



Microtransit Feasibility Report

July 2020

Prepared by SRF Consulting Group



In collaboration with



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Section 1: Service and Community Assessment

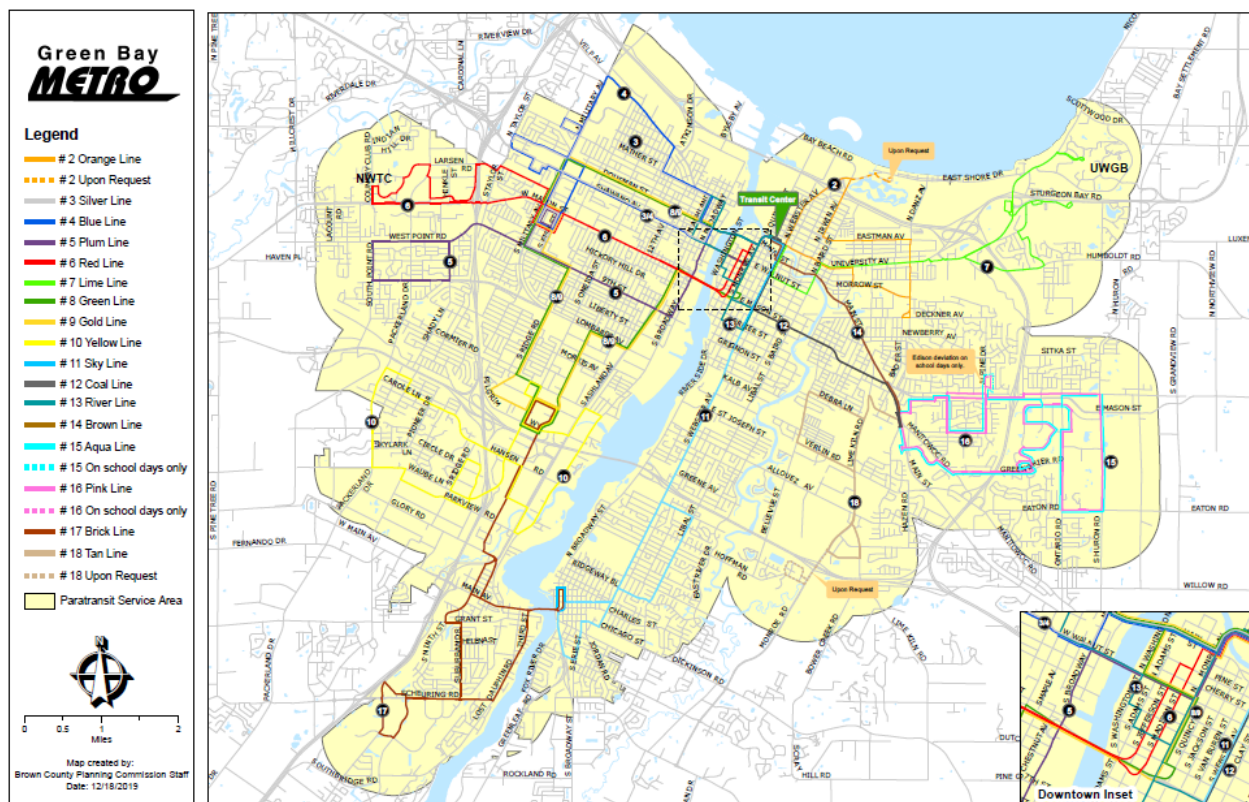
This section describes existing conditions in Green Bay Metro’s service area, including current transit services provided and the performance of existing fixed routes.

Overview of Current Transit Services

The City of Green Bay provides public transit service as Green Bay Metro, serving over 1.2 million passengers each year. Green Bay Metro operates a total of 17 regular fixed routes (Routes 2-18), as well as two limited-service routes (Routes 70 and 78). The agency also operates Americans with Disabilities Act (ADA) complementary paratransit service throughout its service area. Green Bay Metro’s fixed routes and ADA paratransit service area are shown below in Figure 1.

As of the Spring 2020, the Green Bay Metro fleet consisted of 36 standard fixed-route buses, including one 30-foot bus, 29 35-foot buses, and six 40-foot buses, and the contractor-owned ADA paratransit fleet included 14 vehicles. Since then, new fixed-route vehicles have been received, and the new paratransit contractor intends to manage the system with fewer vehicles, adding capacity if needed.

Figure 1: Green Bay Metro System Map (March 2020)



Green Bay Metro’s weekday fixed routes are shown below in Table 1. Service operates from 5:15 a.m. to 9:45 p.m. on weekdays, with daytime service provided from 5:15 a.m. to 6:45 p.m. and evening service on select routes from 6:45 to 9:45 p.m. Routes 2, 12, 14, and 18 operate every 30 minutes during both daytime and evening hours, while Routes 6, 7, and 13 operate every 30 minutes during daytime hours

only. Routes 70 and 78 provide service on days when school is in session; remaining routes operate every 60 minutes all day.¹

Table 1. Green Bay Metro Weekday Routes, March 2020

Service Days	Route Type	Route	Span of Service	Frequency (Minutes)
Weekday	Regular Local	2: Orange Line*	5:15 a.m. – 9:45 p.m.	30 (All day)
		3: Silver Line	5:15 a.m. – 6:15 p.m.	60 (All day)
		4: Blue Line	5:45 a.m. – 9:45 p.m.	60 (All day)
		5: Plum Line	5:45 – 9:45 a.m.; 1:45 – 5:45 p.m.	60 (Peak only)
		6: Red Line	5:15 a.m. – 9:45 p.m.	30 (Daytime) / 60 (Evening)
		7: Lime Line**	5:15 a.m. – 9:45 p.m.	30 (Daytime) / 60 (Evening)
		8: Green Line	5:45 a.m. – 9:45 p.m.	60 (All day)
		9: Gold Line	5:15 a.m. – 9:15 p.m.	60 (All day)
		10: Yellow Line	5:09 a.m. – 9:40 p.m.	60 (All day)
		11: Sky Line	5:15 a.m. – 9:15 p.m.	60 (All day)
		12: Coal Line	5:15 a.m. – 9:15 p.m.	30 (All day)
		13: River Line	5:15 a.m. – 9:45 p.m.	30 (Daytime) / 60 (Evening)
		14: Brown Line	5:15 a.m. – 9:45 p.m.	30 (All day)
		15: Aqua Line**	6:00 a.m. – 9:53 p.m.	60 (All day)
		16: Pink Line**	5:30 a.m. – 6:21 p.m.	60 (All day)
		17: Brick Line	5:45 a.m. – 9:39 p.m.	60 (All day)
		18: Tan Line*	6:00 a.m. – 8:57 p.m.	30 (All day)
			Limited Service	70:
78:	6:30 – 7:42 a.m.; 2:30 – 4:08 p.m.			2 trips daily (School days only)

Source: Green Bay Metro.

* Route deviates to serve specific locations upon request.

** Specific trips deviate to serve schools on school days only.

¹ On March 16, 2020, Green Bay Metro temporarily suspended all transit service as the agency assessed the safety impacts of the rapidly evolving COVID-19 pandemic.

Effective March 23, 2020, limited service is in effect, operating from 6:45 a.m. to 6:45 p.m. on weekdays and 7:45 a.m. to 3:45 p.m. on Saturdays. Routes 5, 10, 15, 16, 17 and 18 are operating on-demand only.

It is anticipated that current service levels will be temporary, but that all transit agencies will need to carefully assess the operating costs and safety impacts of transit service changes being planned during what is expected to be a limited fiscal environment.

For the purposes of this study, microtransit service will be explored based on ridership and operations conditions experienced prior to the service disruptions that began in March 2020.

Green Bay Metro provides Saturday service on select routes from 7:15 a.m. to 6:45 p.m., as shown in Table 2. Four limited service routes operate before and after all Green Bay Packers home games, which may take place on Sunday, Monday, Thursday, or Saturday based on schedules determined by the National Football League (NFL).

Table 2: Green Bay Metro Saturday Service, March 2020

Service Days	Route Type	Route	Span of Service	Frequency (Minutes)
Saturday	Regular Local	2: Orange Line*	7:45 a.m. – 6:15 p.m.	60 (All day)
		4: Blue Line	7:45 a.m. – 6:45 p.m.	60 (All day)
		6: Red Line	7:45 a.m. – 6:45 p.m.	60 (All day)
		7: Lime Line**	7:45 a.m. – 6:45 p.m.	60 (All day)
		8: Green Line	7:45 a.m. – 6:45 p.m.	60 (All day)
		9: Gold Line	7:15 a.m. – 6:15 p.m.	60 (All day)
		10: Yellow Line	7:09 a.m. – 6:40 p.m.	60 (All day)
		11: Sky Line	7:15 a.m. – 6:15 p.m.	60 (All day)
		12: Coal Line	7:45 a.m. – 6:45 p.m.	30 (All day)
		13: River Line	8:15 a.m. – 6:45 p.m.	60 (All day)
		14: Brown Line	7:45 a.m. – 6:45 p.m.	30 (All day)
		15: Aqua Line**	8:00 a.m. – 6:53 p.m.	60 (All day)
		17: Brick Line	7:45 a.m. – 6:39 p.m.	60 (All day)
		18: Tan Line*	8:00 a.m. – 5:57 p.m.	30 (All day)

Source: Green Bay Metro.

* Route deviates to serve specific locations upon request.

** Specific trips deviate to serve schools on school days only.

Existing Performance by Route

Each year, the Brown County Planning Commission/Green Bay Metropolitan Planning Organization conducts an analysis of route-level performance for all Green Bay Metro services. Green Bay Metro's primary route-level performance metrics include revenue per hour, passengers per hour, and operating ratio. For each performance measure, Green Bay Metro reports the performance of individual routes relative to the agency's median, as well as a systemwide performance standard equal to the median minus 20 percent. Table 3 shows key weekday performance statistics featured in Green Bay Metro's 2019 Annual Route Review and Analysis Report.

Table 3: Key Weekday Performance Statistics by Route, 2019

Route	Route Name	Total Hours per Day	Avg. Daily Revenue	Avg. Passengers per Day	Avg. Daily Operating Expenses*	Avg. Revenue per Hour	Avg. Passengers per Hour	Avg. Operating Ratio
#2	Orange	14	\$202.81	274	\$1,155.14	\$14.49	19.6	17.6%
#3	Silver	13	\$120.31	158	\$1,072.63	\$9.25	12.2	11.2%
#4	Blue	16	\$183.72	240	\$1,320.16	\$11.48	15	13.9%
#5	Plum	10	\$158.95	211	\$825.10	\$15.90	21.1	19.3%
#6	Red	29	\$677.96	843	\$2,392.79	\$23.38	29.1	28.3%

Route	Route Name	Total Hours per Day	Avg. Daily Revenue	Avg. Passengers per Day	Avg. Daily Operating Expenses*	Avg. Revenue per Hour	Avg. Passengers per Hour	Avg. Operating Ratio
#7	Lime	29	\$396.99	518	\$2,392.79	\$13.69	17.9	16.6%
#8	Green	16	\$207.65	275	\$1,320.16	\$12.98	17.2	15.7%
#9	Gold	16	\$208.89	266	\$1,320.16	\$13.06	16.6	15.8%
#10	Yellow	16.5	\$95.49	124	\$1,361.42	\$5.79	7.5	7.0%
#11	Sky	16	\$173.23	218	\$1,320.16	\$10.83	13.6	13.1%
#12	Coal	16	\$215.32	273	\$1,320.16	\$13.46	17.1	16.3%
#13	River	13.5	\$168.60	213	\$1,113.89	\$12.49	15.8	15.1%
#14	Brown	16	\$235.62	311	\$1,320.16	\$14.73	19.4	17.8%
#15	Aqua	16	\$82.53	112	\$1,320.16	\$5.16	7	6.3%
#16	Pink	13	\$53.05	72	\$1,072.63	\$4.08	5.5	4.9%
#17	Brick	16	\$81.94	115	\$1,320.16	\$5.12	7.2	6.2%
#18	Tan	15	\$110.23	146	\$1,237.65	\$7.35	9.7	8.9%
Total/System Average:		281	\$3,373.29	4,369	\$23,267.82	\$12.00	15.5	14.5%
System Median		--	--	--	--	\$12.49	15.8	15.1%
System Standard		--	--	--	--	\$9.99	12.6	12.1%

* Operating expenses are based on a systemwide rate of \$82.51 per service hour.

Figure 2 shows weekday revenue per hour by route for all Green Bay Metro routes. Of 17 total routes, 6 perform lower than the system performance standard of \$9.99 per revenue hour, including Route 3, Route 18, Route 10, Route 15, Route 17, and Route 16.

Figure 2: Weekday Revenue Per Hour by Route, 2019

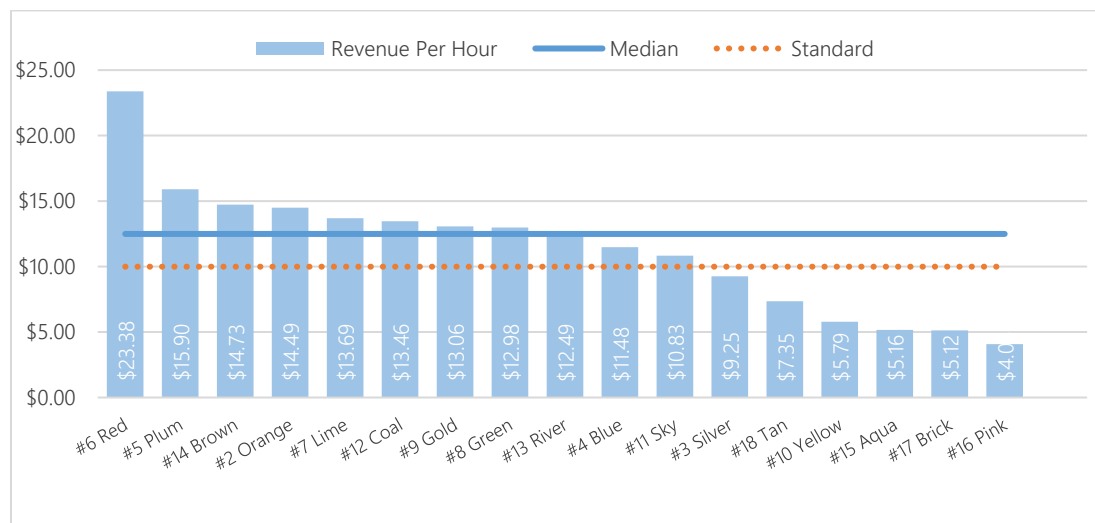


Figure 3 shows weekday passengers per hour by route for all Green Bay Metro routes. Of 17 total routes, 6 perform lower than the systemwide performance standard of 12.6 passengers per hour, including Route 3, Route 18, Route 10, Route 15, Route 17, and Route 16.

Figure 3: Weekday Passengers Per Hour by Route, 2019

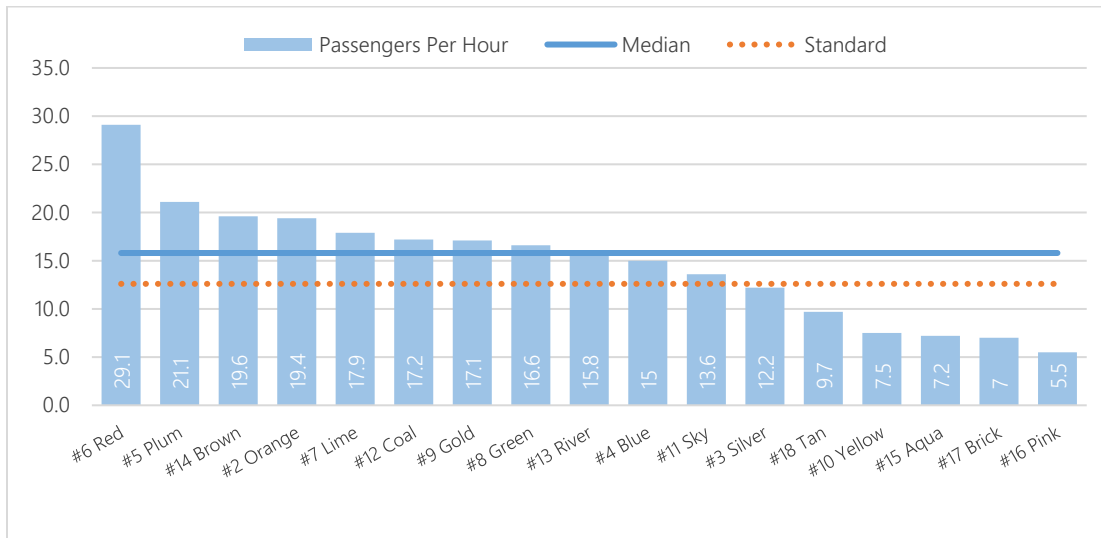
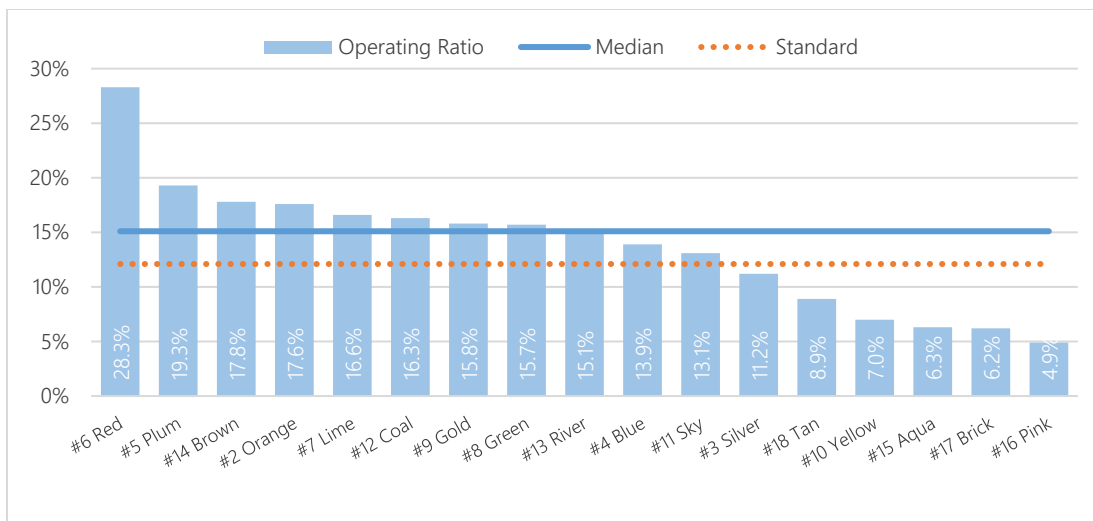


Figure 4 shows weekday operating ratio by route for all Green Bay Metro routes. Of 17 total routes, 6 perform lower than the systemwide performance standard of 12.1 percent, including Route 3, Route 18, Route 10, Route 15, Route 17, and Route 16.

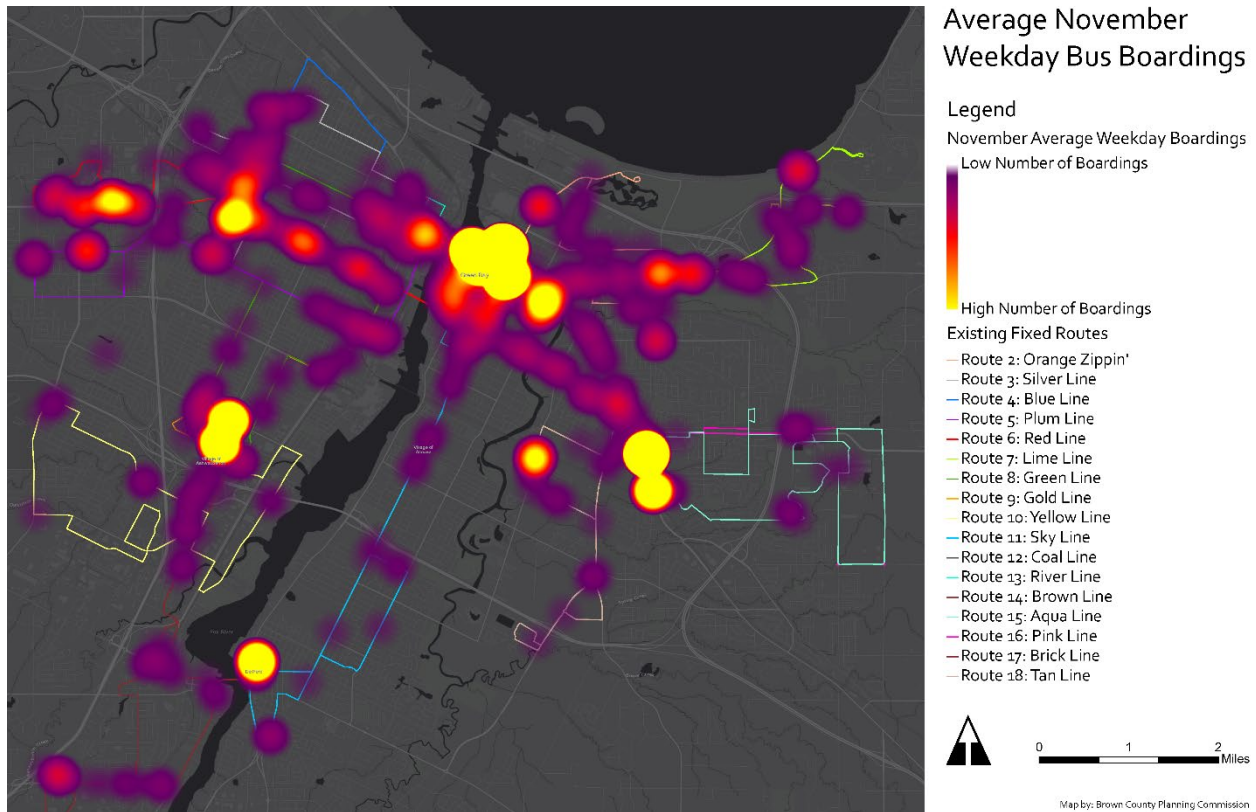
Figure 4: Weekday Operating Ratio by Route, 2019



Systemwide Ridership Patterns

In addition to route-level performance statistics, the Brown County Planning Commission/Green Bay MPO has produced analysis of systemwide boarding data to assess ridership activity by stop. Figure 5 shows a heatmap of weekday systemwide boarding activity for the month of November 2019. Key ridership generators include Green Bay Metro’s transfer center, Bay Park Square Mall in Ashwaubenon, and the East Side Transfer Point. These locations serve as critical hubs for Green Bay Metro service and offer transfers between multiple fixed routes, allowing passengers to reach a broader range of destinations throughout the Green Bay area.

Figure 5: Green Bay Metro Weekday Boarding Heatmap, November 2019



Source: Brown County Planning Commission

* Note: UW-Green Bay and Edison Middle School were omitted from this graphic due to data limitations.

Opportunities for Improvement

Based on the ridership, productivity, and fare revenue information listed above, six routes consistently fall short of Green Bay Metro’s performance standards: Route 3, Route 10, Route 15, Route 16, Route 17, and Route 18. While Green Bay Metro prioritizes review for routes under 80 percent of the median route performance, Routes 15, 16, and 17 perform at less than 50 percent of the median on all three measures.

Three routes (Route 15, 16, and 18) in a contiguous service area on Green Bay’s east side and in the neighboring Village of Bellevue, where the population density, land use, and pedestrian environment are less conducive to fixed-route transit. Each route connects to the rest of the Green Bay Metro network via Route 12 and Route 14 at the agency’s East Side Transfer Point (2240 Main Street). Given the proximity of these three routes to one another, as well as the availability of connecting fixed-route service, Routes 15, 16, and 18 offer opportunities for restructuring, including potential conversion to demand-response service.

Section 2 of this report will investigate the potential for restructuring of Routes 15, 16, and 18, including the addition of demand-response service and the implementation of supporting changes on other routes.

Section 2: Microtransit Pilot Project

Across the United States, transit agencies are increasingly pursuing service allocation projects that reassess the current models of transit service delivery across routes, modes, and urban typologies. In many cases, these efforts are intended to prioritize fixed-route transit service in dense urban areas that offer higher ridership potential, while right-sizing transit capacity in lower-density areas that are less suited to fixed routes.

The challenges addressed by these studies are not new: transit agencies have long been tasked with balancing ridership and service coverage. However, recent innovations in demand-response transportation offer new and compelling ways to provide on-demand transportation that is perceived as high-quality transit. Since the advent of private on-demand transportation services like Lyft and Uber, customers have increasingly become familiar with the process of booking a ride via a smartphone app.

In the past five years, many transit agencies have begun experimenting with pilot projects that could offer a similar customer experience to transit customers, either via agency-operated demand-response service or turnkey contracts with private providers. These services, in many cases branded as “microtransit,” intend to deliver shared-ride service on demand, with dynamic dispatching, real-time information, and a customer experience that is more responsive and convenient than traditional advance-reservation dial-a-ride service. Examples of microtransit services in other regions are shown in Table 4.

Table 4: Peer Microtransit Service Examples

Transit Agency	Service Name	Provider(s)	Description
SouthWest Transit (Eden Prairie, MN)	SW Prime	Operations: In-House Software: Spare Labs	Started as a pilot in 2015, SW Prime provides shared-ride on-demand service within the communities of Eden Prairie, Chaska, Chanhassen, Carver, and Victoria, located in the Twin Cities Metropolitan Area. SouthWest Transit uses SW Prime to provide service for local community-based trips, as well as to connect with its extensive network of express buses serving downtown Minneapolis, the University of Minnesota, and other regional destinations. Local trips are offered at a premium fare of \$5.25 (\$5.00 using cash), with discounts available for seniors, children, group rides, and participants in the Twin Cities region’s Transit Assistance Program (TAP). For customers transferring to or from a SouthWest Transit express bus, SW Prime fares are free.
Denver RTD (Denver, CO)	FlexRide	Operations: Paratransit Contractor Software: DemandTrans Solutions	Originally started as RTD’s Call-n-Ride service in the mid-2000s, FlexRide is the Denver region’s general-public demand-response service. RTD operates 24 FlexRide zones across the Denver region, with each zone served by 1-4 vehicles depending on demand. Customers can reserve a trip in advance through a website or mobile device or book a trip on demand (10 minutes in advance). Fares are set at \$3.00 (equal to the regional local transit fare), with discounts available for seniors, passengers with disabilities, and youth. Most FlexRide zones serve both first- and last-mile trips to RTD rail or bus hubs, as well as local trips within the service area.

Transit Agency	Service Name	Provider(s)	Description
Sacramento Regional Transit District (Sacramento, CA)	SmaRT Ride	<p>Operations: In-House</p> <p>Software: Via Transportation, Inc.</p>	<p>Introduced in 2018, SacRT’s SmaRT Ride service has expanded from a small pilot project to become one of the nation’s largest on-demand microtransit services. Starting in January 2020, SacRT contracted with Via to provide the on-demand routing software and customer-facing mobile app, expanding to 9 zones with 42 transit vehicles. The service includes 3 “curb-to-curb” zones and 6 “corner-to-corner” zones; in the latter case, customers may be asked to walk to an intersection to facilitate more efficient trips. Fares are \$2.50, or \$1.25 for reduced-fare riders.</p>

As noted in the previous section, Green Bay Metro has identified portions of its service area currently covered by Routes 15, 16, and 18 as an opportunity to pilot a new, on-demand microtransit service. By using smaller, more flexible vehicles dispatched on an on-demand basis, Green Bay Metro hopes to deliver a quality transit service to customers traveling in the within the areas currently served by these routes while simultaneously freeing up fixed-route buses and associated operating costs for use on more productive routes.

Microtransit Basics

Microtransit service is intended to deliver a modern demand-response transit service with a customer experience similar to the private, smartphone-enabled transportation services now available in many cities (including Lyft, Uber, and others). As a publicly subsidized service, microtransit is typically offered as a shared-ride service using either vans or dedicated paratransit-style vehicles, as shown below.

Figure 6: Example Microtransit Vehicle



Source: Capital Metro (Austin, TX) via [Community Impact Newspaper](#), August 2019.

Microtransit passengers typically book trips via a dedicated smartphone application or by calling a customer service line as needed. At the time of booking, a dynamic routing system matches riders traveling in similar directions and assigns them to a shared vehicle, with the goal of offering a truly on-demand experience (no advance reservations needed). Upon reserving a trip, the smartphone application would provide the customer an estimated pickup and drop-off time. The pickup and/or drop-off locations may include a short walk to ensure an efficient routing for all passengers on the vehicle. A smartphone or tablet device onboard each microtransit vehicle would provide turn-by-turn directions for the driver, as well as real-time location information viewable by passengers as the vehicle approaches.

Microtransit services typically operate within a dedicated service area, with transfers to fixed bus routes available at specific locations within the zone. These transfer points enable microtransit to function as an extension of the fixed-route transit network, offering passengers the ability to use microtransit for first- and last-mile trips. Microtransit is typically offered in addition to traditional ADA paratransit, which remains available for advance reservations by eligible customers within the service area.

How to Ride

Passengers can reserve and take a microtransit trip using the following basic steps:

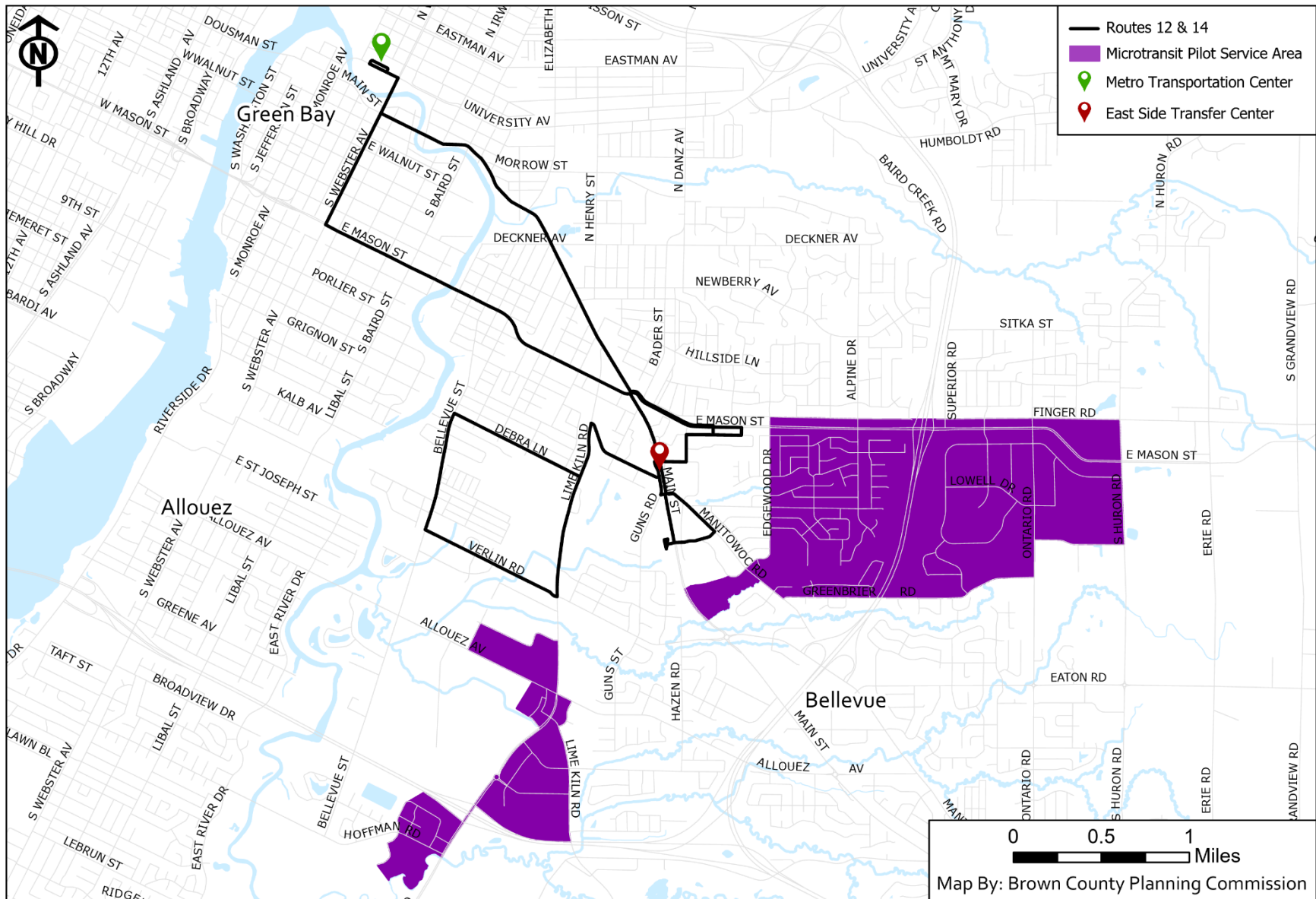
1. Download and open the microtransit smartphone app (for iOS or Android devices, as applicable).
2. Enter the desired pickup and drop-off locations in the app, and request a trip.
3. Walk to the designated pickup point (if required), and wait for the vehicle to arrive.
4. Board the vehicle and pay fare to driver (or show a valid school ID or Green Bay Metro pass).
5. Remain on the vehicle for the shared-ride trip (other passengers may board and/or disembark as assigned by the routing algorithm).
6. Disembark the vehicle at the assigned drop-off point (a short walk and/or transfer to fixed-route service may be required to reach the final destination).

Passengers without access to a smartphone will be able to call a customer service line for assistance in reserving trips.

Proposed Service Area

Green Bay Metro's proposed microtransit service area would encompass the approximate footprint of the current Routes 15, 16, and 18, with the exception of portions of these routes that will be covered by proposed extensions of Routes 12 and 14. Riders on the microtransit service who wish to travel elsewhere in the Green Bay Metro service area could transfer to a fixed-route bus at two locations: the East Side Transfer Point and the Metro Transportation Center. The proposed service area would cover approximately 2.5 square miles, as shown in Figure 7. Green Bay Metro's existing ADA paratransit service would remain available within the proposed microtransit service area.

Figure 7: Proposed Microtransit Pilot Service Area



Proposed Service Hours

When replacing a fixed route service with on-demand transportation, it is typical for transit agencies to maintain the span of service of the route(s) that are being replaced. In this case, maintaining the current span of Routes 15, 16, and 18 would result in demand-response service from approximately 5:30 a.m. to 10:00 p.m., with final trips requested no later than 9 p.m.

Proposed Fare Policy

Among peer agencies, it is common for demand-response services that replace fixed-route service to maintain the fare structure of the routes that are discontinued. In Green Bay Metro’s case, it is recommended that the microtransit service offer Green Bay Metro’s standard fare of \$2.00, or \$4.00 for a day pass. Passengers traveling within the microtransit service area would pay a single fare of \$2.00; passengers transferring to another Green Bay Metro route would pay \$4.00 for a day pass, which would also cover a return trip. Passengers with Green Bay Metro’s existing weekly and 30-day passes would be able to ride the microtransit service for no additional charge. Green Bay Metro’s current fare structure is outlined in Table 5 below.

Table 5: Green Bay Metro Fare Structure (Effective January 2020)

Fixed Route Bus Service	Fare
Adult (18 and above) Cash	\$2.00
Adult One-day Pass	\$4.00
Adult Weekly Pass	\$15.00
Adult 30-day Pass	\$39.00
Student (K-12) Cash	\$1.50
Student One-day Pass	\$3.00
Student 30-day Pass	\$26.00
Reduced Cash	\$1.00
Reduced One-day Pass	\$2.00
Reduced 30-day Pass	\$29.00
Paratransit Services	Fare
Origin to Destination	\$4.00
Agency	\$19.00

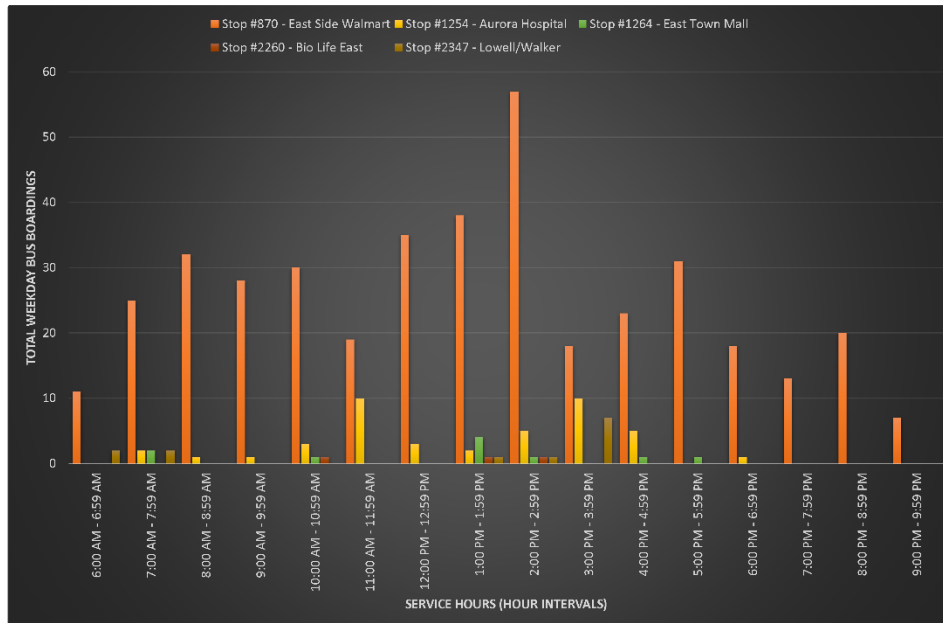
Note: Day passes are only sold on the bus

Detailed Ridership Analysis

According to February 2020 data, nearly 85 percent of boardings at major stops on Route 15 occur at the East Side Walmart store located at 2292 Main St. Most these trips occur in the morning or midday hours, with a peak between 2:00 and 2:59 p.m. as shown in the graphic below. Given the preponderance of ridership occurring at this location, it is recommended that Green Bay Metro continue to serve this Walmart via Route 12 and/or Route 14 when the microtransit service is implemented.

Ridership activity for select stops on Route 15 is shown in Figure 8.

Figure 8: Route 15 (Aqua Line) Ridership by Select Stops, February 2020

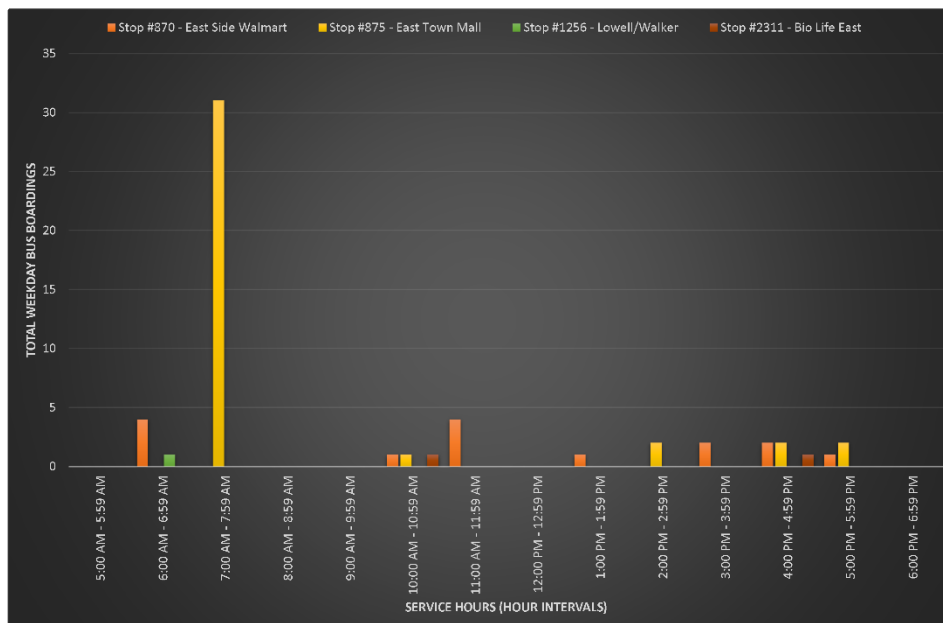


Total February Bus Boardings for Select Bus Stops on the Aqua Line:

- Stop #870 – 405
- Stop #1254 – 43
- Stop #1264 – 10
- Stop #2260 – 3
- Stop #2347 - 13

Ridership patterns for Route 16 are shown below in Figure 9. Most boarding activity occurs at East Town Mall, where transfers are available to Route 15. Most ridership occurs in the morning, with a significant peak of over 30 passengers between 7:00 and 7:59 a.m.

Figure 9: Route 16 (Pink Line) Ridership by Select Stops, February 2020

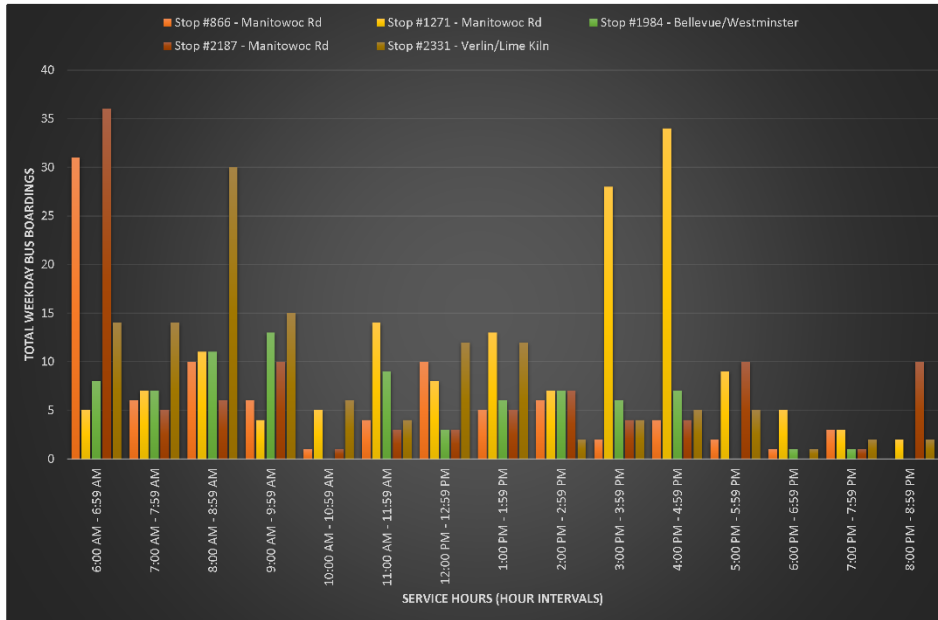


Total February Bus Boardings for Select Bus Stops on the Pink Line:

- Stop #870 – 15
- Stop #875 - 38
- Stop #1256 – 0
- Stop #1256 – 1
- Stop #2311 - 2

Ridership activity for Route 18 is shown in Figure 10. Compared to Route 15 and Route 16, Route 18 has a broader array of major destinations, with more even distribution of ridership throughout the day. Ridership peaks between 6:00 and 6:59 a.m., as well as between 3:00 and 4:59 p.m.*

Figure 10: Route 18 (Tan Line) Ridership by Select Stops, February 2020



Total February Bus Boardings for Select Bus Stops on the Tan Line:

- Stop #866 – 91
- Stop #1271 – 155
- Stop #1984 – 79
- Stop #2187 – 105
- Stop #2231 - 128

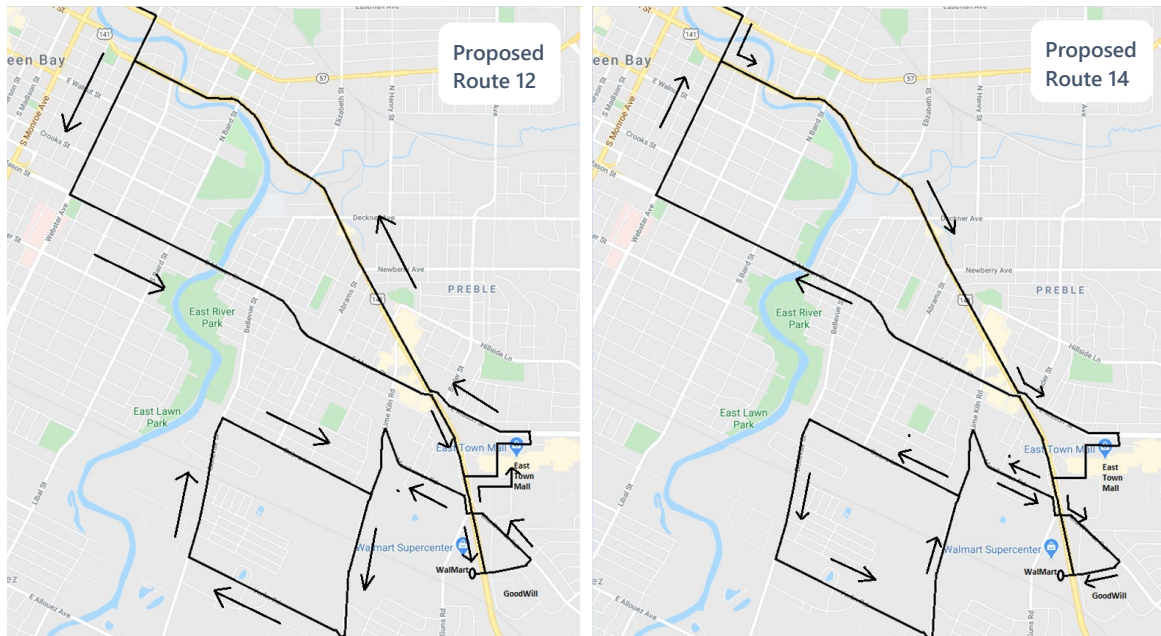
* Note: Ridership is highest for three stops during the two identified peaks, but the peak for the Verlin/Lime Kiln stop, for example, is 8:00 a.m. – 8:59 a.m. Similarly, the peak for the Bellevue/Westminster stop is 9:00 a.m. – 9:59 a.m.

Proposed Changes to Fixed Routes

In order to continue meeting the needs of existing ridership peaks and major destinations during the transition to microtransit service, several changes are proposed for fixed routes connecting to the Route 15/16/18 service area.

- Routes 15, 16, and 18 will be discontinued.
- Routes 12 and 14 will be extended to provide bidirectional hourly service to the East Side Walmart (Stop #870) and low-income areas along the current Route 18, as shown in Figure 10.
- Limited Service routes will be implemented as needed to serve ridership peaks on Routes 15, 16, and 18.
- Resources previously dedicated to low-efficiency fixed routes, could be redeployed to increase frequency on new and existing service.

Figure 11: Proposed Changes to Route 12 (Left) and Route 14 (Right)



* Note: Under the proposed service changes, frequency on Routes 12 and 14 would be reduced from every 30 minutes (current) to every 60 minutes (proposed).

Example Trips

Table 6 identifies examples of likely trip scenarios and the steps the rider/customer would take to make the trip a reality. Each example notes the segments of each trip that would take place on a microtransit vehicle and/or fixed route bus, any transfer points used, approximate travel time, and cash fare cost.

Table 6: Example Trips Using Microtransit and/or Fixed-Route Service

Example Trip	Description	Proposed Route/Transfers	Fare/Travel Time
Example 1: South Point Road to/from Aurora BayCare Medical Center*	A rider lives near Lombardi Middle School on South Point Road and needs to arrive at Aurora BayCare Medical Center at 9:00 a.m. The rider completes work at Aurora BayCare Medical Center at 5:00 p.m. and needs a ride back their house on South Point Road.	Fixed Route(s): Route 5 from Lombardi Middle School/South Point Road to the Metro Transportation Center. Microtransit: Metro Transportation Center to Aurora BayCare Medical Center. Return Trip: Microtransit to Metro Transportation Center; bike/walk to destination.*	Roundtrip Fare: Day Pass: \$4.00 Estimated Travel Time: Fixed Route: 37 Minutes (Point Road to Metro Transportation Center). Microtransit: 15-20 minutes (Not including wait time). Total: ~1 hour.
Example 2: Crooks Street to/from Aurora BayCare Medical Center	A rider lives on Crooks Street near the intersection of Jackson Street and would need to arrive at Aurora BayCare Medical Center at 9:00 a.m. The rider completes work at Aurora BayCare Medical Center at 4:30 p.m. and needs a ride back to their house on Crooks.	Fixed Route(s): Route 12 from the intersection of Crooks and Webster streets to the East Side Transfer Point. Microtransit: East Side Transfer Point to Aurora BayCare Medical Center. Return Trip: Reverse, using Route 14 instead of Route 12.	Roundtrip Fare: Day Pass: \$4.00 Estimated Travel Time: Fixed Route: 8 minutes (Crooks to East Side Transfer Point). Microtransit: 10-15 minutes (Not including wait time). Total: ~30 minutes.
Example 3: Finger Road to/from South Military Avenue	A rider lives on Finger Road near the intersection of Ontario Road and needs to be at Chili John's (519 South Military Avenue) at 8:00 a.m. The rider completes work at Chili John's at 4:30 p.m. and needs a ride back to their house on Finger Road.	Microtransit: Finger Road to Metro Transportation Center. Fixed Route(s): Route 6 from Metro Transportation Center to Chili John's. Return Trip: Reverse.	Roundtrip Fare: Day Pass: \$4.00 Estimated Travel Time: Microtransit: 10-15 minutes (Not including wait time). Fixed Route: 14 minutes (Metro Transportation Center to Green Bay Plaza). Total: ~35 minutes.
Example 4: Sitka Street to/from Preble High School**	A student at Preble High School needs a ride to and from school. The student lives on Sitka Street.	Walk: Walk to Microtransit service area at Finger Road (approximately 0.5 mile). Microtransit: Finger Road to Preble High School. Return Trip: Reverse.	Roundtrip Fare: Green Bay Public School District: Free ride with ID. Estimated Travel Time: Walk: 10 minutes (0.5 mile). Microtransit: 10-15 minutes (Not including wait time). Total: ~30 minutes.

* In Example 1, a return fixed-route trip from Metro Transportation Center to South Point Road is unavailable after 4:45 p.m. In order to complete this trip in the evening, an alternative mode of transportation would be needed.

** In Example 4, Green Bay Public School District students would be eligible for free rides on the microtransit service. However, due to capacity needs, Green Bay Metro may implement a new limited service route to provide trips for students in this area at peak school hours only. This option would likely deliver enhanced reliability and reduced walk and wait times for students.

Section 3: Evaluation and Implementation

Goals and Objectives

Example Goal Statement: Replace Routes 15, 16, and 18 with an on-demand service that would offer an equivalent or better level of customer satisfaction and lower total operating costs.

Evaluation Measures

In order to assess the performance of the pilot project, Green Bay Metro should monitor both cost-based and customer-focused metrics to ensure that the microtransit service is meeting expectations.

Example Evaluation Measures:

- **Productivity** (Passengers per hour): Target of approximately 3 passengers per hour.
- **Average Customer Wait Time:** Target (optional) to be determined through contract negotiations.
- **Average On-Vehicle Time:** Target (optional) to be determined through contract negotiations.
- **Subsidy/Cost Per Rider:** Targets to be determined by Green Bay Metro.

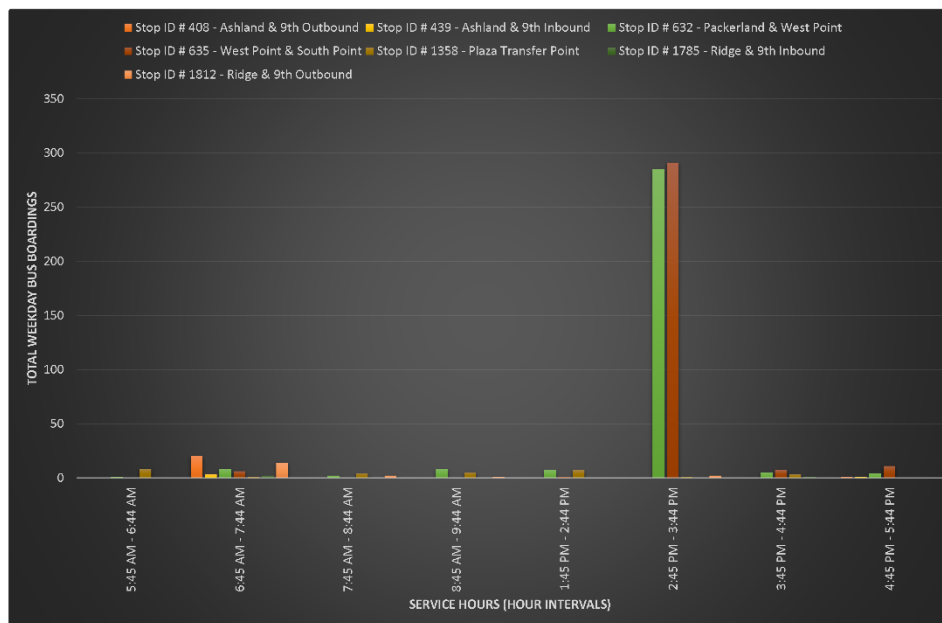
Potential Future Expansion

Based on the performance of the microtransit pilot project with respect to the evaluation measures outlined above, Green Bay Metro could explore future expansion of the microtransit service into a permanent component of the agency's family of services. Potential opportunities include the expansion of microtransit service to other low-density areas, full or partial replacement of underutilized fixed routes (See Appendix A), and/or using microtransit to replace evening or late-night service throughout the system. Each of these service models has been demonstrated by other peer transit agencies and could assist Green Bay Metro in allocating high-quality transit service toward the region's most crucial travel needs.

Appendix: Additional Ridership Analysis

Green Bay Metro and the Brown County Planning Commission have provided additional ridership analysis for Routes 5, 10, and 17, which offer potential for future microtransit pilot expansion. February 2020 ridership data by stop and service hour is shown in Figure 12 through Figure 14.

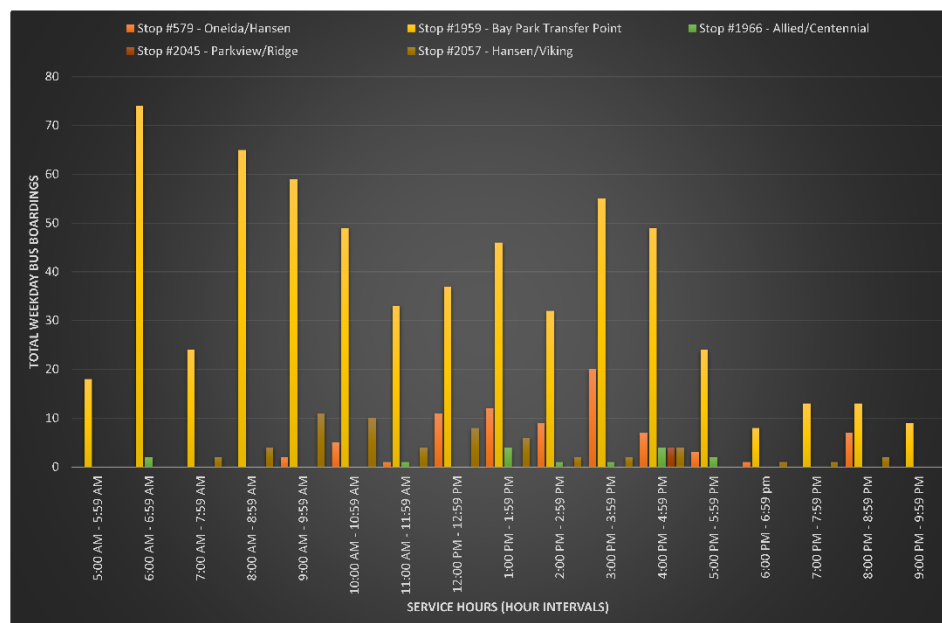
Figure 12: Route 5 (Plum Line) Ridership by Select Stops, February 2020



Total February Bus Boardings for Select Bus Stops on the Plum Line:

- Stop #408 – 21
- Stop #439 – 4
- Stop #632 – 320
- Stop #635 – 316
- Stop #1358 – 29
- Stop #1785 – 3
- Stop #1812 – 19

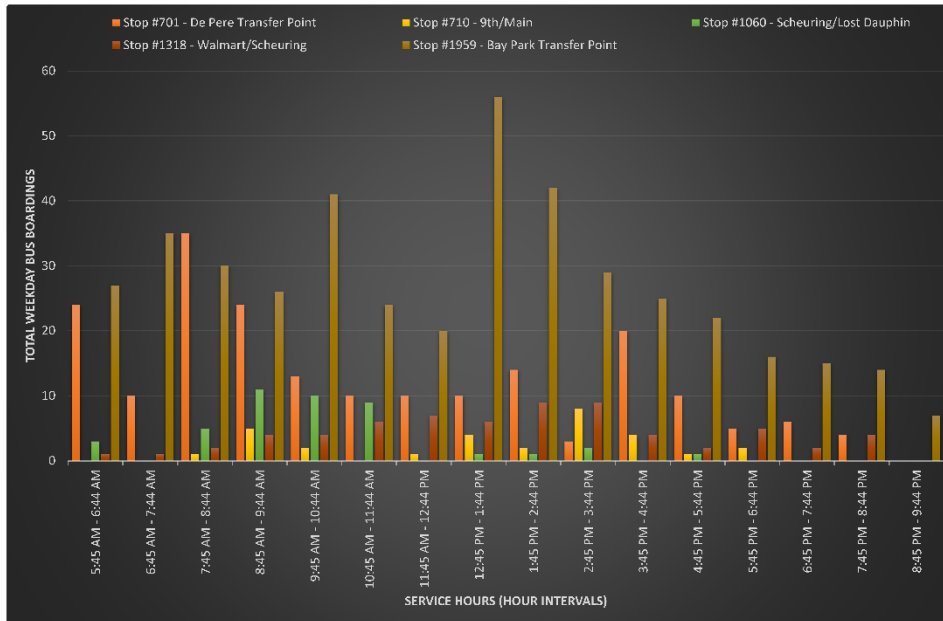
Figure 13: Route 10 (Yellow Line) Ridership by Select Stops, February 2020



Total February Bus Boardings for Select Bus Stops on the Yellow Line:

- Stop #579 – 78
- Stop #1959 – 608
- Stop #1966 – 15
- Stop #2045 – 4
- Stop #2057 – 57

Figure 14: Route 17 (Brick Line) Ridership by Select Stops, February 2020



Total February Bus Boardings for Select Bus Stops on the Brick Line:

- Stop #701 – 198
- Stop #710 – 30
- Stop #1060 – 43
- Stop #1318 – 66
- Stop #1959 - 429