AGENDA OF THE TRANSIT COMMISSION

WEDNESDAY, MAY 21, 2025, 8:15 AM
TRANSIT
901 University Ave

A. Roll Call.

1. Roger Kolb, Chair; Randy Scannell, Vice-Chair; Kevin Kuehn, Secretary; Alderman Craig Stevens, Michael Conley-Kuhagen, Terri Refsguard and Hector Rodriguez.

B. Approval of the Agenda.

1. Approval of the Wednesday, May 21, 2025 Transit Commission Agenda.

C. Approval of Minutes.

1. Approval of Transit Commission minutes from April 16, 2025.

D. Regular Business.

1. Discussion/Action: Green Bay Metro's Public Transit Agency Safety Plan (PTASP)
2. Discussion/Action: Green Bay Metro's 2026 Transit Asset Management Plan

E. Informational.

1. Operational Reports
2. Financial Reports
3. Director's Report
4. Next Transit Commission Meeting: June 18, 2025 at 8:15am.

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

Green Bay METRO

MEETING DATE	PREPARED BY
May 21, 2025	

AGENDA ITEM # B.1

Approval of the May 21, 2025 Transit Commission Agenda.

BACKGROUND

RECOMMENDATION

Staff recommends the approval of the Transit Commission agenda for May 21, 2025.

FISCAL IMPACT

ATTACHMENTS

None

Report to the
Transit Commission
of the City of Green Bay

MEETING DATE	PREPARED BY
May 21, 2025	Becky Fleck, Transit Staff

AGENDA ITEM # C.1

Approval of Transit Commission minutes from April 16, 2025.

BACKGROUND

Minutes from the meeting held on April 16, 2025.

RECOMMENDATION

Staff recommends approval of the minutes from the April 16, 2025, meeting.

FISCAL IMPACT

ATTACHMENTS

1. Transit Commission 4-16-2025

MINUTES OF THE TRANSIT COMMISSION

WEDNESDAY, APRIL 16, 2025, 8:15 AM
TRANSIT
901 University Ave

A. ROLL CALL.

1. Roger Kolb, Chair; Randy Scannell, Vice-Chair; Kevin Kuehn, Secretary; Alderman Craig Stevens, Michael Conley-Kuhagen, Terri Refsguard and Hector Rodriguez.

   Present: Roger Kolb, Terri Refsguard, Michael Conley-Kuhagen, Randy Scannell, Alderman Craig Stevens, and Hector Rodriguez

   Excused: Kevin Kuehn

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

B. APPROVAL OF THE AGENDA.

1. Approval of the Wednesday, April 16, 2025 Transit Commission Agenda.

   Moved by Randy Scannell, seconded by Alderman Craig Stevens to approve the April 16, agenda. Motion carried.
   Yes – Roger Kolb, Terri Refsguard, Hector Rodriguez, and Michael Conley-Kuhagen
   No – None, Abstain - None

C. APPROVAL OF MINUTES.

1. Approval of Transit Commission minutes from February 19, 2025.

   Moved by Randy Scannell, seconded by Hector Rodriguez to approve the February 19, 2025, minutes. Motion carried.
   Yes – Roger Kolb, Terri Refsguard, Michael Conley-Kuhagen, and Alderman Craig Stevens
   No – None, Abstain - None

D. REGULAR BUSINESS.

1. Presentation/Discussion/Action: 2024 Annual Financial Audit

   Director Kiewiz introduced Jodi Dobson from Baker Tilly. She presented the 2024 financial audit. No material misstatements were found throughout the audit, everything went well. Reporting and insights show no changes in the audit plan. Nothing was unusual. Internal controls were reviewed and no changes in policies or procedures, and didn't find anything of concern.

   J. Dobson opened it for questions. No one had any questions and the commission commended everyone for their great work.

   Director Kiewiz thanked Finance Manager Sherry Schuh for doing an excellent job.

   Moved by Hector Rodriguez, seconded by Randy Scannell to receive and place on file the FY 2024 financial audit. Motion carried.
   Yes - Roger Kolb, Michael Conley-Kuhagen, Terri Refsguard, and Alderman Craig Stevens
   No- None, Abstain- None

2. Discussion/Action: 2025 - 2027 Labor Agreement between the City of Green Bay and ATU, Local 857 Amalgamated Transit Union.

   Director Kiewiz provided an update on the Analgamated Transit Union, Local 857 Collective Bargaining Agreement. The Analgamated Transit Union bargaining for 2025-2027 started in August 2024. The changes are shown in the attached document.

   P. Kiewiz stated the largest increase is in salaries. Over the years, longevity has changed in employment. This will help us stay in line with the market. Home, Sunday, Packer games, employees will receive double time. Uniform coverage went from 95% to 100%. The 3 year contract 2025-2027 has built in a 2.5% raise over the next 3 years.

   Moved by Randy Scannell, seconded by Alderman Craig Stevens to receive and place on file once approved by council. Motion carried.
   Yes - Roger Kolb, Michael Conley-Kuhagen, Terri Refsguard, and Hector Rodriguez
   No - None, Abstain- None

3. Discussion/Action: Bus Purchase

   Director Kiewiz shared the history of the VW Mitigation Grant. The grant program funds the replacement and scrapping of 1992-2009 engine model transit buses. The local share is spread over 10 years. The procurement will be done utilizing the WisDOT Heavy Duty bus procurement. We are looking for approval to purchase three new buses and not to exceed the amount of 4,000,000. This is to allow for some fluctuation due to current tariff concerns.

R. Kolb asked who the manufacturer would be.

P. Kiewiz shared that it will be a Gillig Battery Electric Bus and is expected to be delivered in August 2026.

R. Kolb asked if they were having issues getting supplies.

P. Kiewiz stated not currently.

Moved by Randy Scannell, seconded by Terri Refsguard to approve the purchase of three(3) new buses from Gillig, LLC. with an amount not to exceed $4,000,000.00. Motion carried.
Yes – Roger Kolb, Michael Conley-Kuhagen, Hector Rodriguez, and Alderman Craig Stevens
No – None, Abstain - None

E. INFORMATIONAL.

1. Operational Reports

Director Kiewiz stated we are experiencing a technical issue with our ridership reporting. She stated she expects it to be resolved fairly quickly.

No further discussion was held.

2. Financial Reports

Director Kiewiz provided an overview of the financial report. No concerns from staff.

No further discussion was held.

3. Director's Report

Director Kiewiz provided everyone with a copy of the Downtown to Titletown Draft Route. She stated we do not have the resources to provide Game Day routes for 3 days while running regular fixed route service. The Draft Route will operate Thursday-Friday 12-10pm and Saturday 12-6pm to the corner of St. Agnes and Ridge. The NFL will not be providing transportation from parking lots, as originally proposed. The Brown County tavern league has changed their initial proposal as well. Routes 8 and 9 will have a drastic detour due to street closures.

P. Kiewiz shared that there is information on our site regarding the draft. Track your bus is available during the draft to see where and when you can get picked up. Everyone will need the NFL One Pass app downloaded to get in, plus all the information to get around will be here. TSA has been in the last few weeks helping with training as we prep for the draft. The staff are excited about next week.

P. Kiewiz stated the Press Conference is on Monday for our first electric bus. This is the first Battery Electric Bus in Wisconsin for Gillig.

P. Kiewiz provided a staffing update. All driver runs are filled. We have 1 going through the process and are looking to fill 2 more positions.

Lisa Conrad from Brown County Planning, introduced Dan Teaters, the new Director for Brown County Planning and the MPO.

No further discussion was had.

4. Next Transit Commission Meeting: May 21, 2025 at 8:15am.

F. ADJOURNMENT.

Motion by Randy Scannell, seconded by Hector Rodriguez, to adjourn at 9:26 a.m. Motion carried.
Yes – Roger Kolb, Michael Conley-Kuhagen, Terri Refsguard, Alderperson Craig Stevens.
No – None. Abstain - None

Report to the
Transit Commission
of the City of Green Bay

Green Bay METRO

MEETING DATE	PREPARED BY
May 21, 2025	Patricia Kiewiz, Transit Director

AGENDA ITEM # D.1

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 maintain a Public Transit Agency Safety Plan. This is a working document. Page three (3) of the document summarizes the changes. Modifications and revisions have been made to set 2025 system targets and ensure compliance. This plan was approved by Green Bay Metro's Safety Solutions Team prior to seeking Transit Commission approval.

The Table of Contents will be updated after changes are accepted.

RECOMMENDATION

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

FISCAL IMPACT

ATTACHMENTS

1. GBM - PTASP 2025 DRAFT

Public Transportation Agency Safety Plan

May 14, 2025

Deleted: July 1, 2024

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.

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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**	**Description of Arrangement(s)**
		X	

Transit Agency (ies) or Entity(ies) for Which Service Is Provided	**Name**	**Address**

PLAN DEVELOPMENT, APPROVAL, AND UPDATES

Approval by the Safety Solutions Team	**Name**	**Date of Approval**
	Kyiesha Wilson Starnes -	
	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 -	
	Randy Scannell -	
	Hector Rodriguez -	
	Alder Craig Stevens-	
	Michael Conley-Kuhagen -	
	Terri Refsguard -	
Certification by Accountable Executive of Compliance with Part 673	**Name**	**Date of Signature**
	PATRICIA KIEWIZ	
	Signature	

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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

Version Number and Updates *Complete history of successive versions of this plan*			
Version No.	**Section/Pages Affected**	**Reason for Change**	**Date Issued**
1	Entire Document	Creation and adoption of Plan	6/17/2020
2	Entire Document	Edits suggested by PTASP TAC	7/15/2020
3	Section 2.3, Appendices A and I	Inclusion of Operator Assault Risk Mitigations, updated info throughout for current year, updated Appendix I with current info	4/21/2021
4	Pg 2, 12, Appendices	Added Mode of Service, added language about CDC and State health department guidelines, updated various appendices for previous years info, added new IT specialist position to App H	4/7/2022
5	Pgs. 1-3, 7, 11-12	Updated for Bipartisan Infrastructure Bill requirements, expanded definitions of Safety Solutions Team	11/23/2022
6	Pg 2, Appendix I	Updated members of Safety Solutions team and Commission, updated Appendix I with current info	5/17/2023
7	Pg 11, 21, Appendices A, H and I	Updated Org charge, safety role titles, added De-escalation training as a requirement. Updated positions in Appendix H, Updated Appendix I for current info.	4/17/2024
8	Pg 2-3, 11, Appendix H, I	Update training schedule for Mental Health/Suicide Awareness, Driver Fatigue Awareness and Assault on Transit Workers. Update table of organization.	7/1/2024
9	Pg 3, 5-9, 14, 15, 18-19, 23, Appendix D, E, F, G, H, I	Update hazard log, training schedule and performance targets.	5/14/2025

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CONTENTS

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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.

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 transit agency; responsibility for carrying out the transit 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.

Assault on a transit worker means as defined under 49 U.S.C. 5302, a circumstance in which an individual knowingly, without lawful authority or permission, and with intent to endanger the safety of any individual, or with a reckless disregard for the safety of human life, interferes with, disables, or incapacitates a transit worker while the transit worker is performing the duties of the transit worker.

CDC means the Centers for Disease Control and Prevention of the United States Department of Health and Human Services.

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.

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

Emergency means, as defined under 49 U.S.C. 5324, a natural disaster affecting a wide area (such as a flood, hurricane, tidal wave, earthquake, severe storm, or landslide) or a catastrophic failure from any external cause, as a result of which the Governor of a State has declared an emergency and the Secretary has concurred; or the President has declared a major disaster under section 401 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5170).

Equivalent entity 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.

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

Deleted: **Accident** means an "event", as defined below, that involves any of the following:¶
A loss of life,¶
A report of a serious injury to a person,¶
A collision of public transportation vehicles,¶
A runaway train,¶
An evacuation for life safety reasons, or¶
Any derailment of a rail transit vehicle (any location, any time, any cause).¶

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

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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).

Injury means any harm to persons as a result of an event that requires immediate medical attention away from the scene.

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

Joint labor-management process means a formal approach to discuss topics affecting transit workers and the public transportation system.

Large urbanized area provider means a recipient or subrecipient of financial assistance under 49 U.S.C. 5307 that serves an urban area with a population of 200,000 or more as determined by the most recent decennial Census.

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.

Near-miss means a narrowly avoided safety event.

Operator of a public transportation system means a provider of public transportation,

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.

Potential Consequence means the effect of a hazard.

Public transportation means, as defined under 49 U.S.C. 5302, regular, continuing shared-ride surface transportation services that are open to the general public or open to a segment of the general public defined by age, disability, or low income; and does not include:

(1) Intercity passenger rail transportation provided by the entity described in 49 U.S.C. chapter 243 (or a successor to such entity);
(2) Intercity bus service;
(3) Charter bus service;
(4) School bus service;
(5) Sightseeing service;
(6) Courtesy shuttle service for patrons of one or more specific establishments; or
(7) Intra-terminal or intra-facility shuttle services.

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.

Recipient means a State or local governmental authority, or any other operator of a public transportation system, that receives financial assistance under 49 U.S.C. chapter 53.

Deleted: **Incident** means an "event" (as defined above), that involves any of the following: ¶
A personal injury that is not a serious injury,¶
One or more injuries requiring medical transport, or ¶
Damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operations of a Transit Agency. ¶

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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.¶

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Deleted: **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).¶

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Deleted: **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.¶

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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 Committee means the formal joint labor-management committee on issues related to safety that is required by 49 U.S.C. 5329 and this part.

Safety event means an unexpected outcome resulting in injury or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.

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 for the management of safety.

Safety Management System (SMS) means the formal, 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 hazards and safety risk.

Safety Performance Target means a quantifiable level of performance or condition, expressed as a value for the measure, related to safety management activities, to be achieved within a specified time period.

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

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 risk.

Safety risk management means a process within a Transit Agency's Public Transportation Agency Safety Plan for identifying hazards and analyzing, assessing, and mitigating the safety risk of their potential consequences.

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.

Safety risk mitigation means a method or methods to eliminate or reduce the severity and/or likelihood of a potential consequence of a hazard.

Safety set-aside means the allocation of not less than 0.75 percent of assistance received by a large urbanized area provider under 49 U.S.C. 5307 to safetyrelated projects eligible under 49 U.S.C. 5307.

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

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

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service in any one non-fixed route mode 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.

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

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Transit Agency means an operator of a public transportation system that is a recipient or subrecipient of Federal financial assistance under 49 U.S.C. 5307 or a rail transit agency.

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.

Transit worker means any employee, contractor, or volunteer working on behalf of the transit agency.

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Urbanized area means, as defined under 49 U.S.C. 5302, an area encompassing a population of 50,000 or more that has been defined and designated in the most recent decennial census as an urban area by the Secretary of Commerce.

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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

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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)

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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;

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- 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. By reducing the number and rates of safety events, injuries, and assaults on transit workers; and
- Ensure externally supplied systems and services to support our operations are delivered meeting our safety performance standards.

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

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

The PTASP will include a safety risk reduction program to transit operations to improve safety performance by reducing the number and rates of safety events, injuries, and assaults on transit workers. The safety risk reduction program must at a minimum address reduction and mitigation of vehicular and pedestrian safety events, assaults on transit workers, and include the performance targets set by the safety solutions team. These performance targets must be based on a three-year rolling average of the data submitted to the National Transit Database(NTD) for all modes of public transportation.

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

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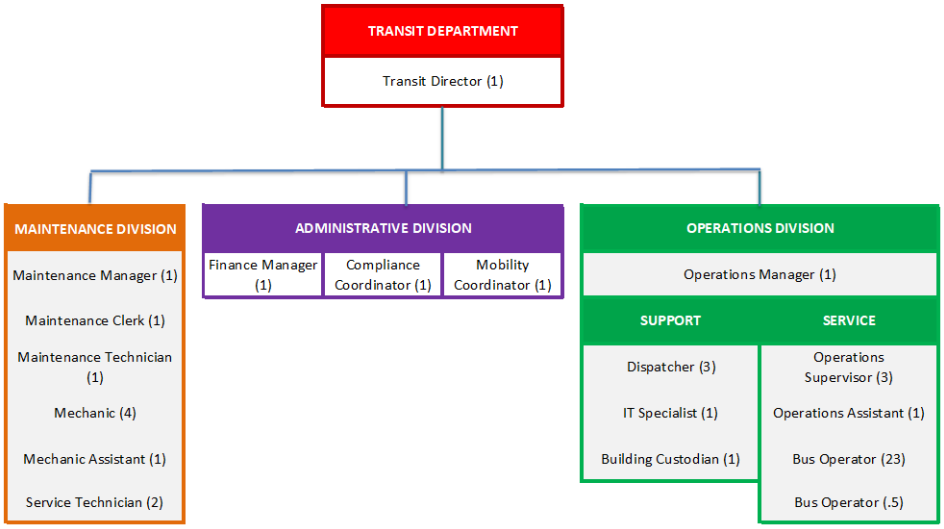
or other periodic reviews, including its annual self-certification of compliance. At minimum, annual self-certification will consist of review and approval by GBM's Safety Solutions Team, Accountable Executive, and the Transit Commission.

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

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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.
  - Should access technical experts, including other transit workers, to serve in an advisory capacity as needed; transit agency information, resources, and tools; and reviewing submission to the safety solutions team to support its deliberations.
  - The Safety Solutions Team will reach and record decisions.
  - Coordinate and communicate with the Accountable Executive and transit commission.
  - They are responsible for
    - Review and approve the transit agency's Public Transportation Agency Safety Plan and any updates as required at §673.11(a)(1)(i).
    - How meeting agendas and notices will be developed and shared, and how meeting minutes will be recorded and maintained.
    - Set annual safety performance targets for the safety risk reduction program as required §673.11(a)(7)(iii).Support operation of the transit agency's SMS by:
      - Identifying and recommending safety risk mitigations necessary to reduce the likelihood and severity of potential consequences identified through GBM's safety risk assessment, including safety risk mitigations associated with any instance where the transit agency did not meet an annual safety performance targe in the safety risk reduction program;.
      - Identifying safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended, including safety risk mitigations associated with any instance where GBM did not

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meet an annual safety performance target in the safety risk reduction program; and

- Identifying safety deficiencies for purposes of continuous improvement as required at § 673.27(d), including any instance where GBM did not meet an annual safety performance target in the safety risk reduction program..

- 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. This includes assaults, near misses, and unsafe acts. If a suggestion is approved by the Safety Solutions Team, it will be brought to the Transit Director for consideration.
- 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.

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- 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 narrowly avoided safety event 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.

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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 potential consequences (should there be an occurrence), and the level of exposure to the hazard. Taking into account existing safety risk mitigations to determine if the safety risk mitigation is necessary and to inform prioritization of safety risk mitigations. 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

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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 safety risk mitigation to an acceptable or tolerable level. GBM will further manage safety risks 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.

GBM with work with the safety solution team, FTA; and guidelines to prevent or control exposure to infectious diseases provided by the CDC or a State health authority. To address certain safety mitigations the safety solutions team will:

1. Consider mitigations to reduce visibility impairment for transit vehicle operators that contribute to accidents, including retrofits to vehicles in revenue service and specifications for future procurements that reduce visibility impairments.
2. Consider deployment of assault mitigation infrastructure and technology on transit vehicles and in transit facilities. Assault mitigation infrastructure and technology includes barriers to restrict the unwanted entry of individuals and objects into the workstations of bus operators.
3. Include mitigations relating to vehicular and pedestrian safety events involving transit vehicles or assaults on transit workers, based on a safety risk assessment.

In general, GBM will take the following safety actions to mitigate safety 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)

When the safety solutions team recommends a safety risk mitigation unrelated to the safety risk reduction program, and the Accountable Executive decides not to implement the safety risk mitigation, the Accountable Executive must prepare a written statement explaining their decision, pursuant to recordkeeping requirements at § 673.31.

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2.4 Safety Risk Prioritization

Once a hazard has been identified and the severity 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.

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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.

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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, assaults, unsafe acts, and concerns 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 the 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:

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- **Fatalities**
  1. Total number of reportable fatalities
  2. Rate of reportable fatalities per total vehicle revenue miles
  3. Rate of transit worker fatalities per total vehicle revenue miles
- **Injuries**
  4. Total number of reportable injuries
  5. Rate of reportable injuries per total vehicle revenue miles
  6. Rate of transit worker injuries per total vehicle revenue miles
- **Safety Events**
  7. Total number of major events
  8. Rate of major events per total vehicle revenue miles
  9. Rate of collisions safety events per total vehicle revenue miles
  10. Rate of pedestrian collision events per total vehicle revenue miles
  11. Rate of vehicular collision events per total vehicle revenue miles
- **System Reliability**
  12. Mean distance between major mechanical failures
- Assault on Transit Workers
  13. Total number of reportable assaults on transit workers
  14. Rate of assaults on transit workers per total vehicle revenue miles

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These safety performance measures are used to select improvement targets for these five 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.

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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

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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. To help identify any deficiencies in our SMS against GBM's safety performance targets.

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.

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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 safety performance targets are not met, GBM will work to identify why such targets were not met and what actions can be taken to minimize the gap in achieving defined targets. However, when targets are easily achieved, action will be taken to exceed expectations and re-establish a reasonable baseline.

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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

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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.

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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 training 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
7. De-escalation Training
8. Mental Health/Suicide Awareness

B. Safety Training for Operators

1. Current Trends in safety issues
2. Mobility Device Securement Training
3. Smith System
4. Driver Fatigue Awareness

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. Electric Arc Flash
12. Fall Protection
13. Fire Extinguisher
14. Fuel System
15. General Electrical Safety
16. Hazard Communications
17. Hearing Conservation Program
18. Lock Out & Tag Out
19. Parts Washer

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20. Personal Protective Equipment
21. Plow Trucks
22. Spills and Leaks
23. Forklift
24. Refrigerant
25. Respirator Fit
26. Respiratory Protection
27. Safe Lifting
28. Scissors Lift
29. 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.

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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

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PTASP Acknowledgement Form

I acknowledge that I have access to the fully approved Green Bay Metro Public Transportation Agency Safety Plan. This plan is always available in the Operations breakroom while Metro is in service. The binder contains various Metro plans and policies, with dates. I understand that I can request a copy of the plan and 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

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Report to the
Transit Commission
of the City of Green Bay

Green Bay METRO

MEETING DATE	PREPARED BY
May 21, 2025	Patricia Kiewiz, Transit Director

AGENDA ITEM # D.2

Discussion/Action: Green Bay Metro's 2026 Transit Asset Management Plan

BACKGROUND

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

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

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

RECOMMENDATION

Staff recommends approval of the GBM 2026 TAM Plan as presented.

FISCAL IMPACT

ATTACHMENTS

1. GBM TAM Plan 2026 - Transit Commission FINAL

2026
Transit Asset Management Plan

May 2025

Table of Contents

DEFINITIONS

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

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

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

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

Asset Management: A Strategic and systematic process of operating, maintaining, and improving physical assets, with a focus on both engineering and economic analysis based upon quality information, to identify a structured sequence of maintenance, preservation, repair, rehabilitation, and replacement actions that will achieve and sustain a desired state of good repair over the lifecycle of the assets at minimum practicable cost.

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

Coronavirus Aid, Relief, and Economic Security Act (CARES) of 2020: On March 27th, 2020, the CARES Act was signed into law providing support to industries affected by the COVID-19, including the transit industry.

*COVID-19***:** A mild to severe respiratory illness that is caused by a coronavirus, is transmitted chiefly by contact with infectious material or with objects or surfaces contaminated by the causative virus, and is characterized especially by fever, cough, and shortness of breath and may progress to pneumonia and respiratory failure.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

AGENCY OVERVIEW

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

GBM's inventory of revenue vehicles and capital assets include the following as of January 1, 2025:

- 30 fixed route buses
- 22 pieces of equipment ≥ $50,000
- One facility that includes administration/operations/vehicle storage/refueling & maintenance.

GBM contracts with a private provider for paratransit and microtransit (on demand) services. The private provider owns, operates, and maintains all vehicles used for the service.

- 12 revenue vehicles (VIA)

GBM subrecipient vehicles, funded with Section 5310. These vehicles are used to provide specialized transportation services for individuals with disabilities and older adults.

- 12 revenue vehicles (GBM/FTA)

INTRODUCTION

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

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

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

TAM PLAN ELEMENTS

As a Tier II public transportation provider, GBM has developed and implemented a TAM containing the following elements:
Asset Inventory Portfolio: An inventory of the number and type of capital assets to include Rolling Stock, Facilities, and Equipment.

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

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

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

Transit Asset Management & State of Good Repair: GBM's process of operating, maintaining, and improving physical assets, with analysis based upon quality information, to identify a structured sequence of maintenance, preservation, repair, rehabilitation, and replacement actions that will achieve and sustain a desired state of good repair over the lifecycle of the assets at minimum practicable cost.

ASSET INVENTORY PORTFOLIO

The following capital assets are owned and operated by GBM, with direct capital responsibility, and are comprised of: Rolling Stock, Equipment, and Facilities. At the time of this writing, GBM does not operate a passenger rail service. Therefore, GBM does not have any associated rail infrastructure in its asset portfolio.

Vehicles: GBM evaluated its fixed route rolling stock inventory of revenue vehicle capital items. GBM utilizes 14-years or 500,000 miles of useful life for TAM performance measures per FTA's Useful Life Age Benchmark (ULB). Ten (10) of the rolling stock fleet have met or exceeded their useful life benchmark.

Target for Vehicle—GBM retired six (6) 2009 buses in 2024 – three of these buses are tagged as replacements for round 3 of Volkswagen Mitigation Transit Capital Assistance Grant Program and three were disposed of in January 2025. GBM will be retiring ten (10) 2011 buses in 2025-2027. Two of these buses are tagged as replacements for the Federal Transit Administration Low- and No-Emission Grant Award. GBM received one (1) battery electric bus (BEB) in Feb 2025 and is slated to receive three (3) BEB in 2026 and two (2) BEB in 2027. This will increase the fixed route fleet to 32 in 2026. GBM has set the 2026 TAM performance target for fixed route rolling stock to only allow for 25 percent of the vehicles to meet or exceed useful life.

The following capital assets are demand response contracted provider revenue vehicles or subrecipient revenue vehicles.

Demand Response contractor vehicles for paratransit and microtransit (on demand) fall under the 4-year useful life and are owned, operated, and maintained by contractor. Contractor vehicles are assessed each contract term. Current paratransit and microtransit (on demand) service contracts ends in 2025.

Target for Contracted Service Provider—GBM does not set performance targets for these vehicles. Vehicle upgrades will be addressed with the new service contract for 2025-2030.

Subrecipient vehicles are FTA Section 5310 funded. These vehicles are operated and maintained by subrecipient(s) with a useful life of 4-years or 100, 000 miles with replacement schedule limited due to funding constraints.

Green Bay Metro currently has two (2) subrecipients with twelve (12) vehicles classified as light-duty small buses, cutaways, or modified vans. Eight (8) of these vehicles have met or exceeded useful life. Two (2) of these vehicles are slated as replacement vehicles for FY2024 & FY2025 Section 5310 grant awards.

Target for Subrecipient Vehicle—GBM has set a 2026 TAM performance target for cutaways of 67 percent and minivans/vans at 17 percent to meet or exceed useful life.

GBM evaluated its inventory of revenue vehicle capital items and divided all vehicle types into three categories: heavy duty bus, medium duty bus (cutaway), and light duty vehicles (auto/minivan/van/SUV). See Appendix C

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

Target for Equipment—GBM currently has seven (7) pieces of equipment that have met or exceed their useful life. The condition of these items has been examined in greater detail in the 2024 Conditional Assessment – Equipment form; if the condition of this equipment is deemed beyond its "state of good repair" in the TAM, then steps will be taken to get replacement equipment programmed in the Transportation Improvement Program (TIP). Items are forecasted in the current TIP, as required. Four pieces of equipment past their ULB are forecasted to be projects completed in 2025-2026. GBM has set the 2026 TAM performance target for non-revenue service vehicles and various equipment valued at $50,000 or higher at 27 percent to meet or exceed useful life.

Facilities: GBM evaluated the condition of the facility in its sponsored TAM plan using the Transit Economic Requirements Model (TERM) scale. GBM will use the FTA minimum useful life standard for facilities of 40 years, as stated in FTA. Circular 5010.1E, page IV-26. (Appendix E)

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

ASSET CONDITIONAL ASSESSMENT

GBM assesses the condition of its assets on an annual basis by utilizing the FTA TERM condition rating assessment scale.

Rating	Condition	Description
5	Excellent	No visible defects, new or near new condition, may still be under warranty if applicable
4	Good	Good condition, but no longer new, may be slightly defective or deteriorated, but is overall functional
3	Adequate	Moderately deteriorated or defective; but has not exceeded useful life
2	Marginal	Defective or deteriorated in need of replacement; exceeded useful life
1	Poor	Critically damaged or in need of immediate repair; well past useful life

This rating scale assigns a numerical value or rank based on the physical condition(s) presented by each individual asset throughout its life cycle. The rating scale is based on numbers 1 to 5, with five being new and one being poor. Assets with a rating of 2.5 or higher are considered to be in an SGR. All completed asset inspection forms are documented, and ratings are recorded on the GBM Fixed Asset List. The inspection process and documentation forms utilized to assess facility and vehicle assets are detailed in the following TAM companion documents:

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

DECISION-SUPPORT TOOLS AND MANAGEMENT APPROACH

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

Decision Support Tools: The following tools are used in making investment decisions:

Inspection Report—Individual inspection report documenting the condition of the asset.

Rolling Stock Report—Inventory report used to track all rolling stock inventories, including age, cost, and mileage. This assists in decisions by providing the ability to compare details about the various rolling stock vehicles.

Fixed Asset Inventory Report—Inventory report that shows rolling stock and all other equipment. GBM is able to utilize this report to see what is surpassing its useful life, the conditional rating, and the other investment opportunities GBM has.

INVESTMENT PRIORITIZATION

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

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

TRANSIT ASSET MANAGEMENT AND STATE OF GOOD REPAIR

Transit asset management is the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risk, and costs over their life cycles for the purpose of providing safe, cost-effective, and reliable public transportation. Green Bay Metro has developed this TAM to aide in:

- assessment of the current condition of capital assets;
- determine what condition and performance its assets should be in if they are not currently in a State of Good Repair (SGR);
- identify the unacceptable risks, including safety risks, in continuing to use an asset that is not in SGR;
- deciding how to best balance and prioritize reasonably anticipated funds (funds from all sources) towards improving asset condition and achieving as sufficient level of performance within those means.

State of Good Repair (SGR) Standards Policy—a capital asset is in an SGR when each of the following objective standards are met:

- If the asset is in a condition sufficient for the asset to operate at a full level of performance. An individual capital asset may operate at a full level of performance regardless of whether or not other capital assets within a public transportation system are in an SGR;
- The asset is able to perform its manufactured design function;
- The use of the asset in its current condition does not pose an identified unacceptable safety risk and/or deny accessibility;
- The asset's life-cycle investment needs have been met or recovered, including all scheduled maintenance and rehabilitation.

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

It is the belief of GBM that TAM implementation and monitoring provides a framework for maintaining an SGR by considering the condition of its assets in relation to the local operating environment. GBM has developed its SGR policies to account for the prevention, preservation, maintenance, inspection, rehabilitation, disposal, and replacement of capital assets. The goal of these policies is to allow GBM to determine and predict the cost to improve asset condition(s) at various stages of the asset life cycle,

while balancing prioritization of capital, operating and expansion needs. The two foundational criteria of SGR performance measures are *Useful Life Benchmark* (ULB) and *Condition*.

Useful Life Benchmark (ULB)—is defined as the expected lifecycle of a capital asset for a particular transit providers operating environment, or the acceptable period of use in service for a particular transit providers operating environment. ULB criteria are user defined, considering a provider's unique operating environment (service frequency, weather, geography).

When developing ULB, GBM recognized and considered the local operating environment of its assets within the service area, historical maintenance records, manufacturer guidelines, and the default asset ULB derived from the FTA. In most cases, if an asset exceeds its ULB, then it is a strong indicator that it may not be in a state of good repair.

Methodology—GBM reviews the inventory of federally funded vehicles, equipment, and facilities and uses age to ascertain a starting point for TAM targets.

- For equipment and rolling stock, age along with physical condition are used to calculate asset term scale rating.
- For GBM Transit facility, the median value approach is used to calculate the overall conditional rating. Median value is the middle value in a series. To determine the condition rating, GBM starts with the secondary ratings in each asset category.

PLAN REVIEW

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

NTD REPORTING

TAM Targets are reported to NTD annually for Green Bay Metro's rolling stock, equipment and facilities owned and operated and with direct capital responsibility, as required; effective 2018.

CONCLUSION

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

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

- Limit safety risks;

- Justify investments;
- Increase system reliability and accessibility;
- Lower maintenance costs;
- Increase system performance.

CONTACTS

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Finance Manager—Sherry Schuh (920) 448-3453 sherry.schuh@greenbaywi.gov

ADOPTION AND REVISION HISTORY – GREEN BAY TRANSIT COMMISSION

Adopted and approved by the Green Bay Transit Commission on July 18, 2018.
Revised and updated by the Green Bay Transit Commission on August 21, 2019.
Revised and updated by the Green Bay Transit Commission on June 17, 2020
Revised and updated by the Green Bay Transit Commission on, April 21, 2021
Appendixes updated by the Green Bay Transit Commission on, June 15, 2022
Revised and updated by the Green Bay Transit Commission on July 19, 2023
Amended by the Green Bay Transit Commission on August 16, 2023
Revised and updated by the Green Bay Transit Commission June 19, 2024
Revised and updated by the Green Bay Transit Commission on May 21, 2025

PLAN APPROVAL – ACCOUNTABLE EXECUTIVE

Approved by: Patricia Kiewiz, Green Bay Metro Accountable Executive

APPENDIX A—5310 SUPRECIPIENT LIST

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

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

APPENDIX B—TAM GOALS

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

Safety Risks—Number of preventable accidents per 100,000 revenue miles (FR)

- 2024 Goal—1.00
- **2024 Actual— 2.44**
- 2025 Goal—2.00
- 2026 Goal—2.00

System Reliability—On time performance, by mode (FR)

- 2024 Goal—90%
- **2024 Actual— 79%**
- 2025 Goal—87%
- 2026 Goal—90%

Maintenance Resources—Number of vehicles out of service for 30 or more days (FR)

- 2024 Goal—1
- **2024 Actual—7**
- 2025 Goal—5
- 2026 Goal—5
  (The number of vehicles out of service for 30 or more days is higher due to supply demands.)

System Performance—Missed trips due to major breakdown (FR)

- 2024 Goal—5
- **2024 Actual—3**
- 2025 Goal—4
- 2026 Goal—3

APPENDIX C—VEHICLES

The chart below shows the results of GBM's January **2025** findings:

Vehicle Type	Vehicle Count	ULB	No. of Vehicles Met or Exceeded ULB
*Heavy Duty Bus	30	14	10
Light-Duty Mid-Sized Bus	0	5	0
**Light-Duty Small Bus, Cutaways, & Modified Vans	24	4	20
Total	**54**		**30**
		Percentage of Revenue Fleet Beyond ULB	**55.6%**

**2009 buses (6) are retired, waiting on disposal and are not included in the vehicle count.*

*** Green Bay Metro's microtransit and paratransit contractor, VIA, operates 12 vehicles.*

Subrecipients Curative Connections (11) and Disabled American Veterans (1) operate the remaining vehicles.

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

Vehicle Type	Percent of Fleet Met or Exceeded ULB	Conditional Rating (Avg)	Assessment Date	2025 Goal	2026 Goal
Bus (10/30)	33%	3-Adequate	12/17/2024	32%	25%
Cutaway - Subrecipient (6/6)	100%			80%	67%
Minivan-Van - Subrecipient (2/6)	33%			29%	17%
Cutaway - Contractor (6/6)	100%				
Minivan-Van - Contractor (6/6)	100%				
Grand Total (54)					

**Green Bay Metro will be adding its first electric bus to its fleet in 2025 and will be acquiring three additional electric buses in 2026.*

***Contractor vehicles to be upgraded with 2025 paratransit - microtransit contract.*

APPENDIX D—EQUIPMENT

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

**Age is established with CY2025

Asset Category	Equipment Type	ULB	ULB Remaining	Age	Year Acquired	Conditional Rating	Assessment Date
Mach & Equip	Ride-On Floor Scrubber	7	(4)	11	2013	2-Marginal	12/17/2024
	Bobcat—Tool cat w/ broom & spreader	10	2	8	2016	3-Adequate	12/17/2024
Comm Equip	Radio System	10	(22)	32	1992	1-Poor	12/17/2024
	Motorola Radio Comm Equip	10	(2)	12	2012	1-Poor	12/17/2024
	Equans CAD/AVL	5	4	1	2024	5-Excellent	12/17/2024
	Verkada Video Surveillance System	5	5	0	2024	5-Excellent	12/17/2024
Fare Collect	GFI Odyssey Farebox System	10	(4)	14	2010	1-Poor	12/17/2024
	Fare System Upgrades	5	3	2	2022	4-Good	12/17/2024
Fuel System	Fuel System (not software)	15	(9)	24	2001	4-Good	12/17/2024
Facility Equip	Vacuum Equipment	15	(9)	24	2001	2-Marginal	12/17/2024
	Bus Wash	15	4	11	2013	2-Marginal	12/17/2024
	Lift – Door 7	15	14	1	2023	5-Excellent	12/17/2024
	Lift—Door 5	15	14	1	2023	5-Excellent	12/17/2024
	Lift—Service Bay	15	14	1	2023	5-Excellent	12/17/2024
	Parallelogram Lift—Wash Bay	12	11	1	2023	5-Excellent	12/17/2024
Facility Site	Driveway Expansion	15	9	6	2018	4-Good	12/17/2024
	Facility Security Gates	15	13	2	2022	4-Good	12/17/2024

*17 pieces of equipment * 35.3% exceeded ULB * Average age of equipment 9 years * Average Rating 3.4

*5 of the 6 pieces of equipment that have exceeded their ULB are part of the Transportation Improvement Plan (TIP) and are being addressed. (See Investment Prioritization—Appendix F.)

2026 TAM performance goal for equipment not to exceed 13 percent past useful life.

Green Bay Metro has separated out the service trucks and non-revenue vehicles to assess goals separately per NTD.

Asset Category	Equipment Type	ULB	ULB Remaining	Age	Year Acquired	Conditional Rating	Assessment Date
Maint Veh	F-350 Service Truck w/ spreader & plow	7	(2)	9	2015	3-Adequate	12/17/2024
	F-350 Service Truck w/plow, liftgate, safety equip	7	7	0	2024	5-Excellent	12/17/2024

*2 Service Trucks * 50% exceeded ULB * Average age of trucks 4.5 years * Average Rating 4

Asset Category	Equipment Type	ULB	ULB Remaining	Age	Year Acquired	Conditional Rating	Assessment Date
Non-Rev	Ford Explorer – Service Vehicle	7	1	6	2018	4-Good	12/17/2024
	Ford Edge – Service Vehicle	7	1	6	2018	4-Good	12/17/2024
	Ford Edge – Service Vehicle	7	1	6	2018	4-Good	12/17/2024

*3 Non-Revenue Service Vehicles * 0% exceeded ULB * Average age of vehicles 6 years * Average Rating 4

Green Bay Metro has two (2) service trucks and three (3) non-revenue service vehicles. Of these five vehicles, one (1) has met or exceeded its ULB. The three non-revenue vehicles will meet ULB in 2025. GBM intends to reduce the non-revenue service fleet from three to two vehicles and would like to replace one of these vehicles with an electric option as funding becomes available.

2026 TAM performance goal for service trucks is projected to be 50% past ULB and non-revenue service vehicles is projected to be 100% past ULB.

APPENDIX E—FACILITY

The chart below shows the results of our findings from the most recent facility conditional assessment:

Year Acquired 2001	24 Years Old	
Transportation Facility	**Rating**	**Assessment Date**
Substructure	4-Good	12/17/2024
Shell	3-Adequate	12/17/2024
Interior	4-Good	12/17/2024
Plumbing	3.5-Adequate	12/17/2024
HVAC	4-Good	12/17/2024
Fire Protection	4-Good	12/17/2024
Electrical	4-Good	12/17/2024
Equipment	5-Excellent	12/17/2024
Median Value equals	**3.75**	

APPENDIX F—INVESTMENT PRIORITIZATION

Green Bay Metro transit facility, rolling stock, and equipment inventory is monitored by the Maintenance Manager who inspects, maintains, and coordinates corrective actions when warranted with the approval of the Transit Director. Best judgement and experience are used to prioritize needs and capitalize critical issues. A decision is made on how to best balance and prioritize reasonably anticipated funds to be used towards improving asset conditions and achieving a sufficient level of performance within those means.

The intent of the **conditional assessment** is to assess the overall physical condition of capital assets. Inspections are completed by qualified persons, as determined by GBM, to evaluate the field observed conditions and decide on the impacts of the conditions on the performance of the asset with a structural or detailed review. The table below shows the results for 2024.

Category	Subcategory	Value	Assessed Date	Excellent	Good	Adequate	Marginal	Poor
Equipment	Machine & Equipment	135,000	12/17/2024			50%	50%	
	Communication Equipment	947,700	12/17/2024	50%				50%
	Fare Collecting Equipment	1,200,000	12/17/2024		50%			50%
	Fuel System - Tanks/Piping	250,000	12/17/2024		100%			
Non-Revneue Vehicles	Non-Revneue Admin/Ops	84,974	12/17/2024		100%			
	Non-Revenue Service Vehicles	125,000	12/17/2024	50%		50%		
Rolling Stock	35 foot buses (26)	13,000,000	12/17/2024		35%	15%	50%	
	40 foot buses (6)	3,000,000	12/17/2024			100%		
	29 foot buses (4)	1,928,000	12/17/2024	100%				
Transit Facility	Substucture		12/17/2024		100%			
	Shell	1,000,000	12/17/2024		33%	33%	33%	
	Interiors		12/17/2024		100%			
	Plumbing		12/17/2024		50%	50%		
	HVAC	816,286	12/17/2024	20%	60%	20%		
	Fire Protection		12/17/2024		67%	33%		
	Electrical	741,011	12/17/2024	25%	75%			
	Equipment	2,215,121	12/17/2024	57%		14%	29%	
	Site	5,452,247	12/17/2024	13%	38%		50%	

After assessing capital items for a conditional rating and useful life, a critical rating is assigned based on the critical consequence of a potential failure happening and the likelihood of that failure occurring. There are three critical risk categories: High (16-25), Medium (9-15), or Low (1-8). Each is ranked based on first determining how severe the potential failure could be and then assessing the likelihood. Example: Bus is determined to have a potential Important Failure (3) and it is assessed that the likelihood of this occurring is Probable (4). 3 x 4 = 12 This would be a medium risk. See the scale below.

Critical Consequence of Failure	Vulnerability – Likelihood of Failure
5 – Major	5 – Almost Certain
4 – Significant	4 – Highly Probable
3 – Important	3 – Could Occur
2 – Minor	2 – May Happen (if multiple circumstances are met)
1 – Very Minor	1 - Unlikely

Equipment, Service Trucks, and Non-Revenue Service Vehicles Category has seven (7) pieces of equipment that have exceeded their useful life:

- Facility Equipment—Vacuum equipment (1)is starting to need more frequent repairs but is still functional—critical rating of Low. This item is currently on the Transportation Improvement Plan (TIP) but will be addressed as its functionality declines.
- Machine & Equipment—Ride on Floor Scrubber (1) has been determined to run and operate as expected for age. It has no major mechanical issues, but it has components that are becoming very

rusty, and it is expected that it will need major overhaul or replacement in the next few years. This item is on the TIP—critical rating of Low.

- Communications Equipment—Radio Communication System (2) equipment is near end of support from manufacturer but is still functional—critical rating of Medium. This item is on the TIP.
- Fare Collecting Equipment—Farebox System (Odyssey) (1) requires more maintenance and some parts are no longer being produced. Manufacturer will no longer be able to service fareboxes—critical rating of High.
- Fuel System (1) mechanically operates correctly, but software is beginning to develop issues. This item is on the TIP—critical rating of Medium.
- Non-Revenue Service Truck—F-350 W/ Spreader & Plow (1)—is mechanically good but is showing cosmetic damage—critical rating of Low.

Rolling Stock has six (6) buses that have been retired, and ten (10) buses that have met or exceeded their useful life.

- Buses 901,902, 903, 905, 906, and 909 have been retired.
  a. 902, 905, and 906 were disposed of January 2025.
  b. 901, 903, and 909 are replacement buses for Volkswagen Mitigation Grant.

- Buses 1101-1110 require more maintenance with some major mechanical failures.
  a. 1102 and 1104 are replacement buses for Low- and No-Emissions Grant.
  b. 1101, 1103, and 1105-1110 are tagged for retirement in 2025-2027—critical rating of Medium.

Funding—Prioritization of funding looks at the remaining life of the asset, the term scale and critical risk scale rankings. Once this has been determined, the funding available is designated based on need.

Life Remaining	Rating	Critical	Asset Category	Estimated Cost	Project Year
-	2	Medium	2011 Buses (10)	5,000,000.00	To Be Retired
(4)	1	High	Farebox Odyssey System	750,000.00	
(9)	1	Medium	Fuel System - Dispenser & Mgmt Software	80,000.00	FY2025
Part of Building			Facility Roof	1,000,000.00	FY2027
(9)	2	Low	Vacuum Equipment	100,000.00	
(22)	1	Medium	Bus Radio System	195,000.00	FY2025
(2)	1	Medium	Motorola Radio Communication Equip	195,000.00	FY2025
Part of Facility Site			Transtit Way Resurfaceing	2,600,000.00	FY2026
(4)	2	Low	Ride On Floor Scrubber	75,000.00	FY2025
(2)	3	Low	Maintenance Truck with spreader and plow	65,000.00	

Most of the items listed above have been added to the Transportation Improvement Plan (TIP) and are being addressed.

Report to the
Transit Commission
of the City of Green Bay

MEETING DATE	PREPARED BY
May 21, 2025	Patricia Kiewiz, Transit Director

AGENDA ITEM # E.1

Operational Reports

BACKGROUND

Green Bay Metro's staff will present the Commission with the monthly operational reports.

RECOMMENDATION

No action is necessary.

FISCAL IMPACT

ATTACHMENTS

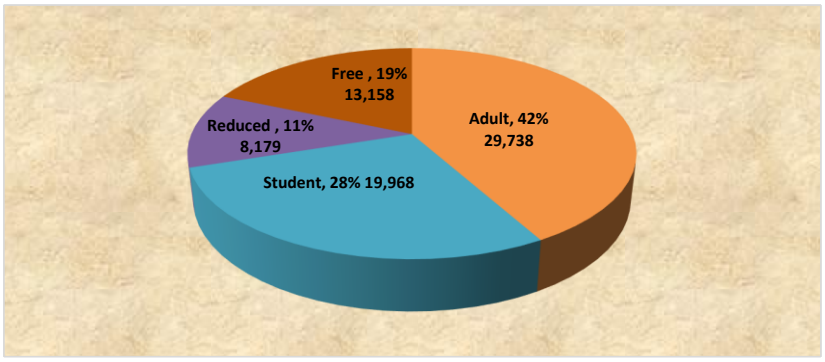
1. 03.Mar 2025 Ridership
2. 03.Mar 2025 Micro KPIs

Fixed Route Ridership

	ADULT	STUDENT	*REDUCED	*FREE	MONTHLY FIXED ROUTE	YTD FIXED ROUTE
March 2024	26,739	17,323	8,100	12,562	64,724	206,697
March 2025	24,602	19,576	7,727	13,125	65,030	191,281
Difference	(2,137)	2,253	(373)	563	306	(15,416)
	-8%	13%	-5%	4%	0%	-7.5%

Microtransit On Demand Ridership

	ADULT	STUDENT	*REDUCED	*FREE	MONTHLY ON DEMAND	YTD ON DEMAND
March 2024	5,466	550	362	32	6,410	17,287
March 2025	5,136	392	452	33	6,013	16,690
	(330)	(158)	90	1	(397)	(597)
	-6%	-29%	25%	3%	-6%	-3.5%



YTD PASSENGERS
207,971

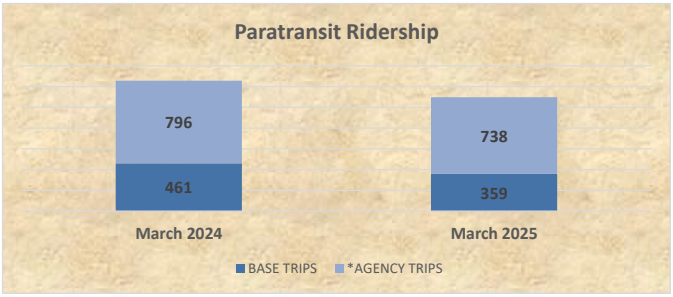
**Reduced fare program is for individuals who are age 65 and older, Medicare recipients, and individuals with qualifying disabilities.*

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

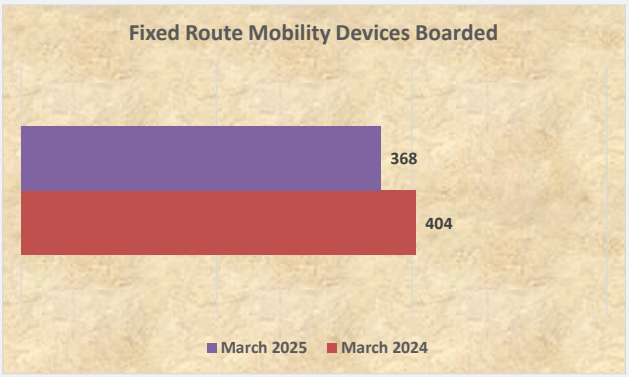
Paratransit Ridership

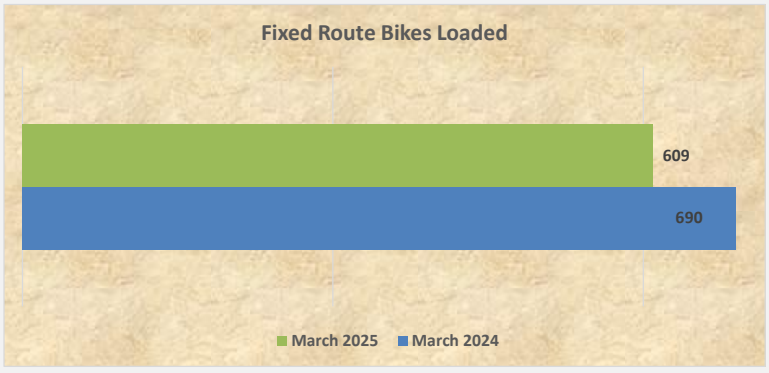
	BASE TRIPS	*AGENCY TRIPS	TOTAL TRIPS	YTD
March 2024	461	796	1,257	3,680
March 2025	359	738	1,097	3,216
Difference	(102)	(58)	(160)	(464)
	-22.1%	-7.3%	-12.7%	-12.6%

**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).*



On Time Performance:	***95.6%***
Completed Trips:	*1097*
Completed On Time Trips:	*1048*
Completed Late Trips - 0-6 mins	*37*
Completed Late Trips - 6-30 mins	*12*
Completed Late Trips > 30 mins	0
Late Cancellations and No Show Trips	23



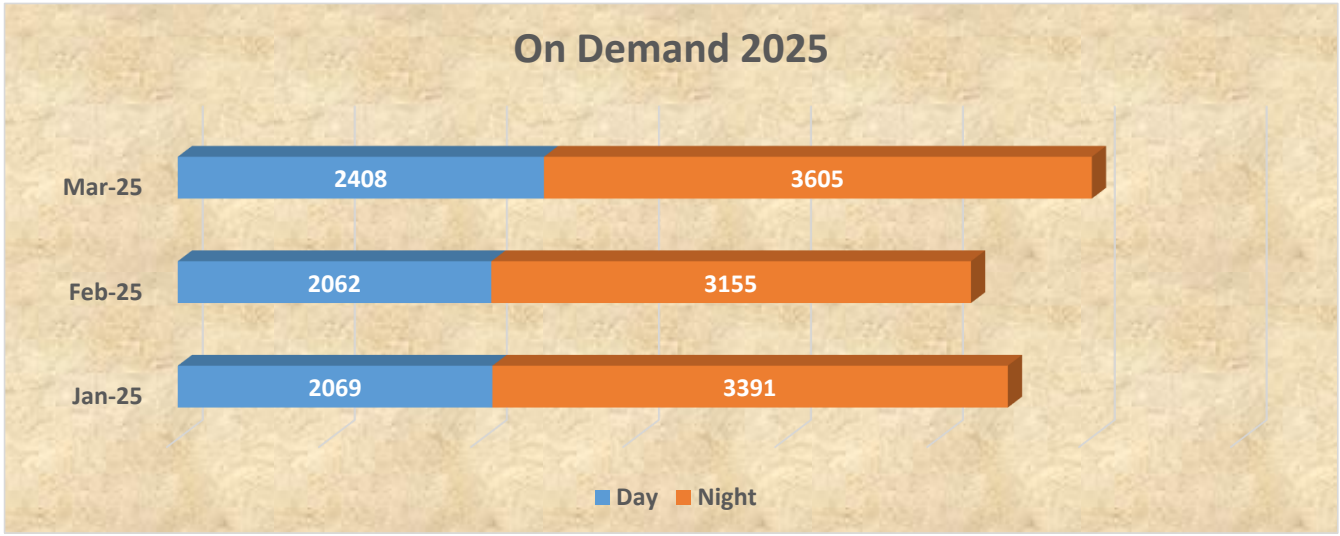


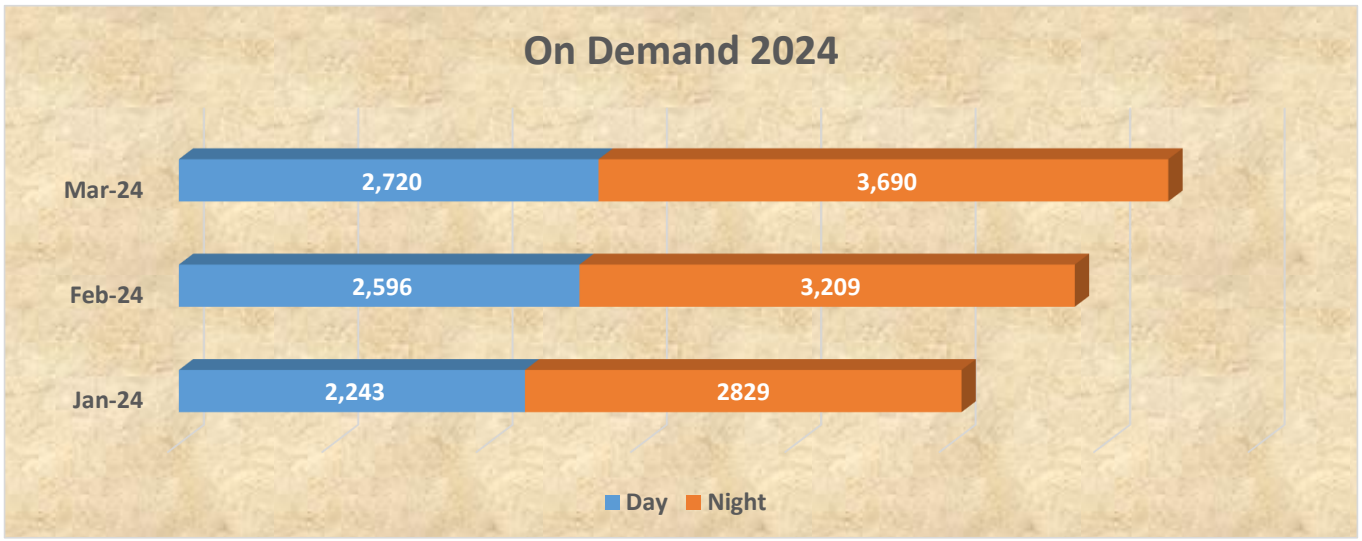
49 CRF 37.131 - Service Criteria for Complementary paratransit (c) (4) The entity may charge a fare higher than otherwise permitted by this paragraph to a social service agency or other organization for agency trips (i.e., trips guaranteed to the organization).

GBM On Demand Ridership

March 2025

	Day Service	Night Service	Total	YTD	Target
Passengers	2,408	3,605	6,013	16,690	
Operating Hours	1,403	541	1,943	5,401	
Passengers per Operating Hour	1.72	6.67	3.09	3.09	3.0
Average Customer Wait Time (minutes)	14.83	30.22	24.17		<20.0
On-Time Pickups	88%	67%	75%		95%





Day Service	Monday - Friday	5:15 am -6:45 pm	Saturday	7:45 am - 1:45 pm
Night Service	Monday - Friday	6:45 pm - 11:30 pm	Saturday	1:45 pm - 7:45 pm

Report to the
Transit Commission
of the City of Green Bay

MEETING DATE	PREPARED BY
May 21, 2025	Patricia Kiewiz, Transit Director

AGENDA ITEM # E.2

Financial Reports

BACKGROUND

Director Kiewiz will provide an update on Metro finances through March 2025.

RECOMMENDATION

No action is necessary.

FISCAL IMPACT

ATTACHMENTS

1. 03.Mar - Financials

Green Bay METRO

Green Bay Metro Transit Commission
Financial Report
March 2025

EXPENSES

ACCOUNT DESCRIPTION	2025 Jan-Mar	2024 Jan-Mar	+/-	%	2025 BUDGET	% OF BUDGET
Wages & Salaries	**525,267.52**	**499,242.76**	26,025	5.2%	**2,765,438**	**19.0%**
Fringe Benefits	**247,321.10**	**239,661.97**	7,659	3.2%	**1,830,692**	**13.5%**
Other Employment Expenses	**12,954.51**	**7,322.00**	5,633	76.9%	**68,932**	**18.8%**
Contract Services	**20,159.28**	**19,656.45**	503	2.6%	**424,140**	**4.8%**
Materials & Supplies	**99,593.44**	**101,752.46**	(2,159)	-2.1%	**643,436**	**15.5%**
Building & Equip Maintenance	**52,530.43**	**102,665.70**	(50,135)	-48.8%	**234,100**	**22.4%**
Utilities	**35,592.54**	**56,877.77**	(21,285)	-37.4%	**235,106**	**15.1%**
Insurance	**122,934.00**	**130,736.00**	(7,802)	-6.0%	**158,827**	**77.4%**
Miscellaneous	**41.00**	**43.20**	(2)	-5.1%	**250**	**16.4%**
Paratransit Services	**84,242.79**	**82,390.81**	1,852	2.2%	**1,072,447**	**7.9%**
Microtransit Services	**297,204.31**	**289,799.00**	7,405	2.6%	**2,170,063**	**13.7%**
Subrecipient Expenses	**-**	**-**	-	0.0%	**-**	**0.0%**
TOTAL	**1,497,840.92**	**1,530,148.12**	**(32,307)**	**-2.1%**	**9,603,432**	**15.6%**

ORIGINAL BUDGET

REVENUES

ACCOUNT DESCRIPTION	2025 Jan-Mar	2024 Jan-Mar	+/-	%	2025 BUDGET	% OF BUDGET
Federal Operating Asst	**-**	**-**	-	0.0%	**2,833,013**	**0.0%**
State Operating Asst	**-**	**-**	-	0.0%	**2,833,013**	**0.0%**
Other Local Municipalities	**166,312.37**	**137,732.59**	28,580	20.8%	**665,249**	**25.0%**
Green Bay	**324,999.99**	**324,999.99**	-	0.0%	**1,934,650**	**16.8%**
Farebox Revenue-Fixed Route	**111,273.43**	**105,196.54**	6,077	5.8%	**710,000**	**15.7%**
Farebox Revenue-Paratransit	**48,634.00**	**50,362.00**	(1,728)	-3.4%	**269,500**	**18.0%**
Farebox Revenue-Microtransit	**6,026.00**	**4,618.00**	1,408	30.5%	**-**	**0.0%**
College Program Fares	**3,823.00**	**2,536.00**	1,287	50.7%	**-**	**0.0%**
TMI Refund	**9,548.00**	**9,454.00**	94	1%	**-**	**0.0%**
Non-Transportation Revenue	**34,654.96**	**10,215.98**	24,439	239.2%	**9,100**	**380.8%**
State Fuel Refund	**3,959.82**	**3,736.30**	224	6.0%	**-**	**0.0%**
Advertising	**23,824.08**	**21,706.56**	2,118	9.8%	**110,000**	**21.7%**
Intercity Bus Commissions	**1,500.00**	**1,500.00**	-	0.0%	**6,000**	**25.0%**
Partnership Contributions	**8,106.00**	**8,106.00**	-	0.0%	**232,908**	**3.5%**
TOTAL	**742,661.65**	**680,163.96**	**62,498**	**9.2%**	**9,603,432**	**7.7%**

KEY PERFORMANCE INDICATORS (KPI)

Operating Days	76	77	(1.0)	-1.3%	307
Revenue Miles	159,420	166,154	(6,734)	-4.1%	672,554
Revenue Hours	10,843	11,049	(206)	-1.9%	45,552
Unlinked Passenger Trips	191,281	206,697	(15,416)	-7.5%	934,849
Revenue / Cost	**49.6%**	**44.5%**			100%
Farebox Revenue / Mile	0.70	0.63	0.06	10.2%	1.06
Farebox Revenue / Pass Trip	0.58	0.51	0.07	14.3%	0.76
Farebox Revenue / Hour	10.26	9.52	0.74	7.8%	15.59
Passenger / Mile	1.20	1.24	(0.04)	-3.5%	1.39
Cost / Mile	7.00	6.97	0.03	0.5%	9.46
Cost / Passenger Trip	5.84	5.60	0.23	4.2%	6.80

*Insurance is [NET] TMI

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

Report to the
Transit Commission
of the City of Green Bay

MEETING DATE	PREPARED BY
May 21, 2025	Patricia Kiewiz, Transit Director

AGENDA ITEM # E.3

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