Request to Initiate Preliminary Engineering

Southeastern Regional Transit Authority

June 2010

Southeastern Regional Transit Authority

Serving the Southeastern Wisconsin counties of Racine, Kenosha and Milwaukee

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June 24, 2010

Ms. Susan Borinsky
Associate Administrator for Planning and Environment
Office of Planning and Environment, TPE-22
Federal Transit Administration
1200 New Jersey Avenue, SE
East Building
Washington, DC 20590

Re: Request to Initiate Preliminary Engineering: KRM Commuter Rail Project

Dear Ms. Borinsky:

The Southeastern Regional Transit Authority (SERTA) is pleased to submit for your review and approval this request to initiate preliminary engineering for the proposed Kenosha-Racine-Milwaukee (KRM) Commuter Rail project. The Southeastern Wisconsin Regional Planning Commission (SEWRPC) acted as staff to, and project manager for, this study for SERTA and an Intergovernmental Partnership of the Cities and Counties of Kenosha, Milwaukee, and Racine, the Wisconsin Department of Transportation, and the Regional Planning Commission.

The KRM project follows 33 miles of freight rail lines, connecting Milwaukee and Racine to the existing Chicago-Kenosha commuter rail service operated by Metra. Nine stations will be provided to support a total of 30 daily weekday trains. Shuttle bus service will complement the rail service, providing important connections between the Milwaukee Intermodal Station and the Milwaukee central business district, as well as dedicated service between General Mitchell International Airport (GMIA) and Cudahy-St. Francis station. Service will be operated with diesel multiple unit (DMU) rail cars. This project will better connect Southeastern Wisconsin with Northeastern Illinois, promoting economic development, improved job and labor force accessibility, and access to destinations within the corridor, including GMIA. Introduction of this service will provide a much needed and desirable transportation alternative in the heavily traveled corridor.

The project was selected following an alternatives analysis process culminating in the selection of the KRM Commuter Rail project as the investment that best addresses transportation needs in Southeastern Wisconsin. The higher speeds of commuter rail operating over a separate right-of-way are expected to save travel time for many regional riders, resulting in 3,300 hours of daily travel time savings. A regional vehicle rental fee in addition to state grant support will be used to pay for the non-Federal share of the project. Rail service in the KRM corridor has significant support from local elected officials; business groups; economic development interests; community leaders; and numerous other agencies and organizations. The project was

INTERIM STAFFING PROVIDED BY THE SOUTHEASTERN WISCONSIN REGIONAL PLANNING COMMISSION
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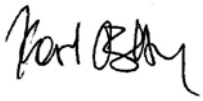
adopted by SEWRPC, the areawide planning agency for the highly urbanized southeastern region of the State, in its financially constrained long-range plan in June 2007.

This request is being submitted after extensive coordination with staff at the FTA in Chicago and Washington, D.C. Technical methods and assumptions used to prepare the New Starts measures for the KRM project are in compliance with FTA's most recent guidance and 2009 New Starts reporting instructions. As you are aware, we have revised our request since a previous submittal in 2007 to ensure that we more fully address governance and funding issues. Substantial work has been achieved on those issues, as reflected in this submittal.

The Southeastern Regional Transit Authority is ready to proceed with the design phase of this important project to our region, and we eagerly await the FTA's review and approval for initiation of New Starts preliminary engineering. We appreciate all the assistance and guidance FTA's staff, particularly Rhonda Reed, Nazrul Islam, Brian Jackson, Stewart McKenzie, Jim Ryan, and William Wheeler, have provided on the development of this project. Their assistance has been invaluable.

If you have any questions regarding this submittal, or about the KRM Commuter Rail project, please do not hesitate to contact me.

Sincerely,



Karl J. Ostby
Chairman, Southeastern Regional Transit Authority

cc: Marisol Simon, Regional Administrator, Region 5
Stewart McKenzie, Region 5
Kenneth R. Yunker, P.E., Executive Director, Southeastern Wisconsin Regional Planning Commission

Enclosure

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1.0 Project Background

This section provides a general description of the Kenosha-Racine-Milwaukee (KRM) Commuter Rail project and sets forth the "Making the Case" narrative. The narrative includes a summary of the purpose and need for the KRM project and a discussion of the benefits of this capital investment priority in southeastern Wisconsin.

Section 1.0 is organized as follows:

- 1.1 KRM Commuter Rail Project Description;
- 1.2 Baseline Alternative;
- 1.3 Project Development Status; and
- 1.4 Making the Case for KRM.

1.1 KRM Commuter Rail Project Description

The Locally Preferred Alternative (LPA) selected by the KRM Intergovernmental Partnership Steering Committee in November 2006 and the Southeastern Wisconsin Regional Transit Authority in January 2007, evolved as a result of an Alternatives Analysis, which drew heavily from prior Regional Planning Commission studies. More recently, the Steering Committee and the Southeastern Regional Transit Authority approved a modified LPA in 2010[1]. The following lists the key characteristics of the KRM commuter rail alternative as currently envisioned:

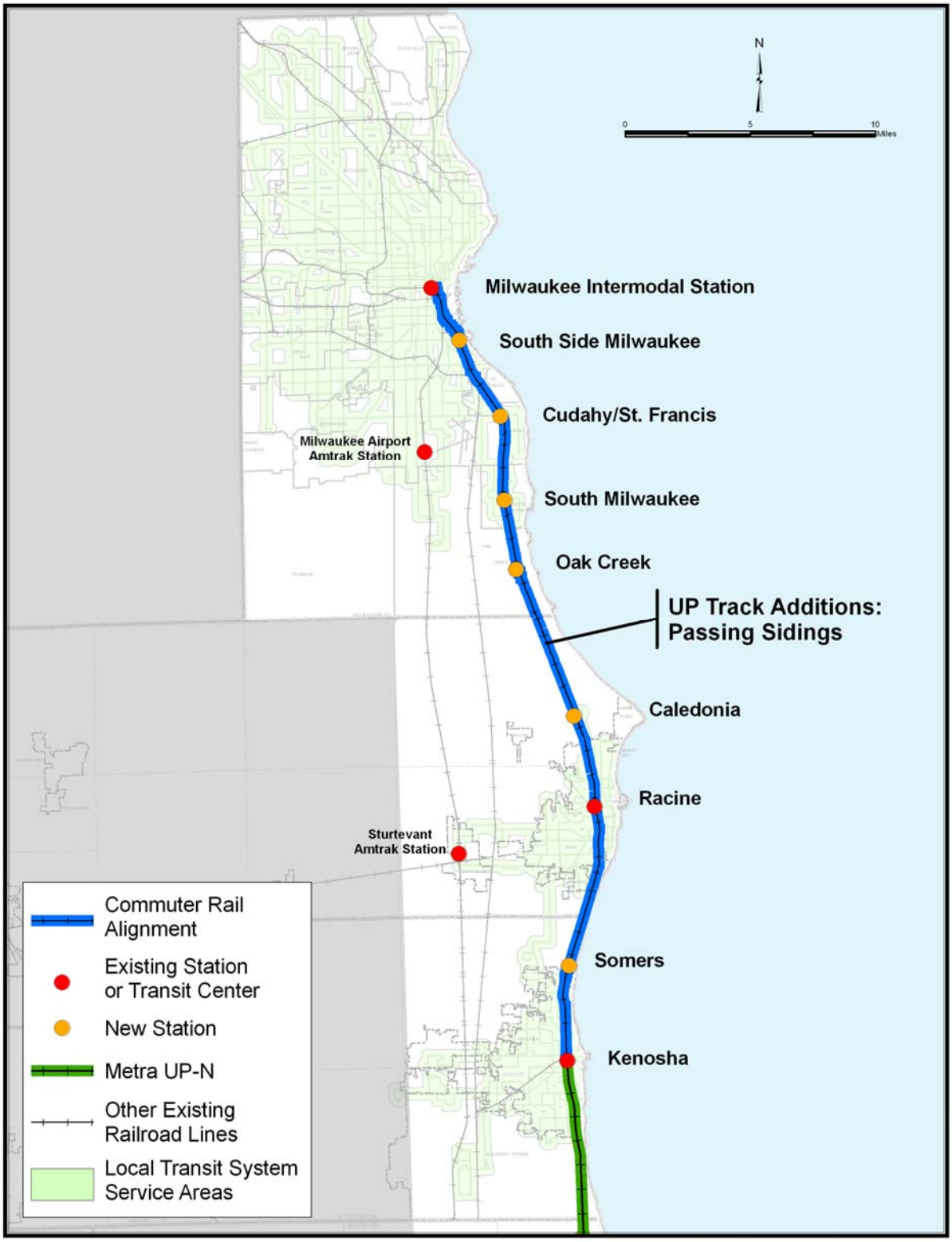
- Commuter rail service connecting Milwaukee and Racine to the existing Metra Chicago-Kenosha commuter rail service;

[1] The Southeastern Regional Transit Authority determined to submit a "New Starts" application requesting entry into preliminary engineering to the Federal Transit Administration at its May 17 meeting, on a 7-2 vote of its members. Two members, both elected officials in Milwaukee County – Milwaukee County Board Chairman Lee Holloway and Milwaukee County Board First Vice-Chairman and Southeastern Regional Transit Authority Treasurer Michael Mayo, Sr. – disagreed with submitting the application at this time and prepared a Minority Report explaining the reasons for their dissenting votes. This Minority Report and a summary of the action taken by SERTA to submit the New Starts application are included in Section 11.0, KRM Support, of this application.

- Thirty-three-mile route using existing Union Pacific Railroad (UP) and Canadian Pacific Railway (CP) freight lines;
- Nine stations in Wisconsin:
  - Existing Metra Kenosha Station, recently renovated transit center in Racine, and the new Milwaukee Intermodal Station; and
  - New stations at Somers, Caledonia, Oak Creek, South Milwaukee, Cudahy-St. Francis, and Milwaukee's South Side.
- Level of service:
  - Service provided in both directions during all weekday time periods;
  - A total of 30 daily weekday trains; and
  - Average speed of 38 mph.
- Shuttle service:
  - Dedicated service between Milwaukee Intermodal Station and various points in Milwaukee central business district; and
  - Dedicated service between General Mitchell International Airport (GMIA) and Cudahy-St. Francis station.
  - The shuttle service has been assumed to be provided with buses. However, the City of Milwaukee is evaluating a potential downtown streetcar line as part of the Milwaukee Downtown Connector Study being conducted by the City of Milwaukee, Milwaukee County, the Milwaukee Metropolitan Association of Commerce, and the Wisconsin Center District. The streetcar lines under evaluation would serve the Milwaukee Intermodal Station. Should that study conclude with a decision to implement a downtown streetcar, the streetcar would provide the downtown shuttle service linking KRM commuter rail with downtown Milwaukee.
- Train operation:
  - Service will meet existing Metra trains at Kenosha, allowing cross-platform transfers;
  - Contract with UP Railroad or a third party contractor.
- Diesel-multiple-unit cars ("DMUs" or self-propelled coaches).

A map of the project is provided in Figure 1.1.

Figure 1.1 KRM Commuter Rail Alignment



1.2 Baseline Alternative

The Baseline Alternative for the KRM project is the Transportation System Management (TSM) Alternative, which includes existing commuter rail, streetcar, and bus service throughout the corridor in addition to improved operations and increased park-and-ride capacity in strategic locations. The TSM Alternative represents a level of capital investment that is greater than the No-Build Alternative but substantially less than any Build Alternative. The main elements of the TSM Alternative are:

- Expansion of existing Wisconsin Coach Lines intercity bus service, and
- Expansion of existing Milwaukee County Transit System (MCTS) Route 48 (South Shore Flyer) service.

The primary thrust of the TSM involves building on the regional bus routes that already serve the corridor. The frequency of the existing privately-operated/publicly-funded Wisconsin Coach Lines commuter-oriented express-bus service, operating between downtown Milwaukee and the Cities of Kenosha and Racine, will be increased. To improve operating speeds, the number of passenger stops will be reduced to include dedicated locations in Kenosha, Somers, Racine, Caledonia, Oak Creek, GMIA, and downtown Milwaukee. This pattern of boarding locations is roughly comparable to the stops proposed for the rail and rail/bus alternatives in the 2003 KRM study and is identical to the locations proposed in the 2007 Alternatives Analysis (AA). This service will operate primarily along STH 32 south of Oak Creek.

The frequency of the MCTS Route 48 (South Shore Flyer) service also will be increased on its limited-stop service between Highway 100 (Oak Creek) and downtown Milwaukee with stops at South Milwaukee and Cudahy/St. Francis. Reverse commute runs also will be added to the current peak direction only service.

These two commuter bus route improvements are the core of TSM service improvements. The expanded intercity service will tie together the three public operating entities that presently serve Kenosha, Racine, and Milwaukee. Select local routes also will be modified through new alignments, service frequencies, and/or span of service in support of the TSM Alternative.

The TSM facility improvements provided for these two lines are:

- **Oak Creek Park-and-Ride Lot at Highway 100 and STH 32 –** The TSM Alternative assumes that land will be purchased and an off-street park-and-ride facility and transit center will be constructed at this location, for use by Wisconsin Coach Lines and MCTS Route 48 service.
- **A Cudahy/St. Francis Transit Center –** A transit facility with shelters is assumed on Kinnickinnic Avenue, immediately north of Layton Avenue. This facility is proposed

to accommodate bus transfers. Cudahy currently owns land in this area which can be used for a park-and-ride lot associated with this transit center.

- **Traffic Signal Prioritization –** Signal improvements are assumed along STH 32 to reduce traffic signal delays for Wisconsin Coach Lines' service in Kenosha and Racine Counties, and in southern Milwaukee County. In addition, signal improvements are assumed along N. Chicago and S. Packard Avenues to reduce traffic signal delays for MCTS Route 48 service.

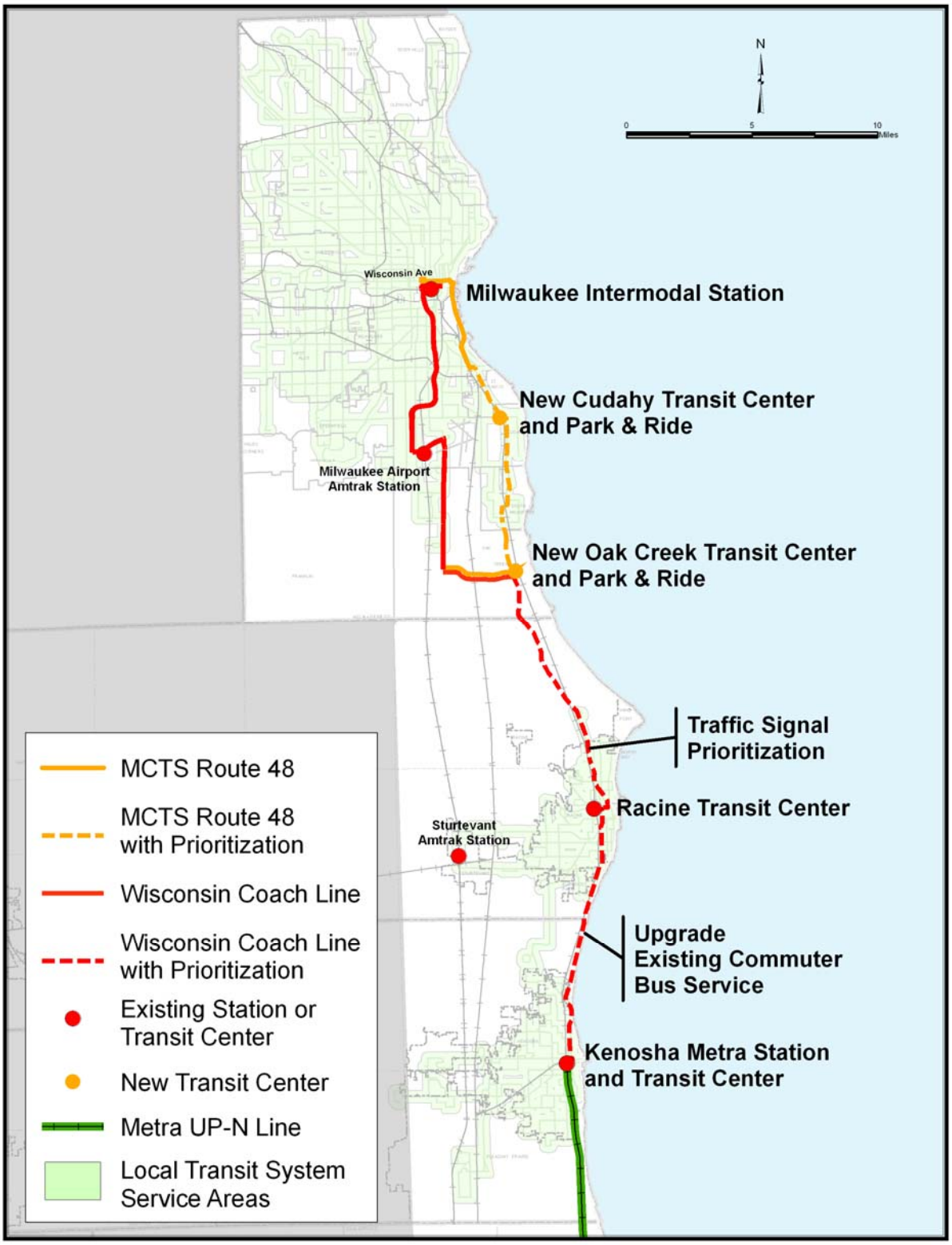
The expanded routes also will include complementary features to increase the attractiveness of the services. These features include:

- **Feeder Buses –** A network of local buses to feed riders to and distribute riders from regional line-haul services.

- **Integrated Fares –** Allowing riders to transfer from one system to another for free or for a modest fee. The application of smart card fare collection technology also could be included to allow linked trips between transit properties. Fare structures will be comparable with and based on current fare policies.

The complete combination of facilities and service improvements in the TSM definition are shown in Figure 1.2**.**

Figure 1.2 KRM Baseline Alternative Alignment



1.3 Project Development Status

There have been a number of studies prepared previously on possible major transportation improvements for the KRM corridor area. The results of these studies were considered in the AA for the corridor and provided input to the improvement alternatives that were evaluated. Technical reports prepared in support of the AA are contained on a CD provided as part of this submittal.

SEWRPC adopted a year 2020 transportation plan for the seven-county Southeastern Wisconsin Region in 1997. This plan was reviewed and reaffirmed in 2003, including an extension of the design year to 2025. The plan recommends improvement and expansion of public transit services within the Region.

The plan envisions development of rapid and express transit services, as well as improvement and expansion of existing local transit services. The rapid transit component of the system plan is envisioned as a limited-stop service that connects the urban centers of the Region to each other and to the Milwaukee central business district. One of such services recommended for development is in the KRM corridor that extends from the City of Kenosha through the City of Racine to the City of Milwaukee, a distance of 33 miles. The plan identifies potential commuter rail service, including service from Milwaukee through the Cities of St. Francis, Cudahy, South Milwaukee, Oak Creek, and Racine to the City of Kenosha and to northeastern Illinois over Canadian Pacific Railway and Union Pacific Railroad lines, and recommends alternatives analysis corridor studies be conducted. If these studies would lead to a decision to implement commuter rail service, SEWRPC would formally amend the regional plan to include the fixed-guideway transit investment.

Corridor studies of KRM commuter rail began with a study completed in 1998 which investigated the feasibility of commuter rail service in the KRM corridor. The study concluded that the extension of a limited-stop commuter rail service connecting the urban centers of Kenosha, Racine and Milwaukee to each other and to northeastern Illinois was technically feasible and, potentially, financially feasible. The study recommended that a subsequent corridor study of commuter rail and commuter bus alternatives be undertaken to determine whether commuter rail service should be implemented.

In 2003, the Kenosha-Racine-Milwaukee Corridor Transit Study was completed, which followed the recommendations of the 1998 effort. The study evaluated commuter rail and commuter bus alternatives connecting Kenosha, Racine, and Milwaukee. The final recommendation made by the Advisory Committee for the study was to proceed with implementation of an extension of Metra commuter rail service from Kenosha to Milwaukee at a medium level of service, envisioned to be seven round trips daily. The State of Wisconsin was to act as project sponsor, and the proposed commuter rail service was to be funded by Federal and state dollars.

Subsequent to this recommendation, state legislation was enacted in 2003 defining the State's role with respect to the development of commuter rail service. The legislation provided for state capital and operating financial assistance to locally sponsored commuter rail projects and required a local funding share of commuter rail implementation.

In early 2005, an Intergovernmental Partnership (IGP) was formed among County Executives and Mayors of Kenosha, Racine and Milwaukee, the Secretary of the Wisconsin Department of Transportation, and the Chairman of SEWRPC. The IGP agreed to conduct the necessary technical and environmental studies to permit the project to proceed to implementation. Each member of the IGP appointed a representative to serve on the KRM Steering Committee, with SEWRPC serving as lead agency, project manager and fiscal agent for the phase of the KRM study. The role of the Steering Committee is to provide overall direction to and oversight of the technical aspects of the study.

Also in early 2005, business leaders from the Greater Milwaukee Committee joined with elected officials representing the Kenosha, Racine, and Milwaukee areas and representatives of Transit Now, a nonprofit organization, to determine how to advance the KRM project. The group works to develop support for critical issues, including governance and financing.

In mid-2005, the Wisconsin State Legislature and Governor enacted legislation creating the Southeastern Wisconsin Regional Transit Authority (RTA) serving Kenosha, Racine, and Milwaukee counties. Among other tasks the RTA was to serve as sponsor of the commuter rail project and provide a structure for managing the necessary local funding.

A review and update of the region's transportation plan with a planning horizon of 2035 was completed by SEWRPC and adopted in June 2006. The updated plan proposed similar transit improvements as the previous plan. In addition, the plan noted that under the umbrella of the RTA, the KRM IGP was conducting studies addressing an AA, a draft environmental impact statement (DEIS), and funding for and refinement of proposed commuter rail service between Kenosha and Milwaukee. The regional transportation plan proposed that if these studies lead to a decision to implement commuter rail service, SEWRPC would formally amend the regional plan to include the fixed-guideway transit investment.

At the conclusion of that AA for the KRM IGP in 2007, both the Steering Committee of the KRM IGP and the RTA Board selected commuter rail as the LPA for the KRM corridor. At the request of the RTA, the sponsor and potential operator of KRM commuter rail at that time, the regional transportation plan was amended to include a KRM commuter rail line in June 2007. An application to the FTA to initiate preliminary engineering on that LPA was submitted but shortly withdrawn to allow additional work to be conducted on local funding sources.

More recently, SEWRPC and the IGP undertook work between December 2008 and spring 2010 to refine the AA, complete the DEIS, and resubmit a request to the FTA to initiate preliminary engineering.

In the 2009-2011 Wisconsin State budget, the former RTA was dissolved and the Southeastern Regional Transit Authority (SERTA) was created. Under the 2009 Wisconsin Act 28, SERTA consists of the Counties of Kenosha, Racine, and Milwaukee, and has been given the authority to construct, operate, and manage a KRM commuter rail line and has been provided dedicated local funding of an $18 vehicle rental fee, indexed to inflation. The SERTA Board of Directors is made up of nine members – two each from the City and County of Milwaukee, one each from the Cities and Counties of Racine and Kenosha, and one appointed by the Governor from anywhere in the jurisdictional area. The City and County members are appointed by the Mayors and County Board Chairs of each.

1.4 Making the Case

The KRM project will provide commuter rail service in southeastern Wisconsin, improving transit access in the region. Reestablishing rail service in the 33-mile KRM corridor would complete the commuter rail connection between Chicago and Milwaukee, two major centers of commerce, education and government. Restoring commuter rail in the KRM corridor would improve mobility and access, increase transit use, enhance access to employment, and contribute to desirable economic and community development in Wisconsin's most densely populated area. The Wisconsin portion of the corridor is characterized by:

- Three urban centers – Kenosha, Racine and Milwaukee – exhibiting a development pattern that was largely shaped by pre-automobile transportation;
- High population and job densities: population density is three times the regional average and employment density is four times the regional average;
- A number of the region's major employers and destinations, such as S.C. Johnson, Case-New Holland, Bucyrus International, Daimler Chrysler, GMIA, University of Wisconsin-Parkside, and Marquette University;
- Areas of high unemployment, resident income levels lower than the regional average, and a proportion of households without access to an automobile that is twice the regional average; and
- Comprehensive local transit systems but minimal regional transit options.

Transportation Goals Addressed by the Kenosha-Racine-Milwaukee Commuter Rail Alternative

The primary purpose of the KRM Commuter Rail project is to provide regional transit connections between residential and employment concentrations to improve mobility and transit access for residents and workers, especially those who are transit-dependent, as

well as to provide transit access to job opportunities in the KRM corridor (includes all of Milwaukee County and areas east of I-94 in Racine and Kenosha Counties of Wisconsin). Other project purposes include encouraging transit-oriented development and redevelopment around transportation hubs, and increasing the use of transit services.

The commuter rail alternative is designed to address four project goals in the KRM corridor: 1) improve regional transit mobility and access; 2) attract increased transit ridership; 3) contribute to economic and community development; and 4) preserve and protect the environment.

Improve regional transit mobility and access

- **Issue: Improve travel options that serve people who depend on transit.** Corridor transit dependency, defined as the percentage of households without access to a vehicle, is double the regional rate. About 12 percent of households within the KRM corridor in 2000 did not own a vehicle and 14 percent of households in 2035 are expected not to own a vehicle.

  Benefit: Some 1,200 households within a half-mile of proposed commuter rail stations in 2000 were, and 2,400 households in 2035 are expected to be, without access to a private vehicle. In addition, six of nine rail stations are served by regular and frequent local transit. Low-income households within one-half mile of the KRM commuter rail stations account for almost 17 percent of the total households. Minority households residing in the vicinity of the KRM corridor account for almost 30 percent of the total households.

- **Issue: Expand Transit Links with fast and reliable service between residential and employment concentrations**. Few residents from Kenosha and Racine work outside their respective "home area," according to 2000 Census Journey to Work data; meanwhile, the City of Racine consistently exhibits the highest unemployment rate in Wisconsin. These facts may indicate that residents are encountering barriers in their ability to travel to work. Except for Kenosha residents, very few residents – less than one percent – within the corridor work in employment centers of Illinois.

  Benefit: The KRM commuter rail alignment would serve almost 44,000 jobs and almost 10,000 households within ½ mile of the proposed stations in year 2000. By 2035, the corridor is expected to serve nearly 48,000 jobs and 18,000 households in the same area.

  Commuter rail will save 31 minutes in travel time for transit trips between Kenosha and Milwaukee (52 minutes versus 83 minutes). Almost 90 percent of the new transit trips in the region attributed to KRM will be for work purposes, indicating that the system is serving employers and employees in the corridor.

- **Issue: Reduce reliance on the auto by providing transit options.** The corridor is relatively well served with local transit but has limited regional service, especially service that would connect the three principal cities of Kenosha, Racine and Milwaukee.

  Benefit: KRM commuter rail will attract 6,500 new daily transit riders on a typical weekday in the year 2035.

Attract increased transit ridership

- **Issue: Expand and improve intercommunity transit.** Transit use for longer distance work travel is low. The corridor lacks adequate regional transit, especially along the densely populated lakefront.

  Benefit: The KRM commuter rail alternative increases intercommunity transit service by more effectively connecting urban areas of the corridor. Over 90 percent of all trips are forecasted to be work related trips, providing a high-quality and attractive option for employees to travel to work, and enabling employers to draw employees from a large, densely populated area.

- **Issue: Attract increased transit ridership.** High transit use is experienced at both ends of the corridor, with low transit use in between relative to the amount of transit provided in these areas. Currently, in the KRM corridor, less than seven percent of work trips are made by transit.

  Benefit: The implementation of KRM is estimated to result in an increase of 6,000 new transit work trips. This represents a 0.6 percent increase over year 2035 region wide transit work trips for the baseline alternative. In particular, the transit service in the center of the corridor provided by KRM stations in Racine and Caledonia will result in important connections for these communities that are not present today.

Contribute to desirable economic and community development

- **Issue: Redevelopment of urbanized areas is a priority for established communities in the corridor.** Portions of the KRM corridor exhibit jobs-to-households ratios below the regional average (i.e., 1.0 versus 1.3), which indicates that employed residents are exported to other areas. Employers' access to a skilled labor force is limited due to inadequate transportation links to Kenosha and Racine portions of the corridor.

  Benefit: By 2035, employment is projected to increase by 8.5 percent within one-half mile of proposed KRM stations, compared to 2.75 percent for the KRM corridor. Employment growth in the vicinity of Oak Creek, Caledonia, and Somers stations is expected to be significantly higher (24 to 57 percent) than the projected corridor employment growth.

- **Issue: Desirable growth and redevelopment patterns must be encouraged.** Adopted community and economic development plans in the region call for focusing redevelopment around improved transit services; and to manage growth in "greenfield" areas by focusing on transit-oriented development.

  Benefit: Station areas (half-mile buffer) are forecast to grow by 18,800 (73 percent) population and 3,765 jobs (9 percent) between 2000 and 2035. Implementation of KRM commuter rail is estimated to increase local tax base by $7,915 million over 30 years.

  Population along the KRM corridor is projected to increase by 10 percent between 2000 and 2035. However, the forecasted rate of population growth is significantly higher within a half-mile of proposed commuter rail stations, at about 73 percent over the same period. Significant population growth is projected in the vicinity of new stations,

in particular at Oak Creek (414 percent), Caledonia (191 percent), and Somers (233 percent).

- **Issue: Maximize the use of existing infrastructure and invest in transportation alternatives that have community support.** Much of the KRM corridor was developed in a pre-automobile era; consequently rail infrastructure and rights-of-way are in place throughout the length of the corridor.

  Benefit: Several communities are currently redeveloping their existing rail stations as multi-modal terminals both to improve local and regional transportation and to spur desirable community development. Reestablishing commuter rail service is forecast to leverage the transportation investment to create an additional $7,915 million in tax base to the corridor that would not otherwise occur.

  The KRM commuter rail planning process has been characterized by extensive community and stakeholder involvement over half a decade. The commuter rail alternative is strongly supported by the community, with more than 80 percent of all written comments in favor of the commuter rail alternative.

Preserve and protect the environment

- **Issue: Improve air quality.** Southeastern Wisconsin has been designated by the Environmental Protection Agency as an air-quality moderate non-attainment area for ozone.

  Benefit: The KRM commuter rail alternative will result in reduced emissions of air pollutants compared to the baseline alternative. Implementing commuter rail in the corridor will reduce carbon dioxide emissions by 4,600 tons annually.

Project Benefits and Comparison to Baseline Alternative

The KRM commuter rail alternative is forecast to carry up to 8,300 riders per day in the year 2035, for an annual ridership of approximately 2,082,000. More than 90 percent of these rides will represent home-based work trips. Ridership analysis indicates that the KRM Commuter Rail project is to attract over 3½ times the baseline alternative ridership by 2035. Table 1.1 summarizes the ridership forecast for the baseline and build alternatives for the base (2000) and forecast (2035) years.

Table 1.1 Baseline and Build Alternatives Daily Ridership Forecasts

Forecast Year	Baseline (TSM)	Build (KRM Commuter Rail)
2000	1,600	6,500
2035	2,200	8,300

Source: KRM Model Forecasts.

Daily user benefits resulting from the implementation of KRM commuter rail are estimated at almost 198,000 person minutes (about 3,300 person hours) more than the baseline alternative, or about 234,000 person minutes total. Table 1.2 summarizes the daily transportation user benefits by county.

Table 1.2 KRM Daily User Benefits by County Origin-Destination in Person Minutes *Percent of Total*

	Destinations					
Origins	**Kenosha**	**Racine**	**Milwaukee**	**Lake**	**Rest***	**Total****
Kenosha	13,874 (5.9%)	4,852 (2.1%)	2,594 (1.1%)	8,079 (3.5%)	11,626 (5.0%)	**41,025** **(17.5%)**
Racine	4,835 (2.1%)	36,392 (15.5%)	14,614 (6.2%)	579 (0.3%)	1,905 (0.8%)	**58,325** **(24.9%)**
Milwaukee	635 (0.3%)	3,201 (1.4%)	130,557 (55.7%)	41 (0.02%)	317 (0.1%)	**134,751** **(57.5%)**
Lake	-190 (-0.1%)	133 (0.1%)	386 (0.2%)	-1 (0.0%)	11 (0.0%)	**339** **(0.1%)**
Rest*	-47 (-0.02%)	3 (0.0%)	113 (0.05%)	-1 (0.0%)	0 (0.0%)	**68** **(0.03%)**
Total**	**19,107** **(8.1%)**	**44,581** **(19.0%)**	**148,264** **(63.2%)**	**8,697** **(3.7%)**	**13,859** **(5.9%)**	**234,508** **(100%)**

Notes:
* Includes other counties in WI and IL.
** Total columns include user benefits corresponding to all 13 counties in combined SEWRPC and Chicago Metropolitan Agency for Planning travel demand model. The benefits reported in this table for the 5-county O-D pairs correspond to 96 percent of the total user benefits.

Most benefits are realized for trips originating in or departing from Milwaukee, Racine, and Kenosha Counties. Trips with destinations in the Wisconsin counties of the multi-state study area account for 90 percent of the user benefits, whereas 98 percent of the benefits are realized by trips originating in the Wisconsin counties.

Table 1.3 shows the distribution of user benefits by trip purpose. Home-based trips account for about 96 percent of the user benefits, with home-based work trips accounting for 84 percent of the user benefits.

Table 1.3 KRM Commuter Rail User Benefits by Trip Purpose
Person Minutes

Purpose	Benefits	Percent
Home-Based Work Trips	197,700	84.3%
Home-Based Nonwork Trips	28,900	12.3%
Non-Home-Based Trips	7, 900	3.4%
Total	**234,500**	**100.0%**

Uncertainties

Cost Uncertainties

Similar to most projects of this type, the KRM project needs to assess uncertainty as it moves towards implementation. Every effort has been made to anticipate and plan for variations in cost. One example is the cost for right-of-way, which has limited uncertainty because the right-of-way required for the project is already owned by the UP. For the most part track and signaling are being reinstalled to the speed and service standards on the line in the mid-20th Century. Only platforms and parking lots are anticipated for large acquisitions. While rising commodity prices or a smaller pool of possible construction bidders could raise the price for constructing the KRM project, individual contingencies, including a 12.5 percent contingency on all commodities, should account for this uncertainty.

The most significant cost uncertainty lies with establishing an agreement with the UP, the freight railroad company on whose right-of-way and tracks most of the KRM service will operate. Specific terms of the current UP-Metra agreement are not publicly available, and there is no guarantee that the UP would be willing to transfer the terms of that agreement to a new agreement for KRM commuter rail operations. As an "initiation fee" to justify a new agreement in Wisconsin, the UP may require infrastructure improvements beyond those that may be rationally required for the current low density freight operation to be "kept whole." The overall contingencies (5 percent unallocated contingency for all items) should account for this and other general costs increases.

Ridership Uncertainties

The uncertainties surrounding the ridership forecasts for the proposed KRM commuter rail service have been examined by comparing this proposed project with attributes of the existing Union Pacific North (UP-N) service. This allows comparison of observed ridership on UP-N and forecast KRM ridership to the relative levels of service offered by

KRM and UP-N, the patterns of drive and walk access to stations, and the land use patterns in both sides of the Wisconsin-Illinois border.

The KRM ridership in 2035 is estimated to be roughly 30 percent of the ridership that currently exists on the UP-N line. This estimate is consistent with the more frequent service offered by the UP-N line and the long established tradition of commuter rail service offered in northeastern Illinois. The model results also agree with the sketch planning tool estimates that are based on Census journey-to-work travel flows.

Another set of comparisons was made between the coverage, frequency of service, and observed ridership on other Metra lines with service characteristics that are comparable to the proposed KRM service. These comparisons suggest that the forecast base-year and future-year KRM ridership is at the lower end of rail ridership that is currently observed on other comparable Metra rail lines.

The KRM ridership forecasts are also based on a set of underlying conservative assumptions about population and employment growth in southeastern Wisconsin. It is possible that the lower real estate prices for residential and commercial development in southeastern Wisconsin compared to northeastern Illinois will cause population and employment to grow at a faster rate. Furthermore, the ability of the proposed KRM service to connect employers with employees on both sides of the border may also have a significant secondary impact on land use, location decisions of individuals and firms, and ridership patterns.

Another source of uncertainty is the expected mix of drive access and walk access trips to the proposed KRM stations. The KRM model has been adjusted to reflect the current experience with drive access patterns to the Kenosha station and the northernmost UP-N stations in Illinois. It is possible that the proximity of residents to proposed stations in downtown areas in Milwaukee, Racine and Kenosha may result in a different mix of drive and walk access to rail stations.

Conclusion

In developing the KRM commuter rail alternative, SEWRPC worked closely with elected officials at the municipal, county and state levels, the region's institutions and employers, and stakeholders with broad ranging interests in the area's transportation infrastructure. The KRM project has consequently gained wide-spread support from stakeholders, and the Wisconsin State Legislature established a Southeastern Regional Transit Authority to advance the KRM project and to oversee the integration of commuter rail services with local transit.

The KRM commuter rail alternative will reestablish high quality commuter transit services between Chicago and the three lakeshore cities of southeastern Wisconsin. The service will create dramatically improved transit connections in the state's most densely populated and economically active region, and will serve several distinct transportation markets. The majority of the project's benefits will accrue to work-related travelers in keeping with its

primary purpose of enhancing transportation alternatives for the region's employees and aiding area businesses with recruiting and retaining workers. The KRM project will link workers and jobs into a unified economic chain along the shore of Lake Michigan, as well as opening the growing employment centers in northeastern Illinois to a greater number of Wisconsin workers.

Non-work travel markets will also see benefits from the KRM commuter link, with approximately one-sixth of all benefits accruing to residents engaged in shopping, education, recreation, entertainment and other travel. In addition, the KRM commuter rail alternative serves other project goals by focusing development and redevelopment in the corridor, increasing transit use, reducing the emission of air pollutants and providing transportation alternatives in an area of the state with a markedly higher than average proportion of household lacking access to a private vehicle.

PROJECT DESCRIPTION TEMPLATE

PROJECT NAME:	Kenosha-Racine-Milwaukee Commuter Rail Project	
Participating Agencies		
Lead Agency	**Name**	Southeastern Regional Transit Authority (SERTA)
	Contact Person	Kenneth R. Yunker, PE
	Address	W239 N1812 Rockwood Dr., PO Box 1607, Waukesha, WI 53187-1607
	Telephone Number	262-547-6721
	Fax Number	262-547-1103
	Email	kyunker@sewrpc.org
Metropolitan Planning Organization	**Name**	SERTA
	Contact Person	Kenneth R. Yunker, PE
	Address	W239 N1812 Rockwood Dr., PO Box 1607, Waukesha, WI 53187-1607
	Telephone Number	262-547-6721
	Fax Number	262-547-1103
	Email	kyunker@sewrpc.org
Transit Agency	**Name**	SERTA
	Contact Person	Kenneth R. Yunker, PE
	Address	W239 N1812 Rockwood Dr., PO Box 1607, Waukesha, WI 53187-1607
	Telephone Number	262-547-6721
	Fax Number	262-547-1103
	Email	kyunker@sewrpc.org
State Department of Transportation	**Name**	Wisconsin DOT, Division of Transportation Investment Management
	Contact Person	Mark J. Wolfgram
	Address	4802 Sheboygan Ave, Room 933, PO Box 7913, Madison WI 53707-7913
	Telephone Number	608-267-7754
	Fax Number	608-267-0294
	Email	mark.wolfgram@dot.state.wi.us
Other Relevant Agencies	**Name**	Milwaukee County Transit System (MCTS)
	Contact Person	Anita Gulotta-Connelly, Managing Director
	Address	1942 North 17th St., Milwaukee, WI 53205
	Telephone Number	414-937-3205
	Fax Number	414-344-0148
	Email	aconnelly@mtcs.org
Other Relevant Agencies	**Name**	The Belle Urban System (Racine)
	Contact Person	Steven Rogstad, General Manager
	Address	1900 Kentucky St., Racine, WI 53405
	Telephone Number	262-619-2430
	Fax Number	262-635-3335
	Email	steven.rogstad@cityofracine.org
Other Relevant Agencies	**Name**	Kenosha Area Transit
	Contact Person	Ron Iwen, Interim Transit Director
	Address	4303 39th Avenue, Kenosha, WI 53144
	Telephone Number	262-653-4290
	Fax Number	262-659-4295
	Email	riwen@kenosha.org

PROJECT DESCRIPTION TEMPLATE (Page 2)		
Project Definition	**Length (miles)**	33 miles
	Mode/Technology	Commuter Rail/Diesel Multiple Units (DMUs)
	Number of Stations	9
	List each station separately, including the number of park and ride spaces at each and whether structured or surface parking	Milwaukee Intermodal Station (no new spaces)
		South Side Milwaukee (190 new surface spaces)
		Cudahy/St. Francis (323 new surface spaces)
		South Milwaukee (314 new surface spaces)
		Oak Creek (300 new surface spaces)
		Caledonia (230 new surface spaces)
		Racine Transit Center (95 new surface spaces)
		Somers (181 new surface spaces)
		Kenosha Metra Station (no new spaces)
	List each station with major transfer facilities to other modes	Milwaukee Intermodal Station providing connections to Amtrak, MCTS (including 2 new circulator bus routes), and intercity bus routes
		Cudahy/St. Francis providing connections to existing MCTS local bus routes and new airport connector bus route
		Racine Transit Center connections to Belle Urban System and Wisconsin Coach Lines bus service
		Kenosha Metra Station providing cross-platform transfers between Metra and KRM, Kenosha Area Transit, and Wisconsin Coach Lines bus service
	Number of vehicles/rolling stock	9 Diesel-Multiple-Units, 2 transit buses
Type of Alignment by Segment (Number of Miles)	**Above grade**	0
	Below grade	0
	At grade	33 (including elevated fill)
	Exclusive	33
	Mixed Traffic	with existing freight rail, Metra (one station) and Amtrak
Status of Existing Right of Way	**Ownership – who owns the right of way?**	Union Pacific (UP) Railroad and Canadian Pacific (CP) Railway
	Current Use: active freight or passenger service?	active freight, active Metra commuter rail south from Kenosha, Amtrak on CP segment in Milwaukee

PROJECT DESCRIPTION TEMPLATE (Page 3)

Project Planning Dates	**Base Year**	**Opening Year**	**Forecast Year**
		2016	2035
Capital Cost Estimate	**2009 constant dollars**	$	233,197,381
	Year of Expenditure	$	284,084,815
Levels of Service	**Headways**		
	Weekday Peak	30 minutes	30 minutes
	Weekday Off-peak	3 round trips	3 round trips
	Weekday Evening	2 round trips	2 round trips
	Weekend	no service	no service
	Hours of Service		
	Weekday	5:00 AM - 9:00 PM	5:00 AM - 9:00 PM
	Weekend	No Service	No Service
Opening Year Travel Forecast			
Fare Policy Assumptions Used in Travel Forecasts [footnote 1]		Zone fare system consistent with Metra.	
Project Planning and Development Schedule	***Project Schedule***		
	Insert anticipated or actual dates/durations		
	Planning Studies Initiated		1980s
	Planning Studies Completed		1998
	LPA selected		Dec-09
	LPA included in the financially constrained long range plan		27-Jun-06
	Included in Financially Constrained TIP		6-Dec-06
	Initiation of DEIS		Nov-05
	Completion of DEIS		Oct-09
	Initiation of FEIS		Jan-11
	Completion of FEIS		May-12
	Public Referenda (where applicable)		not required
	Preliminary Engineering (duration – dates of beginning and ending)		*Jan 11 - May 12*
	Final Design (duration)		*Aug 12 - Feb 14*
	FFGA- submit request to award (duration)		*Feb 14 - May 14*
	Construction (duration)		*May 14 - May 16*
	Testing (duration)		*Feb 16 - Aug 16*
	Revenue Operations		*Aug-16*
Project Management			
Project Manager	**Name**	Kenneth R. Yunker, PE, SEWRPC	
	Address	W239 N1812 Rockwood Dr., PO Box 1607, Waukesha, WI 53187-1607	
	Phone	262-547-6721	
	Fax	262-547-1103	
	Email	kyunker@sewrpc.org	
Agency CEO	**Name**	Karl J. Ostby, SERTA Chair	
	Address	W239 N1812 Rockwood Dr., PO Box 1607, Waukesha, WI 53187-1607	
	Phone	262-547-6721	
	Fax	262-547-1103	
	Email	kostby@wi.rr.com	
Key Agency Staff: Overall New Starts Criteria	**Name**	Eric Lynde, SEWRPC	
	Address	W239 N1812 Rockwood Dr., PO Box 1607, Waukesha, WI 53187-1607	
	Phone	262-547-6721	
	Fax	262-547-1103	
	Email	elynde@sewrpc.org	
Key Agency Staff: Ridership Forecasts	**Name**	Christopher Hiebert, SEWRPC	
	Address	W239 N1812 Rockwood Dr., PO Box 1607, Waukesha, WI 53187-1607	
	Phone	262-547-6721	
	Fax	262-547-1103	
	Email	chiebert@sewrpc.org	
Key Agency Staff: Cost Estimates	**Name**	Eric Lynde, SEWRPC	
	Address	W239 N1812 Rockwood Dr., PO Box 1607, Waukesha, WI 53187-1607	
	Phone	262-547-6721	
	Fax	262-547-1103	
	Email	elynde@sewrpc.org	

[1] Please summarize fare policy assumptions used for all regional transit services modeled in the forecast year. Attach this summary to the Project Description Template.

PROJECT DESCRIPTION TEMPLATE (Page 4)		
Project Management (continued)		
Key Agency Staff: Environmental Documentation	**Name**	Eric Lynde, SEWRPC
	Address	W239 N1812 Rockwood Dr., PO Box 1607, Waukesha, WI 53187-1607
	Phone	262-547-6721
	Fax	262-547-1103
	Email	elynde@sewrpc.org
Key Agency Staff: Land Use Assessment	**Name**	Eric Lynde, SEWRPC
	Address	W239 N1812 Rockwood Dr., PO Box 1607, Waukesha, WI 53187-1607
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	Fax	262-547-1103
	Email	elynde@sewrpc.org
Key Agency Staff: Financial Assessment	**Name**	Eric Lynde, SEWRPC
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	Phone	262-547-6721
	Fax	262-547-1103
	Email	elynde@sewrpc.org
Key Agency Staff: Project Maps	**Name**	Eric Lynde, SEWRPC
	Address	W239 N1812 Rockwood Dr., PO Box 1607, Waukesha, WI 53187-1607
	Phone	262-547-6721
	Fax	262-547-1103
	Email	elynde@sewrpc.org
Contractors		
Current Prime Contractor	**Name**	AECOM
	Address	303 E. Wacker, Suite 900, Chicago, IL 60601
	Phone	312-938-0300
	Fax	312-938-1109
	Email	N/A
Prime Contractor: Project Manager	**Name**	Paula Pienton, AECOM
	Address	303 E. Wacker, Suite 900, Chicago, IL 60601
	Phone	312-938-0300
	Fax	312-938-1109
	Email	Paula.Pienton@aecom.com
Contractor Responsible for Travel Forecasts	**Name**	Kimon Proussaloglou, Cambridge Systematics
	Address	115 South LaSalle Street, Suite 2200 Chicago, IL 60603
	Phone	312-346-9907
	Fax	312-946-9908
	Email	kproussaloglou@camsys.com
Contractor Responsible for Capital Cost Estimates	**Name**	Dennis A. Gary, AECOM
	Address	303 E. Wacker, Suite 900, Chicago, IL 60601
	Phone	312-938-0300
	Fax	312-938-1109
	Email	dennis.gary@aecom.com

2.0 Certification of Technical Methods, Planning Assumptions and Project Development Procedures

The Certification of Technical Methods, Planning Assumptions and Project Development Procedures template provides certification by SERTA that the technical approaches and assumptions used for purposes of this submittal were in accordance with established New Starts principles, as well as other FTA guidance and best professional practices, with one exception. The one exception involves the planning horizon year, as explained below:

- **Planning Horizon –** All ridership projections for the KRM project have been forecast based on the SEWRPC's adopted regional transportation plan. That plan, which was adopted in June 2006, has a planning horizon of 2035. An updated 2035 land use plan was adopted at the same time.

For this submission, all project justification measures for the KRM project therefore are based on the adopted 2035 plan. All other methods and planning assumptions are certified in the template provided at the end of this section.

Dates also are provided in the template for the collection of data which support the travel forecasts.

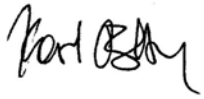
Certification of Technical Methods and Planning Assumptions

As Chairman of the Southeastern Regional Transit Authority (SERTA), I understand that FTA's Reporting Instructions for Section 5309 New Starts Criteria, dated July 2009, establish common conventions for the development of information on proposed New Starts projects that are crucial to the fair and evenhanded evaluation of projects. These conventions include:

1. The horizon year used for the travel forecasts is 2035.
2. The ridership forecasts are based on a single set of projections and policies consistent with the regional transportation plan and are held constant for the preparation of travel forecasts for the New Starts Baseline and New Starts Build alternatives, including:
   - Land use, demographics, socio-economic characteristics, and travel patterns;
   - The highway network, except as modified for changes inherent to the Build alternative (such as the conversion of traffic lanes to transit-only rights-of-way);
   - Transit service policies regarding geographic coverage, span of service, and headways, modified where necessary to integrate transit guideways into the bus system;
   - Pricing policies (fares, highway tolls, and parking costs); and
   - Transit capacity provided given projected transit volumes, productivity standards, and loading standards.
3. The travel models used to prepare the forecasts have been developed and tested with the best available data on current conditions in the urban area, including:
   - Highway speed data collected in the year 2006;
   - Transit travel-time data collected in 2001;
   - Home-interview/travel-diary data collected in 2001; and
   - Transit on-board survey data collected in 2001.
4. Except for the impacts of physical changes introduced by the alternatives themselves, the performance of the highway and transit systems is held constant between the New Starts Baseline and New Starts Build alternatives, including:
   - Highway congestion levels;
   - Transit operating speeds in mixed traffic; and
   - Maximum access and egress distances to/from transit services, as well as representations of walking, waiting, and transfer times.
5. Transit-mode-specific constants describing the unmeasurable attributes of individual modes are either the same across all transit line-haul modes or are derived from ridership experience on existing transit modes in the metropolitan area, and have magnitudes that are within acceptable ranges as reviewed and approved by FTA.
6. Service levels in both the New Starts Baseline and New Starts Build alternatives have been adjusted to meet projected ridership levels using consistent vehicle-loading standards.
7. The forecasts of ridership and transportation benefits have been subjected to quality-assurance reviews designed to identify and correct large errors that would threaten the usefulness of the information in project evaluation.
8. The forecast of ridership using park/ride access to an individual transit stop/station does not exceed the capacity of the associated park/ride lot as reported in the current planning and/or environmental documents for the alternatives.

9. Opening-year forecasts for the New Starts Build alternative are based on the same methodology as the out-year forecasts and are presented without adjustment.
10. The definitions of the New Starts Baseline and New Starts Build alternatives are up-to-date, include all items known to be part of the proposed scopes, and specifically identify any remaining sources of uncertainty in the scope of the project.
11. The capital cost estimates for the New Starts Baseline and New Starts Build alternatives are up-to-date, are based on unit costs that apply to expected conditions during construction, and specifically identify remaining uncertainties in those unit costs.
12. Estimates of operating and maintenance costs for the New Starts Baseline and New Starts Build alternatives are based on current local experience, are adjusted for differences in vehicle and service characteristics, and for any transit modes new to the system, are consistent with experience in similar settings elsewhere. All cost components are variable, not fixed. Costs vary with changes in service levels.
13. Annualization factors used to convert daily ridership and operating/maintenance costs into yearly totals are consistent with local experience and are the same for the New Starts Baseline and New Starts Build alternatives.
14. The capital cost estimates are presented in 2009 base year dollars as well as YOE$.
15. The financial plan has been updated with information from the most recent budget cycle.
16. Any financing costs incurred because of the project have been included in the total project cost as required by FTA, regardless of whether the project sponsor is seeking reimbursement of the costs from New Starts funds.
17. The full cost of preliminary engineering and final design has been included in the total project cost as required by FTA.

Therefore, I hereby certify that SERTA has followed FTA's *Reporting Instructions for Section 5309 New Starts Criteria* (July 2009) in general, and in the above-listed conventions in particular, in the preparation of this submission, with the exception of the 2030 horizon year as documented in Section 2.0 of this submittal and that has been discussed with FTA and that FTA has approved.



June 17, 2010

Karl J. Ostby, Chairman,
Southeastern Regional Transit Authority

Date

3.0 Travel Forecasts

This section provides a brief overview of the model used to generate ridership forecasts and user benefits for the KRM Commuter Rail project. Coordination with the FTA on the model and forecasts was initiated in 2006, and has continued throughout the travel forecasting process, including multiple meetings and the submittal of documentation to demonstrate the adequacy of the modeling tool and approach to generating defensible forecasts for the project.

3.1 Travel Forecasting Methodology

The KRM ridership forecasts and user benefit estimates are based on a model developed specifically for the entire KRM corridor. This model set was developed by combining the existing models maintained by SEWRPC and CATS (Chicago Area Transportation Study, now called the Chicago Metropolitan Agency for Planning, CMAP). The model development and validation effort has been conducted in accordance with FTA requirements. These requirements are included in documentation available from the FTA and have been disseminated in FTA courses on New Starts. The model incorporates the following elements:

- A single model analysis framework for travel markets within Wisconsin, between Wisconsin and Illinois, and within Illinois.
- A zone system structure and highway and transit networks that properly reflect the service by competing modes along the KRM corridor. Socioeconomic forecasts for the Wisconsin and Illinois portions of the KRM corridor that are adopted by SEWRPC and CMAP, respectively.
- A household survey conducted by SEWRPC in 2001 used to develop the trip generation, attraction choice, and mode choice elements for the KRM model.
- Onboard surveys conducted in 2001 on the MCTA, Kenosha, Racine, and Wisconsin Coach Line route systems used to analyze the patterns of bus ridership.
- Metra origin-destination surveys conducted in 2002 and 2006 used to analyze patterns of rail ridership at the Kenosha station and at Illinois stations at the northern edge of the UPN commuter rail line.
- Highway travel time data along the KRM corridor were collected in 2006 using the floating car method. These data were collected to help ensure that the travel times reflected in the SEWRPC and KRM models properly reflect the travel times observed in the field.
- Bus transit schedules for 2006 were reviewed and documented to provide a benchmark for comparing against the bus transit skims that are generated by the KRM model.

The following changes were made to the model at the recommendation of FTA staff or to improve the model performance:

- Transit access and egress methodologies were updated to include a system of GIS buffers around the stops/stations to estimate the access/egress travel times as well as the number of persons within walking distance of the stops;
- The original origin-destination trip format was changed to a production-attraction format for consistency with the FTA Summit New Starts program.
- As a result of switching to a production-attraction trip format, the model was simplified from a three purpose and four time period model to a three purpose model using only two time periods;
- Traffic analysis zones (TAZ) near the KRM stations were split into smaller zones. The socioeconomic data of the TAZ was maintained and reallocated to the new smaller zones.

As noted above, numerous meetings have been held with FTA staff to discuss the model and travel demand forecasting methods for this project. As a result of those meetings, a series of seven technical memoranda were developed providing detailed responses on the following subjects:

- Uncertainties/risks in the travel model;
- Sensitivity tests on auto speeds (auto speed surveys, coded and actual speed factors by area and facility) and transit speeds (end-to-end travel times calibrated to time tables);
- Validation tests (geographic and socio-economic distribution of transit trips);
- Understanding of the park-and-ride market;
- Proportion of CBD (Chicago, Milwaukee) to regional employment;
- Mode choice model changes; and
- Summit outputs including all proposed stations and a district map.

The model was adjusted based on these memoranda and applied to generate results incorporated in this application. To better understand and interpret those results, an additional memorandum analyzing the uncertainties inherent in the model was prepared and submitted to FTA by email on December 17, 2009. That memorandum is included at the end of this section.

3.2 Summit Reports and Maps

Summit reports and maps for the KRM Commuter Rail project are provided electronically on CD as part of this submittal. Key results of this user benefit analysis include the following:

- Almost all of the system user benefits are concentrated in the three Wisconsin Counties – Kenosha, Racine, and Milwaukee. Overall, 98 percent of all system user benefits are concentrated in travel within, to, and from these three counties.

- Some 98 percent of the total user benefits reflect benefits for travel produced in Wisconsin. Similarly, 90 percent of the benefits correspond to travel attracted to the three Wisconsin Counties.

- The user benefits in the three Wisconsin Counties are concentrated primarily within Milwaukee County (57 percent of total benefits) and within Racine County (25 percent of total benefits). This pattern is consistent with the five KRM stations that will be located in Milwaukee County and the two in Racine County. The percentage of benefits is comparatively lower for Kenosha County (17 percent), which is already served by Metra and where only one additional KRM station is proposed.

- Home-based trips account for nearly 97 percent of the benefits, with an estimated 84 percent reflecting home-based work travel.

3.3 Travel Forecast Template

Ridership forecast results for the KRM Commuter Rail project are presented in the Travel Forecast Template provided at the end of this section.

3.4 Annualization Factor

SEWRPC uses an annualization factor of 255, which represents the number of work days in a year.

TRAVEL FORECASTS TEMPLATE

PROJECT NAME: **Kenosha-Racine-Milwaukee Commuter Rail Project**

Line	Trip-Purpose-Specific Information	Source	HBW	HBO	NHB						DAILY TOTAL
1	Daily transit trips, Baseline Alternative	Summit: table 30	949,789	583,697	179,500						1,712,986
2	Daily transit trips, Build Alternative	Summit: table 40	955,771	584,101	179,665						1,719,537
3	Daily person trips, Build Alternative	Summit: table 20	9,526,631	20,185,087	11,101,679						40,813,397
4	Daily hours of user benefits (UB)	Summit: table 70 / 60	3,295	482	132						3,909
5	Positive UB hours from coverage changes	Summit: (tables 44+47+48) / 60	194	260	9						463
6	Change in hours of UBs due to capping	Summit: capping impact / 60	-3,442	-206	-14						-3,661
7	Daily hours of UBs for transit dependents	Summit: standard report									0
	Trip-Purpose-Specific Quality-Control Measures										
8	Daily new transit trips		5,982	404	165	0	0	0	0	0	6,551
9	Daily new transit trips -- distribution (%)		91%	6%	3%	0%	0%	0%	0%	0%	100%
10	Daily user benefits -- distribution (%)		84%	12%	3%	0%	0%	0%	0%	0%	100%
11	Daily transit trips, Baseline Alternative -- distribution (%)		55%	34%	10%	0%	0%	0%	0%	0%	100%
12	Percent change in user benefits due to capping		-51%	-30%	-10%	0%	0%	0%	0%	0%	-48%
13	Percent of capped user benefits accruing to transit dependents		0%	0%	0%	0%	0%	0%	0%	0%	0%

Line	Special-Markets Information	Source									ANNUAL TOTAL
14	Special-market project trips per event-day	Special-market forecasts									0
15	Special-market UB hours per event-day	Special-market forecasts									0
16	Special-market pass-miles per event-day	Special-market forecasts									0
17	Annualization factor (event-days / year)	Special-market forecasts									---
	Special-Markets Quality-Control Measures										
18	Annual new transit trips, special markets only -- distribution (%)		0%	0%	0%	0%	0%	0%	0%	0%	0%
19	Annual user benefits, special markets only -- distribution (%)		0%	0%	0%	0%	0%	0%	0%	0%	0%
20	Minutes of user benefits per project trip, special markets only		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Line	General Information	Source	Entry	General Information	Source	Entry
21	Annualization factor (days/year)	Current/similar guideway	255	Person trips by transit dependents	Travel forecasts	-
22	Daily project trips, no special mkts	Travel forecasts	8,327	Person trips (stratified trip purposes only)	Travel forecasts	40,813,397
23	Daily project trips, transit dependents	Travel forecasts	-	Station-area employees (within 1/2 mile)	Linked from Land Use Template	48,071
24	Daily project pass-miles, no special mkts	Travel forecasts	84,375	Station-area residents (within 1/2 mile)	Linked from Land Use Template	44,599
25	Daily project pass-miles, trn dependents	Travel forecasts	-	Project length (miles)	Linked from Project Descrip Template	33 miles

	General Quality Control Measures (Excluding Special Markets)	Value	General Quality Control Measures (Excluding Special Markets)	Value
26	Minutes of user benefits per daily project trip (before capping)	54.5	Daily project trips per station area employee	0.17
27	Minutes of user benefits per daily project trip (after capping)	28.2	Daily project trips per station area resident	0.19
28	Percent of user benefits that are coverage related	12%	Daily minutes of user benefits per station area employee	4.88
29	Percent of user benefits that are off-model	0%	Daily minutes of user benefits per station area resident	5.26
30	Percent of project trips that are new transit trips	79%		
31	Project average trip distance / project length	#VALUE!		

4.0 Operating and Maintenance Costs

This section provides a summary of the approach and assumptions used to develop operating and maintenance (O&M) costs for the KRM project.

4.1 O&M Costing Approach

The methodology for estimating commuter rail and bus O&M costs for the KRM project was documented in a paper provided to the FTA on December 17, 2009. That methodology reflected refinements, particularly to the estimation of rail costs, based on FTA's preliminary review of the 2007 New Starts application which was subsequently withdrawn. Refinements to the methodology provide better consistency with FTA guidance for O&M cost estimation. A copy of the December 2009 paper is contained on the CD provided as part of this submittal.

The approach for estimating both bus and commuter rail costs is summarized below.

4.2 Bus O&M Cost Model

O&M cost models for the Wisconsin Coach Lines and the Milwaukee County Transit System (MCTS) have been developed, each using four cost drivers; the bus cost model used for the 2007 submittal was based on a single unit cost rate. The new bus cost estimates, resulting from the refined approach, were derived from detailed cost data with an overall structure consistent with FTA guidelines.

Milwaukee County Transit System (MCTS) Cost Model

The MCTS model uses National Transit Database (NTD) data as a primary data source. Reporting year 2008 data are used to derive base year unit costs. Seven years of historical data were used to derive inflation rates for each expense category. The NTD provides O&M cost data in four expense functions and 12 expense categories under each function, for a total of 48 expense categories.

Expense categories are associated with one or more measures of service output to project changes in O&M costs resulting from service changes. The model has four cost drivers, including:

- Revenue Vehicle-Hours (annual) – Time spent in revenue service by fixed route buses.
- Revenue Vehicle-Miles (annual) – Distanced traveled in revenue service by fixed route buses.
- Peak Fleet – Number of buses operated in maximum service.
- Number of Maintenance Garages – Number of maintenance facilities servicing revenue vehicles throughout the system.

The model combines NTD-based audited financial data and annual operating statistics to compute unit costs for each of the expense categories. Unit costs establish the rate of increase of O&M costs associated with service changes. Unit costs are computed by dividing costs by cost driver operating statistics. The year 2008 unit costs are used as the basis for future estimates of O&M costs based on changes in operating statistics and inflation. Table 4.1 shows the cost drivers that are associated with each expense type, including the MCTS 2008 unit costs.

Table 4.1 2008 MCTS Cost Drivers by Expense Category

Cost Item	Dept.	Type	Cost Driver	2008 Unit Cost
VEHICLE OPERATIONS	**100**			
Labor	100			
- Operator's Salaries & Wages	100	LABOR	REVHR	$28.94
- Other Salaries & Wages	100	LABOR	REVHR	$3.33
Fringe Benefits	100	LABOR	Dept. 100 Earnings	94.01%
Non-Labor	100			
Professional & Technical Services	100	SERV	REVHR	$1.19
Materials & Supplies	100			
- Fuel & Lubricants	100	FUEL	REVMI	$0.9025
- Tires & Tubes	100	MATL	REVMI	$0.0281
- Other Materials & Supplies	100	MATL	REVMI	$0.0093
Miscellaneous Expenses	100	MISC	Dept. 100 Earnings	0.04%
VEHICLE MAINTENANCE	**200**			
Labor	200			
- Operator's Salaries & Wages	200	LABOR	GARAGE	$5,180
- Other Salaries & Wages (50%)	200	LABOR	REVMI	$0.24
- Other Salaries & Wages (50%)	200	LABOR	PKVEH	$9,710
Fringe Benefits	200	LABOR	Dept. 200 Earnings	93.38%
Non-Labor	200			
Professional & Technical Services	200	SERV	REVMI	$0.0061
Materials & Supplies	200		0	
- Fuel & Lubricants	200	FUEL	REVMI	$0.0061
- Tires & Tubes	200	MATL	REVMI	$0.0003
- Other Materials & Supplies (50%)	200	MATL	REVMI	$0.1264
- Other Materials & Supplies (50%)	200	MATL	PKVEH	$5,185
Casualty & Liability	200	INS	Dept. 200 Earnings	-3.11%
Taxes & Fees	200	TAX	REVMI	$0.0000
Miscellaneous Expenses	200	MISC	Dept. 200 Earnings	0.12%
NON-VEHICLE MAINTENANCE	**300**			
Labor	300			
- Operator's Salaries & Wages	300	LABOR	GARAGE	$7,583
- Other Salaries & Wages (75%)	300	LABOR	GARAGE	$278,197
- Other Salaries & Wages (25%)	300	LABOR	REVMI	$0.02
Fringe Benefits	300	LABOR	Dept. 300 Earnings	92.96%
Non-Labor	300			
Professional & Technical Services	300	SERV	GARAGE	$184,787
Materials & Supplies	300			
- Other Materials & Supplies (75%)	300	MATL	GARAGE	$117,735
- Other Materials & Supplies (25%)	300	MATL	REVMI	$0.01
Casualty & Liability	300	INS	Dept. 300 Earnings	0.59%
Miscellaneous Expenses	300	MISC	GARAGE	$0.00
GENERAL ADMINISTRATION	**400**			
Labor	400			
- Operator's Salaries & Wages	400	LABOR	GARAGE	$13,047
- Other Salaries & Wages (75%)	400	LABOR	PKVEH	$8,831
- Other Salaries & Wages (25%)	400	LABOR	GARAGE	$288,484
Fringe Benefits	400	LABOR	Dept. 400 Earnings	94.06%
Non-Labor	400			
Professional & Technical Services	400	SERV	PKVEH	$10,196
Materials & Supplies	400	MATL	PKVEH	$713.18
Utilities	400	UTIL	GARAGE	$431,495
Casualty & Liability (50%)	400	INS	REVMI	$0.0243
Casualty & Liability (50%)	400	INS	PKVEH	$998
Miscellaneous Expenses	400	MISC	Dept. 400 Earnings	11.28%

Wisconsin Coach Lines (WCL) Cost Model

The WCL service is operated by CoachUSA under a contract administered by the City of Racine. WCL cost and operating statistic information for 2008 was provided by the Wisconsin Department of Transportation, as presented in Table 4.2. Costs for specific cost categories have been assigned to the following cost driving variables: annual revenue bus-hours, annual revenue bus-miles, annual one-way bus trips and maintenance facilities.

Table 4.2 2008 Wisconsin Coach Lines Costs

Cost Category	Cost Type	2008 Costs	Driver	Comments
Driver Wages	LABOR	$149,899	HOURS	At $14.05/hour, including 956 non-driving/training hours
Other Wages	LABOR	150,684	MILES	
Fringe Benefits	LABOR	107,628	Wages	0.3581
	SERV	42,571	TRIPS	
Diesel	FUEL	205,143	MILES	63,121 gal @ $3.25
Other Materials	MATL	177,151	MILES	
	UTIL	22,546	FACILITIES	
	INSUR	83,777	TRIPS	
	TAX	10,292	FACILITIES	
	MISC	47,863	TRIPS	
Yard & Stations	LEASE	25,614	FACILITIES	
Total		**$1,023,168**		
Depreciation			$ 98,946	Not modeled

WCL unit costs by driver are presented in Table 4.3.

Table 4.3 WCL 2008 Unit Costs

Input	2008 Costs	2008 Service Statistics	Unit Cost
Annual Revenue Vehicle Miles	$586,933	266,396	$2.20
Annual Revenue Vehicle Hours	$203,572	8,833	$23.05
Total Annual Bus Trips	$174,211	5,400	$32.26
Maintenance Facilities	$58,452	1	$58,452
Total Costs	**$1,023,168**		

4.3 Commuter Rail O&M Cost Model

The commuter rail O&M cost estimate methodology has been improved from the previous submittal by eliminating the use of unit costs from Metra Union Pacific (UP) budgeted cost data. Instead, actual O&M cost estimates from the recently completed Minneapolis Northstar commuter rail project were utilized, as well as cost data for peer commuter rail systems across the country.

This alternative approach was developed subsequent to Metra's refusal to provide its O&M cost model, which meets FTA requirements, in response to requests by the Regional Planning Commission. Specifically, FTA requires that costs be estimated with cost allocation models that assume each expense incurred is "driven" by a key supply variable such as revenue hours, revenue miles, or peak vehicles. While KRM O&M commuter rail cost estimates developed in 2007 were based on such drivers, the unit costs used with those drivers were derived from Metra UP budget information. Since actual operating cost data from Metra were not available, commuter rail O&M costs from various systems around the country were compiled. As part of that data compilation effort, 2007 National Transit Database (NTD) cost data were gathered for the following five operating systems:

- Altamont Commuter Express (San Jose)
- Coaster (San Diego)
- Sounder (Seattle)
- Tri-Rail (Miami)
- Virginia Railway Express (Washington D.C.)

The detail of information provided in the NTD for commuter rail systems, however, is often very limited by portions of each operator's cost being classified as "purchased transportation." Commuter rail agencies typically contract out train operations, vehicle maintenance and/or track maintenance costs. Further, operating and maintenance agreements vary considerably for commuter rail systems, with differences in what is and is not contracted. There can be differences in track maintenance agreements (e.g., does the agency own the track or do they have a usage agreement), vehicle maintenance and dispatch responsibilities, and level of freight traffic that the freight railroad has on the line. Furthermore, subtle differences among those contract relationships are not always transparent. Thus, use of NTD data as a basis for building a commuter rail cost model has limitations.

Therefore, it was determined that an alternative approach was to gather more specific data from one very similar commuter rail agency, build a spreadsheet cost model based on that agency, and compare reasonableness of these results with NTD cost data for other peer commuter rail systems. An attempt was made to gather specific detailed expense data from existing commuter rail systems, but for reasons noted above, such information was

not generally attainable (i.e., significant amounts of each agency's costs are lumped as contracted services, without further definition). The commuter rail service where detailed operating data were available was the Northstar commuter rail system in Minneapolis. This system started operation in November 2009. Considerable effort was given by Northstar staff in estimating operating costs based on executed and soon to be executed contracts. Northstar operations, however, are somewhat unique, given that the BNSF operates the train service and maintains the tracks, and Metro Transit maintains the vehicle fleet. Further, Met Council is the umbrella agency over Northstar and is responsible for several Northstar general administrative functions, such as human resources and accounting. Thus, the Northstar operating budget includes shared higher level administrative costs than are anticipated to be incurred by the Met Council but are not likely to apply to a simpler KRM operation.

Northstar's costs were rearranged into NTD cost categories for comparison to NTD peer system costs. Costs for the peer systems and Northstar were also adjusted to 2008 dollars for an equitable comparison. This comparison found that Northstar's overall cost per train-hour and cost per car-mile is significantly higher than three of the five peer systems, as shown in Figure 4.1. Upon closer examination, it was determined that there were three areas where Northstar costs varied significantly from the peer systems:

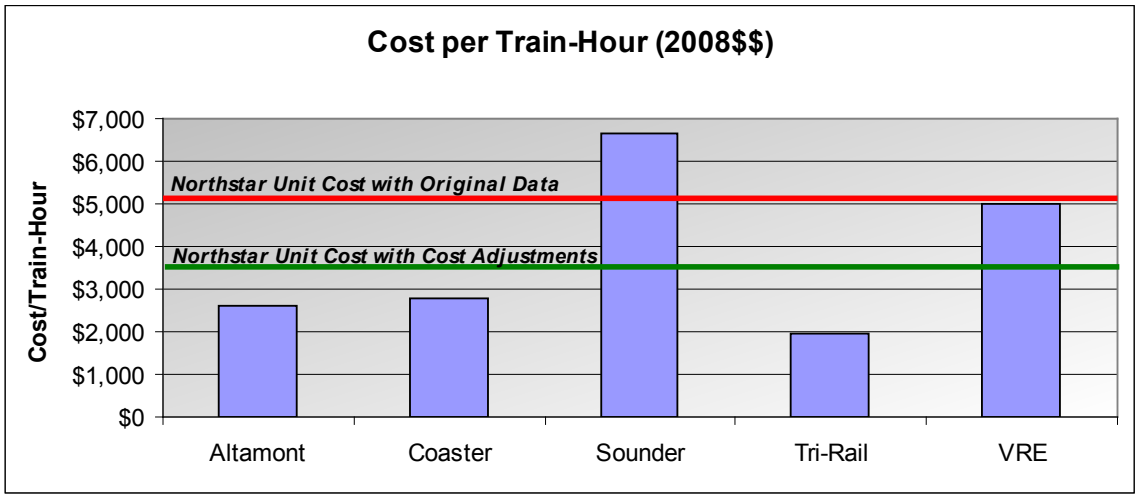
- Non-Vehicle Maintenance Costs – Northstar costs for non-vehicle maintenance (primarily maintenance-of-way costs) were significantly higher than the peer systems, and thus were adjusted for KRM to be more in line with the other systems.

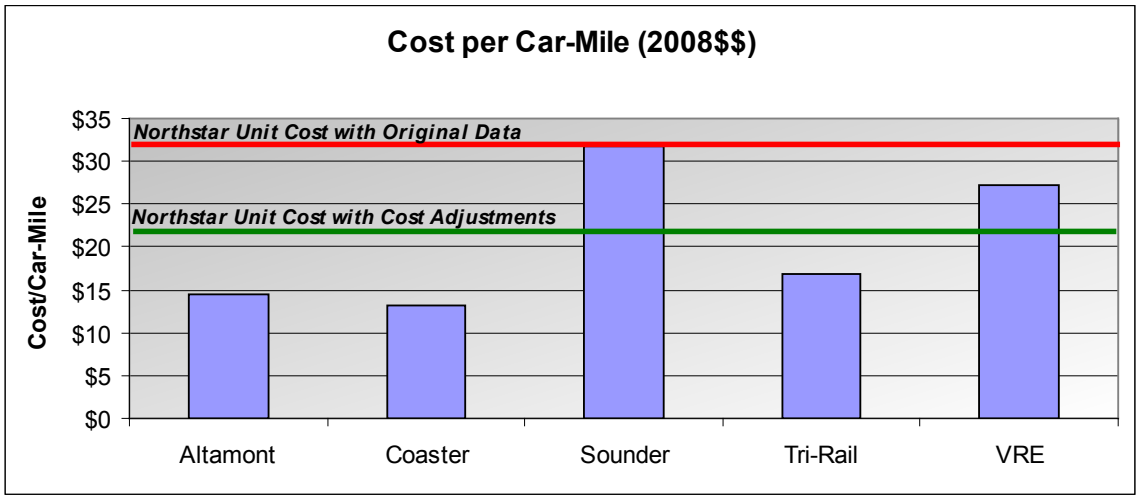
- General Administrative (G/A) Support Costs – When G/A costs are considered as a percentage of total costs, Northstar costs are considerably higher than the peer systems. Thus, G/A line item costs were also adjusted for KRM to be more in line with the other systems. Costs associated with utilities, insurance and management fees were estimated separately.

- Insurance Costs – Northstar's operating budget reflects $2.8 million for insurance costs (adjusted to 2008 dollars). This is substantially higher than the similar-sized peer systems (e.g., Altamont and Coaster are approximately $1.5 million each). Thus, new unit costs on a train-hour and car-mile basis were determined for these peer systems and used for estimating potential KRM insurance costs instead of data from the Northstar budget.

Application of these adjustments reduces the cost model's estimate of Northstar's costs to levels that are more comparable to averages for the peer systems, when evaluated on a cost per train-hour and cost per car-mile basis, as shown in Figure 4.1.

Figure 4.1 Comparison of Northstar O&M Cost Projections to Peer Systems





The process described above reflects an approach for estimating commuter rail costs using conventional commuter rail equipment (i.e., locomotives pushing and pulling rail coaches). However, KRM service is proposed to operate with FRA-compliant diesel multiple units (DMU). For the 2007 KRM O&M estimates, commuter rail costs were adjusted on the basis of Colorado Railcar data published in 2003. Specifically, train crew size, diesel fuel and vehicle maintenance costs were adjusted to account for DMU operations. Adjustments made in the prior estimates have been carried forward to the new estimate. Specific adjustments were as follows:

- DMU train crews were assumed to be two persons per train instead of the typical three persons per train that is common with traditional locomotive-hauled commuter rail operations.
- Vehicle maintenance-related costs were reduced by 20 percent to account for less costly DMU vehicle maintenance costs.
- Fuel costs were reduced by 50 percent to account for reduced fuel consumption rates for DMU vehicles (based on DMU vs. F40 diesel locomotive fuel consumption comparisons previously made by the Colorado Railcar manufacturer).

The operating statistics used in the model are presented in Table 4.4. The Locally Preferred Alternative (LPA) currently being advanced has several changes from the 2007 proposal. Specifically, trains are not proposed to operate south of Kenosha. The 2007 service assumed that selected trains would operate to Waukegan and Chicago. Table 4.4 provides a side-by-side comparison of the current and prior LPA.

Table 4.4 KRM LPA Service Inputs, 2007 and 2009

		Service Units			
Variable	Abbrev.	2007 LPA	2009 LPA	Diff.	% Diff.
Peak Locomotives/Peak Trains	PKLOCO	5	4	-1	-20%
Peak Passenger Cars	PKCAR	10	8	-2	-20%
Annual Revenue Car Miles	CARMI	558,195	432,990	-125,205	-22%
Annual Revenue Train Miles	TRAINMI	279,098	216,495	-62,603	-22%
Annual Revenue Train Hours	TRAINHR	7,514	7,005	-509	-7%
Passenger Stations*	STATION	9.5	8	-1.5	-16%
Route Miles	RTMILE	33	33	0	0%
Yards	YARD	1	1	0	0%
Vehicle Type	MODE	DMU	DMU		

*KRM stations shared with Metra and Amtrak count as 0.5.

A comparison of the 2009 LPA estimated costs to the 2007 LPA using the original cost model and applied to the new model is presented in Table 4.5. The new cost model applied to the 2007 LPA results in significantly higher costs; 46 percent higher for the

same service, while estimated costs at the 2009 LPA service levels are 29 percent higher than the original O&M cost estimate. Expressed on a service unit basis, the 2009 LPA costs are also in line with the peer unit costs shown earlier. Figure 4.2 provides the detailed O&M cost model applied to the 2009 LPA service inputs.

Table 4.5 KRM Comparative O&M Annual Costs

	Annual Cost (millions of 2009$$)	Cost per Train Hour	Cost per Car Mile
2007 LPA with Original Cost Model	$9.6	$1,278	$17.20
2007 LPA with New Cost Model	$14.1	$1,876	$25.26
2009 LPA with New Cost Model	$12.5	$1,784	$28.87

Figure 4.2 Application of New KRM Commuter Rail/DMU Cost Model

O&M COST MODEL INPUTS
Line Item Detail
2009 LPA Kenosha-Milwaukee, DMU Operations

Department & Expense Line Item	Dept	Cost Type	Baseline 2009 Cost	Driving Variable	Product'y Factor*	Est. Line Item Cost	Division Cost
Vehicle Operations	**100**						**$4,513,553**
Agency Labor	100	n/a	n/a	n/a	n/a	n/a	
Professional & Technical Services	100	SERV					
Yard Security	100	SERV	$3,715	YARD	$3,715	$3,715	
Materials & Supplies	100						
Fuel & Lubricants	100	FUEL	$1,388,654	TRAINMI	$4.69	$1,014,999	
Purchased Transportation	100	PURCH					
Train Operations	100	PURCH	$2,445,165	TRAINHR	$498.91	$3,494,839	
Vehicle Maintenance	**200**						**$1,829,765**
Agency Labor	200						
- Other Salaries & Wages	200	LABOR	$1,293,031	CARMI+TRAINMI	$1.92	$830,478	
- Fringe Benefits	200	LABOR	$977,086	Veh Maint Salaries & Wages	75.57%	$627,555	
Professional & Technical Services	200	SERV					
Locomotive Maintenance (50%)	200	SERV	$52,120	TRAINMI	$0.00	$0	
Locomotive Maintenance (50%)	200	SERV	$52,120	PKLOCO	$0	$0	
Passenger Car Maintenance (50%)	200	SERV	$61,408	CARMI	$0.17	$72,916	
Passenger Car Maintenance (50%)	200	SERV	$61,408	PKCAR	$5,676.39	$45,411	
Corrective Maintenance (50%)	200	SERV	$92,887	PKLOCO	$0	$0	
Corrective Maintenance (50%)	200	SERV	$92,887	PKCAR	$9,288.67	$74,309	
Materials & Supplies	200						
Locomotive Repair Parts	200	MATL	$104,883	TRAINMI	$0.00	$0	
Passenger Car Repair Parts	200	MATL	$105,985	CARMI	$0.31	$135,435	
Corrective Repair Parts (50%)	200	MATL	$10,876	PKLOCO	$0.00	$0	
Corrective Repair Parts (50%)	200	MATL	$10,876	PKCAR	$1,087.56	$8,701	
Locomotive Matl & Supplies (50%)	200	MATL	$12,901	TRAINMI	$0.00	$0	
Locomotive Matl & Supplies (50%)	200	MATL	$12,901	PKLOCO	$0.00	$0	
Passenger Car Matl & Supplies (50%)	200	MATL	$20,642	CARMI	$0.05	$21,543	
Passenger Car Matl & Supplies (50%)	200	MATL	$20,642	PKCAR	$1,677.13	$13,417	
Non-Vehicle Maintenance	**300**						**$1,694,685**
Agency Labor	300	n/a	n/a	n/a	n/a	n/a	
Professional & Technical Services	300	SERV					
Snow Plowing	300	SERV	$134,685	STATION	$26,937	$215,497	
Shop Equipment Maintenance	300	SERV	$51,604	YARD	$51,604	$51,604	
Facility & Station Maintenance (50%)	300	SERV	$95,467	STATION	$19,093	$152,747	
Facility & Station Maintenance (50%)	300	SERV	$95,467	YARD	$95,467	$95,467	
Materials & Supplies	300						
MOW Materials & Supplies	300	MATL	$35,297	RTMILE	$878.04	$28,800	
Facility Maint Matl & Supplies (50%)	300	MATL	$103,207	STATION	$20,641	$165,131	
Facility Maint Matl & Supplies (50%)	300	MATL	$103,207	YARD	$103,207	$103,207	
Purchased Transportation	300	PURCH					
ROW Maintenance	300	PURCH	$1,081,273	RTMILE	$26,897	$882,233	
General Administration	**400**						**$4,461,100**
Utilities	400	UTIL					
Electric, Gas, Water (50%)	400	UTIL	$166,164	STATION	$33,233	$265,862	
Electric, Gas, Water (50%)	400	UTIL	$166,164	YARD	$166,164	$166,164	
Refuse	400	UTIL	$10,837	STATION	$2,167.37	$17,339	
Refuse	400	UTIL	$10,837	YARD	$10,837	$10,837	
Telephone	400	UTIL	$20,435	% of Utilities	5.77%	$26,565	
Casualty & Liability	400	INS					
Insurance (50%)	400	INS	n/a	TRAINHR	$161.24	$1,129,474	
Insurance (50%)	400	INS	n/a	RTMILE	$8,800.44	$288,655	
Purchased Transportation	400	PURCH					
Management Fees	400	PURCH	$489,033	RR Operations & ROW Maint $	13.87%	$606,996	
G&A Support (Labor & Non-Labor)	400	n/a	n/a	% of Total Cost	18.48%	$1,949,208	
TOTAL ANNUAL O&M COSTS:							**$12,499,103**
					Cost/Train-Hour		***$1,784***
					Cost/Car-Mile		***$28.87***

*Numbers in red indicate productivity assumptions that differ from Northstar.

Veh. Ops. Cost/Train-Hour:	*$644.33*
Veh. Maint. Cost/Car-Mile:	*$4.23*
Non-Veh. Maint. Cost/Rt. Mile:	*$51,667*
G/A Costs as a % of Total:	*35.69%*

5.0 Capital Costs

This section provides a summary of the assumptions used to develop capital costs for the KRM project. A copy of the Standard Cost Categories worksheet is also included, showing the costs for the both the KRM Build and the Baseline Alternative.

5.1 Capital Costing Approach

Capital costs for the KRM Build and Baseline Alternatives were prepared and are reported in the Standard Cost Categories (SCC) worksheet (Rev. 12, July 31, 2009).

Construction cost values used in the KRM project capital cost estimate were gathered from a number of sources, emphasizing the comparability (e.g., mode, service attributes), geographic basis, and the currency of the information. The sources for unit cost data include:

- Metra studies – previous and current
- Kankakee County Commuter Rail Feasibility Study
- Internal consultant team sources
- SEWRPC's 2003 KRM transit study data
- Information from local governments, bus transit agencies, and private bus operations
- Construction industry cost estimating sources, such as Sweets or R.S. Means, including application of "City Index" corrections for geographical variations in price.

The allocated contingency cost used in this estimate was set at 12.5 percent of the base construction costs. An additional 5.63 percent unallocated contingency was also incorporated into the cost estimate. This contingency is sufficient based on the current level of design and given the presence of existing operating infrastructure. Professional services, including engineering/design costs as well as construction-phase engineering and start up costs are estimated at 24 percent of the base construction costs.

Baseline costs reflect additional vehicles that would be procured to operate enhanced bus service in the KRM corridor as well as a park-and-ride lot, transit center, and signal improvements.

5.2 Standard Cost Categories Worksheet

Capital costs for the KRM commuter rail project Build and Baseline alternatives are reported in the Standard Cost Categories (SCC) worksheet. The SCC worksheet is provided at the end of this section and electronically on a CD contained in the front pocket of this submittal.

Standard Cost Categories for Capital Projects

(Rev.12, July 31, 2009)

10 GUIDEWAY & TRACK ELEMENTS (route miles)

10.01 Guideway: At-grade exclusive right-of-way
10.02 Guideway: At-grade semi-exclusive (allows cross-traffic)
10.03 Guideway: At-grade in mixed traffic
10.04 Guideway: Aerial structure
10.05 Guideway: Built-up fill
10.06 Guideway: Underground cut & cover
10.07 Guideway: Underground tunnel
10.08 Guideway: Retained cut or fill
10.09 Track: Direct fixation
10.10 Track: Embedded
10.11 Track: Ballasted
10.12 Track: Special (switches, turnouts)
10.13 Track: Vibration and noise dampening

20 STATIONS, STOPS, TERMINALS, INTERMODAL (number)

20.01 At-grade station, stop, shelter, mall, terminal, platform
20.02 Aerial station, stop, shelter, mall, terminal, platform
20.03 Underground station, stop, shelter, mall, terminal, platform
20.04 Other stations, landings, terminals: Intermodal, ferry, trolley, etc.
20.05 Joint development
20.06 Automobile parking multi-story structure
20.07 Elevators, escalators

30 SUPPORT FACILITIES: YARDS, SHOPS, ADMIN. BLDGS

30.01 Administration Building: Office, sales, storage, revenue counting
30.02 Light Maintenance Facility
30.03 Heavy Maintenance Facility
30.04 Storage or Maintenance of Way Building
30.05 Yard and Yard Track

40 SITEWORK & SPECIAL CONDITIONS

40.01 Demolition, Clearing, Earthwork
40.02 Site Utilities, Utility Relocation
40.03 Haz. mat'l, contam'd soil removal/mitigation, ground water treatments
40.04 Environmental mitigation, e.g. wetlands, historic/archeologic, parks
40.05 Site structures including retaining walls, sound walls
40.06 Pedestrian / bike access and accommodation, landscaping
40.07 Automobile, bus, van accessways including roads, parking lots
40.08 Temporary Facilities and other indirect costs during construction

50 SYSTEMS

50.01 Train control and signals
50.02 Traffic signals and crossing protection
50.03 Traction power supply: substations
50.04 Traction power distribution: catenary and third rail
50.05 Communications
50.06 Fare collection system and equipment
50.07 Central Control

60 ROW, LAND, EXISTING IMPROVEMENTS	
60.01	Purchase or lease of real estate
60.02	Relocation of existing households and businesses
70 VEHICLES (number)	
70.01	Light Rail
70.02	Heavy Rail
70.03	Commuter Rail
70.04	Bus
70.05	Other
70.06	Non-revenue vehicles
70.07	Spare parts
80 PROFESSIONAL SERVICES (applies to Cats. 10-50)	
80.01	Preliminary Engineering
80.02	Final Design
80.03	Project Management for Design and Construction
80.04	Construction Administration & Management
80.05	Professional Liability and other Non-Construction Insurance
80.06	Legal; Permits; Review Fees by other agencies, cities, etc.
80.07	Surveys, Testing, Investigation, Inspection
80.08	Start up
90 UNALLOCATED CONTINGENCY	
100 FINANCE CHARGES	

Standard Cost Categories for Capital Projects D E F I N I T I O N S (Rev.12, July 31, 2009)		**NOTE:** The SCC cost breakdown is based on a traditional Design Bid Build model. If your project is Design Build, to the best of your ability, separate construction costs from design, administration, testing, etc. Put all construction costs in 10 through 50. Put design, administration, testing, etc. in *80 Professional Services*.
10 GUIDEWAY & TRACK ELEMENTS (route miles)		Include guideway and track costs for all transit modes (Heavy rail, light rail, commuter rail, BRT, rapid bus, bus, monorail, cable car, etc.) The unit of measure is route miles of guideway, regardless of width. As associated with the guideway, include costs for rough grading, excavation, and concrete base for guideway where applicable. Include all construction materials and labor regardless of whom is performing the work. In your written description of the scope and in supporting graphic diagrams, indicate whether busway or rail track is single, double, triple, relocated, etc. Put guideway and track elements associated with yards in *30 Support Facilities* below.
10.01	Guideway: At-grade exclusive right-of-way	
10.02	Guideway: At-grade semi-exclusive (allows cross-traffic)	
10.03	Guideway: At-grade in mixed traffic	
10.04	Guideway: Aerial structure	Include foundation excavation; guideway structures including caissons, columns, bridges, viaducts, cross-overs, fly-overs.
10.05	Guideway: Built-up fill	Include construction of earthen berms.
10.06	Guideway: Underground cut & cover	Include excavation, retaining walls, backfill, underground guideway structure and finishes.
10.07	Guideway: Underground tunnel	Include tunneling by means of a tunnel boring machine, drill blasting, mining, and immersed tube tunneling; tunnel structure and finishes.
10.08	Guideway: Retained cut or fill	Include excavation, retaining walls, backfill, underground guideway structure and finishes.
10.09	Track: Direct fixation	Include rails, connectors.
10.10	Track: Embedded	Include rails, ties; ballast where applicable
10.11	Track: Ballasted	Include rails, ties and ballast.
10.12	Track: Special (switches, turnouts)	Include transitional curves.
10.13	Track: Vibration and noise dampening	Include upcharge for vib/noise dampening to any track condition above.
20 STATIONS, STOPS, TERMINALS, INTERMODAL (number)		As associated with stations, include costs for rough grading, excavation, station structures, enclosures, finishes, equipment; mechanical and electrical components including HVAC, ventilation shafts and equipment, station power, lighting, public address/customer information system, safety systems such as fire detection and prevention, security surveillance, access control, life safety systems, etc. Include all construction materials and labor regardless of whom is performing the work.
		Put guideway and track associated with stations in *10 Guideway & Track Elements* above.
20.01	At-grade station, stop, shelter, mall, terminal, platform	
20.02	Aerial station, stop, shelter, mall, terminal, platform	Include station structures including caissons, columns, platforms, superstructures, etc.
20.03	Underground station, stop, shelter, mall, terminal, platform	Include retaining walls, backfill, structure.
20.04	Other stations, landings, terminals: Intermodal, ferry, trolley, etc.	
20.05	Joint development	Per FTA's Joint Development Guidance, "Joint development is any income-producing activity with a transit nexus related to a real estate asset in which FTA has an interest. . .Joint development projects are commercial, residential, industrial, or mixed-use developments that are induced by or enhance the effectiveness of transit projects. . ." See http://www.fta.dot.gov/17973_18027_ENG_HTML.htm
20.06	Automobile parking multi-story structure	Include retaining walls, backfill, structure.
20.07	Elevators, escalators	
30 SUPPORT FACILITIES: YARDS, SHOPS, ADMIN. BLDGS		As associated with support facilities, include costs for rough grading, excavation, support structures, enclosures, finishes, equipment; mechanical and electrical components including HVAC, ventilation shafts and equipment, facility power, lighting, public address system, safety systems such as fire detection and prevention, security surveillance, access control, life safety systems, etc. Include fueling stations. Include all construction materials and labor regardless of whom is performing the work.
		Where a support facility shares the structure with a station, its cost may be included with station cost. Identify this with a note.
		Except for guideway and track associated with a yard, include all guideway and track costs associated with support facilities in *10 Guideway & Track Elements* above.
30.01	Administration Building: Office, sales, storage, revenue counting	
30.02	Light Maintenance Facility	Include service, inspection, and storage facilities and equipment.
30.03	Heavy Maintenance Facility	Include heavy maintenance and overhaul facilities and equipment.
30.04	Storage or Maintenance of Way Building	
30.05	Yard and Yard Track	Include yard construction, guideway and track associated with yard.

40 SITEWORK & SPECIAL CONDITIONS		Include all construction materials and labor regardless of whom is performing the work.
40.01	Demolition, Clearing, Earthwork	Include project-wide clearing, demolition and fine grading.
40.02	Site Utilities, Utility Relocation	Include all site utilities - storm, sewer, water, gas, electric.
40.03	Haz. mat'l, contam'd soil removal/mitigation, ground water treatments	Include underground storage tanks, fuel tanks, other hazardous materials and treatments, etc.
40.04	Environmental mitigation, e.g. wetlands, historic/archeologic, parks	Include other environmental mitigation not listed.
40.05	Site structures including retaining walls, sound walls	
40.06	Pedestrian / bike access and accommodation, landscaping	Include sidewalks, paths, plazas, landscape, site and station furniture, site lighting, signage, public artwork, bike facilities, permanent fencing.
40.07	Automobile, bus, van accessways including roads, parking lots	Include all on-grade paving.
40.08	Temporary Facilities and other indirect costs during construction	As a general rule and to the extent possible, appropriately allocate indirect costs among the construction costs in Categories 10 through 50. Where that is not possible, include in *40.08 Temporary Facilities* costs for mobilization, demobilization, phasing; time and temporary construction associated with weather (heat, rain, freezing, etc.); temporary power and facilities; temporary construction, easements, and barriers for storm water pollution prevention, temporary access and to mitigate construction impacts; project and construction supervision; general conditions, overhead, profit. **NOTE: Include contractor's general liability and other insurance related to construction such as builder's risk in Cats. 10 - 50, not in 80 Professional Services below.**
50 SYSTEMS		Include all construction materials and labor regardless of whom is performing the work.
50.01	Train control and signals	
50.02	Traffic signals and crossing protection	Include signal prioritization at intersections.
50.03	Traction power supply: substations	
50.04	Traction power distribution: catenary and third rail	
50.05	Communications	Include passenger information systems at stations and on vehicles (real time travel information; static maps and schedules). Include equipment to allow communications among vehicles and with central control.
50.06	Fare collection system and equipment	Include fare sales and swipe machines, fare counting equipment.
50.07	Central Control	
Construction Subtotal (10 - 50)		

60 ROW, LAND, EXISTING IMPROVEMENTS		**Include professional services associated with the real estate component of the project. These costs may include agency staff oversight and administration, real estate and relocation consultants, legal counsel, court expenses, insurance, etc.**
60.01	Purchase or lease of real estate	If the value of right-of-way, land, and existing improvements is to be used as local match to the Federal funding of the project, include the total cost on this line item. In backup documentation, separate cost for land from cost for improvements. Identify whether items are leased, purchased or acquired through payment or for free. Include the costs for permanent surface and subsurface easements, trackage rights, etc.
60.02	Relocation of existing households and businesses	In compliance with Uniform Relocation Act.
70 VEHICLES (number)		**Include professional services associated with the vehicle component of the project. These costs may include agency staff oversight and administration, vehicle consultants, design and manufacturing contractors, legal counsel, warranty and insurance costs, etc.**
70.01	Light Rail	Include light rail and streetcar rail using electric, diesel or other power supply.
70.02	Heavy Rail	
70.03	Commuter Rail	Include locomotives (diesel, electric, or other), trailer cars, self-propelled multiple units (EMU electric or DMU diesel, or other power supply)
70.04	Bus	Includes "rubber-tired" buses and trolleys including new, used, historic replica, articulated, using electric, diesel, dual-power, or other power supply.
70.05	Other	Include Vans, Sedan/Station Wagon, Cable Car, People Mover, Monorail, Car/Inclined Railway, Ferry Boat, Transferred Vehicle
70.06	Non-revenue vehicles	
70.07	Spare parts	
80 PROFESSIONAL SERVICES (applies to Cats. 10-50)		Cat. 80 applies to Cats. 10-50. Cat. 80 includes all professional, technical and management services related to the design and construction of fixed infrastructure (Cats. 10 - 50) during the preliminary engineering, final design, and construction phases of the project. This includes environmental work, design, engineering and architectural services; specialty services such as safety or security analyses; value engineering, risk assessment, cost estimating, scheduling, Before and After studies, ridership modeling and analyses, auditing, legal services, administration and management, etc. by agency staff or outside consultants. Include professional liability insurance and other non-construction insurance on 80.05 unless insurance for the agency and its consultants is already included in other lines. Include costs associated with professional services related to real estate and vehicles in Cats. 60 and 70. *(Note that costs for alternatives analysis and NEPA work done before FTA approval to enter preliminary engineering (PE), <u>regardless of funding source,</u> are not included in an FFGA and therefore, should not be included in the Standard Cost Category worksheets. For example, on one and the same grant, costs incurred prior to FTA approval to enter PE should be omitted from these worksheets whereas costs incurred after FTA approval to enter PE should be included.)*
80.01	Preliminary Engineering	
80.02	Final Design	
80.03	Project Management for Design and Construction	
80.04	Construction Administration & Management	
80.05	Professional Liability and other Non-Construction Insurance	
80.06	Legal; Permits; Review Fees by other agencies, cities, etc.	
80.07	Surveys, Testing, Investigation, Inspection	
80.08	Start up	Include start up and training. Include in Cats. 10 - 50 above access and protection work by agency staff or outside contractors.
Subtotal (10 - 80)		
90 UNALLOCATED CONTINGENCY		Includes unallocated contingency, project reserves. Document allocated contingencies for individual line items on the Main worksheets.
Subtotal (10 - 90)		
100 FINANCE CHARGES		Include finance charges expected to be paid by the project sponsor/grantee prior to either the completion of the project or the fulfillment of the New Starts funding commitment, whichever occurs later in time. Finance charges incurred after this date should not be included in Total Project Cost. (See FFGA Circular FTA C5200.1A Chapter III for additional information.) Derive finance charges from the New Starts project's financial plan, based on an analysis of the sources and uses of funds. The amount and type of debt financing required and revenues available determine the finance charges. By year, compute finance charges in year-of-expenditure (YOE) dollars. On the Inflation Calculation to YOE worksheet enter the finance charges for the appropriate years.
Total Project Cost (10 - 100)		

14-Series TEAM Scope / Activity Line Items

Required for <u>all grants</u> that serve a Capital Project

(Rev.12, July 31, 2009)

1. HOW DO THE SCC AND TEAM RELATE?

TEAM is for grants management. Many grants can serve a capital project -- e.g. CMAQ, 5307, 5309, etc. The Standard Cost Categories (SCC) are for cost management, day to day as well as at important milestones.

To manage capital project costs use the SCC worksheets, back up sheets, detailed cost estimates, etc. At important milestones, "paperclip" the SCC worksheets to the applicable grants in TEAM.

TEAM and the SCC support each other but TEAM doesn't duplicate the level of information in the SCC. Grant budgets will have just the ten lines.

2. WHEN SHOULD I USE THE 14-SERIES?

Use it for capital projects. For New Starts project, use it from the very first grant that funds Preliminary Engineering, and include all grants issued through the FFGA; these grants may be small or large and may derive funding from diverse sources such as CMAQ, 5307, 5309 Fixed Guideway Mod, 5309 New Starts, Federal Non-Transportation funding from HUD, Defense, etc.

3. HOW IS THE 14-SERIES ORGANIZED AND WHY?

The 14-Series has one Scope and 10 ALIs.
The organization is intentionally simple.
Put guideway costs under the Guideway ALI,
station costs under the Station ALI.
If the costs are organized simply,
the information will be consistent
program-wide and will produce
a reliable database.
For Vehicles, use the 13-Series ALIs.

140-00 PROJECT NAME - (this is the one Scope)

14.01.10 GUIDEWAY & TRACK ELEMENTS

14.02.20 STATIONS, STOPS, TERMINALS, INTERMODAL

14.03.30 SUPPORT FACILITIES: YARDS, SHOPS, ADMIN BLDGS

14.04.40 SITEWORK & SPECIAL CONDITIONS

14.05.50 SYSTEMS

14.06.60 ROW, LAND, EXISTING IMPROVEMENTS

13____ VEHICLES - use the 13-Series ALIs for vehicles.

14.08.80 PROFESSIONAL SERVICES

14.09.90 UNALLOCATED CONTINGENCY

14.10.10 FINANCE CHARGES

Engineering & Design	13.11.XX
Purchase - Replacement	13.12.XX
Purchase - Expansion	13.13.XX
Rehabilitation / Rebuild	13.14.XX
Mid Life Rebuild (Rail)	13.15.XX
Lease - Replacement	13.16.XX
Lease - Expansion	13.18.XX
Vehicle Overhaul	13.17.00

.01 Bus STD 40 FT
.02 Bus STD 35 FT
.03 Bus 30 FT
.04 Bus < 30 FT
.05 Bus School
.06 Bus Articulated
.07 Bus Commuter / Suburban
.08 Bus Intercity
.09 Bus Trolley STD
.10 Bus Trolley Artic.
.11 Bus Double Deck
.12 Bus Used
.13 Bus School Used
.14 Bus Dual Mode
.15 Vans
.16 Sedan / Station Wagon
.20 Light Rail Cars
.21 Heavy Rail Cars
.22 Commuter Rail Self Propelled Electric
.23 Commuter Rail Car Trailer
.24 Commuter Rail Locomotive Diesel
.25 Commuter Rail Locomotive Electric
.26 Commuter Rail Cars Used
.27 Commuter Rail Locomotive Used
.28 Commuter Rail Self Propelled - Diesel
.30 Cable Car
.31 People Mover
.32 Car, Incline Railway
.33 Ferry Boats
.39 Transferred Vehicles
.40 Spare Parts/Assoc.Capital / Maintenance Items

MAIN WORKSHEET-BUILD ALTERNATIVE

(Rev.12, July 31, 2009)

Project Sponsor Name: Southeastern Regional Transit Authority (SERTA) — Today's Date **6/9/10**

Project Name and Location: Kenosha-Racine-Milwaukee (KRM) Commuter Rail — Yr of Base Year $ 2009

Current Phase: In AA, Application for PE — Yr of Revenue Ops 2016

	Quantity	Base Year Dollars w/o Contingency (X000)	Base Year Dollars Allocated Contingency (X000)	Base Year Dollars TOTAL (X000)	Base Year Dollars Unit Cost (X000)	Base Year Dollars Percentage of Construction Cost	Base Year Dollars Percentage of Total Project Cost	YOE Dollars Total (X000)
10 GUIDEWAY & TRACK ELEMENTS (route miles)	**32.60**	52,630	6,579	**59,209**	**$ 1,816**	**40%**	**25%**	**72,535**
10.01 Guideway: At-grade exclusive right-of-way	32.60	15,145	1,893	17,038	$ 523			20,872
10.02 Guideway: At-grade semi-exclusive (allows cross-traffic)		0	0	0				0
10.03 Guideway: At-grade in mixed traffic		0	0	0				0
10.04 Guideway: Aerial structure		0	0	0				0
10.05 Guideway: Built-up fill		0	0	0				0
10.06 Guideway: Underground cut & cover		0	0	0				0
10.07 Guideway: Underground tunnel		0	0	0				0
10.08 Guideway: Retained cut or fill		0	0	0				0
10.09 Track: Direct fixation		0	0	0				0
10.10 Track: Embedded		0	0	0				0
10.11 Track: Ballasted		29,049	3,631	32,680				40,035
10.12 Track: Special (switches, turnouts)		8,436	1,055	9,491				11,627
10.13 Track: Vibration and noise dampening		0	0	0				0
20 STATIONS, STOPS, TERMINALS, INTERMODAL (number)	**7**	11,931	1,491	**13,422**	**$ 1,917**	**9%**	**6%**	**16,443**
20.01 At-grade station, stop, shelter, mall, terminal, platform	7	10,775	1,347	12,122	$ 1,732			14,850
20.02 Aerial station, stop, shelter, mall, terminal, platform		0	0	0				0
20.03 Underground station, stop, shelter, mall, terminal, platform		0	0	0				0
20.04 Other stations, landings, terminals: Intermodal, ferry, trolley, etc.		0	0	0				0
20.05 Joint development		0	0	0				0
20.06 Automobile parking multi-story structure		0	0	0				0
20.07 Elevators, escalators		1,156	144	1,300				1,593
30 SUPPORT FACILITIES: YARDS, SHOPS, ADMIN. BLDGS	32.60	7,288	911	**8,199**	**$ 252**	**6%**	**4%**	**10,044**
30.01 Administration Building: Office, sales, storage, revenue counting		0	0	0				0
30.02 Light Maintenance Facility		3,491	436	3,927				4,811
30.03 Heavy Maintenance Facility		0	0	0				0
30.04 Storage or Maintenance of Way Building		0	0	0				0
30.05 Yard and Yard Track		3,797	475	4,272				5,233
40 SITEWORK & SPECIAL CONDITIONS	32.60	11,965	1,496	**13,461**	**$ 413**	**9%**	**6%**	**16,490**
40.01 Demolition, Clearing, Earthwork		1,741	218	1,958				2,399
40.02 Site Utilities, Utility Relocation		0	0	0				0
40.03 Haz. mat'l, contam'd soil removal/mitigation, ground water treatments		0	0	0				0
40.04 Environmental mitigation, e.g. wetlands, historic/archeologic, parks		44	6	50				61
40.05 Site structures including retaining walls, sound walls		0	0	0				0
40.06 Pedestrian / bike access and accommodation, landscaping		1,733	217	1,950				2,389
40.07 Automobile, bus, van accessways including roads, parking lots		8,447	1,056	9,503				11,642
40.08 Temporary Facilities and other indirect costs during construction		0	0	0				0
50 SYSTEMS	32.60	47,512	5,939	**53,450**	**$ 1,640**	**36%**	**23%**	**65,481**
50.01 Train control and signals		30,590	3,824	34,414				42,159
50.02 Traffic signals and crossing protection		12,822	1,603	14,425				17,671
50.03 Traction power supply: substations		0	0	0				0
50.04 Traction power distribution: catenary and third rail		0	0	0				0
50.05 Communications		138	17	155				190
50.06 Fare collection system and equipment		1,981	248	2,229				2,730
50.07 Central Control		1,981	248	2,229				2,730
Construction Subtotal (10 - 50)	32.60	131,325	16,416	**147,741**	**$ 4,532**	**100%**	**63%**	**180,993**
60 ROW, LAND, EXISTING IMPROVEMENTS	32.60	5,281	660	**5,941**	**$ 182**		**3%**	**7,278**
60.01 Purchase or lease of real estate		5,281	660	5,941				7,278
60.02 Relocation of existing households and businesses		0	0	0				0
70 VEHICLES (number)	**11**	29,208	3,651	**32,859**	**$ 2,987**		**14%**	**40,254**
70.01 Light Rail		0	0	0				0
70.02 Heavy Rail		0	0	0				0
70.03 Commuter Rail	9	26,870	3,359	30,229	$ 3,359			37,033
70.04 Bus	2	880	110	991	$ 495			1,213
70.05 Other		0	0	0				0
70.06 Non-revenue vehicles		0	0	0				0
70.07 Spare parts		1,457	182	1,639				2,008
80 PROFESSIONAL SERVICES (applies to Cats. 10-50)	32.60	31,214	3,902	**35,116**	**$ 1,077**	**24%**	**15%**	**41,494**
80.01 Preliminary Engineering		6,000	750	6,750				7,976
80.02 Final Design		9,193	1,149	10,342				12,220
80.03 Project Management for Design and Construction		1,313	164	1,477				1,746
80.04 Construction Administration & Management		10,506	1,313	11,819				13,966
80.05 Professional Liability and other Non-Construction Insurance		0	0	0				0
80.06 Legal; Permits; Review Fees by other agencies, cities, etc.		1,313	164	1,477				1,746
80.07 Surveys, Testing, Investigation, Inspection		263	33	295				349
80.08 Start up		2,627	328	2,955				3,491
Subtotal (10 - 80)	32.60	197,028	24,629	**221,657**	**$ 6,799**		**95%**	**270,018**
90 UNALLOCATED CONTINGENCY				**11,083**			**5%**	**13,485**
Subtotal (10 - 90)	32.60			**232,739**	**$ 7,139**		**100%**	**283,503**
100 FINANCE CHARGES				**458**			**0%**	**582**
Total Project Cost (10 - 100)	32.60			**233,197**	**$ 7,153**		**100%**	**284,085**

Allocated Contingency as % of Base Yr Dollars w/o Contingency	12.50%
Unallocated Contingency as % of Base Yr Dollars w/o Contingency	5.63%
Total Contingency as % of Base Yr Dollars w/o Contingency	18.13%
Unallocated Contingency as % of Subtotal (10 - 80)	5.00%
YOE Construction Cost per Mile (X000)	$5,552
YOE Total Project Cost per Mile Not Including Vehicles (X000)	$7,479
YOE Total Project Cost per Mile (X000)	$8,714

I N F L A T I O N W O R K S H E E T

(Rev.12, July 31, 2009)

Project Sponsor Name: Southeastern Regional Transit Authority (SERTA)

Today's Date **6/9/10**

Project Name and Location: Kenosha-Racine-Milwaukee (KRM) Commuter Rail

Yr of Base Year $ 2009

Current Phase: In AA, Application for PE

Yr of Revenue Ops 2016

Insert comments, notes, etc.

BASE YEAR DOLLARS (X$000)	Base Yr Dollars	Double-Check Total	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
10 GUIDEWAY & TRACK ELEMENTS (route miles)	59,209	59,209	0	0	0	0	0	0	0	0	0						24,670	29,604	4,934
20 STATIONS, STOPS, TERMINALS, INTERMODAL (number)	13,422	13,422	0	0	0	0	0	0	0	0	0						5,592	6,711	1,118
30 SUPPORT FACILITIES: YARDS, SHOPS, ADMIN. BLDGS	8,199	8,199	0	0	0	0	0	0	0	0	0						3,416	4,100	683
40 SITEWORK & SPECIAL CONDITIONS	13,461	13,461	0	0	0	0	0	0	0	0	0						5,609	6,730	1,122
50 SYSTEMS	53,450	53,450	0	0	0	0	0	0	0	0	0						22,271	26,725	4,454
60 ROW, LAND, EXISTING IMPROVEMENTS	5,941	5,941	0	0	0	0	0	0	0	0	0						2,475	2,970	495
70 VEHICLES (number)	32,859	32,859	0	0	0	0	0	0	0	0	0						13,691	16,429	2,738
80 PROFESSIONAL SERVICES (applies to Cats. 10-50)	35,116	35,116	0	0	0	0	0	0	0	0	0		0	5,063	4,663	7,141	5,495	7,350	5,405
90 UNALLOCATED CONTINGENCY	11,083	11,083	0	0	0	0	0	0	0	0	0		0	554	554	1,108	2,771	3,325	2,771
100 FINANCE CHARGES	458	458	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	149	309
Total Project Cost (10 - 100)	233,197	233,197	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**5,617**	**5,217**	**8,249**	**85,991**	**104,094**	**24,030**
Inflation Rate			0.03000	0.03000	0.03000	0.03000	0.03500	0.03500	0.03500	0.03500	0.03500	0.03643	0.03643	0.03643	0.03643	0.03643	0.03643	0.03643	0.03643
Compounded Inflation Factor			1.33675	1.29782	1.26002	1.22332	1.18769	1.14752	1.10872	1.07123	1.03500	1.00000	1.03643	1.07418	1.11331	1.15386	1.19590	1.23946	1.28461
YEAR OF EXPENDITURE DOLLARS (X$000)	YOE Dollars		2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
10 GUIDEWAY & TRACK ELEMENTS (route miles)	72,535		0	0	0	0	0	0	0	0	0	0	0	0	0	0	29,503	36,693	6,338
20 STATIONS, STOPS, TERMINALS, INTERMODAL (number)	16,443		0	0	0	0	0	0	0	0	0	0	0	0	0	0	6,688	8,318	1,437
30 SUPPORT FACILITIES: YARDS, SHOPS, ADMIN. BLDGS	10,044		0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,086	5,081	878
40 SITEWORK & SPECIAL CONDITIONS	16,490		0	0	0	0	0	0	0	0	0	0	0	0	0	0	6,707	8,342	1,441
50 SYSTEMS	65,481		0	0	0	0	0	0	0	0	0	0	0	0	0	0	26,634	33,125	5,722
60 ROW, LAND, EXISTING IMPROVEMENTS	7,278		0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,960	3,682	636
70 VEHICLES (number)	40,254		0	0	0	0	0	0	0	0	0	0	0	0	0	0	16,373	20,363	3,518
80 PROFESSIONAL SERVICES (applies to Cats. 10-50)	41,494											0	0	5,438	5,191	8,240	6,572	9,110	6,943
90 UNALLOCATED CONTINGENCY	13,485		0	0	0	0	0	0	0	0	0	0	0	595	617	1,279	3,313	4,121	3,559
100 FINANCE CHARGES	582		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	185	397
Total Project Cost (10 - 100)	284,085		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**6,033**	**5,808**	**9,518**	**102,836**	**129,020**	**30,869**

P R O J E C T D E S C R I P T I O N - B U I L D A L T E R N A T I V E

(Rev.12, July 31, 2009)

Project Sponsor Name: Southeastern Regional Transit Authority (SERTA)

Today's Date **6/9/10**

Project Name and Location: Kenosha-Racine-Milwaukee (KRM) Commuter Rail

Current Phase: In AA, Application for PE

Describe the project elements to explain the unit costs shown on the Main Worksheet. Example: A 20-mile new light rail project has its guideway entirely on grade except for a one-eighth mile bridge over a river. The bridge or aerial structure may have a relatively high unit cost because there is little economy of scale.

Mention precedents and reference points used in the development of costs for this project. Mention other aspects of this project that were important considerations in estimating costs. These could include the physical context, site constraints; design parameters; institutional, contracting and procurement conditions; project schedule, etc.

10 GUIDEWAY & TRACK ELEMENTS (route miles)	
10.01 Guideway: At-grade exclusive right-of-way	
10.02 Guideway: At-grade semi-exclusive (allows cross-traffic)	
10.03 Guideway: At-grade in mixed traffic	
10.04 Guideway: Aerial structure	
10.05 Guideway: Built-up fill	
10.06 Guideway: Underground cut & cover	
10.07 Guideway: Underground tunnel	
10.08 Guideway: Retained cut or fill	
10.09 Track: Direct fixation	
10.10 Track: Embedded	
10.11 Track: Ballasted	Conventional at grade railroad track rebuilt where mainline tracks once were located.
10.12 Track: Special (switches, turnouts)	Same as 10.11
10.13 Track: Vibration and noise dampening	
20 STATIONS, STOPS, TERMINALS, INTERMODAL (number)	
20.01 At-grade station, stop, shelter, mall, terminal, platform	Conventional comm. rail stations and platforms with minimum shelter. No interior waiting rooms or agents.
20.02 Aerial station, stop, shelter, mall, terminal, platform	
20.03 Underground station, stop, shelter, mall, terminal, platform	
20.04 Other stations, landings, terminals: Intermodal, ferry, trolley, etc.	
20.05 Joint development	
20.06 Automobile parking multi-story structure	
20.07 Elevators, escalators	Hydraulic elevators for ADA access to pedestrian overpasses where no existing road crosses double tracks.
30 SUPPORT FACILITIES: YARDS, SHOPS, ADMIN. BLDGS	
30.01 Administration Building: Office, sales, storage, revenue counting	
30.02 Light Maintenance Facility	Conventional maintenance facility for light maintenance and repair. Heavy work will be contracted out.
30.03 Heavy Maintenance Facility	
30.04 Storage or Maintenance of Way Building	
30.05 Yard and Yard Track	Double ended yard with tracks spaced for equipment to clean cars, provide light maintenance and service toilets.
40 SITEWORK & SPECIAL CONDITIONS	
40.01 Demolition, Clearing, Earthwork	Primarily fill where washouts may have occurred since the old mainline tracks were removed.
40.02 Site Utilities, Utility Relocation	
40.03 Haz. mat'l, contam'd soil removal/mitigation, ground water treatments	Primarily creation of wetlands to replace areas where fill is needed.
40.04 Environmental mitigation, e.g. wetlands, historic/archeologic, parks	
40.05 Site structures including retaining walls, sound walls	
40.06 Pedestrian / bike access and accommodation, landscaping	Standard landscaping allowances for each station to address local preferences.
40.07 Automobile, bus, van accessways including roads, parking lots	As stated plus parking sized to the expected ridership at the station.
40.08 Temporary Facilities and other indirect costs during construction	
50 SYSTEMS	
50.01 Train control and signals	Railroad signaling control points for added sidings, dark territory, and wayside positive train control (PTC)
50.02 Traffic signals and crossing protection	Upgrades to constant warning and addition of double tracks.
50.03 Traction power supply: substations	
50.04 Traction power distribution: catenary and third rail	
50.05 Communications	Variable messages for passenger information systems at each station.
50.06 Fare collection system and equipment	Proof of payment ticket dispensing and validation machines for each platform.
50.07 Central Control	Communications with and expansion of current UP control central equipment for new control points.
Construction Subtotal (10 - 50)	
60 ROW, LAND, EXISTING IMPROVEMENTS	
60.01 Purchase or lease of real estate	Land outside the railroad right of way needed for station access, bus boarding and parking.
60.02 Relocation of existing households and businesses	
70 VEHICLES (number)	
70.01 Light Rail	
70.02 Heavy Rail	
70.03 Commuter Rail	FRA compliant, PTC equipped diesel multiple units
70.04 Bus	Standard 40' transit bus for distribution of passengers in downtown Milwaukee.
70.05 Other	
70.06 Non-revenue vehicles	
70.07 Spare parts	
80 PROFESSIONAL SERVICES (applies to Cats. 10-50)	
80.01 Preliminary Engineering	Consultant services to take conceptual engineering and complete 30% design.
80.02 Final Design	Consultant services to take design from 30% to issued for construction (100%)
80.03 Project Management for Design and Construction	Transit agency staff with management consultant assistance overseeing final design and construction.
80.04 Construction Administration & Management	Consultant services to perform construction management of contractors.
80.05 Professional Liability and other Non-Construction Insurance	As stated.
80.06 Legal; Permits; Review Fees by other agencies, cities, etc.	As stated.
80.07 Surveys, Testing, Investigation, Inspection	As stated.
80.08 Start up	Train employees; Write/assemble procedures; Integrated testing of combined empl., proced., and new equip.
Subtotal (10 - 80)	
90 UNALLOCATED CONTINGENCY	As stated.
Subtotal (10 - 90)	
100 FINANCE CHARGES	Long term financing to allow capital expenditures now, with repayment from taxes over longer term.
Total Project Cost (10 - 100)	

S C H E D U L E

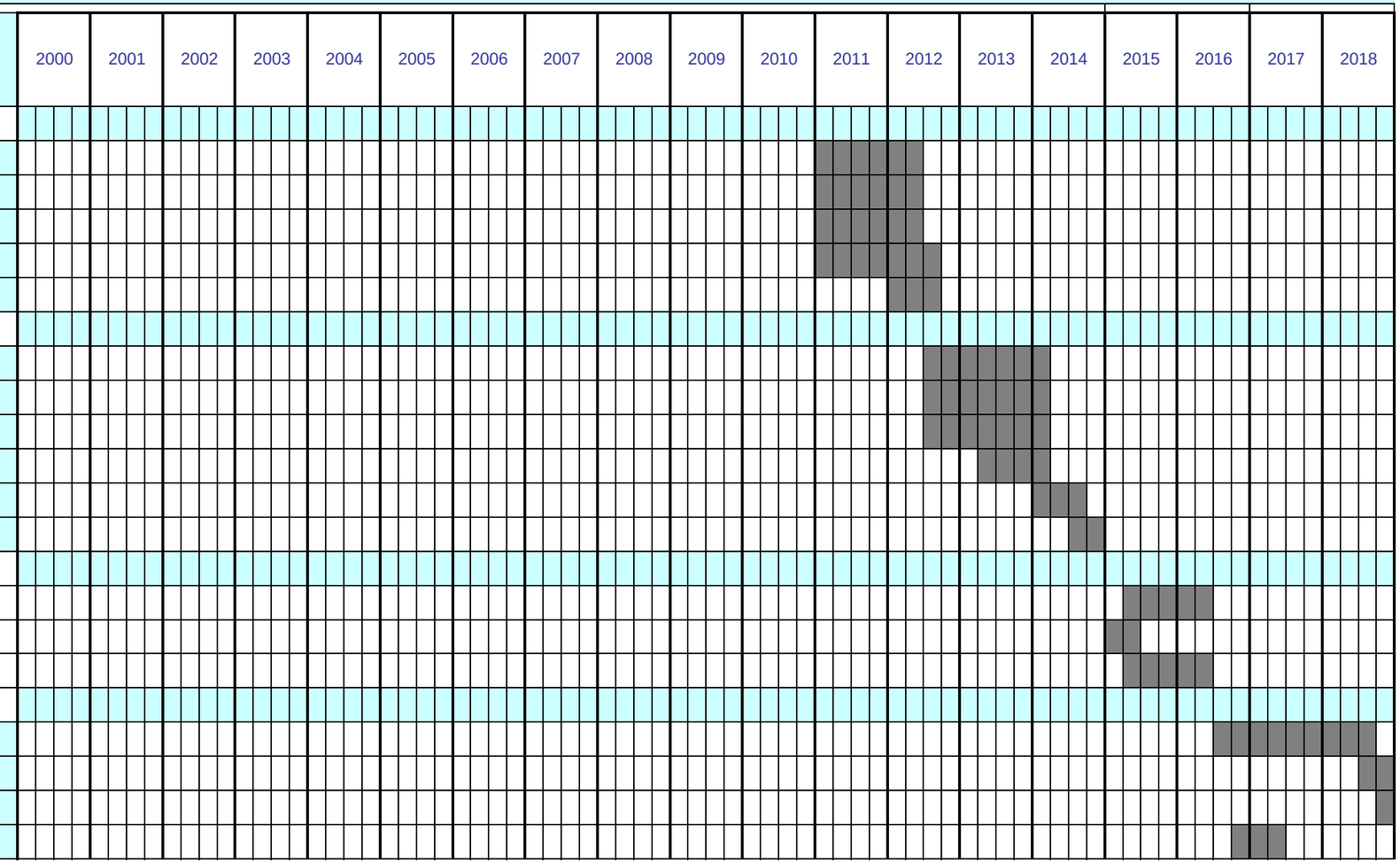
(Rev.12, July 31, 2009)

Project Sponsor Name: Southeastern Regional Transi — Today's Date **6/9/10**

Project Name and Location: Kenosha-Racine-Milwauk — Yr of Base Year $ 2009

Current Phase: In AA, Application for PE — Yr of Revenue Ops 2016

Insert comments, notes, etc.	Start Date	End Date
Preliminary Engineering	09/01/10	04/01/12
Design		
Develop cost estimate, schedule, ridership forecast		
Conduct reviews		
Develop FEIS, receive Record of Decision		
Submit request / receive FTA approval to enter Final Design		
Final Design	06/01/12	03/01/14
Develop the contract documents for the Build Alternative		
Develop cost estimate, schedule		
Acquire real estate; relocate households and businesses		
Conduct reviews		
Submit request / receive FTA approval for FFGA		
Issue requests for bids, make awards of construction contracts		
Construction	03/01/14	06/01/16
Construct fixed infrastructure		
Finalize real estate acquisitions and relocations		
Acquire and test vehicles		
Revenue Ops / Closeout of Project	06/01/16	09/01/18
Revenue Operations		
Before and After Study: Two years post Rev Ops		
Fulfillment of the New Starts funding commitment		
Completion of project close-out, resolution of claims		



A N N U A L I Z E D C O S T - B U I L D A L T E R N A T I V E

(Rev.12, July 31, 2009)

Project Sponsor Name: Southeastern Regional Transit Authority (SEI

Today's Date **6/9/10**

Project Name and Location: Kenosha-Racine-Milwaukee (KRM) Con

Yr of Base Year $ 2009

Current Phase: In AA, Application for PE

Yr of Revenue Ops 2016

	Quantity	Total Base Year Dollars (X000)	Cat. 80 Prof. Svc. spread proportionally over Cats. 10 - 50 (X000)	Spread Cat. 90 Unalloc. Cont. according to perceived risks (X000)	Revised Total Base Year Dollars (X000)	Years of Useful Life	Annualization Factor (based on 7% rate) [.07/1 - (1.07)^-no. yrs]	**Annualized Cost (X000)**
10 GUIDEWAY & TRACK ELEMENTS (route miles)	**32.60**	**59,209**	**14,073**	**2,110**	**75,392**			**5,707**
10.01 Guideway: At-grade exclusive right-of-way	32.60	17,038	4,050	607	21,694	125	0.0700	1,519
10.02 Guideway: At-grade semi-exclusive (allows cross-traffic)	0.00	0	0		0	30	0.0806	0
10.03 Guideway: At-grade in mixed traffic	0.00	0	0		0	20	0.0944	0
10.04 Guideway: Aerial structure	0.00	0	0		0	80	0.0703	0
10.05 Guideway: Built-up fill	0.00	0	0		0	80	0.0703	0
10.06 Guideway: Underground cut & cover	0.00	0	0		0	125	0.0700	0
10.07 Guideway: Underground tunnel	0.00	0	0		0	125	0.0700	0
10.08 Guideway: Retained cut or fill	0.00	0	0		0	125	0.0700	0
10.09 Track: Direct fixation		0	0		0	30	0.0806	0
10.10 Track: Embedded		0	0		0	20	0.0944	0
10.11 Track: Ballasted		32,680	7,768	1,165	41,612	35	0.0772	3,214
10.12 Track: Special (switches, turnouts)		9,491	2,256	338	12,085	30	0.0806	974
10.13 Track: Vibration and noise dampening		0	0		0	30	0.0806	0
20 STATIONS, STOPS, TERMINALS, INTERMODAL (number)	**7**	**13,422**	**3,190**	**478**	**17,091**			**1,223**
20.01 At-grade station, stop, shelter, mall, terminal, platform	7	12,122	2,881	432	15,435	70	0.0706	1,090
20.02 Aerial station, stop, shelter, mall, terminal, platform	0	0	0		0	70	0.0706	0
20.03 Underground station, stop, shelter, mall, terminal, platform	0	0	0		0	125	0.0700	0
20.04 Other stations, landings, terminals: Intermodal, ferry, trolley, etc.	0	0	0		0	70	0.0706	0
20.05 Joint development		0	0		0	70	0.0706	0
20.06 Automobile parking multi-story structure		0	0		0	50	0.0725	0
20.07 Elevators, escalators		1,300	309	46	1,655	30	0.0806	133
30 SUPPORT FACILITIES: YARDS, SHOPS, ADMIN. BLDGS		**8,199**	**1,949**	**292**	**10,440**			**745**
30.01 Administration Building: Office, sales, storage, revenue counting		0	0		0	50	0.0725	0
30.02 Light Maintenance Facility		3,927	933	140	5,001	50	0.0725	362
30.03 Heavy Maintenance Facility		0	0		0	50	0.0725	0
30.04 Storage or Maintenance of Way Building		0	0		0	50	0.0725	0
30.05 Yard and Yard Track		4,272	1,015	152	5,439	80	0.0703	382
40 SITEWORK & SPECIAL CONDITIONS		**13,461**	**3,199**	**480**	**17,140**			**1,556**
40.01 Demolition, Clearing, Earthwork		1,958	465	70	2,493	125	0.0700	175
40.02 Site Utilities, Utility Relocation		0	0		0	125	0.0700	0
40.03 Haz. mat'l, contam'd soil removal/mitigation, ground water treatments		0	0		0	125	0.0700	0
40.04 Environmental mitigation, e.g. wetlands, historic/archeologic, parks		50	12	2	63	125	0.0700	4
40.05 Site structures including retaining walls, sound walls		0	0		0	80	0.0703	0
40.06 Pedestrian / bike access and accommodation, landscaping		1,950	464	70	2,483	20	0.0944	234
40.07 Automobile, bus, van accessways including roads, parking lots		9,503	2,259	339	12,101	20	0.0944	1,142
40.08 Temporary Facilities and other indirect costs during construction		0	0		0	100	0.0701	0
50 SYSTEMS		**53,450**	**12,705**	**1,905**	**68,060**			**5,502**
50.01 Train control and signals		34,414	8,180	1,226	43,820	30	0.0806	3,531
50.02 Traffic signals and crossing protection		14,425	3,429	514	18,367	30	0.0806	1,480
50.03 Traction power supply: substations		0	0		0	50	0.0725	0
50.04 Traction power distribution: catenary and third rail		0	0		0	30	0.0806	0
50.05 Communications		155	37	6	197	20	0.0944	19
50.06 Fare collection system and equipment		2,229	530	79	2,838	25	0.0858	244
50.07 Central Control		2,229	530	79	2,838	30	0.0806	229
Construction Subtotal (10 - 50)		**147,741**	**35,116**	**5,265**	**188,123**			**14,733**
60 ROW, LAND, EXISTING IMPROVEMENTS		**5,941**		**891**	**6,831**			**478**
60.01 Purchase or lease of real estate		5,941		891	6,831	125	0.0700	478
60.02 Relocation of existing households and businesses		0			0	125	0.0700	0
70 VEHICLES (number)	**11**	**32,859**		**4,927**	**37,785**			**3,364**
70.01 Light Rail	0	0			0	25	0.0858	0
70.02 Heavy Rail	0	0			0	25	0.0858	0
70.03 Commuter Rail	9	30,229		4,533	34,762	25	0.0858	2,983
70.04 Bus	2	991		149	1,139	12	0.1259	143
70.05 Other	0	0			0	12	0.1259	0
70.06 Non-revenue vehicles	0	0			0	12	0.1259	0
70.07 Spare parts	0	1,639		246	1,885	12	0.1259	237
80 PROFESSIONAL SERVICES (applies to Cats. 10-50)		**35,116**						
80.01 Preliminary Engineering		6,750						
80.02 Final Design		10,342						
80.03 Project Management for Design and Construction		1,477						
80.04 Construction Administration & Management		11,819						
80.05 Professional Liability and other Non-Construction Insurance		0						
80.06 Legal; Permits; Review Fees by other agencies, cities, etc.		1,477						
80.07 Surveys, Testing, Investigation, Inspection		295						
80.08 Start up		2,955						
Subtotal (10 - 80)		**221,657**						
90 UNALLOCATED CONTINGENCY		**11,083**						
Subtotal (10 - 90)		**232,739**	35,116	11,083	**232,739**			**18,575**

F U N D I N G S O U R C E S B Y C A T E G O R Y

(Rev.12, July 31, 2009)

Project Sponsor Name: Southeastern Regional Transit Authority (SERTA)

Today's Date **6/9/10**

Project Name and Location: Kenosha-Racine-Milwaukee (KRM) Commuter Rail

Current Phase: In AA, Application for PE

	Cost		Funding Summary			60%		80%					
	YOE Cost (X000)	Double-check Total	Federal 5309 New Starts Funds	Federal Other Funds	Local Funds	Federal 5309 New Starts	Local	Federal Other	Local	Federal Other	Local	Federal Other	Local
10 GUIDEWAY & TRACK ELEMENTS (route miles)	72,535	72,535	58,232	0	14,302	58,232	7,151	0	7,151				
20 STATIONS, STOPS, TERMINALS, INTERMODAL (number)	16,443	16,443	0	13,154	3,289	0	1,644	13,154	1,644				
30 SUPPORT FACILITIES: YARDS, SHOPS, ADMIN. BLDGS	10,044	10,044	6,027	0	4,018	6,027	2,009	0	2,009				
40 SITEWORK & SPECIAL CONDITIONS	16,490	16,490	9,894	0	6,596	9,894	3,298	0	3,298				
50 SYSTEMS	65,481	65,481	39,288	0	26,192	39,288	13,096	0	13,096				
60 ROW, LAND, EXISTING IMPROVEMENTS	7,278	7,278	4,367	0	2,911	4,367	1,456	0	1,456				
70 VEHICLES (number)	40,254	40,254	19,307	4,846	16,102	19,307	8,051	4,846	8,051				
80 PROFESSIONAL SERVICES (applies to Cats. 10-50)	41,494	41,494	24,896	0	16,597	24,896	4,933	0	11,664				
90 UNALLOCATED CONTINGENCY	13,485	13,485	8,091	0	5,394	8,091	2,697	0	2,697				
100 FINANCE CHARGES	582	582	349	0	233	349	116	0	116				
Total Project Cost (10 - 100)	284,085	284,085	170,451	18,000	95,634	170,451	44,451	18,000	51,183	0	0	0	0
Percentage of Total Project Cost	100%		60.0%	6.3%	33.7%	60.0%	15.6%	6.3%	18.0%	0.0%	0.0%	0.0%	0.0%
			60.0%	40.0%									
			100.00%										

F U N D I N G S O U R C E S B Y Y E A R

(Rev.12, July 31, 2009)

Project Sponsor Name: Southeastern Regional Transit Authority (SERTA)

Today's Date **6/9/10**

Project Name and Location: Kenosha-Racine-Milwaukee (KRM) Commuter Rail

Current Phase: In AA, Application for PE

			2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Total Project Cost In YOE Dollars Below insert funding sources and amounts for each year.	284,085	double check	0	0	0	0	0	0	0	0	0	0	0	6,033	5,808	9,518	102,836	129,020	30,869	0	0	0	0	0	0	0	0	0
Federal 5309 New Starts	170,451	170,451										0	0	3,620	3,485	5,711	61,702	77,412	18,521	0	0	0	0	0	0	0	0	0
Local	95,634	95,634										0	0	2,413	2,323	3,807	32,134	42,608	12,347	0	0	0	0	0	0	0	0	0
Federal Other	18,000	18,000										0	0	0	0	0	9,000	9,000	0	0	0	0	0	0	0	0	0	0
Total Project Cost (10 - 100)	284,085	284,085	0	0	0	0	0	0	0	0	0	0	0	6,033	5,808	9,518	102,836	129,020	30,869	0	0	0	0	0	0	0	0	0

M A I N W O R K S H E E T - B A S E L I N E A L T E R N A T I V E

(Rev.12, July 31, 2009)

Project Sponsor Name: Southeastern Regional Transit Authority (SE

Today's Date **6/9/10**

Project Name and Location: Kenosha-Racine-Milwaukee (KRM) Con

Yr of Base Year $ 2009

Current Phase: In AA, Application for PE

Yr of Revenue Ops 2016

	Quantity	Base Year Dollars w/o Contingency (X000)	Base Year Dollars Allocated Contingency (X000)	Base Year Dollars TOTAL (X000)	Base Year Dollars Unit Cost (X000)	Base Year Dollars Percentage of Construction Cost	Base Year Dollars Percentage of Total Project Cost	**Baseline** Alternative Cost Parameters (X000) see New Starts Reporting Instructions for additional info
10 GUIDEWAY & TRACK ELEMENTS (route miles)	**0.00**	2,641	330	**2,972**		**17%**	**10%**	
10.01 Guideway: At-grade exclusive right-of-way		0	0	0				
10.02 Guideway: At-grade semi-exclusive (allows cross-traffic)		0	0	0				1200/route mile
10.03 Guideway: At-grade in mixed traffic		2,641	330	2,972				
10.04 Guideway: Aerial structure		0	0	0				
10.05 Guideway: Built-up fill		0	0	0				
10.06 Guideway: Underground cut & cover		0	0	0				
10.07 Guideway: Underground tunnel		0	0	0				
10.08 Guideway: Retained cut or fill		0	0	0				
10.09 Track: Direct fixation		0	0	0				
10.10 Track: Embedded		0	0	0				
10.11 Track: Ballasted		0	0	0				
10.12 Track: Special (switches, turnouts)		0	0	0				
10.13 Track: Vibration and noise dampening		0	0	0				
20 STATIONS, STOPS, TERMINALS, INTERMODAL (number)	**0**	6,647	831	**7,478**		**43%**	**25%**	
20.01 At-grade station, stop, shelter, mall, terminal, platform		6,647	831	7,478				225/station
20.02 Aerial station, stop, shelter, mall, terminal, platform		0	0	0				
20.03 Underground station, stop, shelter, mall, terminal, platform		0	0	0				
20.04 Other stations, landings, terminals: Intermodal, ferry, trolley, etc.		0	0	0				
20.05 Joint development		0	0	0				
20.06 Automobile parking multi-story structure		0	0	0				
20.07 Elevators, escalators		0	0	0				
30 SUPPORT FACILITIES: YARDS, SHOPS, ADMIN. BLDGS	0.00	825	103	**929**		**5%**	**3%**	
30.01 Administration Building: Office, sales, storage, revenue counting		0	0	0				
30.02 Light Maintenance Facility		0	0	0				
30.03 Heavy Maintenance Facility		0	0	0				
30.04 Storage or Maintenance of Way Building		0	0	0				
30.05 Yard and Yard Track		825	103	929				
40 SITEWORK & SPECIAL CONDITIONS	0.00	2,216	277	**2,493**		**14%**	**8%**	
40.01 Demolition, Clearing, Earthwork		64	8	72				
40.02 Site Utilities, Utility Relocation		303	38	341				
40.03 Haz. mat'l, contam'd soil removal/mitigation, ground water treatments		0	0	0				
40.04 Environmental mitigation, e.g. wetlands, historic/archeologic, parks		0	0	0				
40.05 Site structures including retaining walls, sound walls		0	0	0				
40.06 Pedestrian / bike access and accommodation, landscaping		495	62	557				
40.07 Automobile, bus, van accessways including roads, parking lots		1,055	132	1,187				5.6/on-grade space
40.08 Temporary Facilities and other indirect costs during construction		298	37	336				
50 SYSTEMS	0.00	3,066	383	**3,450**		**20%**	**12%**	
50.01 Train control and signals		0	0	0				
50.02 Traffic signals and crossing protection		2,983	373	3,355				28/intersection
50.03 Traction power supply: substations		0	0	0				
50.04 Traction power distribution: catenary and third rail		0	0	0				
50.05 Communications		84	10	94				13.5/bus and 13.5/sign
50.06 Fare collection system and equipment		0	0	0				11.2/bus
50.07 Central Control		0	0	0				17 - 28 /bus
Construction Subtotal (10 - 50)	0.00	15,396	1,924	**17,320**		**100%**	**58%**	
60 ROW, LAND, EXISTING IMPROVEMENTS	0.00	757	95	**851**			**3%**	
60.01 Purchase or lease of real estate		757	95	851				
60.02 Relocation of existing households and businesses		0	0	0				
70 VEHICLES (number)	**12**	5,879	735	**6,614**	**$ 551**		**22%**	
70.01 Light Rail		0	0	0				
70.02 Heavy Rail		0	0	0				
70.03 Commuter Rail		0	0	0				
70.04 Bus	12	5,586	698	6,284	$ 524			500 conventional 750 articulated 1000 hybrid
70.05 Other		0	0	0				
70.06 Non-revenue vehicles		0	0	0				
70.07 Spare parts		293	37	330				
80 PROFESSIONAL SERVICES (applies to Cats. 10-50)	0.00	3,341	418	**3,759**		**22%**	**13%**	25-35% of Construction 10-50
80.01 Preliminary Engineering		539	67	606				
80.02 Final Design		1,078	135	1,212				
80.03 Project Management for Design and Construction		154	19	173				
80.04 Construction Administration & Management		1,232	154	1,386				
80.05 Professional Liability and other Non-Construction Insurance		0	0	0				
80.06 Legal; Permits; Review Fees by other agencies, cities, etc.		154	19	173				
80.07 Surveys, Testing, Investigation, Inspection		31	4	35				
80.08 Start up		154	19	173				
Subtotal (10 - 80)	0.00	25,372	3,172	**28,544**			**95%**	
90 UNALLOCATED CONTINGENCY				1,427			**5%**	
Subtotal (10 - 90)	0.00			**29,971**			**100%**	
100 FINANCE CHARGES				NA				
Total Project Cost (10 - 100)	0.00			**29,971**			**100%**	

Total Base Year Cost per Mile Not Including Vehicles (X000)	#DIV/0!
Allocated Contingency as % of Base Yr Dollars w/o Cont.	12.50%
Unallocated Contingency as % of Base Yr Dollars w/o Contingency	5.63%
Total Contingency as % of Base Yr Dollars w/o Contingency	18.13%
Unallocated Contingency as % of Subtotal (10 - 80)	5.00%

A N N U A L I Z E D C O S T - B A S E L I N E A L T E R N A T I V E

(Rev.12, July 31, 2009)

Project Sponsor Name: Southeastern Regional Transit Authority (SER

Today's Date **6/9/10**

Project Name and Location: Kenosha-Racine-Milwaukee (KRM) Comr

Yr of Base Year $ 2009

Current Phase: In AA, Application for PE

Yr of Revenue Ops 2016

	Quantity	Total Base Year Dollars (X000)	Cat. 80 Prof. Svc. spread proportionally over Cats. 10 - 50 (X000)	Spread Cat. 90 Unalloc. Cont. according to perceived risks (X000)	Revised Total Base Year Dollars (X000)	Years of Useful Life	Annualization Factor (based on 7% rate) [.07/1 - (1.07)^- no. yrs]	**Annualized Cost (X000)**
10 GUIDEWAY & TRACK ELEMENTS (route miles)	**0.00**	**2,972**	**645**	**82**	**3,698**			**349**
10.01 Guideway: At-grade exclusive right-of-way	0.00	0	0		0	125	0.0700	0
10.02 Guideway: At-grade semi-exclusive (allows cross-traffic)	0.00	0	0		0	30	0.0806	0
10.03 Guideway: At-grade in mixed traffic	0.00	2,972	645	82	3,698	20	0.0944	349
10.04 Guideway: Aerial structure	0.00	0	0		0	80	0.0703	0
10.05 Guideway: Built-up fill	0.00	0	0		0	80	0.0703	0
10.06 Guideway: Underground cut & cover	0.00	0	0		0	125	0.0700	0
10.07 Guideway: Underground tunnel	0.00	0	0		0	125	0.0700	0
10.08 Guideway: Retained cut or fill	0.00	0	0		0	125	0.0700	0
10.09 Track: Direct fixation		0	0		0	30	0.0806	0
10.10 Track: Embedded		0	0		0	20	0.0944	0
10.11 Track: Ballasted		0	0		0	35	0.0772	0
10.12 Track: Special (switches, turnouts)		0	0		0	30	0.0806	0
10.13 Track: Vibration and noise dampening		0	0		0	30	0.0806	0
20 STATIONS, STOPS, TERMINALS, INTERMODAL (number)	**0**	**7,478**	**1,623**	**206**	**9,307**			**657**
20.01 At-grade station, stop, shelter, mall, terminal, platform	0	7,478	1,623	206	9,307	70	0.0706	657
20.02 Aerial station, stop, shelter, mall, terminal, platform	0	0	0		0	70	0.0706	0
20.03 Underground station, stop, shelter, mall, terminal, platform	0	0	0		0	125	0.0700	0
20.04 Other stations, landings, terminals: Intermodal, ferry, trolley, etc.	0	0	0		0	70	0.0706	0
20.05 Joint development		0	0		0	70	0.0706	0
20.06 Automobile parking multi-story structure		0	0		0	50	0.0725	0
20.07 Elevators, escalators		0	0		0	30	0.0806	0
30 SUPPORT FACILITIES: YARDS, SHOPS, ADMIN. BLDGS		**929**	**202**	**26**	**1,156**			**81**
30.01 Administration Building: Office, sales, storage, revenue counting		0	0		0	50	0.0725	0
30.02 Light Maintenance Facility		0	0		0	50	0.0725	0
30.03 Heavy Maintenance Facility		0	0		0	50	0.0725	0
30.04 Storage or Maintenance of Way Building		0	0		0	50	0.0725	0
30.05 Yard and Yard Track		929	202	26	1,156	80	0.0703	81
40 SITEWORK & SPECIAL CONDITIONS		**2,493**	**541**	**69**	**3,102**			**270**
40.01 Demolition, Clearing, Earthwork		72	16	2	89	125	0.0700	6
40.02 Site Utilities, Utility Relocation		341	74	9	425	125	0.0700	30
40.03 Haz. mat'l, contam'd soil removal/mitigation, ground water treatments		0	0		0	125	0.0700	0
40.04 Environmental mitigation, e.g. wetlands, historic/archeologic, parks		0	0		0	125	0.0700	0
40.05 Site structures including retaining walls, sound walls		0	0		0	80	0.0703	0
40.06 Pedestrian / bike access and accommodation, landscaping		557	121	15	693	20	0.0944	65
40.07 Automobile, bus, van accessways including roads, parking lots		1,187	258	33	1,478	20	0.0944	139
40.08 Temporary Facilities and other indirect costs during construction		336	73	9	418	100	0.0701	29
50 SYSTEMS		**3,450**	**749**	**95**	**4,293**			**348**
50.01 Train control and signals		0	0		0	30	0.0806	0
50.02 Traffic signals and crossing protection		3,355	728	93	4,176	30	0.0806	337
50.03 Traction power supply: substations		0	0		0	50	0.0725	0
50.04 Traction power distribution: catenary and third rail		0	0		0	30	0.0806	0
50.05 Communications		94	20	3	117	20	0.0944	11
50.06 Fare collection system and equipment		0	0		0	25	0.0858	0
50.07 Central Control		0	0		0	30	0.0806	0
Construction Subtotal (10 - 50)		**17,320**	**3,759**	**478**	**21,557**			**1,705**
60 ROW, LAND, EXISTING IMPROVEMENTS		**851**		**108**	**960**			**67**
60.01 Purchase or lease of real estate		851		108	960	125	0.0700	67
60.02 Relocation of existing households and businesses		0			0	125	0.0700	0
70 VEHICLES (number)	**12**	**6,614**		**841**	**7,455**			**939**
70.01 Light Rail	0	0			0	25	0.0858	0
70.02 Heavy Rail	0	0			0	25	0.0858	0
70.03 Commuter Rail	0	0			0	25	0.0858	0
70.04 Bus	12	6,284		799	7,083	12	0.1259	892
70.05 Other	0	0			0	12	0.1259	0
70.06 Non-revenue vehicles	0	0			0	12	0.1259	0
70.07 Spare parts	0	330		42	372	12	0.1259	47
80 PROFESSIONAL SERVICES (applies to Cats. 10-50)		**3,759**						
80.01 Preliminary Engineering		606						
80.02 Final Design		1,212						
80.03 Project Management for Design and Construction		173						
80.04 Construction Administration & Management		1,386						
80.05 Professional Liability and other Non-Construction Insurance		0						
80.06 Legal; Permits; Review Fees by other agencies, cities, etc.		173						
80.07 Surveys, Testing, Investigation, Inspection		35						
80.08 Start up		173						
Subtotal (10 - 80)		**28,544**						
90 UNALLOCATED CONTINGENCY		**1,427**						
Subtotal (10 - 90)		**29,971**	3,759	1,427	**29,971**			**2,711**

Major Capital Project Costs - By Segment

(Rev.12, July 31, 2009)

Project	**Kenosha-Racine-Milwaukee (KRM) Commuter Rail**	Today's Date	**6/9/2010**
Location	**Southeastern Wisconsin**	Yr of Base Year Dollars	2009
	Number of Route Miles in the Segment: 32.6	Number of Stations	9

Segment No. 1 of 1

(attach plan of segment and typical sections through segment, along with cost estimate per typical section)

		Low costs in Base Yr (X$000) *for potential cost savings**	**"Most Likely" cost estimate** in Base Yr (X$000)	**High costs** in Base Yr Dollars (X$000) *for potential cost increases**
10 GUIDEWAY & TRACK ELEMENTS (route miles)		**$ 59,209**	**$ 59,209**	**$ 62,140**
10.01	Guideway: At-grade exclusive right-of-way	$ 17,038	$ 17,038	$ 17,388
10.02	Guideway: At-grade semi-exclusive (allows cross-traffic)	$ -	$ -	$ -
10.03	Guideway: At-grade in mixed traffic	$ -	$ -	$ -
10.04	Guideway: Aerial structure	$ -	$ -	$ -
10.05	Guideway: Built-up fill	$ -	$ -	$ -
10.06	Guideway: Underground cut & cover	$ -	$ -	$ -
10.07	Guideway: Underground tunnel	$ -	$ -	$ -
10.08	Guideway: Retained cut or fill	$ -	$ -	$ -
10.09	Track: Direct fixation	$ -	$ -	$ -
10.10	Track: Embedded	$ -	$ -	$ -
10.11	Track: Ballasted	$ 32,680	$ 32,680	$ 34,678
10.12	Track: Special (switches, turnouts)	$ 9,491	$ 9,491	$ 10,075
10.13	Track: Vibration and noise dampening	$ -	$ -	$ -
20 STATIONS, STOPS, TERMINALS, INTERMODAL (number)		**$ 13,422**	**$ 13,422**	**$ 14,128**
20.01	At-grade station, stop, shelter, mall, terminal, platform	$ 12,122	$ 12,122	$ 12,828
20.02	Aerial station, stop, shelter, mall, terminal, platform	$ -	$ -	$ -
20.03	Underground station, stop, shelter, mall, terminal, platform	$ -	$ -	$ -
20.04	Other stations, landings, terminals: Intermodal, ferry, trolley, etc.	$ -	$ -	$ -
20.05	Joint development	$ -	$ -	$ -
20.06	Automobile parking multi-story structure	$ -	$ -	$ -
20.07	Elevators, escalators	$ 1,300	$ 1,300	$ 1,300
30 SUPPORT FACILITIES: YARDS, SHOPS, ADMIN. BLDGS		**$ 8,199**	**$ 8,199**	**$ 11,091**
30.01	Administration Building: Office, sales, storage, revenue counting	$ -	$ -	$ -
30.02	Light Maintenance Facility	$ 3,927	$ 3,927	$ -
30.03	Heavy Maintenance Facility	$ -	$ -	$ 6,191
30.04	Storage or Maintenance of Way Building	$ -	$ -	$ -
30.05	Yard and Yard Track	$ 4,272	$ 4,272	$ 4,900
40 SITEWORK & SPECIAL CONDITIONS		**$ 13,461**	**$ 13,461**	**$ 13,461**
40.01	Demolition, Clearing, Earthwork	$ 1,958	$ 1,958	$ 1,958
40.02	Site Utilities, Utility Relocation	$ -	$ -	$ -
40.03	Haz. mat'l, contam'd soil removal/mitigation, ground water treatments	$ -	$ -	$ -
40.04	Environmental mitigation, e.g. wetlands, historic/archeologic, parks	$ 50	$ 50	$ 50
40.05	Site structures including retaining walls, sound walls	$ -	$ -	$ -
40.06	Pedestrian / bike access and accommodation, landscaping	$ 1,950	$ 1,950	$ 1,950
40.07	Automobile, bus, van accessways including roads, parking lots	$ 9,503	$ 9,503	$ 9,503
40.08	Temporary Facilities and other indirect costs during construction	$ -	$ -	$ -
60 ROW, LAND, EXISTING IMPROVEMENTS		**$ 5,941**	**$ 5,941**	**$ 6,609**
60.01	Purchase or lease of real estate	$ 5,941	$ 5,941	$ 6,609
60.02	Relocation of existing households and businesses	$ -	$ -	$ -
TOTAL SEGMENT COST		**$ 100,231**	**$ 100,231**	**$ 107,429**

* Describe the risks, uncertainties, and opportunities associated with this segment, that prompted the inclusion of a low or high cost, in addition to a "most likely cost" for particular line items.

This is the Alternatives Analysis phase of the study and involves a Conceptual Engineering level of "design." That represents perhaps a 5% design level. No detailed site investigations (soil testing, surveys, deed searches, appraisals, etc.) have been undertaken. In addition, it is 4 years before the scheduled start of the procurement and construction phase and over 7 years to the start of operations for this project. Over those periods, technology advances in positive train control and diesel multiple units at a minimum can be expected to advance, while ridership on Metra and Amtrak, progress on Wisconsin High Speed Rail, and freight traffic on both the UP and CP railroads can all be expected to change.

Some large scale variations have been included to reflect these high level risks. They include added trackwork to accommodate greater flexibility on the UP, a need for a larger fleet of DMU vehicles, the need for a heavy maintenance facility rather than contracting out work, and local area planning impacts on station designs. But otherwise a 10 to 25% increases in selected quantities have been added to the Most Likely quantities to produce the High quantities within the detailed cost spreadsheets.

Only one Low cost allowance has been used. A larger percentage of the warning equipment at road-rail crossings has been assumed to be used to achieve a 65% reduction in those costs.

Using costs from this column, total *all* segments and insert into Main Worksheet Base Yr Dollars Total (X$000)

Major Capital Project Costs - Project-wide			(Rev.12, July 31, 2009)
Project	Kenosha-Racine-Milwaukee (KRM) Commuter Rail	Today's Date	9-Jun-10
Location	Southeastern Wisconsin	Yr of Base Year Dollars	2009
	Total Number of Route Miles in Project	Number of Stations	9

Project-wide Costs

	Low costs in Base Yr (X$000) *for potential cost savings**	"Most Likely" cost estimate in Base Yr (X$000)	High costs in Base Yr Dollars (X$000) *for potential cost increases**
50 SYSTEMS	**$ 44,071**	**$ 53,450**	**$ 67,733**
50.01 Train control and signals	$ 34,414	$ 34,414	$ 46,405
50.02 Traffic signals and crossing protection	$ 5,046	$ 14,425	$ 15,230
50.03 Traction power supply: substations	$ -	$ -	$ -
50.04 Traction power distribution: catenary and third rail	$ -	$ -	$ -
50.05 Communications	$ 155	$ 155	$ 155
50.06 Fare collection system and equipment	$ 2,229	$ 2,229	$ 2,972
50.07 Central Control	$ 2,229	$ 2,229	$ 2,972
70 VEHICLES (number)	**$ 32,859**	**$ 32,859**	**$ 39,929**
70.01 Light Rail	$ -	$ -	$ -
70.02 Heavy Rail	$ -	$ -	$ -
70.03 Commuter Rail	$ 30,229	$ 30,229	$ 36,947
70.04 Bus	$ 991	$ 991	$ 991
70.05 Other	$ -	$ -	$ -
70.06 Non-revenue vehicles	$ -	$ -	$ -
70.07 Spare parts	$ 1,639	$ 1,639	$ 1,992
80 PROFESSIONAL SERVICES (applies to Cats. 10-50)	**$ 32,753**	**$ 35,116**	**$ 39,675**
80.01 Preliminary Engineering	$ 6,188	$ 6,750	$ 7,313
80.02 Final Design	$ 9,685	$ 10,342	$ 11,799
80.03 Project Management for Design and Construction	$ 1,384	$ 1,477	$ 1,686
80.04 Construction Administration & Management	$ 11,069	$ 11,819	$ 13,484
80.05 Professional Liability and other Non-Construction Insurance	$ -	$ -	$ -
80.06 Legal; Permits; Review Fees by other agencies, cities, etc.	$ 1,384	$ 1,477	$ 1,686
80.07 Surveys, Testing, Investigation, Inspection	$ 277	$ 295	$ 337
80.08 Start up	$ 2,767	$ 2,955	$ 3,371
90 UNALLOCATED CONTINGENCY	**$ 10,496**	**$ 11,083**	**$ 12,738**
100 FINANCE CHARGES			
TOTAL PROJECT-WIDE COST	**$ 120,179**	**$ 132,508**	**$ 160,075**

* Describe the risks, uncertainties, and opportunities associated with this segment, that prompted the inclusion of a low or high cost, in addition to a "most likely cost" for particular line items.
See Comments in "By-Segment" sheet.

Insert costs from this column into Main Worksheet Base Yr Dollars Total (X$000)

Attachment 3
Baseline Cost Estimate

Project Sponsor Name
Project Name

Table 1 - BCE by Standard Cost Category

Applicable Line Items Only	YOE Dollars Total (X000)
10 GUIDEWAY & TRACK ELEMENTS (route miles)	**72,535**
10.01 Guideway: At-grade exclusive right-of-way	20,872
10.02 Guideway: At-grade semi-exclusive (allows cross-traffic)	0
10.03 Guideway: At-grade in mixed traffic	0
10.04 Guideway: Aerial structure	0
10.05 Guideway: Built-up fill	0
10.06 Guideway: Underground cut & cover	0
10.07 Guideway: Underground tunnel	0
10.08 Guideway: Retained cut or fill	0
10.09 Track: Direct fixation	0
10.10 Track: Embedded	0
10.11 Track: Ballasted	40,035
10.12 Track: Special (switches, turnouts)	11,627
10.13 Track: Vibration and noise dampening	0
20 STATIONS, STOPS, TERMINALS, INTERMODAL (number)	**16,443**
20.01 At-grade station, stop, shelter, mall, terminal, platform	14,850
20.02 Aerial station, stop, shelter, mall, terminal, platform	0
20.03 Underground station, stop, shelter, mall, terminal, platform	0
20.04 Other stations, landings, terminals: Intermodal, ferry, trolley, etc.	0
20.05 Joint development	0
20.06 Automobile parking multi-story structure	0
20.07 Elevators, escalators	1,593
30 SUPPORT FACILITIES: YARDS, SHOPS, ADMIN. BLDGS	**10,044**
30.01 Administration Building: Office, sales, storage, revenue counting	0
30.02 Light Maintenance Facility	4,811
30.03 Heavy Maintenance Facility	0
30.04 Storage or Maintenance of Way Building	0
30.05 Yard and Yard Track	5,233
40 SITEWORK & SPECIAL CONDITIONS	**16,490**
40.01 Demolition, Clearing, Earthwork	2,399
40.02 Site Utilities, Utility Relocation	0
40.03 Haz. mat'l, contam'd soil removal/mitigation, ground water treatments	0
40.04 Environmental mitigation, e.g. wetlands, historic/archeologic, parks	61
40.05 Site structures including retaining walls, sound walls	0
40.06 Pedestrian / bike access and accommodation, landscaping	2,389
40.07 Automobile, bus, van accessways including roads, parking lots	11,642
40.08 Temporary Facilities and other indirect costs during construction	0
50 SYSTEMS	**65,481**
50.01 Train control and signals	42,159
50.02 Traffic signals and crossing protection	17,671
50.03 Traction power supply: substations	0
50.04 Traction power distribution: catenary and third rail	0
50.05 Communications	190
50.06 Fare collection system and equipment	2,730
50.07 Central Control	2,730
Construction Subtotal (10 - 50)	**180,993**
60 ROW, LAND, EXISTING IMPROVEMENTS	**7,278**
60.01 Purchase or lease of real estate	7,278
60.02 Relocation of existing households and businesses	0
70 VEHICLES (number)	**40,254**
70.01 Light Rail	0
70.02 Heavy Rail	0
70.03 Commuter Rail	37,033
70.04 Bus	1,213
70.05 Other	0
70.06 Non-revenue vehicles	0
70.07 Spare parts	2,008
80 PROFESSIONAL SERVICES (applies to Cats. 10-50)	**41,494**
80.01 Preliminary Engineering	7,976
80.02 Final Design	12,220
80.03 Project Management for Design and Construction	1,746
80.04 Construction Administration & Management	13,966
80.05 Professional Liability and other Non-Construction Insurance	0
80.06 Legal; Permits; Review Fees by other agencies, cities, etc.	1,746
80.07 Surveys, Testing, Investigation, Inspection	349
80.08 Start up	3,491
Subtotal (10 - 80)	**270,018**
90 UNALLOCATED CONTINGENCY	**13,485**
Subtotal (10 - 90)	**283,503**
100 FINANCE CHARGES	**582**
Total Project Cost (10 - 100)	**284,085**

This sheet is preliminary and will be finalized during grant negotiations

Attachment 3
Baseline Cost Estimate

Project Sponsor Name
Project Name

Table 2 - Inflated Cost to Year of Expenditure

	Base Year Dollars w/o Contingency (X000)	Base Year Dollars Allocated Contingency (X000)	Base Year Dollars TOTAL (X000)	Inflation Factor	YOE Dollars Total (X000)
10 GUIDEWAY & TRACK ELEMENTS (route miles)	52,630	6,579	59,209	1.2251	72,535
20 STATIONS, STOPS, TERMINALS, INTERMODAL (number	11,931	1,491	13,422	1.2251	16,443
30 SUPPORT FACILITIES: YARDS, SHOPS, ADMIN. BLDGS	7,288	911	8,199	1.2251	10,044
40 SITEWORK & SPECIAL CONDITIONS	11,965	1,496	13,461	1.2251	16,490
50 SYSTEMS	47,512	5,939	53,450	1.2251	65,481
60 ROW, LAND, EXISTING IMPROVEMENTS	5,281	660	5,941	1.2251	7,278
70 VEHICLES (number)	29,208	3,651	32,859	1.2251	40,254
80 PROFESSIONAL SERVICES (applies to Cats. 10-50)	31,214	3,902	35,116	1.1816	41,494
90 UNALLOCATED CONTINGENCY			11,083	1.2167	13,485
100 FINANCE CHARGES			458	1.2699	582
Total Project Cost (10 - 100)			**233,197**	1.2182	**284,085**

This sheet is preliminary and will be finalized during grant negotiations

Attachment 3
Baseline Cost Estimate

Project Sponsor Name
Project Name

Table 3 - BCE by Source of Funding

	Total Project Cost in YOE Dollars (X000)	Double Check Total (X000)	Federal 5309 New Starts	Federal Other	Local
10 GUIDEWAY & TRACK ELEMENTS (route miles)	72,535	117,867	50,000	2,867	65,000
20 STATIONS, STOPS, TERMINALS, INTERMODAL (number)	16,443	39,239	30,000	239	9,000
30 SUPPORT FACILITIES: YARDS, SHOPS, ADMIN. BLDGS	10,044	13,080	10,000	80	3,000
40 SITEWORK & SPECIAL CONDITIONS	16,490	58,858	15,000	18,858	25,000
50 SYSTEMS	65,481	40,525	20,000	5,525	15,000
60 ROW, LAND, EXISTING IMPROVEMENTS	7,278	29,448	10,000	448	19,000
70 VEHICLES (number)	40,254	25,161	10,000	161	15,000
80 PROFESSIONAL SERVICES (applies to Cats. 10-50)	41,494	65,585	50,000	585	15,000
90 UNALLOCATED CONTINGENCY	13,485	21,799	10,000	799	11,000
100 FINANCE CHARGES	582	3,500	2,000	0	1,500
Total Project Cost (10 - 100)	**284,085**	**415,062**	**207,000**	**29,562**	**178,500**

Sources of Federal Funding and Matching Share Ratios				
	Costs Attributed to Source of Funds (X000)	Federal/ Local Matching Ratio within Source	All Federal Funds (X000)	Local Funds (X000)
Federal 5309 New Starts	372,602	50/50	185,568	187,034
Federal Other (pls say what..)	140,000	71/29	100,000	40,000
Total	**512,602**		**285,568**	**227,034**
Overall Federal Share of Project		55.71%		
New Starts Share of Project		72.87%		

This sheet is preliminary and will be finalized during grant negotiations

Attachment 3A
Project Budget

Project Sponsor Name
Project Name

Scope and Activity Description

Scope Code	ALI Code	Scope and Activity Line Item Descriptions	Qty		Federal 5309 New Starts			Federal Other			Project Totals			Total Project Cost in YOE Dollars (X000)
				Total Federal %	Federal	Local	Total	Federal	Local	Total	Federal	Local	Total	
14010	140110	GUIDEWAY & TRACK ELEMENTS	32.60	80.12%	759	25,000	25,759	100,000	0	100,000	100,759	25,000	125,759	72,535
14020	140220	STATIONS, STOPS, TERMINALS, INTERMODAL	7	0.00%	0	26,781	26,781	0	40,000	40,000	0	66,781	66,781	16,443
14030	140330	SUPPORT FACILITIES, YARDS, SHOPS, ADMIN. BLDGS.		50.51%	7,000	6,859	13,859	0	0	0	7,000	6,859	13,859	10,044
14040	140440	SITEWORK & SPECIAL CONDITIONS		57.83%	15,000	10,938	25,938	0	0	0	15,000	10,938	25,938	16,490
14050	140550	SYSTEMS		53.66%	18,000	15,543	33,543	0	0	0	18,000	15,543	33,543	65,481
14060	140660	ROW, LAND, EXISTING IMPROVEMENTS		42.41%	10,000	13,582	23,582	0	0	0	10,000	13,582	23,582	7,278
14070		VEHICLES	11	39.60%	15,000	22,881	37,881	0	0	0	15,000	22,881	37,881	40,254
	13.13.20	Light Rail Cars												
	13.__.__													
14080	140880	PROFESSIONAL SERVICES		49.89%	45,000	45,200	90,200	0	0	0	45,000	45,200	90,200	41,494
14090	140990	UNALLOCATED CONTINGENCY		18.56%	4,559	20,000	24,559	0	0	0	4,559	20,000	24,559	13,485
14100	141010	FINANCE CHARGES		50.00%	250	250	500	0	0	0	250	250	500	582
Total Project Cost (10 - 100)				48.70%	115,568	187,034	302,602	100,000	40,000	140,000	215,568	227,034	442,602	284,085

This sheet is preliminary and will be finalized during grant negotiations

Attachment 4
Project Schedule

Project Sponsor Name
Project Name

SCHEDULE	Start Date	End Date	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
10 GUIDEWAY & TRACK ELEMENTS (route miles)																												
20 STATIONS, STOPS, TERMINALS, INTERMODAL (number)																												
30 SUPPORT FACILITIES: YARDS, SHOPS, ADMIN. BLDGS																												
40 SITEWORK & SPECIAL CONDITIONS																												
50 SYSTEMS																												
60 ROW, LAND, EXISTING IMPROVEMENTS																												
70 VEHICLES (number)																												
80 PROFESSIONAL SERVICES (applies to Cats. 10-50)																												
90 UNALLOCATED CONTINGENCY																												
100 FINANCE CHARGES																												
Revenue Operations																												
Before and After Study: Two years post Rev Ops																												
Fulfillment of the New Starts funding commitment																												
Completion of project close-out, resolution of claims																												

KRM COMMUTER RAIL BUILD ALTERNATIVE (LOCALLY PREFERRED ALTERNATIVE)

October 2009

INFLATION FACTOR (from ACE - CWCCIS, Rev. 31 March 2009):

2006 646.72
2009 711.76
Use: 1.100600

		SUMMARY CAPITAL COSTS (Without Allocated Contingencies)			Allocated Contingencies of Most Likely	SUMMARY CAPITAL COSTS (WITH Allocated Contingencies)			
		LOW	MOST LIKELY	HIGH	12.50%	LOW	MOST LIKELY	HIGH	
10 GUIDEWAY & TRACK ELEMENTS (route miles)		**$52,629,935**	**$52,629,935**	**$55,235,949**	**$6,578,742**	**$59,208,677**	**$59,208,677**	**$62,140,442**	10
10.01	Guideway: At-grade exclusive right-of-way	$15,144,533	$15,144,533	$15,455,730	$1,893,067	$17,037,600	$17,037,600	$17,387,696	
10.02	Guideway: At-grade semi-exclusive (allows cross-traffic)								
10.03	Guideway: At-grade in mixed traffic								
10.04	Guideway: Aerial structure								
10.05	Guideway: Built-up fill								
10.06	Guideway: Underground cut & cover								
10.07	Guideway: Underground tunnel								
10.08	Guideway: Retained cut or fill								
10.09	Track: Direct fixation								
10.10	Track: Embedded								
10.11	Track: Ballasted	$29,048,917	$29,048,917	$30,824,845	$3,631,115	$32,680,032	$32,680,032	$34,677,951	
10.12	Track: Special (switches, turnouts)	$8,436,484	$8,436,484	$8,955,373	$1,054,561	$9,491,045	$9,491,045	$10,074,795	
10.13	Track: Vibration and noise dampening								
20 STATIONS, STOPS, TERMINALS, INTERMODAL (number)		**$11,930,627**	**$11,930,627**	**$12,557,969**	**$1,491,328**	**$13,421,956**	**$13,421,956**	**$14,127,715**	20
20.01	At-grade station, stop, shelter, mall, terminal, platform	$10,774,997	$10,774,997	$11,402,339	$1,346,875	$12,121,872	$12,121,872	$12,827,632	
20.02	Aerial station, stop, shelter, mall, terminal, platform								
20.03	Underground station, stop, shelter, mall, terminal, platform								
20.04	Other stations, landings, terminals: Intermodal, ferry, trolley, etc.								
20.05	Joint development								
20.06	Automobile parking multi-story structure								
20.07	Elevators, escalators	$1,155,630	$1,155,630	$1,155,630	$144,454	$1,300,084	$1,300,084	$1,300,084	
30 SUPPORT FACILITIES: YARDS, SHOPS, ADMIN. BLDGS		**$7,288,085**	**$7,288,085**	**$9,858,625**	**$911,011**	**$8,199,096**	**$8,199,096**	**$11,090,953**	30
30.01	Administration Building: Office, sales, storage, revenue counting								
30.02	Light Maintenance Facility	$3,491,015	$3,491,015		$436,377	$3,927,392	$3,927,392		
30.03	Heavy Maintenance Facility		$0	$5,503,000	$0	$0	$0	$6,190,875	
30.04	Storage or Maintenance of Way Building								
30.05	Yard and Yard Track	$3,797,070	$3,797,070	$4,355,625	$474,634	$4,271,704	$4,271,704	$4,900,078	
40 SITEWORK & SPECIAL CONDITIONS		**$11,965,202**	**$11,965,202**	**$11,965,202**	**$1,495,650**	**$13,460,852**	**$13,460,852**	**$13,460,852**	40
40.01	Demolition, Clearing, Earthwork	$1,740,517	$1,740,517	$1,740,517	$217,565	$1,958,082	$1,958,082	$1,958,082	
40.02	Site Utilities, Utility Relocation								
40.03	Haz. mat'l, contam'd soil removal/mitigation, ground water treatments								
40.04	Environmental mitigation, e.g. wetlands, historic/archeologic, parks	$44,024	$44,024	$44,024	$5,503	$49,527	$49,527	$49,527	
40.05	Site structures including retaining walls, sound walls								
40.06	Pedestrian / bike access and accommodation, landscaping	$1,733,445	$1,733,445	$1,733,445	$216,681	$1,950,126	$1,950,126	$1,950,126	
40.07	Automobile, bus, van accessways including roads, parking lots	$8,447,215	$8,447,215	$8,447,215	$1,055,902	$9,503,117	$9,503,117	$9,503,117	
40.08	Temporary Facilities and other indirect costs during construction								
50 SYSTEMS		**$39,174,495**	**$47,511,540**	**$60,206,961**	**$5,938,943**	**$44,071,307**	**$53,450,483**	**$67,732,831**	50
50.01	Train control and signals	$30,589,815	$30,589,815	$41,249,126	$3,823,727	$34,413,542	$34,413,542	$46,405,267	
50.02	Traffic signals and crossing protection	$4,484,945	$12,821,990	$13,537,380	$1,602,749	$5,045,563	$14,424,739	$15,229,553	
50.03	Traction power supply: substations								
50.04	Traction power distribution: catenary and third rail								
50.05	Communications	$137,575	$137,575	$137,575	$17,197	$154,772	$154,772	$154,772	
50.06	Fare collection system and equipment	$1,981,080	$1,981,080	$2,641,440	$247,635	$2,228,715	$2,228,715	$2,971,620	
50.07	Central Control	$1,981,080	$1,981,080	$2,641,440	$247,635	$2,228,715	$2,228,715	$2,971,620	
	Subtotal Categories 10-50	**$122,988,344**	**$131,325,389**	**$149,824,705**	**$16,415,674**	**$138,361,887**	**$147,741,062**	**$168,552,793**	10-50
60 ROW, LAND, EXISTING IMPROVEMENTS		**$5,280,569**	**$5,280,569**	**$5,874,893**	**$660,071**	**$5,940,640**	**$5,940,640**	**$6,609,254**	60
60.01	Purchase or lease of real estate	$5,280,569	$5,280,569	$5,874,893	$660,071	$5,940,640	$5,940,640	$6,609,254	
60.02	Relocation of existing households and businesses								
70 VEHICLES (number)		**$29,207,650**	**$29,207,650**	**$35,492,304**	**$3,650,956**	**$32,858,606**	**$32,858,606**	**$39,928,842**	70
70.01	Light Rail								
70.02	Heavy Rail								
70.03	Commuter Rail	$26,870,256	$26,870,256	$32,841,424	$3,358,782	$30,229,038	$30,229,038	$36,946,602	
70.04	Bus	$880,480	$880,480	$880,480	$110,060	$990,540	$990,540	$990,540	
70.05	Other								
70.06	Non-revenue vehicles								
70.07	Spare parts	$1,456,914	$1,456,914	$1,770,400	$182,114	$1,639,028	$1,639,028	$1,991,700	
80 PROFESSIONAL SERVICES		**$29,113,762**	**$31,214,475**	**$35,266,343**	**$3,901,809**	**$32,752,982**	**$35,116,284**	**$39,674,636**	80
80.01	Preliminary Engineering	$5,500,000	$6,000,000	$6,500,000	$750,000	$6,187,500	$6,750,000	$7,312,500	
80.02	Final Design	$8,609,184	$9,192,777	$10,487,729	$1,149,097	$9,685,332	$10,341,874	$11,798,696	
80.03	Project Management for Design and Construction	$1,229,883	$1,313,254	$1,498,247	$164,157	$1,383,619	$1,477,411	$1,685,528	
80.04	Construction Administration & Management	$9,839,067	$10,506,031	$11,985,976	$1,313,254	$11,068,951	$11,819,285	$13,484,223	
80.05	Insurance								
80.06	Legal; Permits; Review Fees by other agencies, cities, etc.	$1,229,883	$1,313,254	$1,498,247	$164,157	$1,383,619	$1,477,411	$1,685,528	
80.07	Surveys, Testing, Investigation, Inspection	$245,977	$262,651	$299,649	$32,831	$276,724	$295,482	$337,106	
80.08	Start Up	$2,459,767	$2,626,508	$2,996,494	$328,313	$2,767,238	$2,954,821	$3,371,056	
	Subtotal Categories 10 to 80	**$186,590,324**	**$197,028,082**	**$226,458,245**	**$24,628,510**	**$209,914,115**	**$221,656,592**	**$254,765,526**	10-80
90 UNALLOCATED CONTINGENCY (% of Sutotal Categories 10-80) 5%		**$9,329,516**	**$9,851,404**	**$11,322,912**	**$1,231,426**	**$10,495,706**	**$11,082,830**	**$12,738,276**	
100 FINANCE CHARGES									
TOTALS:		**$195,919,840**	**$206,879,486**	**$237,781,157**	**$25,859,936**	**$220,409,820**	**$232,739,422**	**$267,503,802**	

COMMUTER RAIL BUILD SUMMARY

32.60	**Guideway Miles (Quantity for SCC)**
7	**Stations (Quantity for SCC)**
9	**Vehicles (Quantity for SCC)**

EXHIBIT X-1B
COMMUTER RAIL DETAILED CAPITAL COSTS

EXHIBIT X-2B. TSM DETAILED CAPITAL COSTS
(August 2009)

TSM SUMMARY

INFLATION FACTOR from ACE - CWCCIS (Rev. 31 March 2009):
2006 646.72
2009 711.76
Use: 1.100600

		SUMMARY CAPITAL COSTS (Without Allocated Contingencies)			Allocated Contingencies of Most Likely	SUMMARY CAPITAL COSTS (WITH Allocated Contingencies)			
		LOW	**MOST LIKELY**	**HIGH**	**12.50%**	**LOW**	**MOST LIKELY**	**HIGH**	
10 GUIDEWAY & TRACK ELEMENTS (route miles)		**$2,641,440**	**$2,641,440**	**$2,641,440**	**$330,180**	**$2,971,620**	**$2,971,620**	**$2,971,620**	10
10.01	Guideway: At-grade exclusive right-of-way				$0	$0	$0	$0	
10.02	Guideway: At-grade semi-exclusive (allows cross-traffic)								
10.03	Guideway: At-grade in mixed traffic	$2,641,440	$2,641,440	$2,641,440	$330,180	$2,971,620	$2,971,620	$2,971,620	
10.04	Guideway: Aerial structure								
10.05	Guideway: Built-up fill								
10.06	Guideway: Underground cut & cover								
10.07	Guideway: Underground tunnel								
10.08	Guideway: Retained cut or fill								
10.09	Track: Direct fixation								
10.10	Track: Embedded								
10.11	Track: Ballasted				$0	$0	$0	$0	
10.12	Track: Special (switches, turnouts)				$0	$0	$0	$0	
10.13	Track: Vibration and noise dampening								
20 STATIONS, STOPS, TERMINALS, INTERMODAL (number)		**$5,227,197**	**$6,646,971**	**$8,066,745**	**$830,871**	**$5,880,596**	**$7,477,842**	**$9,075,088**	20
20.01	At-grade station, stop, shelter, mall, terminal, platform	$5,227,197	$6,646,971	$8,066,745	$830,871	$5,880,596	$7,477,842	$9,075,088	
20.02	Aerial station, stop, shelter, mall, terminal, platform								
20.03	Underground station, stop, shelter, mall, terminal, platform								
20.04	Other stations, landings, terminals: Intermodal, ferry, trolley, etc.								
20.05	Joint development								
20.06	Automobile parking multi-story structure								
20.07	Elevators, escalators				$0	$0	$0	$0	
30 SUPPORT FACILITIES: YARDS, SHOPS, ADMIN. BLDGS		**$825,450**	**$825,450**	**$825,450**	**$103,181**	**$928,631**	**$928,631**	**$928,631**	30
30.01	Administration Building: Office, sales, storage, revenue counting								
30.02	Light Maintenance Facility								
30.03	Heavy Maintenance Facility				$0	$0	$0	$0	
30.04	Storage or Maintenance of Way Building								
30.05	Yard/Yard Track; Bus Storage	$825,450	$825,450	$825,450	$103,181	$928,631	$928,631	$928,631	
40 SITEWORK & SPECIAL CONDITIONS		**$2,173,194**	**$2,215,788**	**$2,291,399**	**$276,973**	**$2,444,844**	**$2,492,761**	**$2,577,824**	40
40.01	Demolition, Clearing, Earthwork	$63,584	$63,584	$63,584	$7,948	$71,532	$71,532	$71,532	
40.02	Site Utilities, Utility Relocation	$260,823	$303,416	$346,009	$37,927	$293,425	$341,343	$389,260	
40.03	Haz. mat'l, contam'd soil removal/mitigation, ground water treatments								
40.04	Environmental mitigation, e.g. wetlands, historic/archeologic, parks								
40.05	Site structures including retaining walls, sound walls								
40.06	Pedestrian / bike access and accommodation, landscaping	$495,270	$495,270	$495,270	$61,909	$557,179	$557,179	$557,179	
40.07	Automobile, bus, van accessways including roads, parking lots	$1,055,255	$1,055,255	$1,055,255	$131,907	$1,187,162	$1,187,162	$1,187,162	
40.08	Temporary Facilities and other indirect costs during construction	$298,263	$298,263	$331,281	$37,283	$335,545	$335,545	$372,691	
50 SYSTEMS		**$3,066,272**	**$3,066,272**	**$3,480,097**	**$383,284**	**$3,449,556**	**$3,449,556**	**$3,915,109**	50
50.01	Train control and signals				$0	$0	$0	$0	
50.02	Traffic signals and crossing protection	$2,982,626	$2,982,626	$3,312,806	$372,828	$3,355,454	$3,355,454	$3,726,907	
50.03	Traction power supply: substations								
50.04	Traction power distribution: catenary and third rail								
50.05	Communications	$83,646	$83,646	$167,291	$10,456	$94,101	$94,101	$188,203	
50.06	Fare collection system and equipment				$0	$0	$0	$0	
50.07	Central Control				$0	$0	$0	$0	
	Subtotal Categoreis 10-50	**$13,933,552**	**$15,395,920**	**$17,305,130**	**$1,924,490**	**$15,675,247**	**$17,320,410**	**$19,468,272**	10-50
60 ROW, LAND, EXISTING IMPROVEMENTS		**$756,773**	**$756,773**	**$954,881**	**$94,597**	**$851,369**	**$851,369**	**$1,074,241**	60
60.01	Purchase or lease of real estate	$756,773	$756,773	$954,881	$94,597	$851,369	$851,369	$1,074,241	
60.02	Relocation of existing households and businesses								
70 VEHICLES (number)		**$5,878,786**	**$5,878,786**	**$5,878,786**	**$734,848**	**$6,613,634**	**$6,613,634**	**$6,613,634**	70
70.01	Light Rail								
70.02	Heavy Rail								
70.03	Commuter Rail				$0	$0	$0	$0	
70.04	Bus	$5,585,545	$5,585,545	$5,585,545	$698,193	$6,283,738	$6,283,738	$6,283,738	
70.05	Other								
70.06	Non-revenue vehicles								
70.07	Spare parts	$293,241	$293,241	$293,241	$36,655	$329,896	$329,896	$329,896	
80 PROFESSIONAL SERVICES		**$3,023,581**	**$3,340,915**	**$3,755,213**	**$417,614**	**$3,401,528**	**$3,758,529**	**$4,224,615**	80
80.01	Preliminary Engineering	$487,674	$538,857	$605,680	$67,357	$548,634	$606,214	$681,390	
80.02	Final Design	$975,349	$1,077,714	$1,211,359	$134,714	$1,097,267	$1,212,429	$1,362,779	
80.03	Project Management for Design and Construction	$139,336	$153,959	$173,051	$19,245	$156,752	$173,204	$194,683	
80.04	Construction Administration & Management	$1,114,684	$1,231,674	$1,384,410	$153,959	$1,254,020	$1,385,633	$1,557,462	
80.05	Insurance								
80.06	Legal; Permits; Review Fees by other agencies, cities, etc.	$139,336	$153,959	$173,051	$19,245	$156,752	$173,204	$194,683	
80.07	Surveys, Testing, Investigation, Inspection	$27,867	$30,792	$34,610	$3,849	$31,350	$34,641	$38,937	
80.08	Agency Force Account Work	$139,336	$153,959	$173,051	$19,245	$156,752	$173,204	$194,683	
	Subtotal Categories 10 to 80	**$23,592,692**	**$25,372,393**	**$27,894,010**	**$3,171,549**	**$26,541,779**	**$28,543,942**	**$31,380,762**	10-80
90 UNALLOCATED CONTINGENCY		**$1,179,635**	**$1,268,620**	**$1,394,701**	**$158,577**	**$1,327,089**	**$1,427,197**	**$1,569,038**	
100 FINANCE CHARGES									
	Totals	**$24,772,327**	**$26,641,013**	**$29,288,711**	**$3,330,127**	**$27,868,867**	**$29,971,139**	**$32,949,800**	

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SEWRPC-KRM4

RECORD OF LOGIC USED IN POPULATING SELECTED AREAS OF KRM SCC WORKBOOK

June 1, 2010

This worksheet documents the logic, various formulas, processes and references used by AECOM in responding to two sources of changes created in the FTA's Standard Cost Categories (SCC) workbook since the KRM January 2007 Capital and Operating & Maintenance Cost Estimate (COME) report. Those two sources of change are:

I. **MANAGEMENT AND ENGINEERING DATA FOR THE FINANCIAL PLAN:** Cambridge Systematics (CS) is preparing the KRM Financial Plan, including preparation of the SCC workbook. AECOM has been the lead consultant of the AA/DEIS consultant team under contract with SEWRPC, has authored the various drafts of the Project Management Plan for the full design/construction project, and has assembled the capital costs in spreadsheets known as the Detailed Cost Categories (DCC) workbook. CS requested inputs for the SCC from AECOM (e-mail C. Kopp to D. Gary/G. Foyle, November 09, 2009). These inputs generally represented top level program management issues such as scheduling and general engineering descriptions. Each of those specific requests is addressed below.

II. **SCC STRUCTURAL CHANGES:** The FTA has made changes to the SCC categories since the January 2007 KRM COME Report. Those changes are identified and discussed relative to the KRM project.

I. PROJECT MANAGEMENT AND ENGINEERING DATA FOR THE FINANCIAL PLAN

SCC Spreadsheet (Tab)		TOPIC: Discussion
1.	Inflation	**CAPITAL COSTS SPREAD BY YEAR:** Capital costs are spread among calendar years by assigning each line item of the SCC to one of four phases of the project and spreading each phase by the current KRM design/construction/operations schedule. The SEWRPC-adopted project schedule used for most of the KRM4 effort was originally distributed by a September 8, 2009 e-mail, D.Gary to Fuchs/Grigg/Hussey (consultant team) with a copy to Lynde (SEWRPC). That schedule generally assumed start and finish dates at the mid points of quarters, which technically correspond to the 15th of February, May, August and November. Instead, to simplify the calculations herein, the 1st day of those months have been assumed for the months shown to achieve whole month durations. In addition on February 8, 2010, the SERTA Board approved a Financial Plan with a schedule that added two months to all phases of the September 2009 schedule. On May 20, 2010 the SERTA Board approved another revised schedule. All of this has been translated into a separate KRM Master Schedule spreadsheet in this workbook. That spreadsheet also contains a prorationing of Professional Services Category costs over years of the project for use in the DCC workbook.
2.	Project Description	**COMMENTARY:** Brief discussions of the line items which have cost entries have been inserted in the spreadsheet.
3.	Schedule	**BAR CHART SCHEDULE:** Spreadsheet cells have been shaded to correspond to the schedule used in the INFLATION spreadsheet discussed above.
4.	BUILD Annualized	**SPREAD UNALLOCATED CONTINGENCIES:** The spread of unallocated contingencies *among cost categories* at this early AA stage of the project is made simply proportional to the dollar estimates for all items with entries in the SCC.
5.	BASELINE Annualized	**SPREAD UNALLOCATED CONTINGENCIES:** The same methodology used in the BUILD ANNUALIZED spreadsheet is applied here.
6.	By-Segment	**PROJECT ROUTE MILES:** Copied from Summary-DCC 2009 lps sheet, cell O8. **RISK DESCRIPTIONS:** A text has been written in the bottom cells of the sheet based on actual Low and High cost factors included in the DCC workbook.
7.	Project-wide	**SAME ISSUES AS "BY SEGMENT" ABOVE:** Reference is made to the words in the By Segment Sheet. Unallocated contingencies for the total system ("By-Segment" and "Project-wide") have been added from DCC summary sheet. Finance Charges must be added by CS.
8.	[Form] A4	**PROJECT SCHEDULE:** Per Iris Ortiz, this form does not need to be filled out until request for FFGA is made.

Two Exhibits of the COME are based on four SCC spreadsheets that use only year of estimate (YOE) dollars so are not dependent on the CS funding and inflation calculations. Exhibit X-1A shows the "BUILD Main" and "BUILD Annualized" spreadsheets, while Exhibit X-2B uses the corresponding BASELINE spreadsheets. The two "Annualized" spreadsheets are mentioned above. The two "Main" spreadsheets are not but are needed for completion of the COME, apart from the need for them in the SCC in the RIPE.

II. SCC STRUCTURAL CHANGES

A. **START-UP vs. AGENCY FORCE ACCOUNT WORK:** Since the 2007 KRM COME report, the FTA has changed category 80.08 from "Agency Force Account Work" to "Start Up." The "Definitions" tab of the SCC workbook already identifies all 80 Professional Services subcategories as including "all professional, technical and management services....by agency staff or outside consultant." Therefore, the original Force Account title made this line item redundant since force account costs would have already been spread under other appropriate categories without regard to whether the work was done "by agency staff or outside consultant." However, the sequential position of it as the very last of the Professional Services line item already implied a final or concluding task before operations. So it already was assumed to reflect Start Up operations. As a result, no numerical or calculation changes have been needed in the KRM workbooks to adapt to this FTA change.

B.

MASTER SCHEDULE SPREADSHEET: Following an exchange of e-mails (April 14-16, 2010), Laurie Hussey requested that the AECOM SCC Logic spreadsheet be removed and the month count logic that is referenced by the Inflation formula

6.0 Project Justification Measures

This section provides project justification measures for the KRM commuter rail in terms of mobility, cost effectiveness, operating efficiencies, environmental benefits, and other factors; land use and economic development effects are described in standalone Section 7.0. Inputs for many of these measures are obtained from the travel demand forecasts (see Section 3.0) and from the O&M cost model and SCC (see Sections 4.0 and 5.0, respectively).

6.1 Mobility Improvements

Measures of mobility improvements are calculated for the KRM project and reported in the Mobility and Cost Effectiveness Template provided at the end of this section. Those mobility measures that can be calculated from the model are:

1. Number of transit trips using the project; and
2. Their user benefits per passenger mile on the project.

These measures are calculated automatically using data entered into the Travel Forecasts Templates.

User benefits that are estimated to accrue specifically to transit dependents are not calculated, since the model structure does not take into account different segments by auto ownership/transit dependency.

6.2 Cost Effectiveness

Two measures of cost effectiveness are calculated and reported for the KRM project:

1. Incremental cost per hour of transportation system user benefits; and
2. Incremental cost per incremental passenger in forecast year.

These measures also are calculated and reported in the Mobility and Cost Effectiveness Template using data from the Travel Forecasts Template and input data on Baseline and Build capital and O&M costs.

6.3 Operating Efficiencies

Operating efficiencies are calculated based on the difference between the ratios of systemwide operating and maintenance costs and systemwide passenger miles for the Build and Baseline Alternatives. These measures are calculated and reported in the Operating Efficiencies Template using input data from the model and O&M costs.

6.4 Environmental Benefits

The environmental benefits rating is based on the current air quality designation by the Environmental Protection Agency (EPA). The Milwaukee-Racine area is in non-attainment for the 2006 PM 2.5 (particulate matter) standard and is in moderate non-attainment for the 8-hour ozone standard. As such, a "High" rating will be provided for this measure.

6.5 Other Factors

The proposed KRM project will provide a number of benefits in addition to those quantified and described elsewhere in this New Starts submittal. Many of these benefits are due to the KRM service's timed transfers to Metra trains service to Chicago and its northern suburbs. The additional benefits described here include:

- Job access and economic development;
- Airport access;
- Access to cultural and educational facilities; and
- Support for freeway reconstruction.

Job Access and Economic Development

The proposed KRM project will provide important transportation linkages not just within southeastern Wisconsin, but also to the Chicago metropolitan area and northern Illinois. These linkages will be provided through timed transfer links to Metra trains. The KRM service would consist of 15 daily trains in each direction between Kenosha, Racine, and Milwaukee.

The KRM service connections to northern Illinois will expand the employment and labor markets served by the project, linking northern Illinois' workforce to jobs in southeastern Wisconsin, as well as linking residents of southeastern Wisconsin to Chicago's

employment centers. The improved workforce mobility will, in turn, support economic development in both regions. Companies such as S.C. Johnson, one of the largest employers in southeastern Wisconsin and in the State of Wisconsin, have cited the importance of this link to labor pools and to northeastern Illinois to retaining and attracting qualified employees, and maintaining and expanding their presence in southeastern Wisconsin. Within a one mile radius of KRM and Metra stations that would be connected via a cross platform transfer at Kenosha, there are a total of over 900,000 jobs, as shown in Table 6.1. The Illinois portion of the corridor as defined for the KRM market study includes 1.4 million people, more than doubling the total population potentially served by the project compared to the Wisconsin portion of the corridor alone. The 2000 Census shows that approximately 26,700 commuters in the study corridor counties (Milwaukee, Racine, Kenosha, Lake, and Cook) crossed the state line, with the majority of these trips from Kenosha County to Lake County.

Table 6.1 Year 2000 Employment Within One Mile of Proposed KRM and Metra UPN Stations

Geographic Area	Employment
Downtown Milwaukee	110,300
Milwaukee County	21,600
Kenosha and Racine Counties	28,200
Chicago North Shore Suburbs	95,100
Chicago North Side	58,500
Downtown Chicago	599,400
Total	**913,100**

Workforce connections will not only benefit employers, but also minority, low income, and zero-car households in station areas, thereby supporting environmental justice objectives. Within the entire study corridor, 14 percent of households in Wisconsin and 25 percent in Illinois do not own an automobile. Residents of the Chicago region, especially, already rely heavily on transit for commuting as well as non-work travel due to the region's high population density, high levels of traffic congestion, and extensive rail and bus services. According to the 2000 Census, 30 percent of workers in the six-county Chicago metropolitan area used a form of transportation other than driving alone to work. A significant percentage of households in the Wisconsin portion of the corridor are also low-income and/or do not own a vehicle, and are dependent on public transit. Over 40 percent of City of Milwaukee residents reside within three miles of a proposed KRM station; 30 percent of these residents do not own an automobile and 58 percent are members of minority groups. Over 60 percent of Kenosha and Racine County residents reside within three miles of the two stations in each of their counties; about 10 percent of these residents do not own an automobile and about 25 percent are members of a minority group. As noted above, these residents will have access to the more than 900,000 jobs within one mile of the commuter rail stations. This compares to 1.2 million jobs within all of the Southeastern Wisconsin Region.

Airport Access

The KRM operating plan includes dedicated bus shuttle service between General Mitchell International Airport (GMIA) and the Cudahy/St. Francis Station. Improved access to GMIA will help provide residents of northern Illinois with an alternative to the highly congested airports of O'Hare and Midway. The Chicago region has long recognized the need for a third airport, and at the current time, GMIA is the closest major airport to serve as a "relief valve" for the two existing Chicago airports. Furthermore, by providing another connecting option and possibly attracting additional northeastern Illinois residents to GMIA, the KRM project could improve GMIA airline flight service and promote southeastern Wisconsin economic growth.

Access to Cultural and Educational Opportunities

The proposed KRM project will provide improved interregional access to educational opportunities, arts, culture, and entertainment. Based on data from the National Center for Education Statistics, as of 2008 over 33,000 students were enrolled at educational institutions located within downtown Milwaukee, with an additional 30,000+ students within a few miles of the downtown. Major universities in the corridor include Marquette University, the Milwaukee School of Engineering, University of Wisconsin-Milwaukee, and Milwaukee Area Technical College in or adjacent to downtown Milwaukee. Smaller educational institutions in downtown Milwaukee include the Milwaukee Institute of Art and Design and Cardinal Stritch University. The University of Wisconsin at Parkside and Carthage College are located near the Somers Station with a total enrollment of over 8,000 students. A KRM connection would provide improved transportation access to well over 70,000 individuals enrolled in post-secondary education programs.

Downtown Milwaukee has numerous museums, performing arts venues, sports venues, and other entertainment destinations of regional interest. Henry J. Maier Festival Park in downtown Milwaukee is home of Summerfest (the world's largest music festival) as well as numerous other cultural and ethnic festivals which combined draw over 2 million annual visitors. Other major downtown venues include the Milwaukee Art Museum, Harley Davidson Museum, Discovery World, Bradley Center, and U.S. Cellular Arena. Many of these major events and destinations are parking-constrained, further increasing the incentive to arrive by transit rather than driving.

Through a cross-platform connection from KRM onto Metra, southeastern Wisconsin residents would gain access to the educational institutions, arts, cultural amenities and entertainment venues served by the northeastern Illinois transit network. Northwestern University is located near Metra's existing Evanston Davis Street Station; and a host of institutions are located in or near downtown Chicago including DePaul University, the University of Chicago, University of Illinois at Chicago, Columbia College, the Art Institute of Chicago, the Illinois Institute of Art, the American Academy of Art, and Roosevelt University. In terms of arts and cultural amenities, there are nine museums

along Chicago's lakefront, including the Art Institute of Chicago and the Museum of Science and Industry.

Support for Freeway Reconstruction

Reconstruction of IH 94 between the Wisconsin-Illinois state line and the Mitchell Interchange north of General Mitchell International Airport is currently occurring, and is scheduled to continue through 2016. IH 94 will also be under reconstruction in northeastern Illinois with major capacity restrictions. This freeway is the primary roadway linkage between the two cities, and is also an important link in major east-west and north-south cross-country trucking routes. Reconstruction of this deteriorating freeway is therefore vital to the long-term economic health of southeastern Wisconsin. The KRM project will offer a transit alternative that is competitive with automobile travel time in this corridor, helping to reduce traffic demands during reconstruction. By doing so, the project will not only result in increased convenience and less delay for travelers, but will also help to avoid any negative economic impacts to the region that may result from traffic congestion for commuters and truck traffic.

In addition to the reconstruction of IH 94, the entire freeway system of southeastern Wisconsin is reaching the end of its service life and will undergo reconstruction segment-by-segment over the next 30 years. The KRM commuter rail project will offer a high quality travel alternative as IH 94 undergoes reconstruction from the Mitchell Interchange in southern Milwaukee County to the Marquette Interchange in downtown Milwaukee, and when IH 894 undergoes reconstruction from the Mitchell Interchange to the Zoo Interchange and significant additional traffic is rerouted from this stretch of IH 894 to IH 94 between the Mitchell and Marquette Interchanges.

MOBILITY AND COST-EFFECTIVENESS TEMPLATE

PROJECT NAME: Kenosha-Racine-Milwaukee Commuter Rail Project

Mobility Improvements

	Column:	A	B	C	D	E	
		Alternative					
Line	Item	New Starts Baseline	New Starts Build	Difference	Annualization Factor	Annual Value	Source/Calculation
1	Transit trips for model-based trip purposes	1,712,986	1,719,537	6,551	255.0	1,670,505	Linked from the Travel Forecasts template
2	Transit trips for special markets	---	---	---	---	0	Linked from the Travel Forecasts template
3	Transit trips total	---	---	---	---	1,670,505	Sum of lines 1 and 2
4	User benefits for model-based purposes (hrs)	---	---	3,909	255.0	996,795	Linked from the Travel Forecasts template
5	User benefits for special markets (hrs)	---	---	---	---	0	Linked from the Travel Forecasts template
6	User benefits total (hrs)	---	---	---	---	996,795	Sum of lines 4 and 5
7	Project trips for model-based trip purposes	---	---	8,327	255.0	2,123,385	Linked from the Travel Forecasts template
8	Project trips for special markets	---	---	---	---	0	Linked from the Travel Forecasts template
9	Project trips total	---	---	---	---	2,123,385	Sum of lines 7 and 8
10	Project passenger-miles for model-based trip purposes	---	---	84,375	255.0	21,515,625	Linked from the Travel Forecasts template
11	Project passenger-miles for special markets	---	---	---	---	0	Linked from the Travel Forecasts template
12	Project passenger-miles total	---	---	---	---	21,515,625	Sum of lines 10 and 11
13	User benefits per project pass-mile for all riders (mins)	---	---	---	---	2.8	Line 6 divided by line 12 (times 60 mins/hr)
14	User benefits for transit dependents	---	---	0	255.0	0	Linked from the Travel Forecasts template
15	Project trips by transit dependents	---	---	-	255.0	#VALUE!	Linked from the Travel Forecasts template
16	Project passenger-miles by transit dependents	---	---	-	255.0	#VALUE!	Linked from the Travel Forecasts template
17	User benefits per pass-mile for transit dependents	---	---	---	---	#VALUE!	Line 14 divided by line 16 (times 60 mins/hr)
18	Share of UBs to transit dependents (percent)	---	---	---	---	0.0%	Line 14 divided by line 6
19	Share of person trips by transit dependents (percent)	---	---	---	---	#VALUE!	TF template cell L30 / TF template cell L31
20	Transit dependents: (share of UBs) / (share of pers-trips)	---	---	---	---	#VALUE!	Line 18 divided by line 19

Cost Effectiveness

		Alternative				
Line	Item	New Starts Baseline	New Starts Build	Difference	Value	Source/Calculation
21	Annualized capital cost (millions of constant 2009 dollars)	$ 2.7	$ 18.6	$ 16	---	Source: SSC Worksheets
22	Total systemwide annual operating and maintenance cost (millions of constant 2009 dollars)	$ 3.1	$ 15.0	$ 12	---	Source: O&M cost models (attach documentation).
23	Total annualized cost in forecast year (millions of constant 2009 dollars)	$ 6	$ 34	$ 28	---	Sum of lines 21 and 22
24	Annual user benefits total (hours)	---	---	996,795	---	Line 6
25	Cost-Effectiveness: incremental annualized cost / annualized user benefits ($/hour)	---	---	---	$27.80	Line 23 divided by line 24
26	Total transit ridership	436,811,430	438,481,935	1,670,505		Linked from Travel Forecasts template
27	Cost Per New Transit Trip: incremental annualized cost / incremental annual transit trips ($/new trip)				$16.59	Line 23 divided by line 26

OPERATING EFFICIENCIES TEMPLATE

PROJECT NAME: Kenosha-Racine-Milwaukee Commuter Rail Project

Line	Item	Alternative: New Starts Baseline	Alternative: New Starts Build	Difference	Source/Calculation
1	Total systemwide annual operating and maintenance cost (millions of constant 2009 dollars)	$ 3.15	$ 14.99	$ 11.84	Linked from Mobility & Cost Eff. Template
2	Total systemwide annual passenger-miles (millions)	5.60	21.48	15.88	Source: Travel Forecasts
3	Cost per passenger-mile ($/mi)	$ 0.56	$ 0.70	$ 0.14	Line 1 divided by line 2

7.0 Land Use and Economic Development Effects

This criterion addresses the existing and future land use in the KRM corridor. The Supplemental Land Use Information Template provided at the end of this section addresses each of the three primary rating categories for transit-supportive land use and all associated factors and subfactors. The Quantitative Land Use Information Template provides quantitative land use information for the metropolitan area, central business district (CBD), and corridor for the base year (2000) and forecast year (2035). The main version of the quantitative template is completed only for the Wisconsin portion of the study corridor, including the seven-county Milwaukee-Racine-Kenosha metropolitan area, the Milwaukee CBD, and the portion of the KRM corridor that lies within Wisconsin. The one-half-mile station area socioeconomic forecasts used to populate this template are drawn from the most recent forecasts adopted by the Southeastern Wisconsin Regional Planning Commission (SEWRPC), as analyzed using the methodology described in FTA's guidance.

However, while the focus of the proposed KRM commuter rail project is to serve passenger travel in the corridor of Wisconsin between Milwaukee and Kenosha, the service also is designed to serve travel markets in northeast Illinois. This bi-state service will be accomplished with convenient cross-platform transfers with Metra trains at Kenosha. By transferring to Metra service, riders from throughout the KRM corridor can then access Metra stations south of Kenosha, including the Chicago CBD. To show the additional markets that would be served via this transfer between KRM and Metra service, an alternate version of the quantitative template is provided that includes data for the entire Wisconsin and Illinois study corridor. Metropolitan area data refer to the seven-county Milwaukee plus the six-county Chicago metropolitan areas; CBD data refer to the sum of Milwaukee, Racine, Kenosha, and Chicago CBD employment; and corridor data include the entire study corridor in Wisconsin and Illinois.

This alternative template also includes projections from the station area transit-oriented development (TOD)/land use plans developed as part of the planning study. These TOD-based projections were incorporated into the SEWRPC forecasts. However, the numbers shown in the quantitative templates based on the SEWRPC forecasts do not reflect the fact that the population and job increases are expected to be concentrated primarily within the one-half-mile station radius. This is to ensure consistency with the analysis method recommended by FTA, which assumes a uniform distribution of population and employment across each TAZ, even though TAZs may only fall partially within the station area. Rather, the alternative land use template serves to demonstrate the potential impact of TOD plans.

The station area TOD/land use plans evolved from an extensive process, involving close interaction with local municipal leaders as well as extensive public outreach. The outcome of the work included formal resolutions that pledge municipal support in implementing the plans. Based on the number of acres by land use type, factors were used to estimate housing units, population, and jobs. While the plans were based with presence of commuter rail service in mind, all of the communities indicated that they intend to follow the plans even if the rail service is not pursued. This is due to the desire of the communities to strengthen, or create, vibrant and dense central areas. For this reason, it is believed that the forecasts provided in the alternative land use plan-based version of the quantitative template are more reflective of the future situation for KRM stations areas than the regional adopted forecasts.

The land use plans were based on community policy preferences for the type and intensity of preferred future land uses. The focus of the community-level land use plans is to guide the type and location of future development. While the prediction of when a land use plan will achieve full build-out is always speculative, an implementation phasing was derived based on research of the market and anticipated development absorption at each station area. Projections based on market conditions for future housing units, population, and employment were made to 2020, and then extrapolated to 2035 by assuming the same rate of growth (i.e., 2005 to 2020). It is understood that the ultimate timeframe necessary for implementation will be influenced by a wide range of factors, including the degree to which the community is able to influence the market and investment choices for new development.

Key supporting documentation for this information is provided either in hard-copy format or on CD-ROM for documentation that was available electronically. Additional links are provided to on-line documents such as local zoning codes. Table 7.1 provides an inventory of the documentation provided, including URLs where electronic versions of the document can be located. Project information and publications are located on the KRM project web site, http://www.sewrpc.org/KRMonline/.

Table 7.1 Supporting Documentation for Transit-Supportive Land Use

Document	Source (Sponsor Agency)	Date	Hard Copy	CD-ROM	Web Site
Project Documents					
KRM Project Web Site	SEWRPC				http://www.sewrpc.org/KRMonline/
KRM Alternatives Analysis, EIS and Project Development Phase: Market Analysis	SEWRPC	October 2006		X	
Transit-Oriented Development Portfolio	SEWRPC	October 2006		X	http://www.sewrpc.org/KRMonline/reports.shtm
Transit-Oriented Development Portfolio: Appendices	SEWRPC	October 2006		X	http://www.sewrpc.org/KRMonline/reports.shtm
Transit-Oriented Land Use Technical Report	SEWRPC	October 2006		X	http://www.sewrpc.org/KRMonline/reports.shtm
KRM: The Kenosha-Racine-Milwaukee Commuter Link (Editions 1-4 of Project Newsletter)	SEWRPC	February 2006; Summer 2006; January 2007; September 2009		X	http://sewrpc.org/KRMonline/newsletters.shtm
Milwaukee and Southside Milwaukee					
Milwaukee Downtown Plan: Executive Summary	City of Milwaukee	1999	X	X	http://www.mkedcd.org/planning/plans/downtown/plan.html
Milwaukee Downtown Plan	City of Milwaukee	1999		X	http://www.mkedcd.org/planning/plans/downtown/plan.html

Table 7.1 Supporting Documentation for Transit-Supportive Land Use (continued)

Document	Source (Sponsor Agency)	Date	Hard Copy	CD-ROM	Web Site
Market Study, Engineering, and Land Use Plan for the Menomonee Valley	City of Milwaukee	1998		X	http://www.mkedcd.org/Planning/plans/valley/MRV.pdf
Menomonee Valley Industrial Center and Community Park Master Land Use Plan: March 2006	City of Milwaukee	2006		X	http://facstaff.uww.edu/zimmermj/LUP/MVIC%2520-%2520Master%2520Use%2520Plan%2520-%2520RACM%2520Adopted.pdf
A Vision for the Menomonee Valley (brochure)	Menomonee Valley Partners, Inc.	June 2006		X	http://www.hankaaronstatetrail.org/pdf/MVPBrochure.pdf
Third Ward Area Plan	City of Milwaukee	May 2005 (amended July 2006)		X	http://www.mkedcd.org/planning/plans/ThirdWard/ThirdWardPlan.html
Milwaukee Zoning Code	City of Milwaukee	2002			http://www.mkedcd.org/czo/
Pedestrian Corridor Study	City of Milwaukee				http://www.mpw.net/CorridorStudy/text2.html
Westown Design Guidelines	City of Milwaukee and Westown Association	2003		X	http://www.westown.org/

Table 7.1 Supporting Documentation for Transit-Supportive Land Use (continued)

Document	Source (Sponsor Agency)	Date	Hard Copy	CD-ROM	Web Site
Cudahy					
Downtown Master Plan	City of Cudahy	1999	X		
Downtown Design Guidelines Manual	City of Cudahy	1999	X		
Project Plan: Tax Incremental District No. 1	City of Cudahy	1994	X		
Boundary and Project Plan Amendment: Tax Incremental District No. 1	City of Cudahy	2000	X		
Comprehensive Development Plan	City of Cudahy	1994	X		
Zoning Code (including Lakeside Commons Overlay District)	City of Cudahy			X	

Table 7.1 Supporting Documentation for Transit-Supportive Land Use (continued)

Document	Source (Sponsor Agency)	Date	Hard Copy	CD-ROM	Web Site
South Milwaukee					
City of South Milwaukee Comprehensive Plan 2020	City of South Milwaukee	2003	X		
City of South Milwaukee Municipal Code – Chapter 15, Zoning Code	City of South Milwaukee				http://www.ci.south-milwaukee.wi.us/mc-ch15.htm
Zoning Map	City of South Milwaukee	1992	X		
Amendment of Tax Increment District No. 1 Boundary, Project Plan, and Redevelopment Plan	City of South Milwaukee	2005	X		
Oak Creek					
2020 Vision – A Comprehensive Plan for the City of Oak Creek. Summary of Volume III: Plan Recommendations	City of Oak Creek	2002	X		
2020 Vision – A Comprehensive Plan for the City of Oak Creek. Volume III: Plan Recommendations	City of Oak Creek	2002	X		
Redevelopment District No. 1	City of Oak Creek	2001	X		
Return to Carrollville (PowerPoint presentation)	City of Oak Creek	1999	X		
City of Oak Creek Municipal Code – Chapter 17, Zoning Code	City of Oak Creek				http://www.oakcreekwi.org/main_page_topics/official_documents.htm

Table 7.1 Supporting Documentation for Transit-Supportive Land Use (continued)

Document	Source (Sponsor Agency)	Date	Hard Copy	CD-ROM	Web Site
Business Districts: Summary of Zoning Requirements	City of Oak Creek	2002		X	http://www.oakcreekwi.org/City%20Departments/Community%20Dev/index.htm
Caledonia					
Village of Caledonia Land Use Plan	Village of Caledonia	2006	X		
Land Use Conditions Map	Village of Caledonia	2006	X		
Land Use Plan Map	Village of Caledonia	2006	X		
Zoning Map	Village of Caledonia	2006	X		
Village of Caledonia Neighborhood Plans – Douglas Avenue Neighborhood (map and draft for workgroup review)	Village of Caledonia	2005	X		
Racine County Code of Ordinances: Chapter 20, Zoning	Racine County	2006			http://www.municode.com/Resources/gateway.asp?pid=12370&sid=49 http://www.racineco.com/codeadmin/index.aspx
Proposed amendments to the Racine County Zoning Code, to be known as the Zoning Code of the Village of Caledonia	Village of Caledonia	2006	X		
Proposed amendments to the Village of Caledonia Code of Ordinances relating to private street construction	Village of Caledonia	2006	X		

Table 7.1 Supporting Documentation for Transit-Supportive Land Use (continued)

Document	Source (Sponsor Agency)	Date	Hard Copy	CD-ROM	Web Site
Racine					
Racine Downtown Plan	City of Racine	2005		X	http://racinedowntown.com/d-plan.html
Racine Design Guidelines	City of Racine	2005		X	http://racinedowntown.com/d-plan.html
Racine Design Standards	City of Racine	2005		X	http://racinedowntown.com/d-plan.html
Zoning Ordinance	City of Racine		X		
Zoning District Map	City of Racine	2005	X		
Downtown Racine Retail and Entertainment Strategy	Downtown Racine Association	2005	X		
An Analysis of Current and Potential Economic Activity Surrounding the Racine Station Area	Racine County Economic Development Corporation	2003	X		
Somers					
Kenosha County Municipal Code: Chapter 12, Zoning	Kenosha County	2004			http://www.co.kenosha.wi.us/plandev/zone_permit/prop_zoning.html
A Comprehensive Plan for the Kenosha Urban Planning District (SEWRPC Community Assistance Planning Report No. 212)	Kenosha County and SEWRPC	1995	X		

Table 7.1 Supporting Documentation for Transit-Supportive Land Use (continued)

Document	Source (Sponsor Agency)	Date	Hard Copy	CD-ROM	Web Site
Kenosha					
Kenosha Downtown Plan: A Guide for Urban Design & Development	City of Kenosha	1991	X		
Downtown Lakefront Site, Kenosha, Wisconsin	Urban Land Institute	1996	X		
Harborpark Master Plan	City of Kenosha	1997		X	
Columbus Neighborhood Plan	City of Kenosha		X		
City of Kenosha Bicycle and Pedestrian Facilities Plan	City of Kenosha			X	http://www.kenosha.org/departments/development/long_range_plans.html
City of Kenosha *Code of Zoning Ordinances*	City of Kenosha				http://www.kenosha.org/departments/neighborhood/zoning/zone-toc.html
Regional					
Multi-Jurisdictional Comprehensive Planning Programs in Southeastern Wisconsin (web site)	SEWRPC			X	http://www.sewrpc.org/smartgrowth/programs/default.shtm
Comprehensive Plan Status in Southeastern Wisconsin: August 2007	SEWRPC	2007		X	http://www.sewrpc.org/smartgrowth/
Multi-Jurisdictional Comprehensive Plan for Kenosha County and Participating Local Governments (work program)	Kenosha County	2006		X	http://www.sewrpc.org/smartgrowth/
Kenosha County Smart Growth Planning (web site)	Kenosha County				http://www.co.kenosha.wi.us/plandev/smart_growth/index.html

Table 7.1 Supporting Documentation for Transit-Supportive Land Use (continued)

Document	Source (Sponsor Agency)	Date	Hard Copy	CD-ROM	Web Site
Multi-Jurisdictional Comprehensive Plan for Racine County and Participating Local Governments (work program)	Racine County	2006		X	http://www.sewrpc.org/smartgrowth/
Racine County Smart Growth (web site) (includes draft chapters of the Multi-Jurisdictional Comprehensive Plan)	Racine County				http://www.racineco.com/PlanningDevelopment/MiscDocs.aspx
The Regional Framework for "Smart Growth" Planning and Development in Southeastern Wisconsin	SEWRPC	Feb. 2004		X	http://www.sewrpc.org/smartgrowth/
Planning Report No. 48, *A Regional Land Use Plan For Southeastern Wisconsin: 2035*	SEWRPC	2006		X	http://www.sewrpc.org/publications/
Planning Report No. 49, *A Regional Transportation System Plan for Southeastern Wisconsin: 2035*	SEWRPC	Draft, 2006		X	http://www.sewrpc.org/regionalplans/regionaltransysplan.shtm
Review and Update of Regional Land Use and Transportation System Plans for Southeastern Wisconsin (Newsletters 3 & 4)	SEWRPC	August 2005, March 2006		X	http://www.sewrpc.org/regionalplans/regionallanduseplan.shtm
Other Information					
Metra-RTA					
Union Pacific District North Line Map	Metra				http://www.metrarail.com/Sched/cnw_n/cnwn.shtml
North Chicago Station Area Planning Study (overview)	RTA			X	

Table 7.1 Supporting Documentation for Transit-Supportive Land Use (continued)

Document	Source (Sponsor Agency)	Date	Hard Copy	CD-ROM	Web Site
Waukegan Intermodal Transit Facility Study (overview)	RTA			X	
Zion Station Area Plan (overview)	RTA			X	

Supplemental Land Use and Economic Development Information and Supporting Documentation Template
KRM Commuter Rail Project

Information Requested	Documentation Supporting Land Use Criterion
1. EXISTING LAND USE **a. Existing Land Use**	
Existing corridor and station area development	The nine station locations documented in the Transit Oriented Development Portfolios (October 2006) represent the station locations described in this document. The stations, from north to south, include: Downtown Milwaukee, South Side Milwaukee, Cudahy/St. Francis, Oak Creek, Caledonia, Racine, Somers, and Kenosha. The specific station locations may be subject to change as development of the KRM project progresses. **Population and Employment Served** As of 2000, there were an estimated 10,000 households and 26,000 residents within ½ mile of proposed stations, living at an average population density of 3,800 persons per square mile. The ½ mile station areas include an estimated 45,900 jobs, of which 30,100 are in the Milwaukee station area. The Milwaukee central business district (CBD) as a whole contains an estimated 87,500 jobs (based on SEWRPC data for 23 TAZs). Dedicated shuttle service will provide access to those portions of the CBD not within immediate walking distance of the rail station. The entire KRM study corridor within southeastern Wisconsin includes a total of 2.8 million people and 2.2 million jobs. As demonstrated in Figures 5 and 6 of the *Market Analysis* conducted as part of the KRM Alternatives Analysis, the proposed KRM Line would serve some of the highest density population and employment centers in the southeastern Wisconsin region. Population and employment by station area are shown in the Land Use Quantitative Template. A number of station areas in addition to downtown Milwaukee contain one or more major employers. The Patrick Cudahy Company is located next to the proposed Cudahy/St. Francis Station and employs 2,000 people, while Bucyrus International Inc., a manufacturer of mining equipment, is located north of the South Milwaukee Station at Milwaukee Avenue and employs 950 people. The Racine and Kenosha CBDs, both located within walking or short shuttle distance from proposed KRM stations, have a total employment of 3,500 and 3,800, respectively. **Other High Trip Generators** There are numerous high trip generators in downtown Milwaukee, including many within ½ mile of the Milwaukee Station. Trip generators located within the station area include: • The Wisconsin Center District at West Wisconsin Avenue and North 5th Street. The District includes the **Midwest Airlines Convention Center**, which opened in 1998 with 189,000 square feet of exhibit space and a 37,000 square foot ballroom; **U.S. Cellular Arena**, Milwaukee's 12,700-seat home for sports, entertainment and assemblies, including the Milwaukee Wave professional soccer team and the University of Wisconsin Milwaukee Panthers basketball team; and **Milwaukee Theatre**, which opened in 2003 with 2,500 to 4,000 seats. • The **Milwaukee Public Museum**, a natural history museum covering human history, paleontology, zoology, botany, geology and anthropology. The museum hosts about one million visitors a year. • **Grand Avenue Mall**, a regional shopping destination. • The **Milwaukee Public Library**. • The **Harley-Davidson Museum** complex, which opened in 2008. The $95

Information Requested	Documentation Supporting Land Use Criterion
	million project, planned for a 20-acre site at S. 5th, S. 6th and W. Canal Streets in the Menomonee Valley, is expected to attract 350,000 visitors a year and includes a riverwalk accessible to the public. Additional major trip generators and regional destinations in downtown Milwaukee within one mile of the station could be reached by a long walk or shuttle service. These include: • The **Bradley Center Arena** on East State Street. The 20,000-seat arena is the home of the Milwaukee Bucks professional basketball team and the Admirals professional hockey team and also hosts concerts. • The **Milwaukee Art Museum**. With its dramatic design by Santiago Calatrava, the museum is located about one mile east of the station on the Lake Michigan waterfront. • **Maier Festival Park**, about ¾ mile east of the station on the Lake Michigan waterfront. The park includes the 24,000 seat Marcus Amphitheater and hosts Summerfest (the world's biggest music festival, according to the Guinness Book of World Records) as well as numerous other ethnic and cultural festivals. • The **Marcus Center for the Performing Arts** on East State Street. The center has a combined annual attendance of 750,000 patrons, of which five percent are from Racine and Kenosha Counties. Additional high trip generators near other stations in the KRM Corridor include: • The **Lake Express**, a high-speed car and passenger ferry operating between Milwaukee and Muskegon, Michigan docks approximately ½ mile east of the proposed South Side Milwaukee Station. The ferry boards and discharges passengers and vehicles several times daily between May and October. • The **Patrick Cudahy Company**, the primary employer in the City of Cudahy and one of the top 10 employers in the Milwaukee area with 2,000 employees, is located next to the proposed Cudahy/St. Francis Station. • **General Mitchell International Airport**, located west of the Cudahy/St. Francis Station area, has over 3 million annual enplanements. A direct shuttle bus connection is part of the KRM project. • The **University of Wisconsin at Parkside** (enrollment 4,900) and **Carthage College** (enrollment 2,600) are both located near the proposed Somers Station and could potentially be served by shuttle buses. UW-Parkside is located between 12th and 7th Streets approximately two miles west of Sheridan Road, and Carthage College is located on Sheridan Road approximately one mile south of 12th Street. UW-Parkside plans to operate a shuttle service to allow students to use the train and connect to campus. • Multiple **transit connections** can be made at the Kenosha Station. Metra provides existing service to the Chicago CBD and northern suburbs in Cook and Lake Counties. The Kenosha Transit Center, which provides local bus and streetcar connections, was recently built at 54th Street and 8th Avenue, a five-minute walk to the commuter railroad station. The City's new streetcar system connects the commuter station with the business district and the Harbor Park neighborhood along 54th and 56th Streets on the eastern fringes of the station area. Downtown Kenosha also functions as the center of **Kenosha County Government** and the county courthouse is located in the station area. The **Kenosha Public Museum**, an accredited natural history and fine and decorative arts museum, opened in late 2000 as part of the Harbor Park development. A 2005 survey found that 10 percent of southeastern Wisconsin residents had

Information Requested	Documentation Supporting Land Use Criterion
	visited in the past two years, confirming that the museum is a regional draw.
Existing corridor and station area development character	**Overview** Station areas vary greatly in the character and density of existing development. The proposed station site in downtown Milwaukee is very urban, with a predominance of office, retail and residential uses as well as several key mixed use and commercial redevelopment opportunities. The Racine and Kenosha Stations serve smaller CBDs while the Cudahy/St. Francis and South Milwaukee Stations serve pedestrian-friendly town centers. All these stations as well as the South Side Milwaukee Station also serve older residential neighborhoods with small-lot single-family, duplex, and multi-family buildings on walkable grid street systems. At the other end of the spectrum, stations located in Oak Creek, Caledonia, and the Town of Somers contain a mix of suburban and rural land uses. Significant amounts of undeveloped land in these station areas provide the potential for introducing completely new development patterns. As part of the KRM planning process, Transit-Oriented Development Portfolios were prepared in 2006 for the ½ mile radius area surrounding each proposed station. These portfolios describe and illustrate existing conditions and also present proposed land use changes in each station area. The portfolios are included with the supporting documentation. **Station by Station Description** **Milwaukee** – The City of Milwaukee's proposed KRM station will use the existing Amtrak station within a newly renovated and expanded facility in the South End District of downtown Milwaukee. (Construction on this facility is underway as of 2007.) The station is located in the eastern end of a larger area known as the Menomonee Valley that extends westward along the Menomonee River and is home primarily to industrial uses. The station area itself consists of a mix of uses at various densities, but also significant vacant and underutilized parcels of land. The intensity and density of development varies on the north and south sides of I-794. The area north of I-794 is proximate to the core of Milwaukee's CBD and has a strong urban fabric. As the mixed-use core of the City, land uses are diverse and include major institutional uses, the Grand Avenue Mall, condominiums, office buildings, and other retail uses. Amongst the uses in the downtown are a number of surface parking lots. The south side of I-794 has historically contained heavy industrial uses. In recent years, the area is transitioning to a more diverse area that includes public, residential, entertainment, and retail uses. This is especially true in the historic Third Ward neighborhood centered along Water Street, east of the station. The area south of the station still contains vacant or underutilized land, surface parking lots, and vacant buildings. Degrees of streetscape treatment and the quality of the pedestrian environment also vary throughout the station area. Streets with the most significant streetscape features, including lighting, landscaping, street furniture, signage, and public art, are located north of I-794 and east of the Milwaukee River in the Third Ward neighborhood. The Milwaukee River provides a unique waterfront environment for the station area. Pedestrian riverwalk access is provided for the portion of the river that runs north and south. The presence of the Marquette Interchange to the west and I-794 immediately north of the station, however, are detrimental to the quality of the pedestrian experience, and there are few pedestrian enhancements in the southern part of the station area. **South Side Milwaukee** – E. Bay Street acts as a seam between relatively dense

Information Requested	Documentation Supporting Land Use Criterion
	residential and commercial uses to the west and south and industrial and transportation uses to the north and east. Population density west of the proposed station ranges from 7,500 to more than 10,000 persons per square mile, while east of the station it is less than 3,000 persons per square mile. Approximately 38 percent of the land in the ½ mile station area is devoted to single-family, duplex and multi-family residential use, concentrated in the southwest and southeast portions of the area. Kinnickinnic Avenue, traversing the southwest quadrant of the area, is a "Main Street" commercial district, featuring late 19th and early 20th century mixed-use buildings fronting the street. Commercial nodes are redeveloping on S. Kinnickinnic Avenue around E. Lincoln and E. Russell Avenues and E. Bay Street. The area has several pedestrian traffic generators such as neighborhood commercial destinations, parks, schools, a library, and a community center. The housing and commercial buildings are in varying states of repair, but rising property values are leading to steady reinvestment. Most of the land within the north and northwest portions of the ½ mile station area encompass industrial uses. Several hundred workers are employed in this area although some industrial space is underutilized or vacant. The northeast portion of the study area is occupied by transportation and bulk outside storage uses, mostly on lands controlled by the Port of Milwaukee. The Harbor Commission offices and the Milwaukee Station of the United States Coast Guard are located to the east of the proposed rail station across I-794. A large area of land to east of the station is occupied by the I-794 Port of Milwaukee interchange. Immediately to the west is a US Army Reserve station, on property leased from the Port of Milwaukee. **Cudahy/St. Francis** –The station area contains a mix of residential, industrial, civic, and commercial uses. The east and west sides of the Union Pacific (UP) Railroad have different development and access patterns. East of the railroad, the station area is supported by a traditional grid street pattern. Residential development consists largely of small-lot single-family residential dwellings that face the street. Many of the homes have front porches and detached garages accessed from alleys, creating a pedestrian-friendly walking environment. Most of the existing retail uses within the station area are located along the major street corridors of Packard and Layton Avenues. Packard Avenue has historically been the downtown "Main Street" in Cudahy. The buildings along these street frontages are aligned as a pedestrian "street wall" with storefronts oriented to public sidewalks, supporting a walking environment. The area west of the railroad was developed with large-scale industrial uses, creating "super blocks", breaking the grid street pattern which exists throughout much of the City. West of the large Patrick Cudahy facility (which is immediately adjacent to the proposed station) is a largely vacant area that is the site of former industrial buildings that have been demolished for redevelopment. **South Milwaukee** – The study area contains a mix of residential, commercial, industrial, and park and open space uses. Bucyrus International, Inc., located north of the proposed station, has expandedtheir facility north of East Rawson Avenue. In addition, smaller wholesaling and storage uses, as well as the partially vacant Line Building (which is no longer occupied by a manufacturing use), are located near the station. The downtown retail core is aligned along Milwaukee Avenue, between 9th and 12th Avenues and along 10th Avenue/State Highway 32, between Marquette and Milwaukee Avenues. The building pattern along Milwaukee Avenue creates a "street wall" with storefronts oriented to public sidewalks. The blocks surrounding the downtown contain a mixture of small lot, single-family and two-family dwellings. The station area is framed on the northwest and northeast by Grant Park along the Lake Michigan lakefront and by Oak Creek Parkway.

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	The station area is served by a traditional grid street pattern and the environment within the area is pedestrian-friendly. Contributing to the physical character of the station area are historic buildings. Residential neighborhoods within the station area have a pedestrian character, most with detached garages accessed from alleys. **Oak Creek** – The City of Oak Creek's proposed station will be located in the vicinity of East Ryan Road and 5th Avenue on the eastern side of the City. Two sites have been suggested for a preferred station location. Although the location could change based on recent developer interest, the most likely site is north of East Ryan Road, on the east side of the railroad. The second site is south of East Ryan Road on the west side of the railroad. The station area is primarily undeveloped and includes Bender Park as well as agricultural and vacant land. Single-family residential properties within the station area are primarily located to the west of State Highway 32 and to the north in the Carrollville neighborhood. Bender Park, owned and operated by Milwaukee County, is a locally important land use within the station area, offering hiking trails, a boat launch, and a beach on 299 acres. **Caledonia** – The Village of Caledonia's station area is located within a growing area of the community which presently includes a mix of developed and vacant parcels. East of the railroad, land uses consist of a mix of auto-oriented commercial, industrial, and residential uses at various densities. To the west of the railroad, uses include agricultural land, interspersed primarily with residential uses. A number of vacant parcels abut both the east and west sides of the railroad. Douglas Avenue, which generally runs parallel to the railroad, is an auto-oriented corridor with a mix of primarily commercial and industrial uses. On the east side, north of Four Mile Road, is the newly renovated Greentree Shopping Center which contains a number of national retail tenants. **Racine** – Racine's station area is an urban mixed-use environment surrounded by traditional residential neighborhoods. The City's intermodal bus facility lies immediately east of the station. The area includes retail and commercial uses, civic uses, the redeveloping Root River corridor, and an aging industrial district centered at Marquette and 6th Streets. Racine's station area also sustains stable traditional residential neighborhoods with single-family, two-family, and multi-family residential uses north and southwest of State Street. There are a number of vacant or underutilized properties, although industrial as well as residential properties have seen some redevelopment activity in recent years as a result of efforts on the part of the City and a variety of private and non-profit partners. **Somers** – The proposed commuter station in the Town of Somers was initially proposed west of the UP railroad, north of 12th Street. However, as part of the KRM Alternatives Analysis study, the Town of Somers sought to consider alternative sites due to potential conflicts with current and future development proposals as well as potential emergency access delays caused by commuter trains. As a result, two additional sites in the vicinity of the UP railroad have been considered at 9th and 7th Streets. The Town has stated its preference to keep the station at the 12th Street location, so this location is given the primary emphasis in this description. Existing land use within the station area is characterized by single-family residential uses east of the railroad and agricultural uses, open space, and wetlands to the west. The majority of single-family residential uses are along Sheridan Road or its side streets. There are also a few multi-family residential uses along Sheridan Road, as well as scattered commercial uses north of the 12th Street intersection. The Pike River and associated wetlands are dominant features west of the railroad, and east of the railroad south of 12th Street. Lake Michigan is also a dominant natural feature east of

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	Sheridan Road. There are numerous vacant parcels in the station area. **Kenosha** – Kenosha's ½ mile station area contains the City's civic center, its historic "Main Street" business district, a portion of its harbor on Lake Michigan, and relatively dense residential neighborhoods. Downtown Kenosha is defined as the area between 50th and 60th Streets and the UP railroad east to Lake Michigan. The downtown's mixed-use business district is centered along 6th Avenue between 54th and 59th Streets. East of the railroad, the 60th Street corridor functions as a more auto-oriented commercial area. Mixed residential neighborhoods lie immediately north and south of this corridor. A number of light industrial uses are located north of the downtown near Sheridan Road, including the City's waste transfer facility and a boat storage warehouse. There are also a few vacant parcels in this area. Harborside, near the intersection of 50th Street and 6th Avenue, is a mixed-use commercial district that caters to users of the lakefront harbor and Simmons Island Park. West of the railroad, the Columbus neighborhood contains a mix of single-family and multi-family uses, as well as a number of isolated commercial, industrial, and public uses. The 52nd Street corridor includes a number of neighborhood and auto-oriented commercial uses. Housing stock in the older residential neighborhoods bordering this corridor is in good condition. Adjacent to the UP railroad and north of 52nd Street, the City owns a large vacant site that provides a strong transit-supportive land use infill opportunity. Industrial uses border the UP railroad, as well as the UP industrial spur that divides the western station area. South of these railroads, older residential neighborhoods are in fair condition.
Existing station area pedestrian facilities, including access for persons with disabilities	The Transit-Oriented Development Portfolios include maps of each station area illustrating the location of sidewalks and curb ramps as well as additional streetscaping features. Most stations are planned for older urban neighborhoods that have an existing network of grid streets, sidewalks, and accessible pedestrian crossings. In a few station areas, infrastructure such as highways, railroads, or waterways limits pedestrian access in certain directions. Three station areas are planned for suburban/rural environments that have limited existing pedestrian infrastructure and will need significant improvements. A summary of conditions by station area is provided below. **Milwaukee** – North of I-794, the downtown area is pedestrian-friendly given the traditional grid layout and a well-developed system of sidewalks and curb ramps. North-south access is provided by several local streets. However, in the southern part of the station area, the presence of the Milwaukee River creates a somewhat fractured street and access pattern, and pedestrian access is limited with long blocks and a lack of local roads. The new 6th Street bridge provides important pedestrian and bicycle access to the south, but a pedestrian connection is still needed to the Amtrak station. The presence of the Marquette Interchange to the west limits pedestrian access in this direction. **South Side Milwaukee** – The residential and commercial areas west and south of the proposed station location feature pedestrian-friendly land uses, a well-developed sidewalk system, and an urban street grid that is favorable for pedestrians. East and north of the station, pedestrian conditions are more difficult, with industrial land uses, large blocks of underutilized land, and a lack of streetscaping features and traffic controls that do not favor walking. Pedestrian and bicycle access to Lake Michigan is hampered by the Lincoln Avenue Viaduct and the Port of Milwaukee interchange of I-794 and the elevated Lake Parkway. Pedestrians and vehicles may cross I-794/Lake

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	Parkway (the railroad shares the right-of-way) only at three grade-separated crossings in the area: the Lincoln Avenue viaduct, E. Russell Street, and E. Pryor Avenue. **Cudahy/St. Francis –** With compact blocks and a traditional street grid, the proposed Cudahy Station is easily accessible by foot for those residents living north, east, and south of the downtown. The sidewalk system within the station area is largely complete. The signalized intersection of Layton and Packard Avenues provides a safe crossing for pedestrians and cyclists. Additional streetscape amenities exist along Packard Avenue, Layton Avenue, and side streets within the downtown area. **South Milwaukee** – With a traditional street grid and relatively complete sidewalk system, the proposed station will be accessible by foot for surrounding neighborhoods. Currently, however, there is only one improved pedestrian crossing over the railroad tracks at Milwaukee Avenue. Additional streetscape amenities exist along 10th Avenue/North Chicago Avenue, Milwaukee Avenue, Marquette Avenue, and side streets within the downtown area. **Oak Creek** – Given the rural character of the station area and lack of sidewalks, pedestrian access into the area is limited at this time. Local roadways lack curb, gutter, and sidewalks. **Caledonia** – The station area generally lacks pedestrian and bicycle amenities. Douglas Avenue and Four Mile Road provide only a partial sidewalk network along road frontages abutting major commercial uses. Likewise, existing residential areas are not connected with commercial areas. The Racine County Bicycle Trail is a multi-use path that traverses the station area, running parallel along the east side of the UP railroad, but there are no connections to other uses within the station area. **Racine** – With its urban street grid of varying block lengths and diagonal streets, the Racine Transit Center is readily accessible by foot from within the ½-mile station area. Similarly, on-street bicycle access is readily available along arterials and collectors and there are connections to the Root River Trail. Nearly all streets have sidewalks and curb ramps, and a few, including North Memorial Drive and Dr. Martin Luther King, Jr. Drive, have additional pedestrian amenities such as lighting, landscaping, and street furniture. **Somers** – None of the streets within the alternative station areas contain sidewalks, curbs, or urban design amenities. However, 12th Street does have wide shoulders that may be used by bicyclists. **Kenosha** – Laid out in compact blocks and a traditional urban street grid, the Kenosha Station is easily accessible by foot from most of the ½-mile station area. From the east, pedestrians may reach the station from 52nd, 54th, and 56th Streets using the existing sidewalk network. From the west, pedestrian access is limited to 54th Street, but otherwise is constrained between 14th Avenue and the station due to the presence of the Metra coachyard.
Existing corridor and station area parking supply	Given that most stations serve older urban neighborhoods, parking for commercial uses is primarily on-street as well as in smaller surface lots. Downtown Milwaukee contains a significant amount of structured parking. Some station areas contain larger surface lots serving specific industrial, commercial, or public facilities. Outside of downtown Milwaukee, parking is generally free. **Milwaukee** – Parking in the area is contained in a mix of structures, surface lots, and metered on-street parking. According to a 2006 survey by Colliers International, the daily median parking rate in downtown Milwaukee is $22, among the 10 highest cities in the U.S. Monthly median rates range from $100 to $130 for unreserved vs. reserved spaces, respectively. An inventory of parking rates and supply in downtown

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	Milwaukee, based on a "comprehensive" parking guide created by downtown business associations and the City (www.parkmilwaukee.com), found 93 facilities and 33,333 parking spaces. The median daily rate in 2003 was approximately $7 an hour, which is estimated to have increased to approximately $7.75 an hour since then due to inflation. The median monthly rates (inflating 2003 data to current rates) are $142 and $104 for reserved and unreserved spots, respectively. There are approximately 9,600 on-street spaces available in downtown Milwaukee, with metered rates of $1 per hour, according to Downtown Milwaukee, Inc. **South Side Milwaukee** – Most of the parking in the station area neighborhoods is provided on-street. There are a few small surface lots in the commercial districts. A commuter parking lot with up to 100 spaces is proposed at the station on a long, narrow parcel on the east side of Bay Street. **Cudahy/St. Francis –** Commercial parking along Packard Avenue in the downtown area is generally on-street, with some small surface lots. Businesses along Layton Avenue west of the station have larger surface lots and Patrick Cudahy has a large surface lot for its employees. **South Milwaukee** – Commercial parking in the downtown area is mostly on-street although there are some surface lots. Active industrial uses also have surface lots for their employees. **Oak Creek** – Existing uses in the area, primarily residential, have their own off-street parking. **Caledonia** – Parking is provided off-street in surface lots integrated with developments. **Racine** – Most parking for commercial uses in the station area and Downtown Racine is provided on-street or in small off-street lots or in structures. A few developments have large off-street lots. **Somers** – Existing uses in the area, primarily residential, have their own off-street parking. **Kenosha** – Most parking for commercial uses in the station area and downtown Kenosha is provided on-street or in small off-street lots. Some developments, especially on the fringes of downtown, have large off-street lots, and there are some pay-lots for commuters in the vicinity of the Metra station.
2. TRANSIT SUPPORTIVE PLANS AND POLICIES **a. Growth Management**	
Concentration of development around established activity centers and regional transit	**Regional Plans and Policies** The KRM corridor extending from Milwaukee to Chicago covers only nine percent of the area in the thirteen counties comprising the combined Milwaukee and Chicago metropolitan areas, but represents 26 percent of the population and 36 percent of the employment. Population density is nearly three times higher and job density is nearly four times higher in this corridor than in the combined metropolitan area and is expected to grow. Census data indicate that 15 percent of the households within the KRM corridor in the southeastern Wisconsin portion of the corridor do not have an automobile. The Southeastern Wisconsin Regional Planning Commission (SEWRPC), established in 1960, is the official areawide planning agency for the seven-county Milwaukee metropolitan area, which includes Kenosha, Milwaukee, Ozaukee, Racine, Walworth,

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	Washington, and Waukesha Counties. The Commission's planning activities address transportation, land use, natural resources, parks and open space, and other planning issues. Over its history, SEWRPC has taken a cooperative, voluntary approach to preparing regional comprehensive plans. The regional plans contain extensive and detailed inventory information relating to existing land use and natural resources; population and employment information and forecasts; and regional land use, transportation, and other planning elements. These regional plans provide a framework for the preparation of county and local comprehensive plans, which typically refine and detail the recommendations set forth in the regional plans. Since its inception, the Commission has prepared regional land use plans approximately once a decade, with the first adopted in 1966. The 1997 plan, *A Regional Land Use Plan for Southeastern Wisconsin: 2020*, represented the fourth in this series. This plan presented a series of "smart growth" recommendations, including: • A centralized development pattern. New urban development is encouraged to occur largely as infill in existing urban centers, and in defined urban growth areas emanating outward from existing urban centers. • Development should occur at densities which can efficiently and effectively support essential urban services, including water supply, public sanitary sewerage, and public transit. • Internal circulation patterns should provide convenient pedestrian, bicycle, and vehicle access within the neighborhood, but discourage use by through traffic. A fifth update to the land use plan was adopted in 2006 to extend the plan through a 2035 time horizon. The new land use plan, *A Regional Land Use Plan for Southeastern Wisconsin: 2035* (Planning Report No. 48), is available on the SEWRPC web site at: http://www.sewrpc.org/publications/ The 2035 land use plan generally continues the goals of previous plans with respect to growth, development, and land protection. Particular emphasis is placed on stabilizing and revitalizing the central cities of Milwaukee, Racine, and Kenosha. The plan further proposes that the forecast increment in population and residential land growth be allocated to these urban centers and their planned urban growth/sanitary sewer service areas predominantly at medium and high densities. The plan suggests that 88 percent of all new housing units should be located in residential neighborhoods and in more mixed use settings. The plan also identifies environmental corridors, natural resource areas, and prime agricultural lands and recommends measures for protecting these areas. Development outside urban centers and their proposed urban service areas would be constrained. Implementation of the plan is occurring through a number of mechanisms: • Transmission to all local legislative bodies within the region and to all concerned local, areawide, state, and federal agencies, with a recommendation that each endorse the plan. • Specific recommendations for local governments regarding how they can implement the plan through comprehensive plans, subarea plans, redevelopment plans, zoning ordinances, and other mechanisms. The plan specifically recommends that subarea plans include design concepts of mixed-use, traditional neighborhood, and transit-oriented development. • Direct engagement and technical support for city, county, and coordinated local comprehensive planning, as described further below. • State requirements that, beginning on January 1, 2010, key local land use

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	regulatory ordinances – zoning ordinances, land division ordinances, and official map ordinances – must be consistent with the local comprehensive plan. • State and federal regulatory requirements related to floodplain, shoreline, and wetland protection, as well as state requirements to prepare sanitary sewer plans for each sewerage treatment plan. The Commission also prepared and adopted its 2035 regional transportation plan in 2006 (the plan is expected to be published in early 2007; see Planning Report No. 49, *A Regional Transportation System Plan for Southeastern Wisconsin: 2035*). This plan was developed to serve, be consistent with, and promote more desirable land use patterns as described in the 2005 land use plan. The transportation plan considers the potential of more efficient land use and expanded public transit, systems management, bicycle and pedestrian facilities, and demand management to first alleviate traffic congestion. Highway improvements are only then considered to address any residual congestion. **Coordinated Local Comprehensive and "Smart Growth" Planning** In 1999, the Wisconsin Legislature enacted new legislation that greatly expanded the scope and significance of comprehensive plans within the state. The legislation, often referred to as the state's "Smart Growth" law, provides a new framework for the development, adoption, and implementation of comprehensive plans by regional planning commissions and by county, city, village, and town units of government. The legislation also provides incentives for coordinated inter-jurisdictional planning with Smart Growth objectives, in the form of grants to inter-jurisdictional planning efforts meeting certain criteria. SEWRPC has supported local Smart Growth planning efforts through administration of state planning grants, provision of staff time, and other forms of technical support including the preparation of maps and data. The Commission has offered to work with each of the seven counties in the region to prepare county comprehensive plans that will be designed to meet all of the requirements of the comprehensive planning law. The county comprehensive plans will be based upon the regional plan, refining and detailing that plan as appropriate. As of the end of 2006, SEWRPC has either awarded grants to support plan preparation or is supporting plan development through its own staff for six of the seven counties in the region, who are working in conjunction with most of their municipalities to prepare these plans. The map entitled "Comprehensive Plan Status in Southeastern Wisconsin, September, 2006" (included in the supporting documentation) illustrates the current extent of coordinated planning in the region. Information on SEWRPC's comprehensive planning and Smart Growth efforts are available on the agency's web site, http://www.sewrpc.org/smartgrowth/. Within the KRM Corridor, Racine County and all 18 cities, towns, and villages were awarded a grant from the Wisconsin Department of Administration in March 2006 to prepare a multi-jurisdictional comprehensive plan. Kenosha County and nine cities, towns, and villages were awarded a similar grant at the same time. SEWRPC has assisted in developing these plans. In Racine County, all plans have been completed and adopted by each unit of government, while Kenosha County plans are anticipated to be completed in the spring of 2010.. The work programs for these efforts are included with this submission.
Land conservation and management	**Regional Plans and Policies** SEWRPC's adopted 2020 land use plan as well as its 2035 plan contain a strong

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	emphasis on land conservation and management. In particular, the plans recommend the preservation in essentially natural, open uses of the remaining primary environmental corridors in the region. The plans recommend that prime agricultural land outside planned urban service areas be preserved for long-term agricultural use and not be converted to either urban development or to other forms of rural development. The plans seek to maintain the rural character of other lands located outside planned urban service areas and seek to limit development in such areas to primarily rural-density residential development, with an overall density of no more than one dwelling unit per five acres. According to the 2035 plan, about two percent of the projected increment in households in the region between 2000 and 2035, or about 3,700 households, would be accommodated at rural density (no more than one housing unit per five acres) in such areas, with conservation subdivision designs recommended. The Commission's *Regional Park and Open Space Plan* was adopted in 1977 and is updated periodically by individual park and open space plans prepared for each county in the region. The Commission adopted a *Regional Natural Areas and Critical Species Protection and Management Plan* in 1997 as an important supplement to the regional park and open space plan. The plan identifies, and recommends the preservation of, existing "natural areas" – areas containing native plant and animal communities believed to be representative of the pre-European settlement landscape – and "critical species habitat sites" – other areas that are important for their ability to support endangered, threatened, or rare plant or animal species. The plan recommends the protection, through public-interest acquisition, of most of the identified natural areas and critical species habitat sites. An analysis of the 2020 land use plan prepared as part of the 2035 plan (Chapter 3) demonstrates that the southeastern Wisconsin region has achieved significant success in preserving open space and natural areas as recommended in these previous plans and policies. Of the 70 square miles of incremental urban development that took place between 1990 and 2000, 49 square miles, or 70 percent, were located in accordance with the regional plan. The vast majority of housing constructed in the region between 1990 and 2000 – about 81 percent – was provided with public sanitary sewer service in accordance with the regional plan. About 426 of 462 square miles (92 percent) of primary environmental corridors were preserved through public interest ownership or various forms of public regulation. During the 1990s, about 24 square miles of prime (Class I and Class II) agricultural land were converted to urban use in locations consistent with the regional plan, with most of these conversions occurring within planned urban service areas, while about nine square miles were converted to urban use in locations not consistent with the plan.
2. TRANSIT SUPPORTIVE PLANS AND POLICIES (continued) **b. Transit Supportive Corridor Policies**	
Plans and policies to increase corridor and station area development	**Station Area Planning Process** Determining the potential for "transit-oriented development" (TOD) and conducting planning to enable such development to occur are both key components of the KRM Commuter Link project, and are being addressed by SEWRPC and its project partners from the early stages of project planning. In addition, anticipating future rail service in this corridor, a number of community land use and redevelopment plans for the station areas are completed or under development and assume the KRM service. These plans

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	propose various zoning changes, development projects, and other improvements to enhance the transit-supportiveness of the station area environment. As part of project scoping activities conducted in 2006, SEWRPC led a comprehensive station area land use planning process. The inventory and analysis phase of the planning process consisted of four general tasks for each station area: a review of existing conditions and current plans and policies, completion of a real estate market analysis, stakeholder interviews, and a community workshop. • **Physical Conditions and Current Plans** - Existing land uses and physical conditions were determined through general field inspection and mapped for each station area. Access and circulation features and urban design elements present within each area were also documented. Existing plans and policies from each community were also reviewed to determine their potential relevance to the TOD planning effort. • **Real Estate Market Overview Analysis** - A real estate market study was undertaken for each station area to gain an understanding of local demand for various market rate land uses as a baseline for near term TOD opportunities. The analysis looked at the 15-year development potential for residential, retail, and office land uses. The market analysis for each station area is documented in the Appendices to the Transit-Oriented Development Portfolios. • **Stakeholder Interviews** – Stakeholder interviews provided the consulting team the opportunity to meet informally with a variety of individuals within a community area to gain first hand impressions regarding development potentials near candidate commuter station areas. Interviews were conducted with policy makers, citizens, developers, service agencies, and other community interests to understand current community plans, proposed projects, and other ideas for transit-supportive land use. The interviews provided the consulting team with valuable insight regarding existing conditions, needs, and opportunities within and around prospective commuter station areas. • **Community Workshops** – A first set of workshops was facilitated at each proposed station location in March and April of 2006. Workshop participants were asked to list the most important problems confronting each station area, identify projects or improvements they would like to see made in the station area, and then share their ideas with the group. The workshops allowed interested community members to voice their ideas and aspirations for the area, and to build local community consensus and commitment to station area redevelopment. After the first set of workshops, the project team developed preliminary station area land use plans and brought these plans back to the public for input and comments at a second set of workshops held in June, July, and August of 2006. Following the inventory and analysis phase of the process, a **Station Area Development Portfolio** (included in the supporting documentation for this submission) was created for each station. The portfolio includes the following elements: • **Existing Conditions –** The station area plans provide an overview of existing conditions for each station area and include three annotated maps: land use, access and circulation, and urban design. A summary of existing population and employment characteristics is also provided, along with a summary of market findings relevant to each station area. Community issues and opportunities resulting from interviews and workshops are also summarized. • **Future Concept –** The transit-supportive development concept describes

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	primary influences and any key differences from existing community plans and policies. Development or redevelopment potential is illustrated and described for the near term and long term, with net acreage change for each land use identified. The data are also expressed in terms of the anticipated number of new dwellings or square footage of commercial and office development. • **Future Land Use** – Planned future land uses and proposed densities for each station area are identified. The plans illustrate potential transit-supportive land use and development patterns, as well as key sites and properties which may be subject to change in the future. The concept plans build on current land use patterns, plans, and policies for each community. • **Future Access and Circulation Patterns** – Considering land use plan recommendations as well as current community plans for street and other capital improvements, circulation and access recommendations were developed. These include preliminary station facilities design, multimodal access needs, bicycle and sidewalk improvements, parking, desirable grade separations, new street and circulation patterns, and related improvements. Ideas focus on enhancing access to commuter train stations and developing bicycle and pedestrian access within the greater station area. • **Future Urban Design Framework** – Urban design plays an important role in successful transit-oriented development. The plans consider strategies needed to create walkable, pedestrian-oriented environments with strong connections throughout the study area. • **Economic Effects** – The future economic effects are based on key areas "subject to change" within the station area. Areas subject to change include key vacant sites, underutilized properties, and buildings and uses that are becoming obsolete, and thus have a high potential for reuse and redevelopment in the future. The future land use recommendations for the station areas were applied to the area subject to change and an appropriate "order of magnitude" of potential station area development was identified. Assessed values of proposed developments were then calculated to determine the projected assessed valued of subject to change parcels reported for each station location. Increases in retail sales were also calculated based on net increases in commercial development. • **Implementation Strategies –** Key policy recommendations are made for each station area. The KRM station area planning program has solicited the endorsement of all local governments hosting a transit station within their community and has successfully secured adoption of local resolutions supporting the program at every station within the corridor. Eventually, each community will be asked to endorse their station area plan and to adopt policies, plans, and regulations that support the plans. Support of these policies and plans will be a critical factor toward enabling the KRM Commuter Link to be implemented. **Local Plans and Policies** **Milwaukee** – Transit-supportive development opportunities are strong in downtown Milwaukee. The South End District in the City of Milwaukee's *Downtown Plan* (1999) includes introduction of a range of housing types and densities including townhouses, apartments, housing above office or retail, and loft apartment conversions. It also includes new retail, office and entertainment uses. The plan identifies areas on which new infill development should occur, particularly on areas of surface parking. Significant infill is recommended in areas surrounding the Post

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	Office located to the east and south of the commuter rail station. The station area is also within the area covered by the *Menomonee Valley Market, Transportation & Land Use Study* (1998). The study identified land uses issues and concerns that promote TOD. The study promotes compatible new mixed-use development in the station area and recommends that new commercial, residential, public, and open space use be encouraged east of 6th Street in the station area. The objectives of the *Downtown Plan* are reflected in the future land use concept plan developed for the station area as part of the Transit-Oriented Development Profiles. The future concept plan builds upon the pattern and scale of existing land uses in the neighborhood, while planning for future land uses that are transit-oriented in nature and support the Menomonee Valley redevelopment efforts. The plan proposes a range of commercial, office, mixed-use, entertainment, residential, and institutional uses, including mixed-use development throughout most parts of the station area. A major emphasis of new mixed-use development is recommended south of the Marquette Interchange along West St. Paul Avenue. Mixed-use development is proposed to encourage transit-supportive land use, such as ground-floor commercial with residential uses above. Office uses are suggested along I-94 leading into the downtown as well as continuing to be located on the north side of the Marquette Interchange. Multi-family residential and mixed uses are recommended along the Milwaukee River on the eastern edge of the station area near the Third Ward district. The plan suggests residential densities of 60 to 80 units per acre and minimum floor area ratios (FAR) of at least 3.5. **South Side Milwaukee** – In the station area plan concept developed in 2006, proposed land uses respect the community's expressed interest in preserving existing residential neighborhoods and promoting the revitalizing Kinnickinnic Avenue commercial district. Opportunities for TOD are focused near the proposed commuter station where underutilized land offers redevelopment opportunities. In the immediate area of the station, higher density multi-family residential uses (20 to 60 units per acre) are proposed to increase housing options and support the commuter station, along with some retail uses. Medium-density residential is proposed as a transition between the new higher density housing closest to the station and the existing residential neighborhood. Housing is also proposed north of Bay Street where it is now mostly industrial uses. Other plan recommendations include a new mixed-use area or office center adjacent to and immediately east of the commuter station. Minimum FARs are recommended of 0.5 for general commercial, 1.0 for office, and 1.5 for mixed-use development. The City of Milwaukee has recently completed a comprehensive neighborhood planning process for the South East Area. . **Cudahy/St. Francis –** The City of Cudahy has been actively planning for transit-supportive development within the station area over the last 10 years, resulting in a number of transit-supportive developments. In order to focus redevelopment and improvement efforts in the CBD south of Layton Avenue, the City is implementing a downtown master plan which recommends that the proposed KRM commuter passenger station be located approximately ¼ mile south of Layton Avenue, on the west side of the UP railroad tracks. The primary goal of the *Cudahy Downtown Master Plan* (1999) is to create a comprehensive long-range vision and implementation strategy to link the redevelopment of the downtown to the City's economic future. The plan focuses on a number of infill development opportunities in the downtown due to vacant land, vacant businesses, and the presence of large brownfields west of the UP tracks. The *Downtown Redevelopment Master Plan*

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	Update was approved in 2005 to continue the work of the 1999 plan. Future land use recommendations from the station area conceptual planning process are consistent with the approved *Cudahy Downtown Master Plan* and its 2005 update. Mixed-use development opportunities are encouraged along both Packard and Layton Avenues, consistent with the downtown pedestrian-oriented character of the area. For areas outside of the downtown, east of Kirkwood Avenue and north of Plankton Avenue, the plan suggests low- to medium-density multi-family development to encourage a wider variety of housing options closer to the CBD. The plan also suggests that the area west of the commuter station be comprised of commercial, mixed-use, office, entertainment, and industrial uses. **South Milwaukee** – The City of South Milwaukee's *Comprehensive Plan 2020* (2003) provides policies and guidance for future development in the downtown area. The plan seeks renewed emphasis on the City's CBD and states that redevelopment opportunities within the CBD will assure a growing and diversified economic base for years to come. The highest-density land uses are generally to be located in the CBD and surrounding residential areas, with lower densities toward the more outlying parts of the city. Transportation access to new CBD developments is key, and the city has expressed its readiness to support a transit center and mixed-use development to help with new economic opportunities. The KRM land use planning workshop recommendations are largely consistent with the City's comprehensive plan. The City has designated the site directly west of the existing station building (currently the site of the Line Building) as a transit-oriented development that would most likely include a significant residential component. This would also be the site of the future KRM commuter rail station. The conceptual plan also recommends high-density mixed-use development (residential over retail and service) in the immediate station area along Milwaukee Avenue, and along 10th Avenue/State Highway 32. The plan reflects that existing industrial uses in the station area would remain. Also, as infill development and redevelopment occurs, a mix of housing types is recommended to allow for a wider range of housing choices, including low- and medium-density multi-family developments. **Oak Creek** – The City of Oak Creek has made it a goal in their *2020 Vision-A Comprehensive Plan for the City of Oak Creek* (2002) to plan for the development and improvement of the City's east side, an area known as Lakeview Village. The proposed commuter station would be located within this neighborhood. The neighborhood's proximity to Lake Michigan frontage, Bender Park, and planned and existing roadway improvements, as well as its land availability, make it a strong candidate for the introduction of TOD. The plan concept would create innovative development patterns to create a high-quality living, shopping, and recreational environment. The plan calls for high-value mixed use development along the Lake Michigan frontage, proximate to Bender Park. A "transit-oriented center" is proposed in the plan that would contain mixed-use buildings, a "main street" design theme, and a variety of housing types. The City has retained a master developer for the Lakeview Village site. **Caledonia** – The Village of Caledonia adopted a "village center" concept for the station area as part of its 2005 *Douglas Avenue Neighborhood Plan*. In the plan, the proposed commuter rail station and surrounding area function as the focal point for new investment and mixed-use activity. The immediate station area north of Four Mile Road and west of Douglas Avenue is proposed as a mixed-use village center. The use mix could consist of street-level retail and upper-level, medium-density residential uses. North of the mixed-use area is an office use area at the northern

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	gateway to the village center along Douglas Avenue. Adjacent to this area, a multi-family residential neighborhood is proposed north of the Greentree Shopping Center. The plan recommends medium- and high-density residential neighborhoods of 10 to 20 dwelling units per acre, west of the railroad and proposed station. The 2006 *Village of Caledonia Land Use Plan* integrates the recommendations of the *Douglas Avenue Neighborhood Plan*, and provides guidance for related zoning amendments. The conceptual Caledonia station area plan incorporates the village center concept, and seeks strong integrations within the area. The only substantive differences between the station area plan and the neighborhood plan include an integrated residential and commercial district east of Douglas Avenue and north of Four Mile Road, and medium- and high-density multi-family residential uses west of the railroad along Four Mile Road. **Racine** – The City of Racine has been working to capitalize on downtown and waterfront revitalization opportunities. Efforts are currently being guided by the 2005 *Racine Downtown Plan, Racine Design Guidelines,* and *Racine Design Standards*. New mixed-use and multi-family development along the State and Marquette Street corridors will provide a physical and visual connection to the downtown. The plan recommends that State Street primarily function as an office corridor. The Root River waterfront area is planned primarily for high- and medium-density, multi-family residential uses. The residential neighborhoods north and southwest of State Street are proposed to remain as low-density residential neighborhoods, with the potential for compatible replacement housing. Land uses proposed in the station area conceptual plan reflect and support the City's plans, with minor exceptions based on the detailed market assessment. Anticipating a rather weak office market, the preliminary station area plan proposes State Street be utilized as a mixed-use corridor to provide land use flexibility based on future demand. In particular, ground-floor retail, office, or other commercial uses with residential uses above the ground floor would appear to be an equally compatible land use mix. Anticipating modest demand for residential uses west of the downtown, the station area plan proposes medium-density residential uses only for the River District and the Marquette Street corridor. Similar to the State Street corridor, preliminary land use recommendations for Marquette Street are for mixed-use development to provide for future development flexibility based on demand. **Somers** – The Town of Somers is in Kenosha County's planning jurisdiction. The most recent comprehensive plan for the county was adopted in 1995 (*A Comprehensive Plan for the Kenosha Urban Planning District*, Kenosha County Wisconsin, SEWRPC Community Assistance Planning Report No. 212.) The town is currently working on a new neighborhood plan for the Sheridan Road corridor. Primary goals for the plan include a transit-supportive framework, neighborhood retail near the proposed station, and pedestrian and bicycle accessibility. The station area conceptual plan proposes a small mixed-use area with retail, offices, and multi-family residential adjacent to the station. Townhome or duplex residential uses are proposed adjacent to this mixed-use area, with a minimum of 12 units per acre. Beyond the mixed-use area adjacent to the station, the land uses primarily include single-family residential uses and open space. The Pike River and related wetlands and floodplain areas are proposed for preservation in order to serve as open space, recreation, and stormwater management. **Kenosha** – The 1991 *Kenosha Downtown Plan* provides a comprehensive urban design and development analysis for the City's downtown and adjacent waterfront areas. The plan provides urban design guidance on new block structures, streets,

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	parking, and building types. The plan also provides guidance on development alternatives and implementation steps. In 1997, the City adopted the *Harbor Park Master Plan* which has served as a major catalyst for investment in the downtown, including multi-family housing and public uses. A public museum opened in 2001 and the master plan, which was supported by an Urban Land Institute market analysis, continues to provide guidance for development of new housing and retail. The City's *Columbus Neighborhood Plan* was prepared for the residential neighborhood west of the UP railroad, south of 52nd Street, north of 63rd Street, and east of 30th Avenue. Almost half of the Columbus neighborhood lies within the station area. The neighborhood plan provides a land use framework and revitalization recommendations for use by city departments, non-profit agencies, and private developers. In addition to these plans, the City is engaging the private and public sectors in new development and public infrastructure projects and creating a sense of optimism for downtown Kenosha and adjacent neighborhoods. The most significant public/private partnership over the last decade has involved the redevelopment of the former Chrysler Lakefront Plant into the Harbor Park waterfront community, which provided the impetus for creating a positive investment environment and diversity for the downtown area. In addition, the City built and is operating a new streetcar system that connects Harbor Park to the Kenosha Metra station. Since the Metra station provides convenient access to jobs in Lake County, Illinois as well as Chicago, new residential developments are being marketed to employees seeking quality, yet more affordable housing choices. The station area conceptual plans make a number of recommendations for land uses to further support and build upon Kenosha's key assets. The intersection area of 52nd Street and Sheridan Road is proposed for high-density mixed-use. The City's waste transfer site and a boat storage facility north of 52nd Street are proposed for high-density residential uses. Nearby vacant lots along 54th Street have potential as high-density mixed-use. High-density mixed-use is proposed for vacant or underutilized lots or blocks in the retail core area. Low-density residential uses are proposed for the 60th Street corridor to capture residential commuter demand and help create a downtown gateway. Older industrial uses just west of the station are proposed for future mixed-use residential to capture commuter-based residential and retail demand. Land north of 52nd Street along 14th Avenue is proposed for multi-family residential uses that are integrated with the adjacent neighborhood. The 52nd Street corridor is proposed for multi-family residential uses to place emphasis on commercial use potential within the downtown, and create a consistent and stable land use pattern. Residential use patterns in the Columbus neighborhood will remain largely unchanged, with appropriate infill housing on a lot-by-lot basis.
Plans and policies to enhance transit-friendly character of corridor and station area development	The various station area plans and policies described above, in addition to increasing station area development, also contain a strong focus on improving the quality of the pedestrian environment through building design, placement, and uses as well as through streetscape improvements. This is true for the various local plans referenced as well for the station area conceptual plans produced in 2006 as part of the initial station area planning process, as documented in the Transit-Oriented Development Portfolios. **Local Plans and Policies** **Milwaukee** – The City of Milwaukee's *Downtown Plan* (1999) states that the enhancement of the downtown is dependent upon "safeguarding the character of the public realm, the building edges, sidewalks, plazas, and parks." The plan calls for all

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	development to contribute incrementally to the creation of a "complete" downtown, with buildings that are pedestrian-oriented and contribute to a positive urban environment. The plan identifies Wisconsin Avenue as one of strategic importance for the downtown renaissance. The plan proposes improvements to the streetscape that includes sidewalk and crosswalk enhancements, street trees, pedestrian lighting and street furniture, and the revitalization of the Grand Avenue Mall. Specific recommendations for the South End District include the extension of the riverwalk throughout the area to allow for pedestrian linkages. A number of the plan's recommendations, including extension of the riverwalk, have already been implemented. The Third Ward riverwalk project won an international Honor Award at the 2005 Excellence on the Waterfront Awards from The Waterfront Center, a Washington, D.C. – based nonprofit. The City has recently initiated a new Downtown Planning study. Additional plans and policies have specifically addressed pedestrian improvements in the Milwaukee Station area. The City of Milwaukee *Pedestrian Corridor Study* developed more specific streetscape improvements for three streets, including Wisconsin Avenue and North Water Street within the station area. Improvements to Wisconsin Avenue were implemented in 2005. The *Westown Design Guidelines* (City of Milwaukee & Westown Association, 2003) were developed for use in the Westown Association Business Improvement District No. 5, which covers the western portion of the Milwaukee CBD (Milwaukee River to I-43) including the northern half of the station area. The objective of the guidelines is to improve the exterior of existing properties while at the same time setting high design standards for new or renovated properties. The *Menomonee Valley Market, Transportation & Land Use Study* also highlights urban design issues and concerns for the station area. The plan's urban design objectives include improvement of the physical environment to include attractive streetscapes, usable open spaces, well maintained sites and buildings, and distinctive signage and gateway treatments. The City's planning objectives are further reflected in the future land use concept developed for the station area. The urban design framework recommends the continuation of an urban "street wall" throughout the station area by placing building façades at the public sidewalk. Consistent with the City's efforts in the downtown overall, enhanced streetscape treatments, including lighting, street trees, banners, public art, and distinctive paving materials, are recommended to improve several streets. A riverwalk is proposed along both the north and south edges of the Menomonee River, as it continues in an east-west direction through the station area, to connect with the existing riverwalk along the Milwaukee River in the Third Ward and the CBD. Gateway features, including decorative wayfinding and architectural elements, are recommended for key entryway points along Canal Street, Michigan Street, and St. Paul Avenue. **South Side Milwaukee** – The City of Milwaukee promotes four "Principles of Urban Design" that are used as guides for all new development and redevelopment in residential and commercial areas. The principles are compatible with transit-supportive policies and include: 1) neighborhood compatibility; 2) pedestrian-friendly design; 3) land use diversity; and 4) transportation diversity. The principles were adopted as part of the City's comprehensive plan and are incorporated into the City's zoning code by reference under the district standards. The conceptual station area plan for the South Side Station recommends enhancement of the existing urban framework of the neighborhood and a continuation of an urban street wall on the periphery of the neighborhood. Pedestrian streetscape enhancements

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	are recommended along Bay Street, Kinnickinnic Avenue, and Lincoln Avenue. New mixed-use development on vacant and underutilized parcels in the north and east of the station area would further improve the character of the station area. **Cudahy/St. Francis –** The vision set forth in the *Cudahy Downtown Master Plan* emphasizes a traditional, pedestrian-friendly business district, with the potential of a mixed-use transit center. The proposed land uses within the station area are meant to support and build upon Cudahy's key assets, including the concentration of civic facilities, the traditional "Main Street" retail core, public lakefront access, and affordable neighborhoods. The urban design framework produced by the station area planning workshops recommends a continuation of the grid street pattern which currently exists on the east side of the railroad, with streetscape enhancements that include decorative lighting and street trees. These treatments should also be applied to new development areas to the west to create a pedestrian-friendly environment. Maintaining a consistent "street wall" for new development is also important. **South Milwaukee** – South Milwaukee's comprehensive plan recommends maintaining the grid pattern of the street system and the traditional "Main Street" corridor along Marquette Avenue and Chicago Avenue to provide a strong foundation for a walkable, pedestrian-oriented station environment. The comprehensive plan calls for offering density bonuses/flexibility as an incentive for the provision of below grade parking and high-quality architecture that is pedestrian-oriented in character, although these elements have not been incorporated into the City's zoning regulations. The station area conceptual plan recommends a strong streetscape and pedestrian access framework in the downtown bounded by Milwaukee Avenue, 10th Avenue, 12th Avenue, and Marquette Avenue to maximize pedestrian and bicycle access in the station area. In addition, the redevelopment site immediately west of the UP railroad and south of Milwaukee Avenue should be designed to ensure that new development does not "turn its back to the railroad" and that it enhances the pedestrian environment around the station. Extension of the City's streetscape improvements along Milwaukee Avenue on either side of the future commuter station is recommended to create an east-west "portal" into the downtown area. The existing streetscape improvements are recommended to be supplemented with additional decorative lighting, gateway features, wayfinding signage, street trees, pedestrian amenities, and public art or a fountain feature to unify and enhance the downtown area. **Oak Creek** – The City's vision for Lakewood Village includes a "transit-oriented center" that would contain mixed-use buildings, a "main street" design theme, and a variety of housing types. Development plan review is required for multiple family residential and all non-residential development in the City. This will help ensure compliance with the Lakeview Village master plan. An adjacent existing residential area, Carrollville, would be further developed along neotraditional principles with sensitivity to adjoining parkland in Bender Park (see "Return to Carrollville" in supporting documentation). The station area conceptual plan recommends that the city encourage a land use pattern in Lakeview Village, including neighborhood retail and service centers, mixed-use activity centers, and preservation of open space, that minimizes reliance on the automobile. The conceptual plan recommends that land uses closest to the proposed train station be intensified. Recommended densities are 10 to 14 dwelling units per acre for medium-density multi-family residential and greater than 15 dwelling units per acre for high-density multi-family residential. Cluster subdivisions and traditional neighborhood design, enforced by specific design guidelines, are recommended for

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	residential areas, especially environmentally sensitive areas near Bender Park. **Caledonia** – The Village's 2005 *Douglas Avenue Neighborhood Plan* calls for a mixed-use village center environment in the vicinity of the proposed rail station, with adjacent multi-family uses. The plan also recommends a high quality pedestrian-oriented street network within the center and neighborhoods. The Village's 2006 *Land Use Plan* provides more specific guidance for mixed-use center densities, uses, and layout; pedestrian-oriented streetscapes; parkways; common open space; public parks and trails; and landscaped boulevards and gateway features. The station area conceptual plan supports the village's plan and further recommends multi-family residential uses at a range of densities, established on a new grid street pattern directly west of the station on existing vacant land, as well as a new street network on the east side of the station. The conceptual plan further recommends that over the long term, the village should consider redevelopment of Greentree Shopping Center as a pedestrian-oriented commercial center with defined connections to the mixed-use area near the station. The conceptual plan also recommends design standards that achieve consistent setbacks creating a pedestrian-oriented streetwall. **Racine** – Current City plans for the station area call for an improved pedestrian environment along the river frontage including potential retail and entertainment uses. The city's 2005 *Downtown Design Standards* include specific guidelines for street grid patterns, public open space, land use densities, building height, and build-to lines to maintain a specific character within each district. The design standards also include detailed recommendations for enhancing the pedestrian experience throughout the downtown and west to the station area. These include guidelines that address the appearance and orientation of buildings through façade details such as the design of doors, windows, lighting, signs, and parking structures. Several corridors within the station area would benefit from streetscape improvement to enhance pedestrian walkability. The plan calls for a unified and cohesive pedestrian-oriented downtown "loop" along State, Marquette, 6th, and Main Streets through new streetscape improvements. To implement these recommendations the City is undertaking a streetscape improvement program as part of its capital improvement budget process. The City recently improved the State Street corridor from North Memorial Drive to Main Street, including the Racine Transit Center. Major design improvements include a landscaped median, pedestrian street lights, new sidewalks, and crosswalks and ADA-accessible curb ramps. The City is currently studying potential streetscape improvements for the 6th Street corridor, a primary east-west route from Main Street into the station area. **Somers** – The town is currently developing a new neighborhood plan for the Sheridan Road corridor. Primary goals for the plan include a transit-supportive framework, neighborhood retail near the proposed station, and pedestrian and bicycle accessibility. The conceptual plan for the station area recommends that the overall character of the station area change from a rural setting to a more suburban setting that includes new residential development and pedestrian and bicycle amenities. The plan proposes the creation of a pedestrian-friendly street and sidewalk network within the station area; installation of pedestrian streetscape amenities, such as street lighting and street trees; and creation of a linear greenway along Lake Michigan through easements and/or purchase. **Kenosha** – Although the City's 1991 comprehensive plan is dated, it provides guidance on maintaining the urban fabric so new development is consistent with traditional design principles. The city has undertaken pedestrian-oriented streetscape

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	improvements in its historic business district, including street lights, street trees, crosswalks and ramps, and special paving. Streetscape improvements were also included in the redevelopment program for the Harbor Park and Harborside neighborhoods, which were funded through a tax increment finance (TIF) district. The City plans to use TIF funds for additional streetscape improvements as future development projects are proposed and approved. The conceptual station area plan recommends improving the overall urban environment through pedestrian streetscape enhancements such as new decorative lighting, sidewalks, and street trees, as well as maintaining a consistent "street wall" for new development.
Plans to improve pedestrian facilities, including facilities for persons with disabilities	**Milwaukee** – The *Downtown Plan* includes a chapter devoted to improving the pedestrian realm, include a comprehensive inventory of pedestrian conditions and needs. Streets are categorized as "A," "B," and "C" streets based on existing and anticipated pedestrian use. Different standards are established in each category for sidewalk widths, separation from the street, paving materials, and lighting. Intersection conditions are also identified and prioritized for improvements such as textured or painted crosswalks. A wayfinding system is proposed. "Catalytic projects" proposed in the plan, such as the Wisconsin Avenue Revitalization, include pedestrian improvements as well. The conceptual land use plan for the station area makes further recommendations to improve pedestrian access within the immediate station area. The conceptual plan proposes vehicle and pedestrian improvements for locations where new development is likely to occur in the future. Street extensions are proposed for West Canal Street to connect over the South Menomonee River Canal to South 2nd Street. Access improvements are recommended in the Reed Street Yards to create a connection between Pittsburg Avenue and Oregon Street. Pedestrian connections between the 6th Street bridge and new developments to the east are recommended either via stairways leading to lower level streets, or via upper stories of new buildings providing vertical access to both 6th Street and lower level uses. Pedestrian crosswalk improvements are recommended to better define pedestrian linkages through the Marquette Interchange corridor. **South Side Milwaukee** – In the station area planning effort, proposed access and circulation improvements focus on enhancements to the existing system, with an emphasis on improving access to the lakefront and the station. An expanded bike trail and pedestrian greenway system is also recommended through the area vacated by the viaduct to connect the station with the existing bike routes in the area. New pedestrian accommodations include crosswalk improvements at selected intersections. **Cudahy/St. Francis –** To facilitate pedestrian access to the station, the station area concept plan recommends improvements to nearby crosswalks. New sidewalks into the station area are necessary, particularly from the west where there are currently few pedestrian connections in place. Directional signage, clearly-marked crosswalks, and pedestrian lighting will improve accessibility to the station. **South Milwaukee** – In the station area conceptual plan, pedestrian access improvements are recommended for nearby crosswalks along Milwaukee Avenue and Marquette Avenue. Wayfinding signage, clearly-marked crosswalks, and pedestrian lighting would improve the current pedestrian environment closer to the station. Also recommended are improvements to existing railroad crossings at East Rawson and Milwaukee Avenues and improvement of the underpass at Marquette Avenue to improve accessibility and safety for pedestrians traveling to the station.

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	Oak Creek – The City's concept plan for the Lakeview Village District as well as the station area conceptual plan propose a connected network of local streets in the station area, complete with sidewalks and bicycle connections. **Caledonia** – With the recent improvements to Douglas Avenue, new curbing and sidewalks were constructed along the frontage of Greentree Shopping Center and at the intersection of Douglas Avenue and Four Mile Road. The station area conceptual plan recommends pedestrian crosswalks and new bike paths throughout the village center and adjacent neighborhoods. A key urban design recommendation is to incorporate pedestrian streetscape enhancements throughout the station area, including new sidewalks, decorative lighting, street trees, and crosswalks. **Racine** – As part of the City's streetscape improvement program, new sidewalks, curb ramps, and other pedestrian amenities have been installed along State Street and are being planned for 6th Street. The *Racine Downtown Plan* recommends expansion of the bike trail along the Root River east to Lake Michigan as well as an on-street lane to the station and other major destinations. The City's current policy is to require that such improvements be installed concurrent with redevelopment. The station area concept plan recommends additional capital improvements that will further increase pedestrian connectivity. For example, Union Street should be extended south and southeast to provide a direct connection from State Street to Mound Avenue. Another recommendation is to revitalize the closed pedestrian bridge over the Root River to connect with Marquette Street. Streetscape enhancements and wayfinding signage are proposed to improve overall pedestrian and bicycle access. **Somers** – The conceptual station area plan proposes new local streets adjacent to the station to facilitate access to neighborhoods. A multi-use trail is proposed along Pike Creek and to the station to facilitate walking and bicycling. A multi-use path is recommended on at least one side of Sheridan Road and 12th Street to access the station. The multi-use path could potentially be extended to UW-Parkside and Petrifying Springs Park, one mile to the west, and to Carthage College and the City of Kenosha's lakeshore bike path, two miles to the south. Future residential developments should provide new pedestrian and bicycle amenities to facilitate access to the station, particularly along Pike Creek west of the railroad. **Kenosha** – In 2005, the City of Kenosha *Bicycle and Pedestrian Facilities Plan* was adopted to provide a "blueprint" for improving the pedestrian and bicycle routes throughout the City. On-street bicycle routes exist through the station area, and additional routes are planned pending available funding. The station area conceptual plan recommends improvements for nearby crosswalk areas, all railroad underpass areas, and the rail yard west of the station, including wayfinding signage, clearly-marked crosswalks, and pedestrian lighting.
Parking policies	Existing local plans include some transit-supportive parking strategies such as on-street parking, shared parking, minimization of surface parking lots, and allowances for reduced parking. The station area conceptual plans recommend broader adoption and use of these policies in station areas, as well as the accommodation of parking in structures where possible as development intensifies. **Milwaukee** – The City's *Downtown Plan* includes a parking plan element that recommends new parking structures on both the east and west sides of the 6th Street bridge. As the study area develops in intensity, it is expected that surface parking will be redeveloped and parking accommodated on-site in structured facilities. **South Side Milwaukee** – The station area conceptual plan recommends that parking be provided within new buildings or on-street rather than in surface lots.

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	Cudahy/St. Francis – The station area conceptual plan recommends providing additional parking in a shared parking structure as part of a future mixed-use development within the station area. **South Milwaukee** – The station area conceptual plan recommends that the City encourage shared parking, minimize surface parking lots by encouraging and helping fund the establishment of shared-use parking structures, and reduce parking requirements if these conditions are met. **Oak Creek** – Parking requirements can be reduced by the Oak Creek Plan Commission under certain circumstances, including mixed modes of transportation. The station area conceptual plan recommends providing shared parking and structured parking to reduce parking needs and allow a greater intensity of uses. **Caledonia** – The 2005 *Douglas Avenue Neighborhood Plan* indicates that parking should be dispersed in multiple surface parking lots and shared among various mixed-use developments. **Racine** – Racine allows for shared parking among different uses and encourages the use of on-street parking through approval by the Board of Zoning Appeals. The station area conceptual plan recommends creation of a transit overlay district that would reduce parking standards for higher density residential projects and require shared parking among commercial uses. **Somers** – Transit-supportive parking policies relevant to the station area have not yet been adopted or proposed. **Kenosha** – The City of Kenosha completed a Downtown Parking Study that will determine the necessity of and most appropriate location for a parking structure. This has yet to be reviewed. The City has stated its desire to accommodate new shared parking among current and future land uses and provide opportunities to consolidate surface parking lots. The conceptual station area plan recommends that surface parking lots in the downtown be consolidated into shared use facilities and eventually into mixed-use buildings. A structured parking garage should be evaluated as part of a mixed-use development just west of the station at 52nd Street and 14th Avenue.
2. TRANSIT SUPPORTIVE PLANS AND POLICIES (continued) **c. Supportive Zoning Regulations Near Transit Stations**	
Zoning ordinances that support increased development density in transit station areas	Existing zoning ordinances permit development with a range of uses and densities. Various combinations of small-lot single-family, multi-family residential, and multi-story commercial and mixed-use development are allowed in most station areas. Station area conceptual plans propose further changes to zoning such as increasing densities in selected areas, establishing transit overlay districts, and prohibiting auto-oriented uses. **Milwaukee** – Most property within the station area is currently within the C9 downtown zoning district, with the exception of property located west of 6th Street which has industrial zoning. The existing C9 zoning consists of eight use-related subdistricts (e.g., C9A-H), most of which are represented within the station area. The districts present within the station area allow a wide range of uses including mixed-use development, retail, office, civic, and industrial uses. Live-work units are also allowed within most of the station area but are not permitted in the industrial districts. Transit-supportive, multi-story, higher density development is not only encouraged, but required within most of the station area, as there are minimum building height requirements that range from 20 to 40 feet. The City has updated the downtown zoning district regulations which were not

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	updated with the City's overall zoning code update undertaken in 2002. The City is proposing to change from a zoning district structure based on use and bulk requirements to one based on street typology that would better regulate development in the downtown (and the station area) based on physical form and scale related to streets, buildings, and other site improvements. Through the update process, the City proposes to reduce the number of zoning districts and subdistricts and to streamline the requirements to make them easier to use, thereby encouraging downtown investment and development. These regulations have yet to be reviewed. **South Side Milwaukee** – The vast majority of residential uses in the station area are zoned RT-4, two-family residential district. The RT-4 district is intended for neighborhoods that primarily contain two-family dwellings while also permitting a mixture of single-family dwellings and small multi-family dwellings of three or four units. The district also permits traditional corner commercial establishments typical in urban neighborhoods. The RT-4 district has a minimum lot size of 2,400 square feet for detached housing which permits up to 24 units per acre. The residential areas within the station area also contain a smattering of multi-family zoning districts including RM-4, 5 and 7. The commercial areas within the station area are primarily zoned LB-2, local business district. The LB-2 district permits a wide range of commercial uses in a more urban form with smaller lots and setbacks. The LB-2 areas are generally found along Kinnickinnic Avenue and Russell Avenue. **Cudahy/St. Francis –** The immediate station area and business district is classified B-3, business, which allows for mixed-use developments with residential dwellings above the ground floor. The B-3 zoning district does not have a maximum residential density. Height allowances of 45 to 60 feet (the latter upon approval of a conditional use permit) permit taller buildings within close proximity to the downtown area as well as within walking distance of the proposed station. The area north of Layton and west of Nicholson Avenues is within the City limits of St. Francis. Zoning of property that fronts on Layton is B-2, general business district. Property north of this is zoned R-1, single-family, and R-2, single-family/duplex. Allowable densities range up to six units per acre for R-1 districts, and up to 12 units per acre for R-2 and R-3 districts. The B-2 district permits a full range of commercial uses, and residential uses above the ground floor are allowed as a special use. The maximum building height is 45 feet or three stories and maximum residential density is 43 dwelling units per acre, which is supportive of mixed-use development at a scale that reflects current development patterns in the area. The residential zoning districts permit second floor dwelling units within mixed-use buildings, with a maximum building height of 35 feet or two stories. The density is controlled by maximum and minimum lot width within the R-1 and R-2 districts. Minimum lot widths within these districts are 30 feet for existing lots and 50 and 45 feet for newly platted lots, respectively. The station area conceptual plan suggests rezoning property to the east and west of the CBD to accommodate greater residential densities. The plan recommends residential densities in areas west of Packard and north of Cudahy from 15 to 19 units per acre for medium-density residential and 20 or more units per acre for high-density multi-family residential. The plan recommends minimum FARs of 0.3 for general commercial uses, 1.0 for office uses, and 1.5 to 2.0 for mixed uses. **South Milwaukee** – The retail core in the downtown area, along Milwaukee Avenue and north and south along 10th and 12th Avenues, is zoned C-3, central business zone, which permits a full range of commercial and institutional uses. The C-3 district allows for residential uses about the ground floor and multi-family residential without a commercial component as a conditional use. Buildings in the C-3 district can be a

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	maximum of five stores or 50 feet in height, which permits multi-story development within close proximity to the station. The maximum permitted residential density in the C-3 district ranges from 24 dwelling units per acre to 72 dwelling units per acre in mixed-use buildings (the latter density for single "lodging rooms"). Multiple-family apartment buildings are permitted at lower densities of eight to 12 dwelling units per acre. The area directly adjoining the UP railroad to the north and south of the station is currently zoned M-1, manufacturing zone, and M-2, industrial zone. The M-1 and M-2 districts permit any use subject to approval of a conditional use permit. The station area conceptual plan recommends multi-family residential densities in proximity to the CBD ranging from 15 to 19 units per acre for medium-density residential and 20 or more units per acre for high-density multi-family residential. The plan recommends minimum FARs of 0.3 to 0.7 for general commercial uses, 1.0 for office uses, and 1.5 to 2.0 for mixed uses. **Oak Creek** – Existing zoning in the Lakeview Village District, including the proposed station area, is a mix of highway business, multiple-family residential, single-family residential, and limited agricultural. The City's 2002 comprehensive plan recommends use of the planned unit development (PUD) designation or adoption of a new mixed use zoning district to support future development in the district. The station area conceptual plan also recommends that zoning in the Lakeview Village area be changed to reflect the recommendations of the station area plan, and suggests that the PUD designation may be appropriate in this area. The conceptual plan recommends mixed-use development with a minimum FAR of 1.0 as well as residential development of at least 15 units per acre in the immediate vicinity of the station, surrounded primarily by multi-family development at 11 to 15 units per acre. Commercial, lower-density residential, and open space are recommended for more outlying portions of the station area. **Caledonia** – Existing zoning in the proposed Caledonia Station area is a mix of business, manufacturing, and residential zoning at various densities. Most of the residential zoning is single-family with a minimum lot size of 20,000 square feet although there are pockets of two-family and multi-family zoning. Business districts include neighborhood business, community business, and commercial service. The village's 2006 land use plan designates most of the station area as a VC-M district that would allow mixed-use development at 10 to 20 residential units per acre, consistent with the *Douglas Area Neighborhood Plan*. The station area conceptual plan also recommends that the Village adopt a transit overlay district to increase densities, require mixed-use development, and exclude auto-oriented uses. **Racine** – Racine's 2005 *Downtown Design Standards* encourage new medium and high-density residential development within the station area by establishing minimum (rather than maximum) densities of 15 dwelling units per acre and 40 dwelling units per acre, respectively. The City's zoning ordinance permits mixed-use commercial and residential development in its four business districts that are within the station area. Although the zoning classifications have not been revised to reflect the downtown plan's recommendations, the City will consider re-zoning for development proposals that reflect plan recommendations. In particular, the plan recommends new medium- and high-density multi-family residential, as well as mixed uses, within the State Street, Marquette Street, and River Districts. Southeast of the Root River lie several abandoned and underutilized industrial sites. The City recently amended its zoning ordinance to create a new "flex development overlay district" that permits mixed use development and adaptive reuse. This overlay district permits residential "loft-style" conversion of obsolete industrial buildings and construction of new high-

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	density residential development within the commuter station area, as set forth in the downtown plan. The station area conceptual plan recommends that Racine consider the use of a transit overlay district for the ½-mile area surrounding the Transit Center. The overlay district should require mixed-use development along the State and Marquette Street Corridors, as well as adjacent medium- and high-density residential uses of 15 and 40 dwelling units per acre, respectively. The district should exclude auto-oriented commercial uses and heavy industrial uses or warehousing which do not support a pedestrian-oriented environment. **Somers** – Kenosha County's zoning regulations apply within the Town of Somers (see the 1995 Kenosha County comprehensive plan, Map 85) and zoning districts essentially follow the county's land use plan. The majority of existing residential uses are classified as medium-density residential, which allows for 2.3 to 6.9 dwelling units per net acre. There are some multi-family uses in the station area, which are classified as high-density residential (at least 7 dwelling units per net acre). **Kenosha** – The eastern portion of the station area includes the City's CBD, which allows a full range of commercial uses, mixed-use buildings, and buildings up to 100 feet in height. The City Plan Commission determines density levels on a case-by-case basis; however, density levels typically fall within the range of 30 to 80 dwelling units per acre. The station area conceptual plan recommends adoption of a transit overlay district and zoning amendments to prohibit auto-oriented commercial uses from the CBD. The plan further recommends mixed-use zoning of 2.0 to 4.0 FAR for the CBD core area and high-density multi-family (greater than 25 units per acre) for the immediate station area.
Zoning ordinances that enhance transit-oriented character of station area development and pedestrian access	Existing or proposed zoning for most station areas includes various transit-supportive provisions such as reduced or eliminated setbacks, permission of mixed-use buildings, and architectural standards for building facades. Station area conceptual plans recommend additional enhancements to zoning codes to further increase the transit-supportiveness of station area development. **Milwaukee** – The City's existing zoning code includes design standards for the downtown zoning districts which regulate building setbacks (including "build-to line" provisions), lot area and width, minimum and maximum building height, and allowable floor area. Mixed-use development is permitted within the station area; ground floor residential and accessory parking are prohibited at street level which helps to maintain a mixed-use, pedestrian-oriented environment with retail and other commercial uses on the ground floor. A build-to line requirement along street frontages within the downtown districts specifies that buildings must have at least 70 percent of the street-facing facades located within 10 feet of the property line to maintain the "street wall." Floor area "bonuses" are offered for the provision of public open space as part of development projects within the downtown, including parks, roof-top gardens, plazas, and interior atriums that connect to the downtown skywalk system. Auto-related uses are subject to approval as special uses. The City has amended itszoning code for the downtown area. The new code will create context-based design standards that incorporate the Principles of Urban Design established in 1998 and the policies adopted in the 1999 *Downtown Plan*. These regulations have yet to be reviewed **South Side Milwaukee** – The LB-2 district encourages a mixture of uses by permitting residential uses within the commercial district. The City's ordinance requires concrete sidewalks along both sides of every street in a residentially zoned

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	area, and along at least one side of every street in areas zoned other than residential. Urban design factors guide all new development and redevelopment in residential and commercial areas, as noted in the previous factor. The station area planning program recommends that the City consider the adoption of design standards and a transit overlay district for the station area, as well as exclusion of auto-oriented uses. **Cudahy/St. Francis –** The station area is within the "Lakeside Commons Overlay District." This district is intended to implement the urban design recommendations of the downtown master plan by preserving and enhancing the historic quality of the area and by attaining a consistent, visually pleasing image. Development within this overlay district is subject to a design review process through which detailed design standards are administered. Among the Lakeside Commons Overlay District zoning standards, there are several that promote and enhance the transit- and pedestrian-oriented character of the station area. These include the following requirements: a minimum of 80 percent of the front façade of buildings must be located adjacent to the street; parking and loading must be located to the side or rear of sites and accessed from alleys; parking lots must be screened from the public right-of-way to maintain a pedestrian-oriented character; front building facades must be designed with transparent doors and windows, articulation, architectural details, and signs that are oriented to pedestrians; and lighting must complement the vehicular and pedestrian orientation of the district. The City also adheres to a *Downtown Design Guidelines Manual* that is utilized as part of the design review process for developments in the station area. The manual supports the *Cudahy Downtown Master Plan* recommendations of incorporating streetscape and wayfinding improvements to visually connect the downtown with the lakefront area. **South Milwaukee** – The City of South Milwaukee's zoning ordinance includes standards for high-density residential uses that specifically require new development to address the location of circulation systems, parking areas, driveway access, and open space. This would permit the City Plan Commission and Common Council to review pedestrian access on a case-by-case basis for new high-density development in the station area. The station area conceptual plan recommends the adoption of design standards for the station area as well as a streetscape improvement plan. **Oak Creek** – The station area conceptual plan recommends that zoning in the Lakeview Village area be changed to reflect the recommendations of the station area plan, through adoption of a PUD or mixed-use district, and that design guidelines be adopted for the Lakeview Village development. **Caledonia** – In 2006, the Village of Caledonia undertook the process of amending its zoning ordinance to include design standards for new commercial, industrial, recreational, and institutional developments. In regards to the mixed-use village center, the following pedestrian-oriented standards for architectural design will apply: zero-lot line development for 50 percent of the parcel's street edge; varied building facade composition, articulation, and materials; glass transparency for a minimum of 65 percent of the building's facade; one building entry located every 100 feet; proposals for building re-use and redevelopment; and street edge landscaping. Commercial sites are required to provide shared cross-easements to reduce vehicle curb cuts as well as pedestrian walkways and landscaping within parking lots. The Village is also adopting street design standards. The standards that relate to the station area include "urban neighborhood collector streets" and "urban neighborhood local residential streets." The collector street requires a 40-foot minimum right-of-way, which includes two 12-foot travel lanes and two eight-foot parking lanes. The local residential street requires a 34-foot minimum right-of-way, which includes two

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	10-foot travel lanes and two seven-foot parking lanes. The Village may also require the inclusion of pedestrian paths and bicycle lanes in the street right-of-way. The station area conceptual plan recommends that the village consider 11-foot travel lanes for collector streets to create a more pedestrian-friendly streetscape. **Racine** – Racine's *Downtown Design Standards* include concept plans and associated standards that address design of a high-density, transit- and pedestrian-oriented environment within the station area and east to the CBD. Required design elements include: "build-to" lines along major corridors, with zero lot lines as the standard; creation of "active edges" along public areas via building transparencies of 50 percent for residential ground floors and 75 percent for retail ground floors; minimum building height of three stories near the station and along the river; and creation of public spaces. The design guidelines are administered within the downtown area as overlay district regulations through a design review process. Vehicular and pedestrian access issues, including building orientation, also are subject to design review within a new access overlay district along State Street. **Somers** – Kenosha County zoning regulations that apply to the station area do not contain specific transit-oriented design provisions. **Kenosha** – The City's zoning ordinance contains design guidelines for commercial and institutional buildings. These guidelines include requirements for building materials and main entrance ornamentation and articulation, and specify a minimum 20 percent building facade recess and/or projection and a minimum of 60 percent street facing building facades. The ordinance also contains exterior building variation guidelines for multi-family buildings. The City's zoning ordinance also contains design guidelines for the general residential zones (single- and two-family; limited multi-family), which are west of the commuter rail line and within the station area. The design guidelines are meant to ensure compatibility of new homes within older neighborhoods. The guidelines include: recessed/detached garages, primary entrances/windows on street facing facades, porches/front stoops, and front build-to lines for 50 percent of the front façade.
Zoning allowances for reduced parking and traffic mitigation	A number of municipalities in the corridor have adopted parking requirements that provide flexibility or are lower than those commonly applied in non-CBD areas. **Milwaukee** – There are no automobile parking requirements within the station area, since off-street parking requirements are waived in downtown zoning districts. The City has a policy in place that requires bicycle parking for all new development of at least 2,000 square feet. **South Side Milwaukee** – RM-4 zoning, like most residential zoning districts in Milwaukee, requires a minimum of one space per dwelling unit (City of Milwaukee Zoning Code, Table 295-403-2-a). General office uses are required to have one space for each 250 square feet of the first 2,000 square feet of gross floor area, and one for each 1,000 square feet of gross floor area in excess of this amount. Retail uses are required to have one space for each 500 square feet of gross floor area on the first floor, and one for each 1,000 square feet of gross floor area on the second floor and above. The City's zoning code allows a 15 percent reduction in the number of required spaces if the use is located in the area bounded by West Capitol Drive on the north, Lincoln Avenue on the south, Lake Michigan on the east, and 43rd Street on the west as this area has a high availability of public transit. This includes the northern portion of the station area. The City has a policy in place that requires bicycle parking for all new development of at least 2,000 square feet. The station area planning program recommends reducing parking requirements for higher-density developments

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	and requiring shared parking for commercial uses. **Cudahy/St. Francis –** The Cudahy Plan Commission can grant parking reductions on a case-by-case basis. Any use authorized within the Lakeside Commons overlay district can be granted a parking reduction, provided that a property owner demonstrates that sufficient shared or off-site parking is available to serve the use. With a number of public parking lots within close proximity to the station area and downtown, it is anticipated that many business uses could qualify for parking reductions. **South Milwaukee** – The zoning ordinance exempts all uses within the C-3 CBD from parking requirements. Outside of the C-3 district, mixed-use development requires only one parking space per dwelling unit. Other conditional uses are subject to case-by-case evaluation through the conditional use process. **Oak Creek** – Minimum off-street parking requirements for multi-family residential range from 1.5 to 2.5 spaces per unit, and are set at 2.0 spaces per single-family unit. Retail sales, customer service uses, and places of entertainment generally require one space per 150 square feet of gross floor area, plus one space per employee for the work shift with the largest number of employees. Offices generally require one space per 250 square feet of gross floor area, plus one space per employee for the work shift with the largest number of employees. Parking requirements can be reduced at the discretion of the Oak Creek Plan Commission, for factors such as alternative modes of transportation and shared parking. **Caledonia** – In 2006, the Village was in the process of amending its zoning ordinance to require a maximum parking standard of 3.5 parking spaces for every 1,000 gross square feet of business, commercial, industrial, recreational, or institutional use, which is less than typical industry parking standards of 5 to 6 parking spaces per 1,000 square feet. Commercial sites are required to provide shared parking when the building exceeds 30,000 gross square feet. The station area conceptual plan recommends reducing multi-family residential parking requirements to 1.5 spaces per unit through the establishment of a transit overlay district. **Racine** – The City's parking standards are flexible, and developers and lenders typically determine the minimum parking allowances. Racine allows for shared parking among different uses and encourages the use of on-street parking through approval by the Board of Zoning Appeals. **Somers** – No transit-supportive parking requirements relevant to the station area have been adopted or proposed. **Kenosha** – To encourage new development and redevelopment, the City provides for reduced parking requirements in the CBD. There is a 50 percent reduction in parking requirements for new construction and conversions of buildings taller than three stories. There are no additional parking requirements for one- and two-story building conversions.
2. TRANSIT SUPPORTIVE PLANS AND POLICIES (continued) **d. Tools to Implement Land Use Policies**	
Outreach to government agencies and the community in support of land use planning	**Station Area Planning Process** As discussed under factor 2(b), the KRM planning process led by SEWRPC, with the support of the KRM Steering Committee, includes a strong emphasis on transit-supportive land use planning. Two sets of KRM station area design workshops were held in 2006. The workshops were well attended attracting a good cross section of

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	elected officials, planning staff, developers, property owners, and concerned residents. The two South Side Milwaukee workshops were attended by nearly 80 people, and at least 105 people filled out questionnaires at the remaining station area workshops (total attendance is unknown). The workshops identified the potential opportunities for land use development and redevelopment around each proposed station. Citizen-generated ideas and reactions regarding how transit-supportive improvements could occur at each potential station location were incorporated into the Station Area Development Portfolio. Workshop dates and participation are documented in the appendices to the Station Area Development Portfolios. The station area conceptual plans were also informed by individual stakeholder interviews. A total of 94 interviews were conducted with municipal and other public agency staff, elected officials, developers, property owners, and representatives of local community development organizations, business associations, neighborhood associations, institutions, and advocacy groups. The findings from these interviews are documented in the appendices to the Station Area Development Portfolios. The KRM station area planning program has solicited the endorsement of all local governments hosting a transit station within their community. The program has successfully secured adoption of local resolutions supporting the program at every station within the corridor. Eventually, each community will be asked to endorse their station area plan and to adopt policies, plans, and regulations that support the plans. Outreach specifically on land use and station area design issues has proceeded in parallel with general public outreach efforts. Public scoping meetings were held in February 2006 to identify issues and concerns and community input was documented as part of the Final Scoping Study published in May 2006. The second project newsletter (July 2006) included a focus on the TOD workshops. Local officials and business organizations have also expressed support for the potential economic development benefits of the project. For example, the City of Milwaukee notes that the KRM project provides an opportunity to direct transit service to job centers, which afford an ideal opportunity to incorporate TOD (see public comments submitted by Mayor Tom Barrett, March 1, 2006). **Regional and Local Planning** Government agencies at all levels as well as the public have been involved in comprehensive transportation and land use planning with "Smart Growth" and TOD objectives. The work leading to the preparation of the SEWRPC year 2035 regional land use plan was carried out under the guidance of the Commission's Advisory Committee on Regional Land Use Planning, whose membership consists primarily of planning officials from counties and communities from throughout the Southeastern Wisconsin Region. The process for preparing the plans included outreach to the general public as well as to specific interests through individual and group meetings, including agricultural interests, environmental interests, builders and realtors, and minority and low-income populations. At a local level, many of the communities proposed to be served by the KRM line have anticipated transit service in this corridor and have already begun planning to create TOD in station areas. The Cities of Milwaukee, Cudahy, South Milwaukee, Racine, and Kenosha are in the process of ongoing efforts to stimulate redevelopment of their downtowns through increased densities, mixed uses, pedestrian amenities, and other improvements. The proposed location of commuter rail stations adjacent to these areas complements these plans and has helped focus local planning efforts to increase development in station areas. Oak Creek and Caledonia are viewing the station

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	locations as potential sites for future TOD. These planning efforts have included participation by local residents, businesses, and civic associations in helping to craft redevelopment plans that include TOD concepts.
Regulatory and financial incentives to promote transit-supportive development	Various tools and other regulatory incentives, such as TIF districts, business improvement districts, façade improvement programs, and streamlined permitting review, have been adopted by many of the station area communities to promote redevelopment. Communities including Milwaukee, Cudahy, Racine, and Kenosha have already successfully demonstrated the application of these tools to support downtown and neighborhood redevelopment. **Milwaukee** – The City of Milwaukee has created a variety of regulatory and financial tools and incentives for development and has actively used these to promote infill, redevelopment, and development consistent with transit-oriented principles in its downtown as well as in other neighborhoods of the City. The various tools and incentives include: • The City's Development Center is a single source of contact for residents and business owners seeking to obtain information and development review assistance. This approach provides a "one-stop shop" for obtaining permits for new construction and remodeling. The Development Center staff review building plans to ensure that they comply with the City's building and development codes. Permitting development review by staff is a means of streamlining the review process. Residents and property owners can also file permit applications and track the status of their permit and development review on-line. • The City has a variety of financial programs to assist in business development. These include assistance from the Milwaukee Economic Development Corporation (MEDC), a private non-profit corporation offering financial resources to businesses in partnership with conventional lenders; financial incentives for environmental assessment and brownfield redevelopment within designated Development Zones; and special state and federal tax incentives or credits within designated Development Zones. • Business Improvement Districts (BIDs) promote business development within certain boundaries. The Milwaukee Station area is within two designated BIDs: Westown BID and the Downtown BID. Property owners in BID areas voluntarily collect annual assessments that are spent on streetscape, marketing, recruitment and other projects to enhance the local business environment. • The Department of City Development has used Capital Improvement Program funds for improvements to the public way, such as lighting, landscaping, or special paving, sometimes on a cost-sharing basis with local property owners. • TIF is used by the City to spark redevelopment in areas deemed blighted. Since 1977, the City has used TIF for 50 redevelopment projects, creating $1.8 billion in new tax base. The first time the TIF tool was used was in the Menomonee Valley area, the location of the station area. • The Main Street Milwaukee program is a comprehensive approach to increase investment in urban neighborhoods, create new businesses, jobs, and wealth in urban communities. Main Street Milwaukee is a collaborative effort between the City of Milwaukee Department of City Development and the Local Initiatives Support Corporation. The program uses $350,000 in Community Development Block Grant (CDBG) funds and matches it with private resources contributed by partners. This program is currently offered in neighborhoods outside of the

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	station area. • The City has a façade grant program for property owners and businesses that would like to improve the look of their building's street face. The program is a 50-50 matching program up to $5,000 per project. **South Side Milwaukee** – The City of Milwaukee has a variety of financial and regulatory incentive programs as listed above. Since a portion of the station area includes industrial uses and port property to the north, several incentive programs are available in the station area including Development Zones, the New Market Tax Credit Program, and the Capital Improvements Program. The façade matching grant program is available for businesses such as those along Kinnickinnic Avenue. No TIFs or BIDs are currently located in the station area. The station area conceptual plan recommends considering the establishment of a TIF district to finance infrastructure supporting redevelopment, as well as establishment of a BID along Kinnickinnic Avenue. **Cudahy/St. Francis –** The City of Cudahy has considerable time and financial resources to revitalize its downtown and the proposed station area. Regulatory and financial tools that have been applied include: • The City, through the Cudahy Development Authority, has been instrumental in assembling land for new residential development and has purchased land around the proposed station for transit and development purposes. • The City currently implements a streamlined development review process. Projects that are within the Lakeside Commons Overlay District go through design review prior to going to Planning and Zoning. The typical review time is 30 days. • A streetscape program along Packard Avenue has resulted in the installation of decorative lights and landscaping. • The City administers a façade improvement program. Property owners can apply for a $2,500 grant and then receive additional funds through a City loan program. • In 1994, the City established TIF District No.1 for the purposes of installing public utilities to allow industrial development to take place as well as for the rehabilitation and renovation of commercial areas along Layton Avenue, including environmental remediation. The TIF was amended in 2000 to add development incentives including, but not limited to, relocation costs for the new buildings or industry, land write down, and site preparation. A large portion of the station area is included within this district. **South Milwaukee** – The City of South Milwaukee uses various incentives to attract new economic development including the establishment of a Tax Increment District (TID), land purchase and assembly, and infrastructure improvements. A Community Development Authority assists with land assembly. In 2000, the City created TID No. 1, which encompasses a portion of the station area, including the area south of Marquette Avenue to Marion Avenue and along 10th Street/Chicago Avenue. The TID has been instrumental in leveraging new real estate investment within the station area. A new mixed-use TID No. 3 is proposed within the station area. The City also has implemented a façade improvement program for property owners, which provides up to $10,000 in grants for commercial property improvements. **Oak Creek** – In order to support redevelopment in the Lakeview Village area, the City has retained International Risk Group as a "master developer." The developer will be responsible for site remediation, master planning, development, and oversight of the Lakeview Village area. A 2001 City council action, "Redevelopment District No. 1," supplements the comprehensive plan by providing additional preliminary land use and

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	redevelopment recommendations for the Lakeview Village area and establishing the redevelopment area boundaries. A TIF district is recommended for the redevelopment area in order to complete proposed public projects consistent with the goals of the redevelopment plan. **Caledonia** – The station area conceptual plan recommends that the Village adopt additional tools to achieve TOD within the proposed station area, including a streetscape improvement plan, transfer of development rights, expedited development review, land assembly, and establishment of a TIF district to support plan implementation. **Racine** – Racine has a number of tools and incentives available to leverage development, including: • The Racine Area Intergovernmental Sanitary Sewer Service, Revenue Sharing, Cooperation and Settlement Agreement entered into by the City of Racine and neighboring communities in 2002. Under this agreement, the City of Racine receives shared revenue payments from neighboring communities for use in renovating older residential areas, redeveloping brownfield sites, and supporting regional facilities. In return, the City of Racine agreed to support the incorporation of the two adjacent towns of Caledonia and Mt. Pleasant. • The City is implementing a streetscape improvement program as part of its capital improvement budget process. The State Street corridor was recently improved and the City is studying potential improvements for the 6th Street corridor. • The City considers the use of financial incentives on a case-by-case basis and project need. Incentive tools currently in place in the station area include tax increment financing, low-income housing tax credits, historic preservation tax credits, parking reductions, and capital improvements. • The State Street corridor is currently part of a TIF district. This TIF district was instrumental in redeveloping the old Case factories along the Root River into a modern office campus. The Case Corporation has indicated that it would consolidate its office employees from two other separate locations into the State Street office campus if commuter rail service becomes available. • The City initiated a commercial building facade grant program in 2003. Forty to 50 property owners have taken advantage of this program, mainly within the downtown but also within the station area. The grant award is limited to no more than 50 percent of total eligible costs per building facade, not to exceed $7,500. • In regards to streamlined review and expediency, Racine currently has a six-week benchmark for plan review that includes Council approval. • The City's Redevelopment Authority currently owns the property adjacent to the Racine Transit Center. The *Downtown Plan* recommends high-density multi-family housing for this property. The City has indicated that it will solicit development proposals that adhere to the plan's recommendations, and facilitate development by underwriting the land costs. • The station area conceptual plan recommends additional tools such as assisting with land assembly, issuing RFPs for development, establishing a new TIF district along Marquette Street, and negotiating with developers for street and streetscape improvements. **Somers** – No specific transit-supportive tools have been adopted. **Kenosha** – Racine has a number of tools and incentives available to leverage

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	development, including: • The City's Redevelopment Authority was created in 1981 to clear blighted properties and encourage redevelopment. The Department of City Development issues RFPs for City-owned property to facilitate new mixed-use development within the downtown. • A TIF district was established in 1989 to encourage redevelopment of the former American Motors (Chrysler) plant. TIF funds were used for all public improvements needed for the Harbor Park development, including new utilities, streets, pedestrian amenities, parks, and the planned Civil War Museum. As of 2005, a new state law allows the expenditure of TIF funds for the ½-mile area adjacent to the TIF district; therefore, the entire station area can now enjoy the financial benefits of a TIF district. TIF funds are planned to be used for a downtown parking garage and to establish a $2 million rehabilitation loan program for homeowners. • The Lakeshore BID was established in 1986, and encompasses the downtown area between Sheridan Road and 5th Avenue and between 49th and 60th Streets. BID proceeds are allocated to landscaping, street cleaning, promotional materials, and annual bookkeeping. • The Kenosha Area Business Alliance administers a revolving loan fund for the Lakeshore BID using CDBG funds. The goal of the program is to improve properties and encourage business development. The Lakeshore BID has also used CDBG funds to purchase, rehabilitate, and sell three properties. • Kenosha has a 30-day review and comment period for all completed site plan submissions.
Efforts to engage the development community in station area planning and transit-supportive development	The stakeholder interviews conducted as part of the initial station area planning process in 2006 included individual interviews with a number of developers and property owners with potential interests in station area property. These interviews helped to identify specific opportunities for future TOD and also have helped inform the potential location of station sites based on the TOD potential for adjacent land. Many of the public workshops were also attended by developers and/or local property owners. In addition to this general outreach, communities have engaged with developers on specific projects, including: **Oak Creek** – In order to support redevelopment in the Lakeview Village area, the City of Oak Creek has retained International Risk Group as a "master developer," as noted above. Two alternative locations for the Oak Creek Station have been evaluated based in part on the interest of adjacent property owners in creating TOD. **Caledonia** – The Village is currently working with Newport Development to prepare plans for developing the recommended residential neighborhood west of the railroad and south of Four Mile Road. Essentially, this developer is proposing to build a phase of the residential portion of the village center. The Village has worked with private property owners to facilitate land assembly and redevelopment of vacant and underutilized parcels and agricultural land that is recommended for village center land uses in the *Douglas Avenue Neighborhood Plan*. **Racine** – The City of Racine, Downtown Racine Corporation, S.C. Johnson, Racine County Economic Development Corporation, and many other entities are working in public/private partnership to foster economic revitalization of the downtown, the lakefront, and the station area.

Information Requested	Documentation Supporting Land Use Criterion
	Kenosha – The City is engaging the private and public sectors in new development and public infrastructure projects and creating a sense of optimism for downtown Kenosha and adjacent neighborhoods. The most significant public/private partnership over the last decade has involved the redevelopment of the former Chrysler Lakefront Plant into the Harbor Park waterfront community. The City has recently issued, and plans to issue additional, RFPs for redevelopment on City property that incorporates specific transit-supportive uses and design principles.
3. PERFORMANCE AND IMPACTS OF LAND USE POLICIES **a. Performance of Land Use Policies**	
Demonstrated cases of developments affected by transit-oriented policies	The supporting documentation contains a list of development projects in KRM station areas recently completed, under construction, or proposed. **Milwaukee –** Thanks in part to proactive planning and public sector improvements, the City has experienced a wave of private investment in the downtown area in recent years. This investment has primarily increased the residential population of the downtown through conversions of office and industrial buildings into residential and mixed-use buildings, and through construction of new mid-rise apartment, condo, and mixed-use buildings. Projects such as the award-winning riverwalk have especially helped stimulate private investment along the Milwaukee River, including the Historic Third Ward District (bounded roughly by I-794 on the north and the Milwaukee River on the west) which encompasses portions of the eastern station area. Near the station in this area, the Milwaukee Public Market opened in October 2005 at 400 N. Water Street. The market, the site of which has been a hub or market activity for over 100 years, features 20 specialty food vendors. Residential development within the ½ mile station radius has resulted in 695 new lofts, apartments, and condominiums between 2000 and 2005. An additional 294 units are under construction as of early 2007, with 185 units proposed along with 100,000 sq. ft. of retail in a mixed-use building. Redevelopment planning and finance is also having a major impact in the City's Park East corridor on the north side of downtown. The Park East corridor is the location of a former elevated freeway spur that has been torn down and transformed into a surface boulevard, where vacant parcels are being filled in with retail, office, and residential development. The plans and projects for these and other redevelopment areas have focused on creating pedestrian-friendly, mixed-use, high-density development that is extending the urban fabric of downtown and increasing its vibrancy by bringing a 24-hour population to the area. Since 1977, Milwaukee has used TIF for more than 50 redevelopment projects with "visible and impressive" results, creating $1.8 million in new tax base for the City (Milwaukee Journal-Sentinel, July 26, 2005). **South Side Milwaukee** – Three projects including 23 residential units (four in a mixed-use building with retail) have been completed in the station area since 2002. **Cudahy/St. Francis –** The City of Cudahy has been instrumental in assembling land for new residential development within the station area. Consistent with the downtown master plan adopted in 1999, a library and 40-unit townhouse development have been constructed adjacent to the proposed station and an additional 64 units are currently under construction. **South Milwaukee** – Several redevelopment projects have been completed within TID District #1, including Sunrise Village (a 32-unit senior apartment complex), Marquette Manor (a 48-unit senior apartment building), a Tri-City banking facility, an expansion of Metalcut Products, and improvements to Sunrise Plaza Shopping Center. **Caledonia** – High-density senior housing (15 to 20 dwelling units per acre) was

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	recently constructed as a PUD along Douglas Avenue. **Racine** – Through the efforts of the City of Racine and its partnership with a range of community stakeholders and the development community, downtown Racine is benefiting from reinvestment and redevelopment. Downtown and the nearby community have recently benefited with public investment in a new Transit Center adjacent to the renovated historic train station which integrates a bus transfer terminal. Other examples of private and public investment within the station area include the following: • A new retail shopping center has been developed west of the proposed station. • Southwest of the station is a former publishing factory along Mound Avenue that has been adapted for reuse as office space currently occupied by public and non-profit entities and warehousing, with the potential for additional new users. • A former industrial building is being converted to multi-family housing at the intersection of 6th and Marquette Streets. • In the neighborhoods southwest of State Street, the residential housing stock and public infrastructure have improved due to non-profit service provider activities and the assistance from public agencies. Infill housing projects provide new affordable housing options for working families. **Kenosha** – With new residential developments, downtown Kenosha is also witnessing reinvestment with new restaurants and retail. Most significantly, the City was extremely instrumental in the development of the Harbor Park neighborhood, which integrates 351 condominiums, lakefront open space, and new public museums into the downtown fabric. Harbor Park's success has attracted an additional five downtown projects that are under construction or planned within the station area and include 250 condominiums. Three of these projects will incorporate 62,500 square feet of new ground-level retail space, including 15,000 square feet within the station area. Streetscape improvements, funded through TIF revenues, were included in the redevelopment program for the Harbor Park and Harborside neighborhoods.
Station area development proposals and status	**Milwaukee –** The Harley-Davidson Museum complex opened in 2008. The $95 million project, located on a 20-acre site at S. 5th, S. 6th and W. Canal Streets east of the Amtrak station in the Menomonee Valley, is expected to attract 350,000 visitors a year. The 130,000 square foot development will feature exhibit space as well as a restaurant, café, retail shop, meeting space, special events facilities, and the company's archives. The plan for the museum and its site incorporates striking urban design elements and engages the surrounding water and green spaces, uniting the City center with the Menomonee Valley. **Cudahy/St. Francis –** The station area conceptual plan proposes a mixed-use development, Lakeport Village, on the west side of the railroad. Although it is not known what type of development will occur in this area, the City envisions a pedestrian-oriented mixed-use development that would be appropriate for a downtown area. **South Milwaukee** – Proposed developments for TID #3 include new sites for condominium development on properties the City has acquired in the station area. The City anticipates other projects within the TID including the purchase of up to nine properties for construction of townhouse style, owner-occupied housing, and the development of open space in the downtown area near 11th Street, between Milwaukee Avenue and Madison Avenue. **Oak Creek** – The City has retained a master developer to support redevelopment in

Information Requested	Documentation Supporting Land Use Criterion
	the Lakeview Village area. **Caledonia** – The village is currently working with Newport Development to prepare plans for developing the recommended residential neighborhood west of the UP railroad and south of Four Mile Road. **Racine** – A concept fundamental to the *Downtown Plan* is that the City maintains revitalization momentum by developing major retail anchors, one of which is located within the station area at Marquette and 6th Streets. This location is also targeted for three "top priority" catalyst projects, including multi-family townhouses, condominiums, and lofts. A developer is already converting a former industrial warehouse into multi-family residential lofts at the southwest corner of this location. Along the south frontage of the Root River southwest of the station, the City has made plans for significant new mixed-use development that is proposed to include multi-family residential, retail, and public open space. **Somers** – Under consideration as of 2006 is a development proposal for 99 single-family homes and 84 townhomes west of the railroad and north of 12th Street up to 9th Street. The developer has proposed to construct a station house, commuter parking, and retail at the 7th Street alternative station site. **Kenosha** – The City is currently soliciting responses to an RFP for the redevelopment of a surface parking lot at 5th Avenue and 58th Street within the station area. The RFP specifies retail uses and a zero-lot line along 58th Street in order to expand the historic retail district with new commercial uses. In addition, the City plans to issue an RFP for the Harbor Park parcel at 55th Street and 6th Avenue, and for two other Harbor Park parcels outside the station area.
3. PERFORMANCE AND IMPACTS OF LAND USE POLICIES (continued) **b. Potential Impact of Transit Project on Regional Land Use**	
Adaptability of station area land for development	Public and community participation is vital to the creation of station area plans that stimulate and accommodate desired development and redevelopment. In the Racine and Cudahy/St. Francis workshops, many participants expressed the opinion that the KRM project could have a positive development incentive and become a catalyst for revitalization efforts. In communities such as Caledonia, KRM was viewed by many as an opportunity for shaping future development. As part of the station area planning process to inventory existing and future conditions, market studies were conducted to estimate potential future development levels in each station area. The market studies were based on a review of recent growth and development trends, community demographics, existing local development including housing types, retail and office uses, and demand for these types of uses, and the potential future impacts of introducing commuter rail service. The Station Area Development Portfolios include summary estimates of development potential for the five-year periods ending in 2010, 2015, and 2020 (see Table 1 of each portfolio). The market assessments are fully documented in the appendices to each portfolio. In addition to considering near- and mid-term market demand, "build-out" development projections were made to estimate the potential total economic impacts of the KRM project in a 2035 time frame. The 2035 estimates assume that station areas are fully built out with the densities and types of uses specified in the station area conceptual plans. These estimates are shown in Table 3 of each Station Area Development Portfolio. These estimates illustrate the magnitude of land use change that could occur if appropriate plans and policies are adopted and if market conditions support significantly greater levels of station area development.

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	Milwaukee – The market assessment projections for growth suggest that the ½ mile station area will attract a greater share of the downtown's overall development than it has in the past. It is expected that as the Third Ward becomes built-out, new development will occur on the periphery, which includes the station area. Residential land uses are expected to increase as warehouse spaces are converted into condominiums and apartment loft spaces. Additional retail space will serve the increased residential population. Entertainment uses will serve residents, as well as attract visitors from outside the station area. New office space is projected to locate in converted loft buildings, as well as in freestanding office buildings closer to the downtown. As a result of these factors, potential demand between 2005 and 2020 is projected to include 4,500 residential units, between 900,000 and 1,050,000 square feet of office space, and between 325,000 and 450,000 square feet of retail space. Assuming that most new development would consist of eight- to 10-story buildings, the Milwaukee Station area could accommodate an additional 7,900 residential units, 2.39 million square feet of commercial space, 220,000 square feet of industrial space, and 3.09 million square feet of office by the year 2035. This results in a total projected 2035 population in the half mile area of 12,733, a significant increase from the 2005 population estimate of 1,733. Employment is expected to increase also, from 33,128 jobs in 2005 to 43,478 jobs in 2035, a 31 percent increase. **South Side Milwaukee** – Some of the underused industrial parcels may offer opportunities for redevelopment. Adaptive reuse (e.g., leasing for office space) of other formerly industrial buildings is occurring in the area. Two large parcels adjacent to the station – one currently occupied by the Army Reserve Base and the other encumbered by the Lincoln Avenue viaduct – would potentially be available for redevelopment if the base were moved and the viaduct removed. An opportunity for new higher density development also exists on the current site occupied by the U.S. Navy to the east of the station near Lake Michigan. If this site becomes available in the future a second high rise condominium tower or other new multi-family housing could be located on this site. Potential market demand through 2020 exists for 734 units of housing, 30,000 to 45,000 square feet of retail space, and 35,000 to 60,000 square feet of office space. In the long term (2035), if redevelopment plans are successful, the station area could see a full build-out of up to 1,255 multi-family residential units, 1.13 million square feet of commercial space, and 463,000 square feet of office space. **Cudahy/St. Francis –** The market assessment indicates a demand for 358 new housing units (24 per year on average) within the ½ mile station area by the year 2020. It is expected that retail space will be located primarily along Packard and Layton Avenues. A portion of the vacant Lakeport Village site west of the proposed station is also likely to be developed with retail use, most likely on the Layton Avenue frontage. It is further expected that a total of 70,000 to 100,000 square feet of retail uses could be absorbed in the downtown area within the next 15 years. Future office demand is limited, although a small amount of space could be absorbed in small freestanding single- or multi-tenant office buildings, or as part of mixed-use structures. In the long term, with appropriate TOD policy changes, the Cudahy/ St. Francis Station area could accommodate an additional 2,140 residential units, 1.15 million square feet of commercial, and 87,000 square feet of office space. This would result in a total 2035 population in the ½ mile area of 6,400 (an increase of 44 percent) and a near-doubling of employment to 4,400 jobs. **South Milwaukee** – Between 2005 and 2020, the market assessment indicates a demand for 367 new residential units (24 per year on average) within the ½ mile

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	station area. The market assessment also indicates a potential demand for 40,000 to 55,000 square feet of additional retail, largely due to the fact that South Milwaukee is currently underserved with retail space. Small-scale retail development opportunities exist along Milwaukee Avenue. An additional 25,000 to 40,000 square feet of office space could also be absorbed in small freestanding single or multi-tenant office buildings, or within mixed-use buildings. In the long term, if station area conceptual plans are fully implemented, the South Milwaukee station area could accommodate an additional 2,085 residential units, 660,000 square feet of commercial space, 465,000 square feet of office, and 40,000 square feet of industrial space. This would result in a total population in the ½ mile area of 6,600, an increase of 43 percent from the 2005 population estimate of 4,600. Employment would increase significantly, from 2,900 jobs in 2005 to 4,700 jobs in 2035 (a 64 percent increase). **Oak Creek** – Most of the station area is agricultural or vacant, and therefore developable. Between 2005 and 2020, the market assessment indicates a demand for 421 new residential units, 105,000 to 125,000 square feet of retail, and 60,000 to 80,000 square feet of office space within the ½ mile station area. At full build-out under TOD plans, the station are could potentially include 2,600 residential units and 645,000 square feet of retail space, resulting in over 5,200 residents and over 1,400 total jobs in the station area. **Caledonia** – Much of the station area is agricultural or vacant, and therefore developable. In the long term, there is also the opportunity for redevelopment of existing commercial uses at greater intensities. Between 2005 and 2020, the market assessment indicates a demand for 484 new residential units, 110,000 to 140,000 square feet of retail, and 40,000 to 50,000 square feet of office space within the ½ mile station area. At full build-out under TOD plans, the station are could potentially include 2,100 residential units, 312,000 square feet of retail space, and 244,000 square feet of office space, resulting in about 5,300 residents and 1,100 total jobs in the station area. **Racine** – While reinvestment is occurring within the downtown area in general, there are also a number of existing vacant and underutilized properties that provide substantial transit-supportive land use opportunities. Between 2005 and 2020, the market assessment indicates a demand for 302 new residential units, 40,000 to 55,000 square feet of retail, and 25,000 square feet of office space within the ½ mile station area. At full build-out under TOD plans, the station are could potentially accommodate 1,600 additional residential units, 372,000 square feet of retail space, and 255,000 square feet of office space, resulting in about 12,300 total residents and 4,000 jobs in the station area. **Somers** – There are significant parcels of developable land in the station area. Between 2005 and 2020, the market assessment indicates a demand for 442 new residential units, up to 25,000 square feet of retail, and up to 20,000 square feet of office space within the ½ mile station area. At full build-out in 2035, up to 311 units of additional residential development may be accommodated. **Kenosha** – Reinvestment is occurring within the downtown area in general and there are also a number of existing vacant and underutilized properties that provide substantial transit-supportive land use opportunities. Between 2005 and 2020, the market assessment indicates a demand for over 1,000 new residential units, 140,000 square feet of retail, and 80,000 square feet of office space within the ½ mile station area. At full build-out under TOD plans, the station area could potentially accommodate 3,300 additional residential units and 987,000 square feet of retail space, resulting in about 12,300 total residents and 7,700 jobs in the station area.

Information Requested	Documentation Supporting Land Use Criterion
Corridor economic environment	**Regional Conditions** According to city-data.com, Milwaukee is a commercial and industrial hub for the Great Lakes region and ranks second among major metropolitan areas in the percentage of its workforce in manufacturing. The economy is dominated by small- to medium-size firms with representatives in nearly every industrial classification. Nearly a quarter of the state's high-tech firms, employing more than one-third of Wisconsin's technology industry staff, are located in Milwaukee County. Milwaukee is noted for a well educated workforce with a strong work ethic. In conjunction with its economic diversity this has helped keep area unemployment under the national average in each of the last 30 years. According to SEWRPC, regional employment increased by 14 percent between 1990 and 2000 for the seven-county region as a whole and by 2.4 percent in Milwaukee County, 5.4 percent in Racine County, and 31.6 percent in Kenosha County. However, the recession of the early 2000s caused a temporary reversal of this trend as total regional employment decreased by 3.6 percent, with the most significant decrease in Milwaukee County, which lost an estimated 35,000 jobs. The 2035 regional land use plan projects that regional employment will increase by about 189,000 jobs to about 1,368,000 total jobs by 2035 compared to the estimated 2003 level, an increase of 16 percent. The resident population of the region is projected to increase by 345,000 persons, or 18 percent, from 1,931,000 persons in 2000 to 2,276,000 persons in 2035. Without a substantial increase in in-migration, a leveling-off in the regional labor force is expected beginning in about 2015, as much of the baby-boom generation reaches retirement age. Some decreases in employment may be expected at existing industrial and commercial operations, as companies continue to embrace labor saving technologies. The regional plan anticipates that the historic trend of decentralization of population, households, and employment relative to Milwaukee County within the region will moderate, continuing to support renewed investment in inner-city neighborhoods. **Corridor and Station Area Conditions** The station area planning process in 2006 included a market assessment that examined economic conditions and trends in each individual station area. The findings of these assessments as well as other information on conditions and trends, summarized below, suggest that there will be significant market interest in residential development in proposed station areas, as well as supporting retail development. The desirability of corridor neighborhoods is enhanced by a number of factors including proximity to the Lake Michigan waterfront, amenities and services provided in urban neighborhoods, and by convenient access to employment centers in both downtown Milwaukee and Chicago. **Milwaukee** – While employment in downtown Milwaukee has not grown significantly in recent years, the CBD continues to serve as the vital hub of financial and professional services as well as civic and cultural activities for the Southeastern Wisconsin region. At the same time, redevelopment of underutilized office and industrial buildings into residential, hotel, and mixed-use developments is occurring at a rapid pace. Recent investment has especially been concentrated along the Milwaukee River in conjunction with public improvements such as the riverwalk and Water Street streetscape improvements, and a number of new multi-story residential buildings are under construction on both sides of the river along Water and Erie Streets. As the east side of downtown and the Third Ward become built-out,

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	development pressures are expected to spread westward into Westown (west of the Milwaukee River, north of the Amtrak station) as well as the immediate station area. **South Side Milwaukee** – A primary influence on the station area's residential growth is the demand for urban neighborhood housing with convenient access to jobs in downtown Milwaukee and along the I-94 corridor. Rising property values are leading to steady reinvestment. In 2004, 20 permits for construction were issued by the City for the five main census tracts included in the station area, with an estimated value of more than $3 million, and housing values in the station area have been increasing 15 to 20 percent annually in recent years. The Kinnickinnic Avenue commercial district is redeveloping into an entertainment and specialty retail area, with an activity hub at E. Lincoln Avenue, about six blocks west of the proposed station. **Cudahy/St. Francis –** Cudahy is in transition from an "industrial town" of the past to a "bedroom" community. Major industrial employers in the past have gone out of business or reduced the number of employees. While Cudahy has a reputation as an industrial community, its redevelopment initiatives are changing this image. Younger residents are moving into the City because of its affordable housing stock and public amenities, such as lakefront parks, a new library, and its convenient access to downtown Milwaukee. **South Milwaukee** – The City of South Milwaukee is experiencing redevelopment within its downtown (located in the station area) due to its convenient access to commercial and employment uses. In addition, the close proximity to Lake Michigan, the South Milwaukee Yacht Club, Grant Park, and Oak Creek Parkway are likely to draw new residents and visitors to the station area. **Oak Creek** – The City's 2002 comprehensive plan notes a number of strengths and weaknesses of the City for economic development (p. 110). Some strengths include transportation access (road, rail, and air), general community growth, location within the regional market, large areas of vacant land, quality schools, and open space community character. Some weaknesses include a lack of improved sites, lack of a traditional downtown, perception as a "blue collar" community, and a complex development approval process. These strengths and weaknesses suggest that proactive implementation steps on the part of the City to encourage development such as the proposed Lakeview Village could therefore support a number of favorable market trends in the City. **Caledonia** – The Village of Caledonia is experiencing significant growth and development in its western reaches between Interstate 94 and Highway K. A primary influence on Caledonia's residential growth is the demand for rural residential locations with convenient access to jobs along the I-94 corridor between Milwaukee County, Wisconsin and Lake County, Illinois. It is anticipated that market investment in the community will remain strong for the foreseeable future, presenting opportunities for the Caledonia Station area. There is also considerable unmet demand for retail as many residents travel outside the village to shop. **Racine** – A 2005 report prepared in support of the downtown development plan (*Downtown Racine Retail and Entertainment Strategy*), prepared for the Downtown Racine Corporation, reviewed economic and market conditions in downtown Racine. In addition to this report, a report on potential station area economic activity was prepared for Racine County in 2003 (*An Analysis of Current and Potential Economic Activity Surrounding the Racine Station Area*). These studies suggest that influences on Racine's development potential include a more stable local economy that is not losing major employers as it had previously, and older and younger adults' demand for condominiums and lower maintenance housing types. Second home buyers and

Information Requested	Documentation Supporting Land Use Criterion
	investment purchasers will support 20 percent more dwelling units above the primary market demand, which is accounted for in the total residential market demand. It is expected that the preferred location for new residential construction will be near the downtown and the lakefront. The primary retail investment areas will include the core downtown area and neighborhood retail areas around the train station and at Marquette and 6th Streets. **Somers** – Current market interest lies in the west side of the town near I-94, but the proposed station area is anticipated to receive a substantial amount of development in the future. Influences on Somers' development potentials include the sewer service area extension on the west side of town, Carthage College and University of Wisconsin at Parkside, and the proximity to 12th Street (County Highway E), which provides direct access to I-94. **Kenosha** – The City of Kenosha is experiencing a resurgence of its downtown and new lakefront residential construction that will increase the demand for additional residential, retail, and office uses in the station area over the next 15 years. Influences on Kenosha's residential market include the presence of existing Metra commuter rail service, providing affordable housing options for commuters who work in downtown Chicago as well as in Lake County, Illinois, and for boaters who want second homes near the Kenosha Harbor. With residential growth, Kenosha's station area will also benefit from increased demand for commercial retail and services and for professional offices. Given extensive competing locations for general tenant office space, however, the downtown office market is relatively weak and only limited new demand is projected.

LAND USE (QUANTITATIVE) TEMPLATE

PROJECT NAME: Kenosha-Racine-Milwaukee Commuter Rail Project

Population and Employment – Metropolitan Area, CBD, and Corridor

Item	Base Year	Forecast Year 2035	Growth (%)
Metropolitan Area			
Total Population	1,278,572	1,430,835	11.9%
Total Employment	787,743	823,897	4.6%
Central Business District [see footnote 1]			
Total Employment	95,050	100,175	5.4%
Employment – Percent of Metropolitan Area	0.12066118	0.1215868	---
CBD Lane Area (sq. mi.)	2.02	2.0	
Employment Density (e.g., jobs per sq. mi.)	47,054	49,592	---
Corridor			
Total Population	1,192,183	1,310,879	10.0%
Total Employment	754,304	775,013	2.7%
Population – Percent of Metropolitan Area	93%	92%	---
Employment – Percent of Metropolitan Area	96%	94%	---
Corridor Land Area (sq. mi.)	429.3	429.3	---
Population Density (persons per sq. mi.)	2776.8	3053.2	---
Employment Density (jobs per sq. mi.)	1756.9	1805.1	---
Total All Station Areas (1/2-mile radius) [See footnote 2]			
Housing Units	9,885	18,824	90.4%
Population	25,778	44,599	73.0%
Employment	44,306	48,071	8.5%
Land Area (square miles)	6.9	6.9	---
Housing Unit Density (units per sq. mi.)	1438.0	2738.4	---
Population Density (persons per sq. mi.)	3750.1	6488.2	---
Employment Density (persons per sq. mi.)	6445.6	6993.3	---
Station Area 1 [See footnote 3.] Station Name:	Downtown Milwaukee		
Housing Units	468	3,670	684.8%
Population	1,379	7,338	432.2%
Employment	28,661	32,717	14.2%
Land Area (square miles)	0.8	0.8	---
Housing Unit Density (units per sq. mi.)	598	4,696	---
Population Density (persons per sq. mi.)	1,765	9,391	---
Employment Density (persons per sq. mi.)	36,678	41,869	---
Station Area 2 Station Name:	South Side Milwaukee		
Housing Units	1,739	1,986	14.2%
Population	3,736	4,199	12.4%
Employment	2,244	2,225	-0.8%
Land Area (square miles)	0.8	0.8	---
Housing Unit Density (units per sq. mi.)	2,317	2,647	---
Population Density (persons per sq. mi.)	4,979	5,596	---
Employment Density (persons per sq. mi.)	2,990	2,965	---
Station Area 3 Station Name:	Cudahy/St. Francis		
Housing Units	1,482	1,991	34.4%
Population	3,403	4,301	26.4%
Employment	2,902	2,949	1.6%
Land Area (square miles)	0.8	0.8	---
Housing Unit Density (units per sq. mi.)	1,896	2,548	---
Population Density (persons per sq. mi.)	4,354	5,504	---
Employment Density (persons per sq. mi.)	3,713	3,774	---
Station Area 4 Station Name:	South Milwaukee		
Housing Units	1,740	2,421	39.1%
Population	4,125	5,417	31.3%
Employment	2,901	2,757	-5.0%
Land Area (square miles)	0.8	0.8	---
Housing Unit Density (units per sq. mi.)	2,228	3,100	---
Population Density (persons per sq. mi.)	5,280	6,934	---
Employment Density (persons per sq. mi.)	3,714	3,529	---
Station Area 5 Station Name:	Oak Creek		
Housing Units	185	1,006	443.6%
Population	483	2,482	413.8%
Employment	176	248	41.4%
Land Area (square miles)	0.8	0.8	---
Housing Unit Density (units per sq. mi.)	237	1,287	---
Population Density (persons per sq. mi.)	618	3,177	---
Employment Density (persons per sq. mi.)	225	318	---

LAND USE (QUANTITATIVE) TEMPLATE (page 2)

	Base Year	Forecast Year	Growth (%)
Station Area 6 **Station Name:**		**Caledonia**	
Housing Units	402	1,247	210.3%
Population	1,090	3,169	190.7%
Employment	874	1,081	23.7%
Land Area (square miles)	0.8	0.8	---
Housing Unit Density (units per sq. mi.)	514	1,596	---
Population Density (persons per sq. mi.)	1,395	4,055	---
Employment Density (persons per sq. mi.)	1,118	1,383	---
Station Area 7 **Station Name:**		**Racine**	
Housing Units	1,478	1,949	31.8%
Population	4,963	6,081	22.5%
Employment	2,100	1,470	-30.0%
Land Area (square miles)	0.8	0.8	---
Housing Unit Density (units per sq. mi.)	1,892	2,494	---
Population Density (persons per sq. mi.)	6,352	7,782	---
Employment Density (persons per sq. mi.)	2,687	1,881	---
Station Area 8 **Station Name:**		**Somers**	
Housing Units	355	1,159	226.7%
Population	773	2,572	232.7%
Employment	153	240	57.2%
Land Area (square miles)	0.7	0.7	---
Housing Unit Density (units per sq. mi.)	543	1,772	---
Population Density (persons per sq. mi.)	1,182	3,933	---
Employment Density (persons per sq. mi.)	233	367	---
Station Area 9 **Station Name:**		**Kenosha**	
Housing Units	2,037	3,395	66.7%
Population	5,827	9,041	55.2%
Employment	4,297	4,385	2.0%
Land Area (square miles)	0.8	0.8	---
Housing Unit Density (units per sq. mi.)	2,606	4,345	---
Population Density (persons per sq. mi.)	7,456	11,569	---
Employment Density (persons per sq. mi.)	5,499	5,611	---
Station Area 10 **Station Name:**			
Housing Units			0.0%
Population			0.0%
Employment			0.0%
Land Area (square miles)		0.0	---
Housing Unit Density (units per sq. mi.)	0	0	---
Population Density (persons per sq. mi.)	0	0	---
Employment Density (persons per sq. mi.)	0	0	---
Station Area 11 **Station Name:**			
Housing Units			0.0%
Population			0.0%
Employment			0.0%
Land Area (square miles)		0.0	---
Housing Unit Density (units per sq. mi.)	0	0	---
Population Density (persons per sq. mi.)	0	0	---
Employment Density (persons per sq. mi.)	0	0	---
Station Area 12 **Station Name:**			
Housing Units			0.0%
Population			0.0%
Employment			0.0%
Land Area (square miles)		0.0	---
Housing Unit Density (units per sq. mi.)	0	0	---
Population Density (persons per sq. mi.)	0	0	---
Employment Density (persons per sq. mi.)	0	0	---
Station Area 13 **Station Name:**			
Housing Units			0.0%
Population			0.0%
Employment			0.0%
Land Area (square miles)		0.0	---
Housing Unit Density (units per sq. mi.)	0	0	---
Population Density (persons per sq. mi.)	0	0	---
Employment Density (persons per sq. mi.)	0	0	---

LAND USE (QUANTITATIVE) TEMPLATE (page 3)

	Base Year	Forecast Year	Growth (%)
Station Area 14 **Station Name:**			
Housing Units			0.0%
Population			0.0%
Employment			0.0%
Land Area (square miles)		0.0	---
Housing Unit Density (units per sq. mi.)	0	0	---
Population Density (persons per sq. mi.)	0	0	---
Employment Density (persons per sq. mi.)	0	0	---
Station Area 15 **Station Name:**			
Housing Units			0.0%
Population			0.0%
Employment			0.0%
Land Area (square miles)		0.0	---
Housing Unit Density (units per sq. mi.)	0	0	---
Population Density (persons per sq. mi.)	0	0	---
Employment Density (persons per sq. mi.)	0	0	---
Station Area 16 **Station Name:**			
Housing Units			0.0%
Population			0.0%
Employment			0.0%
Land Area (square miles)		0.0	---
Housing Unit Density (units per sq. mi.)	0	0	---
Population Density (persons per sq. mi.)	0	0	---
Employment Density (persons per sq. mi.)	0	0	---
Station Area 17 **Station Name:**			
Housing Units			0.0%
Population			0.0%
Employment			0.0%
Land Area (square miles)		0.0	---
Housing Unit Density (units per sq. mi.)	0	0	---
Population Density (persons per sq. mi.)	0	0	---
Employment Density (persons per sq. mi.)	0	0	---
Station Area 18 **Station Name:**			
Housing Units			0.0%
Population			0.0%
Employment			0.0%
Land Area (square miles)		0.0	---
Housing Unit Density (units per sq. mi.)	0	0	---
Population Density (persons per sq. mi.)	0	0	---
Employment Density (persons per sq. mi.)	0	0	---
Station Area 19 **Station Name:**			
Housing Units			0.0%
Population			0.0%
Employment			0.0%
Land Area (square miles)		0.0	---
Housing Unit Density (units per sq. mi.)	0	0	---
Population Density (persons per sq. mi.)	0	0	---
Employment Density (persons per sq. mi.)	0	0	---
Station Area 20 **Station Name:**			
Housing Units			0.0%
Population			0.0%
Employment			0.0%
Land Area (square miles)		0.0	---
Housing Unit Density (units per sq. mi.)	0	0	---
Population Density (persons per sq. mi.)	0	0	---
Employment Density (persons per sq. mi.)	0	0	---

[1] Optionally, employment for the largest activity center(s) served by the New Start project may be reported.
[2] See Appendix A for a sample methodology for estimating station area population, households, and employment.
[3] Reporting of data by individual station area is required.

Quantitative Land Use Information Worksheet

Alternate data for entire 13-county WI/IL study region

	Base Year	Forecast Year	
Data	2000	2030	Growth (%)
Metropolitan Area			
Total Population	10,022,881	12,634,444	26.1%
Total Employment	5,546,396	7,138,740	28.7%
Central Business District			
Total Employment	619,797	720,737	16.3%
Employment - Percent of Metropolitan Area	11.2%	10.1%	
Employment Density (persons per square mile)	165,279	192,197	
Corridor			
Total Population	2,809,181	3,202,859	14.0%
Total Employment	2,173,746	2,418,860	11.3%
Population - Percent of Metropolitan Area	28.0%	25.4%	
Employment - Percent of Metropolitan Area	39.2%	33.9%	
Corridor Land Area (sq. mi.)	649	649	
Population Density (persons per square mile)	4,328	4,935	
Employment Density (persons per square mile)	3,349	3,727	

Notes:

Metropolitan Area includes 7-county Milwaukee and 6-county Chicago metropolitan areas

CBD employment includes Milwaukee, Racine, Kenosha, and Chicago

8.0 Local Financial Commitment

This section contains the financial plan developed for KRM project. The financial plan and 20-year financial model have been developed in accordance with FTA's June 2000 *Guidance for Transit Financial Plans*, and the reporting of the local financial commitment criterion is consistent with the July 2009 *Reporting Instructions for the Section 5309 New Starts Criteria*.

The two major elements included in this section are the Finance Template and the KRM Financial Plan. The Finance Template provides a uniform reporting of the local financial commitment for the KRM project. The financial plan illustrates that SERTA has the financial capacity to construct and operate the KRM project, which is the Authority's first service to be operated in the region; there are no other existing services under the Authority's control at this time.

Key supporting documentation for the local financial commitment criterion is listed below. This documentation is not included as part of this submittal; rather, it is provided directly to the contractor assigned by FTA to conduct a financial assessment of the KRM project:

- Capital and Operating and Maintenance Cost Estimates Report
- SEWRPC County Economic Profiles for Kenosha, Racine and Milwaukee counties
- 2035 Regional Transportation Plan
- 2009-2012 Transportation Improvement Program
- AA/DEIS documentation (provided on a separate CD)

Kenosha-Racine-Milwaukee Commuter Rail Project

Financial Plan

Southeastern Regional Transit Authority

June 2010

Southeastern Regional Transit Authority

Serving the Southeastern Wisconsin counties of Racine, Kenosha and Milwaukee

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Figures and Tables

I. INTRODUCTION

Over the past decade a very high level of interest has developed in the Kenosha-Racine-Milwaukee (KRM) corridor for improved commuter transportation service. Over those years, the Southeastern Wisconsin Regional Planning Commission (SEWRPC), the Metropolitan Planning Organization (MPO) for the seven-county Southeastern Wisconsin region, completed two studies[1,2] of transit improvements in the KRM corridor. These studies and the potential transit improvements proposed in these studies have enjoyed widespread support from the concerned and affected counties, municipalities, major employers, and business groups.

On behalf of the Southeastern Regional Transit Authority (SERTA) and an Intergovernmental Partnership (IGP) of the Counties and Cities of Kenosha, Racine, and Milwaukee, the Wisconsin Department of Transportation (WisDOT), and SEWRPC, the Commission is undertaking the EIS and Project Development phase of the KRM Alternatives Analysis (AA) in order to produce a Draft Environmental Impact Statement (DEIS), refine the previous alternatives analysis, and develop further a commuter transportation project within the corridor. This study is funded by the Federal Transit Administration (FTA) Section 5309 "New Starts" program, WisDOT, and the members of the KRM IGP. The products of this study will be used to support an application to the FTA to initiate Preliminary Engineering (PE) under the FTA's New Starts program.

This Financial Plan has been developed in accordance with the provisions of FTA Circular 5200.1A, Section 5309 of Title 49, U.S.C., and the FTA Guidance for Transit Financial Plans dated June 2000. The plan describes the revenues and expenditures associated with the KRM Commuter Rail project over time; sources of federal, state, and local funding; and the ability of those funding sources to construct and implement the project. It includes a Capital Plan and an Operating Plan.

I.1. DESCRIPTION OF PROJECT SPONSOR

Under the 2009 Wisconsin Act 28, SERTA consists of the Counties of Kenosha, Racine, and Milwaukee, and has been given the authority to create, construct, operate, and manage a KRM commuter rail line, with the ability to enact up to an $18 fee per vehicle rental transaction indexed

[1]Feasibility Study of Commuter Railway Passenger Train Service in the Kenosha-Racine-Milwaukee Corridor, Community Assistance Planning Report No. 239, Regional Planning Commission, Waukesha, WI, June 1998.

[2]Kenosha-Racine-Milwaukee Corridor Transit Study Summary Report and Recommended Plan, Community Assistance Planning Report No. 276, Regional Planning Commission, Waukesha, WI, August 2003.

to inflation, for these purposes. SERTA currently has bonding authority of up to $50 million to provide the local share for initiating the KRM service. The SERTA Board of Directors is made up of nine members – two each from the City and County of Milwaukee, one each from the Cities and Counties of Racine and Kenosha, and one appointed by the Governor from the three-county jurisdiction of SERTA. The City and County members are appointed by the Mayors and County Board Chairs of each, respectively. SERTA is the only body that may submit an application to the Federal Transit Administration (FTA) for permission to enter into preliminary engineering for the KRM Commuter Rail project, and was required under Act 28 to do so by July 2010.

I.2. FUNDING FOR EXISTING LOCAL BUS SYSTEMS

While the SERTA Board recognizes that the funding problems facing the existing bus transit systems in southeastern Wisconsin need to be addressed, the Board does not have any statutory authority over those systems. As noted in the previous section, the Board has been provided statutory authority for a KRM commuter rail line only, and its funding source is dedicated to the KRM project. For this reason, the financial plan includes funding and expenditures for the KRM project only, not for the bus systems in the Region. The future funding needs of the existing bus systems will need to be addressed through legislation providing separate dedicated revenues that are outside of the scope of the KRM Commuter Rail project.

Legislation has been considered, but to date has not been passed, by Wisconsin Governor Doyle and Wisconsin State legislators to address the funding issues of the existing bus systems in the KRM corridor and provide for the creation of a regional transit authority (RTA) in southeastern Wisconsin. Under this legislation the RTA would initially include the existing transit systems in Milwaukee County and in the Cities of Kenosha and Racine. Ultimately, the rest of Kenosha and Racine Counties, along with the Counties of Ozaukee, Walworth, Washington, and Waukesha, could join the RTA.

This potential legislation would permit the Milwaukee County Transit System (MCTS) to readily implement a 0.5 percent sales tax. Transit systems in Kenosha and Racine and throughout southeastern Wisconsin could also implement up to a 0.5 percent sales tax to fund their transit systems, so long as the tax is approved through a referendum. The legislation provides for these individual transit authorities with dedicated funding to be merged into an RTA once they have reached a certain level of service improvement, with the potential to extend throughout southeastern Wisconsin. Efforts to pass this legislation were made in June of 2009 during

preparation of the 2009-2011 Wisconsin State budget and in April of 2010 during the regular session of the Wisconsin State Legislature. In each case, the legislation came close to passing, but was not adopted into State law. Efforts to ultimately pass transit funding legislation for southeastern Wisconsin will continue. The SERTA Board has made a commitment to passing this legislation, hiring a dedicated communications and governmental relations consultant team to build support for recent attempts to pass the proposed legislation at the local and State levels. SERTA will continue to encourage the passage of the proposed legislation, with the anticipation that the Governor and State Legislature will pass the legislation as part of the 2011-2013 State budget in the summer of 2011.

I.3. DESCRIPTION OF SERTA FUNDING PARTNERS

Transit agencies historically have enjoyed a high level of support from the State of Wisconsin. The Kenosha Area Transit (KAT) system and the Racine Belle Urban System (BUS) have each received approximately 28 percent of their operating funding from state Section 85.20 Mass Transit Operating Assistance grants since 2003. MCTS has received approximately 42 percent of its operating funding from this program.

The State has also made a substantial commitment to capital investment in transit improvements. A State Commuter Rail Development Program, created in 2003 under Wisconsin Act 33, has provided a portion of the funding expended for costs of the KRM project's AA/DEIS. The 2009 Wisconsin Act 28 included creation of the Southeast Wisconsin Transit Capital Assistance Program, which supports major transit capital improvement projects by SERTA. This program can provide up to $50 million towards the KRM project. These State programs are described in more detail in Section II.2.

I.4. REGIONAL ECONOMIC CONDITIONS

The KRM Commuter Rail project runs through Milwaukee, Racine, and Kenosha Counties in Wisconsin. It connects the largest metropolitan region in Wisconsin with the largest metropolitan region in Illinois. This section presents the regional economic conditions for the seven-county planning area of SEWRPC. The project runs through three of these counties, including Milwaukee, Racine, and Kenosha.

Population

According to U.S. Census data, population in the seven-county region increased from 1.8 million in 1990 to 1.9 million in 2000, for an estimated annual growth of 0.7 percent. Population growth in the region was at a slower pace than the overall population of the United States, which increased at an average annual growth rate of 1.2 percent.

Table 1.1 summarizes the population by county within the seven-county region for 1990 and 2000 from the U.S. Census, for 2008 from estimates prepared by the Department of Administration[3], and for 2035 from forecasts prepared by SEWRPC for the Milwaukee metropolitan region.[4] Since 1990, most of the region's population growth has occurred in the suburbs. SEWRPC forecasts indicate that population in the region is expected to increase by 18 percent between 2000 and 2035, or about 0.5 percent per year.

TABLE 1.1 Population Trends and Forecast, 1990-2035

County	1990 (Actual)	2000 (Actual)	2008 (Estimated)	2035 (Projected)	CAGR* 1990-2000 (Actual)	CAGR* 2000-2035 (Projected)
Kenosha	128,181	149,577	162,100	210,100	1.56%	0.98%
Milwaukee	959,275	940,164	938,500	1,007,100	-0.20%	0.20%
Ozaukee	72,831	82,317	87,000	101,100	1.23%	0.59%
Racine	175,034	188,831	196,300	213,600	0.76%	0.35%
Walworth	75,000	92,013	101,300	140,000	2.07%	1.21%
Washington	95,328	117,496	130,500	157,300	2.11%	0.84%
Waukesha	304,715	360,767	382,700	446,800	1.70%	0.61%
7-County Region	**1,810,364**	**1,931,165**	**1,998,400**	**2,276,000**	**0.65%**	**0.47%**

[3] Southeastern Wisconsin Regional Planning Commission. *2008 Annual Report.* Tables 4 and 6. October, 2009.
[4] Southeastern Wisconsin Regional Planning Commission. Technical Report No. 11: *The Population of Southeastern Wisconsin.* Tables 28-34 "Actual and Projected Population [by County]: 2000 to 2035." July, 2004.

Sources: U.S. Census, Department of Administration, SEWRPC
*CAGR: Compound Annual Growth Rate

Note: SEWRPC projections reflect the Intermediate of three scenarios developed for the region.

Employment

Major employers in the seven-county region include financial services, electrical machinery and equipment, manufacturing, insurance, pharmaceutical, and retailing. The Milwaukee metropolitan region had the largest employment in services at 33.2 percent, followed by manufacturing and retail. The percent of the Milwaukee region's employment in manufacturing (18.3 percent) is significantly higher than the national average of 11.5 percent.

Regional employment increased from 1.1 million in 1990 to 1.2 million in 2000 for a robust annual increase of 1.4 percent. Employment statistics by county from SEWRPC are summarized in Table 1.2.

TABLE 1.2 Employment Trends and Forecast, 1990-2035

County	1990 (Actual)	2000 (Actual)	2008 (Estimated)	2035 (Projected)	CAGR* 1990-2000 (Actual)	CAGR* 2000-2035 (Projected)
Kenosha	52,200	68,700	75,800	85,000	2.78%	0.61%
Milwaukee	609,800	624,600	606,800	624,900	0.24%	0.00%
Ozaukee	35,300	50,800	53,500	61,700	3.71%	0.56%
Racine	89,600	94,400	93,500	104,000	0.52%	0.28%
Walworth	39,900	51,800	55,200	66,900	2.64%	0.73%
Washington	46,100	61,700	67,100	78,600	2.96%	0.69%
Waukesha	189,700	270,800	283,300	347,200	3.62%	0.71%
7-County Region	**1,062,600**	**1,222,800**	**1,235,200**	**1,368,300**	**1.41%**	**0.32%**

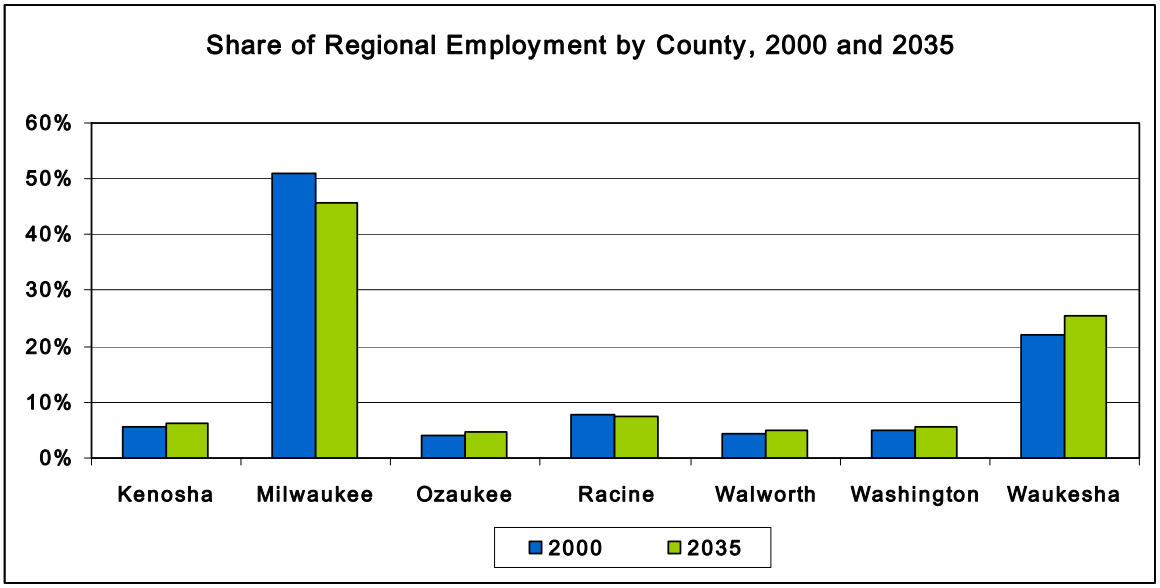
Source: SEWRPC
*CAGR: Compound Annual Growth Rate

Note: SEWRPC projections reflect the Intermediate of three scenarios developed for the region.

Suburban jurisdictions have led the region's employment growth since 1980. This pattern of growth is expected to continue over the next several decades. Figure 1.1 shows the actual employment distribution by county for 2000 (actual) and the forecasted employment distribution

by horizon year of 2035. In 2000, Milwaukee County accounted for about 51.1 percent of the region's employment. Milwaukee is forecasted to decline slightly in the County's regional employment share by 2035.

FIGURE 1.1 Share of Regional Employment by County, 2000 and 2035



Source: SEWRPC

Unemployment in the seven-county region tends to be slightly lower than the national average (see Table 1.3). In 2005, the unemployment rate for the State of Wisconsin was 4.7 percent. The national unemployment rate was 5.1 percent. Milwaukee and Racine Counties had comparatively high unemployment rates of about 5.9 percent that year, while the lowest unemployment rate in the seven-county region was 3.7 percent in Ozaukee County. Recent data from the Bureau of Labor Statistics indicate that, while unemployment rates were decreasing by 2006 at the national level (4.8 percent), they are now increasing once more, climbing to 5.4 percent in 2008 and to more than 10 percent in 2009.

TABLE 1.3 Regional Unemployment Rates

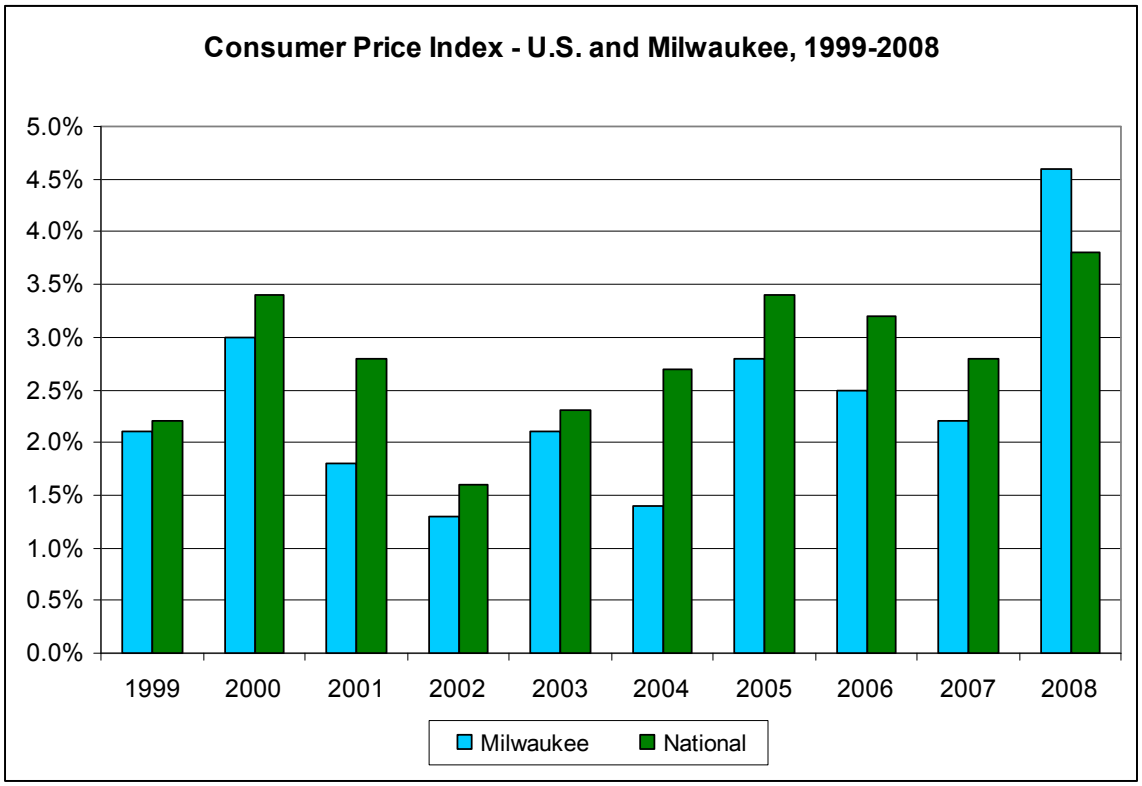
County	1990	1995	2000	2005	2008
Kenosha	6.1%	3.8%	4.0%	5.7%	5.3%
Milwaukee	4.6%	4.0%	4.2%	5.8%	5.5%
Ozaukee	3.1%	2.4%	2.5%	3.7%	3.7%
Racine	4.6%	4.4%	3.9%	6.0%	5.6%
Walworth	2.7%	2.6%	2.9%	4.2%	4.6%
Washington	3.8%	2.9%	2.8%	4.2%	4.2%
Waukesha	3.4%	2.7%	2.7%	3.9%	3.9%
7-County Region	**4.0%**	**3.3%**	**3.3%**	**4.8%**	**4.7%**
U.S. Average	**5.6%**	**5.6%**	**4.0%**	**5.1%**	**5.4%**

Source: Bureau of Labor Statistics

Inflation

Figure 1.2 shows annual inflation rates for the Unites States and the Milwaukee metropolitan region, measured by the Consumer Price Index for Urban Consumers (CPI-U). The average annual inflation over the ten year span of 1999-2008 is estimated at 2.8 percent in the U.S and 2.4 percent for the Milwaukee-Racine metropolitan region. Inflation forecasts from the Congressional Budget Office for fiscal years 2009 through 2019 indicate that inflation will be negative in 2009 and remain at or below 1.9 percent annually thereafter.

FIGURE 1.2 Consumer Price Index – U.S. and Milwaukee, 1999-2008



Source: Bureau of Labor Statistics

I.5. KRM PROJECT DESCRIPTION

The Locally Preferred Alternative (LPA) selected by the KRM IGP Steering Committee in November 2006 and the former Southeastern Wisconsin Regional Transit Authority in January 2007 evolved as a result of an AA, which drew heavily from prior SEWRPC studies. More recently, the Steering Committee and SERTA approved a modified LPA in 2010. The following lists the key characteristics of the KRM commuter rail alternative as currently envisioned.

- Commuter rail service connecting Milwaukee and Racine to the existing Metra Chicago-Kenosha commuter rail service;
- Thirty-three-mile route using existing Union Pacific Railroad (UP) and Canadian Pacific Railway (CP) freight lines;
- Nine stations in Wisconsin:

  - Existing Metra Kenosha Station, recently renovated transit center in Racine, and the new Milwaukee Intermodal Station; and
  - New stations at Somers, Caledonia, Oak Creek, South Milwaukee, Cudahy-St. Francis, and Milwaukee's South Side.

- Level of service:
  - Service provided in both directions during all weekday time periods;
  - A total of 30 daily weekday trains; and
  - Average speed – 38 mph.

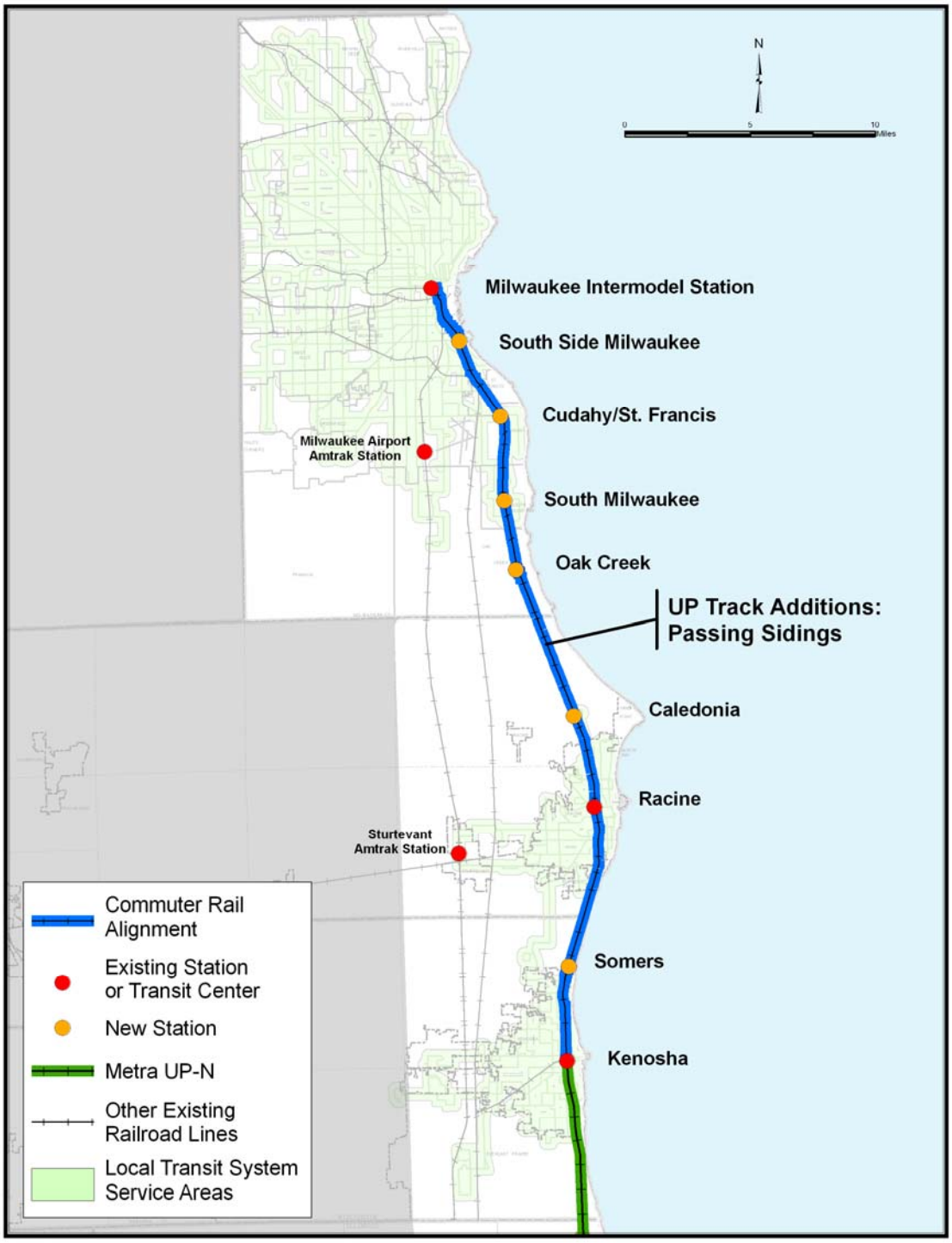
- Shuttle service:
  - Dedicated service between Milwaukee Intermodal Station and various points in Milwaukee central business district; and
  - Dedicated service between General Mitchell International Airport (GMIA) and Cudahy-St. Francis station.
  - The shuttle service has been assumed to be provided with buses. However, the City of Milwaukee, Milwaukee County, and the Wisconsin Center District have recently initiated a study evaluating a potential downtown streetcar circulator which would serve the Milwaukee Intermodal Station. Should that study conclude with a decision to implement a downtown streetcar, the streetcar would provide the downtown shuttle service linking the KRM commuter rail with downtown Milwaukee.

- Train operation:
  - Service will meet existing Metra trains at Kenosha, allowing cross-platform transfers;
  - Contract with UP Railroad.

- Diesel-multiple-unit cars ("DMUs" or self-propelled coaches).

A map of the project is provided in Figure 1.3.

FIGURE 1.3 KRM COMMUTER RAIL ALIGNMENT



II. CAPITAL PLAN

This section summarizes the assumptions and methodologies used to develop SERTA's capital plan, which includes the implementation of the KRM Commuter Rail project. The purpose of this section is to demonstrate that SERTA has the financial capacity to fund the construction costs of the KRM project. The capital replacement and expansion needs of the existing transit systems in Kenosha, Racine, and Milwaukee are currently under consideration outside the scope of the KRM project by the State Legislature, and are not included in this financial plan.

II.1. PROJECT CAPITAL COST ESTIMATES AND SCHEDULE

Project capital costs for the KRM Commuter Rail project (including finance charges) are estimated to be about $284.1 million in year-of-expenditure dollars (YOE$), based on an estimate of about $233.2 million in 2009 dollars (2009$). Capital cost estimates were prepared using quantity take-offs from the conceptual design of the LPA and unit costs derived from consultant files, experience developed over the years and contacts with vendors.

Cost estimates were developed for Low, Most Likely, and High cost scenarios. The cost scenarios reflect uncertainty in the estimates of quantities arising from the design, from the possible need to select alternate designs for a specific item, or from anticipated market variation in unit costs (new technology, quantity discount, soft markets, etc.). For the KRM AA phase, unallocated and allocated contingency percentages have been assumed such that the total combined percentages of the two is roughly consistent with an overall 15 to 20 percent contingency typical for conceptual engineering work in general. Flat percentages were used totaling 17.5 percent (the midpoint of the 15 to 20 percent range), including 12.5 percent for Allocated Contingencies and 5 percent for Unallocated Contingencies.

Cost estimates were prepared and summarized in FTA Standard Cost Categories (SCC) format, as described in Section 5.0 of this New Starts submittal. The SCC worksheets have also been included in Section 5.0 and as part of the supporting documentation CD.

The project construction schedule assumes initiation of revenue service in the third quarter of 2016. The majority of the construction expense is incurred in 2014 and 2015.

An annual construction cost escalation rate of 3.64 percent per year is assumed, based on the U.S. Army Corps of Engineers Civil Works Construction Cost Index System (CWCCIS) for Roads,

Railroads, and Bridges, adjusted for Wisconsin.[5] Table 2.1 summarizes the change in the CWCCIS cost index over the last ten years.

TABLE 2.1 Construction Cost Escalation History

Federal Fiscal Year	Year-over-Year Growth Rate	
	National Index	Wisconsin Adjusted
1998	0.8%	3.7%
1999	2.2%	2.2%
2000	1.4%	0.4%
2001	1.0%	1.0%
2002	3.2%	4.2%
2003	2.2%	3.2%
2004	8.3%	7.3%
2005	5.5%	6.5%
2006	4.5%	4.5%
2007	4.6%	3.6%
CAGR 1998-2007	**3.64%**	**3.64%**
CAGR 2003-2007	**5.71%**	**5.47%**

Source: U.S. Army Corps of Engineers.

Table 2.2 shows the effects of the construction schedule and escalation assumptions on total project capital expenditures. The table shows annual expenditures by SCC category in 2009$ and YOE$. With escalation and finance charges, the total project cost is estimated at $284.1 million (YOE$).

[5] U.S. Army Corps of Engineers Civil Works Construction Cost Index System. Revised September 30, 2008. Available at http://www.usace.army.mil/publications/eng-manuals/em1110-2-1304/entire.pdf

TABLE 2.2 Projected Construction Expenditures

SCC Category	2010	2011	2012	2013	2014	2015	2016	TOTAL
Base Year Dollars (2009$000)								
10 Guideway & Track Elements	$0	$0	$0	$0	$24,670	$29,604	$4,934	**$59,209**
20 Stations, Stops, Terminals, Intermodal	$0	$0	$0	$0	$5,592	$6,711	$1,118	**$13,422**
30 Support Facilities: Yards, Shops, Admin. Bldgs	$0	$0	$0	$0	$3,416	$4,100	$683	**$8,199**
40 Sitework & Special Conditions	$0	$0	$0	$0	$5,609	$6,730	$1,122	**$13,461**
50 Systems	$0	$0	$0	$0	$22,271	$26,725	$4,454	**$53,450**
60 Row, Land, Existing Improvements	$0	$0	$0	$0	$2,475	$2,970	$495	**$5,941**
70 Vehicles	$0	$0	$0	$0	$13,691	$16,429	$2,738	**$32,859**
80 Professional Services	$0	$5,063	$4,663	$7,141	$5,495	$7,350	$5,405	**$35,116**
90 Unallocated Contingency	$0	$554	$554	$1,108	$2,771	$3,325	$2,771	**$11,083**
100 Finance Charges	$0	$0	$0	$0	$0	$159	$315	**$458**
Project Total	**$0**	**$5,617**	**$5,217**	**$8,249**	**$85,991**	**$104,104**	**$24,030**	**$233,197**
Year of Expenditure Dollars (YOE$000)								
10 Guideway & Track Elements	$0	$0	$0	$0	$29,503	$36,693	$6,338	**$72,535**
20 Stations, Stops, Terminals, Intermodal	$0	$0	$0	$0	$6,688	$8,318	$1,437	**$16,443**
30 Support Facilities: Yards, Shops, Admin. Bldgs	$0	$0	$0	$0	$4,086	$5,081	$878	**$10,044**
40 Sitework & Special Conditions	$0	$0	$0	$0	$6,707	$8,342	$1,441	**$16,490**
50 Systems	$0	$0	$0	$0	$26,634	$33,125	$5,722	**$65,481**
60 Row, Land, Existing Improvements	$0	$0	$0	$0	$2,960	$3,682	$636	**$7,278**
70 Vehicles	$0	$0	$0	$0	$16,373	$20,363	$3,518	**$40,254**
80 Professional Services	$0	$5,438	$5,191	$8,240	$6,572	$9,110	$6,943	**$41,494**
90 Unallocated Contingency	$0	$595	$617	$1,279	$3,313	$4,121	$3,559	**$13,485**
100 Finance Charges	$0	$0	$0	$0	$0	$185	$397	**$582**
Project Total	**$0**	**$6,033**	**$5,808**	**$9,518**	**$102,836**	**$129,020**	**$30,869**	**$284,085**

II.2 PROJECT CAPITAL FUNDING SOURCES

The KRM project is assumed to be financed by a combination of Federal, State, and local SERTA funding sources. These funding sources include:

FTA New Starts Capital Grant

The Financial Plan assumes that the project will successfully compete for discretionary Section 5309 New Starts funding from the Federal Transit Administration (FTA) to cover 60 percent of project capital costs. The total federal New Starts funding is assumed to amount to $170.5 million, based on the YOE project construction cost described above. A maximum annual amount of $77.4 million is needed in 2015.

FHWA Congestion Mitigation and Air Quality (CMAQ) Funding

The Financial Plan also includes CMAQ funding for the project during its construction period. The CMAQ funds would be obtained over a period of 2 years at equal annual amounts of $9 million, or $18 million total. SEWRPC, on behalf of SERTA, has already secured $6 million in CMAQ funds from Federal Fiscal Years 2008-2010, and has applied to WisDOT for $9 million for Federal Fiscal Years 2010-2012. Since 2000, approximately $12 million in CMAQ funding has been available annually for local projects. Public transit projects have historically been the highest priority projects for CMAQ funding, but few have been submitted in recent years. The CMAQ local match of 20 percent will be funded by SERTA. Other Federal funds may be used along with CMAQ funds, including Surface Transportation Program (STP) funds made available by the State of Wisconsin for projects which provide alternatives to automobile travel.

State Section 85.064 Commuter Rail Development Program Capital Grant

The Financial Plan also includes State of Wisconsin funding for the project under one or both of two State programs. The first program, the Commuter Rail Transit System Development program, was created under the 2003-2005 Wisconsin State budget (2003 Wisconsin Act 33) to provide grants in partial support of engineering, property acquisition, equipment acquisition, and infrastructure construction projects related to the development or extension of commuter rail transit systems in Wisconsin. Specifically, the program calls for the State to pay up to half of the non-Federal share of annual project capital costs, at a maximum of 25 percent of project costs. To date, the State has provided 50 percent of the non-Federal share, or 10 percent of the cost of the KRM project's AA/DEIS, at an estimated cost of $500,000.

State Section 85.11 Southeast Wisconsin Transit Capital Assistance Program

The second State program was created under the 2009-2011 Wisconsin State budget (2009 Wisconsin Act 28) to provide grants in partial support of major transit capital improvement projects by SERTA. By statute, this program could pay up to half of the non-Federal share of annual project capital costs or 25 percent of project costs, whichever is less, up to $50 million. Applications for funding under this program are required to be submitted to WisDOT by December 31, 2015. The total State funding is assumed to amount to $46.5 million, based on the YOE project construction cost and the contribution of other Federal funding sources described above.

SERTA Direct Capital Investment and Bonds

SERTA will cover the remainder of the capital costs of the project from vehicle rental transaction fee proceeds and bonds, which amounts to about $49.1 million. This funding will be derived from the SERTA vehicle rental fee, which is expected to generate $4.1 million in 2011. The financial plan assumes that long term bonds will be issued in 2015 and 2016, for the amount of $4.1 million and $4.7 million, respectively, to cover construction spending for the KRM project. The revenue forecasts for this funding source are described in more detail in Section III.4.

Municipal Capital Funding

No municipal contributions to the project capital expenditures are assumed. To date, municipalities have funded capital improvements at a number of stations within the KRM corridor. The City of Racine has completed rehabilitation of its historic train station, relocated its bus system's central transfer facility adjacent to the train station, and purchased adjacent land for potential parking. The City of Cudahy has assembled land for its station. The City of Kenosha has improved and expanded its station, including construction of a new parking structure.

Table 2.3 summarizes the funding sources and levels of commitment for the KRM Commuter Rail project.

TABLE 2.3 Project Funding Sources

Sources of Funds	Funding Level (millions of YOE$)	Funding Share	Level of Commitment
Federal Sources:			
FTA Section 5309 New Starts	$170.5	60%	Planned
CMAQ Grant (Secured)	$6.0	2%	Committed
CMAQ Grant (Future)	$12.0	4%	Planned
Total Federal Funds	**$188.5**	**66%**	
Non-Federal Sources:			
State Capital Assistance Programs	$46.5	16%	Committed
SERTA Bonds	$8.8	3%	Planned
SERTA Direct Investment	$40.3	14%	Planned
Total Non-Federal Funds	**$95.6**	**34%**	
Total Project Budget	**$284.1**	**100%**	

Note: Totals may not add up due to rounding

II.3. ADEQUACY OF LOCAL FINANCIAL COMMITMENT

The proposed SERTA vehicle rental transaction fee is expected to be adequate to fund the project's local share. Table 2.4 shows the capital account cash flows associated with the project during the six-year construction period and beyond.

Borrowing, Debt Level and Ratings

Although the vehicle rental fee is expected to result in a rising fund balance in the SERTA account throughout the pre-construction engineering period, some borrowing will likely be needed in the final two years of construction (2015 and 2016) to meet the large annual demand for resources during the construction period. This Financial Plan assumes that SERTA will issue bonds for $4.1 million in 2015 and $4.7 million in 2016 to meet construction obligations not covered by accumulated vehicle rental revenues.

TABLE 2.4: Project Capital Cash Flow

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
Capital Revenues																				
FTA Section 5309 New Starts	0	$3.6	$3.5	$5.7	$61.7	$77.4	$18.5	0	0	0	0	0	0	0	0	0	0	0	0	**$170.5**
Federal CMAQ Grants	0	0	0	0	$9.0	$9.0	0	0	0	0	0	0	0	0	0	0	0	0	0	**$18.0**
State Capital Assistance Programs	0	0	$1.2	$1.9	$16.1	$21.3	$6.1	0	0	0	0	0	0	0	0	0	0	0	0	**$46.5**
SERTA Direct Capital Investment	0	$2.4	$1.2	$1.9	$16.1	$17.2	$1.7	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	**$48.9**
Long-Term Bond Proceeds	0	0	0	0	0	$4.1	$4.7	0	0	0	0	0	0	0	0	0	0	0	0	**$8.8**
Total Capital Revenues	**0**	**$6.0**	**$5.8**	**$9.5**	**$102.8**	**$129.0**	**$31.0**	**$0.7**	**$0.7**	**$0.7**	**$0.7**	**$0.7**	**$0.7**	**$0.7**	**$0.7**	**$0.7**	**$0.7**	**$0.7**	**$0.7**	**$292.6**
Capital Expenditures																				
KRM Commuter Rail LPA	0	$6.0	$5.8	$9.5	$102.8	$128.8	$30.5	0	0	0	0	0	0	0	0	0	0	0	0	**$283.5**
Long-Term Debt Service	0	0	0	0	0	$0.2	$0.5	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	**$9.1**
Total Capital Expenditures	**0**	**$6.0**	**$5.8**	**$9.5**	**$102.8**	**$129.0**	**$31.0**	**$0.7**	**$0.7**	**$0.7**	**$0.7**	**$0.7**	**$0.7**	**$0.7**	**$0.7**	**$0.7**	**$0.7**	**$0.7**	**$0.7**	**$292.6**

All figures expressed in millions of year-of-expenditure dollars.

The expected debt level represents 17.6 percent of the $50 million in existing bonding authority that SERTA is enabled with through State legislation.

This financial plan assumes that SERTA will have a similar rating as the Miller Park Stadium Authority, a special-purpose public authority supported by a 0.1 percent sales tax in five counties in the Milwaukee metropolitan area. Based on experience with the stadium bonds, it is assumed that SERTA will be able to issue bonds with a 20-year maturity at 4.5 percent, resulting in annual debt service costs of $0.6 million. Finance charges incurred during the construction period are expected to amount to $0.5 million.

The debt service coverage ratios (after O&M costs are covered) are above 1.5 throughout the debt repayment period. Accumulated cash balances by 2028 are projected at $41.9 million, which shows that SERTA has the capacity to support a higher level of debt than the level currently assumed for the Financial Plan.

Capital Plan Contingencies

The capital cost estimate includes a 17.5 percent contingency applied to the construction costs, which reflects the current level of design and the uncertainties inherent in the development of similar projects. The contingency is estimated at $35.7 million (2009 dollars). This contingency is conservative and provides for potential cost increases as the project advances through the design process.

However, if project cost overruns exceed the levels included in the contingency, some project cost overruns may be accommodated within SERTA's unused borrowing authority. For example, if total project construction costs rise to the High Cost estimate, SERTA would be able to complete the project with $50.0 million of debt. Under this scenario, SERTA would be able to maintain positive cash balances in its combined capital and operating accounts through 2027.

Potential Actions in the Event of Federal Funding Shortfalls

Likewise, if Federal funding does not meet expectations in terms of either magnitude or timing, some project funding shortfalls may be accommodated within SERTA's unused borrowing authority. If New Starts funding amounted to only $143.1 million (or 50 percent of the project cost), SERTA would be able to complete the project with $44.0 million of total debt. Under this scenario, SERTA would still be able to maintain positive cash balances in its combined capital and operating accounts throughout the 20-year planning horizon.

III. OPERATING PLAN

This section summarizes the assumptions and methodologies used to develop SERTA's operating plan, which includes the operation of the KRM Commuter Rail New Start project. The purpose of this section is to demonstrate that SERTA has the financial capacity to operate the KRM project as well as the planned bus feeder system through year 2028.

III.1. OPERATING COST ESTIMATION METHODOLOGY

To support the development of operating cost estimates, operating and maintenance (O&M) cost allocation models were developed for the MCTS, the Wisconsin Coach Lines (WCL) and the KRM commuter rail build alternatives. A summary of the O&M Cost Methodology for commuter rail operations is provided in Section 4.0 of this New Starts submittal. A more detailed report on the methodology for bus and commuter rail operations has been included as part of the supporting documentation CD.

III.2. PROJECT OPERATING PLAN

The KRM commuter rail service is planned to operate on existing tracks between the Kenosha Metra station and the Milwaukee Intermodal Station. Each of 30 one-way trips (twelve in each direction between Milwaukee and Kenosha and three in each direction between Racine and Kenosha) would serve each of nine stations en route. This train schedule would provide approximately 30-minute frequencies in the peak periods.

The estimated full route travel time between Kenosha and Milwaukee is approximately 53 minutes, requiring four DMU trainsets (two car-train consists) plus one spare.

The following daily operating statistics are projected for this schedule:

- 27.47 Daily Revenue Train-Hours
- 849 Daily Revenue Train-Miles

The proposed operating plan is described in the KRM Operating and Maintenance Cost report included as part of the supporting documentation CD.[6]

III.3. PROJECT OPERATING AND MAINTENANCE COSTS

The KRM total annual commuter rail O&M costs were developed by starting with actual Northstar Commuter Rail system operating experience, making modifications and adjustments for KRM, and adding KRM operating data from the operations plan. The most recent Northstar Commuter Rail costs, reported in eight major cost categories, were related with the most appropriate annual operating statistic, or "cost driver," that is expected to vary proportionally with each category to derive unit costs. Unit costs were then adjusted to reflect KRM-specific differences, such as the use of DMU's instead of locomotive-hauled coaches and the use of proof-of-payment fare collection instead of conductor-inspected tickets. Projected operating statistics from the KRM operating plan were then applied to the adjusted unit costs to develop projected O&M cost estimates.

This process yielded an O&M cost estimate of about $13.4 million in constant 2009 dollars. The estimate includes about $900,000 for commuter rail-related bus operating costs, which are assumed to be paid by a combination of SERTA and GMIA. The development of O&M cost estimates is described in the O&M methodology report[7] provided as supporting documentation. SERTA activities during the construction period are included in the professional services element of the capital cost estimates.

An annual growth rate of 5.5 percent is assumed for O&M expenses, based on the experience of Metra over the last six years. Except for several incremental line extensions, Metra's operating plan

[6] Kenosha-Racine-Milwaukee Commuter Rail. *KRM Operating and Maintenance Costs.* Prepared by AECOM, December 2009.
[7] Ibid.

has been relatively stable (no new lines or major service changes) during the 2003 to 2008 period, but diesel fuel and security costs have risen dramatically. Expenses have risen on the UP Lines faster than the rest of the Metra system, due in part to higher growth in service levels. Table 3.1 shows the growth in Metra's O&M costs over the last six years. Using this assumption of a 5.5 percent annual growth rate, the annual O&M cost for KRM ranges from $20.4 million in 2017 to $36.4 million in 2028.

TABLE 3.1 Historical Metra Operating Expense Growth

	2003	2004	2005	2006	2007	2008	CAGR 2003-2008
Total Operating & Maintenance Costs ($millions)							
UP Lines	$132.3	$137.6	$151.7	$159.8	$166.6	$187.9	7.3%
Systemwide	$455.2	$466.2	$503.6	$524.9	$548.5	$594.6	5.5%
Fleet Size							
UP Lines	376	371	372	368	368	372	-0.2%
Systemwide	1,189	1,200	1,193	1,234	1,135	1,140	-0.8%
Revenue Car-Miles (millions)							
UP Lines	13.3	13.3	13.2	13.8	14.6	15.0	2.5%
Systemwide	43.6	43.9	44.3	45.8	47.6	44.2	0.3%

Source: Metra *Annual Program and Budget* documents, 2003-2009.

III.4. PROJECT OPERATING FUNDING SOURCES

The operating and maintenance costs of the project are assumed to be financed by a combination of Federal, State, and local SERTA funding sources. These funding sources include:

Federal Section 5307 Operating Assistance

The FTA Section 5307 Urbanized Area Formula Program distributes funding to regional transit agencies based on population, population density, bus and fixed guideway revenue vehicle miles, bus and fixed guideway passenger miles. In 2009, regions with commuter rail received a floor amount of formula funding of $8,868,967, plus apportionments based on the other criteria. Recognizing that apportionments vary each year based on congressional appropriations, it is assumed that the region will receive at least one-half of the 2009 level of funding following introduction of commuter rail. Because the apportionment is based on National Transit Database reported data, there is typically a two-year lag between system startup and funding availability. Accordingly, this source of funding is expected to become available in 2019.

Federal grants, primarily from the FTA Section 5307 Urbanized Area Formula Program, covered 14.4 percent of operating costs for MCTS between 2003 and 2008. The funding level described above would cover approximately 15 percent of the KRM project O&M costs. Conservatively assuming that this funding level does not grow in the future, Federal formula funding amounts to $4.6 million in each year from 2019 to 2028.

State Section 85.20 Mass Transit Operating Assistance Program

This State program has provided about $100 million annually to fund local urban public transit system operations in Wisconsin. Commuter rail operations would be eligible under this program. This program is now widely used by urban bus transit and taxi systems and total program funding would need to be increased to also fund commuter rail. It is assumed that funding from this program will cover 40 percent of commuter rail operating and maintenance costs, which is slightly less than historic funding levels for MCTS between 2003 and 2008. Statewide funding levels from this source have grown at an annual rate of 2.42 percent from 2000 to 2008. It is assumed that this funding will grow at an average annual rate of 2.42 percent per year following a one-time increase in overall appropriations to cover commuter rail operating costs. Accordingly, State formula funding amounts to $8.2 million in 2017, rising to $10.6 million in 2028.

Project Farebox Revenues

Farebox revenues are estimated based on annual ridership forecasts and average fare assumptions. Ridership is assumed to grow in a linear manner between a forecast of about 6,500 passengers per weekday using 2000 data, and a 2035 forecast of more than 8,300 passengers per weekday based on patronage forecasts presented in Section 3.0 of this submittal. Using an annualization factor of 255 typical weekdays per year, this reflects an annual ridership of about 1,665,000 unlinked trips estimated based on 2000 data and about 2,123,000 unlinked trips by 2035. By linear interpolation, ridership in the first full year of service is estimated to be about 1,888,000 in 2017, increasing to 2,032,000 by 2028.

These annual ridership forecasts are multiplied by an average fare based on 2035 station-to-station ridership forecasts and fare assumptions that are an extension of Metra experience. In 2007, Metra one-way fares began at $1.95 and increased in increments of $0.40 to 0.50 per five-mile fare zone. Approximately 30 percent of Metra riders purchase ten-ride tickets at a 15 percent discount.

Approximately 60 percent of Metra riders purchase monthly tickets at a cost equal to that of 27 one-way trips. Using these assumptions, an average fare of $2.19 (2007 dollars) was developed for KRM. The average fare is assumed to increase with inflation at an average annual rate of 1.9 percent. The average fare is thus $2.64 in 2017, rising to $3.25 in 2028. This yields farebox revenues ranging from about $5.0 million in 2017 to $6.6 million in 2028. Farebox recovery ratios fluctuate between 18 and 25 percent, for an average of 21 percent over the analysis period.

As a conservative assumption, no other potential system-generated revenues, such as from advertising, concessions, real estate, or commuter parking fees, are included in this Financial Plan.

SERTA Vehicle Rental Transaction Fee

All of the local share of revenue required to support the operations of SERTA is anticipated to be derived from an $18 vehicle rental transaction fee, indexed to inflation, authorized by the Wisconsin State Legislature in 2009. This fee increase is expected to be enacted and imposed by SERTA in two stages to fund the KRM Commuter Rail project. An initial $9 vehicle rental transaction fee will be enacted in September 2010, becoming effective on or before January 1, 2011. The full $18 plus inflation will be enacted upon submittal of an application to the FTA to enter Final Design, assumed to be in May 2012, becoming effective on or before September 1, 2012. The vehicle rental fee will be dedicated to SERTA for transit operations and capital investment and is expected to be a stable and reliable funding source, increasing as southeastern Wisconsin's economy and population grows in the future.

The initial $9 SERTA vehicle rental fee will yield an estimated $4.1 million for the full year in 2011. Once the full fee becomes effective, the fee is assumed to be adjusted as needed over time such that revenue, relative to the date the enabling legislation was passed, keeps pace with growth in the Consumer Price Index (CPI), assumed to be 1.9 percent per year. Revenues from this source may also be expected to grow with increases in the number of vehicle rental transactions as the economy and population of southeastern Wisconsin grow over time. Accordingly, it is expected to generate $5.7 million in 2012, rising to $9.7 million in 2016 and $14.2 million in 2028.

Bond Proceeds

As described above, the SERTA legislation provides the agency with bond authority of up to $50 million backed by the vehicle rental fee revenue stream. The cash flow analysis assumes that SERTA will borrow as needed during the construction and operations periods to maintain a positive cash balance. No borrowing to cover operations is required under the base scenario cash flow.

Airport Shuttle Subsidy

The Financial Plan assumes that SERTA will negotiate with GMIA to fund the operations of an airport shuttle bus service, totaling about $400,000 in constant 2009$. The airport currently funds the operations of a similar shuttle service connecting the Milwaukee Intermodal Station and GMIA. At this stage, no discussions with GMIA have taken place.

III.5. ADEQUACY OF LOCAL FINANCIAL COMMITMENT

The Financial Plan assumes that SERTA will set aside 60 days working capital in a reserve fund to cover any immediate cash flow problems during operation. Contributions to this reserve fund will be $2.1 million in 2016, $1.3 million in 2017, and approximately $0.2 million each year thereafter.

Description of Cash Reserves for Potential Cost Increases

After 2016, SERTA is expected to accumulate a cash surplus of up to $6.2 million per year. At the end of the 20-year planning horizon in 2028, SERTA is expected to have $41.9 million of cash on hand.

IV. RISKS AND UNCERTAINTIES

The proposed SERTA vehicle rental transaction fee, combined with the issuance of debt against future vehicle rental fee proceeds, is expected to be adequate to fund SERTA operations and the KRM project. Table 4.1 shows SERTA's combined capital and operating account cash flows associated with the project during the six-year construction period and operations through 2028. Because SERTA is a new entity, the cash flow forecast does not include any historical data. The cash flow begins with the accumulated balance from the former, limited authority RTA's $2 vehicle rental fee, which totaled $1.3 million at the end of 2009.

Table 4.1 SERTA Capital and Operating Cash Flow – Base Scenario

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
Operating																					
Operating Revenues																					
KRM Section 5307 Urban Formula Grants	0	0	0	0	0	0	0	0	0	0	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	**$46.4**
KRM State Operating Assistance	0	0	0	0	0	0	0	$5.3	$8.2	$8.4	$8.6	$8.8	$9.0	$9.2	$9.4	$9.6	$9.9	$10.1	$10.4	$10.6	**$117.3**
SERTA Tax Revenues	$0.5	0	$4.1	$5.7	$8.8	$9.1	$9.4	$9.7	$10.0	$10.4	$10.6	$11.0	$11.4	$11.7	$12.1	$12.6	$13.0	$13.4	$13.9	$14.2	**$191.8**
SERTA Interest Revenue	$0.0	$0.0	$0.0	$0.1	$0.1	$0.3	$0.2	$0.0	$0.0	$0.0	$0.1	$0.2	$0.3	$0.4	$0.5	$0.6	$0.7	$0.7	$0.8	$0.8	**$5.8**
Other Local Funding Sources	0	0	0	0	0	0	0	$0.2	$0.5	$0.6	$0.6	$0.6	$0.6	$0.7	$0.7	$0.7	$0.8	$0.8	$0.8	$0.8	**$8.4**
KRM System-Generated Revenues	0	0	0	0	0	0	0	$2.0	$5.0	$5.1	$5.2	$5.4	$5.5	$5.7	$5.8	$6.0	$6.1	$6.3	$6.4	$6.6	**$71.1**
Short-Term Bond Proceeds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**0**
Total Operating Revenues	*$0.6*	*$0.0*	*$4.2*	*$5.8*	*$8.9*	*$9.4*	*$9.5*	*$17.3*	*$23.7*	*$24.4*	*$29.8*	*$30.6*	*$31.5*	*$32.3*	*$33.2*	*$34.1*	*$35.0*	*$36.0*	*$36.9*	*$37.7*	***$440.9***
Operating Costs																					
SERTA Administration Expense	$0.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**$0.5**
SERTA Reserve Fund Contributions	0	0	0	0	0	0	0	$2.1	$1.3	$0.2	$0.2	$0.2	$0.2	$0.2	$0.2	$0.2	$0.3	$0.3	$0.3	$0.3	**$6.0**
KRM Total O&M Costs	0	0	0	0	0	0	0	$12.6	$20.4	$21.5	$22.7	$23.9	$25.2	$26.5	$28.0	$29.5	$31.1	$32.8	$34.5	$36.4	**$345.0**
Short-Term Debt Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**0**
Total Operating Costs	*$0.5*	*0*	*0*	*0*	*0*	*0*	*0*	*$14.7*	*$21.7*	*$21.7*	*$22.8*	*$24.1*	*$25.4*	*$26.8*	*$28.2*	*$29.7*	*$31.3*	*$33.0*	*$34.8*	*$36.7*	***$351.5***
Balance from Operations	**$0.0**	**$0.0**	**$4.2**	**$5.8**	**$8.9**	**$9.4**	**$9.5**	**$2.6**	**$2.0**	**$2.8**	**$6.9**	**$6.5**	**$6.1**	**$5.5**	**$5.0**	**$4.4**	**$3.7**	**$2.9**	**$2.1**	**$1.0**	**$89.4**
Capital																					
Capital Revenues																					
KRM FTA Section 5309 New Starts	0	0	$3.6	$3.5	$5.7	$61.7	$77.4	$18.5	0	0	0	0	0	0	0	0	0	0	0	0	**$170.5**
KRM Federal CMAQ Grants	0	0	0	0	0	$9.0	$9.0	0	0	0	0	0	0	0	0	0	0	0	0	0	**$18.0**
KRM Southeast Wisconsin Transit Capital Assistance Program	0	0	0	$1.2	$1.9	$16.1	$21.3	$6.1	0	0	0	0	0	0	0	0	0	0	0	0	**$46.5**
Long-Term Bond Proceeds	0	0	0	0	0	0	$4.1	$4.7	0	0	0	0	0	0	0	0	0	0	0	0	**$8.8**
Total Capital Revenues	*0*	*0*	*$3.6*	*$4.6*	*$7.6*	*$86.8*	*$111.8*	*$29.3*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	***$243.8***
Capital Expenditures																					
KRM Commuter Rail LPA	0	0	$6.0	$5.8	$9.5	$102.8	$128.8	$30.5	0	0	0	0	0	0	0	0	0	0	0	0	**$283.5**
Long-Term Debt Service	0	0	0	0	0	0	$0.2	$0.5	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	$0.7	**$9.1**
Total Capital Expenditures	*0*	*0*	*$6.0*	*$5.8*	*$9.5*	*$102.8*	*$129.0*	*$31.0*	*$0.7*	*$0.7*	*$0.7*	*$0.7*	*$0.7*	*$0.7*	*$0.7*	*$0.7*	*$0.7*	*$0.7*	*$0.7*	*$0.7*	***$292.6***
Change in Capital Costs	**0**	**0**	**-$2.4**	**-$1.2**	**-$1.9**	**-$16.1**	**-$17.2**	**-$1.7**	**-$0.7**	**-$0.7**	**-$0.7**	**-$0.7**	**-$0.7**	**-$0.7**	**-$0.7**	**-$0.7**	**-$0.7**	**-$0.7**	**-$0.7**	**-$0.7**	**-$48.9**
Beginning Cash Balance	**$1.3**	**$1.3**	**$1.4**	**$3.1**	**$7.7**	**$14.8**	**$8.1**	**$0.4**	**$1.3**	**$2.7**	**$4.7**	**$10.9**	**$16.8**	**$22.2**	**$27.1**	**$31.3**	**$35.0**	**$38.0**	**$40.2**	**$41.6**	
Change to Cash Balance	$0.0	$0.0	$1.8	$4.6	$7.0	-$6.7	-$7.7	$0.9	$1.3	$2.1	$6.2	$5.8	$5.4	$4.8	$4.3	$3.7	$3.0	$2.2	$1.4	$0.3	**$40.5**
Ending Cash Balance	**$1.3**	**$1.4**	**$3.1**	**$7.7**	**$14.8**	**$8.1**	**$0.4**	**$1.3**	**$2.7**	**$4.7**	**$10.9**	**$16.8**	**$22.2**	**$27.1**	**$31.3**	**$35.0**	**$38.0**	**$40.2**	**$41.6**	**$41.9**	
SERTA Reserve Fund Balance	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**$2.1**	**$3.4**	**$3.5**	**$3.7**	**$3.9**	**$4.1**	**$4.4**	**$4.6**	**$4.8**	**$5.1**	**$5.4**	**$5.7**	**$6.0**	

All figures expressed in millions of year-of-expenditure dollars.

Note: Totals may not add due to rounding.

In this base scenario, revenues are sufficient to cover capital and operating expenses through 2028. At the end of this planning horizon, SERTA is left with a positive cumulative net cash flow of $40.5 million. During the construction period, $4.1 million in long-term debt is issued in 2015, and $4.7 million is issued in 2016. No operating debt needs to be issued to provide service.

IV.1 SENSITIVITY ANALYSIS METHODOLOGY

This Financial Plan includes conservative assumptions in the form of capital cost contingencies, funding levels below historical experience or reasonable expectations from various revenue sources, and low growth rates in revenue sources in its conclusion that SERTA has adequate financial resources to construct and implement the KRM Commuter Rail project.

If future conditions are worse than the conservative assumptions reflect, SERTA has cash reserves and bonding capacity to cover more pessimistic scenarios.

A sensitivity analysis was conducted that consists of several “stress tests” in which one or more parameters were changed to evaluate the effects of more pessimistic assumptions on SERTA’s ability to implement the project. The five sensitivity scenarios tested include:

- **High Cost Estimate:** The upper project cost estimate of $267.5 million (2009$, without finance costs) was substituted for the most likely cost estimate described in Section II.1. This raises total project cost in YOE$ to $325.9 million (without finance costs). This scenario also simulates higher-than-expected construction cost escalation.

- **SERTA Vehicle Rental Revenues at 80 percent:** The vehicle rental fee revenues are assumed to fall short of forecasts by 20 percent throughout the 20-year planning horizon. This scenario also simulates slower-than-expected revenue growth.

- **O&M Costs at 115 percent:** The costs of operating and maintaining the project are assumed to be 15 percent higher than forecasts.

- **Ridership at 50 percent:** The number of annual passengers is assumed to fall short of forecasts by 50 percent throughout the 20-year planning horizon.

- **Combined scenario (Stress test): 5 percent Overrun on Capital and O&M Costs, 5 percent Shortfall on Vehicle Rental Revenues and Ridership**: This scenario considers overruns of 5 percent on project and operating costs while SERTA and fare revenues decrease by 5 percent compared to the base scenario. This multidimensional analysis takes into consideration the impact of a combination of stresses on the Financial Plan.

IV.2 SENSITIVITY ANALYSIS RESULTS

Under each scenario, SERTA is able to maintain positive cash balances throughout the construction and operating periods through year 2028, but would have to use some of its cash balance accumulated from previous years to cover funding deficits starting in 2025. Some details of changes under each scenario follow:

- **High Cost Estimate:** With the increased project cost, construction-period debt rises from $8.8 to $50.0 million and operating period debt rises from $0 to $2.0 million, needed in the first two full years of operations (2017-18). No debt for operations would be required thereafter. The total debt load remains always below the proposed $50 million statutory limit. In the short term, the nearly 15 percent construction cost increase can be absorbed with the current debt capacity, but at the end of the 20-year planning horizon, such an increase impacts future financial capacity. Under this scenario, SERTA is left with a negative cumulative net cash balance of $1.0 million at the end of the planning horizon. Starting in 2025, debt service is covered with available cash balance. This sensitivity analysis suggests that the financial plan is able to absorb construction cost overruns of up to 14.6 percent. The cash flow for this scenario is presented in Table 4.2.

- **SERTA Vehicle Rental Revenues at 80 percent:** With the reduced revenue, SERTA begins to incur operating deficits in 2025 as the costs of operations and debt service exceed operating revenues. However, the deficits are not sufficient to consume the accumulated balance of cash from previous years before 2028, leaving SERTA with a positive cumulative net cash flow of $2.5 million. The cash flow for this scenario is presented in Table 4.3.

- **O&M Costs at 115 percent:** With increased operating costs, short-term debt in 2016 rises from $0 to $1.0 million, followed by $0.7 million in 2017. Construction-period debt issued rises from

$8.8 million to $10.4 million. In addition, SERTA begins to incur operating deficits in 2025 as the cost of both operations and debt service exceed operating revenues. However, the deficits are not sufficient to consume SERTA's cash reserves before 2028, leaving SERTA with a positive cumulative net cash flow of $3.8 million. The cash flow for this scenario is presented in Table 4.4.

- **Ridership at 50 percent:** As with increased operating costs, reduced passenger fare revenues contribute to operating deficits in the final years of the analysis, beginning in 2025. However, the deficits are not sufficient to consume SERTA's cash reserves by 2028, leaving SERTA with a positive cumulative net cash flow of $0.5 million. The cash flow for this scenario is presented in Table 4.5.

- **Combined Scenario:** The multidimensional scenario, with 5 percent overrun on capital and O&M costs, coinciding with 5 percent shortfalls in ridership and vehicle rental revenue, results in $3.9 million of operating debt (for the first two full years of operations only) and $24.3 million in capital-period debt. In addition, SERTA begins to incur annual operating deficits in 2025. Through the analysis horizon, SERTA's cash reserves are not depleted, with a positive cumulative net cash flow of $2.8 million through 2028. The cash flow for this combined scenario is presented in Table 4.6.

V. CONCLUSIONS

The Financial Plan shows that SERTA has the financial capacity to construct and operate the KRM Commuter Rail project. The plan projects positive cash balances throughout the 20-year planning horizon despite conservative assumptions regarding costs and revenues. The positive cash balances remain under various pessimistic scenarios, including higher than expected capital or operating costs, and lower than expected vehicle rental revenues or ridership, although funds from cash balances accumulated through the 20-year analysis period would need to be used. SERTA anticipates exploring funding alternatives over time that could supplement the vehicle rental fee to support O&M and debt service needs of the KRM project if necessary.

TABLE 4.2 SERTA Capital and Operating Cash Flow – High Construction Cost Scenario

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
Operating																					
Operating Revenues																					
KRM Section 5307 Urban Formula Grants	0	0	0	0	0	0	0	0	0	0	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	**$46.4**
KRM State Operating Assistance	0	0	0	0	0	0	0	$5.3	$8.2	$8.4	$8.6	$8.8	$9.0	$9.2	$9.4	$9.6	$9.9	$10.1	$10.4	$10.6	**$117.3**
SERTA Tax Revenues	$0.5	0	$4.1	$5.7	$8.8	$9.1	$9.4	$9.7	$10.0	$10.4	$10.6	$11.0	$11.4	$11.7	$12.1	$12.6	$13.0	$13.4	$13.9	$14.2	**$191.8**
SERTA Interest Revenue	$0.0	$0.0	$0.0	$0.1	$0.1	$0.3	$0.1	$0.0	$0.1	$0.1	$0.1	$0.2	$0.2	$0.2	$0.2	$0.3	$0.3	$0.3	$0.2	$0.2	**$3.0**
Other Local Funding Sources	0	0	0	0	0	0	0	$0.2	$0.5	$0.6	$0.6	$0.6	$0.6	$0.7	$0.7	$0.7	$0.8	$0.8	$0.8	$0.8	**$8.4**
KRM System-Generated Revenues	0	0	0	0	0	0	0	$2.0	$5.0	$5.1	$5.2	$5.4	$5.5	$5.7	$5.8	$6.0	$6.1	$6.3	$6.4	$6.6	**$71.1**
Short-Term Bond Proceeds	0	0	0	0	0	0	0	0	$0.5	$1.5	0	0	0	0	0	0	0	0	0	0	**$2.0**
Total Operating Revenues	*$0.6*	*$0.0*	*$4.2*	*$5.8*	*$8.9*	*$9.4*	*$9.5*	*$17.3*	*$24.3*	*$26.0*	*$29.8*	*$30.6*	*$31.4*	*$32.1*	*$32.9*	*$33.8*	*$34.6*	*$35.5*	*$36.3*	*$37.1*	***$440.1***
Operating Costs																					
SERTA Administration Expense	$0.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**$0.5**
SERTA Reserve Fund Contributions	0	0	0	0	0	0	0	$2.1	$1.3	$0.2	$0.2	$0.2	$0.2	$0.2	$0.2	$0.2	$0.3	$0.3	$0.3	$0.3	**$6.0**
KRM Total O&M Costs	0	0	0	0	0	0	0	$12.6	$20.4	$21.5	$22.7	$23.9	$25.2	$26.5	$28.0	$29.5	$31.1	$32.8	$34.5	$36.4	**$345.0**
Short-Term Debt Service	0	0	0	0	0	0	0	0	$0.0	$0.2	$0.6	$0.6	$0.6	$0.4	0	0	0	0	0	0	**$2.4**
Total Operating Costs	*$0.5*	*0*	*0*	*0*	*0*	*0*	*0*	*$14.7*	*$21.7*	*$21.9*	*$23.4*	*$24.7*	*$26.0*	*$27.2*	*$28.2*	*$29.7*	*$31.3*	*$33.0*	*$34.8*	*$36.7*	***$353.9***
Balance from Operations	**$0.0**	**$0.0**	**$4.2**	**$5.8**	**$8.9**	**$9.4**	**$9.5**	**$2.6**	**$2.6**	**$4.1**	**$6.4**	**$5.9**	**$5.4**	**$4.9**	**$4.7**	**$4.1**	**$3.3**	**$2.5**	**$1.5**	**$0.4**	**$86.2**
Capital																					
Capital Revenues																					
KRM FTA Section 5309 New Starts	0	0	$4.2	$4.0	$6.6	$70.9	$84.8	0	0	0	0	0	0	0	0	0	0	0	0	0	**$170.5**
KRM Federal CMAQ Grants	0	0	0	0	0	$9.0	$9.0	0	0	0	0	0	0	0	0	0	0	0	0	0	**$18.0**
KRM Southeast Wisconsin Transit Capital Assistance Program	0	0	0	$1.3	$2.2	$19.1	$27.1	$0.2	0	0	0	0	0	0	0	0	0	0	0	0	**$50.0**
Long-Term Bond Proceeds	0	0	0	0	0	0	$15.2	$34.8	0	0	0	0	0	0	0	0	0	0	0	0	**$50.0**
Total Capital Revenues	*0*	*0*	*$4.2*	*$5.3*	*$8.8*	*$99.1*	*$136.2*	*$35.0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	***$288.5***
Capital Expenditures																					
KRM Commuter Rail LPA	0	0	$6.9	$6.7	$10.9	$118.2	$148.1	$35.0	0	0	0	0	0	0	0	0	0	0	0	0	**$325.9**
Long-Term Debt Service	0	0	0	0	0	0	$0.7	$2.8	$4.0	$4.0	$4.0	$4.0	$4.0	$4.0	$4.0	$4.0	$4.0	$4.0	$4.0	$4.0	**$51.1**
Total Capital Expenditures	*0*	*0*	*$6.9*	*$6.7*	*$10.9*	*$118.2*	*$148.8*	*$37.8*	*$4.0*	*$4.0*	*$4.0*	*$4.0*	*$4.0*	*$4.0*	*$4.0*	*$4.0*	*$4.0*	*$4.0*	*$4.0*	*$4.0*	***$377.0***
Change in Capital Costs	**0**	**0**	**-$2.8**	**-$1.3**	**-$2.2**	**-$19.1**	**-$12.6**	**-$2.8**	**-$4.0**	**-$4.0**	**-$4.0**	**-$4.0**	**-$4.0**	**-$4.0**	**-$4.0**	**-$4.0**	**-$4.0**	**-$4.0**	**-$4.0**	**-$4.0**	**-$88.5**
Beginning Cash Balance	**$1.3**	**$1.3**	**$1.4**	**$2.8**	**$7.2**	**$13.9**	**$4.2**	**$1.0**	**$0.8**	**-$0.5**	**-$0.4**	**$2.0**	**$3.9**	**$5.4**	**$6.4**	**$7.2**	**$7.2**	**$6.6**	**$5.0**	**$2.6**	
Change to Cash Balance	$0.0	$0.0	$1.4	$4.4	$6.7	-$9.7	-$3.1	-$0.2	-$1.4	$0.1	$2.4	$2.0	$1.5	$1.0	$0.8	$0.1	-$0.7	-$1.5	-$2.5	-$3.6	**-$2.3**
Ending Cash Balance	**$1.3**	**$1.4**	**$2.8**	**$7.2**	**$13.9**	**$4.2**	**$1.0**	**$0.8**	**-$0.5**	**-$0.4**	**$2.0**	**$3.9**	**$5.4**	**$6.4**	**$7.2**	**$7.2**	**$6.6**	**$5.0**	**$2.6**	**-$1.0**	
SERTA Reserve Fund Balance	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**$2.1**	**$3.4**	**$3.5**	**$3.7**	**$3.9**	**$4.1**	**$4.4**	**$4.6**	**$4.8**	**$5.1**	**$5.4**	**$5.7**	**$6.0**	

All figures expressed in millions of year-of-expenditure dollars.

Note: Totals may not add due to rounding.

TABLE 4.3 SERTA Capital and Operating Cash Flow – SERTA Vehicle Rental Revenues at 80% Scenario

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
Operating																					
Operating Revenues																					
KRM Section 5307 Urban Formula Grants	0	0	0	0	0	0	0	0	0	0	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	**$46.4**
KRM State Operating Assistance	0	0	0	0	0	0	0	$5.3	$8.2	$8.4	$8.6	$8.8	$9.0	$9.2	$9.4	$9.6	$9.9	$10.1	$10.4	$10.6	**$117.3**
SERTA Tax Revenues	$0.5	0	$4.1	$5.1	$7.2	$7.5	$7.7	$7.9	$8.1	$8.5	$8.8	$9.0	$9.4	$9.7	$9.9	$10.3	$10.6	$11.0	$11.3	$11.8	**$158.5**
SERTA Interest Revenue	$0.0	$0.0	$0.0	$0.1	$0.1	$0.2	$0.1	$0.0	$0.0	$0.0	$0.1	$0.1	$0.1	$0.2	$0.2	$0.2	$0.2	$0.2	$0.2	$0.1	**$2.3**
Other Local Funding Sources	0	0	0	0	0	0	0	$0.2	$0.5	$0.6	$0.6	$0.6	$0.6	$0.7	$0.7	$0.7	$0.8	$0.8	$0.8	$0.8	**$8.4**
KRM System-Generated Revenues	0	0	0	0	0	0	0	$2.0	$5.0	$5.1	$5.2	$5.4	$5.5	$5.7	$5.8	$6.0	$6.1	$6.3	$6.4	$6.6	**$71.1**
Short-Term Bond Proceeds	0	0	0	0	0	0	0	0	$1.7	$1.9	0	0	0	0	0	0	0	0	0	0	**$3.7**
Total Operating Revenues	*$0.6*	*$0.0*	*$4.2*	*$5.2*	*$7.4*	*$7.7*	*$7.8*	*$15.5*	*$23.6*	*$24.5*	*$27.8*	*$28.5*	*$29.3*	*$30.0*	*$30.7*	*$31.5*	*$32.2*	*$33.0*	*$33.8*	*$34.6*	***$407.8***
Operating Costs																					
SERTA Administration Expense	$0.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**$0.5**
SERTA Reserve Fund Contributions	0	0	0	0	0	0	0	$2.1	$1.3	$0.2	$0.2	$0.2	$0.2	$0.2	$0.2	$0.2	$0.3	$0.3	$0.3	$0.3	**$6.0**
KRM Total O&M Costs	0	0	0	0	0	0	0	$12.6	$20.4	$21.5	$22.7	$23.9	$25.2	$26.5	$28.0	$29.5	$31.1	$32.8	$34.5	$36.4	**$345.0**
Short-Term Debt Service	0	0	0	0	0	0	0	0	$0.1	$0.6	$1.1	$1.1	$1.1	$0.6	0	0	0	0	0	0	**$4.4**
Total Operating Costs	*$0.5*	*0*	*0*	*0*	*0*	*0*	*0*	*$14.7*	*$21.8*	*$22.3*	*$23.9*	*$25.1*	*$26.4*	*$27.3*	*$28.2*	*$29.7*	*$31.3*	*$33.0*	*$34.8*	*$36.7*	***$355.9***
Balance from Operations	**$0.0**	**$0.0**	**$4.2**	**$5.2**	**$7.4**	**$7.7**	**$7.8**	**$0.8**	**$1.8**	**$2.2**	**$3.9**	**$3.4**	**$2.9**	**$2.7**	**$2.5**	**$1.8**	**$0.9**	**$0.0**	**-$1.1**	**-$2.1**	**$51.8**
Capital																					
Capital Revenues																					
KRM FTA Section 5309 New Starts	0	0	$3.6	$3.5	$5.7	$61.7	$77.6	$18.4	0	0	0	0	0	0	0	0	0	0	0	0	**$170.5**
KRM Federal CMAQ Grants	0	0	0	0	0	$9.0	$9.0	0	0	0	0	0	0	0	0	0	0	0	0	0	**$18.0**
KRM Southeast Wisconsin Transit Capital Assistance Program	0	0	0	$1.2	$1.9	$16.1	$21.3	$6.1	0	0	0	0	0	0	0	0	0	0	0	0	**$46.5**
Long-Term Bond Proceeds	0	0	0	0	0	0	$10.4	$7.8	0	0	0	0	0	0	0	0	0	0	0	0	**$18.3**
Total Capital Revenues	*0*	*0*	*$3.6*	*$4.6*	*$7.6*	*$86.8*	*$118.3*	*$32.3*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	***$253.2***
Capital Expenditures																					
KRM Commuter Rail LPA	0	0	$6.0	$5.8	$9.5	$102.8	$128.8	$30.5	0	0	0	0	0	0	0	0	0	0	0	0	**$283.5**
Long-Term Debt Service	0	0	0	0	0	0	$0.5	$1.2	$1.4	$1.4	$1.4	$1.4	$1.4	$1.4	$1.4	$1.4	$1.4	$1.4	$1.4	$1.4	**$19.0**
Total Capital Expenditures	*0*	*0*	*$6.0*	*$5.8*	*$9.5*	*$102.8*	*$129.3*	*$31.7*	*$1.4*	*$1.4*	*$1.4*	*$1.4*	*$1.4*	*$1.4*	*$1.4*	*$1.4*	*$1.4*	*$1.4*	*$1.4*	*$1.4*	***$302.6***
Change in Capital Costs	**0**	**0**	**-$2.4**	**-$1.2**	**-$1.9**	**-$16.1**	**-$11.0**	**$0.6**	**-$1.4**	**-$1.4**	**-$1.4**	**-$1.4**	**-$1.4**	**-$1.4**	**-$1.4**	**-$1.4**	**-$1.4**	**-$1.4**	**-$1.4**	**-$1.4**	**-$49.3**
Beginning Cash Balance	**$1.3**	**$1.3**	**$1.4**	**$3.1**	**$7.2**	**$12.6**	**$4.3**	**$1.0**	**$2.4**	**$2.8**	**$3.6**	**$6.1**	**$8.0**	**$9.4**	**$10.6**	**$11.6**	**$11.9**	**$11.4**	**$9.9**	**$7.4**	
Change to Cash Balance	$0.0	$0.0	$1.8	$4.0	$5.5	-$8.4	-$3.3	$1.4	$0.4	$0.8	$2.5	$1.9	$1.4	$1.2	$1.0	$0.3	-$0.6	-$1.4	-$2.5	-$3.6	**$2.5**
Ending Cash Balance	**$1.3**	**$1.4**	**$3.1**	**$7.2**	**$12.6**	**$4.3**	**$1.0**	**$2.4**	**$2.8**	**$3.6**	**$6.1**	**$8.0**	**$9.4**	**$10.6**	**$11.6**	**$11.9**	**$11.4**	**$9.9**	**$7.4**	**$3.8**	
SERTA Reserve Fund Balance	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**$2.1**	**$3.4**	**$3.5**	**$3.7**	**$3.9**	**$4.1**	**$4.4**	**$4.6**	**$4.8**	**$5.1**	**$5.4**	**$5.7**	**$6.0**	

All figures expressed in millions of year-of-expenditure dollars.

Note: Totals may not add due to rounding.

TABLE 4.4 SERTA Capital and Operating Cash Flow – O&M Costs at 115% Scenario

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
Operating																					
Operating Revenues																					
KRM Section 5307 Urban Formula Grants	0	0	0	0	0	0	0	0	0	0	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	**$46.4**
KRM State Operating Assistance	0	0	0	0	0	0	0	$6.1	$9.3	$9.5	$9.8	$10.0	$10.2	$10.5	$10.7	$11.0	$11.3	$11.5	$11.8	$12.1	**$133.9**
SERTA Tax Revenues	$0.5	0	$4.1	$5.7	$8.8	$9.1	$9.4	$9.7	$10.0	$10.4	$10.6	$11.0	$11.4	$11.7	$12.1	$12.6	$13.0	$13.4	$13.9	$14.2	**$191.8**
SERTA Interest Revenue	$0.0	$0.0	$0.0	$0.1	$0.1	$0.3	$0.2	$0.0	$0.0	$0.0	$0.0	$0.1	$0.2	$0.2	$0.2	$0.3	$0.3	$0.3	$0.2	$0.2	**$2.7**
Other Local Funding Sources	0	0	0	0	0	0	0	$0.2	$0.5	$0.6	$0.6	$0.6	$0.6	$0.7	$0.7	$0.7	$0.8	$0.8	$0.8	$0.8	**$8.4**
KRM System-Generated Revenues	0	0	0	0	0	0	0	$2.0	$5.0	$5.1	$5.2	$5.4	$5.5	$5.7	$5.8	$6.0	$6.1	$6.3	$6.4	$6.6	**$71.1**
Short-Term Bond Proceeds	0	0	0	0	0	0	0	0	$1.0	$0.7	0	0	0	0	0	0	0	0	0	0	**$1.8**
Total Operating Revenues	*$0.6*	*$0.0*	*$4.2*	*$5.8*	*$8.9*	*$9.4*	*$9.5*	*$18.0*	*$25.9*	*$26.3*	*$30.9*	*$31.8*	*$32.6*	*$33.4*	*$34.3*	*$35.1*	*$36.0*	*$36.9*	*$37.8*	*$38.6*	***$456.0***
Operating Costs																					
SERTA Administration Expense	$0.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**$0.5**
SERTA Reserve Fund Contributions	0	0	0	0	0	0	0	$2.4	$1.5	$0.2	$0.2	$0.2	$0.2	$0.3	$0.3	$0.3	$0.3	$0.3	$0.3	$0.4	**$6.8**
KRM Total O&M Costs	0	0	0	0	0	0	0	$14.4	$23.3	$24.5	$25.9	$27.3	$28.7	$30.3	$31.9	$33.7	$35.5	$37.4	$39.4	$41.6	**$393.9**
Short-Term Debt Service	0	0	0	0	0	0	0	0	$0.1	$0.3	$0.5	$0.5	$0.5	$0.2	0	0	0	0	0	0	**$2.1**
Total Operating Costs	*$0.5*	*0*	*0*	*0*	*0*	*0*	*0*	*$16.8*	*$24.8*	*$25.1*	*$26.6*	*$28.0*	*$29.5*	*$30.8*	*$32.2*	*$33.9*	*$35.8*	*$37.7*	*$39.8*	*$41.9*	***$403.4***
Balance from Operations	**$0.0**	**$0.0**	**$4.2**	**$5.8**	**$8.9**	**$9.4**	**$9.5**	**$1.2**	**$1.1**	**$1.2**	**$4.3**	**$3.8**	**$3.1**	**$2.6**	**$2.1**	**$1.2**	**$0.2**	**-$0.8**	**-$2.0**	**-$3.4**	**$52.7**
Capital																					
Capital Revenues																					
KRM FTA Section 5309 New Starts	0	0	$3.6	$3.5	$5.7	$61.7	$77.4	$18.5	0	0	0	0	0	0	0	0	0	0	0	0	**$170.5**
KRM Federal CMAQ Grants	0	0	0	0	0	$9.0	$9.0	0	0	0	0	0	0	0	0	0	0	0	0	0	**$18.0**
KRM Southeast Wisconsin Transit Capital Assistance Program	0	0	0	$1.2	$1.9	$16.1	$21.3	$6.1	0	0	0	0	0	0	0	0	0	0	0	0	**$46.5**
Long-Term Bond Proceeds	0	0	0	0	0	0	$4.1	$6.3	0	0	0	0	0	0	0	0	0	0	0	0	**$10.4**
Total Capital Revenues	*0*	*0*	*$3.6*	*$4.6*	*$7.6*	*$86.8*	*$111.8*	*$30.9*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	***$245.4***
Capital Expenditures																					
KRM Commuter Rail LPA	0	0	$6.0	$5.8	$9.5	$102.8	$128.8	$30.5	0	0	0	0	0	0	0	0	0	0	0	0	**$283.5**
Long-Term Debt Service	0	0	0	0	0	0	$0.2	$0.6	$0.8	$0.8	$0.8	$0.8	$0.8	$0.8	$0.8	$0.8	$0.8	$0.8	$0.8	$0.8	**$10.7**
Total Capital Expenditures	*0*	*0*	*$6.0*	*$5.8*	*$9.5*	*$102.8*	*$129.0*	*$31.1*	*$0.8*	*$0.8*	*$0.8*	*$0.8*	*$0.8*	*$0.8*	*$0.8*	*$0.8*	*$0.8*	*$0.8*	*$0.8*	*$0.8*	***$294.2***
Change in Capital Costs	**0**	**0**	**-$2.4**	**-$1.2**	**-$1.9**	**-$16.1**	**-$17.2**	**-$0.1**	**-$0.8**	**-$0.8**	**-$0.8**	**-$0.8**	**-$0.8**	**-$0.8**	**-$0.8**	**-$0.8**	**-$0.8**	**-$0.8**	**-$0.8**	**-$0.8**	**-$48.9**
Beginning Cash Balance	**$1.3**	**$1.3**	**$1.4**	**$3.1**	**$7.7**	**$14.8**	**$8.1**	**$0.4**	**$1.5**	**$1.8**	**$2.2**	**$5.7**	**$8.6**	**$11.0**	**$12.8**	**$14.0**	**$14.3**	**$13.7**	**$12.1**	**$9.3**	
Change to Cash Balance	$0.0	$0.0	$1.8	$4.6	$7.0	-$6.7	-$7.7	$1.1	$0.3	$0.4	$3.5	$2.9	$2.3	$1.8	$1.2	$0.4	-$0.6	-$1.6	-$2.8	-$4.2	**$3.8**
Ending Cash Balance	**$1.3**	**$1.4**	**$3.1**	**$7.7**	**$14.8**	**$8.1**	**$0.4**	**$1.5**	**$1.8**	**$2.2**	**$5.7**	**$8.6**	**$11.0**	**$12.8**	**$14.0**	**$14.3**	**$13.7**	**$12.1**	**$9.3**	**$5.1**	
SERTA Reserve Fund Balance	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**$2.4**	**$3.8**	**$4.0**	**$4.2**	**$4.5**	**$4.7**	**$5.0**	**$5.2**	**$5.5**	**$5.8**	**$6.2**	**$6.5**	**$6.8**	

All figures expressed in millions of year-of-expenditure dollars.

Note: Totals may not add due to rounding.

TABLE 4.5 SERTA Capital and Operating Cash Flow – Ridership at 50% Scenario

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
Operating																					
Operating Revenues																					
KRM Section 5307 Urban Formula Grants	0	0	0	0	0	0	0	0	0	0	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	**$46.4**
KRM State Operating Assistance	0	0	0	0	0	0	0	$5.3	$8.2	$8.4	$8.6	$8.8	$9.0	$9.2	$9.4	$9.6	$9.9	$10.1	$10.4	$10.6	**$117.3**
SERTA Tax Revenues	$0.5	0	$4.1	$5.7	$8.8	$9.1	$9.4	$9.7	$10.0	$10.4	$10.6	$11.0	$11.4	$11.7	$12.1	$12.6	$13.0	$13.4	$13.9	$14.2	**$191.8**
SERTA Interest Revenue	$0.0	$0.0	$0.0	$0.1	$0.1	$0.3	$0.2	$0.0	$0.0	$0.0	$0.0	$0.1	$0.1	$0.1	$0.2	$0.2	$0.2	$0.2	$0.1	$0.1	**$2.1**
Other Local Funding Sources	0	0	0	0	0	0	0	$0.2	$0.5	$0.6	$0.6	$0.6	$0.6	$0.7	$0.7	$0.7	$0.8	$0.8	$0.8	$0.8	**$8.4**
KRM System-Generated Revenues	0	0	0	0	0	0	0	$1.0	$2.5	$2.6	$2.6	$2.7	$2.8	$2.8	$2.9	$3.0	$3.1	$3.1	$3.2	$3.3	**$35.6**
Short-Term Bond Proceeds	0	0	0	0	0	0	0	0	$1.7	$2.0	0	0	0	0	0	0	0	0	0	0	**$3.6**
Total Operating Revenues	*$0.6*	*$0.0*	*$4.2*	*$5.8*	*$8.9*	*$9.4*	*$9.5*	*$16.3*	*$22.9*	*$23.8*	*$27.1*	*$27.8*	*$28.6*	*$29.2*	*$30.0*	*$30.7*	*$31.5*	*$32.3*	*$33.1*	*$33.7*	***$405.3***
Operating Costs																					
SERTA Administration Expense	$0.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**$0.5**
SERTA Reserve Fund Contributions	0	0	0	0	0	0	0	$2.1	$1.3	$0.2	$0.2	$0.2	$0.2	$0.2	$0.2	$0.2	$0.3	$0.3	$0.3	$0.3	**$6.0**
KRM Total O&M Costs	0	0	0	0	0	0	0	$12.6	$20.4	$21.5	$22.7	$23.9	$25.2	$26.5	$28.0	$29.5	$31.1	$32.8	$34.5	$36.4	**$345.0**
Short-Term Debt Service	0	0	0	0	0	0	0	0	$0.1	$0.6	$1.0	$1.0	$1.0	$0.6	0	0	0	0	0	0	**$4.4**
Total Operating Costs	*$0.5*	*0*	*0*	*0*	*0*	*0*	*0*	*$14.7*	*$21.8*	*$22.3*	*$23.9*	*$25.1*	*$26.4*	*$27.3*	*$28.2*	*$29.7*	*$31.3*	*$33.0*	*$34.8*	*$36.7*	***$355.9***
Balance from Operations	**$0.0**	**$0.0**	**$4.2**	**$5.8**	**$8.9**	**$9.4**	**$9.5**	**$1.6**	**$1.1**	**$1.5**	**$3.2**	**$2.7**	**$2.1**	**$1.9**	**$1.7**	**$1.0**	**$0.2**	**-$0.8**	**-$1.8**	**-$3.0**	**$49.4**
Capital																					
Capital Revenues																					
KRM FTA Section 5309 New Starts	0	0	$3.6	$3.5	$5.7	$61.7	$77.4	$18.5	0	0	0	0	0	0	0	0	0	0	0	0	**$170.5**
KRM Federal CMAQ Grants	0	0	0	0	0	$9.0	$9.0	0	0	0	0	0	0	0	0	0	0	0	0	0	**$18.0**
KRM Southeast Wisconsin Transit Capital Assistance Program	0	0	0	$1.2	$1.9	$16.1	$21.3	$6.1	0	0	0	0	0	0	0	0	0	0	0	0	**$46.5**
Long-Term Bond Proceeds	0	0	0	0	0	0	$4.1	$5.9	0	0	0	0	0	0	0	0	0	0	0	0	**$10.0**
Total Capital Revenues	*0*	*0*	*$3.6*	*$4.6*	*$7.6*	*$86.8*	*$111.8*	*$30.5*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	***$245.0***
Capital Expenditures																					
KRM Commuter Rail LPA	0	0	$6.0	$5.8	$9.5	$102.8	$128.8	$30.5	0	0	0	0	0	0	0	0	0	0	0	0	**$283.5**
Long-Term Debt Service	0	0	0	0	0	0	$0.2	$0.6	$0.8	$0.8	$0.8	$0.8	$0.8	$0.8	$0.8	$0.8	$0.8	$0.8	$0.8	$0.8	**$10.3**
Total Capital Expenditures	*0*	*0*	*$6.0*	*$5.8*	*$9.5*	*$102.8*	*$129.0*	*$31.1*	*$0.8*	*$0.8*	*$0.8*	*$0.8*	*$0.8*	*$0.8*	*$0.8*	*$0.8*	*$0.8*	*$0.8*	*$0.8*	*$0.8*	***$293.8***
Change in Capital Costs	**0**	**0**	**-$2.4**	**-$1.2**	**-$1.9**	**-$16.1**	**-$17.2**	**-$0.5**	**-$0.8**	**-$0.8**	**-$0.8**	**-$0.8**	**-$0.8**	**-$0.8**	**-$0.8**	**-$0.8**	**-$0.8**	**-$0.8**	**-$0.8**	**-$0.8**	**-$48.9**
Beginning Cash Balance	**$1.3**	**$1.3**	**$1.4**	**$3.1**	**$7.7**	**$14.8**	**$8.1**	**$0.4**	**$1.5**	**$1.8**	**$2.5**	**$4.9**	**$6.8**	**$8.2**	**$9.2**	**$10.2**	**$10.4**	**$9.8**	**$8.2**	**$5.6**	
Change to Cash Balance	$0.0	$0.0	$1.8	$4.6	$7.0	-$6.7	-$7.7	$1.1	$0.3	$0.8	$2.4	$1.9	$1.3	$1.1	$1.0	$0.2	-$0.6	-$1.6	-$2.6	-$3.8	**$0.5**
Ending Cash Balance	**$1.3**	**$1.4**	**$3.1**	**$7.7**	**$14.8**	**$8.1**	**$0.4**	**$1.5**	**$1.8**	**$2.5**	**$4.9**	**$6.8**	**$8.2**	**$9.2**	**$10.2**	**$10.4**	**$9.8**	**$8.2**	**$5.6**	**$1.8**	
SERTA Reserve Fund Balance	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**$2.1**	**$3.4**	**$3.5**	**$3.7**	**$3.9**	**$4.1**	**$4.4**	**$4.6**	**$4.8**	**$5.1**	**$5.4**	**$5.7**	**$6.0**	

All figures expressed in millions of year-of-expenditure dollars.

Note: Totals may not add due to rounding.

TABLE 4.6 SERTA Capital and Operating Cash Flow – Combined Scenario

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
Operating																					
Operating Revenues																					
KRM Section 5307 Urban Formula Grants	0	0	0	0	0	0	0	0	0	0	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	$4.6	**$46.4**
KRM State Operating Assistance	0	0	0	0	0	0	0	$5.6	$8.5	$8.7	$9.0	$9.2	$9.4	$9.6	$9.9	$10.1	$10.3	$10.6	$10.8	$11.1	**$122.8**
SERTA Tax Revenues	$0.5	0	$4.1	$5.6	$8.4	$8.7	$9.0	$9.3	$9.6	$9.9	$10.2	$10.6	$10.9	$11.3	$11.7	$12.0	$12.4	$12.8	$13.2	$13.6	**$183.7**
SERTA Interest Revenue	$0.0	$0.0	$0.0	$0.1	$0.1	$0.3	$0.1	$0.0	$0.0	$0.1	$0.1	$0.1	$0.2	$0.2	$0.2	$0.2	$0.2	$0.2	$0.2	$0.1	**$2.5**
Other Local Funding Sources	0	0	0	0	0	0	0	$0.2	$0.5	$0.6	$0.6	$0.6	$0.6	$0.7	$0.7	$0.7	$0.8	$0.8	$0.8	$0.8	**$8.4**
KRM System-Generated Revenues	0	0	0	0	0	0	0	$1.9	$4.7	$4.9	$5.0	$5.1	$5.2	$5.4	$5.5	$5.7	$5.8	$6.0	$6.1	$6.3	**$67.6**
Short-Term Bond Proceeds	0	0	0	0	0	0	0	0	$1.9	$2.0	0	0	0	0	0	0	0	0	0	0	**$3.9**
Total Operating Revenues	*$0.6*	*$0.0*	*$4.2*	*$5.6*	*$8.5*	*$9.0*	*$9.1*	*$17.0*	*$25.4*	*$26.1*	*$29.4*	*$30.3*	*$30.9*	*$31.8*	*$32.6*	*$33.3*	*$34.2*	*$35.0*	*$35.8*	*$36.6*	***$435.4***
Operating Costs																					
SERTA Administration Expense	$0.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**$0.5**
SERTA Reserve Fund Contributions	0	0	0	0	0	0	0	$2.2	$1.3	$0.2	$0.2	$0.2	$0.2	$0.2	$0.2	$0.3	$0.3	$0.3	$0.3	$0.3	**$6.3**
KRM Total O&M Costs	0	0	0	0	0	0	0	$13.2	$21.3	$22.5	$23.7	$25.0	$26.4	$27.8	$29.3	$30.9	$32.6	$34.3	$36.2	$38.1	**$361.3**
Short-Term Debt Service	0	0	0	0	0	0	0	0	$0.1	$0.7	$1.1	$1.1	$1.1	$0.6	0	0	0	0	0	0	**$4.7**
Total Operating Costs	*$0.5*	*0*	*0*	*0*	*0*	*0*	*0*	*$15.4*	*$22.8*	*$23.4*	*$25.0*	*$26.3*	*$27.7*	*$28.6*	*$29.5*	*$31.1*	*$32.8*	*$34.6*	*$36.5*	*$38.5*	***$372.8***
Balance from Operations	**$0.0**	**$0.0**	**$4.2**	**$5.6**	**$8.5**	**$9.0**	**$9.1**	**$1.6**	**$2.6**	**$2.8**	**$4.4**	**$3.9**	**$3.2**	**$3.2**	**$3.1**	**$2.2**	**$1.4**	**$0.4**	**-$0.7**	**-$1.8**	**$62.6**
Capital																					
Capital Revenues																					
KRM FTA Section 5309 New Starts	0	0	$3.8	$3.7	$6.0	$64.8	$81.4	$10.8	0	0	0	0	0	0	0	0	0	0	0	0	**$170.5**
KRM Federal CMAQ Grants	0	0	0	0	0	$9.0	$9.0	0	0	0	0	0	0	0	0	0	0	0	0	0	**$18.0**
KRM Southeast Wisconsin Transit Capital Assistance Program	0	0	0	$1.2	$2.0	$17.1	$22.6	$7.1	0	0	0	0	0	0	0	0	0	0	0	0	**$50.0**
Long-Term Bond Proceeds	0	0	0	0	0	0	$8.6	$15.7	0	0	0	0	0	0	0	0	0	0	0	0	**$24.3**
Total Capital Revenues	*0*	*0*	*$3.8*	*$4.9*	*$8.0*	*$90.9*	*$121.6*	*$33.6*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	***$262.8***
Capital Expenditures																					
KRM Commuter Rail LPA	0	0	$6.3	$6.1	$10.0	$108.0	$135.3	$32.0	0	0	0	0	0	0	0	0	0	0	0	0	**$297.7**
Long-Term Debt Service	0	0	0	0	0	0	$0.4	$1.4	$1.9	$1.9	$1.9	$1.9	$1.9	$1.9	$1.9	$1.9	$1.9	$1.9	$1.9	$1.9	**$24.9**
Total Capital Expenditures	*0*	*0*	*$6.3*	*$6.1*	*$10.0*	*$108.0*	*$135.7*	*$33.4*	*$1.9*	*$1.9*	*$1.9*	*$1.9*	*$1.9*	*$1.9*	*$1.9*	*$1.9*	*$1.9*	*$1.9*	*$1.9*	*$1.9*	***$322.6***
Change in Capital Costs	**0**	**0**	**-$2.5**	**-$1.2**	**-$2.0**	**-$17.1**	**-$14.1**	**$0.2**	**-$1.9**	**-$1.9**	**-$1.9**	**-$1.9**	**-$1.9**	**-$1.9**	**-$1.9**	**-$1.9**	**-$1.9**	**-$1.9**	**-$1.9**	**-$1.9**	**-$59.9**
Beginning Cash Balance	**$1.3**	**$1.3**	**$1.4**	**$3.0**	**$7.4**	**$13.9**	**$5.8**	**$0.8**	**$2.7**	**$3.3**	**$4.1**	**$6.6**	**$8.6**	**$9.9**	**$11.2**	**$12.3**	**$12.5**	**$12.0**	**$10.5**	**$7.8**	
Change to Cash Balance	$0.0	$0.0	$1.6	$4.4	$6.5	-$8.1	-$5.0	$1.8	$0.6	$0.8	$2.5	$2.0	$1.3	$1.2	$1.1	$0.3	-$0.6	-$1.5	-$2.6	-$3.8	**$2.8**
Ending Cash Balance	**$1.3**	**$1.4**	**$3.0**	**$7.4**	**$13.9**	**$5.8**	**$0.8**	**$2.7**	**$3.3**	**$4.1**	**$6.6**	**$8.6**	**$9.9**	**$11.2**	**$12.3**	**$12.5**	**$12.0**	**$10.5**	**$7.8**	**$4.1**	
SERTA Reserve Fund Balance	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**$2.2**	**$3.5**	**$3.7**	**$3.9**	**$4.1**	**$4.3**	**$4.6**	**$4.8**	**$5.1**	**$5.4**	**$5.6**	**$5.9**	**$6.3**	

All figures expressed in millions of year-of-expenditure dollars.

Note: Totals may not add due to rounding.

FINANCE TEMPLATE

PROJECT NAME:	**Kenosha-Racine-Milwaukee Commuter Rail Project**		
Total Capital Cost of Project in Millions of Constant 2009 Dollars (from the SCC Main Worksheet)	$233,197,381	**Total Capital Cost of Project in Millions of YOE dollars (including finance charges, cost of PE and FD, and construction):** (from SCC Main Worksheet)	$284,084,815
Section 5309 New Starts Funding Anticipated (YOE $):	$170,450,889	**Section 5309 New Starts Share of Project Cost:**	60.0%
Estimated Cost of Preliminary Engineering (YOE $):	$7,975,851	**Estimated Cost of Final Design (YOE $):**	$12,220,036
Total Finance Charges Included in Capital Cost (include finance charges that are expected prior to either the revenue operations date or the fulfillment of the Section 5309 New Starts funding commitment, even if the financing charges are incurred by a funding partner that is not the project sponsor): (from SCC Main Worksheet)			$581,578

Other Federal Capital Funding Sources (Non-5309 New Starts Funds such as FTA Section 5307, Surface Transportation Program (STP), Congestion Mitigation and Air Quality (CMAQ), Section 5309 Rail Modernization, etc.)	**Type of Funds**	**Dollar Amount (millions of YOE dollars)**	**% of Total Capital Cost**
1) CMAQ (already secured)		$6,000,000	2.1%
2) CMAQ (future)		$12,000,000	4.2%
3)			0.0%
4)			0.0%
State Capital Funding Sources (Funds provided by State agencies or legislatures such as bonds, dedicated sales tax, annual legislative appropriation, transportation trust funds, etc.)	**Type of Funds**	**Dollar Amount (millions of YOE dollars)**	**% of Total Capital Cost**
1) State Capital Assistance Program	State grant	$46,493,990	16.4%
2)			0.0%
3)			0.0%
4)			0.0%
Local Capital Funding Sources (Municipal, City, County, Township, or Regional funding such as bonds, sales tax, legislative appropriation, transportation trust funds, etc.)	**Type of Funds**	**Dollar Amount (millions of YOE dollars)**	**% of Total Capital Cost**
1) SERTA Bonds	Bond proceeds	$8,823,885	3.1%
2) SERTA Direct Investment	Dedicated vehicle rental fee	$40,316,051	14.2%
3)			0.0%
4)			0.0%
Private Sector/In-kind match/Other (Donations of right-of-way, construction of stations or parking, or funding for the project from a non-governmental entity, business, or business assoc.)	**Type of Funds**	**Dollar Amount (millions of YOE dollars)**	**% of Total Capital Cost**
1)			0.0%
2)			0.0%
3)			0.0%
TOTAL NON-SECTION 5309 FUNDING (millions of YOE dollars)		$113,633,926	40.0%
QA/QC CHECK: TOTAL CAPITAL COSTS LESS SECTION 5309 FUNDING LESS NON-SEC. 5309 FUNDING (SHOULD EQUAL		$0	---

FINANCE TEMPLATE (page 2)			
New Starts Project Financial Commitment			
Other Federal Sources (Linked from page 1)	**Specify Whether New or Existing Funding Source**	**Specify Status of Funds -- Committed, Budgeted, or Planned (See notes below)**	**Identify Supporting Documentation Submitted to Verify Funding Source**
1) CMAQ (already secured)	Existing	Committed	
2) CMAQ (future)	Existing	Planned	
3)			
4)			
State Sources (Linked from page 1)			
1) State Capital Assistance Program	Existing	Committed	2009 Wisconsin Act 28
2)			
3)			
4)			
Local Sources (Linked from page 1)			
1) SERTA Bonds	New	Planned	2009 Wisconsin Act 28
2) SERTA Direct Investment	New	Planned	2009 Wisconsin Act 28
3)			
4)			
Private Sector/In-kind Match/Other (Linked from page 1)			
1)			
2)			
3)			

Reference Notes: The following categories and definitions are applied to funding sources:

Committed: Committed sources are programmed capital funds that **have all the necessary approvals** (legislative or referendum) to be used to fund the proposed project **without any additional action**. These capital funds have been formally programmed in the MPO's TIP and/or any related local, regional, or state CIP or appropriation. Examples include dedicated or approved tax revenues, state capital grants that have been approved by all required legislative bodies, cash reserves that have been dedicated to the proposed project, and additional debt capacity that requires no further approvals and has been dedicated by the transit agency to the proposed project.

Budgeted: This category is for funds that have been budgeted and/or programmed for use on the proposed project but remain uncommitted, i.e., the funds have not yet received statutory approval. Examples include debt financing in an agency-adopted CIP that has yet to receive final legislative approval, or state capital grants that have been included in the state budget, but are still awaiting legislative approval. These funds are almost certain to be committed in the near future. Funds will be classified as budgeted where available funding cannot be committed until the Full Funding Grant Agreement (FFGA) is executed, or due to local practices outside of the project sponsor's control (e.g., the project development schedule extends beyond the TIP period).

Planned: This category is for funds that are identified and have a reasonable chance of being committed, but are neither committed nor budgeted. Examples include proposed sources that require a scheduled referendum, reasonable requests for state/local capital grants, and proposed debt financing that has not yet been adopted in the agency's CIP.

FINANCE TEMPLATE (page 3)

Innovative Financing Methods

(Unconventional sources of funding which may include TIFIA, State Infrastructure Banks, Public/Private partnerships, Toll Credits, revenue finance methods, etc.)

Innovative Funding Source	Anticipated Funding Amount	Identify Supporting Documentation Submitted

Summary Information from the Operating Finance Plan

New Starts Project Annual Operating Cost in the Forecast Year (YOE$):	$52,689,303	**Total Transit System (including New Starts Project) Annual Operating Cost in the Forecast Year (YOE$)**		$52,689,303
Proposed Sources of Operating Funds (Proposed sources of operating funds that are anticipated to support operating expenses of the transit system.)	**Dollar Amount**	**Type of Funding Source**	**Annual/Dedicated**	**Specify Whether New or Existing Funding Source**
Farebox Revenues	$7,866,139	---	---	---
FTA Section 5307 Operating Assistance	$4,638,096	FTA Formula	Dedicated	Existing
State Transit Operating Assistance	$12,549,662	State funding	Annual	Existing
State Revenue Source C				
SERTA Vehicle Rental Fee Revenues	$17,843,904	Vehicle rental fee	Dedicated	New
Airport Shuttle Subsidy	$1,116,933	Airport funding	Annual	New
Miscellaneous	$329,056	Interest	Dedicated	New
Other	$8,345,513	Cash balances	Dedicated	New
Total	$52,689,303			

Transit System Operating Characteristics

Current Systemwide Characteristics (Can be the same data as reported to the FTA for the National Transit Database)	**Number/Value**	**Future Transit System with New Starts Project** (Systemwide characteristics at completion of the New Starts Project)	**Number/Value**
Farebox Recovery Percent	N/A	**Farebox Recovery Percent**	14.9%
Number of Buses	N/A	**Number of Buses**	2
Number of Rail Vehicles	N/A	**Number of Rail Vehicles**	9 DMUs
Current Annual Passenger Boardings	N/A		
Daily Passenger Boardings	N/A		
Average Fare	N/A	**Average Fare**	$3.70
Average Age of Buses	N/A		
Average Age of Rail Vehicles	N/A		
Revenue Miles of Service Provided	N/A	**Train Revenue Miles of Service**	216,495
Revenue Hours of Service Provided	N/A	**Train Revenue Hours of Service**	7,005

9.0 Project Management Plan

A Project Management Plan (PMP) has been prepared, demonstrating the organizational structure and technical capacity of the Southeastern Regional Transit Authority (SERTA) and its planning partners to undertake the preliminary engineering phase of KRM project development. The PMP which follows describes how FTA requirements for major transit capital project development will be met, and provides a foundation for all planning, design, construction, and implementation steps of the KRM project. The PMP is designed as a "living document" and will be updated as the project progresses. A revision log will be maintained to document changes over time to the plan.

Project Management Plan

Southeastern Regional Transit Authority

June 2010

Southeastern Regional Transit Authority

Serving the Southeastern Wisconsin counties of Racine, Kenosha and Milwaukee

Table of Contents

FIGURES

TABLES

I. INTRODUCTION

Over the past decade a very high level of interest has developed in the Kenosha-Racine-Milwaukee (KRM) corridor for improved commuter transportation service. This interest has resulted in the creation of a group involving major employers and municipalities and counties which has as its objective the improvement of transit service within the corridor. At the request of the local units of government, the Southeastern Wisconsin Regional Planning Commission, the Metropolitan Planning Organization (MPO) for the seven-county Southeastern Wisconsin region, has completed two studies[1,2] which focus on transit improvements throughout the KRM corridor.

On behalf of the Southeastern Regional Transit Authority (SERTA) and the Kenosha Racine Milwaukee (KRM) Intergovernmental Partnership (IGP) of the Counties and Cities of Kenosha, Racine and Milwaukee, the Wisconsin Department of Transportation (WisDOT) and the Regional Planning Commission, the Regional Planning Commission has undertaken the EIS and Project Development phase of the KRM Alternatives Analysis (AA) in order to produce a Draft Environmental Impact Statement (DEIS), refine the previous alternatives analysis, and develop further a commuter transportation project within the corridor. This study is funded by the Federal Transit Administration (FTA) Section 5309 "New Starts" program, WisDOT, and the members of the KRM Intergovernmental Partnership. The products of this study will be used to support an application to the FTA to permit the project to initiate Preliminary Engineering (PE) and to complete a Final Environmental Impact Study (FEIS) under the FTA's New Starts program.

This chapter describes the general intent of the PMP, the proposed project, and the current status of the project development to date. Information on project schedule, financing, and legal/statutory authority is also provided.

1. Purpose of the Project Management Plan (PMP)

This document is intended to guide the development of the KRM project from planning through implementation of operations. It fulfills the requirements of the FTA for funding under the New Starts program as required in the Code of Federal Regulations (49 CFR, Section 5327 – Project

[1] Feasibility Study of Commuter Railway Passenger Train Service in the Kenosha-Racine-Milwaukee Corridor, Community Assistance Planning Report No. 239, the Regional Planning Commission, Waukesha, WI, June 1998.

[2] Kenosha-Racine-Milwaukee Corridor Transit Study Summary Report and Recommended Plan, Community Assistance Planning Report No. 276, the Regional Planning Commission, Waukesha, WI, August 2003.

Management Oversight). **Table I-1** lists the elements that FTA requires be part of a PMP. Elements are indexed to the section(s) where each is addressed.

TABLE I-1. FTA REQUIRED ELEMENTS OF A PROJECT MANAGEMENT PLAN

FTA Required PMP Elements	Chapter-Section
Adequate staff organization with well-defined reporting relationships, statements of functional responsibilities, job descriptions, and job qualifications	II-2, II-3, II-4, III-1, III-2
Budget covering the project management organization, appropriate consultants, property acquisition, utility relocation, systems demonstration staff, audits, and such miscellaneous payments as the recipient may be prepared to justify	I-6, III-3
Design management process encompassing preliminary engineering (PE) and final design	II-3, VI-1 to 10
Construction schedule	I-4, I-5, III-3
Document control procedure and recordkeeping system	III-3
Change order procedure that includes a documented, systematic approach to the handling of construction change orders	VII-5
Description of organizational structures, management/technical skills, and staffing levels required throughout the construction phase	VII-1
Quality control (QC) and quality assurance (QA) programs which define functions, procedures, and responsibilities for construction and for system installation and integration of system components	III-4
Material testing policies and procedures	III-4
Internal plan implementation and reporting requirements	III-3, IV-1, IV-2
Criteria and procedures to be used for testing the operational system or its major components	VIII-1
Periodic updates of the plan, especially related to project budget and project schedule, financing, ridership estimates, and the status of local efforts to enhance ridership where ridership estimates partly depend on the success of those efforts	Appendix A
Recipient's commitment to prepare a project budget each month	IV-1

The PMP is written to comply with all of these requirements and to provide a foundation for all planning, design, construction and implementation steps of the KRM project. A complete description of project elements is not possible since the planning is preliminary at this writing. Rather, this PMP is designed as a "living document" and will be updated as the project progresses. Initial draft editions of this plan have been issued by the Regional Planning Commission (February 2007) and the former "temporary", "limited authority" Southeastern Wisconsin Regional Transit Authority (RTA, discussed later)(July 2007). Once the project enters into PE this document will be placed under document control and a revision log will be maintained to document changes over time to the Plan (Appendix A).

2. KRM Background

There have been a number of studies prepared previously on possible major transportation improvements for the KRM corridor area. The more notable ones are summarized below. The results of these studies were considered in the current AA work for the corridor and provided input to the improvement alternatives that were evaluated.

At a regional planning level, the Regional Planning Commission adopted a Year 2020 transportation plan for the seven-county Southeastern Wisconsin Region in 1997. This plan was reviewed and reaffirmed in 2003, including an extension of the design year to 2025. The plan recommends improvement and expansion of public transit services within the Region.

The plan envisions development of rapid and express transit services, as well as improvement and expansion of existing local transit services. The rapid transit component of the system plan is envisioned as a limited stop service that connects the urban centers of the Region to each other and to the Milwaukee central business district. One of such services recommended for development is in the Kenosha-Racine-Milwaukee corridor that extends from the City of Kenosha through the City of Racine to the City of Milwaukee, a distance of 33 miles. The plan identifies potential commuter rail service, including service from Milwaukee through the Cities of St. Francis, Cudahy, South Milwaukee, Oak Creek and Racine to the City of Kenosha.

In parallel with the regional planning activity, more detailed feasibility studies have also been performed. A study completed in 1998 investigated the feasibility of commuter rail service in the Kenosha-Racine-Milwaukee Corridor. The study concluded that the extension of a limited-stop commuter rail service connecting the urban centers of Kenosha, Racine and Milwaukee to each other and providing connections with transit to northeastern Illinois was technically feasible and, potentially, financially feasible. The study recommended that a subsequent corridor study of commuter rail and commuter bus alternatives be undertaken to determine whether commuter rail service should be implemented.

In 2003, the Kenosha-Racine-Milwaukee Corridor Transit Study was completed, which followed the recommendations of the 1998 effort. The project evaluated commuter rail and commuter bus alternatives connecting Kenosha, Racine and Milwaukee. The final recommendation made by the Advisory Committee for the Kenosha-Racine-Milwaukee Corridor Transit Study was to

proceed with implementation of an extension of Metra commuter rail service from Kenosha to Milwaukee at a medium level of service, envisioned to be seven round trips daily. The State of Wisconsin was to act as project sponsor, and the proposed commuter rail service was to be funded by Federal and State dollars.

Subsequent to this recommendation, State legislation was enacted in 2003 defining the State's role with respect to the development of commuter rail service. The legislation provided for capital and operating financial assistance to locally-sponsored commuter rail projects and required a local funding share of commuter rail implementation.

In early 2005, an Intergovernmental Partnership (IGP) was formed among County Executives and Mayors of Kenosha, Racine and Milwaukee, the Secretary of WisDOT and the Chairman of the Regional Planning Commission. The KRM IGP agreed to conduct the necessary technical and environmental studies to permit the project to proceed to implementation. Each member of the IGP appointed a representative to serve on the Kenosha-Racine-Milwaukee (KRM) Steering Committee, with the Regional Planning Commission serving as lead agency, project manager and fiscal agent for the this phase of the KRM study. The role of the Steering Committee is to provide overall direction to and oversight of the study.

Also in early 2005, business leaders from the Greater Milwaukee Committee joined with elected officials representing the Kenosha, Racine and Milwaukee areas and representatives of Transit Now, a non-profit organization, to determine how to advance the KRM project. The group works to develop support for critical issues, including governance and financing.

In mid-2005, the Wisconsin State Legislature and Governor enacted legislation creating the temporary/limited authority Southeastern Wisconsin Regional Transit Authority (RTA) serving Kenosha, Racine and Milwaukee Counties. Among other tasks the RTA was to assist in KRM commuter rail planning, serve as sponsor of the commuter rail project and provide a structure for managing the necessary local funding.

A review and update of the region's transportation plan with a planning horizon of 2035 was completed by the Regional Planning Commission and adopted in June 2006. The updated plan proposed similar transit improvements as the previous plan. In addition, the plan noted that under the umbrella of the RTA, the KRM IGP was conducting studies addressing an alternatives analysis (AA), a draft environmental impact statement (DEIS), funding, and refinement of

proposed commuter rail service between Kenosha and Milwaukee. The regional transportation plan proposed that if these studies lead to a decision to implement commuter rail service, the Regional Planning Commission would formally amend the regional plan to include the fixed-guideway transit investment.

At the conclusion of that AA for the KRM IGP in 2007, both the Steering Committee of the KRM IGP and the RTA Board selected commuter rail as the locally preferred alternative (LPA) for the KRM corridor. At the request of the RTA, as the sponsor and potential operator of the KRM commuter rail at that time, the regional transportation plan was amended to include the KRM commuter rail in June 2007.

More recently, the Regional Planning Commission undertook work between December 2008 and March 2010 to refine the AA, complete the DEIS, and update the FTA Request to Initiate Preliminary Engineering.

During 2009, the State government dissolved the RTA and created SERTA as a replacement agency. Under the 2009 Wisconsin Act 28, SERTA consists of the Counties of Kenosha, Racine, and Milwaukee, and has been given the authority to create, construct, operate, and manage a KRM commuter rail line. The SERTA Board of Directors is made up of nine members – two each from the City and County of Milwaukee, one each from the Cities and Counties of Racine and Kenosha, and one appointed by the Governor from anywhere in the jurisdictional area. The City and County members are appointed by the Mayors and County Board Chairs of each. The financial aspects of the legislation and SERTA's mandate relative to the FTA New Starts program are discussed in Section 7 below.

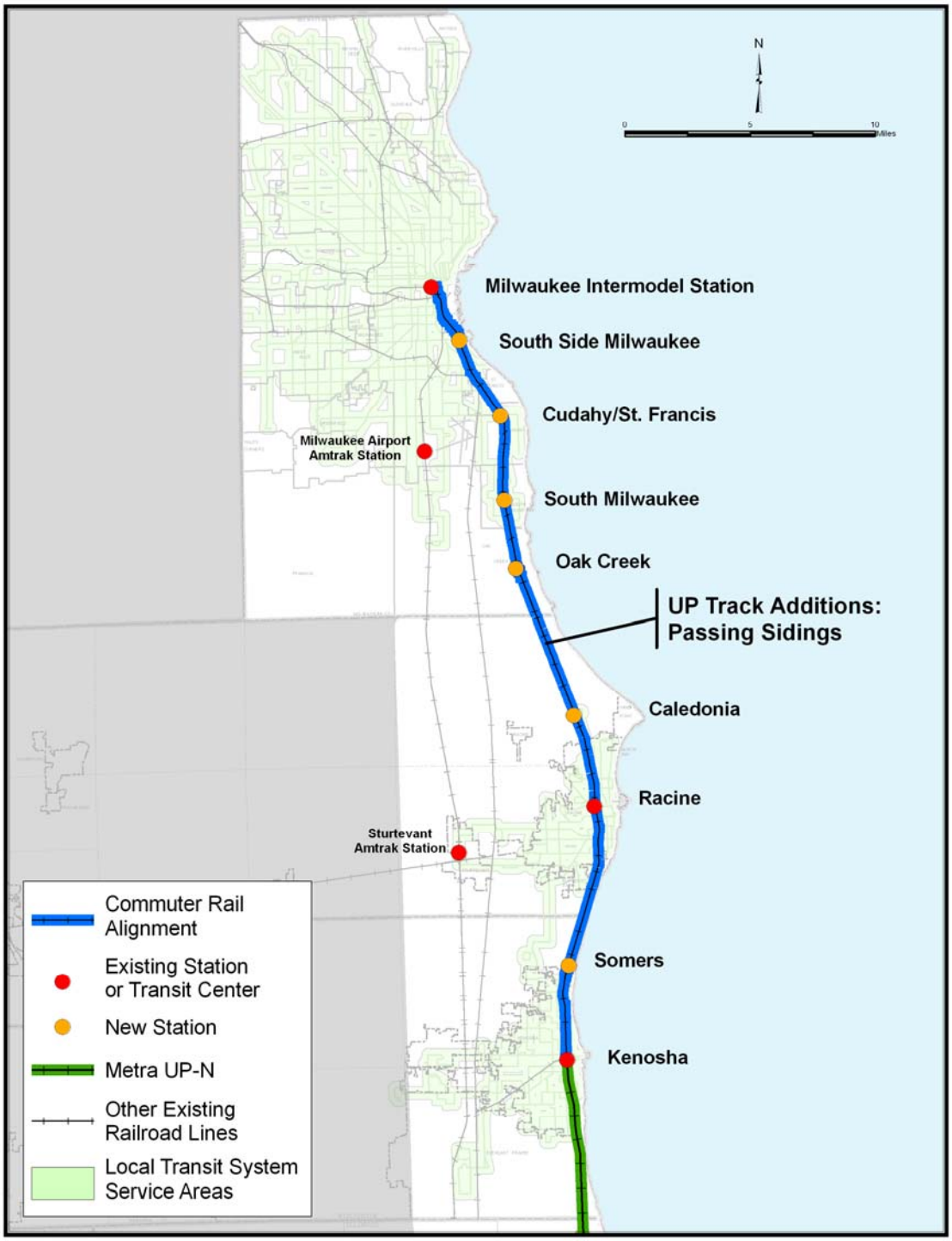
3. KRM Project Description

The LPA recommended by the KRM AA study is an independent commuter rail service operated under the auspices of the SERTA that will operate independently from, but connect to, existing Metra UP-North service. Train sizes and service will be tailored to the specific demands of the KRM corridor using self-propelled diesel-multiple-unit railcars. The railcars are to be owned by the newly created SERTA, and the operation of the line is to be contracted directly with the UP or another operator for the service.

The service will be coordinated with Metra for timed-transfers to and from the existing UP-North service at Kenosha.

The project's infrastructure will include nine (9) stations as shown in **Figure I-1**. Maintenance and storage facilities will be tailored to the initial service with provisions to expand in the future. Selected extensions of railroad passing sidings will provide necessary capacity to accommodate the schedule of commuter trains as well as the UP freight train traffic.

FIGURE I-1. KRM COMMUTER RAIL PROJECT ALIGNMENT



4. Staged Completion of the PMP

As noted above, this PMP will be progressively revised as development of the KRM project advances. The following list provides the five primary stages of this development:

1. Alternatives Analysis and Draft Environmental Impact Statement (AA/DEIS) (the current and most conceptual stage)
2. Preliminary Engineering and Final Environmental Impact Statement (PE/FEIS)
3. Final Design (FD)
4. Construction
5. Implementation of Service (Operations)

This report is one of several products of Stage 1, AA/DEIS. The work of Stage 1 has been performed by a consultant under contract directly to the Regional Planning Commission, which has acted as project manager for the Intergovernmental Partnership, the former Southeastern Wisconsin Regional Transit Authority, and the Southeastern Regional Transit Authority. As such, this work differs from later stages, which are anticipated to be completed by SERTA. Because of that, the project management plan for the first stage was a separate document known as the Work Management Plan.

5. Project Schedule

A hierarchy of schedules will be produced for the project, ranging from a generalized, summary schedule to a cost-loaded critical path schedule for project management and control purposes. **Table I-2** presents a preliminary, generalized schedule.

As the project advances, the schedule presented in **Table I-2** will be replaced with a more formal Project Master Schedule, which will have progressively greater levels of detail. The top level summary version of the Project Master Schedule will, at all times, be a roll-up of a more detailed lower level schedule network using the Critical Path Method format.

TABLE I-2. GENERALIZED KRM PROJECT SCHEDULE

Stage	Task	Start	Final
AA/DEIS	Draft Environmental Impact Statement	Nov 2005	July 2009
(Initial and	Definition of Alternatives	Nov 2005	Jan 2010
Revised work)	Transit Supportive Land Use	Nov 2005	Oct 2006
	Ridership Forecasting	Nov 2005	Jan 2010
	Capital and O&M Cost Estimates	Nov 2005	Jan 2010
	Evaluation of Alternatives	Dec 2005	Jan 2010
	Prepare Project Plans	May 2006	Jan 2010
	Develop Financial Plan	May 2007	May 2010
	Preparation of FTA New Starts Report	May 2007	May 2010
FTA Decision on Entering Preliminary Engineering			Sep 2010
PE/FEIS	Conduct Preliminary Engineering	Jan 2011	May 2012
	FTA Application for FD Funding	Mar 2012	May 2012
EPA Record of Decision (ROD)			Aug 2012
FTA Decision to Enter into Final Design (FD)			Aug 2012
FD	Conduct Final Engineering & Design	Aug 2012	Feb 2014
FTA Decision on Full Funding Grant Agreement			May 2014
Construct	Procurement & Construction	May 2014	May 2016
	Training and Testing	Feb 2016	Aug 2016
	Service Implementation		Aug 2016

6. Project Financing

The current KRM project Financial Plan[3] describes the revenues and expenditures associated with the KRM Commuter Rail project over time; sources of Federal, State, and local funding; and the ability of those funding sources to construct and implement the project. That plan utilizes all of the financial aspects of the SERTA enabling legislation discussed in the next section.

7. Legal and Statutory Authority

The former Southeastern Wisconsin Regional Transit Authority (RTA) was created by the Wisconsin State Legislature and Governor in July 2005 to serve the counties of Kenosha, Milwaukee, and Racine. The initial principal duty of the RTA was to recommend to the State

[3] Financial Plan, KRM Alternatives Analysis, EIS and Project Development, Regional Planning Commission, Waukesha, WI, March 2010.

Legislature and Governor a permanent dedicated funding source for the local share of capital and operating costs of KRM commuter rail, as well as for existing public transit systems.

The RTA legislation was set forth in Section 59.58(6) of State Statutes. In summary, the RTA ultimately made a number of recommendations for the preservation, improvement, expansion and enhanced coordination of transit service within and between Kenosha, Racine and Milwaukee Counties to the State Legislature and Governor. Specifically:

- The RTA continue as the permanent RTA for southeastern Wisconsin.
- The RTA be enabled to levy up to 0.5 percent sales tax and that transit be removed from the property tax, resulting in a mandatory reduction in those taxes.
- The RTA be empowered by the State to maintain oversight of transit service and operations in the region and become the sole designated recipient of Federal and State transit funds.
- The RTA Board be granted bonding authority by the Governor and Legislature to cover capital improvements.

These RTA recommendations were documented in a report provided November 15, 2008 to the State Legislature and Governor.

The State government accepted a substantial part of the RTA's recommendations and in July 2009 the Wisconsin State Legislature and Governor created the Southeastern Regional Transit Authority (SERTA). The function of SERTA under State law is to oversee the development of commuter rail service in Kenosha, Racine, and Milwaukee Counties.

The SERTA legislation is set forth in Section 59.58(7) of State Statutes. In summary, SERTA has the following responsibilities:

- Authority to construct, operate, and manage a KRM commuter rail line
    - Sole authority to apply to the Federal Transit Administration (FTA) for approval to advance to preliminary engineering and potentially obtain a Federal discretionary grant, with the application to be submitted by June 29, 2010
- Authority to enact up to an $18 vehicle rental fee per transaction (indexed to inflation) in Kenosha, Milwaukee, and Racine Counties
    - Up to $2 of fee may be used for administrative expenses

- Authority to use the remaining balance of funds from the former "temporary" and "limited authority" Southeastern Wisconsin Regional Transit Authority to assist in KRM commuter rail planning
- Authority to issue up to $50 million in bonds to provide the local share of funds necessary to initiate KRM commuter rail service
- Kenosha and Racine County transit operators are required to provide their annual and long-term transit plans to SERTA as they become available

SERTA bylaws were adopted at the December 18, 2009 SERTA meeting and are available on the website created for SERTA at http://www.sewisrta.org/.

The nine members of the SERTA Board are representatives of the following:

- One each from the Cities and Counties of Kenosha and Racine
- Two each from the City and County of Milwaukee
- One appointed by the Governor from within SERTA's jurisdictional area

Acting as temporary staff to SERTA is the Southeastern Wisconsin Regional Planning Commission.

II. PROJECT ORGANIZATION

This chapter discusses the organization and staffing of the various Project Teams needed to complete the Stage 2 PE/FEIS, as well as Stages 3 and 4, final design and construction, of the project as outlined earlier. As development of the KRM project advances through each of these stages, the level of staff resources will be modified to adjust for changes in workload. The PMP will be updated prior to the onset of each project phase.

1. Background

As indicated earlier, the Regional Planning Commission conducted a series of feasibility and Stage 1 AA studies leading to the selection of commuter rail as the LPA for the KRM corridor and adopting it into the Regional Plan. The project organization discussed herein has been established to recognize the Authority of SERTA as a recipient of State and Federal funds.

SERTA is ultimately accountable to the State Legislature and the FTA for the expenditure of funds for the KRM project.

2. Southeastern Regional Transit Authority Organization.

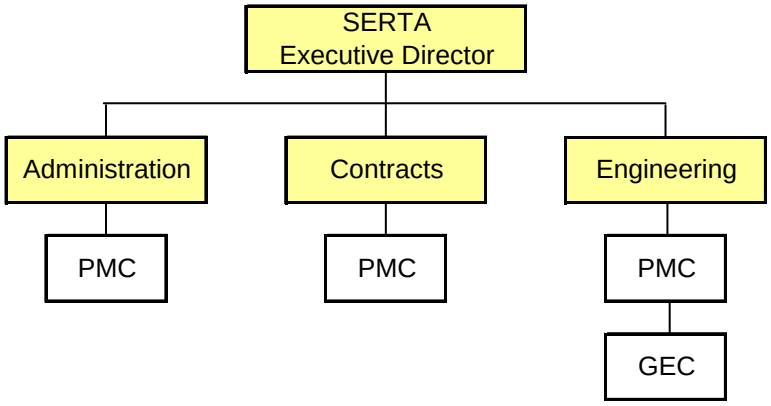
Stages 2 through 5 of the project (i.e., Preliminary Engineering/FEIS, Final Design, Construction and Implementation) are to be funded and administered under the auspices of the newly formed SERTA. Since the sole purpose of SERTA is the design, construction and operation of the KRM commuter rail line, the entire SERTA organization is focused on KRM as discussed in the following sections. There is no SERTA organization separate from the KRM project.

3. KRM Design and Construction Organization

The KRM Design and Construction Project Team will conduct the PE/FEIS, final design, and construction management of the project. Some of the key positions from that basic team will also transition into the subsequent operations stage of the project, but in general the structure of that operations team will be significantly different from the design/construction team.

The design/construction team will be comprised of staff of SERTA, the Regional Planning Commission, other public entities, and consultants. An organization chart for the initial PE team is shown below.

FIGURE II-1. ORGANIZATION CHART OF KRM PROJECT STAFF



In addition to the three first level lead positions shown, similar boxes for Grants Management, Planning, and Operations would likely be added to the structure in later stages as the project nears completion and begins operation. However, during design, the functions normally performed under those other departments in a fully operating transit agency will be limited and therefore are folded under the three groups shown above.

The various duties and disciplines that will be required under each of the four SERTA groups (shaded boxes above) generally would include the following:

EXECUTIVE DIRECTOR:

- Primary staff interface with the SERTA Board
- Top level liaison with other agencies, organizations and railroads
- Financial planning for on-going operations and project phases
- Funding and grant applications, lobbying and legislative support
- Overall internal agency coordination
- Media relations

ADMINISTRATION:

- General office administration and IT support
- Public involvement
- Human resource support for employees
- EEO/DBE programs

CONTRACTS:

- Procurement processes: Issuance of RFPs or IFBs, interface with bidders, conducting interviews and negotiations
- Writing, reviewing and approval of contracts, terms and conditions
- Legal issues, questions and disputes, including ROW negotiations, if necessary
- Office space and equipment lease negotiations
- Grants Management

ENGINEERING:

- Engineering Design
- Working level liaison and coordination with other agencies and organizations, including the private railroads whose rights-of-way will be shared

- Planning/environment, responsible for transportation operations planning, environmental, and land use
- Project management, responsible for budgeting, cost control, document control, configuration control and scheduling
- Operating/engineering, responsible for oversight and repair of facilities and system engineering components as they are built/delivered
- Architecture/stations, responsible for appearance, fit and function of all buildings and infrastructure and coordinating these designs with general engineering
- Quality assurance/quality control

Individual lead and support roles within each discipline could be SERTA-employed staff or consultants, depending on work load and management choices to be made by SERTA. However, typically transit agencies do not staff-up with a large number of employees during the engineering and construction stages of a project when specialized talents are needed for limited time horizons. Furthermore, because SERTA is a new agency whose experience will be limited to the sum of the diverse individual experiences of the people involved, SERTA can be immediately strengthened by the corporate professional experience of major consulting firms that can draw upon their corporate experience.

Therefore, the structure of SERTA shown above is based on two major consulting contracts: 1) a Project Management Consultant (PMC) and 2) a General Engineering Consultant (GEC). The PMC can generally provide expertise and staff to perform any or all of the functions listed above. Under or serving as the Engineering Lead, the PMC can also provide general management and technical oversight of the GEC for SERTA. In contrast, although larger than the PMC, the GEC is more narrowly focused on engineering design and construction support. The PMC and GEC contracts would be led by project managers who would be responsible for overseeing the required work as specified in the contractual scopes of work.

Regional Planning Commission staff would provide assistance to SERTA in transitioning into the PE phase of the project, aiding in the selection and hiring of any consultant firms to fill the PMC and GEC roles, and would continue to provide support as needed in future stages of the project. The early use of hired consultants and the subsequent transition over following years to SERTA employed staff provides the desired continuous in-house high-level of technical experience, while allowing SERTA to work through its early years and mature in a timely manner into a fully-functional, fully-staffed, experienced transit agency.

That structure also offers a complete range of technical support talents for the construction and implementation of service stages of the project. However, the work in those later stages becomes more dependent on groups and experience outside the normal range of the typical PMC/GEC consulting firms. Specifically, construction contractors and operational staffing will be required for those later stages.

Also, the railroads involved are likely to require a more direct involvement in these later stages although it is difficult to predict exactly what role they will require. For example, the UP may accept PE work on its line, but may want to do the final design under the direction of its engineering department by a UP selected consultant. Similarly, the railroad may require that some of the construction on their property be completed with force account resources while other work might need to be by a railroad selected contractor.

Another factor that may influence the structure of the implementation of service stage is the role of Metra and Amtrak, the operators of commuter and intercity passenger rail service in the area. While KRM project contacts have been made with both those passenger railroads and the project team believes it understands their current positions on KRM, their positions may change over the 6 or 7 years before KRM operations are expected to start.

As a result, in general the roles of consultants, contractors, the freight railroads and the passenger railroads will need to be reexamined and adjusted as needed prior to the start of each new stage to strengthen its structure in that stage. This reinforces the need for the Project Management Plan to be a living document that can be adjusted as needed as the project matures and likely will be reissued with the start of each stage.

4. Key Personnel

The lead positions in the shaded boxes in Figure II-1 are key positions which normally will be filled by SERTA employees.

The responsibilities associated with the three functional areas reporting to the Executive Director may not initially warrant the hiring of full-time staff. Rather, it may be appropriate to fill the lead positions for the Administration and Contracts groups by borrowing staff on a part-time basis from the Regional Planning Commission, other local agencies, or local governments.

Because of the specialized nature of the Engineering lead, this position may need to be filled by a PMC person, at least initially. SERTA would need to have someone with design/construction experience from the railroad or rail transit industry in this position for the next three stages of the project, preliminary engineering, final design and construction. After that, for operations the experience of the Engineering lead should reflect passenger rail operations, which is considerably different from design/construction. Certainly technical staff can serve in design/construction and then transition into operations. The transition can become much easier if either the UP or a separate contractor is engaged to operate the system, which indeed is the current plan. This would result in the SERTA Engineering lead performing oversight and not directing operations. However, generally a different experience skill set is preferred during the operations stage from those desired during the design and construction stages.

The PMC staff boxes shown would be overseen by SERTA management. These staff would either be dedicated to SERTA and likely would work in their offices, or work on an as-needed basis to fill all other staff requirements. The size and housing of this support staff may change as the project development process advances through stages of engineering, construction and into operations.

5. Recruitment and Job Openings

Job recruitment, hiring, and soliciting consultant services will follow Wisconsin, regional and local laws.

III. PROJECT MANAGEMENT AND CONTROL

1. Management Structure

The SERTA management structure and overall agency responsibilities in this report will be modified as needed to respond to new legislation which may be passed by the State. It may, for example, be expanded to include oversight or even operation of local or regional bus systems. Eventually, SERTA will need to include a new operating department to oversee the operating railroad. However, the current focus of the SERTA structure is limited to the pursuit of the next phase of the KRM project, PE. As such, the KRM Design and Construction Organization and Key

Personnel sections discussed above apply directly to the KRM project, and are all that SERTA is anticipated to require during the PE phase.

2. Decision Authority

Based on the SERTA management structure defined herein, extensions and/or delegation of decision authority will follow the organization chart above or will be made clearly and documented before being activated. Ultimately, the SERTA decision authority must flow down as follows:

- City, County, and State appointing authorities have the authority to appoint, or recall, members of the SERTA Board.
- The SERTA Board will receive reports from and provide direction to the Executive Director.
- The Executive Director will manage the day-to-day activities of SERTA, including the performance of staff, contractors and consultants.

No county, municipality, or State organization shall have an independent control or required review over SERTA's decisions, reports or activities that are not in the SERTA enabling legislation or part of the due process of conducting similar work under State and Federal law anywhere else in the State. Decisions legally made by the SERTA Board shall not require further review and approval by counties, municipalities or the State which appoint Board members, unless specifically legislated or authorized by the SERTA Board.

3. Project Control

Control of the KRM capital improvement project will involve four interrelated elements, including:

1. Scope,
2. Quality of the Completed Project,
3. Capital Costs, and
4. Completion Schedule.

4. Quality Assurance/Quality Control

The Quality Assurance/Quality Control program will follow professional standards with a SERTA overall plan and specific compliant sub-plans for each consultant and/or project element.

IV. COMMUNICATIONS PROGRAM

Two levels of communication will be addressed: 1) between SERTA, the SERTA Board, affected agencies and the public at large, and 2) between SERTA and consultants.

1. Southeastern Regional Transit Authority

a. Meetings – Regular SERTA public meetings will be supported by an agenda, public notices, written background on topics to be discussed, and published minutes. Meetings will adhere to all provisions of the Wisconsin's Open Meetings Law.
b. DBE Program – Commitments of all contracts for DBE/MBE/WBE, adjusted to meet the overall goals of SERTA in compliance with State and Federal law, will be made.
c. Community Participation and Public Information Programs – A Public Involvement Plan will be prepared and implemented.

2. Consultants

a. Coordination Meetings – The PMC project manager and key personnel will meet regularly with an assigned SERTA project manager or the Executive Director as needed, but not less than once a month. These meetings may be by conference call.
b. Project Status Reports - Reports will be filed by calendar month, closest full weeks to calendar month, or regular 4-week periods. They will record progress achieved against the previous month's planned activities, and the planned activities for the next month.
c. Invoices – PMC and GEC invoices will cover the same periods as the monthly status reports and will include documentation of hours by person by task. Invoiced amounts to-date by task and a comparison of percent spent and estimated percent complete will be provided. Other direct costs will be clearly explained. The PMC shall review and approve all GEC invoices before they are submitted to SERTA.
d. DBE Program – Monthly GEC and PMC invoices will report on the commitment to DBEs, the invoice amounts, percentages invoiced to date, and the projected amounts and percentages at completion.

V. HUMAN RESOURCES AND LABOR RELATIONS

1. Federal Requirements
2. Local Labor Conditions
3. Affirmative Action Plan

VI. DESIGN PROGRAM

1. Basis of Design (AA is basis for PE, PE is basis for FD, etc.)
2. Management of Design
3. Preliminary Engineering (PE) & Final Design (FD)
4. Environmental Mitigation Measures
5. Operations and Maintenance Provisions
6. Design Criteria and Standards
7. Constructability Reviews
8. Roundtable Discussions and Peer/Industry Group Reviews
9. Value Engineering
10. Contract Documentation Preparation

VII. PROCUREMENT AND CONSTRUCTION MANAGEMENT

1. Management Responsibilities
2. Contract Administration
3. Third-Party Construction
4. Value Engineering Change Proposal Evaluations
5. Final Acceptance/Contract Close-out

VIII. START-UP PREPARATIONS

1. Integrated Test Program
2. Activation Planning
3. Operations and Maintenance Period

IX. REAL ESTATE PLAN

X. RISK MANAGEMENT

XI. SYSTEM SAFETY AND SECURITY

XII. DISPUTES RESOLUTION

APPENDIX A. LOG OF KRM PROJECT MANAGEMENT PLAN REVISIONS

Date of Revision	Affected Section	Revision Description	Reason for Revision

10.0 Before and After Study Plan

A Before and After Study Plan has been prepared, describing how SEWRPC and SERTA will collect and report information about the KRM project. As described in the plan that follows, information will be assembled on:

1. Project scope;
2. Transit service levels;
3. Capital costs;
4. Operating and maintenance costs; and
5. Ridership patterns and revenues.

This information will be provided throughout project planning, development, and design, and continues until two years after revenue operation begins. The Before and After Study Plan will be updated as the project moves through engineering and design, and reports of these key data will be provided throughout those design phases.

Before and After Study Plan

Southeastern Regional Transit Authority

June 2010

Southeastern Regional Transit Authority

Serving the Southeastern Wisconsin counties of Racine, Kenosha and Milwaukee

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FIGURES

I. INTRODUCTION

Over the past decade a very high level of interest has developed in the Kenosha-Racine-Milwaukee (KRM) corridor for improved commuter transportation service. This interest has resulted in the creation of a group involving major employers and municipalities and counties which has as its objective the improvement of transit service within the corridor. At the request of the local units of government, the Southeastern Wisconsin Regional Planning Commission, the Metropolitan Planning Organization (MPO) for the seven-county Southeastern Wisconsin region, has completed two studies[1,2] which focus on transit improvements throughout the KRM corridor.

On behalf of the Southeastern Regional Transit Authority (SERTA) and the Kenosha-Racine-Milwaukee (KRM) Intergovernmental Partnership (IGP) of the Counties and Cities of Kenosha, Racine and Milwaukee, the Wisconsin Department of Transportation (WisDOT) and the Regional Planning Commission, the Regional Planning Commission has undertaken the EIS and Project Development phase of the KRM Alternatives Analysis (AA) in order to produce a Draft Environmental Impact Statement (DEIS), refine the previous alternatives analysis, and develop further a commuter transportation project within the corridor. This study is funded by the Federal Transit Administration (FTA) Section 5309 "New Starts" program, WisDOT, and the members of the KRM IGP. The products of this study will be used to support an application to the FTA to permit the project to initiate Preliminary Engineering (PE) and to complete a Final Environmental Impact Study (FEIS) under the FTA's New Starts program.

II. BACKGROUND AND PURPOSE

In its Final Rule on Major Capital Investment Projects[3] (December 2000), FTA requires that project sponsors submit a plan to 1) collect and analyze information on the impacts of their projects and 2) assess the accuracy of the forecasts prepared during project planning and development. This plan is to be submitted before approval to enter into a Full Funding Grant Agreement (FFGA).

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[1] Feasibility Study of Commuter Railway Passenger Train Service in the Kenosha-Racine-Milwaukee Corridor, Community Assistance Planning Report No. 239, the Regional Planning Commission, Waukesha, WI, June 1998.

[2] Kenosha-Racine-Milwaukee Corridor Transit Study Summary Report and Recommended Plan, Community Assistance Planning Report No. 276, the Regional Planning Commission, Waukesha, WI, August 2003.

[3] Major Capital Investment Projects; Final Rule Part VI, 49 CFR Part 611, Federal Transit Administration, US Department of Transportation, December 7, 2000.

The federal transportation bill enacted in 2005, Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), amended this administrative requirement by codifying it into law. SAFETEA-LU requires FTA to use this information in preparing an annual report to Congress on the results of any Before and After Studies completed during that year. FTA's regulation, as explained in the document Guidance on New Starts Policies and Procedures[4] (May 2006), requires project information on five key areas, including: (1) project scope; (2) transit service levels; (3) capital costs; (4) operating and maintenance costs; and (5) ridership patterns and revenues.

The five project characteristics are to be reported by sponsors at 1) the point of entry into New Starts preliminary engineering, 2) entry into final design, 3) before the award of a FFGA, 4) immediately before the project opens, and 5) two years after opening of revenue service. To ensure that information that will be required to complete the Before and After Study is identified and preserved during project planning and development, FTA now requires project sponsors to 1) provide initial documentation of the information produced during alternatives analysis when they apply to enter into New Starts preliminary engineering, and 2) provide updated information and analyses of any changes from the previous phase of project development when applying to enter into final design and before receiving an FFGA.

FTA has two primary purposes for the Before and After Study:

1. Expand insights into the costs and impacts of major capital investments – the Before and After Study identifies the actual costs of the new project and its impacts on transit service and ridership. The study isolates these costs and impacts by comparing conditions that prevail after project implementation to the conditions that existed before implementation.

2. Improve the technical methods and procedures used in planning and developing these investments – the study examines the accuracy of predicted costs and impacts by comparing the conditions that prevail after project implementation to the costs and impacts predicted for the project in each phase of the planning and project development process.

[4] Guidance on New Starts Policies and Procedures, Office of Planning and Environment, Federal Transit Administration, US Department of Transportation, May 16, 2006.

The Before and After Study should address both purposes through a structured technical analysis undertaken by the sponsoring transit agency in cooperation with local planning entities and the FTA. Costs associated with Before and After Studies are an eligible project expense. FTA also requires that the project sponsor identify the contractor(s) responsible for the preparation of cost and ridership estimates and describe the contractor's role.

III. PROJECT DESCRIPTION

The Locally Preferred Alternative (LPA) selected by the KRM IGP Steering Committee in November 2006 and the Southeastern Wisconsin Regional Transit Authority in January 2007, evolved as a result of an Alternatives Analysis, which drew heavily from prior Regional Planning Commission studies. More recently, the Steering Committee and SERTA approved a modified LPA in 2010. The following lists the key characteristics of the KRM commuter rail alternative as currently envisioned.

- Commuter rail service connecting Milwaukee and Racine to the existing Metra Chicago-Kenosha commuter rail service;
- Thirty-three-mile route using existing Union Pacific Railroad (UP) and Canadian Pacific Railway (CP) freight lines;
- Nine stations in Wisconsin:
  - Existing Metra Kenosha Station, recently renovated transit center in Racine, and the new Milwaukee Intermodal Station; and
  - New stations at Somers, Caledonia, Oak Creek, South Milwaukee, Cudahy-St. Francis, and Milwaukee's South Side.
- Level of service:
  - Service provided in both directions during all weekday time periods;
  - A total of 30 daily weekday trains; and
  - Average speed of 38 mph.
- Shuttle service:
  - Dedicated service between Milwaukee Intermodal Station and various points in Milwaukee central business district; and

  - Dedicated service between General Mitchell International Airport (GMIA) and Cudahy-St. Francis station.

  - The shuttle service has been assumed to be provided with buses. However, the City of Milwaukee is evaluating a potential downtown streetcar line as part of the Milwaukee Downtown Connector Study being conducted by the City of Milwaukee, Milwaukee County, the Milwaukee Metropolitan Association of Commerce, and the Wisconsin Center District. The streetcar lines under evaluation would serve the Milwaukee Intermodal Station. Should that study conclude with a decision to implement a downtown streetcar, the streetcar would provide the downtown shuttle service linking KRM commuter rail with downtown Milwaukee.

- Train operation:

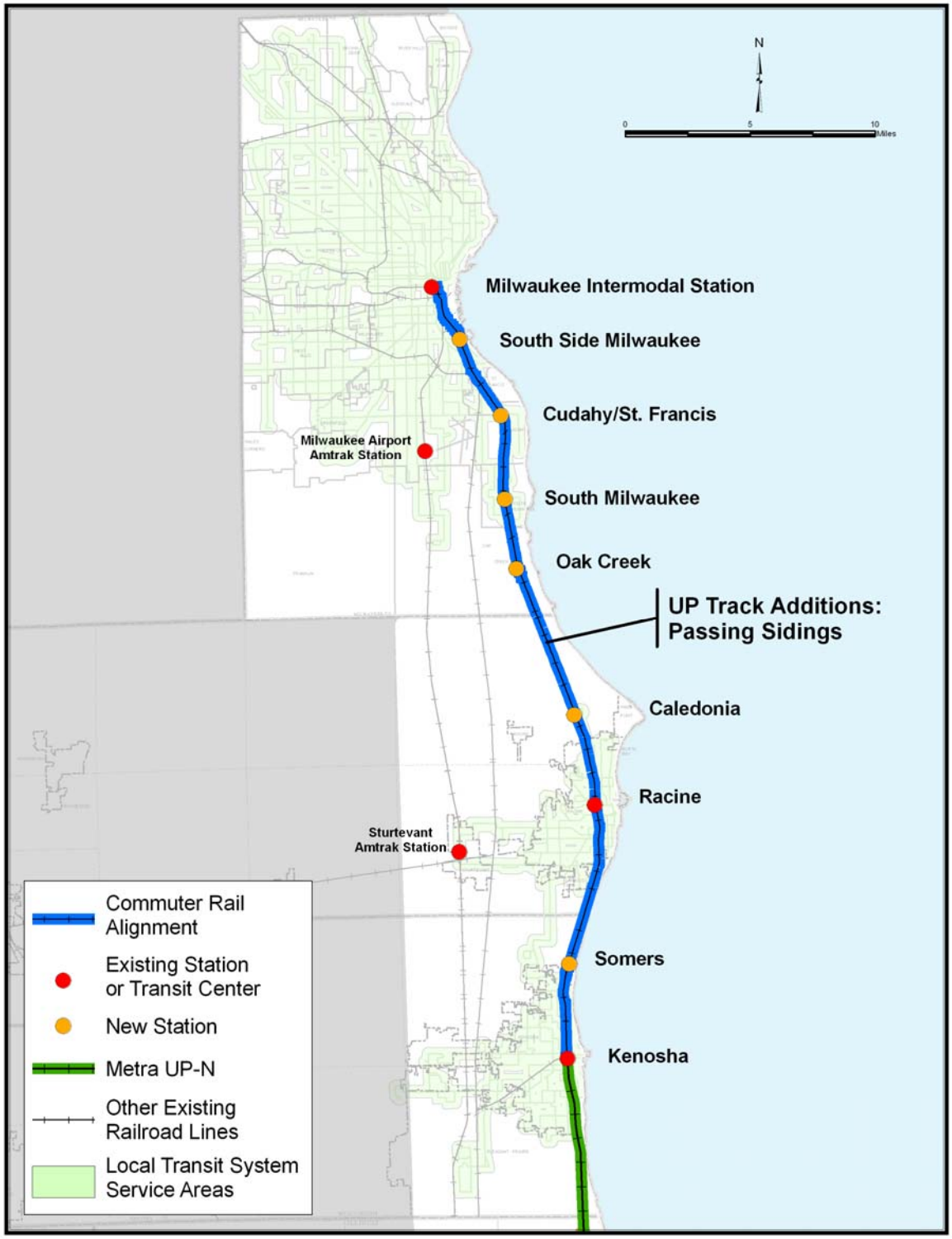
  - Service will meet existing Metra trains at Kenosha, allowing cross-platform transfers;

  - Contract with UP Railroad or a third party contractor.

- Diesel-multiple-unit cars ("DMUs" or self-propelled coaches).

A map of the project is provided in Figure III.1.

FIGURE III-1. KRM COMMUTER RAIL PROJECT ALIGNMENT



IV. PROJECT PURPOSE AND PREDICTED OUTCOMES

The KRM AA/DEIS project purpose and need statement is the following:

> A lack of regional transportation options for travel between communities in the corridor limits mobility of area residents and workers - particularly individuals with limited or no access to private automobiles. Many persons residing in the developed portion of the corridor, namely the cities of Kenosha, Racine and Milwaukee, are unemployed, are below the poverty level, or do not own a car. Their access to jobs is limited to their communities. A corollary problem is employers in the study area do not have sufficient transit access to the major labor pools of the region, especially skilled workers. This limitation on employee recruitment impacts the area's ability to attract and retain business.
>
> The primary purpose of an investment in transit in the KRM corridor is to provide regional transit connections between residential and employment concentrations to improve the mobility and transit access of residents and workers, especially those dependent on transit, as well as to provide transit access to job opportunities in the study area. Other project purposes include encouraging transit oriented infill development and redevelopment around transportation hubs, and increasing the use of transit service.

Three goals have been proposed for the KRM AA/DEIS project, including: 1) Improve Regional Transit Mobility and Access, 2) Contribute to Desirable Economic and Community Development, and 3) Attract Increased Transit Ridership. Implementation of the LPA is expected to result in a number of outcomes, including:

- Improved access to jobs and labor force;
- Increased and improved travel options within and between the corridor and Northeastern Illinois;
- Improved mobility for households without an auto and populations that are low-income;
- Aid in mitigating congestion during freeway reconstruction;
- Promotion of station area land development and redevelopment;
- Closer connections between Kenosha, Racine, and Milwaukee to each other and to Northeastern Illinois and Chicago;

- Improved linkages that will result in more economic and population growth in the KRM corridor and in the Milwaukee-Racine-Kenosha-Chicago mega-metro area;
- Support to companies that have indicated the importance of retaining and attracting qualified employees;
- Faster and more convenient regional transit service;
- Increased reliability of travel;
- Increased safety of travel;
- Reduced automobile use and highway traffic; and
- Increased transit ridership.

V. PLANNING HISTORY

The process that led to the selection of the corridor LPA has spanned a number of years, and considered a range of transit modes and service concepts. The following describes the principal activities.

There have been a number of studies prepared previously on possible major transportation improvements for the KRM corridor area. The more notable ones are summarized below. The results of these studies were considered in the current Alternatives Analysis (AA) work for the corridor and provided input to the improvement alternatives that were evaluated.

At a regional planning level, the Regional Planning Commission adopted a Year 2020 transportation plan for the seven-county Southeastern Wisconsin Region in 1997. This plan was reviewed and reaffirmed in 2003, including an extension of the design year to 2025. The plan recommends improvement and expansion of public transit services within the Region.

The plan envisions development of rapid and express transit services, as well as improvement and expansion of existing local transit services. The rapid transit component of the system plan is envisioned as a limited stop service that connects the urban centers of the Region to each other and to the Milwaukee central business district. One of such services recommended for development is in the Kenosha-Racine-Milwaukee corridor that extends from the City of Kenosha through the City of Racine to the City of Milwaukee, a distance of 33 miles. The plan identifies potential commuter rail service, including service from Milwaukee through the Cities of St. Francis, Cudahy, South Milwaukee, Oak Creek and Racine to the City of Kenosha.

In parallel with the regional planning activity, more detailed feasibility studies have also been performed. A study completed in 1998 investigated the feasibility of commuter rail service in the Kenosha-Racine-Milwaukee Corridor. The study concluded that the extension of a limited-stop commuter rail service connecting the urban centers of Kenosha, Racine and Milwaukee to each other and providing connections with transit to northeastern Illinois was technically feasible and, potentially, financially feasible. The study recommended that a subsequent corridor study of commuter rail and commuter bus alternatives be undertaken to determine whether commuter rail service should be implemented.

In 2003, the Kenosha-Racine-Milwaukee Corridor Transit Study was completed, which followed the recommendations of the 1998 effort. The project evaluated commuter rail and commuter bus alternatives connecting Kenosha, Racine and Milwaukee. The final recommendation made by the Advisory Committee for the Kenosha-Racine-Milwaukee Corridor Transit Study was to proceed with implementation of an extension of Metra commuter rail service from Kenosha to Milwaukee at a medium level of service, envisioned to be seven round trips daily. The State of Wisconsin was to act as project sponsor, and the proposed commuter rail service was to be funded by Federal and State dollars.

Subsequent to this recommendation, State legislation was enacted in 2003 defining the State's role with respect to the development of commuter rail service. The legislation provided for capital and operating financial assistance to locally-sponsored commuter rail projects and required a local funding share of commuter rail implementation.

In early 2005, an Intergovernmental Partnership (IGP) was formed among County Executives and Mayors of Kenosha, Racine and Milwaukee, the Secretary of WisDOT and the Chairman of the Regional Planning Commission. The KRM IGP agreed to conduct the necessary technical and environmental studies to permit the project to proceed to implementation. Each member of the IGP appointed a representative to serve on the KRM Steering Committee, with the Regional Planning Commission serving as lead agency, project manager and fiscal agent for the this phase of the KRM study. The role of the Steering Committee is to provide overall direction to and oversight of the study.

Also in early 2005, business leaders from the Greater Milwaukee Committee joined with elected officials representing the Kenosha, Racine and Milwaukee areas and representatives of Transit Now, a non-profit organization, to determine how to advance the KRM project. The group works to develop support for critical issues, including governance and financing.

In mid-2005, the Wisconsin State Legislature and Governor enacted legislation creating the temporary/limited authority Southeastern Wisconsin Regional Transit Authority (RTA) serving Kenosha, Racine and Milwaukee Counties. Among other tasks the RTA was to assist in KRM commuter rail planning, serve as sponsor of the commuter rail project and provide a structure for managing the necessary local funding.

A review and update of the region's transportation plan with a planning horizon of 2035 was completed by the Regional Planning Commission and adopted in June 2006. The updated plan proposed similar transit improvements as the previous plan. In addition, the plan noted that under the umbrella of the RTA, the KRM IGP was conducting studies addressing an alternatives analysis (AA), a draft environmental impact statement (DEIS), funding and refinement of proposed commuter rail service between Kenosha and Milwaukee. The regional transportation plan proposed that if these studies lead to a decision to implement commuter rail service, the Regional Planning Commission would formally amend the regional plan to include the fixed-guideway transit investment.

At the conclusion of that AA for the KRM IGP in 2007, both the Steering Committee of the KRM IGP and the RTA Board selected commuter rail as the locally preferred alternative (LPA) for the KRM corridor. At the request of the RTA, as the sponsor and potential operator of the KRM commuter rail at that time, the regional transportation plan was amended to include the KRM commuter rail in June 2007.

More recently, the Regional Planning Commission undertook work between December 2008 and December 2009 to refine the AA and complete the DEIS.

During 2009, the State government dissolved the RTA and created SERTA as a replacement agency. Under the 2009 Wisconsin Act 28, SERTA consists of the Counties of Kenosha, Racine, and Milwaukee, and has been given the authority to create, construct, operate, and manage a KRM commuter rail line. The SERTA Board of Directors is made up of nine members – two each from the City and County of Milwaukee, one each from the Cities and Counties of Racine and Kenosha, and one appointed by the Governor from anywhere in the jurisdictional area. The City and County members are appointed by the Mayors and County Board Chairs of each.

VI. RESPONSIBILITIES

1. Internal

The project sponsor for KRM is the Southeastern Regional Transit Authority (SERTA). Two major consulting contracts will support the creation, construction, and management of KRM: 1) a Project Management Consultant (PMC) and 2) a General Engineering Consultant (GEC). The PMC will also provide general management and technical oversight of the GEC for SERTA.

The two consulting contracts will be overseen by the SERTA Executive Director. The Before and After Study will be the responsibility of the Project Management Consultant. Primary SERTA responsibilities, with the support of assigned staff of Regional Planning Commission as well as consultants, include:

- Manage the planning, scope, design and engineering, construction administration, and construction inspection;
- Provide oversight for project technical issues;
- Develop recommendations for resolution of unique problems arising out of unforeseen conditions brought to light during project planning, development, and implementation; and
- Serve as liaison to the Project Management Oversight Contractor (PMOC) assigned by the FTA, and provide responses to the PMOC requests for information.

2. Southeastern Wisconsin Regional Planning Commission

The Southeastern Wisconsin Regional Planning Commission was established in 1960 as the official areawide planning agency for the highly urbanized southeastern region of the State of Wisconsin. The Commission serves as the region's federally-designated transportation planning body, and covers seven counties of Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha. The Commission provides basic information and planning services necessary to solve problems which transcend the corporate boundaries and fiscal capabilities of the local units of government comprising the Southeastern Wisconsin Region. Data on growth and development patterns used to forecast KRM ridership were developed by the Commission. Information for the secondary study area that includes portions of northeastern Illinois was obtained from the Chicago Metropolitan Agency for Planning (CMAP).

3. Federal Transit Administration

The FTA will review and approve the Before and After Study work program. The FTA also will review any before and after data developed during the project planning and development phase, as well as draft and final reports.

4. PMO Contractors

The PMO contractors designated by the FTA will assist in review of project data.

VII. SCOPE OF WORK / DATA COLLECTION AND PRESERVATION PLAN

The Before and After Study is designed to monitor two aspects of the KRM project. First, it will document the changes undergone by the system between conception (Alternatives Analysis) and physical implementation, tracking estimated versus actual capital and operating costs, levels of transit service, and other aspects of the project. Second, it documents changes in transit service and usage in the corridor that arise due to the implementation of KRM service. The complete ridership forecast model, Standardized Cost Category (SCC) worksheets, and operating and maintenance costs will be submitted to FTA as required in an effort to preserve data and information for the Before and After Study.

Task 1: Organization

- Assembly and review of project planning documents to date
- Meeting of project participants
- Preparation of draft work plan
- Preparation of final work plan

Task 2: Documentation of Forecasts during Project Development

KRM ridership forecasts and capital and operating & maintenance cost estimates will be reported to the FTA as part of the New Starts submittal process. These key metrics are, in turn, required to be reported annually by FTA in its annual New Starts report to Congress. More detail about reporting of specific forecasts is provided below.

A. Project Scope and Capital Costs

1) Alternatives Analysis (AA)
   a) Collect project planning documents – All relevant documents related to the project scope and estimation of capital costs during the alternatives analysis process will be identified and assembled.
   b) Document project scope – A detailed project description will be developed documenting the physical scope of the project. Major items such as alignment length, number of stations, signaling systems, passing tracks, maintenance facility and yard, railcars, complementary bus vehicles, etc. will be described and documented. The expected timing and duration of construction will be documented. Costs are assembled in the Standard Cost Categories (SCC) worksheet developed for this PE request.
2) Preliminary Engineering (PE)
   a) Collect project planning documents – All relevant documents related to the project scope and estimation of capital costs during the PE phase will be identified and assembled. This will include not only the PE reports but all supporting technical memoranda, drawings, and similar materials, and other relevant materials (e.g., electronic spreadsheets used in cost estimation).
   b) Document project scope – A detailed project description will be developed documenting the physical scope of the project as planned in PE. Major items such as track systems, rolling stock, stations, maintenance facility and yard will be recorded. The expected timing and duration of construction will be documented. Costs are assembled in the SCC worksheet developed for this PE request and subsequent New Starts submittals.
   c) Document project scope changes – A description of changes in scope, capital costs, or schedule from AA will be prepared.
3) Full Funding Grant Agreement (FFGA)
   a) Document project as specified in FFGA – A detailed project description will document the physical scope of the project as specified for the FFGA. Major infrastructure elements will be recorded. The expected timing and duration of construction will be documented. Costs are assembled in the SCC worksheets developed for the PE request and subsequent New Starts submittals.
   b) Document changes in scope, capital costs, or schedule from PE.

B. Operating and Maintenance Costs

1) Alternatives Analysis (AA)

a) Operating plan documentation will include the following measures for the KRM project:
   i) Routes
   ii) Headways (peak, off-peak, night, weekend)
   iii) Run time by route
   iv) Vehicle miles traveled and revenue hours
b) Systemwide operating statistics ("System" is anticipated to include services operating under the umbrella of SERTA, which will include the KRM Commuter Rail service, and potentially include services operated by Kenosha Area Transit, Racine Belle Urban System, and Milwaukee County Transit System.) [5]
   i) Number of routes
   ii) Vehicle miles
c) Operating and maintenance costs
   i) KRM
   ii) Systemwide (services operating under umbrella of SERTA)

2) Preliminary Engineering (PE)
   a) Operating plan. Documentation will include the following measures for the KRM project, and any changes from AA will be explained
      i) Routes
      ii) Headways (peak, off-peak, night, weekend)
      iii) Run time by route
      iv) Vehicle miles traveled and revenue hours
   b) Systemwide operating statistics (services operating under umbrella of SERTA)
      i) Number of routes
      ii) Vehicle miles
   c) Operating and maintenance costs
      i) KRM
      ii) Systemwide (services operating under umbrella of SERTA)

3) Full Funding Grant Agreement
   a) Operating plan. Documentation will include the following measures for the KRM project, with any changes from PE explained
      i) Routes
      ii) Headways (peak, off-peak, night, weekend)
      iii) Run time by route
      iv) Vehicle miles traveled and revenue hours

[5] Other system elements, beyond KRM, will require resolution of existing funding issues.

b) Systemwide operating statistics (services operating under umbrella of SERTA)
   i) Number of routes
   ii) Vehicle miles

c) Operating and maintenance costs
   i) KRM
   ii) Systemwide (services operating under umbrella of SERTA)

C. Ridership

1) Alternatives Analysis (AA)

a) Document Methods – The methods and procedures used in the KRM AA to develop forecasts of project ridership will be documented. This includes not just the description of the procedures or the functional relationships, but also all of the underlying data that were used in developing the forecasts.
   i) Obtain and document electronic and hard copy of geographic analysis system (traffic analysis zones)
   ii) Obtain and document electronic and hard copy of transportation networks
   iii) Obtain and document electronic and hard copy of travel forecasting functional relationships
   iv) Obtain and document electronic and hard copy of demographic and economic forecast data (e.g., population, employment, parking costs, fares, etc.)

b) Document Results
   i) Document electronic and hard copy of trip tables by mode and purpose
   ii) Document travel assignments

2) Preliminary Engineering (PE)

a) Document Methods – The methods and procedures used in the PE phase of the project to develop forecasts of project ridership will be documented. This includes not just the description of the procedures or the functional relationships but also of the underlying data that were used in developing the forecasts.
   i) Obtain and document electronic and hard copy of geographic analysis system (traffic analysis zones)
   ii) Obtain and document electronic and hard copy of transportation networks
   iii) Obtain and document electronic and hard copy of travel forecasting functional relationships
   iv) Obtain and document electronic and hard copy of demographic and economic forecast data (e.g., population, employment, parking costs, fares, etc.)

v) Document changes from AA phase

vi) Changes in the projected system ridership as reported in the AA will be documented. This will include not only changes in total ridership but also changes in ridership by route, by station, by market segment, or by other meaningful grouping. Changes in the design of the project, in forecasts of population, economic activity, transportation systems, or in other factors that would have affected the ridership forecasts will be identified and documented.

b) Document Results

i) Document electronic and hard copy of trip tables by mode and purpose

ii) Document travel assignments, including boardings and mode of access by station

c) Document Changes From the AA Phase

3) Full Funding Grant Agreement
   a) Documentation will include the following for the KRM project, with any changes from PE explained, including methods and procedures used to develop forecasts of project ridership. This includes not just the description of the procedures or the functional relationships, but also the underlying data that were used in developing the forecasts.
      i) Obtain and document electronic and hard copy of geographic analysis system (traffic analysis zones)
      ii) Obtain and document electronic and hard copy of transportation networks
      iii) Obtain and document electronic and hard copy of travel forecasting functional relationships
      iv) Obtain and document electronic and hard copy of demographic and economic forecast data (e.g., population, employment, parking costs, fares, etc.)
      v) Document changes from PE phase
      vi) Changes in the projected system ridership as reported in PE will be documented. This will include not only changes in total ridership, but also changes in ridership by route, by station, by market segment, or by other meaningful grouping. Changes in the design of the project, in forecasts of population, economic activity, transportation systems, or in other factors that would have affected the ridership forecasts will be identified and documented.
   b) Document results
      i) Document electronic and hard copy of trip tables by mode and purpose
      ii) Document travel assignments, including boardings and mode of access by station
   c) Document changes from the PE phase

Task 3: Documentation of Conditions Before Project Implementation

A. Project Scope

1) Document any refinements from FFGA
2) Document the timing and duration of construction (from the FFGA)

B. Transit Service Levels

1) Area covered – The service area for which data will be gathered will be described.
2) Measures to be documented are those shown in Task 2, B (routes, headways, runtimes, etc.).

3) Data sources – Regional Planning Commission, Milwaukee County Transit System (MCTS), Racine Belle Urban System (BUS), Kenosha Area Transit (KAT), Wisconsin Coach Lines (WCL), Metra, and Amtrak.
4) How reported – The sources of data on operations will be the same as those used for National Transit Database (NTD) reporting.

C. Capital Costs

1) Document costs from construction documents, using FTA activity line items (ALI) codes, noting and explaining any changes from the FFGA.

D. Operating and Maintenance Costs

1) Document revised operating and maintenance cost estimates, noting and explaining any changes from the FFGA.

E. Ridership and Revenue

1) A plan for conducting onboard surveys, pre-implementation of the KRM project, will be finalized prior to Final Design. Surveys will cover such issues as origin and destination, previous travel mode, and satisfaction.

F. Other Factors Affecting Costs and/or Ridership

1) Construction cost index (CCI) values – The Engineering News Record CCI for the region will be researched and recorded for the cost years used in estimation of project costs.
2) Consumer price index (CPI) – The CPI for the region will be documented for each year in which cost estimates were prepared and will be monitored and recorded during the construction period.
3) Cost of gasoline – The average price of gasoline in the region will be obtained from the local AAA office. This information will be documented and compared against operating cost per mile values used in the KRM travel forecasting model.
4) Parking costs – Data on downtown parking costs will be obtained from the Cities of Milwaukee, Racine and Kenosha, as they are updated. These costs will be documented and compared against parking costs during the planning and design phase of the project. Parking costs for KRM users will also be tracked.
5) Planned development – Updated information on planned development will be obtained from the Regional Planning Commission and corridor municipalities.
6) Transit wage rates – Average wage rates for area transit operators will be recorded for each year since the start of the AA process.

Task 4: Documentation of Conditions After Project Opening

Data to document conditions after project opening (anticipated in 2016) will be collected consistent with NTD reporting practices two years after project opening – not anytime sooner. Pre-project opening surveys and boarding/alighting counts will be conducted in the spring or fall period two years after the date of project implementation.

A. Physical Scope (as built)

1) A detailed project description will be developed documenting the physical scope of the project as actually constructed or procured. Major items such as stations, yard, rolling stock, etc. will be recorded. Any changes from the AA phase and/or FFGA will be documented and explained. Finally, the actual length of the construction period will be documented.

B. Transit Service Levels (as operated)

1) Area covered – The service area for which data will be gathered will be described.
2) Measures to be documented are those shown in Task 2, B.
3) Data sources – Regional Planning Commission, MCTS, BUS, KAT, WCL, Metra and Amtrak.
4) How reported – The sources of data on operations will be the same as those used for NTD reporting.

C. Capital Costs

1) Sources of information – Project expenditures will be reported and summarized using FTA ALI codes. These reports will be available monthly during the project construction period. While there may be some work continuing and some claims unresolved on opening day, the vast majority of capital costs should have been incurred and claims resolved by the end of the first full year of operation. SERTA records and PMO reports will provide needed capital cost information.
2) Adjustments
   a) For changes in physical scope – Differences between the project as built and the project as planned and described in the FFGA will be documented. Estimates of the impacts of these changes on actual construction as compared to estimated costs will be prepared.
   b) As built costs will be expressed in year of expenditure dollars and compared to anticipated expenditures as detailed in the FFGA. All changes will be noted and explained.

D. Operating and Maintenance Costs

1) Information sources – SERTA

2) As operated costs will be reported in year of expenditure dollars, noting and explaining any changes from the FFGA.

E. Ridership

1) A methodology for collecting ridership data to evaluate ridership impacts will be proposed.

Task 5: Proposed Analyses

A. Project Scope

1) Planned versus As Built
   a) Analyze and explain changes in project scope from AA through FFGA.
   b) Analyze and explain changes in project scope from FFGA to After Implementation, as described in Task 4.
   c) Analyze and explain changes in project scope from Before Implementation (Task 3) to After Implementation (Task 4).

B. Transit Service Levels

1) Planned versus After Implementation
   a) Maps will be prepared illustrating the service plan in the project corridor as envisioned in the AA phase of the study and as actually operated.
   b) Charts will be prepared comparing the service measures as documented in Tasks 2 and 4.
   c) Explanation of any changes will be provided.
2) Before versus After Implementation
   a) Maps will be prepared illustrating the service plan in the project corridor as envisioned in the AA phase of the study and as actually operated.
   b) Charts will be prepared comparing the service measures as documented in Tasks 3 and 4.
   c) Explanation of any changes will be provided.

C. Capital Costs

1) Estimated versus After Implementation
   a) A chart will be prepared that compares costs as documented in Task 2 (AA, PE, and FFGA) with Task 4, After Implementation costs.
   b) Analysis of projected versus achieved costs will be conducted in year of expenditure dollars. The CCI and CPI for the region will be analyzed in relation to actual costs. The analysis of capital costs will seek to identify not only the differences between costs as estimated and as achieved, but also the project components that contributed to these differences. This will include assessment

of differences between estimated and achieved costs by component (e.g., track work, stations, right-of-way acquisition, railcars, design, environmental mitigation, etc.) with special attention given to any changes in project scope. Other documented changes that may have had a significant impact on achieved project costs but which cannot be specifically identified by a cost category will be discussed.

2) Before and After Implementation
   a) A chart will be prepared that compares costs as documented in Task 3 with final costs as documented in Task 4.
   b) Any changes from Task 3 to Task 4 will be analyzed and explained.

D. Operating and Maintenance Costs

1) Estimated versus After Implementation
   a) A chart will be prepared that compares costs as documented in Task 2 (AA, PE, and FFGA) with Task 4, After Implementation costs.
   b) Analysis of any changes from the FFGA to After Implementation costs will be conducted and documented. The analysis will focus on differences due to changes in the number of units (e.g., vehicle hours of service, route lengths, etc.) and changes in the cost per unit. To the extent possible, the analysis will address costs by component including vehicle operations, maintenance, etc. Changes in the CPI for the region will be analyzed in relation to actual costs.
2) Before and After Implementation
   a) A chart will be prepared that compares costs as documented in Task 3 with final costs as documented in Task 4.
   b) Any changes from Task 3 to Task 4 will be analyzed and explained.

E. Ridership

1) Ridership Estimates versus After Implementation
   a) A chart will be developed that shows the changes in ridership between the AA phase (Task 2) and after implementation (Task 4). This will include not only changes in total system ridership, but also changes by route, station, market segment, and other meaningful measures.
   b) An analysis will explain how changes in the design of the project, forecasts of population, economic activity, transportation systems, or other factors affected the ridership forecasts and actual outcomes.
2) Before versus After Implementation
   a) A chart will be prepared to show changes in ridership projections and ridership characteristics as documented in Tasks 3 and 4.

b) An analysis will explain the impacts the project had on overall ridership and ridership characteristics for the Kenosha-Racine-Milwaukee corridor and system as a whole (services operating under umbrella of SERTA).

Task 6: Findings and Recommendations

1) Summarize Findings – A summary will be prepared highlighting the major findings of the analysis. The relationship between forecast and achieved values of capital cost, operating cost, and ridership will be documented. Major factors influencing the differences will be presented.
2) Summarize Recommendations – Based on the comparisons of forecast and achieved values, recommendations will be developed for improving the methods for developing forecasts, for presenting forecasts, or for other actions that would foster better use of data in making transit investment decisions.
3) Prepare Draft Report – The Before and After draft report and the associated findings and recommendations will be prepared and submitted to the FTA.
4) Discuss Draft Report – The Before and After draft report will be reviewed with the FTA.
5) Revise Report – Based on discussions with the FTA, the draft report will be revised.
6) Prepare Final Report – The final version of the Before and After Report will be prepared and submitted to the FTA.

11.0 KRM Support

Rail service in the KRM corridor has support from local elected officials including the mayors of Kenosha, Racine, and Milwaukee; business groups; economic development interests; community leaders; and numerous other agencies and organizations. This section summarizes the support for the KRM project including a list of those who have endorsed the project concept, comments made at public information meetings, and resolutions adopted by local units of government.

The Southeastern Regional Transit Authority determined to submit a "New Starts" application requesting entry into preliminary engineering to the Federal Transit Administration at its May 17 meeting, on a 7-2 vote of its members. Two members, both elected officials in Milwaukee County – Milwaukee County Board Chairman Lee Holloway and Milwaukee County Board First Vice-Chairman and Southeastern Regional Transit Authority Treasurer Michael Mayo, Sr. – did not agree that a "New Starts" application should be submitted at this time, given that dedicated local funding has yet to be provided to address the funding crisis currently being experienced by the Milwaukee County Transit System (MCTS). The following reasons were cited for their opposition to submitting a "New Starts" application at this time:

- Advancing a new rail line is inappropriate and illogical while the existing Milwaukee County Transit System is in the midst of a funding crisis, with significant service reductions and fare increases.

- It is likely that the earliest any enabling legislation providing a dedicated local funding source for MCTS could be considered is the 2011-2013 Wisconsin State Budget, which is more than one year in the future.

- Without dedicated local funding, the future of fixed route and paratransit service in Milwaukee County is tenuous.

- The dedicated funding source currently available to fund the local share of the KRM commuter rail project is a vehicle rental fee to be collected in Kenosha, Racine, and Milwaukee Counties. Most of the revenues generated from this fee would likely come from Milwaukee County.

- Without a dedicated local funding source, MCTS will likely become more dependent upon the State of Wisconsin for operating revenues in the future. KRM commuter rail is also anticipated to seek State operating assistance, which may result in competition for State funding between MCTS and KRM.

A Minority Report is provided at the end of this section which explains the above reasons for opposing submittal of a "New Starts" application at this time.

11.1 Comments at Public Meetings

Comments received at public meetings and during an attendant comment period were overwhelmingly – over 92 percent – in favor of the KRM commuter rail project. Attendance at the three public meetings held in February 2007 to present the results of the corridor transit alternatives analysis is shown in Table 11.1. A total of 79 written comments were received at the meetings.

Table 11.1 KRM February 2007 Public Information
Meeting Attendance

Meeting	Date	Attendance	Written Comments Received
Kenosha Gateway Technical College	February 05, 2007	109	40
Racine Gateway Technical College	February 07, 2007	66	16
Milwaukee Downtown Transit Center	February 08, 2007	88	23
Total		**263**	**79**

The public also was able to provide comments electronically through the website created for the project, and via e-mail or by letter. As shown in Table 11.2, 722 comments were received, of which 460 came by e-mail.

Table 11.2 Public Comments by Method

Method	Comments	Percent
E-mail	460	64%
Meeting Form	88	12%
Letter	174	24%
Total	**722**	**100%**

The 722 comments can be divided into four general categories, including:

1. Support for commuter rail in the KRM corridor,

2. Support for improved bus service (the Transportation Systems Management Alternative),

3. Opposition to commuter rail service in the KRM corridor, and

4. Questions or suggestions about the project or otherwise noncommittal.

The results by KRM position category are summarized in Table 11.3.

Table 11.3 Results by Position of Response

	Responses	
1. Support KRM	668	92.5%
2. Support Improved Bus	1	0.1%
3. Oppose KRM	39	5.4%
4. Questions/Noncommittal	14	1.9%
Total	**722**	**100%**

11.2 Comments on the Draft Environmental Impact Statement

The Draft Environmental Impact Statement (DEIS) was completed in July 2009, and hearings were held on September 14, 15, and 16, 2009, in Racine, Kenosha, and Milwaukee respectively, with a comment period extending to October 5, 2009. The Southeastern Wisconsin Regional Planning Commission received a total of 134 comments submitted at the hearings, via the KRM website, or by email, mail, or fax, during the comment period. The comments can be divided into three general categories, including:

1. Support for commuter rail in the KRM corridor,

2. Opposition to commuter rail service in the KRM corridor,

3. Federal or State regulatory agencies or other key stakeholders, and

4. Questions or suggestions about the project or otherwise noncommittal.

The results by KRM position category are summarized in Table 11.4.

Table 11.4 DEIS Comments by Position of Response

	Responses	
1. Support KRM	98	76.6%
2. Oppose KRM	18	14.1%
3. Regulatory Agencies/Stakeholders	7	5.5%
4. Questions/Noncommittal	5	3.9%
Total	**128**	**100%**

11.3 Local Government Resolutions

Kenosha County has adopted a resolution endorsing the proposed KRM commuter rail, as has Racine County. The communities within which the proposed stations are located have endorsed the land use plan proposed for the area surrounding their station and stated their intention to implement the land use plan (Cities of Kenosha, Racine, Oak Creek, South Milwaukee, and Cudahy, Village of Caledonia, and Town of Somers) or are in the process of adopting such a resolution (City of Milwaukee). Copies of these resolutions are provided at the end of this section.

11.4 KRM Project Endorsements

Transit NOW, a nonprofit organization that works to educate the community on transportation-related issues impacting Southeastern Wisconsin, has collected a number of endorsements of the KRM commuter rail project concept. This list is provided at http://www.transitnow.org/key-endorser-list.html, and includes the following:

Elected Officials
Mayor Barrett, City of Milwaukee
Mayor Bolender, City of Oak Creek
County Executive McReynolds, Racine County
State Senator Tim Carpenter (Milwaukee)
State Senator John Lehman (Racine)
State Senator Jeff Plale (South Milwaukee)
State Senator Robert Wirch (Pleasant Prairie)

State Representative Jeff Stone (Franklin)
State Representative Jon Richards (Milwaukee)
State Representative Christine Sinicki (Milwaukee)
State Representative Robert Turner (Racine)
State Representative John Steinbrink,
Village President-Pleasant Prairie
State Representative Josh Zepnick (Milwaukee)
Terry Rose, Kenosha County Board of Supervisors
Q.A. Shakoor II, Racine Co. Supervisor, City of Racine Alderman,
Chair-W. 6th St. Assoc.
Robert J. Bauman, Alderman, City of Milwaukee
Terry Witkowski, Alderman - Milwaukee
Michael Shields, Alderman - Racine
David Maack - Racine Common Council
Raymond DeHahn, Alderman - Racine
Robert E. O'Brien, Treasurer - Village of North Bay
Mount Pleasant Village Board
Racine County Board
Kenosha County Board
Oak Creek Common Council
State Representative Cory Mason (Racine)
State Representative Peter Barca (Kenosha)
Linda Nikcevich, Alderwoman - Wauwatosa
Chris Larson, Milwaukee County Board of Supervisors
Dennis McBride, Alderman – Wauwatosa

Business

Fisk Johnson, Chairman - S. C. Johnson & Son
Gale Klappa, CEO - WE Energies
Richard A. Hansen, President & CEO - Johnson Financial Group
Helen Johnson-Leipold, Chairman & CEO - Johnson Outdoors
Scott Kelly, President - Johnson Bank-Racine
Thomas Mahoney, President - Johnson Bank-Kenosha
Christian Lie, CEO - Johnson Insurance Services
John Matthews, V.P. Global Communications - Johnson Diversey
Jerold Franke, President - WISPARK
Robert Mariano, Chairman & CEO - Roundy's
Aurora Health Care
Edward Emma, President & COO - Jockey International
Case New Holland (CNH)
Dennis Kuester, President & CEO - Marshall & Ilsley Corp.
Thomas Burke, President & CEO - Modine Manufacturing
Jerry Ryder, President - In-Sink-Erator
Bombardier Recreational
Thomas Bernacchi, Vice President - Towne Realty
Fred Luber, Chairman - Super Steel Corp.
Michael Cudahy, President - Endeavors Group

David Gordon, Director & CEO - Milwaukee Art Museum
Paul Matthews, President - Marcus Center for the Performing Arts
Mark Sommer, President - Gormac Products, Inc.
Dennis Barkow, President - Quinte Systems
Jess Levin, President & CEO - Bank of Elmwood
John Burke, Chairman - Burke Properties
Vince Ruffolo, President - S.I.C., Inc.
Alan Ruud, President & CEO - Ruud Lighting, Inc.
Ken Buser, President & CEO - All Saints Health Care
Daniel Risch, CEO - Lincoln Luthern of Racine
Ronald Gibb, President - Wells Fargo-Racine
Mark Ernst, Partner - Engberg Anderson Design Partnership
Dave Perkins, CFO & Vice President - Racine Federated, Inc.
John Hennessy, President - Hennessy Group (Milwaukee)
John Shannon, President & CEO - Quick Cable Corporation
Ralph Tenuta, Owner - Tenuta's
Eric Resch, President - Stone Creek Coffee
Robert R. Henzl, President - Hostak, Henzl & Bichler, S.C.
Michael Stanich, Partner - Lakeview Investment, LLC (Kenosha)
Keith Johnson, President - Pathway Development (Salem, WI)
Lincoln Fowler, Partner - Alterra Coffee Roasters, Inc.
Dana Anderson, President & CEO - Foote, Cone & Belding
Renquist & Associates (Racine)
Steve Johnson, President - Miller Brands
James Eastman, President - Merchants Moving & Storage (Racine)
Mark Irgens, President – Irgens Development Partners
George Seater, President/CEO – Seater Construction
Jim Beer, President, Pioneer Products, In.c (Racine)

Economic Development Interests
Julia Taylor, President - Greater Milwaukee Committee
Peter Beitzel, Vice President - Metro Milwaukee
Assoc. of Commerce
Racine Area Manufacturers & Commerce
Mike Ruzicka, President - Greater Milw. Association of Realtors
Beth Nicols, Executive Dir. - Milwaukee Downtown (BID #21)
Mike Fabishak, CEO - Associated General Contractors-Greater Milw.
Spirit of Milwaukee
Paul Burkhardt, President, Peoples Credit Union, Cudahy
Sally Peltz, President - Legacy Redevelopment Corportation Guadalupe (Wally) Rendon, President
Hispanic Business & Professionals Association (Racine)
Devin Sutherland, Executive Director - Downtown Racine Corp.
Dave Blank, Executive Director
Racine County Convention and Visitors Bureau
Edward Huck, Executive Dir. - Wisconsin Alliance of Cities
Matt Wagner, Director - CATI (Racine)

Chris Pawlik, Former Pres. - Cudahy Chamber of Commerce
Raymond Schmidt, Executive Director - Select Milwaukee, Inc.
Barbara Wesener, Executive Director, South Suburban Chamber of Commerce
Tom Rave, Executive Director, The Gateway to Milwaukee

Education
Deborah Ford, Chancellor - UW Parkside
F. Gregory Campbell, President - Carthage College
Milwaukee Institute of Art and Design
Robert A. Wild, S.J., President - Marquette University
Milwaukee Area Technical College

Labor
Kenosha County AFL-CIO Central Labor Council
United Steel Workers-District 2
Michael Rosen, President - Local 212 American Fed. of Teachers
and Economics Chair - Milwaukee Area Technical College
Sheila Cochran, Treasurer and CEO, Milwaukee Area Labor Council
Gary Burns, President, Southeastern Wisconsin Building Trades Council
Alan Simonis, President, Amalgamated Transit Union Local 998
Jeff Van Koningsveld, President, IBEW Local 430
Kurt Zunker, President, Milwaukee County Parks, Public Works & Zoo Employees Local 882

Faith-Based
Lawrence Kirby, Bishop - St. Paul Baptist Church (Racine)
Wayne Johnson, Former President - Racine Interfaith Coalition
Ray Carter, Pastor - New Life Church (Racine)
Marc E. Berksen, Rabbi - Congregation Emanu-El B'ne Jeshurun
Nancy Holmland, President, WISDOM
Ken Lumpkin, President, Racine Interfaith Coalition

Community Leaders & Activists
John Antaramian (former Mayor) City of Kenosha
James White, former Milwaukee County Supervisor and
Transportation Committee Chair
Allan Kehl (former county executive) Kenosha County
Martha Toran, Community Activist - Milwaukee
Bruce Wantuch, Director, YWCA of Greater Milwaukee
Julilly Kohler, Community activist - Milwaukee
John Norquist, President - Congress for a New Urbanism
Marvin Pratt, (former acting mayor) Milwaukee
David Riemer, (former county executive candidate) Milwaukee
Raymond Glowacki (former mayor) Cudahy
Larry Burazin (former mayor), St. Francis
Jean Jacobson (former county executive), Racine
Susan Greenfield (former town chair) Town of Caledonia
James Smith (former mayor) Racine

Dale Richards (former mayor) Oak Creek
Joseph S. Clementi (former Mt. Pleasant town chairman)
State Representative Peter Bock (former legislator)
Owen Davies (former mayor) Racine

Organizations and Agencies

Milwaukee Area
Apartment Owners & Managers Association of Milwaukee
Casa Maria, Inc. (Milw.)
Community Shares of Greater Milwaukee
Cudahy Chamber of Commerce
Greater Milwaukee Association of Realtors
Greater Milwaukee Committee
Historic Third Ward Association
League of Women Voters-Milwaukee County
Menomonee Valley Partners
Metropolitan Builders Association
Metro Milwaukee Association of Commerce (MMAC)
Milwaukee Area Green Party
Milwaukee Art Museum
Milwaukee County Conservation Coalition
NAACP (Milwaukee)
Riverwest Neighborhood Association (Milw.)
Riverworks Development Corporation (Milw.)
South Milwaukee Association of Commerce
Spirit of Milwaukee
Sierra Club-Great Waters Group (Milw. Area)
Theatre District (Milw.)
UW Milwaukee Student Association
Westown Association (BID #5, downtown Milw.)
West End Vliet Street Business Association (Milw.)

Racine Area
1000 Friends of Wisconsin (Racine chapter)
Downtown Racine Corporation
North Side Business and Professional Assoc. (Racine)
Racine Area Manufacturers and Commerce
Racine Art Museum
Racine Board of Realtors
Racine City Tavern League
Racine County Convention and Visitors Bureau
Racine County Democratic Party
Racine County Economic Development Corp.
Racine County Workforce Development Board
Racine Earth Services Corps Youth United
Racine Housing and Neighborhood Partnership, Inc.
Racine Interfaith Coalition

Racine Taxpayers Association
Sustainable Racine

Kenosha Area
Chiwaukee Prairie Preservation Fund
Hoy Audubon Society, Inc.
KenRail
Kenosha Area Business Alliance (KABA)
Kenosha Area Chamber of Commerce
Kenosha County Workforce Development Board

Illinois
Lake County Partners (business)
Environmental Law & Policy Center
Sierra Club, Woods & Wetlands Chapter

Regional, State, National
1000 Friends of Wisconsin
Badger Assoc. of the Blind and Visually Impaired
Building Owners & Managers Association of Wisconsin$
Citizens for a Better Environment
Coalition for Advancing Transit
Disability Rights Wisconsin
Independence First
League of Women Voters-Wisconsin
Sierra Club, Gateway Group (Racine & Kenosha)
Sierra Club, John Muir Chapter (State)
Sierra Club (National)
Transit NOW
Transportation Development Association
Wisconsin Alliance of Cities
Wisconsin Center for Children and Families
Wisconsin Coalition for Advocacy
Wisconsin Department of Natural Resources
Wisconsin League of Conservation Voters
Wisconsin Public Interest Research Group
Wisconsin Rural and Urban Transit Association
WISDOM (Interfaith)

Milwaukee County Board of Supervisors

Lee Holloway

Chairman of the Board

June 9, 2010

Southeastern Wisconsin Regional Planning Commission
Kenneth Yunker, Executive Director
W239 N1812 Rockwood Drive
P.O. Box 1607
Waukesha, WI 53187-1607

Dear Mr. Yunker,

On May 17, 2010, the Southeastern Regional Transit Authority (SERTA) voted 7-2 to submit a "New Starts" application to enter preliminary engineering for the Kenosha-Racine-Milwaukee (KRM) Commuter Rail project. Supervisor Michael Mayo Sr., and I, the Milwaukee County representatives to SERTA, cast the two dissenting votes.

From the outset of this process, Supervisor Mayo and I made it abundantly clear that our highest priority, as members of SERTA, was to secure dedicated local funding for the Milwaukee County Transit System (MCTS). In the absence of this dedicated funding for MCTS, we simply cannot support SERTA's decision to move ahead with the KRM project at this time.

The attached Minority Report, presented by both Milwaukee County representatives, details the alternative to SERTA's majority viewpoint. This Minority Report prepared by Milwaukee County is to accompany the KRM application being advanced by SERTA to the FTA. Thank you for your assistance in submitting this minority report along with the grant application.

Sincerely,

Lee Holloway
Chairman,
Milwaukee County Board of Supervisors

cc: Mr. Karl Ostby, Chairman, SERTA

Courthouse - Room 201 • 901 North 9th Street • Milwaukee, WI 53233
Phone: 414-278-4261 • Fax: 414-223-1935 • E-Mail: lee.holloway@milwcnty.com

Minority Report

Submitted to

United States Department of Transportation
Federal Transit Administration

June 2010

The Honorable Lee Holloway
Chairman of the Board
Milwaukee County Board of Supervisors
SERTA Member

Supervisor Michael Mayo, Sr.
1st Vice-Chairman, County Board
Chairman, Transportation, Public Works & Transit Committee
SERTA Treasurer

Milwaukee County Board of Supervisors

Lee Holloway

Chairman of the Board

June 10, 2010

Federal Transit Administration
Peter M. Rogoff, Administrator
U.S. Department of Transportation
East Building, 4th Floor
1200 New Jersey Avenue, SE
Washington, DC 20590

Federal Transit Administration, Region V
Ms. Marisol R. Simón, Regional Administrator
U.S. Department of Transportation
200 West Adams Street, Suite 320
Chicago, IL 60606

Dear Mr. Rogoff and Ms. Simón,

The 2009 Wisconsin Act 28 created the Southeastern Regional Transit Authority (SERTA). This entity is comprised of appointees of: Milwaukee County; the City of Milwaukee; Racine County; the City of Racine; Kenosha County; the City of Kenosha; and the Governor. As Chairman of the Milwaukee County Board of Supervisors, I am the appointing authority to SERTA for Milwaukee County. Per this authority, I appointed Supervisor Michael Mayo, Sr., 1st Vice-Chair of the Milwaukee County Board of Supervisors, and myself to serve on SERTA.

In making these appointments, I informed the public that the highest priority of Milwaukee County's representatives to SERTA would be securing a dedicated sales tax to resolve the funding crisis facing the Milwaukee County Transit System (MCTS). With the support of Milwaukee County leadership, SERTA did work to advance a bill through the Wisconsin State Legislature that would have allowed for the local creation of a dedicated transit sales tax for MCTS. While this legislation enjoyed broad-based support, it failed to pass before the Legislature adjourned.

On May 17, 2010, the SERTA voted to submit a "New Starts" application to enter preliminary engineering for the Kenosha-Racine-Milwaukee (KRM) Commuter Rail project. Both Supervisor Mayo and I voted against advancing this application. We simply could not support moving ahead with an application for a **new** multi-million dollar alternative transportation system in Southeastern Wisconsin when the **existing** bus system in Milwaukee County faces likely service reductions.

As part of its decision making process, the Federal Transit Administration is urged to consider the minority viewpoint of Milwaukee County. The Milwaukee County representatives on SERTA present the attached Minority Report to the Federal Transit Administration. Along with Supervisor Mayo, I am pleased to submit the attached Minority Report for your consideration.

Your attention to the viewpoint of Milwaukee County is appreciated. Should you need any additional information, please don't hesitate to contact my office. We need your support and ask you to prioritize the stabilization of our bus system to enhance our public transportation system for all of Milwaukee County's residents and visitors.

Sincerely,

Lee Holloway
Chairman, Milwaukee County Board of Supervisors

Room 201, Courthouse ● 901 North 9th Street ● Milwaukee, Wisconsin 53233
Phone: 414-278-4261 ● FAX: 414-223-1380 ● E-Mail: lee.holloway@milwcnty.com

MINORITY REPORT TO KRM APPLICATION FOR NEW STARTS FUNDING

PRESENTED BY MILWAUKEE COUNTY SERTA APPOINTEES

At the May 17, 2010, meeting of the Board of Directors of the Southeastern Regional Transit Authority (SERTA), the Board voted 7-2[1] to submit a "New Starts" application to enter preliminary engineering for the Kenosha-Racine-Milwaukee (KRM) Commuter Rail project to the Federal Transit Administration (FTA). We, the Milwaukee County representatives of SERTA, cast the two dissenting votes and present this Minority Report, which is to accompany the KRM application being forwarded by SERTA to the FTA. It should be noted that while the two City of Milwaukee representatives on SERTA voted to advance the KRM application, Milwaukee Mayor Tom Barrett recently seems to have expressed some potential reservations.[2]

The Milwaukee County Board of Supervisors has unanimously adopted a resolution[3] prioritizing dedicated funding for the ongoing operation of rubber-tire buses. The City of Milwaukee Common Council adopted a similar resolution[4] that does not support KRM funding that is exclusive of dedicated funding for local public transit within the City and County.

Minority Report recommendation

In good conscience, we could not support SERTA's decision to submit a "New Starts" application to enter preliminary engineering for the KRM project while the Milwaukee County Transit System (MCTS) and the other existing bus systems in Southeastern Wisconsin face service cuts. We offer the following alternative recommendation:

⇒ **Postpone submittal of a "New Starts" application to enter preliminary engineering to the FTA for the KRM project until local dedicated funding has been provided to address the funding crisis facing MCTS.**

FTA should not give the green light to KRM until dedicated funding for buses is secured

As leaders of the Milwaukee County Board of Supervisors, we have a responsibility to the electorate to preserve and prioritize our bus system. We believe it is inappropriate and illogical to advance an application for a new transportation system in Southeastern Wisconsin while the existing bus system in Milwaukee County is in the midst of a funding crisis and the future bus service for many residents remains in jeopardy.

Fixing the existing bus system in Milwaukee County is our priority because it is critical to the economic development of the region.

- About one-half of MCTS riders use the bus to get to work.
- Bus service hours have been reduced by 20%, and the cash fare has increased by 50% from 2001 to 2010.

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[1] Chairman Holloway news release dated May 17, 2010, reported in the *Milwaukee Journal Sentinel*, May 17, 2010, Larry Sandler, and *The Daily Reporter*, May 17, 2010, Sean Ryan

[2] *Milwaukee Journal Sentinel*, May 31, 2010, Larry Sandler

[3] Milwaukee County Resolution File No. 06-60, adopted February 2, 2006

[4] City of Milwaukee Legislative File No. 061248, adopted February 6, 2007

- A 2008 study by the University of Wisconsin-Milwaukee Center for Economic Development found that close to 41,000 jobs became inaccessible by transit due to MCTS service cuts between 2001 and 2007.

Milwaukee County: Populous and diverse

Milwaukee County is home to about 960,000 residents and constitutes about 17% of Wisconsin's population. According to the U.S. Census Bureau, more than 25% of Milwaukee County's population self-identify as African-American and 12% as Hispanic or Latino. According to University of Wisconsin-Milwaukee research, less than one-half of Milwaukee County African-American and Hispanic adults have a valid driver's license. Clearly, the priority of Wisconsin's most populous, urban and diversified community must be fixing the existing bus system.

Minority Report is submitted on behalf of MCTS bus riders

Milwaukee County's buses transport 150,000 passengers daily. More than 88% of the boardings on the fixed route system occur in the City of Milwaukee, an urban municipality with a diverse population (37.3% African-American and 12% Hispanic or Latino). On behalf of these riders, we submit this Minority Report.

SERTA vote puts few KRM commuters before many MCTS riders

SERTA's action prioritizes the **desire** of potential KRM commuters for convenient regional travel above the transit **needs** of local residents. SERTA's action leaves behind millions of existing MCTS riders who are transit dependent. A substantial number of MCTS passengers have no other means of transportation available to them.

MCTS bus riders

- MCTS provides over 46 million passenger rides a year on the fixed route system and over 1 million additional paratransit rides for people with disabilities.

- About 1/3 of total MCTS passengers do not have an automobile in their household, and about 1/2 of MCTS passengers do not have a driver's license.

KRM commuter rail riders

- It is projected that the KRM line will carry only about 2 million annual passengers.
- It is projected about 75% of KRM passengers will use an automobile to access KRM service.

Chronology of efforts to secure dedicated sales tax for MCTS:
Referendum, gubernatorial veto, and non-passage of separate legislation

On November 4, 2008, the voters of Milwaukee County endorsed a dedicated sales tax for transit and other services as an alternative funding mechanism to the property tax. The referendum passed by a margin of 52% in Milwaukee County. Voter support was overwhelming in the City of Milwaukee, where the referendum passed by a margin of 58-42 percent.[5]

[5] Milwaukee County Election Commission Canvas, November 4, 2008

As part of the 2009-2011 budget, the State Senate and the State Assembly did pass legislation that would have allowed Milwaukee County to create a dedicated sales tax for transit. On June 29, 2009, Governor Jim Doyle vetoed this budget provision. The Governor's veto was unexpected and will prove devastating to MCTS.

Subsequent to this gubernatorial veto, a separate bill was introduced in the Legislature that would have allowed for the creation of a dedicated sales tax to fund MCTS. This bill was supported by labor and business. Notwithstanding support from a broad-based coalition, this bill failed to pass during the regularly scheduled floor period of the 2009-2010 legislative session.

Under normal circumstances, it would be difficult to predict the future passage of similar legislation. Given the extraordinary circumstances of a retiring incumbent Governor and the retirement of 23 incumbent Wisconsin legislators, the future political dynamic is very unpredictable. It is likely that the earliest any enabling legislation allowing Milwaukee County to create a dedicated local funding source for MCTS could be passed is the 2011-2013 State Budget, which is more than a year away.

Future of fixed route service tenuous without dedicated local funding

At the last SERTA meeting, MCTS Managing Director Anita Gulotta-Connelly described the funding challenges MCTS faces in the immediate future and over the long-term.[6] According to preliminary estimates, MCTS faces a **$10.2 million** funding gap in the 2011 MCTS budget. It is projected that this $10.2 million budget gap would equate to a service cut of about 14%, or 188,000 hours of service per year.

Potentially, the 2011 budget gap could be even larger than $10.2 million. The $10.2 million gap is predicated upon an assumption that Milwaukee County will infuse an additional $2.1 million of local property tax revenue into transit next year. This assumption is premature since the elected officials of Milwaukee County have not yet begun the budget process for next year.[7]

It is certain that, without dedicated funding, transit will continue to have to compete with mandated and non-mandated services for scarce property tax resources. As a result of this competition among human services, the parks, and the bus system, it may be unlikely that MCTS will realize the additional revenues that have been projected.

Future of paratransit service tenuous without dedicated local funding

Given fiscal constraints, Milwaukee County may have to reconsider its delivery of paratransit services. Milwaukee County's current coverage exceeds federal law requirements that paratransit service be provided within ¾ of a mile of existing bus routes. Without dedicated funding for transit, Milwaukee County's ability to deliver paratransit rides **throughout** the County is at risk.

During deliberations on the 2010 Milwaukee County budget, policymakers did consider reducing paratransit service to the federal requirement. Under this scenario, **service to nearly all of Franklin, Hales Corners and Oak Creek would be eliminated. Also, service to parts of**

[6] Milwaukee County Transit System, May 2010, Power Point presentation

[7] County Board Chairman memo to County Executive, May 13, 2010

Bayside, Brown Deer, Cudahy, Glendale, Greendale, Greenfield, River Hills, St. Francis, South Milwaukee, West Allis and Milwaukee's far northwest and south sides would be reduced. This action would result in a loss of service to about 1,300 clients and about 100,000 rides.

Dedicated local funding for KRM: the $18 car rental fee

The only local dedicated funding currently available for transportation alternatives in Southeastern Wisconsin is the $18 car rental fee, which is intended to finance the KRM. At a time when the MCTS lacks a dedicated sales tax, we are opposed to moving forward with the enactment of the local funding source for KRM.

Considering MCTS lacks dedicated funding, it is particularly onerous that the local share of the KRM project largely would be generated out of Milwaukee County. Transactions for car rentals in Milwaukee County account for about 42% of all activity in Wisconsin. Clearly, it is reasonable to assume that most of the rental revenues for KRM would be generated by activity at General Mitchell International Airport (GMIA). Milwaukee County owns and operates GMIA, and the County Board Committee on Transportation, Public Works, and Transit, chaired by Supervisor Mayo, governs the policies of the airport.

KRM operating revenues

Bus systems are heavily dependent on the State to provide operating revenues. State assistance constitutes about 40% of the MCTS operating budget. In the future, MCTS likely will become more dependent upon the State for operating revenues in the absence of a local dedicated funding source.

If the KRM wins federal approval, it is assumed SERTA will seek operating assistance from the State. Therefore, initiation of KRM service potentially would put MCTS in competition for scarce resources when policymakers set the biennial State budget. At this time, we simply cannot support putting MCTS at this type of competitive disadvantage.

Conclusion

Contrary to our recommendation, SERTA leadership is moving ahead with the KRM application without the ability to demonstrate that a local dedicated funding source for MCTS has been secured or will be secured in the near future. We recommend that submittal of a New Starts Application to the FTA to enter preliminary engineering for the KRM Commuter Rail project be postponed until local dedicated funding has been provided to address the funding crisis facing MCTS. Your careful consideration of this Minority Report submitted by the Milwaukee County representatives of SERTA is appreciated.

Sincerely,

Lee Holloway
Chairman,
Milwaukee County Board of Supervisors

Michael Mayo, Sr.
1st Vice-Chairman,
Milwaukee County Board of Supervisors

Milwaukee County Board of Supervisors

Lee Holloway

Chairman of the Board

For Immediate Release May 17, 2010
Contact: Harold Mester, Public Information Manager
414/278-4051 or harold.mester@milwcnty.com

SERTA VOTE IGNORES RESIDENTS WHO DEPEND ON MCTS

Chairman Holloway votes against preliminary engineering for commuter rail line

Milwaukee, WI – Milwaukee County Board Chairman Lee Holloway released the following statement after the Southeastern Wisconsin Regional Transit Authority (SERTA) voted 7-2 to submit a Federal New Starts application for preliminary engineering on the Kenosha-Racine-Milwaukee (KRM) commuter rail line:

"Today, the SERTA voted to advance this application at a time when the Milwaukee County Transit System lacks a dedicated funding source. The Governor's veto of dedicated funding, the inaction of the State Legislature, and County Executive Scott Walker's objection to a dedicated sales tax for transit are putting our riders in jeopardy. Over the objections of the County Executive, the Milwaukee County Board of Supervisors has led the fight to secure a dedicated funding source for the Milwaukee County Transit System. The voters have endorsed taking transit off the property tax as a long-term solution to the funding crisis in transit.

"Supervisor Michael Mayo, Sr., and I, who are the Milwaukee County representatives on SERTA, voted against this application because we place a higher priority on the existing bus system. A minority report will be included with the federal application. In good conscience, we could not vote to prioritize commuter rail service over the bus system.

"I am particularly disappointed that the two SERTA members appointed by Milwaukee Mayor Tom Barrett voted to support the KRM application without dedicated funding for MCTS. Approximately 88% of MCTS boardings occur in the City of Milwaukee. We cannot leave vulnerable Milwaukee residents in the dust. According to projections released by the Southeastern Wisconsin Regional Planning Commission, 75% of the KRM's riders will use an automobile to access the KRM rail stations. Taking commuter rail is a lifestyle choice that shouldn't play second fiddle to the needs of those who depend on the Milwaukee County bus system, including the poor, seniors, students and individuals with disabilities.

"It was my wish that we all could have been in the ship together and agreed to advance the region's transportation requests to the federal government with a clear voice. Mayor Barrett and County Executive Walker should deliver to our residents their long-term solutions for the rubber-tire mass transit system in Milwaukee County."

###

Transit authority will seek federal approval for KRM commuter rail line

By Larry Sandler of the Journal Sentinel

Posted: May 17, 2010 |(99) Comments

The Southeastern Wisconsin Regional Transit Authority voted 7-2 Monday to seek federal approval for preliminary engineering on a $283.5 million commuter rail line from Milwaukee to Kenosha.

But the transit authority decided to hold off on enacting a rental car tax to fund the KRM Commuter Link system until the Federal Transit Administration approves the start of engineering.

At the same time, the Milwaukee County Transit System's top leader warned that the financially strapped bus network could face a 14% service cut next year and twice as deep a reduction the following year - a key point for federal officials in deciding whether they eventually will allow construction of the commuter train line.

The KRM would run 14 round trips each weekday, with a reduced schedule on weekends and holidays. In addition to downtown Milwaukee, Racine and Kenosha, it would stop at Milwaukee's south side, Cudahy, South Milwaukee, Oak Creek, Caledonia and the Town of Somers. Ridership is projected at 1.9 million a year.

While Monday's vote doesn't guarantee the rail line will be built, federal approval would mark the first time a Milwaukee-area rail transit project has reached the preliminary engineering stage. A separate study panel recently voted to push for preliminary engineering on a modern streetcar line in downtown Milwaukee.

Planners previously said federal transit officials would not allow the KRM to move forward unless the Milwaukee County bus system was financially stabilized. Legislation to authorize a 0.5% sales tax for the transit system died in the Legislature last month.

But Federal Transit Administration officials changed their position Friday afternoon, said Ken Yunker, executive director of the Southeastern Wisconsin Regional Planning Commission. The federal officials said they could allow preliminary engineering to start but would not provide funding for final engineering and construction unless the bus system's funding issues were resolved, Yunker said.

Planners are counting on $188.1 million of federal cash to cover two-thirds of construction costs,

including inflation. Another $46.1 million, nearly one-sixth of the total, would come from the state government.

If the project moves into preliminary engineering, the RTA would need to enact a $10- to $11-a-car rental car tax to cover the local share of the costs, then increase the rental car fee to the full $18 authorized by the Legislature if the rail line reaches final engineering, Yunker said. A previous $2 fee, levied by a predecessor body, lapsed last year.

The rental car tax, which could rise with inflation, also would cover part of the KRM's $13.4 million-a-year operating costs, with the rest coming from fares and state and federal aid.

RTA Chairman Karl Ostby said the panel would not vote on the rental car tax until federal officials act. Milwaukee County Board Chairman Lee Holloway and Chris Kliesmet, spokesman for the self-styled watchdog group Citizens for Responsible Government, contended the unelected RTA had committed itself to the rental car tax by Monday's vote.

Holloway and Supervisor Michael Mayo Sr. opposed the move to preliminary engineering. Holloway said he could not support moving forward on KRM without action to rescue the bus system and the disadvantaged residents who depend on buses.

Although Holloway said he was not opposed to the KRM, he described it as "an elitist transit system where the commoner people are left behind" and voiced fears that business leaders would stop campaigning for bus funding if the rail line's future was assured. Businesses, labor unions and community groups joined forces to press for the transit legislation.

Ostby, RTA Vice Chairman Chris Layden and Greater Milwaukee Committee President Julia Taylor disagreed with Holloway, saying businesses see the bus system as a vital way to carry workers to jobs. They also said moving forward with KRM would keep up pressure to solve the bus system's woes because the KRM couldn't win final approval without a healthy bus system.

The transit system's future remains grim, Managing Director Anita Gulotta-Connelly told the RTA. Even with $2.1 million in additional property tax support pledged by County Executive Scott Walker, transit officials forecast a $10 million shortfall, based on rising costs, falling ridership and declining state and federal aid. If county officials close that gap by service cuts alone, it would eliminate 14% of bus service, she said.

Walker said recently that he would budget another $3 million for the transit system next year to stave off route cuts. The conflict between the numbers provided by Walker and Gulotta-Connelly could not be resolved immediately. A Walker aide declined to comment Monday.

The Daily Reporter **http://dailyreporter.com**

Transit authority rolls on commuter rail planning (UPDATE)

by Sean Ryan

Published: May 17th, 2010

A Metra commuter rail train leaves a station in a northern Chicago suburb recently. The Southeastern Regional Transit Authority voted Monday to push the KRM commuter rail project forward. The authority will now apply for federal approval to begin the project. (AP File photo)

By Sean Ryan

Planners of the Kenosha-Racine-Milwaukee commuter rail Monday gave up on waiting for state approval for transit taxes and chose to apply for federal planning money.

The Southeastern Regional Transit Authority will not get federal construction money for the estimated $232.7 million project without a state law letting local governments raise taxes to pay for transit. But the authority is eligible for planning money and, after delaying the application since January, chose to push ahead without the state law.

Lee Holloway, a member of the Southeastern RTA, said the approach will lead to pointless planning for the rail project.

"Why should we be moving forward if we don't know what is going to take place?" said Holloway, who is chairman of the Milwaukee County Board of Supervisors.

The RTA by June 21 will apply for Federal Transit Authority approval to begin engineering the KRM project.

A change in FTA policy means the agency now will consider an application for engineering money. But the project will not get federal construction grants until the state Legislature approves new taxes, such as a sales tax, for buses in the region, said Ken Yunker, executive director of the Southeastern Wisconsin Regional Planning Commission.

The Legislature closed its session in April without Assembly or Senate votes on an RTA bill. The Legislature is unlikely to reconvene to discuss an RTA bill until early 2011, after state elections in November, said state Rep. Peter Barca, D-Kenosha.

Holloway said the Southeastern RTA should not advance the KRM until the Legislature approves a regional transit authority law, but others on the panel said there is no reason to wait. John Antaramian, the city of Kenosha's representative on the authority, said the KRM planning could goad the Legislature into acting more quickly.

"I'll be damned if I'm going to say I'm not going to take a leadership position because I didn't get my way," he said.

If the FTA approves the planning money, the authority's board will consider enacting a $10 to $11 fee on car rentals in Kenosha, Racine and Milwaukee counties. The fee would pay the local share of planning costs.

Holloway said he will oppose enacting a car-rental fee to pay for the project until the state approves a transit tax.

"If it gets to that point," he said, "and we don't have the legislation in place, I'm going to fight like hell."

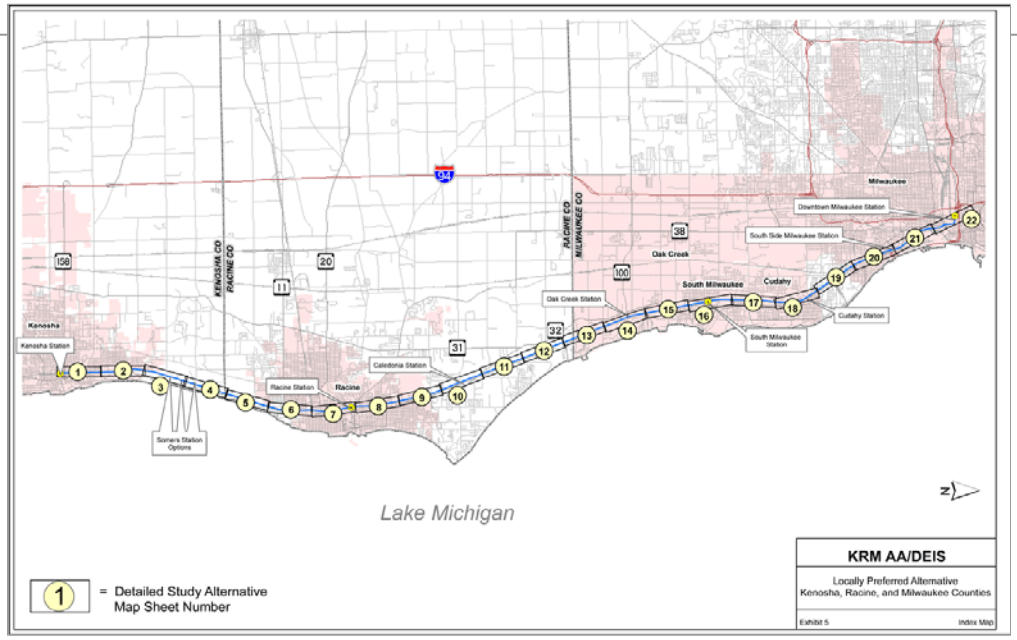
Karl Ostby, chairman of the Southeastern RTA, said he supports moving the application forward, but the authority must decide in the future whether to levy the car-rental fee.

"Obviously, we'd love to have a perfect world where everything gets resolved quickly," he said, "and I appreciate Chairman Holloway's position. But we're also against a deadline."

The biennial state budget that created the RTA in June 2009 also set a June 2010 deadline for the authority to apply for federal approval for the KRM planning.

Holloway said the legislative deadline has no meaning after the Legislature did not approve transit taxes.

"They didn't pass it," he said, "so they, in turn, put us dead in the water."



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http://dailyreporter.com/blog/2010/05/17/authority-votes-to-advance-krm-project/

Rail ideas await their fate in Milwaukee

Three stalled plans for Wisconsin train travel get reanalyzed in the election year

By Larry Sandler of the Journal Sentinel

Posted: May 30, 2010 |(110) Comments

Railroads and politics have one thing in common: They're all about the timing.

Trains run by schedules. Politicians wait for the right moment to make their moves.

And timing is everything for rail transportation in southern Wisconsin, where political circumstances have brought three different rail transit plans to the forefront simultaneously - only to thrust them into an election-year controversy where some plans may not survive.

After years of study and debate, the state has landed an $810 million federal grant to build a high-speed train line from Milwaukee to Madison. At the same time, Milwaukee-area authorities are seeking federal permission to start preliminary engineering on a $283.5 million commuter rail line from Milwaukee to Kenosha and a $95.8 million modern streetcar line in downtown Milwaukee, two other long-discussed ideas.

Officially, the three plans are not related, except that all three systems would converge at Milwaukee's downtown Amtrak-Greyhound station, where the streetcar could carry Amtrak or KRM Commuter Link passengers "the last mile" to their destinations, Milwaukee Mayor Tom Barrett said. Supporters also tout all three as ways to stimulate economic development and improve mobility.

Politically, all three are linked in the minds of their opponents, as symbols of unnecessary taxation and skewed transportation spending priorities, say Milwaukee County Executive Scott Walker and state Rep. Robin Vos (R-Racine). Walker, Vos and their allies oppose new sales taxes - which are not currently proposed for any of the rail lines - and want transportation dollars spent on roads and buses.

Although the high-speed rail planning started under former Republican Gov. Tommy G. Thompson, a longtime passenger train booster, the train debate in recent years has turned partisan, pitting Democratic rail backers against GOP critics. Now the rail projects have emerged as an issue in the fall governor's race - in which Barrett is the likely Democratic nominee and Walker is facing former U.S. Rep. Mark Neumann for the GOP nod.

Walker has taken the hardest line against all three projects, vowing to kill the high-speed train project if he's elected. He has long argued against the streetcar line and recently came out against the KRM, a project he had not vocally opposed before.

Neumann, meanwhile, has said he would analyze the costs and benefits of the high-speed train, but would end work on it if "we find this thing is going to be an economic boondoggle for the people of this state." He says he would apply the same approach to state aid for the KRM and the streetcar line.

Barrett's qualms on KRM

Barrett has been the chief advocate for the streetcar and has joined Gov. Jim Doyle in backing the high-speed train line. But he says his support for rail projects doesn't necessarily extend to the KRM.

Unlike the streetcar and high-speed rail, the commuter rail line KRM doesn't have a pot of federal money pledged to it, Barrett noted. Also, he said, the Chicago-area Metra commuter train system hasn't agreed to coordinate its schedules with the KRM, allowing passengers to easily transfer between systems for trips across state lines. Without those factors, Barrett said, "I'm not going to commit to it."

The KRM's fate also has been tied to legislation to overhaul funding for the Milwaukee County Transit System and its counterparts, which floundered in Madison amid concerns about authorizing new sales taxes in an election year.

That leaves the KRM as the most vulnerable of the three rail projects, both advocates and opponents conclude.

"We've got some hurdles to overcome," conceded Karl Ostby, chairman of the Southeastern Regional Transit Authority. "It's a challenging time politically."

And even though construction funding is more solid for the streetcar and the high-speed rail line, all three projects have preliminary financial plans that call for varying levels of state operating aid, which eventually would require approval by the Legislature and the governor in the state budget.

"You can't point to any of these and say it's a done deal," says Rob Henken, president of the Public Policy Forum, which has studied local transit issues.

Yet it was another election, in November 2008, that laid the groundwork for all three rail plans to advance as far as they have. Democrat Barack Obama was elected president, while Democrats captured the Assembly and expanded their majorities in the state Senate and both chambers of Congress. With Doyle as governor, Democrats were solidly in control of both state and federal executive and legislative branches.

Barrett moved quickly to take advantage of the political shift. For 17 years, local and state officials had battled to a stalemate over how to spend $91.5 million in long-idle federal transit funds. Since 2007, Barrett had been pushing to use part of the money for streetcars, while Walker wanted all of it spent on express buses.

But in March 2009, with his former colleagues running Congress and a fellow Democrat in the White House, Barrett engineered a deal to hand the city 60% of the cash, or $54.9 million, for the streetcar line, leaving the rest for the county to spend on buses.

High-speed rail

Similarly, the Milwaukee-to-Madison train plans had sat idle for years, as part of a larger initiative to run fast, frequent trains across the Midwest. State officials had pledged to put up 20% of the cost, but the federal government had never agreed to provide the other 80%.

All that changed with the massive federal stimulus package approved in February 2009. Congress appropriated $8 billion for high-speed rail projects nationwide, and the Obama administration agreed to pay 100% of the cost of the Wisconsin line.

Meanwhile, a lower-profile federal move improved the prospects for the KRM, under study since 1997. Until recently, federal funding standards had favored projects in only the largest metropolitan areas, reducing the chances for a rail line in the Milwaukee area, said Ken Yunker, executive director of the Southeastern Wisconsin Regional Planning Commission.

The Obama administration ushered in a more favorable attitude toward rail transit, broadening the guidelines to consider a project's impact on its region's livability and sustainability instead of focusing primarily on cost-effectiveness, said Milwaukee Ald. Bob Bauman.

Locally, the Federal Transit Administration slightly eased its position that it would not approve KRM until public bus systems were financially stabilized, raising the possibility that the rail line could enter preliminary engineering while officials continued work on transit funding, Yunker said.

Those developments encouraged the RTA to seek approval for preliminary engineering, despite the transit legislation's death.

Yet the legislative debate highlighted the risks of pressing transit plans forward in an election year, even with one-party control of the Capitol. A year earlier, lawmakers had approved a budget provision to create a one-county transit authority that would levy a local sales tax for Milwaukee County's troubled bus system, but it was vetoed by Doyle, who preferred a regional solution. This year, revised versions of the legislation never even reached the floor of either chamber, reflecting skittishness about authorizing new sales taxes before facing voters.

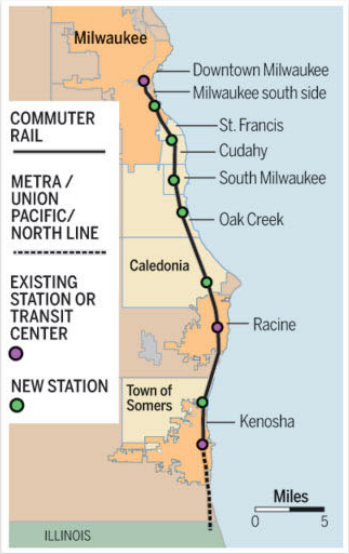
Vos, a leading rail opponent, calls the legislative hesitation a sign of bipartisan reservations about the KRM.

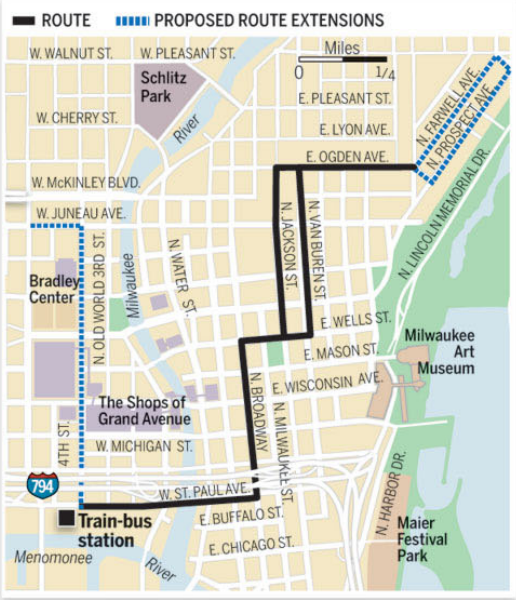
Current plans call for funding the KRM with a rental car tax of up to $18 a car, but Walker fears the rental car tax would prove unsustainable and would be replaced by a sales tax. Even if that doesn't happen, federal approval for final KRM construction hinges on bus funding that likely would require a sales tax, Ostby noted.

Commuter rail backers such as Ostby, Greater Milwaukee Committee President Julia Taylor and state Rep. Peter Barca (D-Kenosha) say the transit bill mobilized a strong coalition of business, labor and community groups for both bus and rail transit.

Proposed trains

Although three rail transit plans have moved simultaneously to the forefront of public debate, they were developed separately and differ significantly in their purpose, technology, cost and funding.





	High-speed train	KRM Commuter Link	Downtown streetcar
What it would do	Initially, the Milwaukee-to-Madison route would operate as an extension of Amtrak's Milwaukee-to-Chicago Hiawatha line. Long-term plans call for extending the route to the Twin Cities, as part of a Chicago-based Midwestern network of fast, frequent trains.	Commuter trains typically connect major cities with their suburbs. They usually run diesel trains on existing freight railroad tracks. The KRM would use self-propelled coaches, called diesel multiple units. While most riders are heading to or from work or school, others use the trains to reach shopping or entertainment.	Modern streetcars resemble light rail vehicles but operate much like vintage streetcars, running on rails laid in streets, mixing with other traffic and powered by overhead electric wires. Residents and visitors use them for short trips around downtown and nearby neighborhoods.
Who would run it	Amtrak	Southeastern Regional Transit Authority	City of Milwaukee, unless the Southeastern Regional Transit Authority is authorized to take control.
What it would cost	Construction: $810 million; operations: $16.5 million a year.	Construction: $283.5 million; operations: $20.4 million a year.	Construction: $95.8 million; operations: $3.85 million a year.
Who would pay for it	Construction: 100% federal; operations: 51% fares, 49% state.	Construction: 66.3% federal, 17.4% local, 16.3% state; operations: 40% state, 24% fares, 19% local, 17% federal. The local share of both construction and operating costs would come from an RTA rental car tax of up to $18 a car, which could rise with inflation.	Construction: 83% federal, 17% local; operations: 50% state and federal combined, 34% fares, 16% local. The local share of construction costs would come from a tax-incremental financing district, and the local share of operating costs would come from the city parking fund and possibly advertising and sponsorships, unless the RTA is empowered to take over the streetcar.
What's been spent so far	The state Department of Transportation says it does not have figures on total spending for previous studies and engineering on this line.	Studies since 1997 have cost a total of $6 million (80% federal, 12% local, 8% state). Preliminary engineering would cost $6.5 million to $7.5 million (80% federal, 10% state, 10% RTA).	Since 2007, the city has spent $1.65 million (85% federal, 15% city) on studying the streetcar, not counting previous studies of other options, such as light rail and guided electric buses. City officials have no estimate yet for preliminary engineering costs, which would be paid with 85% federal and 15% city funds.
How it would work	Trains would run six round trips a day on the 85-mile line. Service would start at a top speed of 79 mph in 2013, when a trip from downtown Milwaukee to downtown Madison would take 1 hour 14 minutes on express trains and 1 hour 23 minutes on trains that stop at all stations. In 2015, the top speed would rise to 110 mph, cutting travel time to 1 hour 4 minutes express and 1 hour 13 minutes on local trains.	Trains would run 14 round trips each weekday, with a reduced schedule on weekends, starting in 2017. Passengers could transfer to the Chicago area's Metra trains at the Kenosha station or take shuttle buses to Mitchell International Airport from the Cudahy station. At an average speed of 38 mph, it would take 53 minutes to travel the full 33-mile line from Milwaukee to Kenosha.	Streetcars would run every 10 minutes for most of each weekday, and every 15 minutes for early-morning, late-night and weekend service, starting in 2013. At an average speed of 9 mph, a trip the full length of the 3.6-mile line, from E. Brady St. to the development at the former Pabst Brewery, would take 24 minutes.

FEB - 2 2006
Adopted
19-0

File No. 06-60
(Journal, February 2, 2006)

ITEM NO. 2) Resolution by Supervisors White, Mayo, and Holloway, identifying a dedicated funding source for rubber tire transit service as Milwaukee County's top priority of the Regional Transit Authority, by recommending adoption of the following:

AN AMENDED RESOLUTION

WHEREAS, the Milwaukee County Transit System (MCTS) is a vital part of the Metropolitan Milwaukee economy providing 1,300 jobs and conducting $50 million dollars of business with 500 local companies for supplies and services; and

WHEREAS, MCTS provides over 150,000 rides to Milwaukee County residents to work, school, and recreational activities including events such as Summerfest, State Fair, Al's Run, and ethnic festivals; and

WHEREAS, Milwaukee County has one of the best transit systems in the United States as recognized by its peers having been awarded Best Transit Operation in the United States in 1987 and 1999; and

WHEREAS, a recent State of Wisconsin Department of Transportation (WDOT) audit found MCTS ranking second lowest in general and administrative employees, lowest cost per passenger, and most passengers per capita compared to its peer group of thirteen other cities; and

WHEREAS, while MCTS has efficiently utilized operating assistance provided by federal, state, and local sources, transit services has suffered from funding levels that have not kept pace with the inflationary costs of operating and maintaining transit services, affected MCTS' ability to maintain the high level of service expected by Milwaukee County residents; and

WHEREAS, since 2001, over 200,000 revenue hours have been cut and have limited mobility of transit patrons by eliminating 14 routes, cut portions of 7 routes, reducing trips on 5 routes, restructuring 3 routes, and reduced the number of late night trips on all MCTS routes; and

WHEREAS, higher fares and loss of service has caused average weekday ridership to drop from 185,000 in 2000 to 150,000 in 2003, and annual ridership to drop from 52.8 million passengers in 2000 to 48 million in 2003; and

WHEREAS, higher fares and service cuts inhibit mobility options, limit opportunities to gain employment, and interfere with an employer's ability to attract and retain qualified employees; and

APPROVED AS TO FORM

CORPORATION COUNSEL

WHEREAS, the County Board of Supervisors approved Resolution File Number 04-56 calling upon the Southeastern Wisconsin Regional Planning Commission to conduct an analysis of funding options and alternatives for financing a Regional Transportation Authority for Southeastern Wisconsin; and

WHEREAS, in November 2005, the Milwaukee County Board of Supervisors overrode a veto of the County Executive and passed Resolution File 05-290 calling upon the Governor and Legislators to identify and adopt a dedicated non-property tax funding source for the ongoing operating expense of the transit system currently funded by property tax; and

WHEREAS, the 2005-2007 biennial budget adopted in late July of 2005 authorized the creation of a regional transit authority with the following representation:

Three members, one from each county in the region appointed by the County Executive and approved by the County Board

Three members, one from the most populous city in each county appointed by the mayor and approved by the common council

One appointee by the Governor from the most populous city in the region

; and

WHEREAS, by November 15, 2008, the RTA is to submit to the Governor and Legislature recommendations on the following topics:

A plan to improve the coordination of expanded mass transit, commuter rail, and passenger rail in the region,

A recommendation on the use of bonding for commuter rail and public transit in the region, and the role of the authority in such bonding,

A recommendation as to whether the responsibilities of the authority should be limited to collection and distribution of regional transit funding or should also include operation of transit service,

A plan for the distribution among mass transit operators in the region of any permanent regional funding,

A proposal that specifically identifies a permanent regional funding source to provide local funds for the local portion of operating and capital costs of commuter rail and public transit that are not covered by passenger fares and that considers all potential funding sources,

A recommendation on whether the authority continue in existence after September 30, 2009

; and

WHEREAS, an appointment of Milwaukee County's representative has yet to be made to the regional transit authority; and

WHEREAS, a policy direction was not yet been established with regard to the efforts of the regional transit authority; now, therefore,

BE IT RESOLVED, that the Board of Supervisors affirms Milwaukee County's highest priority of the Regional Transit Authority is to identify a non-property tax dedicated funding alternative for the ongoing operation of Milwaukee County Transit System's rubber tire bus service; and

BE IT FURTHER RESOLVED, that the Board of Supervisors calls upon the Southeastern Regional Planning Commission to establish as its top priority the completion of a study, adopted by the Board of Supervisors on February 5, 2004 with Resolution File number 04-56, analyzing funding options and alternatives for financing a Regional Transportation Authority.

Details Reports

File #:	061248 Version: 1		
Type:	Resolution	Status:	Passed
File created:	1/17/2007	In control:	STEERING & RULES COMMITTEE
On agenda:		Final action:	2/6/2007
Effective date:			
Title:	Substitute resolution relating to a dedicated funding source for both the local share of the capital and operating costs for the operation of the proposed Kenosha, Racine and Milwaukee commuter rail service, and the local share of the capital and operating costs for operation of local public transit service within the City of Milwaukee and Milwaukee County.		
Sponsors:	ALD. BAUMAN, ALD. D'AMATO, ALD. MURPHY, ALD. HINES JR., ALD. DONOVAN, ALD. WITKOWIAK, ALD. MCGEE JR., ALD. DAVIS, ALD. WADE, ALD. HAMILTON		
Indexes:	BUS SERVICE, RAILROADS, TRANSPORTATION		
Attachments:	Fiscal Note, Ald. Bauman news release, Sales Tax Propsed for train line - article, 1/30/07 Ald. Bauman e-mail re: RTA Update, Letter from Lee Holloway, Milwaukee County Board of Supervisors, Email from Jennifer Houdyshell.PDF		

History (10) Text

Number
061248
Version
SUBSTITUTE 1
Reference

Sponsor
ALD. BAUMAN, D'AMATO, MURPHY, HINES, DONOVAN, WITKOWIAK, McGEE, DAVIS, WADE AND HAMILTON
Title
Substitute resolution relating to a dedicated funding source for both the local share of the capital and operating costs for the operation of the proposed Kenosha, Racine and Milwaukee commuter rail service, and the local share of the capital and operating costs for operation of local public transit service within the City of Milwaukee and Milwaukee County.
Analysis
This resolution expresses the Common Council's opposition to the Southeastern Wisconsin Regional Transit Authority's recommendation to increase the RTA's car rental fee from $2 to $15 per transaction for the sole purpose of funding the local share of capital and operating costs of the KRM commuter rail service. The resolution also states that the Common Council only supports a dedicated funding source for the KRM service if that funding source also provides funding for the local share of capital and operating costs of local public transit service within the City of Milwaukee and Milwaukee County. Finally, this resolution directs the Intergovernmental Relations Division of the Department of Administration to lobby the State Legislature to support the Common Council's positions on this matter.
Body
Whereas, The Southeastern Wisconsin Regional Transit Authority ("RTA") was created by the Wisconsin State Legislature in 2005 for the purpose of among others, identifying dedicated funding sources to fund the local share of capital and operating costs of the proposed commuter rail service between Kenosha, Racine and Milwaukee ("KRM"), and the local share of capital and operating costs for local public transit service in Kenosha, Racine and Milwaukee Counties; and

Whereas, The RTA receives funding from a statutory $2-per-transaction fee on car rentals in the 3-county region; and

Whereas, The Milwaukee County Transit System provides vital public service within the City of Milwaukee by providing mobility for tens of thousands of citizens, many of whom do not have access to motor vehicles because of disability, age or low income; and

Whereas, Local public transit service in general and the Milwaukee County Transit System in particular provides a transportation alternative to the private motor vehicle to citizens of the City of Milwaukee; and

Whereas, Local public transit service in general and the Milwaukee County Transit System in particular is critic growth and economic well being of the City of Milwaukee; and

Whereas, Over the last 6 years, the Milwaukee County Transit System has experienced fare increases and service and route reductions which, if continued, threaten the viability of public transit service in the City of Milwaukee; and

Whereas, Various proposals for the expansion and improvement of public transit service in the City of Milwaukee have been explored over the last 10 years including proposals that would directly benefit the proposed KRM service by linking that service with employment, cultural, entertainment, tourist and hotel venues in downtown Milwaukee; and

Whereas, The Milwaukee County Transit System is one of the few large city transit systems in the United States that does not have a dedicated funding source for the local share of capital and operating costs; and

Whereas, A dedicated funding source for public transit service in Milwaukee County is necessary to maintain existing public transit service within the City of Milwaukee and is essential for the expansion and improvement of public transit service in the City of Milwaukee; and

Whereas, The creation of a dedicated funding source for the local share of capital and operating costs for local public transit service in the City of Milwaukee and Milwaukee County will benefit City of Milwaukee property tax payers; and

Whereas, On January 30, 2007, members of the RTA voted 6-0 to recommend to the State Legislature that the cap on the RTA's fee on car rentals be raised by $13 per transaction (from $2 to $15) to fund the capital and operating costs of the KRM commuter rail service, with no dedicated funding for local public transit service in the City of Milwaukee and Milwaukee County; and

Whereas, Of the $4.8 million projected to be raised annually by the $15-per-transaction car rental fee, 90% will come from car rentals occurring in Milwaukee County; and

Whereas A dedicated funding source that only funds the local share of capital and operating costs of the KRM service is not in the best interest of the citizens of the City of Milwaukee; now, therefore, be it

Resolved, By the Common Council of the City of Milwaukee, that while the Common Council supports the development of the KRM commuter rail service, the Common Council does not support the implementation of a dedicated funding source that funds the local share of capital and operating cots of the KRM service unless that dedicated funding source also provides funding for the local share of capital and operating cots related to the operation of local public transit service within the City of Milwaukee and Milwaukee County; and, be it

Further Resolved, That the Common Council opposes the Southeastern Wisconsin Regional Transit Authority's recommendation to increase the RTA's car rental fee from $2 to $15 per transaction for the sole purpose of funding the local share of capital and operating costs of the KRM commuter rail service; and, be it

Further Resolved, That the Intergovernmental Relations Division of the Department of Administration is directed to lobby the State Legislature to oppose legislation increasing the RTA's car rental fee to fund the KRM commuter rail service, and to support a dedicated funding source for the KRM service only if that funding source also provides funding for local public transit service in the City of Milwaukee and Milwaukee County.

Requestor

Drafter
LRB07011-7
JDO
02/06/2007

Transit shortfall could prompt fare increases, service cuts

Milwaukee County officials must make up for estimated $10 million budget gap

By Steve Schultze of the Journal Sentinel

Posted: June 9, 2010 |(57) Comments

An estimated $10 million shortfall in the Milwaukee County Transit System's 2011 budget is fostering renewed worries about possible route cuts, fare increases or trims to the county's paratransit service for people with disabilities.

Higher operating costs and expected cuts in federal and state aid are behind the transit budget gap, Anita Gulotta-Connelly, the transit system's top official, told the County Board's transportation committee Wednesday. Reduced ridership prompted by the recession and a shift by Milwaukee Public Schools to greater use of private buses to transport students also were blamed for the shortfall.

Gulotta-Connelly said closing the 2011 budget gap posed a major challenge, after years of belt-tightening by the system. Union transit employees recently agreed to a contract that includes a pay freeze and trims in health-care costs, she said.

The full budget for the transit system this year is $173 million, with county property taxes covering about $19 million of that.

Paring the county's door-to-door Transit Plus paratransit service could save about $2 million next year. Gulotta-Connelly said cutting the service to exclude disabled residents who live more than three-quarters of a mile from a standard bus route would match the minimum guideline for federal subsidies.

That trim would mean that about 1,500 of the estimated 19,000 Transit Plus customers would lose the service, according to transit system spokeswoman Jacqueline Janz. The savings would offset a possible $1.8 million reduction in state aid for the service, she said.

Such a cut to paratransit would eliminate service to the far northern and southern portions of the county and other smaller pockets, Janz said.

County Executive Scott Walker said he opposes reducing paratransit services. He said it "would be

awful" for residents who could lose the service and any savings would likely be only temporary. Eventually, many disabled residents would move within the three-quarter mile distance of standard bus routes to keep paratransit service, Walker said.

Walker did not rule out route cuts or fare increases, but said his if it boils down to one or the other his preference would be for rate increases. The adult single fare cost is currently $2.25.

The transit system and county departments are slated to submit 2011 budget requests to Walker in about a week. The county executive issues his proposed budget to the County Board in September.

If the entire $10 million transit cut had to be made up through route reductions, that would lead to about a 14% cut in routes, Gulotta-Connelly said.

Supervisors weren't happy with the transit choices they face.

Supervisor Mark Borkowski said it appeared Gulotta-Connelly was "soft selling" the impacts of the potential budget moves. Cuts to paratransit would likely be strongly resisted by the board, the "easy" bus route cuts have already been made and fare increases "shouldn't even be part of the vocabulary," Borkowski said.

"We have maxed out" on fare increases, he said. Borkowski favors lowering fares to $1 as a way to boost ridership, but Gulotta-Connelly said studies suggest any increase in ridership would not offset the loss of revenue.

Walker agreed.

Gulotta-Connelly said a new dedicated source of revenue is needed to support transit. A majority of the County Board has favored raising the local sales tax to pay for transit, but required state legislation for that has not been approved and Walker is opposed.

STATEMENT OF THE BOARD OF COUNTY CANVASSERS
FALL ELECTION - NOVEMBER 4, 2008

STATE OF WISCONSIN)
)ss.
COUNTY OF MILWAUKEE)

We, Judith A. Mount, Democratic Commissioner, W. Scott Nelson, Republican Commissioner, and Yolanda Konsionowski, Democratic Commissioner, of the Milwaukee County Election Commission, constituting the Board of County Canvassers of said County, do hereby certify that the following and within statement is correct and true as compiled from the original returns made to the Board of Election Commissioners of said County and as compared therewith by us, and that from said returns, it appears that in the several wards, Villages and election districts of said County on the 4th day of November, 2008, the number of votes given in Milwaukee County is as follows:

The whole number of votes cast for the "Sales Tax" advisory referendum question was 400522 of which number

208132 votes were FOR; and

192390 votes were AGAINST such referendum.

WITNESS OUR HANDS at the office of the County Board of Election Commissioners at Milwaukee, in said County, this _____ day of November, 2008.

Judith A. Mount, Democratic Commissioner
W. Scott Nelson, Republican Commissioner
Yolanda Konsionowski, Democratic Commissioner

STATE OF WISCONSIN)
)ss.
COUNTY OF MILWAUKEE)

I, Judith A. Mount, Chairperson of the Board of Election Commissioners of said County, do hereby certify that the foregoing has been compared by me with the original certified statement of the Board of County Canvassers on file in our office, and that the same is a a true copy thereof, and of the whole of such original.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seal of the Board of Election Commissioners of said County at Milwaukee, this _____ day of November, 2008.

_____
Judith A. Mount, Chairperson
MILWAUKEE COUNTY BOARD OF ELECTION COMMISSIONERS

RECAP - THE MILWAUKEE COUNTY BOARD OF ELECTION COMMISSIONERS
FALL ELECTION - NOVEMBER 4, 2008

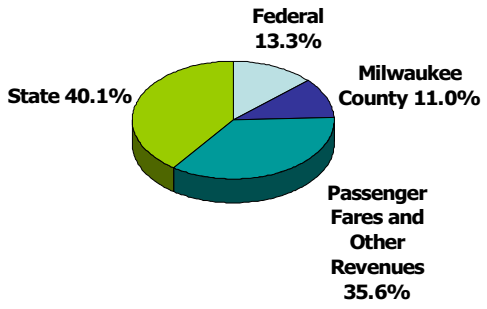
	LAST VOTER NUMBER	YES	NO
VILLAGE OF:			
Bayside	2887	1123	1294
Brown Deer	7241	2867	3395
Fox Point	4575	1881	2031
Greendale	8959	3066	4975
Hales Corners	4605	1599	2528
River Hills	1170	431	595
Shorewood	8888	4351	3361
West Milwaukee	1735	759	721
Whitefish Bay	9133	3801	4182
CITY OF:			
Cudahy	9588	3877	4489
Franklin	19315	6534	10559
Glendale	8579	3684	3711
Greenfield	20091	7332	10343
Milwaukee	275096	129893	93631
Oak Creek	17624	6313	9171
St. Francis	5099	2084	2451
South Milwaukee	11190	4597	5448
Wauwatosa	29737	12013	14308
West Allis	31348	11927	15197
COUNTY TOTAL	476860	208132	192390

Milwaukee County Transit System

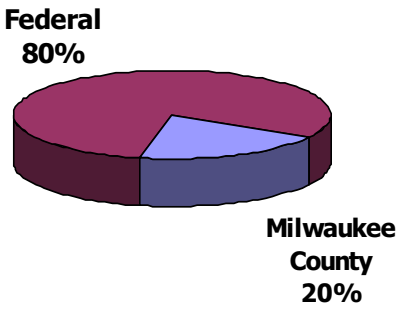
A System at the Crossroads
May 2010

Presented by: Anita Gulotta-Connelly
Managing Director

MCTS Operating Budget Revenue Sources



MCTS Capital Projects Revenue Sources



2010 Operating Budget
$ Revenue Sources

• Federal	$23.0 million
• State	$69.5 million
• Passenger Fares and Other Revenue	$61.6 million
• Milwaukee County	$19.1 million
Total	**$173.2 million**

Annual Capital Requirements - $16-20 million

• Federal	$16 million
• Local	$ 4 million

$39 million

Federal Transit Operating and Capital Assistance

	Average 1999 – 2004	Average 2005 – 2009
Formula Funds	$17.4 million	$17.9 million
Earmarks	$11.0 million	$ 1.9 million
Total	**$28.4 million**	**$19.8 million**

Federal Capital Reserve

• January 2001	$43.7 million
• January 2005	$21.1 million
• January 2010	$ 1.2 million

Meeting Past Budget Challenges

- Healthcare and Pension
  - Eliminated retiree healthcare for all employees hired after 4/1/07.
  - Initiated employee premium contributions for healthcare coverage.
  - Required that even previously retired individuals must contribute to healthcare costs. *Retirees can pay as much as $695 per month for out of area coverage.*
  - Instituted a smaller network HMO plan with significant deductibles. *Saves several thousand dollars per year per participant.*
  - Pension: No drop back provisions. Plan is near fully funded. *Have maintained pension benefits within resources of the fund to pay for those benefits.*
  - Employees contribute 15% of the actuarially determined costs of the pension plan.

Meeting Past Budget Challenges

- Other Actions
  - Use fuel futures to stabilize fuel costs to within budget
  - Non-operating staff reductions
  - Wage freezes
  - Furlough time off
  - Outsourcing vs. internal work
  - Competitive bidding
  - New approaches
  - Overall cost control

State Audit Conclusions

- Lowest cost per passenger
- Lowest percent of administrative cost
- Highest ridership per capita

2011 Budget Gap

2010 Costs
+
Increases in Costs Related to Existing Employees and Retirees
+
Increases in Costs for Utilities, Fuel , etc.
+
Estimated Reductions in Federal and State Aids,
and Other Revenues
=
2011 Budget Gap

2011 Budget Gap

- Assumes <u>no</u> reduction in current service levels
- Assumes <u>no</u> change in staff
- Assumes <u>no</u> Furlough Days in 2011
- Assumes <u>no</u> new services

2011 Budget

- The Good News……. ARRA → Transit Capital
  → Low cost financing for local government
- Through the combination of ARRA funds and Milwaukee County Investment, 125 new buses, new fareboxes, a bus stop annunciator system, new roof on the Administration building and new HVAC systems for several MCTS facilities will be purchased in 2010/2011. Local bonding for these projects was done in 2010.

Total Investment:	$58.4 million
Federal (including ARRA funds)	$41.2 million
Milwaukee County	$17.2 million

***No other major capital investments are needed for 2011**

***Therefore – lack of Federal capital dollars is not an issue for 2011**

2011 Budget Gap

The Challenges:	Adjustment (in millions) **Preliminary Estimates**
•2010 Revenue projected to be significantly below budget	$4.2
•One time adjustment in Medicare Part D revenue in 2010	$1.7
•Reduction in JARC funding	$ .7
•Employee/Retiree medical expense	$3.5
•Fuel	$1.8
•Expense of Transit Plus ridership increases	$2.1
•Potential loss of Title XIX funding for Paratransit rides	$1.8
•Increase in bond interest	$ .5
Total Increase / Cost to continue	**$16.3**

2011 Budget Gap

Known Off-Sets	Adjustment (in millions) **Preliminary Estimates**
•Restored Milwaukee County Investment	$2.1
•Increase in State Revenue	$1.7
•Non-Operator Employee Reductions made by MCTS	$1.0
•Pension Contribution Reduction	$. 6
•Increase in employee/Retiree healthcare Contributions; healthcare plan modifications	$ .7
Total Known Off-Sets	**$6.1**
Budget Gap	$10.2

Possible Resolutions

- Additional internal savings
- Additional county investment
- Changes in Paratransit funding
- Changes in Paratransit service area
- Service cuts
- Fare increases
- Other

Budget Process has just begun…..

- May or may not be able to meet 2011 challenges without impacting service.
- $10.2 million equals a 14% service cut or 188,000 hours of service per year.
- For 2012, will have similar challenges and will need to purchase additional buses. 30-40 buses with no reserve of Federal dollars – Approximately $14 million.

Whether the crisis occurs in 2011 or beyond…..

A long term funding solution is required to maintain transit services in Milwaukee.

COUNTY OF MILWAUKEE
INTEROFFICE COMMUNICATION

DATE : May 13, 2010

TO : Milwaukee County Executive Scott Walker

FROM : Milwaukee County Board Chairman Lee Holloway

SUBJECT : Mass transit funding and improvements

This letter is in response to your comments published in the May 9, 2010, Milwaukee Journal Sentinel story, "Walker plans to direct more tax dollars to Milwaukee County bus system."

Milwaukee County departments have not yet submitted to you their requested operating budget proposals. Yet, via the press, you already have announced your intentions to put an additional $3 million in local tax levy into the Milwaukee County Transit System (MCTS) next year. This latest pledge comes on top of your prior pledge to deliver a 2011 Recommended County budget that cuts the property tax levy.

The citizens and businesses that depend on Milwaukee County to deliver services should take your ability to deliver on this recent transit announcement with a grain of salt. If you are simultaneously committed in 2011 to reducing the tax levy and putting more resources into the bus system, other County-administered programs and services probably will take the hit. In light of the troubles facing your administration of the Milwaukee County Behavioral Health Department, prioritizing human services programs likely will be an identified priority for scarce resources. Therefore, your broadcasting of these future transit plans appears to be premature at best, and at worst little more than well-timed political theater.

In the near future, neither you nor I currently plan to hold our respective leadership offices in Milwaukee County. You seem okay merely putting forth a short-term fix to benefit your political pursuit. In comparison, a supermajority of the County Board of Supervisors has the courage to advocate for a long-term solution to save the bus system for the benefit of Milwaukee County businesses and residents. The Governor and the State Legislature must give Milwaukee County the authority to enact a dedicated sales tax to fund mass transit, so we can remove the bus system from the property tax once and for all. Your repeated objections to a dedicated transit sales tax have hindered *any* progress on transportation. That hurts our entire region.

The news article also hinted at a shift in your thinking about how Milwaukee County should use the recently released $36.6 million in federal transit aid. If you plan to use these federal dollars to keep the operating system intact, and for purposes other than Bus Rapid Transit, a thorough status update to the County Board is necessary. We need that information.

Sincerely,

Lee Holloway
Chairman, Milwaukee County Board of Supervisors

cc: Milwaukee County Board of Supervisors
Southeastern Regional Transit Authority, members
Anita Gulotta-Connelly, Managing Director, Milwaukee County Transit System

KENOSHA COUNTY
BOARD OF SUPERVISORS

RESOLUTION NO. 11

Subject: RESOLUTION IN SUPPORT OF THE EXTENSION OF COMMUTER RAIL SERVICE FROM KENOSHA TO RACINE AND MILWAUKEE	
Original ☒ Corrected ☐ 2nd Correction ☐ Resubmitted ☐	
Date Submitted: June 3, 2007	Date Resubmitted:
Submitted By: Terry Rose, Chairman of Board of Supervisors & Supervisor of 3rd District	
Fiscal Note Attached ☐	Legal Note Attached ☐
Prepared By: Fred Patrie & SEWRPC	Signature:

Whereas, the Counties and Cities of Milwaukee, Racine, and Kenosha in cooperation with the Wisconsin Department of Transportation have agreed to sponsor a Transit Alternatives Analysis Corridor Study and Draft Environmental Impact Study for enhanced public transit service generally east of I-94 in the Counties of Kenosha, Racine and Milwaukee (KRM); and

Whereas, the Southeastern Wisconsin Regional Planning Commission (SEWRPC), by an intergovernmental agreement, has agreed to serve as project manager for the purpose of managing the Transit Alternatives Analysis/Draft Environmental Impact Statement (AA/DEIS); and

Whereas, the KRM project purpose and need is to provide high quality transit service connecting Kenosha, Racine, and Milwaukee Counties with each other and with northeastern Illinois, thereby improving access to jobs and labor force, encouraging high density mixed use and more efficient land development around stations, and attracting increased transit ridership, potentially reducing highway traffic volumes and congestion and attendant air pollutant emissions; and

Whereas, the Transit AA/DEIS has now been completed and has identified commuter rail as the best alternative for providing improved transportation service and mobility, land use development and redevelopment benefits, and environmental benefits, and as the KRM Commuter Link project, has been recommended to be advanced to implementation as the locally preferred alternative; and

Whereas, the Transit AA/DEIS includes preliminary station area development plans for the Kenosha County commuter rail stations in the City of Kenosha and Town of Somers which have been developed and included as part of the *KRM Commuter Link Transit Supportive Land-Use Plans and Policies Portfolio*; and

Whereas, the Transit AA/DEIS includes a financial plan for the proposed commuter rail service which identifies the funding source for the local share of the commuter rail service costs as recommended by the Southeastern Wisconsin Regional Transit Authority (RTA), and which consists of an increase in the RTA car rental fees to $15 per transaction; and

Whereas, SEWRPC must meet the requirements of the Federal Transit Administration's (FTA) New Starts program by submitting a Request to Initiate Preliminary Engineering to advance to the next phase of implementation and be eligible for discretionary capital funding; and

Whereas, Kenosha County has reviewed the findings and conclusions of the AA/DEIS including its financial plan and preliminary transit supportive land use plans and policies;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF SUPERVISORS, OF KENOSHA COUNTY, WISCONSIN, AS FOLLOWS:

Section One. Kenosha County will benefit from the proposed commuter rail service connecting Kenosha, Milwaukee, and Racine Counties with each other and with northeastern Illinois and also from the transit oriented development around its proposed commuter rail stations.

Section Two. Kenosha County therefore endorses and supports the development implementation, and operation of commuter rail service as the locally preferred alternative for providing the best means for expanded and improved transit service in the Kenosha-Racine-Milwaukee (KRM) corridor.

Section Three. Kenosha County endorses and supports the recommendation of the Southeastern Wisconsin Regional Transit Authority (RTA) to increase the RTA fee on car rentals to $15 per transaction to in order to fund the local share of costs for the proposed KRM commuter rail service; and encourages the RTA to provide further recommendations relative to dedicated and permanent funding sources for all public transit services in Kenosha, Milwaukee, and Racine counties.

Section Four. The City of Kenosha and Town of Somers station area plans developed as part of the AA/DEIS and included in the *Transit Supportive Land-Use Plans and Policies Portfolio*, are hereby found to be consistent with the goals and objectives of land use and comprehensive plans for Kenosha County.

Section Five. Kenosha County endorses the station area plans and policies and will take appropriate steps toward implementation as recommended as part of the *Transit Supportive Land-Use Plans and Policies Portfolio* if commuter rail is chosen for implementation.

Section Six. Kenosha County endorses and supports the submission of a Request to Initiate Preliminary Engineering for the KRM Commuter Link project to the FTA New Starts program, towards development and implementation of commuter rail service in the KRM corridor.

Section Seven. Kenosha County urges FTA approval of the Request to Initiate Preliminary Engineering for the KRM Commuter Link project, and acceptance and endorsement of the complete *KRM Commuter Link Transit Supportive Land-Use Plans and Policies Portfolio.*

Submitted by:

Terry Rose, Supervisor of 3rd District

Finance Committee:

	Aye	No	Abstain	Excused
Terry Rose				
Mark Wisnefski				
Anita Faraone				
Joseph D. Clark				
John O'Day				

Legislative Committee:

	Aye	No	Abstain	Excused
James Huff				
James Moore				
Ron Johnson				
Gordon West				
Jennifer Jackson				

Highway and Parks Committee:

	Aye	No	Abstain	Excused
Doug Noble, Chair				
William Grady				
Bob Haas				
Richard Kessler				
Gordon West				

Fiscal Note Resolution No. 2006-164 Exhibit "A"

ACCOUNT NAME	ACCOUNT NUMBER	CURRENT BUDGET	CURRENT BALANCE
JAIL ADDITION			
IS EQUIPMENT	10230.6910.691	187,500	187,500

There are sufficient funds within the Jail Addition - IS Equipment account to pay for the items listed below:

Items to be Purchased

Description	Qty	Unit Price	Total Price
Single line telephones	16	50	800
Additional analog port cards for PBX	2	400	800
Additional cabling and parts for install	1	1,000	1,000
Software upgrade for PBX for shelf	1	5,000	5,000
Additional shelf for ports?	1	1,600	1,600
			0
WS-C3750G-24TS-E1U Core switch	4	6,594	26,376
WS-C3560-48-SMI 48 port switch	2	2,997	5,994
WS-G5484 Gigabit Fiber	2	300	600
Fiber Patch cords	8	20	160
Copper patch cables	120	7	840
Additional PC's	25	1,350	33,750
Software for added PC's	25	350	8,750
Printers - Dot Matrix	5	500	2,500
Printers	7	995	6,965
wireless access points for DA	3	140	420
Install and reconfigure PBX	1	8,000	8,000
Upgrade to existing areas			
WS-C3550-24-SMI 24 port switch	8	1,797	14,376
Infrastructure Costs			
Wiring - Rewiring	1	50,833	50,833
Fiber Gbic's	8	300	2,400
Fiber Patch cords	8	20	160
Copper patch cables	50	7	350
Contingency			15,828
Project Total			187,500
Unscopted Wiring Bid			
Bid Number ONE	1	123,970	

RESOLUTION NO. 2006-166
RESOLUTION BY THE FINANCE AND HUMAN RESOURCES COMMITTEE AUTHORIZING A COMPROMISE OF RACINE COUNTY'S SUBROGATION CLAIM IN REGARD TO PHYLLIS OLIVERI

To the Honorable Members of the Racine County Board of Supervisors:

BE IT RESOLVED by the Racine County Board of Supervisors that the settlement of Racine County's subrogated claim for medical and disability payments in regard to Phyllis Oliveri in the amount of $53,262.51 is authorized and approved.

BE IT FURTHER RESOLVED by the Racine County Board of Supervisors that the Corporation Counsel is authorized to execute any releases or other documents necessary to carry out the intent of this resolution.

Respectfully submitted,
FINANCE AND HUMAN RESOURCES COMMITTEE

Peter L. Hansen, Chairman
Karen A. Nelson, Vice-Chairman
Thomas Pringle, Secretary
David J. Hayes Van H. Wanggaard

Supervisor Shakoos, II moved for adoption. Seconded and carried by voice vote.

The Executive Committee presented the following:

RESOLUTION NO. 2006-160
RESOLUTION BY THE EXECUTIVE COMMITTEE REQUESTING THAT THE STATE OF WISCONSIN TAKE ACTION TO AUTHORIZE AND IMPLEMENT THE RECOMMENDATION OF THE SOUTHEASTERN WISCONSIN REGIONAL TRANSIT AUTHORITY THAT THE LOCAL SHARE OF THE CAPITAL AND OPERATING COSTS OF THE KRM COMMUTER RAIL EXTENSION BE FUNDED BY A $15 DOLLAR INCREASE IN THE EXISTING CAR RENTAL FEE WITHIN THE COUNTIES OF KENOSHA, RACINE AND MILWAUKEE

To the Honorable Members of the Racine County Board of Supervisors:

WHEREAS, the Wisconsin State Legislature and the Governor created the Southeastern Wisconsin Regional Transit Authority ("RTA") to serve the counties of Kenosha, Racine and Milwaukee ("KRM") in July 2005; and

WHEREAS, among the charges of the RTA is to recommend to the State Legislature and the Governor a permanent dedicated funding source for the local share of capital and operating costs of commuter rail in the KRM region; and

WHEREAS, throughout the past year and a half, the RTA and designated consultants and non-profit groups have conducted research and sought out solutions to the statutory mandates set out in Section 59.58(6), Wisconsin Statutes, and have provided thorough analysis to a number of capital and operations funding sources; and

WHEREAS, on January 30, 2007 the RTA board voted unanimously to pass the following resolution:

- That the Southeastern Wisconsin Regional Transit Authority recommends to the Governor and Legislature that the local share of the capital and operating costs of the KRM commuter rail extension be funded by an increase in the existing car rental fee from $2 to $15 applicable within the counties of Kenosha, Racine and Milwaukee.

WHEREAS, the RTA will forward its funding recommendation for the KRM commuter rail to the Governor and the Legislature with the stated conditions and ask that they be considered promptly; and

NOW, THEREFORE, BE IT RESOLVED that the Racine County Board of Supervisors expresses its strong support of the RTA resolution and calls upon the Governor and Legislature to take immediate action addressing the unanimous recommendation of the RTA.

BE IT FURTHER RESOLVED by the Racine County Board of Supervisors that the County Clerk is directed to send a copy of this resolution to Governor James Doyle and to all state elected representatives serving areas of Racine County.

Respectfully submitted,
EXECUTIVE COMMITTEE
Michael J. Miklasevich, Chairman
Robert N. Miller, Vice-Chairman
Peter L. Hansen, Secretary — Gilbert Bakke
Russell A. Clark — Mark M. Gleason
Jeff Halbach — Pamela Zenner-Richards

Supervisor Shakoor, II moved for adoption. Seconded.

A roll call vote was taken with the following results:

Ayes: Snow, Dyess, Lange, Nelson, Zenner-Richards, Wanggaard, Shakoor, II, Sharkozy, Clark, Bakke, Miller, Gleason, Miklasevich, Hall, Hazen, Grove, Hansen, Bellante, Jr., Bakke

Noes: Lumpkin, Halbach, Pringle, Dawson

23 Votes, 19 Ayes, 4 Noes. Resolution adopted.

THE RESOLUTIONS TO BE ADOPTED AS A GROUP BY 2/3 MAJORITY VOTE WERE BEFORE THE BOARD:

RESOLUTION NO. 2006-159

JOINT RESOLUTION BY THE ECONOMIC DEVELOPMENT AND LAND USE PLANNING COMMITTEE AND PUBLIC WORKS, PARKS AND FACILITIES COMMITTEE AUTHORIZING AN INTERGOVERNMENTAL PROJECT WITH THE EAGLE LAKE MANAGEMENT DISTRICT FOR IMPROVEMENTS AT EAGLE LAKE

To the Honorable Members of the Racine County Board of Supervisors:

BE IT RESOLVED that the Racine County Board of Supervisors hereby authorizes and approves financial participation in a joint project involving Racine County, the Eagle Lake Management District, the Wisconsin Waterways Commission and the Wisconsin Department of Natural Resources to implement the Eagle Lake Management Plan involving management activities for watershed and water quality, fish management, and aquatic plant management subject to the following terms and conditions:

1. That the Eagle Lake Management District agrees to be the lead agency in implementing a plan to improve water quality, lake fisheries and manage aquatic vegetation on Eagle Lake.
2. That the Eagle Lake Management District will prepare and execute all contracts, specifications and bid documents necessary for the project and will administer, provide supervision and inspection of any portion of the project.
3. That the Eagle Lake Management District agrees to seek and secure various recreational boating, lake improvement, invasive aquatic species and other such pertinent program grants to carry out provisions of the Eagle Lake Management Plan.
4. That the Eagle Lake Management District will certify that they will comply with any State and Federal rules for the acceptance of such grants and that they will keep facilities open to the general public during reasonable hours.
5. That Racine County agrees to pay to the Eagle Lake Management District an amount not to exceed $49,000 upon submittal of paid invoices and the demonstrated completion of work as called for in the Lake Management Plan.
6. Any other terms as the Corporation Counsel, the Director of Public Works and the Director of Planning and Development deem appropriate.

BE IT FURTHER RESOLVED that the Racine County Board of Supervisors authorizes and approves the transfer of $49,000 from the Harbor Maintenance Fund as set forth in Exhibit "A" that is attached hereto and incorporated herein.

BE IT FURTHER RESOLVED by the Racine County Board of Supervisors that the County Board Chairman, the County Clerk and the County Executive are authorized to sign any necessary documents or contracts to carry out the intent of this resolution.

Respectfully submitted,
ECONOMIC DEVELOPMENT AND LAND USE PLANNING COMMITTEE
Jeff Halbach, Chairman
Robert D. Grove, Vice-Chairman
Q. A. Shakoor, II, Secretary
Mark M. Gleason — Kenneth Hall
Karen A. Nelson — Thomas Pringle

PUBLIC WORKS, PARKS AND FACILITIES COMMITTEE
Gilbert Bakke, Chairman
Daniel F. Sharkozy, Vice-Chairman
Mike Dawson, Secretary
Robert D. Grove — Kenneth Hall
Diane Lange — Donnie Snow

Section One. The Kenosha area will benefit from the proposed expanded transit service connecting Kenosha, Milwaukee, and Racine Counties with each other and with Northeastern Illinois and also from the transit oriented development around its proposed commuter rail station.

Section Two. The station area plans developed as part of the KRM Commuter Link study for Kenosha, and included in the *KRM Transit Oriented Development Portfolio*, is consistent with the goals and objectives of the Kenosha land use and Comprehensive Plan.

Section Three. That Kenosha endorses the station area plan and policies and will take appropriate steps toward implementation as recommended as part of the *KRM Transit Oriented Development Portfolio* if commuter rail is chosen for implementation.

Section Four. That Kenosha urges FTA acceptance and endorsement of the complete *KRM Transit Oriented Development Portfolio.*

Dated this 20th day of November, 2006.

Attest: _____ Deputy City Clerk
Debra L. Salas

Approve: _____ Mayor Date: November 21, 2006
John M. Antaramian

Drafted by: Department of City Development

1CPC/2006/Nov9/resol-krm

RESOLUTION NO: 130-06

BY: THE MAYOR

RESOLUTION SUPPORTING THE KENOSHA, RACINE AND MILWAUKEE (KRM) COMMUTER LINK STATION AREA PLANNING PROGRAM IN KENOSHA, WISCONSIN

WHEREAS, the Counties and Cities of Milwaukee, Racine, and Kenosha, in cooperation with the Wisconsin Department of Transportation have agreed to sponsor a Transit Alternatives Analysis Corridor Study/Draft Environmental Impact Study (DEIS) for enhanced public transit service generally east of I-94 in the Counties of Kenosha, Racine and Milwaukee; and

WHEREAS, the Southeastern Wisconsin Regional Planning Commission (SEWRPC), through an intergovernmental agreement, has agreed to serve as project manager for the purpose of managing the Transit Alternatives Analysis/Draft Environmental Impact Statement (AA/DEIS); and

WHEREAS, the KRM project purpose and need is to provide high quality transit service connecting Kenosha, Racine, and Milwaukee Counties with each other and with Northeastern Illinois improving access to jobs and labor force, encouraging high density mixed use and more efficient land development around stations, and attracting increased transit ridership potentially reducing highway traffic volumes and congestion and attendant air pollutant emissions; and

WHEREAS, the SEWRPC seeks to meet the requirements of the Federal Transit Administration's (FTA) New Starts Program for the project to be eligible for discretionary capital funding; and

WHEREAS, among other criteria, the FTA places importance on transit supportive land-use planning and development in transit station areas, as a means of building ridership to support proposed projects; and

WHEREAS, preliminary station area development plans for the existing Kenosha commuter rail station at 54th Street and 13th Avenue and the Union Pacific Railroad have been developed and included as part of the *KRM Transit Oriented Development Portfolio*; and

WHEREAS Kenosha has reviewed the preliminary transit supportive land use plans and policies.

NOW, THEREFORE, BE IT RESOLVED by the Common Council of the City of Kenosha, Wisconsin, as follows:

City of Racine

Legislative Report

File Number: Res.06-7380

City Hall
730 Washington Ave.
Racine, WI 53403
www.cityofracine.org

Introduced: 12/19/2006 — **Current Status:** Passed
Version: A — **Matter Type:** Resolution

..Sponsor
Alderman Helding

Support of the Kenosha, Racine, and Milwaukee (KRM) Commuter Link Station Area Planning Program in Racine, Wisconsin

Whereas, the Counties and Cities of Milwaukee, Racine, and Kenosha, in cooperation with the Wisconsin Department of Transportation, are sponsoring a Transit Alternatives Analysis Corridor Study/Draft Environmental Impact Study for enhanced public transit service; and

Whereas, the project purpose and need is to provide high quality transit service connecting Kenosha, Racine, and Milwaukee Counties (KRM) with each other and with Northeastern Illinois thereby improving access to jobs and labor force, encouraging high density mixed use and more efficient land development around stations, and attracting increased transit ridership potentially reducing highway traffic volumes and congestion and attendant air pollutant emissions; and

Whereas, the KRM project seeks to meet the requirements of the Federal Transit Administration's (FTA) New Starts program in order for the project to be eligible for discretionary capital funding; and

Whereas, among other criteria, the FTA places importance on transit supportive land-use planning and development in transit station areas, as a means of building ridership to support proposed projects; and

Whereas, preliminary station area development plans for the Racine commuter rail station on the Union Pacific Railroad line at State Street have been developed and included as part of the *KRM Commuter Link Transit Supportive Land-Use Plans and Policies Portfolio*; and

Whereas, the City of Racine has reviewed the preliminary transit supportive land use plans and policies.

Now, therefore, be it resolved, by the Common Council of the City of Racine, that the City of Racine will benefit from the proposed expanded transit service connecting Kenosha, Milwaukee, and Racine Counties with each other and with Northeastern Illinois and also from the transit oriented development around its proposed commuter rail station.

Further resolved, that the station area plan developed as part of the *KRM Commuter Link* study for the City of Racine and included in the *Transit Supportive Land-Use Plans and Policies Portfolio* is consistent with the goals and objectives of the City of Racine's land use and comprehensive plans.

Further Resolved, that the City of Racine endorses the station area plan and policies and will

take appropriate steps toward implementation as recommended as part of the *Transit Supportive Land-Use Plans and Policies Portfolio* if commuter rail is chosen for implementation.

Further Resolved, that the City of Racine urges FTA acceptance and endorsement of the complete *KRM Commuter Link Transit Supportive Land-Use Plans and Policies Portfolio.*

Fiscal Note: N/A

with Northeastern Illinois and also from the transit oriented development around its proposed commuter rail station.

BE IT FURTHER RESOLVED that the station area plans developed as part of the KRM Commuter Link study for the City of Oak Creek, and included in the Transit Supportive Land-Use Plans and Policies Portfolio, are consistent with the goals and objectives of the City of Oak Creek's land use and comprehensive plans.

BE IT FURTHER RESOLVED that he City of Oak Creek endorses the station area plan and policies and will take appropriate steps toward implementation as recommended as part of the Transit Supportive Land-Use Plans and Policies Portfolio if commuter rail is chosen for implementation.

BE IT FURTHER RESOLVED that City of Oak Creek urges FTA acceptance and endorsement of the complete KRM Commuter Link Transit Supportive Land-Use Plans and Policies Portfolio.

Introduced at a regular meeting of the Common Council of the City of Oak Creek held this 19th day of December, 2006.

Passed and adopted this 19th day of December, 2006.

President, Common Council

Approved this 20th day of December, 2006.

Richard R. Bolender
Mayor

ATTEST:

City Clerk

VOTE: Ayes 5 Noes 0
Ald. Foechler excused.

RESOLUTION NO. 10715-121906

BY: Ald Tomas

A RESOLUTION SUPPORTING THE KENOSHA, RACINE AND MILWAUKEE (KRM) COMMUTER LINK STATION AREA PLANNING PROGRAM IN OAK CREEK, WISCONSIN

WHEREAS, the Counties and Cities of Milwaukee, Racine, and Kenosha in cooperation with the Wisconsin Department of Transportation have agreed to sponsor a Transit Alternatives Analysis Corridor Study/Draft Environmental Impact Study (DEIS) for enhanced public transit service generally east of I-94 in the Counties of Kenosha, Racine and Milwaukee; and

WHEREAS, the Southeastern Wisconsin Regional Planning Commission (SEWRPC), through an intergovernmental agreement, has agreed to serve as project manager for the purpose of managing the Transit Alternatives Analysis/Draft Environmental Impact Statement (AA/DEIS); and

WHEREAS, the KRM project purpose and need is to provide high quality transit service connecting Kenosha, Racine, and Milwaukee Counties with each other and with Northeastern Illinois improving access to jobs and labor force, encouraging high density mixed use and more efficient land development around stations, and attracting increased transit ridership potentially reducing highway traffic volumes and congestion and attendant air pollutant emissions; and

WHEREAS, the SEWRPC seeks to meet the requirements of the Federal Transit Administration's (FTA) New Starts program in order for the project to be eligible for discretionary capital funding; and

WHEREAS, among other criteria, the FTA places importance on transit supportive land-use planning and development in transit station areas, as a means of building ridership to support proposed projects; and

WHEREAS, preliminary station area development plans for the Oak Creek proposed commuter rail station near East Ryan Road and the Union Pacific Railroad have been developed and included as part of the KRM Commuter Link Transit Supportive Land-Use Plans and Policies Portfolio; and

WHEREAS, the City of Oak Creek has reviewed the preliminary transit supportive land use plans and policies;

NOW, THEREFORE, BE IT RESOLVED by the City Council, of the City of Oak Creek, Wisconsin that the City of Oak Creek will benefit from the proposed expanded transit service connecting Kenosha, Milwaukee, and Racine Counties with each other and

RESOLUTION NO. 06-35

RESOLUTION SUPPORTING THE KENOSHA, RACINE AND MILWAUKEE (KRM) COMMUTER LINK STATION AREA PLANNING PROGRAM IN SOUTH MILWAUKEE, WISCONSIN

WHEREAS, the Counties and Cities of Milwaukee, Racine, and Kenosha in cooperation with the Wisconsin Department of Transportation have agreed to sponsor a Transit Alternatives Analysis Corridor Study/Draft Environmental Impact Study (DEIS) for enhanced public transit service generally east of I-94 in the Counties of Kenosha, Racine and Milwaukee; and

WHEREAS, the Southeastern Wisconsin Regional Planning Commission (SEWRPC), through an intergovernmental agreement, has agreed to serve as project manager for the purpose of managing the Transit Alternatives Analysis/Draft Environmental Impact Statement (AA/DEIS); and

WHEREAS, the KRM project purpose and need is to provide high quality transit service connecting Kenosha, Racine, and Milwaukee Counties with each other and with Northeastern Illinois improving access to jobs and labor force, encouraging high density mixed use and more efficient land development around stations, and attracting increased transit ridership potentially reducing highway traffic volumes and congestion and attendant air pollutant emissions; and

WHEREAS, the SEWRPC seeks to meet the requirements of the Federal Transit Administration's (FTA) New Starts program in order for the project to be eligible for discretionary capital funding; and

WHEREAS, among other criteria, the FTA places importance on transit supportive land-use planning and development in transit station areas, as a means of building ridership to support proposed projects; and

WHEREAS, preliminary station area development plans for the City of South Milwaukee proposed commuter rail station on Milwaukee Avenue and the Union Pacific Railroad have been developed and included as part of the *KRM Commuter Link Transit Supportive Land-Use Plans and Policies Portfolio*; and

WHEREAS, the City of South Milwaukee has reviewed the preliminary transit supportive land use plans and policies.

NOW, THEREFORE, BE IT HEREBY RESOLVED, by the Common Council of the City of South Milwaukee, as follows:

Section One. The City of South Milwaukee will benefit from the proposed expanded transit service connecting Kenosha, Milwaukee, and Racine Counties with each

other and with Northeastern Illinois and also from the transit oriented development around its proposed commuter rail station.

Section Two. The station area plans developed as part of the *KRM Commuter Link* study for the City of South Milwaukee, and included in the *Transit Supportive Land-Use Plans and Policies Portfolio*, is consistent with the goals and objectives of the City of South Milwaukee land use and comprehensive plans.

Section Three. The City of South Milwaukee endorses the station area plan and policies and will take appropriate steps toward implementation as recommended as part of the *Transit Supportive Land-Use Plans and Policies Portfolio* if commuter rail is chosen for implementation.

Section Four. The City of South Milwaukee urges FTA acceptance and endorsement of the complete *KRM Commuter Link Transit Supportive Land-Use Plans and Policies Portfolio.*

THOMAS ZEPECKI, Mayor

Attest:

KATHLEEN M. LISOWSKI, City Clerk

Adopted: November 21, 2006

Approved: November 22, 2006

RESOLUTION 6361
SUPPORTING THE KENOSHA, RACINE AND MILWAUKEE (KRM) COMMUTER LINK STATION AREA PLANNING PROGRAM IN (CITY OF CUDAHY), WISCONSIN

Whereas, the Counties and Cities of Milwaukee, Racine, and Kenosha in cooperation with the Wisconsin Department of Transportation have agreed to sponsor a Transit Alternatives Analysis Corridor Study/Draft Environmental Impact Study (DEIS) for enhanced public transit service generally east of I-94 in the Counties of Kenosha, Racine and Milwaukee; and

Whereas, the Southeastern Wisconsin Regional Planning Commission (SEWRPC), through an intergovernmental agreement, has agreed to serve as project manager for the purpose of managing the Transit Alternatives Analysis/Draft Environmental Impact Statement (AA/DEIS); and

Whereas, the KRM project purpose and need is to provide high quality transit service connecting Kenosha, Racine, and Milwaukee Counties with each other and with Northeastern Illinois improving access to jobs and labor force, encouraging high density mixed use and more efficient land development around stations, and attracting increased transit ridership potentially reducing highway traffic volumes and congestion and attendant air pollutant emissions; and

Whereas, the SEWRPC seeks to meet the requirements of the Federal Transit Administration's (FTA) New Starts program in order for the project to be eligible for discretionary capital funding; and

Whereas, among other criteria, the FTA places importance on transit supportive land-use planning and development in transit station areas, as a means of building ridership to support proposed projects; and

Whereas, preliminary station area development plans for the (City of Cudahy) proposed commuter rail station at (street location)and the Union Pacific Railroad have been developed and included as part of the *KRM Commuter Link Transit Supportive Land-Use Plans and Policies Portfolio*; and

Whereas, the (City of Cudahy) has reviewed the preliminary transit supportive land use plans and policies;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL, OF THE (CITY OF CUDAHY), WISCONSIN, AS FOLLOWS:

Section One. The (City of Cudahy) will benefit from the proposed expanded transit service connecting Kenosha, Milwaukee, and Racine Counties with each other and with Northeastern Illinois and also from the transit oriented development around its proposed commuter rail station.

Section Two. The station area plans developed as part of the *KRM Commuter Link* study for the (City of Cudahy), and included in the *Transit Supportive Land-Use Plans and Policies Portfolio*, is consistent with the goals and objectives of the (City of Cudahy) land use and comprehensive plans.

Section Three. The (City of Cudahy) endorses the station area plan and policies and will take appropriate steps toward implementation as recommended as part of the *Transit Supportive Land-Use Plans and Policies Portfolio* if commuter rail is chosen for implementation.

Section Four. The (City of Cudahy) urges FTA acceptance and endorsement of the complete *KRM Commuter Link Transit Supportive Land-Use Plans and Policies Portfolio.*

THIS RESOLUTION WAS PASSED AND APPROVED THE 8TH DAY OF NOVEMBER 2006 BY THE (CITY OF CUDAHY), WISCONSIN.

John R. Hohenfeldt
Mayor

Joseph P. Henika
City Clerk / Treasurer / Comptroller
Attest

Approved as to Form: **ROBERT J. JURSIK,** City Attorney
Wis. State Bar No. 01012957

RESOLUTION 2007-05

A RESOLUTION
SUPPORTING THE KENOSHA, RACINE AND MILWAUKEE (KRM) COMMUTER LINK STATION AREA PLANNING PROGRAM IN CALEDONIA, WISCONSIN

Whereas, the Counties and Cities of Milwaukee, Racine, and Kenosha in cooperation with the Wisconsin Department of Transportation have agreed to sponsor a Transit Alternatives Analysis Corridor Study/Draft Environmental Impact Study (DEIS) for enhanced public transit service generally east of I-94 in the Counties of Kenosha, Racine and Milwaukee; and

Whereas, the Southeastern Wisconsin Regional Planning Commission (SEWRPC), through an intergovernmental agreement, has agreed to serve as project manager for the purpose of managing the Transit Alternatives Analysis/Draft Environmental Impact Statement (AA/DEIS); and

Whereas, the KRM project purpose and need is to provide high quality transit service connecting Kenosha, Racine, and Milwaukee Counties with each other and with Northeastern Illinois improving access to jobs and labor force, encouraging high density mixed use and more efficient land development around stations, and attracting increased transit ridership potentially reducing highway traffic volumes and congestion and attendant air pollutant emissions; and

Whereas, the SEWRPC seeks to meet the requirements of the Federal Transit Administration's (FTA) New Starts program in order for the project to be eligible for discretionary capital funding; and

Whereas, among other criteria, the FTA places importance on transit supportive land-use planning and development in transit station areas, as a means of building ridership to support proposed projects; and

Whereas, preliminary station area development plans for the Village of Caledonia proposed commuter rail station west of Douglas Avenue and north of Four Mile Road and the Union Pacific Railroad have been developed and included as part of the *KRM Commuter Link Transit Supportive Land-Use Plans and Policies Portfolio*; and

Whereas, the Village of Caledonia has reviewed the preliminary transit supportive land use plans and policies;

NOW, THEREFORE, BE IT RESOLVED BY THE VILLAGE BOARD OF THE VILLAGE OF CALEDONIA, WISCONSIN, AS FOLLOWS:

Section One. The Village of Caledonia will benefit from the proposed expanded transit service connecting Kenosha, Milwaukee, and Racine Counties with each other and with Northeastern Illinois and also from the transit oriented development around its proposed commuter rail station.

Section Two. The station area plans developed as part of the *KRM Commuter Link* study for the Village of Caledonia and included in the *Transit Supportive Land-Use Plans and Policies Portfolio*, is consistent with the goals and objectives of the Village of Caledonia land use and comprehensive plans.

Section Three. The Village of Caledonia endorses the station area plan and policies and will take appropriate steps toward implementation as recommended as part of the *Transit Supportive Land-Use Plans and Policies Portfolio* if commuter rail is chosen for implementation.

Section Four. The Village of Caledonia urges FTA acceptance and endorsement of the complete *KRM Commuter Link Transit Supportive Land-Use Plans and Policies Portfolio.*

THIS RESOLUTION WAS PASSED AND APPROVED THE 19th DAY OF Feb, 2006 BY THE VILLAGE OF CALEDONIA, WISCONSIN.

Jonathan Delagrave, Village President

Wendy Christensen, CMC, Clerk

ADDENDUM TO RESOLUTION NO. 2007-05
KRM COMMUNTER LINK TRANSIT SUPPORTIVE LAND-USE PLAN

This is an addendum to the attached Resolution 2007-05 passed by the Village Board on February 19, 2007. The Village has concerns about the funding issue, especially in terms of any future funding liability on the part of the Village. It is understood that this resolution reflects the Village's support only for the Transit Supportive Land Use Plan and how the actual rail program, including the station, is financed is a separate matter and not included in this specific approval.

STATE OF WISCONSIN)
(AFFIDAVIT OF POSTING
COUNTY OF KENOSHA)

JEAN ANDERSON, being first duly sworn on oath deposes and says that on the 13 day of Dec, A.D., 2006, she posted in at least three of the most public places in the Town of Somers, Kenosha County, Wisconsin to wit:

Somers Town Hall
7511 12th Street
Somers, Wisconsin

Somers Fire Station #2
818 12th Street
Somers, Wisconsin

Somers Post Office
Somers, Wisconsin

Fair, true and complete copies of Resolution 34-06, Resolution Supporting the Kenosha, Racine and Milwaukee (KRM) Commuter Link Station Area Planning Program in Town of Somers, Wisconsin.

Affiant further states that attached hereto and made a part of this affidavit is a fair, true and complete copy of said Resolution and that the copy which she posted are in all respects fair, true and complete copies of said Resolution is hereto attached and made a part hereof.

JEAN ANDERSON, DEPUTY TOWN CLERK

Subscribed and sworn to before me
this 13 day of Dec, A. D., 2006

Notary Public, Kenosha County, Wisconsin
My commission expires: Aug. 2, 2009

34-06

A RESOLUTION
SUPPORTING THE KENOSHA, RACINE AND MILWAUKEE (KRM)
COMMUTER LINK STATION AREA PLANNING PROGRAM
IN TOWN OF SOMERS, WISCONSIN

Whereas, the Counties and Cities of Milwaukee, Racine, and Kenosha in cooperation with the Wisconsin Department of Transportation have agreed to sponsor a Transit Alternatives Analysis Corridor Study/Draft Environmental Impact Study (DEIS) for enhanced public transit service in the Counties of Kenosha, Racine and Milwaukee; and

Whereas, the Southeastern Wisconsin Regional Planning Commission (SEWRPC), through an intergovernmental agreement, has agreed to serve as project manager for the purpose of managing the Transit Alternatives Analysis/Draft Environmental Impact Statement (AA/DEIS); and

Whereas, the KRM project purpose and need is to provide high quality transit service connecting Kenosha, Racine, and Milwaukee Counties with counties in Northeastern Illinois, improving access to jobs and labor force and attracting increased transit ridership as well as potentially reducing highway traffic volumes and congestion and attendant air pollutant emissions; and

Whereas, the SEWRPC seeks to meet the requirements of the Federal Transit Administration's (FTA) New Starts program in order for the project to be eligible for discretionary capital funding; and

Whereas, among other criteria, the FTA places importance on transit supportive land-use planning and development in transit station areas, as a means of building ridership to support proposed projects; and

Whereas, tentative station area development plans for the Town of Somers proposed commuter rail station and the Union Pacific Railroad have been proposed and included as part of the *KRM Commuter Link Transit Supportive Land-Use Plans and Policies Portfolio*; and

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN BOARD OF THE TOWN OF SOMERS, WISCONSIN, AS FOLLOWS:

Section One. The Town of Somers will benefit from the proposed expanded transit service connecting Kenosha, Milwaukee, and Racine Counties and with counties in Northeastern Illinois and from the transit oriented development around its proposed commuter rail station.

Section Two. The Town of Somers urges FTA acceptance and endorsement of the concept of *KRM Commuter Link Transit Supportive Land-Use Plans and Policies Portfolio.*

THIS RESOLUTION WAS PASSED AND APPROVED THE 12th DAY OF December, 2006 BY THE TOWN OF SOMERS, WISCONSIN.

TOWN OF SOMERS

By: Carol Fischer
Carol Fischer, Chairperson

Attest: Jean Anderson
Jean Anderson, Deputy Clerk/Treasurer

DAVISON & MULLIGAN, LTD.
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City of Milwaukee

Office of the City Clerk

200 E. Wells Street
Milwaukee, Wisconsin 53202

Certified Copy of Resolution

FILE NO: 061248

Title:
Substitute resolution relating to a dedicated funding source for both the local share of the capital and operating costs for the operation of the proposed Kenosha, Racine and Milwaukee commuter rail service, and the local share of the capital and operating costs for operation of local public transit service within the City of Milwaukee and Milwaukee County.

Body:
Whereas, The Southeastern Wisconsin Regional Transit Authority ("RTA") was created by the Wisconsin State Legislature in 2005 for the purpose of among others, identifying dedicated funding sources to fund the local share of capital and operating costs of the proposed commuter rail service between Kenosha, Racine and Milwaukee ("KRM"), and the local share of capital and operating costs for local public transit service in Kenosha, Racine and Milwaukee Counties; and

Whereas, The RTA receives funding from a statutory $2-per-transaction fee on car rentals in the 3-county region; and

Whereas, The Milwaukee County Transit System provides vital public service within the City of Milwaukee by providing mobility for tens of thousands of citizens, many of whom do not have access to motor vehicles because of disability, age or low income; and

Whereas, Local public transit service in general and the Milwaukee County Transit System in particular provides a transportation alternative to the private motor vehicle to citizens of the City of Milwaukee; and

Whereas, Local public transit service in general and the Milwaukee County Transit System in particular is critical to the growth and economic well being of the City of Milwaukee; and

Whereas, Over the last 6 years, the Milwaukee County Transit System has experienced fare increases and service and route reductions which, if continued, threaten the viability of public transit service in the City of Milwaukee; and

Whereas, Various proposals for the expansion and improvement of public transit service in the City of Milwaukee have been explored over the last 10 years including proposals that would directly benefit the proposed KRM service by linking that service with employment, cultural, entertainment, tourist and hotel venues in downtown Milwaukee; and

Whereas, The Milwaukee County Transit System is one of the few large city transit systems in

the United States that does not have a dedicated funding source for the local share of capital and operating costs; and

Whereas, A dedicated funding source for public transit service in Milwaukee County is necessary to maintain existing public transit service within the City of Milwaukee and is essential for the expansion and improvement of public transit service in the City of Milwaukee; and

Whereas, The creation of a dedicated funding source for the local share of capital and operating costs for local public transit service in the City of Milwaukee and Milwaukee County will benefit City of Milwaukee property tax payers; and

Whereas, On January 30, 2007, members of the RTA voted 6-0 to recommend to the State Legislature that the cap on the RTA's fee on car rentals be raised by $13 per transaction (from $2 to $15) to fund the capital and operating costs of the KRM commuter rail service, with no dedicated funding for local public transit service in the City of Milwaukee and Milwaukee County; and

Whereas, Of the $4.8 million projected to be raised annually by the $15-per-transaction car rental fee, 90% will come from car rentals occurring in Milwaukee County; and

Whereas A dedicated funding source that only funds the local share of capital and operating costs of the KRM service is not in the best interest of the citizens of the City of Milwaukee; now, therefore, be it

Resolved, By the Common Council of the City of Milwaukee, that while the Common Council supports the development of the KRM commuter rail service, the Common Council does not support the implementation of a dedicated funding source that funds the local share of capital and operating cots of the KRM service unless that dedicated funding source also provides funding for the local share of capital and operating cots related to the operation of local public transit service within the City of Milwaukee and Milwaukee County; and, be it

Further Resolved, That the Common Council opposes the Southeastern Wisconsin Regional Transit Authority's recommendation to increase the RTA's car rental fee from $2 to $15 per transaction for the sole purpose of funding the local share of capital and operating costs of the KRM commuter rail service; and, be it

Further Resolved, That the Intergovernmental Relations Division of the Department of Administration is directed to lobby the State Legislature to oppose legislation increasing the RTA's car rental fee to fund the KRM commuter rail service, and to support a dedicated funding source for the KRM service only if that funding source also provides funding for local public transit service in the City of Milwaukee and Milwaukee County.

I, Ronald D. Leonhardt, City Clerk, do hereby certify that the foregoing is a true and correct copy of a(n) Resolution Passed by the COMMON COUNCIL of the City of Milwaukee, Wisconsin on February 6, 2007.

Ronald D. Leonhardt
Ronald D. Leonhardt

December 11, 2009
Date Certified

City of Milwaukee

Office of the City Clerk

200 E. Wells Street
Milwaukee, Wisconsin 53202
Certified Copy of Resolution

FILE NO: 070242

Title:
Substitute resolution expressing the City of Milwaukee's support for extension of the proposed southeastern Wisconsin commuter rail service to include the 30th Street Rail Corridor to the northern boundary of Milwaukee County.

Body:
Whereas, A 2006 study by the University of Wisconsin-Milwaukee Center for Economic Development found that there has been no net job growth in Milwaukee's inner city since 1994; and

Whereas, In recent years, Milwaukee County Transit System bus service has been reduced, and bus fares raised, in an effort to avoid property tax increases; and

Whereas, These service reductions and fare increases have disproportionately affected low-income residents of the City of Milwaukee, where the 25% of all households and 33% of African-American households (2000 Census) who do not own motor vehicles must rely on public transportation to reach jobs, education and health care and otherwise meet their day-to-day needs; and

Whereas, Lack of employment growth and low rates of car ownership in Milwaukee's central city mean that residents could greatly benefit from improved mass-transit access to jobs in outlying areas; and

Whereas, The development of commuter rail service effectively links workers with employment opportunities; and

Whereas, The presence of commuter rail service stimulates development in the vicinity of rail stations; and

Whereas, In July, 2005, the Wisconsin Legislature created the Southeastern Wisconsin Regional Transit Authority ("RTA") and designated the RTA as the agency responsible for coordinating transit and commuter rail in Milwaukee, Racine and Kenosha counties; and

Whereas, An intergovernmental steering committee working on behalf of the RTA and the Southeastern Wisconsin Regional Planning Commission has recommended implementation of commuter rail service along a 33-mile, 9-station route between the Kenosha Metra station and the Downtown Milwaukee Amtrak station; and

Whereas, Section 59.58(6), Wis. Stats., which creates and empowers the RTA, does not limit

the commuter rail system to this route, but merely states that the RTA "shall be responsible for coordination of transit and commuter rail programs in the region" (where "region" is defined as Milwaukee, Racine and Kenosha counties), meaning that it is within the purview of the RTA to study and possibly fund and operate commuter rail service along other routes in the 3-county region; and

Whereas, The planned Kenosha-Racine-Milwaukee commuter rail line, with a northern terminus at the Downtown Milwaukee Amtrak station, will not serve residents in greatest need of improved transit service and access to jobs or spur new development in the area where it's needed most, namely, the North Side of Milwaukee; and

Whereas, Extension of commuter rail service from Downtown Milwaukee up the 30th Street Rail Corridor to the northern boundary of Milwaukee County, a distance of approximately 14 miles, would provide vital transportation links between areas of high unemployment in the central city and areas of job growth in outlying areas of Milwaukee County, and would also stimulate development along the Corridor, particularly in the vicinity of rail stations; and

Whereas, Governor Jim Doyle, Mayor Tom Barrett and County Board Chairman Lee Holloway have all indicated their desire to stimulate new development along the 30th Street Rail Corridor; and

Whereas, Extension of the proposed commuter rail service up the 30th Street Rail Corridor would bring balance to the commuter rail system, which, as currently proposed, would have the majority of its route-miles in Kenosha and Racine counties, even though the bulk of local funding for the service would come from Milwaukee County and the need for improved transit and access to jobs is greatest in Milwaukee County; and

Whereas, Because it uses separate rights-of-way (namely, existing rail lines), commuter rail can operate at relatively high speeds without interfering with or disrupting local street traffic, thereby providing a more effective transit connection between central-city neighborhoods and outlying areas of Milwaukee County; and

Whereas, Commuter rail service within Milwaukee County would not reduce the level of existing bus service on city streets because commuter rail service represents an entirely new transit service providing a high speed backbone that would connect with, not replace existing bus service; and

Whereas, There is strong bi-partisan support at the state and local level for development of commuter rail systems in Southeastern Wisconsin; now, therefore, be it

Resolved, By the Common Council of the City of Milwaukee, that the City of Milwaukee supports extension of the proposed Kenosha-Racine-Milwaukee commuter rail service within Milwaukee County to serve the 30th Street Rail Corridor to the northern boundary of Milwaukee County, a distance of approximately 14 miles; and, be it

Further Resolved, That the City of Milwaukee supports the development of transit-oriented residential and commercial developments along the 30th Street Rail Corridor; and, be it

Further Resolved, That the City of Milwaukee supports the development of a passenger station on the proposed Kenosha-Racine-Milwaukee commuter rail line at East Greenfield Avenue in Milwaukee; and, be it

Further Resolved, That the Intergovernmental Partnership, the KRM Project Steering Committee, the Southeastern Wisconsin Regional Transit Authority and the Southeastern Wisconsin Regional Planning Commission are all requested to take the actions necessary to expand the Kenosha-Racine-Milwaukee commuter rail project to include commuter rail service along the 30th Street Rail Corridor to the northern boundary of Milwaukee County; and, be it

Further Resolved, That the City's representatives on the KRM Steering Committee and the RTA board are directed to advocate for extension of the proposed commuter rail line to include service along the 30th Street Rail Corridor to the northern boundary of Milwaukee County.

I, Ronald D. Leonhardt, City Clerk, do hereby certify that the foregoing is a true and correct copy of a(n) Resolution Passed by the COMMON COUNCIL of the City of Milwaukee, Wisconsin on May 30, 2007.

Ronald D. Leonhardt

Ronald D. Leonhardt

December 11, 2009
Date Certified

City of Milwaukee

Office of the City Clerk

200 E. Wells Street
Milwaukee, Wisconsin 53202
Certified Copy of Resolution

FILE NO: 071114

Title:
Resolution expressing the City of Milwaukee's support for a new strategic approach to transportation investments in Southeastern Wisconsin.

Body:
Whereas, On November 15, 2007, the Wisconsin Department of Transportation ("WisDOT") revealed its preferred plan for reconstruction and expansion of the 35-mile segment of Interstate 94 from the Illinois-Wisconsin state line to the Mitchell Interchange; and

Whereas, This plan calls for increasing the number of freeway lanes from 6 to 8 and creating additional interchanges; and

Whereas, This expansion will result in the loss of valuable farmland and wetlands and encourage urban sprawl, especially around the reconstructed and new interchanges; and

Whereas, The expansion of this highway will promote motor vehicle use and dependence, thereby increasing air pollution and reliance on foreign oil supplies and leaving the economy and residents of the region at the mercy of gasoline price fluctuations; and

Whereas, This plan's singular focus on highway expansion and motor vehicle travel ignores the public's growing preference for a balanced, multi-modal transportation system that gives travelers and shippers a variety of options for personal and business travel and cargo transport; and

Whereas, The estimated cost of the proposed Interstate 94 reconstruction and expansion is $1.9 billion, making it the most expensive road construction project in Wisconsin history; and

Whereas, While the State of Wisconsin is proceeding with these plans to reconstruct and expand Interstate 94 without requiring local governments to pay any part of the project's capital and operating costs, it is requiring local governments to pay the local share of the capital and operating costs of the proposed 33-mile, $198-million Kenosha-Racine-Milwaukee ("KRM") commuter rail line, thereby bogging the KRM project down in local politics; and

Whereas, The KRM commuter rail line would parallel Interstate 94 just a few miles to the east and provide an alternative route to alleviate congestion on the freeway both during the reconstruction phase and after completion of the project; and

Whereas, WisDOT also recently announced its support for a proposal to implement high-speed intercity rail service between Chicago, Milwaukee and Madison, in part over a rail line that

again closely parallels Interstate 94, using a combination of state and federal funds, although WisDOT has not secured any funding commitment for this initiative from the United States Congress and is unlikely to do so in the near future; and

Whereas, These 3 transportation improvement initiatives -- the Interstate 94 reconstruction/expansion, the KRM commuter rail line and the development of high-speed intercity passenger rail service - have been developed independently of one another, with little or no consideration for the possible overlap of transportation services or, conversely, the potential for transportation infrastructure to be improved in a complementary, rather than competitive, fashion; and

Whereas, Rather than spending hundreds of millions of dollars to expand Interstate 94 from 6 to 8 lanes, the federal and state governments should fund reconstruction and modernization of this highway in its current 6-lane configuration and invest a portion of the resulting cost savings in development of the KRM commuter rail line and the Chicago-Milwaukee-Madison high-speed rail line, thereby enhancing mobility and travel options in Southeastern Wisconsin while at the same time providing an overall savings to taxpayers; and

Whereas, A balanced, multi-modal approach to the provision of transportation infrastructure in Southeastern Wisconsin would also give the region a hedge against the economic impacts of gasoline price increases that are likely to occur in the future; now, therefore, be it

Resolved, By the Common Council of the City of Milwaukee, that the City of Milwaukee opposes the proposed reconstruction and expansion of Interstate 94 between the Mitchell Interchange and the Illinois-Wisconsin state line at a cost of $1.9 billion; and, be it

Further Resolved, That the City of Milwaukee supports a new strategic approach to transportation investments in Southeastern Wisconsin that is multi-modal in nature and that includes the reconstruction and modernization of Interstate 94 between the Mitchell Interchange and the Illinois-Wisconsin state line using the highway's current 6-lane configuration and using the resulting cost savings to:

a. Develop the 33-mile Kenosha-Racine-Milwaukee commuter rail line between the Kenosha Metra station and Downtown Milwaukee without requiring local governments to finance the local share of capital and operating costs; and

b. Develop high-speed intercity passenger rail service along the existing Amtrak line between Chicago and Milwaukee, with an extension westward to Madison.

; and, be it

Further Resolved, That the City Clerk is directed to send copies of this resolution to Governor Doyle, the City of Milwaukee's representatives in the Wisconsin Legislature, Wisconsin Secretary of Transportation Busalacchi and all members of Wisconsin's congressional delegation.

I, Ronald D. Leonhardt, City Clerk, do hereby certify that the foregoing is a true and correct copy of a(n) Resolution Passed by the COMMON COUNCIL of the City of Milwaukee, Wisconsin on December 11, 2007.

Ronald D. Leonhardt

Ronald D. Leonhardt

December 11, 2009

Date Certified