

Green Bay **METRO**

Annual System Review and Analysis Report



Prepared by the Brown County Planning Commission/
Metropolitan Planning Organization (MPO) for the Green Bay Urbanized Area
November 2022



U.S. Department of Transportation
Federal Highway Administration



U.S. Department of Transportation
Federal Transit Administration



The preparation of this report has been financed in part through grants from the Federal Highway Administration and Federal Transit Administration, U.S. Department of Transportation, under the Metropolitan Planning Program, Section 104(f) of Title 23, U.S. Code. The contents of this report do not necessarily reflect the official views or policy of the U.S. Department of Transportation.



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Green Bay Metro's website can be found at <https://greenbaywi.gov/231/Metro-Transit> or by scanning the QR code.

On the Cover: Green Bay Metro fixed route bus, paratransit, and microtransit vehicles.

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CHAPTER ONE Overview

Annual System Review and Analysis Report

The Brown County Planning Commission and Green Bay Metro staffs typically conduct system reviews on a quarterly basis each year in the months of February, May, August, and November. Once a year, a larger scale review is conducted resulting in the publication of the *Green Bay Metro Annual System Review and Analysis Report*, by the Brown County Planning Commission.

Green Bay Metro Services

Green Bay Metro provides fixed route bus, on-demand microtransit, and paratransit services within the Cities of Green Bay and De Pere and within the Villages of Allouez, Ashwaubenon, and Bellevue. To pay for the service, Metro applies for and receives federal and state grants, receives contributions from municipalities participating in the system, and generates revenue through passenger fares, sale of advertising, and partnerships.

Fixed Route Bus Service

Metro provides 11 full service and three limited service fixed routes using 29', 35', and 40' buses.



Green Bay Metro On Demand Microtransit Service

Microtransit is an on-demand shared ride service. It uses the same technology as ride hailing services like Uber. Passengers request a ride through a mobile app (or by phone) and a vehicle is dispatched in real time to a pick-up location within one of the designated service zones.

The program is designed to allow riders the ability to move seamlessly between the fixed route bus and microtransit services.



Paratransit Service




Paratransit is a form of specialized transportation service for individuals who are unable to use the fixed route bus system due to a disability. Individuals must complete an eligibility form and be certified to use the service. The service is currently provided under contract with Via, a private transportation company, with use of small buses.

Americans with Disabilities Act (ADA) complementary paratransit service must be provided within 3/4 of a mile of a fixed bus route. The service must operate during the same hours and days as the fixed route service and passengers can be charged no more than twice the regular fixed route bus fare.

A map detailing Metro services is on the following page.

Green Bay Metro Bus Routes, Microtransit, and Paratransit Service



Green Bay Metro
Full System Overview


Legend

- Paratransit Service Area
- Fixed Routes**
- Route 1: Pink Line
- Route 2: Orange Line
- Upon Request
- Route 3: Silver Line
- Aspiro - Weekdays
8:31 am, 12:31 pm, & 3:31 pm
- Route 4: Blue Line
- Route 5: Yellow Line
- Route 6: Red Line
- Route 7: Lime Line
- Route 8: Green Line
- Route 9: Gold Line
- Upon Request
- Route 10: Plum Line
- Route 11: Sky Line

Microtransit Zones

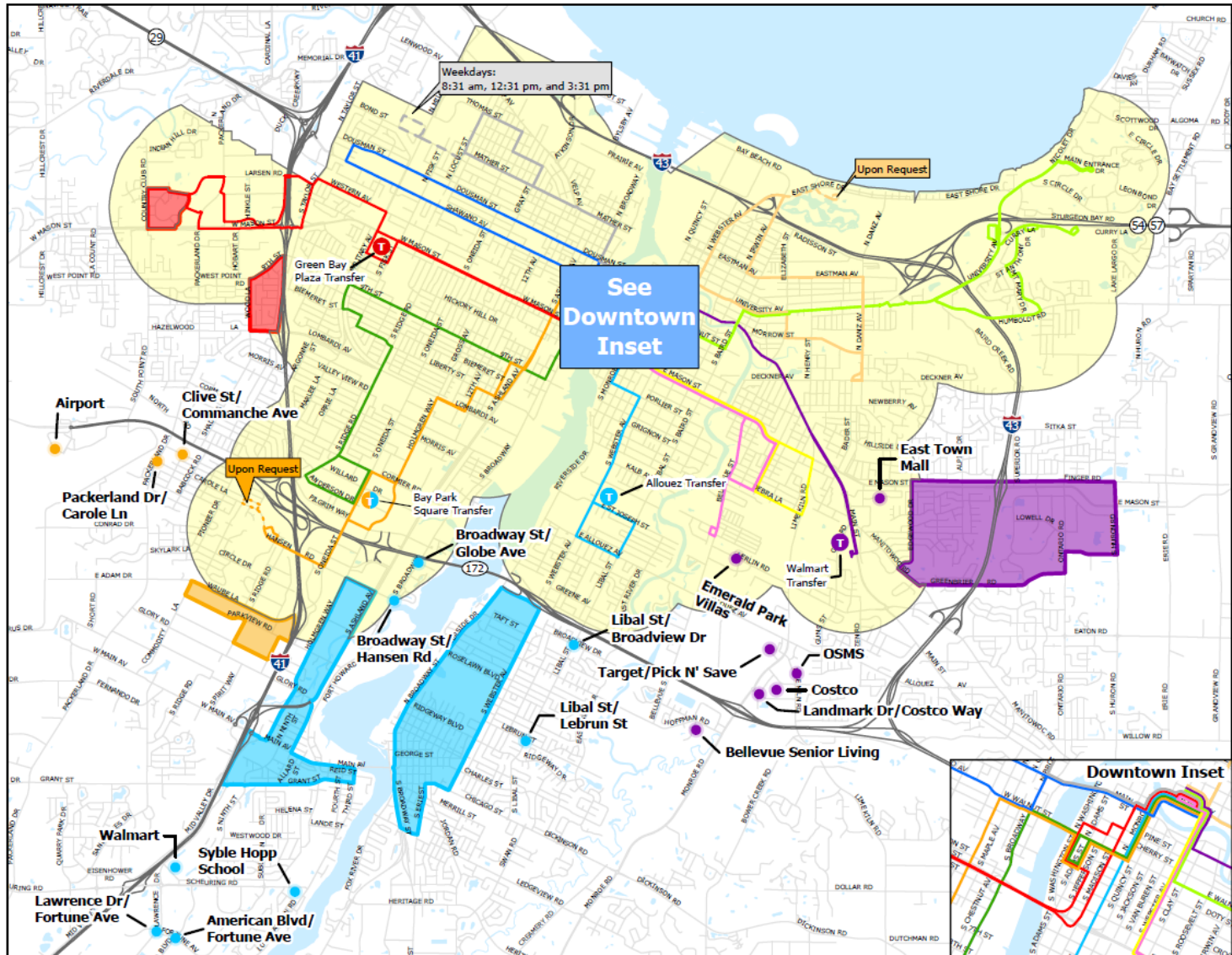
- Zone 1
- Zone 2
- Zone 3
- Zone 4

T Transfer Point (Color on the map corresponds to the microtransit zone)



0 1 2
Miles

Map created by:
Brown County Planning Commission
Date: 9/22/2022



Operating Budget Overview

As stated, Green Bay Metro receives operating assistance from a variety of sources. The table on the following page includes actual and projected budgets for an eight year period from 2018-2025.

Actual and Projected Operating Expenses and Revenue Sources

	Actual				Projected			
	2018	2019	2020	2021	2022	2023	2024	2025
Operating Expense:	\$7,735,054	\$7,663,156	\$6,563,412	\$6,518,076	\$8,117,592	\$8,395,900	\$8,406,341	\$8,416,886
	5.83%	-0.93%	-14.35%	-0.69%	24.54%	3.43%	3.56%	0.25%
Funding Sources:								
<u>Public Operating Assistance:</u>								
Federal Section 5307/Capitalized Maintenance/CARES	\$2,191,933	\$2,194,434	\$3,044,158	\$2,429,953	\$2,906,720	\$2,906,720	\$2,906,720	\$2,906,720
State of Wisconsin Section 85.20	2,425,070	2,436,138	2,399,494	2,431,972	2,284,885	2,284,885	2,284,885	2,284,885
Village of Alouez	54,954	53,931	6,035	24,909	74,556	135,404	135,404	135,404
Village of Ashwaubenon	178,638	168,461	3,586	71,650	267,727	128,668	128,668	128,668
Village of Bellevue	66,690	86,224	2,573	40,631	149,750	128,207	128,207	128,207
City of De Pere	105,912	104,603	8,404	47,011	152,233	142,156	142,156	142,156
City of Green Bay	1,091,611	1,142,451	22,184	448,463	1,248,000	1,625,801	1,625,801	1,625,801
<u>Public Operating Assistance Subtotal:</u>	<u>\$6,114,807</u>	<u>\$6,186,242</u>	<u>\$5,486,434</u>	<u>\$5,494,589</u>	<u>\$7,083,870</u>	<u>\$7,351,841</u>	<u>\$7,351,841</u>	<u>\$7,351,841</u>
<u>Revenue:</u>								
Farebox Revenue - Fixed Route Bus/Microtransit	\$710,404	\$667,692	\$373,147	\$408,665	\$412,752	\$416,879	\$421,048	\$425,258
Farebox Revenue - Paratransit Program	462,561	401,834	361,926	273,901	276,640	279,406	282,200	285,022
Advertising (sale of ads on buses)	155,095	150,840	119,366	96,134	97,095	98,066	99,047	100,037
Investment Income	12,587	31,510	10,447	2,139	2,160	2,182	2,204	2,226
Other (partnership income, sale of used oil & parts, etc.)	279,600	225,039	212,092	242,648	245,074	247,525	250,000	252,500
<u>Revenue Subtotal:</u>	<u>\$1,620,247</u>	<u>\$1,476,915</u>	<u>\$1,076,978</u>	<u>\$1,023,487</u>	<u>\$1,033,722</u>	<u>\$1,044,059</u>	<u>\$1,054,500</u>	<u>\$1,065,045</u>
Funding Sources Total:	\$7,735,054	\$7,663,156	\$6,563,412	\$6,518,076	\$8,117,592	\$8,395,900	\$8,406,341	\$8,416,886

CHAPTER TWO

Fixed Route Bus and On Demand Microtransit System

Service

With the onset of the COVID-19 pandemic in March of 2020, stay-at-home orders, school closures, and rider preferences led to major ridership declines for public transit systems in the United States and throughout the world.

In response, Green Bay Metro made a number of changes to existing services. This included reducing service hours on weeknights and Saturdays. Metro also began to offer select routes on an on-demand basis, meaning, if no one requested service, the bus did not depart the transportation center.

Later in 2020, Metro introduced the microtransit pilot program. The program quickly proved successful with reduced passenger travel times and lower operating costs.

With the success of the pilot, microtransit services were expanded in August of 2021. At the same time, a complete fixed route restructure, designed to improve route directness and increased service frequency, was implemented.

Amount of Fixed Route Bus and Microtransit Service

The amount of service a transit system provides is typically expressed in terms of service hours or revenue hours.

Green Bay Metro provided 50,285 hours of fixed route service and 10,253 hours of on-demand microtransit service in 2021. In 2019, the year before the pilot on-demand service began, a total of 86,880 fixed route service hours were provided. The implementation of microtransit allowed Metro staff to greatly reduce the number of service hours while maintaining service coverage during hours of operation.

Ridership

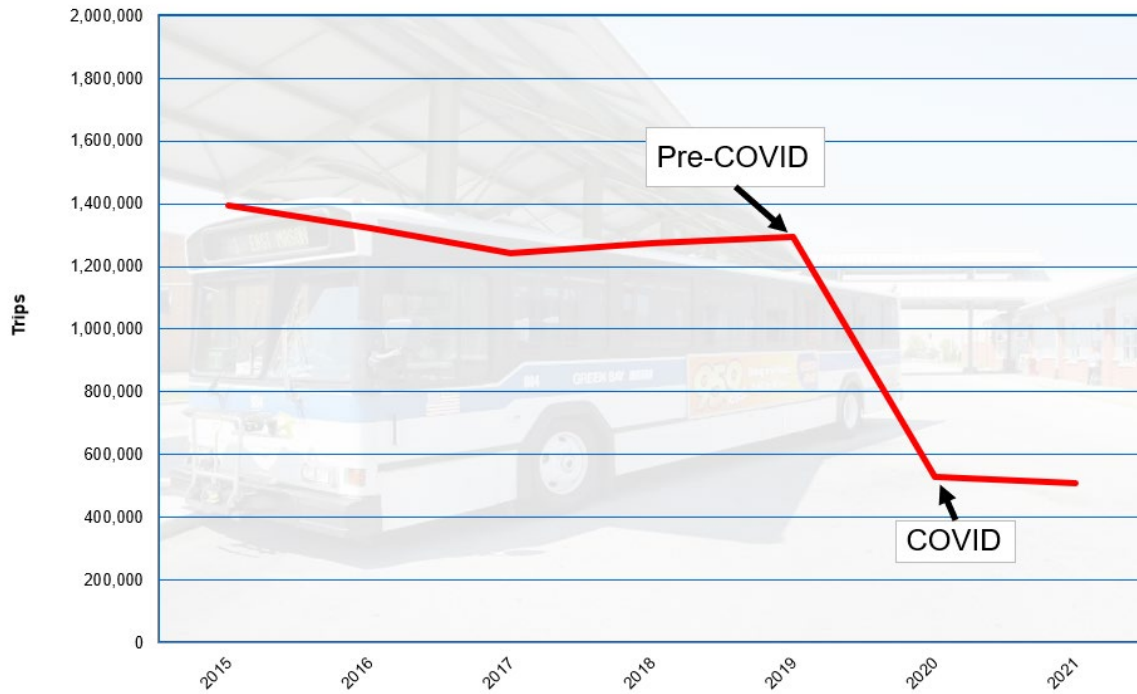
The following table details ridership for a three year period. Again, the number of service hours provided for each year varied.

Fixed Route Bus and Microtransit Ridership Before and During COVID-19 Pandemic

Service Type	2019 Fixed Route Bus Service Only	2020 Fixed Route Bus & Microtransit Pilot begins in August	2021 Route Restructuring & Full Scale Microtransit begins in August
Fixed Route Bus	1,292,700	526,958	495,371
On Demand Microtransit	0	1,908	14,641
Total:	1,292,700	528,866	510,012

The graph below shows the decline in ridership since the pandemic.

Fixed Route Bus & Microtransit Ridership Before and During COVID-19 Pandemic



Performance

Fixed Route System

A common measure used to evaluate service effectiveness is expressed by the number of passengers boarding per one hour of service.

Ridership data have been collected for each fixed bus route on weekdays and Saturdays for each quarterly collection period since the August 2021 implementation of the full system restructure and expanded microtransit program. The post-August 2021 data will serve as a baseline for future reviews.

Each quarterly dataset can be seen in Appendix A. A weekday summary is as follows:

Summary Fixed Route Bus Service Weekday Passengers per Hour

Route	November 2021	February 2022	May 2022	August 2022 Schools Not in Session
#1 Pink	5.8	9.4	10.0	8.5
# 2 Orange	9.4	9.9	14.4	10.0
# 3 Silver	8.2	10.0	9.9	9.7
# 4 Blue	10.9	11.9	15.1	14.7
# 5 Yellow	5.5	8.6	9.8	8.0
# 6 Red	15.4	16.2	17.6	16.8
# 7 Lime	9.2	9.9	11.2	9.4
# 8 Green	8.8	9.1	12.5	12.4
# 9 Gold	8.7	10.2	12.4	12.8
#10 Plum	10.4	11.1	14.2	14.4
#11 Sky	6.8	8.2	9.5	8.7
Weighted Average:	9.8	11.0	12.9	11.9

Fixed Route Bus Schedule Adherence

The schedule adherence (on-time performance) of each route is monitored by Metro operations staff. Green Bay Metro's guideline is zero minutes early to five minutes late under normal conditions. The goal of a transit system should be 100 percent on-time operation. However, many factors, such as traffic conditions, detours due to road construction or special events (e.g., farmers markets), rail crossings and bridge lifts, mechanical failures, and inclement weather cause delays from time to time.

Metro uses an automatic vehicle locator system that determines the location of each bus and transmits the information back to the dispatch office where operations staff can observe on a large screen if the buses are adhering to the published schedule. Dispatchers can determine if a bus is running on time, running ahead of schedule, running behind schedule, or is off its route. Equipment in the buses also lets the drivers know if they are deviating from the schedule.

Several routes cross the Fox River and/or active railroad tracks in downtown Green Bay. Delays due to train activity and watercraft movement at the Nitschke (Main Street), Starr (Walnut Street), and Tilleman (Mason Street) bridges can create schedule adherence problems for the system.

Green Bay Metro operated with a 90.15% schedule adherence rate in 2021.

Microtransit Performance

Green Bay Metro has established a two performance targets for Microtransit as show below:

Microtransit Use and Performance 2021

Category	Performance	Target
Passengers:	14,876	----
Average Ride Time per Passenger:	10.7 minutes	----
Average Trip Length:	4.0 miles	----
Average Wait Time for Vehicle to Arrive:	12.0 minutes	< 20 minutes
Vehicle On-time percentage:	92%	95%

Similar to the fixed bus route system, train and bridge crossings can create delays, resulting in a vehicle arrival on-time percentage below the 95% target.

CHAPTER THREE

Limited Service Route (LSR) System

Green Bay Metro operates three limited service routes.

The #71 route operates on regularly scheduled school days at 6:15 a.m. and 2:30 p.m. and provides service on the east side of Green Bay and in portions of Bellevue. The #71 is open to the general public.

The #75 route operates on regularly scheduled school days at 6:45 a.m. and 2:45 p.m. and provides service from between the Metro Transportation Center and the far west side of Green Bay primarily serving the Ninth Street and West Point Road area. The #75 route is open to the general public.

The #78 route operates on regularly scheduled school days at 6:30 a.m. and 2:35 p.m. and provides service in De Pere, Allouez, along West Mason Street, and in Ashwaubenon. The #78 is open to the general public.

CHAPTER FOUR

Paratransit Program

Paratransit is an alternative to the fixed route system. It is intended for people who cannot be served by Metro's fixed route buses due to disabilities. Service is more flexible in terms of scheduling and routing, is offered on a demand/response basis, and is usually provided by low capacity vehicles, such as vans or small buses. Paratransit is meant to be complementary to the fixed route system in terms of service area, service days and hours, and cost.

The Americans with Disabilities Act (ADA) became law on July 26, 1990. The law is intended to provide equal access rights for people with disabilities in the areas of employment, public services, public transportation, private accommodations, and telecommunications. The law requires recipients of Federal Transit Administration (FTA) funds, such as Green Bay Metro, to prepare a program for providing transportation services to people with disabilities by using both lift-equipped fixed route service and complementary paratransit service. Individuals are eligible to use ADA public transportation service or paratransit if they satisfy disability standards established by the ADA.

Metro has contracted with several private companies since 1988 to provide paratransit service. On March 30, 2020, Via River North Transit, LLC began providing paratransit services. The contract with Via was awarded after Metro completed a competitive bidding process.

Paratransit Contract Rates

Via currently receives \$33.14 per passenger for each one-way trip. The cost per trip is adjusted annually based on the terms of the contract. Green Bay Metro also provides program certification functions and the fuel to operate Via's revenue vehicles.

Contract with Via

Term	Cost per Trip
March 29, 2020 - March 28, 2021	\$36.40
March 29, 2021 - March 28, 2022	\$33.14
March 29, 2022 - March 28, 2023	\$33.47
March 29, 2023 - March 28, 2024	\$33.80
March 29, 2024 - March 28, 2025	\$34.14

Fares

Green Bay Metro offers advance-purchase convenience tickets for \$4.00 (regular rate) or \$19.00 (agency rate). Clients may also pay cash upon boarding the paratransit vehicle.

Agency Trips

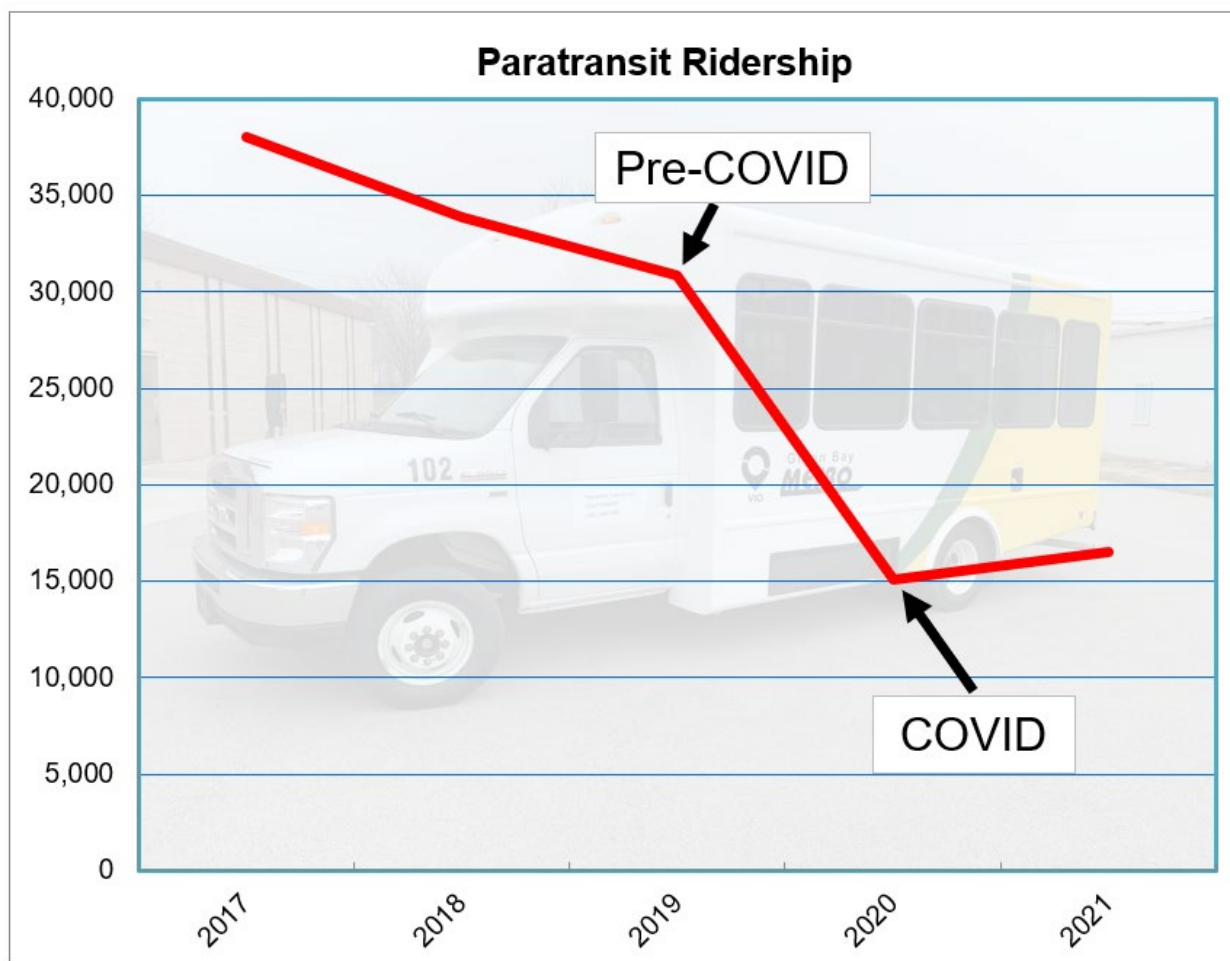
Agency trip rates were approved by the Transit Commission and introduced on February 2, 2012. An agency is defined as an organization that serves persons who qualify for human services- or transportation-related programs or services due to disabilities, income, or advanced age. Many paratransit clients fall under the umbrella of a local agency. For example, a paratransit client that receives financial support from a program administered by the Brown County Human Services

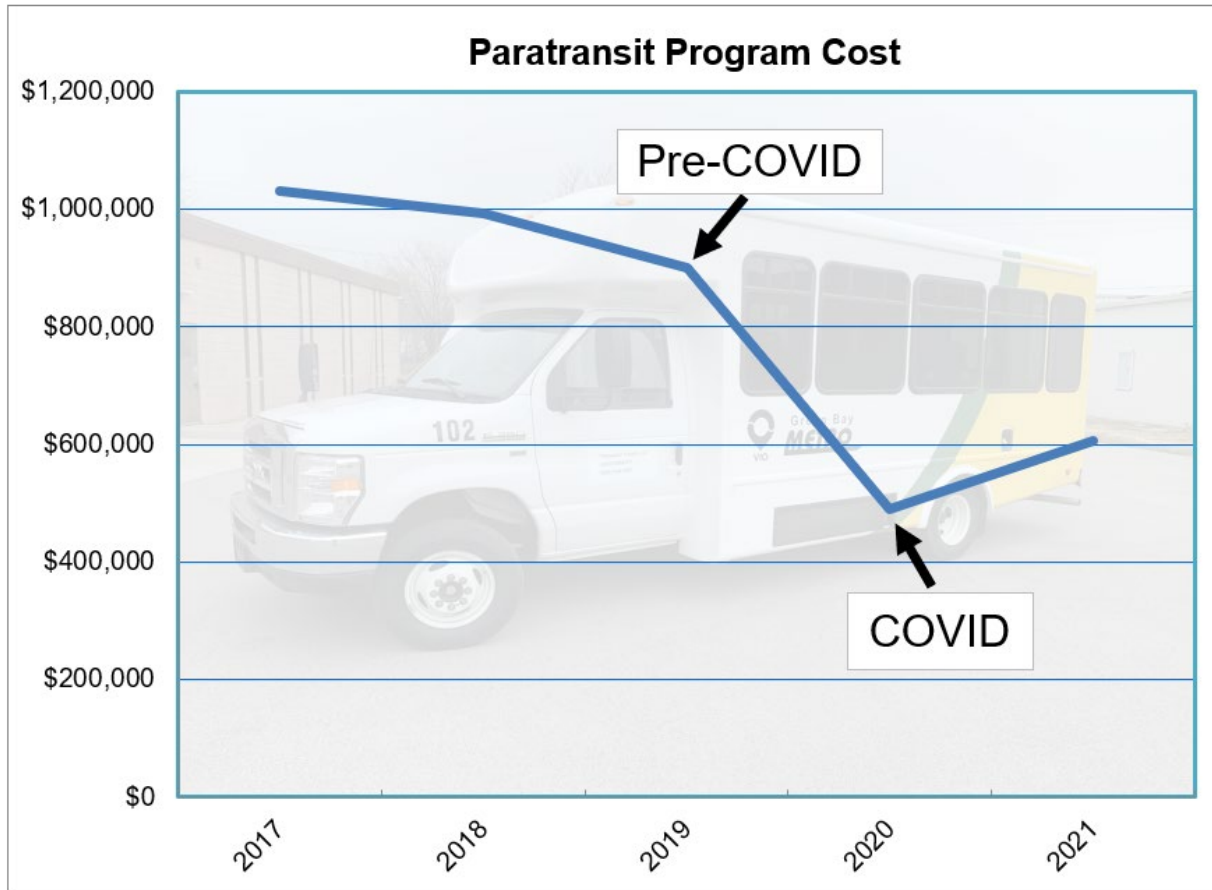
Department and travels to the CP Center for therapy three times per week would be charged the agency rate for the home-to-CP and CP-to-home trips. Agency fares are permitted under USC 49 CFR Part 37.131(c).

Many transit systems in Wisconsin have implemented an agency rate. Agency rates can vary from a modest charge to the full cost of providing the qualifying trip. Currently, Metro's agency rate is \$19.00 per one-way trip. For comparison, Metro Transit in Madison charges the passenger for the entire cost of each one-way trip, which is \$34.25.

Service and Costs

The table below summarizes the number of trips and the trip costs associated with the paratransit program. These data do not include Metro staff time associated with the program.





Paratransit App



In 2020, Green Bay Metro introduced a Paratransit App. The app allows paratransit clients to request and book a trip without having to place a phone call. Approximately 28% of all trips were scheduled using the app in 2021, which is 10% higher than the previous year.

CHAPTER FIVE
Fare Structure

Fares

Green Bay Metro's past and present fare structures are shown below. Metro has been successful in maintaining fares near or below the average of its peer transit systems. Metro's fixed route bus and microtransit service fares are identical. Metro's most recent fare increase occurred on January 2, 2020.

Fixed Route Bus & Microtransit	1998	2003	2005	2009	2019	2020
Adult						
Cash	\$1.00	\$1.25	\$1.50	\$1.50	\$1.50	\$2.00
Day Pass					\$3.00	\$4.00
Week Pass					\$12.00	\$15.00
30-Day Pass	\$21.50	\$23.00	\$26.00	\$35.00	\$35.00	\$39.00
Student (K-12)						
Cash	\$1.00	\$1.25	\$1.50	\$1.50	\$1.00	\$1.50
Day Pass					\$2.00	\$3.00
30-Day Pass	\$16.00	\$16.00	\$19.00	\$19.00	\$22.00	\$26.00
Reduced (Age 65+ or Disability w/ ID Card)						
Cash	\$0.50	\$0.60	\$0.75	\$0.75	\$0.75	\$1.00
Day Pass					\$1.50	\$2.00
30-Day Pass	\$10.75	\$12.25	\$15.25	\$25.00	\$25.00	\$29.00
Routes #8 Green & #9 Gold					Free	Free
Disabled Veterans w/ Service-Connected ID					Free	Free
Paratransit						
Origin to Destination	\$2.00	\$2.50	\$3.00	\$3.00	\$3.00	\$4.00
Agency Fare-Origin to Destination					\$15.00	\$19.00

Green Bay Area Public School and Ashwaubenon Public School students ride the bus for free. The school districts cover the fares through a direct payment to Green Bay Metro.

Fixed bus route, microtransit, and paratransit fares generated 14% of the funds needed to operate the system in 2021 and it is anticipated that fares will generate a similar percentage in 2022.

CHAPTER SIX
Bus Fleet and Other Capital Needs

Bus Fleet

The tables below detail Green Bay Metro's bus fleet as of 2022:

#	Date in Service	Actual Service in Years
1	7/24/2009	12.4
2	7/24/2009	12.4
3	7/24/2009	12.4
4	7/24/2009	12.4
5	11/18/2009	12.1
6	1/27/2010	11.9
7	7/14/2011	10.5
8	7/14/2011	10.5
9	7/14/2011	10.5
10	7/14/2011	10.5
11	7/14/2011	10.5
12	7/20/2011	10.4
13	7/20/2011	10.4
14	7/20/2011	10.4
15	7/20/2011	10.4
16	7/20/2011	10.4
17	10/15/2015	6.2
18	10/15/2015	6.2
19	10/15/2015	6.2
20	10/15/2015	6.2
21	12/31/2018	3.0
22	12/31/2018	3.0
23	12/31/2018	3.0
24	12/31/2018	3.0
25	12/31/2018	3.0
26	2/20/2020	1.9
27	2/20/2020	1.9
28	2/20/2020	1.9
29	4/3/2020	1.7
30	4/3/2020	1.7
31	4/3/2020	1.7
32	4/3/2020	1.7
33	Four buses just delivered. Not in service as of 9/7/2022	
34		
35		
36		
Average Age as of 9/7/2022		6.4

Green Bay Metro and the MPO also recently secured approximately \$1,175,000 in federal Surface Transportation Block Grant (STBG) funds to offset the cost of additional buses. The buses had not been ordered as of September 7, 2022.

Peak Bus Requirements

The full and limited service route system currently requires 16 buses (13 full and 3 limited service) during peak operations. This is substantially fewer than the 22 buses required for peak service prior to the implementation of microtransit. As microtransit service continues to prove to be a cost-effective alternative to fixed route bus service in select areas, Metro will have the opportunity to retire several buses that have exceeded the useful life benchmarks without the need to replace the buses. It is anticipated that the fleet will be reduced to 30 by 2023 and potentially further as buses age out, are retired from service, and supply issues are reduced.

Bus Replacement Guidelines

The Federal Transit Administration (FTA) has established a standard that each transit vehicle should be either retired or rehabilitated at the end of its normal service life. Normal service life for transit vehicles is considered to be 500,000 travel miles or 12 years for transit buses greater than or equal to 35 feet in length and 10 years for transit buses that are less than 35 feet. Metro staff has done an excellent job maintaining vehicles for use beyond their expected lifespans. However, maintenance costs increase with age.

Other Capital Needs

Green Bay Metro has secured the necessary funding to complete the following capital projects in 2023:

- Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL) System
- Transitway Pavement Repair
- Maintenance Truck
- Floor Scrubber
- Walk-Behind Floor Scrubber
- Solar Powered Bus Stop Signs

Bus Shelters and Benches

Green Bay Metro offers 42 bus shelters with benches throughout the service area.

In 2022, Metro installed:

- two shelters with benches near Main Street and East Mason Street
- one shelter with a bench near Hinkle Street on the south side of West Mason Street.

Metro staff is also working with Brown County on an easement agreement to place a shelter and bench at the intersection of Monroe Avenue and Pine Street.

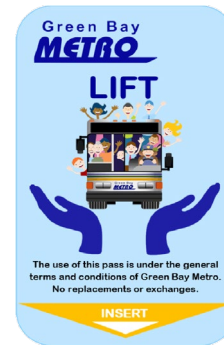
CHAPTER SEVEN

Programs

LIFT Program

The LIFT Program was established in 2022 to assist individuals with incomes at or below 150% of the national poverty guidelines by providing up to four day passes per month.

Low-Income individuals may use one day pass per week on any day of the week of their choosing. A brief application form must be completed and submitted to Metro. The LIFT Program replaces Green Saturday, which allowed individuals to ride for free only on Saturday.



U-Pass and other Partnerships

A U-Pass (or Universal Pass) Program allows participants an unlimited number of rides on any Green Bay Metro bus. In turn, the participating entity reimburses Green Bay Metro based on an established flat rate or rate per unlinked trip.

U-Pass Partnerships:

- The UW-Green Bay contract calls for a flat rate of \$1.00 per unlinked trip. All UW-Green Bay students may request a free bus pass from the school.
- The Green Bay Area Public School District contract calls for a flat rate of \$160,000 per year. All K-12 students ride for free when presenting their identification card.
- The Ashwaubenon School District contract calls for a flat rate of \$5,004 per year. All K-12 students ride for free when presenting their identification card.

Other Partnerships:

Bus routes #8 Green and #9 Gold, which provide service to Lambeau Field, are free to all passengers. In addition, all four Packers Game Day routes are free. The Green Bay Packers subsidize the services in the form of a direct payment of \$21,000 as well as paying for two wrapped buses annually.

Other Opportunities

Green Bay Metro is hopeful that similar arrangements can be made with other educational institutions and other local businesses and entities.

Bike Rack Use on the Fixed Route System

In 2007, Green Bay Metro received a grant and installed bicycle racks on all buses.

The addition of bike racks has expanded Metro’s service area as passengers are able to utilize biking on either end of their commute. This is commonly known as the first-mile last-mile.

In the photo below, a Green Bay Metro passenger is shown boarding the bus after loading his bicycle onto the front rack. The racks are easy to use and allow bicyclists to load and unload their bicycles within seconds. Each bike rack can accommodate two bikes. Metro does not charge an additional fee for bike rack use.



Photo: Brown County Planning Commission.

Month	2016	2019	2022
January	568	661	327
February	571	449	281
March	1,009	863	410
April	1,077	1,341	695
May	1,744	1,675	899
June	1,723	1,710	1,148
July	1,644	1,995	1,037
August	1,896	2,272	1,369
September	1,627	1,910	1,253
October	1,446	1,896	
November	1,279	1,142	
December	745	731	
Total:	15,329	16,645	7,419
Average per Month:	1,277	1,387	824

Mobility Device Use on the Fixed Route Bus System

A mobility device is designed to assist with walking or otherwise improve the mobility of people with a mobility concern. Devices can include electric wheelchairs and scooters and manually operated aids such as walkers and crutches.

All Green Bay Metro buses and microtransit vehicles are equipped with the necessary equipment to load, unload, and secure standard wheelchairs and scooters as required by law. The data below reflects boardings on the fixed route bus system and does not include mobility device boardings on microtransit vehicles.



Month	2016	2019	2022
January	466	411	226
February	575	382	233
March	879	550	283
April	886	631	370
May	889	1,013	417
June	877	838	342
July	944	1,035	478
August	887	1,045	492
September	729	831	528
October	747	799	
November	691	785	
December	448	489	
Total:	9,018	8,809	3,369
Average per Month:	752	734	374

Green Bay Packers Game Day Service

Green Bay Metro offers four pre-game and four post-game routes including:

Route 29 - Cheesehead
Route 30 - QB Sneak
Route 31 - Lambeau Leap
Route 36 - Quick Slant

During the 2021/2022 season, 21,813 one-way trips were provided over the course of 11 games (two pre-season, eight regular season, and one post-season).

CHAPTER EIGHT

Plans

2019-2023 Transit Development Plan (TDP) for the Green Bay Metro System

In 2018, Brown County Planning Commission staff, in conjunction with Green Bay Metro staff, prepared the 2019-2023 Transit Development Plan (TDP) for the Green Bay Metro System. A TDP is a five-year plan designed to evaluate route structure, fares, capital improvement projects, policies and procedures, and general operational functions for a transit system. Long-range issues beyond 2023 were also addressed. The TDP was approved by the Green Bay Transit Commission on November 21, 2018. The recommendations and implementation status are as follows:

2019-2023 TDP Recommendations and Implementation Status

Item	Recommendation	Status
Bus Fleet	Apply for buses to replace aging vehicles and vehicles that have been removed from service due to condition.	<p>Three 35' buses were funded by FTA and delivered in 2019.</p> <p>Four 35' buses were funded through the Volkswagen emission violation settlement and were delivered in 2020.</p> <p>An additional four 29' buses were funded through the Volkswagen emission violation settlement and were delivered in 2022.</p> <p>Approximately \$1,175,000 has been awarded to Metro via the MPO's STBG Program since 2019. The funds will offset the cost of new buses. Buses not ordered. Delivery TBD.</p>
Regional Transportation Authority (RTA)	Establish an RTA in the area to enhance transit system since Federal, State, and local revenue sources will not likely increase substantially over the next several years.	<p>The state enabling legislation that is necessary to create an RTA does not exist.</p> <p>It is not anticipated that enabling legislation will be approved soon.</p>

Item	Recommendation	Status
Full-Service Bus Routes	Green Bay Metro staff, with the assistance of the MPO, should continue to explore route restructuring options to maximize effectiveness.	Metro staff implemented a demand-response microtransit pilot program in 2020. With success of the pilot, Metro expanded the microtransit program in conjunction with fixed bus route service changes.
Fixed Route System Fares	Metro should continue to maintain a fare structure that is appealing to existing and potential riders.	The Transit Commission implemented a fare increase in January of 2020. However, Green Bay Metro continues to maintain fares at levels at or lower than the average of its Wisconsin peers.
Paratransit Program	Continue to study the feasibility of taking over vehicle management, dispatch, and scheduling, and/or other aspects of the paratransit program with the goal of reducing the overall cost of the program.	Metro continues to evaluate partial in-house operations. Via River North, LLC was awarded a five-year paratransit program contract in 2020.
State of Wisconsin Management Audit	WisDOT is overdue on conducting a Management Audit. It is anticipated that one will be prepared in 2019/2020.	The audit has been conducted and Metro staff received the final report in late 2020. Evaluate and implement recommendations if determined feasible.

In 2023, the Brown County Planning Commission staff will prepare the 2024-2028 Transit Development Plan (TDP) for the Green Bay Metro System.

Green Bay Metro Management Plan

The following represents a summary of the goals prepared by Metro staff as part of the budget process.

Management Goals

1. Complete farebox system upgrade, including installation of a cashless, mobile ticketing option for riders (on schedule to be completed in 2022).
2. Develop new funding structure for municipal partners. (completed).
3. Issue RFP for a CAD/AVL system (vendor selected, installation to be completed in 2023).
4. Replace and upgrade interior lights (on schedule to be completed in 2022).
5. Replace hydraulic bus lifts in the maintenance shop. (to be completed in 2023).
6. In collaboration with the MPO, existing service to be analyzed to ensure community needs are being met (ongoing task).
7. Consider service expansion (ongoing task).

Wisconsin Department of Transportation (WisDOT) 2020 Transit System Management Performance Review

In 2019, SRF Consulting Group was hired by WisDOT to perform management audits for several transit properties in Wisconsin, including Green Bay Metro. The report was issued in late 2020 and included a review of six functional areas and recommendations. Green Bay Metro's response to each is noted below.

Areas of Review and Recommendations:

1. Policy- and Decision-Making Processes

- a. Establish a transit user advisory group to provide customer input on current operations and proposed service revisions.

Currently on hold.

- b. Continue to monitor the employment market for bus drivers in the Green Bay area; consider exploring changes that would allow new drivers more flexibility with scheduling, or other strategies to improve employee engagement.

Metro staff has adopted many new recruiting tactics to entice qualified individuals to apply.

- c. Continue to leverage statewide resources, relationships with peer transit agencies, and regional and national peer groups to bring new and innovative practices to Green Bay Metro.

This effort is ongoing. Green Bay Metro is a member of the Wisconsin Public Transportation Association (WIPTA). WIPTA works to improve transit systems across the state by staying connected with issues that affect services in Wisconsin.



2. Transportation Operations

- a. No Recommendations.

3. Vehicle and Facility Maintenance

- a. Procure and implement a barcode system for parts and maintenance.

Metro implemented a bar code system in 2021.

4. Finance

- a. Monitor passenger revenue effectiveness metrics after the January 2020 fare increase, as well as any impact on ridership (particularly ridership by low-income passengers and other underrepresented groups).

Ongoing. Passenger fares and fare-related Key Performance Indicators (KPIs) are reported to the Transit Commission each month.

5. Planning and Scheduling

- a. Continue to explore new service delivery models for low-density areas, including restructuring fixed routes and/or conducting pilot projects as feasible.

Microtransit Pilot Program implemented in low-density area of Green Bay and Bellevue in 2020. Additional weeknight microtransit introduced in lieu of fixed route bus service in response to COVID-19.

In August of 2021, the microtransit service area was expanded into areas where fixed route bus ridership was performing at low levels.

- b. Develop a consistent process and funding structure for engaging and adding municipalities to the Green Bay Metro system, including establishing the appropriate amount and type of service, and allocating operating and capital costs among new and existing municipalities.

Metro staff regularly engages with local communities and other partners participating in the system to identify and offer the appropriate amount and type of service.

The Green Bay Transit Commission approved a new local cost sharing policy whereby non-Green Bay communities share the cost of fixed route and microtransit services equally, regardless of which service or service(s) are provided in each community. Paratransit chargebacks are based on the number of trips based on the client's community of residence. This regional approach cost share policy will be in effect beginning with the CY 2023 budget.

6. Marketing

- a. Work to provide public data in the GTFS file format for use in Google Maps and other third-party applications and advertise these trip planning tools once available.

Green Bay Metro is in the process of integrating fixed route bus and microtransit trip planning services into a single app. The app will be made available via Metro's website and can be downloaded onto a mobile device.

- b. Adopt a plan to conduct regular customer surveys on an annual or triennial basis, and track customer satisfaction as a performance measure.

Metro and Brown County Planning Commission staff regularly conduct customer surveys. The surveys can target fixed route bus or paratransit riders, non-riders, or can be project-specific. Riders are also welcome to complete a brief survey or leave a comment on the "How are we doing" link on the Metro website.

- c. Continue and strengthen Green Bay Metro's presence at local community events, including outreach efforts by the agency's mobility coordinator.

Ongoing.

CHAPTER NINE

Summary of Recommendations

The Brown County Planning Commission staff recommends the following:

1. Staff should continue to closely monitor the performance of all bus routes and demand-response services.
2. Continue to look for opportunities to expand microtransit services including additional points/zones, additional days of the week, and time of the day.
3. Install bicycle racks on microtransit vehicles.
4. Monitor the progress of any legislation or activities relating to future funding for operating and capital projects.
5. Begin and complete the new 2024-2028 Transit Development Plan (TDP) in 2023.

APPENDIX A

**Quarterly Review of Fixed Route Bus Service
Post System Restructuring (August of 2021)**

**Passengers per Hour
for Weekdays and Saturdays**

November 2021

February 2022

May 2022

August 2022

and

Summary Table

**November 2021
Passengers per Hour**

Weekday

Route	Trips per Weekday	Route Length (in hours)	Service Hours per Weekday	Average Weekday Passengers per Day	Weekday Passengers per Hour
#1 Pink	15	0.5	7.5	43	5.8
# 2 Orange	30	0.5	15.0	141	9.4
# 3 Silver	30	0.5	15.0	124	8.2
# 4 Blue	30	0.5	15.0	163	10.9
# 5 Yellow	15	0.5	7.5	41	5.5
# 6 Red	30	1.0	30.0	461	15.4
# 7 Lime	30	1.0	30.0	275	9.2
# 8 Green	15	1.0	15.0	132	8.8
# 9 Gold	15	1.0	15.0	130	8.7
#10 Plum	30	0.5	15.0	155	10.4
#11 Sky	30	0.5	15.0	101	6.8
Total/System Average:			180.0	1,767	9.8

System Median: 8.8
System Standard: 7.0

Saturday

Route	Trips per Saturday	Route Length (in hours)	Service Hours per Saturday	Average Saturday Passengers per Day	Saturday Passengers per Hour
#1 Pink	8	0.5	4.0	36	9.0
# 2 Orange	16	0.5	8.0	58	7.2
# 3 Silver	8	0.5	4.0	45	11.2
# 4 Blue	8	0.5	4.0	64	16.0
# 5 Yellow	8	0.5	4.0	39	9.8
# 6 Red	15	1.0	15.0	294	19.6
# 7 Lime	8	1.0	8.0	81	10.2
# 8 Green	8	1.0	8.0	87	10.9
# 9 Gold	7	1.0	7.0	63	9.0
#10 Plum	8	0.5	4.0	110	27.5
#11 Sky	8	0.5	4.0	46	11.6
Total/System Average:			70.0	923	13.2

**February 2022
Passengers per Hour**

Weekday

Route	Trips per Weekday	Route Length (in hours)	Service Hours per Weekday	Average Weekday Passengers per Day	Weekday Passengers per Hour
#1 Pink	15	0.5	7.5	71	9.4
# 2 Orange	30	0.5	15.0	149	9.9
# 3 Silver	30	0.5	15.0	150	10.0
# 4 Blue	30	0.5	15.0	179	11.9
# 5 Yellow	15	0.5	7.5	65	8.6
# 6 Red	30	1.0	30.0	486	16.2
# 7 Lime	30	1.0	30.0	296	9.9
# 8 Green	15	1.0	15.0	136	9.1
# 9 Gold	15	1.0	15.0	152	10.2
#10 Plum	30	0.5	15.0	167	11.1
#11 Sky	30	0.5	15.0	123	8.2
Total/System Average:			180.0	1,973	11.0

System Median: 9.9
System Standard: 7.9

Saturday

Route	Trips per Saturday	Route Length (in hours)	Service Hours per Saturday	Average Saturday Passengers per Day	Saturday Passengers per Hour
#1 Pink	8	0.5	4.0	27	6.8
# 2 Orange	16	0.5	8.0	42	5.2
# 3 Silver	8	0.5	4.0	25	6.2
# 4 Blue	8	0.5	4.0	51	12.8
# 5 Yellow	8	0.5	4.0	31	7.7
# 6 Red	15	1.0	15.0	187	12.5
# 7 Lime	8	1.0	8.0	61	7.6
# 8 Green	8	1.0	8.0	83	10.4
# 9 Gold	7	1.0	7.0	68	9.8
#10 Plum	8	0.5	4.0	75	18.6
#11 Sky	8	0.5	4.0	42	10.5
Total/System Average:			70.0	691	9.9

**May 2022
Passengers per Hour**

Weekday

Route	Trips per Weekday	Route Length (in hours)	Service Hours per Weekday	Average Weekday Passengers per Day	Weekday Passengers per Hour
#1 Pink	15	0.5	7.5	75	10.0
# 2 Orange	30	0.5	15.0	215	14.4
# 3 Silver	30	0.5	15.0	149	9.9
# 4 Blue	30	0.5	15.0	226	15.1
# 5 Yellow	15	0.5	7.5	73	9.8
# 6 Red	30	1.0	30.0	527	17.6
# 7 Lime	30	1.0	30.0	335	11.2
# 8 Green	15	1.0	15.0	187	12.5
# 9 Gold	15	1.0	15.0	186	12.4
#10 Plum	30	0.5	15.0	213	14.2
#11 Sky	30	0.5	15.0	142	9.5
Total/System Average:			180.0	2,328	12.9

System Median: 12.4
System Standard: 9.9

Saturday

Route	Trips per Saturday	Route Length (in hours)	Service Hours per Saturday	Average Saturday Passengers per Day	Saturday Passengers per Hour
#1 Pink	8	0.5	4.0	30	7.6
# 2 Orange	16	0.5	8.0	65	8.1
# 3 Silver	8	0.5	4.0	34	8.4
# 4 Blue	8	0.5	4.0	68	17.1
# 5 Yellow	8	0.5	4.0	26	6.4
# 6 Red	15	1.0	15.0	194	13.0
# 7 Lime	8	1.0	8.0	82	10.2
# 8 Green	8	1.0	8.0	97	12.1
# 9 Gold	7	1.0	7.0	84	12.0
#10 Plum	8	0.5	4.0	106	26.4
#11 Sky	8	0.5	4.0	41	10.3
Total/System Average:			70.0	826	11.8

**August 2022
Passengers per Hour**

Weekday

Route	Trips per Weekday	Route Length (in hours)	Service Hours per Weekday	Average Weekday Passengers per Day	Weekday Passengers per Hour
#1 Pink	15	0.5	7.5	64	8.5
# 2 Orange	30	0.5	15.0	151	10.0
# 3 Silver	30	0.5	15.0	145	9.7
# 4 Blue	30	0.5	15.0	220	14.7
# 5 Yellow	15	0.5	7.5	60	8.0
# 6 Red	30	1.0	30.0	505	16.8
# 7 Lime	30	1.0	30.0	281	9.4
# 8 Green	15	1.0	15.0	187	12.4
# 9 Gold	15	1.0	15.0	191	12.8
#10 Plum	30	0.5	15.0	215	14.4
#11 Sky	30	0.5	15.0	131	8.7
Total/System Average:			180.0	2,151	11.9

System Median: 10.0
System Standard: 8.0

Saturday

Route	Trips per Saturday	Route Length (in hours)	Service Hours per Saturday	Average Saturday Passengers per Day	Saturday Passengers per Hour
#1 Pink	8	0.5	4.0	29	7.3
# 2 Orange	16	0.5	8.0	65	8.2
# 3 Silver	8	0.5	4.0	34	8.4
# 4 Blue	8	0.5	4.0	59	14.8
# 5 Yellow	8	0.5	4.0	20	5.1
# 6 Red	15	1.0	15.0	184	12.3
# 7 Lime	8	1.0	8.0	65	8.2
# 8 Green	8	1.0	8.0	93	11.7
# 9 Gold	7	1.0	7.0	73	10.4
#10 Plum	8	0.5	4.0	91	22.6
#11 Sky	8	0.5	4.0	45	11.2
Total/System Average:			70.0	758	10.8

Summary
Fixed Route Bus Service Summary
Passengers per Hour

Weekday

Route	November 2021	February 2022	May 2022	August 2022 Schools Not in Session
#1 Pink	5.8	9.4	10.0	8.5
# 2 Orange	9.4	9.9	14.4	10.0
# 3 Silver	8.2	10.0	9.9	9.7
# 4 Blue	10.9	11.9	15.1	14.7
# 5 Yellow	5.5	8.6	9.8	8.0
# 6 Red	15.4	16.2	17.6	16.8
# 7 Lime	9.2	9.9	11.2	9.4
# 8 Green	8.8	9.1	12.5	12.4
# 9 Gold	8.7	10.2	12.4	12.8
#10 Plum	10.4	11.1	14.2	14.4
#11 Sky	6.8	8.2	9.5	8.7
Weighted Average:	9.8	11.0	12.9	11.9

Saturday

Route	November 2021	February 2022	May 2022	August 2022
#1 Pink	9.0	6.8	7.6	7.3
# 2 Orange	7.2	5.2	8.1	8.2
# 3 Silver	11.2	6.2	8.4	8.4
# 4 Blue	16.0	12.8	17.1	14.8
# 5 Yellow	9.8	7.7	6.4	5.1
# 6 Red	19.6	12.5	13.0	12.3
# 7 Lime	10.2	7.6	10.2	8.2
# 8 Green	10.9	10.4	12.1	11.7
# 9 Gold	9.0	9.8	12.0	10.4
#10 Plum	27.5	18.6	26.4	22.6
#11 Sky	11.6	10.5	10.3	11.2
Weighted Average:	13.2	9.9	11.8	10.8