Green Bay METRO

2014-2018 Transit Development Plan

Brown County Planning Commission
Metropolitan Planning Organization (MPO) for the Green Bay Urbanized Area
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CHAPTER 1
Introduction and Overview

Transit Development Plan Purpose

The purpose of the study is to guide future operating and capital improvements for the Green Bay Metro System (Metro) for the next five years. A TDP is a short-range plan that will take a comprehensive look at various aspects of the system, including route structure, level of service, budget, fare structure, capital needs, and the paratransit program. The recommended system changes are designed to achieve an optimum level of transit service based on assumed federal and state funding and local budget constraints.

History of the Green Bay Metro System

From 1916 through 1972, the Wisconsin Public Service Corporation (WPS), a privately-owned utility company, provided streetcar and bus service in the Green Bay area. In the late 1960s, bus ridership decreases combined with rising expenses forced WPS to reduce deficits by cutting back on service. Service cutbacks, in turn, contributed to further decreases in ridership and additional revenue losses, resulting in a downward spiral of service, ridership, and revenue. In April of 1972, WPS offered to sell the bus company to the city of Green Bay with an agreement to reimburse the city for the full purchase price of $270,000 in the form of an operating subsidy over a five-year period.

In January of 1973, WPS was granted the right to discontinue bus service in the Green Bay area, at which time the city of Green Bay leased the bus system from WPS through the remainder of 1973. This action avoided a discontinuance of service and allowed time for the city to create the Transit Commission, consider alternative plans for the system developed by the Brown County Planning Commission (BCPC)/Metropolitan Planning Organization (MPO), and prepare for a public referendum on the purchase of the system. On April 3, 1973, 71 percent of the public voted in favor of a referendum calling for the purchase of the system from WPS.

Green Bay Metro Service

Green Bay Metro operates 14 full-service and a number of limited service bus routes throughout the Green Bay area. In addition, Metro provides complementary ADA paratransit service. Fixed route bus and paratransit services are provided to the cities of Green Bay and De Pere, villages of Allouez, Ashwaubenon, and Bellevue, and the Oneida Nation. Service is provided Monday through Friday from 5:15 a.m. to 9:45 p.m. and on Saturday from 7:15 a.m. to 6:45 p.m. Service is not provided on Sunday.

Transportation Center

On February 26, 2001, all Metro operations relocated from the 318 South Washington Street facility to a new Transportation Center located at 901 University Avenue. The Washington Street facility was originally constructed in the late 1800s for administration, maintenance, and storage of an electric streetcar system. Both Wisconsin Public Service and the city of Green Bay financed many building expansions and enhancements over the years. However, the age of the structure, size of the current bus fleet, and inefficiencies associated with the building were a problem for some time. This, along with the city of Green Bay's desire to make the waterfront property available for redevelopment, necessitated the move.

The Transportation Center has allowed all Metro employees to be located in one facility and has allowed administrators additional time for the supervision of bus operations. Operational efficiencies of a modern facility and the reduction of "dead-head" mileage from the garage to the primary hub have been cost-saving benefits.

Transportation Center
(West-Northwest View)

Photo courtesy of Green Bay Metro.

Overhead View of the Transportation Center

Aerial photo courtesy of Brown County, 2010.

Passengers at the Elizabeth “Betty” Bennett Passenger Center benefit from a staffed information counter, real-time bus arrival board, automated pass dispenser, spacious climate-controlled seated waiting area, vending machines, and public restrooms. Outside, a large canopy (pictured above) covering many bus stalls to protect passengers from falling rain and snow exists. In addition, each bus route has a designated stall, and the distance passengers have to walk between buses is minimal. The Transit Commission holds its monthly meeting in the large conference room at the Transportation Center, typically the third Wednesday of each month at 8:15 a.m. The public is welcome to attend. Special public hearings and informational meetings are also held at the Transportation Center.

Multiple Hub Fixed Route Bus System

Prior to 2011, Metro used a single hub located at the Transportation Center. Today, the bus system is designed around four hubs. The system in use is similar to what is called a "radial pulse" system. The system is "radial" because the layout of the routes brings buses to a hub and then radiates them out in a spoke-like fashion to cover the service area. It is called a "pulse" system because all routes are timed, when feasible, to arrive at a hub at regular intervals, allowing for some of the transfers to occur with little or no waiting. Transfer opportunities exist at the following hub locations:

- Green Bay Metro Transportation Center, 901 University Avenue
- Green Bay Plaza on Military Avenue near Sears
- Bay Park Square on the east side of Oneida Street just south of Willard Drive in Ashwaubenon
- Shopko in De Pere, 230 N Wisconsin Street

Past TDP Efforts

The Brown County Planning Commission/MPO and Green Bay Metro System have been involved in the following TDP efforts:

- *2009-2013 Transit Development Plan for the Green Bay Metro System* by Brown County Planning Commission.
- *2004-2008 Transit Development Plan for the Green Bay Metro System* by Brown County Planning Commission.
- *1997-2001 Green Bay Area Transit Development Plan for the Green Bay Transit System* by Abrams-Cherwony & Associates.
- *1989-1993 Transit Development Program* by Brown County Planning Commission.
- *1985-1989 Transit Development Program* by Brown County Planning Commission.
- *1982-1986 Transit Development Program* by Brown County Planning Commission.

Status of the *2009-2013 Transit Development Plan for the Green Bay Metro System*

In 2008, the Brown County Planning Commission/MPO staff, in conjunction with the Green Bay Metro staff, prepared the *2009-2013 Transit Development Plan for the Green Bay Metro System*. The TDP was approved by the Green Bay Transit Commission. 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 Metro's Service Development Committee (SDC) plan and service began on August 31, 2009. Additional route changes were made in 2010, 2011, 2012, and 2013.
Regional Transportation Authority (RTA)	Establish an RTA in the area to offset projected decreases in federal and state operating assistance provided to Green Bay Metro after the 2010 Census.	The state enabling legislation that is necessary to create an RTA does not exist. The new Federal Transportation law, MAP-21, went into effect on October 1, 2012. Flexibility provisions are included which will benefit Metro over the course of the two year law.
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/MPO, and 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.
Fares	Metro should consider reducing its fares to make transit more appealing to people who do not currently ride the bus.	1. Student cash fare reduced from $1.50 to $1.00 in 2011. 2. Green Saturday (everyone rides free on Saturdays) introduced in 2011. 3. Day and Week Passes introduced in 2012 to provide more fare options.
U-Pass Program	Investigate expanding the program to include other post-secondary institutions. UW-Green Bay existing participant.	Rasmussen College (2011) and St. Norbert College (2012) were added to the program, and other entities have been 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.
Develop an Annual Marketing Plan	Identify promotional programs Metro will implement each year.	Marketing strategy developed.

TDP Goals and Objectives

The goals and objectives listed below were developed by the BCPC/MPO staff in conjunction with the TDP work group and are based on recommendations in the *2012 Green Bay Metro System Management Performance Review* prepared by SRF Consulting on behalf of WisDOT, comments received from Metro drivers, Metro staff and passengers, and general planning principles.

Goal: Develop a strategy for transit service that is realistic based on projected federal, state, local, and other funding conditions.

Objectives:

1. Study alternative route structures to improve system performance and make the bus a viable and attractive transportation mode.
2. Explore paratransit program service options such as providing a larger portion or all of the service in-house in an effort to reduce costs while continuing to provide reliable service to clients.
3. Explore new technologies that would enhance service and/or reduce costs.
4. Identify and utilize other sources of funding to maintain or expand Metro's services (Section 5310 and others).
5. Maintain a strong working relationship with the participating communities, Metropolitan Planning Organization, Wisconsin Department of Transportation, Federal Transit Administration, private sector, and interested parties.
6. Maintain a five-year capital improvement plan.
7. Replace equipment such as buses in a time-appropriate manner (10 years and/or 500,000 miles).
8. Reduce operations and maintenance expenses.
9. Increase passenger and advertising revenue by 2% each year.

Goal: Develop various strategies aimed at keeping existing riders and attracting new riders to the system.

Objectives:

1. Maintain, at a minimum, the existing level of service.
2. Continue to provide service to transit trip generators such as schools, employment and shopping centers, and human service agencies.
3. Continue to provide courteous and professional service.
4. Improve level of service between major origins and destinations (headway frequency and time of day).
5. Expand the U-Pass program from three partners to five partners over the next five years.
6. Establish a “Green Business” transit program with area employers.
7. Maintain or expand the existing Packers game day service.
8. Maximize service reliability and create seamless transfers.
9. Enhance mobility for people through improved connectivity and reduced travel and transfer wait time.
10. Identify locations for new bus stops, concrete pads, shelters, and other amenities.
11. Continue to improve service through technology.
12. Expand and improve information distribution techniques (social media).
13. Maintain clean facilities and vehicles.
14. Educate the community on transportation issues and highlight transit service benefits such as transportation cost savings, traffic congestion reduction, and environmental benefits.
15. Facilitate connections between transportation services (bus-bike, bus-taxi, intracity bus-intercity bus, Oneida Transit and Green Bay Metro etc.).
16. Increase coordination between regional and local transportation providers (private transportation providers, State 85.21 subrecipients, mobility manger, etc.).
17. Expand outreach efforts with civic organizations, employers, and other community stakeholders.
18. Encourage communities to establish development patterns that make transit use viable and attractive.
19. Encourage developers to develop/redevelop land that is conducive to transit service. Apply proven transportation and land use planning techniques such as transit oriented development (TOD).
20. Promote transportation improvements that are consistent with adopted comprehensive plans.
21. Continue to involve the public in the development of transit plans and programs.
22. Continue to meet the requirements and spirit of the Americans with Disabilities Act (ADA).
23. Continue to serve disadvantaged populations such as low-income and minority populations.
24. Minimize and mitigate air quality impacts generated by the area’s transportation system.

Goal: Maintain a safe transit system that serves Green Bay area residents.

Objectives:

1. Maintain strong safety record (number of accidents/incidents per 100,000 miles provided).
2. Maintain visible systemwide security presence and surveillance coverage.
3. Continue to provide an on-site security guard at the Transportation Center and ensure compliance with the security contract.
4. Monitor the number and types of security-related incidents.

CHAPTER 2
Fixed Route System

Green Bay Metro currently provides fixed route transit service in the cities of Green Bay and De Pere and the villages of Allouez, Ashwaubenon, and Bellevue. A total of 14 full service and 10 limited service fixed routes are in operation. See the following page for a map of the full service route system.

Hours of Operation

Green Bay Metro operates Monday through Friday from 5:15 a.m. to 9:45 p.m. and on Saturday from 7:15 a.m. to 6:45 p.m.

Service is not provided on Sundays or on major holidays, with the exception of Packers game day service.

Service Frequency

Service is offered twice per hour for four of Green Bay Metro's full service route during the weekday. For the majority, or remaining ten routes, service is offered only once per hour. A complete listing of service frequency for weeknights and Saturdays can be seen on pages 14 and 17 of this chapter.

Ridership

The following table illustrates fixed route ridership from 1993 through 2012. Please note that service levels (amount of service) have varied over this time period.

Fixed Route Ridership

Year	Unlinked Trips Includes Transfer and Free Fare
1993	1,891,716
1994	1,953,716
1995	1,894,383
1996	2,009,188
1997	1,965,649
1998	1,744,323
1999	1,660,679
2000	1,624,501
2001	1,624,932
2002	1,684,584
2003	1,711,296
2004	1,668,387
2005	1,736,118
2006	1,702,113
2007	1,697,819
2008	1,763,038
2009	1,354,368
2010	1,370,835
2011	1,542,287
2012	1,523,838

Fares

Past and current (as of March 2013) fare structures for the fixed route bus system are listed in the table below. BCPC staff compared fare structures of other mid-sized transit properties in the State of Wisconsin to Metro's and found that the fare structure in place is a better value for its passengers when compared to the peer systems.

Green Bay Metro has a history of providing favorable fares for its passengers. Maintaining low fares now and into the future will help the system reach its goal of keeping existing riders and attracting new riders to the system.

Fare Structure

Fare Category	1998	2003	2005	2009	2013
Adult					
Cash	$1.00	$1.25	$1.50	$1.50	$1.50
Day Pass*					$3.00
Week Pass*					$12.00
30-Day Pass	$21.50	$23.00	$26.00	$35.00	$35.00
Student (K-12)					
Cash**	$1.00	$1.25	$1.50	$1.50	$1.00
Day Pass					$2.00
30-Day Pass	$16.00	$16.00	$19.00	$19.00	$19.00
30-Day Pass 7/1/13					$20.00
Reduced (Age 65 or older or qualifying Disability w/ ID Card)					
Cash	$0.50	$0.60	$0.75	$0.75	$0.75
Day Pass					$1.50
30-Day Pass	$10.75	$12.25	$15.25	$25.00	$25.00
Disabled Veterans w/ Service Connected ID					Free
Green Saturday* **					Free

* Day pass and week pass introduced in 2012. Paper transfers eliminated in 2013.
** Decreased from $1.50 to $1.00 in 2011.
*** Green Saturday introduced in 2011.

Fare Comparison

The following table reflects a fare comparison for select Wisconsin transit properties.

Transit System Fare Comparisons

	Wisconsin Peer Systems	Adult Cash Fare	Student Cash Fare	Reduced Cash Fare	30-Day Adult Pass	30-Day Student Pass	30-Day Reduced Pass
1.	Appleton (Valley Transit)	$1.80	$1.80	$0.90	$56.00	$56.00	$40.00
2.	Beloit Transit	$1.50	$1.50	$0.75	none	$21.35	none
3.	Eau Claire Transit	$1.50	$1.50	$0.75	$45.00	$11.25	$23.00
4.	Fond du Lac Area Transit	$1.50	$1.25	$0.75	$38.00	$32.00	$38.00
5.	Kenosha Transit	$1.75	$1.25	$0.85	$50.00	$35.00	$25.00
6.	La Crosse Municipal Transit	$1.50	$1.25	$0.75	$35.00	$23.00	$25.00
7.	Oshkosh (Go Transit)	$1.00	$0.50	$0.50	$25.00	$25.00	$25.00
8.	Racine (Belle Urban System)	$2.00	$1.50	$1.00	$65.00	$65.00	$30.00
9.	Sheboygan (Shoreline Metro)	$1.75	$1.75	$0.85	$48.00	$48.00	$48.00
10.	Waukesha Metro	$2.00	$1.25	$1.00	$46.00	$35.00	$30.00
11.	Wausau (Metro Ride)	$1.50	$1.25	$0.75	$36.00	$18.00	$18.00
	Average:	**$1.62**	**$1.35**	**$0.80**	**$44.40**	**$33.60**	**$30.20**
	Green Bay Metro:	**$1.50**	**$1.00**	**$0.75**	**$35.00**	**$20.00**	**$25.00**
	Difference:	**($0.12)**	**($0.35)**	**($0.05)**	**($9.40)**	**($13.60)**	**($5.20)**

Value

The tables below show the cost of a bus trip to a cash-paying customer and the average fuel cost needed to operate an automobile in 2005 and 2013. As the cost of fueling a private automobile has increased, the cost of taking a bus trip has not changed for two fare categories and has been reduced for a third category.

Cost of Transportation
Relationship between Passenger Fares and Private Automobile Ownership
February 2013

Bus Passenger Base Fare

Base Fare	2005	2013	Change
Adult			
Cash	$1.50	$1.50	No change
Student (K-12)			
Cash	$1.50	$1.00	Lowered 33%
Reduced			
Cash	$0.75	$0.75	No change

Private Automobile Ownership

Average Fuel Cost/Gallon	2005	2013	Change
Unleaded at the Pump	$2.30	$3.69	Increased 60%

Full-Service Fixed Route Service Characteristics

A. Weekday

Weekday full-service fixed route service characteristics are below:

Route*	Daytime Trips/ Day**	Evening Trip/ Day	Total Trips/ Day	Route Length (in hours)	Peak Trips per Hour	Peak Bus Requirement	Total Hours
# 1 Brown	26	3	29	1.0	2	2	29.0
# 2 Orange	25	7	32	0.5	2	1	16.0
# 3 Silver	12	0	12	1.0	1	1	12.0
# 4 Blue	13	3	16	1.0	1	1	16.0
# 6N & S Red	26	6	32	1.0	2	2	32.0
# 7 Lime	26	3	29	1.0	2	2	29.0
# 8 Green	13	3	16	1.0	1	1	16.0
# 9 Yellow	13	3	16	1.0	1	1	16.0
#11 Sky	13	3	16	1.0	1	1	16.0
#14 Pink	13	3	16	1.0	1	1	16.0
#16 Shadow	13	3	16	1.0	1	1	16.0
#17 Brick	13	3	16	1.0	1	1	16.0
#18 Gold	12	3	15	1.0	1	1	15.0
Downtown X-Press	8	0	8	1.0	1	1	8.0
Weekday Total:						**17**	**253.0**

* Routes #3 and #4 as well as Routes #8 and #9 act as route pairs and operate in opposite direction from one another.
** Departures prior to 6:00 p.m. are considered daytime.

B. Saturday

Saturday full-service fixed route service characteristics are below:

Route*	Trips/ Saturday	Route Length (in hours)	Trips per Hour	Peak Bus Requirement	Total Hours
# 1 Brown	11	1.0	1	1	11.0
# 2 Orange	22	0.5	2	1	11.0
# 3 Silver					
# 4 Blue	11	1.0	1	1	11.0
# 6N & S Red	22	1.0	2	2	22.0
# 7 Lime	11	1.0	1	1	11.0
# 8 Green	11	1.0	1	1	11.0
# 9 Yellow	11	1.0	1	1	11.0
#11 Sky	11	1.0	1	1	11.0
#14 Pink	11	1.0	1	1	11.0
#16 Shadow	11	1.0	1	1	11.0
#17 Brick	11	1.0	1	1	11.0
#18 Gold	11	1.0	1	1	11.0
Downtown X-Press					
Saturday Total:				**13**	**143.0**

* Routes #8 and #9 act as route pairs and operate in opposite direction from one another.

Limited Service Fixed Route Service Characteristics

Green Bay Metro operates 10 limited service routes. All limited service routes operate on regularly scheduled school days. A map of all limited service routes can be seen on the following page. All limited service routes are open to the general public. Service characteristics are below:

Route	Trips/ Weekday
# 65 Morning	1
# 65 Afternoon	1
# 70 Morning	1
# 70 Afternoon	1
# 71 Morning	1
# 71 Afternoon	1
# 72 Morning	1
# 72 Afternoon	1
# 73 Morning	1
# 73 Afternoon	1

Route	Trips/ Weekday
# 74 Morning	1
# 74 Afternoon	1
# 75 Morning	1
# 75 Afternoon	2
# 76 Morning	1
# 76 Afternoon	1
# 77 Morning	1
# 77 Afternoon	1
# 78 Morning	1
# 78 Afternoon	1

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)
- #18 Gold Line (Bellevue) Upon Request
- X-Press Downtown
- Paratransit Buffer

N

0 0.25 0.5 1 Miles

Map created by:
Brown County Planning Commission Staff
09/10/2013

NWTC

UWGB

Transit Center

Downtown Inset

Performance Measures

Each existing bus route is evaluated individually to determine if the service provided is attracting a desired amount of ridership and revenue. Performance of an individual route is judged in relationship to the performance of the entire system. This takes into account cost differences, inflation, and conditions specific to the local service area. The primary criteria used to evaluate the operational performance of the Green Bay Metro System are as follows (as per the *Green Bay Metro Policy and Procedural Manual*, as updated):

Revenue Per Hour - The revenue per hour of a route should be no less than 80 percent of the system median. These data are regularly recorded by the Planning staff and are used to determine the financial success of a route. Criteria mandating that individual routes fall within a specific range of the system median are considered a reasonable measuring device because certain routes may be less financially efficient than others. An 80 percent range is sufficiently close to the system median while accounting for individual route characteristics.

Passengers Per Hour - Similar to the revenue per hour, the passengers per hour of a route should be no less than 80 percent of the system median. These data are regularly recorded by the BCPC/MPO staff and are used to determine route usage. Again, criteria mandating that individual routes fall within a specific range of the system median are considered a reasonable measuring device because certain routes may be less financially efficient than others. An 80 percent range is sufficiently close to the system median while accounting for individual route characteristics.

Operating Ratio or Farebox Recovery - 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 2013. Expenses include items such as driver wages, fuel, and bus maintenance.

The operating ratio measure illustrates the percentage of revenue recovered through the farebox. For example, on an average February 2013 weekday, the full service system recovered 19.5 percent of all expenses or 19.5 cents per every dollar spent operating the system. The passenger and revenue statistics are typical of a weekday in February. It should be noted that passenger and revenue levels fluctuate throughout the year.

Schedule Adherence - The schedule adherence (on-time performance) of each route is monitored at all times. Green Bay Metro's guideline is 0 minutes early to 5 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.

Full Service Route Performance

The BCPC/MPO and Green Bay Metro staffs collect passenger and farebox data on a quarterly basis in February, May, August, and November. Below are the results of the February 2013 route analysis for a weekday:

Passenger and Farebox Recovery Data
February 2013

Route	Passenger per Hour Ranking	Farebox Recovery Ranking	Overall Ranking
#1 Brown	10	9	9 (tie)
#2 Orange Zippin	7	7	6 (tie)
#3 Silver	3	3	3
#4 Blue	2	2	2
#6 N & S Red	8	6	6 (tie)
#7 Lime	6	8	6 (tie)
#8 Green	1	1	1
#9 Yellow	4	4	4
#11 Sky	9	10	9 (tie)
#14 Pink	5	5	5
#16 Shadow	13	12	12
#17 Brick	12	14	13
#18 Gold	14	13	14
X-Press Downtown	11	11	11

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Full Service Fixed Bus Routes

Listed below are Green Bay Metro full service route descriptions, service levels, and other characteristics.

#1 Brown

The #1 Brown Route takes 60 minutes to complete and makes 29 round trips per weekday and 11 round trips per Saturday. The Brown route hubs at the main Transportation Center on University Avenue.

The route has the following service characteristics:

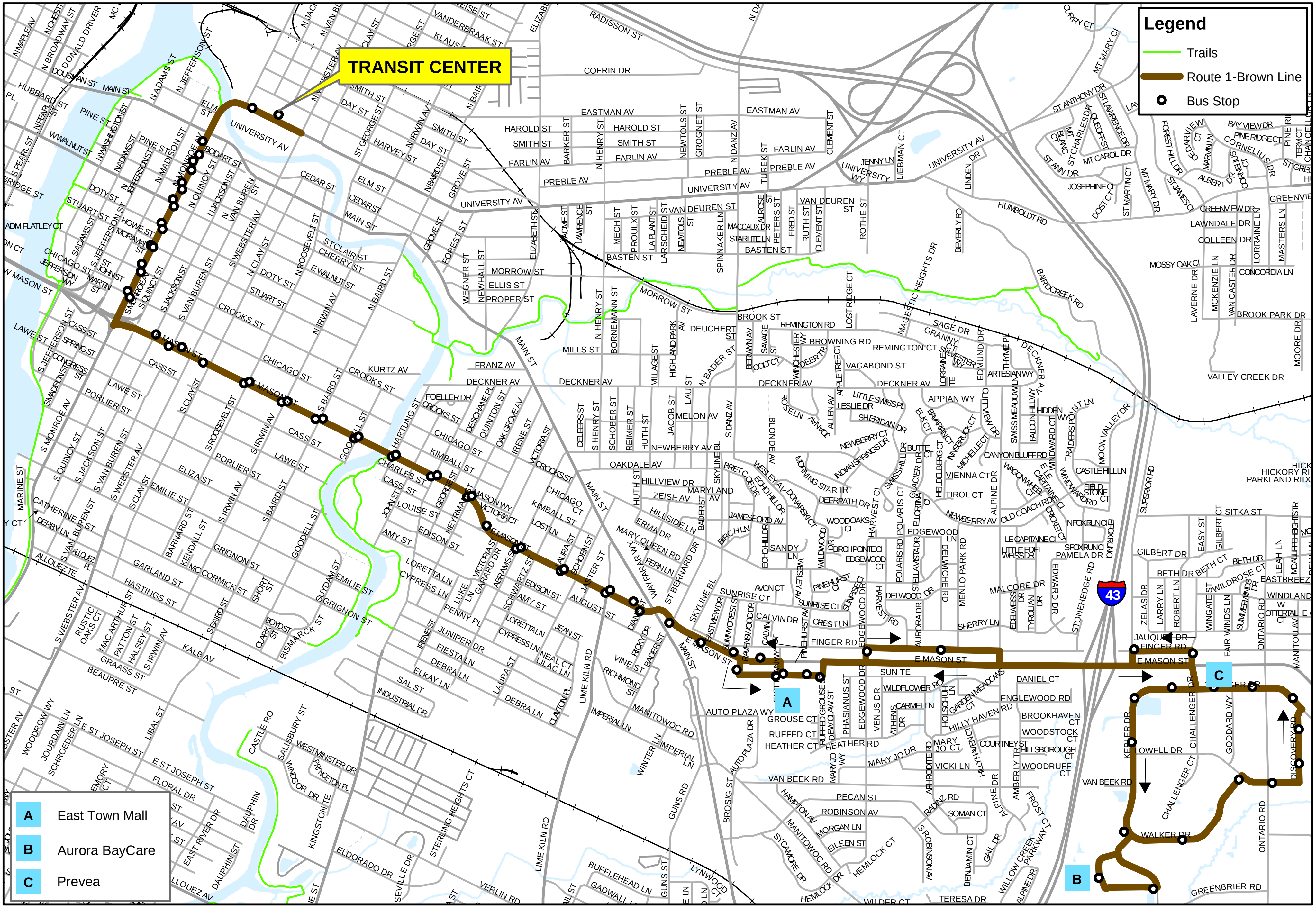
	Service Hours	Service Frequency	Peak Bus Requirement
Weekdays	5:15 a.m. – 5:45 p.m.	30 minutes	2
Weeknights	5:45 p.m. – 9:45 p.m.	60 minutes	1
Saturday	7:45 a.m. – 6:45 p.m.	60 minutes	1

The Brown route provides service from the Transportation Center along Monroe Avenue and East Mason Street and to the East Town Mall and I-43 Business Center on Green Bay's east side.

The route does not come into contact with rail or boat crossings, and the route's schedule is easily maintained.

Performance Ranking: Tied for 9 of 14.

ROUTE 1 - BROWN LINE (EAST MASON)



#2 Orange Zippin

The #2 Orange Zippin Route takes 30 minutes to complete. The Orange Zippin Route makes 32 round trips per weekday and 22 round trips per Saturday and hubs at the main Transportation Center on University Avenue.

The route has the following service characteristics:

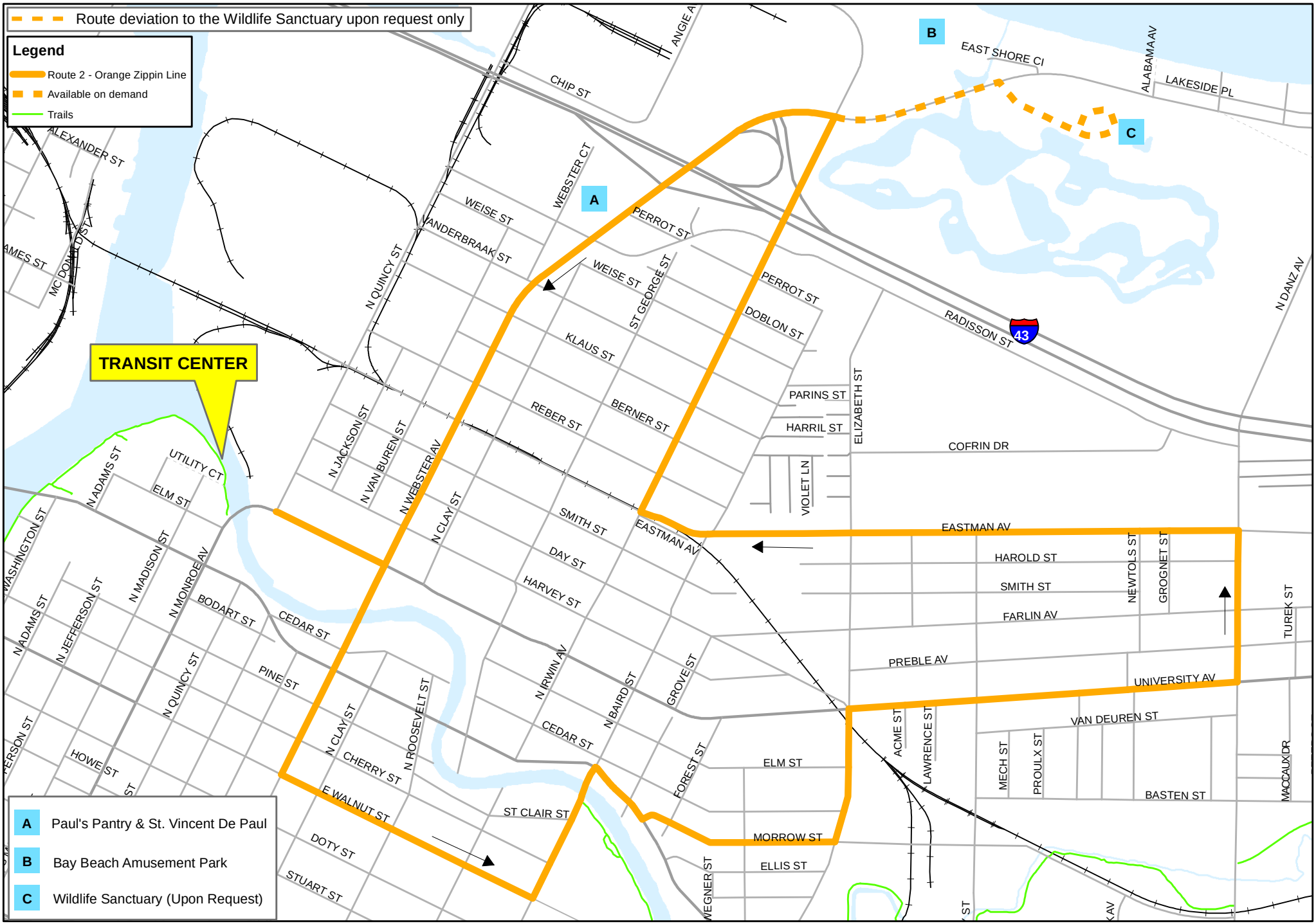
	Service Hours	Service Frequency	Peak Bus Requirement
Weekdays	5:45 a.m. – 5:45 p.m.	30 minutes	1
Weeknights	6:15 p.m. – 8:45 p.m.	30 minutes	1
Saturday	7:45 a.m. – 6:45 p.m.	30 minutes	1

The Orange Zippin Route serves large portions of Walnut, University Avenue, Eastman Avenue, Irwin Avenue, and Webster Avenue on Green Bay's northeast side. The land use in this area is primarily high and medium density residential with some commercial. Popular drop-off and pick-up sites include Bay Beach Amusement Park, Paul's Pantry, and St. Vincent De Paul. Passengers may, upon request, be driven to and picked up at the front door of the Wildlife Sanctuary's Nature Center.

The route does cross railroad tracks but train traffic is infrequent. The route's schedule is easily maintained.

Performance Ranking: Tied for 6 of 14.

ROUTE 2 - ORANGE ZIPPIN LINE (DANZ/BAY BEACH) post 9-3-2013



#3 Silver

#4 Blue

The #3 Silver (counterclockwise) and #4 Blue (clockwise) Routes act as a route pair and provide two-directional travel to the near and mid-to-near west side of the city of Green Bay.

The #3 Silver Route takes 60 minutes to complete and makes 13 round trips per weekday. Service is not available on weekday evenings or on Saturday.

The #4 Blue Route takes 60 minutes to complete and makes 16 round trips per weekday and 11 on Saturday.

The #3 Silver and #4 Blue Routes hub at both the main Transportation Center on University Avenue and at Green Bay Plaza.

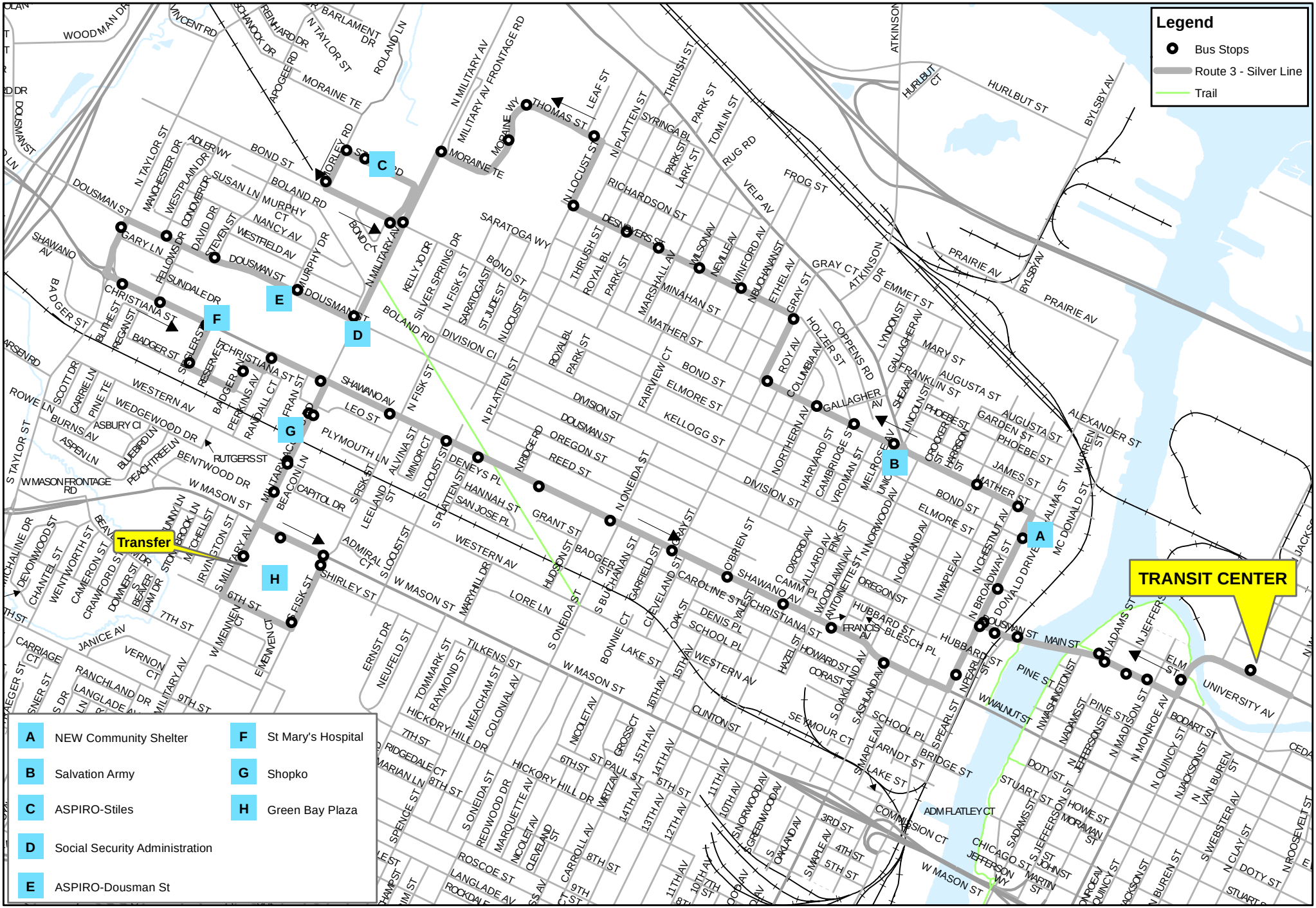
The routes have the following service characteristics:

#3 Silver (Counterclockwise)

	Service Hours	Service Frequency	Peak Bus Requirement
Weekdays	5:15 a.m. – 6:15 p.m.	60 minutes	1
Weeknights	No Service		
Saturday	No Service		

Performance Ranking #3: 3 of 14.

ROUTE 3 - SILVER LINE (MATHER)



#4 Blue (Clockwise)

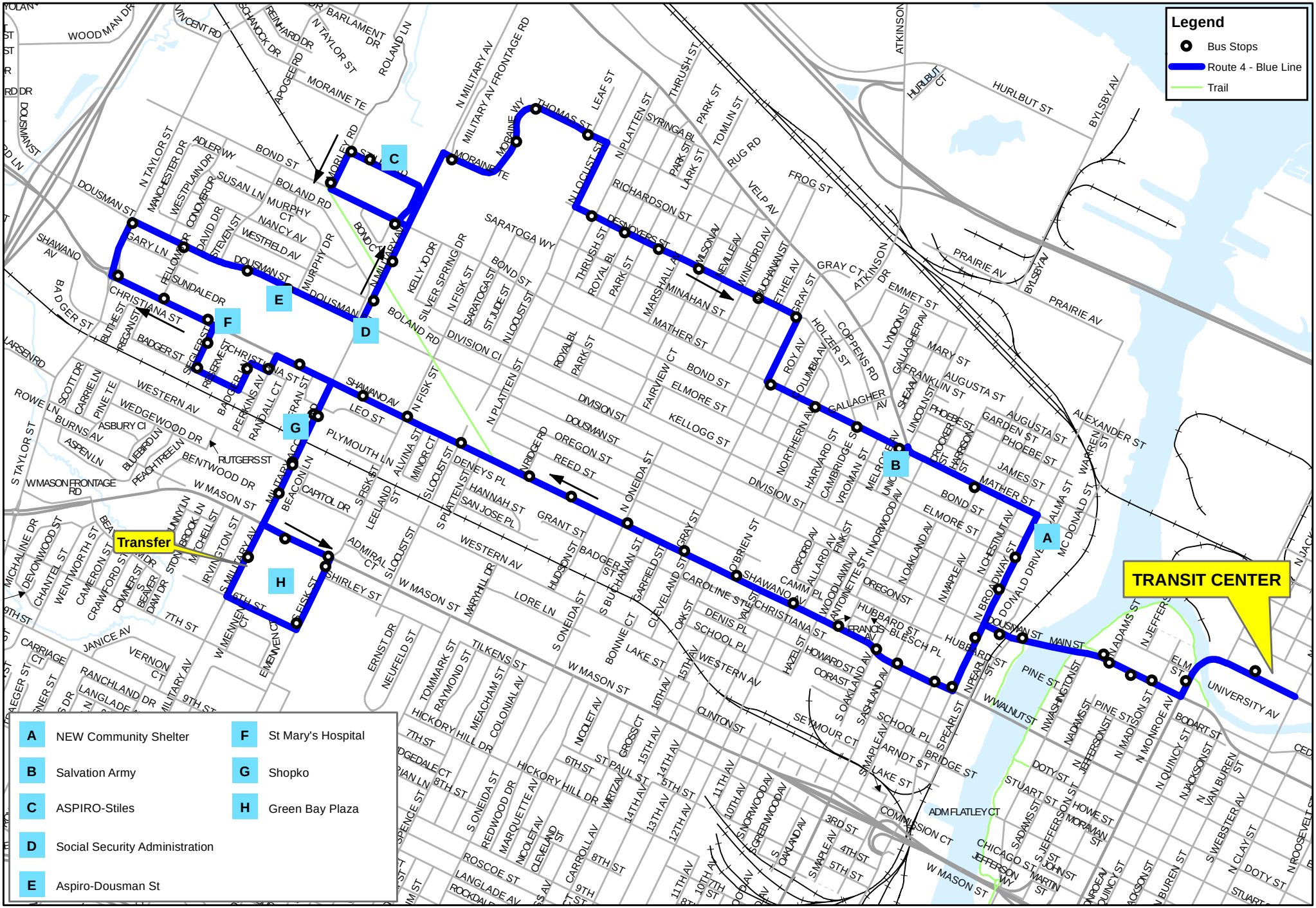
	Service Hours	Service Frequency	Peak Bus Requirement
Weekdays	5:45 a.m. – 5:45 p.m.	60 minutes	1
Weeknights	6:45 p.m. – 9:45 p.m.	60 minutes	1
Saturday	7.45 a.m. – 6:45 p.m.	60 minutes	1

The land uses served by the route are primarily residential and commercial. High-use drop-off and pick-up areas include ASPIRO on Dousman Street, St. Mary's Hospital/medical clinic area, and Green Bay Plaza.

Bus-boat conflicts at the Fox River and bus-train conflicts at the rail crossings on Dousman near Broadway and on Military Avenue near Western Avenue tend to occur on a regular basis.

Performance Ranking #4: 2 of 14.

ROUTE 4 - BLUE LINE (SHAWANO)



#6N Red
#6S Red

A 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 #6N (North) loop and the #6S (South) loop.

The #6N (North) Red Route and the #6S (South) Red Route each take 30 minutes to complete. Each route makes 32 round trips per weekday and 22 round trips per Saturday. Both routes hub at the Green Bay Plaza on Green Bay's west side.

Both routes have the following service characteristics:

	Service Hours	Service Frequency	Peak Bus Requirement
Weekdays	5:10 a.m. – 5:40 p.m.	30 minutes	2
Weeknights	6:10 p.m. – 8:40 p.m.	30 minutes	2
Saturday	7:10 a.m. – 5:40 p.m.	30 minutes	2

#6N

Popular drop-off and pick-up sites include Green Bay Plaza, Wal-Mart, Northeast Wisconsin Technical College (NWTC), and the high density residential area along Western Avenue between Fisk and Taylor Streets. Passengers may, upon request, be driven to and picked up at the front door of Mason Manor retirement facility via Admiral Court and Fisk Street.

Green Bay Metro staff reports that the route does not always meet on-time performance standards, which occasionally results in missed transfers. The #6N segment of #6 Red performs at a very high level in terms of number of passengers and farebox recovery.

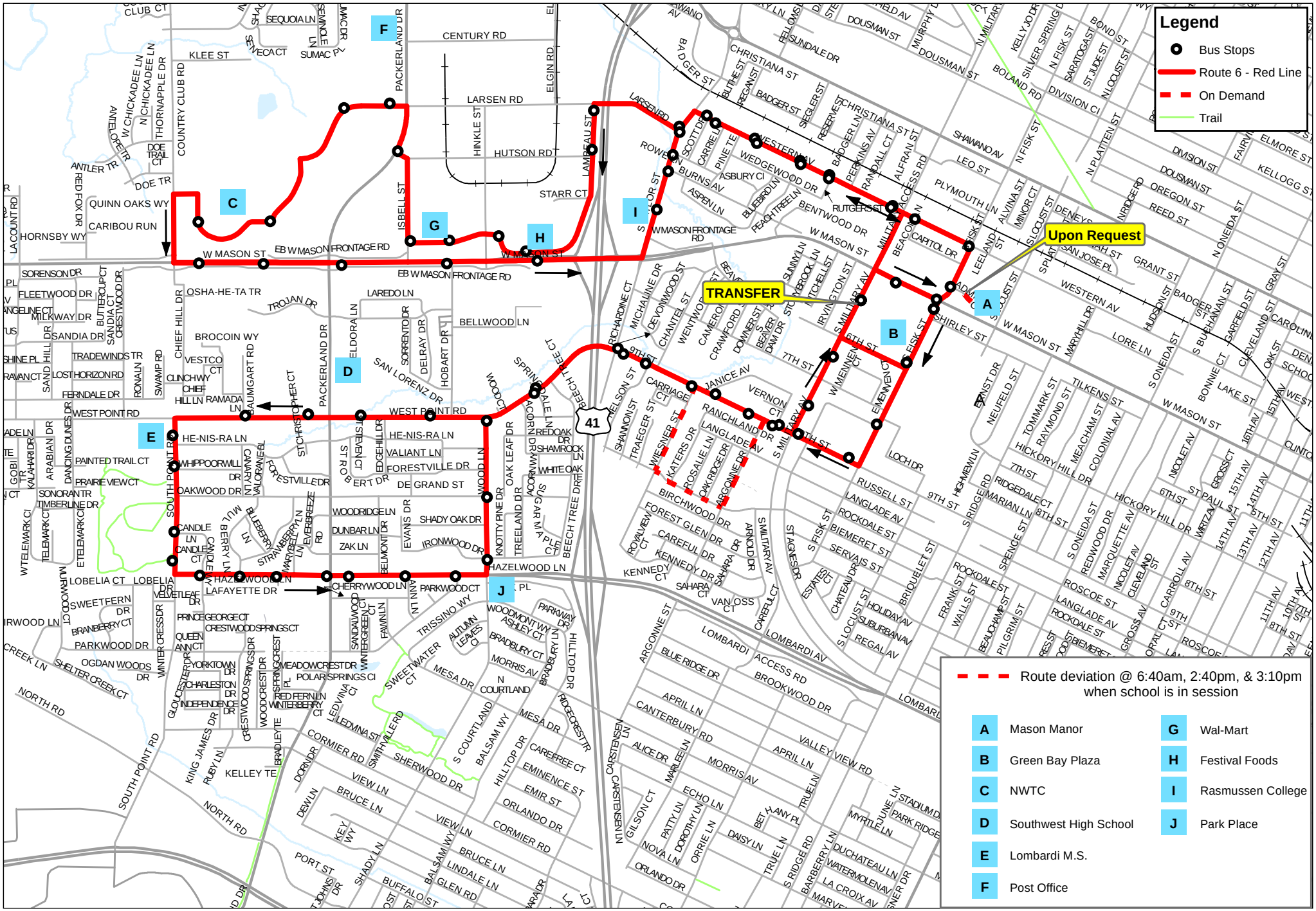
#6S

The route provides service between the Green Bay Plaza transfer station and a medium density residential neighborhood on the city's far west side along Ninth Street/West Point Road and Hazelwood Lane. Higher-use drop-off and pick-up areas include Southwest High School and Lombardi Middle School.

The #6S segment performs at a much lower level than the #6N segment. Green Bay Metro staff is in the process of evaluating methods to reduce the amount of service offered on this portion of the route, perhaps by limiting service to school start and end times.

Performance Ranking: Tied for 6 of 14.

ROUTE 6 - RED LINE (W MASON)



#7 Lime

The #7 Lime Route takes 60 minutes to complete. The Lime Route makes 29 round trips per weekday and 11 round trips per Saturday. The route hubs at the Transportation Center.

The route has the following service characteristics:

	Service Hours	Service Frequency	Peak Bus Requirement
Weekdays	5:15 a.m. – 5:45 p.m.	30 minutes	2
Weeknights	5:45 p.m. – 9:45 p.m.	60 minutes	1
Saturday	7:45 a.m. – 6:45 p.m.	60 minutes	1

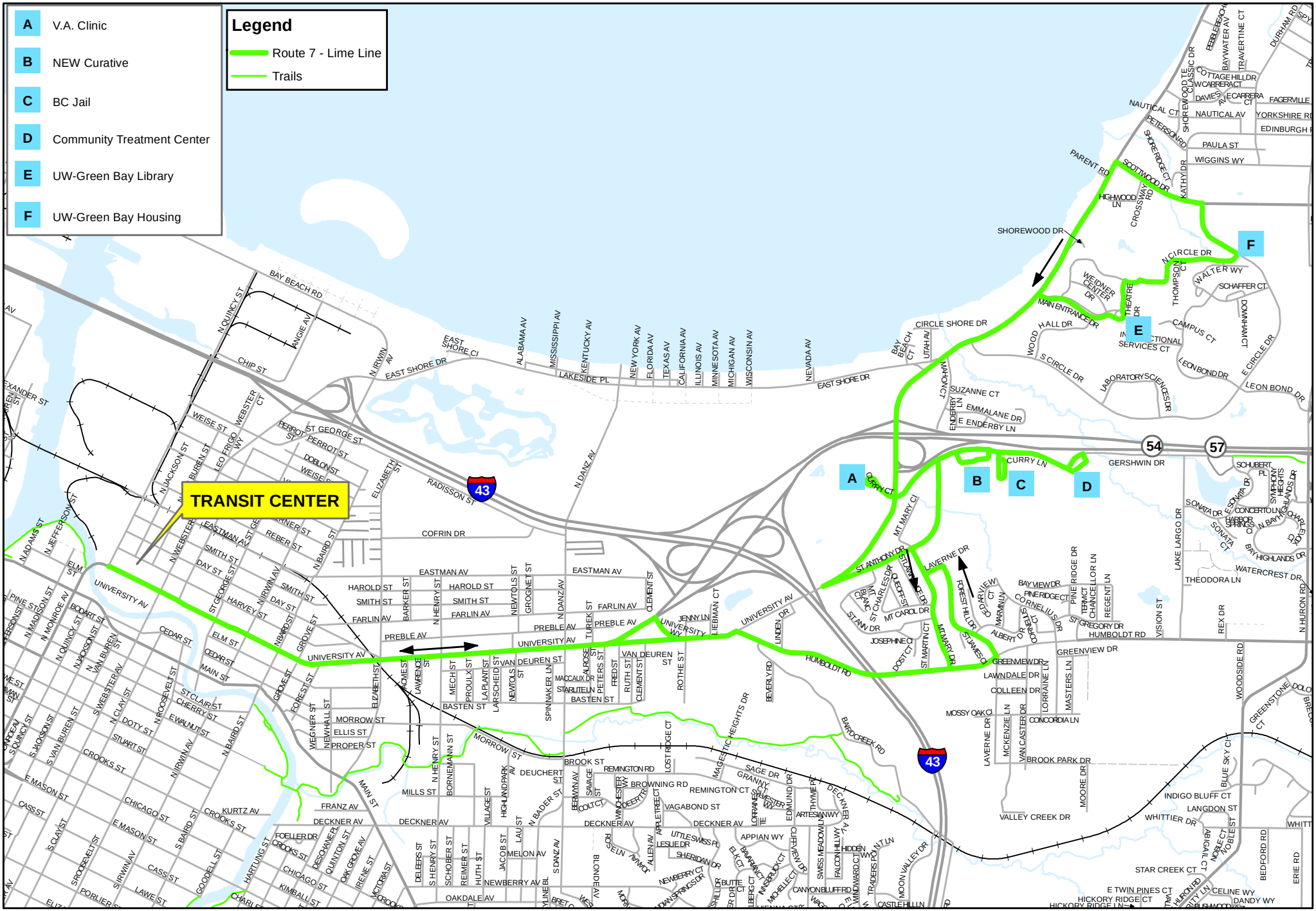
The route provides service along large stretches of University Avenue and portions of the Schmitt Park neighborhood. The major ridership generators include NEW Curative Rehabilitation, Brown County Community Treatment Center, and the University of Wisconsin-Green Bay (UW-Green Bay). The land use along the route is a mix of residential and commercial. The end of the line is the UW-Green Bay housing complex where nearly 2,000 students live.

Green Bay Metro staff anticipates modifying the #7 route to serve the new Milo C. Huempfner Department of Veterans Affairs Health Center in the second half of 2013.

The route has one rail crossing at the intersection of University Avenue and Elizabeth Street, but the route is rarely affected by trains.

Performance Ranking: Tied for 6 of 14.

ROUTE 7 - LIME LINE (UWGB) post 9-3-2013



#8 Green

#9 Yellow

The #8 Green (clockwise loop) and #9 Yellow (counterclockwise loop) routes act as a route pair and provide nearly identical two-directional travel to and from the mid-to near-west side of the city of Green Bay as well as the village of Ashwaubenon.

The #8 Green and #9 Yellow Routes take 60 minutes to complete, and each makes 16 round trips per weekday and 11 round trips on Saturday. The #8 Green and #9 Yellow Routes hub at the Transportation Center, Green Bay Plaza, and Bay Park Square.

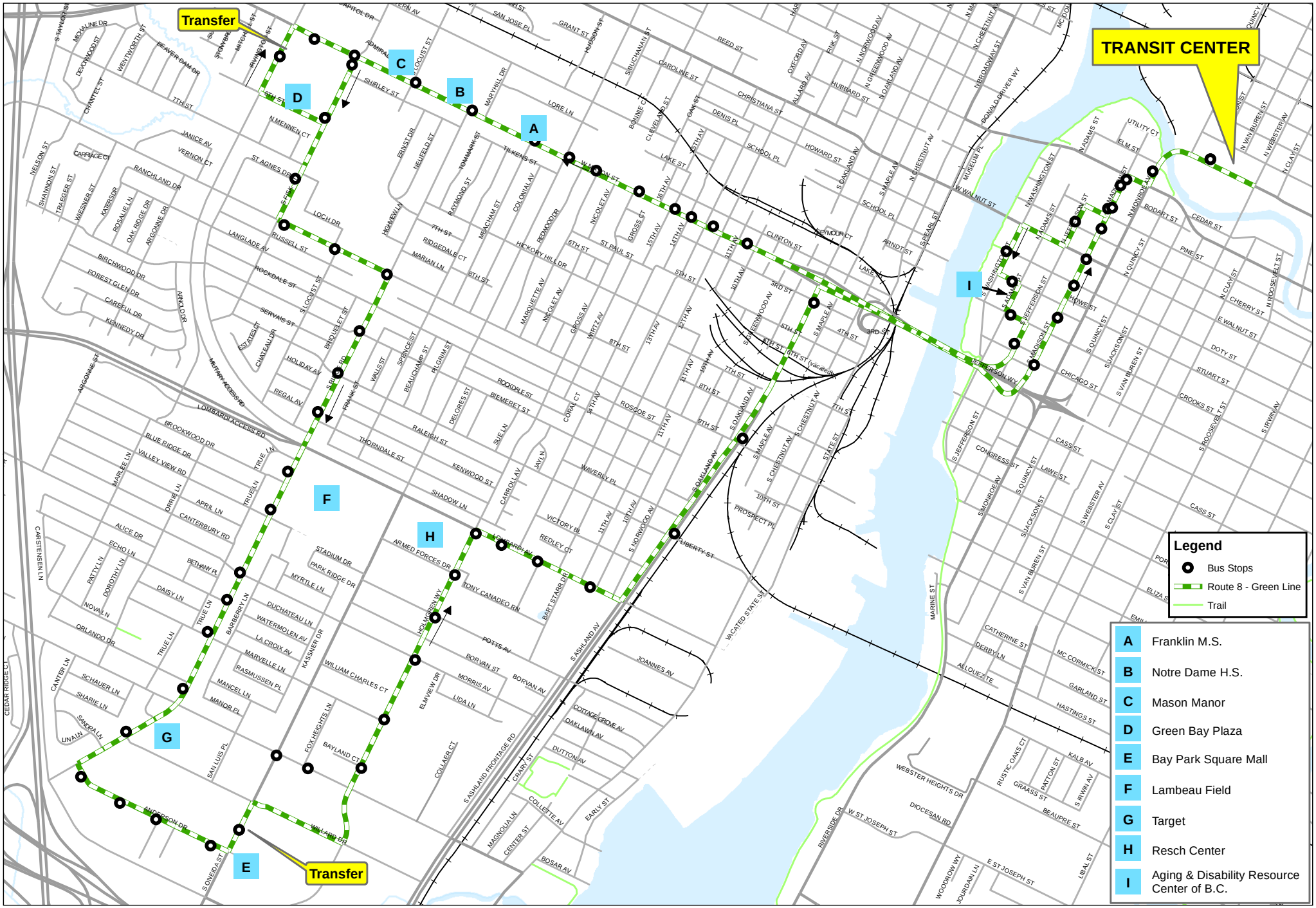
The routes have the following service characteristics:

#8 Green

	Service Hours	Service Frequency	Peak Bus Requirement
Weekdays	5:45 a.m. – 5:45 p.m.	60 minutes	1
Weeknights	6:45 p.m. – 9:45 p.m.	60 minutes	1
Saturday	7:45 a.m. – 6:45 p.m.	60 minutes	1

Performance Ranking Route #8: 1 of 14.

ROUTE 8 - GREEN LINE (CONNECTOR 1)



#9 Yellow

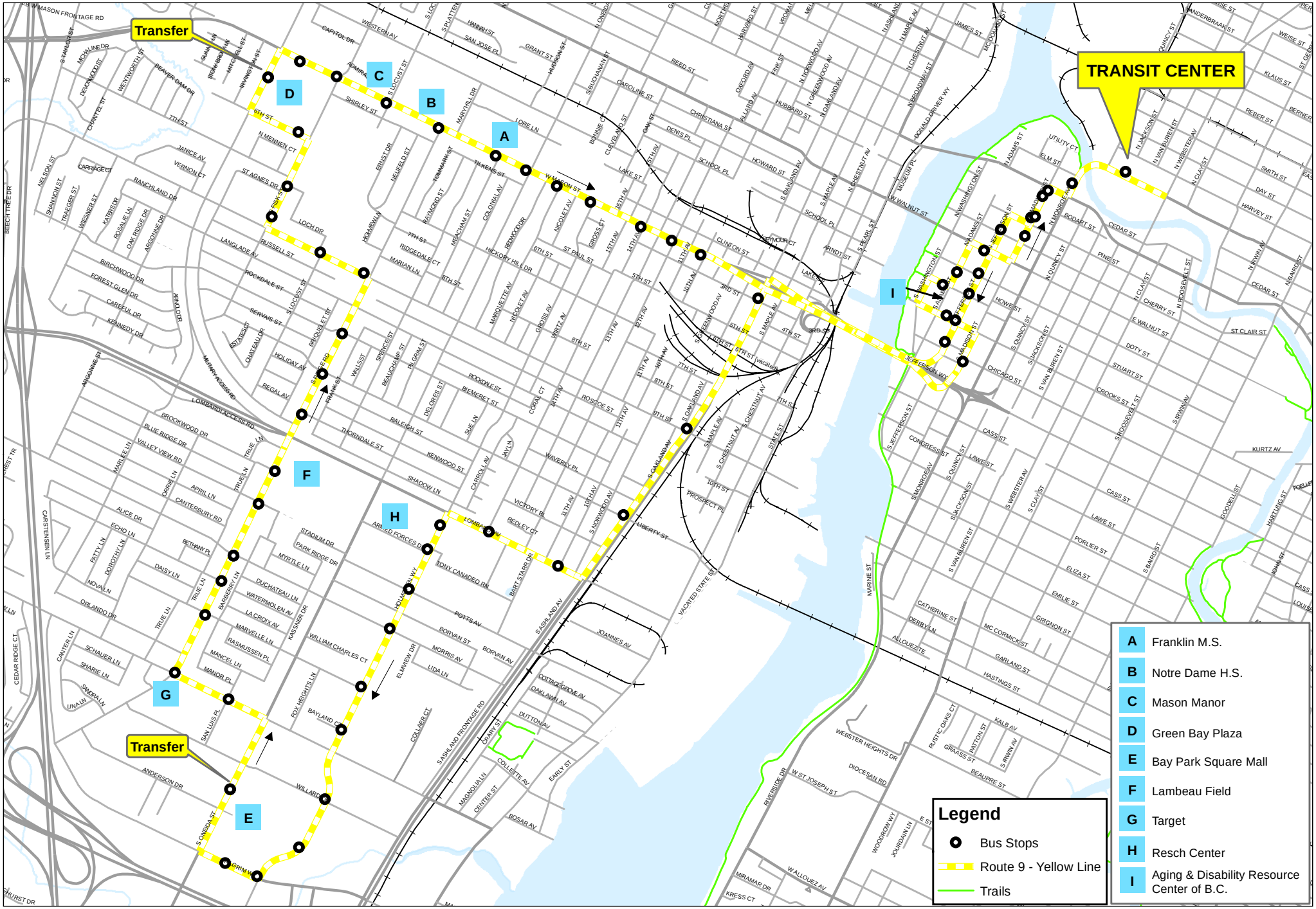
	Service Hours	Service Frequency	Peak Bus Requirement
Weekdays	5:15 a.m. – 5:15 p.m.	60 minutes	1
Weeknights	6:15 p.m. – 9:15 p.m.	60 minutes	1
Saturday	7:15 a.m. – 6:15 p.m.	60 minutes	1

The #8 Green and #9 Yellow Routes provide service along large portions of West Mason Street, Ridge Road, Holmgren Way, Lombardi Avenue, and Ashland Avenue. The #8 and #9 also provide a direct link to many human service agencies in downtown Green Bay. The land use served is primarily institutional and commercial. Major origins and destinations include Franklin Middle School, Notre Dame Academy, Green Bay Plaza, Bay Park Square, and the Aging and Disabilities Resource Center of Brown County.

The routes do not have rail crossings, but they occasionally encounter boats at the Tillman (Mason Street) Bridge.

Performance Ranking Route #9: 4 of 14.

ROUTE 9 - YELLOW LINE (CONNECTOR 2)



#11 Sky

The #11 Sky Route takes 60 minutes to complete. The Sky Route makes 16 round trips per weekday and 11 round trips per Saturday. The route hubs at the Transportation Center and at Shopko at 230 N. Wisconsin Avenue in De Pere.

The route has the following service characteristics:

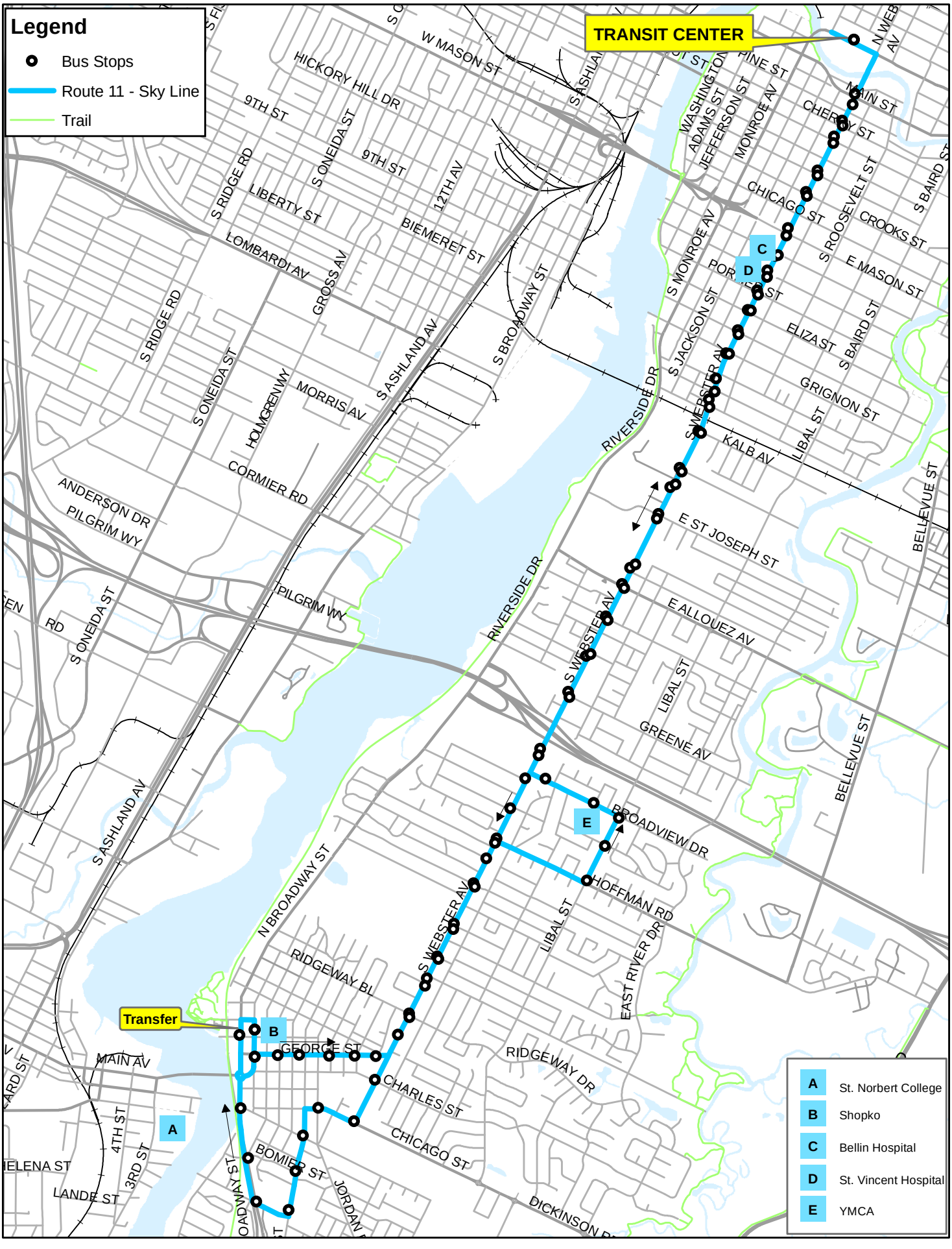
	Service Hours	Service Frequency	Peak Bus Requirement
Weekdays	5:15 a.m. – 5:15 p.m.	60 minutes	1
Weeknights	6:15 p.m. – 9:15 p.m.	60 minutes	1
Saturday	7:15 a.m. – 6:15 p.m.	60 minutes	1

The route provides service along Webster Avenue in Green Bay, Allouez, and De Pere. Major trip origins and destinations include Bellin and St. Vincent Hospitals and nearby medical facilities. The #11 Sky also provides service to the east side of De Pere's downtown. The transfer point at Shopko allows passengers to transfer to the #17 Brick Route without having to travel to the Transportation Center to reach the west side of De Pere or Ashwaubenon.

Historically, routes serving De Pere from downtown Green Bay have failed to meet passenger and farebox recovery standards. The #11 Sky Route lacks major generators such as schools and high density development along significant portions of the route, and it tends to perform poorly compared to the other fixed routes.

Performance Ranking: Tied for 9 of 14.

ROUTE 11 - SKY LINE (ALLOUEZ)



#14 Pink

The #14 Pink Route takes 60 minutes to complete and hubs at the Transportation Center. The Pink Route makes 16 round trips per weekday and 11 trips on Saturday.

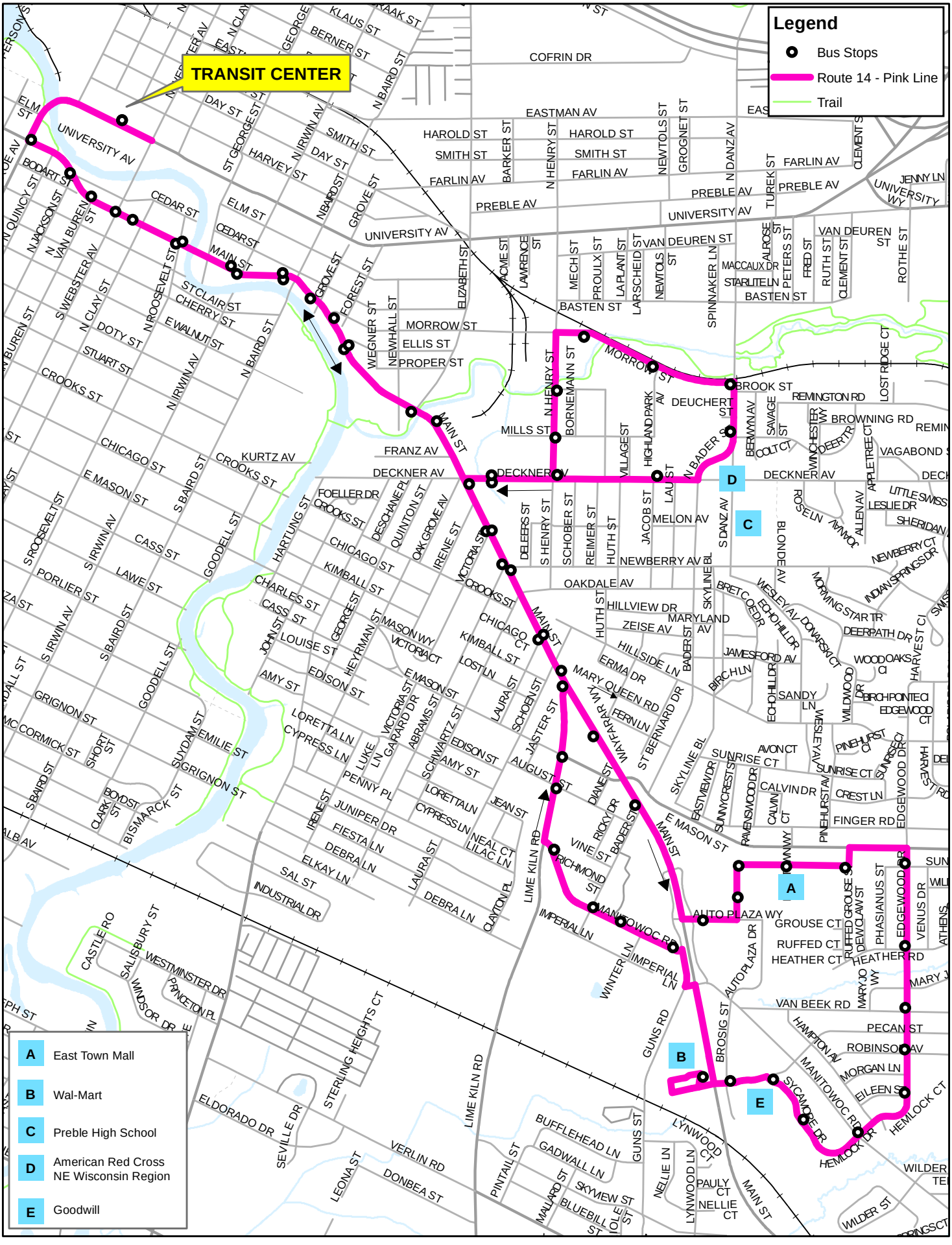
The route has the following service characteristics:

	Service Hours	Service Frequency	Peak Bus Requirement
Weekdays	5:45 a.m. – 5:45 p.m.	60 minutes	1
Weeknights	6:55 p.m. – 9:45 p.m.	60 minutes	1
Saturday	7:45 a.m. – 6:45 p.m.	60 minutes	1

The #14 Pink provides service along Main Street in the city of Green Bay. A very small portion of the route is in the village of Bellevue (Wal-Mart area). Service is provided to Preble High School, Lakeland Chapter of the American Red Cross, East Town Mall, Goodwill, and Wal-Mart. The land uses served by the route are a mix of commercial and residential.

Performance Ranking: 5 of 14.

ROUTE 14 - PINK LINE (MAIN)



#16 Shadow

****Note: The Oneida Tribe of Indians has provided the local share of the cost to operate the route, since 1993. In August, 2013, Green Bay Metro received notice from the Tribe that effective November 4th, 2013, funding would cease. Green Bay Metro and Village of Ashwaubenon staff are in the process of evaluating service options and cost. The following analysis is based on service prior to November 4th, 2013:*

The #16 Shadow Route takes 60 minutes to complete. The route makes 16 round trips per weekday and 11 round trips per Saturday. The route hubs at Bay Park Square.

The route has the following service characteristics:

	Service Hours	Service Frequency	Peak Bus Requirement
Weekdays	5:40 a.m. – 5:40 p.m.	60 minutes	1
Weeknights	6:40 p.m. – 9:40 p.m.	60 minutes	1
Saturday	7:40 a.m. – 6:40 p.m.	60 minutes	1

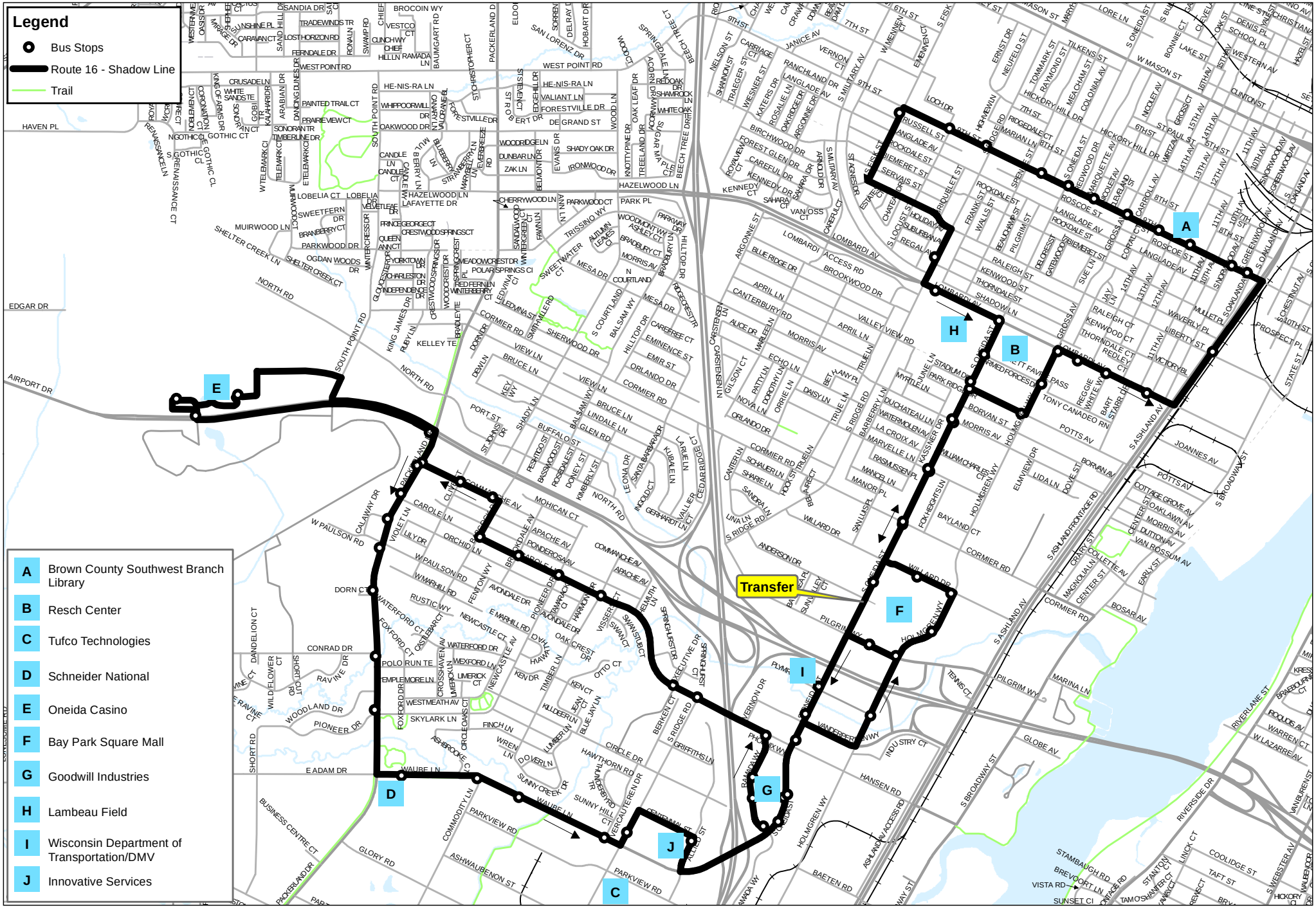
The route provides service in the Ninth Street/Lombardi Avenue area, Oneida Street, Bay Park Square, Oneida Casino/Bingo complex, and the southern portion of the village of Ashwaubenon. The land uses served by the route are primarily residential and commercial.

The Oneida Tribe of Indians contributes to the operation of this route, covering 100 percent of the local share.

The route does not come into contact with rail or boat crossings, and the schedule is very reliable.

Performance Ranking: 12 of 14.

ROUTE 16 - SHADOW LINE (ONEIDA)



#17 Brick

The #17 Brick Route takes 53 minutes to complete and hubs at Bay Park Square and Shopko in De Pere. The Brick Route makes 16 round trips per weekday and 11 trips on Saturday.

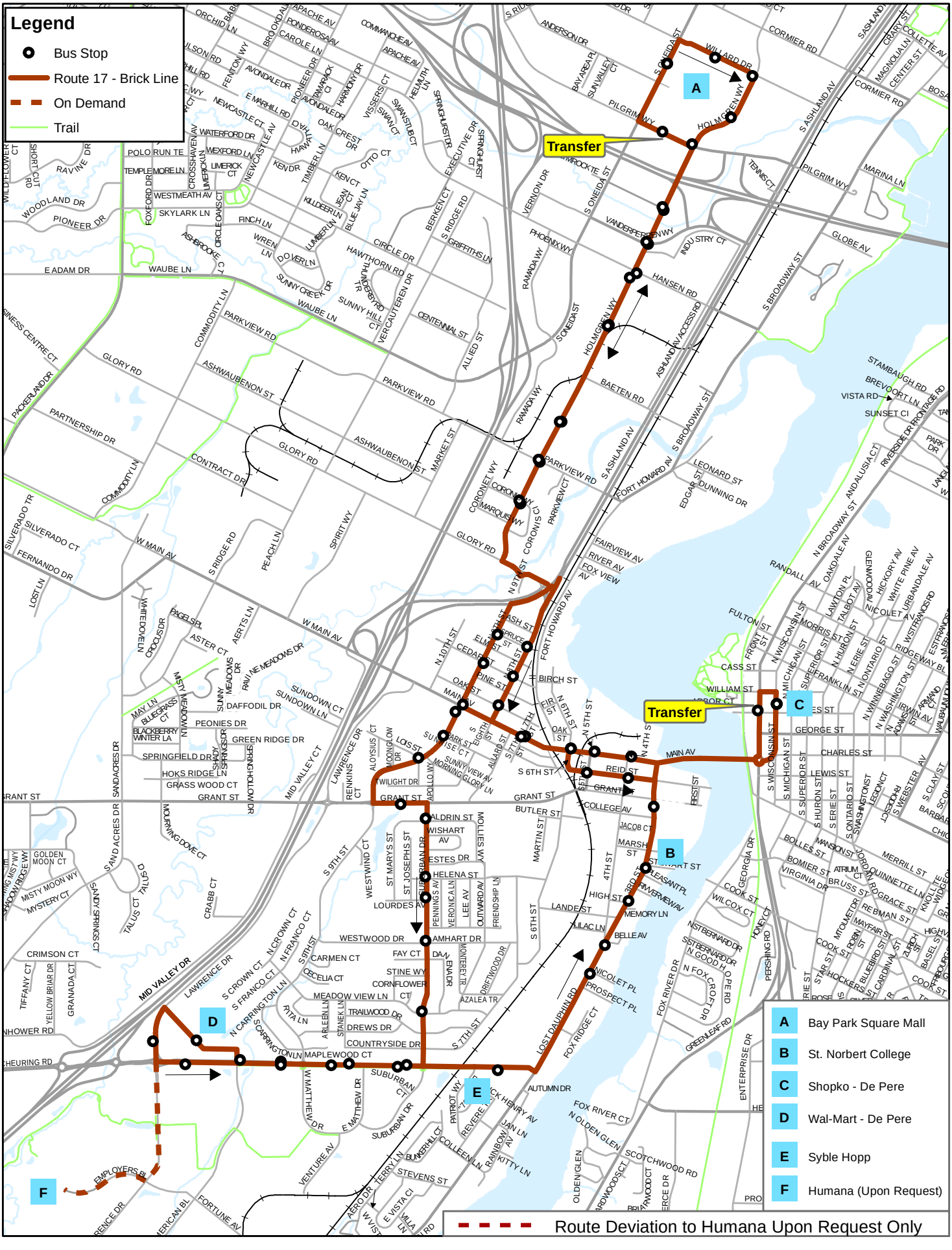
The route has the following service characteristics:

	Service Hours	Service Frequency	Peak Bus Requirement
Weekdays	5:40 a.m. – 5:33 p.m.	60 minutes	1
Weeknights	6:40 p.m. – 9:33 p.m.	60 minutes	1
Saturday	7:40 a.m. – 6:33 p.m.	60 minutes	1

The #17 begins and ends at the Bay Park Square Mall transfer station and provides service throughout the west side of De Pere, including St. Norbert College. 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. Passengers may, upon request, be driven to and picked up at Humana, a private health care/insurance company that is one of the largest employers in the Green Bay area.
The land uses along the route are mixed with residential and commercial.

Performance Ranking: 13 of 14.

ROUTE 17 - BRICK LINE (DE PERE)



#18 Gold

The #18 Gold Route takes 60 minutes to complete. The route makes 15 round trips per weekday and 11 round trips per Saturday and hubs at the Transportation Center.

The route has the following service characteristics:

	Service Hours	Service Frequency	Peak Bus Requirement
Weekdays	6:15 a.m. – 5:15 p.m.	60 minutes	1
Weeknights	6:15 p.m. – 9:15 p.m.	60 minutes	1
Saturday	7:15 a.m. – 6:15 p.m.	60 minutes	1

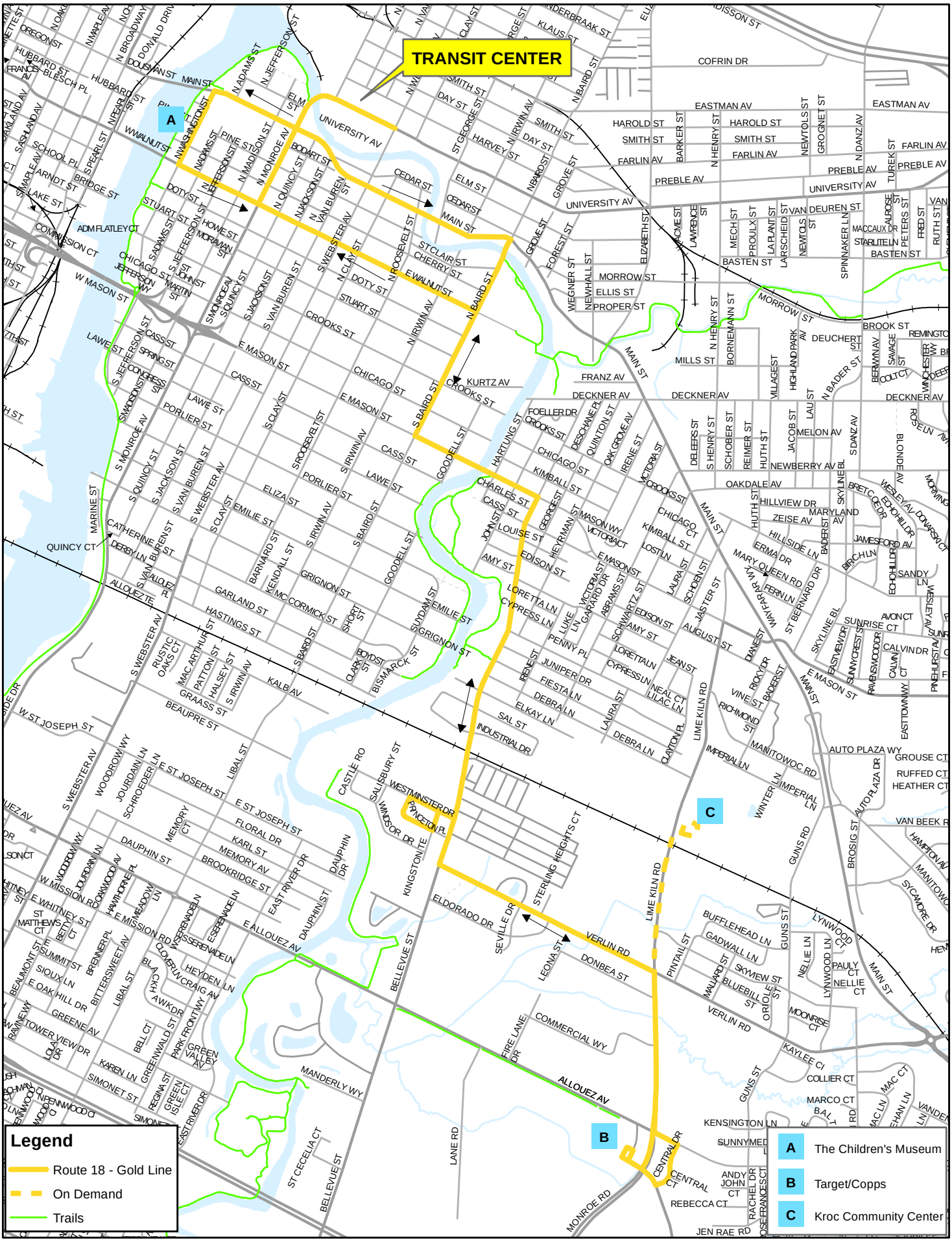
The route provides service to downtown Green Bay and Main, Walnut, Baird, and East Mason Streets. The route also provides service to the Parkview Mobile Home Court on Bellevue Street and the apartment complexes located on and near Westminster Drive, Kingston Terrace, and Princeton Place. Service to Copps, Target, and Costco (effective October 2013) is provided at the end of the line. The Kroc Center on Lime Kiln Road is served upon request.

The land uses served by the route are primarily residential and commercial.

The route has train crossings on Bellevue Street. However, the use of this track by the rail industry is infrequent and does not pose a significant problem.

Performance Ranking: 14 of 14.

ROUTE 18 - GOLD LINE (BELLEVUE) post 9-3-2013



X

X-Press Downtown

The X-Press Downtown Route takes 60 minutes to complete. The route is designed to serve passengers during weekday peak a.m. and p.m. travel periods. The route makes four trips on weekday mornings and four trips on weekday afternoons. No service is provided in the evening or on Saturday.

The route has the following service characteristics:

	Service Hours	Service Frequency	Peak Bus Requirement
Weekdays	5:45 a.m. – 9:45 a.m.	60 minutes	1
Weekdays	1:45 p.m. – 5:45 p.m.	60 minutes	1
Weeknights	No Service		
Saturday	No Service		

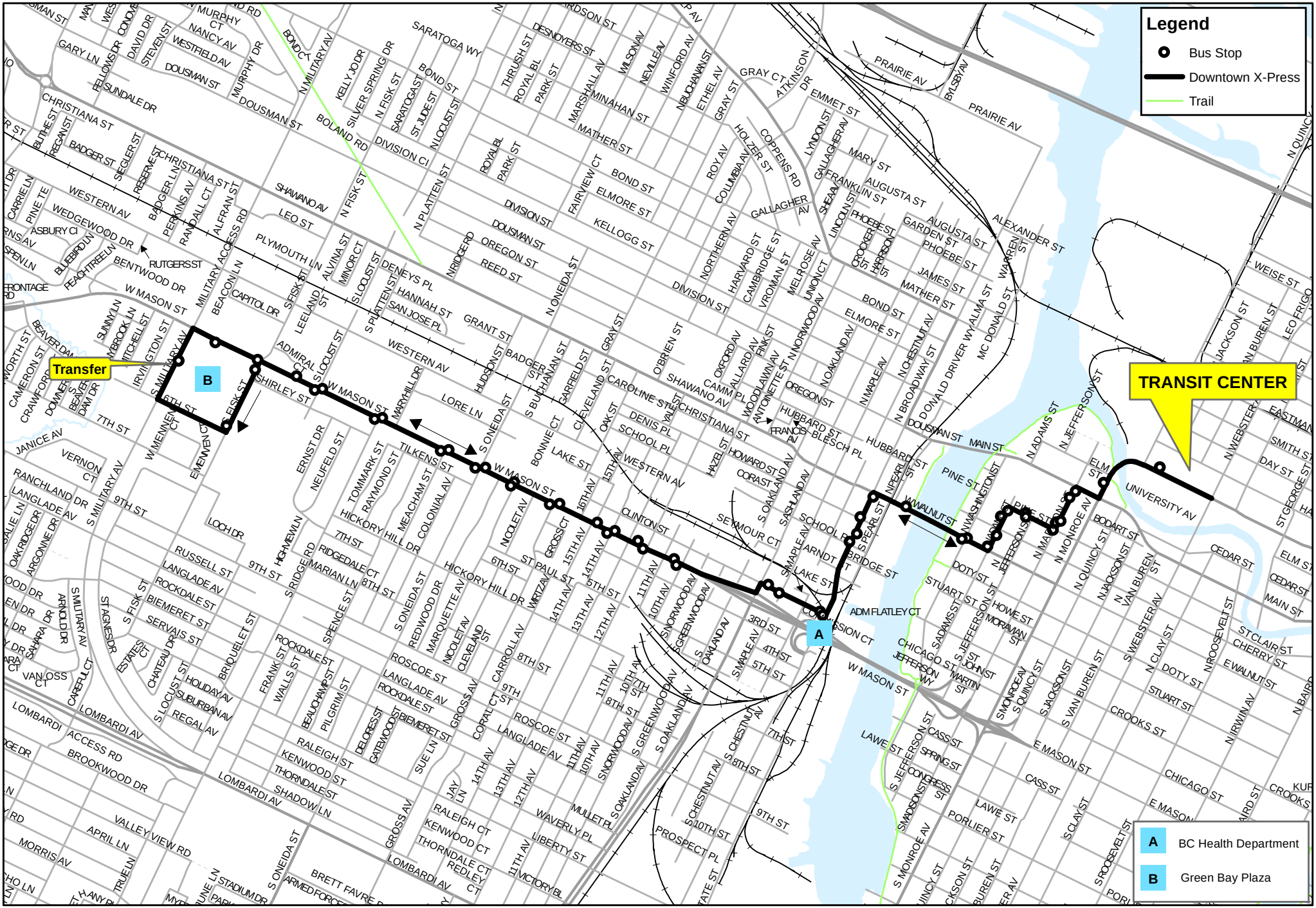
The route provides service between the Transportation Center and Green Bay Plaza via West Mason Street.

The land uses served by the route are primarily residential and commercial.

The route has boat and train crossings at and near the Walnut Street Bridge, and it is difficult to maintain the route's schedule when boats or trains are encountered.

Performance Ranking: 11 of 14.

DOWNTOWN X-PRESS ROUTE



Limited Service Route (LSR) System

As stated earlier in this chapter, Metro operates 10 limited service routes. All limited service routes operate on regularly scheduled school days.

#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 and Notre Dame students help offset the local share. The routes are primarily used by students of the Green Bay School District and Notre Dame who either live two or more miles away from school or have to cross a major obstacle (e.g. the Fox River) 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.

Limited service route performance for an average service day in the month of February 2013 is summarized below:

Limited Service Route Performance

Route	Passengers	Route	Passengers
#65 a.m.	28	#74 a.m.	32
#65 p.m.	46	#74 p.m.	42
#70 a.m.	39	#75 a.m.	37
#70 p.m.	40	#75 p.m. (two trips)	84
#71 a.m.	39	#76 a.m.	11
#71 p.m.	35	#76 p.m.	23
#72 a.m.	36	#77 a.m.	20
#72 p.m.	24	#77 p.m.	19
#73 a.m.	13	#78 a.m.	2
#73 p.m.	18	#78 p.m.	11
Total Passengers:			**599**
Passengers per Trip:			**28.5**

There are no set standards for limited service routes. However, LSRs generally carry high numbers of passengers per trip. The intent of this type of service is to operate at or near seated capacity.

In February of 2013, an average of 599 one-way trips were made each weekday. This means that an average of 300 middle and high school students used the service each day. This produced an average of 30 passengers per trip and exceeded the seating capacity of the bus 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 two riders in the morning and 11 riders in the afternoon. Because this route has performed at a low level for many years, it is recommended that the Transit Commission consider this route for elimination upon completion of the current school year.

Transit System Fare Comparisons
by Brown County Planning Commission
March 2013

	Wisconsin Peer Systems	**Adult Cash Fare**	**Student Cash Fare**	**Reduced Cash Fare**	**Unlimited Adult 30 Day Pass**	**Unlimited Student 30 Day Pass**	**Unlimited Reduced 30 Day Pass**
1.	Appleton (Valley Transit)	$1.80	$1.80	$0.90	$56.00	$56.00	$40.00
2.	Beloit Transit	$1.50	$1.50	$0.75	none	$21.35	none
3.	Eau Claire Transit	$1.50	$1.50	$0.75	$45.00	$11.25	$23.00
4.	Fond du Lac Area Transit	$1.50	$1.25	$0.75	$38.00	$32.00	$38.00
5.	Kenosha Transit	$1.75	$1.25	$0.85	$50.00	$35.00	$25.00
6.	La Crosse Municipal Transit	$1.50	$1.25	$0.75	$35.00	$23.00	$25.00
7.	Oshkosh Transit	$1.00	$0.50	$0.50	$25.00	$25.00	$25.00
8.	Racine (Belle Urban System)	$2.00	$1.50	$1.00	$65.00	$65.00	$30.00
9.	Sheboygan (Shoreline Metro)	$1.75	$1.75	$0.85	$48.00	$48.00	$48.00
10.	Waukesha Metro	$2.00	$1.25	$1.00	$46.00	$35.00	$30.00
11.	Wausau (Metro Ride)	$1.50	$1.25	$0.75	$36.00	$18.00	$18.00
	Average:	**$1.62**	**$1.35**	**$0.80**	**$44.40**	**$33.60**	**$30.20**
	Green Bay Metro:	**$1.50**	**$1.00**	**$0.75**	**$35.00**	**$19.00**	**$25.00**
	Difference:	**($0.12)**	**($0.35)**	**($0.05)**	**($9.40)**	**($14.60)**	**($5.20)**

CHAPTER 3
Paratransit System

General

Paratransit is an alternative to the fixed route bus system. It is intended for people who cannot be served by fixed route buses due to a disability. 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 small buses, vans, and sedans. Paratransit is meant to be complementary to the fixed route system in terms of service area, service days and hours, and cost.

ADA Requirements

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 qualifying disabilities using both lift-equipped/ramp fixed route bus service and complementary paratransit service. Green Bay Metro offers both services and is in compliance with the ADA.

Green Bay Metro contracts with a private transportation company, MV Transportation Inc., to provide paratransit service.

Program Eligibility

Potential paratransit clients must have a medical professional complete an application form documenting the applicant's functional ability to board, ride, and disembark from a fixed route bus. The client then must submit the completed form to Metro for eligibility determination. Metro staff reviews the completed application and may also require an in-person interview and/or perform a functional assessment to determine eligibility.

ADA certification may be denied, granted on a temporary (short-term disability) basis, granted conditionally (such as fluctuating health conditions, deep snow, etc.), or granted unconditionally.

In early 2013, 1,242 people were certified to use the service. Of those, 41 were temporary or conditional approvals.

Private Sector Participation

Over the years, Metro has contracted with several private companies to provide paratransit service. Most recently, on May 1, 2011, Metro entered into an agreement with MV Transportation Inc. MV was awarded the contract after a competitive Request for Proposal (RFP) and interview process. The term of the contract has been set at four years and eight months and will expire on December 31, 2015. An overview of general contractual responsibilities is listed below:

Paratransit Program Contractual Responsibilities

Green Bay Metro	MV Transportation
1. eligibility determination	1. call-taking
2. issue photo id	2. reservations
3. renewal	3. scheduling
4. provide fuel	4. dispatch
5. print tickets	5. client pick-up
6. verification of bills & accounts payable	6. fare collection
7. random inspection	7. client drop-off
8. data collection & reporting	8. vehicle ownership
9. performance monitoring	9. vehicle fueling
10. program oversight	10. vehicle maintenance
	11. billing
	12. data collection & reporting

The hiring of a private sector paratransit provider is a common practice among transit systems throughout the country. This method of operation is typically referred to as "turnkey" (i.e. having all of the necessary resources to run the service).

MV Transportation

MV's facility is located at 1011 Parkview Road in the village of Ashwaubenon. All scheduling, dispatch, vehicle storage, and maintenance functions are performed at this location.

MV employs 25 drivers (23 full-time and 2 part-time), three dispatchers, one scheduler, two maintenance workers, one safety manager, and a general manager.

MV Transportation does not offer services in the Green Bay area outside of the scope of the contract with Metro.

Paratransit Vehicles

The vehicle pictured in this section is one of 22 paratransit vehicles currently being used by MV Transportation. This particular model is a low-floor medium-duty vehicle with seating capacities that can vary from 2-4 wheelchair positions to 4-6 ambulatory positions. It is a Ford E350 with a useful lifespan of seven years and/or approximately 200,000 miles. MV also uses four 2007 Ford Taurus sedans to transport ambulatory clients. A listing of vehicles is provided below:

Paratransit Vehicles

Make and Model	Quantity
Ford Taurus Sedans	4
Ford low floor buses (two types)	18
Total:	**22**

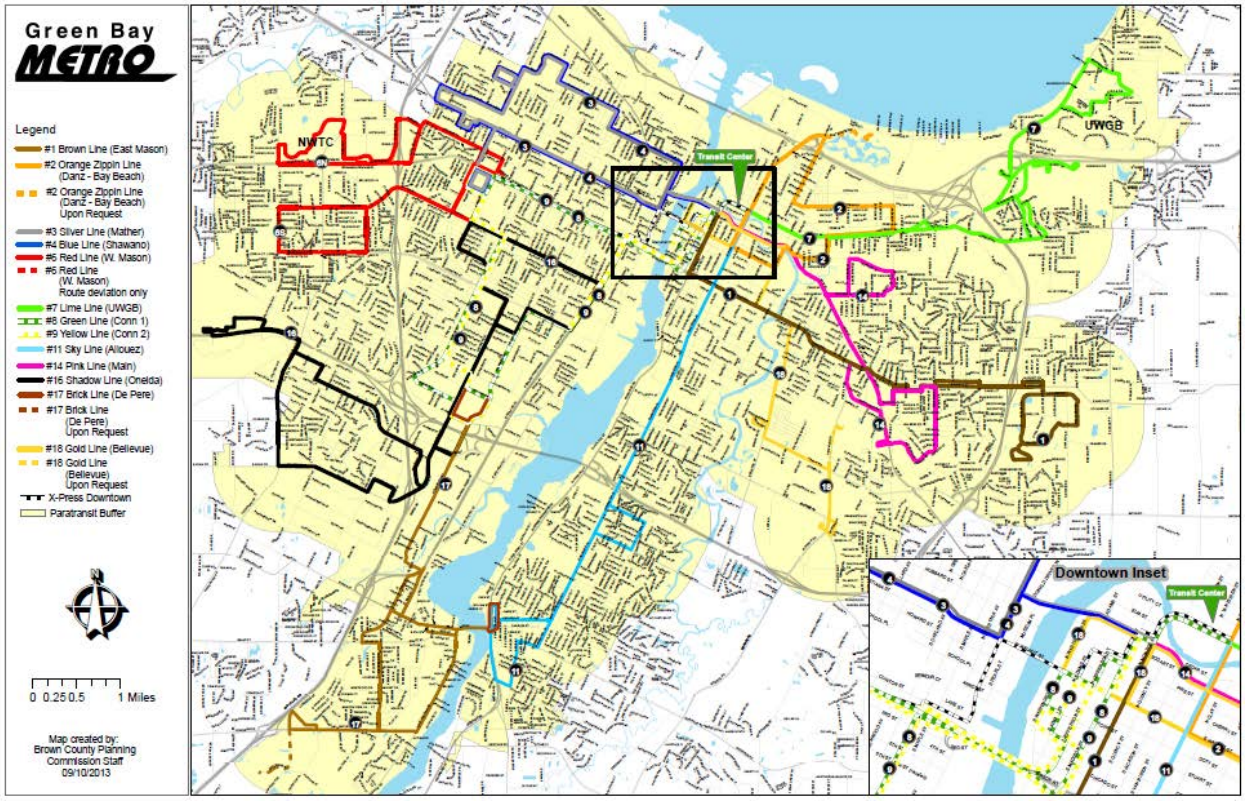
Photos courtesy of MV Transportation

Green Bay Metro's logo and color scheme are clearly visible on all MV vehicles. This branding feature was specified as part of the paratransit request for proposals and subsequently implemented as a component of the contract with MV Transportation.

Paratransit Service Area, Service Days, and Hours of Operation

Paratransit services are provided to the portions of the cities of Green Bay and De Pere and the villages of Allouez, Ashwaubenon, and Bellevue that are within three-fourths of a mile of Metro's full service fixed routes. Paratransit service is provided Monday through Friday from 5:15 a.m. to 9:45 p.m. and on Saturday from 7:15 a.m. to 6:45 p.m. Service is not provided on Sunday.

2013 Paratransit Service Area: Within ¾ Mile of Full Service Routes (shaded yellow area)



Paratransit Fares

ADA law states that the paratransit fare may be no more than twice the adult fixed route bus cash fare. Currently Metro charges $1.50 for the adult fixed route bus fare. Therefore, Metro can charge up to $3.00 for each one-way paratransit trip.
The ADA also allows an entity to charge a paratransit fare higher than twice the adult cash fare to social service agencies or other organizations for "agency trips" as defined in 49 CFR Part 37.131 (c) (4). An agency in this context means an organization that serves persons who qualify for human services or transportation-related programs or services due to a disability. The additional revenue generated by agency fares allows transit systems to maintain efficient and broadly available access to transportation for people with disabilities.

Many paratransit clients fall under the umbrella of a local human services agency. For example, a paratransit client that receives financial support from a program administered by the Brown County Human Services Department and travels to the CP Center for therapy would be charged the agency rate for the home to CP and CP to home trips.

Green Bay Metro introduced agency trip rates in 2012, but many transit systems in Wisconsin and throughout the country implemented agency rates before Metro. Agency rates can vary from a relatively small additional charge to the full cost of providing a trip. Green Bay Metro's current agency fare ($7.00 per trip) is below the total cost of a Metro paratransit trip in 2013 ($22.67 per trip for non-ambulatory clients, $18.37 per trip for ambulatory clients). In 2012,

agency trips represented approximately 60% of Metro's paratransit trips. A summary of Metro's 2013 paratransit fares is shown below.

2013 Paratransit Fares

Fare Category	One-Way Fare Cash or Ticket
Origin to Destination	$3.00
Origin to Destination (Agency Rate)	$7.00

Green Bay Metro offers advance-purchase tickets for $3.00 or $7.00 (agency rate). Tickets are printed in various colors to distinguish between the $3.00 and $7.00 rates. Clients may also pay cash upon boarding the paratransit vehicle.

Paratransit Ridership and Overall Program Cost

The following table summarizes the number of trips and trip costs associated with the paratransit program for the fifteen year period from 1998 to 2012. These data do not include Metro staff time associated with the program.

Paratransit Program 1998-2012

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%
2012	59,399	$1,393,869	+$63,308	+5%

* 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 four year and eight month contract in May with MV Transportation.

Paratransit Contract Rates

The current contract allows MV to receive $22.67 per non ambulatory passenger (requires a mobility device to board) and $18.37 per ambulatory passenger (does not require a mobility device to board) for each one-way trip in 2013. Rates have been established for each calendar year during the duration of the contract and are shown below:

Paratransit Contract Rates

Contract Period	Duration	Non-Ambulatory Passenger	Ambulatory Passenger
May 1, 2011-December 31, 2011	8 months	$21.18	$14.76
January 1, 2012-December 31, 2012	12 months	$22.19	$17.97
January 1, 2013-December 31, 2013	12 months	$22.67	$18.37
January 1, 2014-December 31, 2014	12 months	$23.10	$18.71
January 1, 2015-December 31, 2015	12 months	$23.52	$19.05

The current cost breakdown between the passenger and Metro is as follows:

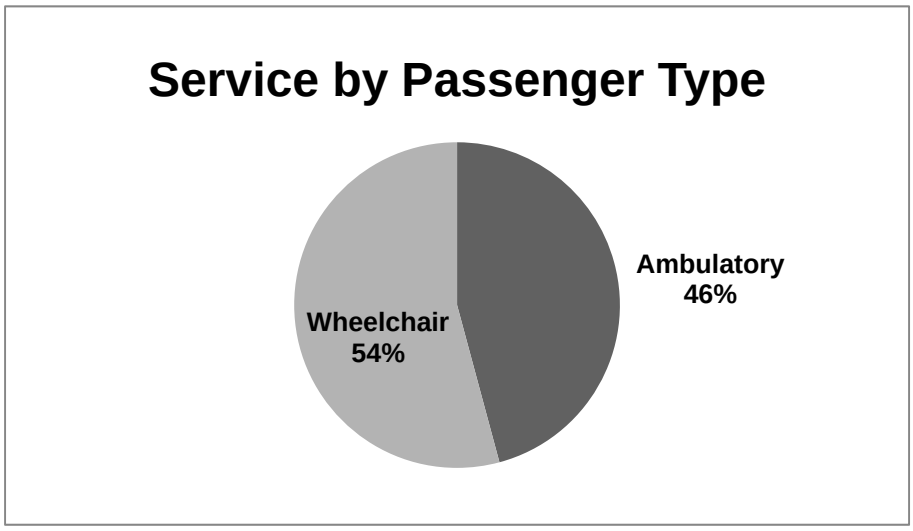
2013 Paratransit Trip Cost Breakdown

Trip Type	Passenger or Agency Portion	Metro Subsidy*	MV Receives
Non-Ambulatory Passenger (non-agency)	$3.00	$19.67	$22.67
Non-Ambulatory Passenger (agency)	$7.00	$15.67	$22.67
Ambulatory Passenger (non-agency)	$3.00	$15.37	$18.37
Ambulatory Passenger (agency)	$7.00	$11.87	$18.37

* In addition to Metro's share of the trip cost, Metro purchases all fuel for the program. Fuel costs for the program in 2012 was approximately $178,221.

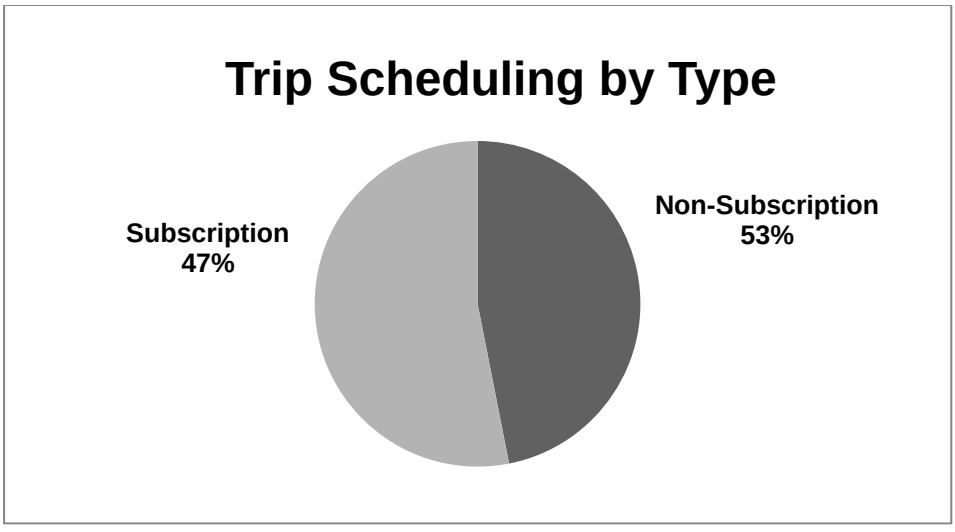
Paratransit Service by Passenger Type – 2012

MV Transportation, on behalf of Metro, provided an average of 220 trips per weekday and 50 trips each Saturday. Further analysis shows that approximately 54% of the trips are made by individuals using a wheelchair and 46% are taken by ambulatory clients.



Subscription vs. Non-Subscription Trips

Subscription service is a standing order for trips without calling in the reservation on a daily or weekly basis. Metro defines eligible subscription trips as trips taken at least two times per week between the same origin and destination at the same times. Based on ADA regulations, Metro must permit up to 50% of the total trips to be subscription trips. The optimal industry rate is 35%, and Metro had a subscription rate of 47% in 2012.



Restrictions

Metro may not prioritize trips based on trip purpose or limit in any way the amount of paratransit service provided to certified clients within the published service hours and service area.

No-Shows and Late Cancellations

A no-show is defined as the act of a person, who, having scheduled a paratransit trip, changes his/her mind about making the trip but does not cancel the appointment, allowing the vehicle to arrive but not boarding it. The definition also includes cancellations less than one hour before the scheduled pickup time, but it does not include incidents like scheduling problems, late pickups, and other operational problems. The driver is required to wait five minutes for each rider after arriving within the allotted pickup window.

Each no-show is documented and a pattern of no-shows may result in service suspension. If a rider is a "no show" on their initial trip of the day, their return trip is automatically canceled. Paratransit clients also are subject to the following:

- For the first no-show, Metro staff will remind the rider in writing of the importance of canceling when a scheduled trip will not be taken.
- If a person has a second no-show within a three month period, Metro staff will send a letter to the rider advising them that one more no-show that demonstrates a pattern of practice will cause a suspension of service for 30 days.
- The third no-show within the three month period will result in suspension of service for 30 days.

If appropriate, Metro staff may meet with the rider to discuss the pattern of no-shows. Additional no-shows may result in longer term suspensions up to permanent suspension. In lieu of a thirty day suspension, riders have the option to pay a no-show fee. The cost to the client for a no-show is $15.00. A summary of Metro's paratransit no-show activity is shown below. Metro and MV staff have worked diligently with clients and client caregivers in an effort to reduce the total.

	2011	**2012**
No-Shows & Late Cancellations	1,598	627
No-Shows & Late Cancellations as a percent of all scheduled trips	2.5%	1.1%

MV Transportation charges Metro $10.00 for each no-show or late cancellation plus any fuel consumed.

Paratransit Program Cost Stabilization

Metro staff has been successful in stabilizing the cost of the paratransit program in recent years. Following the substantial cost reduction that resulted from reducing the paratransit service area in 2005, Metro staff further reduced the number of paratransit trips by adopting a practice of interviewing applicants in person at the time of application or application renewal. This has provided staff with the opportunity to educate passengers and potential passengers about Metro's wheelchair-accessible buses and, when appropriate, to assign the passenger to the fixed route bus system.

Fixed Route Bus Mobility Device Boardings

All Green Bay Metro buses can accommodate wheelchairs and many other types of mobility devices. Metro tracks the number of bus passengers who use mobility devices, and eligible paratransit clients are encouraged to take the fixed route system when possible because paratransit costs are considerably higher for both the user (fare) and Metro (rate paid to MV Transportation). The number of bus passengers who used mobility devices in 2012 is summarized below.

Month	**Unlinked Trips with use of a Mobility Device**
January	440
February	572
March	602
April	643
May	674
June	806
July	610
August	725
September	548
October	647
November	530
December	461
Total:	**7,258**

Fixed Route Bus vs. Paratransit Program Measurables

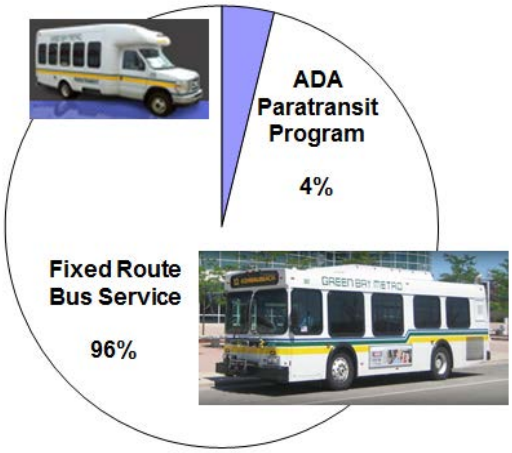
The following table and charts illustrate the breakdown of ridership and the percent of the annual budget allocated to each program.

Unlinked Passenger Trips and Expenses for 2012

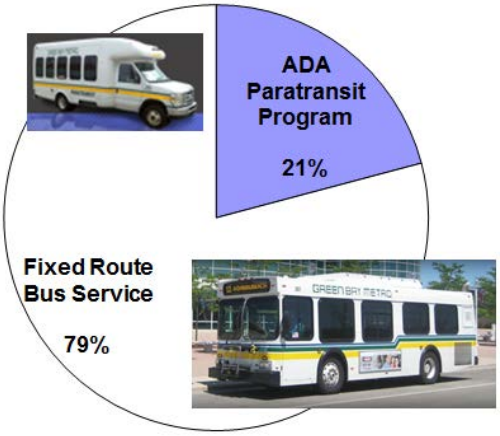
Item	Fixed Route Bus	Paratransit Program*	Total
Unlinked Passenger Trips	1,523,838	59,399	1,583,237
Percent of Passenger Trips	96%	4%	100%
Expenses (not final audited numbers)	$5,550,883	$1,464,195	$7,015,078
Percent of Expenses	79%	21%	100%

*Includes payment made to MV ($1,215,648), fuel ($178,221), and in-house staff and program expenses ($70,326).

Percent of Trips



Percent of Budget



Paratransit Provider Performance

Green Bay Metro staff monitors MV Transportation to ensure that the company meets or exceeds the performance requirements of the ADA and contract. These performance requirements include on-time performance, in-vehicle time, vehicle crashes, vehicle sufficiency, and data reporting. The findings of these analyses have shown that MV consistently meets or exceeds the performance requirements of the ADA and contract. MV's on-time performance record for 2012 is summarized below.

Performance Measure	Total Trips	On-time	Percent on Time	Standard
Pick-up time	59,299	58,042	97.88	Exceeds 95% ADA Standard
In-Vehicle Time (60 minutes or less)	59,299	58,580	98.79	Goal set at 100%
Denied Trips	0			Goal set at 0

In 2012, the State of Wisconsin hired SRF Consulting Group to perform a management performance review of Green Bay Metro. The review included in-depth analysis on various aspects of the system, including paratransit. The analysis found no deficiencies in the paratransit operation.

> *"Overall the paratransit service provided by MV Transportation is excellent and should be a model for other transit agencies to follow. The service offers customers a very high level of quality provided by a contractor that is equally dedicated to efficiency and safety."*
>
> *– SRF Consulting Group*

Paratransit Program Beyond 2016

There have been many discussions through the years of Green Bay Metro bringing a portion or all of the paratransit service in-house with the idea of reducing the overall cost of the program. It is possible for Green Bay Metro to begin this pursuit by partially operating the paratransit service, which could include assuming scheduling, dispatching, and possibly other duties. It is also possible for Green Bay Metro to take over most or all aspects of the system. Listed below are the major components of the paratransit program in 2013 and a summary of what Metro would presumably have to do to take over the program:

Management Staff: A full-time general manager is currently employed by MV Transportation and is responsible for the day-to-day operation of Metro's paratransit program.

Reservations and Dispatch Staff: It is believed that the Transportation Center has the necessary space to accommodate the additional staff that will be required to handle the 250+ calls per day and manage all scheduling and dispatch duties. MV currently employs three dispatchers (one of which is a lead dispatcher) and one scheduler.

Drivers: Driver labor is the single largest cost associated with operating paratransit services. It is possible to contract for this portion of the paratransit service only. MV employs 25 full-time and 2 part-time drivers.

Maintenance Staff: Additional maintenance staff will be needed to maintain, fuel, and clean the 20+ paratransit vehicles needed for the service. MV currently employs a full-time safety manager, shop foreman, and utility worker.

Vehicle Funding: Paratransit vehicles are an eligible expense under the Federal Section 5309 capital program. The federal/local split for paratransit vehicles is up to 83 percent federal/17 percent local. The local share would be paid by the city of Green Bay and its partners. Under the current arrangement, the private contractor is not eligible to receive a subsidy for vehicles and subsequently that cost is passed to Metro through the per trip cost.

Vehicle Acquisition and Cost: Metro will need to acquire approximately 20-24 vehicles for the program based on anticipated overall and peak ridership levels. It will likely be necessary to acquire vehicles over a multi-year period due to federal and/or local funding constraints.

Estimated Vehicle Acquisition and Cost Plan*

Year	Vehicles	Local Share	Federal Share	Total
1	6	$112,500	$637,500	$750,000
2	6	$112,500	$637,500	$750,000
3	6	$112,500	$637,500	$750,000
4	6	$112,500	$637,500	$750,000
Total	**24**	**$450,000**	**$2,550,000**	**$3,000,000**

*Funding estimates based on the *2013-2017 Transportation Improvement Program (TIP) for the Green Bay Urbanized Area,* by Brown County Planning Commission, Metropolitan Planning Organization (MPO) for the Green Bay Urbanized Area, October 2012 and the Federal transportation law Moving Ahead with Progress in the 21st Century (MAP-21).

Vehicle Storage: It is possible that the paratransit fleet could be stored in the Transportation Center or on Transportation Center grounds.

Accountability: Green Bay Metro would not be subject to contract renegotiations, short-notice work stoppages (which occurred in La Crosse), and other administrative and service-related issues if Metro assumes complete control of the paratransit program.

Paratransit Service Experience of Other Transit Systems

Other transit properties throughout the country have moved from private to partial or entirely in-house operations. In many cases, cost savings, higher quality service, and improved vehicle appearance have occurred as a result of the transitions.

Contract Expiration - Request for Proposal to be Issued

Federal law allows Green Bay Metro to retain the same provider under a single contract for a maximum of five years. Prior to the conclusion of the current contract in 2015, Metro will have to issue an RFP. At that time, MV Transportation and any other provider may submit a proposal for review and consideration.

Transition to an Expanded In-House Operation Plan

It is not anticipated that the implementation of any significant additional in-house functions could occur before the expiration of the current contract on December 31st, 2015. However, the subsequent contract will afford opportunities to increase in-house functions.

It may be most appropriate to transition to additional in-house functions during the second, third, or fourth year of the next five year contract to allow for as seamless a transition as possible.

Reservations and Dispatch as Possible In-House Function

Reservations and dispatch involve taking the calls from the client or client representative, scheduling the trip, potentially negotiating the trip, entering the trip into the Trapeze software, and creating multiple driver manifests or schedules for the service day. Taking on these functions may be the most appropriate first step in expanding the in-house operations. Advantages could include having staff on-site, stricter oversight on trip requests made by those who are conditionally approved for the service, and reduced trip cost. In the next Request for Proposals document, the cost per trip request could be framed as follows:

Contract Year	Cost per Trip – Ambulatory		Cost per Trip – Non-Ambulatory	
	Current Level of Service	Green Bay Metro provides Reservations & Dispatch	Current Level of Service	Green Bay Metro provides Reservations & Dispatch
2016		----		----
2017				
2018				
2019				
2020				

With the price quotes, Metro would be able to finalize the cost analysis to determine if savings could occur.

Vehicle Ownership and Maintenance as Possible In-House Function

Metro could purchase ADA vehicles and lease them to the private paratransit provider in lieu of the provider purchasing the vehicles. Metro could also assume all maintenance functions. Currently, Metro is eligible to receive 80-83% in federal funds to offset the cost of each vehicle. However, given the current and projected capital funding constraints, it is possible that Metro will not receive the necessary grants to acquire vehicles during the five year term of the next paratransit contract.

Recommendation

Green Bay Metro should plan to take over a portion or all of the paratransit service during the next contract if cost savings can be realized.

CHAPTER 4
Peer System Analysis

Introduction

The Wisconsin Department of Transportation is required to establish performance standards for all Wisconsin transit systems. Administrative Rule TRANS 4.10 states that WisDOT will assess the performance of each transit system receiving aid under the state operating assistance program.

In 2012, WisDOT, teaming with SRF Consulting Group Inc., issued the *Green Bay Metro System Management Performance Review (MPR)*. The review detailed the Green Bay Metro system's performance against its state and national peers using seven widely accepted performance measures consistent with WisDOT core performance measures, MAPSS.

MAPSS consists of five objectives that guide systems in achieving WisDOT's mission "to provide leadership in the development and operation of a safe and efficient transportation system." The five objectives are:

Mobility
Accountability
Preservation
Safety
Service

Wisconsin Peer Group

WisDOT divided transit systems into the following groups, based on size and type of system, prior to assessing performance and allocating funding. The four groups are:

- Tier A1 - Milwaukee
- Tier A2 - Madison
- Tier B – Medium-Sized Bus Systems (including Green Bay Metro)
- Tier C - Commuter Bus Systems & other

Because Green Bay Metro is included in Tier B, the 12 peer systems used in the following analysis have been taken from Tier B.

Fixed Route System Performance Measures

The following represents WisDOT's/SRF's findings for Green Bay Metro and the Wisconsin per group using six performance measures that are consistent with MAPPS.

2010 Green Bay Metro vs. 2010 Wisconsin Peers*

Performance Measure	Green Bay Metro	Wisconsin Peers	Comparison
Cost Effectiveness			
Expense/Passenger	$4.41	$5.16	Better
Service Effectiveness			
Passengers/Revenue Hour	18.9	17.2	Better
Revenue Effectiveness			
Average Fare Collected	$0.74	$0.73	Similar
Operating Ratio	17%	14%	Better
Service Efficiency			
Expense/Revenue Hour	$83.30	$82.48	Similar
Amount of Service/ Service Availability			
Revenue Hours/Capita	0.42	0.61	Less
Market Penetration			
Passengers/Capita	7.8	10.8	Less

*The Wisconsin peer group consists of Appleton, Beloit, Eau Claire, Fond du Lac, Janesville, Kenosha, La Crosse, Oshkosh, Racine, Sheboygan, Waukesha, and Wausau.

National Peer Group

The 16 national peer systems included in the analysis are similar in size to Green Bay Metro and operate in areas that experience cold weather and snow.

The following represents WisDOT's/SRF's findings for Green Bay Metro and the national peer group.

2010 Green Bay Metro vs. 2010 National Peers**

Performance Measure	Green Bay Metro	National Peers	Comparison
Cost Effectiveness			
Expense/Passenger	$4.41	$5.18	Better
Service Effectiveness			
Passengers/Revenue Hour	18.9	17.3	Better
Revenue Effectiveness			
Average Fare Collected	$0.74	$0.67	Better
Operating Ratio	17%	13%	Better
Service Efficiency			
Expense/Revenue Hour	$83.30	$86.91	Better
Amount of Service/ Service Availability			
Revenue Hours/Capita	0.42	0.51	Less
Market Penetration			
Passengers/Capita	7.8	8.6	Less

**The national peer group consists of Battle Creek Michigan, Bay City Michigan, Billings Montana, Canton Ohio, Cedar Rapids Iowa, Chattanooga Tennessee, Dubuque Iowa, Decatur Illinois, Frederick County Maryland, Peoria Illinois, Muskegon Michigan, Saginaw Michigan, Sioux City Iowa, Topeka Kansas, Youngstown Ohio, and Wichita Kansas.

Conclusions

Green Bay Metro rates as well or better than the Wisconsin and national peers in terms of effectiveness and efficiencies.

The Amount of Service/Service Availability as measured by the Revenue Hours per Capita (per person) and the Market Penetration criteria for Metro is lower than the peer systems (based on population of the service area). The amount of service (financial contribution) is established by the local units of government participating in the system. Many portions of the urbanized area have very little or no service at all. These criteria demonstrate that the Green Bay area is underserved relative to its peers.

CHAPTER 5
Financing

Green Bay Metro Operating Budget

Five Year Operating Plan

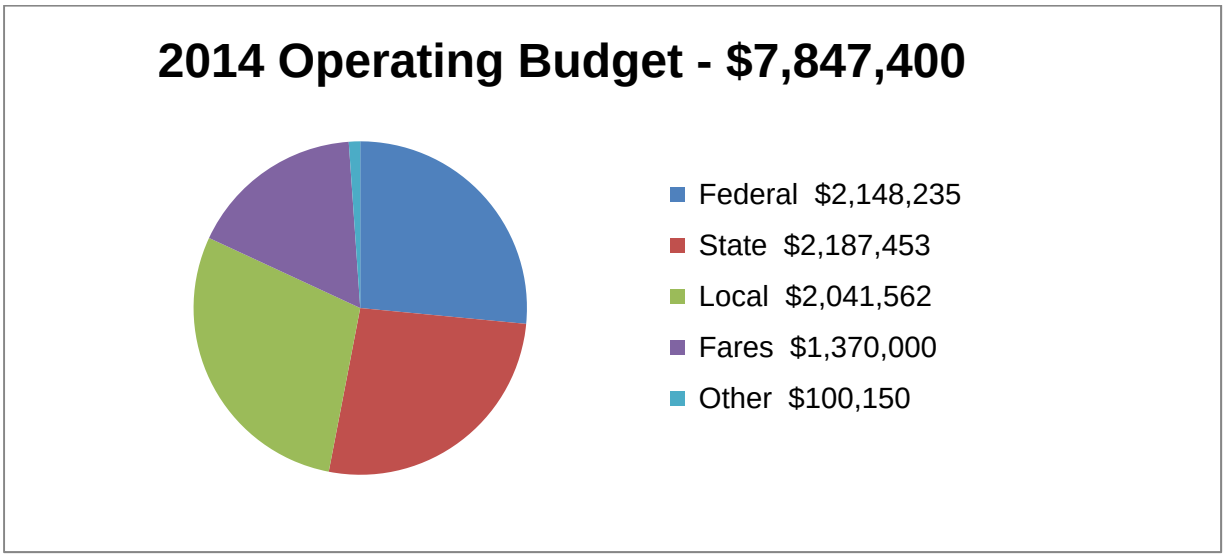
Green Bay Metro staff prepares a five year operating plan for inclusion in the annual Transportation Improvement Program (TIP) for the Green Bay Urbanized Area. Updates to the plan are made each year based on current and projected expenses for a cost to continue service level. Estimates by funding source are included in the table on the following page:

Operating Expense and Funding Sources					
	2014	**2015**	**2016**	**2017**	**2018**
Operating Expense:	**$7,847,400**	**$8,005,132**	**$8,076,771**	**$8,149,843**	**$8,224,376**
Funding Sources:					
Public Operating Assistance:					
FTA Section 5307/Capitalized Maintenance	$2,148,235	$2,148,235	$2,148,235	$2,148,235	$2,148,235
State Section 85.20	2,187,453	2,274,951	2,274,951	2,274,951	2,274,951
City of Green Bay	1,514,044	1,544,325	1,575,211	1,606,716	1,638,850
Village of Ashwaubenon	223,596	228,068	232,629	237,282	242,028
City of De Pere	165,310	168,616	171,989	175,428	178,937
Village of Allouez	97,236	99,181	101,164	103,188	105,251
Village of Bellevue	41,376	42,204	43,048	43,909	44,787
Public Operating Assistance Subtotal:	$6,377,250	$6,505,579	$6,547,227	$6,589,708	$6,633,038
Revenue					
Farebox Revenue - Fixed Route Bus	$980,000	999,600	1,019,592	1,039,984	1,060,784
Farebox Revenue - Paratransit Program	390,000	397,800	405,756	413,871	422,149
Other Revenues	100,150	102,153	104,196	106,280	108,406
Revenue Subtotal:	$1,470,150	$1,499,553	$1,529,544	$1,560,135	$1,591,338
Funding Sources Total:	**$7,847,400**	**$8,005,132**	**$8,076,771**	**$8,149,843**	**$8,224,376**

2014 Operating Budget Estimate Breakdown

Green Bay Metro's 2014 operating budget estimate is projected at $8,102,000. Green Bay Metro receives operating assistance from a variety of sources. These include the Federal Section 5307 program, State 85.20 program, local dollars from entities participating in the system, fares, advertising revenue, and interest revenue.

A summary of the 2014 estimated Green Bay Metro budget by revenue source is below:

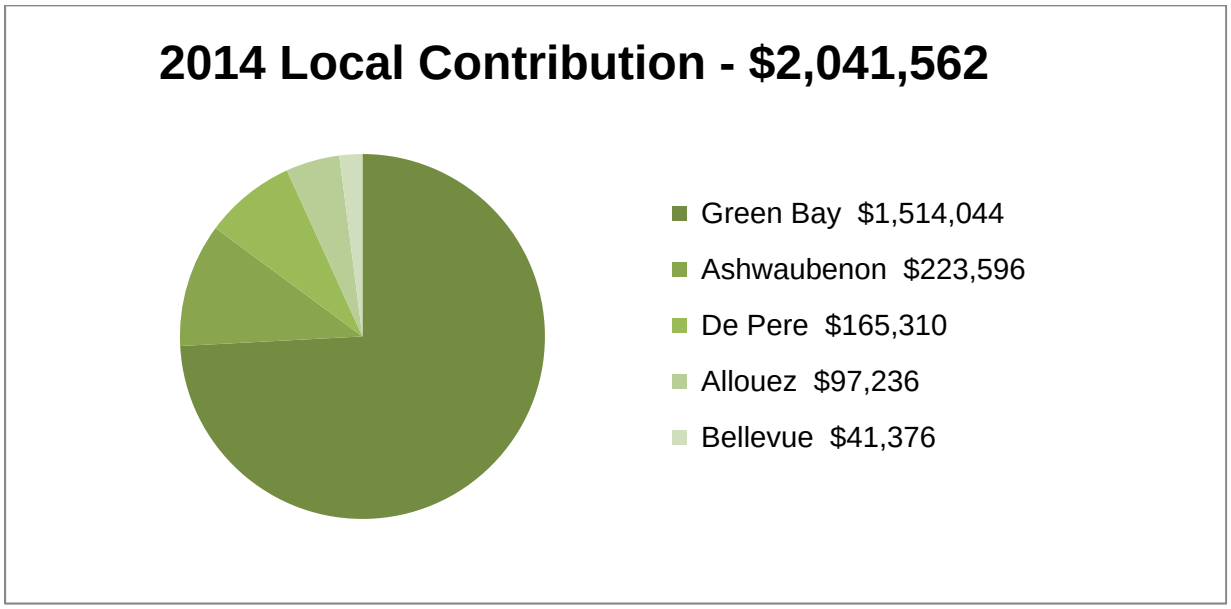


2014 Budget Estimate

Source:	Amount	Percent
Federal	$2,148,235	27.4%
State	$2,187,453	27.9%
Local	$2,041,562	26.0%
Fares	$1,370,000	17.4%
Other	$100,150	1.3%
Total:	**$7,847,400**	**100.0%**

Local Share

The 2014 budget estimate consists of contributions from participating local entities. The sum of the contribution is projected to be $2,041,562 (26.0%) 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:

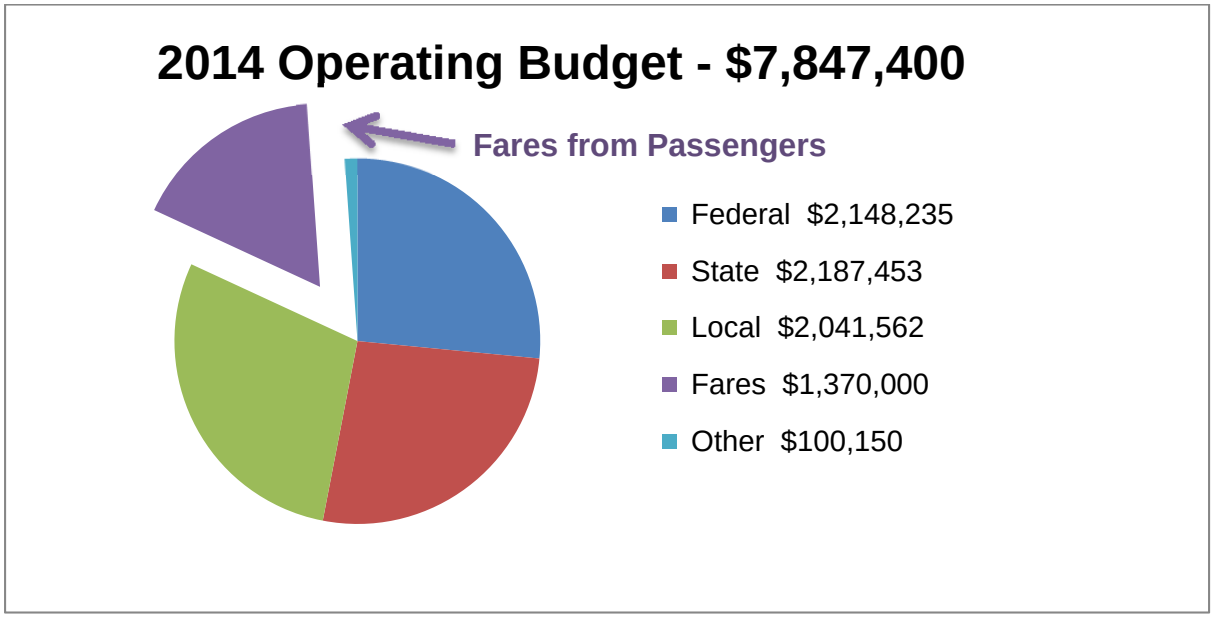


2014 Budget Estimate – Local Contribution Analysis

Source:	Amount	Percent of Local Share	Percent of Overall Budget
Green Bay	$1,514,044	74.2%	19.3%
Ashwaubenon	$223,596	11.0%	2.8%
De Pere	$165,310	8.0%	2.1%
Allouez	$97,236	4.8%	1.2%
Bellevue	$41,376	2.0%	0.6%
Total:	**$2,041,562**	**100.0%**	**26.0%**

Fares

The 2014 budget estimate of $7,847,400 includes an estimate of $1,370,000 in passenger fares, which is 17.5% of the operating budget. The 17.5% fare recovery rate (the transit system's operating ratio) is better than the peer system average as outlined in the Peer System Analysis portion of this report.



Green Bay Metro Capital Program

FTA offers assistance to purchase, replace, and rehabilitate buses and related equipment and to construct bus-related facilities under the Section 5339–Bus and Bus Facilities Program. Federal 5339 funds can cover between 80 and 85 percent of the total cost. Remaining costs must be provided locally.

Green Bay Metro historically has developed a very aggressive five-year Capital Improvement Program (CIP). Capital funds are very limited and highly sought. Funding for the majority of projects will not be available when requested and projects are occasionally pushed back to a later date.

Metro's capital improvement program by year and projected total cost is listed on the following table:

2014-2018 Capital Improvement Program

Project/Year	2014	2015	2016	2017	2018
40’ Replacement buses (two per year)	$800,000	$800,000	$800,000	$800,000	$800,000
35' Replacement buses CNG (three per year)	998,000	1,028,000	1,034,000	1,090,000	1,123,000
Facilities & equipment	200,000	25,000	25,000	25,000	25,000
Paratransit vehicles (six per year)	750,000	750,000	750,000	750,000	
Bus route signs	30,000	30,000			
Planner	60,000	60,000	60,000	60,000	60,000
Paratransit trip scheduling software	60,000				
Capitalized maintenance	68,000	71,000	74,000	76,000	80,000
ADA capital assistance	303,000	314,000	321,000	331,000	331,000
Rehab of administrative & maintenance facility	50,000	50,000			
Security enhancements	50,000	50,000			
Trapeze run cutting module	200,000				
Transitway resurfacing	75,000				75,000
Computers and printers	20,000		20,000	20,000	
Passenger shelter pads	10,000	10,000	10,000	10,000	10,000
Automatic Vehicle Locator software upgrade	20,000		50,000		
Staff vehicle - truck for towing and plowing	50,000				
Rehabilitation of transportation center and lobby		100,000			
West Side Intermodal Transportation Terminal		200,000	1,000,000		
Paratransit facility study			100,000		
Route guide books	60,000	32,000	32,000		
Total:	**$3,804,000**	**$3,520,000**	**$4,276,000**	**$3,162,000**	**$2,504,000**

Bus Fleet

Bus Quantity	Year	Make	Length	Seats	Age of Vehicle in Years as of 2013
1	1995	Gillig-Phantom	40	45	19
3	1999	DuPont Trolleybus	34	32	14
9	2003	New Flyer	30	25	10
3	2004	New Flyer	30	25	9
9	2009	New Flyer	35	29	4
10	2011	Gillig Low Floor	35	29	2
35			Average Age:		6.7 *

The three Trolleybus vehicles are inactive. Select 2003 New Flyers have been rehabilitated.

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 12 years for transit buses greater than or equal to 35 feet in length and 10 years for transit buses less than 35 feet or have reached a 500,000 mile operating life.

Metro will have 17 buses that are eligible for replacement by the conclusion of the TDP period in 2018. Green Bay Metro staff has done an excellent job maintaining vehicles for use beyond the expected life.

Metro will try to secure federal funds to cover between 80 and 85 percent of the cost of additional bus purchases as outlined in Metro's capital program. Funds from the city of Green Bay will also be necessary to cover the local share (15 to 20 percent). The local share is not currently programmed and the system's current reserve fund is nearly depleted.

Bus Replacement

Green Bay Metro has programmed a number of heavy duty buses over the next five years. Traditionally Metro has acquired diesel buses, but the system may consider acquiring buses that operate on compressed natural gas (CNG) if this determined to be cost effective and appropriate for Green Bay's climate.

Diesel. Green Bay Metro is requesting two 40' buses each year for the next five years to replace the remaining Gilligs and to begin to replace the New Flyers.

Bus Quantity	Years	Length	Seats
10	2014-2018	40'	40-44

Compressed Natural Gas (CNG) Buses. Green Bay Metro has programmed three 35' CNG buses each year between 2014 and 2018.

Bus Quantity	Years	Length	Seats
15	2014-2018	35'	28-30

It should be noted that Green Bay Metro's maintenance facility is not equipped to handle the fueling or storage of CNG buses. An alternative fueling station and storage location would need to be identified or constructed. The use of an alternative fueling station away from the transitway on University Avenue would add to labor costs as staff would have to travel to and from the site to fuel the vehicles. Currently, all vehicles are fueled on-site.

CHAPTER 6
Long Range Element

There are many reasons for the Green Bay Metropolitan Area to promote the use of mass transit over the next several decades.

1. Transit-oriented land uses require far less space than vehicle-oriented land uses (such as parking lots and structures).
2. It is a form of transportation that is available to anyone who wants to use it.
3. A bus is a far more efficient use of the metropolitan area's street system than an individual vehicle.
4. A bus's impact on the environment is much lower than the number of cars it would take to equal a bus's carrying capacity.
5. Transit enhances the livability of an area because it reduces people's reliance on cars and minimizes the negative impacts of driving (noise, traffic congestion, etc.).

Despite these positive attributes, Green Bay Metro primarily serves area residents who do not have access to cars. There are many reasons why the bus system appeals to these "captive" riders and does not appeal to many people who have other transportation options. Some of these reasons include:

Travel time. Since the Metro buses have to share the same streets (and the same delays) as personal vehicles, the buses do not provide travel time incentives for people who have the option to use their own vehicles. In most cases, buses actually take longer to travel from place to place than cars because the buses have to stop to pick up passengers. This time deterrent is especially significant for trips where people have to transfer to another route to reach their destinations.

Frequency, convenience, and reliability. Compared to many other transit systems, Green Bay Metro provides relatively frequent service to many destinations in the metropolitan area; however, the most frequent Metro routes only provide access to these destinations every half hour, and the rest of the routes serve their areas once an hour. Although this service frequency is pretty good by transit standards, it cannot compete with the current level of convenience offered by personal vehicles that can be accessed quickly and driven to any destination without having to continually stop. The missed transfers that occasionally occur also make it difficult for people to rely on the system for work and other trips.

Urban design. Over the last five years, the communities in the Green Bay Metropolitan Area have built a handful of interconnected streets, sidewalks and trails, and other facilities that make transit an attractive and viable transportation mode. Despite this progress, only two metropolitan area communities (De Pere and Howard) currently require sidewalks along nearly all of their streets, and many land development projects still contain only minimal density and little mixture of uses (residential with commercial, etc.). These types of street and sidewalk patterns make it very difficult for a bus to serve an area within a specified schedule and make it very inconvenient (and possibly unsafe) for potential riders to walk to and from bus stops. Low-density and homogenous development patterns also make transit service very inefficient because the number of potential riders in these areas is low.

Another element of urban design that has made transit less appealing is the decentralization of the metropolitan area. When Green Bay was the area's clearly defined economic center, taking a bus

from the outlying areas to downtown Green Bay for work, shopping, or other purposes was more convenient than it is today because transfers often weren't necessary and several destinations were within easy walking distance of the downtown transit center. Today though, many large employers, educational institutions, commercial developments, and other destinations are located on the edge of the transit service area or outside the service area altogether. This situation makes taking the bus to these places inconvenient or impossible, and it is certainly one of many deterrents to transit use by those who have other transportation options.

Green Bay Metro provides a very important service to the metropolitan area, and it is important to enhance its attractiveness to non-captive riders as the area grows in the future. Rising fuel prices appear to have encouraged more people to use the bus in recent years, but the vast majority of trips continue to be made in personal vehicles.

To significantly increase and sustain ridership over the next several years, Metro will have to overcome many well-established local, state, and federal policies, procedures, and preferences. This challenge will be difficult, but it is not impossible. Some methods of addressing these issues are discussed in the rest of this chapter.

Meeting the Challenge

To maximize its chances of significantly improving and sustaining ridership over the next several years, Green Bay Metro will need to work with state and local government representatives, elected officials at every level, private companies, and the public to create a viable set of coordinated transit incentives and automobile disincentives. Some examples of these measures that pertain to the issues discussed in the previous section are discussed below:

Establish a Regional Transportation Authority or Other Reliable Source of Transit Funding

For many years, Green Bay Metro has been one of the most cost-effective transit systems in Wisconsin. Audits conducted by WisDOT and other agencies have shown that Metro consistently provides more rides for less money than nearly all of its peer systems throughout the state. Although Metro has proven its ability to do a lot with a relatively small budget, the system's current and projected funding levels are not nearly enough to improve service to a point where most people believe that the buses are as reliable, convenient, and pleasant as personal vehicles.

To significantly enhance service for existing bus riders and make Metro a viable transportation option for non-riders, Metro will have to raise and sustain additional capital and operating money in the future. Since the current federal, state, and local funding sources will not likely increase substantially over the next several years, Metro should develop a strategy for the creation of the Regional Transportation Authority (RTA) or other reliable source of funding to supplement its existing funding mechanisms.

Maintain Relatively Low Fares and Expand the U-Pass Program

As transit operating costs escalate, Metro and systems like it are often pressured to raise fares to cover the additional expenses. However, the amount of money generated by fares is relatively small for many transit systems (fixed route fares represented only 17.6 percent of Metro's overall revenues in 2012), and fare increases make it more difficult to attract riders to the systems. As a result, fare increases often do more harm to transit systems than good.

A transit system has a very difficult time competing with cars for the reasons discussed at the beginning of this chapter, so it is important for Green Bay Metro to make it as financially attractive as possible to potential riders. The U-Pass Program that began in July of 2008 has worked well for

several years, and Metro should investigate expanding the program to include NWTC. The Green Saturday initiative that allows people to ride the buses at no cost on Saturdays has increased ridership on the weekends, and this program should continue. But Metro should also maintain its relatively low Adult, Student, and Reduced fares to make transit affordable for existing bus riders and more appealing to people who do not currently ride the bus.

Other transit fare incentives

In addition to maintaining the system's fare structure, expanding the U-Pass Program, and continuing the Green Saturday initiative, Metro should continue to work with the area's large retail centers, hospitals, businesses, and other significant trip generators to establish programs that encourage transit use and discourage driving. Some examples of these programs include:

Travel allowance programs. Travel allowance programs can be established by employers to provide employees incentives to give up their cars in favor of the bus or another mode of transportation. The travel allowance is determined by the market value of a parking space used by an employee, and this amount is given to the employee to use for the parking space or a bus pass. The employee can also keep the allowance and find a non-motorized means of reaching work (walking, bicycling, etc.).

Free bus passes for employees. Since the Internal Revenue Service allows employers to deduct the cost of transit passes (up to $245 per employee per month) from their gross incomes, employers within the Green Bay Metro service area would be able to deduct the entire cost of bus passes that they purchase for their employees. This incentive would be even more effective if employers restricted the number of parking spaces available to employees and/or charged the employees a substantial monthly fee for using the spaces.

Transit trip validation programs. Many malls and other retail centers attempt to attract people to them by offering to pay for a portion of their customers' parking costs, but very few (if any) retail outlets offer validation programs for people who ride the bus. This program could be as simple as selling day passes or bus tokens to interested businesses and having the businesses "validate" a shopper's bus trip by giving him or her a pass or token following a purchase. The Metro service area contains several retail centers that might be interested in participating in a transit trip validation program, and the program would be relatively inexpensive to start and administer.

Create Park and Ride Partnerships with Owners of Private Parking Lots

The Metro service area does not currently serve the state-owned park and ride lots in Brown County, but many of Metro's fixed routes directly serve developments that have large parking lots that are often partially occupied or empty. To encourage more people to ride the bus, Metro should contact area shopping centers, churches, and other developments with large lots to find out if the owners will allow people to use their lots as transit park and ride facilities.

Although the park and ride arrangements would be beneficial to Metro, the shopping centers and other for-profit developments could also benefit by having potential customers park at their facilities. The additional vehicles in the parking lots will also suggest to passersby that the participating businesses are popular places to shop.

Continue to Operate a Modified Fixed Route Service for Green Bay Packers Games

The most severe non-recurring traffic congestion problem in the Green Bay Metropolitan Planning Area is typically experienced during Packers home games. Most of the 70,000+ fans and stadium workers who attend each game reach Lambeau Field by car or van, and many of these people choose to park on neighborhood streets, at nearby businesses, or in yards because stadium parking is limited. Traffic congestion near the stadium tends to worsen as game time nears, for the streets become narrower as the number of people traveling to the stadium in vehicles and on foot increases. Congestion is even worse after the game because most people leave the stadium area simultaneously.

The traffic congestion that is experienced before and after each game causes increased accident probability, street deterioration, fuel consumption, and traveler irritability (particularly after a Packers home loss). However, this congestion was partially addressed beginning in 2011 when Green Bay Metro introduced a Packers game day bus service that transported people between Lambeau Field and parking lots throughout the metropolitan area. This service is available to the general public, and the buses serve all signed stops along the routes.

Passengers arriving at the Lambeau Field bus stop before a game during the 2011 season.

One of the vehicles used to provide and advertise Metro's 2011 Packers game day service.

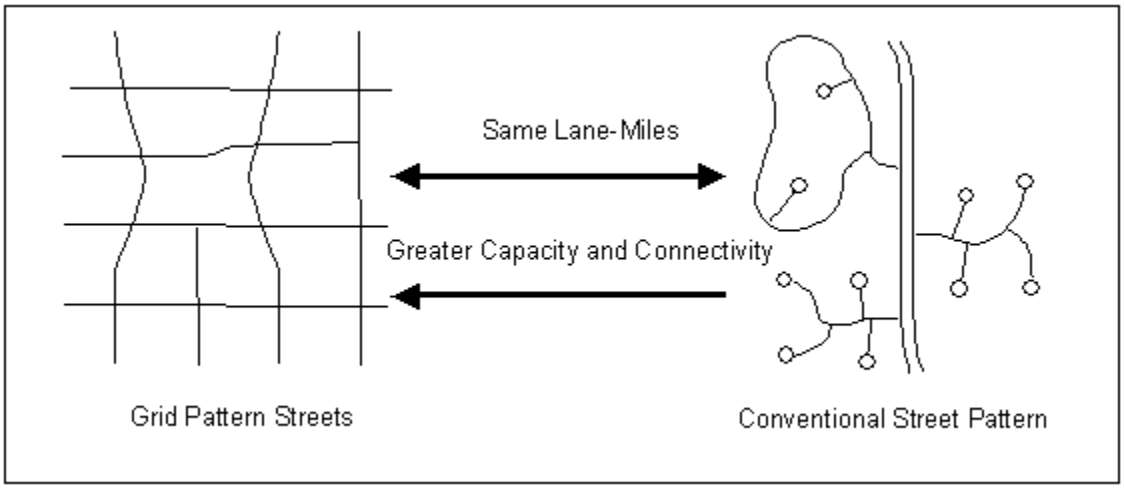
The game day routes provided a total of 20,616 trips during the 2011 season and a total of 25,527 trips during the 2012 season, and the buses were typically full during their before- and after-game runs. Since the service was operating at or near capacity during its first year, Green Bay Metro intends to provide it during the 2013 season and possibly during future seasons if the service continues to be successful.

Design Communities to be More Transit-Friendly

At the beginning of this chapter, some of the urban design characteristics that discourage or prevent many people from riding the bus were summarized. Although some of these characteristics will be very difficult to change, others are actually changing in some service area communities at this time. Some transit-friendly urban design characteristics are discussed in the following section.

Grid and grid-like street patterns. Well-connected street systems minimize walking distances and enable people to reach bus stops much easier than if they have to walk the equivalent of several blocks to reach a stop.

Comparison of Grid and Conventional Street Patterns

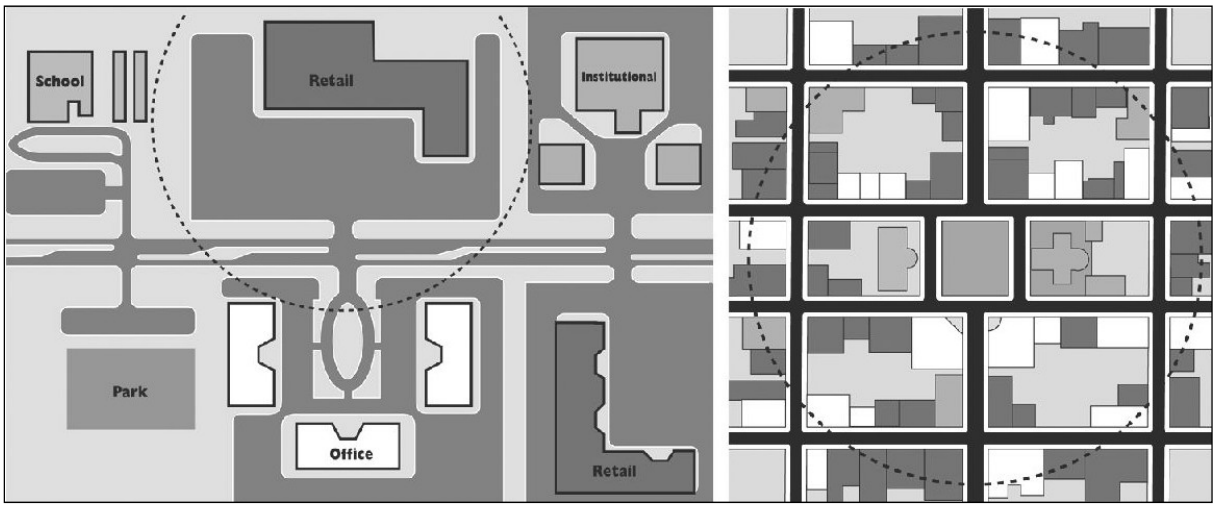


Even if the major street shown in the conventional street pattern diagram has bus service, the long walk and backtracking that are required to reach a bus stop along the street will likely discourage area residents from taking the bus. The frequent street connections shown in the grid pattern streets diagram make it easy for people to reach nearby bus stops, and this helps to encourage people to choose the bus over their cars.

Sidewalks. An interconnected street network should be complemented by an extensive sidewalk system to allow people to safely travel to and from bus stops and to provide a place to wait for the bus. Sidewalks are especially important to children, the elderly, people who use mobility aids, and others who face a particularly high risk walking within the driving areas of streets.

Mixed land uses. The mixing of residential, commercial, institutional, and recreational uses provides several different trip generators for transit systems to serve.

Segregated Land Uses vs. Mixed Uses with Several Street Connections



The above figure compares a conventional land use and street pattern with a mixed land use and grid street pattern. The dotted circle on the diagram represents a 500-foot radius, which is a distance that most people feel comfortable walking. This diagram demonstrates that a greater

number and variety of destinations are easily reachable by bus (and other transportation modes) when land uses are mixed and streets are frequently interconnected.

Developments that provide direct access to sidewalks and streets. Many buildings in the Metro service area are difficult to reach after exiting a bus because they were built a significant distance from the street and are fronted by large parking lots that are difficult for people to cross without being in a car. To encourage people to travel to destinations on a bus, communities should ensure that new and redevelopment projects have buildings with zero or minimal setbacks, parking in the rear, and other features that enable people of all ages and physical abilities to reach them safely and easily.

Automobile-Oriented Development vs. Pedestrian- & Transit-Oriented Development

Automobile-Oriented Development

Pedestrian- & Transit-Oriented Development

Conclusion

Developing land use and street patterns that enable and encourage transit use, creating a safe and continuous sidewalk system, and enabling people to easily reach developments from the streets and sidewalks will increase the attractiveness and viability of transit in the Green Bay Metro service area. The funding strategies, pricing incentives, and other recommendations in this chapter of the Transit Development Plan will also help make transit more competitive with cars and other private vehicles, but the strategies identified in this chapter must be accompanied by complementary policies that force people to realize the high financial, environmental, and social costs of excessive driving. The Green Bay Metropolitan Area is not currently facing the severe traffic congestion and other vehicle-related issues that Houston, Atlanta, and other large automobile-dependent communities are experiencing, but our future could be similar to these communities' situations if a strong effort is not made to develop a more balanced transportation system that contains a transit system that people with and without other mode options are willing and able to use.

CHAPTER 7
Title VI and Environmental Justice

Title VI

Title VI of the Civil Rights Act of 1964 prohibits discrimination by recipients of Federal financial assistance on the basis of race, color, and national origin, including limited English proficient persons (LEP). The Brown County Planning Commission and Metro staffs issued the most recent update to the *Green Bay Metro Title VI Compliance Program* in 2011. The document is posted on the Green Bay Metro website at greenbaymetro.org.

Environmental Justice

In 1994, *Executive Order 12898 - Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations* was issued. The executive order was issued in response to public concerns that everyone deserves equal protection under the law. Each federal agency, including the U.S. Department of Transportation (US DOT), was directed to make environmental justice part of its mission.

In 1997, the U.S. Department of Transportation issued *DOT Order to Address Environmental Justice in Minority Populations and Low-Income Populations* to summarize and expand upon the requirements of Executive Order 12898 on Environmental Justice.

In 2012, FTA issued the *Environmental Justice Circular* which affirmed the three fundamental principles at the core of environmental justice:

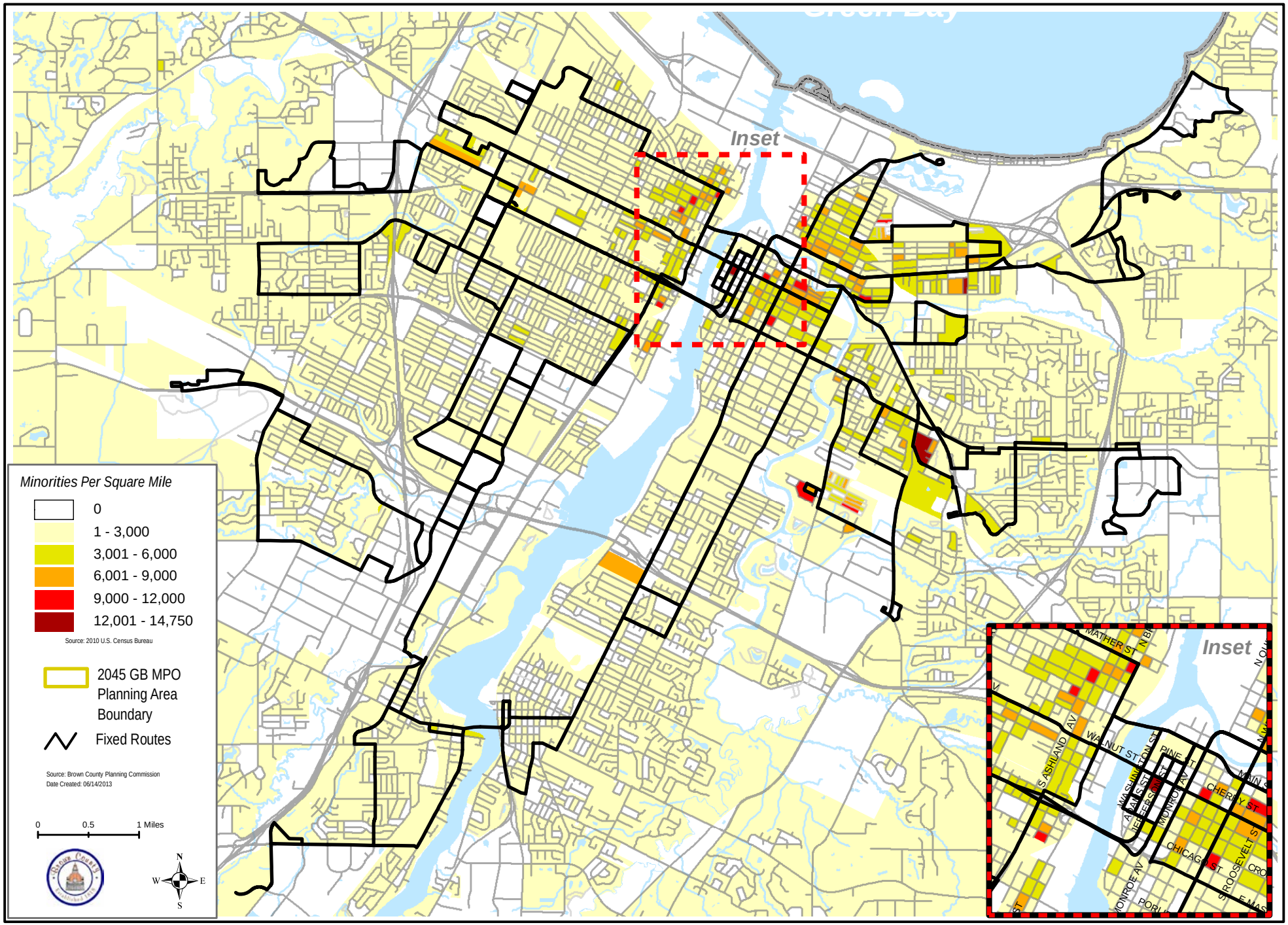
- To avoid, minimize, or mitigate disproportionately high and adverse human health and environmental effects, including social and economic effects, on minority populations and low-income populations.
- To ensure the full and fair participation by all potentially affected communities in the transportation decision-making process.
- To prevent the denial of, reduction in, or significant delay in the receipt of benefits by minority and low-income populations.

Assessment

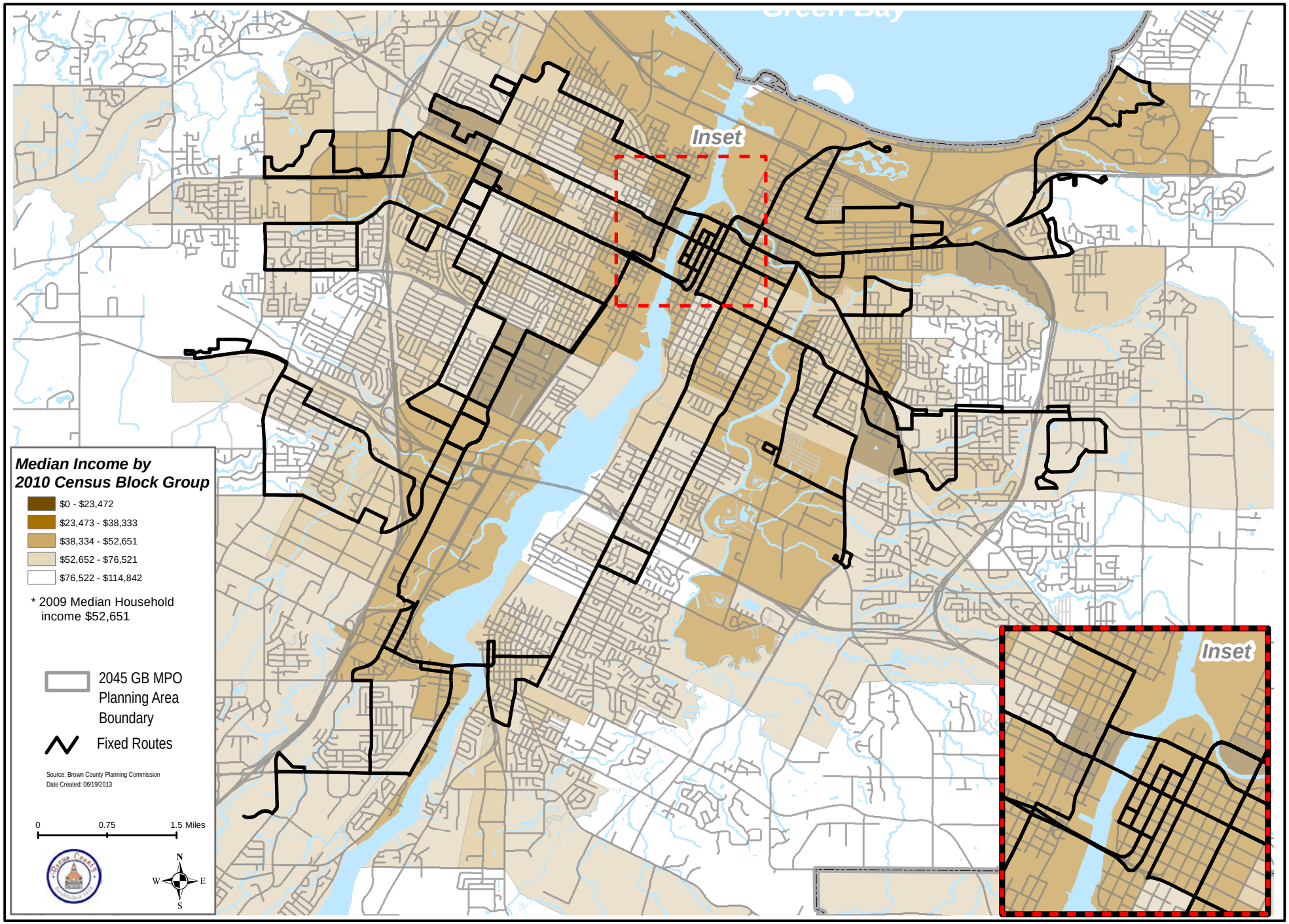
The following maps represent the Green Bay Metro fixed route and paratransit service area and 1.) Minority Populations by census block group, 2.) Median Household Income by census block group, and 3.) Access to Jobs: Major Employers and Employment Centers.

Taken in whole, the proposed projects and recommendations in this TDP do not impose disproportionately high and adverse impacts on minority populations and low-income populations, and the benefits of the transportation services and improvements provided are reasonably distributed to serve the needs of all populations in the area.

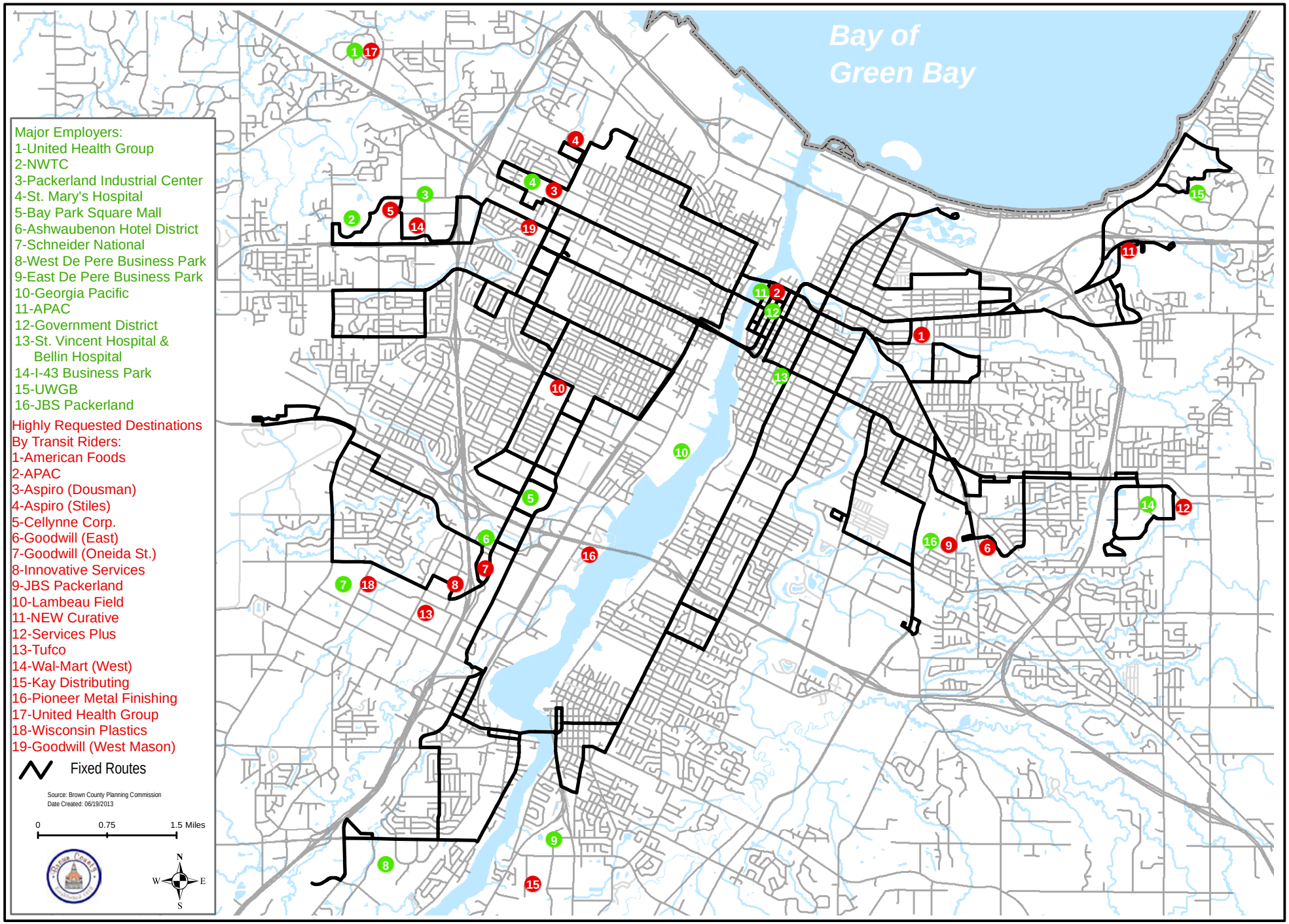
2010 Census Minority Population by Census Block



Median Income by 2010 Census Block Group



Access To Jobs: Requested Destinations & Employment



CHAPTER 8
Public Participation

Overview

The Brown County Planning Commission/MPO and Green Bay Metro staff developed the *Green Bay Metro Public Participation Policy, 2006, as amended*. The policy calls for specific public involvement efforts for various transit plans and programs. The public participation policy is reviewed by staff at least every five years for relevance and is updated if necessary. The following outlines the process of public involvement used for the *2014-2018 Transit Development Plan*.

TDP Work Group

The Brown County Planning Commission/MPO established the Transit Development Plan (TDP) work group comprised of one member of the Green Bay Transit Commission, two Metro administrative staff members, one bus driver, one dispatch staff member, one member of the Transportation Coordinating Committee of Brown County, and a representatives from WisDOT. The meetings were facilitated by the Brown County Planning Commission/MPO staff. The role of the TDP work group was to provide guidance and input to planning staff throughout the process.

Upon review and consensus of the TDP work group, the Brown County Planning Commission/MPO released the *Draft 2014-2018 Transit Development Plan (TDP) for the Green Bay Metro System* for public review.

MPO staff also provided a project update to the Transit Commission at its regularly scheduled monthly meetings.

Public Review Period/Public Informational Meeting/Public Hearing

As per Green Bay Metro's Public Participation Policy, a 30-day public review and comment period was held from October 14th through November 13th, 2013. Members of the public were also invited to a public informational meeting and public hearing held on October 28, 2013 at the Transportation Center. Planning staff presented an overview of the TDP, answered questions, and held the formal public hearing. The public notice affidavit and transcript of the public hearing can be found in Appendix A and Appendix B.

A summary of comments received during the public review period and hearing were provided to the Transit Commission prior to approval of the TDP. The comments can be seen in Appendix C.

Additional Outreach

In addition to legal notices, a Metro Rider Alert (informational signs) were posted on the buses and at the Transportation Center, informational postcards were mailed to interested parties, and a notice was posted on social media (Facebook).

Metro Rider Alert

METRO RIDER

ALERT

Green Bay METRO

PUBLIC MEETING

The Brown County Planning Commission has released the ***Draft 2014-2018 Transit Development Plan (TDP) for the Green Bay Metro System*** for public review and input.

What is a TDP? A TDP is a five-year plan that examines various aspects of the system including level of service, fare structure, operating and capital needs, paratransit program, and overall budget. The TDP also makes recommendations for improvements.

You can access the draft report at: http://www.co.brown.wi.us/ Just click on departments, planning, transportation, and transit planning.

Tell us what YOU think!

You are invited to attend a Public Information Meeting and Public Hearing on:

Monday, October 28th, 2013
Green Bay Metro Transportation Center
901 University Avenue
4:15 P.M.

The meeting will include:

1. Overview of the TDP
2. Question and Answer Session
3. Public Hearing: Register your comments

If you are unable to attend the public meeting and wish to share your comments with us, please do so by mailing your comments by November 13 to Lisa J. Conard, Brown County Planning Commission, PO Box 23600, Green Bay, WI 54305-3600.

Informational Postcard

Green Bay METRO

2014-2018 Transit Development Plan (TDP) for the Green Bay Metro Transit System
by the Brown County Planning Commission

What is a TDP? A TDP is a five-year plan that examines various aspects of the system including level of service, fare structure, operating and capital needs, paratransit program, and overall budget. The TDP also makes recommendations for improvements. They include:

Operating Assistance. The combination of federal and state operating assistance has decreased in recent years and that is not likely to change over the course of this five-year TDP. Cost saving measures, cost avoidance, and alternate funding sources should continue to be pursued if the Green Bay Transit Commission is to keep the existing level of service.

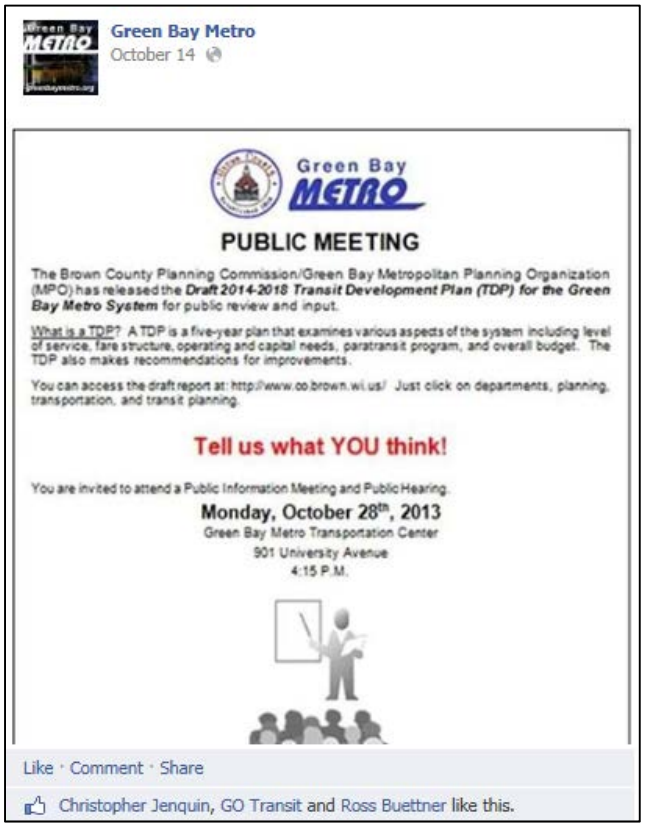
Capital Needs. The TDP recommends Metro acquire new buses to replace existing buses which have exceeded useful life. Replacement of rolling stock is the highest capital priority.

Fixed Route System. Metro staff, with the assistance of the MPO, should continue to explore route restructuring options and present a plan to the Transit Commission in 2014.

Paratransit Program. It is possible for Metro to begin the transition to an expanded in-house operation during this plan period in an effort to save money. If found feasible, and with Commission approval, Metro should pursue in-house reservation and dispatch functions.

Want to read the draft TDP? A full draft of the TDP is available for review at: http://www.co.brown.wi.us/ Just click on Departments, Planning, Transportation, and Transit Planning or a copy can be emailed to you by contacting Lisa J. Conard at conard_lj@co.brown.wi.us or at (920) 448-6489. Written comments will be accepted through November 13, 2013, and should be addressed to Lisa J. Conard, 305 E. Walnut St. Room 320, PO Box 23600, Green Bay, WI 54305-3600.

Green Bay Metro Facebook Posting



Green Bay Transit Commission Action

On November 25, 2013 the Green Bay Transit Commission approved the *2014-2018 Transit Development Plan for the Green Bay Metro System*.

CHAPTER 9
Summary of Recommendations

Plan Recommendations:

Goals and Objectives. Green Bay Metro staff should periodically review the goals and objectives of the plan to ensure compliance.

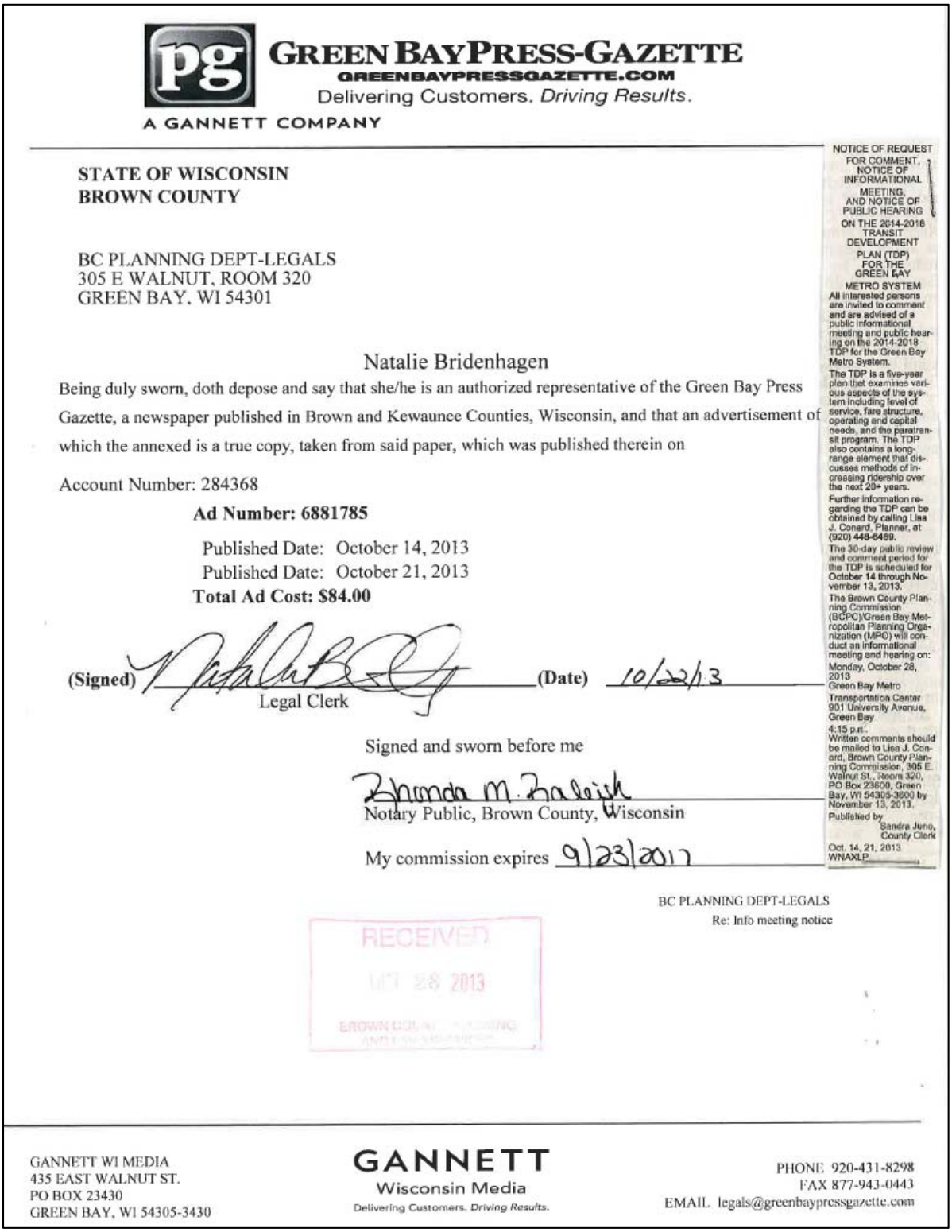
Operating Assistance. The combination of federal and state operating assistance has decreased in recent years and that is not likely to change over the course of this five-year TDP. Cost saving measures, cost avoidance, and alternate funding sources should continue to be pursued if the Green Bay Transit Commission is to keep the existing level of service.

Capital Needs. The TDP recommends that Green Bay Metro acquire new buses to replace existing buses which have exceeded useful life. Replacement of rolling stock is the highest capital priority.

Fixed Route System. Green Bay Metro staff, with the assistance of the MPO, should continue to explore route restructuring options and present a plan to the Transit Commission in 2014.

Paratransit Program. There have been many discussions through the years of Green Bay Metro taking over a portion or all of the paratransit service in-house with the idea of reducing the overall cost of the program. It is possible for Green Bay Metro to begin the transition to an expanded in-house operation during this plan period. If found feasible, and with Transit Commission approval, Metro should pursue in-house reservation and dispatch functions.

APPENDIX A
Legal Notice Affidavit



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BROWN COUNTY

BC PLANNING DEPT-LEGALS
305 E WALNUT, ROOM 320
GREEN BAY, WI 54301

Natalie Bridenhagen

Being duly sworn, doth depose and say that she/he is an authorized representative of the Green Bay Press Gazette, a newspaper published in Brown and Kewaunee Counties, Wisconsin, and that an advertisement of which the annexed is a true copy, taken from said paper, which was published therein on

Account Number: 284368

Ad Number: 6881785

Published Date: October 14, 2013
Published Date: October 21, 2013
Total Ad Cost: $84.00

(Signed) _____ **(Date)** 10/22/13
Legal Clerk

Signed and sworn before me

Rhonda M. Baleigh
Notary Public, Brown County, Wisconsin

My commission expires 9/23/2017

NOTICE OF REQUEST FOR COMMENT, NOTICE OF INFORMATIONAL MEETING, AND NOTICE OF PUBLIC HEARING ON THE 2014-2018 TRANSIT DEVELOPMENT PLAN (TDP) FOR THE GREEN BAY METRO SYSTEM

All interested persons are invited to comment and are advised of a public informational meeting and public hearing on the 2014-2018 TDP for the Green Bay Metro System.

The TDP is a five-year plan that examines various aspects of the system including level of service, fare structure, operating and capital needs, and the paratransit program. The TDP also contains a long-range element that discusses methods of increasing ridership over the next 20+ years.

Further information regarding the TDP can be obtained by calling Lisa J. Conard, Planner, at (920) 448-6489.

The 30-day public review and comment period for the TDP is scheduled for October 14 through November 13, 2013.

The Brown County Planning Commission (BCPC)/Green Bay Metropolitan Planning Organization (MPO) will conduct an informational meeting and hearing on:

Monday, October 28, 2013
Green Bay Metro Transportation Center
901 University Avenue, Green Bay
4:15 p.m.

Written comments should be mailed to Lisa J. Conard, Brown County Planning Commission, 305 E. Walnut St., Room 320, PO Box 23600, Green Bay, WI 54305-3600 by November 13, 2013.

Published by
Sandra Juno,
County Clerk

Oct. 14, 21, 2013
WNAXLP

BC PLANNING DEPT-LEGALS
Re: Info meeting notice

RECEIVED
OCT 28 2013
BROWN COUNTY PLANNING

GANNETT WI MEDIA
435 EAST WALNUT ST.
PO BOX 23430
GREEN BAY, WI 54305-3430

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Wisconsin Media
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PHONE 920-431-8298
FAX 877-943-0443
EMAIL legals@greenbaypressgazette.com

APPENDIX B
Public Hearing Minutes

TRANSCRIPT OF THE PUBLIC HEARING ON THE
2014 - 2018 TRANSIT DEVELOPMENT PLAN (TDP)
FOR THE GREEN BAY METRO SYSTEM
October 28, 2013
4:15 p.m.
Green Bay Metro Transportation Center – Commission Room
901 University Avenue
Green Bay, WI 54301

Attendance: Brian Balogh, Vinny Caldara, Tracy Ebert, Dean Kennedy, Rebecca McGilliuray, Pam Reeves, Eric Strohfeldt, Agnes Tuyls, and other members of the public.
Brown County Planning Commission staff present: Lisa J. Conard
Green Bay Metro staff present: Patty Kiewiz

Note: Prior to the opening of the public hearing, Lisa Conard introduced herself and provided an overview of the TDP via PowerPoint. L. Conard also offered the opportunity for those in attendance to ask questions during the presentation. L. Conard and P. Kiewiz answered several questions directly relating to the TDP and about Metro services in general.

L. Conard stated that she would forward all comments received during the 30-day public review and comment period and public hearing to the Green Bay Transit Commission. The Transit Commission will consider approval of the TDP at 8:15 a.m. on Monday, November 25th, 2013, at the Metro Transportation Center (901 University Avenue in Green Bay). L. Conard thanked everyone for their interest and participation.

L. Conard opened the public hearing at 5:20 p.m.

After asking three times if anyone would like to make a comment and hearing none, L. Conard closed the public hearing at 5:21 p.m.

APPENDIX C
Public Review Comments

Public Comments:

Prior to the opening of the public hearing held on October 28nd, 2013, an overview of the TDP was provided via PowerPoint. Attendees had questions, comments, and made recommendations. They are as follows:

1. Safety and comfort for on-bus standing room only situations is a concern.
2. The tie-down straps used to secure mobility devices on the buses are in poor condition.
3. Proper lighting needed near select bus stops.
4. Snow removal at bus stops is a concern.
5. Lengthy walking distance required to reach select bus stops.
6. Bad behavior by youth on the bus (swearing).
7. Bad behavior by youth at the Transportation Center (fighting).
8. Access to the *Where's My Bus* application does not work well on android operating systems.
9. New arrival/departure boards at Transportation Center are helpful.
10. Request for the ability to purchase day passes in advance for convenience purposes and to allow riders to board quickly.
11. Continue to pursue smart card fare media.

Comment received via Facebook:

Laura Poels There should be benches at every transfer point. Along with garbage/cigarette disposal bins.
about an hour ago via mobile