



AGENDA OF THE TRANSIT COMMISSION

**WEDNESDAY, JUNE 18, 2025, 8:15 AM
TRANSIT
901 University Ave**

A. Roll Call.

1. Members: 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 agenda for the Wednesday, June 18, 2025, meeting of the Transit Commission.

C. Approval of Minutes.

1. Approval of the minutes from the May 21, 2025, meeting.

D. Regular Business.

1. Discussion/Action: Green Bay Metro Severe Weather Policy

E. Informational.

1. 2024 WisDOT Transit System Management Performance Final Review
2. Operational Reports
3. Financial Reports
4. Director's Report
5. Next Transit Commission Meeting: July 23, 2025 at 8:15am.

F. Adjournment.

1. Adjournment for the Wednesday, June 18, 2025, meeting of the Transit Commission.

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



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

June 18, 2025

PREPARED BY

Becky Fleck, Transit Staff

AGENDA ITEM # C.1

Approval of the minutes from the May 21, 2025, meeting.

BACKGROUND

Minutes from the meeting held on May 21, 2025.

RECOMMENDATION

Staff recommends approval of the minutes from the May 21, 2025, meeting.

FISCAL IMPACT

ATTACHMENTS

- I. Transit Commission 5-21-2025



MINUTES OF THE TRANSIT COMMISSION

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

A. ROLL CALL.

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

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

Excused: Terri Refsguard

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

B. APPROVAL OF THE AGENDA.

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

Moved by Randy Scannell, seconded by Alderman Craig Stevens to approve the May 21, 2025 agenda. Motion carried.

Yes – Roger Kolb, Kevin Kuehn, Hector Rodriguez, and Michael Conley-Kuhagen

No – None, Abstain - None

C. APPROVAL OF MINUTES.

- I. Approval of Transit Commission minutes from April 16, 2025.

Moved by Randy Scannell, seconded by Kevin Kuehn to approve the April 16, 2025, minutes. Motion carried.

Yes – Roger Kolb, Hector Rodriguez, Michael Conley-Kuhagen, and Alderman Craig Stevens

No – None, Abstain - None

D. REGULAR BUSINESS.

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

Director Kiewiz shared the Public Transit Agency Safety Plan (PTASP). This is a working document that the Safety Solution Team reviews and approves quarterly. The PTASP was updated with the new changes to the 49 CFR.

P. Kiewiz stated this plan has been approved by the Safety Solutions Team this month.

No further comments were made.

Moved by Kevin Kuehn, seconded by Randy Scannell, to approve the Green Bay Metro's Public Transit Agency Safety Plan (PTASP) as presented. Motion carried.

Yes - Roger Kolb, Michael Conley-Kuhagen, Hector Rodriguez, and Alderman Craig Stevens

No- None, Abstain- None

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

Director Kiewiz stated Metro is required by Federal Transit Administration (FTA) guidelines for all transit agencies that own, operate, or manage capital assets used in the provision of public transportation and receive federal financial assistance under 49 U.S.C. Chapter 53, either as recipients or subrecipients, must develop a TAM plan. This plan layouts how capital assets will be tracked, monitored and the process for replacement. Modifications to this plan will be made annually. Green Bay Metro's investment projects were shared with the commission, showing the life remaining and project updates.

P. Kiewiz shared under 5310, Curative is a subrecipient of that program and we oversee their fleet.

Moved by Alderman Craig Stevens, seconded by Kevin Kuehn to approve the revised Green Bay Metro's 2026 Transit Asset Management (TAM) Plan. Motion carried.

Yes - Roger Kolb, Michael Conley-Kuhagen, Hector Rodriguez, and Randy Scannell

No- None, Abstain- None

E. INFORMATIONAL.

1. Operational Reports

Director Kiewiz stated ridership shows a decline. However, we are working on reporting errors that have been discovered.

No further discussion was held.

2. Financial Reports

Director Kiewiz provided an overview of the financial report. No concerns or comments at this time.

No further discussion was held.

3. Director's Report

Director Kiewiz shared that she recently returned from WIPTA in DC on Capitol Hill. She stated many good discussions took place.

Kevin Kuehn asked if there would be transit cuts to our operation or fleet expenses.

P. Kiewiz shared that many elected officials are in the dark, and there are a lot of unknowns. Things have been moving very slowly, and they have been going back and pulling away from other projects.

P. Kiewiz shared that we had our State Management Review and will be sharing the results at the next commission meeting.

P. Kiewiz stated we are currently only 2 short for operators and have a vacant position in dispatch. We received around 90 applications for dispatch and will be having interviews shortly.

P. Kiewiz shared a review of the NFL Draft. Green Bay metro provided under 20,000 rides that weekend. Service was good and there were no issues.

No further discussion was had.

4. Next Transit Commission Meeting: June 18, 2025 at 8:15am.

F. ADJOURNMENT.

Motion by Randy Scannell, seconded by Kevin Kuehn, to adjourn at 8:51 a.m. Motion carried.

Yes – Roger Kolb, Michael Conley-Kuhagen, Hector Rodriguez, Alderperson Craig Stevens.

No – None. Abstain - None



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

June 18, 2025

PREPARED BY

Patricia Kiewiz, Transit Director

AGENDA ITEM # D.1

Discussion/Action: Green Bay Metro Severe Weather Policy

BACKGROUND

Annually, the Green Bay Metro staff reviews the Green Bay Metro Severe Weather Policy.

Modifications have been made to reflect current routes.

The policy has been updated to ensure compliance with federal regulations and as part of Metro's overall safety program.

RECOMMENDATION

Staff recommends approval of the Green Bay Metro Severe Weather Policy.

FISCAL IMPACT

ATTACHMENTS

- I. Severe Weather 6-2025



Severe Weather Policy

JUNE 2025

The purpose of this policy is to ensure the safety of both employees and the public by providing an action plan to follow in case of an emergency.

The following information is intended to provide a better understanding of our Severe Weather Policy plan and the personal action required following a tornado warning:

1. During a tornado warning, management, along with the Dispatcher, will continuously monitor the storms movement. During the tornado warning, the radio will remain on "MAIN". This will facilitate immediate full communication throughout the system. Operators should minimize radio usage as much as possible.
2. The Dispatcher will alert all buses in service at the time of the tornado warning. The Dispatcher will announce the official warning, the immediate need to seek shelter, and if possible, the length of time the warning will last. Operators should immediately notify Dispatch of their shelter location and seek shelter after receiving the warning. If communication with the Dispatcher cannot be made prior to seeking shelter, the Operator is to secure their bus appropriately and use their best judgement in seeking immediate shelter for his/herself and their passengers.

Management will work with dispatch to notify all employees in the facility of the tornado warning by using the phone system or in person.

3. Operators should contact the Dispatcher if a tornado is sighted or if a warning siren is heard prior to the Dispatcher's general announcement. It is possible, depending on where the bus is on route, that the operator may hear the warning siren before dispatch. The tornado warning will be transmitted multiple times to ensure that all operators receive the entire message and to minimize the need for an operator to attempt radio contact with the dispatch.
4. The Dispatcher will provide the following information when a **severe weather** warning is in effect:
 - a. Advise as to the degree of severe weather. Examples include a tornado watch or a tornado warning. The announcement will be made multiple times to ensure complete coverage.
 - b. If Brown County receives a tornado warning, all operators will be advised as to the location and direction of reported sightings. All operators will also be advised to seek shelter immediately after the tornado warning has been issued. The length of time that the warning will be in effect will be communicated. Operators should not

leave shelter locations and go back to their bus prior to the end of the warning period.

Avoid seeking shelter at locations that pose immediate danger. The following list represents specific locations to avoid: gasoline stations, parking lots, construction sites, antennas, high voltage lines, power poles, power transmission stations, buildings with glass exteriors, trees, etc.

Examples of proper shelter include cellars, overpasses, underground walkways, steel-framed or reinforced concrete buildings, ditches, depressions in the earth, etc. Avoid rooms with glass windows. Do not seek shelter under the bus. Do not return to your bus until the tornado warning has passed.

If time does not allow the Operator to seek a safe location for shelter, then the Operator should advise all passengers, including his/herself, to get as low as possible in the bus, and cover their head.

5. To maintain control during a tornado situation, you must:
 - a. Receive and understand tornado warning information provided.
 - b. Operators should advise their passengers of the tornado warning and of safety procedures. Communicate the situation to your passengers in a calm and controlled manner.
 - c. Seek safe shelter along your route (see attached shelter list by route).
 - d. Request that all passengers evacuate your bus (you cannot force anyone to leave) and proceed to a safe shelter in the immediate area. Inform passengers that if they refuse to leave, they will be assuming all risks involved, if personal injury occurs.
 - e. Remain at the shelter location until the communicated "all clear" time has been reached. Inform passengers that the warning is over and that you are preparing to resume service.
6. Passengers that use wheelchairs or other personal mobility aids should be evacuated the same as non-disabled passengers. Wheelchair evacuations should take place through the front door while non-disabled passengers exit through the rear doors.
7. During severe weather or torrential downpours, operators should pull over the bus in a safe area until it is okay to proceed. Notify dispatch of your location.

EXAMPLE SHELTER LOCATIONS

Below is a list of various locations that may be used as potential shelters along each route. *This list should not be assumed as the only available options.* Operators may select any store, church, hospital, or other public facility and should make their best judgement call for their safety as well as their passengers.

Route #1 Pink Line

- Bellin Hospital 744 S. Webster Ave, Green Bay, WI 54301
- St. Vincent Hospital 835 S. Van Buren St, Green Bay, WI 54301
- Kroc Center 1315 Lime Kiln Rd, Green Bay, WI 54311

Route #2 Orange Line

- St. Peter and Paul 710 N. Baird Ave, Green Bay, WI 54302
- University Avenue Market 2080 University Ave, Green Bay, WI 54302
- Festival Foods 2430 University Ave, Green Bay, WI 54302

Route #3 Silver Line

- Neville Public Museum 210 Museum Pl, Green Bay, WI 54303

Route #4 Blue Line

- Neville Public Museum 210 Museum Pl, Green Bay, WI 54303
- ADRC 300 S. Adams St, Green Bay, WI 54301
- City Hall 100 N. Jefferson St, Green Bay, WI 54301
- St. Mary's Hospital 1726 Shawano Ave, Green Bay, WI 54303
- Aspiro 1673 Dousman St, Green Bay 54303

Route #5 Yellow Line

- Bellin Hospital 744 S. Webster Ave, Green Bay, WI 54301
- St. Vincent Hospital 835 S. Van Buren St, Green Bay, WI 54301
- Kroc Center 1315 Lime Kiln Rd, Green Bay, WI 54311

Route #6 Red Line

- Green Bay Plaza 1481-1535 Green Bay Plaza, Green Bay, WI 54304
- Festival Foods 2250 W. Mason St, Green Bay, WI 54303
- Wal-Mart 2440 W. Mason St, Green Bay, WI 54303
- NWTC 2740 W. Mason St, Green Bay, WI 54303
- City Hall 100 N. Jefferson St, Green Bay, WI 54301
- ADRC 300 S. Adams St, Green Bay, WI 54301

Route #7 Lime Line

- University Avenue Market 2080 University Ave, Green Bay, WI 54302

- Brown County Treatment Center 3150 Gershwin Dr, Green Bay, WI 54311
- University of WI-Green Bay 2420 Nicolet Dr, Green Bay, WI 54311
- Festival Foods 2430 University Ave, Green Bay, WI 54302
- Veterans Clinic 2851 University Ave, Green Bay, WI 54311

Route #8 Green Line

- Bay Park Square Mall 303 Bay Park Square, Ashwaubenon, WI 54304
- Target 1001 Cormier Rd, Green Bay, WI 54304
- Lambeau Field 1265 Lombardi Ave., Green Bay WI 54304
- ADRC 300 S. Adams St, Green Bay, WI 54301
- City Hall 100 N. Jefferson St, Green Bay, WI 54301
- Brown County Library SW Branch 974 9th St, Green Bay, 54304

Route #9 Gold Line

- Target 1001 Cormier Rd, Green Bay, WI 54304
- Bay Park Square Mall 303 Bay Park Square, Ashwaubenon, WI 54304
- ADRC 300 S. Adams St, Green Bay, WI 54301
- City Hall 100 N. Jefferson St, Green Bay, WI 54301
- DMV 942 Van Der Perren Way, Green Bay, WI 54304
- Delta Hotel 2750 Ramada Way, Green Bay, WI 54304
- Ashwaubenon Village Hall 2155 Holmgren Way, Green Bay, WI 54304

Route #10 Plum Line

- Pick 'n Save 1819 Main St, Green Bay, WI 54302
- Walmart 2292 Main St, Green Bay, WI 54311

Route #11 Sky Line

- Prevea 1821 S. Webster Ave, Green Bay, WI 54301
- St. Vincent Hospital 835 S. Van Buren St, Green Bay, WI 54301
- Bellin Hospital 744 S. Webster Ave, Green Bay, WI 54301
- Supervalu Foods 1220 S. Webster Ave, Green Bay, WI 54301

Adoption and Revision History

Approved by the Green Bay Transit Commission on September 19, 2007.

Updated and approved by the Green Bay Transit Commission on June 16, 2010.

Updated and approved by the Green Bay Transit Commission on October 20, 2010.

Updated and approved by the Green Bay Transit Commission on March 21, 2012.

Updated and approved by the Green Bay Transit Commission on March 21, 2012.

Updated and approved by the Green Bay Transit Commission on July 24, 2013.

Updated and approved by the Green Bay Transit Commission on July 19, 2017.

Updated and approved by the Green Bay Transit Commission on January 16, 2019.

Updated and approved by the Green Bay Transit Commission on August 12, 2020.

Updated and approved by the Green Bay Transit Commission on August 18, 2021.

Updated and approved by the Green Bay Transit Commission on **June 18, 2025.**



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

June 18, 2025

PREPARED BY

Patricia Kiewiz, Transit Director

AGENDA ITEM # E.1

2024 WisDOT Transit System Management Performance Final Review

BACKGROUND

Section 85.20 of the Wisconsin Statutes requires the Wisconsin Department of Transportation (WisDOT) to conduct a transit system management performance review (MPR) of all urban mass transit systems receiving state aid at least once every five years. This report summarizes the 2024 MPR for the City of Green Bay's public transit system, doing business as Green Bay Metro. The previous Green Bay Metro MPR was conducted in 2019.

"The review team concludes that Green Bay Metro is a well-managed transit system that delivers effective service while proactively planning for the future. Indeed, the team gives Green Bay Metro its highest rating ("conducive to effective operations") in all functional areas reviewed. We also note that peer agencies across Wisconsin frequently turn to the agency for assistance with their own operations. Green Bay Metro's continued efforts to improve its use of technology, take advantage of new service models, and maintain an excellent safety and maintenance record demonstrate the agency's commitment to providing high-quality service to the Green Bay region."

RECOMMENDATION

FISCAL IMPACT

No action necessary.

ATTACHMENTS

- I. 2024WisDOT_MPR_Green Bay_Final

City of Green Bay

Green Bay Metro

Serving the Cities of Green Bay and De Pere and the Villages of Allouez, Ashwaubenon, and Bellevue



Source: Green Bay Metro.

Wisconsin Department of Transportation 2024 Transit System Management Performance Review

Final Report | May 2025

Prepared for the Wisconsin Department of Transportation by SRF Consulting Group



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Introduction

Section 85.20 of the Wisconsin Statutes requires the Wisconsin Department of Transportation (WisDOT) to conduct a transit system management performance review (MPR) of all urban mass transit systems receiving state aid at least once every five years. This report summarizes the 2024 MPR for the City of Green Bay’s public transit system, doing business as Green Bay Metro. The previous Green Bay Metro MPR was conducted in 2019.

The 2024 MPR process consisted of three main activities: performance analysis, review of completed written MPR questionnaire and provided documentation, and a virtual interview with the transit director and other staff. In October 2024, the team sent an electronic MPR questionnaire form to Green Bay Metro’s transit director. The review team then conducted a quantitative performance analysis to inform the areas of focus for the virtual interview. The interview was conducted on November 20, 2024, via Zoom.

This report consists of five sections: System Overview; Analysis of System Performance; Policy- and Decision-Making Processes; Functional Area Review; and Conclusions. The Functional Area Review focuses on transportation operations, vehicle and facility maintenance, finance, planning and scheduling, marketing, and the agency’s response to the COVID-19 pandemic.

Status of Previous Recommendations

Green Bay Metro (GBM) investigated or implemented many recommendations from its 2019 MPR, including finance and technology improvements and planning efforts. However, the agency notes that it needs additional staff time and/or resources in order to address several remaining identified deficiencies, including in fixed-route supervision and paratransit scheduling. Green Bay Metro’s report on the status of previous MPR recommendations is shown in Table 1.

Table 1. Summary of Recommendations from Previous Management Performance Review (2019)

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

Adopt a plan to conduct regular customer surveys on an annual or triennial basis, and track customer satisfaction as a performance measure.	Medium
Continue and strengthen Green Bay Metro’s presence at local community events, including outreach efforts by the agency’s mobility coordinator.	Medium

Summary

The tables below highlight this report’s findings and recommendations. Detailed descriptions and analyses accompany these throughout this report. The data included in this analysis is the combined “Demand Response” and “Bus” data as submitted to NTD by each agency.

Table 2. Peer Analysis Performance Summary¹

Performance Objective	Performance Measure	Single Year: 2022		Trend Analysis: 2018-2022	
		WI Peer Comparison	US Peer Comparison	WI Peer Comparison	US Peer Comparison
Cost Effectiveness	Operating Expenses Per Passenger Trip	▲	▲	●	▲
Cost Efficiency	Operating Expenses Per Revenue Hour	●	▲	●	●
Service Effectiveness	Passenger Trips Per Revenue Hour	▲	▲	▲	▲
Market Penetration	Passenger Trips Per Capita	●	▲	-	-
	Revenue Hours Per Capita	▼	●	-	-
Passenger Revenue Effectiveness	Average Fare Per Passenger Trip*	●	▲	▲	▲
	Operating Ratio*	●	▲	▲	▲
	Subsidy Per Passenger Trip	▲	▲	▲	▲
Key to Symbols	▲	Better than peer average			
	●	Within satisfactory range (+/- one standard deviation)			
	▼	Outside satisfactory range			

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

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

¹ National Transit Database (NTD) data used in these peer analyses exclude revenues from agencies’ partnership agreements and non-fare revenues such as advertising proceeds. These exclusions – which reflect NTD data collection and reporting practices from 2018 to 2022 – disproportionately (adversely) impact Green Bay Metro’s average fare per passenger, operating ratio, and subsidy per passenger trip relative to its peers. This point is elaborated upon in Part II.

Table 4. Summary Assessment of Functional Areas









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

Table 5. Summary of Recommendations – 2024 Management Performance Review

Functional Area	Recommendation	Priority
Policy- and Decision-Making Processes	Establish a transit user advisory group to provide customer input on current operations and proposed service revisions	Low
	Continue to monitor the employment market for bus drivers in the Green Bay area; consider exploring policy/procedure changes that would allow new drivers more flexibility with scheduling, or other strategies to retain newer drivers.	Medium
	Continue to leverage statewide resources, relationships with peer transit agencies, and regional and national peer groups to bring new and innovative practices to Green Bay Metro.	Low
	Work with 5310 program managers to explore options for additional support and training for the agency’s role as administrator and overseer of the program in the Green Bay TMA	Medium
Transportation Operations	Consider Remix or other similar software to streamline scheduling and dispatch technology for fixed route, microtransit, and paratransit service.	Medium
Vehicle and Facility Maintenance	Continue to test, review, and eventually procure and implement a barcode (or other) system for parts and maintenance.	Low
Finance	No Recommendations	--
Planning and Scheduling	Create an ADA Transition Plan to formalize ADA accessibility improvements and secure additional discretionary funding for accessibility-related projects.	Medium
	Work with regional partners and WisDOT to conduct an analysis of the travel delays caused by rail traffic and explore potential solutions.	Low
Marketing	Adopt a plan to conduct regular customer surveys on an annual or triennial basis, and track customer satisfaction as a performance measure.	Medium

Part I: System Overview

The City of Green Bay provides public transit service as Green Bay Metro, serving over 800,000 unlinked trips in 2023. Green Bay Metro operates a total of 11 regular fixed routes (Routes 1-11), reduced from 17 regular fixed routes since the last performance review in 2019. The agency also operates three limited service routes, Americans with Disabilities Act (ADA) complementary paratransit service, as well as microtransit service connecting outlying areas to fixed route transfer centers. The Green Bay Metro fleet consists of 36 fixed-route buses, including four 29-foot buses, 30 35-foot buses, and two 40-foot buses.

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

Fixed-Route Service

Green Bay Metro's fixed bus routes are shown in Table 6. Service operates from 5:15 a.m. to 6:45 p.m. on weekdays and from 7:45 a.m. to 1:45 p.m. on Saturdays. Green Bay Metro also has three Limited Service Routes (71, 75, and 78) that operate on regular school days only. These routes are open to the public and regular fares are charged. Lastly, four Game Day Routes (29, 30, 31, 36) operate on Packer's home game days only which are open to the public and free to ride.

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

Service Days	Route	Span of Service	Frequency (Minutes)
Weekday	1: Pink Line	5:15 a.m. – 6:45 p.m.	60
	2: Orange Line	5:15 a.m. – 6:45 p.m.	30
	3: Silver Line	5:15 a.m. – 6:45 p.m.	30
	4: Blue Line*	5:45 a.m. – 6:45 p.m.	60
	5: Yellow Line	5:45 a.m. – 6:15 p.m.	60
	6: Red Line	5:15 a.m. – 6:45 p.m.	30
	7: Lime Line	5:15 a.m. – 6:45 p.m.	30
	8: Green Line	5:45 a.m. – 6:45 p.m.	60
	9: Gold Line	5:15 a.m. – 6:15 p.m.	60
	10: Plum Line	5:15 a.m. – 6:45 p.m.	30
	11: Sky Line	5:15 a.m. – 6:45 p.m.	30
Saturday	1: Pink Line	8:15 a.m. – 1:45 p.m.	60
	2: Orange Line	7:45 a.m. – 1:45 p.m.	30
	3: Silver Line	8:15 a.m. – 1:45 p.m.	60
	4: Blue Line	7:45 a.m. – 1:45 p.m.	60
	5: Yellow Line	7:45 a.m. – 1:15 p.m.	60
	6: Red Line	7:45 a.m. – 1:45 p.m.	30
	7: Lime Line	7:45 a.m. – 1:45 p.m.	60
	8: Green Line	7:45 a.m. – 1:45 p.m.	60
	9: Gold Line	8:15 a.m. – 1:15 p.m.	60
	10: Plum Line	7:45 a.m. – 1:45 p.m.	30
	11: Sky Line	7:45 a.m. – 1:15 p.m.	60

Source: Green Bay Metro.

* Route deviates to serve specific locations on select trips.

Paratransit

Green Bay Metro provides complementary paratransit service for eligible customers with disabilities through a turnkey operating contract with MV Transportation, Inc. Green Bay Metro conducts eligibility assessments in-house and issues determinations, including unconditional, conditional, or temporary paratransit eligibility, based on the customer's ability to use fixed-route transit service. Paratransit service is provided using contractor-owned vehicles and serves eligible customers within $\frac{3}{4}$ mile of any regular bus route and within the municipal boundaries of Green Bay and other funding municipalities. The one-way customer fare for this service is \$4.00, twice the regular fixed route fare. Agency one-way trips are \$21.00. Green Bay Metro paratransit service operates from 5:15 a.m. to 6:45 p.m. on weekdays and from 7:45 a.m. to 1:45 p.m. on Saturdays, during all times that Metro fixed routes operate.

Microtransit

Starting in August 2021, Green Bay Metro and Via partnered to launch GBM On Demand, an expanded microtransit service in the Green Bay area. There are four microtransit service 'zones' surrounding the fixed-route service area. GBM On Demand Rides can be booked from zone to zone, within the same zone or between zone and the zone's corresponding fixed route transfer point. Riders can book trips in any of the four zones during fixed route service hours. After fixed route service hours, riders can also book trips within the fixed route service area until 11:30pm on weekdays and 7:45pm on Saturdays. GBM On Demand fares are equal to those of fixed route service. Riders can pay for a day pass directly through the app with a credit card, cash, or use a Green Bay Metro day pass, weekly or monthly pass.

Fares

Table 7 summarizes Green Bay Metro's current fare structure for fixed-route service. A one-way fare is \$2.00 for adults, \$1.50 for K-12 students (with ID), and \$1.00 for seniors or people with disabilities (free for service-connected veterans). Children under four ride free. Instead of offering paper transfers, Green Bay Metro sells day passes for \$4.00. Weekly and 30-day passes are also available.

Table 7. Green Bay Metro Fare Structure

	Cash	Day Pass	Weekly Pass	30 Day Pass
Adult (19-64 years)	\$2.00	\$4.00	\$16.00	\$41.00
K-12 Student (with ID)*	\$1.50	\$3.00 (only on bus)	--	\$28.00
Seniors (65 & over) / Disabled / Medicare Card Holders	\$1.00	\$2.00 (only on bus)	--	\$31.00
Service-Connected Veterans	Free	--	--	--

Source: Green Bay Metro.

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

Fleet

As of January 2024, Green Bay Metro’s fixed-route fleet consists of 36 New Flyer and Gillig heavy-duty buses, with most recent purchases ranging from 29 to 40 feet in length (Table 8). Green Bay Metro is in the process of replacing vehicles purchased in 2009 and 2011 on a rolling basis in order to return to a more balanced procurement schedule.

Per FTA rolling stock useful life policy guidelines, large, heavy-duty buses have a minimum useful life of at least 12 years or 500,000 miles.² Green Bay Metro actively tracks and reports fleet conditions relative to these useful life metrics. Currently, the agency is operating 16 vehicles (44% of its fixed-route fleet) beyond 12 years or 500,000 miles. Figure 1 shows some of Green Bay Metro’s fleet.

Table 8. Green Bay Metro Fixed-Route Fleet

Vehicle Numbers	Quantity	Year	Make/Model	Length	Average Life Miles (2024)*	Age (years)*
901-903, 905, 906, 909	6	2009	New Flyer D35LF	35'	382,180	15
1101-1110	10	2011	Gillig G27B102N4	35'	439,067	13
1501-1504	4	2015	Gillig G27B102N4	35'	270,706	9
1801-1803	3	2018	New Flyer XD35	35'	137,488	6
1804-1805	2	2018	New Flyer XD40	40'	136,981	6
1901-1903	3	2019	Gillig G27B	35'	97,368	5
2001-2004	4	2020	Gillig G27B	35'	110,307	4
2201-2204	4	2022	Gillig G27E	29'	24,209	2
TOTAL	36	--	--	--	257,866	--

Source: Green Bay Metro.

*Fleet, mileage, and age in this table are as of January 2024 and may not reflect subsequent bus replacements.

Figure 1. Green Bay Metro Vehicles



² Federal Transit Administration. Circular 5010.1F: Award Management Requirements. 2024. Page IV-35. https://www.transit.dot.gov/sites/fta.dot.gov/files/2024-10/C5010.1F-Circular-11-01-2024_0.pdf

Source: Green Bay Metro.

Facilities

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

Figure 2. Green Bay Metro Headquarters and Transfer Facility



Source: SRF Staff.

Figure 3. Green Bay Metro Bus Storage Area



Source: SRF Staff.

Figure 4. Green Bay Metro Bus Maintenance Area



Source: SRF Staff.

Part II: Analysis of System Performance

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

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

Table 9. Performance Objectives and Performance Measures

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

Because Green Bay Metro recently added microtransit service to replace some fixed-route service, this peer performance analysis includes data from fixed-route bus, demand response (i.e. microtransit), and ADA paratransit service. The selection of peers includes those with a similar mix of service types to allow for a more direct comparison with peer transit systems in Wisconsin and around the Midwest.

Each measure in Table 9 is used to assess Green Bay Metro’s performance in two ways:

- **Single Year: Comparison to peer average for most the current year.** Year 2022 National Transit Database (NTD) data are used. This is the most recent year for which NTD data were available for all peer systems at the time of analysis. Consistent with the WisDOT approach, performance is considered “satisfactory” within one standard deviation of the peer average. The system’s performance is labelled “outside the satisfactory range” (unsatisfactory) if it falls more than one standard deviation from the peer average in the direction – either positive or negative – representing lower performance.
- **Multi-Year Trend Analysis: Comparison to peer average for annual rate of change.** NTD data from 2018 to 2022 are used. The annual rate of change from 2018 to 2022 is calculated as follows:

$$\text{Annual rate of change} = (\text{Value}_{2022}/\text{Value}_{2018})^{\frac{1}{4}} - 1$$

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

Peer Groups

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

Two peer groups were selected for comparison: a Wisconsin peer group and a national peer group (Table 10, Table 11). Each system’s fixed-route bus and demand response data were used in the selection of peers and the subsequent analyses.

Table 10 contains 2022 operating statistics for Green Bay Metro and the selected Wisconsin peer systems, while Table 11 provides this information for Green Bay Metro and selected national peer systems.

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

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

Table 10. 2022 Operating Statistics – Wisconsin Peer Group, DR and Bus

System Name	City	Revenue Hours	Passenger Trips	Operating Expenses	Passenger Revenues	Service Area Population*
Valley Transit	Appleton	96,632	737,910	\$7,350,607	\$1,020,821	230,967
Eau Claire Transit	Eau Claire	67,413	586,437	\$6,570,404	\$853,616	78,258
Kenosha Transit	Kenosha	74,498	1,210,177	\$7,665,602	\$1,630,690	99,894
La Crosse MTU	La Crosse	67,746	606,371	\$6,068,922	\$755,477	79,727
Belle Urban System - RYDE	Racine	92,537	618,997	\$9,702,041	\$989,633	112,100
Shoreline Metro	Sheboygan	46,869	512,504	\$4,112,908	\$508,710	59,490
Waukesha Metro Transit	Waukesha	67,191	464,344	\$7,810,289	\$575,789	141,642
Green Bay Metro	Green Bay	71,593	728,361	\$7,206,440	\$892,279	176,664
Average		73,060	683,138	\$7,060,902	\$903,377	122,343
Green Bay Metro as Percent of Average		98%	107%	102%	99%	144%

Source: National Transit Database, 2022.

*The service area population for each system is pulled from the “Service Area Population” field in NTD data.

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

Table 11 contains 2022 operating statistics for Green Bay Metro and the selected national peer systems.

Table 11. 2022 Operating Statistics – National Peer Group, DR and Bus

System Name	City, State	Revenue Hours	Passenger Trips	Operating Expenses	Passenger Revenues	Service Area Population*
MET Transit	Billings, MT	52,916	337,500	\$6,023,616	\$494,181	110,323
Stark Area Regional Transit Authority	Canton, OH	203,232	1,223,686	\$27,785,250	\$1,193,823	375,586
Cedar Rapids Transit	Cedar Rapids, IA	68,144	753,831	\$8,438,680	\$201,159	158,890
Citilink	Fort Wayne, IN	124,667	1,328,482	\$14,575,596	\$1,322,383	279,469
Muskegon Area Transit System (MATS)	Muskegon Heights, MI	37,785	196,304	\$3,903,225	\$205,756	88,639
Sioux City Transit	Sioux City, IA	53,488	626,395	\$5,415,692	\$702,035	122,128
Topeka Metro	Topeka, KS	66,420	717,018	\$7,747,369	\$797,151	127,473
Wichita Transit	Wichita, KS	148,773	1,076,276	\$13,431,530	\$1,952,943	395,745
Green Bay Metro	Green Bay	71,593	728,361	\$7,206,440	\$892,279	176,664
Average		91,891	776,428	\$10,503,044	\$862,412	203,880
Green Bay Metro as Percent of Average		78%	94%	69%	103%	87%

Source: National Transit Database, 2022.

*The service area population for each system is pulled from the "Service Area Population" field in NTD data.

Performance Measures: Results

This section summarizes the results of the single-year (2022) and multi-year (2018-2022) analyses for each of the eight performance measures reviewed in this MPR. Green Bay Metro is compared to its Wisconsin and national peer groups for each of the eight performance measures. Table 14 summarizes Green Bay Metro's performance relative to peer systems across all measures.

Green Bay Metro Five-Year Summary

Table 12 and Table 13 show the agency's operating statistics and performance measures, respectively, for 2018 through 2022. The average annual rate of change is calculated for each statistic and measure. The data included in this analysis is the combined "Demand Response" and "Bus" data as submitted to NTD by each agency.

Table 12. Operating Statistics – Green Bay Metro, 2018-2022

Operating Statistic	2018	2019	2020	2021	2022	Annual Rate of Change
Revenue Hours	95,051	101,496	66,384	64,072	71,593	-6.80%
Passenger Trips	1,310,472	1,324,579	542,963	523,900	728,361	-13.70%
Operating Expenses	\$7,716,749	\$7,660,169	\$6,510,211	\$6,346,725	\$7,206,440	-1.70%
Passenger Revenue	\$811,199	\$1,069,527	\$735,072	\$840,613	\$892,279	2.40%
Service Area Population	--	--	--	--	176,664	--

Source: National Transit Database, 2018-2022.

Table 13. Performance Measures – Green Bay Metro, 2018-2022

Performance Measure	2018	2019	2020	2021	2022	Annual Rate of Change
Operating Expense Per Passenger Trip	\$5.89	\$5.78	\$11.99	\$12.11	\$9.89	13.9%
Operating Expense Per Revenue Hour	\$81.19	\$75.47	\$98.07	\$99.06	\$100.66	5.5%
Passenger Trips Per Revenue Hour	13.79	13.05	8.18	8.18	10.17	-7.3%
Passenger Trips Per Capita	--	--	--	--	4.12	--
Revenue Hours Per Capita	--	--	--	--	0.41	--
Average Fare Per Passenger Trip	\$0.62	\$0.81	\$1.35	\$1.60	\$1.23	18.6%
Operating Ratio	10.51%	13.96%	11.29%	13.24%	12.38%	4.2%
Subsidy Per Passenger Trip	\$5.27	\$4.98	\$10.64	\$10.51	\$8.67	13.3%

Source: National Transit Database, 2018-2022.

The NTD revenue data that are summarized in Table 12 factor into both the revenue-related performance measures in Table 13 and subsequent revenue-related peer comparisons. These data exclude revenues from each agency's partnership agreements and non-fare revenues such as advertising proceeds. These exclusions – which reflect NTD data collection and reporting practices from 2018 to 2022 – disproportionately (adversely) impact Green Bay Metro's average fare per passenger trip, operating ratio, and subsidy per passenger trip relative to its peers. The inclusion of supplemental revenues would no doubt improve Green Bay Metro's relative performance in at least some corresponding peer comparisons.

Wisconsin Peers

Wisconsin Peer Summary Performance Measures

Agency	Operating Expense per Passenger Trip	Operating Expense per Revenue Hour	Passenger Trips per Revenue Hour	Passenger Trips per Capita	Revenue Hours per Capita	Average Fare per Passenger Trip	Operating Ratio	Subsidy per Passenger Trip
Waukesha	\$16.82	\$116.24	6.91	3.28	0.47	\$1.24	7.37%	\$15.58
Sheboygan	\$8.03	\$87.75	10.93	8.61	0.79	\$0.99	12.37%	\$7.03
Racine	\$15.67	\$104.84	6.69	5.52	0.83	\$1.60	10.20%	\$14.08
La Crosse	\$10.01	\$89.58	8.95	7.61	0.85	\$1.25	12.45%	\$8.76
Kenosha	\$6.33	\$102.90	16.24	12.11	0.75	\$1.35	21.27%	\$4.99
Green Bay	\$9.89	\$100.66	10.17	4.12	0.41	\$1.23	12.38%	\$8.67
Eau Claire	\$11.20	\$97.46	8.70	7.49	0.86	\$1.46	12.99%	\$9.75
Appleton	\$9.96	\$76.07	7.64	3.19	0.42	\$1.38	13.89%	\$8.58
Average	\$10.99	\$96.94	9.53	6.49	0.67	\$1.31	12.87%	\$9.68
Standard Deviation	\$3.35	\$11.50	2.89	2.87	0.19	\$0.17	3.70%	\$3.28
Acceptable Range	\$14.34	\$108.44	6.64	3.62	0.48	\$1.14	9.16%	\$12.96
	Better than average	Within satisfactory range	Better than average	Within satisfactory range	Outside satisfactory range	Within satisfactory range	Within satisfactory range	Better than average

Source: National Transit Database, 2018-2022.

National Peers

National Peer Summary Performance Measures

Agency	Operating Expense per Passenger Trip	Operating Expense per Revenue Hour	Passenger Trips per Revenue Hour	Passenger Trips per Capita	Revenue Hours per Capita	Average Fare per Passenger Trip	Operating Ratio	Subsidy per Passenger Trip
Billings, MT	\$17.85	\$113.83	6.38	3.06	0.48	\$1.46	8.20%	\$16.38
Canton, OH	\$22.71	\$136.72	6.02	3.26	0.54	\$0.98	4.30%	\$21.73
Cedar Rapids, IA	\$11.19	\$123.84	11.06	4.74	0.43	\$0.27	2.38%	\$10.93
Fort Wayne, IN	\$10.97	\$116.92	10.66	4.75	0.45	\$1.00	9.07%	\$9.98
Green Bay	\$9.89	\$100.66	10.17	4.12	0.41	\$1.23	12.38%	\$8.67
Muskegon Heights, MI	\$19.88	\$103.30	5.20	2.21	0.43	\$1.05	5.27%	\$18.84
Sioux City, IA	\$8.65	\$101.25	11.71	5.13	0.44	\$1.12	12.96%	\$7.53
Topeka, KS	\$10.80	\$116.64	10.80	5.62	0.52	\$1.11	10.29%	\$9.69
Wichita, KS	\$12.48	\$90.28	7.23	2.72	0.38	\$1.81	14.54%	\$10.67
Average	\$13.83	\$111.49	8.80	3.96	0.45	\$1.11	8.82%	\$12.71
Standard Deviation	\$4.71	\$13.29	2.40	1.12	0.05	\$0.39	3.94%	\$4.71
Acceptable Range	\$18.54	\$124.78	6.40	2.84	0.40	\$0.72	4.88%	\$17.42
	Better than average	Better than average	Better than average	Better than average	Within satisfactory range	Better than average	Better than average	Better than average

Source: National Transit Database, 2018-2022.

Performance Summary

Table 14 summarizes the measures for which Green Bay Metro performed better than average, satisfactory, or outside the satisfactory range. Table 10 and Table 11 display the agency's 2022 performance measure results relative to all Wisconsin and national peers in greater detail.

Table 14. Summary of Green Bay Metro's Performance Relative to Peers

Performance Objective	Performance Measure	Single Year: 2022		Trend Analysis: 2018-2022	
		WI Peer Comparison	US Peer Comparison	WI Peer Comparison	US Peer Comparison
Cost Effectiveness	Operating Expenses Per Passenger Trip	▲	▲	●	▲
Cost Efficiency	Operating Expenses Per Revenue Hour	●	▲	●	●
Service Effectiveness	Passenger Trips Per Revenue Hour	▲	▲	▲	▲
Market Penetration	Passenger Trips Per Capita	●	▲	-	-
	Revenue Hours Per Capita	▼	●	-	-
Passenger Revenue Effectiveness	Average Fare Per Passenger Trip*	●	▲	▲	▲
	Operating Ratio*	●	▲	▲	▲
	Subsidy Per Passenger Trip	▲	▲	▲	▲
Key to Symbols	▲	Better than peer average			
	●	Within satisfactory range (+/- one standard deviation)			
	▼	Outside satisfactory range			

* Note: NTD data do not include revenue from Green Bay Metro's partnership agreements or advertising proceeds.

In 2022, Green Bay Metro outperformed Wisconsin peer averages in three of eight performance measures, and national peer averages in six of eight measures (Table 14). In 2022, the system performed especially well in operating expenses per passenger trip, passenger trips per revenue hour, and subsidy per passenger trip. Looking at the five-year trend analysis, Green Bay Metro outperforms both Wisconsin and national peers in four of six measures.

To best understand this analysis, it's important to note three major factors affecting the data between 2018 and 2022. First, due to the start of the COVID-19 pandemic in 2020, the 2018-2022 period includes data from before the pandemic, during the peak of the pandemic, and the recovery years after the pandemic. During this period, every transit system in the country faced unprecedented challenges with reduced ridership, rising costs, staffing issues, and more. While Green Bay Metro fared very well in the trend analysis over the five-year period, the system recovered from the pandemic even better compared to these peers when looking at 2020 to 2022 data alone (see the line charts shown in Appendix A: Peer Performance Analysis)

Second, Green Bay Metro implemented microtransit in 2020, replacing some fixed-route service and reducing total revenue hours. While this change led to relatively low revenue hours per capita in 2022, the service coverage area was maintained and the service became more efficient. This is shown by the higher-than-average passenger trips per revenue hour in 2022, as well as the better than average trend in passenger trips per revenue hour over the five-year period. Furthermore, Green Bay Metro performed especially better than the peers in recovering from the pandemic with the rate of change in passenger trips per revenue hour being especially better than peers from 2020 to 2022 (see the line charts shown in Appendix A: Peer Performance Analysis).

The implementation of microtransit did lead to the rate of change in the operating expense per revenue hour to be higher than peers over the five-year period, however looking more closely at the yearly data, the jump in operating expense per revenue hour occurred from 2019 to 2020, as expected, but then stabilized from 2020 to 2022. In fact, Green Bay Metro's average rate of change in operating expense per revenue hour from 2020 to 2022 was better than average compared to the Wisconsin peers and national peers.

Finally, the NTD data used in these peer analyses exclude revenues from agencies' partnership agreements and non-fare revenues such as advertising proceeds, which are particularly high for Green Bay Metro. These exclusions – which reflect NTD data collection and reporting practices from 2018 to 2022 – disproportionately (adversely) impact Green Bay Metro's average fare per passenger, operating ratio, and subsidy per passenger trip relative to its peers. Additionally, such agreements have enabled the agency to keep fares lower than those of peer agencies. It's also worth noting that fares are a local policy decision informed by numerous considerations, not all of which encourage high fare revenue.

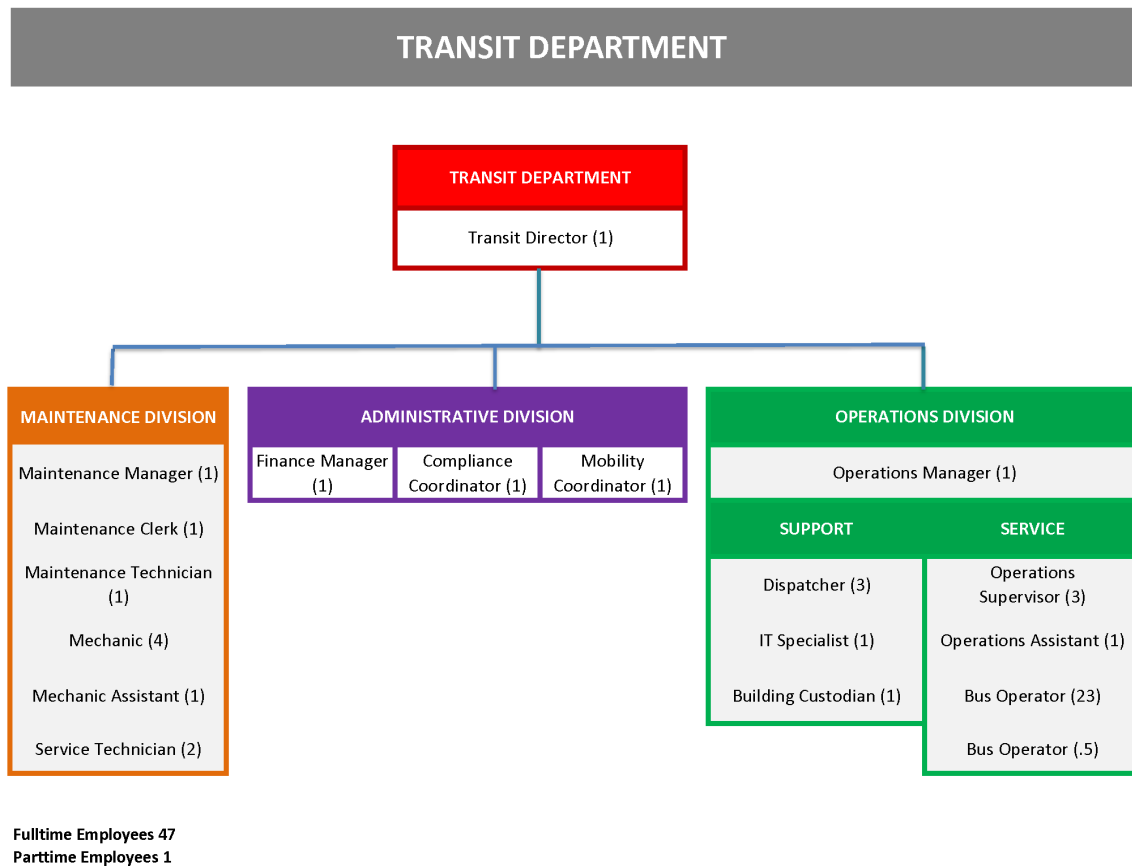
Part III: Policy- and Decision-Making Processes

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

Organizational Structure

Green Bay Metro is an operating department of the City of Green Bay. Transit Director Patricia Kiewiz serves as the head of Green Bay Metro and is responsible for staff communication with the agency's Transit Commission. The Transit Commission consists of seven mayor-appointed representatives, including a member of the city council, who serves as the liaison between Green Bay Metro and city government. Figure 5 summarizes Green Bay Metro's organizational structure.

Figure 5. Green Bay Metro Organizational Chart (2024)



Source: Green Bay Metro.

Within Green Bay Metro, the transit director supervises four divisions: maintenance, operations, paratransit, and administrative. In addition to the transit director, the agency's 48 total staff include 10 maintenance employees, 3 operations supervisors, 1 operations assistant, 3 dispatchers, 23.5 bus drivers, 2 additional operations support roles, and 3 administrative staff. This organizational structure is well-designed and appropriately staffed for the level of service provided by Green Bay Metro.

Policy Environment

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

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

As a municipal transit agency, Green Bay Metro benefits from constructive relationships with other city departments, including Human Resources, Public Works, Purchasing, Finance, and the Legal Departments. The agency currently does not have a transit user advisory group to provide ongoing public input. This practice has proven beneficial for other transit systems as it provides continuity and consistency in public involvement with the agency. Green Bay Metro sites challenges stemming from the COVID 19 impacts as an obstacle for establishing the group, though they also note that recent service changes and initiatives have garnered a lot of public involvement. Oftentimes they see the same engaged community members attending public meetings.

Recommendation 1: Establish a transit user advisory group to provide customer input on current operations and proposed service revisions. Priority: Low.

Like its peer transit agencies, Green Bay Metro has experienced moderate difficulty recruiting and retaining new drivers despite offering relatively higher wages. While the agency can hire drivers directly at full-time status and part-time drivers, newer drivers often receive less desirable schedules, including frequent overtime and Saturday work. As a result, the agency has seen frequent turnover among low-seniority drivers, while longstanding employees seem more satisfied with the current situation. Green Bay Metro's work rules are set by the transit agency and could be changed in the event that turnover becomes a serious problem.

On the other hand, Green Bay Metro has reported some improved success with recruiting part-time drivers. Previously they found it difficult to hire part-time since the benefits are prorated. In the last few years they have hired three part-time drivers, which is the maximum they plan to hire from a contractual standpoint.

Beyond maintaining formal work rules, Green Bay Metro manages employee conduct through frequent employee engagement activities that foster a proactive culture of safety and promote high-level performance. For example, the agency tracks safety performance daily and has received numerous awards

from the Transit Mutual Insurance Association of Wisconsin (TMI). When Green Bay Metro receives cash awards, the agency invests the proceeds in events and amenities for employees, including a flat-screen television for the driver break area. Such practices foster a positive work environment and demonstrate that all employees benefit from safe and effective provision of transit service.

Recommendation 2: Continue to monitor the employment market for bus drivers in the Green Bay area; consider exploring policy/procedure changes that would allow new drivers more flexibility with scheduling, or other strategies to retain newer drivers. Priority: Medium.

Green Bay Metro continues to maintain strong relationships with other transit agencies through the Wisconsin Public Transportation Association (WIPTA). Ms. Kiewiz serves as WIPTA's Legislative Committee chair, and has found WIPTA to be an effective conduit for exchanging best practices with other transit agencies across the state. This involvement helps Green Bay Metro stand out as a regional leader and that brings a lot of practices and lessons from the state and beyond back to its regional partners. Green Bay Metro also engages in productive consultation with WisDOT, including efforts related to transit asset management and FTA requirements. Green Bay Metro also prioritizes sending senior staff to relevant trainings and conferences in order to pursue continual improvement of the agency's operations and practices.

Recommendation 3: Continue to leverage statewide resources, relationships with peer transit agencies, and regional and national peer groups to bring new and innovative practices to Green Bay Metro. Priority: Low.

In 2013 Green Bay Metro took on the role of 5310 administration after the Green Bay area was designated a Transportation Management Area (TMA) for exceeding 200,000 in population. Just a couple years after this designation Green Bay was found deficient in three areas for subrecipient oversight in the 5310 program. Over the past decade the agency has gained more experience with administering and overseeing the program, however; staff cited a need for more resources and support for this role from WisDOT particularly in the form of training.

Recommendation 4: Work with 5310 program managers to explore options for additional support and training for the agency's role as administrator and overseer of the program in the Green Bay TMA. Priority: Medium

Conclusions

The policy- and decision-making processes in place at Green Bay Metro are conducive to effective operations. Table 15 contains the review team’s assessment of the agency based on the four criteria used for analysis. Green Bay Metro’s transit director and staff appear to have sufficient authority and autonomy within existing City of Green Bay departmental structures to perform their jobs without undo interference, and the Transit Commission receives agency performance updates that are appropriately frequent and detailed. Staff maintain good relationships with peer transit agencies and the agency’s executive team is recognized for its transit management expertise within Wisconsin.

Table 15. Assessment of Policy- and Decision-Making Processes

Criterion	Rating
The manager has sufficient authority and control to manage in an efficient manner.	▲
The lines of authority, responsibility, and accountability are well defined and appropriate.	▲
The lines of communication provide for sufficient exchange of information to ensure decision makers are knowledgeable on issues.	▲
The current organizational structure is conducive to effective and efficient operation.	▲
<div style="display: flex; align-items: center;"> <div style="margin-right: 10px;">▲</div> Structures and procedures are conducive to effective operations </div>	
<div style="display: flex; align-items: center;"> <div style="margin-right: 10px;">●</div> Structures and procedures are adequate with room for improvement </div>	
<div style="display: flex; align-items: center;"> <div style="margin-right: 10px;">▼</div> Structures and procedures are insufficient </div>	

Part IV: Functional Area Review

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

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

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

Green Bay Metro staff completed a detailed MPR questionnaire prior to the virtual review, which was conducted on November 20, 2024. Staff answered all questions and provided extensive supporting material, as requested by the review team. The virtual review process consisted of discussions with the Transit Director (Ms. Kiewiz), Finance Manager (Sherry Schuh), Brown County Planning Commission Transportation Planner (Lisa Conrad), and the Metro Compliance Coordinator (Becky Fleck), who together addressed the functional areas relevant to this report.

Transportation Operations

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

Operator Supervision and Communications

Green Bay Metro currently employs 3 dedicated full-time supervisors and 3 dispatchers to monitor daily operations. At least one supervisor and dispatcher are present during all hours of transit operations. The weekday supervisor is on call to shift while the Saturday supervisor is on call all weekend. Morning dispatchers report at 3:30 a.m. and 5:00a.m. on weekdays to open the transit facility, check schedule and bus assignments, confirm that all morning drivers report on time, conduct fitness for duty assessments, and call replacement drivers if necessary. Mid-day dispatchers are responsible for various routine activities in addition to service monitoring, including coordinating with intercity bus providers. Afternoon dispatchers are responsible for finishing daily operations logs and closing the facility at 10:00 p.m.

During the service day, operators regularly communicate with dispatch staff, who monitor vehicle locations and schedule adherence, and issue guidance to drivers when necessary. Alerts are also provided directly to drivers in the dispatch check-in area where they can grab their own copies. Route changes or detours are posted on the driver's board. Turn by turn's, route guide and CAD/AVL software are updated, if a permanent change is made. When policies are changed, they are provided a copy of the change and a signature is required once they have received and read the changes. There are boards posted in each breakroom that employees are required to review prior to starting their shift.

Service Reliability

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

Operators are required to report any late trip. For fixed route service, on-time is considered within one minute early or up to five minutes late. For paratransit, on-time is considered within a 30-minute window of scheduled time. For On-Demand, on-time is within five minutes of the scheduled time. Depending on the service delivery issue, an on-duty supervisor or dispatcher might dispatch an extra bus to minimize downstream schedule disruptions.

Green Bay Metro has adopted high standards for on-time performance with fixed route at 90%, paratransit at 95%, and On-Demand at 90%.

Safety and Training

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

Green Bay Metro provides a robust training program for new drivers, which was well-documented in the agency's MPR submittal. TAPCO is used for training new drivers and tracking training and certifications. The agency hires drivers with or without a CDL license. Depending on each new hire's experience, Metro provides 20-70 hours of classroom training and 60-110 hours of behind-the-wheel training. Training for typical CDL-qualified drivers includes:

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

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

Green Bay Metro conducts performance evaluations on an annual basis. Evaluations of driver staff are considered union responsibility. Metro performs ride checks on a quarterly basis (video and in person). Via is responsible for performance reviews on the paratransit service.

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

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

Work and Vehicle Assignments

Schedules and assignments for fixed route service are managed in Excel. The program has been used for many years by the organization and has worked well as the system operates all routes on 30-minute service. The introduction of microtransit service could have an impact on this practice. Green Bay Metro plans to go out for RFP for microtransit and paratransit as their current contracts are up in the next year.

Recommendation 5: Consider Remix or other similar software to streamline scheduling and dispatch technology for fixed route, microtransit, and paratransit service. Priority: Medium

Vehicle and Facility Maintenance

The structures and procedures pertaining to the vehicle and facility maintenance functions at Green Bay Metro are conducive to effective operations. The agency currently has 16 vehicles in its fleet of 36 beyond useful life benchmarks (12 years or older), with a plan for ongoing fleet renewal already underway. Green Bay Metro's Transportation Center is a combined operations and transfer facility that offers sufficient capacity for the agency's current operational needs, and both vehicles and the facility appear to be maintained to high standards. For more details about vehicle and facility maintenance at Green Bay Metro, see Appendix B for staff's response to the review team's MPR questionnaire.

Vehicle Maintenance

Maintenance work for Green Bay Metro's fixed-route buses is conducted by in-house maintenance staff. Green Bay Metro employs four full-time mechanics, one assistant manager, one maintenance clerk, one building technician and two service technicians. The agency's maintenance area is large, well-lit, well-equipped, and maintained to an extremely high standard of cleanliness and organization. Maintenance staff inspect and record the condition of each bus daily, communicating any issues with management in a timely manner. Green Bay Metro has tested implementing a barcode software (RTA) for parts inventory but has had limited success as the technology is becoming a little outdated. Green Bay Metro is still exploring and testing other software options but is ultimately in the beginning stages of implementing functional barcode software.

Recommendation 6: Continue to test, review, and eventually procure and implement a barcode (or other) system for parts and maintenance. Priority: Low.

Vehicle Replacement

As of January 2024, Green Bay Metro's 36 existing fixed-route buses consisted of a variety of 30-foot, 35-foot, and 40-foot buses manufactured by New Flyer and Gillig.

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

Facilities Maintenance

Green Bay Metro's Transportation Center facility is in good condition, offering clean, comfortable conditions for bus passengers, administrative staff, and operations and maintenance employees. Green Bay Metro funds

facility capital improvements by imposing a facilities and usage fee on each municipality it serves (Green Bay, Allouez, Ashwaubenon, Bellevue, and De Pere) in proportion to its share of total operating expenses. Funds from this charge cover the depreciation of existing assets (excluding buses) and are used to cover the local match for federal capital grants. This arrangement generates sustainable and appropriate capital funding for facilities and equipment purchases; buses are typically purchased through separate City of Green Bay bonding or budgeting.

Finance

The structures and procedures pertaining to the finance function at Green Bay Metro are conducive to effective operations. As a unit of the City of Green Bay, the agency receives support from the city's finance department for accounts receivable, accounts payable, and general ledger functions. Green Bay Metro's accountant and transit director are jointly responsible for the agency's annual budgeting process and for reviewing budgeted and actual operating expenditures on a monthly basis. See Appendix B for staff's full response to the review team's MPR questionnaire, which includes more details about the finance function.

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

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

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

In 2020, Green Bay Metro implemented a fare increase and introduced its microtransit program. At the time of this transition, the MPO monitored (and continues to monitor) passenger revenue effectiveness. Previous methods of tracking fare revenue effectiveness with contracts or agreements with area municipalities would no longer work due to the new mode being added. Therefore, a new standard was developed with the MPO to determine local share contributions. The new standard is a "regional approach" where microtransit and fixed route service are grouped together. For paratransit, origin, destination and customer home address data is available, so the municipality in which the customers live is used to bill. This standard was approved and has been successful.

Planning and Scheduling

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

Strategic Planning

Beyond helping with service change planning, the Brown County Planning Commission/Green Bay MPO assists Green Bay Metro with its strategic planning efforts, including the most recent 2024-2028 Transit Development Plan which serves as the agency's guide for near-term transit operating and capital improvements. Metro and Brown County Planning Commission staff document their progress towards achieving the goals set in the TDP annually. Some notable successes included the expansion of microtransit services to 11:30pm and successes securing discretionary funding.

Since the agency's last review, Green Bay Metro has implemented a microtransit program which has helped them achieve their goal of providing options for transit service in low-density areas. Modern demand-response service has proved to be a viable tool for preserving and extending service coverage while focusing fixed-route resources on core transit-supportive markets. These changes will have an impact on the updated plans which will be developed in the next couple of years.

While Metro regularly undertakes strategic planning initiatives, staff mentioned that they do not have a formal ADA transition plan.

Recommendation 7: Create an ADA Transition Plan to formalize ADA accessibility improvements, which may help secure additional discretionary funding for accessibility-related projects. Priority: Medium

Performance Monitoring

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

Green Bay Metro is able to monitor maximum vehicle loads and vehicle locations using CAD/AVL on-board technology. This aids with tracking schedules and predicting arrival times. It also has purchased several automated passenger counters (APCs) to aid in boarding and alighting counts when needed. These systems provide an appropriate level of data to facilitate effective decision-making by the agency.

Service Changes

When Green Bay Metro receives requests for service changes they are reviewed by the Service Development Team that evaluates potential changes based on ridership and schedule adherence metrics. Routes and schedules are update as needed. Multiple routes underwent small route adjustments to alleviate performance problems caused by intersections with busy rail tracks. Staff attribute changes to statewide rail traffic including the loss of yard staff as a reason for increased fixed route delays.

Recommendation 8: Work with regional partners and WisDOT to conduct an analysis of the travel delays caused by rail traffic and explore potential solutions. Priority: Low

Capital Planning

Green Bay Metro's major capital planning activities address vehicle replacement, facilities maintenance equipment acquisitions, and capital improvements including bus shelter, accessibility improvements, and technology upgrades.

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

Public Engagement

Green Bay Metro conducts marketing through a number of events and ongoing initiatives, including local radio ads. The agency has an affiliation with the Green Bay Packers (free gameday routes, bus wraps), and has targeted outreach to schools and universities.

Green Bay Metro has also created and staffed a mobility coordinator position, (see Figure 5). Funded through the MPO using 5310 funds, the mobility coordinator is a public facing position. Their role includes teaching people how to use Green Bay Metro’s services, meeting one-on-one with members of the public, taking trips with new users, coordinating services with employers and agencies. Most of their time is spent out in the community, enhancing Green Bay Metro’s public presence at community events. Their role has been critical as the structure of Green Bay Metro’s services has changed.

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

Marketing

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

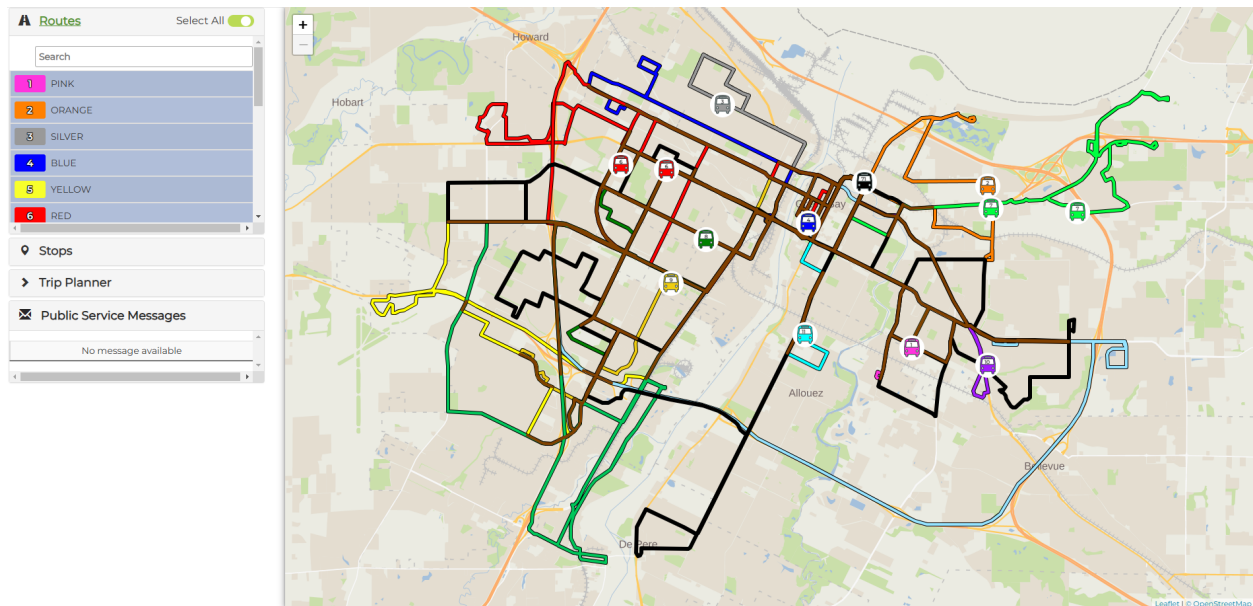
Materials and Website

Green Bay Metro maintains online materials through the City of Green Bay’s website. The website is well organized, with branded pages for Green Bay Metro services. Schedules are provided in a PDF rider’s guide and individual route maps, and dedicated pages provide information on the agency’s ADA paratransit service, rider alerts/detours, and free Green Bay Packers gameday routes. As of December 2024, the online materials had most recently been updated in September 2024. Green Bay Metro’s website includes a link to the agency’s online bus tracker, which provides real-time vehicle location information (using CAD/AVL services provided by Equans), shown in Figure 6.

Social Media

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

Figure 6. Green Bay Metro Online Bus Tracker (Desktop)



Source: Green Bay Metro (Release date: February 6, 2025).

Green Bay Metro provides customers with information about additional transit and transportation services primarily through the Mobility Coordinator, and information distributed in public lobby. These services include Curative Connections NEMT for elderly county-wide. Green Bay Metro also responds to a lot of questions about intercity bus services, (Mega Bus, Lamers, Indian Trails) as well as vanpool services (there are five vanpools in the county). The County has a transportation coordinating committee that meets once a quarter.

Green Bay Metro also translates many of their materials into Spanish and other languages, as needed.

Market Research

Green Bay Metro conducts market research primarily when considering service changes, usually with assistance from MPO staff. Surveys are also often utilized as part of various plan development efforts. However, it does not routinely conduct customer surveys to either gauge customer satisfaction or identify relevant rider demographic changes. Many transit agencies conduct surveys regularly, typically every one to three years.









Recommendation 9: Adopt a plan to conduct standardized customer surveys every one to three years, and track customer satisfaction as a performance measure. Priority: Medium.

In the last couple of years, the City of Green Bay has rolled out a request for service program. Transit-related requests will get relayed to Green Bay Metro who have the ability to address requests and track progress on them. This is one of the most used systems by the city for getting direct public feedback.

Summary

Table 16 summarizes the review team’s assessment of each functional area. Ratings are based on the degree to which the function’s structures and procedures are conducive to continued effective operations of the system. Part V summarizes the review team’s specific recommendations for each functional area.

Table 16. Summary Assessment of Functional Areas

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

Part V: Recommendations Summary

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

Green Bay Metro’s continued efforts to improve its use of technology, take advantage of new service models, and maintain an excellent safety and maintenance record demonstrate the agency’s commitment to providing high-quality service to the Green Bay region. Recommendations intended to help Green Bay Metro build on its successes are summarized in Table 17.

Table 17. Summary of Recommendations

Functional Area	Recommendation	Priority
Policy- and Decision-Making Processes	Establish a transit user advisory group to provide customer input on current operations and proposed service revisions	Low
	Continue to monitor the employment market for bus drivers in the Green Bay area; consider exploring policy/procedure changes that would allow new drivers more flexibility with scheduling, or other strategies to retain newer drivers.	Medium
	Continue to leverage statewide resources, relationships with peer transit agencies, and regional and national peer groups to bring new and innovative practices to Green Bay Metro.	Low
	Work with 5310 program managers to explore options for additional support and training for the agency’s role as administrator and overseer of the program in the Green Bay TMA	Medium
Transportation Operations	Consider Remix or other similar software to streamline scheduling and dispatch technology for fixed route, microtransit, and paratransit service.	Medium
Vehicle and Facility Maintenance	Continue to test, review, and eventually procure and implement a barcode (or other) system for parts and maintenance.	Low
Finance	No Recommendations	--
Planning and Scheduling	Create an ADA Transition Plan to formalize ADA accessibility improvements and secure additional discretionary funding for accessibility-related projects.	Medium
	Work with regional partners and WisDOT to conduct an analysis of the travel delays caused by rail traffic and explore potential solutions.	Low
Marketing	Adopt a plan to conduct regular customer surveys on an annual or triennial basis, and track customer satisfaction as a performance measure.	Medium

Appendix A: Peer Performance Analysis

Note: The data included in this peer analysis in all of Appendix A is the combined “Demand Response” and “Bus” data as submitted to NTD by each agency.

Agency 5-Year Summary

Operating Statistics, 2018-2022

Year	Passenger Trips	Operating Expenses	Revenue Hours	Fare Revenue	Service Area Population
2018	1,310,472	\$7,716,749	95,051	\$811,199	
2019	1,324,579	\$7,660,169	101,496	\$1,069,527	
2020	542,963	\$6,510,211	66,384	\$735,072	
2021	523,900	\$6,346,725	64,072	\$840,613	
2022	728,361	\$7,206,440	71,593	\$892,279	176,664

Metric	Total Change	Annual Rate of Change
Fare Revenue	10.0%	2.4%
Operating Expenses	-6.6%	-1.7%
Unlinked Passenger Trips	-44.4%	-13.7%
Vehicle Revenue Hours	-24.7%	-6.8%

Performance Measures, 2018-2022

Year	Operating Expense per Passenger Trip	Operating Expense per Revenue Hour	Passenger Trips per Revenue Hour	Passenger Trips per Capita	Revenue Hours per Capita	Average Fare per Passenger Trip	Operating Ratio	Subsidy per Passenger Trip
2018	\$5.89	\$81.19	13.79	-	-	\$0.62	10.51%	\$5.27
2019	\$5.78	\$75.47	13.05	-	-	\$0.81	13.96%	\$4.98
2020	\$11.99	\$98.07	8.18	-	-	\$1.35	11.29%	\$10.64
2021	\$12.11	\$99.06	8.18	-	-	\$1.60	13.24%	\$10.51
2022	\$9.89	\$100.66	10.17	4.12	0.41	\$1.23	12.38%	\$8.67

Annual Rate of Change



Wisconsin Peer Summary Operating Statistics

Agency	Revenue Hours	Passenger Trips	Operating Expenses	Fare Revenue	Service Area Population
Appleton	96,632	737,910	\$7,350,607	\$1,020,821	230,967
Eau Claire	67,413	586,437	\$6,570,404	\$853,616	78,258
Green Bay	71,593	728,361	\$7,206,440	\$892,279	176,664
Kenosha	74,498	1,210,177	\$7,665,602	\$1,630,690	99,894
La Crosse	67,746	606,371	\$6,068,922	\$755,477	79,727
Racine	92,537	618,997	\$9,702,041	\$989,633	112,100
Sheboygan	46,869	512,504	\$4,112,908	\$508,710	59,490
Waukesha	67,191	464,344	\$7,810,289	\$575,789	141,642
Average	73,060	683,138	\$7,060,902	\$903,377	122,343
Agency as a Percent of Average	98%	107%	102%	99%	144%

National Peer Summary Operating Statistics

Agency	Revenue Hours	Passenger Trips	Operating Expenses	Fare Revenue	Service Area Population
Billings, MT	52,916	337,500	\$6,023,616	\$494,181	110,323
Canton, OH	203,232	1,223,686	\$27,785,250	\$1,193,823	375,586
Cedar Rapids, IA	68,144	753,831	\$8,438,680	\$201,159	158,890
Fort Wayne, IN	124,667	1,328,482	\$14,575,596	\$1,322,383	279,469
Green Bay	71,593	728,361	\$7,206,440	\$892,279	176,664
Muskegon Heights, MI	37,785	196,304	\$3,903,225	\$205,756	88,639
Sioux City, IA	53,488	626,395	\$5,415,692	\$702,035	122,128
Topeka, KS	66,420	717,018	\$7,747,369	\$797,151	127,473
Wichita, KS	148,773	1,076,276	\$13,431,530	\$1,952,943	395,745
Average	91,891	776,428	\$10,503,044	\$862,412	203,880
Agency as a Percent of Average	78%	94%	69%	103%	87%

Wisconsin Peer Summary Performance Measures

Agency	Operating Expense per Passenger Trip	Operating Expense per Revenue Hour	Passenger Trips per Revenue Hour	Passenger Trips per Capita	Revenue Hours per Capita	Average Fare per Passenger Trip	Operating Ratio	Subsidy per Passenger Trip
Waukesha	\$16.82	\$116.24	6.91	3.28	0.47	\$1.24	7.37%	\$15.58
Sheboygan	\$8.03	\$87.75	10.93	8.61	0.79	\$0.99	12.37%	\$7.03
Racine	\$15.67	\$104.84	6.69	5.52	0.83	\$1.60	10.20%	\$14.08
La Crosse	\$10.01	\$89.58	8.95	7.61	0.85	\$1.25	12.45%	\$8.76
Kenosha	\$6.33	\$102.90	16.24	12.11	0.75	\$1.35	21.27%	\$4.99
Green Bay	\$9.89	\$100.66	10.17	4.12	0.41	\$1.23	12.38%	\$8.67
Eau Claire	\$11.20	\$97.46	8.70	7.49	0.86	\$1.46	12.99%	\$9.75
Appleton	\$9.96	\$76.07	7.64	3.19	0.42	\$1.38	13.89%	\$8.58

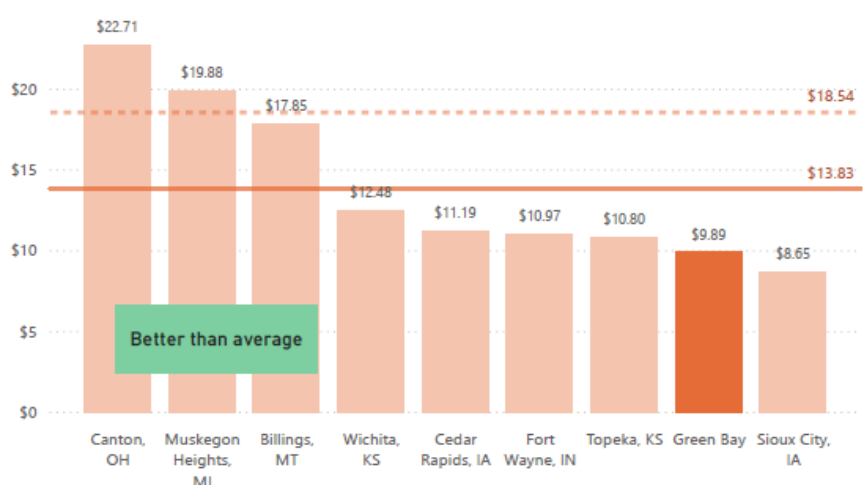
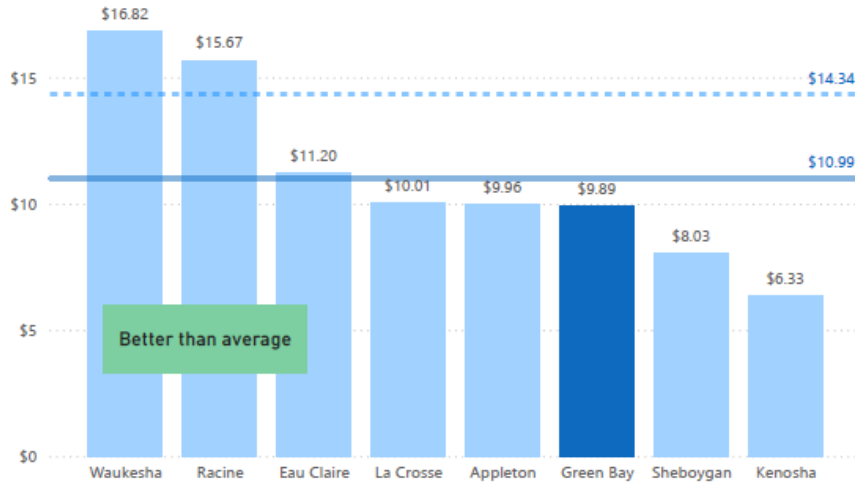
Average	\$10.99	\$96.94	9.53	6.49	0.67	\$1.31	12.87%	\$9.68
Standard Deviation	\$3.35	\$11.50	2.89	2.87	0.19	\$0.17	3.70%	\$3.28
Acceptable Range	\$14.34	\$108.44	6.64	3.62	0.48	\$1.14	9.16%	\$12.96

Better than average	Within satisfactory range	Better than average	Within satisfactory range	Outside satisfactory range	Within satisfactory range	Within satisfactory range	Better than average
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National Peer Summary Performance Measures

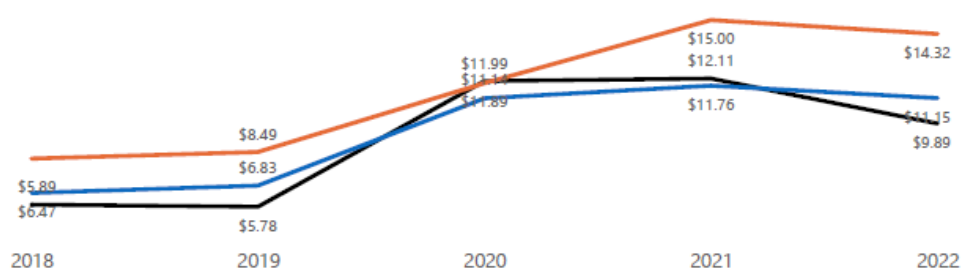
Agency	Operating Expense per Passenger Trip	Operating Expense per Revenue Hour	Passenger Trips per Revenue Hour	Passenger Trips per Capita	Revenue Hours per Capita	Average Fare per Passenger Trip	Operating Ratio	Subsidy per Passenger Trip
Billings, MT	\$17.85	\$113.83	6.38	3.06	0.48	\$1.46	8.20%	\$16.38
Canton, OH	\$22.71	\$136.72	6.02	3.26	0.54	\$0.98	4.30%	\$21.73
Cedar Rapids, IA	\$11.19	\$123.84	11.06	4.74	0.43	\$0.27	2.38%	\$10.93
Fort Wayne, IN	\$10.97	\$116.92	10.66	4.75	0.45	\$1.00	9.07%	\$9.98
Green Bay	\$9.89	\$100.66	10.17	4.12	0.41	\$1.23	12.38%	\$8.67
Muskegon Heights, MI	\$19.88	\$103.30	5.20	2.21	0.43	\$1.05	5.27%	\$18.84
Sioux City, IA	\$8.65	\$101.25	11.71	5.13	0.44	\$1.12	12.96%	\$7.53
Topeka, KS	\$10.80	\$116.64	10.80	5.62	0.52	\$1.11	10.29%	\$9.69
Wichita, KS	\$12.48	\$90.28	7.23	2.72	0.38	\$1.81	14.54%	\$10.67
Average	\$13.83	\$111.49	8.80	3.96	0.45	\$1.11	8.82%	\$12.71
Standard Deviation	\$4.71	\$13.29	2.40	1.12	0.05	\$0.39	3.94%	\$4.71
Acceptable Range	\$18.54	\$124.78	6.40	2.84	0.40	\$0.72	4.88%	\$17.42
	Better than average	Better than average	Better than average	Better than average	Within satisfactory range	Better than average	Better than average	Better than average

Operating Expense Per Passenger Trip



Operating Expenses per Passenger Compared to Peer Averages, 2018-2022

Peer Type ● Agency ● National ● WI



Annual Rate of Change

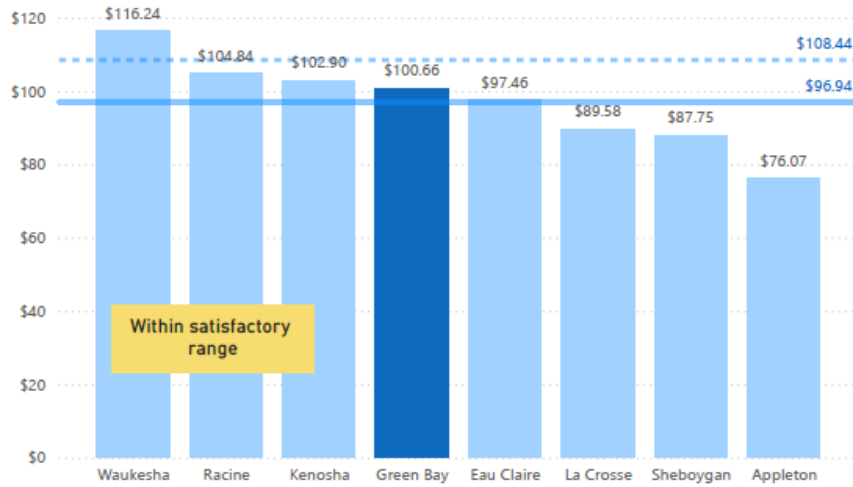
13.85%

	National	Wisconsin
Average	14.35%	13.64%
St. Dev.	6.16%	6.04%
Acceptable Range	20.51%	19.68%

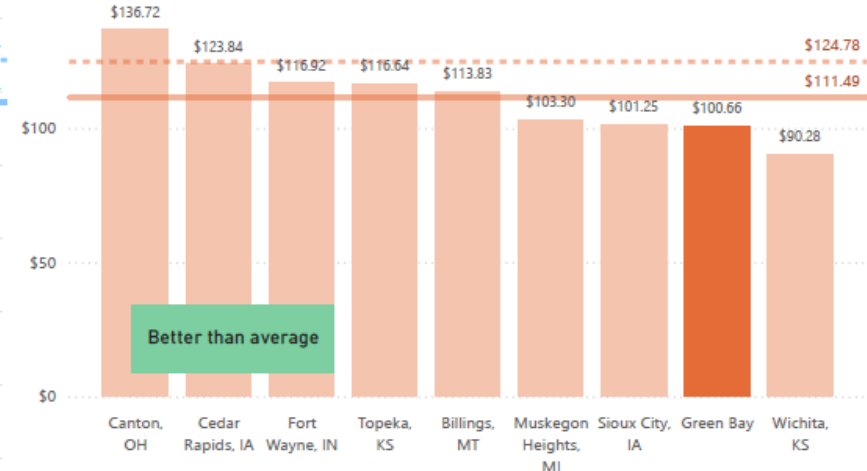
Better than average
National Peers

Within satisfactory range
WI Peers

Operating Expense Per Revenue Hour



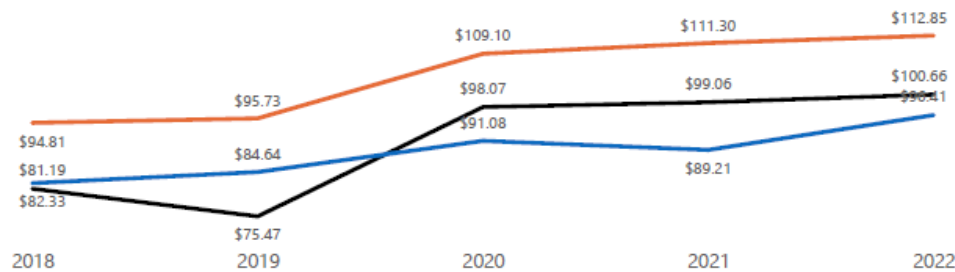
Within satisfactory range



Better than average

Operating Expenses per Revenue Hour Compared to Peer Averages, 2018-2022

Peer Type ● Agency ● National ● WI



Annual Rate of Change

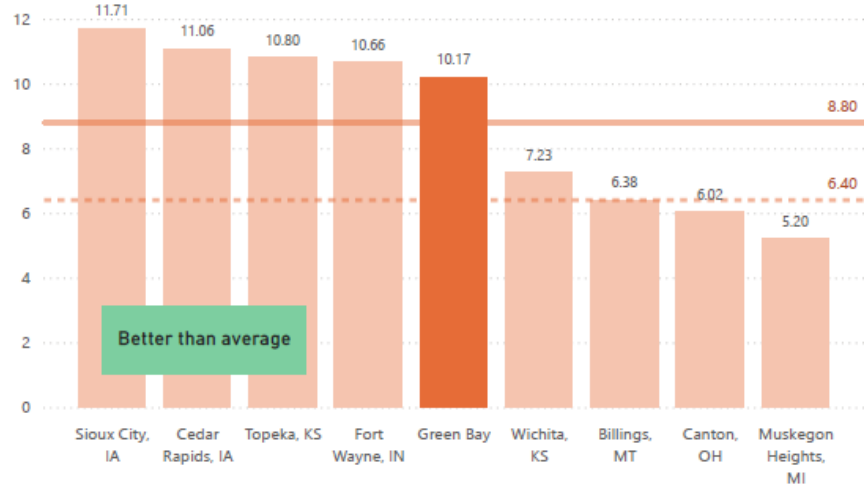
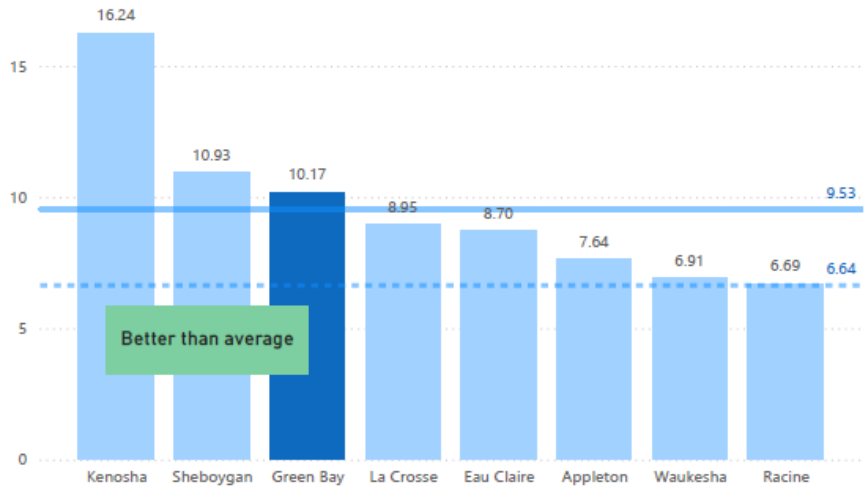
5.52%

	National	Wisconsin
Average	4.36%	4.01%
St. Dev.	1.87%	2.47%
Acceptable Range	6.23%	6.48%

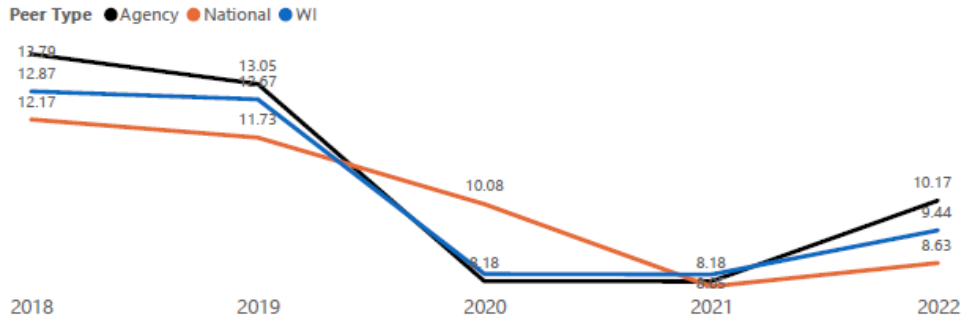
Within satisfactory range
National Peers

Within satisfactory range
WI Peers

Passenger Trips Per Revenue Hour



Passenger Trips per Revenue Hour Compared to Peer Averages, 2018-2022



Annual Rate of Change

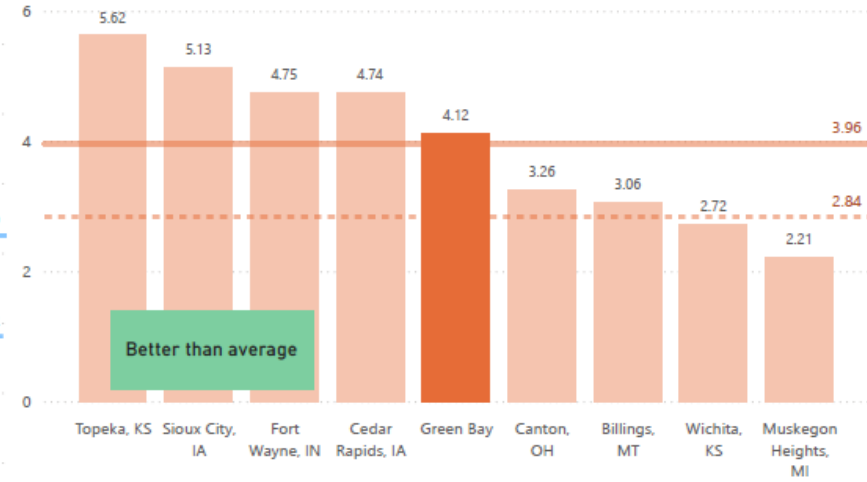
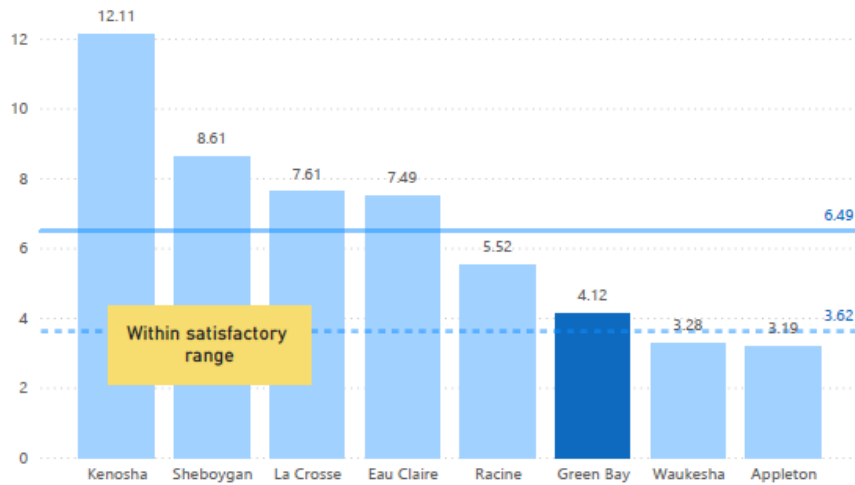
-7.32%

	National	Wisconsin
Average	-8.54%	-8.21%
St. Dev.	3.89%	5.53%
Acceptable Range	-12.43%	-13.74%

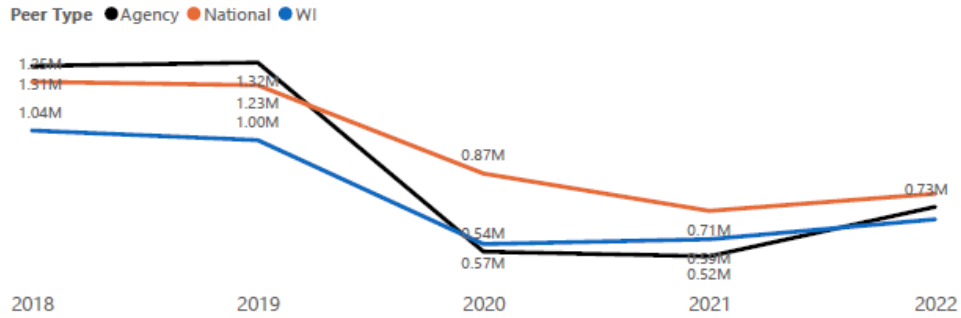
Better than average
National Peers

Better than average
WI Peers

Passenger Trips Per Capita



Passenger Trips Compared to Peer Averages, 2018-2022



Annual Rate of Change

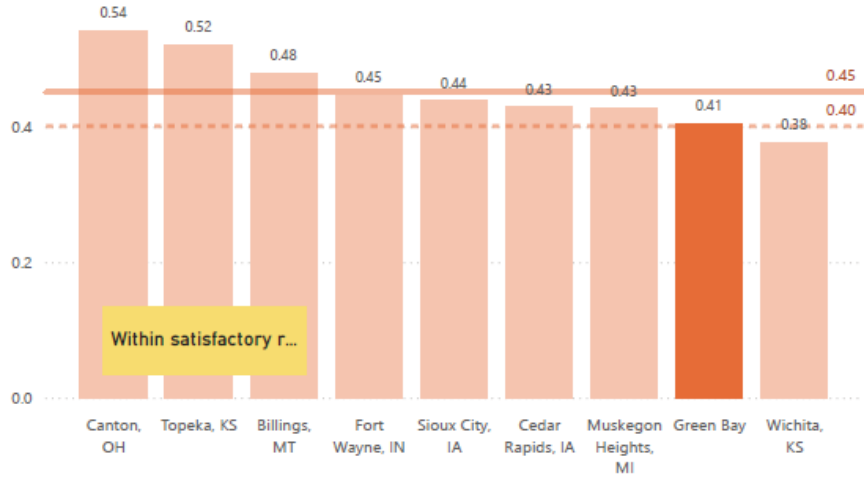
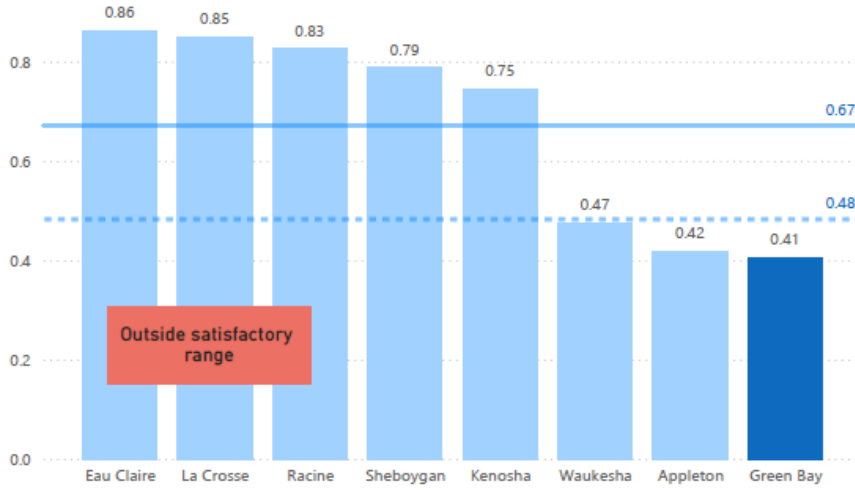
-13.66%

	National	Wisconsin
Average	-11.41%	-10.65%
St. Dev.	5.03%	4.47%
Acceptable Range	-16.44%	-15.12%

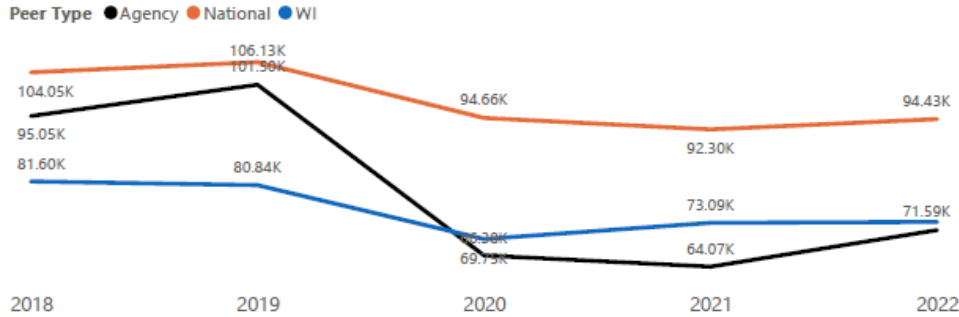
Within satisfactory range
National Peers

Within satisfactory range
WI Peers

Revenue Hours Per Capita



Revenue Hours Compared to Peer Averages, 2018-2022



Annual Rate of Change

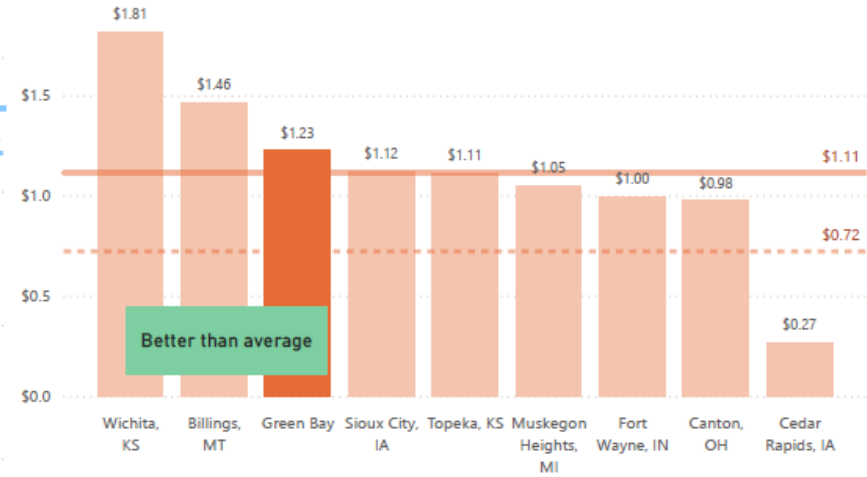
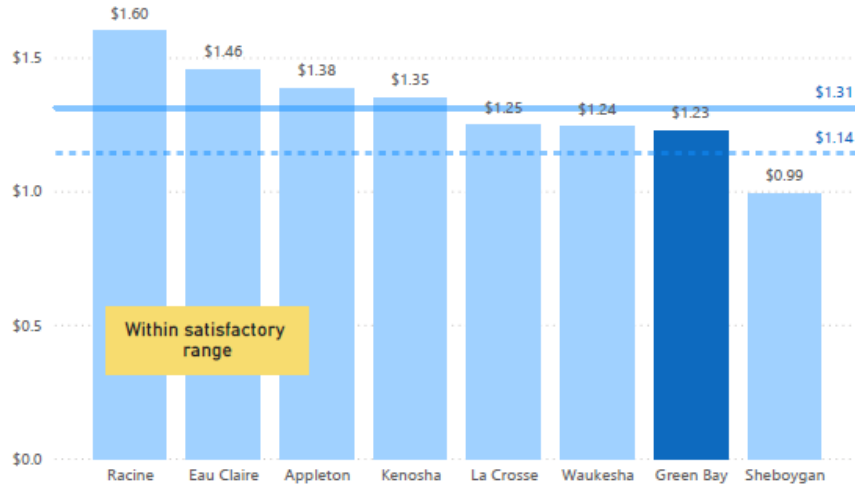
-6.84%

	National	Wisconsin
Average	-3.14%	-2.59%
St. Dev.	3.35%	1.93%
Acceptable Range	-6.49%	-4.53%

Outside satisfactory range
National Peers

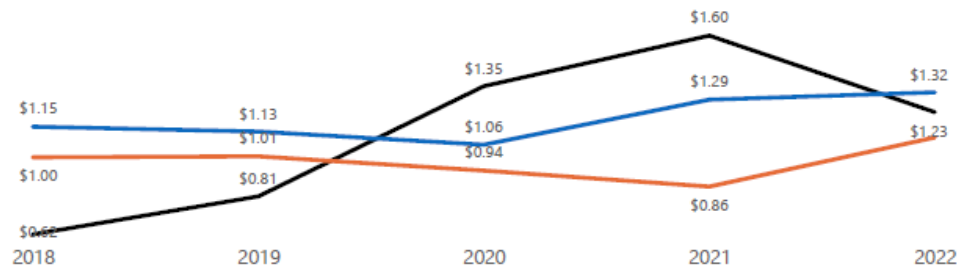
Outside satisfactory range
WI Peers

Average Fare Per Passenger Trip



Average Fare per Passenger Trip Compared to Peer Averages, 2018-2022

Peer Type ● Agency ● National ● WI



Annual Rate of Change

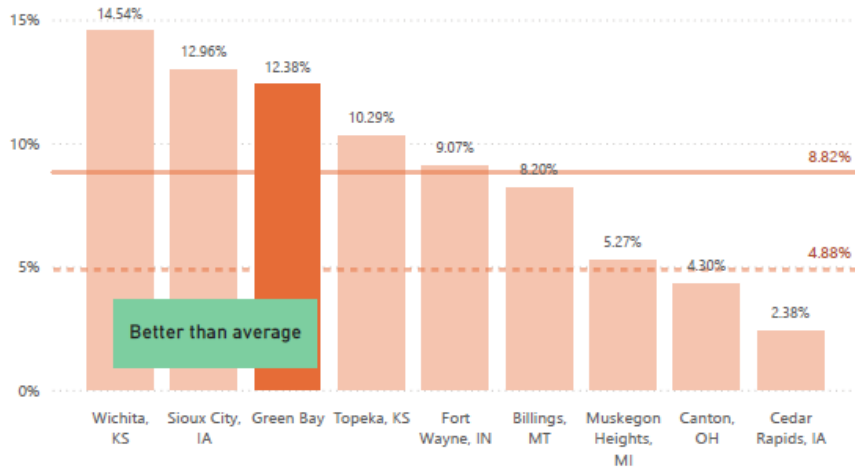
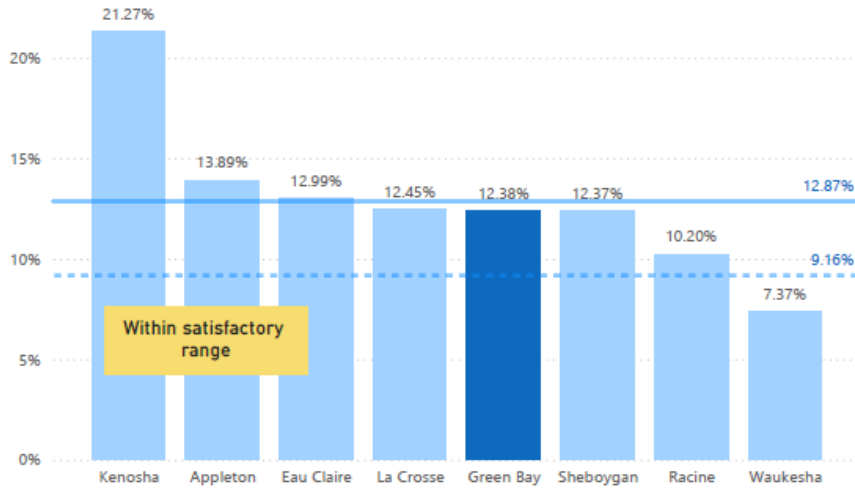
18.61%

	National	Wisconsin
Average	0.67%	3.60%
St. Dev.	10.41%	4.29%
Acceptable Range	-9.74%	-0.69%

Better than average
National Peers

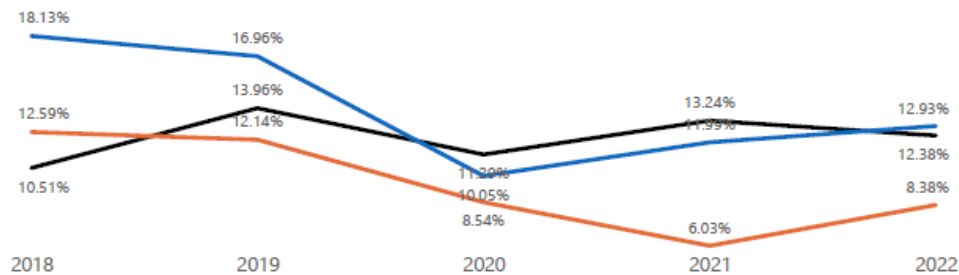
Better than average
WI Peers

Operating Ratio



Operating Ratio Compared to Peer Averages, 2018-2022

Peer Type ● Agency ● National ● WI



Annual Rate of Change

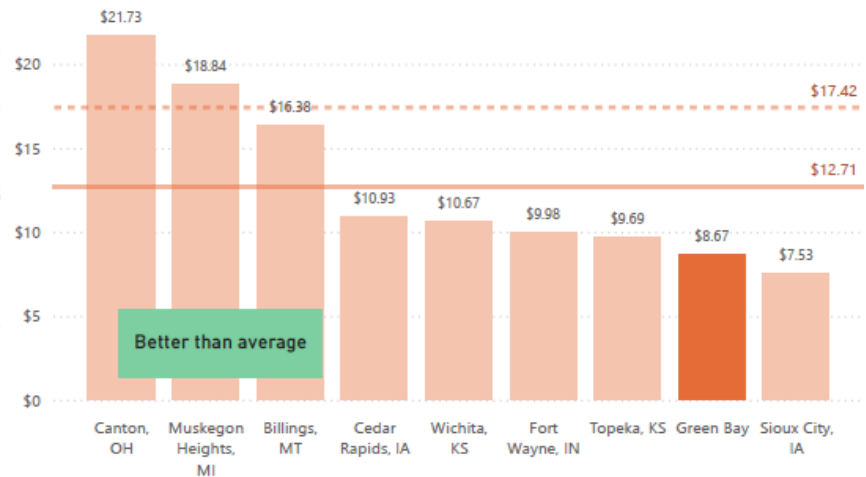
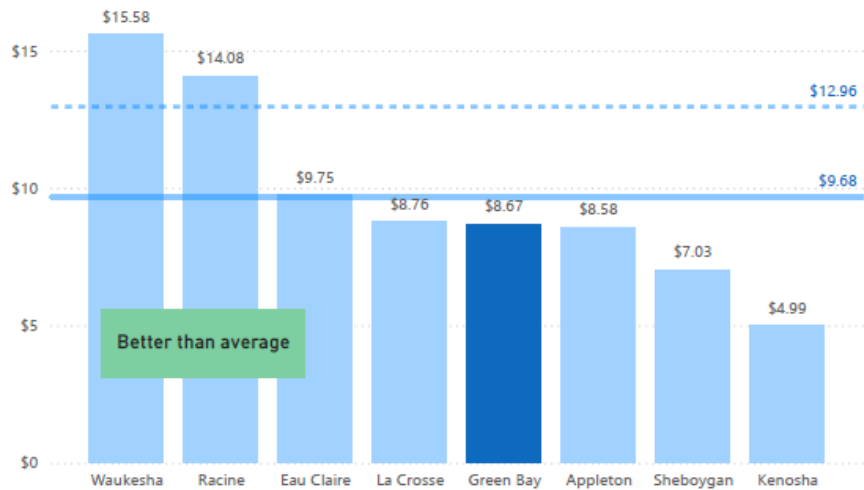
4.18%

	National	Wisconsin
Average	-11.72%	-8.66%
St. Dev.	10.32%	4.53%
Acceptable Range	-22.04%	-13.20%

Better than average
National Peers

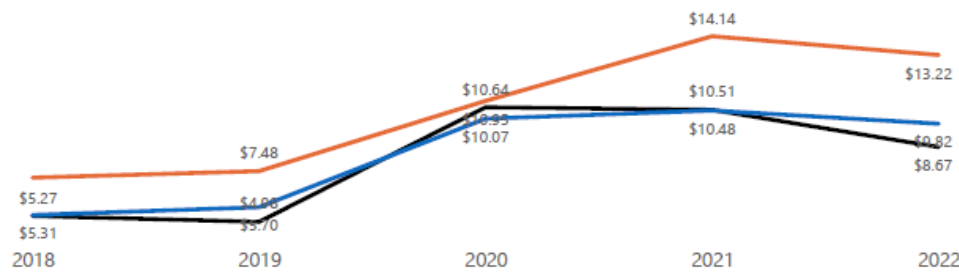
Better than average
WI Peers

Subsidy per Passenger Trip



Subsidy per Passenger Trip Compared to Peer Averages, 2018-2022

Peer Type ● Agency ● National ● WI



Annual Rate of Change

13.25%

	National	Wisconsin
Average	15.71%	15.42%
St. Dev.	6.65%	6.64%
Acceptable Range	22.37%	22.05%

Better than average
National Peers

Better than average
WI Peers

Agency Summary Relative to Peers

Performance Measure	Single Year (2022)		Trend Analysis (2018-2022)	
	WI Peers	US Peers	WI Peers	US Peers
Average Fare per Passenger Trip	Within satisfactory range	Better than average	Better than average	Better than average
Operating Expenses per Passenger Trip	Better than average	Better than average	Within satisfactory range	Better than average
Operating Expenses per Revenue Hour	Within satisfactory range	Better than average	Within satisfactory range	Within satisfactory range
Operating Ratio	Within satisfactory range	Better than average	Better than average	Better than average
Passenger Trips per Capita	Within satisfactory range	Better than average	N/A	N/A
Passenger Trips per Revenue Hour	Better than average	Better than average	Better than average	Better than average
Revenue Hours per Capita	Outside satisfactory range	Within satisfactory range	N/A	N/A
Subsidy per Passenger Trip	Better than average	Better than average	Better than average	Better than average

Trend Summary Relative to WI Peers

Performance Measure	Agency Average Annual Rate of Change	WI Peer Average	WI Peer St. Dev.	WI Peer Acceptable Range	
Average Fare per Passenger Trip	18.61%	3.60%	4.29%	-0.69%	Better than average
Operating Expenses per Passenger Trip	13.85%	13.64%	6.04%	19.68%	Within satisfactory range
Operating Expenses per Revenue Hour	5.52%	4.01%	2.47%	6.48%	Within satisfactory range
Operating Ratio	4.18%	-8.66%	4.53%	-13.20%	Better than average
Passenger Trips per Capita					N/A
Passenger Trips per Revenue Hour	-7.32%	-8.21%	5.53%	-13.74%	Better than average
Revenue Hours per Capita					N/A
Subsidy per Passenger Trip	13.25%	15.42%	6.64%	22.05%	Better than average

Trend Summary Relative to US Peers

Performance Measure	Agency Average Annual Rate of Change	US Peer Average	US Peer St. Dev.	US Peer Acceptable Range	
Average Fare per Passenger Trip	18.61%	0.67%	10.41%	-9.74%	Better than average
Operating Expenses per Passenger Trip	13.85%	14.35%	6.16%	20.51%	Better than average
Operating Expenses per Revenue Hour	5.52%	4.36%	1.87%	6.23%	Within satisfactory range
Operating Ratio	4.18%	-11.72%	10.32%	-22.04%	Better than average
Passenger Trips per Capita					N/A
Passenger Trips per Revenue Hour	-7.32%	-8.54%	3.89%	-12.43%	Better than average
Revenue Hours per Capita					N/A
Subsidy per Passenger Trip	13.25%	15.71%	6.65%	22.37%	Better than average

Appendix B: Completed Questionnaire

The following are sheets from the completed MPR questionnaire, as submitted by Green Bay Metro staff. These responses were reviewed and used to develop discussion items for the November 20, 2024, virtual review and this MPR final report.

RECOMMENDATIONS FROM PRIOR MPR			Green Bay Metro Transit	
#	Functional Area from Prior MPR	Recommendation	Priority	How has this recommendation been addressed? If not addressed, (a) what have been the barriers and/or (b) what steps have been taken toward completing it?
1	Policy- and Decision-Making Processes	Establish a transit user advisory group to provide customer input on current operations and proposed service revisions.	Low	No, due to COVID.
2		Continue to monitor the employment market for bus drivers in the Green Bay area; consider exploring changes that would allow new drivers more flexibility with scheduling, or other strategies to improve employee engagement.	Medium	Yes, part time positions.
3		Continue to leverage statewide resources, relationships with peer transit agencies, and regional and national peer groups to bring new and innovative practices to Green Bay Metro.	Low	N/A
--	Transportation Operations	No Recommendations.	--	
4	Vehicle and Facility Maintenance	Procure and implement a barcode system for parts and maintenance.	Low	We did through RTA. It has not worked within our operation as we expected.

RECOMMENDATIONS FROM PRIOR MPR			Green Bay Metro Transit	
#	Functional Area from Prior MPR	Recommendation	Priority	How has this recommendation been addressed? If not addressed, (a) what have been the barriers and/or (b) what steps have been taken toward completing it?
5	Finance	Monitor passenger revenue effectiveness metrics after the January 2020 fare increase, as well as any impact on ridership (particularly ridership by low-income passengers and other underrepresented groups).	Medium	Done. No concerns. Additional mode implemented.
6	Planning and Scheduling	Continue to explore new service delivery models for low-density areas, including restructuring fixed routes and/or conducting pilot projects as feasible.	Medium	Done and implemented microtransit.
7		Develop a consistent process and funding structure for engaging and adding municipalities to the Green Bay Metro system, including establishing the appropriate amount and type of service, and allocating operating and capital costs among new and existing municipalities.	Medium	New regional approach for local share contribution has been implemented
8	Marketing	Work to provide public data in the GTFS file format for use in Google Maps and other third-party applications, and advertise these trip planning tools once available.	Medium	Done
9		Adopt a plan to conduct regular customer surveys on an annual or triennial basis, and track customer satisfaction as a performance measure.	Medium	Surveys are done as needed. Public comment box is available in the lobby at all times. Service comments are always accepted online via "Request for Services."

RECOMMENDATIONS FROM PRIOR MPR			Green Bay Metro Transit	
#	Functional Area from Prior MPR	Recommendation	Priority	How has this recommendation been addressed? If not addressed, (a) what have been the barriers and/or (b) what steps have been taken toward completing it?
10		Continue and strengthen Green Bay Metro's presence at local community events, including outreach efforts by the agency's mobility coordinator.	Medium	Done.

POLICY- AND DECISION-MAKING PROCESS		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
GENERAL				
1	How does the transit system interact with WisDOT on this topic (policy)?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
2	How does the transit system interact with other public transit systems on this topic (policy)?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
STAFFING & ORGANIZATION				
3	How does the transit system fit into the overall local government framework? Is it a stand-alone entity, or is a division of the city/county government?			City of Green Bay Department, under the authority of the Transit Commission
4	Which of these functions are conducted "in-house" and which are outsourced to other units of government or organizations? (please name these)			
	Human Resources	X		City
	Operations	X		In-house

POLICY- AND DECISION-MAKING PROCESS		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
	Maintenance	X		In-house
	Finance	X		In-house and City
	Legal	X		City
	Marketing			Various newspapers, social media, radio, television, information on buses, and within GBM Apps
	Other (please note)			
5	Have labor costs changed significantly in the last few years? If so, how?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
6	Are there any clearly-identifiable barriers in place related to employee recruitment and retention? If so, please list briefly.		X	Ongoing challenges recruiting drivers, consistent with many other systems across the country.
7	Has the transit system been impacted recently by high turnover or retirements?	X		
8	What is the starting wage for drivers (part-time and/or full-time)? How, if at all, does this change in the first year?			Driver wage: 0-1040 hours \$22.90 / 1041-2080 hours \$24.28 Full scale \$27.55
9	Is there a notable difference between benefits offered to part-time and full-time employees?	X		
10	What actions does the transit system undertake to improve employee retention?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
MANAGEMENT				
11	Who does the transit manager report to?			Transit Director reports the Transit Commission and the Mayor
12	Who is responsible for leading the following activities? Please include names and/or job titles.			
	Preparing capital/operating budgets			Director and Finance Manager

POLICY- AND DECISION-MAKING PROCESS		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
	Providing input on staffing levels			All administrative staff
	Administering discipline			Director, Human Resources, Operation Supervisors
	Hearing grievances			Director, Human Resources
	Negotiating labor contracts			Director, Human Resources
13	How often does management hold regular staff meetings?			Weekly
14	How often does the transit manager meet with their supervisor?			Director meets with Mayor every two weeks and Commission once a month
15	What training has management staff received in the past year, if any? Do you feel this is sufficient?			TSI-First Observer Training, Reasonable Suspicion, Quarterly Safety Meetings, Threat Awareness, Emergency Evacuation, Customer Service, Severe Weather, CPR/AED. See Appendix H in PTASP.
16	What training is planned for management staff in the next year, if any? Do you feel this is sufficient?			List can be provided. Yes, training is provided as needed and requested.
POLICY MAKING				
17	Is there a governance board, transit commission, or official oversight committee in place? If so, please name these group(s).	X		Green Bay Transit Commission
18	Briefly, what are the responsibilities of the board/commission?			The Green Bay Transit Commission is responsible for the development of the annual budget, establishing service levels, setting fares, awarding contracts, staff levels and other related duties.

POLICY- AND DECISION-MAKING PROCESS		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
19	How many members are on the board/commission? What is its composition in terms of elected officials, staff, members of the public, etc.?			7 members, (1 Council Liaison, 6 members of the public)
20	What is the term of members?			Two Years
21	How frequently does the board/commission meet?			Once a month
22	Are board/committee meetings open to the public and publicized?	X		
23	Are board/committee meeting agendas, packets, and minutes posted online? If so, please provide a link.	X		Yes, https://greenbaywi.gov/129/Meetings-Agendas-Minutes
24	Do transit system staff provide regular updates and/or written reports for board/committee meetings?	X		
25	Does the transit system track progress toward specific performance goals or completion of initiatives? If so, describe briefly.	X		Goals are tracked annually and when initiatives are put in place they are reported based on commission requirements.
26	Who is involved with setting policy on:			
	Operations			Director, Operation Manager
	Route / service planning and changes			Director, Operation Manager, Operation Supervisors
	Specifying / procuring equipment and rolling stock			Director, Compliance Coordinator
	Fare policy			Director

POLICY- AND DECISION-MAKING PROCESS		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
27	Provide an example of a recent policy-making process or policy change.			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
COMPLIANCE				
28	Did the transit system have any deficiencies, corrective actions, or findings in the most recent FTA Triennial Review/WisDOT Compliance Site Review? If so, please describe briefly.	X		Deficient in 4 areas, one in Satisfactory Continuing Control - Property report not submitted and inadequate oversight in three areas for 5310 subrecipient.

TRANSPORTATION OPERATIONS		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
GENERAL				
1	Currently, what is the most important operational issue the transit system is experiencing?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
2	How does the transit system interact with WisDOT on this topic (operations)?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
3	How does the transit system interact with other public transit systems on this topic (operations)?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
4	For each mode (or service type) operated, how many vehicles are operated in maximum service?			15 Vehicles for Fixed route, 12 for On Demand Service.
5	How many of the following does the system currently employ?			
	Full-time drivers			16
	Part-time drivers			3

TRANSPORTATION OPERATIONS		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
	Full-time operations/street supervisors			3
	Part-time operations/street supervisors			0
	Full-time other operations staff (e.g., dispatchers, communications staff) [please specify title]			5 (3 Dispatchers, 1 Operation Assistant, 1 Operations Manager)
	Part-time other operations staff (e.g., dispatchers, communications staff) [please specify title]			0
OPERATIONS MANAGEMENT AND SUPERVISION				
6	Is there an operations manager? If so, who (name and title)?	X		Chris Braatz, Operations Manager
7	Are operations supervisors scheduled and present during all hours of revenue service? If not, describe when.	X		
8	Are supervisors ever on call at home? If so, when?	X		When additional coverage may be needed due to training, staff shortages, etc.
9	Is at least one dispatcher (or customer service staff) on duty for all hours of revenue service? If not, describe when these staff are on duty.	X		
10	Who are the first employees to report to work on weekdays? What time do they arrive? Do they have specific first-to-report tasks to open up the facility?			Dispatch arrives at 3:30am and at 5:00am an operation supervisor arrives. Dispatch turns on all of the lights inside the building and lobby, and security camera screens in dispatch. All the public doors automatically unlock when needed at the set times.
DRIVER COMMUNICATIONS				

TRANSPORTATION OPERATIONS		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
11	How are route and service changes, safety bulletins, and other important policies communicated to drivers?			Alerts are provided in the dispatch check-in area where they can grab their own copies. Route changes or detours are posted on the driver's board. Turn by turn's, route guide and CAD/AVL software are updated, if permanent change is made. When policies are changed they are provided a copy of the change and a signature is required once they have received and read the changes. There are boards posted in each breakroom that employees are required to review prior to starting their shift.
12	Is there a specific employee guidebook for operations or a specific driver's manual? <i>If so, please ensure this is included in the shared documents.</i>	X		
13	Is there a cellular phone/digital device usage policy for drivers?	X		
14	Are job performance evaluations completed regularly for all driver staff? If so, how often, and what do they entail?		X	
15	Are there any incentive programs in place for driver performance? If so, briefly describe them?	X		Accidents and safety record is tracked on a digital board in Operations and Maintenance. Previous awards have been food party, and various safety awards.
DRIVER: PRE-TRIP / POST-TRIP				
16	Where do drivers report to when starting their shift?			Dispatch
17	Do any drivers begin work at remote start points? If so, what is the procedure for checking in with dispatch/supervisors?		X	

TRANSPORTATION OPERATIONS		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
18	How far in advance of pull-out (in minutes) do drivers report?			10 minutes
19	Is there a method for dispatchers (or other relevant staff) to communicate with maintenance staff to ensure that all routes have been assigned vehicles that are in good repair?	X		
20	Are all drivers required to personally check-in or report to a supervisor, dispatcher, or some other management person before going on duty? If so, describe this process. Is it face-to-face, by phone, etc.?	X		Face to face with dispatch.
21	Prior to the start of their shift, how does the transit system ensure a driver is fit for duty?			Face to face with dispatch and Ops Supervisor.
22	Is a pre-trip inspection required before a vehicle goes in service?	X		
23	Do drivers have a post-trip checklist? If not, what functions do drivers complete at the end of the shift?	X		
24	Who locks up the garage at the end of the service day, and at what time? Is a security system used when no one is present?			Dispatch secures main garage door at end of shift. 7pm Weekdays and 2pm Saturdays during regular service. Maintenance does a perimeter check at end of shift to ensure everything is locked. Maintenance staff is the last to leave approx. two hours after dispatch.
DRIVER: IN-SERVICE				
25	Do drivers record the following information throughout the day? If so, how do they report it (e.g., a paper form, farebox, MDT, tablet)?			

TRANSPORTATION OPERATIONS		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
	Passenger boardings	X		Farebox
	Fare paid	X		Farebox
	Arrival times	X		CAD/AVL (Equans)
	Start/end vehicle mileage	X		Paper form
	Other (please specify)			
26	Do drivers handle cash or tickets in any way?		X	
27	Is there an adopted on-time performance standard (e.g., window of time to be considered "on time") for each mode or service type you provide? If so, what are the standards?	X		Buses are between 1 min early to 5 minutes late for being on-time. Paratransit is arriving within a 30 minute window (15 minutes before and 15 minutes after pick up time).
28	Does the transit system track on-time performance for your demand response service? If so, how is this tracked? How often are results summarized and reviewed?	X		On-Demand pick-up should be within 5 minutes of the scheduled time.
29	Does the transit system track on-time performance at the start and/or end of a route ? If so, how is this tracked? How often are results summarized and reviewed?	X		Buses are tracked from the start and the end of the route. Tracked through real-time software. Summarized and reviewed daily. Paratransit is tracked at the start of pick up. It is tracked and summarized weekly.
30	Does the transit system track on-time performance at mid-points along a route ? If so, how is this tracked? How often are results summarized and reviewed?	X		Busses are tracked in live time through out the entire service using our AVL system. They are summarized and reviewed daily.
31	Is there an adopted on-time performance goal (e.g., percent on time) for each mode or service type provided? If so, what are the goals?	X		Buses are 90% Paratransit is 95% On-Demand is 90%

TRANSPORTATION OPERATIONS		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
32	Year-to-date, what was the actual level of on-time performance for each mode or service type you provided (e.g., percent on-time)?			Buses 01/02/24 - 10/22/24: 78% (Considerable construction and changes in train schedule) Para 01/02/24 - 10/22/24: 98.2%
TRAINING				
33	Are drivers, dispatchers, and supervisors given training in how to respond to accidents and medical emergencies?	X		
34	Are drivers given training and direction in how to respond to passenger incidents?	X		
35	Do you have an accidents per mile goal (e.g., fewer than X accidents/100,000 miles)? If so, how have you performed in relation to your goal recently?	X		0, Performed well.
36	Who administers the transit system's driver training program?			All of Operations management helps with driver training, which consist of the operations manager, supervisors, and assistant.
37	Is the transit system's driver training program documented? If so, <i>please ensure this is included in the shared documents.</i>	X		
38	Have drivers been through specialized driver safety courses (e.g., Smith System, TSI, CTAA, WI RTAP, etc.)? If so, please note the course and briefly describe how it is applied.	X		TAPCO, Smith System, are the two main courses. See attached training form.
39	Approximately how long is the transit system's driver training program?			
	Number of classroom hours			Approximately 20-70 hours based if they do or don't have a CDL

TRANSPORTATION OPERATIONS		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
	Number of behind-the-wheel hours			Approximately 60-110 hours based if they have a CDL
40	Is there a continuing education component to the transit system's driver training program? If so, please describe briefly or list the internal document that you have shared that addresses this.	X		Smith System is done every 2 years,
41	Do maintenance staff have any role in training new drivers? If so, please describe briefly or list the internal document that you have shared that addresses this.		X	
42	Does the transit system provide or arrange for CDL training for inexperienced drivers when a CDL is required to operate one of its vehicles?	X		
43	Is there a retraining program for drivers with poor safety or complaint records? If so, please describe briefly or list the internal document that you have shared that addresses this.	X		Each issue is viewed case by case. Additional training is provided as deemed necessary.
44	Does the transit system's safety program offer incentives and recognition to drivers with good records? If so, please describe briefly.	X		TMI program and various levels of days accomplished with tracking injuries and accidents.
45	Does the transit system have regular safety meetings with the following staff? If so, how often?			
	Drivers	X		Quarterly
	Mechanics	X		Quarterly
	Administration	X		Quarterly as they pertain to the staff

TRANSPORTATION OPERATIONS		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
46	Does the transit system do driver ride checks ("ride alongs") with management, supervisors, trainers, or other drivers? If so, how often?	X		Quarterly, additional if needed
47	Are drivers given specific training in the use of a passenger lift and how to properly secure a wheelchair?	X		
48	Who conducts safety training for maintenance workers?			Maintenance Manager or the equipment manufacturer if it is new equipment.
WORK AND VEHICLE ASSIGNMENTS				
49	Does the transit system use specialized scheduling software (e.g. HASTUS) or other software to maintain a schedule database? If so, please describe briefly.		X	
50	How and how often do drivers select work assignments?			Drivers select their work assignments every 4 months.
51	Are there rules or guidelines about the types of work completed by part-time employees? If so, please provide an overview or list the internal document that you have shared that addresses this.	X		Each part-timer's offer letter states the hours per week they were hired for. Section 1.16 of the Bus Operator Manual , covers part time operator's schedules.
52	Are there requirements for driver breaks? If so, please provide an overview or list the internal document that you have shared that addresses this.		X	Driver breaks are not provided based on preferred scheduling.
53	Does the system employ standby drivers who report to work but are not immediately assigned work ("extra board")?	X		

TRANSPORTATION OPERATIONS		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
54	Does the system employ on-call drivers who are available for work, but do not report to work unless called in?	X		

FINANCE		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
GENERAL				
1	How does the transit system interact with WisDOT on this topic (finance)?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
2	How does the transit system interact with other public transit systems on this topic (finance)?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
3	Which staff positions are involved with the following:			
	Payroll			Dispatch, Compliance Coordinator, Finance Manager, Transit Director
	Purchasing			Compliance Coordinator, Maintenance Manager, Transit Director
	Accounts payable			Compliance Coordinator, Finance Manager, Transit Director
	Accounts receivable			Compliance Coordinator, Finance Manager, Transit Director
	General ledger			Finance Manager, Transit Director
	User fare revenues			Compliance Coordinator, Finance Manager
4	When was the last time the transit system was subject to a financial audit?			CY2024 for FY2023
ACCOUNTING AND PAYROLL				

FINANCE		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
5	Are security and backup systems in place for your computerized accounting system?	X		
6	Is there a secure database of employee records, pay rates, benefit elections, and other data?	X		
7	Are payroll checks approved/signed by someone other than the person who prepares them?	X		
REVENUE CONTROL				
8	Does the transit system have a written policy for cash handling procedures? <i>If so, please ensure this is included in the shared documents.</i>	X		
9	When collected aboard a vehicle in revenue service, are fares collected in a locked fare box?	X		
10	Do transit system vehicle have registering fare boxes?	X		
11	Who is responsible for removing fares from the vehicle?			Service Technicians probe buses at EOD
12	Who counts the fares? When? Where?			Two persons count farebox revenue, in the vault, each morning.
13	Is there an activated security camera in the fare counting room?	X		
14	What is the average daily amount of cash collected?			Average Mon-Fri = \$401 / Average Sat = \$182
15	Who reconciles cash collected with the passenger count?			Finance Manger reconciles sales subsidiary monthly. This tracks all operating fare revenues.
16	Who is responsible for making the bank deposit? How often is this done?			Compliance Coordinator, and Courier Service takes deposits to the bank, twice a week.

FINANCE		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
17	Are bank deposits reconciled back to driver or fare box revenues?	X		
18	Are cash receipts for pass sales reconciled back to the number of passes issued?	X		
19	Are you responsible for other points of sale for fares aside from aboard vehicles (e.g., public counter, fare vending machines, etc.)? If so, please describe.			Compliance Coordinator (Finance Manager) reconcile cash sales for Ticket Vending Machines (TVMs). Compliance Coordinator reconciles dispatch sales daily, and creates bank deposit (Finance Manager serves as backup). Finance Manager reconciles all credit card sales EOM for mobile app, On Demand hand held validator, and TVM credit card sales. Compliance Coordinator enters credit card sales into Tyler Munis.
20	Are paper/electronic transfers issued? If so, what are the transfer rules for passengers?		X	
21	Do you track how transfers are used between routes or services? If so, how and how often?			N/A
BUDGETING AND GRANTS				
22	Which staff members are involved in the annual budgeting process?			Transit Director, Finance Manager
23	Who prepares annual funding application to WisDOT?			Entered by Finance Manager, Approved by Transit Director
24	Does the transit system have (or recently had) any agreements with local partners (i.e., municipalities, educational institutions, businesses) for transit service, funding, and/or fares? If so, please list with whom and, generally, for what.	X		Municipal Partners: Villages of Allouez, Ashwaubenon, & Bellevue and Cities of De Pere & Green Bay. School agreements: Ashwaubenon Public School District & Green Bay Public School District.

FINANCE		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
25	Are annual capital and operating budgets part of local transportation improvement program (TIP) and/or capital improvement program (CIP)?	X		
26	Does the transit system compare actual revenues and expenses against budgeted revenues and expenses throughout the fiscal year? If so, please describe your process, including frequency.	X		Finance Manager prepares monthly financials that compare to budget.
27	What is the policy for handling unspent local funds previously obligated for transit? Please describe briefly.			During audit process, municipal actuals are reconciled and any overpayments are returned to the municipal partners.
28	Is there a transit fleet replacement fund in place? If so, please describe briefly.	X		Transit Director maintains a fleet replacement spreadsheet.
29	Is there a general transit capital replacement fund in place? If so, please describe briefly.		X	City of Green Bay has a Capital Improvement Plan (CIP) that is updated annually.
30	Has the transit system worked with the MPO/RPC to seek grant opportunities for vehicle replacement and capital investments? If so, which grants and with whom have you worked?	X		Green Bay Metro has worked with Brown County MPO to apply for STBG funds for buses.
31	Has the transit system had to turn back grant funds in the past 5 years? If so, from which grants and under what circumstances?		X	

PLANNING Green Bay Metro Transit				
#	Question	Yes	No	Response (as applicable)
GENERAL				
1	What do you want to accomplish in the next few years?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
2	In the past, has there generally been success in implementing planning recommendations?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
3	How does the transit system interact with WisDOT on this topic (planning)?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
4	How does the transit system interact with other public transit systems on this topic (planning)?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
PLANNING FUNCTIONS / LONG-RANGE PLANNING				
5	Are any staff dedicated exclusively to service planning? If so, how many? If not, who is responsible for the service planning function?		X	Green Bay Metro has a service development committee.
6	When was the last transit development plan (TDP), operations analysis, or other strategic plan completed?			Nov-23
7	Who led the last TDP (or similar project) and what was the transit system's role in the process? Did any other local agencies participate? Please list.			Lisa Conard, Principal Planner with Brown County MPO was the lead, with several Green Bay Metro staff members participating.

PLANNING				
Green Bay Metro Transit				
#	Question	Yes	No	Response (as applicable)
8	Is the TDP (or similar project) incorporated into the local long-range transportation plan for the community?	X		
9	To what extent has the transit system addressed the recommendations in the TDP (or similar project)? Approximately what percentage of the recommendations have been implemented or addressed?			Majority of recommendations are ongoing goals for the system.
10	Does the transit system survey riders regarding the following? If so, how often is this information gathered?			
	Frequency of use	X		Project specific
	Transportation alternatives/mode choice	X		Project specific
	Trip origins and destinations	X		Project specific
	Trip purpose	X		Project specific
	Level of satisfaction with service	X		Project specific
	Demographics	X		Project specific
PLANNING DATA / PERFORMANCE EVALUATION				
11	Who is responsible for monitoring daily transit system performance data?			Operations Supervisors
12	Outside of daily monitoring, what performance data are regularly or occasionally reviewed by staff?			OTP, safety concerns, training schedule, bus downs

PLANNING				
Green Bay Metro Transit				
#	Question	Yes	No	Response (as applicable)
13	Does the transit system have automatic passenger counters (APCs)? If not, briefly describe how you collect ridership data.	X		
14	Does the transit system monitor maximum vehicle loads? If so, how and how often?	X		Tracked with in CAD/AVL, drivers also notify dispatch.
15	Does the transit system have an automatic vehicle locator (AVL) system or other GPS tools to track vehicle location? If so, briefly describe how this is used and if this differs by mode of service provided.	X		Yes, operations and the public use it to track buses, monitor schedule adherence, and predict arrival times.
SERVICE CHANGES				
16	How does the transit system respond to requests for service changes?			Requests for service changes are received and reviewed by Service Development Team.
17	Does the transit system evaluate the effectiveness of service changes? If so, how?	X		Ridership, and schedule adherence
18	Generally, how often are routes and/or schedules updated?			When necessary. Ongoing reviews are done to ensure most accurate information is shared.
19	When was the most recent notable service change or set of changes implemented? Generally, what was changed?			9/2/24 Minor modification to route 4. 5/5/2024 Route 4, 6, 8 and 9 had changes to assist with on time performance.
20	Have you instituted any new or substantially expanded programs or service (new mode or type of service) within the last few years? If so, please describe briefly.	X		LIFT Program - Limited number of passes available each month for low income riders.
FIXED ROUTE SCHEDULES				

PLANNING				
Green Bay Metro Transit				
#	Question	Yes	No	Response (as applicable)
21	Are fixed route schedules arranged to have routes meet at transfer points?	X		
22	Are buses "held" for late arriving buses at transfer points? If so, briefly state the policy.	X		Standard is hold for three minutes. However, last trip of the day buses will be held to ensure transfers are made.
23	Are there situations in which a bus is permitted to go off route to make a pick-up or drop-off? If so, explain briefly.	X		A detour could occur due to road closings, construction work, or emergencies. Dispatch must be notified prior to.
24	Is layover time or recovery time incorporated into schedules? If not, how is recovery time accommodated?	X		3-5 minutes per route.
25	Does the transit system operate trippers (i.e., unique or supplementary scheduled trips for schools or workplaces)? If so, briefly describe.	X		Three limited service routes operate to assist with passenger loads.
26	Are schedules checked on a regular basis to determine if running time adjustments are warranted? If so, how is this completed?	X		They're monitored regularly during service to make live adjustments when necessary to keep buses running on time.
PUBLIC INPUT				
27	How does the transit system engage the public in planning decisions? Please provide an overview of the strategies you use and how often they are deployed <i>or list the internal document that you have shared addresses this.</i>			We give public meeting notices when changes occur for any commenting or concerns. We have a form online that can also be filled out by anyone with any service comments and concerns. https://greenbaywi.gov/FormCenter/Metro-Transit-7/Service-Comments-129
28	Aside from the primary decision-making body (i.e., board or commission), is there an advisory group that provides input or direction on transit in your community? If so, please describe.	X		MPO, Transportation Coordinating Committee

PLANNING				
Green Bay Metro Transit				
#	Question	Yes	No	Response (as applicable)
29	What guidelines are used to determine when a public meeting is needed? Please provide an overview <i>or list the internal document that you have shared that addresses this.</i>			Public Participation Policy.
30	Does the transit system hold public meetings before adopting service changes?	X		
31	How are comments received at public meetings incorporated into service changes? Please provide an overview <i>or list the internal document that you have shared that addresses this.</i>			All comments are documented.
CAPITAL PLANNING				
32	Does the transit system have a Transit Asset Management (TAM) Plan and/or fleet replacement plan? <i>If so, please ensure this is included in the shared documents.</i>	X		
33	How many, if any, revenue vehicles are on order but have not yet arrived or have not yet been introduced to revenue service? Please describe briefly, including funding source(s) and which vehicles are being replaced.			1 - BEB due for delivery in January 2025, 2 - BEB expected in 2026 (Low-No Award, 3 - BEB's expected in 2026 (State VW award)
34	Has the transit system analyzed whether the current fleet mix is most appropriate relative to existing/future demand? If so, when was this last evaluated?	X		Clean Energy Plan 2024

PLANNING				
Green Bay Metro Transit				
#	Question	Yes	No	Response (as applicable)
35	Does the transit system have a facilities replacement/expansion plan? <i>If so, please ensure this is included in the shared documents.</i>		X	
36	Briefly, what types of facility improvements have been made in the last three years?			New HVAC system, new interior LED lighting, and replaced all bus lifts
37	Briefly, what types of facility improvements do you expect to make in the next few years that you have secured funding for?			Roof and generator (some dollars secured)
38	Briefly, what types of facility improvements do you expect you will need to make in the next three years but have not yet secured funding for ?			Roof and generator
39	What type of steps has the transit system made to improve energy efficiency and become more environmentally friendly?			Adopted Clean Energy Plan in 2024. Expecting first BEB in early 2025
40	Is facilities planning conducted as part of the annual budgeting process or as part of another budgeting process? Please describe briefly.			Facility needs are reviewed annually. This is part of the process for the TAM.
41	Does the transit system own and/or maintain customer amenities at transit stops, such as shelters, benches, enhanced signage, etc.? If so, please list the types of amenities.	X		We provide shelters, benches, and trash cans at some bus stop locations. Some enhanced signage is expected in 2025.
42	Does the transit system or its parent agency have an ADA Transition Plan or similar plan to program/implement ADA accessibility improvements? If so, please describe.		X	Not an actual plan. However, all improvements to stops, facility, etc. must be ADA accessible and compliant.
COORDINATION				

PLANNING		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
43	Does the transit system coordinate with other departments/municipalities/agencies regarding land use, housing and economic development, and related transportation projects? If so, please briefly describe how this coordination takes place.	X		Many times, it's project or grant specific. Senior staff meetings and strategic planning meetings.
44	Are transit system staff directly involved in updating the transportation element of local planning documents? If so, please list examples of those local planning documents.	X		City of Green Bay's Comprehensive Plan
INFRASTRUCTURE INVESTMENT AND JOBS ACT (IIJA) - FEDERAL BIPARTISAN INFRASTRUCTURE BILL				
45	How is the transit system preparing for additional operating funds through the IIJA?			Adjust frequency and provide later service with a new mode.
46	How is the transit system preparing for additional capital funds through the IIJA?			It has allowed GBM to explore other fuel options.

MARKETING		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
GENERAL				
1	What are some successful marketing activities you've completed?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
2	What are some unsuccessful marketing activities you've done?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>

MARKETING		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
3	What is the perception of the system within the communities served?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
4	How does the transit system interact with WisDOT on this topic (marketing)?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
5	How does the transit system interact with other public transit systems on this topic (marketing)?			<i>No written response is needed for this question, but it is likely we will discuss this during the meetings.</i>
MARKETING FUNCTIONS				
6	What percent of the transit system's total annual operating budget goes to marketing?			Typically, less than 1%. It can vary depending on current climate and needs.
7	Does the transit system have any dedicated marketing staff? If so, how many FTE? If not, who is responsible for the marketing function?		X	Transit Director and Mobility Coordinator work together to meet the need.
8	Does the transit system have a marketing plan, strategic plan, or other documentation of strategy for promoting the transit system? If so, how is it used and when was it last updated?	X		We have a strategic plan. This plan is due for updating in 2025.
9	Do you contract for any marketing or customer information services from an outside vendor? If so, please describe briefly.	X		Radio, television, social media on an as needed basis.
10	What are the transit system's three largest marketing expenditures?			Radio/television, driver recruitment and printed materials.
MATERIALS				

MARKETING		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
11	Did the transit system use, create, or conduct the following in the last year ? If so, who, generally, is responsible for this effort?			
	System map	X		MPO
	Telephone information		X	
	Website updates	X		Mobility Coordinator
	Social media updates	X		Mobility Coordinator
	Individual route maps and schedules	X		MPO, Operations
	Rider or "how to ride" guide	X		Mobility Coordinator
	Media contacts/press releases	X		Transit Director
	Customer and/or public surveys	X		MPO, Mobility Coordinator, Finance Manager
	Alternative language materials	X		Third Party
	Business outreach	X		Transit Director and Mobility Coordinator
	School outreach	X		Transit Director and Mobility Coordinator
	Board updates	X		Transit Director
Public meetings	X		Transit Director	
12	Does the transit system provide marketing materials in languages other than English? If so, please list which languages.	X		Spanish
13	If yes to the question above, how did you determine which languages to use?			Title VI Plan
14	Does the transit system have a printed and/or online transit system map? If so, when was the map last updated?	X		Sep-24

MARKETING		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
15	Does the transit system provide customers with information about other transit and transportation options in the community (e.g. human services transportation, specialty services, intercity bus services)? If so, please describe how you do this.	X		Through the Mobility Coordinator, and information in public lobby
WEB PRESENCE				
16	Who is responsible for maintaining the transit system's website?			Mobility Coordinator
17	Which of the following are available on the transit system's website?			
	System map	X		
	Individual route maps and schedules	X		
	Fare information	X		
	Rider or "how to ride" guide	X		
	Real-time bus location information	X		
	Trip planner	X		
	Board/committee meeting materials	X		
18	Does the transit system maintain route/schedule data in General Transit Feed Specifications (GTFS) [sometimes referred to as or "Google Transit" format]? If so, who creates and maintains it?	X		Operations Manager

MARKETING		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
19	Does the transit system use and/or maintain Facebook, Twitter, and/or other social media pages? If so, briefly describe how, how often each is used, and who maintains them.	X		Mobility Coordinator (Ops Supervisor as backup) All alerts and latest system info is posted on a regular basis, including job vacancies, new projects, grant awards and general community information.
20	Are policies in place to guide the use of social media as a marketing tool for the transit system?	X		
21	Does the transit system measure or evaluate the effectiveness of social media use for marketing and customer information purposed?	X		
MARKETING AND PROMOTIONS				
22	In the last few years, did the transit system conduct any advertising or promotional campaigns (other than publishing a schedule)? If so, briefly describe.	X		Free passes for liking certain posts on specific pages and various transit swag.
23	How often does the transit system communicate with area schools and employers to promote or coordinate transit service?			On an ongoing basis.
24	Does the transit system maintain a database of customer contacts and complaints? If so, briefly describe the format (e.g., spreadsheet, software, etc.) and how you analyze trends.	X		Excel. Various items are tracked such as driver, route, time, and bus. Trends are monitored to assist in addressing.
25	Is there an established procedure for investigating and responding to passenger complaints? If so, briefly describe.	X		All complaints are logged, investigated and tracked. Each complaint form requires follow up and must include if it was valid or not and how it was addressed.
26	Do customer complaint reports go to the governing board?		X	

COVID-19		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
GENERAL				
1	What actions did the transit system take to ensure employee health and safety during the COVID-19 pandemic?			Employees and passengers were required to wear PPE - per CDC regulations, bus capacity were reduced, GBM had free fares from April-June 2020, driver barriers were installed, cashless fare options were implemented, UV light air purification system installed on buses (later in Facility), rear door entry was implemented (unless ADA), fixed route modifications were made, microtransit was implemented, etc. Employees were required to do a temperature check every day, upon start of work and social distancing was implemented based on CDC recommendations.
2	Which of the above changes, if any, do you plan to maintain in the future?			GBM is maintaining cashless fares, driver barriers, UV light air purification system, and microtransit.
3	How has the transit system revised the amount or type of service you deliver in response to the COVID-19 pandemic, if at all?			During the pandemic, microtransit On Demand service was piloted. After the pilot period was over, it was reevaluated and Transit Commission approved the continuation of the On Demand Service. Since then, Service Development Committee has made updates to fixed route and On Demand services.
4	Which of the above changes, if any, do you plan to maintain in the future?			At this time, all.
5	In terms of ridership, which of the transit system's services and/or routes have been most significantly affected since the COVID-19 pandemic?			At first, service hours. However, more service hours are now provided.
6	In terms of ridership, which of the transit system's services and/or routes have remained stable or performed well since the COVID-19 pandemic?			Route 6

COVID-19		Green Bay Metro Transit		
#	Question	Yes	No	Response (as applicable)
7	Has the transit system received new federal investments related to economic stimulus packages? If so, from which programs?			CARES, ARP, CRRSAA
8	How has the transit system spent federal stimulus funding? Are there unspent funds remaining?			ARP - was used for operating and preventative maintenance. CRRSSA-was used to purchase Quantums (self-securement system for ADA). CARES-used for operating and facility renovation/rehabilitation capital projects (bus lifts, HVAC system, facility lighting upgrades, fuel system, live bus video feed & generator). Not all projects have been completed at this time.



Report to the
Transit Commission
of the City of Green Bay



MEETING DATE

June 18, 2025

PREPARED BY

Patricia Kiewiz, Transit Director

AGENDA ITEM # E.2

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

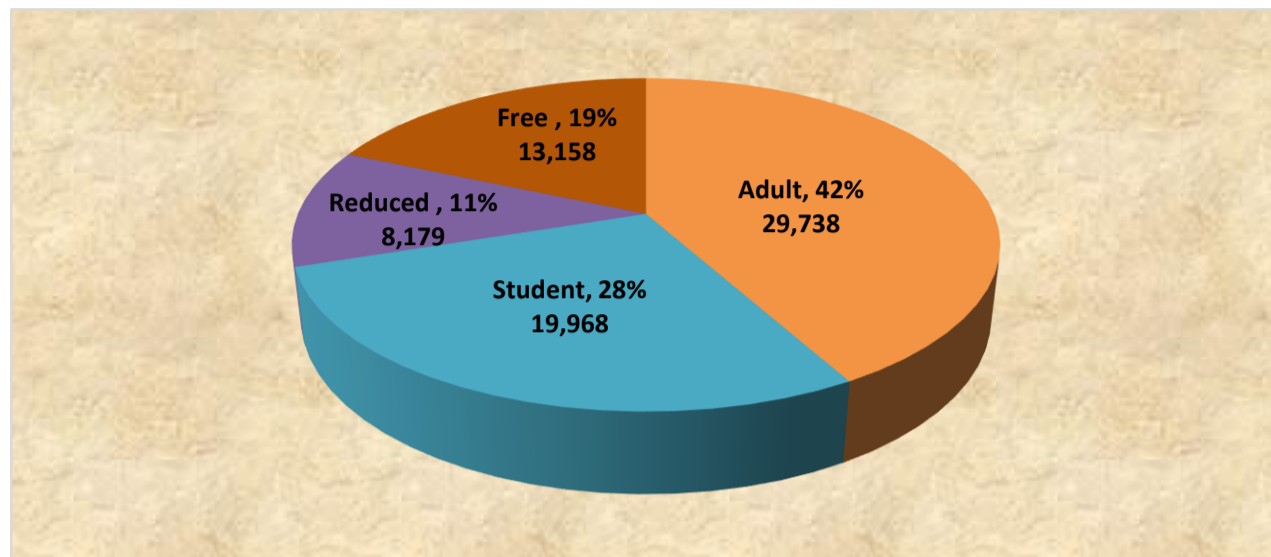
1. 04.Apr 2025 Ridership
2. 04.Apr 2025 Micro KPIs

Fixed Route Ridership

	ADULT	STUDENT	*REDUCED	*FREE	MONTHLY FIXED ROUTE	YTD FIXED ROUTE
April 2024	28,028	23,622	9,225	12,766	73,641	284,301
April 2025	23,841	20,295	8,206	23,824	76,166	271,811
Difference	(4,187)	(3,327)	(1,019)	11,058	2,525	(12,490)
	-15%	-14%	-11%	87%	3%	-4.4%

Microtransit On Demand Ridership

	ADULT	STUDENT	*REDUCED	*FREE	MONTHLY ON DEMAND	YTD ON DEMAND
April 2024	4,903	570	269	18	5,760	23,047
April 2025	4,114	1,704	655	69	6,542	23,232
Difference	(789)	1,134	386	51	782	185
	-16%	199%	143%	283%	14%	0.8%



YTD PASSENGERS
295,043

*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.

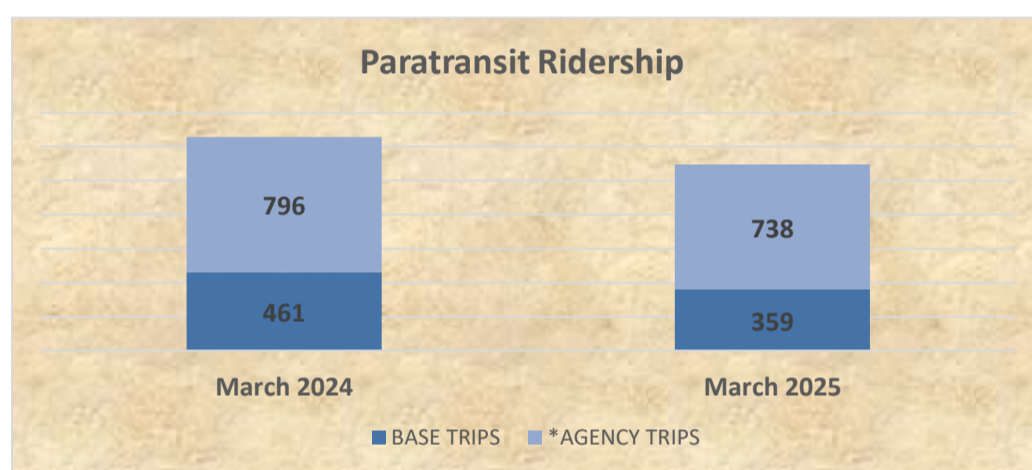
Paratransit Ridership

	BASE TRIPS	*AGENCY TRIPS	TOTAL TRIPS	YTD
April 2024	455	803	1,258	4,938
April 2025	379	763	1,142	4,358
Difference	(76)	(40)	(116)	(580)
	-16.7%	-5.0%	-9.2%	-11.7%

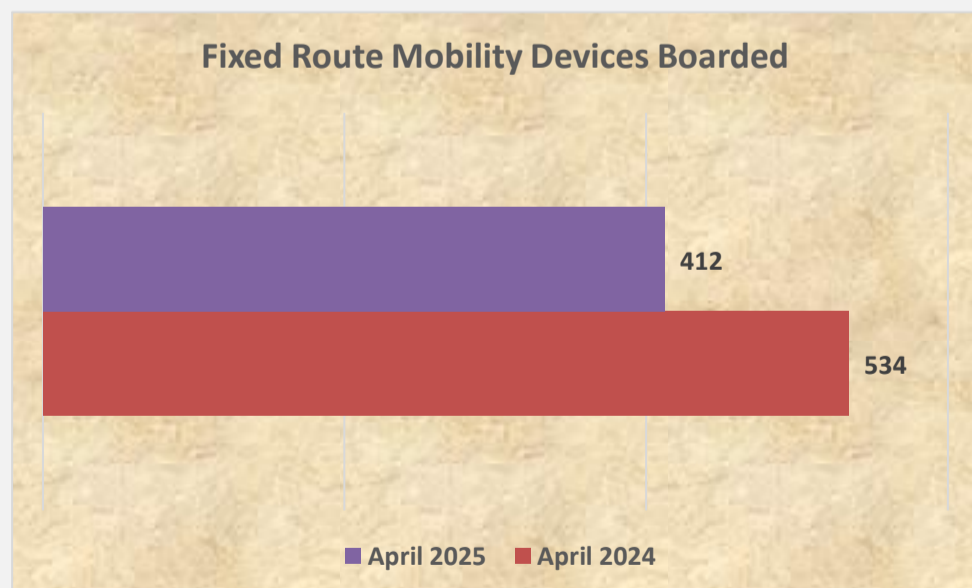
*Agency Fare includes base fare plus additional cost for expenses that is permitted by 49 CRF 37.131 to social service agencies and other organizations for agency trips (i.e., trips guaranteed to the organization).

On Time Performance: 97.5%

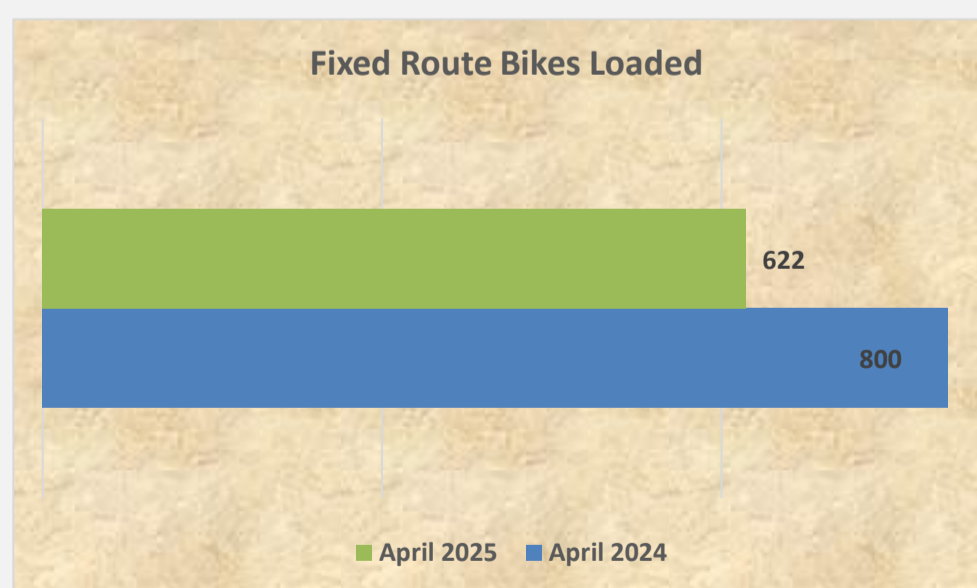
- Completed Trips: 1142
- Completed On Time Trips: 1113
- Completed Late Trips - 0-6 mins: 19
- Completed Late Trips - 6-30 mins: 10
- Completed Late Trips > 30 mins: 0
- Late Cancellations and No Show Trips: 17



Fixed Route Mobility Devices Boarded



Fixed Route Bikes Loaded

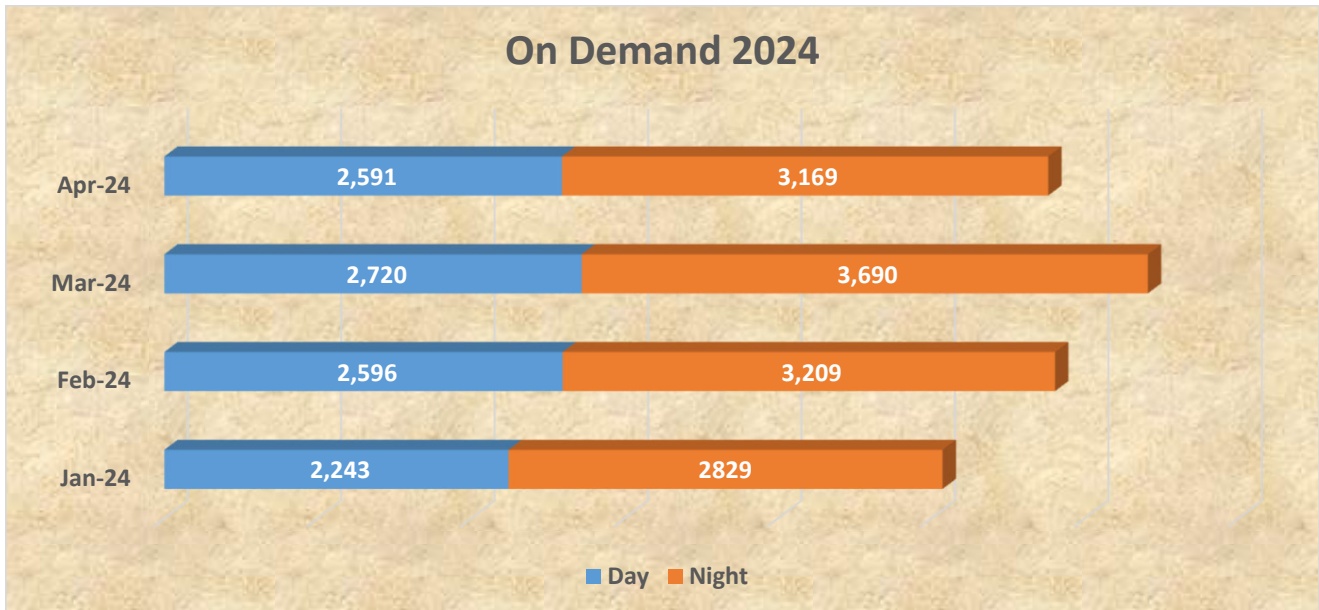
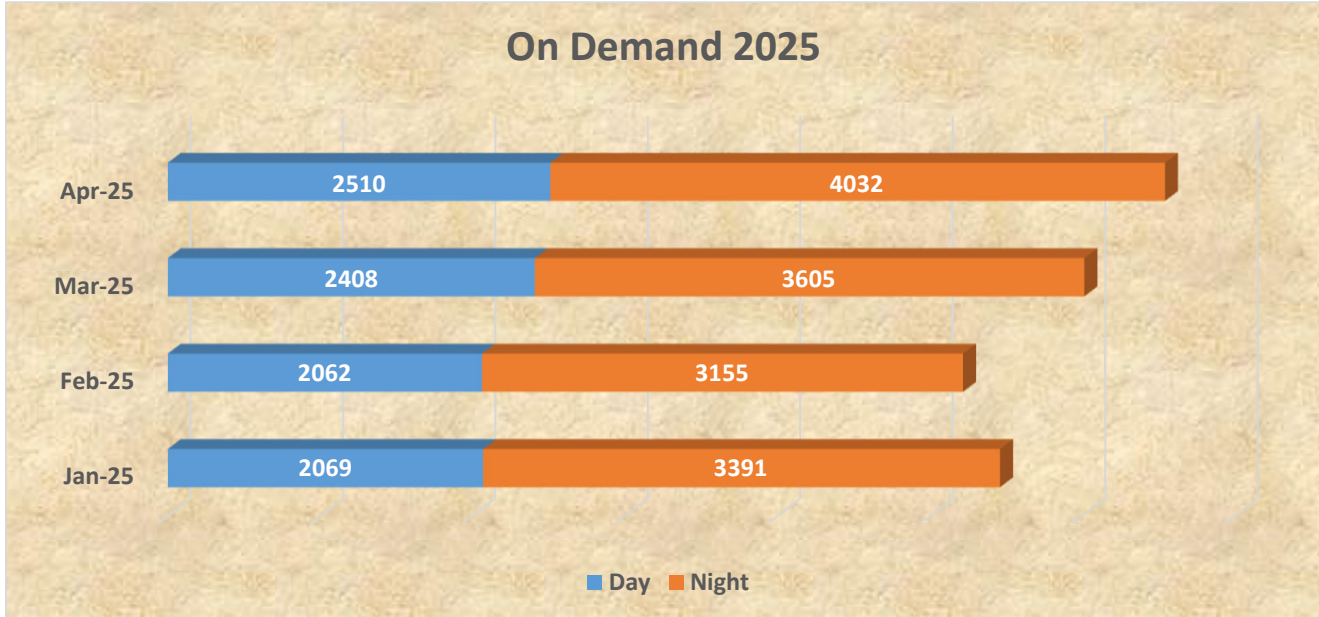


49 CRF 37.131 - Service Criteria for Complementary paratransit (c) (4) The entity may charge a fare higher than otherwise permitted by this paragraph to a social service agency or other organization for agency trips (i.e., trips guaranteed to the organization).

GBM On Demand Ridership

April 2025

	<u>Day Service</u>	<u>Night Service</u>	<u>Total</u>	<u>YTD</u>	<u>Target</u>
Passengers	2,510	4,032	6,542	23,232	
Operating Hours	1,595	605	2,200	7,601	
Passengers per Operating Hour	1.57	6.66	2.97	3.06	3.0
Average Customer Wait Time (minutes)	12.08	26.32	20.79		<20.0



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

June 18, 2025

PREPARED BY

Patricia Kiewiz, Transit Director

AGENDA ITEM # E.3

Financial Reports

BACKGROUND

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

RECOMMENDATION

No action is necessary.

FISCAL IMPACT

ATTACHMENTS

- I. 04.Apr - Financials



EXPENSES

ACCOUNT DESCRIPTION	2025 Jan-Apr	2024 Jan-Apr	+/-	%	2025 BUDGET	% OF BUDGET
Wages & Salaries	739,942.39	716,980.75	22,962	3.2%	2,765,438	26.8%
Fringe Benefits	344,465.66	341,330.56	3,135	0.9%	1,830,692	18.8%
Other Employment Expenses	17,807.37	7,929.00	9,878	124.6%	68,932	25.8%
Contract Services	32,637.93	37,987.86	(5,350)	-14.1%	424,140	7.7%
Materials & Supplies	132,795.48	152,228.62	(19,433)	-12.8%	643,436	20.6%
Building & Equip Maintenance	83,250.78	121,399.68	(38,149)	-31.4%	234,100	35.6%
Utilities	49,227.78	74,220.94	(24,993)	-33.7%	235,106	20.9%
Insurance	122,934.00	130,736.00	(7,802)	-6.0%	158,827	77.4%
Miscellaneous	63.00	58.80	4	7.1%	250	25.2%
Paratransit Services	125,793.06	139,996.87	(14,204)	-10.1%	1,072,447	11.7%
Microtransit Services	458,734.40	441,250.38	17,484	4.0%	2,170,063	21.1%
Subrecipient Expenses	-	-	-	0.0%	-	0.0%
TOTAL	2,107,651.85	2,164,119.46	(56,468)	-2.6%	9,603,432	21.9%

ORIGINAL BUDGET

REVENUES

ACCOUNT DESCRIPTION	2025 Jan-Apr	2024 Jan-Apr	+/-	%	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	252,097.70	207,232.90	44,865	21.6%	665,249	37.9%
Green Bay	433,333.32	433,333.32	-	0.0%	1,934,650	22.4%
Farebox Revenue-Fixed Route	153,530.96	153,274.17	257	0.2%	710,000	21.6%
Farebox Revenue-Paratransit	66,063.00	67,455.00	(1,392)	-2.1%	269,500	24.5%
Farebox Revenue-Microtransit	8,030.00	6,167.00	1,863	30.2%	-	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	42,541.22	11,848.78	30,692	259.0%	9,100	467.5%
State Fuel Refund	8,043.28	3,736.30	4,307	115.3%	-	0.0%
Advertising	33,259.62	28,314.00	4,946	17.5%	110,000	30.2%
Intercity Bus Commissions	2,000.00	2,000.00	-	0.0%	6,000	33.3%
Partnership Contributions	10,363.15	10,808.00	(445)	-4.1%	232,908	4.4%
TOTAL	1,022,633.25	936,159.47	86,474	9.2%	9,603,432	10.6%

KEY PERFORMANCE INDICATORS (KPI)

Operating Days	102	103	(1.0)	-1.0%	307
Revenue Miles	216,654	222,638	(5,984)	-2.7%	672,554
Revenue Hours	14,775	14,824	(49)	-0.3%	45,552
Unlinked Passenger Trips	271,811	284,301	(12,490)	-4.4%	934,849
Revenue / Cost	48.5%	43.3%			100%
Farebox Revenue / Mile	0.71	0.69	0.02	2.9%	1.06
Farebox Revenue / Pass Trip	0.56	0.54	0.03	4.8%	0.76
Farebox Revenue / Hour	10.39	10.34	0.05	0.5%	15.59
Passenger / Mile	1.25	1.28	(0.02)	-1.8%	1.39
Cost / Mile	7.03	7.11	(0.08)	-1.1%	9.46
Cost / Passenger Trip	5.60	5.57	0.04	0.6%	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

June 18, 2025

PREPARED BY

Patricia Kiewiz, Transit Director

AGENDA ITEM # E.4

Director's Report

BACKGROUND

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

RECOMMENDATION

No action is necessary.

FISCAL IMPACT

ATTACHMENTS

None