



**MILWAUKEE COUNTY  
TRANSIT SYSTEM**



**Providing Transportation  
to the Community for 150 Years**



**Message From the Managing Director**

2010 marked the 150th anniversary of public transportation in Milwaukee! How do you measure the impact of 150 years of transportation services?

In the early 1800s, you had only a few options to get where you needed to go — on foot or by horse, or a horse-drawn wagon or carriage. Many people could not afford a horse, so walking was their only option — and the city — houses, jobs, shops — was rapidly expanding beyond comfortable walking distance. In 1860, when the first horse-drawn street car began operating along a track over a dirt road that is now North Water Street, a proud city of 45,000 cheered this remarkable step forward. Access and independence — public transportation was born!

Over the years, the system evolved from horses to electric to diesel; from rail to rubber tires; from private to public; but the mission never changed. Access and independence ... that is what we provide. Along the way, we have been able to provide good, family-supporting jobs, that allowed our employees to buy homes, educate their kids and become responsible taxpaying members of the community.

Milwaukee relies on transit to keep the community healthy and thriving. People use the bus to get to work, to school, to medical appointments and shopping. No one is standing on the corner cheering as the bus drives by, but the value to the community is just as important now as it was on that first day of service in 1860.

MCTS will continue to do everything possible to keep those services in place, whether it is finding internal efficiencies or advocating for funding in Madison. That has been my personal mission over the last 31 years and it will continue to be the focus under the leadership of MCTS's new managing director, Lloyd Grant.

I want to thank the community for the opportunity to serve. I am so proud to be part of this organization. Thank you to all of our community partners, our riders and our employees for all that they do to continue to make this service possible. While the times are challenging, MCTS will continue to find ways to move the system forward.

Sincerely,  
*Anita Gulotta-Connelly*  
Anita Gulotta-Connelly  
President and Managing Director



## MCTS Mission

The mission of the Milwaukee County Transit System is to provide reliable, convenient and safe public transportation services that efficiently and effectively meet the varied travel needs of the community and contribute to the quality of life here.

The objectives in-line with achieving this mission include the following: maximize ridership, provide service that meets travel demands, maximize reliability and safety in operations, strive for excellence in job performance, provide a positive work atmosphere, promote a positive public image, manage in a fiscally responsible manner, enhance internal cooperation and understanding, and serve as an advocate for public transportation.

### Current State of Affairs

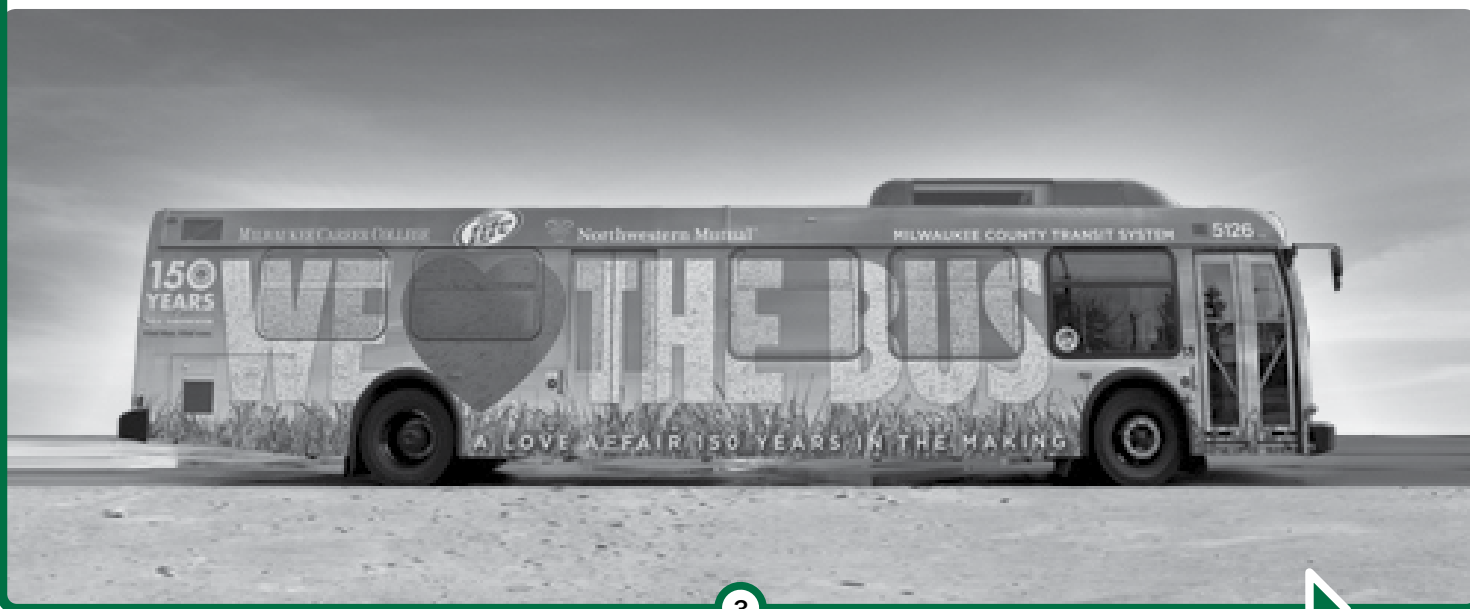
As one of the very last systems without a dedicated funding source, it is apparent that if public transportation is going to stay at an adequate level for the community, a new solution is needed. The local investment in transit cannot continue to be funded solely by the property tax. Federal and state funding sources are also stretched to the limit.

In 2009/2010, several "one time" funds were received to assist MCTS in getting through 2010 and 2011 with minimal service cuts. These included an \$8 million Good Repair Grant, \$26 million in American Reinvestment and Recovery Act (ARRA) funds, and \$10 million which was previously set aside by Southeastern Wisconsin Regional Planning Commission (SEWRPC) for transit projects in

Milwaukee County. These were primarily capital funds; they allow MCTS to fund and maintain major purchases (buses), but they cannot be used to cover ongoing operating costs.

In addition, nonrepresented employees took 10 furlough days to cut overall operating expenses and all employees accepted wage freezes. MCTS will continue to look for ways to streamline our operations and to be more cost effective.

These actions helped MCTS to modernize its fleet and to avert significant service cuts in 2011. But this was only a temporary bandaid. NOW is the opportune time to find a long-term funding solution before the system is forced to make major cuts in service.



PUBLIC TRANSIT FUNDING IN METROPOLITAN AREAS SIMILAR IN SIZE TO THE MILWAUKEE AREA

Name	2000 Population (in millions)	Percent of Annual Operating Funding Provided by Local Funding <sup>a</sup>	Source of Local Dedicated Funding
St. Louis, MO	2.08	87%	0.75% Sales tax
Denver, CO	1.98	81%	1.0% Sales tax
Cleveland, OH	1.79	88%	1.0% Sales tax
Pittsburgh, PA	1.75	13%	Sales and Use taxes <sup>b</sup>
Portland, OR	1.58	77%	0.6618% payroll tax
Cincinnati, OH	1.50	72%	0.3% payroll tax
Norfolk, VA	1.39	28%	--
Sacramento, CA	1.39	81%	0.5% Sales tax
Kansas City, MO	1.36	78%	0.375% Sales tax
San Antonio, TX	1.33	88%	0.5% Sales tax
Las Vegas, NV	1.31	96%	0.25% Sales tax
Milwaukee, WI	1.31	22%	--
Indianapolis, IN	1.22	38%	--

Table from Southeastern Wisconsin Regional Planning Commission

Find the complete table at RideMCTS.com

### Funding Public Transportation

Finding an appropriate solution for a dedicated funding source is the single most important issue for the future of transit in Milwaukee. A modest investment in public transit now, before our system is decimated, will produce long-term future benefits.

Milwaukee is one of the only major areas in the U.S. that utilizes property tax as its sole source of local funding. The table above shows how transit systems across the country are funded through a dedicated source.

Legislation for funding transit did not pass in 2010, but many business and community leaders, public officials and individuals let their voices be heard in support of finding a funding source.

### Ridership

In 2010, the Milwaukee County Transit System provided over 43 million rides on its fixed-route services and over 1 million additional rides on its specialized services for individuals with disabilities. Close to 50 percent of the fixed-route passengers use the bus to get to work or job opportunities; another 11 percent use it to get to school

and other educational opportunities. In addition, many trips allow access to medical services, grocery shopping and other items essential to a productive life.

From 2001 to 2010, bus service hours have been reduced by 22 percent. The cash fare has increased by 50 percent. High unemployment, changes in MPS transportation policies, and higher than normal construction detours and delays have further impacted ridership. The elimination of the Information Call Center has also made it difficult for new and occasional riders to access the system.

Despite the decline in ridership, the system remains a crucial component in our overall transportation network. Over 70 percent of the individuals who use the fixed-route system do not regularly have an automobile available to make those trips. Without public transportation, they would not have the ability to access those opportunities.

The U-PASS program continues to be strong with offering over 53,000 higher-education students from eight universities the opportunity to use transit. In addition, MCTS collaborates with 60 key businesses in Milwaukee to provide a Commuter Value Pass, an employer-employee discounted pass to all transit services.

## Highlights of 2010

**Enhanced Service:** Ninety new clean-diesel buses with near zero emissions were added to the fleet in 2010 to replace vehicles that were 15 - 16 years old. At the same time a new exterior design and paint scheme was unveiled, providing a vibrant new face for the system. Additionally, several older route supervisory vehicles were replaced with the first hybrid vehicles in our fleet. All five of those vehicles were purchased with 100 percent federal funds.

MCTS was one of the first transit systems in the country to use both radios and a GPS-based automatic vehicle locating system to monitor the performance of our buses. In 2010 our out-dated system was replaced with new Motorola radios and new ACS IVUs (Intelligent Vehicle Unit). The radio transmitter sites were upgraded with equipment to facilitate communication between the base radio and the vehicles, modernizing the system. Installation of the remainder of the monitoring system will occur in 2011/2012. This new equipment will allow MCTS to integrate our communication systems and improve their reliability. It will also allow MCTS to pursue the purchase of an automated bus stop announcement system and real-time transit information for customers.

Research into the options available for new electronic fare boxes, to replace our 23-year old units, was completed with the assistance of a consulting firm. This will steer our purchase in the coming year. The new fareboxes will reduce maintenance costs while encouraging new riders with an up-to-date system with more convenient payment and fare media purchase options for customers. Fareboxes will be purchased with ARRA funds.

Our website, RideMCTS.com was enhanced to give customers greater ease and access to MCTS information via computer or smartphone. In addition, more information than ever is now available on the site.

2010 was also the first year that the system was updated to include Spanish to assist our Hispanic customers.



The 2008 Wisconsin Department of Transportation-commissioned Management Performance Audit of MCTS concluded that, in comparison to its peers, Milwaukee County's system had: the lowest cost per passenger, the lowest percent of administrative cost, and the highest ridership per capita.

**Training and Security:** Human Resources launched a Management Training and Development program consisting of five core skill groups to be delivered via classroom and online instruction to improve management skills, particularly for first-line supervisors. This program will continue to be developed in 2011. "Effective Supervision in Transit" was the first training which all nonrepresented supervisors and managers along with department directors participated in.

G4S Secure Solutions USA, formerly Wackenhut, was again awarded the contract for transit security guards. There were significant visible changes to the officers' uniform as well as their transit patrol vehicles, but the high level of service and protection they provide to passengers and operators has remained the same.

Through funding from a Transit Security Grant, the MCTS security coordinator helped to facilitate a Functional Security Exercise that included most MCTS departments. The event tested MCTS's preparedness and alerted us to areas which need improvement if a critical incident occurs.

The Transit Watch program (100 percent funded through a Homeland Security Grant), which is a nationwide initiative, was launched encouraging passengers to "Look, Listen and Speak Up" if they see any suspicious behavior or packages. This multipronged program included a commercial, Web video, brochure for customers and employees, mailers and advertisements.



In 2010, MCTS (the 30th largest transit system in the nation) provided almost 44 million rides on the fixed-route system and 1 million rides on paratransit services for individuals with disabilities.

Each year safety awards from the National Safety Council are given to operators who have an accident-free driving record. Currently, 612 operators have earned a five-year safe driving award, 164 operators have earned awards for over 20 years of safe driving, and 19 operators have 30 or more years of accident-free operation.

**Service to Those With Disabilities:** The 2010 New Freedom Grant provided numerous opportunities to improve the bus system for those with disabilities. For example, 41 new concrete bus pads across the system were installed. This allowed more convenient access to bus stops for those with disabilities. Also, 5,000 bus stops were evaluated determining accessibility. In addition, two much-needed staff were hired, a travel trainer and a full-time mobility manager, to help passengers with disabilities learn how to use the fixed-route system.

The New Freedom free bus pass program was continued for paratransit-eligible clients in order to encourage increased fixed-route bus use and provide greater mobility options for users. Participation has shown a 40 percent increase in wheelchair usage on the bus when compared to the prior year. Transit staff also trained over 300 disabled individuals to travel on various bus routes and plan trips.

An informational video was produced and launched showing how easily individuals who have disabilities can use the bus. The video has been distributed to case managers, providers and individuals. It can also be viewed on our website.

A new MCTS committee was formed involving several departments to work at ensuring transit is accessible to all individuals. This group works on system changes, employee training, research and communication.

A DOT-commissioned study on the economic impacts of transit concluded that every \$1 invested in public transportation generates between \$3 - \$4 in benefits for the community.

**Efficiencies and Cost-cutting Measures:** A new Return to Work program and more strategic management of the handling of employee injuries were initiated with great success. Employees with some mobility assisted with work required by various departments from Human Resources to Transportation. This program has assisted departments with special projects while helping individuals ease the transition from injured to full work status.

Material Information System Department (MIS) nearly completed assisting Transit Plus with a software upgrade which will allow the department to more accurately track trip purpose, travel distance, and funding source. Also, MIS created a new accounts receivable system allowing computers to be used for logging all transactions in the cashiers department.

New contracts were put in place for janitorial services for all MCTS buildings and in-plant bus inspections for the 90 new buses delivered last year. This outsourcing produced substantial savings.

A new contract was awarded for health care in which United Health Care was the successful bidder providing quality care at a significant cost savings. This year, both Local 998 Amalgamated Transit Union and Local 2009 participated in reviewing the proposals and selecting the health care provider.

**Employees:** During 2010, the claim department reorganized its staffing to increase efficiency and affectivity. Despite fewer incidents, due to the recession, Milwaukee Transit Services experienced a significant increase in liability claims. The staffing reorganization proved very successful in handling the increased workload. In addition, the Return to Work program mentioned earlier, along with other changes, resulted in 86 percent less lost workdays and considerable cost savings.

With the assistance of the Company's Occupational Health Services provider, Aurora, Human Resources updated the functional testing by measuring the physical requirements of the various job positions. This project assured that our job requirements are appropriate for the position.

**Community Connections:** 2010 was the 150th Year of Public Transportation in Milwaukee. To promote transit and celebrate this year we offered new and current customers six months of special promotions. This was only possible due to several sponsors including MillerCoors, Northwestern Mutual and Milwaukee Career College. Additionally, we took the campaign to the community, providing demonstrations on how to use the bus as we collected 4,000 signatures to help us design a special full-wrap bus.

Communication with customers and the community is a high priority in transportation that is continually changing and making adjustments. To improve contact with customers and to be more transparent, MCTS completed its first full year using Twitter and Facebook connecting with thousands in the community. This is in addition to our other communication modes of website, phone, purchased media and printed materials such as newsletters and signs.

Wisconsin DOT passed to MCTS the role of administrator of the Southeast Wisconsin Marketing Group. We are now responsible for coordinating five transit systems collaborative marketing and research, in addition to processing all bills.



Close to 50 percent of individuals who use transit service take the bus to work or other job-related opportunities. An additional 11 percent use it to access educational opportunities.



	2010	
Service Area/Milwaukee County	241 Square Miles	
Population	959,521	
City of Milwaukee Population	605,013	
Miles Served	17,480,728	
Bus Hours	1,318,050	
Revenue Passenger Ridership	37,534,911	
Total Passenger Ridership	44,065,845	
Paratransit Ridership Total	1,106,708	
Passenger Trips on an Average Weekday	138,000	
Average Passengers per Bus Hour	34.10	
Routes	54	
40 Foot Low Floor New Flyer Buses	401	<b>Additional Bus Services Provided</b>
30 Foot Low Floor New Flyer Buses	12	Operate Ozaukee County Express Route 143:
Average Age of Vehicle	7.54 (years)	Five buses operating 35 bus hours per weekday
Oldest Vehicle	15 (years)	Total ridership including Summer Services: 113,593
MCTS & Private Bus Shelters	738	
Advertising Bus Shelters	104	Operate Waukesha County's Route 79 and 10 (partial):
Bus Stops	5,556	Operating 32 bus hours per weekday
Summer Service Ridership	435,763	Total ridership: 222,384

## Annual Operating Budget

Fixed Route.....	\$138,223,000
Transit Plus.....	\$26,234,000
Total .....	\$164,457,000

## Fixed Route and Transit Plus Funding

Passenger Fares.....	\$44,531,000
Other Revenue .....	\$13,030,000
Federal Funds.....	\$19,246,000
State Funds .....	\$68,102,000
Other Federal & State.....	\$1,800,000
Local Funds .....	\$17,748,000
Total .....	\$164,457,000

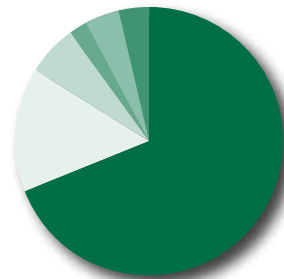
41%	State Funds
35%	Other Passenger Fare & Other Revenue
12%	Federal Funds
11%	Local Funds
1%	Other Federal & State



## Expenses

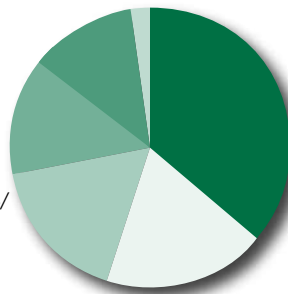
Salaries, Wages, Benefits.....	\$113,899,000
Purchased Transportation .....	\$24,923,000
Fuel & Lubricants .....	\$8,127,000
Materials & Supplies .....	\$4,550,000
Other Operating Expenses.....	\$5,689,000
Other .....	\$7,269,000
Total Expenses .....	\$164,457,000

69%	Salaries, Wages, Benefits
15%	Purchased Transportation
5%	Fuel & Lubricants
4.5%	Other
3.5%	Other Operating Expenses
3%	Materials & Supplies



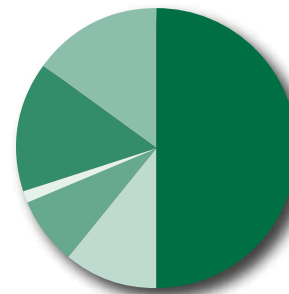
## Reasons to Ride

39%	Work
19%	Recreational
15%	Shopping
11%	Medical
11%	School
5%	Job interviews/search



## Years Using the Bus

48%	15 Years <
18%	3-5 Years
16%	< 2 Years
9%	10-14 Years
8%	6-9 Years
1%	Don't know



## How Fare Is Paid

Pay Cash .....	44%
Full Fare Tickets .....	16%
Weekly Pass .....	16%
Half Fare Tickets .....	11%
U-PASS .....	4%
CVP.....	4%
Other.....	3%
Monthly Pass.....	2%

Area businesses depend on MCTS to transport their workers. According to a study by the University of Wisconsin-Milwaukee Center for Economic Development, a minimum of 40,000 jobs became inaccessible by transit due to service cuts between 2001-2007.

## 2010

**Milwaukee County Transit System**  
Milwaukee County Executive Scott Walker

**Milwaukee County Board**  
Milwaukee County Board Chairman Lee Holloway

**Transportation, Public Works and Transit Committee**  
Michael Mayo, Sr., Chair  
John F. Weishan, Jr., Vice Chair  
Mark Borkowski  
Paul Cesarz  
Marina Dimitrijevic  
Nikiya Q. Harris  
Johnny L. Thomas

**Milwaukee County Department of Transportation and Public Works**  
Jack Takerian, Director  
Brian Dranzik, Director of Administration

**Milwaukee Transport Services, Inc.**  
Anita Gulotta-Connelly, President and Managing Director  
Lloyd Grant, Jr., Vice President and Deputy Director

Milwaukee Transport Services, Incorporated is a private not-for-profit corporation, contracted by Milwaukee County to manage and operate the Milwaukee County Transit System in conjunction with the Milwaukee County Board and the Department of Transportation and Public Works since 1975.