



Green Bay Metro Transit 2021-2025 Strategic Plan



System Overview

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 even greater 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.

Fixed Route Service

Green Bay Metro operates 14 full-service bus routes throughout the urbanized area. In addition, several limited service routes operate during Packers home games.

Paratransit Service

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

Green Bay Metro currently contracts with a private transportation provider (Via, Tidewater) to provide this service.

Service Area and Hours of Operation

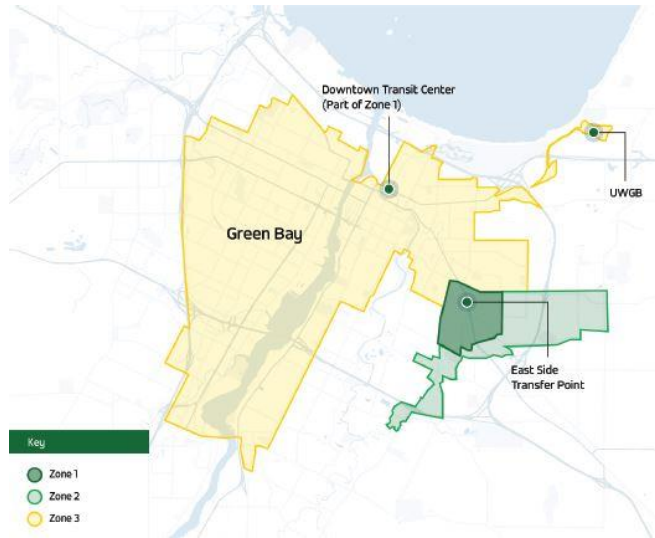
Service is currently provided to the cities of Green Bay and De Pere and the villages of Allouez, Ashwaubenon, and Bellevue.

Normal service hours have been Monday through Friday from 5:15am to 9:45pm and Saturday from 7:15am to 6:45pm.

Full-service routes do not operate on Sunday. However, limited service routes operate during all Packers home games.

In March, 2020, service was modified due to the pandemic, COVID 19. Ridership has had a drastic decrease, due to safer at home orders and many businesses implementing remote work schedules. Modified service hours are Monday through Friday from 5:45 a.m. to 7:45 p.m. and on Saturday from 8:45 a.m. to 3:45 p.m.

Microtransit services are being piloted in a specific area during the day and system wide from 7:45pm-9:45pm. This is an on-demand service that can be scheduled by using the app, GBM On Demand or by contacting the call center.



Green Bay Metro COVID-19 Statement:

March 11, 2020 the World Health Organization declared the pandemic, COVID-19. Governor Tony Evers issued a Safer at Home Order, effective March 25, 2020. This action created a drastic decline in ridership as members of the public were encouraged to stay home.

Green Bay Metro is committed to the safety and health of all our employees, passengers, and the general public during the COVID-19 pandemic. The impact of the COVID-19 pandemic on Green Bay Metro has yet to be fully realized. However, it is anticipated that ridership and revenue will remain significantly lower than pre-pandemic levels for quite some time.





Mission:

Green Bay Metro is committed to providing safe and dependable transportation to jobs, schools, medical services, and other destinations.

Vision:

To be a partner in the community by providing transportation that is convenient and accessible to the public.

Core Values:

Safety

The assurance that all passengers will be transported by professional operators on well-maintained vehicles while meeting all state and federal regulations.

Customer Service

The assurance that all passengers will be treated according to the following initiative:

The City of Green Bay is dedicated to being accessible to all residents while providing a quality service which is inclusive, professional, responsive, and knowledgeable, and meeting the needs of our community.

Dependability

The assurance that route, fare, and other Metro information is accurate, that Metro vehicles will arrive and depart at their scheduled times, and that transfers can be made easily to allow customers to complete their trips.

Economy

The assurance that Metro will provide frequent and convenient access to employers, educational and medical facilities, recreational and social opportunities, and many other destinations at a cost to customers and member communities that is comparable to transit systems of similar size.

Ingenuity

The assurance that Metro will constantly seek to increase the quality, variety, and scope of its transportation services through the use of innovative funding methods, establishment of new public and private partnerships, and development of other creative initiatives.

Key Strategies:

1. Ensure employees are properly trained and current on up-to-date practices
2. Provide efficient and adequate transportation
3. Transportation services will maintain on-time performance as measured by system standards
4. Maintain existing and seek additional revenue from government agencies and public and private partnerships
5. Use creative methods to enhance services and provide independence



Goals & Objectives

1. Core Value and Goal: Safety

Strategies	Performance Target
Maintain Smith System Defensive Driving certification for all operational employees	100% of Metro operational employees certified at all times
Follow Metro's annual Safety Training Schedule	100% compliance with the annual schedule
Minimize the number of preventable accidents per 100,000 miles traveled	Maximum of 0.7 preventable street accidents per 100,000 miles traveled per year
Maintain Metro's facility and equipment per Metro policy and procedures.	100% compliance with Metro's preventative maintenance schedule
Properly utilize OSHA-approved personal protection equipment	Reduce occupational injuries from 20 per year to 15 per year by end of 2021
Promote safe work practices – procedures and employees	Conduct Metro's Safety Committee meetings quarterly.
Continue to monitor and upgrade security on the buses and on all Metro property	100% of audio and video equipment on Metro's buses and Transportation Center property should be functioning at all times Upgrade existing bus radios by end of 2021 Upgrade the audio and video equipment on Metro's buses to a live feed audio and video system by 2021

2. Core Value and Goal: Customer Service

Strategies	Performance Target
Maintain a strict preventative maintenance schedule for the Transportation Center	100% compliance with Metro's preventative maintenance schedule
Extend transit service into high-demand areas of communities that are not currently served by Metro	Determine the feasibility of providing commuter service between Green Bay and Appleton by January of 2021 Complete microtransit pilot in low ridership areas as defined by system standards by fall 2021
Increase the service frequency of Metro bus routes	Identify routes where fixed route service frequency can and should be increased by the end of 2021 Implement the initial fixed route frequency increases in 2021 Review the fixed route system annually after 2021 to determine where additional service frequency increases can and should be implemented

Provide travel training to teach people how to ride Metro's fixed route buses	<p>Contact a minimum of ten organizations per year to offer travel training to their clients/members</p> <p>Continue to offer fixed route bus travel training to all paratransit service applicants</p> <p>Maintain the practice of providing travel training to 100% of the people who request the training</p> <p>Review and update Metro's "How to Ride the Bus" and other YouTube posts a minimum of once per year</p>
Enhance rider amenities on Metro's buses	Introduce free Wi-Fi on heavily used bus routes by 2022
Improve public awareness and promote Metro services	<p>Continue to attend annual freshman orientation programs at UWGB, St. Norbert College, and NWTC to provide incoming students information about Metro</p> <p>Continue to provide public outreach by doing a minimum of ten presentations per year</p>

3. Core Value and Goal: Dependability

Strategies	Performance Target
Maximize fixed route and paratransit on-time performance	<p>Never arrive at bus stops before scheduled arrival times</p> <p>Arrive at bus stops between zero and two minutes after scheduled arrival times a minimum of 93% each month</p> <p>Meet the Americans with Disabilities Act (ADA) definition of on-time paratransit performance for a minimum of 95% of trips each month</p>
Provide accurate and timely information to customers	<p>Utilize the GBM Bus Tracker App to communicate unforeseen schedule delays</p> <p>Update the route guide and other printed and digital materials in Spanish and other requested languages a minimum of once per year</p> <p>Promote rider app for paratransit and Microtransit services</p> <p>Continue to post Metro Alerts on buses, Metro's website, and social media at least one week before detours and other events occur</p>

	Continue the practice of updating Metro's AVL system with new location data prior to making physical modifications in the field (bus stop signs, shelters, etc.)
Maintain a strict preventative maintenance schedule for all equipment, rolling stock and facilities.	<p>Maintain the Transit Asset Management Plan (TAM) along with the Comprehensive Capital Improvement Program (CIP) and fleet replacement schedule</p> <p>Maintain a bus fleet with an average age of no more than eight years</p> <p>Maintain a spare bus ratio of a minimum of 30% of the peak bus requirement</p>

4. Core Value and Goal: Economy

Strategies	Performance Target
Maintain existing and seek additional revenue from federal, state, and local government agencies, and through public and private partnerships	<p>Begin working with Advance/Green Bay Area Chamber of Commerce in 2021 to identify businesses that would like to participate in employee transit programs</p> <p>Contact a minimum of ten businesses per year to discuss Metro's services, offer employee travel training presentations, and determine if the businesses want to purchase tax-deductible bus passes for their employees</p> <p>Maintain a minimum on-bus advertising occupancy rate of 75% on full-service buses at all times</p> <p>Actively promote the passage of a statewide Regional Transportation Authority or Regional Transit Authority (RTA) enabling statute</p>
Pilot a Microtransit/Dial-A-Ride Program	<p>Monitor microtransit/Dial-A-Ride pilot to determine if community needs are being met.</p> <p>Determine if microtransit is a cost effective and efficient service to continue providing.</p>

5. Core Value and Goal: Ingenuity

Strategies	Performance Target
Metro should continue to use creative methods of providing and enhancing services that provide independence for individuals, connect people and jobs, and enhance the economy	Implement smart card technology and cashless fare options by June of 2021

	<p>Continue the Packers game day bus service, and the Downtown to Tiletown partnership while utilizing private sponsorships to pay for the service</p> <p>Continue to submit annual applications for Surface Transportation Block Grant (STBG) funds through the Green Bay MPO to fund the acquisition of vehicles and other capital items</p> <p>Continue to monitor fixed routes that operate below the system threshold for consideration of microtransit</p> <p>Implement real-time monitor displays</p>
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Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

SWOT analysis is a tool for auditing an organization and its environment. It occurs early in a strategic planning process and helps participants focus on key issues. SWOT stands for strengths, weaknesses, opportunities, and threats. Strengths and weaknesses are internal factors, which can be controlled within an organization. Opportunities and threats are external factors, which cannot be controlled from within.

The following SWOT analysis was developed by the strategic planning team:

Strengths:

Value

Green Bay Metro offers low-cost transportation services to the general public.

Safety

Metro has well-trained professional drivers with excellent driving records on well-maintained vehicles.

Intergovernmental Relationships

Metro benefits from strong relationships with the Federal Transit Administration (FTA), Wisconsin Department of Transportation (WisDOT), the cities of Green Bay and De Pere, and the villages of Allouez, Ashwaubenon, and Bellevue.

Public Participation

Metro has a strong public participation program which allows staff to meet and discuss important transit issues with community stakeholders and the general public.

Green Bay Transit Commission/Staff Relations

Metro benefits from strong, supportive relationships between the transit commission and staff.

Management/Labor Relations

Collective bargaining agreements for Metro’s two unions are settled through December 2020 for the Maintenance Division and 2021 for the bus operators.

Metropolitan Planning Organization (MPO) for the Green Bay Urbanized Area

The Green Bay Transit Commission and Metro staff benefit from an MPO staff that is experienced, has a varied skill set, and is willing to take on projects in an effort to improve the system. (The MPO is part of the Brown County Planning Commission.)

Forward Momentum

The efforts of organizations such as the Bay Area Community Council, United Way, and Justice Organization Sharing Hope and United for Action (JOSHUA) have carried the message of the importance of public transportation to the forefront. Their efforts are well demonstrated by numerous Press-Gazette newspaper articles and editorials, local TV news stories, public forums, reports, and documentaries.

Partnerships

Green Bay Metro has strong connections to the community and has built partnerships with the Green Bay Packers, Green Bay Area Public School District, The University of Wisconsin-Green Bay (UWGB), Jefferson Lines, American Public Transportation Association (APTA), Green Bay Area Chamber of Commerce, Ashwaubenon School District, Wisconsin Public Transportation Association (WIPTA) and the American Public Transportation Association (APTA).

Weaknesses:

Federal and State Funding

Uncertainty of future federal and state funding programs.

Local Funding

Resistance by local funding partners to increase contributions to keep pace with inflation and/or expand services.

Fare Recovery

It is a challenge to find a balance between the desire to offer low fares and the need to recover a portion of the system's operating expenses.

Lack of Desired Transit Services

Lack of frequency and late-night service prohibits Metro from effectively serving shift-oriented employers.

Lack of Local Land Use Policies that Promote or Complement Transit Services

Examples include:

- Large minimum residential lot sizes (which lead to inefficiencies in mail delivery, garbage pick-up, bus service, etc.)
- Minimum parking requirements for businesses
- Availability of free or low-cost parking
- Lack of well-connected street patterns to minimize walking distances
- Lack of sidewalks leading to and from bus stops
- Large parking lots at shopping malls and other significant transit trip generators that are inaccessible to Metro's buses

Opportunities:

Economic Benefits of Transit

Public transit provides many economic benefits to the local community. Non-traditional riders can benefit from the low fares, especially in light of fluctuating fuel prices and the high cost of car ownership.

Additional Partnerships

Metro currently has a strong partnership with the University of Wisconsin-Green Bay (UWGB). Opportunities exist to expand the universal pass (U-Pass) program and/or introduce other programs to include businesses, other learning institutions, and other entities. (The IRS allows employers to withhold a set amount of an employee's pre-tax income for bus commuting costs. Employers may also provide a monthly fare subsidy as a part of the qualified IRS Transportation Fringe Benefit, under section 132(F) of the IRS tax code.)

Expand and Enhance Services

Demand for service exists in other area communities. Opportunities exist to better serve residents, employers, students, and retail centers within the existing service area by extending service through a microtransit or dial a ride program.

The onset of COVID-19 has put Green Bay Metro in a position to potentially expand and enhance current night services, utilizing microtransit services.

Advanced Technologies

Adoption of technologies to provide information to stakeholders will create consistency and reliability.

Transit Oriented Development (TOD)

Opportunities to implement TOD exist in the Metro service area. (TOD is a mixed-use community within walking distance of a transit stop that mixes residential, retail, office, open space, and public uses in a way that makes it convenient to travel on foot or by public transportation instead of by car.)

Paratransit Service

Utilizing existing paratransit vendor to assist in microtransit services. This would help to reduce the cost of fixed route transportation in low ridership areas.

Threats

Local, State, and Federal Economies

- Economic volatility poses funding challenges for Metro to continue operating current services and to expand services.
- Uncertainty of federal and state transit funding assistance amounts on a year-to-year basis.
- Uncertainty of future state transit funding due to the possible shift of transit funding from the state budget's transportation fund to the state budget's general fund.
- Lack of a long-term funding solution such as a Regional Transportation Authority or Regional Transit Authority (RTA).
- Uncertainty with public gatherings and groups.

Negative View of Public Transportation

Negative community view of public transportation could impact funding and the ability to provide current and/or additional services.

2020 Strategic Plan Review Committee

Participants	Title	Agency
Patty Kiewiz	Transit Director	Green Bay Metro
Essie Fels	Paratransit Coordinator	Green Bay Metro
Andrea Vlach	Mobility Coordinator	Green Bay Metro
Harman Singh	Operation Supervisor	Green Bay Metro
Kenny Hofer	Maintenance Manager	Green Bay Metro
Lisa J. Conard	Senior Planner	Brown County Planning Commission/MPO
Cole Runge	Principal Planner, Director	Brown County Planning Commission/MPO

Conclusion

Green Bay Metro is an organization driven by strong executive leadership that approaches transit from a coordinated perspective, stresses customer focus, and operates safe, reliable public transportation. Green Bay Metro can leverage these strengths to continue improving ridership, public perception, community involvement, performance, and customer satisfaction.

In order to maintain Green Bay Metro's vision, mission, core values, and goals, Green Bay Metro's Strategic Plan will be reviewed annually to examine the effectiveness of the plan's strategies and progress toward achieving the plan's goals. The Strategic Plan will also be updated every five years to ensure it reflects current regulations, funding policies, and system priorities.

Adoption and Revision History

Adopted by the Green Bay Transit Commission on July 19, 2017.

Revised and adopted by the Green Bay Transit Commission on December 9, 2020

