

## Chapter VI

# RECOMMENDED TRANSIT SERVICE PLAN FOR THE WASHINGTON COUNTY TRANSIT SYSTEM

### INTRODUCTION AND SUMMARY

This chapter describes the recommended transit service plan for the Washington County Transit System, as determined by the Advisory Committee guiding the plan following public input in March 2014. The recommended plan contains elements that should be implemented between 2015 and 2019 depending on the amount of funding the County has available for transit services. The recommended plan encourages the further development of transit service in Washington County within the framework of the transit element of the regional transportation plan, which proposes a substantial improvement and expansion of transit service in Southeastern Wisconsin over the next 20 years. This chapter also lists transit service alternatives that could be explored further to determine if they warrant implementation, and alternatives that should not be considered for implementation. Future expenses, revenues, and ridership for the transit system under each funding scenario or element of the funding scenario are included in this chapter.

#### **Summary of the Recommended Transit Services if Funding is Maintained**

If funding for the transit system remains relatively stable during this plan's timeframe, the following changes to the transit system are recommended:

- Extending the Commuter Express Downtown Route to the Schlitz Park office complex;
- Modifying the Commuter Express Medical Route to serve the Summit Place office complex;
- Coordinating with the Milwaukee County Transit System (MCTS) to allow free or reduced-fare transfers between the Commuter Express routes and MCTS services; and
- A fare increase of \$0.25 in 2016 and 2019 for both the Shared-Ride Taxi and the Commuter Express services, which would raise fares at the rate of inflation for the duration of this plan.

#### **Summary of the Recommended Transit Services if Funding is Reduced**

If the County is unable to maintain existing funding levels, or if costs grow more quickly than projected, the following changes to the transit system are recommended:

- Increasing fares at a rate faster than inflation; and
- Eliminating the lowest performing runs from both Commuter Express routes.

### **Summary of the Recommended Transit Services if Funding is Increased**

If more funding becomes available for transit services in Washington County, the following changes to the transit system are recommended:

- Adding vehicles and runs to the Commuter Express to meet demand, increase service hours, and increase frequency;
- Connecting the City of Hartford and the Village of Slinger to the Richfield Park and Ride Lot and the existing Commuter Express services;
- Providing a reverse commute service connecting employers in Washington County with employees from Milwaukee County; and
- Extending the service hours of the Shared-Ride Taxi to provide service until 3 a.m. on weekend mornings.

### **Summary of the Transit Services Requiring Further Study**

Implementing the following transit services is complicated by certain factors, and therefore further study is recommended before determining if implementation is appropriate:

- Extending Commuter Express service to the University of Wisconsin-Milwaukee;
- Providing an additional evening run on the Commuter Express Medical Center Route by including Medical Center Route stops on a Downtown Route run; and
- Merging the Washington County Shared-Ride Taxi service with the Ozaukee County Shared-Ride Taxi service.

### **Summary of the Transit Services Not Recommended for Implementation or Further Study**

Due to high cost relative to projected ridership, the following transit services are not recommended for implementation or further study:

- Eliminating the Commuter Express Medical Center Route;
- Providing Commuter Express service to General Mitchell International Airport;
- Providing Commuter Express service from the City of West Bend to the City of Fond du Lac;
- Providing Commuter Express service to Kohl's Corporate Headquarters;
- Modifying the Commuter Express Medical Center Route to stop at the Park Place office complex;
- Modifying the Commuter Express Medical Center Route to stop at Mayfair Mall and nearby offices;
- Providing a Secondary Taxi Depot in or near the Village of Germantown;
- Providing county-sponsored demand-response shared-ride taxi service in and around the Villages of Germantown and Richfield; and
- Providing county-wide demand-response shared-ride taxi service.

## **RECOMMENDED TRANSIT SERVICES IF FUNDING IS MAINTAINED**

If Washington County chooses to maintain funding for the transit system at a relatively constant level between 2015 and 2019, and there are no significant changes to State and Federal funding, the following changes to the transit system are recommended:

- Extending the Commuter Express Downtown Route from N. Milwaukee St. and E. Kilbourn Avenue to N. 2nd Street and W. Cherry Street, serving the Schlitz Park office complex and its 4,500 employees;
- Modifying the Commuter Express Medical Route to serve the Summit Place office complex, located at S. 70th Street and W. Washington Street in West Allis;
- Coordinating with the Milwaukee County Transit System (MCTS) to allow free or reduced-fare transfers between the Commuter Express routes and MCTS services and exploring the adoption of a fare card system compatible with the MCTS M-Card;
- Coordinating with Greyhound Bus Lines, Inc. to add a stop at the Richfield Park and Ride Lot to their two daily round-trips between Green Bay and Milwaukee that travel in the USH 41 corridor; and
- A fare increase of \$0.25 in 2016 and 2019 for both the Shared-Ride Taxi and the Commuter Express services, which would raise fares at the rate of inflation for the duration of this plan.

Other than these changes, this plan recommends that existing Shared-Ride Taxi and Commuter Express services continue to operate the same as they do currently.

### **Service to Schlitz Park**

Schlitz Park has recently announced a number of new tenants, some of which are moving from areas currently served by the Commuter Express, including W. Wisconsin Avenue and the Milwaukee County Research Park. Adding a stop at Schlitz Park should add about three to four minutes to the Downtown Route, with the buses traveling from their current terminus to W. Cherry Street and N. 2nd Street in the center of the Schlitz Park campus. This additional stop could be added with minimal changes to the existing schedule for the Downtown Route, but a significant number of additional riders could lead to overcrowding. This recommended service change would provide improved transit access for Washington County residents to the 4,500 jobs located at Schlitz Park. Map 16 shows the Downtown Route with the addition of a stop at Schlitz Park.

### **Service to Summit Place**

The Summit Place office complex, located at S. 70th Street and W. Washington Street on land that was formerly an Allis-Chalmers plant, is another significant employment site that could be served by the Commuter Express with only a minor route modification. A number of additional office buildings are located in the area, and a stop at S. 70th Street and W. Washington Street could be served by routing the Medical Center Route on S. 70th Street instead of S. Hawley Road. Map 17 shows the Medical Route with the addition of the recommended stop at Summit Place. This rerouting would add less than two minutes to the travel time of the existing Medical Center Route.

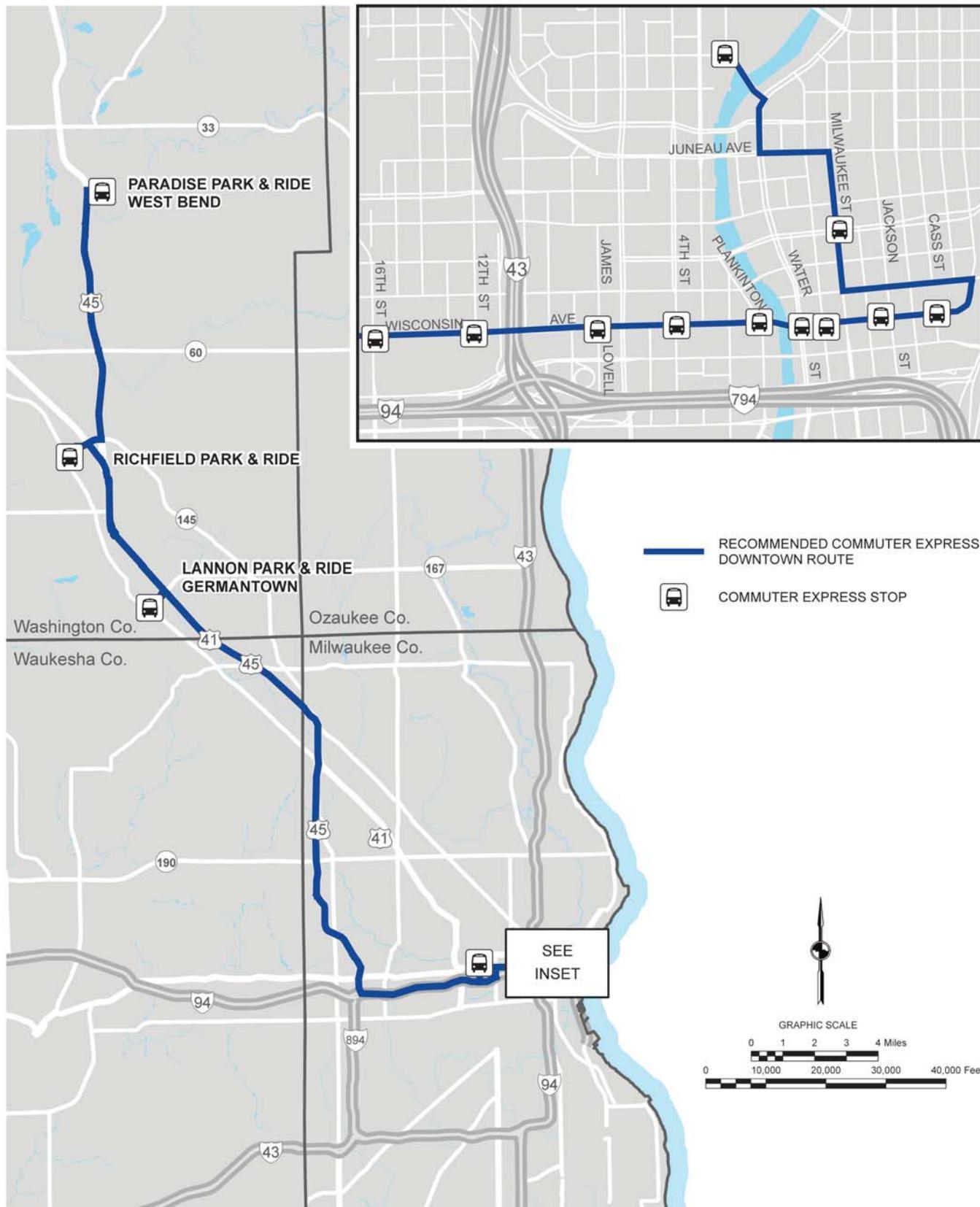
### **Ridership, Expenses, and Revenues**

Including all recommended service changes, the forecasted service levels, ridership, operating expenses, and operating revenues for the Washington County Transit System under this recommended plan are shown in Table 54. If this recommended plan is implemented, the transit system is forecast to see a slight increase in ridership due to the addition of stops at Schlitz Park and Summit Place, and the amount of operating assistance contributed by the County is projected to increase marginally due to the continued growth in costs associated with providing the Shared-Ride Taxi service.

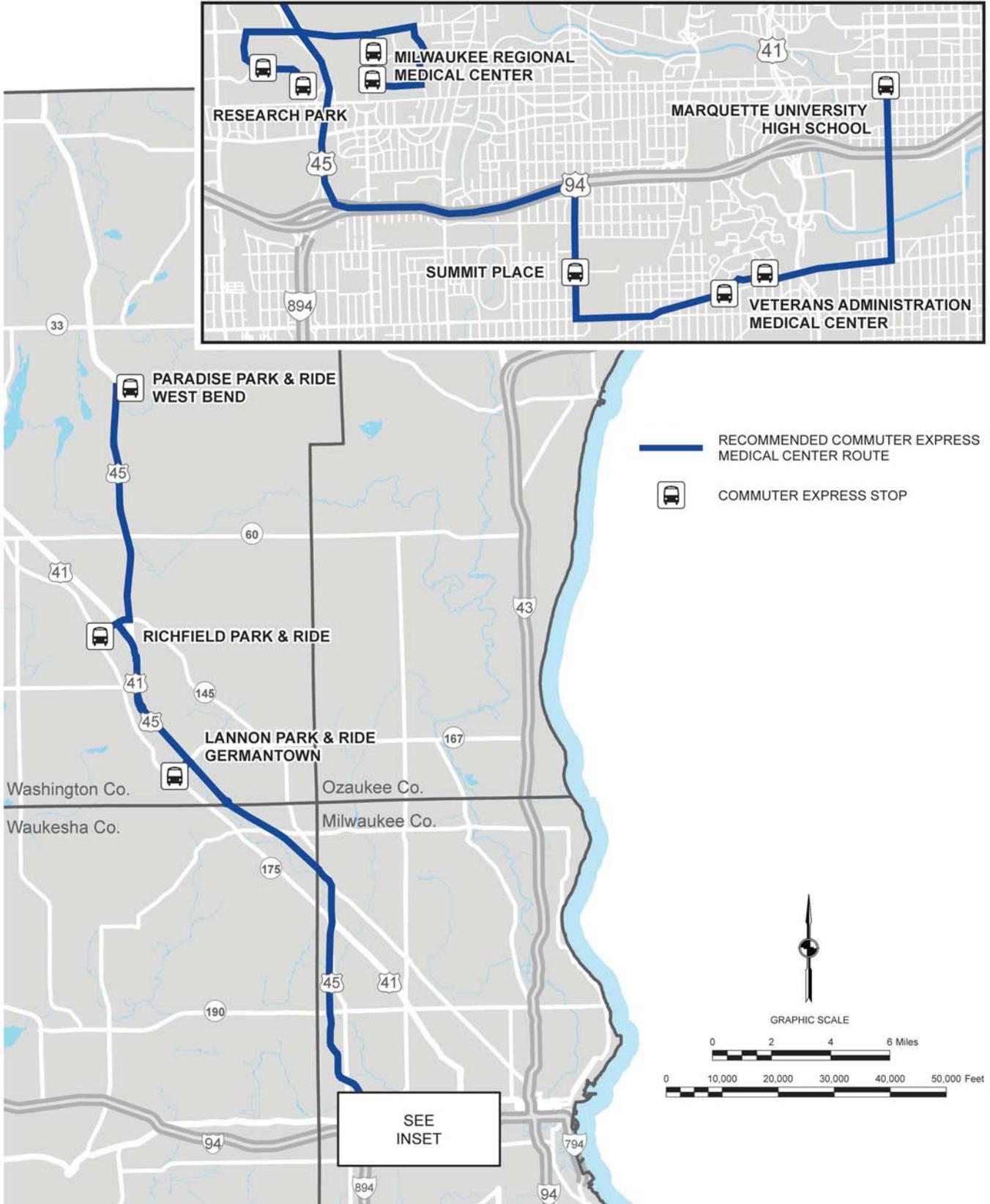
As this funding scenario assumes no significant changes in County, State, or Federal funding, it recommends that the County continue its current practice of replacing four or five Shared-Ride Taxi vehicles a year and including operator-owned vehicles in its contract for the Commuter Express. The capital expenses associated with this recommended plan are shown in Table 55.

Map 16

**RECOMMENDED WASHINGTON COUNTY COMMUTER EXPRESS  
DOWNTOWN ROUTE WITH EXTENSION TO SERVE SCHLITZ PARK**



**RECOMMENDED WASHINGTON COUNTY COMMUTER EXPRESS MEDICAL CENTER ROUTE  
MODIFIED TO SERVE SUMMIT PLACE**



Source: SEWRPC.

Table 54

**PROJECTED ANNUAL OPERATING EXPENSES, REVENUES, AND RIDERSHIP  
FOR THE WASHINGTON COUNTY TRANSIT SYSTEM IF FUNDING IS MAINTAINED: 2015-2019**

Characteristics	Projected		
	2015	2019	Average
Services Provided			
Revenue Vehicle Miles .....	1,531,800	1,531,800	1,531,800
Revenue Vehicle Hours.....	70,400	70,400	70,400
Revenue Passengers	218,300	215,600	216,900
Expenses and Revenues			
Operating Expenses <sup>a</sup> .....	\$3,879,500	\$4,199,300	\$4,037,800
Farebox Revenues <sup>a</sup> .....	723,100	803,900	763,500
Percent of Expenses			
Recovered through Revenues.....	18.6	19.1	18.9
Operating Assistance			
Federal <sup>a</sup> .....	\$ 697,100	\$ 754,500	\$ 725,500
State <sup>a</sup> .....	1,663,800	1,801,100	1,731,800
County <sup>a</sup> .....	795,500	839,800	817,000
Total <sup>a</sup> .....	3,156,400	3,395,400	3,274,300

<sup>a</sup>Expenses and revenues are expressed in estimated year-of-expenditure dollars.

Source: SEWRPC.

**RECOMMENDED TRANSIT SERVICES IF FUNDING IS REDUCED**

If Washington County chooses to reduce funding for transit service, or is unable to increase funding in response to a decrease in State or Federal funding, the County should prioritize raising fares to fill the budget gap before considering reducing service. If reducing service is necessary, the County could reduce costs further and preserve more service by eliminating the lowest performing runs on both the Medical Center Route and the Downtown Route. Based on ridership information from 2012, eliminating the lowest performing runs would result in each route being reduced by four runs each day. Unless ridership on the Shared-Ride Taxi service declines more significantly than expected following fare increases, it is expected that the Transit System’s capital needs would remain unchanged from those shown in Table 55.

**Increasing Fares at a Rate Faster than Inflation**

During the public comment period on the alternatives for this plan, residents of Washington County indicated a strong preference for raising fares rather than reducing transit service if the County needs to reduce funding for the transit system. Increasing fares would likely reduce ridership slightly, so each increase in fares would generate less additional revenue for the County. Increasing fares \$0.25 on the Commuter Express would be expected to reduce the required amount of County assistance by approximately \$20,000, while increasing fares \$0.25 on the Shared-Ride Taxi would be expected to reduce the required amount of County assistance by approximately \$35,000.

**Eliminate the Lowest Performing Commuter Express Runs**

A number of residents commented that their quality of life would be dramatically decreased by the elimination of the Commuter Express Medical Center Route. In addition, the alternatives analysis in Chapter V of this report indicated that the County could expect to save more if it distributed any service cuts across both lines and focused on eliminating the runs with the least ridership. Based on ridership data from 2012, there are four runs on each route that average less than 10 passengers a day. Table 56 shows the forecast service levels, ridership, operating

Table 55

**CAPITAL EQUIPMENT EXPENDITURES  
FOR THE WASHINGTON COUNTY SHARED-RIDE TAXI SYSTEM: 2015 - 2019**

Year	Equipment or Project Description	Quantity	Unit Cost <sup>a</sup>	Total Cost <sup>a</sup>
2015	Replacement of Minibus with Lift .....	3	\$49,900	\$149,700
	Replacement of Minivan with Ramp .....	2	37,100	74,200
	Subtotal	--	--	\$223,900
2016	Replacement of Minibus with Lift .....	3	\$50,900	\$152,700
	Replacement of Sedan .....	2	21,600	43,200
	Subtotal	--	--	\$195,900
2017	Replacement of Minibus with Lift .....	4	\$51,900	\$207,600
	Replacement of Minivan with Ramp .....	1	38,600	38,600
	Subtotal	--	--	\$246,200
2018	Replacement of Minibus with Lift .....	3	\$52,900	\$158,700
	Subtotal	--	--	\$158,700
2019	Replacement of Minibus with Lift .....	3	\$54,000	\$162,000
	Replacement of Minivan with Ramp .....	2	40,200	80,400
	Subtotal	--	--	\$242,400
Total Capital Project Costs				\$1,067,100
Federal Capital Assistance Funds				\$854,000
Local Share of Costs				213,100
Average Annual Costs over Planning Period				
Total Costs .....				\$213,000
Federal Share.....				170,000
Local Share .....				43,000

<sup>a</sup>Costs are expressed in estimated year of expenditure dollars.

Source: Washington County Transit System and SEWRPC.

expenses, and operating revenues for the Washington County Transit System if these eight runs were eliminated. Ridership for the Commuter Express would decrease, but the amount of operating assistance contributed by the County would also decrease, by \$91,000 in 2019.

### **RECOMMENDED TRANSIT SERVICES IF FUNDING IS INCREASED**

If Washington County chooses to increase funding for the transit system between 2015 and 2019, the following changes to the transit system are recommended:

- Adding additional vehicles and runs to the Commuter Express to meet demand, increase service hours, and increase frequency;
- Providing a shuttle connecting the City of Hartford and the Village of Slinger to the Richfield Park and Ride Lot and the existing Commuter Express services;
- Providing a reverse commute service starting on W. Fond du Lac Avenue in the City of Milwaukee and connecting to the Germantown Industrial Park and the Cities of Hartford and West Bend; and
- Extending the service hours of the Shared-Ride Taxi to provide demand-response service between 10 p.m. and 3 a.m. on Fridays and Saturdays.

Table 56

**PROJECTED ANNUAL OPERATING EXPENSES, REVENUES, AND RIDERSHIP  
FOR THE WASHINGTON COUNTY COMMUTER EXPRESS SERVICE  
IF THE LOWEST PERFORMING RUNS ARE ELIMINATED: 2015-2019**

Characteristics	Projected		
	2015	2019	Average
Services Provided			
Revenue Vehicle Miles .....	248,900	171,800	171,800
Revenue Vehicle Hours .....	9,300	6,900	6,900
Revenue Passengers			
Total .....	127,500	98,000	95,400
Passengers per Revenue Vehicle Mile .....	0.51	0.57	0.56
Passengers per Revenue Vehicle Hour .....	13.71	14.20	13.83
Expenses and Revenues			
Operating Expenses <sup>a</sup> .....	\$1,276,700	\$1,005,200	\$1,088,100
Farebox Revenues <sup>a</sup> .....	423,800	327,100	360,900
Percent of Expenses			
Recovered through Revenues .....	33.2	32.5	33.2
Operating Assistance			
Federal <sup>a</sup> .....	\$266,600	\$193,500	\$209,500
State <sup>a</sup> .....	426,900	359,400	389,000
County <sup>a</sup> .....	159,400	125,200	128,700
Total <sup>a</sup> .....	852,900	678,100	727,200
Per Trip Data			
Operating Expenses <sup>a</sup> .....	\$10.01	\$10.26	\$11.41
Farebox Revenue <sup>a</sup> .....	3.32	3.34	3.78
Total Operating Assistance <sup>a</sup> .....	6.69	6.92	7.62

<sup>a</sup>Expenses and revenues are expressed in estimated year-of-expenditure dollars.

Source: Washington County Highway Department and SEWRPC.

Other than these changes, this plan recommends that existing Shared-Ride Taxi and Commuter Express services continue to operate the same as they do currently.

### **Adding Vehicles and Runs to the Commuter Express**

As demand for the Commuter Express has increased in recent years, the County has responded by adding trips. This plan recommends that this continue in the future, with the County staff and the operator working together to ensure that there are available seats on each run of the Commuter Express. Aside from increasing frequency to address crowding concerns, the County could also increase frequency to provide riders with greater flexibility, thereby improving the quality of the service and attracting new riders. Each additional vehicle added, which would provide the County with the ability to provide three or four more runs on the Commuter Express, would require an additional \$55,000 in annual County operating assistance. Any additional vehicles required for this service would be leased from the contract operator, so no additional capital expenses are expected with this service.

### **Providing a Shuttle Connecting Hartford and Slinger to Existing Commuter Express Services**

The City of Hartford and surrounding area is the largest population center in Washington County unserved by existing Commuter Express services. Providing a Commuter Express-served park and ride lot in the City of Hartford and another lot in the Village of Slinger would place an additional 25,200 County residents within a

three-mile drive of rapid transit service. In order to avoid reducing the efficiency of the existing Commuter Express Downtown Route, and to provide residents of the City of Hartford and Village of Slinger with more frequent service and easier access to the Medical Center Route, this plan recommends that the County provide a local shuttle service that would be timed to meet the two existing routes at the Richfield Park and Ride. As part of providing this service, the County should lease spare parking capacity at the shopping center anchored by Kmart off E. Sumner Street in the City of Hartford and at Kettle Moraine Bowl off E. Commerce Boulevard in the Village of Slinger (see Map 18).

Although this service would require passengers to transfer from one vehicle to another, two vehicles operating this short route should be able to provide a connection to 22 of 26 runs to and from Milwaukee County. Table 57 shows the operating expenses, revenues, and ridership estimated for this service. Any additional vehicles required for this service would be leased from the contract operator, so no additional capital expenses are expected with this service.

### **Providing a Reverse Commute Service to Employers in Washington County**

The fixed-route element of the Washington County Transit System was originally focused on providing commute services for individuals living in Milwaukee County and working in Washington County, but the services were canceled due to low ridership as the early 2000's economic downturn reduced business demand for labor from outside the County. This plan recommends that the County implement reverse commute service if discussions with businesses in the County indicate that there is demand for a larger labor pool. The recommended reverse commute service would pick up passengers from across northwestern Milwaukee County and provide access to the four Major Economic Activity Areas in Washington County, as identified by SEWRPC Planning Report No. 48: *A Regional Land Use Plan for Southeastern Wisconsin: 2035*. These areas include the Germantown Industrial Park, employment centers in the City of West Bend, and employment centers on the western side of the City of Hartford, all with more than 3,500 jobs.

Map 19 shows the recommended route for this service, traveling from Downtown Milwaukee to STH 145 via W. Fond du Lac Avenue. This service would stop at all intersections with MCTS routes, with each stop and the connecting service noted on the map. An express, one-seat ride from many neighborhoods in Milwaukee County between Downtown Milwaukee and the far northwest side of Milwaukee County would be provided, with relatively easy transfer connections to much of the rest of Milwaukee County. Riders would be able to transfer to the County's Shared-Ride Taxi service at the Paradise Park and Ride lot to access the two employment centers in the City of West Bend.

In order to provide service to the City of Hartford and its large business parks, this alternative relies on the existence of the local shuttle service described in the previous section. Riders would be able to make a timed transfer at the Richfield Park and Ride, and the local shuttle would be extended to serve the business park on the west side of the City of Hartford.

Table 58 displays the estimated operating expenses, revenues, and ridership for this alternative, including the costs of increasing service on the shuttle connecting the City of Hartford to the Richfield Park and Ride lot. In some instances, there is time in the existing Commuter Express schedule for a vehicle to make this reverse commute trip without adding an additional vehicle. This interlining of three of the 10 one-way runs proposed for this service reduces the non-revenue vehicle hours and miles on both services, therefore reducing the projected cost of providing this service. Any additional vehicles required for this service would be leased from the contract operator, so no additional capital expenses are expected with this service.

While this plan was being developed, additional service targeting reverse commute trips to Washington County was being added by MCTS. A settlement in 2014 between the Wisconsin Department of Transportation, the Black Health Coalition of Wisconsin, and the Milwaukee Inner-City Congregation Allied for Hope regarding the development of the Environmental Impact Statement for the Zoo Interchange reconstruction project resulted in additional funding for transit services connecting residents of parts of the City of Milwaukee to employment

**RECOMMENDED WASHINGTON COUNTY COMMUTER EXPRESS SHUTTLE  
CONNECTING HARTFORD TO THE RICHFIELD PARK & RIDE LOT**



Source: SEWRPC.

Table 57

**PROJECTED ANNUAL OPERATING EXPENSES, REVENUES, AND RIDERSHIP  
FOR PROVIDING WASHINGTON COUNTY COMMUTER EXPRESS SERVICE  
FROM HARTFORD TO THE RICHFIELD PARK & RIDE LOT: 2015-2019**

Characteristics	Projected		
	2015	2019	Average
Services Provided			
Revenue Vehicle Miles .....	60,000	60,000	60,000
Revenue Vehicle Hours .....	2,000	2,000	2,000
Revenue Passengers			
Total .....	13,000	27,100	24,500
Passengers per Revenue Vehicle Mile .....	N/A	N/A	N/A
Passengers per Revenue Vehicle Hour .....	N/A	N/A	N/A
Expenses and Revenues			
Operating Expenses <sup>a</sup> .....	\$291,400	\$315,400	\$303,300
Farebox Revenues <sup>a</sup> .....	43,400	102,500	87,800
Percent of Expenses			
Recovered through Revenues .....	14.9	32.5	28.8
Operating Assistance			
Federal <sup>a</sup> .....	\$ 56,100	\$ 60,700	\$ 58,400
State <sup>a</sup> .....	104,200	112,800	108,400
County <sup>a</sup> .....	87,700	39,400	48,700
Total <sup>a</sup> .....	248,000	212,900	215,500
Per Trip Data			
Operating Expenses <sup>a</sup> .....	\$22.42	\$11.64	\$13.44
Farebox Revenue <sup>a</sup> .....	3.34	3.78	3.56
Total Operating Assistance <sup>a</sup> .....	19.08	7.86	9.88

<sup>a</sup>Expenses and revenues are expressed in estimated year-of-expenditure dollars.

Source: SEWRPC.

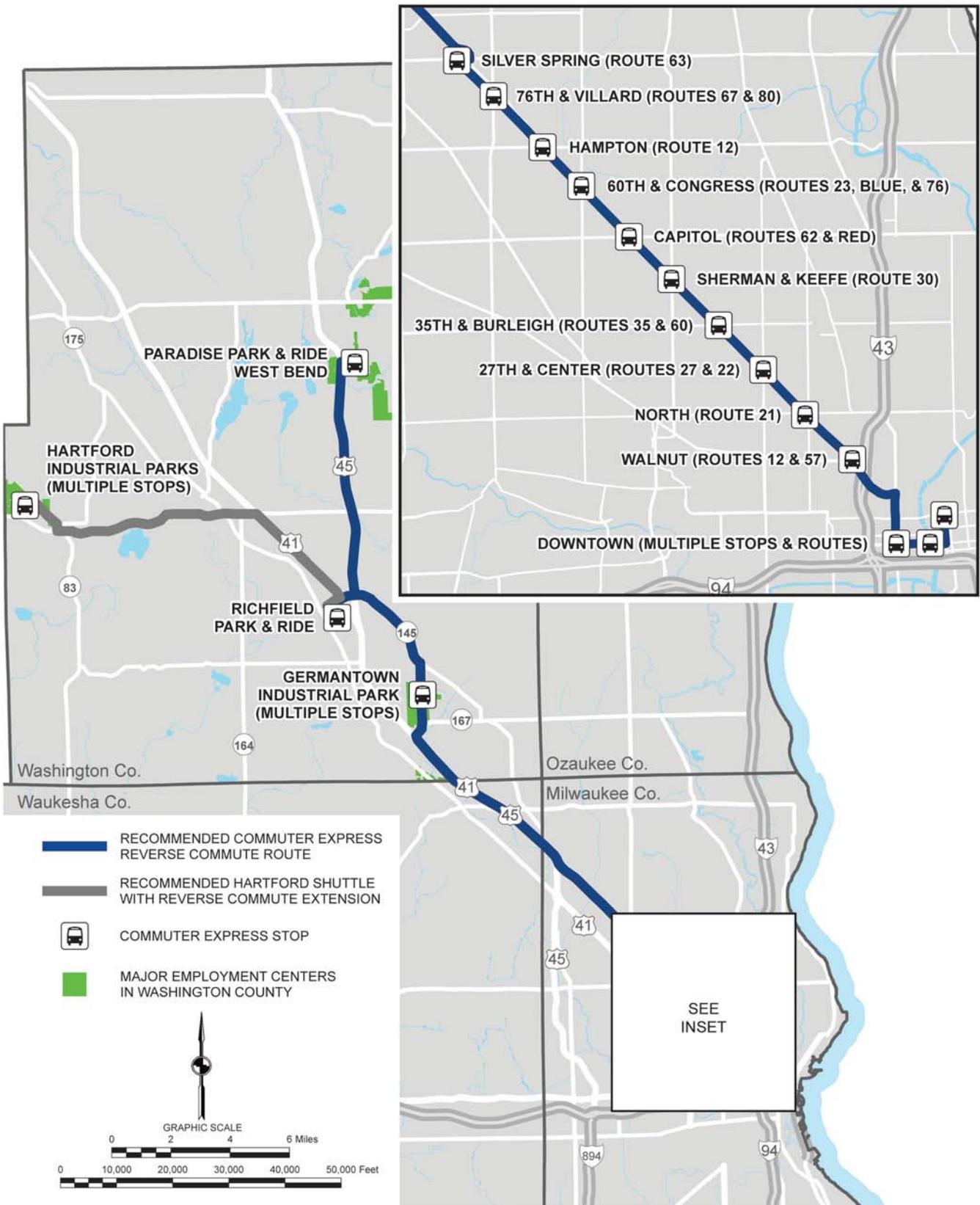
opportunities in suburban areas. These new transit services include a stop added in August 2014 within Washington County that serves the Menomonee Falls Industrial Park, just across the border in Waukesha County. The second new transit service affecting Washington County funded by this settlement provides service from the northwest side of the City of Milwaukee to the Germantown Industrial Park in Washington County, starting in January 2015. The County should work with MCTS to assist where possible to implement this service, and closely monitor the new service to determine whether further expansion of reverse commute service may be warranted.

### **Extending the Shared-Ride Taxi Service Hours**

Many of the public comments in support of demand-response shared-ride taxi service county-wide or in the Germantown area cited concern for individuals who need a safe ride home from a restaurant, bar, or tavern after the current hours of the Shared-Ride Taxi service. Although providing a county-wide demand-response service all day would be cost prohibitive, providing this type of service during limited hours when it would be most useful may provide the service when it is most needed without significant expense.

Map 19

RECOMMENDED WASHINGTON COUNTY COMMUTER EXPRESS REVERSE COMMUTE ROUTE SERVICE



Source: SEWRPC.

Table 58

**PROJECTED ANNUAL OPERATING EXPENSES, REVENUES, AND RIDERSHIP  
FOR PROVIDING REVERSE COMMUTE WASHINGTON COUNTY COMMUTER EXPRESS SERVICE: 2015-2019**

Characteristics	Projected		
	2015	2019	Average
Services Provided			
Revenue Vehicle Miles .....	49,800	49,800	49,800
Revenue Vehicle Hours.....	3,800	3,800	3,800
Revenue Passengers			
Total .....	9,900	21,100	19,000
Passengers per Revenue Vehicle Mile.....	N/A	N/A	N/A
Passengers per Revenue Vehicle Hour.....	N/A	N/A	N/A
Expenses and Revenues			
Operating Expenses <sup>a</sup> .....	\$546,300	\$591,300	\$568,600
Farebox Revenues <sup>a</sup> .....	33,000	79,800	68,300
Percent of Expenses			
Recovered through Revenues.....	6.0	13.5	11.9
Operating Assistance			
Federal <sup>a</sup> .....	\$105,200	\$113,800	\$109,500
State <sup>a</sup> .....	195,300	211,400	203,300
County <sup>a</sup> .....	212,800	186,300	187,600
Total <sup>a</sup> .....	513,300	511,500	500,300
Per Trip Data			
Operating Expenses <sup>a</sup> .....	\$55.18	\$28.02	\$32.58
Farebox Revenue <sup>a</sup> .....	3.34	3.78	3.56
Total Operating Assistance <sup>a</sup> .....	51.85	24.24	29.02

<sup>a</sup>Expenses and revenues are expressed in estimated year-of-expenditure dollars.

Source: SEWRPC.

This plan recommends expanding the service hours of the Shared-Ride Taxi until 3 a.m. on Saturday and Sunday mornings. After 10 p.m., the County’s shared-ride taxi service would switch to providing demand-response service. In recognition of this higher level of service, it is recommended that passengers without disabilities pay a higher fare during this time period. Table 59 displays the current Shared-Ride Taxi fares and the recommended fares for this service. Providing this service would help alleviate a public safety concern, taking unsafe drivers off the County’s roads, and would meet the needs of individuals who have limited options for safe travel late at night.

Table 59

**RECOMMENDED WASHINGTON COUNTY  
SHARED-RIDE TAXI ADULT FARES FOR  
EXTENDED WEEKEND SERVICE HOURS: 2015**

Travel Distance	Current Fare	Recommended Fare
0.0 – 4.9 miles .....	\$4.25	\$9.00
5.0 – 9.9 miles .....	\$5.75	\$14.00
10.0 – 14.9 miles .....	\$7.00	\$18.00
15.0 – 19.9 miles .....	\$8.00	\$22.00
20.0 or more miles.....	\$9.00	\$26.00

Source: SEWRPC.

Table 60

**PROJECTED ANNUAL OPERATING EXPENSES, REVENUES, AND RIDERSHIP  
FOR EXTENDING WASHINGTON COUNTY SHARED-RIDE TAXI SERVICE HOURS: 2015-2019**

Characteristics	Projected		
	2015	2019	Average
Services Provided			
Revenue Vehicle Miles .....	35,000	35,000	35,000
Revenue Vehicle Hours.....	4,200	4,200	4,200
Revenue Passengers			
Total .....	2,600	2,600	2,600
Passengers per Revenue Vehicle Mile.....	0.07	0.07	0.07
Passengers per Revenue Vehicle Hour.....	0.62	0.62	0.62
Expenses and Revenues			
Operating Expenses <sup>a</sup> .....	\$173,500	\$187,900	\$180,600
Farebox Revenues <sup>a</sup> .....	45,900	45,900	45,900
Percent of Expenses			
Recovered through Revenues.....	26.5	24.4	25.4
Operating Assistance			
Federal <sup>a</sup> .....	\$ 30,000	\$ 32,500	\$ 31,200
State <sup>a</sup> .....	81,100	87,800	84,400
County <sup>a</sup> .....	16,500	21,700	19,100
Total <sup>a</sup> .....	127,600	142,000	134,700
Per Trip Data			
Operating Expenses <sup>a</sup> .....	\$66.73	\$72.27	\$69.48
Farebox Revenue <sup>a</sup> .....	17.65	17.65	17.65
Total Operating Assistance <sup>a</sup> .....	49.08	54.62	51.82

<sup>a</sup>Expenses and revenues are expressed in estimated year-of-expenditure dollars.

Source: SEWRPC.

Table 60 provides estimated operating expenses, revenues, and ridership for this service. It is not expected that providing this service would require an expansion of the Shared-Ride Taxi vehicle fleet. Although the estimates in Table 60 assume implementation of extended Shared-Ride Taxi hours for an entire year, the County could consider implementing this service on a trial basis. Toward the end of this trial period, the County could evaluate the service and determine whether any adjustments need to be made to the number of vehicles and drivers available, as well as the service levels and hours.

### **TRANSIT SERVICES REQUIRING FURTHER STUDY**

The following three alternatives would require only slight increases in County funding, but implementing them is complicated by other factors, such as the satisfaction of existing transit system riders or the potential for extensive negotiations between counties:

- Extending the Commuter Express Downtown Route to serve the University of Wisconsin-Milwaukee (UWM);
- Providing an additional evening run on the Commuter Express Medical Center Route by including Medical Center Route stops on a Downtown Route run, such as Run 25 or Run 26; and

- Merging the Washington County Shared-Ride Taxi service with the Ozaukee County Shared-Ride Taxi service.

Due to the previously mentioned complicating factors, it is recommended that the County explore each of these alternatives further by contacting potential partner entities or conducting surveys of existing and potential passengers.

#### **Extending the Commuter Express Downtown Route to UWM**

UWM has over 29,000 students, and nearly all of its students take classes on its campus on the east side of the City of Milwaukee. An estimated 300 Washington County residents currently commute to UWM to attend classes, some of whom may be interested in taking the Commuter Express to class. Additionally, the 130 employees of UWM who live in Washington County may also be interested in this service. Adding service to UWM would require an additional 11 minutes of revenue service on each run of the Downtown Route, but not all runs should be extended, given the UWM class schedule. This additional travel time would require adjusting the current Commuter Express schedule, which may inconvenience existing passengers. In addition, the recommended transit service plan encourages the addition of service to Schlitz Park, which moves the end of the Downtown Route further from UWM. It may not make sense to provide service to both Schlitz Park and UWM.

It is important to note that UWM is currently accessible via transit from Washington County by transferring to Milwaukee County Transit System's (MCTS) Route 30, which stops at the Commuter Express stop on E. Wisconsin Avenue and N. Jackson Street every four to eight minutes during the morning and evening peaks and then takes 16 minutes to reach UWM. Survey results from 2012 indicate that no current Commuter Express riders are traveling to UWM, but the removal of a transfer, a nine- to 13-minute reduction in travel time, and targeted marketing to those students could attract them to the Commuter Express. UWM has indicated they would be interested in working with the County on this issue to reduce the demand for student parking on and near their campus, and the County could consider approaching UWM for operating assistance in exchange for providing service to UWM. If it wants to explore this alternative further, the County should also work with UWM to survey potential riders to ensure that the service meets their needs.

Table 61 shows estimates of the operational expenses, revenues, and ridership associated with an extension to UWM. Table 62 displays the runs recommended to be extended to serve UWM, the time the Commuter Express would arrive or depart from UWM while classes are in session, and the current time the vehicle arrives or departs from the corner of E. Kilbourn Avenue and N. Milwaukee Street. No additional capital expenses are expected to be associated with providing this service.

#### **Providing Additional Evening Service on the Commuter Express Medical Center Route**

In January 2014, the Washington County Transit System combined the early afternoon run of the Downtown Route and the Medical Center Route into one run, with stops from both routes being served by one run. Map 20 shows this new route, which was implemented as a cost-saving measure. A similar service could be introduced to provide additional late evening service to the stops served by the Medical Center Route. Modifying Run 25 or Run 26 to include the Medical Center Route stops (as shown in Map 20) would provide additional service on Medical Center Route stops, and the added service may attract additional riders due to the schedule flexibility the additional run would provide.

If the County chose to explore this alternative further, it would be important to consider the impact a longer commute may have on the existing late evening runs of the Downtown Route. Perhaps those riders should be surveyed to determine whether they would continue to use the service if approximately 20 minutes were added to their commute. Table 63 shows estimates of the operational expenses, revenues, and ridership associated with modifying one run to serve the stops on both the Downtown Route and the Medical Center Route. No additional capital expenses are expected to be associated with providing this service.

Table 61

**PROJECTED ANNUAL OPERATING EXPENSES, REVENUES, AND RIDERSHIP  
FOR EXTENDING THE WASHINGTON COUNTY COMMUTER EXPRESS  
DOWNTOWN ROUTE TO THE UNIVERSITY OF WISCONSIN-MILWAUKEE: 2015-2019**

Characteristics	Projected		
	2015	2019	Average
Services Provided			
Revenue Vehicle Miles .....	6,900	6,900	6,900
Revenue Vehicle Hours .....	300	300	300
Revenue Passengers			
Total .....	1,900	4,000	3,600
Passengers per Revenue Vehicle Mile .....	N/A	N/A	N/A
Passengers per Revenue Vehicle Hour .....	N/A	N/A	N/A
Expenses and Revenues			
Operating Expenses <sup>a</sup> .....	\$43,700	\$47,300	\$45,500
Farebox Revenues <sup>a</sup> .....	6,300	15,100	12,900
Percent of Expenses			
Recovered through Revenues .....	14.4	31.9	28.0
Operating Assistance			
Federal <sup>a</sup> .....	\$ 8,400	\$ 9,100	\$ 8,800
State <sup>a</sup> .....	15,600	16,900	16,300
County <sup>a</sup> .....	13,400	6,200	7,600
Total <sup>a</sup> .....	37,400	32,200	32,600
Per Trip Data			
Operating Expenses <sup>a</sup> .....	\$23.00	\$11.83	\$13.73
Farebox Revenue <sup>a</sup> .....	3.34	3.78	3.56
Total Operating Assistance <sup>a</sup> .....	19.68	8.05	10.18

<sup>a</sup>Expenses and revenues are expressed in estimated year-of-expenditure dollars.

Source: University of Wisconsin-Milwaukee, and SEWRPC.

Table 62

**WASHINGTON COUNTY COMMUTER EXPRESS DOWNTOWN ROUTE  
RUNS EXTENDED TO THE UNIVERSITY OF WISCONSIN-MILWAUKEE: 2015-2019**

MORNING RUNS

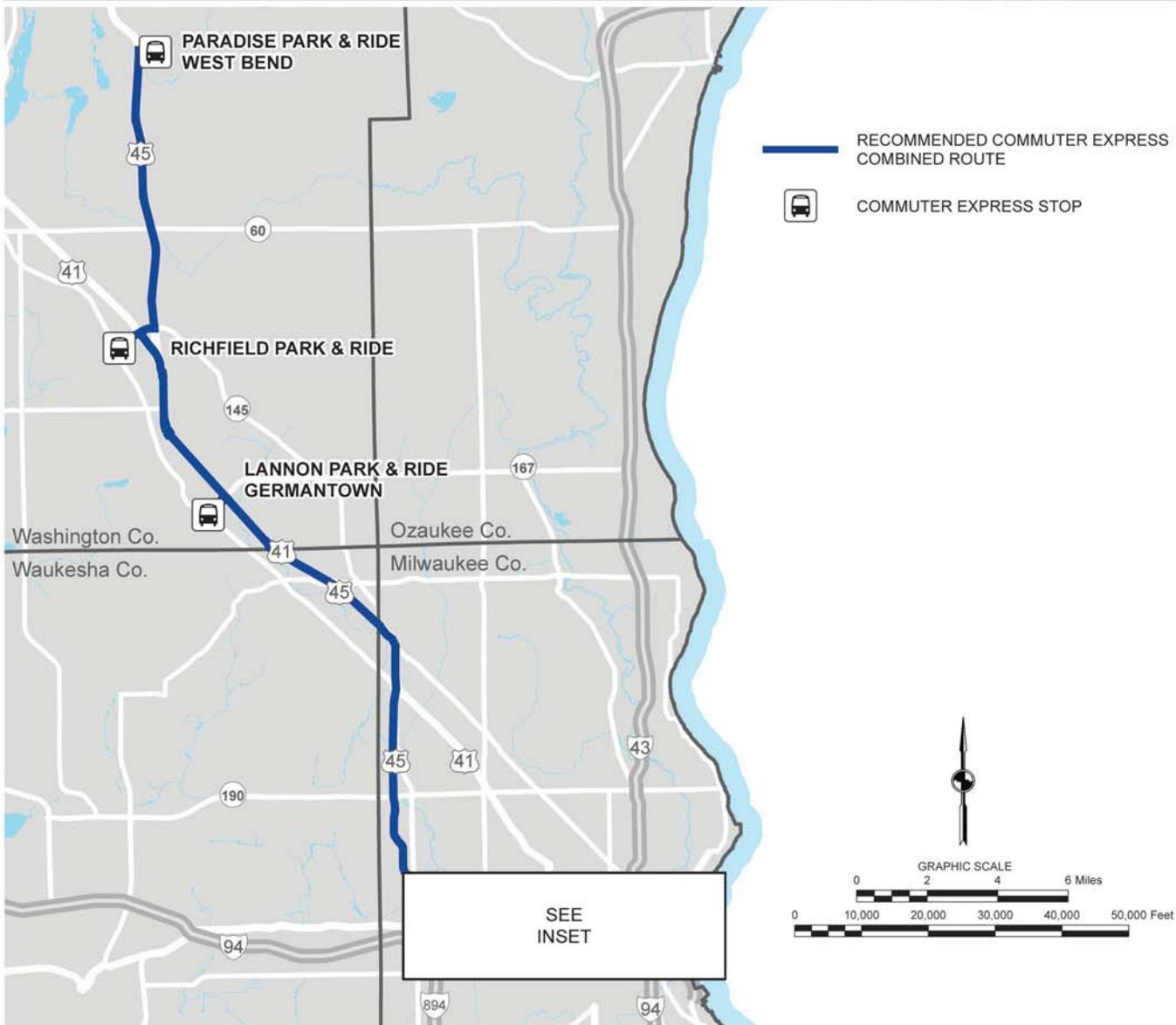
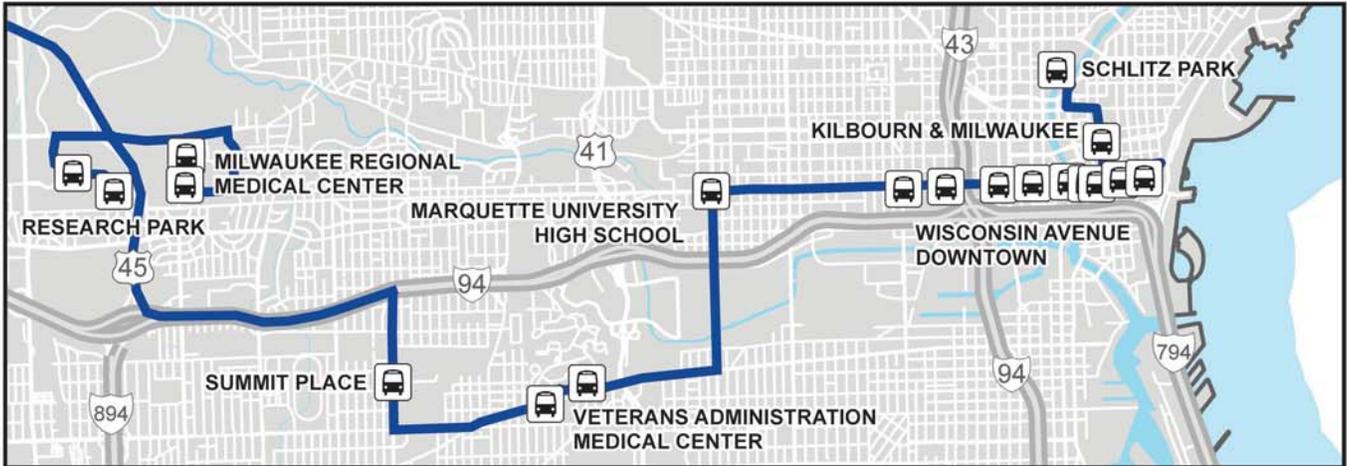
Run Number	5	7	8	9	11
Scheduled Arrival Time at E. Kilbourn Ave. and N. Milwaukee St. ....	7:38 a.m.	7:58 a.m.	8:25 a.m.	9:00 a.m.	9:40 a.m.
Scheduled Arrival Time at the University of Wisconsin-Milwaukee.....	7:49 a.m.	8:09 a.m.	8:36 a.m.	9:11 a.m.	9:51 a.m.

EVENING RUNS

Run Number	13	15	16	20	21	22
Scheduled Departure Time from the University of Wisconsin-Milwaukee.....	11:49 a.m.	1:22 p.m.	2:20 p.m.	3:40 p.m.	3:52 p.m.	4:20 p.m.
Scheduled Departure Time from E. Kilbourn Ave. and N. Milwaukee St. ....	12:00 p.m.	1:33 p.m.	2:31 p.m.	3:51 p.m.	4:03 p.m.	4:31 p.m.

Source: SEWRPC.

RECOMMENDED WASHINGTON COUNTY COMMUTER EXPRESS COMBINED ROUTE FOR LATE EVENING RUNS



Source: SEWRPC.

Table 63

**PROJECTED ANNUAL OPERATING EXPENSES, REVENUES, AND RIDERSHIP  
FOR PROVIDING A COMBINED WASHINGTON COUNTY COMMUTER EXPRESS ROUTE  
ON RUN 25 OR RUN 26: 2015-2019**

Characteristics	Projected		
	2015	2019	Average
Services Provided			
Revenue Vehicle Miles .....	500	500	500
Revenue Vehicle Hours .....	100	100	100
Revenue Passengers			
Total .....	600	1,300	1,200
Passengers per Revenue Vehicle Mile .....	N/A	N/A	N/A
Passengers per Revenue Vehicle Hour .....	N/A	N/A	N/A
Expenses and Revenues			
Operating Expenses <sup>a</sup> .....	\$14,600	\$15,800	\$15,200
Farebox Revenues <sup>a</sup> .....	2,000	4,900	4,100
Percent of Expenses			
Recovered through Revenues .....	13.7	31.0	27.1
Operating Assistance			
Federal <sup>a</sup> .....	\$ 2,800	\$ 3,000	\$ 2,900
State <sup>a</sup> .....	5,200	5,600	5,400
County <sup>a</sup> .....	4,600	2,300	2,700
Total <sup>a</sup> .....	12,600	10,900	11,100
Per Trip Data			
Operating Expenses <sup>a</sup> .....	\$24.33	\$12.15	\$14.31
Farebox Revenue <sup>a</sup> .....	3.34	3.78	3.56
Total Operating Assistance <sup>a</sup> .....	21.00	8.38	10.77

<sup>a</sup>Expenses and revenues are expressed in estimated year-of-expenditure dollars.

Source: SEWRPC.

### **Merging the Ozaukee County and Washington County Shared-Ride Taxi Services**

Ozaukee County and Washington operate very similar taxi services, and further study of merging the two systems is recommended in this plan. Any merger of the two systems would provide passengers with greater mobility, making many destinations on both sides of the border between the two counties more accessible. However, merging the services would require the service hours and fare policies for the two services to be unified, and intergovernmental agreements detailing arrangements for providing funding, sharing assets, and managing the merged service would need to be negotiated.

This potential merger would likely result in an increase in travel and average trip lengths, as passengers would be able to freely cross county lines rather than only transferring at the current transfer point in the Village of Newburg. Based on a comparison of existing travel between the two counties using all types of transportation and existing use of the Washington County Shared-Ride Taxi to travel to Ozaukee County, merging the two systems is estimated to generate an additional 7,100 passenger trips each year. The estimates of additional operating expenses, revenues, and ridership displayed in Table 64 would need to be allocated between the budgets of the two counties through a method detailed in the required intergovernmental agreements. No additional capital expenses are expected to be associated with providing this service.

Table 64

**PROJECTED ADDITIONAL ANNUAL OPERATING EXPENSES, REVENUES, AND RIDERSHIP  
FOR A MERGED OZAUKEE COUNTY-WASHINGTON COUNTY SHARED-RIDE TAXI SERVICE: 2015-2019**

Characteristics	Projected		
	2015	2019	Average
Services Provided			
Revenue Vehicle Miles .....	95,500	95,500	95,500
Revenue Vehicle Hours.....	4,500	4,500	4,500
Revenue Passengers			
Total .....	7,100	7,100	7,100
Passengers per Revenue Vehicle Mile.....	0.07	0.07	0.07
Passengers per Revenue Vehicle Hour.....	1.58	1.58	1.58
Expenses and Revenues			
Operating Expenses <sup>a</sup> .....	\$185,900	\$201,300	\$193,500
Farebox Revenues <sup>a</sup> .....	23,300	26,000	24,600
Percent of Expenses			
Recovered through Revenues.....	12.5	12.9	12.7
Operating Assistance			
Federal <sup>a</sup> .....	\$ 32,100	\$ 34,800	\$ 33,400
State <sup>a</sup> .....	86,900	94,000	90,400
County <sup>a</sup> .....	43,600	46,500	45,100
Total <sup>a</sup> .....	162,600	175,300	168,900
Per Trip Data			
Operating Expenses <sup>a</sup> .....	\$26.18	\$28.35	\$27.26
Farebox Revenue <sup>a</sup> .....	3.28	3.66	3.47
Total Operating Assistance <sup>a</sup> .....	22.90	24.69	23.79

<sup>a</sup>Expenses and revenues are expressed in estimated year-of-expenditure dollars.

Source: Specialized Transport Services, Inc. and SEWRPC.

**TRANSIT SERVICES NOT RECOMMENDED  
FOR IMPLEMENTATION OR FURTHER STUDY**

The alternatives listed below were studied during the course of developing this plan, and are not recommended for implementation or further study.

- Eliminating the Commuter Express Medical Center Route is not recommended. A significant number of comments were received that opposed this alternative. In addition, this alternative would save the County less in annual operating assistance than eliminating the lowest performing runs from both the Downtown Route and the Medical Center Route.
- Providing Commuter Express service to General Mitchell International Airport is not recommended due to the prohibitively high cost of providing this service in comparison to the projected ridership. This service would require a significant expansion of the service hours of the Commuter Express, and would likely require a new, dedicated route.

- Providing Commuter Express service from the City of West Bend to the City of Fond du Lac is not recommended. The forecast ridership for this alternative in Chapter V of this report indicate that this route would not be sustainable. The lack of congestion between West Bend and Fond du Lac and low parking costs in Fond du Lac would limit demand for this route.
- Providing Commuter Express service to Kohl's Corporate Headquarters would not be expected to generate enough ridership for the County to justify dedicating operating assistance for this route.
- Modifying the Commuter Express Medical Center Route to stop at the Park Place office complex is not recommended due to the lack of accommodations for pedestrians at the office complex, which would limit ridership.
- Modifying the Commuter Express Medical Center Route to stop at Mayfair Mall and nearby offices is not recommended based on the County's previous, unsuccessful service to Mayfair Mall.
- Providing a secondary taxi depot in or near the Village of Germantown would not provide the demand-response service that public comments indicate the residents of Germantown and the surrounding area are requesting.
- Providing county-sponsored demand-response shared-ride taxi service in and around the Village of Germantown and the Village of Richfield is not recommended because it would be inequitable for all residents of the County to provide financial support for a taxi that would offer a higher level of service in only one area of the County.
- Providing county-wide demand-response shared-ride taxi service is projected to increase County operating assistance for the Shared-Ride Taxi service by 135 percent, or more than \$800,000 annually. In addition, it would require a significant expansion of the taxi vehicle fleet. No peer counties were identified that provided this level of service using a shared-ride taxi.

## CONCLUSION

This chapter has presented the transit services recommended for Washington County for the years 2015-2019. It is the culmination of studying the existing transit services in the County, determining the objectives and standards the County transit system should meet, evaluating the performance of existing transit services, developing and analyzing a number of transit service alternatives that the County could pursue, and considering a significant amount of public feedback on the future of transit in Washington County. This recommended plan presents a course of action for the County under three different funding scenarios, and prepares the County to make decisions in the face of future uncertainties in funding.