

A TRANSIT SERVICE PLAN FOR OZAUKEE COUNTY: 1996-2000

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**COMMUNITY ASSISTANCE PLANNING REPORT
NUMBER 218**

**A TRANSIT SERVICE PLAN
FOR OZAUKEE COUNTY: 1996-2000**

Prepared by the
Southeastern Wisconsin Regional Planning Commission
P. O. Box 1607
Old Courthouse
916 N. East Avenue
Waukesha, Wisconsin 53187-1607

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July 1995

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July 26, 1995

Mr. Leroy A. Bley, Chairman, and
Members of the Ozaukee County Board of Supervisors
Ozaukee County Courthouse
121 W. Main Street
P. O. Box 994
Port Washington, Wisconsin 53074

Dear Chairman Bley and Members of the Board:

In November 1993, the Ozaukee County Board requested that the Southeastern Wisconsin Regional Planning Commission prepare a plan for the provision of improved public transit service within the County. That request was prompted, not only by increasing demands being placed upon the specialized transportation services being provided by the Ozaukee County Office of Aging Services, but also by the needs of Ozaukee County employers for transit services to help overcome labor shortages.

Working with the Ozaukee County Public Transit Planning Advisory Committee, a Committee appointed by the County Board Chairman, the Commission staff has now completed the requested plan. This report documents the findings of the inventories of the demographic, economic, and land use characteristics of Ozaukee County pertinent to transit system planning, as well as the travel characteristics of County residents; sets forth proposed transit service objectives and performance measures; presents the results of an evaluation of existing transit services provided in the County; describes several alternative transit services considered, including estimates of probable ridership and costs for each alternative; and describes the recommended plan selected by the Advisory Committee.

The recommended plan includes the following proposals for the provision of improved transit service within the County:

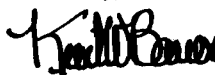
- The establishment on a two-year demonstration basis of bidirectional commuter bus service between the central business district of Milwaukee and park-ride lots in Ozaukee County over IH 43.
- The establishment of companion shuttle-bus services from park-ride lots to serve employment centers in the Cities of Cedarburg, Mequon, and Port Washington and the Villages of Fredonia, Grafton, and Saukville.
- The conversion of the existing County specialized services for elderly and disabled persons into a general public, Countywide shared-ride taxicab service similar to the service now being provided by the City of Port Washington.
- The continued provision of specialized transportation services to elderly and disabled County residents for trips made outside the County, primarily for medical purposes.

The Advisory Committee recommended that the County Board, working closely with the County Economic Development Corporation, establish the demonstration commuter and shuttle-bus services as soon as possible in 1996, seeking Federal funds to support those services. Any local costs during the two-year demonstration period would be borne by private sector interests through the Economic Development Corporation. The Advisory Committee also recommended that the County carry out in 1996 a plan implementation study to identify the best means of converting the current specialized transit service into a Countywide shared-ride taxicab service.

The findings and recommendations set forth in this report were carefully reviewed and approved by the Advisory Committee and are submitted on behalf of that Committee for consideration and action by the County Board. If adopted, the recommended plan should provide valuable guidance to County officials in meeting the emerging public transit needs throughout the County.

The Regional Planning Commission is appreciative of the assistance and support given in the plan preparation process by Ozaukee County staff and by the Advisory Committee. The Commission, of course, stands ready to assist the County in any way possible in considering and in implementing the recommended plan over time.

Sincerely,



Kurt W. Bauer
Executive Director

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Chapter I

INTRODUCTION

BACKGROUND

On October 18, 1993, the Ozaukee County Board of Supervisors requested that the Regional Planning Commission conduct a study of transit service needs in the County and of the means by which those needs might best be met. The request was prompted by two factors: 1) increasing demand being placed upon the Ozaukee County Office of Aging Services in providing specialized transit services to elderly and disabled individuals, and 2) the potential of public transit services to meet the perceived needs of major Ozaukee County employers both in terms of filling job vacancies and in terms of meeting the emerging requirements of the Federal Clean Air Act Amendments of 1990, particularly that part of the Act which mandates that large employers attempt to reduce travel by a single-occupant vehicle to the work place. The Commission agreed to assist the County in the conduct of the requested study. The findings and recommendations of the study are documented in this report.

The study was carried out within the context of the continuing regional transportation planning program. It was begun just as a new regional transportation system plan with a design year 2010 was being completed and readied for adoption by the Commission and all other parties concerned. That regional transportation system plan includes a public transit element recommending that certain public transit services be provided within Ozaukee County. More specifically, the regional transportation system plan recommends that rapid transit service be provided from the central business district of Milwaukee to seven proposed public transit stations in Ozaukee County. The service would be provided by motor buses operating over the IH 43 Freeway and would be designed to meet the needs of commuters traveling from Ozaukee County to jobs in the Milwaukee area. The plan holds out the potential for enhancing that service through the provision of a busway and high occupancy vehicle lane that would be constructed along the IH 43 Freeway. The plan also holds open the potential for the ultimate provision of commuter-oriented railway passenger train service from Saukville through Cedarburg, Grafton, Mequon, and Thiensville to the Milwaukee central business district. Both of the

latter recommendations would be subject to further evaluation in a proposed detailed transit corridor study. The commuter rail service should be viewed as potentially either a supplement to, or a substitute for, the bus-based rapid transit service.

The transit service recommended in the regional transportation system plan is designed to meet the needs of those Ozaukee County residents who are able to access the proposed park-ride lots at the seven public transit stations through the use of the private automobile, the bicycle, or by walking. The proposed service is intended to meet the needs of the Milwaukee area-oriented commuting residents of Ozaukee County, seeking to provide an alternative to the automobile for the making of Milwaukee area-oriented commuter trips.

The Ozaukee County transit study was designed to refine, detail, and extend the regional transportation system plan recommendations, focusing, in particular, on those public transit needs that are generally, but not specifically, addressed in the regional system plan. Accordingly, the focus of the Ozaukee County transit study was on meeting the specialized transportation needs of those residents of Ozaukee County who were largely elderly and/or disabled, on the potential for serving reverse commute work trips whereby Milwaukee County residents would gain better access to jobs in Ozaukee County, and on the needs of Ozaukee County employers to meet single-occupant automobile trip-reduction goals set forth in the Federal Clean Air Act Amendments of 1990. As such, the Ozaukee County transit service plan served to amend the adopted regional transportation system plan.

STUDY PURPOSE

The requested study was intended to meet the following purposes:

1. To identify the need for public transit services within Ozaukee County, with a particular focus on the following elements of that need:
 - a. The needs of those County residents who were "transit dependent." These were primarily individuals who were of elemen-

tary and secondary school age; who were elderly or disabled; who resided in low income households; or who did not own, or had only limited access to, an automobile. These individuals generally were dependent upon others and upon public transit to help them make trips. Specifically excluded from the scope of the study, however, were school trips. Those trips were accounted for in planning processes undertaken by individual school districts.

- b. The needs of employers within Ozaukee County to fill job vacancies, primarily at the low end of the pay scale, by tapping a labor pool of unemployed and underemployed individuals who resided in neighboring Milwaukee County. Frequently, these individuals were also transit dependent because they did not have ready access to an automobile for making the work trip.
- c. The needs of major employers within Ozaukee County, those with 100 employees or more at an individual workplace, created by the Federally mandated requirement that such employers seek to reduce travel by single-occupant vehicles for work trip purposes. In Wisconsin this program, known as Employee Commute Options, or ECO, was being administered by the Wisconsin Department of Natural Resources. In July 1994, there were 29 such major employers with 33 worksites in Ozaukee County. It was the purpose of this study to ascertain the extent to which those employers might find it advantageous to rely upon public transit services to meet the goals for the reduction of single-occupant vehicle work trips.

The potential to serve by transit the travel needs of those individuals who were not transit-dependent was taken into consideration in the regional transportation planning program.¹

2. To evaluate the extent to which existing transit services in Ozaukee County were able

to meet the identified needs and to describe and quantify any unmet needs.

3. To develop a short-range, five-year plan for providing transit services to meet the needs identified in the study. In preparing that plan, consideration was to be given to at least the following:
 - a. Expanding or modifying the specialized transit services provided during 1994.
 - b. Providing public transit services through shared-ride taxicab on a demand-responsive basis throughout all or significant portions of Ozaukee County.
 - c. As warranted, providing for van-based shuttle services to help the unemployed and underemployed in Milwaukee County to reach jobs at major employment centers in Ozaukee County.
 - d. As warranted, providing for specially designed employer-based transit services to meet needs identified with the Federally mandated Employee Commute Options program.

Over all, the plan provided a sound basis for providing the needed transit services and for making management decisions, including both capital investment and operating policy decisions.

4. To provide the documentation necessary to support applications for transit capital and operating assistance funds from State and Federal sources.

SCOPE OF WORK

The scope of work of the Ozaukee County transit service study consisted of the following:

1. The conduct of the inventories necessary to provide the basic information required for the sound conduct of the study. The inventories principally involved the collation of data available from other sources with new primary data collection envisioned only as specified below. The following data were required:
 - a. Population, including characteristics of the general and transit dependent popula-

¹See SEWRPC Planning Report No. 41, A Transportation System Plan for the Southeastern Wisconsin Region: 2010, December 1994.

tion of the County. These data were collated primarily from the U. S. Census Bureau data sources and Regional Planning Commission files.

- b. Employment, including the locations of job concentrations and of major employers within the County. These data were collated from Regional Planning Commission files and from a special survey of major employers conducted in 1994 as described below.
- c. Existing land use, including identification of major transit trip generators. These data were collated from Regional Planning Commission files.
- d. Travel habits and patterns of the general population and of the transit dependent population of the County. These data were collated from a regional travel survey conducted by the Regional Planning Commission in 1991 and from a special survey of elderly and disabled Ozaukee County residents conducted in 1987 by the Commission for the Ozaukee County Office of Aging Services.
- e. Existing transit services, including general public transit, specialized transportation, and school bus services.
- f. Transit related legislation and regulations primarily at the State and Federal levels of government.

In addition, a special survey was conducted of major employers within Ozaukee County, including those employers who were required to submit Employee Commute Options plans to the Wisconsin Department of Natural Resources in accordance with a mandate set forth in the Federal Clean Air Act Amendments of 1990. A total of 29 employers within Ozaukee County were identified in 1994 by the Department of Natural Resources as being subject to this requirement. A post card survey was sent to all of the identified major employers. Employers were asked whether they believed it would be useful to have improved and expanded transit services for their employees. Those employers who indicated that they supported the concept of new or improved transit services for their employees were asked to provide the Commis-

sion with information on the home addresses and work hours of the employees concerned. The information provided was analyzed to determine the locations of concentrations of employee home residences and principal commuting times, and to identify what, if any, potential transit options could be considered to serve one or more major employers.

- 2. The formulation of transit service development objectives and transit performance standards and design criteria.
- 3. The conduct of an analysis of the existing transit services provided in the County in 1994. The analysis included an evaluation of the extent to which those services met the needs of the transit dependent population of the County as well as the potential needs of major employers in the County to provide options for their employees to driving alone by automobile.
- 4. The development and evaluation of alternative transit service plans.
- 5. The selection of a recommended transit service plan, including preparing a program of recommended transit service improvements over a five-year period.
- 6. The preparation of a financial plan, including the presentation of data on the estimated capital and operating costs, passenger revenues, and operating deficits for the recommended system and on the portions of any associated capital and operating deficits that could be funded through State and Federal assistance programs and the portion that needed to be funded through local taxes and/or employer contributions.
- 7. The identification of the actions needed to be taken by Ozaukee County and by each of the other concerned levels and units of government to establish the recommended transit services.

STUDY AREA

The study area consisted of all of Ozaukee County. In addition to the County government, 16 local units of government functioned within the County, including the Cities of Cedarburg, Mequon, and Port Washington; the Villages of Bayside, Belgium,

Fredonia, Grafton, Newburg, Saukville, and Thiensville; and the Towns of Belgium, Cedarburg, Fredonia, Grafton, Port Washington, and Saukville. The total 1990 resident population of Ozaukee County approximated 72,800 persons, of which about 42,100 persons, or about 58 percent, resided within portions of southern Ozaukee County lying within the Milwaukee urbanized area, as defined by the U. S. Bureau of the Census and shown on Map 1. The inclusion of a portion of Ozaukee County within the Milwaukee urbanized area had implications for Federal funding programs, as discussed in Chapter IV of this report.

STUDY ORGANIZATION

The Ozaukee County transit service study was a joint effort of the staffs of Ozaukee County and the Southeastern Wisconsin Regional Planning Commission. Additional staff assistance was obtained from the Wisconsin Department of Transportation.

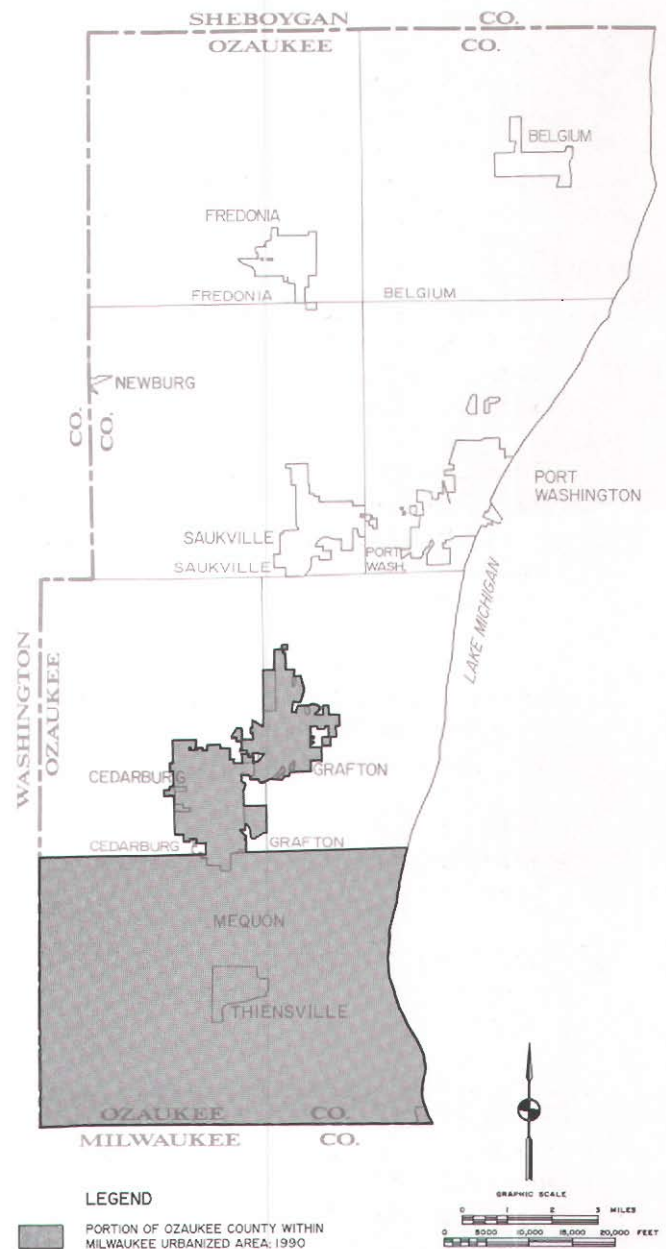
To provide guidance to the technical staff in the conduct of the study and to more directly and actively involve concerned and affected public officials and citizen leaders in the development of transit service policies and improvement proposals, the Ozaukee County Board created a 16-member Ozaukee County Public Transit Planning Advisory Committee. The membership of this Committee is listed on the inside front cover of this report. The Committee met initially on May 19, 1994, and worked over the period extending from May 1994 through July 1995 to review staff-prepared materials and approve this report.

SCHEME OF PRESENTATION

The results of the Ozaukee County transit service study are set forth in this report, which consists of eight chapters in addition to this introductory chapter. These eight chapters are as follows:

1. Chapter II, "Land Use and Travel Patterns"
This chapter describes the pertinent land use, demographic, and economic characteristics of the County. The information presented includes a description of transit-dependent population levels and resident locations within the County based on 1990 Census data, along with an identification of the principal transit-dependent population trip generators. The locations of employers with 100 or more

Map 1
CIVIL DIVISIONS WITHIN OZAUKEE COUNTY



Source: SEWRPC.

employees within the County were also identified, along with other major land use trip generators, using the Commission's 1990 employment and land use data files supplemented with more current information as available. The employment characteristics of major employers subject to the Employee Commute Options planning requirements of the Federal Clean Air Act Amendments of 1990 were also described, using information

obtained from a special survey of such employers. The travel habits and patterns of County residents were also described, using information from the regional travel survey conducted by the Regional Planning Commission in 1991, along with information from a special survey to assess the unmet transportation needs of elderly and disabled County residents conducted by the Commission in 1987 for the Ozaukee County Office of Aging Services.²

2. Chapter III. "Existing Transit Services"

This chapter presents a description of the existing transit services within the County during 1994, including descriptions of taxicab service, specialized transportation services for elderly and disabled persons, yellow school bus service, and intercity bus service. The information presented for each service includes a description of the service operation, population or clientele served, ridership, and costs, to the extent permitted by the information available. For the existing specialized transit service provided by the Ozaukee County Office of Aging Services, information from the trip logs for the service for three selected ridership months was analyzed to identify the patterns of trips, including the proportion of trips made between Ozaukee County communities to those made to adjacent counties.

3. Chapter IV. "Existing Transit Legislation, Regulations, and Funding Programs"

This chapter summarizes legislation and related regulations at the Federal, State, and local levels affecting the provision of transit service in the County. The chapter includes a description of the State and Federal transit assistance programs which could be drawn upon to provide financial assistance to fund the operation of the recommended transit service improvements.

4. Chapter V. "Transit Service Development Objectives and Standards"

This chapter sets forth a set of transit service objectives and supporting performance stand-

ards and design criteria which were used to identify deficiencies in the transit services provided within the County during 1994 and to design and evaluate the alternative transit services considered to alleviate such deficiencies.

5. Chapter VI. "Evaluation of Existing Transit Services"

This chapter presents an evaluation of the existing 1994 regular and specialized transit services, identifying service-related problems and deficiencies. Considered was the resident County population and to the major employment and other land use centers in the County, the service provided relative to the location of the transit-dependent population within the County, and the service provided relative to the existing travel habits and patterns of County residents. The chapter concludes with a description of the transit service needs to be addressed in the plan.

6. Chapter VII. "Alternative Transit Services Plans"

This chapter identifies, describes, and evaluates alternative transit service improvement plans which were developed for the County. The scope of the alternative service improvements considered included: providing a shared-ride taxicab service to the general public, while focusing the service on the needs of the transit-dependent subgroup of the general population; providing rapid-transit bus service between Ozaukee and Milwaukee Counties to serve both traditional commuting patterns and reverse-commute trips between the two counties; and providing special shuttle services to enable unemployed and underemployed in Milwaukee County to reach jobs in Ozaukee County and to also address employer transportation needs associated with the Federally mandated Employee Commute Options program. Transit service options specifically excluded from consideration under this study included rail transit services. The potential to provide these services was considered in the regional transportation planning process.

7. Chapter VIII. "Recommended Transit Service Plan"

This chapter sets forth a detailed description of the recommended County transit service plan. Recommendations are included pertain-

²See SEWRPC Memorandum Report No. 8, Assessment of the Transportation Needs of Elderly and Handicapped Residents of Ozaukee County, June 1987.

ing to the provision of specific transit services for the general public and for elderly and disabled persons. This chapter also includes a financing plan, identifying amounts and sources of public financial assistance needed to fund projected capital costs and operating deficits for the recommended transit services. Finally, this chapter lists the actions required

to be taken by each level and unit of government concerned to carry out the recommended plan in an orderly and timely manner.

8. Chapter IX. "Summary and Conclusions"

This chapter provides a summary of the significant findings and recommendations of the study.

Chapter II

LAND USE AND TRAVEL PATTERNS

INTRODUCTION

In order to evaluate properly the existing transit services within Ozaukee County and to identify the potential need for transit service improvements it is necessary to consider those factors which affect, or are affected by, the provision of transit service. These factors include the extent of existing urban development in the County and the size, distribution, and characteristics of the resident population and of employment. In addition, the travel habits and patterns associated with the population, employment, and the distribution of land uses within the County must also be considered. This chapter presents the results of an inventory of these important factors within Ozaukee County.

POPULATION AND EMPLOYMENT

General Population Characteristics

The resident population levels in Ozaukee County and the Southeastern Wisconsin Region over the period 1950 through 1993 are set forth in Table 1. After periods of rapid population growth of about 27 percent from 1950 to 1960 and about 12 percent from 1960 to 1970, population growth in the Region slowed considerably, resulting in relatively stable population levels in the 1970s and 1980s. The resident population for the Region in 1990 of about 1.81 million persons represented an increase of only about 54,000 persons over the 1970 population of 1.76 million persons. The resident population of the Region in 1993 was estimated at about 1.86 million persons, an increase of about 3 percent over the 1990 level.

Population growth trends in Ozaukee County in the 1950s and 1960s mirrored the rapid growth trends of the Region during this period, but were more dramatic, as the resident population of the County increased by nearly 65 percent in the 1950s and 42 percent during the 1960s. Unlike the Region, the County continued to experience rapid population growth, about 23 percent, between 1970 and 1980 and a more modest population growth, about 9 percent, between 1980 and 1990. The resident population of the County in 1993 was estimated at about 75,600 persons, an increase of about 4 percent over the 1990 population of about 72,800 persons.

Table 2 sets forth population data for the County by municipality for the period 1950 through 1993. Analysis of this information indicates that the vast majority of the population growth in the County has occurred in the southern portion of the County, the area comprised of the Cities of Cedarburg and Mequon, the Villages of Grafton and Thiensville, and the Towns of Cedarburg and Grafton. Nearly three-fourths of the total population growth in the County from 1950 to 1993 occurred in these six communities. In 1993, over two-thirds of the total County population resided in these six communities.

The pattern of population density of the County, measured on a U. S. Public Land Survey one-quarter-section basis, is shown on Map 2. The overall population density of Ozaukee County in 1990 was about 309 persons per square mile. Significantly higher population densities existed in the areas of urban development within or surrounding the incorporated areas of the County. Population densities in these developed areas averaged about 2,200 persons per square mile in 1990. However, in the portions of the County which were still rural, the average population density was about five persons per square mile in 1990. The efficiency and cost-effectiveness of public transit services are directly related to the population density of the area served, with the most efficient and effective transit service being provided in areas of high population density.

Table 3 indicates the change in the number of households in Ozaukee County and the Region over the period 1950 to 1990. Unlike the trends in population, growth in the number of households remained high throughout the 1970s and 1980s both in the Region and in Ozaukee County. Within Ozaukee County the percentage increase in the number of households over the period 1960 to 1970 was almost 42 percent, similar to the percentage increase in population over the same period. However, from 1970 to 1990, the percentage increase in the number of households in the County was approximately double that of the resident population. The number of households in the County increased by about 48 percent from 1970 to 1980, while the resident population increased by only about 23 percent. Between 1980 and 1990, the number households in the County increased by

Table 1

HISTORIC POPULATION OF OZAUKEE COUNTY AND THE SOUTHEASTERN WISCONSIN REGION: 1950-1993

Year	Ozaukee County		Region ^a	
	Population	Percent Change from Preceding Date	Population	Percent Change from Preceding Date
1950	23,361	--	1,240,618	--
1960	38,441	64.6	1,573,614	26.8
1970	54,461	41.7	1,756,083	11.6
1980	66,981	23.0	1,764,919	0.5
1990	72,831	8.7	1,810,364	2.6
1993 ^b	75,630	3.8	1,856,300	2.5

^aThe Southeastern Wisconsin Region comprises Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha Counties.

^bWisconsin Department of Administration estimates.

Source: U. S. Bureau of the Census, Wisconsin Department of Administration, and SEWRPC.

Table 2

POPULATION OF OZAUKEE COUNTY BY CIVIL DIVISION: 1950-1993

Civil Division	Population						Change in Population									
							1950-1960		1960-1970		1970-1980		1980-1990		1990-1993	
	1950	1960	1970	1980	1990	1993 ^a	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Cities																
Cedarburg	2,810	5,191	7,697	9,005	10,086	10,280	2,810	84.7	2,506	48.3	1,308	17.0	1,081	12.0	194	1.9
Mequon ^b	--	8,543	12,150	16,193	18,885	20,270	--	--	3,607	42.2	4,043	33.3	2,692	16.6	1,385	7.3
Port Washington ...	4,755	5,984	8,752	8,612	9,338	9,700	4,755	25.8	2,768	46.3	-140	-1.6	726	8.4	362	3.9
Villages																
Bayside ^c	--	103	123	112	108	110	--	--	20	19.4	-11	-8.9	-4	-3.6	2	1.9
Belgium	460	643	809	892	928	1,000	460	39.8	166	25.8	83	10.3	36	4.0	72	7.8
Fredonia	471	710	1,045	1,437	1,558	1,610	471	50.7	335	47.2	392	37.5	121	8.4	52	3.3
Grafton	1,489	3,748	5,998	8,381	9,340	9,490	1,489	151.7	2,250	60.0	2,383	39.7	959	11.4	150	1.6
Newburg ^d	--	--	--	95	105	110	--	--	--	--	95	--	10	10.5	5	4.8
Saukville	699	1,038	1,389	3,494	3,695	3,870	699	48.5	351	33.8	2,105	151.5	201	5.8	175	4.7
Thiensville	897	2,507	3,182	3,341	3,301	3,330	897	179.5	675	26.9	159	5.0	-40	-1.2	29	0.9
Towns																
Belgium	1,467	1,646	1,625	1,424	1,405	1,430	1,467	12.2	-21	-1.3	-201	-12.4	-19	-1.3	25	1.8
Cedarburg	1,568	2,248	3,774	5,244	5,143	5,210	1,568	43.4	1,526	67.9	1,470	39.0	-101	-1.9	67	1.3
Fredonia	1,191	1,475	1,746	2,144	2,043	2,050	1,191	23.8	271	18.4	398	22.8	-101	-4.7	7	0.3
Grafton	1,225	1,996	3,127	3,588	3,745	3,940	1,225	62.9	1,131	56.7	461	14.7	157	4.4	195	5.2
Port Washington ...	1,079	1,303	1,528	1,436	1,480	1,520	1,079	20.8	225	17.3	-92	-6.0	44	3.1	40	2.7
Mequon	4,065	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Saukville	1,185	1,306	1,516	1,583	1,671	1,710	1,185	10.2	210	16.1	67	4.4	88	5.6	39	2.3
Total	23,361	38,441	54,461	66,981	72,831	75,630	19,296	64.6	16,020	41.7	12,520	23.0	5,850	8.7	2,799	3.8

^aWisconsin Department of Administration estimates.

^bIn 1957, the Town of Mequon was incorporated as the City of Mequon.

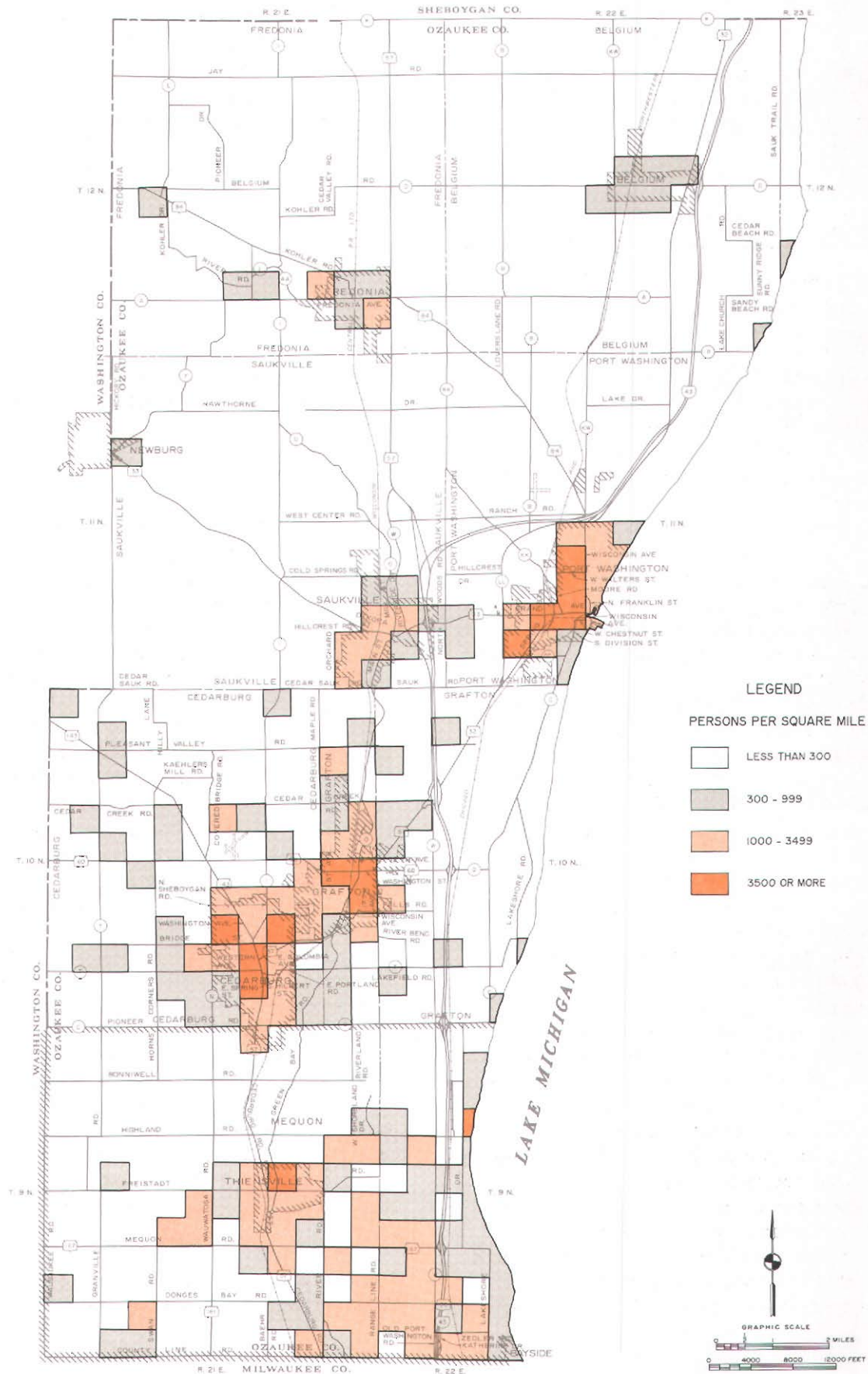
^cOzaukee County portion only. Total population for the Village of Bayside was 3,181 in 1960, 4,461 in 1970, 4,724 in 1980, 4,789 in 1990, and 4,833 in 1993.

^dOzaukee County portion only. Total population for the Village of Newburg was 783 in 1980, 958 in 1990, and 1,038 in 1993.

Source: U. S. Bureau of the Census, Wisconsin Department of Administration, and SEWRPC.

Map 2

POPULATION DENSITY IN OZAUKEE COUNTY
BY U. S. PUBLIC LAND SURVEY ONE-QUARTER SECTION: 1990



Source: SEWRPC.

Table 3

**TOTAL HOUSEHOLDS AND AVERAGE HOUSEHOLD SIZE IN
OZAUKEE COUNTY AND THE SOUTHEASTERN WISCONSIN REGION: 1950-1993**

Year	Total Households				Average Persons per Household			
	Ozaukee County		Region		Ozaukee County		Region	
	Number	Percent Change from Preceding Date	Number	Percent Change from Preceding Date	Number	Percent Change from Preceding Date	Number	Percent Change from Preceding Date
1950	6,591	--	354,544	--	3.51	--	3.36	--
1960	10,417	58.0	465,913	31.4	3.65	4.0	3.30	-1.8
1970	14,753	41.5	536,486	15.1	3.66	0.3	3.20	-3.0
1980	21,763	47.5	627,955	17.1	3.04	-16.9	2.75	-14.1
1990	25,736	18.1	676,107	7.7	2.79	-8.2	2.62	-4.7

Source: U. S. Bureau of the Census and SEWRPC.

about 18 percent, while the resident population increased by about 9 percent. As a result, the average household size within the County decreased from about 3.3 persons per household in 1970 to about 2.8 persons per household in 1990. This mirrors a similar trend toward declining household size in the Region.

Characteristics of Transit-Dependent Population

There are generally certain segments of the population whose dependence on, and use of, public transit is greater than that of the population as a whole. These segments of the population historically have had more limited access to the automobile as a mode of travel than the population in general and, therefore, have had to rely more heavily on alternative transportation modes for mobility. These groups include school-age children, the elderly, the disabled, persons in low-income households, and households with limited automobile availability. One source that was used to obtain information about these groups in Ozaukee County was the 1990 U. S. Census. Selected population characteristics for the civil divisions within the County area are set forth in Tables 4 through 9.

School-Age Children: For the purpose of this study, school-age children aged 10 through 18 years were considered as potentially transit-dependent, principally for social and recreational trips. Those in the upper end of the age range could also be potentially transit-dependent for work trips. Dependence on transit for trips between home and school locations was not considered to be significant for this study because transportation for such trips is currently provided by the individual school districts or by family members. As can be seen from Tables 4 and 5, school-age children constituted about 13 percent

of the total resident County population in 1990. For the most part, this population group tended to be relatively evenly distributed among the civil divisions in the County.

Elderly: Elderly individuals are included in the transit-dependent category because they may be less likely to own or operate an automobile as a result of living on fixed incomes, residing in housing for the elderly or retirement complexes, or having impairments which restrict their driving ability. In 1990, approximately 11,400 persons, or nearly 16 percent of the total County population, were individuals age 60 years or older. Excluding the Villages of Bayside and Newburg, which have only a small portion of their total population residing in Ozaukee County, the percentage of total population which is elderly ranges from a low of about 8 percent, in the Village of Saukville, to a high of about 28 percent, in the Village of Thiensville. Elderly persons generally represent between 10 to 20 percent of the total population of Ozaukee County municipalities

Persons in Low-Income Households: An important population characteristic with respect to transit use is income. Generally, greater use of public transit service, in particular local transit service, is made by persons from households with lower incomes. The results of the 1990 U. S. Census indicated that approximately 1,600 persons, or about 2 percent of the total County population, lived in households with incomes below the Federal poverty level. In terms of absolute numbers, such individuals in 1990 were relatively evenly divided between the six civil divisions in southern Ozaukee County and the remaining ten civil divisions in northern Ozaukee County. The civil divisions in northern Ozaukee County, however, tended to have a somewhat higher

Table 4

**ELDERLY, SCHOOL-AGE, AND LOW-INCOME POPULATION
CHARACTERISTICS IN OZAUKEE COUNTY BY CIVIL DIVISION: 1990**

Civil Division	Total Population	Transit-Dependent Population ^a					
		School-Age Children ^b		Elderly ^c		Persons in Low-Income Households ^d	
		Number	Percent of Civil Division Population	Number	Percent of Civil Division Population	Number	Percent of Civil Division Population
Cities							
Cedarburg	10,086	1,097	10.9	1,867	18.5	135	1.3
Mequon	18,885	2,577	13.6	3,117	16.5	387	2.0
Port Washington	9,338	1,150	12.3	1,442	15.4	229	2.5
Villages							
Bayside	108	0	0.0	52	48.4	0	0.0
Belgium	928	119	12.8	155	16.7	35	3.8
Fredonia	1,558	251	16.1	154	9.9	34	2.2
Grafton	9,340	1,284	13.7	1,242	13.3	149	1.6
Newburg	105	0	0.0	10	9.5	0	0.0
Saukville	3,695	486	13.2	281	7.6	94	2.5
Thiensville	3,301	376	11.4	913	27.7	105	3.2
Towns			0.0		0.0		0.0
Belgium	1,405	183	13.0	264	18.8	38	2.7
Cedarburg	5,143	796	15.5	762	14.8	59	1.1
Fredonia	2,043	381	18.6	234	11.5	128	6.3
Grafton	3,745	463	12.4	493	13.2	51	1.4
Port Washington	1,480	228	15.4	207	14.0	58	3.9
Saukville	1,671	202	12.1	229	13.7	57	3.4
Total	72,831	9,593	13.2	11,421	15.7	1,558	2.1

^aAll figures are based upon Census information derived from sample data.

^bAges 10 through 18 inclusive.

^cAges 60 and older.

^dRepresents persons residing in households with a total 1989 family income below Federal poverty thresholds. Poverty thresholds for families in 1989 as defined by the U. S. Bureau of the Census are shown in Table 5.

Source: U. S. Bureau of the Census and SEWRPC.

Table 5

FEDERAL POVERTY THRESHOLDS FOR FAMILIES: 1989

Size of Family Unit	Weighted Average Thresholds	Related Children under 18 Years								
		None	1	2	3	4	5	6	7	8 or More
One Person										
(unrelated individual)	\$ 6,310	--	--	--	--	--	--	--	--	--
Under 65 Years	6,451	\$ 6,451	--	--	--	--	--	--	--	--
65 Years and Older	5,947	5,947	--	--	--	--	--	--	--	--
Two Persons	8,076									
Householder under										
65 Years	7,343	8,303	\$ 8,547	--	--	--	--	--	--	--
Householder 65 Years										
and Older	7,501	7,495	8,515	--	--	--	--	--	--	--
Three Persons	9,885	9,699	9,981	\$ 9,990						
Four Persons	12,674	12,790	12,999	12,575	\$12,619					
Five Persons	14,990	15,424	15,648	15,169	14,798	\$14,572				
Six Persons	16,921	17,740	17,811	17,444	17,092	16,569	\$16,259			
Seven Persons	19,162	20,412	20,540	20,101	19,794	19,224	18,558	\$17,828		
Eight Persons	21,328	22,830	23,031	22,617	22,253	21,738	21,084	20,403	\$20,230	
Nine Persons or More	25,480	27,463	27,596	27,229	26,921	26,415	25,719	25,089	24,933	\$23,973

Source: U. S. Bureau of the Census.

proportion of their total population residing in low-income households. It should be noted that, over all, the number of individuals in Ozaukee County residing in low-income households is quite low compared to the average for the seven-county Southeastern Wisconsin Region of about 11 percent of the population residing in low-income households. This is indicative of the high household income levels in Ozaukee County recorded by the 1990 U. S. Census. As shown in Table 6, the median household income in the County in 1989 was about \$42,700, or approximately one-third higher than the regionwide 1989 median household income of about \$32,100, with no community in the County exhibiting a median income lower than the Regionwide average.

Households with Zero Automobiles Available: Another important population characteristic with respect to transit use is the number of vehicles available to households for travel. Particularly important is the number of households with no vehicles available, because such households may be expected to rely on public transit to meet their travel needs. As shown in Table 7, there were approximately 700 households in Ozaukee County in 1990 with no vehicle available, representing about 3 percent of the total households in the County. The distribution of these zero-automobile households closely follows the distribution of persons residing in low-income households in the County. Notably, there were approximately 18,700 County households, representing about 73 percent of the total households in the County, which had two or more motor vehicles available for travel.

Another way to consider household vehicle availability in assessing potential transit use is to determine the number of vehicles available in relation to the size of the population 16 years of age and older. If a vehicle is available for travel for each person 16 years of age or older, or each potential licensed driver, the potential for transit use may be less than where the number of persons 16 years of age or older exceeds the number of vehicles available. Table 8 indicates for 1990 the ratio of the number of vehicles available to households in each municipality in Ozaukee County to the size of the population 16 years of age and older in each municipality. As shown in the table, in most municipalities in the County there were generally as many vehicles available to households as there were persons 16 years of age and older. In all of Ozaukee County in 1990, there were approximately 52,000 vehicles and approximately 55,000 persons 16 years of age and older, or approximately 0.94 vehicles available per person 16 years of age or older.

Table 6

**MEDIAN OZAUKEE COUNTY HOUSEHOLD
INCOME LEVELS BY CIVIL DIVISION: 1989**

Civil Division	Median Household Income ^a
Cities	
Cedarburg	\$38,322
Mequon	60,900
Port Washington	36,515
Villages	
Bayside	\$98,056
Belgium	32,284
Fredonia	38,052
Grafton	40,596
Newburg	35,833
Saukville	34,461
Thiensville	38,409
Towns	
Belgium	\$36,191
Cedarburg	52,245
Fredonia	37,664
Grafton	45,963
Port Washington	39,583
Saukville	40,758
Average	\$42,695

^aAll figures are based upon Census information derived from sample data.

Source: U. S. Bureau of the Census and SEWRPC.

Disabled Individuals: Disabled individuals are considered as potentially transit-dependent because they may have physical or cognitive disabilities which limit or prohibit their use of an automobile. Limited information on disabled persons was collected as part of the 1990 U. S. Census. A sample of persons 16 years of age and older was asked if they had a mobility limitation which made it difficult for the individual to travel alone. Table 9 presents, for each municipality in Ozaukee County, the portion of the population 16 years of age and older which indicated it had a mobility limitation which restricted their ability to travel alone. In 1990, there were approximately 1,100 persons in Ozaukee County who reported they had such a mobility limitation. This represented about 2 percent of the total County population age 16 and older. For Southeastern Wisconsin, there were approximately 28,100 persons who reported they

Table 7

DISTRIBUTION OF OZAUKEE COUNTY HOUSEHOLDS BY VEHICLES AVAILABLE BY CIVIL DIVISION: 1990

Civil Division	Households ^a						
	Total	With No Vehicle Available		With One Vehicle Available		With Two or More Vehicles Available	
		Number	Percent of Civil Division Households	Number	Percent of Civil Division Households	Number	Percent of Civil Division Households
Cities							
Cedarburg	3,916	140	3.6	1,274	32.5	2,502	63.9
Mequon	6,254	76	1.2	990	15.8	5,188	83.0
Port Washington	3,461	207	6.0	1,085	31.3	2,169	62.7
Villages							
Bayside	35	0	0.0	0	0.0	35	100.0
Belgium	341	13	3.8	111	32.6	217	63.6
Fredonia	505	14	2.8	128	25.3	363	71.9
Grafton	3,396	126	3.7	938	27.6	2,332	68.7
Newburg	36	1	2.8	9	25.0	26	72.2
Saukville	1,254	59	4.7	348	27.8	847	67.5
Thiensville	1,380	48	3.5	466	33.8	866	62.8
Towns							
Belgium	484	8	1.7	130	26.9	346	71.5
Cedarburg	1,636	6	0.4	210	12.8	1,420	86.8
Fredonia	641	8	1.2	151	23.6	482	75.2
Grafton	1,315	5	0.4	236	17.9	1,074	81.7
Port Washington	491	10	2.0	96	19.6	385	78.4
Saukville	591	3	0.5	114	19.3	474	80.2
Total	25,736	724	2.8	6,286	24.4	18,726	72.8

^aAll figures are based upon Census information derived from sample data.

Source: U. S. Bureau of the Census and SEWRPC.

had such a mobility limitation, about 2.1 percent of the total of about 1,356,500 persons age 16 and older, roughly the same percentage indicated by the Census data for Ozaukee County.

It should be noted that these Census data do not include ambulatory disabled persons whose physical or mental impairment does not prevent them from traveling without the assistance of others. While many such disabled individuals are clients of the Wisconsin Department of Health and Social Services, Division of Vocational Rehabilitation, State law prohibits the release of the names and addresses of disabled clients of the agency. Consequently, information from this agency cannot be obtained to assist in a more complete identification of the residential concentrations of disabled individuals.

Employment Characteristics

Employment trends in Ozaukee County in the

Southeastern Wisconsin Region are shown in Table 10. At the regional level, employment increased by about 34 percent, from about 754,000 jobs in 1970 to nearly 1,011,000 jobs in 1993. In Ozaukee County the increase in employment for this same period has been much more dramatic, increasing from about 20,000 jobs in 1970 to about 36,000 jobs in 1993, or by approximately 80 percent. Since 1990, the growth in employment in the Region has slowed, increasing by only about 2 percent between 1990 and 1993, while employment in Ozaukee County has continued to increase rapidly by about 12 percent between 1990 and 1993.

The density of employment in the County in 1990 is shown on Map 3 as measured by U. S. public land survey quarter-section. As can be seen from this map, the major concentrations of employment in the County in 1990 were located within and around the Cities of Cedarburg, Mequon, and Port Washington and the Villages of Grafton and Thiensville.

Table 8

**AVERAGE NUMBER OF VEHICLES
AVAILABLE TO OZAUKEE COUNTY PERSONS
AGE 16 AND OLDER BY CIVIL DIVISION: 1990**

Civil Division	Total Vehicles Available ^a	Population Age 16 and Older ^a	Average Vehicles per Person Age 16 and Older
Cities			
Cedarburg	7,115	7,810	0.91
Mequon	13,655	14,388	0.95
Port Washington	6,191	7,053	0.88
Villages			
Bayside	70	86	0.81
Belgium	641	686	0.93
Fredonia	1,036	1,092	0.95
Grafton	6,542	7,072	0.93
Newburg	75	75	1.00
Saukville	2,353	2,572	0.91
Thiensville	2,434	2,699	0.90
Towns			
Belgium	1,025	1,032	0.99
Cedarburg	3,954	3,863	1.02
Fredonia	1,441	1,480	0.97
Grafton	2,939	2,944	1.00
Port Washington	1,096	1,097	1.00
Saukville	1,436	1,267	1.13
County	52,003	55,215	0.94

^aAll figures are based upon Census information derived from sample data.

Source: U. S. Bureau of the Census and SEWRPC.

Table 9

**DISTRIBUTION OF OZAUKEE COUNTY
DISABLED PERSONS WITH MOBILITY
LIMITATIONS BY CIVIL DIVISION: 1990**

Civil Division	Population ^a		
	Population Age 16 and Older	Disabled Persons Age 16 and Older with Mobility Limitations ^b	
		Number	Percent of Civil Division Population Age 16 and Older
Cities			
Cedarburg	7,810	164	2.1
Mequon	14,388	260	1.8
Port Washington	7,053	177	2.5
Villages			
Bayside	86	0	0.0
Belgium	686	14	2.0
Fredonia	1,092	17	1.6
Grafton	7,072	103	1.5
Newburg	75	2	2.7
Saukville	2,572	38	1.5
Thiensville	2,699	74	2.7
Towns			
Belgium	1,032	28	2.7
Cedarburg	3,863	39	1.0
Fredonia	1,480	37	2.5
Grafton	2,944	65	2.2
Port Washington	1,097	30	2.7
Saukville	1,267	18	1.4
County	55,215	1,066	1.9

^aAll figures are based upon Census information derived from sample data.

^bIncludes persons with a health condition lasting six or more months which made it difficult to travel alone outside the home.

Source: U.S. Bureau of the Census and SEWRPC.

Table 10

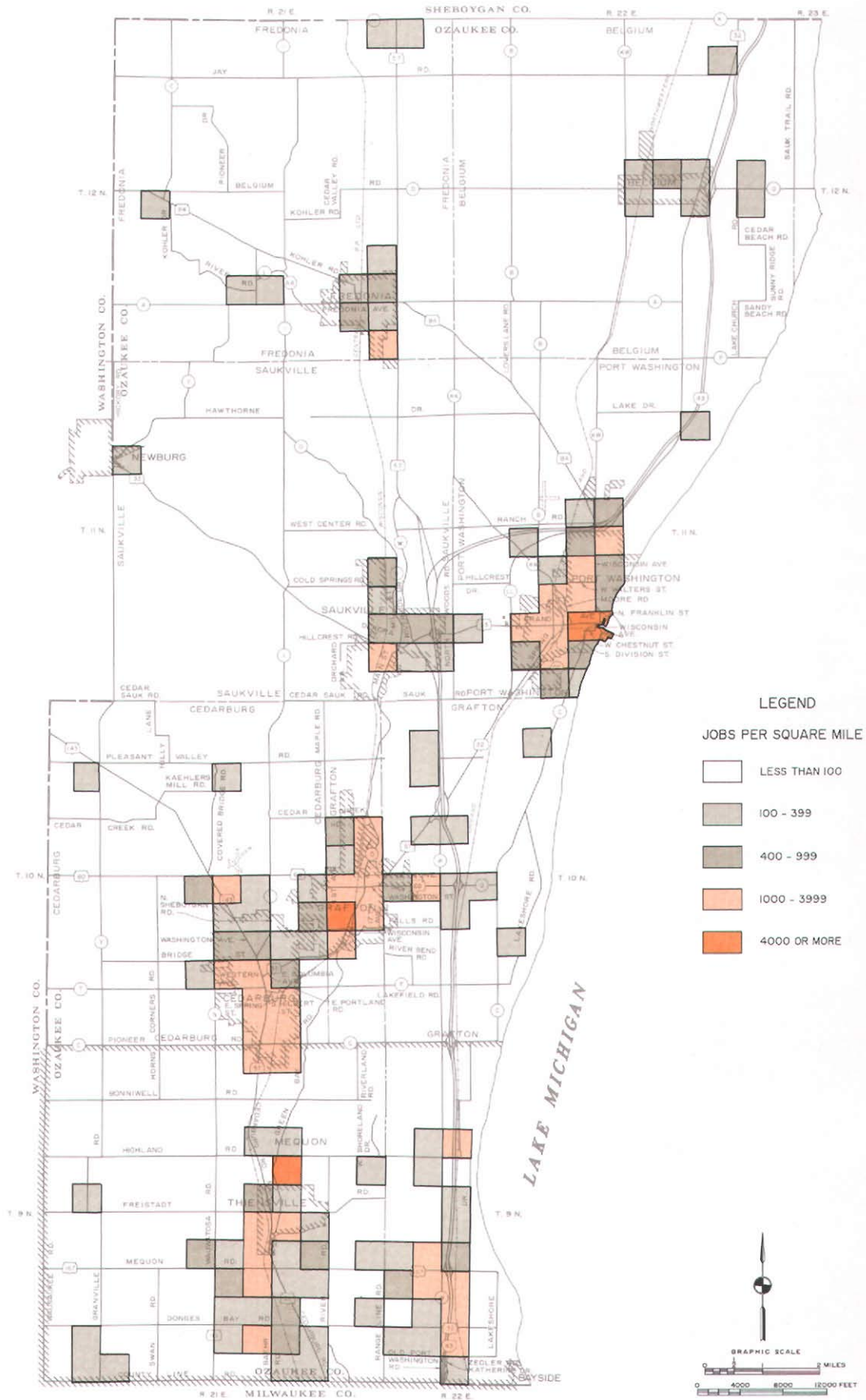
TOTAL EMPLOYMENT IN OZAUKEE COUNTY AND THE SOUTHEASTERN WISCONSIN REGION: 1970-1993

Area	Employment				Change in Employment					
					1970-1980		1980-1990		1990-1993	
	1970	1980	1990	1993	Number	Percent	Number	Percent	Number	Percent
Ozaukee County	19,800	25,600	32,200	36,200	5,800	29.3	6,600	25.8	4,000	12.4
Southeastern Wisconsin Region	753,700	884,200	990,300	1,010,700	130,500	17.3	106,100	12.0	20,400	2.1

Source: Wisconsin Department of Industry, Labor, and Human Relations; and SEWRPC.

Map 3

**EMPLOYMENT DENSITY IN OZAUKEE COUNTY
BY U. S. PUBLIC LAND SURVEY ONE-QUARTER SECTION: 1990**



Source: SEWRPC.

EXISTING LAND USE

Historic Urban Growth

Utilizing aerial photographs, the Regional Planning Commission has assembled information that documents the historic pattern of urban development in the seven-county Southeastern Wisconsin Region, including Ozaukee County. In 1900, development in the County was largely confined to settlements within the now-incorporated places of Belgium, Cedarburg, Fredonia, Grafton, Port Washington, Saukville, and Thiensville. The first half of the 20th Century saw an expansion of the development around most of these original settlements. Suburban development in the southernmost portion of the County was just beginning to materialize by 1950. The pace of urban development in the County accelerated after 1950 and has remained rapid since. The 40 year period from 1950 to 1990 saw significant development in the southern portion of the County, in and around what is now the Cities of Mequon and Cedarburg and the Village of Grafton, essentially as an outward expansion of the Milwaukee metropolitan area, and continued development in and around the City of Port Washington and other established outlying urban centers. In addition, this period saw a proliferation of scattered urban enclaves in many areas of the County removed from the historic urban centers, particularly after 1963.

The historic increase in the developed urban land area of the County is quantitatively summarized in Table 11. The steady rate of urban development since 1950 is evident in this table. During the 50 years from 1900 to 1950 the portion of the County in urban land uses grew from about 0.4 square mile to about 4.4 square miles, an average annual rate of less than 0.1 square mile per year. By 1990, the developed area of the County had increased almost eight-fold and encompassed about 32.5 square miles, reflecting an annual average growth rate of about 0.7 square mile per year. The extent of urban development in the County in 1990 is shown on Map 4. In 1990, the developed area of the County encompassed about 14 percent of the total County area, with the 86 percent of the County still in open, rural land uses. The future pattern of development will be an important determinant of the future need for transit service and of the viability of any public transit services in the County.

Considering recent development trends and proposals, continued increases in residential and com-

Table 11

HISTORIC URBAN GROWTH IN OZAUKEE COUNTY: 1850-1990

Year	Urban Development ^a			
	Total Area (square miles)	Change from Previous Date		Average Annual Change from Previous Date (square miles)
		Square Miles	Percent	
1850	0.08	--	--	--
1900	0.43	0.35	437.5	0.01
1920	1.83	1.40	325.6	0.07
1940	1.91	0.08	4.4	0.01
1950	4.41	2.50	130.9	0.25
1963	12.95	8.54	193.6	0.66
1970	18.99	6.04	46.6	0.86
1980	26.57	7.58	39.9	0.76
1990	32.48	5.91	18.2	0.59

^aUrban development as defined for the purposes of this analysis includes those areas of the Region wherein houses or other buildings have been constructed in relatively compact groups, thereby indicating a concentration of residential, commercial, industrial, governmental, or institutional land uses. The continuity of such development was considered interrupted if a quarter-mile area or more of nonurban type land uses such as agriculture, woodlands, or wetlands prevailed in which the above conditions were generally absent.

Source: SEWRPC.

mercial development in the County may be expected in the near future. Table 12 and Map 5 identify new residential and commercial developments within the County that were under construction or had been proposed as of August 1994.

Major Potential Transit Trip Generators

The need to serve the local travel demand generated by major potential transit trip generators must also be considered in any transit service planning effort. For transit planning purposes, two basic categories of potential transit trip generators were identified. The first includes facilities serving the elderly, low-income, and disabled transit-dependent population groups. The nature of the population using the identified types of facilities in this category could be expected to generate significant transit use. The second category includes specific land uses or concentrations of such land uses which attract a large number of person trips and thus have the potential to attract a relatively large number of transit trips. The major transit trip generators identified in each category are described in the following sections.

Map 4

EXTENT OF URBAN DEVELOPMENT IN OZAUKEE COUNTY: 1990

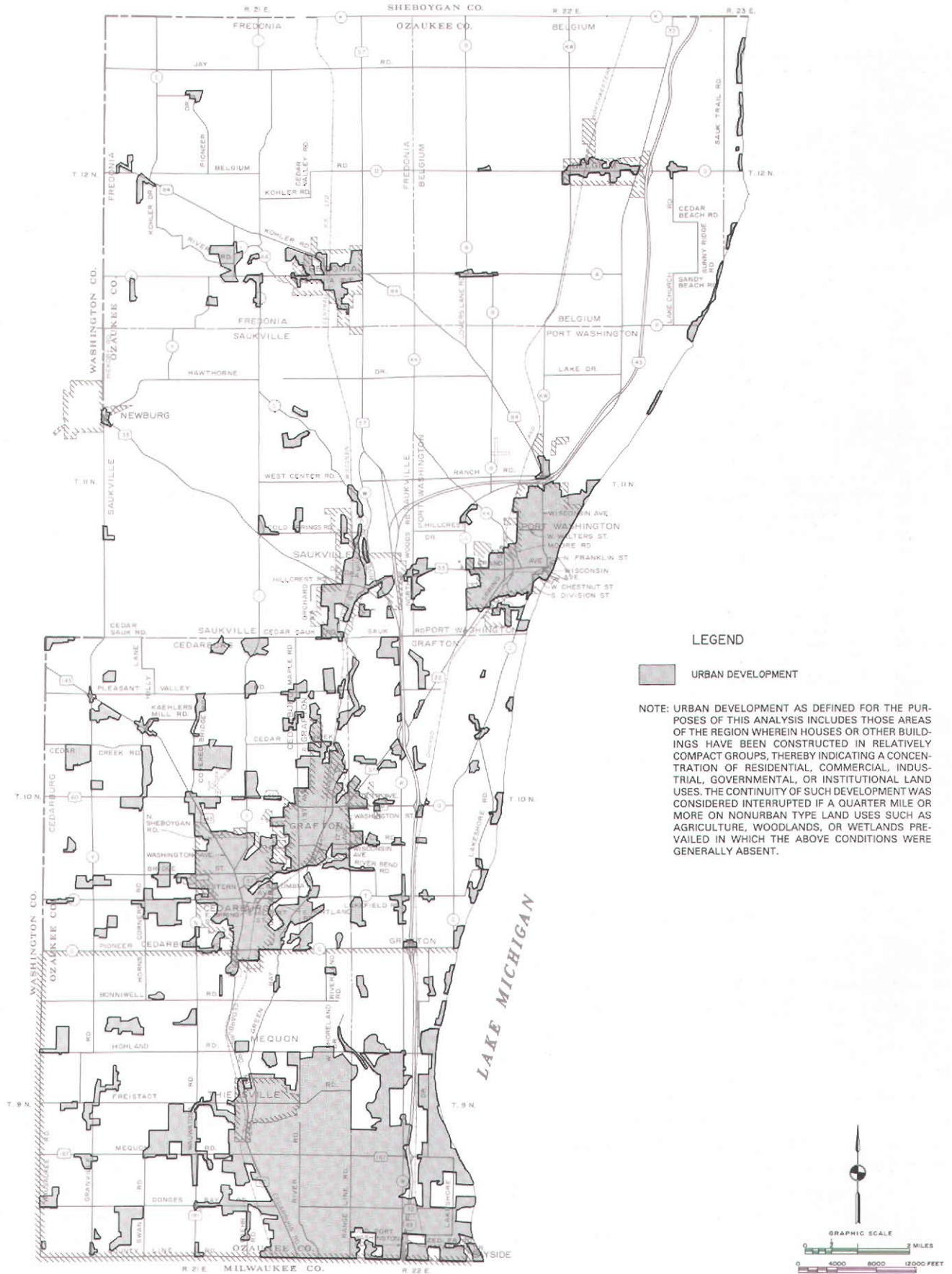


Table 12

PROPOSED DEVELOPMENT IN OZAUKEE COUNTY: AUGUST 1994

Number on Map 5	Name	Civil Division	Number of Housing Units	Type of Housing	Status
	Residential				
1	Bley Park Estates	City of Port Washington	60	Single-family	Proposed
2	Bluff View Estates	Town of Port Washington	30	Single-family	Proposed
3	Cedar Point IV	City of Cedarburg	30	Single-family	Proposed
4	Cedar Highlands Addition	Village of Grafton	47	Single-family	Proposed
5	Cedarton	Town of Cedarburg	27	Single-family	Proposed
6	Country Estates	Town of Grafton	N/A	Single-family, multi-family	Proposed
7	Creekside Estates	Village of Grafton	40	Single-family	Proposed
8	Eastridge Estates	City of Port Washington	28	Single-family	Proposed
9	Emerald Hills	Village of Fredonia	N/A	Single-family	Proposed
10	Evergreen Acres	City of Cedarburg	42	Single-family	Proposed
11	Evergreen Subdivision	City of Cedarburg	15	Multi-family	Proposed
12	Fairfield Manor	City of Cedarburg	61	Single-family	Proposed
13	Fox Run Subdivision	Village of Saukville	N/A	Single-family	Proposed
14	Hill Valley Estates	Village of Belgium	N/A	Single-family	Proposed
15	Lake Hills Northwest	Village of Fredonia	50	Single-family	Proposed
16	Lake Hills South, North, Northeast	Village of Belgium	N/A	Single-family	Proposed
17	Melody Hills	Village of Grafton	58	Single-family	Proposed
18	New Castle Heights	Village of Belgium	21	Single-family	Proposed
19	Pioneer Court	City of Cedarburg	12	Multi-family	Proposed
20	Lakewood Forest	Village of Fredonia	34	Single-family	Proposed
21	Spinnaker West	City of Port Washington	62	Single-family	Proposed
22	Sumac Lane Subdivision	Town of Saukville	N/A	Single-family	Proposed
23	Vintage Estates	City of Mequon	N/A	Single-family	Proposed
24	Apartment Complex - Grafton	Town of Grafton	88	Multi-family	Proposed
25	Multi-family - Grafton	Village of Grafton	108	Multi-family	Proposed
	Commercial/Industrial				
26	Cedarburg Business Park	City of Cedarburg	--	--	Expanding
27	Grafton Business Park	Village of Grafton	--	--	Expanding
28	Mequon Business Park	City of Mequon	--	--	Expanding
29	Rexnord Industries	Town of Grafton	--	--	Proposed
30	Industrial Park - Saukville	Town of Saukville	--	--	Proposed

NOTE: N/A indicates data not available.

Source: SEWRPC.

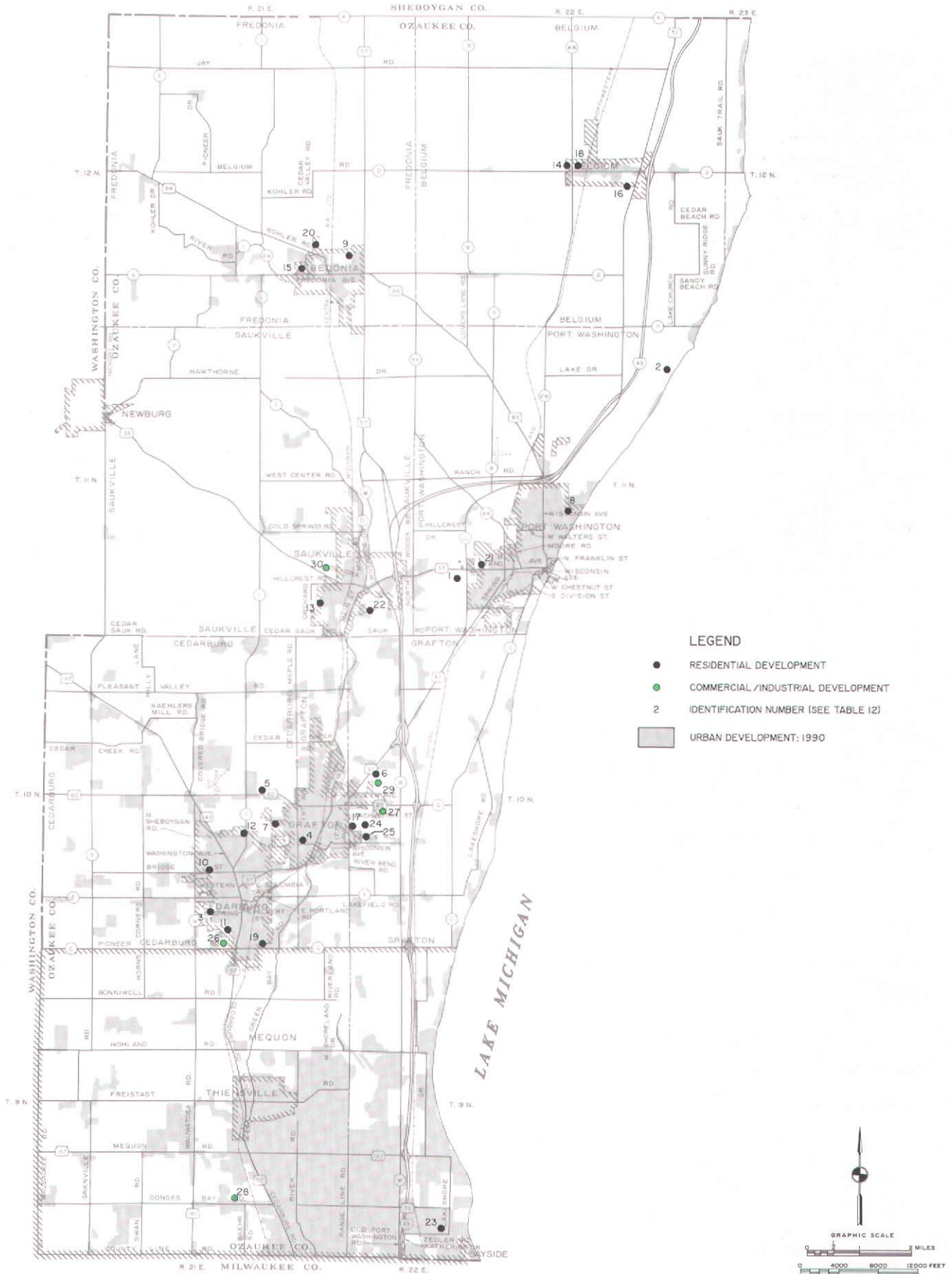
Transit-Dependent-Population Trip Generators: Although Census information can be used to provide a general indication of the residential location of transit-dependent persons, it was considered important also to identify specific locations of facilities used by, or serving, transit-dependent groups. Facilities in the County serving the elderly, the disabled, and the low-income transit-dependent population groups were subsequently identified for the year 1994. Places frequently used by the elderly for care and recreation purposes and the locations of retirement homes, elderly housing complexes, and meal sites are listed in Table 13. The sites frequently used by disabled individuals for housing or residential care, rehabilitation or training, or educa-

tional purposes are listed in Table 14. Finally, the locations of special Federally subsidized rental housing for low-income families and individuals are listed in Table 15. The locations of these transit-dependent-population trip generators in the County in 1994 are shown on Map 6.

Major Land-Use Trip Generators: For public transit planning purposes, the following types of land uses were identified as major potential transit trip generators in the County: 1) major commercial centers, 2) educational institutions, 3) community and special medical centers, 4) governmental and public institutional centers, 5) major employers, and 6) major recreational areas. The locations of the

Map 5

PROPOSED DEVELOPMENT IN OZAUKEE COUNTY: AUGUST 1994



Source: SEWRPC.

Table 13

FACILITIES FOR THE ELDERLY IN OZAUKEE COUNTY: 1994

Number on Map 6	Facility	Address
	Residential Care/Day Care Facilities	
1	Cedar Springs Nursing Home ^a	N27 W5707 Lincoln Boulevard, Cedarburg
2	Heritage Nursing Home	1119 N. Wisconsin, Port Washington
3	Lasata Nursing Home	W76 N677 Wauwatosa Road, Cedarburg
4	Mequon Care Center, Incorporated	10911 N. Port Washington Road 13W, Mequon
5	Ozaukee Adult Day Centers-LSS	10606 N. Port Washington Road 13W, Mequon
	Retirement Homes/Apartment Complexes	
6	Cedar Gardens ^a	W56 N225 McKinley Boulevard, Cedarburg
7	Chadwick Village III	411 Chiswell Street, Saukville
	Family Tree Residential Facilities, Incorporated	
8	Highland Home	408 Highland Drive, Grafton
9	Hamburg Home	1951 1st Avenue, Grafton
10	Harrison Home	W72 N675 Harrison, Cedarburg
11	Fischer Terrace	N47 W6277 Western Road, Cedarburg
12	Friendship Manor	1521 W. 2nd Avenue, Port Washington
13	Friendship Manor	226 N. Spring Street, Port Washington
14	Lasata Heights Retirement Center	W78 N675 Wauwatosa Road, Cedarburg
15	Manchester Heights	642 Maple Street, Grafton
16	Maple Crest	922 Sunset Road, Port Washington
17	Marian Heights Home	117 E. Van Buran, Port Washington
18	Mequon Group Home	7625 W. Mequon Road, Mequon
	New Perspective Group Homes	
19	Mequon East	3111 W. Mequon Road, Mequon
20	Mequon West	7830 Sunnyvale Road, Mequon
21	Port Washington	336 Michael Court, Port Washington
22	Oakwood Apartments ^b	10833 N. Port Washington Road, Mequon
23	River Oaks	11340 N. Cedarburg Road 60W, Mequon
24	Sunrise Ridge ^c	743 Montgomery Street, Port Washington
25	Thiensville House	213 W. Alta Loma Circle, Thiensville
26	Washington House	1515 Washington Avenue, Grafton
27	Westport Meadows	1200 Oak Court, Port Washington
	Senior Centers	
28	City of Cedarburg Senior Center ^b	W63 N641 Washington Avenue, Cedarburg
29	City of Port Washington Senior Citizen Center ^b	102 E. Pier, Port Washington
30	Village of Grafton Senior Center ^b	1665 7th Avenue, Grafton
	Nutrition and Other Services	
31	American Legion Hall ^b	655 Park Street, Belgium
32	Family Sharing ^d	1002 Overland Court, Grafton
33	Fredonia Fire House ^b	201 S. Milwaukee Avenue, Fredonia
34	Grace Lutheran Church ^b	303 Green Bay Road, Thiensville
35	Logemann Community Center ^b	6100 W. Mequon Road 112N., Mequon
36	Saukville Village Hall ^b	639 E. Green Bay Avenue, Saukville

^aFacility to open in Spring 1995.^bFacility serves as a meal site for the elderly.^cFacility to open in Fall 1994.^dFacility distributes free food, clothing, household items, and provides other services.

Source: SEWRPC.

Table 14

FACILITIES FOR THE DISABLED IN OZAUKEE COUNTY: 1994

Number on Map 6	Facility	Address
1	Residential Care/Group Home Facility	
2	Marian Heights Home	117 E. Van Buran, Port Washington
3	New Beginnings Group Home	501 N. Dries, Saukville
4	Individual Growth Services Homes	
3	Facility 1	411 Norport Drive, Port Washington
4	Facility 2	1265 Oak Court, Port Washington
5	Rehabilitation/Training/Employment Facility	
	Portal Industries	420 10th Avenue, Grafton
6	Referral Agency	
	Ozaukee County Department of Social Services and	
	Department of Community Programs	121 W. Main Street, Port Washington
7	Ozaukee Council Incorporated	101 N. Falls Road, Grafton
8	Youth and Family Project, Incorporated	314 N. Franklin, Port Washington

Source: SEWRPC.

Table 15

FEDERALLY SUBSIDIZED RENTAL HOUSING IN OZAUKEE COUNTY: 1994

Number on Map 6	Housing Facility ^a	Number of Units ^b	Address
1	Chadwick Village II	40	Church Street and Tower Street, Saukville
2	Rolling Acres	46	10656 N. Port Washington Road, Mequon
3	Washington Court	30	N92 W6840-70 Washington Avenue, Cedarburg
4	Woodwind Hills	16	937 Fredonia Avenue, Fredonia
5	Wyndmere Apartments	32	947 Mineral Springs Drive, Port Washington

^aFive housing facilities for the elderly shown in Table 13 are also subsidized rental housing: Chadwick Village III with 40 units, Fischer Terrace with 50 units, Manchester Heights with 66 units, Oakwood Apartments with 41 units, and Westport Meadows with 48 units.

^bExcludes units known to be used as offices or as resident manager or caretaker units.

Source: U. S. Department of Housing and Urban Development, Wisconsin Housing and Economic Development Authority, and SEWRPC.

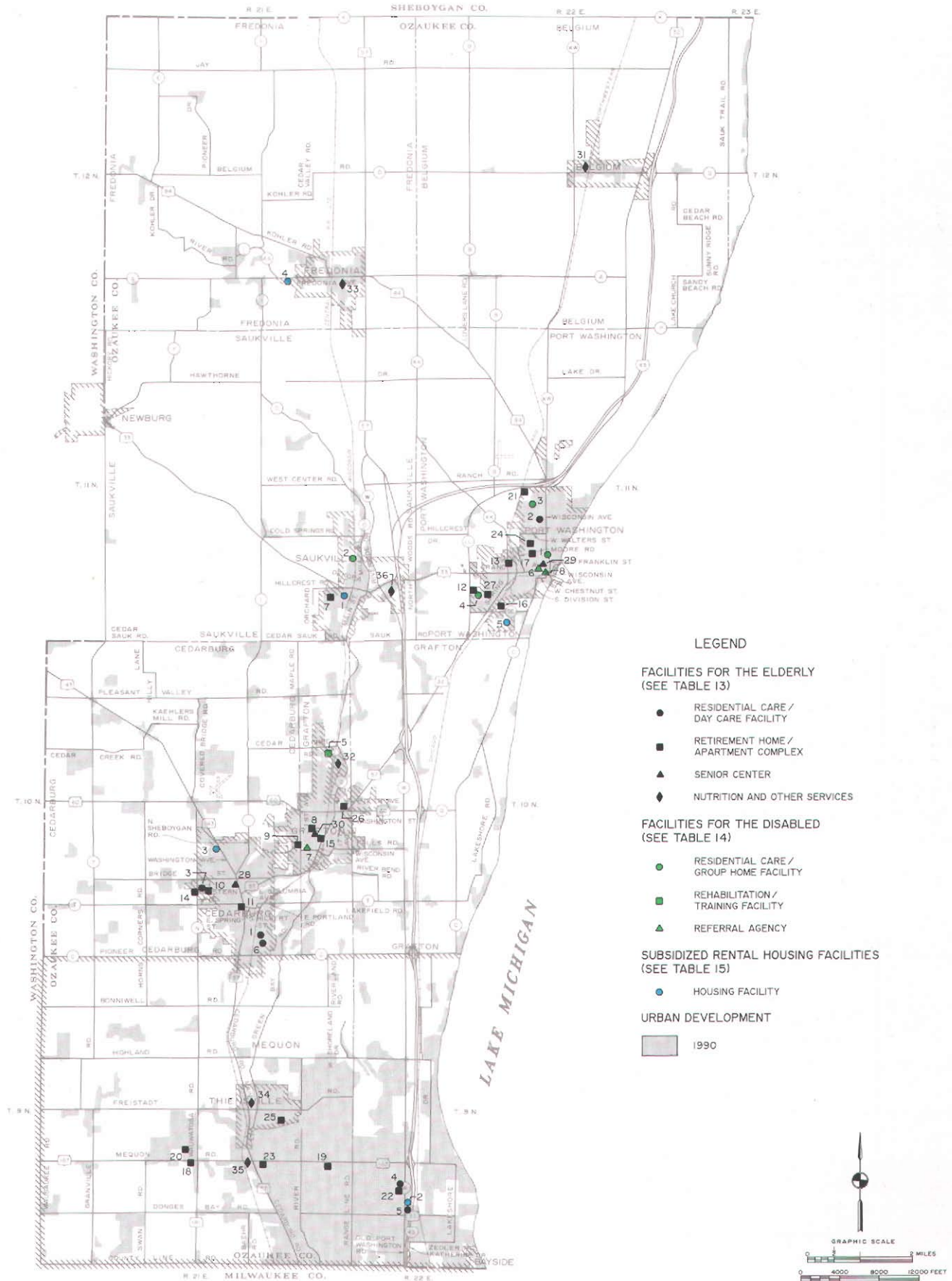
major land-use trip generators identified in the County in 1994 are shown on Map 7. The specific trip generators identified under each type of land use are discussed below, along with the identification criteria.

Major Commercial Centers: For transit planning purposes, three categories of commercial centers were identified as potential major transit trip generators. The first consisted of major regional

retail commercial centers, defined as concentrations of employment having at least 2,000 jobs in the retail trade sector, usually housing two or more full-line department stores, and generally located on sites with a minimum area of 60 acres with a gross leasable floor space of at least 400,000 square feet. No major regional commercial centers were identified as existing in the County in 1994. The Northridge Shopping Center, located in neighboring Milwaukee County approximately one mile south of

Map 6

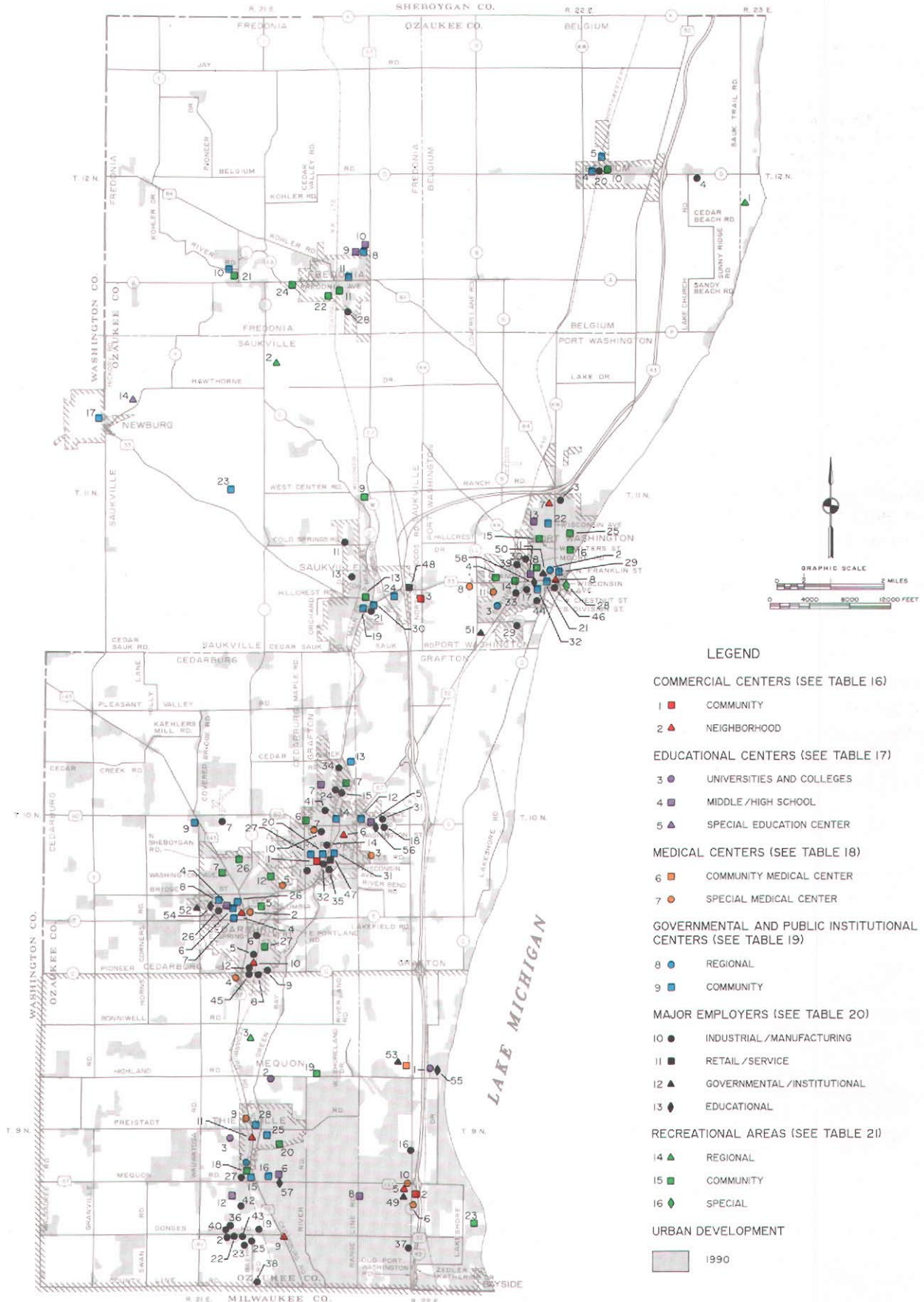
MAJOR TRANSIT-DEPENDENT-POPULATION TRIP GENERATORS IN OZAUKEE COUNTY: 1994



Source: SEWRPC.

Map 7

MAJOR LAND-USE TRIP GENERATORS IN OZAUKEE COUNTY: 1990



Source: SEWRPC.

Table 16

COMMERCIAL CENTERS IN OZAUKEE COUNTY: 1994

Number on Map 7	Commercial Center or Area	Location
1	Community	
2	Manchester Plaza/Shopko Plaza	Wisconsin Avenue between Oak Street and 7th Avenue, Grafton
3	Pavilion Commercial Area	N. Port Washington Road between Mequon Road and Baldwin Court, Mequon
	Wal-Mart/Piggly Wiggly	Green Bay Road between IH 43 and Northwoods Road, Saukville
4	Neighborhood	
5	Cedarburg Central Business District	Washington Avenue between Elm Street and Spring Street
6	East Town Square	Mequon Road between N. Port Washington Road and Market Street, Mequon
	Grafton Central Business District	Wisconsin Avenue between Washington Street and Cedar Street, and Washington Street between Wisconsin Avenue and 11th Street
7	North Port Shopping Center	Southwest quadrant of Wisconsin Street and CTH LL, Port Washington
8	Port Washington Central Business District	Grand Avenue and Wisconsin Street between Milwaukee and Jackson Streets
9	River Centre and The Riversite	Mequon Road between Cedarburg Road and Industrial Drive; and Cedarburg Road between Mequon Road and Lu Cerne Court, Mequon
10	South Washington Avenue	Washington Avenue between Lincoln Boulevard and Pioneer Road, Cedarburg
11	Thiensville Central Business District	Cedarburg Road between Freistadt Road and Spring Street

Source: SEWRPC.

the Milwaukee-Ozaukee County line, is the closest major retail commercial center and attracts a large number of daily trips from Ozaukee County.

The second category of commercial centers identified consisted of community shopping areas, defined as concentrations of retail and service establishments which typically include a junior department store, a variety store or discount store, and a supermarket. Community shopping areas are generally located on sites of 15 to 60 acres with a gross leasable floor space of between 150,000 and 400,000 square feet.

The third category, neighborhood shopping areas, defined as concentrations of retail and service establishments typically including a grocery store or supermarket and such other establishments as drugstores, hardware stores, dry cleaners, intended to conveniently serve the day-to-day shopping and service needs of nearby residents. Neighborhood shopping areas are generally located on sites of five to 15 acres with a gross leasable floor space of between 50,000 and 150,000 square feet.

The community and neighborhood commercial centers within the County identified in 1994 are listed in Table 16.

Educational Institutions: The education facilities in the County which were identified as potential transit trip generators for this study included colleges and universities, high schools and middle

schools, and special-education centers. Colleges and universities were identified because they usually have large enrollments and may also have resident students with limited access to an automobile. High schools and middle schools were identified because students at this level often are involved in extra-curricular activities or have part-time jobs after school hours and may be in need of transportation beyond that provided by the local school district or their families. Elementary schools were not considered major potential transit trip generators for this study because their students generally have fewer school-sponsored after-school activities, typically live in such relatively close proximity to the school that they can either travel by walking or are likely to have transportation regularly provided the local school district or by their families. The educational institutions identified as major potential transit trip generators in 1994 are listed in Table 17.

Medical Centers: For transit planning purposes, community and special medical centers were identified as potential major transit trip generators. A community medical center was defined as a hospital with at least 100 beds and providing both inpatient and outpatient facilities and laboratory and clinic services. The special medical center category was defined to include all other types of medical centers and special clinics offering multi-specialty medical facilities and services. The major medical facilities identified in the study area in 1994 are listed in Table 18.

Table 17

EDUCATIONAL INSTITUTIONS IN OZAUKEE COUNTY: 1994

Number on Map 7	Educational Institutions	Address	Approximate Enrollment
1 2 3	Universities and Colleges		
	Concordia University	12850 N. Oriole Lane 20W, Mequon	2,700
	Milwaukee Area Technical College, North Campus	5555 W. Highland Road, Mequon	3,780
	Wisconsin Lutheran Seminary	11831 N. Seminary Drive 65W, Mequon	130
4 5 6 7 8 9 10 11 12 13	Middle and High Schools		
	Cedarburg High School	W68 N611 Evergreen Boulevard, Cedarburg	890
	Grafton High School	1950 Washington, Grafton	720
	Homestead High School	5000 W. Mequon Road 112N, Mequon	1,350
	John Long Middle School	700 Hickory, Grafton	450
	Lake Shore Middle School	11036 N. Range Line Road 27W, Mequon	480
	Ozaukee High School	401 Highland, Fredonia	300
	Ozaukee Middle School	410 Highland, Fredonia	200
	Port Washington High School	427 W. Jackson, Port Washington	930
	Steffen Middle School	6633 W. Steffen Drive 110N, Mequon	470
	Thomas Jefferson Middle School	1403 N. Holden, Port Washington	840
14	Special Education Centers		
	Riveredge Nature Center Inc.	4458 W. Hawthorne Drive, Newburg	--

Source: SEWRPC.

Table 18

COMMUNITY AND SPECIAL MEDICAL CENTERS IN OZAUKEE COUNTY: 1994

Number on Map 7	Medical Centers	Address
1	Community Medical Centers	
	St. Mary's Hospital-Ozaukee	13111 N. Port Washington Road, Mequon
2 3 4 5 6 7 8 9 10 11	Special Medical Centers	
	Cedarburg Clinic	W62N536 Washington Avenue, Cedarburg
	Cedar Haven Rehabilitation Agency	101 Falls Road, Grafton
	Cedar Mills Medical Group	N143W6515 Pioneer Road, Cedarburg
	Homestead Family Health Center	4922 Columbia Road, Cedarburg
	Mequon Medical Park	10945 N. Port Washington Road, Mequon
	Milwaukee Medical Clinic	
	Cedar Creek Clinic	215 W. Washington Street, Grafton
	Port Washington Center	1777 W. Grand Avenue, Port Washington
	Ozaukee Medical Center	407 N. Main Street, Thiensville
	Ozaukee Rehabilitation Clinic	1516 W. Mequon Road, Mequon
	St. Mary's Health Center	1317 W. Grand Avenue, Port Washington

Source: SEWRPC.

Table 19

GOVERNMENTAL AND PUBLIC INSTITUTIONAL CENTERS IN OZAUKEE COUNTY: 1994

Number on Map 7	Institutional Center	Address
	Regional	
1	Frank L. Weyenberg Public Library	11345 N. Cedarburg Road 60W, Mequon
2	Ozaukee County Administration Center	121 W. Main Street, Port Washington
3	Ozaukee County Justice Center	1201 S. Spring Street, Port Washington
	Community	
4	Belgium Town Hall	857 Main Street, Belgium
5	Belgium Village Hall	195 Commerce Street, Belgium
6	Cedarburg City Hall	W63N645 Washington Avenue, Cedarburg
7	Cedarburg Public Library	W63N589 Hanover Avenue, Cedarburg
8	Cedarburg School District	W68N611 Evergreen Boulevard, Cedarburg
9	Cedarburg Town Hall	1293 Highway 143, Cedarburg
10	Fredonia Town Hall	Riverstreet, Fredonia
11	Fredonia Village Hall	416 Fredonia Avenue, Fredonia
12	Grafton School District	1950 Washington, Grafton
13	Grafton Town Hall	1624 Wisconsin Avenue, Grafton
14	Grafton Village Hall	1102 Bridge Street, Grafton
15	Mequon City Hall	11333 N. Cedarburg Road 60W, Mequon
16	Mequon-Thiensville School District	5000 W. Mequon Road 112N, Mequon
17	Newburg Village Hall	450 Main Street, Newburg
18	Northern Ozaukee School District	401 Highland, Fredonia
19	Oscar Grady Public Library	151 S. Main Street, Saukville
20	Ozaukee Job Center	1823 Wisconsin Avenue, Grafton
21	Port Washington City Hall	100 W. Grand Avenue, Port Washington
22	Port Washington-Saukville School District	100 W. Monroe, Port Washington
23	Saukville Town Hall	3762 Lakeland Road, Saukville
24	Saukville Village Hall	639 E. Green Bay Avenue, Saukville
25	Thiensville Village Hall	250 Elm Street, Thiensville
	U. S. Post Office	
26	Cedarburg	W63N605 Hanover Avenue, Cedarburg
27	Grafton	1817 Highland Drive, Grafton
28	Mequon-Thiensville	124 W. Freistadt Road, Thiensville
29	Port Washington	104 E. Main, Port Washington
30	Saukville	156 E. Green Bay, Saukville
31	U. S. S. Liberty Memorial Public Library	1620 11th Avenue, Grafton
32	W. J. Niederkorn Public Library	316 W. Grand Avenue, Port Washington

Source: SEWRPC.

Governmental and Public Institutional Centers: Governmental and public institutional centers were considered potential major transit trip generators because they provide services to which every citizen should have ready access. Two types of government and public institutional centers were identified: major regional centers and community centers. The major regional centers identified in the County in 1994 included the facilities representing the seat of Ozaukee County government, the County Adminis-

trative Center and the County Justice Center, Port Washington, and the major public library facility for the County, the Frank L. Weyenberg Public Library, City of Mequon. The community centers identified included the seats of government of all the cities, villages, and towns in the County and such governmental or public facilities such as local public libraries, post offices, and school district offices. The governmental and public institutional centers are listed in Table 19.

Major Employers: Commuting trips, that is, trips from home to work and back, constitute a significant portion of all person trips within the Ozaukee County. It is important, therefore, for transit planning purposes to identify the major employers within the County as major potential transit trip generators. The major employers identified for this study included 29 employers with 33 individual workplaces who are required to submit Employee Commute Options (ECO) plans to the Wisconsin Department of Natural Resources in accordance with a mandate set forth in the Federal Clean Air Act Amendments of 1991. Such employers include those with 100 or more employees at an individual workplace. The major employers also included 25 other employers, generally with between 85 to 100 employees, who were not required to submit ECO plans but were identified as planning to increase their work force. Table 20 lists all the major employers identified in the study and their approximate 1994 employment.

A special survey of these employers was conducted by the Commission staff during 1994 to determine their attitude toward studying employee transit services for Ozaukee County employers and their willingness to provide detailed information on their employees to assist in this effort. The survey was conducted by mailing a postcard to each employer identified in Table 20, asking if the firm would find it useful to have the County explore the potential for providing public transit service to serve work trips made by the firm's employees and if the firm would be willing to provide, on a confidential basis, the County and the Commission the home addresses and shift times of their employees. The postcard was sent to the 30 ECO transportation coordinators for the 29 major employers in the County registered for the ECO program and the owners, chief executive officers, or managers at the other 25 employers. Completed surveys were returned by 40 of 56 employer representatives. Of the 40 employer representatives responding to the survey, seven indicated it would not be useful for the County explore the potential for providing public transit service to serve work trips made by their firm's employees. Some 15 of the remaining 33 employer representatives responding to the survey agreed to provide the requested information on the home addresses and work shift times of their employees. This information was analyzed by the Commission staff to determine the locations of employee residences and principal commuting times and to identify potential transit options to serve one or more employees.

Recreational Areas: Recreational areas were also considered to be potential transit trip generators. For this study, recreational areas were grouped into two categories. The first consisted of major regional recreational areas, defined as public recreation sites of at least 250 acres offering multiple recreational opportunities. The second category was comprised of community recreational areas, defined as multiple-use public recreation sites whose service areas are community-oriented and which contain such community recreation facilities as baseball or softball diamonds, swimming pools, or tennis courts. The recreational areas identified in 1994 are listed in Table 21.

TRAVEL HABITS AND PATTERNS

Total Person Travel Characteristics

Information on the quantity and characteristics of total person travel within the Ozaukee County transit study area was based upon the findings of a household travel survey conducted by the Regional Planning Commission in the fall of 1991. This survey was a part of a comprehensive inventory of travel which included, in addition to the household travel survey, a public transit user survey, a truck and taxi survey, and an external cordon survey. The sample size for the 1991 household home interview survey was about 17,500 households, or about 2.5 percent of the total number of households in the Region. According to the 1991 household travel survey, about 287,000 person trips¹ with one or both trip ends in Ozaukee County were made on an average weekday in 1991. The distribution of those trips by trip purpose is shown in Table 22.

Internal Person Travel: Of the approximately 287,000 person trips made within the County on an average weekday in 1991, about 171,000 trips, or 60 percent, were made to destinations internal to the study area. Most of these internal person trips were home-based other trips, which would include trips made for medical, personal business, or social/recreational purposes. About 35 percent of all inter-

¹A person trip was defined as a one-way journey between a point of origin and a point of destination by a person five years of age or older traveling as an auto driver or as a passenger in an auto, taxi, truck, motorcycle, school bus, or other mass transit carrier. To be considered, the trip must have been at least the equivalent of one full city block in length.

Table 20

MAJOR EMPLOYERS IN OZAUKEE COUNTY: 1994

Number on Map 7	Employer	Address	Approximate Employment				Registered for Employee Commute Option Program
			85-100	100-249	250-499	500-999	
	Industrial and Manufacturing						
1	Advanced Manufacturing Technologies, Inc.	1090 Falls Road, Grafton	X	--	--	--	--
2	Allen Bradley Company	6400 W. Enterprise Drive 105 N, Mequon	--	--	X	--	X
	Allen Edmonds Shoe Corporation						
3	Port Washington Plant	201 E. Seven Hills Road, Port Washington	--	--	X	--	X
4	Lake Church Plant	660 HWY D, Lake Church	--	X	--	--	X
5	Aluminum Industries Corporation.	660 N171 Cardinal Avenue, Cedarburg	X	--	--	--	--
6	Amcast Industrial Corporation	W5789 Hamilton Road, Cedarburg	--	--	--	--	X
7	Ataco Steel Products Corporation	6809 HWY 60, Cedarburg	X	--	--	--	--
8	Carlson Tool and Manufacturing Corporation	W57 N14386 Doerr Way, Cedarburg	X	--	--	--	--
9	Cedarburg Dairy, Inc.	W55 N155 McKinley Boulevard, Cedarburg	X	--	--	--	--
10	Cera-Mite Corporation	1327 6th Avenue, Grafton	--	X	--	--	X
11	Charter Manufacturing Company, Inc.	1658 Cold Spring Road, Saukville	--	--	X	--	X
12	Construction Forms, Inc.	W60 N151 Cardinal Avenue, Cedarburg	X	--	--	--	--
13	Cramer Coil & Transformer Company, Inc.	401 N. Progress Drive, Saukville	--	X	--	--	X
14	EST Company	1629 Wisconsin, Grafton	--	--	--	X	X
15	Exacto Spring Corporation	1201 Hickory, Grafton	X	--	--	--	--
16	Fall River Foundry Company	11740 N. Port Washington Road 13W, Mequon	X	--	--	--	--
17	Garden Way, Inc.	215 S. Park Street, Port Washington	--	--	X	--	X
18	Russell T. Gilman, Inc.	1230 Cheyenne Avenue, Grafton	--	X	--	--	X
19	Hayes Industrial Brake, Inc.	5800 W. Donges Bay Road, Mequon	--	X	--	--	X
20	Holiday Trims, Inc.	600 Park, Belgium	X	--	--	--	--
21	Johnson Brass and Machine Foundry, Inc.	270 N. Mill, Saukville	X	--	--	--	--
22	Johnson Level & Tool Manufacturing Company.	6333 W. Donges Bay Road, Mequon	X	--	--	--	--
23	Jorgensen Conveyers, Inc.	10303 N. Baehr Road 60W, Mequon	X	--	--	--	--
24	Kapco, Inc.	1046 Hickory, Grafton	X	--	--	--	--
25	M. W. Kasch Company	5401 W. Donges Bay Road 104N, Mequon	--	X	--	--	--
	Kelch Corporation						
26	Aluminum Molds Division	W66 N622 Madison Avenue, Cedarburg	--	X	--	--	X
27	Injection Tech Division	6411 W. Mequon Road, Mequon	--	X	--	--	X
28	Kenro, Inc.	200 Industrial Drive, Fredonia	--	--	X	--	X
29	Kickhaefer Manufacturing Company	1221 S. Park Street, Port Washington	--	X	--	--	X
30	Kleen Test Products	603 N. Moore Road, Port Washington	X	--	--	--	--
31	Leeson Electric Corporation	2100 Washington, Grafton	--	--	--	X	X
32	Milwaukee Sign Company, Inc.	1964 Wisconsin Avenue, Grafton	X	--	--	--	--
33	Modern Equipment Company, Inc.	336 S. Spring Street, Port Washington	--	X	--	--	X
34	Orion Corporation	1111 W. Cedar Creek Road, Grafton	X	--	--	--	--
35	Rexnord Corporation - Plastics	2076 First Avenue, Grafton	--	X	--	--	X
36	SPI Lighting, Inc.	10400 N. Enterprise Drive, Mequon	X	--	--	--	--
37	Scan-Pac Manufacturing, Inc.	9950 N. Port Washington Road 13W, Mequon	X	--	--	--	--
38	Schwarz Pharma Kremers-Urban Company	5600 W. County Line Road 96N, Mequon	--	X	--	--	--
39	Simplicity Manufacturing, Inc.	500 N. Spring Street, Port Washington	--	--	X	--	X
40	Super Sky International, Inc.	10301 N. Enterprise Drive 66W, Mequon	--	X	--	--	--
41	Tecumseh Products Company	900 North Street, Grafton	--	--	X	--	X
42	Telsmith, Inc.	W62 N10910 Industrial Drive, Mequon	--	X	--	--	X
43	Thermoset, Inc.	6100 W. Donges Bay Road 104N, Mequon	X	--	--	--	--
44	Trak International, Inc.	369 W. Western Avenue, Port Washington	--	X	--	--	X
45	Wabash Pioneer Container Corporation	N143 W6049 Pioneer Road, Cedarburg	--	X	--	--	X
46	Wisconsin Electric Power Company	146 S. Wisconsin Street, Port Washington	--	X	--	--	X
	Retail and Service						
47	Shopko	1771 Wisconsin Avenue, Grafton	X	--	--	--	--
48	Wal-Mart Stores, Inc.	825 E. Green Bay Avenue, Saukville	--	X	--	--	X
	Governmental and Institutional						
49	Mequon Care Center.	10911 N. Port Washington Road 13W, Mequon	--	X	--	--	X
50	Ozaukee County Administration Center.	121 W. Main Street, Port Washington	--	X	--	--	X
51	Ozaukee County Justice Center.	1201 S. Spring Street, Port Washington	--	X	--	--	X
52	Ozaukee County La Sata Nursing Home	W76 N677 Wauwatosa Road, Cedarburg	--	X	--	--	X
53	St. Mary's Hospital Ozaukee	13111 N. Port Washington Road, Mequon	--	--	--	X	X
	Educational						
54	Cedarburg High School	W68 N611 Evergreen Boulevard, Cedarburg	--	X	--	--	X
55	Concordia University of Wisconsin	12800 N. Lake Shore, Mequon	--	X	--	--	X
56	Grafton High School	1950 Washington Street, Grafton	--	X	--	--	X
57	Homestead High School - Mequon	5000 W. Mequon Road 112N, Mequon	--	X	--	--	--
58	Port Washington High School	427 W. Jackson, Port Washington	--	X	--	--	--

Source: Wisconsin Department of Natural Resources and SEWRPC.

Table 21

RECREATIONAL AREAS IN OZAUKEE COUNTY: 1994

Number on Map 7	Recreational Area	Civil Division
1	Regional	
2	Harrington Beach State Park	Town of Belgium
3	Hawthorne Hills Park	Town of Saukville
	Mee-Kwon Park	City of Mequon
4	Community	
5	Boerner Park	City of Port Washington
6	Cedar Creek Park	City of Cedarburg
7	Cemetery Park	Village of Grafton
8	Centennial Park	City of Cedarburg
9	City Athletic Field	City of Port Washington
10	Ehlers Park	Town of Saukville
11	Firemans Park	Village of Belgium
12	Firemans Park	Village of Fredonia
13	Georgetown Park	City of Cedarburg
14	Grady Park	Village of Saukville
15	Hill School Park	City of Port Washington
16	Kolbach Park	City of Port Washington
17	Lake Park	City of Port Washington
18	Meadow Brook Park	Village of Grafton
19	Mequon City Park	City of Mequon
20	Rotary Park	City of Mequon
21	Thiensville Park	Village of Thiensville
22	VFW Park	Town of Fredonia
23	Village Park	Village of Fredonia
24	Virmond Park	City of Mequon
25	Waubedonia Park	Town of Fredonia
26	Whitefish Park	City of Port Washington
27	Willowbrooke Park	City of Cedarburg
	Zeunert Park	City of Cedarburg
28	Special	
	Port Washington Marina	City of Port Washington

Source: SEWRPC.

nal person trips in the County on an average weekday were made for these purposes. The remaining internal person trips were relatively evenly distributed among the work, shopping, nonhome-based, and school trip purposes. Information on the average length in miles of the internal person trips in the County made on an average weekday in 1991 is presented in Table 23. The longest trips were those made for work purposes, which averaged just over five miles, followed by home-based other trips, which averaged about four miles. The overall average trip length for all internal person trips in the County was about four miles.

Table 23

LENGTH OF INTERNAL PERSON TRIPS
IN OZAUKEE COUNTY ON AN AVERAGE
WEEKDAY BY TRIP PURPOSE: 1991

Trip Purpose	Average Trip Length (miles)
Home-Based Work	5.4
Home-Based Shopping	3.5
Home-Based Other	3.9
Nonhome-Based	3.4
School	2.9
Average	3.9

Source: SEWRPC.

Table 22

DISTRIBUTION OF AVERAGE WEEKDAY TOTAL PERSON TRIPS FOR OZAUKEE COUNTY BY TRIP PURPOSE: 1991

Trip Purpose ^a	Total Person Trips					
	Internal, within Ozaukee County		External, within Region		Total	
	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total
Home-Based Work	30,300	17.7	43,200	37.3	73,500	25.6
Home-Based Shopping	26,000	15.2	10,500	9.1	36,500	12.7
Home-Based Other	60,300	35.3	32,100	27.7	92,400	32.3
Nonhome-Based	30,600	17.9	21,200	18.3	51,800	18.1
School	23,700	13.9	8,800	7.6	32,500	11.3
Total	170,900	100.0	115,800	100.0	286,700	100.0

^aThe trip data were grouped into five categories of travel purpose: home-based work trips, home-based shopping trips, home-based other trips, nonhome-based trips, and school-based trips. Home-based work trips are defined as trips having one end at the place of residence of the tripmaker and the other end at the place of work. Home-based shopping trips are defined as trips having one end at the place of residence of the tripmaker and the other end at a shopping place of destination. Home-based other trips are defined as trips having one end at the place of residence of the tripmaker and the other end at a place of destination other than home, work, shopping, or school. Such trips would include trips made for social, recreation medical, and personal business. Nonhome-based trips are defined as trips that neither originate or end at home or at school. School-based trips are defined as having at least one end at school.

Source: SEWRPC.

Table 24

DISTRIBUTION OF INTERNAL PERSON TRIPS IN OZAUKEE COUNTY: 1991

From Analysis Area	To Analysis Area								Total
	1	2	3	4	5	6	7	8	
1. Waubeka-Fredonia	3,570	290	500	880	220	390	30	130	6,010
2. Belgium	220	1,460	100	500	20	310	30	70	2,710
3. Saukville	470	120	4,030	2,940	710	1,310	0	520	10,100
4. Port Washington	920	540	2,800	24,750	990	3,010	360	760	34,130
5. Cedarburg	270	50	790	1,170	18,660	7,370	730	2,290	31,330
6. Grafton	300	350	1,530	2,920	7,620	26,290	700	2,020	41,730
7. Outlying Mequon	30	0	40	220	850	740	1,760	3,840	7,480
8. Central Mequon-Theinsville	120	0	370	710	2,450	2,230	3,910	27,630	37,420
Total	5,900	2,810	10,160	34,090	31,520	41,650	7,520	37,260	170,910

NOTE: Shaded cells indicate trips made entirely within an analysis area.

Source: SEWRPC.

To facilitate additional analysis of internal person trip characteristics, the County was divided into eight subarea analysis areas representing major civil divisions in the County. The generalized pattern of internal person trips between these analysis areas is presented in Table 24. As can be seen from this table, most trips were made entirely within the Mequon-Thiensville, Grafton, Port Washington, and Cedarburg analysis areas. These areas include the vast majority of the population and urban development in the County and accounted for about 97,000, or about 57 percent, of the total of 171,000 internal person trips made inside the County. Map 8 illustrates graphically the pattern and volume of total person travel between the analysis areas within the County. In 1991, the largest total person trip movements occurred between the Cedarburg and Grafton analysis areas, the Mequon-Thiensville core and outlying Mequon analysis areas, the Grafton and Port Washington analysis areas, and the Port Washington and Saukville analysis areas. Together, these trip movements accounted for over 34,000 person trips, or about 20 percent of all internal person trips within the County.

External Person Travel: Of the approximately 287,000 total person trips made within the County on an average weekday in 1991, about 116,000 trips, or 40 percent, were made to areas in the Southeastern Wisconsin Region outside the County. Most of these external trips, about 37 percent, were made for work purposes. Trips made for other purposes,

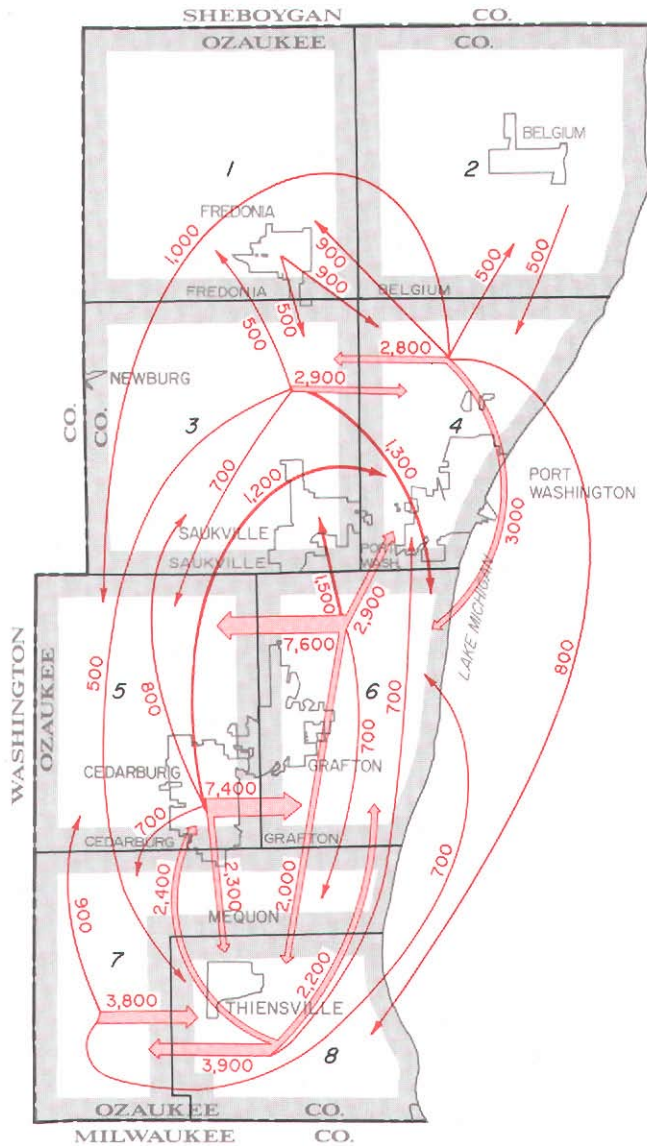
including social/recreation, medical, and personal business, were also significant, accounting for about 28 percent of the County's external person trips.

To facilitate additional analysis of external person trip travel patterns, the Southeastern Wisconsin Region outside Ozaukee County was divided into 14 subarea analysis areas. The generalized pattern and volume of external person trips made between the County and these subareas is presented in Table 25 and graphically illustrated on Map 9. As would be expected, most external person travel occurred between Ozaukee County and Milwaukee County. About 89,000 trips, or about 77 percent of 116,000 external person trips, were made between these two counties on an average weekday in 1991, with the vast majority of these trips being made between Ozaukee County and the northern and north-central parts of Milwaukee County. Significant external person trip movements were also observed between Ozaukee County and the Kewaskum-West Bend-Newburg and the Jackson-Germantown analysis areas in Washington County which, together, accounted for approximately 14,000 external person trips, or about 15 percent of the total external person trips made.

It should be noted that, in addition to the 116,000 external person trips made between the County and other areas in the seven-county Southeastern Wisconsin Region, an additional 12,000 external person trips were made on an average weekday between

Map 8

AVERAGE WEEKDAY PERSON TRAVEL BETWEEN SUBAREAS IN OZAUKEE COUNTY: 1991

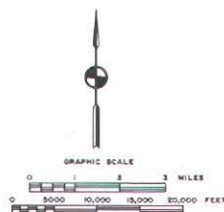


TRIPS INTERNAL TO ANALYSIS AREAS

NUMBER	AREA	TRIPS
1	WAUBEKA-FREDONIA	3,570
2	BELGIUM	1,460
3	SAUKVILLE	4,030
4	PORT WASHINGTON	24,750
5	CEDARBURG	18,660
6	GRAFTON	26,290
7	OUTLYING MEQUON	1,760
8	CENTRAL MEQUON-THIENSVILLE	27,630
	TOTAL	108,150

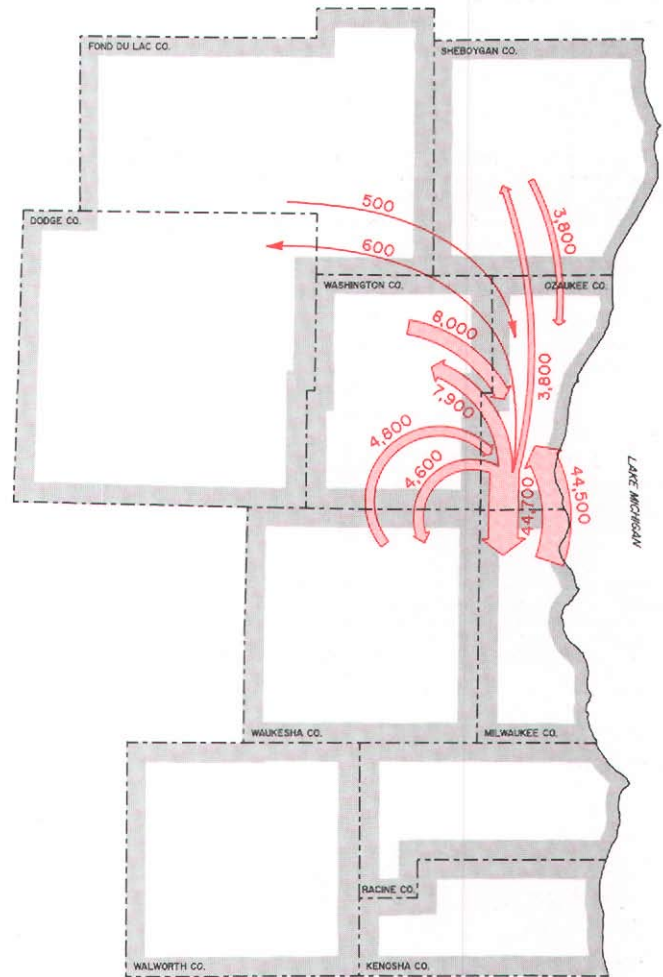
NOTE: TOTAL TRAVEL BETWEEN ANALYSIS AREAS LESS THAN 500 TRIPS PER DAY NOT SHOWN.

Source: SEWRPC.

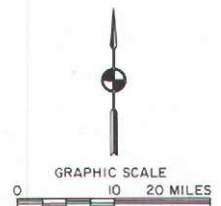


Map 9

AVERAGE WEEKDAY PERSON TRAVEL BETWEEN OZAUKEE COUNTY AND SURROUNDING COUNTIES: 1991



NOTE: TOTAL TRAVEL BETWEEN OZAUKEE COUNTY AND OTHER COUNTIES LESS THAN 500 TRIPS PER DAY NOT SHOWN.



Source: SEWRPC.

the County and areas outside the Region. These trips were identified through the external cordon survey conducted by the Commission in the spring of 1992. The most significant amount of such total person travel occurred between Ozaukee County and Sheboygan County, about 7,600 person trips, and between Ozaukee County and Fond du Lac and Dodge Counties, about 1,100 person trips, on an average weekday.

Table 25

**DISTRIBUTION OF EXTERNAL PERSON TRIPS BETWEEN OZAUKEE COUNTY
AND OTHER COUNTIES IN THE SOUTHEASTERN WISCONSIN REGION: 1991**

County	Analysis Area Description	Total Person Trips between Analysis Areas								Total
		1	2	3	4	5	6	7	8	
		Waubeka-Fredonia	Belgium	Saukville	Port Washington	Cedarburg	Grafton	Outlying Mequon	Central Mequon-Thiensville	
Milwaukee	9. Northern Milwaukee County	390	250	1,040	2,860	5,510	5,660	4,540	26,180	46,430
	10. North Central Milwaukee County	520	190	880	1,860	3,340	3,840	1,920	11,060	23,610
	11. Milwaukee Central Business District	100	200	490	600	1,510	1,720	940	3,170	8,730
	12. South Central Milwaukee County	110	240	280	780	1,920	1,090	1,090	4,460	9,970
	13. Southern Milwaukee County	0	0	30	0	0	90	140	300	560
	Subtotal	1,120	880	2,720	6,100	12,280	12,400	8,630	45,170	89,300
Washington	14. Kewaskum, West Bend, Newburg	1,030	70	1,090	1,340	1,290	1,960	220	940	7,940
	15. Jackson, Germantown	60	0	170	490	1,820	1,080	670	1,560	5,850
	16. Western Washington County	100	0	120	20	700	320	160	710	2,130
	Subtotal	1,190	70	1,380	1,850	3,810	3,360	1,050	3,210	15,920
Waukesha	17. Lisbon, Menomonee Falls	80	80	190	190	620	700	190	1,640	3,690
	18. East and Central Waukesha County	0	0	150	540	730	850	710	2,430	5,410
	19. Western Waukesha County	0	0	0	60	20	100	30	150	360
	Subtotal	80	80	340	790	1,370	1,650	930	4,220	9,460
Racine	20. All Racine County	0	0	0	280	50	0	0	430	760
Kenosha	21. All Kenosha County	0	0	0	0	0	0	150	130	280
Walworth	22. All Walworth County	0	0	0	0	0	30	0	100	130
--	Total	2,390	1,030	4,440	9,020	17,510	17,440	10,760	53,260	115,850

Source: SEWRPC.

Assessment of Transportation Needs of Elderly and Disabled Residents

At the request of the Ozaukee County Commission on Aging, the Commission conducted an assessment of unmet transportation needs of the elderly and handicapped population in Ozaukee County in January 1987. The purpose of this assessment was to identify the quantity and characteristics of those transportation needs of the elderly and handicapped persons residing in Ozaukee County not being met by the specialized transportation services provided in the County at that time. Guidance in the assessment effort, particularly in the design of the survey and in efforts to publicize the survey, was provided by the Ozaukee County Transportation Coordinating Committee, which was appointed by the Ozaukee County Board of Supervisors to guide the provision of special transportation services for the elderly and handicapped population of Ozaukee County. The results of the assessment effort are documented in SEWRPC Memorandum Report No. 8, Assessment of Transportation Needs of Elderly and Handicapped Residents of Ozaukee County, 1987.

The first step in the assessment of the unmet transportation needs of the elderly and transportation-disabled residents of Ozaukee County was to undertake an extensive effort to notify Ozaukee County elderly and transportation-disabled residents that such an assessment was being made and that elderly and disabled residents with unmet transportation needs were to complete a survey form to inform the Ozaukee County Office of Aging Services of their unmet transportation needs. The elderly and disabled population of Ozaukee County were notified of the assessment effort in two ways. The primary method of notification was by mailing them a letter informing them of the survey effort and including a copy of the survey to be filled out and returned, using a self-addressed, postage-paid, mail-back envelope. Through this direct mailing, a large segment of the elderly and disabled population of Ozaukee County was directly contacted, informed of the unmet transportation needs assessment being undertaken by the County, and given the opportunity to identify their unmet transportation needs. Some 4,756 survey packages were mailed to households with elderly and disabled residents of Ozau-

kee County, representing about 20 percent of the total households in Ozaukee County at that time. Approximately 95 percent of the mailed survey packages were sent to households with elderly household members, both disabled and nondisabled, and approximately 5 percent of the mailed survey packages were sent to households with nonelderly disabled household members.

The second method of notifying County elderly and disabled residents of the survey effort and distributing surveys was through an extensive outreach effort. This effort included articles in local newspapers and announcements on local radio programs; notices posted at senior centers, nutrition sites, special housing complexes for elderly and handicapped persons, public and private social service agencies serving handicapped persons, and local churches; and newsletters. A total of 32 surveys were distributed to agencies or individuals in response to verbal or written requests in response to the outreach effort.

Of 4,788 surveys distributed through the mail and through the Office of Aging Services in response to a request, only 215 surveys were returned. Some 163 of the respondents were County residents with unmet transportation needs. Therefore, it was concluded that the transportation needs of nearly the entire elderly and disabled population of Ozaukee County were being adequately met by the then-existing specialized transportation services, their own personal transportation, or other transportation services. As noted earlier, the survey was designed to be completed and returned only by those elderly and handicapped residents with unmet transportation needs.

Of the 163 survey responses indicating unmet transportation needs, a total of 140, or 86 percent, were elderly, that is, over the age of 60. Of the 140 elderly respondents, 89, or 64 percent, indicated they had a disability which affected their mobility. The remaining 23 of the 163 respondents were under the age of 60 and had a disability which limited their mobility. Only four of the survey respondents, or 3 percent, were residents of nursing homes.

Of the 163 survey respondents with unmet transportation needs, 111 generally desired expansion of the then-existing specialized transportation services beyond their operational limits to meet their transportation needs. The transportation needs identified

included travel outside Ozaukee County, on weekends, or during early morning or evening hours. However, only 18 of these 111 survey respondents indicated that the lack of such service prevented them from making necessary travel. It may also be noted that 34 of these 111 survey respondents were using the then-existing specialized transit services in the County. Thus, the survey identified a potential 77 "new" users of expanded service, which may be compared to the approximately 350 regular users of the existing specialized transit services at the time of the survey.

The purpose of the trips which would be made outside the limits of the existing Ozaukee County special transportation service area was principally medical, with 66, or 59 percent, of the 111 respondents who noted the need for expanded service indicating that the trip would be made for a medical purpose. The majority of these 111 survey respondents, 62 of the 111, also indicated that such trips would be made only once or twice a month.

The remaining 52 of the 163 survey respondents with unmet transportation needs included 16 persons who were users of the existing specialized transportation services provided in the County at the time of the survey. However, it was not considered reasonable to assume that all 52 had transportation needs that were not being met by the then-existing special transportation services, since the trip needs identified by these respondents could all have been made on the existing services. In addition, eight of the 52 respondents indicated that they currently used their own automobile or the automobile of a friend or relative for travel purposes and that they completed the survey to indicate that they may have a need for the service in the future. Another 11 noted that until they received the survey, they were unaware that the existing services could meet their needs.

The comments of some of these 52 respondents, however, indicated the need for review and possible modification of the existing services. Some of these respondents indicated that the present services did not permit full choice of destination for certain trips, that difficulties were encountered in entering and exiting the vehicles being used to provide specialized service, that the services occasionally required rescheduling of shopping or personal business travel, and that the medical assistance sometimes required during travel was not always provided.

SUMMARY

This chapter has presented pertinent information on those factors which affect or may be affected by the provision and use of transit service in Ozaukee County. A summary of the most important findings of this chapter follows.

1. The resident population of Ozaukee County stood at 72,831 persons in 1990. The County has experienced significant population growth since 1950. The resident population increased by 65 percent during the 1950s, 42 percent during the 1960s, 23 percent during the 1970s, and 9 percent during the 1980s. By 1990, the County's population was more than three times the 1950 level. Available data indicate that the County population increased further to approximately 75,600 persons by January 1993, an increase of about 2,800 persons, or 4 percent, over the April 1990 U. S. Census of Population and Housing count. The rate of population growth of Ozaukee County has been significantly greater than the population growth rate of the seven-county Southeastern Wisconsin Region. The County's higher growth rate is in large part a reflection of the continued decentralization of population outward from Milwaukee County over these four past decades.
2. The number of households in the County increased from 6,600 in 1950 to 25,700 households in 1990. During the 1950s and 1960s, households in the County increased at about the same rate as the resident County population. During the 1970s and 1980s, however, the rate of increase in households was about twice the rate of population growth. As a result of this increase in households, there has been a decrease in the size of households in the County. The average household size in the County has decreased from about 3.5 persons in 1950 to about 2.8 persons in 1990. The rate of increase in households is noteworthy for transit planning purposes since travel in urban areas is more strongly related to the number of households than to the size of the population. The number of households is also a better indicator of the size of the labor force and, hence, the amount of work travel as well as other travel made on an average weekday.
3. For transit planning purposes, it is important to identify certain segments of the population whose dependence on, and use of, public transit service historically has been greater than that of the general population as a whole. These groups include school-age children, the elderly, the disabled, persons in low-income households, and households with limited automobile availability. Information from the 1990 U. S. Census was reviewed to identify the size and significance of these transit-dependent groups within the Ozaukee County population. The 1990 Census data indicated that the principal transit-dependent population groups which may have significance for planning public transit services within the County would include the elderly, the disabled, and the school-age children. Elderly, persons aged 60 years and older, accounted for about 16 percent of the total resident County population in 1990, school-age children accounted for about 13 percent of the total County population, and persons age 16 and older with mobility limitations accounted for about 2 percent of the County population. In general, these population groups were evenly distributed among the civil divisions within the County.
4. Ozaukee County has experienced strong employment growth over the past two decades. The number of jobs in the County increased by about 5,800 jobs during the 1970s and about 6,600 jobs during the 1980s, a total increase of about 12,400 jobs, or 63 percent, since 1970. The County employment growth rate during the 1970s and 1980s substantially exceeded that of the Region, which experienced employment increases of only 36 percent over that period. Between 1990 and 1993, the number of jobs in the County increased by about 4,000 jobs, or 12 percent, from about 32,200 jobs in 1990, to about 36,200 jobs in 1993. The major concentrations of employment in the County in 1990 were located principally within and around the Cities of Cedarburg, Mequon, and Port Washington and the Villages of Grafton, Saukville, and Fredonia.
5. Urban land uses in Ozaukee County, as defined and delineated by the Regional Planning Commission urban growth analysis, increased very gradually between 1900 and 1950, from about 0.4 square mile in 1900 to about 4.4 square miles in 1950. The pace of urban development in the County accelerated after 1950 and has remained rapid since. By 1990, the developed urban land encompassed

about 32.5 square miles. The relative increase in the urban land area of the County between 1950 and 1990 of almost 700 percent was substantially greater than the relative increase in the urban population over this period, which increased from about 17,600 persons in 1950 to about 71,800 persons by 1990, or by about 300 percent. As a result, the population density of the urban areas of the County has decreased from about 4,000 persons per square mile in 1950 to about 2,200 persons per square mile in 1990.

6. Despite the steady increase of urban development in the County since 1950, the developed area of the County in 1990 encompassed only about 14 percent of the total County area. The remaining 86 percent of the County was still in open, rural land uses. The future pattern of development will be an important determinant of the future need for transit service and of the viability of any public transit services in the County.
7. The locations of major potential transit trip generators in the County were identified as part of the inventory of existing land uses. The trip generators involving transit-dependent population included facilities specifically serving, or frequently used by, elderly and/or disabled persons and persons residing in low-income households. The major land-use trip generators included six specific categories of land use: commercial centers, educational institutions, medical centers, governmental and public institutional centers, major employers, and recreational areas. Identification of the locations of these potential transit trip generators in 1994 indicated that the vast majority were concentrated in the developed urban areas of the County within and around the Cities of Cedarburg, Mequon, and Port Washington and the Villages of Grafton, Saukville, and Thiensville.
8. The Commission's 1991 household travel survey found that about 287,000 person trips with one or both ends in Ozaukee County were made on an average weekday in 1991. Of these, about 171,000, or 60 percent, were made between origins and destinations completely within Ozaukee County. About 57 percent of the 171,000 internal person trips, or about 97,000 trips, were made entirely within the portions of the County which included the Cities of Cedarburg, Mequon, and Port Washington and the Villages of Grafton and Thiens-

ville. An additional 20 percent of the internal person trips, or about 34,000 trips, were made between major communities within the County, principally between the Cedarburg and Grafton areas, the Grafton and Port Washington areas, and the Port Washington and Saukville areas of the County.

Approximately 116,000 of the 287,000 total person trips, or 40 percent, were made between the County and other areas in the Southeastern Wisconsin Region. About 77 percent of these external trips, or about 89,000 trips, were made between Ozaukee and Milwaukee Counties. An additional 15 percent, or about 14,000 trips, were made between Ozaukee County and eastern Washington County. In addition to the 116,000 external trips identified based upon the Commission's 1991 household travel survey, the Commission's 1992 cordon survey identified about 12,000 persons trips made on an average weekday between the County and other areas outside the Southeastern Wisconsin Region. The trips made between Ozaukee County and Sheboygan, Fond du Lac, and Dodge Counties accounted for about 9,000, or 73 percent, of these trips.

9. The findings of an assessment of unmet transportation needs of the elderly and disabled population in Ozaukee County conducted by the Regional Planning Commission for the County in January 1987 indicated that few transportation problems existed for these population groups at the time of the survey. The assessment effort was conducted through a special survey designed to be completed and returned only by elderly and disabled individuals who had unmet transportation needs. Of 4,788 surveys distributed, only 163 surveys were returned by County residents with unmet transportation needs. It was therefore concluded that the transportation needs of nearly the entire elderly and disabled population of the County were adequately met by existing specialized transportation services, by their own personal transportation, or by other transportation services. The principal need for additional specialized transportation service cited by survey respondents was for service to be provided outside the County, principally for medical-purpose trips. Survey respondents also cited a need to expand the periods when specialized transportation service was available, especially for travel before 8:00 a.m. or after 5:00 p.m. on weekdays and on weekends.

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Chapter III

EXISTING TRANSIT SERVICES

INTRODUCTION

An understanding of the existing transportation services for individuals in Ozaukee County is basic to the preparation of a sound plan for providing improved transportation service. This understanding should be based upon pertinent information describing the eligibility, operating, and ridership characteristics of the principal transportation services.

This chapter documents the findings of an inventory of the principal programs and services available during 1994 for providing transportation to individuals within Ozaukee County. Presented first is a description of each of the general public transit services available within the County during 1994. This is followed by a brief description of the existing yellow school bus service available to students within the County. Finally, this chapter includes a description of specialized transportation services for elderly and disabled individuals, which comprised the vast majority of the available transportation services. Table 26 summarizes the basic characteristics of the services identified, including information on the service provider, eligible users, fares, service area, service hours, number and type of vehicles used, and estimated average weekday ridership in 1994.

GENERAL PUBLIC TRANSIT SERVICES

The transit services for the general public provided on a regular and continuing basis in Ozaukee County during 1994 consisted principally of shared-ride taxicab service provided in the City of Port Washington and intercity bus service provided through Ozaukee County. The locations of the areas served by these public transit services are shown on Map 10. The following sections of this report provide a description of each service.

Taxicab Service

During 1994, shared-ride taxicab service was provided in the City of Port Washington and immediate environs by the Transport Taxicab Service. This service was sponsored by the City of Port Washington, which initiated operation of the taxicab system

on February 1, 1994. Prior to the start-up of the taxicab service, the City sponsored a specialized transportation service provided to elderly City residents by the Port Washington Senior Center three days a week. In September 1993, the City decided to convert the specialized transportation service for the elderly into a shared-ride taxicab service for the general public. This decision enabled the City to take advantage of Federal and State transit assistance programs which provided funds to offset a portion of the operating costs of the service as well as the capital costs of needed operating equipment.

The taxicab system was operated on a contract basis by a private transit company, Johnson School Bus Service, Inc., selected by the City through a competitive bidding process. The system provided door-to-door transportation service to all individuals for travel within the City and up to two miles outside the City's corporate limits. The Transport Taxicab Service was operated during 1994 with one lift-equipped van and one minivan, provided by the contract service operator. Service was provided on demand on the same day the trip was requested, although advance reservations were also accepted. Service was provided seven days a week, on Mondays, Tuesdays, and Thursdays between 9:00 a.m. and 5:00 p.m.; on Wednesdays, Fridays, and Saturdays between 9:00 a.m. and 9:00 p.m.; and on Sundays between 9:00 a.m. and 1:00 p.m. No service was provided on holidays.

During 1994, the taxicab service charged an adult fare of \$1.50 per one-way trip, and a fare of \$1.00 per one-way trip to elderly individuals age 60 and older, disabled individuals, and students age five through 18. No fare was charged for children under five years of age when accompanied by an adult. Trips made outside the City but within two miles of the corporate limits of the City are charged an additional fee of \$0.25 per one-way trip.

During the first eight months of system operation, from February through September 1994, the taxicab system had an average weekday ridership of approximately 65 one-way trips. Table 27 summarizes the projected ridership and financial characteristics of the taxicab system. As shown in Table 27, the annual ridership on the system for the

Table 26

EXISTING TRANSIT PROVIDERS SERVING OZAUKEE COUNTY: 1994

Service Category	Service Provider	Type of Organization	Type of Service	Eligible Users	Fares	Service Area	Days and Hours of Operation	Number and Type of Vehicles Used	Average Weekday One-Way Trips
General Public Transit Service	Transport Taxi Services ^a	Public	Door-to-door	Anyone	Adults: \$1.50 per one-way trip; elderly, students, and disabled: \$1.00 per one-way trip; and under five years of age free. Outside City a \$0.25 additional fee was charged	Port Washington and surrounding areas	Monday, Tuesday, and Thursdays, 9:00 a.m. to 5:00 p.m.; Wednesday, Friday, and Saturday, 9:00 a.m. to 9:00 p.m.; and Sunday, 9:00 a.m. 1:00 p.m.	Two lift-equipped vans	65
	Greyhound Lines, Inc. ^b	Public	Fixed-route, fixed-schedule	Anyone	Distance-based	United States	Two buses per day in each direction	Long-distance over-the-road motor coaches	N/A
	Ozaukee-Northshore Transportation	Private	Door-to-door airport shuttle to and from General Mitchell International Airport	Anyone	Distance-based	Sheboygan, Ozaukee, Milwaukee Counties	Seven days a week, 5:00 a.m. to 12:00 a.m.	Fleet of vans	N/A
Employee Transportation Service	Meda-Care Vans, Inc.	Public	Subscription employee transportation (job-ride)	Job-ride clients	Distance-based, but did not exceed \$2.00 per one-way trip (employee payed half of fare)	Milwaukee and Ozaukee Counties	Monday through Friday, 4:45 a.m. to 1:00 a.m.	Fleet of vans	75
	Milwaukee Careers Cooperative	Public	Subscription employee transportation (job-ride)	Job-ride clients	Distance-based, but did not exceed \$2.00 per one-way trip (employee payed half of fare)	Milwaukee and Ozaukee Counties	Monday through Friday, 4:30 a.m. to 7:30 p.m.	Fleet of vans	110
Yellow Bus Service	Ozaukee County School Districts ^c	Public	Fixed-route, fixed-schedule	Elementary and secondary school students within school districts	No charge	Within and between Ozaukee County school districts	Schooldays, 6:00 a.m. to 5:00 p.m.	Yellow school buses and lift equipped vans	13,000
Specialized Transportation Service	American Red Cross	Private, nonprofit	Advance reservation, door-to-door	Medical patients	\$4.00 per trip	Ozaukee County	Monday through Friday, 8:30 a.m. to 5:00 p.m.	One automobile	4
	Cedarburg Senior Center	Public	24-hour advance reservation, door-to-door	Persons 60 years of age and older and disabled persons at least 18 years of age	\$0.50 per one-way trip within the City; \$1.50 to \$3.75 for one-way trips outside the City	City of Cedarburg with trips extending up to 20 miles from City corporate limits	Monday through Friday, 9:00 a.m. to 4:00 p.m.	One lift-equipped van	20
	L. P. & P. Nichols, Ltd.	Private, for-profit	24-hour advance reservation, door-to-door	Anyone	Distance-based, \$15 minimum per one-way trip	Ozaukee County and surrounding counties	Seven days a week, 24 hours a day	Five lift-equipped vans	3
	Lasata Nursing Home ^d	Public	Advance reservation, door-to-door	Nursing home patients	Distance-based, \$18 minimum per one-way trip	Ozaukee County	Monday through Friday, 8:00 a.m. to 5:00 p.m.	One lift-equipped van	2

Table 26 (continued)

Service Category	Service Provider	Type of Organization	Type of Service	Eligible Users	Fares	Service Area	Days and Hours of Operation	Number and Type of Vehicles Used	Average Weekday One-Way Trips
Specialized Transportation Service (continued)	Ozaukee County Office of Aging Services	Public	24-hour advance reservation, door-to-door	Persons 60 years of age and older and disabled persons at least 18 years of age	\$3.15 to \$6.60 per one-way trip for work trips; \$2.00 to \$6.00 per one-way trip for all other trips	Ozaukee County and surrounding counties	Monday through Friday, 7:45 a.m. to 5:00 p.m.	Three lift-equipped vans; three automobiles	50
	Portal Industries, Inc.	Private, nonprofit	Fixed-route	Program participants	\$25 per month	Ozaukee County	Monday through Friday, 7:30 a.m. to 8:30 a.m. and 3:00 p.m. to 4:00 p.m.	Eight lift-equipped vans	110
	Specialized Transportation Services, Inc.	Private, for-profit	Advance reservation, door-to-door	Anyone	Distance-based, \$15 minimum per one-way trip	Ozaukee County and surrounding counties	Seven days a week, 24 hours a day	One lift-equipped van	1
	St. Mary's Hospital-Ozaukee ^e	Private, nonprofit	24-hour advance reservation, door-to-door	Patients of the hospital and/or the hospital staff	\$2.00 to \$6.00 per one-way trip	Ozaukee County	Monday through Friday, 7:30 a.m. to 5:00 p.m.	Two lift-equipped vans	10

^aThe City of Port Washington contracted with Johnson School Bus Service, Inc., to provide this service.

^bService between the City of Milwaukee central business district and the City of Green Bay was provided by White Pines Transit Lines for Greyhound Lines, Inc.

^cDetails of the individual operators providing Ozaukee County School District transportation are given in Table 28.

^dThe Lasata Nursing Home contracted with Riteway Bus Services, Inc., to provide this service.

^eSt. Mary's Hospital-Ozaukee contracted with Portal Industries, Inc., to provide this service.

Source: SEWRPC.

11-month period from February through December 1994 was 17,400 one-way trips. The annual operating expenses for the taxicab service during this period were approximately \$85,700. Operating expenses for the service were supported through passenger fares, Federal and State transit operating assistance funds, and local funds provided by the City of Port Washington. The funds provided by the City for the operation of taxicab service totaled about \$6,300 during 1994.

The City of Port Washington will make minor changes to the hours of operation and fares for the taxicab service effective January 2, 1995. The taxicab service will then be available on Mondays through Thursdays between 8:00 a.m. and 6:00 p.m., on Fridays between 8:00 a.m. and 9:00 p.m., on Saturdays between 8:30 a.m. and 6:00 p.m., and on Sundays between 8:00 a.m. and 12:00 noon. While the one-way cash fares for travel within the City will remain unchanged in 1995, the fare for travel outside the City will be increased from \$0.25 to \$0.50 per one-way trip. In addition, the City will be

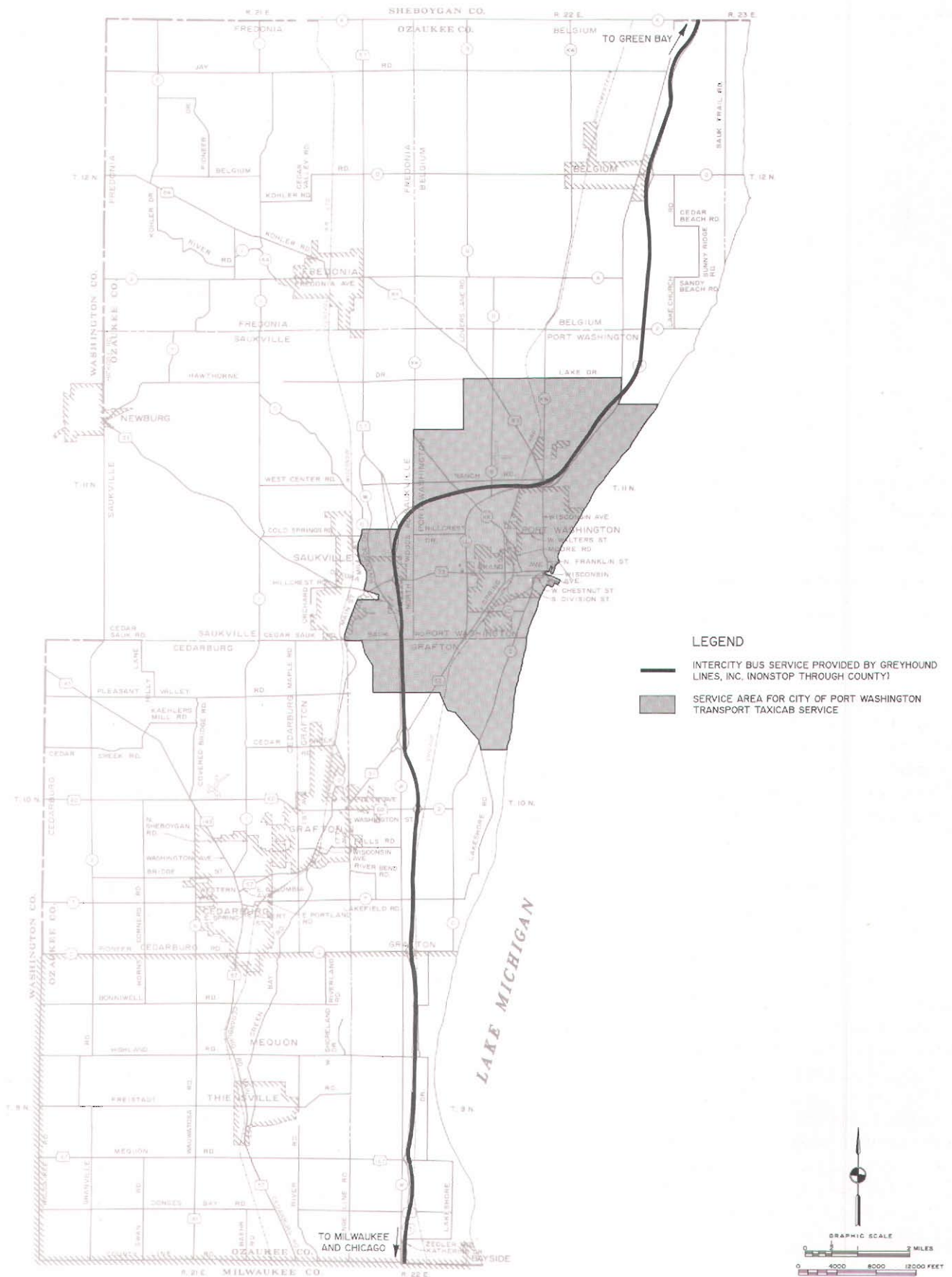
acquiring two new taxicabs for the system during 1995, a seven-passenger mini-van and a full-size accessible van. Approximately \$34,400 of the estimated total cost of these vehicles of \$41,800 will be offset by a Federal transit capital assistance grant received by the City in 1994. The remaining non-Federal share of about \$7,400 will be funded by the City, which intends to lease the vehicles to the contract transit operator to provide the taxicab service.

Intercity Bus and Limousine Service

During 1994 there was one scheduled intercity motor-coach service operating within Ozaukee County, Greyhound Lines, Inc. The service provided by Greyhound in Southeastern Wisconsin was centered on the City of Milwaukee central business district, which the carrier uses as a regional hub, where passengers may transfer to other routes operated by Greyhound Lines, Inc., or other bus lines. The company operated one route between Milwaukee and Green Bay which traversed Ozaukee County via IH 43. Service over the route consisted

Map 10

GENERAL PUBLIC TRANSIT SERVICE IN OZAUKEE COUNTY: 1994



Source: SEWRPC.

Table 27

**RIDERSHIP AND FINANCIAL
PERFORMANCE OF THE CITY OF PORT
WASHINGTON TRANSPORT TAXI SERVICE: 1994**

Operating Characteristic	1994 ^a
Service Provided	
Total Annual Platform-Hours	4,400
Total Annual Vehicle-Miles	62,200
Ridership	
Total Annual Revenue Passengers	17,400
Service Cost	
Total Annual Operating Expenses	\$85,700
Total Annual Operating Revenue	19,400
Total Annual Operating Deficit	66,300
Sources of Required Public Funds	
Federal Operating Assistance ^b	24,000
State Operating Assistance ^c	36,000
Local Operating Assistance	6,300
Total	\$66,300
Service Effectiveness and Efficiency	
Annual Passengers per Platform-Hour	4.0
Annual Passengers per Vehicle-Mile	0.28
Total Expense per Passenger	\$4.93
Total Deficit per Passenger	\$3.81
Percent of Operating Expenses Recovered through Operating Revenues	22.6

^aEstimated for 11 months of operation from February 1 through December 31, 1994.

^bRepresents Federal transit operating assistance available through the FTA Section 18 formula transit assistance program which covers 28 percent of the transit system operating expenses.

^cRepresents State transit operating assistance available through the State urban mass transit operating assistance program which covers 42 percent of the transit system operating expenses.

Source: City of Port Washington and SEWRPC.

of two weekday bus trips in each direction, but made no stops within Ozaukee County and was provided on a contract basis for Greyhound Lines, Inc., by White Pines Transit Lines, Inc.

Limousine service from locations within Ozaukee County to General Mitchell International Airport was also provided during 1994 by Ozaukee-Northshore Transportation. The service was available seven-days a week with a 24-hour advance reservation. Fares for the service were based on distance,

ranging from about \$10 one way from locations in the southern portion of the County to about \$20 one way from locations in northern Ozaukee County.

EMPLOYEE TRANSPORTATION SERVICES

Special transit services were provided in 1994 to employees of businesses in Ozaukee County by private transit companies participating in the employment transit assistance program, or "job ride" program, administered by the Wisconsin Department of Transportation. This program was established by the State to test alternative methods of providing relatively long-distance, job-related transit services across municipal and county boundaries. The program was developed in response to problems being experienced some of the larger urban areas of Wisconsin where an increasing mismatch developed between the location of new jobs and the place of residence of workers, with a lack of good transportation services linking the two.

The job-ride program was intended to demonstrate alternatives to traditional fixed-route transit services which could be used to serve "reverse commute" travel by unemployed and underemployed residents of central cities seeking jobs in the outlying portions of urban areas. State funds under the program are distributed on a competitive basis to private nonprofit and for-profit organizations and to local units of government and their agencies, offsetting up to 80 percent of eligible costs for such employee transit services. This includes costs for service operation, capital equipment, and indirect project administration activities. Under the program, job-ride service providers contract with area employers to both find and transport individuals to fill openings for permanent jobs offering a wage of at least \$4.00 an hour. Eligible users of the job-ride transit services, consequently, are individuals who have been either recruited or placed with an employer by the service provider. Fares for the transit service cannot exceed \$2.00 per one-way trip, and employers must pay at least 50 percent of the fare for the participating employees.

Of the six private organizations which were receiving State aid to provide employee transit services within the greater Milwaukee area under the program in 1994, two regularly transported a significant number of individuals residing in central Milwaukee County to job locations within Ozaukee County: Milwaukee Careers Cooperative and Meda-

Table 28

SCHOOL DISTRICTS IN OZAUKEE COUNTY PROVIDING STUDENT TRANSPORTATION: SEPTEMBER 1994

School District	Service Provider	Days and Hours of Operation
Cedarburg	Riteway Bus Service, Inc.	Schooldays: 6:30 a.m. to 4:30 p.m.
Cedar Grove	Otte Bus Service, Inc.	Schooldays: 7:00 a.m. to 8:00 a.m. and 2:00 p.m. to 4:00 p.m.
Grafton	Riteway Bus Service, Inc.	Schooldays: 6:30 a.m. to 4:30 p.m.
Mequon-Thiensville	School Transport, Inc.	Schooldays: 6:00 a.m. to 5:00 p.m.
Northern Ozaukee	Degnitz Bus Service, Inc.	Schooldays: 6:30 a.m. to 4:30 p.m.
Port Washington	Johnson School Bus Service, Inc.	Schooldays: 6:15 a.m. to 4:30 p.m.
Random Lake	Degnitz Bus Service, Inc.	Schooldays: 6:30 a.m. to 4:30 p.m.

Source: SEWRPC.

Care Vans, Inc. Milwaukee Careers Cooperative began providing employee transit service under the job-ride program in 1989, while Meda-Care Vans, Inc., began providing service under the program in September 1994. The transit service provided by these two operators was available to meet the specific needs of their clients, generally on weekdays between 4:30 a.m. and 1:00 a.m. Both operators used fleets of 15-passenger vans to serve demand generated by employers within the greater Milwaukee area.

Milwaukee Careers Cooperative was the major provider of job-ride trips to and from Ozaukee County in 1994. On an average weekday Milwaukee Careers Cooperative provided about 110 one-way trips, about 55 round trips, to individuals traveling between Milwaukee and Ozaukee Counties. Trips between Milwaukee and Ozaukee Counties accounted for approximately 60 percent of the total job-ride trips made by Milwaukee Careers Cooperative under the job-ride program. On an average weekday, Meda-Care Vans provided about 75 one-way trips, about 38 round trips, to individuals traveling between Milwaukee and Ozaukee Counties. These trips represented about 80 percent of the total job-ride trips made by Meda-Care Vans, Inc. The trips provided by both companies were generally to and from employers in the southeastern and the northeastern portions of the City of Mequon, the Village of Saukville, and the southeastern portion of the City of Cedarburg.

YELLOW SCHOOL BUS SERVICE

School-related transportation service was provided by all public school districts in Ozaukee County to

students residing in each district attending public and private elementary, middle, and high schools. Eligible students were those who either resided two miles or more from the school they are entitled to attend or who were enrolled in special education programs offered by each district. Table 28 presents information on the transportation service provided by each school district, including the name of the service provider and the times during school days when service was provided.

All school districts within the County contracted for transportation services with private companies. The transportation was provided on a regularly scheduled basis on school days to coincide with the start and dismissal times of classes, generally between 6:00 a.m. and 5:00 p.m. School districts also transported disabled students outside their home school districts to allow disabled individuals to take part in programs which are not offered through their home school district. It is estimated that 13,000 one-way trips, or about 6,500 round trips, were made on yellow school bus services by students residing in Ozaukee County on an average weekday in 1994. As noted in the discussion of the scope of this study in Chapter I of this report, no improvements in County transit services will be postulated to serve such school trips, which will remain the responsibility of the individual school districts.

SPECIALIZED TRANSPORTATION SERVICES

Specialized transportation services in Ozaukee County were provided in 1994 by a number of public and private agencies and organizations, as well as by private, for-profit transportation companies. In general, most of the specialized transportation

services available to County residents were provided on demand rather than on a fixed schedule, with eligibility for service usually limited to clientele of the sponsoring agency or organization, principally elderly or disabled individuals. The specialized transportation services provided by the various agencies and organizations and by private transportation companies are described in the following sections of this report.

Ozaukee County Office of Aging Services

The principal provider of specialized transportation service within Ozaukee County in 1994 was the Ozaukee County Office of Aging Services. The Office offered a Countywide, advance-reservation, door-to-door transportation service to persons 60 years of age or older and disabled persons of any age who had a permanent physical or developmental disability. Only elderly or disabled residents of Ozaukee County were eligible for the service. In general, persons who were eligible for transportation services provided by other agencies or programs were not provided with transportation services under this County program unless the other transportation service could not serve the individual's trip request.

The geographic area served by the County program included all of Ozaukee County. The program also allowed for some trips outside Ozaukee County, including trips for medical services which are not obtainable within the County. Trips made for routine medical appointments to physicians located outside Ozaukee County, and trips made outside a person's home community for grocery shopping or personal business which may be available within that community, were not served.

The Office of Aging Services transportation program operated Monday through Friday from 7:45 a.m. until 5:00 p.m. Reservations for service were required at least 24 hours in advance and, because of heavy use, program participants were encouraged to call in their requests as far as possible ahead of the time service is needed. The program provided the transportation service using a fleet of six county-owned vehicles: three wheelchair lift-equipped vans, each capable of accommodating two wheelchairs and four other passengers, and three automobiles, each capable of accommodating four passengers.

Eligible individuals were allowed to make no more than six one-way trips per week, unless the user agreed to pay the full cost of the service for the added trip, including the portion of costs not covered by the passenger fare for the trip. The regular fares

charged for trips made on the service were distance-based, with fares for nonwork-related trips ranging from a minimum of \$2.00 one way for trips less than five miles to \$6.00 one way for trips over 31 miles. A higher fare was charged for work-related trips, since the policy of the Office of Aging is that individuals using the program for these trips should contribute more toward the cost of the service. Fares for work trips ranged from a minimum of \$3.15 one way for trips up to 10 miles in length to \$6.60 one way for trips over 31 miles in length. After the first half hour of waiting time, a waiting-time charge of \$1.50 per half hour was charged for all trip types. A surcharge of \$10 per trip was also charged for trips made more than one mile outside Ozaukee County. This surcharge was applied only for the first trip made each week.

For the period July through December 1994, approximately 210 individuals were registered as users the Office of Aging Services transportation service. A breakdown of these registered users by user type is presented in Table 29. As shown in this table, the vast majority of registered users were elderly persons. The distribution of these registered users among County communities is presented in Table 30 and shown graphically in Figure 1 and on Map 11. Nearly three-fourths of the registered users resided in just four communities in the County: the City of Port Washington, with about 24 percent of all registered users; the Village of Grafton, with about 15 percent; the City of Mequon, with about 20 percent; and the City of Cedarburg, with about 13 percent. These four communities also had the highest total elderly population levels within the County according to the 1990 U. S. Census, accounting for about 67 percent of the total Countywide elderly population.

Because the transportation service provided by the Office of Aging Services represented the major Countywide transportation service available to County residents in 1994 and was viewed as a potential basis for any new Countywide general public transit service, a detailed analysis of the ridership on the service was undertaken. The annual ridership levels on the specialized transportation service provided by the Office of Aging Services from 1989 through 1994 are shown Table 31 and in Figure 2. Ridership on the service grew steadily from 1989 through 1992, increasing by about 52 percent over this period, from about 8,300 one-way trips in 1989 to about 12,600 one-way trips in 1992. Ridership on the service declined slightly during 1993 and 1994, with total ridership of about 12,300 one-way trips, about 6,300 round trips, in

Table 29

**REGISTERED USERS OF THE OZAUKEE COUNTY OFFICE OF
AGING SERVICES TRANSPORTATION PROGRAM: JULY TO DECEMBER 1994**

Mobility Status	Elderly ^a		Nonelderly		Total	
	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total
Ambulatory	123	46.8	32	12.2	155	58.9
Nonambulatory ^b	42	16.0	10	3.8	52	19.8
Total	165	62.7	42	16.0	207	78.7

^aPersons 60 years of age and older.

^bIncludes persons using wheelchairs or motorized scooters.

Source: Ozaukee County Office of Aging Services and SEWRPC.

Table 30

**USERS OF THE OZAUKEE COUNTY OFFICE OF AGING SERVICES
TRANSPORTATION PROGRAM BY CIVIL DIVISION: JULY THROUGH DECEMBER 1994**

Civil Division	Registered Users								Total	
	Elderly ^a				Nonelderly					
	Ambulatory		Nonambulatory ^b		Ambulatory		Nonambulatory ^b			
	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total
City of Mequon	16	13.0	12	28.6	9	28.1	5	50.0	42	20.3
City of Cedarburg	18	14.6	0	0.0	7	21.9	1	10.0	26	12.6
Town of Cedarburg	1	0.8	1	2.4	1	3.1	1	10.0	4	1.9
Village of Grafton	24	19.5	4	9.5	3	9.4	0	0.0	31	15.0
Town of Grafton	5	4.1	4	9.5	2	6.3	0	0.0	11	5.3
City of Port Washington	29	23.6	16	38.1	5	15.6	0	0.0	50	24.2
Town of Port Washington	2	1.6	1	2.4	1	3.1	0	0.0	4	1.9
Village of Saukville	8	6.5	3	7.1	0	0.0	1	10.0	12	5.8
Town of Saukville	2	1.6	0	0.0	0	0.0	0	0.0	2	1.0
Town of Belgium	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Village of Belgium	0	0.0	1	2.4	1	3.1	1	10.0	3	1.4
Town of Fredonia	5	4.1	0	0.0	0	0.0	0	0.0	5	2.4
Village of Fredonia	7	5.7	0	0.0	1	3.1	1	10.0	9	4.3
Village of Thiensville	6	4.9	0	0.0	2	6.3	0	0.0	8	3.9
Total	123	100.0	42	100.0	32	100.0	10	100.0	207	100.0

^aIncludes persons 60 years of age and older.

^bIncludes persons using wheelchairs or motorized scooters.

Source: Ozaukee County Office of Aging Services and SEWRPC.

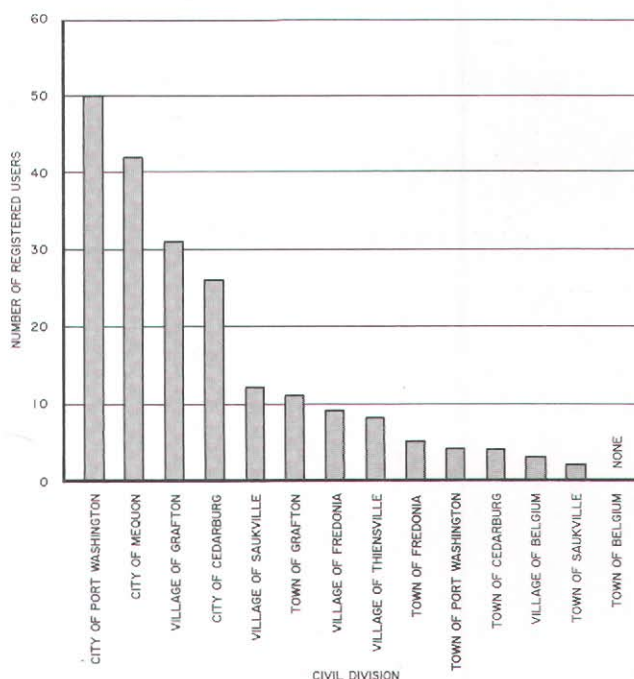
1994. The stabilization of ridership on the service may be attributed to increases in passenger fares implemented in 1993 and 1994 and operation of the service at virtually full capacity with its current fleet of six vehicles. During 1994, the service had an average weekday ridership of about 50 one-way trips.

The distribution of ridership on the program by user type and trip purpose during the period 1989 through 1994 is presented in Table 32. As can be seen from Figure 3, the number of one-way trips made by elderly users and nonelderly disabled users has remained relatively stable over this period, with trips made by elderly users accounting for about 78 percent of all trips and trips made by non-elderly disabled users accounting for the remaining 22 percent of trips, in both 1989 and 1994. Notably, while trips made by elderly, nonambulatory users decreased by about 4 percent over the period, trips made by nonelderly, nonambulatory users increased by about 4 percent. Figure 3 also shows that the largest number of trips made on the service in both 1989 and 1994 were for either medical or nutrition purposes, with about three-fourths of all trips made for these trip purposes. The number of trips made for employment or education or training purposes increased over the period from just under 9 percent in 1989 to over 17 percent in 1994. This increase was attributed largely to increased use of the service by disabled individuals. The increase in trips for these purposes occurred largely at the expense of trips for social and recreational and shopping and personal-business purposes, which decreased from about 13 percent of all trips in 1989 to less than 6 percent of all trips in 1994.

To provide additional information on the amount, purpose, and pattern of trips made by users of the Office of Aging Services transportation service, the trip logs of the service for the months of May, June, and July 1994 were analyzed. This period was selected for examination since it represented the most recent period available after St. Mary's Hospital-Ozaukee, which generated many trips on the service, relocated from the City of Port Washington to the City of Mequon. Information from the program trip logs for this period was used to develop data on the number of trips made on the program entirely within Ozaukee County communities, between Ozaukee County communities, and between Ozaukee County and surrounding counties. A summary of this distribution of trips is presented in Table 33. During the three months for which trip

Figure 1

**NUMBER OF REGISTERED USERS OF THE
OZAUKEE COUNTY OFFICE OF AGING SERVICES
SPECIALIZED TRANSPORTATION SERVICE BY CIVIL
DIVISION: JULY THROUGH DECEMBER 1994**

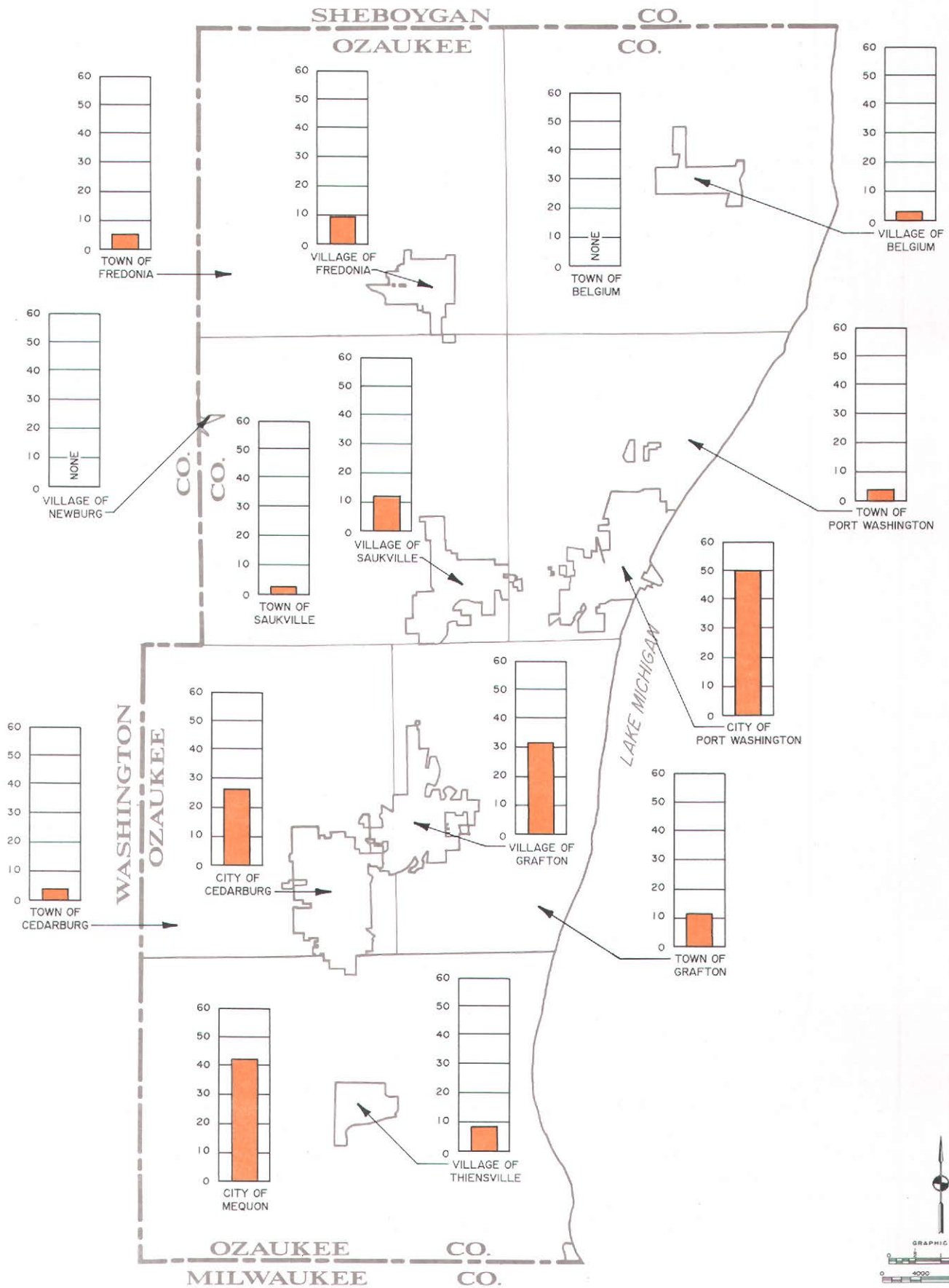


Source: Ozaukee County Office of Aging Services and SEWRPC.

log data were examined, a total of approximately 3,100 one-way trips, representing an average weekday ridership of about 50 one-way trips, were made on the Office of Aging Services transportation service. About 2,450 of the 3,100 total one-way trips, representing an average weekday ridership of about 40 one-way trips and about 80 percent of the total ridership on the service, were made between locations entirely inside the County. The remaining 650 one-way trips made during the period, representing an average weekday ridership of about 10 one-way trips and about 20 percent of the total ridership on the service, were made between Ozaukee County and locations in the surrounding counties. Tables 34 and 35 present more detailed information on the total number of trips made on the transportation service both within and between each County civil division during this period, as well as between Ozaukee County and surrounding counties. Figure 4 and Map 12 illustrate graphically the distribution among the communities in the County of trips made on the service during the period examined.

Map 11

NUMBER OF REGISTERED USERS OF THE OZAUKEE COUNTY OFFICE OF AGING SERVICES SPECIALIZED TRANSPORTATION PROGRAM: JULY THROUGH DECEMBER 1994



Source: Ozaukee County Office of Aging Services and SEWRPC.

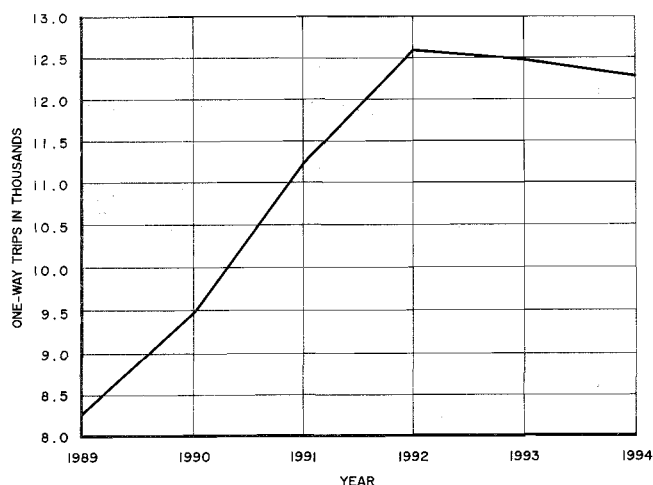
Table 31

RIDERSHIP ON THE SPECIALIZED TRANSPORTATION SERVICES PROVIDED DIRECTLY BY THE OZAUKEE COUNTY OFFICE OF AGING SERVICES: 1989-1994

Year	One-Way Trips	Percent Change from Prior Year
1989	8,300	--
1990	9,500	14.5
1991	11,300	18.9
1992	12,600	11.5
1993	12,500	-0.8
1994	12,300	-1.6

Source: Ozaukee County Office of Aging Services and SEWRPC.

Figure 2

RIDERSHIP ON THE SPECIALIZED TRANSPORTATION SERVICES PROVIDED DIRECTLY BY THE OZAUKEE COUNTY OFFICE OF AGING SERVICES: 1989-1994


Source: Ozaukee County Office of Aging Services and SEWRPC.

Table 32

DISTRIBUTION OF RIDERSHIP IN THE OZAUKEE COUNTY OFFICE OF AGING SERVICES TRANSPORTATION PROGRAM BY USER TYPE: 1989 THROUGH SEPTEMBER 1994

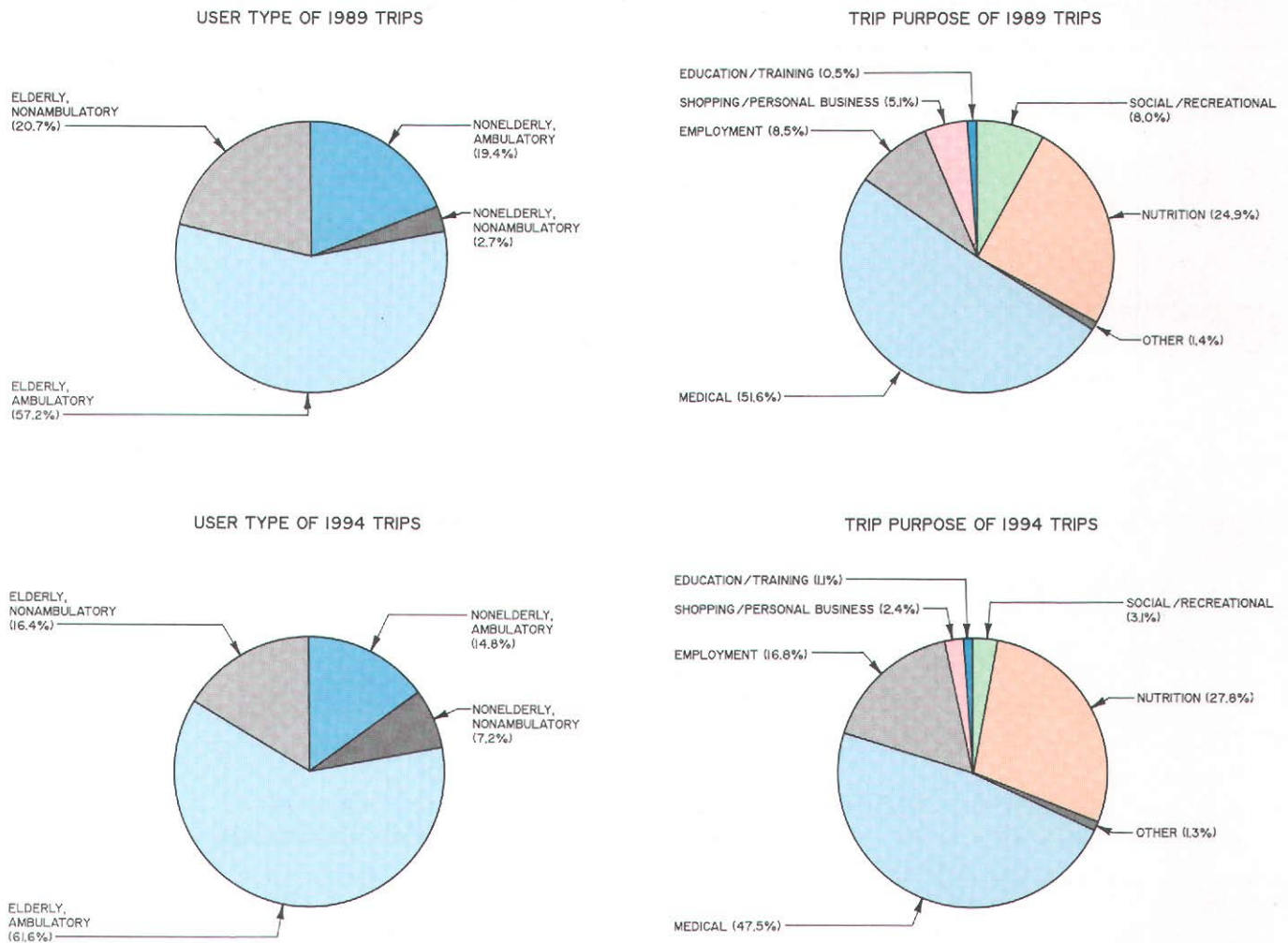
Characteristic	One-Way Trips by Year											
	1989		1990		1991		1992		1993		1994 ^a	
	Number of Trips	Percent of Total	Number of Trips	Percent of Total	Number of Trips	Percent of Total	Number of Trips	Percent of Total	Number of Trips	Percent of Total	Number of Trips	Percent of Total
User Type												
Elderly, Ambulatory	4,773	57.2	5,904	62.3	7,604	67.4	8,589	67.9	7,631	61.2	5,828	61.6
Elderly, Nonambulatory	1,726	20.7	1,560	16.5	1,553	13.8	2,029	16.0	2,169	17.4	1,550	16.4
Nonelderly, Ambulatory	1,619	19.4	1,623	17.1	1,599	14.2	1,359	10.7	1,973	15.8	1,398	14.8
Nonelderly, Nonambulatory	229	2.7	394	4.2	530	4.7	673	5.3	695	5.6	680	7.2
Total	8,347	100.0	9,481	100.0	11,286	100.0	12,650	100.0	12,468	100.0	9,456	100.0
Trip Purpose												
Medical	4,304	51.6	4,128	43.5	5,070	44.9	5,414	42.8	5,534	44.4	4,488	47.5
Employment	714	8.6	682	7.2	868	7.7	1,190	9.4	2,251	18.1	1,592	16.8
Nutrition	2,079	24.9	3,114	32.8	3,613	32.0	3,943	31.2	3,160	25.3	2,630	27.8
Education and Training	42	0.5	--	--	41	0.4	57	0.5	14	0.1	109	1.2
Social and Recreational	665	8.0	1,063	11.2	1,028	9.1	1,383	10.9	979	7.9	289	3.1
Shopping and Personal Business	425	5.1	411	4.3	480	4.3	540	4.3	424	3.4	224	2.4
Other	118	1.4	83	0.9	186	1.6	123	1.0	106	0.9	124	1.3
Total	8,347	100.0	9,481	100.0	11,286	100.0	12,650	100.0	12,468	100.0	9,456	100.0

^aRidership is for nine months from January through September, 1994.

Source: Ozaukee County Office of Aging Services and SEWRPC.

Figure 3

PERCENTAGE DISTRIBUTION OF RIDERSHIP ON THE OZAUKEE COUNTY OFFICE OF AGING SERVICES TRANSPORTATION PROGRAM BY TRIP PURPOSE AND USER TYPE: 1989 AND 1994



Source: Ozaukee County Office of Aging Services and SEWRPC.

Of the 2,450 total one-way trips made entirely within the County, about 1,100 one-way trips, representing an average weekday ridership of about 18 one-way trips and about 45 percent of the trips made within the County, were made within a single community. The vast majority of these intracommunity trips were made entirely within the City of Mequon and the Village of Grafton. These two communities accounted for nearly 900 of the 1,100 total intracommunity trips made on the service during the period, representing an average weekday ridership of about 14 one-way trips and about 82 percent of all intracommunity trips. The majority of the trips made within the City of Mequon were

for medical or work purposes, while the majority of the trips made within the Village of Grafton were for nutrition purposes, either as trips to and from meal sites or for grocery shopping. As noted previously, a significant number of the registered users of the service were residents of these two communities. Notably, while residents of the Cities of Cedarburg and Port Washington also accounted for significant numbers of the registered users of the service, only about 50 one-way trips in total, representing less one trip per day, were made entirely within these communities on the service. The availability of transportation services provided by these communities, namely, the City of Cedarburg

senior center van service and the City of Port Washington shared-ride taxicab service, to serve local trips accounts for the lower use of the Office of Aging Services transportation service in these communities.

The remaining 1,350 of the 2,450 total one-way trips made entirely within the County, representing an average weekday ridership of about 22 one-way trips and about 55 percent of the trips made internal to County, were made between communities. Over 600 of these intercommunity trips, representing an average weekday ridership of about 10 one-way trips and about 44 percent of the total intercommunity trips in the County, originated in either the City of Mequon or the City of Port Washington. The largest number of intercommunity trips occurred between the Cities of Mequon and Port Washington, principally for medical purposes; between the City of Port Washington and the Village of Saukville, principally for nutrition or work purposes; and between the City of Mequon and the Village of Thiensville, principally for nutrition or medical purposes. In total, about 500 one-way trips were made between these communities during the period examined, representing an average

Table 33

DISTRIBUTION OF TRIPS MADE VIA THE OZAUKEE COUNTY OFFICE OF AGING SERVICES TRANSPORTATION PROGRAM WITHIN OZAUKEE COUNTY AND TO AND FROM SURROUNDING COUNTIES: MAY THROUGH JULY 1994

Trip Location	Number of One-Way Trips	Percent of Total
Within Ozaukee County		
Within a Single Community	1,062	34.1
Between Communities	1,398	44.9
Subtotal	2,460	79.0
To or From Surrounding Counties within Region	652	21.0
Subtotal	652	21.0
Total	3,112	100.0

Source: Ozaukee County Office Of Aging Services and SEWRPC.

weekday ridership of about eight one-way trips. The majority of the intercommunity trips movements were low in volume, amounting to less than one trip on an average weekday.

Table 34

DISTRIBUTION OF TRIPS MADE VIA THE OZAUKEE COUNTY OFFICE OF AGING SERVICES TRANSPORTATION PROGRAM ENTIRELY WITHIN OZAUKEE COUNTY: MAY THROUGH JULY 1994

From Civil Division		To Civil Division														Total
Number	Name	201	202	203	204	205	206	207	208	209	210	211	212	213	214	
201	Town of Belgium	--	--	--	--	--	--	--	--	--	--	--	--	--	--	0
202	Village of Belgium	--	--	--	--	--	31	--	--	--	1	--	--	--	--	32
203	City of Cedarburg	--	--	10	13	--	--	3	42	26	18	--	4	1	2	119
204	Town of Cedarburg	--	--	9	3	--	--	--	3	16	4	--	--	--	1	36
205	Town of Fredonia	--	--	--	--	--	--	--	--	22	--	--	--	--	--	22
206	Village of Fredonia	--	29	--	--	--	19	2	19	5	3	--	--	--	--	77
207	Town of Grafton	--	--	5	--	--	1	--	33	33	1	42	1	--	2	118
208	Village of Grafton	--	--	38	3	--	16	35	442	33	42	1	1	3	1	615
209	City of Mequon	--	--	26	15	12	5	35	33	452	116	--	--	1	81	776
210	City of Port Washington	--	1	23	12	--	4	1	45	114	44	--	3	111	5	363
211	Town of Port Washington	--	--	--	--	--	--	42	2	--	11	--	--	--	--	55
212	Town of Saukville	--	--	4	--	--	--	1	1	--	3	--	--	11	--	20
213	Village of Saukville	--	--	1	2	--	--	--	3	1	52	--	12	87	--	158
214	Village of Thiensville	--	--	2	1	--	--	2	1	53	5	--	--	--	5	69
--	Total	0	30	118	49	12	76	121	624	755	300	43	21	214	97	2,460

NOTE: Shaded cells indicate trips made entirely within a community.

Source: SEWRPC.

Table 35

**DISTRIBUTION OF EXTERNAL TRIPS BETWEEN OZAUKEE COUNTY AND
OTHER COUNTIES IN THE REGION MADE VIA THE OZAUKEE COUNTY OFFICE
OF AGING SERVICES TRANSPORTATION PROGRAM: MAY THROUGH JULY 1994**

County	Civil Division		Civil Division														Total
			201	202	203	204	205	206	207	208	209	210	211	212	213	214	
	Number	Name	Town of Belgium	Village of Belgium	City of Cedarburg	Town of Cedarburg	Town of Fredonia	Village of Fredonia	Town of Grafton	Village of Grafton	City of Mequon	City of Port Washington	Town of Port Washington	Town of Saukville	Village of Saukville	Village of Thiensville	
Milwaukee	402	Village of Brown Deer	--	--	111	--	--	1	--	--	115	--	6	--	53	63	349
	410	City of Milwaukee	--	4	9	2	--	80	2	7	71	8	2	12	9	7	213
	416	City of Wauwatosa	--	--	2	2	--	13	--	4	8	9	4	--	--	--	42
	--	Subtotal	0	4	122	4	0	94	2	11	194	17	12	12	62	70	604
Washington	618	City of West Bend	--	--	2	--	--	26	--	16	--	2	--	--	--	--	46
Waukesha	717	Village of Menomonee Falls	--	--	--	--	--	2	--	--	--	--	--	--	--	--	2
--	--	Total	0	4	124	4	0	122	2	27	194	19	12	12	62	70	652

Source: SEWRPC.

Of the approximately 650 one-way trips made between Ozaukee County and locations in the surrounding counties during the period, over 600, or about 92 percent, were for medical purposes, with the remaining 8 percent being for work or personal business. About 550 one-way trips, representing an average weekday ridership of about nine one-way trips and about 85 percent of the total intercounty trips for the service, were made to or from medical facilities in Milwaukee County, with the vast majority of these trips made to or from the Village of Brown Deer or the City of Milwaukee. The Cities of Mequon and Cedarburg, and the Village of Fredonia in Ozaukee County generated about two-thirds of all intercounty trips made on the service.

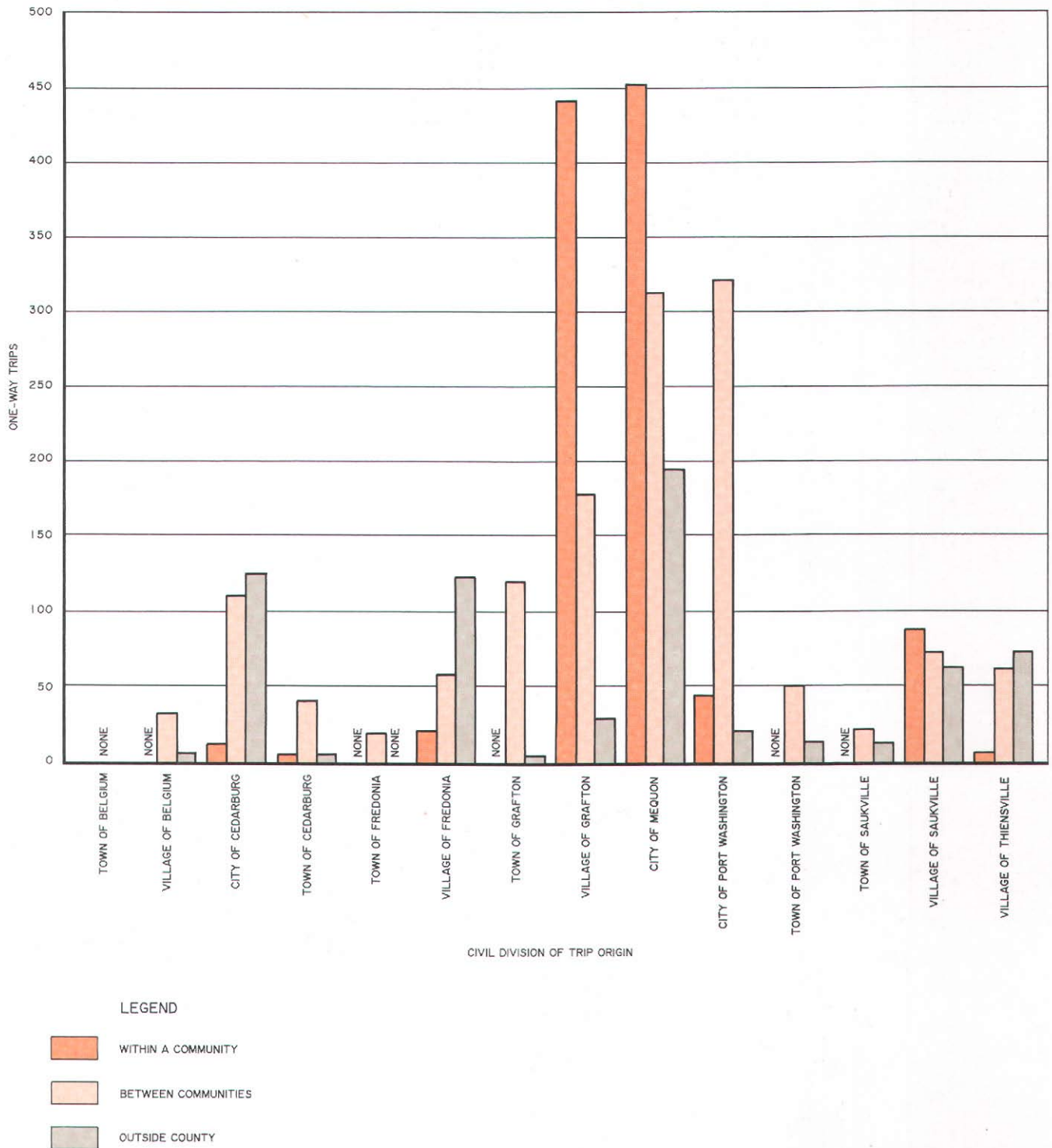
Figure 5 and Map 13 summarize in graphic form the distribution among County communities of all trips made during the period on the service, including intracommunity and intercommunity trips and intercounty trips. The Figure 5 indicates for each community the percent of the total number of trip ends, that is, both trip origins and destinations, for the service attributable to each community within the County. Not surprisingly, the figure shows that most of the trips made on the service either start or end in the four communities with the highest number of registered users, the Cities of Mequon, Port Washington, and Cedarburg and the Village of Grafton.

An analysis of the utilization of the Office of Aging Services transportation service indicating the frequency of travel by individuals using the service during the three-month period of May through July 1994 is presented in Table 36. During this period a total of 160 individuals, representing about 61 percent of the estimated 260 total registered users for the service, used the transportation program to make at least one trip. Of the 160 individuals using the service over this period, a total of 128 individuals, or about 80 percent, made 30 or fewer one-way trips, representing an average of between two and three trips per week. This information indicates that the vast majority of the users of the Ozaukee County Office of Aging transportation program use it only on an occasional basis.

The annual expenditures and public funding requirement for the Office of Aging Services specialized transportation program for the period 1989 to 1994 are shown in Table 37. The total expenses for the program increased from about \$109,000 in 1989 to about \$149,000 in 1994, or by about 46 percent. The program costs were supported through passenger fares, State aid available through the Wisconsin Department of Transportation's 85.21 Specialized Transportation Assistance Program for Counties, and County tax dollars. The County funds needed to support the program increased from about \$49,000 in 1989 to a high of about \$73,000 in 1993, or by about 49 percent, before decreasing to about \$46,000 in 1994.

Figure 4

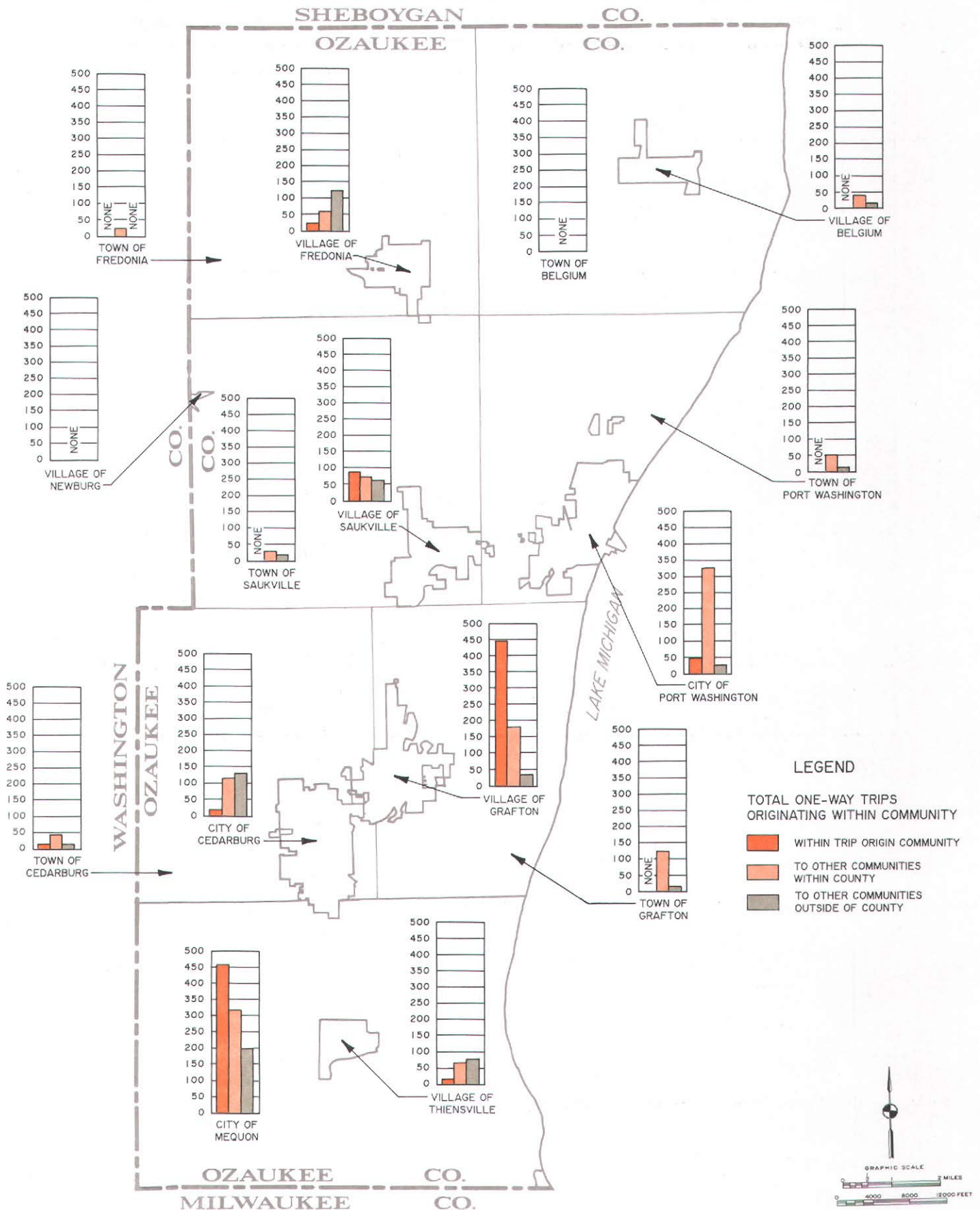
DISTRIBUTION OF TRIPS MADE VIA THE OZAUKEE COUNTY OFFICE OF AGING SERVICES
SPECIALIZED TRANSPORTATION PROGRAM BY CIVIL DIVISION: MAY THROUGH JULY 1994



Source: Ozaukee County Office of Aging Services and SEWRPC.

Map 12

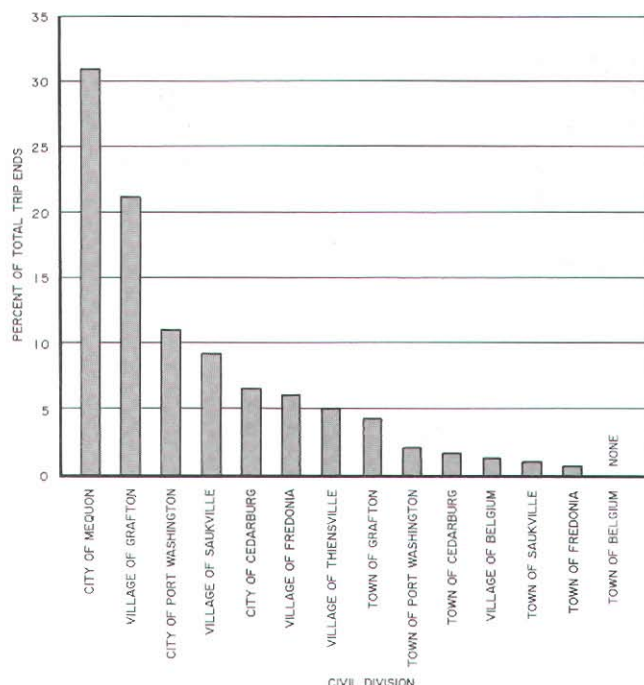
**DISTRIBUTION OF TRIPS MADE VIA THE OZAUKEE COUNTY OFFICE OF AGING SERVICES
SPECIALIZED TRANSPORTATION PROGRAM BY CIVIL DIVISION: MAY THROUGH JULY 1994**



Source: Ozaukee County of Aging Services and SEWRPC.

Figure 5

PERCENTAGE DISTRIBUTION OF TOTAL TRIP ENDS FOR THE OZAUKEE COUNTY OFFICE OF AGING SERVICES SPECIALIZED TRANSPORTATION SERVICE BY CIVIL DIVISION: MAY THROUGH JULY 1994



NOTE: TOTAL TRIP ENDS INCLUDES ALL TRIP ORIGINS AND TRIP DESTINATIONS

Source: Ozaukee County Office of Aging Services and SEWRPC.

Cedarburg Senior Center

During 1994, the City of Cedarburg provided door-to-door transportation to residents of the City who were at least 60 years of age or who had a physical or developmental disability, regardless of age, through a specialized transportation program operated by the Cedarburg Senior Center. The principal service area for the transportation program consisted of the City of Cedarburg, but service was also provided for trips made up to 20 miles outside the City limits. Service was available weekdays, excluding holidays, from 8:00 a.m. to 4:00 p.m. and was provided using a single wheelchair-lift-equipped van. Passenger fares ranged from \$0.50 per one-way trip, for local trips made within the City, to between \$1.50 and \$3.75 per one-way trip, for trips made outside the City. The service was provided on an advance-reservation basis under which users were required to call at least 24 hours before the time service was needed.

Table 36

FREQUENCY OF USE OF OZAUKEE COUNTY OFFICE OF AGING SERVICES TRANSPORTATION PROGRAM: MAY THROUGH JULY 1994

Number of One-Way Trips	Number of Individuals Making Trips	Percent of Total	Cumulative Percent
1 to 5	65	40.6	40.6
6 to 10	28	17.5	58.1
11 to 15	10	6.3	64.4
16 to 20	16	10.0	74.4
21 to 25	3	1.9	76.3
26 to 30	6	3.8	80.0
31 to 50	9	5.6	85.6
51 to 75	15	9.4	95.0
76 or More	8	5.0	100.0
Total	160	100.0	--

Source: Ozaukee County Office of Aging Services and SEWRPC.

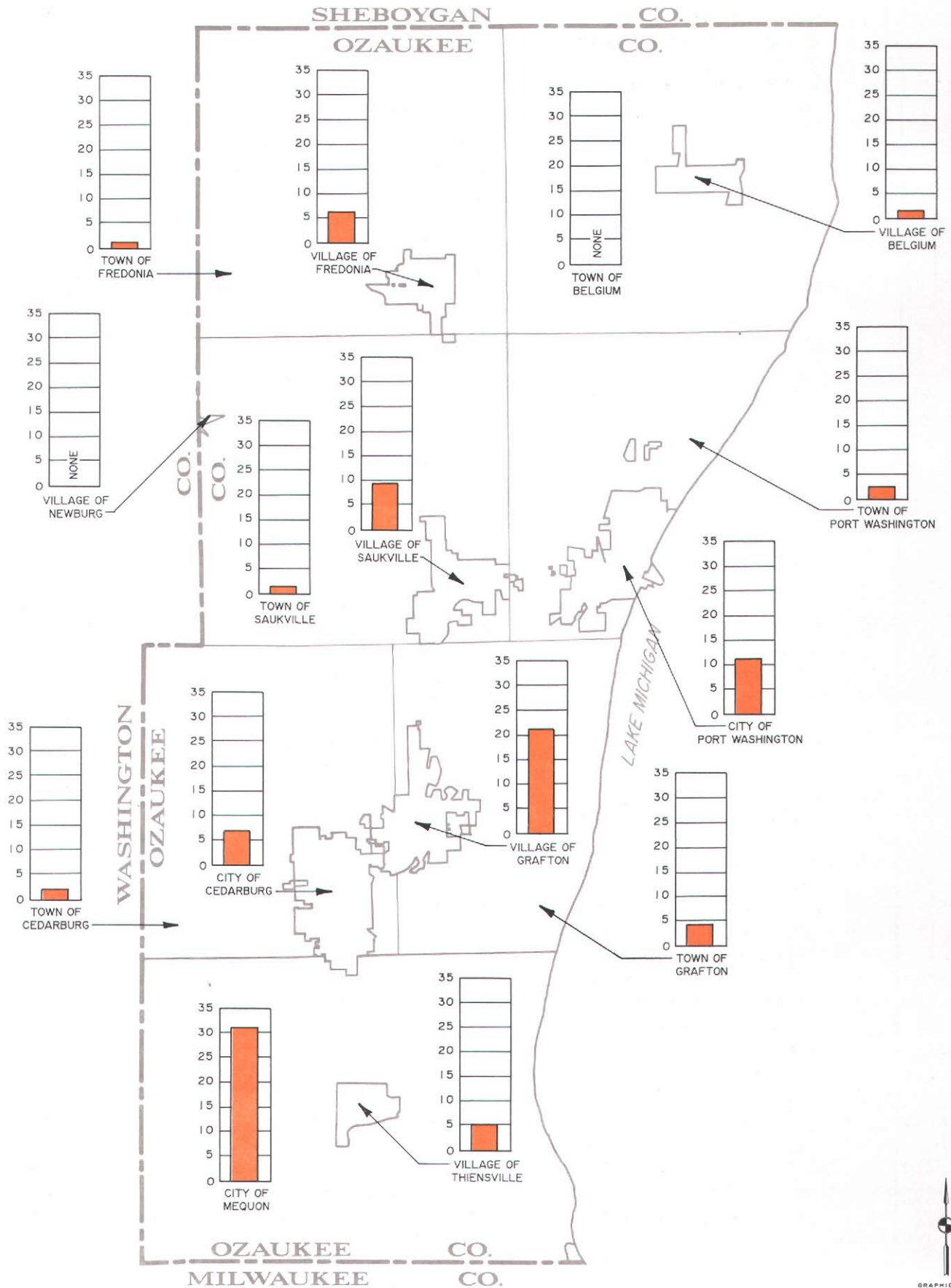
During 1994, about 125 persons were regular users of the Cedarburg Senior Center van service. The van service provided an average of about 20 one-way trips per weekday to elderly and disabled city residents, of which about 90 percent were provided between locations within the City. The vast majority of trips provided outside the City were made to major shopping and medical facilities, including the Manchester Mall in the Village of Grafton, St. Mary's Hospital-Ozaukee in the City of Mequon, and the Milwaukee Medical Clinic in northern Milwaukee County.

The total operating expenses for the Cedarburg Senior Center van service during 1994 were estimated at \$7,000. Operating expenses for the program are kept low through the use of volunteers for driving and dispatching. The expenses for the service were supported by passenger fares and funds provided by the City of Cedarburg.

American Red Cross

The American Red Cross Port Washington Office provided transportation service through the use of volunteer staff during 1994. The transportation service available under the program was provided to Ozaukee County residents of any age who were unable to secure transportation through other pro-

**PERCENTAGE DISTRIBUTION OF TOTAL TRIP ENDS FOR
THE OZAUKEE COUNTY OFFICE OF AGING SERVICES SPECIALIZED
TRANSPORTATION SERVICE BY CIVIL DIVISION: MAY THROUGH JULY 1994**



NOTE: TOTAL TRIP ENDS INCLUDES ALL TRIP ORIGINS AND DESTINATIONS

Source: Ozaukee County Office of Aging Services and SEWRPC.

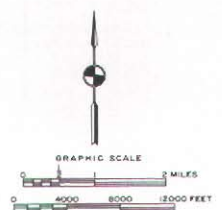


Table 37

**OPERATING EXPENDITURES, REVENUES, AND DEFICITS FOR THE OZAUKEE COUNTY
OFFICE OF AGING SERVICES SPECIALIZED TRANSPORTATION PROGRAM: 1989-1994**

Operating Characteristic	Expenditures by Year					
	1989	1990	1991 ^a	1992	1993	1994
Service Provided						
Total Annual Platform-Hours	7,300	8,300	9,700	10,600	11,500	11,800
Total Annual Vehicle-Miles	133,500	149,200	169,200	189,800	197,500	199,000
Ridership						
Total Annual Revenue Passengers	8,350	9,480	11,290	12,650	12,470	12,300
Service Cost						
Total Annual Expenses						
Operating	\$ 89,900	\$ 90,500	\$102,900	\$115,800	\$145,500	\$148,500
Capital	19,500	14,600	32,500	24,000	22,400	0
Total	\$109,400	\$105,100	\$135,400	\$139,800	\$167,900	\$148,500
Total Annual Operating Revenue	\$ 19,300	\$ 24,800	\$ 24,300	\$ 29,600	\$ 32,200	\$ 35,500
Total Annual Operating Deficit	90,100	80,300	111,100	110,200	135,700	113,000
Sources of Required Public Funds						
Federal Assistance ^b	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 7,000
State Assistance ^c	41,300	33,800	53,100	59,000	62,700	60,200
Local Assistance	48,800	46,500	58,000	51,200	73,000	45,800
Total	\$ 90,100	\$ 80,300	\$111,100	\$110,200	\$135,700	\$113,000
Service Effectiveness and Efficiency						
Annual Passengers per Platform-Hour	1.14	1.14	1.16	1.19	1.08	1.04
Annual Passengers per Vehicle-Mile	0.06	0.06	0.07	0.07	0.06	0.06
Total Expense per Passenger	13.10	11.09	11.99	11.05	13.46	12.07
Total Deficit per Passenger	10.79	8.47	9.84	8.71	10.88	9.19
Percent of Operating Expenses Recovered through Operating Revenues	21	27	24	26	22	24

^aIncludes vehicle lease charge of \$570.

^bIncludes funds obtained through Title XIX of the Social Security Act of 1935.

^cRefelcts funds provided through the State 85.21 specialized transportation assistance program for counties.

Source: Ozaukee County Office of Aging Services and SEWRPC.

grams or providers. Only medical trips made within Ozaukee County or between Ozaukee County and the immediately surrounding counties were served under the program. The transportation service was provided on a door-to-door basis and was generally available only on weekdays between 8:30 a.m. and 5:30 p.m. A fare of \$4.00 per one-way trip was

charged for the transportation service. Trip requests for service were generally required to be made one week in advance of the time service is needed to permit scheduling of the agency vehicle and of volunteer drivers. If necessary and possible, the American Red Cross worked with medical offices to reschedule the time of medical appointments to

coincide with times when vehicles and volunteer drivers were available. American Red Cross volunteers providing the service used a station wagon which the organization maintained principally for blood collection. The transportation service is provided between runs for blood collection.

Ridership on the service averaged of about four one-way trips per weekday during 1994. The operating expenses for the American Red Cross transportation service during 1994 were estimated at \$9,000. The expenses for the service are supported by passenger fares, direct donations from individuals to the American Red Cross, and through funds provided by the United Way in Ozaukee County.

Portal Industries, Inc.

Specialized transportation service was also provided within Ozaukee County during 1994 by Portal Industries, Inc., a private, nonprofit organization which provides employment and training opportunities to developmental or physically disabled individuals. Portal Industries, Inc., provided transportation to individuals participating in the employment and training programs offered at its facility in the Village of Grafton and was the only specialized transportation provider in the County which provided regularly scheduled transportation service using a system of fixed routes. Users of the service who are clients of the Ozaukee County Department of Community Programs are charged a monthly fee of \$25. Most of the transportation service was provided weekdays from 7:30 a.m. to 8:30 a.m. and from 3:00 p.m. to 4:00 p.m. Transportation service was also provided as needed for field trips and social events. Portal Industries, Inc., directly provided the transportation service, using its own drivers and a private vehicle fleet consisting of eight lift-equipped vans.

An average of 110 one-way trips were made per weekday by the transportation service provided by the organization. For 1994, the agency's operating budget for transportation was approximately \$120,000. The costs of providing service are supported by Federal funds provided through Title XIX of the Social Security Act of 1935 and through funds provided by the Ozaukee County Department of Community Programs.

St. Mary's Hospital-Ozaukee

During 1994, St. Mary's Hospital-Ozaukee contracted with Portal Industries, Inc., to provide specialized transportation service. The service provided by Portal involved matching individuals requiring

transportation with the appropriate provider. Portal Industries provided the transportation service if it was unable to arrange appropriate transportation for an individual's trip request from any other service provider. Eligible users of the service were restricted to hospital patients residing in Ozaukee County and immediately surrounding counties. The service provided was on a door-to-door basis, with reservations normally required to be made a minimum of 24 hours in advance of the time service was needed. Service was also often available on the day requested. The service was provided on weekdays between 7:30 a.m. and 5:00 p.m., using two lift-equipped vans supplied by Portal Industries, Inc., with passenger fares ranging from \$2.00 to \$6.00 per one-way trip.

An average of 10 one-way trips per day were provided by Portal Industries, Inc. For 1994, the operating budget for the transportation service, approximately \$50,000, was paid for entirely by St. Mary's Hospital-Ozaukee and by Federal funds provided through Title XIX of the Social Security Act of 1935.

Ozaukee County Lasata Nursing Home

The Ozaukee County Lasata Nursing Home provided specialized transportation services for the patients and residents at the facility during 1994. The service was provided on a door-to-door basis weekdays between 8:00 a.m. and 5:00 p.m. by a private company, Riteway Bus Services, Inc., under contract with the County. Passenger fares were based on distance, with trips up to five miles in length costing \$18. For trips longer than five miles, each additional mile costs an extra \$1.80; for trips longer than 15 miles, each additional mile costs an extra \$2.30.

An average of two one-way trips per day were provided to patients and residents by the facility's specialized transportation service during 1994. For 1994, the operating budget was approximately \$15,000, funded through the Lasata Nursing Home.

Private, For-Profit Transportation Services

In addition to public and private transportation service providers, several private for-profit transportation service providers also operate in Ozaukee County. These service companies provide transportation services designed to serve elderly or disabled individuals in Ozaukee County. Two such companies, Specialized Transportation Services, Inc., which provides approximately one one-way trip per day, and L. P. & P. Nichols, Ltd., which provides

approximately three one-way trips per day, were active within Ozaukee County in providing transportation services to the elderly or the disabled. The service provided by these operators was on a door-to-door basis, with reservations normally required to be made at least 24 hours before the time service was needed. Service was also often available on the day requested. Most of the trips served by these operators were for health-related purposes, such as trips to and from hospitals, nursing homes, and physicians' offices. The vehicles used to provide service consisted of wheelchair-accessible vans and ambulances. Since the operating expenses for the providers were not publicly subsidized, user fares on these transportation services were significantly higher than those charged on the previously described transportation services provided by the public and private nonprofit agencies and organizations, generally starting at about \$15.00 per one-way trip, plus additional charges based on mileage. In most cases, the fares on these providers are eligible for partial or full reimbursement through medical insurance carried by individuals using the private providers.

SUMMARY

This chapter has presented pertinent information on the public transportation services serving Ozaukee County during 1994. The services identified included intercity bus and local shared-ride taxicab services provided to the general public, transit services provided for employees at business in the County, yellow school bus services provided to students attending elementary and secondary schools in the County, and specialized transportation services provided to elderly and disabled individuals. A summary of the most important findings concerning those transportation services identified follows.

1. The extent of public transportation service available to the general public was very limited. Intercity bus service was provided by Greyhound Lines, Inc., over a single route between the City of Milwaukee central business district and the City of Green Bay. However, no stops were made along the route in Ozaukee County. The City of Port Washington provided shared-ride taxicab service by subsidizing the operation of the Transport Taxi Service, which served the City of Port Washington and the immediately surrounding area within two miles of the City's corporate limits.

Rather than operate the service directly, the City contracted for all elements of its operation from Johnson School Bus Service, Inc.. The taxicab service was provided seven days a week, with a base adult cash fare of \$1.50 per one-way trip. The average weekday ridership on the taxicab service during 1994 was estimated at 65 one-way trips.

2. Special transit services were provided in 1994 to employees of businesses in Ozaukee County by private transit companies participating in the employment transit assistance program, or "job-ride" program, administered by the Wisconsin Department of Transportation. During 1994, two private companies, Milwaukee Careers Cooperative and Meda-Care Vans, Inc., participating in the job-ride program, regularly transported a significant number of individuals residing in central Milwaukee County to job locations within Ozaukee County. Transit service was provided by these companies, generally on weekdays, to meet the specific needs of their clients, which they either recruited by, or placed with, an employer in the County. On an average weekday these two companies provided about 185 one-way trips made by individuals traveling between Milwaukee and Ozaukee Counties.
3. School-related transportation service was provided by all public school districts within Ozaukee County to students residing within each district attending public and private elementary, middle, and high schools. Approximately 13,000 one-way trips were made on an average weekday on yellow school bus services provided by the school districts within the County.
4. The vast majority of the public transportation services identified were specialized transportation services intended to serve certain population groups and were provided by public or private agencies and organizations or by private for-profit transportation companies. In most cases, such services were provided on a door-to-door basis, required a reservation in advance of the time service was needed, and served only the clients of the sponsoring agency or organization, principally elderly and/or disabled individuals. The emphasis of many of these services was on providing transportation for health-related trips or other essential needs, and some were available only

to patients, clients, or residents of specific facilities.

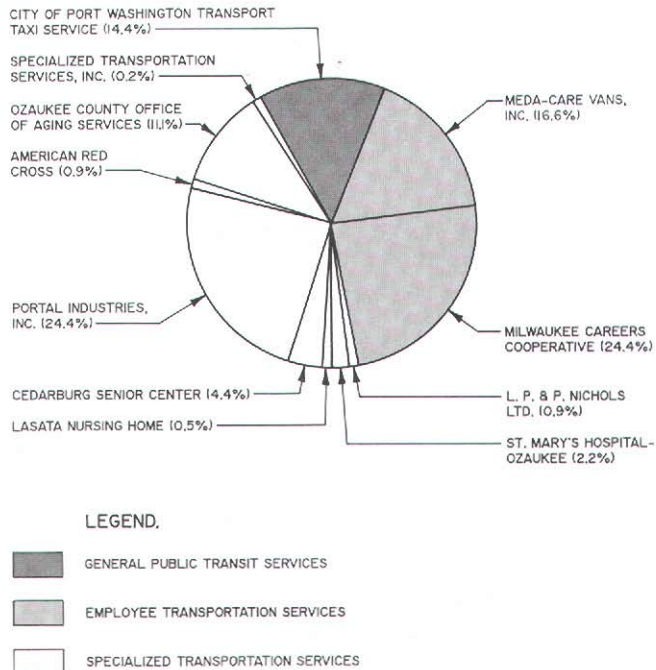
5. The major specialized transportation service provided within Ozaukee County in 1994 was the Countywide, advance-reservation, door-to-door transportation service operated by the Ozaukee County Office of Aging Services. The service was available to persons 60 years of age or older and disabled persons of any age for travel principally within Ozaukee County, although trips outside Ozaukee County for medical services which are not obtainable within the County were also served. This service was provided on weekdays, using a fleet of six county-owned vehicles. The average weekday ridership on the service during 1994 was estimated at 50 one-way trips. Most of the trips made on the service either started or ended in the four communities with the highest number of registered users, the Cities of Mequon, Port Washington, and Cedarburg and the Village of Grafton.
6. Other important providers of specialized transportation service within the County in 1994 included the City of Cedarburg Senior Center and Portal Industries, Inc. The City of Cedarburg Senior Center operated an advance reservation, door-to-door transportation service for residents of the City who were elderly persons 60 years of age or older or were disabled persons regardless of age. The principal service area for the transportation program consisted of the City of Cedarburg, but service was also provided for trips made up to 20 miles outside the City limits. Portal Industries, Inc., provided transportation to individuals participating in the employment and training programs offered at its facility in the Village of Grafton. Portal Industries also worked with St. Mary's Hospital-Ozaukee to match patients requiring transportation to or from the hospital with an appropriate service provider. Portal provided the transportation service if it was unable to arrange transportation for an individual's trip request from any other service provider. On an average weekday, about 140 one-way trips were made on the services available from these two service providers.
7. A number of other specialized transportation services were also provided within the County in 1994 which were intended to serve individuals on a more case-specific basis, and

which were utilized to a lesser degree, than the previously described services. These services were provided primarily for medical-related purposes, such as trips to and from hospitals, nursing homes, and physicians' offices. Such services were provided by the American Red Cross through the use of volunteer staff to County residents who were unable to arrange transportation through other sources; by the Ozaukee County Lasata Nursing home to patients and residents at the facility; and by two private for-profit transportation companies, Specialized Transportation Services, Inc., and L. P. & P. Nichols, Ltd. On an average weekday, a total of only about 10 one-way trips were made on the services available from these four service providers.

8. In total, almost 13,450 one-way trips were made on an average weekday on all the transit services identified. Approximately 13,000 of these trips, however, were school trips made on yellow school buses furnished by school districts within the County to students attending public and private elementary, middle, and high schools. Transit service improvements to serve such school trips will not be considered under this study. The distribution of the remaining approximately 450 one-way trips among the other nonschool transportation services identified is shown in Figures 6 and 7. About 98 percent of the 450 one-way trips were made on the services available from seven principal service-providers, each of which had an average weekday ridership of 10 or more one-way trips. These principal providers of nonschool transportation services within the County in 1994 included: the City of Port Washington Transport Taxi Service, Milwaukee Careers Cooperative, Meda-Care Vans, the Ozaukee County Office of Aging Services, the Cedarburg Senior Center, Portal Industries, Inc., and St. Mary's Hospital-Ozaukee.
9. It was estimated that the operating expenses for the transportation service offered by the seven principal service providers within the County totaled \$662,000 in 1994; the operating deficits, or subsidies, needed for these services totaled approximately \$511,000. The total estimated operating expenses, passenger revenues, and operating deficits for each of the principal service providers are shown in Table 38, while the percentage distribution of the total Countywide operating expenses and

Figure 6

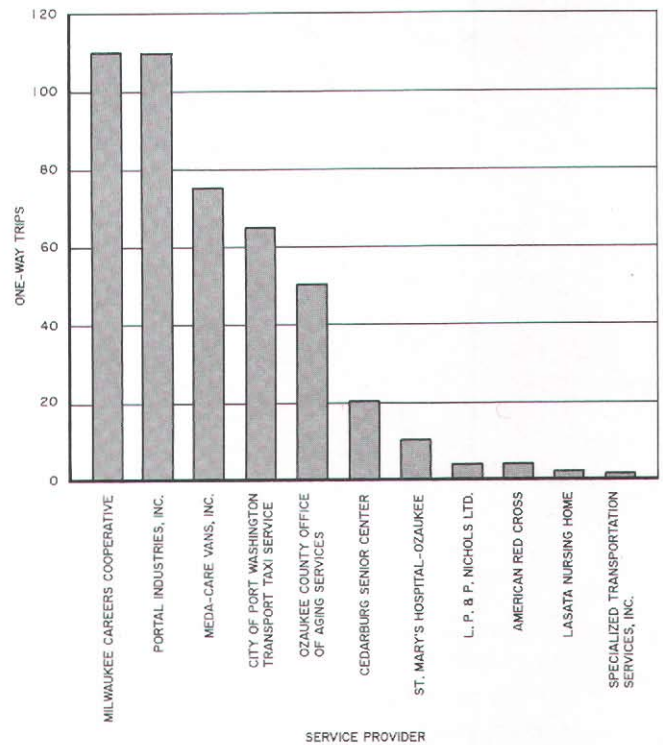
**PERCENTAGE DISTRIBUTION OF
AVERAGE WEEKDAY RIDERSHIP ON
NONSCHOOL PUBLIC TRANSPORTATION
SERVICES SERVING OZAUKEE COUNTY: 1994**



Source: SEWRPC.

Figure 7

**AVERAGE WEEKDAY RIDERSHIP ON
NONSCHOOL PUBLIC TRANSPORTATION
SERVICES SERVING OZAUKEE COUNTY: 1994**



Source: SEWRPC.

Table 38

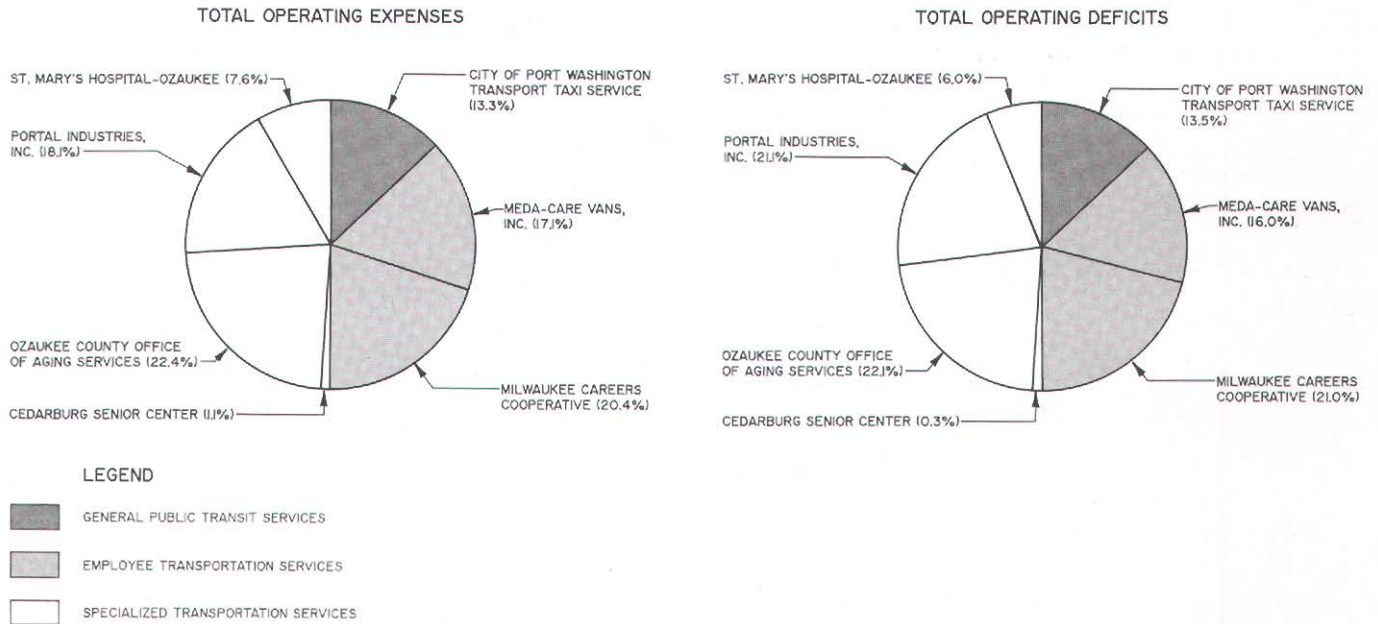
**ESTIMATED TOTAL ANNUAL OPERATING EXPENSES, PASSENGER REVENUES, AND OPERATING
DEFICITS FOR THE PRINCIPAL TRANSPORTATION PROVIDERS SERVING OZAUKEE COUNTY: 1994**

Service Category	Service Provider	Total Annual			Per One-Way Trip		
		Estimated Operating Expenses	Estimated Operating Revenues	Estimated Operating Deficit	Estimated Operating Expenses	Estimated Operating Revenues	Estimated Operating Deficit
General Public Transit	City of Port Washington Transport Taxi Service	\$ 88,100	\$ 19,400	\$ 68,700	\$ 5.06	\$1.11	\$3.95
Employee Transportation	Meda-Care Vans, Inc.	\$113,000	\$ 31,200	\$ 81,800	\$ 7.24	\$2.00	\$5.24
	Milwaukee Careers Cooperative	135,000	27,600	107,400	4.89	1.00	3.89
	Subtotal	\$248,000	\$ 58,800	\$189,200	\$ 5.74	\$1.36	\$4.38
Specialized Transportation	Cedarburg Senior Center	\$ 7,000	\$ 5,400	\$ 1,600	\$ 1.46	\$1.13	\$0.33
	Ozaukee County Office of Aging Services	148,500	35,500	113,000	12.07	2.89	9.19
	Portal Industries, Inc.	120,000	12,000	108,000	4.27	0.43	3.84
	St. Mary's Hospital-Ozaukee	50,000	19,200	30,800	10.42	4.00	6.42
	Subtotal	\$325,500	\$ 72,100	\$253,400	\$ 6.51	\$1.44	\$5.07
--	Total	\$661,600	\$150,300	\$511,300	\$ 5.98	\$1.36	\$4.62

Source: SEWRPC.

Figure 8

PERCENTAGE DISTRIBUTION OF ESTIMATED TOTAL ANNUAL OPERATING EXPENSES AND OPERATING DEFICITS FOR THE PRINCIPAL TRANSPORTATION PROVIDERS SERVING OZAUKEE COUNTY: 1994

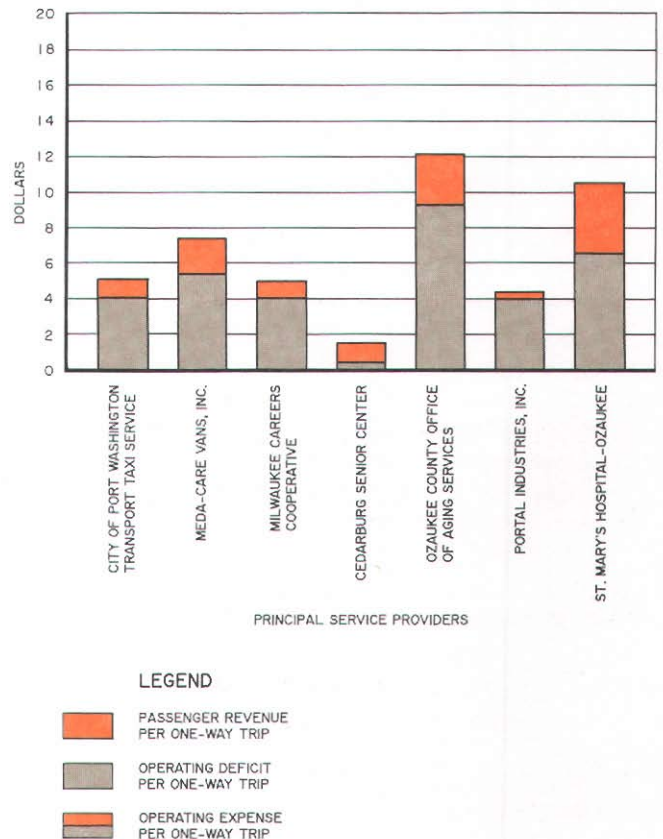


Source: SEWRPC.

operating deficits among the service providers is shown in Figure 8. Funds for specialized transportation services represented about one-half of the total funds which were expended in the County during 1994, about four times greater than the funds expended for general public transit services. The estimated average operating expense per trip, passenger revenue per trip, and operating deficit per trip for each of the service providers are shown in Figure 9. The average operating expense and deficit per trip for specialized transportation services in the County were about one quarter to one-third more than those for transit services for the general public and special employee programs.

Figure 9

PERCENTAGE DISTRIBUTION OF ESTIMATED TOTAL ANNUAL OPERATING EXPENSES AND OPERATING DEFICITS PER ONE-WAY TRIP FOR THE PRINCIPAL TRANSPORTATION PROVIDERS SERVING OZAUKEE COUNTY: 1994



Source: SEWRPC.

Chapter IV

EXISTING TRANSIT LEGISLATION, REGULATIONS, AND FUNDING PROGRAMS

INTRODUCTION

This chapter summarizes the legislative and regulatory framework governing the provision of public transit service in Ozaukee County as of 1994. Federal legislation and rules govern the availability and distribution of Federal financial aid for capital improvement projects and operating subsidies. State legislation governs local government institutional structures for operating public transit systems and provides for operating subsidies. Local ordinances can further govern the provision of transit service.

FEDERAL LEGISLATION AND FUNDING PROGRAMS

Federal Transit Administration (FTA) Programs¹

The Urban Mass Transportation Act of 1964 established a comprehensive program of grants in partial support of the preservation, improvement, and expansion of public transit service in the urbanized areas of the United States.² The 1964 Act

¹The description of Federal Transit Administration Programs presented in this chapter excludes funds available for technical studies under Section 8 of the Federal Urban Mass Transportation Act of 1964, as amended. Such funds are allocated to metropolitan areas and States for use by metropolitan planning organizations, like the Regional Planning Commission, in conducting planning studies like this study for Ozaukee County.

²An urbanized area is defined by the U. S. Bureau of the Census as having a concentrated population of at least 50,000 persons and meeting specific population density criteria. Urbanized areas generally consist of a central city and the surrounding, closely settled, contiguous suburbs. The Milwaukee urbanized area as defined by the 1990 Census includes portions of Milwaukee, Ozaukee, Racine, Washington, and Waukesha Counties. The portion of Ozaukee County included within the Milwaukee urbanized area is shown on Map 1 in Chapter I and includes all of the Cities of Cedarburg and Mequon, all of the Villages of Grafton and Thiensville, and portions of the Towns of Cedarburg and Grafton.

has been amended several times, most recently by the Federal Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA). Responsibility for administering the transit programs authorized under the Act lies with the Federal Transit Administration (FTA) of the U. S. Department of Transportation. Programs administered under the Act offer Federal funds to eligible local recipients to assist in carrying out public transportation projects.

Section 3 Program: Discretionary capital grants are authorized under Section 3 of the Act. These grants can fund up to 80 percent of the cost of eligible projects, which include railway transit system modernization, construction and extension of new fixed-guideway systems, and bus and bus-related equipment and construction projects. The purchase of specific bus-related equipment needed to implement the requirements of the Americans with Disabilities Act of 1990 or the Clean Air Act Amendments of 1990 are eligible for up to 90 percent Federal funding.

Because the Section 3 program is the primary source of Federal funding in support of major capital investments in transit infrastructure, particularly rail rapid transit facilities, only a small portion of the Section 3 funds authorized and appropriated nationally are normally available on a discretionary basis for use in funding bus and bus-related facilities. Accordingly, demand is high for the limited discretionary funding available for the latter types of facilities. Applicants who propose a local matching share significantly greater than the 20 percent required under the program may improve the probability of receiving a Section 3 discretionary grant.

Section 3 grants are available to public agencies that operate transit systems in both urbanized and nonurbanized areas. Applicants for Section 3 funds may also include states applying on behalf of local public agencies. The Wisconsin Department of Transportation does apply for Section 3 grants on behalf of transit operators in the State.

Section 9 Program: Section 9 of the Act provides for a formula block grant program which makes Federal assistance available to designated transit agencies

within urbanized areas. These funds can be used for planning and engineering studies, capital improvements, and operations. The funds are distributed among the Nation's urbanized areas on the basis of a statutory formula. For urbanized areas with a population of 200,000 persons or less, the funds are apportioned on the basis of population and population density. For urbanized areas with a population of over 200,000 persons, such as the Milwaukee urbanized area, formula funds are apportioned on the basis of population and population density; fixed-guideway, busway or rail, route-miles; bus and guideway revenue vehicle-miles; and transit system efficiency as measured by passenger miles of travel and operating expenses.

The annual allocation of Section 9 funds made to each urbanized area specifies the maximum amount of funds which may be used for transit operating subsidies, with the remaining funds available for planning and capital assistance projects. Section 9 funds allocated to each urbanized area remain available for up to three years past the year for which the allocation was made, a total of four years. Any funds remaining unobligated by the Federal Transit Administration after four years are reapportioned nationally.

The Section 9 Program is the primary source of Federal funds for routine bus and railway transit facility replacements, equipment purchases, new facility construction, and system rehabilitation. The Federal share for planning and capital projects may not exceed 80 percent of the eligible project costs, again except that specific bus-related equipment needed to implement the requirements of the Americans with Disabilities Act of 1990 or the Clean Air Act Amendments of 1991 which is eligible for up to 90 percent Federal funding. The Section 9 Program is also the sole source of Federal funds for transit operating assistance for urbanized areas, with the maximum Federal share for operating assistance equal to 50 percent of transit system operating deficits.

The Federal Transit Administration also permits grant recipients the option of using Section 9 capital assistance, rather than operating assistance, to fund the costs of privately owned capital components of transit services obtained through competitive procurement actions. Eligible capital components are limited to items used in the operation of the contracted transit services. Under this policy, the total eligible capital costs are limited to the actual depreciation of the capital items or to a fixed percentage of the total contract costs, whichever is lower. The

Federal Transit Administration has prescribed fixed percentage caps for four different categories of service as follows: 1) 20 percent of total contract costs for elderly and disabled paratransit services and noncommuter paratransit services;³ 2) 25 percent of total contract costs for regular bus service; 3) 35 percent of total contract costs for commuter services, such as express bus services; and 4) 25 percent of total contract costs for vehicle maintenance services.

Within the Milwaukee urbanized area, Waukesha County currently uses Section 9 capital assistance in the above described manner to augment the limited amount of operating assistance it is allocated annually.⁴

For the Milwaukee urbanized area, the Counties of Milwaukee, Ozaukee, Washington, and Waukesha have been jointly designated as "recipients" of Section 9 formula funds. This designation was made in April 1975 by the Governor upon recommendation of the Southeastern Wisconsin Regional Planning Commission. The designation of each of the four counties was made because the Milwaukee urbanized area included all or portions of the four counties, because there was the strong potential for more than one publicly owned and operated transit system to be developed within the urbanized area, and because each county was viewed as the primary potential operator of transit services within its jurisdiction. In making this designation, it was also envisioned that if local municipalities within a county chose to subsidize private transit operators, or to own and operate their own transit systems, equitable agreements would be amicably negotiated between the municipalities and the county concerned for sharing the Federal formula transit assistance funds available to each county.

³*Paratransit services are defined as those forms of "intraurban" passenger transportation which are open to the general public and are distinct from conventional fixed-route, fixed-schedule bus and railway transit services. Paratransit service is most commonly associated with special demand-responsive transit services provided for elderly or disabled persons, but may also include such transit services for the general public as taxicab, dial-a-ride, jitney, subscription bus, and carpool and vanpool services.*

⁴*The Section 9 capital assistance used by Waukesha County in 1993 was sufficient to cover about 11 percent of the total operating deficit of the Waukesha County Transit System.*

Currently, the Section 9 formula funds allocated to the Milwaukee urbanized area are distributed among the designated recipients with subsidized transit operations within their jurisdictions by using a procedure that has been mutually agreed upon by the three public transit operators within the urbanized area, Milwaukee County and Waukesha County, as two of the four designated recipients, and the City of Waukesha as a "subdesignee" of Waukesha County.⁵ Specifically, Section 9 funds available for capital and planning projects are distributed among the three existing transit operators on the basis of need through a "program of projects" developed jointly and mutually agreed upon by these operators. Because the Section 9 operating assistance funds available within the urbanized area are insufficient to fund the full 50 percent of transit system operating deficits allowed under the program,⁶ the funds are distributed by applying within the Milwaukee urbanized area the formula that is used to distribute Section 9 funds among the urbanized areas of the United States. The transit operators, at that time Milwaukee and Waukesha Counties and City of Waukesha, chose this procedure in 1984 after considering several other options for distributing this assistance, including procedures based upon annual transit ridership, annual transit passenger miles of travel, an equal proportion of operating deficits, an equal proportion of operating expenses, and an equal proportion of farebox revenues and local funds.

The national formula distributes Section 9 funds to urbanized areas with a population of 1,000,000 or more persons, such as the Milwaukee urbanized area, in four distinct "tiers," each tier representing a fixed allocation of funds. The distribution of funds under the first two tiers is based upon the 1990 population and population density of each urbanized area. The allocation of funds under the last two tiers

⁵See SEWRPC Staff Memorandum, *Alternative Methods for Allocating Urban Mass Transit Administration Section 9 Transit Assistance to Designated Recipients in the Milwaukee Urbanized Area: 1985*, June 1984.

⁶The Section 9 operating assistance available within the Milwaukee urbanized area in 1993 was sufficient to cover about 10 percent of the operating deficit of the Milwaukee County Transit System, about 13 percent of the operating deficit of the Waukesha County Transit System, and about 16 percent of the operating deficit of the City of Waukesha Transit System.

is based upon operating data for the public transit systems within each urbanized area, specifically, total revenue vehicle miles of service and passenger miles of travel weighted by an efficiency factor. The efficiency factor measures operating expenses incurred per passenger mile of travel.

A two-step procedure is used to apply this national formula to distribute Section 9 operating assistance funds to the designated recipient counties within the Milwaukee urbanized area. In the first step, each county within the urbanized area is allocated a portion of the total funds, including operating and capital funds, allocated under the four separate funding tiers on the basis of the national formula and the 1990 population; the 1990 population density; and the transit operating data attributable to the transit systems in each county. The funds available for operating assistance are then distributed among the counties within the urbanized area in proportion to each county's allocated share of the total urbanized area's funds.

Because only Milwaukee and Waukesha Counties currently have subsidized transit operations within their jurisdictions and thus have a need for Section 9 operating assistance funds, a second step is applied to redistribute the funds allocated to the other counties within the urbanized area which have had no such need in the past, Ozaukee, Racine, and Washington Counties. The funds initially allocated to these counties are reallocated to Milwaukee and Waukesha Counties on the basis of the proportionate share of the total initial allocation of funds to those two counties. Waukesha County and the City of Waukesha subsequently negotiate an annual agreement concerning the sharing of the annual allocation of Section 9 transit operating assistance funds between the County and the City.

The potential need for Section 9 formula transit assistance funds annually allocated to the Milwaukee urbanized area has generally exceeded the amount of funds allocated in the recent past, particularly with respect to the funds available for transit operating assistance. During 1994, the Milwaukee urbanized area received a total apportionment of approximately \$14.1 million in Section 9 formula assistance funds. Of this amount, only about \$5.5 million was available for use as transit operating assistance, with the remaining \$8.6 million available for use as capital or planning assistance. As has been the case in virtually every year since 1982, all the Section 9 funds allocated to the Milwaukee urbanized area during 1994 had been

programmed for use by the existing public transit operators.

The procedure used to distribute Section 9 funds within the Milwaukee urbanized area would provide for an allocation of such funds to Ozaukee County should the County determine that general public transit services serving the urbanized portion of the County be established. Based upon the 1994 apportionment of Section 9 operating assistance funds to the Milwaukee urbanized area, Ozaukee County would have received an allocation of about \$44,000 in Federal operating assistance in 1994. Some additional operating assistance would also be allocated to the County on the basis of the characteristics of any public transit services eligible for Section 9 funds initiated in the urbanized portion of the County.

Section 16 Program: Capital grants are available under Section 16 of the Act to purchase vans, buses, and related equipment needed to meet the specialized transportation needs of the elderly and disabled. These funds are distributed to states in proportion to the elderly and disabled population within each state. Grants are available only to private, nonprofit corporations providing coordinated specialized transportation services on an 80 percent Federal-20 percent local matching basis. Public bodies are not eligible applicants, although public bodies may contract for services from Section 16 fund recipient agencies. Private for-profit organizations are also not eligible to receive funds under the program, but may lease equipment purchased using Section 16 funds from nonprofit organizations. This program was established to fill service gaps in areas where transit services for the general public do not operate or do not provide adequate transportation services for the elderly and disabled.

The Wisconsin Department of Transportation administers the Section 16 program in Wisconsin. Grants are awarded on a Statewide competitive basis. The total allocation of such funds to Wisconsin amounted to about \$1.15 million in 1994. Recipients of these funds located in Ozaukee County in the past have included Portal Industries, Inc. Other past recipients of Section 16 funds located outside of Ozaukee County but providing services to Ozaukee County have included Goodwill Industries of Southeastern Wisconsin and the Greater Milwaukee Chapter of the American Red Cross.

Section 18 Program: Section 18 of the Act authorizes a public transportation assistance grant program for the nonurbanized areas of each state. Funds are

apportioned to each state on the basis of non-urbanized area population. Within Wisconsin, the Department of Transportation administers the Section 18 program.

The rules established to administer the Section 18 program in Wisconsin allow the Department of Transportation to reserve up to 10 percent of the State's annual apportionment of Section 18 funds for administrative and technical assistance purposes. Technical assistance includes project planning, program development, management development, coordination of public transportation programs, and the conduct of such research as the Department deems appropriate to promote effective means of delivering public transportation services in nonurbanized areas. The balance of the State's annual apportionment is available to support operating and capital improvement projects for transit systems serving local communities and for the provision of intercity transit services.

Eligible applicants for Section 18 operating and capital assistance funds include counties, cities, villages, and towns; transit or transportation commissions or authorities established by, or pursuant to, law, or by interstate compact, to provide transit services or facilities; or two or more such bodies acting jointly. Public transit projects eligible for Section 18 funds must provide service in a non-urbanized area and could include the following: 1) services intended to transport rural residents to an urban community having a population of less than 50,000 persons or to an urbanized area, 2) services intended to transport passengers within a rural area or within an urban community having a population of less than 50,000 persons, and 3) services intended to transport passengers between urbanized areas which serve at least one stop outside an urbanized area. Services intended to principally transport urbanized area residents to rural areas are not eligible for Section 18 assistance.

The Federal share of capital projects under the program may not exceed 80 percent of total eligible costs, except for specific bus-related equipment needed to implement the requirements of the Federal Americans with Disabilities Act of 1990 or the Federal Clean Air Act Amendments of 1991. Such projects are eligible for up to 90 percent Federal funding. To ensure the best use of the limited amount of Section 18 capital assistance available, capital projects are considered for funding by the Wisconsin Department of Transportation in the following order of priority:

1. Projects to replace vehicles operated by existing systems;
2. Projects to initiate a public transportation service;
3. Projects to replace maintenance and storage facilities of existing systems;
4. Projects to expand the number of vehicles operated by existing systems;
5. Projects to expand and rehabilitate maintenance and storage facilities of existing systems; and
6. Projects to purchase and install such passenger amenities as shelters and bus stop signs for existing systems.

The Federal share of operating assistance projects under the program may not exceed 50 percent of the total system operating deficit. However, because of a shortfall in available funds which occurred between 1988 and 1992, the State currently limits the distribution of Section 18 operating assistance funds among Statewide applicants to no more than 28 percent of transit system operating expenses. It is possible for applicants to receive additional Section 18 funds for operating assistance only if the available Statewide funds are sufficient to also meet the needs for Section 18 capital assistance. This has not happened in the recent past. The Wisconsin Department of Transportation has, however, been able to satisfy the capital assistance needs of eligible transit systems for Section 18 funds by transferring unused funds from allocations of Section 9 urbanized area formula assistance funds to the Section 18 program.

The State's total allocation of Section 18 funds in 1994 amounted to approximately \$3.41 million. Within Ozaukee County, Section 18 funds are potentially available to support public transit services operating within that portion of the County outside the Milwaukee urbanized area. The City of Port Washington was a recipient of Section 18 funds in 1994, receiving approximately \$24,000 for operating assistance and \$41,300 in capital assistance for its public shared-ride taxicab system. As recently as 1991, Section 18 operating assistance was also used for intercity bus service provided by Greyhound Lines, Inc., between Green Bay and Milwaukee with stops in Ozaukee County. The City of Plymouth in Sheboygan County was the public sponsor for this service. That service has since been modified

to operate nonstop between Green Bay and Milwaukee.

Funding Opportunities for Transit under Other Federal Transportation Programs

The Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA) created other opportunities for Federal funding of transit services. The new programs authorized under ISTEA which should be viewed as potential sources of Federal funds for transit projects for Ozaukee County include the Surface Transportation Program and the Congestion Mitigation and Air Quality Improvement Program. Both of these programs are administered by the Federal Highway Administration through the Wisconsin Department of Transportation.

The Surface Transportation Program provides funding to both urbanized areas, including the Milwaukee urbanized area, and nonurbanized areas for a broad range of highway and transit capital projects. Decisions as to the use of these funds for highway and transit projects within the Milwaukee urbanized area are made annually by the Commission's Intergovernmental Coordinating and Advisory Committee on Transportation Planning and Programming for the Milwaukee Urbanized Area as an integral part of the preparation of the Transportation Improvement Program for the Region. The Wisconsin Department of Transportation determines the amount of such funds spent annually on highway and transit projects within the remainder of the Region. All capital projects which might otherwise be eligible for funding under current Federal Transit Administration grant programs are potentially eligible for Surface Transportation Program funds. Possible transit and transit-related projects eligible for funding would include: purchases of rolling stock and other transit equipment; construction, rehabilitation, and/or improvement of fixed-rail systems and other transit facilities; programs for improved public transit and other transportation control measures defined under the Clean Air Act Amendments of 1990; transit and transit-related planning, research, and development activities; transit safety improvements and programs; and carpool and vanpool projects.

The Congestion Mitigation and Air Quality Improvement program provides Federal funding for projects aimed at reducing congestion and improving air quality in areas identified as not meeting the ozone and carbon monoxide emission standards set forth in the Federal Clean Air Act Amendments of 1990. Because Ozaukee County has been identified as part of the six-county Milwaukee severe air quality non-

attainment area for ozone, transit projects proposed by the County may be funded under the Congestion Mitigation and Air Quality Improvement program. Eligible projects would include transit or transit-related projects or programs directed at reducing single-occupant automobile travel, thereby assisting in improving air quality, and the development of such new traffic demand management program as carpool and vanpool matching and marketing services, along with transit marketing services.

Federal funds made available for transit projects under these programs are transferred for administrative purposes from the Federal Highway Administration to the Federal Transit Administration Section 9 or Section 18 program, as may be appropriate for the area being served by the project. The funds, therefore, become subject to the application requirements and administrative regulations applicable to all Federal Transit Administration programs. Federal funds made available under these programs can cover up to 80 percent of the eligible transit project costs.

Federal Administrative Regulations

The availability of Federal funds is restricted by administrative regulations. Below are key regulations relevant to the use of Federal urban transit assistance funds in Ozaukee County:

1. Public Hearing Requirements

Each applicant for Federal Transit Administration Section 3, Section 9, or Section 18 capital assistance funds and applicants for Section 9 or Section 18 operating assistance funds who are first-time applicants or who are proposing significant changes in transit service levels must hold a public hearing on the proposed project. This hearing is to be held to give parties with significant social, economic, or environmental interests an adequate opportunity to publicly present their views on the project.

2. Local Share Requirements

When Federal funds provide a portion of the cost of a project, the remaining portion must come from sources other than Federal funds, with the exception of funds from Federal programs other than Federal Transit Administration programs certified to be eligible as local-share funds. Thus, funds received by transit operators pursuant to service agreements with State or local social service agencies or a private social service organization may be considered, even though the original

source of such funds may have been another Federal program.

3. Civil Rights Requirements

All applicants for Federal funds must certify that they will comply with the provisions of Title VI of the Civil Rights Act of 1964 regarding nondiscrimination on the grounds of race, color, or national origin in the provision of the public transit services for which Federal funding will be used.

4. ADA Requirements

All transit operators must comply with current Federal Transit Administration regulations issued to implement the requirements of the Americans with Disabilities Act of 1990. These requirements are briefly summarized as follows:

- a. For operators of fixed-route bus systems, the regulations require that all new vehicles purchased or leased for the transit system on or after August 25, 1990, must be accessible to wheelchair-bound individuals. Transit operators acquiring used vehicles on or after the above date must make demonstrable efforts to acquire accessible used equipment. Vehicles which will be rehabilitated or reconstructed after the above date must, to the greatest extent practical, be made accessible to wheelchair-bound individuals. In addition, the regulations require the provision of complementary paratransit services for disabled individuals unable to use the accessible vehicles operated in regular, noncommuter, fixed-route transit service.
- b. For transit systems providing demand-responsive service, the vehicles purchased or leased for use on the system on or after August 25, 1990, must be accessible to wheelchair-bound individuals unless the system, when viewed in its entirety, provides a level of service to individuals with disabilities which is equivalent to the service which it provides to individuals without disabilities. A demand-responsive system would be deemed to provide equivalent service if the service available to individuals with disabilities is provided in the most integrated setting feasible and is equivalent to the service provided to other individuals with respect to the following service characteristics: 1) response time,

2) fares, 3) geographic area of service, 4) hours and days of service, 5) restrictions based on trip purpose, 6) availability of information and reservations, and 7) any constraints on capacity or service availability.

Waivers from the above requirements may be considered by the Federal Transit Administration. Any waiver granted, however, would be temporary and pertain to a particular transit vehicle procurement, lease, or service contract. The regulations also indicate that private transit operators contracting with a public body to provide a specific transit service would be required to meet the same requirements imposed upon the public body under the regulation.

5. Drug and Alcohol Testing Requirements

All transit operators must comply with current Federal Transit Administration regulations concerning drug and alcohol testing of personnel involved in the provision of public transit services. The regulations require employees in what are considered safety-sensitive positions to undergo tests for various drugs and alcohol use. Safety-sensitive employees would include those who operate the revenue and nonrevenue service equipment involved in the provision of public transit service, those who control the dispatch or movement of revenue service vehicles, those who are responsible for maintaining revenue service vehicles and equipment, and those who are armed security personnel. Transit operators are required to establish a program of drug tests for covered employees which would include pre-employment tests; random tests; tests administered when there is reasonable suspicion that the employee has used prohibited drugs or misused alcohol; post-accident tests performed after an accident involving the employee has occurred; return-to-duty tests performed before a covered employee who has tested positive, or has refused to be tested, can return to his or her job; and followup tests administered after an employee who has previously tested positive has been allowed to return to duty. Employees who are directly employed either by the transit operator or by a contractor are subject to the drug and alcohol testing requirements, except for contract maintenance personnel in transit systems funded with Section 18 assistance. The required testing programs must be

in place by January 1, 1995, for all transit operators providing service in urbanized areas with 200,000 or more population and by January 1, 1996, for all transit operators providing service in urbanized areas under 200,000 population and in nonurbanized areas.

6. "Buy America" Requirements

Public transportation programs and activities receiving Federal financial assistance must comply with Section 165 of the Surface Transportation Act of 1982 which mandates a preference for the purchase of domestic articles, materials, and supplies, whether manufactured or unmanufactured. These requirements, known as "Buy America," establish that no Federal funds may be obligated for public transit projects unless the steel and other manufactured products are produced in the United States. Rolling stock items are required to have 60 percent domestic content and be assembled in the United States to qualify as being made in America. Components of products other than rolling stock must be 100 percent American made. Waivers are available to allow the purchase of foreign-made items under certain circumstances, such as when the purchase of items are in the public interest, when items are not produced in the United States in sufficient quantity or of satisfactory quality, or when the purchase of domestic manufactured items other than rolling stock will increase the cost of the purchase by more than 25 percent.

7. General Procurement Requirements

All contracts executed with Federal funds are subject to the requirements of fundamental procurement principles and applicable laws and regulations. Grant recipients are responsible for ensuring full and open competition and equitable treatment of all potential sources when purchasing operating equipment or contracting for transit services. All grantees are required to have procedures for procuring goods and services that comply with Federal procurement guidelines.

8. Charter Service Requirements

The applicant must certify that it will comply with current Federal Transit Administration regulations pertaining to the provision of charter service by Federally funded public transportation operators. If an applicant

desires to provide charter service using Federally funded equipment or facilities, the applicant must first determine if there are private charter operators willing and able to provide the charter service the applicant desires to provide. To the extent that there is at least one such private operator, the applicant is prohibited from providing charter service using Federal Transit Administration funded equipment or facilities. Certain exceptions to the general prohibition on providing charter service are allowed, including one for recipients in nonurbanized areas. The Federal Transit Administration allows recipients in nonurbanized areas to petition for an exception if the charter service that would be provided by willing and able private charter operators would result in a hardship on the customer. Any charter service that an applicant provides under any of the above conditions must be incidental to regular transit service.

9. School Busing Requirements

No Federal assistance may be provided for the purchase or operation of buses unless the applicant agrees not to engage in school bus operations for the exclusive transportation of students and school personnel in competition with private school bus operators. This rule does not apply, however, to "tripper" service provided for the transportation of school children along with other passengers by regularly scheduled bus service at either full or reduced fares.

10. Employee Protection Requirements

No Federal financial assistance may be provided until fair and equitable arrangements have been made, as determined by the U. S. Secretary of Labor, to protect the interests of employees affected by such assistance pursuant to Section 13c of the Urban Mass Transportation Act of 1964, as amended. Such arrangements must include provisions protecting individual employees against a worsening of their positions with respect to their employment, collective bargaining rights, and other existing employee rights, privileges, and benefits. Recipients of Federal transit assistance are required to execute special agreements specifying such provisions either with the affected unions in the transit service area or, in the case of Section 18 recipients, with the Wisconsin Department of Transportation.

11. Disadvantaged Business Enterprise Requirements

No Federal assistance may be provided until all eligible disadvantaged business enterprises (DBEs) have been afforded the opportunity to participate in any proposed public transit project fairly and equitably. The applicant must provide assurance of its adherence to meeting specified goals concerning what proportion of work available to outside contractors has been awarded to DBE contractors.

12. Competitive Bidding Requirements

If an applicant for Federal Transit Administration Section 9 or Section 18 funds contracts with a transit operator for the provision of eligible public transit service rather than providing the service directly, the applicant must follow a competitive bid process in selecting the contract service provider. The applicant is required to solicit competitive bids for each of its eligible public transit service contracts not less than once every five years. This process was used by the City of Port Washington in procuring a private transit company to operating the shared-ride taxicab system initiated by the City in 1994. The process involved the distribution of a request for proposals document to all interested transit operators, who then submitted service proposals which documented their qualifications and the bid costs for service operation.

13. Equipment Ownership Requirements

Recipients of Federal capital assistance must assure that the capital equipment and facilities acquired with Federal funds will be owned by a public body and used in a manner consistent with the public transportation service for which it was acquired during the useful life of the capital equipment or facilities. In the event that such equipment or a facility is sold or otherwise devoted to another use during its useful life, the recipient may be required to refund a proportionate share of the Federal funds based on the value of the equipment or facilities at the time of sale.

14. Employment

Nondiscrimination Requirements

Recipients of Federal funds must agree that, as a condition of receiving Federal financial assistance, they will not discriminate against any employee or applicant for employment

because of race, color, religion, sex, or national origin and shall take affirmative action to ensure that applicants are employed and that employees are treated without regard to their race, color, religion, sex, or national origin during the employment tenure.

STATE LEGISLATION AND FUNDING PROGRAMS

Two types of legislation which affect the provision of public transportation services have been enacted by the State of Wisconsin: 1) legislation authorizing financial assistance for the provision of general public and specialized transportation services and 2) legislation governing the establishment and operation of transit services by county and local units of government. Financial assistance provided by the State for urban public transportation includes indirect aid, principally in the form of tax relief, and direct aid in the form of operating subsidies and planning grants, principally through several programs administered by the Wisconsin Department of Transportation. The State of Wisconsin currently has no legislation which authorizes a program to provide capital assistance to public transit systems.

Financial Assistance

Indirect Aid/Tax Relief: Indirect aid to urban public transit systems in Wisconsin began in 1955, when transit was provided in the private sector. The most significant of the 1955 indirect aid measures is Section 71.39 of the Wisconsin Statutes, which provides a special method that can be used by privately owned urban mass transit organizations to calculate State income tax liability in such a way as to encourage reinvestment of profits in new capital facilities and stock. Other Wisconsin Statutes giving urban public transportation systems tax relief are:

1. Section 76.54, which prohibits cities, villages, and towns from imposing a license tax on vehicles owned by private urban transit companies.
2. Section 77.54(5), which excludes buses, spare parts and accessories, and other supplies and materials sold to common carriers for use in providing urban mass transportation services from the general sales tax imposed on goods and services.
3. Section 78.01(2)(d), which excludes vehicles engaged in urban public transportation from

the fuel tax imposed upon motor fuel, such as diesel fuel, specifically used in transit vehicle operation.

4. Section 78.40(2)(c), which excludes vehicles engaged in urban public transportation from the fuel tax imposed upon special fuel, such as propane gas, specifically used in transit vehicle operation.
5. Section 78.75(1)(a), which allows taxi companies to obtain rebates of the tax paid on motor fuel or special fuel in excess of 100 gallons per year.
6. Section 341.26(2)(h), which requires that each vehicle engaged in urban public transportation service be charged an annual registration fee of \$1.00 unless a municipal license has been obtained for the vehicle.

Wisconsin Urban Mass Transit Operating Assistance Program: Financial aid in the form of transit operating assistance is currently available under the Wisconsin urban mass transit operating assistance program. The program was established in 1973 when \$5.0 million in general-purpose revenue funds for transit operating assistance was appropriated during the 1973 to 1975 biennium. The program has been funded at increasing levels in every subsequent budget biennium; most recently the State appropriated a total of \$114.36 million for the 1993 to 1995 biennium. The program is authorized under Section 85.20 of the Wisconsin Statutes and is currently funded by the Wisconsin Transportation Fund, a multi-purpose special revenue fund created to provide funding for transportation-related facilities and modes, with revenues derived from transportation users primarily through taxes on motor fuels and through vehicle registration fees.

Under the program, local public bodies in an urban area that directly operate or contract for the operation of a public transit system are eligible for reimbursement by the Wisconsin Department of Transportation for a fixed portion of the total annual operating expenses of the transit system. "Local public bodies" are defined to include counties, cities, villages, or towns, or agencies thereof, transit or transportation commissions or authorities and public corporations established by law or by interstate compact to provide public transit services and facilities, or two or more such bodies acting jointly. An "urban area" is defined as any area that includes a city, village, or town having a population of 2,500

or more that is appropriate, in the judgment of the State, for service by a public transit system.

Eligible transit systems under the program include those serving the general public with fixed-route bus or rail transit service, with shared-ride taxicab service, or some other public transit or paratransit service. Transit systems may operate directly, or contract for the operation of, a subsystem to provide paratransit services to elderly and disabled persons. The program provides State aids to cover up to 42 percent of an eligible transit system's total operating expenses, but no more than the audited non-Federal share of the operating deficit.

Eligible transit operating expenses can include the costs of user-side subsidies⁷ provided by eligible transit systems to disabled persons and to the general public in urban areas which are served exclusively by shared-ride taxi systems. Eligible expenses can also include profit and return on investment charged by private operators, provided the service contract was awarded using a competitive procurement process approved by the Department of Transportation. Applicants providing fixed-route transit service are required to provide a local match equal to 20 percent of the State aid received, 8.4 percent of system operating expenses, as a condition for receiving State funds under the program. No local matching funds are required for applicants providing shared-ride taxicab services. Funds from Federal and State sources, farebox revenues, and in-kind services cannot be used as local matching funds. Within Ozaukee County, the City of Port Washington received about \$36,000 in State transit operating assistance to support the operation of its shared-ride taxicab system in 1994.

Like the Federal funds described previously in this chapter, the availability of State urban mass transit operating assistance funds is restricted by administrative regulations. The most important of these restrictions are as follows:

1. Referendum Requirement

No applicant will be eligible for State aid under the program to support the operation of a fixed-route transit system unless opera-

tion or subsidizing the system is approved by action of the governing body and by referendum vote of its electorate. Such approval is not required, however, for shared-ride taxicab service systems.

2. Passenger Service Focus Requirement

The operating assistance project must be for passenger transportation service, with at least two-thirds of the service, measured in terms of vehicle miles, being provided within the boundaries of an urban area as defined by the Department of Transportation. Package delivery service is also allowed provided it is incidental to the provision of passenger transportation service.

3. General Public Service Requirement

The public transportation service must be provided on a regular and continuing basis and must be open to the general public. Service provided exclusively for a particular subgroup of the general public, such as the elderly, disabled, or school children, is not eligible.

4. Fare Requirements

Fares must be collected for the transportation service in accordance with established fare tariffs. Fixed-rate transit systems are also required to provide a reduced fare program for elderly and disabled persons during nonpeak hours of operation, such reduced fares not to exceed one-half of the adult cash fare. Shared-ride taxicab systems are not required to provide such reduced fares.

5. Private Contracting Limitations

Contracts for transit service awarded to a private transit operator following a competitive bid process may not exceed five years in length. Negotiated contracts with private transit operators are limited to one year in length.

6. Duration of State Funding Commitment

Commitments of State funds for operating assistance contracts are based upon projections of operating revenues and operating expenses for a calendar-year contract period. Contracts between the Wisconsin Department of Transportation and recipients of State aids may not exceed one year in duration.

⁷User-side subsidy is defined as financial assistance which is provided directly to a transit user, usually in the form of a voucher from a local public body or sponsoring agency, for use in payment of a fare for a trip taken on a public transit system or specialized transit service.

7. Management Planning Requirement

Transit systems are required to prepare a "transit management plan" which describes for the contract year how the transit system will be operated, the amount of service which will be provided, the fares to be charged, steps to be taken to make the system operate more efficiently and effectively, and the procedures to be used for counting passenger trips on the transit system. Projections of operating revenues and expenses must be based upon the approved one-year management plan governing the operation of the participating transit system during the contract period.

8. Financial Auditing Requirements

Each participating transit system, except privately owned systems with which a local public body contracts for services on the basis of competitive bids, must allow the Department of Transportation to audit their financial records in order for the Department to determine the actual operating expenses and revenues and the amount of State aid to which the transit system is entitled during the contract period. For privately owned systems, the Department will conduct audits to determine compliance with service contracts but not financial audits of the private provider's business records.

9. Program of Projects Requirement

Recipients must annually submit to the Department of Transportation a four-year program of transit projects directed toward maintaining or improving the transit service provided by the system. The four-year program must include descriptions of any proposed changes in service levels or fares, capital project needs, projections of ridership, the amount of service provided, operating expenses and revenues, and the public funding requirement.

10. System Performance Goals Requirement

Each recipient must annually establish service performance goals for a four-year period and assess the effectiveness of its transit system in relation to those goals. At a minimum, systemwide goals must be established for the following performance indicators:

- a. Operating expenses per total vehicle mile;
- b. Operating expenses per revenue passenger;
- c. Operating expenses per platform vehicle hour;
- d. The proportion of operating expenses recovered through operating revenues;
- e. Revenue passengers per revenue vehicle mile.
- f. Revenue passengers per service area population.

11. Management Audit Requirement

All transit systems participating in the program must submit to a management performance audit conducted by the Department of Transportation at least once every five years.

Wisconsin Employment Transit Assistance Program:

The State's employment transit assistance program, commonly referred to as the "job-ride" program, was established as a pilot project during the 1987 to 1989 budget biennium to test alternative methods of providing relatively long distance, job-related transit services across municipal and county boundaries. The program was developed in response to problems being experienced in large Wisconsin urban areas where there has been an increasing mismatch between the location of new jobs, the availability of workers, and transportation services linking the two. The job-ride program is intended to demonstrate alternatives to traditional fixed-route transit services which could be used to serve "reverse commute" travel by unemployed and underemployed residents of central cities seeking jobs in the outlying portions of urban areas. The program is authorized under Section 85.26 of the Wisconsin Statutes and is currently supported by an appropriation of \$1.16 million for the 1993 to 1995 biennium. The funds for the job-ride program are derived from special "oil overcharge" revenues received by the State.

The funds available under the job-ride program are distributed on a competitive basis to private non-profit and for-profit organizations and to local units of government and their agencies who propose transportation services which are judged to best meet the goals of the program. The main program goals include assisting the unemployed or underemployed in finding nontemporary work opportuni-

ties, thereby reducing their dependence on public assistance, assisting suburban employers in finding nontemporary employees, and providing an interim transportation service that will lead to permanent transportation solutions to link workers to suburban job locations. The funds available under the program may be used to cover the capital costs of purchasing or leasing vehicles, the costs of directly operating or contracting for transportation services, and the cost of indirect project administration activities. The State grants available under the program fund up to 80 percent of such eligible project costs. Applicants who propose providing matching funds in excess of the 20 percent required receive more favorable consideration than those providing the minimum 20 percent match.

The transportation services provided must meet certain requirements. Such services must be for access to permanent employment, not temporary jobs. Trips for both job search and actual employment purposes are eligible. All jobs accessed by the services funded under the program must have a wage of at least \$4.00 an hour, which represents a temporary training wage below the Federal minimum wage of \$4.25 per hour. Service provided for probationary employment may not exceed 20 percent of the one-way passenger trips funded under the program. Fares for transportation services cannot exceed \$2.00 per one-way trip; employers must pay at least 50 percent of the fare for the participating employees. During 1994, there were six private organizations providing employee transportation services in the Milwaukee area with the State aid available under the job-ride program: Goodwill Industries of Southeastern Wisconsin; La Casa de Esperanza, Inc.; Milwaukee Careers Cooperative; the Milwaukee Urban League; Meda-Care Vans, Inc.; and the Opportunities Industrialization Center of Greater Milwaukee. Job locations served by the program have included several employers within the City of Mequon and the Village of Saukville in Ozaukee County.

Wisconsin Transportation Demand Management Program: A State transportation demand management grant program was created in 1991. Authorized under Section 85.24 of the State Statutes, the program is intended to encourage public and private organizations to develop and implement transportation demand management programs and approaches. Such programs and approaches would be aimed at reducing traffic congestion, promoting the conservation of energy, improving air quality, and enhancing the efficient use of existing transportation systems. The primary purpose of such

actions would be to enhance the movement of people and goods, not vehicles. A total of \$300,000 was appropriated from the State Transportation Fund for the program during the 1993 to 1995 budget biennium.

Eligible applicants for funds under this program include local governments and public and private organizations. Eligible projects include those involving transportation demand management strategies or approaches which will be undertaken in areas of Wisconsin experiencing significant air quality or traffic congestion problems. Projects which promote alternatives to automobile travel and encourage the use of high efficiency modes of travel, such as public transit, vanpooling and ride-sharing programs serving more than one employer, fall within the type of projects which could be considered for funding under this program. Notably, an important eligibility criterion is that the proposed project would be unlikely to occur without grant funding. State funds are available under the program to cover up to 80 percent of the project costs. The minimum 20 percent applicant matching share may include any combination of Federal, local, or private funding. To be considered for funding a written endorsement of the project is required from all organizations or governing bodies which will be participating in the project. In addition, evidence must be provided that the transportation demand management strategy or initiative would be scheduled to begin within six months of the date of grant approval. Reasonable assurance is also required that the project, if it is of a demonstration nature, is likely to be continued following the grant period.

Wisconsin Specialized Transportation Program for Counties: Section 85.21 of the Wisconsin Statutes authorizes the provision of financial assistance to counties for specialized transportation programs serving elderly and disabled persons who would not otherwise have an available or accessible method of transport. Funds for the program are derived from the State Transportation Fund. A proportionate share of funds under this State program is allocated to each county in Wisconsin based on the estimated percentage of the total Statewide elderly and disabled population residing in the county. In general, counties may use these funds for either operating assistance or capital projects to provide direct transportation services for the elderly and disabled, to aid other agencies or organizations which provide such services, or to create a user-side subsidy program through which the elderly and the disabled may purchase transportation services from existing providers at reduced rates. Counties must provide

a local match equal to 20 percent of their allocations in order to receive their allocations. In addition, a county may hold its allocated aid in trust for the future acquisition or maintenance of transportation equipment.

Transportation services supported by funds available under this program may, at the discretion of the county, carry members of the general public on a space-available basis, provided that priority is given to serving elderly and disabled patrons. In addition, Section 85.21 requires that a co-payment, which can be a voluntary donation, be collected from users of the specialized transportation service and that a means for giving priority to medical, nutritional, and work-related trips be adopted if the transportation service is unable to satisfy all of the demands placed on it.

Funding for this program during the 1993 to 1995 biennium was established at \$10.33 million by the 1993 State Budget Act. Ozaukee County has participated in this program to help support the paratransit service operated by the Ozaukee County Office of Aging Services. The 1994 budget for this paratransit service included approximately \$60,200 allocated to Ozaukee County under this State program. The Office of Aging Services paratransit program provided an advance-reservation, door-to-door transportation service to elderly and disabled residents of Ozaukee County.

Wisconsin Specialized Transportation Assistance Program for Private Nonprofit Corporations: Section 85.22 of the Wisconsin Statutes authorizes the provision of financial assistance for the purchase of capital equipment to private, nonprofit organizations that provide paratransit services to the elderly and disabled. This program represents the State counterpart to the previously referenced Federal aid program authorized under Section 16 of the Urban Mass Transportation Act of 1964, as amended. The State aids available under this program are distributed to applicants in the State on an 80 percent combined State-Federal and 20 percent local matching basis. The program is administered jointly with the Federal Section 16 program by the Wisconsin Department of Transportation. In all cases, the applicant is responsible for providing the 20 percent local share of capital project costs. A total of \$1.41 million from the State Transportation Fund was appropriated for the program during the 1993 to 1995 biennium by the 1993 State Budget Act.

State Enabling Legislation

In addition to providing financial assistance to public transit systems in the State, the Wisconsin Statutes enable counties and municipalities to operate public transit systems. The more important State legislation which defines local governmental powers which can be used to oversee the operation of a public transit system is outlined below:

1. County Contract with Private Transit System Operators: Sections 59.968 (1) through (3) of the Wisconsin Statutes permit a county to provide financial assistance to private urban public transit companies operating principally within the county by: 1) direct subsidies, 2) purchase of buses and lease-back to the private company, and 3) acting as the agent for the private operator in filing applications for Federal aid.
2. County Ownership and Operation of Transit Systems: Sections 59.968(4) through (8), 59.969, and 63.03(2)(x) of the Wisconsin Statutes permit a county to acquire a transportation system by purchase, condemnation, or otherwise, and to provide funds for the operation and maintenance of such systems. The term "transportation system" is defined as all land, shops, structures, equipment, property, franchises, and rights of whatever nature for the transportation of passengers. The acquisition of the system must be approved by a two-thirds vote of a county board. The county has the right to operate into contiguous or "cornering" counties. However, where operation into other counties would be competitive with the urban or suburban operations of other existing common carriers of passengers, the county must coordinate the operations with such other carriers to eliminate adverse financial impact for those carriers. Such coordination may include, but is not limited to, route overlapping, transfers, transfer points, schedule coordinations, joint use of facilities, lease of route service, and acquisition of route and corollary equipment. The law permits a county to use any street for transit operations without obtaining a license or permit from the local municipality concerned. The law requires the county to assume all the employer obligations under any contract between the employees and management of the system and to negotiate an agreement protecting the interest of employees affected by the acquisition, construction, control, or

operation of the transit system. This labor protection provision is similar to Section 13© of the Federal Urban Mass Transportation Act of 1964, as amended.

3. County Transit Commission: Section 59.967 of the Wisconsin Statutes provides for the creation of county transit commissions which are authorized to operate a transportation system to be used for the transportation of persons or freight. A county transit commission is to be composed of not fewer than seven members appointed by the county board. A county transit commission is permitted to extend its transit system into adjacent territory within 30 miles of the county boundary. Counties may also establish by contract a joint municipal transit commission in cooperation with any city, village, or town. County ownership and operation of the transit system is subject to the requirements for municipal operation of transit systems discussed in a following section.
4. Municipal Contract with Private Transit System Operator: Section 66.064 of the Wisconsin Statutes permits a city, village, or town served by a privately owned urban public transit system to contract with the private owners for the leasing, public operation, joint operation, subsidizing, or extension of service of the system.
5. Municipal Operation of Transit System: Section 66.065(5) of the Wisconsin Statutes provides that any city, village, or town may, by action of its governing body and upon a favorable referendum vote, own, operate, or engage in an urban public transit system. This Statute permits a city or village to establish a separate department to undertake transit operation under municipal ownership or to expand an existing city department to accommodate the responsibility of municipal transit operation.
6. City, Village, or Town Transit Commission: Section 66.943 of the Wisconsin Statutes provides for the formation of a city, village, or town transit commission composed of not fewer than three members appointed by the mayor, village board, or town board chairperson and approved by the city council, village board, or town board. No member of the commission may hold any other public office. The Commission is empowered to "establish, maintain, and operate a bus system, the major portion of which is located in, or the major portion of the service is supplied to, such a city, village, or town." Ownership and operation of the transit system is subject to the requirements for municipal operation of a transit system as discussed in a preceding section. The transit commission is permitted to extend the urban transit system into adjacent territory beyond the city, village, or town, but not more than 30 miles from the corporate limits of the municipality. In lieu of directly providing transportation services, the transit commission may contract with a private organization for such services.
7. City, Village, or Town Transit and Parking Commission: Sections 66.068, 66.079, and 66.943 of the Wisconsin Statutes provide for the formation of city, village, or town transit and parking commissions. A combined transit and parking commission may be organized as a single body under this enabling legislation and may have not only all the powers of a city transit commission but may also be empowered to regulate on-street parking facilities and own and operate off-street facilities.
8. Municipal Transit Utility: Sections 66.066 and 66.068 of the Wisconsin Statutes provide for the creation of a municipal transit utility. The statutes provide for the formation of a management board of three, five, or seven commissioners elected by the city council or village or town board to supervise the general operation of the utility. Ownership and operation of the transit system is subject to the requirements for municipal operation of a transit system discussed in a preceding section. In cities with populations of less than 150,000, the city council may provide for the operation of the utility by the board of public works or by another municipal officer in lieu of the above commission.
9. Joint Municipal Transit Commission: Section 66.30 of the Wisconsin Statutes permits any municipality to contract with another municipality or municipalities for the receipt or furnishing of services or the joint exercise of any power or duty authorized by statute. A "municipality" is defined, for purposes of this law, as any city, village, town, county, or regional planning commission. Thus, the law

would permit any county, city, or village to contract with any other county, city, or village to receive or furnish transit services or even to establish a joint municipal transit commission.

Important changes to the aforementioned Wisconsin Statutes defining municipal powers for operation of public transit systems were enacted by the State Legislature in the spring of 1994. For all the above operational structures, with the exception of the municipal transit utility, the Wisconsin Statutes now prohibit the provision of transit service outside the corporate limits of the public entity or entities which directly provide, or contract for, transit service unless a contract which provides for financial assistance for the transit service has been executed with the public or private organization receiving transit service. This requirement applies only to new transit services which were not being provided as of April 1994.

LOCAL TRANSIT LEGISLATION IN OZAUKEE COUNTY

Existing transit legislation at the local level in Ozaukee County is confined to the regulation of taxicab services in the Cities of Port Washington and Cedarburg; the Villages of Grafton, Saukville, and Thiensville; and the Town of Cedarburg. Applicable sections of the municipal code from these communities include: Chapter 7 of the City of Cedarburg Municipal Code; Section 9.05 of the City of Port Washington Municipal Code; Chapter 5.40 of the Village of Grafton Municipal Code; Section 13.04 of the Village of Saukville Municipal Code; Section 12.12 of the Village of Thiensville Municipal Code; and Chapter 11 of the Town of Cedarburg Municipal Code. These local ordinances specify provisions for the licensing of each taxicab company, licensing requirements for taxicab drivers, and regulations for the operation of taxicab services. The existing taxicab ordinances for the Villages of Grafton and Thiensville currently restrict provision of shared-ride taxicab service unless permission is given by the first passenger served. This restriction on shared-ride operation would limit the eligibility of taxicab services within these communities for Federal or State financial assistance. The taxicab ordinance for the City of Port Washington was revised in 1994 to allow for shared-ride operation without passenger consent so that it would continue to qualify for receipt of Federal and State funds.

SUMMARY

This chapter has presented information about Federal and State transit-related legislation and regulations, with emphasis upon financial assistance programs for public transit systems. A summary of the major Federal and State transit assistance programs available in 1994 is presented in Table 39. This chapter has also summarized State enabling legislation as it applies to county and local government organizational options for establishing and operating public transit systems. Based on this information, the following conclusions may be drawn concerning the provision of public transit services within Ozaukee County:

1. Public transit services provided within that portion of Ozaukee County lying within the Milwaukee urbanized area would be eligible for financial assistance under the Federal Section 9 Formula Transit Assistance Program. Federal assistance is available to cover 80 percent of the costs of capital projects. Federal funds would also be available to Ozaukee County to cover up to 50 percent of the operating deficit. On the basis of 1994 Section 9 funding levels for the Milwaukee urbanized area, it is estimated that the County would receive a minimum annual allocation of \$44,000 in such operating assistance.
2. Public transit services provided within the remainder of Ozaukee County would be eligible for financial assistance under the Federal Section 18 Formula Transit Assistance Program. Like the Federal Section 9 program, Federal funds under the Section 18 program are available to cover 80 percent of capital project costs. Federal Section 18 operating assistance funds, while permitted by Federal law to fund up to 50 percent of the operating deficit, are currently available by State rule only to cover up to 28 percent of the total operating expenses of public transit services.
3. Public transit services provided throughout all of Ozaukee County would be eligible for financial assistance through the State urban mass transit operating assistance program. State funds under this program currently cover 42 percent of the total operating expenses of a public transit system. No State program currently exists to provide assistance for capital projects to public transit systems.

Table 39

**SUMMARY OF MAJOR FEDERAL AND STATE TRANSIT ASSISTANCE
PROGRAMS APPLICABLE TO TRANSIT SERVICES WITHIN OZAUKEE COUNTY: 1994**

Sponsoring Agency	Program Name	Type of Transit Assistance	Eligible Applicants	Description of Major Program Elements
U. S. Department of Transportation, Federal Transit Administration	Section 3	Capital	State or local public agencies within urbanized ^a or nonurbanized areas	Federal funds made available at the discretion of the Secretary of the U. S. Department of Transportation to cover up to 80 percent ^b of total costs of eligible projects, including those for: construction or extension of new fixed-guideway systems; rail system modernization; and bus and bus-related equipment and construction projects
	Section 9	Operating/capital/planning	State or local public agencies within urbanized ^a areas designated as eligible recipients	<u>Operating:</u> Federal funds made available to cover up to 50 percent ^c of the total operating deficit of eligible transit services <u>Capital:</u> Federal funds made available to cover up to 80 percent of capital project costs ^b <u>Planning:</u> Federal funds made available to cover up to 80 percent of planning and engineering studies
	Section 16	Capital	Private, nonprofit corporations	Federal funds made available to cover 80 percent of the costs of capital equipment used in providing specialized transportation service to elderly or disabled persons
	Section 18	Operating/capital	State agencies, local public bodies, private transportation providers, and Indian reservations within nonurbanized areas	<u>Operating:</u> Federal funds made available to cover up to 50 percent ^d of the total operating deficit of eligible transit services <u>Capital:</u> Federal funds made available to cover up to 80 percent ^b of capital project costs
Federal Highway Administration	Surface Transportation Program	Capital	State or local public agencies within urbanized or nonurbanized areas	Federal funds made available to cover up to 80 percent of total costs of eligible capital projects including those for: purchase of buses and transit equipment; programs for improved public transit and other traffic control measures identified under Clean Air Act Amendments of 1990; transit safety improvements and programs; carpool and vanpool projects
	Congestion Mitigation and Air Quality Improvement program	Capital/marketing	State or local public agencies within urbanized and nonurbanized areas in nonattainment areas for Federal air quality standards	Federal funds made available to cover up to 80 percent of total eligible costs of projects which will have a positive impact on improving air quality. Potential projects can include those for public transit, ridesharing, or vanpooling
Wisconsin Department of Transportation, Bureau of Transit	Urban mass transit operating assistance program	Operating	Counties, municipalities or towns, or agencies thereof; and transit or transportation commissions or authorities	State funds made available to eligible applicants within State in urban areas having a population of 2,500 or more to cover up to 42 percent of an eligible transit system's total operating expenses
	Specialized transportation assistance program for counties	Operating/capital	Counties	State funds made available to counties within State on a formula basis for use for either operating or capital assistance projects to provide transportation for elderly or disabled persons directly; to aid other agencies or organizations which provide such services; or to create a user-side subsidy program for elderly or disabled persons to purchase transportation from other providers

Table 39 (continued)

Sponsoring Agency	Program Name	Type of Transit Assistance	Eligible Applicants	Description of Major Program Elements
Wisconsin Department of Transportation, Bureau of Transit (continued)	Specialized transportation assistance program for private nonprofit corporations	Capital	Private, nonprofit corporations	State funds made available to cover 80 percent of the costs of capital equipment used in providing specialized transportation services to elderly or disabled persons
	Employment transit assistance program (Job-Ride)	Operating	Local governments or private organizations	State funds made available to eligible applicants that provide transportation to nontemporary employment sites to cover up to 80 percent of costs of projects designed to serve reverse commuter travel by unemployed residents of the Milwaukee central city seeking jobs in outlying areas
	Transportation demand management program	Operating/capital/planning	Local governments and public or private organizations	State funds made available for projects involving transportation demand management strategies in areas experiencing significant air quality or traffic congestion problems. Eligible projects can include public transit services and ridesharing or vanpooling services for more than one employer. Funds available to cover up to 80 percent of project costs

^aUrban areas having a central city of 50,000 or more population, as designated by the U. S. Bureau of the Census.

^bThe purchase of specific bus-related equipment needed to meet the requirements of the Americans with Disabilities Act of 1990 or the Clean Air Act Amendments of 1991 is eligible for up to 90 percent Federal funding.

^cThe limited amount of Section 9 operating assistance funds allocated annually to the Milwaukee urbanized area is not sufficient for the full 50 percent of operating deficits allowed under the program. Section 9 operating assistance funds are distributed among the designated recipients within the urbanized area on the basis of the national allocation formula.

^dBecause of the limited amount of Section 18 funds allocated annually to Wisconsin, operating assistance under the Section 18 program within Wisconsin is made available to cover up to 28 percent of the total operating expenses of participating transit systems.

Source: SEWRPC.

4. Funds to support the operation of transportation services designed to serve the special needs of major employers in Ozaukee County may be available from the following sources:

- a. The Wisconsin employment transit assistance program, which provides funds to private nonprofit and for-profit organizations and to public entities to support transportation services used to serve reverse-commute travel by unemployed and underemployed residents of central cities seeking jobs in outlying areas. Ozaukee County could access funds available under this program to support a demonstration project to bring employees from Milwaukee County to major Ozaukee County employment centers. This program should not, however, be viewed as a source of funds in the long-term.
- b. The Wisconsin transportation demand management program, which provides

funds to local governments and private organizations for projects undertaken in areas of Wisconsin experiencing significant air quality or traffic congestion problems. These projects are to promote alternatives to automobile travel, and, in particular, alternatives to making work trips by single-occupant vehicle. Ozaukee County could access funds under this program for a demonstration project providing transit, vanpooling, or ride-sharing services to major employers within Ozaukee County. As a condition for receiving such funds, Ozaukee County would be required to provide assurance that it was committed to continuing the demonstration services once the grant funds are exhausted if the project is judged successful.

- c. The Federal congestion mitigation and air quality improvement program, which provides funds to public bodies for projects

aimed at reducing congestion and improving air quality in areas identified as not meeting Federal air quality standards. Ozaukee County could access these funds by initiating, for example, a demonstration project to provide vanpool and carpool matching services.

5. As a condition for the receipt and use of Federal and State transit service funds, Ozaukee County would be required to satisfy a number of State and Federal administrative requirements. Among these are vehicle accessibility requirements associated with the Federal Americans with Disabilities Act of 1990; the "Buy America" requirements associated with the Surface Transportation Act of 1982; and such other Federal requirements as employment, nondiscrimination, labor protection requirements, drug and alcohol testing requirements for transit operating personnel, procurement requirements, and disadvantaged business enterprise requirements.
6. The Wisconsin Statutes provide several organizational alternatives to counties and local municipalities for the operation of public transit services. These alternatives include contracting for services with a private operator, public ownership and operation of a municipal utility, and public

ownership and operation by single or joint municipal transit commission. Notably, except for those authorizing the creation of a municipal transit utility, the Wisconsin Statutes authorizing organizational alternatives require local municipalities which would provide transit service outside their corporate limits to have a formal contract with a public body or private organization which provides financial compensation for the transit service operated outside of the corporate limits.

7. Local ordinances pertaining to the licensing and operation of taxicab services currently exist in the municipal codes of the Cities of Cedarburg and Port Washington; the Villages of Grafton, Saukville, and Thiensville; and the Town of Cedarburg. The taxicab ordinances for the Villages of Grafton and Thiensville currently restrict the ability of taxicab operators to provide shared-ride taxicab service unless patrons give permission to share the vehicle with other patrons. These ordinances would need to be revised to eliminate the restriction on shared-ride taxicab operation in order for taxicab services within these communities to be eligible for Federal or State financial assistance. Should taxicab services be considered for other municipalities within the county, similar local ordinances should be enacted to govern the licensing and operation of taxicab service.

Chapter V

TRANSIT SYSTEM DEVELOPMENT OBJECTIVES AND STANDARDS

INTRODUCTION

One of the critical steps in the preparation of any transit system feasibility study or transit system development plan is the articulation of the objectives to be attained by the transit system, together with the identification of supporting standards which can be used to measure the degree of attainment of the objectives. The objectives and standards provide the basis upon which the performance of existing transit services may be assessed, alternative service plans designed and evaluated, and recommendations for the institution or improvement of transit service formulated. The objectives framed under this study are, accordingly, intended to represent the level of transit performance desired by the residents of Ozaukee County. Only if the objectives and standards clearly reflect the transit-related goals of the community will the recommended plan provide the desired level of service within the limits of available financial resources.

The following sections of this chapter present the transit service objectives, principles, and standards formulated under this study to guide the development of a transit service plan for Ozaukee County. The objectives and supporting standards were used in evaluating existing transit services and in the design and evaluation of alternative transit system development plans.

OBJECTIVES

The transit service objectives, principles, and standards set forth here are intended to reflect the underlying values of the elected officials and residents of the County. The task of formulating objectives, principles, and standards must, therefore, involve interested and knowledgeable public officials and private citizens representing a broad cross-section of interests in the community, as well as individuals familiar with the technical aspects of providing transit service. Accordingly, one of the important functions of the Ozaukee County Public Transit Planning Advisory Committee was to articulate transit service objectives, principles, and supporting standards for the planning effort. By drawing upon the col-

lective knowledge, experience, views, and values of the members of the Committee, it is believed that a meaningful expression of the transit system performance desired for Ozaukee County was obtained and a relevant set of transit service objectives and supporting principles and standards was defined.

The specific objectives adopted basically envision a transit system which will effectively serve the specialized transportation needs of those residents of Ozaukee County who are largely elderly or disabled; help meet the labor needs of employers within the County; and help meet single-occupant automobile trip-reduction goals mandated by the Federal Clean Air Act Amendments of 1990, while minimizing the costs entailed. More specifically, the following objectives were adopted by the Advisory Committee:

1. The transit system should serve travel needs within the County and, in particular, the travel needs of the transit-dependent population, and the needs of employers in obtaining needed labor and reducing employee travel by single-occupant vehicles to the workplace.
2. The transit system should promote the effective use of transit services by providing for user convenience, comfort, and safety.
3. The transit system should be economical and efficient, meeting all other objectives at the lowest possible cost.

PRINCIPLES AND STANDARDS

Complementing each of the foregoing transit service objectives is a planning principle and a set of service and design standards, as set forth in Table 40. The planning principle supports each objective by asserting its validity. Each set of standards is directly related to the transit service objective and serves several purposes, including the following: to facilitate quantitative application of the objectives in the evaluation of existing transit services; to provide

Table 40

**PUBLIC TRANSIT SERVICE OBJECTIVES, PRINCIPLES, AND STANDARDS FOR THE
OZAUKEE COUNTY TRANSIT SYSTEM FEASIBILITY STUDY AND DEVELOPMENT PLAN**

Objective	Principle	Standards
1. The transit system should serve travel needs within the County and, in particular, the travel needs of the transit-dependent population, and the needs of employers in obtaining needed labor and reducing employee travel by single-occupant vehicles to the workplace	Public transit can provide an important means of mobility for all segments of the population, but particularly for low- to middle-income households, youth and the elderly, and the disabled. Transit service can also be important to the economy by providing access to job opportunities for unemployed and underemployed individuals who may not have access to an automobile. Transit service can also assist in meeting Federal air quality standards by providing a travel alternative which could potentially reduce automobile travel and emissions. The most efficient and effective transit services are generally provided within areas which are fully developed for urban land uses	<ol style="list-style-type: none"> Public transit service should be provided primarily to serve existing and potential travel demand generated by the land uses within areas of urban development within the County^a Public transit service to residential neighborhoods and major potential transit-trip generators^b should be maximized. The major potential transit-trip generators served should include the following: <ol style="list-style-type: none"> Major regional, community, and neighborhood retail and service centers Educational institutions, including universities, colleges, vocational schools, secondary schools, and parochial schools^c Major community and special medical centers Major employment centers Major governmental and public institutional centers Major recreational areas Facilities for the elderly Facilities for the disabled Publicly or privately subsidized rental housing The population served by public transit, particularly that portion which is transit-dependent, should be maximized The number of jobs served by public transit should be maximized Special fixed-route or subscription transit services should be provided to serve travel to and from employment locations
2. The public transit system should promote the effective use of public transit services by providing for user convenience, comfort, and safety	The benefits of a public transit system are, to a large extent, related to the degree to which it is used. The extent of such use, as measured by ridership, is a function of the degree to which the transit facilities and services provide for user convenience, comfort, and safety	<ol style="list-style-type: none"> Ridership on the public transit system should be maximized The following minimum systemwide effectiveness levels^d should be achieved for demand-responsive transit services: <ol style="list-style-type: none"> Three annual rides per capita based upon the resident population of the service area 0.3 ride per vehicle-mile of service provided Three rides per vehicle-hour of service provided Public transit service should be designed to provide adequate capacity to meet existing and potential demand. The maximum load factor^e for demand-responsive transit service should not exceed 1.0 at all times of operation The minimum overall travel speed for a local demand-responsive transit service should be 10 miles per hour The public transit system should provide a level of service commensurate with potential demand. Response time for demand-responsive service should not exceed 30 minutes in urban areas and 60 minutes in rural areas Demand-responsive transit services should be designed and operated to maximize adherence to the scheduled times of service requests and should be "on time" at least 90 percent of the time^f Demand-responsive transit services should minimize the number of trip requests for which service must be denied. Service for subscription trips should be provided only to the extent that at least 50 percent of the capacity of the system remains available during peak periods of use for serving day-of-service trip requests Consideration should be given to rehabilitating or replacing each public transit vehicle at the end of its normal service life. For vehicles used in providing demand-responsive transit service, such as automobiles and regular or specialized vans, normal service life should be considered to be at least four years or at least 100,000 vehicle-miles Preventive maintenance program standards should be established to achieve, at a minimum, 4,000 miles of operation without an in-service breakdown

Table 40 (continued)

Objective	Principle	Standards
3. The public transit system should be economical and efficient, meeting all other objectives at the lowest possible cost	The total resources of the County are limited, and any undue investment in transportation facilities and services must occur at the expense of other public and private investments; therefore, total transit system costs should be minimized for the desired level of transit service and transit revenues should be maximized to maintain the financial stability of the system	<ol style="list-style-type: none"> 1. The total operating and capital investment for the public transit system should be minimized and reflect efficient utilization of resources 2. The operating expense per total vehicle-mile, per platform-hour, and per revenue passenger and the operating deficit per revenue passenger should be minimized.^g Any increase in such costs which may be incurred annually should not exceed the average percentage increase experienced by demand-responsive transit systems Statewide. The potential to reduce costs and increase service efficiency by reducing or eliminating duplication of transit services should be considered 3. Transit system operating revenues generated from passenger fares and sources other than general public operating subsidies should be maximized. Demand-responsive service should recover at least 35 percent of operating expenses from such revenues^h 4. Periodic increases in passenger fares should be considered to maintain the financial stability of the transit systemⁱ

^aThe existing and proposed areas of urban development within the County are shown in Maps 4 and 5 in Chapter II of this report (pages 17 and 19, respectively).

^bResidential neighborhoods and major transit-trip generators shall be considered as served when they are located within the geographic service area defined for the transit service.

^cHigh schools and middle schools are included as potential trip generators for nonschool travel only. Existing yellow-school-bus services provided by local school districts will be assumed to continue under the transit service plans developed for Ozaukee County.

^dThe minimum systemwide effectiveness levels are based upon the estimated average annual ridership per capita, per revenue vehicle-mile, and per revenue vehicle-hour for shared-ride taxicab systems within Wisconsin during 1992.

^eThe maximum load factor is calculated by dividing the number of passengers in the transit vehicle at the maximum loading point by the seated-passenger capacity of the vehicle.

^fFor demand-responsive transit service, "on time" is defined as adherence to scheduled pick-up and drop-off times within the range of 10 minutes early and 10 minutes late.

^gThe estimated averages for such costs for the shared-ride taxicab systems within Wisconsin during 1992 were as follows: operating expense per total vehicle-miles of service provided, \$1.39; operating expense per total vehicle-hours of service provided, \$14.28; operating expense per revenue passenger, \$4.37; and operating deficit per revenue passenger, \$2.86.

^hThe minimum amounts of operating expenses recovered from operating revenues are based upon the estimated averages for the shared-ride taxicab systems operating within Wisconsin during 1992.

ⁱIncreases in passenger fares should generally be considered when: 1) the actual cost recovery rate for the transit system falls below the rate prescribed in Standard No. 3 under Objective No. 3, 2) operating expenses for the transit system have increased by more than 10 percent since fares were last raised, or 3) projected levels of Federal and State operating assistance funds would require an increase in projected local operating assistance levels above that determined to be acceptable by local officials.

Source: SEWRPC.

guidelines for the consideration of new or improved transit services; and to provide warrants for capital investment projects, with such capital projects reflecting maximum use of existing public and private facilities and structures for passenger pick-up and drop-off points. The standards are intended to provide a relevant and important means of measuring the degree to which existing or proposed transit services contribute to the attainment of each objective.

A number of the service standards set forth in Table 40 also provide guidance toward meeting certain conditions which the Wisconsin Department of Transportation has attached to the provision of State urban transit operating assistance funds. As

a condition of eligibility for receiving State urban transit operating assistance, applicants must annually establish multi-year service and performance goals and assess the effectiveness of their own transit system in relation to their goals on a quarterly basis. At a minimum, systemwide goals must be established for the following performance indicators: operating expense per total vehicle-mile; operating expense per platform-hour; operating expense per revenue passenger; the proportion of operating expenses recovered from operating revenues; revenue passengers per revenue vehicle-mile; and revenue passengers per service area population. The service standards formulated under this study which can be drawn upon to establish the State-required performance goals are listed in Table 41.

Table 41

**TRANSIT SERVICE OBJECTIVES AND STANDARDS INTENDED TO BE
USED TO DEVELOP STATE-REQUIRED SYSTEMWIDE PERFORMANCE GOALS**

Objectives and Standards	Performance Measures
Objective No. 2--Promote Effective Transit Utilization and Provide User Comfort, Convenience, and Safety Standard No. 1: Maximize Transit System Ridership	For demand-responsive or taxicab service: ^a <ul style="list-style-type: none"> • Three rides per capita based upon the resident population of the service area • 0.3 ride per vehicle mile of service provided • Three rides per vehicle hour of service provided
Objective No. 3--Provide Economical and Efficient Service Standard No. 2: Minimize Operating Expenses and Operating Deficit per Unit of Transit Service and per Transit Ride Standard No. 3: Maximize Percent of Operating Expenses Recovered through Operating Revenues	Increases in operating expenses per total vehicle-mile, per platform-hour, and per revenue passenger, and increases in operating deficit per revenue passenger should not exceed the average percentage increase for small urban transit systems statewide Recover at least 35 percent of operating expenses from operating revenues for demand-responsive or taxicab service ^b

^aThe specified performance levels are based upon the estimated average performance levels for shared-ride taxicab systems operating within Wisconsin during 1992.

^bThe specified performance levels are based upon the estimated farebox recover rates for the shared-ride taxicab systems operating within Wisconsin during 1992.

Source: SEWRPC

OVERRIDING CONSIDERATIONS

The objectives, principles, and standards set forth in Table 40 were intended to be used to guide the evaluation of the performance of existing transit services and the design and evaluation of transit service improvements. In the application of the objectives, principles, and standards, several overriding considerations must be recognized.

First, it must be recognized that an overall evaluation of the existing transit services and the alternative transit service plans must be made on the basis of cost. Such an analysis may show the attainment of one or more standards to be beyond the economic capability of the community and, therefore, the standards cannot be met practically and must be either modified or eliminated.

Second, it must be recognized that a transit system is unlikely to meet all of the standards fully and that the extent to which each standard is met, exceeded, or violated must serve as the final measure of the ability of the transit system to achieve the objective which a given standard supports.

Third, it must be recognized that certain intangible factors, including the perceived value of transit service to the community and potential acceptance by the concerned elected officials, may influence the preparation and selection of a recommended plan. Inasmuch as transit service may be perceived as a valuable service within the community, the community may decide to initiate or retain such services regardless of performance or cost. Only if a considerable degree of such acceptance exists will service recommendations be implemented and their anticipated benefits realized.

Chapter VI

EVALUATION OF EXISTING PUBLIC TRANSIT SERVICES

INTRODUCTION

This chapter documents an evaluation of the existing public transit services within Ozaukee County on the basis of the transit service objectives and standards set forth in Chapter V of this report. Three basic objectives to be met in the provision of public transit service were established in that chapter. Table 42 lists these objectives and summarizes the key standards which were used in the performance evaluation to determine whether the objectives were being met by the existing transit services. Not all of the standards listed under each objective were used in the evaluation process, since not all were deemed appropriate for such use. Some standards not used were intended to serve as warrants for providing equipment or as guidelines in providing preventive maintenance for transit equipment. These standards will be used, to the extent necessary, in the development of a program of capital projects for the recommended transit system plan. Other standards not used were intended to be used in comparing the costs of alternative plans. These standards will be used in evaluating the alternative plans and transit service improvements considered in the following chapter. The performance evaluation was conducted using the sets of performance measures set forth in Table 43 for each transit service objective. These measures summarize the quantitative and qualitative application of the standards used in the performance evaluation.

The following sections of this chapter present the findings of the performance evaluation. Presented first is an evaluation, based on the standards under Objective No. 1, of the existing transit services provided to County land uses and population groups. This is followed by an evaluation, based on the standards under Objective No. 2, of the utilization and quality of the existing services. As part of this evaluation the ridership and effectiveness of the City of Port Washington shared-ride taxicab system was compared with that for a group of nine public shared-ride taxicab systems serving Wisconsin communities of a similar size. A parallel comparison was used in evaluating the costs of the existing Port Washington taxicab system against the standards under Objective No. 3. The evaluation findings were

used to help structure the alternative transit service plans described in Chapter VII of this report.

PERFORMANCE EVALUATION FINDINGS

Objective No. 1: Serve Travel Needs of Existing Land Uses and Population Groups within County

The performance measures used to evaluate the existing public transit services provided to Ozaukee County land uses and population groups included measures of the extent of urban developed land area served, the areas of proposed new or expanding urban development served, the major potential transit trip generators served, the resident population served, the number of jobs served, and the number of work trips currently served by special transit services. The evaluation was conducted against all of the standards under Objective No. 1 and was based upon the extent of geographic coverage provided by the general public transit services existing within the County in 1994, as shown on Map 10 in Chapter III. Such coverage was limited to the area within and immediately surrounding the City of Port Washington served by the City's shared-ride taxicab service. Ideally, the geographic coverage provided by public transit should include the residential concentrations of the general and transit-dependent population, employment concentrations, and the potential major trip generators within the County, particularly within the developed portions of the County. Such areas, population, and employment concentrations and potential transit trip generators were identified in Chapter II. The performance of the existing public transit services with respect to the performance measures for Objective No. 1 is summarized in Table 44.

Under Objective No. 1, Standard No. 1 indicates that public transit service should be provided primarily to serve the land uses within areas of urban development within the County. The performance measures used for this standard consisted of delineating the extent of existing urban development in Ozaukee County and the proposed areas of new or expanding urban development within the County, which were served by the City of Port Washington shared-ride taxicab system in 1994. Map 14 shows the extent of County urban development which was

Table 42

STANDARDS USED IN THE PERFORMANCE EVALUATION OF EXISTING PUBLIC TRANSIT SERVICES

Objectives and Standards	Standards Used in Performance Evaluation
Objective No. 1—Serve Travel Needs of Existing Land Uses and Resident Population within County <u>Standard 1:</u> Provide Transit Service Primarily to Serve Land Uses within Areas of Urban Development <u>Standard 2:</u> Maximize the Residential Neighborhoods and Major Potential Transit Trip Generators Served <u>Standard 3:</u> Maximize the Population Served <u>Standard 4:</u> Maximize the Jobs Served <u>Standard 5:</u> Provide Special Transit Services to and from Employment Locations in County	 X X X X X
Objective No. 2—Promote Transit Utilization and Provide for User Comfort, Convenience, and Safety <u>Standard 1:</u> Maximize Public Transit Ridership <u>Standard 2:</u> Provide Service Which Meets or Exceeds Minimum Ridership and Effectiveness Levels <u>Standard 3:</u> Provide Adequate Capacity so as not to Exceed Load Factors <u>Standard 4:</u> Provide Service which Meets or Exceeds Minimum Vehicle Speeds <u>Standard 5:</u> Provide Demand-Responsive Service with Minimum Response Time of 30 Minutes <u>Standard 6:</u> Maximize Adherence to the Scheduled Times of Service Requests for Demand Responsive Service <u>Standard 7:</u> Minimize the Number of Trip Requests for Demand Responsive Service for which Service Must be Denied <u>Standard 8:</u> Replace Public Transit Vehicles at End of Maximum Service Life for Vehicles <u>Standard 9:</u> Minimize In-Service Breakdowns of Revenue Vehicles	 X X X X X X X -- --
Objective No. 3—Provide Economical and Efficient Service <u>Standard 1:</u> Minimize Total Operating and Capital Costs for Public Transit <u>Standard 2:</u> Minimize Operating Expenses and Public Subsidy per Unit of Transit Service and per Transit Ride <u>Standard 3:</u> Maximize Percent of Operating Expenses Recovered through Operating Revenues <u>Standard 4:</u> Consider Periodic Increases in Passenger Fares	 -- X X --

Source: SEWRPC.

within the service area for the City's shared-ride taxicab system in 1994. While the City's shared-ride taxicab system service area encompassed approximately 23 square miles in 1994, less than four square miles in that service area were areas of urban development. The urban, developed lands served by the taxicab system represented only about 12 percent of the estimated 33 square miles of urban developed land area within the County. Map 15 identifies the areas of proposed new or expanding development in the County within the service area

for the City of Port Washington's shared-ride taxi service and considered served by public transit. As shown on this Map 15, only four of the 25 proposed residential developments and none of the five proposed commercial developments within the County were considered as served by public transit.

Standard No. 2 states that public transit service to residential neighborhoods and major potential transit trip generators should be maximized. The extent

Table 43

SPECIFIC PERFORMANCE MEASURES USED IN THE PERFORMANCE EVALUATION PROCESS

Objective	Performance Measure
Objective No. 1--Serve Travel Needs of Existing Land Uses and Resident Population within County	<ol style="list-style-type: none"> 1. Extent of existing urban development served 2. Areas of proposed new or expanding development served 3. Major land use trip generators served 4. Major transit-dependant-population trip generators served 5. Total population served 6. Transit-dependent-population served 7. Total employment served 8. Average weekday work trips served by special employee transit services
Objective No. 2--Promote Transit Utilization and Provide for User Comfort, Convenience, and Safety	<ol style="list-style-type: none"> 1. Annual revenue passengers 2. Annual ridership per capita 3. Revenue passengers per vehicle-mile 4. Revenue passengers per driver-hour 5. On-time adherence to scheduled pick-up and drop-off times 6. Average weekday trip denials
Objective No. 3--Provide Economical and Efficient Service	<ol style="list-style-type: none"> 1. Annual operating expense per vehicle-mile 2. Annual operating expense per driver-hour 3. Annual operating expense per passenger 4. Annual operating deficit per passenger 5. Percent of annual operating expenses recovered from annual operating revenues

Source: SEWRPC.

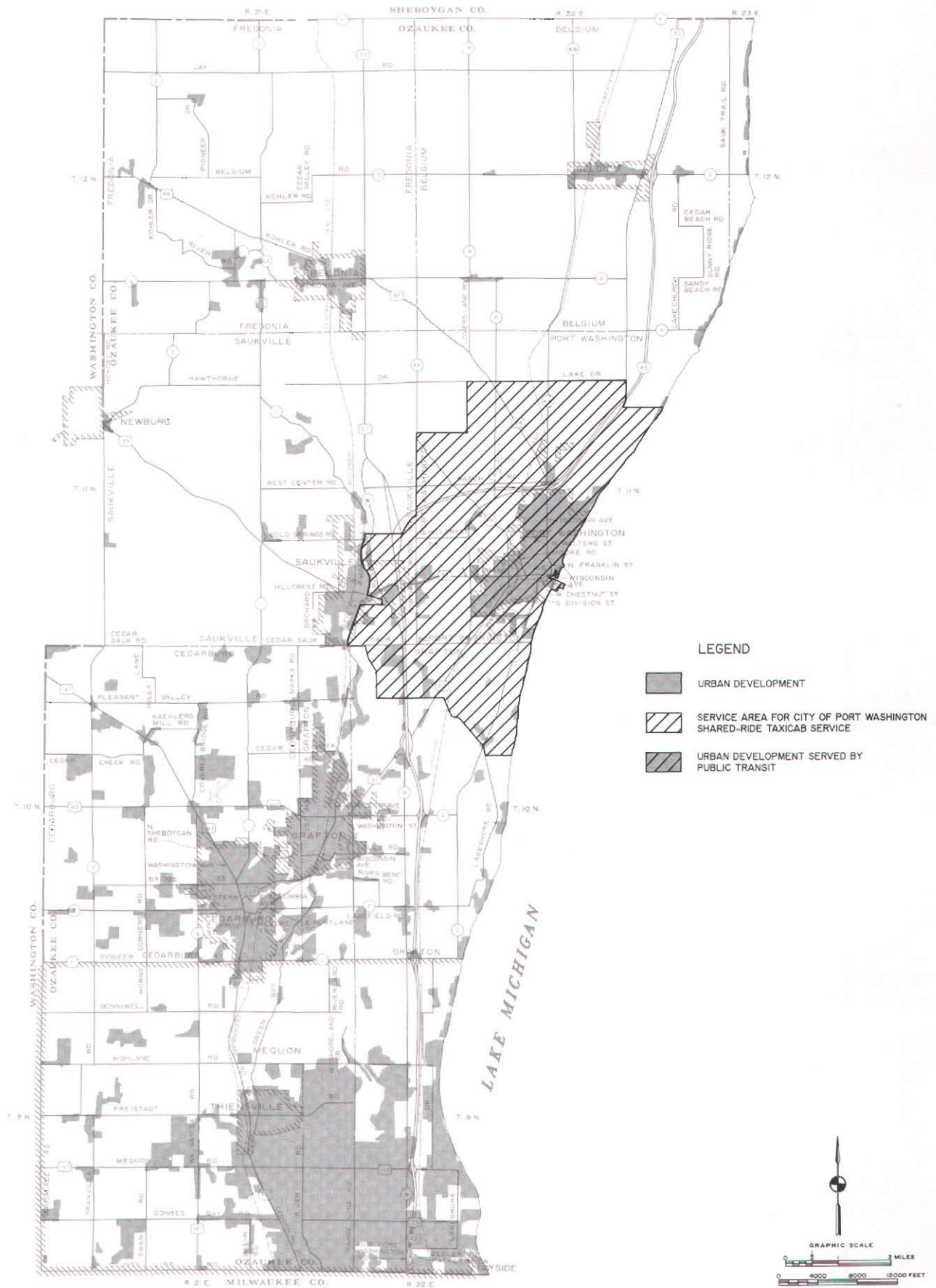
to which public transit serves residential areas is best measured by the population served, which is addressed below under Standard No. 3. The potential major transit trip generators identified in Chapter II included major land use trip generators and transit-dependent population trip generators. As shown on Maps 16 and 17, only the trip generators located within the area served by the City of Port Washington's shared-ride taxicab service were served by public transit service in 1994. Consequently, only 33 of the 154 major land use trip generators and 16 of the 48 major transit-dependent-population trip generators within the County were considered as served by public transit.

Standard No. 3 states that the population served by public transit should be maximized, particularly that portion of the population which is transit-dependent. Approximately 11,900 persons were estimated to reside within the service area of the City of Port Washington shared-ride taxicab service, according to the 1990 Census, including the entire resident population of the City of Port Washington, about 9,300 persons. However, this represents only about 16 percent of the total 1990 County popu-

lation of about 72,800 persons. With respect to the transit-dependent population within the County, the 1990 Census data reviewed in Chapter II of this report indicated that the principal transit-dependent population groups of significance for planning public transit services within the County included the elderly, disabled, and school-age children. Table 45 presents information on the estimated number of such transit-dependent persons within the service area for the Port Washington shared-ride taxicab service. As can be seen from this table, approximately 16 percent of the school-age children, 16 percent of the elderly population, and 19 percent of the disabled population in the County were estimated to reside within the service area for the Port Washington shared-ride taxi service and were considered served by public transit.

It should be noted that, while only a small proportion of the County's total transit-dependent population residing in and around the City of Port Washington were served by general public transit service in 1994, specialized transportation services for elderly and disabled persons, which served virtually all of Ozaukee County, were available during

EXTENT OF URBAN DEVELOPMENT IN OZAUKEE COUNTY SERVED BY PUBLIC TRANSIT: 1994



Source: SEWRPC.

Table 44

PUBLIC TRANSIT SERVICE PROVIDED TO OZAUKEE COUNTY LAND USES AND POPULATION: 1994

Performance Measure	Systemwide Performance Characteristics
Extent of Urban Development Served	
Developed urban land area served ^a	3.8 square miles
Percent of total developed urban land area in County served	11.7
Areas of proposed urban development served ^b	
Residential development	4 of 25
Commercial development	0 of 5
Major potential transit trip generators served	
Major Land Use Trip Generators Served ^c	
Retail, service, and office centers	3 of 11
Educational institutions	2 of 14
Medical centers	2 of 11
Governmental and public institutional centers	7 of 32
Employment centers	12 of 58
Recreational areas	7 of 28
Transit-Dependent Population Trip Generators Served ^d	
Elderly facilities	10 of 35
Disabled facilities	5 of 8
Federally subsidized rental housing	1 of 5
Population Served ^e	
Total population served	11,900
Percent of total County population served	16.3
Transit-dependant-population served	
School-age children	1,500
Elderly	1,800
Disabled	200
Percent of total County transit-dependant population served	
School-age children	15.6
Elderly	15.8
Disabled	18.8
Employment Served	
Total jobs served ^f	7,800
Percent of total County jobs served	24.2
Special Employee Transit Service	
Average weekday work trips served	185

^aMap 14 identifies the extent of urban development within the County which is served and not served by public transit. In 1990, the total developed area of the County approximated 32.5 square miles.

^bMap 15 identifies the areas of proposed urban development within the County which are served and not served by public transit.

^cMap 16 identifies the major land use trip generators within the County which are served and not served by public transit.

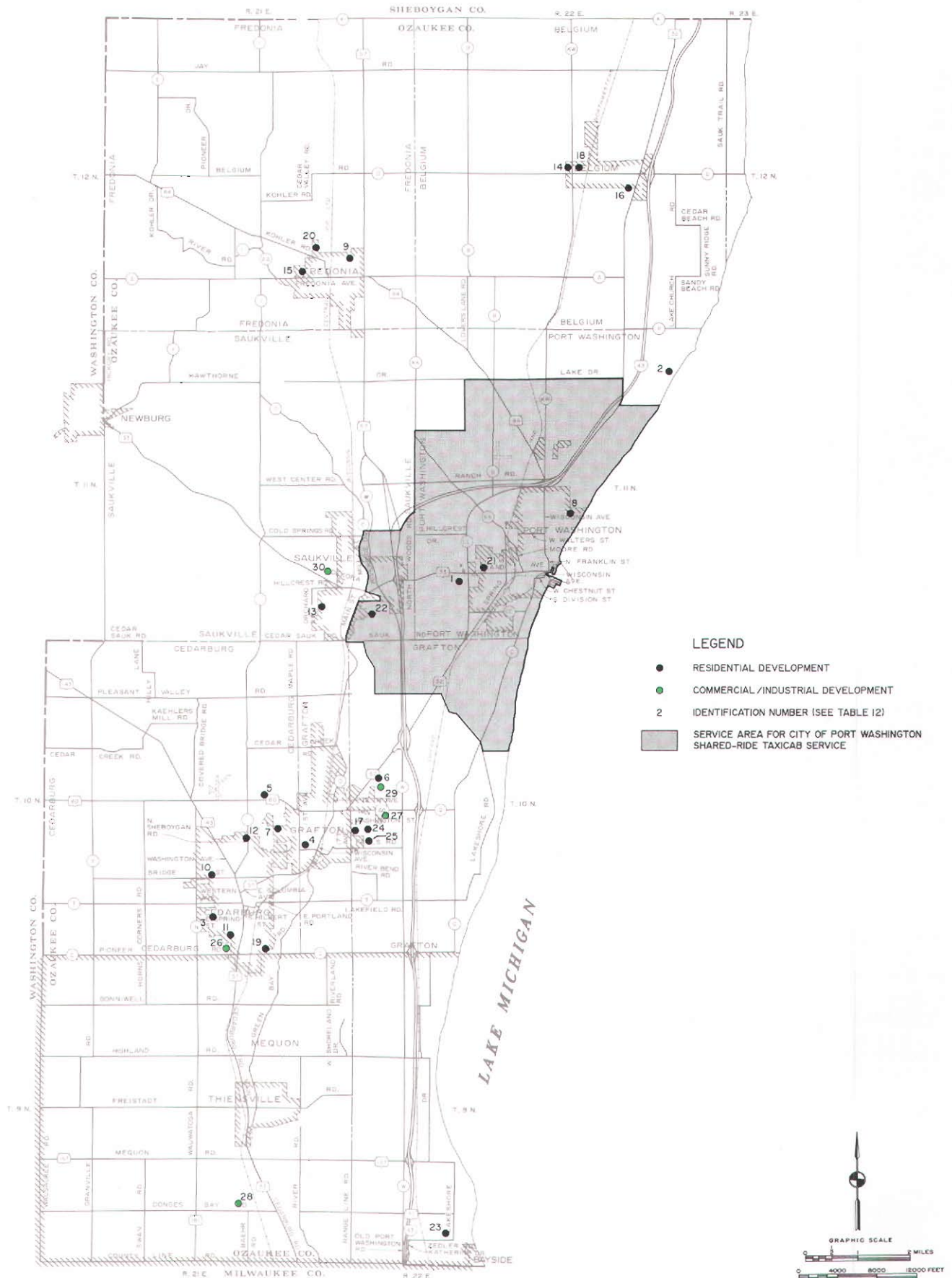
^dMap 17 identifies the transit-dependant-population trip generators within the County which are served and not served by public transit.

^eResidential areas were considered served by public transit if they were located within the service area of the City of Port Washington shared-ride taxicab service. Population figures are based on the 1990 U. S. Federal Census.

^fEmployment figures shown represent the number of jobs located within the service area of the City of Port Washington shared-ride taxicab service. Employment figures are based on 1990 estimates.

Source: SEWRPC

PROPOSED DEVELOPMENT IN OZAUKEE COUNTY SERVED BY PUBLIC TRANSIT : 1994



Source: SEWRPC.

Table 45

ESTIMATED POPULATION SERVED BY PUBLIC TRANSIT WITHIN OZAUKEE COUNTY: 1994

Area	Total Population ^a	Transit-Dependent Population ^a					
		School Age Children ^b		Elderly ^c		Disabled ^d	
		Number	Percent of Total Population	Number	Percent of Total Population	Number	Percent of Total Population
Total County	72,831	9,593	13.2	11,421	15.7	1,066	1.5
Service Area for Port Washington Shared-Ride Taxicab Service ^e	11,900	1,500	12.6	1,800	15.1	200	1.7
Percent of Total County Population Served	16.3	15.6	--	15.8	--	18.8	--

^aAll figures are based upon 1990 U. S. Census information derived from sample data.

^bAges 10 through 18 inclusive.

^cAges 60 and older.

^dRepresents disabled persons aged 16 and older with mobility limitations as reported in Table 9 in Chapter II.

^eEstimate based on Commission data files of 1990 population allocation to U. S. Public Land Survey quarter-sections.

Source: SEWRPC.

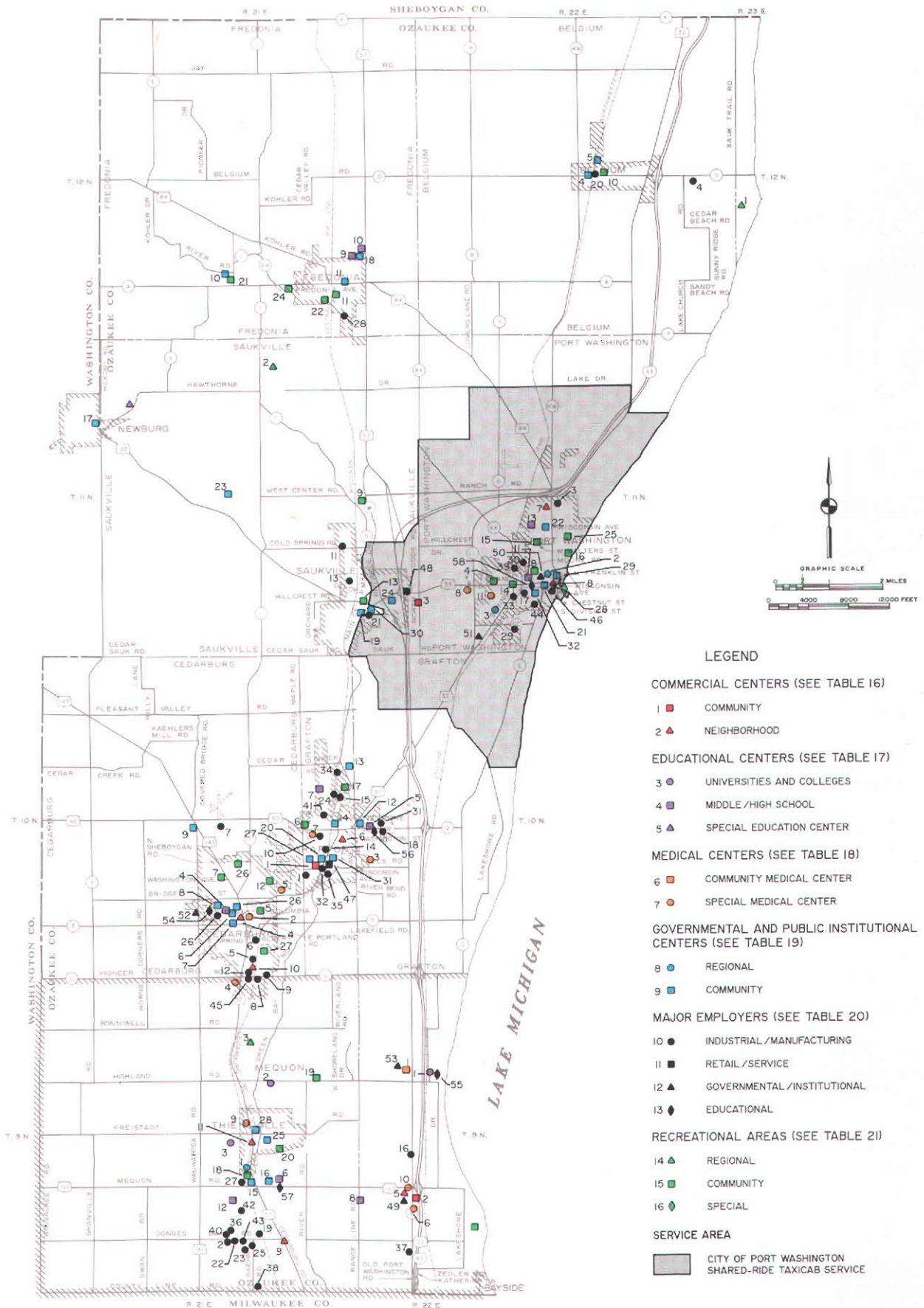
1994. The vast majority of the transit services identified in the preceding chapter were such specialized transportation services provided by public or private agencies or organizations. While serving the entire County, however, the emphasis of many of these services was on providing transportation for medical-related trips and other essentials. Some were also available only to patients, clients, or residents of specific facilities.

Standard No. 4 states that the number of jobs served by public transit should be maximized. The total employment within Ozaukee County was estimated at about 32,200 jobs in 1990. During 1994, the only jobs served by general public transit service were those at employment sites inside the service area of the Port Washington shared-ride taxicab system. It was estimated that there were approximately 7,800 jobs, or about 24 percent of the total estimated 1990 County employment within this area. Not all of these jobs, however, should be considered as fully served by public transit because of the limited hours of operation of the Port Washington taxicab system. During 1994, the basic hours of operation for the taxicab service on weekdays was from 9:00 a.m. until 5:00 p.m., with service extended

until 9:00 p.m. on Wednesday and Friday evenings only. The City recognized that the taxicab service would not be convenient for many work-related trips when it established these service hours. Rather, the service hours were established largely to serve the nonwork trips of the elderly and ambulatory disabled population served by the Port Washington Senior Center van service, which the taxicab service replaced. For 1995, the weekday hours of service for the City taxicab system have been expanded slightly so that service will be available between 8:00 a.m. and 6:00 p.m. every weekday, which will provide some improvement in the number of jobs which can be conveniently served by the taxicab system. On the basis of ridership data for January and February 1995, it is estimated that about 18 percent of the trips made on the City taxicab system are for work purposes.

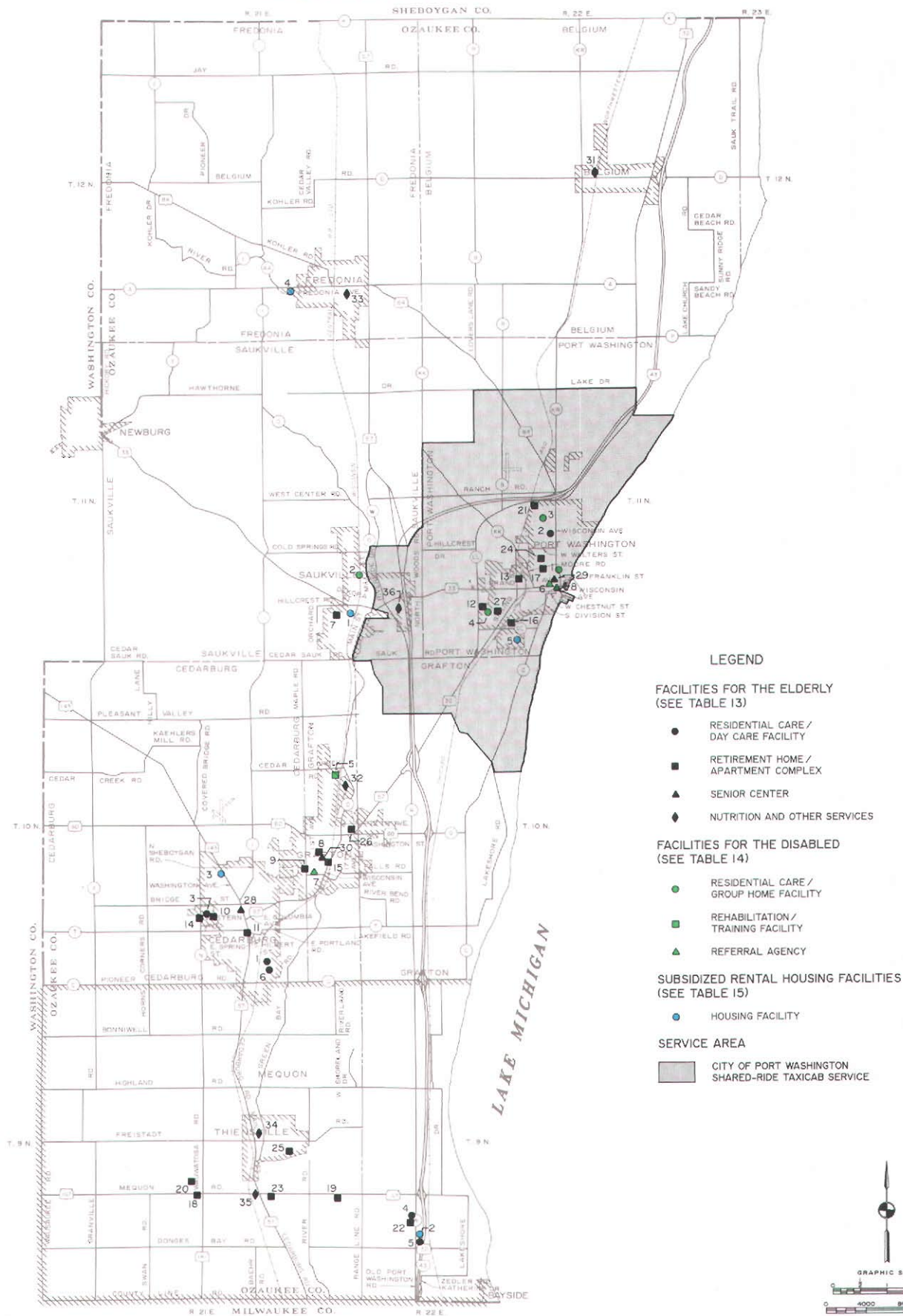
Standard No. 5 indicates that special transit services, such as subscription bus or van services, should be provided to serve places of employment within the County. Some efforts to provide such services were under way during 1994, principally by private transit companies participating in the employment transit assistance program, or "job

MAJOR LAND USE TRIP GENERATORS SERVED BY PUBLIC TRANSIT: 1994



Source: SEWRPC.

MAJOR TRANSIT-DEPENDENT POPULATION TRIP GENERATORS SERVED BY PUBLIC TRANSIT: 1994



Source: SEWRPC.

ride" program, administered by the Wisconsin Department of Transportation. Two private transit companies, Milwaukee Careers Cooperative, and Meda-Care Vans, Inc., regularly transported a significant number of individuals residing in central Milwaukee County to and from job locations within Ozaukee County. It was estimated that about 185 one-way trips, or just under 90 round-trips, were made on an average weekday by the individuals using these services. It was estimated that a total of about 43,200 work trips were made on an average weekday in 1991 between Ozaukee County and the other counties within Southeastern Wisconsin. About 8,400, or 19 percent, of these work trips occurred as "reverse commute" trips between Milwaukee County residences and Ozaukee County employment locations. The job ride transit services thus served only about 2 percent of the average weekday reverse commute work trips made between Milwaukee and Ozaukee County. It was also estimated that there were also approximately 30,300 work trips made on an average weekday in 1991 entirely within Ozaukee County. Notably, there were no special transit services being provided within the County during 1994 to serve these internal work trips.

Objective No. 2: Promote Transit Utilization and Provide for User Comfort, Convenience, and Safety

Performance measures used to evaluate existing public transit service against Standards No. 1 and 2 under this objective consisted of measures of transit ridership and service effectiveness, including total annual transit revenue passengers, annual transit ridership per capita, annual passengers per vehicle-mile, and annual passengers per driver-hour. The existing public transit service was also evaluated with respect to the quality and convenience of transit service provided by identifying problems related to service capacity, response time, on-time performance, and denial of service for trip requests addressed under Standard Nos. 3 through 7.

Under Objective No. 2, Standard No. 1 states that public transit ridership should be maximized, while Standard No. 2 indicates that the service provided should meet or exceed certain minimum ridership and effectiveness levels. These two service standards were used in measuring the performance of the County's only general public transit service in 1994, the City of Port Washington shared-ride taxicab system. The performance measures used to evaluate this service included total annual ridership, annual ridership per capita, annual passengers per vehicle-

mile, and annual passengers per driver-hour. The observed performance levels for the taxicab service for these measures were compared with the minimum performance levels specified under Standard No. 2 and also with the average performance levels for a group of nine public shared-ride taxicab systems within the State.¹ The ridership and service data used were for calendar year 1993, which represented the most current year for which actual data for the other systems in the State were available.

The performance of the Port Washington taxicab system with respect to these performance measures for the period February 1, 1994 through January 31, 1995, the initial year of operation for the Port Washington taxicab system, is compared with the averages for the nine public shared-ride taxicab systems serving similar size communities within the State in Table 46. The information in the table indicates that the principal service area population for the Port Washington taxicab system was almost identical to the average for the nine shared-ride taxicab systems considered in the analysis. However, the total annual ridership and ridership per capita for the City taxicab system in 1994 was only about one-half of that for the group of nine shared-ride taxicab systems. This may be directly attributed to the lower level of service provided by the City taxicab system. The total annual vehicle-miles and driver-hours, and the vehicle-miles and driver-hours per capita, for the Port Washington taxicab system were approximately one-half of that observed for the nine similar sized shared-ride taxicab systems. The comparable taxicab systems have longer daily service hours than the Port Washington taxicab system or provide special services to students or other population groups which are not provided by the City taxicab system. The more limited hours of operation for the City's taxicab system focus on providing service during hours when the majority of person travel occurs. As such they do not provide service during early morning or late evening weekday service periods, extensive service on weekends, or any service on holidays. By providing service only during the principal travel periods of each day, the Port

¹The nine public shared-ride taxicab systems used for this analysis and the initial year of operation for each system are: Baraboo, 1985; Fort Atkinson, 1987; Hartford, 1981; Monroe, 1991; Platteville, 1983; Plover, 1993; Portage, 1983; River Falls, 1985; and Stoughton, 1981.

Table 46

**COMPARISON OF RIDERSHIP AND SERVICE EFFECTIVENESS MEASURES FOR THE
CITY OF PORT WASHINGTON SHARED-RIDE TAXICAB SERVICE WITH THE AVERAGE
FOR PUBLIC SHARED-RIDE TAXICAB SERVICES IN WISCONSIN COMMUNITIES OF SIMILAR SIZE**

Performance Measures	Operating Data	
	City of Port Washington Shared-Ride Taxicab System: 1994 ^a	Average for Similar Public Shared-Ride Taxicab Systems in Wisconsin: 1993
Population of Principal Community Served	9,700	9,600
Ridership		
Total Annual Revenue Passengers	19,200	35,600
Revenue Passengers Per Capita	2.0	3.7
Service Levels		
Total Annual Vehicle Miles	65,800	120,600
Total Annual Driver Hours	4,800	11,000
Vehicle Miles Per Capita	6.8	12.5
Driver Hours Per Capita	0.5	1.1
Average Speed (miles per hour)	13.7	10.1
Service Effectiveness		
Revenue Passengers Per Vehicle Mile	0.29	0.32
Revenue Passengers Per Driver Hour	4.0	3.3

^aThe data shown are for twelve months of operation from February 1, 1994, through January 31, 1995.

Source: Wisconsin Department of Transportation and SEWRPC.

Washington taxicab system, despite its lower than average total annual ridership, was able to meet or exceed the service effectiveness level of 0.3 passengers per vehicle-mile and three passengers per driver-hour set forth in the transit service standards, and the observed averages for these measures for the nine similar-sized taxicab systems.

Standard No. 3 states that adequate capacity should be provided on public transit service so as not to exceed a maximum load factor of 1.0 for demand-responsive services. This standard indicates that in scheduling service for trip requests, total passengers assigned to a vehicle should not exceed the seated capacity of the vehicle. The City of Port Washington shared-ride taxicab service follows this policy in scheduling service for trip requests, as does the principal provider of specialized transportation service within the County, the Ozaukee County Office of Aging Services. This standard is also intended to measure whether sufficient vehicles are available to accommodate all trip requests and whether additional vehicles, or vehicles with higher seating capacities, are needed. With respect to the Port

Washington shared-ride taxicab system, City officials and the contract service operator have reported no significant problems with the capacity of the service in meeting trip demands. Problems with insufficient capacity have occurred infrequently, usually as a result of inclement weather or special events within the City. Staff from the Ozaukee County Office of Aging Services, however, have noted that problems with inadequate capacity for the County-wide specialized transportation service which it provides occurred on a regular basis during 1994. These problems occurred largely as a result of the need to provide service for long trips between communities within the County or between Ozaukee and Milwaukee Counties which utilize vehicles for extended periods of time. The long length of time required for such trips results in problems in meeting all trip requests with the number of vehicles available in the existing County fleet.

Standard No. 4 indicates that demand-responsive public transit service should achieve minimum average vehicle speeds of 10 miles per hour. The average speed for the City of Port Washington shared-ride

taxi service in 1994 was about 14 miles per hour. By comparison, the average speed for the Countywide specialized transportation service provided by the Office of Aging Services was about 17 miles per hour in 1994. The higher speed for the specialized transportation service is largely the result of providing longer trips between communities within the County and between Milwaukee and Ozaukee Counties.

Standard No. 5 specifies that demand-responsive public transit services should be provided with a minimum response time of 30 minutes. This standard indicates the maximum time which should be allowed to dispatch a vehicle to respond to a trip request. The City of Port Washington shared-ride taxicab service currently follows this standard in providing service. By comparison, the specialized transportation service provided by the Ozaukee County Office of Aging Services requires users to call at least 24 hours in advance of the time service is needed when making requests for service.

Standards No. 6 and 7 are intended to provide indicators to measure the quality and convenience of demand-responsive public transit services. Standard No. 6 indicates that such services should be provided in a timely manner with respect to the scheduled pick-up and drop-off times. Standard No. 7 indicates that the service should be operated in a manner which minimizes the number of trip requests for which service cannot be scheduled. In particular, Standard No. 7 is meant to indicate that some spare service capacity should always be available to respond to trip requests received during the course of each service day, even if it means limiting the number of trip requests for which service is provided on a pre-scheduled, or subscription, basis. With respect to the City of Port Washington shared-ride taxicab system, City officials and the contract service operator indicated no problems were observed in providing the City taxicab service in accordance with these standards during 1994. While drivers for the City taxicab system were not regularly monitored for adherence to on-time pick-up and drop-off times, no service complaints regarding untimely service were received during the year. Similarly, problems with trip denials were extremely infrequent, occurring only during inclement weather or times of special events within the City.

Some problems with respect to the Office of Aging Services' specialized transportation service within the County, regarding both the timeliness of service

and trip denials were noted by County staff as occurring regularly, with the problems resulting largely from capacity constraints noted above under Standard No. 3. The service routinely receives trip requests for which it is unable to schedule service at the requested time because of insufficient capacity. County staff have indicated that they have difficulty scheduling about 10 percent of the requested trips on an average day. In some cases, users voluntarily reschedule medical appointments, personal business appointments, or other trips for times when service can be scheduled. When it is not possible for the user to reschedule appointments or trip times, County staff, in lieu of denying service for the trip, will adjust the vehicle assignment schedules to accommodate some trips. This has resulted in insufficient time being allotted for drivers to honor trip requests; this, in turn, results in problems with meeting scheduled pick-up or drop-off times for succeeding trips scheduled to be served by the vehicle. These efforts have, however, reduced the number of trip denials to about one per day.

Objective No. 3: Provide Economical, Efficient Transit Service

The performance measures used to evaluate existing public transit service against the standards under this objective consisted of measures of the cost-effectiveness and cost-efficiency of public transit service. The evaluation was conducted against Standards No. 2 and 3 under Objective No. 3, using the performance measures specified under these standards, including annual operating expenses per vehicle-mile, per driver-hour, and per passenger; annual operating deficit per passenger; and the percent of annual operating expenses recovered from annual operating revenues. Such measures were developed for the only general public transit service within the County, the City of Port Washington shared-ride taxicab system, and compared with the minimum performance levels specified under the performance in transit service standards. The measures developed for the Port Washington taxicab system were also compared with the average performance levels of the nine publicly subsidized shared-ride taxicab services serving communities of a similar size in Wisconsin; these latter services were used as a peer group for the evaluation of Objective No. 1. The operating data and financial data used for this group of shared-ride taxicab systems was for calendar year 1993, the most recent actual or estimated data available. A comparison of the financial performance of the Port Washington taxicab system in 1994, in constant 1993 dollars, with that observed for the statewide group of public shared-ride taxicab systems in 1993 is presented in Table 47.

Table 47

**COMPARISON OF FINANCIAL PERFORMANCE MEASURES FOR THE CITY OF
PORT WASHINGTON SHARED-RIDE TAXICAB SERVICE WITH THE AVERAGE FOR
PUBLIC SHARED-RIDE TAXICAB SERVICES IN WISCONSIN COMMUNITIES OF SIMILAR SIZE**

Performance Measures	Operating Data	
	City of Port Washington Shared-Ride Taxicab System: 1994 ^a (1993 constant dollars)	Average for Similar Size Public Shared-Ride Taxicab Systems in Wisconsin: 1993
Ridership		
Total Annual Revenue Passengers	19,200	35,600
Service Levels		
Total Annual Vehicle Miles	65,800	120,600
Total Annual Driver Hours	4,800	11,000
Service Cost		
Total Annual Operating Expenses	\$91,100	\$154,700
Total Annual Operating Revenue	\$21,700	\$ 53,500
Total Annual Operating Deficit	\$69,400	\$101,200
Service Efficiency		
Operating Expense Per Vehicle Mile	\$1.38	\$1.28
Operating Expense Per Driver Hour	\$18.98	\$14.06
Operating Expense Per Passenger	\$4.74	\$4.35
Operating Deficit Per Passenger	\$3.61	\$2.84
Percent of Operating Expenses Recovered from Operating Revenues	23.8	34.6

^aThe data shown are for twelve months of operation from February 1, 1994, through January 31, 1995.

Source: Wisconsin Department of Transportation and SEWRPC.

Standard No. 2 under Objective No. 3 indicates that the operating expenses and public subsidies per unit of transit service and per transit ride should be minimized. From February 1, 1994 through January 31, 1995, the first twelve months of operation, the total operating expenses per unit of transit service for the Port Washington shared-ride taxicab system were estimated at about \$1.38 per vehicle-mile, and about \$18.98 per driver-hour in constant 1993 dollars. On a per-passenger basis, expenses for the Port Washington taxicab system were estimated at about \$4.74 per revenue passenger, and deficits for the taxicab service were estimated at about \$3.61 per revenue passenger. The measures specified under the Standard No. 2 included operating expenses of \$1.39 per vehicle-mile, \$14.28 per vehicle-hour, and \$4.37 per passenger, and an operating deficit of \$2.86 per passenger. The averages for these measures observed on the similar-sized State taxicab systems in 1993 were operating expenses of \$1.28 per vehicle-mile, \$14.06 per driver-hour, and \$4.35 per revenue passenger, and an operating deficit of \$2.84 per revenue passenger. Over all, the values for these performance measures for the Port Washington shared-ride taxicab service were some-

what higher than those specified under the service standard or observed on shared-ride taxicab systems of a similar size in the State.

Standard No. 3 indicates that demand-responsive public transit services should recover at least 35 percent of their operating expenses from passenger revenues. The minimum performance level for the farebox recovery rate specified under this standard is virtually identical with that observed on the group of shared-ride taxicab systems of a similar size in the State in 1993. The farebox recovery rate for the Port Washington shared-ride taxicab service during 1994 of approximately 24 percent was below the 35 percent of operating expenses specified in the service standard. Notably, the average revenue per passenger for the Port Washington shared-ride taxicab service in 1994 of about \$1.13 per revenue passenger, in constant 1993 dollars, was lower than the average of about \$1.51 per revenue passenger observed on the similar shared-ride taxicab systems within the State in 1993. This reflects the fact that the fares charged by the similar shared-ride taxicab systems within the State were higher than those charged on the Port Washington taxicab system. In

Washington taxicab system. In 1993, seven of the nine similar sized taxicab systems charged an adult cash fare of between \$2.00 and \$2.50 per one-way trip. This compares with the adult cash fare of \$1.50 per one-way trip charged on the Port Washington shared-ride taxicab system during 1994. The lower than average fares charged by the Port Washington shared-ride taxicab system, combined with higher than average operating expenses per passenger, result in the lower farebox recovery rate for the City's taxicab service.

SUMMARY

This chapter has presented an evaluation of the existing public transit service within Ozaukee County in 1994 on the basis of the transit service objectives and standards set forth in Chapter V of this report. The major findings of this evaluation may be summarized as follows:

1. The extent of urban development served by public transit service in 1994 was extremely limited. Only the City of Port Washington shared-ride taxicab system provided transit service for the general public. The service area for this taxicab system included only the area within and immediately surrounding the City of Port Washington. The area included less than four square miles, or about 12 percent, of the total estimated urban developed land area within the County of about 33 square miles. In terms of the areas of proposed new or expanding development identified in the County, only four of the 25 proposed residential developments and none of the five proposed commercial developments within the County were within the service area of the City of Port Washington's shared-ride taxi service.
2. The geographic coverage of the major potential land use transit trip generators identified in the County provided by general public transit service was also limited to the service area for the Port Washington taxicab system. Consequently, of the 154 major land use trip generators identified within the County in 1994, only 33, or about 20 percent, were considered as served by public transit.
3. The limited geographic coverage provided by general public transit service in the County in 1994 is evident when the size of the County's total resident population and employment served are considered. It was estimated, on the basis of the Commission's 1990 Census population data files, that approximately 11,900 persons were served by the general public transit service in the County provided by the Port Washington taxicab system. While this figure included the entire resident population of the City of Port Washington, about 9,300 persons, it represented only about 16 percent of the total 1990 County population, about 72,800 persons. Similarly, the only jobs served by general public transit service were those which were at sites of employment within the Port Washington taxicab system service area. It was estimated that there were approximately 7,800 jobs, or about 24 percent of the total estimated 1990 County employment of 32,200 jobs, within this area. Not all these jobs, however, should be considered as fully served by public transit because of the limited weekday hours of operation of the Port Washington taxicab system.
4. With respect to the transit-dependent population within the County, the principal transit-dependent population groups of significance for this study for planning public transit services within the County included the elderly and disabled population groups and school-age children. Approximately 16 percent of the school-age children, 16 percent of the elderly, and 19 percent of the disabled population in the County were estimated to reside within the service area for the Port Washington shared-ride taxi service and were considered served by public transit. In addition, only 16, or about 25 percent, of the 48 major transit-dependent population trip generators identified within the County were considered as served. While only that portion of the County's total transit-dependent population residing in the service area for the Port Washington taxicab system and only those transit-dependent population trip generators located within this area were served by general public transit service in 1994, specialized transportation services for elderly and disabled persons were also available virtually throughout Ozaukee County. However, while serving the entire County, the emphasis on many of these services was on providing transportation for health-related trips and other essential needs. Some of these services were also available only to patients, clients, or residents of specific facilities.

5. Some efforts to provide special transit services, such as subscription bus or van services, serving places of employment in the County were under way during 1994 through private transit companies participating in the employment transit assistance program, or "job ride" program, administered by the Wisconsin Department of Transportation. It was estimated that about 185 one-way trips, or just under 90 round-trips, were made on an average weekday by individuals who resided in central Milwaukee County and used these services to travel to and from job locations within Ozaukee County. These transit services were, thus, serving about 2 percent of the estimated 8,400 average weekday reverse commute work trips made between Milwaukee and Ozaukee County. Notably, there were no special transit services being provided within the County during 1994 to serve the approximately 30,300 work trips made on an average weekday entirely within Ozaukee County.
6. The ridership and effectiveness of the Port Washington shared-ride taxicab system in 1994 was compared with performance levels specified under the transit service standard and also with the average performance levels for a group of nine public shared-ride taxicab systems within the State. It was found that, while serving a population that was almost identical to the average for the comparable group taxicab systems in the State, the total annual ridership and ridership per capita for the Port Washington taxicab system was only about one-half of that for the group of comparable taxicab systems. This was attributed principally to more limited days and hours of operation for the City taxicab service, which resulted in less service being provided than by the comparable systems. However, by limiting service hours to only the principal travel periods of each day, the Port Washington taxicab system was able to meet or exceed the minimum levels for passengers per vehicle-mile and passengers per driver-hour set forth in the transit service standards, along with the observed averages for these measures for the nine similar-sized taxicab systems, despite a total annual ridership lower than average.
7. No problems were found with respect to the quality and convenience of the transit service provided by the Port Washington taxicab system. Neither City officials nor the contract operator for the service identified any problems related to service capacity, response time, on-time performance, or denial of service for trip requests, as addressed by the transit service standards.
8. Some problems were found with respect to the quality and convenience of the Countywide specialized transit service provided by the Ozaukee County Office of Aging Services. Problems with the inadequate capacity of the specialized transportation service occurred largely as a result of service provided for long trips between communities within the County or between Ozaukee and Milwaukee Counties, which sometimes require utilization of vehicles for long lengths of time, making them unavailable to serve other trip requests. Some problems with respect to both untimely service and trip denials also occurred as a result of insufficient service capacity.
9. The cost-effectiveness and efficiency of the Port Washington shared-ride taxicab system in 1994 was compared with performance levels specified under the transit service standards and also with the average performance levels for the group of comparable taxicab systems within the State. It was found that, over all, the annual operating expenses per vehicle-mile, per driver-hour, and per passenger; and the annual operating deficit per passenger for the Port Washington taxicab system were somewhat higher than those specified under the service standard or observed on the comparable taxicab systems. During 1994, the total operating expenses per unit of transit service for the Port Washington shared-ride taxicab system were estimated at about \$1.38 per vehicle-mile and about \$18.98 per driver-hour, both in constant 1993 dollars. These figures compare with operating expenses of \$1.39 per vehicle-mile and \$14.28 per driver-hour specified under the transit service standards and operating expenses of \$1.28 per vehicle-mile as well as \$14.06 per driver-hour observed on the group of comparable State taxicab systems in 1993. On a per-passenger basis, operating expenses for the Port Washington taxicab system were estimated at about \$4.74 per revenue passenger, and operating deficits were estimated at about \$3.61 per revenue passenger, both in constant 1993 dollars. These figures compare with operating expenses of \$4.37 per passenger and operating

deficits of \$2.86 per passenger specified under the transit service standards and operating expenses of \$4.35 per revenue passenger and operating deficits of \$2.84 per revenue passenger observed on the group of comparable Statewide taxicab systems in 1993.

10. The percent of operating expenses recovered through operating revenues for the Port Washington shared-ride taxicab system was found to be below the level specified under the transit service standards or observed on the group of comparable taxicab systems in the

systems in the State. The farebox recovery rate for the Port Washington shared-ride taxicab service during 1994 was approximately 24 percent of operating expenses, whereas the farebox recovery rate specified under the transit service standards and observed on the group of comparable State taxicab systems during 1993 was about 35 percent of operating expenses. The lower farebox recovery rate for the Port Washington taxicab service was attributed to its higher than average operating expenses and the lower fares than average.

Chapter VII

ALTERNATIVE TRANSIT SERVICE PLANS

INTRODUCTION

Previous chapters of this report described the land use and travel patterns of Ozaukee County and the public transit services currently available to serve those patterns. This information provided the basis for developing and evaluating alternative transit service plans for the County. On the basis of this evaluation of alternatives, a recommended plan was selected. This chapter describes the alternative transit service plans considered and the recommendations of the study Advisory Committee.

The alternative transit service plans for Ozaukee County were developed to address the existing and probable future transit service needs in the County. The transit service needs specifically identified in Chapter I of this report included:

- The transportation needs of the County's transit-dependent population, principally elderly persons, disabled persons, and children aged 10 through 18 for nonschool-related travel
- The need for serving reverse-commute work trips to provide employers in Ozaukee County with better access to the Milwaukee County labor force
- The need for major employers in the County to reduce travel by single-occupant vehicles for travel to and from work

The alternative transit service plans were also intended to address deficiencies in the existing transit services provided in the County. The principal transit service deficiencies identified through the evaluation of the existing services included:

- The limited availability of public transit service in major areas of urban development and to and from major trip generators
- The limited availability of special transit services for work trips made in the County on an average weekday
- The inadequate capacity of the Countywide specialized transportation services provided

by the Ozaukee County Office of Aging Services to serve trips by the elderly and disabled population

To address these needs, three basic transit service alternatives were developed and evaluated:

- Alternative No. 1: Maintain without change the existing 1995 transit services provided by various agencies and organizations in the County
- Alternative No. 2: Expand local transit service by providing shared-ride taxicab service to the general public in only the major urban communities of the County
- Alternative No. 3: Expand local transit service by providing shared-ride taxicab service to the general public throughout the County

In addition to local shared-ride taxicab service, Alternatives No. 2 and No. 3 also included the provision of rapid-transit bus service between Ozaukee County and the Milwaukee Central Business District (CBD) to serve both traditional and reverse-commute travel and the use of special shuttle-van and rideshare services to assist employers in better meeting the transportation needs of their employees.

For all the alternatives considered, this chapter provides information on the operating characteristics, potential ridership, and estimated costs of the proposed transit services over a five-year planning period extending from 1996 through 2000. To facilitate ready comparison of the costs of the various types and levels of transit service, operating and capital project costs are presented in constant 1995 dollars. The comparisons assume no change in transit fares, no inflationary increases in operating costs, and stable 1995 levels of Federal and State transit funding over the planning period.

BASIC ASSUMPTIONS

For Alternatives No. 2 and No. 3, which proposed the expansion of public transit services in the County, it was assumed that operation of the pro-

posed transit services would be initiated at the beginning of calendar year 1996. This is the earliest time that State and Federal transit operating assistance funds may be expected to become available to help defray the attendant operating costs. This assumption required several other key assumptions to be made in turn.

First, it was assumed that approval of any public transit service improvements recommended for implementation would be obtained from the County and local governmental units concerned early in the third quarter of 1995. Only after such approvals are received can other actions necessary for initiating any recommended transit service improvements be undertaken, including the preparation of Federal and State grant applications toward partial support of attendant capital and operating costs.

Second, it was assumed that the process of competitively procuring any transit services from the private sector would be under way by the end of the third quarter of 1995. It will be important for any needed transit service contracts between the governmental units concerned and the private operators to be in place by the middle of the fourth quarter of 1995 to allow time for startup activities by the contract operators and time to revise financial information included in initial applications for Federal and State grants. This was of major significance for any transit services for the rural areas of the County, because the filing deadline for applications for Federal rural transit assistance and State transit operating assistance for shared-ride taxicab service in 1996 was at the beginning of the fourth quarter of 1995. Any such applications would need to be prepared initially with estimates of the costs of proposed transit operating and capital projects.

Third, it was assumed that any additional capital equipment needed to provide new or expanded transit services would initially need to be leased, either directly by the County or municipality or indirectly through contracts with transit operators. Publicly acquired equipment would be phased in as funding became available. Assuming the use of Federal capital assistance, the acquisition of equipment would, given the Federal grant and procurement regulations, require up to two years. The initial cost of operating new or expanded services, consequently, was expected to be somewhat higher than in later years because of charges for using leased capital equipment.

Finally, it was assumed that, as much as possible, Federal and State transit assistance funds would be

used in partial support of any new or expanded services available to the general public in order to minimize local costs. Such Federal funds were to be drawn from two different Federal transit funding programs. The principal source of Federal funds for both routine capital and operating assistance projects in that portion of Ozaukee County lying within the Milwaukee urbanized area (see Map 1 in Chapter I), including the Cities of Cedarburg and Mequon and the Villages of Grafton and Thiensville, would be the Federal Transit Administration (FTA) Section 9 formula assistance program. While it was assumed that Section 9 funds would be available to provide up to 80 percent of the cost of capital improvement projects, it was also assumed that the Section 9 funds available for operating assistance would be limited. Historically, the need for such operating assistance funds by transit operators in the Milwaukee urbanized area has exceeded the amount available. On the basis of the 1995 allocation of Section 9 funds to the Milwaukee urbanized area, it was assumed that Ozaukee County could receive about \$40,000 in Federal Section 9 funds for operating assistance in 1996. With respect to the portion of Ozaukee County outside of the Milwaukee urbanized area, the Federal Section 18 formula transit assistance program funding was assumed to be available for both capital and operating assistance. It was also assumed that Federal funds would be available through the Section 18 program to fund up to 80 percent of transit capital project costs and up to 28 percent of total operating costs. In regard to State financial assistance, it was assumed that such assistance would be available to cover up to 42 percent of the total operating costs of eligible public transit services as provided for in 1995 under Section 85.20 of the Wisconsin Statutes. It was also assumed that the County would continue to receive an allocation equal to its 1995 allocation of about \$61,000 in State specialized transit assistance funds in each year of the planning period. Such funds were allocated to counties Statewide on the basis of elderly and disabled population and could be used to subsidize both capital and operating costs of services to the elderly and disabled population.

ALTERNATIVE NO. 1: MAINTENANCE OF THE STATUS QUO

The first transit service alternative considered was simply to continue the existing transit services provided in the County during 1995. Under this alternative, the publicly subsidized shared-ride taxicab service provided in the City of Port Washington and environs would continue to comprise the only local transit service available to the general public in the

County. Specialized transit services for priority population groups would continue to be offered by public and private agencies and organizations. A limited amount of special employee-transit services for reverse-commute travel between Milwaukee and Ozaukee County would continue to be provided through the Wisconsin Department of Transportation Employment Transit Assistance Program, or job-ride. However, Ozaukee County and the local municipalities located therein would not undertake any projects which would require the expenditure of public funds to subsidize any new or improved transit services.

The projected average annual ridership and operating expenditures over the planning period for the continuation of the existing services under this status quo alternative are shown in Table 48. The transit services identified in the table represent those provided by the principal transportation service providers identified in Chapter III of this report. Average annual ridership on all the identified services would be expected to total about 114,000 one-way trips per year. The operating expenditures shown are based on the 1995 operating budgets provided by each service provider and projections prepared by Commission staff based upon 1994 and 1995 expenditure levels. Given no changes in the scope of the existing transit services provided by each provider, total operating expenses for the services may be expected to average \$690,000 per year over the planning period. Further, it is assumed the cost of providing these services would continue to be supported through the fares charged for their use and through the budgets of the sponsoring public and private agencies. The total operating deficits or subsidies needed for these services may be expected to average \$534,000 per year over the planning period.

Funding from various Federal and State programs and from private sources may be expected to cover a substantial portion of the projected operating subsidies, with only about \$75,000 per year being directly provided by the local units of government in the County. Such local funding would include approximately \$65,000 provided by Ozaukee County for the specialized transportation service offered by the Ozaukee County office of Aging Services. This level of County funding assumes that the only nonlocal source of funding would be the State's specialized transportation assistance program. This funding would then be used to offset the operating deficit. It was assumed that the County would continue to receive an annual allocation of such

funds of about \$61,000 and that 75 percent of the County's annual allocation, about \$45,700, would be used to support the operating costs of the service, with the remaining 25 percent used to fund capital equipment purchases. About \$8,000 in local funds would be provided by the City of Port Washington for the City's shared-ride taxicab service. This assumed that Federal Section 18 formula transit assistance program and State urban mass transit operating assistance program funding would continue to be used to offset 70 percent of the operating expenses of the shared-ride taxicab service. About \$2,000 in local funding would be needed from the City of Cedarburg for the Cedarburg Senior Center van service under the assumption that, as during 1995, no Federal or State assistance would be used to support the operating costs of that service.

In addition to annual operating expenses, each of the principal transportation service providers would also need to purchase capital equipment over the planning period to maintain the operation of the transit services concerned. Projections of the capital equipment needs and expenditures are provided in Table 49. It was estimated that approximately \$763,000 would be required for the purchase of replacement operating equipment by the principal service providers. Federal and State funding would then be added to funding from the private sector. Accordingly, it was estimated that about \$123,000 of direct local public funding would be required. Of the local funding required, just under \$77,000 would be required from Ozaukee County for the purchase of replacement vehicles for the Office of Aging Services' specialized transportation program. Importantly, this level of County funding assumes that 25 percent of the total annual State funding in support of the County's specialized transportation assistance program of about \$61,000, or about \$15,300 per year, would be used to help fund needed capital equipment purchases. This would result in a total of almost \$77,000 in State funding being available for capital projects over the planning period.

About \$11,000 from the City of Port Washington would be required for the purchase of replacement vehicles for the City's shared-ride taxicab service. This assumes that 80 percent of the total costs of capital equipment purchased for the taxicab system would be funded through the Federal Section 18 formula program. About \$35,000 would be required from the City of Cedarburg for a replacement vehicle for the Cedarburg Senior Center's van service, which does not utilize Federal or State funding programs.

Table 48

**PROJECTED AVERAGE ANNUAL OPERATING EXPENSES, PASSENGER
REVENUES, AND OPERATING DEFICITS FOR THE PRINCIPAL TRANSPORTATION
SERVICES WITHIN OZAUKEE COUNTY UNDER ALTERNATIVE NO. 1: 1996-2000**

Service Category	Service Provider	Annual Ridership (one-way trips)	Annual Operating Expenses	Annual Operating Revenues	Annual Operating Deficit	
					Total	Local Public Funds
General Public Transit Service	City of Port Washington Transport Taxi Service	19,600	\$103,700	\$ 22,900	\$ 80,800	\$ 8,200
Employee Transportation Service	Meda-Care Vans, Inc. Milwaukee Careers Cooperative	16,000	\$116,000	\$ 31,200	\$ 84,800	\$ 0
		28,000	139,000	27,600	111,400	0
Specialized Transportation Service	Cedarburg Senior Center Ozaukee County Office of Aging Services Portal Industries, Inc. St. Mary's Hospital- Ozaukee	5,000	\$ 7,000	\$ 5,400	\$ 1,600	\$ 1,600
		12,300	148,300	38,000	110,300	64,600
		28,000	124,000	12,000	112,000	0
		5,000	52,000	19,200	32,800	0
Total		113,900	\$690,000	\$156,300	\$533,700	\$74,400

Source: SEWRPC.

Table 49

**PROJECTED CAPITAL NEEDS AND EXPENDITURES FOR THE PRINCIPAL
TRANSPORTATION SERVICES WITHIN OZAUKEE COUNTY UNDER ALTERNATIVE NO. 1: 1996-2000**

Service Provider	Capital Equipment	Number	Estimated Total Cost ^a	Estimated City/County/ Local Public Cost ^a
City of Port Washington	Wheelchair-accessible full-size van	1	\$ 35,000	\$ 7,000
	Seven-passenger minivan	1	20,000	4,000
Subtotal	--	2	\$ 55,000	\$ 11,000
Meda-Care Vans, Inc.	Full-size vans	5	\$100,000	\$ 0
Milwaukee Careers Cooperative	Full-size vans	7	\$140,000	\$ 0
Cedarburg Senior Center	Wheelchair-accessible full-size van ^b	1	\$ 35,000	\$ 35,000
Ozaukee County Office Of Aging Services	Wheelchair-accessible full-size van	3	\$105,000	\$ 52,500
	Automobiles	4	48,000	24,000
Subtotal	--	7	\$153,000	\$ 76,500
Portal Industries, Inc.	Wheelchair-accessible full-size van	8	\$280,000	\$ 0
Total	--	30	\$763,000	\$122,500

^aCosts are expressed in constant 1995 dollars.

^bAt the time of plan preparation, the City of Cedarburg Senior Center was considering a nonaccessible minivan as the replacement for the existing full-size wheelchair-accessible van. The cost of the minivan was estimated at \$20,000.

Source: SEWRPC.

ALTERNATIVE NO. 2: EXPANDED TRANSIT SERVICE ONLY IN MAJOR URBAN COMMUNITIES

The second transit service alternative considered would address the major deficiencies in the current transit services in the County by expanding the general-public transit service available only in major urban communities of the County. This would be accomplished by providing shared-ride taxicab service in the Port Washington-Saukville, Cedarburg-Grafton, and Mequon-Thiensville areas of the County.

This alternative also envisioned that the County would implement a new bus route providing a limited level of rapid transit service from the Milwaukee CBD to park-ride lots in Ozaukee County. Specially designed transit services connecting with the proposed rapid-transit bus route at park-ride lots in Ozaukee County, or with Milwaukee County Transit System bus routes at stops in northern Milwaukee County, would also be provided, along with ride-share services for workers at major employment centers in the County. Such services would be developed to assist employers in the County in filling job vacancies and in meeting employee trip-reduction goals.

Shared-Ride Taxicab Service

Alternative No. 2 envisioned that publicly supported shared-ride taxicab systems would be established to serve the areas of urban development within and immediately surrounding the City of Port Washington and Village of Saukville, the City of Cedarburg and Village of Grafton, and the City of Mequon and Village of Thiensville, as shown on Map 18. Two subalternatives entailing different approaches for implementing shared-ride taxicab service in these areas, County operation versus local community operation, and different periods of operation for the shared-ride taxicab systems, limited weekday only operation versus operation seven days a week, were examined. The proposed operating characteristics of the shared-ride taxicab services under each sub-alternative are presented in Table 50.

Subalternative No. 2A: Subalternative No. 2A proposed that shared-ride taxicab services be provided in conjunction with the specialized transportation service for elderly and disabled individuals operated by the Ozaukee County Office of Aging Services. This would entail opening the County's specialized transportation services for use by the general public within the urban service areas shown on Map 18. The proposed shared-ride taxicab service

within these areas would, thereby, be integrated and fully coordinated with the Office of Aging Services' specialized transportation program. The principal responsibility for providing shared-ride taxicab service under this subalternative would rest with Ozaukee County.

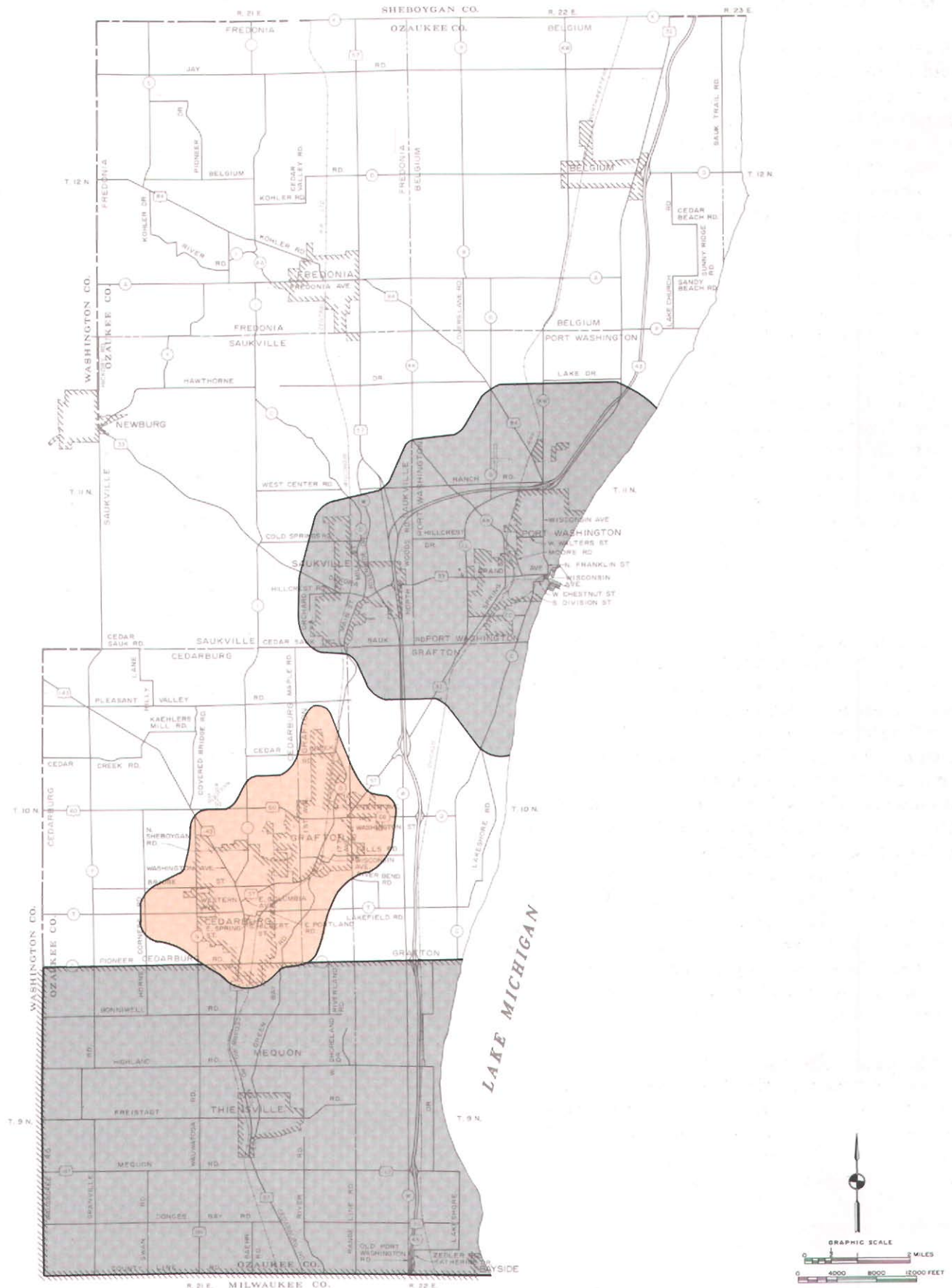
The proposed shared-ride taxicab service would be provided with operating characteristics similar to those of the Office of Aging Services' specialized transportation program. Service would be provided only on weekdays, excluding holidays, between 7:45 a.m. and 5:00 p.m. Individuals using the service would need to call the Office of Aging Services at least 24 hours in advance to make a reservation to use the service. Restrictions on the number of trips individuals would be allowed to make on the service, which were six one-way trips per week during 1995, would be eliminated.

Fares for the local shared-ride taxicab service would be similar to the distance-based fares charged by the Office of Aging Services' specialized transportation service. Fares for elderly or disabled individuals would range from \$2.00 per one-way trips for trips of five miles or less to \$2.60 per one-way for trips of 5.1 miles or more. Fares for adults and students aged five years to 18 years old would be approximately one-and-one-half times the fares charged to elderly and disabled individuals, ranging from \$3.00 per one-way trip for trips five miles or less, to \$3.90 per one-way trip for trips 5.1 miles or more. No charge would be assessed for children four years old and under when accompanied by a person paying a fare. The additional charges assessed under the existing specialized transportation program to persons making more than six one-way trips per week would be eliminated. The proposed base fares would be comparable to the highest fares currently charged on publicly subsidized shared-ride taxicab systems in Wisconsin. While not assumed under this subalternative, special fare programs providing discounts from the full cash fares could be established for their residents by the individual communities served or by employers encouraging use of the service by employees. The costs of the subsidized fares would be borne by the community or the employer.

It is envisioned that most trips made on the proposed shared-ride taxicab services would be five miles long or less, since only trips made by the general public entirely within each identified service area would be served. Trips made by elderly and disabled individuals between taxicab service areas, or between outlying portions of the County

Map 18

**AREAS WITHIN OZAUKEE COUNTY PROPOSED TO BE SERVED
BY SHARED-RIDE TAXICAB SERVICE UNDER ALTERNATIVE NO. 2**



Source: SEWRPC.

Table 50

**PROPOSED OPERATING CHARACTERISTICS OF THE COMMUNITY
SHARED-RIDE TAXICAB SERVICES PROPOSED UNDER ALTERNATIVE NO. 2**

Operating Characteristic	Subalternative 2A	Subalternative 2B
Service Administration	County operation through the Office of Aging Services	Local community operation through contact with private transit operators
Service Levels		
Days of Operation	<u>Hours of Operation</u>	<u>Hours of Operation</u>
Weekdays	7:45 a.m.-5:00 p.m.	6:00 a.m.-6:00 p.m., Fridays until 9:00 p.m.
Saturdays	No service	8:30 a.m.-6:00 p.m.
Sundays	No service	8:00 a.m.-12:00 noon
Holidays	No service	No service
Response Time	24-hour advance reservation	60 minutes
Vehicle Requirements		
For System Operation		
Weekdays	10 ^a	10
Saturdays	--	6
Sundays	--	6
Existing Fleet Size	6 ^a	9
Additional Vehicles Needed	4	8
Passenger Fares		
Distribution of Revenue Passengers by Fare Category		
Adult/Student (ages five-18) ^b	30 percent	35 percent
Elderly (aged 60 and older) or Disabled	70 percent	65 percent
Cash Fares (per one-way trip)	<u>Adult/Student</u> <u>Elderly/Disabled</u>	<u>Adult/Student</u> <u>Elderly/Disabled</u>
Five Miles or Less	\$3.00 \$2.00	\$3.00 \$2.00
Over Five Miles	3.90 2.60	3.90 2.60

^a Includes vehicles needed to provide specialized transportation service to elderly and disabled persons outside local shared-ride taxicab service areas within Ozaukee County and between Ozaukee County and surrounding counties.

^b Children ages four and under would be free if with a paid passenger.

Source: SEWRPC

and the taxicab service areas, would continue to be served by the Office of Aging Services' specialized transportation service. This County service would also continue to serve trips made by elderly and disabled individuals entirely within the rural portions of Ozaukee County, as well as trips made by such individuals between Ozaukee County and surrounding counties. The existing shared-ride taxicab service operated by the City of Port Washington would continue to operate at 1995 service levels and fares. The County shared-ride taxicab service proposed for the Port Washington-Saukville area would be designed to serve only trips made by the general public with one or both trip ends outside of the City's shared-ride taxicab service area, including trips made between the City of Port Washington and Village of Saukville, and trips made entirely within the Village of Saukville. The

specialized transportation services provided by the City of Cedarburg Senior Center and by St. Mary's Hospital-Ozaukee would be similarly reduced.

The projected ridership and financial performance of the transportation services which were proposed to be provided by Ozaukee County under this sub-alternative are presented in Table 51. Under this sub-alternative, the proposed shared-ride taxicab services may be expected to carry approximately 21,000 one-way trips during the first year of operation, 1996. By the year 2000, annual ridership on the taxicab services may be expected to increase to about 25,000 one-way trips, or by about 19 percent, over 1996 ridership levels. It was assumed that ridership on the specialized transportation services provided by the County program for trips made by elderly and disabled persons outside the proposed

Table 51

**RIDERSHIP AND FINANCIAL PERFORMANCE OF THE SHARED-RIDE
TAXICAB AND SPECIALIZED TRANSPORTATION SERVICES PROVIDED
BY OZAUKEE COUNTY UNDER SUBALTERNATIVE NO. 2A: 1996-2000**

Operating Characteristic	1995 Budget	Projected ^a							
		1996				2000			
		Specialized Transportation	Urbanized Shared-ride Taxi	Nonurbanized Shared-ride Taxi	County Total	Specialized Transportation	Urbanized Shared-ride Taxi	Nonurbanized Shared-ride Taxi	County Total
Service Provided									
Total Annual Platform-Hours	11,810	9,600	7,300	800	17,700	9,600	9,100	1,000	19,700
Ridership (annual one-way trips)	12,300	6,800	19,200	2,100	28,100	6,800	22,700	2,500	32,000
Service Costs^b									
Total Annual Operating Expenses	\$148,300	\$139,000	\$104,000	\$11,000	\$254,000	\$130,000	\$122,000	\$14,000	\$266,000
Total Annual Passenger Revenues	38,000	27,000	45,500	5,000	77,500	27,000	53,800	5,900	86,700
Total Annual Operating Deficit	110,300	112,000	58,500	6,000	176,500	103,000	68,200	8,100	179,300
Sources of Required Public Funds									
Federal Funds									
FTA Section 9 ^c	\$ 0	\$ 0	\$ 14,800	\$ 0	\$ 14,800	\$ 0	\$ 17,000	\$ 0	\$ 17,000
FTA Section 18 ^d	0	0	0	1,400	1,400	0	0	2,200	2,200
Subtotal	\$ 0	\$ 0	\$ 14,800	\$ 1,400	\$ 16,200	\$ 0	\$ 17,000	\$ 2,200	\$ 19,200
State Funds									
Urban Public Transit Operating Assistance ^e	\$ 0	\$ 0	\$ 43,700	\$ 4,600	\$ 48,300	\$ 0	\$ 51,200	\$ 5,900	\$ 57,100
Specialized Transportation for Counties ^f	45,700	45,700	0	0	45,700	45,700	0	0	45,700
Subtotal	\$ 45,700	\$ 45,700	\$ 43,700	\$ 4,600	\$ 94,000	\$ 45,700	\$ 51,200	\$ 5,900	\$ 102,800
Local Funds	\$ 64,600	\$ 66,300	\$ 0	\$ 0	\$ 66,300	\$ 57,300	\$ 0	\$ 0	\$ 57,300
Total	\$110,300	\$112,000	\$ 58,500	\$ 6,000	\$176,500	\$103,000	\$ 68,200	\$ 8,100	\$179,300
Service Effectiveness and Efficiency									
Annual Passengers per Platform-Hour	1.0	0.7	2.6	2.6	1.6	0.7	2.5	2.5	1.6
Total Expense per Passenger	\$12.06	\$20.44	\$5.42	\$5.24	\$9.04	\$19.12	\$5.37	\$5.60	\$8.31
Total Revenue per Passenger	3.09	3.97	2.37	2.38	2.76	3.97	2.37	2.36	2.71
Total Deficit per Passenger	8.97	16.47	3.05	2.86	6.28	15.15	3.00	3.24	5.60
Percent of Expenses Recovered through Operating Revenues	25.6	19.4	43.8	45.5	30.5	20.8	44.1	42.1	32.6

^aAssumes taxi service would be provided with the operating characteristics shown in Table 50 for Subalternative No. 2A.

^bAll costs and revenues presented in constant 1995 dollars.

^cAssumes up to one-half of Ozaukee County's projected total allocation of \$40,000 in FTA Section 9 operating assistance funds would be available to offset the operating deficits of shared-ride taxicab service operated within the portions of Ozaukee County inside the Milwaukee urbanized area.

^dAssumes Federal transit operating assistance available through the FTA Section 18 formula transit assistance program would be available to cover 28 percent of the operating expenses of the shared-ride taxicab service operated within the portions of Ozaukee County outside the Milwaukee urbanized area.

^eAssumes transit operating assistance available through the State urban mass transit operating assistance program would be available to cover 42 percent of the operating expenses of the shared-ride taxicab service operated within the County.

^fAssumes assistance available through the State specialized transportation assistance program for counties would continue to be available at the 1995 level of about \$61,000 throughout the planning period and that 75 percent of each year's allocation would be used to support the operating costs of the County's specialized transportation program. The remaining 25 percent of the County's annual allocation would be used or set aside to help fund projected capital equipment purchases for the specialized transportation service.

Source: SEWRPC.

shared-ride taxicab service areas would remain stable at about 7,000 one-way trips per year over the planing period. As a result, total annual ridership on both the shared-ride taxicab and specialized transportation services provided the by Office of Aging Services transportation program would be expected to total approximately 28,000 one-way trips in 1996, an increase of approximately 16,000 one-way trips, or 133 percent, over the approximately 12,000 one-way trips projected to be carried

by the program in 1995. By the year 2000, total ridership would be expected to be approximately 32,000 one-way trips, an increase of about 14 percent over projected 1996 ridership levels.

Some expansion in the County's specialized transportation program would be required to accommodate the additional trips by the general public generated by the provisions of shared-ride taxicab services. The 1995 budget for the County's

specialized transportation program called for the use of six vehicles each weekday. Based upon the ridership data developed from program trip logs examined in Chapter III of this report, it was estimated that about 5,500 annual one-way trips, or about 45 percent of the total 1995 projected annual ridership, may be expected to be made by elderly and disabled individuals on the County's specialized transportation service within the proposed the shared-ride taxicab service areas. To accommodate the additional trips made by the general public, the County program would need to be expanded, requiring the operation of three additional vehicles each weekday in 1996 and a fourth vehicle each weekday by the year 2000.

With the projected increases in service levels, operating expenses for the County's specialized transportation program may be expected to increase from the 1995 level of about \$148,000, to about \$254,000 in 1996, or by about 72 percent. The increase in operating expenses for 1996 reflect costs attributable to the increase in annual vehicle-hours operated, lease costs for the additional vehicles needed, and increases in the unit cost per vehicle-hour due to projected increases in administrative costs. By the year 2000, total annual operating expenses for the County program may be expected to increase to about \$266,000, or by about 5 percent over projected 1996 levels, principally as the result of the increase in annual vehicle-hours between 1996 and 2000.

The expansion of the County's specialized transportation program may be expected to increase total passenger revenues for the program significantly. In 1996, approximately \$78,000 in passenger revenues may be expected to be generated by the County's specialized transportation program, an increase of 105 percent over the \$38,000 in estimated 1995 passenger revenue. By the year 2000, passenger revenue may be expected to increase, with gains in ridership on the shared-ride taxicab services, to about \$87,000, or about 12 percent over projected 1996 levels. Even with projected increases in passenger revenues, the total operating deficit for the County program may be expected to increase because of the rise in operating expenses associated with the envisioned service expansion. By 1996, the total annual operating deficit for the program may be expected to reach about \$176,000, an increase of about 60 percent over the operating deficit of \$110,000 projected under the 1995 operating budget. By the year 2000, the operating deficit for the program may be expected to reach \$180,000, or about three percent above the projected 1996 operating deficit for the program.

The proposed expansion of the County's specialized transportation program would have a significant impact on the County funding needed to subsidize the service. The County would, however, be able to draw upon State and Federal transit operating assistance programs available to transit services for the general public to offset projected operating deficits for the new shared-ride taxicab services. As a result, County funding needed to support the expanded transit services envisioned under this sub-alternative would be about \$66,000 in 1996, or only about \$1,000 more than the County funding needed in 1995 to support its specialized transportation program. By the year 2000, County funding needed to support the transportation program may be expect to decrease to about \$58,000, or about 12 percent below the projected 1996 County funding level. By way of comparison, County funding would represent about 44 percent of total operating expenses in 1995, about 26 percent of such expenses in 1996, and only about 22 percent in 2000, given the new sources of Federal and State assistance.

The cost of the capital equipment purchases required for the Office of Aging Services transportation program under this subalternative are presented in Table 52. In addition to the seven replacement vehicles for the existing specialized transportation service identified under Alternative No. 1, the County would need to acquire three seven-passenger minivans and one full-sized wheelchair-accessible van to provide the proposed shared-ride taxicab services. The total cost of these four additional vehicles was estimated at \$95,000. Because these vehicles would be used to provide transit services to the general public, their acquisition costs would qualify for funding under the Federal Sections 9 and 18 formula transit assistance programs. Approximately \$76,000, or 80 percent, of the total cost of these vehicles could be funded through these Federal programs. The remaining \$19,000, or 20 percent, of the total costs would need to be provided by the County. Including the replacement equipment needed for the existing specialized transportation services, the total cost of the necessary capital equipment under this sub-alternative would be about \$248,000. If Federal transit capital assistance funds, as well as a portion of the County's annual allocation of funds under the State's specialized transportation assistance program for counties, were used, approximately \$96,000, or about 39 percent, of the total capital costs would need to be funded by Ozaukee County.

Subalternative No. 2B: Subalternative No. 2B proposed that the shared-ride taxicab services for the

Table 52

**CAPITAL PROJECT EXPENDITURES
REQUIRED FOR THE SHARED-RIDE TAXICAB
AND SPECIALIZED TRANSPORTATION SERVICES
PROVIDED BY OZAUKEE COUNTY UNDER
SUBALTERNATIVE NO. 2A: 1996-2000**

Capital Equipment	Number	Unit Cost ^a	Total Cost ^a
Replacement Equipment Required under Alternative No. 1 to Maintain Existing County Specialized Transportation Service Wheelchair-Accessible			
Full-Size Vans	3	\$35,000	\$105,000
Automobiles	4	12,000	48,000
Subtotal	7	--	\$153,000
Additional Equipment Required to Expand Existing Service to Provide Shared-Ride Taxicab Service			
Seven-Passenger Minivans	3	\$20,000	\$ 60,000
Wheelchair-Accessible Full-Size Vans	1	35,000	35,000
Subtotal	4	--	\$ 95,000
Total	11	--	\$248,000
Federal Share of Costs ^b	--	--	\$ 76,000
State Share of Costs ^c	--	--	76,500
County Share of Costs	--	--	95,500

^aCosts are expressed in constant 1995 dollars.

^bAssumes 80 percent of the total capital costs of the vehicles needed to provide general-public shared-ride taxicab service would be funded through the Federal Transit Administration Section 9 and Section 18 formula grant programs.

^cReflects funds allocated to Ozaukee County under the State specialized transportation assistance program for counties. It was assumed that about \$15,300, or 25 percent, of the County's assumed total annual allocation of about \$61,000, would be used or set aside each year from 1996 through 2000 to help fund the costs of needed capital equipment purchases for the County's specialized transportation service.

Source: SEWRPC.

general public within the Port Washington-Saukville area, the Cedarburg-Grafton area, and the Mequon-Thiensville area be developed independently from the specialized transportation service provided by the Ozaukee County Office of Aging Services. This would be accomplished by having local communities assume responsibility for developing and implementing shared-ride taxicab systems in much the same manner as the City of Port Washington developed its shared-ride taxicab system in 1994. Under this subalternative the taxicab systems would be community-based, serving trips made within and between the sponsoring communities. These services would initially serve travel only within and between the incorporated communities, that is, the City of Port Washington and the Village of Saukville, the City of Cedarburg and Village of Grafton, and the City of Mequon and Village of Thiensville, respectively, but would be expanded by the year 2000 to provide service to contiguous

urban development in the unincorporated townships within a radius of two miles from the city or village corporate limits.

This subalternative assumed the continued operation and expansion of the existing shared-ride taxicab system operated by the City of Port Washington, which would be expanded to serve travel between the City of Port Washington and the Village of Saukville and environs, as well trips made entirely within the Saukville area. Either the City of Cedarburg or the Village of Grafton and either the City of Mequon or the Village of Thiensville would need to create publicly subsidized shared-ride taxicab systems serving travel within these community groupings, with one of the paired communities as the formal public sponsor of the taxicab system. The other community or communities within the service area concerned would then need to enter into an intergovernmental agreement with the sponsoring community to ensure an equitable distribution of the costs entailed in operating the taxicab systems. It was anticipated that the existing specialized transportation service provided by the City of Cedarburg Senior Center, in the Cedarburg-Grafton area, and by St. Mary's Hospital-Ozaukee, in the Mequon-Thiensville area, would be replaced by the shared-ride taxicab service proposed under this subalternative. The other specialized transportation services available in the County were envisioned, under this subalternative, to be maintained.

The shared-ride taxicab systems proposed under Subalternative No. 2B would provide a higher level of public transit service than the shared-ride taxicab service proposed under Subalternative No. 2A. The taxicab systems in all three areas under Subalternative No. 2B would operate seven days a week, excluding holidays and would provide service on weekdays between 6:00 a.m. and 6:00 p.m., with Friday hours until 9:00 p.m.; on Saturdays between 8:30 a.m. and 6:00 p.m.; and on Sundays between 8:00 a.m. and 12:00 noon. These proposed service days and hours would represent a modest expansion in the existing weekday hours of operation for the City of Port Washington shared-ride taxicab system. The taxicab services in all three urban service areas would operate with a 60-minute-maximum response time under which a taxicab vehicle would be dispatched to pick up a user within a maximum of 60 minutes of the requested trip departure time. This would represent an increase in the current response time of 30 minutes for the Port Washington's taxicab system. The longer response time, however, should enable the taxicab systems to serve a larger area with fewer vehicles.

It was assumed that passenger fares for the shared-ride taxicab services in each urban service area, as presented in Table 50, would be identical to those proposed under Subalternative No. 2A. As such, the fares charged to elderly and disabled individuals would be virtually identical to the existing fares charged to such individuals using the specialized transportation service offered by the Ozaukee County Office of Aging Services. The proposed elderly and disabled fares for the shared-ride taxicab service would, however, be about four times greater than the fare of \$0.50 per one-way trip charged to elderly and disabled individuals using the City of Cedarburg Senior Center's specialized transportation service. The Cedarburg Senior Center's van service has been able to charge low fares largely because of the low operating expenses for the service, a result of the use of unpaid volunteers as drivers for the service. For the City of Port Washington shared-ride taxicab system, the proposed fares would represent a doubling of the existing base fares currently charged to City's taxicab patrons, which range from \$1.00 per one-way trip for elderly and disabled individuals and students to \$1.50 per one-way trip for adults. The operation of the City taxicab service with higher fares was suggested as a means of improving the financial performance of the taxicab system in the findings of the evaluation of existing transit services presented in Chapter VI of this report. The proposed base fares would be comparable to the highest fares currently charged on publicly subsidized shared-ride taxicab services in Wisconsin. While not assumed under this alternative, special discounted fares could also be offered by employers to their employees to encourage the use of the shared-ride taxicab service, with the costs of the subsidized fares borne by the employer.

The shared-ride taxicab services would be provided by one or more private transit operators under contract with sponsoring local communities. This arrangement would be similar to that for the City of Port Washington's taxicab system during 1994 and 1995 under which the City of Port Washington contracted for the operation of the taxicab service with Johnson School Bus Service, Inc. The City of Port Washington selected Johnson School Bus Service, Inc., after it undertook a competitive procurement process in 1993 to solicit bids from a number of taxicab service operators. The service contract for the Port Washington's taxicab system called for the facilities, and initially the vehicles, for the taxicab service to be supplied by the private transit operator. The City of Port Washington replaced the vehicles initially supplied by its contract service

operator in 1995 with new vehicles purchased with Federal funding assistance. A similar arrangement was assumed for the taxicab systems serving the Cedarburg-Grafton, and Mequon-Thiensville areas, in which the vehicles needed for system operations would initially be leased from the private transit operators and then replaced with publicly purchased vehicles when Federal and local funding becomes available.

One additional vehicle to supplement the two existing vehicles would be needed for the City of Port Washington's shared-ride taxicab system under this subalternative. While the proposed increases in passenger fares for the Port Washington's taxicab system may be expected to reduce the existing demand for the taxicab service, the increased size of the taxicab service area would result in the need for the additional vehicle. Within the Cedarburg-Grafton and the Mequon-Thiensville taxicab service areas, a total of seven vehicles would be needed to provide the service: three vehicles in the Cedarburg-Grafton service area and four vehicles in the Mequon-Thiensville service area. As a result, a total of ten vehicles would be needed to provide service within the three service areas.

Projections of the ridership and financial performance of the shared-ride taxicab services proposed under this subalternative are presented in Table 53. The proposed services may be expected to generate an annual ridership of about 60,000 one-way trips in 1996, with approximately 17,000 one-way trips made in the Port Washington urban service area, about 20,000 one-way trips in the Cedarburg-Grafton urban service area, and about 23,000 one-way trips in the Mequon-Thiensville urban service area. The ridership on the Port Washington's taxicab system in 1996 would represent a decrease of about 18 percent from the projected 1995 ridership of almost 20,000 trips and would be largely the result of the proposed doubling of the existing taxicab service fares proposed under this alternative. By the year 2000, ridership on the shared-ride taxicab systems in the County may be expected to increase to a combined total of about 69,000 one-way trips, with about 17,000 one-way trips in the Port Washington urban service area, about 24,000 one-way trips in the Cedarburg-Grafton urban service area, and about 28,000 one-way trips in the Mequon-Thiensville urban service area.

Total annual operating expenses of the shared-ride taxicab services in the County in 1996 may be expected to be about \$601,000, including about \$162,000 for the Port Washington system, about

Table 53

**RIDERSHIP AND FINANCIAL PERFORMANCE OF COMMUNITY-BASED SHARED-RIDE
SERVICES WITHIN OZAUKEE COUNTY UNDER SUBALTERNATIVE NO. 2B: 1996-2000**

Operating Characteristic	1995 Budget	Projected ^a							
		1996				2000			
	Port Washington Taxicab System	Port Washington Taxicab System	Cedarburg- Grafton Taxicab System	Mequon- Thiensville Taxicab System	County Total	Port Washington Taxicab System	Cedarburg- Grafton Taxicab System	Mequon- Thiensville Taxicab System	County Total
Service Provided									
Total Annual Platform-Hours	4,980	7,800	8,400	11,700	27,900	7,800	9,200	12,700	29,700
Ridership (annual one-way trips)	19,600	16,700	19,900	23,300	59,900	17,400	23,600	27,600	68,600
Service Costs ^b									
Total Annual Operating Expenses . . .	\$103,700	\$162,000	\$184,000	\$255,000	\$601,000	\$157,000	\$185,000	\$255,000	\$597,000
Total Annual Passenger Revenue . . .	22,900	40,500	48,100	57,200	145,800	42,100	57,000	67,700	166,800
Total Annual Operating Deficit	80,800	121,500	135,900	197,800	455,200	114,900	128,000	187,300	430,200
Sources of Required Public Funds									
Federal Funds									
FTA Section 9 ^c	\$ 0	\$ 0	\$ 10,000	\$ 10,000	\$ 20,000	\$ 0	\$ 10,000	\$ 10,000	\$ 20,000
FTA Section 18 ^d	29,000	43,400	0	0	45,200	41,200	0	0	43,900
Subtotal	\$ 29,000	\$ 43,400	\$ 10,000	\$ 10,000	\$ 65,200	\$ 41,200	\$ 10,000	\$ 10,000	\$ 63,900
State Funds									
Urban Public Transit									
Operating Assistance ^e	\$ 43,600	\$ 67,800	\$ 77,300	\$107,000	\$252,100	\$ 65,800	\$ 77,500	\$106,900	\$250,200
Local Funds	8,200	10,300	48,600	80,800	137,900	7,900	40,500	70,400	116,100
Total	\$ 80,800	\$121,500	\$135,900	\$197,800	\$455,200	\$114,900	\$128,000	\$187,300	\$430,200
Service Effectiveness and Efficiency									
Annual Passengers per									
Platform-Hour	3.9	2.1	2.4	2.0	2.1	2.2	2.6	2.2	2.3
Total Expense per Passenger	\$5.29	\$9.70	\$9.25	\$10.94	\$10.03	\$9.02	\$7.84	\$9.24	\$8.70
Total Revenue per Passenger	1.17	2.43	2.42	2.45	2.43	2.42	2.42	2.45	2.43
Total Deficit per Passenger	4.12	7.28	6.83	8.49	7.60	6.60	5.42	6.79	6.27
Percent of Expenses Recovered									
through Operating Revenues	22.1	25.0	26.1	22.4	24.3	26.8	30.8	26.5	27.9

^a Assumes taxi service would be provided with the operating characteristics shown in Table 50 for Subalternative No. 2B.

^b All costs and revenues presented in constant 1995 dollars.

^c Assumes up to one-half of Ozaukee County's projected total allocation of \$40,000 in FTA Section 9 operating assistance funds would be available to offset the operating deficits of shared-ride taxicab service operated within the portions of Ozaukee County inside the Milwaukee urbanized area.

^d Assumes Federal transit operating assistance available through the FTA Section 18 formula transit assistance program would be available to cover 28 percent of the operating expenses of the shared-ride taxicab service operated within the portions of Ozaukee County outside the Milwaukee urbanized area.

^e Assumes transit operating assistance available through the State urban mass transit operating assistance program would be available to cover 42 percent of the operating expenses of the shared-ride taxicab services operated within the County.

Source: SEWRPC.

\$184,000 for the Cedarburg-Grafton system, and about \$255,000 for the Mequon-Thiensville system. The projected 1996 operating expenses for the Port Washington system would be about 55 percent higher than the total projected operating expenses for the City system in 1995. By the year 2000, total operating expenses for shared-ride taxicab services in the County would be expected to decrease by about 1 percent from projected 1996 expense levels, to about \$597,000, including about \$157,000 for the Port Washington system, about \$185,000 for the Cedarburg-Grafton system, and about \$255,000 for the Mequon-Thiensville system.

Total annual passenger revenues generated by the shared-ride taxicab services in the County may be expected to be about \$146,000 in 1996, includ-

ing about \$41,000 for the Port Washington system, about \$48,000 for the Cedarburg-Grafton system, and about \$57,000 for the Mequon-Thiensville system. The projected 1996 passenger revenues for the Port Washington's taxicab system would represent an increase of about 77 percent over the \$23,000 in passenger revenue projected for the system in 1995. By the year 2000, passenger revenues may expected to increase by about 14 percent over 1996 levels to approximately \$167,000, including about \$42,000 for the Port Washington system, about \$57,000 for the Cedarburg-Grafton system, and about \$68,000 for the Mequon-Thiensville system.

The total annual operating deficit for the shared-ride taxicab services in the County under this sub-alternative would be about \$455,000 in 1996,

including about \$122,000 for the Port Washington system, about \$136,000 for the Cedarburg-Grafton system, and about \$198,000 for the Mequon-Thiensville system. The projected 1996 operating deficit for the Port Washington system would represent an increase of about 49 percent over the projected 1995 operating deficit of about \$81,000 for that system. By the year 2000, the operating deficits for the shared-ride taxicab services in the County would be expected to decrease by about 13 percent from 1996 levels, totaling about \$430,000, including about \$115,000 for the Port Washington system, about \$128,000 for the Cedarburg-Grafton system, and about \$187,000 for the Mequon-Thiensville system.

With the use of Federal and State transit operating funding for general-public transit systems, the local funds needed to support the operating deficits of the shared-ride taxicab systems in the County may be expected to total about \$138,000 in 1996, representing about 23 percent of total projected operating expenses. Projected levels of Federal and State transit operating assistance funds may be expected to be sufficient to cover most of the operating deficit for the Port Washington's taxicab system in 1996, leaving about \$10,000 in local funds needed to support the taxicab operations. This would represent an increase of about \$2,000 over the total of approximately \$8,000 in local funds needed in 1995. Since Federal transit operating assistance funds would be limited for the Cedarburg-Grafton and Mequon-Thiensville systems, approximately \$49,000 in local funds would be required to support the Cedarburg-Grafton system and approximately \$81,000 would be required to support the Mequon-Thiensville system. By the year 2000, the total local operating deficit for shared-ride taxicab services in the County may be expected to decrease to about \$116,000, or by about 13 percent, from projected 1996 levels, representing about 19 percent of projected operating expenses. Projected levels of Federal and State transit operating assistance funds should again be sufficient to cover most of the operating deficit for the Port Washington system, leaving only about \$8,000 to be covered by local funds. The local funds needed to support the operating deficit for the Cedarburg-Grafton system may be expected to be about \$40,000 and the local funds need for the Mequon-Thiensville system may be expected to be about \$70,000.

The projected capital costs for the operating equipment needed to provide the publicly subsidized shared-ride taxicab systems proposed under this subalternative are presented in Table 54. It was

assumed that the vehicles needed to operate the shared-ride taxicab systems in each area would be a mixed fleet of seven-passenger minivans and full-sized wheelchair-accessible vans. To comply with current Federal regulations, the fleet used to provide shared-ride taxicab services, including those acquired by private taxicab operators for the service contracts within each area, would need to include at least one vehicle accessible to disabled persons, including those using wheelchairs. The provision of garaging and maintenance facilities in each area was not proposed under the subalternative since it is not common practice for such facilities to be provided in other similar-sized Wisconsin communities with publicly supported shared-ride taxicab systems. The storage of vehicles outside or at the home of the taxicab driver is common; vehicle maintenance is usually performed at a local garage or automobile dealership.

The total cost of the equipment needed for the proposed shared-ride taxicab services may be expected to approximate \$245,000. This would include about \$75,000 for the Port Washington system for two replacement vehicles for the existing service and one additional vehicle, about \$75,000 for new vehicles for the Cedarburg-Grafton system and about \$95,000 for new vehicles for the Mequon-Thiensville system. Assuming that 80 percent of these costs could be funded through Federal transit capital assistance programs, the local funding required would total about \$49,000 for all County shared-ride taxicab services, including about \$15,000 for the Port Washington system, about \$15,000 for the Cedarburg-Grafton system, and about \$19,000 for the Mequon-Thiensville system.

The establishment of publicly subsidized shared-ride taxicab systems serving the Port Washington-Saukville, Cedarburg-Grafton, and Mequon-Thiensville urban service areas as proposed under this subalternative would have an impact on the specialized transportation service provided by the Ozaukee County of Aging Services. It was estimated that about 5,500 one-way trips, representing about 45 percent of the existing annual ridership on the specialized transportation service, would be lost to the shared-ride taxicab services operated within these areas. Assuming that the vast majority of these trips would be five miles or less in length, the loss of these trips would represent a reduction of about \$11,000 in total annual passenger revenues for the County's specialized transportation service. Faced with this revenue loss, the County could continue to operate the service with six vehicles as at

Table 54

**CAPITAL PROJECT EXPENDITURES REQUIRED FOR THE COMMUNITY-BASED
SHARED-RIDE TAXICAB SERVICES PROPOSED UNDER SUBALTERNATIVE NO. 2B: 1996-2000**

Capital Equipment	Number	Unit Cost ^a	Total Cost ^a			
			Port Washington Taxicab System	Cedarburg-Grafton Taxicab System	Mequon-Thiensville Taxicab System	County Total
Replacement Equipment Required under Alternative No. 1 to Maintain Existing Services						
Seven-Passenger Minivans	1	\$20,000	\$20,000	--	--	\$20,000
Wheelchair-Accessible Full-Size Vans	1	35,000	35,000	--	--	35,000
Subtotal	2	--	\$55,000	--	--	\$55,000
Additional Equipment Required to Provide New or Expanded Shared-Ride Taxicab Services						
Seven-Passenger Minivans	6	\$20,000	\$20,000	\$40,000	\$60,000	\$120,000
Wheelchair-Accessible Full-Size Vans	2	35,000	--	35,000	35,000	70,000
Subtotal	8	--	\$20,000	\$75,000	\$95,000	\$190,000
Total	10	--	\$75,000	\$75,000	\$95,000	\$245,000
Federal Share of Costs ^b	--	--	\$60,000	\$60,000	\$76,000	\$196,000
Local Share of Costs			15,000	15,000	19,000	49,000

^aCosts are expressed in constant 1995 dollars.

^bAssumes 80 percent of the total capital costs of the vehicles needed to provide general public shared-ride taxicab service would be funded through the Federal Transit Administration Section 9 and Section 18 formula grant programs.

Source: SEWRPC.

present and increase the County funds for the service, attempt to replace the lost revenue by serving more longer trips made between other locations within the County or between the County and locations in surrounding counties at higher fares, or could reduce the level of service provided by the specialized transportation program.

On the basis of the projected 1995 operating budget for the specialized transportation service, it was estimated that the County could reduce operating expenses for the service by about \$40,000 per year, or by about 27 percent, to about \$108,000, by reducing the number of vehicles operated each weekday from six vehicles to four vehicles. Assuming passengers fares of about \$27,000 per year, as a result of the ridership loss to shared-ride taxicab services, the operating deficit for the service would be reduced by about 26 percent from the projected 1995 level of about \$110,000 to about \$81,000. Assuming that the County would use 75 percent of its annual allocation of State specialized transit assistance funding for the operating cost of the service, the County share of the operating deficit would be about \$35,000, or about 47 percent below the projected 1995 local operating deficit of about \$65,000.

The County would also be able to reduce the capital costs of purchasing replacement vehicles for the specialized transportation service identified under Alternative No. 1 (see Table 49) if it decided to reduce the level of service provided by the existing program. It was estimated that the County would need to purchase only five replacement vehicles instead of seven for the reduced service between 1996 and 2000. This would reflect the purchase of one less automobile and one less wheelchair-accessible full-sized van. Total expenditures for purchasing replacement vehicles would then be reduced by about \$47,000, or by about 31 percent, to about \$106,000. With the reduction in total projected capital costs, the State funds accumulated by reserving a portion of the County's annual allocation of the State specialized transportation assistance funds would be sufficient to cover about \$76,500 of the total projected capital costs. The necessary County funds, amounting to about \$29,500, would represent about 28 percent of the total costs.

Rapid-Transit Bus Service

Alternative No. 2 also envisioned the provision of a limited level of rapid-transit bus service between park-ride lots in Ozaukee County and the Milwau-

kee CBD to serve weekday work travel. The proposed bus route would be based on the recommendations of the regional transportation system plan for the year 2010 adopted by the Regional Planning Commission in December 1994.¹ That plan recommends that rapid-transit bus service be provided between the CBD of Milwaukee and seven public transit stations in southern and central Ozaukee County. The proposed rapid bus service recommended under the plan would operate only during weekday peak periods and in both directions of travel. As such, the transit service would address both the needs of residents of Ozaukee County commuting to jobs in Milwaukee County and of Ozaukee County employers seeking residents of Milwaukee County as employees.

Alternative No. 2 proposed that Ozaukee County act to implement what might be considered a first stage of the rapid-transit bus service recommended in the regional transportation system plan. The proposed bus route would serve three park-ride lots in Ozaukee County, as shown on Map 19, providing bus service in both directions during weekday peak periods, with stops in central Milwaukee County to facilitate reverse-commute use. The reverse-commute bus trips would allow Milwaukee County residents to connect with specially designed shuttle transit services operated between the Ozaukee County park-ride lots and Ozaukee County employment centers.

The proposed rapid-transit bus route would originate from an existing carpool parking lot in the vicinity IH 43 and STH 57², in the Town of Grafton, and would operate over IH 43 between this park-ride lot and the City of Milwaukee CBD, stopping

at ride-park lots at IH 43 and CTH C, in the Town of Grafton, and at IH 43 and STH 167, in the City of Mequon. Reconstruction of the existing carpool parking lot at IH 43 and CTH C to provide improved bus circulation would need to be considered. Since no publicly constructed park-ride facility currently exists in the vicinity of STH 167 and IH 43, a new facility would need to be constructed there. The route could initially serve a temporary park-ride facility, located in an existing shopping center in the vicinity of STH 167 and IH 43, such as the lot for the Pavilion Shopping Center, immediately south of STH 167 on N. Port Washington Road.

The proposed route would operate nonstop over IH 43 between STH 167 and W. Locust Street in Milwaukee County. In the morning, bus trips would circulate through the Milwaukee CBD by exiting IH 43 at N. 11th Street, then operating eastward over W. Wells Street, southward on N. 5th Street, eastward on W. and E. Wisconsin Avenue, northward on N. Prospect Avenue, westward on E. and W. Kilbourn Avenue, and northward on N. 6th and N. 7th Streets, reentering IH 43 at W. Locust Street. This routing would allow for distribution of commuters from Ozaukee County to workplaces in the Milwaukee CBD and also provide connections with several Milwaukee County Transit System bus routes operating along W. and E. Wisconsin Avenue and along N. 6th and N. 7th Streets to serve Milwaukee County residents reverse-commuting to employment locations in Ozaukee County. In the afternoon, the downtown routing would be reversed, with buses entering the Milwaukee CBD southward on N. 8th St., southeastward on N. Halyard St., southward on N. 6th Street and exiting the CBD via the W. Kilbourn Avenue ramp to IH 43 North.

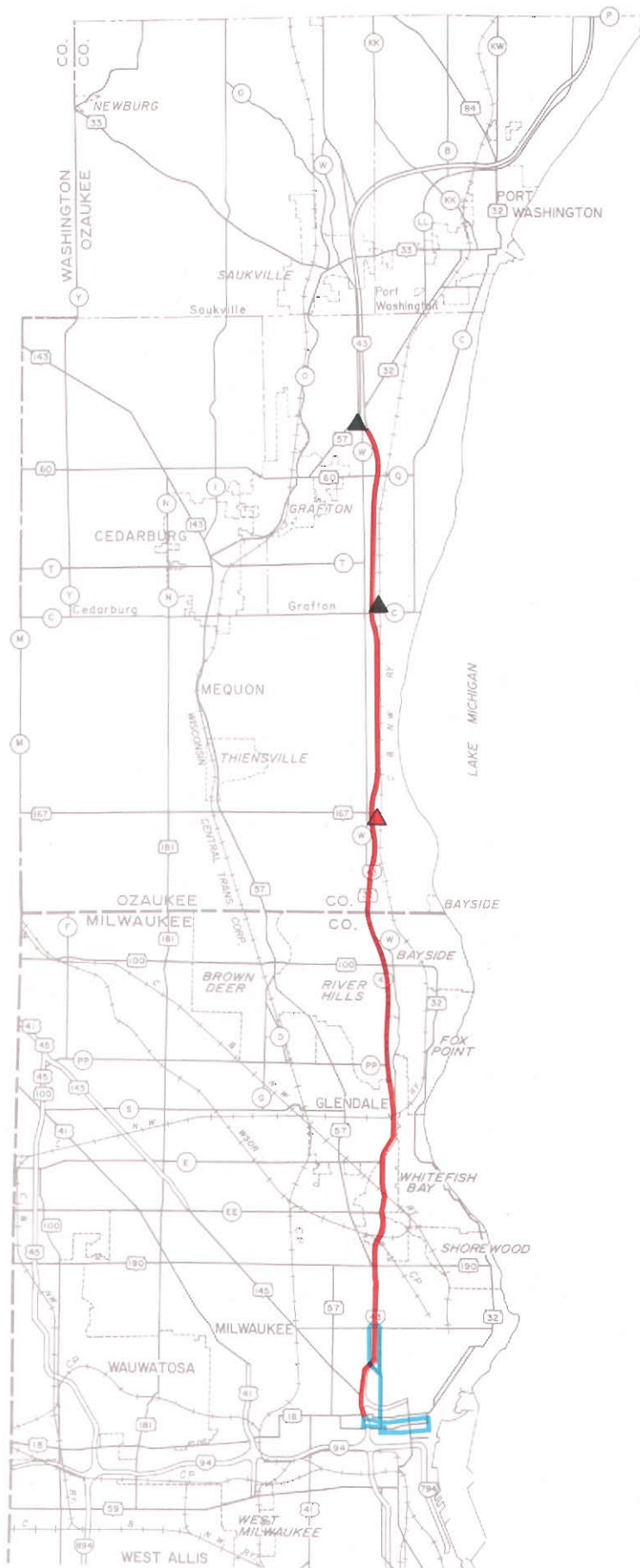
The proposed operating characteristics of the rapid-transit bus route are presented in Table 55. Buses operating over the route would provide eight daily round trips, four each weekday morning and four each weekday afternoon. In the morning, bus service would be scheduled to provide bus trips to the Milwaukee CBD between 5:45 a.m. and 7:45 a.m., with reverse-commute bus service scheduled to arrive at the park-ride lots in Ozaukee County between 6:15 a.m. and 8:15 a.m. In the afternoon, bus service to Ozaukee County park-ride lots would be scheduled to leave the Milwaukee CBD between 3:30 p.m. and 5:30 p.m., with bus service in the reverse-commute direction scheduled to depart Ozaukee County park-ride lots between 3:15 p.m. and 5:00 p.m.

¹See SEWRPC Planning Report No. 41, *A Regional Transportation System Plan for Southeastern Wisconsin: 2010*, December 1994.

²While the study to prepare the Ozaukee County transit service plan was underway, jurisdictional transfers affecting several highways in Ozaukee County were made effective. One such transfer was the transfer of STH 57 between IH 43 and STH 60 from a state trunk to a county trunk highway, CTH V, on January 1, 1995. The designation of this facility as STH 57 was, however, retained in the text, tables, and maps within this report.

Map 19

**PROPOSED RAPID-TRANSIT
BUS ROUTE TO SERVE OZAUKEE
AND MILWAUKEE COUNTIES**



LEGEND

PROPOSED RAPID TRANSIT BUS ROUTE

- NONSTOP SEGMENT
- SEGMENT WITH REGULAR STOPS

PARK-RIDE LOT

- ▲ EXISTING
- ▲ PROPOSED

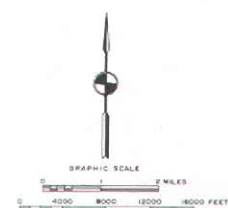


Table 55

**PROPOSED OPERATING CHARACTERISTICS OF THE
RAPID-TRANSIT BUS ROUTE FOR OZAUKEE COUNTY**

Operating Characteristic	Rapid-Transit Bus Route to Milwaukee CBD
Service Administration	County operation through contract with existing transit operator
Total Route-Miles ^a	48
Service Levels	
Days of Operation	<u>Hours of Operation</u>
Weekdays	5:15 a.m. - 8:30 a.m.
Headways	3:15 p.m. - 5:45 p.m.
Number of Bus Trips	30 minutes
A.M. Period	Four inbound
P.M. Period	Four outbound
Total	Four inbound
	Four outbound
	Eight inbound
	Eight outbound
Vehicle Requirements for Service Operation	
A.M. Period	Three
P.M. Period	Four
Fares ^b	
IH 43 and STH 167 - Milwaukee CBD	\$1.75
IH 43 and CTH C - Milwaukee CBD	2.00
IH 43 and STH 57 - Milwaukee CBD	2.25

^aRound-trip.

^bProposed adult cash fares per one-way trip.

Source: SEWRPC.

The proposed number of bus trips was intended to provide an adequate level of convenient service for the Ozaukee County travel market and thereby attract ridership to the proposed route. In this respect, some of the prospective users of the route are current users of rapid "freeway flyer" bus service provided on Milwaukee County Transit System Route No. 49, who drive to park-ride lots served by the route at IH 43 and Brown Deer Road and also at Green Bay Avenue and Brown Deer Road. The number of bus trips which would be operated over the proposed Ozaukee County bus route would be about one-half the number of bus trips currently operated over Route No. 49 during the morning and afternoon peak periods of each weekday. The proposed number of reverse-commute bus trips to be operated over the route would provide for convenient use by Milwaukee County residents seeking to reach job locations in Ozaukee County. By way of comparison, the service level on the proposed route for commuters working in the Milwaukee CBD would be similar to the initial level of service provided by Waukesha County on a new rapid-transit bus route serving the Menomonee Falls area implemented in 1981 and by Milwaukee County on

an extension of a rapid-transit bus route to serve a new park-ride lot in the City of Oak Creek implemented in 1993.

The fares charged for the proposed rapid transit bus service would be distanced-based. The base cash fare for one-way trip for passengers boarding or alighting the route at the proposed park-ride lot in the vicinity of IH 43 and STH 57 would be \$1.75 per one-way trip. Fares for passengers boarding or alighting the service at the park-ride lot at IH 43 and CTH C would be \$2.00 per one-way trip; passengers boarding or alighting at the terminus of the route at IH 43 and STH 57 would pay a fare of \$2.25 per one-way trip. These fares would be from \$0.25 to \$0.75, or about 17 to 50 percent more than the base cash fare of \$1.50 per one-way trip for passengers using the existing rapid-transit bus service provided by the Milwaukee County Transit System. These fares would, however, be comparable to fares charges on other rapid-transit bus routes serving areas outside Milwaukee County, in Waukesha County.

It was proposed that Ozaukee County contract for the operation of the rapid-transit bus route from an existing transit operator who would be responsible for all aspects of service provision including supplying the necessary operating equipment. This arrangement would be similar to that currently used by Waukesha County, which contracts with two existing transit operators, the publicly owned and operated Milwaukee County Transit System and the privately owned Wisconsin Coach Lines, Inc., to provide rapid-transit bus service for Waukesha County. The Milwaukee County Transit System would represent a logical contract service operator for the proposed route since it currently operates ten rapid transit "freeway flyer" bus routes in Milwaukee County, including Route No. 49, which has a significant portion of its ridership originating inside Ozaukee County. Operation of the route by the Milwaukee County Transit System would have advantages for Milwaukee County residents using the route to reverse-commute to Ozaukee County employment locations. The proposed Ozaukee County route would be designed to provide connections with other Milwaukee County Transit System local and express bus routes serving central Milwaukee County. Potential reverse-commute passengers would benefit from having a common fare structure and common information services for all the routes used in making a trip. The existing private transit operators with which Waukesha County contracts for rapid-transit bus services, or which Ozaukee County contracts with for transpor-

Table 56

**PROJECTED RIDERSHIP AND FINANCIAL
PERFORMANCE OF THE PROPOSED RAPID-TRANSIT
BUS SERVICE FOR OZAUKEE COUNTY: 1996-2000**

Operating Characteristic	Projected ^a	
	1996	2000
Service Provided		
Total Annual Platform-Hours	5,200	5,200
Ridership (annual one-way trips)	51,000	60,000
Service Cost^b		
Total Annual Operating Expenses	\$328,000	\$328,000
Total Annual Passenger Revenues	\$ 91,000	\$108,000
Total Annual Operating Deficit	\$237,000	\$220,000
Sources of Required Public Funds		
Federal Funds FTA Section 9 ^c	\$ 20,000	\$ 20,000
State Funds		
Urban Public Transit Operating Assistance ^d	137,600	137,600
County Funds	79,400	62,400
Total	\$237,000	\$220,000
Service Effectiveness and Efficiency		
Annual Passengers per Platform-Hour	9.8	11.5
Total Expense per Passenger	\$6.43	\$5.47
Total Revenue per Passenger	\$1.78	\$1.80
Total Deficit per Passenger	\$4.65	\$3.67
Percent of Expenses Recovered through Operating Revenues	27.7	32.9

^aAssumes operation of the rapid bus service with the operating characteristic shown in Table 55.

^bAll costs and revenues presented in constant 1995 dollars.

^cAssumes up to one half of Ozaukee County's projected total allocation of \$40,000 in FTA Section 9 operating assistance funds would be available to offset the operating deficits of the rapid-transit bus service.

^dAssumes transit operating assistance available through the State urban mass transit operating assistance program would be available to cover 42 percent of the operating expenses of the rapid bus service.

Source: SEWRPC.

tation service for the Lasata Nursing Home, would also represent potential contract service operators for the Ozaukee County service. Ultimately, the County would need to undertake a competitive procurement process to solicit service bids from these and other interested transit operators before deciding upon a specific operator for the service.

The projected ridership and estimated financial performance for the proposed Ozaukee County rapid-transit bus route are provided in Table 56. During

the initial year of operation in 1996, the route may be expected to carry approximately 51,000 annual one-way trips including both Ozaukee County residents commuting to work locations in the City of Milwaukee CBD, as well as Milwaukee County residents reverse commuting to Ozaukee County and using the proposed employee shuttle-transit services described in the following section. By the year 2000, ridership on the route may be expected to increase to about 60,000 annual one-way trips or by about 18 percent.

Operating expenses for the route would be expected to be about \$328,000 per year over the planning period. Passenger revenues on the route may be expected to total about \$91,000 in 1996, increasing to about \$108,000 by 2000, with increases in route ridership. The total annual operating deficit for the route in 1996 may be expected to be about \$237,000 and may be expected to decrease slightly to about \$220,000 by 2000. With the use of available Federal and State transit operating assistance funds, about \$79,000 in County funds would be needed to support the route operation in 1996. This may be expected to decrease to about \$62,000 in 2000, given the projected increases in ridership and passenger revenues.

Because the contract transit service operator would be responsible for supplying the operating equipment for the route, there would be no capital costs for transit vehicles entailed. However, some capital costs would be entailed for the construction of the new park-ride lot in the vicinity of IH 43 and STH 167, in the City of Mequon, and the potential reconstruction to provide for improved bus circulation at the existing carpool parking lot at the intersection IH 43 and CTH C, in the Town of Grafton. To facilitate early implementation of the proposed route, it was assumed that the existing carpool lot at IH 43 and CTH C could be used without reconstruction and that a temporary park-ride lot in the vicinity of IH 43 and STH 167 could be created by leasing space in a private shopping center lot in the area. The park-ride lot proposed for both locations would need to accommodate approximately 50 cars for transit commuters and should be designed to allow for circulation of buses through the lot. A boarding platform equipped with a passenger waiting shelter, telephone service, and a bus information display or kiosk would also need to be provided. It is estimated that the cost of the two park-ride lots would range from about \$225,000, for the reconstructed park-ride lot at IH 43 and CTH C, to about \$250,000, for the new park-ride

lot proposed to be constructed in the vicinity of STH 167 and IH 43. Assuming the availability of Federal funds under the Congestion Mitigation and Air Quality Improvement Program, County costs for the park-ride lots would total about \$95,000, or about 20 percent of the total costs of \$475,000.

Special Employee-Transit Services

This alternative also proposed that specially designed transit services be provided to assist Ozaukee County employers in filling job vacancies by providing unemployed and underemployed Milwaukee residents with access by transit to Ozaukee County job locations. The special transit services were also needed to assist Ozaukee County employers in meeting the employee trip-reduction goals of the Federal Clean Air Act of 1990. The proposed transit services consisted of shuttle services to distribute reverse-commute riders on the proposed rapid-transit bus route, and passengers transferring from existing bus routes terminating in Milwaukee County, to major employment locations in Ozaukee County. The potential for employees to use ridesharing services for travel to and from employment locations within the County was also examined using the results of a special Regional Planning Commission survey of major employers in the County conducted in 1994.

The special shuttle transit services envisioned under this alternative would connect with the proposed rapid-transit bus route at park-ride lots in the County and with a major express bus route operated by the Milwaukee Transit System, Route No. 1, Metrolink Northwest Express, at the Northridge Shopping Center in northern Milwaukee County. The shuttle services would be primarily intended to serve individuals traveling from Milwaukee County to jobs in Ozaukee County. The shuttle services would be developed cooperatively with Ozaukee County employers to ensure that the transit service for potential reverse-commuting employees would be provided where and when it is needed. The shuttle services would be undertaken on a demonstration basis.

To ensure the most cost-effective operation of shuttle services, it was envisioned that the proposed shuttle routes would, at least initially, serve the major employment concentrations within the developed urban portions of the County. The shuttle service would be available only during weekday peak periods and would be operated as fixed-route deviation service. In this respect, the routes would operate on a regular, or fixed, schedule between

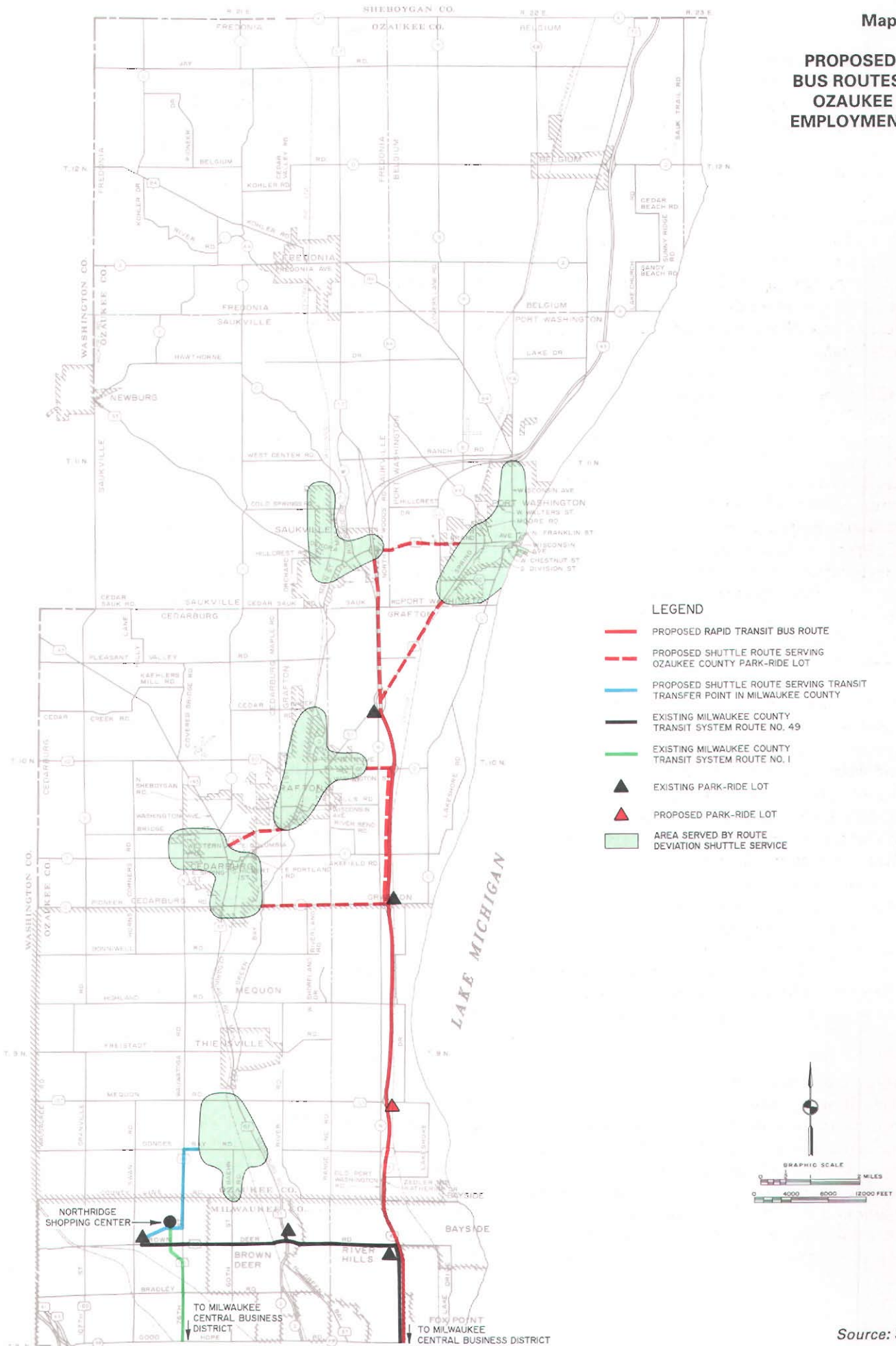
the shuttle-route termini at Ozaukee County park-ride lots and the Northridge Shopping Center and the employment concentrations, but would deviate at the specific request of the individuals using the service to serve the industries and businesses located within the employment centers. Passengers using the routes to travel to their employment locations would inform the driver what business establishment within the shuttle-route service area they were traveling to. Reservations for return trip could also be made, either at that time or by telephone. Individuals could also have a standing arrangement with the service operator for travel to and from work each weekday. Departure and arrival times of the vehicles operated over the shuttle routes would be coordinated with the arrival and departure times of the bus routes serving the shuttle-route termini. The shuttle services would be operated with 12- to 15-passenger vans.

The shuttle routes envisioned under this alternative are shown on Map 20. It is envisioned that an extensive network of shuttles would be needed to serve the major employers identified in Chapter II of this study. The shuttle routes would include those serving the park-ride lots located along IH 43 at STH 57 and CTH C both in the Town of Grafton. Service over these routes could be provided between approximately 6:15 a.m. and 8:30 a.m. and between 3:00 p.m. and 4:45 p.m., coinciding with times that reverse-commute bus service would be provided over the proposed rapid-transit bus route. It was envisioned that the shuttle services could be started using one vehicle servicing each park-ride lot. Two vehicles serving each park-ride lot would ultimately be needed if the services were successful in generating ridership.

A third shuttle service would also be operated between the termini of existing Milwaukee County Transit System bus routes in the vicinity of the Northridge Shopping Center and the major employers located within the southern portion of the City of Mequon. This proposed shuttle route would originate at an existing park-ride lot located at N. 85th Street and W. Beatrice Court, in the City of Milwaukee. This lot is served by a very limited number of reverse-commute bus trips provided over the Milwaukee County Transit System Route No. 49, the Brown Deer-Northridge Freeway Flyer route. The route would also serve the terminus of Route No. 1, the Metrolink Northwest Express, at the Northridge Shopping Center. Route No. 1 provides frequent express bus service through central and northern Milwaukee County between the Milwau-

Map 20

**PROPOSED SHUTTLE
BUS ROUTES TO SERVE
OZAUKEE COUNTY
EMPLOYMENT CENTERS**



Source: SEWRPC.

kee CBD and the Shopping Center. Connections to this route from other Milwaukee County Transit System bus routes can be made along E. and W. Wisconsin Avenue, N. 12th Street, W. Fond du Lac Avenue, and N. 76th Street. Service over the proposed Northridge shuttle route would be provided to connect with Route No. 1 between about 5:30 a.m. and 8:30 a.m. and between about 2:45 p.m. and 5:30 p.m. It was envisioned that one vehicle would be needed to provide this shuttle service.

The proposed shuttle services would be designed to serve first-shift and office-shift personnel at Ozaukee County employers, which represent the vast majority of employees at the major employment centers. While designed principally to provide access to Ozaukee County jobs to a labor pool of unemployed and underemployed individuals residing in Milwaukee County, the shuttle services could also be used by Ozaukee County employers to meet employee automobile work trip reduction goals. The shuttle services would provide another option for Ozaukee County employers to promote to their employees as an alternative to commuting to work by automobile.

In order for these services to be attractive to employees for these purposes, it was proposed that a fare of \$1.00 per one-way trip be charged individuals using the shuttle services to travel only between the park-ride lot and their place of employment. A lower fare of \$0.50 per one-way trip would be charged to individuals transferring to or from the proposed rapid-transit bus route or the Milwaukee County Transit System bus routes. These fares would keep the total costs of a trip for individuals reverse-commuting to entry-level, low-paying positions with Ozaukee County employers at reasonable levels. Individuals using both the proposed rapid-transit bus and shuttle services would be required to pay total cash fares of between \$2.25 and \$2.75 per one-way trip, or between \$4.50 and \$5.50 per round trip each weekday. Individuals using the Milwaukee County Transit System Route No. 1 and the proposed Northridge shuttle service would be required to pay total cash fares of \$1.75 per one-way trip, or about \$3.50 per round-trip each weekday. Special arrangements could also be made with employers to subsidize a portion of the fares paid by employees each weekday, either to assist individuals in low-paying jobs with transportation costs or as an incentive for employees to use the shuttle services to assist the employer in meeting employee automobile work trip reduction goals.

Ozaukee County would contract with private transit companies or yellow school bus operators within

Table 57

**PROJECTED OPERATING COSTS
FOR SPECIAL EMPLOYEE SHUTTLE
SERVICES PROPOSED FOR OZAUKEE COUNTY**

Operating Characteristic	Projected	
	1996	2000
Service Provided		
Total Annual Platform-Hours	4,900	6,400
Ridership (annual one-way trips)	-- ^a	-- ^a
Service Cost ^b		
Total Annual Operating Expenses	\$100,000	\$130,000
Public Transit Operating Assistance		
Federal Funds		
FTA Section 9 ^c	--	--
FTA Section 18 ^d	\$ 17,700	\$ 26,200
Subtotal	\$ 17,700	\$ 26,200
State Funds		
Urban Public Transit Operating Assistance ^e	\$ 42,000	\$ 54,600
Total	\$ 59,700	\$ 80,800
Passenger Revenues ^a and Employer Funds	\$ 40,300	\$ 49,200

^aAt the present time, there is no good basis for estimating ridership and passenger revenues for the shuttle routes since the need for their operation will be determined by the employers served.

^bAll costs and revenues presented in constant 1995 dollars.

^cAssumes Ozaukee County's projected total allocation of \$40,000 in FTA Section 9 operating assistance funds would be used to offset the operating deficits of the proposed rapid-transit bus and shared-ride taxicab services inside the County.

^dAssumes Federal transit operating assistance available through the FTA Section 18 formula transit assistance program would be available to cover 28 percent of the operating expenses of the shuttle-bus service operated within the portions of Ozaukee County outside the Milwaukee urbanized area.

^eAssumes transit operating assistance available through the State urban mass transit operating assistance program would be available to cover 42 percent of the operating expenses of the shuttle-bus services.

Source: SEWRPC.

the area who would supply the necessary operating equipment and services for the operation of the proposed shuttle services. Potential contract operators also include the agencies and organizations currently participating in the State's employee transportation assistance, or job-ride, program. This program was designed to provide interim transportation services to be used only until employees find a long-term transportation solution. The proposed shuttle services would provide such transportation and could potentially reduce the need for a job-ride transportation service.

The projected operating costs of the proposed shuttle routes are shown in Table 57. Operating expenses for the shuttle routes during their initial year of operation in 1996 were estimated to

Table 58

MAJOR EMPLOYERS IN OZAUKEE COUNTY RESPONDING TO SPECIAL SEWRPC SURVEY: 1994

Number on Map 21	Employer	Address
1	Subject to Employee Commute Option Program	401 N. Progress Drive, Saukville
2	Cramer Coil & Transformer Company, Inc.	215 S. Park Street, Port Washington
3	Garden Way, Inc.	1230 Cheyenne Avenue, Grafton
4	Russell T. Gilman, Inc.	5800 W. Donges Bay Road, Mequon
5	Hayes Industrial Brake, Inc.	W62 N10910 Industrial Drive, Mequon
6	Telsmith, Inc.	N143 W6049 Pioneer Road, Cedarburg
7	Wabash Pioneer Container Corporation	121 W. Main Street, Port Washington
8	Ozaukee County Administration Center	1201 S. Spring Street, Port Washington
9	Ozaukee County Justice Center	W76 N677 Wauwatosa Road, Cedarburg
10	Ozaukee County La Sata Nursing Home	13133 N. Port Washington Road, Mequon
	St. Mary's Hospital-Ozaukee	
11	Other Employers	6809 STH 60, Cedarburg
12	Ataco Steel Products Corporation	W57 N14386 Doerr Way, Cedarburg
13	Carlson Tool and Manufacturing Corporation	270 N. Mill, Saukville
14	Johnson Brass and Machine Foundry, Inc.	603 N. Moore Road, Port Washington
15	Kleen Test Products	1964 Wisconsin Avenue, Grafton
	Milwaukee Sign Company, Inc.	

Source: SEWRPC

total \$100,000 per year. Operating expenses would increase by about 30 percent to approximately \$130,000 per year by 2000, assuming the need for additional vehicles. It is estimated that Federal and State transit operating assistance funds would be available to cover about \$51,000 of projected operating expenses in 1996 and about \$68,000 of projected operating expenses in 2000. The remaining costs of operating the proposed shuttle routes, totaling about \$49,000 in 1996 and about \$62,000 in 2000, would need to be provided by a combination of passenger fares and funding provided by the employers served. At the present time, no good basis exists for projecting ridership and passenger revenues on these routes because the need for their operation will be determined by the individual employers served. No County funds were proposed to support the local shuttle services.

In addition to the special employee-shuttle services, this alternative also proposed the use of ridesharing to address the needs of employers in meeting employee trip reduction goals. The potential for using ridesharing was based upon the results of a special survey of major employers in the County conducted by the Regional Planning Commission in 1994. The survey included the 29 employers, with

33 individual work places, who were required to submit Employee Commute Option (ECO) plans to the Wisconsin Department of Natural Resources in accordance with the Federal Clean Air Act amendments of 1990. Such employers included all those with 100 or more employees at an individual workplace. The survey also included 25 other employers, with between 85 to 100 employees, who were identified as planning to increase their work force. The survey requested information on the home addresses and work-shift times of their employees, together with certain attitudinal information.

Of the 54 employers contacted, 15 cooperated by providing the requested information on their employees, including ten of the employers required to submit ECO plans and five of the smaller employers. The 15 employers responding to the survey are listed in Table 58 and their locations shown on Map 21. The ten employers subject to the ECO planning requirements, had a total combined employment of approximately 2,400 jobs, including about 1,500 jobs starting or ending between 6:00 a.m and 10:00 a.m., the hours during which employee travel to work by automobile was to be reduced under work trip reduction guidelines. The five smaller employers had a total employment of about 400 jobs,

Map 21

LOCATION OF MAJOR EMPLOYERS IN OZAUKEE COUNTY
RESPONDING TO SPECIAL SEWRPC SURVEY: 1994



Source: SEWRPC.

including about 300 jobs starting between 6:00 a.m. and 10:00 a.m. In total, the fifteen employers had a total employment of about 2,800 jobs, representing about 8 percent of the total estimated 1993 employment within the County, about 36,200 jobs. For each employer responding to the survey, the home addresses of employees were assigned to U. S. Public Land Survey one-quarter sections to facilitate geographic analyses. Maps 22 and 23 are examples of types of maps prepared for each individual employer to provide employee address and work-shift information. Map 22 illustrates the location of the residences of all employees for all shifts at the employers responding to the survey; Map 23 illustrates the location of residences only of employees arriving at their place of employment between 6:00 a.m. and 10:00 a.m. and subject to the ECO requirements.

Despite the relatively poor response of County employers in providing the requested employee information, some patterns with respect to employee residences useful in planning transit services could be observed. It was determined that about 60 percent of the employees at the 15 responding firms resided within Ozaukee County, about 15 percent resided within Milwaukee County and about 15 percent resided within Washington County. The remaining 10 percent of the residences of employees were scattered throughout other counties within the seven-county Southeastern Wisconsin Region, as well as in counties north of Ozaukee County, outside the Region. Within Ozaukee County, the highest concentration of employee residences was found in the Port Washington-Saukville and Cedarburg-Grafton areas of the County, including the locations of 12 of the 15 responding firms. It was also found that about one-third of the residences of the employees of the 15 responding firms were within what would be the appropriate service area for the shared-ride taxicab services proposed under this alternative, considering the location of the employees' jobs. This would indicate that the shared-ride taxicab services proposed under this alternative could be of value to major employers in meeting employee automobile work trip reduction goals, particularly by offering employers a means of providing a guaranteed ride home for employees without automobiles. It was also found that the shifts varied widely among the responding firms. This, in combination with the low response rate, made it difficult to assess the potential for services such as subscription bus service serving many employers.

Because the proposed shared-ride taxicab services would not completely serve the shift times required to be addressed by the employer ECO plans or the residences of employees at the majority of the responding firms, it was proposed that the major employers within the County supplement the shared-ride taxicab services proposed under this alternative with ridesharing services available through existing programs. Ridesharing services would be targeted toward employees that could not be served by the proposed shared-ride taxicab services or who would prefer to use a more personal form of transportation. Table 59 summarizes the characteristics of three existing ridesharing programs within Southeastern Wisconsin during 1995 which employers could use to provide carpooling or vanpooling services for their employees.

Carpool matching services were available throughout Southeastern Wisconsin through the rideshare program operated the Wisconsin Department of Transportation. Individuals interested in forming a carpool in Southeastern Wisconsin would need to contact the Wisconsin Department of Transportation District 2 office to receive an application or may complete the application over the telephone. Using information provided by the individual concerning his or her residence, place of work, shift starting and ending times, and preference for being a driver or passenger or sharing the responsibilities, the individual would be provided with a list of potential carpool candidates. It would then be the individual's responsibility to contact the other individuals identified to make the final arrangements needed to form the carpool. There would be no cost for the matching services provided by the Department of Transportation; any other fees associated with use of the personal automobiles used to make trips would be negotiated between the individuals participating in the carpool.

For groups of commuters too large to use conventional carpooling, typically six or more individuals, two programs were available within Southeast Wisconsin which offered assistance in creating vanpools. The first program, the Southeastern Wisconsin Vanpool Program, was a cooperative effort between the Wisconsin Counties Association and the Wisconsin Department of Administration. Under this program, groups of seven to 15 commuters shared their ride to and from work in a passenger van owned, insured, and serviced by the Southeast Wisconsin Vanpool Program. Passengers shared the

Table 59

EXISTING VANPOOL AND CARPOOL SERVICES AVAILABLE TO EMPLOYEES WITHIN OZAUKEE COUNTY: 1995

Characteristic	Program Name		
	Wisconsin Department of Transportation (WisDOT) Rideshare Program	Southeast Wisconsin Vanpool Program	Milwaukee County Transit System VanPool Program
Program Administration	WisDOT Transportation District 2.	Wisconsin Department of Administration.	Milwaukee County Transit System (MCTS).
Eligible Users	Anyone.	Anyone.	People living and working within a six county area of Kenosha, Milwaukee, Ozaukee, Racine, Washington, and Waukesha Counties.
Enrollment Process	Contact the WisDOT District 2 Rideshare Administrator's office to receive and complete an enrollment application.	Contact the Wisconsin Department of Administration VanPool Administrator's office to receive and complete an enrollment application.	Contact the MCTS Business Services office to receive and complete an enrollment application.
User Costs/Fees	Fee is determined by those persons participating in the carpool.	User cost is calculated based on van size, number of people in vanpool, and daily miles traveled. ^a	User cost is calculated based on van size, number of people in vanpool, and daily miles traveled. ^a
Special Requirements	None.	Each Vanpool must have as a driver a State of Wisconsin employee who has gone through a driver safety course.	Either the origin or destination of each vanpool trip must be beyond the regular MCTS service area. Each vanpool must have one primary driver and one or two back-up drivers who meet the MCTS driver selection criteria.

^aExamples of average monthly user fees for various van sizes and travel distances would be as follows:

Number of Vanpoolers ^b	Monthly User Fees by Program									
	Southeast Wisconsin Vanpool Program ^c						MCTS VanPool Program ^c			
	Eight-Passenger Van		12-Passenger Van		15-Passenger Van		Eight-Passenger Van		12-Passenger Van	
	30 miles ^d	60 miles ^d	30 miles ^d	60 miles ^d	30 miles ^d	60 miles ^d	30 miles ^d	60 miles ^d	30 miles ^d	60 miles ^d
6	\$82	\$101	\$97	\$119	\$101	\$123	\$77	\$96	\$84	\$103
8	58	72	69	85	72	88	55	69	60	74
10	--	--	54	66	56	68	--	--	47	57
12	--	--	44	54	46	56	--	--	38	47
14	--	--	--	--	39	47	--	--	--	--

^bExcludes driver.

^cMonthly fees may be less with employer support as vanpool participants can receive up to \$60 a month in tax-free employee support.

^dRound-trip.

Source: SEWRPC.

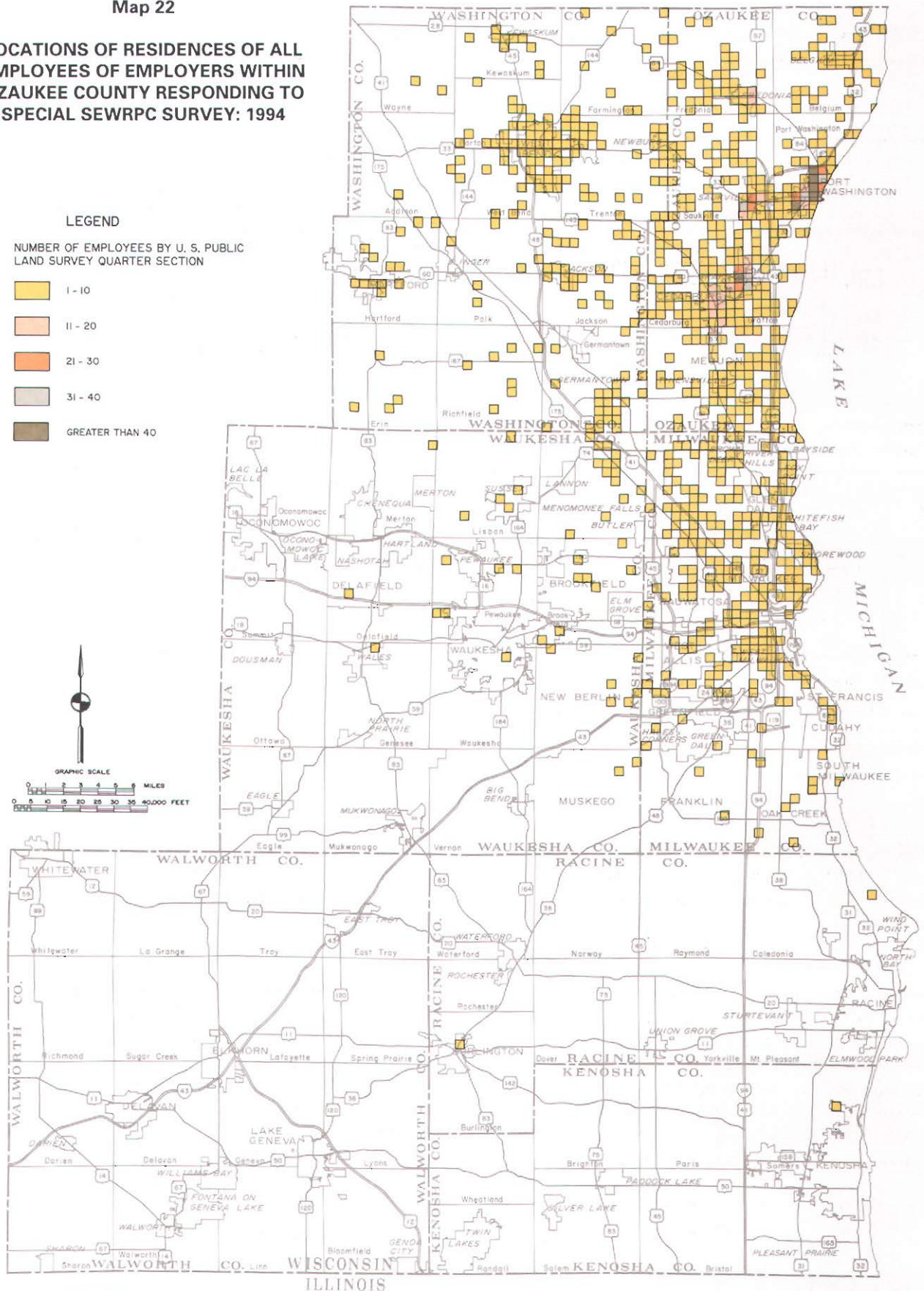
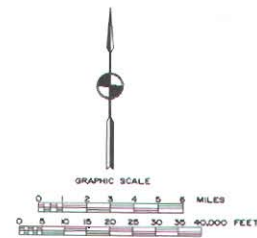
cost of operating the van by paying an equitable fare, usually as a monthly or biweekly fee, based on fixed costs, the number of passengers in the vanpool, and the total number of miles driven daily. The fares covered all costs, including gas, insurance, and van maintenance. With this arrangement, the more individuals in the vanpool, the lower the fares would be for each passenger. By assuming responsibility for driving and storing the van, drivers were allowed to participate in the vanpool with out paying any fare. One notable restriction on the use of this program was that drivers had to be State employees. Riders, however, could be employed in either the public or the private sector.

The second vanpool program available within Southeastern Wisconsin was operated by the

Milwaukee County Transit System (MCTS). This program was available to individuals living and working within a six-county area of Kenosha, Milwaukee, Ozaukee, Racine, Washington, and Waukesha Counties. To participate in the program, either the residences or the workplaces of all vanpool participants had to be outside of the area served by the regular MCTS local bus routes. Like the Southeast Wisconsin Vanpool Program, passengers shared the cost of operating the van by paying fares based on the operating cost of the van, the number of passengers in the vanpool, and the number of miles driven daily. Drivers under the MCTS Vanpool Program also rode without cost by agreeing to assume driving responsibilities and to store the vehicle. Unlike the Southeast Wisconsin Vanpool Program, vanpool drivers did not need to be State

Map 22

**LOCATIONS OF RESIDENCES OF ALL
EMPLOYEES OF EMPLOYERS WITHIN
OZAUKEE COUNTY RESPONDING TO
SPECIAL SEWRPC SURVEY: 1994**



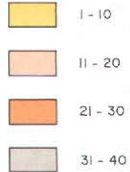
Source: SEWRPC.

Map 23

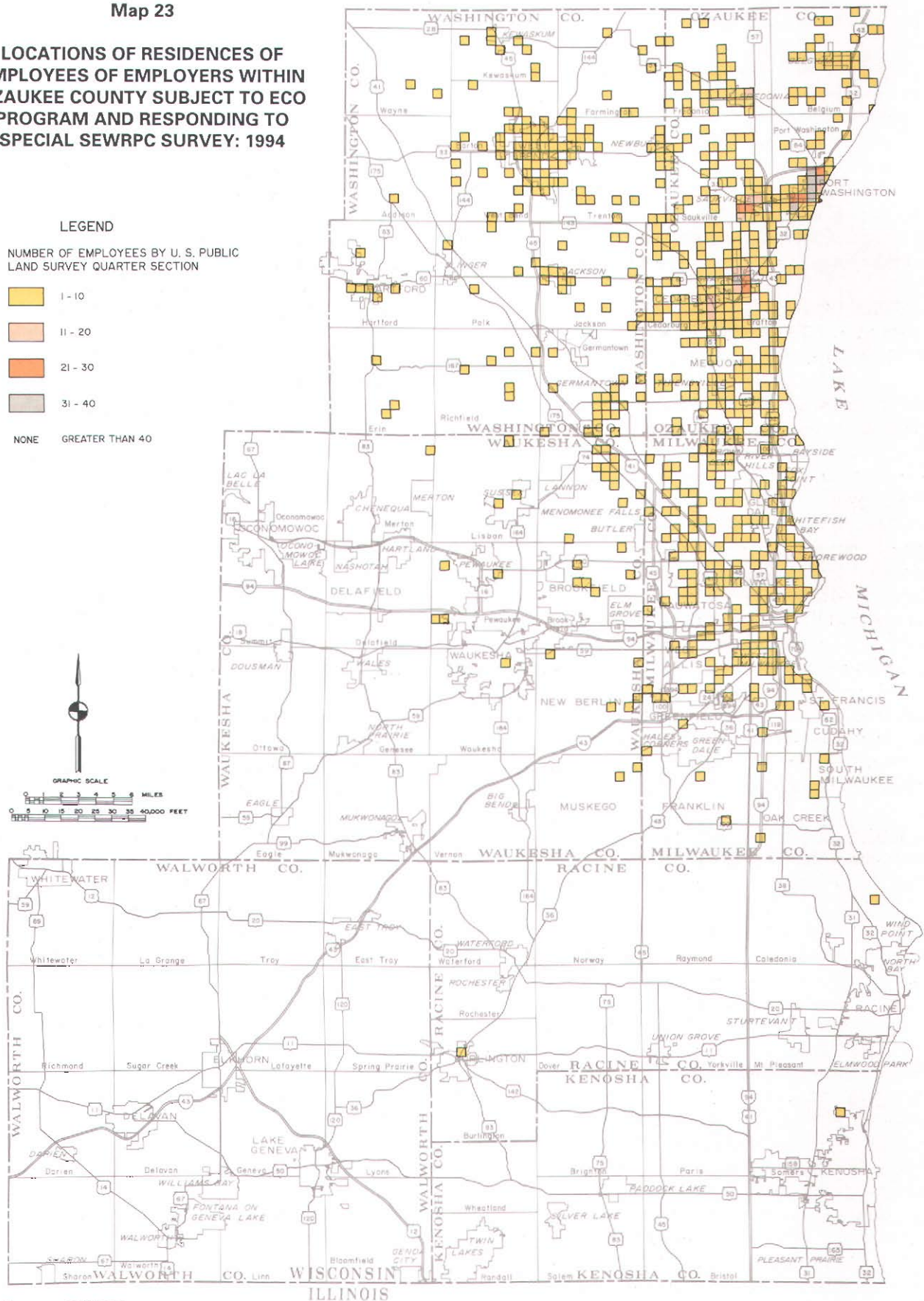
**LOCATIONS OF RESIDENCES OF
EMPLOYEES OF EMPLOYERS WITHIN
OZAUKEE COUNTY SUBJECT TO ECO
PROGRAM AND RESPONDING TO
SPECIAL SEWRPC SURVEY: 1994**

LEGEND

NUMBER OF EMPLOYEES BY U. S. PUBLIC
LAND SURVEY QUARTER SECTION



NONE GREATER THAN 40



Source: SEWRPC.

employees, but had to provide proof of employment with their current employer for two years or provide some other indication of stable employment.

The responsibility for promoting ridesharing and actually developing carpools and vanpools would rest with the major employers within the County. Similarly, any costs associated with the development of ridesharing services would be borne by the employer or employees participating in the carpools and vanpools. It was not proposed that any County funds be spent on the proposed ridesharing services.

ALTERNATIVE NO. 3: EXPANDED TRANSIT SERVICE WITHIN ALL OF OZAUKEE COUNTY

The third alternative addressed the major deficiencies in the current transit services within the County by providing for Countywide local transit service to the general public. Under this alternative, it was proposed that local transit service be provided to all areas of Ozaukee County by replacing the existing specialized transportation service operated by the Ozaukee County Office of Aging Services with a shared-ride taxicab service for the general public. Like Alternative No. 2, Alternative No. 3 also envisioned that the County would implement a new rapid-transit bus route to serve work-bound travel on an average weekday between Ozaukee and the Milwaukee Counties. Similarly, the specially designed employee-transit services proposed under Alternative No. 2 would also be provided under Alternative No. 3.

Shared-Ride Taxicab Service

Alternative No. 3 envisioned that publicly supported shared-ride taxicab service would be made available throughout Ozaukee County. This would be accomplished by converting the specialized transportation service operated by the Ozaukee County Office of Aging Services into a service which would be available to the general public. Two subalternatives, which examined periods of operation for the service similar to those proposed under Alternative No. 2, were examined under this alternative. The proposed operating characteristics of the shared-ride taxicab service under each subalternative are presented in Table 60. The principal responsibility for providing the shared-ride taxicab service under both subalternatives would rest with Ozaukee County. The County would continue directly to provide the service and administer the program through the Office of Aging Services or through a different County Department, such as the Ozaukee County Highway Department.

Subalternative No. 3A: Under Subalternative No. 3A, the proposed Countywide shared-ride taxicab service would be provided as a weekday-only service, with operating characteristics similar to those for the existing specialized transportation service for elderly and disabled persons provided by the Ozaukee County Office of Aging Services. Service would be provided on weekdays, excluding holidays, between the hours of 7:45 a.m. and 5:00 p.m. Individuals desiring to use the service would need to call the Office of Aging Services at least 24 hours in advance to make a reservation to use the service. No restrictions would be placed on the number of trips individuals could make.

Fares of the Countywide shared-ride taxicab service would be based on the existing distance-based fares charged for using the Office of Aging Services specialized transportation service. Fares for elderly and disabled individuals would range from \$2.00 per one-way trip, for trips of five miles or less, and up to a maximum of \$4.30 per one-way trip, for trips of over 20 miles. Fares for adults and students aged five years to 18 years of age would be approximately one and one-half times the fares charged to elderly and disabled individuals, ranging from \$3.00 per one-way trip, for trips up to five miles or less, up to a maximum of \$6.50 per one-way trip, for trips of over 20 miles. No charge would be assessed for children four years of age and under when they are accompanied by a person paying a fare. Additional charges assessed under the existing specialized transportation program for persons making more than six one-way trips per week would be eliminated. The proposed base fares would be comparable to the highest fares currently charged on publicly subsidized shared-ride taxicab systems in Wisconsin. While not assumed under this subalternative, special fare programs providing discounted fares could be established by individual communities for their residents or by employers wishing to encourage the use of shared-ride taxicab services by their employees, with the cost of the subsidized fares borne by the community or employer.

This subalternative envisioned that only trips made by the general public entirely within Ozaukee County would be served by the Countywide shared-ride taxicab service. Trips made by elderly and disabled individuals between Ozaukee County and the surrounding counties would continue to be served by the Office of Aging Services specialized transportation program. This subalternative also assumed that the existing shared-ride taxicab service operated by the City of Port Washington would continue to be operated at 1995 service levels and fares. The pro-

Table 60

**PROPOSED OPERATING CHARACTERISTICS OF THE COUNTYWIDE
SHARED-RIDE TAXICAB SERVICES PROPOSED UNDER ALTERNATIVE NO. 3**

Operating Characteristic	Subalternative 3A	Subalternative 3B
Service Administration	County operation through the Office of Aging Services	County operation through Office Of Aging Services or other County department
Service Levels		
Days of Operation	<u>Hours of Operation</u>	<u>Hours of Operation</u>
Weekdays	7:45 a.m. - 5:00 p.m.	6:00 a.m. - 6:00 p.m., Fridays until 9:00 p.m.
Saturdays	No Service	8:30 a.m. - 6:00 p.m.
Sundays	No Service	8:00 a.m. - 12:00 noon
Holidays	No Service	No Service
Response Time	24-hour advance reservation	60 minutes
Vehicle Requirements		
For System Operation		
Weekdays	11 ^a	12
Saturdays	--	8
Sundays	--	8
Existing Fleet Size	6 ^a	6 ^b
Additional Vehicles Needed	5	6
Passenger Fares		
Distribution of Revenue Passengers by Fare Category		
Adult/Student (ages five-18) ^c	30 percent	35 percent
Elderly (aged 60 and over)/Disabled	70 percent	65 percent
Cash Fares (per one-way trip)	<u>Adult/Student</u> <u>Elderly/Disabled</u>	<u>Adult/Student</u> <u>Elderly/Disabled</u>
Five miles or less	\$3.00 \$2.00	\$3.00 \$2.00
5.1 to 10.0 miles	3.90 2.60	3.90 2.60
10.1 to 15.0 miles	4.75 3.75	4.75 3.15
15.1 to 20.0 miles	5.65 3.75	5.65 3.75
Over 20 miles	6.50 4.30	6.50 4.30

^aIncludes vehicles needed to provide specialized transportation service to elderly and disabled persons to locations outside of Ozaukee County.

^bIncludes four vehicles used for specialized transportation service by the Office of Aging Services and two vehicles used by the City of Port Washington for shared-ride taxicab service.

^cChildren ages four and under would be free with a paid fare.

Source: SEWRPC.

posed Countywide shared-ride taxicab service would not serve trips made within the service area of the City's shared-ride taxicab system. The existing specialized transportation services provided by the City of Cedarburg Senior Center and St. Mary's Hospital Ozaukee would be reduced to serve only trips made between Ozaukee County and the surrounding counties.

The projected ridership and financial performance of the transportation services proposed under this subalternative are presented in Table 61. Under this subalternative, the proposed shared-ride taxi-

cab service may be expected to carry approximately 27,000 one-way passengers during the first year of operation, 1996. By the year 2000, annual ridership on the Countywide taxicab service may be expected to increase to about 32,000 one-way trips, or by about 19 percent over 1996 ridership levels. Ridership on the County specialized transportation service for trips made by elderly and disabled individuals outside Ozaukee County was assumed to remain stable at about 3,000 one-way trips per year over the planning period. As a result, total annual ridership on both the Countywide shared-ride taxicab service and the out-of-County specialized trans-

Table 61

RIDERSHIP AND FINANCIAL PERFORMANCE OF THE SHARED-RIDE TAXICAB AND SPECIALIZED TRANSPORTATION SERVICES PROVIDED BY OZAUKEE COUNTY UNDER SUBALTERNATIVE NO. 3A: 1996-2000

Operating Characteristic	1995 Budget	Projected ^a							
		1996				2000			
		Specialized Transportation (outside County)	Urbanized Shared-ride Taxi	Nonurbanized Shared-ride Taxi	County Total	Specialized Transportation (outside County)	Urbanized Shared-ride Taxi	Nonurbanized Shared-ride Taxi	County Total
Service Provided									
Total Annual Platform-Hours	11,810	5,200	7,300	7,200	19,700	5,200	8,200	8,300	21,700
Ridership (annual one-way trips)	12,300	2,600	19,200	8,100	29,900	2,600	22,700	9,600	34,900
Service Cost^b									
Total Annual Operating Expenses	\$148,300	\$97,000	\$137,000	\$135,000	\$369,000	\$ 92,000	\$145,000	\$148,000	\$385,000
Total Annual Passenger Revenue	38,000	16,100	45,500	24,500	86,100	16,100	53,800	28,900	98,800
Total Annual Operating Deficit	\$110,300	\$80,900	\$ 91,500	\$110,500	\$282,900	\$ 75,900	\$ 91,200	\$119,100	\$286,200
Sources of Required Public Funds									
Federal Funds									
FTA Section 9 ^c	\$ 0	\$ 0	\$ 20,000	\$ 0	\$ 20,000	\$ 0	\$ 20,000	\$ 0	\$ 20,000
FTA Section 18 ^d	0	0	0	37,800	37,800	0	0	41,400	41,400
Subtotal	\$ 0	\$ 0	\$ 20,000	\$ 37,800	\$ 57,800	\$ 0	\$ 20,000	\$ 41,400	\$ 61,400
State Funds									
Urban Public Transit Operating Assistance ^e	\$ 0	\$ 0	\$ 57,500	\$ 56,700	\$114,200	\$ 0	\$ 60,900	\$ 62,200	\$123,100
Specialized Transportation for Counties ^f	45,700	45,700	0	0	45,700	45,700	0	0	45,700
Subtotal	\$ 45,700	\$45,700	\$ 57,500	\$ 56,700	\$159,900	\$ 45,700	\$ 60,900	\$ 62,200	\$168,800
County Funds	\$ 64,600	\$35,200	\$ 14,000	\$ 16,000	\$ 65,200	\$ 30,200	\$ 10,300	\$ 15,500	\$ 56,000
Total	\$110,300	\$80,900	\$ 91,500	\$110,500	\$282,900	\$ 75,900	\$ 91,200	\$119,100	\$286,200
Service Effectiveness and Efficiency									
Annual Passengers per Platform-Hour	1.0	0.5	2.6	1.1	1.5	0.5	2.8	1.2	1.6
Total Expense per Passenger	\$12.06	\$37.31	\$7.14	\$16.67	\$12.34	\$35.38	\$6.39	\$15.42	\$11.03
Total Revenue per Passenger	3.09	6.19	2.37	3.02	2.88	6.19	2.37	3.01	2.83
Total Deficit per Passenger	8.97	31.12	4.77	13.64	9.46	29.19	4.02	12.41	8.20
Percent of Expenses Recovered through Operating Revenues	25.6	16.6	33.2	18.1	23.3	17.5	37.1	19.5	25.7

^aAssumes taxi service would be provided with the operating characteristics shown in Table 60 for Subalternative No. 3A.

^bAll costs and revenues presented in constant 1995 dollars.

^cAssumes up to one-half of Ozaukee County's projected total allocation of \$40,000 in FTA Section 9 operating assistance funds would be available to offset the operating deficits of shared-ride taxicab service operated within the portions of Ozaukee County inside the Milwaukee urbanized area.

^dAssumes Federal transit operating assistance available through the FTA Section 18 formula transit assistance program would be available to cover 28 percent of the operating expenses of the shared-ride taxicab service operated within the portions of Ozaukee County outside the Milwaukee urbanized area.

^eAssumes transit operating assistance available through the State urban mass transit operating assistance program would be available to cover 42 percent of the operating expenses of the shared-ride taxicab service operated within the County.

^fAssumes assistance available through the State specialized transportation assistance program for counties would continue to be available at the 1995 level of about \$61,000 throughout the planning period and that 75 percent of each year's allocation would be used to support the operating costs of the County's specialized transportation program. The remaining 25 percent of the County's annual allocation would be used or set aside to help fund projected capital equipment purchases for the specialized transportation service.

Source: SEWRPC.

portation service provided by Office of Aging Services may be expected to total about 30,000 one-way trips in 1996, about one-and-one-half times the approximately 12,000 one-way trips projected to be carried by the County's specialized transportation service in 1995. By 2000, total ridership on the Office of Aging Services and general-public and specialized transportation services may be expected to provide a total of about 35,000 one-way trips, an increase of about 9 percent over projected 1996 ridership levels.

The County's specialized transportation program would need to be expanded to provide Countywide shared-ride taxicab service for the general public. The County program would need to expand from the six vehicles operated each weekday in 1995 to ten vehicles operated each weekday in 1996, including 8 vehicles for the taxicab service and 2 vehicles for the out-of-County specialized transportation service. By 2000, one additional taxicab vehicle would be required, resulting in a total of 11 vehicles being needed each weekday. It was estimated that about

80 percent of the trips currently made on the County's existing specialized transportation service were made entirely within Ozaukee County and would, consequently, be served by the proposed Countywide taxicab service.

The required expansion of the County specialized transportation program to provide the Countywide shared-ride taxicab service may be expected to increase the total operating expenses for the program from the 1995 budget level of about \$148,000 to about \$369,000 in 1996, or by about 168 percent. The forecast increase for operating expenses in 1996 would reflect costs attributable to the additional vehicle-hours associated with service expansion, leasing costs for the additional vehicles needed, and increases in the costs per unit of service provided. With the conversion of the specialized transportation service to a service to the general public, additional costs would be incurred which would increase the existing unit costs of the specialized transportation program to a level more comparable to those found on contracted general-public shared-ride taxicab services like the City of Port Washington and City of West Bend shared-ride taxicab systems. By the year 2000, total annual operating expenses for the transportation program may be expected to increase to about \$385,000, or by about 4 percent, as a result of the increase in service needed to accommodate projected increases in demand between 1996 and 2000.

The expansion of the County specialized transportation program may be expected to significantly increase total passenger revenues for the program from about \$38,000 in 1995 to about \$86,000 in 1996, or by about 126 percent. By 2000, passenger revenues may be expected to increase with further increases in ridership on the Countywide shared-ride taxicab service to about \$99,000, or by about 15 percent, over projected 1996 levels. The total operating deficit for the County program may also be expected to increase due to the increase in operating expenses associated with service expansion. By 1996, the total annual operating deficit for the County transportation services may be expected to reach \$283,000, an increase of about 157 percent over the operating deficit of about \$110,000 projected under the 1995 operating budget. By 2000, the operating deficit for the transportation services may be expected to reach about \$286,000 or about 1 percent above the 1996 operating deficit for the program.

Since the Countywide shared-ride taxicab service would be open to the general public, the County

would be able to draw on Federal and State transit operating assistance funding to offset a significant portion of the projected operating deficits. The County funds needed to support the operating deficit of its expanded transportation program may be expected to approximate \$65,000 in 1996. This would be about the same as a projected County funding level in 1995 for its existing specialized transportation services. By 2000, the County funds needed to support the transportation services may be expected to decrease to about \$56,000, or by about 14 percent, below the projected 1996 County funding level. By way of comparison, County funds would represent about 44 percent of total projected operating expenses in 1995, but would represent about 18 percent of operating expenses in 1996 and about 15 percent of operating expenses in 2000.

The costs of the capital equipment purchases required under this subalternative are presented in Table 62. The County would need to acquire five additional vehicles, including four seven-passenger minivans and one wheelchair-accessible full-sized van, for the proposed service expansion. The new County service would also use four of the six vehicles operated by the current specialized transportation service, including two automobiles and two wheelchair-accessible full-sized vans. The additional five vehicles, along with replacements for the four existing vehicles identified as needed under Alternative No. 1, would qualify for Federal Sections 9 and 18 transit capital assistance funding. The remaining two vehicles currently utilized in the specialized transportation program would continue to be used to provide specialized transportation service for out-of-County trips by elderly and disabled individuals. These vehicles would consist of one full-sized wheelchair-accessible van and one automobile. Replacement of these vehicles could be funded using the County's allocation of State specialized transportation assistance and County funding. With the combined Federal and State funding, about \$52,000 in County funding would be needed for the necessary capital equipment purchases, representing about 19 percent of the total estimated capital costs of about \$268,000.

Subalternative No. 3B: Like Subalternative No. 3A, this subalternative proposed that Ozaukee County convert the specialized transportation service provided within Ozaukee County by the Ozaukee County Office of Aging Services into a Countywide shared-ride taxicab service for the general public. The County would act to establish community-based shared-ride taxicab services similar to those proposed under Subalternative No. 2B which would

Table 62

**CAPITAL PROJECT EXPENDITURES
REQUIRED FOR THE SHARED-RIDE TAXICAB
AND SPECIALIZED TRANSPORTATION
SERVICES PROVIDED BY OZAUKEE COUNTY
UNDER SUBALTERNATIVE NO. 3A: 1996-2000**

Capital Equipment	Number	Unit Cost ^a	Total Cost ^a
Replacement Equipment Required under Alternative No. 1 to Maintain Existing County Specialized Transportation Service for Out-of-County Travel Only			
Wheelchair-Accessible Full-Size Van	1	\$35,000	\$ 35,000
Automobiles	2	12,000	24,000
Subtotal	3	--	\$ 59,000
Replacement Equipment Required to Provide Proposed Shared-Ride Taxicab Service			
Wheelchair-Accessible Full-Size Vans	2	\$35,000	\$ 70,000
Automobiles	2	12,000	24,000
Subtotal	4	--	\$ 94,000
Additional Equipment Required to Expand Existing Service to Provide Shared-Ride Taxicab Service			
Seven-Passenger Minivans	4	\$20,000	\$ 80,000
Wheelchair-Accessible Full-Size Vans	1	35,000	35,000
Subtotal	5	--	\$115,000
Total	12	--	\$268,000
Federal Share of Costs ^b	--	--	\$167,200
State Share of Costs ^c	--	--	\$ 49,200
County Share of Costs	--	--	\$ 51,600

^aCosts are expressed in constant 1995 dollars.

^bAssumes 80 percent of the total capital costs of the four additional vehicles needed to provide general-public shared-ride taxicab service would be funded through the Federal Transit Administration Section 9 and Section 18 formula grant programs.

^cReflects funds allocated to Ozaukee County under the State specialized transportation assistance program for counties. It was assumed that about \$15,300, or 25 percent, of the County's assumed total annual allocation of about \$61,000, would be used or set aside each year over the period 1996 through 2000 to help fund the costs of needed capital equipment purchases for the County specialized transportation service.

Source: SEWRPC.

focus on serving trips made by the general public within the principal areas of urban development within the County. In addition to these urban taxicab services, the County would also provide shared-ride taxicab service for trips made between locations in the County's major urban areas, as well as between locations in the rural portions of the County. The taxicab services would be operated in a coordinated manner to allow for any surplus capacity in one area to be used to provide service in another area.

This subalternative assumed that the County's specialized transportation service for elderly and disabled individuals would be reduced and would serve only trips made between Ozaukee County and surrounding counties. Trips made by elderly and disabled individuals within the County would instead be made on the proposed Countywide shared-ride taxicab system. Similarly, the specialized transportation service provided by the City of Cedarburg Senior Center and by St. Mary's Hospital-Ozaukee for trips made within the County would be replaced with the proposed Countywide shared-ride taxicab service at the discretion of the sponsoring agencies. The other specialized transportation services in the County are envisioned to continue to operate as in 1995. The existing shared-ride taxicab service operated by the City of Port Washington would be supplanted by the new Countywide shared-ride taxicab system.

The Countywide shared-ride taxicab system would provide a higher level of public transit service than the Countywide system proposed under Subalternative No. 3A. Taxicab service would be available seven days a week, excluding holidays, and would be available on weekdays from 6:00 a.m. to 6:00 p.m. with extended Friday hours until 9:00 p.m., on Saturdays from 8:30 a.m. to 6:00 p.m., and on Sundays from 8:00 a.m. to noon. The proposed weekday service hours would represent a modest expansion over the existing weekday hours of operation for the City of Port Washington shared-ride taxicab system. The taxicab services provided throughout the County would operate with a maximum 60 minute response time under which a taxicab vehicle would be dispatched to pick up a prospective user within 60 minutes of their trip departure time.

The fares for the Countywide shared-ride taxicab service, as presented in Table 60, would be identical to the fares proposed for the Countywide taxicab service under Subalternative No. 3A. As such, the proposed fares would be somewhat higher than the existing fares charged for using the City of Port Washington's shared-ride taxicab service and for using the specialized transportation service provided by the City of Cedarburg Senior Center. The proposed base fare would, however, be comparable to the highest fares currently charged on publicly subsidized shared-ride taxicab services in Wisconsin. While not assumed under this subalternative, special discounted fares could also be offered by individual communities for their residents, or by employers for their employees to encourage the use

Table 63

RIDERSHIP AND FINANCIAL PERFORMANCE OF THE SHARED-RIDE TAXICAB AND SPECIALIZED TRANSPORTATION SERVICES PROVIDED BY OZAUKEE COUNTY UNDER SUBALTERNATIVE NO.3B: 1996-2000

Operating Characteristic	1995 Budget	Projected ^a							
		1996				2000			
		Specialized Transportation (outside County)	Urbanized Shared-ride Taxi	Nonurbanized Shared-ride Taxi	County Total	Specialized Transportation (outside County)	Urbanized Shared-ride Taxi	Nonurbanized Shared-ride Taxi	County Total
Service Provided									
Total Annual Platform-Hours	11,810	5,200	20,100	15,500	40,800	5,200	21,900	16,300	43,400
Ridership (annual one-way trips)	12,300	2,600	43,200	23,900	69,700	2,600	51,200	25,900	79,700
Service Costs^b									
Total Annual Operating Expenses	\$148,300	\$66,000	\$439,000	\$325,000	\$830,000	\$66,000	\$440,000	\$326,000	\$832,000
Total Annual Passenger Revenues	38,000	16,100	105,300	64,500	185,900	16,100	124,700	70,500	211,300
Total Annual Operating Deficit	110,300	49,900	333,700	260,500	644,100	49,900	315,300	255,500	620,700
Sources of Required Public Funds									
Federal Funds									
FTA Section 9 ^c	\$ 0	\$ 0	\$ 20,000	\$ 0	\$ 20,000	\$ 0	\$ 20,000	\$ 0	\$ 20,000
FTA Section 18 ^d	0	0	0	90,800	90,800	0	0	91,100	91,100
Subtotal	\$ 0	\$ 0	\$ 20,000	\$ 90,800	\$110,800	\$ 0	\$ 20,000	\$ 91,100	\$111,100
State Funds									
Urban Public Transit Operating Assistance ^e	\$ 0	\$ 0	\$184,300	\$136,200	\$320,500	\$ 0	\$184,400	\$136,600	\$321,000
Specialized Transportation for Counties ^f	45,700	41,600	2,100	2,000	45,700	41,600	2,100	2,000	45,700
Subtotal	\$ 5,700	\$41,600	\$186,400	\$138,200	\$366,200	\$41,600	\$186,500	\$138,600	\$366,700
County Funds	\$ 64,600	\$ 8,300	\$127,300	\$ 31,500	\$167,100	\$ 8,300	\$108,800	\$ 25,800	\$142,900
Total	\$110,300	\$49,900	\$333,700	\$260,500	\$644,100	\$49,900	\$315,300	\$255,500	\$620,700
Service Effectiveness and Efficiency									
Annual Passengers per Platform-Hour	1.0	0.5	2.1	1.5	1.7	0.5	2.3	1.6	1.8
Total Expense per Passenger	\$12.06	\$25.38	\$10.16	\$13.60	\$11.91	\$25.38	\$8.59	\$12.59	\$10.44
Total Revenue per Passenger	3.09	6.19	2.44	2.70	2.67	6.19	2.44	2.72	2.65
Total Deficit per Passenger	8.97	19.19	7.72	10.90	9.24	19.19	6.16	9.86	7.79
Percent of Expenses Recovered through Operating Revenues	25.6	24.4	24.0	19.8	22.4	24.4	28.3	21.6	25.4

^a Assumes taxi service would be provided with the operating characteristics shown in Table 60 for Subalternative No. 3B.

^b All costs and revenues presented in constant 1995 dollars.

^c Assumes up to one-half of Ozaukee County's projected total allocation of \$40,000 in FTA Section 9 operating assistance funds would be available to offset the operating deficits of shared-ride taxicab service operated within the portions of Ozaukee County inside the Milwaukee urbanized area.

^d Assumes Federal transit operating assistance available through the FTA Section 18 formula transit assistance program would be available to cover 28 percent of the operating expenses of the shared-ride taxicab service operated within the portions of Ozaukee County outside the Milwaukee urbanized area.

^e Assumes transit operating assistance available through the State urban mass transit operating assistance program would be available to cover 42 percent of the operating expenses of the shared-ride taxicab service operated within the County.

^f Assumes assistance available through the State specialized transportation assistance program for counties would continue to be available at the 1995 level of about \$61,000 throughout the planning period and that 75 percent of each year's allocation would be used to support the operating costs of the County's specialized transportation program. The remaining 25 percent of the County's annual allocation would be used or set aside to help fund projected capital equipment purchases for the specialized transportation service.

Source: SEWRPC.

of this shared-ride taxicab service, with the cost of the subsidized fares borne by the community or employer.

The proposed Countywide shared-ride taxicab service would represent a substantial expansion over the existing County specialized transportation program. Whereas the County program utilized six vehicles to provide service in 1995, the expanded program would require 12 vehicles in 1996 for the Countywide shared-ride taxicab service, and two

vehicles for the County's specialized transportation service for out-of-county trips. Thus, the number of vehicles needed would total 14.

The projected ridership and financial performance of the transportation services proposed to be provided under this subalternative are presented in Table 63. Under this subalternative, the proposed Countywide shared-ride taxicab service may be expected to carry approximately 67,000 one-way trips during the first year of operation in 1996. By

2000, annual ridership on the taxicab service may be expected to increase to about 77,000 one-way trips, or about 15 percent over 1996 levels. It was assumed that ridership on the specialized transportation services provided by the County for trips made by elderly and disabled persons outside of Ozaukee County would remain stable at about 3,000 one-way trips per year over the planning period. As a result, total annual ridership on both the shared-ride taxicab and specialized transportation services provided by the County may be expected to total approximately 70,000 one-way trips in 1996, representing almost a five-fold increase over the 12,000 one-way trips projected to be carried by the County's specialized transportation program in 1995. By 2000, total ridership on the County's transportation services may be expected to total about 80,000 one-way trips, representing an increase of about 14 percent over projected 1996 ridership levels.

Operating expenses for the shared-ride taxicab and specialized transportation services under this subalternative may be expected to increase from the 1995 budget levels of about \$148,000 to about \$830,000 in 1996, representing an increase of about 460 percent. By 2000, total annual operating expenses for the County transportation services may be expected to increase to about \$832,000 or by about 6 percent from projected 1996 levels.

Given the projected increases in total annual ridership on the expanded County transportation services, passenger revenues may be expected to increase from \$38,000 in 1995 to about \$186,000 in 1996, or by about 389 percent. By 2000, passenger revenues may be expected to increase with further increases in ridership on the shared-ride taxicab service to about \$211,000, or by about 13 percent over projected 1996 levels.

Even with projected increases in passenger revenues, the total operating deficit for the County program may be expected to increase due to the higher level and areawide service provided. In 1996, the total annual operation deficit for the County transportation services may be expected to be about \$644,000, representing an increase of about 485 percent over the operating deficit of \$110,000 projected under the 1995 specialized transportation operating budget. By 2000, the operating deficit for the program may be expected to decline to about \$621,000 or by about 4 percent from projected 1996 levels, due to increases in passenger revenues.

Because the Countywide shared-ride taxicab service would be open to the general public, the County would be able to use Federal and State funding available to general-public transit services to offset projected operating deficits. County funds would still be expected to increase significantly despite the availability of funds from these new sources. The County funds needed to support the proposed Countywide shared-ride taxicab and specialized transportation services would be about \$167,000 in 1996, or about 157 percent more than the projected County funds needed in 1995 to support the County's specialized transportation services. By 2000, the County funds needed to support the proposed transportation services may be expected to decrease to about \$143,000, or by about 14 percent below the projected the 1996 County funding level. By way of comparison, County funds would represent only about 44 percent of the total projected operating expenses in 1995, but would represent only about 26 percent of operating expenses in 1996, and only about 23 percent of operating expenses in 2000.

The cost of the capital equipment required to provide the services envisioned under this Subalternative are presented in Table 64. The County will need to acquire eight additional vehicles. Two of the vehicles needed would be obtained by the County from the City of Port Washington's taxicab system, including one wheelchair-accessible van and one minivan. The County would then need to acquire six new seven-passenger minivans. It was assumed that the County would also use four of the six existing vehicles from the County's specialized transportation service, including two automobiles and two wheelchair-accessible full-sized vans, to provide the Countywide shared-ride taxicab service. The additional six vehicles, along with replacements for the six existing County and City vehicles identified as needed under Alternative No. 1, would qualify for transit capital assistance funding under the Federal Section 9 and 18 formula transit assistance programs. It was assumed that the remaining two vehicles from the specialized transportation program would continue to be used to provide specialized transportation service for out-of-County trips made by elderly and disabled individuals. Replacements for these vehicles would need to be funded using the County's allocation of State and specialized transportation assistance funds and County dollars. The total cost of all capital equipment needed under this Subalternative was estimated at \$328,000 dollars. With combined Federal

Table 64

**CAPITAL PROJECT EXPENDITURES
REQUIRED FOR THE SHARED-RIDE TAXICAB
AND SPECIALIZED TRANSPORTATION
SERVICES PROVIDED BY OZAUKEE COUNTY
UNDER SUBALTERNATIVE NO. 3B: 1996-2000**

Capital Equipment	Number	Unit Cost ^a	Total Cost ^a
Replacement Equipment Required under Alternative No. 1 to Maintain Existing County Specialized Transportation Service for Out-of-County Travel Only			
Wheelchair-Accessible Full-Size Van	1	\$35,000	\$ 35,000
Automobiles	2	12,000	24,000
Subtotal	3	--	\$ 59,000
Replacement Equipment Required to Provide Proposed Shared-Ride Taxicab Service			
Wheelchair-Accessible Full-Size Vans	3	\$35,000	\$105,000
Seven-Passenger Minivan	1	20,000	20,000
Automobiles	2	12,000	24,000
Subtotal	6	--	\$149,000
Additional Equipment Required to Expand Existing Service to Provide Shared-Ride Taxicab Service			
Seven-Passenger Minivans	6	\$20,000	\$120,000
Total	15	--	\$328,000
Federal Share of Costs ^b	--	--	\$215,200
State Share of Costs ^c	--	--	\$ 49,200
County Share of Costs	--	--	\$ 63,600

^aCosts are expressed in constant 1995 dollars.

^bAssumes 80 percent of the total capital costs of the four additional vehicles needed to provide general-public shared-ride taxicab service would be funded through the Federal Transit Administration Section 9 and Section 18 formula grant programs.

^cReflects funds allocated to Ozaukee County under the State specialized transportation assistance program for counties. It was assumed that about \$15,300, or 25 percent, of the County's assumed total annual allocation of about \$61,000, would be used or set aside each year over the period 1996 through 2000 to help fund the costs of needed capital equipment purchases for the County's specialized transportation services.

Source: SEWRPC.

and State funding, about \$64,000 in County funding would be needed for the necessary capital equipment purchases.

Rapid-Transit Bus Service

Alternative No. 3 also included the new rapid-transit bus route proposed under Alternative No. 2, which would be operated by Ozaukee County between park-ride lots in the County and the City of Milwaukee CBD. The proposed bus route would be considered the first stage of the rapid-transit bus service recommended under the Commission's new regional transportation system plan for the year

2010. The proposed bus route would serve three park-ride lots in Ozaukee County and would provide bus service in both directions of travel during weekday peak periods with stops provided in central Milwaukee County to allow for access by Milwaukee County residents for reverse-commute travel. Ozaukee County would contract for the operation of the proposed bus route with an existing transit operator such as the Milwaukee County Transit System. The projected operating characteristics, ridership, and costs for the proposed rapid-transit bus route, were described in the previous section of this chapter discussing Alternative No. 2. The proposed alignment and operating characteristics of the Ozaukee County rapid-transit bus route are shown on Map 19 and in Table 55, respectively. The projected ridership and operating cost of the proposed route are presented in Table 56.

Special Employee-Transit Services

This alternative also envisioned that special transit services would be provided to assist Ozaukee County employers in obtaining individuals to fill job vacancies, and in meeting the employee automobile work trip reduction goals of the Federal Clean Air Act of 1990. The transit services proposed under Alternative No. 3 to meet these needs were identical to the special employer transit services described under Alternative No. 2 in a previous section of this chapter.

The proposed services included special shuttle-transit services which would connect employers with the proposed Ozaukee County rapid-transit bus route at park-ride lots in the County, and with express and rapid-transit bus routes operated by the Milwaukee County Transit System terminating in the vicinity of the Northridge Shopping Center in northern Milwaukee County. The shuttle services would serve individuals traveling from Milwaukee County to job locations in Ozaukee County and would be driven by the employee needs of employers in Ozaukee County. The proposed shuttle routes are shown on Map 20 and the associated operating costs are provided in Table 57. It was envisioned that the cost of operating these shuttle routes would be provided by Federal and State transit operating assistance funds obtained by Ozaukee County, by passenger revenues directly generated in operating the service, and by funds provided by the private business served.

In addition to the special employee shuttle services, ridesharing, such as carpooling and vanpooling,

would be promoted by Ozaukee County employers to meet employee automobile work trip reduction goals. Such services would be targeted toward employees whose residence or employer would be outside the proposed shared-ride taxicab service areas whose shifts would not be served by the proposed shared-ride taxicab service hours or who would prefer to use a more personal form of transportation. The characteristics of three existing ride-sharing programs available in Southeastern Wisconsin in 1995 which employers could use to provide carpooling or vanpooling services for their employees are presented in Table 59.

EVALUATION OF TRANSIT SERVICE ALTERNATIVES

An evaluation of the alternative transit service plans for Ozaukee County was conducted on the basis of the transit service objectives and standards set forth in Chapter V of this report. To determine the ability of the alternative plans to meet these transit service objectives, the plans were assessed against the standards supporting each objective. Only those standards which were readily quantifiable and which provided information allowing a comparison between the alternatives were used in the evaluation. The evaluation of the alternatives, using these standards, is summarized in Table 65.

Alternatives No. 2 and No. 3 proposed that the deficiencies identified in the existing transit services in the County be remedied through the provision of new or expanded publicly subsidized transit service. Public funding provided by various State and Federal funding programs and by Ozaukee County and the local communities in the County, along with private funds provided by employers in the County, would permit the provision of a combination of local shared-ride taxicab services, fixed-route rapid-transit bus service, and special transit services to the major employment centers within the County. The information in Table 65 indicates that both Alternatives No. 2 and No. 3 would provide for a substantial improvement over the existing transit services, described as Alternative No. 1, with respect to serving the travel needs of the resident population and existing land uses within the County. The existing general-public transit services under Alternative No. 1 serve less than 12 percent of the area devoted to urban land uses within the County; about one-fourth of the major trip generators within the County; about 15 percent of the resident County population; and about 20 percent of the job locations within the County. The expanded

general-public transit services proposed under Alternatives No. 2 and No. 3 would serve between 80 and 100 percent of the area devoted to urban development within the County; between 90 and 100 percent of the major trip generators within the County; between 80 and 100 percent of the resident population of the County; and between 90 and 100 percent of the jobs located within the County.

With the major improvement in transit service to existing County population centers, employment centers, and urban land use concentrations provided under Alternatives No. 2 and No. 3, ridership on general-public transit services in the County may also be expected to increase significantly. Ridership may be expected to increase by between 133 and 185 percent under Alternatives No. 2 and No. 3 by the end of the planning period, the year 2000, over the ridership which would be expected on the existing public transit service. However, both Alternatives No. 2 and No. 3 would require significant increases in expenditures for general-public transit service. The average annual total expenditures for public transit operations and capital equipment under these alternatives would represent increases of between 157 and 293 percent over the expenditure levels needed to maintain general-public transit services under Alternative No. 1.

The differences between Alternative No. 2 and Alternative No. 3, are less substantial and may be attributed directly to the extent of improved local transit services provided under each. Both Alternatives No. 2 and No. 3 proposed identical service improvements calling for the provision of rapid-transit bus service between Ozaukee County and the City of Milwaukee CBD, and the provision of special transit services to assist employers in filling job vacancies and in meeting employee automobile work trip reduction goals. However, the local shared-ride taxicab services proposed under each alternative differ with respect to several important operating characteristics including the areas of the County served, the periods of service operation, and the time for responding to trip requests. These differences in operating characteristics account for the differences in the projected annual ridership and costs for the various shared-ride taxicab services considered. Table 66 summarizes the major differences between the shared-ride taxicab services proposed under Alternatives No. 2 and No. 3.

The taxicab services under Alternatives No. 2 and No. 3 differ significantly with respect to the areas which are proposed to be served. Under Alternative

No. 2, taxicab service would be provided only within the Mequon-Thiensville, Cedarburg-Grafton, and Port Washington-Saukville urban service areas of the County. While the taxicab services established in these areas would cover about 84 percent of the total urban development within the County, about 82 percent of the total County population, and about 90 percent of the job locations within the County, the individual taxicab services would provide only for travel within each of these service areas. Trips made between service areas, between the rural portions of the County and the service areas, and entirely outside of the service areas would not be served. In contrast, the taxicab service proposed under Alternative No. 3 would be Countywide in scope. The service would provide for virtually complete coverage of the urban development, resident population, and job locations in the entire County, and would serve all trips made within and between all urban and rural portions of the County.

The Subalternatives included under both Alternatives No. 2 and No. 3 differ with respect to the periods of operation and response time for trip request for taxicab service. Subalternatives No. 2A and No. 3A propose taxicab services with only limited weekday service hours of between 7:45 a.m. and 5:00 p.m. These taxicab services would also require all users to make requests at least 24 hours in advance of the time service is needed. These limited service hours would be well suited to the majority of trips made on an average weekday, but would be somewhat restrictive in serving work-related travel. The 24 hour response time would be convenient for preplanned trips. The proposed taxicab operating characteristics under Subalternatives No. 2A and No. 3A would be best suited to serving individuals who have trips routinely made on a daily or weekly basis for nonwork purposes such as shopping or personal business. Under Subalternatives No. 2B and No. 3B, shared-ride taxicab service would be provided seven days a week, excluding holidays: between 6:00 a.m. and 6:00 p.m. on all weekdays except Fridays when service would be extended until 9:00 p.m.; between 8:30 a.m. and 6:00 p.m. on Saturdays; and between 8:00 a.m. and 12:00 noon on Sundays. The more extensive service hours would make the taxicab service more attractive to prospective users, particularly for work-related travel. Similarly, the lower response time of 60 minutes would provide for a more flexible service which would be more attractive to users for making trips on a spontaneous basis. These characteristics would make the taxicab services proposed under Subalternatives No. 2B and No. 3B better suited

for serving a larger variety of trips. The taxicab services under these subalternatives may also be more attractive to the major employers in the County in formulating their employee commute option plans, serving as potential alternatives to commuting alone by automobile to the work place or as the employer's required guaranteed ride home.

The shared-ride taxicab services with the more extensive service hours and lower response time, as proposed under Subalternatives No. 2B and No. 3B, may be expected to generate higher annual ridership than the more limited taxicab services proposed under Subalternatives No. 2A and No. 3A. With the more extensive service, annual ridership on the shared-ride taxicab services under Subalternatives No. 2B and No. 3B may be expected to range from about 69,000 to 77,000 one-way trips by the year 2000, representing about one annual ride per capita and about two passengers per vehicle-hour. In contrast, the annual ridership on the more limited, weekday only shared-ride taxicab services proposed under Subalternatives No. 2A and No. 3A would be expected to range from about 45,000 to 52,000 one-way trips by the year 2000, representing less than one annual ride per capita, but between two and three passengers per vehicle hour. Notably, the projected effectiveness level of the shared-ride taxicab services under all of the subalternatives would be below the minimum effectiveness levels of three rides per capita annually, and three passengers per vehicle hour set forth under the transit service objectives and standards set forth in Chapter V.

The alternatives also differ in their estimated public cost, with higher expenditure levels required for the shared-ride taxicab services with more extensive service periods and lower response times, as proposed under Subalternatives No. 2B and No. 3B. At the end of the planning period, the year 2000, total annual operating expenses for the taxicab services proposed under Subalternatives No. 2B and No. 3B would be expected to range from about \$597,000 to about \$766,000, respectively, and total operating deficits for the taxicab services would be expected to range from about \$430,000 to about \$571,000, respectively. These costs would be between one and one-half to two and one-half times greater than the projected year 2000 operating expenses and deficits for the shared-ride taxicab services with less extensive weekday service periods proposed under Subalternatives No. 2A and No. 3A. One reason for these cost differences are the different costs per vehicle-hour assumed in preparing the cost projec-

Table 65

SUMMARY OF RELATIVE ABILITY OF ALTERNATIVE PLANS TO MEET TRANSIT SERVICE OBJECTIVES

Development Objective and Supporting Standards ^a	Alternative No. 1	Alternative No. 2		Alternative No. 3	
		Subalternative No. 2A	Subalternative No. 2B	Subalternative No. 3A	Subalternative No. 3B
Objective No. 1: Service Travel Needs of Existing Land Uses and Population					
Extent of Urban Development Served					
Developed Urban Land Area Served	3.8 square miles	27.1 square miles	27.1 square miles	32.5 square miles	32.5 square miles
Percent of Total Developed Urban Land Area in County Served	11.7	83.4	83.4	100.0	100.0
Areas of Proposed Urban Development Served					
Residential Development	4 of 25	18 of 25	18 of 25	All served	All served
Commercial Development	None of 5	All served	All served	All served	All served
Major Potential Transit Trip Generators Served					
Major Land Use Trip Generators Served					
Retail, Service, and Office Centers	3 of 11	All served	All served	All served	All served
Educational Institutions	2 of 14	11 of 14	11 of 14	All served	All served
Medical Centers	2 of 11	All served	All served	All served	All served
Governmental and Public Institutional Centers	7 of 32	25 of 32	25 of 32	All served	All served
Employment Centers	12 of 58	55 of 58	55 of 58	All served	All served
Recreational Areas	7 of 28	20 of 28	20 of 28	All served	All served
Transit Dependent Population Trip Generators Served					
Elderly Facilities	10 of 35	33 of 35	33 of 35	All served	All served
Disabled Facilities	5 of 8	All served	All served	All served	All served
Federally Subsidized Rental Housing	1 of 5	4 of 5	4 of 5	All served	All served
Population Served ^b					
Total Population Served	11,900	59,700	59,700	72,300	72,300
Percent of total County Population Served	16.3	82.0	82.0	100.0	100.0
Transit-Dependant-Population Served					
School-Age Children	1,500	7,600	7,600	9,600	9,600
Elderly	1,800	9,400	9,400	11,400	11,400
Disabled	200	900	900	1,100	1,100
Percent of Total County Transit-Dependant-Population Served					
School-Age Children	15.6	79.2	79.2	100.0	100.0
Elderly	15.8	82.5	82.5	100.0	100.0
Disabled	18.8	81.8	81.8	100.0	100.0
Employment Served ^c					
Total Job Locations	7,800	28,800	28,800	32,200	32,200
Percent of Total County Job Locations Served	21.5	89.4	89.4	100.0	100.0
Objective No. 2: Promote Transit Utilization and Provide for User Comfort, Convenience, and Safety					
Total Annual Ridership on General Public Transit Services: 2000					
Shared-Ride Taxicab Services	19,600	44,800	68,600	51,900	77,100
Fixed-Route and Special Employee Transit Services	44,000	104,000	104,000	104,000	104,000
Total	63,600	148,800	172,600	155,900	181,100
Total County-Wide Annual Ridership Per Capita-2000	0.9	2.1	2.4	2.2	2.5
Total Annual Passengers Per Driver-Hour for Shared-Ride Taxicab Service	3.9	3.0	2.3	2.4	2.0

tions. In this respect, the shared-ride taxicab services proposed under Subalternatives No. 2A and No. 3A would be provided by making only eligibility changes to the Ozaukee County specialized transportation program. Costs for the taxicab services were, therefore, based upon the projected 1995 costs per unit of service for the County's specialized

transportation service. Costs for the taxicab services proposed under Subalternatives No. 2B and No. 3B were based upon the observed and projected costs per unit of service for the Port Washington's taxicab service as the service periods and response times for these Subalternatives closely matched those for the Port Washington taxi service. During 1994, the unit

Table 65 (continued)

Development Objective and Supporting Standards ^a	Alternative No. 1	Alternative No. 2		Alternative No. 3	
		Subalternative No. 2A	Subalternative No. 2B	Subalternative No. 3A	Subalternative No. 3B
Objective No. 3: Minimize Costs^d					
Average Annual Operating and Capital Costs on General Public Transit Services:^e					
1996-2000					
Total Operating Deficit	\$277,000	\$690,500	\$ 982,000	\$ 826,300	\$1,123,300
Local Public Share of Deficit	8,200	79,100	197,900	107,000	217,600
Total Capital Costs	59,000	173,000	192,000	195,800	196,800
Local Public Share of Capital Costs	2,200	25,000	28,800	27,400	29,800
Total Operating and Capital Costs	336,000	863,500	1,174,000	1,022,100	1,320,100
Local Public Share of Operating and Capital Costs	10,400	104,100	226,700	134,400	247,400
Service Efficiency					
Total Operating Expense per Passenger on General Public Transit Services: ^e 2000	\$5.64	\$6.40	\$7.60	\$7.13	\$8.18
Total Operating Deficit per Passenger on General Public Transit Services: ^e 2000	4.36	4.72	5.65	5.37	6.17
Percent of Operating Expenses Recovered through Operating Revenues on General Public Transit Services: ^e 2000	22.7	26.2	25.6	24.7	24.6

^aThe standards which are listed in this table are all comparative in nature. Standards not listed include those that have been completely met because they served as input to the design of the plans, or those that could be met through proper local or project level planning and plan implementation activities. The standards listed in this table are easily quantifiable and provide a sound basis for determining the relative ability of the alternative plans to meet the transit service objectives.

^bPopulation figures are based upon the 1990 U. S. Census.

^cEmployment figures are based upon 1990 estimates.

^dAll costs are presented in constant 1995 dollars. For Alternatives No. 2 and No. 3, the costs reflect the new or improved general public transit services proposed under each alternative plus the costs for the general public transit services identified under Alternative No. 1 which have been assumed to continue operation.

^eFor this evaluation, general-public transit services include the shared-ride taxicab services, fixed-route bus services, and special employee-transit services identified under each alternative.

Source: SEWRPC.

cost of service for the County's specialized transportation service was about one-third less than the unit cost for the general-public shared-ride taxicab service provided by the City of Port Washington. Differences in unit costs between the two services were found in several areas, including administrative staff, insurance, professional/technical services, and profit/return on investment charged by the private contract operator for the City of Port Washington's taxicab service. County costs for the Office of Aging Services' specialized transportation program did not include or fully account for all of these costs. The cost for the shared-ride taxicab services proposed to be provided by the under Subalternatives No. 2A and No. 3A assumed some increases in the unit cost of service would occur due to additional administrative costs as the County's specialized transportation program was expanded and is converted into a general-public transporta-

tion program, in particular under Subalternative No. 3A. Even with the assumed additional costs, the unit cost of service under Subalternatives No. 2A and No. 3A would still be somewhat below the unit cost of service observed for the City of Port Washington's taxicab service.

The higher cost for the taxicab services proposed under Subalternatives No. 2B and No. 3B also reflect the expenditure levels required to provide a level of transit service which more completely addresses the various travel needs of the County's population and land uses. In this respect, the average annual public cost, including operating deficits and capital costs, for the limited weekday only taxicab services proposed under Subalternatives No. 2A and No. 3A would be expected to range from about \$181,000 to \$340,000, with the average annual local share of these costs expected to range

Table 66

**SUMMARY OF MAJOR DIFFERENCES BETWEEN SHARED-RIDE
TAXICAB SERVICE PROPOSED UNDER ALTERNATIVES NO. 2 AND NO. 3**

Criterion	Alternative No. 2		Alternative No. 3	
	Subalternative No. 2A ^a	Subalternative No. 2B	Subalternative No. 3A ^a	Subalternative No. 3B
Areas Served	Service provided for travel within only the major urban centers of Mequon-Thiensville, Cedarburg-Grafton, and Port Washington-Saukville. Proposed service areas would cover about 84 percent of the urban development within County, about 82 percent of total County population, and about 90 percent of job locations within the County		Service provided for travel within and between all County communities. Proposed service would cover 100 percent of urban development, population, and job locations within County	
Service Periods	Weekdays: 7:45 a.m. to 5:00 p.m. Saturdays: No service Sundays: No service Holidays: No service	Weekdays: 6:00 a.m. to 6:00 p.m., Friday hours until 9:00 p.m. Saturdays: 8:30 a.m. to 6:00 p.m. Sundays: 8:00 a.m. to 12:00 noon Holidays: No service	Weekdays: 7:45 a.m. to 5:00 p.m. Saturdays: No service Sundays: No service Holidays: No service	Weekdays: 6:00 a.m. to 6:00 p.m., Friday hours until 9:00 p.m. Saturdays: 8:30 a.m. to 6:00 p.m. Sundays: 8:00 a.m. to 12:00 noon Holidays: No service
Response Time	24-hour advance reservation	60 minutes	24-hour advance reservation	60 minutes
Annual Ridership: 2000				
Total Passengers	44,800	68,600	51,900	77,100
Passengers per Platform-Hour	3.0	2.3	2.4	2.0
Passengers per Capita ^b	0.8	1.2	0.7	1.1
Cost ^c				
Total Operating Expenses: 2000				
Total Annual	\$239,700	\$597,000	\$396,700	\$766,000
Per Platform-Vehicle-Hour	\$15.87	\$20.10	\$18.45	\$20.05
Per Passenger	\$5.35	\$8.70	\$7.84	\$9.94
Total Operating Deficit: 2000				
Total Annual	\$157,100	\$430,200	\$291,100	\$670,800
Per Passenger	\$3.51	\$6.27	\$5.61	\$7.40
Local Share of Operating Deficit: 2000				
Total Annual	\$8,200	\$116,100	\$34,000	\$134,600
Per Passenger	\$0.18	\$1.69	\$0.66	\$1.75
Percent of Expenses Recovered Through Operating Revenues	34.5	27.9	28.6	25.5
Capital Project Costs: 1996-2000				
Total	\$150,000	\$245,000	\$264,000	\$269,000
Local Share	\$30,000	\$49,000	\$52,800	\$53,800
Average Annual Public Costs: 1996-2000				
Total	\$181,200	\$491,700	\$339,800	\$637,800
Local Share	\$14,200	\$136,800	\$44,500	\$157,500

^aRidership and cost figures shown for these subalternatives are based upon the projected ridership, platform vehicle-hours, and costs for the shared-ride taxicab services proposed to be operated through the County's specialized transportation program as shown in Table 51 for Subalternative No. 2A and Table 61 for Subalternative No. 3A, plus projected ridership, vehicle hours and costs for the existing City of Port Washington shared-ride taxicab system.

^bBased upon the estimated total population served by each subalternative as shown in Table 65.

^cAll costs are presented in constant 1995 dollars.

Source: SEWRPC.

from about \$14,000 to \$45,000. For this expenditure level, the County would obtain local taxicab services with operating characteristics similar to the County's specialized transportation service and, consequently, designed to serve principally the elderly and disabled County population. The average annual public costs for the shared-ride taxicab services proposed under Subalternatives No. 2B and No. 3B would be more significant, and would range from a total of about \$492,000 to about \$638,000, with the local share of these costs projected to range from about \$137,000 to about \$158,000. The additional expenditures entailed in providing the taxicab services proposed under these subalternatives would, however, provide for local transit services which would more conveniently serve a larger proportion of the daily travel needs of the County's general population, in particular travel for work

purposes. The additional public investment required to provide taxicab services with more extensive service hours and lower response times should be considered as warranted to address the transit service needs and deficiencies in existing transit services identified during this study.

In the light of the previous discussion, it was viewed that the decision on an appropriate level of shared-ride taxicab service for the County should be made between Subalternatives No. 2B and No. 3B. The operating characteristics for the taxicab service proposed under these two subalternatives differed only with respect to the geographic area served. Subalternative No. 2B proposed that shared-ride taxicab service be limited to serving travel within only the major urban service areas of the County. Subalternative No. 3B proposed that Countywide

shared-ride taxicab service be provided to serve travel within and between all County communities. The taxicab service provided under Subalternative No. 2B within the Mequon-Thiensville, Cedarburg-Grafton, and Port Washington-Saukville areas of the County may be expected to generate about 69,000 one-way trips by the end of the planning period in the year 2000. The proposed community-based taxicab services may be expected to have total operating expenses of about \$597,000, or about \$8.70 per one-way trip, and total operating deficits of about \$430,000, or about \$6.27 per one-way trip in the year 2000. The total average annual public costs, including operating deficits and capital costs, for the community-based taxicab services may be expected to be about \$492,000 per year. The Countywide shared-ride taxicab services proposed under Subalternative No. 3B may be expected to generate higher ridership levels, with annual ridership on the service at the end of the planning period, the year 2000, projected at about 77,000 one-way trips, or about 12 percent more than the annual ridership on the community-based taxicab services proposed under Subalternative No. 2B. The total public cost for the Countywide taxicab services would, however, be about 30 percent above that for the community-based taxicab services. By the year 2000, the Countywide taxicab service would be expected to have total operating expenses about \$766,000, or about \$9.94 per one-way trip, and a total operating deficit of \$571,000, or about \$7.40 per one-way trip. The total average annual public costs for the Countywide taxicab service would be about \$638,000 per year over the planning period. The higher costs for the Countywide taxicab service indicates that the incremental transit service that would be provided to the rural areas of the County under Subalternative No. 3B would be less efficient and cost-effective than that which would be provided within the major urban service areas of the County.

On a total cost basis, the provision of Countywide shared-ride taxicab service would not appear to be warranted given the small incremental ridership which would be served over the provision of community-based taxicab services, and the high incremental cost. The provision of Countywide shared-ride taxicab service would, however, have an impact on the cost for the County's specialized transportation service. With the provision of the Countywide general-public taxicab service, the County's specialized transportation program would be reduced to providing only service between Ozaukee County and surrounding counties. The operating and capital

costs currently associated with providing specialized transportation service in the County would be incurred as part of the Countywide general-public transit services under Subalternative No. 3B. Since these services would qualify for Federal and State transit operating assistance funding, and Federal transit capital assistance funding, which are not currently available for use by the specialized transportation program, the combined local public cost for specialized transportation and general-public shared-ride taxicab services would be less under Subalternative No. 3B than under Subalternative No. 2B. The difference in average annual public costs for the County's specialized transportation service and the proposed shared-ride taxicab services under Subalternatives No. 2B and No. 3B are provided in Table 67. Under Subalternative No. 2B, the local funds needed to support the total average annual operating deficits and capital costs for the County's specialized transportation service and the community-based shared-ride taxicab service would be about \$178,000 per year over the planning period. Under Subalternative No. 3B, the comparable local funds would be about \$168,000 per year over the planning year, about six percent less than under Subalternative No. 2B. Thus, there would appear to be the potential for a reduction in County funding for transit services under Subalternative No. 3B due to the use of Federal and State transit assistance for the provision of general-public services.

In summary, the general-public shared-ride taxicab services proposed under Subalternatives No. 2A and No. 3A would provide the County with local transit services capable of serving the travel needs of the elderly and disabled population and, principally, the nonwork trips of the County's general population. However, if the County was intent on addressing the transit service needs and deficiencies identified previously in this study, then shared-ride taxicab services with more extensive service periods and lower response times would be most appropriate. With respect to the appropriate areas to be served by publicly subsidized taxicab service, the community-based taxicab services proposed under Subalternative No. 2B would be more cost-effective than the Countywide service proposed under Subalternative No. 3B as taxicab services would be limited to serving the most densely developed portions of the County. However, the provision of Countywide shared-ride taxicab services, as proposed under Subalternative No. 3B, would result in lower local costs for specialized transportation and shared-ride taxicab service than under Subalternative No. 2B.

Table 67

COMPARISON OF AVERAGE ANNUAL PUBLIC COSTS FOR OZAUKEE COUNTY SHARED-RIDE TAXICAB AND SPECIALIZED TRANSPORTATION SERVICES UNDER SUBALTERNATIVES NO. 2B AND NO. 3B

Cost Element	Average Annual Costs ^a					
	Subalternative No. 2B			Subalternative No. 3B		
	County Specialized Transportation ^b	Community-based Shared-ride Taxicab Services	Total	County Specialized Transportation	Countywide Shared-ride Taxicab Services	Total
Operating Costs						
Total Operating Expenses	\$108,000	\$599,000	\$707,000	\$66,000	\$765,000	\$831,000
Total Operating Deficit	81,000	442,700	523,700	49,900	584,000	633,900
Local Share of Operating Deficit	35,000	127,000	162,000	8,300	146,700	155,000
Capital Costs						
Total Capital Costs	\$ 21,200	\$ 49,000	\$ 70,200	\$11,800	\$ 53,800	\$ 65,600
Local Share of Capital Costs	5,900	9,800	15,700	1,900	10,800	12,700
Total Operating and Capital Costs						
Total Public Costs	\$102,200	\$491,700	\$593,900	\$61,700	\$637,800	\$699,500
Local Share of Public Costs	40,900	136,800	177,700	10,200	157,500	167,700

^aAll costs and revenues presented in constant 1995 dollars.

^bAssumes that Ozaukee County would reduce its specialized transportation service provided within the County in response to the establishment of general public shared-ride taxicab services within the Port Washington-Saukville, Cedarburg-Grafton, and Mequon-Thiensville areas of the County. The reduced service would provide for the operation of four vehicles instead of the six vehicles budgeted for 1995, and would be in response to the loss of about 45 percent of the existing ridership on the service to the new community-based shared-ride taxicab services.

Source: SEWRPC.

This would result from the conversion of a significant portion of the County's specialized transportation service into a general-public transit service, which would enable the costs of the service to qualify for new sources of Federal and State transit assistance.

Staff Recommendation

It was concluded that the transit services proposed under both Alternatives No. 2 and No. 3 would provide for substantial improvements in general-public transit services in the County, albeit at significant increases in cost when compared with the cost required to maintain the existing transit services. Some expansion in the existing transit services and attendant increases in transit service expenditures were viewed as necessary, however, if the County was to address the transit service needs and the deficiencies in the existing transit services identified during the course of this study.

With respect to the two alternatives proposing improvement and expansion of transit services, the services proposed under Alternative No. 3 would most completely address the identified transit service needs and deficiencies. The Regional Planning Commission staff, therefore, recommended that

Ozaukee County adopt Alternative No. 3 as the recommended transit service plan for Ozaukee County. More specifically, the staff recommended that Subalternative No. 3B be adopted as the recommended plan.

The recommended plan would essentially convert the specialized transportation service currently provided by the Office of Aging Services in Ozaukee County into a Countywide general-public transit service with expanded hours of operation and reduced response times. The recommended shared-ride taxicab service would be available seven days a week, with weekday hours capable of accommodating most work trips, and would serve trips made within and between all areas of the County. This recommendation recognized the potential for reduced County funding requirements which could be expected to result from the use of Federal and State transit assistance funding previously not available to the County's specialized transportation service.

The average annual ridership and costs which have been projected for the recommended Countywide shared-ride taxicab service over the planning period would be as follows:

Ridership:

One-way trips	72,000
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Operating Costs:

Total operating expenses	\$765,000
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Operating expense per trip	\$10.61
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Operating Revenues:

Total Passenger Fares	\$181,000
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Revenue per trip	\$2.51
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Total Public Costs:

Total operating deficit	\$584,000
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Total capital costs	\$53,000
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Total	\$637,800
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Operating deficit per trip	\$8.10
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Local Public Costs:

County share of operating deficit	\$146,700
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County share of capital costs	\$10,800
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Total	\$157,500
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County operating deficit per trip	\$2.03
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The staff also recommended that the County's transit service plan include implementation of the rapid-transit bus service proposed under Alternative No. 3. The need for an areawide system of rapid-transit bus routes was identified in the Regional Planning Commission's adopted regional transportation system plan for the design year 2010. The rapid-transit bus route proposed under Alternative No. 3 would represent an initial stage of the rapid-transit bus service recommended for Ozaukee County under the regional plan. The proposed rapid-transit bus route would not only provide service between park-ride lots in Ozaukee County and the City of Milwaukee CBD, but would also provide service for individuals desiring to reverse-commute from residences in Milwaukee County to job locations in Ozaukee County.

The average annual ridership and costs which have been projected for the rapid-transit bus service over the planning period would be as follows:

Ridership:

One-way trips	55,500
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Operating Costs:

Total operating expenses	\$328,000
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Operating expense per trip	\$5.91
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Operating Revenues:

Total Passenger Fares	\$99,500
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Revenue per trip	\$1.79
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Total Public Costs:

Total operating deficit	\$228,500
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Total capital costs	\$95,000
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Total	\$323,500
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Total operating deficit per trip	\$4.12
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Local Public Costs:

County share of operating deficit	\$70,900
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County share of capital costs	\$19,000
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Total	\$89,900
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County operating deficit per trip	\$1.27
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The recommended plan also included implementation of the special employee-transit services proposed under Alternative No. 3 to assist Ozaukee County employers in filling job vacancies, and in meeting employee trip reduction goals. The recommended transit services would consist of special employee shuttle services that would connect major employment concentrations within the County with reverse-commute transit service provided over the proposed rapid-transit bus route, and with similar service provided over major Milwaukee County Transit System bus routes terminating in the vicinity of the Northridge Shopping Center in Milwaukee County. Ozaukee County would contract for the operation of these routes from private transit operators and would obtain Federal and State transit operating assistance funds to supplement passenger revenues and funds provided by private businesses to cover the costs of service operation. Employers would also be encouraged to promote the formation and use of carpools and vanpools by their employees.

The average annual costs which have been projected for the special employee shuttle services over the planning period would be as follows:

Operating Costs:

Total operating expenses	\$115,000
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Total Public Costs:

Federal and State	
-------------------	--

transit operating assistance	\$70,300
--	----------

Local Costs:

Passenger revenues and	
------------------------	--

employer funds	\$44,700
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County funds	\$0
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Finally, the recommended plan included the continued operation of the County's specialized transportation service for elderly and disabled individuals. With the operation of the Countywide shared-ride taxicab service, the scope of the County's specialized transportation service may be vastly reduced, serving only trips made between Ozaukee County and surrounding counties. It is anticipated that the Countywide taxicab service would also permit other specialized transportation service providers to reduce or eliminate their service in Ozaukee County including the City of Cedarburg Senior Center and St. Mary's Hospital-Ozaukee for patients residing in the County.

The average annual ridership and costs which have been projected for the reduced County specialized transportation service over the planning period would be as follows:

Ridership:

One-way trips	2,600
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Operating Costs:

Total operating expenses	\$66,000
Operating expenses per trip	\$25.38

Operating Revenues:

Total passenger revenues	\$16,100
Revenue per trip	\$6.19

Total Public Costs:

Total operating deficit	\$49,900
Total capital costs	\$11,800
Total	\$61,700
Total operating deficit per trip . . .	\$19.19

Local Public Costs:

County share of operating deficit . .	\$8,300
County share of capital costs	\$1,900
Total	\$10,200
County operating deficit per trip . .	\$3.19

Advisory Committee Recommendation

Based upon careful review of the three alternative transit service plans considered, the Ozaukee County Public Transit Planning Advisory Committee determined that Alternative No. 3 should become the basis for the design of a recommended transit service plan for Ozaukee County. In making this determination, the Advisory Committee indicated that the County should give highest priority to implementing the rapid-transit bus and employee shuttle bus services envisioned in Alternative No. 3, and that these services should be refined to address any deficiencies in serving the actual transportation needs of Ozaukee County employers identified by the Ozaukee County Economic Development Corporation. The Advisory Committee also suggested that the Countywide taxicab service under Subalternative No. 3B be revised to provide the urban areas of the County with response times and fares essentially the same as those for the existing City of Port Washington's taxicab service.

SUMMARY

This chapter has described the alternative transit service plans which were developed for Ozaukee County; the evaluation of those plans; and the recommendation of the Advisory Committee concerning the plan which should become the basis for the design of a final recommended transit service plan. The alternative transit plans were designed to address the transit service needs in the County as identified in the study. Three alternative transit service plans were developed and evaluated:

- A status quo alternative, Alternative No. 1, which represented a continuation of the existing transit services as these services were provided in the County in 1995
- An alternative which proposed the expansion of local transit services, Alternative No. 2, through the provision of publicly subsidized shared-ride taxicab service within the major urban service areas of the County
- An alternative which proposed the expansion of local transit service, Alternative No. 3, through the provision of publicly subsidized shared-ride taxicab service throughout the County

In addition to shared-ride taxicab service, Alternatives No. 2 and No. 3 also envisioned the provision of rapid-transit bus service between Ozaukee County and the Milwaukee CBD; and the provision of special employee shuttle-transit services to assist employers within the County in meeting existing and potential employee transportation needs. The major elements of each alternative plan were described in the preceding sections of this chapter and are summarized in Table 68. The average annual ridership levels and public costs attendant to each alternative plan considered are presented in Tables 69 and 70.

Alternative No. 1

Under Alternative No. 1, the existing transit services provided in the County during 1995 were assumed to continue over the planning period without change. The existing transit services included: the publicly subsidized shared-ride taxicab service provided within the City of Port Washington and environs, which would continue to be the only transit service available to the general public in the County; specialized transportation services for priority population groups offered by public and private agencies and organizations, including the service offered by the Ozaukee County Office of Aging Services; and limited special employee-transit services provided by private transit operators participating in the "job ride" program sponsored by the Wisconsin Department of Transportation.

The average annual ridership on these transit services over the planning period may be expected to total about 114,000 one-way trips per year. The average operating costs may be expected to total about \$690,000 per year, or about \$6.06 per one-way

trip, and the average annual operating deficit for the services would be expected to be about \$534,000 per year, or about \$4.69 per one-way trip. With assistance from available Federal and State funding programs, and from private contributions, only about \$75,000 per year, or about \$0.65 per one-way trip, would need to be provided directly by local units of government in the County to support the operation of existing services. The average annual capital expenditures for the purchase of replacement equipment needed to maintain the existing services was estimated at about \$153,000 per year, of which about \$25,000 would need to be provided directly by local units of government. Thus, the total public cost of this alternative, including operating deficit and capital costs, would average \$686,000 per year, of which County and direct local subsidies would have to provide \$99,000 per year.

Alternative No. 2

Under Alternative No. 2, shared-ride taxicab service available to the general public would be provided within the major urban service areas of the County. A limited level of rapid-transit bus service would also be provided between Ozaukee County and Milwaukee County, and special employee-transit services would be provided to the major employment concentrations in the County.

Shared-Ride Taxicab Service: Under Alternative No. 2, shared-ride taxicab service available to the general public would be provided in the Port Washington and Saukville; the Cedarburg and the Grafton; and the Mequon and the Thiensville urban service areas. The areas within which taxicab service was proposed to be provided are shown on Map 18. Two subalternatives providing different levels of service for the shared-ride taxicab systems were considered under this alternative.

- The first subalternative, Subalternative No. 2A, would provide shared-ride taxicab service by expanding the eligibility for the Ozaukee County Office of Aging Services' specialized transportation service to include the general public within the three major urban service areas of the County. The service would be provided with the same limited weekday only hours of operation, and the same 24-hour response time, under which the County's existing specialized transportation service for elderly and disabled persons is provided. Fares would be based upon the existing distance-based charges used by the

specialized transportation program for elderly and disabled individuals, with adult and student fares being approximately one and one-half times those charged for elderly and disabled individuals. The shared-ride taxicab service would serve only trips entirely within the three identified urban service areas. Within the Port Washington-Saukville area, the County shared-ride taxicab service would supplement the existing taxicab service provided by the City of Port Washington, which was assumed to continue to provide more extensive, seven-day-a-week service. With the provision of shared-ride taxicab service within the major urban service areas of the County, the County specialized transportation service would be needed to serve elderly and disabled individuals who made trips: beginning or ending outside of the taxicab service areas; between locations within the County entirely outside of the taxicab service areas; or between Ozaukee County and surrounding counties. The average annual ridership on the shared-ride taxicab service over the planning period may be expected to be about 43,000 one-way trips per year with about 45,000 one-way trips made in the year 2000. The average operating costs may be expected to total about \$229,000 per year, or about \$5.34 per one-way trip, and the average operating deficit for the service would be expected to be about \$151,000 per year, or about \$3.52 per one-way trip. With assistance from available Federal and State programs, only an average of about \$8,200 per year, or about \$0.19 per one-way trip, would need to be provided by the local governmental units to support the operation of the service. The average annual capital expenditure for purchase of vehicles for replacements or for service expansion was estimated at about \$30,000 per year, of which about \$6,000 would need to be provided by the County and local governmental units. Thus, the total public cost of the taxicab service under this Subalternative would average about \$181,000 per year, of which County and local subsidies would have to provide an average of \$14,000 per year.

- Under the second subalternative considered, Subalternative No. 2B, shared-ride taxicab service would be provided within the three major urban service areas of the County independent of the County's specialized trans-

Table 68

**SUMMARY OF MAJOR TRANSIT SERVICE ELEMENTS UNDER
ALTERNATIVE TRANSIT SERVICE PLANS FOR OZAUKEE COUNTY**

Transit Service Element	Alternative No. 1	Alternative No. 2		Alternative No. 3	
		Subalternative No. 2A	Subalternative No. 2B	Subalternative No. 3A	Subalternative No. 3B
Shared-ride Taxicab Service	<p>Continue existing service within the City of Port Washington and environs provided for by the City</p> <p><u>Service Area</u> Service provided to serve travel entirely within the City of Port Washington and environs</p> <p><u>Response Time:</u> 30 minutes</p> <p><u>Service Periods</u> Weekdays: 8:00 a.m. to 6:00 p.m., Fridays until 9:00 p.m. Saturdays: 8:30 a.m. to 6:00 p.m. Sundays: 8:00 a.m. to 12:00 noon Holidays: No service</p> <p><u>Fares (per one-way trip)</u> Adults: \$1.50 Students (age 5 to 18): \$1.00 Elderly (age 60 and older) and disabled: \$1.00 Children (4 and under): Free Outside city: \$0.50 surcharge</p>	<p>Continue existing service within the City of Port Washington and environs provided by the City</p> <p>County to provide new services in conjunction with the County's specialized transportation service for elderly and disabled individuals</p> <p><u>Service Area</u> New County service provided for travel entirely within the Mequon-Thiensville and Cedarburg-Grafton areas of the County and within the Saukville area and between Saukville and Port Washington. Travel within City of Port Washington served by existing City taxicab system</p> <p><u>Response Time:</u> 24-hour advance reservation</p> <p><u>Service Periods</u> Within City of Port Washington: same as Alternative No. 1 Within all other areas served: Weekdays: 7:45 a.m. to 5:00 p.m. Saturdays: No service Sundays: No service Holidays: No service</p> <p><u>Fares (per one-way trip)</u> Within City of Port Washington: Same as Alternative No. 1 Within all other areas: Adults and Students (age 5 to 18): \$3.00 to \$3.90 Elderly (age 60 and older) and disabled: \$2.00 to \$2.60 Children: Free</p>	<p>Expand existing Port Washington service provided for by the City to provide service within the Port Washington-Saukville area</p> <p>Local communities to provide new for services for the Mequon-Thiensville and Cedarburg-Grafton areas of the County</p> <p><u>Service Area</u> Service provided for travel entirely within the Mequon-Thiensville, Cedarburg-Grafton, and Port Washington-Saukville areas of the County</p> <p><u>Response Time:</u> 60 minutes</p> <p><u>Service Periods</u> Weekdays: 8:00 a.m. to 6:00 p.m., Fridays until 9:00 p.m. Saturdays: 8:30 a.m. to 6:00 p.m. Sundays: 8:00 a.m. to 12:00 noon Holidays: No service</p> <p><u>Fares (per one-way trip)</u> Within all areas served: Adults and students (age 5 to 18): \$3.00 to \$3.90 Elderly (age 60 and older) and disabled: \$2.00 to \$2.60 Children (age 4 and under): Free</p>	<p>Continue existing service within the City of Port Washington and environs provided for by the City</p> <p>County to provide new services in conjunction with the County specialized transportation service for elderly and disabled individuals</p> <p><u>Service Area</u> New County service provided county-wide to serve travel within and between all areas of the County except within the City of Port Washington. Travel within City served by existing City taxicab system</p> <p><u>Response Time:</u> 24-hour advance reservation</p> <p><u>Service Periods</u> Within City of Port Washington: same as Alternative No. 1 Within all other areas served: Weekdays: 7:45 a.m. to 5:00 p.m., Saturdays: No service Sundays: No service Holidays: No service</p> <p><u>Fares (per one-way trip)</u> Within City of Port Washington: Same as Alternative No. 1 Within all other areas: Adults and Students (age 5 to 18): \$3.00 to \$6.50 Elderly (age 60 and older) and disabled: \$2.00 to \$4.30 Children: Free</p>	<p>County to provide for countywide service, supplanting the existing Port Washington taxicab system</p> <p><u>Service Area</u> New County service provided county-wide to serve travel within and between all areas of the County</p> <p><u>Response Time:</u> 60 minutes</p> <p><u>Service Periods</u> Weekdays: 8:00 a.m. to 6:00 p.m., Fridays until 9:00 p.m. Saturdays: 8:30 a.m. to 6:00 p.m. Sundays: 8:00 a.m. to 12:00 noon Holidays: No service</p> <p><u>Fares (per one-way trip)</u> Within all areas served: Adults and students (age 5 to 18): \$3.00 to \$6.50 Elderly (age 60 and older) and disabled: \$2.00 to \$4.30 Children (age 4 and under): Free</p>
Specialized Transportation Service	<p>Continue existing services provided by four principal service providers: Ozaukee County Office Of Aging Services, City of Cedarburg Senior Center, Portal Industries, Inc., St. Mary's Hospital-Ozaukee</p>	<p>Continue existing services provided by Portal Industries, Inc.</p> <p>Reduce existing service provided by Ozaukee County Office of Aging Services, City of Cedarburg Senior Center, St. Mary's Hospital-Ozaukee to serve only trips within Ozaukee County that start or end outside service areas for shared-ride taxicab service, and out-of-County trips</p>	<p>Continue existing services provided by Portal Industries, Inc.</p> <p>Reduce existing service provided by Ozaukee County Office of Aging Services, City of Cedarburg Senior Center, St. Mary's Hospital-Ozaukee to serve only trips within Ozaukee County that start or end outside service areas for shared-ride taxicab service, and out-of-County trips</p>	<p>Continue existing services provided by Portal Industries, Inc.</p> <p>Reduce existing service provided by Ozaukee County Office of Aging Services, City of Cedarburg Senior Center, St. Mary's Hospital-Ozaukee to serve only out-of-County trips</p>	<p>Continue existing services provided by Portal Industries, Inc.</p> <p>Reduce existing service provided by Ozaukee County Office of Aging Services, City of Cedarburg Senior Center, St. Mary's Hospital-Ozaukee to serve only out-of-County trips</p>
Rapid Transit Bus Service		<p>County to contract for new service provided over IH 43 between Ozaukee County and City of Milwaukee central business district (CBD)</p> <p>Rapid route to serve three park-ride lots within Ozaukee County at: IH 43 and STH 57 (Town of Grafton) IH 43 and CTH C (Town of Grafton) IH 43 and STH 167 (City of Mequon)</p> <p>Service to be provided in both directions with stops in central Milwaukee County to serve reverse-commuters to Ozaukee County employers</p> <p><u>Service Periods</u> Weekdays: 5:15 a.m. to 8:30 a.m. 3:15 p.m. to 5:45 p.m.</p> <p><u>Service Levels</u> Morning Period: 4 round trips Afternoon Period: 4 round trips Total 8 round trips (approximately 30 minute headways)</p> <p><u>Fares (per one-way trip)</u> Between IH 43 and STH 167 and Milwaukee County: \$1.75 Between IH 43 and CTH C and Milwaukee County: \$2.00 Between IH 43 and STH 57 and Milwaukee County: \$2.25</p>		<p>County to contract for new service provided over IH 43 between Ozaukee County and City of Milwaukee central business district (CBD)</p> <p>Rapid route to serve three park-ride lots within Ozaukee County at: IH 43 and STH 57 (Town of Grafton) IH 43 and CTH C (Town of Grafton) IH 43 and STH 167 (City of Mequon)</p> <p>Service to be provided in both directions with stops in central Milwaukee County to serve reverse-commuters to Ozaukee County employers</p> <p><u>Service Periods</u> Weekdays: 5:15 a.m. to 8:30 a.m. 3:15 p.m. to 5:45 p.m.</p> <p><u>Service Levels</u> Morning Period: 4 round trips Afternoon Period: 4 round trips Total 8 round trips (approximately 30 minute headways)</p> <p><u>Fares (per one-way trip)</u> Between IH 43 and STH 167 and Milwaukee County: \$1.75 Between IH 43 and CTH C and Milwaukee County: \$2.00 Between IH 43 and STH 57 and Milwaukee County: \$2.25</p>	

Table 68 (continued)

Transit Service Element	Alternative No. 1	Alternative No. 2		Alternative No. 3	
		Subalternative No. 2A	Subalternative No. 2B	Subalternative No. 3A	Subalternative No. 3B
Special Employee Shuttle Transit Services	Continue service provided under Wisconsin Department of Transportation employee transportation assistance Job-Ride program.	<p>County to contract for shuttle services connecting major Ozaukee County employment concentrations with reverse-commute rapid-transit bus service at Ozaukee County park-ride lots and at termini of major Milwaukee County Transit System (MCTS) bus routes at the Northridge Shopping Center in Milwaukee County.</p> <p>New shuttle services to serve employees reverse commuting from Milwaukee County and employees using transit as part of employee-commute option plans of employers</p> <p><u>Service Periods</u> Weekdays: 5:30 a.m. to 8:30 a.m. 2:45 p.m. to 5:30 p.m.</p> <p><u>Service Levels:</u> Morning Period: four to five round trips per route Afternoon Period: four to five round trips per route Total eight to 10 round trips per route</p> <p><u>Fares (per one-way trip)</u> Base fare: \$1.00 With transfer from rapid bus route or MCTS bus route: \$0.50</p> <p>Reduce service provided under Wisconsin Department of Transportation employee transportation assistance Job-Ride program</p>		<p>County to contract for shuttle services connecting major Ozaukee County employment concentrations with reverse-commute rapid-transit bus service at Ozaukee County park-ride lots and at termini of major Milwaukee County Transit System (MCTS) bus routes at the Northridge Shopping Center in Milwaukee County.</p> <p>New shuttle services to serve employees reverse commuting from Milwaukee County, and employees using transit as part of employee commute option plans of employers.</p> <p><u>Service Periods</u> Weekdays: 5:30 a.m. to 8:30 a.m. 2:45 p.m. to 5:30 p.m.</p> <p><u>Service Levels:</u> Morning Period: four to five round trips per route Afternoon Period: four to five round trips per route Total eight to 10 round trips per route</p> <p><u>Fares (per one-way trip)</u> Base fare: \$1.00 With transfer from rapid bus route or MCTS bus route: \$0.50</p> <p>Reduce service provided under Wisconsin Department of Transportation employee transportation assistance Job-Ride program.</p>	

Source: SEWRPC.

Table 69

**AVERAGE ANNUAL RIDERSHIP FOR THE MAJOR TRANSIT SERVICE ELEMENTS
OF THE ALTERNATIVE TRANSIT SERVICE PLANS FOR OZAUKEE COUNTY: 1996-2000**

Transit Service Element	Alternative No. 1	Average Annual Ridership (one-way trips) ^a			
		Alternative No. 2		Alternative No. 3	
		Subalternative No. 2A	Subalternative No. 2B	Subalternative No. 3A	Subalternative No. 3B
Shared-Ride Taxicab Service ^b	19,600	43,000	64,300	49,400	72,100
Rapid-Transit Bus Service	--	55,500	55,500	55,500	55,500
Special Employee Shuttles	--	-- ^c	-- ^c	-- ^c	-- ^c
Ozaukee County Specialized Transportation Service	12,300	6,800	6,800	2,600	2,600
Total	31,900	105,300	126,600	107,500	130,200

^aOther transit services not shown in this table were provided during 1995 including short-term employee transportation service under the Wisconsin Department of Transportation Employee Transportation Assistance, or job-ride program and specialized transportation services for elderly and disabled persons provided by the City of Cedarburg Senior Center, St. Mary's Hospital-Ozaukee, and Portal Industries, Inc. Under Alternative No. 1, these services were assumed to continue their 1995 operations over the planning period, and were projected to have an average annual ridership of about 82,000 one-way trips, as shown in Table 48. It was assumed that the job-ride employee transportation service, along with the Cedarburg Senior Center and St. Mary's Hospital specialized transportation services, could potentially be reduced or eliminated as a result of the transit services proposed under Alternatives No. 2 and No. 3. However, no data was available to serve as a basis for scaling back the operation and ridership of these services in response to the transit services proposed under Alternatives No. 2 and No. 3.

^bThe ridership figures shown for Subalternatives No. 2A and No. 3A include the ridership for the existing City of Port Washington taxicab system as shown under Alternative No. 1 plus the ridership for the taxicab services proposed to be operated through the County's expanded specialized transportation program.

^cAt the present time, there is no good basis for estimating ridership and passenger revenues for the shuttle routes since the need for their operation will be determined by the employers served.

Source: SEWRPC.

Table 70

**AVERAGE ANNUAL PUBLIC COSTS FOR THE MAJOR TRANSIT SERVICE ELEMENTS
OF THE ALTERNATIVE TRANSIT SERVICE PLANS FOR OZAUKEE COUNTY: 1996-2000**

Cost and Transit Service Element	Average Annual Costs ^a														
	Alternative No. 1			Alternative No. 2						Alternative No. 3					
				Subalternative No. 2A			Subalternative No. 2B			Subalternative No. 3A			Subalternative No. 3B		
	Operating Deficits	Capital Costs	Total	Operating Deficits	Capital Costs	Total	Operating Deficits	Capital Costs	Total	Operating Deficits	Capital Costs	Total	Operating Deficits	Capital Costs	Total
Total Public Cost															
Shared-Ride Taxicab Service ^b	\$ 80,800	\$11,000	\$ 91,800	\$151,200	\$ 30,000	\$181,200	\$442,700	\$ 49,000	\$ 491,700	\$287,000	\$ 52,800	\$339,800	\$584,000	\$ 53,800	\$ 637,800
Rapid-Transit															
Bus Service	--	--	--	228,500	95,000	323,500	228,500	95,000	323,500	228,500	95,000	323,500	228,500	95,000	323,500
Special Employee Shuttles	--	--	--	115,000	--	115,000	115,000	--	115,000	115,000	--	115,000	115,000	--	115,000
Ozaukee County Specialized Transportation Service	110,300	30,800	140,900	107,500	30,800	138,100	81,000	21,200	102,200	78,400	11,800	90,200	49,900	11,800	61,700
Total	\$191,100	\$41,600	\$232,700	\$602,200	\$155,600	\$757,800	\$867,200	\$165,200	\$1,032,400	\$708,900	\$159,600	\$868,500	\$977,400	\$160,600	\$1,138,000
Local Public Cost															
Shared-Ride Taxicab Service ^b	\$ 8,200	\$ 2,200	\$ 10,400	\$ 8,200	\$ 6,000	\$ 14,200	\$127,000	\$ 9,800	\$ 136,800	\$ 36,100	\$ 8,400	\$ 44,500	\$146,700	\$ 10,800	\$ 157,500
Rapid-Transit															
Bus Service	--	--	--	70,900	19,000	89,900	70,900	19,000	89,900	70,900	19,000	89,900	70,900	19,000	89,900
Special Employee Shuttles	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Ozaukee County Specialized Transportation Service	64,600	15,300	79,900	61,800	15,300	77,100	35,000	5,900	40,900	32,700	1,900	34,600	8,300	1,900	10,200
Total	\$72,800	\$17,500	\$ 90,300	\$140,900	\$ 40,300	\$181,200	\$232,900	\$ 34,700	\$ 267,600	\$139,700	\$ 29,300	\$169,000	\$225,900	\$ 31,700	\$ 257,600

^aOther transit services not shown in this table were provided during 1995, including short-term employee transportation service under the Wisconsin Department of Transportation Employee Transportation Assistance, or job-ride program and specialized transportation services for elderly and disabled persons provided by the City of Cedarburg Senior Center, St. Mary Hospital-Ozaukee and Portal Industries, Inc. Under Alternative 1, these services were assumed to continue their 1995 operations over the planning period, and were projected to have average annual total public costs of about \$453,600, including \$42,800 in operating deficits and \$111,000 in capital costs; and average annual local public costs of about \$8,600, including \$1,600 in operating deficits and \$7,000 in capital costs (see Tables 48 and 49). It was assumed that the Job-ride employee transportation service, along with the Cedarburg Senior Center and St. Mary Hospital specialized transportation services could potentially be reduced or eliminated as a result of the transit services proposed under Alternatives No. 2 and No. 3. However, no data was available to serve as a basis for scaling back the operation and costs of these services in response to the transit services proposed under Alternatives No. 2 and No. 3.

^bThe cost figures shown for Subalternatives No. 2A and No. 3A include the costs for the existing City of Port Washington taxicab system as shown under Alternative No. 1 plus the costs for the taxicab services proposed to be operated through the County's expanded specialized transportation program.

Source: SEWRPC.

portation program, the service being provided directly by the local units of government being served. The taxicab service would be more extensive, operating seven days a week, excluding holidays; have longer weekday service hours; and have 60-minute response times. Fares for the service would be similar to those charged under Subalternative No. 2A. The more extensive service hours and quicker response time would make the taxicab services attractive for a larger number and variety of trips, including work trips, than the service proposed under Subalternative No. 2A. The taxicab service under Subalternative No. 2B would also only serve trips made entirely within each individual urban service area, with trips made between the urban service areas, between the rural portions of the County and the urban service areas, and entirely outside of the service areas, all left unserved. The County's specialized transportation service would be reduced under this

subalternative serving only trips made outside of the shared-ride taxicab service areas. Similarly, it was envisioned that other existing specialized transportation services, including those provided by the City of Cedarburg Senior Center and St. Mary's Hospital-Ozaukee, would also be reduced to serving only trips made outside the shared-ride taxicab service areas. The average annual ridership on the shared-ride taxicab service over the planning period may be expected to be about 64,000 one-way trips per year with about 69,000 one-way trips made in 2000. The average operating costs may be expected to total about \$599,000 per year, or about \$9.32 per one-way trip, and the average operating deficit for the service would be expected to be about \$443,000 per year, or about \$6.88 per one-way trip. With assistance from available Federal and State programs, an average of about \$127,000 per year, or about \$1.98 per one-way trip, would need to be provided by

the local communities served to support the operation of the service. The average annual capital expenditures for vehicles for replacements or for service expansion was estimated at about \$49,000 per year, of which about \$10,000 would be need to be provided by the local communities served. Thus, the total public cost of the taxicab service under this sub-alternative would average about \$492,000 per year, of which local community subsidies would have to provide an average of \$137,000 per year.

Rapid-Transit Bus Service: Alternative No. 2 also envisioned a limited level of rapid-transit bus service over IH 43 between the park-ride lots located in Ozaukee County and the City of Milwaukee CBD to serve weekday work travel. The proposed bus route would provide service in both directions of travel during weekday peak periods, with stops provided in central Milwaukee County for access by Milwaukee County residents desiring to reverse-commute to Ozaukee County employment locations. The reverse-commute bus trips would connect with specially designed transit shuttle services operated between the park-ride lots served and major employment concentrations within Ozaukee County. The alignment of the proposed bus route and the three park-ride lots proposed to be served within Ozaukee County are shown on Map 19.

The service provided over the route would include a total of eight daily round trips, four round trips each weekday morning and four round trips each weekday afternoon, with headways on the route approximating about thirty minutes. Fares for the bus service would be distance-based ranging from about \$1.75 to \$2.25 per one-way trip. Ozaukee County would contract for the operation of the rapid-transit bus route from an existing transit operator, such as the Milwaukee County Transit System, who would be responsible for all aspects of service provision including supplying the necessary operating equipment. While this arrangement would eliminate the need for the County to purchase vehicles, it would be necessary for the State to construct a new park-ride lot in the vicinity of IH 43 and STH 167 and reconstruct an existing carpool parking lot in the vicinity of IH 43 and CTH C.

The average annual ridership on the rapid-transit bus service over the planning period may be expected to be about 56,000 one-way trips per year, with about 60,000 one-way trips made by the year 2000. The average operating costs may be expected to total about \$328,000 per year, or about \$5.91 per

one-way trip, and the average operating deficit for the service would be expected to be about \$229,000 per year, or about \$4.12 per one-way trip. With assistance from available Federal and State programs, an average of about \$71,000 per year, or about \$1.28 per one-way trip would need to be provided by the County to support the operation of the service. The average annual capital expenditures for park-ride lots were estimated at about \$95,000 per year, of which about \$19,000 would need to be provided by Ozaukee County. Thus, the total public cost of the rapid transit service under this alternative would average about \$324,000 per year, of which County subsidies would have to provide an average of \$90,000 per year.

Special Employee-Transit Services: The special employee-transit services envisioned under Alternative No. 2 would consist of special shuttle routes which would be designed to distribute reverse-commute riders on the proposed rapid-transit bus route, and transfer passengers from existing major Milwaukee County Transit System bus routes terminating at the Northridge Shopping Center in Milwaukee County to major employment concentrations located in Ozaukee County. The shuttle services would be developed cooperatively by employers and would be designed to assist in filling job vacancies within the County and also in meeting the employee automobile work trip reduction goals of the Federal Clean Air Act of 1990. Service over the shuttle routes would initially be provided during weekday morning and afternoon periods, principally to serve first-shift and office shift personnel. Fares for the shuttle services would range from \$0.50 to \$1.00 per one-way trip. Between four and five round trips each weekday morning and each weekday afternoon would be made over each shuttle route. The shuttle routes proposed under this alternative, assuming full implementation of the proposed rapid-transit bus service, are shown on Map 20. Ozaukee County would assume responsibility for contracting for the proposed shuttle routes. The employers served would then assume responsibility for funding any portion of operating expenses which would not be covered by passenger revenues directly generated by the route or by available Federal and State operating assistance funds obtained by Ozaukee County.

At the present time, there is no good basis for estimating ridership and passenger revenues on the proposed routes because the need for their operation will be determined by the individual employers served. The average operating costs may be expected to total about \$115,000 per year. With assistance from available Federal and State pro-

grams, only an average of about \$45,000 per year would need to be provided by passenger fares and the employers served to support the operation of the employee shuttle services.

The promotion of ridesharing services by employers was also examined under this alternative. Carpooling and vanpooling services would be targeted toward employees who could not make use of the proposed shared-ride taxicab services or shuttle services, or who would prefer to use a more personal form of transportation, in commuting to and from work locations. The responsibility for promoting ridesharing services and actually developing carpools and vanpools would rest jointly with the employers and the employees, as would any costs associated with the development of ridesharing services.

Alternative No. 3

Under Alternative No. 3, shared-ride taxicab service available to the general public would be provided throughout the County. As under Alternative No. 2, rapid-transit bus service would be provided between Ozaukee County and the City of Milwaukee CBD, together with associated special employee shuttle routes.

Shared-Ride Taxicab Service: The publicly subsidized shared-ride taxicab service proposed under Alternative No. 3 would be provided on a County-wide basis by converting the specialized transportation service provided in Ozaukee County by the Office of Aging Services into a service open to use by the general public. Two subalternatives providing different levels of service for the shared-ride taxicab system were also considered under this alternative.

- The first subalternative considered, Subalternative No. 3A, would provide the envisioned shared-ride taxicab service as a weekday only service with the same limited service hours as those provided by the County's existing specialized transportation service, and with the same 24-hour advance reservation policy. Fares would be based upon the existing distanced-based charges used by the specialized transportation program for elderly and disabled individuals, with adult and student fares being approximately one and one-half times those charged for elderly and disabled individuals. Only trips made by the general public entirely within Ozaukee County would be served by the Countywide shared-ride taxicab service. Within the Port Washington-Saukville area, the County shared-ride taxicab

service would supplement the existing taxicab service provided by the City of Port Washington, which was assumed to continue to provide more extensive, seven-day-a-week service. The County's specialized transportation service could be reduced to serve only trips made by elderly and disabled individuals between Ozaukee County and the surrounding counties. The average annual ridership on the shared-ride taxicab service over the planning period may be expected to be about 49,000 one-way trips per year, with about 52,000 one-way trips made in the year 2000. The average operating costs may be expected to total about \$386,000 per year, or about \$7.82 per one-way trip, and the average operating deficit for the service would be expected to be about \$287,000 per year, or about \$5.81 per one-way trip. With assistance from available Federal and State programs, an average of about \$36,000 per year, or about \$0.73 per one-way trip, would need to be provided by the County and local governmental units to support the operation of the service. The average annual capital expenditures for replacement vehicles and vehicles for service expansion was estimated at about \$53,000 per year, of which about \$8,400 would need to be provided by the County. Thus, the total cost of the taxicab service under this subalternative would average about \$340,000 per year, of which County subsidies would have to provide an average of \$45,000 per year.

- Under the second subalternative considered, Subalternative No. 3B, the County's specialized transportation service would also be converted into a shared-ride taxicab service open to the general public for travel between any location within the County. Service levels would be similar to those proposed under Subalternative No. 2B, with service available seven days a week, with extensive weekday hours, and with a response time of 60 minutes. Passenger fares would be identical to those proposed under Subalternative No. 3A. The existing shared-ride taxicab system operated by the City of Port Washington would be supplanted by the new Countywide taxicab system. The County's specialized transportation service would also be reduced to serve only trips made by elderly and disabled individuals between Ozaukee County and the surrounding counties. Similarly, it was envisioned that other specialized transportation services, including those provided by

the City of Cedarburg Senior Center and St. Mary's Hospital-Ozaukee, would also be reduced, serving only out-of-County trips at the discretion of the sponsoring agencies and organizations. The average annual ridership on the shared-ride taxicab service over the planning period may be expected to be about 72,000 one-way trips per year, with about 77,000 one-way trips made in the year 2000. The average operating costs may be expected to total about \$765,000 per year, or about \$10.61 per one-way trip, and the average operating deficit for the service would be expected to be about \$584,000 per year, or about \$8.10 per one-way trip. With assistance from available Federal and State programs, an average of about \$147,000 per year, or about \$2.03 per one-way trip, would need to be provided by the County to support the operation of the taxicab service. The average annual capital expenditures for vehicles for replacements and for service expansion were estimated at about \$54,000 per year, of which about \$11,000 would need to be provided by the County. Thus, the total public cost of the taxicab service under this subalternative would average about \$638,000 per year, of which County subsidies would have to provide an average of \$158,000 per year.

Evaluation of Alternative Transit Service Plans

The alternative transit service plans were evaluated by scaling measures of their performance against the transit service objectives and standards set forth in Chapter V of this report. With respect to serving the resident County population and existing land uses, along with their attendant travel needs, the evaluation found that both Alternatives No. 2 and No. 3 would provide for substantial improvement over the existing transit services included under Alternative No. 1. The significant expansion of general-public transit services proposed under both Alternatives No. 2 and No. 3 would also result in significant increases in expenditures for transit service.

The evaluation found that differences between Alternatives No. 2 and No. 3 were few and were attributed directly to the extent of improved local shared-ride taxicab services proposed under each. The shared-ride taxicab services proposed under Subalternatives No. 2A and No. 3A would provide the County with local transit services capable of serving the travel needs of the elderly and disabled population and, principally, the nonwork trips of the County's general population. However, if the transit needs and deficiencies identified previously in this

study were to be addressed, then the shared-ride taxicab services proposed under Subalternatives No. 2B and No. 3B would be most appropriate. With respect to the areas to be served by publicly subsidized taxicab service, the community-based taxicab services proposed under Subalternative No. 2B would be more cost-effective than the Countywide service proposed under Subalternative No. 3B, because taxicab service would be limited to serving the most densely developed portions of the County. However, the provision of the Countywide taxicab services, as proposed under Subalternative No. 3B, would result in lower local costs for specialized transportation and shared-ride taxicab service than under Subalternative No. 2B because of the conversion of a significant portion of the County's specialized transportation service into a general-public transit service. This would enable the cost of the service to qualify for new sources of Federal and State transit assistance.

Recommendations

Based upon the evaluation of alternatives, it was concluded that the transit services proposed under both Alternatives No. 2 and No. 3 would provide for substantial improvements in the general-public transit services in the County. These alternatives would, however, have significant additional costs when compared with the costs required to continue the existing transit services as proposed under Alternative No. 1. Further expansion in the existing transit services and increases in transit service expenditures were viewed as necessary, however, for the County to address the transit service needs and the deficiencies in the existing transit services which were identified during the course of this study. With respect to the two alternatives proposing improvement or expansion of transit services, the transit services proposed under Alternative No. 3 were found to most completely address the identified transit service needs and deficiencies. The Commission staff, therefore, recommended that Ozaukee County pursue the implementation of the transit service improvements proposed under Alternative No. 3. In particular, the staff recommended that the County implement the Countywide shared-ride taxicab service proposed under Subalternative No. 3B. Also recommended was the implementation of the rapid-transit bus service and the special employer provided transit services proposed under Alternative No. 3.

After careful review of the three alternative transit plans the Advisory Committee determined that Alternative No. 3 should become the basis for the design of a recommended transit service plan for Ozaukee County.

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Chapter VIII

RECOMMENDED TRANSIT SERVICE PLAN

INTRODUCTION

The Ozaukee County Public Transit Planning Advisory Committee carefully considered the three alternative transit service plans developed to address the existing and probable future transit service needs of Ozaukee County as documented in Chapter VII. The Committee determined that Alternative No. 3 should become the basis for the design of a recommended transit service plan for the County.

In selecting Alternative No. 3, the Advisory Committee recommended that Ozaukee County give highest priority to implementing the rapid-transit bus and shuttle bus services proposed to address employer-based transportation needs. Accordingly, the Committee asked that the Commission staff work with the Transportation Subcommittee of the Ozaukee County Economic Development Corporation to refine the rapid-transit bus and employee-shuttle services identified in Alternative No. 3. In response to that direction, the Commission staff met with the Transportation Subcommittee of the Ozaukee County Economic Development Corporation to refine the service levels and attendant costs of the proposed rapid-transit bus and employee-shuttle transit services so that the final recommended plan would best address the employer transportation needs.

In selecting Alternative No. 3 as the basis for a final plan, the Advisory Committee also indicated its support for converting the Ozaukee County specialized transportation service for elderly and disabled persons provided by the Office of Aging Services into a Countywide shared-ride taxicab service for the general public with the relatively more extensive service hours proposed under Subalternative No. 3B. The Committee directed, however, that the final plan provide for reduced response times and lower fares in the urban areas of the County, similar to those of the existing Port Washington taxicab service, that is, a 30-minute response time and \$1.50 base adult cash fare for shared-ride taxicab service. While supporting implementation in 1996 of the employer-based rapid-transit bus and shuttle-bus services, the Committee also indicated

that implementation of the shared-ride taxicab service should not be pursued before 1997.

Given the Advisory Committee's direction in formulating a final plan, the following changes were made to the rapid-transit bus, special employee-shuttle, and Countywide shared-ride taxicab services as included in Alternative No. 3:

- The rapid-transit bus service intended to meet reverse-commute needs between Milwaukee and Ozaukee County was adjusted better to serve the first- and second-shift starting and ending times of major employers within Ozaukee County. Accordingly, the proposed rapid-transit bus service would arrive in Ozaukee County earlier each weekday morning, arrive and depart from Ozaukee County earlier each weekday afternoon, and also depart from Ozaukee County late in the evening.
- The number of shuttle routes connecting with the reverse-commute rapid-transit bus service at park-ride lots within Ozaukee County was adjusted from two routes, using four vehicles, to five routes, using five vehicles. Four routes would serve employment concentrations within the Cedarburg, Grafton, Saukville, and Port Washington areas as proposed under Alternative No. No. 3, but with modified routes. A fifth route was proposed to serve employment centers in northern Ozaukee County, in particular within the Fredonia area.
- Response times and fares for the Countywide shared-ride taxicab service proposed to be operated inside the major urban centers of the County, Port Washington-Saukville, Cedarburg-Grafton, and Mequon-Thiensville, were reduced from the 60-minute response time and \$3.00 per one-way trip base adult cash fare assumed under Subalternative No. 3B, to a 30-minute response time and a base adult cash fare of \$1.50 per one-way trip. For trips made outside the major urban centers, response times would be longer and fares would be higher, essentially as proposed under Subalternative No. 3B.

The following three sections of this chapter describe the recommended transit service plan for Ozaukee County for the five-year period from 1996 through 2000. The first section describes the recommended transit services, including the rapid-transit bus and connecting employee-shuttle services, the Countywide shared-ride taxicab service, and the Countywide specialized transportation service for elderly and disabled individuals, including the operating characteristics, service levels, and fare schedules for each recommended service. The second section presents a summary of the anticipated ridership, revenues, and costs of the recommended transit services. The final section identifies the actions required of various agencies to achieve plan implementation.

RECOMMENDED TRANSIT SERVICES

The recommended transit service plan for Ozaukee County includes four elements: rapid-transit bus services, special employee transit services, Countywide shared-ride taxicab services, and Countywide specialized transportation services for elderly and disabled individuals. Each of these elements is summarized in Table 71.

Rapid-Transit Bus Service

The recommended plan proposes to initiate rapid-transit bus service between park-ride lots located within Ozaukee County and the City of Milwaukee central business district (henceforth referred to as "CBD") to serve weekday work travel in both directions. The transit route would represent the first stage of the rapid-transit bus service recommended under the regional transportation system plan for the design year 2010 as adopted by the Ozaukee County Board of Supervisors on April 18, 1995.¹

The alignment of the recommended rapid-transit bus route and the location of the three park-ride lots proposed to be served by the route within Ozaukee County are shown on Map 19 in Chapter VII. The route would originate at an existing carpool parking

lot near the interchange of IH 43 and STH 57,² in the Town of Grafton. Buses operating over the route would also serve park-ride lots at IH 43 and CTH C, in the Town of Grafton, and at IH 43 and STH 167, in the City of Mequon. The existing carpool parking lot at IH 43 and CTH C would ultimately need to be reconstructed to be conveniently served by buses. As no publicly constructed park-ride facility exists in the vicinity of IH 43 and STH 167, a new facility would need to be constructed at this location. The route, however, could initially be operated serving a temporary park-ride facility at this location, created by leasing space in existing parking lots owned by cooperating individual private businesses or shopping centers in the area. If a suitable site for the permanent park-ride facility cannot be found and space cannot be leased from a private landowner, the route would be operated without the proposed Mequon stop.

To facilitate reverse-commute travel, the rapid-transit bus service would be operated in both directions, with frequent stops provided in central Milwaukee County for transfers to Milwaukee County Transit System bus routes. It is recommended that such connections with intersecting bus routes be provided over the segments of the rapid-transit bus route operated south of W. Locust Street over arterial streets within, and immediately north of, the Milwaukee CBD (see Map 19). This would include route segments operated over W. Wells Street, E. and W. Wisconsin Avenue, N. Prospect Avenue, E. and W. Kilbourn Avenue, N. 6th Street, and N. 7th and 8th Streets. The reverse-commute bus trips and central Milwaukee County stops would allow Milwaukee County residents to use the rapid-transit bus service to connect with specially designed shuttle transit services operated between the park-ride lots and Ozaukee County employment centers. Bus trips operated over the rapid-transit route to serve reverse-commute travel by first- and second-shift employees at Ozaukee County locations would include:

¹See SEWRPC Planning Report No. 41, A Regional Transportation System Plan for Southeastern Wisconsin; 2010, December 1994.

²Just before the completion of the Ozaukee County transit service plan, jurisdictional transfers affecting several highways in Ozaukee County were effected, including the transfer of STH 57 between IH 43 and STH 60 from a State trunk highway to a County trunk highway, CTH V. The designation of this facility as STH 57 was, however, retained in the text, tables, and maps in this report for the location of this park-ride lot.

- Two outbound trips, arriving at Ozaukee County park-ride lots between 5:30 a.m. and 5:45 a.m. and again between 6:30 a.m. and 6:45 a.m.
- Two outbound trips, arriving at Ozaukee County park-ride lots between 1:30 p.m. and 1:45 p.m. and again between 2:30 p.m. and 2:45 p.m.
- Two inbound trips, leaving Ozaukee County park-ride lots between 2:30 p.m. and 2:45 p.m. and again between 3:30 p.m. and 3:45 p.m.
- One inbound trip, leaving Ozaukee County park-ride lots between 11:00 p.m. and 11:15 p.m.

Rapid-transit bus service would also be provided over the route to serve traditional commuter travel by Ozaukee County residents employed in the Milwaukee CBD, including:

- Four inbound trips, arriving in the Milwaukee CBD between 6:30 a.m. and 8:30 a.m.
- Four outbound trips, leaving the Milwaukee CBD between 3:30 p.m. and 5:30 p.m.

Implementation of the rapid-transit bus service would be staged so that fewer bus trips would initially be operated over the route to serve traditional commuter travel to and from the Milwaukee CBD. The multiple bus trips recommended for operation over the route are necessary to provide an adequate level of service for both the reverse-commute and the traditional commuters' Ozaukee County travel market; they will thus attract ridership to the proposed route.

The fares charged for the recommended rapid-transit bus service would be distance-based, with base cash fares ranging from \$1.75 to \$2.25 per one-way trip. These fares would be from \$0.25 to \$0.75, or about 17 to 50 percent, higher than the base cash fare of \$1.50 per one-way trip for the existing rapid-transit bus service provided by the Milwaukee County Transit System from park-ride lots in northern Milwaukee County. These fares would, however, be comparable to fares charged on other rapid-transit bus routes currently being operated outside Milwaukee County, such as in Waukesha County, for stops which lie a similar distance from the Milwaukee CBD.

It is recommended that Ozaukee County contract for the operation of the rapid-transit bus route with an existing transit operator who would be responsible for all aspects of service provision, including supplying the necessary operating equipment. This arrangement would be similar to that currently used by Waukesha County, which contracts with two transit operators to provide rapid-transit bus service for Waukesha County. The Milwaukee County Transit System would represent a logical contract service operator for the proposed bus route since it currently operates 10 freeway flyer bus routes within Milwaukee County, including Route No. 49, serving northern Milwaukee County. This route currently has a significant part its ridership originating within Ozaukee County.

Operation of the recommended rapid-transit bus route by the Milwaukee County Transit System may be expected to have other advantages, particularly for Milwaukee County residents using the route to commute to Ozaukee County employment locations. The proposed Ozaukee County rapid-transit bus route would be designed to provide connections with other Milwaukee County Transit System local and express bus routes serving central Milwaukee County. Potential passengers would benefit from having a common fare structure and common information services for all the routes used in making the trip. Other transit operators, including Wisconsin Coach Lines, Inc., and Riteway Bus Service, Inc., are other potential contract service operators for the Ozaukee County service.

Employee-Shuttle Transit Services

The recommended plan also proposes that special shuttle transit services be provided to help Ozaukee County employers fill job vacancies and meet employee trip-reduction goals specified under the Federal Clean Air Act Amendments of 1990 regarding automobile trips to work. The recommended shuttle services would be designed to connect with the recommended rapid-transit bus route at park-ride lots in Ozaukee County and with major bus routes of the Milwaukee County Transit System terminating in the vicinity of the Northridge Shopping Center in Milwaukee County. They would distribute passengers among major employment concentrations within Ozaukee County. The shuttle services would be intended primarily to serve individuals traveling from Milwaukee County to jobs in Ozaukee County and would be developed cooperatively with those Ozaukee County employers in need of such transit services. Ozaukee County employers could also encourage employees to use the shuttle services as an alternative to commuting

Table 71

**SUMMARY OF MAJOR TRANSIT SERVICE ELEMENTS UNDER THE
RECOMMENDED TRANSIT SYSTEM PLAN FOR OZAUKEE COUNTY: 2000**

Transit Service Element	Plan Recommendation																		
Rapid-Transit Bus Service	<ul style="list-style-type: none">County to contract for new service provided over IH 43 between Ozaukee County and City of Milwaukee central business district (CBD)Rapid-transit bus route to serve park-ride lots within Ozaukee County at:<ul style="list-style-type: none">IH 43 and STH 57 (Town of Grafton)IH 43 and CTH C (Town of Grafton)IH 43 and STH 167 (City of Mequon)Service to be provided in both directions with appropriately located stops in central Milwaukee County to serve reverse-commuters to Ozaukee County workplaces<u>Service Periods</u> Weekdays: 5:00 a.m. to 8:30 a.m. 1:00 p.m. to 6:00 p.m. 11:00 p.m. to 11:45 p.m. <u>Service Levels</u> Morning Period: four inbound trips to Milwaukee CBD; two outbound trips to Ozaukee County Afternoon Period: six outbound trips to Ozaukee County; two inbound trips to Milwaukee CBD Evening Period: one inbound trip to Milwaukee CBD<u>Cash Fares (per one-way trip)</u> Between IH 43 and STH 167 and Milwaukee County: \$1.75 Between IH 43 and CTH C and Milwaukee County: \$2.00 Between IH 43 and STH 57 and Milwaukee County: \$2.25																		
Special Employee Transit Services	<ul style="list-style-type: none">County to contract for shuttle services connecting major Ozaukee County employment concentrations with reverse-commute rapid-transit bus service at Ozaukee County park-ride lots and at termini of major Milwaukee County Transit System (MCTS) bus routes at the Northridge Shopping Center in Milwaukee CountyNew shuttle services to serve employees reverse-commuting from Milwaukee County and employees using transit as part of employer efforts to meet employee automobile-trip-reduction goals<u>Service Periods</u> Weekdays: 5:30 a.m. to 7:15 a.m. 1:30 p.m. to 3:30 p.m. 10:30 p.m. to 11:00 p.m.<u>Service Levels:</u> Morning Period: two to three round trips per route Afternoon Period: four trips per route Evening Period: one trip per route<u>Fares (per one-way trip)</u> Base fare: \$1.00 With transfer from rapid-transit bus route or MCTS bus route: \$0.50																		
Shared-Ride Taxicab Service	<ul style="list-style-type: none">County to provide for Countywide service, supplanting the existing Port Washington taxicab system<u>Service Area</u> Within and between all areas of the County<u>Response Time:</u> 30 minutes for trips made within urban centers 60 minutes for trips made within rural areas or between rural and urban areas<u>Service Periods</u> Weekdays: 6:00 a.m. to 6:00 p.m., Fridays until 9:00 p.m. Saturdays: 8:30 a.m. to 6:00 p.m. Sundays: 8:00 a.m. to 12:00 noon Holidays: No service<u>Fares (per one-way trip)</u><table><tr><th></th><th>Adult and Student^a</th><th>Elderly and Disabled^b</th></tr><tr><td>5.0 miles or less</td><td>\$1.50</td><td>\$1.00</td></tr><tr><td>5.1 to 10.0 miles</td><td>3.00</td><td>2.00</td></tr><tr><td>10.1 to 15.0 miles</td><td>4.50</td><td>3.00</td></tr><tr><td>15.1 to 20.0 miles</td><td>5.50</td><td>3.75</td></tr><tr><td>over 20 miles</td><td>6.50</td><td>4.30</td></tr></table>		Adult and Student ^a	Elderly and Disabled ^b	5.0 miles or less	\$1.50	\$1.00	5.1 to 10.0 miles	3.00	2.00	10.1 to 15.0 miles	4.50	3.00	15.1 to 20.0 miles	5.50	3.75	over 20 miles	6.50	4.30
	Adult and Student ^a	Elderly and Disabled ^b																	
5.0 miles or less	\$1.50	\$1.00																	
5.1 to 10.0 miles	3.00	2.00																	
10.1 to 15.0 miles	4.50	3.00																	
15.1 to 20.0 miles	5.50	3.75																	
over 20 miles	6.50	4.30																	

Table 71 (continued)

Transit Service Element	Plan Recommendation														
Specialized County Transportation Service for the Elderly and Disabled	<ul style="list-style-type: none"> • Reduce existing service as currently provided by Ozaukee County Office of Aging Services, to serve only out-of-County trips. Other services provided by City of Cedarburg Senior Center and St. Mary's Hospital-Ozaukee to be similarly reduced at discretion of sponsoring agency or organization • <u>Service Area</u> Service provided only for trips made between Ozaukee County and surrounding counties • <u>Eligible Users and Trips</u> Service provided only for County residents who are 60 years of age and older or disabled. Trips served to be limited to those for medical services not available within the County and nonroutine work trips • <u>Response Time</u> 24-hour advance reservation • <u>Service Periods</u> Weekdays: 7:45 a.m. to 5:00 p.m. Saturdays, Sundays, Holidays: No service • <u>Fares (per one-way trip)</u> <table> <tr> <td>5.0 miles or less:</td><td>\$2.00</td></tr> <tr> <td>5.1 to 10.0 miles:</td><td>2.60</td></tr> <tr> <td>10.1 to 15.0 miles:</td><td>3.15</td></tr> <tr> <td>15.1 to 20.0 miles:</td><td>3.75</td></tr> <tr> <td>20.1 to 25.0 miles:</td><td>4.30</td></tr> <tr> <td>25.1 to 30.0 miles:</td><td>4.90</td></tr> <tr> <td>over 30 miles:</td><td>6.00</td></tr> </table> 	5.0 miles or less:	\$2.00	5.1 to 10.0 miles:	2.60	10.1 to 15.0 miles:	3.15	15.1 to 20.0 miles:	3.75	20.1 to 25.0 miles:	4.30	25.1 to 30.0 miles:	4.90	over 30 miles:	6.00
5.0 miles or less:	\$2.00														
5.1 to 10.0 miles:	2.60														
10.1 to 15.0 miles:	3.15														
15.1 to 20.0 miles:	3.75														
20.1 to 25.0 miles:	4.30														
25.1 to 30.0 miles:	4.90														
over 30 miles:	6.00														

^aAdults age 19 to 59 and students age five to 18; children under age five would be free when accompanied by a person paying a fare.

^bElderly persons age 60 and older and disabled persons age five and older.

Source: SEWRPC.

to work by automobile, thereby assisting employers in reducing travel to and from the workplace by single occupant vehicles.

The shuttle routes envisioned under the recommended plan, assuming full implementation of the recommended Ozaukee County rapid-transit bus service, are shown on Map 24. The plan envisions a total of five shuttle routes serving the park-ride lots along IH 43. Four shuttle routes would serve the park-ride lot at IH 43 and STH 57, in the Town of Grafton, including individual routes serving employers within the Grafton area, the Saukville area, the Port Washington area, and the Fredonia area of the County. A single shuttle route would serve the park-ride lot at IH 43 and CTH C, in the Town of Grafton, serving employers in the Cedarburg area and eastern Mequon. The routes operating out of each park-ride lot would be redefined, as necessary, as experience with the operation of the shuttle services is gained, to meet the needs of the employees transported.

It is also recommended that a sixth shuttle route be operated between the termini of two existing Milwaukee County Transit System bus routes, Route

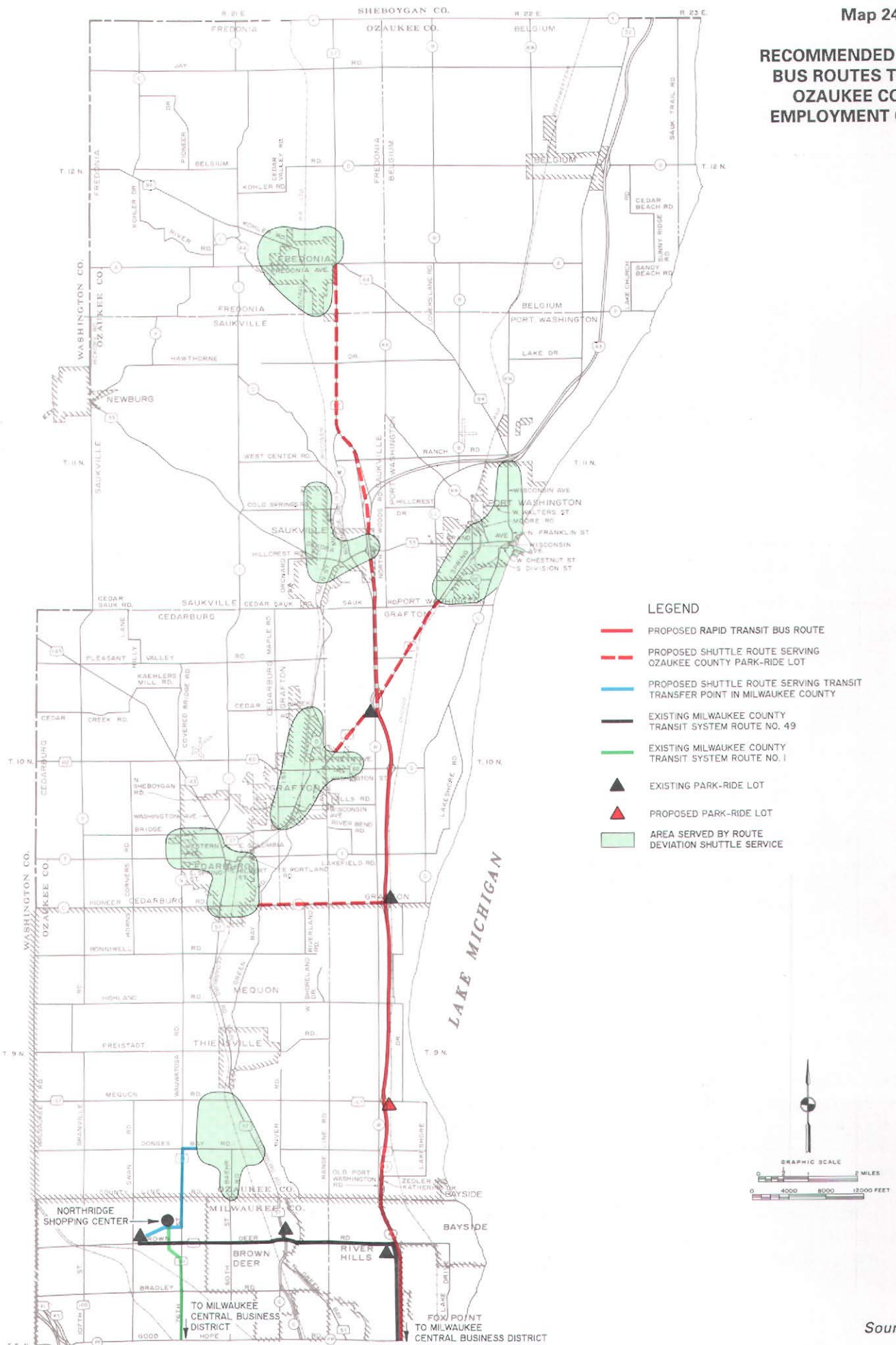
No. 1, the Metrolink Northwest Express, and Route No. 49, the Brown Deer Northridge Freeway Flyer, and the major employers in the central portion of the City of Mequon. This proposed shuttle route would originate at an existing park-ride lot near the Northridge Shopping Center, at N. 85th Street and W. Beatrice Court, in the City of Milwaukee.

Service over all six shuttle routes would be operated as fixed-route deviation service. The routes would operate on a regular, fixed schedule between the shuttle route termini at the abovementioned park-ride lots and the Ozaukee County employment concentrations, but would follow a flexible route, allowing for deviation at the specific request of individual passengers.

The recommended shuttle service would be designed to serve the principal first- and second-shift starting and ending times at the major Ozaukee County workplaces. Service over the shuttle routes would, consequently, be provided:

- Between about 5:30 a.m. and 7:15 a.m., to serve first-shift starting times of 6:00 a.m. and 7:00 a.m.

RECOMMENDED SHUTTLE-BUS ROUTES TO SERVE OZAUKEE COUNTY EMPLOYMENT CENTERS



- Between 1:30 p.m. and 3:30 p.m., to serve first-shift ending times and second-shift starting times of 2:00 p.m. and 3:00 p.m.
- Between about 10:30 p.m. and 11:00 p.m., to serve all second-shift ending times.

It is envisioned that the shuttle service could be operated with 12- to 15-passenger vans. One vehicle would be required for each shuttle route, resulting in a requirement for a total of six vehicles.

In order for the shuttle services to be attractive to employees, a base cash fare of \$1.00 per one-way trip is recommended for passengers traveling only between a shuttle route terminus at a park-ride lot and a place of employment. It is further recommended that a fare of \$0.50 per one-way trip be charged individuals transferring to, or from, the proposed rapid-transit bus route or the Milwaukee County transit system bus routes. Such fares would keep the total cost of the trip for individuals reverse-commuting to entry level positions with Ozaukee County employers at reasonable levels, considering the cost of both the shuttle service and the connecting rapid-transit bus or express-bus service. Special arrangements could also be made with employers for them to subsidize part of the fares paid by employees each weekday, either to assist individuals with transportation costs or as an incentive for employees to use the shuttle services to assist the employer in meeting employee trip-reduction goals.

It is additionally recommended that the special shuttle services be operated by contracting with private transit companies or yellow school bus operators. It is recommended that the County require contract operators to have available, upon request, one vehicle which would be accessible to disabled persons, including those using wheelchairs or motorized scooters. It is recommended that the employers served assume responsibility for funding any portion of shuttle route operating expenses which would not be covered by passenger revenues directly generated by the route or by available Federal and State operating assistance funds obtained by Ozaukee County for the services.

Countywide Shared-Ride Taxicab Service

The third major element of the plan recommends that publicly supported shared-ride taxicab service be made available to the general public throughout Ozaukee County. This would be accomplished by converting the specialized transportation service for elderly and disabled persons operated by the Ozau-

kee County Office of Aging Services into a service open to the general public for travel between any locations within Ozaukee County. Specialized transportation service for trips made by elderly and disabled individuals between Ozaukee County and surrounding counties would continue to be made available essentially as provided in 1995 by the Ozaukee County Office of Aging Services. The existing shared-ride taxicab system operated by the City of Port Washington would be supplanted by the new Countywide taxicab system.

The Countywide shared-ride taxicab system would provide a higher level of public transit service than the existing County specialized transportation service. Taxicab service would be available seven days a week, excluding holidays, and would be available on weekdays between 6:00 a.m. and 6:00 p.m., with extended Friday hours until 9:00 p.m.; on Saturdays between 8:30 a.m. and 6:00 p.m.; and on Sundays between 8:00 a.m. and 12:00 noon. The proposed weekday service hours would represent a modest expansion in the existing weekday hours of operation for the City of Port Washington shared-ride taxicab system. Response times, that is, the time in which a taxicab vehicle would be dispatched to pick up a rider, would vary depending on the starting and ending points of the trip. Maximum response times of 30 minutes would be established for trips made entirely within the three identified major urban centers within the County, the Port Washington-Saukville area, the Cedarburg-Grafton area, and the Mequon-Thiensville area (see Map 19 in Chapter VII). A maximum response time of 60 minutes would be set for all other trips made within the County, including trips between the three urban centers, between rural areas and the urban centers, and between locations entirely within the rural portions of the County.

Fares for the Countywide shared-ride taxicab service would vary with the distance traveled. The lowest fares, for trips of five miles or less, would be \$1.50 per one-way trip for adults and students and \$1.00 per one-way trip for the elderly and disabled. The lowest base cash fares would be similar to the lowest base cash fares charged to adults, the elderly, and disabled individuals for the City of Port Washington taxicab service during 1995.³ The

³The recommended lowest cash student fare of \$1.50 per one-way trip would be \$0.50 higher than the 1995 cash student fare of \$1.00 per one-way trip charged for the City of Port Washington taxicab service.

proposed fare for the elderly and disabled would be one-half the existing initial fare of \$2.00 per one-way trip charged on the Ozaukee County specialized transportation service. The fares would increase with the distance traveled, reaching a maximum of \$6.50 per one-way trip for adults and students and \$4.30 per one-way trip for elderly and disabled individuals for trips over 20 miles long. No fares would be assessed for children four years of age and under when accompanied by a person paying a fare. Additional charges assessed under the existing County specialized transportation program for persons making more than six one-way trips per week would be eliminated. The proposed base fares would fall within the middle of the range of fares currently being charged on publicly subsidized shared-ride taxicab systems in Wisconsin.

While recommending endorsement of the shared-ride taxicab service with the above fare structure, the Advisory Committee suggested that Ozaukee County also consider the potential for implementing the service with a "flat" fare structure. Under such a structure, the same distance-based fares would be charged to all individuals using the service. The Committee indicated that special convenience fares which provided discounts from the regular cash fares could then be established, in particular for individuals in special population groups who would be expected to be frequent users of the service. Examples of such convenience fares include multiple-trip coupon books or punch passes and reduced fares for groups of passengers traveling between the same trip origin and destination.

It is recommended that the County directly operate the shared-ride taxicab service, essentially by expanding and reorganizing the operation of its existing specialized transportation program for elderly and disabled persons. The recommended Countywide shared-ride taxicab service would represent a substantial expansion of the existing program, operated by the Office of Aging Services, with operation of the recommended Countywide shared-ride taxicab system requiring 15 vehicles compared to the six vehicles used in the current specialized transportation program. The vehicles required reflect the extensive service provided by a system which would serve all trips made by the general public between any locations in the County. With the extensive service levels offered through the recommended taxicab system, it is likely that the other specialized transportation service providers within the County may curtail or reduce their

existing specialized transportation services and rely instead upon the County's shared-ride taxicab system.

Specialized County Transportation Program for Elderly and Disabled Individuals

The recommended plan includes the continuation of the specialized transportation service for elderly and disabled individuals currently provided by the Ozaukee County Office of Aging Services, but only for trips made between Ozaukee County and surrounding counties. This is estimated to represent 20 percent of the current trips made on the existing service.

Under the recommended plan, the specialized County transportation service would continue to be provided with its existing 1995 operating characteristics. In this respect, service would be provided only on weekdays, excluding holidays, between the hours of 7:45 a.m. and 5:00 p.m. Eligible users of the service would be limited to Ozaukee County residents 60 years of age or older and disabled residents of any age who had a permanent physical or developmental disability. Persons desiring to use the service would need to call the Office of Aging Services at least 24 hours in advance to make a reservation. Only trips for medical services which are not obtainable within the County and non-routine work trips would be served.

Eligible individuals would be allowed to use the transportation service to make no more than six one-way trips per week, unless the user agreed to pay the full cost of the service for the additional trip. Fares would continue to be distance-based, ranging from a minimum of \$2.00 per one-way trip for trips of five miles or less to \$6.00 per one-way trip for trips over 31 miles. The higher fares charged for work-related trips under the existing program would be dropped. A waiting time charge \$1.50 per half hour for all trip types and a surcharge of \$10.00 for the first trip made each week more than one mile outside Ozaukee County would continue to be charged as under the current program.

It is recommended that the specialized transportation service be provided by the County directly, in conjunction with the recommended shared-ride taxicab service. Operation in such a coordinated manner should allow the programs to share some service and administrative staff. The reduced scope of the specialized County transportation service

would require significantly fewer vehicles to operate than the existing Countywide service. It is anticipated that only two vehicles would be needed to provide the out-of-County specialized transportation service under the reduced program, compared with the six vehicles currently used in operating the current program.

Plan Staging

The recommended transit services have been described in the preceding sections as they are envisioned to be operated by the end of the planning period in the year 2000. It is recommended that the transit service improvements identified for the County be implemented in several stages. The proposed staging of the transit service improvements was developed to reflect priorities identified by the Advisory Committee.

Rapid-Transit Bus and Employee-Shuttle Services:

As the first stage in implementing the proposed transit service improvements, it is recommended that Ozaukee County pursue the initiation of the rapid-transit bus and employee-shuttle transit services, so as to assist Ozaukee County employers in meeting employee transportation needs. It is recommended that the County act to implement the proposed rapid-transit bus and employee-shuttle transit services in 1996 on a two-year trial, or demonstration, basis, with continuation of the services beyond that time dependant on actual service performance during the demonstration period. Table 72 summarizes the suggested staging of these transit services, including the two-year demonstration project.

During 1996 and 1997, the demonstration project would provide levels of rapid-transit and employee-shuttle transit services which would be lower than those ultimately envisioned under the plan for 2000. At the initial level of transit service, the rapid-transit bus route would serve the two existing park-ride lots in the County, at IH 43 and STH 57 and at IH 43 and CTH C. Service over the five proposed employee-shuttle transit routes serving these two park-ride lots would also be initiated. Service levels over the rapid-transit bus and shuttle routes for individuals reverse-commuting between Milwaukee and Ozaukee County would be the same as those recommended under the plan for the year 2000. Service levels over the rapid-transit bus route for people commuting between Ozaukee County and workplaces in the Milwaukee CBD, however, would be lower, consisting of three round-trips per day

instead of the four round-trips envisioned to be provided over the route by the year 2000.

It is recommended that in mid-1997 the County review the performance of the rapid-transit bus and employee-shuttle transit programs in terms of actual ridership and operating costs, as well as of their ability to address the employee transportation problems of Ozaukee County employers. A decision would then be made concerning whether the services should be eliminated at the end of 1997, continued without change on a year-by-year basis, or expanded to the recommended full service levels. If a decision is made to continue or expand the services, the County could then pursue the recommended construction or reconstruction of park-ride facilities along the rapid-transit bus route.

A transit demonstration project for 1996, including rapid-transit and employee-shuttle transit services essentially the same as those recommended to be provided in 1996 and 1997, has been proposed by the Ozaukee County Economic Development Corporation and has received the tentative approval of the Ozaukee County Board of Supervisors, which would be the public sponsor for the project. The proposed demonstration project would be funded by available Federal and State transit assistance funds, including special funds available for such demonstration projects through the Federal Congestion Mitigation and Air Quality (CMAQ) Improvement Program, plus private funds contributed by the local businesses benefiting from the transit services. No County funds have been proposed to be used for the demonstration project in 1996. It is recommended that Ozaukee County continue its support of the efforts of the Ozaukee County Economic Development Corporation and encourage the Corporation to work with the County in extending the proposed demonstration project through 1997, including obtaining additional CMAQ funds.

Conversion of Specialized Transportation Service to Taxicab Service

It is recommended that the County set a target date of January 1997 to begin the recommended Countywide shared-ride taxicab service. Beginning the taxicab service in 1997 would allow the County enough time to complete detailed analyses and planning for the management, staffing, and funding of the recommended taxicab and specialized transportation services, recommended to be operated in a coordinated manner. The proposed target date for starting the service would give the County approxi-

Table 72

PROPOSED STAGING OF RAPID-TRANSIT AND EMPLOYEE-SHUTTLE TRANSIT SERVICES: 1996-2000

Transit Service Element	Year		
	Demonstration Project		1998-2000
	1996	1997	
Rapid-Transit Service	<ul style="list-style-type: none"> County to contract for new bus service provided over IH 43 between Ozaukee County and City of Milwaukee central business district (CBD) serving two existing park-ride lots within the County at: <ul style="list-style-type: none"> IH 43 and STH 57 (Town of Grafton) IH 43 and CTH C (Town of Grafton) Service to be provided in both travel directions with stops in central Milwaukee County to serve individuals reverse-commuting to Ozaukee County employers <u>Service Periods</u> Weekdays: 5:00 a.m. to 8:30 a.m. 1:00 p.m. to 6:00 p.m. 11:00 p.m. to 11:45 p.m. <u>Service Levels</u> Morning Period: three inbound trips to Milwaukee CBD two outbound trips to Ozaukee County Afternoon Period: five outbound trips to Ozaukee County two inbound trips to Milwaukee CBD Evening Period: one inbound trip to Milwaukee CBD <u>Cash fares (per one-way trip)</u> Between IH 43 and CTH C and Milwaukee County: \$2.00 Between IH 43 and STH 57 and Milwaukee County: \$2.25 	<ul style="list-style-type: none"> Service continues to be provided as in 1996 Performance of service is reviewed in mid-1997 Decision(s) are made on whether service should be eliminated, continued without change, or expanded 	<ul style="list-style-type: none"> Service to continue as provided in 1997; or Service to be expanded to provide one additional inbound trip in the morning, and one additional outbound trip in the afternoon, to serve Ozaukee County residents working in the Milwaukee central business district (fully implemented at recommended service levels) County to pursue construction/reconstruction of park-ride lots at IH 43 and STH 167 (City of Mequon) and at IH 43 and CTH C (Town of Grafton)
Employee-Shuttle Transit Service	<ul style="list-style-type: none"> County to contract for new shuttle services connecting major Ozaukee County employment concentrations with reverse-commute rapid-transit bus service at Ozaukee County park-ride lots <u>Service Periods</u> Weekdays: 5:30 a.m. to 7:15 a.m. 1:30 p.m. to 3:30 p.m. 10:30 p.m. to 11:00 p.m. <u>Service Levels</u> Morning Period: two trips per route Afternoon Period: four trips per route Evening Period: one trip per route <u>Fares (per one-way trip)</u> Base fare: \$1.00 With transfer from rapid-transit bus route: \$0.50 	<ul style="list-style-type: none"> Shuttle services continue to be provided as in 1996 Performance of service is reviewed in mid-1997 Decision(s) made on whether service should be eliminated, continued without change, or expanded 	<ul style="list-style-type: none"> Service to continue as provided in 1997; or Service to be expanded to provide new shuttle service between Mequon employment concentrations and termini of Milwaukee County Transit System bus routes at the Northridge Shopping Center in Milwaukee County (full implementation of plan recommendations)

Source: SEWRPC.

mately one year to prepare the operating and financial data needed to complete applications for the Federal and State transit assistance funds needed to support service operation during 1997. Such applications will have to be completed and

submitted during the fourth quarter of 1996. During this period, the County must also complete negotiations with the City of Port Washington to transfer ownership of the City's shared-ride taxicab vehicles to the County.

PLAN COSTS

A commitment of funds will be required to subsidize annual operation of the recommended transit service improvements and to offset a portion of the capital expenditures associated with implementing the service improvements. Federal and State funds are recommended to be used to reduce the County's financial commitment. This section of this chapter identifies the costs associated with implementation of the recommended County transit service plan and suggests how the costs might be shared among available funding sources.

Projected Operating and Capital Expenditures

Projections of ridership, expenses, revenues, and subsidies were prepared for each of the major transit service elements under the recommended plan which involved the direct public operation of general-public transit services or specialized transportation services for elderly and disabled individuals. Similarly, projections of the costs of required capital equipment and facility improvements associated with the recommended transit service improvements were also developed. The costs and revenues are set forth in constant 1995 dollars. Estimates of the local costs reflect assumptions attendant to the continuation of Federal and State transit operating and capital assistance programs.

Table 73 presents the projected ridership and operating costs for the rapid-transit bus and employee-shuttle services recommended for Ozaukee County. The projections assume implementation of the services as a demonstration project in 1996 and 1997, with the services ultimately reaching recommended full service levels by 2000.

During the initial two-year demonstration project, the projected total annual operating deficit for the services may be expected to approximate \$348,000 in 1996, decreasing to about \$344,000 in 1997. It is assumed that the demonstration project will be partly funded by a Federal grant available under the CMAQ program. Funds under this program are available for up to two years to support the costs of projects aimed at reducing congestion and improving air quality in nonattainment areas identified in the Clean Air Act Amendments of 1990. Because Ozaukee County has been identified as part of the six-county Milwaukee severe air quality nonattainment area for ozone, funds should be available under this program to support the two-year demonstration project. With the use of these Federal funds

and State operating assistance funds, the local funds required to support the rapid-transit bus and employee-shuttle services may be expected to average about \$36,000 over the two-year demonstration period.

For the period from 1998 through 2000, it was assumed that Federal funding for the rapid-transit bus and employee-shuttle services may be reduced substantially, to such funding as might be available through the Federal Transit Administration Section 9 and Section 18 formula transit assistance programs. Consequently, the local funds required to subsidize the operation of the rapid-transit bus and employee-shuttle services would increase significantly, ranging from about \$133,000 in 1998 to about \$141,000 in 2000.

The capital costs entailed in implementing the recommended rapid-transit bus and employee-shuttle transit services would include the cost of acquiring land and constructing a new park-ride facility in the vicinity of IH 43 and STH 167, in the City of Mequon, and the costs of reconstructing existing carpool parking lot at the intersection of IH 43 and CTH C, in the Town of Grafton. To facilitate early implementation of the rapid-transit bus route, it was assumed that the existing park-ride facility at IH 43 and CTH C would be used without modification and that a temporary park-ride lot in the vicinity of IH 43 and STH 167 could be created by leasing space from a cooperative land owner in the area. Public projects to construct or reconstruct the park-ride lots proposed for both locations would not be undertaken unless the rapid-transit bus service operated during the demonstration project was successful and a decision was made to continue the service. Accordingly, the park-ride lots recommended for each location would not be constructed before 1998. Each facility should accommodate approximately 50 cars for transit commuters and should be designed to allow for ready circulation of buses through the park-ride lot. A boarding platform equipped with a shelter, telephone service, and a bus information display should also be provided. The total cost of constructing the two park-ride lots, including costs for land acquisition, architectural design, construction, and incidental amenities, is estimated to approximate \$475,000. Assuming the availability of Federal funds under the CMAQ program to cover 80 percent of total costs, County costs would total about \$95,000.

The projected ridership and operating costs associated with the recommended county-wide shared-

Table 73

**PROJECTED RIDERSHIP AND FINANCIAL PERFORMANCE OF THE RAPID-TRANSIT BUS
AND EMPLOYEE-SHUTTLE TRANSIT SERVICES RECOMMENDED FOR OZAUKEE COUNTY: 1996-2000**

Cost Element	Projected ^a														
	Proposed Demonstration Project						1998			1999			2000		
	1996			1997			1998			1999			2000		
	Rapid- Transit Bus Service	Employee- Shuttle Service	Total All Services	Rapid- Transit Bus Service	Employee- Shuttle Service	Total All Services	Rapid- Transit Bus Service	Employee- Shuttle Service	Total All Services	Rapid- Transit Bus Service	Employee- Shuttle Service	Total All Services	Rapid- Transit Bus Service	Employee- Shuttle Service	Total All Services
Service Provided															
Total Annual Platform-Hours	4,920	6,810	11,730	4,920	6,810	11,730	4,920	8,340	13,260	4,920	8,340	13,260	5,870	8,340	14,210
Ridership (annual one-way trips)	40,000	.. ^b	40,000	42,000	.. ^b	42,000	45,000	.. ^b	45,000	48,000	.. ^b	48,000	57,000	.. ^b	57,000
Service Cost ^c															
Total Annual Operating Expenses	\$277,000	\$148,000	\$425,000	\$277,000	\$148,000	\$425,000	\$277,000	\$172,000	\$449,000	\$277,000	\$172,000	\$449,000	\$330,000	\$172,000	\$502,000
Total Annual Passenger Revenue	77,000	.. ^b	77,000	81,000	.. ^b	81,000	84,000	.. ^b	84,000	86,000	.. ^b	86,000	107,000	.. ^b	107,000
Total Annual Operating Deficit	200,000	148,000	348,000	196,000	148,000	344,000	193,000	172,000	365,000	191,000	172,000	363,000	223,000	172,000	395,000
Sources of Required Public Funds															
Federal Funds ^d															
Congestion Mitigation Air Quality (CMAQ) Program		\$ 70,200			\$ 86,200			
FTA Section 9		40,000			20,000			\$ 20,000			\$ 20,000			\$ 20,000	
FTA Section 18		23,600			23,600			23,600			23,600			23,600	
Subtotal		\$133,800			\$129,800			\$ 43,600			\$ 43,600			\$ 43,600	
State Funds															
Urban Public Transit Operating Assistance ^e		\$178,500			\$178,500			\$188,600			\$188,600			\$210,800	
Local Funds		35,700			35,700			132,800			130,800			140,600	
Total		\$348,000			\$344,000			\$365,000			\$363,000			\$395,000	
Service Effectiveness and Efficiency															
Annual Passengers per Platform-Hour		3.4			3.6			3.4			3.5			4.0	
Total Expense per Passenger		\$10.63			\$10.12			\$ 9.98			\$9.76			\$8.81	
Total Revenue per Passenger		1.93			1.93			1.87			1.87			1.88	
Total Deficit per Passenger		8.70			8.19			8.11			.89			6.93	
Percent of Expenses Recovered through Operating Revenues		18.1			19.1			18.7			19.2			21.3	

^aProjections for 1996 and 1997 are based on the service levels for the rapid-transit bus and employee-shuttle services presented in Table 72. Projections for 1998 and 1999 assume that rapid-transit bus service would be initiated in 1998 from a temporary park-ride lot near the intersection of IH 43 and STH 167, in the City of Mequon; and that service would also be initiated in 1998 over the shuttle route operated between the Northridge Shopping Center and employers in central Mequon. Projections for 2000 assume that four round trips would be operated over the rapid-transit bus route to serve Ozaukee County residents working in the Milwaukee central business district.

^bAt the present time, there is no good basis for estimating ridership and passenger revenues for the shuttle routes as the need for their operation will be determined by the employers served.

^cAll costs and revenues presented in constant 1995 dollars and assume no inflationary increases in operating costs or changes in proposed passenger fares over the period.

^dFederal funds assume that funds available through the Congestion Mitigation and Air Quality Improvement Program would be available to offset a portion of the operating expenses of the services during 1996 and 1997. It was also assumed that Ozaukee County's total projected allocation of \$40,000 in FTA Section 9 operating assistance funds would be made available for the services in 1996, and up to one-half of such funds would be made available for the services in 1997 and later years. Finally, it was assumed that transit operating assistance would be available through the FTA Section 18 formula transit assistance program to cover 28 percent of the operating expenses of the three shuttle routes to be operated within the portions of Ozaukee County outside the Milwaukee urbanized area.

^eAssumes State urban transit operating assistance would be available to cover up to 42 percent of the operating expenses of the proposed transit services.

^fRepresents public funds to be provided by Ozaukee County and/or private funds to be provided by the employers benefiting from the proposed transit services.

Source: SEWRPC.

ride taxicab service are presented in Table 74. These projections assume that the County would be able to complete the necessary detailed operations planning for converting the existing County specialized transportation service to provide the taxicab service and the negotiations with the City of Port Washington to assume County operation of the City's taxicab service by January 1997. It was assumed that this start-up date would require the County to lease the additional vehicles needed temporarily until new vehicles acquired by the County with the aid of

Federal capital grant programs could be delivered, most likely by 1999. Operating expenses for the taxicab service would, therefore, be somewhat higher during 1997 and 1998 because of the inclusion of the cost of leased vehicles.

The total annual operating deficit for the shared-ride taxicab service in 1997 would approximate \$773,000 and may be expected to increase to about \$801,000 by 1998 before decreasing to about \$771,000 by 2000 upon use of publicly purchased

Table 74

PROJECTED RIDERSHIP AND FINANCIAL PERFORMANCE OF THE COUNTYWIDE SHARED-RIDE TAXICAB SERVICE IN OZAUKEE COUNTY UNDER THE RECOMMENDED PLAN: 1996-2000

Operating Characteristic	Projected ^a													
	1995 Budgeted	1996	1997			1998			1999			2000		
	Port Washington Taxicab System	Port Washington Taxicab System	Urbanized Shared-Ride Taxi	Nonurbanized Shared-Ride Taxi	County Total	Urbanized Shared-Ride Taxi	Nonurbanized Shared-Ride Taxi	County Total	Urbanized Shared-Ride Taxi	Nonurbanized Shared-Ride Taxi	County Total	Urbanized Shared-Ride Taxi	Nonurbanized Shared-Ride Taxi	County Total
Service Provided Total Annual Platform-Hours	4,980	5,000	23,800	19,000	42,800	25,100	19,500	44,600	26,100	19,900	46,000	26,500	20,300	46,800
Ridership (annual one-way trips)	19,800	20,800	57,700	35,400	93,100	62,100	38,400	98,500	65,200	37,100	102,300	66,800	37,800	104,400
Service Cost ^b														
Total Annual Operating Expenses	\$103,700	\$104,000	\$513,000	\$402,000	\$915,000	\$540,000	\$412,000	\$952,000	\$519,000	\$397,000	\$916,000	\$529,000	\$402,000	\$931,000
Total Annual Passenger Revenue	22,900	24,100	79,700	62,800	142,500	85,800	64,900	150,700	90,100	\$66,800	156,700	92,200	67,700	159,900
Total Annual Operating Deficit	80,800	\$ 79,900	\$433,300	\$339,200	\$772,500	\$454,200	\$347,100	\$801,300	\$428,900	\$330,400	\$759,300	\$436,800	\$334,300	\$771,100
Sources of Required Public Funds														
Federal Funds														
FTA Section 9 ^c	\$ 0	\$ 0	\$ 20,000	\$ 0	\$ 20,000	\$20,000	\$ 0	\$ 20,000	\$20,000	\$0	\$ 20,000	\$ 20,000	\$ 0	\$ 20,000
FTA Section 18 ^d	29,000	29,000	0	112,400	112,400	0	115,300	115,300	0	\$111,100	111,100	0	112,600	112,600
Subtotal	\$ 29,000	\$ 29,000	\$ 20,000	\$112,400	\$132,400	\$20,000	\$115,300	\$135,300	\$20,000	\$111,100	\$131,100	\$ 20,000	\$112,600	\$132,600
State Funds														
Urban Public Transit Operating Assistance ^e	\$ 43,800	\$ 43,800	\$215,800	\$168,600	\$384,200	\$226,500	\$173,000	\$399,500	\$218,000	\$166,700	\$384,700	\$221,900	\$169,000	\$390,900
Local Funds	8,200	7,300	197,700	58,200	255,900	207,700	58,800	266,500	190,900	\$52,800	243,500	194,900	52,700	247,600
Total	\$ 80,800	\$ 79,900	\$433,300	\$339,200	\$772,500	\$454,200	\$347,100	\$801,300	\$428,900	\$330,400	\$759,300	\$436,800	\$334,300	\$771,100
Service Effectiveness and Efficiency														
Annual Passengers per Platform-Hour	3.9	4.1	2.4	1.9	2.2	2.5	1.9	2.2	2.5	1.9	2.2	2.5	1.9	2.2
Total Expense per Passenger	\$5.29	\$5.05	\$8.89	\$11.38	\$9.83	\$8.70	\$11.32	\$9.67	\$7.96	\$10.70	\$8.95	\$7.92	\$10.69	\$8.92
Total Revenue per Passenger	1.17	1.17	1.38	1.77	1.53	1.38	1.78	1.53	1.38	1.80	1.53	1.38	1.80	1.53
Total Deficit per Passenger	4.12	3.88	7.51	9.58	8.30	7.31	9.54	8.14	6.58	8.91	7.42	6.54	8.89	7.39
Percent of Expenses Recovered through Operating Revenues	22.1	23.2	15.5	15.6	15.6	15.9	15.8	15.8	17.4	16.8	17.1	17.4	16.8	17.2

^aBased on the recommended taxicab service characteristics presented in Table 71.

^bAll costs and revenues presented in constant 1995 dollars.

^cAssumes up to one-half of Ozaukee County's projected total allocation of \$40,000 in FTA Section 9 operating assistance funds would be available to offset the operating deficits of shared-ride taxicab service operated within the portions of Ozaukee County within the Milwaukee urbanized area.

^dAssumes Federal transit operating assistance available through the FTA Section 18 formula transit assistance program would be available to cover 28 percent of the operating expenses of the shared-ride taxicab service operated within the portions of Ozaukee County outside the Milwaukee urbanized area.

^eAssumes State transit operating assistance available through the State urban mass transit operating assistance program would be available to cover 42 percent of the operating expenses of the shared-ride taxicab service operated within the portions of Ozaukee County outside the Milwaukee urbanized area.

Source: SEWRPC.

equipment. Assuming the use of Federal transit operating assistance funds and State transit operating assistance funds, the County costs of the operation of the taxicab system may be expected to approximate \$256,000 in 1997, and decrease to about \$248,000 by 2000.

A portion of the ridership and of the operating costs of the recommended shared-ride taxicab service is currently reflected in the ridership and operating costs of the existing specialized transportation service for elderly and disabled persons provided by the Ozaukee County Office of Aging Services. Under the

Table 75

**RIDERSHIP AND FINANCIAL PERFORMANCE OF THE OZAUKEE COUNTY SPECIALIZED
TRANSPORTATION SERVICE FOR THE ELDERLY AND DISABLED UNDER THE RECOMMENDED PLAN: 1996-2000**

	1995	Projected ^a	
		1996	1997-2000
Service Provided			
Total Annual Platform-Hours	11,810	11,810	5,200
Ridership (annual one-way trips)	12,300	12,300	2,600
Service Cost^b			
Total Annual Operating Expenses	\$148,300	\$148,300	\$66,000
Total Annual Passenger Revenue	38,000	38,000	16,100
Total Annual Operating Deficit	110,300	110,300	49,900
Sources of Required Public Funds			
Federal Funds	--	--	--
State Funds			
Specialized Transportation			
for Counties ^c	\$ 45,700	\$ 45,700	\$41,700
County Funds	64,600	64,600	8,200
Total	\$110,300	\$110,300	\$49,900
Service Effectiveness and Efficiency			
Annual Passengers per Platform-Hour	1.0	1.0	0.5
Total Expense per Passenger	\$12.06	\$12.06	\$25.38
Total Revenue per Passenger	3.09	3.09	6.19
Total Deficit per Passenger	8.97	8.97	19.19
Percent of Expenses Recovered through Operating Revenues	25.6	25.6	24.4

^aBased on the recommended service characteristics for the County's specialized transportation service presented in Table 71.

^bAll costs and revenues presented in constant 1995 dollars.

^cAssumes State assistance available through the State specialized transportation assistance program for counties would continue to be available at the 1995 level of about \$61,000 throughout the planning period, and that 75 percent of each year's allocation would be used to support the operating costs of the Office of Aging Services' transportation program. The remaining 25 percent of the County's annual allocation would be used or set aside to help fund projected capital equipment purchases.

Source: SEWRPC.

plan, the scope of specialized transportation service would be reduced to one of serving only out-of-county trips by eligible County users upon implementation of the proposed county-wide shared-ride taxicab service. Table 75 presents projections of the ridership and operating expenses for the reduced County specialized transportation service. Upon implementation of the Countywide shared-ride taxicab service, operating deficits for the specialized County transportation service may be expected to decrease from the estimated level of \$110,000 in 1995 and 1996 to an average of \$50,000 per year

between 1997 and 2000. Assuming stable levels of State specialized transportation assistance funding for counties, County funding required to subsidize the operating expenses of the specialized service may be expected to decrease from the existing levels of about \$65,000 per year to an average of about \$8,000 per year between 1997 and 2000.

The capital equipment needed to operate the recommended county-wide shared-ride taxicab service and the reduced County specialized transportation service may be expected to total 17 vehicles, 15

Table 76

**PROPOSED VEHICLE FLEET FOR THE
COUNTYWIDE SHARED-RIDE TAXICAB SERVICE
AND SPECIALIZED TRANSPORTATION SERVICE
FOR THE ELDERLY AND DISABLED UNDER
THE RECOMMENDED PLAN: 1996-2000**

Program/Service Type	Vehicle Type			
	Automobiles	Seven-Passenger Minivans	Accessible Full-Size Vans	Total
Countywide Shared-Ride Taxicab Service				
Urban Service ^a	--	8	3	11
Rural Service	3	--	1	4
Subtotal	3	8	4	15
Specialized Transportation Program	1	--	1	2
Total	4	8	5	17

^aVehicles indicated include two vehicles, one accessible full-size van and one seven-passenger minivan, currently owned by the City of Port Washington.

Source: SEWRPC.

Table 77

**CAPITAL PROJECT EXPENDITURES REQUIRED FOR
THE COUNTYWIDE SHARED-RIDE TAXICAB
SERVICE AND SPECIALIZED TRANSPORTATION
SERVICE FOR THE ELDERLY AND DISABLED
UNDER THE RECOMMENDED PLAN: 1996-2000**

Capital Equipment	Number	Unit Cost ^a	Total Cost ^a
Replacement Equipment Required to Maintain Existing Specialized Transportation Program for Out-of-County Travel Only			
Wheelchair-Accessible Full-Size Vans	1	\$35,000	\$ 35,000
Automobiles	2	12,000	24,000
Subtotal	3	--	\$ 59,000
Replacement Equipment Required to Provide Proposed Shared-Ride Taxicab Service			
Wheelchair-Accessible Full-Size Vans	3	\$35,000	\$105,000
Seven-Passenger Minivans	1	20,000	20,000
Automobiles	2	12,000	24,000
Subtotal	6	--	\$149,000
Additional Equipment Required to Expand Program for Shared-Ride Taxicab Service			
Wheelchair-Accessible Full-Size Vans	1	\$35,000	\$ 35,000
Seven-Passenger Minivans	7	20,000	140,000
Automobiles	1	12,000	12,000
Subtotal	9	--	\$187,000
Total	18	--	\$395,000
Federal Share of Costs ^b	--	--	\$268,800
State Share of Costs ^c	--	--	49,200
County Share of Costs	--	--	77,000

^aCosts are expressed in constant 1995 dollars.

^bAssumes 80 percent of the total capital costs of the vehicles needed to provide general public shared-ride taxicab service would be funded through the Federal Transit Administration Section 9 and Section 18 formula grant programs.

^cReflects funds allocated to Ozaukee County under the State specialized transportation assistance program for counties. It was assumed that about \$15,300, representing 25 percent of the County's assumed total annual allocation of about \$61,000, would be used or set aside each year over the period 1996 through 2000 to help fund the costs of needed capital equipment purchases for the County's specialized transportation service.

Source: SEWRPC.

Average Annual Costs

Estimates of the average annual costs of the recommended transit services for Ozaukee County for the five-year period from 1996 through 2000 are set forth in Table 78. The estimates include both the operating deficits, or subsidies, and capital costs associated with each of the elements of the transit service plan.

The total estimated average annual public cost for the recommended transit services may be expected to approximate \$1,236,000 over the five-year period.

for the County shared-ride taxicab service and two for the County specialized transportation service. The mix of vehicles envisioned as needed to provide the recommended taxi and specialized transportation services is presented in Table 76. Some eight vehicles, or one-half of the total projected fleet requirements, are currently available in the existing fleets of the County specialized transportation service and the City of Port Washington taxicab service. All of these vehicles would need to be replaced at least once over the five-year planning period. This existing fleet would need to be expanded by nine vehicles to provide the fleet size needed for the proposed shared-ride taxicab and specialized transit services. The projected capital costs of all the replacement and all the additional vehicles are presented in Table 77. The total cost of the vehicles may be expected to approximate \$395,000. The costs for replacement vehicles for the County specialized transportation service could be partially offset by State specialized transportation assistance funds. It was assumed that up to 80 percent of the cost of the replacement and additional vehicles needed to provide a general-public shared-ride taxicab service would be funded through the Federal Transit Administration Section 9 and Section 18 formula grant programs. With these Federal and State funds, approximately \$77,000, or about 20 percent of the total capital cost, would need to be funded by the County.

Table 78

**AVERAGE ANNUAL PUBLIC COSTS FOR
OZAUKEE COUNTY TRANSIT SERVICES
UNDER THE RECOMMENDED PLAN: 1996-2000**

Cost and Transit Service Element	Average Annual Cost ^a		
	Operating Deficits	Capital Costs	Total
Total Public Cost			
Shared-Ride Taxicab Service	\$ 636,800	\$ 67,200	\$ 704,000
Rapid-Transit Bus and Employee- Shuttle Service	363,000	95,000	458,000
Ozaukee County Specialized Transportation Service	62,000	11,800	73,800
Total	\$1,061,800	\$174,000	\$1,235,800
Local Public Cost			
Shared-Ride Taxicab Service	\$ 204,200	\$ 13,400	\$ 217,600
Rapid-Transit Bus and Employee- Shuttle Service	95,100	19,000	114,100
Ozaukee County Specialized Transportation Service	19,500	2,000	21,500
Total	\$ 318,800	\$ 34,400	\$ 353,200

^aAll costs presented in constant 1995 dollars.

Source: SEWRPC.

It is estimated that about 70 percent of the total average annual public costs could be funded through existing Federal and State programs providing assistance for transit operating and capital projects. Therefore, the average annual County costs for the recommended transit service improvements may be expected to approximate \$353,000. The most significant public costs may be expected to be generated by the recommended Countywide shared-ride taxicab service. The average annual costs for the shared-ride taxicab service may be expected to represent about 57 percent of the total public costs and about 62 percent of the total County⁴ costs, for all recommended transit services. The average annual costs for the recommended rapid-transit bus and employee-shuttle services would also be significant, representing about 37 percent of the total public costs, and about 32 percent of the total County costs for all services. The average annual costs for the reduced County specialized transportation program would represent only about 6 percent of both the total public costs and County costs for the recommended public transit services.

⁴The average annual County costs for shared-ride taxicab service would include costs borne by the City of Port Washington during 1996 for the operating deficit of the City taxicab service.

PLAN IMPLEMENTATION

Full implementation of the recommended plan will be dependent upon the coordinated actions of five units and agencies of government: the Ozaukee County Board of Supervisors; the City of Port Washington; the Southeastern Wisconsin Regional Planning Commission; the Wisconsin Department of Transportation; and the U. S. Department of Transportation, Federal Transit Administration. The plan implementation activities which will need to be successfully completed to insure the initiation of the recommended transit services include the following:

- The adoption or endorsement of the transit service plan by the concerned units and agencies of government and
- The initiation of actions required to implement the plan by each of the units and agencies of government concerned

Plan Adoption

The adoption or endorsement of the transit service plan by the units or agencies of government concerned should be attained. Adoption or endorsement of the recommended plan is essential to assure a common understanding among the governmental agencies concerned and to enable staffs of those agencies to program implementation projects and request the funding necessary for implementation. The following plan adoption actions are, accordingly, recommended:

1. The Ozaukee County Board of Supervisors should formally adopt the transit service plan as a guide to the provision of general-public and specialized transportation services within Ozaukee County.⁵
2. The Southeastern Wisconsin Regional Planning Commission act to incorporate the recommended transit service plan into its long range transportation system plan for the Southeastern Wisconsin Region by amending the plan adopted by the Commission on December 7, 1994.

⁵The Advisory Committee considered holding a public hearing on the recommendations included in the plan, but determined that this decision should be left as a prerogative to the Ozaukee County Board of Supervisors.

3. That the U. S. Department of Transportation, Federal Transit Administration, and the Wisconsin Department of Transportation endorse the transit service plan as a guide for the programming, administration, and granting of Federal and State transit assistance funds in support of the proposed County general-public and specialized public transportation services.
4. That the City of Port Washington Common Council adopt the recommended transit service plan and negotiate the transfer of the City's transit vehicle fleet to the County.

Specific Implementation Actions

Ozaukee County: It is recommended that the County be the lead agency for providing the operation and administration of the recommended transit services. This designation is logical by virtue of the fact that the County's jurisdiction encompasses all of the areas to be provided with the recommended transit services. As the lead agency, the County would be directly responsible for establishing the policies governing the operations and management of the recommended transit services, for contracting with transit operators for the provision of recommended transit services, and for applying for the Federal and State transit assistance funds which will be needed to support the projected operating and capital expenditures for the proposed transit services.

The County will need to identify the appropriate department and staff to administer the activities associated with implementing the recommended transit plan. As a matter of good public administration, there should be one staff person within the County responsible for coordinating all transit-related activities. It is, therefore, recommended that the County create a new position of transit coordinator. The transit coordinator would be responsible for all activities associated with administration of the recommended transit services. These would include preparation of the annual budgets for the provision of those services; the preparation of service contracts and procurement materials, including those for the rapid-transit bus and employee-shuttle services; the preparation of grant applications, agreements, and other documents required to secure Federal and State transit assistance funding; the collection and analysis of ridership, cost, and other data on the transit services necessary to complete State and Federal reports and to properly monitor the performance of the transit services; and for the transit planning function which, based upon careful

analysis of operating data, would provide the basis for periodic recommendations to the appropriate County oversight committee concerning necessary and desirable changes in transit service.

The cost of the new position of transit coordinator has been included in the projected operating costs for the recommended shared-ride taxicab service. The County must determine an appropriate site for the transit coordinator's office and for the operation of the shared-ride taxicab service. The operating costs for the shared-ride taxicab service, which are based on average costs per vehicle-hour for contract taxicab services in the Port Washington and West Bend areas, also include costs for office space and overhead.

A related issue to be decided, then, would be to which County department the new transit coordinator position should be assigned. From an administrative standpoint, it would be reasonable for either of two existing County departments to assume the public transit function and the transit coordinator position: the Ozaukee County Highway Department or the Ozaukee County Office of Aging Services. The County Highway Department was involved in overseeing general-public transit services from 1976 through 1978, when the County subsidized the operation of a commuter bus route between the City of Port Washington and the City of Milwaukee CBD operated by Wisconsin Coach Lines, Inc. The Ozaukee County Office of Aging Services currently is responsible for overseeing the operation of the specialized County elderly and disabled transportation service which has been recommended to be expanded in 1997 to provide a Countywide shared-ride taxicab service for the general public.

In view of the above, the Advisory Committee recognized the need for, and supported the creation of, the new position of transit coordinator if all the recommended transit services are fully implemented. The Committee, however, recommended that the County delay the creation of this position until after a decision is made by the County as to whether to proceed with implementing the countywide shared-ride taxicab service. During 1995 and 1996, the Committee suggested that the County use existing staff resources and assistance offered by the Ozaukee County Economic Development Corporation to perform the activities needed to implement the recommended demonstration project of rapid-transit bus and employee-shuttle transit services. The Committee also recognized that a decision concerning to which County department the public

transit function and the new transit coordinator position should be assigned properly rested with the Ozaukee County Board of Supervisors.

The plan envisions that Ozaukee County would be directly responsible for contracting for the rapid-transit bus and employee-shuttle transit services with appropriate contract service operators. It is recommended that the County utilize competitive procurement processes to solicit service bids from interested transit operators before awarding service contracts. With respect to the employee-shuttle transit services, it is recommended that the employers served assume responsibility for the costs of route operation not covered directly by passenger fares or by available Federal and State transit assistance funds. The staff will also have to negotiate contracts with County employers concerning the funding and provision of the shuttle route operation.

It is recommended that Ozaukee County be the applicant of record for all Federal and State transit assistance funds needed to support the operation of the recommended transit services. Ozaukee County is already the designated recipient of Federal Transit Administration Section 9 transit assistance funds allocated to the Milwaukee urbanized area; it should be the applicant for such funds. In regard to Federal Transit Administration Section 18 funds and State transit operating assistance funding, the current State Administrative rules limit eligible applicants to local public bodies. Ozaukee County would also be the logical applicant for such funds since its jurisdictional responsibility encompasses the entire County and virtually all areas to be served by the recommended public transit services. Notably, as the successful applicant for the necessary Federal and State transit assistance funding, the County will then be responsible for assuring that all conditions of the Federal and State grant contracts are complied with.

City of Port Washington: The City of Port Washington currently subsidizes the operation of the Transport Taxicab Service in the City and immediate environs. The recommended plan calls for the incorporation of this City service into the recommended Countywide taxicab service. It is recommended that the City relinquish operational and administrative control of the City taxicab service to the County when the Countywide shared-ride taxicab service is initiated in 1997. The City would thus be relieved of all administrative and funding requirements of the taxicab service. It is also

recommended that the City work with the County to transfer ownership of the two existing City taxicab vehicles which were purchased with a combination of Federal transit capital assistance and City funds. It is recommended that the County reimburse the City for the City funds expended in purchasing the vehicles, prorated to reflect the remaining useful life of the vehicles when the transfer occurs. About \$7,400 in City funds were expended to purchase the two taxicab vehicles.

Southeastern Wisconsin Regional Planning Commission: The Southeastern Wisconsin Regional Planning Commission has the statutory responsibility for carrying out the continuing, comprehensive, and cooperative areawide land use and transportation planning process in the seven county Southeastern Wisconsin Region required by Federal regulations, as well as by good public planning and engineering practice. The Commission has regularly prepared short- and long-range transportation plans consistent with State and Federal laws and regulations and with the collective development objectives of the Countywide local units of government within the Region. The Commission is responsible for developing and annually updating a transportation-related capital improvement program for the Region, identifying both highway- and transit-related improvement projects proposed to be implemented over a five-year period. The program provides for the staging of the improvements over the five-year period, includes estimates of costs and revenues over the program period, and relates the improvements recommended in the program to the adopted transportation system plan for the Region. In order for Ozaukee County to receive the Federal transit assistance funding necessary to implement fully the recommended transit plan, the necessary operating assistance and capital projects must be included in the transportation improvement program annually submitted by the Commission to the U. S. Department of Transportation. Accordingly, it is recommended that as plan implementation proceeds, the Southeastern Wisconsin Regional Planning Commission, at the specific request of Ozaukee County, include the recommended operating and capital projects for the recommended transit services in the transportation improvement program for the Southeastern Wisconsin Region.

Subsequent Plan Adjustment

No plan can be permanent in all its aspects. Monitoring changing conditions and the effectiveness of implemented plan recommendations is essential if the validity and viability of the adopted plan are to

be maintained. It is accordingly recommended that Ozaukee County, with the assistance of the Regional Planning Commission, assume responsibility for periodically reviewing and updating the adopted plan as new urban development occurs within the County, as travel patterns and trip-making characteristics change, and as data on the effectiveness of the transit services become available. The plan updating will require the same close cooperation among local and State agencies that was evident in the preparation of the transit service plan itself. To achieve this necessary coordination and, therefore, the timely implementation and updating of the plan, it is recommended that the Ozaukee County Public Transit Planning Advisory Committee remain on call and meet at the specific request of Ozaukee County to address any problems which may develop in the implementation of plan recommendations.

SUMMARY

This chapter has described the recommended transit service plan for Ozaukee County. The recommended plan was based on the transit services proposed under the third alternative plan considered by the Advisory Committee guiding the preparation of the plan. That alternative plan was refined to reflect the priorities and modifications suggested by the Advisory Committee during its review of the transit service alternatives documented in Chapter VII of this report. The final recommended transit service plan for Ozaukee County consists of four major elements:

1. The first element envisions the provision of a limited level of rapid-transit bus service between park-ride lots located within Ozaukee County and the City of Milwaukee CBD to serve weekday work-related travel. The bus route would originate at an existing carpool parking lot in the vicinity of IH 43 and STH 57, in the Town of Grafton, and would include stops at park-ride lots located at IH 43 and CTH C, in the Town of Grafton, and at IH 43 and STH 167, in the City of Mequon. Buses operated over the route would travel over IH 43 within, and between, Ozaukee County and the City of Milwaukee CBD.

To facilitate reverse-commute travel, the bus service would be operated in both directions on weekdays, with stops in central Milwaukee County, both inside and outside the City of Milwaukee CBD. It is recommended that Ozaukee County contract for the operation of

the rapid-transit bus route by an existing transit operator, who would be responsible for providing all aspects of service, including the necessary operating equipment.

2. The second element of the recommended plan includes transit services intended to address employee transportation problems faced by many Ozaukee County employers, proposing the operation of special shuttle routes for this purpose. The recommended shuttle services would be designed to connect with the reverse-commute bus trips operated over the recommended rapid-transit bus route at park-ride lots within Ozaukee County and to connect with major Milwaukee County Transit System bus routes terminating in the vicinity of the Northridge Shopping Center in Milwaukee County. The routes would then distribute passengers among major employment concentrations in Ozaukee County. The recommended plan calls for a total of five shuttle routes serving the park-ride lots along IH 43 in Ozaukee County to carry employees to job locations in the Cedarburg, Grafton, Saukville, Port Washington, and Fredonia areas of the County. A sixth shuttle route would originate at an existing park-ride lot near the Northridge Shopping Center in the City of Milwaukee to shuttle employees to and from major employers located within the central portion of the City of Mequon.

It is recommended that Ozaukee County assume responsibility for contracting for the recommended shuttle routes, with the employers served assuming responsibility for funding any portion of the shuttle route operating expenses not covered by passenger revenues directly generated by the route or by available Federal and State operating assistance funds provided through Ozaukee County.

3. The third major element of the recommended plan envisions that the specialized County transportation service for elderly and disabled persons operated by the Office of Aging Services be converted into a Countywide shared-ride taxicab service. The taxicab service would be available to any member of the general public for travel between any locations within Ozaukee County. The service would be available seven days a week, excluding holidays, and would be provided with response times varying from 30 minutes for trips entirely

within the major urban centers of the County to 60 minutes for all other trips within the County. It is recommended that Ozaukee County directly operate the service by expanding and reorganizing the County's existing specialized transportation service.

4. The fourth major element of the recommended plan consists of the continued operation of the specialized County transportation program for elderly and disabled County residents. With the operation the Countywide shared-ride taxicab service, however, the scope of this specialized transportation program would be reduced to providing service only for trips made between Ozaukee County and surrounding counties. Service under the program would continue to be available only to County residents who were 60 years of age or older or disabled; it would be provided on a 24-hour advance reservation, weekday only, basis. Only trips for medical services which are not obtainable within the County and nonroutine work trips would be served. Eligible individuals would be allowed to use the transportation service for no more than six one-way trips per week. It is recommended that the County directly operate this service in conjunction with the new county-wide shared-ride taxicab service.

The recommended transit service improvements identified for the County would be implemented in stages. As a first stage, it is recommended that Ozaukee County pursue two-year demonstration project under which an initial level of rapid-transit bus and employee-shuttle transit services would be provided to assist Ozaukee County employers in meeting employee transportation needs. Under the demonstration project, the reverse-commute service recommended over the rapid-transit bus route would be fully implemented, but service levels over the rapid-transit bus route for individuals commuting between Ozaukee County and employment locations in the Milwaukee CBD would be somewhat lower than ultimately recommended. The demonstration shuttle service would include operation of the five shuttle routes proposed to serve employers in the Cedarburg, Grafton, Port Washington, Saukville, and Fredonia areas of the County. A target date of January 1997 was recommended for the initiation of the Countywide shared-ride taxicab service. This proposed initiation date would allow the County approximately one year to complete

detailed planning, programming, and organization for the conversion of the existing specialized transportation service into the recommended taxicab service.

Projections of ridership and passenger revenues, operating expenses, capital equipment and facilities costs, and subsidies were prepared for each of the major transit service elements under the recommended plan. The costs and revenues were expressed in terms of constant 1995 dollars and assumed continuation of existing Federal and State transit assistance programs at 1995 funding levels. The total estimated average annual public cost, including total operating deficits and total capital costs, for the recommended transit services over the five-year period 1996-2000 may be expected to approximate \$1,236,000. It is estimated that about 70 percent of the total average annual public costs would be funded through existing Federal and State programs providing assistance for transit operating and capital projects. As a result, the estimated average annual County costs for the provision of the recommended transit service would approximate \$353,000.

The most significant public costs may be expected to be generated by the recommended county-wide shared-ride taxicab service. The total average annual cost for the shared-ride taxicab service may be expected to represent about 57 percent of the total public costs and about 62 percent of the total County costs, for all recommended transit services. The average annual costs for the recommended rapid-transit bus and employee-shuttle services would also be significant, representing about 37 percent of the total public costs and about 32 percent of the total County costs for all services. The average annual costs for the reduced County specialized transportation program would represent only about 6 percent of both the total public costs and County costs for the recommended public transit services.

Full implementation of the recommended County transit service plan will be dependent upon the coordinated actions of several units and agencies of government. Such actions will include adoption or endorsement of the transit service plan from the public bodies or agencies providing operating or financial support including: the Ozaukee County Board of Supervisors; the Southeastern Wisconsin Regional Planning Commission; the U. S. Department of Transportation, Federal Transit

Administration; the Wisconsin Department of Transportation; and the City of Port Washington Common Council.

Other activities will be necessary to assure the operation and funding of the recommended transit services. Ozaukee County will be responsible for completing detailed analyses and planning for the initiation and operation of the recommended general-public transit services, applying for Federal and State transit assistance funds, and satisfying the various administrative regulations associated with the receipt and use of Federal and State funds. It was recommended that Ozaukee County create a new position of transit coordinator under which the transit-related duties associated with administering all recommended transit services, including the rapid-transit bus, employee-shuttle, shared-ride taxicab, and specialized transportation, would be consolidated. The Advisory Committee determined

that the assignment of the public transit function and the new transit coordinator position to a County department was a determination properly left to the Ozaukee County Board of Supervisors.

It was also recommended that the City of Port Washington transfer ownership of the City's existing taxicab vehicles to the County when the county-wide shared-ride taxicab service is initiated in 1997, with the County reimbursing the City for the local funds expended in purchasing the City taxicab vehicles.

Finally, it was recommended that the Southeastern Wisconsin Regional Planning Commission, at the specific request of Ozaukee County, include the recommended operating and capital projects for the recommended transit services in the transportation improvement program for the Southeastern Wisconsin Region.

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Chapter IX

SUMMARY AND CONCLUSIONS

INTRODUCTION

This report sets forth the findings and recommendations of a study of transit service needs in Ozaukee County and of the means by which those needs might best be met. The need for the study arose from the concern on the part of public officials over the increasing demand being placed upon the Ozaukee County Office of Aging Services to provide transit services to the elderly and disabled and the expressed needs of Ozaukee County employers for transit service to help overcome a labor shortage and to help meet the requirements of the Federal Clean Air Act Amendments of 1990 related to reducing employee work trips made in single-occupant automobiles.

The study was carried out over the period from May 1994 to July 1995 within the context of the adopted new design year 2010 regional transportation system plan. That plan includes a public transit element which recommends that improved transit services be provided within Ozaukee County. The Ozaukee County study was designed to refine, detail, and, as may be desirable, extend the regional transportation system plan. Accordingly, the focus of this study was on meeting the transportation needs of those residents of Ozaukee County who are elderly and/or disabled; on meeting the inter-related transportation needs of Milwaukee County residents and Ozaukee County employers with respect to the potential for serving reverse commuting, and on meeting the needs of Ozaukee County employers to reduce single-occupant work-related automobile tripmaking as specified under the Federal Clean Air Act Amendments of 1990.

In conducting the study, several tasks were performed including an inventory and analysis of the existing transit services in the area; analyses of the existing land uses and of the current travel habits, patterns, and needs of the residents and employers of the area; and an evaluation of alternative means for providing the needed transit services. The study culminated in the preparation of a recommended public transit service plan for Ozaukee County.

STUDY PURPOSE

The study was intended to serve the following four purposes:

1. To identify and quantify the need for a public transit system in Ozaukee County, with a particular focus on the needs of those County residents who are transit-dependent; the needs of employers within Ozaukee County to overcome a labor shortage; and the needs of major employers within Ozaukee County, those with 100 employees or more at an individual workplace, to reduce travel by single-occupant vehicles for trips to work;
2. To evaluate the extent to which existing transit services in Ozaukee County are able to meet the identified needs, and to identify and quantify any unmet needs;
3. To develop a five-year transit service plan that best meets the needs identified in the study; and
4. To provide the plan documentation necessary to support applications for transit capital and operating assistance funds from State and Federal sources.

STUDY ORGANIZATION

The conduct of the study was a joint effort of the staffs of Ozaukee County and the Southeastern Wisconsin Regional Planning Commission. Additional staff assistance was obtained as necessary from certain other agencies concerned with transit system development in the study area, including the Wisconsin Department of Transportation.

To provide guidance to the technical staffs in the conduct of the study and to involve concerned and affected public officials and citizen leaders more directly and actively in the study, the Ozaukee County Board created an 18-member Ozaukee County Public Transit Planning Advisory Committee. The membership of the Committee is listed on the inside front cover of this report.

EXISTING LAND USE, SOCIOECONOMIC CHARACTERISTICS, AND TRAVEL PATTERNS

Study Area

The study area included all of Ozaukee County, consisting of the following 16 local units of government: the Cities of Cedarburg, Mequon, and Port Washington; the Villages of Bayside, Belgium, Fredonia, Grafton, Newburg, Saukville, and Thiensville; and the Towns of Belgium, Cedarburg, Fredonia, Grafton, Port Washington, and Saukville. The County encompasses 235 square miles, of which about 54 square miles is within the Milwaukee urbanized area as defined by the U. S. Bureau of the Census for 1990. (see Map 1 in Chapter I).

Land Use

During the 50-year period from 1900 to 1950, urban land uses within the County, as defined and delineated by the Regional Planning Commission urban growth analysis, increased gradually from about 0.4 square miles to about 4.4 square miles, an average annual rate of about 0.1 square mile per year. By 1990, the developed area of the County had increased to about 32.5 square miles, an almost eightfold increase over the 1950 level, reflecting an annual average growth rate over the 40-year period from 1950 to 1990 of about 0.7 square mile per year.

The 40-year period from 1950 to 1990 saw significant development in the southern portion of the County, essentially as an outward expansion of the Milwaukee metropolitan area, and continued development in and around the Cities of Cedarburg and Port Washington and the Village of Grafton. Continued increases in residential and commercial development within the County may be expected in the foreseeable future, on the basis of recent development trends and proposals.

The extent of urban development in the County in 1990 is shown on Map 4 in Chapter II. In 1990, the developed area of the County encompassed about 14 percent of the total County area, with the remaining 86 percent of the County still in open, rural land uses.

Population

The resident population of the County increased from about 23,400 persons in 1950 to about 72,800 persons in 1990, an increase of about 211 percent. The resident population of the County in 1993 was estimated at 75,600 persons, an increase of about 4 percent over the 1990 population. Most of the population growth within the County has occurred in its southern portion, in the area comprised of the

Cities of Cedarburg and Mequon, the Villages of Grafton and Thiensville, and the Towns of Cedarburg and Grafton. Nearly three-fourths of the total population growth within the County from 1950 to 1993 occurred in these six communities. By 1993, over two-thirds of the total County population resided in these six communities. The number of households in the study area increased from about 6,600 in 1950 to about 25,700 in 1990, an increase of about 289 percent, exceeding the rate of population growth during the same period.

Five population groups which typically exhibit high dependence on transit service for mobility were identified: school-age children, the elderly, the disabled, persons in low-income households, and households with limited automobile availability. Available data indicated that the principal transit-dependent population groups were generally evenly distributed among the civil divisions within the County.

Employment

Ozaukee County has experienced strong employment growth over the past two decades. From a 1970 employment level of about 19,800 jobs, the number of jobs in the County increased by about 5,800 during the 1970s and by about 6,600 during the 1980s, a total increase of about 12,400 jobs, or 63 percent, since 1970. Furthermore, between 1990 and 1993, the number of jobs in the County increased by about 4,000, or 12 percent, from about 32,200 jobs in 1990 to about 36,200 jobs in 1993. The major concentrations of employment in the County in 1990 were located principally within and around the Cities of Cedarburg, Mequon, and Port Washington and the Villages of Grafton, Saukville, and Fredonia. The major concentrations of employment in the study area are shown on Map 3 in Chapter II.

Major Traffic Generators

The location of all major potential transit trip generators in the County were identified. These included facilities specifically serving, or frequently used by, elderly and/or disabled persons and persons residing in low-income households. The major potential transit trip generators also included commercial centers, educational institutions, medical centers, governmental and public institutional centers, major employment concentrations, and major recreational areas. These potential transit trip generators were shown on Maps 6 and 7 in Chapter II. Identification of the locations of all the potential major transit trip generators in 1994 indicated that most of them were concentrated in the developed urban area of the County, in and

around the Cities of Cedarburg, Mequon, and Port Washington and the Villages of Grafton, Saukville, and Thiensville.

Travel Habits and Patterns

Total Person-Travel Characteristics: Regional Planning Commission studies indicate that about 287,000 person-trips were made on an average weekday in 1991 from origins, or to destinations, within Ozaukee County. About 171,000, or 60 percent of these trips, were intraCounty trips, with both their origins and destinations inside Ozaukee County. Approximately 59 percent of these intraCounty person-trips, or about 101,000, were made entirely within the portions of the County, including the Cities of Cedarburg, Mequon, and Port Washington and the Villages of Grafton, Saukville, and Thiensville. An additional 20 percent of the intraCounty person trips, or about 34,000, were made as trips between major communities within the County, principally between the Cedarburg and Grafton areas, the Grafton and Port Washington areas, and the Port Washington and Saukville areas of the County. Map 8 in Chapter II illustrates the pattern and volume of intraCounty person-trips made on an average weekday in 1991.

It was estimated that only about 200 trips, or less than 1 percent of the 171,000 interCounty person-trips made on an average weekday in 1991, used the transit services, other than school bus services, available within the County. Such transit services consisted principally of specialized transportation services for the elderly and disabled provided by the Ozaukee County Office of Aging Services, the City of Port Washington Senior Center, the City of Cedarburg Senior Center, and Portal Industries, Inc.

In addition to the trips made entirely within Ozaukee County, approximately 116,000, or 40 percent, of the 287,000 total person-trips with either a trip origin or destination inside Ozaukee County were intercounty trips made between the County and other counties within the Southeastern Wisconsin Region. About 77 percent of these interCounty trips, or about 89,000 trips, were made between Ozaukee and Milwaukee Counties. An additional 14,000 trips were made between Ozaukee County and other counties outside of the Region, principally to and from Sheboygan, Fond du Lac, and Dodge Counties. The generalized pattern and volume of all these intercounty person trips is shown on Map 9 in Chapter II.

EXISTING TRANSIT SERVICES

General-Public Transit Services

Transit services for the general public provided on a regular and continuing basis within Ozaukee County during 1994 consisted principally of shared-ride taxicab service within the City of Port Washington and its environs and intercity bus service provided through, but without any stops within, Ozaukee County. As a result, the extent of public transit service available for use by the general public was very limited. The portion of the County served by public transit in 1994 is shown on Map 10 in Chapter III.

The City of Port Washington initiated shared-ride taxicab service on February 1, 1994. The system served the City of Port Washington and the area within two miles of the City's corporate limits. Rather than operating the service directly, the City contracted for all elements of its operation with Johnson School Bus Service, Inc. The taxicab service was provided seven days a week, with service available on Mondays, Tuesdays, and Thursdays between 9:00 a.m. and 5:00 p.m.; on Wednesdays, Fridays, and Saturdays between 9:00 a.m. and 9:00 p.m.; and on Sundays between 9:00 a.m. and 1:00 p.m. The base adult cash fare in 1994 was \$1.50 per one-way trip. The average weekday ridership on the taxicab service during 1994 was estimated at 65 one-way trips.

Intercity bus service was provided through the County by Greyhound Lines, Inc., which operated one route between the Cities of Milwaukee and Green Bay through Ozaukee County via IH-43. Service, however, was not directly provided to, or from, Ozaukee County, since the route included no stops inside the County. Limousine service from Ozaukee County locations to General Mitchell International Airport was provided by Ozaukee-Northshore Transportation. This service was available seven-days a week with a 24-hour advance reservation. Fares for the services were distance-based.

Employee Transportation Services

Employee transportation services were provided in 1994 to employees of businesses in Ozaukee County by private transit companies participating in the employment transit assistance program, or job-ride program, administered by the Wisconsin Department of Transportation. During 1994, two private companies, Milwaukee Careers Cooperative and Meda-Care Vans, Inc., participating in the job-ride program regularly transported a significant number of passengers residing in central Milwaukee County to job locations within Ozaukee County. Milwaukee

Careers Cooperative began providing employee transit services under the job-ride program in 1989, while Meda-Care Vans, Inc., began providing services in September 1994. The transit services provided by these two operators were available to meet the specific needs of their clients, generally on weekdays between 4:30 a.m. and 1:00 a.m. Fares for the transit service did not exceed \$2.00 per one-way trip, and employers were required to pay at least 50 percent of the fare. On an average weekday, these two companies provided about 185 one-way trips to individuals traveling between Milwaukee and Ozaukee Counties.

Yellow School Bus Service

Yellow school bus service was provided in 1994 by the public school districts within Ozaukee County to eligible students residing within each district attending public and private elementary, middle, and high schools. Eligible students were those who either reside two miles or more from the school they are entitled to attend or who are enrolled in special-education programs offered by each district. All school districts within the County contracted for transportation services with private companies. It was estimated that 13,000 one-way trips, or 6,500 round trips, were made within Ozaukee County on yellow school bus services on an average weekday in 1994.

Specialized Transportation Services

Several specialized transit services in Ozaukee County in 1994 provided mobility to elderly and disabled persons residing in Ozaukee County. These specialized services were provided by public and private agencies and organizations and by private for-profit transportation companies. Generally, such services were provided on a door-to-door basis, requiring that a reservation be made in advance, and serving only the clients of the sponsoring agency or organization, principally elderly and/or disabled individuals. The focus of these services was principally on providing transportation for medical and health-related trips or other essential needs; some of the services were available only to patients, clients, or residents of specific nursing or other medical facilities.

The major specialized transportation service provided within Ozaukee County in 1994 was the Countywide, advance-reservation, door-to-door transportation service operated by the Ozaukee County Office of Aging Services. This service was available to County residents 60 years of age or older or disabled for travel principally within Ozaukee County. Trips outside Ozaukee County made

for medical services which were not obtainable within the County and nonroutine work trips were also served. The service operated Monday through Friday from 7:45 a.m. until 5:00 p.m., with 24-hour advance reservations required.

The regular fares for trips made on the service were distance based, with fares for nonwork-related trips ranging from \$2.00 to \$6.00 per one-way trip. For work-related trips, a higher fare was charged, ranging from \$3.15 to \$6.60 per one-way trip. In addition to these fares, a waiting-time charge of \$1.50 per half hour was charged for all trip types after the first half hour of waiting time; a surcharge of \$10.00 was charged for the first trip each week made more than one mile outside Ozaukee County. The average weekday ridership on the service during 1994 was estimated at 50 one-way trips. Most of the trips made on the service either started or ended in four communities: the Cities of Mequon, Port Washington, and Cedarburg and the Village of Grafton.

Other important providers of specialized transportation service within Ozaukee County in 1994 included the City of Cedarburg Senior Center and Portal Industries, Inc. The City of Cedarburg Senior Center operated an advance-reservation, door-to-door transportation service for elderly residents of the City 60 years of age or older and the disabled, regardless of age. The principal service area for this program consisted of the City of Cedarburg, but service was also provided for trips up to 20 miles outside the City limits. Service was available weekdays, excluding holidays, from 8:00 a.m. to 4:00 p.m. and was provided by a single wheelchair-lift-equipped van. Fares ranged from \$0.50 per one-way trip for local trips inside the City to between \$1.50 and \$3.75 per one-way trip for trips outside the City.

Portal Industries, Inc., provided transportation to individuals participating in the employment and training programs offered at its facility in the Village of Grafton. Users of the service who were clients of the Ozaukee County Department of Community Programs were charged a monthly fee of \$25.00. The majority of the transportation service was provided on weekdays from 7:30 a.m. to 8:30 a.m. and from 3:00 p.m. to 4:00 p.m. Portal Industries, Inc., also contracted with St. Mary's Hospital-Ozaukee to match patients requiring transportation to or from the hospital with an appropriate service provider. Portal Industries, Inc., provided the transportation service if it was unable to arrange transportation for an individual's trip request from any other service provider. The

service was provided on weekdays between 7:30 a.m. and 5:00 p.m., with fares ranging from \$2.00 to \$6.00 per one-way trip.

On an average weekday, about 140 one-way trips were made on the services available from these two service providers.

A number of other specialized transportation services were provided in the County in 1994, intended to serve individuals on a case-specific basis. These services were provided primarily for medical purposes, such as trips to and from hospitals, nursing homes, and physicians' offices. They were provided by the American Red Cross, through the use of volunteer staff, to County residents who were unable to arrange transportation through other sources; by the Ozaukee County Lasata Nursing Home, to patients and residents at that facility; and by two private for-profit transportation companies, Specialized Transportation Services, Inc., and L. P. & P. Nichols, Ltd. On an average weekday, about 10 one-way trips were made on the services available from these four providers.

Countywide Utilization and Costs of Transit Services

In total, almost 13,450 one-way trips were made on an average weekday in 1994 on all of the specialized transit services operating in Ozaukee County. Approximately 13,000 of these trips, however, were school trips yellow school bus trips provided by school districts. Of the approximately 450 one-way trips remaining, about 98 percent were made on the services available from seven principal service providers, each of which had an average weekday ridership of 10 or more one-way trips. These principal providers of nonschool transportation service within the County in 1994 included: the City of Port Washington Transport Taxi Service, Milwaukee Careers Cooperative, Meda-Care Vans, the Ozaukee County Office of Aging Services, the Cedarburg Senior Center, Portal Industries, and St. Mary's Hospital-Ozaukee.

The operating expenses for the transportation services offered by the seven principal service providers within the County totaled about \$662,000 in 1994. The operating deficits, or subsidy, needed to sustain these services totaled about \$511,000, of which about \$481,000, or 94 percent, was publicly funded and about \$30,000, or 6 percent, was privately funded. The operating deficits for the specialized transportation services totaled about \$253,000, or about one-half of the total operating deficits. This amount was about four times greater than the total

operating deficits for general public transit services within the County, about \$69,000, generated by the Port Washington taxicab service. The average operating expense and deficit per trip of about \$6.51 and \$5.07, respectively, for the specialized transportation services in the County was about 30 percent higher than the comparable figures of \$5.06 and \$3.05, respectively, for general public transit services provided by the Port Washington taxicab service.

EXISTING TRANSIT LEGISLATION AND REGULATIONS

The legislative and regulatory framework governing the provision of public transit service in Ozaukee County was identified. Federal legislation and rules govern the availability and distribution of Federal financial aid for capital improvement projects and operating subsidies. State legislation and rules govern the local institutional structure for the provision of public transit services and provides operating subsidies. A summary of the major Federal and State transit assistance programs available in 1994 is presented in Table 39 in Chapter IV.

The Wisconsin Statutes provide several organizational alternatives to counties and local municipalities for the provision of public transit services. These alternatives include contracting for services with a private operator, public ownership and operation of the services as a municipal utility, and public ownership and operation by single or joint municipal transit commissions. Notably, except for those authorizing the creation of a municipal transit utility, the Wisconsin Statutes authorizing organizational alternatives require local municipalities which would provide transit service outside their corporate limits to have a formal contract with a public body or private organization which provides financial compensation for the transit service operated outside of the corporate limits.

Local legislation specifically pertaining to transit service was limited to sections of individual municipal codes governing the licensing and operation of taxicab services. The taxicab ordinances for the Villages of Grafton and Thiensville restrict taxicab operators to providing only exclusive-ride service unless patrons give permission for sharing the vehicle with other patrons. This restriction could limit the eligibility of new taxicab services in these areas for Federal or State financial assistance if it is provided by these local municipalities.

TRANSIT SERVICE DEVELOPMENT OBJECTIVES AND STANDARDS

A set of transit service objectives was formulated to provide a sound basis for evaluating the performance of the existing transit services, for postulating alternative service options and plans, and for developing recommendations for consideration by the elected officials concerned. Complementing each of the objectives was a supporting principal and a set of service and design standards. Each set of standards was directly related to the objectives and served to facilitate quantification and evaluation of the performance of the existing transit services and of the design, test, and evaluation of alternative transit system plans.

The following three objectives were adopted by the Advisory Committee:

1. The transit system should serve travel needs within the County and, in particular, the travel needs of the transit-dependent population and the needs of employers in obtaining needed labor and reducing employee travel by single-occupant vehicles to the workplace.
2. The transit system should promote the effective use of transit services by providing for user convenience, comfort, and safety.
3. The transit system should be economical and efficient, meeting all other objectives at the lowest possible cost.

EVALUATION OF EXISTING TRANSIT SERVICES

An evaluation of the performance of the existing public transit services provided in the County in 1994 was undertaken to determine how well the transit needs of the resident population were being met. The evaluation was conducted using performance measures related to the attainment of key transit service objectives and standards. The major findings of this evaluation may be summarized as follows:

1. In 1994, the City of Port Washington taxicab service provided the only transit service in the County open to the general public. Consequently, the urban development, population, and employment within the County served by general public transit service was limited to

that within the service area of the City taxicab system (see Maps 14 through 17 in Chapter VI). The taxicab service area included about four square miles, or 12 percent, of the total developed urban land within the County; about 11,900, or 16 percent, of the total 1990 resident County population of 72,800 persons; a total of 49, or about one-quarter, of the 202 major potential transit trip generators identified within the County in 1994; and about 7,800, or about 24 percent, of the 32,200 jobs within the County in 1990. Not all of the jobs within the taxicab service area, however, were adequately served by public transit owing to the limited weekday hours of operation of the Port Washington taxicab system.

2. Specialized transportation services, which served virtually all of Ozaukee County, were also available during 1994 to serve the transportation needs of elderly and disabled individuals. However, the primary focus of the services was in providing transportation for medical-related and other essential needs. Some of these services were available to only patients, clients, or residents of specific nursing or other medical facilities.
3. Efforts to provide employee-shuttle transit services, such as subscription bus or van services, serving employment locations within the County were under way during 1994 through private transit companies participating in the State employment transit assistance, or job-ride, program. About 185 one-way trips, or just under 90 round-trips, were made on an average weekday by individuals who resided in central Milwaukee County and used these services to travel to and from jobs in Ozaukee County. These programs, intended to be of an interim nature, served about 2 percent of the estimated 8,400 average weekday reverse-commute work trips made between Milwaukee and Ozaukee Counties. There were no transit services within the County during 1994 to serve the approximately 30,300 work trips made on an average weekday entirely within Ozaukee County.
4. The performance of the City of Port Washington shared-ride taxicab system during 1994 was evaluated against transit service standards measuring quality and convenience of service, ridership, and cost-effectiveness and efficiency. No problems were found with

respect to the quality and convenience of the City taxicab service. Ridership on the taxicab service was found to compare favorably with the ridership of a group of taxicab systems serving similar-sized urban areas within the State. The financial performance of the City of Port Washington taxicab system, however, was somewhat below that observed for the group of comparable taxicab systems due in part to its higher operating costs per unit of transit service and lower fare box recovery rates. The City of Port Washington taxicab system has nevertheless been viewed as a success by local officials and its continued operation was assumed under the alternative Countywide transit service plans considered for the County.

5. Some problems were found with respect to the quality and convenience of the Countywide specialized transit service provided by the Ozaukee County Office of Aging Services. Problems with inadequate capacity for this specialized transportation service occurred largely as a result of service provided for long trips between communities within the County or between Ozaukee and Milwaukee Counties. Some problems with respect to both untimely service and trip denials also occurred as a result of insufficient service capacity.

ALTERNATIVE TRANSIT SERVICE PLANS

In order to evaluate fully the feasibility of providing improved transit services in Ozaukee County, three basic transit service alternatives were formulated and evaluated:

1. A status quo alternative, Alternative No. 1, under which no changes would be made in the existing transit services as these services were provided within the County in 1995,
2. An alternative, Alternative No. 2, proposing the expansion of local transit services through the provision of publicly subsidized shared-ride taxicab service within the major urban service areas of the County, and
3. An alternative, Alternative No. 3, proposing the expansion of local transit service through the provision of publicly subsidized shared-ride taxicab service throughout the County.

In addition to shared-ride taxicab service, Alternatives No. 2 and No. 3 also envisioned the provision

of rapid-transit bus service between Ozaukee County and the Milwaukee central business district; and the provision of special shuttle transit services to assist employers within the County in meeting existing and potential employee-based transportation needs. The major elements of each alternative are summarized in Table 68 in Chapter VII.

The alternative transit service plans were evaluated by scaling measures of their performance against the transit service objectives and standards set forth in Chapter V. The evaluation findings and comparisons of significant differences between alternatives are summarized in Tables 65 through 67 in Chapter VII.

On the basis of careful review of the three alternative transit service plans considered, the Advisory Committee determined that Alternative No. 3 should become the basis for the design of a recommended transit service plan for Ozaukee County. In making this determination, the Advisory Committee indicated that the County should give highest priority to implementing the rapid-transit bus and employee-shuttle bus services envisioned in Alternative No. 3, and that these services should be refined to address any deficiencies in serving the actual transportation needs of Ozaukee County employers as identified by the Ozaukee County Economic Development Corporation. The Advisory Committee also suggested that the proposed Countywide taxicab service be revised to provide in the urban areas of the County for response times and fares essentially the same as those for the City of Port Washington taxicab service in 1995.

THE RECOMMENDED PLAN

The recommended transit service plan for Ozaukee County consists of four elements: rapid-transit bus service; special employer-provided transit services; Countywide shared-ride taxicab service; and specialized County transportation service for the elderly and disabled. Each of these major elements is described in Table 71 in Chapter VIII.

Rapid-Transit Bus Service: The first element of the recommended plan envisions the provision of a limited level of rapid-transit bus service between park-ride lots in Ozaukee County and the City of Milwaukee central business district to serve week-day work travel. The bus route would originate at an existing carpool parking lot in the vicinity of IH 43 and STH 57, in the Town of Grafton, and would include stops at park-ride lots at IH 43 and

CTH C, in the Town of Grafton, and at IH 43 and STH 167, in the City of Mequon. Buses would travel over IH 43 within Ozaukee County and between Ozaukee County and the City of Milwaukee CBD.

To facilitate reverse commutation, the service would operate in both directions on weekdays, with stops in central Milwaukee County both inside and outside the City of Milwaukee central business district. The service on the route weekdays would include four inbound trips and four outbound trips to serve Ozaukee County residents working in the City of Milwaukee CBD and four outbound trips and three inbound trips to serve Milwaukee County residents reverse-commuting to jobs within Ozaukee County.

The fares for the rapid-transit bus service would be distance-based, ranging from \$1.75 to \$2.25 per one-way trip.

It is recommended that Ozaukee County contract for the operation of the rapid-transit bus route by an existing transit operator, who would be responsible for all aspects of service provision, including supplying the necessary operating equipment.

Special Employee-Shuttle Transit Services: The second element of the recommended plan consists of transit services intended to address employee transportation problems faced by many Ozaukee County employees and proposes the operation of special shuttle routes for this purpose. The recommended shuttle transit services would be designed to connect with the reverse-commute bus trips operated over the recommended rapid-transit bus route at park-ride lots in Ozaukee County and with major Milwaukee County Transit System bus routes terminating in the vicinity of the Northridge Shopping Center in Milwaukee County. The routes would then distribute passengers among major concentrations of employers located in Ozaukee County.

The recommended plan calls for a total of five shuttle routes serving the park-ride lots along IH 43 in Ozaukee County to carry employees to job locations in the Grafton, Saukville, Port Washington, and Fredonia areas of the County. A sixth shuttle route would originate at an existing park-ride lot near the Northridge Shopping Center in the City of Milwaukee to carry employees to and from major employers located in the central portion of the City of Mequon.

Service over the shuttle routes would consist of two to three trips in the morning, mid-afternoon, and

late evening each weekday to serve the principle first- and second-shift starting and ending times at employers.

Fares charged on the shuttle services would range from \$1.00 per one-way trip for individuals using the shuttle service only to travel to their place of employment, to \$.50 per one-way trip for individuals transferring to, or from, the proposed rapid-transit bus route from, or to, the Milwaukee County transit bus routes at the Northridge Shopping Center.

It is recommended that Ozaukee County contract for the operation of these routes with existing transit operators and that the employers served assume responsibility for funding any portion of shuttle route operating expenses not covered by passenger revenues directly generated by the route or by available Federal and State operating assistance funds provided through Ozaukee County.

Countywide Shared-Ride Taxicab Service: The third element of the recommended plan envisions the specialized County transportation service for the elderly and disabled operated by the Office of Aging Services to be converted into a Countywide shared-ride taxicab service. The taxicab service would be available to any member of the general public for travel between any locations within Ozaukee County. The service would be available seven days a week, excluding holidays, and would be provided with response times varying from 30 minutes for trips made entirely within the major urban centers of the County to 60 minutes for all other trips made within the County.

Fares for the taxicab service, which would vary with the distance traveled, would range from \$1.50 to \$6.50 per one-way trip for adults and students and from \$1.00 to \$4.30 per one-way trip for the elderly and disabled. The Advisory Committee suggested that Ozaukee County also consider implementing the service with a "flat" fare structure, under which the same distance-based fares would be charged to all individuals using the service, but with special convenience fares for individuals in special population groups.

It is recommended that Ozaukee County operate the service directly by expanding and reorganizing the County's existing specialized transportation service.

County Specialized Transportation Service: The fourth element of the recommended plan consists of the continued operation of the specialized County transportation service for elderly and disabled

County residents. With the operation the County-wide shared-ride taxicab service, however, the scope of this specialized transportation service would be reduced to providing service only for trips made between Ozaukee County and surrounding counties. Service under the program would continue to be available to County residents 60 years of age or older or disabled and would be provided as a 24-hour advance reservation, weekday-only, service. Only trips for medical services which are not obtainable within the County and nonroutine work trips would be served. Eligible individuals would be allowed to use the transportation service to make no more than six one-way trips per week.

Fares would be distance-based, ranging from \$2.00 to \$6.00 per one-way trip for all trip purposes.

It is recommended that the County continue to operate this service directly in conjunction with the new Countywide shared-ride taxicab service.

Plan Staging

The transit service improvements in the County recommended under the plan would be implemented in stages. As a first stage, it is recommended that Ozaukee County pursue a two-year demonstration project under which an initial level of rapid-transit bus and employee-shuttle transit services would be provided during 1996 and 1997 to assist Ozaukee County employers in meeting employee transportation problems. Under the demonstration project, the reverse-commute service recommended over the rapid-transit bus route would be fully implemented; service levels over the rapid-transit bus route for commuters between Ozaukee County and job sites in the Milwaukee CBD would be somewhat lower than ultimately recommended. The demonstration shuttle service would include the five shuttle routes proposed to serve employers in the Cedarburg, Grafton, Port Washington, Saukville, and Fredonia areas of the County. A decision to eliminate, continue without change, or expand the demonstration transit services would be made in mid-1997.

A target date of January 1997 was recommended for the start-up of the Countywide shared-ride taxicab service. The proposed 1997 start-up date would allow the County approximately one year to complete detailed analyses and planning for the conversion of the existing specialized transportation service into the recommended taxicab service.

Plan Costs

Projections of ridership and passenger revenues, operating expenses, capital equipment and facilities costs, and subsidies were prepared for each of the major transit service elements under the recommended plan. This information is presented in Tables 73 through 78 in Chapter VIII. The costs and revenues were expressed in terms of constant 1995 dollars and assumed continuation of existing Federal and State transit assistance programs at 1995 funding levels.

The total average annual public cost, including total operating deficits and total capital costs, for the recommended transit services over the five-year period 1996-2000 may be expected to approximate \$1,236,000. It is estimated that some 70 percent of the total average annual public costs would be funded through existing Federal and State programs providing assistance for transit operating and capital projects. As a result, the average annual local public costs for the recommended transit service improvements are estimated at \$353,000.

The most significant public costs may be expected to be generated by the recommended Countywide shared-ride taxicab service. The total average annual public cost for the shared-ride taxicab service would be expected to be about \$704,000, including average operating deficits of about \$637,000 and average capital costs of about \$67,000 per year. These costs would represent about 57 percent of the total public costs for all recommended transit services. The total local average annual cost for the shared-ride taxicab service may be expected to be about \$218,000, including average local operating deficits of about \$204,000 and average local capital costs of almost \$14,000 per year. These costs would represent about 62 percent of the total local public costs for the recommended transit services.

The average annual costs for the recommended rapid transit bus and employee-shuttle services would also be significant, totaling about \$458,000, including average operating deficits of about \$363,000 and average capital costs of about \$95,000 per year. These costs would represent about 37 percent of the total public costs for all recommended transit services. The local average annual cost for the rapid-transit bus and employee-shuttle services would be expected to be about \$114,000, including average local operating deficits of about \$95,000 and average local capital costs of about \$19,000 per year. These costs would represent about 32 percent of the total local public costs for all services.

The average annual costs for the reduced County specialized transportation program would total about \$74,000, including average operating deficits of about \$62,000 and average capital costs of about \$12,000 per year. The local average annual cost for the specialized transportation program would be expected be about \$21,000, including average local operating deficits of about \$19,000 and average local capital costs of about \$2,000 per year. These costs would represent about 6 percent of both the total public costs and the total local public costs for all the recommended transit services.

PLAN IMPLEMENTATION

Full implementation of the recommended County transit service plan will be dependent upon the coordinated actions of several units and agencies of government. Such actions will include adoption or endorsement of the transit system plan by the public bodies or agencies providing operating or financial support, including the Ozaukee County Board of Supervisors; the Southeastern Wisconsin Regional Planning Commission; the U. S. Department of Transportation, Federal Transit Administration; and the Wisconsin Department of Transportation; and the City of Port Washington Common Council. Other actions will also need to be taken by Ozaukee County, the City of Port Washington, and the Southeastern Wisconsin Regional Planning Commission to assure the operation and funding of the recommended transit services.

Ozaukee County would be responsible for completing detailed analyses and planning for the initiation and operation of the recommended transit services, applying for Federal and State transit assistance funds, and satisfying the various administrative regulations associated with the receipt and use of Federal and State funds. The Advisory Committee considered the need to identify the appropriate County department and staff to perform these functions and recognized that, as a matter of good public administration, a single staff person should be assigned the responsibility for coordinating and administering all transit-related activities. The Committee, therefore, recommended that the County create a new position of transit coordinator to assume these duties, but not until after the County decided to proceed with implementation of the Countywide shared-ride taxicab service.

The Committee recognized that it would be possible for the public transit function and the transit coor-

dinator position to be placed into either the Ozaukee County Highway Department or the Ozaukee County Office of Aging Services. The County Highway Department was involved in overseeing general public transit services during the period 1976 through 1978, when the County subsidized the operation of a commuter-bus route operated by Wisconsin Coach Lines, Inc., between the City of Port Washington and the City of Milwaukee CBD. The Ozaukee County Office of Aging Services is currently responsible for overseeing the operation of the specialized County elderly and disabled transportation service which has been recommended to be expanded in 1997 to provide a Countywide shared-ride taxicab service for the general public. The Committee, however, recognized that the responsibility for a decision on this issue properly rested with the Ozaukee County Board of Supervisors.

It is also recommended that the City of Port Washington transfer ownership of the City's existing taxicab vehicles to the County when the Countywide shared-ride taxicab service is initiated in 1997, with the County reimbursing the City for the local funds expended in purchasing the City taxicab vehicles.

Finally, it is recommended that the Southeastern Wisconsin Regional Planning Commission, at the specific request of Ozaukee County, include the recommended operating and capital projects for the recommended transit services in the transportation improvement program for the Southeastern Wisconsin Region.

CONCLUDING REMARKS

The Ozaukee County transit service plan herein presented was prepared to address concerns of public officials relative to the need for improved public transit services in Ozaukee County. That need derives from the travel demands of an expanding population of elderly and disabled individuals, from employers seeking to fill jobs at a number of employment centers in the County, and from employers and employees who are seeking to reduce work-trip travel by single-occupant automobile. Providing the services required to meet these needs will entail additional public expenditures as well as reorganization of the administration of transit services within the County. While existing Federal and State transit aid programs will help defray the costs of the improved services, there is a need to increase the local financial support as well.

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