



AGENDA OF THE TRANSIT COMMISSION

WEDNESDAY, JUNE 17, 2020, 8:15 AM

TRANSIT

901 University Ave

A. Roll Call.

- I. Roger Kolb, Chair; Vacant, Vice Chair; Kevin Kuehn, Secretary; Alderman Randy Scannell, Ron Antonneau, Emily Ysebaert and Rashad Cobb

B. Approval of the Agenda.

- I. Approval of June 17, 2020 Transit Commission Agenda

C. Approval of Minutes.

- I. Approval of May 20, 2020 Transit Commission Minutes

D. Regular Business.

- I. Discussion/Action: Re-instatement of Transit Fares
2. Discussion/Action: Green Bay Metro's System Security & Emergency Action Plan
3. Discussion/Action: Green Bay Metro's Transit Asset Management (TAM) Plan
5. Discussion/Action: Green Bay Metro's Public Transit Agency Safety Plan (PTASP)
4. Discussion/Action: CARES Grant Award
6. Discussion/Action: Personal Protective Equipment (PPE) Purchases

E. Informational.

- I. Operational Reports
2. Financial Report
3. Director's Report
4. Next meeting: Wednesday, July 15, 2020 at 8:15 a.m.

F. Adjournment.

- 1) **ACCESSIBILITY:** Any person wishing to attend who requires special accommodation because of a disability, should contact the City Safety Manager at 920-448-3125 at least 48 hours before the scheduled meeting time so that arrangements can be made.
- 2) **QUORUM:** Please take notice that a majority or quorum of the Common Council will attend this Transit Commission meeting and will constitute a meeting of the Common Council for purposes of discussion and information gathering relative to this agenda.
- 3) **REPRESENTATION:** The party requesting the communication, or their representative, should be present at this meeting.



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

June 17, 2020

PREPARED BY

Patty Kiewiz, Transit Director

AGENDA ITEM # B.I

Approval of June 17, 2020 Transit Commission Agenda

BACKGROUND

Enclosed is the agenda for the Commission meeting held on June 17, 2020.

RECOMMENDATION

Staff recommends the approval of the agenda for June 17, 2020.

FISCAL IMPACT

ATTACHMENTS

None



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

June 17, 2020

PREPARED BY

Patty Kiewiz, Transit Director

AGENDA ITEM # C.I

Approval of May 20, 2020 Transit Commission Minutes

BACKGROUND

Enclosed are the proposed minutes from the Commission meeting held on May 20, 2020.

RECOMMENDATION

Staff recommends the approval of the minutes from May 20, 2020.

FISCAL IMPACT

ATTACHMENTS

- I. May 20, 2020 TC Minutes



MINUTES OF THE TRANSIT COMMISSION

WEDNESDAY, MAY 20, 2020, 8:15 AM

Virtual Meeting

Public may view at www.youtube.com/cityofgreenbay

A. ZOOM MEETING INFORMATION.

I. This item contains documents which provide call in information and instructions for the Zoom Meeting.

B. ROLL CALL.

I. Roger Kolb, Chair; Vacant, Vice Chair; Kevin Kuehn, Secretary; Alderman Randy Scannell, Rashad Cobb, Emily Ysebaert and Ron Antonneau

Present: Roger Kolb, Chair; Kevin Kuehn, Secretary; Alderman Randy Scannell, Rashad Cobb, Emily Ysebaert and Ron Antonneau

Chair Roger Kolb called the meeting to order at 8:15 a.m.

C. APPROVAL OF THE AGENDA.

I. Approval of May 20, 2020 Transit Commission Agenda

Moved by Commissioner Kevin Kuehn, seconded by Commissioner Emily Ysebaert to approve the May 20, 2020 meeting. Motion carried.

Yes- Emily Ysebaert, Randy Scannell, Roger Kolb, Ron Antonneau, Kevin Kuehn, Rashad Cobb, No-

None, Abstain- None

D. APPROVAL OF MINUTES.

I. Approval of March 20, 2020 Transit Commission Minutes

Moved by Ald. Randy Scannell, seconded by Commissioner Rashad Cobb to approve the minutes from March 20, 2020 meeting. Motion carried.

Yes- Emily Ysebaert, Randy Scannell, Roger Kolb, Ron Antonneau, Kevin Kuehn, Rashad Cobb, No- None, Abstain- None

E. REGULAR BUSINESS.

I. Discussion/Action: Service Changes (Face - Masks Required) and Response to COVID-19

Director Kiewiz provided an update on how Metro is providing service today and plans for moving forward. Summary of changes was discussed; such as suspension of fares, and limiting capacity on the fixed route system to 8 passengers which consists of 6 riders, 1 ADA and the driver. Rear door entry and quantum securement system (hands free securement) are being utilized. Several service changes have been made through the pandemic. Six lowest ridership routes have been moved to demand response only. As of today we are conducting 15 to 20 trips per day on all 6 of those routes right now. The routes include 5, 10, 15, 16, 17 and 18. Saturday's are averaging 8 trips for these 6 routes. Employee temperature testing is conducted daily. Cleaning has been greatly increased. Since early April, all employees are required to wear face masks in all common areas, while on the bus with passengers and when social distancing is difficult to achieve. Currently, service hours are hourly from 5:45am to 7:45pm. We are starting a half hour later and ending 2 hours earlier in the evening.

The first week of March before the onset of COVID-19 we were averaging almost 4,800 trips per day. In the month of April, we averaging 540 trips per day a decrease of 89% in ridership. As things start to open up very little we right now are averaging 643 per day; we are still down 87% in ridership as of yesterday.

As we move forward, Director Kiewiz states our biggest challenge will be the limited capacity on buses because of the social distancing recommendations as things begin to open up. Metro's concerned with the ridership numbers increasing more than we will have capacity for. A vinyl type barrier will be put in place near the driver area to help minimize some exposure. Director Kiewiz feels other opportunities will become available down the road. The only permanent option is a barrier has a door that swings shut and is made of Plexiglas and currently, they impedes on the drive'rs space. This is a concern. Metro is working on increasing rider capacity, while maintaining

proper social distancing. APTA (American Public Transportation Association) is recommending 10-12 passengers for the size of our buses. As Metro works towards a "new normal" passengers will return to entering through the front door. Based on CDC recommendations and the ongoing COVID-19 concerns, especially in our county, staff recommends passengers be required to wear a face mask or face covering. This will provide another level of safety in helping to keep our staff and the public safe. Metro will provide a mask for anyone who does not have a face covering.

Commissioner Ysebaert inquired what happens if a rider refuses to wear a mask.

Director Kiewiz stated we may not provide the trip. However, we would encourage some form of face covering. If there is a medical or ADA reason we will make accommodations. Director Kiewiz stated she does not foresee an issue since most passengers have been wearing one. She also presented the Commissioners with a four phase plan for restoring bus service.

Commissioner Kuehn and Chair Roger Kolb stated you are the Director you have the tools if you need to make a change, do so, don't wait 30 days for a meeting for approval.

Director Kiewiz thanked the Commission for their support and stated she will keep everyone up to date.

Moved by Commissioner Kevin Kuehn, seconded by Commissioner Emily Ysebaert requiring passengers to wear a face mask/covering through COVID-19 pandemic and to continue with suspended fares till further Commission action. Motion carried.

Yes- Emily Ysebaert, Randy Scannell, Roger Kolb, Kevin Kuehn, Rashad Cobb, No- None, Abstain- None

2. Discussion/Action: Microtransit Study

Director Kiewiz provided a recap. Lisa Conard and Karl Mueller from Brown County Planning have been involved with meetings along with Via who will be assisting with the Microtransit service. A pilot program for low ridership areas is the recommendation. Currently this would be Routes 15, 16, and 18. As soon as the final report is complete it will be forwarded to the Commissioners. Given the current ridership situation implementation could occur earlier. We are currently running 6 routes (routes 5, 10, 15, 16, 17 and 18) on demand today. Ridership is 15 to 20 passenger per day. This is definitely worth exploring. Staff is recommending moving forward with the pilot as recommended in the report. We are working on the cost at this time.

Moved by Commissioner Kevin Kuehn, seconded by Commissioner Rashad Cobb to approve moving forward with the proposed Microtransit pilot. Motion carried.

Yes- Emily Ysebaert, Randy Scannell, Roger Kolb, Kevin Kuehn, Rashad Cobb, No- None, Abstain- None

4. Discussion/Action: Forklift Replacement

Director Kiewiz stated you will find in your packet you have an RFQ to purchase a forklift, quote summary included. Staff worked with City Purchasing Department. The evaluating team is in the process of reviewing and making a final selection. This forklift is replacing a 1980's model that has exceeded its useful life. Staff is recommending the purchase of the forklift with a not-to-exceed amount of \$35,000. This is being covered by a grant which is 80% Federal and 20% Local match.

Moved by Commissioner Kevin Kuehn, seconded by Commissioner Emily Ysebaert to approve the purchase of the forklift to the lowest, responsive, responsible vendor not to exceed the cost of \$35,000. Motion carried.

Yes- Emily Ysebaert, Randy Scannell, Roger Kolb, Kevin Kuehn, Rashad Cobb, No- None, Abstain- None

3. Presentation: 2019 Annual Financial Audit

Director Kiewiz stated Metro has not received the report as of today. Contractually this report comes in April and is presented at the April meeting. There have been delays given the situation and no responses to when Metro would receive it. It was placed on the agenda in the hopes we would receive it.

Mr. Dave Maccoux from CLA is on the zoom meeting today.

Mr. Maccoux began providing an overview of the audit.

Commissioner Kuehn asked Mr. Maccoux where the report is.

Mr. Dave Maccoux stated it is in processing and I do apologize for some of the delays. Our in-charge auditor for transit went out unexpectedly a month early for maternity leave. The field audit was to be done in March. With COVID I have not seen the team that worked on Transit's audit since March 16th; we are all working remotely. It is not related to the records or the staff at Transit. The audit will indicate no compliance findings. Transit relies substantially on federal and state assistance. Our testing of compliance did not indicate any non-compliance. Audit from our perspective was delayed primarily to COVID and the unexpected staff's maternity leave.

Commissioner Kuehn asked Mr. Dave Maccoux how COVID is affecting them when you all are working remotely.

Mr. Dave Maccoux stated it is impacting our time on engagements; it is 25% higher than if we were onsite to our clients. Our team is still working 65 hours weeks. COVID isn't impacting the field work that had occurred at Transit but impacting subsequent field work that is on-going. COVID is not impacting the team but impacts the time it is taking. I apologize but we are very close to being done.

Commissioner Kuehn inquired when will Metro receive the audit report.

Mr. Dave Maccoux stated I would think in the next week it will be finalized. It is in the final form; I didn't realize Patty didn't receive a copy of the draft. His Admin said that they did not get a chance

to type it last week and it is sitting in the queue.

Commissioner Kevin Kuehn inquired as to what day next week can we expect the report.

Mr. Dave Maccoux stated he would have the report to Metro by Wednesday.

F. INFORMATIONAL.

1. FTA-Paratransit Closeout Letter

Director Kiewiz provided an update regarding the 3/4 mile Paratransit concern from FTA. Metro is required to provide Paratransit within 3/4 mile of all fixed routes, limited to municipality boundary lines. Concerns were risen regarding the municipal boundary. Director Kiewiz worked with City of Green Bay legal team to provide the legal bar that is in place for the City of Green Bay. This concern has been resolved. The Paratransit boundary will remain the same.

2. Transit Mutual Driving Incentive Program Update

Director Kiewiz stated Transit Mutual Insurance is the insurance provider for Green Bay Metro. There are eighteen transit systems state-wide that belong to this insurance pool. They are split into 4 divisions based on miles traveled. Green Bay Metro is in Division 4, providing over 1.2 million miles a year. Transit Mutual Insurance has a Driver Incentive Program in which transit systems are ranked on the number of preventable accidents. Green Bay Metro has received 1st Place for 2019 and year to date for 2020 Green Bay Metro remains in 1st Place. Green Bay Metro received an award of a \$1,000. This reward will be utilized for something that the department as a whole will benefit from. Director Kiewiz stated kudos to the Operators; without them this could not happen.

Transit Commissioners commended the Operators on a great job.

3. Paratransit Update

Director Kiewiz stated she wanted to give a little update. Via did take over the Paratransit March 30, 2020, right in the middle of this COVID-19 pandemic. It has been very challenging for them as they are based out of New York. It was a hot spot. Via was doing a lot remotely. Staff stepped up to provide additional support to them during the transition. They are still not at full scale; Paratransit trips are at only 20 trips per day. The data collection, reporting, and accessibility to many different things is good. We are very excited to move forward. We are seeing rides slowly going up. As of May 26, 2020 Cerebral Palsy Center and Curative Connection will be opening. Fares will remain free until the Commission takes action to resume them.

4. Marketing Report

Director Kiewiz stated advertising was going good until the pandemic. We do expect a decrease this year in the advertising revenue.

5. Operational Reports

Director Kiewiz stated you have several reports because of the canceled meeting last month. Ridership for January was up 25%, February was up 23% , then March is down 44% and April is down 89% due to the COVID-19 pandemic. It will be a slow number to come back from until people feel comfortable to utilize public transit.

Staff will continue to work towards increasing the public confidence that Metro is safe!

6. Financial Reports

Director Kiewiz stated in your packets you will find the operating expense reports for January through March. She gave a brief overview of the revenue and expense reports. Revenues are down and expenses are below budget. Staff has no concerns at this point.

7. Director's Report

Director Kiewiz stated she has a few updates.

She stated through the CARES ACT Green Bay Metro has received \$6.4 million; it is 100% money; it can be used for operational or capital. There are not a lot of limits on the use of this money. Metro's budget is \$8.5 million that \$6.4 million will cover our loss in fares. She will use a portion for operational and portion for capital. There will be capital items down the road we will need like a permanent barriers option maybe and explore some cashless fareboxes systems.

Commissioner Kuehn stated that with using the smaller vehicles for the Microtransit may allow us more frequency.

Chair Roger Kolb also stated we would be covering more area.

Director Kiewiz stated she is concerned because our funding is based on our ridership numbers. She has been in discussion with the WIPTA State Transportation and WisDOT on funding options. She is waiting on the State DOT to respond back with questions regarding the local share for 2020.

She provided the Commission with the 2020 Wisconsin Delegation Update, prepared by WisDOT.

April on-time performance is 95%.

FTA has made some ruling on assuring for proper protective equipment for transit operators and transit employees. Director Kiewiz did sign on for that recommendation. Metro has implement all the recommendations prior to the guidance being issued.

Metro has received a lot of donations of homemade face masks from the public. That is awesome and very thankful for all the donations received.

8. Next meeting: Wednesday, June 17, 2020

G. ADJOURNMENT.

Moved by Commissioner Kevin Kuehn, seconded by Ald. Randy Scannell to adjourn at 9:08 a.m.
Motion carried.

Yes- Emily Ysebaert, Randy Scannell, Roger Kolb, Kevin Kuehn, Rashad Cobb, No- None, Abstain-
None



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

June 17, 2020

PREPARED BY

Patty Kiewiz, Transit Director

AGENDA ITEM # D.I

Discussion/Action: Re-instatement of Transit Fares

BACKGROUND

On March 20, 2020 the Green Bay Transit Commission took action to suspend fares. This action was in response to the COVID-19 pandemic. Suspension of fares allowed Green Bay Metro to board passengers from the rear door, except for ADA passengers who continued to use the front door.

Many other safety precautions have been put into place to help minimize exposure of the virus. Things such as increased cleaning measures, requiring face coverings, limiting capacity and installing temporary vinyl shields on buses.

With these additional safety precautions in place staff is comfortable that it would be safe for the passengers and the employees to allow for fare collection at the farebox.

Staff is currently working on updating the fare collection system that would reduce use of the farebox for the passengers. This project would be allowed under the current funding provided for the COVID-19 pandemic.

RECOMMENDATION

Staff recommends implementing fares starting July 1, 2020. This would allow time for passengers to be prepared and purchase passes. Passengers would receive ride passes for any unused days from any passes activated prior to the pandemic.

FISCAL IMPACT

ATTACHMENTS

None



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

June 17, 2020

PREPARED BY

Patty Kiewiz, Transit Director

AGENDA ITEM # D.2

Discussion/Action: Green Bay Metro's System Security & Emergency Action Plan

BACKGROUND

Green Bay Metro is required by the Federal Transit Administration to maintain a security and emergency plan. This plan has been revised and updated accordingly.

Director Kiewiz will review and provide a summary.

RECOMMENDATION

Staff recommends approving Green Bay Metro's System Security & Emergency Action Plan

FISCAL IMPACT

ATTACHMENTS

- I. System Security & Emergency Action Plans



SYSTEM SECURITY & EMERGENCY ACTION PLANS



MISSION: The mission of the Safety Department is to create a workplace environment that fosters the development of skills necessary for employees to work safely and provide Green Bay Metro customers safe transportation with the highest degree of care.

JUNE 2020

TABLE OF CONTENTS

System Security Plan	PAGE 2
Emergency Action Plan	PAGE 10
Employee Acknowledgement	PAGE 18

DRAFT

SYSTEM SECURITY PLAN

Revised June 2020

Building Access

All employees are required to abide by current policy regarding facility access.

Employee Access: Employees are required to enter the building through designated doorways.

Employee access is determined by the Transit Director.

Exterior doors, excluding the two public access doors and vendor delivery door remain locked 24 hours a day.

Monday – Friday

Location	Open	Locked
Front Office Area Door	7:30 AM	4:30 PM (11:30 AM Fri)
Perimeter Bus Storage Doors		24 hours
Maintenance Door	7:30 AM	4:30 PM
Fire Exit Doors		24 hours Exterior
Public Lobby	5:15 AM	7:15 PM

Saturday - Sunday

Location	Open	Locked
Front Office Door Area		24 hours
Perimeter Bus Storage Doors		24 hours
Maintenance Door		24 hours
Fire Exit Doors		24 hours Exterior
Public Lobby (Saturday Only)	8:15 AM	3:15 PM

Interior Access Door Administration Offices – Access from Station Area

Saturday-Sunday		24 hours
-----------------	--	----------

IT Server Room – Cashier / Counting Room

Saturday-Sunday		24 hours
-----------------	--	----------

Overhead Doors

Overhead Doors may remain open if the employees are working in the immediate area except for designated times.

Day Of Week	Location	Hours
Monday – Friday	Bus Storage	Closed 7:00 PM – 5:00 AM
Monday – Friday	Maintenance	Closed 10:00 PM – 7:00 AM
Saturday – Sunday	Bus Storage	Closed
Saturday	Maintenance	Closed 4:00 PM – 8:00 AM
Sunday	Maintenance	Closed

Visitor Access

Visitors are defined as any person entering the Green Bay Metro (GBM) facility other than current employees. Visitors include, but are not limited to, the following examples: vendors, salespersons, delivery personnel, contractors, board members, family members of employees, GBM customers, persons attending GBM sponsored meetings, etc. All employees are required to follow all security policies when bringing visitors into the GBM facility. Employees are also responsible for addressing and determining the purpose of any visitor in restricted areas.

Visitors Hours & Regular Business Hours

Location	Days of Week	Hours
Administrative Offices	Monday – Thursday Friday	7:30 AM – 5:00 PM 7:30 AM – 11:30 AM
Maintenance Offices	Monday – Friday	7:30 AM – 4:30 PM
Dispatch & Bus Operators Area	Restricted	
Bus Storage Garage	Restricted	
Maintenance Garage	Restricted	

All areas of the building are considered restricted after designated visitor hours.

Weekday Visitor Entry Procedures

- All visitors are required to report to the reception area and sign a visitor's log.
- Visitors will be issued a visitor's badge which must be visibly worn while in the building.
- The reception personnel will notify a Division that a visitor has arrived. All visitors must sign in.
- Visitors may not enter other areas without being escorted by GBM staff.
- When exiting the building visitors sign out and return the visitor's badge to reception personnel.
- Visitors must immediately exit the building.

Weekend & After Hour Visitor Procedures:

- After hours visitors are not allowed to enter or be within the GBM facility without accompaniment of a GBM employee.
- All after-hours visitors must sign in at the Dispatch Office.
- Dispatcher will assign a visitor's badge which must be visibly worn by the visitor.
- Visitors must sign out when leaving the facility and the visitor's badge must be returned to the Dispatcher. Visitors must be escorted out of the building by an employee.
- After hours access to the Administrative Offices is restricted to Administrative employees only.

Delivery Vehicles

- Drivers employed by companies making regular deliveries to the GBM Maintenance Department may be authorized to enter the building and report directly to the Maintenance Department's receiving area. All persons making deliveries must sign an entry log. Visitor badges are not required.
- No deliveries are accepted on weekends unless authorized by Management.

Contractors

- Employees of contractors working within the GBM facility must sign in at either the Administrative Reception desk or the Maintenance Department office when entering the GBM facility. The receptionist or the maintenance staff must confirm that the contractor is expected and that the work is approved.
- Contractors who will be working unsupervised within the GBM facility must be issued a visitor's badge.
- Contractors must sign out and return the visitor's badge when leaving the facility.
- Contractors servicing Operations will sign in with dispatch.

End of Business Day – Securing Building Procedures

In order to assure that the building is secure at the conclusion of each business day the following procedures must be followed:

Position	Time	Procedure
Administration	4:30 PM	Front entry door checked and locked.
Maintenance	4:30 PM	Maintenance entry door checked and locked.
Maintenance	7:00 PM	Overhead garage doors shut.
Maintenance	10:00 PM	Check the entire perimeter to ensure facility is secured.

All employees have the responsibility to secure their individual offices and work areas. File cabinets with sensitive data or material must be locked. Tools and materials must be secured.

Designated Secure Areas

The following chart designates secure areas within the facility and the employees approved to have access to each area. The Transit Director may approve the access of other employees. All administrative offices are considered confidential areas and should not be entered without the approval of the occupant or the Transit Director.

Administrative Offices Secure Areas

Location	Approved Staff
Dispatch Office	Transit Director, Maintenance Manager, Maintenance Technician, Custodian, Operation Supervisors, Dispatchers, Maintenance Clerk, Paratransit Coordinator, Accountant, Compliance Coordinator, Mobility Coordinator
Cashier / Counting Room	Transit Director, Maintenance Manager, Maintenance Technician, Custodian, Operation Supervisors, Maintenance Clerk, Cleaner, Paratransit Coordinator, Accountant, Compliance Coordinator, Mobility Coordinator (Must be TWO employees at all times)
Male Locker Room	Male Mechanic/Fuelers, Custodian, Maintenance Technician
Female Locker Room	Female Mechanic/Fuelers, Maintenance Clerk, Custodian, Maintenance Technician

Transit Directors Office	Transit Director, Custodian, Maintenance Technician
IT Office and Server Room	Transit Director, Maintenance Manager, Maintenance Technician, Custodian, Operation Supervisors, IT Staff, Paratransit Coordinator, Accountant, Compliance Coordinator, Mobility Coordinator

Maintenance Secure Areas

Parts Room	Transit Director, Maintenance Manager, Maintenance Technician, Maintenance Clerk, Mechanic/Fuelers
Hazardous Materials Room	Transit Director, Maintenance Manager, Maintenance Technician, Maintenance Clerk, Mechanic/Fuelers
Paint Storage Room	Transit Director, Maintenance Manager, Maintenance Technician, Maintenance Clerk, Mechanic/Fuelers
Electrical Panels	Transit Director, Maintenance Manager, Maintenance Technician, Custodian, Operation Supervisors, Mechanic/Fuelers, Maintenance Clerk
Fueling Station - Maintenance Dept. Exterior	Transit Director, Maintenance Manager, Maintenance Technician, Mechanic/Fuelers
Fueling Station – Bus Storage Interior	Transit Director, Maintenance Manager, Maintenance Technician, Mechanic/Fuelers
Boiler Room	Transit Director, Maintenance Manager, Maintenance Technician, Custodian, Operation Supervisors, Mechanic/Fuelers, Maintenance Clerk, Paratransit Coordinator, Accountant, Compliance Coordinator, Mobility Coordinator
Sign Room	Transit Director, Maintenance Manager, Maintenance Technician, Custodian, Operation Supervisors, Mechanic/Fuelers, Maintenance Clerk, Paratransit Coordinator, Accountant, Compliance Coordinator, Mobility Coordinator

Bus Storage Garage

Location	Approved Staff
Bus Storage Area	Management, Maintenance Department Employees, Bus Operators, Building Custodian

Key & Fob Control

Employee access is provided by an electronic fob. The level of access is granted by the Transit Director within Green Bay Metro's security software. Minimal employees will be provided keys in order to ensure access to the facility in cases of no power or security system failure. Maintaining control of access of the GBM facility is essential to maintain a high level of security. Securing equipment and sensitive material is essential for GBM to meet the requirements of its mission. An access control plan is maintained by the Transit Director, or designee. All unassigned keys, fobs or cards are maintained in locked boxes located in the Director's office.

Employees are assigned fobs or keys that are needed to allow access to designated areas or equipment required by the employee's job duties. The Transit Director is responsible for fob/key assignment to

specific employees. The Transit Director has the responsibility to insure that access is for a designated purpose. Employees are responsible for the proper use and control of all keys and fobs issued. Employees may not allow keys or fobs to be used by other employees without the approval of the Transit Director or Direct Supervisor. Misuse of an assigned key or fob can be grounds for disciplinary action.

Facility *master keys* are issued only to employees designated by the Transit Director. Master keys must be kept in the control of the designated employee.

Key inventory and employee assignment records are kept separate from this document. The Transit Director is responsible for maintaining these records.

Locks

Maintaining facility locks is an essential component of this security plan. The Maintenance Technician is responsible for the maintenance and installation of all locks. Only locks matching the **key code system** currently installed in the GBM facility may be used for future installations. Contractors hired by GBM for lock service must be financially bonded, properly insured and be able to establish a reliable and high standard for employee selection including regular background checks.

Lighting

Lighting for security purposes is provided and maintained by the Maintenance Department. The following chart illustrates the security lighting plan:

Area	Description	Time	Responsibility
Parking Lot	Lighting of parking lot and surrounding area	Dusk to dawn seven days a week	Security check and repair by Maintenance Department
Exterior of Building	Lighting at all entrance doors, bus zones, overhead doors, and exterior walls	Dusk to dawn seven days a week	Security check and repair by Maintenance Department
Bus Storage Area	Motion lights - driving lanes and fueling station	24 Hours	Security check and repair by Maintenance Department
Maintenance Area	Lighting Main Lane Garage	24 hours	Security check and repair by Maintenance Department
Administration Area	Lighting main hallways	Monday – Thursday 5:00 PM – 7:30 AM Friday 11:30AM-12:00 AM Sunday 24 hours	Security check by Dispatcher Repair by Maintenance Department
Fire Exit Signs	All fire exits	24 hours	Security check and repair by Maintenance Department

Equipment and Materials

Securing supplies, materials, electronic data, and equipment is necessary to manage the financial resources of GBM. As a matter of GBM policy, supplies, materials, electronic data or equipment are for the exclusive use of GBM employees and must be used for company business only. Conversion of GBM assets for personal use by a GBM employee is subject to company discipline and may be grounds for criminal prosecution.

Equipment: Property termed as equipment, (i.e.: tools, audio visual, computers, file cabinets, radios, cell phones, cameras, vehicles, etc.) must be inventoried by the Finance Department. The Transit Director or designee, is in charge of the equipment and must maintain an ongoing inventory. The Transit Director is also responsible to insure that employees under their supervision are using the equipment for the intended purpose. Management must report any loss of equipment due to theft, misappropriation, or conversion to unauthorized use by following the established reporting procedure. End of life cycle disposition of equipment must be completed in accordance with FTA guidelines and must receive approval by the Transit Director.

Supplies and materials: Supplies and materials must be purchased and inventoried under the guidelines set forth by the FTA. Use of supplies and materials must be monitored by the Transit Director. The Transit Director must report any loss of supplies due to theft, misappropriation or conversion to unauthorized use by following the established reporting procedure.

Electronic data: Electronic data is a valuable asset and necessary for GBM to do business. All data, software, hardware, internet connections and other related equipment is restricted to the exclusive use for the purpose of GBM business. All employees are subject to the provisions of the City of Green Bay's Policies. The Transit Director is responsible for the supervision of electronic assets and must report any loss due to theft, misappropriation or conversion to unauthorized use by following the established reporting procedure.

Financial Assets

Management and security of GBM's financial assets is the responsibility of the Transit Director. Procedures for the secure management of financial assets are contained within several documents:

- Green Bay Metro Procurement and Contract Administration Manual
- Operating Assistance Contract with Wisconsin Department of Transportation
- Annual Financial Audit – Green Bay Transit Commission
- Financial Management Procedures
- City of Green Bay Purchasing Procedures
- Monthly Financial Reports Approved by Transit Commission

Several Departments have a responsibility to handle and manage financial assets. The Transit Director has the responsibility to insure that all employees handle GBM's financial assets in accordance with established policy, procedures and contractual requirements. An employee who fails to follow procedures or misappropriates any financial asset is subject to disciplinary action and criminal prosecution.

The Transit Director is required to report any deviation of asset management policy or misappropriation of assets in accordance with established reporting procedures.

Document Control

Secure storage of all confidential documents is the policy of GBM. All personnel who are responsible for confidential documents shall secure all material in a locked file cabinet or other secure area. All electronic data shall be secured and backed up in accordance with the City policy. The Transit Director is responsible for the development of internal confidential document policies and classification procedures.

Lost and Found

All lost and found items are to be secured in accordance with GBM policy. The purpose of this policy is to provide a system for lost items to be returned to their owner. Suspicious items are to be isolated and reported to law enforcement (911) for investigation. All lost and found items are stored in a secure area.

Security Cameras

GBM has made a substantial investment in video surveillance equipment. The equipment has proven valuable in crime prevention and investigation of security related incidents. Recording equipment has the capability to provide video from several angles within each bus and building location. Digital equipment has the capability to record and print still shots for printing and distribution to law enforcement or GBM staff. Digital equipment installed in buses and Dispatch area can record audio.

An inventory of all camera system information is maintained in the Transit Director's office.

Maintenance of Cameras and Video Equipment: All equipment is maintained by the GBM Maintenance Department and monitored by the Operation Supervisors. All video recorders are checked on a monthly basis to insure that recorders are working properly. Records of these monthly checks are maintained by the Maintenance Manager.

Incident Storing and Record Keeping: When a security incident is reported the video hard drive is retrieved from either the bus or recorder location. Videos are reviewed, labeled and saved on the GBM computer network.

Records are kept regarding the distribution of video or still photos to law enforcement agencies.

Incident Reporting Procedures

A security incident is an incident that can be defined as follows:

- **Crime** – Unlawful trespass, assault, theft, vandalism, verbal abuse, threat of harm, fire arm transport or display, fare evasion, workplace violence, etc.
- **Security breach** – Unapproved building entry, building unsecured, bomb threat, suspicious package or other item, etc.

Incident reporting is important for the investigation and resolution of security incidents. The following charts are the recommended procedures for reporting security incidents.

Incident on Bus

Reporting	Procedure
Incident occurs on bus	• Bus Operator contacts Dispatcher via radio • Dispatcher responds with voice communication and confirms situation with bus operator. • Dispatcher responds with appropriate level of response. • Dispatcher completes written report of incident. • Bus operator completes written report. • Reports are reviewed by Operations Supervisor and video of incident is recorded and saved. • If necessary, information will be forwarded to law enforcement agency. • Operator is interviewed and any additional information is recorded. • Incident is evaluated and follow-up recommendations are made.

Crime Prevention

The security of GBM passengers and employees is paramount in fostering an environment that provides for continued ridership and a quality work environment. The policy of GBM requires all employees to follow all best practices and procedures necessary to establish and maintain a transit system and workplace that is secure from crime and violence. The following programs are targeted to achieve this goal.

Police of Buses

Operation Supervisors are responsible to ensure proper conduct on all Metro property.

Bus Operator Training

All Bus Operators receive training in subject areas that include avoiding troublesome situations, personal security, dealing with difficult passengers and Homeland Security issues.

Management Training

GBM security program policy provides for management training opportunities. It is essential that GBM personnel become aware of security risks and best practices to effectively deal with security issues.

Public Information

The Transit Director has the responsibility to distribute security related information to customers and the general public. In the event of a security incident requiring communications to the general public or media comment the Transit Director or designee, is the official spokesperson.

Homeland Security

In recognition that transit facilities and buses are both a visible and potentially high value target for terrorists, GBM has adopted a policy that requires preparations to prevent an attack. GBM adopts the FTA's and US Department of Homeland Security's action plan for Terrorist Threat Alert.

Plan Evaluation

This Security Plan will be reviewed annually and changes made as deemed necessary.

EMERGENCY ACTION PLAN

Revised June 2020

I. OBJECTIVE

The objective of the Green Bay Metro Emergency Action Plan is to comply with the Occupational Safety and Health Administration's (OSHA) Emergency Action Plan Standard, 29 CFR 1910.38, and to prepare employees for dealing with emergency situations. This plan is designed to minimize injury and loss of human life and company resources by training employees, procuring and maintaining necessary equipment, and assigning responsibilities. This plan applies to all emergencies that may reasonably be expected to occur at Green Bay Metro.

II. ASSIGNMENT OF RESPONSIBILITY

A. Chief Safety Officer

The Transit Director or designee, will serve as the Chief Safety Officer and shall manage the Emergency Action Plan for Green Bay Metro. The Chief Safety Officer is responsible for the safety of Green Bay Metro's employees and the public it serves. The Chief Safety Officer has the authority to make necessary decisions pertaining to the safe operations of the transit system. In the event that the Chief Safety Officer determines it is unsafe to provide transit services he/she has the authority to suspend service after notifying the Chair of the Green Bay Transit Commission and the Mayor of Green Bay. The Transit Commission will convene in a special meeting within five (5) working days if the suspension of service is expected to exceed five (5) days in order to determine a course of action.

An Operations Supervisor will serve as the Safety Manager and will maintain all training records pertaining to this plan. The Chief Safety Officer is responsible for scheduling routine tests of the Green Bay Metro emergency notification system with the appropriate authorities.

The Chief Safety Officer shall also coordinate with local public resources, such as fire department and emergency medical personnel, to ensure that they are prepared to respond as detailed in this plan.

B. Emergency Plan Coordinators

The Green Bay Metro Emergency Plan Coordinators are as follows:

Transit Division	Primary Position	Primary Phone #	Alternate Position	Alternate Phone #
Administrative	Paratransit Coordinator	920-448-3452	Compliance Coordinator	920-448-3454
Operations	Operations Supervisor (1)	920-448-3456	Operations Supervisor (2 or 3)	920-448-3493 920-448-3325
Maintenance	Maintenance Manager	920-448-3451	Maintenance Clerk	920-448-3459

The Emergency Plan Coordinators are responsible for instituting the procedures in this plan in their designated areas in the event of an emergency.

The following individuals shall be responsible for assisting employees who have disabilities or who do not speak English during evacuation:

Transit Division	Person Requiring Assistance	Phone #	Assigned Assistant's Position	Assistant's Phone #
Administrative			Paratransit Coordinator	920-448-3452
Operations			On Duty Operations Supervisor	920-448-3456 920-448-3493 920-448-3325
Maintenance			Maintenance Manager or Maintenance Clerk	920-448-3451 920-448-3459

C. Management

Green Bay Metro will provide adequate controls and equipment that, when used properly, will minimize or eliminate risk of injury to employees in the event of an emergency. Green Bay Metro management will ensure proper adherence to this plan through regular review.

D. Supervisors

Supervisors will follow and ensure that their employees are trained in the procedures outlined in this plan.

E. Employees

Employees are responsible for following the procedures described in this plan.

F. Contractors

Contract employees are responsible for complying with this plan, and shall be provided the training described herein by Green Bay Metro.

III. PLAN IMPLEMENTATION

A. Reporting Fire and Emergency Situations

All fires and emergency situations will be reported immediately to the Dispatcher on duty. The Dispatcher will make the necessary call to the emergency response personnel for Green Bay Metro:

1. Fire: 911 or 391-7450 non-emergency
2. Police/Sheriff: 911 or 448-3200 non-emergency
3. Ambulance: 911

Outside of regular business hours when no Dispatcher is on duty the maintenance worker on duty will be required to call the appropriate emergency response personnel.

Once the proper authorities are contacted and it is safe to do so, the Transit Director will be notified immediately.

1. Verbally as soon as possible during normal work hours; or
2. By telephone if after normal work hours or on weekends. (920) 609-3869.

Under no circumstances shall an employee attempt to fight a fire that has passed the incipient stage (that which can be put out with a fire extinguisher), nor shall any employee attempt to enter a burning building to conduct search and rescue. These actions shall be left to emergency services professionals who have the necessary training, equipment, and experience (such as the fire department or emergency medical professionals). Untrained individuals may endanger themselves and/or those they are trying to rescue.

B. Informing Green Bay Metro Employees of Fires and Emergency Situations

In the event of a fire or emergency situation, Management shall ensure that all employees are notified as soon as possible using the building alarm system (which includes both audible and visual alarms 24 hours a day).

If a fire or emergency situation occurs after normal business hours, Management shall contact all employees not on shift of future work status, depending on the nature of the situation.

C. Mayor Notification

1. The Chief Safety Officer shall contact the Mayor as soon as possible if media coverage of a situation is expected.

2. The Chief Safety Officer will contact Human Resources as soon as possible with information on employee injuries and/or loss of life, property damages, theft, or cargo losses.

D. Emergency Contact Information

Green Bay Metro's Safety Manager shall maintain a list of all employees' personal emergency contact information and shall keep the list posted for easy access in the event of an emergency.

E. Evacuation Routes

Emergency evacuation escape route plans (see Appendix A) are posted in traffic areas throughout Green Bay Metro. In the event that a fire/emergency alarm is sounded or instructions for evacuation are given by management, all employees (except those noted in Part III.F of this plan) shall immediately exit the building(s) at the nearest exits as shown in the escape route plans, and shall meet as soon as possible on the NE corner of the property. Employees with offices shall close the doors (unlocked) as they exit the area.

F. Securing Property and Equipment

In the event that evacuation of the premises is necessary, some items may need to be secured to prevent further detriment to the facility and personnel on hand (such as securing confidential/irreplaceable records, or shutting down equipment to prevent release of hazardous materials). Only the following individuals may remain in the building, if time allows and it is safe to do so, in order to secure the property and equipment, to which they have been assigned. The following individuals are assigned to secure property and equipment if it is safe to do so. **At no time, shall an employee put their safety in jeopardy.**

Name	Property or Equipment to Secure	Location of Property or Equipment
Paratransit Coordinator or Accountant	Computer Room	Administration
On Duty Operation Supervisor	Dispatch Closet	Dispatch Office
Maintenance Manager or Maintenance Technician	Ensure Sprinkler Valve is Open, Power Down Facility	Bus Storage Garage

All individuals shutting down critical systems or utilities shall be capable of recognizing when to abandon the operation or task. Once the property and/or equipment has been secured, or the situation becomes too dangerous to remain, these individuals shall exit the building by the nearest escape route as soon as possible and meet the remainder of the employees at the NE area of the property.

G. Advanced Medical Care

Under no circumstances shall an employee provide advanced medical care and treatment. These situations shall be left to emergency services professionals. Untrained individuals may endanger themselves and/or those they are trying to assist.

H. Accounting for Employees/Visitors After Evacuation

Once an evacuation has occurred, management shall account for each employee/visitor assigned to them at the NE area of the property (park area). Each employee is responsible for reporting to the appropriate manager or supervisor so an accurate head count can be made. All employee counts shall then be reported to the Chief Safety Officer as soon as possible.

I. Re-entry

Once the building has been evacuated, no one shall re-enter the building for any reason, except for designated and properly trained rescue personnel (such as fire department or emergency medical professionals). Untrained individuals may endanger themselves and/or those they are trying to rescue.

All employees shall remain at the NE area of the property until the fire department or other emergency response agency notifies the Chief Safety Officer that either:

1. The building is safe for re-entry, in which case personnel shall return to their workstations; or
2. The building/assembly area is not safe, in which case personnel shall be instructed by management on how/when to vacate the premises.

J. Sheltering in Place

In the event that chemical, biological, or radiological contaminants are released into the environment in such quantity and/or proximity to Green Bay Metro, authorities and/or management may determine that it is safer to remain indoors rather than to evacuate employees.

1. Management shall immediately close the department. If there are customers, passengers, or visitors in the building, they shall be advised to stay in the building for their safety.
2. Unless there is an imminent threat, employees, customers, clients, and visitors shall call their emergency contacts to let them know where they are and they are safe.
3. Management shall turn on call-forwarding or alternative telephone answering systems or services.

4. Management shall quickly lock exterior doors and close windows, air vents, and fireplace dampers. Management familiar with the building's mechanical systems shall turn off, seal, or disable all fans, heating and air conditioning systems, especially those systems that automatically provide for exchange of inside air with outside air. If there is a danger of explosion, management shall close the window shades, blinds, or curtains.
5. Management shall gather essential disaster supplies (i.e., nonperishable food, bottled water, battery-powered radios, first-aid supplies, flashlights, batteries, duct tape, plastic sheeting, plastic garbage bags, 5 gallon buckets), which are stored in the parts room, and shall take them to the boiler room or parts room within the building.
6. All employees shall move immediately to the boiler room or parts room within the building. All customers and visitors shall move immediately into the public rest rooms.
7. Management shall write down the names of everyone in the room, and call the Green Bay Police Department to report who is in the room, and their affiliations with Green Bay Metro (employee, visitor, and passenger).
8. Management shall monitor telephone, radio, television, and internet reports for further instructions from authorities to determine when it is safe to leave the building.

K. Severe Weather

The Chief Safety Officer or designee shall announce severe weather alerts (such as tornadoes) by voice or phone. All employees shall immediately retreat to the boiler room, closest restrooms or parts room until the threat of severe weather has passed as communicated by the Chief Safety Officer, or designee. See Green Bay Metro's Severe Weather Policy.

L. Flood Emergency

In the event of possible flooding, the Chief Safety Officer (Transit Director) will be in contact with senior leadership team of the City of Green Bay. Team consisting of the Mayor, Police Chief, Fire Chief, Department of Public Works, Human Resource Director, Transit Director, Finance Director, Parks Director, Economic Development Director, Water Utility Director, IT Director, and the City Attorney. The Fire Chief serves as the Emergency Management Director for the City of Green Bay.

Sandbagging would be started immediately upon determination by the Transit Director, in coordination with the Fire Chief and the Director of Public Works. Materials would be provided by the Department of Public Works. Staff would attempt to relocate materials and supplies to higher elevation. Once water levels reached 1½ feet of water within the Transit Facility staff would begin moving the buses and all possible equipment to DPW,

west side location. The Maintenance Manager would be responsible for the power shut down of the facility. The Administration and Operations Division would temporarily work out of City Hall or other city department if necessary. Maintenance would utilize a DPW location.

The decision to return to work at the facility would be a joint decision involving The Transit Director, the Director of Public Works, the Fire Chief, and the City of Green Bay Safety Manager. All city resources would be used such as fans and dehumidifiers to assist in minimizing damage. The decision to return to the facility would only be made in the event that it is safe and functional.

IV. TRAINING

A. Employee Training

All employees shall receive instruction on this Emergency Action Plan as part of New Employee Orientation upon hire. Additional training shall be provided:

1. When there are any changes to the plan and/or facility
2. When an employee's responsibilities change
3. Annually as refresher training

Items to be reviewed during the training include:

1. Proper housekeeping
2. Fire prevention practices
3. Fire extinguisher locations, usage, and limitations
4. Threats, hazards, and protective actions
5. Means of reporting fires and other emergencies
6. Names of the Chief Safety Officer and Coordinators
7. Individual responsibilities
8. Alarm systems
9. Escape routes and procedures
10. Emergency shut-down procedures
11. Procedures accounting for employees and visitors
12. Closing doors
13. Sheltering in place
14. Severe weather procedures
15. Emergency Action Plan availability

B. Fire/Evacuation Drills

Fire/Evacuation drills shall be conducted at least annually, and shall be conducted in coordination with local police and fire departments. Additional drills shall be conducted if physical properties of the business change, processes change, or as otherwise deemed necessary.

C. Training Records

The Safety Manager shall document all training pertaining to this plan and shall maintain records on file.

V. PLAN EVALUATION

This Emergency Action Plan shall be reviewed annually, or as needed if changes to the worksite are made, by the Chief Safety Officer. Following each fire drill, management shall evaluate the drill for effectiveness and weaknesses in the plan, and shall implement changes to improve it.

VI. PLAN HISTORY

Adopted and approved by the Green Bay Transit Commission May 9, 2014
Revised and approved by the Green Bay Transit Commission June 29, 2016
Revised and approved by the Green Bay Transit Commission August 7, 2017
Revised and approved by the Green Bay Transit Commission June XX, 2020

GREEN BAY METRO (GBM)
Acknowledgement of System Security and Emergency Plans
June 2020

I acknowledge that I have received a copy of the Green Bay Metro System Security Plan and Emergency Action Plan on the date indicated below. I understand that I am responsible for being familiar with and complying with the policies of the city and Green Bay Metro.

I agree it is my responsibility to speak to a Supervisor immediately, if I have questions or need clarification.

Print Employee Name

Signature of Employee

Date



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

June 17, 2020

PREPARED BY

Patty Kiewiz, Transit Director

AGENDA ITEM # D.3

Discussion/Action: Green Bay Metro's Transit Asset Management (TAM) Plan

BACKGROUND

All transit agencies that own, operate, or manage capital assets used in the provision of public transportation and receive federal financial assistance under 49 U.S.C. Chapter 53 either as recipients or sub-recipients must develop a TAM plan, per Federal Transit Administration (FTA) guidelines.

This plan must be updated annually.

Staff has developed the attached TAM Plan that meets FTA requirements.

RECOMMENDATION

Staff recommends approving the revised Green Bay Metro's Transit Asset Management (TAM) Plan.

FISCAL IMPACT

ATTACHMENTS

- I. GBM TAM Plan 2020 DRAFT



Transit Asset Management Plan



JUNE 2020

Transit Asset Management Plan (TAMP) Policy

Green Bay Metro "GBM" has developed this TAMP to aid in: (1) Assessment of the current condition of capital assets; (2) determine what condition and performance of its assets should be (if they are not currently in a State of Good Repair); (3) identify the unacceptable risks, including safety risks, in continuing to use an asset that is not in a State of Good Repair; and (4) deciding how to best balance and prioritize reasonably anticipated funds (revenues from all sources) towards improving asset condition and achieving a sufficient level of performance within those means.

Agency Overview

Green Bay Metro Transit is a public transit system owned and operated by the City of Green Bay since 1973. Partnering municipalities include the City of De Pere and the Villages of Allouez, Ashwaubenon, and Bellevue.

GBM provides both fixed route bus and paratransit services to approximately 1.3 million passengers annually to all partnering municipalities. GBM's inventory of revenue vehicles and capital assets, including the following:

- 36 Fixed route buses
- One facility that includes administration/operations/vehicle storage/refueling & maintenance.

Currently GBM contracts with a private provider for Paratransit services. The private provider owns and maintains all vehicles used for the service.

Introduction

In accordance with 49 CFR Parts 625 and 630 for Transit Asset Management (TAM), Green Bay Metro (GBM) is the TAM sponsor for the Section 5307 Formula Grant in the Green Bay Urbanized Area, 5339 Bus and Bus Facilities, 5310 Enhanced Mobility for Seniors and Individuals with Disabilities sub-recipients (Appendix 1-TAM Subrecipient List), or other federal grants received by GBM. This document presents Green Bay Metro's methodology for its performance target of capital assets.

GBM is currently operating as a FTA-defined *Tier II* transit operator in compliance with (49 CFR § 625.45 (b)(1)). Tier II transit providers are those transit agencies that do not operate rail fixed-guideway public transportation systems and have either 100 or fewer vehicles in fixed-route revenue service during peak regular service, or have 100 or fewer vehicles in general demand response service during peak regular service hours.

This TAMP provides an outlay of how GBM will assess, monitor, and report the physical condition of assets utilized in the operation of the public transportation system.

TAMP Elements

As a Tier II public transportation provider, GBM has developed and implemented a TAMP containing the following elements:

- (1) Asset Inventory Portfolio: An inventory of the number and type of capital assets to include: Rolling Stock, Facilities, and Equipment.

- (2) Asset Condition Assessment: A condition assessment of those inventoried assets for which GBM has direct ownership and capital responsibility.
- (3) Decision Support Tools & Management Approach: A description of the analytical processes and decision-support tools that GBM uses to estimate capital investment needs over time, and develop its investment prioritization.
- (4) Investment Prioritization: GBM's project-based prioritization of investments, developed in accordance with §625.33.

Definitions

Accountable Executive: Means a single, identifiable person who has ultimate responsibility for carrying out the safety management system of a public transportation agency; responsibility for carrying out transit asset management practices; and control or direction over the human and capital resources needed to develop and maintain both the agency's public transportation agency safety plan, in accordance with 49 U.S.C. 5329(d), and the agency's transit asset management plan in accordance with 49 U.S.C. 5326.

Asset Category: Means a grouping of asset classes, including a grouping of equipment, a grouping of rolling stock, a grouping of infrastructure, and a grouping of facilities.

Asset Class: Means a subgroup of capital assets within an asset category. For example, buses, trolleys, and cutaway vans are all asset classes within the rolling stock asset category.

Asset Inventory: Means a register of capital assets, and information about those assets.

Capital Asset: Means a unit of rolling stock, a facility, a unit of equipment, or an element of infrastructure used for providing public transportation.

Decision Support Tool: Means an analytic process or methodology: (1) To help prioritize projects to improve and maintain the state of good repair of capital assets within a public transportation system, based on available condition data and objective criteria; or (2) To assess financial needs for asset investments over time.

Direct Recipient: Means an entity that receives Federal financial assistance directly from the Federal Transit Administration.

Equipment: Means an article of nonexpendable, tangible property having a useful life of at least one year.

Exclusive-Use Maintenance Facility: Means a maintenance facility that is not commercial and either owned by a transit provider or used for servicing their vehicles.

Facility: Means a building or structure that is used in providing public transportation.

Full Level of Performance: Means the objective standard established by FTA for determining whether a capital asset is in a state of good repair.

Horizon Period: Means the fixed period of time within which a transit provider will evaluate the performance of its TAM plan. FTA standard horizon period is four years.

Implementation Strategy: Means a transit provider's approach to carrying out TAM practices, including establishing a schedule, accountabilities, tasks, dependencies, and roles and responsibilities.

Infrastructure: Means the underlying framework or structures that support a public transportation system.

Investment Prioritization: Means a transit provider's ranking of capital projects or programs to achieve or maintain a state of good repair. An investment prioritization is based on financial resources from all sources that a transit provider reasonably anticipates will be available over the TAM plan horizon period.

Key Asset Management Activities: Means a list of activities that a transit provider determines are critical to achieving its TAM goals.

Life-Cycle Cost: Means the cost of managing an asset over its whole life.

Participant: Means a tier II provider that participates in a group TAM plan.

Performance Measure: Means an expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets (e.g., a measure for on-time performance is the percent of trains that arrive on time, and a corresponding quantifiable indicator of performance or condition is an arithmetic difference between scheduled and actual arrival time for each train).

Performance Target: Means a quantifiable level of performance or condition, expressed as a value for the measure, to be achieved within a time period required by the Federal Transit Administration (FTA).

Public Transportation System: Means the entirety of a transit provider's operations, including the services provided through contractors.

Public Transportation Agency Safety Plan: Means a transit provider's documented comprehensive agency safety plan that is required by 49 U.S.C. 5329.

Recipient: Means an entity that receives Federal financial assistance under 49 U.S.C. Chapter 53, either directly from FTA or as a subrecipient.

Rolling Stock: Means a revenue vehicle used in providing public transportation, including vehicles used for carrying passengers on fare-free services.

Service Vehicle: Means a unit of equipment that is used primarily either to support maintenance and repair work for a public transportation system or for delivery of materials, equipment, or tools.

State of Good Repair (SGR): Means the condition in which a capital asset is able to operate at a full level of performance.

Subrecipient: Means an entity that receives Federal transit grant funds indirectly through a State or a direct recipient.

TERM Scale: Means the five (5) category rating system used in the Federal Transit Administration's Transit Economic Requirements Model (TERM) to describe the condition of an asset: 5.0—Excellent, 4.0—Good; 3.0—Adequate, 2.0—Marginal, and 1.0—Poor.

Tier I Provider: Means a recipient that owns, operates, or manages either (1) one hundred and one (101) or more vehicles in revenue service during peak regular service across all fixed route modes or in any one non-fixed route mode, or (2) rail transit.

Tier II Provider: Means a recipient that owns, operates, or manages (1) one hundred (100) or fewer vehicles in revenue service during peak regular service across all non-rail fixed route modes or in any one non-fixed route mode, (2) a subrecipient under the 5311 Rural Area Formula Program, (3) or any American Indian tribe.

Transit Asset Management (TAM): Means the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles, for the purpose of providing safe, cost-effective, and reliable public transportation.

Transit Asset Management (TAM) Plan: Means a plan that includes an inventory of capital assets, a condition assessment of inventoried assets, a decision support tool, and a prioritization of investments.

Transit Asset Management (TAM) Policy: Means a transit provider's documented commitment to achieving and maintaining a state of good repair for all of its capital assets. The TAM policy defines the transit provider's TAM objectives and defines and assigns roles and responsibilities for meeting those objectives.

Transit Asset Management (TAM) Strategy: Means the approach a transit provider takes to carry out its policy for TAM, including its objectives and performance targets.

Transit Asset Management (TAM) System: Means a strategic and systematic process of operating, maintaining, and improving public transportation capital assets effectively, throughout the life cycles of those assets.

Transit Provider (provider): Means a recipient or subrecipient of Federal financial assistance under 49 U.S.C. Chapter 53 that owns, operates, or manages capital assets used in providing public transportation.

Useful life: Means either the expected life cycle of a capital asset or the acceptable period of use in service determined by FTA.

5

Useful life benchmark (ULB): Means the expected life cycle or the acceptable period of use in service for a capital asset, as determined by a transit provider, or the default benchmark provided by FTA.

State of Good Repair (SGR) Standards Policy

The GBM SGR policy is as follows:

A capital asset is in a state of good repair (SGR) when each of the following objective standards are met:

- (1) If the asset is in a condition sufficient for the asset to operate at a full level of performance. An individual capital asset may operate at a full level of performance regardless of whether or not other capital assets within a public transportation system are in a SGR;
- (2) The asset is able to perform its manufactured design function;
- (3) The use of the asset in its current condition does not pose an identified unacceptable safety risk and/or deny accessibility; and

- (4) The asset's life-cycle investment needs have been met or recovered, including all scheduled maintenance, and rehabilitation.

The TAMP allows GBM to predict the impact of its policies and investment justification decisions on the condition of its assets throughout the asset's life cycle, and enhances the ability to maintain a SGR by proactively investing in an asset before the asset's condition deteriorates to an unacceptable level.

GBM shall establish annual TAM goals, which are separate from annual SGR performance goals, based upon tangible criteria related to asset performance. GBM has established the following baseline measures. TAM goals include monitoring the following criteria; the means of measuring and the goal as it compares to actuals.

CRITERIA	MEASURE	FY 2019		FY 2020
		GOAL	ACTUAL	GOAL
Safety Risks	Number of preventable accidents per 100,000 revenue miles – (FR)	.50	.75	.60
System Reliability	On time performance, by mode – (FR)	90%	92.7	90%
Maintenance Resources	Number of vehicles out of service for 30 or more days – (FR)	0	4	0
System Performance	Missed trips due to major breakdown - (FR)	<10	6	<10

It is the belief of GBM that TAMP implementation and monitoring provides a framework for maintaining a SGR by considering the condition of its assets in relation to the local operating environment. GBM has developed its SGR policies to account for the prevention, preservation, maintenance, inspection, rehabilitation, disposal, and replacement of capital assets. The goal of these policies is to allow GBM to determine and predict the cost to improve asset condition(s) at various stages of the asset life cycle, while balancing prioritization of capital, operating and expansion needs. The two foundational criteria of SGR performance measures are *Useful Life Benchmark* (ULB) and *Condition*.

Useful Life Benchmark:

The Useful Life Benchmark (ULB) is defined as the expected lifecycle of a capital asset for a particular transit provider's operating environment, or the acceptable period of use in service for a particular transit provider's operating environment. ULB criteria are user defined, whereas ULB takes into account, a provider's unique operating environment (service frequency, weather, geography). When developing Useful Life Benchmarks (ULB), GBM recognized and took into account the local operating environment of its assets within the service area, historical maintenance records, manufacturer guidelines, and the default asset ULB derived from the FTA. In most cases, if an asset exceeds its ULB, then it is a strong indicator that it may not be in a state of good repair.

For the purposes of this TAMP, all assets (facilities, equipment, and fixed route rolling stock) were assessed by using FTA's Useful Life Age Benchmark (ULB) set in 2017-2018 Asset Inventory Module Reporting Guide, pages 35 and 36. See below.

Vehicle Type		Default ULB (in years)
AB	Articulated bus	14
AG	Automated guideway vehicle	31
AO	Automobile	8
BR	Over-the-road bus	14
BU	Bus	14
CC	Cable car	112
CU	Cutaway bus	10
DB	Double decked bus	14
FB	Ferryboat	42
HR	Heavy rail passenger car	31
IP	Inclined plane vehicle	56
LR	Light rail vehicle	31
MB	Minibus	10
MO	Monorail vehicle	31
MV	Minivan	8
	Other rubber tire vehicles	14
RL	Commuter rail locomotive	39
RP	Commuter rail passenger coach	39
RS	Commuter rail self-propelled passenger car	39
RT	Rubber-tired vintage trolley	14
SB	School bus	14
	Steel wheel vehicles	25
SR	Streetcar	31
SV	Sport utility vehicle	8
TB	Trolleybus	13
TR	Aerial tramway	12
VN	Van	8
VT	Vintage trolley	58

Methodology

GBM has reviewed the inventory of federally funded vehicles, equipment, and facilities and used age to ascertain a starting point for the 2020 TAM targets.

1. ASSET INVENTORY PORTFOLIO

The following capital asset items that GBM owns, operates and has a direct capital responsibility, included in the TAMP asset inventory, are comprised of: Rolling Stock, Equipment, and Facilities (see below). At the time of this writing, GBM does not operate passenger rail service. Therefore, GBM does not have any associated rail infrastructure in its asset portfolio.

Vehicles

GBM evaluated its inventory, including sub-recipient inventory of vehicle capital items and divided all vehicle types into three categories, heavy duty bus, medium duty bus (cutaway), and light duty vehicles (auto/minivan/van/SUV). GBM then used FTA's Useful Life Age Benchmark (ULB) set in 2017-2018 Asset Inventory Module Reporting Guide, pages 35 and 36.

The chart below shows the results of GBM's June 2020 findings:

Vehicle Type	Vehicle Count	Useful Life Age Benchmark (ULB)	Percent of Fleet Beyond ULB
Heavy Duty Bus	36	14	2.8%
Medium-Duty Bus (Cutaways)	10	10	0.0%
Light-Duty Vehicles (Revenue Vehicles)	4	8	0.0%
Total	50		

Target for Vehicle

GBM, and its sub-recipients, set the TAM performance target to only allow for 25 percent of the vehicles to pass beyond useful life.

GBM, and sub-recipients owned vehicles were also divided into the NTD categories that made up the A-90 form. While GBM typically uses the categories above in TrAMS to enter application information, the NTD A-90 form uses alternative categories:

Vehicle Type	Percent of Fleet Beyond ULB
BU	2.8%
CUT	0.0%
MINIVAN	0%
VAN	0%
Grand Total	2.0%

Equipment

Equipment evaluated per FTA requirements in this TAMP, is all non-revenue service vehicles regardless of value, and any GBM-owned equipment with a cost of over \$50,000 in acquisition value. Equipment includes non-revenue service vehicles that are primarily used to support maintenance and repair work for a public transportation system, supervisory work, or for the delivery of materials, equipment, or tools. GBM does not utilize or operate any third-party non-revenue service vehicle equipment assets. All non-revenue service vehicle equipment assets are owned and operated by GBM.

GBM evaluated the inventory of its most significant equipment (items with a replacement cost of \$50,000 or more). These items are listed below and are all located at the GBM facility. The guidance used was from the FTA and from various reports that discuss useful life for these types of equipment to determine if these pieces of equipment were beyond their useful life.

Equipment Type / Useful Life	Years of Remaining Useful Life	Age	Years Equipment Acquired
Vacuum Equipment	(4)	19	2001
Lift	(4)	19	2001
Lift	(4)	19	2001
Lift	(4)	19	2001
Lift	(4)	19	2001
Bus Wash	8	7	2013
Driveway Expansion	13	2	2018
GFI Odyssey Farebox System	0	10	2010
Fuel System	(4)	19	2001
Radio System	2	8	2012
Baycom Camera Surveillance System	2	3	2017
Baycom Camera Surveillance System (add'l)	3	2	2018
Double Map AVL/GPS System	3	2	2018
Parallelogram Lift	5	10	2010
Tennant Floor Scrubber	3	7	2013
Bobcat Toolcat w/ Broom & Blower	6	4	2016
Mitsubishi Forklift	(27)	34	1986
Dually 4WD Truck	(11)	18	2002
F-350 Service Vehicle w/ Spreader & Plow	2	5	2015
Ford Explorer – Service Vehicle	5	2	2018
Ford Edge – Service Vehicle	5	2	2018
Ford Edge – Service Vehicle	5	2	2018
Averages	0.0	10.55	2009

Target for Equipment

GBM currently has eight (8) pieces of equipment that are beyond its useful life. The 2020 TAMP will examine the condition of this equipment in greater detail; if the condition of this equipment is deemed beyond its "state of good repair" in the TAMP, then steps will be taken to get replacement equipment programmed in the Transportation Improvement Program (TIP). Items are forecasted in the current TIP.

Facilities

GBM evaluated the condition of the facilities in its sponsored TAM plan using the TERM Condition Rating (as shown below). GBM will use the FTA minimum useful life standard for facilities of 40 years, as stated in FTA Circular 5010.1E, page IV-26. The chart below shows the results of our findings:

Facility Type	Condition	Years of Remaining Useful Life	Age	Completion Year	Condition
Transit Facility (all)	4.0	21.0	19.0	2001	Good
Averages		21.0	19.0		

TERM Rating	Condition	Description
Excellent	4.8–5.0	No visible defects, near-new condition.
Good	4.0–4.7	Some slightly defective or deteriorated components.
Adequate	3.0–3.9	Moderately defective or deteriorated components.
Marginal	2.0–2.9	Defective or deteriorated components in need of replacement.
Poor	1.0–1.9	Seriously damaged components in need of immediate repair.

Facility Targets

GBM's transit facility is in good condition. GBM, set the TAM performance target based on the TERM rating scale above. The TERM rating of the facility shall not be rated less than 3.0.

2. ASSET CONDITION ASSESSMENT

GBM assesses the condition of its assets on an annual basis by utilizing the FTA TERM (Transit Economic Requirements Model) condition rating assessment scale (see above). This rating scale assigned a numerical value or rank based on the physical condition(s) presented by each individual asset throughout its life cycle. The rating scale is based on numbers 1 to 5, with five being new and one being poor. Assets with a rating of 2.5 or higher are considered to be in a SGR. All completed asset inspection forms are documented and ratings are recorded on the GBM Fixed Asset List.

The inspection process and documentation forms utilized to assess facility and vehicle assets are detailed in the following TAMP companion documents:

- GBM Maintenance Policy and Procedure Manual
 - Facility/Building/Equipment Inspection Procedures & Inspection Assessment Standards

- GBM Maintenance Policy and Procedure Manual
 - GBM Revenue & Non-Revenue Vehicle Inspection Procedures & Inspection Assessment Standards
- GBM Bus Replacement Schedule

3. DECISION SUPPORT TOOLS & MANAGEMENT APPROACH

Management Approach

The primary management approach utilized to maintain an SGR is risk mitigation. This management philosophy applies risk mitigation strategies (policies and procedures) throughout the assets life cycle, both from a maintenance perspective (breakdowns) and a safety & accessibility perspective (accidents/ADA requirements).

Decision Support Tools

The following tools are used in making investment decisions:

Process/Tool	Brief Description
Inspection Reports	Individual inspection reports documenting the condition of the asset.
Rolling Stock Report	Inventory report that is used to track all rolling stock inventories, including age, cost and mileage. This assists in decisions by providing the ability to compare details about the various rolling stock vehicles.
Fixed Asset Inventory Report	Inventory report that shows rolling stock and all other equipment. Able to utilize this report to see what is surpassing its useful life, the condition rating and the other investment opportunities GBM has.

4. INVESTMENT PRIORITIZATION

Maintenance Manager uses best judgment and experience to prioritize needs and submits a request of priorities to the Transit Director. Projects are then ranked based on need. Consideration is given to estimation of funding levels from all sources that are reasonably expected.

The ranking of programs and projects will be expressed as: *High Priority, Medium Priority, or Low Priority*. Each investment prioritization program or project ranked shall contain a year and/or date in which the GBM intends to carry out the program or project.

Plan Review

GBM shall maintain all supporting TAMP records and documents. GBM shall make TAMP records available to Federal (FTA), State (WisDOT) and MPO (Brown County Planning) entities that provide(s) funding to GBM and to aid in the planning process. The TAMP can be considered a "living document" that shall be reviewed on at least a quarterly basis, updated, and incorporated into GBM's capital and budget planning, and reporting

processes. Beginning in 2018, TAMP data served as a “baseline” measure of asset performance management. As more data is collected, additional monitoring categories and goals may be included to support condition and reliability-based decision-making.

NTD Reporting

TAM Targets are reported to NTD annually as required; effective 2018.

Conclusion

The Green Bay Transit Commission, management team, staff, and employees of Green Bay Metro firmly believe that by implementing this *Transit Asset Management Program* (TAMP), that it will allow the transportation system to meet its mission and offer safe, efficient, reliable, and accessible public transportation options to the general public of Green Bay metropolitan area.

In addition, GBM believes that by implementing this TAMP, the following *State of Good Repair* (SGR) indicators will be either maintained or improved upon:

- Limit safety risks;
- Justify investments;
- Increase system reliability & accessibility;
- Lower maintenance costs; and/or
- Increase system performance.

Contact

Patty Kiewiz, Transit Director (920) 448-3455 patriciaki@greenbaywi.gov

Sherry Schuh, Accountant (920) 448-3453 sherryse@greenbaywi.gov

Adoption and Revision History

Adopted and approved by the Green Bay Transit Commission on July 18, 2018.

Revised and updated by the Green Bay Transit Commission on August 21, 2019.

Revised and updated by the Green Bay Transit Commission on June 17, 2020

Appendix 1

5310 Subrecipient List:

DAV – Disabled American Veterans – Dept. of Wisconsin
Richard Marbes, Treasurer
1253 Scheuring Road, Suite A
De Pere, WI 54115-1070

Curative Connections
Steve McCarthy, President and CEO
PO BOX 8027
Green Bay, WI 54308



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

June 17, 2020

PREPARED BY

Patty Kiewiz, Transit Director

AGENDA ITEM # D.4

Discussion/Action: CARES Grant Award

BACKGROUND

Green Bay Metro has received a grant through the CARES Act funding from the federal government. Director Kiewiz will provide specifics and the options that are available for Metro.

RECOMMENDATION

Staff recommends approving the use of the CARES funding as presented.

FISCAL IMPACT

ATTACHMENTS

- I. CARES Funding



Green Bay Metro

Patricia Kiewiz
Transit Director

June 17, 2020

2020 Federal Cares Grant Award \$ 6,415,260

CARES Act Funding Scenario Calculator	
Fill shaded fields, following numerical order	
Funding Scenario	
Operating Expenses	\$ 8,520,178
*CARES Act Contra Exp.	\$ 2,483,360
Operating Expenses Eligible for State/5307	\$ 6,036,818
Revenues	\$ 1,000,000
Net Deficit (Op Exp-CARES – Revenues)	\$ 5,036,818
FFY 2020 Section 5307	\$ 566,116
	\$ 848,347
	\$ 850,000
Total 5307:	\$ 2,264,463
State 85.20 - TOTAL	\$ 2,310,296
Minus Amt for 5307 Match	\$ 989,876
= Remaining 85.20/Operating	\$ 1,320,420
Actual Local Share	\$ 1,451,935
Minimum Required Local	\$ 989,876
Share by Program	\$ 462,059
	\$ -
	\$ 1,451,935
Maximum CARES Act funds that can be used:	\$ (0)

Remaining CARES Act funding: \$ 3,931,900

Remaining funds will be allocated for other capital needs for Green Bay Metro. As required, all projects and purchases will be brought to the Transit Commission for action.



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

June 17, 2020

PREPARED BY

Patty Kiewiz, Transit Director

AGENDA ITEM # D.5

Discussion/Action: Green Bay Metro's Public Transit Agency Safety Plan (PTASP)

BACKGROUND

Per Federal Transit Administration (FTA) 49 CFR Part 673, Green Bay Metro is required to submit a Public Transit Agency Safety Plan ensuring compliance. This is a new requirement and will require ongoing compliance and updating.

This is considered a working document and will be utilized in day to day operations. Modifications and revisions will be made as needed, or annually.

RECOMMENDATION

Staff recommends the approval of Green Bay Metro's Public Transit Agency Safety Plan (PTASP).

FISCAL IMPACT

ATTACHMENTS

- I. Public Transportation Agency Safety Plan (PTASP)



Public Transportation Agency Safety Plan

DRAFT

June 17, 2020

49 CFR 673.11(d)

A State must draft and certify a Public Transportation Agency Safety Plan on behalf of any small public transportation provider that is located in that State. A State is not required to draft a Public Transportation Agency Safety Plan for a small public transportation provider if that agency notifies the State that it will draft its own plan. **In each instance, the Transit Agency must carry out the plan.** If a State drafts and certifies a Public Transportation Agency Safety Plan on behalf of a Transit Agency, and the Transit Agency later opts to draft and certify its own Public Transportation Agency Safety Plan, then the Transit Agency must notify the State. The Transit Agency has one year from the date of the notification to draft and certify a Public Transportation Agency Safety Plan that is compliant with this part. The Public Transportation Agency Safety Plan drafted by the State will remain in effect until the Transit Agency drafts its own Public Transportation Agency Safety Plan.

PUBLIC TRANSPORTATION AGENCY SAFETY PLAN FOR GREEN BAY METRO

TRANSIT AGENCY INFORMATION

Transit Agency	Name	Address
	GREEN BAY METRO	901 UNIVERSITY AVE GREEN BAY WI, 54302
Accountable Executive/Chief Safety Officer	Name	Title
	PATRICIA KIEWIZ	TRANSIT DIRECTOR
Mode(s) of Service Covered by This Plan:		List All FTA Funding Types (e.g., 5307, 5337, 5339):
FIXED ROUTE SERVICE		5307, 5310, 5339
Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)		
FIXED ROUTE – DIRECTLY OPERATED		
PARATRANSIT – CONTRACTED		
Does the agency provide transit services on behalf of another Transit Agency or entity?	Yes	No
		X
Description of Arrangement(s)		
Transit Agency (ies) or Entity(ies) for Which Service Is Provided	Name	Address

PLAN DEVELOPMENT, APPROVAL, AND UPDATES

Signature by the Accountable Executive	Name	Date of Signature
	PATRICIA KIEWIZ	
	Signature	
Approval by Board of Directors (or Equivalent)	Approving Entity	Date of Approval
	GREEN BAY TRANSIT COMMISSION	
	Signatures	
	Roger Kolb -	
	Kevin Kuehn -	
	Alderman Randy Scannell -	
	Rashad Cobb -	
	Emily Ysebaert -	
Signature by the Accountable Executive	Date of Signature	
Signature		
Approving Entity		
GREEN BAY TRANSIT COMMISSION	Date of Approval	
Signatures	6/17/2020	
Roger Kolb		
Kevin Kuehn		
Alderman Randy Scannell		

GREEN BAY METRO

ACTIVITY LOG

3

CONTENTS

TRANSIT AGENCY INFORMATION	2
PLAN DEVELOPMENT, APPROVAL, AND UPDATES.....	2
ACTIVITY LOG	3
DEFINITIONS AND ACRONYMS.....	5
BACKGROUND	8
1 SAFETY POLICIES AND PROCEDURES.....	9
1.1 Commitment to Safety.....	9
1.2 Annual PTASP Review and Update.....	10
1.3 Organization Structure and System Safety Responsibilities.....	11
2 SAFETY RISK MANAGEMENT	12
2.1 Hazard Identification.....	12
2.1.1 Non-Punitive Reporting Policy.....	13
2.2 Safety Risk Assessment	14
2.3 Safety Risk Mitigation	14
2.4 Safety Risk Prioritization	14
3 SAFETY ASSURANCE.....	15
3.1 Defining Safety Goals and Objectives/Outcomes.....	15
3.2 Defining Safety Performance Measures	15
3.2.1 Metrics	16
3.3 Monitoring Performance and Evaluating Results	17
3.4 Integrating Results into Agency Decision-Making Processes.....	18
3.5 Sustaining a Safety Management System	18
4 SAFETY PROMOTION	19
4.1 Safety Promotion, Culture, and Training	19
4.1.1 Safety Culture.....	19
4.1.2 Training.....	20
APPENDICES.....	22
Appendix A – Staff Safety Roles and Responsibilities	15
Appendix B – Safety Assessment and System Review	16
Appendix C – Facility Safety and Security Assessment	17
Appendix D – Risk Assessment Matrix	18
Appendix E – Hazard Assessment Log	19
Appendix F – Prioritized Safety Risk Log	19
Appendix G – Safety Performance Matrix	19
Appendix H – Training Frequency Schedule	19
Appendix I – Safety Reporting and Targets	20
APPENDICES.....	22
Appendix A – Staff Safety Roles and Responsibilities	15
Appendix B – Safety Assessment and System Review	16
Appendix C – Facility Safety and Security Assessment	17

DEFINITIONS AND ACRONYMS

The following definitions may be used throughout this document, and correspond to the definitions provided in 49 CFR 673.5.

Accident means an “event”, as defined below, that involves any of the following:

1. A loss of life,
2. A report of a serious injury to a person,
3. A collision of public transportation vehicles,
4. A runaway train,
5. An evacuation for life safety reasons, or
6. Any derailment of a rail transit vehicle (any location, any time, any cause).

Accountable Executive means a single, identifiable individual who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan (as defined below) of a public transportation agency; responsibility for carrying out the agency’s Transit Asset Management Plan (as defined below), and control or direction over the human and capital resources needed to develop and maintain both the agency’s Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the agency’s Transit Asset Management Plan in accordance with 49 U.S.C. 5326.

Chief Safety Officer means an adequately trained individual who has responsibility for safety and reports directly to a Transit Agency’s chief executive officer, general manager, president, or equivalent officer. A Chief Safety Officer may not serve in other operational or maintenance capacities, unless the Chief Safety Officer is employed by a Transit Agency that is a small public transportation provider as defined in this part, or a public transportation provider that does not operate a rail fixed guideway public transportation system.

Equivalent Authority means an entity that carries out duties similar to that of a Board of Directors, for a recipient or subrecipient of FTA funds under 49 U.S.C. Chapter 53, including sufficient authority to review and approve a recipient or subrecipient’s Public Transportation Agency Safety Plan.

Event means an “accident”, as defined above, or “incident” or “occurrence” (each as defined and below).

FTA means the Federal Transit Administration, an agency within the United States Department of Transportation.

Hazard means any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment (as defined below).

Incident means an “event” (as defined above), that involves any of the following:

1. A personal injury that is not a serious injury,
2. One or more injuries requiring medical transport, or
3. Damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operations of a Transit Agency.

FTA means the Federal Transit Administration, an agency within the United States Department of Transportation.

Investigation means the process of determining the causal and contributing factors of an “accident”, “incident”, or “hazard” (each as defined here), for the purpose of preventing recurrence and mitigating risk.

National Public Transportation Safety Plan means the plan to improve the safety of all public transportation systems that receive federal financial assistance under 49 U.S.C. Chapter 53.

Occurrence means an “event” (as defined above), without any personal injury in which any damage to facilities, equipment, rolling stock, or infrastructure does not disrupt the operations of a Transit Agency.

Operator of a public transportation system means a provider of public transportation as defined under 49 U.S.C. 5302(14).

Performance measure means an expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets.

Performance target means a quantifiable level of performance or condition, expressed as a value for the measure, to be achieved within a time period required by the Federal Transit Administration (FTA).

Public Transportation Agency Safety Plan means the documented comprehensive agency safety plan for a Transit Agency that is required by 49 U.S.C. 5329 and this part.

Risk means the composite of predicted severity and likelihood of the potential effect of a hazard.

Risk mitigation means a method or methods to eliminate or reduce the effects of hazards.

Safety Assurance means processes within a Transit Agency's Safety Management System that functions to ensure the implementation and effectiveness of safety risk mitigation, and to ensure that the Transit Agency meets or exceeds its safety objectives through the collection, analysis, and assessment of information.

Safety Management Policy means a Transit Agency's documented commitment to safety, which defines the Transit Agency's safety objectives and the accountabilities and responsibilities of its employees in regard to safety.

Risk means the composite of predicted severity and likelihood of the potential effect of a hazard.

Safety Management System (SMS) means the formal, top-down, organization-wide approach to managing safety risk and assuring the effectiveness of a Transit Agency's safety risk mitigation. SMS includes systematic procedures, practices, and policies for managing risks and hazards.

Safety performance target means a Performance Target related to safety management activities.

Safety Promotion means a combination of training and communication of safety information to support SMS as applied to the Transit Agency's public transportation system.

Safety Management Policy means a Transit Agency's documented commitment to safety, which defines the Transit Agency's safety objectives and the accountabilities and responsibilities of its employees in regard to safety.

Safety risk assessment means the formal activity whereby a Transit Agency determines Safety Risk Management priorities by establishing the significance or value of its safety risks.

Safety Risk Management means a process within a Transit Agency's Public Transportation Agency Safety Plan for identifying hazards and analyzing, assessing, and mitigating safety risk.

Serious injury means any injury which:

1. Requires hospitalization for more than 48 hours, commencing within 7 days from the date of the injury was received;
2. Results in a fracture of any bone (except simple fractures of fingers, toes, or noses);
3. Causes severe hemorrhages, nerve, muscle, or tendon damage;
4. Involves any internal organ; or
5. Involves second- or third-degree burns, or any burns affecting more than 5 percent of the body surface.

Small public transportation provider means a recipient or subrecipient of Federal financial assistance under 49 U.S.C. 5307 that has one hundred (100) or fewer vehicles in peak revenue service and does not operate a rail fixed guideway public transportation system.

State means a State of the United States, the District of Columbia, Puerto Rico, the Northern Mariana Islands, Guam, American Samoa, and the Virgin Islands.

State of good repair means the condition in which a capital asset is able to operate at a full level of performance.

Transit Agency means an operator of a public transportation system.

Transit Asset Management Plan means the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles, for the purpose of providing safe, cost-effective, and reliable public transportation, as required by 49 U.S.C. 5326 and 49 CFR part 625.

CFR	-	Code of Federal Regulations
CSO	-	Chief safety officer
FTA	-	Federal Transit Administration
GBM	-	Green Bay Metro
MAP-21	-	Moving Ahead for Progress in the 21st Century
NTD	-	National Transit Database
PTASP	-	Public transportation agency safety plan
SGR	-	State of good repair
SMS	-	Safety management system
SOP	-	Standard operating procedure
TAM	-	Transit asset management
U.S.C.	-	United States Code

CFR	-	Code of Federal Regulations
CSO	-	Chief safety officer
FTA	-	Federal Transit Administration
GBM	-	Green Bay Metro
MAP-21	-	Moving Ahead for Progress in the 21st Century
NTD	-	National Transit Database
PTASP	-	Public transportation agency safety plan
SGR	-	State of good repair
SMS	-	Safety management system

BACKGROUND

The Moving Ahead for Progress in the 21st Century (MAP-21) Act grants the Federal Transit Administration (FTA) the authority to establish and enforce a comprehensive regulatory framework to oversee the safety of public transportation throughout the United States. As a component of this safety oversight framework, MAP-21 requires certain recipients of FTA Chapter 53 funding to develop and implement a Public Transportation Agency Safety Plan (PTASP).

In addition to greater safety oversight responsibilities, MAP-21's grant of expanded regulatory authority puts FTA in a position to provide guidance to transit agencies that strengthens the use of safety data to support management decisions, improves the commitment of transit leadership to safety, and fosters a culture of safety that promotes awareness and responsiveness to safety risks. The framework to this approach is called a safety management system (SMS), which moves the transit industry towards a more holistic, performance-based approach to safety. The SMS framework has been adopted by FTA in its National Public Transportation Safety Plan ("national safety plan").

The PTASP for Green Bay Metro (GBM) supports and is consistent with an SMS approach to safety risk management. SMS is an integrated collection of policies, processes, and behaviors meant to ensure a formalized, proactive, and data-driven approach to safety risk management. The aim of an SMS is to increase the safety performance of transit systems by proactively identifying, assessing, and controlling safety risks. The approach is meant to be flexible and scalable, so that transit agencies of all types and sizes can efficiently meet the basic requirements of MAP-21. The PTASP for Green Bay Metro addresses the following elements, outlined in **Table 1** (below):

☐ Safety Management Policy Statement:	A policy statement establishing senior management commitment to continual safety improvement, signed by the executive accountable for the operation of the agency and the board of directors.
☐ Document Control:	A description of the regular annual process used to review and update the plan including a timeline for implementation of the process.
☐ Core Safety Responsibilities:	A description of the responsibilities, accountabilities, and authority of the accountable executive, the key safety officers, and key members of the safety management team.
☐ Safety Training Program:	A description of the comprehensive safety training program for agency staff that ensures that staff are trained and competent to perform their safety duties.
☐ Safety Risk Management:	A description of the formal processes the agency uses to identify hazards, analyze and assess safety risks, and develop, implement and evaluate risk controls.
☐ Safety Risks:	A description the most serious safety risks to the public, personnel and property.
☐ Risk Control:	A description of the risk control strategies and actions that the agency will undertake to minimize exposure of the public, personnel and property to hazards, including a schedule for implementing the risk control strategies and the primary entity responsible for each strategy.
☐ Safety Assurance:	A list of defined safety performance indicators for reach priority risk and associated targets the agency will use to determine if it is achieving the specified safety goals.
☐ Desired Safety Outcomes:	A description of desired safety outcomes for each risk using the measurable safety performance indicators established.

Table 1: Elements of a Public Transportation Agency Safety Plan (PTASP)

☐ Safety Risk Management:	A description of the formal processes the agency uses to identify hazards, analyze and assess safety risks, and develop, implement and evaluate risk controls.
☐ Safety Risks:	A description the most serious safety risks to the public, personnel and property.
☐ Risk Control:	A description of the risk control strategies and actions that the agency will undertake to minimize exposure of the public, personnel and property to hazards, including a schedule for implementing the risk control strategies and the primary entity responsible for each strategy.
☐ Safety Assurance:	A list of defined safety performance indicators for reach priority risk and associated targets the agency will use to determine if it is achieving the specified safety goals.

1 SAFETY POLICIES AND PROCEDURES

1.1 COMMITMENT TO SAFETY

Policy Statement

The management of safety is one of our core business functions. Green Bay Metro (GBM) is committed to developing, implementing, maintaining, and constantly improving processes to ensure that all our transit service delivery activities take place under a balanced allocation of organizational resources, aimed at achieving the highest level of safety performance and meeting established standards.

To ensure transit system safety, and in order to comply with Federal Transit Administration (FTA) requirements, GBM has developed and adopted this Public Transportation Agency Safety Plan (PTASP) to comply with 49 CFR Part 673, the FTA regulation established by Section 5329(d) of the Moving Ahead for Progress in the 21st Century (MAP-21) Act, which was signed into law by President Barack Obama on July 6, 2012.

All levels of management and all employees are accountable for the delivery of this highest level of safety performance, starting with the Accountable Executive.

Green Bay Metro commits to:

- Support the management of safety through the provision of appropriate resources, that will result in an organizational culture that fosters safe practices, encourages effective employee safety reporting and communication, and actively manages safety with the same attention to results as the attention to the results of the other management systems of the organization;
- Integrate the management of safety among the primary responsibilities of all managers and employees;
- Clearly define for all staff, managers, and employees, their accountabilities and responsibilities for the delivery of the organization's safety performance and the performance of our Safety Management System (SMS);
- Establish and operate hazard identification and analysis, and safety risk assessment activities, including an employee safety reporting program as a fundamental source for safety concerns and hazard identification, in order to eliminate or mitigate the safety risk of the consequences of hazards resulting from our operations or activities to a point which is consistent with our acceptable level of safety performance;
- Ensure that no action will be taken against any employee who discloses a safety concern through the employee safety reporting program, unless disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures;
- Comply with, and wherever possible exceed, legislative and regulatory requirements and standards;

- Ensure that sufficient skilled and trained human resources are available to implement safety management processes;
- Ensure that all staff are provided with adequate and appropriate safety-related information and training, are competent in safety management matters, and are allocated only tasks commensurate with their skills;
- Establish and measure our safety performance against realistic and data-driven safety performance indicators and safety performance targets;
- Continually improve our safety performance through management processes that ensure that appropriate safety management action is taken and is effective; and
- Ensure externally supplied systems and services to support our operations are delivered meeting our safety performance standards.

Other policies and plans that detail specific safety related topics at GBM are listed below. These are in addition to any measures implemented in the PTASP. When policies are updated, all employees will receive a new written copy of the policy.

- Accidents & Incidents Policy
- Bus Operator Manual
- City Emergency Operations Plan
- City Emergency Support Function/Evacuation & Transportation Resources
- City Policies and Procedures Manual
- Dispatch Manual
- Drug & Alcohol Policy
- Maintenance Policy & Procedure
- Paratransit Policy
- Segway Policy
- Severe Weather/Tornado Policy
- Standing on the Bus Policy
- System Security and Emergency Action Plan

1.2 ANNUAL PTASP REVIEW AND UPDATE

GBM management will review the PTASP annually, update the document as necessary, and implement the changes within a timeframe that will allow the agency to timely submit to any annual or other periodic reviews, including its annual self-certification of compliance. At minimum, annual self-certification will consist of both the Accountable Executive and the Transit Commission signing and dating this document.

Annual review of the PTASP will be conducted by GBM by June 1 of each calendar year. Necessary updates outside the annual update window may be handled as PTASP addenda. Reviews of the PTASP and any subsequent updates, addenda, adoption, and distribution activities will be documented in the Activity Log at the beginning of this document.

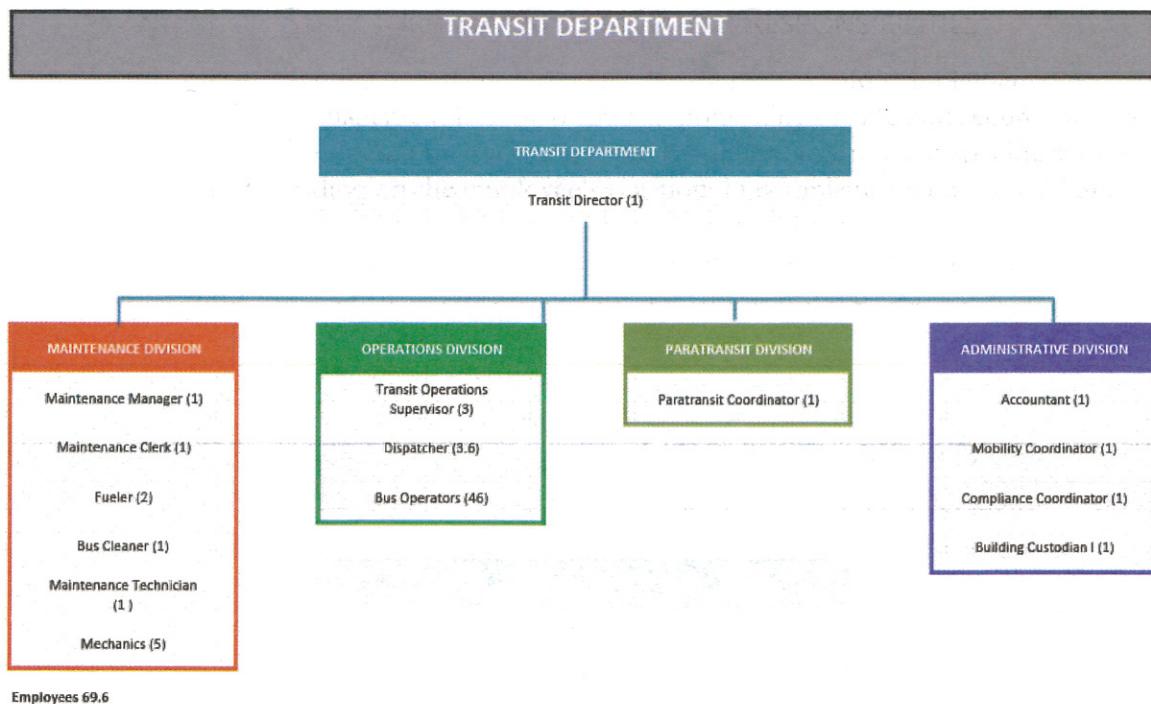
1.2 ANNUAL PTASP REVIEW AND UPDATE

GBM management will review the PTASP annually, update the document as necessary, and

1.3 ORGANIZATION STRUCTURE AND SYSTEM SAFETY RESPONSIBILITIES

While the Accountable Executive has the ultimate responsibility for GBM's implementation of its PTASP, GBM's executive management has the overall responsibility of safe and secure operations of GBM and contract service operators. Each employee is required to carry out specific system safety responsibilities, depending on the employee's position, in compliance with the PTASP.

The information provided in the Staff Safety Roles and Responsibilities table (Appendix A) describes each position and general system safety responsibilities, and the agency's reporting structure.



2 SAFETY RISK MANAGEMENT

2.1 HAZARD IDENTIFICATION

Establishing an effective hazard identification program is fundamental to safety management at GBM. FTA defines a hazard in 49 CFR part 673.5 as “any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.” Hazard identification comes from many sources. Examples of these such sources include but are not limited to; FTA and other oversight authorities, and public reports on safety information, as well as safety bulletins and information from manufacturers.

Hazard identification can be reactive or proactive in nature: safety event reporting, incident investigation, and trend monitoring are essentially reactive; other hazard identification methods proactively seek feedback through data collection, observation, and day-to-day operations analysis. Common hazard identification activities include:

- Safety assessments
 - Assessments are conducted in collaboration with the City of Green Bay Human Resources department and the Risk department as well as Transit Mutual Insurance (TMI)
 - TMI safety audit
 - TMI mystery riders approximately 15 times per year
 - Maintenance Manager monitors the facility and rolling stock preventative maintenance schedules to ensure compliance.
- Trend monitoring
 - GBM receives reports from TMI regarding trends within our system as well as all the transit systems in the state of Wisconsin.
 - GBM receives reports from the City of Green Bay Risk department in regards to current safety trends within City departments.
 - GBM also analyzes Worker’s Comp claims to look for similarities and trends in causes.
 - Operations Supervisors track and categorize every incident and accident that occurs and trends are discussed quarterly at Safety Meetings. Information is also shared via the Safety Committee which is made up of representatives from each division within GBM.
- Hazard and safety event reporting (with causal factor analysis)
 - Hazards will be monitored by utilizing appendices B through G which are updated frequently.
- Safety surveys
 - Employees can report safety concerns anonymously either by calling the confidential reporting phone number at 920-448-3492 or emailing the anonymous address metro.info@greenbaywi.gov . Suggestions can also be submitted by writing concerns on a piece of paper and placing them in the safety suggestion box located in the Operations break room which will be checked periodically by an Operations Supervisor.

- Safety audits
 - Route qualification audits, which ensure that all operators are qualified to drive all routes.
 - Recertification on safe driving techniques (see section 4.1.2 for more information)
 - Observation audits conducted by an Operations Supervisor riding along with an operator to evaluate their adherence to policy. Observation audits are also done by reviewing video from the bus. Checks are done on the Operator's adherence to safety policies, their uniforms, their customer relation skills and the general operation of the bus. Upon conclusion of the ride along, time is scheduled with the Operator to go over the results and discuss what was done well and what areas could be improved upon.
 - Hours of service audits conducted daily when creating Operators driving schedules to ensure no driver is allowed to drive for more than 13.5 hours per day in accordance with department policy.
 - The City of Green Bay Human Resources department monitors all applicable employees with a Commercial Driving License (CDL) to ensure up to date and accurate information. GBM is in compliance with the Federal Highway Administration's Commercial Driver Licensing Standards. All Bus Operators and Maintenance personnel are required to have a CDL in the class required by the state issuing the license.
- Evaluating customer suggestions and complaints
 - Customer suggestions and complaints can be submitted in one of three ways. Passengers can call the confidential hotline at 920-448-3492, by emailing metro.info@greenbaywi.gov, by requesting to speak with an Operations Supervisor when at the Passenger Center or by submitting a comment to the suggestion box in the passenger lobby.

The number of near-misses, known as accident precursor data, is significantly greater than the number of accidents for comparable types of events. The practice of reporting and learning from accident precursor data is a valuable complement to other hazard identification practices. To be successful, hazard identification must take place within a non-punitive and just safety culture. GBM employs systematic safety improvements by discovering and learning of potential weaknesses in the system's safety.

2.1.1 Non-Punitive Reporting Policy

GBM is committed to the safest transit operating standards practicable. To achieve this, it is imperative that GBM have uninhibited reporting of all safety events that may compromise safe operations. To this end, every employee is responsible for the communication of any information that may affect the integrity of transit safety. Such communication must be completely free of any form of reprisal.

GBM will not take disciplinary action against any employee who discloses a safety event. This policy shall not apply to information received by GBM from a source other than the employee, or that involves an illegal act, or a deliberate or willful disregard of rules, regulations, or agency policies or procedures.

2.1.1 Non-Punitive Reporting Policy

GBM's method of collection, recording, and disseminating information obtained from transit safety reports has been developed to protect, to the extent permissible by law, the identity of any employee who provides transit safety information.

2.2 SAFETY RISK ASSESSMENT

Once a hazard has been identified, GBM will conduct an assessment, using Appendix D, to determine the potential consequences. Factors to be considered are the likelihood of occurrence, the severity of the consequences (should there be an occurrence), and the level of exposure to the hazard. GBM will assess risks subjectively by experienced personnel using a risk assessment matrix. Results of the risk assessment process will help determine whether the risk is being appropriately managed or controlled. If the risks are acceptable, the hazard will continue to be monitored. If the risks are unacceptable, steps will be taken by GBM to lower the risk to an acceptable or tolerable level, or to remove, avoid, or otherwise eliminate the hazard.

2.3 SAFETY RISK MITIGATION

The assessment process may indicate that certain hazards have an acceptable level of risk, while others require mitigation to an acceptable or tolerable level. GBM will further manage risk by completing a **Hazard Assessment Log (Appendix E)** that can help prioritize safety risks. The level of risk can be lowered by reducing the severity of the potential consequences, likelihood of occurrence, exposure to that risk, or by some combination.

In general, GBM will take the following safety actions to mitigate risk – these actions can be categorized into three broad categories, including:

1. **Physical Defenses:**

These include objects and technologies that are engineered to discourage, or warn against, or prevent inappropriate action or mitigate the consequences of events (e.g. traffic control devices, fences, safety restraining systems, transit controls/signals, transit monitoring systems, etc.)

2. **Administrative Defenses:**

These include procedures and practices that mitigate the likelihood of accident/incident (e.g. safety regulations, standard operating procedures, personnel proficiency, supervision inspection, training, etc.)

3. **Behavioral Defenses:**

These include behavioral interventions through education and public awareness campaigns aimed at reducing risky and reckless behavior of motorists, passengers and pedestrians; factors outside the control of the agency (e.g. the *Zero in Wisconsin* campaign)

2.4 SAFETY RISK PRIORITIZATION

Once a hazard has been identified and the risk level assessed, GBM will prioritize safety risks. Appendix E will be used to analyze the transit system as a whole and identify hazards. After hazards have been identified, Appendix F will prioritize these hazards and identify a timeline for corrective action.

3 SAFETY ASSURANCE

Safety assurance provides the necessary feedback to ensure that the SMS is functioning effectively and that GBM is meeting or exceeding its safety objectives. Safety assurance requires a clear understanding of how safety performance will be evaluated, or in other words, what metrics will be used to assess system safety and determine whether the SMS is working properly. Having decided on the metrics by which success will be measured, safety management requires embedding these metrics in the organizational culture and encouraging their use for ongoing performance improvement.

3.1 DEFINING SAFETY GOALS AND OBJECTIVES/OUTCOMES

Setting safety goals and objectives is part of strategic planning and establishing safety policy for GBM. Clearly defining safety goals is the first part in creating a safety performance measurement system.

Safety goals are general descriptions of desirable long-term impacts. For example, a general safety goal might be:

"Foster agency-wide support for transit safety by establishing a culture where management is held accountable for safety and everyone in the organization takes an active role in securing transit safety."

Safety objectives or outcomes are more specific statements that define measurable results. For example, a specific safety objective for the goal stated above might be:

"Establish regular transit safety meetings comprised of staff at varying levels, including executives, officers, managers, operators and maintenance personnel."

The safety objective/outcome will then be measured by defining specific performance metrics, including a baseline and target, that GBM will determine is reasonable.

3.2 DEFINING SAFETY PERFORMANCE MEASURES

Performance measurement is the regular systematic collection, analysis, and reporting of data that track resources used, work produced, and whether specific outcomes were achieved. In other words, it is a tool to quantify and improve performance, and engage and communicate with GBM staff and external stakeholders.

The two core functions of performance measurement include monitoring and evaluating progress. Performance can be measured in terms of inputs, outputs, outcomes, and efficiency, among many other criteria.

GBM will utilize these basic principles of performance measurement, including:

GBM will utilize these basic principles of performance measurement, including:

- Stakeholder involvement and acceptance
- Focus on agency goals and activities
- Clarity and precision
- Creditability and robustness
- Variety of measures
- Number of measures
- Hierarchy of measures
- Forward-looking measures
- Integration into agency decision-making
- Timely reporting
- Understand agency specifics, including context and scale of operations
- Realism of goals and targets

3.2.1 Metrics

System safety data can be collected through a variety of sources, including:

- Near miss information
- Accident investigation reports (with causal factor analysis)
 - Employees are required to report all accidents and incidents at the time of their occurrence. Employees are required to report on, but not limited to the following: all types of accidents and incidents, slips and falls, vandalism, discovered vehicle damage, passenger misconduct, work related injury, etc. All reports are reviewed and investigated by supervisory personnel.
- Internal safety audits (or reviews)
- Safety committee meetings
- Injury reports (including occupational injury)
- Safety event reports (including accidents, incidents, and occurrences)
- System monitoring (including testing and inspection records)
- Hazard management program

This safety data will be analyzed and used for development of key safety performance indicators and targets. Past actual data and future targets can be seen in Appendix I.

GBM will initially focus on areas based on data delivered to the National Transit Database (NTD), as the following:

- **Fatalities**
 1. Total number of reportable fatalities
 2. Rate of reportable fatalities per total vehicle revenue miles
- **Injuries**
 3. Total number of reportable injuries
 4. Rate of reportable injuries per total vehicle revenue miles
- **Safety Events**
 5. Total number of reportable safety events
 6. Rate of reportable safety events per total vehicle revenue miles

- **System Reliability**

7. Mean distance between major mechanical failures

These safety performance measures are used to select improvement targets for these four measures and for each mode of transit, in order to encourage improvements and monitor the safety performance of delivering transit services. In addition, GBM will select additional performance measures and targets, both leading and lagging, to insure continual improvement of our SMS.

GBM will make its safety performance measures improvement targets available to applicable state agencies and metropolitan planning organizations (MPOs), and, to the maximum extent practicable, will coordinate with both in the selection of safety performance targets. Targets will be submitted to the MPO, in writing, by July 15th of each year. Targets will be adopted into local Transportation Improvement Plans (TIP) or TIP amendment that will be submitted by the MPO to the state by October 31st of each year.

The Brown County Planning Commission is the designated Metropolitan Planning Organization (MPO) for the Green Bay Urbanized Area. The MPO establishes performance measure targets, data sharing and reporting in coordination with WisDOT and GBM. The MPO works with WisDOT and GBM in preparation of financial plans for transit, including the cooperative development of estimates of transportation system costs and funding revenues to support implementation of the plan and program.

The safety data collected from the above sources will be analyzed for potential safety impacts. Identified areas of concern are reported to appropriate personnel in the form of specific project reports, memos, and recommendations from the safety committee.

Records of system safety data are maintained for a minimum of three years. Certain information, such as safety certification backup documentation is maintained by GBM's document control process. In addition to safety data, GBM maintains other data and documentation of activities required by the PTASP. Distribution of safety-related reports and data is accomplished through the GBM safety committee.

3.3 MONITORING PERFORMANCE AND EVALUATING RESULTS

Once safety goals, objectives/outcomes, and measures have been defined, they can be organized into a **Safety Performance Matrix (Appendix G)** or **Safety Performance Outline (Appendix F)**. Organizing information, particularly in a matrix, will allow GBM to continuously monitor safety performance and evaluate results. GBM will evaluate safety performance and update documentation at least semi-annually.

GBM will monitor its system for compliance with operations and maintenance procedures by conducting internal audits that will review policies to ensure that they are compliant with our safety goals and reporting processes. An internal audit will occur annually as policies are reviewed and updated, or as necessary.

Operation Supervisors will conduct evaluations for each bus operator at a minimum of twice per year. These evaluations may be conducted in person on-board and/or video review. Peer reviews

are conducted for all new bus operators and will be reviewed prior to the new bus operator being released on his/her own.

Maintenance will track all repairs and injuries and investigate reoccurring situations. Policies and procedures will be updated as necessary to ensure a safe environment. Employee evaluations will be conducted annually.

The Hazard log (appendix E) will be reviewed quarterly to identify safety risk mitigations and assess their effectiveness. At that time, if needed, risk mitigations will be adjusted to better serve a safe environment.

3.4 INTEGRATING RESULTS INTO AGENCY DECISION-MAKING PROCESSES

GBM is committed to using the data collected and information learned to inform decision-making and instill positive change. The main objective is the continuous improvement of transit system safety. When performance goals are not met, GBM will work to identify why such goals were not met and what actions can be taken to minimize the gap in achieving defined goals. However, when goals are easily achieved, action will be taken to exceed expectations and re-establish a reasonable baseline.

Uses of performance results include:

- Focus attention on performance gaps and trigger in-depth investigations of what performance problems exist
- Help make informed resource allocation decisions
- Identify needs for staff training or technical assistance
- Help motivate employees to continue making program improvements
- Support strategic planning efforts by providing baseline information for tracking progress
- Identify best practices through benchmarking
- Respond to elected officials and the public's demand for accountability

3.5 SUSTAINING A SAFETY MANAGEMENT SYSTEM

In order to sustain the SMS, GBM will ensure that particular processes are employed to instill an organizational foundation. Examples of actions taken to sustain the SMS include:

- **Create measurement-friendly culture:**
All staff, including senior managers, should be actively engaged in creating measurement-friendly culture by promoting performance measurement as a means of continuous improvement. Senior managers will also lead by example and utilize performance metrics in decision making processes.
- **Build organization capacity:**
Investment in developing skilled human resources capacity is essential to sustaining an SMS. Both technical and managerial skills will be needed for data collection and analysis, and setting goals. Managing staff and the governing board will commit the financial resources required for organizational capacity and maintaining an SMS on a continuous basis.
- **Reliability and transparency of performance results:**
The SMS will be able to produce and report its results, both good and bad. Performance information should be transparent and made available to all stakeholders. Messengers should be

protected to preserve the integrity of the measurement system. The focus should be on opportunities for improvement rather than allocating blame.

- **Demonstrate continuous commitment to measurement:**

Visible commitment to using metrics is a long-term initiative. GBM will demonstrate a commitment to performance measurement by establishing a formal process of reporting performance results, such as including transit safety and performance measurement as a standing agenda item at city council and county board meetings.

4 SAFETY PROMOTION

4.1 SAFETY PROMOTION, CULTURE, AND TRAINING

GBM believes safety promotion is critical to the success of an SMS by ensuring that the entire organization fully understands and trusts its safety policies, procedures, and structure. Further, safety promotion involves establishing an organizational and workplace culture that recognizes safety as a core value, training employees in safety principles, and allowing open communications of safety issues.

4.1.1 *Safety Culture*

Positive safety culture must be generated from the top. The actions, attitudes, and decisions at the policy-making level must demonstrate a genuine commitment to safety. Safety must be recognized as the responsibility of each employee, with the ultimate responsibility for safety resting with the Accountable Executive. Employees must trust that they will have management support for decisions made in the interest of safety, while also recognizing that intentional breaches of safety will not be tolerated.

The primary goal of safety promotion at GBM is to develop a positive safety culture that allows the SMS to succeed. A positive safety culture is defined as one which is:

A. An Informed Culture

- Employees understand the hazards and risks involved in their areas of operation
- Employees are provided with the necessary knowledge, training and resources
- Employees work continuously to identify and overcome threats to safety

B. A Just Culture

- Employees know and agree on what is acceptable and unacceptable behavior
- Human errors must be understood, but negligence and willful violations cannot be tolerated

C. A Reporting Culture

- Employees are encouraged to voice safety concerns and to share critical safety information without the threat of punitive action
- When safety concerns are reported, they are analyzed, and appropriate action is taken

D. A Learning Culture

- Learning is valued as a lifetime process beyond basic-skills training

- Employees are encouraged to develop and apply their own skills and knowledge to enhance safety
- Employees are updated on safety issues by management, and safety reports are fed back to staff so that everyone learns the pertinent lessons

GBM is committed to putting safety first.....always. Providing a safe working environment for all employees is a priority. Employees are encouraged to submit safety suggestions and promotional items may be awarded at various times throughout the year. GBM also participates in the safety program that is conducted by Transit Mutual Insurance Company. Training sessions are conducted quarterly along with assisting in creating a safety culture.

4.1.2 Training

During the initial implementation of an SMS, specific training will be required for all employees and contract staff, to explain the agency's safety culture and describe how GBM's SMS works. The Chief Safety Officer is the resource person for providing a corporate perspective on GBM's approach to safety management.

GBM's Safety Manager will maintain the list of all Metro required trainings (Appendix H). Information will include the purpose of the training, and the minimum frequency, by position. Additional trainings will be conducted on an as needed basis if an employee has returned from an extended leave or is having an issue with a particular aspect of a training topic. The Safety Manager will maintain a roster to ensure compliance for each employee, separated by division.

Safety topics are communicated in several different ways including but not limited to Quarterly Safety Meetings, the Safety Board in the Operators and Mechanics break rooms, as well as the Safety Screen in the operators check in room. All of these methods display changing safety topics ranging from refresher tips to reports on safety incidents.

Safety Management training topics may include:

A. Initial Safety Training for All Staff

1. Customer Service Training
2. Fire Extinguisher Training
3. Emergency Evacuation – Facility
4. Threat Awareness Training
5. Severe Weather
6. System Security and Emergency Action Plan

B. Safety Training for Operators

1. Current Trends in safety issues
2. Mobility Device Securement Training
3. Smith System

C. Safety Training for Dispatchers

1. Reasonable Suspicion Training

D. Safety Training for Management

1. Reasonable Suspicion Training

E. Safety Training for Maintenance

1. Current Trends in safety issues
2. Smith system
3. Asbestos Awareness
4. Audiometric Test
5. Blood borne Pathogens Program
6. Bobcat
7. Bus Washer
8. Confined Space Awareness
9. Customer Service
10. Drill Press
11. Fall Protection
12. Fire Extinguisher
13. Fuel System
14. Hazard Communications
15. Hearing Conservation Program
16. Lock Out & Tag Out
17. Parts Washer
18. Personal Protective Equipment
19. Plow Trucks
20. Spills and Leaks
21. Forklift
22. Refrigerant
23. Respirator Fit
24. Respiratory Protection
25. Safe Lifting
26. Scissors Lift
27. Tennant Floor Scrubber

F. Training for the Safety Manager

1. Familiarization with different transit modes, types of operation, routes, etc.
2. Understanding the role of human performance in safety event causation and prevention
3. Operation of the SMS
4. Investigating safety events
5. Safety promotion
6. Communication skills
7. Monitoring safety performance

G. Training for the Accountable Executive

1. Familiarization with different transit modes, types of operation, routes, etc.
2. Understanding the role of human performance in safety event causation and prevention
3. Crisis management and emergency response planning
4. Performing safety audits and assessments
5. National Transit Database (NTD) safety event reporting requirements

APPENDICES

- Appendix A – Staff Safety Roles and Responsibilities
 - Appendix B – Safety Assessment and System Review
 - Appendix C – Facility Safety and Security Assessment
 - Appendix D – Risk Assessment Matrix
 - Appendix E – Hazard Identification and Risk Assessment Log
 - Appendix F – Prioritized Safety Risk Log
 - Appendix G – Safety Performance Matrix
 - Appendix H – Training Frequency Schedule
 - Appendix I – Safety Reporting and Targets
-

APPENDIX A

Green Bay Metro STAFF SAFETY ROLES AND RESPONSIBILITIES

Complete the table below, in addition to the staff roles and responsibilities you may have provided in Section 1.3 of the PTASP. You must include the Accountable Executive, Chief Safety Officer, agency leadership and executive management, and key staff (operations and maintenance, for example) – be sure to include any and all staff that might have some role in a safe transit agency (executive/management level, HR, and finance may likely be included).

Completed by: Patty Kiewiz & Miranda Socha Date: 5/11/20		
Position Title	Name of Staff Member	Position Description
Accountable Executive, Chief Safety Officer	Patty Kiewiz, Transit Director	49 CFR § 673.5 – Accountable Executive means a single, identifiable person who has ultimate responsibility for carrying out the PTASP; responsibility for carrying out the agency's TAM Plan; and control or direction over the human and capital resources needed to develop and maintain both the agency's PTASP, in accordance with 49 U.S.C. § 5329(d), and the agency's TAM Plan in accordance with 49 U.S.C. § 5326. 49 CFR § 673.5 – Chief Safety Officer means an adequately trained individual who has responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president, or equivalent officer. A Chief Safety Officer (CSO) for a small public transportation provider (as defined in Part 673) may serve in capacities (operational or maintenance) unless the agency ceases to be a small public transportation provider or operates a rail transit system.
Safety Manager	Chris Braatz, Operations Supervisor	Ensure coordinated development and implementation of the PTASP
		Safety Responsibilities • Ultimate responsibility for carrying out the PTASP • Responsibility for carrying out the TAM Plan • Control or direction over the human and capital resources needed to develop and maintain both plans • Ensuring the agency's SMS is effectively implemented throughout the system • Ensuring action is taken, as necessary, to address substandard performance in the agency's SMS • May delegate specific responsibilities, except ultimate accountability for the agency's safety performance, which always rests with the Accountable Executive
		• Maintains a safe working environment • Adheres to all safety policies and procedures • Promotes safety awareness throughout the organization • Ensures safety documentation is current and accessible to all employees • Communicates changes in safety documents to all personnel • Monitors effectiveness of corrective actions • Provides periodic reports on safety performance • Renders independent advice to the CEO, senior managers, and other personnel on safety-related matters • Ensures that safety management has a high priority throughout the organization • Is adequately trained • Reports directly to agency's Accountable Executive

			• Authority and responsibility for day-to-day implementation and operation of agency's SMS • Is responsible for identifying, tracking, and monitoring safety risk mitigations in coordination with Supervisors • Maintains a safe working environment • Adheres to all safety policies and procedures • Full knowledge of all standard and safety operating procedures • Ensures that drivers make safety a primary concern when on the job • Listens and acts upon any safety concerns raised • Immediately reports safety concerns to the CSO/SM • Provides leadership and direction to employees during security incidents • Handles minor non-threatening rule violations • Defuses minor arguments • Determines when to call for assistance • Responds to fare disputes and service complaints • Responds to security related calls with police officers when required, rendering assistance with crowd control, victim/witness information gathering, and general on-scene assistance • Completes necessary security related reports • Takes photographs of damage and injuries • Coordinates with all outside agencies at incident scenes • Is responsible for identifying, tracking, and monitoring safety risk mitigations
Supervisors	Harman Singh, Operations Supervisor, Patrick Schmidt, Operations Supervisor and Kenny Hofer, Maintenance Manager Supervisors are responsible for communicating the transit agency's safety policies to all employees.		• Maintains a safe working environment • Adheres to all safety policies and procedures • Familiar with all applicable employee manuals and procedures • Responds verbally to complaints • Completes all necessary safety related reports • Reports all safety incidents to Supervisor on duty • Are responsible for routing unexpected detours • Are responsible for monitoring the Operators emergency alarms • Initial contact point for operators at all times via radio • Are responsible for contacting emergency services as required • Maintains and repairs physical locks on doors • Monitors fire detection system for flaws and defects, preforms tests of the system to ensure it is working correctly. • Monitors and inspects AED machine on a daily basis • Replaces light bulbs as needed • Monitors Exit signs to ensure all are working correctly • Assists in snow removal of walkways and driveways • Salts walkways as needed
Dispatchers		Dispatchers are responsible for communicating route information to the public and operators as well as being the point of contact for operators while on route.	
Maintenance Technician		Maintains and repairs the building and systems within it	

APPENDIX B

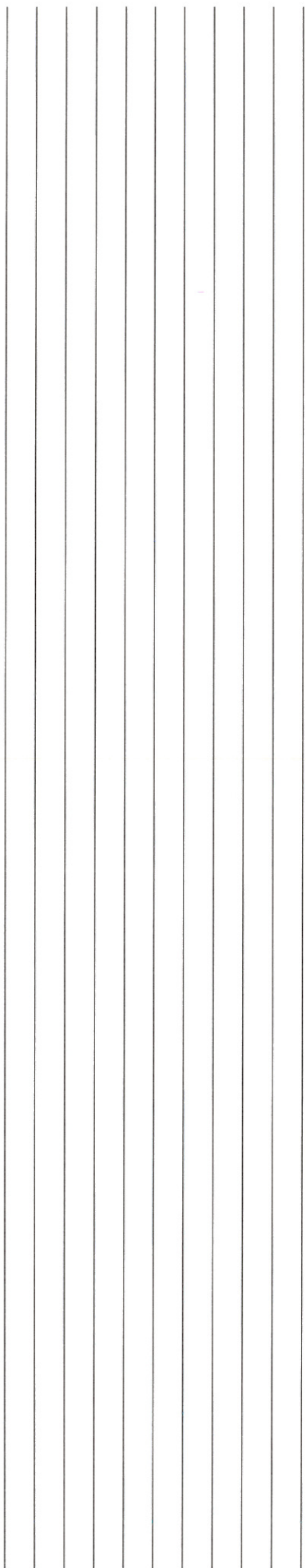
Green Bay Metro SAFETY ASSESSMENT AND SYSTEM REVIEW

Complete this form semi-annually to identify potential safety hazards. It is imperative that completion of this review includes only accurate and correct information – data collected from this assessment will guide agency resource allocation and focus priority needs appropriately. Not all questions will apply.

Completed by: Miranda Socha		Date: 5/11/2020	
------------------------------------	--	------------------------	--

SECTION	REVIEW QUESTIONS	YES	NO	N/A
Safety Policies:	• Are all safety policies up to date and reviewed?	☐	☐	☐
	• Is a Public Transit Agency Safety Plan (PTASP) or any other System Safety Plan written for the transit system?	☐	☐	☐
	• Is the Drug and Alcohol Policy current and up to date?	☐	☐	☐
New Hire Employee Files:	• Was there a structured interview conducted and documented?	☐	☐	☐
	• Is the applicant asked the questions relating to previous experience with drug and alcohol testing?	☐	☐	☐
	• Is the offer of employment documented in writing?	☐	☐	☐
	• Is there a pre-employment drug screen?	☐	☐	☐
	• Is there a pre-employment physical exam?	☐	☐	☐
	• Are safety sensitive responsibilities outlined in the job description?	☐	☐	☐
	• Is there a completed Substance Abuse Policy and Drug Free Workplace Policy Acknowledgement form?	☐	☐	☐
	• Is there a Current Policies and Procedures Acknowledgement Form?	☐	☐	☐
Post Hire Employee Files:	• Is a current employee roster available?	☐	☐	☐
	• Are the employee files maintained by the transit system?	☐	☐	☐
	• Do existing employee files contain:	☐	☐	☐
	➢ Background check?	☐	☐	☐
	➢ Previous employer request form?	☐	☐	☐
	➢ Verification of current driver's license and CDL?	☐	☐	☐
	➢ Current MVR?	☐	☐	☐
	➢ PARS Reports?	☐	☐	☐
	➢ Current copy of physical exam certificate?	☐	☐	☐
	➢ Signed Substance Abuse Policy Acknowledgement?	☐	☐	☐
	➢ Drug and Alcohol Testing Record with COC and authorization forms?	☐	☐	☐
	➢ Record of annual supervisor ride checks and evaluations?	☐	☐	☐
Education and Training:	• Are operator certifications current and up to date?	☐	☐	☐
	• Have managers completed Safety Management Systems (SMS) training?	☐	☐	☐

[illegible]



APPENDIX C

Green Bay Metro FACILITY SAFETY and SECURITY ASSESSMENT

Complete this form semi-annually to identify potential safety hazards. It is imperative that the completion of this review includes only accurate and correct information – data collected from this assessment will guide agency resource allocation and focus priority needs appropriately. Not all questions will apply.

Completed by: Miranda Socha	Date: 5/11/2020			
SECTION	REVIEW QUESTIONS	YES	NO	N/A
<i>Buildings and Facility Grounds:</i>	• Are facility grounds randomly and frequently patrolled? • Are daily security sweeps conducted? • Are smoke/fire/carbon monoxide detectors provided and working? • Are distribution and number of keys known and controlled? • Are all keys labeled as "DO NOT DUPLICATE"? • Are all unoccupied areas locked and secured?	☐	☐	☐
		☐	☐	☐
		☐	☐	☐
		☐	☐	☐
		☐	☐	☐
		☐	☐	☐
		☐	☐	☐
<i>Lighting:</i>	• Is entire perimeter of facility properly illuminated? • Is lighting mounted at approximately second story level? • Are lights provided over all entrance doors? • Is lighting provided in staff parking areas?	☐	☐	☐
		☐	☐	☐
		☐	☐	☐
		☐	☐	☐
<i>Entrance Doors and Windows:</i>	• Are all doors: ➢ Built of commercial grade with metal framing? ➢ Outside hinges hidden and protected from vandalism? ➢ Provided with a commercial grade, one-sided lock? ➢ Provided with push "panic" bar releases? ➢ In case of breakage or opening are all windows and doors connected to a central station alarm?	☐	☐	☐
		☐	☐	☐
		☐	☐	☐
		☐	☐	☐
<i>Electronic Surveillance:</i>	• Is the entire perimeter of facility protected by a CCTV system? • Is this system monitored by management and/or a security company? • Is this system always on or activated by motion sensors?	☐	☐	☐
		☐	☐	☐
		☐	☐	☐
<i>Non-Employee Access:</i>	• Is access restricted to persons without proper credentials and clearance? • Are supply deliverers required to show proper I.D. and sign-in a log book? • Are all non-employees accompanied and/or observable at all times?	☐	☐	☐
		☐	☐	☐
		☐	☐	☐
<i>Surrounding Environment:</i>	• Are there other non-City/County buildings connected to the facility that may be vulnerable to unauthorized	☐	☐	☐

	entry to City/County property?			
	- Are all utility components (power transformers, back-up generators) protected and secured from vandalism or attack? - Are all outdoor storage areas adequately lighted and secured?	☐	☐	☐
		☐	☐	☐
Material Storage:	- Are all hazardous and flammable materials properly identified? - Are all materials properly labeled, stored, and secured?	☐	☐	☐
		☐	☐	☐
Forms and Written Plans:	- Are emergency numbers (police, fire, ambulance, FBI) current and prominently displayed at each phone? - Is a Chain of Command and emergency call list prominently displayed? - Are employees trained and checklists provided on how to handle a physical threat or incident called in on the phone?	☐	☐	☐
		☐	☐	☐
Evacuation Plan/Procedures	- Are there evacuation plans for this facility? - Are staff members trained on this plan? - Are assembly areas and alternate assembly areas identified, validated and coordinated with the County Emergency Management Office? - Have the primary and alternate assembly areas, evacuation sites, and evacuation routes been verified and coordinated with all appropriate agencies? - Has the Emergency Evacuation Plan been reviewed, coordinated, and briefed to staff as appropriate?	☐	☐	☐
		☐	☐	☐
Training:	- Is an orientation program in place for each new staff member? - Do all staff members receive safety and security training appropriate to their position and level of responsibility? - Are periodic safety and security training and briefings completed with staff? - Do all new staff members receive briefings on the City/County Evacuation Plan, the Disaster Preparedness Plan, and other security policies and procedures?	☐	☐	☐
		☐	☐	☐
Administrative Procedures:	- Is a record of emergency data on file for each staff? - Have incident reporting format and procedures been established and staff briefed on them? - Are all incident reports treated with confidentiality and transmitted by secure means to the appropriate City/County department? - Are background checks conducted and verified on all prospective new hires?	☐	☐	☐
		☐	☐	☐
Cash Handling and Transfer:	- Has a secure method for receipt, transfer and storage of cash been established and have appropriate staff members been trained on them? - Is cash transported by at least two individuals with cash divided between them? - Do all staff members understand that in the event of a robbery they should never risk their lives to protect cash or other valuables?	☐	☐	☐
		☐	☐	☐
Fire and Electrical Safety:	- Are fire extinguishers installed in all appropriate locations? - Are smoke and heat detectors installed, at least one on each floor? - Is a first aid kit present and maintained?	☐	☐	☐
		☐	☐	☐

	• Are all electrical devices, outlets, circuit breakers and cords free of damage that may pose a shock hazard?	☐	☐	☐
	• Are all electrical circuit, gas, and telephone boxes, if accessible from the outside, locked to prevent tampering?	☐	☐	☐
	• Do any non-employees have access from outside the building to any fire escapes, stairways, and/or the roof?	☐	☐	☐
	• Are all outdoor trash containers and storage bins located away from the building in the event of a fire?	☐	☐	☐

APPENDIX D - SRM MATRIX and WORKBOOK

The tabs in this workbook relate to section 2.3 – Risk Mitigation, in Green Bay Metro's PTASP. The workbook contains the following:

SRM-SA Terms

Guide to terms used in SRM and SA processes.

Safety Risk Management (SRM) Risk Register

Sample risk register, used to associate identified hazards (and existing mitigations) that are being tracked to their associated risk level, as determined by your agency. Includes columns for planned implementation dates for proposed mitigations, department(s) responsible for mitigation implementation, and contact person(s).

Safety Assurance (SA) Tracker

Sample hazard tracker, used to track identified hazards and mitigations as determined by your agency. Includes columns for safety performance targets impacted, department(s) responsible for mitigation implementation, and the means by which a hazard/mitigation is being monitored.

Severity Matrix

Sample matrix for rating severity; includes criteria for each rating.

Likelihood Matrix

Sample matrix for rating likelihood/frequency; includes practical examples for each rating.

Risk Assessment Matrix

Sample combined severity/likelihood matrix, used by your agency to assess each identified hazard for its risk to your transit system.

With respect to prioritization of safety risk mitigations, the template and appendices do not provide a process or criteria for determining the level of safety risk associated with each hazard - that is for each transit agency to assess and develop. The included matrices can help formalize the process.

For additional guidance in this area, consider reviewing FTA's Sample Safety Risk Assessment Matrices for Bus Agencies:

<https://www.transit.dot.gov/regulations-and-guidance/safety/public-transportation-agency-safety-program/sample-safety-risk>

It provides a structured approach for addressing the requirements to "establish methods or processes to assess the safety risks associated with identified safety hazards" (§ 673.25(c)).

SAFETY RISK MANAGEMENT / SAFETY ASSURANCE - GUIDE TO TERMS

ELEMENT	DESCRIPTION	EXAMPLE
Hazard	Any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.	The hazard in FTA's participant guide scenario is the out of calibration wheel balancer.
Type of Hazard	Classification used to help organize identified hazards to support an agency's data management and hazard prioritization activities. The three (3) main types of hazards include: Organizational (shortcomings in the organizational processes), Technical (the condition of the equipment, facilities, and infrastructure), and Environmental (the natural environment).	FTA's example hazard in the scenario is a technical hazard, as it pertains to an agency's equipment, rolling stock, infrastructure, and facilities.
Identification date	The date the hazard was identified through agency means. This information can be used for evaluating the effectiveness of safety risk management activities by providing a starting point to see how long the agency takes to analyze and mitigate the hazard.	
Identification source	How the hazard was identified. This information can provide insight into the effectiveness of the safety data sources available to the agency and can help identify items for improvement.	In FTA's scenario, the hazard was identified by a safety specialist upon reviewing the Safety Event Investigation Report.
Date of analysis	The date the hazard was analyzed. This information can be used for evaluating the efficiency of the analysis process and determine if certain hazards are more challenging to analyze than others.	
Worst credible potential consequence(s)	The effect of a hazard involving injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.	The worst credible potential consequence for the hazard in FTA's scenario is a collision resulting in death, permanent injury, or destruction of property, with damage (losses over \$1,000,000).
Existing mitigations (hard or soft)	The controls already existing within the agency to mitigate the potential consequence(s) of the hazard.	Pre-Trip Inspection: Bus operators are required to check tires for excessive wear as part of their pre-trip inspection. Routine Bus Maintenance and Inspections: Tires are inspected and replaced as part of the agency's regular maintenance and inspection program. Wheel Balancer Calibration: SOP governs the calibration of the wheel balancer.
Severity of consequences	Quantified effect of the potential consequence(s) of the hazard in the delivery of transit services and/or supporting activities, taking into account existing mitigations.	In FTA's scenario, the severity was identified by looking at historical data from the agency.
Likelihood of consequences	Quantified probability that the potential consequence(s) of the hazard materialize, taking into account existing mitigations. Calendar days, weeks, months, years, or decades are often used as time periods to support assessments of likelihood in safety risk assessment.	
Safety risk index	Tolerability of the potential consequence(s) of the hazard, taking into account existing mitigations. It is the primary parameter for deciding priorities in the allocation of resources.	Combining the likelihood and severity of the potential consequence results in a risk rating.
Further Mitigation action	Additional controls that the agency needs to incorporate to mitigate the potential consequence(s) of the hazard if the safety risk exceeds tolerability criteria.	
Revised safety risk index	Safety risk index that meets the tolerability criteria, following incorporation of additional controls to mitigate the potential consequence(s) of the hazard.	
Revised safety risk index date	The date the revised safety index was determined. This information can be used to evaluate the efficiency of the analysis process and determine if certain hazards are more challenging to analyze than others.	
Department responsible for mitigation	Agency department (or other subdivision) tasked with the implementation of the additional controls to mitigate the potential consequence(s) of the hazard.	
Estimated implementation date	The date the mitigation(s) are expected to be implemented. This information is used to track the completion of mitigations and identify any potential resources or other concerns.	
Contact person	Primary point of contact within the department responsible for mitigation with other departments involved in safety risk management.	
Consequence	Effect of the hazard in the delivery of transit services and/or supporting activities, carried over from safety risk management section.	
Safety performance indicator (SPI)	Parameter selected to monitor and measure the effectiveness of the additional controls incorporated to mitigate the potential consequence(s) of the hazard.	
Safety performance indicator (SPI) value	Quantification of the parameter selected to monitor and measure the effectiveness of the additional controls incorporated to mitigate the potential consequence(s) of the hazard.	
Safety performance target	Projected improvement over the SPI value resulting from the additional controls incorporated to mitigate the potential consequence(s) of the hazard.	
Timeframe	Information for evaluating the effectiveness of safety performance monitoring and measurement activities.	
Monitoring means	Resources and activities to monitor and measure the effectiveness of the additional controls incorporated to mitigate the potential consequence(s) of the hazard.	
Department responsible for monitoring mitigation effectiveness	Agency function primarily tasked with monitoring and measuring the effectiveness of the additional controls incorporated to mitigate the potential consequence(s) of the hazard.	

[illegible]

Safety Risk Assessment Matrix

Severity Categories

Description	Severity Category	Criteria
Catastrophic	1	Could result in one or more of the following: - Death - Multiple serious injuries requiring hospitalization - Irreversible environmental impact - Monetary loss equal to or exceeding \$1,000,000
Critical	2	Could result in one or more of the following: - Serious injury requiring hospitalization - Reversible significant environmental impact - Monetary loss equal to or exceeding \$250,000 but less than \$1,000,000
Marginal	3	Could result in one or more of the following: - Injury requiring medical treatment beyond first aid that may result in one (1) or more lost work day(s) - Reversible moderate environmental impact - Monetary loss equal to or exceeding \$10,000 but less than \$250,000
Negligible	4	Could result in one or more of the following: - Injury requiring first aid - Minimal environmental impact - Monetary loss less than \$10,000

Safety Risk Assessment Matrix

Likelihood Levels			
Description	Level	Individual item	System or Vehicle Fleet
Frequent	A	Likely to occur often in the life of an item.	Continuously experienced. Potential consequence may be experienced more than once in 40,000 vehicle revenue miles (VRM).
Probable	B	Will occur several times in the life of an item.	Will occur frequently. Potential consequence may be experienced once per 40,000 to 480,000 VRM.
Occasional	C	Likely to occur sometime in the life of an item.	Will occur several times. Potential consequence may be experienced once per 480,000 to 4,800,000 VRM.
Remote	D	Unlikely, but possible to occur in the life of an item.	Unlikely but can reasonably be expected to occur. Potential consequence may be experienced once per 4,800,000 to 44,400,000 VRM.
Improbable	E	So unlikely, it can be assumed occurrences may not be experienced in the life of an item.	Unlikely to occur, but possible. Potential consequence may be experienced less than once per 44,400,000 VRM.

Safety Risk Assessment Matrix

Risk Assessment Matrix				
Severity	Catastrophic 1	Critical 2	Marginal 3	Negligible 4
Likelihood				
Frequent - A	HIGH - 1A	HIGH - 2A	HIGH - 3A	MEDIUM - 4A
Probable - B	HIGH - 1B	HIGH - 2B	MEDIUM - 3B	MEDIUM - 4B
Occasional - C	HIGH - 1C	MEDIUM - 2C	MEDIUM - 3C	LOW - 4C
Remote - D	MEDIUM - 1D	MEDIUM - 2D	LOW - 3D	LOW - 4D
Improbable - E	LOW - 1E	LOW - 2E	LOW - 3E	LOW - 4E

Green Bay Metro HAZARD ASSESSMENT LOG

This form is to be used to provide a record of identified hazards and actions taken to eliminate or mitigate the risks associated with it. The recommended action should be associated with a specified individual (i.e. a supervisor, manager, or front-line personnel), and must include a target date for completion. As a rolling log, entries for identified hazards and their associated mitigations should never be removed, even after required action(s) is completed. Any related forms, logs, or records should be retained permanently.

[illegible]

APPENDIX F

Green Bay Metro PRIORITIZED SAFETY RISK LOG

This form is used to organize identified safety risks facing Green Bay Metro. The log should be updated frequently to demonstrate continual progress towards risk reduction through mitigation strategies. A timeline is used to highlight projected completion dates.

Completed by: Miranda Socha		Last Updated: 5/11/2020				
Priority	Risk Description	Planned Mitigation Strategies	Outcomes of Planned Mitigation Strategies	Responsible Staff	Timeline	Status
1	Non-compliance with agency maintenance protocol	- Introduce compliance monitoring - Effective supervision including work compliance assessment - Competency assessments - Maintenance policy to reinforce need for compliance		- Safety Assurance - Line Manger - Maintenance Manager	- Begin January 2020 - Complete August 2020	Open
2						
3						
4						
5						
6						
7						
8						
9						
10						

APPENDIX G

GREEN BAY METRO SAFETY PERFORMANCE MATRIX

This form allows Green Bay Metro to organize, monitor, and evaluate identified safety goals and objectives/outcomes.

Completed by: Patty Kiewiz & Miranda Socha	Last Updated: 5/11/20
---	------------------------------

GOAL 1: Safety Green Bay Metro is committed to "Safety First...Always!" Providing a safe working environment for all employees is a top priority.			
OBJECTIVE/OUTCOME	METRICS	BASELINES (2019 Data)	TARGETS
Maintain Smith System Defensive Driving certification for all operational employees	Total number of certified operational employees	41 (39 operators and 2 supervisors)	100% of Metro operational employees certified at all times.
Follow Metro's annual Safety Training Schedule	Percent compliant with schedule	90%	100% compliance with the annual schedule
Minimize the number of preventable accident per 100,000 miles traveled	Number of preventable accidents per year	0.67	Maximum of 0.7 preventable accident per 100,000 miles traveled per year
Maintain Metro's facility and equipment per Metro policy and procedures	Percent compliant with schedule	100% compliant with schedule	100% compliance with Metro's preventative maintenance schedule
Properly utilize OSHA-approved personal protection equipment	Number of occupational injuries	27 total injuries (8 non preventable, 19 preventable)	Reduce occupational injuries from 20 per year to 15 per year by 2020
Promote safe work practices – procedures and employees	Number of times safety committee met	3 times (2/22/19,4/11/19,5/7/19)	Metro's Safety Committee should meet once per quarter each year.
Continue to monitor and upgrade security on the buses and on all Metro property	Amount of down time for security system	0 minutes	100% of audio and video equipment on Metro's buses and Transportation Center property should be functioning at all times
Maintain ongoing staff involvement with Transit Mutual Insurance (TMI)	Type of video system	Seon	Upgrade the audio and video equipment on Metro's buses to a live feed audio and video system by 2021
	List of members of TMI safety committee	None	Ensure that TMI know that Metro wants a representative to be included on TMI's Safety committee at all times
GOAL 2: Dependability Green Bay Metro is committed to providing a valued service that can be relied upon by the public.			
OBJECTIVE/OUTCOME	METRICS	BASELINES (2019 Data)	TARGETS
Maintain a strict preventative bus maintenance schedule	Frequency of preventative maintenance schedules	99% compliant with schedule	100% compliance with Metro's Preventative Maintenance schedule.
	Average age of bus fleet	7.5 years	Maintain a bus fleet with an average age of no more than eight years
	Total percentage of spare buses	63%	Maintain a spare bus ratio of a minimum of 30% of the peak bus requirement

GOAL 3: Customer Service

Green Bay Metro is committed to providing an accessible and convenient service that meets the travel needs in a friendly and consistent manner.

OBJECTIVE/OUTCOME		METRICS	BASELINES	TARGETS
Maintain a strict preventative maintenance schedule for the Transportation Center		Percent compliant with schedule	100% compliant with schedule	100% compliance with the schedule

[illegible]

Safety Performance Target Category - NTD Standards*					
Total Number of Fatalities	2018 Actual	2019 Actual	2020 Actual	Average	Target for 2021
	0	0		0.00	0.00
Fatality Rate per 100,000 Vehicle Revenue Miles	0	0		0.00	0.00
Total Number of Reportable Injuries	0	0		0.00	0.00
Injury Rate per 100,000 Vehicle Revenue Miles	0.00	0.00		0.00	0.00
Total Number of Reportable Accidents	0	0		0.00	0.00
Total Number of Reportable Safety Events	0	0		0.00	0.00
Safety Events per 100,000 Vehicle Revenue Miles	0.00	0.00		0.00	0.00
Total Number of Major Mechanical System Failures	35	34		34.50	30.00
Annual Vehicle Revenue Miles	1,183,482	1,200,093		1,191,787.50	1,150,000.00

Internal Tracking Only:

Number of Employee Injuries	16	27		21.50	15
Number of Preventable** Street Accidents	8	3		5.50	6
Number of Preventable** Yard Accidents	7	6		6.50	3
Number of Non-Preventable Accidents	10	23		16.50	15

*Categories are based on NTD reporting standards for major events as defined below:

An Event meeting the reportable event definition AND meeting one or more of the following reporting thresholds;

Reportable Event: A safety or security event occurring: on transit right-of-way or infrastructure, at a transit revenue facility, at a maintenance facility, during a transit related maintenance activity, or involving a transit revenue vehicle. Excluded from this event reporting requirement are: events that occur off transit property where affected persons, vehicles, or objects come to rest on transit property after the event, OSHA events in administrative buildings, deaths that are a result of illness or other natural causes, other events (assault, robbery, non-transit vehicle collisions, etc.) occurring at bus stops or shelters that are not on transit-owned property (unless boarding/alighting at the time), collisions that occur while travelling to or from a transit-related maintenance activity, collisions involving a supervisor car, or other transit service vehicle operating on public roads.)

1. A fatality confirmed within 30 days (including suicide)
2. An injury requiring transport away from the scene for medical attention for one or more persons (partial exception in the case of Other Safety Events)
3. Estimated property damage equal to or exceeding \$25,000
4. An evacuation for life safety reasons
5. Collisions involving transit roadway revenue vehicles that require towing away of a transit roadway vehicle or other non-transit roadway vehicle

**Preventable is defined as any occurrence regardless of liability

Safety Performance Target Category - NTD Standards*	2018 Actual	2019 Actual	2020 Actual	Average	Target for 2021
Total Number of Fatalities	0	0		0.00	0.00
Fatality Rate per 100,000 Vehicle Revenue Miles	0	0		0.00	0.00
Total Number of Reportable Injuries	0	0		0.00	0.00
Injury Rate per 100,000 Vehicle Revenue Miles	0.00	0.00		0.00	0.00
Total Number of Reportable Accidents	0	0		0.00	0.00
Total Number of Reportable Safety Events	0	0		0.00	0.00
Safety Events per 100,000 Vehicle Revenue Miles	0.00	0.00		0.00	0.00
Total Number of Major Mechanical System Failures	4	1		2.50	1.00
Annual Vehicle Revenue Miles	250,049	234,356		242,202.50	240,000.00

Internal Tracking Only:

Number of Employee Injuries	0	0		0.00	0
Number of Preventable** Street Accidents	2	4		3.00	1
Number of Preventable** Yard Accidents	0	0		0.00	0
Number of Non-Preventable Accidents	1	0		0.50	0

*Categories are based on NTD reporting standards for major events as defined below:

An Event meeting the reportable event definition AND meeting one or more of the following reporting thresholds;

Reportable Event: A safety or security event occurring: on transit right-of-way or infrastructure, at a transit revenue facility, at a maintenance facility, during a transit related maintenance activity, or involving a transit revenue vehicle. Excluded from this event reporting requirement are: events that occur off transit property where affected persons, vehicles, or objects come to rest on transit property after the event, OSHA events in administrative buildings, deaths that are a result of illness or other natural causes, other events (assault, robbery, non-transit vehicle collisions, etc.) occurring at bus stops or shelters that are not on transit-owned property (unless boarding/alighting at the time), collisions that occur while travelling to or from a transit-related maintenance activity, collisions involving a supervisor car, or other transit service vehicle operating on public roads.)

1. A fatality confirmed within 30 days (including suicide)
2. An injury requiring transport away from the scene for medical attention for one or more persons (partial exception in the case of Other Safety Events)
3. Estimated property damage equal to or exceeding \$25,000
4. An evacuation for life safety reasons
5. Collisions involving transit roadway revenue vehicles that require towing away of a transit roadway vehicle or other non-transit roadway vehicle

**Preventable is defined as any occurrence regardless of liability



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

June 17, 2020

PREPARED BY

Patty Kiewiz, Transit Director

AGENDA ITEM # D.6

Discussion/Action: Personal Protective Equipment (PPE) Purchases

BACKGROUND

Green Bay Metro has implemented many safety precautions since the onset of COVID-19. Staff is committed to providing a safe environment and minimizing the exposure of the virus for our employees and the public as much as possible.

Director Kiewiz will provide an explanation of the purchase requests. A video of the driver barrier will be presented.

RECOMMENDATION

Staff recommends the purchase of the list of PPE as presented, not to exceed \$289,000.

FISCAL IMPACT

ATTACHMENTS

- I. PPE Purchase Summary



Green Bay Metro

Patricia Kiewiz
Transit Director

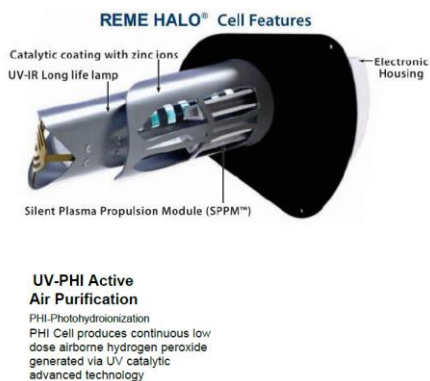
June 17, 2020

Personal Protective Equipment Purchase Summary

1. Vinyl Seat Covers - \$30 each, not to exceed \$13,000



2. Air purification system for 36 buses, not to exceed \$144,000



3. Driver Protection Barrier (Video will be provided), not to exceed \$72,000
4. Retrofit 4 @ 1500 buses for the Quantum securement, not to exceed \$60,000

Purchases will be 100% federal emergency relief funds. FTA procurement guidelines will be followed.



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

June 17, 2020

PREPARED BY

Patty Kiewiz, Transit Director

AGENDA ITEM # E.I

Operational Reports

BACKGROUND

Operational reports are included.

Staff will be available to answer any questions regarding these reports.

RECOMMENDATION

No action necessary.

FISCAL IMPACT

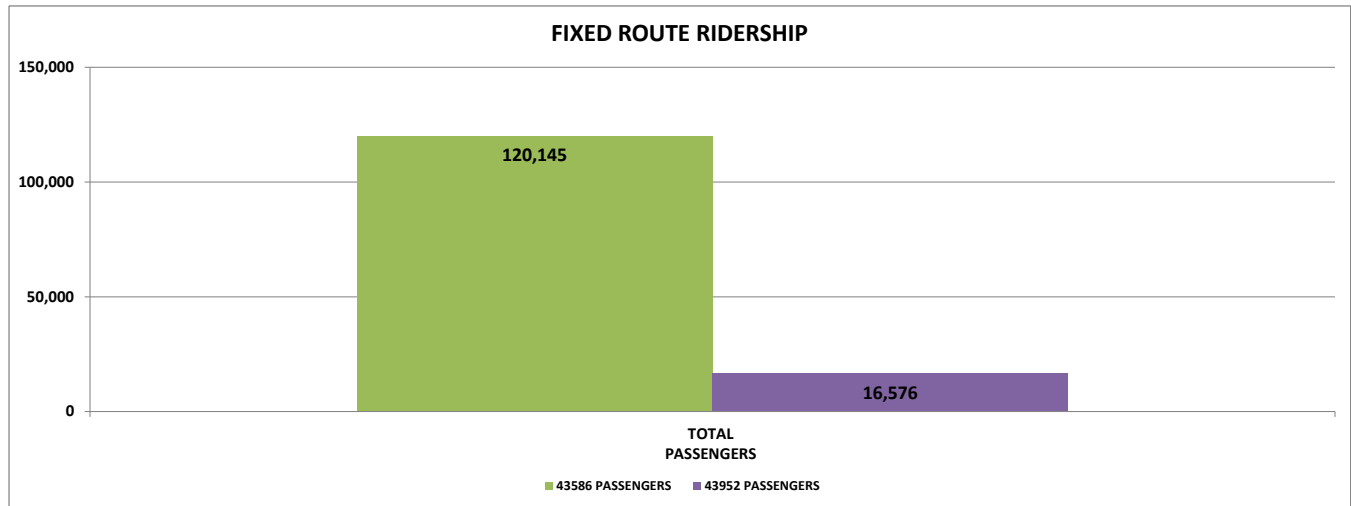
ATTACHMENTS

- I. Ridership - 05.May 2020

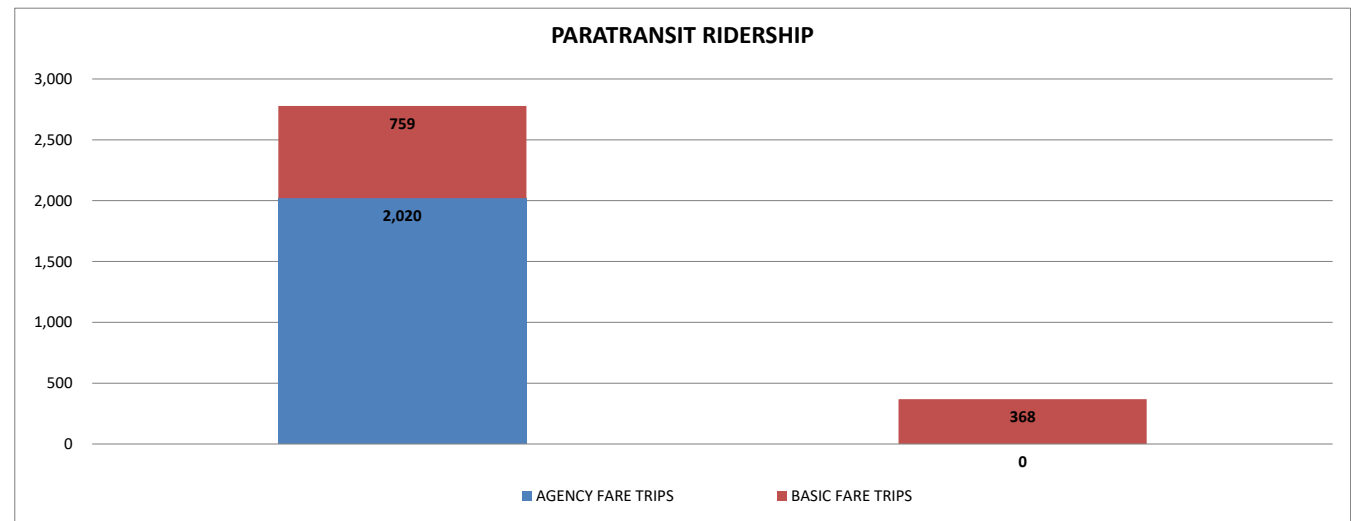
FIXED ROUTE RIDERSHIP

	ADULT CASH	30-DAY ADULT PASS	30-DAY COLLEGE STUDENT PASS	WEEK PASS	ADULT DAY PASS	STUDENT DAY PASS	REDUCED DAY PASS	ADULT SINGLE	STUDENT CASH	30-DAY STUDENT PASS	STUDENT SINGLE	REDUCED CASH	30-DAY REDUCED PASS	REDUCED SINGLE	REVENUE PASSENGERS
May-19	2,654	30,614	880	4,175	18,944	453	7,454	2	269	391	1	401	11,764	1	78,003
May-20	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CHANGE '19-'20	(2,654)	(30,614)	(880)	(4,175)	(18,944)	(453)	(7,454)	(2)	(269)	(391)	(1)	(401)	(11,764)	(1)	(78,003)
	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%

	GREEN SATURDAY	GAME DAY	SNC	FREE FARE	FREE 4 & UNDER	PROMO	TOTAL FREE FARES	ASHWAUB ENON SCHOOLS	GBAPS	UWGB	G-LINE DT-TT	RAZ PASS	TOTAL PARTNERSHIP FARES	TOTAL PASSENGERS	YTD PASSENGERS
May-19	11,385	0	0	2,244	2,276	8	15,913	1,564	23,849	816	0	0	26,229	120,145	523,745
May-20	677	0	0	15,831	1	14	16,523	7	11	0	35	0	53	16,576	315,571
CHANGE '19-'20	(10,708)	0	0	13,587	(2,275)	6	610	(1,557)	(23,838)	(816)	35	0	(26,176)	(103,569)	
	-94.1%	#DIV/0!	#DIV/0!	605.5%	-100.0%	75.0%	3.8%	-99.6%	-100.0%	-100.0%	100.0%	100.0%	-99.8%	-86.2%	

**PARATRANSIT**

	AGENCY FARE TRIPS	BASIC FARE TRIPS	TOTAL TRIPS	BASIC FARE	AGENCY FARE	TOTAL FARES
May-19	2,020	759	2,779	\$ 8,337	\$ 24,163	\$ 32,500
May-20	0	368	368	\$ -	\$ -	\$ -
CHANGE '19-'20	(2,020)	(391)	(2,411)	\$ (8,337)	\$ (24,163)	\$ (32,500)
	-100.0%	-51.5%	-86.8%	-100.0%	-100.0%	-100.0%





Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

June 17, 2020

PREPARED BY

Patty Kiewiz, Transit Director

AGENDA ITEM # E.2

Financial Report

BACKGROUND

Green Bay Metro staff will present the Commission with January through April's financial report.

RECOMMENDATION

No action necessary.

FISCAL IMPACT

ATTACHMENTS

- I. 04 - April 2020 Financials



EXPENSES

ACCOUNT DESCRIPTION	2020 Jan-Apr	2019 Jan-Apr	+/-	%	2020 BUDGET	% OF BUDGET
Wages & Salaries	841,502.78	895,660.15	(54,157)	-6.0%	3,695,902	22.8%
Fringe Benefits	548,881.00	515,214.95	33,666	6.5%	1,488,783	36.9%
Other Employment Expenses	13,428.77	15,484.58	(2,056)	-13.3%	52,650	25.5%
Contract Services	15,635.28	12,477.70	3,158	25.3%	291,214	5.4%
Materials & Supplies	155,356.72	209,781.31	(54,425)	-25.9%	943,173	16.5%
Building & Equip Maintenance	85,729.85	46,847.49	38,882	83.0%	303,500	28.2%
Utilities	28,421.63	35,174.76	(6,753)	-19.2%	118,111	24.1%
Insurance	194,399.67	173,991.76	20,408	10.5%	157,515	123.4%
Miscellaneous	62.00	159.10	(97)	-156.6%	250	24.8%
Paratransit Services	187,107.80	223,916.79	(36,809)	-16.4%	1,469,080	12.7%
Subrecipient Expenses	78,115.00	-	78,115	100.0%	-	0.0%
TOTAL	2,148,640.50	2,128,708.59	19,932	0.9%	8,520,178	25.2%

REVENUES

ACCOUNT DESCRIPTION	2020 Jan-Apr	2019 Jan-Apr	+/-	%	2019 BUDGET	% OF BUDGET
Federal Operating Asst	78,115.00	198,626.00	(120,511)	-154.3%	2,257,847	3.5%
State Operating Asst	89,198.00	85,862.00	3,336	3.7%	2,257,847	4.0%
Other Local Municipalities	245,028.50	145,557.01	99,471	40.6%	655,623	37.4%
Green Bay	416,000.00	416,000.00	-	0.0%	1,670,461	24.9%
Farebox Revenue-Fixed Route	171,417.66	225,108.99	(53,691)	-31.3%	665,000	25.8%
Farebox Revenue-Paratransit	92,053.00	56,407.00	35,646	38.7%	554,400	16.6%
College Program Fares	3,483.00	3,535.00	(52)	-1.5%	-	0.0%
TMI Refund	65,187.00	-	65,187	100%	-	0.0%
Non-Transportation Revenue	25,666.17	17,226.76	8,439	32.9%	17,200	149.2%
State Fuel Refund	5,621.60	-	5,622	100.0%	-	0.0%
Advertising	35,035.86	48,210.00	(13,174)	-37.6%	140,000	25.0%
Intercity Bus Commissions	2,744.32	2,611.14	133	4.9%	36,000	7.6%
Partnership Contributions	2,051.00	1,251.00	800	39.0%	265,800	0.8%
TOTAL	1,231,601.11	1,200,394.90	31,206	2.5%	8,520,178	14.5%

KEY PERFORMANCE INDICATORS (KPI)

Operating Days	97	102	(5)	-4.9%	308
Revenue Miles	299,007	401,550	(102,543)	-25.5%	1,210,305
Revenue Hours	21,376	28,639	(7,263)	-25.4%	80,989
Unlinked Passenger Trips	298,995	403,600	(104,605)	-25.9%	1,289,000
Revenue / Cost	57.3%	56.4%			1
Farebox Revenue / Mile	0.57	0.56	0.01	2.3%	1
Farebox Revenue / Pass Trip	0.57	0.56	0.02	2.8%	1
Farebox Revenue / Hour	8.02	7.86	0.16	2.0%	8
Passenger / Mile	1.00	1.01	(0.01)	-0.5%	1
Cost / Mile	6.56	4.74	1.82	38.3%	6
Cost / Passenger Trip	6.56	4.72	1.84	39.0%	5



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

June 17, 2020

PREPARED BY

Patty Kiewiz, Transit Director

AGENDA ITEM # E.3

Director's Report

BACKGROUND

Green Bay Metro's Transit Director will provide the Commission an update on Metro.

RECOMMENDATION

No action necessary.

FISCAL IMPACT

ATTACHMENTS

None



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

June 17, 2020

PREPARED BY

AGENDA ITEM # E.4

Next meeting: Wednesday, July 15, 2020 at 8:15 a.m.

BACKGROUND

RECOMMENDATION

FISCAL IMPACT

ATTACHMENTS

None