



SHEBOYGAN TRANSIT COMMISSION AGENDA

July 14, 2026 at 5:00 PM

City Hall - Conference Room 106, 828 Center Avenue,
Sheboygan, WI

It is possible that a quorum (or a reverse quorum) of the Sheboygan Common Council or any other City committees/boards/commissions may be in attendance, thus requiring a notice pursuant to State ex rel. Badke v. Greendale Village Board, 173 Wis. 2d 553,494 N.W.2d 408 (1993).

Persons with disabilities who need accommodations to attend this meeting should contact Shoreline Metro, (920) 459-3285. Persons other than commission, committee, and board members who wish to participate remotely shall provide notice to Shoreline Metro at 920-459-3285 by 12:00 p.m. on meeting day so that the person may be provided a remote link for that purpose. All Commission members may attend the meeting remotely.

OPENING OF MEETING

1. Call to Order
2. Pledge of Allegiance
3. Public Input (Time limits are at the discretion of the Transit Commission - Input on non-service adjustment related items.
4. Election of Officers

MINUTES

5. Approval of the Minutes - March 10, 2026

ITEMS FOR DISCUSSION AND POSSIBLE ACTION

6. CDBG Agreement for 2026-2027 Grant Cycle.
7. Presentation of Shoreline Metro Facilities Report.
8. Res. No. 85-24-25 by Alderpersons Dekker, Rust, and Mitchell accepting and approving the Public Transportation Agency Safety Plan (2024). REFER TO SHEBOYGAN TRANSIT COMMISSION
9. 2026-2030 Transportation Development Plan for Shoreline Metro.
10. First Quarter Reports for 2026 - Parking & Transit
11. Director's Report

NEXT MEETING

12. Next meeting: September 8, 2026

ADJOURN

In compliance with Wisconsin's Open Meetings Law, this agenda was posted in the following locations more than 24 hours prior to the time of the meeting:

City Hall • Mead Public Library
Sheboygan County Administration Building • City's website

CITY OF SHEBOYGAN

SHEBOYGAN TRANSIT COMMISSION MINUTES

Tuesday, March 10, 2026

MEMBERS PRESENT: Mayor Ryan Sorenson, Alderperson Dean Dekker, Planning and Development Director Taylor Zeinert, Police Chief Kurt Zimpel, Bryan Kelly, Roy Kluss

ABSENT/EXCUSED: Alderperson Trey Mitchell, Alderperson Zach Rust, Emily Henning

STAFF OFFICIALS PRESENT: Director of Parking and Transit Derek Muench

OPENING OF MEETING

1. Call to Order

5:00 pm

2. Pledge of Allegiance
3. Public Input (Time limits are at the discretion of the Transit Commission - Input on non-service adjustment related items.

None

MINUTES

4. Approval of the December 9, 2025 meeting minutes

A motion was made by Ald. Dekker, seconded by Bryan Kelly to approve the December 9, 2026 Minutes as presented. Motion passes.

ITEMS FOR DISCUSSION AND POSSIBLE ACTION

5. Approval of the 4th Quarter 2025 Transit & Parking Reports

A motion was made by Ald Dekker, seconded by Bryan Kelly to approve the 4th Quarter Transit & Parking Reports as presented. Motion passes.

6. Approval of Res. No. 195-25-26 by Alderpersons Mitchell and Perrella authorizing the appropriate City officials to sign the January 1, 2026 -December 31, 2028 contract between the City of Sheboygan and Amalgamated Transit Union, Local 998.

A motion was made by Alderperson Dekker, seconded by Bryan Kelly to approve the tentative agreement between the City of Sheboygan and ATU Local 998 and recommend approval and acceptance to the Finance and Personnel Committee and Common Council for inclusion in the 2026-2028 labor agreement between the parties. Motion passes.

NEXT MEETING

7. Next meeting: May 19, 2026

Item 5.

A motion was made by Chief Zimpel, seconded by Ald. Dekker to adjourn the meeting. Motion passes.

ADJOURN

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2026-2027 COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM SUBRECIPIENT AGREEMENT

CDBG-PS-2026-02

THIS AGREEMENT made and entered into this 5th of May 2026, by and between the City of Sheboygan, Wisconsin, a Wisconsin municipal corporation hereinafter referred to as "City" and for Shoreline Metro a public transit operator with its principal office at 608 S Commerce Street, Sheboygan, Wisconsin, 53081 hereinafter referred to as "Subrecipient."

WITNESSETH;

WHEREAS, the City has available certain funds received from the U.S. Department of Housing and Urban Development for the 2026 Community Development Block Grant (CDBG) Program; and

WHEREAS, the Subrecipient desires to offer a continuum of services available to residents in the City of Sheboygan; and

WHEREAS, one of the objectives of the Community Development Block Grant Program is to provide services to low- and moderate-income persons; and

WHEREAS, the Subrecipient is a nonprofit organization duly organized to promote and undertake community services to serve low- and moderate-income households; and

WHEREAS, the City is willing to make available up to **\$20,000.00** of 2026 Community Development Block Grant funds for the purpose of providing public transit services, additional support for the Low-to-Moderate Area of Census Tract 114 with increased frequency of bus options and more availability (greater bus stops) due to higher access to this service.; and

WHEREAS, prior to advancing funds to the Subrecipient, the U.S. Department of Housing and Urban Development and the City of Sheboygan desire certain assurances as more fully set forth herein.

NOW, THEREFORE, IT IS AGREED THAT:

1. Statements of Work, National Objective, Uses of Funds, Levels of Accomplishment, Timetable

A. Statement of Work

The City will grant to the Subrecipient a sum up to **\$20,000.00** from 2026 Community Development Block Grant funds for support of the Low-Moderate Area of Census Tract 114. The Metro Bus Station pickup locations are closer together than any other locations within the city. Often the bus pick-up points are within a two to three block area. This Low-Moderate Area also has an increased frequency of bus options, and more availability because of the higher access to this service. While the Metro does not track riders by income level, they do track overall ridership. This census tract area has one of the highest ridership uses across the city.

B. National Objectives

All activities funded with CDBG funds must meet one of the CDBG program’s National Objectives: The Subrecipient certifies that the activities carried out under this Agreement will meet Low- or Moderate-Income Eligibility - 24 CFR 570.208(a)(2)(i)(A). As the Sub-recipient hereby certifies that its activities solely benefit persons identified in a low-to-moderate income census tract.

C. Uses of Funds

The CDBG funds shall be used according to the budget submitted in the grant application Neighborhoodly.

Funding Uses	CDBG	Local	State	Federal
Salaries and Benefits	\$20,000.00			
TOTAL	\$20,000.00	\$0.00	\$0.00	\$0.00

D. Performance Goals

The Subrecipient agrees to provide the following levels of service;

- 500-2000 persons provided transportation services with CDBG funds

E. Timetable

The subrecipient agrees to provide the stated services within the specified grant term:

Beginning: April 1, 2026

Ending: March 31, 2027

2. Payments

Drawdowns for the payment of eligible expenses shall be made against the budget categories specified below and in accordance with performance. Payments will be only made quarterly; the deadlines are as follows:

QUARTER	PERIOD	DEADLINE TO SUBMIT DRAW
1 st	April 1 – June 30	July 15, 2026
2 nd	July 1 – September 30	October 15, 2026
3 rd	October 1 – December 31	January 15, 2027
4 th	January 1 – March 31	April 21, 2027

The Sub-recipient shall submit its drawdown requests via **Neighborly** and keep all evidence of the nature and propriety of the charge on file. The sub-recipient should only expend funds budgeted for in its grant application. The sub-recipient shall submit evidence to the City of Sheboygan properly executed payrolls, time records, invoices, vouchers or other official documentation for each drawdown request via **Neighborly**. The sub-recipient must also maintain a financial management system in accordance with the standards specified in 24 CFR 84.21.

The City of Sheboygan shall reimburse the Subrecipient upon submission of a drawdown request and a performance report. Allowable payments are those necessary and proper costs identified by the Subrecipient's application and approved by the City Council, unless any or all costs are disallowed by the City of Sheboygan or HUD. All costs must be incurred within the above timetable.

When submitting a drawdown request, a **Performance Report** shall be submitted through **Neighborly** or Subrecipient will not receive payment.

3. Records and Reports

- A. Subrecipient is expected to have met the performance goals stated in Section 1d by the end of the agreement. Accordingly, a final “Performance Report” should be submitted no later than 15 days after the grant period.

The Performance Reports will provide all information necessary to determine that projected activities are being accomplished. Performance reports also should include justification for lack of progress or delays in accomplishing the scope of work.

- B. **Low Mod Income Benefit:** The Subrecipient certifies that the activities carried out under this Agreement will meet Low- or Moderate-Income Limited Clientele Eligibility (24 CFR 570.208(a)(2)(i)(B) and 24 CFR 570.506(b)(3)(iii). Subrecipient will maintain program participant’s file documenting at least 51% of the beneficiaries are members of a low-and moderate-income family. (See Exhibit A for Sample Self-Certification).

- C. **Financial Reporting**– The sub-recipient shall:

- i. Maintain an effective system of internal fiscal control and accountability for all CDBG funds and property acquired or improved with CDBG funds, and make sure the same are used solely for authorized purposes.
- ii. Ensure that all costs shall be supported by properly executed payrolls, time records, invoices, vouchers or other official documentation, as evidence of the nature and propriety of the charges. All accounting documents pertaining in whole or in part to this Agreement shall be clearly identified and readily accessible.
- iii. The Subrecipient shall also keep a continuing record of all disbursements by date, check number, amount, vendor, description of items purchased and line item from which the money was expended, as reflected in the Subrecipient’s accounting records.
- iv. Inform the City concerning any funds allocated to the Subrecipient, that the Subrecipient anticipates will not be expended during the term of this Agreement, and permit the reassignment of the same by the City to other Subrecipients.

- D. **Client Data**

The Subrecipient shall maintain client data demonstrating client eligibility for services provided. Such data shall include, but not be limited to, client name, address, income level or other basis for determining eligibility, demographic information and description of service provided. Such information shall be made available to Grantee monitors or their designees for review upon request.

4. Uniform Administrative Requirements

The Subrecipient will, to the maximum possible extent, ensure compliance with regulations regarding:

- A. Office of Management and Budget (OMB) Uniform Guidance, "Cost Principles, Audit and Administrative Requirements for Federal Awards" (2 CFR Part 200), which establishes principles for determining costs of grants, contracts, and other agreements with nonprofit organizations. These regulations are applicable for determining acceptable/allowable costs of work performed by nonprofit organizations. For example, to be allowed under an award, costs must meet general criteria such as:
- i. Be reasonable for the performance of the award,
 - ii. Be accorded consistent treatment,
 - iii. Be determined in accordance with generally accepted accounting principles, and
 - iv. Be adequately documented.

B. Office of Management and Budget (OMB) Uniform Guidance, in part, provide that financial management systems operated by recipients of federal assistance will provide for accurate, current, reliable, and complete disclosure of financial and accounting records relating to the use of federal dollars.

All records will identify the source and application of funds for activities, and accounting records are to be made available for audit(s) at the City's direction to determine the fiscal integrity of financial transactions and performances. All future procurement transactions for supplies, equipment, construction, and other services, regardless of whether negotiated or advertised, will be conducted in a manner so as to provide maximum open and free competition.

The Subrecipient will give the U.S. Department of Housing and Urban Development, the Comptroller General, the City of Sheboygan, or any authorized representatives access to the right to examine all records and documents related to the grant. Such records will be maintained for a period of at least five (5) years after receipt of federal funds.

5. Personnel and Participant Conditions

The Subrecipient will, to the maximum possible extent, ensure compliance with regulations regarding:

A. Civil Rights

1. General Compliance

Title VI and Title IX of the Civil Rights Act of 1964 (Public Law 88-352) (42 U.S.C. 2003d et seq.); and implementing regulations issued at 24 CFR Part 1; as amended by Executive Order 11375 and 12086, and implementing regulations at 41 CFR Chapter 60, which prohibits discrimination in any activity receiving federal financial assistance.

2. Nondiscrimination

Title VIII of the Civil Rights Act of 1968, (Public Law 90-284) (42 U.S.C. 3601 et seq.); as amended, which prohibits discrimination in housing on the grounds of race, color, religion, national origin, sex, disability, or familial status.

Section 109 of Title I of the Housing and Community Development Act of 1974, as amended, (42 U.S.C. 5301 et seq.) which requires that no person will on the grounds of race, color, national origin or sex, be excluded from participation in, be denied benefits of, or be subject to discrimination under any program or activity funded in whole or in part with Community Development Block Grant funds.

Age Discrimination Act of 1975 (42 U.S.C. 6101 et seq.) which prohibits discrimination on the basis of age in programs or activities receiving federal financial assistance.

Section 504 of the Rehabilitation Act of 1973, (Public Law 93-112) as amended, and implementing regulations when published for effect. Said regulation provides for nondiscrimination based on disability in federally-assisted programs and activities.

B. Employment Restrictions

1. Prohibited Activity

The Subrecipient is prohibited from using funds provided herein or personnel employed in the administration of the program for: political activities; inherently religious activities; lobbying; political patronage; and nepotism activities.

C. Conflict of Interest

The Subrecipient agrees to abide by the provisions of 24 CFR 84.42 and 570.611, which include, but are not limited to the following:

1. The Subrecipient shall maintain a written code or standards of conduct that shall govern the performance of its officers, employees or agents engaged in the award and administration of contracts supported by Federal funds.
2. No employee, officer or agent of the Subrecipient shall participate in the selection, the award or the administration of a contract supported by Federal funds if a conflict of interest, real or apparent, would be involved.
3. No covered persons who exercise or have exercised any functions or responsibilities with respect to CDBG-assisted activities, or who are in a position to participate in a decision-making process or gain inside information with regard to such activities, may obtain a financial interest in any contract, or have a financial interest in any contract, subcontract, or agreement with respect to the CDBG-assisted activity, or with respect to the proceeds from the CDBG-assisted activity, either for themselves or those with whom they have business or immediate family ties, during their tenure or for a period of one (1) year thereafter. For purposes of this paragraph, a "covered person" includes any person who is an employee, agent, consultant, officer, or elected or appointed official of the Grantee, the Subrecipient, or any designated public agency.

D. Anti-Lobbying. The Subrecipient certifies that to the best of its knowledge and belief:

No federal-appropriated funds have been paid or will be paid, by or on behalf of it, to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of

Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of a federal contract, grant, loan, or cooperative agreement;

If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this federal contract, grant, loan, or cooperative agreement, it will complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

6. Grantee Recognition

The Subrecipient shall ensure recognition of the role of the City of Sheboygan and Housing and Urban Development's Community Development Block Grant in providing services through this Agreement. All activities, facilities and items utilized pursuant to this Agreement shall be prominently labeled as to the funding source.

7. Suspension and Termination

The Subrecipient further agrees that this Agreement may be terminated or suspended in the event the Subrecipient fails to perform any of the conditions contained herein and that the City may take appropriate and corrective action in order to insure compliance with this Agreement, including withholding payments, re-allocating funds, an order to audit the Subrecipient's books and records pertaining to its activities and the utilization of federal funds.

In the event of default or violation by the Subrecipient or the necessity of corrective action, the City will provide the Subrecipient, by written notice, a demand to cure default explaining the nature and extent of the default or violation. The Subrecipient will cure or remedy said violation or default within ten (10) days after receipt of said notice, unless a longer time is agreed upon by the parties, in writing. In case default or violation is not cured, and corrective action is not completed within ten (10) days or a longer time as may be agreed upon, this Agreement may be terminated, and the City may have

whatever remedy is authorized pursuant to state, local, and federal laws, including return of any funds previously given to the Subrecipient.

8. Independent Status

Nothing contained herein, nor any act of the City, the Subrecipient, or any other party, will be deemed or construed by any party, or by any other third person, to create any relationship with third party beneficiary, principal or agent, limited or general partnership, or joint venture, or of any association or relationship involving the City. The Subrecipient is at all times considered an independent agency and not an agency or branch of the City.

IN WITNESS WHEREOF, the City of Sheboygan has caused this Agreement to be executed by Ryan Sorenson, Mayor this ____ day of _____, 2026

For the City of Sheboygan

Ryan Sorenson, Mayor

Shoreline Metro

Derek Muench, Executive Director

Attachment A. City of Sheboygan Standard Contract Terms and Conditions

These are subject to modification at any time by the City of Sheboygan and the final agreement with the City will include other provisions not in this agreement. Successful applicant will agree to abide by the City’s Standard Contract Terms and Conditions.

1. DEFINITIONS. In this section “Contracting Party” shall mean any party that is entering into this Agreement with the City of Sheboygan. “Sheboygan” shall mean the City of Sheboygan. These definitions shall apply only to this document titled “Standard Terms and Conditions (Service

Contracts)” and shall not replace, modify or supersede any definitions used in other sections of this Agreement.

2. STANDARD OF PERFORMANCE. Contracting Party agrees that the performance of the services, pursuant to the terms and conditions of this Agreement, shall be in a manner at least equal to the degree of care and skill ordinarily exercised by members of the same professions currently practicing under similar circumstances providing like services.

3. FULLY QUALIFIED. Contracting Party represents that all personnel engaged in the performance of the services set forth in this Agreement shall be fully qualified and, if applicable, shall be authorized or permitted under all applicable state and local laws and any other applicable laws or regulations to perform the services.

4. SCOPE OF SERVICES. Contracting Party is required to perform, do and carryout in a timely and professional manner the services set forth in this Agreement. The Contracting Party is required to furnish all services and labor necessary as indicated in this Agreement. The scope of services to be performed shall include, those services set forth in this Agreement. Sheboygan may from time to time request the Contracting Party to perform additional services which are not set forth in this Agreement. In the event that such a request is made, the performance of such services shall be subject to the terms, conditions and contingencies set forth in this Agreement.

5. CHANGE OF SCOPE. The scope of service set forth in this Agreement is based on facts known at the time of the execution of this Agreement. The scope of service may not be fully definable during initial phases, and as the project progresses, facts discovered may indicate that the scope must be redefined. If mutually agreed to in advance in writing, Contracting Party shall make changes, furnish necessary materials, and perform the work that Sheboygan may require, without nullifying this Agreement, at a reasonable addition to, or reduction from, the total cost of the project. Under no circumstances shall Contracting Party make any changes, either as additions or deductions, without the written consent of Sheboygan, and Sheboygan shall not pay any extra charges made by Contracting Party that have not been agreed upon in advance and documented in writing.

6. COMPENSATION. Contracting Party will be compensated by Sheboygan for the services provided under this Agreement and subject to the terms, conditions and contingences set forth herein.

Payments to Contracting Party for services rendered under this Agreement will be based on itemized invoices submitted on a monthly basis by the Contracting Party to Sheboygan. These invoices, unless lump sum, must be itemized to identify labor costs and the Contracting Party's direct expenses, including subcontractor and supplier costs. In addition, such invoices shall show the hours worked by the Contracting Party's staff and the amount of work completed as a percentage of the work to be performed. If payment is by lump sum, then only the percent complete will be invoiced. The final payment of the balance due the Contracting Party for the completed service shall be made upon completion and acceptance of the services performed by the Contracting Party under this Agreement. Without prejudice to any other right or remedy it may have, Sheboygan reserves the right to setoff at any time any amount owing to it by Contracting Party against any amount payable by Sheboygan to Contracting Party.

7. TAXES, SOCIAL SECURITY, INSURANCE AND GOVERNMENT REPORTING. Personal

income tax payments, social security contributions, insurance and all other governmental reporting and contributions required as a consequence of the Contracting Party receiving payment under this Agreement shall be the sole responsibility of the Contracting Party.

8. TERMINATION FOR CAUSE. If, through its own fault, intentional misconduct, or the fault or intentional misconduct of its subcontractors, agents or volunteers, the Contracting Party shall fail to fulfill in a timely and proper manner its obligations under this Agreement, or if the Contracting Party shall violate any of the covenants, agreements, or stipulations of this Agreement, both as determined by Sheboygan in its sole discretion, Sheboygan shall thereupon have the right to terminate this Agreement by giving written notice to the Contracting Party of such termination and specifying the effective date. In such event, all finished or unfinished documents, data, studies, surveys, drawings, maps, models, photographs, reports or other deliverables performed by the Contracting Party under this Agreement for which compensation has been made shall, at the option of Sheboygan, become the property of Sheboygan. Notwithstanding the foregoing, the Contracting Party shall not be relieved of liability to Sheboygan for damages sustained by Sheboygan by virtue of the Contracting Party's intentional misconduct or negligent performance of this Agreement, and Sheboygan may withhold any payments to the Contracting Party for the purpose of setoff until such time as the exact amount of

damages due to Sheboygan from the Contracting Party is determined. Use of incomplete or unfinished work is at the sole risk of Sheboygan.

9. TERMINATION FOR CONVENIENCE. Either Party may terminate this Agreement for convenience at any time and for any reason by giving sixty (60) days written notice to the other Party of such termination. If this Agreement is terminated by Sheboygan pursuant to this provision, Contracting Party will be paid an amount which bears the same ratio to the total compensation as the services actually performed and accepted by Sheboygan bear to the total services of the Contracting Party covered by this Agreement, less payments for such services as were previously made. The value of the services rendered and delivered by Contracting Party will be determined by Sheboygan.

10. SAFETY. Unless specifically included as a service to be provided under this Agreement, Sheboygan specifically disclaims any authority or responsibility for general job site safety, or the safety of other persons or property. Except as otherwise provided in this Agreement, Contracting Party disclaims any authority or responsibility for general job site safety, or the safety of third-parties or their property.

11. DELAYS. If performance of Contracting Party's obligations under this Agreement is delayed through no fault of Contracting Party, Contracting Party shall be entitled to a reasonable extension of time as proposed by Contracting Party and as accepted or amended by Sheboygan. If performance of Sheboygan's obligations is delayed through no fault of Sheboygan, Sheboygan shall be entitled to an extension of time equal to the delay.

12. USE OF SHEBOYGAN PROPERTY. Any property belonging to Sheboygan being provided for use by Contracting Party shall be used in a responsible manner and only for the purposes provided in this Agreement. No changes, alterations or additions shall be made to the property unless otherwise authorized by this Agreement.

13. INSURANCE. Unless otherwise specified in this Agreement, Contracting Party shall, at its sole expense, maintain in effect at all times during the Agreement, insurance coverage with limits not less than those set forth below with insurers and under forms of policies set forth below.

a. Worker's Compensation and Employers Liability Insurance. Contracting Party shall cover or insure under the applicable labor laws relating to worker's compensation insurance, all of their employees in

accordance with the laws of the State of Wisconsin. Contracting Party shall provide statutory coverage for work related injuries and employer's liability insurance with limits of at least for employer's liability of one hundred thousand dollars (\$100,000.00) per each accident, one hundred thousand dollars (\$100,000.00) per each employee and five hundred thousand dollars (\$500,000.00) total policy limit.

b. Commercial General Liability and Automobile Liability Insurance. Contracting Party shall provide and maintain the following commercial general liability and automobile liability insurance:

i. Coverage for commercial general liability and automobile liability insurance shall, at a minimum, be at least as broad as the following:

1. Insurance Services Office (ISO) Commercial General Liability Coverage (Occurrence Form CG 0001).
2. Insurance Services Office (ISO) Business Auto Coverage (Form CA 0001), covering Symbol 1 (any vehicle).

ii. Contracting Party shall maintain limits no less than the following:

1. General Liability. One million dollars (\$1,000,000.00) per occurrence (\$1,000,000.00 general aggregate if applicable) for bodily injury, personal injury and property damage.
2. Automobile Liability. One million dollars (\$1,000,000.00) for bodily injury and property damage per occurrence covering all vehicles to be used in relationship to the Agreement.
3. Umbrella Liability. Two million dollars (\$2,000,000.00) following form excess of the primary General Liability, Automobile Liability and Employers Liability Coverage. Coverage is to duplicate the requirements as set forth herein.

c. Professional Liability Insurance. When Contracting Party renders professional services to Sheboygan under the Agreement, Contracting Party shall provide and maintain two million dollars (\$2,000,000.00) of professional liability insurance. If such policy is a "claims made" policy, all renewals thereof during the life of the Agreement shall include "prior acts coverage" covering at all times all claims made with respect to Contracting Party's work performed under the Agreement. This Professional Liability coverage must be kept in force for a period of six (6) years after the services have been accepted by the Sheboygan.

d. Required Provisions. The general liability, umbrella liability and automobile liability policies are to contain, or be endorsed to contain, the following provisions:

- i. Sheboygan, its elected and appointed officials, officers, employees or authorized representatives or volunteers are to be given additional insured status (via ISO endorsement CG 2010, CG 2033, or insurer's equivalent for general liability coverage) as respects: liability arising out of activities performed by or on behalf of Contracting Party; products and completed operations of Contracting Party; premises occupied or used by Contracting Party; and vehicles owned, leased, hired or borrowed by Contracting Party. The coverage shall contain no special limitations on the scope of protection afforded to Sheboygan, its elected and appointed officials, officers, employees or authorized representatives or volunteers. Except for the workers' compensation policy, each insurance policy shall contain a waiver of subrogation endorsement in favor of Sheboygan.
- ii. For any claims related to this Agreement, Contracting Party's insurance shall be primary insurance with respect to Sheboygan, its elected and appointed officials, officers, employees or authorized representatives or volunteers. Any insurance, self-insurance, or other coverage maintained by Sheboygan, its elected and appointed officers, officials, employees or authorized representatives or volunteers shall not contribute to the primary insurance.
- iii. Any failure to comply with reporting or other provisions of the policies including breaches of warranties shall not affect coverage provided to Sheboygan, its elected and appointed officers, employees or authorized representatives or volunteers.
- iv. Contracting Party's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.
- v. Coverage shall not be canceled by the insurance carrier or the Contracting Party, except after sixty (60) days (ten (10) days for non-payment of premium) prior written notice by U.S. mail has been given to Sheboygan.
- vi. Such liability insurance shall indemnify Sheboygan, its elected and appointed officials, officers, employees or authorized representatives or volunteers against loss from liability imposed by law upon,

or assumed under contract by, Contracting Party for damages on account of such bodily injury, (including death), property damage personal injury, completed operations, and products liability.

vii. The general liability policy shall cover bodily injury and property damage liability, owned and non-owned equipment, blanket contractual liability, completed operations. The automobile liability policy shall cover all owned, non-owned, and hired vehicles.

viii. All of the insurance shall be provided on policy forms and through companies satisfactory to Sheboygan, and shall have a minimum AM Best's rating of A- VIII.

e. Deductibles and Self-Insured Retentions. Any deductible or self-insured retention must be declared to and approved by Sheboygan.

f. Evidences of Insurance. Prior to execution of the Agreement, Contracting Party shall file with Sheboygan a certificate of insurance (Accord Form 25-S or equivalent) signed by the insurer's representative evidencing the coverage required by this Agreement. Such evidence shall include an additional insured endorsement signed by the insurer's representative. Such evidence shall also include confirmation that coverage includes or has been modified to include all required provisions as detailed herein.

g. Sub-Contractor. In the event that Contracting Party employ other contractors (sub-contractors) as part of this Agreement, it shall be the Contracting Party's responsibility to require and confirm that each subcontractor meets the minimum insurance requirements specified above.

h. Amendments. Sheboygan may amend its requirements for insurance upon sixty (60) days written notice. Contracting Party shall procure updated insurance to comply with the new requirements of Sheboygan if commercially available and at Sheboygan's expense. Contracting Party may appeal any requirement to amend the insurance coverage to Sheboygan's City Council who may, in its sole discretion, mutually agree to waive such changes.

14. INDEMNIFICATION. To the fullest extent allowable by law, Contracting Party hereby indemnifies and shall defend and hold harmless, at Contracting Party's expense, Sheboygan, its elected and appointed officials, committee members, officers, employees, authorized representatives and volunteers ("Sheboygan Indemnitees") from and against third party tort suits, actions, legal or

administrative proceedings, claims, costs and expenses (including, without limitation, reasonable attorney and professional fees) to the extent caused by the negligent acts, errors or omissions of Contracting Party, its subcontractors or of anyone acting under its direction or control or on its behalf in the performance of this Agreement. Contracting Party's defense obligation shall not apply to professional liability claims. The aforesaid indemnity and hold harmless agreement shall not be applicable to any liability to the extent caused by Sheboygan, its elected and appointed officials, officers, employees or authorized representatives, consultants, contractors or volunteers in the performance of this Agreement. Contracting Party's obligation to indemnify, defend and hold harmless shall not be restricted to insurance proceeds, if any, received by Sheboygan, its elected and appointed officials, officers, employees, authorized representatives or volunteers. Nothing in this Agreement is intended or shall be construed to be a waiver or estoppel of Sheboygan or its insurer (or otherwise affect or alter their ability) to rely upon the limitations, defenses and immunities contained within Wis. Stat. §§ 345.05 and 893.80, or other applicable law. To the extent that indemnification is available and enforceable against Sheboygan, (a) Sheboygan or its insurer shall not be liable in indemnity, contribution, or otherwise for an amount greater than the limits of liability of municipal claims established by applicable Wisconsin or federal law; and (b) Sheboygan's obligations under this Agreement are further conditioned upon the following: (i) the indemnified party shall promptly notify Sheboygan in writing of any such claims, demands, liabilities, damages, costs and expenses within ten (10) days of discovery; (ii) Sheboygan shall have sole control of, and the indemnified party shall reasonably cooperate in all respects, in the defense of the claims, demands, liabilities, damages, costs and expenses and all related settlement negotiations; and (iii) the indemnified party shall not make any admission or disclosure or otherwise take any action prejudicial to Sheboygan except as required by law. Neither party shall be liable for indirect, special, exemplary, consequential or incidental damages, including, without limitation, any damages for lost profits, revenue or business interruption. The parties represent that, as of the effective date, neither party has any notice or knowledge of any claims, demands, liabilities, damages, costs and expenses asserted or threatened by any third party with respect to the matters contemplated in this Agreement. This indemnity provision shall survive the termination or expiration of this Agreement.

15. NO PERSONAL LIABILITY. Under no circumstances shall any trustee, officer, official, commissioner, director, member, partner or employee of either party have any personal liability arising out of this Agreement, unless an employee of the Contracting Party shall commit a criminal, fraudulent, malicious, or dishonest act which is excluded from Contracting Party's insurance coverage.

16. Intentionally omitted.

17. INDEPENDENT CONTRACTORS. The parties, their employees, agents, volunteers, and representative shall be deemed independent contractors of each other and shall in no way be deemed as a result of this Agreement to be employees of the other. The parties, their employees, agents, volunteers, and representatives are not entitled to any of the benefits that the other provides for its employees. The parties shall not be considered joint agents, joint ventures, or partners.

18. GOVERNING LAW. This Agreement and all questions and issues arising in connection herewith shall be governed by and construed in accordance with the laws of the State of Wisconsin. Venue for any action arising out of or in any way related to this Agreement shall be exclusively in Sheboygan County, Wisconsin. Each party waives its right to challenge venue.

19. JURY TRIAL WAIVER. The parties hereby waive their respective rights to a jury trial on any claim or cause of action based upon or arising from or otherwise related to this Agreement. This waiver of right to trial by jury is given knowingly and voluntarily by the parties and is intended to encompass individually each instance and each issue as to which the right to a trial by jury would otherwise accrue. Each party is hereby authorized to file a copy of this section in any proceeding as conclusive evidence of this waiver by the other party.

20. NOTIFICATION. Parties shall:

(1) As soon as possible and in any event within a reasonable period of time after the occurrence of any event of default by either party, notify the other Party in writing of such default and set forth the details thereof and the action which is being taken or proposed to be taken by defaulting party to cure or mitigate the default.

(2) Promptly notify the other Party of the commencement of any litigation or administrative proceeding that would cause any representation contained in this Agreement to be untrue.

(3) If related to the performance of services and work under this Agreement, notify the other Party, and provide copies, immediately, upon receipt, of any notice, pleading, citation, indictment, complaint, order or decree from any federal, state or local government agency or regulatory body, asserting or alleging a circumstance or condition that requires or may require a financial contribution by a Party or any guarantor or an investigation, clean-up, removal, remedial action or other response by or on the part of a Party or any guarantor under any environmental laws, rules, regulations, ordinances or which seeks damages or civil, criminal or punitive penalties from or against a Party or any guarantor for an alleged violation of any environmental laws, rules, regulations or ordinances.

21. SEVERABILITY. The provisions of this Agreement are severable. If any provision or part of this Agreement or the application thereof to any person or circumstance shall be held by a court of competent jurisdiction to be invalid or unconstitutional for any reason, the remainder of this Agreement and the application of such provision or part thereof to other persons or circumstances shall not be affected thereby.

22. ASSIGNMENT, SUBLET, AND TRANSFER. A Party shall not assign, sublet, or transfer its interests or obligations under the provisions of this Agreement without the prior written consent of the other Party. This Agreement shall be binding on the heirs, successors, and permitted assigns of each party hereto. A Party shall provide not less than forty-five (45) days advance written notice of request to assign, sublet or transfer any services provided under this Agreement. The decision to allow an assignment by Contracting Party rests solely with Sheboygan, in its discretion

23. NO WAIVER. The failure of any party to insist, in any one or more instance, upon performance of any of the terms, covenants, or conditions of this Agreement shall not be construed as a waiver, or relinquishment of the future performance of any such term, covenant, or condition by any other party hereto but the obligation of such other party with respect to such future performance shall continue in full force and effect.

24. SUBCONTRACTING. None of the services to be performed under this Agreement shall be subcontracted without the prior written approval of Sheboygan. If any of the services are subcontracted, the performance of such services shall be specified by written contract and shall be subject to each provision of this Agreement. Contracting Party shall be as fully responsible to

Sheboygan for the acts and omissions of its subcontractors and of person either directly or indirectly employed by them, as it is for acts and omissions of persons directly employed by it.

25. CONFLICTS OF INTEREST. Contracting Party covenants that it presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of its services hereunder. Contracting Party further covenants that in the performance of this Agreement no person having any conflicting interest shall be employed. Any interest on the part of Contracting Party or its employee must be disclosed to Sheboygan

26. NON-DISCRIMINATION. Pursuant to law, it is unlawful and Contracting Party agrees not to willfully refuse to employ, to discharge, or to discriminate against any person otherwise qualified because of race, color, religion, sex, sexual orientation, age, disability, national origin or ancestry, lawful source of income, marital status, creed, or familial status; not to discriminate for the same reason in regard to tenure, terms, or conditions of employment, not to deny promotion or increase in compensation solely for these reasons; not to adopt or enforce any employment policy which discriminates between employees on account of race, color, religion, sex, creed, age, disability, national origin or ancestry, lawful source of income, marital status or familial status; not to seek such information as to any employee as a condition of employment; not to penalize any employee or discriminate in the selection of personnel for training, solely on the basis of race, color, religion, sex, sexual orientation, age, disability, national origin or ancestry, lawful source of income, marital status, creed or familial status. Contracting Party shall include or cause to be included in each subcontract covering any of the services to be performed under this Agreement a provision similar to the above paragraph, together with a clause requiring such insertion in further subcontracts that may in turn be made.

27. POLITICAL ACTIVITIES. Contracting Party employees shall not engage in any political activities within the City of Sheboygan while in performance of any and all services and work under this Agreement. This does not apply to periods of time in which employee is not at work, or is billing other than Sheboygan for his/ her time.

28. GOVERNMENTAL APPROVALS. Contracting Party acknowledges that various of the specific undertakings of Sheboygan described in this Agreement may require approvals from the City of Sheboygan Council, City of Sheboygan bodies, and/or other public bodies, some of which may require

public hearings and other legal proceedings as conditions precedent thereto. Contracting Party further acknowledges that this Agreement is subject to appropriation by the Sheboygan Common Council. Sheboygan's obligation to perform under this Agreement is conditioned upon obtaining all such approvals in the manner required by law. Sheboygan cannot assure that all such approvals will be obtained, however, it agrees to use good faith efforts to obtain such approvals on a timely basis.

9. ENTIRE AND SUPERSEDING AGREEMENT. This writing, all Exhibits hereto, and the other documents and agreements referenced herein, constitute the entire Agreement between the parties with respect to the subject matter hereof, and all prior agreements, correspondences, discussions and understandings of the parties (whether written or oral) are merged herein and made a part hereof. To the extent that any terms and conditions contained in this Agreement, all Exhibits hereto, and the other documents and agreement referenced herein conflict with these Standard Terms and Conditions, the Standard Terms and Conditions shall take precedence.

30. AMENDMENT. This Agreement shall be amended only by formal written supplementary amendment. No oral amendment of this Agreement shall be given any effect. All amendments to this Agreement shall be in writing executed by both parties.

31. IMPLEMENTATION SCHEDULE AND TIME OF THE ESSENCE. Any and all phases and schedules which are the subject of approvals, or as set forth herein, shall be governed by the principle that modification or deviation from such schedules shall occur only upon approval of Sheboygan or reasons of Force Majeure. Any phase or schedule that is determined to be "time of the essence" shall be specifically identified as such within the scope of services. The Mayor, or in the Mayor's absence, the Council President, shall have the ability to postpone any deadline listed herein, up to a maximum of ninety (90) days. If such delays cause additional cost, Contracting Party shall be reimbursed.

32. TIME COMPUTATION. Any period of time described in this Agreement by reference to a number of days includes Saturdays, Sundays, and any state or national holidays. Any period of time described in this Agreement by reference to a number of business days does not include Saturdays, Sundays or any state or national holidays. If the date or last date to perform any act or to give any notices is a Saturday, Sunday or state or national holiday, that act or notice may be timely performed or given on the next succeeding day which is not a Saturday, Sunday or state or national holiday.

33. NOTICES. Any notice, demand, certificate or other communication under this Agreement shall be given in writing and deemed effective: a) when personally delivered; b) three (3) days after deposit within the United States Postal Service, postage prepaid, certified, return receipt requested; or c) one (1) business day after deposit with a nationally recognized overnight courier service, addressed by name and to the party or person intended as follows: To the City: Attn. City Clerk Copy to: Attn. City Attorney City of Sheboygan 828 Center Ave Sheboygan, WI 53081 Contracting Party shall identify in writing and provide to Sheboygan the contact person and address for notices under this Agreement.

34. Intentionally omitted.

35. ACCESS TO RECORDS. Contracting Party, at its sole expense, shall maintain books, records, documents and other evidence pertinent to this Agreement in accordance with accepted applicable professional practices. Sheboygan, or any of its duly authorized representatives, shall have access, at no cost to Sheboygan, to such books, records, documents, papers or any records, including electronic, of Contracting Party which are pertinent to the hourly rates of pay and reimbursable costs under this Agreement, for the purpose of making audits, examinations, excerpts and transcriptions. Once deliverables are provided to Sheboygan, additional copies will be provided for a fee.

36. PUBLIC RECORDS LAW. Contracting Party understands and acknowledges that Sheboygan is subject to the Public Records Law of the State of Wisconsin. As such, Contracting Party agrees to retain all records as defined by Wisconsin Statute § 19.32(2) applicable to this Agreement for a period of not less than seven (7) years after the termination or expiration of this Agreement. Contracting Party agrees to assist Sheboygan in complying with any public records request that Sheboygan receives pertaining to this Agreement. If the requested record is not within that which is required to be produced by statute or other authority, then Contracting Party may object, and Sheboygan will reject the request. Contracting Party shall seek to intervene in any subsequent public records lawsuit, writ of mandamus, or other action against Sheboygan seeking to compel disclosure in order to dispute disclosure of the requested record. Contracting Party shall also cooperate and provide assistance to Sheboygan, at no cost, in the defense of such lawsuit, writ or other action. If the request is upheld by a court of law, then Contracting Party will produce the records or indemnify and hold harmless Sheboygan Indemnitees from any liability, including without limitation, attorney fees related to or in any way arising from

Contracting Party's actions or omissions which contribute to Sheboygan's inability to comply with the Public Records Law. In the event that Contracting Party decides not to retain its records for a period of seven (7) years, then it shall provide written notice to Sheboygan whereupon Sheboygan shall take custody of said records assuming such records are not already maintained by Sheboygan. This provision shall survive the termination of this Agreement.

37. CONSTRUCTION. This Agreement shall be construed without regard to any presumption or rule requiring construction against the party causing such instrument to be drafted. This agreement shall be deemed to have been drafted by the parties of equal bargaining strength. The captions appearing at the first of each numbered section of this Agreement are inserted and included solely for convenience but shall never be considered or given any effect in construing this Agreement with the duties, obligations, or liabilities of the respective hereto or in ascertaining intent, if any questions of intent should arise. All terms and words used in this Agreement, whether singular or plural and regardless of the gender thereof, shall be deemed to include any other number and any other gender as the context may require.

38. NO THIRD-PARTY BENEFICIARY. Nothing contained in this Agreement, nor the performance of the parties hereunder, is intended to benefit, nor shall inure to the benefit of, any third party.

39. COMPLIANCE WITH LAW. The parties shall comply in all material respects with applicable federal, state and local laws, regulations and ordinances.

40. FORCE MAJEURE. Neither Party shall be responsible for any resulting losses and it shall not be a default hereunder if the fulfillment of any of the terms of this Agreement is delayed or prevented by revolutions or other civil disorders, wars, acts of enemies, strikes, fires, floods, acts of God, adverse weather conditions, legally required environmental remedial actions, industrywide shortage of materials, or by any other cause not within the control of the party whose performance was interfered with, and which exercise of reasonable diligence, such party is unable to prevent, whether of the class of causes hereinabove enumerated or not, and the time for performance shall be extended by the period of delay occasioned by any such cause.

41. GOOD STANDING. Contracting Party affirms that it is a company duly formed and validly existing and in good standing under the laws of the State of Wisconsin and has the power and all necessary

licenses, permits and franchises to own its assets and properties and to carry on its business.

Contracting Party is duly licensed or qualified to do business and is in good standing in the State of Wisconsin and in all other jurisdictions in which failure to do so would have a material adverse effect on its business or financial condition.

42. AUTHORITY. The persons signing this Agreement warrant that they have the authority to sign as, or on behalf of, the party for whom they are signing.

43. EXECUTION OF AGREEMENT. Contracting Party shall sign and execute this Agreement on or before sixty (60) days of its approval by the Sheboygan Common Council, and Contracting Party's failure to do so will render the approval of the Agreement by the Sheboygan Common Council null and void unless otherwise authorized.

44. COUNTERPARTS. This Agreement may be executed in one or more counterparts, all of which shall be considered but one and the same agreements and shall become effective when one or more counterparts have been signed by each of the parties and delivered to the other party.

45. SURVIVAL. All express representations, indemnifications and limitations of liability included in this Agreement will survive its completion or termination.

46. COMPLIANCE WITH LAW. Contracting Party agrees to abide by applicable federal, state and local laws, regulations and ordinances, and all provisions of this Agreement.

47. RELIANCE. Contracting Party has the right to reasonably rely on information provided by or through the City of Sheboygan.

Revised: 06.21.19

Summary Report



City of Sheboygan Shoreline Metro Main Headquarters Facility Condition Assessment

Sheboygan, WI

April 8, 2026

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1. INTRODUCTION

PURPOSE

The intent of the City of Sheboygan Shoreline Metro Main Headquarters Facility Condition Assessment (FCA) was to provide a visual inspection of the existing conditions for all physical assets integral to the 39,315 square feet facility. The information gathered from the assessment was compiled to document and create a working digital dashboard for ongoing capital repair and replacement. The working digital capital planning dashboard, referred to as ConcordVue, includes detailed information about each asset from the assessment, an estimated cost of replacement and repair, and a sortable plan that can be filtered down by priority year, asset, and work type. The information provided within this report and in ConcordVue can assist in avoiding costly emergency repairs or other unplanned renovations. The data developed during the FCA process should be used to provide the basis for evaluating immediate replacement and repair costs, establishing a baseline condition for each facility, and providing the information necessary for capital planning.

Although the information presented in this report and ConcordVue is based on thorough research, sound evaluation, and deep data analysis, it should be used only as a guide by stakeholders as they build plans that will best serve the interests of City of Sheboygan. Likewise, all dollar values provided in this report are budgetary estimates and are not intended for use as final costs for project implementation. All inspections conducted as part of this facility condition assessment are based on visually detectable conditions and should not replace legally mandated inspections, including – but not limited to – fire and life safety, ADA compliance, or asbestos and lead contamination.

ASSESSMENT APPROACH

The FCA completed at the Shoreline Metro Main Headquarters was an in-depth inspection of the current conditions of building structure, systems, and equipment and is used for making recommendations for repairing, replacing, and upgrading assets. It involves a review of documentation such as building plans, maintenance records, and lists of equipment with known deficiencies, which help build baseline familiarity with current facility and system conditions. The assessment also involves interviews with on-site maintenance staff. The FCA team surveys the entire facility to capture data on the severity of repairs or replacements of equipment, systems, and architectural and structural components needed.

The specific project scope of work followed the ASTM Uniformat II Standard and encompassed the inspection of all foundations, superstructure, exterior enclosure, roofing, interior construction, stairs, conveying, plumbing, HVAC, fire protection, electrical, and security assets, and a high-level ADA review following ASTM standards. After the interviews and on-site inspections were complete, The Concord Group utilized in-house estimating to prepare cost estimates of replacement and repair along with recommendations for prioritization based on the most substantial needs and likely equipment failures or safety hazards.

Furthermore, the data was uploaded to a digitized, interactive tool, referred to as ConcordVue which presents the assessment results in a manageable deliverable. This delivery method includes asset locations, descriptions, estimated action years, and estimated replacement costs. The result allows future updates to be performed in accordance with an interactive capital improvement plan.

The Facility Condition Assessment was executed to provide the client with the option to repair or conduct creative maintenance in order to further defer replacement and incurred costs of the asset or system. Each individual asset and system with an associated repair cost should be

evaluated to determine if the client budget allows for a full replacement versus deferring the replacement by performing repairs or maintenance. The Concord Group intends to review these specific items with the client at the final project meeting.

COST ESTIMATING METHODOLOGY

The Concord Group provided an in-house cost estimate based on unit rates that have been generated from current material/labor rates, historical production data, and discussions with relevant subcontractors and material suppliers. The unit rates reflect current bid costs in the area. All unit rates relevant to subcontractor work include the subcontractors' overhead and profit.

Since The Concord Group has no control over the cost of labor, material, equipment, or over the contractor's method of determining prices, or over the competitive bidding or market conditions at the time of bid, this statement of probable construction cost is based on industry practice, professional experience, and qualifications, and represents The Concord Group's best judgment as professional construction cost consultants familiar with the construction industry. However, The Concord Group cannot guarantee that the proposals, bids, or construction cost will not vary from opinions of probable cost prepared by said contractors.

The Concord Group uses an all-digital platform for estimate preparation, leveraging the latest in estimating and BIM technology to prepare detailed and accurate estimates. This methodology involves the utilization of a software platform consisting of On-Screen Take-Off (OST) by On Center for quantity take-off, Assemble for extraction of estimating data from 3D models, and Interactive Cost Estimating (ICE) by RIB. Using OST for quantity take-off from digital documents allows us to be more accurate in take-off and removes the potential for human error in math calculations. This program also allows us to accurately document our take-off in a digital format for easy use in reconciliation and quantity comparison exercises.

This organized and conditioned data allows us to generate estimates for building components directly from the model, resulting in much more accurate and efficient estimate preparation. Quantities are then entered into the ICE system, which generates the unit cost based on several factors that are pre-loaded into the estimate. These factors are wage rates, crew size/makeup, productivity factors, material cost, equipment cost, and all mark-ups, etc. The major benefit of using this system is that we can easily drill down to show what is in the make-up of any unit rate applied in the estimate. We maintain a database of actual bid information to use as a historical reference source for future projects. We also maintain a cost database of construction materials, equipment, and labor costs that we update on a regular basis. The primary tools and processes we use to achieve this objective are as follows:

1. Feedback for the almost weekly bid results we receive and the analysis of overall and specific trade variances.
2. Analysis of the detailed cost information related to materials, equipment, labor, overhead, and profit submitted by contractors and their subcontractors to substantiate major change-order requests.
3. Monitor and adjust for recent and planned labor cost increases based on local union wage agreements, which tend to closely track the prevailing wage rates used on all local projects.
4. Monitor, on a local, national, and international basis, material pricing trends for major construction materials, such as, but not limited to steel, concrete, lumber, gypsum drywall, petroleum-based products, copper, aluminum, etc.
5. Monitor respected construction cost publications from sources such as ENR, Means, etc., and factor their findings into our cost models. Trends identified in these publications can

be particularly helpful when predicting possible future cost increases that should be factored into budgets/estimates for projects planned to be bid in the future.

Project-specific estimating includes 15% Design Contingency, 25% General Conditions/Bond/Insurance, and 10% Contractor Fees. All unit costs are priced in today's dollars in the ConcordVue asset management planning tool. The current costs and escalated costs are shown in this report only, at a rate of 4% compounding on an annual basis. The costs in the ConcordVue application should be updated annually to reflect changes due to inflation. The estimated costs do not include Soft Costs such as design fees, permitting, insurance fees, legal fees, and other pre- and post-construction expenses.

PROJECT OVERVIEW

The specific project scope of work followed the ASTM Unformat II Standard and encompassed the inspection of all foundations, superstructure, exterior enclosure, site, roofing, interior construction, stairs, conveying, plumbing, HVAC, fire protection, electrical, and security assets. Photographs were collected of evaluated assets and are attached to data points in ConcordVue. Project team members were responsible for respective disciplines across the building to provide expert evaluation of the current condition of the building.

Firm	Responsibilities
The Concord Group	Project Management Interior Finishes Conveyance Fire Protection
IBC Engineering	Mechanical Electrical Plumbing Fire Alarm Security Systems
ZS Architectural Engineering	Building Envelope Structure

The assets were broken down into each level of the Shoreline Metro Main Headquarters and broken down further by Location ID. Additionally, the assets were categorized using the level 1 ASTM Unformat II Standard and given a descriptive Asset Type to assist in breaking down the data for capital planning.

The assessment consisted of identifying the installation year of the asset, quantifying the asset, listing the recommended work type, scoring the asset condition, and identifying an appropriate action year.

All assets were evaluated using a standardized methodology to ensure consistency across assessments. Each asset underwent an evaluation based on three key criteria: Asset Condition, Time to Failure, and Potential Consequences.

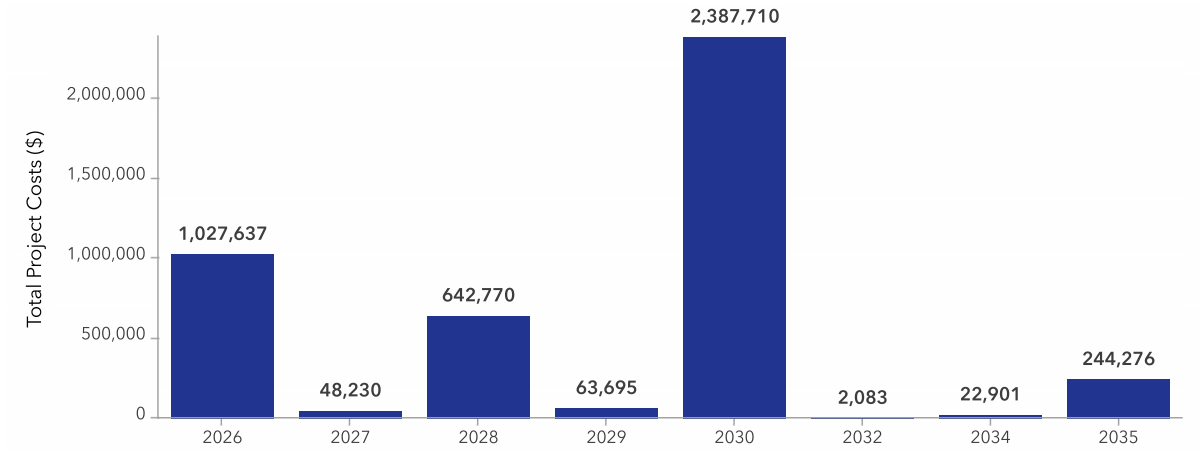
2. CAPITAL COST PROJECTIONS

In summary, 74 assets and systems were evaluated at Shoreline Metro Main Headquarters in the summer of 2025. These evaluated items are assets that were grouped based on deficiency or separated for specific attention. The facility was evaluated to have an estimated \$1,027,640 in deferred maintenance and a cumulative 10-year capital needs cost of \$4,439,300 or an average of \$443,930 per year. These values are in today's dollars and do not include inflation.

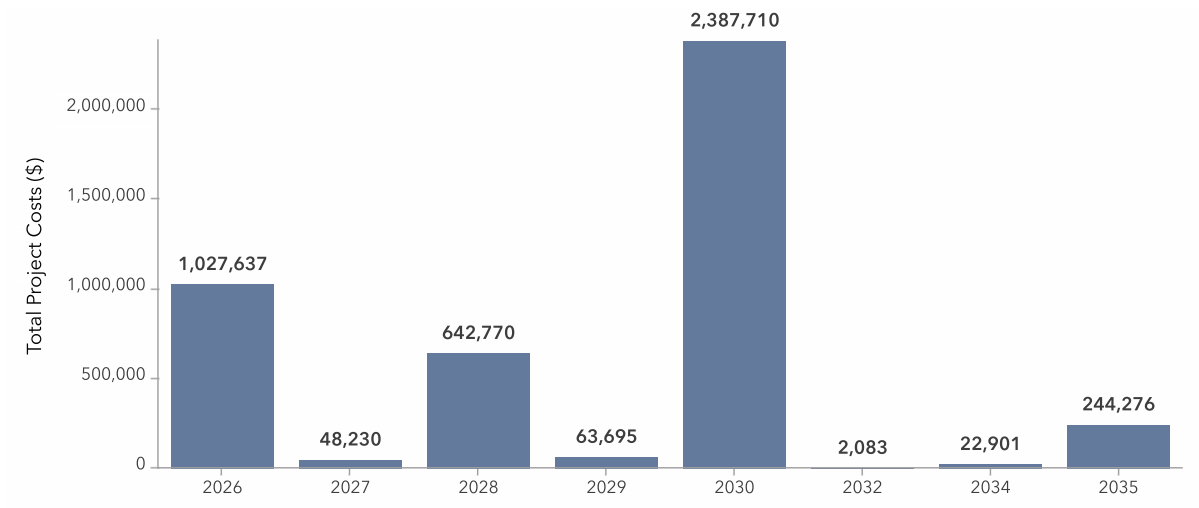
A 10-year Capital Improvement Plan (CIP) was created, as shown in ConcordVue, from the accumulated information gathered during the site visits and cost estimates generated to reflect the associated repair or replacement costs. The CIP should be utilized to prioritize work over the next 10 years and avoid unforeseen costly repair projects. A summary of the data is captured in the figures below.

Shoreline Metro Main Headquarters Facility

Projected Capital Costs Per Year (2026-2035)

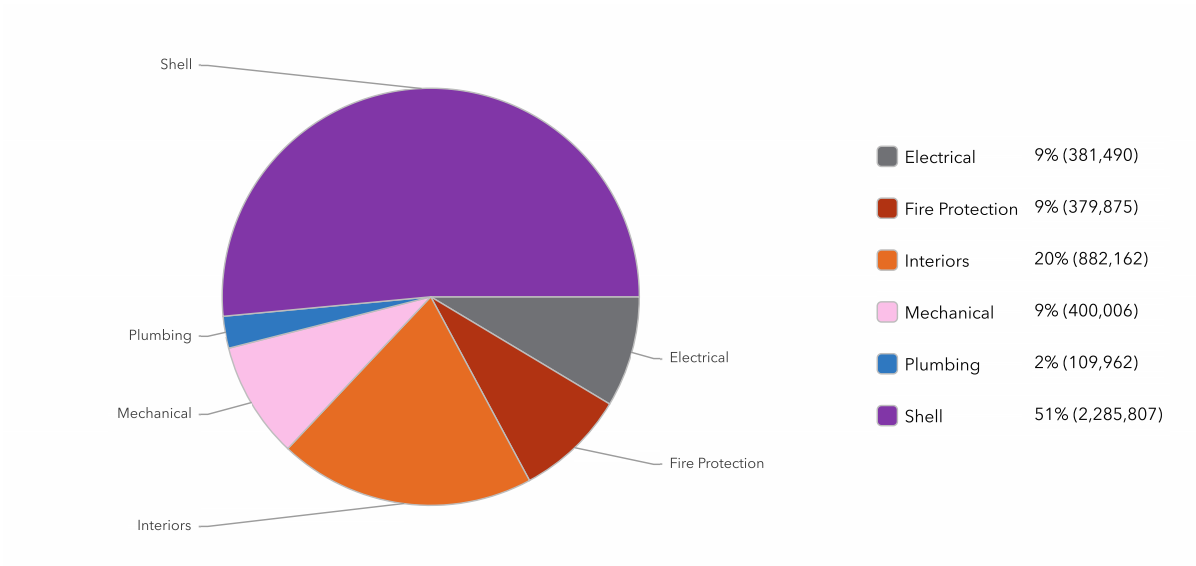


Original FCA Results - Estimated Project Costs Per Year (2026-2035)

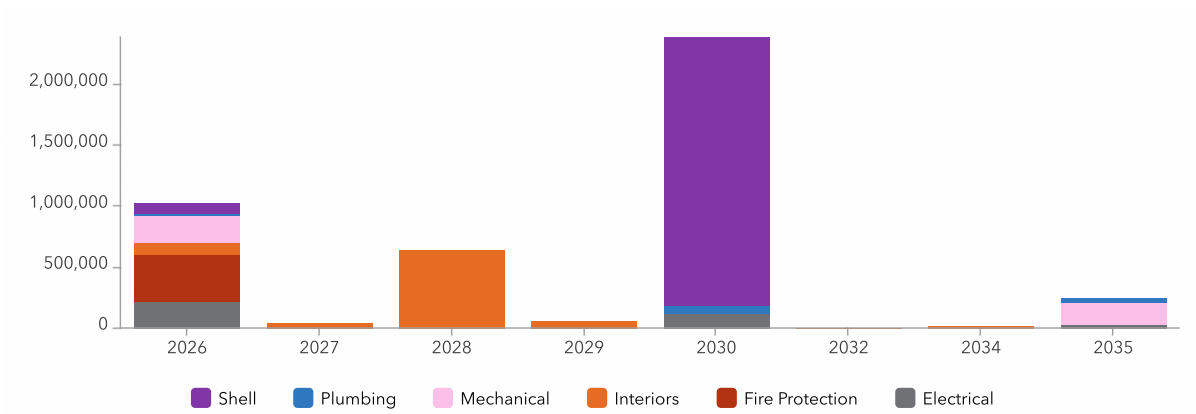


Shoreline Metro Main Headquarters Facility

Cost Breakdown by Discipline (2026-2035)



Cost Breakdown by Discipline Per Year (2026-2035)



3. KEY METRICS

FACILITY CONDITION INDEX

Facility Condition Index (FCI) is a metric used to understand the relative condition of a building. It's the ratio of the estimated cost of deferred repairs and replacements over the next year to the estimated replacement value of the building, as shown in Equation 1 - Facility Condition Index. The current building replacement value was determined through current average price data for this type of building construction and use. This figure only encompasses hard construction costs and should be utilized only as a guide. The FCI represents the current condition of the building at the time of the assessment. This metric is a key reference point for organizations to evaluate and compare the overall condition of their facilities.

A high FCI (typically 0.41 or higher) indicates the building is in critical condition and requires a significant capital investment. This can result in increased maintenance costs, reduced safety, reduced functionality, and decreased financial viability. When the FCI score becomes too high, it may indicate that ongoing maintenance costs outweigh the benefits of continued investment, prompting consideration of renovation, repurposing, or full replacement. Other variables such as facility planning, strategy and additional factors should be considered by the owner in this decision. A low FCI (typically 0.2 or less) indicates the building is in good condition. The overall Facility Condition Index was calculated to be 0.07. The FCI score details are shown in Table 1 – Facility Condition Index.



$$\text{Facility Condition Index} = \frac{\text{Deferred Maintenance}}{\text{Current Replacement Value}}$$

FACILITY MAINTENANCE RENEWAL INDEX

The Facility Maintenance Renewal Index (FMRI) is a composite metric designed to support holistic capital planning by combining both current deferred maintenance and future projected capital needs. It is calculated as the sum of the Facility Condition Index (FCI) and the anticipated capital needs over the next four years relative to the building's replacement cost. In general, a lower FMRI indicates a better overall condition of the facility, both currently and in the near future. The overall Facility Maintenance Renewal Index was calculated to be 0.13. The FMRI score details are shown in Table 1 – Facility Condition Index.

Table 1 – Facility Condition Index

Facility	Size	Current Replacement Value (CRV)	Deferred Maintenance	FCI Score	FMRI Score
Shoreline Metro Main Headquarters	39,315 SF	\$13,760,250	\$1,027,640	0.07	0.13

PROJECT PRIORITIZATION

All assets were evaluated using a standardized methodology to ensure consistency across assessments. Each asset underwent an evaluation based on three key criteria: Asset Condition, Time to Failure, and Potential Consequences.

Asset Condition

- 1 - No Action Needed
- 2 - Normal Wear is Experienced
- 3 - Functions but has Reasonable Deterioration
- 4 - Major Deterioration, Unacceptable Built Environment, or Far Beyond Exceeding Life Cycle Expectancy
- 5 - Asset has Failed or is a Hazard/Safety Issue

Time to Failure

- 1 - Rare, estimated time to failure is approximately > 10 years
- 2 - Unlikely, estimated time to failure is approximately < 10 years
- 3 - Possible, estimated time to failure is approximately < 5 years
- 4 - Likely, estimated time to failure is approximately < 3 years
- 5 - Certain, estimated time to failure is approximately < 1 year

Potential Consequences

- 1 - Insignificant
- 2 - Minor
- 3 - Moderate
- 4 - Major
- 5 - Catastrophic

Potential Consequences Matrix

Rating	Health & Safety	Regulation	Business	Operational/Building/ Engineering
1 - Insignificant	No injury. No breach of guidance or procedures.	No or minimal impact with breach of guidance or procedures.	Unlikely to cause complaint. Litigation possibility remote. Minimal reputation loss.	Minimal or no impact. Minimal or no disruption.
2 - Minor	Minor injury or ill health (first aid or self treatment).	Breach of legal requirements.	Possible complaint. Litigation unlikely. Loss of reputation. Widespread internal awareness.	Localized impact. Short term disruption to normal services.
3 - Moderate	Moderate injury or ill health.	Single breach of legal requirement. Improvement notice issued.	Probable complaint. Possible litigation. Loss of reputation. National paper reporting.	Moderate impact. Extended disruption to normal services.
4 - Major	Major/significant injury or long-term incapacity/disablement	Multiple breaches of legal requirements. Prohibition notice issued.	Citations. Litigation expected. Damage to reputation. National news reporting.	Major/significant impact. Severe disruption to normal services.
5 - Catastrophic	fatality or permanent incapacity/disablement	Multiple breaches of legal requirements. Prosecution expected.	Citations. Litigation certain. National adverse publicity.	Critical impact. Service closure.

RISK SCORE

This evaluation produced a critical classification: **Risk Score**—which reflects both the likelihood and severity of potential failure. Projects are evaluated based on useful life and estimated time to failure. The Risk Score is used to determine the priority of projects designated each fiscal year. The **Risk Score** is calculated by multiplying two subcategories: **Probability of Failure** and **Potential Consequences**. The **Probability of Failure** is determined by the average of **Time to Failure** and **Asset Condition**. Therefore, the score can range from 1 to 25.

Probability of Failure
Average of Asset Condition and Time to Failure

Score	1 - Rare	2 - Unlikely	3 - Possible	4 - Likely	5 - Certain
Potential Consequences 1 - Insignificant	1	2	3	4	5
2 - Minor	2	4	6	8	10
3 - Moderate	3	6	9	12	15
4 - Major	4	8	12	16	20
5 - Catastrophic	5	10	15	20	25

Low	Moderate	Significant	High
1-6	7-10	11-16	17-25

Total Cost Summary by Risk Category (2026-2035)



4. ASSESSMENT OVERVIEW

BUILDING OVERVIEW

The Shoreline Metro Main Headquarters, located at 608 S Commerce St in Sheboygan, Wisconsin, is a single-story municipal facility encompassing approximately 39,315 square feet. Originally constructed in 1975, the building is primarily used for vehicle storage and maintenance.

Key infrastructure includes the original electrical service with an added panel in 1981. Exhaust fans and a make-up air unit serve the garage space, and one unit is equipped with a CO sensor. The office area is serviced by rooftop units. Gas-fired unit heaters provide supplemental heat to the facility. The building is equipped with a wet pipe fire sprinkler system. There is no conveyance system.

The building exterior consists of painted block, corrugated metal panels, a mix of metal fascia and applied aggregate and minimal windows. Interior finishes include acoustic ceiling tiles, sealed concrete flooring, and vinyl floor tiles.

ASSESSMENT SUMMARY

There was a total of 74 assessments completed during the FCA through the building. Each item includes a replacement value with the addition of recommendations for repairs to subsidize total capital replacement costs within the next 10 years. A total of 56 items were deemed to need attention within the next 10 years.

The building was constructed in 1975 and many systems have achieved their useful life. A repair to some assets may prolong the asset lifespan and defer total replacement costs. These options for repairs and maintenance have been included as an alternative option for capital planning. Photos of each asset are provided in the asset management planning tool, ConcordVue.

CONVEYANCE

There is no conveyance system at this facility.

ELECTRICAL & LIGHTING

The normal electrical distribution system is original to the building. Panel C was added along with the Wash Bay addition in 1981. The normal distribution equipment appears to be in good working condition, however, it is at or past life expectancy.

The lighting in the facility has recently undergone a large-scale retrofitting process in which fluorescent lamps are being replaced by LED as they reach end of their useful life. This process is still ongoing and is the short-term plan for maintaining the lighting system according to building staff. These retrofits began in 2015 and will continue until all lamps are changed over or a major renovation for lighting is implemented. The exterior lighting has all undergone an update to LED fixtures. The interior controls are a combination of toggle switches and turning off the entire building via breakers. Exterior lighting is controlled via photocell with the exception of the flag light, which is not included on that control. Interior lighting should be included on emergency power to provide EM lighting within the interior/exterior spaces as required by code as there is currently no emergency illumination for the building. In addition to the emergency lighting, the exit signage appears to have illumination levels that are too low and require improvement (the lettering isn't bright enough to be clearly visible in all locations).

A controls system should be added to the building as required by code or when energy savings is desired. Existing fixtures should be replaced with LED at end of useful fixture life. It is

recommended that any major lighting update be reviewed to ensure fixture selections are suitable for the space they will be located.

FIRE PROTECTION & FIRE ALARM

The building's fire suppression system appears to be original and beyond the expected useful life. It is recommended to replace the sprinkler heads and some fittings may require replacement in the next few years to ensure a fully functional system.

The Fire alarm system was recently updated in 2015. The equipment is in good working condition. The fire alarm system only monitors the sprinkler system and a smoke detector at the fire alarm control panel. Notification is not code compliant with minimal notification devices within the building.

SECURITY & CARD ACCESS

The Access Control System in the facility was recently updated, appears to be in good working condition and does not require any changes or replacements.

The CCTV Cameras are an off brand but have been recently updated and appear to be in good working condition.

There is no Intercom System at this facility.

INTERIOR FINISHES

The interior finishes of the facility are in poor condition, and many are deteriorating due to age and wear. It is recommended that the interior finishes be replaced

MECHANICAL

All existing exhaust fans serving garage are original and not ducted. They are controlled by a switch, with the exception of one being served by a CO wall-mounted sensor. The extent of operation is unknown, but should be replaced with newer, more efficient fans soon.

Destratification fans in garage are also assumed to be original and are controlled by typical wall-mounted speed controllers. Gas-fired unit heaters show some variance in installation year, with some appearing to have been replaced within the past 10 years. Any older unit heaters original to the building should be replaced with new.

Carrier RTU serving office space is assumed to have been installed in 1990, and shows typical deterioration and rust, but is still operational and within useful life. Existing makeup air unit in garage is beyond useful life and assumed to be original. Recommend replacement.

PLUMBING

Existing water distribution appeared to be original to the building, with no evidence of any backflow prevention during the assessment. Most fixtures are assumed to be original (50 years old) and, while operational, are all beyond their useful life. The water closets were old, and floor mounted with flush tanks, urinals are old floor mounted units with the water connection exposed and uninsulated, and utility sinks were all very dirty and worn. The shower in the men's room has significant ceiling deterioration directly overhead. Several of the roof drain coverings should be replaced or re-attached to protect them from debris.

The emergency fixtures will need to be brought to code; one of the eye-wash stations discharges directly into the adjacent utility sink, and there is no floor drain near the existing emergency shower.

While the plumbing fixtures are still operational and dispense hot water, these fixtures (WCs, URs, LAVs, MBs, SHs, EEWs) should be replaced with modern, more water efficient commercial fixtures.

SHELL AND STRUCTURE

The roof consists of a ballasted modified bitumen system; the roof is in excellent condition.

The building exterior consists of painted block, corrugated metal panels, a mix of metal fascia and applied aggregate. The building has minimal windows that consist of glass and precast concrete surrounds. The building exterior is in good condition.

No structural concerns were observed, and no structural repairs are currently required.



Shoreline Metro Main Headquarters Facility

Building Summary Report

Fiscal Year(s): 2026 - 2035

Report Created:

04/07/2026

Project Listing - Upcoming Highest Risk Projects

733 | Emergency Lighting System - Code Compliance

Risk Score: **20.00** Cost: **\$0**

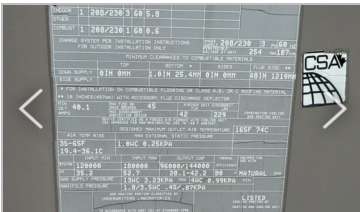
Project Year: 2026 Age: 19 Useful Life: 15



655 | Exhaust Fan - Roof-Mounted - Replacement

Risk Score: **16.00** Cost: **\$34,202**

Project Year: 2026 Age: 51 Useful Life: 20



662 | Rooftop Unit - Packaged - Replacement

Risk Score: **15.00** Cost: **\$97,721**

Project Year: 2026 Age: 36 Useful Life: 15



650 | Sprinkler System - Wet Pipe - Replacement

Risk Score: **12.00** Cost: **\$379,875**

Project Year: 2026 Age: 51 Useful Life: 35



661 | Floor Finish - Carpeting - Replacement

Risk Score: **12.00** Cost: **\$12,735**

Project Year: 2026 Age: 51 Useful Life: 12



671 | Make-up Air Unit - Replacement

Risk Score: **12.00** Cost: **\$81,434**

Project Year: 2026 Age: 51 Useful Life: 30



742 | Paint - Exterior - Major Repair

Risk Score: **12.00** Cost: **\$3,953**

Project Year: 2026 Age: 42 Useful Life: 10



740 | Paint - Exterior - Major Repair

Risk Score: **10.50** Cost: **\$3,163**

Project Year: 2026 Age: 42 Useful Life: 10

PROJECT LIST – Top 270 Projects – Year ↑, Risk ↓ (Within Each Year)

Showing 15 of 56 results

1. 733 | Risk Score: 20 | Remaining Useful Life: -3 | Project Year: 2026 | Project Cost: \$0
Emergency Lighting System-Code Compliance | Shoreline Metro Main Headquarters Facility |
-
2. 655 | Risk Score: 0 | Remaining Useful Life: -30 | Project Year: 2026 | Project Cost: \$0
Exhaust Fan - Roof-Mounted-Low to No Cost Deficiency | Shoreline Metro Main Headquarters Facility |
-
3. 662 | Risk Score: 9 | Remaining Useful Life: -20 | Project Year: 2026 | Project Cost: \$0
Rooftop Unit - Packaged-Replacement | Shoreline Metro Main Headquarters Facility | RTU
-
4. 650 | Risk Score: 12 | Remaining Useful Life: -15 | Project Year: 2026 | Project Cost: \$0
Sprinkler System - Wet Pipe -Replacement | Shoreline Metro Main Headquarters Facility |
-
5. 661 | Risk Score: 8 | Remaining Useful Life: -38 | Project Year: 2026 | Project Cost: \$0
Floor Finish - Carpeting-Replacement | Shoreline Metro Main Headquarters Facility |
-
6. 671 | Risk Score: 0 | Remaining Useful Life: -20 | Project Year: 2026 | Project Cost: \$0
Make-up Air Unit-Replacement | Shoreline Metro Main Headquarters Facility |
-
7. 742 | Risk Score: 12 | Remaining Useful Life: -32 | Project Year: 2026 | Project Cost: \$3953
Paint - Exterior-Major Repair | Shoreline Metro Main Headquarters Facility |
-
8. 740 | Risk Score: 10.5 | Remaining Useful Life: -32 | Project Year: 2026 | Project Cost: \$3163
Paint - Exterior-Major Repair | Shoreline Metro Main Headquarters Facility |
-
9. 741 | Risk Score: 10.5 | Remaining Useful Life: -32 | Project Year: 2026 | Project Cost: \$4744
Paint - Exterior-Major Repair | Shoreline Metro Main Headquarters Facility |
-
10. 757 | Risk Score: 10.5 | Remaining Useful Life: -51 | Project Year: 2026 | Project Cost: \$5693
Concrete foundation-Major Repair | Shoreline Metro Main Headquarters Facility |
-
11. 758 | Risk Score: 10.5 | Remaining Useful Life: -31 | Project Year: 2026 | Project Cost: \$1581
Exterior Overhead Door - Steel-Major Repair | Shoreline Metro Main Headquarters Facility |
-
12. 684 | Risk Score: 10 | Remaining Useful Life: -5 | Project Year: 2026 | Project Cost: \$0
Panel - Distribution-Replacement | Shoreline Metro Main Headquarters Facility | MDP
-
13. 651 | Risk Score: 9 | Remaining Useful Life: -25 | Project Year: 2026 | Project Cost: \$0
Floor Finish - Vinyl and Laminate Coverings-Replacement | Shoreline Metro Main Headquarters Facility |
-
14. 691 | Risk Score: 9 | Remaining Useful Life: -15 | Project Year: 2026 | Project Cost: \$0
Interior Windows - Hollow Metal-Replacement | Shoreline Metro Main Headquarters Facility |
-
15. 697 | Risk Score: 9 | Remaining Useful Life: -20 | Project Year: 2026 | Project Cost: \$0
Handrails - Metal-Replacement | Shoreline Metro Main Headquarters Facility |

PROJECT LIST

Showing 30 of 56 results

16. 683 | Risk Score: 8 | Remaining Useful Life: -5 | Project Year: 2026 | Project Cost: \$0
Panel - Load Center-Replacement | Shoreline Metro Main Headquarters Facility | Panel E

17. 685 | Risk Score: 8 | Remaining Useful Life: -5 | Project Year: 2026 | Project Cost: \$0
Panel - Load Center-Replacement | Shoreline Metro Main Headquarters Facility | Panel A

18. 686 | Risk Score: 8 | Remaining Useful Life: -5 | Project Year: 2026 | Project Cost: \$0
Panel - Load Center-Replacement | Shoreline Metro Main Headquarters Facility | Panel B1

19. 687 | Risk Score: 8 | Remaining Useful Life: -5 | Project Year: 2026 | Project Cost: \$0
Panel - Load Center-Replacement | Shoreline Metro Main Headquarters Facility | Panel B2

20. 688 | Risk Score: 8 | Remaining Useful Life: 1 | Project Year: 2026 | Project Cost: \$0
Panel - Load Center-Replacement | Shoreline Metro Main Headquarters Facility | Panel C

21. 694 | Risk Score: 12 | Remaining Useful Life: -20 | Project Year: 2026 | Project Cost: \$0
Bathroom Stall - Standard-Replacement | Shoreline Metro Main Headquarters Facility |

22. 676 | Risk Score: 0 | Remaining Useful Life: -8 | Project Year: 2026 | Project Cost: \$0
Compressed Air System-Low to No Cost Deficiency | Shoreline Metro Main Headquarters Facility |

23. 692 | Risk Score: 7.5 | Remaining Useful Life: -15 | Project Year: 2026 | Project Cost: \$0
Interior Windows - Hollow Metal-Replacement | Shoreline Metro Main Headquarters Facility |

24. 695 | Risk Score: 10.5 | Remaining Useful Life: -20 | Project Year: 2026 | Project Cost: \$0
Bathroom Stall - ADA-Replacement | Shoreline Metro Main Headquarters Facility |

25. 755 | Risk Score: 6 | Remaining Useful Life: -6 | Project Year: 2026 | Project Cost: \$0
Window - Aluminum-Replacement | Shoreline Metro Main Headquarters Facility |

26. 656 | Risk Score: 0 | Remaining Useful Life: -10 | Project Year: 2026 | Project Cost: \$0
Gravity Roof Ventilator-Low to No Cost Deficiency | Shoreline Metro Main Headquarters Facility |

27. 682 | Risk Score: 6 | Remaining Useful Life: -35 | Project Year: 2026 | Project Cost: \$0
Meter - Electrical, Utility-Replacement | Shoreline Metro Main Headquarters Facility | Meter

28. 732 | Risk Score: 4 | Remaining Useful Life: -3 | Project Year: 2026 | Project Cost: \$0
Lighting Controls - General-Replacement | Shoreline Metro Main Headquarters Facility |

29. 756 | Risk Score: 4 | Remaining Useful Life: -12 | Project Year: 2026 | Project Cost: \$21347
Siding - Metal-Major Repair | Shoreline Metro Main Headquarters Facility |

30. 690 | Risk Score: 10.5 | Remaining Useful Life: -10 | Project Year: 2026 | Project Cost: \$0
Acoustic Ceiling Tiles-Replacement | Shoreline Metro Main Headquarters Facility |

PROJECT LIST

Showing 45 of 56 results

31. 733	Risk Score: 20	Remaining Useful Life: -3	Project Year: 2026	Project Cost: \$0	Emergency Lighting System-Code Compliance Shoreline Metro Main Headquarters Facility
32. 655	Risk Score: 0	Remaining Useful Life: -30	Project Year: 2026	Project Cost: \$0	Exhaust Fan - Roof-Mounted-Low to No Cost Deficiency Shoreline Metro Main Headquarters Facility
33. 662	Risk Score: 9	Remaining Useful Life: -20	Project Year: 2026	Project Cost: \$0	Rooftop Unit - Packaged-Replacement Shoreline Metro Main Headquarters Facility RTU
34. 650	Risk Score: 12	Remaining Useful Life: -15	Project Year: 2026	Project Cost: \$0	Sprinkler System - Wet Pipe -Replacement Shoreline Metro Main Headquarters Facility
35. 661	Risk Score: 8	Remaining Useful Life: -38	Project Year: 2026	Project Cost: \$0	Floor Finish - Carpeting-Replacement Shoreline Metro Main Headquarters Facility
36. 671	Risk Score: 0	Remaining Useful Life: -20	Project Year: 2026	Project Cost: \$0	Make-up Air Unit-Replacement Shoreline Metro Main Headquarters Facility
37. 742	Risk Score: 12	Remaining Useful Life: -32	Project Year: 2026	Project Cost: \$3953	Paint - Exterior-Major Repair Shoreline Metro Main Headquarters Facility
38. 740	Risk Score: 10.5	Remaining Useful Life: -32	Project Year: 2026	Project Cost: \$3163	Paint - Exterior-Major Repair Shoreline Metro Main Headquarters Facility
39. 741	Risk Score: 10.5	Remaining Useful Life: -32	Project Year: 2026	Project Cost: \$4744	Paint - Exterior-Major Repair Shoreline Metro Main Headquarters Facility
40. 757	Risk Score: 10.5	Remaining Useful Life: -51	Project Year: 2026	Project Cost: \$5693	Concrete foundation-Major Repair Shoreline Metro Main Headquarters Facility
41. 758	Risk Score: 10.5	Remaining Useful Life: -31	Project Year: 2026	Project Cost: \$1581	Exterior Overhead Door - Steel-Major Repair Shoreline Metro Main Headquarters Facility
42. 684	Risk Score: 10	Remaining Useful Life: -5	Project Year: 2026	Project Cost: \$0	Panel - Distribution-Replacement Shoreline Metro Main Headquarters Facility MDP
43. 651	Risk Score: 9	Remaining Useful Life: -25	Project Year: 2026	Project Cost: \$0	Floor Finish - Vinyl and Laminate Coverings-Replacement Shoreline Metro Main Headquarters Facility
44. 691	Risk Score: 9	Remaining Useful Life: -15	Project Year: 2026	Project Cost: \$0	Interior Windows - Hollow Metal-Replacement Shoreline Metro Main Headquarters Facility
45. 697	Risk Score: 9	Remaining Useful Life: -20	Project Year: 2026	Project Cost: \$0	Handrails - Metal-Replacement Shoreline Metro Main Headquarters Facility

PROJECT LIST

Showing 56 of 56 results

46. 675 | Risk Score: 5 | Remaining Useful Life: -30 | Project Year: 2030 | Project Cost: \$0
Shower-Replacement | Shoreline Metro Main Headquarters Facility | SH

47. 674 | Risk Score: 4 | Remaining Useful Life: -20 | Project Year: 2030 | Project Cost: \$0
Lavatory-Replacement | Shoreline Metro Main Headquarters Facility | L

48. 754 | Risk Score: 3 | Remaining Useful Life: 4 | Project Year: 2030 | Project Cost: \$2.19972e+006
Roof Covering - Modified Bitumen-Replacement | Shoreline Metro Main Headquarters Facility |

49. 659 | Risk Score: 5 | Remaining Useful Life: -25 | Project Year: 2032 | Project Cost: \$0
Floor Finish - Vinyl and Laminate Coverings-Replacement | Shoreline Metro Main Headquarters Facility |

50. 672 | Risk Score: 6 | Remaining Useful Life: -25 | Project Year: 2034 | Project Cost: \$0
Casework - Base Cabinets-Replacement | Shoreline Metro Main Headquarters Facility |

51. 673 | Risk Score: 6 | Remaining Useful Life: -25 | Project Year: 2034 | Project Cost: \$0
Casework - Base Cabinets-Replacement | Shoreline Metro Main Headquarters Facility |

52. 654 | Risk Score: 6 | Remaining Useful Life: 10 | Project Year: 2035 | Project Cost: \$0
Roof Drain - Stormwater-Replacement | Shoreline Metro Main Headquarters Facility | RD

53. 666 | Risk Score: 6 | Remaining Useful Life: -20 | Project Year: 2035 | Project Cost: \$0
Domestic water meter-Replacement | Shoreline Metro Main Headquarters Facility |

54. 660 | Risk Score: 0 | Remaining Useful Life: -5 | Project Year: 2026 | Project Cost: \$0
Unit Heater - Gas-Low to No Cost Deficiency | Shoreline Metro Main Headquarters Facility |

55. 731 | Risk Score: 3 | Remaining Useful Life: 10 | Project Year: 2035 | Project Cost: \$0
Lighting Controls - General-Replacement | Shoreline Metro Main Headquarters Facility |

56. 730 | Risk Score: 1 | Remaining Useful Life: 10 | Project Year: 2035 | Project Cost: \$0
Lighting Controls - General-Replacement | Shoreline Metro Detached Storage Building |

Summary Report



City of Sheboygan Shoreline Metro Bus Transfer Point Facility Condition Assessment

Sheboygan, WI

April 8, 2026

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- INTERIOR FINISHES
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- PLUMBING
- SHELL AND STRUCTURE
- 5. BUILDING SUMMARY REPORT**

1. INTRODUCTION

PURPOSE

The intent of the City of Sheboygan Shoreline Metro Main Headquarters Facility Condition Assessment (FCA) was to provide a visual inspection of the existing conditions for all physical assets integral to the 39,315 square feet facility. The information gathered from the assessment was compiled to document and create a working digital dashboard for ongoing capital repair and replacement. The working digital capital planning dashboard, referred to as ConcordVue, includes detailed information about each asset from the assessment, an estimated cost of replacement and repair, and a sortable plan that can be filtered down by priority year, asset, and work type. The information provided within this report and in ConcordVue can assist in avoiding costly emergency repairs or other unplanned renovations. The data developed during the FCA process should be used to provide the basis for evaluating immediate replacement and repair costs, establishing a baseline condition for each facility, and providing the information necessary for capital planning.

Although the information presented in this report and ConcordVue is based on thorough research, sound evaluation, and deep data analysis, it should be used only as a guide by stakeholders as they build plans that will best serve the interests of City of Sheboygan. Likewise, all dollar values provided in this report are budgetary estimates and are not intended for use as final costs for project implementation. All inspections conducted as part of this facility condition assessment are based on visually detectable conditions and should not replace legally mandated inspections, including – but not limited to – fire and life safety, ADA compliance, or asbestos and lead contamination.

ASSESSMENT APPROACH

The FCA completed at the Shoreline Metro Main Headquarters was an in-depth inspection of the current conditions of building structure, systems, and equipment and is used for making recommendations for repairing, replacing, and upgrading assets. It involves a review of documentation such as building plans, maintenance records, and lists of equipment with known deficiencies, which help build baseline familiarity with current facility and system conditions. The assessment also involves interviews with on-site maintenance staff. The FCA team surveys the entire facility to capture data on the severity of repairs or replacements of equipment, systems, and architectural and structural components needed.

The specific project scope of work followed the ASTM Uniformat II Standard and encompassed the inspection of all foundations, superstructure, exterior enclosure, roofing, interior construction, stairs, conveying, plumbing, HVAC, fire protection, electrical, and security assets, and a high-level ADA review following ASTM standards. After the interviews and on-site inspections were complete, The Concord Group utilized in-house estimating to prepare cost estimates of replacement and repair along with recommendations for prioritization based on the most substantial needs and likely equipment failures or safety hazards.

Furthermore, the data was uploaded to a digitized, interactive tool, referred to as ConcordVue which presents the assessment results in a manageable deliverable. This delivery method includes asset locations, descriptions, estimated action years, and estimated replacement costs. The result allows future updates to be performed in accordance with an interactive capital improvement plan.

The Facility Condition Assessment was executed to provide the client with the option to repair or conduct creative maintenance in order to further defer replacement and incurred costs of the asset or system. Each individual asset and system with an associated repair cost should be

evaluated to determine if the client budget allows for a full replacement versus deferring the replacement by performing repairs or maintenance. The Concord Group intends to review these specific items with the client at the final project meeting.

COST ESTIMATING METHODOLOGY

The Concord Group provided an in-house cost estimate based on unit rates that have been generated from current material/labor rates, historical production data, and discussions with relevant subcontractors and material suppliers. The unit rates reflect current bid costs in the area. All unit rates relevant to subcontractor work include the subcontractors' overhead and profit.

Since The Concord Group has no control over the cost of labor, material, equipment, or over the contractor's method of determining prices, or over the competitive bidding or market conditions at the time of bid, this statement of probable construction cost is based on industry practice, professional experience, and qualifications, and represents The Concord Group's best judgment as professional construction cost consultants familiar with the construction industry. However, The Concord Group cannot guarantee that the proposals, bids, or construction cost will not vary from opinions of probable cost prepared by said contractors.

The Concord Group uses an all-digital platform for estimate preparation, leveraging the latest in estimating and BIM technology to prepare detailed and accurate estimates. This methodology involves the utilization of a software platform consisting of On-Screen Take-Off (OST) by On Center for quantity take-off, Assemble for extraction of estimating data from 3D models, and Interactive Cost Estimating (ICE) by RIB. Using OST for quantity take-off from digital documents allows us to be more accurate in take-off and removes the potential for human error in math calculations. This program also allows us to accurately document our take-off in a digital format for easy use in reconciliation and quantity comparison exercises.

This organized and conditioned data allows us to generate estimates for building components directly from the model, resulting in much more accurate and efficient estimate preparation. Quantities are then entered into the ICE system, which generates the unit cost based on several factors that are pre-loaded into the estimate. These factors are wage rates, crew size/makeup, productivity factors, material cost, equipment cost, and all mark-ups, etc. The major benefit of using this system is that we can easily drill down to show what is in the make-up of any unit rate applied in the estimate. We maintain a database of actual bid information to use as a historical reference source for future projects. We also maintain a cost database of construction materials, equipment, and labor costs that we update on a regular basis. The primary tools and processes we use to achieve this objective are as follows:

1. Feedback for the almost weekly bid results we receive and the analysis of overall and specific trade variances.
2. Analysis of the detailed cost information related to materials, equipment, labor, overhead, and profit submitted by contractors and their subcontractors to substantiate major change-order requests.
3. Monitor and adjust for recent and planned labor cost increases based on local union wage agreements, which tend to closely track the prevailing wage rates used on all local projects.
4. Monitor, on a local, national, and international basis, material pricing trends for major construction materials, such as, but not limited to steel, concrete, lumber, gypsum drywall, petroleum-based products, copper, aluminum, etc.
5. Monitor respected construction cost publications from sources such as ENR, Means, etc., and factor their findings into our cost models. Trends identified in these publications can

be particularly helpful when predicting possible future cost increases that should be factored into budgets/estimates for projects planned to be bid in the future.

Project-specific estimating includes 15% Design Contingency, 25% General Conditions/Bond/Insurance, and 10% Contractor Fees. All unit costs are priced in today's dollars in the ConcordVue asset management planning tool. The current costs and escalated costs are shown in this report only, at a rate of 4% compounding on an annual basis. The costs in the ConcordVue application should be updated annually to reflect changes due to inflation. The estimated costs do not include Soft Costs such as design fees, permitting, insurance fees, legal fees, and other pre- and post-construction expenses.

PROJECT OVERVIEW

The specific project scope of work followed the ASTM Unformat II Standard and encompassed the inspection of all foundations, superstructure, exterior enclosure, site, roofing, interior construction, stairs, conveying, plumbing, HVAC, fire protection, electrical, and security assets. Photographs were collected of evaluated assets and are attached to data points in ConcordVue. Project team members were responsible for respective disciplines across the building to provide expert evaluation of the current condition of the building.

Firm	Responsibilities
The Concord Group	Project Management Interior Finishes Conveyance Fire Protection
IBC Engineering	Mechanical Electrical Plumbing Fire Alarm Security Systems
ZS Architectural Engineering	Building Envelope Structure

The assets were broken down into each level of the Shoreline Metro Main Headquarters and broken down further by Location ID. Additionally, the assets were categorized using the level 1 ASTM Unformat II Standard and given a descriptive Asset Type to assist in breaking down the data for capital planning.

The assessment consisted of identifying the installation year of the asset, quantifying the asset, listing the recommended work type, scoring the asset condition, and identifying an appropriate action year.

All assets were evaluated using a standardized methodology to ensure consistency across assessments. Each asset underwent an evaluation based on three key criteria: Asset Condition, Time to Failure, and Potential Consequences.

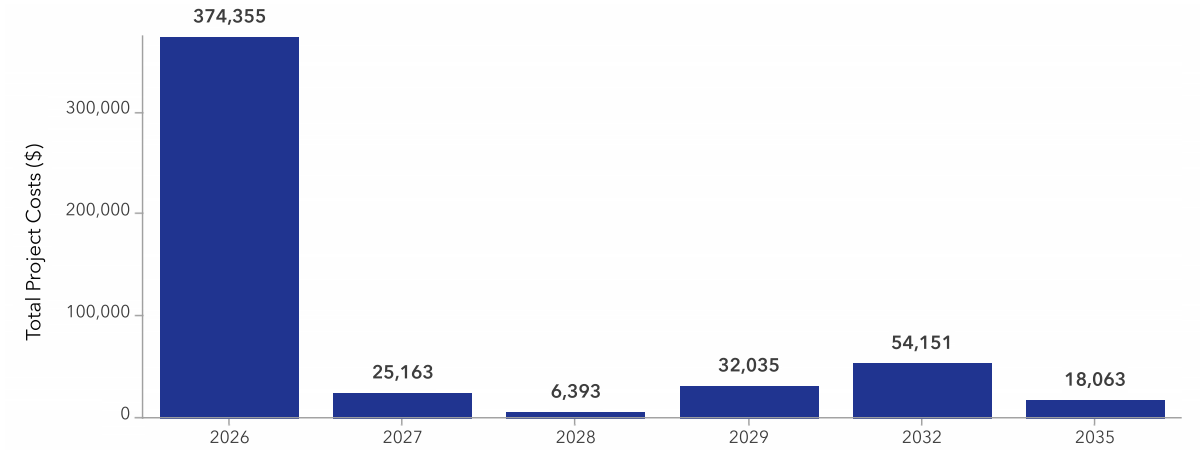
2. CAPITAL COST PROJECTIONS

In summary, 33 assets and systems were evaluated at Shoreline Metro Bus Transfer Point in the fall of 2025. These evaluated items are assets that were grouped based on deficiency or separated for specific attention. The facility was evaluated to have an estimated \$374,355 in deferred maintenance and a cumulative 10-year capital needs cost of \$510,160 or an average of \$51,016 per year. These values are in today's dollars and do not include inflation.

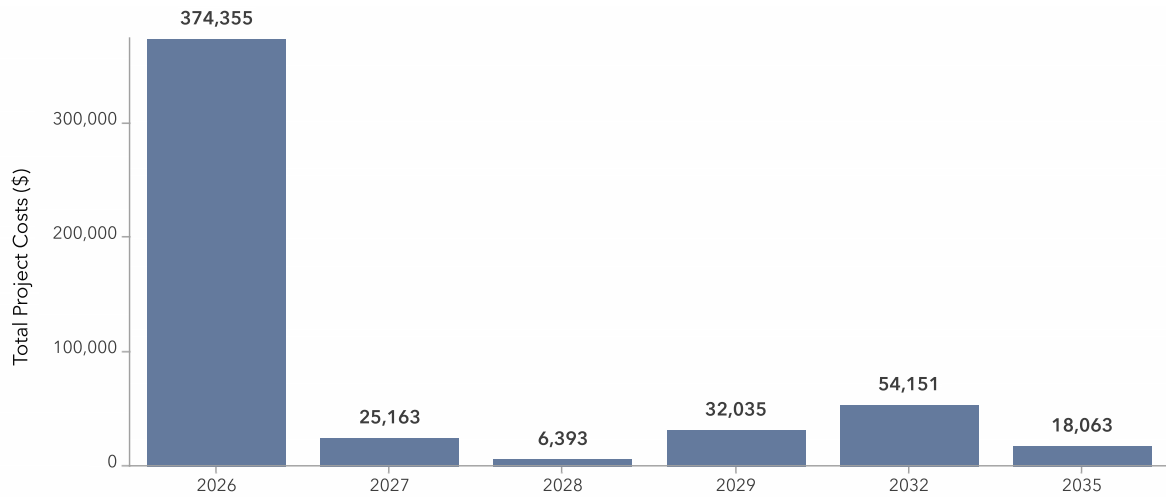
A 10-year Capital Improvement Plan (CIP) was created, as shown in ConcordVue, from the accumulated information gathered during the site visits and cost estimates generated to reflect the associated repair or replacement costs. The CIP should be utilized to prioritize work over the next 10 years and avoid unforeseen costly repair projects. A summary of the data is captured in the figures below.

Shoreline Metro Bus Transfer Point

Projected Capital Costs Per Year (2026-2035)

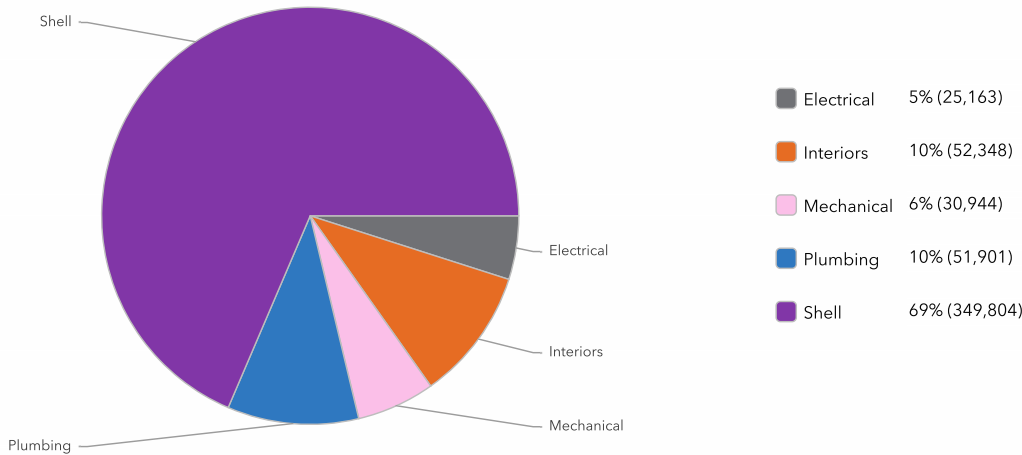


Original FCA Results - Estimated Project Costs Per Year (2026-2035)

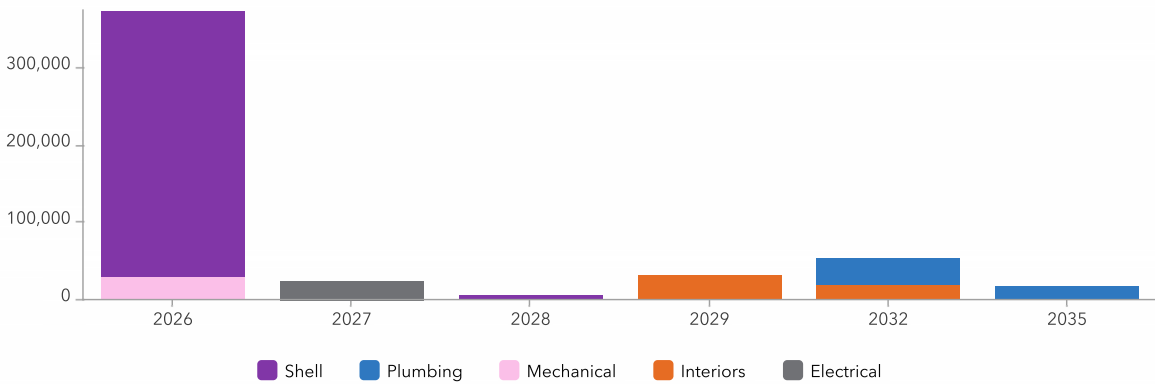


Shoreline Metro Bus Transfer Point

Cost Breakdown by Discipline (2026-2035)



Cost Breakdown by Discipline Per Year (2026-2035)



3. KEY METRICS AND PRIORITIZATION

PROJECT PRIORITIZATION

All assets were evaluated using a standardized methodology to ensure consistency across assessments. Each asset underwent an evaluation based on three key criteria: Asset Condition, Time to Failure, and Potential Consequences.

Asset Condition

- 1 – No Action Needed
- 2 – Normal Wear is Experienced
- 3 – Function but has Reasonable Deterioration
- 4 – Major Deterioration, Unacceptable Built Environment, or Far Beyond Exceeding Life Cycle Expectancy
- 5 – Asset has Failed or is a Hazard/Safety Issue

Time to Failure

- 1 – Rare, estimated time to failure is approximately > 10 years
- 2 – Unlikely, estimated time to failure is approximately < 10 years
- 3 – Possible, estimated time to failure is approximately < 5 years
- 4 – Likely, estimated time to failure is approximately < 3 years
- 5 – Certain, estimated time to failure is approximately < 1 year

Potential Consequences

- 1 – Insignificant
- 2 – Minor
- 3 – Moderate
- 4 – Major
- 5 - Catastrophic

Potential Consequences Matrix

Rating	Health & Safety	Regulation	Business	Operational/Building/Engineering
1 - Insignificant	No injury. No breach of guidance or procedures.	No or minimal impact with breach of guidance or procedures.	Unlikely to cause complaint. Litigation possibility remote. Minimal reputation loss.	Minimal or no impact. Minimal or no disruption.
2 - Minor	Minor injury or ill health (first aid or self treatment).	Breach of legal requirements.	Possible complaint. Litigation unlikely. Loss of reputation. Widespread internal awareness.	Localized impact. Short term disruption to normal services.
3 - Moderate	Moderate injury or ill health.	Single breach of legal requirement. Improvement notice issued.	Probable complaint. Possible litigation. Loss of reputation. National paper reporting.	Moderate impact. Extended disruption to normal services.
4 - Major	Major/significant injury or long-term incapacity/disablement	Multiple breaches of legal requirements. Prohibition notice issued.	Citations. Litigation expected. Damage to reputation. National news reporting.	Major/significant impact. Severe disruption to normal services.
5 - Catastrophic	fatality or permanent incapacity/disablement	Multiple breaches of legal requirements. Prosecution expected.	Citations. Litigation certain. National adverse publicity.	Critical impact. Service closure.

RISK SCORE

This evaluation produced a critical classification: **Risk Score**-which reflects both the likelihood and severity of potential failure. Projects are evaluated based on useful life and estimated time to failure. The **Risk Score** is used to determine the priority of projects designated each fiscal year. The Risk Score is calculated by multiplying two subcategories: **Probability of Failure** and **Potential Consequences**. The **Probability of Failure** is determined by the average of **Time to Failure** and **Asset Condition**. Therefore, the score can range from 1 to 25.

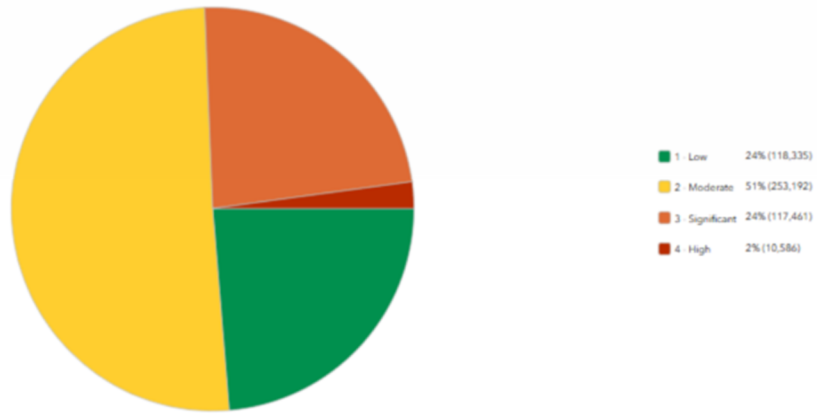
Probability of Failure
Average of Asset Condition and Time to Failure

Score	1 - Rare	2 - Unlikely	3 - Possible	4 - Likely	5 - Certain
1- Insignificant	1	2	3	4	5
2 - Minor	2	4	6	8	10
3 - Moderate	3	6	9	12	15
4 - Major	4	8	12	16	20
5 - Catastrophic	5	10	15	20	25

Low	Moderate	Significant	High
1-6	7-10	11-16	17-25

Confidential and Proprietary

Total Cost Summary by Risk Category (2026-2035)



Confidential and Proprietary

4. ASSESSMENT OVERVIEW

BUILDING OVERVIEW

The Shoreline Metro Bus Transfer Point, located on the corner of N 9th St and Pennsylvania Ave in Sheboygan, Wisconsin, is a single-story bus station approximately 1,600 square feet. Originally constructed in 1992, the building includes an outdoor waiting area, indoor waiting area with seating, and an administration office. The building exterior consists of brick, aluminum storefront partitions around bench seating, and a sloped roof. The interior spaces include bench seating area and a separate administrative office for ticketing and transportation administration activities.

ASSESSMENT SUMMARY

There was a total of 33 assessments completed during the FCA through the building. Each item includes a replacement value with the addition of recommendations for repairs to subsidize total capital replacement costs within the next 10 years. A total of 28 items were deemed to need attention within the next 10 years.

The building was constructed in 1992. A repair to some assets may prolong the asset lifespan and defer total replacement costs. These options for repairs and maintenance have been included as an alternative option for capital planning. Photos of each asset are provided in the asset management planning tool, ConcordVue.

CONVEYANCE

There is no conveyance system at this facility.

ELECTRICAL & LIGHTING

The normal electrical distribution system is original to the building construction in 2005. There are no major concerns with the electrical infrastructure.

The lighting in the facility is in good condition and not recommended for replacement in the next 10 years.

FIRE PROTECTION & FIRE ALARM

There is no fire suppression system onsite.

SECURITY & CARD ACCESS

There are no security devices evaluated at this site.

INTERIOR FINISHES

The interior finishes of the facility are nearing the end of life and are recommended for replacement in the next 5 years. No critical failures were noted.

MECHANICAL

There are two furnaces serving the interior spaces of the facility. Both are above the ceiling grid and were inaccessible for visible evaluation. Facilities staff was able to provide information on the unit and estimations were made based on available information. Both units are recommended for replacement to maintain comfortability of passengers and personnel. There is one condensing unit that works with the furnace

PLUMBING

The plumbing fixtures are original to the building and in good condition, they are approaching the end of useful life and are recommended for replacement in the next 10 years. The water

heater was installed in 2020 and is expected to reach its lifespan within the next 10 years and is also recommended for replacement.

SHELL AND STRUCTURE

The Sheboygan Metro Station is a brick-and-metal transit facility that overall appears to be in decent condition, with its primary structural elements performing as intended. The exterior brick masonry, which forms the majority of the building's envelope, remains largely sound; however, areas of the facade show signs of weathering and mortar deterioration. Targeted tuckpointing will be needed to restore mortar joints and protect the masonry. The station incorporates extensive aluminum framing around the glass screening systems that enclose the passenger waiting areas. These framing components are exhibiting significant wear and are in poor condition, warranting repair. Throughout the facility, existing sealants appear aged and are nearing the end of their service life. A comprehensive sealant replacement program should be considered. The roof system is a sloped standing seam metal roof. The underside of the roof has a finished soffit with integrated lighting. While there is no direct roof access, the roof surface was observed from ground level and appeared to be in generally good condition from afar.



Shoreline Metro Bus Transfer Point



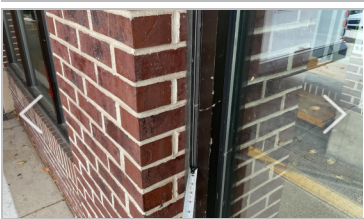



Building Summary Report

Fiscal Year(s): 2026 - 2035

Report Created:

04/07/2026

Project Listing - Upcoming Highest Risk Projects

	<p>3216 Furnace - Replacement</p> <p>Risk Score: 20.00 Cost: \$10,586</p> <p>Project Year: 2026 Age: 34 Useful Life: 18</p>
	<p>3245 Furnace - Replacement</p> <p>Risk Score: 20.00 Cost: \$10,586</p> <p>Project Year: 2026 Age: 34 Useful Life: 18</p>
	<p>2624 Condensing Unit - Air-Cooled - Replacement</p> <p>Risk Score: 16.00 Cost: \$9,772</p> <p>Project Year: 2026 Age: 34 Useful Life: 20</p>
	<p>3059 Window - Aluminum - Replacement</p> <p>Risk Score: 13.50 Cost: \$82,086</p> <p>Project Year: 2026 Age: 2,026 Useful Life: 35</p>
	<p>3060 Joint Sealant - Polyurethane - Replacement</p> <p>Risk Score: 13.50 Cost: \$12,215</p> <p>Project Year: 2026 Age: 2,026 Useful Life: 10</p>
	<p>3064 Facade - Brick - Major Repair</p> <p>Risk Score: 13.50 Cost: \$988</p> <p>Project Year: 2026 Age: 2,026 Useful Life: 80</p>
	<p>3065 Exterior Door - Metal - Replacement</p> <p>Risk Score: 13.50 Cost: \$12,052</p> <p>Project Year: 2026 Age: 2,026 Useful Life: 20</p>
	<p>3070 Gutters and Downspouts - Steel - Major Repair</p> <p>Risk Score: 13.50 Cost: \$348</p> <p>Project Year: 2026 Age: 2,026 Useful Life: 30</p>

PROJECT LIST – Top 270 Projects – Year ↑, Risk ↓ (Within Each Year)

Showing 15 of 28 results

1. 3216 | Risk Score: 12 | Remaining Useful Life: -16 | Project Year: 2026 | Project Cost: \$10689.2
Furnace-Replacement | Shoreline Metro Bus Transfer Point |

2. 3216 | Risk Score: 12 | Remaining Useful Life: -16 | Project Year: 2026 | Project Cost: \$10689.2
Furnace-Replacement | Shoreline Metro Bus Transfer Point |

3. 2624 | Risk Score: 12 | Remaining Useful Life: -14 | Project Year: 2026 | Project Cost: \$9772.13
Condensing Unit - Air-Cooled-Replacement | Shoreline Metro Bus Transfer Point |

4. 3059 | Risk Score: 13.5 | Remaining Useful Life: -1991 | Project Year: 2026 | Project Cost: \$82085.9
Window - Aluminum-Replacement | Shoreline Metro Bus Transfer Point |

5. 3060 | Risk Score: 13.5 | Remaining Useful Life: -2016 | Project Year: 2026 | Project Cost: \$12215.2
Joint Sealant - Polyurethane-Replacement | Shoreline Metro Bus Transfer Point |

6. 3064 | Risk Score: 13.5 | Remaining Useful Life: -1946 | Project Year: 2026 | Project Cost: \$988
Facade - Brick-Major Repair | Shoreline Metro Bus Transfer Point |

7. 3065 | Risk Score: 13.5 | Remaining Useful Life: -2006 | Project Year: 2026 | Project Cost: \$12052.3
Exterior Door - Metal-Replacement | Shoreline Metro Bus Transfer Point |

8. 3070 | Risk Score: 13.5 | Remaining Useful Life: -1996 | Project Year: 2026 | Project Cost: \$348
Gutters and Downspouts - Steel-Major Repair | Shoreline Metro Bus Transfer Point |

9. 3058 | Risk Score: 9 | Remaining Useful Life: -2016 | Project Year: 2026 | Project Cost: \$11075.1
Joint Sealant - Polyurethane-Replacement | Shoreline Metro Bus Transfer Point |

10. 3063 | Risk Score: 9 | Remaining Useful Life: -2016 | Project Year: 2026 | Project Cost: \$814.35
Joint Sealant - Polyurethane-Replacement | Shoreline Metro Bus Transfer Point |

11. 3068 | Risk Score: 13.5 | Remaining Useful Life: -2006 | Project Year: 2026 | Project Cost: \$3257.38
Roof Vent-Replacement | Shoreline Metro Bus Transfer Point |

12. 3071 | Risk Score: 9 | Remaining Useful Life: -2006 | Project Year: 2026 | Project Cost: \$407.17
Roof Vent-Replacement | Shoreline Metro Bus Transfer Point |

13. 3069 | Risk Score: 5 | Remaining Useful Life: -2001 | Project Year: 2026 | Project Cost: \$217027
Roof Covering - Metal Panels-Major Repair | Shoreline Metro Bus Transfer Point |

14. 3061 | Risk Score: 7 | Remaining Useful Life: -2006 | Project Year: 2026 | Project Cost: \$1898
Exterior Door - Aluminum-Major Repair | Shoreline Metro Bus Transfer Point |

15. 3066 | Risk Score: 7 | Remaining Useful Life: -2016 | Project Year: 2026 | Project Cost: \$651.48
Joint Sealant - Polyurethane-Replacement | Shoreline Metro Bus Transfer Point |

PROJECT LIST

Showing 28 of 28 results

16. 3057 | Risk Score: 6 | Remaining Useful Life: -1946 | Project Year: 2026 | Project Cost: \$593
 Facade - Brick-Major Repair | Shoreline Metro Bus Transfer Point |

17. 2635 | Risk Score: 3 | Remaining Useful Life: -14 | Project Year: 2027 | Project Cost: \$25163.2
 Lighting - Exterior-Replacement | Shoreline Metro Bus Transfer Point |

18. 3067 | Risk Score: 6 | Remaining Useful Life: -1 | Project Year: 2028 | Project Cost: \$6393.14
 Exterior Door - Metal-Replacement | Shoreline Metro Bus Transfer Point |

19. 2636 | Risk Score: 5 | Remaining Useful Life: -9 | Project Year: 2029 | Project Cost: \$32034.8
 Other Interior Specialties-Replacement | Shoreline Metro Bus Transfer Point |

20. 2620 | Risk Score: 5 | Remaining Useful Life: 4 | Project Year: 2032 | Project Cost: \$1750.27
 Floor Finish - Vinyl and Laminate Coverings-Replacement | Shoreline Metro Bus Transfer Point |

21. 2626 | Risk Score: 5 | Remaining Useful Life: 6 | Project Year: 2032 | Project Cost: \$5250.8
 Acoustic Ceiling Tiles-Replacement | Shoreline Metro Bus Transfer Point |

22. 2627 | Risk Score: 5 | Remaining Useful Life: -4 | Project Year: 2032 | Project Cost: \$16335.8
 Water Closet-Replacement | Shoreline Metro Bus Transfer Point |

23. 2628 | Risk Score: 5 | Remaining Useful Life: -4 | Project Year: 2032 | Project Cost: \$14002.1
 Lavatory-Replacement | Shoreline Metro Bus Transfer Point |

24. 2629 | Risk Score: 5 | Remaining Useful Life: -4 | Project Year: 2032 | Project Cost: \$4278.42
 Urinal-Replacement | Shoreline Metro Bus Transfer Point |

25. 2630 | Risk Score: 5 | Remaining Useful Life: -14 | Project Year: 2032 | Project Cost: \$3733.9
 Counters - Plastic Laminate-Replacement | Shoreline Metro Bus Transfer Point |

26. 2631 | Risk Score: 5 | Remaining Useful Life: -9 | Project Year: 2032 | Project Cost: \$7390
 Casework - Base Cabinets-Replacement | Shoreline Metro Bus Transfer Point |

27. 2632 | Risk Score: 5 | Remaining Useful Life: -9 | Project Year: 2032 | Project Cost: \$2187.83
 Casework - Upper Cabinets-Replacement | Shoreline Metro Bus Transfer Point |

28. 2622 | Risk Score: 7.5 | Remaining Useful Life: 9 | Project Year: 2035 | Project Cost: \$18063.1
 Domestic Water Heater - Electric-Replacement | Shoreline Metro Bus Transfer Point |

**CITY OF SHEBOYGAN
RESOLUTION 85-24-25**

BY ALDERPERSONS DEKKER, RUST, AND MITCHELL.

OCTOBER 7, 2024.

A RESOLUTION accepting and approving the Public Transportation Agency Safety Plan (2024).

WHEREAS, the Public Transportation Agency Safety Plan final rule (49 C.F.R. Part 673) requires certain operators of public transportation systems that are recipients or subrecipients of Federal Transit Administration grant funds to develop safety plans that include the processes and procedures necessary for implementing safety management systems; and

WHEREAS, Shoreline Metro is required to develop a safety plan in order to comply with 49 C.F.R. Part 673; and

WHEREAS, the Transit Commission has accepted and approved the attached Public Transportation Agency Safety Plan (2024) (the “Safety Plan”).

NOW, THEREFORE, BE IT RESOLVED: That the City of Sheboygan Common Council hereby accepts and approves the attached Safety Plan.

PASSED AND ADOPTED BY THE CITY OF SHEBOYGAN COMMON COUNCIL

_____.

Presiding Officer

Attest

Ryan Sorenson, Mayor, City of Sheboygan

Meredith DeBruin, City Clerk, City of Sheboygan



Public Transportation Agency Safety Plan, 2024



49 CFR 673.11(d)

A State must draft and certify a Public Transportation Agency Safety Plan on behalf of any small public transportation provider that is located in that State. A State is not required to draft a Public Transportation Agency Safety Plan for a small public transportation provider if that transit agency notifies the State that it will draft its own plan. In each instance, the transit agency must carry out the plan. If a State drafts and certifies a Public Transportation Agency Safety Plan on behalf of a transit agency, and the transit agency later opts to draft and certify its own Public Transportation Agency Safety Plan, then the transit agency must notify the State. The transit agency has one year from the date of the notification to draft and certify a Public Transportation Agency Safety Plan that is compliant with this part. The Public Transportation Agency Safety Plan drafted by the State will remain in effect until the transit agency drafts its own Public Transportation Agency Safety Plan.

Transit Agency Information

Insert Transit Agency Information Page when available

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Appendix G: Safety Performance Matrix

Item 8.

Appendix H: Safety Performance Outline

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Definitions and Acronyms

The following definitions may be used throughout the document, and correspond to the definitions provided in 49 CFR 673.5:

- **Accountable Executive** means a single, identifiable individual who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan (as defined below) of a transit agency; responsibility for carrying out the transit agency's Transit Asset Management Plan (as defined below); and control or direction over the human and capital resources needed to develop and maintain both the transit agency's Public Transit Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the transit agency's Transit Asset Management Plan in accordance with 49 U.S.C. 5326.
- **Assault on a transit worker** means, as defined under 49 U.S.C. 5302, a circumstance in which an individual knowingly, without lawful authority or permission, and with intent to endanger the safety of any individual, or with a reckless disregard for the safety of human life, interferes with, disables, or incapacitates a transit worker while the transit worker is performing the duties of the transit worker.
- **CDC** means the Centers for Disease Control and Prevention of the United States Department of Health and Human Services.
- **Chief Safety Officer** means an adequately trained individual who has responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president, or equivalent officer. A Chief Safety Officer may not serve in other operational or maintenance capacities, unless the Chief Safety Officer is employed by a transit agency that is a small public transportation provider as defined in this part, or a public transportation provider that does not operate a rail fixed guideway public transportation system.
- **Direct recipient** means an entity that receives Federal financial assistance directly from the Federal Transit Administration.
- **Emergency** means, as defined under 49 U.S.C. 5324, a natural disaster affecting a wide area (such as a flood, hurricane, tidal wave, earthquake, severe storm, or landslide) or a catastrophic failure from any external cause, as a result of which the Governor of a State has declared an emergency and the Secretary has concurred; or the President has declared a major disaster under section 401 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5170).
- **Equivalent entity** means an entity that carries out duties similar to a Board of Directors, for a recipient or subrecipient of FTA funds under 49 U.S.C. Chapter 53, including sufficient authority to review and approve a recipient or subrecipient's Public Transportation Agency Safety Plan.
- **FTA** means the Federal Transit Administration, an agency within the United States Department of Transportation.
- **Hazard** means any real or potential condition that can cause injury, illness or death; damage to or loss of the facilities, equipment, rolling stock or infrastructure of a public transportation system; or damage to the environment (as defined below).

- **Injury** means any harm to persons as a result of an event that requires immediate medical attention away from the scene.
- **Investigation** means the process of determining the causal and contributing factors of a “safety event” (as identified below), for the purpose of preventing recurrence and mitigating safety risk.
- **Joint labor-management process** means a formal approach to discuss topics affecting transit workers and the public transportation system.
- **Large urbanized area provider** means a recipient or subrecipient of financial assistance under 49 U.S.C. 5307 that serves an urban area with a population of 200,000 or more as determined by the most recent decennial Census.
- **National Public Transportation Safety Plan** means the plan to improve the safety of all public transportation systems that receive federal financial assistance under 49 U.S.C. Chapter 53.
- **Near-miss** means a narrowly avoided safety event.
- **Operator of a public transportation system** means a provider of public transportation.
- **Performance Measure** means an expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets.
- **Potential consequence** means the effect of a hazard
- **Public transportation** means, as defined under 49 U.S.C. 5302, regular, continuing shared-ride surface transportation services that are open to the general public or open to a segment of the general public defined by age, disability, or low income; and does not include:
 - A. Intercity passenger rail transportation provided by the entity described in 49 U.S.C. Chapter 243 (or a successor to such entity);
 - B. Intercity bus service;
 - C. Charter bus service;
 - D. School bus service;
 - E. Sightseeing service;
 - F. Courtesy shuttle service for patrons of one or more specific establishments; or
 - G. Intra-terminal or intra-facility shuttle services.
- **Public Transportation Agency Safety Plan** means the documented comprehensive agency safety plan for a transit agency that is required by 49 U.S.C. 5329 and this part.
- **Recipient** means a State or local governmental authority, or any other operator of a public transportation system, that receives financial assistance under 49 U.S.C. Chapter 53.
- **Safety Assurance** means processes within a transit agency’s Safety Management System that function to ensure the implementation and effectiveness of safety risk mitigation, and to ensure that the transit agency meets or exceeds its safety objectives through the collection, analysis and assessment of information.
- **Safety Committee** means the formal joint labor-management committee on issues related to safety that is required by 49 U.S.C. 5329 and this part.

- **Safety event** means an unexpected outcome resulting in injury or death; damage to or destruction of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.
- **Safety Management Policy** means a transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities for the management of safety.
- **Safety Management System (SMS)** means the formal organization-wide approach to managing safety risk and assuring the effectiveness of a transit agency's safety risk mitigation. SMS includes systematic procedures, practices and policies for managing hazards and safety risk.
- **Safety Management System (SMS) Executive** means a Chief Safety Officer or an equivalent.
- **Safety Performance Target** means a quantifiable level of performance or condition, expressed as a value for measure, related to safety management activities, to be achieved within a specified time period.
- **Safety Promotion** means a combination of training and communication of safety information to support SMS as applied to the transit agency's public transportation system.
- **Safety risk** means the composite of predicted severity and likelihood of a potential consequence of a hazard.
- **Safety Risk Assessment** means the formal activity whereby a transit agency determines Safety Risk Management priorities by establishing the significance or value of its safety risk.
- **Safety Risk Management** means a process within the transit agency's Public Transportation Agency Safety Plan for identifying hazards and analyzing, assessing and mitigating the safety risk of their potential consequences..
- **Safety risk mitigation** means a method or methods to eliminate or reduce the severity and/or likelihood of a potential consequence of a hazard.
- **Safety set-aside** means the allocation of not less than 0.75 percent of assistance received by a large urbanized area provider under 49 U.S.C. 5307 to safety-related projects eligible under 49 U.S.C. 5307.
- **Small Public Transportation Provider** means a recipient or subrecipient of federal financial assistance under 49 U.S.C. 5307 that has one hundred (100) or fewer vehicles in peak revenue service across all non-rail fixed route modes or in any one non-fixed route mode and does not operate a rail fixed guideway public transportation system.
- **State** means a State of the United States, the District of Columbia, Puerto Rico, the Northern Mariana Islands, Guam, American Samoa, and the Virgin Islands.
- **State of Good Repair** means the condition in which a capital asset is able to operate at a full level of performance.
- **State Safety Oversight Agency** means an agency established by a State that meets the requirements and performs the functions specified by 49 U.S.C. 5329(e) and (k) and the regulations set forth in 49 CFR part 674.
- **Transit agency** means an operator of a public transportation system. that is a recipient or subrecipient of Federal financial assistance under 49 U.S.C. 5307 or a rail transit agency.

- **Transit Asset Management Plan** means the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating and replacing transit capital assets to manage their performance, risks and costs over their life cycles, for the purpose of providing safe, cost-effective and reliable public transportation, as required by 49 U.S.C. 5326 and 49 CFR Part 625.
- **Transit worker** means any employee, contractor, or volunteer working on behalf of the transit agency.
- **Urbanized area** means, as defined under 49 U.S.C. 5302, an area encompassing a population of 50,000 or more that has been defined and designated in the most recent decennial census as an urban area by the Secretary of Commerce.

In addition, the following acronyms may be used throughout the document:

- **BIL** - Bipartisan Infrastructure Law
- **CFR** - Code of Federal Regulations
- **CSO** - Chief Safety Officer
- **FAST** - Fixing America's Surface Transportation Act
- **ISTEA** - Intermodal Surface Transportation Equity Act of 1991
- **MAP-21** - Moving Ahead for Progress in the 21st Century Act
- **NTD** - National Transit Database
- **PTASP** - Public Transit Agency Safety Plan
- **SAFETEA-LU** - Safe, Accountable, Flexible, Efficient, Transportation Equity Act: A Legacy for Users
- **SMS** - Safety Management System
- **SOP** - Standard Operating Procedure
- **TAM** - Transit Asset Management
- **TEA-21** - Transportation Equity Act for the 21st Century
- **TMI** - Transit Mutual Insurance
- **U.S.C.** - United States Code

Background

The Moving Ahead for Progress in the 21st Century Act (MAP-21) and subsequent federal transportation acts grant the Federal Transit Administration (FTA) the authority to establish and enforce a comprehensive regulatory framework to oversee the safety of public transportation throughout the United States. As a component of this safety oversight framework, MAP-21, the Fixing America's Surface Transportation (FAST) act, and the Bipartisan Infrastructure Law (BIL) require certain recipients of FTA Chapter 53 funding to develop and implement a Public Transportation Agency Safety Plan (PTASP).

In addition to greater safety oversight responsibilities, BIL's grant of expanded regulatory authority puts FTA in a position to provide guidance to transit agencies that strengthens the use of safety data to support management decisions, improves the commitment of transit leadership to safety, and fosters a culture of safety that promotes awareness and responsiveness to safety risks. The framework to this approach is called a safety management system (SMS), which moves the transit industry toward a more holistic, performance-based approach to safety. The SMS framework has been adopted by FTA in its National Public Transportation Safety Plan ("national safety plan").

The PTASP for Shoreline Metro supports and is consistent with an SMS approach to safety risk management. SMS is an integrated collection of policies, processes and behaviors meant to ensure a formalized, proactive and data-driven approach to safety risk management. The aim of an SMS is to increase the safety performance of transit systems by proactively identifying, assessing and controlling safety risks. The approach is meant to be flexible and scalable, so that transit agencies of all types and sizes can efficiently meet the basic requirements of the current transportation act, BIL. The PTASP for Shoreline Metro addresses the following elements, outlined in Table 1 (below):

Table 1: Elements of a Public Transportation Agency Safety Plan (PTASP)

Element	Definition
Safety Management Policy Statement	A policy statement establishing senior management commitment to continual safety improvement and inclusion of frontline transit worker representatives in those safety improvements, signed by the executive accountable for the operation of the agency and the board of directors. This Policy shall be communicated throughout the transit agency's organization.
Document Control	A description of the regular annual process used to review and update the plan, including a timeline for implementation of the process.
Core Safety Responsibilities	A description of the responsibilities, accountabilities, and authority of the accountable executive, the key safety officers, and key members of the safety management team.
Safety Training Program	A description of the comprehensive safety training program for agency staff that ensures that staff are trained and competent to perform their safety duties.
Safety Risk Management	A description of the formal processes the agency uses to identify hazards, analyze and assess safety risks, and develop, implement and evaluate risk controls.
Safety Risks	A description of the most serious safety risks to the public, personnel, and property.
Risk Control	A description of the risk control strategies and actions that the agency will undertake to minimize exposure of the public, personnel, and property to hazards, including a schedule for implementing the risk control strategies and the primary entity responsible for each strategy.
Safety Assurance	A list of defined safety performance indicators for reaching priority risk and associated targets the agency will use to determine if it is achieving the specified safety goals.
Desired Safety Outcomes	A description of desired safety outcomes for each risk using the measurable safety performance indicators established.

Chapter 1: Safety Policies and Procedures

Section 1.1 Commitment to Safety

Safety is a core value of Shoreline Metro, and managing safety is a core business function of the transit system. Shoreline Metro is committed to developing, implementing, maintaining and continuously improving processes to ensure the safety of its customers, employees and the public. Shoreline Metro will use safety management processes to direct the prioritization of safety and allocate its organizational resources (people, processes and technology) in balance with its other core business functions. Shoreline Metro aims to support a robust safety culture and achieve the highest level of safety performance, meeting all established safety standards.

All levels of management and all frontline employees are accountable for the delivery of the highest level of safety performance, starting with the Director of Shoreline Metro.

Shoreline Metro is committed to:

- **Executive Commitment to Safety:** Executive Management will lead the development of an organizational culture that promotes safe operations and provides appropriate resources to supporting this core management function through fostering and ensuring safe practices, improving safety when needed, and encouraging effective employee safety reporting and communication. Shoreline Metro will hold executives, managers and all employees accountable for safety performance.
- **Communication and Training:** Employee engagement is crucial to a functioning safety management system (SMS). Communication systems will be put in place to enable greater awareness of Shoreline Metro's safety objectives and safety performance targets as well as to provide ongoing safety communication up, down and across the organization. All levels of management must proactively engage employees and work to keep the lines of safety communication honest and open. All employees will be made aware of Shoreline Metro's SMS and will be trained in safety reporting procedures. The development and subsequent updates to the PTASP will be in cooperation with frontline transit worker representatives.
- **Responsibility and Accountability:** All levels of management will be responsible for delivering safe and quality transit services that represent Shoreline Metro's performance of its SMS. Managers will take an active role in the Safety Risk Management (SRM) process and ensure that Safety Assurance (SA) functions are supported. Managers are responsible for ensuring that SRM is being performed in their operational areas of control to assure that the safety risk associated with safety hazards is assessed and mitigated. Safety performance will be an important part of performance evaluations for Shoreline Metro managers and employees.
- **Responsibility of Employees and Contractors:** All employees and contractors will support safety management by ensuring that hazards are identified and reported.
- **Employee Reporting:** Executive management will establish a safety reporting program as a viable tool for employees to voice their safety concerns. All frontline transit employees will be responsible for utilizing this program as part of the SMS. No action will be taken against any employee who communicates a safety condition through the Shoreline Metro safety reporting program unless such disclosure indicates the following: an illegal act, gross misconduct or negligence, or a deliberate or willful disregard of Shoreline Metro rules, policies and procedures. Frontline transit worker representatives will be made aware of any reported safety concerns submitted to executive management.

- **Performance Monitoring and Measuring:** Shoreline Metro will establish realistic measures of safety performance and will establish annual safety performance targets to ensure continual improvement in safety performance. Managers will verify that the safety risk mitigations put in place are appropriate and effective.
- **Review and Evaluation:** Shoreline Metro will measure SMS performance by: analyzing key safety performance indicators; reviewing inspections, investigations and corrective action reports; and auditing the processes that support the SMS. These activities will become the basis for revising or developing safety objectives, safety performance targets and plans with the goal of continuous safety improvement.

Other policies and plans that detail specific safety related topics at Shoreline Metro are listed below. These are in addition to any measures implemented in the PTASP. When policies are updated, all employees will receive a new written copy of the policy.

- Transit Employees Approach Manual (T.E.A.M.) on Departmental Policies, Procedures and Best Practices
- Security Assessment Program
- City Emergency Operations Plan
- City Anti-Harassment
- Drug & Alcohol Policy
- Prescription Drug Policy
- Drug-Free Workplace Policy
- Preventative Maintenance Program
- Paratransit Program
- Labor Agreement

Section 1.2 Annual PTASP Review and Update

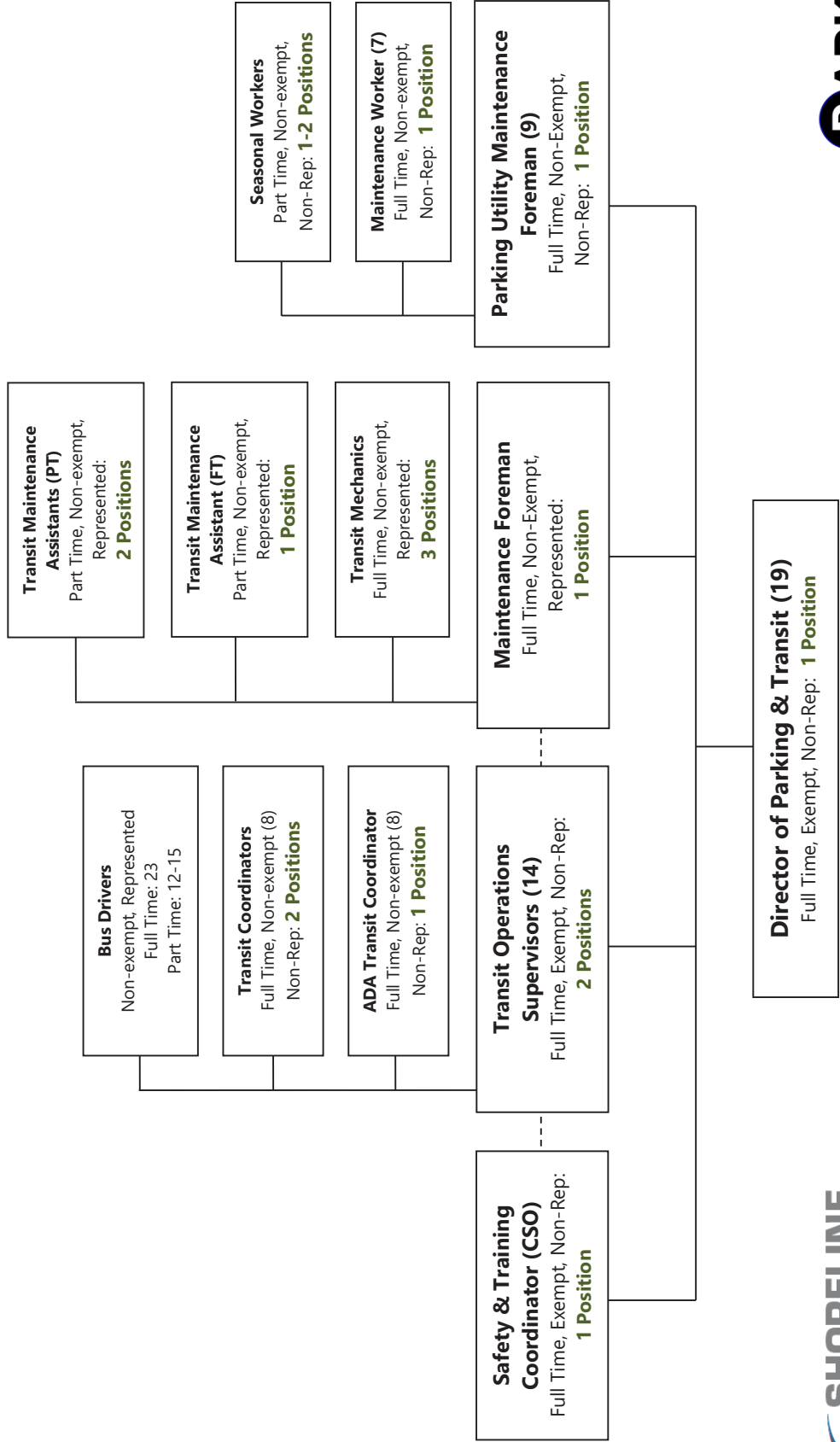
Shoreline Metro management (including the Safety Manager) will review the PTASP annually by June 15 and update the document as necessary. Any updates made will be presented to the Accountable Executive for review who will then forward the document to the Sheboygan Transit Commission for approval at its meeting the third Tuesday in July to allow the agency to timely submit to any annual or other periodic reviews, including its annual self-certification of compliance which certifies that Shoreline Metro and all applicable subrecipients are in compliance with the requirements of the Federal Transit Administration's Public Transportation Agency Safety Plans regulations [49 CFR Part 673]. At a minimum, annual self-certification will consist of both the Accountable Executive and Board of Directors (Sheboygan Transit Commission) signing and dating this document.

Frontline transit employees representatives and all Shoreline Metro staff and contractors, as well as all others, are furnished with a copy of this plan and are able to make suggestions of changes to the plan to the Accountable Executive or CSO at any time. The CSO conducts quarterly safety meetings where staff is able to discuss safety and this plan.

Table 2: Transit & Parking Utility Table of Organization (TOC) - December 2023

Parking & Transit Utility Table of Organization (TOC)

City of Sheboygan



Section 1.3 Organization Structure and System Safety Responsibilities

While the Accountable Executive has the ultimate responsibility for Shoreline Metro’s implementation of its PTASP, Shoreline Metro’s executive management has the overall responsibility of safe and secure operations of Shoreline Metro and contract service operators. Each employee is required to carry out specific safety responsibilities, depending on the employee’s position, in compliance with the PTASP.

The information provided in the Staff Safety Roles and Responsibilities table (Appendix A) describes each position and general system safety responsibilities, and the agency’s reporting structure.

Chapter 2: Safety Risk Management

Section 2.1 Hazard Identification

Establishing an effective hazard identification program is fundamental to safety management at Shoreline Metro. Hazard identification can come from many sources, including FTA, manufacturers, safety bulletins, and public reports on safety information. Hazard identification can be reactive or proactive in nature: safety event reporting, incident investigation, and trend monitoring are essentially reactive; other hazard identification methods proactively seek feedback through data collection, observation and day-to-day operations analysis. Common hazard identification activities include:

- Safety assessments
 - Assessments are conducted in collaboration with the City of Sheboygan Human Resources department, Shoreline Metro, and Transit Mutual Insurance (TMI)
 - TMI safety audit
 - TMI mystery riders approximately 20 times per year
 - Lead Mechanic monitors the facility and rolling stock preventative maintenance schedules to ensure compliance.
- Trend monitoring
 - Shoreline Metro receives reports from TMI regarding trends within our system as well as all the transit systems in the state of Wisconsin.
 - Shoreline Metro receives reports from the City of Sheboygan Human Resources department in regards to current safety trends within City departments.
 - Shoreline Metro analyzes Worker's Comp claims to look for similarities and trends in causes.
 - The Safety Supervisor tracks and categorizes every incident and accident that occurs and trends are discussed quarterly at Safety Meetings. Information is also shared via the Safety Team which is made up of representatives from each division within Shoreline Metro.
- Hazard and safety event reporting (with causal factor analysis)
 - Hazards will be monitored by utilizing Appendices D through F which are updated frequently.
- Safety surveys
 - Employees can report safety concerns, such as poor road conditions or communication issues, either by email, phone or in-person. Suggestions can also be submitted by writing concerns on a piece of paper and placing them in the safety suggestion box located in the break room which will be checked periodically by a Supervisor. Suggestions will then be evaluated by the Safety Team, which includes frontline transit employee representatives. If a suggestion is approved by the Safety Team, it will be brought to the Transit Director for final approval and implementation.
- Safety audits
 - Route qualification audits, which ensure that all operators are qualified to drive all routes.

- Recertification on safe driving techniques.
- Observation audits conducted by an Operations Supervisor riding along with an operator to evaluate their adherence to policy. Observation audits are also done by reviewing video from the bus. Checks are done on the Operator's adherence to safety policies, their uniforms, their customer relation skills and the general operation of the bus. Upon conclusion of the ride along, time is scheduled with the Operator to go over the results and discuss what was done well and what areas could be improved upon.
- Hours of service audits conducted daily when creating Operators driving schedules to ensure no driver is allowed to drive for more than 12.0 hours per day in accordance with department policy.
- The department monitors all applicable employees with a Commercial Driving License (CDL) to ensure up to date and accurate information. Shoreline Metro is in compliance with the Federal Highway Administration's Commercial Driver Licensing Standards. All Bus Operators and Maintenance personal are required to have a CDL in the class required by the state issuing the license.
- Evaluating customer suggestions and complaints.
 - Customer suggestions and complaints can be submitted in one of three ways. Passengers can call the customer service line at (920) 459-3281, by emailing contact@shorelinemetro.com, by requesting to speak with an Operations Supervisor when at the Transfer Station or by calling the Transit Director directly on the Shoreline Metro phone tree at (920) 459-3281.
- Consultation of known data sources:
 - Data, guidance, and other information provided by an oversight authority, including but not limited to FTA, the State, or as applicable, the State Safety Oversight Agency having jurisdiction;
 - Data, guidance, and other information regarding exposure to infectious disease provided by the CDC or a State health authority;
 - Guidelines to prevent or control exposure to infectious diseases provided by the CDC and/or the Wisconsin Department of Health Services; and
 - Safety concerns identified through Safety Assurance activities.

The number of near-misses, known as accident precursor data, is significantly greater than the number of accidents for comparable types of events. The practice of reporting and learning from accident precursor data is a valuable complement to other hazard identification practices. To be successful, hazard identification must take place within a non-punitive and just safety culture. Shoreline Metro employs systematic safety improvements by discovering and learning of potential weaknesses in the system's safety.

Shoreline Metro has also collaborated with the Transportation Safety Administration (TSA) to conduct an evaluation of the system's security and identify any hazards that may need to be addressed.

Subsection 2.1.1 Non-Punitive Reporting Policy

Shoreline Metro is committed to the safest transit operating standards practicable. To achieve this, it is imperative that Shoreline Metro has uninhibited reporting of all safety events that may compromise safe operations. To this end, every employee is responsible for the communication of any information that may affect the integrity of transit safety. Such communication must be completely free of any form of reprisal.

Shoreline Metro will not take disciplinary action against any employee who discloses a safety event. This policy shall not apply to information received by Shoreline Metro from a source other than the employee, or that involves an illegal act, or a deliberate or willful disregard of rules, regulations, or agency policies or procedures. For any transit worker behaviors that may result in disciplinary action, the specific behaviors which the transit worker violated shall be identified.

Shoreline Metro's method of collection, recording, and dissemination of information obtained from transit safety reports has been developed to protect, to the extent permissible by law, the identity of any employee who provides transit safety information.

Section 2.2 Safety Risk Assessment

Once a hazard has been identified, Shoreline Metro will conduct an assessment, using the Risk Assessment Matrix (Appendix D), to determine the potential consequences. A safety risk assessment includes an assessment of the likelihood and severity of the potential consequences of identified hazards, taking into account existing safety risk mitigations, to determine if safety risk mitigation is necessary and to inform prioritization of safety risk mitigations. Factors to be considered include the likelihood of occurrence, the severity of the consequences (should there be an occurrence), the level of exposure to the hazard, and the existing mitigation efforts in place. Shoreline Metro will assess risks subjectively by experienced personnel using a risk assessment matrix. Results of the risk assessment process will help determine whether the risk is being appropriately managed or controlled. If the risks are acceptable, the hazard will continue to be monitored. If the risks are unacceptable, steps will be taken by Shoreline Metro to lower the risk to an acceptable or tolerable level, or to remove, avoid, or otherwise eliminate the hazard.

Section 2.3 Safety Risk Mitigation

The assessment process may indicate that certain hazards have an acceptable level of risk, while others require mitigation to an acceptable or tolerable level. Shoreline Metro will further mitigate risk by completing a hazard assessment log (Appendix E) that can help prioritize safety risks. The level of risk can be lowered by reducing the severity of the potential consequences, likelihood of occurrence, exposure to that risk, or by some combination.

In general, Shoreline Metro will take the following safety actions to mitigate risk – these actions can be categorized into three broad categories, including:

1. **Physical Defenses:** These include objects and technologies that are engineered to discourage, or warn against, or prevent inappropriate action or mitigate the consequences of events (e.g.: traffic control devices, fences, safety restraining systems, transit controls/signals, transit monitoring systems, etc.).
2. **Administrative Defenses:** These include procedures and practices that mitigate the likelihood of accidents/incidents (e.g.: safety regulations, standard operating procedures, personnel proficiency, supervision inspection, training, etc.).

3. **Behavioral Defenses:** These include behavioral interventions through education and public awareness campaigns aimed at reducing risky and reckless behavior of motorists, passengers and pedestrians; factors outside the control of the agency (e.g.: the Zero in Wisconsin campaign).
4. **Infectious Diseases Defenses:** These include interventions aimed at reducing the spread of infectious diseases (e.g.: the installation of UV filtration systems on all buses, the use of Halo-Fogger sanitation spraying systems regularly on buses, and the elimination of reusable physical fare media). Shoreline Metro also follows guidelines from Sheboygan County Health and Human Services and the Centers for Disease Control and Prevention for infectious disease prevention.

Section 2.4 Safety Risk Prioritization

Once a hazard has been identified and the risk level assessed, Shoreline Metro will prioritize safety risks. Appendix E will be used to analyze the transit system as a whole and identify hazards. After hazards have been identified, Appendix F will prioritize these hazards and identify a timeline for corrective action.

Chapter 3: Safety Assurance

Safety assurance provides the necessary feedback to ensure that the SMS is functioning effectively, and that Shoreline Metro is meeting or exceeding its safety objectives. Safety assurance requires a clear understanding of how safety performance will be evaluated, or in other words, what metrics will be used to assess system safety and determine whether the SMS is working properly. Having decided on the metrics by which success will be measured, safety management requires embedding these metrics in the organizational culture and encouraging their use for ongoing performance improvement.

Section 3.1 Defining Safety Goals and Objectives/Outcomes

Setting safety goals and objectives is part of strategic planning and establishment of safety policy for Shoreline Metro. Clearly defining safety goals is the first part in creating a safety performance measurement system.

Safety goals are general descriptions of desirable long-term impacts. Safety goals for Shoreline Metro include the following:

1. Shoreline Metro will utilize a safety management systems framework to identify safety hazards, mitigate risk and reduce casualties and occurrences resulting from transit operations.
2. Shoreline Metro will foster agency-wide support for transit safety by establishing a culture where management is held accountable for safety and everyone in the organization takes an active role in securing transit safety.
3. Shoreline Metro will provide a safe and efficient transit operation by ensuring that all vehicles, equipment and facilities are regularly inspected, maintained and serviced as needed.
4. Shoreline Metro will foster an environment which promotes the safety of transit employees from assaults, verbal or physical abuse, or other actions which decrease the safety of public transit.

Safety objectives or outcomes are more specific statements that define measurable results. Safety objectives or outcomes for Shoreline Metro include the following:

1. Reduce the number of reportable fatalities
2. Reduce the number of reportable injuries
3. Reduce the number of reportable safety events
4. Reduce mean distance between major mechanical failures
5. Increase assessment and analysis of existing personnel, equipment, and procedures to identify and mitigate any potential safety hazards
6. Develop a corrective action plan and mitigation strategies to address identified hazards
7. Maintain a dedicated staff person as the Transit Agency Safety Officer to manage the agency's transit safety program
8. Continue to hold regular transit safety meetings comprised of staff at varying levels, including executives, officers, managers, operators, and maintenance personnel
9. Increase the reporting of near miss occurrences and incidents that would otherwise go unreported
10. Continue to provide employee safety training opportunities and attendance
11. Continue distribution of safety material amongst employees and the general public
12. Continue scheduled preventative maintenance on revenue vehicles

13. Continue scheduled preventative maintenance on equipment
14. Continue scheduled preventative maintenance on ADA equipment
15. Continue scheduled preventative maintenance on facilities

The safety objective or outcome will then be measured by defining specific performance metrics, including a baseline and target, that Shoreline Metro will determine is reasonable.

Section 3.2 Defining Safety Performance Measures

Performance measurement is the regular systematic collection, analysis and reporting of data that track resources used, work produced, and whether specific outcomes were achieved. In other words, it is a tool to quantify and improve performance, and engage and communicate with Shoreline Metro staff and external stakeholders.

The two core functions of performance measurement include monitoring and evaluating progress. Performance can be measured in terms of inputs, outputs, outcomes and efficiency, among other criteria.

Shoreline Metro will utilize these basic principles of performance management, including:

- Stakeholder involvement and acceptance
- Focus on agency goals and activities
- Clarity and precision
- Creditability and robustness
- Variety of measures
- Number of measures
- Hierarchy of measures
- Forward-looking measures
- Integration into agency decision making
- Timely reporting
- Understand agency specifics, including context and scale of operations
- Realism of goals and targets

Subsection 3.2.1 Metrics

System safety data can be collected through a variety of sources, including:

- Near miss information
- Accident investigation reports (with causal factor analysis)
- Internal safety audits (or reviews)
- Safety committee meetings
- Injury reports (including occupational injuries)
- Safety event reports (including accidents, incidents and occurrences)
- System monitoring (including testing and inspection records)

- Hazard management program

These safety data will be analyzed and used for development of key safety performance indicators and targets.

Shoreline Metro will initially focus on areas based on data delivered to the National Transit Database (NTD), including the following:

1. Fatalities
 - A. Total number of reportable crashes
 - B. Rate of reportable fatalities per total vehicle revenue miles
2. Injuries
 - A. Total number of reportable injuries
 - B. Rate of reportable injuries per total vehicle revenue miles
3. Safety Events
 - A. Total number of reportable safety events
 - B. Rate of reportable safety events per total vehicle revenue miles
4. System Reliability
 - A. Mean distance between major mechanical failures

These safety performance measures are used to select improvement targets for these four measures and for each mode of transit, in order to encourage improvements and monitor the safety performance of delivering transit services. In addition, Shoreline Metro will select additional performance measures and targets, both leading and lagging, to ensure continual improvement of its SMS.

Shoreline Metro will make its safety performance measure improvement targets available to applicable state agencies and metropolitan planning organizations (MPOs), and, to the maximum extent practicable, will coordinate with both in the selection of safety performance targets. Targets were submitted to the MPO on September 22nd and were transmitted to WisDOT on November 19th. Targets will be approved and included in local Transportation Improvement Programs (TIPs) and TIP amendments that will be submitted to the state by November 30th of each year.

Shoreline Metro and the Sheboygan MPO (Bay-Lake Regional Planning Commission) work very closely on various transportation planning activities. The Sheboygan MPO includes Shoreline Metro operations and projects in the MPO long-range transportation plan and TIP, and assists Shoreline Metro with the PTASP and the TAM Plan. The Sheboygan MPO also provides frequent technical assistance to Shoreline Metro, and occasionally completes transit development programs (TDPs, including transit surveys) for Shoreline Metro.

The safety data collected from the above sources will be analyzed for potential safety impacts. Identified areas of concern are reported to appropriate personnel in the form of specific project reports, memoranda, and recommendations from the safety committee.

Records of system safety data are maintained for a minimum of three years. Certain information, such as safety certification backup documentation, is maintained by Shoreline Metro's document control process. In addition to safety data, Shoreline Metro maintains other data and documentation of activities required by the PTASP. Distribution of safety-related reports and data is accomplished through the Shoreline Metro safety committee. Shoreline Metro will ensure that required SMS documentation is available upon request to FTA and other oversight agencies.

Section 3.3 Monitoring Performance and Evaluating Results

Once safety goals, objectives/outcomes and measures have been defined, they can be organized into a Safety Performance Matrix (Appendix G) or a Safety Performance Outline (Appendix H). Organizing information (particularly in a matrix) will allow Shoreline Metro to continuously monitor safety performance and update documentation at least semi-annually.

Shoreline Metro will monitor the system for safety assurance using the following procedures:

1. Monitor Safety Risks
 - A. Procedures to mitigate the safety risk, such as educating the public about a safety hazard
 - B. Create and install signage on vehicles
 - C. Train operators and staff to communicate the hazard to customers and make them aware of the mitigation to reduce future risk.
 - D. Monitor the educational efforts and determine the effectiveness of communication.
 - E. Safety audits and safety surveys
 - F. Quarterly and as-needed Safety Meetings
 - G. Safety Committee consisting of frontline transit work representatives including drivers and maintenance staff, and admin staff
 - H. Informal inspections of vehicles and facilities
 - (i) Review Pre-trip and Post-trip inspection cards and comments
 - (ii) Periodic inspection observation by the Safety Officer or his/her designee
 - I. Safety review and inspection of new or modified service(s)
 - J. Regular vehicle and facility inspections and preventative maintenance
 - K. Daily operations log sheet used by dispatchers and operations supervisors to monitor and document daily activities
 - (i) Reviewed by the Safety Officer for safety items and accuracy
2. Benchmarks
 - A. Create benchmarks for continuous monitoring for performance improvement.
 - (i) Valid complaints received
 - (ii) Accidents per 100,000 vehicle revenue miles operated
 - (iii) Preventable accidents per year
 - (iv) Non-preventable accidents per year
 - (v) Number of claims submitted by type per year
3. Monitor the Effects of Safety Promotion
4. Is the promotion/message working to improve safety performance? Use feedback to determine if the promotion or procedure should be adjusted for improvement.

Operations and maintenance supervisors report on these activities monthly to the Safety Officer who works with supervisors to review and investigate findings with implications for agency-wide compliance with and sufficiency of operations and maintenance procedures and determine the root cause and contributing factors for any issues.

Subsection 3.3.1 Conducting Investigations of Safety Events

Shoreline Metro utilizes an Accident Review Committee (as outlined as part of the labor agreement) that reviews and investigates accidents, incidents, and occurrences that take place on board a bus or at a facility. The group is two-tiered comprised of the Safety Supervisor (Safety Officer) and Union Steward in the first round review and additionally an Operations Supervisor, Lead Mechanic, and Transit Director (Accountable Executive) in the second round review. The second round is only required if there isn't consensus in the first round with preventability and accountability. The group is tasked with the following items:

1. Review and investigation of accidents, incidents, and occurrences
2. Interview drivers, staff, and witnesses (if applicable)
3. Determine preventability
 - A. The accident, incident, or occurrence was preventable or non-preventable
4. Carry out causal analysis by identifying any potential causal factors
5. Determine accountability
 - A. The employee was accountable for the accident, incident, or occurrence
 - B. The employee requires corrective action and/or training (retraining)
 - C. Observe the employee's behavior as the lone or contributing cause of the accident, incident, or occurrence
6. Recommend appropriate level of corrective action
7. Provide a summary of the Accident Review Committee's determinations and recommend level of corrective action (if applicable) to Operations Supervisors and the Director of Transit

In the event a deficiency is found through the review process, the Accident Review Committee will conduct steps b. through f. listed above. The Committee meets monthly and reviews accidents, incidents, and occurrences from the previous month.

The Safety Officer maintains documentation of Shoreline Metro's investigation policies and procedures as well as the Accident Review Committee's activities and results.

Following the Accident Review Committee's determinations, the Safety Officer works with an Operations Supervisor to follow up to coordinate corrective action and additional training for employees.

Shoreline Metro staff, including Transit Operations Supervisors, Safety Officer, mechanics, and the Director of Transit will monitor the system for compliance and sufficiency using the following procedures:

1. Safety Performance Monitoring
 - A. Maintenance records, including repairs, inspections, road calls and training
 - B. Operations records, including new employee training, refresher training, supervisor training, complaint logs, accident records and accident logs, TMI monthly loss runs and daily operation logs.
 - C. One-on-one conversations, ride checks, suggestions from employees, video from on-board security cameras and checklists.
2. Monitor Compliance with and Sufficiency of Operations and Maintenance Procedures
 - A. Rules compliance programs
 - B. Internal audits
 - C. Records reviews

- D. Observations
 - E. Ride alongs
3. Review Findings
- A. Review of policies, procedures and mitigations should be conducted periodically by the Chief Safety Officer and the Safety Manager and share such reviews and findings with the Accountable Executive and other appropriate team members.

The Hazard Identification and Risk Assessment Log (Appendix E) and all information collected and tracked from the procedures listed above will be reviewed quarterly to identify safety risk mitigations and assess their effectiveness. At that time, if needed, risk mitigations will be adjusted to better serve a safe environment.

Subsection 3.3.2 Monitoring Safety Risk Mitigations

Shoreline Metro's Safety Officer along with the Safety Committee, Operations Supervisors, and Director (Accountable Executive) will conduct all monitoring activities including Shoreline Metro's operations to identify mitigations that may be ineffective, inappropriate, outdated, or not implemented correctly by:

- Reviewing results from accident, incident and occurrence investigations
- Completing and reviewing of the daily operations report
- Monitoring employee safety reporting
- Reviewing results of internal safety audits, surveys and inspections
- Analyzing operational and safety data and trends to identify emerging or problematic safety concerns

Subsection 3.3.3 Monitoring Information Through Internal Safety Programs

The Safety Officer routinely reviews safety data and information captured in employee safety reports, safety meeting minutes, customer complaints, and other safety communication channels. When necessary, the SO ensures that the issues and concerns are investigated or analyzed through the SRM process. Information and documentation from employee safety reporting will be collected and maintained by the Safety Officer and will be reviewed quarterly.

Section 3.4 Integrating Results Into Agency Decision-Making Process

Shoreline Metro is committed to using the data collected and information learned to inform decision making and instill positive change. The main objective is the continuous improvement of transit system safety. When performance goals are not met, Shoreline Metro will work to identify why such goals were not met and what actions can be taken to minimize the gap in achieving defined goals. However, when goals are easily achieved, action will be taken to exceed expectations and reestablish a reasonable baseline.

Uses of performance results include:

- Focus attention on performance gaps and trigger in-depth investigations of what performance problems exist
- Help make informed resource allocation decisions
- Identify needs for staff training or technical assistance
- Help motivate employees to continue making program improvements

- Support strategic planning efforts by providing baseline information for tracking progress
- Identify best practices through benchmarking
- Respond to elected officials and the public's demand for accountability

Section 3.5 Sustaining a Safety Management System

In order to sustain the SMS, Shoreline Metro will ensure that particular processes are employed to instill an organizational foundation. Examples of actions taken to sustain the SMS include:

- **Create a measurement-friendly culture:** All staff, including senior managers, should be actively engaged in creating a measurement-friendly culture by promoting performance measurement as a means of continuous improvement. Senior managers will also lead by example and utilize performance metrics in decision making processes.
- **Build organizational capacity:** Investment in developing skilled human resources capacity is essential to sustaining an SMS. Both technical and managerial skills will be needed for data collection and analysis, as well as for setting goals. Managing staff and the governing board will commit the financial resources required for organizational capacity and maintaining an SMS on a continuous basis.
- **Reliability and transparency of performance results:** The SMS will be able to produce and report its results, both good and bad. Performance information should be transparent and made available to all stakeholders. Messengers should be protected to preserve the integrity of the measurement system. The focus should be on opportunities for improvement rather than allocating blame.
- **Demonstrate continuous commitment to measurement:** Visible commitment to using metrics is a long-term initiative. Shoreline Metro will demonstrate a commitment to performance measurement by establishing a formal process of reporting performance results, such as including transit safety and performance measurement as a standing agenda item at meetings of the Sheboygan Transit Commission.

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Chapter 4: Safety Promotion

Section 4.1 Safety Promotion, Culture, and Training

Shoreline Metro believes that safety promotion is critical to the success of an SMS by ensuring that the entire organization fully understands and trusts its safety policies, procedures and structure. Further, safety promotion involves establishing an organizational and workplace culture that recognizes safety as a core value, training employees in safety principles, and allowing open communication of safety issues.

Shoreline Metro's comprehensive safety training program applies to all safety-sensitive employees directly responsible for safety including:

- Bus operators
- Dispatchers /Transit Coordinators
- Mechanics /Mechanic Assistants
- Transit Operation Supervisors
- Safety Supervisor (Safety Officer)
- Transit Director (Accountable Executive)

Subsection 4.1.1 Safety Culture

Positive safety culture must be generated from the top. The actions, attitudes and decisions at the policy-making level must demonstrate a genuine commitment to safety. Safety must be recognized as the responsibility of each employee, with the ultimate responsibility for safety resting with the Accountable Executive. Employees must trust that they will have management support for decisions made in the interest of safety, while also recognizing that intentional breaches of safety will not be tolerated.

The primary goal of safety promotion at Shoreline Metro is to develop a positive safety culture that allows the SMS to succeed. A positive safety culture is defined as one which is:

1. An Informed Culture
 - Employees understand the hazards and risks involved in their areas of operation.
 - Employees are provided with the necessary knowledge, training and resources.
 - Employees work continuously to identify and overcome threats to safety.
2. A Just Culture
 - Employees know and agree on what is acceptable and unacceptable behavior.
 - Human errors must be understood, but negligence and willful violations cannot be tolerated.
3. A Reporting Culture
 - Employees are encouraged to voice safety concerns and to share critical safety information without the threat of punitive action. Safety concerns include, but are not limited to:
 - Reporting assaults on transit workers to senior management
 - Reporting near-mises to senior management
 - Reporting unsafe acts to senior management

- Reporting unsafe conditions to senior management
- When safety concerns are reported, they are analyzed, and appropriate action is taken.
- All reported safety concerns are identified weekly on the employee message boards.

4. A Learning Culture

- Learning is valued as a lifetime process beyond basic skills training.
- Employees are encouraged to develop and apply their own skills and knowledge to enhance safety.
- Employees are updated on safety issues by management, and safety reports are communicated back to staff so that everyone learns the pertinent lessons.

Shoreline Metro Safety Promotion activities and processes include steps and processes for identifying safety hazards, risk assessment and risk mitigation.

1. Hazard Identification

A. Safety Committee: Group comprised of frontline transit worker representatives, including transit operators, maintenance staff and supervisors. The group meets quarterly to discuss safety items, such as potential hazards, risks and employee suggestions. The group is tasked with the following items:

- (i) Review of historical safety records
- (ii) Accident trends
- (iii) Employee safety complaints and suggestions
- (iv) Past accidents/incidents
- (v) Near misses
- (vi) Review and approve Shoreline Metro's Public Transportation Agency Safety Plan and any required updates
- (vii) Set annual safety performance targets for the safety risk reduction programs.
- (viii) Support operation of the Shoreline Metro's SMS by:
 - (a) Identifying and recommending safety risk mitigations necessary to reduce the likelihood and severity of potential consequences identified through the transit agency's safety risk assessment, including safety risk mitigations associated with any instance where the transit agency did not meet an annual safety performance target in the safety risk reduction program.
 - (b) Identifying and recommending safety risk mitigations necessary to reduce the likelihood and severity of potential consequences identified through the transit agency's safety risk assessment, including safety risk mitigations associated with any instance where the transit agency did not meet an annual safety performance target in the safety risk reduction program
 - (c) Identifying safety deficiencies for purposes of continuous improvement as required at § 673.27(d), including any instance where the transit agency did not meet an annual safety performance target in the safety risk reduction program.
- (ix) Other safety items

B. Critical Safety Behaviors: A system to help with identifying and recording unsafe situations or behaviors.

- (i) Work area/site inspections
 - (a) Pre-trip inspections for vehicles
 - (b) Preventative maintenance
- (ii) Brainstorming/observations
- (iii) Employee input
 - (a) Suggestion/comment box
- (iv) Daily facility walkthrough checklist
- (v) Safety culture
 - (a) Quarterly team training and safety meetings
 - (b) Serious about Annual Safety Recognition
 - (c) Quarterly Employee Recognition program

2. Safety Risk Assessment

- A. Risk Management Assessment (RMA): Platform for determining risk associated with certain types of actions including:
 - (i) Training for such tasks
 - (ii) Requirement of assistance to perform tasks
 - (iii) Severity of risk
 - (iv) Return-on-investment
 - (v) Actions to control the risk
 - (vi) Contributing factors
 - (vii) Frequency of task
 - (viii) Adequacy of control measures

3. Safety Risk Mitigation

- A. Training: Platform for educating and equipping personnel with the knowledge, skills and resources to perform a task. This is considered the first and primary step to mitigating risk. Sometimes, this includes retraining personnel once a hazard is identified to further reduce the risk. Examples of such training include:
 - (i) New hire
 - (a) Classroom training, including defensive driving, distracted driving, ADA, customer service, policies and procedures, and expectations
 - (b) Behind the wheel training, including traffic laws, backing, railroad crossings, bus stop procedures, security, emergency management, onboard incidents, etc.
 - (c) CDL (for individuals requiring proper license to operator a vehicle)
 - (ii) Forklift training/certification
 - (a) Maintenance staff
 - (iii) Accidents and Incidents
 - (a) Refresher training for personnel
 - (b) Near miss reporting
 - (iv) Quarterly meetings and as-needed meetings

- (a) Training and safety awareness for personnel
- (v) Bloodborne Pathogen
- (vi) City Policies
 - (a) Harassment
 - (b) Information Technology
 - (c) FLSA, FMLA
 - (d) Workman's Compensation

Subsection 4.1.2 Training

During the initial implementation of an SMS, specific training will be required for all employees and contract staff, to explain the agency's safety culture and describe how Shoreline Metro's SMS works. The Chief Safety Officer is the resource person for providing a corporate perspective on Shoreline Metro's approach to safety management.

All newly hired employees' training is documented using the Shoreline Metro Team Member Onboarding and Training Checklist form. The form documents an employee's progress through the training program and documents hours dedicated to training in the classroom and onboard the bus.

Shoreline Metro provides employees with CDL Training for those employees required to possess a CDL that do not already hold a CDL. Training includes all the necessary tools to pass the CDL driver's test and to become a fixed route or paratransit bus operator. All initial classroom preparation and behind-the-wheel training is conducted by the Safety, Training and Education Supervisor. Once the individual has obtained the CDL and has shown proficiency in operating a transit bus, the employee is moved into driving in service with an experienced and trained bus operator. Evaluations are conducted by the bus operator on the new driver during each training session. These evaluations are then reviewed by the Safety, Training and Education Supervisor to determine if additional training is required or if the employee may be moved into revenue service and thus starting the employee's probation period.

Employees already possessing a CDL upon hire are provided with initial classroom preparation and behind-the-wheel training by the Safety, Training and Education Supervisor. Once the individual has shown proficiency in operating a transit bus, the employee is moved into driving in service with an experienced and trained bus operator. Evaluations are conducted by the bus operator on the new driver during each training session. These evaluations are then reviewed by the Safety, Training and Education Supervisor to determine if additional training is required or if the employee may be moved into revenue service and thus starting the employee's probation period.

Employees involved in an accident during their probation period are evaluated with additional training typically provided as to reduce future hazards and mitigate risks.

Current employees periodically participate in refresher training either via classroom, onboard, post-accident or post-incident. Employees who are off of work for a significant amount of time (30 days or more) participate in refresher training.

Maintenance staff is provided training on-the-job through vendors or manufacturers of products/equipment/services by Shoreline Metro. Additional training includes forklift, lockout/tag out, fire extinguisher, etc.

Safety Management training topics may include:

1. Initial Safety Training for All Staff
 - A. Basic principles of safety management, including the integrated nature of SMS, risk management, safety culture, etc.

- B. Corporate safety philosophy, safety goals and objectives, safety policy, and safety standards
 - C. Importance of complying with the safety policy and SMS procedures, and the approach to disciplinary actions for different safety issues
 - D. Organizational structure, roles and responsibilities of staff in relation to safety
 - E. Transit agency's safety record, including areas of systemic weakness
 - F. Requirement for ongoing internal assessment of organizational safety performance (e.g.: employee surveys, safety audits, and assessments)
 - G. Reporting accidents, incidents and perceived hazards
 - H. Lines of communication for safety managers
 - I. Feedback and communication methods for the dissemination of safety information
 - J. Safety promotion and information dissemination
2. Safety Training for Operations Personnel
- A. Unique hazards facing operational personnel
 - B. Seasonal safety hazards and procedures (e.g.: winter operations)
 - C. Procedures for hazard reporting
 - D. Procedures for identifying and reporting safety events (accidents and incidents)
 - E. De-escalation training
 - F. Emergency procedures
 - G. Safety Training for Management
 - (i) Principles of the SMS
 - (ii) Management responsibilities and accountabilities for safety
 - (iii) Legal issues (i.e.: liability)
3. Training for the Safety Officer
- A. Familiarization with different transit modes, types of operation, routes, etc.
 - B. Understanding the role of human performance in safety event causation and prevention
 - C. Operation of the SMS
 - D. Investigating safety events
 - E. Crisis management and emergency response planning
 - F. Safety promotion
 - G. Communication skills
 - H. Performing safety audits and assessments
 - I. Monitoring safety performance
 - J. National Transit Database (NTD) safety event reporting requirements

Subsection 4.1.3 Communication

Shoreline Metro's communication on safety policies, procedures and observations is critical to promoting safety and ensuring a safety culture. Communicating safety to employees is performed through the following:

- The Safety Officer maintains a Safety Board for employees as a means of keeping safety on the minds of employees, and this board includes safety tips from Transit Mutual Insurance. Additional safety messages and information are provided with a focus on engaging employee participation. Cities and Villages Mutual Insurance Company (CVMIC) also provides safety messages and awareness for employees.
- Shoreline Metro maintains a departmental policies and procedures manual (called T.E.A.M.) for employees that outlines the expectations and accountabilities of the driver positions. Supplemental policies include Safety and Security Assessment Program, Drug and Alcohol Policy, Drug-Free Workplace, Harassment, Information Technology, ADA, and Social Media.
- The labor agreement identifies specifically key safety items that must be followed by Shoreline Metro at all times targeted at keeping employees safe and reducing risk.
- Shoreline Metro has a standing section at each of its quarterly Safety Meetings dedicated to safety training, safety review and policy and procedure review.
- Safety Officer communicates findings in the Accident Review back to key officials and uses these findings to retrain all team members at safety meetings or in memos.
- Accountable Executive and Safety Officer maintain digital communication boards for employees and customers that promote safety and risk reduction especially during winter months when issues seem to rise due to weather.
- Safety Officer follows up directly with the reporter if they self-identified to let them know what actions were taken to address their report and also communicates the results to the entire agency through its digital communication boards

Appendices



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Appendix A: Staff Safety Roles and Responsibilities

APPENDIX A

SHORELINE METRO STAFF SAFETY ROLES AND RESPONSIBILITIES

Completed by: Derek Muench/Bud Schultz **Date: July 1, 2024**

Position Title	Name of Staff Member	Position Description	Safety Responsibilities
Accountable Executive	Derek Muench, Transit Director	49 CFR § 673.5 – Accountable Executive means a single, identifiable person who has ultimate responsibility for carrying out the PTASP; responsibility for carrying out the agency’s TAM Plan; and control or direction over the human and capital resources needed to develop and maintain both the agency’s PTASP, in accordance with 49 U.S.C. § 5329(d), and the agency’s TAM Plan, in accordance with 49 U.S.C. § 5326.	<ul style="list-style-type: none"> • Ultimate responsibility for carrying out the PTASP • Responsibility for carrying out the TAM Plan • Control or direction over the human and capital resources needed to develop and maintain both plans • Ensuring the agency’s SMS is effectively implemented throughout the system • Ensuring action is taken, as necessary, to address substandard performance in the agency’s SMS • May delegate specific responsibilities, except ultimate accountability for the agency’s safety performance, which always rests with the Accountable Executive
Chief Safety Officer	Bud Schultz, Safety and Training Coordinator	49 CFR § 673.5 – Chief Safety Officer means an adequately trained individual who has responsibility for safety and reports directly to a transit agency’s chief executive officer, general manager, president, or equivalent officer. A Chief Safety Officer (CSO) for a small public transportation provider (as defined in Part 673) may serve in capacities (operational or maintenance) unless the agency ceases to be a small public transportation provider or operates a rail transit system.	<ul style="list-style-type: none"> • Is adequately trained • Responsibility for safety • Reports directly to agency’s Accountable Executive • Authority and responsibility for day-to-day implementation and operation of agency’s SMS
Safety Manager (Is the same as/merged with CSO position)	Bud Schultz, Safety and Training Coordinator	Ensure coordinated development and implementation of the PTASP (is the same as/merged with CSO position)	<ul style="list-style-type: none"> • Is the same as/merged with CSO position • Maintains a safe working environment • Adheres to all safety policies and procedures • Promotes safety awareness throughout the organization • Ensures safety documentation is current and accessible to all employees • Communicates changes in safety documents to all personnel • Monitors effectiveness of corrective actions • Provides periodic reports on safety performance • Renders independent advice to the CEO, senior managers, and other personnel on safety-related matters • Ensures that safety management has a high priority throughout the organization

<p>Transit Supervisors</p>	<p>Ann Koeller and Bruce Felten, Operations Supervisors</p>	<p>Supervisors are responsible for communicating the transit agency's safety policies to all employees.</p>	<ul style="list-style-type: none"> • Maintains a safe working environment • Adheres to all safety policies and procedures • Full knowledge of all standard and safety operating procedures • Ensures that drivers make safety a primary concern when on the job • Listens and acts upon any safety concerns raised • Immediately reports safety concerns to the CSO/SM • Provides leadership and direction to employees during security incidents • Handles minor non-threatening rule violations • Defuses minor arguments • Determines when to call for assistance • Responds to fare disputes and service complaints • Responds to security related calls with police officers when required, rendering assistance with crowd control, victim/witness information gathering, and general on-scene assistance • Completes necessary security related reports • Takes photographs of damage and injuries • Coordinates with all outside agencies at incident scenes
<p>Bus Operators</p>	<p>17 Full-Time Fixed-Route Drivers; 10 Part-Time Fixed-Route Drivers; 6 Full-Time Paratransit Drivers; 3 Part-Time Paratransit Drivers</p>	<p>Drivers are responsible for exercising maximum care and good judgment in identifying and reporting suspicious activities, in managing security incidents, and in responding to emergencies.</p>	<ul style="list-style-type: none"> • Maintains a safe working environment • Adheres to all safety policies and procedures • Takes charge of a hazard incident scene until the arrival of supervisory or emergency personnel • Collects fares in accordance with agency policy • Familiar with Shoreline Metro Employee Manual and Procedures • Attempts to handle minor non-threatening rule violations • Responds verbally to complaints • Attempts to defuse minor arguments • Determines when to call for assistance • Maintains control of the vehicle • Reports all safety incidents to Supervisor on duty • Completes all necessary safety related reports
<p>Maintenance Staff</p>	<p>4 Full-Time Mechanics</p>	<p>Mechanic performs major running repairs of buses. Fully qualified and completely capable of repairing, maintaining, and rebuilding all parts of all equipment.</p>	<ul style="list-style-type: none"> • Maintains a safe working environment • Adheres to all safety policies and procedures • Responsible for repair of vehicle components, including engine and transmission rebuilds • Conducts all levels of inspections • Assists in all aspects of repair and maintenance work • Makes bus assignments (if needed) • Maintains a safe working environment and adheres to all safety policies and procedures • Makes road calls • Tire changes and repairs • Brake relines • Driver reported defects • Supervises bus-washing activities

Appendix B: Safety Assessment and System Review

APPENDIX B

SHORELINE METRO SAFETY ASSESSMENT AND SYSTEM REVIEW

Complete this form semi-annually to identify potential safety hazards. It is imperative that completion of this review includes only accurate and correct information – data collected from this assessment will guide agency resource allocation and focus priority needs appropriately. Not all questions will apply.

Completed by: Derek Muench/Bud Schultz	Date: July 1, 2024
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SECTION	REVIEW QUESTIONS	YES	NO	N/A
Safety Policies:	• Are all safety policies up to date and reviewed?	X		
	• Is a Public Transit Agency Safety Plan (PTASP) or any other System Safety Plan written for the transit system?	X		
	• Is the Drug and Alcohol Policy current and up to date?	X		
New Hire Employee Files:	• Was there a structured interview conducted and documented?	X		
	• Is the applicant asked questions relating to previous experience with drug and alcohol testing?	X		
	• Is the offer of employment documented in writing?	X		
	• Is there a pre-employment drug screen?	X		
	• Is there a pre-employment physical exam?	X		
	• Are safety sensitive responsibilities outlined in the job description?	X		
	• Is there a completed Substance Abuse Policy and Drug Free Workplace Policy Acknowledgement form?	X		
	• Is there a Current Policies and Procedures Acknowledgement Form?	X		
Post Hire Employee Files:	• Is a current employee roster available?	X		
	• Are the employee files maintained by the transit system?	X		
	• Do existing employee files contain:	X		
	➤ Background check?	X		
	➤ Previous employer request form?	X		

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	➤ Verification of current driver's license and CDL?	X		
	➤ Current MVR?	X		
	➤ PARS Reports?	X		
	➤ Current copy of physical exam certificate?	X		
	➤ Signed Substance Abuse Policy Acknowledgement?	X		
	➤ Drug and Alcohol Testing Record with COC and authorization forms?	X		
	➤ Record of annual supervisor ride checks and evaluations?	X		
Education and Training:	• Are operator certifications current and up to date?	X		
	• Have managers completed Safety Management Systems (SMS) training?		X	
	• Are employees familiar with OSHA topics, including:			
	➤ Hazard Communication?	X		
	➤ Emergency Action Planning?	X		
	➤ Bloodborne Pathogens?	X		
	➤ Lockout/Tagout?	X		
	➤ Personal Protective Equipment (PPE)?	X		
	➤ Injury Prevention Planning?	X		
	• Have all safety sensitive employees received Drug and Alcohol Training?	X		
	• Do new mechanics receive classroom training?	X		
	• Do existing mechanics receive ongoing training?	X		
	• Do operations transit workers receive de-escalation training	X		
	• Do operations transit workers receive concern identification and reporting training?	X		
Safety Meetings:	• Is there an active Safety Committee at the transit agency?	X		
	• Does the Safety Committee include frontline transit worker representatives?	X		
	• Are safety meetings held on a regular basis?	X		
	• Are safety meetings and sign in sheets documented, with publicly posted agendas and minutes?	X		
	• Do senior managers attend safety meetings?	X		
	• Do vehicle operators attend safety meetings?	X		

	<ul style="list-style-type: none"> Do mechanics attend safety meetings? 	X		
Incident and Accident Investigation Procedures:	<ul style="list-style-type: none"> Are policies in place dictating which incidents are reported and which are not? 	X		
	<ul style="list-style-type: none"> Are incident report forms kept on board the vehicle? 	X		
	<ul style="list-style-type: none"> Are accident reports completed for all situations? 	X		
	<ul style="list-style-type: none"> Are incident/accident reports used as pre-accident training material? 	X		
	<ul style="list-style-type: none"> Are incident/accident reports used as post-accident training material? 	X		
	<ul style="list-style-type: none"> Are incident/accident reports used to identify potential hazards and analyzed in a Risk Assessment Matrix (RAM)? 	X		
	<ul style="list-style-type: none"> Are complaint forms kept on all vehicles?* 		X	
	<ul style="list-style-type: none"> Are all operators provided with safety vests on their vehicles?*** 		X	
	<ul style="list-style-type: none"> Are incident/accident photos taken? 	X		
Substance Abuse:	<ul style="list-style-type: none"> Is there a current and updated Drug and Alcohol Policy? 	X		
	<ul style="list-style-type: none"> Do all staff members understand the Drug and Alcohol Policy? 	X		
	<ul style="list-style-type: none"> Is random testing being completed? 	X		
	<ul style="list-style-type: none"> Is reasonable suspicion testing being completed? 	X		

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Facility and Shop Inspections:	• Are monthly facility inspections conducted as scheduled?	X		Item 8.
	• Are facility inspection forms completed properly?	X		
	• Are unsafe conditions or acts, regarding the facility corrected and documented?	X		
	• Are fire extinguishers up to date with annual servicing requirements?	X		
	• Are fire extinguishers inspected on a monthly basis?	X		
	• Are routine inspections of the fire extinguishers documented?	X		
	• Are eye wash stations available with unobstructed access?	X		
	• Are eye wash stations inspected on a scheduled basis?	X		
	• Is machine guarding in place?	X		
	• Are batteries stored safely?	X		
	• Are all containers marked with the contents clearly identified?	X		
	• Are floors clear of tripping hazards?	X		
	• Are hazardous materials stored safely and labeled, and are SDS sheets available for employees?	X		
	• Are emergency exits clearly marked?	X		
	• Are lights out?			X
	• Are jack stands available for use?	X		
	• Are jack stands used whenever a vehicle is elevated on a lift?		X	
	• Is a lock out tag out program in place?	X		
Asset Management (Vehicles):	• Is a current and updated list of vehicles readily available?	X		
	• Is all maintenance activity completed on vehicles tracked?	X		
	• Is a regular maintenance schedule written and followed?	X		
	• Are work order forms, service order forms and parts requested documented?	X		
	• Are vehicle inspection forms completed on a regular basis and available?	X		
	• Are habitual maintenance issues reported to WisDOT?			X
	• Are maintenance issues analyzed and used to forecast future vehicle needs?	X		
	• Are maintenance issues analyzed and used to identify potential hazards and evaluated in a Risk Assessment Matrix (RAM)?	X		
	• Are pre-trip inspection forms completed daily?	X		
	• Are post-trip inspection forms completed daily?	X		

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<p>Comments: <i>*The standard complaint form is available on the Shoreline Metro website, as well as by contacting the Shoreline Metro's customer service office.</i> <i>**Supervisor response vehicles contain accident kits that include forms and safety vests.</i></p>				
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Appendix C: FACILITY SAFETY and SECURITY ASSESSMENT

Completed by: Derek Muench/Bud Schultz	Last Updated: November 15, 2022
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APPENDIX C

SHORELINE METRO FACILITY SAFETY and SECURITY ASSESSMENT

Complete this form semi-annually to identify potential safety hazards. It is imperative that the completion of this review includes only accurate and correct information – data collected from this assessment will guide agency resource allocation and focus priority needs appropriately. Not all questions will apply.

Completed by: Derek Muench/Bud Schultz	Date: July 1, 2024
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SECTION	REVIEW QUESTIONS	YES	NO	N/A
Buildings and Facility Grounds:	• Are facility grounds randomly and frequently patrolled?	X		
	• Are daily security sweeps conducted?	X		
	• Are smoke/fire/carbon monoxide detectors provided and working?	X		
	• Are distribution and number of keys known and controlled?	X		
	• Are all keys labeled as "DO NOT DUPLICATE"? (Fob system is used)			X
	• Are all unoccupied areas locked and secured?	X		
Lighting:	• Is entire perimeter of facility properly illuminated?	X		
	• Is lighting mounted at approximately second story level?	X		
	• Are lights provided over all entrance doors?	X		
	• Is lighting provided in staff parking areas?	X		
Entrance Doors and Windows:	• Are all doors:			
	➢ Built of commercial grade with metal framing?	X		
	➢ Outside hinges hidden and protected from vandalism?	X		

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	➤ Provided with a commercial grade, one-sided lock? (Fob system is used)	X		
	➤ Provided with push "panic" bar releases?		X	
	➤ In case of breakage or opening are all windows and doors connected to a central station alarm?	X		
Electronic Surveillance:	• Is the entire perimeter of facility protected by a CCTV system? (Transfer station yes, garage no)		X	
	• Is this system monitored by management and/or a security company?	X		
	• Is this system always on or activated by motion sensors?	X		
Non-Employee Access:	• Is access restricted to persons without proper credentials and clearance?	X		
	• Are supply deliverers required to show proper I.D. and sign-in a log book?		X	
	• Are all non-employees accompanied and/or observable at all times?	X		
Surrounding Environment:	• Are there other non-City/County buildings connected to the facility that may be vulnerable to unauthorized entry to City/County property?		X	
	• Are all utility components (power transformers, back-up generators) protected and secured from vandalism or attack?	X		
	• Are all outdoor storage areas adequately lighted and secured?	X		
Material Storage:	• Are all hazardous and flammable materials properly identified?	X		
	• Are all materials properly labeled, stored, and secured?	X		
Forms and Written Plans:	• Are emergency numbers (police, fire, ambulance, FBI) current and prominently displayed at each phone? (911)		X	
	• Is a Chain of Command and emergency call list prominently displayed?	X		
	• Are employees trained and checklists provided on how to handle a physical threat or incident called in on the phone?	X		
Evacuation Plan/Procedures	• Are there evacuation plans for this facility?	X		
	• Are staff members trained on this plan?	X		
	• Are assembly areas and alternate assembly areas identified, validated and coordinated with the County Emergency Management Office?	X		
	• Have the primary and alternate assembly areas, evacuation sites, and evacuation routes been verified and coordinated with all appropriate agencies?	X		

	<ul style="list-style-type: none"> • Has the Emergency Evacuation Plan been reviewed, coordinated, and briefed to staff as appropriate? 	X		
Training:	<ul style="list-style-type: none"> • Is an orientation program in place for each new staff member? 	X		
	<ul style="list-style-type: none"> • Do all staff members receive safety and security training appropriate to their position and level of responsibility? 	X		
	<ul style="list-style-type: none"> • Are periodic safety and security training and briefings completed with staff? 	X		
	<ul style="list-style-type: none"> • Do all new staff members receive briefings on the City/County Evacuation Plan, the Disaster Preparedness Plan, and other security policies and procedures? 	X		
Administrative Procedures:	<ul style="list-style-type: none"> • Is a record of emergency data on file for each staff? 	X		
	<ul style="list-style-type: none"> • Have incident reporting format and procedures been established and staff briefed on them? 	X		
	<ul style="list-style-type: none"> • Are all incident reports treated with confidentiality and transmitted by secure means to the appropriate City/County department? 	X		
	<ul style="list-style-type: none"> • Are background checks conducted and verified on all prospective new hires? 	X		
Cash Handling and Transfer:	<ul style="list-style-type: none"> • Has a secure method for receipt, transfer and storage of cash been established and have appropriate staff members been trained on them? 	X		
	<ul style="list-style-type: none"> • Is cash transported by at least two individuals with cash divided between them? 		X	
	<ul style="list-style-type: none"> • Do all staff members understand that in the event of a robbery they should never risk their lives to protect cash or other valuables? 	X		
Fire and Electrical Safety:	<ul style="list-style-type: none"> • Are fire extinguishers installed in all appropriate locations? 	X		
	<ul style="list-style-type: none"> • Are smoke and heat detectors installed, at least one on each floor? 	X		
	<ul style="list-style-type: none"> • Is a first aid kit present and maintained? 	X		
	<ul style="list-style-type: none"> • Are all electrical devices, outlets, circuit breakers and cords free of damage that may pose a shock hazard? 	X		
	<ul style="list-style-type: none"> • Are all electrical circuit, gas, and telephone boxes, if accessible from the outside, locked to prevent tampering? 	X		
	<ul style="list-style-type: none"> • Do any non-employees have access from outside the building to any fire escapes, stairways, and/or the roof? 		X	
	<ul style="list-style-type: none"> • Are all outdoor trash containers and storage bins located away from the building in the event of a fire? 	X		

Appendix D: Risk Assessment Matrix

Appendix D included as an attachment to this document.

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Appendix F: Prioritized Safety Risk Log

SHORELINE METRO PRIORITIZED SAFETY RISK LOG

This form is used to organize identified safety risks facing Shoreline Metro. The log should be updated frequently to demonstrate continual progress towards risk reduction through mitigation strategies. A timeline is used to highlight projected completion dates. [Blue text is a sample entry]

Completed by: Derek Muench/Bud Schultz | **Last Updated: July 1, 2024**

Priority	Risk Description	Planned Mitigation Strategies	Outcomes of Planned Mitigation Strategies	Responsible Staff	Timeline	
1 [SAMPLE]	Non-compliance with agency maintenance protocol	<ul style="list-style-type: none"> • Introduce compliance monitoring • Effective supervision including work compliance assessment • Competency assessments • Maintenance policy to reinforce need for compliance 		<ul style="list-style-type: none"> • Safety Assurance • Line Manger • Maintenance Manager 	<ul style="list-style-type: none"> • Begin January 2020 • Complete August 2020 	Open
2						
3						
4						
5						
6						
7						
8						
9						
10						

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Appendix G: Safety Performance Matrix

APPENDIX G SHORELINE METRO SAFETY PERFORMANCE MATRIX

This form allows Shoreline Metro to organize, monitor, and evaluate identified safety goals and objectives/outcomes.

Completed by: Derek Muench/Bud Schultz | **Last Updated: August 5, 2024**

GOAL 1: SMS TO REDUCE CASUALTIES/OCCURRENCES			
Shoreline Metro will utilize a safety management systems framework to identify safety hazards, mitigate risk and reduce casualties and occurrences resulting from transit operations.			
OBJECTIVE/OUTCOME	METRICS	BASELINES	TARGETS
Reduce the number of reportable fatalities	Total number of reportable fatalities	Average Reportable Fatalities: 2019 – 2023: Fixed-Route = 0.0 Paratransit = 0.0	2024 number of reportable fatalities targets: Fixed-Route = 0.0 Paratransit = 0.0
	Rate of reportable fatalities per 100,000 vehicle revenue miles	Rate of Reportable Fatalities: 2019 – 2023: Fixed-Route = 0.000 Paratransit = 0.000	2024 rate of reportable fatalities targets: Fixed-Route = 0.000 Paratransit = 0.000
Reduce the number of reportable injuries	Total number of reportable injuries	Average Reportable Injuries: 2019 – 2023: Fixed-Route = 0.2 Paratransit = 0.0	2024 number of reportable injuries targets: Fixed-Route = 0.2 Paratransit = 0.0
	Rate of reportable injuries per 100,000 vehicle revenue miles	Rate of Reportable Injuries: 2019 – 2023: Fixed-Route < 0.001 Paratransit = 0.000	2024 rate of reportable injuries targets: Fixed-Route < 0.001 Paratransit = 0.000
Reduce the number of reportable safety events	Total number of reportable safety events	Average Reportable Safety Events: 2019 – 2023: Fixed-Route = 28.2 Paratransit = 8.0	2024 number of reportable safety event targets: Fixed-Route = 26.8 Paratransit = 7.6
	Rate of reportable safety events per 100,000 vehicle revenue miles	Rate of Reportable Safety Events: 2019 – 2023: Fixed-Route = < 0.001 Paratransit < 0.001	2024 rate of reportable safety event targets: Fixed-Route < 0.001 Paratransit < 0.001
Reduce mean distance between major mechanical failures	Average distance between major mechanical failures (Miles)	Average Distance Between Major Mechanical Failures: 2019 – 2023 (Miles): Fixed-Route = 263,830 Paratransit = 728,843	2023 average distance between major mechanical failures: Fixed-Route = 546,478 (0) Paratransit = 148,722 (0)
Increase assessment and analysis of existing personnel, equipment, and procedures to identify and mitigate any potential safety hazards	Number of safety audits, inspections or assessments completed per specified period of time	Approximately 60 accident reviews, ride checks, safety audits, and facility inspections were completed in 2023.	Maintain monthly facility inspections, monthly safety incident reviews, driver ride checks (anonymous), annual hazardous communication review and as-needed personnel safety reviews.
Develop a corrective action plan and mitigation strategies to address identified hazards	Percent of corrective action strategies completed per specified period of time	Develop a corrective action plan and mitigation strategies to address identified hazards in the previous objective/outcome in 2021	Beginning in 2022, complete all preventable corrective action strategies identified in the plan each year

GOAL 2: CULTURE			
Shoreline Metro will foster agency-wide support for transit safety by establishing a culture where management is held accountable for safety and everyone in the organization takes an active role in securing transit safety.			
OBJECTIVE/OUTCOME	METRICS	BASELINES	TARGETS
Maintain a dedicated staff person as the Transit Agency Safety Officer to manage the agency's transit safety program	Number of years of transit safety experience	Have a Transit Agency Safety Officer with at least eight years of overall transit experience and at least two years of transit safety experience manage Shoreline Metro's transit safety program	Retain a Transit Agency Safety Officer with at least eight years of overall transit experience and at least two years of transit safety experience manage Shoreline Metro's transit safety program
Continue to hold regular transit safety meetings comprised of staff at varying levels, including executives, officers, managers, operators, and maintenance personnel	Number of meetings per specified period of time or number of additional meetings following each incident/occurrence	Hold meetings quarterly (or more frequently as needed)	Hold meetings quarterly (or more frequently as needed)
Increase the reporting of near miss occurrences and incidents that would otherwise go unreported	Number of near miss occurrences/incidents reported per specified passenger-miles traveled or per specified period of time	Near miss accidents must be reported as they occur to a dispatcher, supervisor or safety officer.	N/A – not measurable; drivers and staff required to report as they occur.
Continue to provide employee safety training opportunities and attendance	Number of employee safety training sessions completed per specified period of time	Training sessions were not held in 2021 due to the pandemic.	Hold training sessions quarterly (or more frequently as needed)
Continue distribution of safety material amongst employees and the general public	Number of manuals, newsletters, brochures, posters, or campaigns distributed per specified period of time	Safety materials are evaluated and provided as needed	Safety materials to be provided will be evaluated on an annual basis
GOAL 3: SYSTEMS/EQUIPMENT:			
Shoreline Metro will provide a safe and efficient transit operation by ensuring that all vehicles, equipment, and facilities are regularly inspected, maintained, and serviced as needed.			
OBJECTIVE/OUTCOME	METRICS	BASELINES	TARGETS
Continue scheduled preventative maintenance on revenue vehicles	Timeliness of preventative maintenance inspections on revenue vehicles completed per Federal Transit Administration (FTA) standards	Preventative maintenance inspections on revenue vehicles will be completed in accordance with FTA standards	Meet or exceed the FTA standards for preventative maintenance inspections on revenue vehicles
Continue scheduled preventative maintenance on equipment	Timeliness of preventative maintenance inspections on equipment per FTA standards	Preventative maintenance inspections on equipment will be completed in accordance with FTA standards	Meet or exceed the FTA standards for preventative maintenance inspections on equipment
Continue scheduled preventative maintenance on ADA equipment	Timeliness of preventative maintenance inspections on ADA equipment per FTA standards	Preventative maintenance inspections on ADA equipment will be completed in accordance with FTA standards	Meet or exceed the FTA standards for preventative maintenance inspections on ADA equipment
Continue scheduled preventative maintenance on facilities	Timeliness of preventative maintenance inspections and repairs on facilities	Preventative maintenance inspections will be completed regularly, with repairs made timely and in accordance with all FTA requirements	Preventative maintenance inspections will be completed regularly, with repairs made timely and in accordance with all FTA requirements

Appendix H: Safety Performance Outline

APPENDIX H

SHORELINE METRO SAFETY PERFORMANCE OUTLINE

This form allows Shoreline Metro to organize, monitor, and evaluate identified safety goals and objectives/outcomes.

Completed by: Derek Muench/Bud Schultz

Last Updated: August 5, 2024

GOAL 1: SMS TO REDUCE CASUALTIES/OCCURRENCES

Shoreline Metro will utilize a safety management systems framework to identify safety hazards, mitigate risk and reduce casualties and occurrences resulting from transit operations.

1. Objective/Outcome:

Reduce the number of reportable fatalities

- Metric: Number and rate (per 100,000 vehicle revenue miles) of reportable fatalities*
- Baseline: Average reportable fatalities: 2019 – 2023: Fixed-Route = 0.0, Paratransit = 0.0
Rate of reportable fatalities: 2019 – 2023: Fixed-Route = 0.000, Paratransit = 0.000*
- Targets: Maintain average reportable fatalities for both fixed-route and paratransit at 0.0, and maintain the rate of reportable fatalities for both fixed-route and paratransit at 0.000*

2. Objective/Outcome:

Reduce the number of reportable injuries

- Metric: Number and rate (per 100,000 vehicle revenue miles) of reportable injuries*
- Baseline: Average reportable injuries: 2019 – 2023: Fixed-Route = 0.2, Paratransit = 0.0
Rate of reportable injuries: 2019 – 2023: Fixed-Route = < 0.001, Paratransit = 0.000*
- Targets: Maintain average reportable injuries and the rate of reportable injuries at the low 2019 – 2023 levels for both fixed-route and paratransit.*

3. Objective/Outcome:

Reduce the number of reportable safety events

- Metric: Number and rate (per 100,000 vehicle revenue miles) of reportable safety events*
- Baseline: Average reportable safety events: 2019 – 2023: Fixed-Route = 28.2, Paratransit = 8.0
Rate of reportable safety events: 2019 – 2023: Fixed-Route < 0.001, Paratransit < 0.001*
- Targets: Reduce average reportable safety events by 5 percent over 2019 – 2023 levels (Fixed-Route = 26.8, Paratransit = 7.6), but maintain the rate of reportable safety events at the low 2019 – 2023 levels for both fixed-route and paratransit.*

4. Objective/Outcome:

Reduce mean distance between major mechanical failures

- Metric: Average distance between major mechanical failures (Miles)*
- Baseline: Average distance between major mechanical failures: 2019 – 2023 (Miles):
Fixed Route = 96,291, Paratransit = 351,586*
- Targets: Increase the average distance between major mechanical failures by 5 percent over 2019 - 2023 levels (Fixed-Route = 101,105, Paratransit = 369,165)*

5.

6. Objective/Outcome:

Increase assessment and analysis of existing personnel, equipment, and procedures to identify and mitigate any potential safety hazards

- a. *Metric: Number of safety audits, inspections or assessments completed per specified period of time*
- b. *Baseline: Approximately 30 safety audits, inspections or assessments were completed in 2023*
- c. *Target: Complete approximately 60 safety audits, inspections, or assessments in 2023*

7. Objective/Outcome

Develop a corrective action plan and mitigation strategies to address identified hazards

- a. *Metric: Percent of corrective action strategies completed per specified period of time*
- b. *Baseline: Develop a corrective action plan and mitigation strategies to address identified hazards in the previous objective/outcome in 2023*
- c. *Target: Beginning in 2023, complete all preventable corrective action strategies identified in the plan each year*

GOAL 2: CULTURE

Shoreline Metro will foster agency-wide support for transit safety by establishing a culture where management is held accountable for safety and everyone in the organization takes an active role in securing transit safety.

1. Objective/Outcome:

Maintain a dedicated staff person as the Transit Agency Safety Officer to manage the agency's transit safety program

- a. *Metric: Number of years of transit safety experience*
- b. *Baseline: Have a Transit Agency Safety Officer with at least eight years of overall transit experience and at least two years of transit safety experience manage Shoreline Metro's transit safety program*
- c. *Target: Have a Transit Agency Safety Officer with at least eight years of overall transit experience and at least two years of transit safety experience manage Shoreline Metro's transit safety program*

2. Objective/Outcome:

Continue to hold regular transit safety meetings comprised of staff at varying levels, including executives, officers, managers, operators, and maintenance personnel

- a. *Metric: Number of meetings per specified period of time or number of additional meetings following each incident/occurrence*
- b. *Baseline: Hold meetings quarterly (or more frequently as needed)*
- c. *Target: Hold meetings quarterly (or more frequently as needed)*

3. Objective/Outcome:

Increase the reporting of near miss occurrences and incidents that would otherwise go unreported

- a. *Metric: Number of near miss occurrences/incidents reported per specified passenger-miles traveled or per specified period of time*
- b. *Baseline: Not collected at this time; will be collected for the first time over calendar year 2023 and will be reported in a future PTASP*
- c. *Target: Target will be established beginning with the 2023 PTASP*

4. Objective/Outcome:

Continue to provide employee safety training opportunities and attendance

- a. *Metric: Number of employee safety training sessions completed per specified period of time*
- b. *Baseline: Training sessions were not held in 2021 due to the pandemic*
- c. *Target: Hold training sessions quarterly (or more frequently as needed)*

5. Objective/Outcome:

Continue distribution of safety material amongst employees and the general public

- a. *Metric: Number of manuals, newsletters, brochures, posters, or campaigns distributed per specified period of time*
- b. *Baseline: Safety materials are evaluated and provided as needed.*
- c. *Target: Safety materials to be provided will be evaluated on an annual basis.*

GOAL 3: SYSTEMS/EQUIPMENT:

Shoreline Metro will provide a safe and efficient transit operation by ensuring that all vehicles, equipment, and facilities are regularly inspected, maintained, and serviced as needed.

1. Objective/Outcome:

Continue scheduled preventative maintenance on revenue vehicles

- a. *Metric: Timeliness of preventative maintenance inspections on revenue vehicles completed per Federal Transit Administration (FTA) standards*
- b. *Baseline: Preventative maintenance inspections on revenue vehicles will be completed in accordance with FTA standards*
- c. *Target: Meet or exceed the FTA standards for preventative maintenance inspections on revenue vehicles*

2. Objective/Outcome

Continue scheduled preventative maintenance on equipment

- a. *Metric: Timeliness of preventive maintenance inspections on equipment per FTA standards*
- b. *Baseline: Preventative maintenance inspections on equipment will be completed in accordance with FTA standards*
- c. *Target: Meet or exceed the FTA standards for preventative maintenance inspections on equipment*

3. Objective/Outcome

Continue scheduled preventative maintenance on ADA equipment

- a. *Metric: Timeliness of preventative maintenance inspections on ADA equipment per FTA standards*
- b. *Baseline: Preventative maintenance inspections on ADA equipment will be completed in accordance with FTA standards*
- c. *Target: Meet or exceed the FTA standards for preventative maintenance inspections on ADA equipment*

4. Objective/Outcome

Continued scheduled preventative maintenance on facilities

- a. *Metric: Timeliness of preventative maintenance inspections and repairs on facilities*
- b. *Baseline: Preventative maintenance inspections will be completed regularly, with repairs made timely and in accordance with all FTA requirements*
- c. *Target: Preventative maintenance inspections will be completed regularly, with repairs made timely and in accordance with all FTA requirements*

PTASP Acknowledgment Form

I acknowledge that I have received a copy of the Shoreline Metro Public Transportation Agency Safety Plan on the date indicated below. I understand that I am responsible for being familiar with and complying with the policies of the City of Sheboygan and Shoreline Metro.

I agree it is my responsibility to speak to a Supervisor immediately, if I have questions or need clarification.

Print Employee Name

Signature of Employee

Date

Prepared by:
Bay-Lake Regional Planning Commission
1861 Nimitz Drive
De Pere, WI 54115

Staff

Brandon Robinson,
Executive Director

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Commissioners

Brown County

Vacant

Door County

Vacant

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Larry Neuens

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Rich Wolosyn

Kewaunee County

Tom Romdenne

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Debra Noel

Manitowoc County

James Falkowski

Greg Grotegut

***Daniel Koski

Marinette County

****Ann Hartnell

Thomas Mandli

Michael Kunesh

Oconto County

Dennis Kroll

Terry Brazeau

Karl Ballestad

Sheboygan County

Ed Procek

**Mike Hotz

Ryan Sorenson

*Project Contributors

**Chairperson

***Vice-Chairperson

****Secretary/Treasurer





OPERATING METRICS FOR TRANSIT OPERATIONS - 2025 to 2026

OPERATING METRICS	FIRST QUARTER				SECOND QUARTER				THIRD QUARTER				FOURTH QUARTER				YEAR END			
	2026	2025	Difference	Target	2026	2025	Difference	Target	2026	2025	Difference	Target	2026	2025	Difference	Target	2026	2025	Difference	Target
<i>Cost-Efficiency</i>																				
Expense/Revenue Hour	\$105.68	\$110.54	\$4.86	\$94.85		\$114.90	\$114.90	\$94.85		\$128.66	\$128.66	\$94.85		\$102.54	\$102.54	\$94.85		\$114.23	\$114.23	\$94.85
Expense/Revenue Mile	\$32.35	\$31.08	\$1.27	N/A		\$13.23	\$13.23	N/A		\$12.82	\$12.82	N/A		\$12.29	\$12.29	N/A		\$12.20	\$12.20	N/A
<i>Cost-Effectiveness</i>																				
Expense/Passenger Trip	\$7.16	\$7.52	\$0.36	\$7.25		\$7.63	\$7.63	\$7.25		\$10.42	\$10.42	\$7.25		\$6.73	\$6.73	\$7.25		\$7.98	\$7.98	\$7.25
<i>Service-Effectiveness</i>																				
Passengers/Revenue Hour	14.77	14.70	0.06	13.80		15.06	-15.06	13.80		12.35	-12.35	13.80		15.24	-15.24	13.80		14.32	-14.32	13.80
Passengers/Revenue Mile	0.99	1.06	0.07	N/A		13.89	-13.89	N/A		11.39	-11.39	N/A		14.06	0.00	N/A		0.00	0.00	N/A
<i>Passenger Revenue-Effectiveness</i>																				
Revenue/Expense (Ratio)	15.9%	10.3%	5.6%	11.5%		12.5%	-12.5%	11.5%		10.8%	-10.8%	11.5%		13.0%	-13.0%	11.5%		11.6%	-11.6%	11.5%
Revenue/Passenger Trip	\$1.14	\$0.77	\$0.37	\$0.66		\$0.95	-\$0.95	\$0.66		\$1.13	-\$1.13	\$0.66		\$0.87	-\$0.87	\$0.66		\$0.92	-\$0.92	\$0.66
Metro Connection																				
	2026	2025	2025	% Change	2026	2025	Difference	% Change	2026	2025	Difference	% Change	2025	2026	2025	% Change	2025	2026	2025	% Change
<i>Service-Effectiveness</i>																				
Passengers/Revenue Hour	2.66	2.65	0.01	0.4%		2.67	(2.67)	-100.0%		2.62	(2.62)	-100.0%		2.63	(2.63)	-100.0%		2.64	(2.64)	-100.0%
Passengers/Revenue Mile	0.22	0.21	0.01	4.5%		0.21	(0.21)	-100.0%		0.21	(0.21)	-100.0%		0.21	(0.21)	-100.0%		0.21	(0.21)	-100.0%
OPERATING STATISTICS																				
	FIRST QUARTER				SECOND QUARTER				THIRD QUARTER				FOURTH QUARTER				YEAR END			
Shoreline Metro	2026	2025	Difference	% Change	2026	2025	Difference	% Change	2026	2025	Difference	% Change	2026	2025	Difference	% Change	2026	2025	Difference	% Change
Revenue Miles	134,633	128,813	5,820	4.5%		136,810	136,810	-100.0%		136,069	136,069	-100.0%		132,155	132,155	-100.0%		533,847	533,847	-100.0%
Total Miles	139,254	133,234	6,020	4.5%		141,506	141,506	-100.0%		140,739	140,739	-100.0%		136,691	136,691	-100.0%		552,170	552,170	-100.0%
Revenue Hours	9,045	9,306	261	-2.8%		9,235	9,235	-100.0%		9,718	9,718	-100.0%		9,575	9,575	-100.0%		37,834	37,834	-100.0%
Total Hours	9,807	10,090	283	-2.8%		10,013	10,013	-100.0%		10,537	10,537	-100.0%		10,382	10,382	-100.0%		41,022	41,022	-100.0%
Ridership	133,559	136,829	3,270	-2.4%		139,101	139,101	-100.0%		119,976	119,976	-100.0%		145,956	145,956	-100.0%		541,862	541,862	-100.0%
Metro Connection																				
	2026	2025	Difference	% Change	2026	2025	Difference	% Change	2026	2025	Difference	% Change	2026	2025	Difference	% Change	2026	2025	Difference	% Change
Revenue Miles	29,551	33,097	3,546	-10.7%		33,359	33,359	-100.0%		31,697	31,697	-100.0%		31,294	31,294	-100.0%		129,447	129,447	-100.0%
Total Miles	33,381	36,818	3,437	-9.3%		36,956	36,956	-100.0%		35,143	35,143	-100.0%		34,840	34,840	-100.0%		143,757	143,757	-100.0%
Revenue Hours	2,433	2,619	186	-7.1%		2,601	2,601	-100.0%		2,575	2,575	-100.0%		2,553	2,553	-100.0%		10,348	(10,348)	-100.0%
Total Hours	2,706	2,974	268	-9.0%		3,021	3,021	-100.0%		2,832	2,832	-100.0%		2,919	2,919	-100.0%		11,746	(11,746)	-100.0%
Ridership	6,465	6,932	467	-6.7%		6,951	6,951	-100.0%		6,759	6,759	-100.0%		6,705	6,705	-100.0%		27,347	(27,347)	-100.0%
REVENUES/EXPENSES																				
	FIRST QUARTER				SECOND QUARTER				THIRD QUARTER				FOURTH QUARTER				YEAR END			
System Operations	2026	2025	Difference	% Change	2026	2025	Difference	% Change	2026	2025	Difference	% Change	2026	2025	Difference	% Change	2026	2025	Difference	% Change
Expenses	\$955,886	\$1,028,713	\$72,827	-7.1%		\$1,061,125	\$1,061,125	-100.0%		\$1,250,322	\$1,250,322	-100.0%		\$981,785	\$981,785	-100.0%		\$4,321,945	\$4,321,945	-100.0%
Farebox Revenues	\$151,865	\$105,484	\$46,381	44.0%		\$132,425	\$132,425	-100.0%		\$135,037	\$135,037	-100.0%		\$127,636	\$127,636	-100.0%		\$500,582	\$500,582	-100.0%

Definitions

Cost-Efficiency examines the amount of service produced in relation to the amount of resources expended. The lower the ratio, the more cost efficient the service.

Cost-Effectiveness metrics addresses transit use in relation to the level of resources expended. The lower the cost per passenger, the more cost effective the service.

Service-Effectiveness is a measure of the consumption of public transportation service in relation to the amount of service available. The larger the ratio, the more effective the service.

Passenger Revenue-Effectiveness, or average fare per passenger trip, measures the amount each passenger is paying to use the service. The higher the average, the more cost is being borne by the passenger.

OPERATING STATISTICS FOR THE PARKING UTILITY – 2025 to 2026

REVENUES	JANUARY				FEBRUARY				MARCH				APRIL				MAY				JUNE				
	2026	2025	Difference	% Change	2026	2025	Difference	% Change	2026	2025	Difference	% Change	2026	2025	Difference	% Change	2026	2025	Difference	% Change	2026	2025	Difference	% Change	
Meters	\$8,281	\$8,666	\$385	-4.4%	\$14,904	\$16,725	\$1,821	-10.9%	\$13,254	\$10,604	\$2,650	25.0%	\$13,946	\$19,201	\$5,255	-27.4%	\$10,068	\$11,660	\$1,592	-13.7%	\$11,862	\$11,862	\$0	-100.0%	
Stall Rentals	\$6,295	\$7,577	\$1,282	-16.9%	\$10,769	\$10,220	\$549	5.4%	\$7,825	\$6,449	\$1,376	21.3%	\$5,942	\$6,291	\$349	-5.5%	\$5,942	\$5,308	\$634	11.9%	\$4,268	\$4,268	\$0	-100.0%	
MONTH TOTALS	\$14,576	\$16,243	\$1,667	-10.3%	\$25,673	\$26,945	\$1,272	-4.7%	\$21,079	\$17,053	\$4,026	23.6%	\$19,888	\$25,492	\$5,604	-22.0%	\$16,010	\$16,968	\$958	-5.6%	\$0	\$16,130	\$16,130	\$0	-100.0%
REVENUES	JULY				AUGUST				SEPTEMBER				OCTOBER				NOVEMBER				DECEMBER				
	2026	2025	Difference	% Change	2026	2025	Difference	% Change	2026	2025	Difference	% Change	2026	2025	Difference	% Change	2026	2025	Difference	% Change	2026	2025	Difference	% Change	
Meters		\$23,261	\$23,261	-100.0%		\$17,158	\$17,158	-100.0%		\$11,758	\$11,758	-100.0%		\$13,536	\$13,536	-100.0%		\$12,446	\$12,446	-100.0%		\$18,533	\$18,533	-100.0%	
Stall Rentals		\$5,500	\$5,500	-100.0%		\$5,254	\$5,254	-100.0%		\$4,408	\$4,408	-100.0%		\$5,610	\$5,610	-100.0%		\$4,914	\$4,914	-100.0%		\$4,702	\$4,702	-100.0%	
MONTH TOTALS	\$0	\$28,761	\$28,761	-100.0%	\$0	\$22,412	\$22,412	-100.0%	\$0	\$16,166	\$16,166	-100.0%	\$0	\$19,146	\$19,146	-100.0%	\$0	\$17,360	\$17,360	-100.0%	\$0	\$23,235	\$23,235	-100.0%	
REVENUE COMPARISON BY YEAR					REVENUE COMPARISON BY QUARTER																				
ANNUAL TOTALS	2025 YTD	2026 YTD	Difference	% Change	FIRST QUARTER		SECOND QUARTER		THIRD QUARTER		FOURTH QUARTER														
					2025	2026	2025	2026	2025	2026	2025	2026													
Meters	\$35,995	\$36,439	444.00	1.2%	\$35,995	\$36,439	\$42,723	\$24,014	\$52,177	\$0	\$44,515	\$0													
Stall Rentals	\$24,246	\$24,889	643.00	2.7%	\$24,246	\$24,889	\$15,867	\$11,884	\$15,162	\$0	\$15,226	\$0													
TOTAL REVENUE	\$60,241	\$61,328	1,087.00	1.8%	\$60,241	\$61,328	\$58,590	\$35,898	\$67,339	\$0	\$59,741	\$0													

Prepared by Shoreline Metro for the Transit Commission.

FIRST QUARTER REPORT

CITY OF SHEBOYGAN

REQUEST FOR TRANSIT COMMISSION CONSIDERATION

ITEM DESCRIPTION: Director’s Report

REPORT PREPARED BY: Derek Muench, Director of Transit & Parking

REPORT DATE: 9/4/25

MEETING DATE: 9/9/25

FISCAL SUMMARY:

Budget Line Item:	N/A
Budget Summary:	N/A
Budgeted Expenditure:	N/A
Budgeted Revenue:	N/A

STATUTORY REFERENCE:

Wisconsin Statutes:	N/A
Municipal Code:	N/A

BACKGROUND / ANALYSIS:

The Director of Transit & Parking presents to the Transit Commission a report of operations for the Transit and Parking Utilities. The Transit Commission is advised of the following processes for several standing items included in this report:

Reporting – Shoreline Metro staff filed several reports with the Wisconsin Department of Transportation and the Federal Transit Administration, typically on a quarterly basis.

- Wisconsin Department of Transportation
 - Bus Operations Report
 - Completed and reported quarterly directly to DOT.
 - 85.21 Operations Report
 - Completed and submitted quarterly to Sheboygan County for review and submission.
 - 5310 Vehicle Report
 - Completed and submitted quarterly to Sheboygan County for review and submission.
- Federal Transit Administration
 - Federal Financial Report (FFR):
 - Submitted for each project (application) active with FTA (typically quarterly) related to the expenses and federal funds used towards a project.
 - Milestone Progress Report (MPR):
 - Submitted for each project (application) active with FTA (typically quarterly) related to the status of a project.

1st QUARTER OPERATIONS REPORT – 2026

WISCONSIN BUS OPERATIONS REPORT

Wisconsin Department of Transportation

Quarterly/Year End

DT1489 5/2002

1. MUNICIPALITY/TRANSIT SYSTEM:		CITY OF SHEBOYGAN / SHEBOYGAN TRANSIT						
2. Period Covered (Check One)		Year: 2026						
1st Quarter <input checked="" type="checkbox"/> Jan. 1 - Mar. 31	2nd Quarter <input type="checkbox"/> Apr. 1 - June 30	3rd Quarter <input type="checkbox"/> July 1 - Sept. 30		4th Quarter <input type="checkbox"/> Oct. -Dec. 31		Year-End <input type="checkbox"/> Jan. 1 - Dec. 31		
3. OPERATING CHARACTERISTICS								
A. PASSENGER TRIPS	FIXED ROUTE	DEMAND RESPONSE (PARATRANSIT)					TOTAL AGENCY TRIPS	
		ADA REVENUE TRIPS	SPECIALIZED SUBSYSTEM TRIPS	ADA AGENCY TRIPS	NON-ADA AGENCY TRIPS	TOTAL AGENCY TRIPS		
REVENUE TRIPS	129,989	1,106	2,616	1,917	826	2,743	136,454	
"FREE FARE" TRIPS	3,570	0	0	0	0	0	3,570	
TRANSFER TRIPS	0	0	0	0	0	0	0	
TOTAL	133,559	1,106	2,616	1,917	826	2,743	140,024	
B. PASSENGER REVENUE								
PASSENGER REVENUE	\$82,117	\$4,424.00	\$10,464.00	\$38,340.00	\$16,520.00	\$54,860.00	\$151,865.00	
C. VEHICLE MILES								
REVENUE MILES	134,633	13,818	15,733				164,184	
TOTAL MILES	139,254	15,609	17,772				172,635	
D. VEHICLE HOURS								
REVENUE HOURS	9,045	1,138	1,295				11,478	
DRIVER PAY HOURS	9,807	1,265	1,441				12,513	
E. GALLONS OF FUEL								
GALLONS OF FUEL	23,292	2,042	2,326				27,660	
F. EXPENSES								
						TOTAL EXPENSES	\$955,886.00	
						CONTRA EXPENSES	\$19,998.00	
						NET EXPENSES	\$935,888.00	
						METRO CONNECTION	\$212,504.55	
						SHORELINE METRO	\$743,381.45	

Derek Muench

(Transit Director)

14-Apr-26

(Date)

Ann Koeller

(Prepared By)

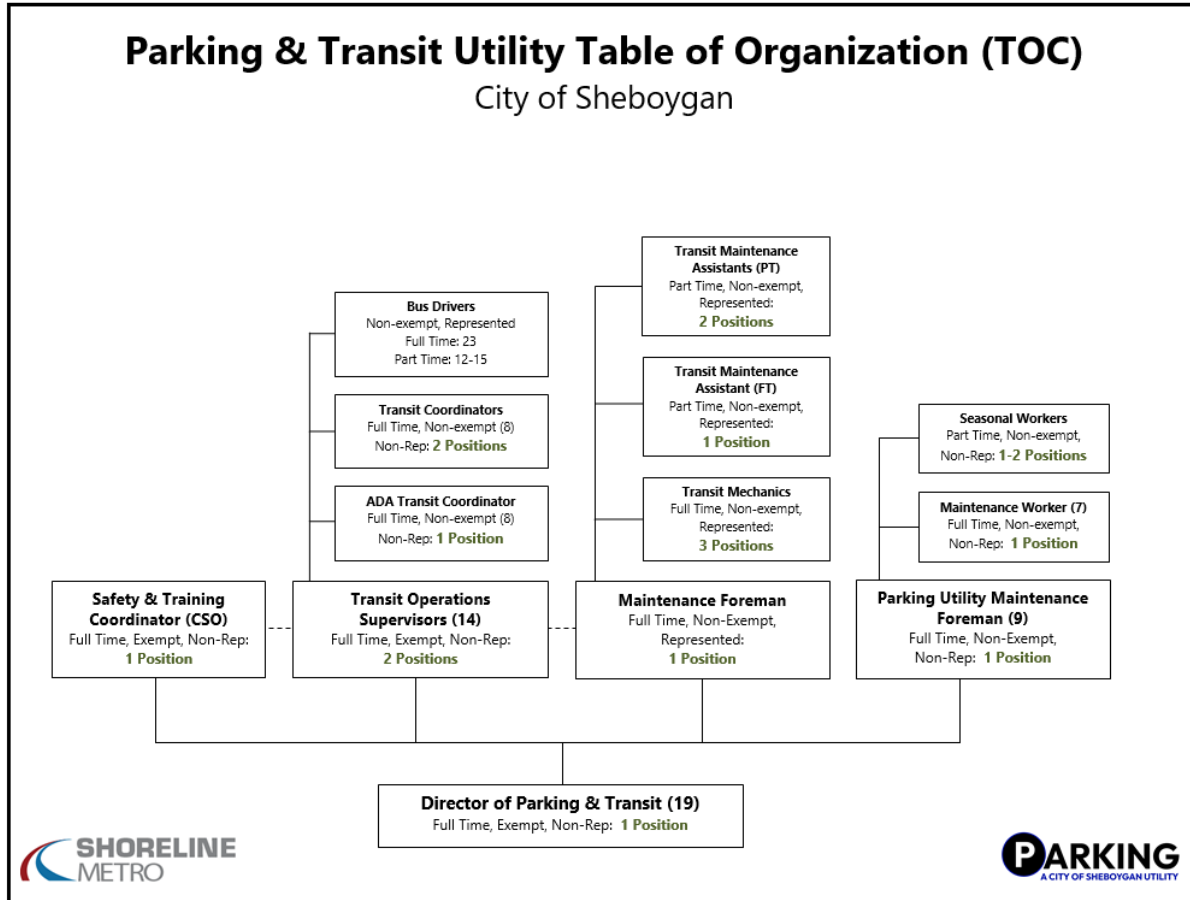
4/14/2026

(Date)

Financials – Shoreline Metro staff (Director) review expenses and revenues on a regular basis, typically bi-monthly and quarterly. Financial reports are reviewed for accurate expenses and revenues. Inaccuracies are reported to the Finance Department with a recommendation for resolution.

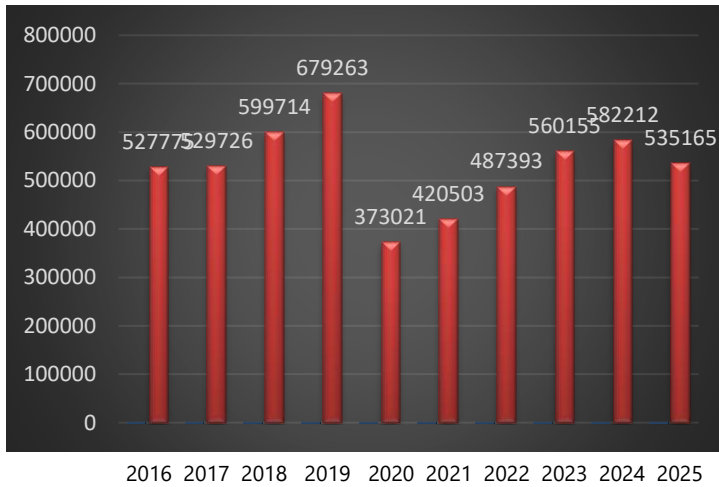
- Invoices
 - Paid within 30-days by staff
 - Payables are reviewed for approval by the Director
 - Approved payables are then sent to Finance for review and payment.
- Revenues/Fares/User Fees
 - Collected in accordance with departmental policies:
 - Fareboxes – twice a month (15th and last day)
 - Office Sales – daily
 - Meters – twice a month (some monthly/quarterly)
 - Grants/Reimbursements – direct deposit is processed by Finance.
 - Deposited at Wisconsin Bank & Trust
 - Credited to appropriate budget accounts as soon as possible by Finance.

Personnel – Shoreline Metro staff address personnel needs on a regular basis. Bus drivers are the most common position available with recruitment occurring almost monthly. Bus drivers are hired as needed and based on abilities and qualifications. Staff positions are filled as needed. The following is the current Table of Organization for the Parking & Transit Utilities:



Ridership – The count of physical passenger trips taken with Shoreline Metro (red diagram) and Metro Connection (blue diagram) is known as ridership. For Shoreline Metro, a trip is counted every time a customer boards a bus. For Metro Connection, a trip is counted every time a customer completes a one-way trip. Ridership is highly influenced by socio-economic factors, weather, and emergencies. It is also a product of affordable fares, reliable service, safe travel and dependability.

Shoreline Metro Ridership – 2016 to 2025



Metro Connection Ridership – 2016 to 2025



DIRECTOR COMMENTS:

The Director of Transit & Parking presents the following items as advisory and information.

Personnel:

- **Paul Norlander** has been promoted to a Transit Coordinator during Q1 of 2026.
- **Damanis Meeks** and **William Hafemeister** have joined the team as part-time Shoreline Metro drivers in Q2 of 2026. Both drivers are testing for their CDL on July 2nd.
- **Danielle Hoepfner** has joined the team as a full-time Metro Connection driver in Q2 of 2026.
- **James Annis Jr** has joined the team as a Maintenance Assistant in Q2 of 2026.
- **Kevin Hilbelink** has resigned his position as Mechanic in Q2 of 2026. We wish him the best in his future endeavors.
- **Noah Wilterdink** has returned to a Mechanic position in Q2 of 2026 after previously serving as a Mechanic and most recently a Maintenance Assistant.

Operational Items/Updates:

The following items are provided as operational updates related to transit and parking services provided by the department.

- **First Quarter Team Meetings** were held on April 21st for all employees covering operations, training and safety.

- **Shoreline Metro Facilities Report** was conducted in 2025 and presented to staff in 2026 (covering all City facilities). The report includes facility/equipment conditions and recommended replacement schedules.
- **Transportation Development Plan** has concluded for years 2026-2030 by Bay-Lake Regional Planning Commission. Staff and committee members worked on this plan for the past year and a half. The plan outlays some recommendations for transit service over the next five-year period including fares, service hours, service types and routes.
- **2027 Budgets** are in the process of being finalized and will be presented at the September Transit Commission. We are expected a difficult budget for 2027 (transit) with losses in funding, increases in expenses and a high reliance on CARES Act/ARPA funds to close the gap. More details to be shared during the budget presentation in September.

Action: Staff recommends accepting the Director's Report provided by the Director of Transit & Parking and placing on file.

TRANSIT COMMISSION AGENDA ITEM COMMENTS:

The following items are on the Transit Commission agenda for consideration and approval and are not a part of the Director's Report. This information is provided by the Director of Transit and Parking and is for your consideration. Please consult this information prior to making any motions or approvals.

6. CDBG AGREEMENT FOR 2026-2027 GRANT CYCLE

Shoreline Metro applies annually to receive Community Development Block Grant (CDBG) funding through the federal HUD program. The funding goes to support increased frequency and accessibility to Shoreline Metro for a particular low-income sector of Sheboygan located just west and north of downtown Sheboygan. The agreement is the formal acceptance of the CDBG funding to support operations as part of the local share match for Shoreline Metro's annual operations budget. The amount is equal to \$42,493.00.

Action: The Director recommends the support and approval of the agreement and further authorizes the Director to sign the agreement on behalf of the Transit Utility and Sheboygan Transit Commission.

7. PRESENTATION OF SHORELINE METRO FACILITIES REPORT

The Facilities Director with the assistance of the Director of Transit & Parking will review the final facilities report for Shoreline Metro facilities. These reports were done city-wide on all city owned facilities. The purpose of the reports was to gather information on condition of the facilities and equipment and create a city plan for maintenance and replacement of facilities and equipment.

Shoreline Metro has two facilities that were included in the report. Both facilities will be reviewed with the Transit Commission.

8. PRESENTATION OF 2026 PUBLIC TRANSIT AGENCY SAFETY PLAN FOR SHORELINE METRO

Shoreline Metro has made required revisions to its Public Transit Agency Safety Plan. FTA released a few mandatory revisions along with Shoreline Metro's annual updates are included in this final draft.

A summary of the changes includes:

- Updated staffing and personnel in the document (org chart and appendixes).
- Updated clarifying language throughout document to meet several minor requirements.
- Updated data to include most recent years data reporting for accidents and incidents.
- Revised Shoreline Metro staff as listed in the plan.
- Revised goals and benchmarks to include most recent years data.
- New requirements for communicating safety and safety performance information throughout the organization.
- New requirements for a comprehensive safety training program including de-escalation training, reporting training and safety event reporting.

Action: The Director recommends acceptance and approval of the revised 2024 Public Transit Agency Safety Plan for Shoreline Metro.

****This item requires a signature of all Transit Commissioners on the signature page****

9. SHORELINE METRO TRANSPORTATION DEVELOPMENT PLAN (2026-2030)

Bay-Lake Regional Planning Commission has completed Shoreline Metro's next Transportation Development Plan (TDP) for calendar years 2026 to 2030. The plan commenced in February 2025 and was completed in July 2026. The area considered in this study included the Cities of Sheboygan and Sheboygan Falls and the Village of Kohler.

The last TDP was completed in 2021 for calendar years 2021-2025.

Improvements to service are always necessary to keep a transit operation useful and effective to its riders and to the larger public. Short-range plans are critical for improving and coordinating transit services. The planning process would permit careful consideration of factors expected to impact transit services over the covered period, as well as the development of a strategy to optimize the use of capital and operational funding to meet the needs of the service area. The TDP would involve careful consideration of the appropriate future direction for public transportation services in the Sheboygan area.

A committee was assembled to assist in this process, which will include stakeholders, customers, general public, community organizations, elected officials and city staff.

The final plan is being presented to the Transit Commission for adoption and approval. Individual recommendations within the plan may require Transit Commission approval prior to implementation.

Action: The Director recommends the support and approval of the Transportation Development Plan for 2026-2030 and placing on file.

10. FIRST QUARTER REPORTS

The Director of Transit & Parking is submitting these reports for consideration by the Transit Commission. When reading this report for transit operations, please do not put much emphasis on individual quarterly metrics. Many factors influence ridership (winter during first quarter as an example) and expenses (annual purchases such as insurance paid during first and second quarter).

Here is a summary of the First Quarter reports:

- Transit Utility:
 - Shoreline Metro ridership was down 2.4 percent for Q1.
 - Ridership is trending down for 2026 over 2025
 - Ridership is believed to have rebounded in Q2 (forecasted)
 - Metro Connection ridership was down 6.7 percent for Q1.
 - Ridership trending down for 2026 over 2025
 - Revenue was up 44 percent for Q1 over same time in 2025.
 - Expenses were down 7.1 percent for Q1 over same time in 2025.
- Parking Utility:
 - Permit revenue is up about 1.2 percent over 2025 Q1.
 - Meter revenue was up 2.7 percent in Q1 over 2025.

Overall, no concerns at this time on transit or parking report statistics.

END OF REPORT