



AGENDA OF THE TRANSIT COMMISSION

WEDNESDAY, NOVEMBER 23, 2022, 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, and Michael Conley-Kuhagen

B. Approval of the Agenda.

1. Approval of November 23, 2022 Transit Commission Agenda

C. Approval of Minutes.

1. Approval of October 26, 2022 Transit Commission Minutes

D. Regular Business.

1. Presentation of the Green Bay Metro Annual System Review and Analysis Report, by Brown County Planning Commission.
2. Discussion/Action: Green Bay Metro's 2023 Budget
3. Discussion/Action: Reclassification of the Accountant Position
4. Discussion/Action: Tire Leasing Contract
5. Discussion/Action: Green Bay Metro's Public Transit Agency Safety Plan (PTASP)

E. Informational.

1. Service Hour Changes
2. Operational Reports
3. Financial Report
4. Director's Report

5. Next Transit Commission Meeting: Wednesday, December 21, 2022

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

November 23, 2022

PREPARED BY

Patty Kiewiz, Transit Director

AGENDA ITEM # B.I

Approval of November 23, 2022 Transit Commission Agenda

BACKGROUND

Enclosed is the agenda for the Transit Commission meeting being held on November 23, 2022.

RECOMMENDATION

Staff recommends the approval of the agenda for November 23, 2022.

FISCAL IMPACT

ATTACHMENTS

None



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

November 23, 2022

PREPARED BY

Patty Kiewiz, Transit Director

AGENDA ITEM # C.I

Approval of October 26, 2022 Transit Commission Minutes

BACKGROUND

Enclosed are the proposed minutes from the Transit Commission meeting held on October 26, 2022.

RECOMMENDATION

Staff recommends the approval of the minutes from October 26, 2022.

FISCAL IMPACT

ATTACHMENTS

- I. Transit Commission 10-26-22



AGENDA OF THE TRANSIT COMMISSION

WEDNESDAY, OCTOBER 26, 2022, 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, and Michael Conley-Kuhagen

B. Approval of the Agenda.

1. Approval of October 26, 2022 Transit Commission Agenda

C. Approval of Minutes.

1. Approval of September 21, 2022 Transit Commission Minutes

D. Regular Business.

E. Informational.

1. Marketing Report
2. Operational Reports
3. Financial Report
4. Director's Report
5. Next Transit Commission Meeting: Wednesday, November 16, 2022

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

November 23, 2022

PREPARED BY

Patty Kiewiz, Transit Director

AGENDA ITEM # D.I

Presentation of the Green Bay Metro Annual System Review and Analysis Report, by Brown County Planning Commission.

BACKGROUND

Brown County Planning Staff will give a presentation on the Green Bay Metro Annual System Review and Analysis Report.

RECOMMENDATION

Receive and place on file.

FISCAL IMPACT

ATTACHMENTS

- I. 2022 - Green Bay Metro Annual System Review and Analysis Report



Annual System Review and Analysis Report



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



U.S. Department of Transportation
Federal Highway Administration



U.S. Department of Transportation
Federal Transit Administration



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



The Brown County Planning Commission/Metropolitan Planning Organization (MPO) for the Green Bay Urbanized Area invites you to follow us on Facebook at: <https://www.facebook.com/BCPCGreenBayMPO> or on Twitter at <https://www.twitter.com/BCPCGreenBayMPO>.



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

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

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CHAPTER ONE Overview

Annual System Review and Analysis Report

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

Green Bay Metro Services

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

Fixed Route Bus Service

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



Green Bay Metro On Demand Microtransit Service

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

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

**GBM
On Demand**



Paratransit Service

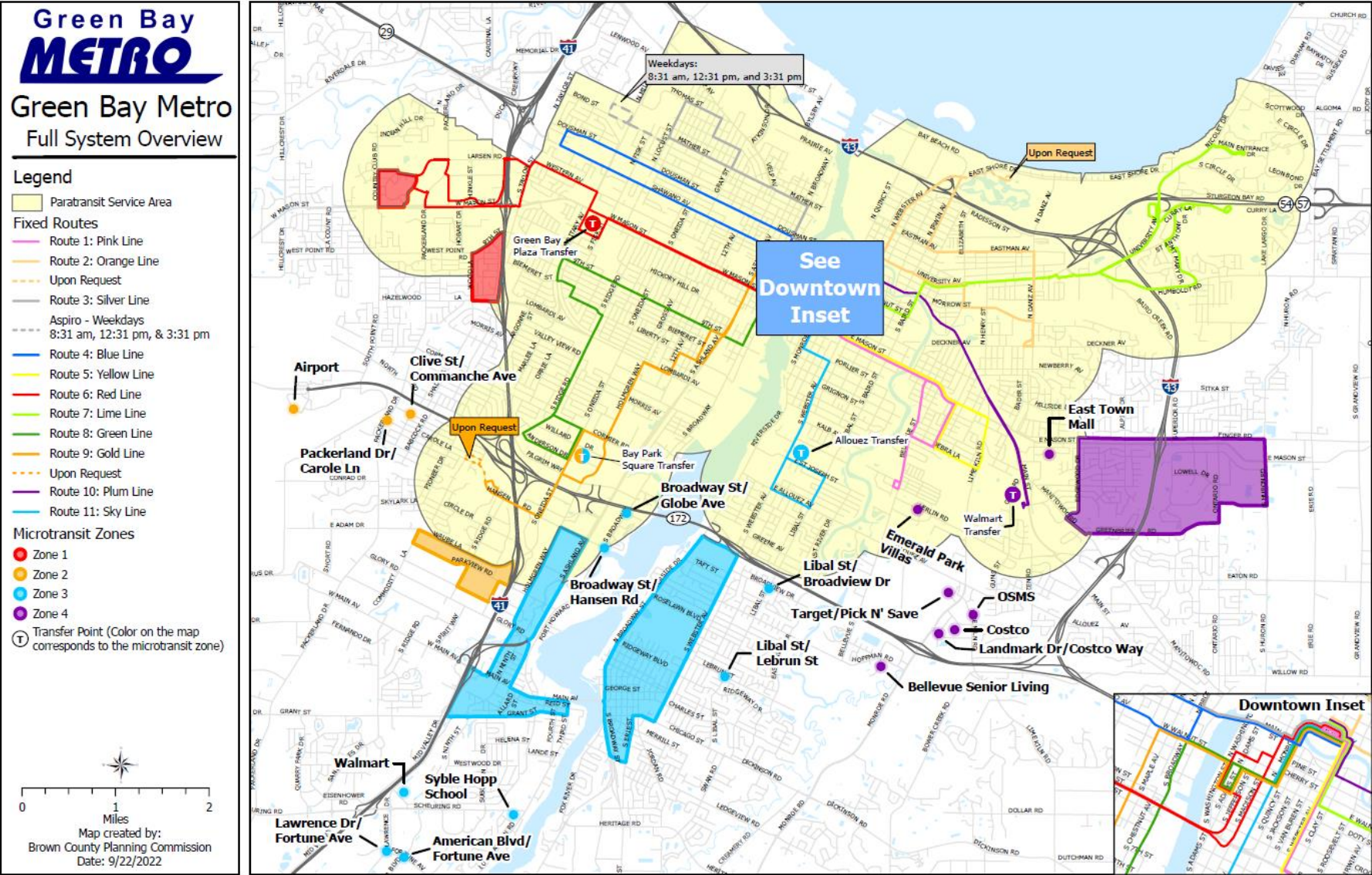


Paratransit is a form of specialized transportation service for individuals who are unable to use the fixed route bus system due to a disability. Individuals must complete an eligibility form and be certified to use the service. The service is currently provided under contract with Via, a private transportation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

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

A map detailing Metro services is on the following page.

Green Bay Metro Bus Routes, Microtransit, and Paratransit Service



Operating Budget Overview

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

Actual and Projected Operating Expenses and Revenue Sources

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

CHAPTER TWO

Fixed Route Bus and On Demand Microtransit System

Service

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

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

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

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

Amount of Fixed Route Bus and Microtransit Service

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

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

Ridership

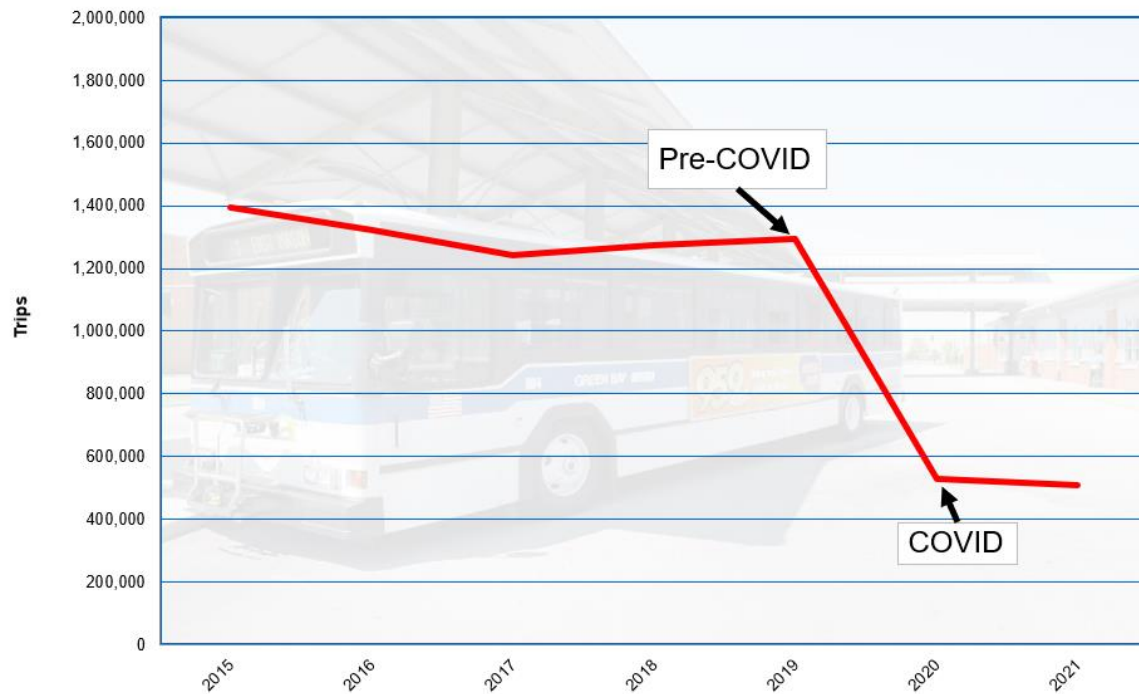
The following table details ridership for a three year period. Again, the number of service hours provided for each year varied.

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

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

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

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



Performance

Fixed Route System

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

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

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

**Summary
Fixed Route Bus Service
Weekday Passengers per Hour**

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

Fixed Route Bus Schedule Adherence

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

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

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

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

Microtransit Performance

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

Microtransit Use and Performance 2021

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

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

CHAPTER THREE

Limited Service Route (LSR) System

Green Bay Metro operates three limited service routes.

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

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

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

CHAPTER FOUR

Paratransit Program

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

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

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

Paratransit Contract Rates

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

Contract with Via

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

Fares

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

Agency Trips

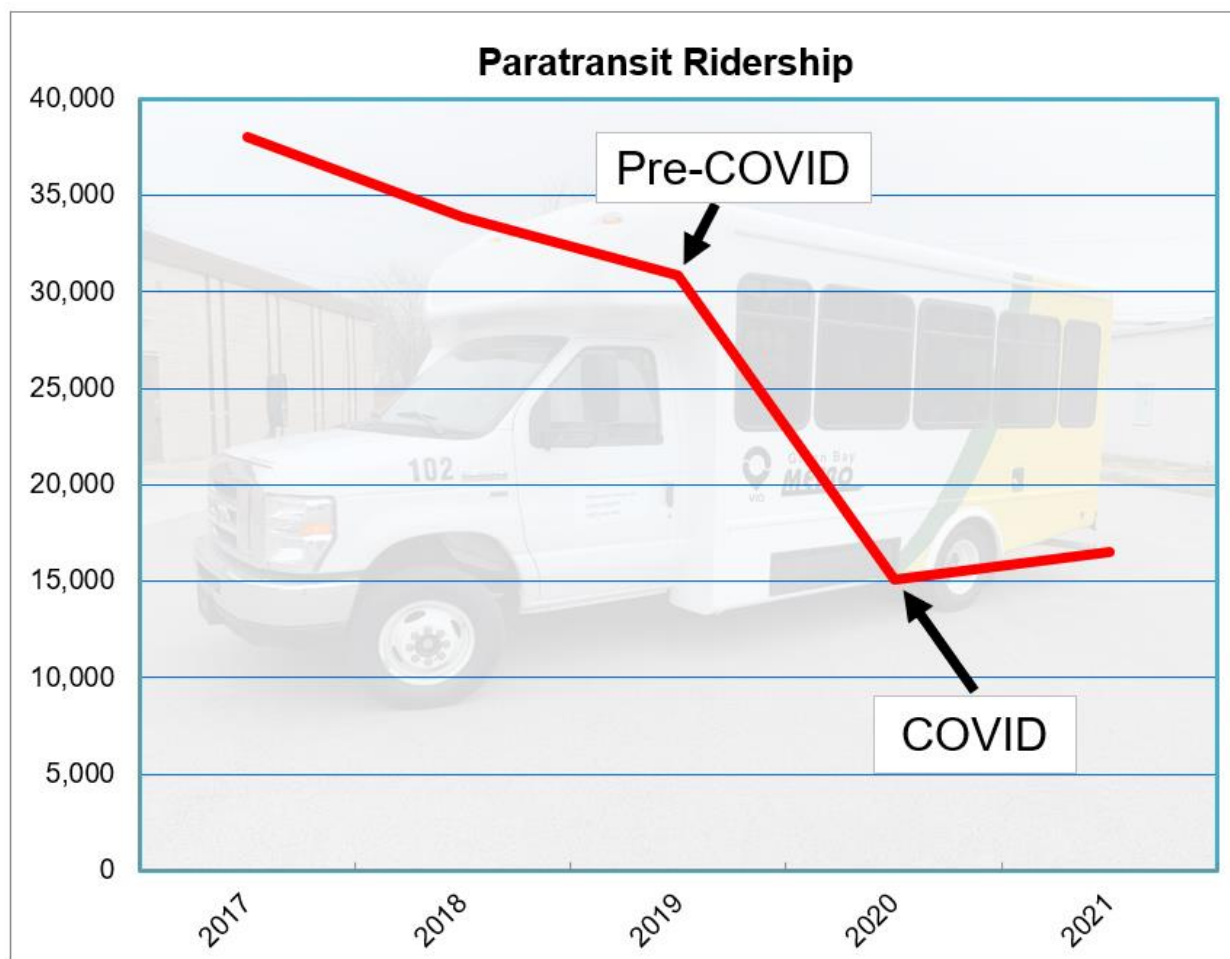
Agency trip rates were approved by the Transit Commission and introduced on February 2, 2012. An agency is defined as an organization that serves persons who qualify for human services- or transportation-related programs or services due to disabilities, income, or advanced age. Many paratransit clients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

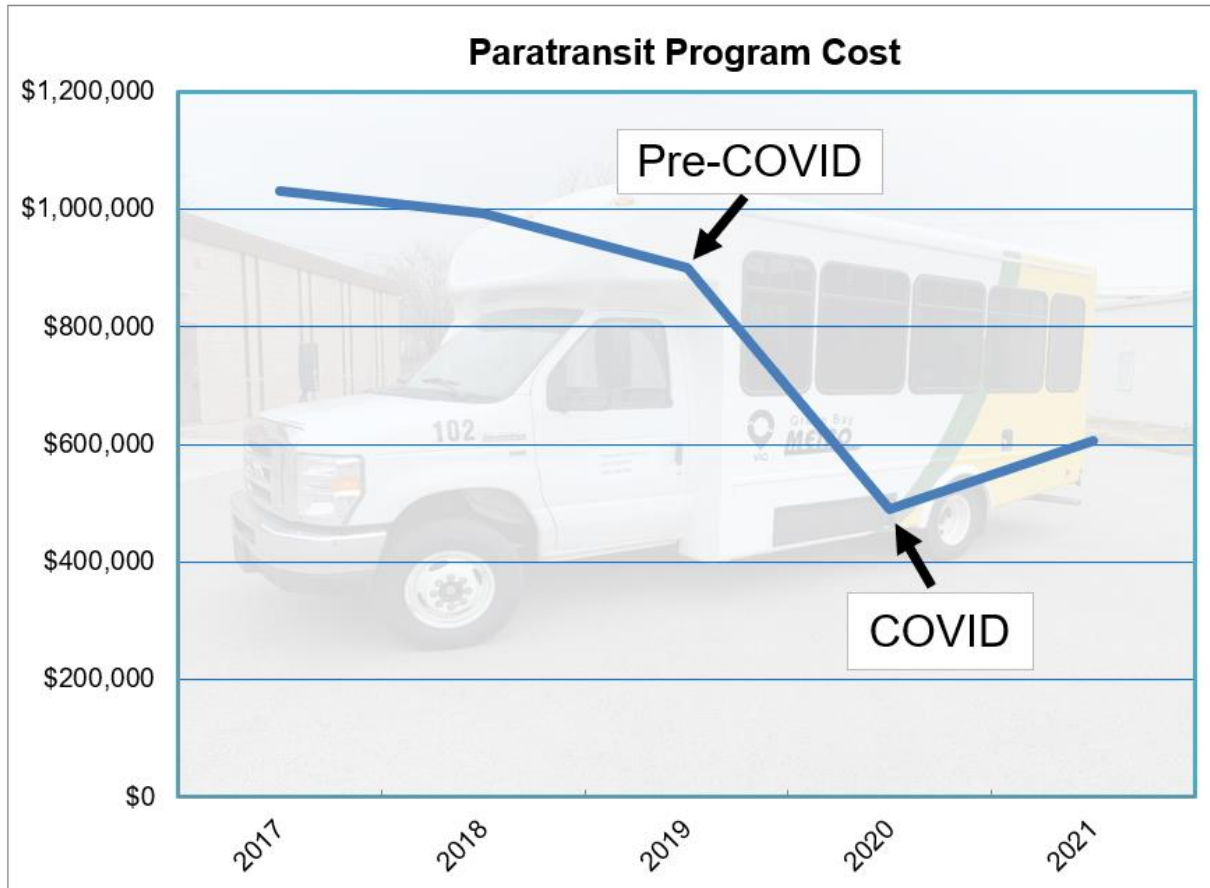
Department and travels to the CP Center for therapy three times per week would be charged the agency rate for the home-to-CP and CP-to-home trips. Agency fares are permitted under USC 49 CFR Part 37.131(c).

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

Service and Costs

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





Paratransit App



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

CHAPTER FIVE

Fare Structure

Fares

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

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

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

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

CHAPTER SIX
Bus Fleet and Other Capital Needs

Bus Fleet

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

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

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

Peak Bus Requirements

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

Bus Replacement Guidelines

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

Other Capital Needs

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

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

Bus Shelters and Benches

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

In 2022, Metro installed:

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

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

CHAPTER SEVEN

Programs

LIFT Program

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

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



U-Pass and other Partnerships

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

U-Pass Partnerships:

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

Other Partnerships:

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

Other Opportunities

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

Bike Rack Use on the Fixed Route System

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

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

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



Photo: Brown County Planning Commission.

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

Mobility Device Use on the Fixed Route Bus System

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

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



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

Green Bay Packers Game Day Service

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

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

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

CHAPTER EIGHT

Plans

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

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

2019-2023 TDP Recommendations and Implementation Status

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

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

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

Green Bay Metro Management Plan

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

Management Goals

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

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

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

Areas of Review and Recommendations:

1. Policy- and Decision-Making Processes

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

Currently on hold.

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

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

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

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



2. Transportation Operations

- a. No Recommendations.

3. Vehicle and Facility Maintenance

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

Metro implemented a bar code system in 2021.

4. Finance

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

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

5. Planning and Scheduling

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

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

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

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

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

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

6. Marketing

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

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

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

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

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

Ongoing.

CHAPTER NINE

Summary of Recommendations

The Brown County Planning Commission staff recommends the following:

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

APPENDIX A

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

Passengers per Hour for Weekdays and Saturdays

November 2021

February 2022

May 2022

August 2022

and

Summary Table

**November 2021
Passengers per Hour**

Weekday

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

System Median: 8.8
System Standard: 7.0

Saturday

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

February 2022
Passengers per Hour

Weekday

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

System Median:

9.9

System Standard:

7.9

Saturday

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

May 2022
Passengers per Hour

Weekday

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

System Median: 12.4
System Standard: 9.9

Saturday

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

**August 2022
Passengers per Hour**

Weekday

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

System Median: 10.0
System Standard: 8.0

Saturday

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

Summary
Fixed Route Bus Service Summary
Passengers per Hour

Weekday

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

Saturday

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



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

November 23, 2022

PREPARED BY

Patty Kiewiz, Transit Director

AGENDA ITEM # D.2

Discussion/Action: Green Bay Metro's 2023 Budget

BACKGROUND

Director Kiewiz will present the 2023 budget to the Transit Commission.

RECOMMENDATION

Staff recommends the approval of the 2023 budget.

FISCAL IMPACT

ATTACHMENTS

1. 2023 Budget Variance
2. 2023 Budget Book

2023 GREEN BAY METRO BUDGET SUMMARY
Variance to 2022 Budget

<u>Revenues</u>	<u>Change</u>	<u>% Chg</u>
Farebox Revenue-Fixed Route	\$ -	0.0%
Farebox Revenue-Paratransit	\$ (77,000)	-16.7%
Federal Operating Assistance	\$ 91,840	3.9%
State Operating Assistance	\$ 91,840	3.9%
Green Bay	\$ 7,270	0.4%
Other local municipalities	\$ (91,513)	-14.2%
Intercity Bus Commission	\$ (30,000)	-83.3%
Advertising	\$ (20,000)	-16.7%
Local Partnerships	\$ 25,020	13.3%
Non-transportation income	\$ (7,500)	-43.6%
Section 5310 Program	\$ 26,120	26.6%
Total Revenue	\$ 16,078	0.2%

<u>Operating Expenses</u>	<u>Change</u>	<u>% Chg</u>
Salaries & Leave time	\$ 87,471	2.7%
Overtime	\$ 531	1.0%
Health / Dental	\$ (29,739)	-4.6%
WRS	\$ 14,658	7.4%
Other employment expenses	\$ 23,078	37.1%
Workers comp	\$ 50,623	189.3%
Contract Services	\$ 63,227	20.2%
Paratransit services	\$ (148,707)	-13.6%
Micro Transit sevices	\$ (262,254)	-13.9%
Fuel	\$ 179,322	27.5%
Building & Equipment maint	\$ 8,000	2.4%
Marketing expense	\$ 5,000	24.1%
Insurance	\$ (3,637)	-2.2%
Utilities	\$ 23,641	23.6%
Shelter pads	\$ 3,000	100.0%
Misc	\$ 1,864	11.1%
Total Expenses	\$ 16,078	0.2%

**GREEN BAY METRO
2023 BUDGET**

ACCOUNT DESCRIPTION	% 2023 Budget	2023 Budget	2022 Budget	Difference	% Change
FULL FARE (FIXED RT & MICRO)	7.4%	650,000	650,000	-	0%
VOUCHERS (85.21) LIFT	0.0%			-	0%
STUDENT FARES (FIXED RT & MICRO)	0.1%	10,000	10,000	-	0%
COLLEGE STUDENT PASS	0.0%			-	0%
DISABLED FARES (FIXED RT & MICRO)	1.3%	115,000	115,000	-	0%
SUBTOTAL: FAREBOX REVENUE	8.9%	775,000	775,000	-	0.0%
PARATRANSIT FARES	1.1%	100,000	120,000	(20,000)	-17%
AGENCY FEES	3.3%	285,000	342,000	(57,000)	-17%
TOTAL FAREBOX REVENUE	13.3%	1,160,000	1,237,000	(77,000)	-6.2%
PARATRANSIT/ID FEES	0.0%	301	300	1	0%
INVESTMENT INCOME	0.0%	4,000	9,000	(5,000)	-56%
SALE OF EQUIPMENT	0.0%	-	-	-	0%
BUS ADVERTISING	1.1%	100,000	120,000	(20,000)	-17%
INTERCITY BUS COMMISSION	0.1%	6,000	36,000	(30,000)	-83%
NON-TRANS - VENDING MACHINES	0.0%	3,000	5,500	(2,500)	-45%
NON-TRANS - SALE OF SCRAP	0.0%	1,800	1,800	-	0%
NON-TRANS - PAYPHONE	0.0%	100	100	-	0%
STORAGE LOCKER TOKENS	0.0%	500	500	-	0%
FEDERAL OPERATING ASSISTANCE	28.0%	2,449,982	2,358,141	91,840	4%
STATE OPERATING ASSISTANCE	28.0%	2,449,982	2,358,141	91,840	4%
RAZ PASS\UWGB\ST NORBERT	0.0%	-	-	-	0%
VILLAGE OF ALLOUEZ	1.6%	139,022	74,556	64,465	86%
VILLAGE OF ASHWAUBENON	1.5%	133,873	267,727	(133,853)	-50%
VILLAGE OF BELLEVUE	1.5%	133,059	149,750	(16,690)	-11%
CITY OF DEPERE	1.7%	146,798	152,233	(5,435)	-4%
CITY OF GREEN BAY	19.2%	1,683,788	1,676,517	7,270	0%
SECTION 5310 PROGRAM ADMIN / 85.21 MM	1.4%	124,307	98,187	26,120	27%
CLOTHING-EMPL PORTION	0.0%	-	-	-	0%
PARTNERSHIP CONTRIBUTION	2.4%	213,424	188,404	25,020	13%

**GREEN BAY METRO
2023 BUDGET**

ACCOUNT DESCRIPTION	% 2023 Budget	2023 Budget	2022 Budget	Difference	% Change
MISC REVENUE	0.0%	-	-	-	0%
TOTAL REVENUE	100.0%	8,749,935	8,733,857	16,077	0.2%
Total Operating Revenue		8,744,834	8,726,257		0.0%
TOTAL SALARIES	29.8%	2,607,203	2,532,531	74,671	2.9%
TOTAL OVERTIME	0.6%	53,333	52,802	531	1.0%
TOTAL VACATION	2.0%	173,547	177,577	(4,030)	-2.3%
TOTAL HOLIDAY	1.2%	103,016	97,195	5,821	6.0%
TOTAL PERSONAL	0.4%	35,311	34,375	937	2.7%
TOTAL FUNERAL LEAVE	0.0%	-	-	-	0.0%
TOTAL SICK	1.8%	161,246	157,499	3,746	2.4%
TOTAL UNEMPLOYMENT	0.1%	6,000	6,000	-	0.0%
TOTAL HEALTH INSURANCE	6.6%	575,327	606,375	(31,048)	-5.1%
TOTAL DENTAL INSURANCE	0.5%	44,554	43,245	1,309	3.0%
TOTAL LIFE INSURANCE	0.0%	3,743	3,672	71	1.9%
TOTAL LEVY SUPPORTED HEALTH	0.0%	-	-	-	0.0%
TOTAL SOCIAL SECURITY	2.2%	188,189	183,066	5,123	2.8%
TOTAL MEDICARE	0.5%	44,035	42,832	1,203	2.8%
TOTAL WORKER COMPENSATION	0.9%	77,369	26,746	50,623	189.3%
TOTAL PENSIONS	2.4%	211,766	197,108	14,658	7.4%
TOTAL CAR ALLOWANCE	0.0%	-	360	(360)	-100.0%
TOTAL CLOTHING ALLOWANCE	0.2%	17,750	16,600	1,150	6.9%
TOTAL EMPLOYEE ALLOWANCES	0.0%	940	860	80	9.3%
TOTAL OTHER FRINGE BENEFITS	0.0%	3,488	3,751	(263)	-7.0%
TOTAL TRAINING & TRAVEL	0.2%	21,000	21,000	-	0.0%
TOTAL DUES, LICENSES, SUBSCRIPTIONS	0.2%	17,720	15,956	1,764	11.1%
TOTAL EMPLOYMENT RELATED EXPENSES	0.4%	32,300	9,900	22,400	226.3%
TOTAL SERVICES	4.3%	376,050	312,824	63,227	20.2%
TOTAL PROMOTIONAL	0.3%	25,750	20,750	5,000	24.1%

**GREEN BAY METRO
2023 BUDGET**

ACCOUNT DESCRIPTION	% 2023 Budget	2023 Budget	2022 Budget	Difference	% Change
TOTAL MICROTRANSIT SERVICES	18.2%	1,590,000	1,846,754	(256,754)	-13.9%
TOTAL PARATRANSIT SERVICES	9.6%	843,034	1,001,740	(158,707)	-15.8%
TOTAL FUEL	10.4%	907,766	723,944	183,822	25.4%
TOTAL TIRES & TUBES	0.6%	55,000	55,000	-	0.0%
TOTAL MATERIALS & SUPPLIES	0.9%	78,625	75,125	3,500	4.7%
TOTAL BUILDING & EQUIPMENT	2.0%	175,000	180,500	(5,500)	-3.0%
TOTAL BUILDING REPAIRS	0.3%	30,000	20,000	10,000	50.0%
TOTAL PAVE CONST (SHELTER PADS)	0.1%	6,000	3,000	3,000	100.0%
LANDSCAPING/SITE RESTORATION	0.0%	400	300	100	33.3%
TOTAL ELECTRIC	0.7%	59,661	51,027	8,634	16.9%
TOTAL GAS	0.5%	46,457	37,117	9,340	25.2%
TOTAL PHONE/CELLULAR SERVICE	0.1%	9,108	4,645	4,463	96.1%
TOTAL WATER	0.0%	3,239	2,573	666	25.9%
TOTAL SEWER	0.1%	5,516	4,979	537	10.8%
TOTAL INSURANCE	1.8%	160,492	164,129	(3,637)	-2.2%
CASH OVER/SHORT	0.0%	-	-	-	0.0%
TOTAL OPERATING EXPENSES	100.0%	8,749,935	8,733,857	16,078	0.2%



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

November 23, 2022

PREPARED BY

Patty Kiewiz, Transit Director

AGENDA ITEM # D.3

Discussion/Action: Reclassification of the Accountant Position

BACKGROUND

Due to the changes that have occurred within the department in the past 3 years, Director Kiewiz and Human Resources have conducted a review of the Transit Accountant position. See attached memo.

RECOMMENDATION

Staff recommends the reclassification of the Accountant Position, effective November 6, 2022.

FISCAL IMPACT

ATTACHMENTS

- I. Transit Accountant to Finance Manager



Human Resources Department
100 North Jefferson Street - Room 500
Green Bay, Wisconsin 54301-5026
www.greenbaywi.gov

Phone 920.448.3147
Fax 920.448.3128

MEMORANDUM

To: Transit Commission

From: Jennifer Smits, Human Resources Generalist

Re: Request to reclassify Accountant position, Pay Grade I (\$57,657-\$67,828), to a Finance Manager position, Pay Grade K (\$66,955-\$78,790)

Date: November 16, 2022

RECOMMENDATION

- I. Human Resources and Green Bay Metro are requesting that the Accountant position, Pay Grade I, be reclassified to a new Finance Manager position, Pay Grade K, to ensure appropriate compensation for the work that is being performed and the additional responsibilities. This position and the new job duties were reviewed by the City's consultant, Carlson and Dettman, for placement in the salary plan.

BACKGROUND

- II. The Accountant position responsibilities have changed in complexity due to the evolving nature of our transit services. Along with the implementation of microtransit, Green Bay Metro became part of a Large Urban System which comes with different financial regulations and reporting. Also, due to the change to a Large Urban System, this position oversees the Disadvantaged Business Enterprise (DBE) program and Title VI compliance to ensure that purchases and services are equitable. This position is also now responsible for writing state and federal grants, as well as tracking, preparing drawdowns, reconciling, and conducting grant closures. The grant work involves additional forecasting. Lastly, this position has taken on the preparation of financial policies and procedures and ensuring compliance with Federal Transit Administration (FTA) requirements. The attached job description shows the responsibilities and essential functions of the Finance Manager position.

FISCAL IMPACT

III. This reclassification results in an annual cost increase of \$2,985.

	2022 Grade I, Perf Range	2023 Grade K, Step 3
Salary	\$68,506	\$70,928
FICA	\$5,241	\$5,426
WRS (General)	\$4,453	\$4,823
Worker's Comp	\$144	\$149
Health Insurance	\$17,197	\$17,197
Dental Insurance	\$1,402	\$1,402
Life Insurance	\$87	\$89
TOTAL COMPENSATION	\$97,029	\$100,014
Fiscal Impact*	\$2,985	



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

November 23, 2022

PREPARED BY

Patty Kiewiz, Transit Director

AGENDA ITEM # D.4

Discussion/Action: Tire Leasing Contract

BACKGROUND

Green Bay Metro has worked with the city Purchasing Department to secure a contract for tire leasing for the transit buses. The current contract expires 12/31/2022. Based on the Federal Transit Administration guidelines, Metro conducts a full procurement every five years.

RECOMMENDATION

Staff recommends approval of the award to the lowest, responsible, responsive bidder.

FISCAL IMPACT

ATTACHMENTS

- I. RFB 2022-53 Intent to Award



November 18, 2022

Purchasing Department
100 North Jefferson Street - Room 101
Green Bay, Wisconsin 54301-5026
www.greenbaywi.gov

Phone 920.448.3047
Fax 920.448.3050

RE: RFB #2022-53
Tire Leasing Contract

Dear Sir/Madam:

The evaluation of Bids received has been completed and the award recommendation will be as follows.

Recommended award of Tire Leasing contract to Bridgestone Americas Tire the vendor with overall lowest cost to Metro Transit for the five (5) year tire leasing contract for the projected total amount of \$142,898.85.

The recommended award to Bridgestone Americas Tire will be brought for approval before the Transit Commission on November 23, 2022.

This meeting is open to the public. As the room and time may change, please confirm the date, time and location if you plan to attend.

Thank you for your continued interest in doing business with the City of Green Bay. If you have any questions, or require additional information, please feel free to contact me at 920-448-3049.

Sincerely,

Diane Kruse, CPM; C.P.I.M.
Buyer

Cc:
Patty Kiewiz, Director of Metro Transit

CITY OF GREEN BAY QUOTE SUMMARY RFB #2022-53
TRANSIT TIRE LEASING 1/1/23-12/31/27

DEPT: Transit ISSUED: 10/12/22 DUE: 11/8/22 CC #97581	VENDOR #1						VENDOR #2					
	BRIDGESTONE AMERICAS TIRE Nashville, TN						THE GOODYEAR TIRE & RUBBER COMPANY Akron, OH					
Total 4,781,358 miles per year split between three tire types.	TIRE SIZE-LOAD RATING 305/85R22.5 - J		TIRE SIZE-LOAD RATING 305/70R22.5 - H		TIRE SIZE-LOAD RATING B275/70R22.5 - J		TIRE SIZE-LOAD RATING 305/85R22.5 - J		TIRE SIZE-LOAD RATING 305/70R22.5 - H		TIRE SIZE-LOAD RATING B275/70R22.5 - J	
	Annual Est Mileage: 1,593,786		Annual Est Mileage: 1,593,786		Annual Est Mileage: 1,593,786		Annual Est Mileage: 1,593,786		Annual Est Mileage: 1,593,786		Annual Est Mileage: 1,593,786	
YEAR	BID PRICE PER TIRE	ANNUAL COST	BID PRICE PER TIRE	ANNUAL COST	BID PRICE PER TIRE	ANNUAL COST	BID PRICE PER TIRE MILE	ANNUAL COST	BID PRICE PER TIRE MILE	ANNUAL COST	BID PRICE PER TIRE MILE	ANNUAL COST
2023	\$0.005645	\$ 8,996.92	\$0.005305	\$ 8,455.03	\$0.005938	\$ 9,463.90	\$ 0.006670	\$10,630.55	\$ 0.005450	\$ 8,686.13	\$ 0.005510	\$ 8,781.76
2024	\$0.005814	\$ 9,266.27	\$0.005464	\$ 8,708.45	\$0.006116	\$ 9,747.60	\$ 0.006870	\$10,949.31	\$ 0.005614	\$ 8,947.51	\$ 0.005674	\$ 9,043.14
2025	\$0.005988	\$ 9,543.59	\$0.005628	\$ 8,969.83	\$0.006300	\$ 10,040.85	\$ 0.007076	\$11,277.63	\$ 0.005782	\$ 9,215.27	\$ 0.005846	\$ 9,317.27
2026	\$0.006168	\$ 9,830.47	\$0.005797	\$ 9,239.18	\$0.006489	\$ 10,342.08	\$ 0.007288	\$11,615.51	\$ 0.005954	\$ 9,489.40	\$ 0.006020	\$ 9,594.59
2027	\$0.006353	\$ 10,125.32	\$0.005971	\$ 9,516.50	\$0.006684	\$ 10,652.87	\$ 0.007506	\$11,962.96	\$ 0.006134	\$ 9,776.28	\$ 0.006202	\$ 9,884.66
TOTAL FOR 5 YEARS:	\$ 47,762.58		\$ 44,888.98		\$ 50,247.29		\$56,435.96		\$46,114.60		\$ 46,621.43	
TOTAL 5 YEAR LEASE COST FOR ALL TIRES:	TOTAL \$ 142,898.85						TOTAL \$ 149,171.99					
MFGR'S NAME:	Firestone		Firestone		Bridgestone		Goodyear		Goodyear		Goodyear	
TIRE TYPE:	315/80R22.5 City Transport		305/70R22.5 Cotu Transport		275/70R22.5 R192		Metro Miler G652 RTB		Metro Miler G652 RTB		Metro Miler G652 RTB	
LOAD RATING:	L		L		J		J		L		J	
TREAD DEPTH:	(Usable 1/32")		(Usable 1/32")		(Usable 1/32")		23/32 (Usable 1/32")		23/32 (Usable 1/32")		23/32 (Usable 1/32")	
NEW TIRE COST:	\$547.61		\$520.17		\$449.28		\$609.96 (excluding FET and applicable taxed, if any)		\$555.71 (excluding FET and applicable taxes, if any)		\$423.10 (excluding FET and applicable taxes, if any)	
TIRE REPLACEMENT COST PER 1/32" USABLE TREAD (applies to tires that are lost, stolen, or damaged by accident or fire):	YEAR		YEAR		YEAR		YEAR		YEAR		YEAR	
	2023	\$ 21.90	2023	\$ 20.81	2023	\$ 20.42	2023	\$ 18.90	2023	\$ 16.36	2023	\$ 15.88
	2024	\$ 22.78	2024	\$ 21.64	2024	\$ 21.42	2024	\$ 19.48	2024	\$ 16.86	2024	\$ 16.36
	2025	\$ 23.69	2025	\$ 22.50	2025	\$ 22.09	2025	\$ 20.06	2025	\$ 17.36	2025	\$ 16.86
	2026	\$ 24.64	2026	\$ 23.40	2026	\$ 22.97	2026	\$ 20.66	2026	\$ 17.88	2026	\$ 17.36
	2027	\$ 25.63	2027	\$ 24.34	2027	\$ 23.89	2027	\$ 21.28	2027	\$ 18.42	2027	\$ 17.88

Meet Bid Requirements YES

Recommendation: A Five (5) year tire leasing contract award is recommended to Bridgestone Americas Tire, the low responsive and responsible bidder, for the total projected amount of \$142,898.85



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

November 23, 2022

PREPARED BY

Patty Kiewiz, Transit Director

AGENDA ITEM # D.5

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

BACKGROUND

Per Federal Transit Administration (FTA) 49 CFR Part 673, Green Bay Metro is required to submit a Public Transit Agency Safety Plan ensuring compliance. Page three (3) of the document summarizes the changes. The update is a result of the Bipartisan Infrastructure Law requiring expanded definitions of the Safety Solutions Team. Modifications and revisions have been made to meet the new requirements.

RECOMMENDATION

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

FISCAL IMPACT

ATTACHMENTS

1. GBM - PTASP 2022 Draft 10.2022
2. Appendix A - Safety Roles GBM 3.28.22
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 10.22
10. Appendix I - Safety Reporting and Targets 3.25.22 Fixed Route
11. Appendix I - Safety Reporting and Targets 3.25.22 Microtransit
12. Appendix I - Safety Reporting and Targets 3.25.22 Paratransit



Public Transportation Agency Safety Plan

November 23, 2022

49 CFR 673

On July 19, 2018, FTA published the Public Transportation Agency Safety Plan (PTASP) Final Rule, which requires certain operators of public transportation systems that receive federal funds under FTA's Urbanized Area Formula Grants to develop safety plans that include the processes and procedures to implement Safety Management Systems (SMS).

The plan must include safety performance targets. Transit operators also must certify they have a safety plan in place meeting the requirements of the rule by July 20, 2021. The plan must be updated and certified by the transit agency annually.

The rule applies to all operators of public transportation systems that are recipients and sub-recipients of federal financial assistance under the Urbanized Area Formula Program (49 U.S.C. § 5307). However, FTA is deferring applicability of this requirement for operators that only receive funds through FTA's Enhanced Mobility of Seniors and Individuals with Disabilities Formula Program (Section 5310) and/or Rural Area Formula Program (Section 5311).

Bipartisan Infrastructure Law 49 U.S.C. § 5329(d)

The Bipartisan Infrastructure Law amends FTA's safety program at 49 U.S.C. § 5329(d) (Section 5329(d)) by adding to the public transportation agency safety plan (PTASP) requirements.

In the case of a recipient receiving assistance under section 5307 that is serving an urbanized area with a population of 200,000 or more, additional requirements must be met.

PUBLIC TRANSPORTATION AGENCY SAFETY PLAN FOR GREEN BAY METRO

TRANSIT AGENCY INFORMATION

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

PLAN DEVELOPMENT, APPROVAL, AND UPDATES

Approval by the Safety Solutions Team	Name	Date of Approval
	Joe Pesmark -	
	Tom Van Beek -	
	Chris Braatz -	
	Sherry Schuh -	
Signature by the Accountable Executive	Name	Date of Signature
	PATRICIA KIEWIZ	
	Signature	
Approval by Board of Directors (or Equivalent)	Approving Entity	Date of Approval
	GREEN BAY TRANSIT COMMISSION	
	Signatures	
	Roger Kolb -	
	Kevin Kuehn -	
	Alderman Randy Scannell -	
	Rashad Cobb -	
	Emily Ysebaert -	
	Michael Conley-Kuhagen -	
Certification by Accountable Executive of Compliance with Part 673	Name	Date of Signature
	PATRICIA KIEWIZ	
	Signature	

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 later re-authorized with the FAST legislation. The FTA Safety Program as defined in 49 U.S.C. § 5329(d) (Section(d) was modified on November 15, 2021, with the signing of The Bipartisan Infrastructure Law. This plan will be reviewed annually and approved by the Green Bay Metro Safety Solutions team, Accountable Executive and the Green Bay Transit Commission upon updating.

ACTIVITY LOG

[illegible]

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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.

Safety Solutions Team serves as Green Bay Metro's Safety Committee and is made up of equal parts of frontline staff and management team personnel.

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

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

1.2 ANNUAL PTASP REVIEW AND UPDATE

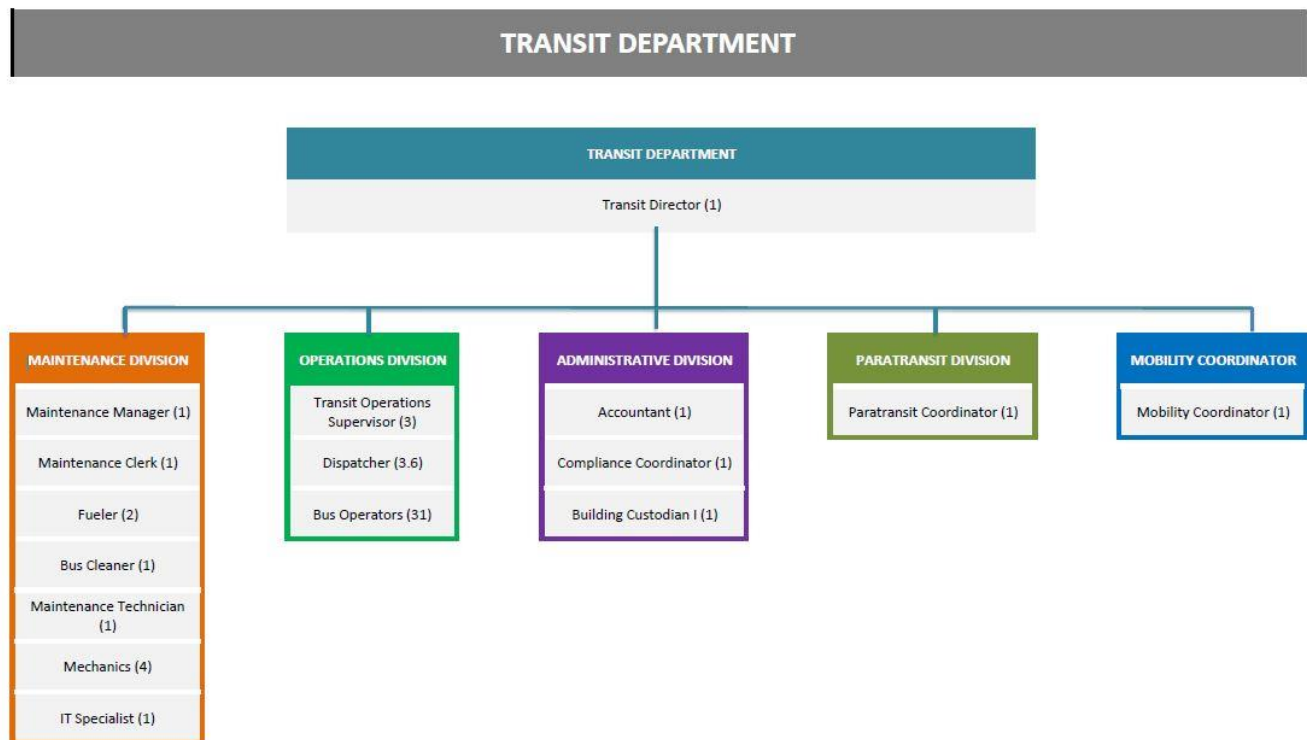
GBM management will review the PTASP annually, update the document as necessary, and implement the changes within a timeframe that will allow the agency to timely submit to any annual or other periodic reviews, including its annual self-certification of compliance. At minimum, annual self-certification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

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

1.3 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.
- Safety Solutions Team
 - The Safety Solutions Team is made up of an equal number of frontline employee representatives and management representatives.
 - They are responsible for
 - Identifying and recommending risk-based mitigation or strategies necessary to reduce the likelihood and severity of consequences identified through GBM’s safety risk assessment.
 - Identifying mitigations or strategies that may be ineffective, inappropriate, or were not implemented as intended
 - Identifying safety deficiencies for purposes of continuous improvement.
- 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.

- GBM frequently monitors current Centers for Disease Control and Prevention (CDC) and State Health Department guidelines and implements strategies for mitigating the spread of infectious diseases. Mitigations include but are not limited to air purification systems, driver barriers, and mask mandates when required.
- 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, CDC guidelines, 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: 3.24.2022
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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

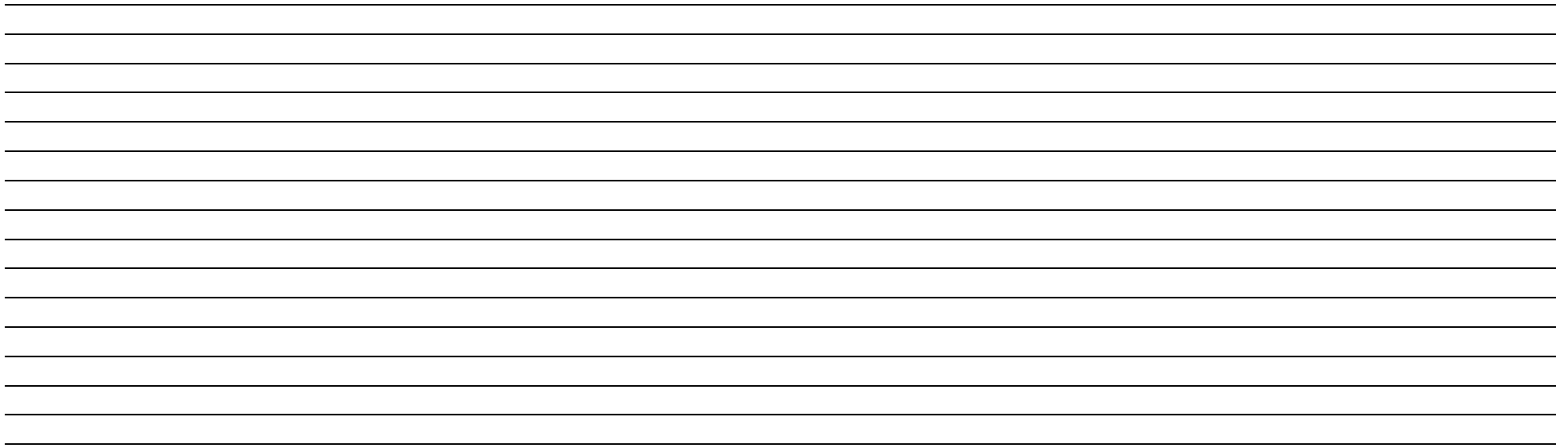
Green Bay Metro SAFETY ASSESSMENT AND SYSTEM REVIEW

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:
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SECTION	REVIEW QUESTIONS	YES	NO	N/A
<i>Safety Policies:</i>	• 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?	☐	☐	☐
<i>New Hire Employee Files:</i>	• 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?	☐	☐	☐
<i>Post Hire Employee Files:</i>	• 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?	☐	☐	☐



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

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?	☐	☐	☐

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

APPENDIX D - SRM MATRIX and WORKBOOK

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

SRM-SA Terms

Guide to terms used in SRM and SA processes.

Safety Risk Management (SRM) Risk Register

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

Safety Assurance (SA) Tracker

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

Severity Matrix

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

Likelihood Matrix

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

Risk Assessment Matrix

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

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

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

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

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

SAFETY RISK MANAGEMENT / SAFETY ASSURANCE - GUIDE TO TERMS

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

[illegible]

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

[illegible]

Safety Risk Assessment Matrix

Severity Categories

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

Safety Risk Assessment Matrix

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

Safety Risk Assessment Matrix

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

Green Bay Metro HAZARD ASSESSMENT LOG

As a rolling log, entries for identified hazards and their associated mitigations should never be removed, even after required action(s) is completed. Any related forms, logs, or records should be retained permanently.

[illegible]

APPENDIX F

Green Bay Metro PRIORITIZED SAFETY RISK LOG

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

Completed by: Miranda Socha	Last Updated: 5/11/2020
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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 Manager • 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 Coordinator	IT Specialist	Maintenance Manager	Mechanics	Maintenance Technician	Fueler	Bus Cleaner	Custodian	Maintenance Clerk
Reasonable Suspicion	2		x	x		x	x	x	x		x						
Current Safety Trends	0.33	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	x
Fire Extinguisher Training	2	x	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	x
Threat Awareness Training	2	x	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	x
System Security and Emergency Action Plan	1	x	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 - Fixed Route

Safety Performance Target Category - NTD Standards*	2018 Actual	2019 Actual	2020 Actual	2021 Actual	Average	Target for 2022	Target for 2023
Total Number of Fatalities	0	0	0	0	0.00	0	0
Fatality Rate per 100,000 Vehicle Revenue Miles	0	0	0	0	0.00	0	0
Total Number of Reportable Injuries	0	0	0	0	0.00	0	1
Injury Rate per 100,000 Vehicle Revenue Miles	0.00	0.00	0.00	0.00	0.00	0	1
Total Number of Reportable Accidents	0	0	0	1	0.25	0	1
Total Number of Reportable Safety Events	0	0	2	1	0.67	0	1
Safety Events per 100,000 Vehicle Revenue Miles	0.00	0.00	0.27	0.14	0.09	0	1
Total Number of Major Mechanical System Failures	35	34	19	19	26.75	25	25
Average Distance Between Major Mechanical Failures	33813.77	35296.85	39534.95	38782.74	36215.19	40000	40,000
Annual Vehicle Revenue Miles	1,183,482	1,200,093	751,164	736,872	967903	1000000	740,000

Internal Tracking Only:

Number of Employee Injuries	16	27	8	7	14.50	15	11
Number of Preventable** Street Accidents	8	3	5	6	5.33	6	6
Number of Preventable** Yard Accidents	7	6	4	2	5.67	3	3
Number of Non-Preventable Accidents	10	23	8	6	13.67	15	12

March of 2020 was onset of COVID-19 causing a reduction in service. Pilot for Microtransit services ran from Aug. 17, 2020 to Aug. 1, 2021.

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

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

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

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

**Preventable is defined as any occurrence regardless of liability

Appendix I - Microtransit

Safety Performance Target Category - NTD Standards*	2020 Actual	2021 Actual	Average	Target for 2022	Target for 2023
Total Number of Fatalities	-	0	0.00	0	0
Fatality Rate per 100,000 Vehicle Revenue Miles	-	0	0.00	0	0
Total Number of Reportable Injuries	-	0	0.00	1	1
Injury Rate per 100,000 Vehicle Revenue Miles	-	0.00	0.00	1	1
Total Number of Reportable Accidents	-	0	0.00	1	1
Total Number of Reportable Safety Events	-	0	0.00	1	1
Safety Events per 100,000 Vehicle Revenue Miles	-	0.00	0.00	1	1
Total Number of Major Mechanical System Failures	-	1	1.00	1	1
Average Distance Between Major Mechanical Failures	-	85134.00	85134.00	50,000	50,000
Annual Vehicle Revenue Miles	-	85,134	85134	160,000	175,000

Internal Tracking Only:

Number of Employee Injuries	-	0	#DIV/0!	1	1
Number of Preventable** Street Accidents	-	0	#DIV/0!	1	1
Number of Preventable** Yard Accidents	-	0	#DIV/0!	1	1
Number of Non-Preventable Accidents	-	0	#DIV/0!	1	1

March of 2020 was onset of COVID-19 causing a reduction in service. Pilot for Microtransit services ran from Aug. 17, 2020 to Aug. 1, 2021.

*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

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

**Preventable is defined as any occurrence regardless of liability

Appendix I - Paratransit

Safety Performance Target Category - NTD Standards*	2018 Actual	2019 Actual	2020 Actual	2021 Actual	Average	Target for 2022	Target for 2023
Total Number of Fatalities	0	0	0	0	0	0	0
Fatality Rate per 100,000 Vehicle Revenue Miles	0	0	0	0	0	0	0
Total Number of Reportable Injuries	0	0	0	0	0	0	1
Injury Rate per 100,000 Vehicle Revenue Miles	0.00	0.00	0.00	0.00	0	0	1
Total Number of Reportable Accidents	0	0	0	1	0	0	1
Total Number of Reportable Safety Events	0	0	0	1	0	0	1
Safety Events per 100,000 Vehicle Revenue Miles	0.00	0.00	0.00	1.00	0	0	1
Total Number of Major Mechanical System Failures	4	1	2	0	2.50	1.00	1
Average Distance Between Major Mechanical Failures	62,512.25	234,356.00	62,614.55	-	148,434.13	240,000.00	240,000.00
Annual Vehicle Revenue Miles	250,049	234,356	125229.1	159556	242,202.50	240,000.00	220,000

Internal Tracking Only:

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

March of 2020 was onset of COVID-19 causing a reduction in service. Pilot for Microtransit services ran from Aug. 17, 2020 to Aug. 1, 2021.

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

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

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

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

**Preventable is defined as any occurrence regardless of liability



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

November 23, 2022

PREPARED BY

Patty Kiewiz, Transit Director

AGENDA ITEM # E.1

Service Hour Changes

BACKGROUND

Director Kiewiz will provide the Transit Commission with an overview of the proposed service hour changes. The public comment period will be conducted from November 18th through December 17, 2022. The proposed changes will provide riders with more direct transportation options on weekday nights from 6:45pm to 10:45pm, currently 8:45pm to 10:45pm and on Saturdays from 1:45pm to 7:45pm, currently 3:45pm-7:45pm by providing GBM On Demand (microtransit) in all zones.

RECOMMENDATION

No action is necessary.

FISCAL IMPACT

ATTACHMENTS

None



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

November 23, 2022

PREPARED BY

Patty Kiewiz, Transit Director

AGENDA ITEM # E.2

Operational Reports

BACKGROUND

Operational reports included. Staff will present the reports.

RECOMMENDATION

No action is necessary.

FISCAL IMPACT

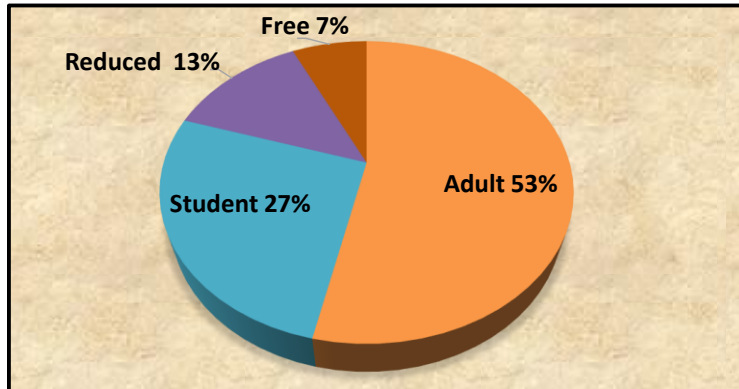
ATTACHMENTS

1. 09.Sept Ridership
2. 09.Sept Micro KPIs

OPERATIONAL REPORT SEPTEMBER 2022

Fixed Route Ridership

	ADULT	STUDENT	*REDUCED	*FREE	MONTHLY FIXED ROUTE	YTD FIXED ROUTE
September 2021	24,150	9,754	7,560	6,951	48,415	338,673
September 2022	34,967	18,264	8,819	4,794	66,844	476,801
<i>Difference</i>	10,817	8,510	1,259	(2,157)	18,429	
	45%	87%	17%	-31%	38%	



Microtransit On Demand Ridership

	ADULT	STUDENT	*REDUCED	*FREE	MONTHLY ON DEMAND	YTD ON DEMAND
September 2021	1,734	138	81	214	2,167	8,312
September 2022	2,186	151	204	101	2,642	20,889
<i>Difference</i>	452	13	123	(113)	475	
	26%	9%	152%	-53%	22%	

**YTD
PASSENGERS
497,690**

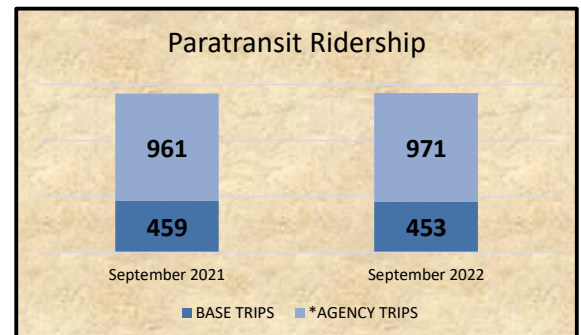
**Reduced fare program is for individuals who are age 65 and older, Medicare recipients, and individuals with qualifying disabilities.*

**Free is comprised of game day, children 4 & under, promos, etc.*

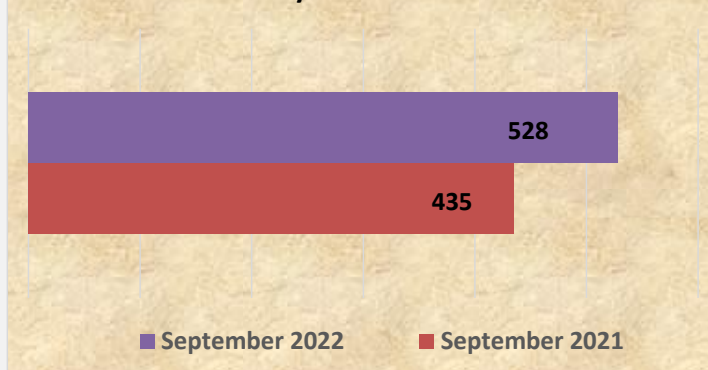
Paratransit Ridership

	BASE TRIPS	*AGENCY TRIPS	TOTAL TRIPS
September 2021	459	961	1,420
September 2022	453	971	1,424
<i>Difference</i>	(6)	10	4
	-1.3%	1.0%	0.3%

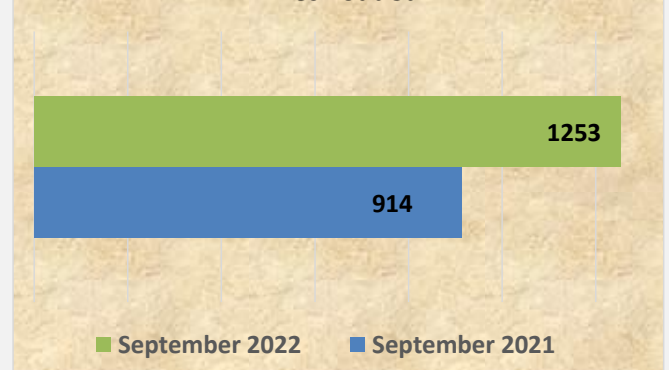
**Agency Fare includes base fare plus additional cost for expenses that is permitted by 49 CRF 37.131 to social service agencies and other organizations for agency trips (i.e., trips guaranteed to the organization).*



Mobility Devices Boarded



Bikes Loaded



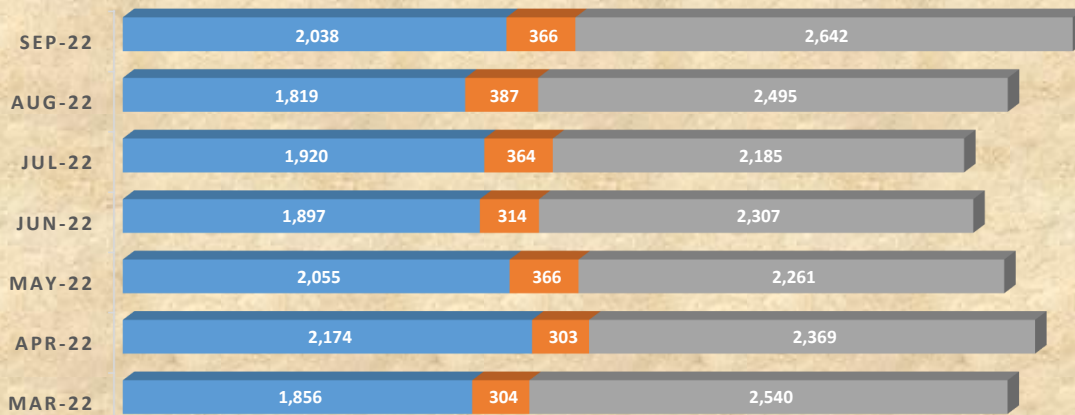
GBM ON DEMAND RIDERSHIP - KPIs

SEPTEMBER 2022

	Day Service	Night Service	Total	YTD	Target
Passengers	2,171	471	2,642	20,889	
Operating Hours	955.3	166.7	1,122.0	10,888	
Passengers per Operating Hour	2.27	2.83	2.35	1.92	3.0
Average Customer Wait Time (minutes)	15.16	17.81			<20.0
On-Time Pickups	90%	87%			95%

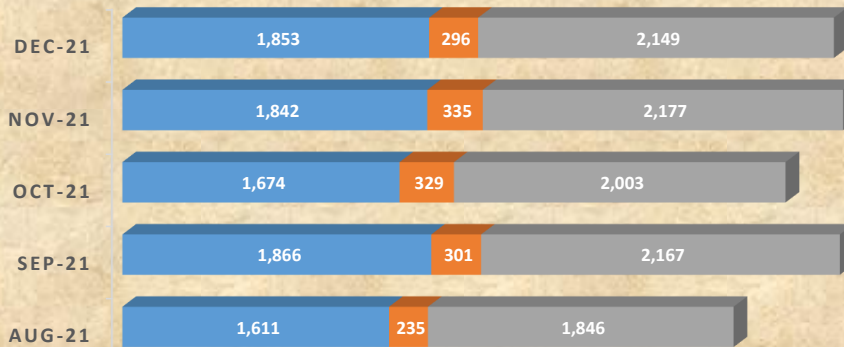
ON DEMAND - 2022

Day Night Total Rides



ON DEMAND - 2021

Day Night Total Rides



Day Service	Monday - Friday	5:45am - 8:45pm	Saturday	7:45am - 3:45pm
Night Service	Monday - Friday	8:45 pm - 10:45pm	Saturday	N/A

*Key Performance Indicators (KPI)



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

November 23, 2022

PREPARED BY

Patty Kiewiz, Transit Director

AGENDA ITEM # E.3

Financial Report

BACKGROUND

Green Bay Metro's staff will present the Commission with the financial report for September.

RECOMMENDATION

No action is necessary.

FISCAL IMPACT

ATTACHMENTS

- I. 09-September Financials



EXPENSES

ACCOUNT DESCRIPTION	2022 Jan-Sept	2021 Jan-Sept	+/-	%	2022 BUDGET	% OF BUDGET
Wages & Salaries	1,845,887.95	1,683,576.07	162,312	9.6%	2,585,333	71.4%
Fringe Benefits	1,001,480.64	942,347.50	59,133	6.3%	1,597,262	62.7%
Other Employment Expenses	49,779.71	31,850.42	17,929	56.3%	46,160	107.8%
Contract Services	154,304.28	152,387.21	1,917	1.3%	333,573	46.3%
Materials & Supplies**	483,350.13	306,714.62	176,636	57.6%	686,265	70.4%
Building & Equip Maintenance	179,925.00	182,777.72	(2,853)	-1.6%	204,300	88.1%
Utilities	72,248.14	62,045.08	10,203	16.4%	100,091	72.2%
Insurance*	170,891.62	197,700.05	(26,808)	-13.6%	164,129	104.1%
Miscellaneous	175.80	185.80	(10)	-5.4%	250	70.3%
Paratransit Services	415,780.11	406,328.89	9,451	2.3%	1,094,740	38.0%
Microtransit Services	735,344.39	460,807.96	274,536	59.6%	1,921,754	38.3%
Subrecipient Expenses	-	-	-	0.0%	-	0.0%
TOTAL	5,109,167.77	4,426,721.32	682,446	15.4%	8,733,857	58.5%

REVENUES

ACCOUNT DESCRIPTION	2022 Jan-Sept	2021 Jan-Sept	+/-	%	2021 BUDGET	% OF BUDGET
Federal Operating Asst	1,255,614.00	1,003,266.00	252,348	25.2%	2,456,328	51.1%
State Operating Asst	2,366,052.00	2,431,972.00	(65,920)	-2.7%	2,358,141	100.3%
Other Local Municipalities	483,198.75	476,515.23	6,684	1.4%	644,265	75.0%
Green Bay	936,000.00	936,000.00	-	0.0%	1,676,517	55.8%
Farebox Revenue-Fixed Route	333,970.05	277,755.31	56,215	20.2%	775,000	43.1%
Farebox Revenue-Paratransit	168,989.00	171,623.00	(2,634)	-1.5%	462,000	36.6%
Farebox Revenue-Microtransit	10,769.00	8,430.00	2,339	27.7%	-	0.0%
College Program Fares	5,627.00	2,959.00	2,668	90.2%	-	0.0%
TMI Refund*	50,038.00	65,431.00	(15,393)	-24%	-	0.0%
Non-Transportation Revenue	33,450.02	22,639.78	10,810	47.7%	17,200	194.5%
State Fuel Refund	8,520.56	3,232.76	5,288	163.6%	-	0.0%
Advertising	91,357.42	79,905.40	11,452	14.3%	120,000	76.1%
Intercity Bus Commissions	4,071.21	6,258.26	(2,187)	-34.9%	36,000	11.3%
Partnership Contributions	138,346.00	109,798.84	28,547	26.0%	188,404	73.4%
TOTAL	5,886,003.01	5,595,786.58	290,216	5.2%	8,271,857	71.2%

KEY PERFORMANCE INDICATORS (KPI)

Operating Days	230	231	(1)	-0.4%	307
Revenue Miles	567,874	544,019	23,855	4.4%	802,941
Revenue Hours	38,097	37,108	989	2.7%	53,491
Unlinked Passenger Trips	476,801	338,673	138,128	40.8%	591,868
Revenue / Cost	115.2%	126.4%			1
Farebox Revenue / Mile	0.59	0.51	0	15.2%	1
Farebox Revenue / Pass Trip	0.70	0.82	(0)	-14.6%	1
Farebox Revenue / Hour	8.77	7.49	1	17.1%	14
Passenger / Mile	0.84	0.62	0	34.9%	0.74
Cost / Mile	6.97	6.54	0	6.5%	8.48
Cost / Passenger Trip	8.30	10.51	(2)	-21.0%	11.51

*Insurance is [NET] TMI

September = 75%

**Diesel Fuel is included in materials and supplies subtotal.

2022



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

November 23, 2022

PREPARED BY

Patty Kiewiz, Transit Director

AGENDA ITEM # E.4

Director's Report

BACKGROUND

Director Kiewiz will provide the Commission with an update on Green Bay Metro.

RECOMMENDATION

No action is necessary.

FISCAL IMPACT

ATTACHMENTS

None



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

November 23, 2022

PREPARED BY

AGENDA ITEM # E.5

Next Transit Commission Meeting: Wednesday, December 21, 2022

BACKGROUND

RECOMMENDATION

FISCAL IMPACT

ATTACHMENTS

None