

City of Sheboygan Shoreline Metro



Wisconsin Department of Transportation 2024 Transit System Management Performance Review

Final Report | January 2025

Prepared for the Wisconsin Department of Transportation by SRF Consulting Group



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Introduction

Section 85.20 of the Wisconsin Statutes requires the Wisconsin Department of Transportation (WisDOT) to conduct a transit system management performance review (MPR) of all urban mass transit systems receiving state aid at least once every five years. This report summarizes the 2024 MPR for the City of Sheboygan’s public transit system, doing business as Shoreline Metro. The City’s previous MPR was conducted in 2019.

The 2024 MPR process consisted of three main activities: performance analysis, review of completed written MPR questionnaire and provided documentation, and a virtual interview with the transit director and other staff. In October, an electronic MPR questionnaire form was sent to the City’s Director of Transit and Parking (“transit director”), who leads Shoreline Metro. The review team then conducted a quantitative performance analysis to inform the areas of focus for the virtual interview. The interview was conducted on November 14, 2024, via Zoom.

This report consists of five sections: System Overview; Analysis of System Performance; Policy- and Decision-Making Processes; Functional Area Review; and Conclusions. The Functional Area Review focuses on transportation operations, vehicle and facility maintenance, finance, planning and scheduling, transit system marketing, and the agency’s response to the Covid-19 pandemic.

Status of Previous Recommendations

Most recommendations from the previous MPR – conducted in 2019 – have been completed or adequately addressed, as summarized below.

Table i: Summary of Recommendations from Previous Management Performance Review (2019)

Functional Area	Recommendation	Status (Presented as Reported by Shoreline Metro Staff)
Policy- and Decision-Making Process	No recommendations	--
Transportation Operations	Improve documentation of the driver training program to ensure continuity of training provided; make use of standard transit industry materials and programs	Completed – Full documented training program including training checklist has been implemented; EDT curriculum created and implemented for CDL training.
Vehicle and Facility Maintenance	Transition from paper records to electronic records using TransitFleet maintenance software for all fleet maintenance.	Completed.
Finance	After exploring standard utility financial practices, consider establishing an annual transit fund balance goal.	Not completed; reviewed and not deemed “important” at this time.
	Consider improving documentation of cost methodology in service contracts with partner organizations to minimize potential for contract disputes.	Completed – please review submitted service agreements for such documentation.
	Document off-board cash handling and counting procedures.	Not completed.
Planning and Scheduling	Leverage the UniteGPS platform and onboard tablets to collect departure times at all scheduled timepoints along fixed routes for all trips. Using these data, develop a process for systematically monitoring on-time performance in comparison to Shoreline Metro’s established on-time performance goal.	Somewhat completed – UniteGPS changed their software and no longer provides bus stop specific data; Shoreline Metro is looking at procuring new CAD/AVL software in 2025 using CARES Act/ARPA funding.
Marketing	No recommendations	--

Summary Tables

Below are summary tables that highlight the findings and recommendations of Shoreline Metro's 2024 MPR Final Report. Detailed descriptions and analysis accompany these throughout this report.

Table ii: Summary of Shoreline Metro Performance Relative to Peers

Performance Objective	Performance Measure	Single Year: 2022		Trend Analysis: 2018-2022	
		WI Peer Comparison	US Peer Comparison	WI Peer Comparison	US Peer Comparison
Cost Effectiveness	Operating Expenses Per Passenger Trip	▲	▲	▲	▲
Cost Efficiency	Operating Expenses Per Revenue Hour	▲	▲	●	▲
Service Effectiveness	Passenger Trips Per Revenue Hour	▲	▲	▲	▲
Market Penetration	Passenger Trips Per Capita	▲	▲	-	-
	Revenue Hours Per Capita	▲	▲	-	-
Passenger Revenue Effectiveness	Average Fare Per Passenger Trip	▼	●	▼	●
	Operating Ratio	●	▲	●	▲
	Subsidy Per Passenger Trip	▲	▲	▲	▲

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

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

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

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

Table iv: Summary Assessment of Functional Areas

Functional Area	Rating
Transportation Operations	▲
Vehicle and Facility Maintenance	▲
Finance	▲
Planning and Scheduling	▲
Marketing	▲
Key to Symbols	▲ Structures and procedures are conducive to effective operations
	● Structures and procedures are adequate with room for improvement
	▼ Structures and procedures are insufficient

Table v: Summary of Recommendations – 2024 Management Performance Review

Functional Area	Recommendation	Priority
Policy- and Decision-Making Processes	- No recommendations	-
Transit Operations	- No recommendations	-
Vehicle and Facility Maintenance	1 Examine the feasibility of constructing a new administration and maintenance facility to replace the current facility that has exceeded its useful life age benchmark; strongly consider constructing a new, modernized administration and maintenance facility before the transfer station also passes beyond the end of its useful life.	High
Finance	2 After exploring standard utility financial practices, consider establishing an annual transit fund balance goal.	Low
	3 Document off-board cash handling and counting procedures.	High
	4 Fully implement the fare structure proposed in the TDP.	High
Planning and Scheduling	5 Complete procurement of a new CAD/AVL software that meets the needs of Shoreline Metro, prioritizing the ability to use the new software to collect useful performance data. Using the data provided by the new software, develop a process for systematically monitoring on-time performance in comparison to Shoreline Metro’s established on-time performance goal.	Medium
Marketing	6 Work to improve communication with employers about their transportation needs; reach out to peer transit agencies who have had success in interacting with employers and make use of any best practices identified through these conversations.	Medium

Part I: System Overview

A service of the City of Sheboygan, Shoreline Metro provided over 512,000 passenger trips in 2022. Shoreline Metro operates fixed route bus service, Americans with Disabilities Act (ADA) complementary paratransit, and specialized demand response service for older adults and people with disabilities. The Shoreline Metro fleet includes 22 heavy-duty buses for fixed-route service and 11 medium-duty buses for demand response service.

Fixed-Route Service

Shoreline Metro operates ten regular fixed routes, from approximately 5:15 a.m. to 8:15 p.m. on weekdays, and 8:45 a.m. to 4:15 p.m. on Saturdays (Table 1, Figure 1). Routes mostly operate on 30-minute headways during the day on weekdays, 60-minute headways during weekday evenings, and 60-minute headways on Saturdays. There is no service on Sundays. All Shoreline Metro fixed routes meet for timed transfers at the Shoreline Metro Transfer Station.

Table 1. Fixed Route Service Summary (Regular Routes)

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

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

**Route 20 operates as on-demand service on Saturday

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

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

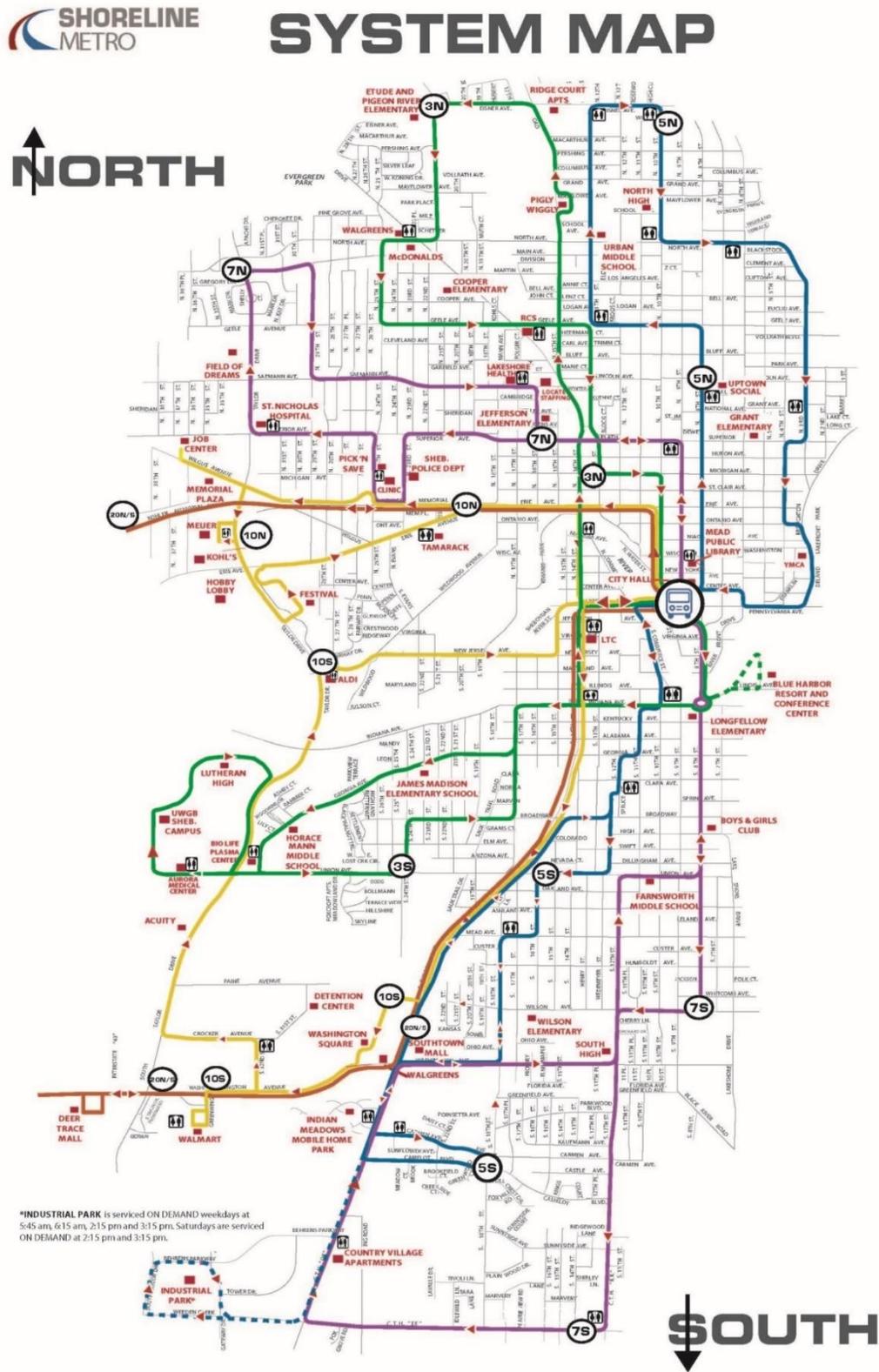
Afternoon peak shuttle service operates from 3:45 to 4:45 p.m. on weekdays. Shuttle services operates as a shared-ride drop-off service. It enables fixed routes to run more smoothly by minimizing the “hold” time spent waiting for late buses at the transfer station to facilitate transfers. Instead, passengers who miss their connections can travel from the transfer station to their destination using the shuttle service (drop-off must be at a regular bus stop). Shoreline Metro staff refer to this practice as “drop-and-go” service. Two shuttles (north and south) operate in the peak period.

Evening shuttle service operates from 5:15 to 8:15 p.m. on weekdays. A North shuttle is provided when all regular routes go southbound at :15 past the hour and a south Shuttle is provided when all regular routes go northbound at :45 past the hour. Evening shuttle service is intended to provide service options every half hour after regular bus routes transition from 30-minute to 60-minute headways. On the shuttle service, customers may only board at the transfer station—all other stops are drop-off only.

Saturday shuttle service operates from 8:45 a.m. to 4:15 p.m. during regular hourly fixed route service. A North shuttle is provided when all regular routes go southbound at :15 past the hour and a south Shuttle is

provided when all regular routes go northbound at :45 past the hour. The shuttles will take passengers to their destination at a regular bus stop, as with afternoon shuttles.

Figure 1. System Map



Source: Shoreline Metro



Fixed route bus in downtown Sheboygan.

Demand Response

Shoreline Metro provides two specialized demand response services for its customers under the Metro Connection brand. Door-to-door ADA complementary paratransit is available to certified riders within $\frac{3}{4}$ -mile of fixed routes (within the cities of Sheboygan and Sheboygan Falls and the Village of Kohler) during all fixed route service hours. The County Elderly and Disabled program is available to individuals 60 years and older and those with a qualifying disability. The service is available throughout much of Sheboygan County on weekdays from 7:30 a.m. to 3:30 p.m. The county program is made available through partnership with the Sheboygan County Aging and Disability Resource Center (ADRC).



Shoreline Metro paratransit bus.

Fares

In addition to cash fares, Metro sells unlimited ride day and monthly passes (Table 2). Discounted fixed-route service fares are available for seniors, people with disabilities, and active military members and military veterans, and can be bought as a punch card good for 20 trips. The ADA paratransit fare is \$3.00. Transfers are no longer complimentary and require the purchase of an additional fare. Tokens have been phased out in favor of a 'token-less' digital payment approach.

Table 2. Fares

Group	Cash	Day Pass	6-pack Day Passes	Monthly Pass	20 Trip Punch Cards
Adult	\$1.75				--
Student	--	\$3.00	\$15.00	\$48.00	\$11.00
Senior (+65), Disabled, Veteran	\$0.85				\$8.50
ADA Paratransit	\$3.00	--		--	--
County Elderly & Disabled	\$3.00	--		--	--

Per formal agreement between the City of Sheboygan and SASD, SASD students (K-12), faculty, and staff may ride fixed routes for free throughout the school year with a valid ID. All service days and all routes are eligible. Under this agreement the City of Sheboygan received \$91,350 for the 2022-2023 SASD school year.

Fleet

Summarized in Table 3, the Shoreline Metro revenue fleet consists of 22 heavy-duty buses for fixed-route service and 11 medium-duty cutaway buses for Metro Connection demand response service. Thirteen of the 22 heavy-duty buses are operated in peak service – a spare ratio of 69 percent. Five of the 11 cutaway buses are operated in peak service – a spare ratio of 120 percent.

Per Federal Transit Administration (FTA), medium size, light-duty buses have a default minimum useful life of at least 5 years or 150,000 miles; medium-size, medium-duty transit buses have a minimum useful life of at least 7 years and 200,000 miles; and large, heavy-duty transit buses have a minimum useful life of 12 years or 500,000 miles.¹ Some of Shoreline Metro’s revenue vehicles are near or have exceeded their minimum useful lives.

¹ Federal Transit Administration. Circular 5010.1F: Award Management Requirements. 2024. Page IV-35. https://www.transit.dot.gov/sites/fta.dot.gov/files/2024-10/C5010.1F-Circular-11-01-2024_0.pdf

Table 3. Revenue Fleet

Service	Year	Vehicle Type	Make/Model	Funding Source	Quantity	Age
Fixed	2010	Large, Heavy Duty	Gillig 35' Low Floor	ARRA	5	14
Fixed	2019	Large, Heavy Duty	Gillig 35' Low Floor	CMAQ*	5	5
Fixed	2020	Large, Heavy Duty	Gillig 35' Low Floor	VW	1	4
Fixed	2021	Large, Heavy Duty	Hometown Trolley	Local	1	3
Fixed	2022	Large, Heavy Duty	Gillig 35' Low Floor	VW, FTA 5339, and CMAQ	10	2
Demand Response	2016	Medium Duty Bus	Starcraft	FTA 5310	1	8
Demand Response	2017	Medium Duty Bus	Starcraft	FTA 5310	2	7
Demand Response	2018	Medium Duty Bus	Starcraft	FTA 5310	2	1
Demand Response	2023	Medium Duty Bus	Glaval Universal	CARES Act (city)	2	1
Demand Response	2024	Medium Duty Bus	Glaval Universal	CARES Act (city)	4	<1
Fixed					22	
Demand Response					11	

*One of the five purchased with FTA Section 5339 funds
As of March 2024

Facilities

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

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

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



Transfer station in downtown Sheboygan.



Exterior view of the Shoreline Metro administration and maintenance facility.

Part II: Analysis of System Performance

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

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

Table 4. Performance Objectives and Performance Measures

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

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

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

- Single Year: Comparison to peer average for most the current year.** Year 2022 National Transit Database (NTD) data are used. This is the most recent year for which NTD data were available for all peer systems at the time of analysis. Consistent with the WisDOT approach, performance is considered “satisfactory” within one standard deviation of the peer average. The system’s performance is considered “outside the satisfactory range” (unsatisfactory) if it falls more than one standard deviation from the peer average.
- Multi-Year Trend Analysis: Comparison to peer average for annual rate of change.** NTD data from 2018 to 2022 are used. The annual rate of change from 2018 to 2022 is calculated as follows:

$$\text{Annual rate of change} = (\text{Value}_{2022}/\text{Value}_{2018})^{1/4} - 1$$

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

Peer Groups

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

Table 5 contains 2022 operating statistics for Shoreline Metro and the selected Wisconsin peer systems. This review recognizes the limitations of using other Wisconsin bus systems for peer comparison. Each system operates in a different environment, serves different markets, and has a unique management structure. However, Wisconsin peer systems also provide context for operating conditions within the state. Because it is customary in this review to compare similarly sized bus systems to others in Wisconsin, the Wisconsin peer comparison is included in this review.

Table 5. 2022 Operating Statistics – Wisconsin Peer Group

System Name	City	Revenue Hours	Passenger Trips	Operating Expenses	Passenger Revenues	Service Area Population
Eau Claire Transit	Eau Claire	47,881	556,157	\$5,802,201	\$685,907	105,475
Fond du Lac Area Transit	Fond du Lac	13,083	105,919	\$1,626,282	\$107,897	54,731
Janesville Transit System	Janesville	28,877	345,361	\$3,660,135	\$341,714	72,285
MTU	La Crosse	60,681	587,835	\$5,539,828	\$440,101	98,872
Maritime Metro Transit	Manitowoc	21,778	222,459	\$1,587,487	\$131,631	45,792
GO Transit	Oshkosh	37,192	571,151	\$4,027,000	\$466,439	76,190
Metro Ride	Wausau	25,717	337,884	\$3,189,931	\$296,410	77,429
Shoreline Metro	Sheboygan	36,762	487,393	\$3,292,475	\$287,298	74,369
Average		33,996	401,770	\$3,590,667	\$344,675	75,643
Shoreline Metro as Percent of Average		108%	121%	92%	83%	98%

Source: National Transit Database, 2022.

In the development of the national peer group, an attempt was made to select peer systems in cold-weather states in the Midwest; specifically, those with relatively similar service area and transit service mix provided. The Urban Integrated National Transit Database (Urban iNTD) was used to develop an initial list of national peers.² This initial list was filtered to include only the most applicable peers, based on the criteria listed above and previous MPR peer analyses.

The national peer group includes systems in Indiana, Iowa, Kansas, Michigan, and Montana. Table 6 contains 2022 operating statistics for Shoreline Metro and the selected national peer systems.

² Urban iNTD is a tool developed by the Florida Department of Transportation (FDOT), based on Transit Cooperative Research Program (TCRP) research. http://www.ftis.org/urban_iNTD.aspx.

Table 6. 2022 Operating Statistics – National Peer Group

System Name	City, State	Revenue Hours	Passenger Trips	Operating Expenses	Passenger Revenues	Service Area Population
MET Transit	Billings, MT	41,557	302,015	\$4,426,230	\$295,640	128,787
The Jule	Dubuque, IA	30,296	279,518	\$2,397,671	\$118,407	70,332
Macatawa Area Express	Holland, MI	26,522	178,496	\$2,745,186	\$54,716	107,034
Muskegon Area Transit	Muskegon Heights, MI	21,614	145,772	\$2,659,968	\$82,003	166,414
Sioux City Transit System	Sioux City, IA	41,727	587,085	\$4,299,137	\$561,966	113,066
Terre Haute Transit Utility	Terre Haute, IN	30,423	120,503	\$2,363,302	\$73,029	79,862
Topeka MTA	Topeka, KS	53,285	675,510	\$6,570,204	\$667,938	148,956
Shoreline Metro	Sheboygan	36,762	487,393	\$3,292,475	\$287,298	74,369
Average		35,273	347,037	\$3,594,272	\$267,625	111,103
Shoreline Metro as Percent of Average		104%	140%	92%	107%	67%

Source: National Transit Database, 2022.

Performance Measures: Results

This section summarizes Shoreline Metro service relative to peer groups over the five-year period, as well as the results of the single-year (2022) and multi-year (2018-2022) analyses for each of the eight performance measures reviewed in this MPR. Table 9 summarizes Shoreline Metro’s performance relative to peer systems across all measures.

Shoreline Metro Five-Year Summary

Table 7 and Table 8 show Shoreline Metro operating statistics and performance measures, respectively, for 2018 through 2022. The average annual rate of change for the five-year period is calculated for each statistic and measure.

Table 7. Operating Statistics – Shoreline Metro, 2018-2022

Operating Statistic	2018	2019	2020	2021	2022	Annual Rate of Change
Revenue Hours	38,611	37,847	36,986	35,867	36,762	-1.2%
Passenger Trips	599,714	679,263	373,021	420,503	487,393	-5.1%
Operating Expenses	\$2,903,080	\$3,161,912	\$3,055,368	\$3,185,731	\$3,292,475	3.2%
Passenger Revenue	\$402,459	\$279,950	\$185,616	\$237,113	\$287,298	-8.1%
Service Area Population	--	--	--	--	74,369	--

Source: National Transit Database, 2018-2022.

Table 8. Performance Measures – Shoreline Metro, 2018-2022

Performance Measure	2018	2019	2020	2021	2022	Annual Rate of Change
Operating Expense Per Passenger Trip	\$4.84	\$4.65	\$8.19	\$7.58	\$6.76	8.7%
Operating Expense Per Revenue Hour	\$75.19	\$83.54	\$82.61	\$88.92	\$89.56	4.5%
Passenger Trips Per Revenue Hour	15.5	18.0	10.0	11.7	13.3	-3.9%
Passenger Trips Per Capita	--	--	--	--	6.55	--
Revenue Hours Per Capita	--	--	--	--	0.49	--
Average Fare Per Passenger Trip	\$0.67	\$0.41	\$0.50	\$0.56	\$0.59	-3.2%
Operating Ratio	13.9%	8.9%	6.1%	7.4%	8.7%	-10.9%
Subsidy Per Passenger Trip	\$4.17	\$4.24	\$7.69	\$7.01	\$6.17	10.3%

Source: National Transit Database, 2018-2022.

Performance Summary

Table 9 indicates the measures for which Shoreline Metro was better than average, worse than average but satisfactory, or outside the satisfactory range. Table 10 and Table 11 display Shoreline Metro’s 2022 performance measure results relative to all Wisconsin and national peers in greater detail.

Table 9. Summary of Shoreline Metro Performance Relative to Peers

Performance Objective	Performance Measure	Single Year: 2022		Trend Analysis: 2018-2022	
		WI Peer Comparison	US Peer Comparison	WI Peer Comparison	US Peer Comparison
Cost Effectiveness	Operating Expenses Per Passenger Trip	▲	▲	▲	▲
Cost Efficiency	Operating Expenses Per Revenue Hour	▲	▲	●	▲
Service Effectiveness	Passenger Trips Per Revenue Hour	▲	▲	▲	▲
Market Penetration	Passenger Trips Per Capita	▲	▲	-	-
	Revenue Hours Per Capita	▲	▲	-	-
Passenger Revenue Effectiveness	Average Fare Per Passenger Trip	▼	●	▼	●
	Operating Ratio	●	▲	●	▲
	Subsidy Per Passenger Trip	▲	▲	▲	▲

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

In 2022, Shoreline Metro performed better than average or within satisfactory range in all cost effectiveness, cost efficiency, service effectiveness, and market penetration measures compared to its Wisconsin and national peer groups in both single year comparisons and five-year trend analyses. It also performed better than average or within satisfactory range on all passenger revenue effectiveness measures compared to its national peers.

Shoreline Metro did not perform well compared to its Wisconsin peers on average fare per passenger trip, either in the single year comparison or the 5-year trend analysis. The fare revenue that Shoreline Metro collects for a typical passenger trip is significantly lower than most of its in-state peers. While this may partially be explained by the agency’s free fare program for students, faculty, and staff of the school district, Shoreline Metro’s fares are relatively low and could be raised to bring up the fare revenue per passenger.

Table 10 shows Shoreline Metro’s performance measures for 2022 compared with those of the selected Wisconsin peers.

Table 10. Performance Measures, 2022 – Wisconsin Peer Group

Wisconsin Peer Summary Performance Measures								
Agency	Operating Expense per Passenger Trip	Operating Expense per Revenue Hour	Passenger Trips per Revenue Hour	Passenger Trips per Capita	Revenue Hours per Capita	Average Fare per Passenger Trip	Operating Ratio	Subsidy per Passenger Trip
Wausau	\$9.44	\$124.04	13.14	4.36	0.33	\$0.88	9.29%	\$8.56
Sheboygan	\$6.76	\$89.56	13.26	6.55	0.49	\$0.59	8.73%	\$6.17
Oshkosh	\$7.05	\$108.28	15.36	7.50	0.49	\$0.82	11.58%	\$6.23
Manitowoc	\$7.14	\$72.89	10.21	4.86	0.48	\$0.59	8.29%	\$6.54
La Crosse	\$9.42	\$91.29	9.69	5.95	0.61	\$0.75	7.94%	\$8.68
Janesville	\$10.60	\$126.75	11.96	4.78	0.40	\$0.99	9.34%	\$9.61
Fond du Lac	\$15.35	\$124.30	8.10	1.94	0.24	\$1.02	6.63%	\$14.34
Eau Claire	\$10.43	\$121.18	11.62	5.27	0.45	\$1.23	11.82%	\$9.20
Average	\$9.52	\$107.29	11.67	5.15	0.44	\$0.86	9.20%	\$8.67
Standard Deviation	\$2.63	\$19.03	2.16	1.55	0.11	\$0.21	1.65%	\$2.50
Acceptable Range	\$12.16	\$126.31	9.51	3.60	0.33	\$0.65	7.55%	\$11.17
	Better than average	Better than average	Better than average	Better than average	Better than average	Outside satisfactory range	Within satisfactory range	Better than average

Table 11 shows Shoreline Metro’s performance measures for 2022 compared with those of the selected national peers.

Table 11. Performance Measures, 2022 – National Peer Group

National Peer Summary Performance Measures									
Agency	Operating Expense per Passenger Trip	Operating Expense per Revenue Hour	Passenger Trips per Revenue Hour	Passenger Trips per Capita	Revenue Hours per Capita	Average Fare per Passenger Trip	Operating Ratio	Subsidy per Passenger Trip	
Topeka, KS	\$9.73	\$123.30	12.68	4.53	0.36	\$0.99	10.17%	\$8.74	
Terre Haute, IN	\$19.61	\$77.68	3.96	1.51	0.38	\$0.61	3.09%	\$19.01	
Sioux City, IA	\$7.32	\$103.03	14.07	5.19	0.37	\$0.96	13.07%	\$6.37	
Sheboygan	\$6.76	\$89.56	13.26	6.55	0.49	\$0.59	8.73%	\$6.17	
Muskegon Heights, MI	\$18.25	\$123.07	6.74	0.88	0.13	\$0.56	3.08%	\$17.68	
Holland, MI	\$15.38	\$103.51	6.73	1.67	0.25	\$0.31	1.99%	\$15.07	
Dubuque, IA	\$8.58	\$79.14	9.23	3.97	0.43	\$0.42	4.94%	\$8.15	
Billings, MT	\$14.66	\$106.51	7.27	2.35	0.32	\$0.98	6.68%	\$13.68	
Average	\$12.53	\$100.73	9.24	3.33	0.34	\$0.68	6.47%	\$11.86	
Standard Deviation	\$4.74	\$16.50	3.46	1.90	0.10	\$0.25	3.67%	\$4.81	
Acceptable Range	\$17.27	\$117.22	5.79	1.43	0.24	\$0.43	2.80%	\$16.66	
	Better than average	Better than average	Better than average	Better than average	Better than average	Within satisfactory range	Better than average	Better than average	

Part III: Policy- and Decision-Making Processes

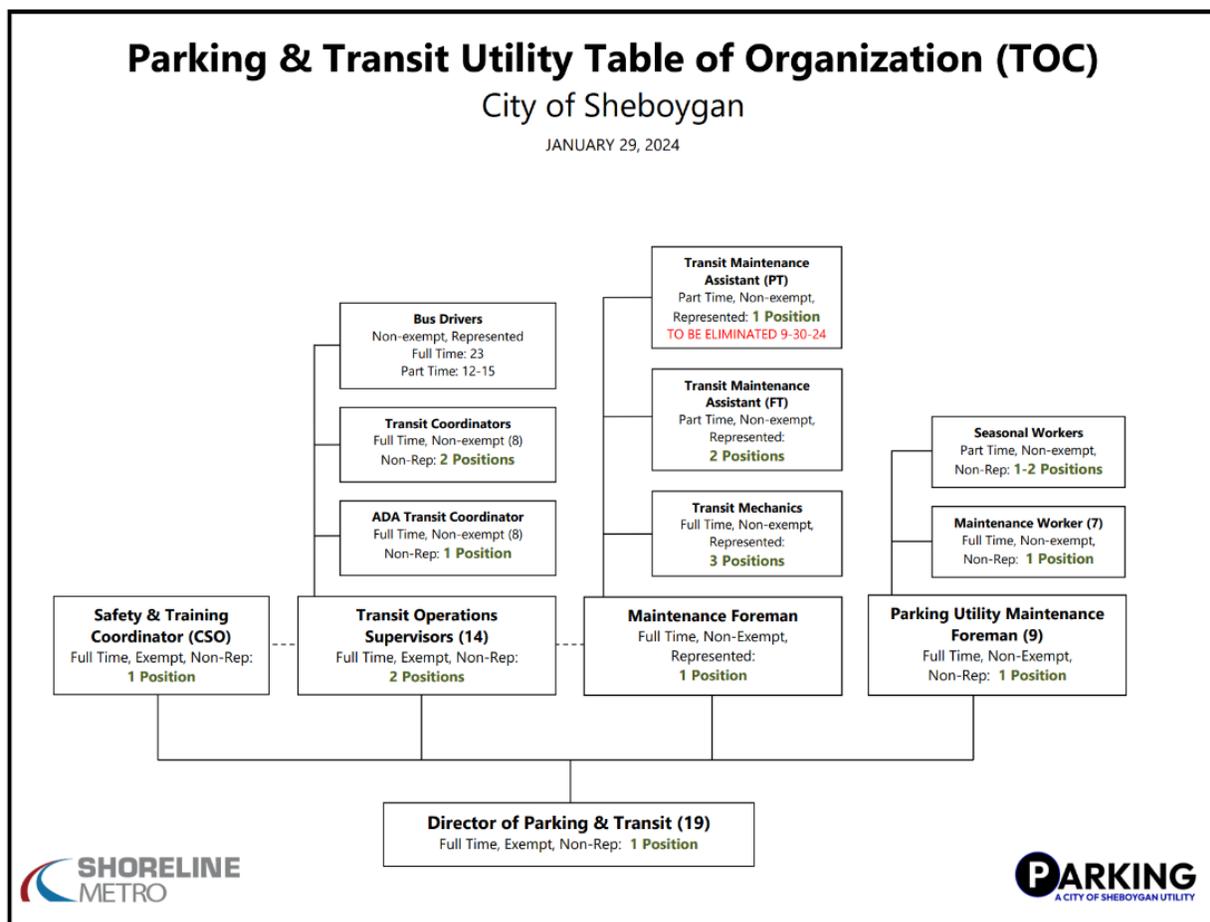
This section describes the transit service policy- and decision-making processes in place at Shoreline Metro and the City of Sheboygan.

Organizational Structure

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

The Transit and Parking Utility organizational chart is shown in Figure 2. The transit director is supported by a safety and training coordinator; two transit operations supervisors; a maintenance foreman; and nine parking and utility maintenance foremen, all of whom aid in management and supervisory duties. When fully staffed, Shoreline Metro employs about 50 people, including 23 full-time and 14 part-time bus drivers, two operations supervisors, one ADA transit coordinator, two transit coordinators, and four full-time mechanics. The current organizational structure is conducive to effective and efficient operation.

Figure 2. Shoreline Metro Organization Chart



Source: City of Sheboygan

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

Policy Environment

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

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

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

Conclusions

The policy- and decision-making processes in place at the City of Sheboygan and Shoreline Metro appear to be functioning well. Table 12 summarizes the review team’s assessment of Shoreline Metro based on the four criteria used to measure the effectiveness of its policy- and decision-making processes. Overall, the structures and processes in place at Shoreline Metro and the City of Sheboygan support the effective provision of transit services.

Table 12. Summary Assessment of Policy- and Decision-Making Processes

Criterion	Rating
The manager has sufficient authority and control to manage in an efficient manner.	
The lines of authority, responsibility, and accountability are well defined and appropriate.	
The lines of communication provide for sufficient exchange of information to ensure decision makers are knowledgeable on issues.	
The current organizational structure is conducive to effective and efficient operation.	
Key to Symbols	 Structures and procedures are conducive to effective operations
	 Structures and procedures are adequate with room for improvement
	 Structures and procedures are insufficient

Part IV: Functional Area Review

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

- Transit Operations
- Vehicle and Facility Maintenance
- Finance
- Planning
- Marketing
- Covid-19 Response

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

The transit director completed a detailed MPR questionnaire prior to the virtual interview, conducted on November 14, 2024. Shoreline Metro staff answered all questions and provided extensive supporting material, as requested by the review team. The interview consisted of discussions with the transit director and other Shoreline Metro staff responsible for specific functional areas.

Transit Operations

The structures and procedures pertaining to the transportation operations function at Shoreline Metro are conducive to effective operations. The review team has not identified any recommendations for transit operations that would be needed to improve this function. Various aspects of Shoreline Metro's operations are described below. . For more details about this function, see Appendix A for staff's full response to the review team's MPR questionnaire.

Supervision and Communications

Shoreline Metro senior staff have proven successful at establishing and communicating operations procedures and expectations with front-line employees that translate into effective service delivery. Policies and procedures are well-documented in an employee handbook – the *Transit Employee's Approach Manual (T.E.A.M.)* – which outlines expectations and seeks to “eliminate the ‘gray’ areas, and establish consistency, direction and uniformity for employees.” Previously, separate versions of the *T.E.A.M.* document were created for fixed route and Metro Connection services. The most recent version of the document, written in 2024, covers all Shoreline Metro employees.

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

At least one staff member is dedicated to driver supervision during all hours of operation. Depending on the time of day and day of week, supervision is handled by an operations supervisor, the lead dispatcher, or the transit director. The administration and maintenance facility has a driver break room where drivers currently are required to check in with a supervisor on duty and report their time worked, and where assignments and bulletins are posted. The office and break room areas of the facility are designed to improve workflow, increase employee interaction, and decrease the use of paper. Shoreline Metro is currently implementing a new payroll system that will allow drivers to clock in and out on their on-board tablets, eliminating the need

to check in at the administration building. A new fit-for-duty evaluation process will be adopted when this change goes into effect.



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

Service Procedures and Tools

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

For fixed route service, drivers use tablets to enter passenger boardings and special fares by stop. The transit director has found that manual driver entry of stop-level ridership data via tablets is more cost-effective and accurate than similar data captured by Genfare registering fareboxes previously installed on Shoreline Metro buses. These fareboxes had posed significant maintenance issues. Meanwhile, the tablets provide real-time vehicle location information that interfaces with the UniteGPS system. Supervisors monitor UniteGPS to evaluate service in real-time and more efficiently address any service issues. A public-facing version of UniteGPS is available to Shoreline Metro customers through a mobile-friendly website, allowing real-time bus tracking and schedule information.³

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

³ <https://transit.unitegps.com/sm>

Safety and Training

The success of a good driver training and continuing education program is measured in low driver turnover; few complaints; and few accident claims. Based on the review team's initial impressions, the Shoreline Metro training program is successful in all three categories. The safety and training coordinator leads the several-week new driver training program, which consists of an appropriate mix of classroom and behind-the-wheel training. Typical new driver training lasts 110 to 170 hours, depending on the skills and competence of a trainee and whether the trainee has a CDL at the time of hire.

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

The 2019 MPR documented concerns about the future viability of the driver training program at Shoreline Metro, noting that it was an "apprentice" style program largely reliant on the skills of the safety, education, and training supervisor. A recommendation was made for Shoreline Metro to improve the documentation of the driver training program to ensure continuity of training provided and to make use of standard transit industry materials and programs. Shoreline Metro reports having satisfied this recommendation. The agency should continue, however, to regularly evaluate the materials used in the driver training program and make relevant updates as needed to build on the effectiveness of its current training program.

Shoreline Metro conducts ride checks are conducted in coordination with Transit Mutual Insurance (TMI). Supervisors at Shoreline Metro will periodically ride with drivers, especially if performance issues arise. New drivers also have another driver riding along to monitor the new driver's performance and ensure proper and safe procedures are followed. TMI also conducts unannounced ride checks throughout the year, usually 20 to 30 times per year. Whenever a ride check is performed, drivers are provided with feedback and copies of their ride check results. The results are also placed in the employee's file.

The FTA's PTASP rule – which requires transit systems to develop and implement safety plans that include Safety Management Systems (SMS) processes and procedures – has been adequately adhered to by Shoreline Metro. Shoreline Metro produced an updated version of its PTASP in 2024 that the agency stated was moving through the approvals process at the time the document was submitted to the review team. Shoreline Metro's PTASP is extensive and has been written to be compliant with the most up-to-date FTA rules.

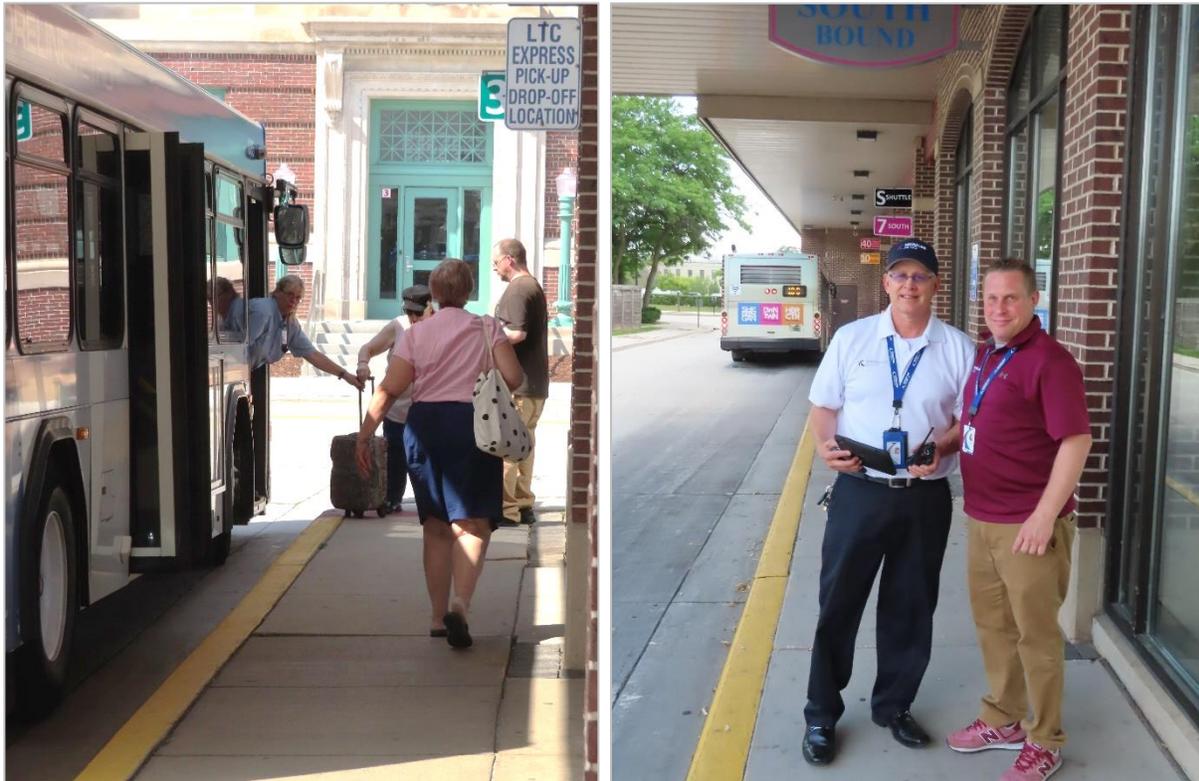
Service Reliability

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

transfer points, while providing a better level of service for all passengers, including those riding a late-running bus. This practice also is easier on bus drivers.

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

The review team's impression is that Shoreline Metro's fixed route and demand response services are reliable. The agency aims for 95 percent on-time performance for paratransit and 90 percent on-time performance for fixed route service (the fixed route goal is slightly lower because at least three runs per day are expected to be impacted by high volumes). The agency is typically able to reach its on-time goals, though timeliness drops predictably in the winter due to weather conditions. As discussed later in the Planning and Scheduling functional area, there are opportunities to improve the documentation of fixed route on-time performance.



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

Vehicle and Facility Maintenance

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

Vehicle Maintenance

While the review team was not able to conduct an in-person examination of the administration and maintenance facility, vehicle and facility maintenance procedures were discussed during the virtual interview. All Shoreline Metro vehicles are owned by the City or County and are stored indoors and maintained at the administration and maintenance facility. The vehicle maintenance function at Shoreline Metro is overseen by its maintenance foreman, who manages three full-time mechanics and two part-time transit maintenance assistants.

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

Shoreline Metro tracks fleet maintenance activities and parts inventory using TransTrack software. At the time of the 2019 MPR, the agency had been using paper and pen to track maintenance activity. A recommendation was made to transition to electronic tracking of maintenance records by using the capabilities within TransTrack (called TransitFleet at the time), and this recommendation has been satisfied.

The lead mechanic oversees all parts purchasing and inventory for the transit system. Parts withdrawals are documented the TransTrack software as well as on work orders and fleet sheets. Shoreline Metro has established targeted inventory and reorder levels for common and high-usage items, such as preventive maintenance items, fuel, and tires.

Facilities Maintenance

Part-time maintenance staff are charged with maintaining Shoreline Metro's two facilities. The administration and maintenance facility was constructed in 1975.

Shoreline Metro's 2018 Transit Asset Management Plan lists the facility's condition as "adequate." The building's roof was replaced in 2020. The building's footprint seems to be adequate for Shoreline Metro's current and planned service levels. However, the facility is nine years beyond its useful life benchmark of 40 years. The agency's TAM plan states that Shoreline Metro will continue to examine the condition of this facility in greater detail in future TAM plans. The current TAM plan states that the recent roof replacement and other various recently completed improvements have helped to keep the facility in usable condition for the agency. It is recommended that Shoreline Metro look into feasibility of constructing a new administration and maintenance facility and strongly consider constructing a new, modernized facility.

Shoreline Metro has set a transit asset management performance target to only allow 50 percent of its facilities to pass beyond their useful life. Shoreline Metro's other existing facility, the transfer station, has eight years remaining until it reaches its useful life benchmark. Therefore, to meet the TAM plan's goal, the administration and maintenance facility should be replaced within the next eight years.

Recommendation 1: Examine the feasibility of constructing a new administration and maintenance facility to replace the current facility that has exceeded its useful life age benchmark; strongly consider constructing a new, modernized administration and maintenance facility before the transfer station also passes beyond the end of its useful life. Priority: High.



Maintenance bay at the Shoreline Metro facility.



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

Finance

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

Utility Structure

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

Utilities and other local independent financial units commonly set an end-of-year fund balance goal of 10 to 15 percent of annual operating expenses. The Transit and Parking Utilities Department does not have a fund balance goal for Shoreline Metro. The 2019 MPR made a recommendation for Shoreline Metro to consider establishing an annual transit fund balance goal, which was not completed due to not being deemed “important.” In its interview, the agency stated that it has not been a priority to establish a fund balance goal because the balance “looks good” right now. However, it is still recommended that Shoreline Metro explore establishing a goal, as unforeseen circumstances may place future strain on the transit fund. Researching the practices of cities, counties, and other transit utilities in Wisconsin will provide comparative information to decide on an appropriate fund balance goal.

Recommendation 2: After exploring standard utility financial practices, consider establishing an annual transit fund balance goal. Priority: Low.

Capital Funding

Shoreline Metro has no dedicated fund for large capital purchases such as buses. However, the transit director has proven resourceful in securing state and federal grants through, e.g., FTA Section 5339, FTA Section 5339 (b), Volkswagen Transit Capital Assistance Grant, and Congestion Mitigation and Air Quality (CMAQ) programs to apply towards the purchase of replacement buses and other capital needs. For local capital funds, Shoreline Metro leadership have worked with city leaders to establish a formal policy wherein transit buses are considered “mandated projects,” elevating bus replacement over “non-mandated” projects. Transit is now institutionally embedded as an essential service in Sheboygan, which has made the process of gathering local funds significantly easier for Shoreline Metro. The current capital funding process is effective and has become an integral part of the city Capital Improvement Program (CIP). In the past five years, the agency has been able to replace 28 of its 38 total fleet and support vehicles. The agency is currently working with the city administrator to convert bus replacement to a regular schedule rather than a CIP request process, which will help to ensure that capital expenses will continue to be funded at proper intervals without funding requests having to be considered against other CIP requests.

Partner Agreements

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

Collectively, the City of Sheboygan Falls, the Village of Kohler, Sheboygan County and SASD provide about half of the annual local share required to receive state and federal operating funds. The other half comes from the City of Sheboygan tax levy. The City of Sheboygan had developed informal service agreements with

these funding partners over several decades. However, in 2019, service agreements were documented in writing for the first time. This effort, led by the transit director, helps provide Shoreline Metro with greater funding stability.

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

The costs for service specified in the City of Sheboygan Falls, Village of Kohler, and SASD contracts represent Shoreline Metro's estimates of the annual local share of service, after accounting for fare revenues and state and federal aids. This is a common and appropriate basis for cost-setting in a transit service agreement. At the time of the 2019 MPR, Shoreline Metro's contracts did not specify the underlying assumptions about service operating expenses and revenues. A recommendation was made for Shoreline Metro to consider improving documentation of cost methodology in service contracts with partner organizations to minimize the potential for contract disputes. This has been completed, and Shoreline Metro has provided examples of contracts that sufficiently document the cost methodology.

Shoreline Metro's contracts with its municipal service partners include provisions for both operating and capital costs associated with local service. Shoreline Metro's contracts with the City of Sheboygan and Village of Kohler include local share payments for a heavy-duty bus purchase, prorated based on a 15-year replacement schedule and the shares of vehicle revenue miles associated with their transit service. These funds are reserved to purchase future replacement vehicles used for these services. In each contract, Shoreline Metro explicitly states the methodology used for calculating prorated capital costs.

Revenue Control

Shoreline Metro generally has appropriate revenue control procedures in place. However, it has not yet documented off-board cash handling and counting procedures. FTA requires recipients to have policies and procedures in place that address internal control practices to prevent waste, loss, and misuse of federal funds; in most instances, FTA expects recipients to have written documentation of such. The transit director stated in the interview that policies for cash handling are in development, and SOPs are in place, but they have not been formally documented in one place yet. Shoreline Metro should continue to prioritize the documentation of off-board cash handling procedures.

Recommendation 3: Document off-board cash handling and counting procedures. Priority: High.

Fare Structure

The current Transit Development Program (TDP) recommended changes to the fare structure that would result in small increases for full cash fares, student punch cards, reduced fares (individual and punch cards), and group fares. The change in fare structure was supposed to take effect in 2021, but the proposed fares have not yet been implemented. Implementation of the fare structure proposed in the TDP would help Shoreline Metro increase fare revenue and potentially bring it back into satisfactory range compared to its Wisconsin peers on the metric of fares per passenger (see Table 9).

Recommendation 4: Fully implement the fare structure proposed in the current TDP. Priority: High

Planning

The structures and procedures pertaining to the planning and scheduling functions at Shoreline Metro are conducive to effective operations. Shoreline Metro does not have staff exclusively dedicated to planning, with the process instead being led by the transit director and operations supervisors, with other staff getting involved as appropriate. Shoreline Metro has a good working relationship with Bay-Lake Regional Planning Commission (RPC), which houses the Sheboygan MPO. Bay-Lake RPC's transportation planner provides ongoing support to Shoreline Metro and plays a large role in long-range and strategic planning efforts. See Appendix A for staff's full response to the review team's MPR questionnaire, which includes more details about the planning and scheduling functions at Shoreline Metro.

Strategic Planning

Shoreline Metro's current Transit Development Program (TDP) is valid through 2025. As of this writing, Bay-Lake RPC is working with Shoreline Metro staff to update the Shoreline Metro TDP. Right now, Shoreline Metro and Bay-Lake RPC are working to secure funding for the effort through the FTA's Section 5304 grant program. The TDP update is expected to be completed by early 2026. Due to post-COVID ridership trends being lower (discussed more in the Response to COVID-19 section below), the upcoming TDP process is expected to involve discussions about possibly converting some fixed routes to on-demand services, particularly on Saturdays and weekday evenings. The goal will not be to eliminate service, but rather to right-size the system for post-pandemic ridership patterns.

Performance Monitoring

Shoreline Metro's operations supervisors and staff are responsible for monitoring daily transit system performance data. Staff track ridership, fare revenue, vehicle mileage, and vehicle hours, incidents, and passenger trips per revenue hour on a monthly basis. The transit director reports these statistics to the Transit Commission on a quarterly basis, alongside annual performance goals.

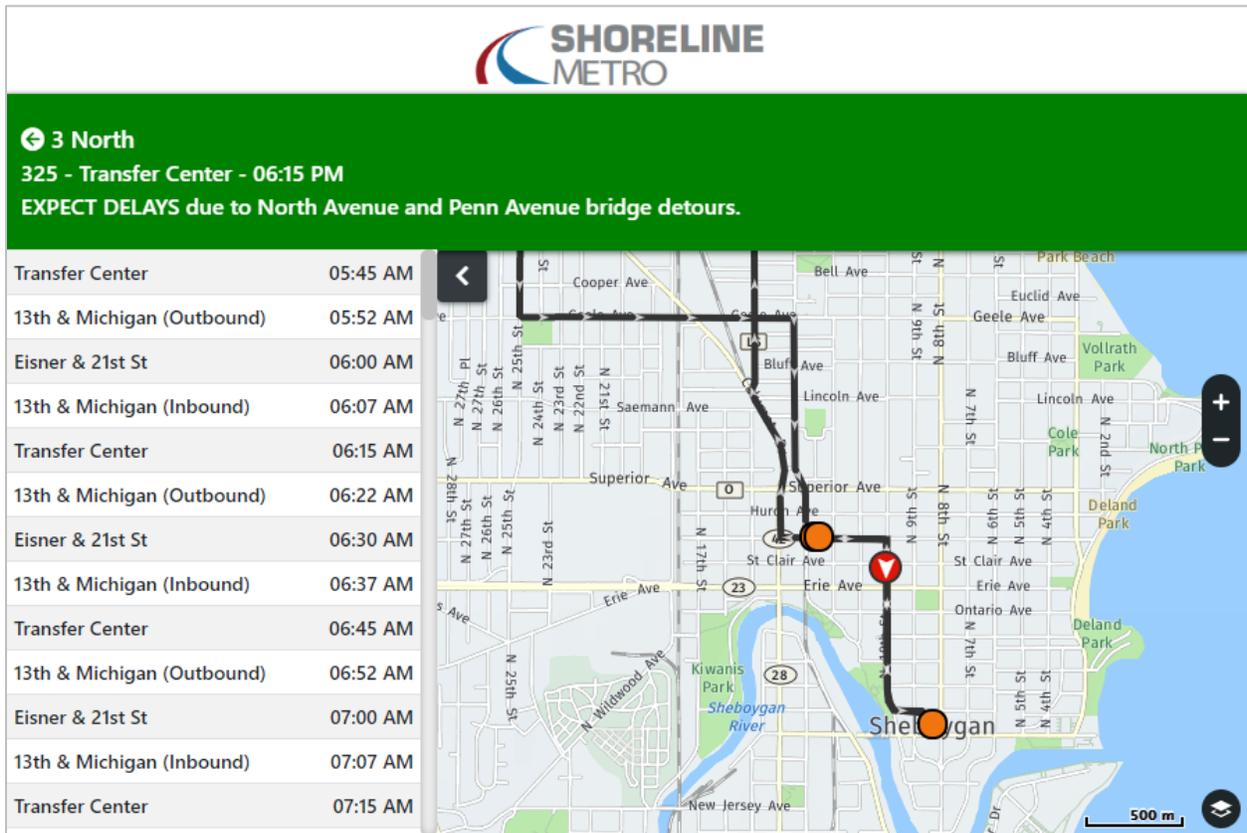
Service reliability and on-time performance are essential to maintaining an effective transit system. Shoreline Metro's performance standards, including on-time performance, are outlined in its Title VI Plan. Shoreline Metro tracks Metro Connection service on-time performance using Ecolane software,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

Instead of Ecolane, Shoreline Metro's fixed routes use UniteGPS software, which has the capability to track performance data. At the time of the 2019 MPR, Shoreline Metro had not been using Unite GPS to its full capacity for tracking performance, and a recommendation as made for the agency to leverage the UniteGPS platform better for this purpose and develop a process for systematically monitoring fixed route performance. Shoreline Metro has made some progress toward this goal, however UniteGPS has since changed their software and no longer provides stop-specific data. Shoreline Metro has also encountered some reliability issues with Unite GPS (it is a small company, and Shoreline Metro puts a lot of demand on the system). Because of the issues with UniteGPS, Shoreline Metro is considering procurement of new CAD/AVL software sometime in 2025. The transit director has met with some potential providers to understand what each can offer. The transit director anticipates that Shoreline Metro's new CAD/AVL provider will be one of the larger companies in the industry.

Recommendation 5: Complete procurement of a new CAD/AVL software that meets the needs of Shoreline Metro, prioritizing the ability to use the new software to collect useful performance data. Using the data provided by the new software, develop a process for systematically monitoring on-time performance in comparison to Shoreline Metro’s established on-time performance goal. Priority: Medium.

Student Ridership

Shoreline Metro redesigned its school day tripper service in 2016. Today, it operates four tripper routes (two in the morning and two in the afternoon), down from seven in 2016. Changes to the tripper program, plus the agreement struck between the City and SASD that enables students, faculty, and staff to ride fare-free, have resulted in notable annual ridership increases. The redesigned service is more efficient, while continuing to serve SASD riders well, normalizing transit use and growing Shoreline Metro’s customer base.



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

Marketing

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

Materials and Website

Shoreline Metro has a consistent brand identity that is reflected on its buses and in all its materials. The system website contains the essential information about its transit services and all pages on the site can be translated to non-English languages. The website includes a useful system map; individual route maps and schedules; a general transit feed specification (GTFS)-enabled trip planner; and a mobile device-friendly real-time bus tracking map. Shoreline Metro was ahead of many other agencies its size in adopting real-time bus tracking technology.

Social Media

Shoreline Metro uses social media more effectively and with greater consistency than most of its peers. The transit director is generally responsible for social media updates. Shoreline Metro posts on its own social media accounts, and the agency's posts are also frequently cross-posted by other City of Sheboygan social media account. Currently, most social media content focuses on service changes and employment needs. The City of Sheboygan now has a communications specialist who sometimes helps with marketing, including social media.

Coordination and Travel Training

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

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

Communication with Schools and Employers

Shoreline Metro communicates regularly with local schools, as this is essential to maintaining a good relationship with the school district for the school trippers and free fare program. The school district has reportedly been very forthcoming in terms of sharing data on transportation needs. Employers have proven to be much more difficult to communicate with. The largest barrier to effective communication with employers regarding Shoreline Metro's ability to meet their transportation needs is that employers often do not track employee commute information very well. If employers do have commute data available, they may be hesitant to share it. The transit director believes that employment-oriented transportation services could greatly benefit some major employers in Sheboygan County, particularly if the service were structured as a shared ride taxi system.

Recommendation 6: Work to improve communication with employers about their transportation needs; reach out to peer transit agencies who have had success in interacting with employers and make use of any best practices identified through these conversations. Priority: Medium

Response to COVID-19

Like all transit agencies around the country, the COVID-19 pandemic presented major challenges to Shoreline Metro. The agency had to adapt quickly to the pandemic and related government requirements to promote public health and safety. Overall, the agency appears to have responded well. The COVID-19 pandemic has resulted in some permanent changes to Shoreline Metro's service procedures that have been positive for the system.

On-Board Health and Safety

Shoreline Metro's COVID-19 pandemic response included several measures intended to maintain operations with minimal impact to the provision of effective transit services and the health and safety of riders and employees. RCTC followed all FTA rules and guidelines for pandemic response. Face masks were required to be worn by drivers and passengers, and cleaning processes were enhanced. The agency made use of enhanced air filters on its buses and made use of fogging to sanitize bus interiors. The agency has chosen to keep many of its pandemic-related cleaning and sanitization measures in place, as they ensure a clean and healthy environment for riders and drivers and keep the agency prepared for future infectious disease outbreaks that may affect the system.

Health and safety concerns catalyzed a decision to eliminate tokens as a method of paying fares. Tokens were deemed to be a potential health risk, as they crossed between many different hands and were not sanitized at any point. Transfers were also eliminated to reduce potential disease transmission via transfer slips (transfers now require separate payment of the full fare). At the same time, more emphasis was placed on day passes and multi-pack passes. Day passes are the most economical fare for riders who make more than one trip per day or who need to transfer, as the \$3 day pass costs less than two standard single ride fares (\$1.75 each). The elimination of tokens and transfers, along with the emphasis on day passes, has proven to be a positive change, simplifying fare payment and improving the ease of transfers.

Operations and Ridership

Some service reductions were required to keep the system operational in the face of reduced fare revenue. Saturday service in particular has struggled to return to pre-pandemic service levels, with seven hours of service currently offered on Saturdays compared to 10 hours pre-pandemic. As of this writing, Shoreline Metro has plans to increase the span of Saturday service by half an hour, though ridership still has not rebounded enough to justify a return to pre-pandemic service levels.

Overall, systemwide ridership remains about 20 percent below pre-covid levels. Ridership has not rebounded evenly throughout the system. Paratransit ridership remains "substantially down from pre-COVID," while some routes such as 10N and 10S are performing fairly well due to their proximity to many key destinations.

Use of Federal Stimulus Money

Federal stimulus funding from sources including ARPA and the CARES Act has been immensely helpful to Shoreline Metro. COVID-19 relief dollars have been used to purchase six new cutaway buses and five new support vehicles and fund the replacement of the administration and maintenance facility's roof. Pandemic relief has also critically enabled the agency to maintain existing operations annually since 2020. Shoreline Metro still has some COVID-19 relief funds remaining, which it plans to use to support the purchase of a new CAD/AVL system in 2025. An additional \$100,000 of CARES Act funds will go toward engine maintenance in 2025. The transit director is concerned about how the agency's budget will be affected once all pandemic

relief dollars have been spent. Revenues are expected to increase as the result of increased paratransit fares next year. However, the transit director expects that local funding support will need to increase in the future.

Summary

Table 13 summarizes the review team’s assessment of Shoreline Metro in each functional area. Ratings are based on the degree to which the function’s structures and procedures are conducive to continued effective operations. Part V summarizes the review team’s conclusions and specific recommendations for each functional area.

Table 13. Summary Assessment of Functional Areas

Functional Area	Rating
Transit Operations	
Vehicle and Facility Maintenance	
Finance	
Planning	
Marketing	
Response to COVID-19	
Key to	 Structures and procedures are conducive to effective operations
Symbols	 Structures and procedures are adequate with room for improvement
	 Structures and procedures are insufficient

Part V: Conclusions

Shoreline Metro is a high performing system with many progressive policies and practices. Compared to its Wisconsin and national peer systems, Shoreline Metro performs better than average or within satisfactory range in most performance measures (Table 9). Performance trends are largely positive and do not reveal any areas of concern. One exception is the fare revenue collected per passenger trip, which tends to be lower than the agency's statewide peers.

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

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

- **Shuttle service operation during early morning, afternoon peak, and late evening hours.** Shoreline Metro's shuttle service not only improves customer relations but establishes transit as a feasible, reliable transportation option and thus promotes its use.
- **Routine supervisor and upper management interaction with customers.** Shoreline Metro's ridership and reputation benefit from the positive, productive relationship with customers fostered through supervisor presence at the transfer station and regular community outreach.
- **Regular staff safety and information meetings.** Shoreline Metro's quarterly meetings are inclusive experiences used for fostering an organizational safety culture, recognition, education, and team building. Such meetings are a key element of the SMS requirements contained in FTA's PTASP rule.
- **Local prioritization for transit capital funding.** Recognizing the value of Shoreline Metro's service, the City of Sheboygan places transit bus replacements among prioritized capital projects along with those from other essential City services, resulting in greater availability and stability of local funding contributions for transit capital projects. The city administrator is also working with Shoreline Metro to establish a regular replacement schedule for buses that would prevent the funding for vehicle replacements from competing with other CIP requests.
- **Embracing technology-driven operations improvements.** Shoreline Metro has adopted scheduling and tracking software (Ecolane and UniteGPS), has deployed trip planning tools, and uses social media to better serve and reach customer experience (i.e., trip planning tools and social media). Shoreline Metro has recognized that its UniteGPS software has several limitations and has been actively exploring new CAD/AVL software that it intends to procure in the next year.

Despite these and other exemplary practices, Shoreline Metro has areas for improvement, as all organizations do. Table 14 lists the recommendations developed by the review team in response to identified areas for improvement. These recommendations should not overshadow the fine work being conducted at Shoreline Metro, as observed by the review team.

Table 14. Summary of Recommendations

Functional Area		Recommendation	Priority
Policy- and Decision-Making Processes	-	No recommendations	-
Transit Operations	-	No recommendations	-
Vehicle and Facility Maintenance	1	Examine the feasibility of constructing a new administration and maintenance facility to replace the current facility that has exceeded its useful life age benchmark; strongly consider constructing a new, modernized administration and maintenance facility before the transfer station also passes beyond the end of its useful life.	High
Finance	2	After exploring standard utility financial practices, consider establishing an annual transit fund balance goal.	Low
	3	Document off-board cash handling and counting procedures.	High
	4	Fully implement the fare structure proposed in the TDP.	High
Planning and Scheduling	5	Complete procurement of a new CAD/AVL software that meets the needs of Shoreline Metro, prioritizing the ability to use the new software to collect useful performance data. Using the data provided by the new software, develop a process for systematically monitoring on-time performance in comparison to Shoreline Metro’s established on-time performance goal.	Medium
Marketing	6	Work to improve communication with employers about their transportation needs; reach out to peer transit agencies who have had success in interacting with employers and make use of any best practices identified through these conversations.	Medium

Appendix A: Peer Performance Analysis

Agency 5-Year Summary

Operating Statistics, 2018-2022

Year	Passenger Trips	Operating Expenses	Revenue Hours	Fare Revenue	Service Area Population
2018	599,714	\$2,903,080	38,611	\$402,459	
2019	679,263	\$3,161,912	37,847	\$279,950	
2020	373,021	\$3,055,368	36,986	\$185,616	
2021	420,503	\$3,185,731	35,867	\$237,113	
2022	487,393	\$3,292,475	36,762	\$287,298	74,369

Metric	Total Change	Annual Rate of Change
Fare Revenue	-28.6%	-8.1%
Operating Expenses	13.4%	3.2%
Unlinked Passenger Trips	-18.7%	-5.1%
Vehicle Revenue Hours	-4.8%	-1.2%

Performance Measures, 2018-2022

Year	Operating Expense per Passenger Trip	Operating Expense per Revenue Hour	Passenger Trips per Revenue Hour	Passenger Trips per Capita	Revenue Hours per Capita	Average Fare per Passenger Trip	Operating Ratio	Subsidy per Passenger Trip
2018	\$4.84	\$75.19	15.53	-	-	\$0.67	13.86%	\$4.17
2019	\$4.65	\$83.54	17.95	-	-	\$0.41	8.85%	\$4.24
2020	\$8.19	\$82.61	10.09	-	-	\$0.50	6.08%	\$7.69
2021	\$7.58	\$88.82	11.72	-	-	\$0.56	7.44%	\$7.01
2022	\$6.76	\$89.56	13.26	6.55	0.49	\$0.59	8.73%	\$6.17

Annual Rate of Change

8.69%

4.47%

-3.9%

-3.2%

-10.9%

10.3%

Wisconsin Peer Summary Operating Statistics

Agency	Revenue Hours	Passenger Trips	Operating Expenses	Fare Revenue	Service Area Population
Eau Claire	47,881	556,157	\$5,802,201	\$685,907	105,475
Fond du Lac	13,083	105,919	\$1,626,282	\$107,897	54,731
Janesville	28,877	345,361	\$3,660,135	\$341,714	72,285
La Crosse	60,681	587,835	\$5,539,828	\$440,101	98,872
Manitowoc	21,778	222,459	\$1,587,487	\$131,631	45,792
Oshkosh	37,192	571,151	\$4,027,000	\$466,439	76,190
Sheboygan	36,762	487,393	\$3,292,475	\$287,298	74,369
Wausau	25,717	337,884	\$3,189,931	\$296,410	77,429
Average	33,996	401,770	\$3,590,667	\$344,675	75,643
Agency as a Percent of Average	108%	121%	92%	83%	98%

National Peer Summary Operating Statistics

Agency	Revenue Hours	Passenger Trips	Operating Expenses	Fare Revenue	Service Area Population
Billings, MT	41,557	302,015	\$4,426,230	\$295,640	128,787
Dubuque, IA	30,296	279,518	\$2,397,671	\$118,407	70,332
Holland, MI	26,522	178,496	\$2,745,186	\$54,716	107,034
Muskegon Heights, MI	21,614	145,772	\$2,659,968	\$82,003	166,414
Sheboygan	36,762	487,393	\$3,292,475	\$287,298	74,369
Sioux City, IA	41,727	587,085	\$4,299,137	\$561,966	113,066
Terre Haute, IN	30,423	120,503	\$2,363,302	\$73,029	79,862
Topeka, KS	53,285	675,510	\$6,570,204	\$667,938	148,956
Average	35,273	347,037	\$3,594,272	\$267,625	111,103
Agency as a Percent of Average	104%	140%	92%	107%	67%

Wisconsin Peer Summary Performance Measures

Agency	Operating Expense per Passenger Trip	Operating Expense per Revenue Hour	Passenger Trips per Revenue Hour	Passenger Trips per Capita	Revenue Hours per Capita	Average Fare per Passenger Trip	Operating Ratio	Subsidy per Passenger Trip
Wausau	\$9.44	\$124.04	13.14	4.36	0.33	\$0.88	9.29%	\$8.56
Sheboygan	\$6.76	\$89.56	13.26	6.55	0.49	\$0.59	8.73%	\$6.17
Oshkosh	\$7.05	\$108.28	15.36	7.50	0.49	\$0.82	11.58%	\$6.23
Manitowoc	\$7.14	\$72.89	10.21	4.86	0.48	\$0.59	8.29%	\$6.54
La Crosse	\$9.42	\$91.29	9.69	5.95	0.61	\$0.75	7.94%	\$8.68
Janesville	\$10.60	\$126.75	11.96	4.78	0.40	\$0.99	9.34%	\$9.61
Fond du Lac	\$15.35	\$124.30	8.10	1.94	0.24	\$1.02	6.63%	\$14.34
Eau Claire	\$10.43	\$121.18	11.62	5.27	0.45	\$1.23	11.82%	\$9.20
Average	\$9.52	\$107.29	11.67	5.15	0.44	\$0.86	9.20%	\$8.67
Standard Deviation	\$2.63	\$19.03	2.16	1.55	0.11	\$0.21	1.65%	\$2.50
Acceptable Range	\$12.16	\$126.31	9.51	3.60	0.33	\$0.65	7.55%	\$11.17
	Better than average	Better than average	Better than average	Better than average	Better than average	Outside satisfactory range	Within satisfactory range	Better than average

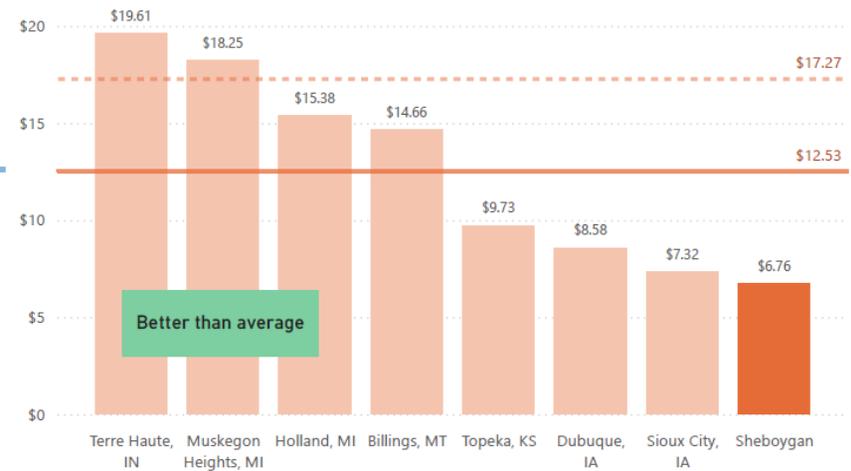
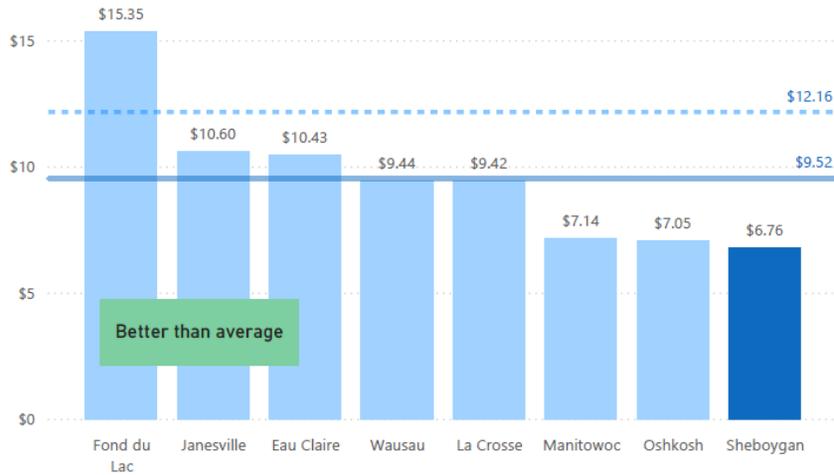
National Peer Summary Performance Measures

Agency	Operating Expense per Passenger Trip	Operating Expense per Revenue Hour	Passenger Trips per Revenue Hour	Passenger Trips per Capita	Revenue Hours per Capita	Average Fare per Passenger Trip	Operating Ratio	Subsidy per Passenger Trip
Topeka, KS	\$9.73	\$123.30	12.68	4.53	0.36	\$0.99	10.17%	\$8.74
Terre Haute, IN	\$19.61	\$77.68	3.96	1.51	0.38	\$0.61	3.09%	\$19.01
Sioux City, IA	\$7.32	\$103.03	14.07	5.19	0.37	\$0.96	13.07%	\$6.37
Sheboygan	\$6.76	\$89.56	13.26	6.55	0.49	\$0.59	8.73%	\$6.17
Muskegon Heights, MI	\$18.25	\$123.07	6.74	0.88	0.13	\$0.56	3.08%	\$17.68
Holland, MI	\$15.38	\$103.51	6.73	1.67	0.25	\$0.31	1.99%	\$15.07
Dubuque, IA	\$8.58	\$79.14	9.23	3.97	0.43	\$0.42	4.94%	\$8.15
Billings, MT	\$14.66	\$106.51	7.27	2.35	0.32	\$0.98	6.68%	\$13.68

Average	\$12.53	\$100.73	9.24	3.33	0.34	\$0.68	6.47%	\$11.86
Standard Deviation	\$4.74	\$16.50	3.46	1.90	0.10	\$0.25	3.67%	\$4.81
Acceptable Range	\$17.27	\$117.22	5.79	1.43	0.24	\$0.43	2.80%	\$16.66

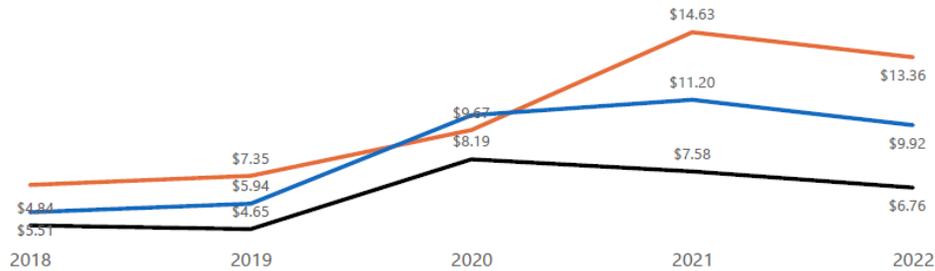
Better than average	Within satisfactory range	Better than average	Better than average				
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Operating Expense Per Passenger Trip



Operating Expenses per Passenger Compared to Peer Averages, 2018-2022

Peer Type ● Agency ● National ● WI



Annual Rate of Change

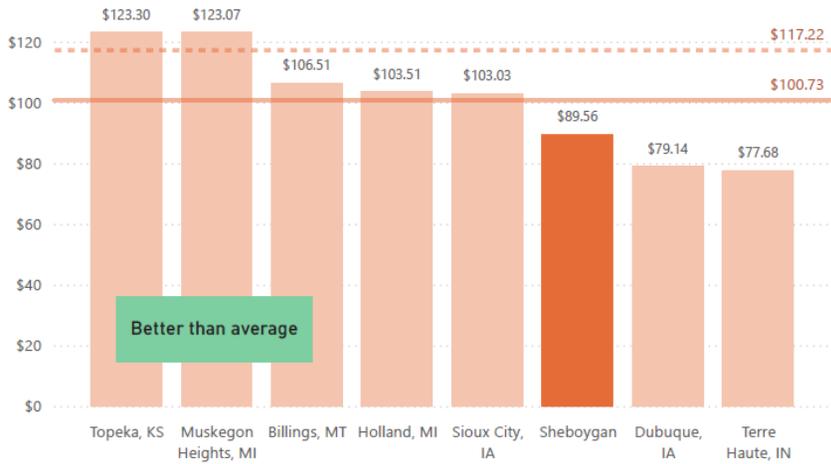
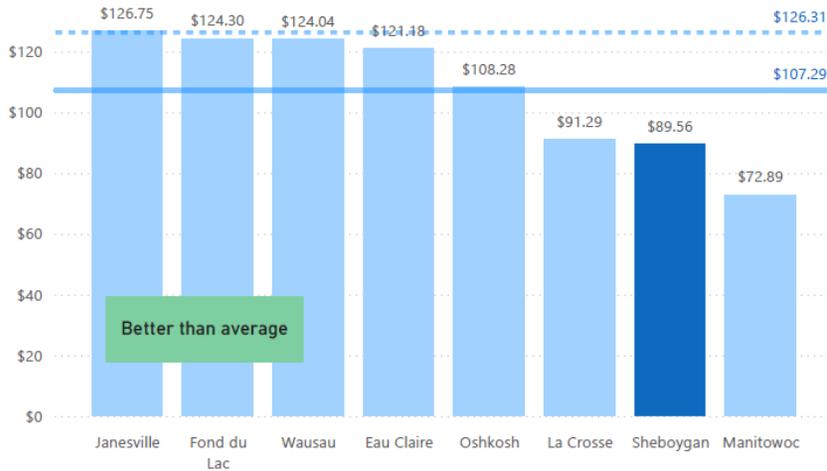
8.69%

	National	Wisconsin
Average	17.12%	15.48%
St. Dev.	5.75%	4.48%
Acceptable Range	22.87%	19.96%

Better than average
National Peers

Better than average
WI Peers

Operating Expense Per Revenue Hour



Operating Expenses per Revenue Hour Compared to Peer Averages, 2018-2022



Annual Rate of Change

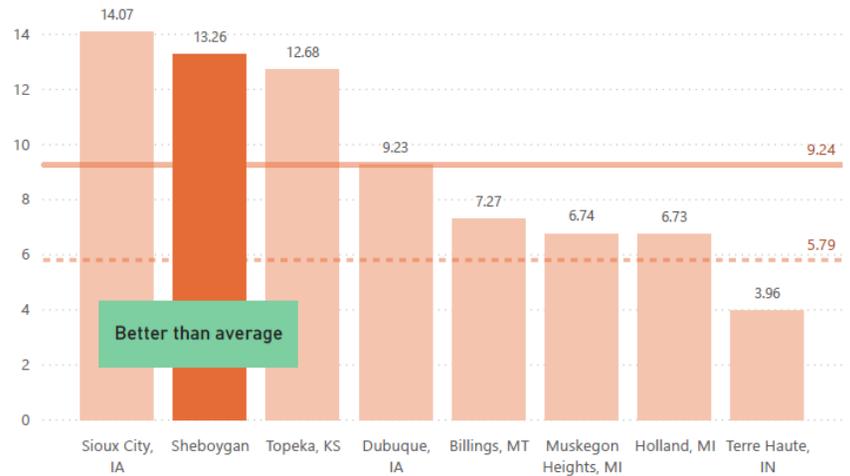
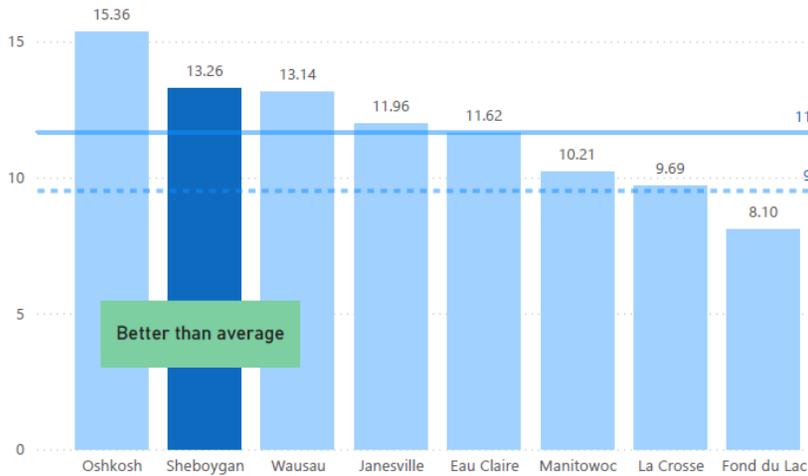
4.47%

Better than average
National Peers

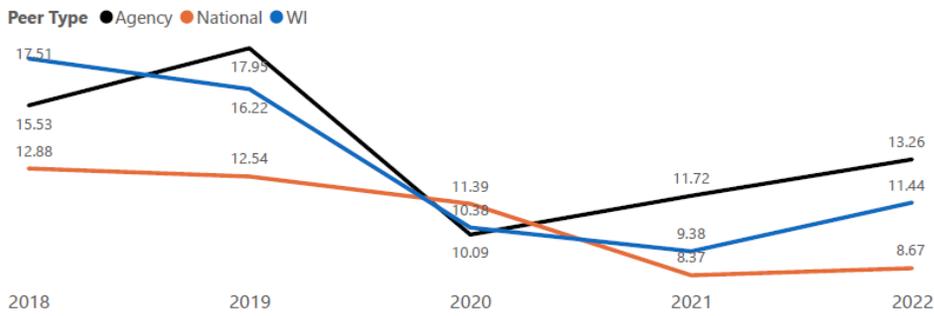
	National	Wisconsin
Average	5.56%	3.73%
St. Dev.	4.41%	3.03%
Acceptable Range	9.97%	6.77%

Within satisfactory range
WI Peers

Passenger Trips Per Revenue Hour



Passenger Trips per Revenue Hour Compared to Peer Averages, 2018-2022



Annual Rate of Change

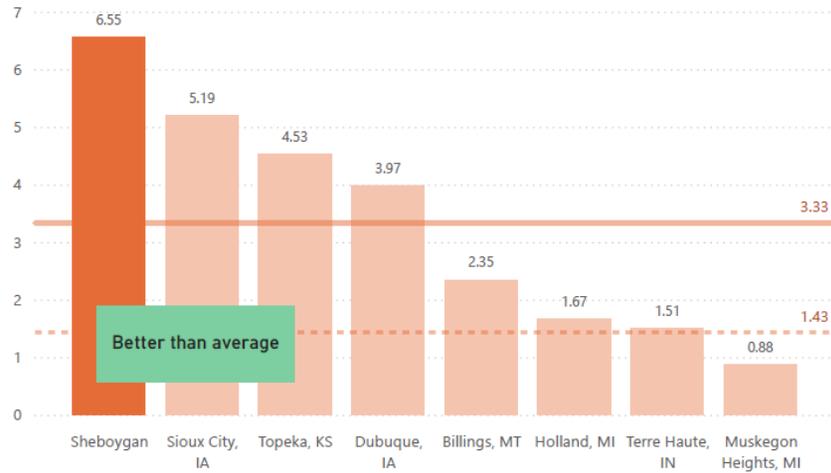
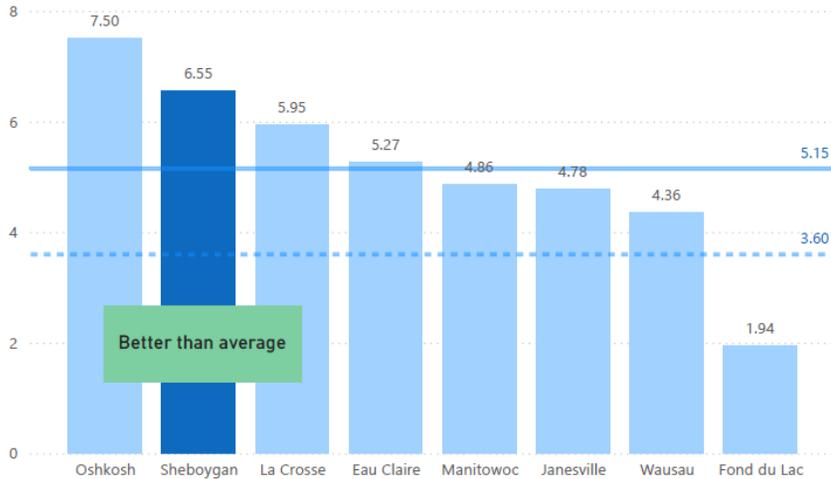
-3.88%

	National	Wisconsin
Average	-9.79%	-10.14%
St. Dev.	3.23%	1.49%
Acceptable Range	-13.02%	-11.63%

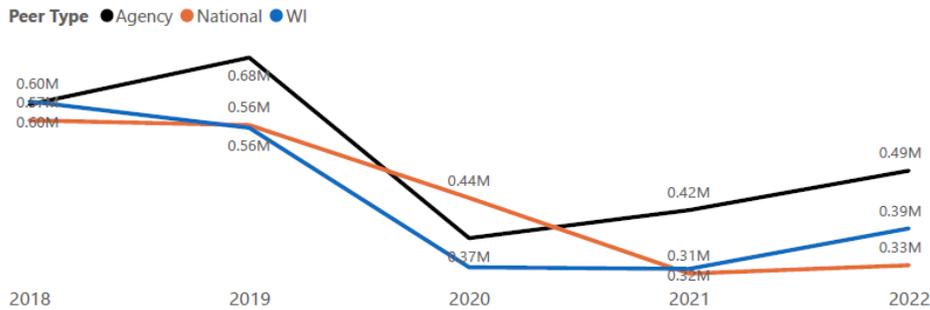
Better than average
National Peers

Better than average
WI Peers

Passenger Trips Per Capita



Passenger Trips Compared to Peer Averages, 2018-2022



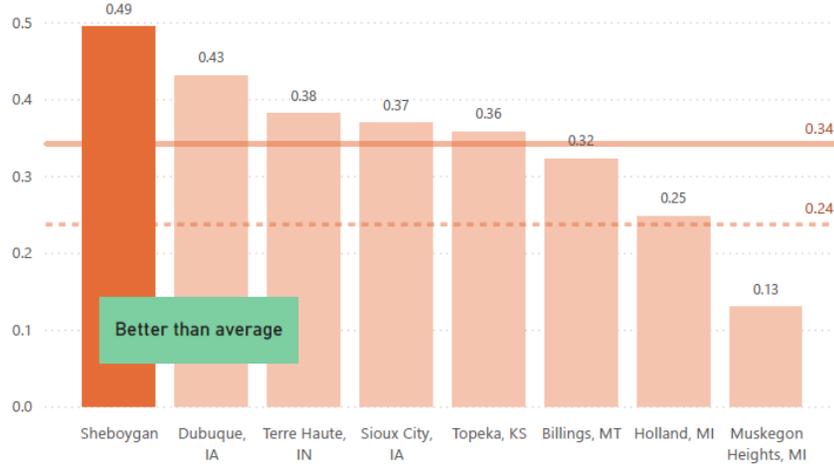
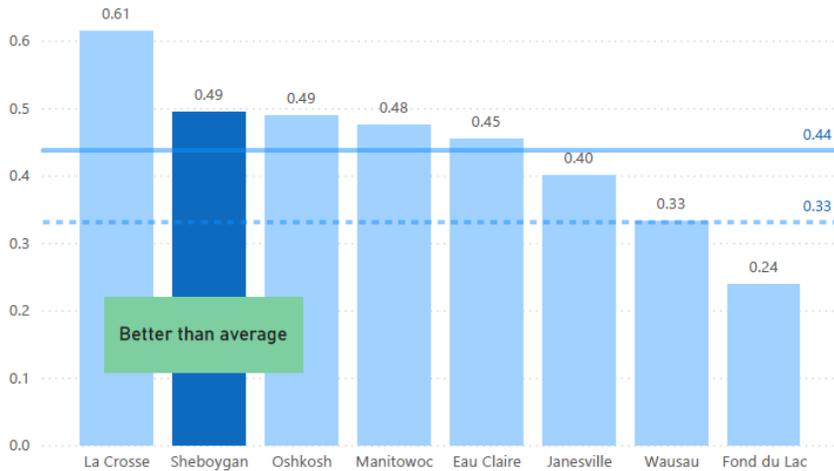
Annual Rate of Change

-5.05% Better than average
National Peers

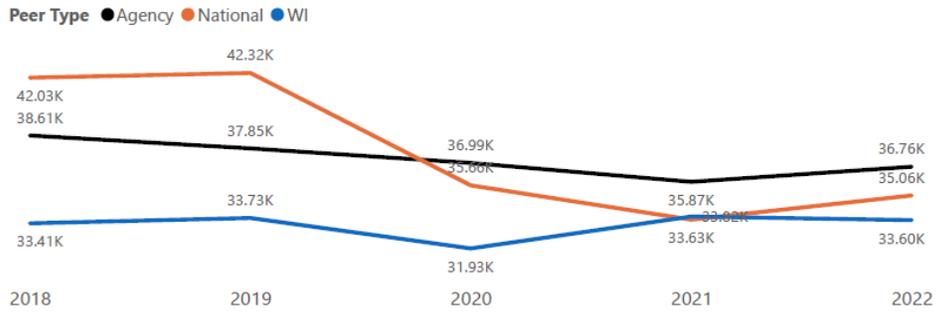
	National	Wisconsin
Average	-14.16%	-10.12%
St. Dev.	5.16%	1.22%
Acceptable Range	-19.32%	-11.34%

Better than average
WI Peers

Revenue Hours Per Capita



Revenue Hours Compared to Peer Averages, 2018-2022



Annual Rate of Change

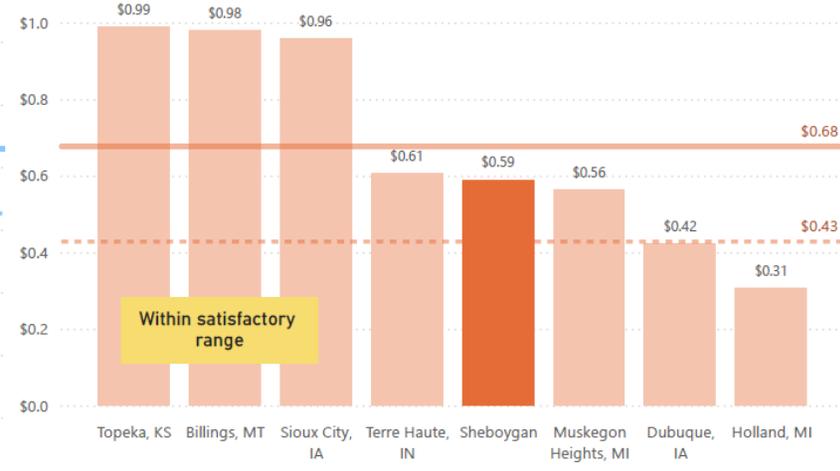
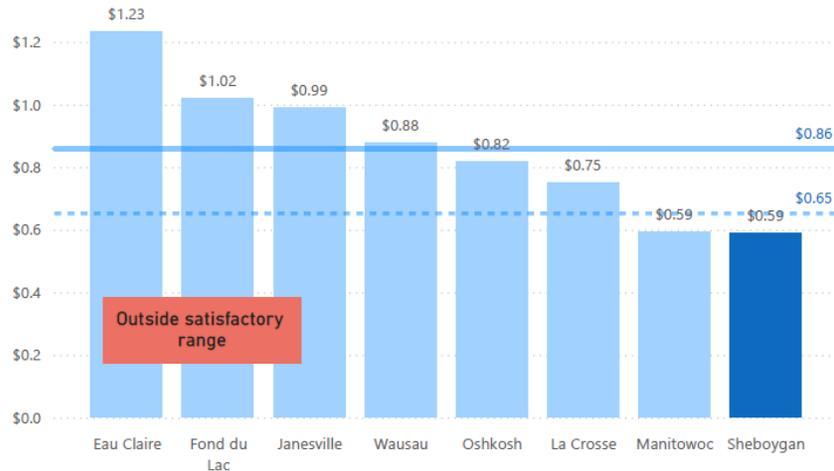
-1.22%

Better than average
National Peers

	National	Wisconsin
Average	-4.82%	0.03%
St. Dev.	5.33%	0.47%
Acceptable Range	-10.14%	-0.45%

Outside satisfactory range
WI Peers

Average Fare Per Passenger Trip



Average Fare per Passenger Trip Compared to Peer Averages, 2018-2022



Annual Rate of Change

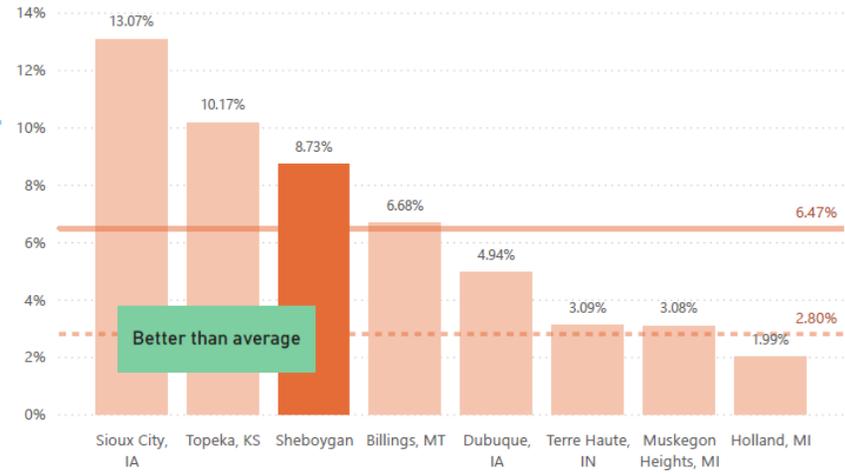
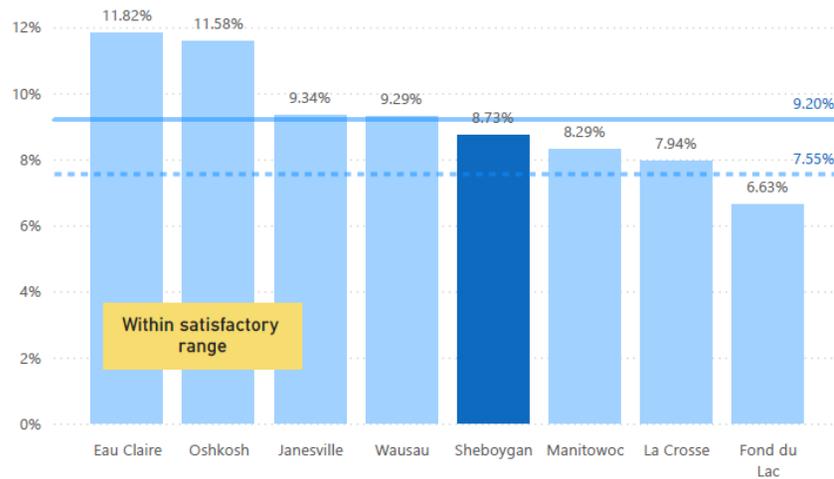
-3.19%

	National	Wisconsin
Average	-1.55%	3.85%
St. Dev.	6.47%	4.17%
Acceptable Range	-8.02%	-0.32%

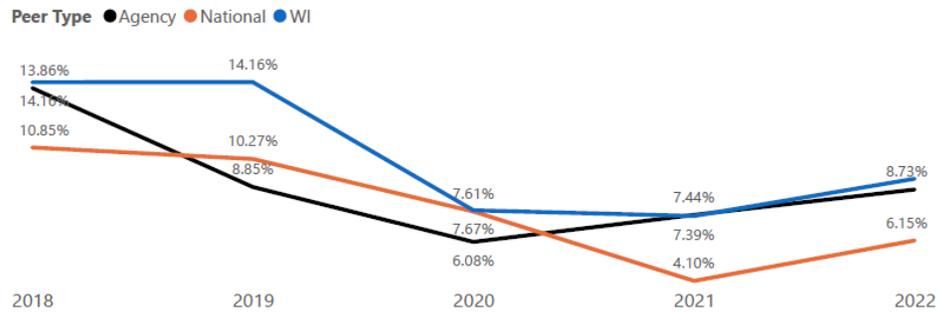
Within satisfactory range
National Peers

Outside satisfactory range
WI Peers

Operating Ratio



Operating Ratio Compared to Peer Averages, 2018-2022



Annual Rate of Change

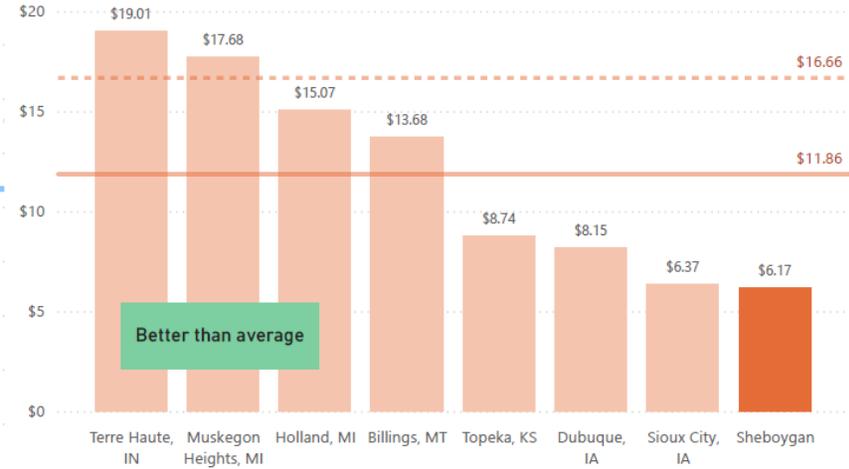
- 10.93%

Better than average
National Peers

	National	Wisconsin
Average	-15.68%	-10.03%
St. Dev.	7.58%	2.79%
Acceptable Range	-23.26%	-12.82%

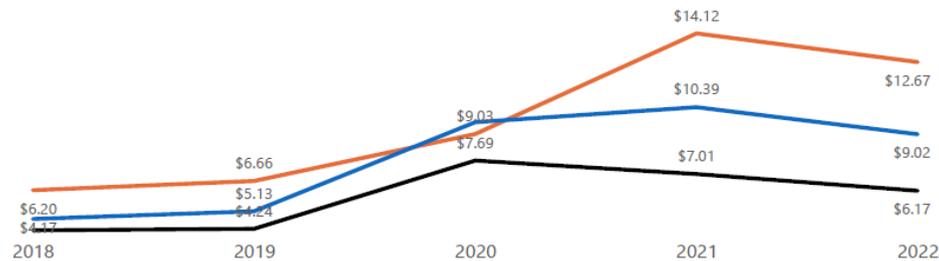
Within satisfactory range
WI Peers

Subsidy per Passenger Trip



Subsidy per Passenger Trip Compared to Peer Averages, 2018-2022

Peer Type ● Agency ● National ● WI



Annual Rate of Change

10.27%

	National	Wisconsin
Average	18.64%	17.11%
St. Dev.	5.87%	4.84%
Acceptable Range	24.51%	21.95%

Better than average
National Peers

Better than average
WI Peers

Agency Summary Relative to Peers

Performance Measure	Single Year (2022)		Trend Analysis (2018-2022)	
	WI Peers	US Peers	WI Peers	US Peers
Average Fare per Passenger Trip	Outside satisfactory range	Within satisfactory range	Outside satisfactory range	Within satisfactory range
Operating Expenses per Passenger Trip	Better than average	Better than average	Better than average	Better than average
Operating Expenses per Revenue Hour	Better than average	Better than average	Within satisfactory range	Better than average
Operating Ratio	Within satisfactory range	Better than average	Within satisfactory range	Better than average
Passenger Trips per Capita	Better than average	Better than average	N/A	N/A
Passenger Trips per Revenue Hour	Better than average	Better than average	Better than average	Better than average
Revenue Hours per Capita	Better than average	Better than average	N/A	N/A
Subsidy per Passenger Trip	Better than average	Better than average	Better than average	Better than average

Trend Summary Relative to WI Peers

Performance Measure	Agency Average Annual Rate of Change	WI Peer Average	WI Peer St. Dev.	WI Peer Acceptable Range	
Average Fare per Passenger Trip	-3.19%	3.85%	4.17%	-0.32%	Outside satisfactory range
Operating Expenses per Passenger Trip	8.69%	15.48%	4.48%	19.96%	Better than average
Operating Expenses per Revenue Hour	4.47%	3.73%	3.03%	6.77%	Within satisfactory range
Operating Ratio	-10.93%	-10.03%	2.79%	-12.82%	Within satisfactory range
Passenger Trips per Capita					N/A
Passenger Trips per Revenue Hour	-3.88%	-10.14%	1.49%	-11.63%	Better than average
Revenue Hours per Capita					N/A
Subsidy per Passenger Trip	10.27%	17.11%	4.84%	21.95%	Better than average

Trend Summary Relative to US Peers

Performance Measure	Agency Average Annual Rate of Change	US Peer Average	US Peer St. Dev.	US Peer Acceptable Range	
Average Fare per Passenger Trip	-3.19%	-1.55%	6.47%	-8.02%	Within satisfactory range
Operating Expenses per Passenger Trip	8.69%	17.12%	5.75%	22.87%	Better than average
Operating Expenses per Revenue Hour	4.47%	5.56%	4.41%	9.97%	Better than average
Operating Ratio	-10.93%	-15.68%	7.58%	-23.26%	Better than average
Passenger Trips per Capita					N/A
Passenger Trips per Revenue Hour	-3.88%	-9.79%	3.23%	-13.02%	Better than average
Revenue Hours per Capita					N/A
Subsidy per Passenger Trip	10.27%	18.64%	5.87%	24.51%	Better than average

Appendix B: Completed Questionnaire

The following are sheets from the completed MPR questionnaire, as submitted by Shoreline Metro staff. These responses were reviewed and used to develop discussion items for the November 22, 2024, virtual interview and this MPR final report.

RECOMMENDATIONS FROM PRIOR MPR			Sheboygan, Shoreline Metro	
#	Functional Area from Prior MPR	Recommendation	Priority	How has this recommendation been addressed? If not addressed, (a) what have been the barriers and/or (b) what steps have been taken toward completing it?
-	Policy- and Decision-Making Processes	No recommendations	-	
1	Transportation Operations	Improve documentation of the driver training program to ensure continuity of training provided; make use of standard transit industry materials and programs.	Medium	Completed - Full documented training program including training checklist has been implemented; ELDT curriculum created and implemented for CDL training.
2	Vehicle and Facility Maintenance	Transition from paper records to electronic records using TransitFleet maintenance software for all fleet maintenance.	Medium	Completed.
3	Finance	After exploring standard utility financial practices, consider establishing an annual transit fund balance goal.	Low	Not completed; reviewed and not deemed "important" at this time.
4		Consider improving documentation of cost methodology in service contracts with partner organizations to minimize potential for contract disputes.	Low	Completed - please review submitted service agreements for such documentation.

RECOMMENDATIONS FROM PRIOR MPR			Sheboygan, Shoreline Metro	
#	Functional Area from Prior MPR	Recommendation	Priority	How has this recommendation been addressed? If not addressed, (a) what have been the barriers and/or (b) what steps have been taken toward completing it?
5		Document off-board cash handling and counting procedures.	High	Not completed.
6	Planning and Scheduling	Leverage the UniteGPS platform and onboard tablets to collect departure times at all scheduled timepoints along fixed routes for all trips. Using these data, develop a process for systematically monitoring on-time performance in comparison to Shoreline Metro's established on-time performance goal.	Medium	Somewhat completed - UniteGPS changed their software and no longer provides bus stop specific data; Shoreline Metro is looking at procuring new CAD/AVL software in 2025 using CARES Act/ARPA funding.
-	Marketing	No recommendations	-	

POLICY- AND DECISION-MAKING PROCESS		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
		X	X	[For open-ended questions, type your response in the blank cell]
GENERAL				
1	How does the transit system interact with WisDOT on this topic (policy)?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
2	How does the transit system interact with other public transit systems on this topic (policy)?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
STAFFING & ORGANIZATION				
3	How does the transit system fit into the overall local government framework? Is it a stand-alone entity, or is a division of the city/county government?			The Transit Utility is a department/division of the City of Sheboygan. The department is Transit & Parking Utilities and overseen by the City's Transit Commission and under the direction of the Director of Transit & Parking. The Director reports to the Transit Commission and City Administrator.
4	Which of these functions are conducted "in-house" and which are outsourced to other units of government or organizations? (please name these)			
	Human Resources	X		Shared - High level items handled by HR
	Operations	X		Transit
	Maintenance	X		Transit
	Finance	X		Shared - High level items handled by Finance;
	Legal	X		Handled by the City Attorney's office
	Marketing			Transit
	Other (please note)	X		IT - Shared with high level items handled by the IT Department
5	Have labor costs changed significantly in the last few years? If so, how?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>

POLICY- AND DECISION-MAKING PROCESS		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
6	Are there any clearly-identifiable barriers in place related to employee recruitment and retention? If so, please list briefly.	X		We have a very high retention rate so really no barriers there. As far as recruitment, we have had a relatively high success with recruiting drivers. We perform all training (including CDL) internally which has eliminated a barrier to recruitment.
7	Has the transit system been impacted recently by high turnover or retirements?		X	
8	What is the starting wage for drivers (part-time and/or full-time)? How, if at all, does this change in the first year?			Drivers start at 100 percent of the base wage - currently \$25.52 for fixed route and \$18.38 for paratransit; all positions start at 100 percent of the base wage.
9	Is there a notable difference between benefits offered to part-time and full-time employees?		X	
10	What actions does the transit system undertake to improve employee retention?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
MANAGEMENT				
11	Who does the transit manager report to?			City Administrator (day-to-day) and Transit Commission
12	Who is responsible for leading the following activities? Please include names and/or job titles.			
	Preparing capital/operating budgets			Transit Director
	Providing input on staffing levels			Transit Director
	Administering discipline			All Supervisor level positions (Director and Operations Supervisors)
	Hearing grievances			All Supervisor level positions (Director and Operations Supervisors)
	Negotiating labor contracts			Transit Director w/ other City Staff and outside counsel

POLICY- AND DECISION-MAKING PROCESS		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
13	How often does management hold regular staff meetings?			Transit Leadership meets weekly (Director, Operations Supervisors and Maintenance Foreman) to discuss operations and important information. Team meetings of the whole team occur quarterly and as needed to share information and provide training.
14	How often does the transit manager meet with their supervisor?			We have standing monthly meetings. We also meet with all City department heads weekly (Mondays). I am also engaged with him through other meetings during the week including development projects (Wednesdays).
15	What training has management staff received in the past year, if any? Do you feel this is sufficient?			Transit supervisors are required to complete new/refresher supervisor training over the next year through CVMIC. Other trainings that have occurred are related to operations (software, departmental or City-related). Training has been sufficient, in particular, because leadership is tenured (over 65 years total experience). We are onboarding a new supervisor so training for this individual will be critical and important.
16	What training is planned for management staff in the next year, if any? Do you feel this is sufficient?			See above response.
POLICY MAKING				
17	Is there a governance board, transit commission, or official oversight committee in place? If so, please name these group(s).	X		Sheboygan Transit Commission is the oversight board for Shoreline Metro.
18	Briefly, what are the responsibilities of the board/commission?			Sheboygan Transit Commission provides oversight of regulatory items, approves all contracts, required program documents (TAMP, PTASP, Title VI, etc), labor

POLICY- AND DECISION-MAKING PROCESS		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
				agreements and fare changes. Transit Commission also provides direction and feedback to the Director.
19	How many members are on the board/commission? What is its composition in terms of elected officials, staff, members of the public, etc.?			Commission consists of 9 members - 3 Alderpersons, 3 citizen members and 3 city department heads (Planning Director, Police Chief and Mayor).
20	What is the term of members?			Citizen members are 2-year terms; all others are permanent positions (individuals in those positions may change).
21	How frequently does the board/commission meet?			Bi-monthly or as-needed.
22	Are board/committee meetings open to the public and publicized?	X		
23	Are board/committee meeting agendas, packets, and minutes posted online? If so, please provide a link.	X		Yes - https://sheboygan-wi.municodemeetings.com/
24	Do transit system staff provide regular updates and/or written reports for board/committee meetings?	X		

POLICY- AND DECISION-MAKING PROCESS		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
25	Does the transit system track progress toward specific performance goals or completion of initiatives? If so, describe briefly.	X		Typically yes - we haven't had many performance goals in recent memory (aside from performance measures/targets). The last route changes were made in 2016 and ridership was used to monitor the success of those changes. Most recently, changes were made during COVID-19 pandemic which we have monitored and deemed to be successful. Updates are provided to the Transit Commission, leadership team and employees on progress of such initiatives.
26	Who is involved with setting policy on:			
	Operations			Transit Director
	Route / service planning and changes			Transit Director w/ input from staff and other city staff
	Specifying / procuring equipment and rolling stock			Transit Director w/ input from staff and other city staff
	Fare policy			Transit Director w/ input from staff and other city staff
27	Provide an example of a recent policy-making process or policy change.			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
COMPLIANCE				
28	Did the transit system have any deficiencies, corrective actions, or findings in the most recent FTA Triennial Review/WisDOT Compliance Site Review? If so, please describe briefly.		X	No - The last three (3) FTA Triennial Reviews resulted in zero (0) findings - 2017, 2021 and 2024! :)

TRANSPORTATION OPERATIONS		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
GENERAL				
1	Currently, what is the most important operational issue the transit system is experiencing?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
2	How does the transit system interact with WisDOT on this topic (operations)?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
3	How does the transit system interact with other public transit systems on this topic (operations)?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
4	For each mode (or service type) operated, how many vehicles are operated in maximum service?			Fixed Route - 13; Paratransit - 5
5	How many of the following does the system currently employ?			
	Full-time drivers			Fixed Route - 17; Paratransit - 6
	Part-time drivers			Fixed Route - 12; Paratransit - 2
	Full-time operations/street supervisors			2
	Part-time operations/street supervisors			0
	Full-time other operations staff (e.g., dispatchers, communications staff) [please specify title]			2-Transit Coordinators; 1-Safety & Training Coordinator; 1-ADA Coordinator; 1-Director
	Part-time other operations staff (e.g., dispatchers, communications staff) [please specify title]			0
OPERATIONS MANAGEMENT AND SUPERVISION				
6	Is there an operations manager? If so, who (name and title)?	X		Transit & Parking Director - Derek Muench

TRANSPORTATION OPERATIONS		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
7	Are operations supervisors scheduled and present during all hours of revenue service? If not, describe when.	X		Yes - unless on vacation; Transit Coordinators work in place of an Operations Supervisor in these situations. They have the same abilities to make decisions and give direction to drivers and staff.
8	Are supervisors ever on call at home? If so, when?		X	Typically no, but then again we are never truly off the clock (supervisors are salaried and exempt from overtime).
9	Is at least one dispatcher (or customer service staff) on duty for all hours of revenue service? If not, describe when these staff are on duty.	X		Yes - at least one staff person is always on duty during all hours of operation to provide direction and support and field customer phone calls and provide assistance.
10	Who are the first employees to report to work on weekdays? What time do they arrive? Do they have specific first-to-report tasks to open up the facility?			Operations Supervisor (or her replacement) - 4:00 a.m.; mechanics - 4:45 a.m.; then drivers at 5:00 a.m. Supervisors make sure there are no "call-ins" or call replacement drivers if someone has called in. Mechanics ensure buses are ready to go for revenue service.
DRIVER COMMUNICATIONS				
11	How are route and service changes, safety bulletins, and other important policies communicated to drivers?			Detour Message Board - drivers have a communication board strictly for route service and detours they must check before their shift. Additionally, cheat sheets are provided if detour is a bit complicated. Short-term or immediate detours are communicated through messages sent directly to tablets on their buses or over the 2-way radios.

TRANSPORTATION OPERATIONS		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
12	Is there a specific employee guidebook for operations or a specific driver's manual? <i>If so, please ensure this is included in the shared documents.</i>	X		
13	Is there a cellular phone/digital device usage policy for drivers?	X		
14	Are job performance evaluations completed regularly for all driver staff? If so, how often, and what do they entail?	X		Driver performance evaluations are not conducted regularly. We do "spot" or "surprise" checks on drivers periodically throughout the year. Staff receive an annual evaluation on performance and goals.
15	Are there any incentive programs in place for driver performance? If so, briefly describe them?		X	No - the only incentive program in place is for new hires. New hire drivers may receive \$500 for obtaining their CDL (or hired with it and all requirements) and \$1,500 after 2-years of service.
DRIVER: PRE-TRIP / POST-TRIP				
16	Where do drivers report to when starting their shift?			They report to the lunchroom/break room. They grab their Assignment Card and any other info from their mailboxes. They are either greeted by the supervisor or required to call-in when reporting to work.
17	Do any drivers begin work at remote start points? If so, what is the procedure for checking in with dispatch/supervisors?		X	No

TRANSPORTATION OPERATIONS		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
18	How far in advance of pull-out (in minutes) do drivers report?			Required start times are :15 prior to pull-out time (or in the case of fixed route, they report :15 prior to the start of their first departure from the Transfer Station). This :15 includes their pre-trip inspection and travel time to the Transfer Station.
19	Is there a method for dispatchers (or other relevant staff) to communicate with maintenance staff to ensure that all routes have been assigned vehicles that are in good repair?	X		
20	Are all drivers required to personally check-in or report to a supervisor, dispatcher, or some other management person before going on duty? If so, describe this process. Is it face-to-face, by phone, etc.?	X		Drivers are either greeted by the supervisor/staff or required to call-in when reporting to work. They must report directly to the person in-charge during the shift (in-person or via phone). Paratransit report in directly to staff.
21	Prior to the start of their shift, how does the transit system ensure a driver is fit for duty?			Staff observations. Other drivers may also observe and report to staff. Supervisors are usually present at the start of shifts and have interactions with drivers as they report to work. The "in-between" shift starts are sometimes directly observed, otherwise contact is made via phone.
22	Is a pre-trip inspection required before a vehicle goes in service?	X		
23	Do drivers have a post-trip checklist? If not, what functions do drivers complete at the end of the shift?	X		Yes - please see the file that was included in the documents for #11.

TRANSPORTATION OPERATIONS		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
24	Who locks up the garage at the end of the service day, and at what time? Is a security system used when no one is present?			Operations Supervisor (or his replacement) - 9:00 p.m. on weekdays and 4:15 p.m. on Saturdays. A security system is set to "on". All doors are locked via a keyless fob system programmed to auto lock all doors that may be unlocked during the day.
DRIVER: IN-SERVICE				
25	Do drivers record the following information throughout the day? If so, how do they report it (e.g., a paper form, farebox, MDT, tablet)?			
	Passenger boardings	X		Yes - via tablet (UniteGPS)
	Fare paid	X		Yes - via tablet (UniteGPS)
	Arrival times	X		Only paratransit (Ecolane)
	Start/end vehicle mileage	X		Only paratransit (Ecolane)
	Other (please specify)			
26	Do drivers handle cash or tickets in any way?			
27	Is there an adopted on-time performance standard (e.g., window of time to be considered "on time") for each mode or service type you provide? If so, what are the standards?	X		5-minutes is the fixed route standard (i.e. if departures are :15 and :45 past the hour, it's acceptable to depart no later than :20 and :50 and be considered on-time). This is determined as reasonable because routes can still complete routes in a timely and safe manner without disruption to customers or service. Paratransit has a +/- :15 minute window in accordance with ADA requirements.

TRANSPORTATION OPERATIONS		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
28	Does the transit system track on-time performance for your demand response service? If so, how is this tracked? How often are results summarized and reviewed?	X		Yes - automatically calculated and displayed in the software system for ease of monitoring. Please request a visual of this system if you'd like to see more.
29	Does the transit system track on-time performance at the start and/or end of a route ? If so, how is this tracked? How often are results summarized and reviewed?	X		We use the GPS system to monitor route times and performance. Since the additional of GPS, we have been able to provide much more reliable service to customers allowing them to see their vehicles in advance and get to a bus stop. Bus stop times have always been "approximate" times as ridership, traffic, weather, detours, etc. can have significant impact on service, especially during peak service times.
30	Does the transit system track on-time performance at mid-points along a route ? If so, how is this tracked? How often are results summarized and reviewed?	X		We use the GPS system to monitor route times and performance. Since the additional of GPS, we have been able to provide much more reliable service to customers allowing them to see their vehicles in advance and get to a bus stop. Bus stop times have always been "approximate" times as ridership, traffic, weather, detours, etc. can have significant impact on service, especially during peak service times.
31	Is there an adopted on-time performance goal (e.g., percent on time) for each mode or service type provided? If so, what are the goals?	X		Paratransit - 95 percent; Fixed route - 90 percent. Many factors impact reliability of transit service for fixed route service including ridership, traffic, weather, detours, etc. We employ extra buses during peak service to act as "Express" buses to/from middle and high schools. We also

TRANSPORTATION OPERATIONS		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
				employ shuttles to help keep regular routes on schedule.
32	Year-to-date, what was the actual level of on-time performance for each mode or service type you provided (e.g., percent on-time)?			Paratransit - 97 percent
TRAINING				
33	Are drivers, dispatchers, and supervisors given training in how to respond to accidents and medical emergencies?	X		
34	Are drivers given training and direction in how to respond to passenger incidents?	X		
35	Do you have an accidents per mile goal (e.g., fewer than X accidents/100,000 miles)? If so, how have you performed in relation to your goal recently?	X		Yes - this is documented in the Shoreline Metro PTASP in document included for #15.
36	Who administers the transit system's driver training program?			The Safety & Training Coordinator with assistance from the Director and/or Operations Supervisor.
37	Is the transit system's driver training program documented? If so, please ensure this is included in the shared documents.	X		

TRANSPORTATION OPERATIONS		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
38	Have drivers been through specialized driver safety courses (e.g., Smith System, TSI, CTAA, WI RTAP, etc.)? If so, please note the course and briefly describe how it is applied.		X	No - Drivers go through a thorough and comprehensive training program including classroom, on board, and mentor training. I have included our training checklist for all new employees. Drivers are not cleared for revenue service until they complete all aspects of training and show competency in being a safe and professional driver.
39	Approximately how long is the transit system's driver training program?			
	Number of classroom hours			Estimated at 10-20 hours depending on need for CDL.
	Number of behind-the-wheel hours			Estimated at 100-150 hours depending on driver skill.
40	Is there a continuing education component to the transit system's driver training program? If so, please describe briefly <i>or list the internal document that you have shared that addresses this.</i>	X		Before driver's are able to go into revenue service on their own, they mentor with experienced drivers. This is part of the training program. All drivers go through continuing education and retraining. This is not a "formal" program; rather informal based on experiences of the transit system.
41	Do maintenance staff have any role in training new drivers? If so, please describe briefly <i>or list the internal document that you have shared that addresses this.</i>		X	No - not typically.

TRANSPORTATION OPERATIONS		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
42	Does the transit system provide or arrange for CDL training for inexperienced drivers when a CDL is required to operate one of its vehicles?	X		
43	Is there a retraining program for drivers with poor safety or complaint records? If so, please describe briefly <i>or list the internal document that you have shared that addresses this.</i>	X		Shoreline Metro employs a Correction Action-based schedule for performance issues. This schedule includes coaching (training/retraining) as the first step. In almost all cases, drivers are coached and/or trained for poor performance including safety events, complaints or policy violations. See document included for #4.
44	Does the transit system's safety program offer incentives and recognition to drivers with good records? If so, please describe briefly.			No additional incentives aside from what is provided and offered through its insurance company, Transit Mutual Insurance. Team members are acknowledged publically for jobs well-done.
45	Does the transit system have regular safety meetings with the following staff? If so, how often?			
	Drivers	X		Quarterly and as-needed.
	Mechanics	X		Quarterly and as-needed.
	Administration	X		Weekly management team meetings; staff quarterly and are as-needed.
46	Does the transit system do driver ride checks ("ride alongs") with management, supervisors, trainers, or other drivers? If so, how often?	X		Yes - in coordination with Transit Mutual Insurance ride checks. Supervisors will ride with drivers periodically, especially when performance issues arise (or customer issues). All new drivers have a driver riding along to ensure proper and safe procedures are followed.

TRANSPORTATION OPERATIONS		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
47	Are drivers given specific training in the use of a passenger lift and how to properly secure a wheelchair?	X		
48	Who conducts safety training for maintenance workers?			The Safety & Training Coordinator with assistance from the Director and/or Operations Supervisor and the Maintenance Foreman. The Maintenance Foreman coordinates most of the available training for maintenance staff with vendors and providers.
WORK AND VEHICLE ASSIGNMENTS				
49	Does the transit system use specialized scheduling software (e.g. HASTUS) or other software to maintain a schedule database? If so, please describe briefly.		X	Scheduling is done with an Excel file.
50	How and how often do drivers select work assignments?			Driver picks are quarterly or as required by the labor agreement.
51	Are there rules or guidelines about the types of work completed by part-time employees? If so, please provide an overview or list the internal document that you have shared that addresses this.		X	No - part time drivers are either assigned within their classification (fixed route or paratransit) or for some, they can be assigned driver duties in the other service (called flex drivers). Paratransit drivers can be assigned cleaning duties during periods of down-time. This is defined in the labor agreement.

TRANSPORTATION OPERATIONS		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
52	Are there requirements for driver breaks? If so, please provide an overview <i>or list the internal document that you have shared that addresses this.</i>	X		Some drivers have breaks assigned within their shift (paid). Others have split shifts where they have time-off and may leave the facility (unpaid). All drivers, whether scheduled or non-scheduled, usually get a break within their shift. Drivers are permitted to use the restroom throughout the day (fixed route between runs at the Transfer Station and paratransit whenever they are between pickups/drop offs without customers on board).
53	Does the system employ standby drivers who report to work but are not immediately assigned work ("extra board")?		X	
54	Does the system employ on-call drivers who are available for work, but do not report to work unless called in?	X		

MAINTENANCE		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
GENERAL				
1	What are the major challenges facing your maintenance program?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
2	How does the transit system interact with WisDOT on this topic (maintenance)?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
3	How does the transit system interact with other public transit systems on this topic (maintenance)?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
4	How many of the following workers does the system currently employ?			
	Full-time mechanics			4 - one of which is a Maintenance Foreman
	Part-time mechanics			0
	Full-time maintenance supervisors			1 (included in with the mechanics total)
	Part-time maintenance supervisors			0
	Full-time other maintenance employees			2 - Maintenance Assistants
	Part-time other maintenance employees			0
5	Is a maintenance lead or supervisor on duty during all hours of revenue operations? If so, briefly describe who and how this is covered throughout the day.		X	No - maintenance staff are available during most hours of service (5:00 a.m. to 4:30 p.m. on weekdays). Mechanics or maintenance staff are available through a call-in process on weekday evenings and Saturdays if staff cannot assist with a situation.

MAINTENANCE		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
6	Is there a mechanic on duty during all hours of revenue operations? If not, describe when they are on duty.		X	No - see response above.
7	Are buses stored, maintained, and dispatched from the same facility? If not, please describe.	X		Yes - the Shoreline Metro Admin and Maintenance facility stores all buses and includes maintenance bays and workspace for maintenance staff. This facility also includes a bus wash and diesel fueling station.
8	Are the following repairs performed in house or are they contracted ?			
	Routine maintenance			In-house
	Body work			In-house (unless unable then outside vendors are used)
	Engines			In-house (unless unable then outside vendors are used)
	Transmissions			In-house (unless unable then outside vendors are used)
	A/C			In-house
	Paint			In-house (unless unable then outside vendors are used)
9	Have mechanics had specific training on the vehicles they are maintaining? If so, from whom?	X		Yes - Mechanics receive training from the bus manufacturer, Gillig, and several other component vendors including Cummins, Allison Transmissions, etc.
10	Who in the organization develops vehicle, equipment, and contracted services specifications?			Maintenance Foreman with the assistance of the Director and the City's Purchasing Agent

MAINTENANCE		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
11	Is vehicle maintenance activity tracked using software? If so, which software? If not, how is this tracked?	X		Yes - TransTrack (formerly TransitFleet) is used to track vehicles and vehicle maintenance.
DAILY VEHICLE SERVICING				
12	Where are revenue vehicles fueled? Who does the fueling and when?			Fixed route are fueled on-site; paratransit are fueled on-site and at Kwik Trip (gas only).
13	How often are revenue vehicles fueled and fluid levels (e.g., oil, torque fluid, water, etc.) checked?			Fueled as needed (scheduled by staff); Paratransit as needed by drivers (gas only); other fluids are checked during PMs.
14	How often is mileage recorded for each vehicle?			At time of fueling
15	How is vehicle reliability and maintenance tracked over time?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
16	How often are bus exteriors washed?			Daily after fueling (on-site); weekly or as-needed if fueled off site.
17	How often are vehicle interiors swept and wiped down?			Daily to every-other day.
INSPECTIONS AND PREVENTIVE MAINTENANCE				
18	At what mileage intervals are inspections performed?			All preventative maintenance and inspections are performed in accordance with FTA requirements as documented in the Preventative Maintenance Plan (see document for #21).
19	What work is done at each mileage interval? Please provide an overview or list the internal document that you have shared that addresses this.			All preventative maintenance and inspections are performed in accordance with FTA requirements as documented in the Preventative Maintenance Plan (see document for #21).

MAINTENANCE		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
20	Year-to-date (or in the last calendar year), what percent of preventive maintenance inspections were performed on time?			100%
21	Do you track the number of road calls by month, year, etc.? Please describe how the number has changed over time and/or list the <i>internal document that you have shared that addresses this</i> .			Yes - road calls are tracked as they occur within the maintenance system software. Road calls have decreased the last 5-years (no surprise as Shoreline Metro has replaced 17 of 22 fixed route buses and 6 of 11 paratransit buses during that time).
REPAIRS				
22	Is there a procedure for prioritizing repairs? If so, please provide an overview <i>or list the internal document that you have shared that addresses this</i> .		X	No - try to complete repairs that puts a bus back into revenue service over repairs that cannot be done as quickly that keeps buses out of service.
23	Is there a procedure to ensure that unsafe buses aren't used? If so, please provide an overview <i>or point to an internal document that you have shared that addresses this</i> .	X		Lock out/Tag out on vehicles that MUST NOT be in service or used; Maintenance Foreman communicates any major issues to the Director for determination of vehicle's fate; Structural or areas that cannot be repair typically deem the vehicle as "junk" and does not return to revenue service.
24	Is there a procedure for assigning work to mechanics? If so, please provide an overview <i>or list the internal document that you have shared that addresses this</i> .		X	No - work is assigned by ability/strength of mechanic and prioritized based on department need (simple/minor repairs are completed first to return a bus to revenue service); long-term repairs are assigned accordingly and may be outsourced due to workload.

MAINTENANCE		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
25	Do mechanics complete a work order form showing the nature of the repair, the hours (labor) required, and the parts used? <i>If so, please ensure this is included in the shared documents.</i>	X		
26	Does a maintenance lead or supervisor review driver defect reports?	X		
SHOP				
27	Does the vehicle maintenance and storage area have a sprinkler or other fire suppression system in place?	X		
28	Is there a separate room for the storage of hazardous/explosive materials?	X		
29	Is there a separate room for battery storage?		X	
30	What is the date of the most recent fuel-oil storage tank inspection?			Inspected monthly by Safety & Training Coordinator; 20-year inspection was completed 6/12/24 (report available upon request).
31	Does the system have a procedure for disposing of recyclables and hazardous materials?	X		
32	Are the following required in the shop?			
	Eye protection	X		
	Safety shoes	X		
	Other (please list)	X		PPE as needed based on job.
33	Is there an office area for maintenance staff and recordkeeping?	X		

MAINTENANCE		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
PARTS				
34	How do you determine from where and how often you purchase parts? Please provide an overview <i>or list the internal document that you have shared that addresses this.</i>			Certain parts come from certain vendors; Shoreline Metro likes to purchase original parts; lead times contribute to number of parts in stock; usage (frequency) contributes to quantity on-hand and on order; PM items are stocked regularly versus parts that are hardly used.
35	How do you determine from where and how often you purchase fuel? Please provide an overview <i>or list the internal document that you have shared that addresses this.</i>			Bids - the City's Purchasing Agent bids out fuel when tank reaches less than 1,200 gallons; low cost bids are awarded to the low cost vendor. Frequency is typically 20-days.
36	How do you determine from where and how often you purchase tires? Please provide an overview <i>or list the internal document that you have shared that addresses this.</i>			Tire contract - current vendor is with Pumps; frequency is based on usage and season.
37	Is there a computerized parts inventory control process? If so, which software do you use?	X		Yes - TransTrack (formerly TransitFleet) is used to track vehicles and vehicle maintenance.
38	Are parts barcoded?		X	
39	Is there a method of confirming the inventory? If so, please describe briefly. How often?	X		Yes - TransTrack tracks parts inventory and inventory is reconciled as needed based on actual inventory. Parts are then ordered based on previous answers.
40	Is there a stock keeper in charge of the parts room? If so, who? If not, who supervises parts withdrawals?		X	No - Maintenance Foreman is in charge of the maintenance division.
41	Are all parts withdrawals documented? If so, how?	X		Yes - TransTrack and work orders; fleet sheets.

MAINTENANCE		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
42	Are there parts that you have difficulty procuring or keeping in stock? If so, please describe briefly.			Yes - Radiators, DEF lines/hoses
FACILITIES MAINTENANCE				
43	Does the system have transit shelters and/or other customer facilities? If so, who is responsible for maintaining them? How frequently are they cleaned?	X		Yes - internal maintenance staff maintain and clean them including snow removal. They are cleaned as needed (roughly at least once per month).
44	Are facility management responsibilities clearly assigned to staff?	X		

FINANCE		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
GENERAL				
1	How does the transit system interact with WisDOT on this topic (finance)?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
2	How does the transit system interact with other public transit systems on this topic (finance)?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
3	Which staff positions are involved with the following:			
	Payroll			PM Operations Supervisor and City Payroll Clerk
	Purchasing			Director and City Purchasing Agent
	Accounts payable			AM Operations Supervisor (approver is Director) and City Finance Dept.
	Accounts receivable			AM Operations Supervisor (approver is Director) and City Finance Dept.
	General ledger			Director and City Finance Dept.
	User fare revenues			AM Operations Supervisor and Director
4	When was the last time the transit system was subject to a financial audit?			Annually through the City's Financial Audit and DOT audits.
ACCOUNTING AND PAYROLL				
5	Are security and backup systems in place for your computerized accounting system?	X		
6	Is there a secure database of employee records, pay rates, benefit elections, and other data?	X		

FINANCE		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
7	Are payroll checks approved/signed by someone other than the person who prepares them?	X		
REVENUE CONTROL				
8	Does the transit system have a written policy for cash handling procedures? <i>If so, please ensure this is included in the shared documents.</i>		X	
9	When collected aboard a vehicle in revenue service, are fares collected in a locked fare box?	X		
10	Do transit system vehicle have registering fare boxes?		X	
11	Who is responsible for removing fares from the vehicle?			Maintenance Staff physically remove the fare boxes and place on cart; staff count the fareboxes, perform the deposit and reconcile any financial differences.
12	Who counts the fares? When? Where?			See above; Fareboxes are counted twice a month on the 15th and last day of the month; Customer service tills are counted daily with deposits done daily.
13	Is there an activated security camera in the fare counting room?	X		
14	What is the average daily amount of cash collected?			
15	Who reconciles cash collected with the passenger count?			AM Operations Supervisor reviews bank deposits with cash collected from passengers/passenger counts and reconciles accordingly.
16	Who is responsible for making the bank deposit? How often is this done?			Daily by office staff.

FINANCE		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
17	Are bank deposits reconciled back to driver or fare box revenues?	X		
18	Are cash receipts for pass sales reconciled back to the number of passes issued?	X		
19	Are you responsible for other points of sale for fares aside from aboard vehicles (e.g., public counter, fare vending machines, etc.)? If so, please describe.	X		Customer Service office and sales outlets sell fare media for Shoreline Metro. Outlets are invoiced monthly for fare media sold. Digital fare media sales through HotSpot are also reconciled and collected monthly from third-party vendor.
20	Are paper/electronic transfers issued? If so, what are the transfer rules for passengers?		X	No transfers
21	Do you track how transfers are used between routes or services? If so, how and how often?		X	No transfers
BUDGETING AND GRANTS				
22	Which staff members are involved in the annual budgeting process?			Director and Maintenance Foreman; other staff as needed.
23	Who prepares annual funding application to WisDOT?			Director
24	Does the transit system have (or recently had) any agreements with local partners (i.e., municipalities, educational institutions, businesses) for transit service, funding, and/or fares? If so, please list with whom and, generally, for what.	X		Village of Kohler and City of Sheboygan Falls for transit services; Sheboygan County for 85.21 service; Sheboygan Area School District for free fares for students and faculty (transit service).

FINANCE		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
25	Are annual capital and operating budgets part of local transportation improvement program (TIP) and/or capital improvement program (CIP)?	X		
26	Does the transit system compare actual revenues and expenses against budgeted revenues and expenses throughout the fiscal year? If so, please describe your process, including frequency.	X		Yes - Budget status reports are conducted bi-monthly (or more as required) and compares YTD expenses/revenues with budgeted expenses/revenues. This is done by the Director with reports shared with Operations Supervisors and Maintenance Foreman.
27	What is the policy for handling unspent local funds previously obligated for transit? Please describe briefly.			IF we have unspent local funds, the City of Sheboygan retains those funds. Other local funding partners are obligated to their local share amount annually as set through the budget process.
28	Is there a transit fleet replacement fund in place? If so, please describe briefly.		X	No - There is a 5-year capital plan which is updated annually and there is preference given to projects that are a part of services required to be provided as decided by City Council.
29	Is there a general transit capital replacement fund in place? If so, please describe briefly.		X	See previous response.
30	Has the transit system worked with the MPO/RPC to seek grant opportunities for vehicle replacement and capital investments? If so, which grants and with whom have you worked?	X		Yes - CMAQ. Shoreline Metro had 10 fixed route buses funded through this program in two different grant cycles.
31	Has the transit system had to turn back grant funds in the past 5 years? If so, from which grants and under what circumstances?		X	No

PLANNING		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
GENERAL				
1	What do you want to accomplish in the next few years?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
2	In the past, has there generally been success in implementing planning recommendations?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
3	How does the transit system interact with WisDOT on this topic (planning)?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
4	How does the transit system interact with other public transit systems on this topic (planning)?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
PLANNING FUNCTIONS / LONG-RANGE PLANNING				
5	Are any staff dedicated exclusively to service planning? If so, how many? If not, who is responsible for the service planning function?		X	No - This is a team approach led by the Director and Operations Supervisors. Shoreline Metro also works with Bay-Lake RPC on service planning and service development (TDP).
6	When was the last transit development plan (TDP), operations analysis, or other strategic plan completed?			2021-2025; Shoreline Metro and Bay-Lake RPC are currently applying for funding for the next cycle scheduled for 2026-2030.
7	Who led the last TDP (or similar project) and what was the transit system's role in the process? Did any other local agencies participate? Please list.			Bay-Lake RPC with Shoreline Metro being an integral and important part of the process. Several other agencies participated including existing service partners (Kohler and Sheboygan Falls) and non-service partners (Town of Sheboygan). Several other agencies

PLANNING		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
				including RCS, SASD and residents actively participated.
8	Is the TDP (or similar project) incorporated into the local long-range transportation plan for the community?	X		
9	To what extent has the transit system addressed the recommendations in the TDP (or similar project)? Approximately what percentage of the recommendations have been implemented or addressed?			Shoreline Metro implemented almost all recommendations in the TDP (90% estimated implementation/completion percentage).
10	Does the transit system survey riders regarding the following? If so, how often is this information gathered?			
	Frequency of use	X		Yes - bi-annually.
	Transportation alternatives/mode choice	X		Yes - bi-annually.
	Trip origins and destinations	X		Yes - bi-annually.
	Trip purpose	X		Yes - bi-annually.
	Level of satisfaction with service	X		Yes - bi-annually.
	Demographics	X		Yes - bi-annually.
PLANNING DATA / PERFORMANCE EVALUATION				

PLANNING		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
11	Who is responsible for monitoring daily transit system performance data?			Operations Supervisors and staff. These individuals are required to use performance data to make dispatching and schedule changes to ensure consistency, reliability and dependableness of the services.
12	Outside of daily monitoring, what performance data are regularly or occasionally reviewed by staff?			Quarter reports are provided to the Transit Commission to review and approve. This data includes such metrics as Trips/Revenue Hr, Expense/Revenue Hr, Revenue/Passenger, etc.
13	Does the transit system have automatic passenger counters (APCs)? If not, briefly describe how you collect ridership data.		X	No - Ridership data is collected by the driver and entered into a tablet (running the UniteGPS software for passenger/ridership collection and reporting).
14	Does the transit system monitor maximum vehicle loads? If so, how and how often?	X		Yes - during peak service on weekday mornings and afternoons.
15	Does the transit system have an automatic vehicle locator (AVL) system or other GPS tools to track vehicle location? If so, briefly describe how this is used and if this differs by mode of service provided.	X		Yes - UniteGPS is used for fixed route and Ecolane is used for paratransit; vehicle locate is available to staff for both services through admin portals in each respective software; UniteGPS has a public facing customer access page https://transit.unitegps.com/sm ; Ecolane has access to customers only through the Metro Connection (Ecolane) app.
SERVICE CHANGES				

PLANNING		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
16	How does the transit system respond to requests for service changes?			Typically they are reviewed by the Director and filed; Shoreline Metro has not received a request in several years (more frequent service, longer hours and Sunday service are the typical requests). Due to funding, these items are not considered at this time.
17	Does the transit system evaluate the effectiveness of service changes? If so, how?	X		Yes - typically through Ridership; the last major route change was in 2016 which resulted in significant ridership increases on fixed route.
18	Generally, how often are routes and/or schedules updated?			As needed - funding plays a major factor; slight modifications are made as developments occur; Shoreline Metro always looks at ways routes can be more productive and service customers better.
19	When was the most recent notable service change or set of changes implemented? Generally, what was changed?			2016 - removal of a 60-minute route (30) that had some duplicated service; all southbound routes were modified to incorporate the lost service.
20	Have you instituted any new or substantially expanded programs or service (new mode or type of service) within the last few years? If so, please describe briefly.		X	No
FIXED ROUTE SCHEDULES				
21	Are fixed route schedules arranged to have routes meet at transfer points?	X		

PLANNING		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
22	Are buses "held" for late arriving buses at transfer points? If so, briefly state the policy.	X		Yes - please see document included for #4; several policies document this procedure including calling in transfers, use of shuttles during peak service, etc.
23	Are there situations in which a bus is permitted to go off route to make a pick-up or drop-off? If so, explain briefly.	X		Yes - please see document included for #4; when a bus stop is considered "inaccessible"; this may be for a detour or temporary road closure.
24	Is layover time or recovery time incorporated into schedules? If not, how is recovery time accommodated?	X		Yes - typically 3 minutes.
25	Does the transit system operate trippers (i.e., unique or supplementary scheduled trips for schools or workplaces)? If so, briefly describe.	X		Yes - Two morning and two afternoon Trippers are provided and open to the public; Additional "Express" routes are provided to middle and high schools on school days to accommodate load capacity (especially in the afternoons).
26	Are schedules checked on a regular basis to determine if running time adjustments are warranted? If so, how is this completed?	X		Yes - Unfortunately, we are constantly impacted by weather (winter) and construction (spring/summer/fall) which impact routes (sometimes substantially as is the case currently with two routes). Modifications are either made short-term, long-term or permanently.
PUBLIC INPUT				

PLANNING		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
27	How does the transit system engage the public in planning decisions? Please provide an overview of the strategies you use and how often they are deployed <i>or list the internal document that you have shared addresses this.</i>			Yes - Through the TDP process, public comment (for fare changes, service changes, etc.), surveys and web forms that allow customers to freely contact Shoreline Metro to submit recommendations for consideration.
28	Aside from the primary decision-making body (i.e., board or commission), is there an advisory group that provides input or direction on transit in your community? If so, please describe.		X	No - not explicitly; there is a non-motorized transportation advocacy group that advocates for public transit; nothing formalized at this time.
29	What guidelines are used to determine when a public meeting is needed? Please provide an overview <i>or list the internal document that you have shared that addresses this.</i>			Aside from Transit Commission meetings which are open to the public and held regularly, meetings are held in accordance with Public Comment policy - any increase to the full adult fare, any increase to the ADA fare, and 10 % decrease in total system service or Route 20. This is a formal policy. Public meetings are also held in accordance with changes to educate the public. Additionally, public meetings might be held to educate on new conveniences added to service such as GPS or mobile fare payments.
30	Does the transit system hold public meetings before adopting service changes?	X		
31	How are comments received at public meetings incorporated into service changes? Please provide an overview <i>or list the internal document that you have shared that addresses this.</i>			Reviewed and filed (retained) - changes that "make sense" and impact the greater good are given significant review while requests for convenience that impact 1-2 customers are typically reviewed and filed.

PLANNING		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
CAPITAL PLANNING				
32	Does the transit system have a Transit Asset Management (TAM) Plan and/or fleet replacement plan? <i>If so, please ensure this is included in the shared documents.</i>	X		
33	How many, if any, revenue vehicles are on order but have not yet arrived or have not yet been introduced to revenue service? Please describe briefly, including funding source(s) and which vehicles are being replaced.			None at this time; Shoreline Metro is awaiting the delivery of five (5) support vehicles purchased using ARPA/CARES Act funding.
34	Has the transit system analyzed whether the current fleet mix is most appropriate relative to existing/future demand? If so, when was this last evaluated?	X		This is reviewed during all 5-Year Capital Improvement Plans (annually).
35	Does the transit system have a facilities replacement/expansion plan? <i>If so, please ensure this is included in the shared documents.</i>	X		
36	Briefly, what types of facility improvements have been made in the last three years?			New roof/deck; outside painting of main facility; replacement heating units; gutters and downspouts on the Transfer Station;
37	Briefly, what types of facility improvements do you expect to make in the next few years that you have secured funding for?			None at this time.

PLANNING		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
38	Briefly, what types of facility improvements do you expect you will need to make in the next three years but have not yet secured funding for ?			None forecasted at this time.
39	What type of steps has the transit system made to improve energy efficiency and become more environmentally friendly?			Replaced all office lighting with LED fixtures.
40	Is facilities planning conducted as part of the annual budgeting process or as part of another budgeting process? Please describe briefly.			Yes - This is reviewed during all 5-Year Capital Improvement Plans (annually).
41	Does the transit system own and/or maintain customer amenities at transit stops, such as shelters, benches, enhanced signage, etc.? If so, please list the types of amenities.	X		Yes - Transit shelters at over 20 transit bus stops system wide.
42	Does the transit system or its parent agency have an ADA Transition Plan or similar plan to program/implement ADA accessibility improvements? If so, please describe.		X	Generally speaking, Shoreline Metro relies on street improvements performed by the City to improve accessibility features such as bus stops and walk paths to bus stops including sidewalks.
COORDINATION				
43	Does the transit system coordinate with other departments/municipalities/agencies regarding land use, housing and economic development, and related transportation projects? If so, please briefly describe how this coordination takes place.	X		Yes - Director attends weekly meetings with City staff to discuss developments; discussions include incorporating transit improvements at these developments including shelters or enhanced route service.

PLANNING		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
44	Are transit system staff directly involved in updating the transportation element of local planning documents? If so, please list examples of those local planning documents.	X		Yes - Director is a member of the MPO and actively participates with Bay-Lake RPC during long-range planning, TIP, STIP and coordinated transportation planning.
INFRASTRUCTURE INVESTMENT AND JOBS ACT (IIJA) - FEDERAL BIPARTISAN INFRASTRUCTURE BILL				
45	How is the transit system preparing for additional operating funds through the IIJA?		X	No plans at this time other than to hopefully sustain transit operations and retain existing service levels.
46	How is the transit system preparing for additional capital funds through the IIJA?		X	No plans at this time other than to hopefully sustain transit operations and retain existing service levels.

MARKETING		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
GENERAL				
1	What are some successful marketing activities you've completed?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
2	What are some unsuccessful marketing activities you've done?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
3	What is the perception of the system within the communities served?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
4	How does the transit system interact with WisDOT on this topic (marketing)?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
5	How does the transit system interact with other public transit systems on this topic (marketing)?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
MARKETING FUNCTIONS				
6	What percent of the transit system's total annual operating budget goes to marketing?			0.5% (\$25,000 of \$4.3M)
7	Does the transit system have any dedicated marketing staff? If so, how many FTE? If not, who is responsible for the marketing function?		X	No - Director takes the lead on marketing, branding and promotion of public transit services.
8	Does the transit system have a marketing plan, strategic plan, or other documentation of strategy for promoting the transit system? If so, how is it used and when was it last updated?		X	No - Advertising is done through radio, newspaper, and social media.

MARKETING		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
9	Do you contract for any marketing or customer information services from an outside vendor? If so, please describe briefly.		X	Shoreline Metro used to partner with a vendor but costs were an issue.
10	What are the transit system's three largest marketing expenditures?			Radio advertising, social media promotion, swag and print ads.
MATERIALS				
11	Did the transit system use, create, or conduct the following in the last year ? If so, who, generally, is responsible for this effort?			
	System map	X		Internal Staff
	Telephone information		X	
	Website updates	X		Director
	Social media updates	X		Director
	Individual route maps and schedules	X		Internal Staff
	Rider or "how to ride" guide	X		Internal Staff
	Media contacts/press releases	X		Director
	Customer and/or public surveys	X		Director
	Alternative language materials	X		Director
	Business outreach	X		Internal Staff
	School outreach	X		Internal Staff
	Board updates	X		Director
	Public meetings		X	

MARKETING		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
12	Does the transit system provide marketing materials in languages other than English? If so, please list which languages.	X		Spanish is also provided.
13	If yes to the question above, how did you determine which languages to use?			Title VI LEP analysis
14	Does the transit system have a printed and/or online transit system map? If so, when was the map last updated?	X		Earlier in 2024; https://shorelinemetro.com/routes-schedules/route-map/
15	Does the transit system provide customers with information about other transit and transportation options in the community (e.g. human services transportation, specialty services, intercity bus services)? If so, please describe how you do this.	X		Yes - typically this is through soft referral over the phone or in-person; Shoreline Metro maintains an intercity bus service brochure for customers https://shorelinemetro.com/intercity-bus-service/ .
WEB PRESENCE				
16	Who is responsible for maintaining the transit system's website?			Director
17	Which of the following are available on the transit system's website?			
	System map	X		
	Individual route maps and schedules	X		
	Fare information	X		
	Rider or "how to ride" guide	X		
	Real-time bus location information	X		
	Trip planner	X		

MARKETING		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
	Board/committee meeting materials	X		
18	Does the transit system maintain route/schedule data in General Transit Feed Specifications (GTFS) [sometimes referred to as or "Google Transit" format]? If so, who creates and maintains it?	X		Currently Trillium Solutions maintains the GTFS feed for Shoreline Metro route service.
19	Does the transit system use and/or maintain Facebook, Twitter, and/or other social media pages? If so, briefly describe how, how often each is used, and who maintains them.	X		Facebook - maintained by the Director and additional staff who have admin access.
20	Are policies in place to guide the use of social media as a marketing tool for the transit system?	X		
21	Does the transit system measure or evaluate the effectiveness of social media use for marketing and customer information purposed?	X		
MARKETING AND PROMOTIONS				
22	In the last few years, did the transit system conduct any advertising or promotional campaigns (other than publishing a schedule)? If so, briefly describe.	X		Hiring campaigns, Mobile Fare payments, and GPS promotion.
23	How often does the transit system communicate with area schools and employers to promote or coordinate transit service?			Schools is a regular conversation; employers is not as regular and could be much more frequent (only so many hours in the day).
24	Does the transit system maintain a database of customer contacts and complaints? If so, briefly describe the format (e.g., spreadsheet, software, etc.) and how you analyze trends.	X		Maintained individually on the admin side of the website (complaint form is digital on website) https://shorelinemetro.com/about/file-a-complaint/

MARKETING		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
25	Is there an established procedure for investigating and responding to passenger complaints? If so, briefly describe.	X		Yes - please see the file that was included in the documents for #4 (Chapter 9).
26	Do customer complaint reports go to the governing board?		X	

COVID-19		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
GENERAL				
1	What actions did the transit system take to ensure employee health and safety during the COVID-19 pandemic?			Shoreline Metro is submitting its entire documentation of COVID-19 protocols, policies, procedures and methods for review. In short, service was reduced, tokens removed from service, capacity constraints were implemented, masks were worn, cleaning processes were enhanced and special processes and procedures developed.
2	Which of the above changes, if any, do you plan to maintain in the future?			Tokens and transfers have been eliminated and remain a permanent change; the use of specialty UV air filters continue to be used; a special "fogging" machine remains in use in vehicles; several other procedural items also remain in use.
3	How has the transit system revised the amount or type of service you deliver in response to the COVID-19 pandemic, if at all?			Saturday service remains at 7-hours post-COVID instead of 10-hours; ridership on Saturdays has not rebounded to the point where the added service is justified at this time.
4	Which of the above changes, if any, do you plan to maintain in the future?			Tokens and transfers have been eliminated and remain a permanent change; the use of specialty UV air filters continue to be used; a special "fogging" machine remains in use in vehicles; several other procedural items also remain in use.
5	In terms of ridership, which of the transit system's services and/or routes have been most significantly affected since the COVID-19 pandemic?			System-wide service remains about 20 percent below pre-COVID; paratransit service remains substantially down from pre-COVID.
6	In terms of ridership, which of the transit system's services and/or routes have remained stable or			Several routes continue to perform well (10N/10S) due to their key destinations (high retail).

COVID-19		Sheboygan, Shoreline Metro		
#	Question	Yes	No	Response (as applicable)
	performed well since the COVID-19 pandemic?			
7	Has the transit system received new federal investments related to economic stimulus packages? If so, from which programs?			Yes - CARES Act and ARPA funds.
8	How has the transit system spent federal stimulus funding? Are there unspent funds remaining?			Purchase six (6) cutaway buses, replace roof deck on admin/maintenance facility, purchase five (5) support vehicles and maintain existing operations annually since 2020.