AGENDA OF THE TRANSIT COMMISSION

WEDNESDAY, OCTOBER 21, 2020, 8:15 AM
TRANSIT
901 University Ave

A. Roll Call.

1. Roger Kolb, Chair; Emily Ysebaert, Vice-Chair; Kevin Kuehn, Secretary; Alderman Randy Scannell, Rashad Cobb, Michael Conley-Kuhagen and Jessica Franco-Morales

B. Approval of the Agenda.

1. Approval of October 21, 2020 Transit Commission Agenda

C. Approval of Minutes.

1. Approval of September 16, 2020 Transit Commission Minutes

D. Regular Business.

1. Discussion/Action: Appoint a Transit Commission Member to the Brown County Transportation Coordinating Committee
2. Discussion/Action: Award of Financial Audit RFP
3. Discussion/Action: Paratransit Boundary Changes
4. Discussion/Action: Public Lobby Access

E. Informational.

1. 2019 WisDOT Transit System Management Performance Final Review
2. Microtransit System Key Performance Indicators
3. Marketing Report
4. Operational Reports
5. Financial Report
6. Director's Report

7. Next Transit Commission Meeting: Wednesday, November 18, 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	PREPARED BY
October 21, 2020	Patty Kiewiz, Transit Director

AGENDA ITEM # B.1

Approval of October 21, 2020 Transit Commission Agenda

BACKGROUND

Enclosed is the agenda for the Commission meeting being held on October 21, 2020.

RECOMMENDATION

Staff recommends the approval of the agenda for October 21, 2020.

FISCAL IMPACT

ATTACHMENTS

None

Report to the
Transit Commission
of the City of Green Bay

Green Bay METRO

MEETING DATE	PREPARED BY
October 21, 2020	Patty Kiewiz, Transit Director

AGENDA ITEM # C.1

Approval of September 16, 2020 Transit Commission Minutes

BACKGROUND

Enclosed are the proposed minutes from the Commission meeting held on September 16, 2020.

RECOMMENDATION

Staff recommends the approval of the minutes from September 16, 2020.

FISCAL IMPACT

ATTACHMENTS

1. September 16, 2020 TC Minutes

MINUTES OF THE TRANSIT COMMISSION

WEDNESDAY, SEPTEMBER 16, 2020, 8:15 AM
TRANSIT
901 University Ave

A. ROLL CALL.

1.

Roger Kolb, Chair; Kevin Kuehn, Secretary; Alderman Randy Scannell, Emily Ysebaert, Rashad Cobb, Michael Conley-Kuhagen and Jessica Franco-Morales

Present: Roger Kolb, Chair; Kevin Kuehn, Secretary; Alderman Randy Scannell, Emily Ysebaert, Rashad Cobb and Michael Conley-Kuhagen
Absent: Jessica Franco-Morales

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

B. APPROVAL OF THE AGENDA.

1. Approval of September 16, 2020 Transit Commission Agenda

Chair Roger Kolb stated item Discussion/Action: Free Fares for November 3, 2020 Election will be moved to after the approval of the minutes.

Moved by Commissioner Emily Ysebaert, seconded by Ald. Randy Scannell to approve the September 16, 2020 agenda. Motion carried.
Yes- Emily Ysebaert, Randy Scannell, Roger Kolb, Rashad Cobb, Michael Conley-Kuhagen, No- None, Abstain- None

C. APPROVAL OF MINUTES.

1. Approval of August 12, 2020 Transit Commission Minutes

Moved by Ald. Randy Scannell, seconded by Commissioner Emily Ysebaert to approve the minutes from the August 12, 2020 minutes. Motion carried.
Yes- Emily Ysebaert, Randy Scannell, Roger Kolb, Rashad Cobb, Michael Conley-Kuhagen, No- None, Abstain- None

D. REGULAR BUSINESS.

1. Action: Election of Transit Commission Officers

Chair Roger Kolb stated he would continue as Chair if no other Commissioner was interested, but would be happy to step down if someone else wished to take over as Chair. He then opened the floor for nominations for Chair. Commissioner Kevin Kuehn nominated Roger Kolb for Chair, second by Alderman Randy Scannell. A vote was taken for Roger Kolb to be appointed to another two-year term as Chair. The Commission unanimously voted Roger Kolb as Chair.
Yes- Emily Ysebaert, Randy Scannell, Roger Kolb, Kevin Kuehn, Rashad Cobb, Michael Conley-Kuhagen, No- None, Abstain- None

Chair Roger Kolb opened the floor for nominations for Vice-Chair. Alderman Randy Scannell nominated Emily Ysebaert for Vice-Chair, second by Commissioner Rashad Cobb. There were no other nominations for Vice-Chair. A vote was taken, with the Commission unanimously electing Commissioner Emily Ysebaert to a two-year term as Vice-Chair.
Yes- Emily Ysebaert, Randy Scannell, Roger Kolb, Kevin Kuehn, Rashad Cobb, Michael Conley-Kuhagen, No- None, Abstain- None

Chair Roger Kolb opened the floor for nominations for Secretary. Alderman Randy Scannell nominated Commissioner Kevin Kuehn for Secretary, second by Commissioner Emily Ysebaert. There were no other nominations for Secretary. A vote was taken, with Commission unanimously electing Commissioner Kevin Kuehn to a two-year term as Secretary.
Yes- Emily Ysebaert, Randy Scannell, Roger Kolb, Kevin Kuehn, Rashad Cobb, Michael Conley-Kuhagen, No- None, Abstain- None

Alderman Randy Scannell made a motion that Essie Fels will serve as the Recording Secretary for the Transit Commission, seconded by Commissioner Michael Conley-Kuhagen. A vote was taken, with the Commission unanimously electing Essie Fels as the Recording Secretary.
Yes- Emily Ysebaert, Randy Scannell, Roger Kolb, Kevin Kuehn, Rashad Cobb, Michael Conley-Kuhagen, No- None, Abstain- None

Chair Roger Kolb stated that election of officers will be held at the March Transit Commission meeting in 2022, every two years in March or upon a vacant position.

2. Discussion/Action: Exterior Sign Replacement

Director Kiewiz stated the current exterior sign requires updating due to Greyhound no longer providing service from our location. The new sign will be full color, double sided, LED sign. Staff will have the ability to modify messages and change as frequently as needed. This sign will also serve as another great tool to market Metro services and information. The vendor selection has not taken place yet. The evaluation team is currently working through the process. Metro staff is working with City purchasing and DPW on the procurement.

Moved by Commissioner Kevin Kuehn, seconded by Ald. Randy Scannell to approve the exterior sign replacement with an amount not exceed $48,228.00. Motion carried.
Yes- Emily Ysebaert, Randy Scannell, Roger Kolb, Kevin Kuehn, Rashad Cobb, Michael Conley-Kuhagen, No- None, Abstain- None

3. Discussion/Action: Request for Art Sculpture Placement

Director Kiewiz stated Department of Community & Economic Development staff is requesting approval of the placement of a new sculpture utilizing 2019 CDBG funds to be installed in the green space located within Olde North Neighborhood. The green space is located at the corner of Webster Avenue and Harvey Street and is backed by Green Bay Metro and the Green Bay City Fire Station 2. The site has a connecting pathway from the street corner to Green Bay Metro and is already home to two public art pieces and a gazebo.

The sculpture will resemble the life-cycle of a dandelion and will be constructed out of stainless steel measuring approximately 12 feet. The installation of the sculpture is intended to take place in late October 2020 with stormwater plantings to follow.

Metro is currently working on placement of the security fence on the East end of the facility. Staff does not anticipate any conflicts with the sculpture placement and the expected fence location.

Moved by Ald. Randy Scannell, seconded by Commissioner Kevin Kuehn to approve the placement of the art sculpture, not to interfere with the security fence placement. Motion carried.
Yes- Emily Ysebaert, Randy Scannell, Roger Kolb, Kevin Kuehn, Rashad Cobb, Michael Conley-Kuhagen, No- None, Abstain- None

4. Discussion/Action: Free Fares for November 3, 2020 Election

Director Kiewiz stated since the onset of COVID-19 we have all seen and been required to make many adjustments to our daily lives. Social distancing and minimizing large crowds has been a focus and priority for communities.

As the City of Green Bay prepares for the upcoming presidential election, many polling locations have now been relocated to larger facilities such as the previous Sears location. Due to the relocation of many polling sites, many locations will be accessible by public transit this year. Providing free fares, during election hours on November 3, 2020 would provide an additional opportunity for individuals to exercise their right to vote.

Chair Roger Kolb opened the floor for Celestine Jeffreys, Chief of Staff to speak.

Chief of Staff, Celestine Jeffreys stated she is helping organize the election. In the past it didn't make sense to have free buses because of the way polling stations were set up to be close to people living a half mile where people live in that ward. Due to the pandemic we have consolidated many of the polling locations. In August election, we had 17 polling locations and in November we will have 16. We will keep 13 of the same polling locations that were used in August for November, so we have to shift 4. Sears is a is a really big polling location, the Lambeau Johnsonville Tailgate Village, Bay Beach Pavilion with multiple wards. We are asking the Transit Commission to give free fares for election day November 3, 2020. The hours of the polls are from 7 a.m. till 8 p.m. We will also have drop boxes around town. Those drop boxes are also near the bus routes. The locations for the drop boxes are Festival Foods, Sears, downtown by City Hall, and 2 out by the East side library. The drop boxes will also be available on election day up to 8 p.m.

Chair Roger Kolb stated he doesn't have a problem with this at all.

Director Kiewiz stated a lot of our passengers utilize passes. It is really hard to estimate what that revenue loss would be. Currently it would be less than $1,000.

Moved by Ald. Randy Scannell, seconded by Commissioner Rashad Cobb to approve free fares for November 3, 2020 Election Day. Motion carried.
Yes- Emily Ysebaert, Randy Scannell, Roger Kolb, Rashad Cobb, Michael Conley-Kuhagen, No- None, Abstain- None

E. INFORMATIONAL.

1. Operational Reports

Director Kiewiz provided a brief overview of the ridership report. Ridership is down 70% from last year. Paratransit has seen a slight increase. The GBM On Demand has increased by 75% in the first 3 weeks. Night service has increased the first hour. We have received comments on potential areas where people would like to see the GBM On Demand service. Director Kiewiz stated she would be happy to answer any questions you may have.

2. Financial Report

Director Kiewiz provided a brief overview of the operating expense report through July. Metro is currently below budget. No issues or concerns at this time.

3. Director's Report

Director Kiewiz stated on the table each of the Commissioners there was a sticker. Staff worked with Economic Development to create a retro logo for Green Bay Metro. The City has a swag shop that you can purchase items with the Metro retro logo.

Metro received 4 buses from the VW Grant. There is a second round of VW money and Green Bay Metro has been awarded $1.9 million for buses. Metro will order in 2021 with a delivery in 2022.

Harman Singh, Operation Supervisor has resigned and has relocated to Chicago. Metro has conducted interviews for this position and have had many good candidates. We have chosen an individual for the position and they are going through the process at this time.

Tim Moore, Green Bay Metro Operator led a donation to the St. John's Homeless Shelter. Many employees participated in the donation. His leadership on this was much appreciated.

Green Bay Metro will be launching a survey to the public for feedback on the (3) modes of transportation.

Metro has completed the first round of 2021 budget; it came in slightly below the 2020 budget.

Metro staff is reviewing different fare options such as implementing fares back on Saturdays and possibly a low income program.

Director Kiewiz stated our new Commissioner is Jessica Franco-Morales will be in attendance for the next meeting. is a bilingual Coordinator for NWTC.

4. Next Transit Commission Meeting: Wednesday, October 21, 2020 at 8:15 a.m.

F. ADJOURNMENT.

Moved by Ald. Randy Scannell, seconded by Commissioner Emily Ysebaert to adjourn at 8:56 a.m. Motion carried.
Yes- Emily Ysebaert, Randy Scannell, Roger Kolb, Kevin Kuehn, Rashad Cobb, Michael Conley-Kuhagen, No- None, Abstain- None

Report to the
Transit Commission
of the City of Green Bay

MEETING DATE	PREPARED BY
October 21, 2020	Patty Kiewiz, Transit Director

AGENDA ITEM # D.1

Discussion/Action: Appoint a Transit Commission Member to the Brown County Transportation Coordinating Committee

BACKGROUND

See attached staff report for background info.

RECOMMENDATION

Staff recommends making an appointment to the TTC.

FISCAL IMPACT

ATTACHMENTS

1. Staff Report to Green Bay Transit Commission regarding the TCC

Staff Report the Green Bay Transit Commission
Regarding the Appointment of a Member of the Transit Commission
to the Brown County Transportation Coordinating Committee (TCC)

By the Brown County Planning Commission (BCPC) / Metropolitan Planning Organization (MPO)
for the Green bay Urbanized Area

October 21, 2020

Formation of the Brown County Transportation Coordinating Committee (TCC)

The Brown County Board of Supervisors formed the TCC in February of 2008 as authorized by Wisconsin State Statutes.

Duties

The Brown County TCC's duties are prescribed in Wisconsin Administrative Code, Sec. Trans 2.10, relating to the coordination of specialized transportation for residents of Brown County, and, as such, the TCC:

- Meets to review and coordinate transportation services for seniors and individuals with disabilities.
- Provides recommendations to the BCPC Board of Directors for annual State Section 85.21 Program awards. The Section 85.21 Program offers financial assistance to counties providing transportation services for seniors and individuals with disabilities. Brown County's CY 2020 grant award was $557,438.
- Provides recommendations to the BCPC Board of Directors for annual Federal Section 5310 Program awards in the Green Bay Urbanized Area. The Section 5310 Program offers funding for capital and operating projects that improve the mobility of seniors and individuals with disabilities. The Green Bay Urbanized Area's CY 2020 award was $176,109.

Membership

Membership on the TCC consists of the following:

- One member of the Brown County Board of Supervisors
- One representative of the Brown County Executive's Office
- One member of the Aging and Disability Resource Center (ADRC) of Brown County staff
- One member of the ADRC Board
- Two members of the Brown County Department of Human Services staff
- One member of the Red Cross staff (This position was reassigned to Curative Connections in 2016 when Red Cross transferred its transportation program to Curative Connections)
- One additional member of the Curative Connections staff
- One member of the Options for Independent Living staff
- One member of the ASPIRO staff
- One member of the Syble Hopp School staff
- One member of the CP Center staff
- One member of the Green Bay Metro staff **(Essie Fels)**
- One member of the Green Bay Transit Commission **(to be filled)**
- One member of the Wisconsin Department of Transportation staff
- One member of the Brown County Planning Commission/Green Bay MPO staff **(Lisa Conard)**
- One member of the Oneida Tribal Government
- Two citizen members
- One local private transportation provider (**currently held by Via staff, Green Bay Metro's Microtransit and Paratransit provider)**

In addition to the membership listed above, Mobility Coordinator Andrea Vlach attends committee meetings and a member of the MPO staff (Ker Vang) provides support to the committee.

Meeting Dates and Time

The committee typically meets four times per year on Mondays at 10:15 a.m. in the Green Bay Transit Commission Room (901 University Avenue in Green Bay). The next meeting of the TCC is scheduled for Monday, November 30, 2020 at 10:15. Due to COVID-19, the meeting may be held virtually.

Report to the
Transit Commission
of the City of Green Bay

MEETING DATE	PREPARED BY
October 21, 2020	Patty Kiewiz, Transit Director

AGENDA ITEM # D.2

Discussion/Action: Award of Financial Audit RFP

BACKGROUND

Per Federal Transit Administration procurement regulations, Green Bay Metro is required to seek a new contract every fiver years. The contract for annual financial services has expired. Green Bay Metro worked in partnership with the city Finance Dept. and Purchasing through the procurement process.

This is a five year contract; three years, plus two, one year renewals.

RECOMMENDATION

Staff recommends the award of the annual financial services to Baker Tilly in the amount not to exceed $37,500 for five years.

FISCAL IMPACT

ATTACHMENTS

1. #RFP #3268 Score Tabulation - Final Scoring

Financial Audit RFP #3268

RFP Issued August 31st, 2020. Vendor Responses Due September 28th, 2020

Key Scorning Areas	Possible Points	**Bakertilly**	CliftonLarsonAllen	KerberRose	Lauterbach & Amen
Organizational Capabilities	30	**30**	25	25	22
Staff Qualifications	30	**30**	22	24	23
Proposal Requirements	20	**20**	13	13	11
Price	20	**12.38**	13.59	15.34	20.00
Total score:	**100**	**92.38**	73.59	77.34	76.00

Total 5 Year Cost	$ 378,300.00	$ 344,550.00	$ 305,375.00	$ 234,150.00

BAKERTILLY	Year 1	Year 2	Year 3	Year 4	Year 5	5 Year Total
For City: Estimate of total annual hours:	475	475	475	475	475	2375
For City: Total Price for Audit Services	$ 52,800.00	$ 54,400.00	$ 56,000.00	$ 57,700.00	$ 59,400.00	$ 280,300.00
For Metro: Estimate of total annual hours:	70	70	70	70	70	350
For Metro: Total Price for Audit Services	$ 7,100.00	$ 7,300.00	$ 7,500.00	$ 7,700.00	$ 7,900.00	$ 37,500.00
For Water Utility: Estimate of total annual hours:	90	90	90	90	90	450
For Water Utility: Total Price for Audit Services	$ 11,400.00	$ 11,700.00	$ 12,100.00	$ 12,500.00	$ 12,800.00	$ 60,500.00
				Additional Work Rates for Special work		HOURLY RATE
				Partners		$ 320.00
				Managers/Supervisory Staff		$ 195.00
				Staff Accountants		$ 135.00
				Clerical/Other		$ 85.00

CLA	Year 1	Year 2	Year 3	Year 4	Year 5	5 Year Total
For City: Estimate of total annual hours:	400	400	400	400	400	2000
For City: Total Price for Audit Services	$ 49,000.00	$ 49,700.00	$ 50,400.00	$ 51,200.00	$ 52,000.00	$ 252,300.00
For Metro: Estimate of total annual hours:	80	80	80	80	80	400
For Metro: Total Price for Audit Services	$ 6,850.00	$ 6,950.00	$ 7,050.00	$ 7,150.00	$ 7,250.00	$ 35,250.00

For Water Utility: Estimate of total annual hours:	110	110	110	110	110	550
For Water Utility: Total Price for Audit Services	$ 11,000.00	$ 11,200.00	$ 11,400.00	$ 11,600.00	$ 11,800.00	$ 57,000.00
					Additional Work Rates for Special work	HOURLY RATE
					Partners	$ 230.00
					Managers/Supervisory Staff	$ 155.00
					Staff Accountants	$ 110.00
					Clerical/Other	$ 80.00

KERBER ROSE	Year 1	Year 2	Year 3	Year 4	Year 5	5 Year Total
For City: Estimate of total annual hours:	300	300	300	300	300	
For City: Total Price for Audit Services	$ 42,425.00	$ 43,500.00	$ 44,500.00	$ 45,600.00	$ 46,800.00	$ 222,825.00
For Metro: Estimate of total annual hours:	40	40	40	40	40	
For Metro: Total Price for Audit Services	$ 6,075.00	$ 6,250.00	$ 6,400.00	$ 6,500.00	$ 6,700.00	$ 31,925.00
For Water Utility: Estimate of total annual hours:	70	70	70	70	70	
For Water Utility: Total Price for Audit Services	$ 9,625.00	$ 9,900.00	$ 10,100.00	$ 10,400.00	$ 10,600.00	$ 50,625.00
					Additional Work Rates for Special work	HOURLY RATE
					Partners	$ 230.00
					Managers/Supervisory Staff	$ 140.00
					Staff Accountants	$ 100.00
					Clerical/Other	$ 75.00

LAUTERBACH & AMEN, LLP	Year 1	Year 2	Year 3	Year 4	Year 5	5 Year Total
For City: Estimate of total annual hours:	Approx 280	Approx 280	Approx 280	Approx 280	Approx 280	Approx 1400
For City: Total Price for Audit Services	$ 30,000.00	$ 30,900.00	$ 31,800.00	$ 32,800.00	$ 33,800.00	$ 159,300.00
For Metro: Estimate of total annual hours:	Approx 60	Approx 60	Approx 60	Approx 60	Approx 60	Approx 300
For Metro: Total Price for Audit Services	$ 6,700.00	$ 6,900.00	$ 7,100.00	$ 7,300.00	$ 7,500.00	$ 35,500.00

For Water Utility: Estimate of total annual hours:	Approx 70	Approx 70	Approx 70	Approx 70	Approx 70	Approx 350
For Water Utility: Total Price for Audit Services	$ 7,470.00	$ 7,670.00	$ 7,870.00	$ 8,070.00	$ 8,270.00	$ 39,350.00
					Additional Work Rates for Special work	HOURLY RATE
					Partners	$ 150.00
					Managers/Supervisory Staff	$ 120.00
					Staff Accountants	$ 80.00
					Clerical/Other	N/A

Report to the
Transit Commission
of the City of Green Bay

Green Bay METRO

MEETING DATE	PREPARED BY
October 21, 2020	Patty Kiewiz, Transit Director

AGENDA ITEM # D.3

Discussion/Action: Paratransit Boundary Changes

BACKGROUND

The regulations under the Federal Transit Administration, Title 49, Part 37.131 states "The entity shall provide complementary paratransit service to origins and destinations within corridors with a width of three-fourths of a mile on each side of each fixed route." With the the implementation of Microtransit services, the paratransit boundary has changed for the system. Due to the pandemic, closures and travel restrictions the normal public comment process that Green Bay Metro follows was not conducted.

Based on the unprecedented times, Green Bay Metro has continued to provide service to 17 riders that reside outside of the revised paratransit boundary. Of the 17 current riders eligible only 10 utilize Paratransit services frequently.

These riders have not had a lapse in service. Staff has continued to provide paratransit services until a final decision is made by the Green Bay Transit Commission.

RECOMMENDATION

Staff recommends grandfathering the current paratransit approved riders to continue to receive Paratransit services based on the service area prior to implementation of microtransit.

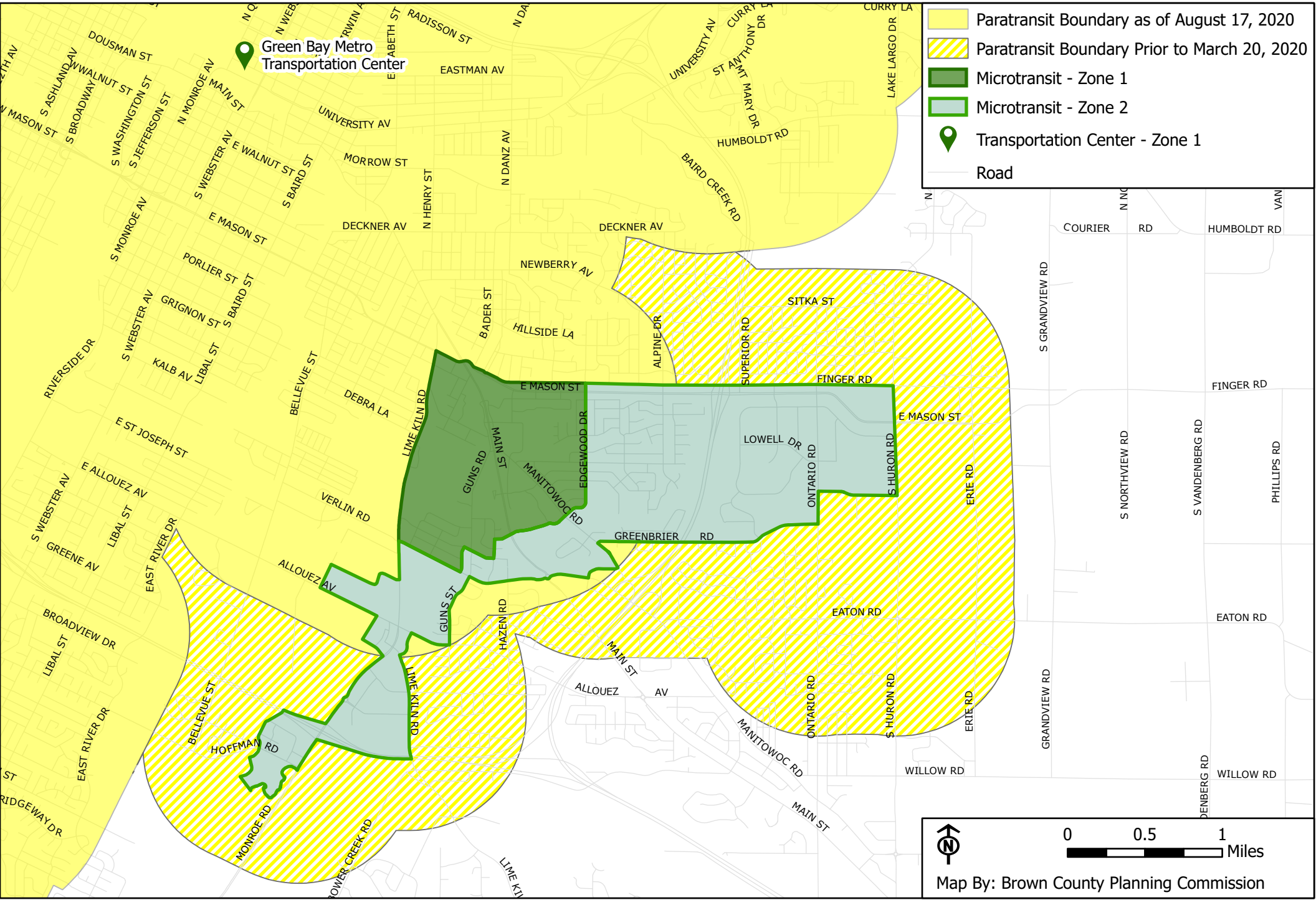
FISCAL IMPACT

ATTACHMENTS

1. Paratransit & Microtransit SA Map 102020

Green Bay Metro

Microtransit and Paratransit Service Areas



Report to the
Transit Commission
of the City of Green Bay

Green Bay METRO

MEETING DATE	PREPARED BY
October 21, 2020	Patty Kiewiz, Transit Director

AGENDA ITEM # D.4

Discussion/Action: Public Lobby Access

BACKGROUND

The public lobby was closed on March 16, 2020 with the onset of COVID 19. On July 1, 2020 the lobby reopened for restroom use and pass purchases. With winter fast approaching we need to be prepared for riders who may need to be out of the elements while waiting for their bus.

Staff has configured the lobby that would allow approximately 11 riders to be socially distant while waiting for their bus. Stickers will be placed on the floor informing people where to stand that would allow appropriate space.

Adequate space has been left to allow for passes to be purchased and restrooms to be used.

RECOMMENDATION

Staff recommends allowing limited capacity in the public lobby, that respects social distancing guidelines.

FISCAL IMPACT

ATTACHMENTS

1. PXL_20201015_194523343

Green Bay
METRO
SOCIAL DISTANCING
PLEASE STAY
6FT
APART

Report to the
Transit Commission
of the City of Green Bay

Green Bay METRO

MEETING DATE	PREPARED BY
October 21, 2020	Patty Kiewiz, Transit Director

AGENDA ITEM # E.1

2019 WisDOT Transit System Management Performance Final Review

BACKGROUND

Section 85.20 of the Wisconsin Statutes requires the Wisconsin Department of Transportation (WisDOT) to conduct a transit system management performance review (MPR) of all urban mass transit systems receiving state aid at least once every five years. This report summarizes the 2019 MPR for the City of Green Bay's public transit system, doing business as Green Bay Metro. The previous Green Bay Metro MPR was conducted in 2012.

"The review team concludes that Green Bay Metro is a well-managed transit system that delivers effective service while proactively planning for the future. Indeed, the team gives Green Bay Metro its highest rating ("conducive to effective operations") in all functional areas reviewed. We also note that peer agencies across Wisconsin frequently turn to the agency for assistance with their own operations."

RECOMMENDATION

No action necessary.

FISCAL IMPACT

ATTACHMENTS

1. 2019 WisDOT MPR Green Bay Final Report 20200928

City of Green Bay

Green Bay Metro

Source: SRF Staff Photo.

Wisconsin Department of Transportation
2019 Transit System Management Performance Review

Final Report | September 2020

Prepared for the Wisconsin Department of Transportation by SRF Consulting Group

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Introduction

Section 85.20 of the Wisconsin Statutes requires the Wisconsin Department of Transportation (WisDOT) to conduct a transit system management performance review (MPR) of all urban mass transit systems receiving state aid at least once every five years. This report summarizes the 2019 MPR for the City of Green Bay's public transit system, doing business as Green Bay Metro. The previous Green Bay Metro MPR was conducted in 2012.

The 2019 MPR process consisted of three main activities: performance analysis, review of completed written MPR questionnaire and provided documentation, and an on-site interview and facility review. The review team conducted a performance analysis in summer 2019 to inform the areas of focus for the MPR questionnaire and on-site review. In September, the team sent an electronic MPR questionnaire form to Green Bay Metro's transit manager, and on November 21, 2019 it conducted the on-site review.

This report consists of five sections: System Overview; Analysis of System Performance; Policy- and Decision-Making Processes; Functional Area Review; and Recommendations Summary. The Functional Area Review focuses on transportation operations, vehicle and facility maintenance, finance, planning and scheduling, and marketing aspects of the transit system.

Status of Previous Recommendations

Green Bay Metro (GBM) investigated or implemented many recommendations from its 2012 MPR, including finance and technology improvements and planning efforts. However, the agency notes that it needs additional staff time and/or resources in order to address several remaining identified deficiencies, including in fixed-route supervision and paratransit scheduling. Green Bay Metro's report on the status of previous MPR recommendations is shown in Table 1.

Table 1. Summary of Recommendations from Previous Management Performance Review (2012)

Functional Area	Recommendation	Status (Presented as Reported by Agency Staff)
Area 1: Accounting, Finance, and Purchasing	No recommendations	N/A
Area 2: Personnel and Labor Relations	No recommendations	N/A
Area 3: Transportation Operations	Green Bay Metro (GBM) should require drivers to sign for, or otherwise acknowledge, the receipt of special notices and bulletins.	Drivers must sign for their receipt and understanding of the employee manual, updated annually. Included in the manual are provisions for the distribution of special notices, bulletins, and policy updates (no signature is currently required).
Area 4: ADA Paratransit Service	No recommendations	N/A
Area 5: Safety Management and Training	No recommendations	N/A
Area 6: Long- and Short-Range Planning	No recommendations	N/A
Area 7: Scheduling	No recommendations	N/A
Area 8: Marketing	Add translation functionality (such as Google Translate) to website to offer multilingual information.	Addressed – Added Google Translate.

Functional Area	Recommendation	Status (Presented as Reported by Agency Staff)
Area 9: Vehicle and Facility Maintenance	Purchase and install a backup generator capable of powering all essential functions for transit operations.	Not included in fixed asset list as of 12/31/2018.
	GBM should investigate the potential benefits of implementing a more advanced inventory system using RFID or barcode scanning technology.	Under consideration – not yet implemented.
Area 10: Information Technology	No recommendations	N/A

Summary

The tables below highlight this report's findings and recommendations. Detailed descriptions and analyses accompany these throughout this report.

Table 2. Peer Analysis Performance Summary[1]

Performance Objective	Performance Measure	Single Year: 2017		Trend Analysis: 2013-2017	
		WI Peer Comparison	US Peer Comparison	WI Peer Comparison	US Peer Comparison
Cost Effectiveness	Operating Expenses Per Passenger Trip	▲	▲	●	▲
Cost Efficiency	Operating Expenses Per Revenue Hour	▲	▲	▲	▲
Service Effectiveness	Passenger Trips Per Revenue Hour	▲	▲	●	●
Market Penetration	Passenger Trips Per Capita	●	▲	●	▲
	Revenue Hours Per Capita	●	▲	●	▲
Passenger Revenue Effectiveness	Average Fare Per Passenger Trip	▼	●	▼	●
	Operating Ratio	▼	●	▼	●
	Subsidy Per Passenger Trip	▲	▲	●	▲
Key to Symbols	▲	Better than peer average			
	●	Within satisfactory range (+/- one standard deviation of peer average)			
	▼	Outside satisfactory range			

Table 3. Assessment of Policy- and Decision-Making Processes

Criterion	Rating
The manager has sufficient authority and control to manage in an efficient manner.	▲
The lines of authority, responsibility, and accountability are well defined and appropriate.	▲
The lines of communication provide for sufficient exchange of information to ensure decision makers are knowledgeable on issues.	▲
The current organizational structure is conducive to effective and efficient operation.	▲
Key to ▲	Structures and procedures are conducive to effective operations

[1] National Transit Database (NTD) data used in these peer analyses exclude revenues from agencies' partnership agreements and non-fare revenues such as advertising proceeds. These exclusions – which reflect NTD data collection and reporting practices from 2013 to 2017 – disproportionately (adversely) impact Green Bay Metro's average fare per passenger, operating ratio, and subsidy per passenger trip relative to its peers. This point is elaborated upon in Part II.

Symbols		Structures and procedures are adequate with room for improvement
		Structures and procedures are insufficient

Table 4. Summary Assessment of Functional Areas

Functional Area		Rating
Transportation Operations		
Vehicle and Facility Maintenance		
Finance		
Planning and Scheduling		
Marketing		
Key to Symbols		Structures and procedures are conducive to effective operations
		Structures and procedures are adequate with room for improvement
		Structures and procedures are insufficient

Table 5. Summary of Recommendations – 2019 Management Performance Review

Functional Area	Recommendation	Priority
Policy- and Decision-Making Processes	Establish a transit user advisory group to provide customer input on current operations and proposed service revisions.	Low
	Continue to monitor the employment market for bus drivers in the Green Bay area; consider exploring changes that would allow new drivers more flexibility with scheduling, or other strategies to improve employee engagement.	Medium
	Continue to leverage statewide resources, relationships with peer transit agencies, and regional and national peer groups to bring new and innovative practices to Green Bay Metro.	Low
Transportation Operations	No Recommendations.	--
Vehicle and Facility Maintenance	Procure and implement a barcode system for parts and maintenance.	Low
Finance	Monitor passenger revenue effectiveness metrics after the January 2020 fare increase, as well as any impact on ridership (particularly ridership by low-income passengers and other underrepresented groups).	Medium
Planning and Scheduling	Continue to explore new service delivery models for low-density areas, including restructuring fixed routes and/or conducting pilot projects as feasible.	Medium
	Develop a consistent process and funding structure for engaging and adding municipalities to the Green Bay Metro system, including establishing the appropriate amount and type of service, and allocating operating and capital costs among new and existing municipalities.	Medium
Marketing	Work to provide public data in the GTFS file format for use in Google Maps and other third-party applications, and advertise these trip planning tools once available.	Medium
	Adopt a plan to conduct regular customer surveys on an annual or triennial basis, and track customer satisfaction as a performance measure.	Medium
	Continue and strengthen Green Bay Metro's presence at local community events, including outreach efforts by the agency's mobility coordinator.	Medium

Part I: System Overview

The City of Green Bay provides public transit service as Green Bay Metro, serving over 1.2 million passengers each year. Green Bay Metro operates a total of 17 regular fixed routes (Routes 2-18), as well as two limited-service routes (Routes 70 and 78). The agency also operates Americans with Disabilities Act (ADA) complementary paratransit service throughout its service area. The Green Bay Metro fleet consists of 35 standard fixed-route buses, including seven 30-foot buses, 24 35-foot buses, and six 40-foot buses.

The contractor-owned ADA paratransit fleet currently includes 14 vehicles; Green Bay Metro also owns two pickup trucks and three Ford SUVs for use as support vehicles.

Fixed-Route Service

Green Bay Metro's fixed bus routes are shown in Table 6. Service operates from 5:15 a.m. to 9:45 p.m. on weekdays and from 7:15 a.m. to 6:45 p.m. on Saturdays, with specialized Sunday service provided on N.F.L. home game days only.

Table 6. Green Bay Metro Fixed-Route Bus Service Summary

Service Days	Route Type	Route	Span of Service	Frequency (Minutes)
Weekday	Regular Local	2: Orange Line*	5:15 a.m. – 9:45 p.m.	30 (All day)
		3: Silver Line	5:15 a.m. – 6:15 p.m.	60 (All day)
		4: Blue Line	5:45 a.m. – 9:45 p.m.	60 (All day)
		5: Plum Line	5:45 – 9:45 a.m.; 1:45 – 5:45 p.m.	60 (Peak only)
		6: Red Line	5:15 a.m. – 9:45 p.m.	30 (Daytime) / 60 (Evening)
		7: Lime Line**	5:15 a.m. – 9:45 p.m.	30 (Daytime) / 60 (Evening)
		8: Green Line	5:45 a.m. – 9:45 p.m.	60 (All day)
		9: Gold Line	5:15 a.m. – 9:15 p.m.	60 (All day)
		10: Yellow Line	5:09 a.m. – 9:40 p.m.	60 (All day)
		11: Sky Line	5:15 a.m. – 9:15 p.m.	60 (All day)
		12: Coal Line	5:15 a.m. – 9:15 p.m.	30 (All day)
		13: River Line	5:15 a.m. – 9:45 p.m.	30 (Daytime) / 60 (Evening)
		14: Brown Line	5:15 a.m. – 9:45 p.m.	30 (All day)
		15: Aqua Line**	6:00 a.m. – 9:53 p.m.	60 (All day)
		16: Pink Line**	5:30 a.m. – 6:21 p.m.	60 (All day)
		17: Brick Line	5:45 a.m. – 9:39 p.m.	60 (All day)
		18: Tan Line*	6:00 a.m. – 8:57 p.m.	30 (All day)
	Limited Service	70:	7:00 – 7:20 a.m.; 2:50 – 3:25 p.m.	2 trips daily (School days only)
		78:	6:30 – 7:42 a.m.; 2:30 – 4:08 p.m.	2 trips daily (School days only)
Saturday	Regular Local	2: Orange Line*	7:45 a.m. – 6:15 p.m.	60 (All day)
		4: Blue Line	7:45 a.m. – 6:45 p.m.	60 (All day)
		6: Red Line	7:45 a.m. – 6:45 p.m.	60 (All day)
		7: Lime Line**	7:45 a.m. – 6:45 p.m.	60 (All day)
		8: Green Line	7:45 a.m. – 6:45 p.m.	60 (All day)

	9: Gold Line	7:15 a.m. – 6:15 p.m.	60 (All day)
	10: Yellow Line	7:09 a.m. – 6:40 p.m.	60 (All day)
	11: Sky Line	7:15 a.m. – 6:15 p.m.	60 (All day)
	12: Coal Line	7:45 a.m. – 6:45 p.m.	30 (All day)
	13: River Line	8:15 a.m. – 6:45 p.m.	60 (All day)
	14: Brown Line	7:45 a.m. – 6:45 p.m.	30 (All day)
	15: Aqua Line**	8:00 a.m. – 6:53 p.m.	60 (All day)
	17: Brick Line	7:45 a.m. – 6:39 p.m.	60 (All day)
	18: Tan Line*	8:00 a.m. – 5:57 p.m.	30 (All day)

Source: Green Bay Metro.
* Route deviates to serve specific locations upon request.
** Specific trips deviate to serve schools on school days only.

Paratransit

Green Bay Metro provides complementary paratransit service for eligible customers with disabilities through a turnkey operating contract with MV Transportation, Inc. Green Bay Metro conducts eligibility assessments in-house and issues determinations, including unconditional, conditional, or temporary paratransit eligibility, based on the customer's ability to use fixed-route transit service. Paratransit service is provided using contractor-owned vehicles and serves eligible customers within ¾ mile of any regular bus route and within the municipal boundaries of Green Bay and other funding municipalities. The one-way customer fare for this service is $3.00, twice the regular fixed route fare. Green Bay Metro paratransit service operates from 5:00 a.m. to 10:00 p.m. on weekdays and from 7:00 a.m. to 7:00 p.m. on Saturdays.

Green Bay Metro recently awarded its next paratransit contract to Via Transportation, Inc. (Via), a New York-based provider of real-time ridesharing services and software. The agency anticipates that Via's presence in the region may enable Green Bay Metro to offer other types of demand-response service, such as microtransit.

Fares

Table 7 summarizes Green Bay Metro's current fare structure for fixed-route service. A one-way fare is $1.50 for adults, $1.00 for K-12 students (with ID), and $0.75 for seniors or people with disabilities (free for service-connected veterans). Instead of offering paper transfers, Green Bay Metro sells day passes for $3.00. 30-day passes are also available. To encourage ridership, all Saturday service is free.

Table 7. Green Bay Metro Fare Structure

	Cash	Day Pass	Monthly Pass
Adult (19-64 years)	$1.50	$3.00	$35.00
K-12 Student (with ID)*	$1.00	$2.00	$22.00
College Student (with ID)	--	--	$30.00
Seniors (65 & over) / Disabled / Medicare Card Holders	$0.75	$1.50	$25.00
Service-Connected Veterans	FREE	--	--

Source: Green Bay Metro.
* K-12 students in the Green Bay and Ashwaubenon school districts ride free with a valid, current student ID.

Green Bay Metro is in the process of raising fixed-route fares for the first time since 2009, and paratransit

fares for the first time since 2005. Starting in 2020, the fare for a one-way fixed-route trip increased from $1.50 to $2.00, and the fare for a one-way paratransit trip will increase from $3.00 to $4.00. These fare increases are intended to offset ongoing growth in operating costs, including in the ADA paratransit program.

Fleet

As of January 2018, Green Bay Metro's fixed-route fleet consists of 35 New Flyer and Gillig heavy-duty buses, with most recent purchases ranging from 35 to 40 feet in length (Table 8, Figure 1). Most of Green Bay Metro's current vehicles (19 buses) were acquired in 2009 and 2010 with support from the American Recovery and Reinvestment Act (ARRA). These vehicles will all be reaching their useful life in the next 2 to 5 years; Green Bay Metro plans to begin replacing these vehicles on a rolling basis in order to return to a more balanced procurement schedule.

Per FTA rolling stock useful life policy guidelines, large, heavy-duty buses have a minimum useful life of at least 12 years or 500,000 miles.[2] Green Bay Metro actively tracks and reports fleet conditions relative to these useful life metrics. Currently, the agency is operating 7 vehicles (20% of its fleet) beyond 12 years and 500,000 miles.

Table 8. Green Bay Metro Fixed-Route Fleet

Vehicle Numbers	Quantity	Year	Make/Model	Length	Average Life Miles (2018)*	Age (years)
301, 303, 304, 307	4	2003	New Flyer D30LF	30′	621,733	16
401-403	3	2004	New Flyer D30LF	30′	542,835	15
901-909	9	2009	New Flyer D35LF	35′	294,965	10
1101-1110	10	2010	Gillig G27B102N4	35′	272,331	9
1501-1504	4	2015	Gillig G27D102N4	40′	91,041	4
1801-1803	3	2018	New Flyer XD35	35′	--	1
1804-1805	2	2018	New Flyer XD40	40′	--	1
TOTAL	35	--	--	--	281,645	8.9

Source: Green Bay Metro.
*Fleet and mileage in this table are as of January 2018 and may not reflect the most recent bus replacements. By Spring 2020, the Green Bay Metro fleet consisted of 36 standard fixed-route buses, including one 30-foot bus, 29 35-foot buses, and six 40-foot buses.

[2] Federal Transit Administration. Circular 5010.1E: Award Management Requirements. 2017. Page IV-25. https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/Grant%20Management%20Requirements%20Circular_5010-1E_1.pdf

Figure 1. Green Bay Metro Fixed-Route Vehicles

Source: SRF Staff.

Facilities

Green Bay Metro's headquarters facility is co-located with the agency's main bus transfer point at 901 University Avenue in downtown Green Bay. This building, known as the Transportation Center (or "Transit Center" on Green Bay Metro route maps), includes administrative offices, driver break areas, a maintenance area, and bus storage bays for the agency's entire fleet. In addition, the building offers an interior waiting area serving Jefferson Lines, Indian Trails, and Amtrak Thruway intercity bus customers, as well as a sheltered exterior bus transfer area.

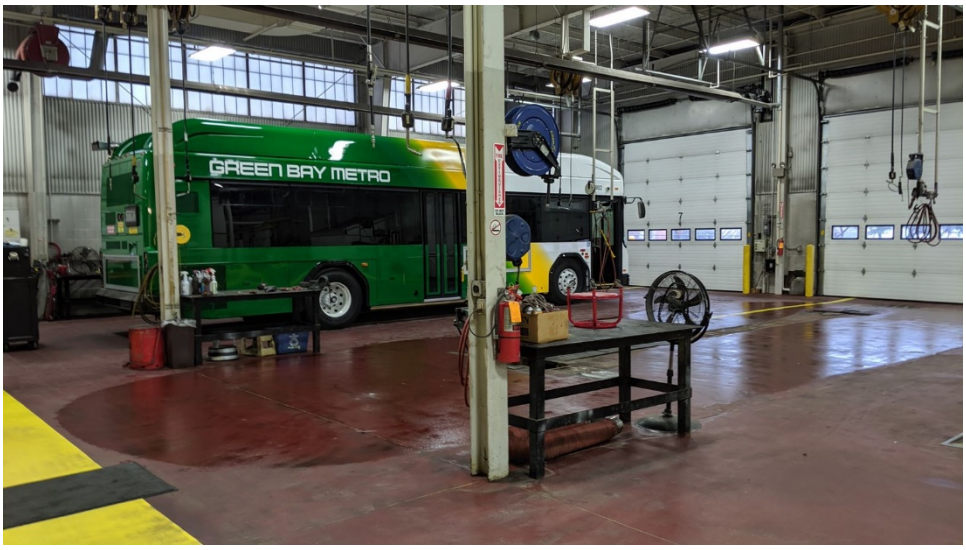
Figure 2. Green Bay Metro Headquarters and Transfer Facility

Source: SRF Staff.

Figure 3. Green Bay Metro Bus Storage Area

Source: SRF Staff.

Figure 4. Green Bay Metro Bus Maintenance Area



Source: SRF Staff.

Part II: Analysis of System Performance

Part II of this report examines Green Bay Metro's performance over the last several years. Since there are no recognized industry standards for most measures of transit system performance, widespread practice is to compare the performance of a system to the average values of a peer group of systems.

The following peer analysis compares Green Bay Metro *fixed-route bus* performance to a Wisconsin peer group and a national peer group in five categories using eight specific measures (Table 9), including six core measures that WisDOT uses in cost efficiency reports and MPRs consistent with section 85.20 of the Wisconsin Statutes.

Table 9. Performance Objectives and Performance Measures

Performance Objective	Performance Measure	WisDOT Core Measure
Cost Effectiveness	Operating Expenses Per Passenger Trip	X
Cost Efficiency	Operating Expenses Per Revenue Hour	X
Service Effectiveness	Passenger Trips Per Revenue Hour	X
Market Penetration	Passenger Trips Per Capita	X
	Revenue Hours Per Capita	X
Passenger Revenue Effectiveness	Average Fare Per Passenger Trip	
	Operating Ratio (Passenger Revenues Per Operating Expenses)	X
	Subsidy Per Passenger Trip	

This peer performance analysis excludes data from demand response and ADA paratransit service; analyzing Green Bay Metro fixed-route bus data alone allows for a more direct comparison with peer transit systems in Wisconsin and around the Midwest.

Each measure in Table 9 is used to assess Green Bay Metro's fixed-route performance in two ways:

- Single Year: Comparison to peer average for most the current year. Year 2017 National Transit Database (NTD) data are used. This is the most recent year for which NTD data were available for all peer systems at the time of analysis. Consistent with the WisDOT approach, performance is considered "satisfactory" within one standard deviation of the peer average. The system's performance is labelled "outside the satisfactory range" (unsatisfactory) if it falls more than one standard deviation from the peer average in the direction – either positive or negative – representing lower performance.
- Multi-Year Trend Analysis: Comparison to peer average for annual rate of change. NTD data from 2013 to 2017 are used. The annual rate of change from 2013 to 2017 is calculated as follows:

$$\text{Annual rate of change} = (\text{Value}_{2017}/\text{Value}_{2013})^{1/4} - 1$$

For the trend analyses, Green Bay Metro's annual rate of change is compared to the peer group's average. Again, the system's trend performance is considered "satisfactory" within one standard deviation of the peer group average. Beyond one standard deviation from the peer group average, the system's trend performance is considered "outside the satisfactory range."

Peer Groups

The selection of the peer groups for Green Bay Metro was based on a review of small urban bus systems in NTD. NTD was used because its data are readily available and consistently reported. That said, the review team and WisDOT recognize that the uniqueness of each transit service, agency reporting vagaries, and inherent limits in NTD data itself all dictate caution in drawing hard conclusions from peer group comparisons. Regarding the former, each agency operates its transit service in a different environment, serves a unique market, and has a unique management structure. Still, peer group comparisons provide some context for evaluating operating conditions of the agency under review, and provide the review team with a starting point for its more detailed management performance assessment.

Two peer groups were selected for comparison: a Wisconsin peer group and a national peer group (Table 10, Table 11). Systems' fixed-route bus data (excluding any other modes operated) were used in the selection of peers and the subsequent analyses.

Table 10 contains 2017 operating statistics for Green Bay Metro and the selected Wisconsin peer systems, while Table 11 provides this information for Green Bay Metro and selected national peer systems.

In developing the national peer group, the review team focused on peer systems in cold-weather states in the Midwest; specifically, those with relatively similar service area and transit service mix provided. The Urban Integrated National Transit Database (Urban iNTD) was used to develop an initial list of national peers.[3] This initial list was filtered to include only the most comparable peers, based on the criteria listed above and previous MPR peer analyses.

The national peer group includes systems in Illinois, Indiana, Iowa, Kansas, Michigan, Montana, and Ohio.

Table 10. 2017 Operating Statistics – Wisconsin Peer Group

System Name	City	Revenue Hours	Passenger Trips	Operating Expenses	Passenger Revenues	Service Area Population
Valley Transit	Appleton	67,188	989,422	$5,555,456	$788,481	216,154
Eau Claire Transit	Eau Claire	48,127	865,260	$4,261,637	$803,452	75,828
Kenosha Transit	Kenosha	78,080	1,268,399	$6,242,092	$692,799	99,894
La Crosse MTU	La Crosse	58,801	999,955	$5,153,871	$610,973	71,201
Belle Urban System - RYDE	Racine	76,737	1,128,650	$6,353,802	$1,024,246	112,100
Shoreline Metro	Sheboygan	37,679	529,726	$3,163,112	$463,324	59,490
Waukesha Metro Transit	Waukesha	60,848	871,698	$5,447,594	$800,811	141,642
Green Bay Metro	**Green Bay**	**77,319**	**1,242,910**	**$6,249,168**	**$709,595**	**176,180**
Average		63,097	987,003	$5,303,342	$736,710	119,061
Green Bay Metro as Percent of Average		123%	126%	118%	96%	148%

Source: National Transit Database, 2017.

Table 11 contains 2017 operating statistics for Green Bay Metro and the selected national peer systems.

[3] Urban iNTD is a tool developed by the Florida Department of Transportation (FDOT), based on Transit Cooperative Research Program (TCRP) research. http://www.ftis.org/urban_iNTD.aspx.

Table 11. 2017 Operating Statistics – National Peer Group

System Name	City, State	Revenue Hours	Passenger Trips	Operating Expenses	Passenger Revenues	Service Area Population
MET Transit	Billings, MT	34,925	455,583	$3,497,440	$360,464	109,869
Stark Area Regional Transit Authority (SARTA)	Canton, OH	140,246	2,261,179	$13,361,891	$1,483,114	372,542
Cedar Rapids Transit	Cedar Rapids, IA	68,873	1,185,726	$7,122,366	$820,737	158,890
Decatur Public Transit System	Decatur, IL	68,524	1,208,742	$5,641,361	$483,781	82,155
Citilink	Fort Wayne, IN	103,208	1,696,829	$10,280,316	$1,521,133	268,485
Muskegon Area Transit System (MATS)	Muskegon Heights, MI	45,245	528,635	$3,584,845	$328,255	172,188
Sioux City Transit	Sioux City, IA	44,585	901,989	$4,057,320	$724,877	122,128
Topeka Metro	Topeka, KS	60,116	1,197,319	$5,866,545	$960,567	127,473
Wichita Transit	Wichita, KS	116,316	1,262,552	$10,203,149	$1,457,565	382,386
Green Bay Metro	**Green Bay, WI**	**77,319**	**1,242,910**	**$6,249,168**	**$709,595**	**176,180**
Average		75,936	1,194,146	$6,986,440	$885,009	197,230
Green Bay Metro as Percent of Average		102%	104%	89%	80%	89%

Source: National Transit Database, 2017.

Performance Measures: Results

This section summarizes the results of the single-year (2017) and multi-year (2013-2017) analyses for each of the eight performance measures reviewed in this MPR. Green Bay Metro is compared to its Wisconsin and national peer groups for each of the eight performance measures. Table 24 summarizes Green Bay Metro's performance relative to peer systems across all measures.

Green Bay Metro Five-Year Summary

Table 12 and Table 13 show the agency's operating statistics and performance measures, respectively, for 2013 through 2017. The average annual rate of change is calculated for each statistic and measure.

Table 12. Operating Statistics – Green Bay Metro, 2013-2017

Operating Statistic	2013	2014	2015	2016	2017	Annual Rate of Change
Revenue Hours	74,250	71,783	77,547	79,406	77,319	1.0%
Passenger Trips	1,482,429	1,429,205	1,394,851	1,323,000	1,242,910	-4.3%
Operating Expenses	$5,842,889	$6,254,849	$6,200,857	$5,827,880	$6,249,168	1.7%
Passenger Revenue	$914,788	$1,017,708	$899,771	$896,921	$709,595	-6.2%
Service Area Population	174,760	174,300	175,275	175,748	176,180	0.2%

Source: National Transit Database, 2013-2017.

Table 13. Performance Measures – Green Bay Metro, 2013-2017

Performance Measure	2013	2014	2015	2016	2017	Annual Rate of Change
Operating Expense Per Passenger Trip	$3.94	$4.38	$4.45	$4.41	$5.03	6.3%
Operating Expense Per Revenue Hour	$78.69	$87.14	$79.96	$73.39	$80.82	0.7%
Passenger Trips Per Revenue Hour	20.0	19.9	18.0	16.7	16.1	-5.3%
Passenger Trips Per Capita	8.5	8.2	8.0	7.5	7.1	-4.5%
Revenue Hours Per Capita	0.42	0.41	0.44	0.45	0.44	0.8%
Average Fare Per Passenger Trip	$0.62	$0.71	$0.65	$0.68	$0.57	-1.9%
Operating Ratio	15.7%	16.3%	14.5%	15.4%	11.4%	-7.7%
Subsidy Per Passenger Trip	$3.32	$3.66	$3.80	$3.73	$4.46	7.6%

Source: National Transit Database, 2013-2017.

The NTD revenue data that are summarized in Table 12 factor into both the revenue-related performance measures in Table 13 and subsequent revenue-related peer comparisons. These data exclude revenues from each agency's partnership agreements and non-fare revenues such as advertising proceeds. These exclusions – which reflect NTD data collection and reporting practices from 2013 to 2017 – disproportionately (adversely) impact Green Bay Metro's average fare per passenger trip, operating ratio, and subsidy per passenger trip relative to its peers. Inclusion of supplemental revenues would no doubt improve Green Bay Metro's relative performance in at least some corresponding peer comparisons.

Table 14 and Table 15 illustrate this point, expanding Tables 10 and 11 respectively to reflect each agency's 2017 supplemental revenues.

Table 14. 2017 Expanded Operating Statistics – Wisconsin Peer Group

System Name	City	Revenue Hours	Passenger Trips	Operating Expenses	Passenger Revenues	Other Directly-Generated Revenues	Other Dir.-Gen. Rev. as a Proportion of Passenger Rev.	Service Area Population
Valley Transit	Appleton	67,188	989,422	$5,555,456	$788,481	$169,055	21.4%	216,154
Eau Claire Transit	Eau Claire	48,127	865,260	$4,261,637	$803,452	$106,263	13.2%	75,828
Kenosha Transit	Kenosha	78,080	1,268,399	$6,242,092	$692,799	$88,223	12.7%	99,894
La Crosse MTU	La Crosse	58,801	999,955	$5,153,871	$610,973	$158,736	26.0%	71,201
Belle Urban System - RYDE	Racine	76,737	1,128,650	$6,353,802	$1,024,246	$54,768	5.3%	112,100
Shoreline Metro	Sheboygan	37,679	529,726	$3,163,112	$463,324	$165,675	35.8%	59,490
Waukesha Metro Transit	Waukesha	60,848	871,698	$5,447,594	$800,811	$69,686	8.7%	141,642
Green Bay Metro	**Green Bay**	**77,319**	**1,242,910**	**$6,249,168**	**$709,595**	**$783,468**	**110.4%**	**176,180**
Average		63,097	987,003	$5,303,342	$736,710	$199,484		119,061
Green Bay Metro as Percent of Average		123%	126%	118%	96%	393%		148%

Table 15. 2017 Expanded Operating Statistics – National Peer Group

System Name	City, State	Revenue Hours	Passenger Trips	Operating Expenses	Passenger Revenues	Other Directly-Generated Revenues	Other Dir.-Gen. Rev. as a Proportion of Passenger Rev.	Service Area Population
MET Transit	Billings, MT	34,925	455,583	$3,497,440	$360,464	$152,981	42.4%	109,869
Stark Area Regional Transit Authority (SARTA)	Canton, OH	140,246	2,261,179	$13,361,891	$1,483,114	$277,414	18.7%	372,542
Cedar Rapids Transit	Cedar Rapids, IA	68,873	1,185,726	$7,122,366	$820,737	$213,301	26.0%	158,890
Decatur Public Transit System	Decatur, IL	68,524	1,208,742	$5,641,361	$483,781	$43,720	9.0%	82,155
Citilink	Fort Wayne, IN	103,208	1,696,829	$10,280,316	$1,521,133	$296,939	19.5%	268,485
Muskegon Area Transit System (MATS)	Muskegon Heights, MI	45,245	528,635	$3,584,845	$328,255	$75,911	23.1%	172,188
Sioux City Transit	Sioux City, IA	44,585	901,989	$4,057,320	$724,877	$114,834	15.8%	122,128
Topeka Metro	Topeka, KS	60,116	1,197,319	$5,866,545	$960,567	$220,982	23.0%	127,473
Wichita Transit	Wichita, KS	116,316	1,262,552	$10,203,149	$1,457,565	$227,149	15.6%	382,386
Green Bay Metro	**Green Bay, WI**	**77,319**	**1,242,910**	**$6,249,168**	**$709,595**	**$783,468**	**110.4%**	**176,180**
Average		$75,936	$1,194,146	$6,986,440	$885,009	$240,670		197,230
Green Bay Metro as Percent of Average		108%	105%	94%	86%	326%		100%

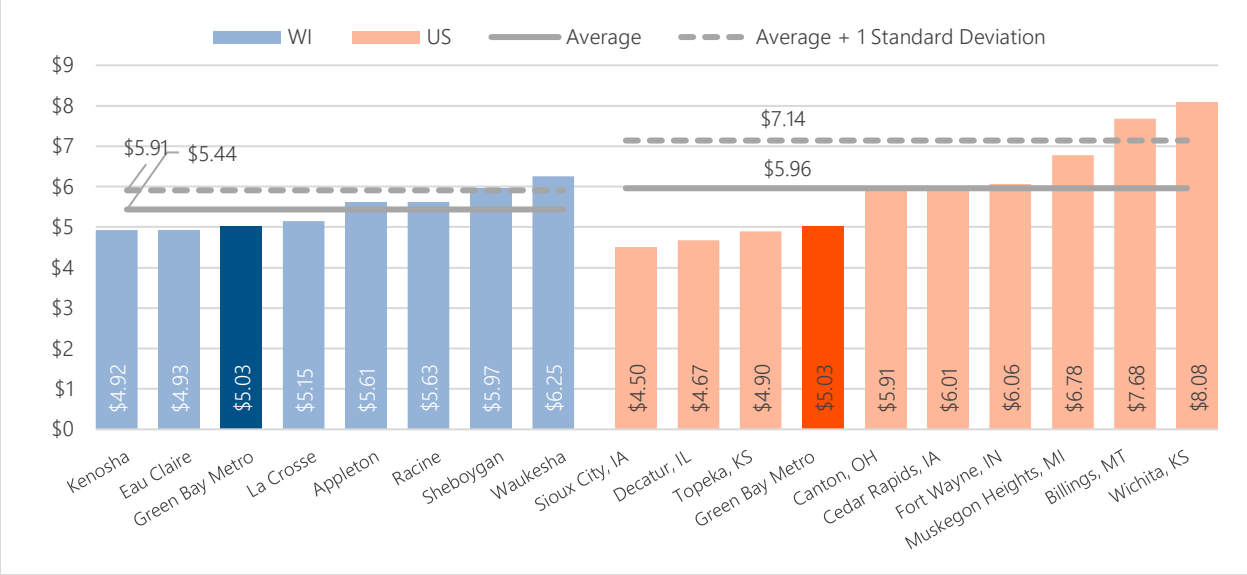
For Green Bay Metro, "other directly-generated revenues" include service contracts with the University of Wisconsin - Green Bay, the Green Bay Area Public School District and the Ashwaubenon School District, and advertising proceeds.

Cost Effectiveness

Cost effectiveness addresses transit use in relation to the level of resources expended. The primary measure for comparison under this area is *operating expenses per passenger trip*. The lower the cost per passenger trip, the more cost effective the service.

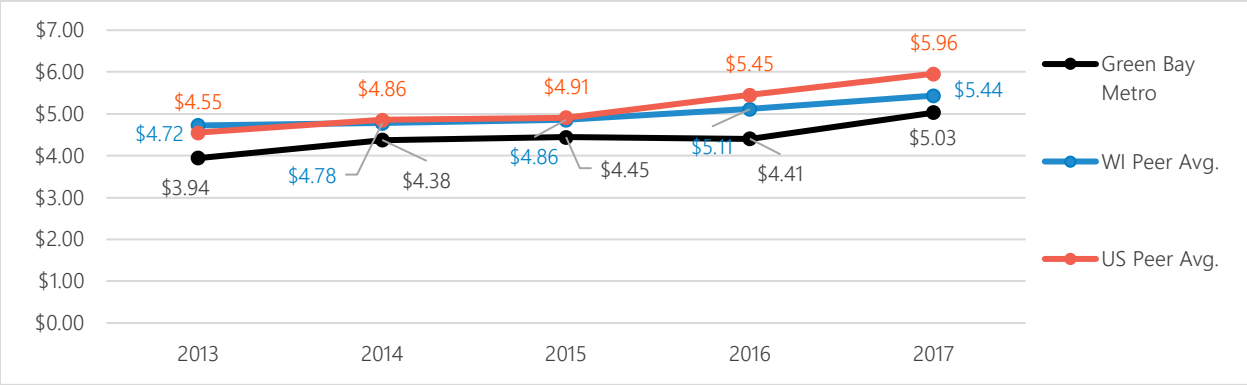
Per Figures 5 and 6, Green Bay Metro outperformed its peers in cost effectiveness measures both in 2017 and over the course of the 2013-2017 data period. Figure 6 and Table 16 indicate that over the 5-year period, operating expense per passenger trip increased more quickly for Metro than for its Wisconsin peers, but more slowly for Metro than for its national peers.

Figure 5. Operating Expenses Per Passenger Trip, 2017 Peers



Source: National Transit Database, 2017.

Figure 6. Operating Expenses Per Passenger Trip Compared to Peer Averages, 2013-2017



Source: National Transit Database, 2013-2017.

Table 16. Operating Expenses Per Passenger Trip, 2013-2017 Trend Performance

Peer Group	Annual Rate of Change			
	Average	Std. Dev.	Satisfactory Range	Performance Relative to Peer Group
Green Bay Metro	6.3%	--	--	--
Wisconsin Peer Group	4.4%	2.5%	6.9%	Within satisfactory range
National Peer Group	7.0%	3.8%	10.8%	Better than average

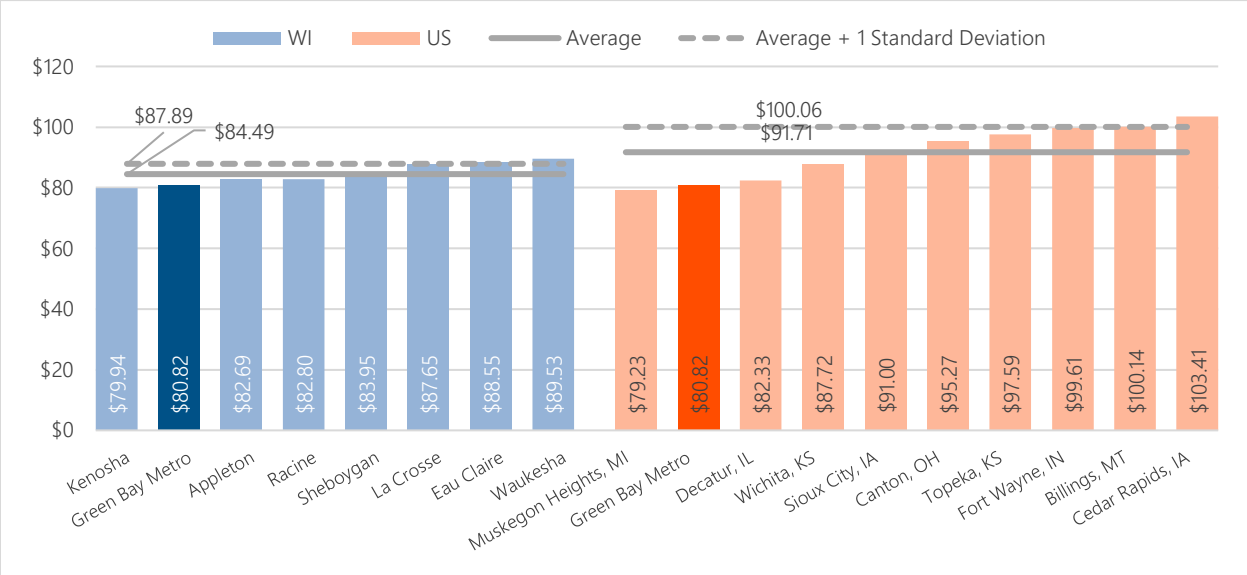
Source: National Transit Database, 2013-2017.

Cost Efficiency

Cost efficiency examines the amount of service produced in relation to the amount of resources expended. *Operating expenses per revenue hour* is the measure used to assess service efficiency.

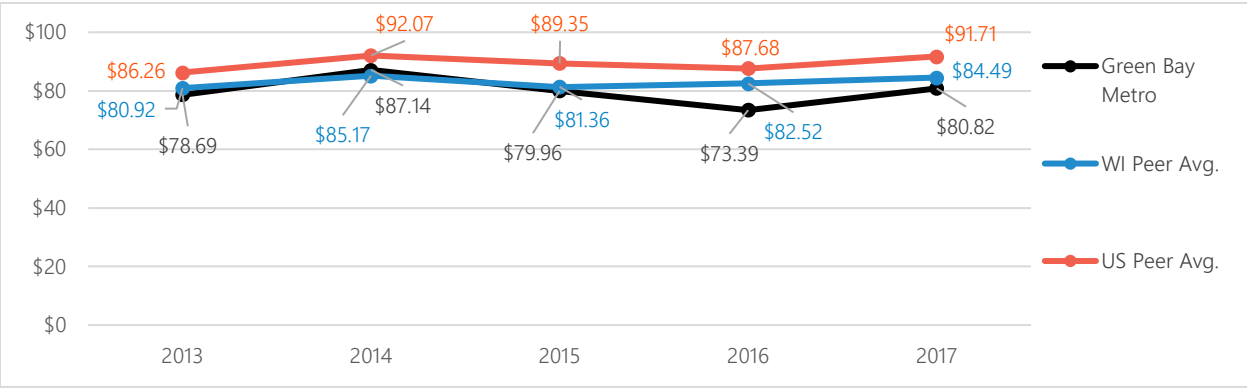
Per Figures 7 and 8, Green Bay Metro outperformed its peers in operating expenses per revenue hour in 2017. Figure 8 and Table 17 indicate that Metro's annual cost efficiency fluctuations generally tracked with its peers' but increased more slowly over the 2013-2017 data period.

Figure 7. Operating Expenses per Revenue Hour, 2017 Peers



Source: National Transit Database, 2017.

Figure 8. Operating Expenses per Revenue Hour Compared to Peer Averages, 2013-2017



Source: National Transit Database, 2013-2017.

Table 17. Operating Expenses per Revenue Hour, 2013-2017 Trend Performance

Peer Group	Annual Rate of Change			
	Average	Std. Dev.	Satisfactory Range	Performance Relative to Peer Group
Green Bay Metro	0.7%	--	--	--
Wisconsin Peer Group	1.3%	1.9%	3.2%	Better than average
National Peer Group	1.6%	1.3%	2.9%	Better than average

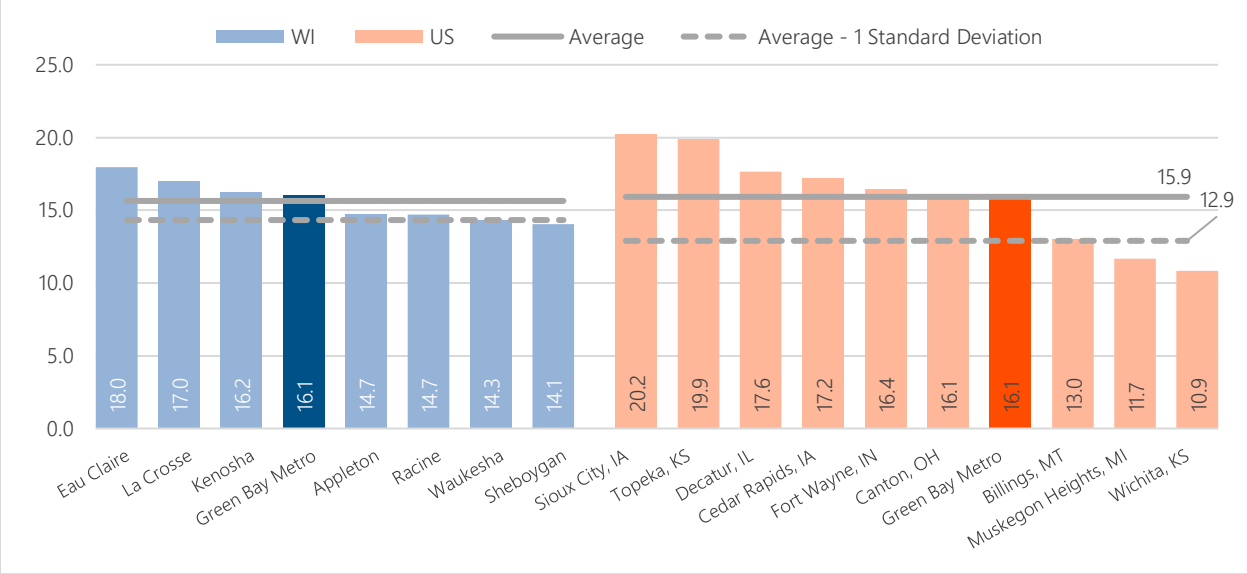
Source: National Transit Database, 2013-2017.

Service Effectiveness

Service effectiveness is a measure of the consumption of public transportation service in relation to the amount of service available. *Passenger trips per revenue hour* is the measure used to assess service effectiveness.

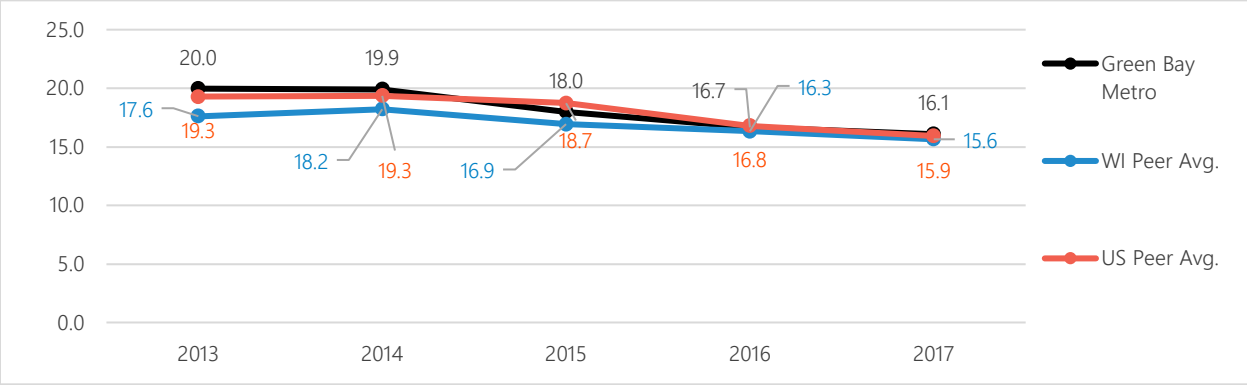
Per Figure 9, Green Bay Metro measured up well in this metric compared to its peers in 2017. Figure 10 illustrates that Metro also generally outperformed its state and national peers in this metric year over year between 2013 and 2017. Table 18 indicates that Metro's passenger trips per revenue hour decreased between 2013 and 2017 at a modestly higher average annual rate than that experienced by its peers over the same period.

Figure 9. Passenger Trips per Revenue Hour, 2017 Peers



Source: National Transit Database, 2017.

Figure 10. Passenger Trips per Revenue Hour Compared to Peer Averages, 2013-2017



Source: National Transit Database, 2013-2017.

Table 18: Passenger Trips per Revenue Hour, 2013-2017 Trend Performance

Peer Group	Annual Rate of Change			
	Average	Std. Dev.	Satisfactory Range	Performance Relative to Peer Group
Green Bay Metro	-5.3%	--	--	--
Wisconsin Peer Group	-3.0%	2.9%	-5.9%	Within satisfactory range
National Peer Group	-4.9%	3.5%	-8.4%	Within satisfactory range

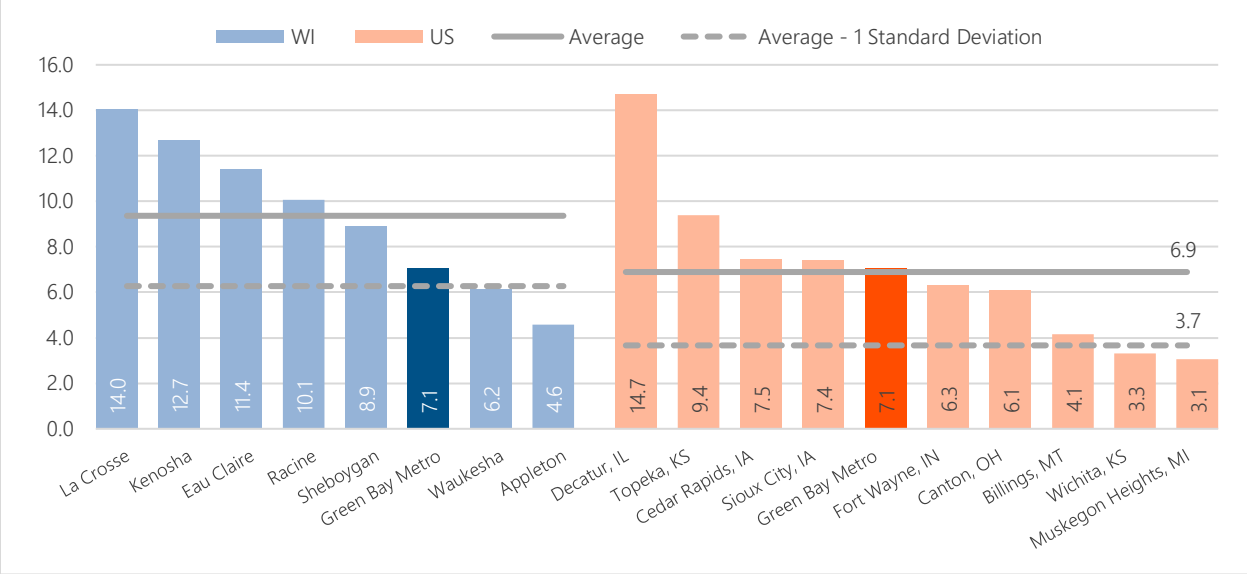
Source: National Transit Database, 2013-2017.

Market Penetration

Passenger trips per capita is an indicator of overall usage of the transit system in the service area. This measure can be interpreted as the average number of times each service area resident uses the transit service each year.

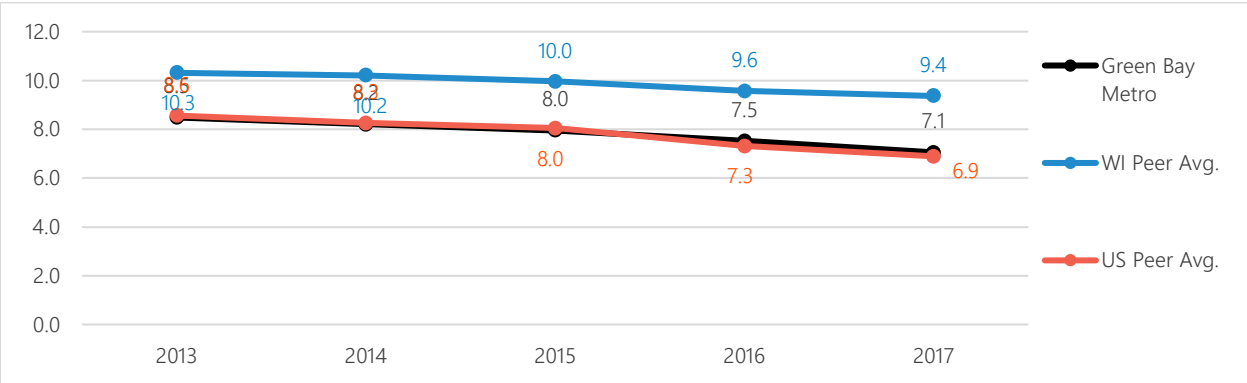
Figure 11 shows that in 2017 Green Bay Metro's passenger trips per capita fell below its Wisconsin peer's average but slightly exceeded its national peer's average. Figure 12 and Table 19 show that Metro experienced modest-to-moderate market penetration reductions annually from 2013 to 2017, which tracked very closely with corresponding reductions among its national peers but exceeded the reductions that its Wisconsin peer group experienced.

Figure 11. Passenger Trips Per Capita, 2017 Peers



Source: National Transit Database, 2017.

Figure 12. Passenger Trips Per Capita Compared to Peer Averages, 2013-2017



Source: National Transit Database, 2013-2017.

Table 19. Passenger Trips Per Capita, 2013-2017 Trend Performance

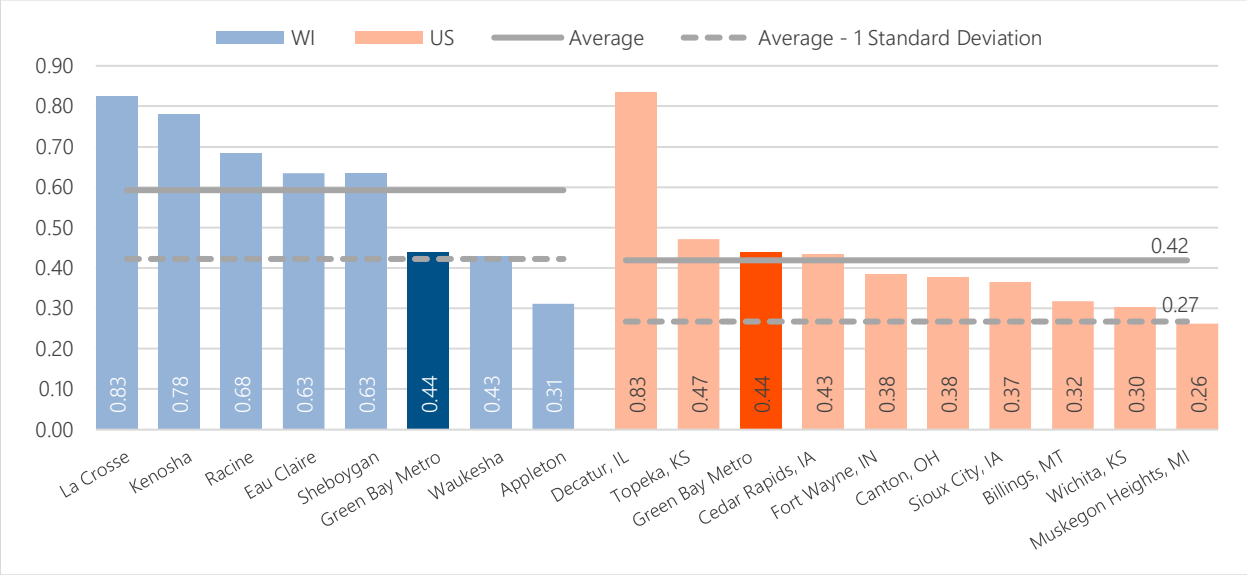
Peer Group	Annual Rate of Change			
	Average	Std. Dev.	Satisfactory Range	Performance Relative to Peer Group
Green Bay Metro	-4.5%	--	--	--
Wisconsin Peer Group	-1.6%	3.4%	-5.0%	Within satisfactory range
National Peer Group	-5.2%	3.3%	-8.5%	Better than average

Source: National Transit Database, 2013-2017.

Revenue hours per capita is the performance measure used to assess service availability, and the second of three measures of market penetration.

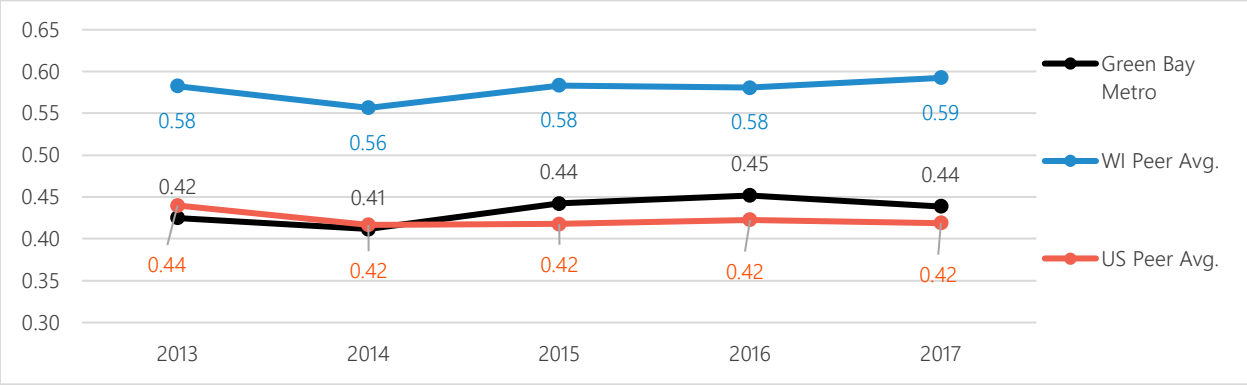
Per Figure 13, Green Bay Metro provided fewer hours of revenue service per capita than its Wisconsin peer group as a whole, but slightly more hours of service per capita than its national peer group. Figure 14 indicates that, for both Metro and its two peer groups, revenue hours per capita remained relatively flat between 2013 and 2017 despite modest year-to-year variations, a fact also borne out in Table 20.

Figure 13. Revenue Hours Per Capita, 2017 Peers



Source: National Transit Database, 2017.

Figure 14. Revenue Hours Per Capita Compared to Peer Averages, 2013-2017



Source: National Transit Database, 2013-2017.

Table 20. Revenue Hours Per Capita, 2013-2017 Trend Performance

Peer Group	Annual Rate of Change			
	Average	Std. Dev.	Satisfactory Range	Performance Relative to Peer Group
Green Bay Metro	0.8%	--	--	--
Wisconsin Peer Group	1.4%	3.7%	-2.3%	Within satisfactory range
National Peer Group	-0.2%	5.2%	-5.4%	Better than average

Source: National Transit Database, 2013-2017.

Passenger Revenue Effectiveness

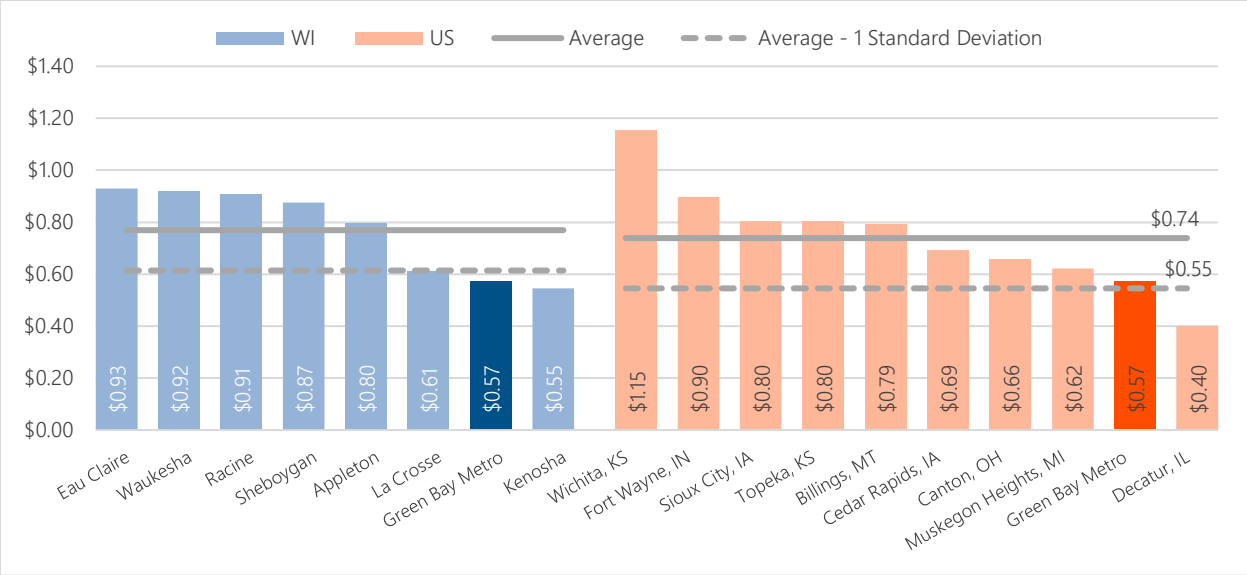
Three metrics are used to evaluate passenger revenue effectiveness: average fare per passenger trip, operating ratio, and subsidy per passenger trip. These metrics are defined below.

While several of the figures and tables that follow suggest that Green Bay Metro underperformed its peers in terms of passenger revenue effectiveness over the data period, recall this section's earlier caveat regarding the NTD revenue data used in this report. To restate, these data exclude revenues from each agency's partnership agreements and non-fare revenues such as advertising proceeds. These exclusions – which reflect NTD data collection and reporting practices from 2013 to 2017 – disproportionately (adversely) impact Green Bay Metro's average fare per passenger trip, operating ratio, and subsidy per passenger trip relative to its peers. Table 14 and Table 15 also help illustrate this point.

With recent updates to NTD reporting requirements and Metro's imminent plans to raise certain fares, WisDOT and the review team fully anticipate that Green Bay Metro's next MPR will properly account for all revenues and – consistent with the positive assessments summarized in Parts III and IV of this report – will reflect favorably on the agency's passenger revenue effectiveness measures.

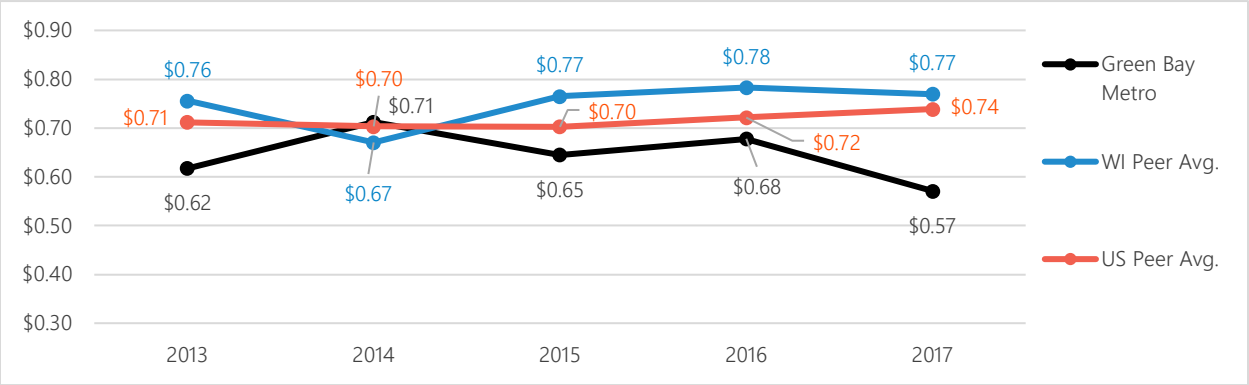
Passenger revenue per passenger trip, or ***average fare per passenger trip,*** measures the amount each passenger is paying to use the service. The higher the average fare, the more cost is being borne by the passenger. Generally, a higher average fare – within certain limitations – is a positive finding for a public transit system.

Figure 15. Average Fare per Passenger Trip, 2017 Peers



Source: National Transit Database, 2017.

Figure 16. Average Fare per Passenger Trip Compared to Peer Averages, 2013-2017



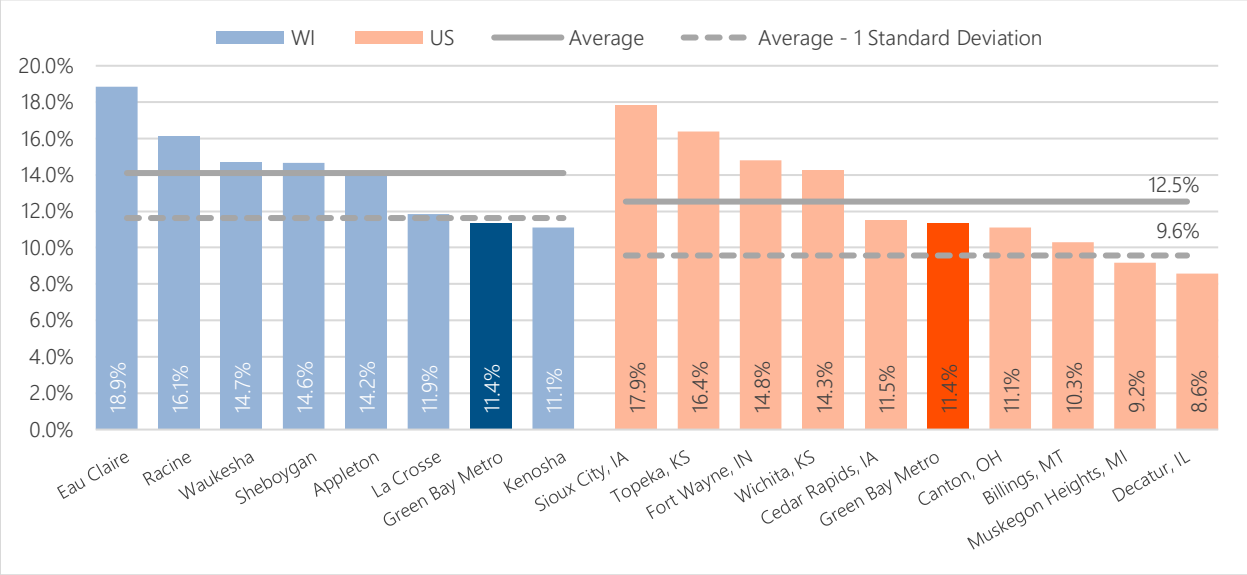
Source: National Transit Database, 2013-2017.

Table 21. Average Fare per Passenger Trip, 2013-2017 Trend Performance

Peer Group	Annual Rate of Change			
	Average	Std. Dev.	Satisfactory Range	Performance Relative to Peer Group
Green Bay Metro	-1.9%	--	--	--
Wisconsin Peer Group	0.9%	2.8%	-1.9%	Outside satisfactory range
National Peer Group	1.5%	5.2%	-3.7%	Within satisfactory range

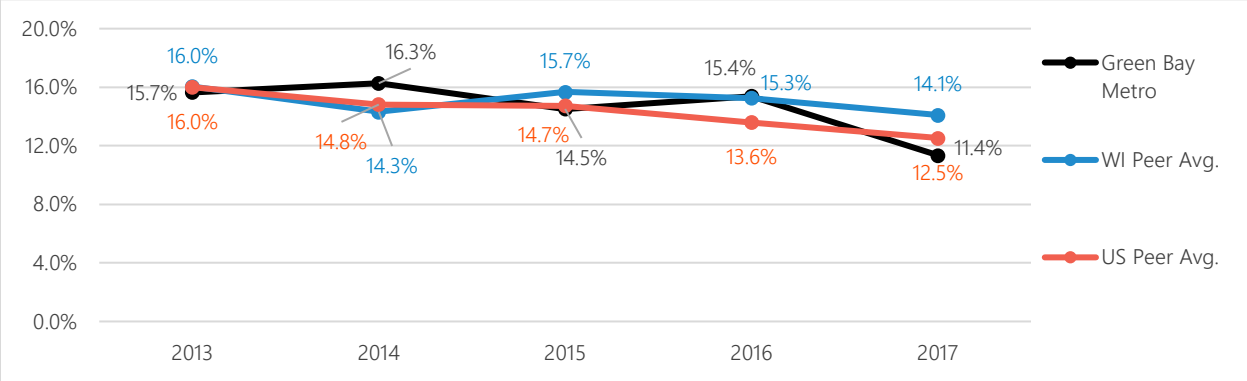
The **ratio of revenues to operating expenses** measures the level of operating expenses that are recovered through passenger fare payment. This measure is also simply referred to as the ***operating ratio*** or ***farebox recovery***.

Figure 17. Operating Ratio, 2017 Peers



Source: National Transit Database, 2017.

Figure 18. Operating Ratio Compared to Peer Averages, 2013-2017



Source: National Transit Database, 2013-2017.

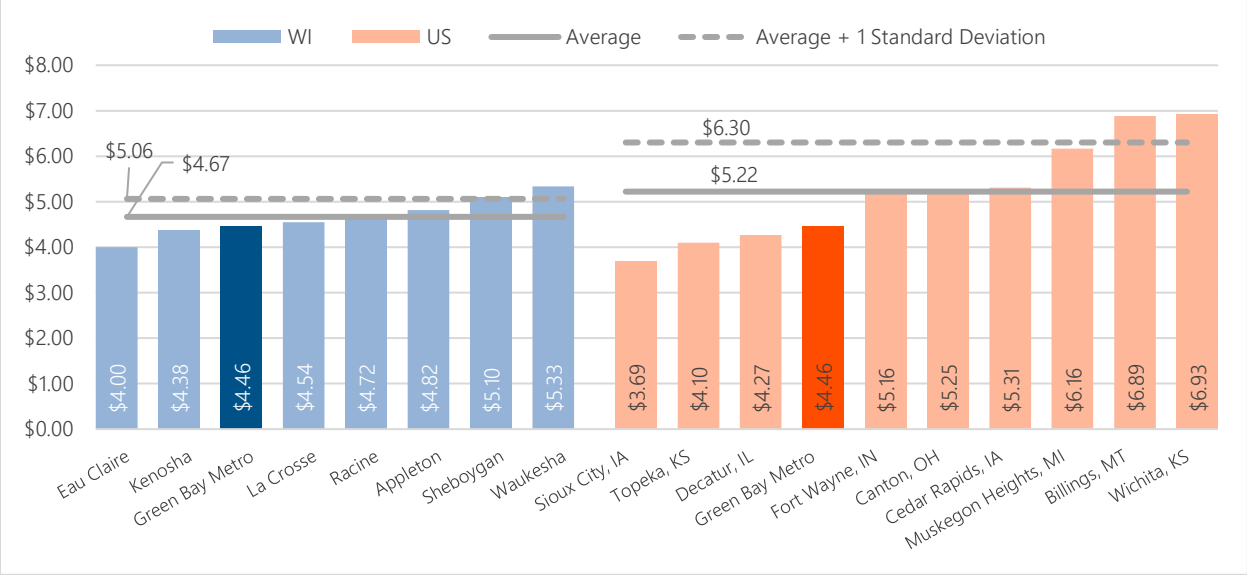
Table 22. Operating Ratio, 2013-2017 Trend Performance

Peer Group	Annual Rate of Change			
	Average	Std. Dev.	Satisfactory Range	Performance Relative to Peer Group
Green Bay Metro	-7.7%	--	--	--
Wisconsin Peer Group	-3.3%	2.7%	-6.1%	Outside satisfactory range
National Peer Group	-5.1%	5.2%	-10.3%	Within satisfactory range

Source: National Transit Database, 2013-2017.

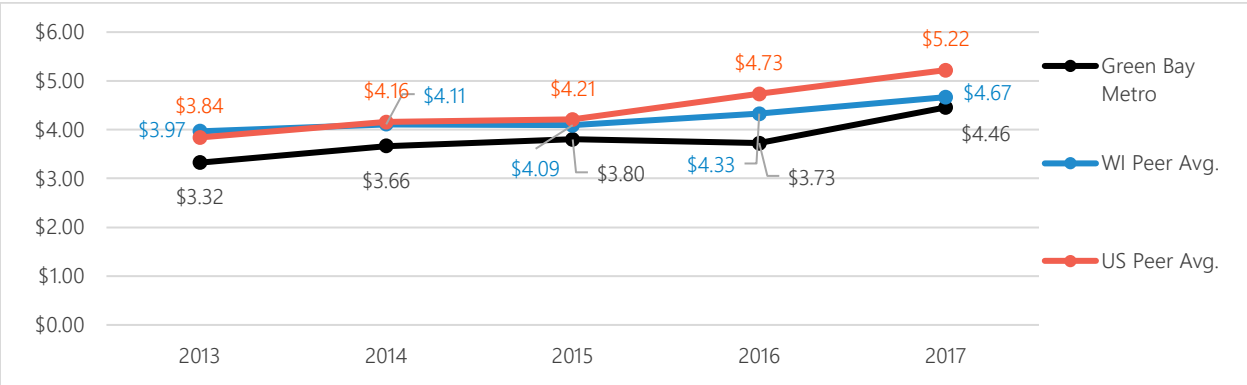
Net expense (subsidy) per passenger trip is used to measure the cost of each passenger trip that is paid for by public operating subsidy. ***Subsidy per passenger trip*** is calculated by subtracting passenger revenues from total operating expenses and dividing by total trips. The higher the operating subsidy, the more local, state, and federal resources are required to cover expenses.

Figure 19. Subsidy per Passenger Trip, 2017 Peers



Source: National Transit Database, 2017.

Figure 20. Subsidy per Passenger Trip Compared to Peer Averages, 2013-2017



Source: National Transit Database, 2013-2017.

Table 23. Subsidy per Passenger Trip, 2013-2017 Trend Performance

Peer Group	Annual Rate of Change			
	Average	Std. Dev.	Satisfactory Range	Performance Relative to Peer Group
Green Bay Metro	7.6%	--	--	--
Wisconsin Peer Group	5.0%	2.7%	7.7%	Within satisfactory range
National Peer Group	8.1%	4.2%	12.4%	Better than average

Source: National Transit Database, 2013-2017. Note: Discrepancies in satisfactory range figures are due to rounding.

Performance Summary

Table 24 summarizes the measures for which Green Bay Metro performed better than average, satisfactory, or outside the satisfactory range. Table 25 and Table 26 display the agency's 2017 performance measure results relative to all Wisconsin and national peers in greater detail.

Table 24. Summary of Green Bay Metro's Performance Relative to Peers

Performance Objective	Performance Measure	Single Year: 2017		Trend Analysis: 2013-2017	
		WI Peer Comparison	US Peer Comparison	WI Peer Comparison	US Peer Comparison
Cost Effectiveness	Operating Expenses Per Passenger Trip	▲	▲	●	▲
Cost Efficiency	Operating Expenses Per Revenue Hour	▲	▲	▲	▲
Service Effectiveness	Passenger Trips Per Revenue Hour	▲	▲	●	●
Market Penetration	Passenger Trips Per Capita	●	▲	●	▲
	Revenue Hours Per Capita	●	▲	●	▲
Passenger Revenue Effectiveness	Average Fare Per Passenger Trip*	▼	●	▼	●
	Operating Ratio*	▼	●	▼	●
	Subsidy Per Passenger Trip	▲	▲	●	▲
Key to Symbols	▲	Better than peer average			
	●	Within satisfactory range (+/- one standard deviation)			
	▼	Outside satisfactory range			

* Note: National Transit Database (NTD) data do not include revenue from Green Bay Metro's partnership agreements or advertising proceeds. These measures appear worse than peer averages in part because of Metro's under-represented revenues and in part because such agreements have enabled the agency to keep fares lower than those of peer agencies.

In 2017, Green Bay Metro outperformed Wisconsin peer averages in four of eight performance measures, and national peer averages in six of eight measures (Table 24). Green Bay Metro performed well in measures related to cost-efficiency and cost-effectiveness, indicating efficient use of operating funds and good utilization by customers (Figure 5, Figure 7). Green Bay Metro has a lower average fare per passenger trip and operating ratio than peer agencies – indicating that the agency collects lower fares than peer agencies (Figure 15, Figure 17).[4]

The 2013-2017 trend analysis shows that Green Bay Metro's performance may be facing challenges, as the agency's trend performance is below the Wisconsin peer average in seven of eight measures (Table 24). During this period, Green Bay Metro's operating expenses per passenger trip increased about 6.3 percent annually (Table 13, Table 16). To maintain satisfactory performance in these measures, Green Bay Metro must ensure its operating expenses do not increase at above-average annual rates in the coming years while also focusing on opportunities to grow ridership.

[4] Note: As mentioned in *Part I: Fares*, Green Bay Metro implemented a fare increase for both fixed-route and paratransit services effective in January 2020. Additionally, as agency staff note, NTD revenue data do not include Green Bay Metro's partnership agreements, which offer free rides to university and K-12 students in exchange for annual funding contributions. These partnerships have enabled the agency to keep fares lower than peers while maintaining stable funding.

Table 25. 2017 Performance Measures – Wisconsin Peer Group

System Name	City	Operating Expense Per Passenger Trip	Operating Expense Per Revenue Hour	Passenger Trips Per Revenue Hour	Passenger Trips Per Capita	Revenue Hours Per Capita	Average Fare Per Passenger Trip	Operating Ratio	Subsidy Per Passenger Trip
Valley Transit	Appleton	$5.61	$82.69	14.7	4.6	0.31	$0.80	14.2%	$4.82
Eau Claire Transit	Eau Claire	$4.93	$88.55	18.0	11.4	0.63	$0.93	18.9%	$4.00
Kenosha Transit	Kenosha	$4.92	$79.94	16.2	12.7	0.78	$0.55	11.1%	$4.38
La Crosse MTU	La Crosse	$5.15	$87.65	17.0	14.0	0.83	$0.61	11.9%	$4.54
Belle Urban System - RYDE	Racine	$5.63	$82.80	14.7	10.1	0.68	$0.91	16.1%	$4.72
Shoreline Metro	Sheboygan	$5.97	$83.95	14.1	8.9	0.63	$0.87	14.6%	$5.10
Waukesha Metro Transit	Waukesha	$6.25	$89.53	14.3	6.2	0.43	$0.92	14.7%	$5.33
Green Bay Metro	**Green Bay**	**$5.03**	**$80.82**	**16.1**	**7.1**	**0.44**	**$0.57**	**11.4%**	**$4.46**
Average		$5.44	$84.49	15.6	9.4	0.59	$0.77	14.1%	$4.67
Standard Deviation		$0.47	$3.40	1.3	3.1	0.17	$0.16	2.5%	$0.39
Satisfactory Range		≤ $5.91	≤ $87.89	≥ 14.3	≥ 6.3	≥ 0.42	≥ $0.61	≥ 11.6%	≤ $5.06
Green Bay Metro Relative to Peer Group		▲	▲	▲	●	●	▼	▼	▲
Green Bay Metro as a Percent of Average		92%	96%	103%	75%	74%	74%	81%	95%

Key to Symbols

▲ Better than peer average

● Within satisfactory range (+/- one standard deviation)

▼ Outside satisfactory range

Source: National Transit Database, 2017. Note: Any differences in "Satisfactory Range" numbers between tables are due to rounding.

Table 26. 2017 Performance Measures – National Peer Group

System Name	City, State	Operating Expense Per Passenger Trip	Operating Expense Per Revenue Hour	Passenger Trips Per Revenue Hour	Passenger Trips Per Capita	Revenue Hours Per Capita	Average Fare Per Passenger Trip	Operating Ratio	Subsidy Per Passenger Trip
MET Transit	Billings, MT	$7.68	$100.14	13.0	4.1	0.32	$0.79	10.3%	$6.89
Stark Area Regional Transit Authority (SARTA)	Canton, OH	$5.91	$95.27	16.1	6.1	0.38	$0.66	11.1%	$5.25
Cedar Rapids Transit	Cedar Rapids, IA	$6.01	$103.41	17.2	7.5	0.43	$0.69	11.5%	$5.31
Decatur Public Transit System	Decatur, IL	$4.67	$82.33	17.6	14.7	0.83	$0.40	8.6%	$4.27
Citilink	Fort Wayne, IN	$6.06	$99.61	16.4	6.3	0.38	$0.90	14.8%	$5.16
Muskegon Area Transit System (MATS)	Muskegon Heights, MI	$6.78	$79.23	11.7	3.1	0.26	$0.62	9.2%	$6.16
Sioux City Transit	Sioux City, IA	$4.50	$91.00	20.2	7.4	0.37	$0.80	17.9%	$3.69
Topeka Metro	Topeka, KS	$4.90	$97.59	19.9	9.4	0.47	$0.80	16.4%	$4.10
Wichita Transit	Wichita, KS	$8.08	$87.72	10.9	3.3	0.30	$1.15	14.3%	$6.93
Green Bay Metro	**Green Bay, WI**	$5.03	$80.82	16.1	7.1	0.44	$0.57	11.4%	$4.46
Average		$5.96	$91.71	15.9	6.9	0.42	$0.74	12.5%	$5.22
Standard Deviation		$1.18	$8.34	3.0	3.2	0.15	$0.19	3.0%	$1.08
Satisfactory Range		≤ $7.14	≤ $100.06	≥ 12.9	≥ 3.7	≥ 0.27	≥ $0.55	≥ 9.6%	≤ $6.30
Green Bay Metro Relative to Peer Group		▲	▲	▲	▲	▲	●	●	▲
Green Bay Metro as a Percent of Average		84%	88%	101%	102%	105%	77%	91%	85%

Key to Symbols	
▲	Better than peer average
●	Within satisfactory range (+/- one standard deviation)
▼	Outside satisfactory range

Source: National Transit Database, 2017. Note: Any differences in Satisfactory Range numbers are due to rounding.

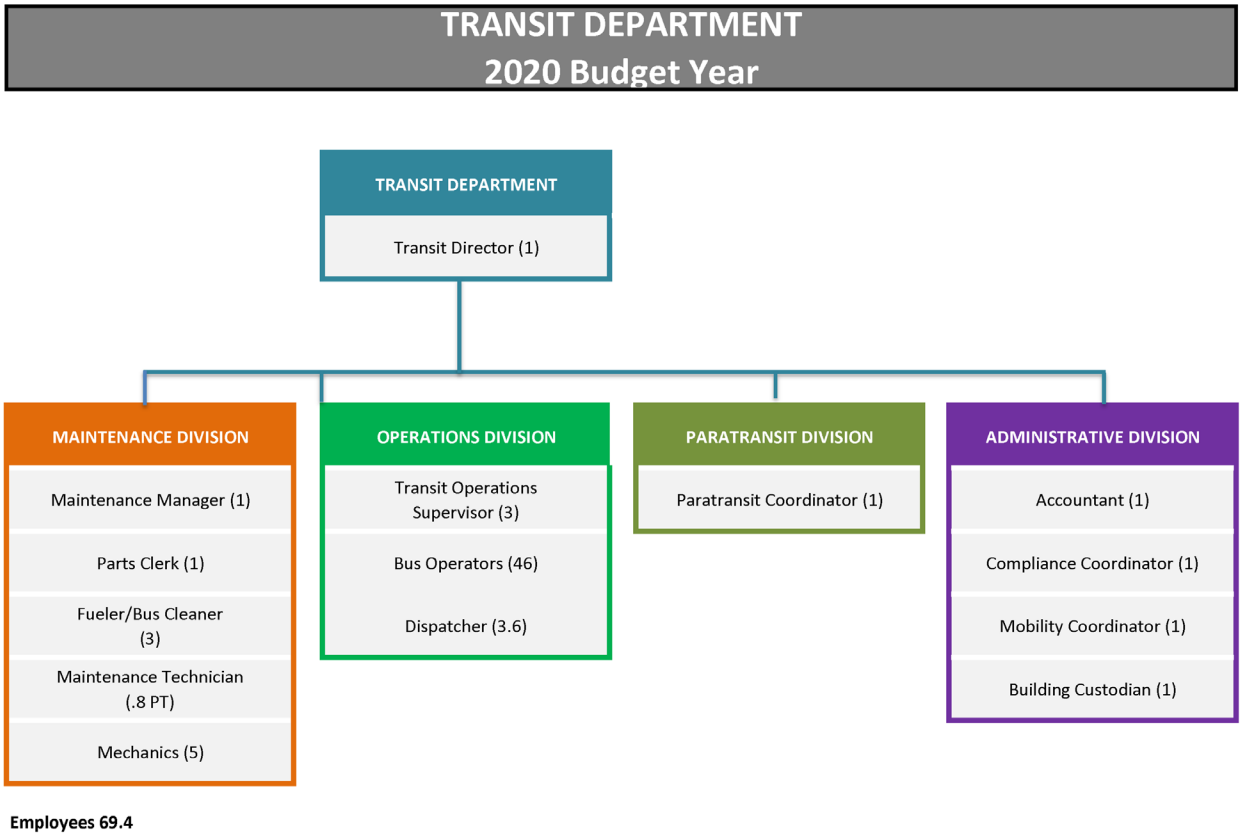
Part III: Policy- and Decision-Making Processes

This section describes the transit-relevant policy- and decision-making processes in place at Green Bay Metro and the City of Green Bay.

Organizational Structure

Green Bay Metro is an operating department of the City of Green Bay. Transit Director Patricia Kiewiz serves as the head of Green Bay Metro and is responsible for staff communication with the agency's Transit Commission. The Transit Commission consists of seven mayor-appointed representatives, including a member of the city council, who serves as the liaison between Green Bay Metro and city government. Figure 21 summarizes Green Bay Metro's organizational structure.

Figure 21. Green Bay Metro Organizational Chart



Source: Green Bay Metro.

Within Green Bay Metro, the transit director supervises four divisions: maintenance, operations, paratransit, and administrative. In addition to the transit director, the agency's 69.4 total staff include 10.8 maintenance employees, 3 operations supervisors, 3.6 dispatchers, 46 bus drivers, 1 paratransit coordinator, and 4 administrative staff. This organizational structure is well-designed and appropriately staffed for the level of service provided by Green Bay Metro.

Policy Environment

The transit director is responsible for Green Bay Metro's day-to-day operations and is empowered to set policy and priorities, with major decisions (such as fares, budgets, etc.) subject to approval by the Transit Board. The City of Green Bay, including the current mayoral administration and various city departments, support transit and actively coordinate with Green Bay Metro staff on major initiatives. Green Bay Metro reports ridership and service performance measures to the Transit Commission on a quarterly basis. While the commission approves most transit agency actions, the Green Bay City Council approves Green Bay Metro's union labor agreements.

When considering changes to bus service, Green Bay Metro staff typically develop recommendations with planning assistance from the Brown County Planning Commission / Green Bay MPO. MPO staff have access to Green Bay Metro's fixed-route and paratransit ridership data and are able to provide analytical support to assess the feasibility of the agency's proposed initiatives, including route and fare changes. For major changes, Green Bay Metro typically conducts public outreach and/or ridership surveys before bringing a final proposal to the Transit Commission for approval.

As a municipal transit agency, Green Bay Metro benefits from constructive relationships with other city departments, including Community and Economic Development, Public Works, and Human Resources. The agency currently does not have a transit user advisory group to provide ongoing public input; this practice has proven beneficial for other transit systems.

> Recommendation: Establish a transit user advisory group to provide customer input on current operations and proposed service revisions. Priority: Low.

Like its peer transit agencies, Green Bay Metro has experienced moderate difficulty recruiting and retaining new drivers. While the agency can hire drivers directly at full-time status (and currently employs no part-time drivers), newer drivers often receive less desirable schedules, including frequent overtime and Saturday work. As a result, the agency has seen frequent turnover among low-seniority drivers, while longstanding employees seem more satisfied with the current situation. Green Bay Metro's work rules are set by the transit agency and could be changed in the event that turnover becomes a serious problem.

Beyond maintaining formal work rules, Green Bay Metro manages employee conduct through frequent employee engagement activities that foster a proactive culture of safety and promote high-level performance. For example, the agency tracks safety performance daily and has received numerous awards from the Transit Mutual Insurance Association of Wisconsin (TMI). When Green Bay Metro receives cash awards, the agency invests the proceeds in events and amenities for employees, including (recently) a new flat-screen television for the driver break area. Such practices foster a positive work environment and demonstrate that all employees benefit from safe and effective provision of transit service.

> Recommendation: Continue to monitor the employment market for bus drivers in the Green Bay area; consider exploring policy/procedure changes that would allow new drivers more flexibility with scheduling, or other strategies to retain newer drivers. Priority: Medium.

Green Bay Metro maintains strong relationships with other transit agencies through the Wisconsin Public Transportation Association (WIPTA). Ms. Kiewiz served as WIPTA's Legislative Committee chair in 2019, and has found WIPTA to be an effective conduit for exchanging best practices with other transit agencies across the state. Green Bay Metro also engages in productive consultation with WisDOT, including efforts related to transit asset management and FTA's new rule requiring transit agencies to develop and adopt a Public Transportation Agency Safety Plan (PTASP). Green Bay Metro also prioritizes sending senior staff to relevant

trainings and conferences in order to pursue continual improvement of the agency's operations and practices.

> **Recommendation**: Continue to leverage statewide resources, relationships with peer transit agencies, and regional and national peer groups to bring new and innovative practices to Green Bay Metro. Priority: Low.

Conclusions

The policy- and decision-making processes in place at Green Bay Metro are conducive to effective operations. Table 27 contains the review team's assessment of the agency based on the four criteria used for analysis. Green Bay Metro's transit director and staff appear to have sufficient authority and autonomy within existing City of Green Bay departmental structures to perform their jobs without undo interference, and the Transit Commission receives agency performance updates that are appropriately frequent and detailed. Staff maintain good relationships with peer transit agencies and the agency's executive team is recognized for its transit management expertise within Wisconsin.

Table 27. Assessment of Policy- and Decision-Making Processes

Criterion	Rating
The manager has sufficient authority and control to manage in an efficient manner.	▲
The lines of authority, responsibility, and accountability are well defined and appropriate.	▲
The lines of communication provide for sufficient exchange of information to ensure decision makers are knowledgeable on issues.	▲
The current organizational structure is conducive to effective and efficient operation.	▲

Key to Symbols	
▲	Structures and procedures are conducive to effective operations
●	Structures and procedures are adequate with room for improvement
▼	Structures and procedures are insufficient

Part IV: Functional Area Review

Part IV of this report contains a review of the following functional areas:

- Transportation Operations
- Vehicle and Facility Maintenance
- Finance
- Planning and Scheduling
- Marketing

These areas were chosen because they impact long-term capital requirements financial resources needed for daily operations and short-term capital planning.

Green Bay Metro staff completed a detailed MPR questionnaire prior to the on-site review, which was conducted on November 21, 2019. Staff answered all questions and provided extensive supporting material, as requested by the review team. The on-site review process consisted of discussions with the transit director (Ms. Kiewiz) and accountant (Sherry Schuh), who together addressed the functional areas relevant to this report.

Transportation Operations

The structures and procedures pertaining to the transportation operations function at Green Bay Metro are conducive to effective operations. Nevertheless, the review team has identified several recommendations to improve transportation operations. For more details about transportation operations at Green Bay Metro, see Appendix A for staff's full response to the review team's MPR questionnaire.

Operator Supervision and Communications

Green Bay Metro currently employs 3 dedicated full-time supervisors and 3.6 dispatchers to monitor daily operations. At least one supervisor and dispatcher are present during all hours of transit operations (generally 5:15 a.m. to 9:45 p.m. on weekdays and 7:15 a.m. to 6:45 p.m. on Saturdays). Morning dispatchers report at 4:00 a.m. on weekdays to open the transit facility, check schedule and bus assignments, confirm that all morning drivers report on time, conduct fitness for duty assessments, and call replacement drivers if necessary. Mid-day dispatchers are responsible for various routine activities in addition to service monitoring, including coordinating with intercity bus providers. Afternoon dispatchers are responsible for finishing daily operations logs and closing the facility at 10:00 p.m.

During the service day, operators regularly communicate with dispatch staff, who monitor vehicle locations and schedule adherence, and issue guidance to drivers when necessary.

Service Reliability

Green Bay Metro tracks and reports on-time performance with the aid of an online map and automatic vehicle location (AVL) system provided by Doublemap. This software allows supervisors and dispatchers to track vehicle locations and schedule adherence in real time, and to analyze on-time performance trends.

Operators are required to report any late trip (over 5 minutes behind schedule). In response; depending on the issue, an on-duty supervisor or dispatcher might suggest a temporary detour (delivered through the

Doublemap app) or dispatch an extra bus to minimize downstream schedule disruptions. These practices are conducive to effective operations and represent best practices.

Safety and Training

Green Bay Metro draws safety and training resources from numerous sources, including Smith Systems, TMI, and WIPTA. Agency staff frequently consult with other peer agencies, WisDOT, and FTA.

Green Bay Metro provides a robust training program for new drivers, which was well-documented in the agency's MPR submittal. The agency hires drivers with or without a CDL license, offering from 3 to 7 weeks to each as appropriate based on his or her previous bus-driving experience. Training for typical CDL-qualified drivers includes:

- Service overview from the transit director
- Ride-alongs with experienced operators
- Smith Systems training prior to driving buses
- Practice driving an out-of-service bus (as needed)
- Customer service training prior to driving routes
- Ride-along trip with the transit director prior to solo driving
- 30-day follow-up meeting with the transit director
  (to address issues, questions, and feedback about the training process)

After this training, a new driver undergoes supervisor-led ride checks 3 times per year, and after experiencing any issue or incident during normal operations. In addition, all operators attend mandatory quarterly safety meetings, which address specific topics and safety trends. Green Bay Metro's management team reviews all training materials and procedures annually to ensure they reflect current best practices and contain up-to-date information about the agency's equipment and technology.

These safety and training procedures represent best practices among peer agencies, and Green Bay Metro's close attention to safety has resulted in a consistent first-place claims rate among agencies insured through TMI.

Like many peer systems, Green Bay Metro has opted in to WisDOT's statewide PTASP.

Vehicle and Facility Maintenance

The structures and procedures pertaining to the vehicle and facility maintenance functions at Green Bay Metro are conducive to effective operations. The agency currently has 7 vehicles operating beyond useful life benchmarks, with a plan for ongoing fleet renewal already underway. Green Bay Metro's Transportation Center is a combined operations and transfer facility that offers sufficient capacity for the agency's current operational needs, and both vehicles and the facility appear to be maintained to high standards. For more details about vehicle and facility maintenance at Green Bay Metro, see Appendix A for staff's response to the review team's MPR questionnaire.

Vehicle Maintenance

Maintenance work for Green Bay Metro's fixed-route buses is conducted by in-house maintenance staff. The agency's maintenance area is large, well-lit, well-equipped, and maintained to an extremely high standard of cleanliness and organization. Maintenance staff inspect and record the condition of each bus daily,

communicating any issues with management in a timely manner. Green Bay Metro does not currently utilize barcode software for parts inventory but is considering pursuing this improvement when funds allow. The agency has not experienced significant recruitment or retention issues for maintenance employees in recent years.

Recommendation: Procure and implement a barcode system for parts and maintenance. Priority: Low.

Vehicle Replacement

As of January 2018, Green Bay Metro's 35 existing fixed-route buses consisted of a variety of 30-foot, 35-foot, and 40-foot buses manufactured by New Flyer and Gillig.[5] Federal ARRA funding allowed the agency to purchase a total of 19 buses between 2009 and 2010, representing a larger-than-typical an unusually high turnover rate for Green Bay Metro. The agency typically maintains buses beyond their useful life (12 years or 500,000 miles), but with many of these buses now approaching useful life benchmarks, it plans to replace the model-year 2009 buses as soon as possible in order to return to a more balanced replacement schedule. Recent procurement activity includes:

- purchase of three new 35-foot buses in October 2019 (purchased with FTA 5339 funds)
- purchase of four new 35-foot buses to be delivered in January 2020 (purchased with VW settlement funds)
- purchase of two new 35-foot buses (purchased with Surface Transportation Block Grant, or STBG, funds flexed from FHWA to FTA)

While Green Bay Metro expects to transition to electric vehicles long-term, the agency is not planning any immediate battery-electric bus purchases. Agency staff are actively tracking electric vehicle developments, including peer pilot projects like Duluth Transit Authority's. The agency will consider purchasing future-generation electric buses that are expected to offer improved battery capacity, range, and cold-weather reliability compared to existing models.

Facilities Maintenance

Green Bay Metro's Transportation Center facility is in good condition, offering clean, comfortable conditions for bus passengers, administrative staff, and operations and maintenance employees. Green Bay Metro funds facility capital improvements by imposing a facilities and usage fee on each municipality it serves (Green Bay, Allouez, Ashwaubenon, Bellevue, and De Pere) in proportion to its share of total operating expenses. Funds from this charge cover the depreciation of existing assets (excluding buses) and are used to cover the local match for federal capital grants. This arrangement generates sustainable and appropriate capital funding for facilities and equipment purchases; buses are typically purchased through separate City of Green Bay bonding or budgeting.

Finance

The structures and procedures pertaining to the finance function at Green Bay Metro are conducive to effective operations. As a unit of the City of Green Bay, the agency receives support from the city's finance

[5] By Spring 2020, the Green Bay Metro fleet consisted of 36 standard fixed-route buses, including one 30-foot bus, 29 35-foot buses, and six 40-foot buses.

department for accounts receivable, accounts payable, and general ledger functions. Green Bay Metro's accountant and transit director are jointly responsible for the agency's annual budgeting process and for reviewing budgeted and actual operating expenditures on a monthly basis. See Appendix A for staff's full response to the review team's MPR questionnaire, which includes more details about the finance function.

Green Bay Metro is fiscally segregated from other city departments and services, and is required to maintain a fund balance of zero at the end of each fiscal year. The agency assesses annual local share contributions from the cities of Green Bay and De Pere, and the villages of Allouez, Ashwaubenon, and Bellevue based on budgeted operating expenses and each municipality's share of total service provided. At the end of each year, Green Bay Metro returns any surplus funding to the municipalities. In the rare case that its operating expenses exceed budgeted amounts, Green Bay Metro assesses each municipality an overage fee proportionate to its share of overall operating expenses.

In addition to municipal funding contributions, Green Bay Metro receives revenue through local funding agreements with school districts in Green Bay and Ashwaubenon, the University of Wisconsin-Green Bay, and the Green Bay Packers. These agreements provide free rides for K-12 students, a U-Pass program for college students, and free rides for all passengers on specialized Sunday routes serving Lambeau Field. Green Bay Metro provides free Saturday service to stimulate ridership; previous Saturday revenue collection was minimal.

Green Bay Metro collects fare revenue using GFI fareboxes, which are emptied daily, with cash placed in a secure vault room. Fare revenue is counted by two authorized staff in full view of cameras; this is a best practice.

As mentioned in *Section 1: Fares*, Green Bay Metro is in the process of raising its single-ride general and paratransit fares from $1.50 to $2.00 and from $3.00 to $4.00, respectively. This change will help address both operating expense increases since the last fixed-route fare change (2009), and expected future increases in paratransit operating costs. The fare increases should enhance Green Bay Metro's long-term financial health and improve its passenger revenue effectiveness metrics.

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

Planning and Scheduling

The structures and procedures pertaining to the planning and scheduling functions at Green Bay Metro are conducive to effective operations. Outlined below are recommendations for Green Bay Metro and the City of Green Bay to consider. See Appendix A for staff's full response to the review team's MPR questionnaire, which includes more details about the planning and scheduling functions at Green Bay Metro.

Strategic Planning

Beyond helping with service change planning in (see *Part III: Policy Environment*), the Brown County Planning Commission/Green Bay MPO assists Green Bay Metro with its strategic planning efforts. In the recent past, this has included Green Bay Metro's 2017-2021 Strategic Plan and 2019-2023 Transit Development Plan. The former sets specific goals and performance targets for each of the agency's agreed-upon core values, including safety, dependability, customer service, economy, and ingenuity. The latter will serve as the agency's guide for near-term transit operating and capital improvements.

The agency's broader goals for the next five years include exploring new options for transit service in low-density areas, including microtransit. Green Bay Metro's management team sees modern demand-response service as a viable tool for preserving or extending service coverage while focusing fixed-route resources on core transit-supportive markets.

> **Recommendation**: Continue to explore new service delivery models for low-density areas, including restructuring fixed routes and/or conducting pilot projects as feasible. Priority: Medium.

In addition to new service models, Green Bay Metro is exploring ways to extend its service area. While the agency serves four municipalities in addition to Green Bay, the last new municipal partner joined nearly 30 years ago, in 1991. Staff regularly communicate with municipalities outside the existing service area and the agency is open to extending service to any nearby municipality prepared to pay for it.

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

Performance Monitoring

As mentioned in *Part III: Policy Environment*, Green Bay Metro tracks service performance data and reports ridership and other performance data to the Transit Commission quarterly. For internal purposes, the agency sets performance targets in its strategic plans. When considering service changes (such as during a TDP), agency and Brown County Planning Commission/Green Bay MPO staff analyze ridership and service data to inform their decisions.

Green Bay Metro has integrated its Doublemap AVL system with its GFI fareboxes to deliver stop-level boarding data across the service area. It also has purchased several automated passenger counters (APCs) to aid in boarding and alighting counts when needed. These systems provide an appropriate level of data to facilitate effective decision-making by the agency.

Capital Planning

Green Bay Metro's major capital planning activities address vehicle replacement, facilities maintenance (see *Part IV: Vehicle and Facility Maintenance*), and equipment acquisitions and capital improvements including bus shelter and accessibility improvements, and technology upgrades. These initiatives are discussed below.

Green Bay Metro and MPO staff currently are in the early stages of a bus stop study. Brown County recently allocated $35,000 in WisDOT 85.21 funding for new Green Bay Metro bus shelters; the study is intended to analyze the system's current stops and identify opportunities for consolidation, shelters needing replacement, and associated investment costs.

The City of Green Bay Department of Public Works (DPW) manages local street infrastructure projects, including ADA improvements). Green Bay Metro routinely coordinates with DPW on street reconstruction projects, and consequently recent street improvements have included transit-supportive features, including bus turnouts and space for stops and shelters. This is a best practice, one that Green Bay Metro should continue – particularly on infrastructure improvements in high-ridership areas.

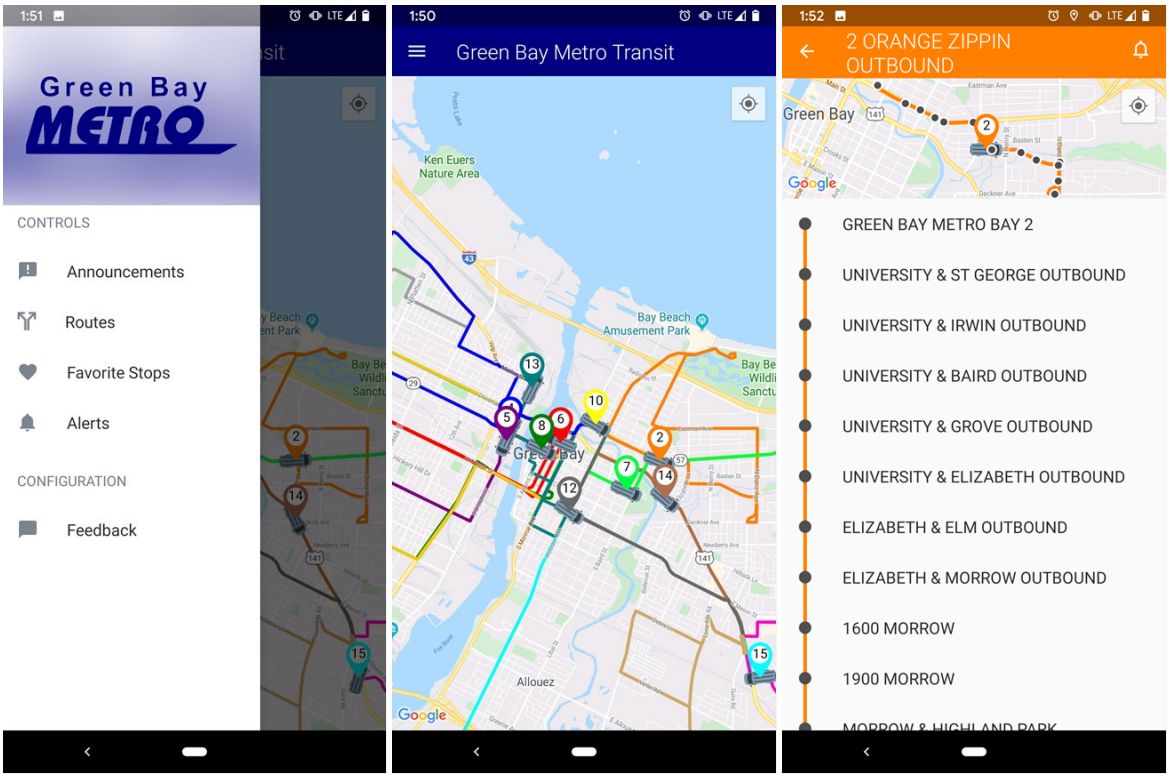
Marketing

The structures and procedures pertaining to the marketing function at Green Bay Metro are conducive to effective operations. The agency's online and printed materials are largely effective, and staff conduct outreach with area schools, businesses, and transportation advocates, accompanied by traditional advertising. Green Bay Metro tracks complaints systematically, though the review team recommends that the agency supplement this tracking with ongoing customer surveys.

Materials and Website

Green Bay Metro maintains online materials through the City of Green Bay's website. The website is well organized, with branded pages for Green Bay Metro services. Schedules are provided in a PDF rider's guide and individual route maps, and dedicated pages provide information on the agency's ADA paratransit service, rider alerts/detours, and free Green Bay Packers gameday routes. Green Bay Metro's website includes a link to the agency's Doublemap online bus tracker, which provides real-time vehicle location information. The city's site map webpage (https://greenbaywi.gov/sitemap) links to Doublemap's native Android and iOS mobile apps specific to Green Bay Metro, allowing users to access the system's real-time information through a mobile-friendly interface, as shown in Figure 22.

Figure 22. Green Bay Metro Mobile App (Android Version)



Source: Doublemap / Green Bay Metro (Release date: July 19, 2018).

Green Bay Metro informed the review team that its website soon will feature a Google trip planner. At the time of the team's on-site review, the agency's route data were not available in General Transit Feed Specification (GTFS) format for use in Google Maps and other applications, but this conversion was in progress.

Recommendation: Complete conversion of route data to GTFS file format for use in Google Maps and other third-party applications. Advertise these tools once riders can use them for Green Bay Metro trip planning. Priority: Medium.

Social Media

Green Bay Metro maintains an active social media presence on Facebook, where it communicates events and conducts general marketing and customer engagement. The agency tracks Facebook comments and follows up on complaints when necessary. The agency occasionally posts quizzes and other interactive material about transit history or other relevant topics in order to generate interest and assist with marketing.

Market Research

Green Bay Metro conducts market research primarily when considering service changes, usually with assistance from MPO staff. However, it does not routinely conduct customer surveys to either gauge customer satisfaction or identify relevant rider demographic changes.

Many transit agencies conduct surveys regularly, typically every one to three years.

Recommendation: Adopt a plan to conduct standardized customer surveys every one to three years, and track customer satisfaction as a performance measure. Priority: Medium.

Public Engagement

Green Bay Metro conducts marketing through a number of events and ongoing initiatives. Currently these include:

- "Green Saturdays" (Free fares every Saturday)
- Kids' Day (June 25th)
- Green Bay Holiday Parade
- Local radio ads
- Affiliation with Green Bay Packers (free gameday routes, bus wraps)
- Targeted outreach to schools and universities

Recommendation: Continue and strengthen Green Bay Metro's presence at local community events, including outreach efforts by the agency's mobility coordinator. Priority: Medium.

Overall, Green Bay Metro's current marketing and community engagement efforts reflect the agency's commitment to promoting transit in the Green Bay region. The review team considers these efforts conducive to effective operations.

Summary

Table 28 summarizes the review team's assessment of each functional area. Ratings are based on the degree to which the function's structures and procedures are conducive to continued effective operations of the system. Part V summarizes the review team's specific recommendations for each functional area.

Table 28. Summary Assessment of Functional Areas

Functional Area		Rating
Transportation Operations		
Vehicle and Facility Maintenance		
Finance		
Planning and Scheduling		
Marketing		
Key to Symbols		Structures and procedures are conducive to effective operations
		Structures and procedures are adequate with room for improvement
		Structures and procedures are insufficient

Part V: Recommendations Summary

The review team concludes that Green Bay Metro is a well-managed transit system that delivers effective service while proactively planning for the future. Indeed, the team gives Green Bay Metro its highest rating ("conducive to effective operations") in all functional areas reviewed. We also note that peer agencies across Wisconsin frequently turn to the agency for assistance with their own operations.

Per *Part II: Analysis of System Performance*, Green Bay Metro performed better than average or within the satisfactory range in six of eight measures among Wisconsin peer systems in 2017, and in all eight measures among national peer systems (Table 22). Measures of cost effectiveness and cost efficiency were strengths for the agency, while measures of passenger revenue effectiveness were below peer averages. Green Bay Metro's January 2020 fare increase may improve the agency's performance on these measures.

Since its 2012 MPR, Green Bay Metro has completed a strategic plan, implemented AVL software, and begun efforts to modernize its fleet. While previous MPR recommendations were minimal (Table 1); the agency has since made progress in most functional areas covered by this report.

Green Bay Metro's continued efforts to improve its use of technology, explore new service models, and maintain an excellent safety and maintenance record demonstrate the agency's commitment to providing high-quality service to the Green Bay region. Recommendations intended to help Green Bay Metro build on its successes are summarized in Table 29.

Table 29. Summary of Recommendations

Functional Area	Recommendation	Priority
Policy- and Decision-Making Processes	Establish a transit user advisory group to provide customer input on current operations and proposed service revisions.	Low
	Continue to monitor the employment market for bus drivers in the Green Bay area; consider exploring changes that would allow new drivers more flexibility with scheduling, or other strategies to improve employee engagement.	Medium
	Continue to leverage statewide resources, relationships with peer transit agencies, and regional and national peer groups to bring new and innovative practices to Green Bay Metro.	Low
Transportation Operations	No Recommendations.	--
Vehicle and Facility Maintenance	Procure and implement a barcode system for parts and maintenance.	Low
Finance	Monitor passenger revenue effectiveness metrics after the January 2020 fare increase, as well as any impact on ridership (particularly ridership by low-income passengers and other underrepresented groups).	Medium
Planning and Scheduling	Continue to explore new service delivery models for low-density areas, including restructuring fixed routes and/or conducting pilot projects as feasible.	Medium
	Develop a consistent process and funding structure for engaging and adding municipalities to the Green Bay Metro system, including establishing the appropriate amount and type of service, and allocating operating and capital costs among new and existing municipalities.	Medium
Marketing	Work to provide public data in the GTFS file format for use in Google Maps and other third-party applications, and advertise these trip planning tools once available.	Medium
	Adopt a plan to conduct regular customer surveys on an annual or triennial basis, and track customer satisfaction as a performance measure.	Medium
	Continue and strengthen Green Bay Metro's presence at local community events, including outreach efforts by the agency's mobility coordinator.	Medium

Appendix A: Completed Questionnaire

The following are sheets from the completed MPR questionnaire, as submitted by Green Bay Metro staff. These responses were reviewed and used to develop discussion items for the November 21, 2019 on-site review and this MPR final report.

Report to the
Transit Commission
of the City of Green Bay

MEETING DATE	PREPARED BY
October 21, 2020	Patty Kiewiz, Transit Director

AGENDA ITEM # E.2

Microtransit System Key Performance Indicators

BACKGROUND

Green Bay Metro staff worked with the MPO, Brown County Planning to develop key performance indicators (KPI's) for the microtransit services.

Staff will provide a summary of the report.

Moving forward this report will be provided monthly under operational reports.

RECOMMENDATION

No action necessary.

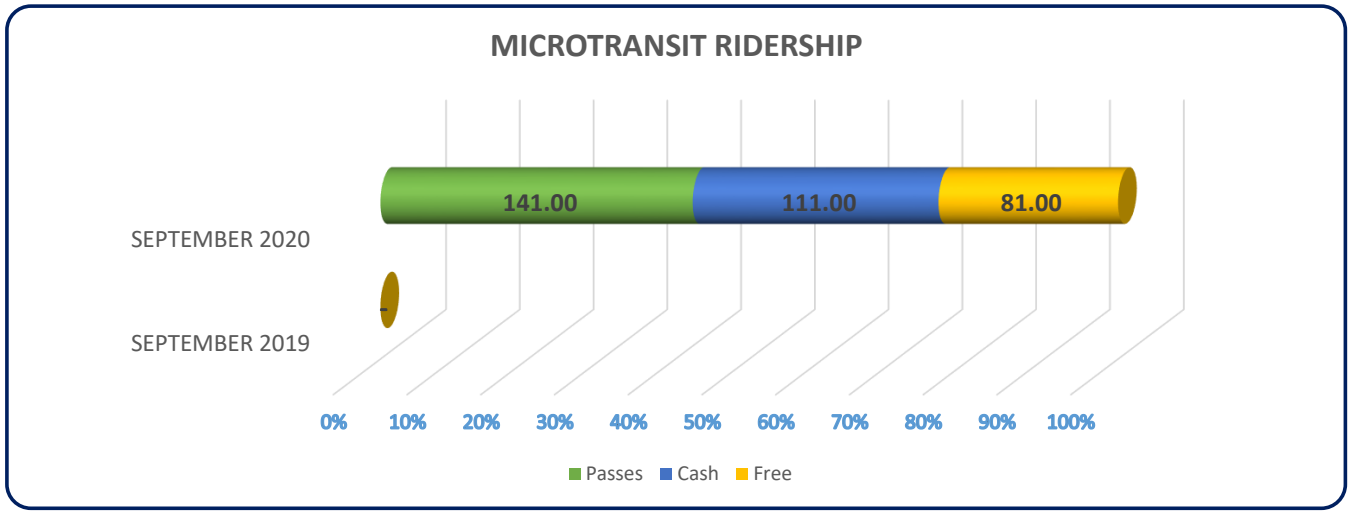
FISCAL IMPACT

ATTACHMENTS

1. Micro - 09.Sept 2020

MICROTRANSIT - ON DEMAND

	Adult Pass	Student Pass	Reduced Pass	College Pass	Adult Cash	Reduced Cash	Free Ride	TOTAL TRIPS
September 2019	-	-	-	-	-	-	-	-
September 2020	129	2	1	9	109	2	81	333
CHANGE '19-'20	129	2	1	9	109	2	81	333
	42%				**33%**		**24%**	**100%**



	Day (Pilot)	Night Service	Target
Total Number of Rides	227	106	
Passengers per Vehicle Hour	1.49	0.93	3.0
Average Customer Wait Time (minutes)	9.6	12.51	<20.0
On-Time Pickups	96%	87%	95%

Report to the
Transit Commission
of the City of Green Bay

MEETING DATE	PREPARED BY
October 21, 2020	Patty Kiewiz, Transit Director

AGENDA ITEM # E.3

Marketing Report

BACKGROUND

Bus advertising comparison report are enclosed. Staff will be available to answer any specific questions you may have.

RECOMMENDATION

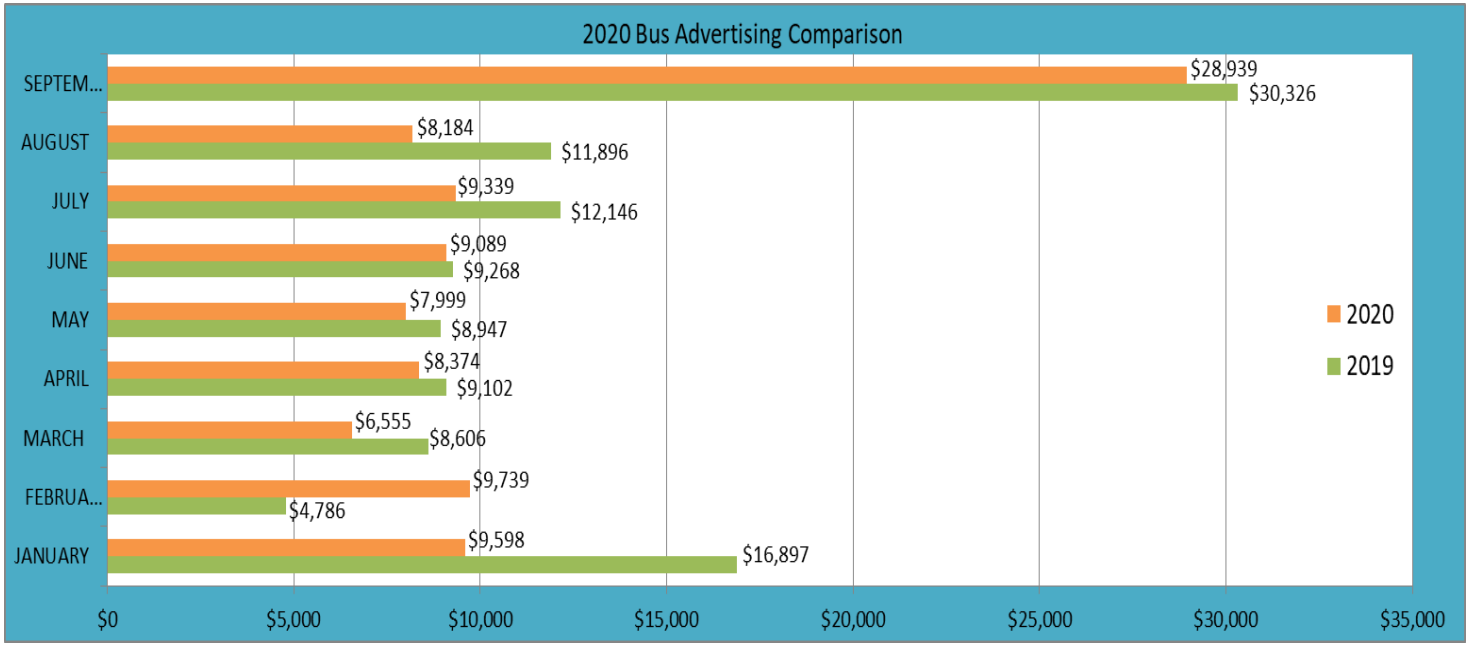
No action necessary.

FISCAL IMPACT

ATTACHMENTS

1. 2020 January-September Bus Advertising Comparison

2020 January - September Bus Advertising Comparison



2020	$97,816.00
2019	$111,974.00

Difference of $14,158.00

**September higher due to Packers paying the entire contract at one time.
**Since the onset of COVID-19 pandemic there has been a decrease in sales.

Report to the
Transit Commission
of the City of Green Bay

MEETING DATE	PREPARED BY
October 21, 2020	Patty Kiewiz, Transit Director

AGENDA ITEM # E.4

Operational Reports

BACKGROUND

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

RECOMMENDATION

No action necessary.

FISCAL IMPACT

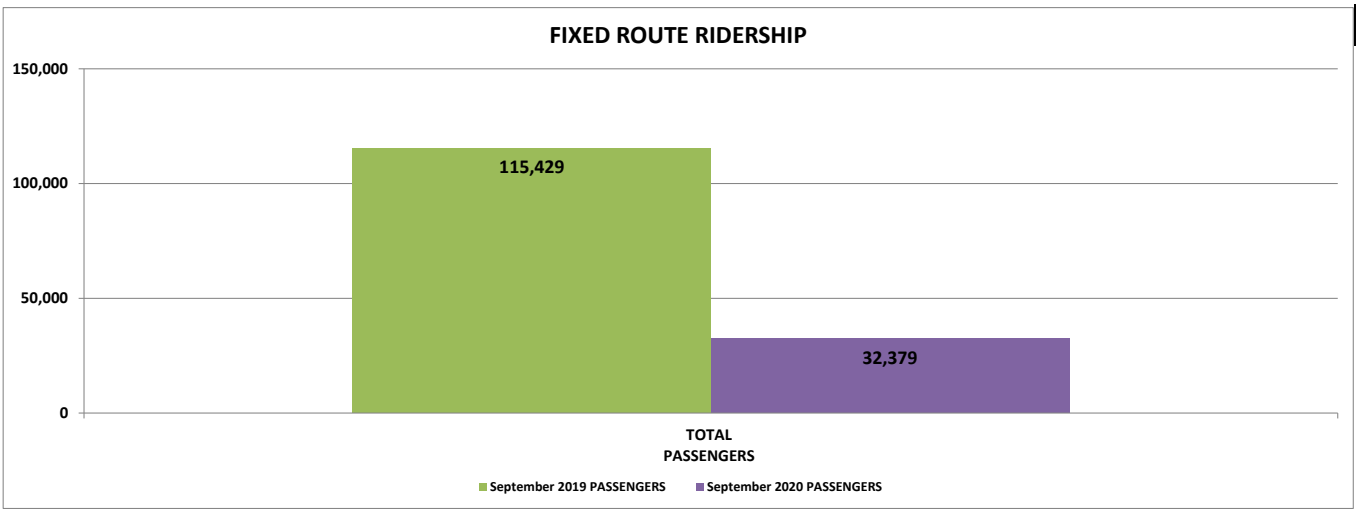
ATTACHMENTS

1. Ridership - 09.Sept 2020
2. Jan-Sept Ridership
3. GBAPS September 2020
4. Ashwaubenon September 2020
5. Code 30 2019 v 2020 3rd Quarter
6. Bikes Loaded 2019 vs 2020 3rd Quarter

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
September 2019	2,609	22,571	1,309	1,631	13,785	268	5,459	3	169	283	1	372	9,272	2	57,734
September 2020	1,119	8,761	0	690	3,760	10	2,486	1	2	33	0	238	3,928	0	21,028
CHANGE '19-'20	(1,490)	(13,810)	(1,309)	(941)	(10,025)	(258)	(2,973)	(2)	(167)	(250)	(1)	(134)	(5,344)	(2)	(36,706)
	-57.1%	-61.2%	-100.0%	-57.7%	-72.7%	-96.3%	-54.5%	-75.0%	-98.8%	-88.3%	-75.0%	-36.0%	-57.6%	-100.0%	-63.6%

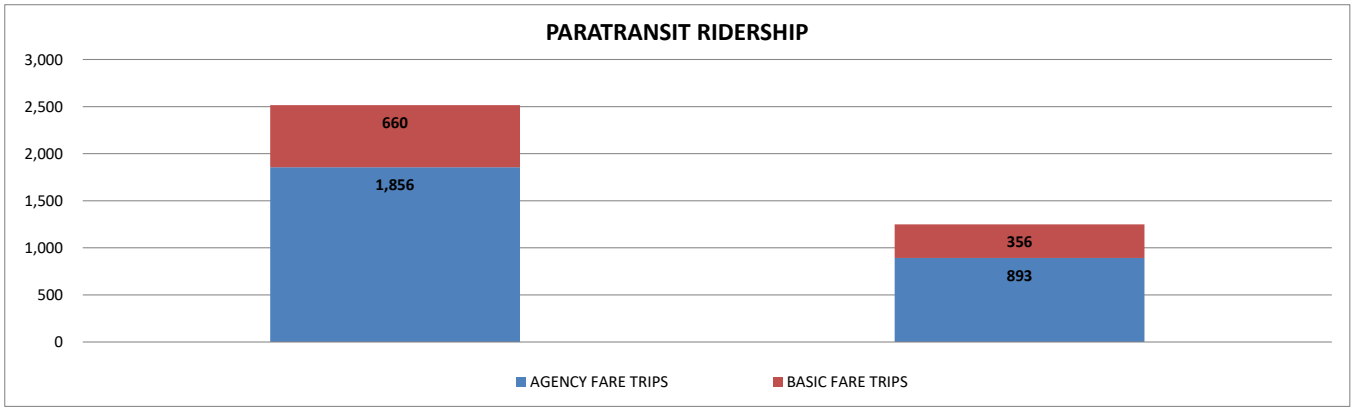
	GREEN SATURDAY	GAME DAY	SNC	FREE FARE	FREE 4 & UNDER	PROMO	TOTAL FREE FARES	ASHWAUB ENON SCHOOLS	GBAPS	UWGB	G-LINE DT-TT	RAZ PASS	TOTAL PARTNERSHIP FARES	TOTAL PASSENGERS	YTD PASSENGERS
September 2019	9,229	8,338	0	0	1,983	1,403	20,953	4	1,837	20,089	1,486	13,326	36,742	115,429	949,279
September 2020	2,317	0	12	9	552	161	3,051	2	352	867	484	6,595	8,300	32,379	436,265
CHANGE '19-'20	(6,912)	(8,338)	12	9	(1,431)	(1,242)	(17,902)	(2)	(1,485)	(19,222)	(1,002)	(6,731)	(28,442)	(83,050)	
	-74.9%	-100.0%	#DIV/0!	#DIV/0!	-72.2%	-88.5%	-85.4%	-50.0%	-80.8%	-95.7%	100.0%	100.0%	-77.4%	-71.9%	



PARATRANSIT

	AGENCY FARE TRIPS	BASIC FARE TRIPS	TOTAL TRIPS
September 2019	1,856	660	2,516
September 2020	893	356	1,249
CHANGE '19-'20	(963)	(304)	(1,267)
	-51.9%	-46.1%	-50.4%

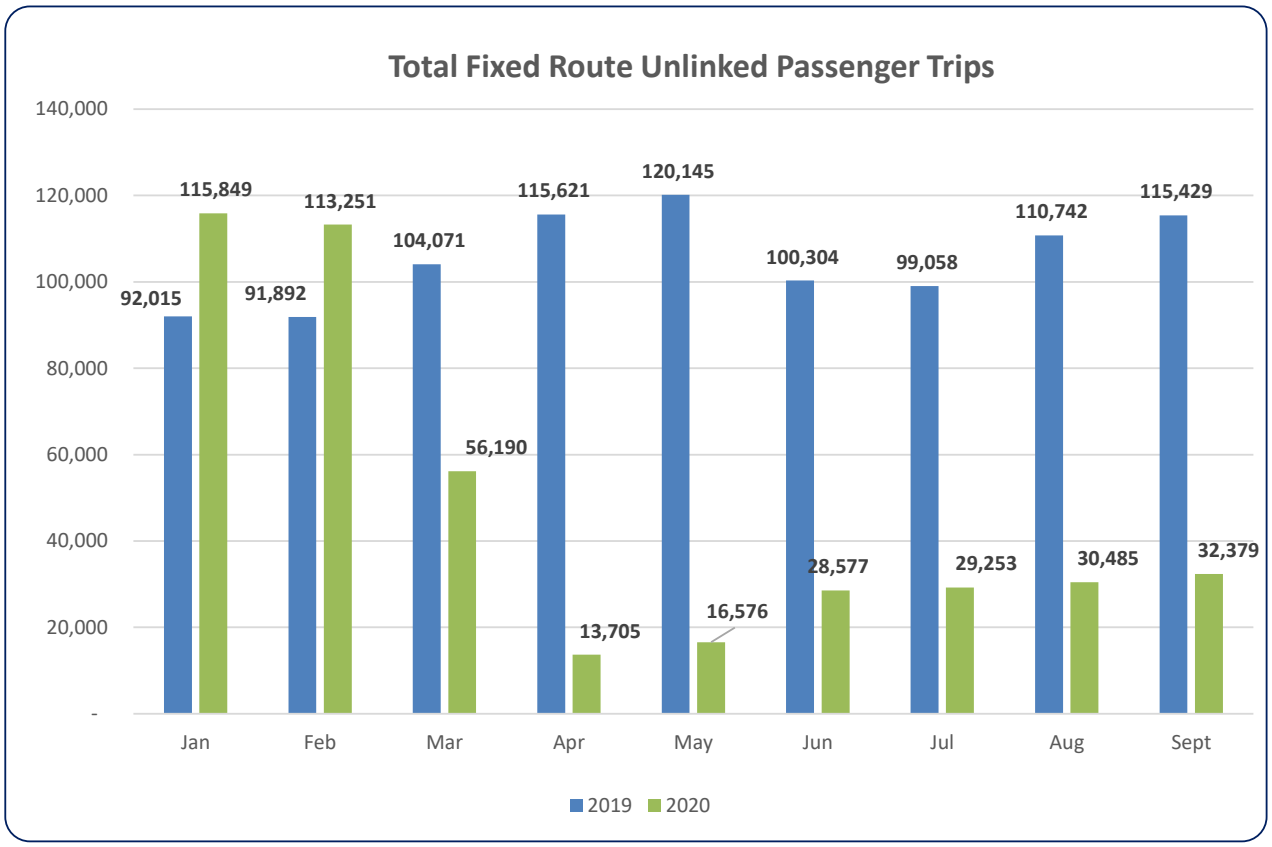
	BASIC FARE	AGENCY FARE	TOTAL FARES
September 2019	$ 7,548	$ 22,251	$ 29,799
September 2020	$ 4,996	$ 13,319	$ 18,315
CHANGE '19-'20	$ (2,552)	$ (8,932)	$ (11,484)
	-33.8%	-40.1%	-38.5%

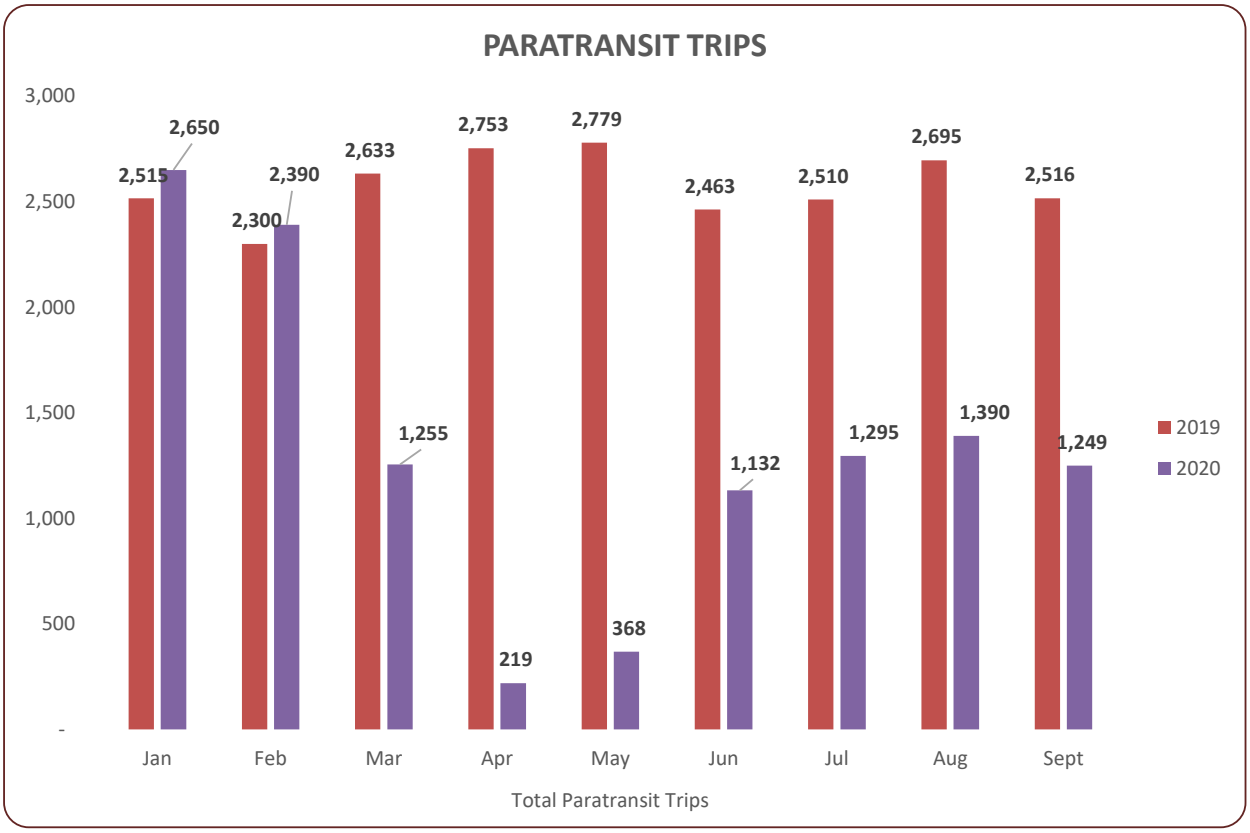


MICROTRANSIT

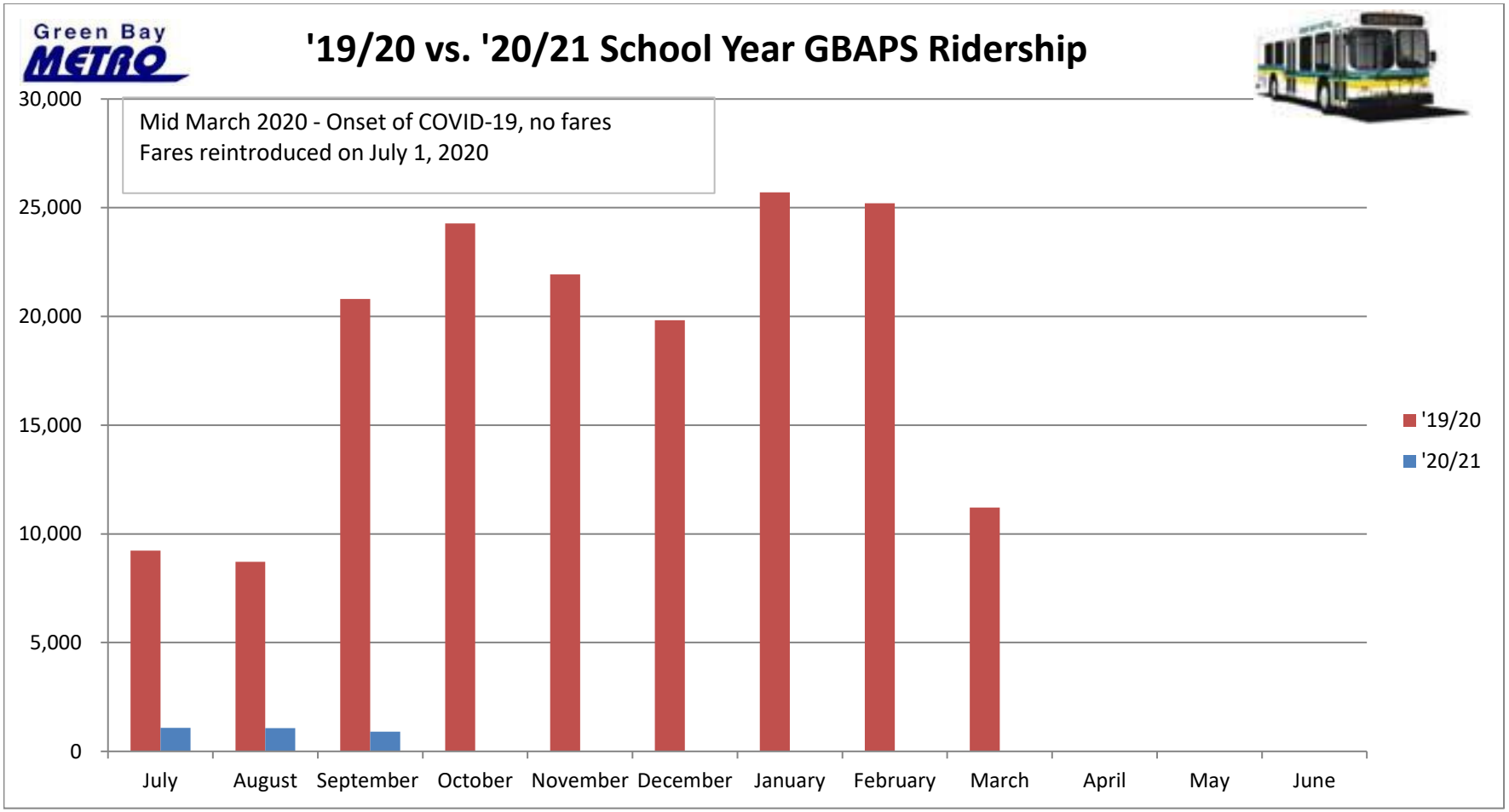
	Adult Pass	Student Pass	Reduced Pass	College Pass	Free Ride	Adult Cash	Reduced Cash	TOTAL TRIPS
September 2019	-	-	-	-	-	-	-	-
September 2020	129	2	1	9	81	109	2	333
CHANGE '19-'20	129	2	1	9	81	109	2	333

	Adult Fare	Reduced Fare	Total Fares
September 2019	-	-	-
September 2020	$ 218.00	$ 2.00	$ 220.00
CHANGE '19-'20	$ 218.00	$ 2.00	$ 220.00

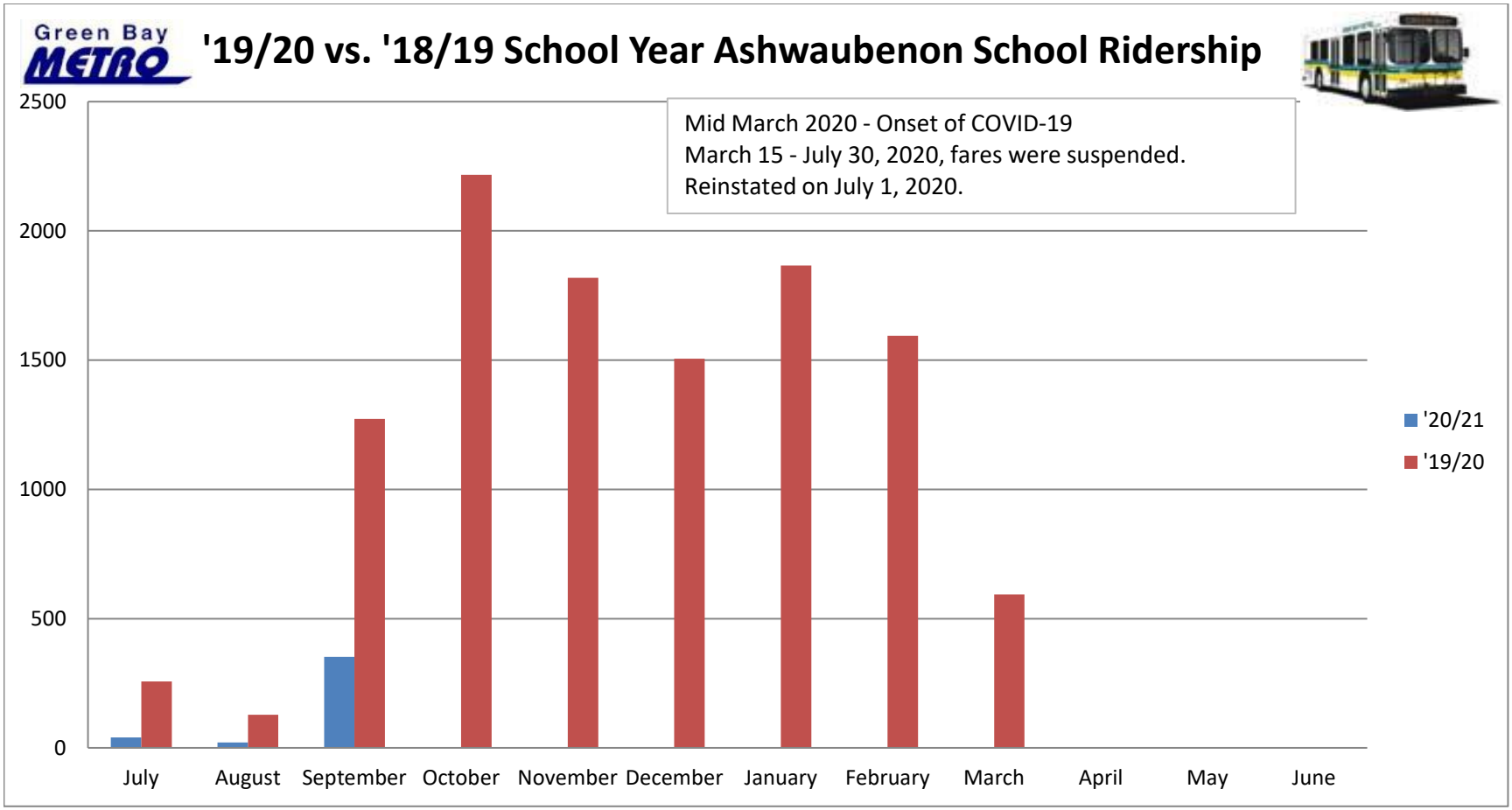

Total Fixed Route Unlinked Passenger Trips
140,000
120,000
100,000
80,000
60,000
40,000
20,000
-
92,015
115,849
91,892
113,251
104,071
56,190
115,621
13,705
120,145
16,576
100,304
28,577
99,058
29,253
110,742
30,485
115,429
32,379
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sept
2019
2020


PARATRANSIT TRIPS
3,000
2,500
2,000
1,500
1,000
500
-
2,515
2,650
2,300
2,390
2,633
1,255
2,753
219
2,779
368
2,463
1,132
2,510
1,295
2,695
1,390
2,516
1,249
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sept
2019
2020
Total Paratransit Trips

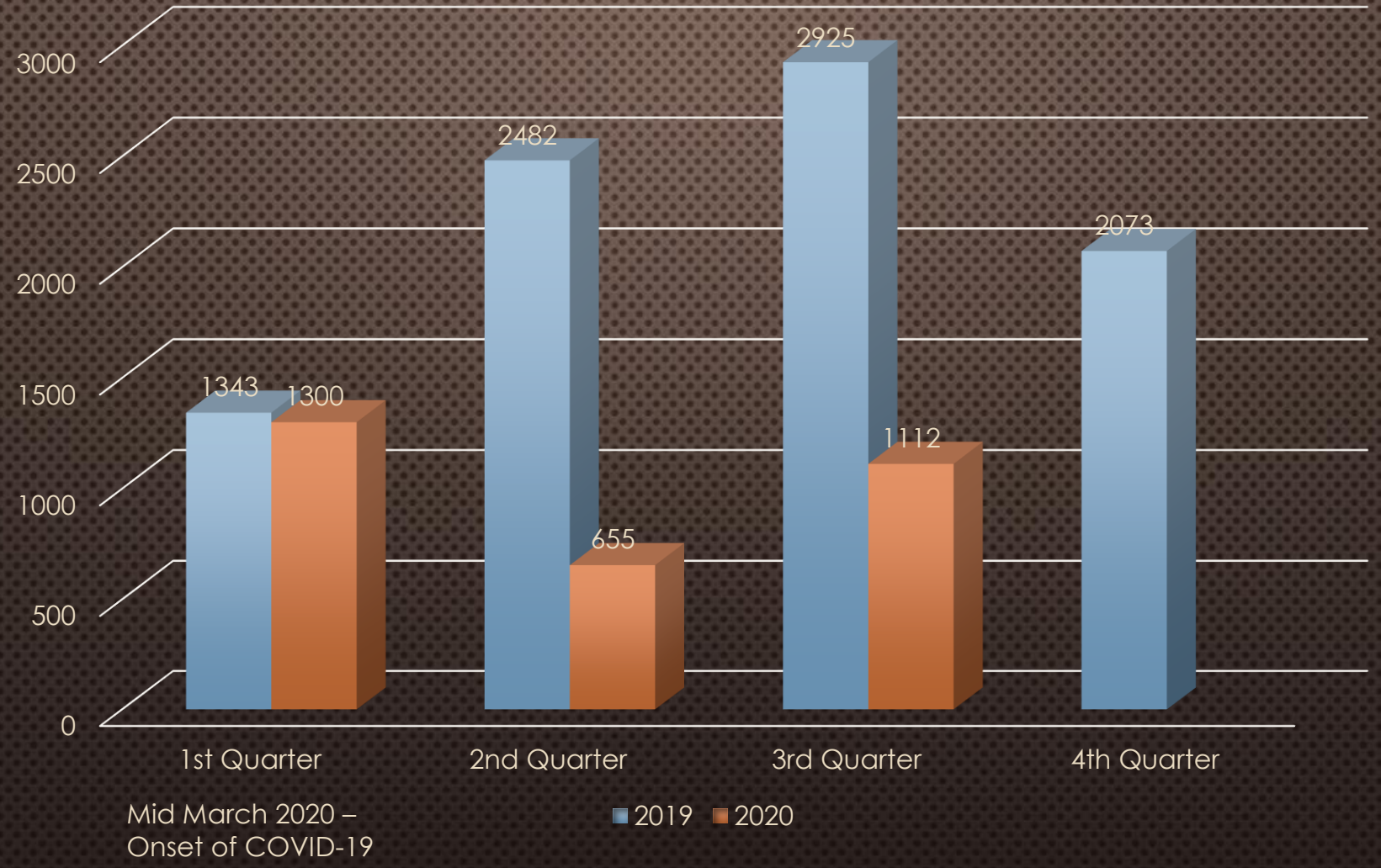
'19/20 vs. '20/21 School Year GBAPS Ridership



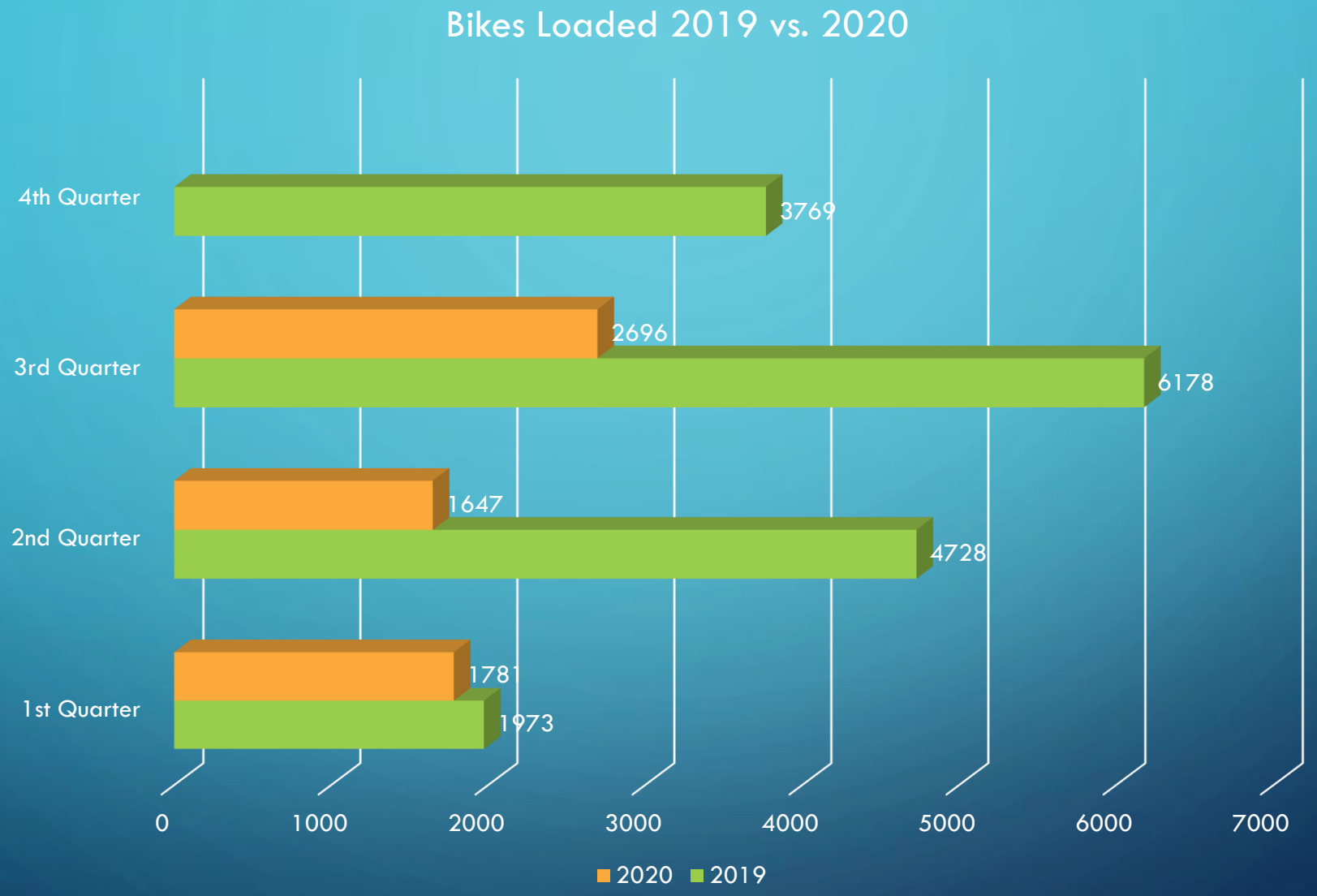
'19/20 vs. '18/19 School Year Ashwaubenon School Ridership



Mobility Devices Boarded 2019 vs. 2020



Mid March 2020 –
Onset of COVID-19



Mid March 2020 – Onset of COVID-19

Report to the
Transit Commission
of the City of Green Bay

MEETING DATE	PREPARED BY
October 21, 2020	Patty Kiewiz, Transit Director

AGENDA ITEM # E.5

Financial Report

BACKGROUND

Green Bay Metro staff will be present the Commission with January through August financial report.

RECOMMENDATION

No action necessary.

FISCAL IMPACT

ATTACHMENTS

1. 08 - Aug 2020 Financials

Green Bay METRO

Green Bay Metro Transit Commission
Financial Report
Aug 2020

EXPENSES

ACCOUNT DESCRIPTION	2020 Jan-Aug	2019 Jan-Aug	+/-	%	2020 BUDGET	% OF BUDGET
Wages & Salaries	**1,720,758.02**	**1,974,395.46**	(253,637)	-14.7%	**3,170,246**	**54.3%**
Fringe Benefits	**1,109,684.18**	**1,044,152.51**	65,532	5.9%	**2,014,439**	**55.1%**
Other Employment Expenses	**26,919.81**	**38,331.81**	(11,412)	-42.4%	**52,650**	**51.1%**
Contract Services	**71,530.21**	**59,571.23**	11,959	16.7%	**291,214**	**24.6%**
Materials & Supplies	**270,771.27**	**419,682.67**	(148,911)	-55.0%	**943,173**	**28.7%**
Building & Equip Maintenance	**175,935.17**	**281,129.28**	(105,194)	-59.8%	**303,500**	**58.0%**
Utilities	**56,293.92**	**63,579.34**	(7,285)	-12.9%	**118,111**	**47.7%**
Insurance	**219,120.06**	**185,866.80**	33,253	15.2%	**157,515**	**139.1%**
Miscellaneous	**162.48**	**284.30**	(122)	-75.0%	**250**	**65.0%**
Paratransit Services	**306,792.87**	**539,543.97**	(232,751)	-75.9%	**1,469,080**	**20.9%**
Subrecipient Expenses	**-**	**-**	-	0.0%	**-**	**0.0%**
TOTAL	**3,957,967.99**	**4,606,537.37**	**(648,569)**	**-16.4%**	**8,520,178**	**46.5%**

REVENUES

ACCOUNT DESCRIPTION	2020 Jan-Aug	2019 Jan-Aug	+/-	%	2020 BUDGET	% OF BUDGET
Federal Operating Asst	**39,107.00**	**232,973.00**	(193,866)	-495.7%	**2,257,847**	**1.7%**
State Operating Asst	**2,399,494.00**	**2,436,138.00**	(36,644)	-1.5%	**2,257,847**	**106.3%**
Other Local Municipalities	**450,325.55**	**363,153.44**	87,172	19.4%	**655,623**	**68.7%**
Green Bay	**728,000.00**	**832,000.00**	(104,000)	-14.3%	**1,670,461**	**43.6%**
Farebox Revenue-Fixed Route	**244,816.51**	**439,417.97**	(194,601)	-79.5%	**665,000**	**36.8%**
Farebox Revenue-Paratransit	**132,152.00**	**242,187.50**	(110,036)	-83.3%	**554,400**	**23.8%**
College Program Fares	**3,483.00**	**8,148.00**	(4,665)	-133.9%	**-**	**0.0%**
TMI Refund	**65,187.00**	**70,654.00**	(5,467)	-8%	**-**	**0.0%**
Non-Transportation Revenue	**30,050.29**	**40,186.10**	(10,136)	-33.7%	**17,200**	**174.7%**
State Fuel Refund	**7,895.68**	**8,667.14**	(771)	-9.8%	**-**	**0.0%**
Advertising	**72,697.50**	**93,417.68**	(20,720)	-28.5%	**140,000**	**51.9%**
Intercity Bus Commissions	**3,678.01**	**11,396.17**	(7,718)	-209.8%	36,000	**10.2%**
Partnership Contributions	**64,685.00**	**106,381.50**	(41,697)	-64.5%	**265,800**	**24.3%**
TOTAL	**4,241,571.54**	**4,884,720.50**	**(643,149)**	**-15.2%**	**8,520,178**	**49.8%**

KEY PERFORMANCE INDICATORS (KPI)

Operating Days	201	206	(5)	-2.4%	308
Revenue Miles	519,511	800,093	(280,582)	-35.1%	1,210,305
Revenue Hours	39,177	58,265	(19,088)	-32.8%	80,989
Unlinked Passenger Trips	403,885	833,850	(429,965)	-51.6%	1,289,000
Revenue / Cost	**107.2%**	**106.0%**			1
Farebox Revenue / Mile	**0.47**	0.55	(0.08)	-14.2%	1
Farebox Revenue / Pass Trip	**0.61**	0.53	0.08	15.0%	1
Farebox Revenue / Hour	**6.25**	7.54	(1.29)	-17.1%	8
Passenger / Mile	**0.78**	1.04	(0.26)	-25.4%	1
Cost / Mile	**7.03**	5.08	1.94	38.3%	6
Cost / Passenger Trip	**9.04**	4.88	4.16	85.3%	5

Report to the
Transit Commission
of the City of Green Bay

Green Bay METRO

MEETING DATE	PREPARED BY
October 21, 2020	Patty Kiewiz, Transit Director

AGENDA ITEM # E.6

Director's Report

BACKGROUND

Green Bay 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

Green Bay METRO

MEETING DATE	PREPARED BY
October 21, 2020	

AGENDA ITEM # E.7

Next Transit Commission Meeting: Wednesday, November 18, 2020 at 8:15 a.m.

BACKGROUND

RECOMMENDATION

FISCAL IMPACT

ATTACHMENTS

None