AGENDA OF THE TRANSIT COMMISSION

WEDNESDAY, APRIL 21, 2021, 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 April 21, 2021 Transit Commission Agenda

C. Approval of Minutes.

1. Approval of March 17, 2021 Transit Commission Minutes

D. Regular Business.

1. Presentation: 2020 Annual Financial Audit
2. Discussion/Action: Green Bay Metro's Public Transit Agency Safety Plan (PTASP)
3. Discussion/Action: Green Bay Metro's Title VI Policy
4. Discussion/Action: Green Bay Metro's Transit Asset Management Plan (TAM)

E. Informational.

1. Marketing Report
2. Operational Reports
3. Financial Reports
4. Director's Report
5. Next Transit Commission Meeting: Wednesday, May 19, 2021

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
April 21, 2021	Patty Kiewiz, Transit Director

AGENDA ITEM # B.1

Approval of April 21, 2021 Transit Commission Agenda

BACKGROUND

Enclosed is the agenda for the Transit Commission meeting being held on April 21, 2021.

RECOMMENDATION

Staff recommends the approval of the agenda for April 21, 2021.

FISCAL IMPACT

ATTACHMENTS

None

Report to the
Transit Commission
of the City of Green Bay

Green Bay METRO

MEETING DATE	PREPARED BY
April 21, 2021	Patty Kiewiz, Transit Director

AGENDA ITEM # C.1

Approval of March 17, 2021 Transit Commission Minutes

BACKGROUND

Enclosed are the proposed minutes from the Commission meeting held on March 17, 2021.

RECOMMENDATION

Staff recommends the approval of the minutes from March 17, 2021.

FISCAL IMPACT

ATTACHMENTS

1. March 17, 2021

901 University Avenue, Green Bay, Wisconsin 54302
greenbaymetro.org

MINUTES OF THE TRANSIT COMMISSION

WEDNESDAY, MARCH 17, 2021, 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

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

Chair Roger Kolb call the meeting to order at 8:16 a.m.

B. APPROVAL OF THE AGENDA.

1. Approval of March 17, 2021 Transit Commission Agenda

Moved by Commissioner Emily Ysebaert, seconded by Commissioner Michael Conley-Kuhagen to approve the March 17, 2021 agenda. Motion carried.
Yes- Emily Ysebaert, Randy Scannell, Roger Kolb, Michael Conley-Kuhagen, Jessica Franco-Morales, No- None, Abstain- None

C. APPROVAL OF MINUTES.

1. Approval of February 17, 2021 Transit Commission Minutes

Moved by Commissioner Emily Ysebaert, seconded by Commissioner Michael Conley-Kuhagen to approve the minutes from February 17, 2021 meeting. Motion carried.
Yes- Emily Ysebaert, Randy Scannell, Roger Kolb, Michael Conley-Kuhagen, Jessica Franco-Morales, No- None, Abstain- None

D. REGULAR BUSINESS.

1. Discussion/Action: Green Bay Metro Procurement Policy

Director Kiewiz stated staff has updated the Green Bay Metro Procurement Policy. This policy is in compliance with the Federal Transit Administration. Changes include standard housekeeping changes, in addition to increasing the level of purchases to be be approved by the Green Bay Transit Commission from the current $10,000 to $25,000.

Moved by Ald. Randy Scannell, seconded by Commissioner Emily Ysebaert to approve the Green Bay Metro Procurement Policy. Motion carried.
Yes- Emily Ysebaert, Randy Scannell, Roger Kolb, Michael Conley-Kuhagen, Jessica Franco-Morales, No- None, Abstain- None

2. Discussion/Action: Microtransit Services

Director Kiewiz stated the Commission previously approved the pilot for 12-months for the microtransit service. The Service Development Team has been meeting regularly. The team is working on creating a more efficient and rider friendly system. We are exploring microtransit as an option in some of the lower ridership areas while increasing frequency in other areas. Director Kiewiz will be meeting with municipalities to discuss the our future of our transit system. Director Kiewiz is seeking FTA approval to extend the sole source with the existing contractor.

Moved by Ald. Randy Scannell, seconded by Commissioner Emily Ysebaert to approve continuing microtransit services in its current form until August 31, 2021, while staff continues to work through potential service changes. Motion carried.
Yes- Emily Ysebaert, Randy Scannell, Roger Kolb, Michael Conley-Kuhagen, Jessica Franco-Morales, No- None, Abstain- None

3. Discussion/Action: Security Gate

Director Kiewiz stated Green Bay Metro was awarded federal money from the Surface Transportation Block Grant. This grant was applied for to assist with the driveway to Quincy Street in addition to fencing and gates for the transitway. These modifications and upgrades will provide a safer and easier access to the facility.

Staff has worked with Department of Public Works on the design and the procurement of this project. Metro only received one bid for the project.

Milbach Construction bid was received for $314,050. There will be additional cost to connect the gates to our existing security access system.

The project will be covered 80% by STBG WI-2018-37 and the remaining 20% will be covered by local shares. Green Bay Metro has planned and is prepared to cover the local share.

Moved by Ald. Randy Scannell, seconded by Commissioner Emily Ysebaert to approve the security gate project, not to exceed the total amount of $371,037. Motion carried.
Yes- Emily Ysebaert, Randy Scannell, Roger Kolb, Michael Conley-Kuhagen, Jessica Franco-Morales, No- None, Abstain- None

4. Discussion/Action: Purchase of Six (6) Quantum Securement Devices

Director Kiewiz stated Green Bay Metro has been awarded $29,935 through the 5310 grant program, for three additional Q-Straint Quantum securement devices. In addition, there is a pending award for an additional $29, 294 through the CRRSAA (Coronavirus Response and Relief Supplemental Appropriation Act) for three additional securement devices. Awards have been made available through Brown County Planning Commission.

Both awards are 100% federal dollars. The cost to purchase six (6) Quantum's is $62,756. Green Bay Metro will pay the remaining $3,537.

Moved by Jessica Franco-Morales, seconded by Michael Conley-Kuhagen to approve the purchase of six (6) Quantum securement devices not to exceed $62,756. Motion carried.
Yes- Emily Ysebaert, Randy Scannell, Roger Kolb, Michael Conley-Kuhagen, Jessica Franco-Morales, No- None, Abstain- None

E. INFORMATIONAL.

1. Operational Reports

Reports included: Fixed Route, Paratransit and Microtransit Reports

Director Kiewiz gave a brief overview of the February ridership reports for Fixed Route, Paratransit and Microtransit. Fixed Route and Paratransit ridership is status quo. March we anticipate seeing an increase in ridership with the area schools back in session. The microtransit ridership is increasing. No concerns or complaints. Director Kiewiz stated that if the Commission would have any questions, she would be happy to answer them.

No additional questions received.

2. Financial Reports

Director Kiewiz stated in your packets you will find the operating expense report for January. A brief overview of the revenue and expense reports was given.

Director Kiewiz stated we are expecting to have Baker Tilly in attendance for the April meeting to present the annual financial audit results.

No additional questions received.

3. Director's Report

Director Kiewiz provided an overall update:

Lambeau Field opened a vaccine site this past Monday. Metro will provide free transportation for individuals going to get their COVID-19 vaccine.

Green Bay Metro's exterior sign is complete. Come spring, we will work on the landscaping.

The finance audit is almost completed. Baker Tilly is tentatively scheduled for the April meeting to present the annual financial audit results.

Director Kiewiz will be out of the office next week. All staff will be available, if needed.

4. Next Transit Commission Meeting: Wednesday, April 21, 2021

F. ADJOURNMENT.

Moved by Ald. Randy Scannell, seconded by Commissioner Emily Ysebaert to adjourn at 9:10 a.m. Motion carried.
Yes- Emily Ysebaert, Randy Scannell, Roger Kolb, Michael Conley-Kuhagen, Jessica Franco-Morales, No- None, Abstain- None

Report to the
Transit Commission
of the City of Green Bay

Green Bay METRO

MEETING DATE	PREPARED BY
April 21, 2021	Patty Kiewiz, Transit Director

AGENDA ITEM # D.1

Presentation: 2020 Annual Financial Audit

BACKGROUND

Baker Tilly will present the Annual Financial Report for fiscal year 2020.

RECOMMENDATION

Receive and place on file.

FISCAL IMPACT

ATTACHMENTS

None

Report to the
Transit Commission
of the City of Green Bay

Green Bay METRO

MEETING DATE	PREPARED BY
April 21, 2021	Patty Kiewiz, Transit Director

AGENDA ITEM # D.2

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

BACKGROUND

Per Federal Transit Administration (FTA) 49 CFR Part 673, Green Bay Metro is required to submit a Public Transit Agency Safety Plan ensuring compliance. Page three (3) of the document explains the changes made. This is a working document and will be utilized in day to day operations. Modifications and revisions will be made as needed, or annually.

Director Kiewiz will provide a summary of 2020 data.

RECOMMENDATION

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

FISCAL IMPACT

ATTACHMENTS

1. GBM - PTASP 2021 Final 4.6.21
2. Appendix A - Safety Roles GBM 4.21.21
3. Appendix B - Safety Assessment and System Review
4. Appendix C - Facility Assessment
5. Appendix D - SRM Matrix and Workbook
6. Appendix E - Hazard Assessment Log
7. Appendix F - Prioritized Safety Risk Log
8. Appendix G - Safety Performance Matrix 4-7-21
9. Appendix H - Training Frequency Schedule
10. Appendix I - Safety Reporting and Targets

Public Transportation Agency Safety Plan

April 21, 2021

49 CFR 673.11(d)

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

PUBLIC TRANSPORTATION AGENCY SAFETY PLAN FOR GREEN BAY METRO

TRANSIT AGENCY INFORMATION

<table>
<tr><td rowspan="2">Transit Agency</td><td colspan="3">Name</td><td colspan="2">Address</td></tr>
<tr><td colspan="3">GREEN BAY METRO</td><td colspan="2">901 UNIVERSITY AVE
GREEN BAY WI, 54302</td></tr>
<tr><td rowspan="2">Accountable Executive/Chief Safety Officer</td><td colspan="3">Name</td><td colspan="2">Title</td></tr>
<tr><td colspan="3">PATRICIA KIEWIZ</td><td colspan="2">TRANSIT DIRECTOR</td></tr>
<tr><td colspan="3">Mode(s) of Service Covered by This Plan:</td><td colspan="3">List All FTA Funding Types (e.g., 5307, 5337, 5339):</td></tr>
<tr><td colspan="3">FIXED ROUTE SERVICE</td><td colspan="3">5307, 5310, 5339</td></tr>
<tr><td colspan="6">Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)</td></tr>
<tr><td colspan="6">FIXED ROUTE – DIRECTLY OPERATED</td></tr>
<tr><td colspan="6">PARATRANSIT – CONTRACTED</td></tr>
<tr><td rowspan="2">Does the agency provide transit services on behalf of another Transit Agency or entity?</td><td>Yes</td><td>No</td><td colspan="3">Description of Arrangement(s)</td></tr>
<tr><td></td><td>X</td><td colspan="3"></td></tr>
<tr><td rowspan="3">Transit Agency (ies) or Entity(ies) for Which Service Is Provided</td><td colspan="3">Name</td><td colspan="2">Address</td></tr>
<tr><td colspan="3"></td><td colspan="2"></td></tr>
<tr><td colspan="3"></td><td colspan="2"></td></tr>
</table>

PLAN DEVELOPMENT, APPROVAL, AND UPDATES

<table>
<tr><td rowspan="4">Signature by the Accountable Executive</td><td>Name</td><td rowspan="3">Date of Signature</td></tr>
<tr><td>PATRICIA KIEWIZ</td></tr>
<tr><td>Signature</td></tr>
<tr><td></td><td></td></tr>
<tr><td rowspan="10">Approval by Board of Directors
(or Equivalent)</td><td>Approving Entity</td><td rowspan="3">Date of Approval</td></tr>
<tr><td>GREEN BAY TRANSIT COMMISSION</td></tr>
<tr><td>Signatures</td></tr>
<tr><td>Roger Kolb -</td><td></td></tr>
<tr><td>Kevin Kuehn -</td><td></td></tr>
<tr><td>Alderman Randy Scannell -</td><td></td></tr>
<tr><td>Rashad Cobb -</td><td></td></tr>
<tr><td>Emily Ysebaert -</td><td></td></tr>
<tr><td>Jessica Franco-Morales -</td><td></td></tr>
<tr><td>Michael Conley-Kuhagen -</td><td></td></tr>
<tr><td rowspan="4">Certification by Accountable Executive of Compliance with Part 673</td><td>Name</td><td rowspan="2">Date of Signature</td></tr>
<tr><td>PATRICIA KIEWIZ</td></tr>
<tr><td>Signature</td><td rowspan="2"></td></tr>
<tr><td></td></tr>
</table>

Green Bay Metro has developed and adopted this Public Transportation Agency Safety Plan (PTASP) to comply with 49 CFR Part 673, the FTA regulation established by Section 5329(d) of the Moving Ahead for Progress in the 21st Century (MAP-21) Act, which was signed into law by President Barack Obama on July 6, 2012. This plan will be reapproved by the Accountable Executive and the Green Bay Transit Commission upon updating this PTASP.

ACTIVITY LOG

Version Number and Updates *Complete history of successive versions of this plan*			
Version No.	**Section/Pages Affected**	**Reason for Change**	**Date Issued**
1	Entire Document	Creation and adoption of Plan	6/17/2020
2	Entire Document	Edits suggested by PTASP TAC	7/15/2020
3	Section 2.3, Appendices A and I	Inclusion of Operator Assault Risk Mitigations, updated info throughout for current year, updated Appendix I with current info	4/21/2021

CONTENTS

DEFINITIONS AND ACRONYMS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Serious injury means any injury which:

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

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

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

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

Transit Agency means an operator of a public transportation system.

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

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

BACKGROUND

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

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

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

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

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

1 SAFETY POLICIES AND PROCEDURES

1.1 COMMITMENT TO SAFETY

Policy Statement

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

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

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

Green Bay Metro commits to:

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

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

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

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

1.2 Annual PTASP Review and Update

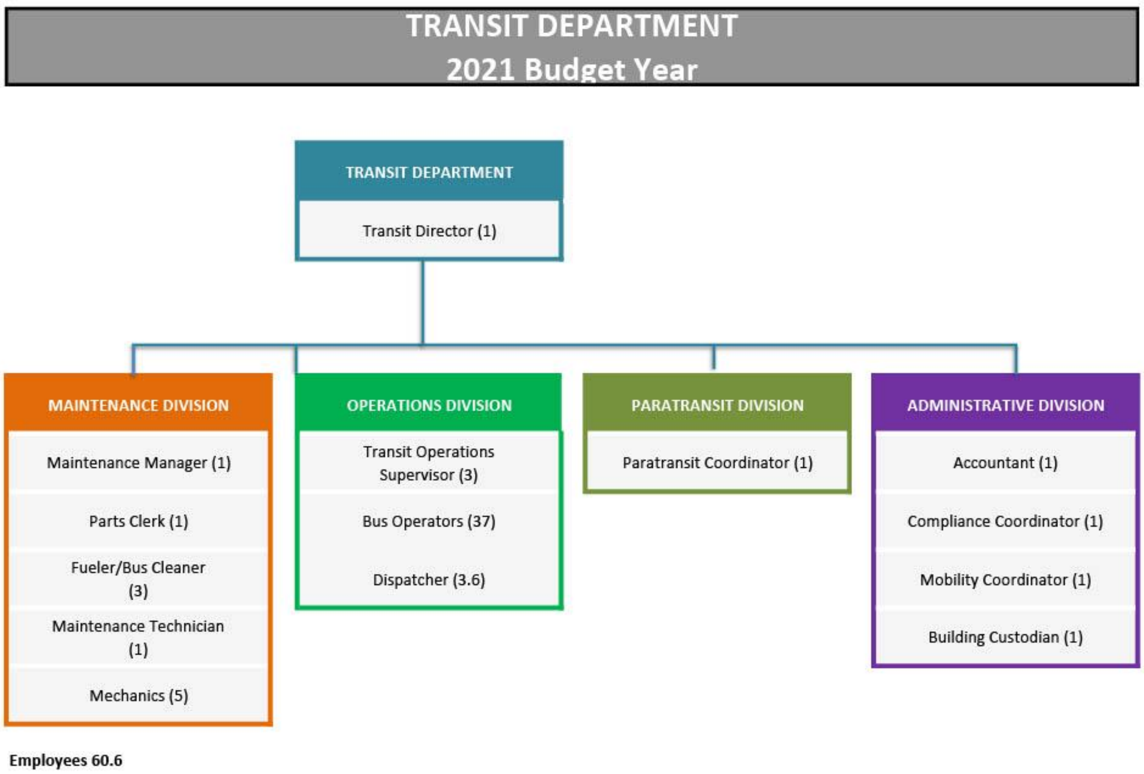
GBM management will review the PTASP annually, update the document as necessary, and implement the changes within a timeframe that will allow the agency to timely submit to any annual or other periodic reviews, including its annual self-certification of compliance. At minimum, annual self-certification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

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

1.3 ORGANIZATION STRUCTURE AND SYSTEM SAFETY RESPONSIBILITIES

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

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



2 SAFETY RISK MANAGEMENT

2.1 HAZARD IDENTIFICATION

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

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

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

the Safety Suggestion Response form. If a suggestion is approved by the Safety Solutions Team, it will be brought to the Transit Director for final approval and implementation.

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

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

2.1.1 Non-Punitive Reporting Policy

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

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

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

2.2 Safety Risk Assessment

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

2.3 Safety Risk Mitigation

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

In general, GBM will take the following safety actions to mitigate risk including, but not limited to, Operator Assaults – these actions can be categorized into three broad categories, including:

1. **Physical Defenses:**
   These include objects and technologies that are engineered to discourage, or warn against, or prevent inappropriate action or mitigate the consequences of events (e.g. fences, safety restraining systems, transit controls/signals, transit monitoring systems, driver barriers, covert alarm, etc.)
2. **Administrative Defenses:**
   These include procedures and practices that mitigate the likelihood of accident/incident (e.g. safety regulations, standard operating procedures, personnel proficiency, supervisor inspection, training, etc.)
3. **Behavioral Defenses:**
   These include behavioral interventions through education and public awareness campaigns aimed at reducing risky and reckless behavior of motorists, passengers and pedestrians; factors outside the control of the agency (e.g. the *Zero in Wisconsin* campaign)

2.4 Safety Risk Prioritization

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

3 SAFETY ASSURANCE

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

3.1 DEFINING SAFETY GOALS AND OBJECTIVES/OUTCOMES

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

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

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

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

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

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

3.2 DEFINING SAFETY PERFORMANCE MEASURES

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

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

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

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

3.2.1 Metrics

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

- Near miss information
- Accident investigation reports (with causal factor analysis)
    - Employees are required to report all accidents and incidents at the time of their occurrence. Employees are required to report on, but not limited to the following: all types of accidents and incidents, slips and falls, vandalism, discovered vehicle damage, passenger misconduct, work related injury, etc. All reports are reviewed and investigated by supervisory personnel.
    - All accidents are evaluated using the Supervisor Investigation Report which details how the incident occurred, what procedures are in place at the time of the incident and how these procedures need to be adjusted to mitigate future incidents.
- Internal safety audits (or reviews)
- Safety Solutions Team meetings
- Injury reports (including occupational injury)
- Safety event reports (including accidents, incidents, and occurrences)
- System monitoring (including testing and inspection records)
- Hazard management program

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

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

- **Fatalities**
    1. Total number of reportable fatalities
    2. Rate of reportable fatalities per total vehicle revenue miles
- **Injuries**
    3. Total number of reportable injuries
    4. Rate of reportable injuries per total vehicle revenue miles

- **Safety Events**
    5. Total number of reportable safety events
    6. Rate of reportable safety events per total vehicle revenue miles
- **System Reliability**
    7. Mean distance between major mechanical failures

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

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

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

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

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

Examples of some of the different safety documents that are maintained and are subject to GBM's record retention policy are listed below. For the entire list please see Green Bay Metro's Retention Policy.

- Worker's Compensation Claims
- Accident Files
- Incident Reports
- Vehicle Records
- Facility Records

3.3 MONITORING PERFORMANCE AND EVALUATING RESULTS

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

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

Operation Supervisors will conduct evaluations for each bus operator at a minimum of twice per year. These evaluations may be conducted in person on-board and/or video review. Peer reviews are conducted for all new bus operators and will be reviewed prior to the new bus operator being released on his/her own.

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

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

3.4 INTEGRATING RESULTS INTO AGENCY DECISION-MAKING PROCESSES

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

Uses of performance results include:

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

3.5 SUSTAINING A SAFETY MANAGEMENT SYSTEM

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

- **Create measurement-friendly culture:**
  All staff, including senior managers, should be actively engaged in creating measurement-friendly culture by promoting performance measurement as a means of continuous improvement. Senior managers will also lead by example and utilize performance metrics in decision making processes.
- **Build organization capacity:**
  Investment in developing skilled human resources capacity is essential to sustaining an SMS. Both technical and managerial skills will be needed for data collection and analysis, and setting goals. Managing staff and the governing board will commit the financial resources required for organizational capacity and maintaining an SMS on a continuous basis.
- **Reliability and transparency of performance results:**
  The SMS will be able to produce and report its results, both good and bad. Performance information should be transparent and made available to all stakeholders. Messengers should be protected to preserve the integrity of the measurement system. The focus should be on opportunities for improvement rather than allocating blame.
- **Demonstrate continuous commitment to measurement:**
  Visible commitment to using metrics is a long-term initiative. GBM will demonstrate a commitment to performance measurement by establishing a formal process of reporting performance results, such as including transit safety and performance measurement as a standing agenda item at city council and county board meetings.

4 SAFETY PROMOTION

4.1 Safety Promotion, Culture, and Training

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

4.1.1 Safety Culture

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

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

A. An Informed Culture

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

B. A Just Culture

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

C. A Reporting Culture

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

D. A Learning Culture

- Learning is valued as a lifetime process beyond basic-skills training
- Employees are encouraged to develop and apply their own skills and knowledge to enhance safety
- Employees are updated on safety issues by management, and safety reports are fed back to staff so that everyone learns the pertinent lessons

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

4.1.2 Training

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

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

Safety Management training topics may include:

A. Initial Safety Training for All Staff

1. Customer Service Training
2. Fire Extinguisher Training
3. Emergency Evacuation – Facility
4. Threat Awareness Training

5. Severe Weather
6. System Security and Emergency Action Plan

B. Safety Training for Operators

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

C. Safety Training for Dispatchers

1. Reasonable Suspicion Training

D. Safety Training for Management

1. Reasonable Suspicion Training

E. Safety Training for Maintenance

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

F. Training for the Safety Manager

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

G. Training for the Accountable Executive

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

4.1.3 Communication

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

APPENDICES

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

PTASP Acknowledgement Form

I acknowledge that I have received a copy of the Green Bay Metro Public Transportation Agency Safety Plan on the date indicated below. I understand that I am responsible for being familiar with and complying with the policies of the City of Green Bay and Green Bay Metro.

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

____

Print Employee Name

____

Signature of Employee

____

Date

APPENDIX A

Green Bay Metro
STAFF SAFETY ROLES AND RESPONSIBILITIES

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

Completed by: Patty Kiewiz & Miranda Socha	**Date: 4.21.2021**

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

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

APPENDIX B

Green Bay Metro
SAFETY ASSESSMENT AND SYSTEM REVIEW

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

Completed by:	**Date:**

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

Education and Training:	• Are operator certifications current and up to date?	☐	☐	☐
	• Have managers completed Safety Management Systems (SMS) training?	☐	☐	☐
	• Are employees familiar with OSHA topics, including:	☐	☐	☐
	➢ Hazard Communication?	☐	☐	☐
	➢ Emergency Action Planning?	☐	☐	☐
	➢ Bloodborne Pathogens?	☐	☐	☐
	➢ Lockout/Tagout?	☐	☐	☐
	➢ Personal Protective Equipment (PPE)?	☐	☐	☐
	➢ Injury Prevention Planning?	☐	☐	☐
	• Have all safety sensitive employees received Drug and Alcohol Training?	☐	☐	☐
	• Do new mechanics receive classroom training?	☐	☐	☐
	• Do existing mechanics receive ongoing training?	☐	☐	☐
Safety Meetings:	• Is there an active Safety Committee at the transit agency?	☐	☐	☐
	• Are safety meetings held on a regular basis?	☐	☐	☐
	• Are safety meetings and sign in sheets documented, with publically posted agendas and minutes?	☐	☐	☐
	• Do senior managers attend safety meetings?	☐	☐	☐
	• Do vehicle operators attend safety meetings?	☐	☐	☐
	• Do mechanics attend safety meetings?	☐	☐	☐
Incident and Accident Investigation Procedures:	• Are policies in place dictating which incidents are reported and which are not?	☐	☐	☐
	• Are incident report forms kept on board the vehicle?	☐	☐	☐
	• Are accident reports completed for all situations?	☐	☐	☐
	• Are incident/accident reports used as pre-accident training material?	☐	☐	☐
	• Are incident/accident reports used as post-accident training material?	☐	☐	☐
	• Are incident/accident reports used to identify potential hazards and analyzed in a Risk Assessment Matrix (RAM)?	☐	☐	☐
	• Are complaint forms kept on all vehicles?	☐	☐	☐
	• Are all operators provided with safety vests on their vehicles?	☐	☐	☐
	• Are incident/accident photos taken?	☐	☐	☐
Substance Abuse:	• Is there a current and updated Drug and Alcohol Policy?	☐	☐	☐
	• Do all staff members understand the Drug and Alcohol Policy?	☐	☐	☐
	• Is random testing being completed?	☐	☐	☐
	• Is reasonable suspicion testing being completed?	☐	☐	☐
Facility and Shop Inspections:	• Are monthly facility inspections conducted as scheduled?	☐	☐	☐
	• Are facility inspection forms completed properly?	☐	☐	☐
	• Are unsafe conditions or acts, regarding the facility corrected and documented?	☐	☐	☐
	• Are fire extinguishers up to date with annual servicing requirements?	☐	☐	☐

	• Are fire extinguishers inspected on a monthly basis?	☐	☐	☐
	• Are routing inspections of the fire extinguishers documented?	☐	☐	☐
	• Are eye wash stations available with unobstructed access?	☐	☐	☐
	• Are eye wash stations inspected on a scheduled basis?	☐	☐	☐
	• Is machine guarding in place?	☐	☐	☐
	• Are batteries stored safely?	☐	☐	☐
	• Are all containers marked with the contents clearly identified?	☐	☐	☐
	• Are floors clear of tripping hazards?	☐	☐	☐
	• Are hazardous materials stored safely?	☐	☐	☐
	• Are emergency exits clearly marked?	☐	☐	☐
	• Are lights out?	☐	☐	☐
	• Are jack stands available for use?	☐	☐	☐
	• Are jack stands used whenever a vehicle is elevated on a lift?	☐	☐	☐
	• Is a lock out tag out program in place?	☐	☐	☐
Asset Management (Vehicles):	• Is a current and updated list of vehicles readily available?	☐	☐	☐
	• Is all maintenance activity completed on vehicles tracked?	☐	☐	☐
	• Is a regular maintenance schedule written and followed?	☐	☐	☐
	• Are work order forms, service order forms and parts requested documented?	☐	☐	☐
	• Are vehicle inspection forms completed on a regular basis and available?	☐	☐	☐
	• Are habitual maintenance issues reported to WisDOT?	☐	☐	☐
	• Are maintenance issues analyzed and used to forecast future vehicle needs?	☐	☐	☐
	• Are maintenance issues analyzed and used to identify potential hazards and evaluated in a Risk Assessment Matrix (RAM)?	☐	☐	☐
	• Are pre-trip inspection forms completed daily?	☐	☐	☐
	• Are post-trip inspection forms completed daily?	☐	☐	☐

Comments:

APPENDIX C

Green Bay Metro
FACILITY SAFETY and SECURITY ASSESSMENT

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

Completed by:	**Date:**

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

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

Fire and Electrical Safety:	• Are fire extinguishers installed in all appropriate locations?	☐	☐	☐
	• Are smoke and heat detectors installed, at least one on each floor?	☐	☐	☐
	• Is a first aid kit present and maintained?	☐	☐	☐
	• Are all electrical devices, outlets, circuit breakers and cords free of damage that may pose a shock hazard?	☐	☐	☐
	• Are all electrical circuit, gas, and telephone boxes, if accessible from the outside, locked to prevent tampering?	☐	☐	☐
	• Do any non-employees have access from outside the building to any fire escapes, stairways, and/or the roof?	☐	☐	☐
	• Are all outdoor trash containers and storage bins located away from the building in the event of a fire?	☐	☐	☐

APPENDIX D - SRM MATRIX and WORKBOOK

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

SRM-SA Terms

Guide to terms used in SRM and SA processes.

Safety Risk Management (SRM) Risk Register

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

Safety Assurance (SA) Tracker

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

Severity Matrix

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

Likelihood Matrix

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

Risk Assessment Matrix

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

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

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

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

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

SAFETY RISK MANAGEMENT / SAFETY ASSURANCE - GUIDE TO TERMS

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

SAFETY RISK MANAGEMENT - RISK REGISTER for GREEN BAY METRO'S PUBLIC TRANSPORTATION AGENCY SAFETY PLAN (PTASP)

HAZARD			IDENTIFICATION		Date of Analysis	Worst Credible Potential Consequence(s)	Existing Mitigations	CONSEQUENCES		Safety Risk Index	Further Mitigation Action	REVISED SAFETY RISK INDEX		Department Responsible for Mitigation	Estimated Implementation Date	Contact Person
ID	Hazard	Type	Date	Source				Severity	Likelihood			Revised Index	Date			
YEAR - #	Out of calibration wheel balancer	Technical (equipment)		Safety Event Investigation Report		Collision resulting in death, permanent injury, or destruction of property (losses over $1,000,000)	Pre-trip inspection; routine inspection and maintenance; wheel balancer inspection and calibration	1-Catastrophic	C-Occasional	1C-High; Unacceptable - action required; must be mitigated or eliminated	Develop and implement a maintenance equipment calibration audit program; revise tire inspection procedure	1E-Low; Acceptable - acceptable with management review				

SAFETY ASSURANCE - TRACKER for GREEN BAY METRO PUBLIC TRANSPORATION AGENCY SAFETY PLAN (PTASP)

HAZARD			Consequence	SAFETY PERFORMANCE			Timeframe	Mitigations	Monitoring Means	Department Responsible for Monitoring Mitigation Effectiveness
ID	Hazard	Type		Indicator	Value	Target				
SAMPLE	Out of calibration wheel balancer	Technical (equipment)	Collision resulting in death, permanent injury, or destruction of property (losses over $1,000,000)	Tire failure rate	Annual rate of tire failures (in VRM)	1 tire failue in 10,800,00 VRMs per year	90 days	Develop and implement a maintenance equipment calibration audit program	Record review, workplace observation	
							180 days	Revise tire inspection guidelines to include condemning limits for patch wear	Document review, workplace observation, inspections	

Safety Risk Assessment Matrix

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

Safety Risk Assessment Matrix

Likelihood Levels			
Description	**Level**	**Individual item**	**System or Vehicle Fleet**
Frequent	**A**	Likely to occur often in the life of an item.	Continuously experienced. Potential consequence may be experienced more than once in 40,000 vehicle revenue miles (VRM)
Probable	**B**	Will occur several times in the life of an item.	Will occur frequently. Potential consequence may be experienced once per 40,000 to 480,000 VRM.
Occasional	**C**	Likely to occur sometime in the life of an item.	Will occur several times. Potential consequence may be experienced once per 480,000 to 4,800,000 VRM.
Remote	**D**	Unlikely, but possible to occur in the life of an item.	Unlikely but can reasonably be expected to occur. Potential consequence may be experienced once per 4,800,000 to 14,400,000 VRM.
Improbable	**E**	So unlikely, it can be assumed occurrences may not be experienced in the life of an item.	Unlikely to occur, but possible. Potential consequence may be experienced less than once per 14,400,000 VRM.

Safety Risk Assessment Matrix

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

APPENDIX E

Green Bay Metro
HAZARD ASSESSMENT LOG

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

Completed by: Miranda Socha	**Last Updated: 5/11/2020**

Risk Type	Risk Description	Current Measures to Reduce Risk	Risk Rating Likelihood	Risk Rating Severity	Risk Rating Value (Likelihood x Severity)	Further Action Required to Reduce Risk	Staff Responsibility
Human Error	Non-compliance with agency maintenance protocol	• Minimum competency requirements • Effective safety culture in agency (maintenance department) • Effective task planning • Availability of procedures • Procedure reviews and simplification into tasks • Recurrent training	5	4	20	• Introduce compliance monitoring • Effective supervision including work compliance assessment • Competency assessments • Maintenance policy to reinforce need for compliance	• Safety Assurance • Line Manager • Maintenance Manager
		•				•	•
		•				•	•
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		•				•	•

APPENDIX F

Green Bay Metro
PRIORITIZED SAFETY RISK LOG

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

Completed by: Miranda Socha	Last Updated: 5/11/2020

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

APPENDIX G

GREEN BAY METRO
SAFETY PERFORMANCE MATRIX

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

Completed by: Patty Kiewiz & Miranda Socha	Last Updated: 4/7/21

GOAL 1: Safety Green Bay Metro is committed to "Safety First…Always!" Providing a safe working environment for all employees is a top priority.			
OBJECTIVE/OUTCOME	**METRICS**	**BASELINES (2020 Data)**	**TARGETS**
Maintain Smith System Defensive Driving certification for all operational employees	Total number of certified operational employees	33 (30 operators and 3 supervisors)	100% of Metro operational employees certified at all times.
Follow Metro's annual Safety Training Schedule	Percent compliant with schedule	100%	97% compliance with the annual schedule
Minimize the number of preventable accident per 100,000 miles traveled	Number of preventable accidents per year	0.67	Maximum of 0.7 preventable accident per 100,000 miles traveled per year
Maintain Metro's facility and equipment per Metro policy and procedures	Percent compliant with schedule	100% compliant with schedule	97% compliance with Metro's preventative maintenance schedule
Properly utilize OSHA-approved personal protection equipment	Number of occupational injuries	8 total injuries (0 non preventable, 8 preventable)	Reduce occupational injuries from 20 per year to 15 per year by 2020
Promote safe work practices – procedures and employees	Number of times safety committee met	1 time (2/20 – no meetings due to COVID)	Metro's Safety Committee should meet once per quarter each year.
Continue to monitor and upgrade security on the buses and on all Metro property	Amount of down time for security system	0 minutes	95% of audio and video equipment on Metro's buses and Transportation Center property should be functioning at all times
	Type of video system	Seon	Upgrade the audio and video equipment on Metro's buses to a live feed audio and video system in 2021
Maintain ongoing staff involvement with Transit Mutual Insurance (TMI)	List of members of TMI safety committee	None	Ensure that TMI know that Metro wants a representative to be included on TMI's Safety committee at all times

GOAL 2: Dependability Green Bay Metro is committed to providing a valued service that can be relied upon by the public.			
OBJECTIVE/OUTCOME	**METRICS**	**BASELINES (2020 Data)**	**TARGETS**
Maintain a strict preventative bus maintenance schedule	Frequency of preventative maintenance schedules	100% compliant with schedule	97% compliance with Metro's Preventative Maintenance schedule.
	Average age of bus fleet	6.9 years	Maintain a bus fleet with an average age of no more than eight years
	Total percentage of spare buses	63%	Maintain a spare bus ratio of a minimum of 30% of the peak bus requirement

GOAL 3: Customer Service Green Bay Metro is committed to providing an accessible and convenient service that meets the travel needs in a friendly and consistent manner.			
OBJECTIVE/OUTCOME	**METRICS**	**BASELINES (2020 DATA)**	**TARGETS**
Maintain a strict preventative maintenance schedule for the Transportation Center	Percent compliant with schedule	100% compliant with schedule	97% compliance with the schedule

Appendix H - Training Schedule for PTASP

Type of Training	Frequency (Years)	Operators	Dispatch	Ops Supervisors	Mobility Coordinator	Compliance Coordinator	Transit Director	Accountant	Paratransit Coodinator	Maintenance Manager	Mechanics	Maintenance Technician	Fueler	Bus Cleaner	Custodian	Maintenance Clerk
Reasonable Suspicion	2		x	x		x	x	x	x	x						
Current Safety Trends	0.25	x		x						x						
Securement Training	2	x			x				x							
Smith System	2	x		x												
Customer Service Training	2	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Fire Extinguisher Training	2	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Emergency Evacuation - Facility	1	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Threat Awareness Training	2	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Severe Weather	1	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
System Security and Emergency Action Plan	1	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
CPR/AED Training	2		x	x	x	x	x	x	x	x						
Bloodborne Pathogen	1									x	x	x	x	x	x	
Bloodborne Pathogen - Modified	2	x		x												
Asbestos Awareness	3									x	x	x	x	x	x	x
Audiometric Test	1										x	x	x		x	
Bobcat	2									x	x	x	x		x	
Bus Washer	New Employee									x	x	x	x			
Confined Space Awareness	2									x	x	x	x	x	x	x
Drill Press	New Employee									x	x	x				
Fall Protection	2									x	x	x				
Fuel System	New Employee, As Needed									x	x	x	x		x	x
Hazard Communications	2									x	x	x	x	x	x	x
Hearing Conservation Program	1									x	x	x	x	x	x	x
Lock Out & Tag Out	2									x	x	x				
Parts Washer	New Employee									x	x	x				
Pressure Washer	New Employee/ As Needed									x	x	x	x		x	
Personal Protective Equipment	2									x	x	x	x	x	x	x
Plow Trucks	2									x	x	x	x		x	
Spills and Leaks	3									x	x	x	x	x	x	x
Forklift	3									x	x	x	x	x	x	x
Refrigerant	New Employee, As Needed									x	x	x			x	
Respirator Fit	1									x	x	x	x	x	x	x
Respiratory Protection	1									x	x	x	x	x	x	x
Safe Lifting	3									x	x	x	x	x	x	x
Scissors Lift	3									x	x	x	x		x	
Tennant Floor Scrubber	New Employee									x	x	x			x	

Appendix I - Paratransit

Safety Performance Target Category - NTD Standards*	2018 Actual	2019 Actual	2020 Actual	Average	Target for 2021	Target for 2022
Total Number of Fatalities	0	0	0	0	0	0
Fatality Rate per 100,000 Vehicle Revenue Miles	0	0	0	0	0	0
Total Number of Reportable Injuries	0	0	0	0	0	0
Injury Rate per 100,000 Vehicle Revenue Miles	0.00	0.00	0.00	0	0	0
Total Number of Reportable Accidents	0	0	0	0	0	0
Total Number of Reportable Safety Events	0	0	0	0	0	0
Safety Events per 100,000 Vehicle Revenue Miles	0.00	0.00	0.00	0	0	0
Total Number of Major Mechanical System Failures	4	1	2	2.50	1.00	1
Average Distance Between Major Mechanical Failures	62,512.25	234,356.00	62,614.55	148,434.13	145,000.00	240,000.00
Annual Vehicle Revenue Miles	250,049	234,356	125229.1	242,202.50	240,000.00	240,000

Internal Tracking Only:

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

March of 2020 was onset of COVID-19 causing a reduction in service. Pilot for Microtransit services began on Aug. 17, 2020.

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

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

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

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

**Preventable is defined as any occurance regardless of liability

Report to the
Transit Commission
of the City of Green Bay

Green Bay METRO

MEETING DATE	PREPARED BY
April 21, 2021	Patty Kiewiz, Transit Director

AGENDA ITEM # D.3

Discussion/Action: Green Bay Metro's Title VI Policy

BACKGROUND

Per Federal Transit Administration (FTA) Circular 4702.1B, Green Bay Metro is required to submit a Title VI program ensuring compliance every three years. The policy has been reviewed and updated as required.

Director Kiewiz will present the plan.

RECOMMENDATION

Staff recommends approval of the Green Bay Metro Title VI Policy.

FISCAL IMPACT

ATTACHMENTS

1. 2021 GBM Title VI Program-FINAL DRAFT

Green Bay
METRO

TITLE VI COMPLIANCE PROGRAM

APRIL 2021

Equitable distribution of transit service is a core principle of Green Bay Metro. This document describes the measures taken to promote equitable transit service as stipulated by Title VI of the Civil Rights Act of 1964 and Executive Order 12898 (Environmental Justice).

Table of Contents

The Brown County Planning Commission (BCPC), serving as the Metropolitan Planning Organization (MPO) for the Green Bay Urbanized Area, provided data used in the plan. GBM's Title VI Plan can be found at GBM Title VI.

EXECUTIVE SUMMARY

Green Bay Metro (GBM) is committed to provide an equitable mass transit system that fairly distributes the benefits and adverse effects of transit service without regard for race, color, national origin, or low-income status. This principle is detailed and reinforced by Title VI of the Civil Rights Act of 1964 and Executive Order 12898 (Environmental Justice).

Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, or national origin in programs receiving federal financial assistance. Specifically, Title VI states, "No person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance."

In 1994, President Clinton issued Executive Order 12898, which states that each federal agency "shall make achieving environmental justice part of its mission by identifying and addressing disproportionately high and adverse human health or environmental effects of its programs, policies, and activities on minority populations and low-income populations."

The Federal Transit Administration's (FTA) Circular 4702.1B provides its recipients of FTA financial assistance with instructions for achieving compliance with Title VI and Environmental Justice. In this circular, the FTA requires that GBM document measures taken to comply with DOT's Title VI regulations by submitting a Title VI Program to their FTA regional civil rights officer once every three years or as otherwise directed by FTA. In addition, all subrecipients of GBM are required to submit a Title VI Program ensuring compliance of the Federal Transit Administration (FTA) Circular 4702.1B.

GBM is governed by the Green Bay Transit Commission. The Commission consists of seven individuals that are appointed by the Mayor of Green Bay. One of the seven is a City of Green Bay Council person that serves as a liaison to the City Council.

Membership of GBM Transit Commission and Committees, by self-identified race

Body	Caucasian	Latino	African American	Asian American	Native American
Transit Commission	57.1%	14.3%	14.3%	0%	14.3%
Disability Appeals Committee	100%	0%	0%	0%	0%

DEFINITIONS

Color: Skin color or complexion

Discrimination: Refers to any action or inaction, whether intentional or unintentional, in any program or activity of a Federal aid recipient, subrecipient, or contractor that results in disparate treatment, disparate impact, or perpetuating the effects of prior discrimination based on race, color, or origin.

Disparate Treatment: Refers to actions that result in circumstances where similarly situated persons are intentionally treated differently (i.e. less favorably) than others because of race, color, or national origin.

Limited English Proficient (LEP): Refers to persons for whom English is not their primary language and who have a limited ability to ready, write, speak, or understand English. It includes people who reported to the U.S. Census that they speak English less than very well, not well, or not at all.

National Origin: Refers to the particular nation in which a person was born, or where the person's parents or ancestors were born.

Race (as defined by the U.S. Census): A social classification of people which includes, at a minimum, White, Black or African American, American Indian or Alaska Native, Asian, Native Hawaiian or Other Pacific Islander. Based on the demographics for your area, other races may be included.

POLICY OF NONDISCRIMINATION

GBM assures that no person shall, on the grounds of race, color, or national origin, as provided by Title VI of the Civil Rights Act of 1964, and the Civil Rights Restoration Act of 1987, (P.L. 100.259), be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity provided by GBM.

Title VI compliance is a condition of receipt of federal funds. Patricia Kiewiz, GBM Transit Director, serves as the Title VI Coordinator and is authorized to ensure compliance with this policy and the law, including the requirements of the Code of Federal Regulation (CFR).

Demographic Profile

GBM serves 59.11 square miles of the Green Bay Urbanized area, with a population of 176,595.

Total Population of GBM Service Area	Total Brown County Population	Brown County Minority Population	Brown County Percent Minority
176,595	264,821	48,727	18.4

Based on the American Community Survey, all of Brown County has a minority population of 18.4%. This would include areas such as Suamico, which has a minority population less than that of the county as a whole. Green Bay alone would have a minority population greater than that of the county as a whole.

GBM transit service is primarily utilized by minority and low-income populations. In September 2021, the 2020 census data will be available.

For detailed information pertaining to the GBM's minority and low-income populations, demographic maps are included in Appendix A to this document.

Distribution

Public Dissemination provisions of Title VI information require recipients of Federal financial assistance to publish or broadcast program information in the media. Advertisements must state that the program is an equal opportunity program and/or indicate that federal law prohibits discrimination. Additionally, reasonable steps shall be taken to publish information in languages understood by the population eligible to be served or likely to be directly affected by services.

Title VI public notices are posted on all fixed route buses, paratransit vehicles, public lobbies, and website. To obtain a copy of the Title VI Compliance Program, please contact GBM.

COMPLAINT PROCEDURE

Overview

Federal recipients are required to directly accept, log and investigate complaints of discrimination. Further, recipients are required to notify the public of their right to complain and the procedures for processing their complaint. These procedures cover all complaints filed under Title VI relating to any program or activity administered by GBM, its sub-recipients, consultants, and contractors.

These procedures do not deny the right of the complainant to file formal complaints with other state or federal agencies or to seek private counsel.

Any person who believes they have been mistreated by an unlawful discriminatory practice under Title VI has a right to file a formal complaint with GBM. Any such complaint must be filed in writing or in person with GBM, 901 University Avenue, Green Bay, WI, 54302. Any individual, group, or entity that believes they have been subjected to discrimination prohibited by nondiscrimination requirements may file a complaint. A formal complaint must be filed within 180 days of the alleged occurrence.

GBM has had no investigations or lawsuits pertaining to Title VI.

Submitting Complaints

Written and verbal complaints will be accepted by GBM.

Written Complaints

The preferred method is to file your complaint in writing using the Title VI Complaint Form (Appendix B), and sending it to:

Patricia Kiewiz, Transit Director
GBM Title VI Coordinator
901 University Avenue
Green Bay, WI 54302
(920) 448-3450

The complainant is advised to file a signed, written complaint up to thirty (30) days from the date of the alleged discrimination. The complaint should include the following information:

- Complainant name, mailing address, phone number and information on how to best contact you (i.e., telephone number, e-mail address, etc.).

- How, when, where, and why you believe you were discriminated against. Include the location, names, and contact information of any witnesses.
- Other information that you deem significant.

Verbal Complaints

Verbal complaints will be accepted and transcribed by the Title VI Coordinator. To make a verbal complaint, call (920) 448-3450 and ask for the Title VI Coordinator.

Procedure

Upon receiving the complaint, GBM will determine its jurisdiction, acceptability, need for additional information, and investigative merit of the complaint. In some situations, GBM may request that the City of Green Bay Human Resources Department or an independent outside agency conduct the investigation.

Once GBM decides its course of action, the complainant will be notified in writing of such determination within five calendar days.

In cases where GBM assumes investigation of the complaint, GBM will provide the respondent with the opportunity to respond to the allegations in writing. The respondent will have ten days upon receipt, to furnish GBM with his/her response to the allegations.

Within 60 days of receipt of the complaint, the Title VI Coordinator will prepare a written investigative report. The report shall include a narrative description of the incident, identification of persons interviewed, findings, and recommendations for disposition.

The recommendations shall be reviewed by the city of Green Bay attorney. The City Attorney may discuss the report and recommendations with the Title VI Coordinator. The report will be modified as needed and made final for its release to the parties.

Once the investigative report becomes final, briefings will be scheduled within 15 days. Both the complainant and the respondent shall receive a copy of the investigative report during the briefings and will be notified of their respective appeal rights.

Appeal

If the complainant or respondent is not satisfied with the results of the investigation of the alleged discriminatory practice(s), they shall be advised of their rights to appeal GBM's decision to the Federal Transit Administration Office of Civil Rights, Attention: Complaint Team, East Building, 5th Floor-TCR, 1200 New Jersey Ave. SE, Washington DC 20590.

Documentation of Complaints

A record of complaints will be maintained by GBM and contain the following information for each complaint filed:

- The name and contact information of the person filing the complaint
- The date of the complaint
- The basis of the complaint
- The disposition of the complaint

Filing Federal Complaints:

Complaints can be filed externally with the U.S. Department of Transportation and/or the FTA at:

Federal Transit Administration Office of Civil Rights
Attention: Complaint Team
East Building, 5th Floor-TCR
1200 New Jersey Ave. SE
Washington DC 20590

SUBRECIPIENT

GBM's subrecipients of federal financial assistance must also comply with the Title VI of the Civil Rights Act of 1964 which prohibits discrimination of the basis of race, color or national origin, as effectuated by U.S. DOT regulation 49 C.F.R. Part 21. To meet its enforcement responsibilities GBM has implemented a subrecipients monitoring process.

- Each year subrecipients must provide GBM with an FTA Certifications and Assurances, signed and initialed that all records and other information required under FTA Circular 4702.1B have been or will be compiled, as appropriate, and maintained.
- Each year GBM requests a record of any Title VI complaints filed with subrecipients and the documentation certifying investigation and resolution into said claims.
- Once every three years subrecipients must provide GBM with an updated Title VI plan in order for GBM to ensure compliance with FTA Title VI regulations and to meet the requirements of FTA Circular 4702.1B.
- Subrecipients are required to display the public notice card for Title VI Plan in all Section 5310/85.22 funded vehicles.
- Subrecipients must take responsible steps to ensure meaningful access to the benefits, services, information, and other important portions of their programs and activities for individuals who are Limited English Proficient (LEP).
- Subrecipients agree to comply with and participate in Compliance Site Reviews conducted by GBM or authorized contractor.

PUBLIC PARTICIPATION

The Public Participation Plan is a guide to GBM's ongoing public participation endeavors. Its purpose is to ensure that GBM utilizes effective means of providing information and receiving public input on transportation decisions from the general public, including low income, minority and limited English proficient (LEP) populations.

Under federal regulations, transit operators must take reasonable steps to ensure the Limited English Proficient (LEP) persons have meaningful access to their programs and activities. This means the public participation opportunities, normally provided in English, should be accessible to persons who have a limited ability to speak, read, write, or understand English. GBM's Public Participation Policy can be found Green Bay Metro Public Participation Policy

Fixed Route Service: Proposals that include a fixed route service reduction of 10% or more in terms of annual system service hours and/or significant changes to the system as a whole shall warrant public involvement. An increase in fixed route service or minor modifications to existing service does not constitute a significant change.

Paratransit Service: Proposals that include paratransit service hour reductions of 10% or more in terms of annual hours of operation and /or issues relating to level of service and/or certification shall warrant public involvement. In addition, should paratransit service boundaries be proposed to be reduced, GBM staff will provide written notification to all certified paratransit clients who reside in the proposed reduction area.

SERVICE STANDARDS

FTA Circular 4702.1b Chapter VI requires fixed-route service providers of Urbanized Areas with a population of 200,000 or more to establish service standards and monitor their service to ensure service is provided accordingly. Service standards guide fixed-route service providers toward objective decision-making in the provision of service. The FTA further expects transit agencies to monitor their service to ensure service is provided in a non-discriminatory manner.

Green Bay Metro provides public transportation services (fixed route, paratransit, and on demand) to the City of Green Bay urbanized area, which includes: Villages of Allouez, Ashwaubenon, and Bellevue, and Cities of De Pere and Green Bay.

The following service standards and policies are meant to ensure that transit services and amenities are distributed fairly throughout the system. Service standards are regularly monitored and reviewed by GBM staff to ensure non-discrimination in the distribution of transit services and amenities and to ensure service is planned and operated in an equitable manner. Green Bay Metro (GBM) has set the service standards and policies below:

Fixed Route

Vehicle Loading Standards: Average ratio of passengers per seat per bus during a service hour at the maximum load point. GBM operates different vehicle types containing different numbers of seats and standing room capacity.

- GBM matches vehicle type with ridership levels and will use larger buses on higher ridership routes.
- GBM provides more frequent service on routes that exceed capacity limits.

Vehicle Headway: Maximum scheduled time interval between buses.

- GBM strives to maintain headways of fixed route bus service within the range of every 30 minutes during the peak period and 60 minutes during non-peak period.

Schedule Adherence: Percent adherence to scheduled service.

- GBM provides an average of system-wide on-time performance of 90% for fixed route service.

- GBM defines on-time as arriving at designated bus stops from zero to five minutes after the scheduled time. Route(s) and trips not meeting the on-time performance goal will be analyzed for strategies to improve it.

Bus Scheduling: Process by which transit vehicles are placed into revenue service throughout the transit system. All buses are low-floor and equipped with air-conditioning, ramps, and automated bus stop annunciators.

- GBM rotates buses among all routes to ensure a balance of miles obtained on the vehicles. No specific bus, type or style is assigned to a specific route. High-capacity routes may be assigned 40' buses to assist with demand.

Distribution of Amenities: Transit amenities refer to items of comfort and convenience available to the general riding public.

- Bus Stop Spacing—amount of space between bus stops.
    - Bus stops will be no more than ¼ mile apart. Stops shall generally be at the far side of intersections. In outlying areas, stops shall generally be at the near side of intersections. Bus stops may be placed at other locations if warranted by special circumstances. Accessibility will be another consideration in the location of bus stops, with adherence to ADA accessibility guidelines wherever possible.

- Bus Stop Shelters and Benches—the placement of shelters or benches is general based on the number of boarding passengers at a specific stop. However, needs based placement will also be considered.
    - Passenger shelters shall be provided at major loading points where boarding passenger volumes are greater than 20 persons per day and also hospitals, clinics, higher education, and centers for seniors and individuals with disabilities. The shelters shall be of an attractive design that provides good shelter from the weather and must be of sufficient size so as not to restrict the mobility and comfort of patrons in wheelchairs. Benches will be placed in areas where riders may gather that may not be feasible for a shelter. Placement of shelters and benches will comply with Americans with Disabilities Act (ADA) accessibility guidelines for building and facilities.

- Safe Stop Program—GBM makes every effort to ensure bus stops are accessible.
    - Under this program, riders may request attention to a stop at any given time. Examples would be due to snow, construction area concerns, etc.

Paratransit

The Americans with Disabilities Act (ADA) of 1990 requires public transit agencies to provide paratransit service to persons with disabilities who cannot access the public transit system due to their disability. Paratransit services are provided through contracted agency who agrees to meet GBM's service standards developed in compliance with Title VI of the Civil Rights Act of 1964. Title VI service standards include a minimum of five elements: Vehicle Load, Vehicle Assignment, Vehicle Headway, Distribution of GBM amenities and GBM Access.

It is the policy of GBM to ensure compliance with the Title VI of the Civil Rights Act of 1964, Civil Rights Restorative Act of 1987, Executive Order 12898-Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, Executive Order

13166-Improving Access to Services for Persons with Limited English Proficiency, and related non-discrimination statues and regulations in all program and services. Paratransit system complements the same area and hours of Green Bay Metro's fixed-route system.

The current Service Area for paratransit services consists of portions of the Cities of Green Bay and De Pere and the Villages of Allouez, Ashwaubenon, and Bellevue. No paratransit services are to be provided in any area which is outside the three-quarter mile service area or within the boundaries of a jurisdiction within which GMB does not have the legal authority under Wisconsin law to operate even if the area is within three-quarters of a mile from an existing Metro fixed bus route. All trips must have both their origin and destination within the Service Area.

Revenue vehicles shall be operated in accordance with all applicable local, State, and Federal laws and regulations with regard to safety, comfort, and convenience of passengers and the general public.

Complaints (written and verbal) shall be reported by project personnel, along with any operational problems to the contractor, who in turn will forward to GBM within 24 hours of their occurrence on an approved complaint form. The logging of complaints shall include a written description of the complaint and any resolution of the complaint by the contractor.

Schedule Adherence:

- Trips will be considered on-time only if the contractor picks up the passenger within the on-time window. The on-time window starts 15 minutes before and ends 15 minutes after the passenger's scheduled pick-up time.
- Contractor is required to complete 95% of all scheduled trips on an on-time basis.
- Passengers shall not spend more than sixty (60) minutes in a vehicle during a trip.

As required by 49 CFR Part 38, wheelchair accessible vehicles must be equipped with either a ramp or lift, wheelchair securement with separate passenger lap and shoulder restraints, front or rear-facing mobility device securement positions, and all other requirements stated in Part 38 pertaining to wheelchair accessible vans or minibuses.

The service must be accessible to ambulatory, semi-ambulatory, and non-ambulatory individuals with disabilities and conform to the accessibility specifications contained in 49 CFR, Part 38, subpart B for ADA and Wisconsin 5.347.48; (2m) (b, c, & d). Paratransit provider can use a mix of vehicles to provide the service to ambulatory elderly and people with disabilities.

<u>Microtransit</u>

Microtransit services are being piloted in 2021 by contracted agency. Policies will be established if service is recommended to be continued by the Transit Commission after that time.

PERFORMANCE STANDARDS

<u>Routes</u>: Each route should be evaluated individually to determine if the service provided is attracting a desired amount of ridership and revenue. Criteria are generally based on national and state standards. In some instances, performance of an individual route is judged in relationship to the performance of the entire system. This considers cost differences, inflation, and conditions specific to the local service area. Otherwise, standards could quickly become outdated. The criteria used to evaluate the operational performance of GBM system are as follows:

- Revenue per Hour
    - Shall be no less than 80 percent of the system median. This data is used to determine the financial success of the route. Criteria mandating that individual routes fall within a specific range of the system median is considered a reasonable measuring device because certain routes may be less financially efficient than others.

- Passengers per Hour
    - By determining the number of passengers per hour, bus routes can be compared to one another as to how many passengers they can carry regardless of a varying fare structure. As with the revenue per hour criterion, the number of passengers per hour should be at least 80 percent of the system median.

- Operating Ratio
    - Determined by dividing a route’s passenger revenue by its total operating expense. The operating ratio on any route should not be less than 80 percent of the system median. Operating ratio measures the percent of expenses recovered by fares.

- Loading Standards
    - Allows for adequate capacity to meet passenger demand. The average maximum load factor is determined for service peak and off-peak periods. It is calculated by dividing the number of passengers at the maximum load point of a route by the number of seats provided on the bus. A factor greater than 1.00 signifies that some passengers are standees. The average maximum load factor for local peak service should be 1.25. For local off-peak service and all express service, the average maximum load factor should be 1.00.

- Schedule Adherence
    - The acceptable level of on-time performance for the system is > 90%. This is one of the most important criteria in evaluating route performance. On-time operation ensures a smooth running system by minimizing waiting time for passengers. While the goal of a transit system is to achieve 100 percent on-time operation, many unanticipated factors can cause delays, such as traffic congestion, accidents, rail and bridge crossings, mechanical failures and inclement weather.

<u>Evaluation Period</u>: Examination of routes is to be made annually with new routes evaluated after the first six month and twelve month periods. Any route inconsistent with the revenue and service criteria established for the system should be further examined to determine the reasons for not achieving desired performance. Serious consideration must be given to abandoning or making substantial changes to routes which are chronically unproductive.

- On an annual basis the bus route evaluation will be documented and presented to the Green Bay Transit Commission. Recommendations for bus route changes will be included in the evaluation report.

FARE AND SERVICE CHANGE EQUITY ANALYSIS

<u>Equity Analysis Policies</u>

FTA Circular 4702.1B Chapter IV.7, requires GBM to establish policies that will guide the analysis to determine whether major service changes will have a disproportionately negative impact on minority or low-income populations. Accordingly, GBM established equity analysis policies and a service evaluation process to meet this requirement. GBM must establish a Major Service Change

Policy, a Disparate Impact Policy, and a Disproportionate Burden Policy. Collectively, these policies provide foundational requirements for evaluating service change proposals for equity. These policies and their applicable thresholds are listed below:

- Major Service and Fare Change Policy
    - A major service change is defined as a 25 percent addition or reduction in the service hours of any route that would remain in effect for twelve (12) or more months. All major service changes will be subject to an equity analysis that includes an analysis of adverse effects.

    - Adverse Effect is defined as a geographical or temporal reduction in service that includes, but is not limited to eliminating a route, shortening a route by eliminating segments, rerouting an existing route, and increasing headways. GBM shall consider the degree of adverse effects and analyze those effects when planning major service changes.

    - A fare change is defined as any fare increase or reduction.

- Service Disparate Impact and Disproportionate Burden Policy
    - A major service change should not have a disparate or disproportionate adverse effect on low-income or minority populations.

- Fare Disparate Impact and Disproportionate Burden Policy

    - Per policy, low-income or minority populations should not have a disparate or disproportionate adverse effect.

    - If a proposed major service change or fare change results in a disparate impact or a disproportionate burden, GBM will consider modifying the proposed service change. GBM will then analyze the modification and make sure it removed the potential disparate impact or disproportionate burden. If a less discriminatory option cannot be identified and GBM can demonstrate a substantial legitimate justification for the proposed service change, the FTA may allow GBM to proceed with the proposed change.

CONCLUSION

An equitable public transit system is a fair transit system where services, resources, benefits, and impacts are distributed with respect to transit demand, not race, color, national origin, or income status. Staff seeks to not only comply with these civil rights laws, but to enhance efforts to guarantee fairness in the delivery of GBM's services.

Below are the key initiatives to occur during the 2021 – 2023 reporting period include:

- Preliminary Fare Equity Analysis: Cashless Fare System – an analysis of the equity implications of implementing a cashless fare system.

- Safety and Security Community Relations Plan: Build a trusting relationship with community, informing safety & security policies and practices with community feedback.

- Language Assistance: Engage communities to determine which language assistance tools and practices can best ensure access to our services.

During this reporting period, GBM performed public engagement, completed equity analyses for major fare and service changes. This snapshot summarizes GBM's effort to not only comply with the requirements of FTA Circular 4702.1B, but to advance social equity through policy and public engagement.

RESOURCES

Please see the websites below for more information.

Green Bay Metro Transit

- Green Bay Metro Title VI
- Green Bay Metro Title VI Complaint Form
- Green Bay Metro Public Participation Policy
- Green Bay Metro Reports & Studies

WisDOT guidance

- WisDOT Transit Title VI Compliance
- WisDOT Department Title VI Office

Federal legal authorities

- FTA Circular 4702.1B (Title VI)
- FTA Circular 4703.1 (Environmental Justice)
- 49 C.F.R. 21
- Executive Order 13166 (LEP)
- Executive Order 12898 (Environmental Justice)

Federal guidance

- US DOT LEP guidance
- FTA resource page
- FHWA resource page

Training Links

- FTA Title VI training page
- FTA Title VI training video
- FHWA Title VI PowerPoint presentations

Other helpful resources

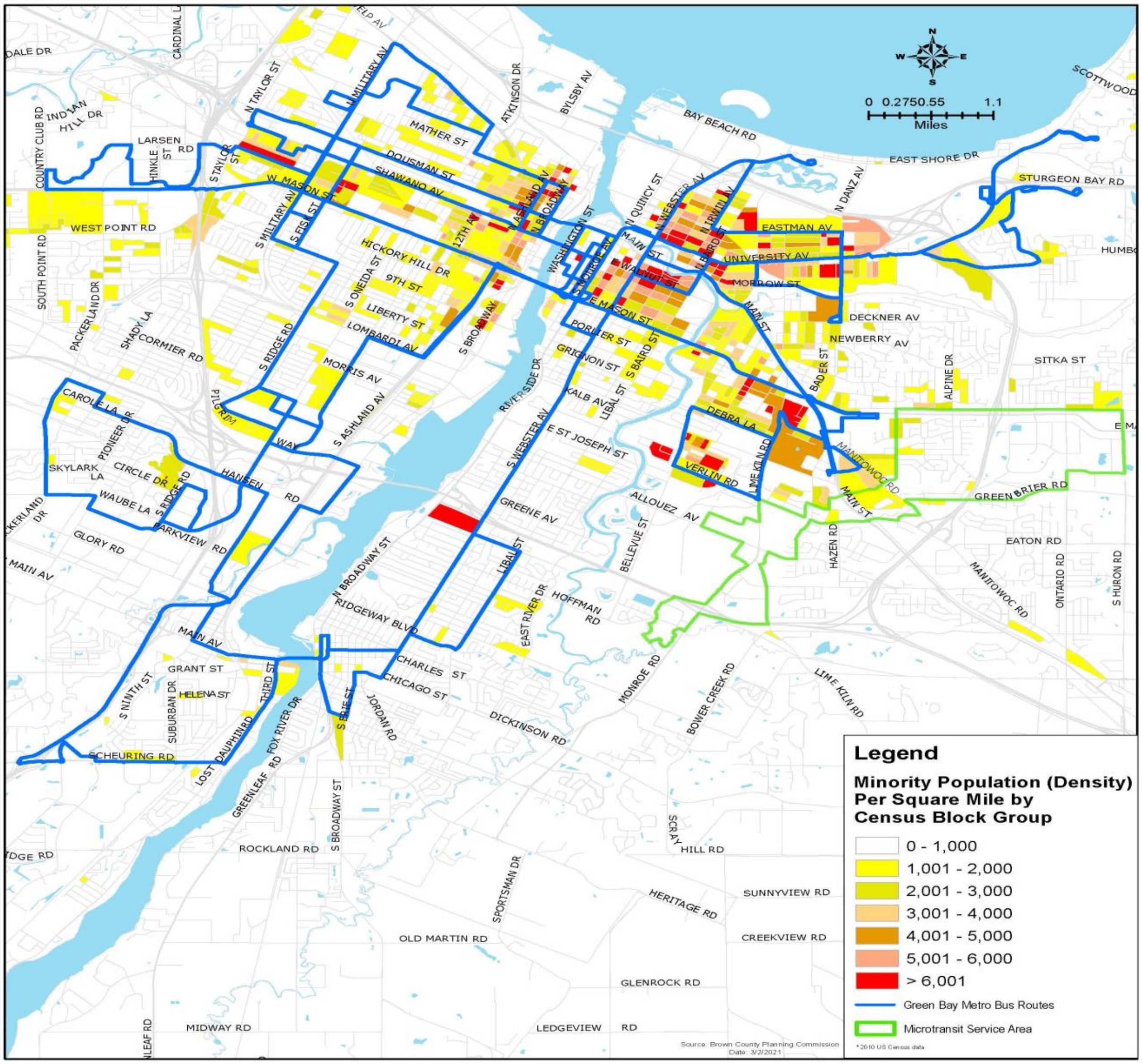
- US Census Bureau

ADOPTION AND REVISION HISTORY

Approved by Green Bay Transit Commission February 19, 2014
Approved by Green Bay Transit Commission May 20, 2015
Approved by Green Bay Transit Commission February 17, 2016
Approved by Green Bay Transit Commission March 14, 2018
Approved by Green Bay Transit Commission April 21, 2021

Appendix: A
Demographic Profile Map Statistics

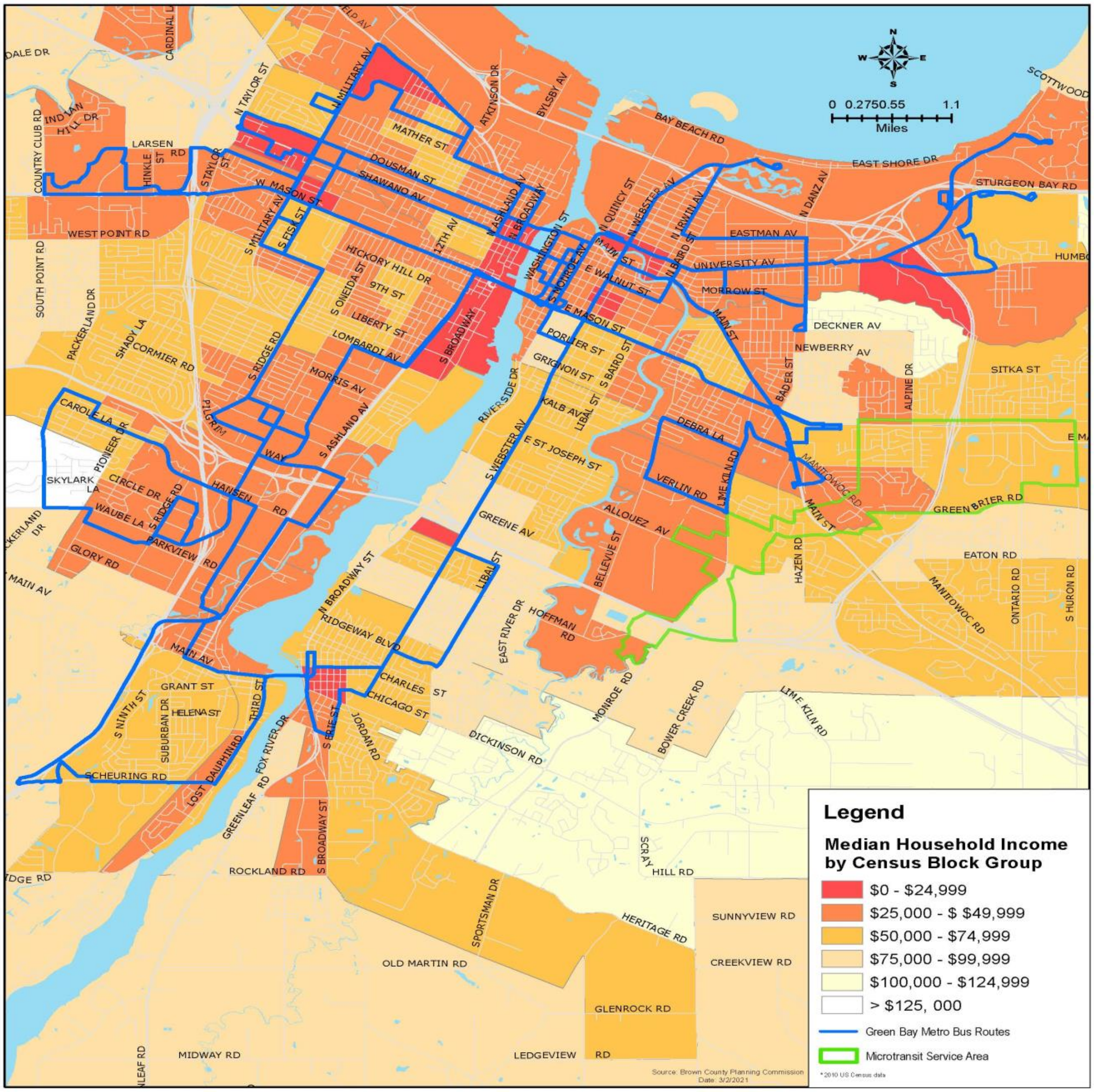
Minority Population with Transit Service



US Census Community Survey data

Category - Census blocks (+/-)	Brown County
Self-Identified as non-White/Caucasian	18.4%
Self-Identified as White/Caucasian	81.6%

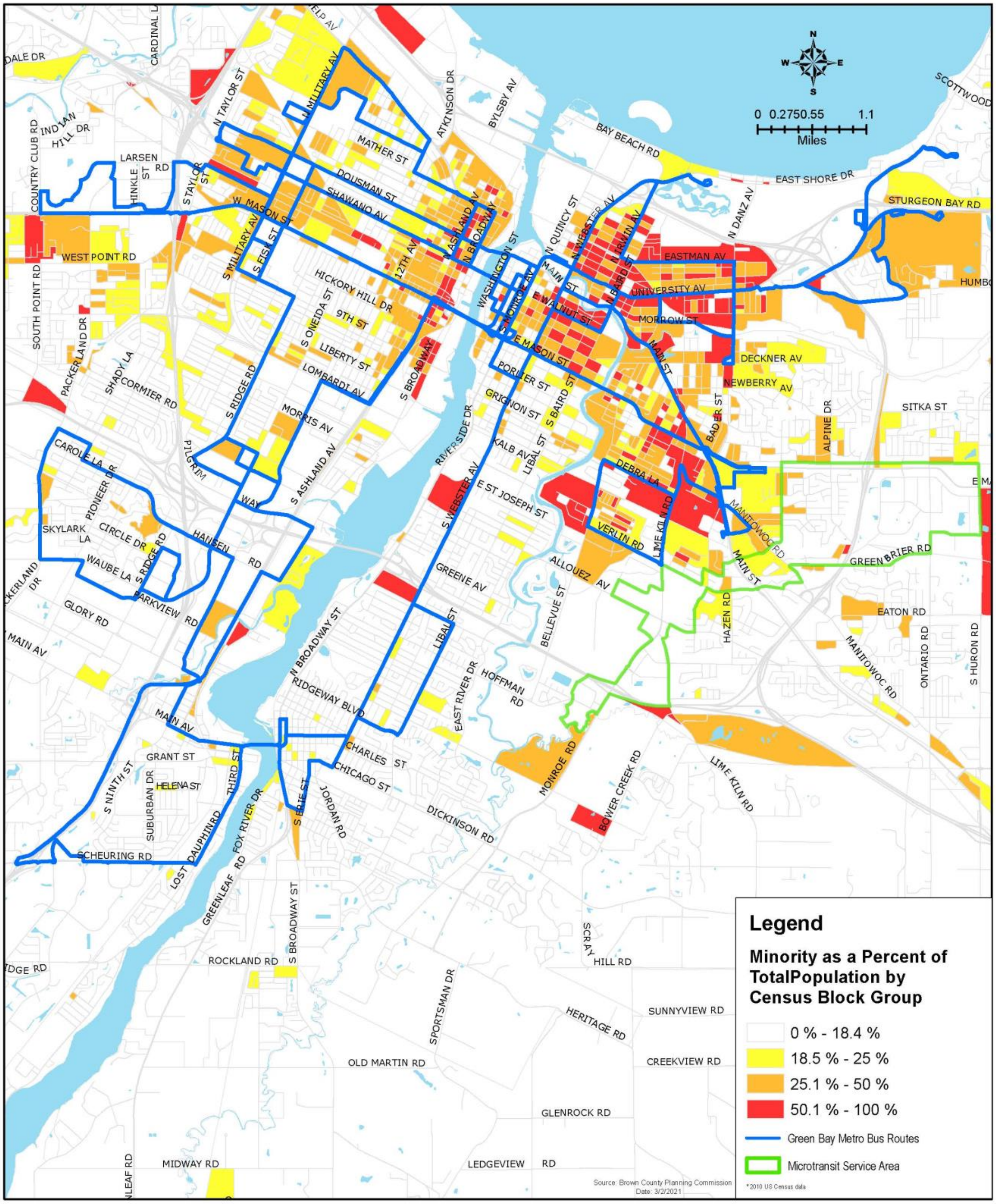
Household Income with Transit Service



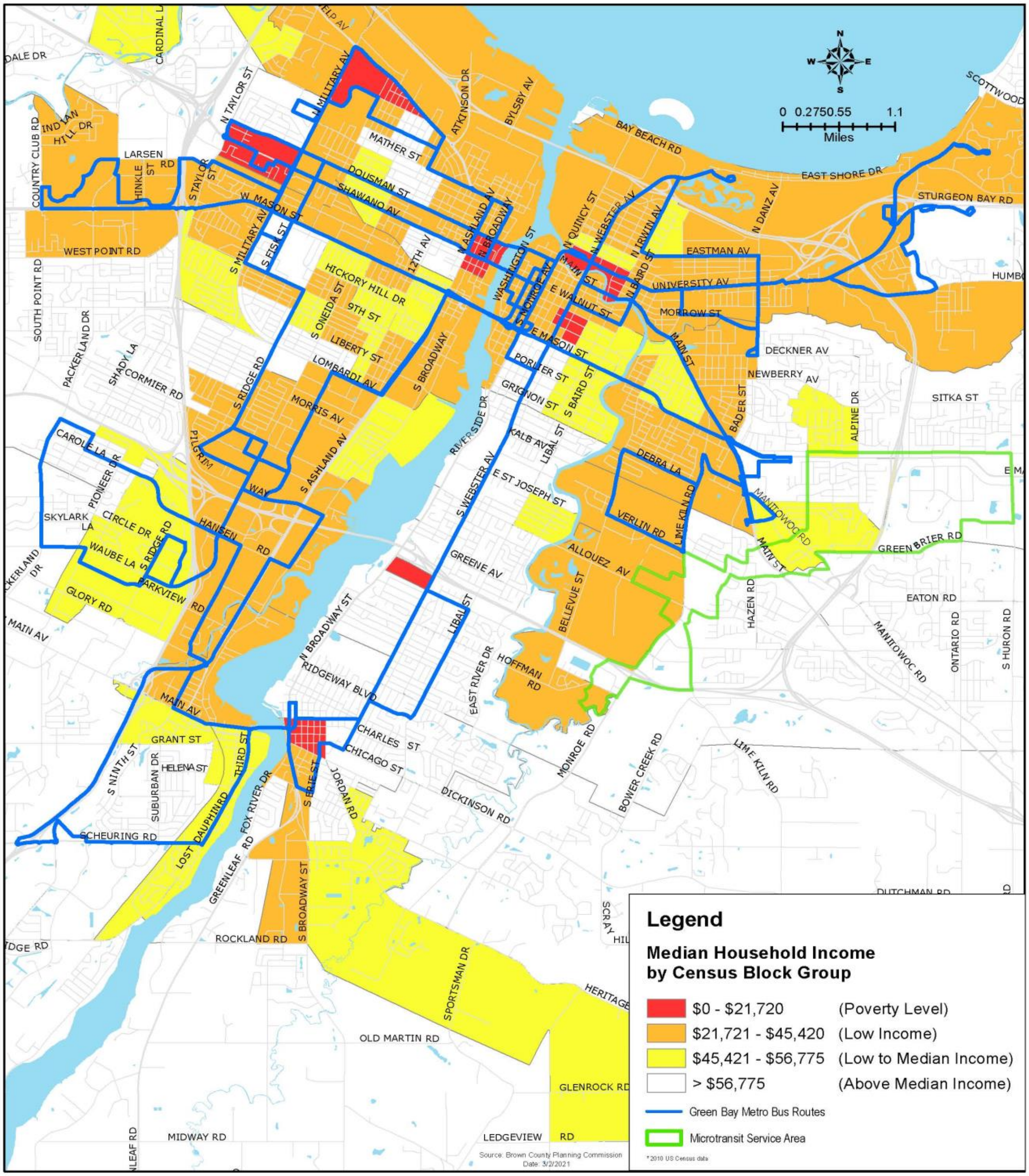
US Department of Health and Human Service US Census data

Category (three-person household)	Household Income
Median Income in Brown County	$56,775
Low-Income in Brown County (80% of the Median)	$45,420
Poverty for a three-person Household	$21,720

Equity Analysis - Minority Population with Transit Service



Equity Analysis - Household Income with Transit Service



Appendix B

Title VI Complaint Form

Title VI of the 1964 Civil Rights Act requires that "No person in the United States shall, on the ground of race, color or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance." Note: The following information is necessary to assist us in processing your complaint. Should you require any assistance in completing this form, please let us know.

Complete and return this form to:

Title VI Coordinator
Green Bay Metro
901 University Avenue
Green Bay, WI 54302

1. Complainant's Name ____

2. Address ____

3. City, State and Zip Code ____

4. Telephone Number (home) __________________(business)____________________

5. Person discriminated against (if someone other than the complainant)
Name____
Address____
City, State and Zip Code____

6. Which of the following best describes the reason you believe the discrimination took place? Was it because of your:
a. Race/Color____
b. National Origin____
c. Other____

7. What date did the alleged discrimination take place? __________________________

8. In your own words, describe the alleged discrimination. Explain what happened and whom you believe was responsible. Please use the back of this form if additional space is required.
____
____
____
____
____

9. Have you filed this complaint with any other federal, state, or local agency; or with any federal or state court? ________ Yes ________ No

If yes, check all that apply:

_____Federal agency ______ Federal court ______State agency _____State court
_____Local agency

10. Please provide information about a contact person at the agency/court where the complaint was filed.

Name____
Address____
City, State, and Zip Code ____
Telephone Number ____

11. Please sign below. You may attach any written materials or other information that you think is relevant to your complaint.

______________________________________   ______________
Complainant's Signature   Date

Appendix C

Green Bay METRO

Title VI Public Notice

Green Bay Metro (GBM) is committed to ensuring that no person is excluded from participation in or denied the benefits of its services on the basis of race, color, or national origin, as provided by Title VI of the Civil Rights Act of 1964, as amended. It is GBM's objective to:

- Ensure that the level and quality of transportation service is provided without regard to race, color, or national origin.
- Promote the full and fair participation of all affected populations in transportation decision-making.
- Prevent the denial, reduction, or delay in benefits related to programs and activities that benefit minority populations or low-income populations.
- Ensure meaningful access to programs and activities by persons with limited English proficiency.

GBM is committed to a policy of non-discrimination in the conduct of its business, including adherence to Title VI responsibilities and the delivery of equitable and accessible transportation services. Any person who believes that he or she has been subjected to discrimination under Title VI on the basis of race, color, or national origin may file a Title VI complaint with GBM.

Any such complaint must be in writing and submitted to the GBM Title VI Coordinator within 180 days following the date of the alleged discrimination. A Title VI Civil Rights Complaint Form is available by calling 920-448-3450. Complaints should be addressed to:

Patricia Kiewiz
Title VI Coordinator
Green Bay Metro
901 University Avenue
Green Bay, WI 54302

A complainant may also file a complaint directly with the Federal Transit Administration by submitting it to the Office of Civil Rights, Attention: Compliant Team, East Building, 5th Floor-TCR, 1200 New Jersey Ave., SE. Washington, DC 20590.

Please visit www.greenbaymetro.org to view GBM's Title VI Program.

If information is needed in another language, contact 920-448-3450.

Appendix D

Green Bay Metro
Limited English Proficiency (LEP) Plan

Policy Statement
GBM is committed to breaking down language barriers by implementing consistent standards of language assistance across its service area.

Census. The United States is home to millions of national origin minority individuals who are LEP. That is, their primary language is not English and they cannot speak, read, write or understand the English language at a level that permits them to interact effectively with recipients of Federal financial assistance. Because of language differences and the inability to effectively speak or understand English, persons with LEP may be subject to exclusion from programs or activities, experience delays or denials of services. These individuals may be entitled to language assistance with respect to a particular type of service. The federal government and those receiving assistance from the federal government must take reasonable steps to ensure that LEP persons have meaningful access to the programs, services, and information those entities provide. This will require agencies to establish creative solutions to address the needs of this ever-growing population of individuals, for whom English is not their primary language.

2019 American Community Survey (ACS) Estimates for Brown County
Limited English Proficiency
Summary by Brown County Planning Commission
January 2021

Language Spoken at Home	Population	Percent	Speak English less than "very well" Number	Speak English less than "very well" Percent
Population 5 years and over	248,055	100.0%	11,266	4.5%
English only	221,024	89.1%		
English only or Speak English "very well"	236,789	95.5%		
Language other than English:	27,031	10.9%		
Spanish	17,284	7.0%	8,672	3.5%
Other Indo-European	2,634	1.1%	438	0.2%
Asian and Pacific Islanders	4,958	2.0%	1,766	0.7%
All other languages	2,155	0.9%	390	0.2%

Those under the age of 5 are not included in language data.
Indo-European includes many, but not all, countries in Europe and the Middle East.

ANALYSIS OF FACTORS

Factor No. 1: The number or proportion of LEP persons in the service area. The vast majority of the population with which we do business (individuals wishing to ride transit) is proficient in English, so that LEP services are not normally required.

- According to the 2019 American Community Survey, English is spoken by 89.1% of those five and older in Brown County. The majority of those who speak another language also speak English.

- A total of 8,672 or 3.5 percent of the Spanish speaking population in Brown County indicate they speak English less than "very well".

- A total of 1,766 Asian and Pacific Islander speaking individuals indicate they speak English less than "very well". The ACS recognizes approximately 280 Asian and Pacific Islander languages. The most common are Chinese, Japanese, Korean, Hmong, Thai, Laotian, and Vietnamese.

- GBM ensures meaningful access to all programs and activities by persons with Limited English Proficiency. Monitoring of the system is done to ensure all language needs are met. Currently ridership consists of only English and Spanish speaking riders. No other LEP populations meet Safe Harbor thresholds.

- GBM Title VI and LEP policies and complaint procedures are posted at the Transportation Center and on Metro's website. Employees are trained to be aware and assist LEP individuals by directing them to GBM dispatch, which will then connect them to the appropriate persons for language assistance help.

Factor No. 2. The frequency with which LEP individuals come into contact with the service. All contacts with GBM are made through its Metro Center located in Green Bay, WI. LEP persons are serviced daily via our buses and contracted paratransit demand response service. LEP contacts are relatively minimal.

Factor No. 3: The nature and importance of service provided by GBM. GBM provides important transit services throughout the urbanized area to the public through its fixed route, limited service, microtransit and paratransit programs.

Factor No. 4. The resources available to the recipient of the federal funds to assure meaningful access to the service by LEP persons. GBM has experienced staff that is fluent in Spanish and have agreed to serve as interpreters as needed on those occasions when a person with limited English proficiency contacts the transit system. In an effort to accommodate individuals with language barriers at all times, GBM does utilize translation services from a contracted company when necessary. GBM provides the following documents in English, Spanish and Somali:

- Route Guide
- Title VI Notice
- Title VI Complaint Form
- ADA Paratransit Application
- Reduced Fare Application
- Travel Training Brochure
- Google Translate is available to assist in the interpretation of GBM's website at www.greenbaymetro.org.

IMPLEMENTATION PLAN

GBM's plan is currently implemented and it is reviewed annually, including any contacts with LEP persons to determine the frequency of contacts, the language used, and how the contacts were handled. We identify LEP persons in the service area by ridership, telephone contact counts, neighborhood demographics, general awareness surveys and on-board surveys. GBM's Title VI Policy and a Complaint Form are available at the Metro Center. All printed maps and schedules have Title VI language. When service changes occur, notices are available in Spanish and English language, other languages upon request. Alerts that provide information on changes are posted on the bus, website and all social media outlets. In order to comply with

49 CFR 21.9(d), GBM must provide information to beneficiaries regarding their Title VI obligations and inform beneficiaries of the protections against discrimination afforded them by Title VI.

INCLUSIVE PUBLIC PARTICIPATION

Community Outreach is a requirement of Title VI. Recipients and sub-recipients shall seek out and consider the viewpoints of minority and low-income populations in the course of conducting public outreach. Recipients have wide latitude to determine what specific measures are most appropriate and should make this determination based on the composition of the affected population, the public involvement process, and the resources of GBM. GBM will engage the public in its planning and decision-making processes, as well as its marketing and outreach activities and includes the Green Bay Chamber of Commerce Diversity Committee, the Green Bay Area Hispanic Community Council, and the Green Bay Area Hmong Community Center for input.

CUSTOMER COMPLAINT PROCESS

Citizens may contact GBM to lodge a complaint or comment. All complaints/comments are tracked, followed-up and a response is made to the citizen. This process can be initiated by calling GBM at (920) 448-3450, or by visiting the Metro Center located at 901 University Avenue, Green Bay, WI 54302.

Report to the
Transit Commission
of the City of Green Bay

Green Bay METRO

MEETING DATE	PREPARED BY
April 21, 2021	Patty Kiewiz, Transit Director

AGENDA ITEM # D.4

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

BACKGROUND

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

This plan is updated annually.

Director Kiewiz will present the plan.

RECOMMENDATION

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

FISCAL IMPACT

ATTACHMENTS

1. GBM TAM Plan 2021-2022 Draft

Green Bay
METRO

Transit Asset Management Plan

April 2021

<u>Transit Asset Management (TAM) Plan</u>

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

<u>Agency Overview</u>

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

Prior to COVID-19, GBM provided approximately 1.3 million trips annually for fixed route and paratransit service, to all partnering municipalities. Forecasting ahead, GBM is uncertain how ridership will be in the foreseeable future. GBM's inventory of revenue vehicles and capital assets, include the following:

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

Currently GBM contracts with a private provider for paratransit and microtransit services. The private provider owns and maintains all vehicles used for the service. Microtransit services are being piloted through **2021**.

<u>Introduction</u>

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

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

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

<u>TAM Plan Elements</u>

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

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

(2) Asset Condition Assessment: A condition assessment of those inventoried assets for which GBM has direct ownership and capital responsibility.

(3) Decision Support Tools & Management Approach: A description of the analytical processes and decision-support tools that GBM uses to estimate capital investment needs over time, and develop its investment prioritization.

(4) Investment Prioritization: GBM's project-based prioritization of investments, developed in accordance with §625.33.

Definitions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

State of Good Repair (SGR) Standards Policy

The GBM SGR policy is as follows:

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

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

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

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

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

CRITERIA	MEASURE	FY 2020		FY 2021	FY2022
		GOAL	ACTUAL	GOAL	GOAL
Safety Risks	Number of preventable accidents per 100,000 revenue miles – (FR)	.60	.25	.25	.25
System Reliability	On time performance, by mode – (FR)	90%	90.34	90%	90%
Maintenance Resources	Number of vehicles out of service for 30 or more days – (FR)	0	3	1	1
System Performance	Missed trips due to major breakdown - (FR)	<10	1	<5	<5

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

Useful Life Benchmark:

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

Methodology

GBM has reviewed the inventory of federally funded vehicles, equipment, and facilities and used age to ascertain a starting point for the **2021** TAM targets.

1. ASSET INVENTORY PORTFOLIO

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

Vehicles

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

The chart below shows the results of GBM's **2021** findings:

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

Target for Vehicle

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

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

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

Equipment

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

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

Equipment Type	ULB	Years of Remaining Useful Life	Age	Years Equipment Acquired
Vacuum Equipment	15	(5)	20	**2001**
Lift – Door 7	15	(5)	20	**2001**
Lift – Door 6	15	(5)	20	**2001**
Lift – Door 5	15	(5)	20	**2001**
Lift – Service Bay	15	(5)	20	**2001**
Parallelogram Lift – Wash Bay	15	4	11	**2010**
Bus Wash	15	7	8	**2013**
Driveway Expansion	15	12	3	**2018**
Tennant Ride-On Floor Scrubber	7	(1)	8	**2013**
Bobcat – Tool cat w/ broom & spreader	10	5	5	**2016**
GFI Odyssey Farebox System	10	(1)	11	**2010**
Motorola Radio System Upgrade	10	1	9	**2012**
Baycom Video Surveillance System	5	1	4	**2017**
Double Map AVL/GPS System	5	2	3	**2018**
Dually 4WD Truck	7	(12)	19	**2002**
F-350 Service Vehicle w/ Spreader & Plow	7	1	6	**2015**
Z-Doosan Forklift	7	6	1	**2020**
Ford Explorer – Service Vehicle	7	4	3	**2018**
Ford Edge – Service Vehicle	7	4	3	**2018**
Ford Edge – Service Vehicle	7	4	3	**2018**
Fuel System	15	(5)	20	**2001**
21		0.33	10.33	2011

Target for Equipment

GBM currently has nine (9) pieces of equipment that are beyond its useful life. The **2021-2022** TAM will examine the condition of this equipment in greater detail; if the condition of this equipment is deemed beyond its "state of good repair" in the TAM, then steps will be taken to get replacement equipment programmed in the Transportation Improvement Program (TIP). Items are forecasted in the current TIP, as required.

Facilities

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

Facility Type	Condition	Years of Remaining Useful Life	Age	Completion Year	Condition
Transit Facility (all)	3.9	20.0	20.0	2001	Adequate
Averages		**20.0**	**20.0**		

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

Facility Targets

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

2. ASSET CONDITION ASSESSMENT

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

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

- GBM Maintenance Policy and Procedure Manual
  - Facility/Building/Equipment Inspection Procedures & Inspection Assessment Standards
  - GBM Revenue & Non-Revenue Vehicle Inspection Procedures & Inspection Assessment Standards
- GBM Fleet Replacement Schedule
- GBM TAM Assessment Guidelines

3. DECISION SUPPORT TOOLS & MANAGEMENT APPROACH

Management Approach

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

Decision Support Tools

The following tools are used in making investment decisions:

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

4. INVESTMENT PRIORITIZATION

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

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

Plan Review

GBM shall maintain all supporting TAM records and documents. GBM shall make TAM records available to federal (FTA), state (WisDOT) and MPO (Brown County Planning) entities that provide(s) funding to GBM and to aid in the planning process. The TAM can be considered a "living document" that shall be reviewed on at least a quarterly basis, updated, and incorporated into GBM's capital and budget planning, and reporting processes. Beginning in 2018, TAM data served as a "baseline" measure of asset performance management. As more data is collected, additional monitoring categories and goals may be included to support condition and reliability-based decision-making.

NTD Reporting

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

Conclusion

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

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

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

Contact

Patty Kiewiz, Transit Director (920) 448-3455 patricia.kiewiz@greenbaywi.gov
Sherry Schuh, Accountant (920) 448-3453 sherry.schuh@greenbaywi.gov

Adoption and Revision History

Adopted and approved by the Green Bay Transit Commission on July 18, 2018.
Revised and updated by the Green Bay Transit Commission on August 21, 2019.
Revised and updated by the Green Bay Transit Commission on June 17, 2020
Revised and updated by the Green Bay Transit Commission on, April 21, 2021

Appendix 1

5310 Subrecipient List:

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

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

Report to the
Transit Commission
of the City of Green Bay

Green Bay METRO

MEETING DATE	PREPARED BY
April 21, 2021	Patty Kiewiz, Transit Director

AGENDA ITEM # E.1

Marketing Report

BACKGROUND

Marketing report is included. Staff will be available to answer any questions regarding this report.

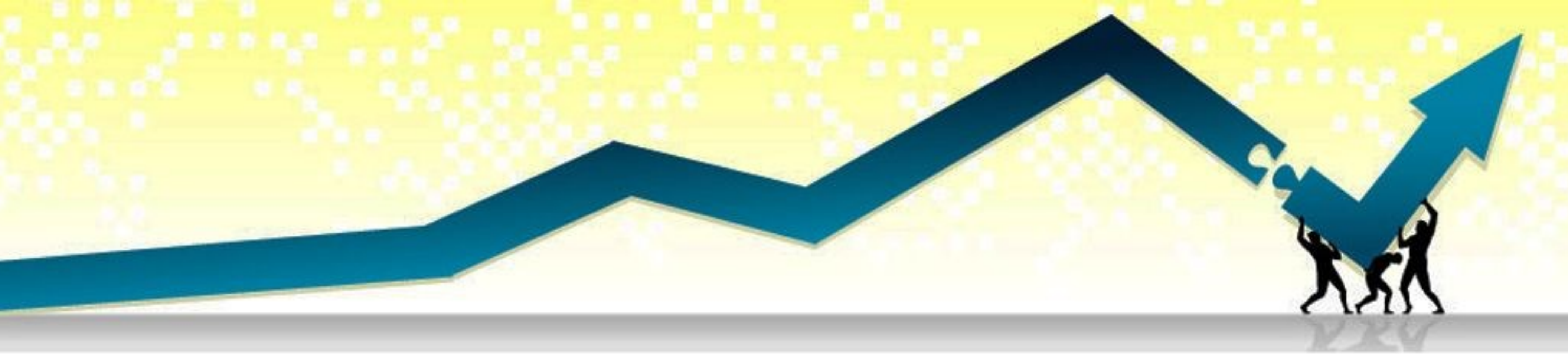
RECOMMENDATION

Receive and place on file.

FISCAL IMPACT

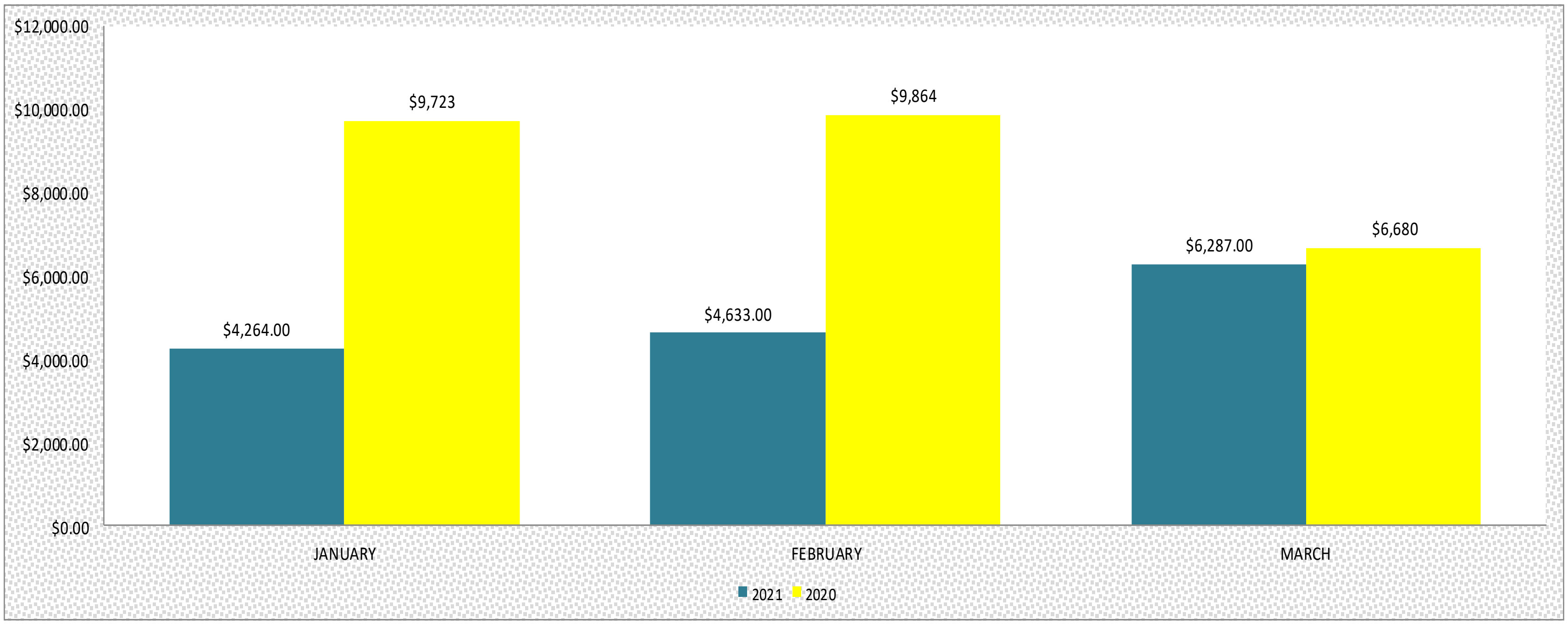
ATTACHMENTS

1. 2021 Jan-March Bus Advertising Comparison



2021 JANUARY-MARCH

BUS ADVERTISING COMPARISON



****Advertising has been down since the onset of COVID-19 Pandemic.**

****Slowly seeing an increase in advertising for the month of March**

Report to the
Transit Commission
of the City of Green Bay

Green Bay METRO

MEETING DATE	PREPARED BY
April 21, 2021	Patty Kiewiz, Transit Director

AGENDA ITEM # E.2

Operational Reports

BACKGROUND

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

RECOMMENDATION

Receive and place on file.

FISCAL IMPACT

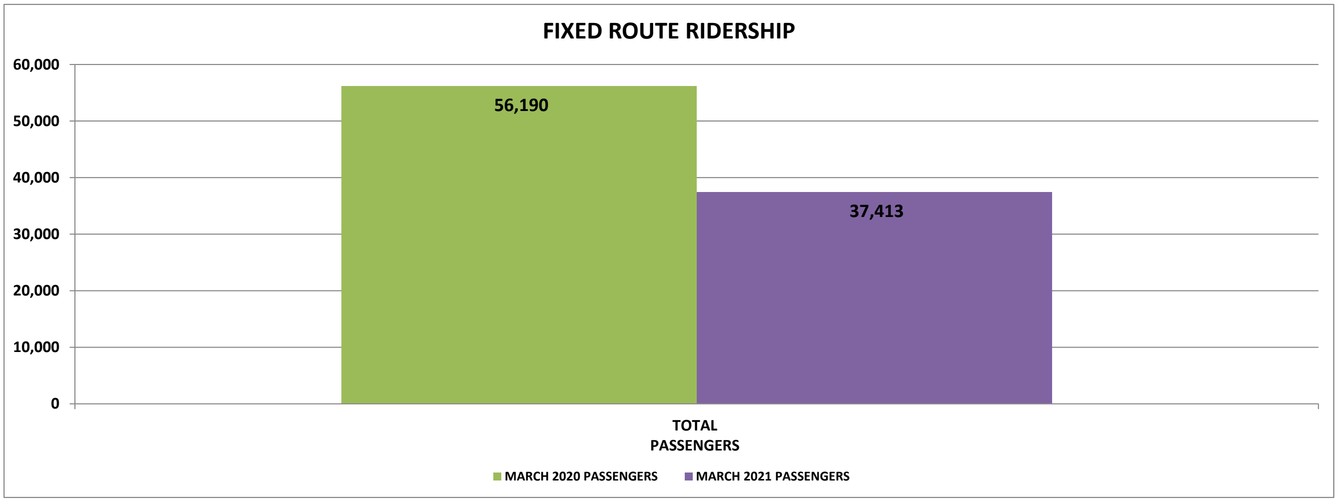
ATTACHMENTS

1. 03-Mar FR & PARA
2. 03-Mar Microtransit
3. Bikes Loaded 2020 vs 2021 1st Quarter
4. Code 30 2020 v 2021 1st 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
MARCH 2020	1,051	13,691	3	721	5,254	34	2,333	-	33	28	-	174	4,694	1	28,017
MARCH 2021	1,449	9,342	-	893	4,514	12	2,914	8	18	14	3	279	3,668	1	23,115
CHANGE '20-'21	398	(4,349)	(3)	172	(740)	(22)	581	8	(15)	(14)	3	105	(1,026)	-	(4,902)
	37.9%	-31.8%	-100.0%	23.9%	-14.1%	-64.7%	24.9%	#DIV/0!	-45.5%	-50.0%	#DIV/0!	60.3%	-21.9%	0.0%	-17.5%

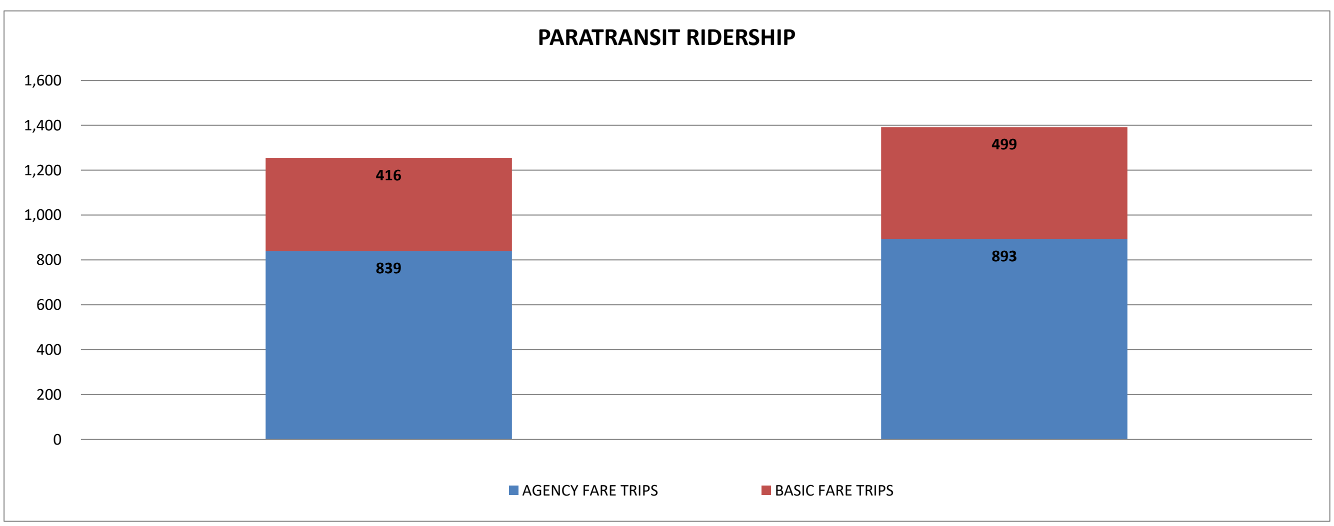
	GREEN SATURDAY	GAME DAY	MICRO	FREE FARE	FREE 4 & UNDER	PROMO	TOTAL FREE FARES	ASHWAU BENON SCHOOLS	GBAPS	UWGB	G-LINE DT-TT	RAZ PASS	TOTAL PARTNERSHIP FARES	TOTAL PASSENGERS	YTD PASSENGERS
MARCH 2020	4,430	-	-	3,884	477	3	8,794	594	11,113	848	6,824	-	19,379	56,190	285,290
MARCH 2021	2,246	-	13	828	150	10	3,247	639	2,095	327	7,990	-	11,051	37,413	95,166
CHANGE '20-'21	(2,184)	-	13	(3,056)	(327)	7	(5,547)	45	(9,018)	(521)	1,166	-	(8,328)	(18,777)	(190,124)
	-49.3%	#DIV/0!	#DIV/0!	-78.7%	-68.6%	233.3%	-63.1%	7.6%	-81.1%	-61.4%	100.0%	100.0%	-43.0%	-33.4%	-66.6%



PARATRANSIT

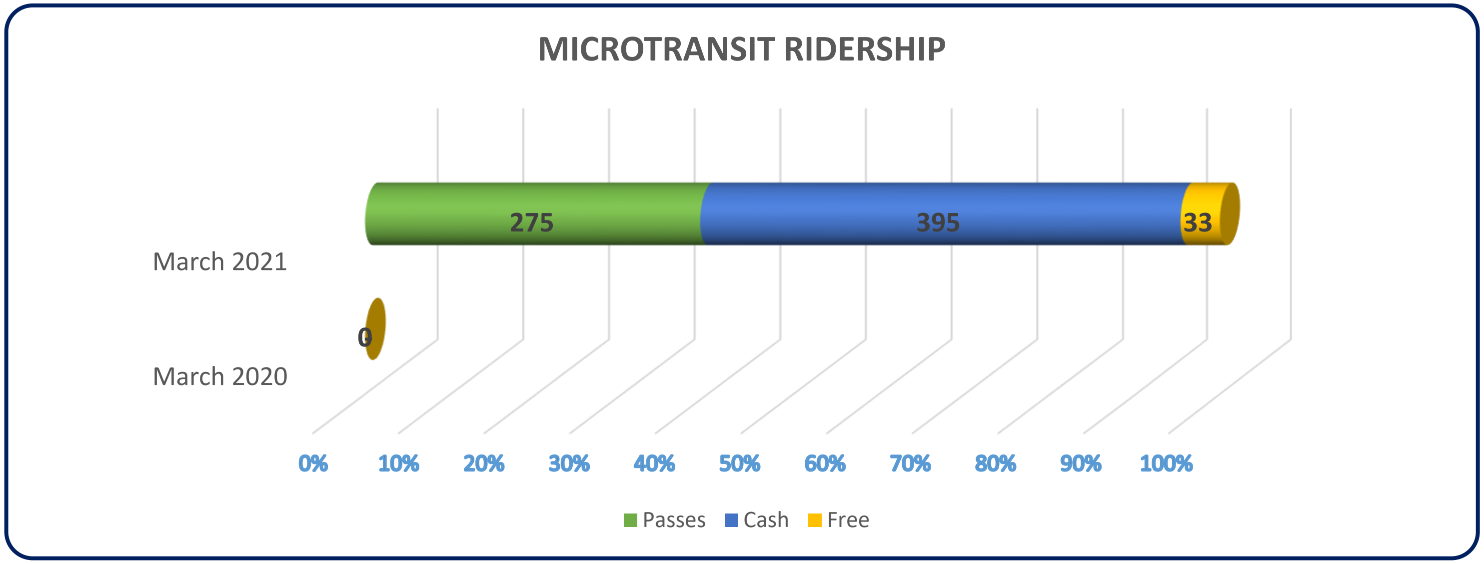
	AGENCY FARE TRIPS	BASIC FARE TRIPS	TOTAL TRIPS
MARCH 2020	839	416	1,255
MARCH 2021	893	499	1,392
CHANGE '20-'21	54	83	137
	6.4%	20.0%	10.9%

	BASIC FARE	AGENCY FARE	TOTAL FARES
MARCH 2020	$ 5,020	$ 12,573	$ 17,593
MARCH 2021	$ 5,568	$ 13,311	$ 18,879
CHANGE '20-'21	$ 548	$ 738	$ 1,286
	10.9%	5.9%	7.3%



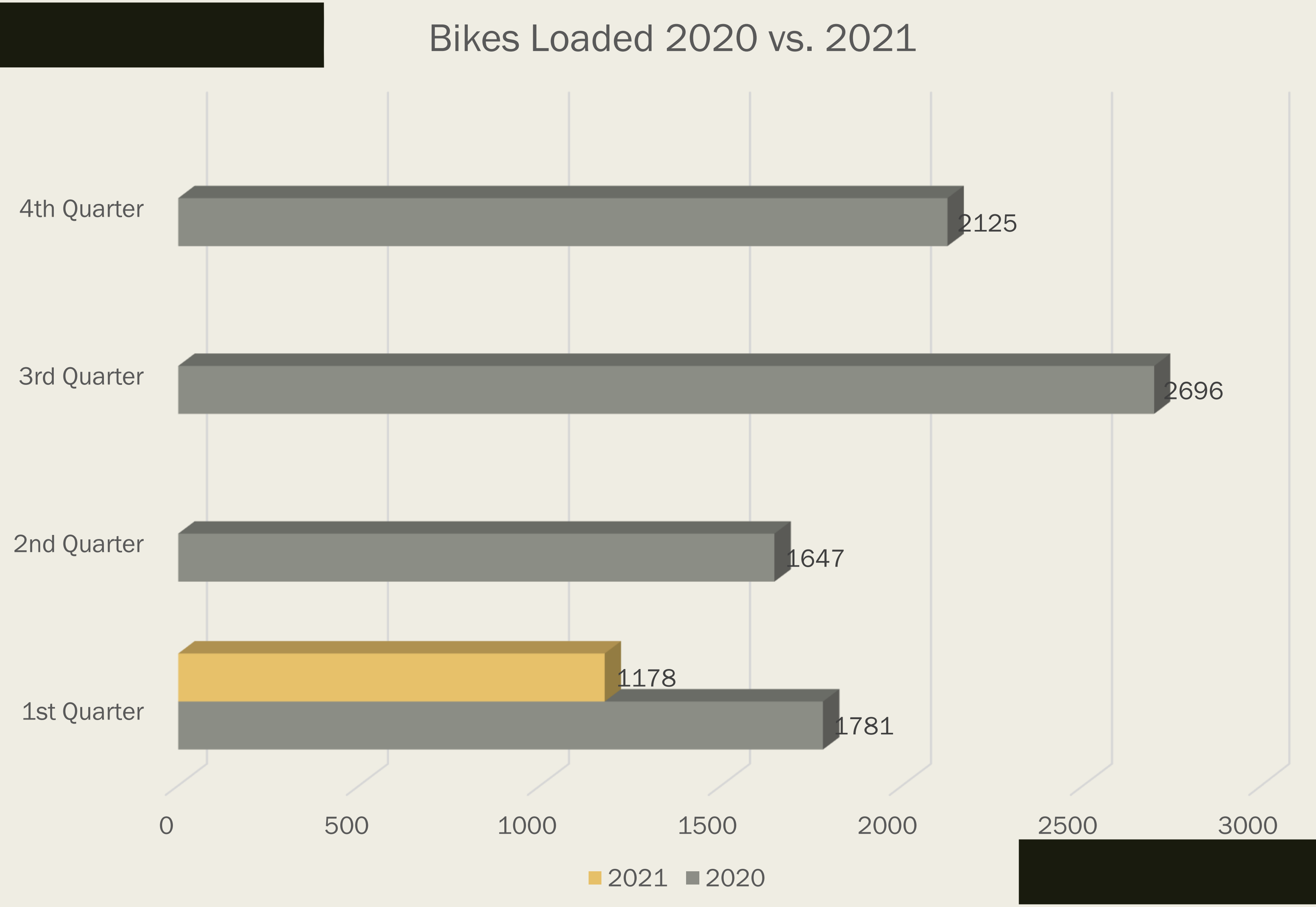
MICROTRANSIT - ON DEMAND

	Adult Pass	Student Pass	Reduced Pass	College Pass	Adult Fares	Reduced Fares	Free Ride	TOTAL TRIPS	YTD
March 2020	-	-	-	-	-	-	-	-	-
March 2021	260	-	-	15	377	18	33	703	1,931
CHANGE '20-'21	260	-	-	15	377	18	33	703	

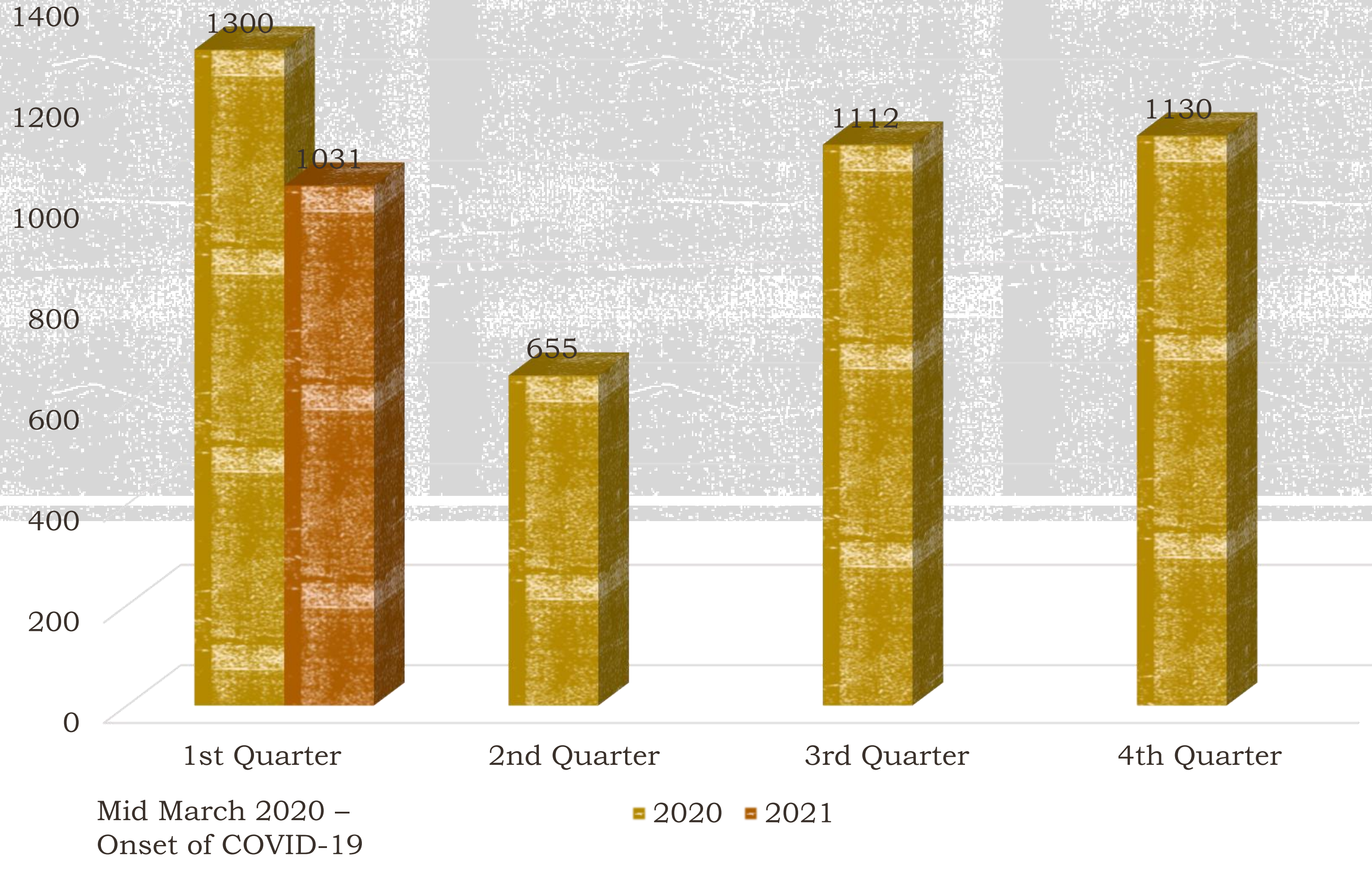


	Day (Pilot)	Night Service	Target
Number of Rides	476	227	
Operating Hours	405	124	
Passengers per Vehicle Hour	1.18	1.83	3.0
Average Customer Wait Time (minutes)	11.76	13.33	<20.0
On-Time Pickups	95%	94%	95%

Mid March 2020 –
Onset of COVID-19



Mobility Devices Boarded 2020 vs. 2021



Report to the
Transit Commission
of the City of Green Bay

Green Bay METRO

MEETING DATE	PREPARED BY
April 21, 2021	Patty Kiewiz, Transit Director

AGENDA ITEM # E.3

Financial Reports

BACKGROUND

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

RECOMMENDATION

Receive and place on file.

FISCAL IMPACT

ATTACHMENTS

1. 02 - Feb 2021 Financials

901 University Avenue, Green Bay, Wisconsin 54302
greenbaymetro.org

Green Bay METRO

Green Bay Metro Transit Commission
Financial Report
Feb 2021

EXPENSES

ACCOUNT DESCRIPTION	2021 Jan-Feb	2020 Jan-Feb	+/-	%	2021 BUDGET	% OF BUDGET
Wages & Salaries	**292,302.03**	**412,243.22**	(119,941)	-41.0%	**2,765,518**	**10.6%**
Fringe Benefits	**178,973.47**	**242,855.93**	(63,882)	-35.7%	**1,744,887**	**10.3%**
Other Employment Expenses	**4,368.00**	**6,471.84**	(2,104)	-48.2%	**45,660**	**9.6%**
Contract Services	**17,563.91**	**2,861.55**	14,702	83.7%	**334,962**	**5.2%**
Materials & Supplies	**55,950.08**	**84,543.94**	(28,594)	-51.1%	**772,581**	**7.2%**
Building & Equip Maintenance	**196,046.71**	**49,596.68**	146,450	74.7%	**229,800**	**85.3%**
Utilities	**10,060.47**	**9,075.20**	985	9.8%	**101,898**	**9.9%**
Insurance	**171,401.00**	**191,855.87**	(20,455)	-11.9%	**172,980**	**99.1%**
Miscellaneous	**9.60**	**24.00**	(14)	-150.0%	**250**	**3.8%**
Paratransit Services	**47,178.73**	**86,004.67**	(38,826)	-82.3%	**1,327,933**	**3.6%**
Microtransit Services	**45,194.57**	**-**	45,195	100.0%	**957,514**	**4.7%**
Subrecipient Expenses	**-**	**(503.76)**	504	0.0%	**-**	**0.0%**
TOTAL	**1,019,048.57**	**1,085,029.14**	**(65,981)**	**-6.5%**	**8,453,983**	**12.1%**

REVENUES

ACCOUNT DESCRIPTION	2021 Jan-Feb	2020 Jan-Feb	+/-	%	2021 BUDGET	% OF BUDGET
Federal Operating Asst	**-**	**-**	-	#DIV/0!	**2,379,434**	**0.0%**
State Operating Asst	**-**	**89,198.00**	(89,198)	#DIV/0!	**2,282,575**	**0.0%**
Other Local Municipalities	**118,398.25**	**122,514.25**	(4,116)	-3.5%	**635,354**	**18.6%**
Green Bay	**208,000.00**	**208,000.00**	-	0.0%	**1,653,819**	**12.6%**
Farebox Revenue-Fixed Route	**57,418.58**	**128,827.55**	(71,409)	-124.4%	**550,000**	**10.4%**
Farebox Revenue-Paratransit	**31,292.00**	**74,556.00**	(43,264)	-138.3%	**569,800**	**5.5%**
College Program Fares	**-**	**-**	-	#DIV/0!	**-**	**0.0%**
TMI Refund	**-**	**-**	-	#DIV/0!	**-**	**0.0%**
Non-Transportation Revenue	**3,188.21**	**9,165.82**	(5,978)	-187.5%	**17,200**	**18.5%**
State Fuel Refund	**-**	**2,726.21**	(2,726)	#DIV/0!	**-**	**0.0%**
Advertising	**13,706.32**	**16,379.18**	(2,673)	-19.5%	**140,000**	**9.8%**
Intercity Bus Commissions	**1,001.14**	**2,310.86**	(1,310)	-130.8%	36,000	**2.8%**
Partnership Contributions	**1,234.00**	**1,234.00**	-	0.0%	**189,800**	**0.7%**
TOTAL	**434,238.50**	**654,911.87**	**(220,673)**	**-50.8%**	**8,453,983**	**5.1%**

KEY PERFORMANCE INDICATORS (KPI)

Operating Days	49	51	(2)	-3.9%	307
Revenue Miles	112,938	196,326	(83,388)	-42.5%	943,784
Revenue Hours	7,794	13,440	(5,646)	-42.0%	63,959
Unlinked Passenger Trips	57,753	229,100	(171,347)	-74.8%	1,319,000
Revenue / Cost	**42.6%**	**60.4%**			1
Farebox Revenue / Mile	**0.51**	0.66	(0.15)	-22.5%	1
Farebox Revenue / Pass Trip	**0.99**	0.56	0.43	76.8%	0
Farebox Revenue / Hour	**7.37**	9.59	(2.22)	-23.1%	9
Passenger / Mile	**0.51**	1.17	(0.66)	-56.2%	1.40
Cost / Mile	**8.21**	5.09	3.12	61.2%	7.94
Cost / Passenger Trip	**16.05**	4.36	11.68	268.0%	5.68

Report to the
Transit Commission
of the City of Green Bay

MEETING DATE	PREPARED BY
April 21, 2021	Patty Kiewiz, Transit Director

AGENDA ITEM # E.4

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
April 21, 2021	

AGENDA ITEM # E.5

Next Transit Commission Meeting: Wednesday, May 19, 2021

BACKGROUND

RECOMMENDATION

FISCAL IMPACT

ATTACHMENTS

None