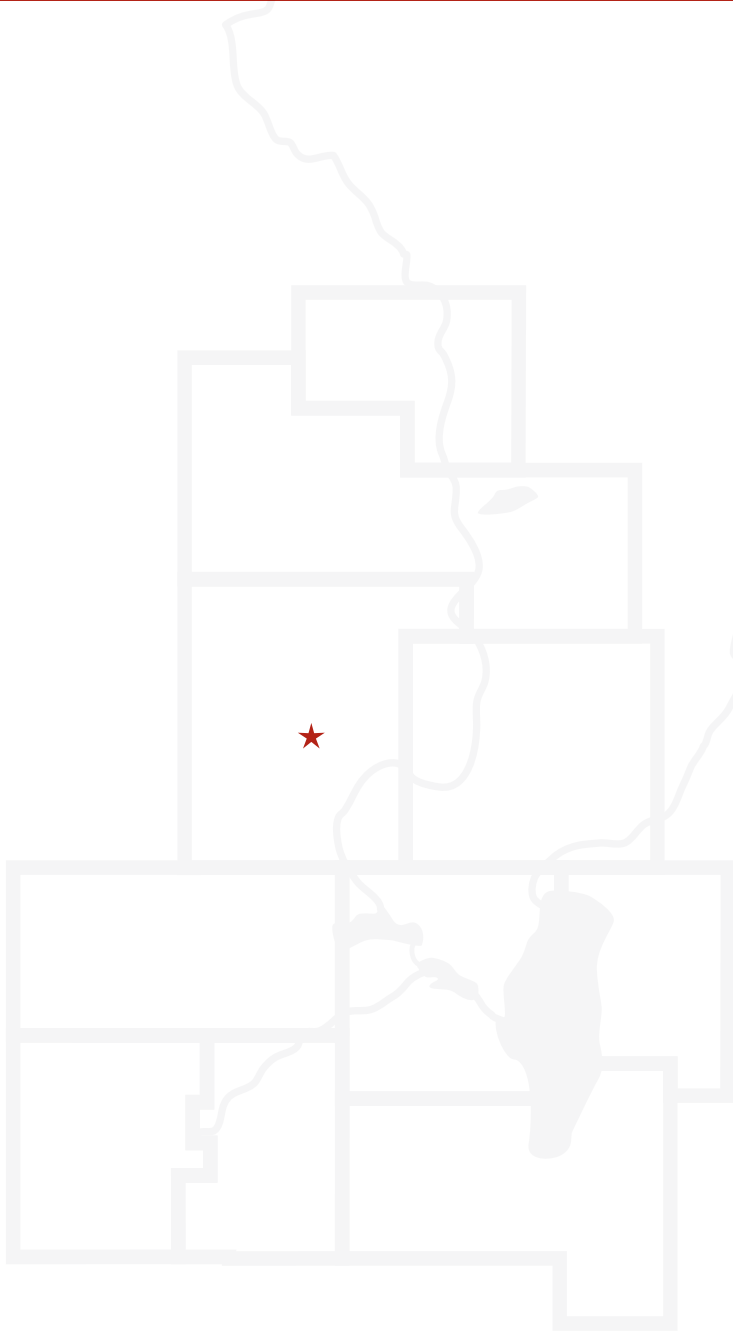


Coordinated Mobility Management Feasibility Study for Waupaca and Surrounding Counties



June, 2016



East Central Wisconsin
Regional Planning Commission

ECWRPC

Calumet • Fond du Lac • Menominee • Outagamie
Shawano • Waupaca • Waushara • Winnebago

Coordinated Mobility Management Feasibility Study for Waupaca and Surrounding Counties

June 21, 2016

Prepared by the
East Central Wisconsin Regional Planning Commission

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ABSTRACT

TITLE: Coordinated Mobility Management Feasibility Study for Waupaca and Surrounding Counties

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Transportation systems within Wisconsin and throughout the country are fragmented and inefficient. The reason stems from the funding sources and their stipulations and restrictions. If we are not able to change the funding stipulations and restrictions, what can we do to improve the transportation system for the customers? We need to work with the existing transportation systems; we need to maximize our resources and strive for efficiency and effectiveness. We need to figure how to make the process seamless and coordinated from door to door. We need to focus on the customer's needs.

In December of 2014, East Central Wisconsin Regional Planning Commission (ECWRPC) and Waupaca County received a Section 5304 Planning grant through the Wisconsin Department of Transportation to study the transportation needs and barriers within Waupaca, Waushara, Shawano, Green Lake, Marquette, Adams and Juneau Counties through a transportation needs assessment. The focus of the study is on transportation needs, but also takes a look at mobility management "best practices", which is determined by interviewing standout transportation systems throughout the state.

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EXECUTIVE SUMMARY

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Transportation systems within Wisconsin and throughout the country are fragmented and inefficient. The reason stems from the funding sources and their stipulations and restrictions. If we are not able to change the funding stipulations and restrictions, what can we do to improve the transportation system for the customers? We need to work with the existing transportation systems; we need to maximize our resources and strive for efficiency and effectiveness. We need to figure how to make the process seamless and coordinated from door to door. We need to focus on the customer's needs.

In December of 2014, East Central Wisconsin Regional Planning Commission (ECWRPC) and Waupaca County received a Section 5304 Planning grant through the Wisconsin Department of Transportation to study the transportation needs and barriers within Waupaca, Waushara, Shawano, Green Lake, Marquette, Adams and Juneau Counties through a transportation needs assessment. The focus of the study is on transportation needs, but also takes a look at mobility management "best practices", which is determined by interviewing standout transportation systems throughout the state.

INVENTORY

To get a true understanding of how a transportation system functions, transportation options need to be identified. ECWRPC staff used a number of resources including the internet, phone calls and personal interviews to compile a list of transportation providers and options for each county. The inventory list not only helps ECWRPC staff determine what's available, but what is missing. The list will also help a prospective mobility manager get to know the system and complete a more thorough inventory.

INTERVIEW AND BEST PRACTICE

Determining "best practices" was accomplished by interviewing standout transportation systems throughout the state. Each transportation system interview possessed different strengths; Make the Ride Happen out of Outagamie, Calumet and Winnebago Counties has a respectable program that houses a robust volunteer driver program and is very active within the community. Manitowoc County's transportation programs are unique as it houses and maintains its own vehicles, which includes a number of wheelchair accessible vans. Door-Tran out of Door County is a creative community network dedicated to connecting transportation services that are affordable, available, and accessible within and out of the county. Their public private partnership is unique across the country and is looked at as a model transportation system. Portage County's transportation system is another stand out that provides comprehensive transportation services across the board which includes Veterans transportation. All of these transportation systems are successful because they take into account their customers' needs and work hard to come up with solutions that coordinate across municipal boundaries to create a seamless, efficient transportation system.

In 2015 the State of Wisconsin completed a mobility management study that included a history of mobility management and a compilation of "best practices". The study did a great job in identifying the programs across the state that are making a difference when it comes to transportation and serving their customers.

FACILITATIONS

Facilitations took place at Waupaca, Shawano, Waushara Counties and the Central WI Health Partnership (CWHP) Economic Health Summit in Green Lake County. The Waupaca and Waushara facilitation focused on large group question exercises to get at the needs and barriers within the counties and the facilitations at Shawano County and the CWHP Summit involved an exercise using the “World Café” facilitation method. The World Café method is a way of gathering large group feedback and participation in an orderly and relatively short amount of time.

ORIGIN AND DESTINATION SURVEYS

An origin-destination survey was conducted by ECWRPC staff to determine general travel patterns within the study area counties. The counties were contacted and asked to provide their top five destinations served through their respective transportation programs. There are some similarities among travel patterns across county borders, specifically those trips to medical clinics, which could lead to coordination efforts at a regional level.

FUNDING RESOURCES

Funding is integral to any project and a complete list of potential funding sources is a great place to start researching options. Staff compiled a list of funding sources to aid the participating counties in the search of funding opportunities for their projects.

RECOMMENDATIONS

Mobility Management is the practice of using all available resources, and developing new ones to improve mobility, increase efficiency and reduce cost.¹ The fastest and most efficient way for the study counties to adopt a mobility management system is to join an existing system. Portage County’s transportation mobility management system is a model of success, but technically only covers one county in the eyes of the state. Portage County’s transportation services have already provided services within the study counties when called upon for help. In most cases mobility managers operate at a multi county level, which allows for a regional approach. It makes natural sense for Portage County’s Mobility Management System to evolve into a regional system. The intention of a regional mobility management system is not to eliminate local control, but to support and enhance it. Mobility management systems create a foundation from which transportation issues can be addressed and focused on. Having a foundation to work from is going to be very beneficial as our aging population begins to demand transportation options.

¹ <http://wi-mm.org/#> Wisconsin Association of Mobility Managers, 2014. Web. February 2016



CHAPTER 1
INTRODUCTION

CHAPTER 1: INTRODUCTION

Each county in the United States, in addition to the local municipalities and agencies within it, is charged with the unique challenge – to provide effective and efficient transportation for its constituents. These transportation systems and their networks vary considerably across the country. Additionally, there are no exact standards, rules or guidance on how subsidized transportation is administered at the county level. Each entity charged with providing transportation uses federal, state and local funds as well as donations to build their transportation system at the county and regional levels.

If we could start over and remove all transportation providers and bureaucracy and create a truly effective and efficient transportation system, what would it look like and how would it operate? Likely it would be one entity charged with providing transportation to everyone no matter a person's age, income level, Americans with Disabilities Act (ADA) or veteran status, etc. It would be a transportation system truly designed to meet the needs of everyone. All funds dedicated to transportation would go to this single entity with minimal program restrictions. This entity would be charged with the primary purpose of providing transportation to the masses.

In reality this is not the case as our transportation systems are fragmented and inefficient. The major problem stems from the funding sources and their stipulations and restrictions. If we are not able to change the funding stipulations and restrictions, what can we do to improve the transportation system for the customers? We need to work with the existing transportation systems; we need to maximize our resources and strive for efficiency and effectiveness. We need to figure how to make the process seamless and coordinated from door to door. We need to focus on the customer's needs.

Customers should not have to worry about how they are going to get transportation, but rather they should be focused on maintaining and improving their health and quality of life. The big question is how do we arrive at a truly seamless efficient and effective transportation system which meets customers' needs?

In December of 2013, Waupaca County through their Human Services Public Transportation Coordinated planning effort identified lack of rural transportation and regional transportation coordination across municipal boundaries as major priorities. Since the completion of Waupaca County's 2014-2018 Human Services Public Transportation Coordinated Plan, Waupaca County's Transportation Committee and Health and Human Services Department discussed the need for a study to identify transportation solutions to their problems. As a result ECWRPC and Waupaca County decided to partner and apply for a Section 5304 State Planning grant to perform the study.

In December of 2014, ECWRPC and Waupaca County received a Section 5304 Planning grant through the Wisconsin Department of Transportation to study the transportation needs and barriers within Waupaca, Waushara and Shawano Counties through a transportation needs assessment. As the study began, it was apparent that some of the surrounding counties were in a similar situation and needed to be added to the study. Green Lake, Marquette, Adams and Juneau Counties were added to create a seven county study area. The focus of the study is on transportation needs, but also takes a look at mobility management "best practices", which is determined by interviewing standout transportation systems throughout the state. To gather the necessary information on transportation needs within each county ECWRPC staff conducted

needs assessment for Waupaca, Waushara and Shawano counties. To be able to reach the additional four counties, ECWRPC staff participated in the CWHP Economic Health Summit where a number of needs assessments took place including one on transportation. The combination of needs assessments and best practices made it possible for ECWRPC staff to develop a detailed recommendation for adopting a mobility management system that will aid all participating counties with their transportation needs.



CHAPTER 2
INVENTORY

CHAPTER 2: INVENTORY

Table 1: Region-Wide Transportation Inventory

COUNTY	PROGRAM	SERVICE AREA	COST	ELIGIBILITY
ADAMS	Aging & Disability Resource Center of Adams, Green Lake, Marquette and Waushara Counties	Adams, Green Lake, Marquette and Waushara Counties	N/A	check with ADRC for more details
GREEN LAKE	Southern Green Lake County Senior Transport (SGLCST)	Service area is southern half of Green Lake County, and Princeton and Green Lake by request; Served by 2 wheelchair ramp vans	N/A	any person 55 years of age and older or any handicapped person
	Berlin Senior Center (BSC)	Serves City of Berlin and 5 mile radius; Served by one wheelchair lift van	N/A	Transportation for elderly &/or disabled traveling in or out of Berlin; Out-of-town transportation requires 24 hour notice
	Section 5310 (Disabilities Services, Inc.) (8 vans for Fox River Industries, 2 for SGLCST, 1 for BSC)	Green Lake, Marquette, Fond du Lac Counties	N/A	elderly and disabled employees of Fox River Industries in the Green Lake County area with Human Service vehicles provided through Disabilities Services, Inc. These vehicles are also made available for community use at competitive rates for those interested in providing transportation services to elderly and disabled residents of Green Lake County
	Berlin Cab	Berlin (Green Lake and Waushara Counties)	varies	ambulatory persons
JUNEAU	Juneau County Accessible Bus	county-wide; region-wide	Nutrition site: \$0.50 each way; In-Town: \$2.00 each way; In-County: \$6.50 round trip; Out-of-County: \$7.50 round trip	elderly county residents and persons with disabilities
	Juneau County Escort Driver Program	county-wide; region-wide	Fees vary based on total miles traveled	elderly county residents (60+) and persons with disabilities (18-59)
	Mauston Public Transit	City of Mauston and up to files miles outside of city limits	Adults (18+): 3.75 each way; Students (5-17), Elderly (60+), and children (4 & under): 2.00 each way; 1.50/mile additional charge outside of city limits	anyone
	Rides for Veterans	region-wide; coordinate with Aging Unit		veterans ambulatory and non-ambulatory

Table 1: Region-Wide Transportation Inventory

COUNTY	PROGRAM	SERVICE AREA	COST	ELIGIBILITY
	Section 5310 (Tri-State Regional Ambulance dba Gunderson Lutheran Coulee Trails)	county-wide; regionally in SW Wisconsin	N/A	anyone
MARQUETTE	Elderly and Disabled Transportation program	county-wide; volunteer drivers	co-pay	elderly (60+) and/or disabled residents who have no other means of transportation to medical appointments and other necessary destinations
	Section 5310 (Disabilities Services, Inc.) (2 vans for Fox River Industries)	Green Lake, Marquette, Waushara Counties	N/A	elderly and disabled employees of Fox River Industries in the Green Lake County area with Human Service vehicles provided through Disabilities Services, Inc. These vehicles are also made available for community use at competitive rates for those interested in providing transportation services to elderly and disabled residents of Green Lake County
SHAWANO	Senior Express Minibus (Menominee Transit)	county-wide; wheelchair accessible	varies depending upon route	elderly and disabled residents of the county
	Menominee Regional Public Transit	various locations throughout the state; special trips outside of the state; wheelchair accessible	varies depending upon route	any person
	Driver Escort Program	state-wide; volunteer drivers	Fees for this service are based on total miles traveled and are billed as a co-payment to the rider	elderly and disabled residents of the county needing transportation for medical appointments
	User Side Subsidy	City of Shawano	10-ride ticket booklets at discounted price	elderly and disabled residents of the City of Shawano
	DAV-Veteran's Service Office	transportation to Milwaukee, Appleton & Green Bay for ambulatory veterans	free	ambulatory veterans
	Section 5310 (DCP-Community Alternatives) (1van)	Shawano County; wheelchair accessible		transportation for disabled and mental health disabled individuals
	KAP Taxi	transportation to or from City of Shawano	varies depending upon route	any ambulatory person
	Koeppen's Medical Transport	transportation of Shawano, Bowler, Clintonville, & other counties	co-pay	ambulatory and non-ambulatory persons
	Shawano City Taxi	transportation within County of Shawano; wheelchair accessible	varies depending upon route	ambulatory and non-ambulatory persons
	Stockbridge-Munsee Elderly	Shawano County	varies depending upon route	persons 55 & over or 40 & over with a disability

Table 1: Region-Wide Transportation Inventory

COUNTY	PROGRAM	SERVICE AREA	COST	ELIGIBILITY
	Services			
	Shawano Medical Transportation Services	Shawano, Clintonville, Menominee, Wausau, Green Bay, Appleton and all surrounding areas; available 24/7 (services include: stretcher, wheelchair, disabled, medical appointments, dialysis, dental appointments, physical therapy, special events, long-distance trips, hospital discharges, outpatient)	Ambulatory & Wheelchair: \$25 (base rate); Stretcher: \$55 (base rate); \$2.00/mile; wait times (first 30 minutes are free, \$6 per 15 minute increments; weekends/holidays/afterhours additional charges: \$10 for ambulatory & wheelchair, \$20 for stretcher; no extra charge for companion rider(s))	ambulatory and non-ambulatory persons
WAUPACA	Volunteer Driver Transportation Program is operated out of the Waupaca County Department of Health and Human Services under the Aging & Disability Resource Unit	county-wide; Volunteer Drivers are background checked and are required to provide proof of insurance annually. At this time, Volunteer Drivers utilize their own vehicles. no handicap accessible vehicles are available at this time	Riders are responsible for one-way mileage based on the current IRS reimbursement rate, \$0.54/mile; WisDOT 85.21 grant subsidizes those rides by funding the one-way returning mileage	Eligible riders are 60+ years of age or have a current social security disability determination; Those who are on Medical Assistance are not eligible for the Volunteer Driver Transportation Program
	Veteran Services	No service provided, but utilizes Portage and Shawano County's services when available	free	ambulatory and non-ambulatory veterans
	Veterans Home at King-medical and other transportation	state-wide	N/A	veterans, a veteran's spouse, a veteran's widow and Gold Star Parents (parents who have lost a son or daughter in combat) that are members of the King Veteran Home
	Koeppen's Medical Transports LTS	county-wide; state-wide	co-pay	ambulatory and non-ambulatory persons
	Metro Transport	Provides non-emergency wheelchair and stretcher transport in or out of the New London area	co-pay	non-ambulatory persons
	New London Transit	transportation within New London city limits	varies depending upon route	ambulatory and non-ambulatory persons
	Waupaca Taxi	serves the City of Waupaca & surrounding area	varies depending upon route	ambulatory persons
	Vets Helping Vets Ministry			veterans
WAUSHARA	Volunteer Driver	county-wide and state-wide	\$0.25 per mile	Ambulatory county residents who are age 60 or older, disabled, or a veteran and public riders with no other means of transportation on a case by case basis

Table 1: Region-Wide Transportation Inventory

COUNTY	PROGRAM	SERVICE AREA	COST	ELIGIBILITY
	Veteran Services	utilize volunteer driver	free	veterans
	Section 5310 (Waushara Industries) (3 minibus/ 1van)	county-wide; Some out of County trips (Stevens Point, Oshkosh and Appleton); wheelchair accessible	\$4.00 for 3 stops; then \$1.00 for each additional trip in County \$8.00 to Berlin (twice a week)\$10.00 Appleton & Oshkosh, \$12.00 Stevens Point	county residents who are age 60 or older, disabled, or a veteran and public riders with no other means of transportation
	Koeppen's Medical Transport	transportation of Shawano, Bowler, Clintonville, & other counties	co-pay	ambulatory and non-ambulatory persons
	Berlin Cab	Berlin (Green Lake and Waushara Counties)	varies	ambulatory persons
ALL COUNTIES	Non-Emergency Medical Transportation	state-wide	varies depending upon route	ambulatory and non-ambulatory persons
	Med Van (non-emergency medical transportation and non-medical transportation)	Wisconsin (based in Neshkoro); pick clients up within Marquette, Green Lake, Adams, Winnebago, Waushara, Fond du Lac, Columbia, and Waupaca counties, but are always looking further for clients in need.	varies	Insured by Badgercare, ForwardHealth or Medicaid, enrolled in Care Wisconsin, ContinuUs, Community Care or Lakeland Care District, Unable to transport oneself due to lack of vehicle, transportation or inability to drive, access to a phone or the internet to schedule a ride

VETERANS TRANSPORTATION

Disabled American Veterans (DAV)

Veterans' transportation to the VA hospitals in Wisconsin is dependent upon the regional geography of the counties or "catch basins" for service. Within the study area for this plan, veterans are served by three VA hospitals: Milwaukee VA, Madison VA and Tomah VA. For example, veterans in Shawano and Waupaca counties are served by Milwaukee VA hospital; veterans from Green Lake and Marquette counties are served by the Madison VA hospital; and veterans living in Adams, Juneau and Waushara counties are served by the Tomah VA hospital. Please reference **Map 5-1** with the catch basins.

The DAV vans and volunteer drivers help veterans get to their designated VA clinics and hospitals across the region and state. Within this study area, veterans can connect with DAV routes in the Appleton, Green Bay, Stevens Point, Shawano and Tomah areas. Please see appendix item with DAV routes and schedules. (**Appendix A**).

Veterans Transportation Program (VTP)²

VA's Veterans Transportation Program (VTP) offers Veterans many travel solutions to and from their VA health care facilities. This program offers these services at little or no costs to eligible Veterans through the following services:

- Beneficiary Travel (BT)
- Veterans Transportation Service (VTS)

Beneficiary Travel (BT)³

The Beneficiary Travel (BT) program reimburses eligible Veterans for costs incurred while traveling to and from VA health care facilities. The BT program may also provide pre-approved transportation solutions and arrange special mode transportation (SMT) at the request of VA. Veterans may be eligible for common carrier transportation (such as bus, taxi, airline or train) under certain conditions.

Veterans Transportation System (VTS)⁴

The Veterans Transportation Service (VTS) provides safe and reliable transportation to Veterans who require assistance traveling to and from VA health care facilities and authorized non-VA health care appointments. VTS also partners with service providers in local communities to serve Veterans' transportation needs. Partners include:

- Veteran Service Organizations (VSOs)
- Local and national non-profit groups
- Federal, state and local transportation services

² <http://www.va.gov/HEALTHBENEFITS/vtp/#sthash.tEVAZuyy.dpuf>

³ <http://www.va.gov/HEALTHBENEFITS/vtp/#sthash.tEVAZuyy.dpuf>

⁴ <http://www.va.gov/HEALTHBENEFITS/vtp/#sthash.tEVAZuyy.dpuf>



CHAPTER 3

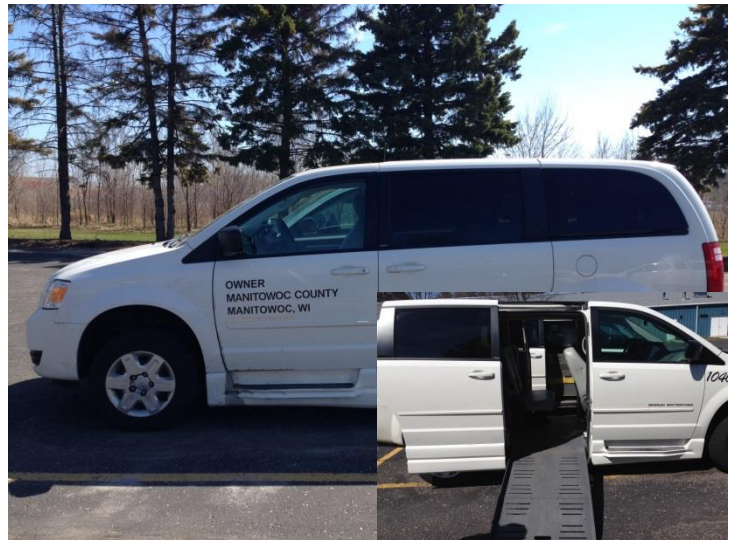
INTERVIEW & BEST PRACTICES

CHAPTER 3: INTERVIEW & BEST PRACTICES

ADRC OF THE LAKESHORE MANITOWOC AND KEWAUNEE COUNTIES

The ADRC (Aging and Disability Resource Center) of the Lakeshore provides several transportation services within Manitowoc and Kewaunee Counties. Manitowoc County ADRC offers transportation for rural elderly and/or disabled individuals in Mishicot, Valders, Whitelaw, Cleveland, Kellnersville, Reedsville, Cato, Rockwood, Francis Creek, St. Nazianz, Kiel, Maribel, and all surrounding areas to: medical, shopping, nursing home visits, library, etc. The Volunteer Rural Transportation Program provides rural individuals access to a range of activities that contribute positively to their quality of life. Manitowoc County ADRC operates its transportation services from 8:00 am to 4:00 pm with no weekend and holiday service.

Manitowoc County's transportation programs are unique as it houses and maintains its own vehicles. The County has vans with wheelchair ramps, which are manually operated, requiring less training and maintenance. Each ramp can hold 500 pounds but cannot accommodate motorized wheelchairs. In addition to the vans the County has sedans for those passengers who do not require wheelchair accommodations. The vans and the sedans are operated by volunteer drivers. The volunteers use a two way radio to communicate between the office and each vehicle. All trips are tracked through an excel spread sheet. Volunteer drivers have check sheets for pre-trip and post-trip inspections. No vehicles require a CDL and insurance is provided through City of Manitowoc.⁵



Kewaunee County is a rural county to the north of Manitowoc County without a public transit system. It coordinates with East Shore Industries to provide transportation programs to Kewaunee County residents. These programs coordinate transportation rides, utilize volunteer drivers and work with the specialized transit programs. The programs consist of the Volunteer Driver Escort Program and specified bus routes.⁶

See **Appendix B-1 and B-2** for program details.

⁵ <https://sites.google.com/site/adrcofthelakeshore/transportation> ; interview also conducted 4/16/15

⁶ Same as above; interview also conducted 4/16/15

MAKING THE RIDE HAPPEN

Making the Ride Happen (MRH) is a transportation call center for seniors and disabled individuals in Calumet, Outagamie and Winnebago Counties. Transportation coordinators specialize in helping older adults and disabled individuals navigate transportation programs and service options. Transportation is provided to medical appointments, grocery shopping, Thompson Community Center programs, hair salons, banks, and pharmacies through its volunteer driver program. MRH also completes certification for Outagamie County paratransit, schedules volunteer driver programs and provides travel training. MRH operates Monday through Friday from 8:30 am to 4:30 pm.

MRH began in 2004 with help from a private donor and funding from the Community Foundation and was only focused within the Fox Cities. As the program grew, MRH applied for additional funding from United Way. In 2010, it applied for a New Freedom grant, which allowed MRH to expand to Calumet, Outagamie and Winnebago Counties. In addition to the New Freedom funds, MRH received County Elderly and Disabled Transportation Assistance (Wis Stat. 85.21) funding from Outagamie County, Older Americans Act funding and donations from riders. All funds support the volunteer driver program, call center and travel training.

MRH staffs a full time Transportation Coordinator who schedules volunteer drivers, manages donations, recruits volunteers and performs driver training. MRH staff meets with all volunteer drivers to get a sense of their experience and determines if they are a fit for the program. Volunteer drivers must submit the proper paper work for background checks to either the RSVP program in Outagamie/Calumet County or to ADVOCAP in Winnebago County for approval. Volunteer drivers schedule the amount of time they want to volunteer every month; some work a half day a month and others commit to more shifts.



The call center advertises their services on their website and houses a database of transportation options. The call center staff acts as a “travel agent” to find solutions to those looking for transportation. Additionally, staff provides travel training where they meet with clients to plan a trip and then take the client on the trip. The goal is to provide a positive experience for the clients so they feel comfortable riding the bus and hopefully be a repeat customer.⁷

See **Appendix C** for program details.

⁷ <http://www.lsswis.org/LSS/Services/Aging/Transportation.htm> ; interview also conducted 11/24/15

DOOR COUNTY TRANSPORTATION

Door-Tran is a creative community network dedicated to connecting transportation services that are affordable, available, and accessible within and out of the county. Not only does Door-Tran provide transportation, but additional services such as vehicle loans, gas vouchers etc. Door County is 490 square miles with a 2010 total population of 27,785 (U.S. Census) and a heavy summer (seasonal employment and visitors/residents) population.

The impetus for starting the Door County Transportation Consortium came when the Door County Community Foundation instituted its Community Impact Grant program. The Foundation sent out requests for applications from community nonprofits, seeking projects which would have a significant and positive impact on those who live in and visit Door County. The projects were to be beyond the usual scope of the applying nonprofit, collaborative with other community organizations, be creative, and cross disciplinary. The Door County Community Foundation provided the initial funding for these projects.



The United Way of Door County answered the call. Their needs assessments of 1998 and 2005, and focus groups formed in 2006 all indicated a lack of transportation services was the most significant need for Door County. A transportation steering committee made up of nonprofits, for-profits, and government agencies was formed. That committee determined that there were plenty of vehicles and drivers available. However, they were not coordinated and were not capable of adequately communicating with each other.



Under the direction of the steering committee, the Door County Transportation Consortium was formed in 2007 and continues with over 40 current members. The initial task was to form a communication and coordination center. Transportation needs were filled if the current available services were able to provide them. Those needs not filled, were recorded and evaluated along with a resident survey completed by UW-Green Bay students.

Once enough information was gathered, a transportation public transit system was designed and implemented along with additional programs by Door-Tran. These systems were based on the needs of the community based on availability, accessibility and affordability.

Since their research began in 2007, they have been able to make strides towards their mission to make transportation more affordable, available, and accessible as follows:

- Implemented and maintain a half-price travel voucher program to cut the costs in half to residents of Door County who use a private taxi, Washington Island Community Van, or

Ferry. This program has subsidized over 30,000 rides since implementation November 2008.

- Door-Tran, Inc. D.B.A. Door-Tran became a 501(c) 3 in November of 2009 with the assistance of the Door County Community Foundation.
- Collaborated with the County of Door to begin a public shared ride taxi, Door 2 Door Rides, which is averaging more than 3,400 rides per month. Work with the County on service expansions continues.
- Implemented and maintain a Veteran Volunteer Transportation Program to assist Veterans in getting to their medical appointments at out of county Veterans Health Administration medical facilities. This program has served more than 120 Veterans and provided over 1,000 rides since it began in February 2011.
- Implemented and maintain a County Wide Volunteer Transportation Program that serves individuals who have no other options to get where they need to go. Since this program began in July 2012, it has already served more than 100 people and has provided over 1,200 trips.
- Began a Vehicle Purchase/Repair Loan Program in 2014 to serve hard working, low-income families with 0% interest vehicle loans to get to and from work. Within the first year and half of the program, they have already provided 13 loans.
- In 2015 Door-Tran implemented and maintains a Half-Price Gas Voucher Program to assist with fuel costs for employment or job search trips.
- Door-Tran continues to provide transportation information and referral by phone, in person, on-line and through our Transportation Resource Guides produced annually. In addition, staff provides monthly workshops and present to groups throughout the County.⁸

Door-Tran is successful because of the partnerships and the people involved. Important partners to include are the county and local municipalities, providers (for profit and not for profit), community members and the Wisconsin Department of Transportation. It is important that the county and local municipalities have buy in and they have access additional funding sources or are candidate for state and federal funds. The consortium participates in conferences, trainings, webinars and teleconferences to get new ideas and connect with new partners. Door-Tran is also a member of regional, state and national groups to get active and expand their borders. It's all about partnerships and working together for a common goal.

See **Appendix D-1 and D-2** for program details.

⁸ <http://door-tran.com/> ; interview also conducted on May 27, 2015

PORTAGE COUNTY

Portage County's Aging and Disability Resource Center (ADRC) offers numerous transportation options within the County for those individuals age 60 and over and for individuals with disabilities and are coordinated by a mobility manager. All rides must be reserved ahead of time: for bus rides, at least 24 hours in advance; for escort rides, at least 48 hours in advance.⁹ Services provided or coordinated through the ADRC include the following:

- Rides to Nutrition Program at Senior Dining Sites (**Plover, Rosholt, Amherst and Junction City**)
- Wheelchair Transportation via Point Plus Transit (city bus service) and Plover Taxi
- Lincoln Center Bus Service (**Stevens Point**) for those who cannot ride city bus; rides are provided between 11 AM and 1 PM
- Grocery Shopping Bus Service (**Stevens Point**): one day a week ADRC buses take people grocery shopping and drivers help carry their grocery bags
- Volunteer Driver Escort Program (**county-wide**) where drivers help people to medical and personal business appointments
- Taxi Escort Service (**Stevens Point or Plover**) and provided by Courtesy Cab or Plover Taxi; ADRC pays for the cost of the ride not covered by passenger fees

The Portage County ADRC website also provides a handy two page brochure with all of the information noted above and more detailed information on transportation options at the local, county and regional levels.¹⁰ This information is compiled by the Transportation Coordinating Committee of Portage County. Additional information in this brochure includes transportation options for veterans who can use the Disabled American Veterans (DAV) volunteer driver vans to travel to the nearest VA hospital or medical centers across Wisconsin and regional transportation options outside of the county (WisDOT Rideshare Program, private bus lines or Amtrak train). Transportation options are nicely organized by services (out of county transportation, elderly or disabled, or by municipality).

For the most current information regarding Portage ADRC transportation services contact:

David Adamczak
Mobility Management Director
Aging & Disability Resource Center (ADRC)
(715) 346-1401

See **Appendix E** for program details.

⁹ <http://www.co.portage.wi.us/adrc/transportation.html>

¹⁰ <http://www.co.portage.wi.us/adrc/trans%20brochure%202-2012.pdf>

MOBILITY MANAGEMENT HISTORY & BEST PRACTICES IN WISCONSIN

The history of mobility management in Wisconsin is a relatively new concept. Here is a brief timeline of its progress within the state¹¹:

- **2005:** unofficial start with the formation of the Interagency Council on Transportation Coordination (ICTC)
- **2006:** mobility management was identified as a priority through the Coordinated Public Transit-Human Services Transportation planning process
- **2007:** ICTC held conference to raise awareness to its work to provide transportation for disadvantaged individuals
- **2007:** WisDOT sponsored two sessions of the National Transit Institute's Coordinated Mobility Course
- **2008:** 29 mobility manager positions were funded across Wisconsin primarily through the New Freedom grant cycle and through the Wisconsin Employment Transportation Assistance Program (WETAP) and the Supplemental Transportation Rural Assistance Program (STRAP)
- **2008:** WisDOT started formal mobility management training program to assist managers across the state
- **2009:** WisDOT created the Wisconsin Mobility Management certification program and passed present ownership of this program to the Wisconsin Association of Mobility Managers (WAMM)
- **2010:** WAMM by-laws formally adopted in fall of 2010

BEST PRACTICES

Overall program strategies or “best practices” in mobility management can be summarized into the following elements:

- Programs and organizations
- Volunteers
- Coordination and Collaboration
- Technology
- Marketing
- Training and Education

¹¹ Mobility Management Practices in Wisconsin, WisDOT (July 2015)

- **WAMM (Wisconsin Association of Mobility Managers)** provides official training and certification for mobility managers across Wisconsin. It is the go to organization for information, advocacy, establishing annual coordination meetings/conferences and networking opportunities for mobility managers.¹²
- **Travel Training program (bus buddy)** is offered by Lutheran Social Services (mobility manager for Calumet, Outagamie and Winnebago Counties) where volunteers are paired with seniors to assist in riding the bus system and getting comfortable with the routes and scheduling.¹³
- **Vehicle loan program** such as ADVOCAP's Work-N-Wheels Program allows low-income individuals and families qualify for 0 percent vehicle loans; having reliable transportation provides a means for individuals to hold and maintain their job and creates a path for upward mobility.¹⁴
- **Reimbursement programs** such as NEWCAP's Medical Mileage Reimbursement Program for Marinette and Oconto counties where volunteer drivers are reimbursed at a specific rate for their mileage.¹⁵ Many other counties also provide similar reimbursement programs for their volunteer drivers.
- **Volunteer driver programs** are offered through numerous counties where ambulatory individuals are transported by volunteers to transport riders to medical appointments and for groceries.
- **Gas voucher programs** are utilized sparingly to help individuals get to job interviews, or job training programs, school, medical appointments or other one-time emergency situations.
- **Trip planning** is another common responsibility for mobility managers. For example, Lutheran Social Services, among many other programs across Wisconsin, help individuals with trip planning to and from appointments, social visits and to run basic errands by using the available services of a region.¹⁶
- **Needs Assessment** is simply a way for a transportation or mobility manager to inventory their program and evaluate the current state of their services; more importantly it can help find gaps in their programs and hopefully be able to make proactive corrections. A needs assessment could occur regularly (possibly on a yearly basis).
- **Coordination/Collaboration of services/programs/funding** are some of the primary functions of a mobility manager to know and understand transportation options of a region (or several counties) and put together practical ride solutions for individuals in need, given the funding programs in place.

¹² Mobility Management Practices in Wisconsin, WisDOT (July 2015)

¹³ <http://www.lsswis.org/LSS/Services/Aging/Transportation.htm>

¹⁴ <http://www.advocap.org/transportation.html>

¹⁵ Mobility Management Practices in Wisconsin, WisDOT (July 2015)

¹⁶ <http://www.lsswis.org/LSS/Services/Aging/Transportation.htm>

- **Marketing** practices include: brochures, website with current information, business cards, social media, t-shirts, DVDs, regular newsletters, advertisement, create partnerships with agencies who can share your information, and any other means to increase public knowledge and awareness of available transportation programs.
- **Inventory** of existing services at city, county, regional levels help mobility managers and the public to know the services available and more importantly can inventory where gaps exist in the transportation system and better meet customer needs in the future.
- **Recruiting and training volunteers and staff** are additional important functions of a mobility manager. Volunteers and staff may help by being drivers, potential operation of call centers or to be dedicated bus buddies to help those become familiar and comfortable with the bus system.
- **Technical Assistance** tend to be categorized as short-term or limited-term projects or tasks mobility managers and agencies who support mobility managers can use to positively impact their services. For example, agencies may collaborate by sharing brochures or posting information on their websites to promote each other's services similar to marketing and collaborating mentioned above.
- **One stop call center** is another important element to a successful mobility manager's program. For example, Lutheran Social Services of Appleton transportation coordinators operate a call center to assist seniors or those with disabilities with the best match of transportation to meet their needs on a given trip.¹⁷
- **Websites/technology** can be useful to conveniently provide information and services to customers. Websites can be the first point of contact for customers and should be routinely maintained with the most current information. Other technology that may be helpful to mobility managers is dispatcher software to help coordinate rides for individuals and create a more manageable system for transportation coordinators.¹⁸

See **Appendix F** for complete report.

¹⁷ Mobility Management Practices in Wisconsin, WisDOT (July 2015)

¹⁸ Mobility Management Practices in Wisconsin, WisDOT (July 2015)



CHAPTER 4
FACILITATIONS

CHAPTER 4: FACILITATIONS

INTRODUCTION

The facilitations at all of the events mentioned below involved using the “World Café” facilitation method. The World Café method is a way of gathering large group feedback and participation in an orderly and relatively short amount of time. It typically consists of these common elements¹⁹:

- *Setting:* Create a “special” environment, most often modeled after a café, i.e. small round tables covered with a checkered or white linen tablecloth, butcher block paper, colored pens, a vase of flowers, and optional “talking stick” item. There should be four chairs at each table (optimally) – and no more than five.
- *Welcome and Introduction:* The host begins with a warm welcome and an introduction to the World Café process, setting the context, sharing the Cafe Etiquette, and putting participants at ease.
- *Small Group Rounds:* The process begins with the first of three or more twenty minute rounds of conversation for the small group seated around a table. At the end of the twenty minutes, each member of the group moves to a different new table. They may or may not choose to leave one person as the “table host” for the next round, who welcomes the next group and briefly fills them in on what happened in the previous round.
- *Questions:* each round is prefaced with a **question** specially crafted for the specific context and desired purpose of the World Café. The same questions can be used for more than one round, or they can be built upon each other to focus the conversation or guide its direction.
- *Harvest:* After the small groups (and/or in between rounds, as needed), individuals are invited to share insights or other results from their conversations with the rest of the large group. These results are reflected visually in a variety of ways, most often using graphic recording in the front of the room.

¹⁹ <http://www.theworldcafe.com/key-concepts-resources/world-cafe-method/>

FACILITATIONS

The small group rounds used at each of the facilitations included a general focus question for the entire exercise: **How can we develop opportunities to improve the connections that exist today and create new ones for the future?**

From this focus question, the rounds were developed around these three questions in regards to rural transportation options:

- **What exists today and what is missing?**
- **What should it look like and how should it work?**
- **How do we get there?**

After the three rounds, participants were then asked to compile their top three “aha’s” (top lessons / ideas learned) over the entire facilitation. Each facilitation attended included the Central Wisconsin Health & Economic Development Summit (Adams, Green Lake, Juneau, Marquette, Waupaca and Waushara counties), facilitations specifically for Shawano, Waupaca and Waushara counties, and a facilitation on transportation issues for veterans at the King Veterans Home (King, WI). A summary of each event is included below.

Central Wisconsin Health & Economic Development Summit

In 2015, the Central Wisconsin Health Partnership (CWHP) convened partners to plan and host a Health and Economic Development Summit for the six counties of the Central Sands agricultural region of Wisconsin: Adams, Green Lake, Juneau, Marquette, Waupaca, and Waushara. The purpose of this Summit was to catalyze collaboration towards the development of regional strategies to improve the health and vitality of rural communities in Central Wisconsin (WI).²⁰ The summit occurred on August 11, 2015, at the Heidel House Resort in Green Lake.

Regional Themes & Recommendations

The main regional themes also included family and community development, and transportation and communication connectivity.²¹ The facilitation on transportation and communication connectivity produced these general recommendations²²:

- Participants identified the lack of transportation options as an area of need
- Workers are often challenged to sustain employment with limited transportation options, and others noting that regional business could grow by improving or making better use of transportation services
- Greater documentation, awareness, and communication of existing services
- Engage a regional mobility manager to help create coordinated response to the transportation needs common across the region
- Promote bicycle options (paths, trails, safety considerations and adapting innovative solutions to rural areas (vanpools, ride-sharing such as Uber and Lyft, bussing system, regional transportation network / partnerships)

See **Appendix G** for complete report.

²⁰ Central Wisconsin Health & Economic Development Summit Summary Report, October 2015

²¹ Same as above

²² Same as above

Waushara County

A facilitation on transportation for Waushara County occurred on July 16, 2015, at the Waushara County Courthouse and the results are documented below. See **Appendix H** for sign-in-sheet.

Current System

- Fixed bus route
- Volunteer drivers

Waushara County Human Service-Public Transportation Coordinated Plan – 2014-2018 Needs Review

November 8, 2013 at the Waushara County Courthouse

- Evening and weekend transportation service not provided (limited because of cost)
- Coordination across county lines
- Transportation for employment, especially out of the county
- The mini bus going to the outlying areas is limited in some cases to one day a week and riders cannot always make appointments on that day
- People in the outlying areas are hesitant to ride the bus and volunteers are not available to take them to non-medical places
- Not knowing what services are available
- Lack of funding
- Out of county transportation for essential living needs such as visiting friends/family at facilities
- Not enough accessible, adaptable transportation providers to meet the needs of residents.

What Would You Do if You Lost the Ability to Drive? Discussion

- We depend on family and friends
- Would have to quit my job
- Would just stay home
- It's hard for family members to dedicate time to transport other family members

General Concerns/Barriers/Gaps

- Volunteer drivers respect the current efficiencies of the services/programs in place
- Consider having Commission members participate in a ride-along to see how the different transportation programs work
- Riders enjoy consistency of their drivers and they like traveling with certain drivers and/or certain vehicles; knowing the drivers helps
- Society wants everyone to contribute, but no wants to pay for transportation.
- Potential barriers of regional transportation system for fee structures (consistency across different counties; some are donation based/some are fee based)
- potential for a decrease in services if county would transition over to a regional transportation system with multiple counties

- Waushara County could be restrained even more if in a regional transportation network
- Waushara County doesn't want to lose the "good" with the current system of programs
- Special needs individuals-don't want to make volunteer drivers "supervisors"; too much responsibilities that they shouldn't have
- Multiple ride requests for cancer patients
- Couples traveling to appointments in different areas at the same times
- Pay phones minutes limits
- Not enough drivers
- Lack of funding
- Getting to medical appointments
- Getting clients to employment
- Getting clients to court hearing
- Getting people to medical appointments when they cannot get into a volunteers car safely on their own.
- Veterans get around by either driving themselves or family and friends
- Lack of wheelchair accessible vehicles
- Veterans are unaware of transportation options
- Veterans greatest need is getting to medical services or VA
- Lack of affordable special needs transportation
- Lack of medical supervision when faced with riders with mental health or dementia needs
- Making use of idle equipment
- Tomah VA will send someone to pick up a veteran if needed
- Critical to include volunteer drivers throughout process
- Keep transportation local
- Need to fill seats, maximize use of vehicles

Potential Ideas

- Using school buses not used in the summer
- Using the "Loose Ends" newsletters to better market/promote county transportation services
- Engage in direct conversations with rural transportation users to really see/understand their issues/problems with transportation
- Increase access to jobs centers such as Wautoma/Berlin
- Working with Department of Vocational Rehabilitation (DVR) and potential funding to add a van using 5310 funds
- Find ways to increase industry opportunities at the rural level
- Industries partnering with municipalities to coordinate regular van pools/rides to work
- Reaching out to private sector employers to develop rural work transportation routes/options to employment centers
- Invite private sector businesses to be on committees and listen to their concerns and ideas to make a better system
- Show the value to private sector for getting their employees to work on time and the right place
- Advocate for policy/system changes at the state level
- Send Veterans Affairs (VA) medical lab work to the counties to administer (mobile network of people and things)

- Include individuals who have to perform community service as volunteer drivers
- Volunteer drivers working in shifts to provide hospital patients transportation
- ADRC take on employment transportation – DVR will pay drivers

Ways to Increase System Efficiencies

- Public-private partnerships
- Regular workforce transportation to Berlin
- Extra bus for workers
- MTM is only for Medicaid but veterans are able to use for non-emergency medical transportation
- Deviated fixed routes with MTM
- MTM does have volunteer driver system for Non-Emergency Medical Transportation
- Potential contact is Mobility Manager in Rock County (Joan Seaman)
- If substantial changes are made to the system, it is important to communicate with the volunteer drivers to get their feedback/ideas before changes are fully implemented
- Expand volunteer driver program – include delivering meals

Strengths

- Excellent group of volunteers
- Efficient volunteer driver program
- Volunteer driver/bus programs meet many of the needs of the public
- Outstanding veteran services
- Caring neighbors

See **Appendix I** for article on facilitation meeting.

Waupaca County

A facilitation on transportation for Waupaca County occurred on July 21, 2015, at the Waupaca County Courthouse and the results are documented below. See **Appendix J** for sign-in-sheet.

Current System

- Fixed bus route (Waupaca County Freedom Bus)
- Volunteer drivers

Waupaca County Human Service-Public Transportation Coordinated Plan – 2014-2018 Needs Review

October 10, 2013 at the Manawa Masonic Center

- Transportation services in rural areas - other than emergency medical
- Regional coordination – across municipal boundaries
- Lack of funding
- Expanded service (weekends and evening hours, trips to major cities)
- Lack of participation from healthcare providers - late night discharges
- Lack of availability of transportation services and cost
- Lack of knowledge of services
- Public transportation

General Concerns/Barriers/Gaps

- Court hearings and “snowball effect” on other departments/individuals/families for an OWI/DUI
- Unintended consequences of OWI/DUI on the families
- Waupaca Industries-clients do not have drivers’ license and worry about not having stable and reliable transportation options to get to employment
- Potentially asking clients to move to be better served by existing transportation options offered (less than ideal option)
- Transportation needs beyond typical 8:00 am to 4:00 pm schedule/time shifts
- Examples of customers waiting 2 hours for taxi service with groceries and kids and nowhere to go
- Volunteer drivers do not always know their passengers needs especially when transporting kids with special needs to camps/events (need for extra helpers during these times)
- General issues with funding programs (in terms of program restrictions on funding/program requirements) being complicated/restrictive

Potential Ideas

- Using the Door Tran public-private transportation model from Door County
- Using 17 county volunteer driver network (western Wisconsin counties)
- Using Appleton’s Valley Transit Connector service as model for greater regional transportation network

- Using Appleton’s Valley Transit employment shuttle pilot program as a means to get employees to and from their jobs; connecting with interested businesses and or employment centers to see if there is interest to pursue similar transportation in Waupaca County
- City of Omro volunteer driver network-delivering groceries to local customers
- Utilizing Tavern League drivers
- Potential for volunteer drivers to use county owned vehicles to transport customers
- WCI (Waupaca County Industries)-utilize their drivers and buses during “down times” for trips

Ways to Increase System Efficiencies (Overlap with Waushara County Facilitation)

- Public-private partnerships
- Extra bus for workers
- MTM is only for Medicaid but veterans are able to use for non-emergency medical transportation
- Deviated fixed routes with MTM
- MTM does have volunteer driver system for Non-Emergency Medical Transportation
- Potential contact is Mobility Manager in Rock County (Joan Seaman)
- If substantial changes are made to the system, it is important to communicate with the volunteer drivers to get their feedback/ideas before changes are fully implemented
- Expand volunteer driver program – include delivering meals

Shawano County

A facilitation on transportation for Shawano County occurred on August 20, 2015, at the Shawano City Hall and the results are documented below. See **Appendix K** for sign-in-sheet.

Focusing question: **How can we develop opportunities to improve the connections that exist today and create new ones for the future?**

What Exists Today? What's Missing?

Missing:

- Rural transportation
- Employment transportation
- After hours transportation
- Non-medical transportation
- Better volunteer driver recruitment program/system
- Better marketing/communication of existing transportation services in Shawano, especially Menominee Transit routes/rides (to regional destinations like Green Bay, Milwaukee)
- Extended hours for current system (i.e. cabs)
- Find ways to increase and build public/private partnerships to help with funding for transportation

What Should It Look Like? How Should It Work?

How should it look like:

- Connected/coordination/communication
- Getting beyond “turf” issues and work together
- Funding issues
- Creation of a regional mobility manager
 - Mobility manager would gather more funding and research for grant opportunities in regards to transportation programs
 - Better communication between current programs in the area
 - Develop/increase partnerships for public, private and non-profits to better facilitate cooperation and pooling of funds
 - Look outside of Shawano County to find programs that are working (i.e. Ashland’s BART, DoorTran and other rural transportation programs)

How Do We Get There?

- Increase funding/finding creative ways to increase funding at local level
- Keeping programs/using drivers at the local level
- Develop a transportation coalition
- Expand communications with employers for funding partnerships
- Create scheduled “letter-stop” system through City of Shawano with shelters and stops in municipalities throughout county (at park and rides for rural stops)
- Look at what programs exist and work well in other similar sized rural communities (i.e. Ashland, WI)
- Train drivers to better handle rider’s needs

- Create a “best practices” guide
- Investigate bike share program and work with Shawano Pathways to develop and implement
- Create better volunteer driver pool (i.e. utilize church groups who are willing to volunteer time)

Top “Aha’s”

- Expanded hours of existing services/programs
- Develop partnerships with private companies
- Hire a mobility manager for region
- Increase funding/finding creative ways to increase funding at local level
- Keeping programs/using drivers at the local level
- Development of a transportation coalition

Veterans Transportation Summit, King Veterans Home

A facilitation on transportation for specifically for the veterans at King (Waupaca County) occurred on January 20, 2016, and the results are documented below. See **Appendix L** for sign-in-sheet.

What Exists Today?

- Disabled American Veterans (DAV), Veterans Transportation Service (VTS), County Aging and Disability Resource Center (ADRC), and private transportation service providers
- ADRC – volunteer, Waupaca Taxi, Uber, Safe-ride, grey hound, Abby Vans, Vet buddy carpooling system
- Volunteer driver, co-pays with ADRC, VA MC transportation, mini bus transportation, means based up to 15 miles, MTM, DAV, Public Trans, Uber in urban areas
- Vol drivers, DAV, VTS bus from VA Tomah, CVSO (County Veterans Service Officer) (county budget money), non-profits

What is Missing?

- Information updates on what is available, changes to eligibility to other programs
- Volunteer drivers
- Information to veterans on what is available
- One stop shop
- Mobility management hub
- Rural Transportation
- No 24 hour taxi
- Lack of accessible wheelchair vehicles
- Not enough programs, funding, too many qualifiers, infrastructure, qualified drivers, building volunteer driving pools
- Asset mapping
- DAV vehicles
- VA travel standards to strict
- VA is not a good partner in transportation (HRTG)
- Paid drivers
- DAV volunteer drivers
- Lack of coordination between systems
- Lack of information/knowledge
- Restriction on accessibility
- Funding
- Lack of time
- Limitation on services
- Fees
- Destination restrictions
- strangers
- coordinated trans (local/state)
- public transportation
- cooperative transportation

- Quality services
- Limitations
- Limits on service area

What Should the System Look Like? How Should It Work?

- There should be an information center in each respective county to update transportation assets in real time. This information is fed to a state controller to show available resources at all times. This would be the central one stop shopping call center. The state call center would triage each phone call and determine the best transportation source available to meet that individual's needs at that time. They should not be hampered by county lines or regional boundaries. The most efficient method available should be utilized. Considering efficiency, this should not be veteran exclusive, but offered to all residents and should be a pay as you go program, or non-pay if eligible based upon income limits and or disabilities
- The program should be able to use all of the existing resources listed in the first question and also promulgate and utilize an app program similar to Uber cab services, such that volunteers can upload when and where they are available
- To speed the process of triage for each individual, there would be a database which would show what needs each person has, such as wheelchair bound or blindness. Additionally this database could automatically be set up to bill whatever agency or person is to pay for the service
- Coordinated services, regional call center and website (Example MNDOT)
- Advertising
- VA card 800 transportation on back of card
- Must be inclusive, work, meet needs and complete trips and meet accessibility needs (wheelchair)
- One stop shop (overall coverage), single point of contact (trans mobility manager), 800 number, centralized knowledge base, fit trans needs to the requirements, ability for providers input program details, need to look at restrictions on who can ride and how travel is authorized, prioritize service destinations based on purpose of trip, prioritize by level of need and medical needs, centralized web/telephone
- General website at regional or statewide, call center, adequate resources
- Easy to use by vets
- Low or no cost
- Knowledge of existing programs
- Available 24-7-365
- Highly maintained

How Do We Get There?

- Donations, county and state grants to start; Once up and running, could possibly be self-sufficient financially
- All agencies need to agree to work with the central controller, and establish memorandums of agreement or similar contracts
- The process needs to start at the county level, for each county to stand up and declare what needs are not met and explain how they could, and be willing to contribute to the process
- Start building infrastructure

- Find funding streams (grants or sponsors)
- Collective/inclusive cross discipline
- Cross rules based program
- Advertising
- Community focused/regional
- Menominee tribal system has model
- Passenger bus (VTS/DAV)
- Budget line item in county's budgets
- Create political will (transportation committee, drop in levy)
- Federal or state grants
- Based at ADRC
- Unite mobility managers
- Regional triage
- Regional trans sharing/coordination
- UPS like system for tracking
- Mobility manager dedicated to cause
- Locally base the program
- Long term
- Free for vets
- Shared database of services and providers
- Live system (real time)

Top Three "Aha's"

- Community based
- Breaking exclusionary barriers
- Start somewhere
- Call center
- Triage at call center (vet/non-vet rides, Uber/Lyft volunteer drivers)
- Call center statewide
- Epicenter of movement focus on ADRC
- Centralized database of resources with ability to triage (one stop shop)
- Step by step approach, meeting people where they are at
- General website – live and real-time system
- Mobility manager
- Production discussion on topic/combine knowledge coop

GENERAL THEMES

Across all of the facilitations, a few reoccurring ideas keep emerging in terms of current gaps/barriers and potential solutions. These gaps and improvements are summarized below.

Gaps in Transportation

- Need for reliable employment transportation
- Lack of knowledge / marketing of existing transportation services
- Lack of funding for transportation
- Limitations on transportation service hours beyond typical 8:00 am – 4:00 pm on weekdays and limited weekend transportation options
- Limitations on transportation service areas (typically ending at county boundary)

Improvements to the System

- Keep control of transportation services at the local level
- Development of a regional mobility manager to operate a “one-stop shop” with a designated call hot-line and website to list available transportation services (updated frequently)
- Expansion of transportation services (beyond traditional 8:00 am – 4:00 pm schedule during weekdays; expansion of transportation services on the weekends (at some capacity)
- Find more innovative means to fund transportation services; public / private / non-profit / volunteer collaboration and sharing of resources where possible
- Make transportation services work beyond county boundaries



CHAPTER 5

ORIGIN – DESTINATION SURVEY

CHAPTER 5: ORIGIN – DESTINATION SURVEY

An origin-destination survey was conducted by staff to determine general travel patterns within the study area counties. The counties were contacted and asked to provide their top five destinations served through their respective transportation programs. Please see **Maps 5-1 to 5-8** with an overview of trips originating in each county and their corresponding destinations along with detailed county maps. There are some similarities among travel patterns across county borders, specifically those trips to medical clinics, which could lead to coordination efforts at a regional level. Each county’s general travel patterns are also summarized below.

Table 2: Adams County

Top Five Destinations Originating From: Friendship
Madison VA Hospital
Tomah VA Hospital
Wisconsin Rapids VA Clinic
Baraboo VA Clinic
Wisconsin Dells

Table 3: Green Lake County

Top Five Destinations Originating From: Berlin
Appleton VA Clinic
Oshkosh
Fond du Lac
Ripon
Wautoma

Table 4: Juneau County

Top Five Destinations Originating From: Lyndon Station
Tomah VA Hospital
La Crosse VA Clinic
Baraboo VA Clinic
Mauston
Richland Center

Table 5: Marquette County

Top Five Destinations Originating From: Montello
Endeavor
Neshkoro
Oxford
Portage
Westfield

Table 6: Shawano County

Top Five Destinations Originating From: Shawano
Appleton VA Clinic
Green Bay VA Clinic
Chilton
Neenah
New London

Table 7: Waupaca County

Top Five Destinations Originating From: Waupaca
Appleton VA Clinic
New London
Shawano
Stevens Point
Wautoma

Table 8: Waushara County

Top Five Destinations Originating From: Friendship
Berlin
Coloma
Hancock
Redgranite
Wild Rose



CHAPTER 6

RECOMMENDATIONS

CHAPTER 6: RECOMMENDATIONS

Mobility Management is the practice of using all available resources, and developing new ones to improve mobility, increase efficiency and reduce cost.²³

RECOMMENDATION: EXPAND PORTAGE COUNTY'S TRANSPORTATION SERVICES FOR PEOPLE AGE 60 AND OVER, ADULTS WITH DISABILITIES AND VETERANS TO COVER AN EIGHT COUNTY REGION

The fastest and most efficient way for the study counties to adopt a mobility management system is join an existing system. Portage County's transportation mobility management system is a model of success, but technically only covers one county in the eyes of the state. Portage County's transportation services have already provided services within the study counties when called upon for help. In most cases mobility managers operate at a multi county level, which allows for a regional approach. It makes natural sense for Portage County's Mobility Management System to evolve into a regional system. The intention of a regional mobility management system is not to eliminate local control, but to support and enhance it. Mobility management systems create a foundation from which transportation issues can be addressed and focused on. Having a foundation to work from is going to be very beneficial as our aging population begins to demand transportation options. For the study counties and Portage County's transportation mobility management system to evolve into a region system, the following steps need to be taken:

STEP 1: GET APPROVAL FROM PORTAGE COUNTY FOR THE TRANSPORTATION SERVICES PROGRAM TO OPERATE AT A REGIONAL LEVEL

To be able to evolve into a regional entity; Portage County needs to be on board and supportive of the process.

NOTE: If the participating counties choose to not join Portage County's system, they can elect to hire their own mobility manager and continue with the follow steps.

STEP 2: CREATE A TRANSPORTATION COUNCIL CONTAINING REPRESENTATION FROM ALL THE PARTICIPATING COUNTIES CALLED THE CENTRAL WISCONSIN TRANSPORTATION COUNCIL

Each county possesses two potential members: the health and human services/Aging Disability Resource Center transportation component and the County Veterans component. Each can choose to elect to be part of the council independent of the other.

Each participating county will have different needs and wants in regards to transportation. The purpose of the council would be to advise the mobility manager and would meet quarterly to discuss pertinent issues.

²³ <http://wi-mm.org/#> Wisconsin Association of Mobility Managers, 2014. Web. February 2016

STEP 3: CREATE A REGIONAL MOBILITY MANAGEMENT SYSTEM FROM PORTAGE COUNTY'S TRANSPORTATION SERVICES PROGRAM

The program will operate autonomously from Portage County. The newly formed regional mobility management system will be called the Central Wisconsin Mobility Connection (CWMC).

The CWMC has to apply for non-profit status to be able to apply directly for 5310 funds otherwise a designated county or non-profit will have to apply on their behalf. A W9 form is needed when applying for 5310 funds to prove non-profit status.

STEP 4: EACH PARTNER OR MEMBER MUST SIGN A MOU WITH THE MOBILITY MANAGER LAYING OUT THE EXPECTATIONS AND FEES INVOLVED WITH SERVICES CONTINGENT ON THE AWARD OF ADDITIONAL 5310 FUNDING

Each participating county would have a specific MOU depending on their transportation needs. See **Appendix M** for the MOU template.

STEP 5: CENTRAL WISCONSIN MOBILITY CONNECTION APPLIES FOR ADDITIONAL 5310 FUNDING FOR MOBILITY MANAGEMENT SERVICES

STEP 6: IMPLEMENT MOBILITY MANAGEMENT SERVICES, WHICH INCLUDES THE ELEMENTS IN THE FOLLOWING FIGURE

STEP 7: EXPAND CWMC SERVICES REGIONALLY

Figure 1: Mobility Management System Diagram

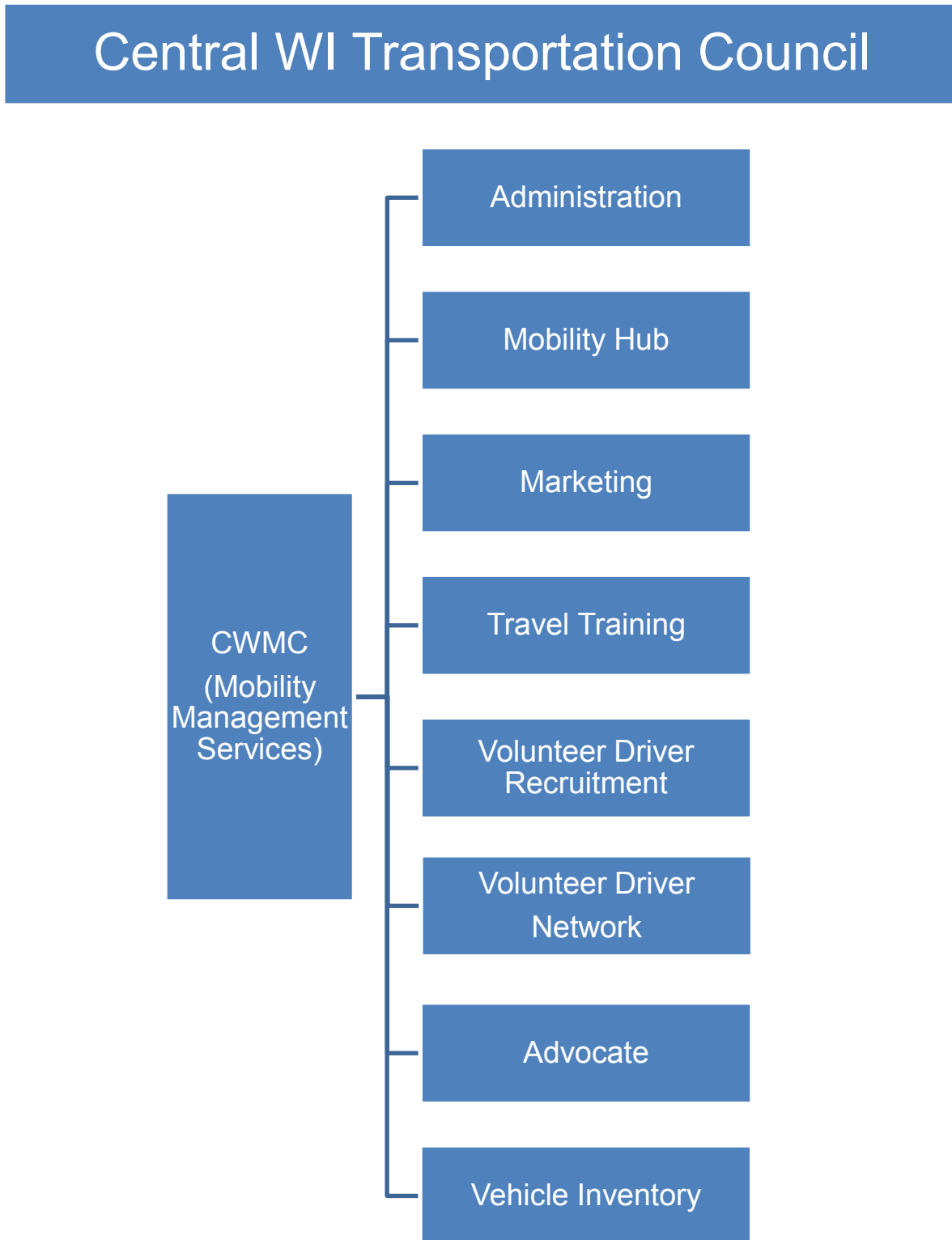


Table 9: Central Wisconsin Mobility Connection Program Description

<p>Administration</p>	<ul style="list-style-type: none"> • 5310 application processing and support <ul style="list-style-type: none"> ○ CWMC collects all applications for capital purchases and submit on behalf of the county. The CWMC would use a separate application process to collect all requests from the counties and submit for each county in the BlackCat system. ○ If county so chooses, they can collect their own 5310 applications and submit themselves. ○ CWMC would apply for mobility management funds for the entire region. ○ Local sub-recipients of 5310 funding would be responsible for the maintenance plan. ○ The CWMC would organize and submit the reporting with the local agencies that goes along with a 5310 vehicle, but is the responsibility of the local agency. • Insurance for volunteer drivers remains under local control or the volunteer’s individual policy. • Volunteer driver reimbursement is the responsibility of the county or local agency. • Local match can be provided in either cash payment or in-kind volunteer driver hours. • Participate in the Coordinated Planning Process for Public Transit & Human Service Transportation. • Increase transportation services at regional level and provide cost efficiencies for member counties. • Knowledge of all transportation systems within the region. <ul style="list-style-type: none"> ○ Transportation systems inventory needs to be updated on an annual basis. ○ The CWMC needs to be aware of every transportation service available within the region to be able to provide the best service possible to their customer. • Schedule and host annual volunteer driver trainings. • Staffing needs: mobility manager and mobility consultants.
<p>Mobility Hub</p>	<ul style="list-style-type: none"> • Establish a mobility hub where rides are coordinated across programs and jurisdictions to create cost savings and efficiencies to multiple programs and agencies. • The mobility hub is a virtual network from where transportation can be coordinated across boundaries. The client or customer has access to the mobility hub through a phone number or the web. Mobility consultants are stationed at their home county while managing the mobility hub. • Mobility hub would be open Monday thru Friday for 8:00 am to 6:00 pm. • There would be a mobility consultant per county working for the mobility hub 20 hours a week (consultant would be a county employee). Each mobility consultant would get \$20,000 annually to subsidize their annual salary. • Mobility consultants would work under the mobility manager providing clients region wide with transportation services (scheduling trips, travel training, education) • Properly administered cost allocation will facilitate equitable distribution of expenses, reduce cost-shifting, and create genuine savings among all participating counties.

Table 9: Central Wisconsin Mobility Connection Program Description

	<ul style="list-style-type: none"> The focus is on local control; knowledge of local people, services and geography; while creating economies of scale and operational efficiencies as a regional entity. Staffing needs: 2-3 mobility consultants / with additional volunteer help.
Marketing	<ul style="list-style-type: none"> A website housing the local transportation provider inventory, mobility hub phone number and marketing materials. (In future website could take transportation reservations) Quarterly newsletters to inform members of the Central Wisconsin Transportation Council of transportation related issues and illustrate success within the region
Travel Training	<ul style="list-style-type: none"> Travel training for the entire system.
Volunteer Driver Recruitment	<ul style="list-style-type: none"> Assist counties with volunteer driver recruitment. Local member counties would maintain insurance coverage of their drivers using the existing coverage/policies
Regional Volunteer Driver Network	<ul style="list-style-type: none"> Coordinate regional trips with volunteer drivers who are willing to travel farther distances (i.e. across county lines). Insurance for regional volunteer drivers will be provided by the volunteer's home county, local agency or personal.
Advocate	<ul style="list-style-type: none"> Sit on committees such as Wisconsin Association of Mobility Managers, Wisconsin Urban and Rural Transit Association, Northeast Wisconsin Regional Access to Transportation Committee and local transportation coordinating committees. It is important for the Mobility Manager to be informed of new transportation techniques or services and to be an advocate on behalf of the CWTC.
Vehicle Inventory	<ul style="list-style-type: none"> The CWMC would possess a number of vehicles used by the regional volunteers to fill gaps throughout the region. Some vehicles will be wheelchair accessible and capable of carrying bariatric patients. Local match for the vehicles would come from the participating counties. When the vehicles are disposed of or sold the participating counties that provided the local match would receive an equal share of the sale of the vehicle, but any proceeds from the sale has to go back into the regional transit system.

Implementation of Mobility Management Services

- **Phase 1: Year 1-2**
 - Local Transportation Programs remain in place
 - Work on “gap” filling at the regional level (across counties) transportation trips.
 - Get consensus from the participating counties and develop reporting documentation
 - Develop structure for reporting to/from Mobility Hub
 - Reporting documentation to help apply for grants/needs
 - Attend relevant transportation meetings/committees with regional stakeholders
 - Identify regional transportation needs
 - Develop solutions for regional transportation needs
 - Apply for Section 5310 capital/operation funding
 - Develop volunteer driver training program/recommendations

- Create a regional volunteer driver network
- Purchase 1-2 lift/ramp equipped vehicles
- Develop the CWTC advisory group/board

- **Phase 2: Year 2-3**
 - Continue Year 1 actions/items noted above
 - Implement / use the Mobility Hub to start ride coordination for regional trips
 - Develop website
 - Conduct periodic volunteer driver trainings within the region
 - Hire/fund additional staff (Section 5310 funding)

Scenarios

Scenario 1: 8 County Participation

The Mobility Hub would be open Monday thru Friday for 8:00 am to 6:00 pm. There would be eight mobility consultants; each one representing a participating county (consultant would be a county employee). Each mobility consultant would get \$20,000 a year to supplement their income to work specifically for the Mobility Hub for 20 hours a week. Three mobility consultants would be on staff per day providing travel consulting services.

Table 10: Mobility Hub Operations Expenditures

	Annual \$
Annual cost for Mobility Consultants (8 Mobility Consultants - 8 * \$20,000 a year)	\$160,000
Mobility Manager Annual Salary/Benefits (insurance)	\$100,000
Total	\$260,000

Table 11: Mobility Hub Revenue

Enhanced Mobility of Seniors & Individuals with Disabilities - Section 5310 - 80%	\$208,000
Local Match - 20% of \$260,000	\$52,000

Table 12: Mobility Hub Local Match

Volunteer Driver In-kind Hours (\$15 an hour, 350 hours a year per county)	\$42,000
8 County Cash Share	\$10,000
Per County Cash Share	\$1,250

Table 13: Capital Purchase

2/ ADA Vehicles	\$100,000
Equipment (computer/printer/phone system/software/website)	\$10,000
Total	\$110,000

Table 14: Capital Revenue

Enhanced Mobility of Seniors & Individuals with Disabilities - Section 5310 - 80%	\$88,000
Local Match - 20% of \$110,000	\$22,000

Table 15: Capital Local Match

8 County Cash Share	\$22,000
Per County Cash Share	\$2,750

Total cost annually per county for Mobility Hub and Capital Purchase = \$4,000

Scenario 2: 4 County Participation

The Mobility Hub would be open Monday thru Friday for 8:00 am to 6:00 pm. There would be four mobility consultants; each one representing a participating county (consultant would be a county employee). Each mobility consultant would get \$20,000 a year to supplement their income to work specifically for the Mobility Hub for 20 hours a week. Two mobility consultants would be on staff per day providing travel consulting services.

Table 16: Mobility Hub Operations Expenditures

	Annual \$
Annual cost for Mobility Consultants (4 Mobility Consultants - 4 * \$20,000 a year)	\$80,000
Mobility Manager Annual Salary/Benefits (insurance)	\$100,000
Total	\$180,000

Table 17: Mobility Hub Revenue

Enhanced Mobility of Seniors & Individuals with Disabilities - Section 5310 - 80%	\$144,000
Local Match - 20% of \$180,000	\$36,000

Table 18: Mobility Hub Local Match

Volunteer Driver In-kind Hours (\$15 an hour, 350 hours a year per county)	\$21,000
4 County Cash Share	\$15,000
Per County Cash Share	\$3,750

Table 19: Capital Purchase

2/ ADA Vehicles	\$100,000
Equipment (computer/printer/phone system/software/website)	\$10,000
Total	\$110,000

Table 20: Capital Revenue

Enhanced Mobility of Seniors & Individuals with Disabilities - Section 5310 - 80%	\$88,000
Local Match - 20% of \$110,000	\$22,000

Table 21: Capital Local Match

4 County Cash Share	\$22,000
Per County Cash Share	\$5,500

Total cost annually per county for Mobility Hub and Capital Purchase = \$9,250

Challenges and Opportunities

Fare Structure

The fare structure for every county is different; some only accept donations and others have a standard fare system for each ride. The question is then how do you operate a regional system with different fares within each county? The mobility manager is going to have to look at this

issue and decide whether or not fare systems can operate independent of each other or does there need to be a single system across the entire region.

Trip Types

Trip types are very similar to the fare systems across the regions; they are all different. Some counties only do medical and others provide for every trip. The hope is that with a mobility management system comes transportation efficiencies and cost savings and additional programs which would result and system that prioritizes medical trips, but can accommodate all types of trips.

Location of ADA Vehicles

The question on where the regional ADA vehicles are stored is a very important one because of a expansive eight county region. It would be extremely inefficient if a trip is needed in the northern half of the region, but the ADA vehicle is located in the southern half of the region. The volunteer drivers are not going to want to travel through three counties to get access to a vehicle and then provide a trip. There is no clear answer at this point, but one solution may be to keep one vehicle in the northern half of the region and another in the southern half.



CHAPTER 7

FUNDING OPPORTUNITIES

CHAPTER 7: FUNDING OPPORTUNITIES

ENHANCED MOBILITY OF SENIORS AND INDIVIDUALS WITH DISABILITIES PROGRAM (SECTION 5310)

The United States Department of Transportation (USDOT) – Federal Transit Administration (FTA) administers its Enhanced Mobility of Seniors and Individuals with Disabilities Program which is commonly referred to as Section 5310. This program supports transportation services planned, designed, and carried out to meet the special transportation needs of seniors and individuals with disabilities in all areas – large urbanized (over 200,000), small urbanized (50,000-200,000), and rural (under 50,000). Eligible projects include both traditional capital investment and nontraditional investment beyond the Americans with Disabilities Act (ADA) complementary paratransit services. A local match is required of 20 percent for capital projects and 50 percent for operating expenses.²⁴

Examples of traditional capital projects include:

- buses and vans; wheelchair lifts, ramps, and securement devices; transit-related information technology systems including scheduling/routing/one-call systems; and mobility management programs²⁵

Examples of “non-traditional” projects include:

- travel training; volunteer driver programs; building an accessible path to a bus stop including curb-cuts, sidewalks, accessible pedestrian signals or other accessible features; improving signage, or way-finding technology; incremental cost of providing same day service or door-to-door service; purchasing vehicles to support new accessible taxi, rides sharing and/or vanpooling programs; and mobility management programs²⁶

FORMULA GRANTS FOR OTHER THAN URBANIZED AREAS (SECTION 5311)

The FTA also administers its Formula Grants for Other Than Urbanized Areas, commonly referred to as Section 5311. This program is designated for areas with less than 50,000 and its purpose is to provide funding to states to support public transportation in rural areas.²⁷ Like Section 5310, this program also has a 20 percent local match for capital projects and 50 percent local match for operating projects.²⁸ Section 5311 may be used to help rural areas:

- Enhance the access of people in non-urbanized areas to health care, shopping, education, employment, public services, and recreation.
- Assist in the maintenance, development, improvement, and use of public transportation systems in non-urbanized areas.

²⁴ http://www.fta.dot.gov/documents/MAP-21_Fact_Sheet_-_Enhanced_Mobility_of_Seniors_and_Individuals_with_Disabilities.pdf

²⁵ Same as above

²⁶ Same as above

²⁷ http://www.fta.dot.gov/grants/13093_3555.html#

²⁸ http://www.fta.dot.gov/grants/13093_3555.html#

- Encourage and facilitate the most efficient use of all transportation funds used to provide passenger transportation in non-urbanized areas through the coordination of programs and services.
- Assist in the development and support of intercity bus transportation.
- Provide for the participation of private transportation providers in non-urbanized transportation.

COUNTY ELDERLY AND DISABLED TRANSPORTATION ASSISTANCE (WIS. STAT. 85.21)

The Wisconsin Department of Transportation (WisDOT) administers its County Elderly and Disabled Transportation Assistance Program through State Statute 85.21. This program provides counties with financial assistance to provide transportation services to seniors and individuals with disabilities.²⁹

The purpose of this program is to promote the general public health and welfare by providing financial assistance to counties providing transportation services for seniors and individuals with disabilities, and to thereby improve and promote the maintenance of human dignity and self-sufficiency by affording the benefits of transportation services to those people who would not otherwise have an available or accessible method of transportation.³⁰ Allocation of funds to each county is based on annual population estimates. A local match of 20 percent is required from each county to receive Section 85.21 funds.³¹

STATE URBAN MASS TRANSIT OPERATING ASSISTANCE (WIS. STAT. 85.20)

The State Urban Mass Transit Operating Assistance program (codified in Wisconsin State Statute 85.20) provides operating cost assistance to transit systems in order to alleviate local tax burdens. Eligible applicants include municipalities or counties with populations greater than 2,500, as well as transit or transportation commissions or authorities. Public transportation services eligible for this program includes bus, shared-ride taxicab, rail or other conveyance either publicly or privately owned. Capital projects are not eligible for this program.³²

OLDER AMERICANS ACT

The Older Americans Act (OAA) is considered to be the major vehicle for the organization and delivery of social and nutrition services to older Americans and their caregivers. It authorizes a wide array of service programs through a national network of 56 State agencies on aging, 629 area agencies on aging, nearly 20,000 service providers, 244 Tribal organizations, and 2 Native Hawaiian organizations representing 400 Tribes. The OAA also includes community service employment for low-income older Americans; training, research, and demonstration activities in the field of aging; and vulnerable elder rights protection activities.³³

²⁹ <http://wisconsindot.gov/Pages/doing-bus/local-gov/astnce-pgms/transit/county-eld.aspx>

³⁰ Same as above

³¹ <http://docs.legis.wisconsin.gov/statutes/statutes/85/21>

³² <http://wisconsindot.gov/Pages/doing-bus/local-gov/astnce-pgms/transit/state-urban.aspx>

³³ http://www.aoa.gov/AoA_Programs/OAA/Index.aspx

TAX LEVY

Municipalities within the study area could look at raising tax levies to provide more funding to transportation and human services under their jurisdiction. This would need to be discussed at the local level.

NON-PROFIT/PRIVATE FUNDING/DONATION/FUNDRAISING

Beyond the typical federal and state funding sources for specialized transportation, it is equally important to consider other non-traditional means to coordinate transportation options. Coordinating with private companies and non-profit organizations that already provide specialized transportation should be a priority. Additionally, other non-traditional options should be pursued, such as working with community based residential facilities (CBRFs) who already provide transportation for their residents, partnering with local service based organizations and working with faith based organizations/churches who may also provide transportation to their members. For example, a mobility manager may be able to get a coalition of these groups together and pool resources to provide a more comprehensive transportation system at the local level, utilize new ways to fundraise and seek new grants and donations to help with paratransit.

VETERANS FUNDING

Similar to the private/non-profit section above, it is important that the County Veterans Service Office (CVSO) seek non-traditional ways to help coordinate transportation options for the local veteran population. Where possible, the CVSO could reach out to local veterans groups (such as the local VFW and others) to see if there are opportunities to provide volunteer rides or to contribute funds towards transportation for veterans. Continued coordination with regional Disabled American Veterans (DAV) chapters with vanpools in Stevens Point, Shawano and Appleton should remain and possibly find means to increase services. Continued coordination with volunteer drivers as part of the Waupaca County Health and Human Services Department is critical.

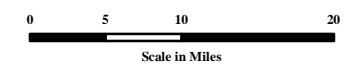
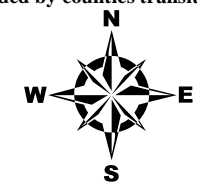


MAPS 5-1 TO 5-8

Map 5-1 Mobility Study Top 5 Destinations Per County Origin

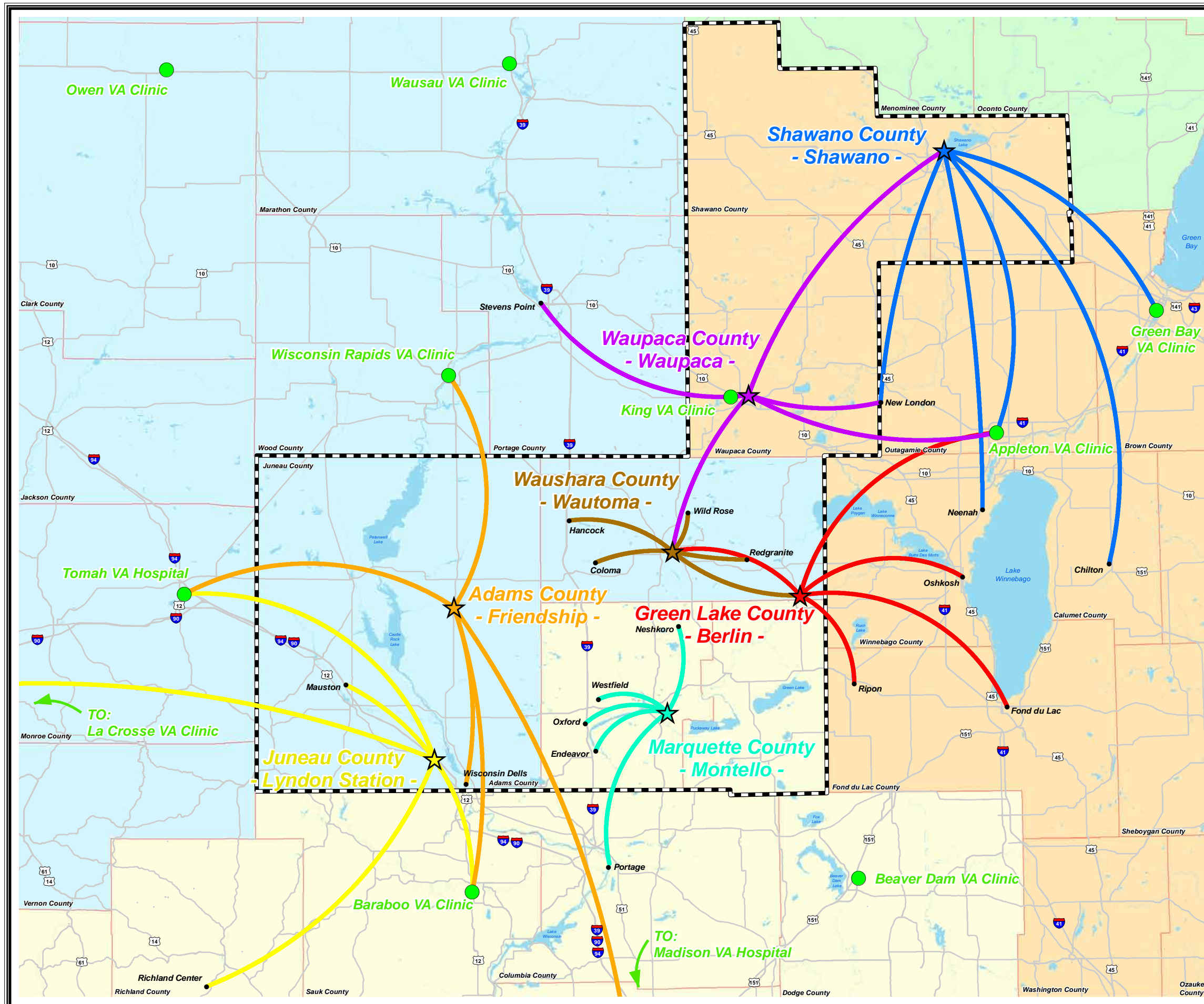
- Green Lake County Origin
- Adams County Origin
- Juneau County Origin
- Marquette County Origin
- Shawano County Origin
- Waupaca County Origin
- Waushara County Origin
- VA Clinics
- Destination Cities
- Study Boundary
- Berlin Destinations
- Friendship Destinations
- Lyndon Station Destinations
- Montello Destinations
- Shawano Destinations
- Waupaca Destinations
- Wautoma Destinations
- Iron Mountain Catch Basin
- Madison Catch Basin
- Milwaukee Catch Basin
- Tomah Catch Basin

Source:
Base data provided by respected counties.
Transit data provided by counties transit services & ECWRPC.



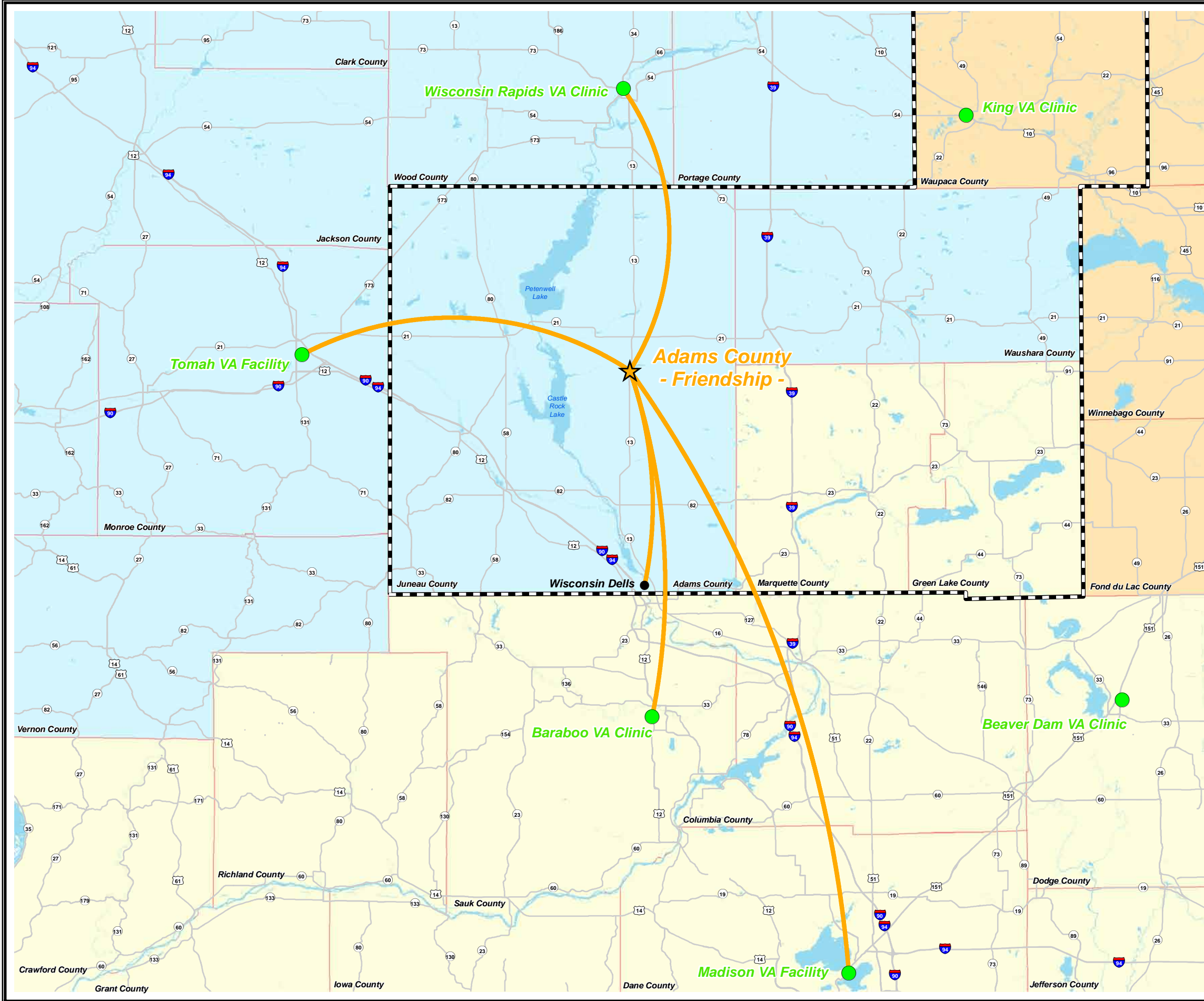
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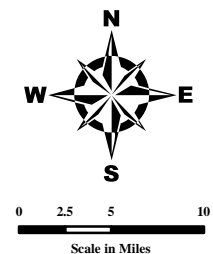


Map 5-2 Mobility Study Top 5 Destinations Adams County

- ★ Adams County
- VA Clinics
- Destination Cities
- Friendship Destinations
- ▬ Study Boundary
- Madison Catch Basin
- Milwaukee Catch Basin
- Tomah Catch Basin











Source:
Base data provided by respected counties.
Transit data provided by counties transit services & ECWRPC.

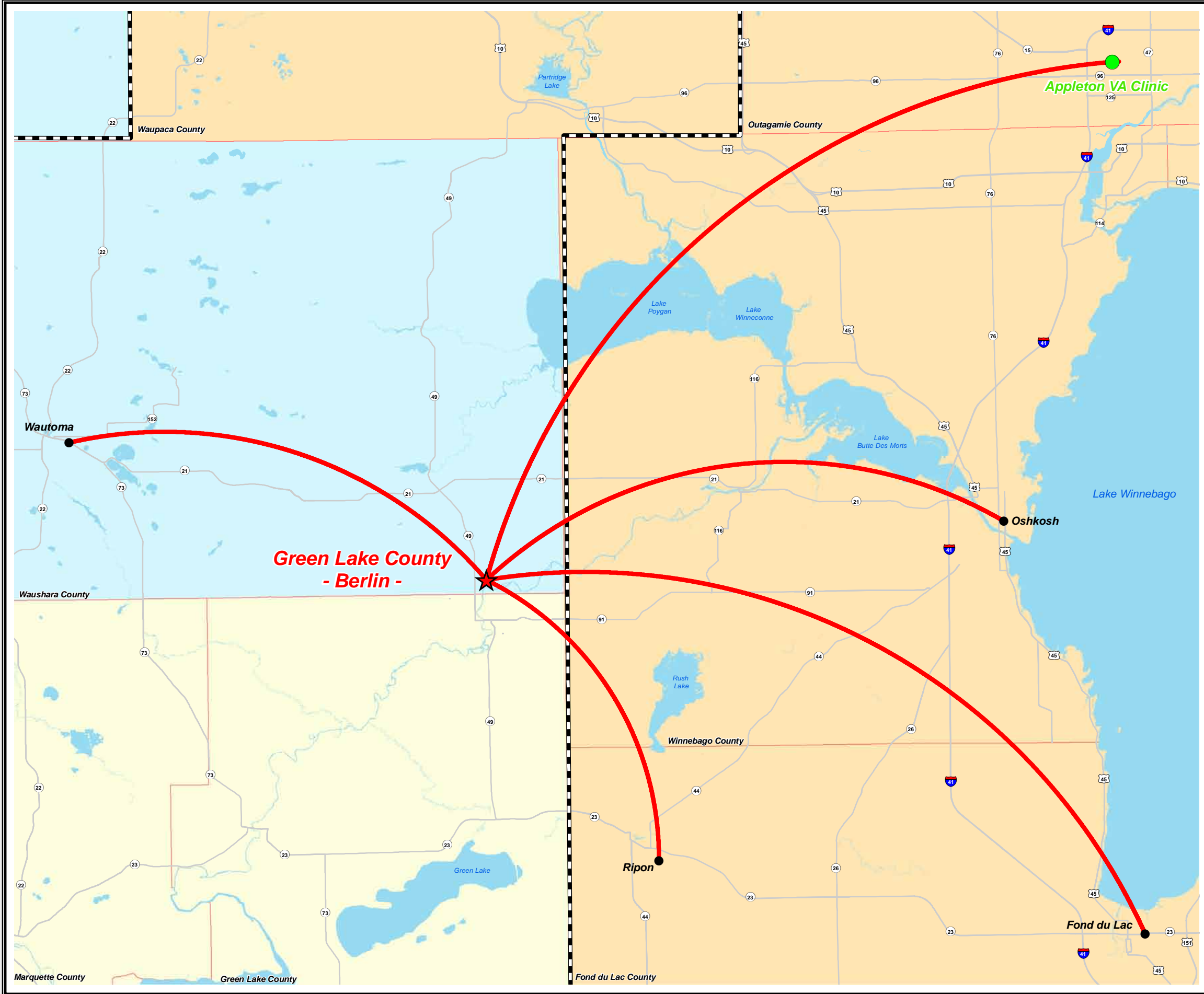


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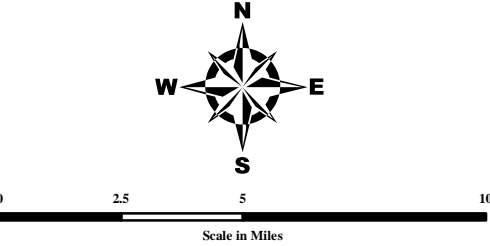
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Map 5-3 Mobility Study Top 5 Destinations Green Lake County

-  Green Lake County Origin
-  VA Clinics
-  Destination Cities
-  Berlin Destinations
-  Study Boundary
-  Madison Catch Basin
-  Milwaukee Catch Basin
-  Tomah Catch Basin



Source:
Base data provided by respected counties.
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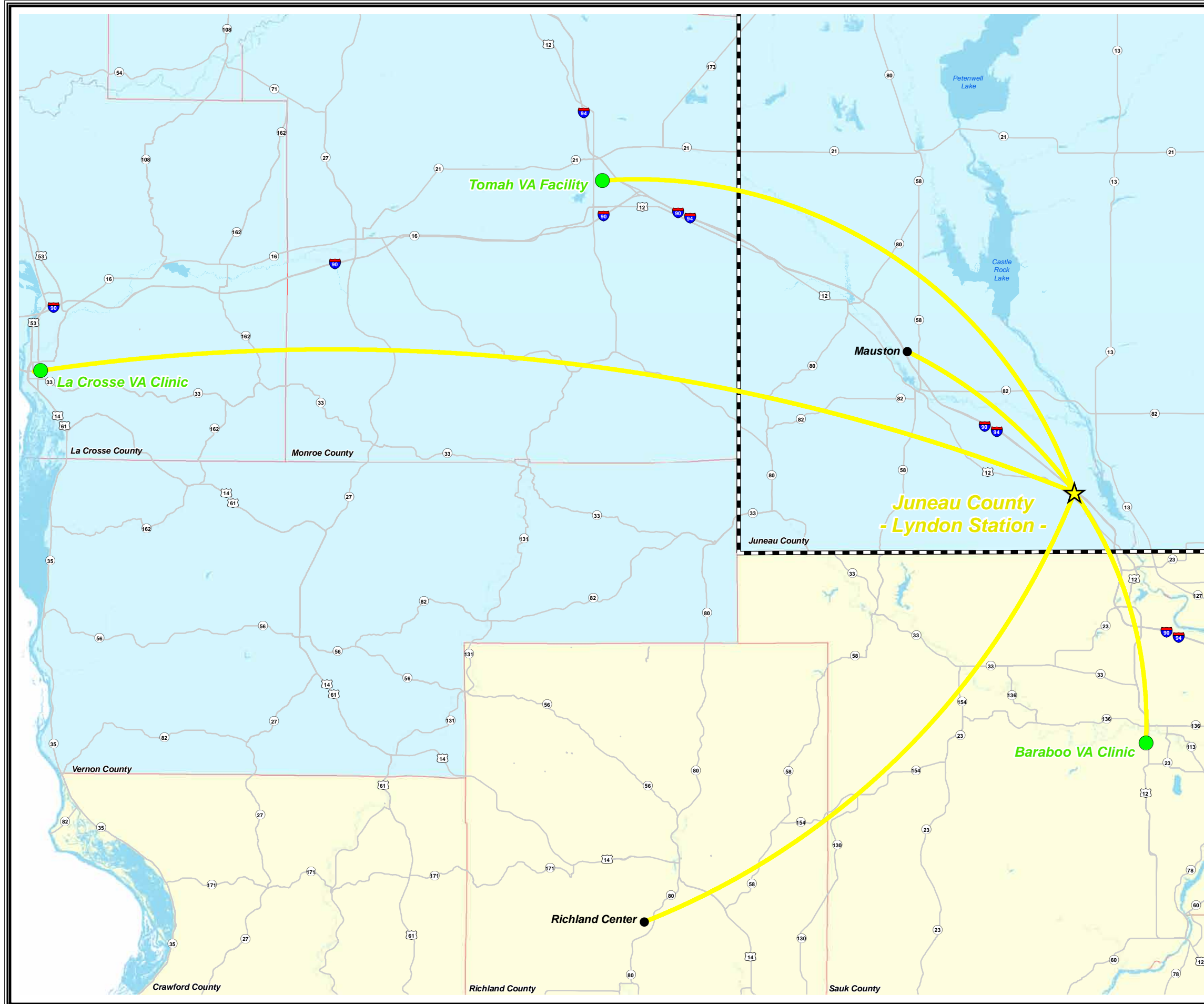


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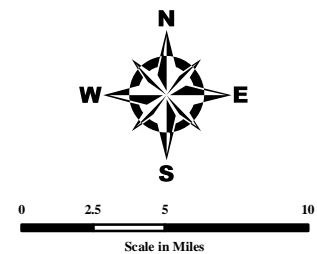
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Map 5-4 Mobility Study Top 5 Destinations Juneau County

- ★ Juneau County Origin
- VA Clinics
- Destination Cities
- Lyndon Station Destinations
- ▬▬▬ Study Boundary
- ▭ Madison Catch Basin
- ▭ Tomah Catch Basin









Source:
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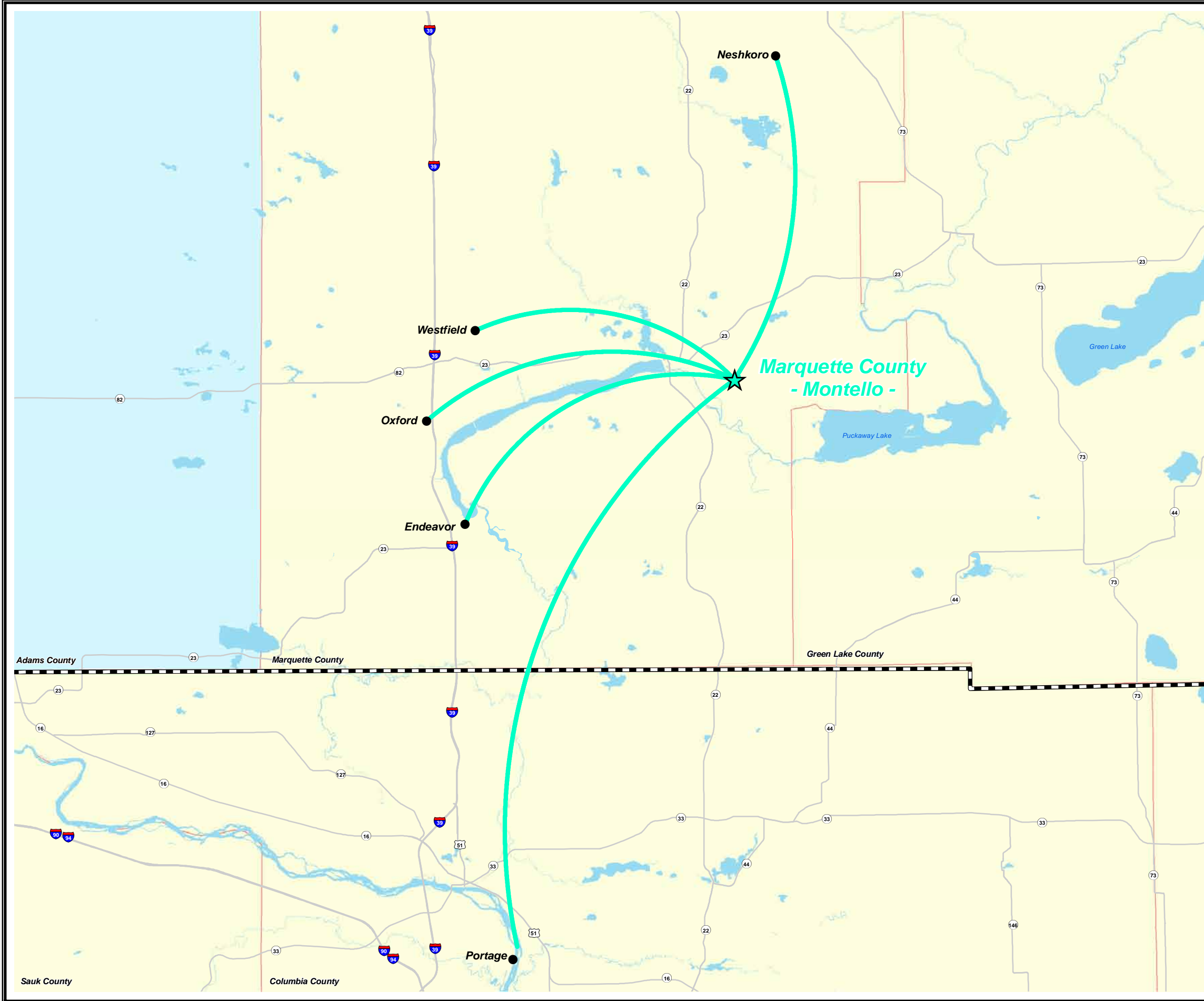


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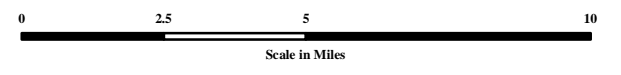
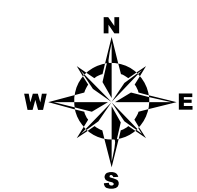
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Map 5-5 Mobility Study Top 5 Destinations Marquette County

-  Marquette County Origin
-  Destination Cities
-  Study Boundary
-  Montello Destinations
-  Madison Catch Basin
-  Tomah Catch Basin



Source:
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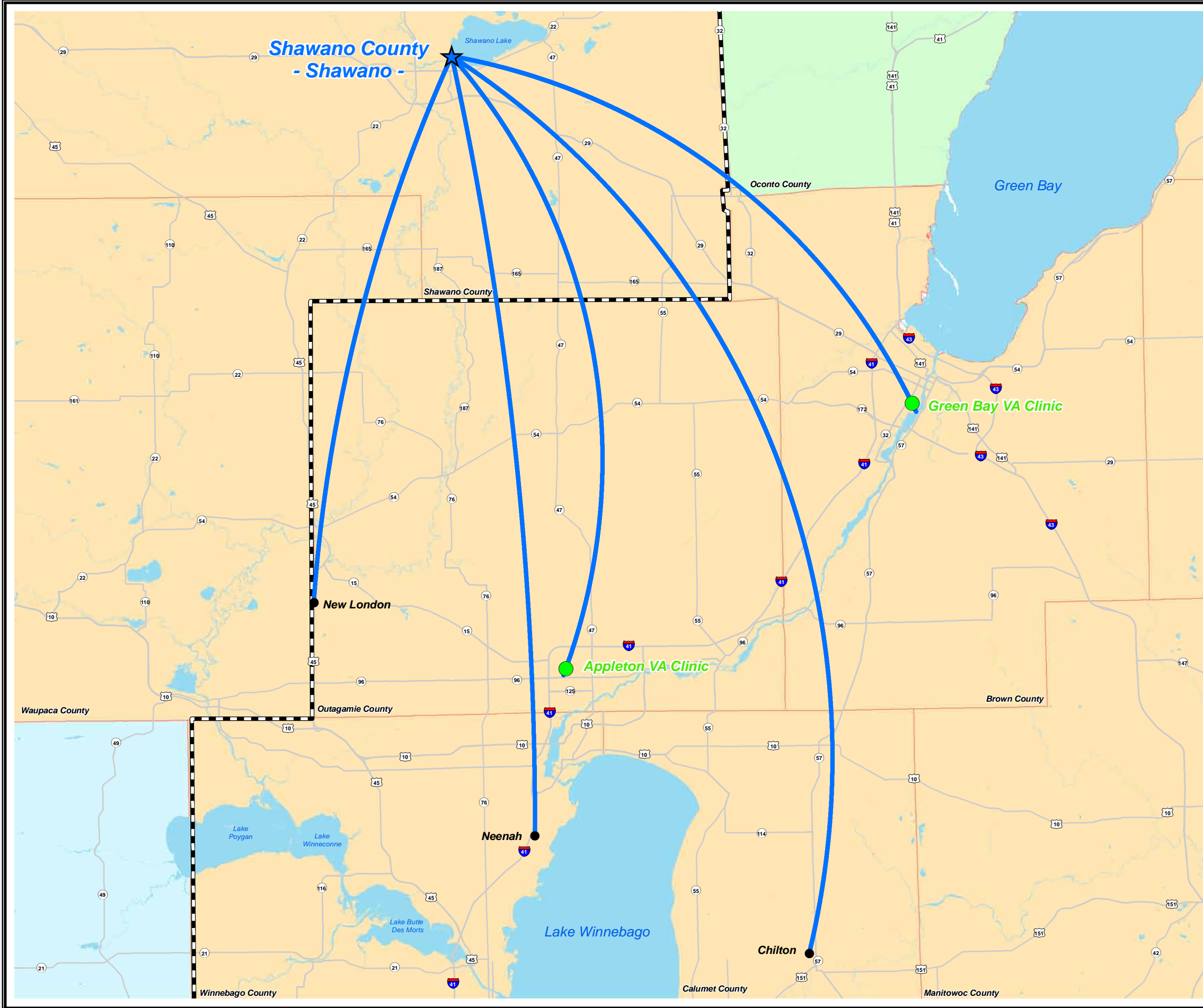


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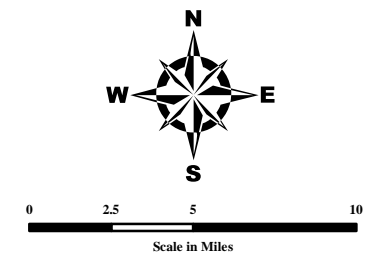
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Map 5-6 Mobility Study Top 5 Destinations Shawano County

- ★ Shawano County Origin
- VA Clinics
- Destination Cities
- Shawano Destinations
- ▬ Study Boundary
- Iron Mountain Catch Basin
- Milwaukee Catch Basin
- Tomah Catch Basin



Source:
Base data provided by respected counties.
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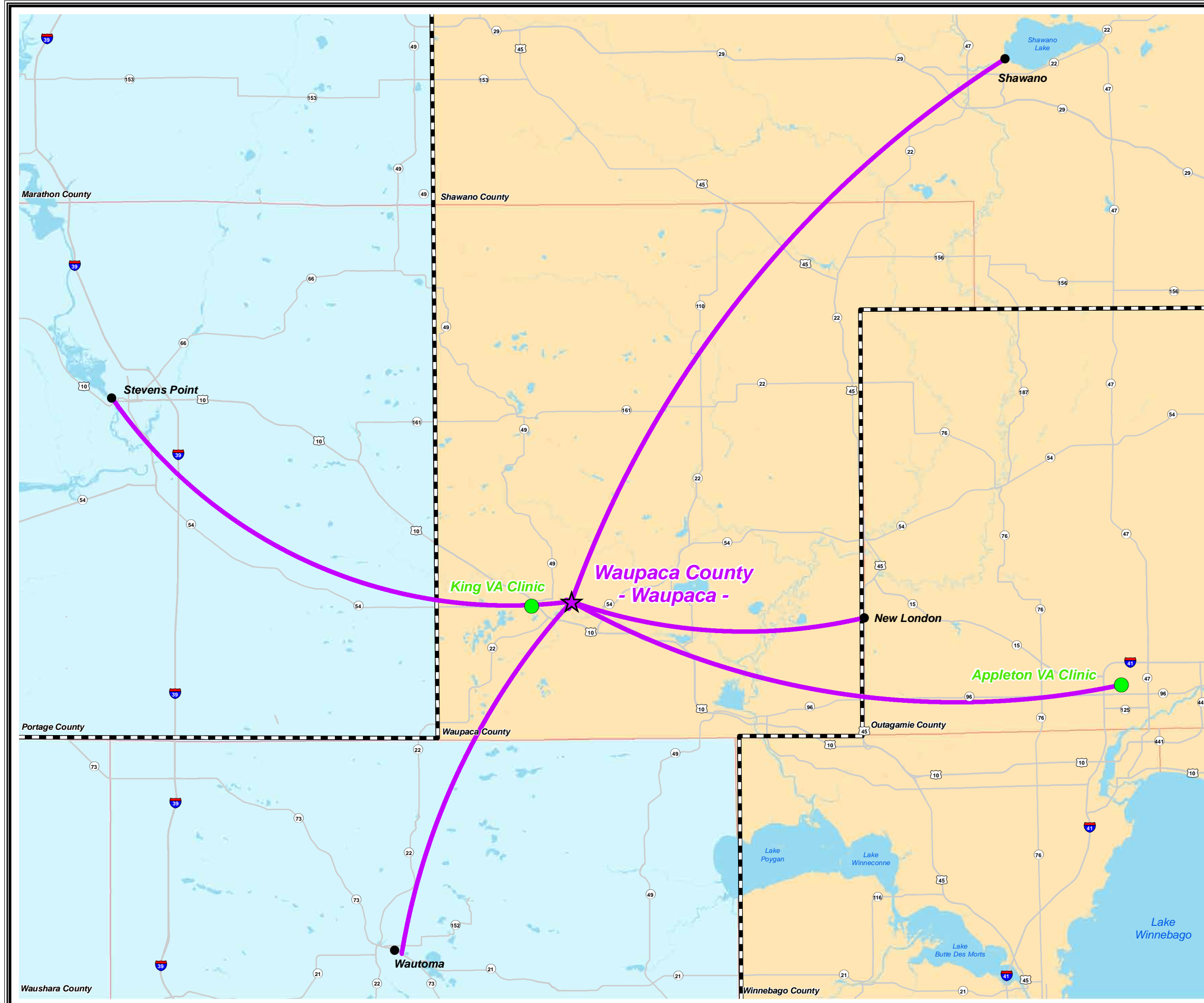


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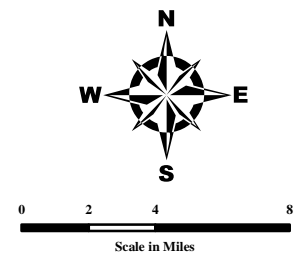
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Map 5-7 Mobility Study Top 5 Destinations Waupaca County

- ★ Waupaca County Origin
- VA Clinics
- Destination Cities
- Waupaca Destinations
- ▬ Study Boundary
- Milwaukee Catch Basin
- Tomah Catch Basin

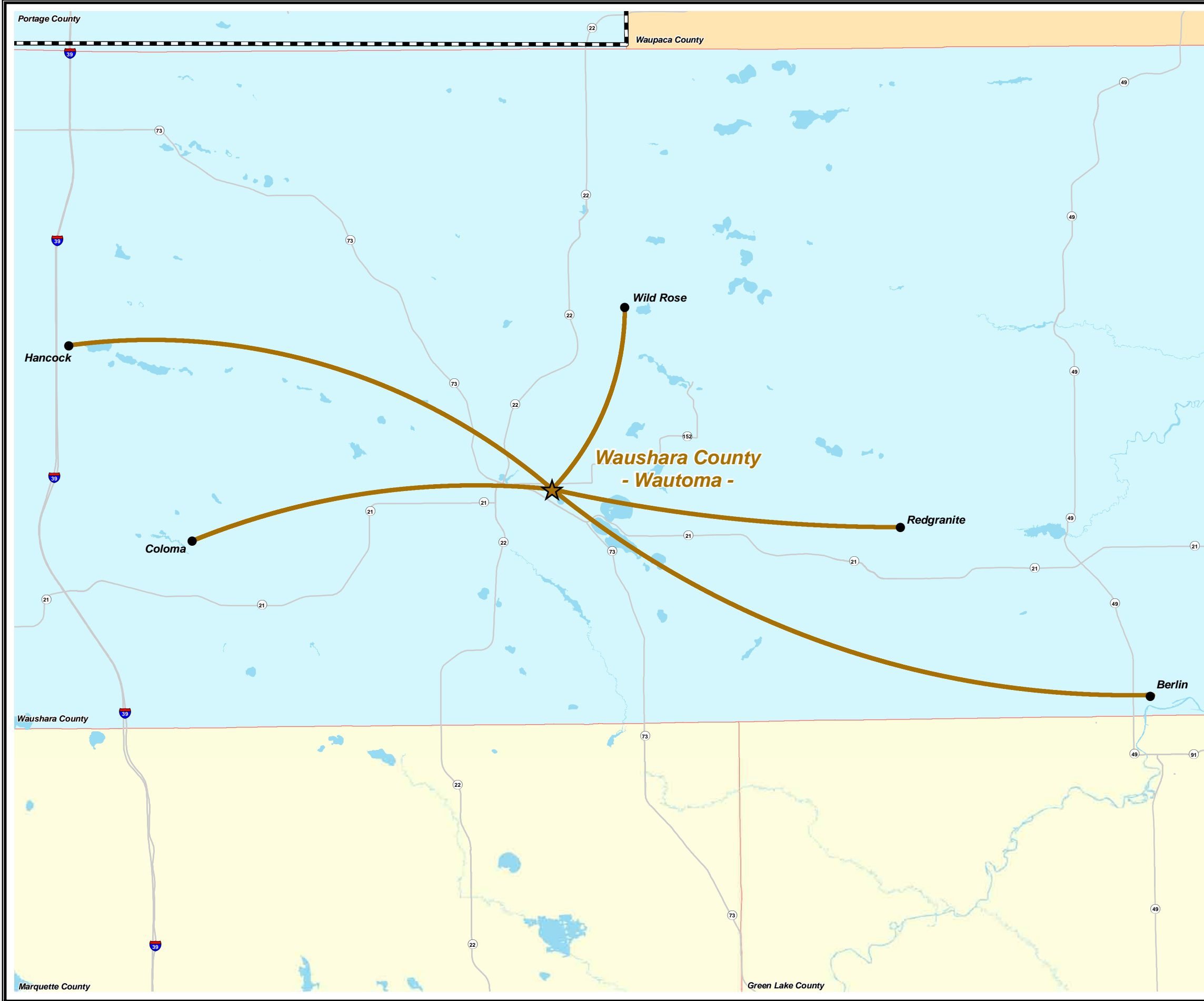


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Base data provided by respected counties.
Transit data provided by counties transit services & ECWRPC.



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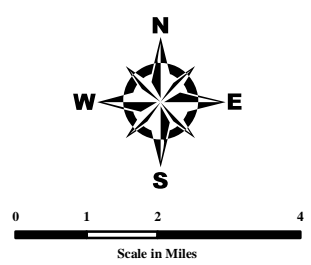
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East Central Wisconsin
Regional Planning Commission
ECWRPC



Map 5-8 Mobility Study Top 5 Destinations Waushara County

- ★ Waushara County Origin
- Destination Cities
- Wautoma Destinations
- ▬ Study Boundary
- ▭ Madison Catch Basin
- ▭ Milwaukee Catch Basin
- ▭ Tomah Catch Basin

Source:
Base data provided by respected counties.
Transit data provided by counties transit services & ECWRPC.



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PREPARED JUNE 2016 BY:
East Central Wisconsin
Regional Planning Commission
ECWRPC



APPENDICES



APPENDIX A:
DAV ROUTES AND SCHEDULES

DAV VAN ROUTES
2015

AREA	PICK UP PLACE	DAYS	TIME	VA/CBOC	COMMENTS
APPLETON	Appleton Clinic	M-F	6:45am	Milwaukee	leaves clinic at 6:45am
	Perkins	M-F	7:15am	Milwaukee	in Oshkosh/off 41
	Schriners	M-F	7:45am	Milwaukee	in Fond Du Lack / off 41
	Lomira	M-F	8:15am	Milwaukee	on Demand McDonalds off 41
APPLETON TO GREEN BAY	Appleton Clinic	M-F	Determind by appt	Green Bay	leave Clinic
	Little Chute	M-F	Determind by appt	Green Bay	Park and Ride N & 41 exit number 146
	Wrightstown	M-F	Determind by appt	Green Bay	Park and Ride S & 41 exit number 157
	For further information call		1-920-831-7905		
GREEN BAY	Green Bay Clinic Parking lot	M-F	6:45am	Milwaukee	Southeast Corner of Clinic
	Manitowoc Holiday Inn	M-F	7:30am	Milwaukee	Calument Rd 1 - 43
	McDonalds	M-F	8:00am	Milwaukee	Sheboygan I 43 - Hwy 28
GREEN BAY TO APPLETON	Green Bay Clinic Parking Lot	M-F	Determind by appt	Appleton	Southeast Corner of Clinic
GREEN BAY TO GB CLINIC	HOMES	M-F	Determind by appt	Green bay	within 20 mile radius of Clinic
	For further information call		1-920-431-2641		
MILWAUKEE	HOMES	M-F	7AM till NOON	MILWAUKEE	NUMBER OF VANS
	For further information call		1-414-384-2000	ext 41811	

DAV VAN ROUTES
2015

AREA	PICK UP PLACE	DAYS	TIME	VA/CBOC	COMMENTS
MADISON	Homes	M-F	7AM	Madison	
	Homes	M-F	7AM	Madison	
	Homes	M-F	7AM	Madison	
COLUMBIA	Homes	M-F	Determind by App	Madison	Leave Poynette
	Pierce'sMarket	M-F	Determind by App	Madison	Portage
GRANT	Homes	M-F	Determind by App	Madison	
ROCK COUNTY	VA Housing	M-F	Determind by App	Madison	
	Homes	M-F	Determind by App	Madison	
ROCK COUNTY	Homes	M-F	Determind by App	Janseville	
Times and days may vary due to appointments and Drivers					
For Further information call			1-608-280-7019		

DAV VAN ROUTES
2015

AREA	PICK UP PLACE	DAYS	TIME	VA/CBOC	COMMENTS
RHINELANDER	Cellar 70	M-Tues	6:30am	Iron Mt	off Courtney St Rhinelander
	Sloan Community Center	M-Tues	6:50am	Iron Mt	Lake Tomahawk
	Hwy 47&51	M-Tues	7:00am	Iron Mt	Woodruff
	Hwy 51 & 70	M-Tues	7:05am	Iron Mt	Arbor Vitae
	Krist Gas Station	M-Tues	7:20am	Iron Mt	St. Germain
	VFW Hwy 70	M-Tues	7:35am	Iron Mt	Eagle River
	Times may vary				
	For further information call		1-715-369-6127		
RHINELANDER	Cellar 70	Wed & Thurs	6:30am	Iron Mt.	off Courtney St Rhinelander
	Marathon Gas Station	Wed & Thurs	6:40am	Iron Mt.	Monico
	Courthouse	Wed & Thurs	6:55am	Iron Mt.	Crandon
	Volunteer Fire Station	Wed & Thurs	7:10am	Iron Mt.	Laona
	Hwy 8 & 139	Wed & Thurs	7:20am	Iron Mt.	Cavour
	Store and Gas	Wed & Thurs	7:30am	Iron Mt.	Armstrong Creek
	Times may vary				
	For further information call		1-715-369-6127		

DAV VAN ROUTES
2015

AREA	PICK UP PLACE	DAYS	TIME	VA/CBOC	COMMENTS
RACINE	All Saints Hospital	M-F	6:45AM	Milwaukee	Racine
	McDonalds	M-F	6:55AM	Milwaukee	Racine
	Wendy's	M-F	7:20AM	Milwaukee	Kenosha
	Burger King	M-F	7:30AM	Milwaukee	Kenosha
	Burger King	M-F	7:45AM	Milwaukee	Racine
	Union Grove Clinic	M-F	8:00AM	Milwaukee	Racine
	Above times and days may vary due to appointments and drivers				
	For further information call		1-262-993-4879		
RACINE	Homes	Thurs & Fri	Determind by App	Union Grove	
	Above times and days may vary due to appointments and drivers				
	For further information call		1-262-993-4879		

DAV VAN ROUTES
2015

AREA	PICK UP PLACE	DAYS	TIME	VA/CBOC	COMMENTS
SHAWANO COUNTY	Home Plate Café	M,T,Thurs,F	Determind by appt	Green Bay	
	Homes	M,T,Thurs,F	Determind by appt	Green Bay	City Limits
	Bonduel Park n Ride	M,T,Thurs,F	Determind by appt	Green Bay	Hwy 47/117 exit
	Kwik Trip	M,T,Thurs,F	Determind by appt	Green Bay	Hwy 47/117 exit
	Pulaski Park n Ride	M,T,Thurs,F	Determind by appt	Green Bay	Hwy 55/160 exit
SHAWANO COUNTY	Home Plate Café	M,W,F	Determind by appt	Appleton	Shawano
	Public Parking	M,W,F	Determind by appt	Appleton	off Main Clintonville
	Buckys Restaurant	M,W,F	Determind by appt	Appleton	New London
SHAWANO COUNTY	Home Plate Café	T,W,Thur	Determind by appt	Milwaukee	Shawano
	Public Parking	T,W,Thur	Determind by appt	Milwaukee	off Main Clintonville
	Buckys Restaurant	T,W,Thur	Determind by appt	Milwaukee	New London
	Times and Day may vary due to appointments and drivers				
	For further information call		1-715-526-9183		

DAV VAN ROUTES
2015

AREA	PICK UP PLACE	DAYS	TIME	VA/CBOC	COMMENTS
SUPERIOR	Twin Ports Clinic	M-Thurs	5:30AM	MN	
	McDonalds	M-Thurs	5:45AM	MN	428 N Central Ave
	Hoilday Gas Station	M-Thurs	6:00AM	MN	#3457/1309 Hwy # 45/Scanlon,MN
SUPERIOR	Homes	Wed-Thurs	Determind by appt	Twin Ports	Leaves CBOC
Chippewa	Chippewa Court House	Even Dates	7:00AM	MN	Even dates of each Month
Times and days may vary due to appointments and drivers					
For further information call			1-715-398-2406		
WAUKESHA COUNTY	Homes	M-F	Determind by appt	Milwaukee	Leaves Red Cross in Waukesha
	Homes	M-F	Determind by appt	Milwaukee	Leaves New Berlin
WASHINGTON COUNTY	Hartford Rec Center	T, W, Thurs	6:45AM	Milwaukee	125 North Rural St
	Allenton Park and Ride	T, W, Thurs	7:00AM	Milwaukee	Hwy 33 & 41
	West Bend Park and Ride	T, W, Thurs	7:15AM	Milwaukee	Hwy 45 & Paradise Dr
	Richfield Park and Ride	T, W, Thurs	7:25AM	Milwaukee	Hwy 41 & Pioneer Rd
	Germantown Park and Ride	T, W, Thurs	8:00AM	Milwaukee	Hwy 41/45 & Lannon Rd
Times and days vary due to appointments and drivers					
For further information call			1-414-587-0128		

DAV VAN ROUTES
2015

AREA	PICK UP PLACE	DAYS	TIME	VA/CBOC	COMMENTS
TOMAH	VAMC	M-F	5:45AM	Madison	Building 400
	B P Camp Douglas	M-F	6:00AM	Madison	Camp Douglas
	Kwik Trip	M-F	6:15AM	Madison	Mauston I90/I94
	BP Station	M-F	6:45AM	Madison	Lyndon Station I90/I94
	Mobile Station	M-F	7:00AM	Madison	Lake Delton I90/I94
	Mobile Station	M-F	7:10AM	Madison	Baraboo
TOMAH	VAMC		10:00am	Madison	Building 400
	B P Camp Douglas		10:15AM	Madison	Camp Douglas
	Kwik Trip		10:30AM	Madison	Mauston I90/I94
	BP Station		10:45AM	Madison	Lyndon Station I90/I94
	Mobile Station		11:00AM	Madison	Lake Delton I90/I94
	Mobile Station		11:10AM	Madison	Baraboo
Times and day may vary by appointments and drivers					
For more information call			1-608-372-3971 ext 66227		
LACROSSE	Festival Foods	M,T,Thurs,F	Determind by appt	Tomah	20 Copeland LaCrosse
	Vets Center	M,T,Thurs,F	Determind by appt	Tomah	20 Copeland LaCrosse
	Hardee's	M,T,Thurs,F	Determind by appt	Tomah	1311 Rose Street
	Village Kitchen	M,T,Thurs,F	Determind by appt	Tomah	1509 Lousey Blvd LaCrosse
There is many additional Locations for Pick ups. Please call the number below					
For more information call			1-608-372-3971 ext 66227		

DAV VAN ROUTES






2015

AREA	PICK UP PLACE	DAYS	TIME	VA/CBOC	COMMENTS
STEVENS POINT	ADRC	By Appt	Determind by appt		1519 Water Street Lincoln Center
	Wisconsin Rapids	By Appt	Determind by appt		VA Clinic
	Waupaca	By Appt	Determind by appt		3 squares Resturant
	Plover	By Appt	Determind by appt		Shopko
	Plainfield	By Appt	Determind by appt		Plainfield Truck Stop
All go to Milwaukee, Madison, Appleton only if Tomah Patients					
Also goes to Tomah, WI Rapids, Wausau					
	For more information call		1-715-346-1401		
WAUSAU	Homes	M-F	Determind by appt		Wausau
	North Central Health Center	M-F	Determind by appt		Wausau
	County Market	M-F	Determind by appt		Hwy 39 & Steward Wausau
	Stage Stop Resturant	M-F	Determind by appt		Hwy 39 & 153
	Target	M-F	Determind by appt		Hwy 10 Stevent Point
	Burger King	M-F	Determind by appt		Plover
	Wisconsin Rapids	M-F	Determind by appt		VA Clinic
	ADRC	M-F	Determind by appt		Steven Point
Travel to Wausau Clinic, Owen Clinic,					
	For further information please call		1-715-841-5101		
MEDFORD	Based on Vets needs	By Appt	Determind by appt		
This van serves Tomah, Wausau, Owen, WI Rapids, Madison					
For more information please call 1-715-748-1488					



APPENDIX B-1:
ADRC MANITOWOC

This program is designed to provide rural elderly and/or disabled individuals access to a range of activities that positively contribute to their quality of life:

-  **Medical Appointments**
-  **Shopping**
-  **Nursing Home Visits**
-  **Library**
-  **Etc.**

8:00 AM - 4:00 PM
Monday - Friday



4319 Expo Drive
Manitowoc, WI
54220
920-683-4180
1-877-416-7083

Now serving
Manitowoc/Kewaunee Counties



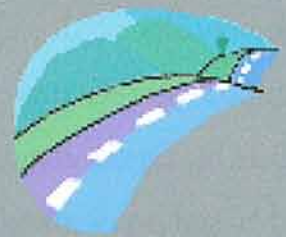
BECOME A
VOLUNTEER DRIVER
TODAY!

Printed 09-25-14

Volunteer Rural Elderly or Disabled Transportation



All of Manitowoc County



920-683-4180
Mobility Manager
Linda Grider
lindagrider@co.manitowoc.wi.us

www.manitowocadrc.org

The Manitowoc County Aging & Disability Resource Center now provides transportations to rural elderly or disabled individuals

Round-trip fare is only \$6 - \$9 Just \$12-\$18 non-schedule days

per person

2-5 riders required per trip

Schedule – Vehicle #1

- Mon: St. Nazianz/Valders
- Tues: Kellnersville
- Wed: Mishicot/Two Rivers
- Thurs: T.B.D based on demand
- Fri: T.B.D based on demand

Schedule – Vehicle #2

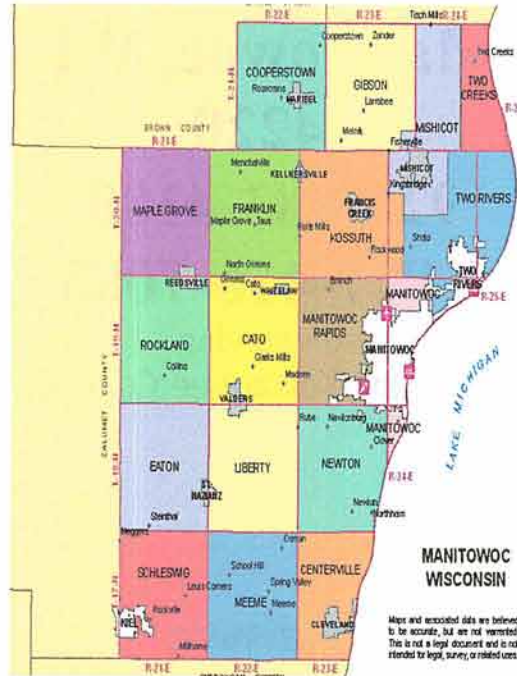
Out of County Medical

\$0.56 per mile
• 575

or within county long distance

See reminder #3 on last page

Comfortable, convenient, and reliable transportation throughout all of Manitowoc County



* Schedules are subject to change based on consumer demand

BECOME A VOLUNTEER DRIVER TODAY!!!

Ask us how

Reminders:

- 1) Cancellations require a 2-hour notification prior to scheduled pick up time
- 2) 24-hour advance reservations are required
- 3) Routes are created based on consumer demand. It only takes 2-5 individuals to establish weekly transportation in your area



Serving Manitowoc County Residents Since 1977



APPENDIX B-2:
KEWAUNEE TRANSPORTATION

Program Expectations

The Transportation Program attempts to accommodate all requests from eligible participants for transportation to and from medical and/or nutrition related activities.

Any money given above the suggested donation will be used to support the Transportation Program.

Our drivers are not trained personal assistants. If assistance is needed, participants are asked to have an attendant with them at all times.

Transportation requests can be declined if there are no available drivers.

IN A HEALTH EMERGENCY,
PLEASE CALL
AN AMBULANCE.
9-1-1

Volunteer...

Help Make A Difference

Friendly faces are welcome to volunteer their time to the senior programs offered by the Kewaunee County Transportation Program. Volunteers allow us to provide a much higher level of service than funding permits.

Volunteer opportunities are available for the young and young at heart. Please call Kewaunee County at (920) 388-0626 for more information.



Thank you for the opportunity to serve you. Donations for transportation programs are always appreciated.

Kewaunee County
Department of
Human Services

Transportation Program



Designed to help Seniors live their lives independently with the aid of transportation.

**810 Lincoln Street
Kewaunee, WI 54216**

(920) 388-0626

Kewaunee County Transportation Program

Driver Escort Program

The Driver Escort Program utilizes volunteer drivers and their personal vehicles to provide transportation to ambulatory seniors 55+ years or older (may include walkers or canes).

Requests for transportation can be made by calling Kewaunee County. Rides are scheduled and provided Monday through Friday 8:00 a.m. to 4:30 p.m., excluding holidays.

Participants are asked to make their transportation request at least **24-hours** in advance of the scheduled appointment. Transportation requests are coordinated on a first request, first served basis.

Volunteer drivers are assigned rides as soon as reasonably possible in order to provide safe transportation for the participant.



Suggested Driver Escort donations:

A donation is requested from the participant. The volunteer driver is reimbursed for their mileage. Drivers **cannot** accept tips.

Within City Limits: \$2.00
(unlimited stops)

Within Kewaunee County: \$5.00
Outside Kewaunee County: \$15.00
(Limited to Brown, Door & Manitowoc counties only)

- Participants must wear a seat belt, in accordance with the State of Wisconsin laws.
- Participants are asked to limit totes/bags to the amount they can reasonably handle.

Volunteer Driver Requirements:

Volunteers have been interviewed and screened by the county. Each possess a valid driver's license and have completed an orientation of the Transportation Program.

Algoma Bus & Kewaunee Van Service

The Bus and Van Transportation Program is a door-to-door service, with no regular route schedule. Ride requests are made to the county office in order to dispatch the driver.

This service is available to seniors, age 55+ years and individuals with disabilities within the city limits of Algoma and Kewaunee. Each vehicle is wheelchair accessible.

Hours of Operation:

Algoma Bus:
Monday thru Friday
10:00 a.m. to 2:00 p.m.

Kewaunee Van:
Available on an "on-call" basis. Volunteer drivers are scheduled in order to accommodate the ride requests.

Suggested Bus/Van donation:

\$.75 per stop



APPENDIX C:

MAKE THE RIDE HAPPEN

DO YOU NEED A RIDE?

WE'RE MAKING THE RIDE HAPPEN FOR OLDER ADULTS AND PEOPLE WITH DISABILITIES

Making The Ride Happen is a transportation, information and assistance center that makes it easy for you to get to the places you need to go.

Staff can help identify transportation options, including a ride program through which our qualified volunteer drivers can take you to and from:

- Medical Appointments
- Grocery Stores
- Hair Salons
- Banks
- Pharmacies
- Thompson Community Center
- Social and Volunteer activities

A suggested donation of \$3-5 per ride will be appreciated.

Unable to walk independently?

Call us for referral to other helpful services.

Need a Bus Buddy? We can provide a volunteer companion who will help you navigate the bus system. Your Buddy will even ride along with you a few times until you're feeling comfortable!



IF YOU ARE...

- Age 60 or more or an individual with a disability
- Able to walk independently
- Live in Outagamie, Calumet or Winnebago County

THIS SERVICE IS FOR YOU!



CONTACT US:

Monday through Friday, 8:30 a.m. to 4:30 p.m.
(920) 225-1719 or (888) 200-0576
MRH@lsswis.org | lsswis.org





APPENDIX D-1:
DOOR2DOOR RIDES

Valmy Connector

This service operates MONDAY - FRIDAY • FLAT FARE: \$2.00 per trip

Morning Run :

TO VALMY

7:45 am - Leave Sturgeon Bay
(Pre-arrange pick-up point)
8:15 am - Arrive in Valmy
(Welsing's Foodland)

TO STURGEON BAY

8:15 am - Leave Valmy
(Welsing's Foodland)
8:50 am - Arrive in Sturgeon Bay
(Pre-arrange drop-off point)

Afternoon Run :

TO VALMY

3:15 pm - Leave Sturgeon Bay
(Pre-arrange pick-up point)
3:45 pm - Arrive in Valmy
(Welsing's Foodland)

TO STURGEON BAY

3:45 pm - Leave Valmy
(Welsing's Foodland)
4:20 pm - Arrive in Sturgeon Bay
(Pre-arrange drop-off point)

Sister Bay Connector

This service operates only on FRIDAYS • FLAT FARE: \$5.00 per trip

Morning Run :

TO SISTER BAY

8:15 am - Leave Sturgeon Bay
(Pre-arrange pick-up point)
8:25 am - Institute
(St. Peter & Paul Catholic Church)
8:28 am - Valmy (Welsing's Foodland)
8:37 am - Jacksonport (Bley's Grocery)
8:47 am - Baileys Harbor (Town Hall)
9:02 am - Arrive in Sister Bay
(Scandia Village or Post Office)

TO STURGEON BAY

9:10 am - Leave Sister Bay
(Scandia Village or Post Office)
9:25 am - Baileys Harbor (Town Hall)
9:35 am - Jacksonport (Bley's Grocery)
9:44 am - Valmy (Welsing's Foodland)
9:47 am - Institute
(St. Peter & Paul Catholic Church)
9:57 am - Arrive in Sturgeon Bay
(Pre-arrange drop-off point)

Afternoon Run :

TO SISTER BAY

2:15 pm - Leave Sturgeon Bay
(Pre-arrange pick-up point)
2:25 pm - Institute
(St. Peter & Paul Catholic Church)
2:28 pm - Valmy (Welsing's Foodland)
2:37 pm - Jacksonport (Bley's Grocery)
2:47 pm - Baileys Harbor (Town Hall)
3:02 pm - Arrive in Sister Bay
(Scandia Village or Post Office)

TO STURGEON BAY

3:10 pm - Leave Sister Bay
(Scandia Village or Post Office)
3:25 pm - Baileys Harbor (Town Hall)
3:35 pm - Jacksonport (Bley's Grocery)
3:44 pm - Valmy (Welsing's Foodland)
3:47 pm - Institute
(St. Peter & Paul Catholic Church)
3:57 pm - Arrive in Sturgeon Bay
(Pre-arrange drop-off point)

Algoma Connector

This service operates MONDAY - FRIDAY • FLAT FARE: \$3.00 per trip

Morning Run :

TO STURGEON BAY

8:15 am - Leave Algoma
(Pre-arrange pick-up point)
8:25 am - Forestville (Mini-Mart)
8:35 am - Maplewood (Richard's)
8:50 am - Arrive in Sturgeon Bay
(Pre-arrange drop-off point)

Afternoon Run :

TO ALGOMA

3:15 pm - Leave Sturgeon Bay
(Sunshine House or W. Side Strg. Bay)
3:30 pm - Maplewood (Richard's)
3:40 pm - Forestville (Mini-Mart)
3:50 pm - Arrive in Algoma
(Pre-arrange drop-off point)

DOOR 2 DOOR

R I D E S



How to Schedule Your Ride

sunshine non profit *senior resource county*

ALL RIDES REQUIRE AN ADVANCE RESERVATION.

- Call 920-746-6948 (local) or 888-337-9485 (toll-free) to schedule that ride.
- In zone taxi pickup and drop off is available during regular operating hours.
- Minimum of 40 minutes advance notice needed for shared taxi rides.
- With advanced notification connector vehicles are allowed to go off route up to 1/2 mile on either side of planned route to pick up or drop off passengers.
- Please notify the dispatcher of pickup and drop off location and times as well as number of passengers.
- Work with dispatcher directly to plan your route.
- **Please indicate if you need a wheelchair transport as one of our vehicles is not wheelchair accessible.**

SEE INSIDE FOR COVERAGE AREA MAP AND DETAILS



CALL FOR A RIDE!
920.746.6948
888.337.9485 (Toll Free)

WWW.DOOR2DOORRIDES.COM

DOOR 2 DOOR

R I D E S



Shared Ride Taxi Transit

Welcome to Door 2 Door Rides Public Transit System, Door County, Wisconsin's shared ride taxi and public connector service. Door 2 Door now offers public transportation in the Sturgeon Bay and Northern Door County areas including connectors to and from Egg Harbor, Valmy, Sister Bay, Baileys Harbor, Algoma and Brussels, bringing the county one step closer to complete connectivity! Our focus is to provide safe, clean, wheelchair accessible transportation at an affordable price to people of all ages.

SEE INSIDE FOR COVERAGE AREA MAP AND DETAILS

CALL FOR A RIDE!
920.746.6948
888.337.9485 (Toll Free)

WWW.DOOR2DOORRIDES.COM

Taxi Service

- Sturgeon Bay service areas operate MONDAY-FRIDAY, 6 am-10 pm; SATURDAY, 7 am-10 pm; SUNDAY, 7 am-6 pm
- Northern Door service area operates MONDAY-FRIDAY, 7 am-7 pm

Sturgeon Bay Core Zone:

- Adults: \$3.50
- 60+ and individuals with disabilities: \$1.75
- Students (3-22 years of age): \$1.75

SB Expanded Zone/North Zone:

- Adults: \$6.50
- 60+ and individuals with disabilities: \$3.25
- Students (3-22 years of age): \$3.25

North-South Connector:

This service operates M-F, 9:30 am - 3:00 pm (approx.) • FLAT FARE:
South Zone to North Zone (or vice versa): \$10.00 per trip
South Zone to Far North Sub-Zone (or vice versa): \$15.00 per trip

Brussels Connector

This service operates MONDAY - FRIDAY • FLAT FARE: \$3.00 per trip

Morning Run :

TO BRUSSELS

7:30 am - Leave Sturgeon Bay
(Sunshine House or W. Side Strg. Bay)
8:00 am - Arrive in Brussels
(Marchant's)

TO STURGEON BAY

8:00 am - Leave Brussels
(Marchant's)
8:20 am - Little Sturgeon
(Stevenson's Pier Mini-Mart)
9:00 am - Arrive in Sturgeon Bay
(Pre-arrange drop-off point)

Afternoon Run :

TO BRUSSELS

3:15 pm - Leave Sturgeon Bay
(Sunshine House or W. Side Strg. Bay)
4:00 pm - Arrive in Brussels
(Marchant's)

TO STURGEON BAY

4:00 pm - Leave Brussels
(Marchant's)
4:15 pm - Little Sturgeon
(Stevenson's Pier Mini-Mart)
4:30 pm - Arrive in Sturgeon Bay
(Pre-arrange drop-off point)

Egg Harbor Connector

This service operates MONDAY - FRIDAY • FLAT FARE: \$3.00 per trip

Morning Run :

TO EGG HARBOR

7:30 am - Leave Sturgeon Bay
(Pre-arrange pick-up point)
7:45 am - Carlsville (DC Candle Co.)
8:00 am - Arrive in Egg Harbor
(Stella Maris Parish)

TO STURGEON BAY

8:00 am - Leave Egg Harbor
(Stella Maris Parish)
8:15 am - Carlsville (DC Candle Co.)
8:30 am - Little Harbor
9:00 am - Arrive in Sturgeon Bay
(Pre-arrange drop-off point)

Afternoon Run :

TO EGG HARBOR

3:15 pm - Leave Sturgeon Bay
(Pre-arrange pick-up point)
3:40 pm - Little Harbor
3:55 pm - Carlsville (DC Candle Co.)
4:15 pm - Arrive in Egg Harbor
(Stella Maris Parish)

TO STURGEON BAY

4:15 pm - Leave Egg Harbor
(Stella Maris Parish)
4:30 pm - Carlsville (DC Candle Co.)
4:45 pm - Arrive in Sturgeon Bay
(Pre-arrange drop-off point)



R I D E S

What is it?

Door 2 Door Rides is a wheelchair accessible, public shared ride taxi and connector service based in Door County, Wisconsin.

Who can ride?

Everyone can ride. Children 3 and under must be accompanied.

What areas does it cover?

Shared Ride Taxi Service

Sturgeon Bay Core Zone includes the City of Sturgeon Bay and a 3 mile radius extending out from the Michigan Street Bridge.

South Zone covers all of the Towns of Gardner, Nasewapee, Sturgeon Bay and Sevastopol, but not including the area that is within the Sturgeon Bay Core Zone

North Zone covers all of the Towns of Egg Harbor, Jacksonport, Baileys Harbor, Gibraltar, and the southern portion of Liberty Grove. The northern edge of the North Zone is Highway and Seaquist Roads. It includes the Villages of Egg Harbor, Ephraim, and Sister Bay.

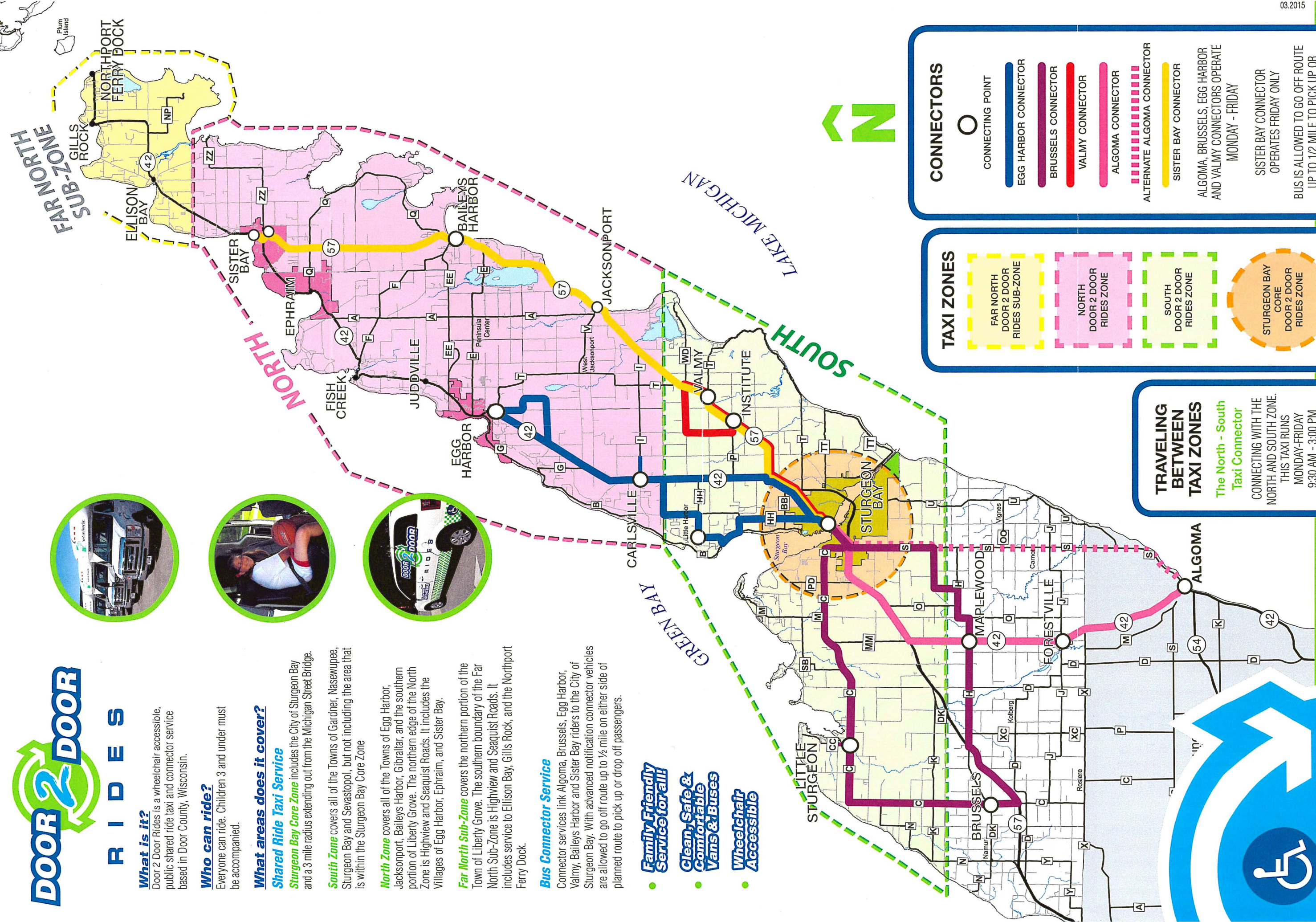
Far North Sub-Zone covers the northern portion of the Town of Liberty Grove. The southern boundary of the Far North Sub-Zone is Highway and Seaquist Roads. It includes service to Ellison Bay, Gills Rock, and the Northport Ferry Dock.

Bus Connector Service
Connector services link Algoma, Brussels, Egg Harbor, Valmy, Baileys Harbor and Sister Bay riders to the City of Sturgeon Bay. With advanced notification connector vehicles are allowed to go off route up to 1/2 mile on either side of planned route to pick up or drop off passengers.

● **Family Friendly Service for all!**

● **Clean, Safe & Comfortable Vans & Buses**

● **Wheelchair Accessible**



CONNECTORS

- CONNECTING POINT
 - █ EGG HARBOR CONNECTOR
 - █ BRUSSELS CONNECTOR
 - █ VALMY CONNECTOR
 - █ ALGOMA CONNECTOR
 - █ ALTERNATE ALGOMA CONNECTOR
 - █ SISTER BAY CONNECTOR
- ALGOMA, BRUSSELS, EGG HARBOR AND VALMY CONNECTORS OPERATE MONDAY - FRIDAY
- SISTER BAY CONNECTOR OPERATES FRIDAY ONLY
- BUS IS ALLOWED TO GO OFF ROUTE UP TO 1/2 MILE TO PICK UP OR DROP OFF PASSENGERS

TAXI ZONES

- █ FAR NORTH DOOR 2 DOOR RIDES SUB-ZONE
- █ NORTH DOOR 2 DOOR RIDES ZONE
- █ SOUTH DOOR 2 DOOR RIDES ZONE
- STURGEON BAY CORE DOOR 2 DOOR RIDES ZONE

TRAVELING BETWEEN TAXI ZONES

The North - South Taxi Connector
CONNECTING WITH THE NORTH AND SOUTH ZONE.
THIS TAXI RUNS MONDAY-FRIDAY 9:30 AM - 3:00 PM (APPROX.)



CALL FOR A RIDE!
920.746.6948 • 888.337.9485

(Toll Free) WWW.DOOR2DOORRIDES.COM



APPENDIX D-2:

DOOR TRAN

Why Should I Donate to Door-Tran?

Door-Tran needs your financial support to continue services and to address unmet transportation needs.

In addition to assisting residents, Door-Tran is the hub of coordination and communication for transportation providers.

For every \$1 invested in public transportation, there is an economic return of \$3.61. Your contribution will help our economy by allowing individuals to get to and from employment and businesses using affordable, available, and accessible transportation.

Transportation also allows for more independence. As Lori, a Door 2 Door Rides and voucher client once said,

"Door-Tran has allowed me to spread my wings"



Why is Door-Tran Important to Me?

What if I couldn't drive to the grocery store or a medical appointment?

How will I visit family and friends?

How will a family member or neighbor get where they need to go?

Door County is ranked third in the State for the highest elderly population over 24%

In addition to our aging community, Door County also has a large population of persons with disabilities, and/or seasonally employed residents. Many Door County residents struggle to find transportation solutions.

Based on our County demographics and geography, it is very possible you, a family member, or neighbor may need transportation in the future.

Your financial support today, ensures more affordable, available, and accessible transportation options for tomorrow.

Door-Tran

1009 Egg Harbor Rd ~ P.O. Box 181
Sturgeon Bay, WI 54235-0181
920/743-9999 or 877/330-6333

Door-Tran is primarily funded through the Federal Transit Administration under 49 USC Section 5317(CFDA 20.521) and expects up to 50% of our operating deficit to be reimbursed in addition to 80% of our cost for capital projects.

Door-Tran

*Your Doorway
to Mobility*



*Connecting people with affordable,
available, and accessible
transportation since 2007*



Success Takes Dedication

1009 Egg Harbor Rd ~ P.O. Box 181
Sturgeon Bay, WI 54235-0181
920/743-9999 or 877/330-6333
www.door-tran.com
info@door-tran.org

Door-Tran Services

Door-Tran Accomplishments

Door-Tran



Please consider making a financial gift to Door-Tran today.

Your tax deductible gift will allow Door-Tran to continue providing valuable services to Door County residents for years to come.

I/we wish to give a gift in the amount of

\$ _____
to support Door-Tran's services

Name _____

Address _____

City _____

State _____ Zip _____

Please send this completed form and your financial gift to:

Door-Tran
1009 Egg Harbor Rd ~ P.O. Box 181
Sturgeon Bay, WI 54235-0181

For more information about Door-Tran, please contact us at:

920/743-9999 or 877/330-6333

info@door-tran.org

www.door-tran.com

Transportation Information & Referral

- By phone & in-person
- On-line www.door-tran.com
- Publication - Transportation Resource Guide.

Half-Price Travel Vouchers

- Over 21,500 trips subsidized from 11/2008 - 10/2014

Volunteer Transportation Programs

- Facilitate transportation to and from Veteran Administration clinics throughout Wisconsin for Veterans
- Work with volunteers to provide transportation to people whose needs are unmet with current public and private transportation programs

Car Repair/Purchase Loans

- Provide 0% interest loans to employed Door County residents who meet income guidelines to obtain and retain employment.

Coordination/Collaboration

Examples of success:

- Door 2 Door Rides, averages over 3,400 rides per month
- 5 buses & 1 van leased to the Sunshine House for \$6 by the County of Door through ARRA funds
- Washington Island residents who make medical trips may receive funding to lower Ferry travel costs.

Tracking & Research

- Continual research to find ways to decrease unmet needs.

2006-2007

- United Way of Door County, Inc. formed a Transportation Steering Committee after assessments noted transportation as a major need
- Steering Committee becomes the Door County Transportation Consortium with 40+ members
- Door County Community Foundation grant provided funds to hire a Mobility Manager to research & track unmet need specifics
- Funds also allowed for UW-Green Bay students to survey 13,000 Door County residents.

2008 - 2009

- Door-Tran awarded federal transit funds, to continue staff and research
- Half-price travel voucher program implemented
- Door-Tran is granted 501(c)3 status.

2010 - 2011

- Based on research and collaboration led by Door-Tran, the County of Door launched Door 2 Door Rides in Sturgeon Bay
- Door-Tran partnered with the County of Door and the County Veterans Services Office to implement a Veteran Volunteer Transportation Program.

2012 - 2015

- Door-Tran launched a County-Wide Volunteer Transportation program funded by United Way of Door County, Inc
- Door 2 Door Rides connector system expands
- Vehicle Loan Program launched
- Half-Price Gas Voucher Program launched.

Door-Tran is a creative community network dedicated to connecting people to transportation services that are affordable, available and accessible.



APPENDIX E:

PORTAGE COUNTY TRANSPORTATION

Do you need to go out of county or to another city, or to the airport?

If you are elderly or disabled and need out of town transportation to medical appointments, you may be eligible for ADRC transportation services. Contact ADRC Transportation Dept. (715) 346-1401.

Courtesy Cab (715) 342-8863

Ride Share – www.rideshare.wi.gov or call 1-262-521-5454

Lamers Bus Lines www.lamers.com/

Wausau to Milwaukee - Bus stops at the Olympic Restaurant, 200 Division St., Stevens Point. **1-800-261-6600**

Jefferson Bus Lines www.jeffersonlines.com/

Minneapolis, to Milwaukee WI via Wausau, Eau Claire, and Green Bay **1-800-767-5333**. The closest bus station is in the Cedar Creek area, at 2415 Trailwood Ln., Rothschild. Jefferson Lines also picks up and drops off at the Wausau Transit Center, 555 Jefferson St., Wausau

Amtrak www.amtrak.com

City of Portage, Columbus, Lacrosse, Wisconsin Dells or Tomah to Milwaukee, Chicago or St Paul **1-800-872-7245**

Megabus/Van Galder www.megabus.com

Minneapolis, Madison, Milwaukee **1-877-462-6342**.

Always Double Check!

Before making final plans, contact companies directly to get up-to-date information on routes, and schedules as these do change

MORE INFORMATION

You may also dial

2-1-1

Or go to

<http://www.unitedwaymc.org/211.htm>

To view additional resources

**TRANSPORTATION
IN,
AROUND
&
BEYOND
PORTAGE COUNTY**

**RESOURCES FOR GETTING
WHERE YOU NEED TO GO**



COMPILED BY

The Transportation Coordinating Committee of Portage County

Our mission is to support and strengthen local transportation systems and work towards addressing unmet transportation needs of all county residents.

David Adamczak

Mobility Management Director

Aging & Disability Resource Center (ADRC)

(715) 346-1401

Stevens Point or Plover

Public Transit

Stevens Point, Whiting, Crossroads Commons – **City Bus** (wheelchair accessible) (715) 341-4490

www.stevenspoint.com/transit/

Village of Plover- **Plover Taxi**(wheelchair accessible)(715) 342-1313

<http://www.ploverwi.gov/taxiserv.htm>

Private Providers

Taxi - Courtesy Cab (715) 342-8863

County Wide

Public Transportation

ADRC bus serving elderly & disabled and general public on a space available basis (715) 346-1401

This program is funded in part by the Federal Transit Administration (FTA) as authorized under 49 U.S.C. § 5310 Mobility Options of Seniors and Individuals with Disabilities Program (CDA 20.521).

*** Advance reservations required*

<http://www.co.portage.wi.us/ADRC/Transportation.html>

Private Providers

Taxi - Courtesy Cab (715) 342-8863

Ride Share/Car Pool

The Wisconsin Department of Transportation's Wisconsin RIDESHARE program matches people for carpooling and bike buddies. Register on line at www.rideshare.wi.gov or call 1-262-521-5454

Are you Elderly or Disabled?

ADRC-Aging & Disability Resource Center will assist you in setting up rides with the taxi, bus or volunteer driver for medical trips or essential personal business. (715) 346-1401

*** Advance reservations required*

<http://www.co.portage.wi.us/ADRC/Transportation.html>

Are you a Veteran?

The Disabled American Veterans Van provides rides to VA hospitals and clinics (715) 346-1401

Do you require Specialized Transportation including Wheelchair Transportation?

Stevens Point Transit: city buses are ramp equipped (715)341-4490
Or

Point Plus Paratransit Door-to-Door Service (715) 341-2000

**Application process may take up to 2 weeks*

***Advance reservations required*

www.stevenspoint.com/transit/

Village of Plover – Plover Taxi (715) 342-1313

<http://www.ploverwi.gov/taxiserv.htm>

Anywhere in/out of County: Private pay, Medical Assistance, or Insurance

Courtesy Carriers (715) 341-5599

ADRC Bus Routes (715) 346-1401

<http://www.co.portage.wi.us/ADRC/Transportation.html>

Do not find what you need?

Volunteer Caregivers of Portage County will provide transportation as drivers are available for those who qualify for their services: (715) 342-4084

**Application process may take up to 1 week*

***Advance reservations required*

The above services do not provide personal assistants; volunteer drivers do not function as personal assistants.



APPENDIX F:
MOBILITY PRACTICES

Mobility Management Practices in Wisconsin



Bureau of Transit, Local Roads, Railroads and Harbors

Wisconsin Department of Transportation

July 2015

Acknowledgements

The Wisconsin Department of Transportation (WisDOT) would like to thank Wisconsin mobility managers and organizations for answering questions and providing valuable information about mobility management practices in Wisconsin.¹

WisDOT would also like to thank individuals from Florida, Iowa, Minnesota, Ohio and the National Center for Mobility Management for insight into mobility management practices in other states and national organizations.²

¹ See Appendix 1

² See Appendix 2

Executive Summary

The Transit Section of WisDOT conducted a mobility management research project in order to obtain a comprehensive understanding of mobility management practices in Wisconsin. To obtain information from Wisconsin entities, an online survey was conducted of Wisconsin mobility managers and counties. Telephone interviews were then used to follow up and obtain more detailed responses. As part of the research project, WisDOT was also interested to learn more about mobility management practices in other states and nationally. To obtain this information, telephone or email interviews were conducted. This report presents the information obtained in those surveys and interviews as well as background mobility management information.

Specific information about Wisconsin includes mobility management services, coverage areas, partnerships, funding, barriers and opportunities. Primary services were identified as coordinating services or programs and identifying customer needs, along with a number of others. An analysis of the location of services showed fairly comprehensive coverage of services in many areas of Wisconsin. Service gaps were shown to exist primarily in eastern and north central Wisconsin counties with training services being the least comprehensive compared to other services. Possible partnerships were noted to exist primarily with non-profits and public agencies.

Funding for mobility management was identified to be primarily from federal sources such as the Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities program and state sources such as the County Elderly and Disabled Transportation Assistance program funded under s. 85.21 stats. Funding was identified as the largest barrier to improved mobility management. Additional barriers include, but are not limited to, lack of coordination and collaboration, service and jurisdictional boundaries, and lack of information. Opportunities were identified in areas of coordination and collaboration, regional mobility management, enhanced transit and shelters, new or expanded projects, and volunteers. When obtaining information from other states and national organizations, WisDOT specifically focused on mobility management definitions, structures, funding and barriers. The definitions of mobility management and structure varied by state. Some states, such as Iowa, have specific mobility management programs, while other states, such as Florida, don't have written mobility management definitions or specific programs but do have a commission that provides similar services. Funding is similar to Wisconsin in that it primarily comes from federal Section 5310 and New Freedom programs. Some of the barriers are also similar to Wisconsin such as funding, lack of coordination and collaboration and lack of information. The structure of mobility management programs was also identified as an additional barrier.

Best practices were obtained from Wisconsin, other states and national organizations. They include types of state and local programs, examples of coordination and collaboration, technology, marketing and training, and education. In order to determine recommendations for further action, WisDOT policy goals and objectives of efficiency, effectiveness, equity and feasibility were drawn up. Once goals were clearly defined, the existing conditions were analyzed versus the policy goals in order to derive recommendations for further action. These strategies for further action include addressing the barriers of lack of coordination and collaboration and information.

Introduction

Mobility management can assist in meeting the needs of the transportation disadvantaged and other individuals through coordinated and efficient transportation systems. The process focuses on identifying customer needs, brainstorming solutions, working with partners to form solutions and gaining feedback from customers.³ In order to obtain a more comprehensive understanding of the current status of mobility management in Wisconsin, the Transit Section of WisDOT conducted a research project to analyze and evaluate practices in the state. Through this research project, WisDOT was also interested to learn more about mobility management practices in other states and national organizations. This report presents background information, Wisconsin mobility management practices, mobility management practices in other states and national organizations, best practices and policy goals. It concludes with recommendations for further action that could advance mobility management in the state.

Background

The Mobility Management Concept

Mobility management is an innovative approach for managing and delivering coordinated transportation services to customers. These customers include, but are not limited to the transportation disadvantaged such as seniors, individuals with disabilities and individuals with lower incomes. Mobility management focuses on meeting individual customer needs through a wide range of transportation options and service providers. It also focuses on coordinating these services and providers in an effort to achieve a more efficient transportation delivery system.

Services

Mobility managers provide a variety of services to assist people with transportation needs. These services can include, but are not limited to:

³ “Module 1: What is Mobility Management,” *National Center for Mobility Management*, accessed May 2015, <http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=3179&z=95>.

- Conduct needs assessment⁴
- Coordinate funding
- Coordinate services or programs
- Develop inventory of available services
- Develop strategies to meet customer needs
- Identify customer needs
- Promote collaboration
- Train volunteers
- Transportation marketing
- Travel training⁵
- Trip planning

Mobility Management Service Providers

Mobility managers are employed by a variety of organizations including, but not limited to, aging and disability resource centers (ADRCs), local public bodies, transit systems, human service and social service agencies, independent living centers, employment and community action programs and economic opportunity councils.

Mobility Management Benefits

General benefits of mobility management include simplified access to transportation, increased awareness of transportation options, increased transit ridership, reduced service gaps and overlap and increased efficiency.⁶ Mobility management can provide the transportation disadvantaged with access options to health care, employment, social services and amenities.⁷

Mobility Management at the National Level

There are a number of federal and national organizations that provide mobility management services or advocate for the growth of the mobility management concept.

Federal Interagency Transportation Coordinating Council on Access and Mobility (CCAM)

CCAM was established in 2004 by executive order of President George W. Bush with the understanding that the development, implementation and maintenance of comprehensive, coordinated community transportation systems is essential for seniors, individuals with disabilities and individuals with lower incomes to fully participate in their communities. The purpose of CCAM is to oversee activities and make recommendations to further the goals of enhancing access to transportation, reducing duplication and overlap of transportation services, streamlining federal rules and regulations that impede coordinated delivery of services, improving efficiency of services using existing resources and promoting interagency cooperation. The council is chaired by the Secretary of Transportation and comprised of

⁴ Jeremy Mattson, “Evaluating the State of Mobility Management and Human Service Transportation Coordination” (presentation, 21st National Conference on Rural Public & Intercity Bus Transportation, Monterey, CA, October 26-29, 2014), <http://www2.ku.edu/~kutc/cgi-bin/trbconference21/presentations.php>.

⁵ Mary Handley, “Person Centered Mobility Service in a Rural Agricultural Environment: The Role of Mobility Managers in Day-to-Day Operations” (presentation, 21st National Conference on Rural Public & Intercity Bus Transportation, Monterey, CA, October 26-29, 2014), <http://www2.ku.edu/~kutc/cgi-bin/trbconference21/presentations.php>.

⁶ Jeremy Mattson, “Evaluating the State of Mobility Management and Human Service Transportation Coordination.”

⁷ National Center for Mobility Management, “Performance measures in Mobility Management: Experience from the Field,” Webinar, May 22, 2014, <http://nationalcenterformobilitymanagement.org/ncmm-webinars/>.

Secretaries of Health and Human Services, Education, Labor, Veterans Affairs, Agriculture, Housing and Urban Development and the Interior, as well as the Attorney General and the Commissioner of Social Security Administration.⁸

United We Ride

United We Ride is a federal interagency initiative created by CCAM to facilitate coordination between transportation and human service programs to advance the council's mission. United We Ride works with states and communities to identify transportation service gaps and needs, reduce transportation duplication, create efficient services, provide assistance in building local partnerships and develop coordination plans. Specific goals are to provide more rides for targeted populations, simplify customer access to transportation and increase customer satisfaction.⁹

Mobility Services for All Americans (MSAA)

MSAA was launched by the USDOT Intelligent Transportation Systems (ITS) Joint Program Office in 2005 as part of the United We Ride campaign. Its goal is to join communities together in a coordinated effort to improve transportation services and access for the transportation disadvantaged through ITS technology. MSAA works to integrate ITS technology into physical or virtual Travel Management Coordination Centers. These centers network all parties and use ITS technology for fleet scheduling, dispatching and routing, integrated fare payment and management systems, trip planning systems, advanced GIS and demand-response systems.¹⁰

National Center for Mobility Management (NCMM)

The NCMM is an initiative of United We Ride whose mission it is to work with communities to adopt transportation strategies and mobility options. It is supported through a cooperative agreement with the Federal Transit Administration (FTA) and operated through a consortium of three members: the American Public Transportation Association (APTA), the Community Transportation Association of America (CTAA) and the Easter Seals Transportation Group. The activities of NCMM are to provide assistance to communities through NCMM regional liaisons, a peer-to-peer network, short-term technical assistance, web resources and phone and email support. NCMM also provides in-person and virtual training, a monthly e-newsletter, webinars and conference calls; and collaboration with mobility managers.¹¹

Partnership for Mobility Management

The Partnership for Mobility Management, a joint effort of mobility management professionals and national organizations, works to improve transportation options for all Americans. It is

⁸ U.S. President, Executive Order, "Human Service Transportation Coordination, Executive Order 13330," Federal Register 69, no. 38 (February 26, 2004): 9185, <http://www.gpo.gov/fdsys/pkg/FR-2004-02-26/pdf/04-4451.pdf>.

⁹ "United We Ride", *United We Ride* (2007), http://www.unitedweride.gov/United_We_Ride_Brochure.pdf.

¹⁰ "Mobility Services for All Americans (MSAA)," *United States Department of Transportation*, last modified June 19, 2015, <http://www.its.dot.gov/msaa/>.

¹¹ "About Us," *National Center for Mobility Management*, accessed April 2015, <http://nationalcenterformobilitymanagement.org/about-us/>.

managed by the CTA. Members include: the American Association of State Highway and Transportation Officials, the American Bus Association, the Association for Commuter Transportation, APTA, Easter Seals Project ACTION and the Taxi, Limousine and Paratransit Association. Individuals can also join and network with mobility managers around the country. The Partnership for Mobility Management hosts conferences, provides information about technical assistance, conducts webinars and training, and provides a list of current local mobility management websites by state.¹²

Veterans Transportation and Community Living Initiative (VTCLI)

The VTCLI is supported by members of CCAM and managed and administered by the FTA. It draws on existing federal resources and works with advocates for veterans and individuals with disabilities to promote one-call information centers and uses other tools to improve transportation access and services for veterans and military families.¹³

Veterans Transportation Service (VTS) Program

VTS is a Department of Veterans Affairs (VA) pilot program that focuses on transportation to VA medical centers for veterans in rural areas. Through joint efforts with the VA's Office of Rural Health, Veterans Service Organizations, transportation agencies/providers, non-profits and VTCLI grantees, the program works to establish mobility managers at local VA facilities to assist veterans with transportation needs.¹⁴

An Overview of Mobility Management in Wisconsin

This section provides a brief overview of the history, funding and current status of mobility management practices in Wisconsin. An in-depth analysis will be presented in a subsequent section entitled Mobility Management in Wisconsin: Findings and Analysis.

History

Mobility management in Wisconsin unofficially began in October 2005 when the Interagency Council on Transportation Coordination (ICTC) was formed. Part of the council's mission was to develop a state model of coordination. The following year, through the 2006 Coordinated Public Transit – Human Services Transportation planning process, mobility management was identified as one of eleven priorities in most areas of the state. In 2007, the ICTC sponsored a conference to raise awareness of the council and its mission to improve coordination and access to transportation for transportation disadvantaged individuals in Wisconsin. Also in 2007, WisDOT sponsored two sessions of the National Transit Institute's "Coordinated Mobility" course to

¹² "About the Partnership," *Partnership for Mobility Management*, accessed April 2015, <http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=3007&z=95>.

¹³ "Veterans Transportation and Community Living Initiative," *U.S. Department of Transportation Federal Transit Administration*, accessed April 2015, http://www.fta.dot.gov/grants/12305_13540.html.

¹⁴ "Veterans Transportation Service (VTS)," *U.S. Department of Veterans Affairs*, last modified June 3, 2015, http://www.va.gov/HEALTHBENEFITS/vtp/veterans_transportation_service.asp.

introduce the concept of mobility management to transportation providers at the community level. During this time, the New Freedom program continued to develop, and funds were added to the first grant cycle in fall 2007. Those funds could be used for mobility management projects in rural areas implemented in 2008. In 2008, there were 29 mobility managers in the state; 16 hired with funds obtained through the first New Freedom grant cycle, nine funded by the Wisconsin Employment Transportation Assistance Program (WETAP) and four funded by the Supplemental Transportation Rural Assistance Program (STRAP).

In 2008, WisDOT developed a formal training program to provide organized and efficient training and resources to assist the growing number of mobility managers. This training program was funded 100 percent by WisDOT and delivered by a consultant who could provide expert guidance and training. Multiple-day workshops were hosted over the next two years. Training topics included coordination, funding, program types, collaboration, partnerships, best practices and travel training. The results of the training were increased effectiveness and efficiency, increased education and resource awareness, knowledge of funding options and increased transportation coordination.

In 2009, mobility management projects and transportation coordination in the state continued to increase, and WisDOT created the Wisconsin Mobility Management certification program. Certification requirements included core curriculum, supplemental curriculum, one year of practice, peer sharing and a final exam. WisDOT took the lead to get the program started and then passed it along to the Wisconsin Association of Mobility Managers (WAMM). WAMM was created and incorporated by certified mobility managers and continues to provide mobility management certification, resources and advocacy.

Funding

Mobility management projects have previously been funded through New Freedom, WETAP and STRAP. The Federal Moving Ahead for Progress in the 21st Century Act (MAP-21) repealed the New Freedom and Job Access Reverse Commute (JARC) programs, the latter of which contributed the federal funds component of WETAP. Currently, mobility management projects are eligible for funding under the Section 5310 program and the Section 5311 Federal Formula Grant Program for Rural Areas. Approved projects for 2015 included the funding of 15 mobility management projects through Section 5310 and two through 5311.

Current Status

WisDOT continues to support the increased growth and efficiency of mobility management practices in the state and continues to work on expanding knowledge about the mobility management concept. That said, the direction that mobility management projects take in Wisconsin is a local decision and is not limited or mandated by WisDOT other than to ensure project eligibility according to the applicable funding source.

Figure 1 shows the coverage of mobility management services in Wisconsin that are funded by Section 5310. It does not provide information about the coverage of mobility management services that are funded in other ways. It also does not show coverage of those who may be providing mobility management services, but are not termed mobility managers. That information is provided and discussed in subsequent sections.

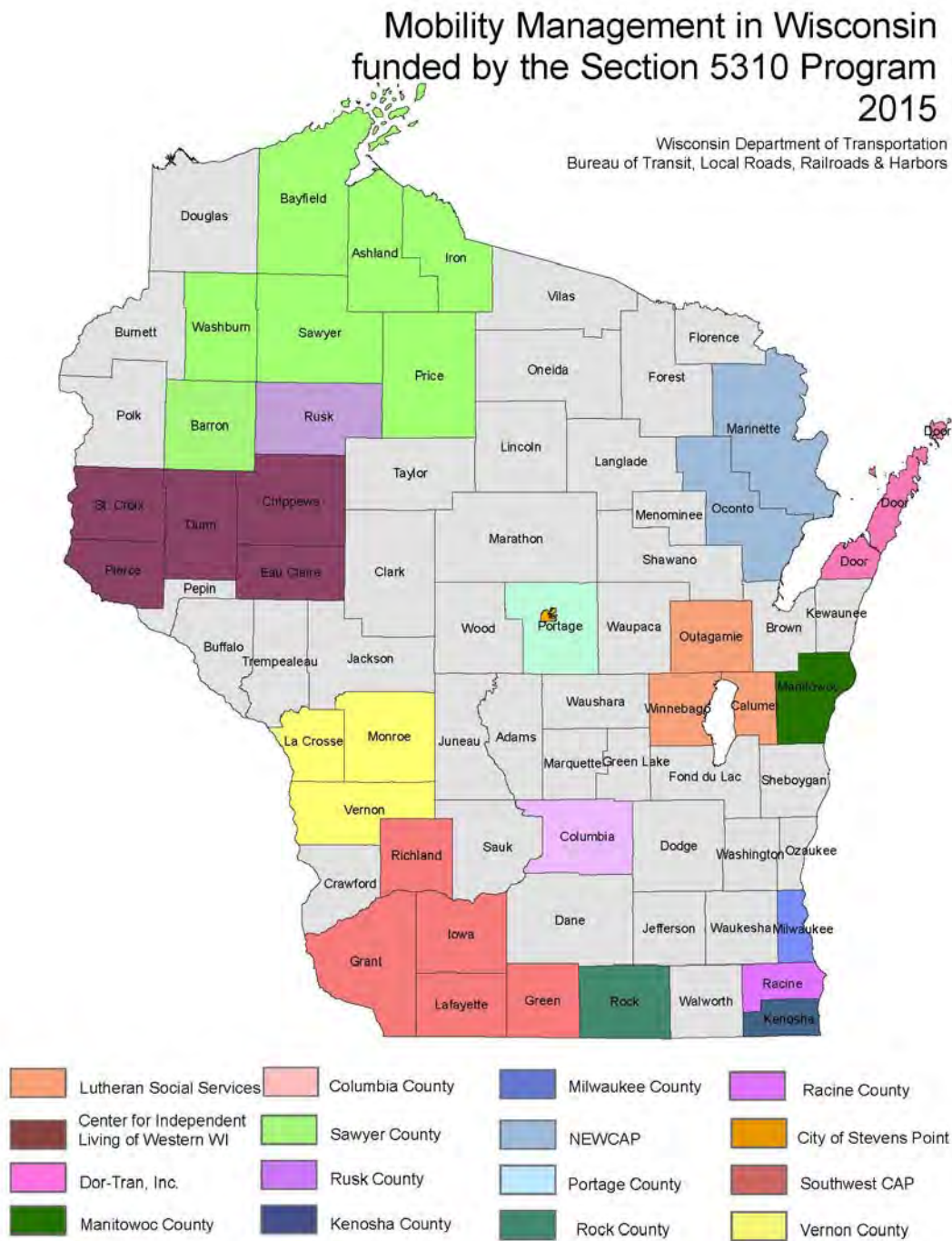


Figure 1. Coverage of Wisconsin Mobility Management Funded by Section 5310

Methodology

Information Collection Method

Background Information

Background information for this report was gained through review of relevant sources including online documents, websites and webinars. These sources provided general information about mobility management services, providers, benefits and national level programs.

Surveys

Surveys were conducted to gather information from Wisconsin mobility managers, Wisconsin s. 85.21 funding recipients (counties) and other states and national organizations. Questions for Wisconsin mobility managers focused on certification status, services, service areas, funding, partnerships, barriers, opportunities and successful strategies.¹⁵ Questions for counties sought information about mobility managers with regard to staff and certification, services, title of person who provides the service, service areas, organizations in the area providing mobility management services, mobility manager funding and barriers.¹⁶ Questions for other states and national organizations were similar to those for Wisconsin mobility managers, but also sought information about how mobility management is defined and structured. Questions about the relationship between the state DOT and mobility management were also included.¹⁷

Online surveys and phone or email interviews were the chosen method to conduct the surveys. The online survey method was used for Wisconsin entities because it allowed WisDOT to efficiently gain information from a large number of people. Separate online surveys went out to Wisconsin mobility managers and Wisconsin counties. In the Wisconsin mobility manager online survey, participants could state whether or not they would be willing to participate in a follow-up phone interview. Follow-up phone interviews were then conducted with some of the participants to obtain more detailed responses. For other states or national organizations, since there were fewer participants, phone or email interviews were the chosen method rather than an online survey. An initial email was sent to the chosen participant to introduce the project and inquire as to whether they would be willing to answer a few questions through email correspondence or a phone interview. After receiving a response, the questionnaire was sent along with the email to schedule the phone interview if that was the participant's preferred method. Sending the questionnaire before the phone interview allowed the participant to get an idea of the information that WisDOT was hoping to gather. For participants who chose to correspond through email, the Word document questionnaire was filled out by the participant and returned via email.

¹⁵ See Appendix 3

¹⁶ See Appendix 4

¹⁷ See Appendix 5

Participants

The Wisconsin mobility manager survey was sent to 34 recipients, and the Wisconsin counties survey was sent to 70 recipients.¹⁸ The Wisconsin mobility manager survey recipients were determined by the WisDOT list of Section 5310 mobility management projects and a list of WAMM members. Participants came from a range of organizations including community action programs, ADRCs/aging units, transportation providers, social and human service organizations or agencies, the VA, regional planning commissions and independent living centers. The county recipients were determined by the main contact for the s. 85.21 funds. Eighteen complete survey responses were obtained from the Wisconsin mobility manager survey. From the Wisconsin county survey, 31 complete responses were obtained, 13 of which it was determined were completed by mobility managers. Participants from other states and national organizations were chosen based on location and research. States in the region were chosen due to proximity and ongoing relationship. Other states were chosen based on research that showed a strong mobility management presence. Emails were sent to specific individuals based on this. From responses to those emails, WisDOT conducted surveys of Florida, Iowa, Minnesota, Ohio and the NCMM.

Limitations

WisDOT recognizes that there are certain limitations that must be taken into account. The findings and analysis are based on the results of an optional survey, and therefore, may not encompass all mobility management practices that are occurring in the state.

Analysis Method

Upon completion of the surveys, information was compiled into categories to facilitate analysis. The categories for Wisconsin responses included services, coverage areas, mobility management service providers and their titles, partnerships, funding, barriers, opportunities and best practices. Wisconsin mobility manager survey responses, as well as the mobility manager responses to the Wisconsin counties survey, were grouped together (n=31). Throughout the subsequent sections these are termed mobility manager responses. The Wisconsin counties survey participants who answered that they were not mobility managers (n=18) were analyzed separately. Throughout subsequent sections these will be termed county responses. Grouping these separately allowed us to gain an understanding of how mobility managers and other participants respond differently to questions. The categories for other states and national organizations include definitions, structure, funding, barriers and best practices. In order to analyze the information that was compiled, a list of policy goals was drawn up. Once these goals were clearly defined, WisDOT analyzed the existing conditions versus the policy goals to derive recommendations for further action in Wisconsin.

¹⁸ The Wisconsin counties survey was sent to 70 not 72 recipients due to overlap with the Wisconsin mobility managers survey recipient list

Mobility Management in Wisconsin: Findings and Analysis

Services

- Conduct needs assessment
- Coordinate funding
- Coordinate services or programs
- Develop inventory of available services
- Develop strategies to meet customer needs
- Identify customer needs
- Promote collaboration
- Train volunteers
- Transportation marketing
- Travel training
- Trip planning

This list as well as “other” and “none” categories were provided through the online surveys to determine which services mobility managers and county participants provide. Write-ins for the mobility manager “other” category included technical assistance, one-stop call centers and regional meetings. A write-in for the county “other” category was nutrition.

Wisconsin mobility manager responses show that the top service is to coordinate services or programs (Fig. 2).

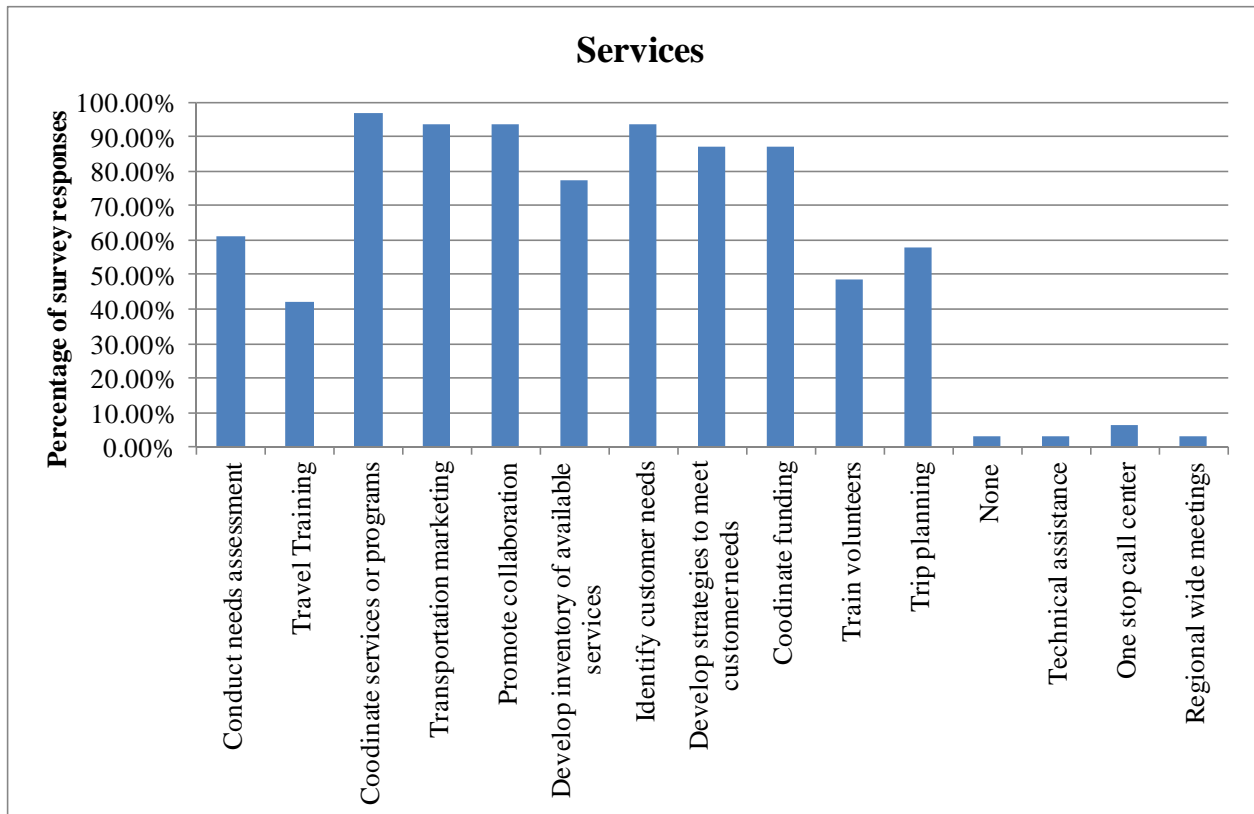


Figure 2. Wisconsin Mobility Manager Services Responses

Wisconsin county responses show identifying customer needs as the top service (Fig. 3).

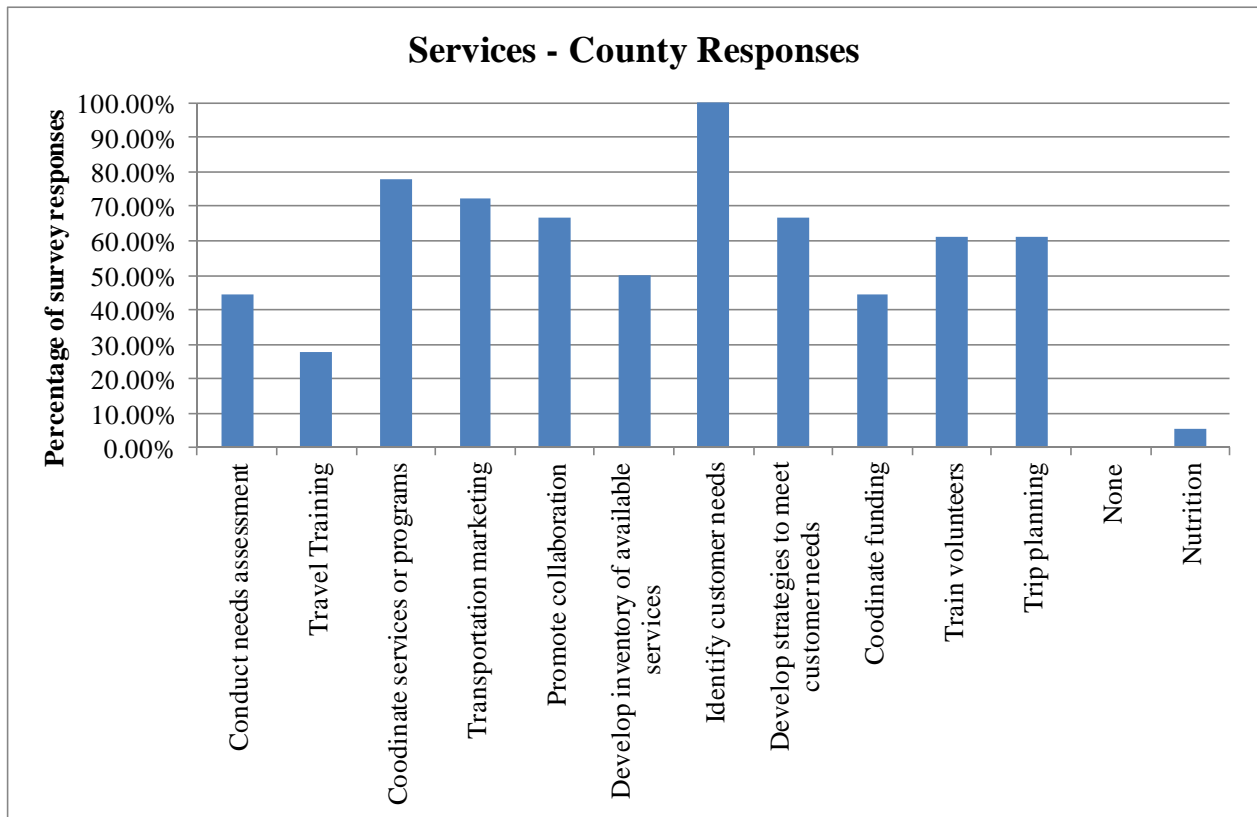


Figure 3. Wisconsin County Mobility Management Services Responses

Analyzing the results of these surveys show that non-mobility managers in counties are providing similar services as mobility managers, but mobility managers have a higher percentage of responses over a wider range of services.

Phone interviews provided specific examples for a number of these services. These examples only encompass some of the services that each of these organizations provides.

The Milwaukee County Transit System (MCTS) is providing a number of travel training services including:

- disability sensitivity training for fixed-route operators,
- working with people who may have a new mobility device on how to get that device secured on a bus and allowing the individual to practice while the bus isn't in service,
- speaking with school-aged children, seniors and other individuals about how to ride fixed-route transit and what transit can offer and
- providing one-on-one travel training

MCTS also works to develop strategies to meet customer needs, as demonstrated by its barrier removal project. This project renovates bus stops to make them accessible for all individuals and provides bus shelters and benches.¹⁹

Lutheran Social Services of Wisconsin and Upper Michigan (LSS) provides travel training and a bus buddies program for seniors. With this program, volunteers can assist individuals who may need more long-term training on how to ride the bus. LSS also operates the Making the Ride Happen transportation call center, which last year tracked 3,000 calls. This call center is staffed by transportation coordinators who assist seniors and individuals with disabilities to determine the best type of transportation program and services for their needs.²⁰

The Northeastern Wisconsin Community Action Program (NEWCAP) works to develop strategies to meet the needs of its customers, including many rural individuals. NEWCAP would like to develop a car repair garage for lower income individuals in rural areas. Since mass transit isn't always a viable option, it is important for individuals to be able to keep a car for transportation. NEWCAP also operates a one-stop call center to assist individuals with their transportation needs.²¹

One of the services that Door-Tran, the transportation consortium in Door County, provides is to assist people with finding transportation options that best fit their needs. In order to provide the best option, it makes sure to ask potential riders key questions, such as if they are on Medicare. It will also review all transportation options that are available, such as public transit, volunteers and taxis, and analyze the options depending on if the customer needs affordability, accessibility, etc.²²

While the Greater Wisconsin Agency on Aging Resources (GWAAR) doesn't directly provide transportation services, it fills an important role in providing technical assistance and training for those that do. GWAAR provides resources, materials and general information about transportation options.²³

The East Central Wisconsin Regional Planning Commission is currently working on a regional mobility management report, specifically focusing on the three counties of Waupaca, Waushara and Shawano. This report will identify gaps, barriers and needs in order to come up with solutions. The report is hoping to include a map for all three counties, showing where people are being transported to and from, in order to help identify duplications in services and gaps.²⁴

¹⁹ Don Natzke, Telephone Interview, May 26, 2015.

²⁰ Holly Keenan, Telephone Interview, May 12, 2015.

²¹ Peggy Zielinski, Telephone Interview, May 11, 2015.

²² Pam Busch, Telephone Interview, May 11, 2015.

²³ Carrie Porter, Telephone Interview, May 11, 2015.

²⁴ Nick Musson, Telephone Interview, May 12, 2015.

Service Coverage Area

The Wisconsin mobility manager and county responses are aggregated in order to fully identify where the gaps in service exist (Figs. 4-7). The services are grouped into the categories of coordination and collaboration, training, research and development, and transportation marketing.

Coordination/Collaboration

This category includes coordinating services or programs, promoting collaboration, coordinating funding, trip planning, one-stop call centers and regional meetings.

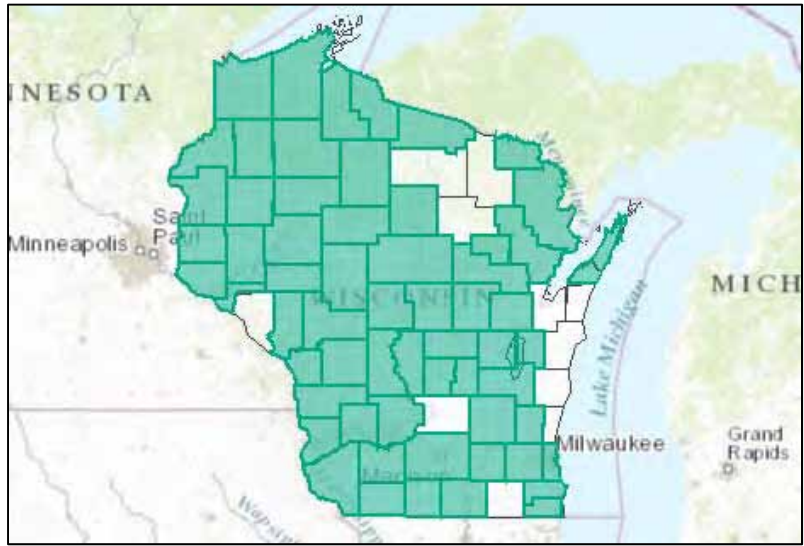


Figure 4. Wisconsin Coverage of Mobility Management Coordination/ Collaboration Services

Training

This category includes travel training, training volunteers and providing technical assistance.

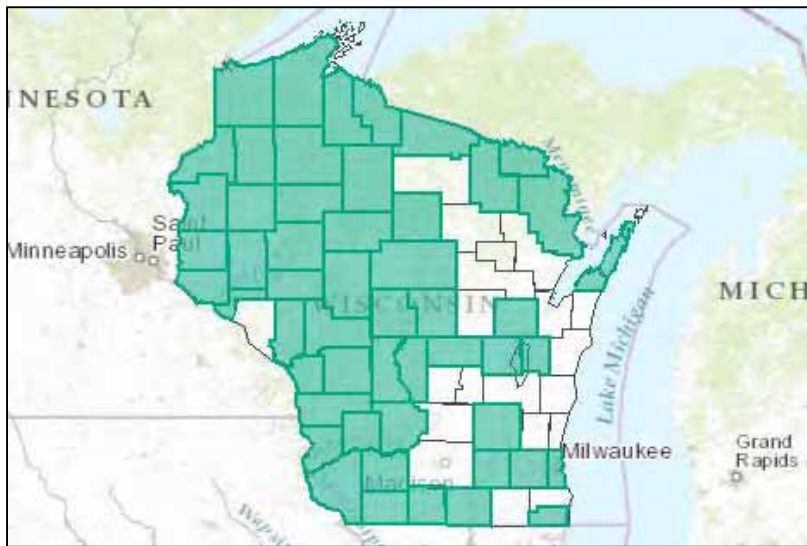


Figure 5. Wisconsin Coverage of Mobility Management Training Services

Research and Development

This category includes conducting needs assessments, developing inventories of available services, identifying customer needs and developing strategies to meet customer needs.

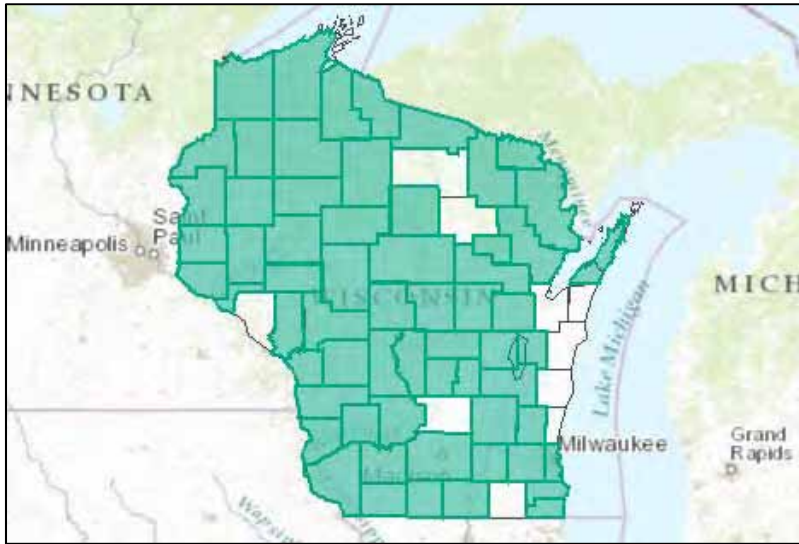


Figure 6. Wisconsin Coverage of Mobility Management Research and Development Services

Transportation Marketing

Transportation marketing is a standalone category.

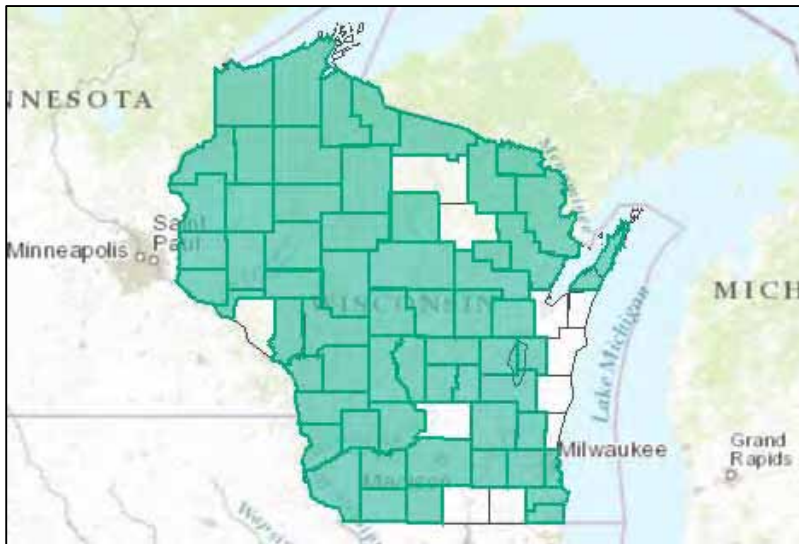


Figure 7. Wisconsin Coverage of Mobility Management Transportation Marketing Services

These maps show that there is fairly comprehensive coverage of service types in many areas of Wisconsin. Service gaps are shown to be primarily in eastern and north central Wisconsin counties with training services being the least comprehensive.

Mobility Management Organizations and Titles

Mobility managers and those who provide mobility management services are housed in a variety of organizations and can have a variety of titles.

Organizations

Organizations that provide mobility management services include community action programs, transportation providers or agencies, ADRCs/aging units, community disability and senior services and organizations, social and human service organizations or agencies, regional planning commissions, independent living centers and the VA.²⁵

Titles

In addition to those who are termed mobility managers, mobility management tasks are completed by a variety of individuals. Titles of these individuals include transit managers, transportation coordinators, resource specialists, administrative/clerical/transportation assistants, senior or disability benefit specialists, ADRC/Office on Aging supervisors or directors, and program coordinators.²⁶

Partnerships

Partnerships are essential for successful mobility management practices. Possible partnerships exist through non-profits, individuals or private companies and public agencies (Fig. 8). Wisconsin mobility manager responses indicate that for over 50 percent of survey participants existing partnerships are with non-profits and public agencies.

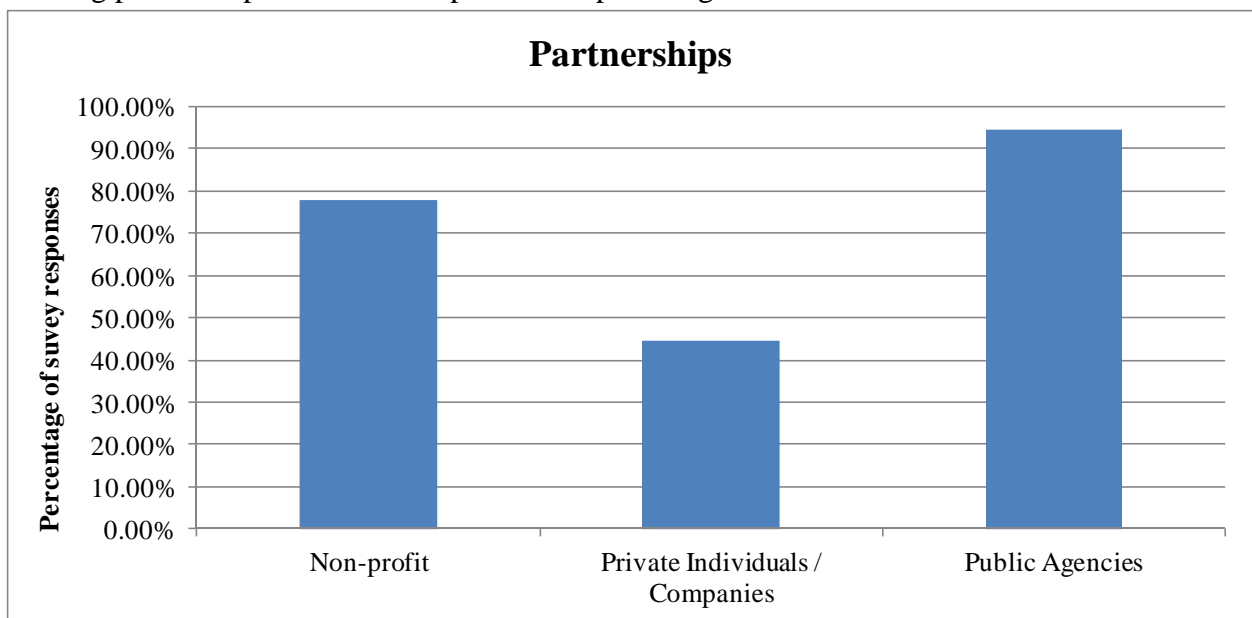


Figure 8. Wisconsin Mobility Manager Partnership Responses

²⁵ "Mobility Managers in Wisconsin," online survey, May 8, 2015.

²⁶ "Mobility Management Practices in Wisconsin Counties," online survey, May 8, 2015.

Non-profits

Non-profit partners include, but are not limited to, senior, disability and low income service and advocacy organizations, and transportation organizations. Examples of disability service and advocacy organization partners include independent living centers, Goodwill, Curative Care, Easter Seals, Life Navigators and Disability Rights Wisconsin.²⁷ An example of a senior service and advocacy partner is the AARP. Low income service and advocacy partners include community action programs.²⁸ Transportation organization partners include Wisconsin Urban and Rural Transit Association (WURTA), the Wisconsin Bike Federation and non-profit taxis.²⁹

Private

Private partners include for-profit companies, such as Land's End,³⁰ as well as health care providers, such as hospitals.³¹

Public

Public partners include governmental departments and divisions, schools and transit agencies. Governmental department and division partners include the Department of Health and Human Services, Department on Aging, County Commissions on Aging, ADRC, County Office for Persons with Disabilities, the VA, Department of Workforce Development, Division of Vocational Rehabilitation, Housing Authority, county governments and, in Milwaukee County, the Highway Division.³² School partners include both schools and related organizations. For example, Stevens Point Transit works with Stevens Point area schools and MCTS works with Milwaukee Public Schools to coordinate transportation for area students.³³ In southwest Wisconsin, the Southwestern Wisconsin Community Action Program (SWCAP) provides mobility management services and partners with a Cooperative Educational Service Agency (CESA).³⁴ There are twelve CESAs in Wisconsin that assist schools in working together and could be partners in other geographic areas of Wisconsin as well. Public partnerships could also be obtained with local public transit agencies and shared-ride taxis.³⁵

Partnership Combinations

Combining partners from a variety of sectors can result in a more comprehensive mobility management network. NEWCAP has partnerships with county directors, county commissions on aging, senior services, transportation providers, University of Wisconsin Extension and independent living centers, among others. The partnership with UW Extension can provide

²⁷ Don Natzke.; Tom Kenney, "Mobility Managers in Wisconsin," online survey, May 8, 2015.

²⁸ Carrie Porter.; "Mobility Managers in Wisconsin."

²⁹ Carrie Porter.; Don Natzke.; Margaux Shields, "Mobility Managers in Wisconsin," online survey, May 8, 2015.

³⁰ Ashley Nedeau-Owen, "Mobility Managers in Wisconsin," online survey, May 8, 2015.

³¹ "Mobility Managers in Wisconsin."

³² Ibid.

³³ Susan Lemke, "Mobility Managers in Wisconsin," online survey, May 8, 2015.; Tom Kenney.

³⁴ Ashley Nedeau-Owen.

³⁵ "Mobility Managers in Wisconsin."

university resources and research across Wisconsin.³⁶ The LSS mobility management program benefits greatly by having public and private partnerships that include transit agencies and providers, community action programs, the Outagamie Housing Authority, counties and the ADRC. The partnership with the housing authority has led to the sharing of a vehicle and driver.³⁷ The MCTS mobility management projects have a variety of partnerships including social service providers, Milwaukee County Department on Aging, independent living center, Disability Rights Wisconsin, Milwaukee County Office for Persons with Disabilities, schools, VA, Family Care, Goodwill, Easter Seals, Milwaukee County Highway Division, Life Navigators and a WURTA group that deals with safety operations. An example of a successful outcome of one of these partnerships is the partnership with Disability Rights Wisconsin, an advocacy group, which led to an area mall providing better bus stop locations.³⁸ Interfaith Senior Program partners with a Transportation Affinity Group that includes Waukesha County ADRC, Waukesha Metro Transit, a Waukesha County Community Development Block Grant (CDBG) representative, six local non-profit taxis serving seniors and individuals with disabilities, the South East Regional Planning Commission (SEWRPC), local health care providers, an advocacy group and other health and human service agencies.³⁹

Funding

Mobility management funding comes from a variety of sources (Fig. 9). The majority of funding is provided by federal and state sources with county, local, private grants, donations, fundraising, revenue and non-profit sources each comprising less than 20 percent of survey responses.

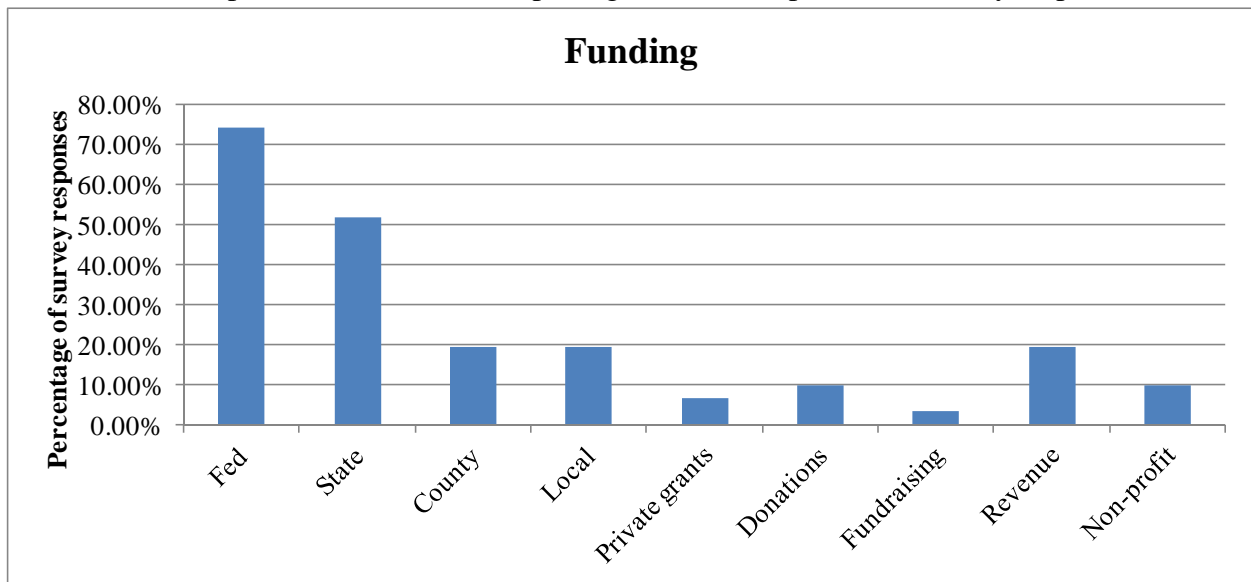


Figure 9. Wisconsin Mobility Manager Funding Responses

³⁶ Peggy Zielinski.

³⁷ Holly Keenan.

³⁸ Don Natzke.; Tom Kenney.

³⁹ Margaux Shields.

Federal

The largest amount of mobility management federal funding is provided through the specialized transportation Section 5310 and New Freedom programs. Approximately 50 percent of mobility manager respondents who stated that they received federal funding received it through one of these two programs. The Section 5311 program and Older Americans Act funds received an equal number of mobility manager responses, each with approximately 20 percent. Other federal funding sources include Medicaid, the VA and Federal Highway Administration Metropolitan Planning Organization funds.⁴⁰

State

Mobility management funding through the state is primarily provided through s. 85.21 funds. Approximately 80 percent of mobility manager respondents who stated that they received state funding received it through this program. Other sources of state funding include s. 85.20 State Urban and Mass Transit Operating Assistance funds.⁴¹

County

County mobility management funding is provided through state shared General Purpose Revenue (GPR) funds or through local county tax levy.⁴²

Local

Local mobility management funding is provided through local match funds, transit agencies or local partnerships.⁴³

Revenue

Mobility management funding is provided, in part, through revenue sources such as rider or participant contributions and user fees. For example, mobility management services at SWCAP are, in part, funded by revenue generated by LIFTRides, a separate transportation service at SWCAP.⁴⁴

Non-profit Organizations

Approximately 10 percent of mobility manager respondents received funding through non-profits. One of the non-profits mentioned is the United Way which is funded through a combination of contributions, membership support and other revenue sources.⁴⁵ The other non-

⁴⁰ “Mobility Managers in Wisconsin.”; “Mobility Management Practices in Wisconsin Counties.”

⁴¹ Ibid.

⁴² Ibid.

⁴³ Ibid.

⁴⁴ Ashley Nedeau-Owen.

⁴⁵ Holly Keenan.; Margaux Shields.

profit mentioned is the Disabled American Veterans Charitable Service Trust which distributes the Rural Health Grant.⁴⁶

Additional Funding Sources

Additional funding sources for mobility management services include private grants, donations and fundraising.⁴⁷

Barriers

There are significant barriers to providing improved mobility management. These barriers include insufficient funding, lack of personnel resources, lack of coordination and collaboration, service and jurisdictional boundaries, demographics and information. Both mobility manager responses and county responses identified funding as the largest barrier to improved mobility management (Figs. 10 & 11).

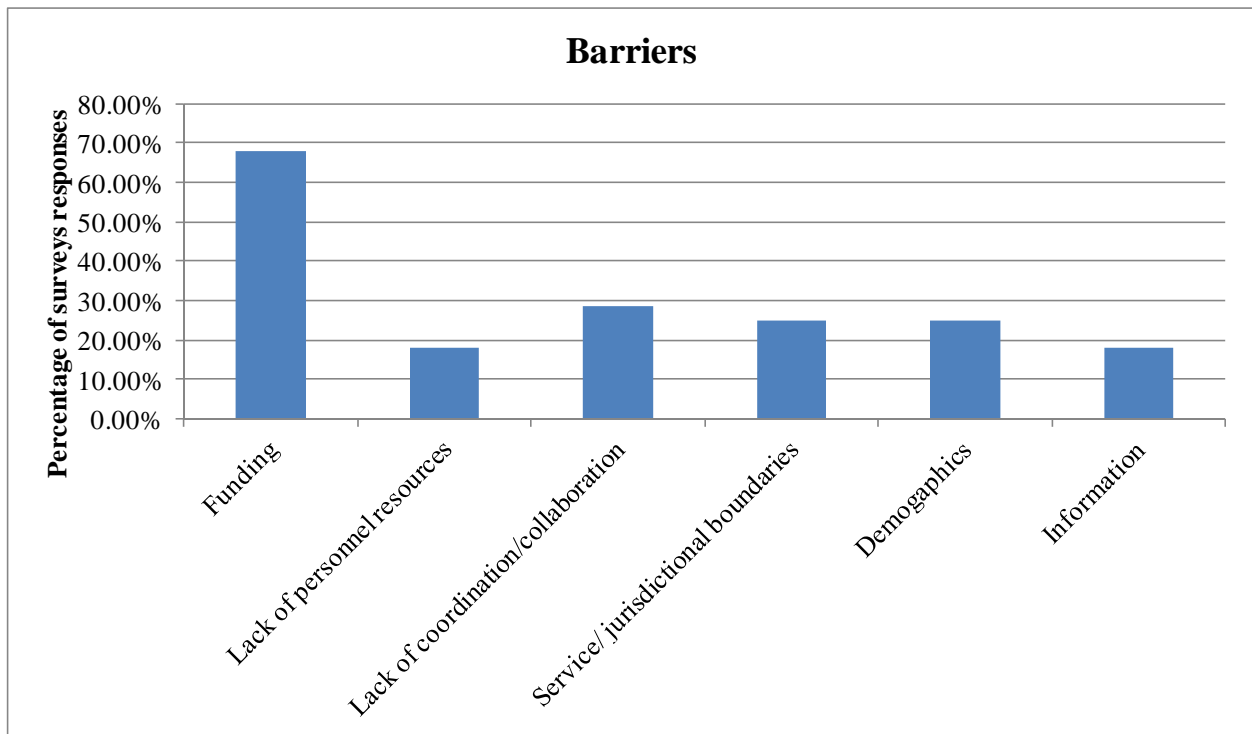


Figure 10. Wisconsin Mobility Manager Barrier Responses

⁴⁶ Terrence Dwyer, “Mobility Managers in Wisconsin,” online survey, May 8, 2015.

⁴⁷ “Mobility Managers in Wisconsin.”; “Mobility Management Practices in Wisconsin Counties.”

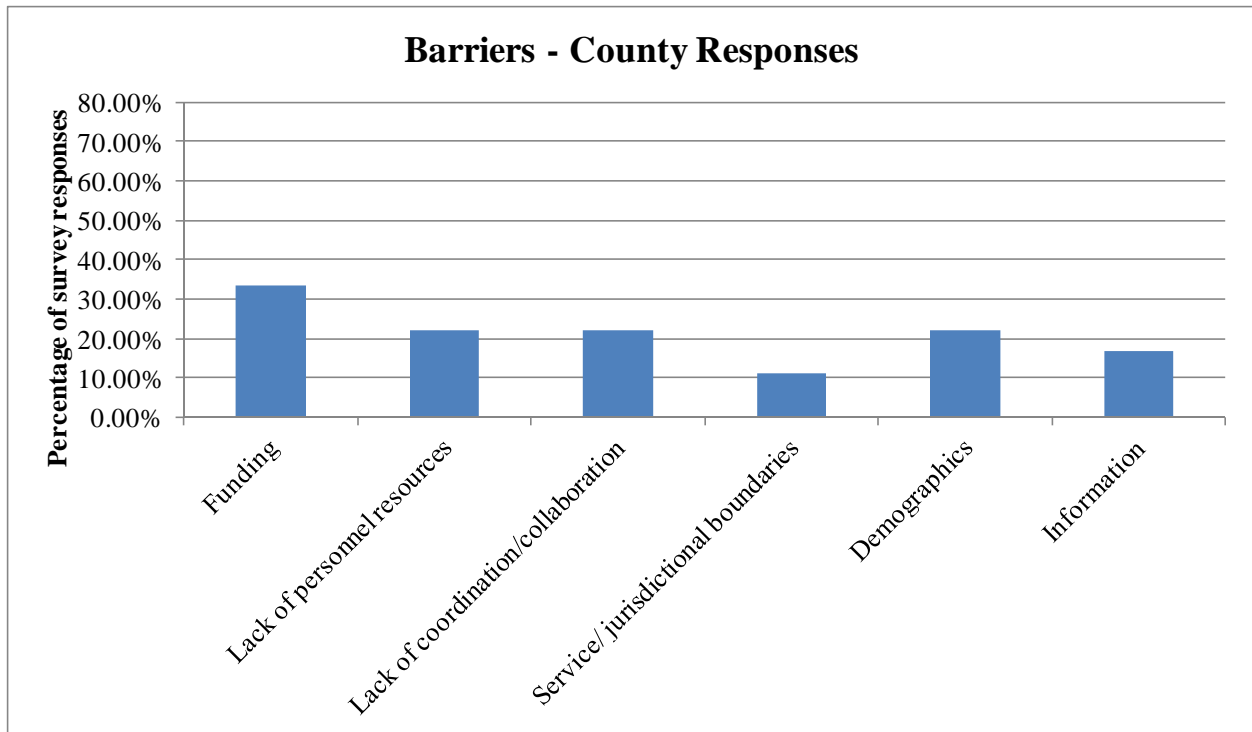


Figure 11. Wisconsin County Barrier Responses

Even though both mobility manager responses and county responses identified funding as the largest barrier, survey results show that a much greater percentage of mobility manager responses noted it as a barrier compared to county responses. For the county responses none of the barriers stand out that much above another. For the mobility manager responses, it is evident that funding is the largest barrier. Also worthy of note is that while service and jurisdictional boundaries received the least number of responses from counties, it was in the top three for mobility managers.

Funding

Funding barriers to improved mobility management include overall lack of funding and lack of dedicated and reliable funding. The overall lack of funding makes it difficult to expand mobility management practices. In addition to not being able to expand mobility management practices, there is also a lack of funding for existing mobility managers to provide adequate outreach and marketing.⁴⁸ Outreach and marketing are important in making the transportation disadvantaged aware of the services that are available to them and for people to understand the importance of mobility management. Not having a dedicated and reliable source of funding makes it difficult to plan for the future of services and programs. Without dedicated funding, the money may be used for other services instead of transportation. For example, while Older Americans Act funds may

⁴⁸ Anonymous, "Mobility Management Practices in Wisconsin Counties," online survey, May 8, 2015.

be used for transportation, the Act doesn't require transportation as a service.⁴⁹ The lack of funding is also causing grants to become increasingly competitive and harder to obtain.⁵⁰

Lack of Personnel Resources

There is a general lack of mobility managers across the state and also a lack of people within an organization who are dedicated to transportation. With not enough staff time or funding dedicated to transportation, it can be difficult to improve or expand services.⁵¹ In addition to lack of mobility managers, there is a lack of volunteer drivers. Volunteer drivers provide an essential service for those individuals who don't have the option of public transit, who are unable to drive or who don't have access to a car. In some areas of the state, it is not a general lack of volunteer drivers that is a barrier, but a lack of them year-round. Volunteer drivers may be retirees who travel south in the winter, leaving a seasonal service gap.⁵²

Lack of Coordination/Collaboration

There are a number of issues that contribute to a lack of coordination and collaboration, a significant barrier to improved mobility management. The increased competition for funding can make collaboration difficult. Organizations that could be partners are instead competing for funding which can create animosity.⁵³ There is also a lack of coordination between organizations on what the role of a mobility manager should be.⁵⁴ For example, there is a difference in mobility management rules for those who operate in a non-profit compared to those who work for counties.⁵⁵ This can create confusion for both mobility managers and customers. The siloed view of transportation is a large hurdle to creating better coordination and collaboration. Many transportation programs have different ride requirements and cannot or choose not to serve people outside their dedicated populations.⁵⁶ Certain transportation services may only be used for a specific population even when they are not at capacity. For example, specialized medical vehicle operators managed by MTM, the state of Wisconsin's non-emergency medication transportation (NEMT) manager, are only available to people on certain Medicaid programs.⁵⁷ The issue of insurance is a large hurdle to increased collaboration.⁵⁸ The assumption of insurance or risk liability contributes to organizations not wanting to transport people from other organizations since insurance won't cover them.⁵⁹ This contributes to inefficient transportation.

⁴⁹ Carrie Porter.

⁵⁰ Ashley Nedeau-Owen.

⁵¹ Carrie Porter.

⁵² Peggy Zielinski.

⁵³ Ibid.

⁵⁴ Tonya Eichelt, "Mobility Management Practices in Wisconsin Counties," online survey, May 8, 2015.

⁵⁵ Holly Keenan.

⁵⁶ Stephanie Levenhagen, "Mobility Managers in Wisconsin," online survey, May 8, 2015.; Carrie Porter.

⁵⁷ Susan Torum, "Mobility Management Practices in Wisconsin Counties," online survey, May 8, 2015.

⁵⁸ Nick Musson.

⁵⁹ Carrie Porter.

It can also be difficult for organizations to work together since many are using different types of software to manage services. Using the same software can increase coordination and efficiency.⁶⁰

Service/Jurisdictional Boundaries

The inability to provide services across service area and jurisdictional boundaries is a significant barrier to creating a comprehensive mobility management network. Regional transportation networks are important because many people travel outside their service area or jurisdiction to access employment, medical, shopping or recreational opportunities. Many transportation services and mobility managers are restricted from working across county lines.⁶¹ For individuals who are between two service areas, they may not get the benefit of having a mobility manager, even though there is one close by, because of boundary restrictions.⁶²

Demographics

Demographic barriers to improved mobility management include living in rural areas, the growing aging population, having a lower income and lacking accessibility. Rural areas present barriers due to low population, large service areas and distances needed to travel.⁶³ Quite a few of the mass transportation programs that are available are designed for more populated areas. In rural areas, keeping people independent and in their own cars is important.⁶⁴ Individuals with disabilities and working, able-bodied adults who don't have access to a car both lack options.⁶⁵ A greater variety of transportation options to serve all populations in both rural and urban areas is needed. The growing aging population will increase demand for transportation options. As communities age, it will be important to have dedicated mobility managers since there will be a greater need for services and volunteers.⁶⁶ The diversity of transportation needs for different demographics will need to be addressed through a diversity of options.

Information

Lack of information about issues and service availability is a barrier to improved mobility management. If there isn't a mobility manager or someone to identify issues and pursue them, they may not get addressed.⁶⁷ Currently, there is a lack of understanding at the local level about what community needs are and an inability to identify the locations of unmet needs.⁶⁸ In addition to a lack of knowledge about issues, there is a lack of knowledge about what services are

⁶⁰ Nick Musson.

⁶¹ "Mobility Managers in Wisconsin."; "Mobility Management Practices in Wisconsin Counties."

⁶² Tonya Eichel.

⁶³ "Mobility Managers in Wisconsin."; "Mobility Management Practices in Wisconsin Counties."

⁶⁴ Peggy Zielinski.

⁶⁵ Susan Torum.

⁶⁶ Carrie Porter.; Pam Busch.

⁶⁷ Carrie Porter.

⁶⁸ Dawn Tart, "Mobility Managers in Wisconsin," online survey, May 8, 2015.; Mike Glasgow, "Mobility Management Practices in Wisconsin Counties," online survey, May 8, 2015.

available. This barrier could be addressed through educating communities about what mobility management can do because many communities are unaware of the concept and its benefits.⁶⁹

Opportunities for Growth

The mobility manager survey responses provide an idea of specific opportunities for growth of mobility management. These areas of opportunity include coordination and collaboration, regional transportation, transit or transit facility enhancement, new and expanded projects or ideas, and volunteers.

Coordination/Collaboration

The Wisconsin ICTC is not currently active. Providing an active state – level coordination council could provide an opportunity for statewide growth of mobility management.⁷⁰ There could also be growth in mobility management if more funds were provided to share information and collaborate or if there were more unified requirements on program-specific funding between counties.⁷¹ Tracking the various funding sources and services that are provided across organizations could lead to a stronger mobility management network. For example, funding for Medicaid-covered rides comes from the Department of Health and Human Services, while other rides are funded through other sources.⁷² Knowing the different sources of funding that are available could lead to better coordination of funding options.

Regional Transportation

Additional funding and coordination could lead to an opportunity for improved mobility management on a regional level. Specific regional areas where there could be growth are the Highway 41 corridor between Green Bay and Oshkosh, intercity between Menomonie and Eau Claire and Menomonie to St. Croix County to Minnesota.⁷³ Improved regional mobility management would require an improvement in coordination and collaboration as well since, as mentioned previously, it can be difficult to cross service and jurisdictional boundaries.

Transit/Transit Facility Enhancement

Improving transit options and transit facilities could provide an opportunity for improved mobility management by creating greater options for seniors, individuals with disabilities and low-income individuals. Transit facility enhancement could include the growth of the barrier removal projects that are implemented by MCTS. These projects work to identify transit stop accessibility issues in the public right of way and add in benches and shelters to enhance conditions.⁷⁴ Improving accessibility and transit facility conditions makes transit a more viable

⁶⁹ Holly Keenan.

⁷⁰ Carrie Porter.

⁷¹ Pamela Kernan, “Mobility Managers in Wisconsin,” online survey, May 8, 2015.; Dawn Tart.

⁷² Dawn Tart.

⁷³ Holly Keenan.; Denise Larson.

⁷⁴ Don Natzke.; Tom Kenney.

option for seniors and individuals with disabilities. Expanding transit services could include more demand response services for social trips.⁷⁵ Currently, there are fewer options available for individuals who wish to travel for social rather than medical reasons. Medical transportation though is an area that will need continued growth as well. With the growing aging population the demand for transportation options will increase.⁷⁶ Individuals may also need to travel long distance to get to medical care. Therefore an increase in long-distance options will also be needed.⁷⁷

New or Expanded Projects or Ideas

Educating communities about what mobility managers can do could yield an expanded mobility management network. The more people learn about mobility managers, the more they may want one in their area.⁷⁸ Sometimes people have a tendency to stick to what they know and do things how they have always been done, but mobility managers can assist with new ideas and solutions to transportation issues.⁷⁹ As mentioned in the barriers section, there is difficulty in providing transportation options in rural areas because mass transit isn't always available due to low population density and long distances. The growth of mobility management could help in deriving solutions for these areas.⁸⁰ Also, taking a proactive approach to developing programs and ideas before the service is actually needed can help ensure that individuals' needs are being met.⁸¹

Volunteers

Volunteers are an important part of a comprehensive transportation network. Increased funding for volunteer driver programs could lead to an increase in service coverage, especially for those areas not served by mass transit. In addition, implementing volunteer driver mileage reimbursement programs could assist in attracting more volunteers.⁸² One impediment to volunteer driver recruitment is that mileage reimbursement requires use of the federal 1099 tax form, and not all volunteers may want to work with those.⁸³

Mobility management in Wisconsin includes a variety of services that are provided throughout many areas of the state by a variety of organizations and individuals. There are a number of barriers to improved mobility management, but also opportunities. An analysis of mobility management in other states can show the similarities and differences to Wisconsin and help inform recommendations for further action.

⁷⁵ Ashley Nedeau-Owen.

⁷⁶ Nick Musson.

⁷⁷ Peggy Zielinski.

⁷⁸ Carrie Porter.

⁷⁹ Jeff Segebrecht, "Mobility Managers in Wisconsin," online survey, May 8, 2015.

⁸⁰ Peggy Zielinski.

⁸¹ Susan Lemke.

⁸² Karen Melasecca, "Mobility Managers in Wisconsin," online survey, May 8, 2015.

⁸³ Pam Busch.

Mobility Management in Other States

To gain an understanding of mobility management practices in other states and national organizations, surveys were conducted of Florida, Iowa, Minnesota and Ohio, as well as the NCMM Regional Liaison for FTA Regions One and Five (New England and the Midwest, respectively). Information was gathered in the following categories: definitions, structure, funding and barriers.

Titles and Definitions

Mobility manager definitions and titles of individuals who engage in mobility management services vary by state.

Titles

Individuals in other states who engage in mobility management services have a variety of titles in addition to mobility manager. Titles include mobility coordinators, transportation coordinators, health transportation coordinators and operations managers.⁸⁴ Competencies are more important than titles.⁸⁵

Definitions

Mobility manager definitions can be broad or more focused. Florida doesn't have a written definition for mobility management.⁸⁶ It does have a working definition: an innovative approach to managing and delivering coordinated transportation services to customers.⁸⁷ The main focus is on coordination and meeting individual needs. Florida has been doing a lot with coordination over the years and is continually working on how to improve meeting customer needs.⁸⁸

In Iowa, both definition and job descriptions are broad. A mobility coordinator's main role is to connect with the community and form an identity representative of community needs. Some focus on travel training, some meet with the community and form new projects or ideas, and some focus on networking and marketing. Primary service goals include coordinating services or programs, promoting collaboration between areas and services and developing inventories of available services.⁸⁹

Minnesota will be rolling out a new directive soon that will provide new definitions. Minnesota found that the definitions of mobility managers were clear early on, but have become broad over the years. In order to target specific activities and encourage those activities, it found that it would be helpful to have a less broad and more consistent definition. The new definition focuses

⁸⁴ Judy Shanley, Telephone Interview, May 29, 2015.; Jeremy Johnson-Miller, Telephone Interview, June 2, 2015.

⁸⁵ Judy Shanley.

⁸⁶ Ed Coven, Email Correspondence, June 16, 2015.

⁸⁷ Steve Holmes, Telephone Interview, June 24, 2015.

⁸⁸ Ibid.

⁸⁹ Jeremy Johnson-Miller.

on mobility management at a higher level. Mobility management will not arrange individual transportation, but will build systems and networks and develop relationships. There will be transportation solution specialists, separate from mobility managers, who will work directly with individuals. The primary focus for mobility management will be on coordinating services or programs and promoting collaboration between areas and services.⁹⁰

In Ohio the Department of Transportation (ODOT) provides a very clear definition of mobility management. It uses the NCMM definition:

Mobility management is an approach to designing and delivering transportation services that starts and ends with the customer. It begins with a community vision in which the entire transportation network-public transit, private operators, cycling and walking, volunteer drivers, and others-works together with customers, planners, and stakeholders to deliver the transportation options that best meet the community's needs.⁹¹

In addition to providing a clear definition ODOT also provides a list of expected, but not required tasks for mobility management projects that receive funding. The number of tasks completed and the quality of work may be taken into account in the scoring of future funding applications.⁹² These tasks include:

- providing technical assistance with locally developed, coordinated public transit human services transportation plans,
- holding coordination council meetings,
- implementing new mobility management practices,
- creating and keeping up to date a website for projects that also serves as a place for local/regional transportation information,
- taking responsibility for developing solutions to transportation problems in the community,
- attending at least one mobility management related conference,
- participating in mobility management related meetings and
- meeting one-on-one with riders, major employers, economic development groups, local business associations, human service agencies, local governments and other funders.⁹³

⁹⁰ Noel Shughart, Telephone Interview, June 11, 2015.

⁹¹ "Mobility Management," *National Center for Mobility Management*, accessed June 2015, <http://nationalcenterformobilitymanagement.org/mobility-management/>.

⁹² David Walker, Telephone Interview, June 15, 2015.

⁹³ "Program information and application instructions for Ohio Coordination Program, JARC and New Freedom," *ODOT*, obtained by email from David Walker, June 16, 2015.

Structure

The organizational and program structure of mobility management is dependent on the state.⁹⁴ In some states there are commissions or councils that provide some of the same functions as mobility management programs, but are not termed as such. In each state these programs have a varied relationship with state Departments of Transportation (DOTs) and combination of partnerships.

The mobility management program in Iowa began when the state wanted to increase coordination of statewide transit systems and a United We Ride ambassador recommended mobility coordinators. The Iowa Department of Transportation (DOT), recognizing that it could get JARC and New Freedom funding for those positions, started with one statewide coordinator and then expanded. Currently, there are six mobility coordinators who cover specific regions and one statewide coordinator who covers all other regions. Even though the whole state is covered by a coordinator, the coverage of mobility management is not as expansive as Iowa DOT hoped. Mobility management is structured through the regional transit agencies, and the statewide coordinator is responsible for 12 of the 16 regions.⁹⁵

In Minnesota, mobility management is an eligible activity under Section 5310. Organizations can choose to take on mobility management services and currently only portions of the state have chosen to do so.⁹⁶ The Minnesota Council on Transportation Access (MCOTA) provides some of the same coordination activities as mobility management programs. It combines 13 agencies and organizations to work on improving coordination, accessibility and efficiency of transportation for all individuals in Minnesota.⁹⁷

The Ohio Coordination Program, operated by ODOT, supports mobility management activities which are eligible for funding under Section 5310, JARC and New Freedom. This program has changed over the years. In the past it was completely state funded and counties could apply to have a coordinator for a three year time limit. When the state funding for the program was discontinued, the decision was made that the name of the program would stay the same, but only capital, not operating expenses, would be provided. While the program name stayed the same, the term for the individuals who were funded changed from coordinators to mobility managers.⁹⁸ ODOT provides specific guidelines for mobility management projects that are eligible for funding. Projects can have a regional or local focus and there must be one full-time mobility manager for each mobility management project that is funded. If the mobility management

⁹⁴ Judy Shanley.

⁹⁵ Jeremy Johnson-Miller.

⁹⁶ Noel Shughart.

⁹⁷ "Minnesota Council on Transportation Access," *CoordinateMNTransit.org*, accessed June 2015, <http://www.coordinatemntransit.org/MCOTA/index.html>.

⁹⁸ David Walker.

project applicant provides transportation services, the mobility management project must be clearly separated from transportation operations.⁹⁹

Florida doesn't have a formal program termed mobility management but does have programs that conduct mobility management services. The Commuter Assistance Program operated by the Florida Department of Transportation (FDOT) Transit Office provides funding for programs that handle ridesharing and Transportation Management Association or Organization activities.¹⁰⁰ The Florida Commission for the Transportation Disadvantaged (CTD) coordinates transportation services for disadvantaged individuals in all 67 counties.¹⁰¹ The CTD is responsible for the provision of coordinated transportation services but doesn't directly provide services. For each county, there are community transportation coordinators who directly work with communities and individuals. For some of the more rural counties, it doesn't make sense to have one coordinator per county because of the lack of population, so some counties are combined under one coordinator. Models of community transportation coordination around the state vary. They include full brokerage systems in which the coordinator doesn't provide actual transportation services but coordinates them, partial brokerages in which it provides some services, and full service providers. The CTD decides where community transportation coordinators will be located; they can be housed at transportation authorities, non-profits and for-profits. The community transportation coordinators also work on combining funds, such as CTD and other state funds, to provide services. In order to hold community transportation coordinators accountable, there are local coordinating boards. These boards are made up of a variety of staff similar to the CTD and are funded by the CTD. In addition to overseeing the community transportation coordinators, they also establish priorities, such as medical or employment trips, and develop the transportation disadvantaged service plan at the county level, based on community input. This plan is their version of the locally-developed, coordinated public transit-human services transportation plan.¹⁰²

Relationship with state Departments of Transportation

Mobility management or coordination programs have different levels of involvement with state DOTs. The Iowa DOT manages the Iowa mobility management program and contracts with individual regions for mobility coordinators. It created broad job descriptions, but doesn't strictly govern how positions develop.¹⁰³ In Minnesota, programs have some connection with Minnesota Department of Transportation (MnDOT). MnDOT provides funding for mobility management programs and technical assistance to encourage mobility management. ODOT involvement in mobility management projects is similar to MnDOT in that mobility management projects are

⁹⁹ "Program information and application instructions for Ohio Coordination Program, JARC and New Freedom," ODOT.

¹⁰⁰ Ed Coven.

¹⁰¹ Ibid.

¹⁰² Steve Holmes.

¹⁰³ Jeremy Johnson-Miller.

sub-recipients of federal funding through ODOT. The Florida CTD is an independent body housed within FDOT for administrative purposes, but reports to its own Governor appointed board instead of the FDOT Secretary. There are FDOT staff members on the board.¹⁰⁴

Partnerships

Partnership categories for other states are fairly similar to Wisconsin. Typical partners include transit agencies, non-profits such as community action programs and governmental agencies such as Departments of Health, Human Services and Aging.¹⁰⁵

Funding

Funding sources for mobility management and coordination programs in other states include federal, state and local. As in Wisconsin, mobility management program funding in Minnesota comes from the state's Section 5310 program.¹⁰⁶ Iowa is still using remaining JARC and New Freedom funds, but those will be running out, and another source of funding will need to be found. The state is hoping to transition from grant funded positions to locally funded positions.¹⁰⁷ Ohio doesn't provide any state funding for mobility management programs. The state is using primarily Section 5310 funding as well as some remaining JARC and New Freedom funding. The 20 percent local share that is required as a match to federal funding can come from a variety of sources.¹⁰⁸ In Florida, community transportation coordinators combine federal, state and local funding sources.¹⁰⁹ The Florida CTD is funded through the Transportation Disadvantaged Trust Fund which is primarily made up of license tag fees and transfers from the State Transportation Trust Fund, which primarily comes from gas taxes.¹¹⁰

Barriers

Barriers for improved mobility management in other states and nationally exist in the categories of funding, lack of coordination and collaboration, information and the structure of mobility management.

Funding

Funding is a main barrier to improved mobility management in all states. In Iowa, the mobility management program relies on JARC and New Freedom funds, but since those programs have been discontinued, they will need a new funding source. The numbers of mobility coordinators are already dropping due to funding issues; two years ago the state had about ten coordinators, and currently it has six. The state has found it difficult to encourage transit systems to use operating funds for mobility management. Nevertheless, it continues to encourage coordinators

¹⁰⁴ Ed Coven.

¹⁰⁵ Other State and National Telephone Interviews.

¹⁰⁶ Noel Shughart.

¹⁰⁷ Jeremy Johnson-Miller.

¹⁰⁸ David Walker.

¹⁰⁹ Steve Holmes.

¹¹⁰ Ed Coven.

to make partnerships and connections with the hope that people will see the benefit and provide funding.¹¹¹ Ohio is facing a similar issue since it also is using some JARC and New Freedom funds. While mobility management programs are eligible for Section 5310 funding, using those funds for mobility management could mean fewer vehicles are eligible for funding.¹¹² Funding and staff resources are also barriers for mobility management in Minnesota.¹¹³

Lack of Coordination/Collaboration

Lack of coordination and collaboration are barriers to improved mobility management. It is important to have collaboration between state agencies because some state agency policies could hinder coordination and information sharing.¹¹⁴ Coordination is important, not only within a state, but also on a national level. There are many states that don't have a mobility manager network making it difficult to learn best practices.¹¹⁵ Coordination can be difficult because organizations may have the mindset that to coordinate they would need to contribute funds that could otherwise be used on their own programs. Therefore, they could see it as losing more than they gain.¹¹⁶ In actuality, coordination can save resources leading to increased efficiency.

Information

The lack of information about what mobility management is and the services it provides is a barrier for other states as well as Wisconsin. There are some state DOTs that are unfamiliar with the concept of mobility management. There needs to be better ways to communicate and educate people so that more states are aware of the concept and benefits.¹¹⁷ The lack of education for existing mobility managers is a barrier in Ohio. The mobility managers have varying levels of experience and knowledge, and it can be difficult for programs to find someone right away who is qualified.¹¹⁸ The lack of information distributed to rural areas in Iowa is a barrier for improved mobility management. There are transportation options for all passengers in rural areas, but it is difficult to make rural areas aware of them and to encourage individuals to use them.¹¹⁹

Structure

The structure of mobility management can be a barrier to improving it. Currently mobility management is not viewed as a professional field by some in the transportation industry, due in part to the lack of formal structure and broad definitions. Developing core competencies on a national level for mobility managers could assist in making the field viewed as more

¹¹¹ Jeremy Johnson-Miller.

¹¹² David Walker.

¹¹³ Noel Shughart.

¹¹⁴ David Walker.

¹¹⁵ Jeremy Johnson-Miller.

¹¹⁶ Judy Shanley.

¹¹⁷ Ibid.

¹¹⁸ David Walker.

¹¹⁹ Jeremy Johnson-Miller.

professional.¹²⁰ In the structure of some mobility management programs, the mobility managers themselves are not decision makers. While these mobility managers can encourage practices, they can't always control the direction of programs or have any real power for change. Having a mobility manager on staff is not the same as having a mobility manager that is backed by a policy board.¹²¹ In Florida the structure of the Statewide Medicaid Managed Care program has changed and the CTD will be providing non-emergency medical transportation services to some Medicaid recipients. This change has caused a need for a different mix of vehicle types, including a larger number of smaller vehicles.¹²²

Best Practices

Best practices were obtained from Wisconsin mobility manager responses and information about mobility management practices in other states and nationally.

Wisconsin

Throughout Wisconsin there are a number of examples of successful mobility management strategies. These successful strategies exist in the categories of programs and organizations, volunteers, coordination and collaboration, technology, marketing and training and education.

Programs/Organizations

WAMM is an excellent source for information. Its website (www.wi-mm.org) provides information about membership, resources, advocacy, certification, events and board members. It also hosts meetings and telephone conferences that promote mobility manager networking.¹²³ These meetings and conferences provide opportunities to learn about what is going on around the state and discuss strategies with other individuals who may be facing similar issues. In addition to providing information and hosting meetings, it also trains and certifies mobility managers in the state.

When looking at other programs around the state, NEWCAP's Medical Mileage Reimbursement Program for Marinette and Oconto counties has shown to be successful.¹²⁴ This program is for seniors and/or individuals with disabilities who are unable to use other transportation services to get to their medical appointments. These individuals may use any driver of their choice, and the driver is reimbursed at a specific rate for their mileage. Other successful programs around the state include volunteer driver, vehicle loan and gas voucher programs.¹²⁵ These programs are especially successful in rural areas of the state where mass transit is not an option.

¹²⁰ Judy Shanley.

¹²¹ Noel Shughart.

¹²² Steve Holmes.

¹²³ Don Natzke.

¹²⁴ Peggy Zielinski.

¹²⁵ Nick Musson.

Volunteers

Volunteers are an important asset in mobility management. There are a number of volunteer driver programs in the state that, in some cases, may be an individual's only option for access outside of their residence. In the Fox Valley area, there are a large number of volunteer drivers that help fill gaps in service because they are able to cross jurisdictional boundaries.¹²⁶ Volunteer drivers can provide more than just a service, they can also provide well checks and social interaction.¹²⁷ There are many volunteers who are doing good work in providing care to those they transport.¹²⁸

Coordination/Collaboration

Mobility managers serve an important function in collaborating with groups and individuals and coordinating services. This direct collaboration with communities provides the flexibility to create and operate programs that are dictated by local community needs and services.¹²⁹ Prior to the introduction of mobility management practices, individuals and organizations had to try to solve issues on their own. Now mobility managers can act as problem solvers for the area.¹³⁰ Mobility managers can assist in creating successful collaborations between programs. For example LSS operates a volunteer driver program that partners with the Retired Services Volunteer Program (RSVP). RSVP does the volunteer recruitment and background checks, assisting the volunteer driver program in saving staff time and money.¹³¹ Collaboration between mobility managers is also important and can lead to increased coordination. On a national level, the VA is working to put in place local mobility managers, but they are not generally connected to other mobility managers in the area. The more that mobility managers know about each other, the better the connections are.¹³² This leads to increased coordination and a stronger mobility management network.

Effective communication is essential for successful coordination and collaboration. In Door County, the Door-Tran transportation consortium has over 40 members. They maintain communication with all partners and provide monthly e-newsletters to keep everyone up to date.¹³³ Communication to clients and possible partners is also important for successful mobility management. Stevens Point Transit's travel trainer works on communicating services to local organizations and schools.¹³⁴ This can strengthen existing partnerships and create more opportunities for collaboration. As discussed in a previous section, the lack of knowledge about

¹²⁶ Holly Keenan.

¹²⁷ Anonymous, "Mobility Managers in Wisconsin," online survey, May 8, 2015.

¹²⁸ Anonymous, "Mobility Managers in Wisconsin," online survey, May 8, 2015.; Ashley Nedeau-Owen.

¹²⁹ Carrie Porter.

¹³⁰ Ibid.

¹³¹ Holly Keenan.

¹³² Carrie Porter.

¹³³ Pam Busch.

¹³⁴ Susan Lemke.

mobility management is a barrier. Clear and proactive communication can assist in overcoming this.

Technology

Technology can be a very important asset in mobility management. Dodge County uses a trip dispatch and scheduling system, which contains everything staff need to setup rides and also provides drivers with detailed manifests.¹³⁵ Websites can also be useful technology tools to provide information and services to individuals. Websites may be the first point of contact for people, and it is important that they are user friendly. SWCAPs website generates a number of trip requests and volunteer drivers.¹³⁶

Marketing

Successful marketing strategies can assist in promoting the concept of mobility management and increasing the use of services. SWCAP equips volunteers with brochures, cards and shirts that advertise the service, and that has shown to be effective.¹³⁷ MCTS has a DVD that has been successful in marketing transit to seniors and individuals with disabilities.¹³⁸ Networking and advertising is helping to improve mobility management practices.¹³⁹

Training/Education

Training and education for both mobility managers and the public is essential. The mobility management training program laid out through WAMM is beneficial for those who would like to become mobility managers.¹⁴⁰ Obtaining knowledge about community needs is important and can lead to collaborations and new programs. In Door County, many services got started because of mobility managers determining needs.¹⁴¹ In the Fox Valley area, ThedaCare's Community Health Action Team completed a study that looked at what a senior would need to do in order to figure out transportation service options. The results of the study showed how difficult it was. That was the impetus for transportation programs for seniors in the area, such as Making the Ride Happen at LSS.¹⁴² Increasing these types of collaborations and education about issues can lead to improved mobility management services. Design thinking is a strategy that mobility managers could use in determining community needs and solutions.¹⁴³ This systematic approach to problem solving is a customer-centered process to design and test possible solutions. Trying new ideas could lead to determining more possible solutions.¹⁴⁴

¹³⁵ Stephanie Levenhagen.

¹³⁶ Ashley Nedeau-Owen.

¹³⁷ Ibid.

¹³⁸ Tom Kenney.

¹³⁹ Terrence Dwyer.

¹⁴⁰ Denise Larson.

¹⁴¹ Pam Busch.

¹⁴² Holly Keenan.

¹⁴³ Margaux Shields.

¹⁴⁴ Jeff Segebrecht.

Other States and National Organizations

In corresponding with other states and national organizations, best practices were obtained that could be added to the examples found in Wisconsin. These best practices exist in the same categories of programs and organizations, coordination and collaboration, technology, marketing and training and education.

Programs/Organizations

Many national programs can be great resources for mobility managers. The Partnership for Mobility Management has a LinkedIn group of the same name that is run by a staff person at the CTAA and is helpful in networking and answering questions. United We Ride and NCMM provide regional ambassadors or liaisons who can provide assistance with the development and implementation of mobility management practices.¹⁴⁵ The NCMM is also working on a new program to develop performance measures and competencies and also provide a curriculum to states that could be used to obtain a nationally recognized credential. Providing the option of obtaining such a credential could make the field be viewed as more professional.¹⁴⁶ In addition to national organizations or programs, having the state DOT supportive of mobility management programs can assist states in furthering the concept.¹⁴⁷ In Ohio a cabinet-level committee has been recommended. Hopefully it will form and come up with recommendations.¹⁴⁸

Coordination/Collaboration

Coordination and collaboration is essential for successful mobility management. Coordination between local, state and national levels creates both a top down and bottom up approach that can assist in creating stronger mobility management networks.¹⁴⁹ Minnesota is pursuing a new model to create better coordination. Currently in Minnesota there is MCOTA which is an active state-level transportation coordination council. In addition to MCOTA, agencies and organizations in Minnesota would like to implement regional transportation coordination councils. The implementation of these councils is a collaborative effort between MnDOT, Minnesota Department of Human Services (DHS), other state agencies, the Metropolitan Council and other local governments and organizations. The councils' primary mission would be to coordinate services. It would also work to educate the public. The councils would be staffed by both local mobility managers who would conduct higher-level coordination, and transportation solution specialists who would work more directly with individuals. It will be required that the councils be backed by a policy board and the make-up of that board would be directed to ensure that it is backed by people who have authority to make decisions. The councils would also be providing input to MCOTA. Funding for the councils will be provided by the state not the federal government. DHS funding could possibly be distributed through the councils as well. This plan

¹⁴⁵ Jeremy Johnson-Miller.

¹⁴⁶ Judy Shanley.

¹⁴⁷ Jeremy Johnson-Miller.

¹⁴⁸ David Walker.

¹⁴⁹ Judy Shanley.

is in the concept stage but is expected to move into the initiative stage in late summer or early fall 2015.¹⁵⁰

Technology

Websites can serve as a useful tool in mobility management practices. Some of the mobility management projects that have been funded by ODOT have created user-friendly websites that provide clear and comprehensive lists of transportation resources, services and descriptions, educational materials for different users, travel training information and useful links to other state and national programs. In addition to this, one of the websites provides narration for some of the pages, a useful tool for those who are unable to see or read.¹⁵¹ Minnesota's CoordinateMNTransit.org website provides a lot of information for mobility managers and the public including how to get started on transit coordination, information about MCOTA, events, regional coordination plans, provider directories, government regulations, reports/presentations and helpful resources. The website also has an interactive web-based map of non-profit providers by service areas.¹⁵² The NCMM operates a Mobility Management Information Practices (MMIP) database that compiles practices that are submitted into an interactive database and map that is searchable by FTA region, political jurisdiction, type of practice and community demographic (rural, urban, etc.). This database facilitates the sharing of ideas and practices between communities.¹⁵³ In Florida a veteran's grant allowed a number of counties to obtain the same software package. This provides better integration of county services and allows for easier cross county transportation.¹⁵⁴

Marketing

Marketing can assist in addressing the information barrier to improved mobility management. The Iowa DOT created a brochure template that mobility coordinators can use to develop their own brochures about mobility management practices in their region.¹⁵⁵ This can save regional coordinators time and money and can create a coordinated feel for the materials that are being distributed around the state.

Training/Education

The NCMM provides a number of tools that are useful for mobility management training and education. These include a grant writing tool, job descriptions and materials to educate people

¹⁵⁰ Noel Shughart.

¹⁵¹ "Mobility Management," *WSOS Community Action*, accessed June 2015, <http://www.wsos.org/mobility/index.php>; *Athens Mobility Management*, accessed June 2015, <http://www.athensmobility.com/>.

¹⁵² *CoordinateMNTransit.org*, accessed June 2015, <http://www.coordinatemnransit.org/>.

¹⁵³ "Share Your Practices," *National Center for Mobility Management*, accessed June 2015, <http://nationalcenterformobilitymanagement.org/share-your-practices/>.

¹⁵⁴ Steve Holmes.

¹⁵⁵ Jeremy Johnson-Miller.

about the importance of serving individuals outside of a targeted population.¹⁵⁶ The Iowa DOT stresses the importance of having mobility managers out in a community educating the public and learning about community needs. Seniors and individuals with disabilities can be a little more apprehensive about going out on their own. Developing attachments to mobility managers can assist in making them feel more comfortable and can serve as an individual's link to the outside world.¹⁵⁷

Policy Goals

There are certain goals and objectives that WisDOT would hope to accomplish if more funding became available or changes to programs were made in relation to mobility management.

Goals

Efficiency

Efficiency looks at how resources are used for mobility management. Utilizing the resources to the greatest extent possible to meet the needs for mobility management is what WisDOT hopes to accomplish. Resources should be used to produce effective mobility management without wasting time or energy.

Effectiveness

Effectiveness takes into account how successful practices are in providing mobility management. The goal of effectiveness is to maximize mobility management services and funding in Wisconsin.

Equity

Equity does not mean that all areas need to be treated equally but that all areas are treated fairly or impartially. The goal for mobility management is to have a fair distribution of resources across the state.

Feasibility

Feasibility is the understanding of whether or not certain mobility management options can be implemented in Wisconsin. It is important to understand the resources available and the corresponding regulations to find the best practices that can be implemented.

¹⁵⁶ Judy Shanley.

¹⁵⁷ Jeremy Johnson-Miller.

Objectives

Efficiency

The objective of efficient mobility management in Wisconsin takes into account funding sources and shared resources. Increased coordination between organizations and across programs can maximize resources. Efficient mobility management can be increased by ensuring that there are no overlapping services. Leveraging other funding sources can offer more resources to providing services.

Effectiveness

In order to maximize mobility management in the state, it is important to consider service quality, coverage and sustainability. Effective service quality includes having mobility managers who are knowledgeable and providing mobility management services that are coordinated and comprehensive. Mobility management practices could be expanded to include more comprehensive and coordinated coverage of services. Expanding services is important, but making sure that they are also sustainable is just as important. In order for a service to be effective, it must also be maintained without a great expense of resources.

Equity

Coverage of services is also an equity objective. Rural areas currently have less coverage, and services should be promoted more in these areas. There are also gaps and deficiencies in services that are unfair to some users. Providing services that meet the needs of more users would be more equitable.

Feasibility

For feasible mobility management options in Wisconsin, it is necessary to consider what statutes and rules allow. For options that are allowed, it is the objective to have the capacity to implement them. Capacity can include local and state resources including personnel.

Recommendations for Further Action

Recommendations for further action were derived from analyzing existing services versus policy goals. Goals of efficiency, effectiveness and equity could be addressed through increased coordination and collaboration which could narrow the gaps in service and meet the needs of more individuals. Further action could include revisiting the strategies that were put forth in the Wisconsin Human Service Transportation Coordination Model that was completed in 2008. This model identified many of the same barriers and goals for transportation coordination and included ways to increase coordination at the state, regional and local level.¹⁵⁸

¹⁵⁸ Wisconsin Department of Transportation, *Wisconsin Human Service Transportation Coordination Model Final Report* (Madison: 2007), <http://wisconsindot.gov/Documents/doing-bus/local-gov/astnce-pgms/transit/coordination/model-coord.pdf>.

The lack of information for both individuals and mobility managers was identified as a barrier to improved mobility management practices. Further action could include the development of strategic marketing materials for transportation options.

Lastly, a cost benefit study examining the expense to provide different types of mobility management services versus the attendant gains from the activities would be useful.

Conclusion

This report presents a look at mobility management practices in Wisconsin. The surveys and research conducted provided WisDOT with insight into mobility management service types, coverage areas, funding options, barriers and opportunities. Wisconsin mobility management service examples and coverage maps of coordination and collaboration, training, research and development and transportation marketing, provide an idea of service areas and gaps. There are barriers, such as coordination and funding that will need to be addressed in order to make progress on the opportunities for growth. Other state and national surveys and research provided an idea of mobility management practices outside of Wisconsin. Similarities with Wisconsin were identified in federal funding sources and barriers of funding, lack of coordination and collaboration and information. The differences were shown in some definitions and structure of mobility management or coordination programs. Best practices from Wisconsin and other states and national organizations, along with clearly defined policy goals, can assist in deriving recommendations. These recommendations for further action could address the lack of coordination and collaboration and information barriers and lead to improved mobility management practices in Wisconsin.

Appendix 1: Wisconsin Survey Participants

*Wisconsin Mobility Managers Survey **Wisconsin Counties Survey

Name	Organization
Ashley Nedeau-Owen*	Southwestern WI Community Action Program (SWCAP)
Barbara Bauer**	ADRC of Florence County
Cammi DeWyre**	Pepin County Human Services – Aging Unit
Carrie Porter*	Greater WI Agency on Aging Resources (GWAAR)
Dawn Tart*	Namekagon Transit
Debbie Martineau**	Ashland County Aging Unit
Denise Larson*	Center for Independent Living for Western WI
Don Natzke*	Milwaukee County Transit System (MCTS)
Elizabeth Quigley**	Senior Connections Wisconsin
Holly Keenan*	Lutheran Social Services of Wisconsin and Upper Michigan (LSS)
Janine Dobson**	ADRC of the North – Price County
Jeff Segebrecht*	Southwestern WI Community Action Program (SWCAP)
Karen Melasecca*	Namekagon Transit
Kathy Gauger**	Senior Services of Trempealeau County
Lynette Gates**	Jackson County Aging Unit
Margaux Shields*	Interfaith Senior Programs Waukesha
Mary Basak**	Marinette County Elderly Services
Mike Glasgow**	ADRC of Waukesha County
Nathanael Brown**	Taylor County Commission on Aging
Nick Musson*	East Central WI Regional Planning Commission (ECWRPC)
Pam Busch*	Door-Tran
Pamella Kernan*	Clark County Department of Social Services
Peggy Zielinski*	Northeastern WI Community Action Program (NEWCAP)
Rebecca Hinzmann**	ADRC of Eau Claire County
Sarah Street**	Racine County Human Services
Sheryl Kisling**	Indianhead Community Action Agency
Stephanie Levenhagen*	Dodge County Human Services and Health
Stephanie Villella**	ADRC of Washburn County
Susan Lemke*	Stevens Point Transit
Susan Torum**	ADRC of Jefferson County
Terrence Dwyer*	Tomah VA
Tom Kenney*	Milwaukee County Transit System (MCTS)
Tom Stratton**	Outagamie County Department of Health and Human Services
Tonya Eichel**	ADRC of Northwest WI – Polk County
Vicki Holden**	ADRC of Dunn County

Note: 13 survey participants chose to remain anonymous

Appendix 2: Other State and National Survey Participants

Name	Organization
David Walker	Ohio Department of Transportation – Office of Transit
Ed Coven	Florida Department of Transportation – Public Transit Office
Jeremy Johnson-Miller	Iowa Department of Transportation – Office of Public Transit
Judy Shanley	National Center for Mobility Management and Easter Seals
Noel Shughart	Minnesota Department of Transportation – Office of Transit
Steve Holmes	Florida Commission for the Transportation Disadvantaged

Appendix 3: Wisconsin Mobility Managers Survey

1. Are you a certified mobility manager?
2. What service area do you cover?
3. Which tasks do you handle? (Check all that apply)
 - a. Conduct needs assessments
 - b. Travel training
 - c. Coordinate services or programs
 - d. Transportation marketing
 - e. Promote collaboration between areas and services
 - f. Develop inventory of available services
 - g. Identify customer needs
 - h. Develop strategies to meet customer needs
 - i. Coordinate funding
 - j. Train volunteers
 - k. Trip planning
 - l. Other (fill in)
4. How are the mobility management services funded?
5. Do you work with other organizations or service providers to provide mobility management services? (ex: non-profit, public, private)
6. What do you think are barriers to improved mobility management?
7. Have you seen specific areas where there has been growth or could be growth if funding is available?
8. Are there certain tools or materials that have been more successful than others?
9. Would you be willing to participate in a follow up phone call?
10. Do you have recommendations for other people to contact?

Appendix 4: Wisconsin Counties Survey

1. Are you a mobility manager?
2. If yes, are you a certified mobility manager?
3. If you are not a mobility manager, do you have mobility managers on staff? Full or part-time?
4. If you don't have a mobility manager, but you have staff that do any of the tasks listed below what is their title?
5. What is your service area?
6. Do you have staff that do the following tasks (check all that apply)
 - a. Conduct needs assessments
 - b. Travel training
 - c. Coordinate services or programs
 - d. Transportation marketing
 - e. Promote collaboration between areas and services
 - f. Develop inventory of available services
 - g. Identify customer needs
 - h. Develop strategies to meet customer needs
 - i. Coordinate funding
 - j. Train volunteers
 - k. Trip planning
7. How are the mobility management services funded?
8. Are you aware of anyone from an outside agency that is providing mobility management services in your area?
9. What do you think are barriers to improved mobility management?

Appendix 5: Other States and National Organizations Survey

1. How is mobility management structured in the state?
2. How does the state define a mobility manager?
3. What is the relationship between the state Department of Transportation and mobility management?
4. What other organizations do you work with to provide mobility management services?
5. Which tasks do you handle?
 - a. Conduct needs assessments
 - b. Travel training
 - c. Coordinate services or programs
 - d. Transportation Education
 - e. Promote collaboration between areas and services
 - f. Develop inventory of available services
 - g. Identify customer needs
 - h. Develop strategies to meet customer needs
 - i. Coordinate funding
 - j. Train volunteers
 - k. Trip planning
 - l. Other (fill in)
6. How are mobility managers or mobility management services funded?
7. What do you think are barriers to improved mobility management?
8. Have you seen specific areas where there has been growth or could be growth if funding is available?
9. Are there certain tools or materials that have been more successful than others?

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APPENDIX G:

CW HEALTH AND ED SUMMIT REPORT

Central Wisconsin Health & Economic Development Summit

Summary Report



Submitted by Forward Community Investments to
the Central Wisconsin Health Partnership

October 2015



2045 Atwood Ave, Ste 101A
Madison, WI 53704

608.257.3863

www.forwardci.org



Central Wisconsin Health & Economic Development Summit Overview

In 2015, the Central Wisconsin Health Partnership (CWHP) convened partners to plan and host a Health and Economic Development Summit for the six counties of the Central Sands agricultural region of Wisconsin: Adams, Green Lake, Juneau, Marquette, Waupaca, and Waushara. The purpose of this Summit was to catalyze collaboration towards the development of regional strategies to improve the health and vitality of rural communities in Central Wisconsin (WI).

From the onset, the Summit presented an opportunity for regional partnership. The Central Wisconsin Health Partnership (CWHP) engaged partners from all six counties, with over 55 individuals contributing to the Summit's development and implementation. Acknowledgments and a full list of Summit Planning Committee member organizations are included as Appendices A and B, respectively.

As a result of these planning efforts, 155 people registered to attend the day long Summit on August 11, 2015 in Green Lake, WI. Participants from across the six counties represented a broad cross-section of stakeholder groups from the public, private, and community sectors. There were opportunities for networking and dialog with other attendees in breakout sessions organized by county and by issue area (community development, transportation, workforce development, business development, behavioral/mental health, and sustainability).

This report provides an overview of the Summit, key discussion highlights and regional themes, and concludes with recommended next steps.



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Key Highlights

- 155 stakeholders registered to attend the Summit, with representatives from all six counties and a breadth of public, private, and community sectors.
- Across all sessions, the most common regional theme was workforce development, with a focus on linkages from education and skill building to jobs, regional economic development, and attention to early childhood support and lifelong learning.
- The main regional themes also included family and community development, and transportation and communication connectivity.
- While collaboration was identified as an asset for the region, there was a recognized need for better engagement, communication, aligned vision, and regional partnership.



Summit Sectors

There were 155 Summit registrants, including representatives from government (e.g., local, state, and federal elected officials) and other public administration agencies (e.g., public health, courts, planning, and economic development) (41 percent), health care and social assistance services (e.g., hospitals, clinics, Community Action Programs, food banks) (26 percent), and educational services (e.g., early childhood, K through 12, post-secondary education systems, UW-extension) (14 percent), among other sectors (Table 1).^{1,2,3} In many cases, participants attended both as a sector representative and as a community member. Seven percent of registrants attended as a community member only or as an observer, without representing an industry sector.

Sectoral participation was broad, and can continue to expand.

Identifying industry sectors with lower or no Summit representation will be useful to further outreach efforts and partnership. These sectors include utilities (3 percent); finance and insurance (3 percent); agriculture, forestry, fishing, and hunting (1 percent); manufacturing (1 percent); as well as mining; construction; wholesale trade; retail trade; transportation and warehousing; information; real estate rental and leasing; professional, scientific, and technical services; management of companies and enterprises; administrative and support and waste management and remediation services; arts, entertainment, and recreation; and accommodation and food services.

Table 1. Industry Sectors Represented Among Summit Registrants (n=155)

Percent of Summit Registrants	Industry Sector	
41 %	Public Administration (includes elected officials)	
26 %	Health Care and Social Assistance	
14 %	Educational Services	
7 %	No Sector ⁴	
Expand outreach to these and other sectors	< 5 %	Other Services (except Public Administration)
	< 5 %	Utilities
	< 5 %	Finance and Insurance
	< 5 %	Agriculture, Forestry, Fishing, and Hunting
	< 5 %	Manufacturing
	< 5 %	Multisector

1 North American Industry Classification System (NAICS).

History of the NAICS Code. <http://www.naics.com/history-naics-code/> Accessed October 2015.

2 United States Census Bureau. North American Industry Classification System.

<http://www.census.gov/eos/www/naics/> Accessed October 2015.

3 Note that some individuals may have registered but not attended.

4 “No Sector” refers to those who attended only as a community member or as an observer, without sectoral representation.



Summit Counties

Among Summit registrants, there was broad representation across all counties (Figure 1), with each county represented by at least a quarter of participants. Summit registration data reveal that regional work is already taking place. Nearly forty percent of registrants were from agencies serving more than one county in the region (39 percent), including many already working region-wide (14 percent) (n=140). A map of the six counties of the Central Sands region is shown in Figure 2.

Nearly 40%
of Summit registrant
agencies serve more
than one county

Figure 1. County Representation among Summit Registrants (n=140)^{5,6}

Each county was represented by at least a quarter of participants.

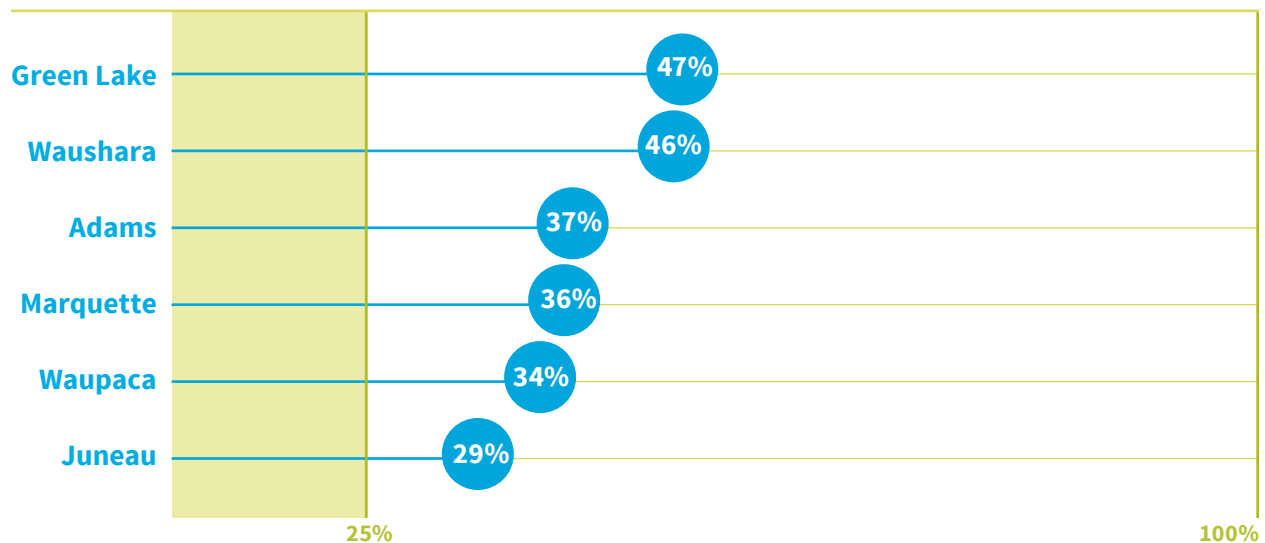
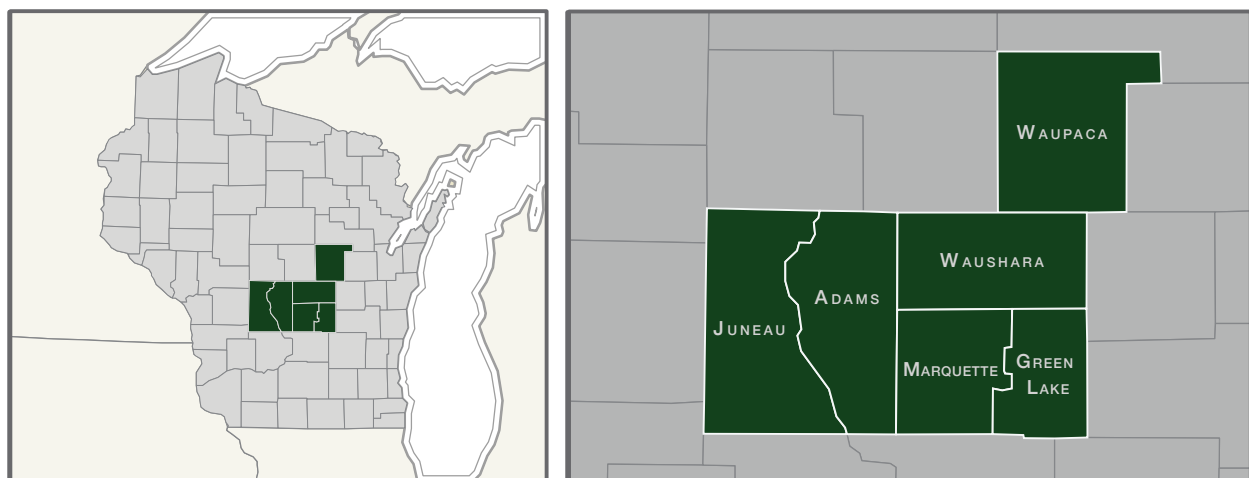


Figure 2. Six Counties of the Central Sands Region in Wisconsin



5 In many cases, Summit registrants represented more than one county so percentages across counties will not sum to 100.

6 Not all registrants indicated their county. These data were missing data for 15 registrants.



Summit Format

The Summit breakout sessions used a World Café format, where a table host facilitated small group conversations with the aim of eliciting genuine input and broad perspectives.⁷ The final take-aways, referred to as “aha’s,” were shared together as a large group. At the Summit, these breakout sessions were organized by county and by issue area.

County Breakout Sessions

In the morning, attendees met by county to discuss the greatest needs in their communities and strategies to address those needs.

Issue Area Conversations

The afternoon focus was regional with participants selecting one of six issue area conversations to consider: “*How can we build communities that better support stable and resilient families and a vibrant economy?*” The issue areas included:

- Community and Family Development;
- Connectivity: Transportation and Communication;
- Workforce Development and Education;
- Industry and Business Development;
- Behavioral Health, Mental Health, and Substance Use; and
- Funding and Sustainability.

These sessions aimed to identify and document shared concerns in the region. The themes from these conversations are detailed in the next section and will lay the foundation for building a collective impact approach to address issues of interest in Central Wisconsin. The collective impact framework may prove particularly useful given limited resources in the region and its focus on leveraging assets and aligning efforts to maximize impact.

What are the key elements of Collective Impact?⁸

- *Common agenda*
 - *Shared measurement*
 - *Mutually reinforcing activities*
 - *Backbone support*
 - *Continuous communication*
-

7 The World Café. “The World Café Method” <http://www.theworldcafe.com/key-concepts-resources/world-cafe-method/> (Accessed September 2015).

8 Kania, John and Mark Kramer. “Collective Impact” Stanford Social Innovation Review. Winter 2011. http://ssir.org/articles/entry/collective_impact/ (Accessed September 2015).



Summit Themes

The key themes that emerged from Summit conversations and were echoed across all counties include workforce development, family and community development, transportation and communication connectivity, and the overarching theme of collaboration.⁹ This section provides an overview of the findings and detailed discussions of each theme. *Additional Themes* – ideas of note but not prioritized across counties – concludes the section. Alignment in the region will center on further integration and partnership around each of these themes moving forward to leverage assets for collective impact.

Summit Theme Overview

Workforce Development

There is momentum to support workforce development with better linkages from education and skill building to living wage jobs, regional economic development, and attention to early childhood support and lifelong learning.

Family and Community Development

Summit stakeholders can move toward the development of shared goals that support families, engage community partners, provide a means of social connectedness, create opportunities to stay in the community across generations, and build a sense of both place and purpose.

Transportation and Communication Connectivity

To better connect rural residents, regional workgroups can identify and develop inclusive, non-restrictive transportation options, document and market the transportation options that do exist, and increase broadband and cellular access.

Collaboration

The collaborative nature of the region was identified as an asset, alongside the need for better engagement, communication, aligned vision, and regional partnership.

⁹ Note that to some extent there is overlap across and between themes. For example, employment options for many are limited by child care and transportation accessibility (including both affordability and availability). As such, the overarching theme of collaboration provides a framework to support linkages of these issues.



Workforce Development

The regional economy and related education and employment opportunities are of utmost concern to Summit stakeholders. In a survey completed before the Summit, the greatest number of respondents identified economic development (including jobs and increased wages) as the issue needing the most attention moving forward. To put this in context, these six contiguous central Wisconsin counties are among the poorest in the state, with an average per-capita income of \$23,500. Workforce development was confirmed as a priority during the Summit, where it emerged as the most common theme across all county and issue area sessions.

Link education, skill development, and employment

Throughout the day, there was a strong emphasis on aligning education, skill development, and employment for the region. Many suggested connecting high schools to local industry, technology, trades, and business, as well as to Community Action Program (CAP) agencies. Through these relationships, youth may learn about options available to them before graduation and gain relevant experience, and employers can learn more about what youth need and want as they enter the workforce. By providing opportunities for mentorship, learning, and entrepreneurship for youth, these partnerships can help youth build a sense of connectedness, purpose, self-esteem, and an awareness of local employment options. Summit attendees noted the importance of training for the jobs that are available and graduating employable youth, while also recognizing the dynamic nature of the job market and the ongoing need to retrain as the jobs available in the community shift over time.

Rural Poverty Initiative

The Wisconsin Department of Children and Families recently identified rural poverty as a priority goal. The Rural Poverty Initiative, led by the Department will develop a transitional jobs program through public/private partnerships to assist those unemployed long-term and those with the greatest barriers to employment in the 16 counties, including Juneau and Adams, with the highest percent of rural residents in poverty.

Consider options for regional economic development

Session participants described the importance of strengthening the regional economy and supporting economic stability. In particular attendees described the need to grow jobs within the community, attract businesses, ensure workers were paid a living wage, support local entrepreneurs, keep investments local, and again provide educational opportunities so that those living in the region are trained for available jobs. The need for broadband internet access and transportation to employment was also noted, and is highlighted in greater detail in the subsection on *Transportation and Communication Connectivity*. In addition, the Rural Poverty Initiative presents an opportunity to connect these regional concerns with state poverty alleviation efforts (see Rural Poverty Initiative text box).

Incorporate early childhood systems, provide options for quality child care, and foster lifelong learning

Across county sessions, participants described the importance of intergenerational and lifelong learning. This includes early intervention to support school readiness, engaging family members and encouraging involvement in their child's education, and opportunities for adult education (e.g., financial literacy). As one attendee explained, "workforce development starts at home." In addition, the availability and affordability of child care options can be a barrier to employment for many and there is need for quality, accessible child care that nurtures child development.



Family and Community Development

Across county and issue area conversations, Summit participants recognized support for families and community collaboration as priority focus areas. Many of these conversations noted the importance of building intergenerational relationships and fostering a sense of both place and purpose in order to connect residents of all ages to possibilities and opportunities in Central Wisconsin.

Provide support for families

Building on the central theme of family support, attendees of the afternoon *Family and Community Development* session detailed strategies to better support stable and resilient families in the region. Primary suggestions included connecting families to existing services; providing child care options, leave time, and family-friendly worksite policies; forming parent or family support groups; and empowering families with both capacity building strategies (e.g., tools, access, and programs) and leadership opportunities.¹⁰

Engage all partners through community collaboration

Summit sessions noted the importance of connecting as a whole community and building broad community collaboration. As the Green Lake session highlighted, this work “requires partnership of all parts of the community.” Through community connections, residents can build understanding and develop common goals and solutions. Specific examples emphasized include engaging schools, businesses, and county services; hosting community and parent cafes; and developing shared learning events that bring together parents, community leaders, and local organizational leadership.

Build intergenerational connections with opportunities for residents across the lifespan

Not only do data show that the aging population of the region is increasing over time but opportunities for young families remain limited. Those in the Waupaca session described the need to “build a community that [youth] will want to come back to after high school and college, including well-paying jobs, cultural activities, and recreation.” By connecting generations, assets that exist within this demographic shift can be realized and social connectedness improved. For example, older residents have a wealth of experience and knowledge and can serve as mentors and volunteers to support younger families. In addition, there is a growing economy around elderly and nursing care that may create new employment opportunities for younger residents.

Foster a sense of both place and purpose

Attendees recognized the need for residents to establish connectedness to each other, the local geography, and the surrounding social service environment. There was a strong emphasis on supporting local identity formation, developing skills, and nurturing a sense of belonging so that young residents would feel grounded locally. The Green Lake session suggested the formation of parent and youth leadership teams to engage the family in developing youth as leaders and stakeholders in the community so that their sense of connection and responsibility takes root.

¹⁰ Other suggestions such as developing skill enhancement opportunities and improved transportation networks are detailed further in the respective sections on *Workforce Development* and *Transportation and Communication Connectivity*.



Transportation and Communication Connectivity

Across all county breakout sessions, participants identified the lack of transportation options as an area of need. Participants highlighted not only the necessity of transportation in order to access jobs, health care, food, and support networks, but also the relationship between this connectivity and a sense of community. As one attendee explained,

“We are one hour from everything - which may imply ‘go somewhere else to shop, play, and be social.’ What does this do to our community?”

The relationship between business and transportation was also emphasized, with some expressing concern for workers challenged to sustain employment with limited transportation options, and others noting that regional business could grow by improving or making better use of transportation services.

“Transportation relates to everything.”

–Marquette County stakeholder

Given the resonance of the connectivity theme across counties, key take-aways and strategies from the afternoon session on *Connectivity: Transportation and Communication* are described here:

Develop transportation options without access restrictions

There was broad consensus in this session that developing inclusive, rather than exclusive, transportation options that could be utilized by anyone is a priority. Many of the existing services are restricted and not open to everyone for any purpose (e.g., restrictions by age or affiliation), even though there is need throughout the community.

Inventory and publicize existing transportation resources

All groups from this session highlighted the importance of greater documentation, awareness, and communication of existing services. Once resources are inventoried, a promising strategy suggested would be to consider the multi-use possibilities of existing vehicles such as school buses and vans, and the potential of public/private partnerships to expand access to existing resources.

Increase broadband/cellular access

In addition to the need for transportation connectivity, the afternoon session described the importance of communications connectivity, including cellular and broadband access. This theme was emphasized in some, but not all of the county conversations from the morning.

Some additional strategies proposed in the *Connectivity* session included engaging a regional mobility manager to help create a coordinated response to the transportation needs common across the region, promoting bicycling options (e.g., paths, trails, safety considerations), and adapting innovative solutions to rural areas (e.g., Vanpools, Uber, Lyft, bussing system, regional transportation network).



Collaboration

Across county and issue area conversations, Summit participants noted the importance of collaboration and partnership, specifically highlighting the need for inclusive engagement, improved communication, common vision, and regional partnerships. The collaborative nature of the region was identified as an asset, but the need for a broader more aligned partnership was noted. There is a desire to form collaborative partnerships across generations, agencies, sectors, and counties.

Expand inclusive engagement

Throughout sessions, Summit participants emphasized the need to bring more stakeholders to the table (e.g., individuals directly affected by social services, youth, and low-income families). Attendees described community buy-in and leadership as essential, and noted that efforts for greater inclusivity must reach those not typically engaged and populations underserved by traditional social service models. As one session attendee stated, “We are not as inclusive as we think.”

“Everyone [can be] included in the process. Invite those who may not view themselves as stakeholders.”

–Green Lake County stakeholder

Improve communication

Participants also described the need for better communication to support collaboration. This includes sharing information and ideas, creating open lines of communication, and treating each other with “total respect” and “non-judgement.”

Develop a common vision

To further collective impact efforts, regional stakeholders identified the need for a common vision that is cross-cutting, aligns goals across counties, and coordinates efforts around the same issue or focus area. With a shared purpose and collective problem solving, there can be targeted impact and shared successes.

Explore regional partnership possibilities

Stakeholders across counties described the possibility and potential of regional partnership, particularly around transportation. While some existing regional partnerships were noted, especially related to health and wellness, Summit participants recommended further partnership and better alignment of goals across counties.

Additional Themes

Other themes that surfaced in some, but not all, county conversations, as well as many of the issue area sessions, include the need for improved food security, affordable housing, and better support for mental health and substance use.¹¹ Several counties also highlighted the need to recognize existing natural resources as assets, and consider the opportunities these resources present for tourism and recreation.

¹¹ To further regional work, this report focuses on the most common themes across all county conversations. Although not detailed here, behavioral health – including mental health and substance use – was explored in depth during one of the afternoon issue area conversations. Notes from this issue area conversation, as well as the others (e.g., sustainability) will be available on the CWHP website later this year. www.cwhpartnership.org



Recommended Next Steps

The Summit served as a catalyst to bring diverse agencies and community members together across the six counties: Adams, Green Lake, Juneau, Marquette, Waupaca, and Waushara. CWHP partnered with Forward Community Investments (FCI), a Community Development Financial Institution serving Wisconsin, to support the facilitation of the Summit, with a focus on using collective impact as a model for collaborative partnerships across the six counties and core issues. As emphasized by Summit participants, regional collaboration and system coordination are a necessity to further this work. The following initiatives would build on the momentum from this Summit and maximize the collective impact of participants' efforts across the Central Wisconsin region.

Identify backbone support

CWHP and the Summit Planning Committee members will lead efforts to identify and develop a backbone organization. The aim will be to establish independent, dedicated staff that can mobilize and support ongoing regional strategy efforts.

Convene post Summit workgroups

In consultation with FCI, the CWHP and the Summit Planning Committee will review Summit evaluation materials (pre- and post- survey responses), as well as the highlights and regional themes from the Summit to identify one or two issue areas where there is strong stakeholder interest to address as a region. Stakeholders will convene as workgroups around these initial focus areas and develop a plan for coordinated action.

Encourage further participation across sectors and consider collaboration strategies

The most common regional theme from this Summit, workforce development, is particularly relevant across industry sectors. Data in this report show the need to further outreach to sectors such as agriculture and trade, among many others. Alongside this outreach, it is recommended to consider the collaboration strategies identified by Summit attendees, as noted in this report.

Create opportunities for continuous communication

To facilitate ongoing collaboration, CWHP and the Summit Planning Committee will connect with Summit participants who indicated interest in further involvement, identify avenues for ongoing communication, and create opportunities for participation of diverse stakeholders. Further development and management of a communication system may be a role for the future backbone organization.

Begin identifying data that can be used to track progress

Establishing common goals and developing a system of shared measurement to assess progress towards those goals is a possible long-term endeavor for the region. Initial steps can be taken to help monitor and assess progress of collaborative efforts thus far. These steps may include identifying relevant data and existing data sources.



Incorporate a broad approach to sustainability.

Sustainability is a necessary post-Summit consideration. For example, it may be helpful for stakeholders to inventory, maximize, and leverage funding and resources. Not only are resources important, but shared purpose and community buy-in, as identified by Summit participants, are key for the sustainability of collaborative efforts.

Once these initiatives are established, a collective impact framework may provide a foundation for creating a common or shared agenda, supporting mutually reinforcing activities across the region, and developing meaningful outcomes and data. Applying this framework, regional stakeholders can work together to define and achieve shared success.

Join this Effort!

Interested in learning more?

Please visit our website at www.cwhpartnership.org

If you would like to get involved and contribute to the next steps of this regional work, please contact the co-chair of CWHP, Sarah Grosshuesch, by phone or email:

Sarah Grosshuesch

Sarah.Grosshuesch@co.adams.wi.us
(608)-339-4505.



Appendix A: Acknowledgements

We would like to thank the participants of the 2015 Central Wisconsin Health and Economic Development Summit. The ideas shared during engaged conversations at this Summit form the foundation for the summarized themes presented in this report. The work of CWHP, FCI, and all the agencies that contributed as Summit Planning Committee Members (Appendix B) brought together stakeholders from diverse sectors across counties. The skilled facilitation and note-taking from local and regional leaders made these conversations possible. This report was prepared by FCI with contributions from Sarah Grosshuesch, Public Health Officer of Adams County Health and Human Services Department. Many thanks to all the agencies, organizations, community members, and individuals who have made this regional work possible.



Appendix B: Summit Planning Committee Members

More than 55 individuals from organizations representing all six Central Wisconsin counties participated as part of the Summit Planning Committee. This committee represented local business leaders, cooperative organizations, school districts, regional planning, economic and community development, health systems, University Extension, Community Action Agencies, Workforce Development Boards, local Chambers of Commerce, the Wisconsin Department of Children and Families, the Wisconsin Department of Workforce Development, the University of Wisconsin (UW) - Madison School of Medicine and Public Health, and the UW - Oshkosh College of Education and Human Services.

Summit Planning Committee Members

Adams County Board	Juneau County Economic Development Corporation
Adams County- CESA 5	Juneau County Public Health Department
Adams County Chamber of Commerce & Tourism	Juneau County, UW-Extension
Adams County Health and Human Services	Marquette County Department of Human Services
Adams County Promise Neighborhood	Marquette County Tourism and Visitors Bureau
Adams County Rural & Industrial Development Commission	Marquette County, UW-Extension
Adams County, UW-Extension	Mauston School District
Adams-Columbia Electric Cooperative	Rural Wisconsin Health Cooperative
Adams-Friendship Area Schools	Tri-County Economic Development
ADVOCAP	UW-Madison, Applied Population Lab, Department of Community and Environmental Sociology
CAP Services	UW-Madison, Population Health Institute and School of Medicine and Public Health
Central Wisconsin Community Action Council	UW-Extension, Cooperative Extension, Family Living Programs
Community Health Network	UW-Oshkosh, College of Education and Human Services
East Central Wisconsin Regional Planning Commission	Waupaca County Department of Health and Human Services
Family Health / La Clinica	Waupaca County, UW-Extension
Forward Community Investments	Waushara County Department of Human Services
Fox Valley Workforce Development Board	Waushara County Health Department
Green Lake Department of Health and Human Services	Waushara County, UW-Extension
Green Lake County, UW-Extension	
Juneau County Department of Human Services	



2045 Atwood Ave, Ste 101A
Madison, WI 53704

608.257.3863

www.forwardci.org



APPENDIX H:

WAUSHARA COUNTY SIGN-IN-SHEET

Waushara County Transportation Needs Assessment

Thursday, July 16, 2015

9:00 AM - Noon

Name	Representing	Contact Address/E-Mail Address
Neil Hunt	C.O.A	
Sue Soefeldt	Dept of Aging	
WARREN BREWER	ADRC	
Colleen Koskhasli	L.F.F, Inc.	xxxxxx lef@centurytel.net
Rick King	Waushara Ind	
Karen Pettit	D.O.A	
DANIEL SCHUMACHER	WAUSHARA IND	
Bernadette Kuntz	Waushara CB transporter.	
WILLIAM ROSENAU	WAUSHARA COUNTY VETERANS SVC	williamR.Parkstreet@co.waushara-
DIONNE STANGER	CONTINUUS (FAMILY CARE)	DSTANGER@CONTINUUS.ORG
JESS Krueger	MTM, Inc.	jkrueger@mtm-inc.net
Deb Behringer	Waushara	deb.courthouse@co.waushara.wi.us
Donna Kalata	Waushara Co	donna.kalata@yahoo.com



APPENDIX I:

LOOSE ENDS NEWSLETTER

What are Your Transportation Needs?

The Waushara County Coordinated Transportation System and East Central Wisconsin Regional Planning Commission will host a meeting on Thursday, July 16 at 9 a.m. in the Demonstration Room to hear from those who use county transportation, agencies who coordinate transportation service for their clientele, and others who have transportation concerns. The primary purpose of the meeting is to identify transportation gaps, barriers and needs and look for ways to enhance service.

East Central Wisconsin Regional Planning Commission and Waupaca County received a planning grant through the Wisconsin Department of Transportation to study transportation service within Waupaca, Waushara and Shawano counties. Not only will the study identify the gaps within the systems, but it will also identify the strengths each county possesses in solving their transportation needs. The results from the assessment and interviews will be shared with all participating counties.

The success of this study depends on who is willing to participate; transportation needs cannot be addressed unless they are identified. We need to know what you know! Think about how transportation plays a role in your life or your clients and whether or not it is a barrier. Are there any duplications or deficiencies? What is really working well? Could the system be more efficient? The only way we are all going to get to where we need to be is to work together. Please consider participating in the transportation needs assessment meeting. Input from the meeting will also be used to help form local goals for the 2016-2018 Aging Unit Plan.

For more information, to confirm attendance, or to schedule a ride to attend the meeting, call Sue Seefeldt, Programs Coordinator, at (920) 787-0403. If you cannot attend the meeting, please share your thoughts with Nick Musson, Associate Transportation Planner for East Central WI Regional Planning Commission, at (920) 751-4770, nmusson@ecwrpc.org prior to July 16.



Transportation committee members Rick King, Bernadette Krentz, and Karren Pettit discussed the importance of getting input regarding transportation needs in Waushara County.

Loose Ends

Waushara County Department of Aging
209 S Ste Marie St, PO Box 432
Wautoma, WI 54982
Return Service Requested

PRESORTED STANDARD
US POSTAGE PAID
WAUTOMA, WI 54982
PERMIT #69



APPENDIX J:

WAUPACA COUNTY SIGN-IN-SHEET

Waupaca County Transportation Needs Assessment

Tuesday, July 21, 2015

10:30 AM - 12:30 PM

Name	Representing	Contact Address/E-Mail Address
Rick Knosch	Community Impact, Inc	rick@CommunityImpact.net
Lori Prah	Mission of Hope / Mission of Hope House Inc (Community Impact)	lori.prah@yahoo.com
Erica Becker	DHHS - Fiscal	erica.becker@co.waupaca.wi.us
Celeste Leider	DHHS - WCI	celeste.leider@co.waupaca.wi.us
Susan Younger	DHHS - Family + Comm Svcs	susan.younger@ " "
BRAD RITCHIE	IQ RESOURCE GROUP	bradr@iqresourcegroup.com
Gene Puppant	DHHS - WCI	gene.Puppant@co.waupaca.wi.us
Dana Strohm	DHHS - CPS	Dana.Strohm@co.waupaca.wi.us
Karl Schulte	Brown Cab - Waupaca Taxi	karl@browncab.net
Lisa Grasshoff	DHHS - WCI	lisa.grasshoff@co.waupaca.wi.us
Shannon Kelly	DHHS	Shannon.Kelly@co.waupaca.wi.us
CHUCK PRICE	DHHS	Chuck.price@co.waupaca.wi.us



APPENDIX K:

SHAWANO COUNTY SIGN-IN-SHEET

Shawano County Transportation Needs Assessment

Thursday, August 20, 2015

9:00 AM - 11:00 AM

City of Shawano – City Hall, 127 S. Sawyer Street, Shawano, WI 54166

Name	Representing	Contact Address/E-Mail Address
FRANK WOZNIAK	CITY TRASP COMMITTEE	711.305T NITHOON 54450
Maureen Sabon	Community Alternatives	509 Main St Shawano
Nick BENZINGEN	SHAWANO COUNTY VETERANS SERVICE OFFICE	311 N. MAIN ST SHAWANO
Lesley Nemety	City of Shawano	127 S Sawyer St Shawano
Courtney Wondorski	Forward Service Corp	607 E. Elizabeth Kwondorski@
Christa Hoffman	Shawano County Planning	Christa.Hoffman@co.shawano.wi.us ^{fsc-corp.}
Lynnae Zahring	Shawano Co	Lynnae.Zahring@co.shawano.wi.us _{CS}



APPENDIX L:
VETERAN SIGN-IN-SHEET

Wisconsin Veterans Transportation Summit

Wednesday, January 20, 2016

10:00 AM - Noon

WI Veterans Home @ King – Multi-Purpose Rm, N2665 County Hwy QQ, King, WI 54946

Name	Representing	Contact Address/E-Mail Address
BILL ROSENAU	WAUSHARA County	william.rosenau@co.waushara.wi.us
Terry Worszech	Friends of Veteran's Inc	info@fovine.org
Willis Pope	American Legion Waupaca Co.	magwa@solarus.net
TERRY DWIGER	TOMAH VA	terrence.dwiger@va.gov
TERRI ERDMAN	DAV TOMAH	Terri.erdman@va.gov
Donald Wilken	Marquette County	dwilken@co.marquette.wi.us
LEAH KLEIN	Waupaca Co. ADRC	leah.klein@co.waupaca.wi.us
Janna Taylor	Waupaca Co. ADRC	janna.taylor T
ROSE WILLIAMS	PORTAGE Co ADRC	rosewill.williams1@gmail.com
DAVE ADAMEZAK	ADRC of Portage Co.	adamezkd@co.portage.wi.us
ISAAC ARMSTRONG	DEPT OF VETERANS AFFAIRS	ISAAC.ARMSTRONG@VA.GOV
Bill Trombkey	Veteran's Mentor Group, Inc	vmginc.org@gmail.com
Leah Zearner	Madison VA Homeless	leah.zearner@va.gov
Dennis Borski	Madison VA Homeless	dennis.borski@va.gov

Wisconsin Veterans Transportation Summit
Wednesday, January 20, 2016
10:00 AM - Noon

WI Veterans Home @ King - Multi-Purpose Rm, N2665 County Hwy QQ, King, WI 54946

Name	Representing	Contact Address/E-Mail Address
Tom Huston	King	
Dick Markes	DAV TRANS	re markes@slcglobal.net
Dennis Bohn	Mare. Co. Trans.	dbohnb@marquette.wi.us
Justin KRAMER	MADISON VA	justin.kramer@va.gov
Colin Moten	Juneau Cty, CUSO	cmoten@co.juneau.wi.us
STEPHEN DYKES	ADAMS CUSO	adamsvs@co.adams.wi.us
Bonnie Billington	Adams County	bonnie.billington@co.adams.wi.us
DANNA BETRO	Portage County	betrod@co.portage.wi.us
Michael Clements	Portage County CUSO	clementm@co.portage.wi.us
KENT HALSTAD	WI DEPT OF VETERANS AFFAIRS	kent.halstad@va.wi.gov
Sally Swanson	Veterans Assistance Foundation	
Dan Rindt	Waupaca	d.rindt@va4co.com
Lisa Dawhen	W.V.H. KING	lisa.dawhen@wdva.wi
JOHN FOSS	SEN. RON JOHNSON	john-foss@ronjohnson.senate.gov



APPENDIX M:

MOU

Memorandum of Understanding - Template

Transportation services under the Central Wisconsin Mobility Connection

Between: **XXXXXXXX** County

And Central Wisconsin Mobility Connection

1. Purpose

The purpose of this Memorandum of Understanding (MOU) is to establish the services provided by the Central Wisconsin Mobility Connection (hereafter referred to as the CWMC) for **XXXXXXXX** County (hereafter referred to as the Recipient) and work together as cooperating parties to establish a regional transportation network.

2. Description

The Recipient and the CWMC enter into this MOU in good faith for the provision of regional transportation services to support those individuals with mobility needs. The following is representative of, but not limited to, the principle tasks the CWMC might be activated to accomplish:

Central Wisconsin Mobility Connection Program Description

Administration	<ul style="list-style-type: none">• 5310 application processing and support<ul style="list-style-type: none">○ CWMC collects all applications for capital purchases and submit on behalf of the county. The CWMC would use a separate application process to collect all requests from the counties and submit for each county in the BlackCat system.○ If county so chooses, they can collect their own 5310 applications and submit themselves.○ CWMC would apply for mobility management funds for the entire region.○ Local sub-recipients of 5310 funding would be responsible for the maintenance plan.○ The CWMC would organize and submit the reporting with the local agencies that goes along with a 5310 vehicle, but is the responsibility of the local agency.• Insurance for volunteer drivers remains under local control or the volunteer's individual policy.• Volunteer driver reimbursement is the responsibility of the county or local agency.• Local match can be provided in either cash payment or in-kind volunteer driver hours.• Participate in the Coordinated Planning Process for Public Transit & Human Service Transportation.• Increase transportation services at regional level and provide cost efficiencies for member counties.• Knowledge of all transportation systems within the region.<ul style="list-style-type: none">○ Transportation systems inventory needs to be updated on an annual basis.○ The CWMC needs to be aware of every transportation service available within the region to be able to provide the best service possible to their customer.
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Central Wisconsin Mobility Connection Program Description

	<ul style="list-style-type: none"> • Schedule and host annual volunteer driver trainings. • Staffing needs: mobility manager and mobility consultants.
Mobility Hub	<ul style="list-style-type: none"> • Establish a mobility hub where rides are coordinated across programs and jurisdictions to create cost savings and efficiencies to multiple programs and agencies. • The mobility hub is a virtual network from where transportation can be coordinated across boundaries. The client or customer has access to the mobility hub through a phone number or the web. Mobility consultants are stationed at their home county while managing the mobility hub. • Mobility hub would be open Monday thru Friday for 8:00 am to 6:00 pm. • There would be a mobility consultant per county working for the mobility hub 20 hours a week (consultant would be a county employee). Each mobility consultant would get \$20,000 annually to subsidize their annual salary. • Mobility consultants would work under the mobility manager providing clients region wide with transportation services (scheduling trips, travel training, education) • Properly administered cost allocation will facilitate equitable distribution of expenses, reduce cost-shifting, and create genuine savings among all participating counties. • The focus is on local control; knowledge of local people, services and geography; while creating economies of scale and operational efficiencies as a regional entity. • Staffing needs: 2-3 mobility consultants / with additional volunteer help.
Marketing	<ul style="list-style-type: none"> • A website housing the local transportation provider inventory, mobility hub phone number and marketing materials. (In future website could take transportation reservations) • Quarterly newsletters to inform members of the Central Wisconsin Transportation Council of transportation related issues and illustrate success within the region
Travel Training	<ul style="list-style-type: none"> • Travel training for the entire system.
Volunteer Driver Recruitment	<ul style="list-style-type: none"> • Assist counties with volunteer driver recruitment. • Local member counties would maintain insurance coverage of their drivers using the existing coverage/policies
Regional Volunteer Driver Network	<ul style="list-style-type: none"> • Coordinate regional trips with volunteer drivers who are willing to travel farther distances (i.e. across county lines). • Insurance for regional volunteer drivers will be provided by the volunteer's home county, local agency or personal.
Advocate	<ul style="list-style-type: none"> • Sit on committees such as Wisconsin Association of Mobility Managers, Wisconsin Urban and Rural Transit Association, Northeast Wisconsin Regional Access to Transportation Committee and local transportation coordinating committees. • It is important for the Mobility Manager to be informed of new transportation techniques or services and to be an advocate on behalf of the CWTC.
Vehicle Inventory	<ul style="list-style-type: none"> • The CWMC would possess a number of vehicles used by the regional volunteers to fill gaps throughout the region. Some vehicles will be wheelchair accessible and capable of carrying bariatric patients. Local match for the vehicles would

Central Wisconsin Mobility Connection Program Description

	come from the participating counties. When the vehicles are disposed of or sold the participating counties that provided the local match would receive an equal share of the sale of the vehicle, but any proceeds from the sale has to go back into the regional transit system.
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4. Terms

- a. This agreement shall be in full force and effect beginning the date of execution and ending #####
- b. This agreement will be renewed automatically unless terminated pursuant to the terms hereof
- c. CWMC personnel must abide by all federal, state and local laws

5. Cost Reimbursement

The CWMC and the Recipient agree on the cost of the service to be #####. The CWMC may invoice the Recipient based on the agreed upon cost of services.

6. Method for reimbursement

- a. The Recipient will provide a method for submitting the required information for invoicing prior to implementation.

7. Contract Claims

This Agreement shall be governed by and constructed in accordance with the laws of the state of Wisconsin as interpreted by Wisconsin courts. However, the parties may attempt to resolve any dispute arising under this Agreement by any appropriate means of dispute resolution.

8. Hold Harmless/Indemnification

The CWMC will hold harmless and indemnify the Recipient against any and all claims for damages, including but not limited to all costs of defense including attorneys fees, all personal injury or wrongful death claims, all worker's compensation claims, or other on the job injury claims arising in any way whatsoever from transportation of the public, including individuals with access and functional needs; during service operations.

9. Acceptance Agreement

The CWMC offering to enter into this MOU shall fully complete this MOU with information requested herein, sign two originals of a fully completed MOU, and sent both via regular US mail.

In addition, a copy of the MOU, signed and fully completed by the CWMC, shall be faxed or sent to the Recipient.

As noted, by the signature (below) of the CWMC or its authorized agent, the CWMC agrees to accept the terms and conditions as set forth in this Agreement. All amendments of this MOU must be in writing and agreed to by the CWMC and Recipient.

Central Wisconsin Mobility Connection

Address and contact information

Signature of Company Representative or Authorized Agent:

Printed Name and Title

Date

Recipient

Address and contact information

Signature of Operational Area Representative or Authorized Agent:

Printed Name and Title

Date

EAST CENTRAL WISCONSIN REGIONAL PLANNING COMMISSION

Jerry Erdmann, Chair
David Albrecht, Vice-Chair
Eric Fowle, Secretary-Treasurer

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