



Green Bay
METRO

2012 Annual Route Review and Analysis Report

**Brown County Planning Commission
April 2012**

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On the Cover: The Green Bay Metro Transportation Center is visited by a gaggle of geese.
Photo by Green Bay Metro.

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CHAPTER ONE

Introduction

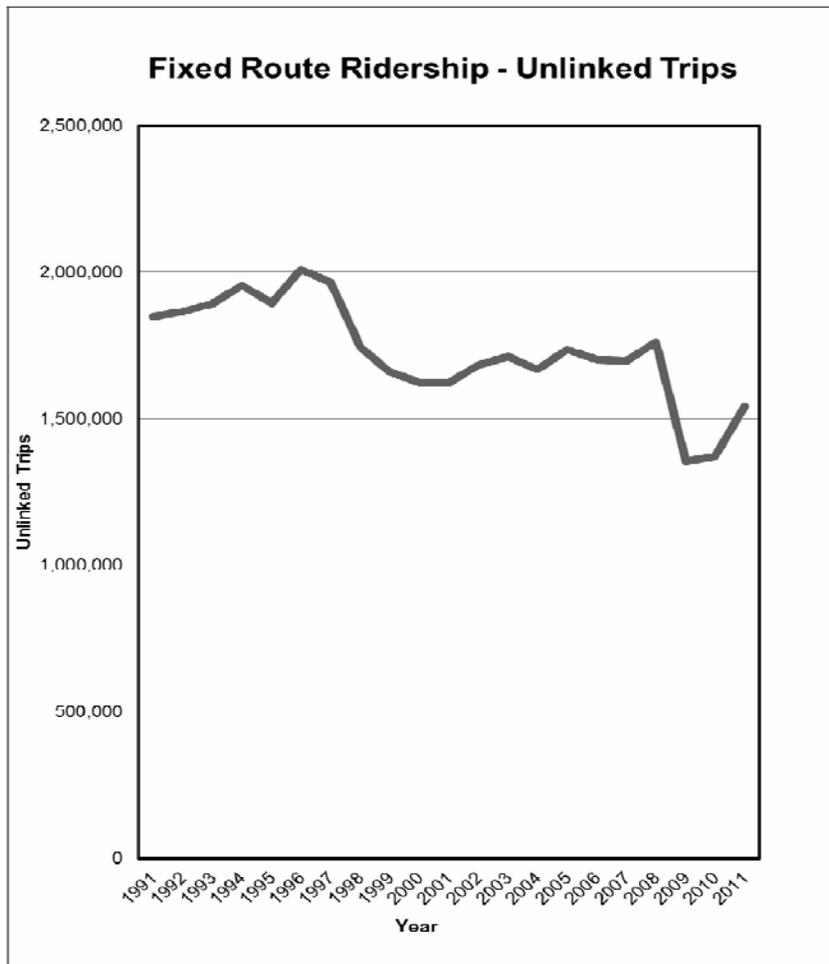
A. Overview

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 2012, the annual Green Bay Metro route review was conducted. Ridership and revenue data were gathered for all full service and limited service routes on weekdays and Saturdays. 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 11% from 1,370,835 in 2010 to 1,542,287 in 2011.



CHAPTER TWO

Route Modifications

A. Fixed Route Service Modifications

Westside Route System Redesign and Implementation

In 2011, Green Bay Metro staff developed and implemented a service plan west of the Fox River that also included modifications in Allouez and De Pere.

Prior to implementation, Green Bay Metro staff held three public information meetings and one public hearing in which the public had the opportunity to review the route proposals, ask questions, and provide comments. Several comments were received and given consideration. The Transit Commission approved the new system design on August 17th and service began on September 6th, 2011.

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

Introduction of a Multiple Hub System

The new system offers additional hubs which may shorten trip lengths and time spent on the vehicles. Transfer opportunities exist at the following locations:

- Green Bay Metro Transportation Center, 901 University Avenue
- Green Bay Plaza at Military Avenue near Sears
- Bay Park Square at Pilgrim Way, Oneida Street, and Holmgren Way (before bus bays are constructed on Oneida Street)
- Bay Park Square at Oneida Street, (following the construction of bus bays on Oneida Street)
- Shopko in De Pere

Route Descriptions:

The following routes were modified:

#3 Silver (Mather) and #4 Blue (Shawano) – The #3 and #4 routes continue to provide service between the Transportation Center and the city's northwest side. Modifications in the downtown area were made to accommodate added travel to and from the new Green Bay Plaza transfer station. Major trip generators continue to include St. Mary's Hospital and nearby medical services, ASPIRO, and business along Military Avenue.

#6 Red (West Mason-NWTC) – The new #6 was implemented on September 6th, 2011. Timing issues surfaced shortly after implementation and Metro staff reconfigured the route into two distinct segments, the north loop and the south loop. In addition, Metro introduced the X-Press route to accommodate riders traveling along the West Mason corridor between the Transportation Center and Green Bay Plaza.

#6N Red – The #6N provides service between the Green Bay Plaza transfer station and NWTC with service to the Festival Foods/Wal-Mart area, NWTC, and a high density neighborhood along Western Avenue between Fisk and Taylor Streets. A service deviation to Mason Manor via Admiral Court is available upon request.

#6S Red – The #6S provides service between the Green Bay Plaza transfer station and the residential neighborhood on the city’s far west side along Ninth Street/West Point Road and Hazelwood Lane. Southwest High School and Lombardi Middle School are major trip generators.

Downtown X-Press – The Downtown Express route provides peak a.m. and peak p.m. service directly between the Transportation Center and Green Bay Plaza transfer station via West Mason Street.

#8 Green (Connector 1) and #9 Yellow (Connector 2) – The #8 and #9 begin service at the Transportation Center and travel to the Green Bay Plaza and Bay Park Square transfer stations. The #8 provides service via a counter-clockwise loop and the #9 via a clockwise loop. Service is provided extensively on West Mason Street, Ridge Road, Holmgren Way and Ashland Avenue. The #8 and #9 also provide a direct link to many human service agencies in downtown Green Bay. Large portions of western Green Bay and the village of Ashwaubenon that were serviced by the former #9 Ninth and #12 Ashwaubenon-Green Bay routes have been replaced by these two connector routes.

#11 Sky - In order to accommodate a cost reduction request from the Village of Allouez, Green Bay Metro staff developed a plan that called for significant changes to the former #11 Allouez-De Pere & #17 De Pere routes and the elimination of the #15 Libal-De Pere route resulting in a service decrease along portions of Libal Street. North-south service is still provided along major sections of Webster Avenue, and a transferring opportunity with the #17 Brick route is available at the De Pere Shopko.

#16 Shadow (Oneida Gaming-Ashwaubenon) – The #16 no longer terminates at the Transportation Center. Instead, the route hubs at the Bay Park Square Mall transfer station and provides north-south service along Oneida Street in the village of Ashwaubenon. The #16 continues to serve the Oneida Bingo and Casino complex.

#17 Brick (De Pere) – The #17 begins and ends at the Bay Park Square Mall transfer station and provides service throughout the west side of De Pere. In addition, the route crosses the Fox River and provides a transfer opportunity with the #11 Sky route at the De Pere Shopko. The route was developed to allow De Pere residents the opportunity to reach areas within the village of Ashwaubenon without having to travel to the Transportation Center near downtown Green Bay. A service deviation to Humana is available upon request.

Additional Route Modifications in 2011:

#7 Lime (UWGB-Schmitt Park) and #14 Pink (Main) Modifications

Port Plaza Towers, located at 304 North Adams Street, is a former 146-unit housing facility for people with limited incomes who are 62 years of age or older or have a disability.

In 2009, 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 new sites. These sites are Woodland Park Apartments located at 2809 University Avenue and Trail Creek Apartments located at 1900 Morrow Street. The #7 Lime (the former UWGB-Schmitt Park route) and #14 Pink were modified in 2011 to accommodate the relocation of Port Plaza Towers residents to these two new sites.

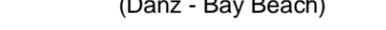
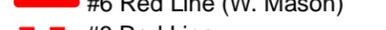
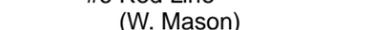
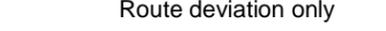
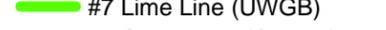
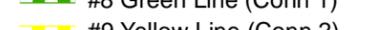
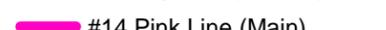
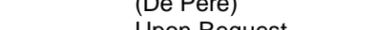
Eastside Route System Redesign and Implementation

Green Bay Metro staff has indicated that changes to the eastside system will be considered in the future.

For a current service schedule, please consult a printed route guide or Metro's website at www.GreenBayMetro.org.

Green Bay METRO

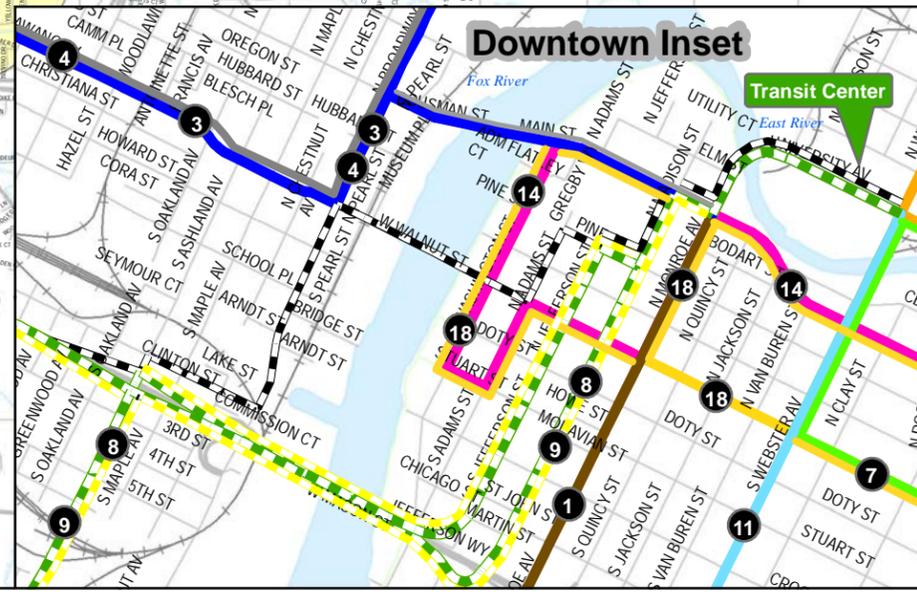
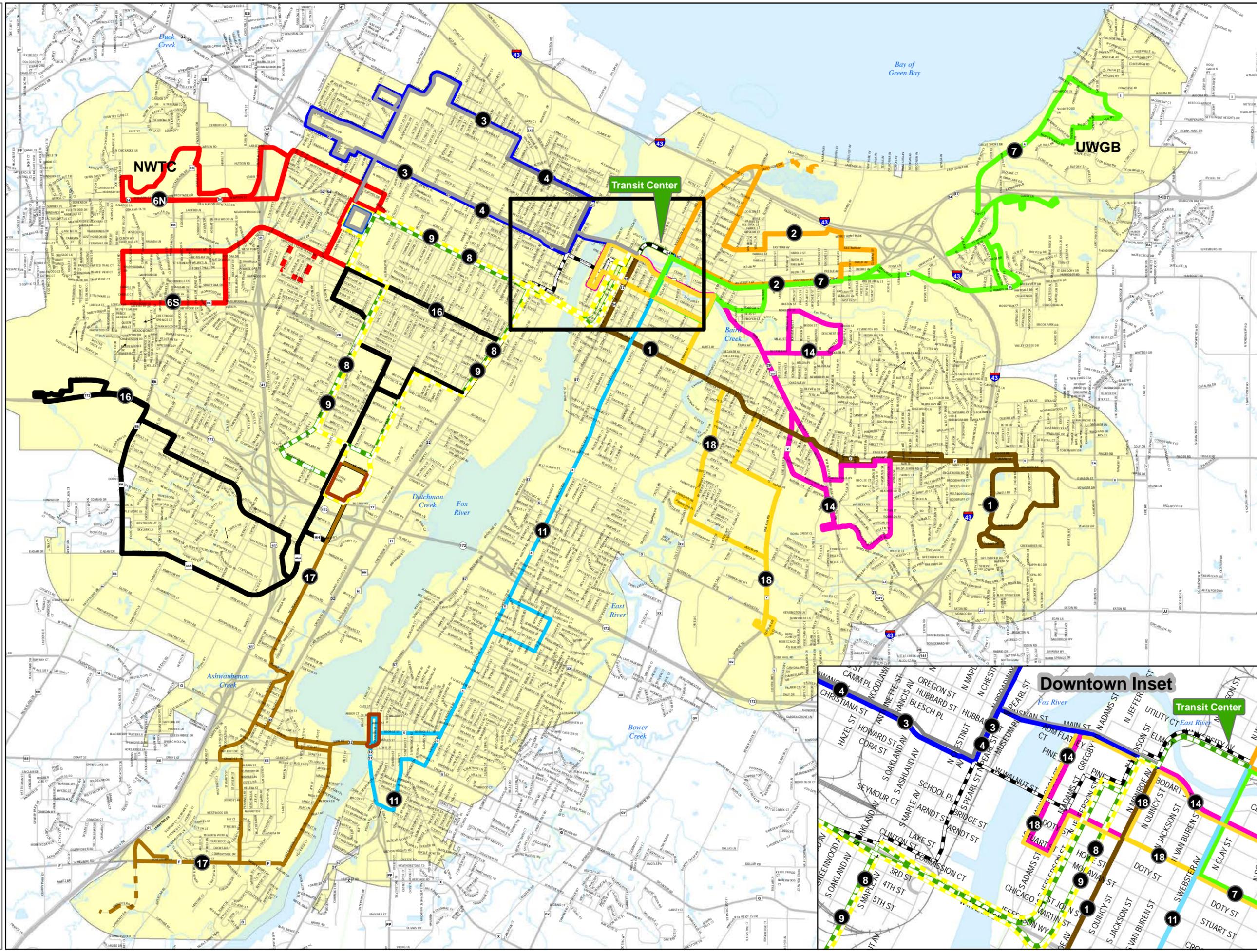
Legend

-  #1 Brown Line (East Mason)
-  #2 Orange Zippin Line (Danz - Bay Beach)
-  #2 Orange Zippin Line (Danz - Bay Beach) Upon Request
-  #3 Silver Line (Mather)
-  #4 Blue Line (Shawano)
-  #6 Red Line (W. Mason)
-  #6 Red Line (W. Mason) Route deviation only
-  #7 Lime Line (UWGB)
-  #8 Green Line (Conn 1)
-  #9 Yellow Line (Conn 2)
-  #11 Sky Line (Allouez)
-  #14 Pink Line (Main)
-  #16 Shadow Line (Oneida)
-  #17 Brick Line (De Pere)
-  #17 Brick Line (De Pere) Upon Request
-  #18 Gold Line (Bellevue)
-  X-Press Downtown
-  Paratransit Buffer



0 0.25 0.5 1 Miles

Map created by:
Brown County Planning
Commission Staff
04/05/2012



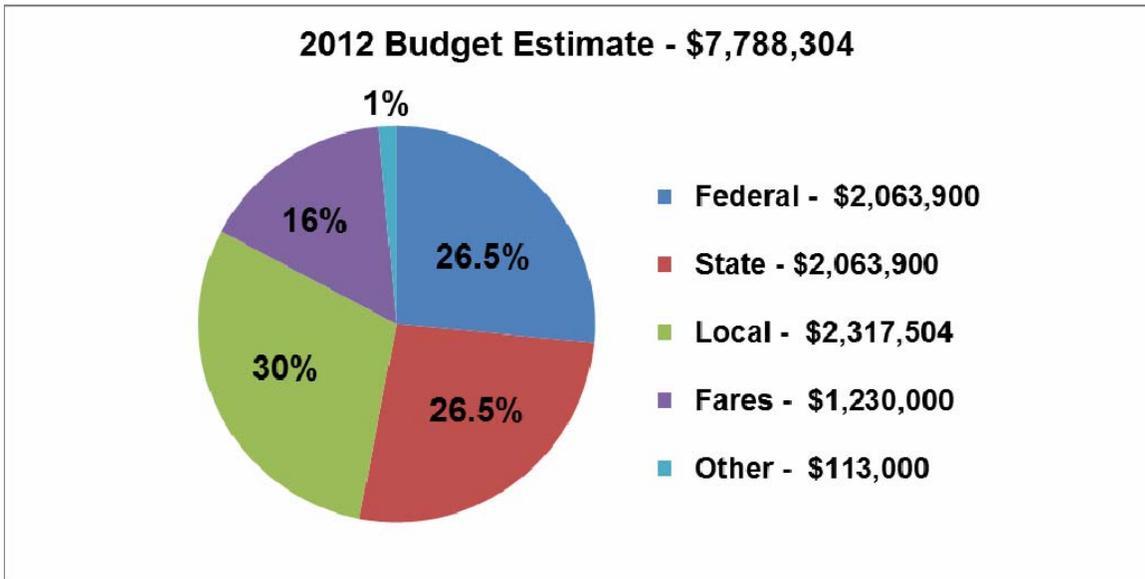
B. 2012 Operating Budget Overview

2011 vs. 2012 Green Bay Metro Budget

The 2012 Green Bay Metro budget is approximately 3.3% or \$268,000 less than the 2011 (unaudited) budget. Reduction of administrative staff positions in the second half of 2011, efficiencies realized as a result of the route restructuring, and wage freezes helped Metro staff achieve this reduction without decreasing service or increasing passenger fares.

2012 Operating Budget

The 2012 operating budget estimate for Green Bay Metro is \$7,788,304. The breakdown by funding source is as follows:

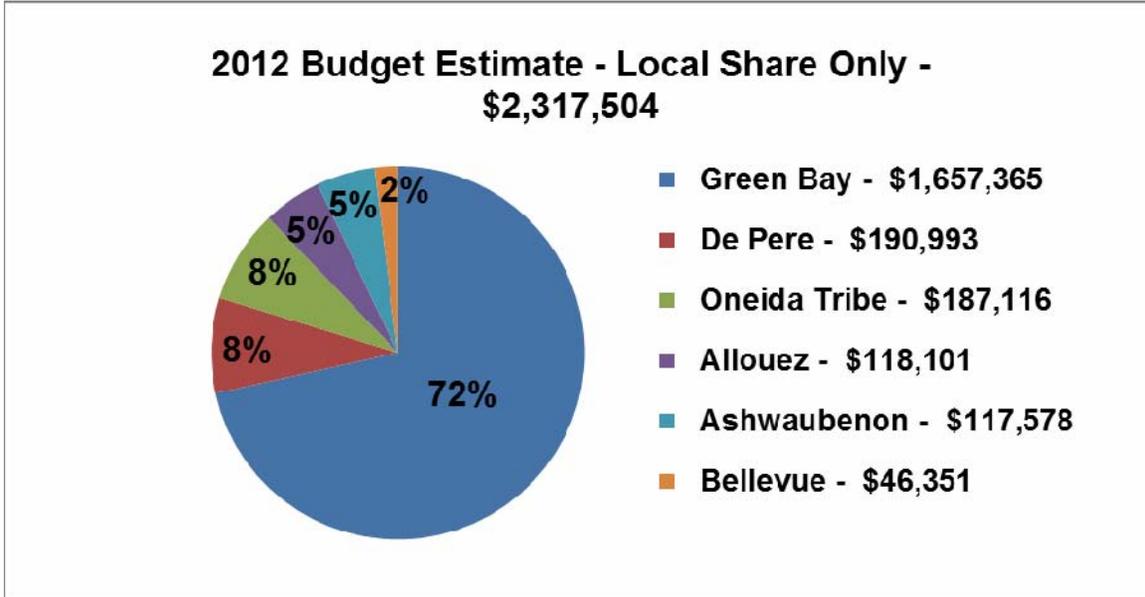


2012 Budget Estimate

Source:	Amount	Percent
Federal	\$2,063,900	26.5%
State	\$2,063,900	26.5%
Local	\$2,317,504	29.8%
Fares	\$1,230,000	15.8%
Other	\$113,000	1.5%
Total:	\$7,788,304	100.0%

Local Share

The 2012 budget estimate consists of contributions from participating local entities. The sum of the contribution is projected to be \$2,317,504 or 29.8% of the entire operating budget. Local entities contribute to the system based on system mileage and population. The breakdown by participating local entities is as follows:



2012 Budget Estimate – Local Contribution Analysis

Source:	Amount	Percent of Local Share	Percent of Overall Budget
Green Bay	\$1,657,365	71.5%	21.3%
De Pere	\$190,993	8.2%	2.5%
Oneida Tribe	\$187,116	8.1%	2.4%
Allouez	\$118,101	5.1%	1.5%
Ashwaubenon	\$117,578	5.1%	1.5%
Bellevue	\$46,351	2.0%	0.6%
Total:	\$2,317,504	100.0%	29.8%

CHAPTER THREE

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.

Although the system experienced route structure changes as identified in Chapter 1, the areas served and overall level of service remains nearly the same.

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 \$11.13 per hour.

The #8 Green (Connector #1) route is the strongest route in terms of revenue generated per hour at \$25.20.

The lowest performing route is the Downtown X-Press (\$1.90).

Please see Table 1 for revenue per hour of all full service routes by day, evening, and total for a weekday.

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 or 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
# 8 Green (Connector #1)	13	3	16	1.0	16.0	\$403.24	\$27.74	\$14.21	\$25.20
# 3 Silver (Mather)	12	0	12	1.0	12.0	265.84	22.15		22.15
# 4 Blue (Shawano)	13	3	16	1.0	16.0	349.59	23.38	15.22	21.85
# 9 Yellow (Connector #2)	13	3	16	1.0	16.0	331.86	23.15	10.32	20.74
#14 Pink (Main)	13	3	16	1.0	16.0	241.06	16.90	7.14	15.07
# 7 Lime (UWGB)	26	3	29	1.0	29.0	433.23	14.97	14.68	14.94
#11 Sky (Allouez)	13	3	16	1.0	16.0	229.43	16.39	5.47	14.34
# 2 Orange (Zippin)	25	7	32	0.5	16.0	215.72	15.06	7.84	13.48
# 6N & S Red (West Mason)	26	6	32	1.0	32.0	427.62	14.84	6.97	13.36
# 1 Brown (East Mason)	26	3	29	1.0	29.0	370.40	12.96	11.15	12.77
SYSTEM STANDARD									\$11.13
#18 Gold (Bellevue)	12	3	15	1.0	15.0	124.82	9.23	4.68	8.32
#16 Shadow (Oneida Gaming)	13	3	16	1.0	16.0	121.27	8.52	3.49	7.58
#17 Brick (De Pere)	13	3	16	1.0	16.0	94.39	6.47	3.42	5.90
Downtown X-Press	8	0	8	1.0	8.0	15.17	1.90		1.90
Total/System Average:					253.0	\$3,623.65	\$15.39	\$8.57	\$14.32

System Median:

\$13.91

System Standard:

\$11.13

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 15.1 passengers per hour.

On weekdays, the #8 Green (Connector #1) route has the highest passengers per hour rate of 34.3.

The poorest performing route is the Downtown X-Press carrying only 2.9 passengers per hour.

Please see Table 2 for passengers per hour for all full service routes by day, evening, and total for a weekday.

Limited service route data are included in Chapter 4.

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 and transfer passengers for weekdays as well as Green Saturday Passengers can be seen in Table 3.

**Table 2
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
# 8 Green (Connector #1)	13	3	16	1.0	16.0	549	37.9	18.7	34.3
# 3 Silver (Mather)	12	0	12	1.0	12.0	354	29.5		29.5
# 4 Blue (Shawano)	13	3	16	1.0	16.0	453	30.2	20.0	28.3
# 9 Yellow (Connector #2)	13	3	16	1.0	16.0	415	29.0	12.7	25.9
# 7 Lime (UWGB)	26	3	29	1.0	29.0	661	22.9	22.0	22.8
#14 Pink (Main)	13	3	16	1.0	16.0	309	21.7	9.0	19.3
#11 Sky (Allouez)	13	3	16	1.0	16.0	305	21.8	7.3	19.1
# 2 Orange (Zippin)	25	7	32	0.5	16.0	299	20.9	10.9	18.7
# 6N & S Red (West Mason)	26	6	32	1.0	32.0	568	19.9	8.5	17.8
# 1 Brown (East Mason)	26	3	29	1.0	29.0	479	16.8	14.0	16.5
SYSTEM STANDARD									15.1
#18 Gold (Bellevue)	12	3	16	1.0	15.0	161	11.9	6.0	10.7
#16 Shadow (Oneida Gaming)	13	3	16	1.0	16.0	144	10.2	4.0	9.0
#17 Brick (De Pere)	13	3	16	1.0	16.0	122	8.4	4.3	7.6
Downtown X-Press	8	0	8	1.0	8.0	23	2.9		2.9
Total/System Average:					253.0	4,842	20.6	11.2	19.1

System Median:

18.9

System Standard:

15.1

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 3
Transfer and Free Passengers**

Route	Weekdays		Green Saturday		
	Transfer Card Passengers	Under Age 5 & Other Free Passengers	Hours of Service	All Passengers Ride Free	Free Riders per Hour
# 1 Brown (East Mason)	48	21	11	279	25.4
# 2 Orange (Zippin)	40	9	11	253	23.0
# 3 Silver (Mather)	40	14	0		
# 4 Blue (Shawano)	61	10	11	214	19.5
# 6N & S Red (West Mason)	45	11	22	239	10.9
# 7 Lime (UWGB)	45	12	11	192	17.5
# 8 Green (Connector #1)	89	12	11	404	36.7
# 9 Yellow (Connector #2)	71	18	11	290	26.4
#11 Sky (Allouez)	26	30	11	164	14.9
#14 Pink (Main)	18	10	11	217	19.7
#16 Shadow (Oneida Gaming)	21	9	11	90	8.2
#17 Brick (De Pere)	11	3	11	102	9.3
#18 Gold (Bellevue)	14	8	11	80	7.3
Downtown X-Press	4	1	0		
Total:	533	168	143	2,524	17.7

Notes:

Passengers under the age of five ride free.

Route #3 Silver & Downtown X-Press do not operate on weekday evenings or Saturday.

All passengers ride free on Green Saturday.

Transfer Card Passengers originally paid cash. Transfers made by pass riders are not included.

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 2012. (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 16.6 percent of all expenses, or 16.6 cents per every dollar spent operating the system (excluding the paratransit system).

The system standard for weekdays is 13.0 percent.

The #8 Green (Connector #1) route had the highest operating ratio at 29.3 percent.

The poorest performing route is the Downtown Express at 2.2 percent.

Please see Table 4 for operating ratio comparison for all full service routes by day, evening, and total for weekdays.

**Table 4
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
# 8 Green (Connector #1)	13	3	16	1.0	16.0	\$1,377.12	\$403.24	32.2%	16.5%	29.3%
# 3 Silver (Mather)	12	0	12	1.0	12.0	1,032.84	265.84	25.7%		25.7%
# 4 Blue (Shawano)	13	3	16	1.0	16.0	1,377.12	349.59	27.2%	17.7%	25.4%
# 9 Yellow (Connector #2)	13	3	16	1.0	16.0	1,377.12	331.86	26.9%	12.0%	24.1%
#14 Pink (Main)	13	3	16	1.0	16.0	1,377.12	241.06	19.6%	8.3%	17.5%
# 7 Lime (UWGB)	26	3	29	1.0	29.0	2,496.03	433.23	17.4%	17.1%	17.4%
#11 Sky (Allouez)	13	3	16	1.0	16.0	1,377.12	229.43	19.0%	6.4%	16.7%
# 2 Orange (Zippin)	25	7	32	0.5	16.0	1,377.12	215.72	17.5%	9.1%	15.7%
# 6N & S Red (West Mason)	26	6	32	1.0	32.0	2,754.24	427.62	17.2%	8.1%	15.5%
# 1 Brown (East Mason)	26	3	29	1.0	29.0	2,496.03	370.40	15.1%	13.0%	14.8%
SYSTEM STANDARD										13.0%
#18 Gold (Bellevue)	12	3	15	1.0	15.0	1,291.05	124.82	10.7%	5.4%	9.7%
#16 Shadow (Oneida Gaming)	13	3	16	1.0	16.0	1,377.12	121.27	9.9%	4.1%	8.8%
#17 Brick (De Pere)	13	3	16	1.0	16.0	1,377.12	94.39	7.5%	4.0%	6.9%
Downtown X-Press	8	0	8	1.0	8.0	688.56	15.17	2.2%		2.2%
Total/System Average:					253.0	\$21,861.78	\$3,623.65	17.8%	9.7%	16.6%

System Median:

16.2%

System Standard:

13.0%

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.

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 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, strategies for mitigating the occurrences may be implemented, such as assigning a larger capacity bus to the route.

Metro operations staff reports that standing occurs occasionally on #6N Red on weekdays and the #8 Connector on Saturdays. However, overall standing is not a significant issue for the system and its passengers.

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. Overall, schedule adherence is not a significant issue.

Automatic Vehicle Locator (AVL) System Installed in 2011

The AVL system determines the location of each bus and transmits the information back to Metro's dispatch office where operations staff and supervisors can observe whether a bus is adhering to the published schedule. Equipment in the buses will also alert the driver if they are deviating from the schedule.

Advantages of the AVL system include improved on-time performance, ability to provide customers with real-time information, and decreased need for on-street supervision. Data produced by the system can be stored and retrieved by staff and used for a wide variety of purposes.

In the pictures below, a 60" CAD screen, which is located in the dispatch office, depicts the road network, route system, and bus locations. Various symbols indicate if a bus is running on time, running ahead of schedule, running behind schedule, or is off its route.

CAD Screen in Dispatch Office

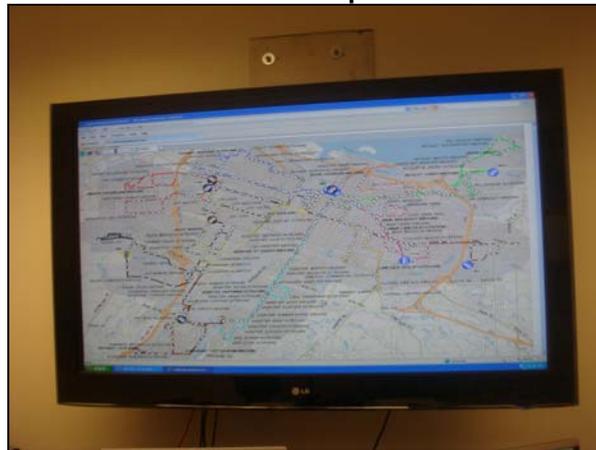


Photo by Brown County Planning Commission.

Close Up of the Green Bay Plaza Area



Photo by Brown County Planning Commission.

Passengers can find current bus departure information at the Transportation Center in the lobby and outside waiting area. In the picture below, the departure board indicates that all buses are running on time.

Departure Board in Lobby



Photo by Brown County Planning Commission.

In the near future, this information will be available via the internet, and passengers can get information about each of Metro's approximately 1,700 bus stops by using certain types of cell phones. Full implementation of the information system is scheduled for 2012.

F. Findings

Overall, ridership levels have increased since the implementation of the September 2011 multi-hub system.

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

Downtown X-Press Route

The route was introduced shortly after the implementation of the multi-hub system in September of 2011 in response to customer complaints regarding lack of direct 30-minute service from between the Transportation Center and Green Bay Plaza via West Mason Street.

As an alternative to the Downtown X-Press, riders can utilize the #8 (outbound on West Mason Street) and #9 (inbound on West Mason Street) routes which operate once each hour.

Route	Revenue/Hour	Passenger/Hour	Operating Ratio
System Standard	\$11.13	15.1	13.0%
Downtown X-Press	\$1.90	2.9	2.2%

Green Bay Metro staff is aware of the low ridership and revenue levels, and staff is in the process of determining the best course of action.

#18 Gold, #16 Shadow, and #17 Brick Routes

Ridership and revenue statistics for three routes, the #18 Gold, #16 Shadow, and #17 Brick, indicate that they are performing at a low level. Although the current route structures were introduced in September of 2011, the areas served by the routes have traditionally performed at a low level.

Route	Revenue/Hour	Passenger/Hour	Operating Ratio
System Standard	\$11.13	15.1	13.0%
#18 Gold	\$8.32	10.7	9.7%
#16 Shadow	\$7.58	9.0	8.8%
#17 Brick	\$5.90	7.6	6.9%

Staff should work with the communities served by these three routes and consider any changes that may lead to improvement.

CHAPTER FOUR

Limited Service Route (LSR) System Performance

Green Bay Metro operates 10 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 or more 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 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.

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 or near seated capacity.

In February of 2012, an average of 660 one-way trips were made each day. This means that an average of 330 middle and high school students used the limited service system each day. This produced an average of 33 passengers per trip and 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 an average of only seven riders in the morning and 13 riders in the afternoon. The route has performed at a low level for quite some time. The Brown County Planning Commission recommends that the Transit Commission consider this route for elimination upon completion of the current school year.

**Table 5
Limited Service Routes
Passengers**

Limited Service Route	Passengers	Limited Service Route	Passengers
#65 a.m.	32	#74 a.m.	55
#65 p.m.	38	#74 p.m.	38
#70 a.m.	36	#75 a.m.	36
#70 p.m.	42	#75 p.m. (two loops/one trip)	85
#71 a.m.	42	#76 a.m.	13
#71 p.m.	47	#76 p.m.	24
#72 a.m.	39	#77 a.m.	16
#72 p.m.	34	#77 p.m.	10
#73 a.m.	29	#78 a.m.	7
#73 p.m.	24	#78 p.m.	13
Total Passengers:			660
Average Passengers/Trip:			33

Notes:

Limited Service routes are open to the general public.

CHAPTER FIVE

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 1998-2011

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%
2011*****	63,337	\$1,330,561	-\$7,236	-1%

* Trip cost includes fuel escalator payments from 2006-2011.

** Under contract with Lamers, Inc.

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

**** Start of four and one-half year contract in November with Medi-Vans. Service area reduction implemented.

***** Start of five-year contract in May with MV Transportation.

MV is currently receiving \$17.96 per ambulatory and \$21.18 per non-ambulatory one-way trip including the passenger fare. Green Bay Metro provides the fuel to operate MV's revenue vehicles at an average rate of \$3.74 per trip. The average rate is tied to service efficiencies (dispatch & trip scheduling) and fuel prices.

Agency Trips

Agency trip rates were approved by the Transit Commission and introduced on February 2, 2012. An agency is defined as an organization that serves persons who qualify for human service or transportation related programs or services due to disabilities, income, or advanced age. Many paratransit clients fall under the umbrella of a local agency. For example, a paratransit client that receives financial support from a program administered by the Brown County Human Service Department and travels to the CP Center for therapy three times per week would be charged the agency rate for the home to CP and CP to home trips.

Many transit systems in Wisconsin have implemented an agency rate. Agency rates can vary from \$1.50 additional per qualifying trip to the full cost of providing the trip.

Green Bay Metro offers advance-purchase convenience tickets for \$3.00 (regular rate) or \$4.50 (agency rate). Tickets are printed in various colors to distinguish between the \$3.00 and \$4.50 rates. Clients may also pay cash upon boarding the paratransit vehicle.

Specialized Transportation Service Demand Uncertainty

1. Wisconsin Department of Health Services (DHS)

a) Medicaid Transportation Management (LogistiCare)

The DHS has implemented 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. The initiative began on July 1st, 2011. Issues such as trip shedding (dumping) onto local programs and reduced service options are major concerns expressed by persons with disabilities and/or their representatives. Green Bay Metro staff has noted that they receive phone calls from Medicaid clients hoping to use paratransit as an alternative. Metro staff appropriately refers the client to LogistiCare.

b) 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 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 2012. It is anticipated the demand for specialized transportation services will increase when this occurs.

2. 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.

3. Veteran Population

With the Milo C. Huempfer Department of Veterans Affairs Health Care Center scheduled to open in 2013, it is anticipated that specialized services will be used to transport a segment of the veteran population to and from the center.

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

CHAPTER SIX Fare Structure

Green Bay Metro's past and present fare structures are shown below.

Green Bay Metro Fare History

	1/1/1996	9/1/1998	6/1/2003	10/1/2005	2/2/2009	Various
Cash Fares						
Adult	\$0.75	\$1.00	\$1.25	\$1.50	\$1.50	\$1.50
Student (K-12)	\$0.65	\$1.00	\$1.25	\$1.50	\$1.50	\$1.00 (Lowered in 2011)
E & D	\$0.35	\$0.50	\$0.60	\$0.75	\$0.75	\$0.75
30-Day Unlimited Pass						
Adult	\$22.00	\$21.50	\$23.00	\$26.00	\$35.00	\$35.00
Student (K-12)	\$11.00	\$16.00	\$16.00	\$19.00	\$19.00	\$19.00
E & D	\$11.00	\$10.75	\$12.25	\$15.25	\$25.00	\$25.00
7-Day Unlimited Pass – available to all fixed route riders						\$10.00 (Introduced in 2011)
Green Saturday - everyone rides fixed route service for free						Free (Introduced in 2011)
Paratransit						
Origin to Destination	\$1.50	\$2.00	\$2.50	\$3.00	\$3.00	\$3.00
Agency Fare- Origin to Destination						\$4.50 (Introduced in 2012)

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

CHAPTER SEVEN

Bus Fleet

Bus Fleet

The table below details Green Bay Metro's 2012 bus fleet:

Bus Quantity	Year	Make	Length	Seats	Age of Vehicle in Years
5	1995	Gillig-Phantom	40'	45	17
3	1999	DuPont Trolleybus	34'	32	13
9	2003	New Flyer	30'	25	9
3	2004	New Flyer	30'	25	8
9	2009	New Flyer	35'	29	3
10	2011	Gillig	35'	29	1
39					6.6

Notes: In 2011, three 1982 GMC, six 1998 buses, and one 1995 Gillig-Phantom buses were retired. 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.

Gillig Buses

Ten new Gillig buses were delivered to Metro in 2011.

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.

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. Eight of Green Bay Metro's 39 buses (21 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 EIGHT

System Enhancements

A. Green Saturday

The Green Bay Transit Commission implemented Green Saturday in mid-2011. Green Saturday allows everyone to ride the fixed route system for free on Saturday.

The program is designed to encourage non-riders to give Metro a try with the goal that they become fare-paying regular riders during the week.

Reaction to the program has been positive and Saturday ridership has increased from approximately 2,000 riders to 2,500-3,000 riders per Saturday. A high of 3,225 riders was recorded on Saturday, March 17, 2012.

B. New Service to the Salvation Army Ray and Joan Kroc Community Center

The Salvation Army Ray and Joan Kroc Community Center, located at 1315 Lime Kiln Road, opened in August 2011. Direct transit service is provided via the #18 Gold (Bellevue) route.

The Salvation Army Ray and Joan Kroc Community Center



Photo courtesy of the Salvation Army.

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 email and instant messaging services.

In its third year on Facebook and Twitter, Green Bay Metro has approximately 280 friends and followers.

D. U-Pass Program

University of Wisconsin-Green Bay Contract Renewed

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 2011-2012 school year, Green Bay Metro and UW-Green Bay have agreed to a \$0.25 reimbursement for every unlinked trip taken Monday through Friday for the 2011/2012 school year (July 1, 2011-June 30, 2012). Service is free to all fixed route riders on Saturday.

A total of 42,235 one-way trips were made with the U-Pass in 2011.

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. In 2011, a total of 8,334 one-way trips were made with the Raz Pass. Again, all passengers ride free on Saturdays.

Other Opportunities

Green Bay Metro is hopeful that similar arrangements can be made with St. Norbert College, Northeast Wisconsin Technical College (NWTC), and 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. A total of 18 shelters are in place with 16 more planned for 2012. Metro receives a small percentage of the advertising revenue generated by the shelters.

Creative Outdoor Advertising Shelter



Photo by Brown County Planning Commission.

Green Bay Metro also maintains 24 of its own passenger shelters throughout the service area.

F. Partnership with the Green Bay Packers and MillerCoors

In 2011, Green Bay Metro began to provide game day service to and from all Packers home games. Green Bay Metro received advertising revenue from MillerCoors for the wrapped buses.

Fans arrive at Lambeau Field



Photos courtesy of Green Bay Metro.

MillerLiteFreeRides.com Bus Wrap



MillerLiteFreeRides.com Bus Wrap



Photos courtesy of Green Bay Metro.

Ridership for the 2011/2012 season averaged 1,874 one-way trips per game.

Game Day Service Summary

Date	Game Time	One-Way Trips	Service Level
Friday, Aug. 19	7:00 PM	608	Preseason - Cheesehead Route only
Thursday, Sept. 1	7:00 PM	911	Preseason - Cheesehead Route only; Gold (Milwaukee) Ticket
Thursday, Sept. 8	7:30 PM	2,676	All four Game Day Routes; NFL Opener with Concert
Sunday, Oct. 2	3:15 PM	1,421	All four Game Day Routes; Gold (Milwaukee) Ticket
Sunday, Oct. 16	12:00 PM	1,354	All four Game Day Routes
Monday, Nov. 14	7:30 PM	2,262	All four Game Day Routes
Sunday, Nov. 20	12:00 PM	1,534	All four Game Day Routes; Gold (Milwaukee) Ticket
Sunday, Dec. 11	3:15 PM	2,062	All four Game Day Routes
Sunday, Dec. 25	7:20 PM	3,371	All four Game Day Routes
Monday, Jan. 1	12:00 PM	2,755	All four Game Day Routes
Sunday, Jan. 15	3:30 PM	1,662	All four Game Day Routes; Divisional Playoff Game
Total:		20,616	
Average		1,874	

G. Community Outreach

Green Bay Metro is active in the community. Events conducted in 2011 are as follows:

National Breast Cancer Awareness Month

Mayor Jim Schmitt, Transit Commissioner Scottie Corrigan, and Transit Director Tom Wittig stand in front of a pink ribbon-adorned bus during National Breast Cancer Awareness Month.



Photo courtesy of Green Bay Metro.

All cash fares and contributions collected on Friday, October 28th, 2011 were donated to the American Cancer Society. A total of \$1,200 was raised.

“Pack the Bus” Food Drive

Green Bay Metro, in partnership with the Green Bay Packers, collected and delivered non-perishable goods to area shelters as part of its “Pack the Bus” food drive campaign. The “cheese” bus was parked outside Lambeau Field on Saturday, November 12th, 2011, and was used to store the donations. Cash contributions were also accepted through the farebox.



Photos courtesy of Green Bay Metro.

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.	State enabling legislation is not in place. Federal H.R. 3545 aka the "Transit Flexibility Act of 2011" was introduced in late 2011. See Appendix A and B for Urban Area and population statistics.
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. Metro staff designed and overhauled service on the west side to include transfer locations at Green Bay Plaza and Bay Park Square in 2011. Bus bays on Oneida Street to be constructed in 2012 will serve as a transfer site.
Bus Fleet	Apply for 35-foot buses as needed to replace aging vehicles.	Nine new buses delivered in 2009. Ten new buses 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.	Paratransit vehicles are identified in the Transportation Improvement Program (TIP), but are not funded. MV Transportation was awarded paratransit program contract in 2011.

Item	Recommendation	Status
Fares	Metro should consider reducing its fares to make transit more appealing to people who do not currently ride the bus.	Student cash fare reduced from \$1.50 to \$1.00 in 2011. Green Saturday (everyone rides free on Saturdays) introduced in 2011.
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.
Modified Fixed Route Service for Green Bay Packers Games	Create service appealing to residents and visitors attending activities at and around Lambeau Field in an effort to reduce traffic congestion, reduce vehicle emissions, and promote responsible driving.	Service implemented in 2011. Four Game Day fixed routes offer service before and after all home games. Service is free and open to the general public in partnership with the Green Bay Packers and the MillerCoors drink responsibly and plan ahead program.
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*.

Green Bay Metro Management Plan

The following represents a summary of the 2012 management plan submitted to the Wisconsin Department of Transportation (WisDOT) by Metro staff as part of the budget process.

Goals for 2012

1. Continue to update bus fleet.
2. Develop Green Business Transit Initiatives

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. Continue to increase advertising revenue.
4. Continue to promote transit ridership in all communities in the Green Bay metropolitan area and expand into other area communities.
5. Continue to increase marketing efforts throughout the metropolitan area.

Wisconsin Department of Transportation Independent Management Audit

SRF Consultants has been hired by WisDOT to perform management audits for several transit properties in Wisconsin in 2012, including Green Bay Metro. This review is conducted approximately every five years and addresses issues such as policy, decision-making process, staffing, planning, vehicle maintenance, operations, finance, marketing, paratransit, and information technology. The last management audit performed for Metro was published in 2007.

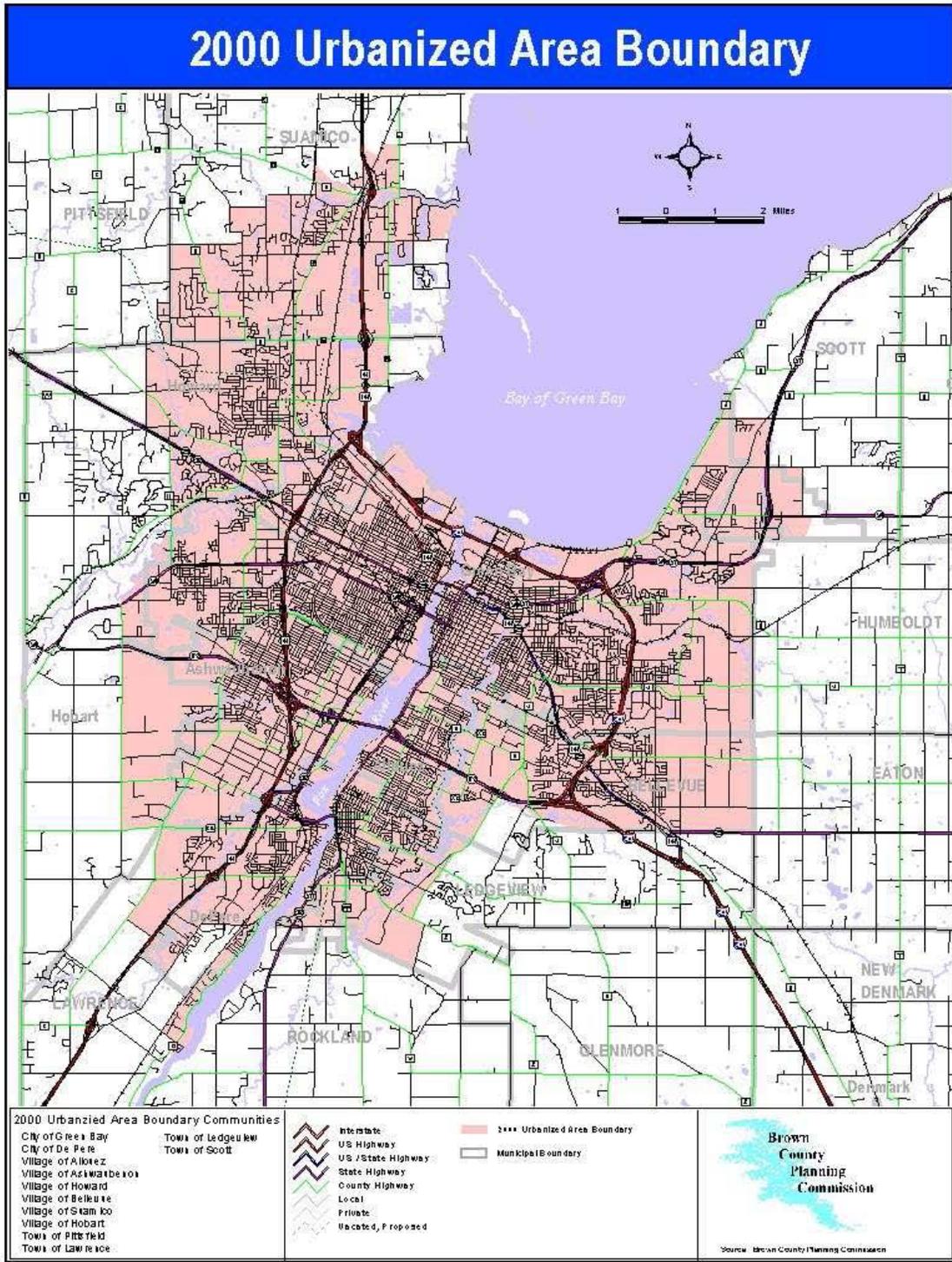
CHAPTER TEN

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 Transit Commission should consider the elimination of the Downtown X-Press and the #78 limited service route due to low ridership.
3. 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.
4. 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.
5. 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 legislation or activities relating to future funding for operating and capital funding.
 - Continue to inform elected officials and interested parties of the need for a transit funding solution.
6. Staff should continue to implement and move forward with the TDP recommendations. Metro staff should also work with BCPC staff to prepare for the development of the 2014-2018 TDP.
7. Implement the Management Plan goals and objectives for 2012 and beyond.

APPENDIX A



APPENDIX B

Green Bay Metro Population Data by Category by Brown County Planning Commission June 2011

1	2	3	4	5
Community	2000 Census	2010 Census	Paratransit Service Area Population 3/4 mile from fixed route	2010 Green Bay Urbanized Area Boundary (TBD 2012)
T EATON	1,414	1,508	0	0
T GLENMORE	1,187	1,135	0	0
T GREEN BAY	1,772	2,035	0	0
T HOLLAND	1,339	1,519	0	0
T HUMBOLDT	1,338	1,311	0	0
T LAWRENCE	1,548	4,284	0	
T LEDGEVIEW	3,363	6,555	0	
T MORRISON	1,651	1,599	0	0
T NEW DENMARK	1,482	1,541	0	0
T PITTSFIELD	2,433	2,608	0	
T ROCKLAND	1,522	1,734	0	
T SCOTT	3,138	3,545	0	0
T WRIGHTSTOWN	2,013	2,221	0	0
V ALLOUEZ	15,443	13,975	13,975	
V ASHWAUBENON	17,634	16,963	16,239	
V BELLEVUE	11,828	14,570	6,823	
V DENMARK	1,958	2,123	0	0
V HOBART	5,090	6,182	0	
V HOWARD	13,546	17,399	0	
V PULASKI	3,013	3,321	0	0
V SUAMICO	8,686	11,346	0	
V WRIGHTSTOWN	1,934	2,676	0	0
C DE PERE	20,559	23,800	20,197	
C GREEN BAY	102,767	104,057	100,071	
BROWN COUNTY	226,658	248,007		
Green Bay Metro Service Area Population (The service area population is used for National Transit Database or NTD reporting requirements and consists of the entire population of the participating communities of Green Bay, Allouez, Ashwaubenon, Bellevue, and De Pere. This does not include non-participating entities such as the village of Howard.)	168,231	173,365		
Green Bay Metro Paratransit Service Population (The service area is based on Americans with Disabilities Act or ADA requirements that paratransit services be provided within 3/4 mile of a full service fixed route.)			157,309	
2010 Green Bay Urbanized Area Boundary (The boundary is used to determine Transportation Management Area or TMA designation by the Federal Government. This is used to determine eligibility for Section 5307 Funding and is also used in other program formulas.)				TBD