



Green Bay ***METRO***

2011 Annual Route Review and Analysis Report

Brown County Planning Commission
April 2011

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On the Cover: Green Bay Metro bus in operation.

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CHAPTER ONE

Introduction

A. Overview

The Brown County Planning Commission and Green Bay Metro conduct route reviews on a quarterly basis. Each route is evaluated individually in terms of the performance standards outlined in the *Green Bay Metro Policy and Procedures Manual*, May 1992, as amended.

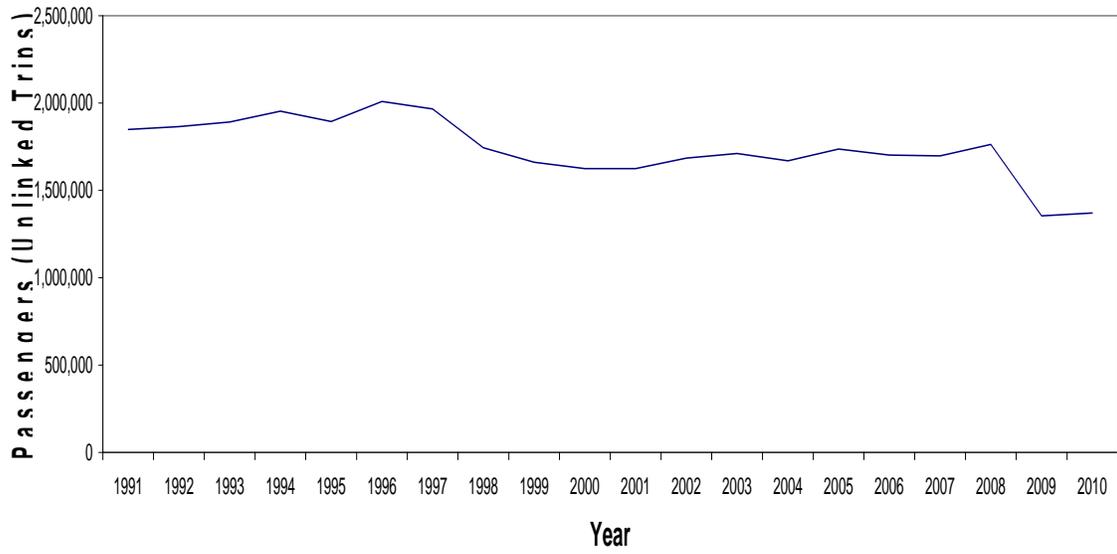
In February of 2011, the annual Green Bay Metro route review was conducted. Ridership and revenue data were gathered for all full service routes, all limited service routes and all scheduled extras on weekdays and Saturdays. Scheduled extras are extra buses that follow fixed route buses in order to carry excess passengers. A special effort was made to separate day and evening data for the full service route system.

The passenger and revenue statistics contained in this report are typical of a weekday and Saturday in February. It should be noted that passenger and revenue levels fluctuate throughout the year.

From an annual perspective, the number of unlinked passenger trips increased from 1,354,368 in 2009 to 1,370,835 in 2010.

Please see Figure A for fixed route ridership graph illustrating ridership from 1991 through 2010.

FIGURE A
Green Bay Metro Fixed Route Ridership
1991 - 2010



B. Proposed Route Changes

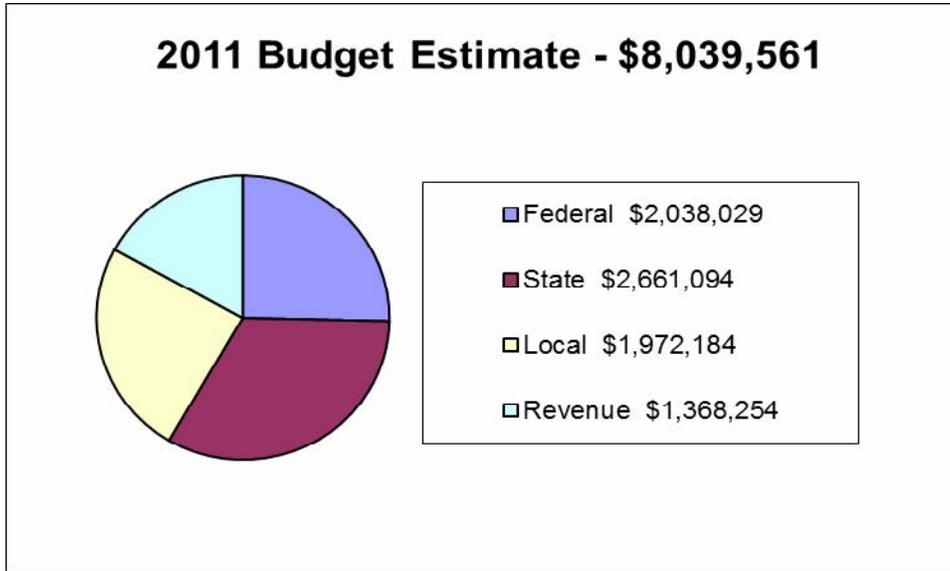
The Transit Commission will consider several new route changes on May 18th, 2011. If approved, the new structure will likely be implemented in early June or July, 2011

See Figure B for a map of the Green Bay Metro Full Service Routes.

Note: The route by route data contained in this report reflects system performance prior to the route changes. Staff will monitor the performance of all routes on a continual basis.

C. 2011 Budget Overview

The 2011 budget estimate for Green Bay Metro is \$8,039,561. The breakdown is as follows:



2011 Operating Budget Estimate

Source:	Amount	Percent
Federal Operating	\$2,038,029	25.35%
State	\$2,661,094	33.10%
Local	\$1,972,184	24.53%
Revenue (Farebox & Other)	\$1,368,254	17.02%
Total:	\$8,039,561	100.00%

2011 Operating Budget – Local Contribution Analysis

Local Source:	Amount	Percent of Local Share	Percent of Overall Budget
Green Bay	\$1,409,643	71.48%	17.53%
De Pere	\$144,572	7.33%	1.80%
Allouez	\$117,685	5.97%	1.46%
Ashwaubenon	\$94,934	4.81%	1.18%
Bellevue	\$32,873	1.66%	0.41%
Oneida Tribe of Indians	\$172,477	8.75%	2.15%
Total:	\$1,972,184	100.00%	24.53%

CHAPTER TWO

Full Service Route System Performance

According to the *Green Bay Metro Policy and Procedures Manual*, "...each existing bus route should be evaluated individually to determine if the service provided is attracting a desired amount of ridership and revenue."

The Green Bay Metro system policy for operational evaluation of new bus routes is somewhat different from the evaluation of established bus routes. New routes are to be examined at six-month intervals and must meet minimum ridership and revenue figures or the Transit Commission will give serious consideration to abandoning or making substantial changes to routes that are chronically unproductive. The purpose of the periodic examination is to allow existing and potential riders to become familiar with the new route schedule and service area and to allow time for operational improvements before meeting system-wide standards.

The policy manual outlines five performance measures to be used in the evaluation of a bus route. In some cases, the performance of a route is compared to the performance of the entire system.

The criteria of revenue per hour, passengers per hour, and operating ratio use minimum measurements based on the system median. After six months of service, a new route must reach 30 percent of the median. After one year, the route should reach 60 percent, and after two years, it should reach 80 percent.

The following performance standards are used to review all full service routes:

A. Revenue Per Hour

The revenue per hour standard helps to determine the financial efficiency of a route. The revenue per hour of an established individual route should be at least 80 percent of the system median.

The system standard for weekdays is \$11.66 per hour.

The #4 Shawano route is the strongest route in terms of revenue generated per hour at \$19.69.

Three routes, #16 Oneida-Gaming Ashwaubenon (\$11.45), #14 Main-Bellevue (\$11.14), and #17 De Pere (\$6.49), fell below the standard.

Please see Table 1 for revenue per hour of all full service routes by day, evening, and total for a weekday. Saturday revenue per hour rates can be seen in Table 2.

There are no set standards for limited service routes. However, they generally experience much higher passenger and revenue rates than the full service routes. The intent of limited service routes is to operate at near seated capacity.

Please see Chapter Three for an overview of the Limited Service Route System.

**Table 1
Revenue per Hour
Weekday**

Route	Daytime Trips	Evening Trips	Total Trips	Route Length (in hours)	Total Hours	Total Revenue	Daytime Revenue per Hour	Evening Revenue per Hour	Total Revenue per Hour
# 4 Shawano	13	3	16	1.0	16.0	\$315.10	\$22.57	\$7.25	\$19.69
# 6 West Mason-NWTC	26	6	32	1.0	32.0	626.90	21.97	9.26	19.59
# 3 Mather	12	0	12	1.0	12.0	222.67	18.56		18.56
# 7 UWGB-Schmitt Park	26	3	29	1.0	29.0	503.34	17.37	17.21	17.36
# 2 Danz-Bay Beach	25	7	32	0.5	16.0	264.98	19.18	7.22	16.56
#11 Allouez	13	4	17	0.5	8.5	127.79	17.83	5.94	15.03
#12 Ashwaubenon-Green Bay	13	3	16	1.0	16.0	233.08	16.03	8.22	14.57
#15 Libal	13	3	16	0.5	8.0	113.26	16.12	5.65	14.16
# 1 East Mason	26	3	29	1.0	29.0	404.97	14.68	7.75	13.96
# 9 Ninth	26	3	29	1.0	29.0	383.55	14.05	6.12	13.23
SYSTEM STANDARD									\$11.66
#16 Oneida Gaming-Ashwaubenon	13	3	16	1.0	16.0	183.24	12.98	4.84	11.45
#14 Main-Bellevue	26	3	29	1.0	29.0	323.17	11.67	6.59	11.14
#17 De Pere	13	3	16	1.0	16.0	103.81	7.30	2.98	6.49
Total/System Average:					256.5	\$3,805.87	\$16.04	\$7.68	\$14.84

System Median:

\$14.57

System Standard:

\$11.66

**Table 2
Revenue per Hour
Saturday**

Route	Daily Trips	Route Length (in hours)	Daily Hours	Revenue	Revenue per Hour
# 6 West Mason-NWTC	11	1.00	11.0	\$194.94	\$17.72
# 4 Shawano	11	1.00	11.0	158.50	14.41
# 7 UWGB-Schmitt Park	11	1.00	11.0	119.13	10.83
#14 Main-Bellevue	11	1.00	11.0	116.59	10.60
#12 Ashwaubenon-Green Bay	11	1.00	11.0	103.00	9.36
# 9 Ninth	11	1.00	11.0	95.58	8.69
#16 Oneida Gaming-Ashwaubenon	11	1.00	11.0	94.17	8.56
# 2 Danz-Bay Beach	22	0.50	11.0	92.79	8.44
# 1 East Mason	11	1.00	11.0	88.31	8.03
SYSTEM STANDARD					\$6.90
#11 Allouez	12	0.50	6.0	36.54	6.09
#15 Libal	11	0.50	5.5	33.47	6.08
#17 De Pere	11	1.00	11.0	28.66	2.61
Total/System Average:			121.5	\$1,161.67	\$9.56

System Median: \$8.63
System Standard: \$6.90

Notes:

Route #3 Mather does not operate on Saturday.

B. Passengers Per Hour

This standard evaluates the number of revenue passengers per hour. Each route should reach 80 percent of the system median of passengers per hour.

The system standard for weekdays is 15.8 passengers per hour.

On weekdays, the #4 Shawano route has the highest passengers per hour rate of 27.2.

The poorest performing route is the #17 De Pere carrying only 7.9 passengers per hour. However, it should be noted that passengers are allowed to continue travel between the #11 and #17 at no cost after initial fare payment is made. Transfers between the routes are counted as free and appear in Table 6.

Please see Table 3 for passengers per hour for all full service routes by day, evening, and total for a weekday. Saturday passengers per hour rates can be seen in Table 4.

Limited service route passengers can be seen in Table 5.

None of the transfer card or free fare passengers (passengers under the age of five) are included in the passengers per hour standard. Free fare passengers for weekdays and Saturdays can be seen in Table 6.

**Table 3
Passengers per Hour
Weekday**

Route	Daytime Trips	Evening Trips	Total Trips	Route Length (in hours)	Total Hours	Total Passengers	Daytime Passengers per Hour	Evening Passengers per Hour	Total Passengers per Hour
# 4 Shawano	13	3	16	1.0	16.0	435	31.0	10.7	27.2
# 6 West Mason-NWTC	26	6	32	1.0	32.0	828	29.4	10.7	25.9
# 3 Mather	12	0	12	1.0	12.0	309	25.8		25.8
# 7 UWGB-Schmitt Park	26	3	29	1.0	29.0	684	23.8	21.3	23.6
# 2 Danz-Bay Beach	25	7	32	0.5	16.0	359	26.2	9.1	22.4
#11 Allouez	13	4	17	0.5	8.5	168	23.4	8.0	19.8
#15 Libal	13	3	16	0.5	8.0	158	22.3	8.7	19.8
#12 Ashwaubenon-Green Bay	13	3	16	1.0	16.0	310	21.6	9.7	19.4
# 1 East Mason	26	3	29	1.0	29.0	542	19.7	10.0	18.7
# 9 Ninth	26	3	29	1.0	29.0	508	18.6	8.0	17.5
SYSTEM STANDARD									15.8
#16 Oneida Gaming-Ashwaubenon	13	3	16	1.0	16.0	239	16.9	6.3	14.9
#14 Main-Bellevue	26	3	29	1.0	29.0	413	14.9	8.7	14.2
#17 De Pere	13	3	16	1.0	16.0	127	9.0	3.3	7.9
Total/System Average:					256.5	5,080	21.5	9.7	19.8

System Median:

19.8

System Standard:

15.8

Notes:

Daytime operations are from 5:15 AM to 6:00 PM

Evening operations are from 6:00 PM to 9:45 PM

Revenue is passenger generated only. Free fare passengers are not included.

**Table 4
Passengers per Hour
Saturday**

Route	Daily Trips	Route Length (in hours)	Daily Hours	Passengers	Passengers per Hour
# 6 West Mason-NWTC	11	1.00	11.0	312	28.4
# 4 Shawano	11	1.00	11.0	253	23.0
# 7 UWGB-Schmitt Park	11	1.00	11.0	190	17.3
#14 Main-Bellevue	11	1.00	11.0	182	16.5
#12 Ashwaubenon-Green Bay	11	1.00	11.0	163	14.8
# 9 Ninth	11	1.00	11.0	151	13.7
#16 Oneida Gaming-Ashwaubenon	11	1.00	11.0	146	13.3
# 2 Danz-Bay Beach	22	0.50	11.0	144	13.1
# 1 East Mason	11	1.00	11.0	133	12.1
SYSTEM STANDARD					10.8
#15 Libal	11	0.50	5.5	54	9.8
#11 Allouez	12	0.50	6.0	58	9.7
#17 De Pere	11	1.00	11.0	44	4.0
Total/System Average:			121.5	1,830	15.1

System Median: 13.5
System Standard: 10.8

Notes:

Route #3 Mather does not operate on Saturday.

**Table 5
Limited Service Routes
Passengers**

Limited Service Route	Passengers	Limited Service Route	Passengers
#65 a.m.	31	#75 a.m.	30
#65 p.m.	37	#75 p.m.	34
#70 a.m.	35	#76 a.m.	10
#70 p.m.	45	#76 p.m.	28
#71 a.m.	37	#77 a.m.	14
#71 p.m.	46	#77 p.m.	6
#72 a.m.	36	#78 a.m.	9
#72 p.m.	25	#78 p.m.	9
#73 a.m.	23	#79 a.m. (two trip total)	58
#73 p.m.	18	#79 p.m. (two trip total)	67
#74 a.m.	40		
#74 p.m.	47		
Total Passengers:			685
Average Passengers/Trip:			29

Notes:

Limited Service routes are open to the general public.

**Table 6
Free and Transfer Card Passengers**

Route	Weekday			Saturday		
	Transfer Card Passengers	Under Age 5 Free Passengers	#11-#17 Transfer Passengers	Transfer Card Passengers	Under Age 5 Free Passengers	#11-#17 Transfer Passengers
# 1 East Mason	56	19		29	7	
# 2 Danz-Bay Beach	43	5		24	0	
# 3 Mather	30	2				
# 4 Shawano	35	9		34	12	
# 6 West Mason-NWTC	72	16		24	5	
# 7 UWGB-Schmitt Park	56	9		20	3	
# 9 Ninth	46	8		22	5	
#11 Allouez	15	3	52	10	0	20
#12 Ashwaubenon-Green Bay	21	4		27	4	
#14 Main-Bellevue	58	7		30	0	
#15 Libal	17	3		9	1	
#16 Oneida Gaming-Ashwaubenon	22	3		15	2	
#17 De Pere	19	1	45	6	0	23
Total:	490	89	97	250	39	43

Notes:

Passengers under the age of five ride free.

Passengers are allowed to continue travel between the #11 and #17 at no cost after initial fare payment is made.

Route #3 Mather does not operate on Saturday.

C. Operating Ratio

The operating ratio of a route is determined by dividing a route's passenger revenue by the total operating expense. The standard for the operating ratio is 80 percent of the system median.

The operating expense of a route is determined by multiplying the total number of system hours by the cost per hour. The Green Bay Metro System has an estimated expense of \$86.07 per hour for 2011. (Paratransit costs were removed from this figure starting in 2007 upon recommendation of the state.)

Expenses include items such as driver wages and fringe benefits, fuel, bus maintenance, and insurance.

The operating ratio measure illustrates the percentage of revenue recovered. For example, on average the weekday full service system recovers 17.2 percent of all expenses, or 17.2 cents per every dollar spent operating the system (excluding the paratransit system).

The system standard for weekdays is 13.5 percent.

The #4 Shawano route had the highest operating ratio at 22.9 percent.

The poorest performing route is the #17 De Pere at 7.5 percent.

Please see Table 7 for operating ratio comparison for all full service routes by day, evening, and total for weekdays. Saturday operating ratios can be seen in Table 8.

**Table 7
Operating Ratio or Percent of Expenses Recovered
Weekday**

Route	Daytime Trips	Evening Trips	Total Trips	Route Length (in hours)	Total Hours	Total Expense per Hour \$86.07	Total Revenue	Daytime Operating Ratio	Evening Operating Ratio	Total Operating Ratio
# 4 Shawano	13	3	16	1.0	16.0	\$1,377.12	\$315.10	26.2%	8.4%	22.9%
# 6 West Mason-NWTC	26	6	32	1.0	32.0	2,754.24	626.90	25.5%	10.8%	22.8%
# 3 Mather	12	0	12	1.0	12.0	1,032.84	222.67	21.6%		21.6%
# 7 UWGB-Schmitt Park	26	3	29	1.0	29.0	2,496.03	503.34	20.2%	20.0%	20.2%
# 2 Danz-Bay Beach	25	7	32	0.5	16.0	1,377.12	264.98	22.3%	8.4%	19.2%
#11 Allouez	13	4	17	0.5	8.5	731.60	127.79	20.7%	6.9%	17.5%
#12 Ashwaubenon-Green Bay	13	3	16	1.0	16.0	1,377.12	233.08	18.6%	9.5%	16.9%
#15 Libal	13	3	16	0.5	8.0	688.56	113.26	18.7%	6.6%	16.4%
# 1 East Mason	26	3	29	1.0	29.0	2,496.03	404.97	17.1%	9.0%	16.2%
# 9 Ninth	26	3	29	1.0	29.0	2,496.03	383.55	16.3%	7.1%	15.4%
SYSTEM STANDARD										13.5%
#16 Oneida Gaming-Ashwaubenon	13	3	16	1.0	16.0	1,377.12	183.24	15.1%	5.6%	13.3%
#14 Main-Bellevue	26	3	29	1.0	29.0	2,496.03	323.17	13.6%	7.7%	12.9%
#17 De Pere	13	3	16	1.0	16.0	1,377.12	103.81	8.5%	3.5%	7.5%
Total/System Average:					256.5	\$22,163.03	\$3,805.87	18.6%	8.7%	17.2%

System Median:

16.9%

System Standard:

13.5%

Notes:

Daytime operations are from 5:15 AM to 6:00 PM

Evening operations are from 6:00 PM to 9:45 PM

Revenue is passenger generated only. Free fare passengers are not included.

**Table 8
Operating Ratio or Percent of Expenses Recovered
Saturday**

Route	Daily Trips	Trip Length (in Hours)	Total Daily Hours	Expense per Hour \$86.07	Revenue	Operating Ratio
# 6 West Mason-NWTC	11	1.00	11.0	\$946.77	\$194.94	20.6%
# 4 Shawano	11	1.00	11.0	946.77	158.50	16.7%
# 7 UWGB-Schmitt Park	11	1.00	11.0	946.77	119.13	12.6%
#14 Main-Bellevue	11	1.00	11.0	946.77	116.59	12.3%
#12 Ashwaubenon-Green Bay	11	1.00	11.0	946.77	103.00	10.9%
# 9 Ninth	11	1.00	11.0	946.77	95.58	10.1%
#16 Oneida Gaming-Ashwaubenon	11	1.00	11.0	946.77	94.17	9.9%
# 2 Danz-Bay Beach	22	0.50	11.0	946.77	92.79	9.8%
# 1 East Mason	11	1.00	11.0	946.77	88.31	9.3%
SYSTEM STANDARD						8.0%
#11 Allouez	12	0.50	6.0	516.42	36.54	7.1%
#15 Libal	11	0.50	5.5	473.39	33.47	7.1%
#17 De Pere	11	1.00	11.0	946.77	28.66	3.0%
Total/System Average:			110.5	\$10,543.58	\$1,161.67	11.0%

System Median:

10.0%

System Standard:

8.0%

Notes:

Route #3 Mather does not operate on Saturday.

D. Loading Standards

Metro service should provide adequate seating to meet passenger demand. This standard is calculated by dividing the number of passengers at the maximum load point by the number of seats available. Most of the larger Green Bay Metro buses have seating capacities of 29 to 45 passengers, while the smaller 30-foot buses have a seating capacity of 25 passengers.

Off-Peak Loading Standard

The off-peak loading standard is 1.0. Factors of more than 1.0 indicate that some passengers are standing. During the off-peak periods, a seat should be provided to every passenger.

Peak Loading Standard

The peak loading standard should not exceed 1.25. During the peak periods, some passengers may be standing. However, passengers usually do not have to stand for long distances due to high passenger turnover.

Peak periods for the Green Bay Metro System are considered to begin before school starts at about 6:45 a.m. until 8:45 a.m. and again when school lets out at approximately 2:45 p.m. until 4:45 p.m.

The off-peak and peak loading standards are nationally accepted and apply to the Green Bay Metro System.

Metro operations staff monitors off-peak and peak loading conditions. When a route displays a large quantity of passengers on a particular run and passengers are forced to stand, an extra bus may be assigned or other strategies may be implemented for that high passenger time.

Standing occurs occasionally but is not a significant issue.

E. Schedule Adherence

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

Prior to route restructuring in August of 2009, Green Bay Metro was experiencing schedule adherence problems. Excessive route length was a contributing factor. On-time transferring at the transitway was a major concern of staff and a common complaint of passengers.

Since the restructuring, all routes are operating within the parameters of 30 and 60 minute schedules. On-time transferring at the transitway is no longer a significant issue.

F. Findings

Based on the performance evaluation, staff has identified the following concern:

#17 De Pere Route

Ridership and revenue statistics for this route indicate that the route is performing at a very low level. Although the route was introduced in late August 2009, it has not been able to meet the 60 percent (or 12-month standard) after 18 months. It is unlikely that the route will reach the 80 percent (or 24-month standard) by the fall of 2011.

Therefore, it is recommended that staff work with the city of De Pere and village of Allouez to identify a route structure and schedule that will meet the needs of the residents. Direct service between the city of De Pere and the village of Ashwaubenon should be seriously considered.

CHAPTER THREE

Limited Service Route (LSR) System Performance

Green Bay Metro operates 11 limited service routes. All limited service routes operate on regularly scheduled school days. All limited service routes are open to the general public.

A. Service

#65, #70, #71, #72, #73, #74, #75, #76, and #77 – The routes provide service in the city of Green Bay and village of Allouez. Green Bay and Allouez share the local cost based on miles within their respective communities. Pass sales to the Green Bay School District help offset the local share. The routes are primarily used by students of the Green Bay School District who either live two miles away from school or have to cross a major obstacle to reach school. All routes are available to the general public.

#78 – This route operates exclusively in the village of Ashwaubenon. Local funds are provided by the village. Revenue from pass, token, and cash fares is generated primarily by middle and high school students traveling between home and school. This route is also available to the general public.

#79 – This route operates exclusively in the city of Green Bay and provides overflow service to the #9 Ninth Street route. The #79 bus follows the route of the #9 west of Fisk and Ninth Streets. Local funds are provided by the city. Revenue from pass, token, and cash fares is generated primarily by Lombardi Middle and Southwest High School students traveling between home and school. This route is also available to the general public.

B. Ridership

As stated earlier, there are no set standards for limited service routes. However, LSRs generally experience high passenger per trip rates. The intent of this type of service is to operate at near seated capacity.

In February of 2011, an average of 685 one-way trips were made each day, which means that an average of 343 middle and high school students used the limited service system each day. This produced an average of 29 passengers per trip, which exceeded the seating capacity in many cases.

All of the routes, with the exception of Route #78, perform at a satisfactory level. Route #78, which operates in the village of Ashwaubenon, carries only 9 people per day. The route has performed at a low level for quite some time. As in years past, the Brown County Planning Commission recommends that the Transit Commission consider this route for elimination upon completion of the current school year.

CHAPTER FOUR

Paratransit Program

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

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

Metro has contracted with several private companies since 1988 to provide paratransit service. On May 2, 2011, MV Transportation began providing paratransit services. The term of the contract has been set at five years and will expire on April 30, 2016.

The following table summarizes the ridership and costs associated with the paratransit program.

Paratransit Program 1998-2010

Year	Trips	Trip Costs*	Cost Increase/ Decrease	Percent Cost Increase/Decrease
1998	69,621	\$602,918		
1999	81,571	\$908,077	\$305,159	51%
2000	94,057	\$1,081,756	\$173,679	19%
2001	97,000	\$1,161,209	\$79,453	7%
2002**	98,320	\$1,484,632	\$323,423	28%
2003	96,509	\$1,515,223	\$30,591	2%
2004	100,601	\$1,664,826	\$149,603	10%
2005	96,039	\$1,639,625	-\$25,201	-2%
2006***	72,979	\$1,305,135	-\$334,490	-20%
2007	69,499	\$1,243,337	-\$61,798	-5%
2008	69,140	\$1,337,548	\$94,211	8%
2009	68,868	\$1,313,787	-\$23,761	-2%
2010	67,384	\$1,337,797	+\$24,010	+2%

* Trip cost does include revenue received from passengers and fuel escalator payments.

** Start of four and one-half year contract in January with four-month extension.

*** Start of four and one-half year contract in November.

May 2nd, 2011 – Start of five-year contract with MV Transportation.

As of May 2nd, 2011, MV receives an average of \$17.85 per one-way trip. Green Bay Metro provides the fuel to operate the revenue vehicles. Metro provides \$14.85 and the passenger provides \$3.00 for each trip.

Specialized Transportation Service Demand Uncertainty

Wisconsin Department of Health Services (DHS)

Medicaid Transportation Management

The DHS has developed a Medicaid Transportation Management Initiative that aims to improve statewide access to transportation services, reduce costs, simplify and improve customer service, and increase accountability. With this initiative the state has hired a private firm (LogistiCare) to act as the Medicaid transportation brokerage for qualifying citizens of Wisconsin. The initiative is scheduled to start on July 1st, 2011. Issues such as trip shedding (dumping) on local programs and reduced service options are major concerns expressed by representatives of persons with disabilities advocacy groups.

Family Care

Family Care is a program that is designed to optimize the health and independence of adults with long-term care needs through the provision of both traditional Medicaid services such as nursing homes and non-traditional services such as home and community based residential living facilities.

The Northeast Wisconsin Family Care district, which includes Brown County, is scheduled to roll out in the spring of 2012.

As the goal of the program is to improve the independence of individuals, it is anticipated the demand for specialized transportation services will increase.

Aging Population

Increases in the number of people over the age of 65 living in the Green Bay area will result in an increased need for specialized services.

The initiatives and trends noted above will likely result in an increase in demand for specialized transportation services. Specialized transportation professionals in the state of Wisconsin are working diligently to analyze the impact the initiatives and trends will have on local transportation programs and providers.

The Brown County Planning Commission staff will continue to monitor the issues.

CHAPTER FIVE Fare Structure

Past and present fare structures are shown below. The most recent fare adjustment occurred on February 2, 2009.

Green Bay Metro Fare History

	1/1/1996	9/1/1998	6/1/2003	10/1/2005	2/2/2009*
Cash Fares					
Adult	\$0.75	\$1.00	\$1.25	\$1.50	\$1.50
Student (K-12)	\$0.65	\$1.00	\$1.25	\$1.50	\$1.50
E & D	\$0.35	\$0.50	\$0.60	\$0.75	\$0.75
30-Day Unlimited Pass					
Adult	\$22.00	\$21.50	\$23.00	\$26.00	\$35.00
Student (K-12)	\$11.00	\$16.00	\$16.00	\$19.00	\$19.00
E & D	\$11.00	\$10.75	\$12.25	\$15.25	\$25.00
Paratransit					
Origin to Destination	\$1.50	\$2.00	\$2.50	\$3.00	\$3.00
Premium (Door-to-Door & above ADA requirements)				\$5.00	n/a

* Green Bay Metro introduces the \$0.75 cash fare on Saturdays for all fixed route passengers.

Recent comparisons with peer systems in Wisconsin indicate that Green Bay Metro's cash fares are slightly above the average. However, Metro's 30-day unlimited ride pass prices are well below the peer average.

CHAPTER SIX

Bus Fleet

Bus Fleet

The table below details Green Bay Metro's 2011 bus fleet after the delivery of the ten new Gillig buses in late 2011:

Bus Quantity	Year	Make	Length	Seats	Age of Vehicle in Years
6	1995	Gillig-Phantom	40	45	16
3	1999	DuPont Trolleybus	34	32	12
9	2003	New Flyer	30	25	8
3	2004	New Flyer	30	25	7
9	2009	New Flyer	35	29	2
10	2011	Gillig	35	29	1
40					Average 6.3

Notes: In 2011, three 1982 GMC and six 1998 Gillig-Phantom buses will be retired. The 1995 Gillig-Phantom buses will be rehabilitated in 2011. In addition, ten new Gillig buses will be delivered in 2011. Green Bay Metro owns a 1947 Twin Coach that is only used for special occasions and is not reflected in the average age of vehicle calculation.

Peak Requirements

The Green Bay Metro full service route system requires 17 buses during peak operations and an additional nine buses when the limited service routes are in operation. Green Bay Metro has the necessary equipment to provide this level of service.

Gillig Buses

On October 20, 2010, the Green Bay Transit Commission approved the purchase of up to ten new 35-foot Gillig buses. Delivery is anticipated in late 2011.

The new buses were paid for through a series of Federal Section 5309 grants (80 percent) and local funds (20 percent).

Bus Replacement Guidelines

The Federal Transit Administration (FTA) has established a standard that each transit vehicle should be either retired and replaced or rehabilitated at the end of its normal service life. Normal service life for transit vehicles is considered to be 500,000 travel miles or 12 years for transit buses greater than or equal to 35 feet in length and 10 years for transit buses that are less than 35 feet. Green Bay Metro staff has done an excellent job maintaining vehicles for use beyond the expected life. Nine of Green Bay Metro's 40 buses (23 percent) currently do not meet the guidelines established by the FTA.

Bus Replacement Schedule

Metro staff will continue to work with WisDOT staff to secure funding for additional buses in the future.

CHAPTER SEVEN

System Changes and Improvements

A. Fixed Route Service Modifications

Port Plaza Towers

Port Plaza Towers, located at 304 North Adams Street, is formerly a federally subsidized 146 unit housing facility for people age 62 or older and/or who have a disability and have income limitations.

In 2009, the Wisconsin Housing Preservation Corporation, the company that owns Port Plaza Towers, announced that it was pursuing an alternative use for the facility which would require residents to relocate to one of two resident relocation sites.

Woodland Park Apartments - 2809 University Avenue – 80 units

The Woodland Park Apartments will be located at 2809 University Avenue near the intersection of St. Anthony Drive. Reconfiguration of route #7 UWGB-Schmitt Park was implemented on May 2nd to accommodate the residents.

Woodland Park Apartments



Rendering courtesy of Woodland Park Apartments

Trail Creek Apartments – 1900 Morrow Street – 70 units

The Trail Creek Apartments are currently served by the new #14 Main route. To accommodate the change, revisions to route #2 Danz-Bay Beach and a new route (#10-Bellevue) was added to the system.

Trail Creek Apartments



Rendering courtesy of Trail Creek Apartments

B. American Recovery and Reinvestment Act (ARRA) of 2009

Green Bay Metro was a recipient of federal stimulus money provided by the *American Recovery and Reinvestment Act of 2009*. The federal stimulus money covered 100 percent of the costs of several transit projects. The nearly three million dollars in awards covered the costs of four New Flyer buses, a new farebox system, an Automatic Vehicle Locator (AVL) system, security upgrades, three support vehicles, and radio and other miscellaneous equipment.

Automatic Vehicle Locator (AVL) System Installed in 2011

The AVL system allows improved supervision of equipment and drivers, data collection and analysis, and customer service. Passengers will enjoy real-time arrival/departure information at the Transportation Center. Real-time information will also be available via the internet and passengers can get the information at the bus stop with use of certain types of cell phones. Full implementation of the system is scheduled for 2011.

C. Social Networking as a Marketing Application

A social networking service focuses on building online communities of people who share interests and/or activities or are interested in exploring the interests and activities of others. Most social networking services are web-based and provide a variety of ways for users to interact, such as e-mail and instant messaging services.

Social networking has encouraged new ways to communicate and share information. Social networking websites are being used regularly by millions of people. Popular methods include Facebook and Twitter.

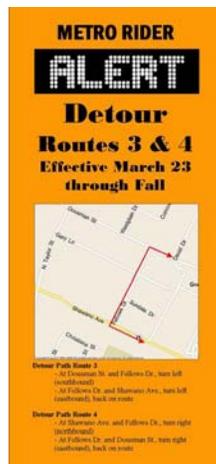
Green Bay Metro on Facebook

Facebook allows Metro staff to post short articles, rider alerts, proposals, and photos. Metro's Facebook page also invites viewers to provide comments.

Example of a Facebook posting by Green Bay Metro

Detour Routes 3 & 4

by [Green Bay Metro](#) on Thursday, March 17, 2011 at 8:28am



Green Bay Metro on Twitter

Twitter is a web-based service that allows organizations, such as Green Bay Metro, to send short text messages of up to 140 characters to a group of "followers." Twitter messages, or "tweets," are only distributed to those that have asked to receive the messages (the followers). Typically the messages inform the followers of what's new with the organization.

Facebook and Twitter applications are available for free. To become a friend of Green Bay Metro on Facebook, visit www.facebook.com. To become a follower of Green Bay Metro on Twitter, visit www.twitter.com.

To date, Green Bay Metro has approximately 200 friends and followers.

D. U-Pass Program

University of Wisconsin-Green Bay Contract Extended

The U-Pass (or Universal Pass) Program began on July 1, 2008. The program allows students, faculty, and staff of the University of Wisconsin-Green Bay (UW-Green Bay) to take unlimited numbers of rides on the bus by showing their school identification cards.



For the 2010-2011 school year, Green Bay Metro and UW-Green Bay extended the contract for a price of \$35,000.

A total of 42,883 one-way trips were made with the U-Pass in 2010.

Rasmussen College

Green Bay Metro staff reached a one-year agreement with Rasmussen College in Green Bay. Similar to the UW-Green Bay contract, students, faculty, and staff will be able to ride free with a valid school-issued identification card. The contract will generate \$4,250 in revenue for Metro and runs until April 30th, 2012.

Other Opportunities

Green Bay Metro is hopeful that similar arrangements can be made with St. Norbert College, Northeast Wisconsin Technical College (NWTC), and/or other local entities.

E. Partnership with Creative Outdoor Advertising

In 2009, Green Bay Metro reached an agreement with Creative Outdoor Advertising for the installation, advertisement applications, and general upkeep of passenger shelters at select bus stops at no cost to Green Bay Metro with the exception of the concrete base/pad. In 2010, Creative Outdoor Advertising installed five bus shelters in the service area. It is expected that 15 additional shelters will be constructed in the near future. Metro receives a small percentage of the advertising revenue generated by the shelters.

Green Bay Metro also maintains a number of its own passenger shelters throughout the service area.

CHAPTER EIGHT

Service Requests and Analysis

The Brown County Planning Commission and Green Bay Metro staffs typically receive service requests throughout the year. The following are under consideration by the Transit Commission.

Request for Proposal (RFP) - Green Bay Metro/Valley Transit Commuter Express Bus Planning Study

In 2008, Green Bay Metro staff met with several local employers to discuss available transit service in the area. Discussion occurred about the need for commuter service between the Green Bay Area and the Valley. A small work group soon formed consisting of representatives of Green Bay Metro, Brown County Planning Commission, Valley Transit, Downtown Green Bay Inc., Appleton Downtown Inc., and interested businesses.

In early 2009, Brown County Planning Commission staff consulted with the work group and developed the *Green Bay Metro/Valley Transit Commuter Service Initiative - Draft Concept* document. The report summarizes discussions, contains a draft route, and provides detail regarding a demand-for-service survey conducted by Downtown Green Bay Inc.

In 2010, Green Bay Metro, Valley Transit, and Brown County Planning Commission staff held discussions with the Wisconsin Department of Transportation (WisDOT) - Bureau of Transit staff to discuss possible funding sources for the service. WisDOT staff recommended that a validation study be conducted to determine if service was warranted.

The study will be funded with a federal grant (80%) with local contributions by Green Bay Metro (10%) and Valley Transit (10%).

In 2011, Green Bay Metro released a RFP for planning services to study the feasibility of providing work-related commuter fixed route bus service between the Fox Cities and the city of Green Bay. According to the terms outlined in the RFP, the consulting firm must provide an updated cost/benefit analysis, potential funding sources and budget, latent demand estimate for the service, recommendations for the route and the number and location of stops, and a draft Request for Proposal for the provision of turnkey commuter bus operations.

It is the intent that the consultant hired will build off this initial report.

If the study determines the service is feasible, Metro and Valley Transit staffs are hopeful service will begin in the near future.

Milo C. Huempfner Department of Veterans Affairs Health Care Center

In December 2009, the Veterans Administration announced the construction of the Milo C. Huempfner Department of Veterans Affairs Health Care Center. The new center will be located at 2800 University Avenue in Green Bay. The 160,000 square foot center will employ 250 people.

This site is currently served by the #7 UWGB-Schmitt Park route and is in the current paratransit service area boundary.

Service to the Ray and Joan Kroc Community Center (in association with the Salvation Army) at 1315 Lime Kiln Road

Direct transit service will be provided to the Ray and Joan Kroc Community Center. The center is scheduled to open in 2011.

Ray and Joan Kroc Corps Community Center



Rendering courtesy of the Salvation Army

CHAPTER NINE

Plans and Programs

2009-2013 Transit Development Plan (TDP) for the Green Bay Metro System

In 2008, the Brown County Planning Commission staff, in conjunction with the Green Bay Metro staff, prepared the *2009-2013 Transit Development Plan (TDP) for the Green Bay Metro System*. A TDP is a 5-year plan designed to evaluate route structure, fares, capital improvement projects, policies and procedures, and general operational functions for a transit system. Long-range issues beyond 2014 were also addressed. The TDP was approved by the Green Bay Transit Commission on March 18, 2009. The recommendations and implementation status are as follows:

2009-2013 TDP Recommendations and Implementation Status

Item	Recommendation	Status
Full Service Routes	Reduce route length in areas where passenger boardings are low or non-existent in an effort to improve reliability for passengers.	The Transit Commission approved the Service Development Committee (SDC) plan and service began on August 31, 2009. Additional route changes were made in 2010 and 2011.
Regional Transportation Authority (RTA)	Establish a RTA in the area to offset projected decreases in federal and state operating assistance provided to Green Bay Metro after the 2010 Census.	No enabling legislation is currently in place.
Second Hub (West Side Intermodal Transportation Hub Study)	Study the feasibility and desirability of establishing a second hub on the west side of the Fox River in or near the Ashwaubenon Redevelopment District.	Concept plan completed by Brown County Planning Commission staff in 2005. Feedback from partnering communities solicited and received in 2006. Formal environmental, architectural, and design study programmed but not funded.
Bus Fleet	Apply for 35-foot buses as needed to replace aging fleet.	Nine new buses delivered in 2009. Ten new buses expected to be delivered in 2011. Additional buses programmed but not funded.
Bus Fleet	Install new fare collection system to more accurately record ridership and other statistics used by FTA, Brown County Planning Commission, and Green Bay Metro staffs.	Funded through ARRA in 2009 and installed in 2010.
Paratransit Program	Continue to study the feasibility of taking over the vehicle management aspect and/or other aspects of the paratransit program with the goal of reducing the overall cost of the program.	Funding amounts for paratransit vehicles identified in the Transportation Improvement Program (TIP), but project is not currently funded.
Expand the U-Pass Program	Investigate expanding the program to include other post-secondary institutions.	Rasmussen College added to the program in 2011. NWTC, St. Norbert College, and other entities are invited to participate.
Develop an Annual Marketing Plan	Identify promotional programs Metro will implement each year.	Plan being developed.

In 2013, Brown County Planning Commission staff will prepare the *2014-2018 Transit Development Plan (TDP) for the Green Bay Metro System*.

Management Plan

The following represents a summary of the 2011 management plan submitted to WisDOT by Metro staff as part of the budget process.

Goals for 2011

1. Continue to update bus fleet.
2. Complete opinion survey to be conducted by St. Norbert College.
3. Implement AVL/GPS system in 2011.

Long-Term Objectives

1. Investigate methods of creating and funding a Regional Transit Authority.
2. Prepare for the administrative, funding, and other changes that will likely affect Green Bay Metro following the next decennial census.
3. Reevaluate the paratransit operations following the expiration of the current paratransit contract in 2011.
4. Continue to increase advertising revenue.
5. Continue to promote transit ridership in all communities in the Green Bay metropolitan area and study the feasibility of a second hub.
6. Continue to increase marketing efforts throughout the metropolitan area.

CHAPTER TEN

Summary of Recommendations

The Brown County Planning Commission staff recommends the following:

1. Staff should continue to closely monitor the performance of all bus routes by conducting ridership analyses on a quarterly basis.
2. The #17 De Pere route's ridership and revenue statistics indicate that it is performing at a very low level. Although the route has met the 30 percent (or the six-month) standard, much progress will need to be made to reach the 24-month standard by September of 2011. Discussion with the city of De Pere staff regarding the performance of the route has occurred and alternatives are being studied. The discussions should continue and changes should be made in the near future.
3. The Transit Commission should consider the elimination of the #78 limited service route due to low ridership.
4. The Brown County Planning Commission staff will continue to monitor the DFS Transportation Brokerage initiative and Family Care program for possible impacts on the paratransit program.
5. The Transit Commission should encourage the city of Green Bay to continue to set aside the necessary local share for future bus acquisitions and other future capital needs.
6. The Green Bay Transit Commission, Metro staff, city of Green Bay, and Brown County Planning Commission staff should continue with the following tasks relating to the Federal funding situation:
 - Monitor the progress of any enabling legislation proposals or activities relating to the creation of RTAs.
 - Continue to inform elected officials and interested parties of the need for a transit funding solution.
7. Staff should continue to implement and move forward with the TDP recommendations including the establishment of a second hub on the west side of the Fox River.
8. Implement the Management Plan goals and objectives for 2011 and beyond.

APPENDIX A

