

PUBLIC TRANSIT-HUMAN SERVICES TRANSPORTATION COORDINATION PLAN FOR MILWAUKEE COUNTY: 2025



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MEMORANDUM REPORT
NUMBER 277

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TRANSPORTATION COORDINATION PLAN
FOR MILWAUKEE COUNTY: 2025**

Prepared for Milwaukee County by the
Southeastern Wisconsin Regional Planning Commission

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1. INTRODUCTION

The Public Transit – Human Services Transportation Coordination Plan for Milwaukee County: 2025, hereafter referred to as the Coordination Plan, is intended to provide a framework to assist community leaders, human services agencies, and public transit agencies in improving public transit and human services transportation in Milwaukee County and the County's connections to the Southeastern Wisconsin Region. The Coordination Plan assesses the existing public transit and human services transportation services and needs in the County, identifies unmet needs or service gaps, and presents a prioritized list of strategies to address those needs. By focusing on coordination strategies that use existing resources, the Coordination Plan aims to improve the access of County residents to transportation in a cost-effective manner.

Federal and State Coordination Planning Requirements

Transit projects utilizing Federal Transit Administration (FTA) Enhanced Mobility of Seniors and Individuals with Disabilities program (Section 5310)¹ funding must be derived from a locally developed, coordinated public transit-human service transportation plan. Such plans are to be developed and approved through a process that includes representatives of public, private, and non-profit transportation and human services providers and participation by members of the public. This plan is intended to meet these requirements while providing guidance to the county and region in providing and improving specialized transportation services over the next four years. The State of Wisconsin also requires the development of these "coordination plans" for projects within the 85.21 program, Specialized Transportation Assistance Program for Counties. In addition, the Wisconsin Department of Transportation (WisDOT) utilizes the Coordination Plans to determine project eligibility for Wisconsin Employment Transportation Assistance Program (WETAP) funding.

As, several agencies and organizations in Milwaukee County have received funding under the Section 5310, 85.21, and WETAP programs in the past, this Coordination Plan will help ensure the eligibility of current and future transit projects funded through those programs. To meet Federal requirements, the Coordination Plan includes the following elements:

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

Role of the Southeastern Wisconsin Regional Planning Commission

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

In addition to this Coordination Plan, the Commission also periodically prepares the long-range (20-35 year) transportation system plan for the seven-county Southeastern Wisconsin Region and short-range (5 year) transit development plans for each of the Region's public transit systems. The year 2050 regional land use and transportation plan for Southeastern Wisconsin (VISION 2050), adopted in 2016 and updated in

¹ Section 5310 program includes the purchase of specialized transit vehicles used to serve seniors and people with disabilities, mobility management, non-vehicle capital purchases, operating expenses for transportation projects that exceed the requirements of the Americans with Disabilities Act of 1990 (ADA), improving access to fixed route transit service to decrease reliance by people with disabilities on paratransit, and providing alternatives to public transportation that assist seniors and people with disabilities.

2020 and 2024, is intended to provide a vision for, and guide to, future transportation system development in the Region. The short-range transit service plans address current transit service issues and needs, and represent an initial stage of implementation of the recommendations of VISION 2050. If the County were to request that the Commission staff prepare a new countywide transit development plan, the unmet transit service needs identified for the 2025 Milwaukee County Coordination Plan would be considered in that transit development plan.

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

General Population Characteristics

Milwaukee County is located along Lake Michigan, in southeastern Wisconsin, and is bordered by Waukesha County to the west, Racine County to the south, Lake Michigan to the east, and Ozaukee County to the north. The County is mostly urban but has some rural and undeveloped areas in the southern portion of the County, in the Cities of Oak Creek and Franklin. Milwaukee County's population in 2022 was 933,100, according to the U.S. Census Bureau. Of that total, the population of the City of Milwaukee made up 573,300 or about 61 percent. Map 1 shows the population density in 2020 by U.S. Public Land Survey quarter-section.

As shown in Figure 1, between 2010 and 2020, the Milwaukee County population declined by approximately 1.0 percent from approximately 947,700 to 939,500 persons, respectively. Despite the slight decrease, population is expected to increase gradually through 2050. As Figure 1 displays, the Milwaukee County population is projected to grow to approximately 1,038,500 by the year 2050.

Transit-Dependent Population Characteristics

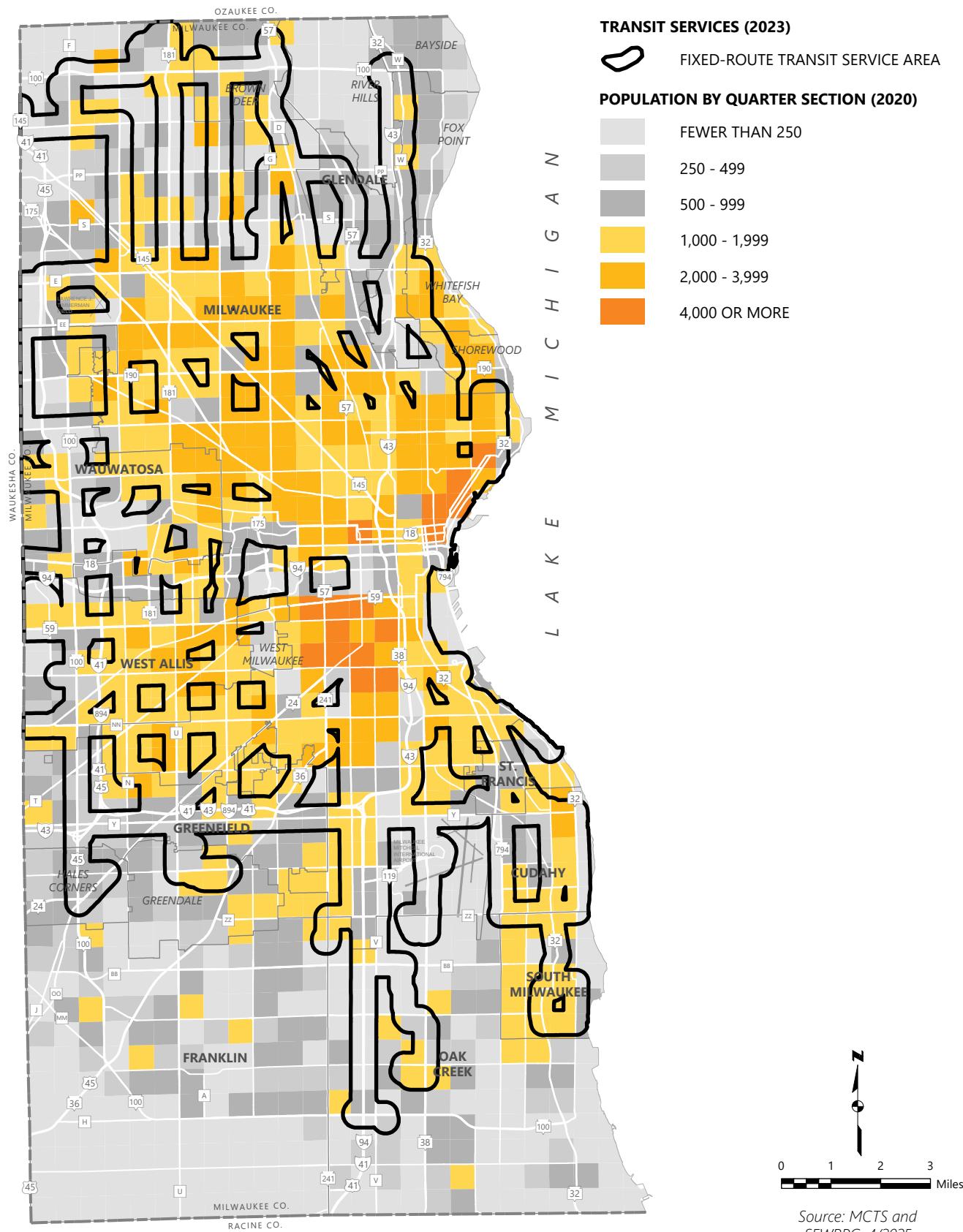
Certain segments of the population may be expected to have a greater dependence on, and make more extensive use of, public transit than the population as a whole because they have historically had more limited access to the automobile as a mode of travel than the population in general. Five such "transit-dependent"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

- School-age individuals (aged 10 to 17)
- Seniors (aged 75 and older)
- Persons in low-income households
- People with disabilities
- Households with no vehicle available

Table 1 displays the historic population of these groups in the study area in 2000, 2010, and 2022. The information in the table leads to the following observations:

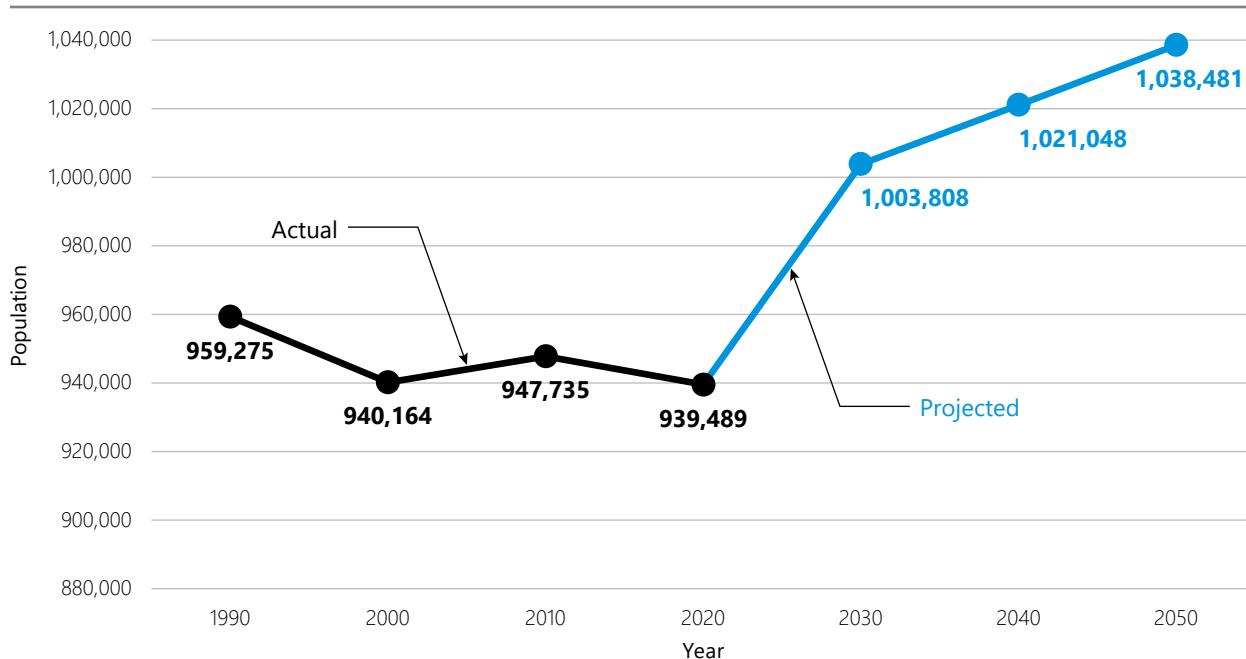
- In 2022, persons in low-income households accounted for the largest share of the transit-dependent population in the County at about 37 percent of the total population
- People with disabilities (15 percent) and households with no vehicle available (13 percent) also make up a significant portion of the population, and school-age individuals accounted for about 11 percent of all households in 2022
- Seniors are the smallest transit-dependent population group at approximately 6 percent of the County's population
- Between 2000 and 2010, and between 2010 and 2022, people with disabilities increased in absolute number and in the share of the total population

Map 1
Population by Quarter Section in Milwaukee County: 2020



Source: MCTS and
SEWRPC, 4/2025

Figure 1
Milwaukee County Actual and Projected Total Population



Source: U.S. Census Bureau and SEWRPC

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

Transit-Dependent Population Group	2000		2010		2022	
	Number ^a	Percent of Total Population/Households	Number ^a	Percent of Total Population/Households	Number ^a	Percent of Total Population/Households
Seniors (75 and older)	61,765	7	57,249	6	52,541	6
Persons in Low-Income Households ^b	297,565	32	396,939	42	339,113	37
People with Disabilities ^c	64,166	7	100,721	11	104,504	15
Households with No Vehicle Available	61,631	16	51,500	13	49,084	13
School-Age	109,431	12	102,724	11	100,593	11
Total County Population	940,164	--	947,735	--	933,063	--
Total Number of Households	56,057	--	62,650	--	64,187	--

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

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

^c The definition of "people with disabilities" used by the U.S. Census Bureau for the 2000 Census changed for the 2010 Census and 2022 American Community Survey (ACS). For the 2000 Census, "people with disabilities" included those persons age 16 and older having a physical, mental, or emotional condition that made it difficult to go outside the home to shop or visit a doctor's office. For the 2010 Census and the 2022 ACS, "people with disabilities" included those persons age 18 and older who had serious difficulty living independently or a serious sensory, cognitive, or ambulatory disability.

Source: U.S. Census Bureau and SEWRPC

- Between 2000 and 2010 persons in low-income households increased in absolute number and share of the total population but decreased between 2010 and 2022 for each measure
- Between 2010 and 2022 seniors and zero-auto households decreased in absolute numbers while their percent of total population and households, respectively, remained the same

Map 2 displays the 2022 concentrations of transit-dependent populations by Census block groups within the County based on the prevalence of the five historic transit-dependent population groups.

In 2022, residential populations with transit needs were spread through much of the county, with high transit-dependent population concentrations on the edges of areas served by fixed-route transit in the County.

Employment Characteristics

Map 3 displays employment density in 2020 by U. S. Public Land Survey quarter-section. The highest employment concentrations in the County are in the center of the City of Milwaukee, including the central business district. Significant portions of the county have high employment density, with only the southern quarter of the County being sparsely developed.

Major Activity Centers

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

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

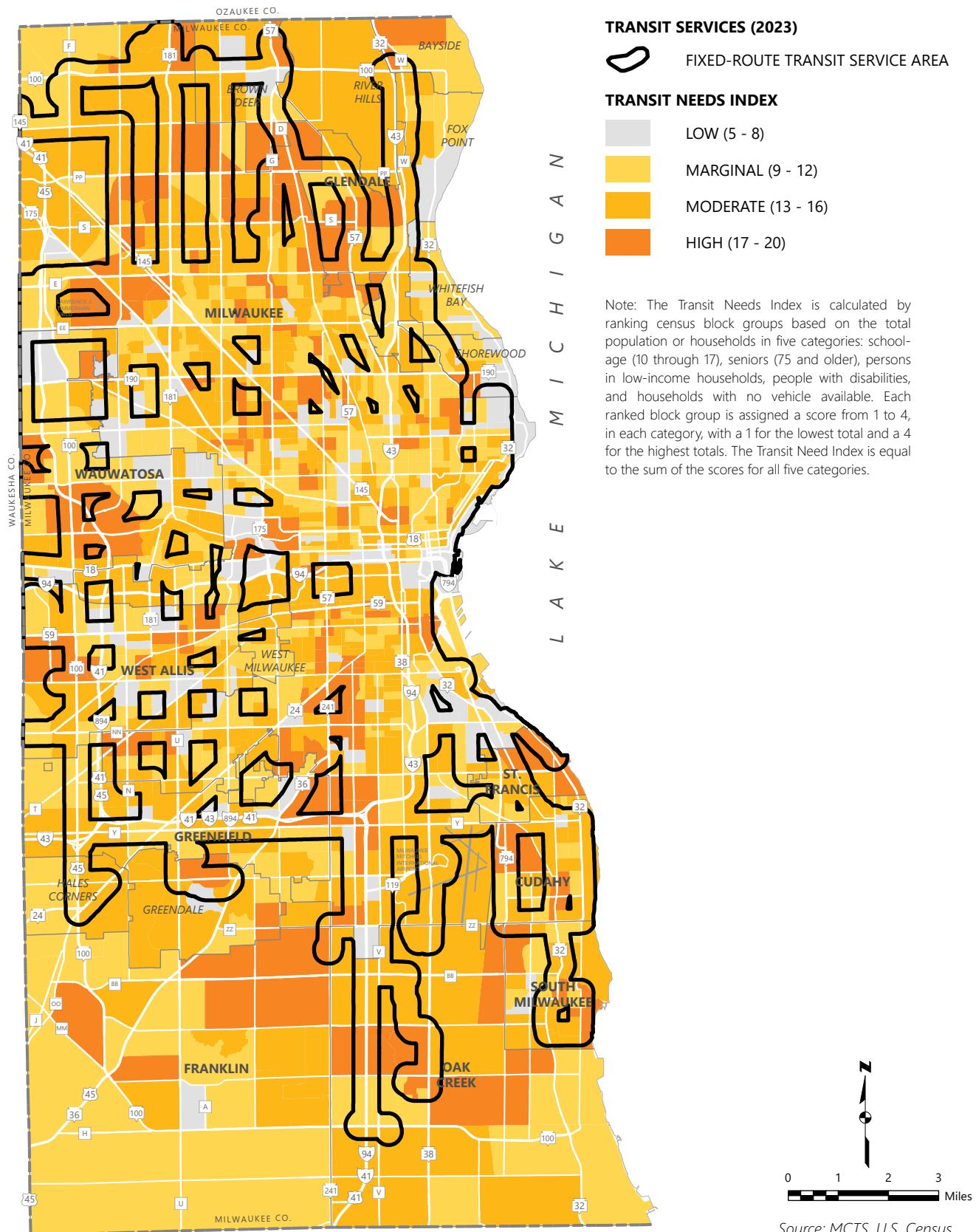
As shown on Map 4, there is a high concentration of these facilities in close proximity to the City of Milwaukee central business district, with many major employers, residential facilities, and commercial areas also located throughout the County. It is important to note that people with disabilities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

3. CURRENT TRANSPORTATION SERVICES

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

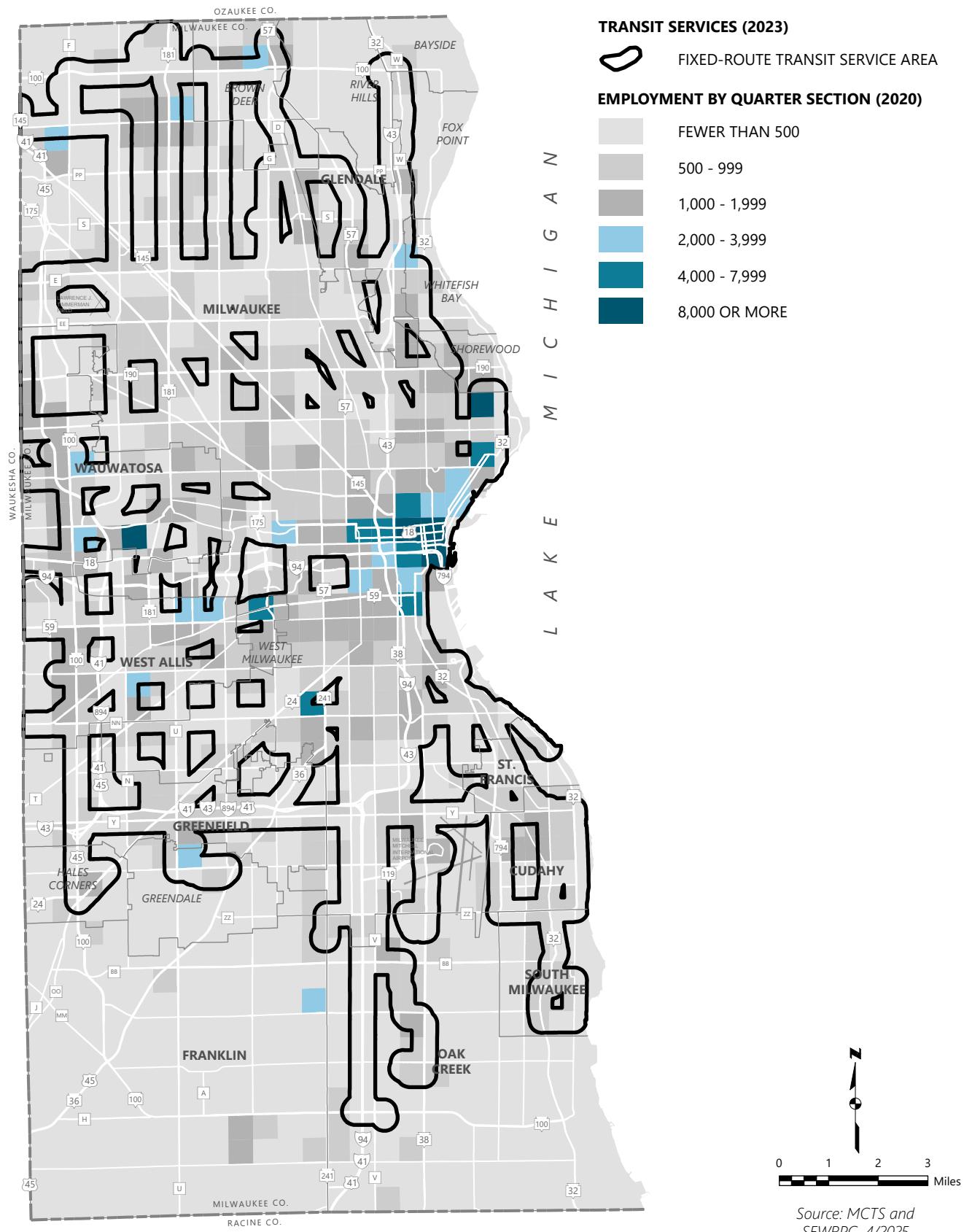
Table 2 lists the major transportation providers currently serving Milwaukee County, and identifies the type of service they provide, their service area, their hours of operation, and their funding sources in addition to passenger fares. The first section of the table lists services that are open to the general public, while the second section lists services intended to serve a particular part of the population including seniors, people with disabilities, low-income persons, or veterans. These services are generally called "human services transportation."

Map 2
Transit Needs Index for Milwaukee County: 2022



Source: MCTS, U.S. Census Bureau American Community Survey and SEWRPC, 7/2025

Map 3 Employment by Quarter Section in Milwaukee County: 2020



Source: MCTS and
SEWRPC, 4/2025

Map 4
Major Activity Centers in Milwaukee County: 2024

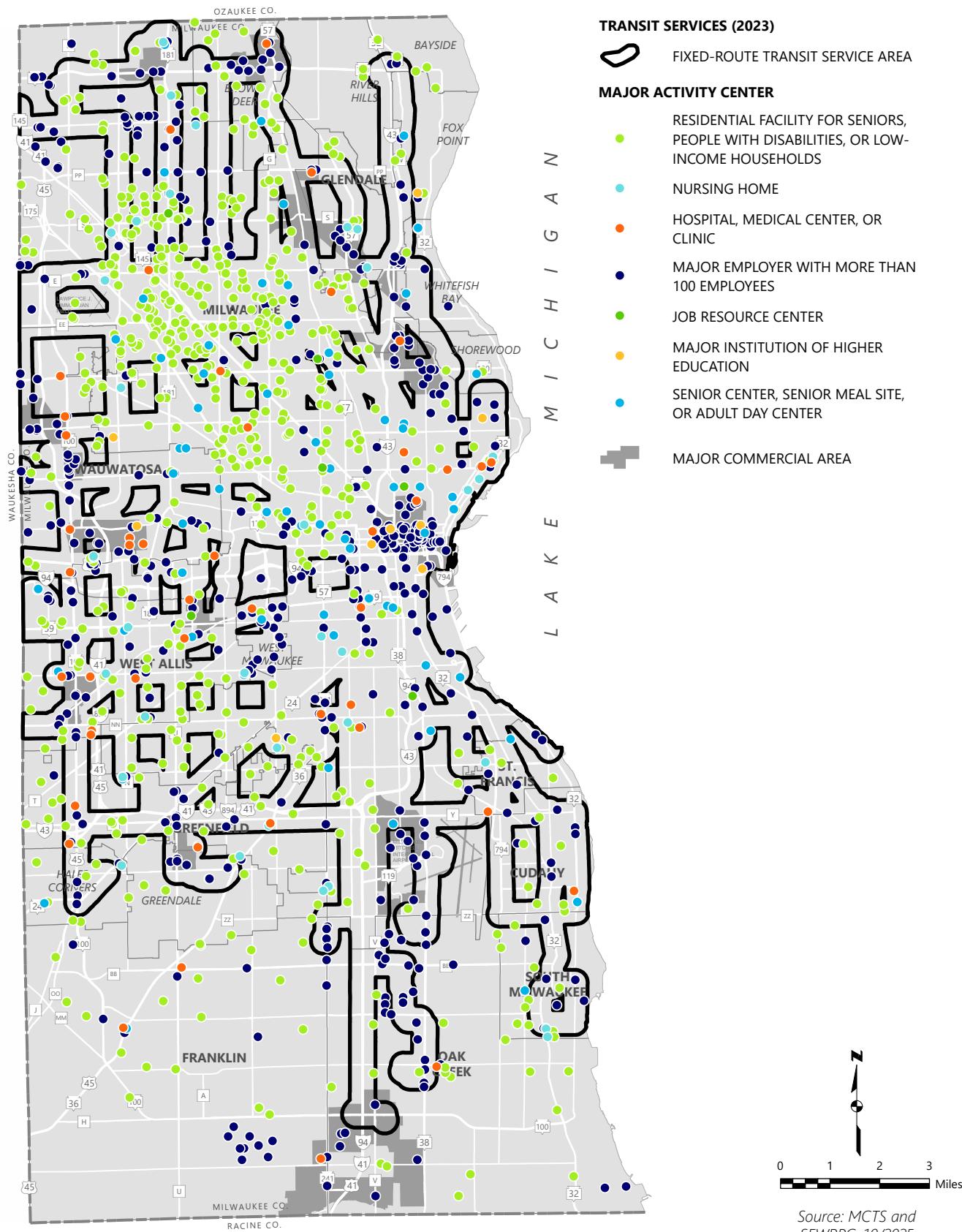


Table 2
Inventory of Local, Intercity, and Human Services Transit Service Providers in Milwaukee County: 2025

Name of Service Provider	Type of Provider	Type of Service	Service Area	Eligible Users	Days and Hours of Operation	Fare Per Trip	Vehicles Used	Funding Sources in Addition to Fares
Amtrak Hiawatha (800) 872-7245	Private, for-profit	Commuter rail	Service between Milwaukee and Chicago	General public	General Transportation Providers Daily: Southbound service: 6:43 a.m. to 7:58 p.m. Northbound service: 7:10 a.m. to 12:25 a.m.	Varies based on trip distance and demand	Accessible passenger train	
Amtrak Borealis (800) 872-7245	Private, for-profit	Commuter rail	Service between Minneapolis and Chicago	General public	General Transportation Providers Daily: Southbound service: 6:43 a.m. to 7:58 p.m. Northbound service: 7:10 a.m. to 12:25 a.m.	Varies based on trip distance and demand	Accessible passenger train	
Coach USA (800) 236-2028 (262) 542-8861	Private, for-profit	Fixed-route intercity bus	Service between Waukesha and Chicago O'Hare	General public	General Transportation Providers Daily: Southbound service: 4:45 a.m. to 7:30 p.m. Northbound service: 7:30 a.m. to 10:30 p.m.	Distance-based, \$20.00 to \$35.00	Accessible motorcoaches	--
FlexRide MKE (414) 667-7433	Public, non-profit	Demand response, door-to-door	Neighborhood zones in the north, west, and south areas of Milwaukee providing transportation to Menomonee Falls/Butler, Franklin-Oak Creek, and New Berlin.	General public; employment-based rides	General Transportation Providers 10:00 p.m. Sunday through 2:00 a.m. Saturday	Adult: Per ride: \$3.00 Weekly Pass: \$20.00 Monthly Pass: \$70.00 To/from Transit Hub: Free Seniors and people with a disability: Per ride: \$1.50 Weekly Pass: \$10.00 Monthly Pass: \$35.00	Non-accessible minivans 1 Accessible minivan	State grants, private donations Waukesha County
Milwaukee County Transit System (MCTS) (414) 344-6711	Public	Fixed-route bus	Most of Milwaukee County, except parts of Franklin, Hales Corners, Oak Creek, and River Hills A small portion of Waukesha County in Brookfield is served under contract with Waukesha County	General public	Regular local: Monday through Friday: 4:00 a.m. to 3:15 a.m. Saturday: 4:00 a.m. to 3:15 a.m. Sunday: 4:30 a.m. to 2:45 a.m. UBUS: Monday through Friday: 6:00 a.m. to 6:50 p.m. (school year only)	Adults: Per ride: \$2.00 Fare Caps - Daily: \$5.00 - Weekly: \$20.00 - Monthly: \$75.00 Seniors, Children (6-11), or people with Disabilities: Per ride: \$1.00 Fare Caps - Daily: \$2.50 - Weekly: \$11.00 - Monthly: \$33.750	358 buses equipped with wheelchair ramps and bike racks	State \$85.20 Federal \$5307 Federal \$5339 Milwaukee County Federal CMAQ

Table continued on next page.

Table 2 (Continued)

Name of Service Provider	Type of Provider	Type of Service	Service Area	Eligible Users	Days and Hours of Operation	Fare Per Trip	Vehicles Used	Funding Sources in Addition to Fares
Disabled American Veterans (414) 384-2000 ext. 47274 (262) 719-7233 www.dav-wi.org	Private non-profit	Advance reservation, curb-to-curb transportation to the VA	VA Medical Centers and Clinics in Milwaukee and statewide	Ambulatory veterans	Monday through Friday: 7:00 a.m. to 2:00 p.m.	No fare	Accessible vehicles	Private Donations
Eras Senior Network (414) 488-6500 www.eras.org	Private, non-profit	Demand response, door-through-door	Waukesha County and Milwaukee County	Milwaukee County residents over age 60	Monday through Friday 9:00 a.m. to 4:00 p.m. or by appointment	No fare	2 6-passenger accessible van; volunteers provide their own vehicles	Federal 55310, United Way of Greater Milwaukee and Waukesha County, Corporation for National and Community Service, ProHealth Care
Eastside Senior Services 414-210-5881 www.essmilw.org	Private, non-profit	Advance registration, door to door	Milwaukee County	Ambulatory residents of the Eastside of Milwaukee, Riverwest, or Shorewood 60 years or older	Monday through Friday: 9:00 a.m. to 3:00 p.m.	No fare	Vehicles provided by volunteers	
Transit Plus Paratransit Service (414) 343-1700 tpcomments@mcts.org	Public ^a	Paratransit	Milwaukee County and small parts of Waukesha County	Paratransit eligible individuals	Daily: 4:00 a.m. to 1:00 a.m.	\$4.00 one way	Vehicles and drivers provided by Transdev	State \$85.20 State \$85.21 Federal 55307 Milwaukee County State Family Care (through partial ride subsidy by Department on Aging) Title 19 Medicaid reimbursement
Goodwill Industries (414) 847-4200	Private, non-profit	Transportation for clients	Milwaukee and Waukesha Counties	Participants in Day/Work Programs	Monday through Saturday: 8:00 a.m. to 4:30 p.m.	No fare	6 Accessible mini-bus 2 Accessible mini-vans	Federal 55310 Donations
Jewish Community Center (414) 964-4444	Private non-profit	Transportation for clients	Milwaukee County	Adults with developmental disabilities who are clients of JCC programs	Monday through Friday: 5:00 a.m. to 10:00 p.m. Sunday: As required	No fare	4 14-passenger accessible buses 3 10-passenger accessible buses	Federal 55310 Private donations United Way

Table continued on next page.

Table 2 (Continued)

Name of Service Provider	Type of Provider	Type of Service	Service Area	Eligible Users	Days and Hours of Operation	Fare Per Trip	Vehicles Used	Funding Sources in Addition to Fares
Specialized Transportation Providers (continued)								
Milwaukee Area JobRide Collaborative (414) 937-8260 x33 www.mccjobs.org	Non-profit	Subscription employment transportation	Southeastern Wisconsin	Employees of participating employers	Daily: As needed by employers	\$2.75 one way	3 15-passenger vans; 3rd party contract with minority vendor	WE-TAP Private Donations Foundation grants WIA, W-2, TJ, and WP
Milwaukee County Older Adult Transportation Service (OATS) (414) 289-6874	Public ^b	Advance reservation, door-to-door	Milwaukee County	Milwaukee County residents who are 60 years and older, ambulatory, unable to provide their own transportation. Not enrolled in long-term care.	Monday through Friday: 7:30 a.m. to 5:00 p.m.	\$4.00 each way for rides to medical/dental appointments \$4.00 voluntary contribution for other rides	Accessible minivans. Vehicles and drivers provided by ztrip	Federal Older Americans Act, Title III B State §85.21
United Community Center	Private, non-profit		Milwaukee County: To/from UCC Senior Center	Milwaukee County residents who are 60 years and older			7 Accessible vehicles	Federal §5310
Down Syndrome Association	Private, non-profit						2 Accessible minivans	Federal §5310
Save Point Transportation								Federal §5310
Curative Care Network	Private, non-profit		Milwaukee and Waukesha Counties				3 Accessible vehicles	Federal §5310
Vision Forward								Federal §5310

Additional Private Transportation Service Providers in Milwaukee County:

Blessed & Qualified Transportation (414) 406-6710	GoGoGrandparent (855) 464-6872	MTM, Inc. (866) 907-1493	Toot Transport (414) 376-2222
Community Care (414) 385-6600	Lyft Inc	Resilience Transportation Service (414) 786-4846	Transstar Medical Transport (800) 972-8080
Go Riteaway (262) 691-9868			zTrip (414) 220-5000

^a Service provided by Transdev.^b Service provided by zTrip.

Source: SEWRPC

Transit Services for the General Public

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

- MCTS, operated by Milwaukee County, is a publicly-funded urban bus operation that runs fixed routes serving Milwaukee County and portions of adjacent counties. MCTS also provides paratransit service to serve the travel needs of people with disabilities through the Transit Plus paratransit system.
- Waukesha Metro, in collaboration with MCTS, provides a publicly-funded bus service to the Milwaukee Regional Medical Center with transfers to and from CONNECT1, the county's bus rapid transit service operating between the Watertown Plank park-ride lot to downtown Milwaukee.
- Wisconsin Coach Lines, Inc. operates one publicly-funded route which provides commuter-oriented express bus service between downtown Milwaukee and the Cities of Racine and Kenosha. The City of Racine contracts for the service and acts as the public applicant and grantee for the State urban transit operating assistance funds used to subsidize the service.

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

Human Services Transportation

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

- The Milwaukee Area JobRide Collaborative provides transportation to and from jobs on a subscription basis for the employees of participating employers.
- The Milwaukee County Department on Aging provides three types of door-to-door transportation services—group transportation services, meal site transportation services, and individualized transportation services (Older Adult Transportation Services—OATS)—for ambulatory seniors who are unable to provide their own transportation, or use the County's TransitPlus paratransit or fixed-route bus services.
- FlexRide Milwaukee provides an employment-focused microtransit option serving key job destinations in areas of Menomonee Falls, Butler, and New Berlin in Waukesha County, areas of Germantown in Washington County, and areas of Oak Creek and Franklin in Milwaukee County. The service offers ADA-accessible vehicles and supports cross-county travel for workers who need reliable transportation to employment sites.
- There are several other private-non-profit organizations that provide transportation to individuals that participate in their programs or attend activities or appointments at their centers.
- The remaining transportation services operated within the County are private-for-profit services that mostly focus on providing transportation for medical appointments within Milwaukee County and to surrounding counties.

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

Although some transportation needs can be understood by examining how current transportation providers meet the needs identified in Census data, maps, and other sources of demographic data, many of the needs can only be understood through dialogue and communication with agencies and individuals that provide or rely on transportation services. Commission staff conducted a full day, in-person workshop to gather input to assist in the development of the Coordination Plan. Commission staff provided an overview of the

planning process and a summary of existing strategies and needs. A wide range of individuals and agencies with an interest in transportation in the Region and County were invited to participate in the meeting to assist in the development of the Coordination Plan (see Appendices A and B).

Unmet Needs for Travel Within Milwaukee County

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

- There is a need for State approval of dedicated local funding for transit and increased funding for transit from the State. There has been a lack of a dedicated funding source separate from the property tax levy to provide the level of financial assistance necessary to address existing and future public transportation needs in the County. Additionally, State and Federal funding, which provides the majority of subsidy for transit services, has been decreasing or not keeping pace with inflation. All of these funding limitations have placed significant pressure on the County transit system. There is also a growing need to ensure that driver compensation reflects living-wage standards to attract drivers.
- Need for improving coordination and communications.
 - Lack of communication among transportation providers.
 - Lack of coordination in the distribution of information on the available transportation services. There is no directory or single point of contact that can provide the public with comprehensive information on all available transportation options.
 - Need more convenient ways for users to obtain information on available transportation services, including options for individuals without access to a smartphone.
 - Lack of public education on the available transportation options, including how to use them.
 - Need an increased focus on communication with the clients who use transit services to identify opportunities for improving these services.
 - Need for increased coordination between social service providers and transportation providers.
 - There is a need to ensure that individuals can schedule rides without relying on smartphones or other digital tools.
- Need for improving the availability, convenience, safety, dependability, and security of using existing public transit services. Areas of need include:
 - Higher frequency of service for MCTS routes and human service providers to reduce wait times.
 - Reducing reservation times for human services providers to be less than 24 hours.
 - More accessible bus stops (e.g. curb cuts, sidewalks) and more transit amenities (e.g. shelters and benches at bus stops).
 - Clearing snow and ice from MCTS bus stops and sidewalks.
 - Expanding the service areas of transit and human services providers.

- Ensuring services provided by public transit, human services providers, Amtrak, and transportation network companies such as Uber and Lyft are all wheelchair accessible.
- Improving transportation accommodations for bariatric clients.
- Improving customer service and driver education relating to awareness of people with disabilities.
- Need to coordinate fares between multiple transit systems and providers.
- Need for accessible on-demand transportation options.
- Need for a dependable service to avoid passengers being left behind or waiting for extended periods.
- Need for a reliable and available repair services for ADA vehicles.
- There is also a growing need to recruit drivers willing to work part-time or flexible schedules to support the demand.
- Continue to enhance transit connections between where low-income residents live and jobs in the County, including establishing transit services that decrease the amount of travel time to reach employment opportunities.
- Need for equitable, accessible on-demand and same-day transportation, including need for extended-hour on-demand services after 4 pm and on weekends.
- Continue to address the need to provide robust transportation services at all times in the County.
 - Need for additional higher speed transit service in the County. Transit travel times are generally two to four times longer than automobile travel times.
 - Need more transportation services during weekday evenings and nights.
 - Weekend service frequency needs to be improved.
 - Need routes to be available 24 hours per day, seven days a week.
 - Need more transit options for underserved areas.
 - Need more transportation services to senior living facilities and for non-medical activities.
 - Access must be ensured regardless of proximity to fixed-bus lines.
- Continue to enhance the Title 19 Non-Emergency Medical Transportation program.
 - Need for more Title 19 medical transportation service providers and coordination to serve the entire county.
 - Need for higher reimbursement rates to encourage more service to be provided, including on evenings and weekends.
 - Provide more assistance and training to access the services, particularly for those with Limited English Proficiency
- Additional accommodations are needed for individuals with cognitive disabilities.
- Need for more advocacy for making improvements in transportation policy.

- Need to increase the affordability of transit and human services providers for low-income individuals and families.
- Need to update the current transportation system for seniors to community meal sites to increase reliability and allow for enhanced socialization among participants.
- Ensure higher diversity of transportation providers to ensure greater coverage, particularly in areas that have a high percentage of people of color.

Unmet Needs for Travel Between Counties

The meeting also addressed travel needs between the counties in the Region. For this discussion, the second set of small groups with participants from multiple counties performed a similar assessment of how well current regional services meet the needs of residents. Using the results of their assessments, the groups then created a list of unmet regional transportation needs. A summary of the key findings of the regional assessment and the identification of unmet regional transportation needs appears below in no particular order.

- Coordination and Communication
 - Lack of cross-county coordination and access. This includes not only the need to travel across borders but also the difficulty of securing return trips, coordinating services between counties, and accessing transportation for critical needs like employment, medical appointments, and education.
 - Need for clear, consistent, and accessible information. Residents, service providers, and riders are often unaware of what transportation services are available, how to qualify for them, or how to navigate multiple transit systems. This confusion is worsened when trying to cross county lines.
 - Need for a “one-stop-shop” solution or centralized hub to provide comprehensive information on services across the entire southeast region.
 - Lack of awareness of transportation options among workers and employers.
 - Need for dedicated vehicles and resources to support cross-county transportation.
- Convenience of Transit
 - Need for affordability especially for low-income riders who rely on it for essential services.
 - Demand for sustainable funding sources for transportation programs, including driver wages, vehicle maintenance, accessibility improvements, and cross-county service expansion.
 - Need for a universal, fair fare system across agencies.
- Employment and Medical Access
 - Expansion needed in locations beyond areas that have fixed-route transit service to provide access to employment.
 - Lack of demand-responsive transit options—limited or nonexistent.
 - Need for reliable transportation for medical appointments.
 - Need for investing in new opportunities for organizations to facilitate access to jobs programs.
 - Need for job seekers and places of employment to be informed about job-ride programs that would connect workers to jobs in other counties.

- Need for first mile/last mile connections and on-demand options where transit services are not available.
- Infrastructure and Physical Accessibility
 - Inadequate or missing shelters at transfer locations.
 - Private providers do not always have accessible vehicles.
 - Lack of investment in built environment improvements that meet the requirements of the Americans with Disabilities Act.
- System Management and Oversight
 - Lack of central oversight for cross-county transportation systems.
 - Need for a regional governing body to manage and oversee transportation coordination across counties.
 - Need for a centralized resource center for users to streamline access to support and information.

5. STRATEGIES TO ADDRESS UNMET NEEDS

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

Financial Strategies: Federal and State Funding Programs

Descriptions of the Federal and State programs that provide financial assistance for public transportation services and which could be used in Milwaukee County are provided in Tables 3 and 4. More information on Federal and State funding programs can be found on WisDOT's website (wisconsindot.gov/Pages/doing-business/local-gov/astnace-pgms/transit/default.aspx). In addition to the Federal and State programs shown in Tables 3 and 4, which are aimed primarily at providing transportation services, various human-service funding programs and block grant programs—such as the Innovative Coordinated Access and Mobility (ICAM) program—can be used to improve access to public transportation services.

Prioritized Strategies to Address Unmet Needs

Attendees of the Coordination Planning workshop were asked to consider changes to the list of strategies from the previous Coordination Plan to address the unmet needs, including if they should be reprioritized, edited, or if new strategies should be included.

Strategies for Addressing Unmet Travel Needs Within Milwaukee County

The small groups of participants from within the same county were asked to follow up their identification of unmet needs with a list of strategies to address those needs. That discussion resulted in the following prioritized list of strategies that the participants believed were appropriate for Milwaukee County.

1. Pursue dedicated and sustainable sources of funding for public transportation services from all levels of government. Promote increases for public transportation services to make improvements to service availability, convenience, safety, and lower fares. Continue to develop strategies to obtain funding for projects that would improve or increase the transportation services available in the County. Work with local leaders to secure dedicated transit funding such as same-day on-demand transportation. Support State and County funding for additional bus rapid transit routes. Other strategies include:
 - a. Expand funding allocations to ensure drivers receive livable wages, which supports driver recruitment, retention, and service reliability.

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

Program	Type	Target rider	Eligible Applicants	Local Share (approx.)	Statewide Funding Level (approx.)	Application Cycle	Notes
Section 5307	Operating and Capital	Public in urbanized areas (>50,000)	Local public bodies	20 percent for capital projects 50 percent of deficit for operating projects	\$66.2 million	Annual (application released in summer)	Combined with State aid (s. 85.20) to cover approximately 55 percent of operating expenses in urbanized areas. Job Access and Reverse Commute activities are eligible projects.
Section 5309	Capital	Public	Local public bodies with Urban Public Transit Systems	20 percent of total costs	N/A	Capital requests are competitively granted by the FTA	For fixed guideway transit capital investments
Section 5310	Capital	Seniors and People with Disabilities	Primarily non-profits, but can be local public bodies, if non-profit is not readily available	20 percent for capital projects 50 percent of deficit for operating projects	\$4.9 million	Annual (application released in summer)	Combined with State funds (s.85.22). Expanded to include non-traditional projects such as mobility management, operating, and non-vehicle capital previously authorized under the Section 5317 New Freedom program.
Section 5311	Operating and Capital	Public in areas <50,000 in population	Local public bodies	Operating – 50 percent of project deficit Capital – 20 percent of total costs	\$25.7 million	Annual (application released in early fall)	Combined with State aid (s. 85.20), to cover approximately 60 percent of operating expenses in non-urbanized areas. Job Access and Reverse Commute activities are eligible projects.
Section 5337	Capital	Public	Local Public Bodies	20 percent of total costs	\$2.3 million	Annual (application released in early fall)	Capital funds for the maintenance of fixed guideway transit and transit that operates in HOV lanes
Section 5339	Capital	Public	Local Public Bodies	20 percent of total costs	\$6.8 million	Annual (application released in early fall)	Capital funds for the replacement and repair of buses and bus facilities

Source: Wisconsin Department of Transportation and SEWRPC

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

Program	Type	Target rider	Eligible Applicants	Local Share (approx.)	Annual Statewide Funding Level (approx.)	Application Cycle	Notes
§ 85.20	Operating	Public in areas with at least 2,500 in population	Local public bodies	Rural 28 percent of operating cost Urban 20 percent of operating cost	\$115.0 million	Annual (application due in fall)	Combined with Federal transit operating assistance funds (5311 and 5307)
§ 85.205	Operating	People with Disabilities	Local public bodies	Varies (no explicit matching requirement)	\$3.4 million	Annual	Provided as supplement to § 85.20 urban mass transit aids for systems that provide paratransit service
§ 85.21	Operating and Capital	Seniors and People with Disabilities	Counties	20 percent of project costs	\$16.0 million	Annual (application released in fall)	Can be used as match for Federal programs
§ 85.22	Capital	Seniors and People with Disabilities	Primarily non-profits, but can be local public bodies	20 percent of total costs	\$0.9 million	Annual (application released in summer)	Blended with Federal Section 5310 funds
WEТАP ^a	Operating and Capital	Low-income workers	Local public bodies, non-profits, metropolitan planning organizations	20 percent capital costs 50 percent operating costs	\$4.3 million	Annual (WEТАP application released in fall)	Combined with FTA 5311 and § 85.24 Transportation Employment and Mobility (TEAM) program

^a Wisconsin Employment and Transportation Program

Source: Wisconsin Department of Transportation and SEWRPC

- b. Provide designated funding to cover essential vehicle repairs—especially for ADA-accessible vehicles—to prevent service interruptions and reduce wait times for riders.
- 2. Create new or expand upon existing partnerships with municipal governments and human services providers to create more transportation options, increase capacity, and improve access to currently underserved areas in the County. Connect with other large municipalities to share best practices and explore new regional transportation opportunities.
- 3. Improve access to information on the available transportation services. Some ways to improve the dissemination of information and determination of eligibility requirements include:
 - a. Support and expand travel training programs for potential users of transportation services relating to available services and information on free or reduced fares.
 - b. Develop a coordinated call center that provides information on all transportation services within the County. This centralized source for information could also include 211 community information or 511 traveler information services.
 - c. Create an online directory of transportation providers.
 - d. Explore using smart technology and/or apps to improve access to transportation information, including real-time travel updates.
 - e. Improve access to transportation information with updates provided frequently in both printed and online formats.
 - f. Expand existing app capabilities to allow users to schedule or cancel rides without calling dispatchers.
- 4. Continue to improve the availability, convenience, safety, and security of transportation services. Some of the improvements that were identified include:
 - a. Extend the service area and days and hours of operation for transportation services.
 - b. Continue to consider opportunities to provide more frequent service on MCTS bus routes.
 - c. Provide customer service training to bus drivers, human services providers, and taxicab drivers to better meet the needs of users of these services.
 - d. Improve the accessibility of transportation services to seniors and people with disabilities by using more accessible vehicles, removing physical barriers that impede access to transportation, and making accessibility improvements at bus stops.
 - e. Support bus rapid transit and other express transit services that reduce transit travel time.
 - f. Improve snow removal at bus stops and at nearby sidewalks and pedestrian crossings. Establish 'adopt-a-stop' programs for maintenance and snow removal at bus stops.
 - g. Support the implementation of 'complete streets' concepts into road design and construction related to infrastructure that provides safe and convenient travel for all roadway users, including transit users, bicyclists, and pedestrians.
 - h. Support and maintain an automated bus stop announcement system.
 - i. Create an integrated fare structure that allows individuals to pay for various public transportation systems with one payment method, ensuring that the platform is accessible to those who are unbanked or do not have a smart phone.

- j. Expand MCTS safety staff and implement improvements to safety-related infrastructure at bus stops.
- k. Restructure system operations to ensure a "no rider left behind" approach.
- l. Provide equitable, accessible on-demand and same-day transportation.

5. Prioritize investment in new or expanded routes and in service improvements to provide seniors, people with disabilities, and low-income residents of the County with better access to employment opportunities, medical facilities, and social activities.

6. Continue to analyze transit routes to identify gaps in transit service and areas not served by public bus routes. Transit agencies should implement new routes or modify existing routes to address these gaps and underserved areas. Transit agencies should also identify changes to routes that would improve connections for seniors and other transit users to medical facilities, jobs, and other essential services.

7. Support community planning by local governments within the County that integrates public transit routes and stops into new residential and commercial developments.

8. Expand reverse commute bus services for connecting low-income people within the County to jobs in other counties.

9. Continue to fund a mobility manager position with MCTS or the County whose duties could include, but would not be limited to:

- a. Assisting in coordinating transportation services.
- b. Promoting the availability of transportation services.
- c. Gathering and analyzing data to evaluate a variety of transportation options for seniors, people with disabilities, and low-income residents.

10. Support auto purchase and repair programs and driver's license recovery programs directed at low-income workers who cannot use public transportation to get to jobs.

11. Provide transportation services for low-income and disabled job seekers enrolled in job skills training or transitional jobs programs.

12. Engage local businesses to develop funding partnerships for transit services.

13. Promote and expand childcare transportation services within the County to enable parents in low-income families to obtain and retain employment.

14. Pursue a greater reimbursement rate for medical transportation services from State and Federal governments.

Strategies for Addressing Unmet Travel Needs Between Counties

The small groups with participants from multiple counties were asked to use their previously created list of unmet transportation needs for the Region to guide the development of regional strategies, and then each group informed the remainder of the participants at the meeting of their suggested strategies. The following summarizes the preferred strategies to address the Region's unmet transportation needs:

1. Encourage transit agencies to create memorandums of agreement or understanding that create transit connections between counties and establish procedures for funding these services. These agreements could also encourage municipalities not involved in providing transit to participate in these services and could create a coalition or task force that implements a partnership plan among

transit providers. Local municipalities should research additional funding opportunities, such as private funding options or public-private partnerships, to increase transportation options for employment and medical trips and to address first mile/last mile connections. Explore the construction of sheltered hubs at county lines to improve rider comfort and coordination between county services.

2. Pursue strategies independent of establishing a regional transit authority that, improve and strengthen services that cross county lines to increase transportation access to jobs, medical facilities, and other social and recreational activities. Develop new inter-county services that connect areas of high unemployment to large companies within the Region who are unable to meet their workforce needs. Leverage existing transit services to address first mile/last mile gaps and develop flexible or on-demand services for areas that have high demand for transit but cannot be feasibly served by fixed route transit. Encourage employers to offer transit passes or other benefits to their employees as an incentive for taking the inter-county transit services. Consider subsidizing extended service hours on existing taxi services to provide employment and medical trips. Encourage coordination between large employers and medical providers to better assess transportation needs of employees and patients. Encourage transit providers to serve more senior centers and nursing homes.
3. In lieu of a regional transit authority, the State should develop rules, policies, and procedures to guide the development and operation of local transit systems. Legislation by the State should also encourage transit systems that serve multiple counties to collaborate on the identification and achievement of shared goals.
4. Create a staffed call center or shared online resource for information about all public transit and human services transportation in the Region. The call center could coordinate either a one-call, one-click service or a shared transportation website that would work in cooperation with the statewide 211 service to increase public awareness of these services. This call center could also provide a shared regional transportation website that utilizes a database of available transportation options in which each county is responsible for maintaining and updating its information and for compiling data regarding transportation use and needs.
5. Increase funding for mobility managers to assist them in coordinating transportation services across county lines. Funded activities conducted by mobility managers could include coordinating community engagement in the transportation planning process, dispersing information on transit services to the public, and coordinating with local non-profit agencies to increase the number of volunteer driver programs in the Region. A regional mobility manager responsible for coordinating with all mobility managers in the Region should also be considered.
6. Continue to purchase new accessible vehicles, vans, and buses for all transportation services. Incentivize for-profit transit providers to purchase new accessible vehicles including Uber and Lyft.
7. Establish consistent fare structures, eligibility requirements, and service hours for similar types of service in all counties. Expand regional payment systems such as WisGo app. A standard fee structure should be considered for travel between counties. A regionally recognized transportation pass—integrated into a smartphone app and accepted by all transit providers—for transit dependent populations should be considered. Standardized transportation passes should be accessible to those without a smartphone or who do not have a bank account. Consistent service hours should be established for transit providers that cross county lines. These efforts will increase clarity and understanding by the public concerning services and how to use them.
8. Establish mechanisms to allow dedicated funding sources or increase State financial assistance to transit. Promote a shared grant opportunity listserv and host annual regional workshops to brainstorm innovative funding strategies and align funding with unmet needs.
9. Increase non-urgent medical transportation options for individuals not eligible for Medicaid. Develop funding and service options for individuals who are not eligible for state-sponsored NEMT programs but still face barriers accessing medical care.

10. Increase the availability of demand response services outside of Milwaukee, Ozaukee, Walworth, and Washington Counties.
11. Develop partnerships among human services providers for sharing and distributing resources across counties.
12. Research and develop new and innovative alternatives to current transit services that address service gaps that transit operators are currently unable to meet such as microtransit, app-based trip planning, real-time scheduling tools, and community-operated shuttles.
13. Conduct a demand analysis of intra- and inter-county travel needs of non-drivers to better target service improvements and future planning.

6. PLAN IMPLEMENTATION

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

Milwaukee County

- Milwaukee County would be responsible for improving the availability, convenience, safety, and security of the fixed-route and paratransit services offered by MCTS or the services provided by the Department on Aging
- Milwaukee County would implement new routes or modify existing routes to address gaps in transit service and areas not served by transit
- A transportation coordinating committee could be established to guide the implementation of the proposed coordination strategies
- The County would be responsible for ensuring adequate funding levels for driver wages, service reliability, and ADA vehicle repairs to support operational stability and rider safety

Mobility Managers

- The County's mobility managers could facilitate the communication and coordination necessary to consider how transportation providers and agencies in Milwaukee County and the Region might share resources
- The County's mobility managers would continue to coordinate with the community and other MCTS staff to identify changes to bus routes that address existing gaps in service
- The County's mobility managers would help develop a common eligibility determination for services or reciprocity agreement for transportation services both within Milwaukee County and between the County and surrounding counties
- The County's mobility managers would improve access to information on the available transportation services and continue work on a travel training program
- Mobility managers would support the development and maintenance of updated printed and digital transportation information
- Mobility managers would monitor service reliability, help implement "no rider left behind" policies

All Transportation Providers

- Transportation providers would improve access to information on the transportation services provided

- Transportation providers would work to create new or expand upon partnerships that provide more transit options to underserved areas
- Transit agencies should participate in the expansion and integration of regional fare payment systems, such as the WisGo app, and support public education efforts around fare differences between counties
- Providers should expand service eligibility to include social and recreational trips where feasible, and coordinate with medical providers to subsidize non-emergency medical transportation
- Transit providers should also pursue partnerships with employers to create or expand workforce transportation programs and shared funding models

All Parties

- All interested parties, including the County and its municipalities, should advocate for increased transit funding, including additional State funding and the establishment of dedicated local funding for public transportation
- All interested parties should be engaged in annual brainstorming sessions to identify innovative funding strategies and partnership models
- All parties should support public-private partnerships to expand employment transportation
- All parties should collaborate in the development of shared data systems, centralized call centers, and digital platforms for transportation scheduling and rider information
- All parties should participate in regional demand analysis studies and planning efforts conducted by SEWRPC and other partners to better understand the regional travel needs of non-drivers

APPENDICES

**AGENCIES AND INDIVIDUALS INVITED TO ATTEND
THE COORDINATION PLANNING WORKSHOP**

APPENDIX A

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

KENOSHA COUNTY

Adelene Greene Founder, Kenosha Coalition for Dismantling Racism (Kenosha CFDR)
Amy May WDA 3 Director, Division of Vocational Rehabilitation - Bureau of Consumer Services
Aria Leguizamon Assistant Director, Westosha Senior Community Center
Brian Bynsdorp Manager, Kenosha County Division of Aging and Disability Services
Calah Arnett Mobility Manager, Kenosha County Division of Aging and Disability Services
Christine Weyker CEO, Kenosha Achievement Center, Inc.
Denise Jacob Program Director, Kenosha Senior Center
Desiree Taylor Transportation Manager, Kenosha Achievement Center, Inc.
Dustin Feeney Director, Kenosha County Division of Workforce Development
Elizabeth Gridley Disability Support Specialist, Gateway Technical College
Erin Winch Therapeutic Recreation Manager, RecPlex
Grant Pitts Administrative Associate, Congregations United to Serve Humanity
Heather Vanoss Director, Kenosha County Division of Aging and Disability Services
Jack Ray Volunteer Transportation Coordinator, Kenosha Area Family and Aging Services, Inc
Jennifer Blasi Assistant CVSO and Director, Division of Veterans Services, Kenosha County
John Jansen Director, Kenosha County Department of Human Services
Julie Ferraro Counselor, Division of Vocational Rehabilitation
Kari Foss Director of Behavioral Health Services, Kenosha County Division of Behavioral Health
Lizzy Benson Therapeutic Recreation Specialist, RecPlex
Lori Hawkins Organizer, Congregations United to Save Humanity (CUSH)
Lynda Orsburn Owner, Ktown Transportation
Morgan Phillips Interim President/CEO, Gateway Technical College
Nelson Ogbuagu Director, Transit Department, City of Kenosha
Pam DeVuyst Transit Commissioner, City of Kenosha
Representative Kenosha County Division of Workforce Development
Shebaniah Judah Executive Director, Kenosha Area Family and Aging Services Inc.

MILWAUKEE COUNTY

Agnes Rodriguez Director of Aging and Disability Programs, United Community Center
Amy Hansel President/CEO, Communities of Crocus® 2024
Amy Lindner President & CEO, United Way of Greater Milwaukee and Waukesha County
Anthony Geiger Grants Manager, Milwaukee County
Barbara Beckert Milwaukee Office Director , Disability Rights Wisconsin
Bregetta Wilson President & CEO, YWCA of Southeast Wisconsin
Brian Hinkle Chief Safety Officer, Milwaukee Streetcar
Brian Peters Community Access & Policy Specialist, Independence First
Charita Scott Founder & Director, Magnificent Care Transportation Services LLC
Chris Fox Paratransit Compliance Audit Manager, Milwaukee County Transit System

MILWAUKEE COUNTY (CONTINUED)

Christopher Sosnay Executive Director-Foundation, St. Camillus Health System
Claire Enders Transportation Coordinator, Milwaukee County Aging and Disabilities Services
Dan Fleischman Vice President of Housing and Residential Services, Jewish Family Services
Dan Haney Transportation Manager, Community Care
Dana Smith Grants Coordinator, Vision Forward Association
Daniel Idzikowski Director of Aging Services, Milwaukee County Department on Aging
David Zaniewski CEO, Save Point Transportation, Inc.
Dawn Nuoffer President/CEO, Down Syndrome Association
Deb Heim Nurse Consultant, Division of Public Health - Southeastern Region Wisconsin Department of Health Services
Deb Langham Chief Operating Officer, Independence First
Dennise Lavrenz Chair, Combined Community Services Board of Milwaukee County
Dick Buschmann Board Member, Milwaukee Careers Cooperative
Elyse Cohn Chief Development Officer, Jewish Community Center
Fran Musci Director of Paratransit, Milwaukee County Transit System
Gerald Hay Assistant Program Director of Independent Living Services, Independence First
Huda Alkaff Director, Wisconsin Green Muslims
Jaclyn Borchardt Chief Executive Officer, Vision Forward Association
Jacqueline Formanek Interim Director, Milwaukee County Office for Persons with Disabilities
Jane Kirchhoff Director of Day Services, Goodwill Industries of Southeastern Wisconsin
Jenna Wampole President, Easterseals Southeast Wisconsin
Jesus Ochoa Director of Service Development, Milwaukee County Transit System
Jill Jacklitz Executive Director, Disability Rights Wisconsin
John Rodgers Interim Director, Milwaukee County Department of Transportation
Jose Martinez Mobility Manager, United Migrant Opportunity Services
Joy Gravos President and CEO, Curative Care Network
Joyce Ellwanger Chair of Transit Task Force, MICAH
Katherine Murphy Nurse Practitioner, Aurora Healthcare - Transportation Services
Kathleen Causier Community Representative, Wauwatosa Senior Commission
Kenneth Munson Chief Executive Officer, Community Care, Inc.
Kirsten Mawhinney Senior Grants Compliance Officer, Milwaukee County
Krystina Kohler Financial Stability impact Manager, United Way of Greater Milwaukee & Waukesha County
LaPricia Hooks CEO, Kadyn's Transportation
Laura Gutiérrez Executive Director, United Community Center
Laura Stephens Health Officer, City of Wauwatosa Health Department
Linda Ragland Durable Contract Services Inc Transport
Maggie Butterfield Director of Patient Amenities and Family Services, Children's Hospital of Wisconsin
Mara Lovo Director of Human Services, United Community Center
Marci Boucher President & CEO, Independence First

MILWAUKEE COUNTY (CONTINUED)

Mark Geronime Vice President of Operations, Milwaukee Regional Medical Center
Mark Shapiro President, Jewish Community Center
Mary Schinkowitch Executive Director, Broadscope
Maudwella Kirkendoll Chief Operating Officer, Community Advocates
Megan Newman Paratransit Customer Relations Manager - Transit Plus,
Milwaukee County Transit System

Michael Totoraitis Commissioner of Health, City of Milwaukee Health Department
Paul Sanfelippo General Manager, American United Transportation Group
Paula Schultz Mobility Manager, Milwaukee County Transit System
R.J. Bast Director of Operations, GoRiteway Transportation Group
Rebecca Rabatin Community Access and Legislative Policy Analyst, Independence First
Representative Board President, Milwaukee Careers Cooperative
Representative Director, Milwaukee County Department of Transportation
Rick Flowers Director, Veterans Service Office
Robert Simi Executive Director, Milwaukee Regional Medical Center
Ronna Ruffin Director of Youth Programs, Jewish Community Center
Shakita LaGrant-McClain Director, Milwaukee County Health and Human Services
Sheri Schmit Vice President of Transportation & Parking Services, Milwaukee Regional Medical Center
Susan Eggold Director of Philanthropy, Vision Forward Association
Tanya Mazor-Posner Vice President of Development, Jewish Home and Care Center
Tiffany Payne Coordinator, Independence First
Vicki Wachniak Executive Director, Life Navigators

OZAUKEE COUNTY

Barbara Fischer Executive Director, Advocates of Ozaukee
Carole Stuebe Executive Director, Portal, Inc.
Chris Witzlib President, Away We Go
Jon Edgren, Director of Public Works/Highway Commissioner, Ozaukee County
Julie Hoover Executive Director, Family Sharing of Ozaukee County
Kara Ottum Transit Superintendent, Ozaukee County Shared-Ride Taxi Services
Kari Dombrowski Aging Services Manager, Aging and Disability Resource Center of Ozaukee County
Kim Falkner Director, Aging and Disability Resource Center of Ozaukee County
Lisa Holtebeck Executive Director, Ozaukee Family Services
Matt Manes Mobility Manager, Interfaith Caregivers of Ozaukee County
Patricia Fabian Director of Assisted Living at Lasata Crossings, Lasata Senior Living Campus
Paul Schultz Executive Director, Interfaith Caregivers of Ozaukee County

RACINE COUNTY

Bridget Munson.....Executive Director, NAMI Racine County
Hope Otto.....Director, Racine County Human Services Department
Jeanne Moran.....Co-Director Special Education Advocacy Program, The ARC of Racine
Jenni ChapProgram Director - My Ride, Volunteer Center of Racine
Michelle Bradley GlennDirector, Southern Wisconsin Center for the Developmentally Disabled
Michelle GogginsManager, Mental Health and Addiction, Racine County
Ninna FrankAssistant Director, Aging and Disability Resource Center of Racine County
Pauline LorenzDirector of Independent Living Services, Society's Assets, Inc.
Peggy Foreman.....Co-Director Administration and Development, The ARC of Racine
Shawn Rivers.....Veterans Services Officer, Racine County Veterans Services Office
Sheryl Hamilton.....Executive Director, Racine County Opportunity Center
Susan ChandekWDA Director - Area 1, Division of Vocational Rehabilitation
Trevor JungTransit and Mobility Director, City of Racine - RYDE Racine
Willie McDonald.....General Manager, City of Racine - RYDE Racine

WALWORTH COUNTY

Craig Poshepny.....Executive Director, VIP Services, Inc.
Dan PetersonDisability Support Specialist, Gateway Technical College Elkhorn Campus
Denise Johnson.....Nursing Home Administrator, Lakeland Health Care Center - Walworth County
Gene BobierMobility Manager, ADRC of Walworth County
Jessica Conley.....Finance Director, Walworth County
John ScholtzVeterans Service Specialist, Veterans Service Office
Karen TexidorVolunteer Services Coordinator, Walworth County Volunteer Resource Center
Linda CheneyHR Director, VIP Services, Inc.
Lisa KadlecAdministrative Analyst, Walworth County Health and Human Services
Lyssia LundgrenTransportation Coordinator, VIP Services, Inc.
Natasha GantenbeinSenior Accountant, Walworth County
Representative.....Walworth County Health & Human Services

WASHINGTON COUNTY

Amy MaurerProgram Specialist, Froedtert/St. Joseph's Health Center
Angela RosenbergTransit Assistant, City of West Bend Taxi
Charles CoftaTransit Manager & Fleet Analyst, Washington County Transit Services
Jill FiewegerMobility Manager, Interfaith Caregivers of Washington County
Deb HoltanTransportation Superintendent, Hartford City Taxi
Jessica FrederickExecutive Director and Youth Program Coordinator, Citizen Advocates of Washington County
Julie DriscollChief Health & Human Services Officer, Washington County Health & Human Services
Kurt Rusch.....Veterans Service Officer, Washington County Veterans Service Office
Laury SchwartzChairman, Interfaith Caregivers of Washington County

WASHINGTON COUNTY (CONTINUED)

Lisa Gilmore.....AmeriCorps Seniors Program Director, Interfaith Caregivers of Washington County
Lynn NettesheimDirector, Hartford Senior Center
Mary Fiegel.....Senior Coordinator, Germantown Senior Center
Melanie Gonring.....Executive Director, Interfaith Caregivers of Washington County
Michael Hoffman.....Executive Director, The Threshold, Inc.
Monica RakowskiAdministrator, Wellington Place at Hartford
Nicole Pretre.....Chief Executive Officer, Cedar Community
Paula Hader.....Executive Director, Senior Citizens Activities Inc
Randy Wojtasik.....Director of Parks and Recreation, City of Hartford - Department of Parks & Recreation
Sarah Grotelueschen.....Executive Director, Medical Center Foundation of Hartford
Sophia Reynolds.....Transportation Director, Interfaith Caregivers of Washington County

WAUKESHA COUNTY

Andrew Dresang.....Director, Community Engagement, Froedtert & the Medical College of Wisconsin
Brian EngelkingTransit Director, Waukesha Metro Transit
Brian Rogers.....President, Coach USA | Wisconsin
Carol Ann Kay.....Executive Director, Adaptive Community Approach Program (ACAP)
Cindy Simons.....President & CEO, Forward Careers
Darryl Anderson.....Executive Director, Eras Senior Network
Deanna Krell.....Bueau Director, Management Services, Central Management Team
Deb SchroederAlderman - District 5, City of Muskego
Diane Wickstrom.....Coordinator, Elmbrook New Berlin Senior Taxi
Elizabeth AldredDirector, Waukesha County Department of Health and Human Services
Jack Wieber.....Program Director, Mukwonago Seniors on the Go
Jennifer Horth.....Executive Director, Association for the Rights of Citizens with handicaps (ARCh)
John Schnabl.....Executive Director, Greater Wisconsin Agency on Aging Resources, Inc.
Kara Moore.....Volunteer Services Coordinator,
Waukesha County Department of Health and Human Services
Karin NickelExecutive Director, Muskego Senior Taxi
Kathleen Christenson FisherExecutive Director, Hebron Housing Services
Lisa Bucheger.....Assistant Director, Adaptive Community Approach Program (ACAP)
Luann Page.....Manager, Aging and Disability Resource Center of Waukesha County
Marj KozlowskiBoard President, Elmbrook New Berlin Senior Taxi
Mary SmithManager, Waukesha County ADRC
Michael Johannes.....Veterans Service Officer, Veterans Service Office
Mike Glasgow.....Nutrition and Transportation Services Supervisor,
Waukesha County Aging and Disability Resource Center
Raymond Grosch.....Treasurer, Lake Country Cares Cab
Representative.....Student Accessibility Office, Waukesha Area Technical College
Rod HumpalExecutive Director, Oconomowoc Silver Streak

WAUKESHA COUNTY (CONTINUED)

Roger Lemke Supervisor - Drivers & Vehicles, Oconomowoc Silver Streak
Sandra Gines Executive Director, Adaptive Community Approach Program (ACAP)
Sarah Harvey Mobility Manager, Eras Senior Network
Sarah Matson Director of Supported Parenting Services, Catholic Charities
Sharon Johnson Director, Homes for Independent Living
Stephanie Phillips President, Comfort Transport
Tim Pritzlaff Logistics Manager, Seniors on the Go! Taxi Service
Tom Slavinsky Executive Director, Elmbrook New Berlin Senior Taxi
Tonya Lyons Executive Director, Hope Center

STATEWIDE AGENCIES AND ORGANIZATIONS

Bureau of Programs and Policy Managed Long-Term Care,
Wisconsin Department of Health Services - Division of Long Term Care
Dawn Mumaw Policy Initiatives Advisor, Wisconsin Department of Justice
Eric Riskus ILCW Program Director, Independent Living Council of Wisconsin
Julie Schafer Rural Public Transit Program Manager, Wisconsin Department of Transportation
Katie Patterson Transit Section Lead Worker – Compliance and Oversight,
Wisconsin Department of Transportation
Kevin Lange Public Transit Program Manager, Wisconsin Department of Transportation
Lea Collins-Woracheck Administrator Division of Budget and Strategic Initiatives,
Wisconsin Department of Transportation
Lori Jacobson Specialized Transit Program Manager, Wisconsin Department of Transportation
Meghan Mietchen Executive Director, Community Action Coalition of South Central Wisconsin

**RECORD OF REGIONAL PUBLIC WORKSHOP 2025
COORDINATION PLANNING IN SOUTHEASTERN WISCONSIN**

APPENDIX B

DATE: August 27, 2025

TIME: 9:00 a.m. – 3:30 p.m.

PLACE: Zoofari Center, 9715 W. Bluemound Road, Milwaukee, WI 53226

PARTICIPANTS

Ninna Frank Transportation Coordinator, ADRC of Racine
Katy Hansen ADRC Assistant Manager, ADRC of Racine County
Christopher Witzlib President, Away We Go Transport Inc
Rhonda Jenkins Transit Safety and Mobility Manager, City of Kenosha
Amy Hansel President/CEO, Communities of Crocus
Daniel Haney Transportation Manager, Community Care INC
Calah Arnett Mobility Manager, Division of Aging and Disability Services
Linda Linscott IPS Supervisor Washington and Waukesha County, Easterseals SE
Judith Amorsen Program Director, Eras Senior Network
Sandi Ammerman Director of Finance and Operations, Eras Senior Network, Inc.
Darryl Anderson Executive Director, Eras Senior Network, Inc.
Sarah McCutcheon Disability Inclusion Director, Harry & Rose Samson Family Jewish Community Center
Rebecca Rabatin Community Access & Legislative Policy Analyst, Independence First
Jill Fieweger Mobility Manager, Interfaith Caregivers
Melanie Gonring Executive Director, Interfaith Caregivers of Washington County
Ronna Ruffin Director of Youth Programs, JCC Milwaukee
David Smulyan Agency Director, Milwaukee Careers Cooperative
Claire Enders Transportation Coordinator - Aging and Disabilities Services, Milwaukee County Department of Health and Human Services
Kirsten Mawhinney Compliance Manager, Milwaukee County Department of Transportation
Danny Park Transportation Analyst, Milwaukee County Department of Transportation
Tom Bertrand Transit Planner, Milwaukee County Transit System
Chris Fox Paratransit Compliance Audit Manager, Milwaukee County Transit System - Transit Plus
Rod Humpal Executive Director, Oconomowoc Silver Streak
Kevin Meyers Co-chair of team, Transportation Advocacy Team - Independence First
Gene Bobier Mobility Manager, Walworth County Administration
Randy Kohl ADRC Manager, Walworth County Health and Human Services
Dan Cramer General Manager, Waukesha Metro
Alena DeGrado Multimodal Planner, WisDOT SE Region
Kimberly King Service Coordinator/Social Worker, Woods of Cedar Village/Landstar Reality

FACILITATORS AND PRESENTERS

Kaleb Kutz.....Planner, Southeastern Wisconsin Regional Planning Commission
Katie Patterson.....Transit Section Lead Worker – Compliance and Oversight,
Wisconsin Department of Transportation
Xylia Rueda.....Senior Planner, Southeastern Wisconsin Regional Planning Commission
Jennifer SarneckiDeputy Chief Transportation Planner,
Southeastern Wisconsin Regional Planning Commission
Dana ShinnersSenior Planner, Southeastern Wisconsin Regional Planning Commission

WELCOME AND INTRODUCTIONS

Ms. Sarnecki welcomed participants and asked attendees to introduce themselves and the agency they represented. The participants had been assigned to one of twelve small groups of four to six people based on the primary county they served for the morning's discussion on transportation within each of the seven counties. Each group had participants from public agencies and private organizations from within a specific county to focus on transportation needs within that county. Ms. Sarnecki then explained the agenda for the meeting:

1. Overview of the coordination process
2. Information on funding programs and opportunities
3. Small group discussions addressing travel within each county
4. Small group discussions addressing regional transportation
5. Discussion of the results of the small groups

OVERVIEW OF THE COORDINATION PROCESS

Ms. Sarnecki explained that the Coordination Plan is a framework for improving public transit and human services transportation in all seven counties and for the Region and includes strategies that are identified for addressing gaps between current services and needs. She described the Federal requirements for the coordination plans and for project funding. She also described the role of the Commission within this process and the need for a regional planning approach.

INFORMATION ON FUNDING PROGRAMS

Ms. Patterson, Transit Section Lead Worker for Compliance and Oversight, gave a presentation outlining WisDOT's role in the coordination process. She explained how WisDOT supports local and regional planning efforts by offering toolkits and technical assistance. In addition, Ms. Patterson also provided examples and tips to help determine the assessment of need for counties and the region when developing the coordination plans.

SMALL GROUP DISCUSSION ADDRESSING TRANSPORTATION WITHIN EACH COUNTY

Ms. Rueda described the discussion packet that assisted the small groups in their analysis of transportation services within each county. The small group discussion packet for each county contained an inventory of principal transportation providers within the county, including public, private, and non-profit providers of human services transportation and providers of transit services for the general public. Each group reviewed the inventory for their county and noted any needed changes for Commission staff to include in the final coordination plans. Each group was then asked to assess the quality of existing transportation services within each county based on eight different service attributes, create a list of unmet needs for traveling within each county, and identify strategies to address those unmet needs. The small groups then prioritized the needs

and strategies they previously identified based on importance. To assist with discussion and in developing needs and strategies, each packet included a transit needs index map and lists of previous unmet needs and strategies from the 2021 planning effort. The lists of unmet needs and strategies developed by each group were collected by Commission staff to assist with the development of the coordination plans.

SMALL GROUP DISCUSSION ADDRESSING REGIONAL TRANSPORTATION

Following the selection of prioritized strategies to address unmet needs for travel within each county, the participants were assigned to new small groups to discuss regional transportation. Each group was comprised of representatives from several counties to provide the widest perspective possible on existing services at each table. Ms. Rueda introduced the small group discussion packet that assisted groups in their analysis of transportation services that crossed county borders. Similar to the previous exercise, the attendees were asked to discuss existing regional transit services within their small groups and assess the quality of these services based on eight different service attributes. This assessment guided the groups as they created a list of unmet regional transportation needs and identified strategies to address their list of unmet needs. To assist with discussion and in developing the needs and strategies, information in each packet included lists of previous unmet needs and strategies for the Region from the 2021 planning effort. The lists of regional unmet needs and strategies completed by each group were collected by Commission staff to assist with the development of the coordination plans.

DISCUSSION OF REGIONAL PRIORITIZED STRATEGIES

Following the completion of their packets by all of the small groups, each group was invited to select a member to discuss the group's proposed strategies to address the unmet needs they identified. This process was intended to show the participants how regional strategies would be prioritized within the final document. Ms. Rueda indicated that these lists of prioritized strategies and a summary of the key findings of the small group discussions would be included in the Public Transit-Human Services Transportation Coordination Plan for each county.

WRAP-UP

After the small group discussions, Ms. Rueda and Ms. Sarnecki thanked all attendees for their participation and input into the development of the coordination plans. They informed the participants that a final plan for each county would be assembled by Commission staff based on the discussion and feedback from this meeting.

