal Transportation for Elders Program (s. 85.215, *Wisconsin Statutes*), and the Wisconsin Employment Transportation Assistance Program (WETAP). Ms. Patterson explained the requirements for these funding programs and eligible recipients. She then provided a table that summarized the Federal and State funds that were awarded to each county within southeastern Wisconsin between 2018 and 2020.

QUESTION AND ANSWER SESSION ON THE COORDINATION PLANS

Mr. Delmagori asked participants to respond to a poll asking how many had completed the coordination plan survey. The poll results indicated that 20 percent of the participants completed the survey, 15 percent started the survey, and 65 percent had not started the survey. Next, Mr. Delmagori gave a brief overview of the survey sections which included an assessment of existing transportation services, a review of the existing unmet needs, and a ranking of strategies to address the unmet needs. He explained that the survey also provided participants with an opportunity to suggest edits or new unmet needs and strategies for consideration.

Mr. Delmagori opened the question and answer session for the participants. Mr. Muhs acknowledged that due to the pandemic, Commission staff could not hold an in-person public meeting as in 2016, but would go back to that format in the future. He asked that participants share their thoughts on the effectiveness of the survey, either during the group discussion, or by contacting Commission staff after the meeting.

In response to a comment about a County government not being interested in a regional transit authority (RTA), Mr. Muhs said it is uncertain what form a regional transit authority would take at this time since the state legislature and governor would need to agree to allow local governments to group together to form the RTA and would need to determine whether or not it would have taxing authority or dedicated funding for transit. He said VISION 2050, the region's long range land use and transportation plan, strongly recommends more funding for streets and highways and transit services but it does not specifically indicate that an RTA is required for securing the funding that is needed for the recommended transportation system. Mr. Muhs said staff would be interested in additional feedback from participants about a regional transit authority.

In response to a follow up question relating to how an RTA would influence the updated coordination plans, Mr. Muhs noted that one of an RTA's primary roles would be to coordinate transportation services across counties, which would have a direct impact on how different types of public transit, and likely different types of human services transportation, would be provided in the Region.

In response to a question about funding a program to centralize transportation requests and meet transportation needs through participating companies, Mr. Muhs noted that Section 5310 funding has been used by several agencies within the Region to explore the development of a centralized informational portal or logistics center. He gave an example of a group of providers in Waukesha County that have worked on this type of proposal, and although it has not moved forward at this time, the concept was intended to centralize transportation requests and increase capacity through shared resources.

Comments were provided to staff about clarifying which parts of the survey carried over from the 2016 coordination plans and summarizing what progress has been made on the needs and strategies. Mr. Muhs acknowledged that staff could have included more in its presentation on progress made during the last four years and said staff would follow up with participants and provide more information on these items.

WRAP-UP

After the question and answer session, Mr. Muhs thanked all attendees for their participation and input into the development of the coordination plans. He reminded participants that the survey was still available through April 23, and he provided staff contact information for submitting additional questions or comments after the meeting.

SUMMARY OF THE ONLINE SURVEY

APPENDIX C

OVERVIEW OF THE ONLINE SURVEY

Due to the COVID-19 pandemic, Commission staff were unable to conduct a full day, in-person workshop to gather input to assist in the development of the Coordination Plans. Therefore, an online survey was prepared for each County to gather direct feedback. The survey was developed to collect thoughts and ideas on how to improve transportation services, particularly for seniors, people with disabilities, and people with low incomes. The survey was released on March 12, 2021, and closed on April 23, 2021. The survey was distributed to over 350 contacts, including individuals and organizations representing seniors and individuals with disabilities; representatives of public, private, and nonprofit transportation and human services providers; previous Section 5310 applicants; Mayors; Town Chairs; and Village Presidents. Although the surveys were developed for each County, it was noted that if an agency serves more than one County, surveys may be completed for each county in their service area.

The survey was comprised of two sections: the first section focused on transportation services within the respondent's County, and the second section focused on transportation services between Counties. Within each section, there were questions to assess existing transportation services, identify unmet transportation needs, and rank strategies to address unmet transportation needs. Survey respondents could also suggest edits or new unmet needs and strategies for consideration. For reference, each counties' survey questions can be viewed online at the following links:

- Kenosha County: www.sewrpc.org/PTHSsurveyKenosha
- Milwaukee County: www.sewrpc.org/PTHSsurveyMilwaukee
- Ozaukee County: www.sewrpc.org/PTHSsurveyOzaukee
- Racine County: www.sewrpc.org/PTHSsurveyRacine
- Walworth County: www.sewrpc.org/PTHSsurveyWalworth
- Washington County: www.sewrpc.org/PTHSsurveyWashington
- Waukesha County: www.sewrpc.org/PTHSsurveyWaukesha

SURVEY RESPONSE SUMMARY

There were 31 individual responses to the survey, although some participants completed surveys for multiple Counties, which is not included in this total. The input generated from the survey has been incorporated into the updated Coordination Plans as revisions to unmet transportation needs and strategies to address unmet needs. In general, the responses did not require major edits to the 2016 documents. However, there were several themes that emerged, which are described in more detail below.

First, during both the virtual public meeting and in three comments to the online survey, questions arose regarding the need to specify that a regional transit authority (RTA) is required to provide and coordinate transit and paratransit services across county borders. In addition, during the ranking process of cross-county strategies in the survey, the strategy related to establishing an RTA dropped from #1 to #3. In response to these comments, Commission staff revised the reference to establishing an RTA to indicate that strategies that improve transportation services across county lines could be pursued independent of an RTA such as mechanisms that could increase funding for enhanced transportation services, including approved dedicated funding sources or increases to State financial assistance for transit.

Second, four individuals referenced their interest in providing funding for a regional mobility manager under multiple strategies. There was no consensus on this strategy among respondents serving each County and therefore only minor changes were made to address these comments. Specifically, the strategy to increase funding for mobility managers previously referenced that a "liaison" responsible for coordinating with all mobility managers in the Region should be considered. In response to the comments, the term "liaison" was updated to the term "regional mobility manager." Commission staff recommends that the scope of work and

source of funding for such a position should be further discussed among transportation providers and key organizations representing seniors and individuals with disabilities.

Third, six comments were made in multiple areas of the survey to incorporate on-demand services or to consider first/last mile transportation needs in the Coordination Plans. In response to these comments, two cross-county strategies (#1 and #2) were updated to incorporate flexible or on-demand transportation services. These changes also reflect the evolution of transportation scheduling technology since 2016 that allows for dynamic route scheduling with accessible vehicles.

Lastly, there were three comments related to coordinated grant writing and shared funding for transportation services between Counties. There are numerous strategies that address this comment, including creating memorandums of agreement or understanding, seeking authority to approve dedicated funding for public transit, and increasing funding for mobility managers to assist them in coordinating transportation services across county lines. Commission staff notes that grant writing is not an eligible expense under Federal Transit Administration Section 5310, which is specifically intended for funding "capital and operating expenses to support the provision of transportation services to meet the specific needs of seniors and individuals with disabilities." One commenter mentioned the creation of transportation brokerages to coordinate among agencies. While this is an organizational model that could be pursued in the future, the Coordination Plans were not changed due to a lack of regional consensus on the topic of shared funding or coordinated grant writing. Future planning processes could consider models for such coordinated efforts among providers and funding agencies, but this topic would require substantial input and agreement among public transportation providers and other human service agencies in the Region.